



*Advancing
Health
Together*



Contents

Letter from Chancellor & President/CEO	3
Process Overview	4
Mission, Vision & Values	5
Our People & Environment	6
Mission Areas	
Patient Care	8
Research	10
Education	12
Community Health Improvement	14
Global Health	16
Working Groups	18

To Seize a Golden Moment

Golden eras come too infrequently. Yet they do come -- and one has arrived.

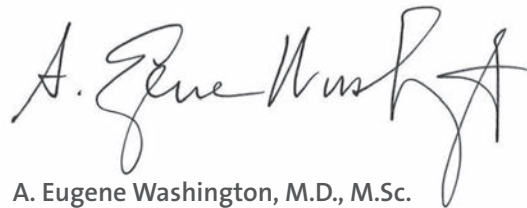
In the world of health, potential life-altering breakthroughs in biomedical science, education, technology, and health care are occurring at a dizzying pace. This is a time when unimaginable possibilities beckon from beyond recognizable opportunities. Duke Health stands enviably positioned to take advantage of these opportunities and pursue these possibilities. With *Advancing Health Together: Strategic Planning Framework*, we at Duke Health share our vision of how we will seize this moment.

Besides articulating our overarching aspirations and values, this document captures the renewed emphasis we will place on our people and environment. It outlines the priority investments we will make in our core mission areas while promoting cross-cutting initiatives that span missions. It captures our intent to harness the power of health-related programs throughout Duke University. And it underscores the imperative of forging partnerships with diverse constituencies throughout our local communities and beyond.

That spirit of collaboration has guided the creation of this framework, as well. *Advancing Health Together* represents the best thinking from across Duke Health. Colleagues, you drew on our community's rich intellect, broad experience and diverse perspectives. You vigorously deliberated without losing your way, earnestly criticizing, probing and stretching while remaining collegial. Thank you for the energy you committed, the esprit de corps you embodied, and the thoughtful insights you shared. I am deeply grateful to all of you who participated.

This document, of course, is far from a finishing point. Indeed, in many ways, it is merely a starting point. But it will be a guide, reminding us of our possibilities and priorities, helping us to focus as we move forward and to retain our bearings as we adapt to changing circumstances and capitalize on unexpected opportunities.

Now we begin, with much work ahead. I look forward with excitement to working with you all to seize this golden moment to make our mark on this golden era. Together, we will advance health – to the benefit of humankind everywhere.

A handwritten signature in black ink, reading "A. Eugene Washington". The signature is fluid and cursive, with a large, stylized "A" at the end.

A. Eugene Washington, M.D., M.Sc.

*Chancellor for Health Affairs, Duke University
President and CEO, Duke University Health System*

Process Overview

Development of this strategic planning framework began in June 2015 and was guided by two principal goals set forth by Duke Health leadership. The first was to develop a comprehensive, integrated strategic planning framework based on academic, clinical, and population health priorities. The second was to collaboratively engage the entire Duke Health community, including faculty, staff, trainees, board members, alumni, and others in the process.

The framework was designed to advance the missions across Duke Health by stimulating cross-cutting strategic thinking; aligning multiple constituencies towards a shared vision; and establishing priorities and allocating resources. In addition to the mission areas, the strategic planning framework incorporates a sixth working group focused on our people and environment that underlies the work in all the mission areas.

This strategic planning framework is the product of a highly inclusive and rigorously conducted analytical process. In the initial phase, data were obtained through more than one hundred individual interviews with leaders throughout Duke Health, Duke University, and thought leaders external to the University. In addition, numerous focus group meetings were convened with faculty, staff, students and residents.

To complement this qualitative assessment, a quantitative environmental analysis was conducted that provided data for Duke Health and national peer institutions regarding trends in the mission areas of patient care, research, education, community health improvement and global health. Using these quantitative and qualitative data, an electronic survey was designed and sent to all 31,600 Duke Health personnel. More than 10,000 individuals completed the survey, with nearly one in five respondents providing additional text comments.

Throughout the process, the six working groups met in a series of meetings and mini-retreats to craft an initial set of vision statements, goals, and strategic priorities in their mission areas, and to identify cross-cutting themes.

In August 2015, a full-day retreat brought all the working groups together, along with additional faculty and staff from across Duke Health and Duke University. The retreat resulted in a draft comprehensive, integrated strategic planning framework that was ultimately finalized by the six working groups and Duke Health leadership.

After considerable discussion, at the large retreat, in the working group sessions, and in leadership deliberations, *Advancing Health Together* was adopted as the Duke Health mission statement.

Mission

Advancing Health Together



Vision

In advancing health together, we will:

- Create education that is transforming
- Accelerate discovery and its translation
- Deliver tomorrow's health care today
- Build healthy communities
- Connect with the World to improve health globally
- Deliver tomorrow's health care today

Values



Duke Health is endowed with many advantages, but our indispensable asset is our people. Because of their remarkable talent, inspiring passion, and deep commitment we have been able to fulfill our mission and excel as a leading academic health system. Our people help ensure that we maintain an unwavering dedication to the core values of Duke Health. Their quality of work life, professional fulfillment and well-being are vitally important to our future. We must harness their enthusiasm, creativity and ambition by creating an environment where all are empowered to advance health together.

Our People & Environment

Duke Health is the destination for outstanding people. We will explore new ways to help our people grow and collaborate, and provide the resources,

support, and recognition needed to succeed. As a model academic health system, we will include in our definition of “success” enhancing faculty, staff and trainees with personal health and wellness programs. Strengthening our commitment to diversity, and celebrating the contributions made by people in every role across our organization, will be a priority for all. We have enormous potential at Duke Health. The goals we have set are worthy of our exceptional people, and we will accomplish them together.



Sustain a place where everyone thrives and is valued

Goals

- Develop a supportive environment that instills integrity and fosters trust and well-being for all.
- Cultivate a culture and climate of inclusion and accountability, where all are treated with respect.
- Recruit and retain outstanding people and foster career growth for everyone.
- Advance all dimensions of diversity as essential components of excellence.
- Embrace and sustain continuous learning and innovation.

Strategic Priorities

- Design systems and processes that allow Duke Health to align goals, values and best practices to create a supportive environment.
- Build a culture that empowers innovation and courageously embraces change.
- Recruit and retain outstanding faculty, staff and learners and provide competitive total compensation.
- Enhance transparency in decision-making, resource allocation and processes, across the organization.
- Provide programs and infrastructure to nurture diversity and foster job satisfaction, success and a sense of belonging for all.
- Offer programs to enhance career development, interpersonal skills, professionalism and conflict management capabilities.
- Establish mechanisms to strengthen cultural competency and recognize and mitigate implicit or unconscious bias throughout the organization.



Patient care is changing rapidly. Amidst changes in payment reforms and price transparency, patients are increasingly engaging with providers and payers as health care consumers. Greater emphasis is now placed on the development of systems of health care process improvement, including, quality, efficiency and patient satisfaction. Rapid innovations in digital technologies and their use for data mining, analytics and customer engagement will define the next generation of care management.

Patient Care

Duke Health is recognized as a leader in providing highest-quality care to patients and to the communities that we serve. As we define the next generation of patient care, we seek to establish new standards for outcomes and safety that fully engage patients and their loved ones with dignity and compassion. Our focus on efficient, seamless team-based models of care will enable us to use resources more efficiently while enhancing the level of care that we are able to provide. We will carefully align our mission areas to harness the power of population health, create tomorrow's model of highest quality patient-centered care, and shape a sustainable business model for exceptional academic health systems.



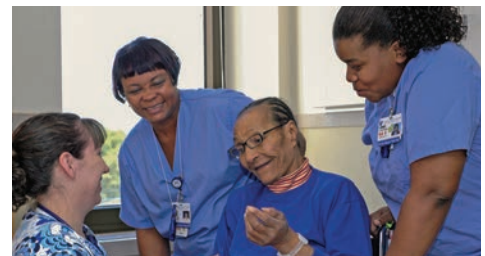
Deliver tomorrow's health care today

Goals

- Lead in the delivery of highest-quality, patient-centered care.
- Integrate to optimize coordination of care.
- Grow and extend our reach locally, regionally, and nationally.
- Invest in innovation to create sustainable differentiation and value.
- Deliver on the promise of population health.

Strategic Priorities

- Engage and empower patients to be full partners in their care.
- Enhance consistency, reliability, and transparency of care delivery to achieve proven differentiation in outcomes and patient experience.
- Optimize capacity and deployment of services to enhance access to care and support appropriate utilization.
- Advance a comprehensive, integrated, and scalable set of competencies to effectively manage and improve the health of populations.
- Partner with like-minded organizations to meet the needs of a broader patient population and ensure integrated access across the care continuum.
- Align governance, organization, and management systems to ensure unified direction and enhanced agility of the clinical enterprise.
- Harness innovations and expertise from across the entire Duke Health enterprise to advance our strategic goals and ongoing clinical differentiation.



Biomedical research and discovery are accelerating advancements in health and health care at an exponential rate. Innovations in research are reshaping our inquiries into human vaccine development, cancer, clinical trials in cardiology, the neurosciences, global health and in many other areas. The strengthening of bioinformatics and data sciences will likely play a major role in the next generation of research. More than ever before technology now plays a significant role not just in supporting research but also in driving key advancements in science and discovery.

Research

At Duke Health, we have enormous potential to envision the future of research and to create it. Home to one of the largest biomedical enterprises in the country, we are poised to expeditiously translate today's discoveries into health benefit. We seek to do this by investing in our people and strengthening our infrastructure and shared resources. Capitalizing on our distinguished community of researchers, we will continue creating integrated and innovative ecosystems that facilitate the translation of ideas into enormous societal and economic benefit, which will be essential for the future of health and well-being of our communities.



Accelerate discovery and its translation

Goals

- Recruit and retain outstanding faculty, staff and students.
- Provide state-of-the-art space and infrastructure to accelerate discovery and team science.
- Invest in transformative areas of research where Duke Health can have the greatest impact.
- Foster implementation and dissemination of discoveries.
- Promote collaborative research and foster partnerships across Duke University and beyond.

Strategic Priorities

- Maintain a world-leading faculty for biomedical research at Duke by recognizing, developing, recruiting and retaining outstanding talent.
- Further strengthen the research infrastructure and shared resources.
- Build outstanding, accessible quantitative expertise and bioinformatics infrastructure.
- Nurture discovery, innovation and high-risk ideas.
- Secure additional world-class research space that promotes research collaborations through co- location of investigators.
- Create a vibrant culture that makes it easy to conduct research.
- Integrate research, education and practice.



Education and training programs are grappling with new ways to educate learners effectively for tomorrow's health care and scientific world. The value of certain traditional, curricula is being challenged as researchers reach a fuller understanding of not just the brain, but how students learn. Technology is transforming the work of health professionals, creating compelling opportunities for innovation in the digital classroom. Culturally competent care, groundbreaking inter-professional programs, and a renewed focus on continuing education are provoking questions about how health sciences education must evolve over the next decade.

Education

Duke Health is well prepared to continue leading the way in creatively and effectively educating the next generation of health sciences leaders. We will strengthen our position by fostering a culture where educators are supported, rewarded and encouraged to explore new boundaries for revolutionizing health sciences education. And we will harness the power of technology and "big data" to prepare our trainees to lead the way in evolving evidence-based care, clinical and basic science research, and population health management. Fully embracing the extraordinary resources of Duke Health, our graduates will be prepared as health leaders to translate their knowledge into public benefit around the world.



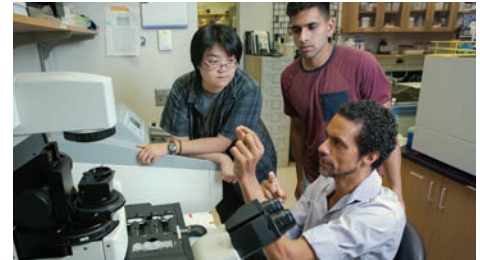
Create education that is transforming

Goals

- Ensure relevant and dynamic educational programs that are grounded in core values.
- Dramatically increase interprofessional education, research and practice.
- Learn with communities regionally and globally to advance health.
- Build the workforce to meet community needs.
- Cultivate a culture where education and educators are valued, supported and rewarded.

Strategic Priorities

- Institute an educational model to support team-based learning, practice and leadership development.
- Provide infrastructure and resources to support educators.
- Develop a dynamic and responsive data-driven framework for education.
- Design health professions education programs to develop skills in life-long, self-directed learning responsive to community needs.
- Optimize quality and efficiency in health professional education.
- Foster positive learning environments grounded in core values.
- Balance the tripartite academic missions.



Health is now widely understood to be determined by behavioral, social and environmental factors, in addition to genetics and health care. Multi-sector, multi-stakeholder coalitions are increasingly being recognized as essential for improving overall health status of a community or population. Many academic health systems are embracing the opportunity to move beyond simply engaging with a community to joining

Community Health Improvement

or leading population health improvement efforts in the communities they serve. These developments are yielding new endeavors between academic institutions and myriad organizations that offer promise to strengthen local communities, reduce health disparities, decrease costs, prevent disease and improve health and well-being.

In committing to the mission of *Advancing Health Together*, we in Duke Health are signaling our aim to improve health in our communities and to collaborate with a broad range of diverse partners. At Duke, we will seek to organize and focus expertise across the university to address pressing health and health care needs. In our communities, we will strengthen and build on the many positive health-based relationships we enjoy. Together, with these partners on and off campus, we will implement a series of measured interventions targeting high-yield determinants of health. Together, we will ultimately improve health in our communities and establish a model for others to emulate.



Build healthy communities

Goals

- Be a trusted community partner.
- Develop and deliver a preeminent community health improvement model.
- Improve the social correlates of health.
- Reduce health disparities and promote health equity in the community.
- Ensure timely access to payor-agnostic, patient-centered medical and mental health care.

Strategic Priorities

- Use a comprehensive approach to address health disparities and promote health equity across the lifespan.
- Lead by modeling optimal health and wellness practices in the Duke workforce and workplace.
- Sustain robust engagement and transparent communication with community stakeholders.
- Promote Duke University policies that improve the social correlates of health.
- Identify health disparities and inequities in the community.
- Create models that identify and apply essential elements unconstrained by current boundaries.
- Coordinate community engagement activities across all units of Duke Health and Duke University and in partnership with the community at-large.



Global health continues to focus upon improving health, promoting wellness for all, and reducing health disparities around the world. Increasing emphasis is being placed on sustainable development and collaborative approaches to capacity-building. The aging of the global population and the burden of non-communicable diseases globally highlight the urgent need for new approaches to address evolving challenges. Transformative innovations that improve health and health care are increasingly driving health care trends across the world, including in low and middle income countries.

Global Health

Duke Health, as a part of a leading global university, is uniquely positioned to facilitate the translation of solutions to global health challenges and to educate the next generation of health leaders. We will enhance the resources and infrastructure available to support global health initiatives and convene partnerships across and outside of Duke to bring our deep expertise to bear on global health challenges and facilitate bi-directional learning. Building upon our strong network of collaborators and partners, we will support programs and projects with the highest potential for impact on the health and lives of populations across the world.



Connect with the World to improve health globally

Goals

- Educate and train health leaders and care providers around the world.
- Measurably improve health outcomes for targeted global health problems.
- Develop, test and translate solutions to meet critical global health challenges.
- Enhance support, infrastructure and resources for global health at Duke.
- Encourage all components of Duke University to integrate a global health perspective.

Strategic Priorities

- Deploy a strategic and systematic approach to selecting global partners and projects.
- Cultivate, recognize and incentivize global engagement in all mission areas and programs across Duke Health.
- Provide all Duke learners an opportunity to work in global settings.
- Connect Duke and global partners to strengthen research capacity and capabilities around the world.
- Create collaborative opportunities for bi-directional learning and innovation.
- Provide robust support for global health programs, faculty, learners and staff.
- Continue to strengthen administrative, financial and other services in support of global activities.



Working Groups

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Special thanks to Rukmini Balu, Director of our strategic planning initiative, the working group members, and all who participated.

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Advancing Health Together

Strategic Planning Framework

