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
## Strategic Plan Priorities

### People

**GOAL 1.** Invest in and reward healthy lifestyles, professional development, mentoring and advancement of JHM’s people.

**GOAL 2.** Create a culture where diversity, inclusion, civility, collegiality and professionalism are championed, valued and exhibited through actions, incentives and accountability.

**GOAL 3.** Ensure that fair and easily understood rewards are implemented, particularly compensation that reflects the scope of work, quality and leadership responsibilities.

**GOAL 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.

**GOAL 5.** Create pathways to recruit, advance and reward excellent clinicians throughout JHM.

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### Education

**STRATEGIC PRIORITY**

**Integration**

**GOAL 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.

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

**GOAL 3.** 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.

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### Biomedical Discovery

**GOAL 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.

**GOAL 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.

**GOAL 3.** Create a transformative JHM fund dedicated to “Advancing the Frontiers of Discovery,” to be used exclusively in support of the research mission.

**GOAL 4.** Establish a model to support and sustain research faculty across their entire careers and in a rapidly changing funding environment.

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### Performance

**GOAL 1.** Create sustainable financial success and implement continuous performance improvement.

**GOAL 2.** Promote a culture that embraces, expects and rewards the delivery of patient- and family-centered care.

**GOAL 3.** Partner with patients, families and others to eliminate preventable harm and optimize patient outcomes and experience while reducing health care costs.

**GOAL 4.** Engage patients and families in shared organizational and clinical decision-making.

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Learn more about the Strategic Plan online at [hopkinsmedicine.org/strategic_plan](http://hopkinsmedicine.org/strategic_plan).