

# IMPACT 2030

A STRATEGIC PLAN FOR  
SUNY Downstate Health Sciences University

## Executive Summary

**IMPACT 2030**, SUNY Downstate's strategic planning process, consists of campus-wide priorities in five distinct areas: **clinical care**, **education**, **research and discovery**, **community relationships** and **organizational culture and transformation**.

- » Planning was grounded in a set of Workgroups, one for each area of focus
- » Each Workgroup was charged with specifying goals and objectives related to its topic
- » Workgroups reviewed the institutional mission, vision and value statements for guidance
- » Workgroups used reports including the Student Government Leadership Strategic Planning Initiative, the Rapid Strategic Assessment, individual school/college strategic plans and the findings of the most recent Campus Climate Survey as a basis for determining goals and objectives
- » Approximately 20 participants served on each Workgroup that included clinicians, faculty, staff and students
- » Off-site retreat was held to provide additional insight regarding the **IMPACT 2030** strategies
- » Workgroups, led by Chairs who comprise the **IMPACT 2030** Steering Committee, finalized 15 strategic goals, 36 objectives and more than 100 tactics in the five areas (see Strategic Goals on back)
- » Dashboards are in development and will be utilized to measure progress
- » Given that Downstate cannot accomplish everything at once, implementation will roll out in three phases. In the next six months, implementation of the Phase 1 objectives will begin.

### CLINICAL CARE

1. New clinical enterprise strategic plan that includes seven strategic drivers with aligned strategic goals
2. Hospital engaged on a "We Care" journey to becoming a High-Reliability Organization (HRO)
3. Key Clinical Hires--Surgery Chair, Chief of Transplant Surgery, Chief of Neurosurgery--to grow marquee hospital programs

### EDUCATIONAL EXCELLENCE

1. In partnership with the Associated Medical Schools of New York, developed new scholarship programs to continue to diversify the student body and provide for a more diverse NYS medical workforce
2. Identify ways to improve use of space, space quality, and availability in conjunction with Classroom Services and the Master Facility Planning process
3. Technology infrastructure improvements in classrooms to allow for hybrid/hyflex instruction

### RESEARCH AND DISCOVERY

1. Four new faculty research committees (Laboratory, Human, Clinical Trials Assessment, and High-performance computing) meet regularly to strategize and help operationalize
2. Seed grants, symposium grants, grant-writing consultancy, biostatistics support, and multi-investigator grant organizing to help stimulate extramural funding.
3. Top-to-bottom restructuring of the Office of Research Administration with a client-focused goal of better enabling faculty to focus on their research

### DOWNSTATE AND THE COMMUNITY

1. Coordination of efforts around Downstate's connections to community partners, including outreach, promotion, and publicity
2. Creation and upkeep of a detailed community partner listing that can support institution-wide outreach and create community engagement collaboration
3. Discussions among key internal University stakeholders and alumni to determine ways to collaborate and share best practices

### ORGANIZATIONAL CULTURE AND TRANSFORMATION

1. Launch of a new brand identity for Downstate (logo, website, renaming)
2. Mechanisms that acknowledge contributions and efforts of others – UHD Thankful Thursdays, President's Bulletin, new Announcements website feature, new planned employee recognition efforts
3. Investing in media outlet honors, awards, seminars, advertising opportunities (i.e., Crain's, City & State, etc.) to grow the institution's footprint and to develop a "Go-to" reputation

## **IMPACT 2030: Strategic Goals**

**A**

### **Clinical Care**

1. Achieve the highest ratings for the quality of patient care experiences among Brooklyn hospitals.
2. Grow surgical case volume by six percent within three years and enhance other clinical programs.
3. Improve clinical operational efficiency and effectiveness.

**B**

### **Educational Excellence**

1. Achieve active learning excellence through access to a broad and distinctive range of clinical, practical, and research experiences.
2. Engage in interprofessional learning activities that advance academic, clinical, and research excellence.
3. Expand Downstate's academic programs through innovation and strategic partnerships.

**C**

### **Research and Discovery**

1. Become a Center of Excellence in Interprofessional Translational Research with an emphasis on research that impacts the health and well-being of the communities that we serve, and which targets the elimination of health inequities.
2. Expand and diversify Downstate's research infrastructure.
3. Create and sustain a research culture that drives discovery and innovation that is supportive of diversity, equity, and inclusion.

**D**

### **Downstate and the Community**

1. Improve community health outcomes through Downstate's urban health education, prevention, and clinical care.
2. Strengthen communication with Downstate's community and stakeholders.
3. Strengthen alumni/ae engagement.

**E**

### **Organizational Culture and Transformation**

1. Ensure a healthy and equitable organizational culture grounded in values that reflect the concerns and aspirations of Downstate's people and those they serve.
2. Implement operational processes that enhance efficiency, strengthen fiscal health, and enable academic, clinical, and research excellence.
3. Promote a culture of faculty, staff, and student development and advancement.



For more information about **IMPACT 2030**, please call the **Office of Planning** at **718-270-2726**.

To access the entire **IMPACT 2030** strategic planning document, please scan the QR code or visit the **IMPACT 2030** webpage at <https://bit.ly/3Wf1CtF>