

Morehouse School of Medicine

Update on the Strategic Planning Initiative

January 7, 2015

Contents

- ◆ Strategic Planning Process
- ◆ Phase I: Strategic Planning Research Highlights
 - Internal & External Interview Results
 - Stakeholder Survey Results
- ◆ Phase II: Strategic Planning Framework
 - Mission, Vision, Core Values, Goals
- ◆ Phase III: Strategy Design Teams – Update
- ◆ Next Steps: Complete Phase III and Launch Phase IV

STRATEGIC PLANNING PROCESS

- Where We Are Today

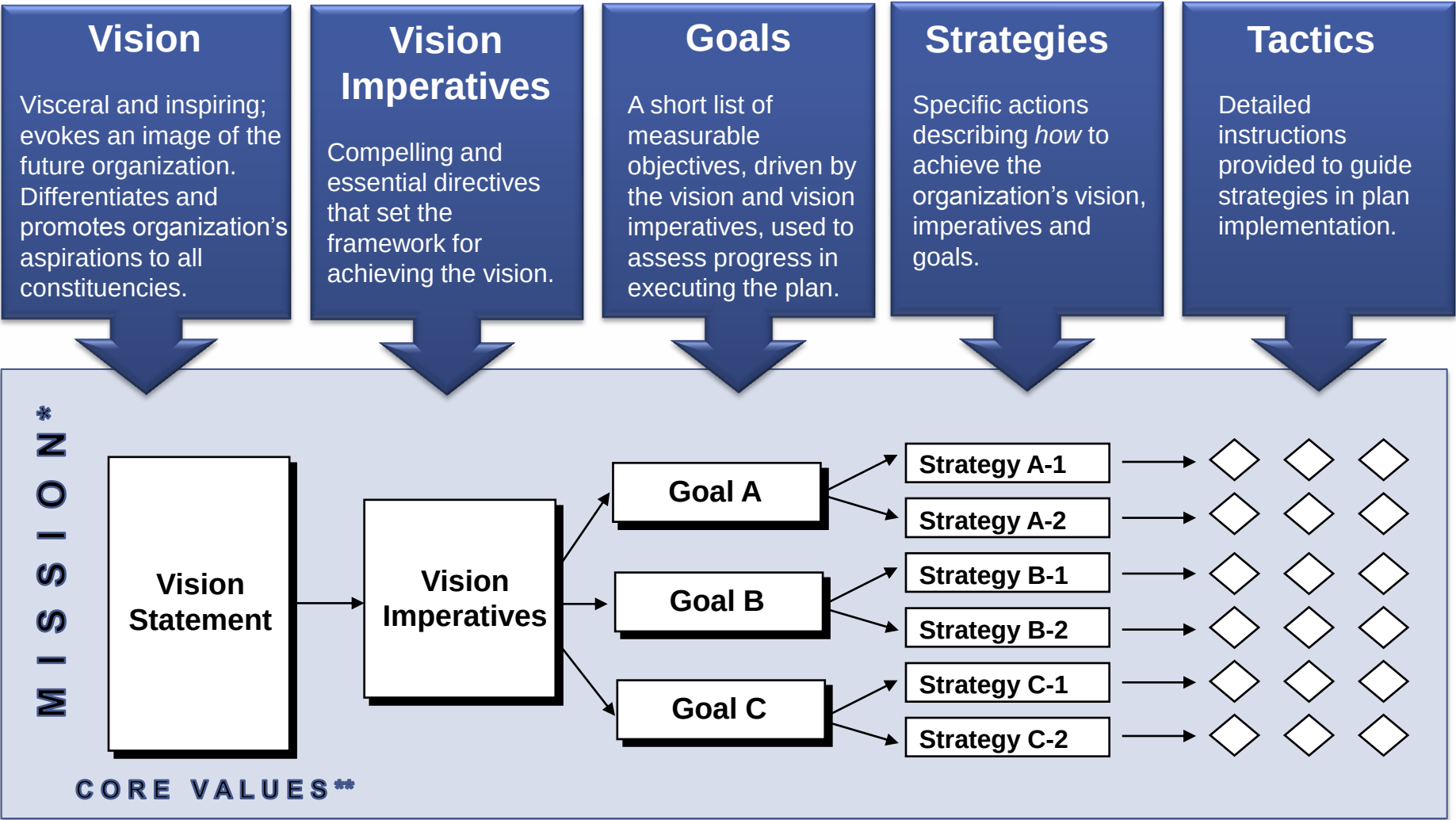
The MSM Strategic Planning Timeline

	2014						2015	
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
PHASE I: CONDUCT PLANNING RESEARCH								
Activity 1: Interviews	X							
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)				X		X	X	
Steering Committee Meetings (monthly)				X		X	X	
PHASE IV: FINALIZE PLAN/IMPLEMENTATION PLNG								
Present Draft Plan to the Board of Trustees								X
Steering Committee Meeting								X

The Strategic Planning Process



Strategic Structure...Each Statement Lays the Foundation for the Next



* Mission = Our Core Purpose

** Core Values = Principles that Guide Organizational Behavior

MSM Strategic Planning Website



Knowledge • Wisdom • Excellence • Service

HOME

ABOUT US

EDUCATION

ADMISSIONS

RESEARCH

PATIENT CARE

SUPPORT MSM

STRATEGIC PLAN

Home » Strategic Plan

Strategic Plan Home

Media Gallery

Calendar

Timeline

Committees/Groups

Process/Overview

Documents

Your Feedback Matters!

Contact Us

CONNECT WITH MSM



CAMPUS PORTAL



MSM Connect

A clearer view of the MSM Community

Login



Strategic Planning Initiative



We at Morehouse School of Medicine (MSM) are developing a new strategic plan that will align our mission and vision for future growth and relevancy. Framed by the pillars upon which this institution was founded - Knowledge, Wisdom, Excellence, and Service - the purpose of the five-year plan is to harness the ideas of both internal and external communities to create a shared vision for the transformational growth of MSM. That growth, in the end, will allow us to better serve you: Our students and residents; patients; alumni and friends; faculty and staff; and the needs of our broader communities.

We invite you to explore the pages of our Strategic Planning website to see how we plan to launch this new and exciting era at MSM. We also invite you to share your thoughts with us as we proceed.

Thank you for supporting MSM and its mission.

Inevitability of Change



A static organization will not survive in 21st century medical education. There are far too many threats that demand new ways of thinking and innovative ways of problem solving. Morehouse School of Medicine is developing a new strategic plan that will ultimately address a dynamic health care system that requires us to change.

I charge each of us to become advocates for progressive change, our new strategic initiatives, and the value statements found therein. I assure you that along this road of change we will enhance our ability to listen and understand the concerns of all of our stakeholders, both internal and external. And we will build a community fueled by teamwork and collaboration, and motivated by a profound vision of health equity.

Valerie Montgomery Rice
President and Dean

NEWS

On August 12, President Valerie Montgomery Rice called a town hall meeting for all employees of Morehouse School of Medicine. The theme of the meeting was "An Invitation to Lead." Please click on the video below to watch the meeting.



UPCOMING EVENTS

DECEMBER

8-10

Design Strategy Meetings

Steering Committee Meeting

More Events

 MOREHOUSE
SCHOOL OF MEDICINE

<http://www.msm.edu/StrategicPlan/index.php>

7

AMC
Strategies

MSM Strategic Planning Steering Committee

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

MSM Strategic Planning Steering Committee

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

Initiative Liaison with AMC Strategies:

Danielle	Baker	Development Manager
David	Hefner, Ed.D.	Chief of Staff, Vice President, Strategic Planning

*Steering Committee Co-Chair and/or Strategy Design Team Co-Chair

Phase I Conduct Planning Research

PHASE I RESEARCH HIGHLIGHTS

- Internal & External Interviews
- Stakeholder Survey Results

RESULTS:

Strategic Planning Interviews

Interview Participants

Internal Interviewees (36)

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

External Interviewees (13)

- Ms. Madelyn Adams
- Dr. Carlton Brown
- Dr. John Eaves
- Ms. Susan Grant
- Mr. Russ Hardin
- Mr. John Hauptert
- Mr. Eric Johnson
- Mr. Milton Little
- Dr. Gary Nelson
- Ms. Maria Saporta
- Dr. Beverly Tatum
- Mr. Hank Thomas
- Ms. Charmaine Ward

Highlights – Internal SWOT Analysis Across Mission Areas

Strengths

- Talented, dedicated faculty
- Focus on serving the underserved
- Community-engagement

Weaknesses

- Lack of depth and breadth in faculty
- Limited clinical training/practice sites
- Inadequate resources, support and infrastructure

Opportunities

- Growth in all mission areas
- Focused investment built upon existing strengths
- Expansion of strategic partnerships

Threats

- Competition for students, residents, faculty, research funding and patients
- Lack of a diversified and stable funding portfolio
- Limited reputation and name recognition

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.

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

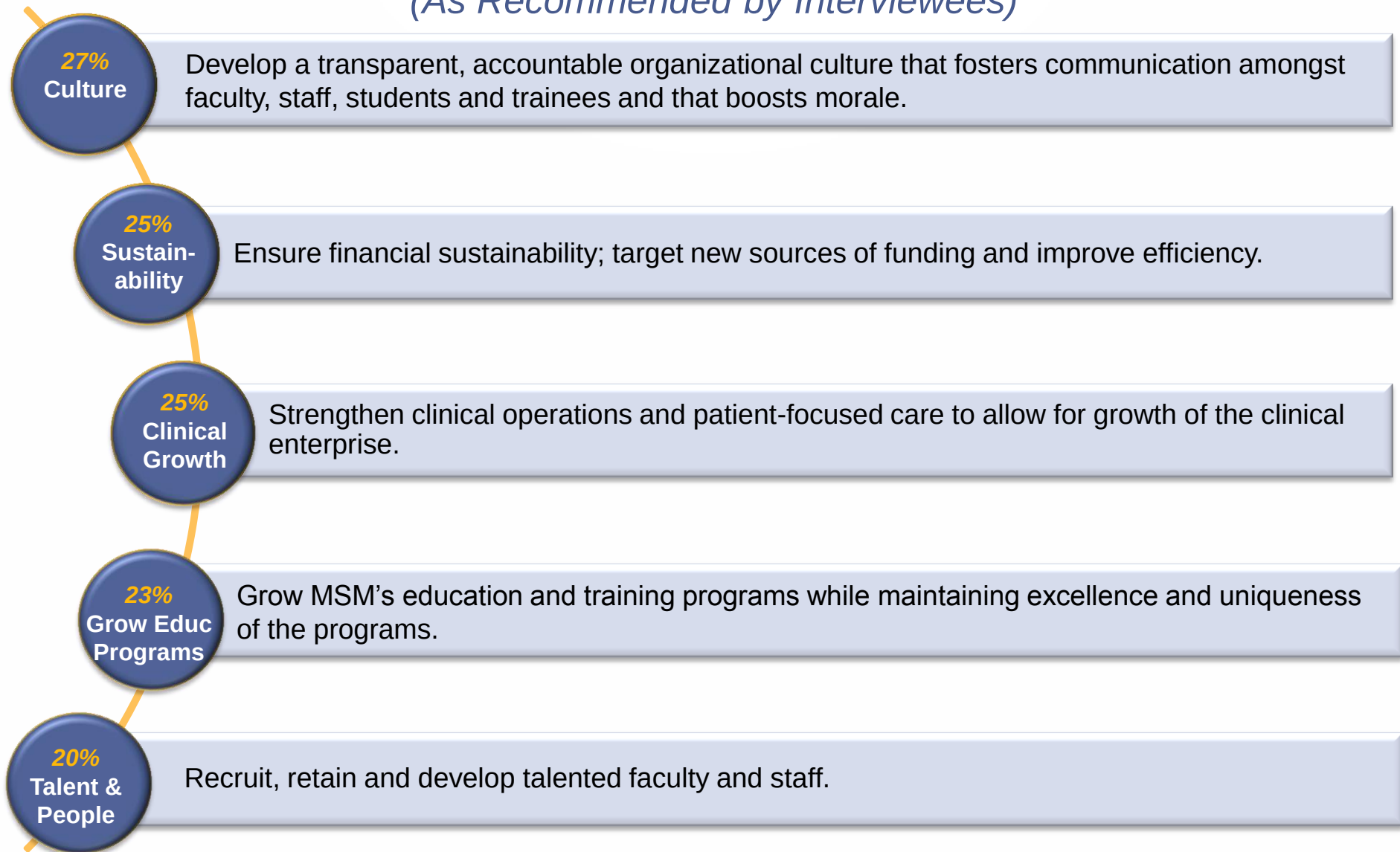
- Expand and improve relationships with Grady Hospital and Emory University.
- Engage the local community to promote prevention and wellness.

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.

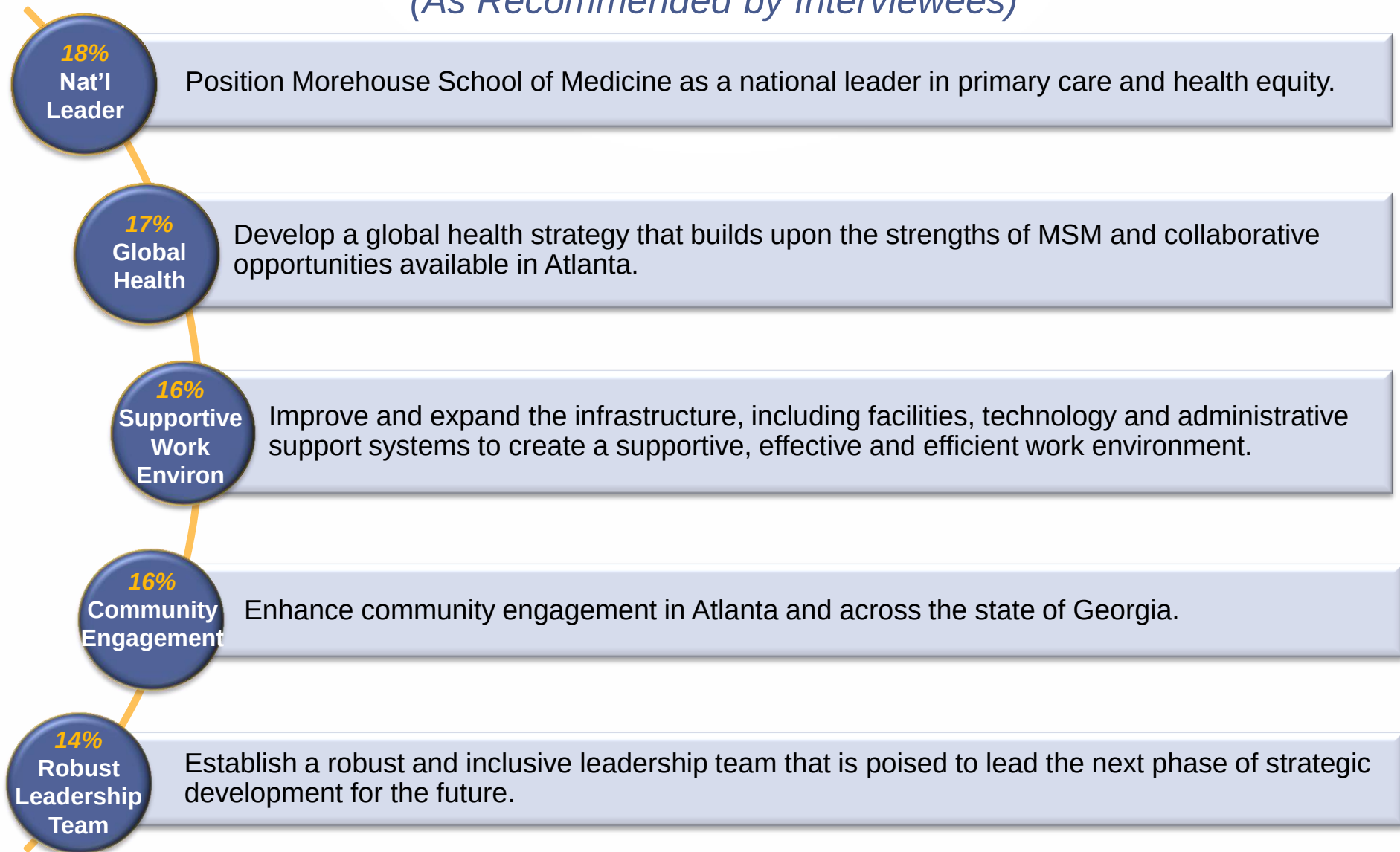
Top Strategic Priorities

(As Recommended by Interviewees)



Top Strategic Priorities

(As Recommended by Interviewees)



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

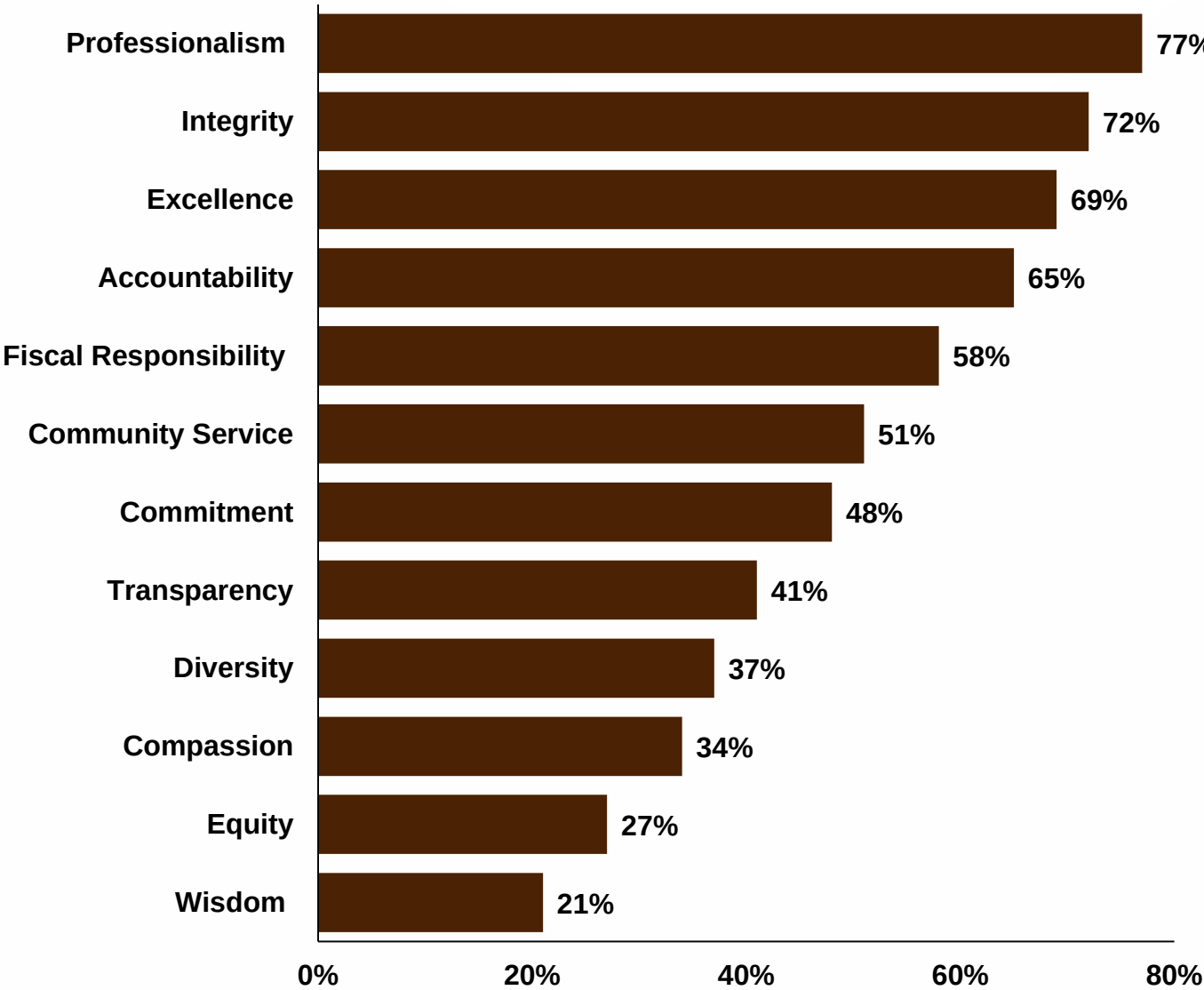
Strengthen alumni relations.

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).

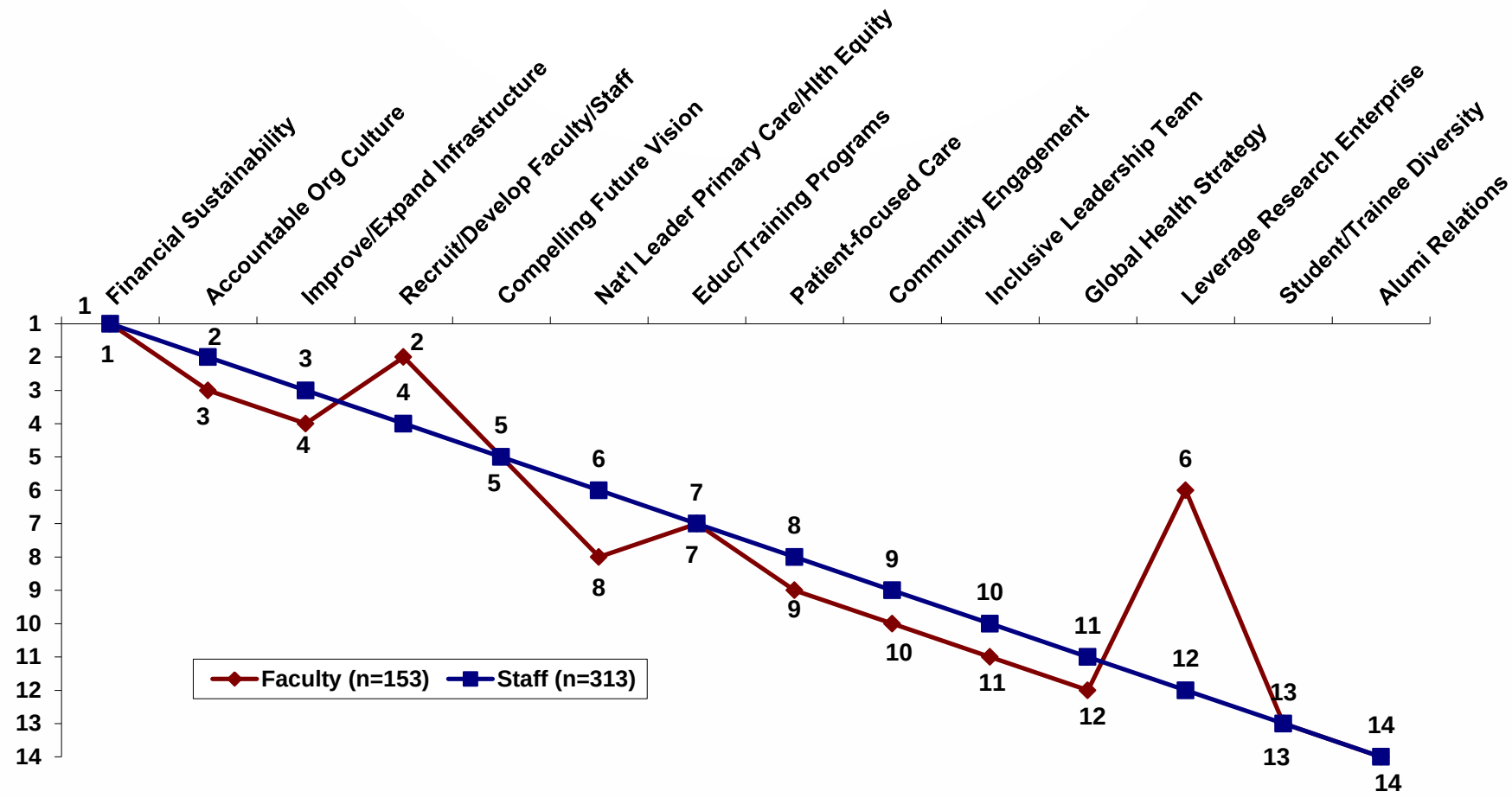
Most Important Core Values for the Future of MSM



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.

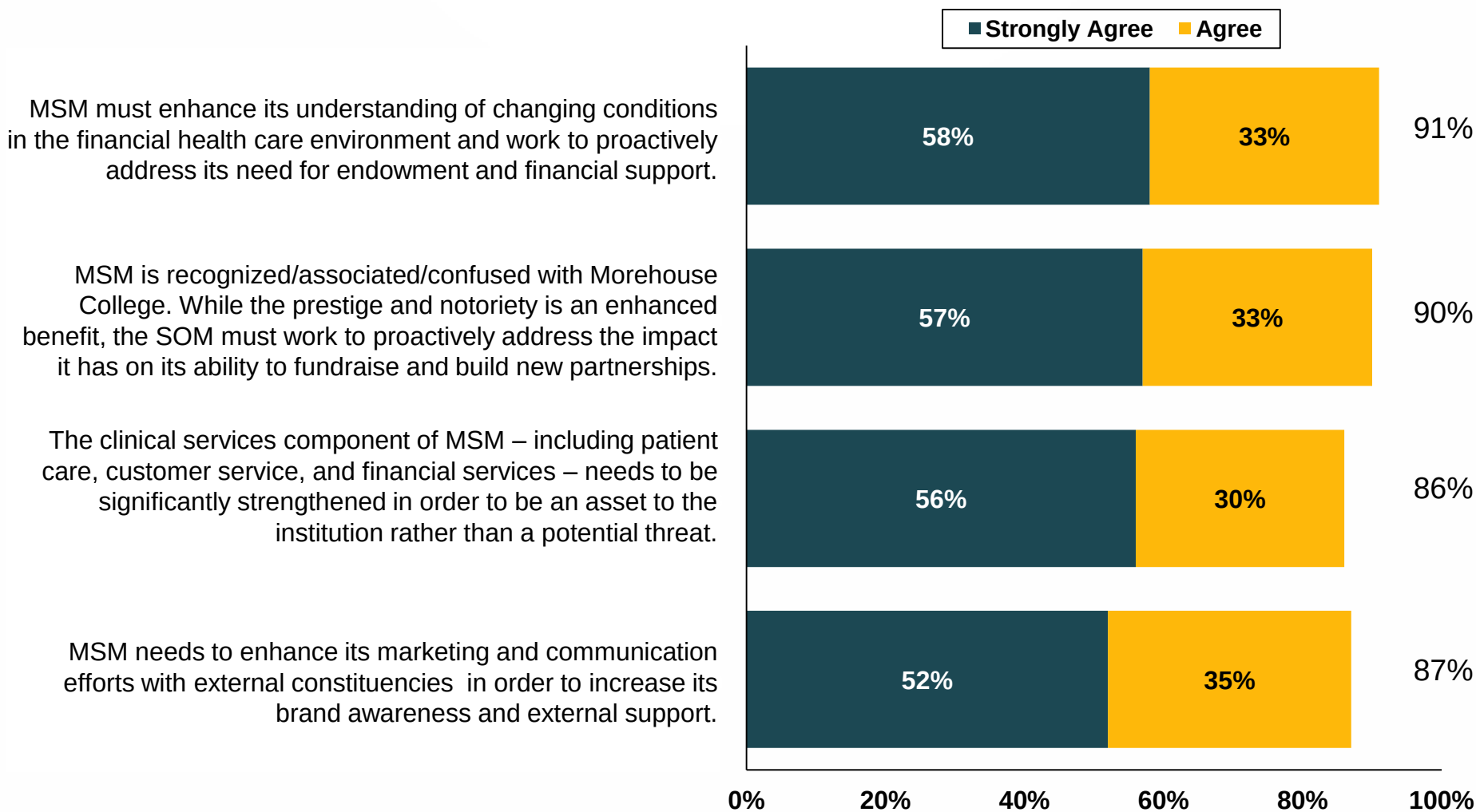
Strategic Priorities - Rankings: Faculty vs. Staff Survey Respondents



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.

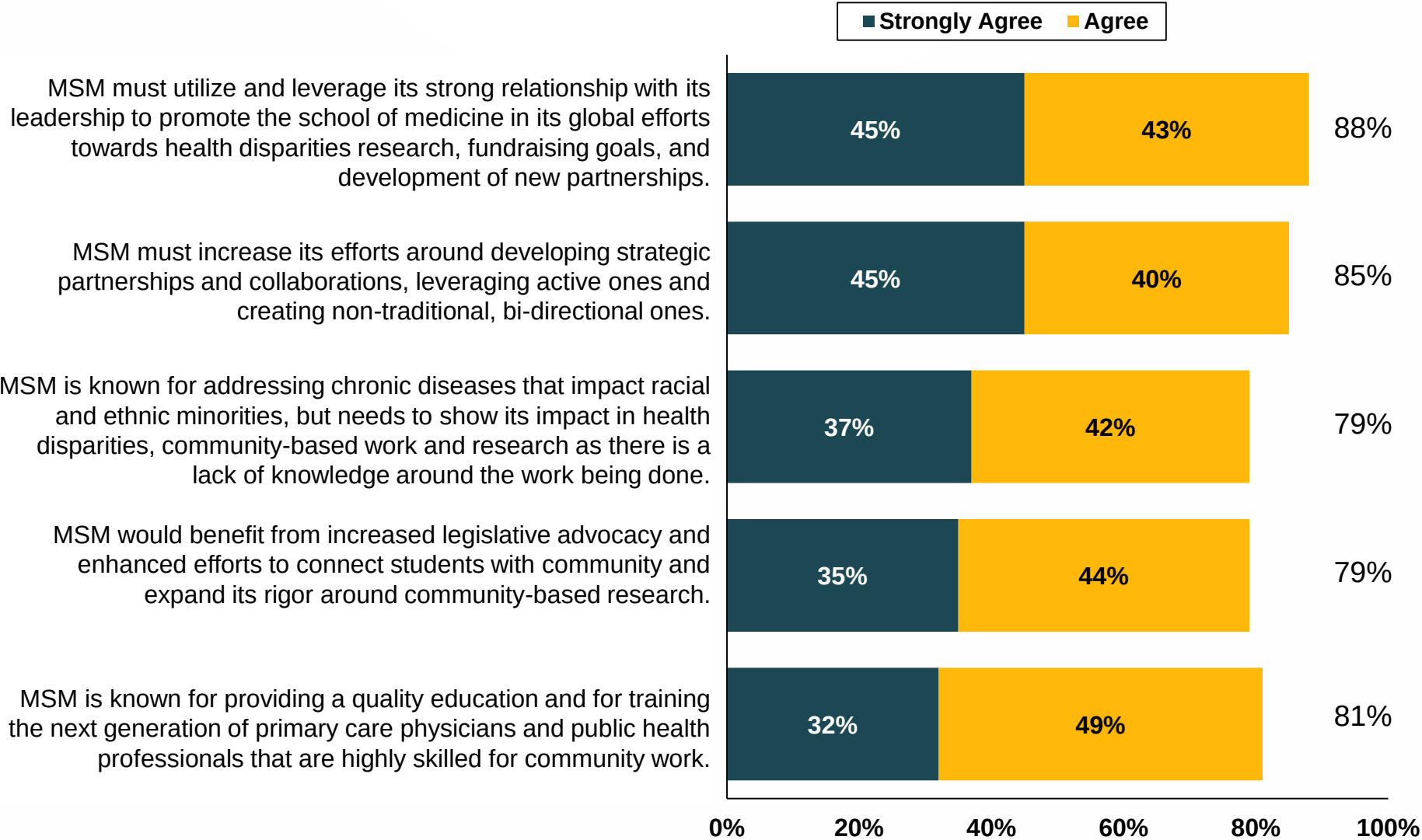
Survey Respondents’ Level of Agreement with Focus Group* Statements

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



* 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.

Survey Respondents’ Level of Agreement with Focus Group Statements
(Listed in Order of Strongly Agree %; Page 2 of 2)



Phase II
Define Global
Direction

PHASE II: STRATEGIC FRAMEWORK

Mission, Vision, Core Values, Goals

The MSM Mission (Our Core Purpose...Why MSM Exists)

We exist to:

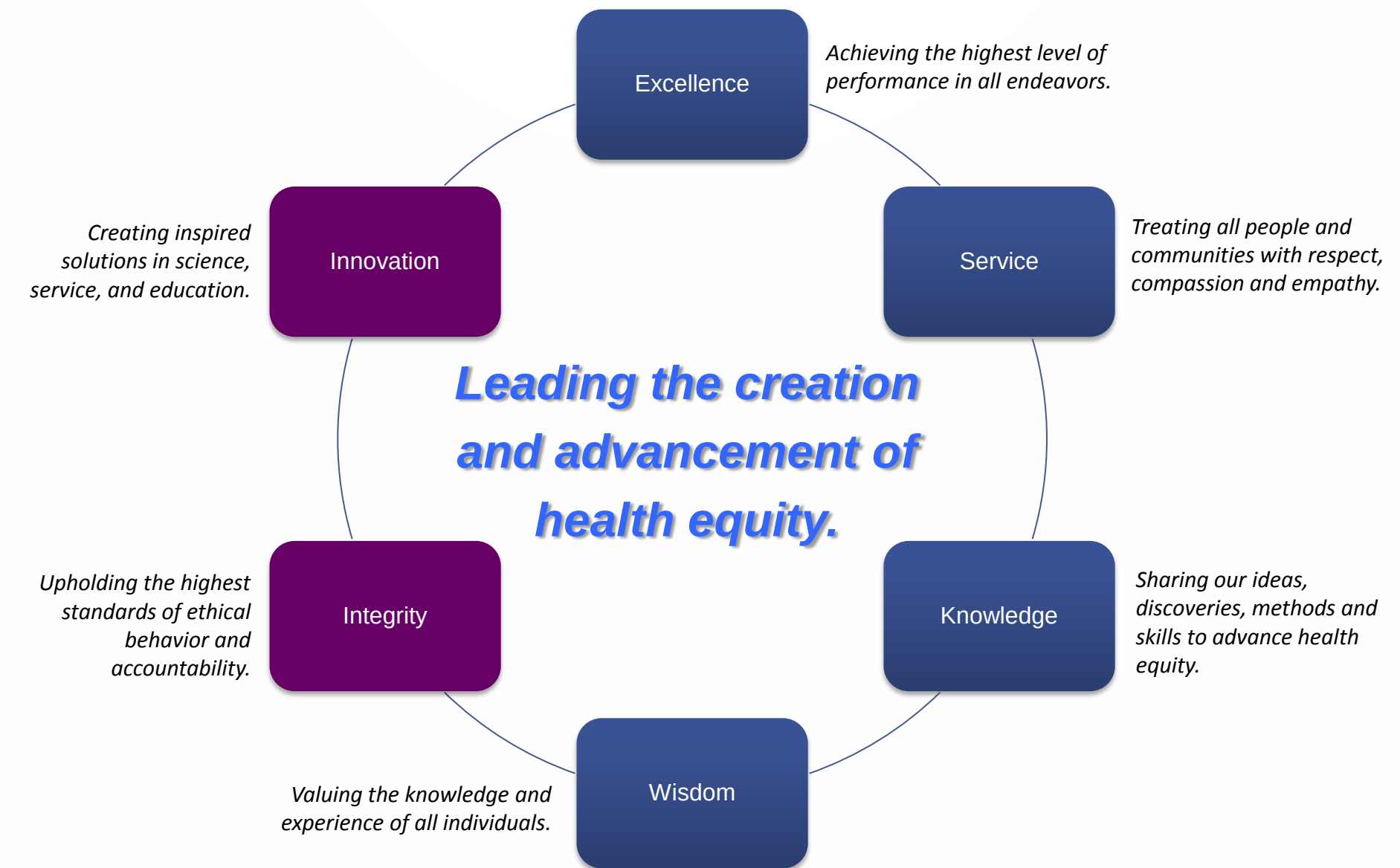
- Improve the health and well-being of individuals and communities;
- Increase the diversity of the health professional and scientific workforce;
- Address primary health care needs through programs in education, research and service;

With emphasis on people of color and the underserved urban and rural populations in Georgia, the nation and the world.

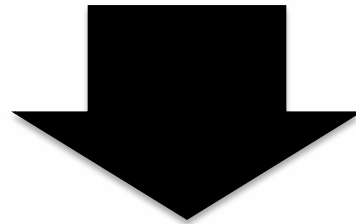
The MSM Vision (the Big Hairy Audacious Goal)

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

Core Values – Guiding Organizational Behavior and Shaping the Future



Leading the creation and advancement of health equity.



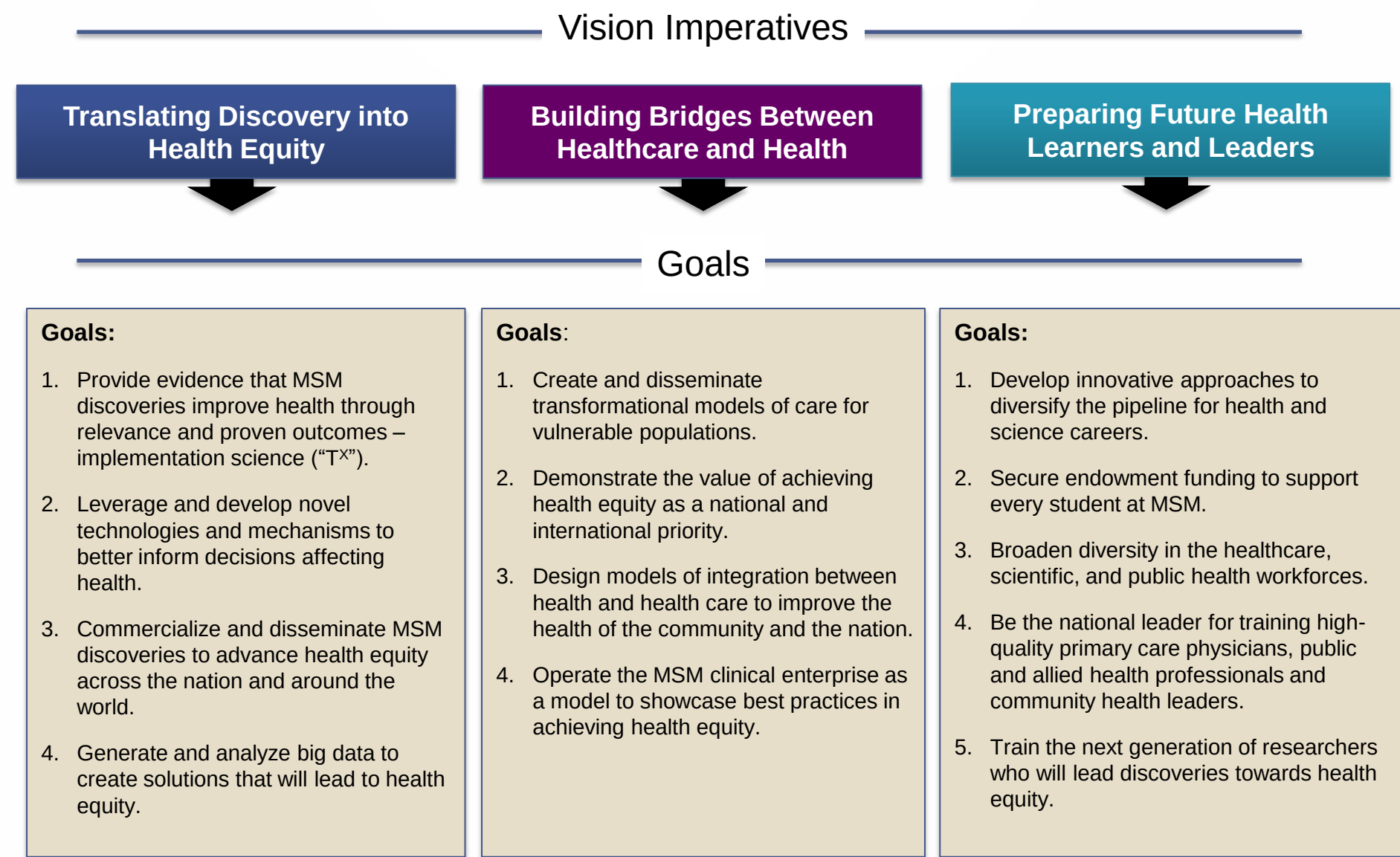
Vision Imperatives

Translating Discovery into
Health Equity

Building Bridges Between
Healthcare and Health

Preparing Future Health
Learners and Leaders

Goals to Achieve each Vision Imperative



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.

Phase III

Define Strategic Direction

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

I. Translating Discovery into Health Equity

GOALS	STRATEGIES
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).

II. Building Bridges Between Healthcare and Health

GOALS	STRATEGIES
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.

III. Preparing Future Health Learners and Leaders

GOALS	STRATEGIES
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.

Phase III Define Strategic Direction

FINAL MEETING: STRATEGY DESIGN TEAMS

- January Meetings: Address MSM Cross-Cutting Goals; Recommend Strategies & Tactics to the Steering Committee

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 and organizations aligned with MSM's mission.

Team-Specific Strategies to Support Collaboration & Partnerships

Translating Discovery into Health Equity

- 1.2: Establish MSM nationally preeminent community of T^x scholars.
- 2.1: Deploy a digital health strategy.
- 3.1: Establish MSM Innovation Center.
- 4.1: Build a biomedical data repository.
- 4.3: Become a recognized Health Information Technology (HIT) resource.
- 5.1: Support and sustain MSM research.

Building Bridges Between Healthcare and Health

- 1.2: Create a council of experts and thought leaders on MSM transformational models.
- 1.4: Establish a forum that fosters collaboration across primary care, community health, research and education for designing new models of care.
- 2.2: 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: Establish a National Office of Pipeline Development.
- 1.3: Leverage current successful programs to develop comprehensive strategies that prepare K-12 students from diverse backgrounds for success in health and science.
- 1.4: Cultivate regional and national partnerships to increase quality and availability for pipeline programs and initiatives.

Summary – Cross-Cutting Goal B: Communication & Culture
MSM-Wide and Team-Specific Strategies

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^x; showcase MSM T^x discoveries that have improved health outcomes.

Building Bridges Between Healthcare and Health

1.3: Develop the tools to document MSM as a value-based, quality provider.

Preparing Future Health Learners and Leaders

3.1: Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future professionals.
f: Ensure every MSM staff and faculty member understands their contribution to training the next generation of health professionals and community leaders.
5.1: Recruit and retain talented researchers and educators.
d: Leverage the knowledge of senior staff in the onboarding of new employees.

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.

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^x scholars at MSM that is the go-to resource for implementation science.

Building Bridges Between Healthcare and Health

- 4.4: Establish a MSM-wide employee 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 professionals.
- 3.2: Align learner recruitment with the overall aims of MSM.
- 5.1: Recruit and retain talented researchers and educators.
- 5.2: Maintain up-to-date information technology and research infrastructure needed to train future researchers.

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

Translating Discovery into Health Equity

- 1.3: Develop infrastructure, resources and protocols for T^x research and publications.

Building Bridges Between Healthcare and Health

- 4.1: Enhance clinical practice operations to support all MSM missions.

Preparing Future Health Learners and Leaders

- Goal 2: Establish an individual endowment for every MSM student.
 - 2.1: Expand philanthropic support for student scholarships.
 - 2.2: Establish relationships with the state and corporations to generate funding.
- 5.2: Maintain up-to-date information technology and research infrastructure needed to train future researchers.

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

Translating Discovery into Health Equity

- 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.

Building Bridges Between Healthcare and Health

- 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.

Preparing Future Health Learners and Leaders

- 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.

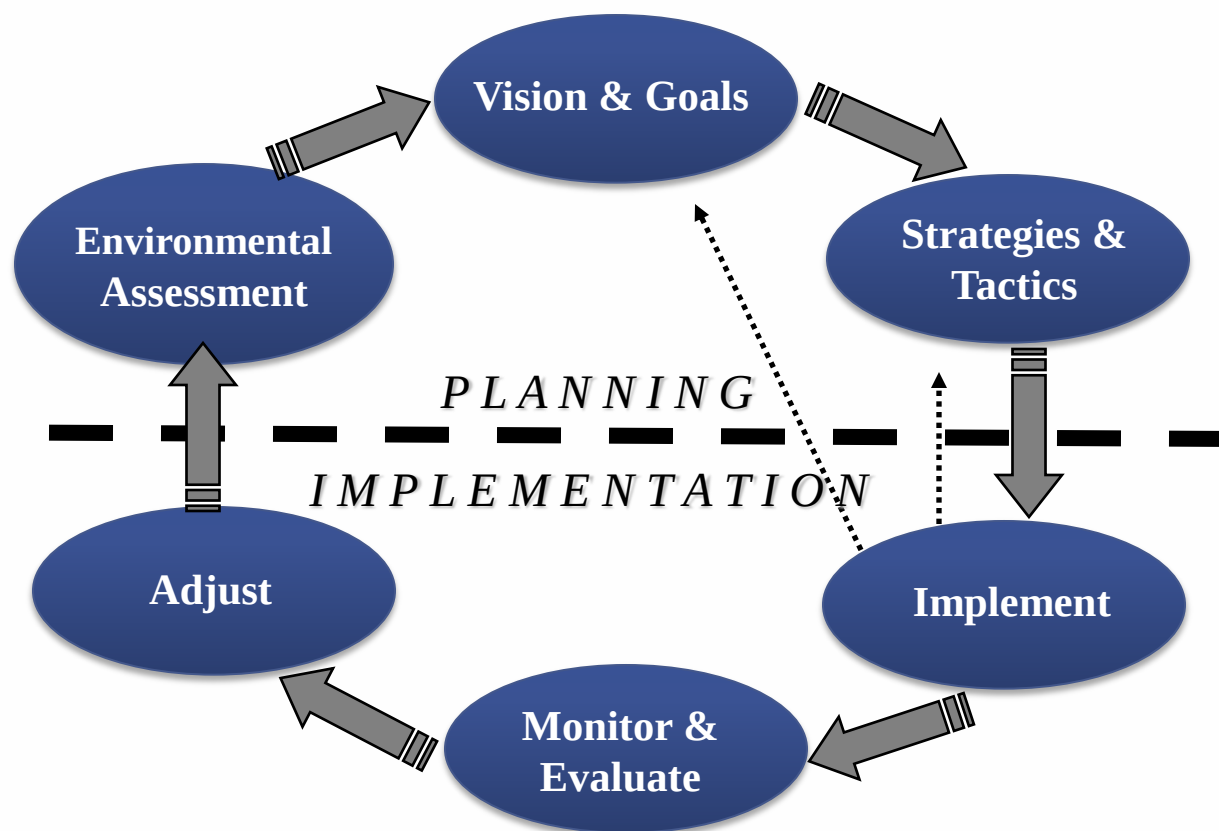
Phase IV Finalize the Plan

NEXT STEPS

- Launch Phase IV: Prepare the Full MSM Strategic Plan
- Present the Draft Strategic Plan to the Board of Trustees
- Implementation Planning Activities

Phases IV: Implementation and Tracking Mechanisms are Key Outcomes

...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

	2014						2015	
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
PHASE I: CONDUCT PLANNING RESEARCH								
Activity 1: Interviews	X							
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)				X		X	X	
Steering Committee Meetings (monthly)				X		X	X	
PHASE IV: FINALIZE PLAN/IMPLEMENTATION PLNG								
Present Draft Plan to the Board of Trustees								X
Steering Committee Meeting								X

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