

FY17 Strategic Plan Scorecard

Top Priority Strategies*



Complete	In Progress- On Track	In Progress - Monitor	In Progress - Concern
Vision Imperative 1: Translating Discovery into Health Equity			
Goal	Strategy	Year 2 Progress	Tactical Progress (Selected Items)
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.	●	- Establishing a Policy Center that will be focused on Healthcare Information Technology (HIT) and Primary Care. - Increasing the number of investigated initiated extramural funded grants. - Collaborating with providers to implement Patient Centered Medical Home (PCMH) or practice improvement initiatives and collecting and analyzing data through Health Information exchange (HIE) to measure effectiveness of the initiative among small practices.
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.	●	- Implementing an interactive Health Equity Tracker for Metro Atlanta - In the process of developing a comprehensive network upgrade that will support data repository
	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™).	●	- Developing curriculum (courses and course components) specific to technologies commonly used to produce and analyze high-throughput output data (Proteomics, Luminex, G Genomics). - Created and currently testing a risk stratification method that will cater to underserved settings enabling providers to manage their most at-risk patients in a cost-effective manner.
Vision Imperative 2: Building Bridges Between Healthcare and Health			
Goal	Strategy	Year 2 Progress	Tactical Progress (Selected Items)
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.	●	- MSM's National Center for Primary Care (NCP) has become the central hub for coordinating a “network of networks” among primary care physicians serving the underserved. - Developing a Center of Excellence in Sickle Cell Disease Care that will span the life course. - Developing a PCMH/Care Coordination “Toolkit” and Curriculum for the underserved populations.
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 designing and achieving health equity.	●	- Satcher Health Leadership Institute (SHLI) has contributed towards the development/submission of a PEPFAR-HBCU consortium proposal in Zambia. - Master of Public Health students increased submissions to peer-reviewed journals. - Creating a widely recognized definition of health equity and a strategic framework by which to study it.
Goal 4: Operate the MSM clinical enterprise as a model to showcase best practices in achieving health equity.	4.2 Market and promote healthcare and health opportunities provided by MSM, Morehouse Healthcare (MHC) and other clinical affiliates to become known in the community for outstanding service, health education and specialized care.	●	- Rebranding Morehousehealthcare.com - Actively participating in community fairs and activities to recruit patients
Vision Imperative 3: Preparing Future Health Learners and Leaders			
Goal	Strategy	Year 2 Progress	Tactical Progress (Selected Items)
Goal 1: Develop innovative approaches to diversify the pipeline for health and science careers.	1.1 Elevate existing MSM pipeline activities and develop new initiatives to increase the quality and availability of pipeline programs.	●	- Launching an educational outreach initiative in Metropolitan Atlanta K-12 schools in order to increase exposure to STEAM and careers in STEM/ health professions (Tuskegee Academy, HCO, general outreach). - Continuing strategies for long-term development and preparation of K-12 students from diverse backgrounds for success in STEM and health careers (i.e., Email for Life). - Disseminated information on prevention research and public health to at least 5,000 African American and other minority students in elementary and high schools; and undergraduate and graduate schools through age and education level appropriate learning mediums.
Goal 2: Establish an individual endowment for every MSM student.	2.1 Expand philanthropic support for student scholarships.	●	- Disseminating MSM scholarship to local, state, regional, and federal policy makers, as health policy thought leaders. - Developing innovative giving platforms (scholarships) to support GEBS MS students.
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 scientists, healthcare providers, and public health professionals.	●	- Implemented an Executive On-Boarding Program to enhance the development of our newly appointed leaders. - Constructed a specific immigration webpage to provide tools and resources for hiring managers to effectively and efficiently manage the recruitment of foreign nationals. - Developed career progression programs to help internal applicants better prepare for seeking new career opportunities within MSM.
Cross-Cutting Goals			
Goal	Strategy	Year 2 Progress	Tactical Progress (Selected Items)
D. Resources & Philanthropy: Secure sustainable resources.	D.1 Build a diverse and sustainable financial platform.	●	- Increased operating margin through cost savings generated by reduction of MSM purchasing cost for goods and services with the implementation of SciQuest Software that tracks vendor purchases. - Consolidated student financial services to improve customer service and collaboration. - “Shared Services,” a cost-saving approach where the funding and resourcing of the service is shared and the providing department effectively becomes an internal service provider which reduces duplicative activities.
	D.2 Enhance fundraising capacity, increase donor engagement and create a culture of giving.	●	- Successfully met fund-raising goal towards supporting endowed programs, scholarships, restricted programs and academic expansion. - Planning is underway for development and gradual implementation of MSM's Comprehensive Capital Campaign. - Developed annual process toward partnering with research partners as well as securing grants/contracts to support the PRC.
E. Branding & Marketing: Create a strong and distinctive MSM brand identity.	E.1 Launch a comprehensive, coordinated branding, marketing and public relations campaign for MSM and Morehouse Healthcare.	●	- Launched a comprehensive coordinated branding, marketing and public relations campaign for MSM and Morehouse Healthcare. - Implemented a comprehensive MSM Prevention Research Center (PRC) marketing campaign to showcase strengths of all Center key elements and promote PRC findings through community presentations with minimally 500 community residents. - Advanced MSM National and Regional brand by reviewing the external brand creatives and internal brand through all established communication channels of engagement.

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Low-Hanging Fruit Strategies**

Complete	In Progress- On Track	In Progress - Monitor	In Progress - Concern
Vision Imperative 1: Translating Discovery into Health Equity			
Goal	Strategy	Year 2 Progress	Tactical Progress (Selected Items)
Goal 1: Provide evidence that MSM discoveries improve health through relevance and proven outcomes - implementation science (TX™).	1.4 Strategically position MSM as the creator and leader of TX™.	●	- Annually demonstrate the value of collaborative community engaged and community-based participatory approaches that include policy, systems and environmental change through the CDC funded Racial and Ethnic Approaches to Community Health Comprehensive Implementation. - Clearly defined TX for internal and external partners and stakeholders. - Utilized interactions with MSM core labs to leverage the development of innovative testing for detecting diseases and use this “discovery” platform as a teaching opportunity for graduate students.
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.	●	- To ensure that those at risk for developing lung nodules receive early diagnosis, the MSM team developed an innovative approach: our Lung Nodule Clinic at Grady Hospital. - Increased technical capabilities that enabled technologies in Physiology to accelerate discovery, foster innovation and increase productivity in a cost-effective manner. - Designed and implementing an HIT and HIE infrastructure that will allow the exchange of clinical patient data in Georgia.
Vision Imperative 2: Building Bridges Between Healthcare and Health Strategies			
Goal	Strategy	Year 2 Progress	Tactical Progress (Selected Items)
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.	●	- Upgraded to EPIC Electronic Health Record System. - Examined and improved the credentialing process to ensure best practices, and documented process of improvement as a mechanism for other clinical practice improvements. - Managed MHC Fiscal Operations in a manner which lead to self-sufficiency and supports MSM mission areas (reconciliation, credentialing, billing efficiencies, modern risk-based contracts and optimize clinical networks.)
Vision Imperative 3: Preparing Future Health Learners and Leaders			
Goal	Strategy	Year 2 Progress	Tactical Progress (Selected Items)
Goal 3: Broaden diversity in the healthcare, scientific and public health workforces.	3.2 Align learner recruitment with the overall aims of MSM.	●	- Targeted recruitment and training of future physicians from Georgia and the schools within AUC. - Enhancing diversity and quality in student/trainee body. - Increasing 3 and 5-year First-Time Taker (FTT) Pass rates across various MSM educational units.
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.	4.1 Strategically expand existing programs while sustaining academic excellence for academically diverse students.	●	- Expanding community based opportunities for our third-year clerkship students to include opportunities to work in the areas of sickle cell and other primary care settings. - Provide resident learners with increased opportunities for diversity of cases, simulation experiences, and business of medicine curriculum. - Protect Title VII programs of the Public Health Service Act (PHSA).
	4.2 Develop innovative new curricula to advance and support health equity.	●	- Continuous development of bioinformatics components available in GEBS curriculum. - Obtain Accreditation Council for Graduate Medical Education (ACGME) initial accreditation for the first MSM Fellowship in Cardiovascular Disease. - Develop and executed innovative curriculum for medical student rotation experience with surgery, encompassing all adult learning styles.
	4.3 Increase national recognition for MSM's success in training a qualified and diverse workforce.	●	- Established MSM as a designated testing site for Fundamentals of Laparoscopic and Endoscopic Surgery. - Presented and published scholarly work in biomedical education. - Developing platform effectively showcase and promoting MSM's education successes externally.
Cross-Cutting Goals			
Goal	Strategy	Year 2 Progress	Tactical Progress (Selected Items)
A. Collaboration & Partnerships: Expand, diversify and solidify collaboration and strategic partnerships.	A.1 Build a diverse and sustainable financial platform.	●	- Strengthened and facilitating multi-disciplinary collaborations between MBI Researchers and other research entities or individual scientists. - Expand strategic partnerships with biotech industry to support internships for GEBS students. - Managing a comprehensive database of existing partners and collaborators diversified by type to assess which relationships to build and to strengthen.
	A.2 Enhance fundraising capacity, increase donor engagement and create a culture of giving.	●	- Annually train 100 community residents, 20 community-based organizations (CBOs), and 100 researchers in effective methods of community-researcher/academic partnership development and community-based/ engaged research. - Facilitate increased Community-based Participatory Research (CBPR) research capacities among researcher-community dyads in response to identified health priorities and disparities (annually award two community mini-grants). - Collaborate with Fulton County Jail and Correct Care Solutions to provide services and programming oversight.
B. Communication & Culture: Strengthen internal and external communication.	B.1 Launch a comprehensive, coordinated branding, marketing and public relations campaign for MSM and Morehouse Healthcare.	●	- Enhancing/updating compliance effectiveness document to demonstrate MSM enhancements in meeting the 8 elements of an effective compliance program. - Launch a revised HR Homepage to provide easier navigation for employees to find critical information to enhance their work experience. - Disseminate information to faculty that will enhance their professional development and career elevation at MSM.
C. People: Be the employer of choice and provide a supportive work environment for all at MSM.	C.1 Foster mutual respect, trust and accountability among all employees and learners at MSM.	●	- Improve upon the subject matter of diversity and inclusion by addressing any/all issues at MSM through the Diversity and Inclusion Committee. - Identified benefit plan design changes that will improve the experience for our employees, allow us to meet our fiduciary responsibility and attract and retain talent. - Recognize and reward leadership, faculty, staff and learner behavior that embodies the MSM core values.
	C.2 Cultivate a highly-effective workforce that strives for excellence and productivity.	●	- Tailored an effective individualized faculty developmental plan to increase productivity in all core academic areas. - Conducted a compensation study of staff positions at MHC and MSM to ensure equitable salaries. - Expand upon manager/leadership training curriculum to promote manager accountability by increasing their knowledge and skills in managing human capital and minimizing risk to MSM.

*12 strategies decided by MSM stakeholders as “top priority” initiatives to achieve health equity

**12 strategies decided by MSM stakeholders as either “moderately cost” initiatives and/or initiatives MSM was already working toward

Methodology:

At the beginning of the fiscal year, MSM unit leaders fill out an Annual Goal template to declare the tactics they will be working on to accomplish strategies in the MSM Strategic Plan. At the end of the fiscal year, the unit leaders assign one of four color-coded “progress” outcomes per tactic: Blue – Complete; Green – “In Progress/On Track; Yellow – In Progress/Monitor; or Red – In Progress/Concern. The Office of Strategy and Institutional Effectiveness assigns a numerical value for each “progress” outcome and places all the outcomes – per strategy - in a strategic planning platform called Compass. After aggregating the data, the final scorecard reflects the average overall progress made per strategy per year.

