

# Johns Hopkins Medicine **Strategic Plan**

FISCAL YEAR 2014–2018



**JOHNS HOPKINS**  
MEDICINE

For Distribution

**Johns Hopkins Medicine Strategic Plan  
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## Johns Hopkins Medicine Strategic Plan

The Johns Hopkins Medicine (JHM) Strategic Plan for fiscal years 2014-2018 will guide business strategies and decisions for the enterprise in a rapidly changing health care environment. Of prime concern is our response to health care reform, which encompasses both the direct effects of the Affordable Care Act and broader changes stimulated by federal and state budget constraints, including increased need for accountability, transparency and controlling costs. These changes present challenges and opportunities for all parts of the nation's health care system, but none more so than academic medical systems, which will need to maintain stability and create responsive new structures while honoring their mission of patient care, research and education. This must be accomplished even as the emphasis on quality and affordability increases, patient expectations and a consumer mentality toward health care grow, federal and state funding for research and education decreases, and as competition for market share and brand recognition intensifies.

To remain an innovative leader in our field, Johns Hopkins Medicine will need to chart a course in the evolution of health care that will uphold the tripartite mission and be used as a model throughout the industry, just as we have consistently done over the course of our history. This plan is the roadmap for that path forward. Paul Rothman, M.D., the dean of the medical faculty and CEO of Johns Hopkins Medicine, has identified the JHM Strategic Plan as one of the most critical activities in the first year of his tenure and has led the multidisciplinary development process.

### Structure of the Plan

The JHM Strategic Plan comprises six priorities—critical areas of focus for the success and sustainability of JHM. The strategic priorities and overall structure of the plan were developed during an 18-month process led by the Strategic Plan Executive Council, a diverse, multidisciplinary group of faculty and staff leaders representing all member organizations and a host of functions throughout JHM. The strategic priorities are:

- PEOPLE: Attract, Engage, Retain and Develop the World's Best People
- BIOMEDICAL DISCOVERY: Become the Exemplary Model for Biomedical Research by Advancing and Integrating Discovery, Innovation, Translation and Dissemination
- PATIENT AND FAMILY CENTERED CARE: Be the National Leader in the Safety, Science, Teaching and Provision of Patient and Family Centered Care

- EDUCATION: Lead the World in the Education and Training of Physicians and Biomedical Scientists
- INTEGRATION: Become the Model for an Academically Based, Integrated Health Care Delivery and Financing System
- PERFORMANCE: Create Sustainable Financial Success and Implement Continuous Performance Improvement

The strategic priorities were selected based on the assumption that the people of JHM are our most valuable asset and that consistent improvement of financial performance is imperative for sustainability and growth. These two notions yielded the People and Performance priorities. The remaining priorities represent the vision and tripartite mission of JHM: Biomedical Discovery, Education, Patient and Family Centered Care, and Integration. The latter two represent the ends of the clinical care spectrum: individual care and population health. Embedded in each Strategic Priority is an understanding and commitment to be a leader in ethical issues related to that Priority.

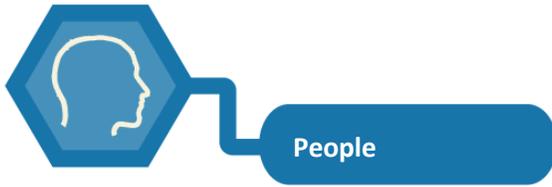
Each strategic priority is accompanied by explicit metrics to evaluate progress and to set clear expected outcomes, along with goals, strategies and tactics to create a specific path to accomplishing these aims. Leaders have been identified to spearhead and be accountable for the development of each strategic priority and to oversee planning, implementation and ongoing monitoring. The goals, strategies, and tactics within the strategic plan will be reflected and aligned with the JHM 10 Year Plan, drive budget priorities and resource allocation, and respond to challenges identified by Enterprise Risk Management.

### A New Vision

The exceptional creativity, curiosity and energy that the people of JHM bring to solving problems is the same today as it was in our earliest days. The JHM Strategic Plan outlines our trajectory to once again rise to the occasion and innovate in an era of tremendous change in health care. With the plan as our foundation, we will continue to be at the forefront of medicine, research and education, and we will remain the most trusted global brand in medicine. Our new vision statement both summarizes this and speaks to the power and potential of JHM:

*Johns Hopkins Medicine pushes the boundaries of discovery, transforms health care, advances medical education and creates hope for humanity.*

*Together, we will deliver the promise of medicine.*



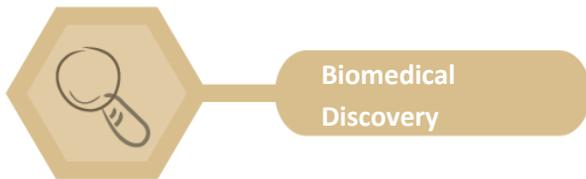
## Attract, Engage, Retain and Develop the World’s Best People

Accountable Leaders: Janice Clements  
Pamela Paulk

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| <b>Goal 1.</b> Invest in and reward healthy lifestyles, professional development, mentoring and advancement of JHM’s people.  |
| <b><u>Strategies</u></b>  |
| a. Actively support a healthy workforce throughout JHM  |
| b. Create transparent pathways for contribution to the mission, support by peers and mentors, engagement and advancement  |
| c. Identify development plans for employees and identify succession planning and retention strategies for the highly performing staff and faculty   |
| d. Enhance support for junior faculty   |
| <b>Goal 2.</b> Create a culture where diversity, inclusion, civility, collegiality and professionalism are championed, valued and exhibited through actions, incentives and accountability.   |
| <b><u>Strategies</u></b>  |
| a. Improve women and minority representation throughout the organization  |
| b. Promote diversity and inclusion by employing more formal search processes.   |
| c. Harmonize codes of conduct by creating a JHM-wide policy that can be enforced and is aligned across the University and Health System   |
| d. Identify succession planning and retention strategies that will retain junior faculty and key staff (with an emphasis on women and underrepresented minorities) as well as exit strategies for senior faculty and staff when appropriate |
| e. Create expectation that faculty, trainees and staff contribute to community engagement programs and organizations  |
| <b>Goal 3.</b> Ensure that fair and easily understood rewards are implemented, particularly compensation that reflects the scope of work, quality and leadership responsibilities.  |
| <b><u>Strategies</u></b>  |
| a. Ensure that people at JHM experience an environment that values their contributions, rewards their successes and provides valuable feedback on their performance   |
| <b>Goal 4.</b> Recruit, engage, retain and invest in innovative leaders and a flexible workforce that promotes cross-education and development of interdisciplinary teams across all JHM.   |
| <b><u>Strategies</u></b>  |
| a. Encourage innovation in position descriptions for staff, faculty and physicians to increase productivity, and provide non-financial incentives for innovation, flexibility and increased patient access                                  |
| b. Provide support to department and division directors and managers, and hold them accountable for the performance and engagement of their employees and faculty   |
| c. Partner with the Armstrong Institute to understand requirements and provide resources for individuals and teams who are engaged in quality and safety  |
| <b>Goal 5.</b> Create pathways to recruit, advance and reward excellent clinicians throughout JHM.  |

| <b><u>Strategies</u></b> |
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| a. Implement SuccessFactors, business software that aids in organizational alignment, helps optimize people's performance and provides insights into the workforce |
| b. Identify recruitment and workforce needs  |



## To Become the Exemplary Model for Biomedical Research by Advancing and Integrating Discovery, Innovation, Translation and Dissemination

Accountable Leaders: Landon King  
Dan Ford

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| <p><b>Goal 1.</b> Create a new research ecosystem that uses resources across JHM to accelerate collaboration, innovation, quality and impact of all research from curiosity-driven basic discovery to implementation sciences.</p>  |
| <p><b><u>Strategies</u></b></p>   |
| a. Establish an organizational structure to oversee execution of research throughout JHM  |
| b. Expand resources to help researchers partner with new funding organizations and broaden their funding portfolios beyond the NIH  |
| c. Develop, manage and support a panel of basic, clinical and administrative research core services that are unsurpassed in their ability to enable faculty discovery, innovation, translation and dissemination  |
| d. Develop organizational structures and financial models that foster greater collaboration in research throughout JHM and the University, and enhance interactions between basic and clinical investigators, clinical providers and patients, thereby improving the quality of both research and clinical care |
| e. Increase the visibility of JHM research to enhance efforts in education, advocacy and funding to increase the impact of our research mission.  |
| <p><b>Goal 2.</b> Become a leading institution for data-intensive science, developing new models, methodologies and resources for collection, management and analysis of large scientific, clinical and administrative datasets</p>   |
| <p><b><u>Strategies</u></b></p>   |
| a. Develop the computational sciences and health care informatics faculty and workforce to empower research faculty pursuing data-intensive science. Synergize with University’s inHealth strategic initiatives   |
| b. Develop sufficient computational capacity to promote growth of data-intensive sciences   |
| c. Establish service core functions that will serve the data-intensive needs of JHM investigators   |
| d. Establish mechanisms and policies to govern and facilitate access to and analysis of large scientific, clinical and administrative datasets  |
| <p><b>Goal 3.</b> Create a transformative JHM fund dedicated to “Advancing the Frontiers of Discovery,” to be used exclusively in support of the research mission</p>   |
| <p><b><u>Strategies</u></b></p>   |
| a. Designate investment in scientific discovery as an enterprise-wide priority for JHM  |
| b. Initiate Discovery Fund  |
| c. Develop a governance model for oversight and administration of the fund, including guidelines for prioritization of investment, access and use   |
| <p><b>Goal 4.</b> Establish a model to support and sustain research faculty across their entire careers and in a rapidly changing funding environment.</p>  |
| <p><b><u>Strategies</u></b></p>   |
| a. Enhance support for junior faculty   |

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| b. Enhance support for mid-level and senior faculty |
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| c. Establish uniform mechanisms for incentivizing research activities and research-related committee service |
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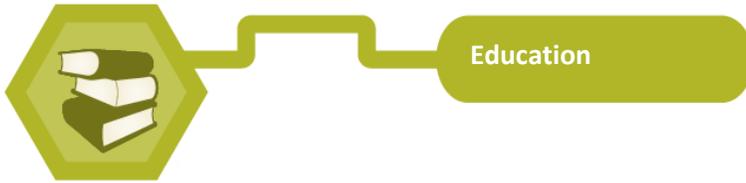


Patient and Family  
Centered Care

## Be the National Leader in the Safety, Science, Teaching and Provision of Patient and Family Centered Care

Accountable Leaders: Bill Baumgartner  
Judy Reitz  
Peter Pronovost  
Gene Green

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| <b>Goal 1.</b> Promote a culture that embraces, expects, and rewards the delivery of patient and family centered care.  |
| <b><u>Strategies</u></b>  |
| a. Establish the delivery of patient and family centered care as a central tenet for which leadership and staff at all levels across JHM will be held accountable   |
| b. Recruit, develop, train, and retain an engaged and service-oriented work force   |
| c. Measure performance related to the provision of patient and family centered care, report findings and act upon results to foster ongoing improvement   |
| <b>Goal 2.</b> Partner with patients, families and others to eliminate preventable harm and optimize patient outcomes and experience while reducing healthcare costs.   |
| <b><u>Strategies</u></b>  |
| a. Partner with the Armstrong Institute to promote the science of and conduct research in patient and family centered care  |
| b. Promote clinical excellence as a component for academic promotion  |
| c. Implement the transdisciplinary care coordination bundle across all inpatient units to optimize transitions in the post-acute period, to produce quality outcomes (e.g., reduced preventable readmissions, complications, adverse events, and unwarranted variations in care) and to enhance the patient and family experience |
| <b>Goal 3.</b> Engage patients and families in shared organizational and clinical decision-making.  |
| <b><u>Strategies</u></b>  |
| a. Implement diverse, active, and engaged patient and family advisory committees at all member organizations by the end of fiscal year 2014   |



## Lead the World in the Education and Training of Physicians and Biomedical Scientists

Accountable Leaders: Roy Ziegelstein  
David Hellmann

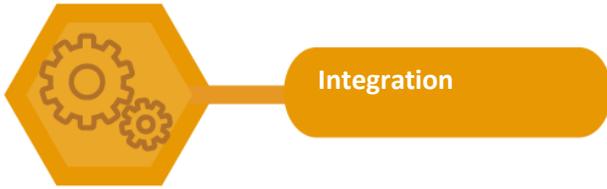
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| <p><b>Goal 1.</b> Build an effective culture for learning and education across all JHM member organizations, leverage the University’s infrastructure, and facilitate interprofessional educational programs.</p>   |
| <p><b><u>Strategies</u></b></p>   |
| <ul style="list-style-type: none"> <li>a. Grow and develop interprofessional education teams involving partners in nursing, pharmacy, public health, etc.</li> <li>b. Develop strategies for faculty development in interprofessional education</li> <li>c. Increase space for simulation-based training and programs</li> <li>d. Develop a monthly conjoint conference for medical, graduate and postdoctoral students.</li> <li>e. Work with the Development Office to increase philanthropic support for interprofessional education</li> </ul>    |
| <p><b>Goal 2.</b> Ensure that medical and biomedical education at Johns Hopkins is transformative as reflected by curricula that emphasize cutting-edge science, novel treatments, wise use of technology, and avoidance of unnecessary medical tests and procedures.</p>   |
| <p><b><u>Strategies</u></b></p>   |
| <ul style="list-style-type: none"> <li>a. Identify the most significant diagnostic procedures, medical treatments and scientific discoveries in the past three years</li> <li>b. Review our graduate, medical student, residency and fellowship programs to ensure that these recent advances are part of their curricula and if not, that curricula are modified and that faculty are trained to deliver this content</li> <li>c. Have each residency program identify 1 commonly used unnecessary or wasteful medical test or procedure</li> </ul>  |
| <p><b>Goal 3.</b> Ensure that medical and biomedical education at Johns Hopkins is transformative as reflected by methods of instruction that are creative and innovative, and that take advantage of all that emerges from the Johns Hopkins Science of Learning Institute.</p>  |
| <p><b><u>Strategies</u></b></p>   |
| <ul style="list-style-type: none"> <li>a. Work with the Johns Hopkins Science of Learning Institute to identify creative and innovative methods of teaching medical and graduate students</li> <li>b. Create teaching-skills development programs that help faculty implement these methods when appropriate</li> <li>c. Support the continued development of the Center for Innovation in Graduate Biomedical Education to serve as an incubator for the development and dissemination of new paradigms for graduate biomedical education</li> </ul> |
| <p><b>Goal 4.</b> Develop a robust system to monitor the progress and accomplishments of those enrolled in, and those who are graduated from, our undergraduate, graduate, residency and postdoctoral programs to ensure that individuals who receive a Johns Hopkins SOM education are among the most creative and outstanding leaders in medicine and biomedical science in the 21<sup>st</sup> century.</p>  |
| <p><b><u>Strategies</u></b></p>   |

- a. Obtain funding for, and then staff, an Office of Assessment and Evaluation that will maintain, track, analyze and disseminate data regarding student performance; develop electronic portfolios for all learners; develop and maintain a database for graduates; obtain and analyze data for ongoing program evaluation; and maintain information on graduates of our programs

**Goal 5.** Create a model for global dissemination of Johns Hopkins programs in medical and graduate medical education, to include distance learning via online educational programs.

**Strategies**

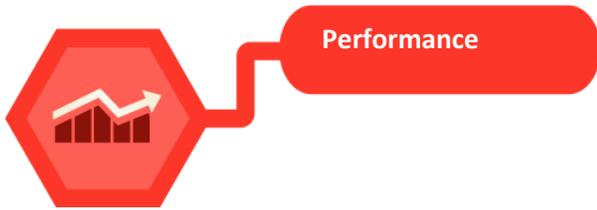
- a. Clarify the role of the director of the Swami Institute for International Medical Education (SIIME) and ensure that the director works closely with the dean/CEO of PUGSOM to continue to develop the PUGSOM classroom and clinical training experiences, and to maintain collaborative learning opportunities between the two campuses
- b. Develop a centralized system and policies and procedures that support the development of distance learning programs
- c. Secure funding from donors or partner with companies to support the development and implementation of technology-enhanced education



## Become the Model for an Academically Based, Integrated Health Care Delivery and Financing System

Accountable Leaders: Patty Brown  
 Brian Gagnolati  
 Steven Kravet

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| <p><b>Goal 1.</b> Achieve global recognition by designing and implementing an innovative model of care delivery and financing aimed at improving the health of populations, enhancing quality and reducing costs.</p>                   |
| <p><b><u>Strategies</u></b></p>   |
| <p>a. Define the regional, national and international geographic footprint, and define the optimal number of “aligned patients” required to support the tripartite mission and remain financially strong</p>                            |
| <p>b. Review existing and emerging markets and JHM’s current and proposed participation</p>   |
| <p>c. Inventory JHM and University clinical assets, partnerships and infrastructure to identify gaps, limitations and redundancies and identify viable approaches, models and vehicles to enhance the delivery and financing system</p> |
| <p>d. Define and prioritize strategy to incorporate JHM’s work on individualized, personalized medicine into delivery system reform and development</p>   |
| <p><b>Goal 2.</b> Over a five-year period, fully implement the required elements of the newly defined, integrated health care delivery and financing system.</p>  |
| <p><b><u>Strategies</u></b></p>   |
| <p>a. Build or partner to achieve the necessary clinical capacity, anchored by a strong primary care network, to ensure access to high-quality aligned providers and facilities within the defined geographic footprint</p>             |
| <p>b. Grow the number of people whose health we are helping to manage by JHM by growing JHHC and its insurance products</p>   |
| <p>c. Develop the necessary infrastructure to prepare for emerging payment models</p>   |
| <p>d. Adapt research and teaching strategies to take advantage of an expanded and different delivery system</p>   |
| <p>e. Implement various approaches, models and vehicles to achieve goals of clinical and financial integration while maintaining systems that support a fee-for-service payment system</p>  |



## Create Sustainable Financial Success and Implement Continuous Performance Improvement

Accountable Leaders: Rich Grossi  
Ron Werthman

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| <p><b>Goal 1.</b> Ensure that all financial operations, performance indicators and results support the strategic priorities, as well as the individual entity requirements.</p>                            |
| <p><b><u>Strategies</u></b></p>  |
| a. Maintain a level of performance equivalent to an AA- or better credit rating and additional measures as appropriate   |
| b. Create a structure to prioritize capital and other investments across the system  |
| c. Create a mechanism to capture the value of community benefit and ensure that it supports strategic goals, and achieve compliance with community benefit standards                                       |
| d. Create systems to reduce professional liability exposure  |
| e. Define strategy and resources to achieve high rankings in prioritized public ratings systems.   |
| f. Advance and measure JHM brand position to support strategic growth  |
| g. Proactively engage global, national, regional and local audiences through an innovative, cohesive, and satisfactory online visitor experience.  |
| <p><b>Goal 2.</b> Identify new and expand existing sources of revenue and implement operating efficiencies consistent with the tripartite mission and with a commitment to reducing health care costs.</p> |
| <p><b><u>Strategies</u></b></p>  |
| a. Develop the plan and infrastructure for the \$150-200M Performance Improvement Initiative   |
| b. Successfully implement the \$150-200M Performance Improvement Initiative, a JHM-wide financial improvement plan to identify an additional \$150-200M in profit margin                                   |
| <p><b>Goal 3.</b> Establish a transparent financial reporting system available to and understood by all JHM constituencies.</p>  |
| <p><b><u>Strategies</u></b></p>  |
| a. Incorporate cross-enterprise systems that measure achievement of financial goals driven by standardized data and help to communicate results in a transparent format                                    |
| b. Use singular end-to-end financial systems that can be accessed by the greater JHM community   |
| c. Revise 10-year planning to incorporate system math and population management  |