



Emory University Strategic Plan: 2005 – 2015
Reporting Period of September 2005 through October 2010

ACCOMPLISHMENTS AND GOALS: SCHOOLS AND OPERATING UNITS

Emory's schools and major operating units have made significant progress toward accomplishing University-wide goals as well as entity-specific goals. The following summarizes many, but not all significant accomplishments from the past five years.

Emory Healthcare
John Fox, CEO

Accomplishments: 2005 – 2010

In the past five years, Emory Healthcare (EHC) has designed and worked to embed the Care Transformation model throughout the organization. EHC has focused on delivering on its Quality Promise to patients, providing impeccable clinical outcomes, delivered safely with outstanding service. EHC has pursued Magnet designation, and implemented major information technology infrastructure improvements including computerized physician order entry (CPOE) in the hospitals. EHC established an Office of Quality to implement programmatic and organizational changes, improve clinical documentation, and establish educational programs through EHC's Quality Academy and annual Quality Conference. EHC also opened Emory University Orthopaedics and Spine Hospital, Emory Johns Creek Hospital (a joint venture with the Hospital Corporation of America in transition to become wholly-owned by EHC), and started Emory Specialty Associates.

Goals: 2010 – 2015

- (1) **Quality:** Achieve continuous enhancements in clinical outcomes, patient safety, and service, resulting in national ranking for quality among the Top 10th percentile of academic medical centers in the U.S. according to UHC and Press Ganey
- (2) **People and Our Workplace:** Embody a learning culture that is focused on continuous improvement among its diverse group of talented, patient and family-centered, and engaged professionals, resulting in a 75th percentile ranking for the employee engagement survey
- (3) **Discovery and Innovation:** Become nationally recognized for transforming health and healing through the development and implementation of innovative, patient and family-centered care, research, and teaching models
- (4) **Knowledge and Information:** Make available the data from clinical care delivery processes for quality and research efforts, measured by accessibility of 100% of EeMR clinical data in the Clinical Data Warehouse
- (5) **Financial Strength:** Achieve an operating margin of at least 6% to internally generate capital for existing commitments and key future initiatives