

VISION 2029 2.0 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 1.0/2.0 Alignment)		Measures	2029 Targets	Owner	Top Strategic Initiatives			
External Stakeholder		America's Health Rankings (AHR), Arkansas Central Cancer Registry	Arkansas will be at national average* for infant/maternal mortality, diabetes, stroke, breast/colorectal cancer	Mette/Gardner	IMSL diabetes focused programs and primary care; Culinary Medicine; Partnership Healthy AR; Healthy Active AR; COPH Priorities; Healthy Active AR; Natural Wonders; Medicaid coverage expansion to 1 year; LARC pilot with Regional Programs; Maternal Mortality Board; State dashboards/support for regionalized OB care through Medicaid contract; COPH Center for Tobacco; Breast center initiatives, IMSL screening programs, IMSL colorectal screening; Physician Compensation; Patient survey transparency (internal/external); PFCC/Advisory Council; Readmission reduction; Infection reduction; Mortality reduction; PX Management guidance committee initiatives; Network infrastructure expansion; Mychart bedside; Rover; Barcode medication administration; PSI reduction; Reputation, Mortality; Nursing magnet; College rankings initiatives; P-grants; state of the art infrastructure for animal and human studies; Washington Regional reclassification; Rural training track development; COM Parallel track			
		Clinical: CMS Star/Hospital Compare Rating	Achieve 5 star CMS rating/Leapfrog Grade A.	Mette				
		Epic National Metrics	Summa cum laude Epic honor roll, Epic 8 star	Mette				
		USNWR	USNRWR Best Hospital Ortho, ENT, Cancer, GYN, Neuro, Ophth	Mette				
			USNWR Top 3 schools in region*: COM (primary care); CHP, CON; HC Mgmt; COP	Gardner				
		USNWR Top 3 schools in region* for research	Ho					
		AR GME slots	100 new first-year GME slots (at least 50% in primary care)	Gardner/Smyth				
NCI Designation	Become Arkansas' first NCI designated clinical cancer center	Birrer						
Financial		Value Based Payments	1 value-based payments to 50% of revenue 50% of UAMS patient lives in Value-Based Programs	George Mette	El Dorado regional program; Value based contracts/ACO; CMS direct; Manage Medicaid; Value based CMS bundles; Length of Stay ReOp; Workforce mgmt ReOp; Supply Chain ReOp; Supply chain lease vs. buy process evaluation; Margin investment strategies; Cash forecasting & budgeting; Surgical Annex; ENT Clinic Conway; PRI Investment Request; Radiation Oncology; NW Ortho			
		% Margin	Achieve/maintain margin of 2%	George				
		Days Cash on Hand	Keep/maintain at least 90 days cash on-hand	George				
		Foundation Funds	\$500 million foundation funds (2019-2029)	TBD				
		Gross Revenue	>\$2 Billion gross annual revenue to support UAMS Mission	George				
		Internal Processes		HIMSS		Achieve HIMSS stage 7	Mette	Clinical decision support; Paperless charting; Vascular attending consult; Nights/weekend coverage for family medicine; Digital hernia center; Opioid stewardship measures; Improve diabetic care; Fall prevention; Patient advanced care planning; Pathways programs; DDEI Pipeline programs; Post-Bacc program; Student Success Center; Student Wellness; Scholarships; DDEI Enrichment; College level student retention initiatives; NBME self-assessment; Step 1 study course; Senior longitudinal course that houses the Rx Prep NAPLEX and MPJE Review program; Biannual licensure pass action plans; ATI/DRT evaluations; Graduate surveys on readiness; Employer surveying regarding graduates' readiness for practice; CHP program-specific prep courses/initiatives; P-grants; State of the art infrastructure for animal and human studies; Top 2 percentile worldwide authors; Citation awards; Annual high impact publications showcase; CCTRA; New WPRCI New Phase 1 pgm
				Digital Health Services		Expand HealthNow services to 12	Mette	
CMS/Vizient safety measures	Exceed external benchmarks for priority quality measures			Mette				
AR Census/GUSData	All colleges' enrollment will reflect racial diversity proportions of state: COM, CON, COP, COPH, CHP; GRS			Gittens				
GUS data	UAMS will achieve overall institutional completion rate (150% on time) of 75% and at least 75% for URM			Gardner				
	100% of graduates will demonstrate competence for Institutional Learning Outcomes			Gardner				
College level data	>94% pass rate for all board certification/professional licensure exams, by college: COM, CON, COP, CHP			Gardner				
Organizational Capacity		Fair & Just Culture/Equity measures on employee engagement survey	50% increase in F&JC item scores	Lombard-Sims	FJ&C Committee; Employee Engagement Initiatives; URM faculty hiring guide; URM Staff hiring guide; Talent Acquisition; Employee Engagement Initiatives; Comp Study; Finance/Budget approval; Energy project; Barton energy deficiencies; Expanded deferred maintenance plans; Vendor consolidation; Expanded MRI services; Surgical hospital; Expanded oncology clinics; Energy Pine/Cedar plans; Provost innovator awards; Small business venture capital outreach and engagement; Economic development alliance; OD programs			
		Forbes Best Employer by state	#1 Forbes Employer in AR	Lombard-Sims				
		Forbes Best (healthcare) Employer for diversity by state	#1 Forbes Employer in AR for diversity	Gittens				
		Monthly employee turnover rate	Annual turnover rates at or better than benchmarks for nursing, pharm, cancer, MDs, faculty & staff	Lombard-Sims				
		Employee engagement survey	Exceed engagement benchmark for AMC/employers	Lombard-Sims				
		Market value compensation comparisons	Average comp will be at least 50% tile of market for all positions	Lombard-Sims				
		Annual facilities assessment/ measures	\$98 million in deferred maintenance completed	Clark				
Annual maintenance measures	100% IT infrastructure completed for master facilities plan	Clark						
Equipment measures (includes IT)	100% executed master facilities plan to 2029	Clark						
Innovation Disclosures/Licenses	at least 4 new licensing agreements/small business startup per year	Ho						
My Compass	75% of Team UAMS will complete leadership development training	Lombard-Sims						

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