

University of Connecticut



Appropriations Committee Update

February 15, 2005

FY 2004 Progress and Challenges

⇒ Measures of achievement

⇒ Challenges

⇒ Key steps

UConn
It's Amazing!

Academic All-American - Emeka Okafor



UConn

Fall 2004 New Student Highlights



- ⇒ Compared to Fall 1995 at Storrs:
- ⇒ Applications for admission + 87% (9,874 to 18,467)
- ⇒ 61% more freshmen (2,021 to 3,247)
- ⇒ Minority student enrollment increased by 76.9% (308 to 545)
- ⇒ SAT Scores increased by 64 points (1113 to 1177)
- ⇒ Valedictorians and salutatorians increased by 51 students (40 to 91)

Since 1995: 567 valedictorians and salutatorians enrolled at all campuses

Proposed Tuition, Fees, Room & Board

	FY05		FY06		FY07	
<u>In-State</u>						
Undergraduate						
Tuition	\$5,772	9.73%	\$6,096	5.61%	\$6,456	5.91%
Total Cost	\$14,894	8.71%	\$15,760	5.81%	\$16,782	6.49%
Graduate	\$16,412	8.42%	\$17,382	5.91%	\$18,528	6.59%
<u>Out-of-State</u>						
Undergraduate	\$26,726	9.16%	\$28,264	5.75%	\$29,982	6.08%
Graduate	\$27,780	8.98%	\$29,442	5.98%	\$31,308	6.34%

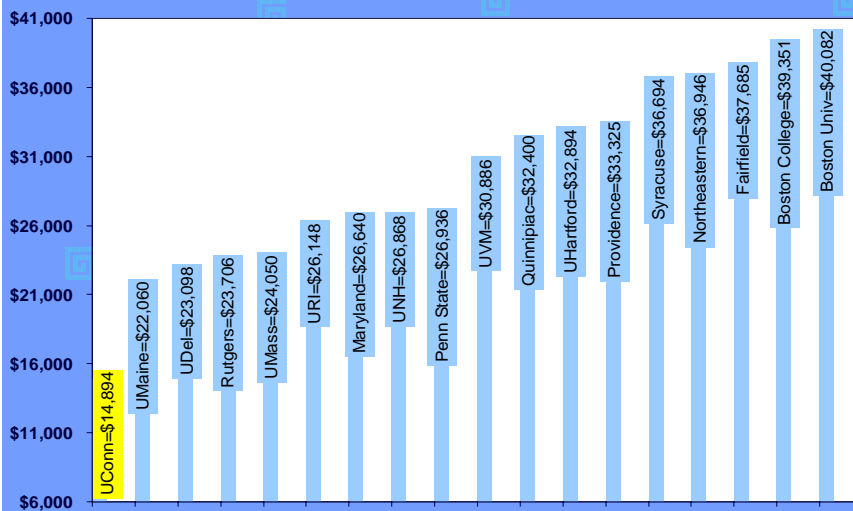
UConn's Affordability

FY05 Tuition, Fees, Room & Board

<u>Private Schools</u>	<u>In & Out Of State</u>	<u>Public Schools</u>	<u>In State</u>	<u>Out of State</u>
Boston Univ	\$40,082	Univ Vermont	\$17,246	\$30,886
Boston College	\$39,351	Penn State	\$17,008	\$26,936
Fairfield	\$37,685	Rutgers	\$16,671	\$23,706
Northeastern	\$36,946	Univ New Hampshire	\$15,838	\$26,868
Syracuse	\$36,694	Univ Maryland	\$15,340	\$26,640
Providence	\$33,325	Univ Massachusetts	\$15,197	\$24,050
Univ Hartford	\$32,894	Univ. of Connecticut	\$14,894	\$26,726
Quinnipiac	\$32,400	Univ Rhode Island	\$14,562	\$26,148
		Univ Delaware	\$13,412	\$23,098
		Univ Maine	\$12,730	\$22,060

University's Top Competitors

FY05 Tuition, Fees, Room & Board for a Connecticut Student



Accessibility: Financial Aid

- ⇒ All tuition, fee, and room and board increases have been matched by increases in financial aid to ensure that no students' education would be denied or hampered based on financial need
- ⇒ Eliminated the un-met need gap for the neediest in-state students
- ⇒ 75% of UConn students (undergraduate and graduate) received aid in FY04

Average Debt Upon Graduation

National Average	\$18,900
New England Public University Average	\$18,642
UConn Average	\$17,185
UConn In-State Average	\$16,742
UConn Out-of-State Average	\$20,718

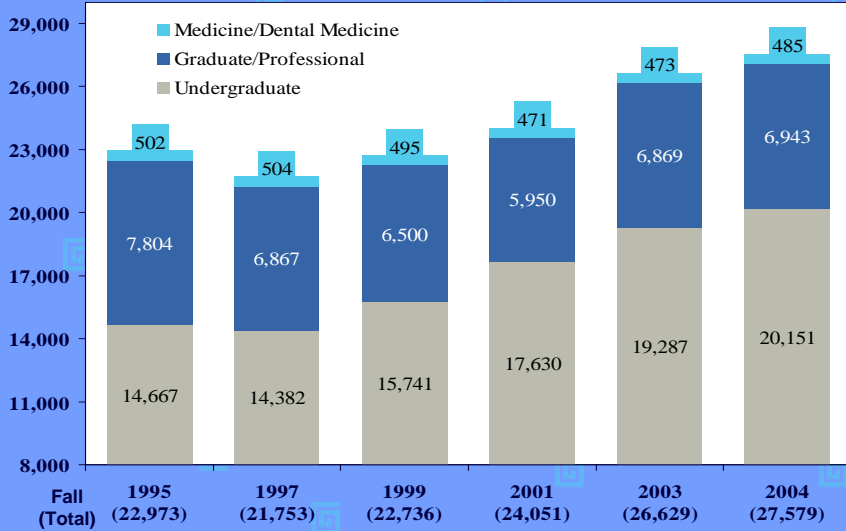
53% of UConn students graduate in 4 years with average debt of \$15,276

Financial Aid (\$M)

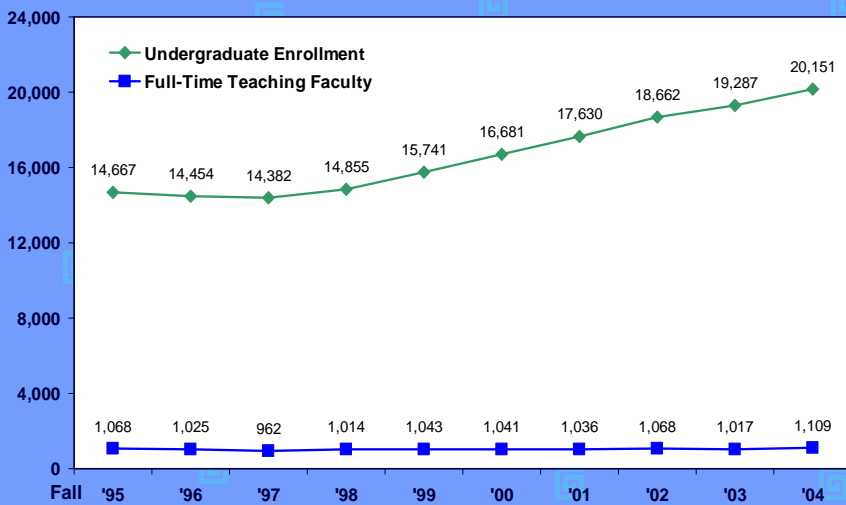
DHE policy requires a need-based financial aid set aside of 15%, UConn sets aside 17.8%

Total Financial Aid	FY 2005	FY 2006	FY 2007
Need Based-Grants	\$40.5	\$42.5	\$44.4
Need Based-Student Labor	\$12.9	\$12.9	\$13.0
University Scholarships	\$20.9	\$21.7	\$22.6
Non-University Scholarships	\$6.2	\$6.2	\$6.2
Loans	\$95.4	\$99.7	\$103.6
Tuition Waivers	<u>\$32.1</u>	<u>\$34.0</u>	<u>\$36.1</u>
Total Financial Aid	\$208.0	\$217.0	\$225.9
Tuition Funded Financial Aid			
Need Based Grants & Labor	\$26.9	\$28.6	\$30.2
Scholarships	\$9.5	\$9.9	\$10.4
Tuition Waivers	<u>\$32.1</u>	<u>\$34.0</u>	<u>\$36.1</u>
Total Tuition Funded Financial Aid	\$68.5	\$72.5	\$76.7
Total as a % of Gross Tuition Revenue	37.3%	37.3%	37.3%
Tuition Funded Need Based %	17.8%	17.8%	17.8%

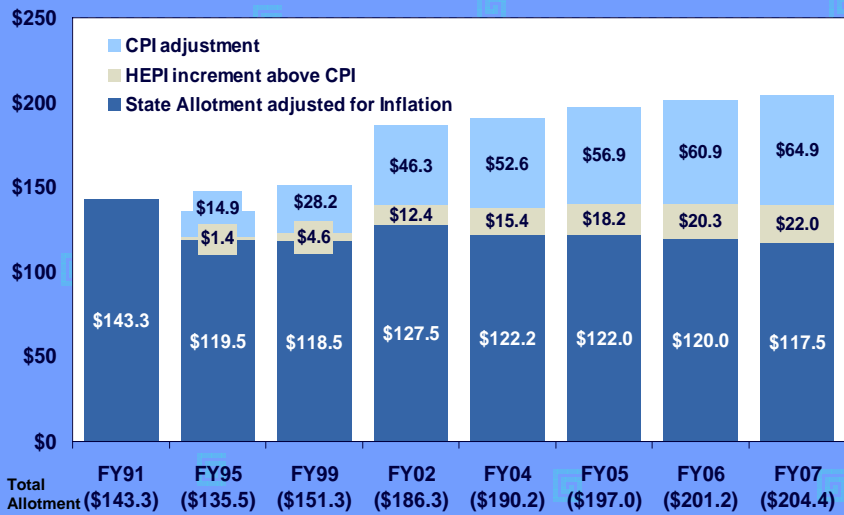
Total Student Enrollment



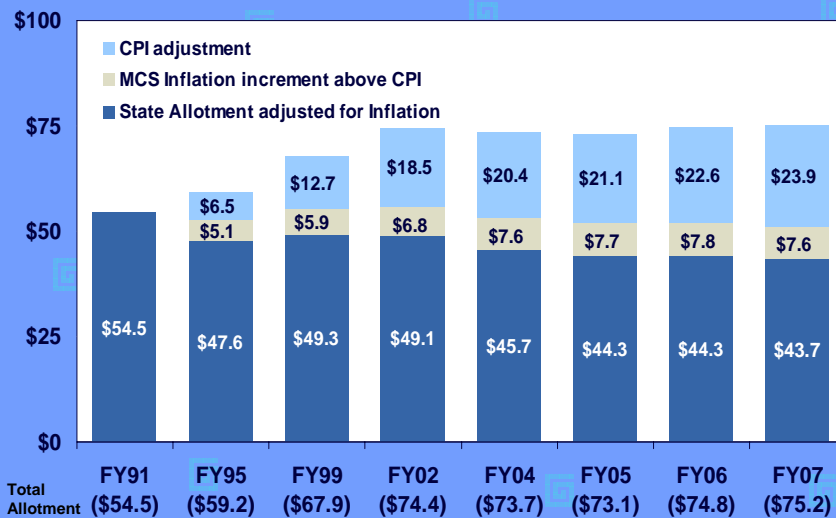
Growth: Faculty vs Enrollment



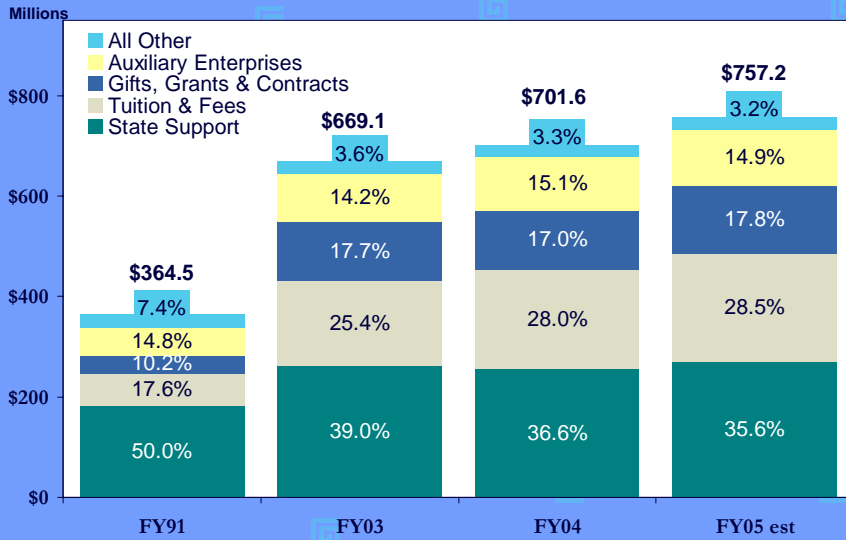
State Allotment's Buying Power Storrs & Regionals



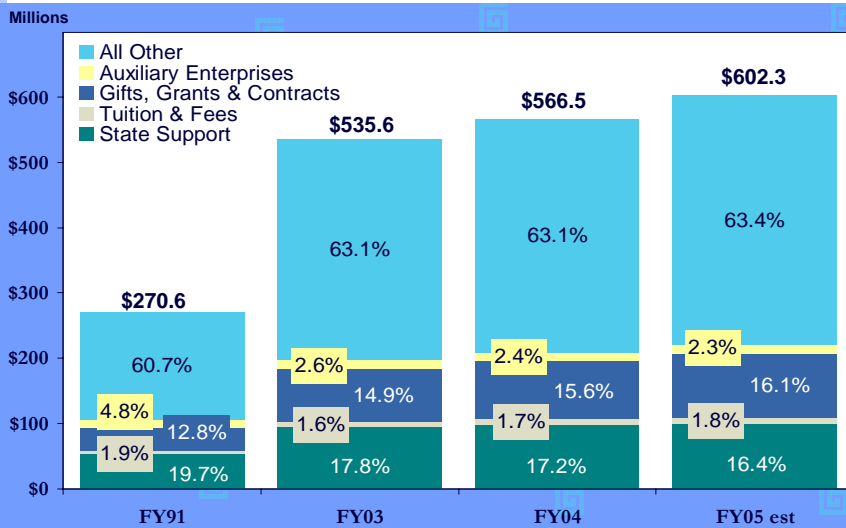
State Allotment's Buying Power Health Center



Total Revenues by Type Storrs & Regionals



Total Revenues by Type Health Center



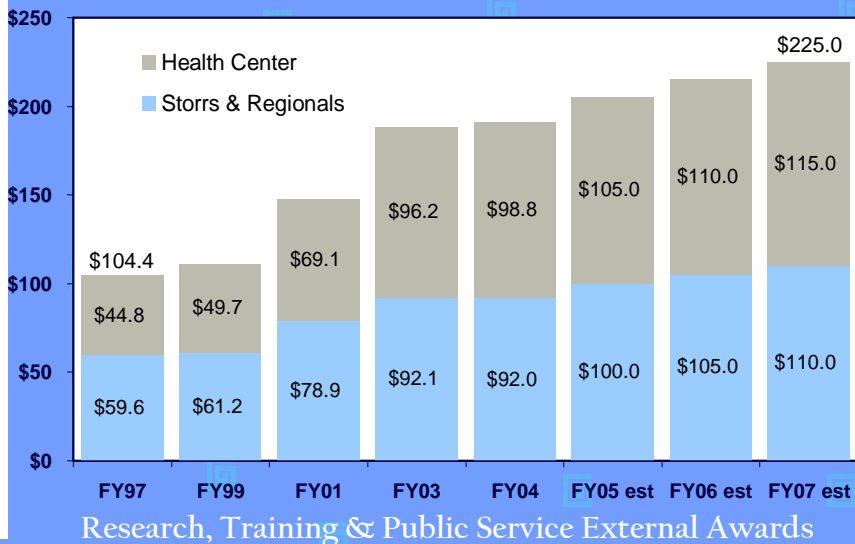
All Other: Correctional Managed Health Care, Net Patient Care, Interns & Residents, Investment Income and Other Revenue.

Non-State Revenue Streams



- ⇒ Research Funding
- ⇒ Private Support
- ⇒ Clinical Revenue @ Health Center
- ⇒ Tuition/Room/Board/ Fees @ Storrs & Regionals

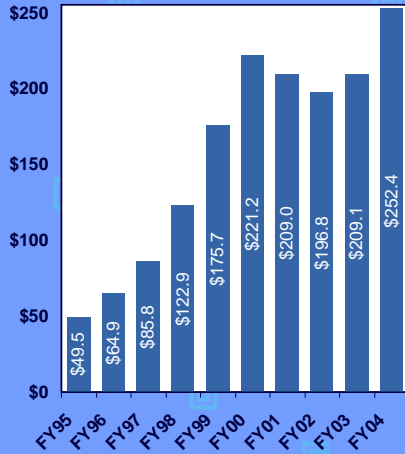
Research Awards (\$M)



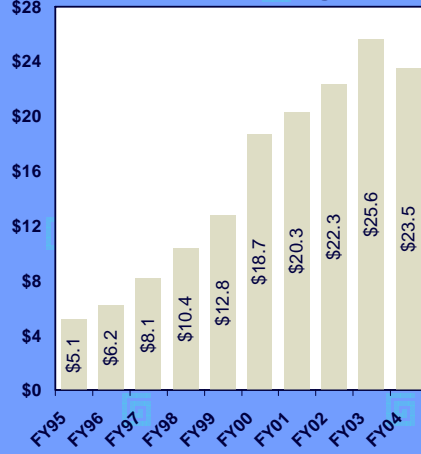
UConn Foundation (\$M)

Protecting the growth potential of one of our key external revenue streams

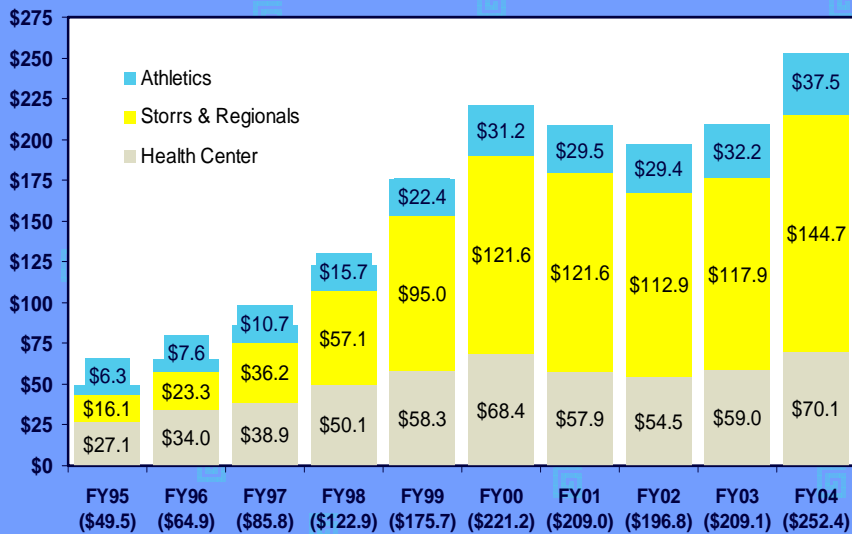
Endowment Assets



UConn Foundation Support of Students & Programs



Endowment Assets (\$M)



Key Revenue Drivers Health Center

	<u>% of FY05 Budget</u>	<u>% of FY06 Budget</u>	<u>% of FY07 Budget</u>
Patient Care	43.9%	43.9%	44.0%
State Support	16.4%	16.1%	15.7%
Gifts, Grants & Contracts	16.1%	16.4%	16.6%
Correctional Managed HC	13.5%	13.3%	13.1%
Interns & Residents	5.0%	4.9%	4.9%
All Other (including Tuition)	<u>5.1%</u>	<u>5.4%</u>	<u>5.7%</u>
Total	100.0%	100.0%	100.0%

Gov Recommended

Key Revenue Drivers Storrs & Regionals

	<u>% of FY05 Budget</u>	<u>% of FY06 Budget</u>	<u>% of FY07 Budget</u>
State Support	35.6%	34.8%	33.8%
Tuition & Fees	28.5%	28.9%	29.1%
Auxiliaries	14.9%	15.1%	15.5%
Gifts, Grants & Contracts	17.8%	18.1%	18.6%
All Other	<u>3.2%</u>	<u>3.1%</u>	<u>3.0%</u>
Total	100.0%	100.0%	100.0%

Gov Recommended

Proposed Budget



⇒ **FY04: \$1,268.2M**

↳ Storrs & Regionals: \$702.2M

↳ Health Center: \$566.0M

⇒ **FY05 spending plan of \$1,357.9M**

↳ Storrs & Regionals: \$756.2M

↳ Health Center: \$601.7M

⇒ **Biennium Budget Request**

↳ **FY06: \$1,433.2M**

❖ Storrs & Regionals: \$802.2M

❖ Health Center: \$631.0M

↳ **FY07: \$1,514.5M**

❖ Storrs & Regionals: \$848.2M

❖ Health Center: \$666.3M

FY 2005: Equilibrium

⇒ **Recovery from:**

↳ Limitations on state support

↳ Effects of ERIP – from retirees/adjuncts to permanent/full-time

↳ Impact of CORE financial/human resource system

⇒ **Moving towards:**

↳ Academic and Strategic Plans' implementation

↳ Closer alignment of operating and capital budgets with the start of Phase III of UCONN 2000

FY 2006 - FY 2007 Biennium

⇒ Storrs & Regionals: FY06 = \$802.2M & FY07 = \$848.2M

↻ Consolidates reputational & programmatic gains of last decade and begins implementation of academic plan

❖ Planned & deliberate growth of faculty ranks in specific academic disciplines

❖ Improve undergraduate education & expand research productivity

⇒ Health Center: FY06 = \$631.0M & FY07 = \$666.3M

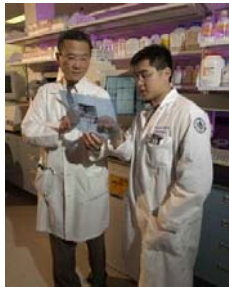
↻ Curricular superiority

↻ Growth of Signature Programs

↻ Survival in competitive health care marketplace



University of Connecticut
Health Center



“REMARKABLE CARE THROUGH RESEARCH AND EDUCATION”

February 10, 2005

UCHC FY05 Consolidated Budget

Consolidated Statement of Revenues and Expenses (with Eliminations)				
Operating Budget - Fiscal Year 2005				
	FY2004	FY2005	FY 05 Budget	
		Proposed Budget	vs FY04 Actuals	Percent Variance
			Variance	
Revenues:				
Tuitions	\$ 5,602,239	\$ 6,795,455	\$ 1,193,216	21.3%
Fees	3,857,409	4,317,330	459,921	11.9%
Federal Research Grants and Contracts	65,016,451	71,567,738	6,551,287	10.1%
Non-Federal Research Grants and Contracts	23,502,914	25,500,000	1,997,086	8.5%
Auxiliary Enterprises	13,620,416	13,664,549	44,133	0.3%
Interns and Residents	28,633,447	29,868,321	1,234,874	4.3%
Net Patient Care	244,981,828	264,611,537	19,629,709	8.0%
Correctional Managed Health Care	77,428,288	81,063,597	3,635,309	4.7%
Endowment/Foundation Income	1,622,438	2,074,784	452,346	27.9%
Investment Income	545,203	732,714	187,511	34.4%
Other Income	4,373,361	3,340,728	(1,032,633)	-23.6%
Total Revenues	\$ 469,183,994	\$ 503,536,753	\$ 34,352,759	7.3%
Expenses:				
Personal Services	\$ 275,794,449	\$ 295,143,382	\$ 19,348,933	7.0%
State Supported Fringe Benefits	23,370,452	25,591,756	2,221,304	9.5%
Fringe Benefits	49,568,562	58,114,845	8,546,283	17.2%
Medical Contractual Support	7,520,428	7,995,289	474,861	6.3%
Medical/Dental House Staff	32,111,706	32,692,880	581,174	1.8%
Outside Agency Per Diems	6,008,877	4,035,063	(1,973,814)	-32.8%
Drugs/Medical Supplies	62,084,177	61,470,440	(613,737)	-1.0%
Utilities	8,770,132	9,666,551	896,419	10.2%
Outside & Other Purchased Services	37,100,535	41,450,582	4,350,047	11.7%
Insurance	5,640,858	4,355,035	(1,285,823)	-22.8%
Repairs & Maintenance	8,087,299	8,893,552	806,253	10.0%
Provision for Bad Debts	7,844,147	10,264,775	2,420,628	30.9%
Other Expenses	21,612,790	20,313,977	(1,298,813)	-6.0%
Depreciation	20,431,651	21,665,744	1,234,093	6.0%
Total Expenses	\$ 565,946,063	\$ 601,653,871	\$ 35,707,808	6.3%
Excess/(Deficiency) of Revenues over Expenses Prior to State Appropriations				
	\$ (96,762,069)	\$ (98,117,118)	(1,355,049)	1.4%
State Appropriation-Block Grant	73,748,844	73,109,946	(638,898)	-0.9%
State Supported Fringe Benefits & Other Adjustm	23,520,176	25,591,756	2,071,580	8.8%
Excess/(Deficiency)	\$ 506,951	\$ 584,584	\$ 77,633	15.3%
Total State Support	97,269,020	98,701,702	1,432,682	1.5%
Percent of Total Revenues	17.17%	16.39%	-0.78%	
Total State Support without Fringe Benefits	73,898,568	73,109,946	(788,622)	-1.1%

We generate revenues of \$500 million per year.

We employ over 5,000 people

Our subsidy – the State 16%

Accomplishments

Focus, Accountability, Strategic Investment, Performance

FOCUS

- ✓ **Board of Directors has set UCHC's vision – started with November 2003 retreat; adopted June, 2004.**
 - National recognition for improving health and wellness of CT citizens through innovative integration of research, education and clinical care.
 - Educational excellence
 - Signature Programs aligned with vision, mission and research strategic plan
 - Cardiology
 - Cancer
 - Musculoskeletal
 - Connecticut Health



Left: Dr. Carolyn D. Runowicz, named "Local Legend" by the American Medical Women's Association recognizing highly accomplished female physicians from each of the 50 states.

Accomplishments

Focus, Accountability, Strategic Investment, Performance



Web-based access to key performance metrics for Signature Programs track accountabilities by physician, DRG and volumes.

ACCOUNTABILITY

✓ Signature Program Business Plans

▪ Completed: Cardiology, Cancer, and Musculoskeletal

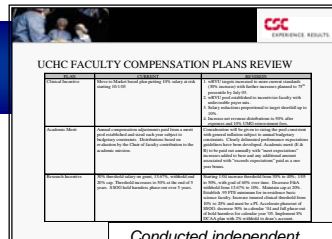
- Key Performance metrics e.g. payor mix, customer satisfaction, market share, LOS, NIH\$/FTE, NIH\$/s.f., leverage ratio-ext/int funds, peer review panels, publications, and research awards/grants.

✓ Research review to identify and adopt best practices completed

- PricewaterhouseCoopers engaged 36 faculty and senior administrators in an examination of the UCHC research enterprise in Fall 2004. Recommendations to improve core facilities operations, pre and post grants management, financial reporting and central administrative service delivery are being implemented.

Accomplishments

Focus, Accountability, Strategic Investment, Performance



Conducted independent review of faculty incentive programs .

ACCOUNTABILITY

✓ Faculty Compensation Plans reviewed, revised and implemented – Fall, 2003 through Fall, 2004

- Implementing new base salary policy for all tenured faculty tied to performance review;
- Research Incentive Plan revised and funded for the second year;
- Clinical Incentive Plan revised;
- Academic Merit Plan revised and performance expectations strengthened.

Accomplishments

Focus, Accountability, Strategic Investment, Performance

STRATEGIC INVESTMENT

- ✓ Campus Master Plan updated and completed Fall 2002 being implemented
- ✓ 21st Century UConn planning completed June, 2004 - being implemented
 - New research tower program planning underway; CUH2A selected as architect. Design to commence March, 2005
- ✓ Clinical Facilities Planning will be completed Summer/Fall, 2005



Top: April, 2004 MARB under construction; to be completed January, 2005 .

Bottom: ASB to be converted to clinical ambulatory space.

✓ IT Strategic Plan completed Fall 2002 and being implemented:

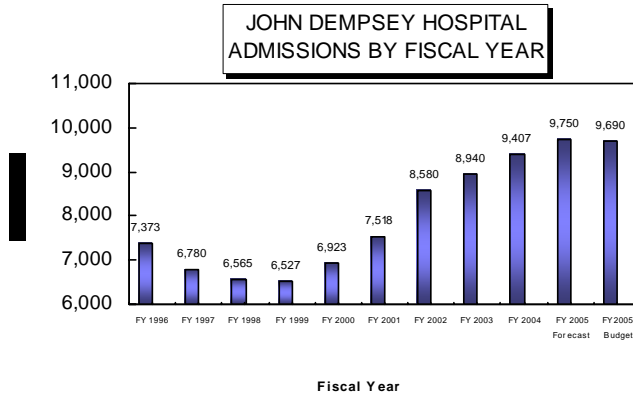
- Education – Health Science Education Center and electronic curriculum development
- Research – InfoEd electronic grants management; of 11 modules purchased - 8 installed
- Clinical – Siemens patient order entry and outpatient clinical manager being installed to create electronic medical record
- Administrative – Planning underway for enterprise wide Peoplesoft/HR to begin installation Summer, 2005 and financial system install being planned for 2007

Accomplishments

Focus, Accountability, Strategic Investment, Performance

PERFORMANCE

- ✓ Improve clinical productivity



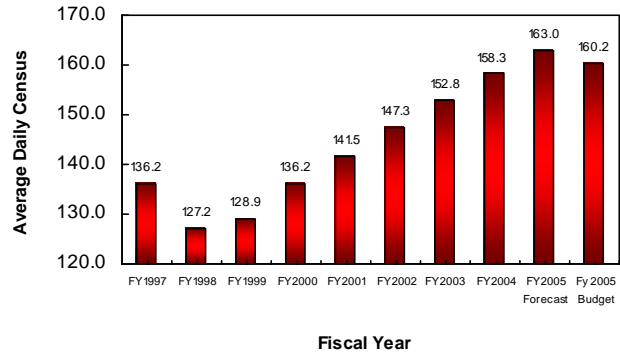
Accomplishments

Focus, Accountability, Strategic Investment, Performance

- PERFORMANCE**

- ✓ Improved clinical productivity

JOHN DEMPSEY HOSPITAL
AVERAGE DAILY CENSUS BY FISCAL YEAR



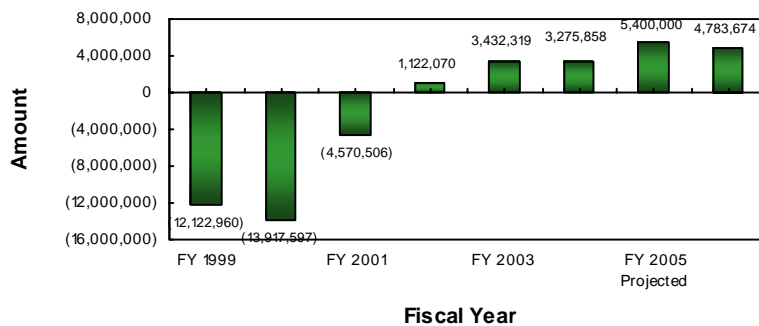
Accomplishments

Focus, Accountability, Strategic Investment, Performance

- PERFORMANCE**

- ✓ Improved Clinical Profitability

John Dempsey Hospital/Dental Clinics
EXCESS/(DEFICIENCY) BY FISCAL YEAR

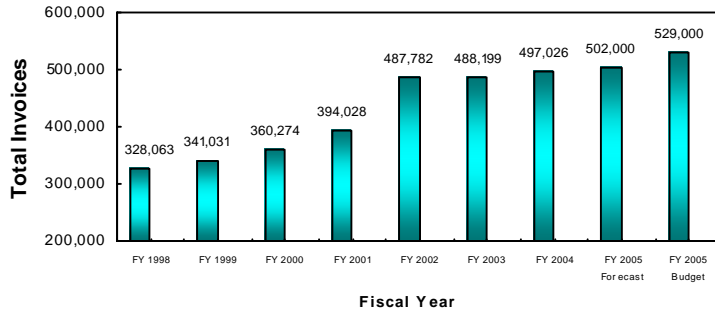


Accomplishments

Focus, Accountability, Strategic Investment, Performance

- **PERFORMANCE**
- ✓ Improved Clinical Productivity

**UConn Medical Group
VOLUME BY FISCAL YEAR (Unique Patient Visits)**

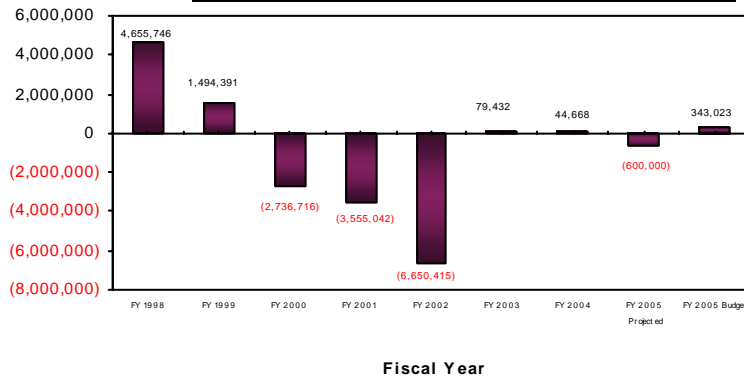


Accomplishments

Focus, Accountability, Strategic Investment, Performance

- **PERFORMANCE**
- ✓ Improved Clinical Profitability

**UConn Medical Group
EXCESS / (DEFICIENCY) BY FISCAL YEAR**



Accomplishments

Focus, Accountability, Strategic Investment, Performance

Performance

Continued institution-wide cost improvement

Cost containment

PTR hiring review

Revenue enhancement

Renoir - OR scheduling

Medicare & Medicaid settlements

Expense reduction

Supply chain Improvements

	FY00	FY01	FY02	FY03	FY04	FY05	TOTAL
FY00 Register	\$12.91	\$7.70					\$20.61
FY01 Register		\$5.77	\$1.25				\$7.02
FY02 Register			\$5.50				\$5.50
FY02 Supplemental			\$7.10	\$3.00			\$10.10
FY03 Register				\$9.40	\$2.70		\$12.10
FY04 Register					\$2.72		\$2.72
Est. FY05 Register						\$7.28	\$7.28
	\$12.91	\$13.47	\$13.85	\$12.40*	\$5.42	\$7.28	\$65.33

FTE Reductions *							
filled	103	5	21	28	8	5	165
vacant	44	3	13	25	5	10	90
Other/Transfer	0	0	1	5	1	0	7
subtotal	147	8	35	58	14	15	262
CMHC	0	0	0	36	0	0	36
total	147	8	35	94	14	15	298

* Dollar amount does not include \$1.7 in CMHC FY03 reductions.
 incremental impact of prior year improvements

Strategies

Focus, Accountability, Strategic Investment

	Fiscal Year 2004		FY 05 vs 04 Percent Variance	Fiscal Year 2005		FY 06 vs 05 Percent Variance	Fiscal Year 2007		FY 07 vs 06 Percent Variance	Fiscal Year 2008		FY 08 vs 07 Percent Variance
	Projected Budget	Percent Variance		Projected Budget	Percent Variance		Projected Budget	Percent Variance		Projected Budget	Percent Variance	
Revenues:												
Tuition	\$ 5,602,239	\$ 6,795,455	21.3%	\$ 7,814,773	15.0%	\$ 8,986,989	15.0%	\$ 9,885,688	10.0%	\$ 10,000,000	10.0%	10.0%
Fees and Contracts	3,857,409	4,317,330	11.9%	4,943,204	14.5%	5,683,596	15.0%	6,251,444	10.0%	6,820,000	10.0%	10.0%
Non-Federal Research	65,016,451	71,567,738	10.1%	76,501,692	6.9%	82,146,057	7.4%	87,381,422	6.4%	92,617,877	6.0%	6.4%
Grants and Contracts	23,502,914	25,516,516	8.6%	26,821,928	5.1%	28,289,472	5.5%	29,836,533	5.5%	31,383,600	5.2%	5.5%
Auxiliary Enterprises	13,619,420	13,739,038	0.9%	14,217,057	3.5%	14,791,484	4.0%	15,354,471	3.8%	15,917,458	3.7%	3.8%
Interns and Residents	28,633,447	29,812,431	4.1%	31,004,928	4.0%	32,245,125	4.0%	33,534,930	4.0%	34,824,735	3.9%	4.0%
Net Patient Care	244,981,828	264,277,989	7.9%	278,716,703	5.5%	293,391,001	5.5%	307,733,684	4.9%	321,876,367	4.6%	4.9%
Health Care	77,428,288	81,063,597	4.7%	83,562,742	3.1%	86,749,528	3.8%	89,820,112	3.5%	92,890,696	3.4%	3.5%
Income	1,622,438	2,074,784	27.9%	2,137,028	3.0%	2,201,138	3.0%	2,267,172	3.0%	2,332,206	3.0%	3.0%
Investment Income	545,203	732,714	34.4%	759,303	3.6%	787,221	3.7%	816,536	3.7%	845,851	3.7%	3.7%
Other Income	4,374,357	3,324,212	-24.0%	5,114,976	53.9%	5,400,583	5.6%	5,690,025	5.4%	5,979,472	5.1%	5.4%
Total Revenues	\$ 469,183,994	\$ 503,221,804	7.3%	\$ 531,594,332	5.6%	\$ 560,672,196	5.5%	\$ 588,572,017	5.0%	\$ 616,461,893	4.7%	5.0%
Expenses:												
Personal Services	\$ 275,794,449	\$ 295,986,737	7.3%	\$ 310,297,665	4.8%	\$ 326,190,972	5.1%	\$ 341,246,965	4.6%	\$ 356,298,958	4.4%	4.6%
Benefits	23,370,452	25,601,264	9.5%	28,374,989	10.8%	30,837,647	8.7%	33,023,574	7.1%	35,209,501	6.6%	7.1%
Fringe Benefits	49,568,562	58,448,701	17.9%	61,795,939	5.7%	66,865,780	8.2%	72,446,837	8.2%	78,027,894	7.7%	8.2%
Support	7,520,428	8,070,688	7.3%	10,513,737	30.3%	10,933,683	4.0%	11,370,410	4.0%	11,807,187	3.8%	4.0%
Staff	32,111,706	32,164,048	0.2%	33,450,610	4.0%	34,788,634	4.0%	36,190,180	4.0%	37,621,726	4.0%	4.0%
Diems	6,008,877	3,646,523	-39.3%	3,359,058	-7.9%	3,187,325	-5.1%	3,028,400	-5.0%	2,873,475	-4.8%	-5.0%
Drugs/Medical Supplies	62,084,175	61,875,688	-0.3%	64,263,955	3.9%	66,646,174	3.7%	69,102,783	3.7%	71,559,392	3.6%	3.7%
Utilities	8,770,132	9,666,251	10.2%	10,246,544	6.0%	10,861,337	6.0%	11,513,017	6.0%	12,184,700	5.9%	6.0%
Purchased Services	37,100,537	40,300,360	8.6%	43,054,252	6.8%	45,283,288	5.2%	48,882,854	3.5%	52,482,420	7.3%	3.5%
Insurance	5,640,858	4,350,035	-22.9%	4,400,536	-3.0%	4,614,952	3.0%	4,753,401	3.0%	4,892,850	3.0%	3.0%
Repairs & Maintenance	8,087,299	8,895,012	10.0%	9,161,862	3.0%	9,436,718	3.0%	9,719,820	3.0%	10,002,922	2.9%	3.0%
Provision for Bad Debts	7,844,147	10,264,775	30.9%	10,576,218	3.0%	10,897,145	3.0%	11,227,845	3.0%	11,558,545	3.0%	3.0%
Other Expenses	21,612,790	20,402,798	-5.6%	21,368,869	-4.7%	22,358,183	4.6%	23,326,560	4.3%	24,294,937	4.2%	4.3%
Depreciation	20,431,651	21,665,744	6.0%	23,135,744	6.8%	24,166,744	4.5%	24,709,244	2.2%	25,251,744	2.2%	2.2%
Total Expenses	\$ 565,946,063	\$ 601,338,921	6.3%	\$ 634,079,980	5.4%	\$ 667,068,583	5.2%	\$ 698,786,888	4.8%	\$ 730,507,181	4.6%	4.8%
Excess/(Deficiency) of Revenues												
	\$ (96,762,069)	\$ (98,117,117)	-1.4%	\$ (102,485,648)	-4.5%	\$ (106,396,387)	-3.8%	\$ (110,214,870)	-3.6%	\$ (114,045,288)	-3.5%	-3.6%
Appropriation												
Strategic Plan	-	-	-	-	-	-	-	-	-	-	-	-
State Appropriation-Block Grant (adj ERIP)	73,748,844	73,109,946	-0.9%	75,025,705	2.6%	76,432,194	1.9%	78,091,702	2.2%	79,751,210	2.1%	2.2%
State Supported Fringe Benefits & Other Adj.	23,520,176	25,591,756	8.8%	28,374,989	10.9%	30,837,647	8.7%	33,023,574	7.1%	35,209,501	6.6%	7.1%
Rescission	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
Excess/(Deficiency)	\$ 506,951	\$ 584,585	15.3%	\$ 915,047	56.5%	\$ 873,455	-19.5%	\$ 900,406	3.1%	\$ 927,411	3.0%	3.1%
Total State Support	97,269,020	98,701,702	1.5%	101,400,694	4.8%	107,269,841	3.7%	111,115,276	3.6%	115,000,000	3.5%	3.6%
Percent of Total Revenues	17.17%	16.40%		16.28%		16.06%		15.88%		15.70%		

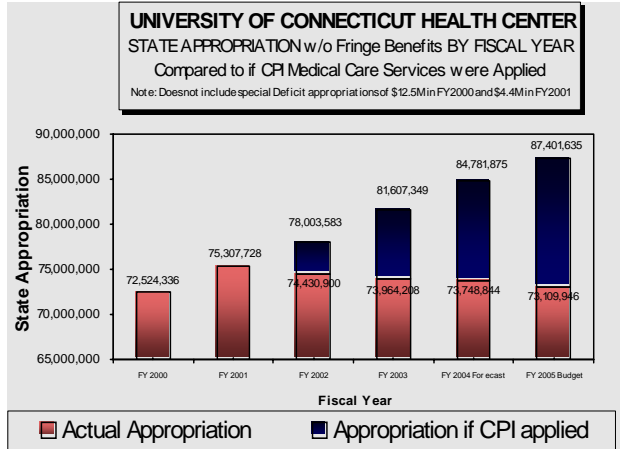
Strategies

Focus, Accountability, Strategic Investment

Focus

- ✓ Anticipate continuing decline in State support as a % of budget

FY01	22%
FY02	20%
FY03	18%
FY04	17%
FY05	16%

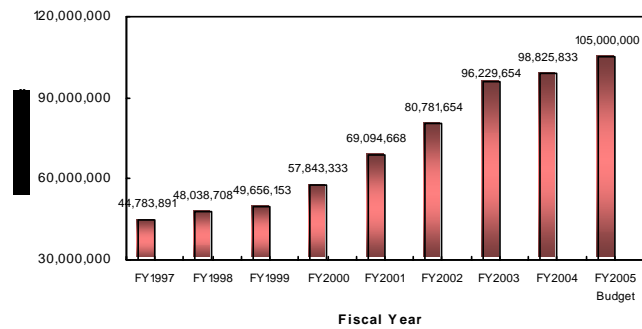


Strategies

Focus, Accountability, Strategic Investment

Focus

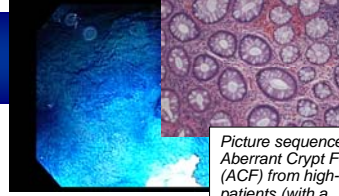
- ✓ Anticipate slowdown in the rate of growth in NIH research funding
- Research grant growth FY04 16%
- Research grant growth project for FY05 – 3.1%



Note: This graph includes the full grant amount (even if multi-year) in the year of the award

Strategies

Focus, Accountability, Strategic Investment



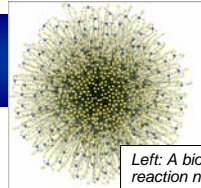
Picture sequence of Aberrant Crypt Foci (ACF) from high-risk patients (with a personal history of polyps or cancer, or a family history of colon cancer).

▪ FOCUS

- ✓ **Make key investments in our Signature Programs**
 - Cardiology - recruit Vascular Surgeon and Interventionalist
 - Cancer - recruit Medical and GI Oncologists; hire new research scientist
 - Musculoskeletal - recruit Institute Leader
 - Open, equip and operate the MARB

Strategies

Focus, Accountability, Strategic Investment



Left: A biochemical reaction network generated by Virtual Cell, a unique patented software environment developed at UCHC.

▪ FOCUS

- ✓ **Fulfill our Research Strategic Plan commitments in pursuit of scientific and educational excellence**
 - \$2.6 million to be invested to recruit and hire 8 new basic science researchers and fulfill outstanding start-up commitments to current faculty.
 - Continued funding of the Research Incentive Plan - \$650,000 FY05.
- ✓ **Commence planning and design of the new research building**
 - Facilities and Administration Rate will increase from FY05 45% to FY06 48%

Strategies

Focus, Accountability, Strategic Investment

IT Initiative	Phase	Planned Expense (\$M)	Net Inv. (\$M)	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Healthcare Connect	Phase 1	1.0	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 2	1.0	0.5	0.0	0.5	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 3	1.0	0.5	0.0	0.0	0.5	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 4	1.0	0.5	0.0	0.0	0.0	0.5	0.0	0.0	0.0
Healthcare Connect	Phase 5	1.0	0.5	0.0	0.0	0.0	0.0	0.5	0.0	0.0
Healthcare Connect	Phase 6	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.5	0.0
Healthcare Connect	Phase 7	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5
Healthcare Connect	Phase 8	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 9	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 10	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 11	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 12	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 13	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 14	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 15	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 16	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 17	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 18	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 19	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Healthcare Connect	Phase 20	1.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0

IT Road Maps layout the project implementation and spending plan for each domain.

- **FOCUS**
 - ✓ **IT Strategic Plan completed and being implemented – first plan for major capital IT investments in over five years.**
 - \$4.7 million in non-clinical IT capital investment planned in FY05 up from \$400,000 in FY04 and \$1,000,000 in FY03 in State bond funding.
 - \$5.6 million in clinical IT capital investment planned for FY05 including the development of a fully electronic clinical medical record.

Strategies

Focus, Accountability, Strategic Investment



Emergency Department renovation included 6 new exam rooms, installation of a HEPA filtration system and new decontamination modular building.

- **ACCOUNTABILITY**
 - ✓ **Become the recognized market leader in innovating and modeling patient safety advances**
 - Implement the Collaborative Center for Clinical Care Improvement
 - Fully implement Siemens patient safety system as a wholly integrated multi-specialty inpatient and ambulatory electronic medical record, patient order entry and medical administration.
 - Achieve continued gains in clinical profitability through increased volume growth at projected levels:
 - JDH Inpatient 3.0% (FY04 actual 3.6%)
 - JDH Outpatient 9.0% (FY04 actual 9.0%)
 - UMG/UHP 6.0% (FY04 actual 2.2%)
 - Continue to provide clinical incentives in recognition of productivity gains which have been achieved - estimated commitment of \$2.3 million.

Strategies

Focus, Accountability, Strategic Investment



Students giving back to the community through service at South Park Inn.

▪ ACCOUNTABILITY

- ✓ **Implement Research Best Practices**
 - Improve financial reporting to departments – add user-friendly report writing tools; use business accounting standards in operating core facilities (P&L); and develop best practice performance metrics (e.g. indirect cost recovery/net sq. ft., leverage ratio of external funds to internal funds, peer-reviewed external funding, graduate program rankings, etc.)
- ✓ **Implement SOM and SODM reorganizations**
 - SOM working on integration of Pharmacology with Cell Biology, a new Department of Immunology and recruitment for Chair, Lab Medicine/Anatomic Pathology
 - SODM to make recommendations
- ✓ **Move forward UCHC/Storrs joint venture Public Health Center/Institute**

Strategies

Focus, Accountability, Strategic Investment

Achieve our vision through strategic Investments in:

People:

Signature Program and research strategic plan recruitments

Space:

Implement UConn21 guided by space standards, research dollar density and space policies which promote effective and efficient space utilization

Revenues:

Priority support for Clinical and Foundation revenue development program and initiatives