

**Vision:** We are the catalyst to creating an effective **service** culture & adaptive models across the university as an evolving world-class education, research, & service enterprise

## 4. TO BUILD CONFIDENCE & SUSTAIN ACHIEVEMENT OF OUR SHARED GOALS.

HS Culture	Price	Time	Quality	Functional Needs	Service	Relations	Reputation
<ul style="list-style-type: none"><li>• Institute cultural norms to ensure effectiveness &amp; sustainability</li><li>• <b>Focus on continuous improvement to serve university needs</b></li></ul>	<ul style="list-style-type: none"><li>• Share options</li><li>• Make it easy to explain to others</li><li>• <b>Competitive pricing for services</b></li></ul>	<ul style="list-style-type: none"><li>• Assure best use of time</li><li>• Recognize value of time within processes &amp; decisions for HSA units</li></ul>	<ul style="list-style-type: none"><li>• Recognize &amp; exceed priority standards</li><li>• Educate on the Quality standards</li><li>• <b>Focus on consistent excellence and quality of services</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Partner to model shared vision and commitment to excellence</b></li><li>• Partner to ensure compliance</li></ul>	<ul style="list-style-type: none"><li>• <b>Culture of service</b></li><li>• Provide added benefit</li><li>• Integrate important tools / models, resources &amp; cultural connections</li></ul>	<ul style="list-style-type: none"><li>• Build trust &amp; understanding</li><li>• Promote programmatic partnerships</li><li>• Highlight unit contributions, progress, achievements</li></ul>	<ul style="list-style-type: none"><li>• Be a valued neutral facilitator</li><li>• Be a resource for best-practice models</li><li>• <b>Be a recognized TAP partner</b></li></ul>

## 3. TO MAXIMIZE OUR IMPACT & DELIVER VALUE ...

More Business	New Value	Efficiency	Use of Assets
<ul style="list-style-type: none"><li>• Respond to <b>future</b> needs in our core areas of responsibility</li><li>• Respond to University expansion</li></ul>	<ul style="list-style-type: none"><li>• Target the current &amp; emerging needs of our HSA units, <b>other UW partners</b></li><li>• <b>Provide obvious value-added to University activities</b></li></ul>	<ul style="list-style-type: none"><li>• Be more proactive than reactive</li><li>• Introduce efficiency / effectiveness tools</li><li>• <b>Identify shared services opportunities</b></li></ul>	<ul style="list-style-type: none"><li>• Expand our use of academic resources</li><li>• Leverage assets between HS units</li><li>• <b>Leverage other UW offices</b></li></ul>

## 2. & ASSEMBLE BEST-PRACTICE MODELS & COMMUNICATIONS TO HELP OUR EFFORTS ...

Approach	Processes	Organization	Systems, Standards & Measures	Finance	Communications & Info	Programs
<ul style="list-style-type: none"><li>• Create a Master Process for decisions, project development and implementation</li><li>• Inventory a set of best-practices &amp; benefits in providing our service</li><li>• <b>Be bold and open to innovation</b></li></ul>	<ul style="list-style-type: none"><li>• Develop new operational improvement efficiency &amp; effectiveness methods</li><li>• Create a well-understood set of standard operating procedures</li></ul>	<ul style="list-style-type: none"><li>• Require Unit Strategic Plans, <b>aligned with TAP principles</b></li><li>• Design, implement, &amp; have our units internalize a sustainable culture <b>of improvement</b></li><li>• Provide training to address unmet needs</li><li>• <b>Support alignment of vision and resources to serve</b></li><li>• <b>Model effectiveness and partnering, and agility</b></li></ul>	<ul style="list-style-type: none"><li>• Establish a framework for managing Quality standards</li><li>• Outline work per a standard set of project elements</li><li>• Define, develop compliance standards, criteria, metrics &amp; the means to communicate <b>value and activity</b></li><li>• Implement systems for compliance-mgmt, lab-safety, and data-collection (EH&amp;S pilot for general model)</li><li>• Clarify criteria &amp; assessment model for value- &amp; data-based decisions (Assessment Ladder)</li><li>• Define Business Continuity \$ Reserve standard</li></ul>	<ul style="list-style-type: none"><li>• Adapt new financial models</li><li>• Adjust cost-sharing model to fund <b>essential activities</b></li></ul>	<ul style="list-style-type: none"><li>• Let people know HSA &amp; our services; <b>seek feedback and engage staff</b></li><li>• Implement branding</li><li>• Create a centralized, accessible web-based resource</li><li>• Align executive level with operational levels</li><li>• Create a library of "bulleted briefs" (executive summaries) for key issues</li><li>• Present perspectives of quality &amp; compare to peer &amp; industry norms</li><li>• Create information needed</li><li>• Establish norms for effective &amp; accurate communications</li></ul>	<ul style="list-style-type: none"><li>• Implement Strategic projects</li><li>• Implement as-needed improvements</li><li>• Implement other executive projects</li></ul>

## 1. WE WILL ELEVATE THE CAPACITY OF OUR TEAM ...

Competencies / Skills	HSA Culture	Ideas & Development
<ul style="list-style-type: none"><li>• <b>Reinforce culture of continuous improvement through training and agility</b></li><li>• Recruit, orient, &amp; manage performance of team members to ensure necessary skills</li><li>• Acquire key competencies as needed</li><li>• Implement transition plans to assure growth, <b>effectiveness</b>, and sustainability</li></ul>	<ul style="list-style-type: none"><li>• Use &amp; model best practices of cultural norms within HSA &amp; our community</li><li>• <b>Model organizational commitment to TAP principles</b></li><li>• <b>Culture of continuous improvement</b></li><li>• <b>Support HSA culture of service</b></li></ul>	<ul style="list-style-type: none"><li>• Research / learn mechanisms that impact performance</li><li>• Maintain a priority list of targeted Resource needs to acquire or develop</li></ul>

**Mission:** We **serve** the UW **community and** mission.

- Build capacity & outstanding infrastructure (models & communications) in HSA units & export to others at UW
- Advance collaboration, cooperation, & compliance across units & schools
- Integrate Health Sciences into UW mission **through alignment and partnership**
- Oversee UW strategic initiatives

## Distinctive Values:

- **Excellence**  
We are committed to excellence achieved through embracing organizational agility, anticipatory innovation, and consistent, sustained employment of best practice solutions to meet our vision.
- **Accountability**  
We are a dependable and trustworthy team. We take responsibility for the quality and timeliness of our work. We strive to provide excellent service to our clients. We are a team they can count on and know will do the best for their unit.
- **Commitment to UW mission**  
Everything we do is focused on fulfilling the mission of the University.
- **Flexible standardization, systemization**  
We strive to provide frameworks to optimize use of time, improve consistency, and be legally defensible while also being flexible to the needs of specific situations and units.
- **Building trust & respect**  
We will approach every interaction as an intentional opportunity to establish and build trust within HSA, with our partners, and our community. Building trust will elevate our performance, build our reputation and our partners will know we can meet our goals and their needs. Our HSA team and culture will promote respect for ourselves and others through ethical action, individual and collective integrity, welcoming differences and promoting transparency in our ideas, actions, and decisions.
- **Teamwork**  
We work with our partners as a team to sustain a culture of high performance and optimal results. We leverage the skills, experience, commitment, and innovation of our people to develop and implement best practices across the University.