SHAPING THE FUTURE OF MEDICINE 2.0

THE NEXT ERA OF INNOVATION AND IMPACT | 2018 - 2023
OUR MISSION

Our mission is to advance knowledge and improve health through research, patient care, and the education of trainees in an inclusive culture that embraces diversity, fosters innovation, stimulates critical thinking, supports lifelong learning, and sustains our legacy of excellence.

OUR VISION

To empower the talent within our integrated Academic Medical Center to find new cures, disseminate knowledge, and improve health for all people.
Building on its historic standards of excellence, Penn Medicine over the past five years has extended its reputation as one of the world’s leading Academic Medical Centers (AMCs). Successful implementation of the *Shaping the Future of Medicine* strategic plan (2012-2017) has driven fundamental discoveries that are translated into faster and more accurate diagnoses and the most innovative therapies across the continuum of care. Our health system’s expanding geographic presence delivers comprehensive and exceptional coordinated clinical programs from Central Pennsylvania to the Jersey Shore. We are a place where our diverse faculty, students, and staff work collaboratively, inspiring creative ideas that are disseminated across the world to set the standard for training, discovery, and patient care.

*Shaping the Future of Medicine 2.0* (2018-2023) will strengthen and accelerate Penn Medicine’s momentum and wide-ranging impact. Its four essential themes are the pillars of our aspirations:

1. Provide Patient-Centric Care of the Future
2. Pioneer New Discoveries and Therapies for Patients
3. Foster Inclusion, Engagement, and Professional Development
4. Promote Lifelong Learning
WE WILL:

PREVENT DISEASE BEFORE IT OCCURS.

WHEN DISEASE DOES OCCUR, DIAGNOSE IT EARLY AND CURE IT.

PROVIDE ACCESS TO INNOVATIVE DIAGNOSTIC ADVANCES AND CLINICAL TRIALS.

EMPOWER PATIENTS TO OPTIMIZE THEIR HEALTH AND QUALITY OF LIFE.

PROVIDE COMPASSIONATE CARE WITH A PERSONAL TOUCH.
The opening of the Perelman Center for Advanced Medicine (PCAM) in 2008 was an inflection point in our approach to patient-centered care. The new facility organized teams of health care providers around the needs of patients in a vibrant environment that is warm and welcoming. Penn Medicine’s patients-first approach is instilled throughout our health system, which has expanded to include six acute-care hospitals and hundreds of outpatient centers throughout our region.

Our strategic priorities focused on patient care will increase access to our high-quality, high-impact clinical programs.
BUILD THE PATIENT CARE HOSPITAL OF THE FUTURE

To meet the need for advanced inpatient care and superlative service, we broke ground on a new hospital Pavilion in 2017. Scheduled to open in 2021, the Pavilion will take its place among the most ambitious projects in the City of Philadelphia’s history. The 1.5 million-square-foot facility will house 504 private patient rooms and 47 operating/interventional rooms, providing inpatient care for the Abramson Cancer Center, heart and vascular surgery, neurology and neurosurgery, and a new Emergency Department. The new Pavilion is designed to be adaptable, sustainable, efficient, uplifting, and sensitive to its surroundings and occupants.

INCREASE ACCESS TO EXCEPTIONAL HIGH VALUE PATIENT CARE

The growth in primary care and specialty practices provides a timely opportunity to strengthen integration of our hospitals and patient-care settings and organize all employed and aligned Penn Medicine physicians into an overarching physician organization called the Penn Medicine Medical Group. Through the development of a new Primary Care service line, we will evaluate innovative models of high value care delivery, provide outstanding management of behavioral health, and promote an intellectual community in primary care and health care value scholarship. Leveraging the full potential of a single EHR across Penn Medicine, we will ensure that all patients have access to the right diagnoses and treatments at the right time, and make this experience as seamless as possible, both for patients and for providers.

HARNESS THE POWER OF DATA SCIENCE

Leveraging our evolving informatics ecosystem and world-class faculty, we will create a full-service big data infrastructure that accelerates discovery science and translates new knowledge to improve patient care. We will optimize EPIC for patient data collection, integrate existing resources and create new platforms that enable patient data collection in real time, and recruit transformative faculty with expertise in sophisticated computational methods. We will also catalyze groups of scientists and clinicians to design unique, high impact research projects that use big data to predict clinical diagnoses and outcomes. A new concierge service will facilitate access to data via web-based and smartphone enabled applications and provide the necessary education, training, and support.
WE WILL:

INVEST IN FUNDAMENTAL SCIENCE THAT CAN HAVE THE GREATEST IMPACT ACROSS FIELDS.

ATTRACT AND RETAIN INNOVATORS AND SCHOLARS TO SOLVE PROBLEMS THROUGH RIGOROUS INQUIRY.

LEVERAGE THE LATEST INSTRUMENTS AND RESEARCH METHODS TO REVEAL ANSWERS TO UNSOLVED PROBLEMS.

BE RECOGNIZED AS THE MOST SUCCESSFUL INSTITUTION FOR FOSTERING TRANSLATIONAL RESEARCH.

BE IDENTIFIED AS A MODEL FOR CONDUCTING RIGOROUS AND ETHICAL EARLY PHASE CLINICAL TRIALS.

ALWAYS CONSIDER HOW OUR RESEARCH FINDINGS MIGHT BE USED TO ENHANCE THE LIVES OF ALL PEOPLE.
Penn has a long history of conducting groundbreaking fundamental research as well as a track record of success in translating these discoveries to positively impact human health. In recent years, the pace of discovery has increased and Penn has assumed an even more prominent role as a world leader in high impact discovery science. We will accelerate new discoveries and therapies by accomplishing the following strategic priorities.
INVEST IN FUNDAMENTAL SCIENCE AND TECHNOLOGY

We will continue to invest in the intellectual capital and infrastructure necessary to remain at the cutting edge in basic science, with a focus on innovative technology development and cross-school efforts to recruit transformative scientists. This includes hiring faculty who have a substantial record in successful innovative technology and methodology development and creating a cadre of trainees and faculty who have a strong desire to develop and innovate technology. Through a campus-wide approach for biomedical devices, we will also accelerate development of new diagnostic and therapeutic technologies.

LEAD IN TRANSLATIONAL RESEARCH

Our model clinical trials infrastructure and bold approach to industry partnerships and commercial alliances are creating a competitive advantage that will extend our reputation as a leading institution for translational research. To foster first-in-human clinical trials and new breakthroughs, we will optimize our interface with the Penn Center for Innovation (PCI), advance new strategic commercial partnerships, and pursue high-priority start-up opportunities. We will also accelerate enrollment of patients in clinical trials, adhering to the highest ethical and regulatory standards. In doing so, we will build our community of investigators with a passion for clinical trials research, brand Penn as a center for innovation in life sciences, and make Philadelphia America’s “Cellicon Valley.”

REDUCE HEALTH DISPARITIES LOCALLY AND GLOBALLY

Responding to Penn Compact 2020, we will integrate talent across Penn to advance rigorous scholarship in public health science and health disparities. Leveraging our deep expertise in genomics, environmental toxicology, behavioral and health economics, epidemiology, and other areas, we will support highly innovative research initiatives to address specific health problems and reduce health disparities in our local community. We will extend these efforts globally by establishing comprehensive global health training programs, advancing Global Health Imperatives to address major global disease burdens, and forming Regional Centers of Engagement that unite efforts of committed government and institutional partners. We will build the next generation of public health and global health innovators.
WE WILL:

CHAMPION A CULTURE OF INCLUSION, DIVERSITY, COLLEGIALITY, AND COLLABORATION.

ENHANCE ENGAGEMENT AND PROFESSIONAL GROWTH.

FOSTER A CULTURE OF WELLNESS AND PERSONAL RESILIENCE.

CREATE AN ENVIRONMENT IN PENN MEDICINE WHERE ALL FACULTY, STUDENTS, AND STAFF THRIVE.

FOSTER INCLUSION, ENGAGEMENT & PROFESSIONAL DEVELOPMENT
Penn Medicine’s most important strategic investment is in our diverse faculty and staff, who pioneer discoveries, teach our trainees, and care for our patients. Sustained growth in diversity across our enterprise reflects our commitment to an inclusive culture. In addition, our Wellness Campaign has launched a series of initiatives to foster faculty, trainee, and staff wellness. These advances have inspired us to make even greater progress.
CHAMPION AN INCLUSIVE CULTURE

Expanding the diversity of our community positions us to reduce variation in care, enhance delivery of culturally competent care, and alleviate health disparities. To accomplish this, we will model a culture of inclusion at the highest levels of our organization. We will foster a culturally competent workplace free of bias by providing training in unconscious bias and ensuring that search committees generate diverse applicant pools and use objective, unbiased recruitment criteria. Further, we will lead in this domain by building a community of scholars dedicated to academic scholarship in inclusion and diversity.

ENHANCE FACULTY ENGAGEMENT AND CAREER EVOLUTION

Penn Medicine faculty members at all ranks place great value on their intellectual and personal growth, driving our continued commitment to engaging and developing faculty at all levels. We will integrate our newest faculty members using novel peer navigator programs, team-building initiatives, and individualized training and workshops to strengthen professional and personal competencies that foster success. For mid- to senior-level faculty, targeted assessment and training programs, leadership coaching, and advanced retraining will foster professional development and career evolution.

FOSTER A CULTURE OF WELLNESS

Recognizing the critical importance of a culture of wellness, we will support new initiatives that foster resilience, reward self-care and well-being, and promote professionalism throughout the workforce. We will improve provider satisfaction by implementing alternative work flows and strategies to optimize the use of the electronic health record. We will work to reduce the administrative and regulatory burden for faculty by streamlining processes and harnessing technology. We will also expand use of self-assessment tools to allow individuals to access confidential resources to improve personal health and well-being.
WE WILL:

CHAMPION THE CONCEPT OF LIFELONG LEARNING IN EACH OF OUR EDUCATION PROGRAMS.

CATALYZE INTERDISCIPLINARY LEARNING ACROSS THE CONTINUUM.

LEVERAGE PENN’S MULTIPLE SCHOOLS TO FOSTER INTER-PROFESSIONAL EDUCATION.

LEAD IN NEW EDUCATIONAL METHODS, INCLUDING ONLINE MEDIA AND EXPERIENTIAL LEARNING.
Education remains our defining mission. Our educational programs have expanded to complement the size, scope, and quality of Penn Medicine’s research and clinical enterprise. The high caliber of our medical education program has been recognized by a consistent top 5 ranking by U.S. News & World Report for the past two decades. Interrelated strategies will further this track-record of excellence across the educational continuum.
BUILD EDUCATIONAL PROGRAMS FOR THE FUTURE

Leveraging our investments in the Jordan Medical Education Center, robust scholarship support, and our aligned education assets, we will undertake a comprehensive refresh of our medical education curriculum and integration across the continuum of lifelong learning. Led by the new Senior Vice Dean for Medical Education, the newly created Education Council will provide a coordinating structure to ensure optimal alignment of educational programs across Penn Medicine and a platform to reimagine and adapt education for the future. We will also engage a task force to review the organization and curriculum of Biomedical Graduate Studies (BGS).

ESTABLISH A NEW INNOVATION CENTER FOR ONLINE MEDICAL EDUCATION

Leveraging our investment in a new media center, the talents of our faculty, and the University’s prioritization of online learning in multiple schools and disciplines, we will establish an Innovation Center for Online Medical Education. This new Center will deploy individualized content delivery using video, simulation, MOOCs, and technologies of the future to create new models of disseminating knowledge, reducing costs, and increasing access to medical education.

PROMOTE PERSONAL AND PROFESSIONAL DEVELOPMENT

Growing awareness of stress among medical students, residents, PhD students, and post-docs underscores the importance of developing effective coping skills and lifestyle management throughout the continuum of learning. In parallel with our focus on faculty and staff wellness, we will tailor programs for trainees in these different environments to optimize their learning experience at Penn and foster their career development as future leaders. In implementing these programs, we will share our experience through various professional organizations to expand their impact.