

VISION 2029 FY2025 BALANCED SCORECARD

VISION: 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.			
MISSION: 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.			
STRATEGIC THEMES:	DIGITAL HEALTH	FAIR AND JUST CULTURE	PARTNERSHIPS
STRATEGIC RESULTS:	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	Population based primary care diabetes interventions, Retinal cameras in all clinics for exams across the state, HbA1c (Hemoglobin A1c) screenings using mobile health units, Leverage DSEMS grant, Enroll patients to the diabetes pathway, (Pregnancy) Medicaid Coverage expansion to 1 year, 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, Centering pregnancy-mobile van delta/south/AR focus, C-section bundle-anteartum, Pacori Post-partum RCT, Establish UAMS Center for Maternal/Child Health, Maternal Mortality Board, Healthy Start, Doulas for Marshallese, Mobile centering for Marshallese, Remote patient monitoring among Marshallese, COPH HRSA Catalyst Grant, COPH prevention research center - maternal child health, COPH motherhood together program for housing insecure new moms, Arkansas Perinatal Quality Collaborative, Maternal and Reproductive Health (MARCH) COBRE grant, 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, Partner with Winthrop Rockefeller Cancer Navigators, Develop a standing order for screening, Identify Strategic Opportunity with CDC grant, IDHI Stroke Program, Stroke Process Improvement, UAMS Stroke Program, BP screenings using mobile health units, Leverage office of community health and research for grant funding, enroll patients to the hypertension pathway, 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, UAMS Centers of Aging Food Programs, UAMS Centers on Aging Exercise/Physical Activity Programs, ARHP Good Food Rx, ARHP enrollment services, El Dorado Regional Program, NW AR GME expansion (including Washington Regional Reclassification), Rural Training Track Development, ARHP (all programs), ARHP connect to Tech, ARHP regional nursing collab, ARHP Pipeline programs K-12, Reputation, Clinical Strategy TOSH- Highlight progress including wide awake extremity surgeries, Neuro diversity, HRSA grant Primary Care - update with reach and milestones, Faculty incentives for education outcomes, Research Indirects to Departments, Online MHA program, Endowed chairs and junior scientist position expansions- CON, Practice contracts for faculty CON, Increased compensation for DNP faculty, Admit students who are highly engaged in the pharmacy profession, Successful COP faculty in grantsmanship and professional leadership, Marketing efforts COP, CHP seed grants, CHP Annual review process to include long-term goals, CHP Faculty workload by semester to include scholarship expectations, Conduct a workforce needs assessment to determine the geographical locations of health programs needed in professional shortage areas, QI in Executive Healthcare Leadership (pilot) program in partnership with UAF Walton Business School, Support and expand TRI's community participatory-based research training program, Funded Faculty Researcher Retention, NCI designation, Identification of LR infusion location.			
		100 new first-year GME slots in Arkansas with at least 50% in primary care	Gardner				
		Achieve 5 star CMS rating	Krause/Webber				
		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				
		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 405	Gardner				
		USNWR Top 3 schools in research in region*	Voth				
		Become Arkansas' first NCI designated cancer center	Birrer				
		Financial			Increase value-based payments/patient lives in value-based programs to 50%	George	Population based contracts/ACO, Managed Medicaid, Population based CMS bundles, commercial population based programs, Primary care first, Advanced care planning, FORMIS/BKD consultant report, workforce management ReOp, Length of stay ReOp, Supply chain ReOp, Margin investment strategies, cash forecasting and budgeting, surgical annex, NWA UAMS Health Orthopaedics & Sports medicine facility.
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	Breastmilk barcode, clinical decision support, paperless charting, physicians compensation, PFCC/advisory council, patient experience management guidance team initiatives, patient survey transparency, UAMS center for health literacy, barcode medication administration, network infrastructure expansion, CHNA, Health Equity Management Team, Nursing Magnet, institutional learning outcomes competence through IPE participation, IPE initiatives, IPE rural focus, recruitment programs, NMBE self-assessment, student retention initiatives, biannual licensure pass action plans, ATI/DRT evaluations, employer survey regarding graduates readiness for practice, graduate surveys on readiness, new simulation center for A-BSN program in NWAR, CHP program specific prep courses, decrease students attrition rate, student success center, student scholarships support, student wellness, P grants, achieve state of the art infrastructure for animal and human studies, trainees grants, expand external industry sponsors for research, top 2 percentile worldwide authors, citation awards, annual high impact publications showcase, employee engagement initiatives.	
				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	Decrease faculty burnout, health and wellness of UAMS faculty and staff, faculty excellence initiatives, faculty mentoring program, faculty wellness initiatives, faculty quarterly onboarding community, faculty retention initiatives, organizational development initiatives to reduce turnover, communications plan, finance/budget compensation approval, fair and just culture committee, OD programs focused on leadership, change management, culture of safety recognized through high reliability organization (HRO), expanded deferred maintenance plans, vendor consolidation, workday student, expanded MRI services, surgical hospital, expanded oncology clinics, provost innovator award, small businesses venture capital outreach and engagement, economic development alliance, complete baseline of scope 3 emissions by end of calendar year 2024.			
		Perform at least 500 cardiac procedures per year	Krause				
		Achieve/maintain institutional completion rate goal (150% on-time)	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	Voth				
		Top 3 AMC in region* in publications	Voth				
		Increase therapeutic cancer clinical trial accrual to 300 per year	Birrer				
		Achieve Joint Commission Health Equity certification	Krause				
		# 1 Forbes Employer in AR	Wiles				
		Annual UAMS turnover rate will be better than benchmark for AMCs in region*	Wiles				

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