



# Analysis of AUB's “Medical Affairs” BSC

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# The Big Picture

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1. **The Vision**
2. The Strategic Themes
3. The Strategic Objectives
4. The Measures (KPIs) and Targets
5. The Initiatives

# AUB's Vision for Medical Affairs

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“AUB's Faculty of Medicine and Medical Center are leaders in academic medicine, nursing and health care delivery in the region”

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Strategic objectives for Medical Affairs

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Vision

AUB's Faculty of Medicine and Medical Center are leaders in academic medicine, nursing and health care delivery in the region

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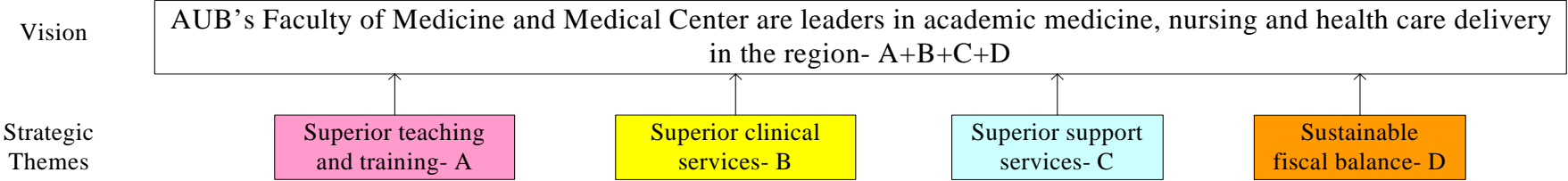
# AUB's Strategic Themes for Medical Affairs

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- Superior teaching and training
- Superior clinical services
- Superior support services
- Sustainable fiscal balance

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Strategic objectives for Medical Affairs

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# Strategic Objectives for Medical Affairs’ “Superior teaching and training” theme

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- Customer (Student/Resident) Perspective:
  - Superior learning experience
  - Internationally recognized training programs
  - Minimal bureaucracy
- Internal Process Perspective:
  - Academic and clinical regulatory compliance
  - Ongoing strategic planning
- Learning and Growth perspective
  - Superior academic clinicians and researchers
  - Superior teachers
  - Climate for coordination and cooperation
  - Climate for continuous improvement
  - Climate for continuous education

# Strategic Objectives for Medical Affairs’ “Superior clinical services” theme

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- Customer (Patient) Perspective:
  - Clinical excellence in basic and tertiary care
  - Minimal bureaucracy
- Internal Process Perspective:
  - Academic and clinical regulatory compliance
  - Ongoing strategic planning
- Learning and Growth perspective
  - Climate for coordination and cooperation
  - Climate for continuous improvement
  - Climate for continuous education

# Strategic Objectives for Medical Affairs’ “Superior support services” theme

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- Customer (Patient) Perspective:
  - Quality nursing services
  - Superior facilities and equipment
  - Minimal bureaucracy
- Internal Process Perspective:
  - Ongoing strategic planning
  - Effective equipment operation and maintenance
- Learning and Growth perspective
  - Climate for coordination and cooperation
  - Climate for continuous improvement
  - Climate for continuous education
  - Strong medical engineering skills

# Strategic Objectives for Medical Affairs’ “Sustainable fiscal balance” theme- 1/2

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- Customer (Payer) Perspective:
  - Competitive pricing and credit terms
  - Minimal bureaucracy
- Internal Process Perspective:
  - Effective cost and credit control
  - Ongoing market-driven price reviews
  - Effective marketing and communication
  - Ongoing strategic planning
  - Effective justification and use of funds
  - Effective delegation and reporting

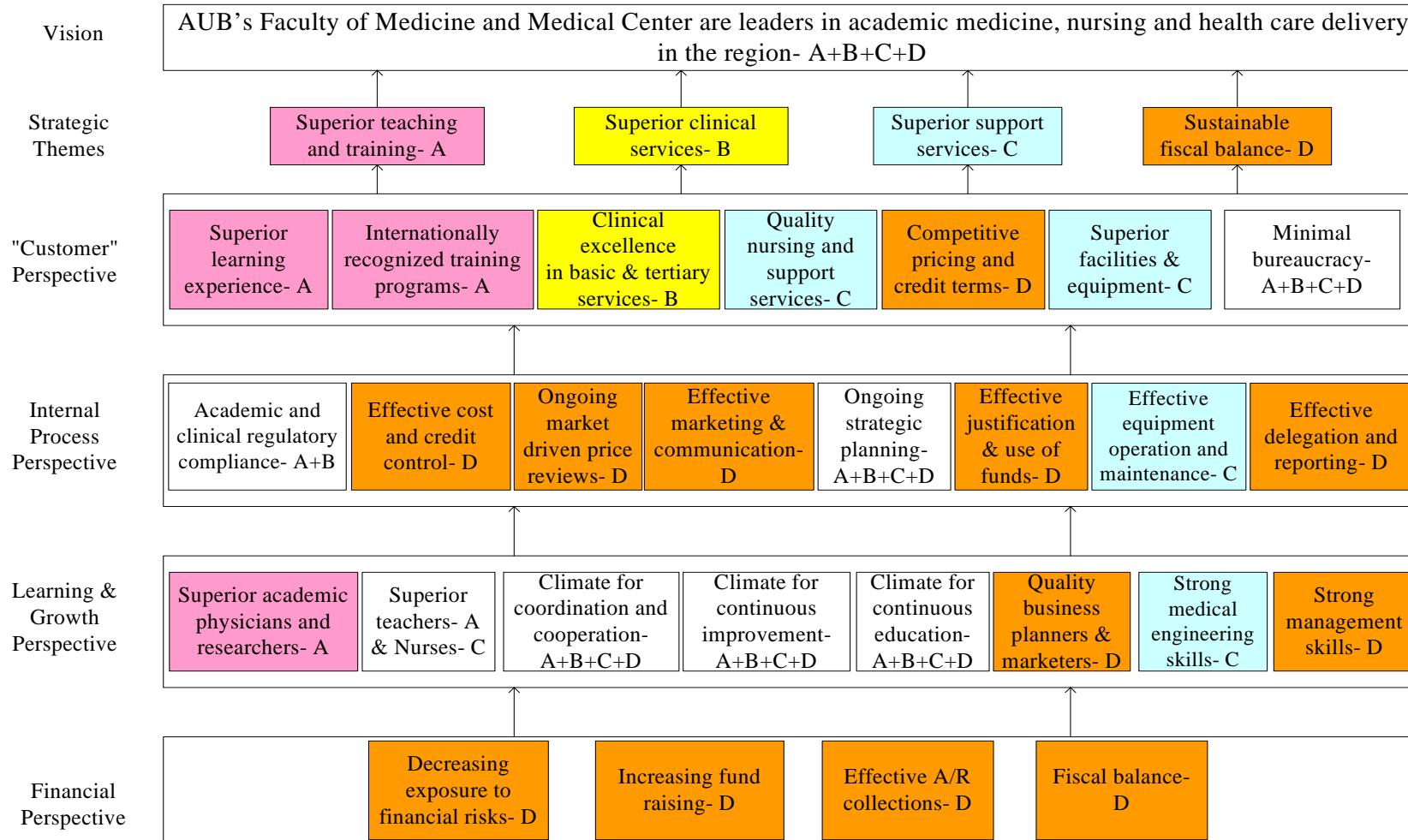
# Strategic Objectives for Medical Affairs’ “Sustainable fiscal balance” theme- 2/2

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- Learning and Growth perspective
  - Climate for coordination and cooperation
  - Climate for continuous improvement
  - Climate for continuous education
  - Quality business planners and marketers
  - Strong management skills
- Financial Perspective:
  - Decreasing exposure to financial risks
  - Increasing fund raising
  - Effective A/R collection
  - Fiscal balance

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Team A	Team B+C	Team D
Dr Salti Dr Badr Dr Makarem	Dr Fleihan Dr Hourani Ms Mouro Mr Rhoder	Dr Za'atari Dr Hemadeh Mr Vartanian



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# Examples of Objectives and KPIs from AUB's Medical Affairs BSC (Customer-1)

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## OBJECTIVES:

- Superior learning experience
- Internationally recognized training programs

## KPIs:

- Percentile standing of the graduating class students in the USMLE test
- Percentile standing of the graduating class students in the in-service-exam of the American College for Physicians

# Examples of Objectives and KPIs from AUB's Medical Affairs BSC (Internal Process-1)

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## OBJECTIVES:

- Academic and clinical regulatory compliance
- Ongoing strategic planning

## KPIs:

- AUB maintaining accreditation by:
  - Board of Education of the State of New York
  - Middle States
  - JCAHO
- Existence of an annually updated 5-Year plan in:
  - Faculty of Medicine
  - School of Nursing
  - Hospital

# Examples of Objectives and KPIs from AUB's Medical Affairs BSC (Learning & Growth-1)

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## OBJECTIVES:

- Superior academic clinicians and researchers
- Climate for continuous education

## KPIs:

- Percentage of Physicians and Surgeons that are Board certified (US, Canada, UK)
- Percent of physicians and nurses that have completed their annual CME requirement

# Examples of Objectives and KPIs from AUB's Medical Affairs BSC (Financial-1)

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## OBJECTIVES:

- Effective A/R collection
- Increasing productivity
- Fiscal Balance

## KPIs:

- Receivables expressed in Days Sales Outstanding (DSO)
- Patients' average Length of Stay (LOS)
- Net operating Margins (Revenues - Costs)

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