

# Johns Hopkins Medicine

## Strategic Priorities and Goal-Setting



### ***Group Leader's Overview***

As a member of Johns Hopkins Medicine you play an invaluable role in implementation of the JHM Strategic Plan. In order to facilitate a coordinated, collaborative group effort it is important that all JHM team members are engaged and inspired to understand what the priorities mean and how each person can contribute to some or all of them. The following five steps and template may be helpful in ensuring that you and your team are working together on your departmental and JHM priorities to move the Strategic Priorities forward.

### **STEP 1: Understand the Strategic Priorities**

- Review the Strategic Plan (link to URL: [http://www.hopkinsmedicine.org/strategic\\_plan/](http://www.hopkinsmedicine.org/strategic_plan/)). Become familiar with the priorities and goals.
- Hold in-person meetings with your team leader and review the priorities and goals for JHM.
- Be clear on why the plan is needed and be able to articulate it to your staff and faculty members (see introductory remarks about the plan).
- Dialogue with your manager and colleagues about what each person can contribute to the plan and what success will look like.
- Begin to develop your own departmental goals based on the six priorities (Priorities Goal-Setting Template is located on page 2).

### **STEP 2: Engage Your Team Members with the Strategic Priorities**

- Hold in-person meetings with your team and direct reports and share the strategic plan and priorities.
- Review the priorities and goals and share your managers' or team leader's goals and your departmental goals.
- Dialogue and seek input about what each person can contribute to each priority.
- Ask your team members to address the following questions:
  - Which of the priorities are important to you?
  - How does your work strengthen the strategic priorities?
  - What can you do to support the Strategic Priorities?

### **STEP 3: Goal Setting Based on Strategic Priorities**

- Discuss your team leader's, colleagues' and your team's goals.
- Ask each team member to begin to develop her/his own goals using the Priorities Goal-Setting Template.
- Look for areas of overlap. If needed, ask for additional input and ideas.
- Answer questions or collect the questions that you are unable to answer on your own. Bring those to your team leader for discussion.
- Adjust goals based on discussions and input from your team and seek input from your boss.

### **STEP 4: Finalize, Set Measures and Disseminate**

- Finalize the goals based on input.
- Disseminate departmental and divisional goals to your entire team; thank them for their ideas and ask them to start moving forward with their own goals.
- Meet with each of your direct reports and review their own goals. Establish measures and timelines wherever possible and ask them to disseminate their goals.

### **STEP 5: Follow-up**

- Meet regularly (at least monthly) with your direct reports to review and discuss progress against the goals.
- Ask them to do the same with their team members.

# Priorities Goal-Setting Template

## How Will I Contribute To That Goal?

**People:** Attract, engage, retain and develop the world's best people

*How can I contribute to this goal?*

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**Biomedical Discovery:** Become the exemplary model for biomedical research by advancing and integrating discovery, innovation, translation and dissemination

*How can I contribute to this goal?*

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**Patient- and Family-Centered Care:** Be the national leader in safety, science, teaching, and provision of patient- and family-centered care

*How can I contribute to this goal?*

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**Education:** Lead the world in the education and training of physicians and biomedical scientists

*How can I contribute to this goal?*

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**Integration:** Become the model for an academically based integrated health care delivery and financing system

*How can I contribute to this goal?*

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**Performance:** Create sustainable financial success and implement continuous performance improvement

*How can I contribute to this goal?*

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