

# Morehouse School of Medicine

## Strategic Plan

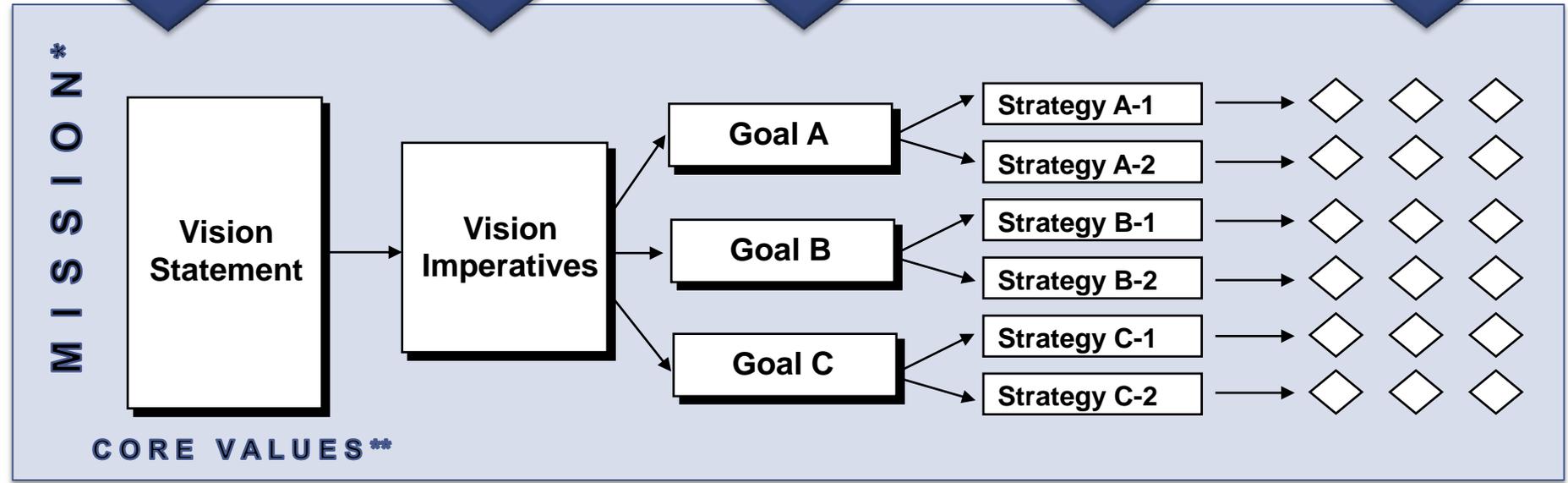
March 2015

# 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)

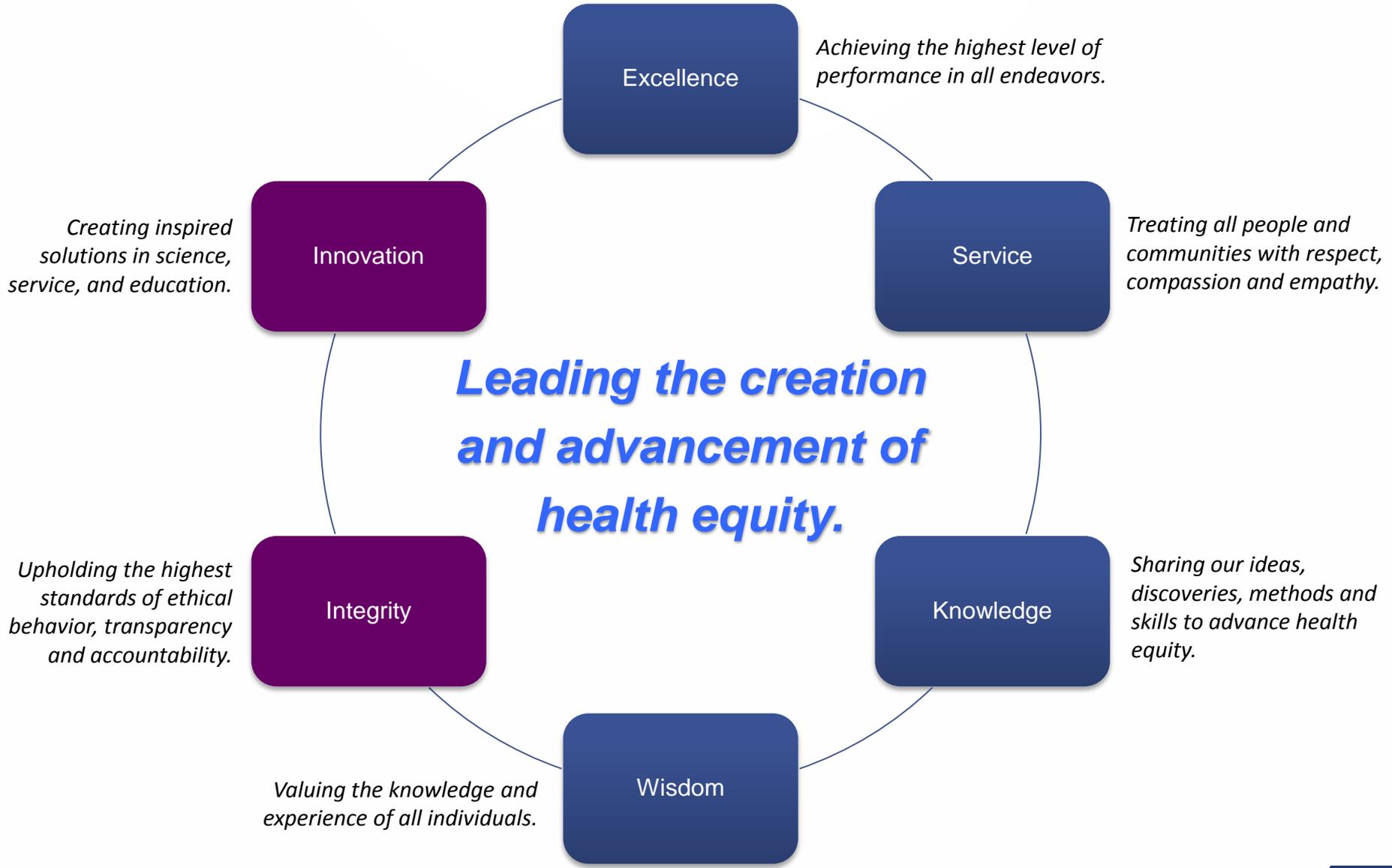
### **We exist to:**

- 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.

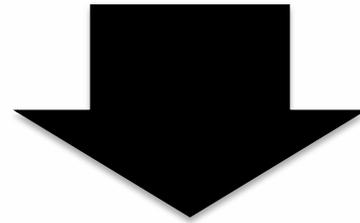
***Leading the creation and  
advancement of health equity.***

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



■ = current MSM core values

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



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### Vision Imperatives

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**Translating Discovery into  
Health Equity**

**Building Bridges Between  
Healthcare and Health**

**Preparing Future Health  
Learners and Leaders**

## Goals to Achieve each Vision Imperative

### Vision Imperatives

**Translating Discovery into Health Equity**

**Building Bridges Between Healthcare and Health**

**Preparing Future Health Learners and Leaders**

### Goals

#### Goals:

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.

#### Goals:

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.

#### Goals:

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

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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 TX™ 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.