

Complete	In Progress- On Track	In Progress - Monitor	In Progress - Concern			
Vision Imperative 1: Translating Discovery into Health Equity						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	FY19 Progress	Tactical FY19 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.	●	●	●	●	- Concluded first Tx survey of MSM faculty research portfolio - Launching Phase II of MSM’s research assessment - Awarded three Tx Pilot studies - Hired post-doc to survey national landscape
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.	●	●	●	●	- Implemented EPIC Social Determinants of Health Module - Launched All of Us - NIH National Precision Medicine Project - Hired CIO Institutional Research Director
	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™).	●	●	●	●	- Launched Data Science Institute among AUC Consortium - Grew NCPD secondary data research division - Training students to develop population health projects using data
Vision Imperative 2: Building Bridges Between Healthcare and Health Strategies						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	FY19 Progress	Tactical FY19 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.	●	●	●	●	- Developed integrative medicine clinic for adults for chronic disease management by use of plant-based, oil-free diets for obesity reduction in vulnerable youth - Launched MSM Telehealth Initiative and invested in adequate clinical and administrative staff - Launched Project UPLIFT intervention with epilepsy patients
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.	●	●	●	●	- MPH graduates submitted health equity article after graduation - MPH faculty submitted health equity peer-reviewed papers - Published seminal Tx article in the journal of <i>Ethnicity & Disease</i> - Presented Phase II findings of National Product Research Center
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, MHC and other clinical affiliates to become known in the community for outstanding service, health education and specialized care.	●	●	●	●	- Migrated the practice-wide electronic medical record from Practice Partner to Epic - - Community Connect Model and Optimize EPIC - Continuing to execute MHC marketing and PR campaign to showcase MHC’s scope of services, locations, and clinical expertise - Launching MSM magazine to expand brand awareness of MSM’s fulfillment of its vision of health equity
Vision Imperative 3: Preparing Future Health Learners and Leaders						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	FY19 Progress	Tactical FY19 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.	●	●	●	●	- Published chapter on MSM-TAG initiative in “Investing in America’s Workforce,” a national publication of the Federal Reserve Bank - Launched new Entrepreneurial program at TAG with external funding - Secured multi-million dollar grant for H-COP program
Goal 2: Establish an individual endowment for every MSM student.	2.1 Expand philanthropic support for student scholarships.	●	●	●	●	- Increased average percent of student tuition, fees funded by scholarship endowment - Secured scholarship funding from Coca-Cola Foundation for student scholarships - Leveraged state investment for 5 MD student scholarships over four years
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.	●	●	●	●	- Declared Recruitment and Retention of faculty and staff as one of four priority areas for employee engagement improvement; will submit, launch action plan in FY20 to address recruitment and retention - Implementing New Hire Export and Position Description in Banner to streamline the recruitment process
Cross-Cutting Goals						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	FY19 Progress	Tactical FY19 Progress (Selected Items)
D. Resources & Philanthropy: Secure sustainable resources.	D.1 Build a diverse and sustainable financial platform.	●	●	●	●	- Recruited new Senior Associate Dean for Clinical Affairs (SADCA) - Realignment of organizational structure: realigned structure in Grants and Contracts, and Budget Office - Launched Tier 1 Phase of \$150 million Comprehensive Campaign - Launched staff training on financial policies, procedures, technology requirements
	D.2 Enhance fundraising capacity, increase donor engagement and create a culture of giving.	●	●	●	●	- Created Planned Giving Society - Recruited new professionals, including campaign manager, campaign writer, and alumni giving officer, to Institutional Advancement staff - Grew alumni giving to Top 10 level among AAMC institutions - Developed the framework, including chairpeople, for Comprehensive Campaign
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.	●	●	●	●	- Continuing to execute Morehouse Healthcare marketing and public relations campaign, including WABE radio promos - Through PR efforts, secured several print and TV articles and reports on MSM and MHC faculty, staff and learners, including at least two national reports in national TV networks; Published 2018 Annual Report

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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™.	●	●	●	●	- Published seminal Tx paper in the national journal of <i>Ethnicity and Diversity</i> - Within Tx Working Group, developed an expert implementation and dissemination team with marketing expertise - Strengthened the Tx Working Group to include a renewed focus on internal marketing to ensure the understanding and application of the Tx approach, philosophy
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.	●	●	●	●	- Implemented Health Information Exchange platform and related services that enhanced interoperability among communities of health care providers - Increased technical capabilities and enabling technologies in Physiology to accelerate discovery, foster innovation and increase productivity in a cost-effective fashion - Implemented EPIC Social Determinants of Health module
Vision Imperative 2: Building Bridges Between Healthcare and Health Strategies						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	FY19 Progress	Tactical FY19 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.	●	●	●	●	- Increased incoming referrals by facilitating a streamlined referral pathway, prioritizing MHC sub-specialty, surgery referrals - Filled psychiatry faculty vacancies at Grady Hospital - Revising sub-specialty provider schedule templates for greater access - Managing operational metrics and workflows to improve telephone access and patient output
Vision Imperative 3: Preparing Future Health Learners and Leaders						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	FY19 Progress	Tactical FY19 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.	●	●	●	●	- Enhanced, targeted recruitment and training of AUC students for MSM programs - Achieved a nearly 70% success rate of all MSM residents, fellows coming from LCME-accredited schools - Achieved goal of targeted recruitment, training of future physicians from Georgia
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.	●	●	●	●	- Launched PA program with 20 students in inaugural class - Received provisional ARC-PA accreditation - Launched two online degree programs: MS in Biotechnology and executive MPH program - Ensured NBME scores in subject exams (<i>Biochemistry; Microbiology/Immunology</i>) did not fall below the 5-year mean
	4.2 Develop innovative new curricula to advance and support health equity.	●	●	●	●	- Developed new curricula and launched PA program with an emphasis on primary care - Obtained ACGME initial accreditation for Child & Adolescent psychiatry fellowship - Implemented a review of educational program efficacy to ensure relevant, effective degree offerings.
	4.3 Increase national recognition for MSM’s success in training a qualified and diverse workforce.	●	●	●	●	- Increased number of MPH students holding external leadership roles - Acquired, implemented new Residency Management System - from New Innovations to MedHub - Increased number of presentations, published scholarly work in biomedical education
Cross-Cutting Goals						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	FY19 Progress	Tactical FY19 Progress (Selected Items)
A. Collaboration & Partnerships: Expand, diversify and solidify collaboration and strategic partnerships.	A.1 Strengthen and expand existing relationships, collaborations, and partnerships in support of MSM’s mission.	●	●	●	●	- Strengthened, expanded multi-disciplinary collaborations between MBI Researchers and other researchers, scientists - Launched new Data Science Institute as a result of AUCC collaboration with UnitedHealth Group - Increased number of partnerships/collaborations with biotech industry to support internships for GEBS students
	A.2 Actively seek new partnerships aligned with MSM’s mission.	●	●	●	●	- Established partnership with Atlanta Value-Based Healthcare pilot for Heart Failure - Trained 100 community residents, 20 community-based organizations (CBOs), and 100 researchers in effective methods of community-researcher/academic partnership development - Increased number of MHC physicians as members of external committees, boards
B. Communication & Culture: Strengthen internal and external communication.	B.1 Enhance communication mechanisms across MSM.	●	●	●	●	- Acquiring matter management system, Legal Tracker, to capture utilization of Office of General Counsel resources, deployment across the organization - Improved external communications via social media platforms - Launching MSM magazine
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.	●	●	●	●	- Declared four priority areas, including workplace culture and governance, as foci for new employee engagement action plan - Developed unit-level employee engagement plans across all MSM units - Designed comprehensive student health plan for MSM, AUC students
	C.2 Cultivate a highly-effective workforce that strives for excellence and productivity.	●	●	●	●	- Improved provider engagement and satisfaction with MHC - Developed institution-wide Wellness Program to improve the health, wellness of MSM employees - Acquired significant talent, expertise in clinical, education-support areas

*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 Compliance Assist. After aggregating the data, the final scorecard reflects the average overall progress made per strategy per year.