Dr. Simmons welcomed the Committee and reminded the members to recommend potential CAFR members and Steering Committee officers and members for the upcoming year. She introduced Dr. Jameson as the presenter for the meeting.

Dr. Jameson introduced Dr. Caryn Lerman who is the Vice Dean for Strategic Initiatives. He noted that his goal for the meeting was to highlight the accomplishments of the last phase of the strategic planning process and provide information about the next phase of strategic planning, Shaping the Future of Medicine 2.0.

Dr. Jameson reported the following:

- Diversity and inclusion were a prominent part of the strategic plan and he highlighted the increase in underrepresented minorities in the residency programs.
- Industry partnerships have grown and reflect the efforts and activities of the faculty and the evolution of the Penn Center for Innovation and that there has been rapid growth in clinical trials.
- Regarding catalyzing discovery – He mentioned that the Institute for Biomedical Informatics is a high priority and the Center for Precision Medicine is a large initiative.
- The metrics on funding are excellent and the number of high impact papers has increased.
- The Health System has performed extremely well financially including that assets have doubled which provides the opportunity to reinvest the operating margin in facilities and the academic enterprise.
- Recent capital investments included Washington Square, Penn Medicine University City, the Jordan Medical Education Center, the Pavilion at PPMC, the Center for Advanced Cellular Therapeutics and the Smilow Center for Translational Research. The renovations to Stemmler Hall are scheduled for completion in 2018.
- There is continuous evolution of the curriculum.
- Regarding enhancing faculty life – There have been revisions of the faculty tracks and greater flexibility to move among the tracks. The Faculty Wellness initiative will be increased to include faculty, staff and students.
- There has been an uptick in patient satisfaction and physician and nurse communications. There has also been a decrease in the expected mortality rate.
- The Health System has expanding regionally about 100 miles. He reported that 55% of care is outpatient.

Dr. Jameson noted that the last planning process was a deep engagement that involved several hundred faculty. This phase of strategic planning will identify the planning initiatives underway and have a sharper focus in new areas to cultivate. He expects the initial process will be completed by March and then move on to the communication and implementation phases. He also said that Penn Medicine is unique among
other academic medical centers in being an exemplary integrated academic medical centers. Areas of focus in Shaping the Future of Medicine 2.0 include developing the health system of the future, pioneering new discoveries and therapies, continuing to focus on exceptional faculty, students and staff and lifelong learning to integrate and transform the curriculum. He reiterated that the plan is still in evolution and will be presented to the Board of Trustees in July.

Dr. Jameson further mentioned that Penn is ahead in translational research, relationships with CHOP are productive and include efforts to transition the care of patients from CHOP to Penn. There is an open floor plan on top of the South Tower that will be used for community space. He also said that population health is an area for a strategic “deep dive”.

Questions and discussion from the Committee included the opportunity to expand research across institutions, the cost efficiency of bundled programs, and fragmented care due to the difficulty of accessing records at different health systems. Expanding the educational mission to areas of regional expansion was also discussed as a possibility.

Going forward, Dr. Jameson said that efforts should be made to ensure that faculty are entered in the correct faculty track at the time of appointment and that there is some flexibility in the early career phase to address career evolution. Also, the education pipeline should be expanded.

The next meeting is February 14, 2017. Dr. Eve Higginbotham is the scheduled presenter.

Respectfully submitted,

David J. Aizenberg, M.D.