VISION, MISSION AND CORE VALUES

The mission statement, core values and newly created vision will serve not only as the guiding principles for how we care for our patients, educate our students and conduct research to provide world-class medicine, but will create the foundation of this strategic plan.

STRATEGIC PRIORITIES

The Johns Hopkins Medicine Strategic Plan comprises six priorities—critical areas of focus for the success and sustainability of the institution. The strategic priorities and overall structure of the plan were developed during an 18-month process led by a diverse, multidisciplinary coalition of faculty and staff leaders representing all member organizations and a host of roles throughout JHMI. Familiarize yourself with the areas of focus and goals.

- people
  Attract, Engage, Develop and Retain 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

Learn More: Johns Hopkins Medicine Strategic Plan

http://www.hopkinsmedicine.org/strategic_plan/
**JHM Strategic Priorities**

**people** - Attract, Engage, Develop and Retain the World’s Best People

**biomedical discovery** - Becoming the exemplar for biomedical research by advancing and integrating discovery, innovation, translation and dissemination.

---

**goals**

1. Invest in and reward healthy lifestyles, professional development, mentoring and advancement of JHM’s people.
2. Create a culture where diversity, inclusion, civility, collegiality and professionalism are championed, valued and exhibited through actions, incentives and accountability.
3. Ensure that fair and easily understood rewards are implemented, particularly compensation that reflects the scope of work, quality and leadership responsibilities.
4. Recruit, engage, retain and invest in innovative leaders and a flexible workforce that promotes cross-education and development of interdisciplinary teams across all JHM.
5. Create pathways to recruit, advance and reward excellent clinicians throughout JHM.

*Accountable leaders: Pamela Pauk, JHM senior vice president for human resources, and Janice Clements, vice dean for faculty, school of medicine*

---

**JHM Strategic Priorities**

**biomedical discovery** - Becoming the exemplar for biomedical research by advancing and integrating discovery, innovation, translation and dissemination.

**goals**

1. 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.
2. 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.
3. Create a transformative JHM fund dedicated to “Advancing the Frontiers of Discovery,” to be used exclusively in support of the research mission.
4. Establish a model to support and sustain research faculty across their entire careers and in a rapidly changing funding environment.

*Accountable leaders: Dan Ford, vice dean for clinical investigation, SOM; Landon King, executive vice dean, SOM*
JHM Strategic Priorities

**patient- and family-centered care** - Be the National Leader in the Safety, Science, Teaching and Provision of Patient- and Family-Centered Care.

**GOALS**

1. Promote a culture that embraces, expects, and rewards the delivery of patient- and family-centered care.
2. Partner with patients, families and others to eliminate preventable harm and optimize patient outcomes and experience while reducing health care costs.
3. Engage patients and families in shared organizational and clinical decision-making.

Accountable leaders: Bill Baumgartner, vice dean for clinical affairs, SOM; Gene Green, president, Suburban Hospital; Peter Pronovost, JHM senior vice president for patient safety and quality; Judy Roitz, JHH chief operating officer

JHM Strategic Priorities

**education** - Lead the World in the Education and Training of Physicians and Biomedical Scientists.

**GOALS**

1. Build an effective culture for learning and education across all JHM member organizations, leverage the University’s infrastructure, and facilitate interprofessional educational programs.
2. 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.
3. 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.
4. 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 21st century.
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.

Accountable leaders: Roy Ziegelstein, vice dean for education, SOM; David Hellmann, vice dean, Johns Hopkins Bayview Medical Center
JHM Strategic Priorities

**Integration**
Become the Model for an Academically Based Integrated Health Care Delivery and Financing System.

**Goals**

1. 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.

2. Over a five-year period, fully implement the required elements of the newly defined, integrated health care delivery and financing system.

Accountable leaders: Patty Brown, president, Johns Hopkins HealthCare; Brian Cragnolati, senior vice president, JHHS Community Division; Steven Kravet, president, Johns Hopkins Community Physicians

JHM Strategic Priorities

**Performance**
Create Sustainable Financial Success and Implement Continuous Performance Improvement

**Goals**

1. Ensure that all financial operations, performance indicators and results support the strategic priorities, as well as the individual entity requirements.

2. 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.

3. Establish a transparent financial reporting system available to and understood by all JHM constituencies.

Accountable leaders: Rich Grossi, JHM chief financial officer; Ron Werthman, JHV/JHHS chief financial officer