



# For the first time in 200 years,

the **University of Maryland Medical Center (UMMC)**, the **University of Maryland School of Medicine (UMSOM)** and **University of Maryland Faculty Physicians, Inc. (UM FPI)** are joining forces to build an integrated academic health care system.

Our shared strategic plan will capitalize on our individual strengths and embrace new ways to organize and deliver clinical care, research, and education.

“This plan is a shared commitment to our mission and a shared promise to provide the highest quality of care to our community in West Baltimore and our patients in the state, region, and beyond.”

– Bert O'Malley, MD, UMMC

“What is groundbreaking about this plan is not only its ambitious priorities and goals, but our shared pledge as three entities to achieve those goals together and build a foundation for the future of health care.”

– Bill Regine, President UM FPI

“As a leader in academic medicine, we aim to always develop the next scientific breakthroughs, to train future physicians and scientists to solve tomorrow’s pressing health care challenges, and to deliver the best innovative and evidence-based care.

– Mark T. Gladwin, MD, UMSOM

### Our Shared Vision

To be the leading health care resource in Maryland and a model for the nation as an academic health system deeply engrained in our communities, committed to transforming health and health care through discovery and innovation.

### Our Shared Mission

University of Maryland Medical Center is the academic flagship of the University of Maryland Medical System. Its mission is to provide health care services on its two campuses for the Baltimore community, the State of Maryland and the nation.

In partnership with the University of Maryland School of Medicine and the University of Maryland health professional schools, we are committed to delivering superior health care, training the next generation of health professionals, and discovering ways to improve health outcomes worldwide.

### The foundation for Transforming Academic Health Care is our pursuit of health equity,

supported by advanced data analytics, aligned leadership and strategic partnerships. The shared strategic plan is designed to fulfill our promise as community anchor institutions and exemplify our values of:

**compassion** | **discovery** | **excellence**  
**diversity** | **integrity**



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# Transforming Academic Health Care

## Shared Strategic Plan for FY 2024-2027

**A plan to revolutionize how we innovate, educate and operate for the future of academic health care in the state of Maryland.**



University of Maryland Medical Center  
University of Maryland School of Medicine  
University of Maryland Faculty Physicians, Inc.

# Goals

## Redesign the Clinical Care Experience



## Accelerate Research and Innovation



## Invest in Education to Meet Future Care Delivery Needs



## Revitalize the Health and Social and Economic Conditions of our West Baltimore Community



## Strategies

- **Deliver safe, highly reliable and value-based care** in a secure healing environment steered by the principles of a High Reliability Organization (HRO).
- Ensure an **exceptional patient and family experience** by partnering with patients to provide dynamic, cooperative and equitable care.
- **Improve physical and virtual care delivery** by optimizing access points and patient flow, redesigning bed-type allocation and enhancing outpatient care efficiency.
- Become a **destination health care employer for top talent** by fostering a culture of excellence and by focusing on job enrichment, advancement, and wellness.
- Strengthen the clinical enterprise by **aligning the hospital and physician organization to be a model for the nation** as a top quartile quality performer.
- **Develop long-term financial and performance improvement plans** to deepen investment in clinical programs, the workforce, the community and strategic capital needs.
- Bolster **collaborative, donor-centric fundraising and development initiatives**.

- **Advance discovery of lifesaving medicine** by increasing access to and participation in clinical trials.
- Reduce the time from research discovery to bedside care by **increasing access to clinical trials** in programs such as cancer care, addiction medicine, and xenotransplantation, as well as programs specific to West Baltimore communities like sarcoidosis and sickle cell disease.
- **Renew** National Institutes of Health (NIH) National Cancer Institute (NCI) comprehensive cancer center designation.
- **Grow** number of **grants, contract revenue and submission rates**.
- **Recruit prominent physician-scientist thought leaders** recognized regionally and nationally for making significant contributions within their specialties.
- **Prioritize programs that catapult University of Maryland academic health care partners into the competitive future** of Learning Health Care Systems, “smart” hospitals, precision medicine, population health and multi-omics systems biology.

- In partnership with University of Maryland, Baltimore schools, **develop and implement multi-year strategy to enhance trainee education and experience**, and maximize opportunities for trainees to pursue careers within UMMC and UMSOM.
- **Increase opportunities for trainees** to gain experience in health care leadership and administration, including programs related to leadership development, diversity and inclusion and High Reliability Organization (HRO) practices.

- Develop a multi-service centralized health care delivery model to **improve primary care, chronic disease management, and care coordination between caregivers, services and patients**.
- **Expand West Baltimore partnerships** with federally qualified health centers to **improve patient access and student-supported clinics** at Mondawmin Mall.
- **Recruit Senior Associate Dean for Population Health and Community Medicine** to lead operations and strategic partnerships.
- **Leverage innovative care models** to expand care for our communities and maximize funding.
- Implement the University of Maryland Career Academy to **foster economic well-being**.

Visit [umm.edu/StrategicPlan](http://umm.edu/StrategicPlan) or scan the QR code to read more about the FY 2024-27 Shared Strategic Plan.

