

# VISION 2029 FY2024 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 or better than 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, (Pregnancy) Medicaid Coverage expansion to 1 year, California Collab Obstetric Hemorrhage bundles in all hospitals in AR, Early maternal warning sign system, C-section bundle-antepartum, WPRCI COE programs- promoting breast cancer screening, AR Cancer Coalition/Cancer Plan Partnerships- promoting breast cancer screening, ADH Breast Care Program (partnership), Mammovan expansion, Breast Center, Women's Center - mammography, IMSL screening programs, Cancer Related Legislation, IDHI Stroke Program, Stroke Process Improvement, UAMS Stroke Program, Coordinated tobacco consultation service, Addressing SDOH Needs -Aunt Bertha/Findhelp.com and other resources, Health equity initiatives- (Day Care, Home Ownership, 12th Street Health & Wellness, Food Pantry- Stocked and Reddie, Culinary Medicine), McGehee gap clinic initiative to support SDOH, ARHP Good Food Rx, ARHP enrollment services, Breast Milk Bank, El Dorado Regional Program, NW AR GME expansion (including Washington Regional Reclassification), Rural Training Track Development, ARHP (all programs), Clinical Strategy TOSH- Highlight progress including wide awake extremity surgeries, Rogers land feasibility study, COM HRSA grant Primary Care - update with reach and milestones, COM Faculty incentives for education outcomes, Research Indirects to Departments, COPH Online MHA Health & Wellness, Food Pantry, COP Admit students who are highly engaged in the pharmacy profession, COP Successful faculty in grantsmanship and professional leadership, COP Marketing efforts, CHP seed grants, CHP Annual review process to include long-term goals, CHP Faculty workload by semester to include scholarship expectations, CHP conduct a workforce needs assessment to determine the geographical locations of health programs needed in professional shortage areas, Support and expand TRI's community participatory-based research training program, Funded Faculty Researcher Retention.			
		100 new first-year GME slots in Arkansas with at least 50% in primary care	Gardner				
		Achieve 5 star CMS rating/Leapfrog grade A	Krause/Smith				
		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				
		USNWR Top 3 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, commercial value based programs, 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 collaboration, 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 graduate 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, achieve nursing magnet status, 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, UAMS Health Specialty Center- Urology	
				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 better than benchmark	Krause				
		Reduce mortality to better than benchmark	Krause				
		Summa Cum Laude Epic Honor Roll; Epic 8 Star	Krause				
		80% of UAMS employees will list a UAMS physician as their PCP	Krause				
Organizational Capacity		All service lines will each have an average number of days for new patient visit appointment less than 14 (7 for primary care)	Krause	Employee Engagement Initiatives, Barton energy efficiencies project, change management, communications plan, compensation study, complete baseline of Scope 3 emissions by end of calendar year 2024, complete GHG baseline emissions study end of Q3 2023, decrease faculty burnout, economic development alliance, establish decarbonization Steering group by end of FY 2023, 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, select GHG measurement and tracking tool by end of Dec 2023, small business venture capital outreach and engagement, TOSH, talent acquisition, URM faculty hiring guide, URM staffing guide, vendor consolidation, workday			
		Perform at least 500 cardiac procedures per year	Krause				
		All colleges' enrollment will reflect racial diversity proportions of the state: COM, CON, COP, COPH, CHP, GRS	Gardner				
		Achieve/maintain institutional completion rate goal (150% on-time) of 75% and at least 75% for URM students	Gardner				
		>94% pass rate for all board certification/professional licensures exams, by college: COM, CON, COP, CHP	Gardner				
		Top 3 of IDEA states in NIH funding for R&D	Ho/Smith				
		Top 3 AMC in region* in publications	Ho/Smith				
		Increase therapeutic cancer clinical trial accrual to 300 per year	Birrer				
		# 1 Forbes Employer in AR	Wiles				
		#1 Forbes Employer in AR for diversity	Gittens				
Annual UAMS turnover rate will be better than benchmark for AMCs in region*	Wiles						
Exceed benchmark for AMC/employers for employee engagement scores	Wiles						
Average comp will be at least 50th percentile of market for all positions	Wiles						
75th percentile Fair & Just Culture item scores	Wiles						
75% of UAMS leaders with direct reports will complete leadership development training	Wiles						
\$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						
Reduce GHG emissions by 50% (compared to 2011 baseline)	Clark						

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