

# VISION 2029 FY2023 BALANCED SCORECARD

<b>VISION:</b> By 2029, the University of Arkansas for Medical Sciences (UAMS) will lead Arkansas to be healthiest state in the region* through its synergies of education, clinical care, research and purposeful leadership.			
<b>MISSION:</b> The mission of UAMS is to improve the health, health care and well-being of Arkansans and of others in the region, nation and the world by: Educating current and future health professionals and the public; Providing high-quality, innovative, patient- and family-centered health care and also providing specialty expertise not routinely available in community settings; and Advancing knowledge in areas of human health and disease and translating and accelerating discoveries into health improvements.			
<b>STRATEGIC THEMES:</b>	DIGITAL HEALTH	FAIR AND JUST CULTURE	PARTNERSHIPS
<b>STRATEGIC RESULTS:</b>	Become a fully deployed digital health institution	Attain national recognition as a fair and just culture institution	Become Arkansas' destination for healthcare

Strategic Objectives/Strategy Map (Vision 2029 1.0)		2029 Targets	Owners	Initiatives
External Stakeholder		Arkansas will be at national average* for infant/maternal mortality, diabetes, stroke, breast cancer	Gardner/Krause	Value based primary care diabetes interventions, retinal cameras in all clinics for exams across the state, PCORI, (Pregnancy) Medicaid Coverage expansion to 1 year., LARC pilot in RP, AIM State initiatives including mental health services expansion for pregnant women, California Collab Obstetric hemorrhage bundles in all hospitals in AR, early maternal warning sign system, maternal mortality board, centering pregnancy, Post-partum RCT, post-partum hemorrhage bundle, C-section bundle antepartum, hypertension bundle, Women's Center - mammography, WPRCI COE programs, ADH Breast Care Program (partnership), IMSL breast cancer screening, achieve State of the Art infrastructure for animal and human studies, addressing SDOH Needs --Aunt Bertha/Findhelp.com and other resources, IDHI stroke program, AR Cancer Coalition/Cancer Plan Partnerships- promoting breast cancer screening, ARHP enrollment services, ARHP good food Rx, Breast center, cancer related legislation, CHP annual review process to include long-term goals, Admit students who are highly engaged in the pharmacy profession, CHP faculty workload by semester to include scholarship expectations, CHP seed grants, Clinical Strategy TOSH, COM parallel track, workforce assessment to determine the geographical locations of health programs needed in professional shortage areas, coordinated tobacco consultation service, culinary medicine, El Dorado Regional Program, endowed chairs and junior scientist position expansions CON, Faculty incentives for education outcomes, food pantry, stocked and ready, fresh and Reddie, funded faculty researcher retention, health equity initiatives, HRSA grant primary care, identification of LR infusion location, increased compensation for DNP faculty, mammovan expansion, marketing efforts COP, McGehee gap clinic, natural wonders, NCI designation, nursing magnet, online MHA program, p grants, , practice contracts for faculty CON, reputation, research indirects to departments, RP pipeline programs, rural training track development, stroke process improvement, successful COP faculty in grantmanship and professional leadership, Washington Regional Reclassification
		100 new first-year GME slots in Arkansas with at least 50% in primary care	Gardner/Smyth	
		Achieve 5 star CMS rating/Leapfrog grade A	Krause	
		USNWR Best Hospital in the state for Ortho, ENT, Cancer, Gyn, Neuro, Ophth	Krause	
		Increase the number of UAMS specialty faculty practicing in the NW region from 26 to 70	Krause/Wenger	
		USNWR Top 3 schools in region*: COM (primary care); CON; HC Mgmt; COP, PT/OT/SLP/PA	Gardner	
		Increase the number of students at UAMS Northwest Regional Campus from approximately 250 to 760	Gardner/Wenger	
		Develop at least five new educational programs based on workforce needs of the state	Gardner	
		USNWR Top 5 schools in research in region*	Ho	
		Become Arkansas' first NCI designated cancer center	Birrer	
Financial		Increase value-based payments/patient lives in value-based programs to 50%	George	Investments over \$1 M include pro forma and formal evaluation process of expected ROI, cash forecasting and budgeting, clinical strategy hospital care at home, CMS direct contracting, commercial value based programs, develop employer direct contracts, ENT clinic Conway, hospital at home/home health Contessa), length of stay ReOp , manage Medicaid, margin investment strategies, NWA UAMS Health Orthopaedics & Sports medicine facility, PRI project investment request, Primary care first, radiation oncology, supply chain lease vs buy process evaluation, supply chain ReOp , surgical annex, value based contracts/ACO, value based CMS bundles, workforce management ReOp
		Achieve/maintain margin of 2%	George	
		Keep/maintain 90 days cash on-hand	George	
		>\$2 Billion gross annual revenue	George	
		Achieve foundation funds accrual goals	Erck	
Internal Processes		Achieve HIMSS stage 7	Krause	State of the art infrastructure for animal and human studies, annual high impact publications showcase, ARHP connect to tech, ARHP pipeline programs K-12, ARHP regional nursing collab, ARHP swing bed initiative, ATI/DRT evaluations, barcode medication administration, biannual licensure pass action plans, breastmilk barcode, CHP program specific prep courses, college specific URM recruiting programs, citation awards, clinical decision support, clinical strategy hospital care at home, DDEI enrichment for current UAMS students, DDEI pipeline programs, decrease URM students attrition rate, digital health media marketing to all regions, digital hernia center, employer survey regarding graduates readiness for practice, evaluate URM student satisfaction with student support services, expand external industry sponsors for research, graduate surveys on readiness, institutional learning outcomes competence through IPE participation, IPE initiatives, IPE rural focus, mychart bedside, NMBE self-assessment, NCI designation, network infrastructure expansion, nursing magnet, p grants, paperless charting, pathways programs K-12, patient experience management guidance team initiatives, patient survey transparency, PFCC/advisory council, physicians compensation, post bacc program, rover, RP pipeline programs, senior longitudinal course that houses the RX prep NAPLES, step 1 study course, student retention initiatives, student scholarships support, student success center, student wellness, top 2 percentile worldwide authors, trainees grants, UAMS center for health literacy
		Expand HealthNow services to 12	Krause	
		Achieve and maintain LOS benchmarks	Krause	
		Achieve 84% positive responses for "rate facility"	Krause	
		Achieve 94% positive responses for "would recommend provider"	Krause	
		Readmission rate will be reduced to 9.62	Krause	
		Infection reduction to less than 40 infections per year	Krause	
		Reduce mortality to less than 0.72	Krause	
		Patient Safety indicators will be in the Vizient top ten	Krause	
		Summa Cum Laude Epic Honor Roll; Epic 8 Star	Krause	
		80% of UAMS employees will list a UAMS physician as their PCP	Krause	
		All service lines will each have an average number of days for new patient visit appointment less than 14 (7 for primary care)	Krause	
		Perform at least 500 cardiac surgeries per year	Krause	
		All colleges' enrollment will reflect racial diversity proportions of the state: COM, CON, COP, COPH, CHP, GRS	Gardner	
		UAMS will achieve/maintain institutional completion rate goal (150% on-time) of 75% and at least 75% for URM	Gardner	
>94% pass rate for all board certification/professional licensures exams, by college: COM, CON, COP, CHP	Gardner			
Top 3 in R&D NIH funding of IDEA states	Ho			
Top 3 AMC in region* in publications	Ho			
Organizational Capacity		50% increase in Fair & Just Culture item scores	Lombard-Sims	Employee Engagement Initiatives, Barton energy efficiencies project, change management, communications plan, compensation study, decrease faculty burnout, economic development alliance, expanded deferred maintenance plans, expanded MRI services, expanded oncology clinics, faculty excellence initiatives, faculty mentoring program, faculty quarterly onboarding community, faculty retention initiatives, faculty wellness initiatives, fair and just culture committee, finance/budget compensation approval, FIRST STEP grant, health and wellness of UAMS faculty and staff, minority faculty caucus, OD programs focused on leadership, OD initiatives to reduce turnover, Pine/Cedar Energy project, provost innovator award, small business venture capital outreach and engagement, surgical hospital, talent acquisition, URM faculty hiring guide, URM staffing guide, vendor consolidation, workday
		# 1 Forbes Employer in AR	Lombard-Sims	
		#1 Forbes Employer in AR for diversity	Gittens	
		Annual UAMS turnover rate will be better than benchmark for AMCs in region*	Lombard-Sims	
		Exceed benchmark for AMC/employers for employee engagement scores	Lombard-Sims	
		Average comp will be at least 50th percentile of market for all positions	Lombard-Sims	
		75% of UAMS leaders with direct reports will complete leadership development training	Lombard-Sims	
		\$164 million in deferred maintenance	Clark	
		100% IT infrastructure completed for master facilities plan	Clark	
		100% executed master facilities plan to 2029	Clark	
At least 4 new licensing agreements/small business startup per year	Ho			

\*Region: AR, TN, LA, MS, AL, NC, SC