

# Morehouse School of Medicine

## Strategic Plan

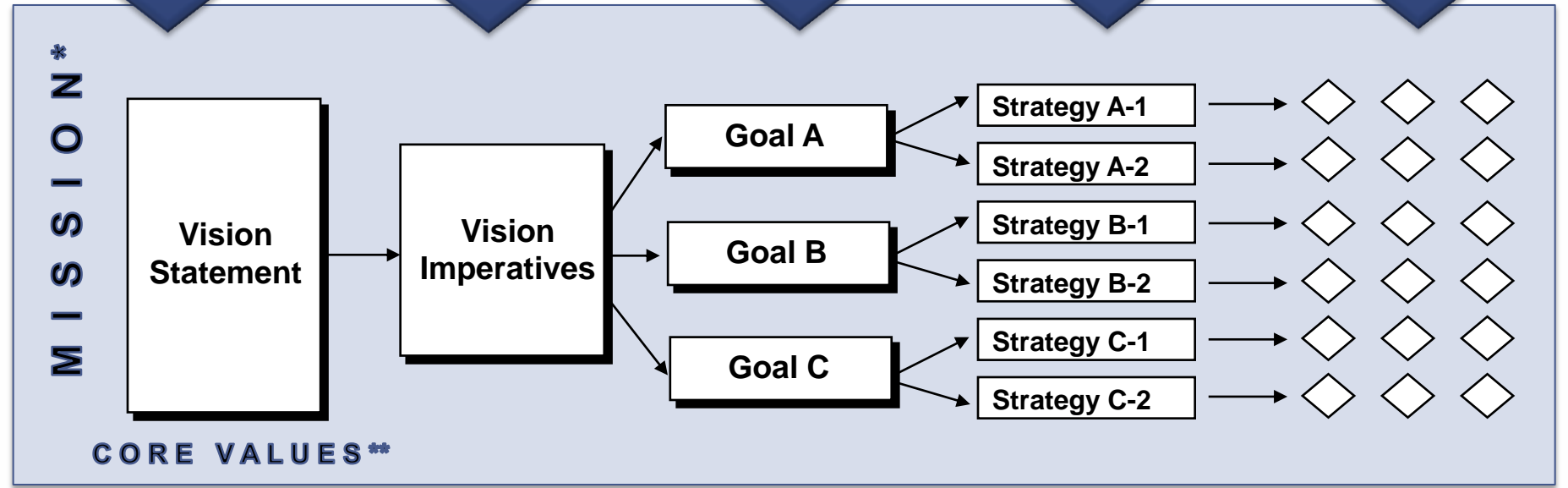
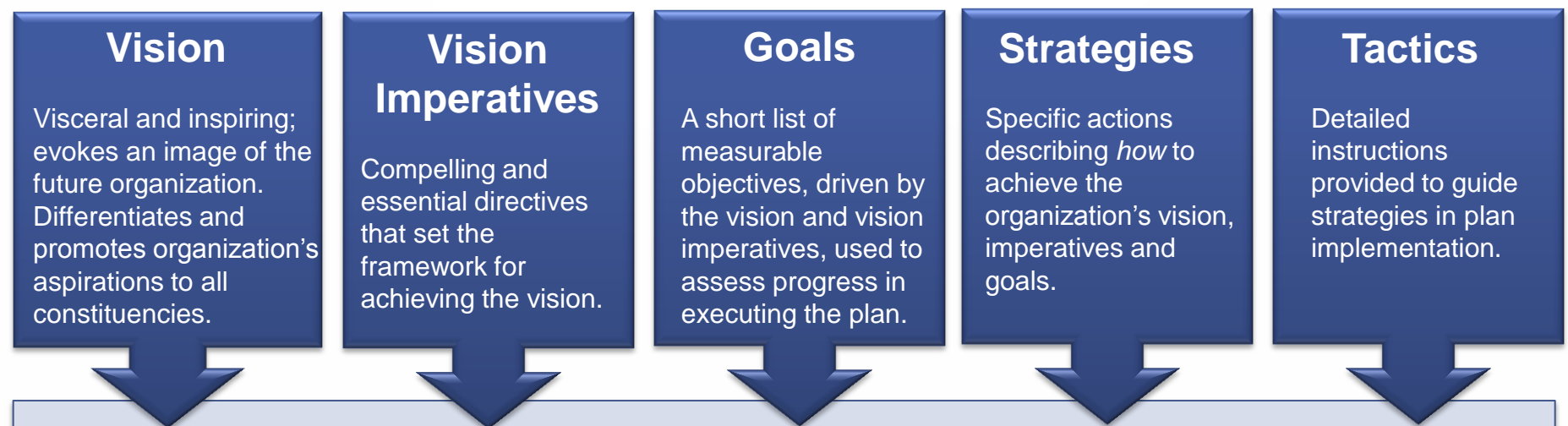
March 2015

# STRATEGIC FRAMEWORK

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Mission, Vision, Core Values, Goals

## Strategic Structure...Each Statement Lays the Foundation for the Next



\* Mission = Our Core Purpose

\*\* Core Values = Principles that Guide Organizational Behavior

## The MSM Mission (Our Core Purpose...Why MSM Exists)

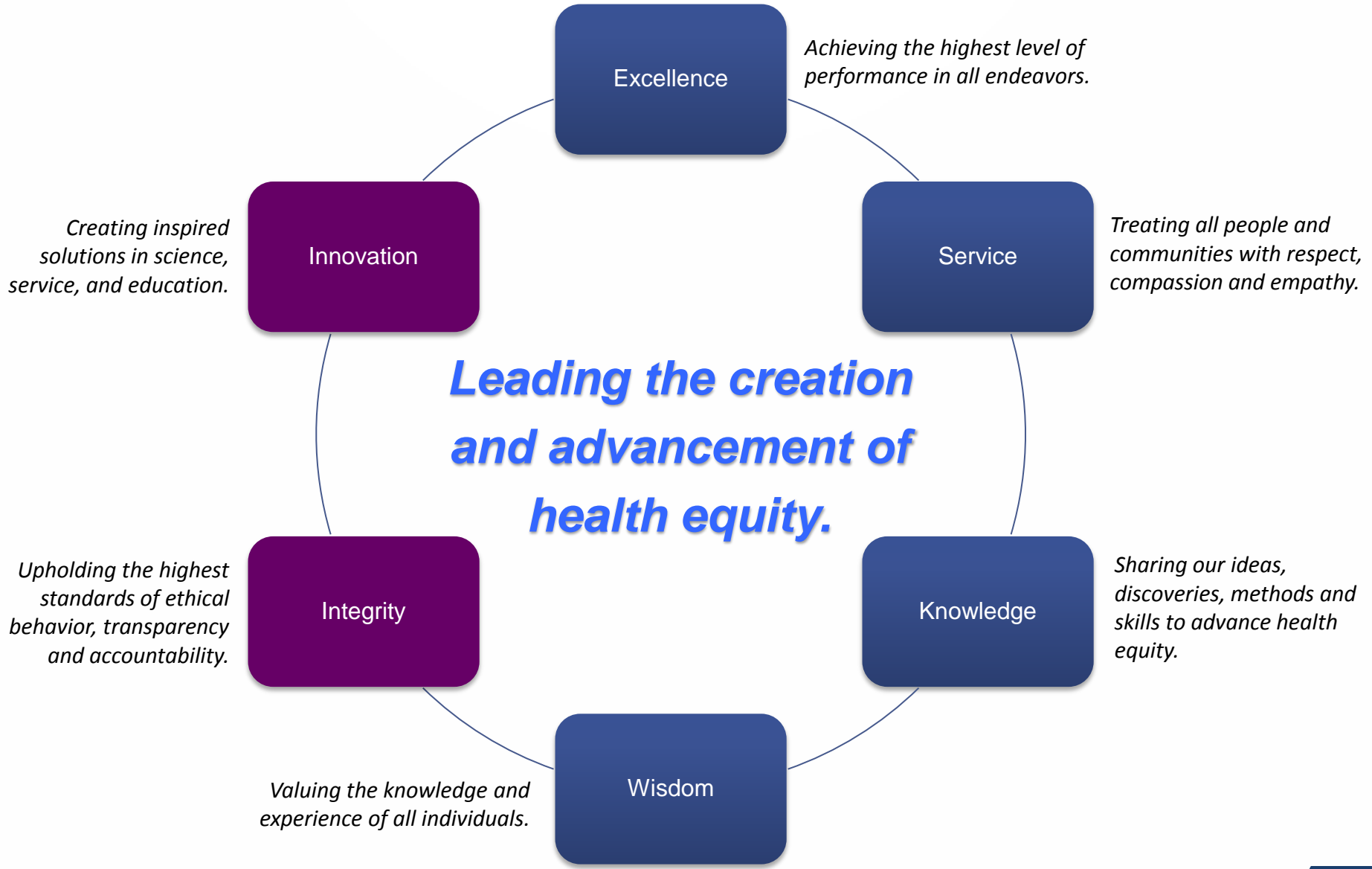
### **We exist to:**

- Improve the health and well-being of individuals and communities;
- Increase the diversity of the health professional and scientific workforce;
- Address primary health care needs through programs in education, research and service;

With emphasis on people of color and the underserved urban and rural populations in Georgia, the nation and the world.

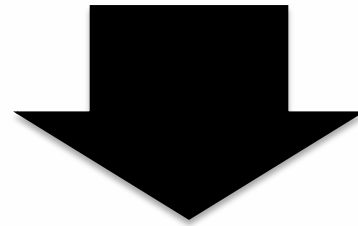
***Leading the creation and  
advancement of health equity.***

## Core Values – Guiding Organizational Behavior and Shaping the Future



 = current MSM core values

***Leading the creation and advancement of health equity.***



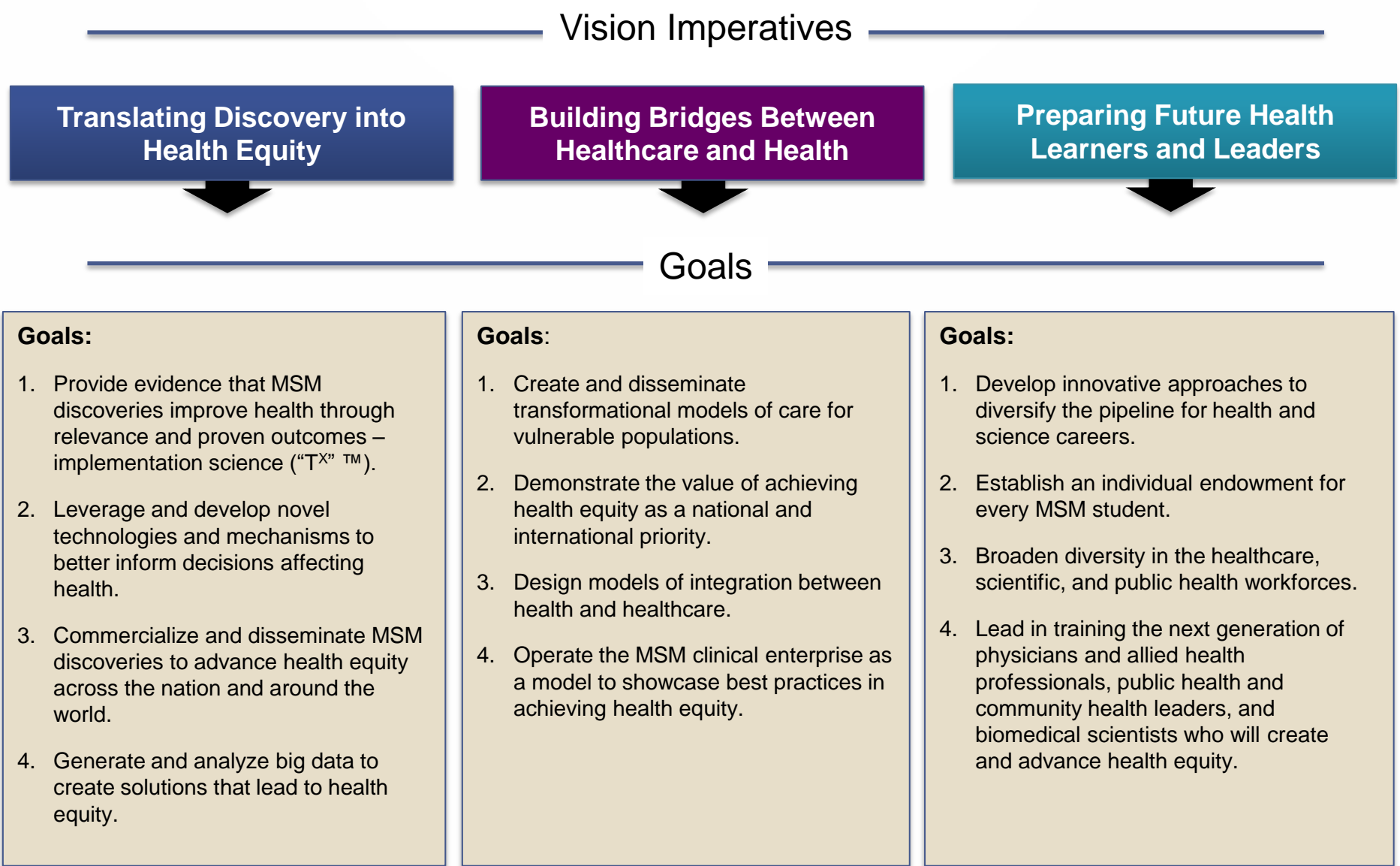
Vision Imperatives

**Translating Discovery into  
Health Equity**

**Building Bridges Between  
Healthcare and Health**

**Preparing Future Health  
Learners and Leaders**

## Goals to Achieve each Vision Imperative





# STRATEGIC DIRECTION

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Strategies & Tactics to Support Each Goal

# TEAM I: TRANSLATING DISCOVERY INTO HEALTH EQUITY

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## I. Translating Discovery into Health Equity

GOALS	STRATEGIES
<p><b>Goal 1:</b> Provide evidence that MSM discoveries improve health through relevance and proven outcomes – implementation science (“TX”™).</p>	<ul style="list-style-type: none"> <li>1.1: Assess the MSM research portfolio as well as the national landscape to identify projects that “move the needle” on improving health; further build relevant projects with proven outcomes.</li> <li>1.2: Establish a nationally preeminent community of TX™ scholars at MSM that is the go-to resource for implementation science.</li> <li>1.3: Develop infrastructure, resources and protocols for data collection to support TX™ research and document outcomes.</li> <li>1.4: Strategically position MSM as the creator and leader of TX™.</li> <li>1.5: Align MSM research across the translational research continuum towards the vision of health equity.</li> </ul>
<p><b>Goal 2:</b> Leverage and develop novel technologies and mechanisms to better inform decisions affecting health.</p>	<ul style="list-style-type: none"> <li>2.1: Deploy technology-based interventions to improve health and promote health equity.</li> </ul>
<p><b>Goal 3:</b> Commercialize and disseminate MSM discoveries to advance health equity across the nation and around the world.</p>	<ul style="list-style-type: none"> <li>3.1: Establish the MSM Innovation Center to support development of innovative discoveries through commercialization.</li> <li>3.2: Promote MSM as the recognized regional, national and global leader in the advancement of health equity.</li> </ul>
<p><b>Goal 4:</b> Generate and analyze big data to create solutions that lead to health equity.</p>	<ul style="list-style-type: none"> <li>4.1: Build a biomedical data repository for sharing data across the School of Medicine and beyond.</li> <li>4.2: Become a recognized Health Information Technology (HIT) resource for consumers, healthcare professionals, healthcare organizations, corporate and business partners.</li> <li>4.3: Leverage big data to become the premier scholarly center for the integration of primary care, community health, health equity research and health implementation science (TX™).</li> </ul>

# TEAM II: BUILDING BRIDGES BETWEEN HEALTHCARE AND HEALTH

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## II. Building Bridges Between Healthcare and Health

GOALS	STRATEGIES
<p><b>Goal 1:</b> Create and disseminate transformational models of care for vulnerable populations.</p>	<p>1.1: Lead innovation in population health management by developing programs that meet the needs of targeted populations and leverage the unique strengths of MSM.</p> <p>1.2: Establish a forum that fosters collaboration across primary care, community health, research and education for designing new models of care.</p>
<p><b>Goal 2:</b> Demonstrate the value of achieving health equity as a national and international priority.</p>	<p>2.1: Produce and disseminate scholarly work that is the gold standard for defining and achieving health equity.</p>
<p><b>Goal 3:</b> Design models of integration between health and healthcare.</p>	<p>3.1 Foster and develop strategic partnerships at the intersection of healthcare and the community to optimize the social determinants of health.</p> <p>3.2: Cultivate innovative methodologies for providing care outside of standard settings.</p>
<p><b>Goal 4:</b> Operate the MSM clinical enterprise as a model to showcase best practices in achieving health equity.</p>	<p>4.1: Continue efforts to enhance clinical practice operations' ability to support all MSM missions.</p> <p>4.2: Market and promote healthcare and health opportunities provided by MSM, MHC and other clinical affiliates to become known in the community for outstanding service, health education and specialized care.</p> <p>4.3: Achieve outstanding results on all quality performance indicators, patient satisfaction ratings and cost-effectiveness measures.</p> <p>4.4: Establish a MSM-wide employee health and wellness program.</p>

# TEAM III: PREPARING FUTURE LEARNERS AND LEADERS

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## III. Preparing Future Health Learners and Leaders

GOALS	STRATEGIES
<p><b>Goal 1:</b> Develop innovative approaches to diversify the pipeline for health and science careers.</p>	<p>1.1: Elevate existing MSM pipeline activities and develop new initiatives to increase the quality and availability of pipeline programs.</p>
<p><b>Goal 2:</b> Establish an individual endowment for every MSM student.</p>	<p>2.1: Expand philanthropic support for student scholarships.</p>
<p><b>Goal 3:</b> Broaden diversity in the healthcare, scientific and public health workforces.</p>	<p>3.1 Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future scientists, healthcare providers, and public health professionals.</p> <p>3.2: Align learner recruitment with the overall aims of MSM.</p>
<p><b>Goal 4:</b> Lead in training the next generation of physicians and allied health professionals, public health and community health leaders and biomedical scientists who will create and advance health equity.</p>	<p>4.1: Strategically expand existing programs while sustaining academic excellence for academically diverse students.</p> <p>4.2 Develop innovative new curricula to advance the achievement of health equity.</p> <p>4.3: Increase national recognition for MSM's success in training a qualified and diverse workforce.</p> <p>4.4: Maintain up-to-date information technology and other infrastructure needed to train future scientists, healthcare providers, and public health professionals.</p>

## CROSS-CUTTING GOALS

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- Strategies & Tactics Supporting Each Goal



## Vision Imperatives & Cross Cutting Goals

*Leading the creation and advancement of health equity.*



### Vision Imperatives

Translating Discovery into Health Equity

Building Bridges Between Healthcare and Health

Preparing Future Health Learners and Leaders

### Cross-Cutting Goals

**Collaboration & Partnerships:** Expand, diversify and solidify collaboration and strategic partnerships.

**Communication & Culture:** Strengthen internal and external communication.

**People:** Be the employer of choice and provide a supportive work environment for all at MSM.

**Resources & Philanthropy:** Secure sustainable resources.

**Branding & Marketing:** Create a strong and distinctive MSM brand identity.

## Summary – Cross-Cutting Goal A: Collaborations & Partnerships

### MSM-Wide and Team-Specific Strategies

**A. Collaboration & Partnerships:** Expand, diversify and solidify collaboration and strategic partnerships.

#### MSM-Wide Strategies to Support Collaboration & Partnerships

Strategy A.1: Strengthen and expand existing relationships, collaborations, and partnerships in support of MSM's mission.

Strategy A.2: Actively seek new strategic partnerships with institutions, organizations and governmental agencies aligned with MSM's mission.

#### Team-Specific Strategies to Support Collaboration & Partnerships

##### Translating Discovery into Health Equity

- 1.2: Establish MSM nationally preeminent community of T<sup>x</sup>™ scholars.
- 1.5: Support and sustain MSM research.
- 2.1: Deploy technology-based interventions to improve health and promote health equity.
- 3.1: Establish MSM Innovation Center.
- 4.1: Build a biomedical data repository.
- 4.3: Become a recognized Health Information Technology (HIT) resource.

##### Building Bridges Between Healthcare and Health

- 1.1: Lead innovation in population health management by developing programs that meet the needs of targeted populations and leverage the unique strengths of MSM.
  - c. Create a council of experts and thought leaders on transformational models.
- 1.2: Establish a forum that fosters collaboration across primary care, community health, research and education for designing new models of care.
- 2.1: Produce and disseminate scholarly work that is the gold standard for health equity.
  - h. Establish a nationwide collaborative to inform and disseminate MSM health equity work.
- 3.1: Foster and develop strategic partnerships at intersection of health care and the community.

##### Preparing Future Health Learners and Leaders

- 1.1: Coordinate existing MSM pipeline activities and develop new initiatives to increase the quality and availability of pipeline programs.
  - a. Establish a National Office of Pipeline Development.
  - b. Cultivate regional and national partnerships.
  - d. Leverage current successful programs to develop comprehensive strategies that prepare K-12 students from diverse backgrounds for success in health and science.

## Summary – Cross-Cutting Goal B: Communication & Culture

**B. Communication & Culture:** Strengthen internal and external communication.

### MSM-Wide Strategies to Support Communication & Culture

Strategy B.1: Enhance communication mechanisms across MSM.

### Team-Specific Strategies to Support Communication & Culture

#### Translating Discovery into Health Equity

1.4: Strategically position MSM as the creator and leader of T<sup>x</sup>™; showcase MSM T<sup>x</sup> discoveries that have improved health outcomes.

#### Building Bridges Between Healthcare and Health

- 1.1: Lead innovation in population health management by developing programs that meet the needs of targeted populations and leverage the unique strengths of MSM.
- a. Develop the tools to document MSM as a value-based, quality provider.
- 4.2: Market and promote healthcare and health opportunities provided by MSM, MHC and other clinical affiliates to become known in the community for outstanding service, health education and specialized care.

#### Preparing Future Health Learners and Leaders

- 3.1: Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future scientists, healthcare providers, and public health professionals.
- a. Establish a MSM Recruitment Strategy Committee.
  - d. Develop a robust and inclusive mentoring program that leverages the knowledge and experience of senior faculty and draws upon successes in existing MSM mentoring programs.
  - h. Ensure every MSM staff and faculty member understands their contribution to training the next generation of health professionals, scientists and community leaders.

## Summary – Cross-Cutting Goal C: People

**C. People:** Be the employer of choice and provide a supportive work environment for all at MSM.

### MSM-Wide Strategies to Support People

Strategy C.1: Foster mutual respect, trust and accountability among all employees and learners at MSM.

Strategy C.2: Cultivate a highly-effective workforce that strives for excellence and productivity.

### Team-Specific Strategies to Support People

#### Translating Discovery into Health Equity

1.2: Establish a nationally preeminent community of T<sup>x</sup>™ scholars at MSM that is the go-to resource for implementation science.

#### Building Bridges Between Healthcare and Health

4.4: Establish a MSM-wide health and wellness program.

#### Preparing Future Health Learners and Leaders

- 3.1: Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future scientists, healthcare providers, and public health professionals.
- d. Develop a robust and inclusive mentoring program that leverages the knowledge and experience of senior faculty and draws upon successes in existing MSM mentoring programs.
  - e. Incentivize the faculty who secure new research grants and contracts by allocating a percentage of indirect costs to the Principal Investigator for lab support as well as support for other mission-based activities.
  - f. Continue with implementation of new faculty compensation plan.
- 3.2 Align learner recruitment with the overall aims of MSM.
- 4.4: Maintain up-to-date information technology and infrastructure needed to train future scientists, healthcare providers, and public health professionals.

## Summary – Cross-Cutting Goal D: Resources & Philanthropy

### MSM-Wide and Team-Specific Strategies

**D. Resources & Philanthropy:** Secure sustainable resources.

#### MSM-Wide Strategies to Support Resources & Philanthropy

Strategy D.1: Build a diverse and sustainable financial platform.

Strategy D.2: Enhance fundraising capacity, increase donor engagement and create a culture of giving.

#### Team-Specific Strategies to Support Resources & Philanthropy

##### Translating Discovery into Health Equity

1.3: Develop infrastructure, resources and protocols for TX™ research and publications.

##### Building Bridges Between Healthcare and Health

4.1: Continue efforts to enhance clinical practice operations to support all MSM missions.

##### Preparing Future Health Learners and Leaders

2.1: Expand philanthropic support for student scholarships.

## Summary – Cross-Cutting Goal E: Branding & Marketing

### MSM-Wide and Team-Specific Strategies

**E. Branding & Marketing:** Create a strong and distinctive MSM brand identity.

#### MSM-Wide Strategies to Support Branding & Marketing

Strategy E.1: Launch a comprehensive, coordinated branding, marketing and public relations campaign for MSM and Morehouse Healthcare.

#### Team-Specific Strategies to Support Branding & Marketing

##### Translating Discovery into Health Equity

- 1.4: Strategically position MSM as the creator and leader of T<sup>x</sup>™.
- 3.2: Promote MSM as the recognized leader in advancement of health equity.
- 4.4: Leverage big data to become the premier scholarly center for the integration of primary care, community health, health equity research and health implementation science T<sup>x</sup>™.

##### Building Bridges Between Healthcare and Health

- 1.1: Lead innovation in population health management by developing programs that meet the needs of targeted populations and leverage the unique strengths of MSM.
  - a. Develop the tools to document MSM as value-based, quality provider.
- 2.1: Produce and disseminate scholarly work that is the gold standard for defining and achieving health equity.
- 4.2: Market and promote healthcare and health opportunities provided by MSM, MHC and affiliates.

##### Preparing Future Health Learners and Leaders

- 1.1: Elevate existing MSM pipeline activities and develop new initiatives to increase the quality and availability of pipeline programs.
  - a. Establish a National Office of Pipeline Development.
- 4.3: Increase national recognition for MSM's success in training a qualified and diverse workforce.