



A GUIDE FOR MANAGERS

Helping JHM faculty, staff, providers and learners identify with the aims of the Strategic Plan and how they contribute to its success

Innovation 2023

FY 2018 – FY 2023

Innovation 2023—Johns Hopkins Medicine’s Strategic Plan—is the road map that will guide JHM forward over the next five years as we continue improving the lives of the people and communities we serve.

JHM Mission and Vision



The mission, vision and core values are the foundation of our Strategic Plan.

The mission of Johns Hopkins Medicine is to improve the health of the community and the world by setting the standard of excellence in medical education, research and clinical care.

Diverse and inclusive, Johns Hopkins Medicine educates medical students, scientists, health care professionals and the public; conducts biomedical research; and provides patient-centered medicine to prevent, diagnose and treat human illness.

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.

JHM Core Values



Excellence & Discovery: Be the best. Commit to exceptional quality and service by encouraging curiosity, seeking information and creating innovative solutions.

Leadership & Integrity: Be a role model. Inspire others to achieve their best and have the courage to do the right thing.

Diversity & Inclusion: Be open. Embrace and value different backgrounds, opinions and experiences.

Respect & Collegiality: Be kind. Listen to understand and embrace others' unique skills and knowledge.

JHM Strategic Plan FY 2019-2023

The mission, vision and core values are the foundation of our Strategic Plan.

MISSION,
VISION
& VALUES



JHM Strategic Plan

What is it?

Strategic Plan Definition – The “roadmap” leading an organization into the future ...

- Defines what businesses to be in
- Focuses on the most critical competitive considerations
- Establishes “big picture” vision, strategic direction, goals and objectives
- Determines actions needed to accomplish long-term growth, build or obtain core capabilities, and address structural and cultural challenges
- Establishes investment and resource allocation priorities

Purpose of JHM's Strategic Plan

The five-year Strategic Plan ensures that the faculty, staff, providers and learners at our six academic and community hospitals, school of medicine, outpatient and ambulatory centers, home care group, international division, and managed care organization are moving in the same direction, helping us continue to deliver the promise of medicine—not just in the Maryland/D.C. region and in Florida, but across the nation and around the world.

JHM Strategic Plan Goals



Support the Well-Being of Our People and Our Communities

Foster an organizational culture that is supportive, diverse and inclusive, while enhancing joy at JHM. Grow our local community-engagement efforts to address identified needs that promote health.



Make Johns Hopkins Medicine Easy

Enhance the patient experience by improving access, navigation, communication and care transitions. Make it easy for all members of the JHM community to fulfill our mission.



Push the Boundaries of Science and Education

Enrich the environment for discovery and learning through continuous innovation. Invest in fundamental science and create new models of teaching, training and clinical care delivery.



Work Like One Organization

Continue our tradition of leadership by becoming the model of an integrated health care delivery system. Share best practices and extend research and education across JHM venues.



Improve the Quality and Affordability of Health Care

Maximize value for the patients we serve with an intense focus on quality, safety and efficiency. Strive for continuous performance improvement. Lead the national conversation and exchange of ideas around high-value care.



Aim for Precision in Everything We Do

Use data in new and innovative ways to guide decision-making in every corner of our organization, from patient care and education to finance and administration.

Make Johns Hopkins Medicine Easy

GOAL

Enhance the patient experience by improving access, navigation, communication and care transitions. Make it easy for all members of the JHM community to fulfill our mission.

OUTCOMES

- Increased access to providers
- Increased engagement and satisfaction
- Increased utilization of digital resources
- Top decile patient experience scores



FIVE-YEAR STRATEGIES

- Adopt best practices in patient access.
- Strategically deploy enhanced care coordination resources.
- Enhance patient engagement by leveraging digital platforms and redesigning education materials so they are more user-friendly.
- Optimize data integration and usefulness across the tripartite mission.
- Identify and mitigate barriers that contribute to a loss of productivity across JHM.
- Streamline recruitment processes to address critical talent needs.
- Implement talent management solutions as an investment in the success of our people.

Support the Well-Being of Our People and Our Communities

GOAL

Foster an organizational culture that is supportive, diverse and inclusive, while enhancing joy at JHM. Grow our local community-engagement efforts to address identified needs to improve health.

OUTCOMES

- Improved community health statistics
- Improved personal well-being
- Increased engagement and satisfaction
- Top decile patient experience scores



FIVE-YEAR STRATEGIES

- Build a vibrant workforce through promoting diversity and inclusion.
- Cultivate a workplace culture of trust and empowerment.
- Enhance work-life integration, professional development and workflow efficiency.
- Support our people by encouraging healthy practices that enhance well-being.
- Prioritize community engagement efforts and focus resources on local health needs.

Push the Boundaries of Science and Education

GOAL

Enrich the environment for discovery and learning through continuous innovation. Invest in fundamental science and create new models of teaching, training and clinical care delivery.

OUTCOMES

- Greater participation in meaningful clinical trials
- Increased education and research funding
- Increased research collaboration and productivity
- Increased training in ambulatory venues
- New educational tracks



FIVE-YEAR STRATEGIES

- Discover innovative diagnostics and therapeutics that enable more first-in-human studies.
- Improve research reproducibility.
- Maximize creative, multidisciplinary discovery across the research continuum, emphasizing value, data science and synergy.
- Create diversified educational tracks that cultivate the creativity of learners and trainees.
- Educate and train for the future, emphasizing value, data science and evolving venues of care.
- Foster opportunities for cross-disciplinary bioscience training.
- Diversify funding sources to support research and education.

Improve the Quality and Affordability of Health Care

GOAL

Maximize value for the patients we serve with an intense focus on quality, safety and efficiency. Strive for continuous performance improvement. Lead the national conversation and exchange of ideas around high-value care.

OUTCOMES

- Top decile quality scores
- Decreased total cost of care
- Increased resources to invest in the tripartite mission
- Innovative care delivery models



FIVE-YEAR STRATEGIES

- Accelerate dissemination of high-value health care practices.
- Incorporate patient, family member and employee perspectives into clinical care delivery.
- Develop and implement clinical pathways that improve quality and reduce unwarranted variation in care.
- Engage all stakeholders to identify risk, prevent harm and advance the science of safety.
- Fortify a quality and safety infrastructure that enables achieving new levels of performance across JHM.
- Explore new partnerships to foster innovation and advance the tripartite mission.
- Align value-based physician and hospital payment models.
- Control expenses through greater transparency and accountability.

Work Like One Organization

GOAL

Continue our tradition of leadership by becoming the model of an integrated health care delivery system. Share best practices and extend research and education across JHM venues.

OUTCOMES

- Increased engagement and satisfaction
- Increased operating margin to support the tripartite mission
- Operational standardization
- Tripartite mission growth



FIVE-YEAR STRATEGIES

- Create an integrated budget system and uniform funds flow model.
- Develop and implement a health care delivery system road map.
- Harmonize policies across JHM.
- Implement a system approach to provider credentialing.
- Leverage an array of provider workforce alignment models.
- Optimize internal communications using multiple channels.
- Redesign workflow processes in key functional areas.

Aim for Precision in Everything We Do

GOAL

Use data in new and innovative ways to guide decision-making in every corner of our organization, from patient care and education to finance and administration.

OUTCOMES

- Additional Precision Medicine Centers of Excellence
- Increased data driven decision-making
- Increased engagement and satisfaction
- Workforce plans across JHM



FIVE-YEAR STRATEGIES

- Advance discovery through use of diverse data sources.
- Develop Precision Medicine Centers of Excellence (PMCOEs) that encompass both clinical and basic science research.
- Enhance individualized care decisions and outcomes through stratification of patient data.
- Ensure data integrity and create an integrated clinical and operational analytics platform.
- Transform educational practice and content to tailor learner experience to individual needs.
- Create forward-looking workforce plans that align with clinical and academic objectives.

JHM Strategic Plan

What's its aim?

INCREASE

faculty and staff
diversity,
engagement and
community
engagement

ADVANCE

our leadership in
patient/family
satisfaction, quality
care, safety and
efficiency

STRENGTHEN

our reach as an
integrated health
care delivery
system

EXPAND

global research
infrastructure,
impact and funding
sources

ACCELERATE

JHM's reputation for
advancing medical
science and
knowledge

ENHANCE

our patients'
experience and
staff members'
ability to fulfill
JHM's mission

Implementation of the Strategic Plan

- Implementation of the Strategic Plan is no small task and requires input from across Johns Hopkins Medicine.
- Under the direction of Paul Rothman, dean of the medical faculty and CEO of Johns Hopkins Medicine, and Kevin Sowers, president of the Johns Hopkins Health System and executive vice president of Johns Hopkins Medicine:
 - Accountable Leaders have been assigned to help lead the work in each Strategic Goal.
 - The Office of Health Care Transformation and Strategic Planning and organizational leaders across JHM oversee implementation of the Strategic Plan. The leaders meet monthly to review progress.



Become Familiar with the Plan: *me & my department*

As a manager:

- Become familiar with the six goals and the strategies and outcomes for each goal. More information is available on the Strategic Plan website at:
hopkinsmedicine.org/strategic_plan.
- Think about how the goals apply to your everyday work and guide your team to do the same. Visualize what success will look like.
- Keep the plan at the forefront of your work. Align your individual and team goals with the Strategic Plan. Include it as a topic at your regular staff meetings.

A Course of Action for Managers

- **Download** the poster of the Strategic Plan goals and display it in your department. Encourage employees to do the same and display it in their work space.
- **Start the conversation.** Read and discuss the Strategic Plan goals, strategies and outcomes as a team. If someone doesn't understand it, help him or her connect the dots.
- **Encourage team members to attend the JHM and your entity's Town Meetings.**
- **View the recordings** of the JHM Town Meetings where Dean Rothman and Kevin Sowers discuss the plan's goals. Also view and share other videos with your team about the progress of the Strategic Plan as they are available. Play these videos, or portions of them, at your team meetings.
- **Continue to review the goals** throughout the year. Keep the strategic plan on your regularly scheduled meeting agendas.

A Course of Action for Managers

- **Encourage** team members to share their ideas. What goals are important to them? What can they contribute to the goals? What are they doing in their jobs that support the goals and desired outcomes?
- **Ask** each team member to share accomplishments and progress on the goals.
- **Align** individual and team goals to the Strategic Plan.
- **Keep** up to date with articles in our publications.
 - Encourage your team members to share their questions, thoughts and ideas about the Plan with leadership at **strategicplan@jhmi.edu**.

Resources

Strategic Plan Website (*Tools, videos, articles, presentations*)

HopkinsMedicine.org/strategic_plan

Encourage team members to share their questions, thoughts and ideas about the Strategic Plan

strategicplan@jhmi.edu

Access the Strategic Plan logo and icons

<http://brand.hopkinsmedicine.org/gui/content.asp?w=pages&r=5&pid=212>