STRATEGIC FRAMEWORK

Mission, Vision, Core Values, Goals
Morehouse School of Medicine Strategic Plan

Strategic Structure…Each Statement Lays the Foundation for the Next

**Vision**
Visceral and inspiring; evokes an image of the future organization. Differentiates and promotes organization’s aspirations to all constituencies.

**Vision Imperatives**
Compelling and essential directives that set the framework for achieving the vision.

**Goals**
A short list of measurable objectives, driven by the vision and vision imperatives, used to assess progress in executing the plan.

**Strategies**
Specific actions describing how to achieve the organization’s vision, imperatives and goals.

**Tactics**
Detailed instructions provided to guide strategies in plan implementation.

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*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.
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The MSM Vision (the Big Hairy Audacious Goal)

Leading the creation and advancement of health equity.
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Core Values – Guiding Organizational Behavior and Shaping the Future

- Excellence: Achieving the highest level of performance in all endeavors.
- Service: Treating all people and communities with respect, compassion and empathy.
- Innovation: Creating inspired solutions in science, service, and education.
- Knowledge: Sharing our ideas, discoveries, methods and skills to advance health equity.
- Integrity: Upholding the highest standards of ethical behavior, transparency and accountability.
- Wisdom: Valuing the knowledge and experience of all individuals.

Leading the creation and advancement of health equity.

= current MSM core values
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MSM Vision and Vision Imperatives

*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
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Goals to Achieve each Vision Imperative

Vision Imperatives

**Translating Discovery into Health Equity**

1. Provide evidence that MSM discoveries improve health through relevance and proven outcomes – implementation science (“TX”™).
2. Leverage and develop novel technologies and mechanisms to better inform decisions affecting health.
3. Commercialize and disseminate MSM discoveries to advance health equity across the nation and around the world.
4. Generate and analyze big data to create solutions that lead to health equity.

**Building Bridges Between Healthcare and Health**

1. Create and disseminate transformational models of care for vulnerable populations.
2. Demonstrate the value of achieving health equity as a national and international priority.
3. Design models of integration between health and healthcare.
4. Operate the MSM clinical enterprise as a model to showcase best practices in achieving health equity.

**Preparing Future Health Learners and Leaders**

1. Develop innovative approaches to diversify the pipeline for health and science careers.
2. Establish an individual endowment for every MSM student.
3. Broaden diversity in the healthcare, scientific, and public health workforces.
4. 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.
STRATEGIC DIRECTION

Strategies & Tactics to Support Each Goal
TEAM I: TRANSLATING DISCOVERY INTO HEALTH EQUITY
## I. Translating Discovery into Health Equity

<table>
<thead>
<tr>
<th>GOALS</th>
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| **Goal 1:** Provide evidence that MSM discoveries improve health through relevance and proven outcomes – implementation science (“TX™”). | 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.  
1.2: Establish a nationally preeminent community of TX™ scholars at MSM that is the go-to resource for implementation science.  
1.3: Develop infrastructure, resources and protocols for data collection to support TX™ research and document outcomes.  
1.4: Strategically position MSM as the creator and leader of TX™.  
1.5: Align MSM research across the translational research continuum towards the vision of health equity. |
| **Goal 2:** Leverage and develop novel technologies and mechanisms to better inform decisions affecting health. | 2.1: Deploy technology-based interventions to improve health and promote health equity.                                                                                                                                 |
| **Goal 3:** Commercialize and disseminate MSM discoveries to advance health equity across the nation and around the world. | 3.1: Establish the MSM Innovation Center to support development of innovative discoveries through commercialization.  
3.2: Promote MSM as the recognized regional, national and global leader in the advancement of health equity. |
| **Goal 4:** Generate and analyze big data to create solutions that lead to health equity. | 4.1: Build a biomedical data repository for sharing data across the School of Medicine and beyond.  
4.2: Become a recognized Health Information Technology (HIT) resource for consumers, healthcare professionals, healthcare organizations, corporate and business partners.  
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™). |
TEAM II: BUILDING BRIDGES BETWEEN HEALTHCARE AND HEALTH
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| **Goal 1:** Create and disseminate transformational models of care for vulnerable populations. | 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.  
1.2: Establish a forum that fosters collaboration across primary care, community health, research and education for designing new models of care. |
| **Goal 2:** Demonstrate the value of achieving health equity as a national and international priority. | 2.1: Produce and disseminate scholarly work that is the gold standard for defining and achieving health equity. |
| **Goal 3:** Design models of integration between health and healthcare. | 3.1 Foster and develop strategic partnerships at the intersection of healthcare and the community to optimize the social determinants of health.  
3.2: Cultivate innovative methodologies for providing care outside of standard settings. |
| **Goal 4:** Operate the MSM clinical enterprise as a model to showcase best practices in achieving health equity. | 4.1: Continue efforts to enhance clinical practice operations’ ability to support all MSM missions.  
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.  
4.3: Achieve outstanding results on all quality performance indicators, patient satisfaction ratings and cost-effectiveness measures.  
4.4: Establish a MSM-wide employee health and wellness program. |
TEAM III: PREPARING FUTURE LEARNERS AND LEADERS
### GOALS

| Goal 1: Develop innovative approaches to diversify the pipeline for health and science careers. |
| Goal 2: Establish an individual endowment for every MSM student. |
| Goal 3: Broaden diversity in the healthcare, scientific and public health workforces. |
| Goal 4: 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. |

### STRATEGIES

| 1.1: Elevate existing MSM pipeline activities and develop new initiatives to increase the quality and availability of pipeline programs. |
| 2.1: Expand philanthropic support for student scholarships. |
| 3.1 Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future scientists, healthcare providers, and public health professionals. |
| 3.2: Align learner recruitment with the overall aims of MSM. |
| 4.1: Strategically expand existing programs while sustaining academic excellence for academically diverse students. |
| 4.2: Develop innovative new curricula to advance the achievement of health equity. |
| 4.3: Increase national recognition for MSM’s success in training a qualified and diverse workforce. |
| 4.4: Maintain up-to-date information technology and other infrastructure needed to train future scientists, healthcare providers, and public health professionals. |
CROSS-CUTTING GOALS

- Strategies & Tactics Supporting Each Goal
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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.
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### 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×™ 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.
  - 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.
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**Summary – Cross-Cutting Goal B: Communication & Culture**

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

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

- **Strategic Plan**
  - **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 $T^x$; showcase MSM $T^x$ 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.
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### 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

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<td>1.2: Establish a nationally preeminent community of Tx™ scholars at MSM that is the go-to resource for implementation science.</td>
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<td></td>
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<td>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.</td>
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<td>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.</td>
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<td></td>
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<td>f. Continue with implementation of new faculty compensation plan.</td>
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<td>3.2 Align learner recruitment with the overall aims of MSM.</td>
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<td>4.4: Maintain up-to-date information technology and infrastructure needed to train future scientists, healthcare providers, and public health professionals.</td>
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**Summary – Cross-Cutting Goal D: Resources & Philanthropy**

**MSM-Wide and Team-Specific Strategies**

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**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.

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

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<td>1.3: Develop infrastructure, resources and protocols for T^X™ research and publications.</td>
<td>4.1: Continue efforts to enhance clinical practice operations to support all MSM missions.</td>
<td>2.1: Expand philanthropic support for student scholarships.</td>
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## 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

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<td>1.4: Strategically position MSM as the creator and leader of $T^X$.</td>
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<td>1.1: Elevate existing MSM pipeline activities and develop new initiatives to increase the quality and availability of pipeline programs.</td>
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<td>3.2: Promote MSM as the recognized leader in advancement of health equity.</td>
<td>2.1: Produce and disseminate scholarly work that is the gold standard for defining and achieving health equity.</td>
<td>a. Establish a National Office of Pipeline Development.</td>
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<td>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 $T^X$.</td>
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