Morehouse School of Medicine

Update on the Strategic Planning Initiative

January 7, 2015
Morehouse School of Medicine Strategic Planning Initiative

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STRATEGIC PLANNING PROCESS

- Where We Are Today
### Morehouse School of Medicine Strategic Planning Initiative

#### The MSM Strategic Planning Timeline

<table>
<thead>
<tr>
<th>PHASE</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td></td>
<td>JUL</td>
<td>AUG</td>
</tr>
<tr>
<td>I - CONDUCT PLANNING RESEARCH</td>
<td></td>
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</tr>
<tr>
<td>Activity 1: Interviews</td>
<td>X</td>
<td></td>
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<tr>
<td>Activity 2: External Stakeholder Focus Groups</td>
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<td>Activity 3: Stakeholder Survey</td>
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<tr>
<td>Activity 4: Environmental Assessment</td>
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</tr>
<tr>
<td>Steering Committee Kickoff Meeting</td>
<td>X</td>
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<tr>
<td>II - DEFINE GLOBAL DIRECTION</td>
<td></td>
<td></td>
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<tr>
<td>Steering Committee Strategic Planning Retreat</td>
<td>X</td>
<td></td>
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<tr>
<td>III - DEFINE STRATEGIC DIRECTION</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Strategy Design Team Meetings (monthly)</td>
<td></td>
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</tr>
<tr>
<td>Steering Committee Meetings (monthly)</td>
<td>X</td>
<td>X</td>
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<tr>
<td>IV - FINALIZE PLAN/IMPLEMENTATION PLNG</td>
<td></td>
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<tr>
<td>Present Draft Plan to the Board of Trustees</td>
<td></td>
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<tr>
<td>Steering Committee Meeting</td>
<td></td>
<td>X</td>
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</tbody>
</table>

*PHASE I: Conduct Planning Research*
- Activity 1: Interviews
- Activity 2: External Stakeholder Focus Groups
- Activity 3: Stakeholder Survey
- Activity 4: Environmental Assessment

*Steering Committee Kickoff Meeting*

*PHASE II: Define Global Direction*
- Steering Committee Strategic Planning Retreat

*PHASE III: Define Strategic Direction*
- Strategy Design Team Meetings (monthly)
- Steering Committee Meetings (monthly)

*PHASE IV: Finalize Plan/Implementation Plan*
- Present Draft Plan to the Board of Trustees
- Steering Committee Meeting
The Strategic Planning Process

**Phase I - Conduct Planning Research**
- Strategic Planning Interviews/SWOT Analysis
- Stakeholder Survey
- External Stakeholder Focus Groups
- Environmental Assessment (internal & external trends)

**Phase II - Define Global Direction**
- Affirm and Enunciate Mission and Core Values
- Define Vision
- Develop Measurable Goals
- Identify Strategic Issues to be Addressed in Phase III
- Determine Strategy Design Team Assignments and Recommend Team Rosters

**Phase III - Define Strategic Direction**
- Formulate the "Roadmap" to Achieve the Vision and Goals
- Work as Strategy Design Teams to:
  - Develop Strategies & Tactics to Address Specific Goals
  - Present Recommendations to the Steering Committee
- Prioritize Strategies
- Develop Implementation Plan with Target Dates and Strategy Champions Identified
- Finalize Strategic Plan and "Roadmap"

**Phase IV - Finalize the Plan**

**Communications Planning**
Morehouse School of Medicine Strategic Planning Initiative

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.

*Mission = Our Core Purpose
**Core Values = Principles that Guide Organizational Behavior
Morehouse School of Medicine Strategic Planning Initiative

MSM Strategic Planning Website

http://www.msm.edu/StrategicPlan/index.php
### MSM Strategic Planning Steering Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tabia Akintobi, M.D.</td>
<td>Associate Professor, Principal Investigator and Director</td>
</tr>
<tr>
<td>Ngozi Anachebe, M.D.</td>
<td>Associate Dean, Admissions and Student Affairs</td>
</tr>
<tr>
<td>Cinnamon Bradley, M.D.</td>
<td>Assistant Professor, Internal Medicine</td>
</tr>
<tr>
<td>Ryan Burke</td>
<td>MPH Student</td>
</tr>
<tr>
<td>John Case, Ed.D.</td>
<td>Senior Vice President Finance and Operations</td>
</tr>
<tr>
<td>Ed Childs, M.D.</td>
<td>Chair, Surgery</td>
</tr>
<tr>
<td>Art Collins</td>
<td>Board of Trustees</td>
</tr>
<tr>
<td>Daniel Dawes, Esq.*</td>
<td>Executive Director Government Affairs</td>
</tr>
<tr>
<td>Jeffrey Eugene</td>
<td>M.D. Student</td>
</tr>
<tr>
<td>Virginia Floyd, M.D.*</td>
<td>Assistant Professor, Community Health and Preventative Medicine</td>
</tr>
<tr>
<td>Byron Ford, Ph.D.*</td>
<td>Vice Chair and Professor, Neurobiology</td>
</tr>
<tr>
<td>Andrea Fox</td>
<td>Chief Planning Officer, Office of the President</td>
</tr>
<tr>
<td>Michelle Harper Allen, M.D.</td>
<td>Pediatrics Resident</td>
</tr>
<tr>
<td>Bennie Harris, Ph.D.*</td>
<td>Senior Vice President Institutional Advancement &amp; Marketing</td>
</tr>
<tr>
<td>Sandra Harris-Hooker, Ph.D.*</td>
<td>Vice President and Executive Vice Dean</td>
</tr>
<tr>
<td>Janice Herbert-Carter, M.D.*</td>
<td>Associate Professor &amp; Chair Medical Education</td>
</tr>
<tr>
<td>Constance Mack-Andrews</td>
<td>Manager, Employee Services and Human Resources</td>
</tr>
<tr>
<td>Dale Mack</td>
<td>Director, Radiation Safety</td>
</tr>
<tr>
<td>Roland Matthews, M.D.</td>
<td>Chair, OG/GYN</td>
</tr>
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</table>

*Steering Committee Co-Chair and/or Strategy Design Team Co-Chair*
Morehouse School of Medicine Strategic Planning Initiative

MSM Strategic Planning Steering Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Qualifications</th>
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</thead>
<tbody>
<tr>
<td>Gail Mattox, M.D.</td>
<td>Chair, Psychiatry and Behavioral Sciences</td>
</tr>
<tr>
<td>Robert Mayberry, Ph.D.</td>
<td>Vice Chair &amp; Associate Director Research</td>
</tr>
<tr>
<td>Rhonda Medows, M.D.</td>
<td>Board of Trustees</td>
</tr>
<tr>
<td>Stephanie Miles-Richardson, DVM, PhD., M.P.H.</td>
<td>Assistant Dean Grad Ed and Public Health</td>
</tr>
<tr>
<td>Rene Morrow</td>
<td>Sr. Department Administrator Psychiatry and Behavioral Sciences</td>
</tr>
<tr>
<td>Michelle Nichols, M.D., MS, FAAFP</td>
<td>Associate Professor Family Medicine</td>
</tr>
<tr>
<td>Ketema Paul, Ph.D.</td>
<td>Associate Professor Neurobiology</td>
</tr>
<tr>
<td>Darren Providence</td>
<td>Project Management Information Technology</td>
</tr>
<tr>
<td>George Rust, M.D., MPH, FAAFP, FACPM*</td>
<td>Professor of Family Medicine and Co-Director, National Center for Primary Care</td>
</tr>
<tr>
<td>Takara Scott</td>
<td>Ph.D. Student</td>
</tr>
<tr>
<td>Veronica Shaw</td>
<td>Administrative Assistant III Clinical Skills Center</td>
</tr>
<tr>
<td>Winston Thompson, Ph.D.</td>
<td>Professor &amp; Chair Physiology</td>
</tr>
<tr>
<td>Gianluca Tosini, Ph.D.</td>
<td>Professor &amp; Chair Pharmacology</td>
</tr>
<tr>
<td>Yasmine Tyler-Hill, M.D.*</td>
<td>Chair Pediatrics</td>
</tr>
<tr>
<td>Mary White</td>
<td>Library Medical Education</td>
</tr>
<tr>
<td>Yolanda Wimberly, M.D.*</td>
<td>Associate Dean Graduate Medical Education</td>
</tr>
<tr>
<td>Lawrence Wineski, Ph.D.</td>
<td>Professor &amp; Chair Anatomy and Pathology</td>
</tr>
<tr>
<td>Andrea Zhou, Ph.D.</td>
<td>Associate Professor Neurobiology</td>
</tr>
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Initiative Liaison with AMC Strategies:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Qualifications</th>
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</thead>
<tbody>
<tr>
<td>Danielle Baker</td>
<td>Development Manager</td>
</tr>
<tr>
<td>David Hefner, Ed.D.</td>
<td>Chief of Staff, Vice President, Strategic Planning</td>
</tr>
</tbody>
</table>

*Steering Committee Co-Chair and/or Strategy Design Team Co-Chair
PHASE I RESEARCH HIGHLIGHTS

- Internal & External Interviews
- Stakeholder Survey Results
RESULTS:
Strategic Planning Interviews
Morehouse School of Medicine Strategic Planning: Results of Interviews

**Interview Participants**

**Internal Interviewees (36)**

<table>
<thead>
<tr>
<th>Ms. Pamela Alexander</th>
<th>Ms. Kateena Johnson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Elaine Archie-Booker</td>
<td>Dr. Dominic Mack</td>
</tr>
<tr>
<td>Dr. Derrick Beech</td>
<td>Dr. Gail Mattox</td>
</tr>
<tr>
<td>Dr. Craig Bond</td>
<td>Dr. Robert Mayberry</td>
</tr>
<tr>
<td>Dr. Ronald Braithwaite</td>
<td>Dr. Stephanie Miles-Richardson</td>
</tr>
<tr>
<td>Ms. Denise Britt</td>
<td>Ms. Kendra Moore</td>
</tr>
<tr>
<td>Mr. Patrick Carriere</td>
<td>Dr. Desiree Ramirez</td>
</tr>
<tr>
<td>Dr. John Case</td>
<td>Dr. Valerie Montgomery Rice</td>
</tr>
<tr>
<td>Dr. Ed W. Childs</td>
<td>Ms. Serena Robinson</td>
</tr>
<tr>
<td>Ms. Santhia Curtis</td>
<td>Dr. George Rust</td>
</tr>
<tr>
<td>Dr. Martha Elks</td>
<td>Dr. David Satcher</td>
</tr>
<tr>
<td>Mr. Christopher Etchells</td>
<td>Dr. Harry Strothers</td>
</tr>
<tr>
<td>Dr. Virginia Floyd</td>
<td>Dr. Beverly Taylor</td>
</tr>
<tr>
<td>Ms. Andrea Fox</td>
<td>Dr. Herman Taylor</td>
</tr>
<tr>
<td>Dr. Bennie Harris</td>
<td>Dr. Winston Thompson</td>
</tr>
<tr>
<td>Dr. Sandra Harris-Hooker</td>
<td>Dr. Yasmine Tyler-Hill</td>
</tr>
<tr>
<td>Dr. David Hefner</td>
<td>Dr. Yolanda Wimberly</td>
</tr>
<tr>
<td>Dr. Kisha Holden</td>
<td>Dr. Laurence Wineski</td>
</tr>
</tbody>
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**External Interviewees (13)**

<table>
<thead>
<tr>
<th>Ms. Madelyn Adams</th>
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<tbody>
<tr>
<td>Dr. Carlton Brown</td>
</tr>
<tr>
<td>Dr. John Eaves</td>
</tr>
<tr>
<td>Ms. Susan Grant</td>
</tr>
<tr>
<td>Mr. Russ Hardin</td>
</tr>
<tr>
<td>Mr. John Haupert</td>
</tr>
<tr>
<td>Mr. Eric Johnson</td>
</tr>
<tr>
<td>Mr. Milton Little</td>
</tr>
<tr>
<td>Dr. Gary Nelson</td>
</tr>
<tr>
<td>Ms. Maria Saporta</td>
</tr>
<tr>
<td>Dr. Beverly Tatum</td>
</tr>
<tr>
<td>Mr. Hank Thomas</td>
</tr>
<tr>
<td>Ms. Charmaine Ward</td>
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### Highlights – Internal SWOT Analysis Across Mission Areas

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>Talented, dedicated faculty</td>
<td>Lack of depth and breadth in faculty</td>
</tr>
<tr>
<td>Focus on serving the underserved</td>
<td>Limited clinical training/practice sites</td>
</tr>
<tr>
<td>Community-engagement</td>
<td>Inadequate resources, support and infrastructure</td>
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<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
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<tbody>
<tr>
<td>Growth in all mission areas</td>
<td>Competition for students, residents, faculty, research funding and patients</td>
</tr>
<tr>
<td>Focused investment built upon existing strengths</td>
<td>Lack of a diversified and stable funding portfolio</td>
</tr>
<tr>
<td>Expansion of strategic partnerships</td>
<td>Limited reputation and name recognition</td>
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### Strengths and Weaknesses

**Identified by External Stakeholders**

#### Strengths
- Commitment to training high-quality primary care physicians.
- Reputation for producing nationally known health care leaders.
- Strong collaborative partnerships with Grady Hospital and Emory University.
- High retention rates for non-traditional students.
- Strong commitment to serving underserved minority populations.
- Faculty and student expertise in addressing health disparities.

#### Weaknesses
- Need for a strong professional leadership team.
- Difficulty recruiting and retaining quality faculty.
- Not viewed as one of Atlanta’s major research institutions.
- Inability to show results from State funding that was provided to address shortage of primary care physicians in Georgia.
- Low admission standards; filling medical and residency vacancies with foreign students.
- Need to effectively communicate research findings to the community.
Morehouse School of Medicine Strategic Planning: Results of Interviews

Opportunities Identified By **External Stakeholders**

**Growth & Investment**
- Develop donor base and grow MSM’s endowment.
- Identify and focus investments in targeted research areas.
- Rebuild Morehouse Healthcare into a patient-centered and financially sustainable clinical care operation.

**Be a Leader**
- Lead in the education of primary care physicians and addressing the shortages of health care providers in rural areas.
- Be a community leader in translating health care policy to consumers.
- Improve regional and global brand recognition.

**Community Partnerships & Engagement**
- Expand and improve relationships with Grady Hospital and Emory University.
- Engage the local community to promote prevention and wellness.

**Other**
- Increase the quality of the educational experience and the applicant pool.
- Reduce leadership turnover and strengthen skills of key administrative leaders.
- Create a pipeline of under-represented minority students interested in health professions and train allied health care providers.
Morehouse School of Medicine Strategic Planning: Results of Interviews

Top Strategic Priorities
(As Recommended by Interviewees)

- **27% Culture**
  Develop a transparent, accountable organizational culture that fosters communication amongst faculty, staff, students and trainees and that boosts morale.

- **25% Sustainability**
  Ensure financial sustainability; target new sources of funding and improve efficiency.

- **25% Clinical Growth**
  Strengthen clinical operations and patient-focused care to allow for growth of the clinical enterprise.

- **23% Grow Educ Programs**
  Grow MSM’s education and training programs while maintaining excellence and uniqueness of the programs.

- **20% Talent & People**
  Recruit, retain and develop talented faculty and staff.

Additional Notes:
- 27% Culture: Develop a transparent, accountable organizational culture that fosters communication amongst faculty, staff, students and trainees and that boosts morale.
- 25% Sustainability: Ensure financial sustainability; target new sources of funding and improve efficiency.
- 25% Clinical Growth: Strengthen clinical operations and patient-focused care to allow for growth of the clinical enterprise.
- 23% Grow Educ Programs: Grow MSM’s education and training programs while maintaining excellence and uniqueness of the programs.
- 20% Talent & People: Recruit, retain and develop talented faculty and staff.
Morehouse School of Medicine Strategic Planning: Results of Interviews

Top Strategic Priorities
(As Recommended by Interviewees)

18% Nat’l Leader
Position Morehouse School of Medicine as a national leader in primary care and health equity.

17% Global Health
Develop a global health strategy that builds upon the strengths of MSM and collaborative opportunities available in Atlanta.

16% Supportive Work Environ
Improve and expand the infrastructure, including facilities, technology and administrative support systems to create a supportive, effective and efficient work environment.

16% Community Engagement
Enhance community engagement in Atlanta and across the state of Georgia.

14% Robust Leadership Team
Establish a robust and inclusive leadership team that is poised to lead the next phase of strategic development for the future.
Morehouse School of Medicine Strategic Planning: Results of Interviews

Top Strategic Priorities
(As Recommended by Interviewees)

10% Vision & Strategic Plan
Create a realistic strategic plan that addresses MSM strengths and weaknesses and clearly defines a compelling vision for the future.

10% Expand diversity
Expand the diversity of students and trainees by targeting candidates from other under-represented minority groups and geographic regions.

10% Research Growth & Impact
Leverage the strengths of the research enterprise for growth and impact.

10% Alumni
Strengthen alumni relations.
RESULTS: Strategic Planning Survey

Approximately 1,421 individuals were invited to participate in a survey to weigh in on the core values, strategic priorities and focus group statements for the Morehouse School of Medicine. The overall response rate to this survey was 46 percent (n=650).
Overall, survey respondents identified professionalism, integrity, excellence and accountability as the top four core values.

Diversity, compassion, equity and wisdom were at the bottom of the list.
Faculty and staff who participated in the survey were well-aligned in how they prioritized strategic issues except faculty placed a higher emphasis on leveraging the research enterprise.
### Survey Respondents’ Level of Agreement with Focus Group* Statements

*(Listed in Order of Strongly Agree %; Page 1 of 2)*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSM must enhance its understanding of changing conditions in the financial health care environment and work to proactively address its need for endowment and financial support.</td>
<td>58%</td>
<td>33%</td>
<td>91%</td>
</tr>
<tr>
<td>MSM is recognized/associated/confused with Morehouse College. While the prestige and notoriety is an enhanced benefit, the SOM must work to proactively address the impact it has on its ability to fundraise and build new partnerships.</td>
<td>57%</td>
<td>33%</td>
<td>90%</td>
</tr>
<tr>
<td>The clinical services component of MSM – including patient care, customer service, and financial services – needs to be significantly strengthened in order to be an asset to the institution rather than a potential threat.</td>
<td>56%</td>
<td>30%</td>
<td>86%</td>
</tr>
<tr>
<td>MSM needs to enhance its marketing and communication efforts with external constituencies in order to increase its brand awareness and external support.</td>
<td>52%</td>
<td>35%</td>
<td>87%</td>
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</tbody>
</table>

* Five external focus groups were convened and facilitated by the MSM Office of the President and Dean between July 24th and August 7th, 2014. Of the five, one consisted of federal lawmakers located in the District of Columbia while the other four groups consisted of Alumni, Donors, Community Health Partners and General Constituents from the Atlanta business community.
### Morehouse School of Medicine Strategic Planning: Results of Survey

#### Survey Respondents’ Level of Agreement with Focus Group Statements

*Listed in Order of Strongly Agree %; Page 2 of 2*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>MSM must utilize and leverage its strong relationship with its leadership</td>
<td>45%</td>
<td>43%</td>
<td>88%</td>
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<tr>
<td>to promote the school of medicine in its global efforts towards health</td>
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<tr>
<td>disparities research, fundraising goals, and development of new</td>
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<tr>
<td>partnerships.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>MSM must increase its efforts around developing strategic partnerships</td>
<td>45%</td>
<td>40%</td>
<td>85%</td>
</tr>
<tr>
<td>and collaborations, leveraging active ones and creating non-traditional,</td>
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<tr>
<td>bi-directional ones.</td>
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<tr>
<td>MSM is known for addressing chronic diseases that impact racial and</td>
<td>37%</td>
<td>42%</td>
<td>79%</td>
</tr>
<tr>
<td>ethnic minorities, but needs to show its impact in health disparities,</td>
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<tr>
<td>community-based work and research as there is a lack of knowledge around</td>
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<tr>
<td>the work being done.</td>
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<tr>
<td>MSM would benefit from increased legislative advocacy and enhanced efforts</td>
<td>35%</td>
<td>44%</td>
<td>79%</td>
</tr>
<tr>
<td>to connect students with community and expand its rigor around</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>community-based research.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSM is known for providing a quality education and for training the next</td>
<td>32%</td>
<td>49%</td>
<td>81%</td>
</tr>
<tr>
<td>generation of primary care physicians and public health professionals</td>
<td></td>
<td></td>
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<tr>
<td>that are highly skilled for community work.</td>
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PHASE II: STRATEGIC FRAMEWORK
Mission, Vision, Core Values, Goals
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.
Morehouse School of Medicine Strategic Planning Initiative

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 and accountability.
- **Wisdom**: Valuing the knowledge and experience of all individuals.

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

= current MSM core values
Morehouse School of Medicine Strategic Planning Initiative

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
Morehouse School of Medicine Strategic Planning Initiative

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 will 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 health care to improve the health of the community and the nation.
4. Operate the MSM clinical enterprise as a model to showcase best practices in achieving health equity.

**Building Bridges Between Healthcare and Health**

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 will lead to health equity.

**Goals:**

1. Develop innovative approaches to diversify the pipeline for health and science careers.
2. Secure endowment funding to support every student at MSM.
3. Broaden diversity in the healthcare, scientific, and public health workforces.
4. Be the national leader for training high-quality primary care physicians, public and allied health professionals and community health leaders.
5. Train the next generation of researchers who will lead discoveries towards health equity.

**Preparing Future Health Learners and Leaders**

1. Develop innovative approaches to diversify the pipeline for health and science careers.
2. Secure endowment funding to support every student at MSM.
3. Broaden diversity in the healthcare, scientific, and public health workforces.
4. Be the national leader for training high-quality primary care physicians, public and allied health professionals and community health leaders.
5. Train the next generation of researchers who will lead discoveries towards health equity.
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

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**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.
UPDATE: STRATEGY DESIGN TEAMS

- Three Teams Finalizing Their Strategy Recommendations; Developing Tactical Detail to Support Each Strategy
## MSM Strategy Design Teams

### Translating Discovery into Health Equity
- Virginia Floyd*
- Bennie Harris*
- Sandra Harris-Hooker*
- Tabia Akintobi
- Pamela Alexander
- Ryan Burke
- John Case
- James Champion
- Joseph Chevalier
- Ed Childs
- Annemari Eades
- Kisha Holden
- James Lillard
- Dale Mack
- Robert Mayberry
- Denise McGee
- Ketema Paul
- Takara Scott
- Taya Scott
- Rondereo Sidney
- Pamela Simmons
- Herman Taylor
- Winston Thompson
- Gianluca Tosini
- Isaiah Whiley
- An Zhou

### Building Bridges Between Healthcare and Health
- Daniel Dawes*
- Yasmine Tyler-Hill*
- Yolanda Wimberly*
- Derrick Beech
- Ron Braithwaite
- Kitty Carter-Wicker
- Pamela Cooper
- Fred Fabian
- Andrea Fox
- Cheryl Franklin
- Connie Mack-Andrews
- Roland Matthews
- Rene Morrow
- Michelle Nichols
- Ronna Nu'man
- Elizabeth Ofili
- Trina Olidge
- Veronda Perkins
- Darren Providence
- Desiree Ramirez
- Linda Robinson
- George Rust
- Chris Thrasher
- Constovio Tolbert
- Richard Snyder

### Preparing Future Health Learners and Leaders
- Byron Ford*
- Janice Herbert-Carter*
- Ngozi Anachebe
- Cinnamon Bradley
- Denise Britt
- Erika Brown
- Marvin Crawford
- Marty Elks
- Jeffrey Eugene
- Rita Finley
- Vaughn Gay
- Richard Gooden
- Michelle Harper Allen
- Shakir Jeffries
- Gail Mattox
- Meryl McNeal
- Stephanie Miles-Richardson
- Wendi Nance
- Katherine Napier
- Douglas Paulsen
- Veronica Shaw
- Quentin Ted Smith
- Darren Still
- Arthur Vaughn
- Mary White
- Larry Wineski

* Team Co-Chairs
## Morehouse School of Medicine Strategic Planning Initiative

### I. Translating Discovery into Health Equity

<table>
<thead>
<tr>
<th>GOALS</th>
<th>STRATEGIES</th>
</tr>
</thead>
</table>
| **Goal 1:** Provide evidence that MSM discoveries improve health through relevance and proven outcomes – implementation science (“T^x”). | 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 T^x scholars at MSM that is the go-to resource for implementation science.  
1.3: Develop infrastructure, resources and protocols for data collection to support T^x research and publications to document outcomes.  
1.4: Strategically position MSM as the creator and leader of T^x.  
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 a digital health strategy that focuses on technology-based interventions to improve health and promote health equity. *(Linked to Team II Strategy 3.2)* |
| **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.  
4.2: Create standard protocols for collecting, storing, profiling and sharing MSM-wide data, including patient data, samples and health services data across the School of Medicine.  
4.3: Become a recognized Health Information Technology (HIT) resource for consumers, healthcare professionals, healthcare organizations, corporate and business partners.  
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). |
**Morehouse School of Medicine Strategic Planning Initiative**

### II. Building Bridges Between Healthcare and Health

<table>
<thead>
<tr>
<th>GOALS</th>
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</table>
| **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: Create a council of experts and thought leaders charged with creating, scaling and disseminating MSM transformational models.  
1.3: Develop the tools to document MSM as a value-based, quality provider.  
1.4: 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 scholarly work that is the gold standard for defining and achieving health equity.  
2.2: Establish a nationwide collaborative to inform and disseminate MSM work across the breadth of health equity issues impacting communities in urban, suburban, rural and frontier geographic areas. |
| **Goal 3:** Design models of integration between health and healthcare to improve the health of the community and the nation. | 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. |
### Morehouse School of Medicine Strategic Planning Initiative

#### III. Preparing Future Health Learners and Leaders

<table>
<thead>
<tr>
<th>GOALS</th>
<th>STRATEGIES</th>
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</thead>
</table>
| **Goal 1:** Develop innovative approaches to diversify the pipeline for health and science careers. | 1.1: Establish a National Office of Pipeline Development responsible for the coordination of all existing MSM pipeline activities and the development of new programs and partnerships.  
1.2: Develop and disseminate comprehensive programs designed to recruit, prepare, and retain college students from diverse backgrounds to pursue careers in health and science.  
1.3: Leverage current successful programs to develop comprehensive strategies to prepare K-12 students from diverse backgrounds for success in their post-secondary health and science curricula.  
1.4: Cultivate regional and national partnerships to increase quality and availability of pipeline programs and initiatives. |
| **Goal 2:** Secure endowment funding to support every student at MSM. | 2.1: Expand philanthropic support for student scholarships.  
2.2: Establish relationships with the state and corporations to generate funding for MSM students as potential employees. |
| **Goal 3:** Broaden diversity in the healthcare, scientific and public health workforces. | 3.1: Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future professionals.  
3.2: Align learner recruitment with the overall aims of MSM. |
| **Goal 4:** Be the national leader for training high-quality, primary care physicians, public and allied health professionals and community health leaders. | 4.1: Strategically expand existing programs while sustaining academic excellence for academically diverse students.  
4.2: Develop innovative new curricula.  
4.3: Increase national recognition for MSM’s success in training a qualified and diverse workforce. |
| **Goal 5:** Train the next generation of researchers who will lead discoveries toward health equity. | 5.1: Recruit and retain talented researchers and educators. *(Linked to Strategy 3.1)*  
5.2: Maintain up-to-date information technology and research infrastructure needed to train future researchers.  
5.3: Increase the pool of qualified M.P.H., M.S. and Ph.D. applicants.  
5.4: Incorporate health equity curricula into graduate education in the biomedical sciences and public health. |
Morehouse School of Medicine Strategic Planning Initiative

Phase III
Define Strategic Direction

FINAL MEETING: STRATEGY DESIGN TEAMS

- January Meetings: Address MSM Cross-Cutting Goals; Recommend Strategies & Tactics to the Steering Committee
Morehouse School of Medicine Strategic Planning Initiative

Vision Imperatives & Cross Cutting Goals

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

- 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.
Morehouse School of Medicine Strategic Planning Initiative

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 and organizations aligned with MSM’s mission.

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

<table>
<thead>
<tr>
<th>Translating Discovery into Health Equity</th>
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</thead>
<tbody>
<tr>
<td>1.2: Establish MSM nationally preeminent community of T^x^ scholars.</td>
<td>1.2: Create a council of experts and thought leaders on MSM transformational models.</td>
<td>1.1: Establish a National Office of Pipeline Development.</td>
</tr>
<tr>
<td>2.1: Deploy a digital health strategy.</td>
<td>1.4: Establish a forum that fosters collaboration across primary care, community health, research and education for designing new models of care.</td>
<td>1.3: Leverage current successful programs to develop comprehensive strategies that prepare K-12 students from diverse backgrounds for success in health and science.</td>
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<tr>
<td>3.1: Establish MSM Innovation Center.</td>
<td>2.2: Establish a nationwide collaborative to inform and disseminate MSM health equity work.</td>
<td>1.4: Cultivate regional and national partnerships to increase quality and availability for pipeline programs and initiatives.</td>
</tr>
<tr>
<td>4.1: Build a biomedical data repository.</td>
<td>3.1: Foster and develop strategic partnerships at intersection of health care and the community.</td>
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<td>4.3: Become a recognized Health Information Technology (HIT) resource.</td>
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<tr>
<td>5.1: Support and sustain MSM research.</td>
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Translating Discovery into Health Equity

Building Bridges Between Healthcare and Health

Preparing Future Health Learners and Leaders

MOREHOUSE SCHOOL OF MEDICINE
### 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

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<thead>
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<td>1.4: Strategically position MSM as the creator and leader of T^x; showcase MSM T^x discoveries that have improved health outcomes.</td>
<td>1.3: Develop the tools to document MSM as a value-based, quality provider.</td>
<td>3.1: Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future professionals.</td>
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<tr>
<td></td>
<td></td>
<td>f: Ensure every MSM staff and faculty member understands their contribution to training the next generation of health professionals and community leaders.</td>
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<td></td>
<td>5.1: Recruit and retain talented researchers and educators.</td>
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<td>d: Leverage the knowledge of senior staff in the onboarding of new employees.</td>
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Summary – Cross-Cutting Goal B: Communication & Culture

MSM-Wide and Team-Specific Strategies

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Morehouse School of Medicine Strategic Planning Initiative

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MOREHOUSE SCHOOL OF MEDICINE
**Morehouse School of Medicine Strategic Planning Initiative**

**Summary – Cross-Cutting Goal C: People**
MSM-Wide and Team-Specific Strategies

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

<table>
<thead>
<tr>
<th>MSM-Wide Strategies to Support People</th>
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<tbody>
<tr>
<td><strong>Strategy C.1:</strong> Foster mutual respect, trust and accountability among all employees and learners at MSM.</td>
</tr>
<tr>
<td><strong>Strategy C.2:</strong> Cultivate a highly-effective workforce that strives for excellence and productivity.</td>
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</tbody>
</table>

<table>
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<tbody>
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<td>1.2: Establish a nationally preeminent community of T^x scholars at MSM that is the go-to resource for implementation science.</td>
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<td>3.1: Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future professionals.</td>
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<td>5.1: Recruit and retain talented researchers and educators.</td>
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<td>5.2: Maintain up-to-date information technology and research infrastructure needed to train future researchers.</td>
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## Morehouse School of Medicine Strategic Planning Initiative

### 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 portfolio.
- **Strategy D.2:** Enhance fundraising capacity and infrastructure.
- **Strategy D.3:** Create an environment of donor engagement and a culture of giving back.
- **Strategy D.4:** Establish a new MSM Office of Integrated Planning and Decision Support (IPADS) to provide administrative management and analysis that facilitates strategic decision-making across the organization.

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

<table>
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<tbody>
<tr>
<td>1.3: Develop infrastructure, resources and protocols for T^x research and publications.</td>
<td>4.1: Enhance clinical practice operations to support all MSM missions.</td>
<td>Goal 2: Establish an individual endowment for every MSM student.</td>
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<tr>
<td></td>
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<td>2.1: Expand philanthropic support for student scholarships.</td>
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<td>2.2: Establish relationships with the state and corporations to generate funding.</td>
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<td>5.2: Maintain up-to-date information technology and research infrastructure needed to train future researchers.</td>
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Morehouse School of Medicine Strategic Planning Initiative

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 and marketing campaign for MSM and Morehouse Healthcare.

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

<table>
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| **Goal 1:** Provide evidence that MSM discoveries improve health through relevance and proven outcomes – implementation science ($T^X$).  
  1.4: Strategically position MSM as the creator and leader of $T^X$.  
  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 $T^X$. | **1.3:** Develop the tools to document MSM as value-based, quality provider.  
  **2.1:** Produce 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. | **1.1:** Establish a National Office of Pipeline Development.  
  **1.2:** Develop and disseminate comprehensive programs designed to recruit, prepare, retain college students from diverse backgrounds to pursue careers in health and science (“URDs”).  
  **Goal 4:** Be the national leader for training high-quality primary care physicians, public and allied health professionals and community health leaders.  
  **4.3:** Increase national recognition for MSM’s success in training a qualified and diverse workforce. |
NEXT STEPS

- Launch Phase IV: Prepare the Full MSM Strategic Plan
- Present the Draft Strategic Plan to the Board of Trustees
- Implementation Planning Activities
Planning is an on-going, continuous process

- Successful execution is key
- Balance between strategic & operational pressures must be maintained
- Goals and strategies in the original strategic plan should be periodically assessed and adjusted to meet changing market conditions – to make the Plan a “living document”
The MSM Strategic Planning Timeline

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activity Details</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
</table>
| **Phase I - Conduct Planning Research** | - Activity 1: Interviews  
- Activity 2: External Stakeholder Focus Groups  
- Activity 3: Stakeholder Survey  
- Activity 4: Environmental Assessment  
*Steering Committee Kickoff Meeting* | X    |      |
| **Phase II - Define Global Direction** | *Steering Committee Strategic Planning Retreat* |      | X    |
| **Phase III - Define Strategic Direction** | *Strategy Design Team Meetings (monthly)*  
*Steering Committee Meetings (monthly)* | X    | X    | X    |
| **Phase IV - Finalize Plan/Implementation Plan** | *Present Draft Plan to the Board of Trustees*  
*Steering Committee Meeting* | X    | X    |

Board of Trustees Meeting: February 5-6, 2015  
Final Steering Committee Meeting: March 3, 2015