

Planning Process

This strategic plan is the culmination of a faculty-led planning process between December 2011 and June 2012 and co-chaired by Jonathan Epstein, MD, chair of Cell and Developmental Biology, and Deborah Driscoll, MD, chair of Obstetrics and Gynecology.



Six working groups -- with representatives from throughout the organization and chaired by faculty leaders -- evaluated Penn Medicine by assessing key aspects of our operations (see diagram above). The groups collectively held over two hundred meetings and were supported by fourteen focus groups representing key stakeholders. Patients (including faculty members who had been patients), nurses, ancillary clinical-service personnel, basic science administrators and researchers, medical and graduate students, residents, and postdoctoral fellows all participated. In addition, the groups sought the comments and recommendations of department chairs, institute and center directors, administrators, support staff, and educational leaders. Each group provided a comprehensive report of its findings and recommendations. Manatt Health Solutions provided subject matter expertise and staff support for the planning effort.

The Executive Planning Council --consisting of the planning co-chairs, chairs of the working groups, representatives from all basic science and clinical departments, center and institute directors, and administration -- reviewed the working group reports and consolidated them into a unified plan. The document was submitted to Dean and Executive Vice President J. Larry Jameson, MD, and Health System Chief Executive Officer Ralph Muller in June 2012. During the second half of 2012, Penn Medicine leadership established priorities and developed the implementation approach.