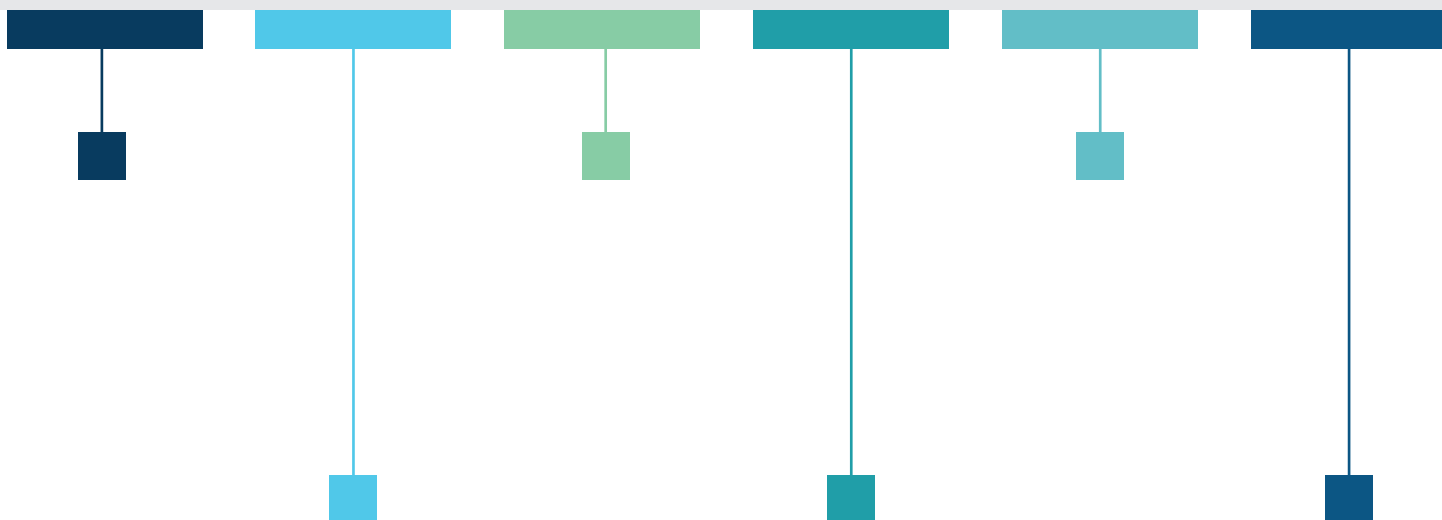


# DIRECT

## Road to a Learning Health System



Baylor  
College of  
Medicine

## STRATEGIC PLAN

PLANNING FOR THE DECADE  
2020-2030



# Mission

Baylor College of Medicine is a health sciences university that creates knowledge and applies science and discoveries to further education, healthcare and community service locally and globally.



# Vision

Improving health through science, scholarship and innovation



# Values

## **RESPECT**

- Value others and treat them with professionalism, courtesy, politeness and kindness
- Encourage civil dialogue that considers diverse opinions and ideas

## **INTEGRITY**

- Interact with honesty, consistency and transparency
- Operate in ways that demonstrate ethical behaviors
- Foster personal accountability to build trust

## **INNOVATION**

- Cultivate creative ideas and unique talents across the organization
- Embrace a culture of continuous improvement
- Inspire the creation and application of new knowledge

## **TEAMWORK**

- Sustain a culture that values collaboration
- Communicate openly to enhance understanding
- Establish effective partnerships

## **EXCELLENCE**

- Promote the highest standards of safety, quality and service
- Strive for excellence in every aspect of our mission
- Support an environment that inspires the best from our people

Dear Colleagues and Friends of Baylor College of Medicine,

Strategic plans are living documents, providing a roadmap for an organization that learns and changes along the way. Since I arrived at Baylor in 2010, we have worked to leverage Baylor's intellectual capital and collaborative and innovative culture to align research, education and patient care in service to our mission and vision. Our 2014 Strategic Roadmap drove investment and recruitment, which created the resources and infrastructure to integrate these elements.



We are now perfectly poised to create the learning health system of the future. The National Academy of Medicine describes a learning healthcare system as one “designed to generate and apply the best evidence for the collaborative healthcare choices of each patient and provider; to drive the process of discovery as a natural outgrowth of patient care; and to ensure innovation, quality, safety and value in healthcare.”

We already have the foundation in place for science and discovery in translational medicine, population health, precision medicine and health informatics. All of these elements are essential to support a learning health system.

A new model for healthcare also requires signature programs of excellence that cut across all mission areas. Our strategic plan strengthens programs such as cancer, cardiovascular, metabolic diseases, musculoskeletal and neuroscience, among others. Our strength in bioethics and health policy will enable us to address the inevitable issues that accompany advances in medicine and science.

The best and the brightest individuals already come to Baylor to prepare to become leaders in healthcare and science. Our plan calls for reshaping education to prepare our trainees to be the first generation to work within a learning health system and to direct its future growth.

Most importantly, making a new model for healthcare requires our greatest asset – intellectually curious people who are passionate about finding solutions that lead to improved health for our patients, our community and people around the world.

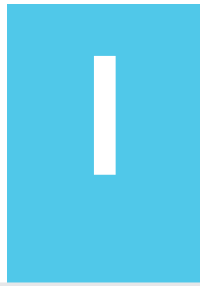
It is this community – Baylor leadership, members of the Board of Trustees, faculty, staff, students and affiliate hospital representatives – that helped create this strategic plan. Over the last two years, more than 300 people participated in developing this planning document. I am grateful for their commitment to this institution and for the valuable input they provided.

This document details the priorities and initiatives we will embrace to build on our existing strengths while we add new tools and resources to create a learning health system.

Thank you,

A handwritten signature in black ink, appearing to read "Paul E. Klotman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Paul E. Klotman  
President & CEO  
Executive Dean



## STRATEGIC PRIORITIES



### DISCOVER

Applying biomedical discoveries to drive novel therapeutic approaches



### INNOVATE

Developing a learning health system model through data analytics, collaboration and integration



### REACH

Integrating care networks and innovative programs to support and improve the health of individuals and populations

## STRATEGIC ENABLERS

### INTELLECTUAL COMMUNITY (PEOPLE)



Maintain an intellectual community by recruiting, supporting and retaining the most talented individuals with diverse experience and insights.

### ECOSYSTEM OF COLLABORATION (AFFILIATES)

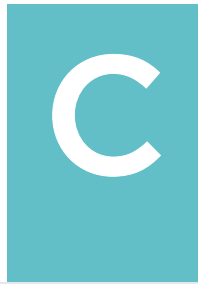


Promote and support an enhanced level of collaboration among academic and health system affiliates and partners that fuses the diverse strengths of our network and creates new possibilities for research, education and solutions for better health in our communities.

### MODERN INFRASTRUCTURE (FACILITIES & TECH)

Expand, build and modernize technology-enabled facilities to better serve the needs of learners and the community.

**PHILANTHROPY** For over a century, Baylor has benefited from a remarkably generous



## EDUCATE

Preparing scientists and healthcare professionals to lead learning health system



## CREATE

Developing a culture and climate of excellence and inclusion to recruit, retain and develop outstanding faculty, staff and learners



## TREAT

Caring for individuals using an innovative patient-centered care model and a data-driven approach to prediction, diagnosis, prevention and cure of disease



Maintain an excellent infrastructure to support the needs of faculty, staff, and community.

## INTENTIONAL ENGAGEMENT (COMMUNICATIONS)

Strengthen communication, alignment and synergy by building a clear and strong identity, leveraging all forms of media, and showcasing our value to the internal and external community.

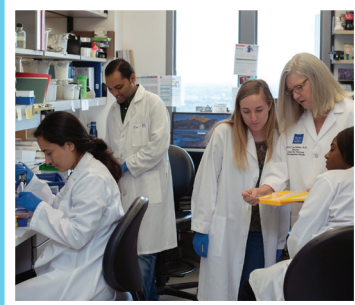


## SUSTAINABLE OPERATIONS (FINANCE & OPERATIONS)

Align resources with strategic priorities to expand innovation and impact, ensure learner success and enhance community and global engagement through diversified revenue streams to generate long-term sustainability.



# DISCOVER



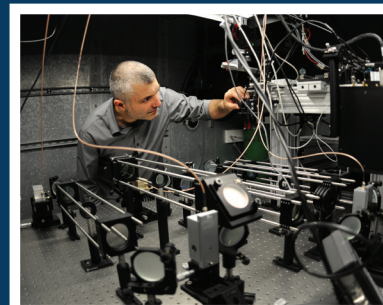
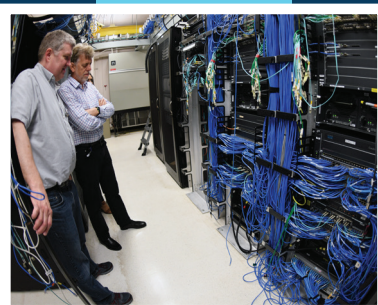
Applying biomedical discoveries to drive novel therapeutic approaches



## OBJECTIVES

- D1** ▶ Develop precision medicine focus areas that encompass basic, translational and clinical research.
- D2** ▶ Accelerate discoveries leading to new diagnostic tools, innovative therapies and transformational technologies.
- D3** ▶ Translate groundbreaking insights into improved health outcomes.
- D4** ▶ Catalyze industry partnerships and new commercial opportunities to drive innovation.

# I INNOVATE



Developing a learning health system model through data analytics, collaboration and integration



## OBJECTIVES

- I1** ▶ Develop a common information and technology platform to organize and access all research, clinical and educational and operational data generated by our faculty, partners and affiliates.
- I2** ▶ Enhance capabilities for collaboration and communication to facilitate the creation and sharing of new knowledge.
- I3** ▶ Embed ethical and legal consideration within initiatives across all mission areas to accelerate implementation of the learning health system.



# REACH



Integrating care networks  
and innovative programs to  
support and improve the health  
of individuals and populations

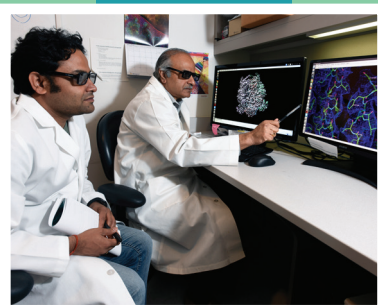


## OBJECTIVES

- R1** ▶ Ensure that our healthcare delivery models support the comprehensive needs of our patient populations: acute care, recovery and palliation.
- R2** ▶ Discover and evaluate unique indicators of health and disease to develop prevention strategies and treatments.
- R3** ▶ Develop technologies and approaches to deliver care and education to diverse and remote populations locally and globally.
- R4** ▶ Design services that leverage data to improve precision diagnostics and therapies.



# EDUCATE



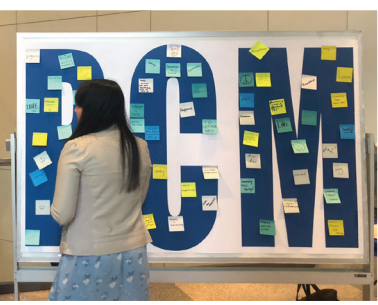
Preparing scientists and healthcare professionals to lead learning health systems



## OBJECTIVES

- E1** ▶ Accelerate educational innovation and research supporting teaching, learning and discovery.
- E2** ▶ Deliver outstanding educational experiences using innovative approaches and technologies.
- E3** ▶ Create new possibilities through strategic development and infrastructure.
- E4** ▶ Support community-based educational programs.

# CREATE



Developing a culture and climate of excellence and inclusion to recruit, retain and develop outstanding faculty, staff and learners



## OBJECTIVES

- C1** ▶ Support a high-performance environment in which all stakeholders can flourish.
- C2** ▶ Promote the resilience and well-being of our faculty, staff and learners.
- C3** ▶ Expand the portfolio of faculty development offerings to support lifelong learning and progressively enhance skills and competitiveness in all career phases.
- C4** ▶ Foster excellence by applying the principles of continuous quality and performance improvement.

# TREAT



Caring for individuals using an innovative patient-centered care model and a data-driven approach to prediction, diagnosis, prevention and cure of disease



## OBJECTIVES

- T1** ▶ Develop high-reliability clinical enterprises.
- T2** ▶ Build care delivery systems primarily and explicitly around the needs of patients.
- T3** ▶ Strategically support signature programs to accelerate advances in healthcare.



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