

Our **Blueprint for Strategic Action**: Our Plan to Transform Jefferson—and Health Care



Patients and Families First

We will improve the health of our patients, families, and community through comprehensive, personalized, cost-effective, quality care.

Over the next three years, we will support this initiative by:

- Promoting health and well being
- Providing patient-focused "Care with Caring"
- Displaying a passion for delivering a great "Patient Experience"
- Achieving top-decile quality and outcomes
- · Facilitating a culture of safety
- Creating patient/provider-friendly facilities
- Developing innovative patient engagement processes and technologies



One Jefferson

We will align clinical, educational, and research missions to accelerate innovation.

Over the next three years, we will support this initiative by:

- Fostering a culture of diversity and inclusion
- Offering a "best place to work, practice, and learn" environment
- Leveraging and promoting synergy among missions with cross-institution accountability
- Making efficient and effective financially responsible decisions
- Encouraging "The Jefferson Experience" where "Everyone Matters!"



Seamless Clinical Enterprise

We will define the future of medical care.

Over the next three years, we will support this initiative by:

- Creating an entrepreneurial academic clinical enterprise
- Developing extended specialty and primary care networks with regional satellite facilities
- Offering a menu of physician relationship models to attract the best and brightest to Jefferson
- Aligning our budgetary model and incentives
- Collaborating with local, regional, and national partners
- Initiating innovative "Systems of Care"/population health models
- Maintaining an exceptional community health status
- Building a robust clinical trials infrastructure



High-Impact Science

We will develop a research infrastructure and culture that incubates ideas and creates value.

Over the next three years, we will support this initiative by:

- Focusing on a programmatic approach across basic, translational, and clinical health services research
- Empowering our researchers by deploying state-of-the-art shared resources that harness our scientific intellect
- Showcasing our intellectual property and engaging entrepreneurial companies to invest in our breakthrough science
- Engaging with external capital and philanthropic partners



Programs of Global Distinction

We will integrate our tripartite missions (education, patient care, and research) to distinguish ourselves in selected areas of focus.

Over the next three years, we will support this initiative by:

- Focusing our efforts and resources on areas of greatest impact
- Creating exceptional clinical destination programs
- Developing programmatic research themes and multidisciplinary institutes
- Designing interdisciplinary degrees and certificates that meet the needs of an evolving healthcare environment
- Engaging with local communities in most need of our help



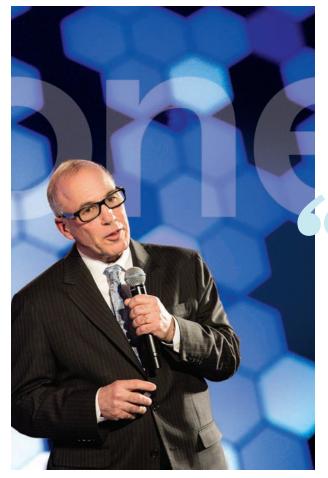
Forward-Thinking Education

We will reinvent health sciences education to meet the needs of future delivery models.

Over the next three years, we will support this initiative by:

- Retaining and hiring professionals with unique value-driven competencies
- Creating an interprofessional center for health learning
- Offering health profession education programs that address the emerging needs of an evolving healthcare market
- Advancing the integration of new learning models
- Encouraging life-long/continuous learning opportunities for our alumni

These four enablers support the six vectors of the Blueprint for Strategic Action, allowing the "new" Jefferson to achieve our mission and vision – facilitating and fueling our capacity to achieve our strategic initiatives.



Soon after Stephen K. Klasko, MD, MBA, President and CEO, Thomas Jefferson University and TJUH System, joined Jefferson in the fall of 2013, he enlisted input from all Jeffersonians to create a Blueprint for Strategic Action.

Unlike many strategic plans, this will not be a long document that ends up on someone's shelf or in a forgotten folder on your computer. Rather, it will be a dynamic framework for how we transform a great hospital and great university with great faculty, students, and staff, into a unified health powerhouse that is excited about the future in health care. I say 'excited' because here at Jefferson, we will become more aligned, focused, prepared, and flexible and work in an environment that embraces constant change.

- Stephen K. Klasko, MD, MBA

Taking it to the Next Level

Jefferson has always been known as a place that treats the whole person. But we also want to be known as a place that nurtures the complete physician or therapist, a place that fosters collaborative research, and a place that brings together teams of scholars, scientists, and practitioners to transform health care. In our quest to secure long-term success in a changing and competitive market and enhance access to our expertise and care, Jefferson is partnering with leaders in innovation who can best position us to realize our vision and create an optimistic future. Take a look at some of Jefferson's newest affiliations...

American Well

Boston-based American Well is a telehealth company that develops mobile and web technology, allowing patients and healthcare providers to have instantaneous visits via video, secure chat, and phone. The partnership will allow Jefferson to conduct "virtual rounds," where family members can remotely connect with clinicians while they meet with patients in hospital rooms. This is just one of the many ways Jefferson intends to use technology to improve the patient experience.



Christopher Olivia, MD
President, Continuum Health Alliance



Dan Burns Chief Executive Officer, Exos

Continuum Health Alliance

Healthcare reform has required us to rethink and reinvent our model for how we organize and deliver care and consider alternative channels of revenue. Jefferson has engaged Marlton-based Continuum Health Alliance to help us move from a volume-based model to one of value – where we provide better care for patients, better health for the populations we serve, and at a lower aggregate cost. It will require us to organize physicians and caregivers in a different way so that we can accurately identify at-risk patients and intervene at the "point-of-care" using evidence-based protocols.

Exos

Exos is one of the top companies out there for performance optimization. They work with NFL and college athletes, Olympians, and some well-known companies like Google, Intel, and Linked in. They are focused on four pillars – mindset, nutrition, movement and recovery. Exos will work with our employees to deliver a personalized approach to proactive health. In the future, Exos will add its capabilities to the Jefferson – Myrna Brind Center of Integrative Medicine, which is recognized for its use of traditional, complementary, and alternative medicine (CAM) therapies for healing.



Afzal Jamal Naiyer, MD
Founder & CEO. Star Health Network

Star Health Network

The Jefferson Kimmel Cancer Center (KCC) has formed a consultative agreement to provide oncology and genomic diagnostics remotely to members of the Star Health Network in India, including 29 cancer centers and 16 super-specialty hospitals. The collaboration expands Jefferson's global footprint and leverages the KCC's world-class molecular analysis laboratory (MAL), which helps identify treatment that specifically targets the genetics of an individual patient's tumor. The partnership will put Jefferson at the forefront of personalized medicine, supporting cancer patients and hospitals worldwide.

Our Mission: Health is All We Do

Our Vision: We will reimagine health, health education, and discovery to create unparalleled value.

Our Values: The following Values guide us in everything we do at Jefferson, ensuring that we serve our patients and each other to the best of our abilities and create the foundation for achieving our goals as

we transform Jefferson - and health care.

innovation

Renew, change or create ideas, services, technologies and/or ways of doing things that provide organizational

Behavioral Anchors

- Creative Is inquisitive and thinks outside the box. Creates new and unique ideas and/or ways of doing things.
- Embraces Change Accepts change with willingness. Contributes to the implementation of new ideas.
- Agile Responds quickly and effectively to changing situations.

service excellence

Provide exceptional service to our customers, including students,

Behavioral Anchors

- Responsiveness Ensures customer satisfaction, timely and quality execution; maintains focus on the best interests and safety of customers.
- Professionalism Consistently demonstrates competence, good judgment and civility.
- Empathy Acknowledges and considers others' thoughts, feelings, and perspectives.

collaboration

community to achieve a create value.

Behavioral Anchors

- Honest Communication Provides candid and constructive feedback to others; settles issues directly and cooperatively.
- Engages Others Takes initiative to involve appropriate stakeholders to achieve results.
- Inclusiveness Openly shares information and resources; seeks diverse perspectives in order to solve problems and achieve organizational goals.

<u>ownership</u>

Behavioral Anchors

- · Accountability Accepts personal responsibility for individual actions, job performance, and organizational outcomes.
- Focus Balances multiple and competing priorities to achieve best outcomes.
- Organizational Citizenship Takes action to benefit the organization, even if it is not necessary to complete one's job.

respect

Demonstrate a consistently openminded, courteous and compassionate approach to all.

Behavioral Anchors

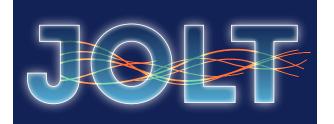
- Consideration Demonstrates awareness of and high regard for the feelings and rights of others.
- Integrity Demonstrates ethical behavior grounded in adherence to the Code of Conduct and organizational standards.
- Embracing Diversity Demonstrates awareness of and appreciation for the differences of others.

empowerment

Take action to control work and decision making to affect positive outcomes.

Behavioral Anchors

- Initiative Seeks out and/or accepts additional responsibilities in the context of the job.
- Courage Perseveres and withstands challenges and/or difficulties to achieve a better organizational result.
- Solution Oriented Looks for solutions to problems and challenges.

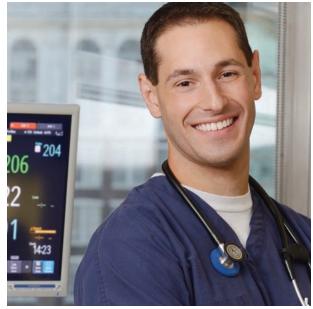


In support of Jefferson's new vision and Blueprint for Strategic Action – and grounded in our commitment to our employees' development – JOLT (Jefferson Onboarding and Leadership Transformation) will offer a broad array of learning opportunities to equip our employees to drive Jefferson's new direction.

JOLT will include a Patient Safety Institute, Leadership Institute, and Organizational Performance Institute, among other programs. These programs will propel Jefferson to become a learning organization that is nationally recognized for:

- developing and nurturing great leaders and teams
- its capacity for innovation
- continuous improvement of quality, safety, and the patient experience







Look for the New Jefferson Near You



At Jefferson, we're combining all of our strengths from the University and the Hospitals with the power of partnerships and visionary philanthropists to transform our organization – and the landscape of health care.

Banners declaring our new rallying call (Health is All We Do) fly throughout the Center City Philadelphia Jefferson campus (comprising several city blocks) and at our Methodist Hospital campus in South Philadelphia.



Conquering tomorrow's healthcare challenges demands more than today's thinking. And Jefferson's new leader, Dr. Stephen K. Klasko, believes it will require a revolutionary process. By combining an established academic medical center, a dedicated health sciences university, dynamic innovators and partnerships with visionary philanthropists, we can begin forging new ways of educating tomorrow's healthcare leaders, delivering lifesaving procedures and creating advancements once unimaginable. It's the type of philosophy that is destined to make a world of change. All because of a promise that begins today.

ACADEMIC | CLINICAL | INNOVATION | PHILANTHROPY



Jefferson.edu



Our patients count on us for groundbreaking procedures and superior care. We're stepping out with a new look to promote just how exceptional our services and caregivers are.



A New Website for a New Jefferson: **Jefferson.edu**

Our new, unified website – Jefferson.edu – is the central headquarters for all things Jefferson. The new site's graphic design reflects our innovative mindset and the site's architecture includes an easier-to-use interface for smartphones and tablets.



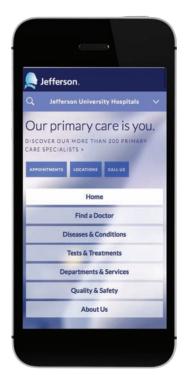
Our new home page, putting all aspects of Jefferson at your fingertips: Our hospitals, the university, physician info, innovation, and philanthropy.



Innovative health sciences programs and news about research at Jefferson are right at your fingertips.



Find a doctor quickly, order your medical records, and manage your health care with a secure, convenient patient portal.



Get the health info you need – or schedule an appointment – on the go.

Jefferson on Social Media



Become a fan of Jefferson on Facebook and stay informed about all the latest Jefferson news. Check out our pages for Thomas Jefferson University and for Thomas Jefferson University Hospitals.



You can also follow us on Twitter (look for pages for both the University and Hospitals).

Jefferson celebrated our new identity as one unified organization on Friday, April 11 – just a couple days before Thomas Jefferson's birthday!



















Jefferson is in the zone these days – with the launch of our new identity as 'One' Jefferson. Here, Dr. Klasko makes his debut on the mound at the April 11 Phillies game.



















JeffNews

Staff: Barbara Henderson, Senior Director of Communications and Managing Editor Valerie DuPont, Editor Ruth Stephens, Calendar Editor Barry Smith, Designer

Article and photo ideas, contact.......Valerie.DuPont@Jefferson.edu or 215-955-7708

Calendar items, contact......Ruth.Stephens@Jefferson.edu or 215-955-6204

Communications Department, 833 Chestnut Street, Suite 1140, Philadelphia, PA 19107

Jefferson.edu/jeffnews • Fax: 215-503-2768

