PLANNING PROCESS AND WORK GROUPS

Organizing Framework

Dean J. Larry Jameson, MD, PhD, launched creation of *Shaping the Future of Medicine 2.0* in fall 2016. Caryn Lerman, PhD, Vice Dean for Strategic Initiatives, was designated to oversee the initiative and an Executive Planning Council (EPC) representing integrated academic and health system leadership was constituted.

The planning process began with a formal review of accomplishments under the previous plan and a survey of school and health system leadership to identify the most innovative and eminent programs across Penn Medicine. Reflecting on the lessons and achievements of the last five years, Dean Jameson’s vision for change focused on areas of opportunity where Penn Medicine could distinguish itself as one of the top three AMCs in the world. Complementing a set of bold ongoing strategic initiatives, six areas were identified as benefiting from additional planning and a sharper focus: (1) harnessing the power of data science to advance biomedical research and care delivery; (2) promoting health care quality and value for all patients; (3) developing and providing new tools and methods for discovery; (4) reducing health disparities through public health science across Penn’s campus; (5) fostering diversity, engagement and advancement; and (6) reimagining education. Work groups were comprised of faculty members across Penn Medicine and those representing seven schools and CHOP, as well as administrative staff and trainees. Charged with proposing transformative initiatives in all of Penn Medicine’s mission areas for the next five years, these groups met for a period of eight weeks and provided comprehensive reports and recommendations to the EPC.

Input and Communication

Throughout this process, we solicited and received input from broad constituencies. Over 100 faculty and staff members across Penn Medicine provided direct input through participation on committees and subcommittees. Additional input was solicited from >50 administrative staff members and >150 faculty members who participated in discussion sessions in the venues described below. Community-wide emails and video communications disseminated information about the planning process and solicited broad community input.

Emerging recommendations were communicated at venues across the Penn Medicine enterprise – including the Penn Medicine Board of Trustees, the Standing Committee of Department Chairs and Center Directors, the Medical Faculty Senate, Basic Science and Clinical Departments, the Business
Administrators Forum, and through community-wide emails. The EPC met throughout this process to refine and prioritize recommendations.

**Work Groups**

**Executive Planning Council**
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