

# FY18 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	FY16 Progress	FY17 Progress	FY18 Progress	Tactical FY18 Progress (Selected Items)	
<b>Goal 1:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Developed innovative community-based research proposals geared toward achieving health equity</li> <li>- Approved the hiring of post-doc for comprehensive portfolio assessments</li> <li>- Developed Natural Product Research Center to establish therapeutics in natural products with proven outcomes</li> </ul>	
<b>Goal 4:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Assessed secondary datasets for various health research</li> <li>- Assessed technical expertise needed to manage, mine, disseminate big data in collaboration and partnership with experts</li> <li>- Grew the National Center for Primary Care (NPC) secondary data research division</li> </ul>	
	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™).	●	●	●	<ul style="list-style-type: none"> <li>- Strengthened collaborative infrastructure, scientific productivity of Southeast Regional Clinicians Network (SERCN) by completing 2-year PCORI-funded engagement</li> <li>- Established national collaborations with other research networks/institutions</li> </ul>	
Vision Imperative 2: Building Bridges Between Healthcare and Health Strategies						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	Tactical FY18 Progress (Selected Items)	
<b>Goal 1:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Developed integrative medicine clinic for chronic disease management by use of a plant-based, oil-free diet</li> <li>- Held four workshops educating, training interns on health equity</li> <li>- Facilitated ethical leadership program addressing determinants of health</li> </ul>	
<b>Goal 2:</b> Demonstrate the value of achieving health equity as a national and international priority.	2.1 Produce and disseminate scholarly work this is the gold standard for designing and achieving health equity.	●	●	●	<ul style="list-style-type: none"> <li>- Developed definition of health equity &amp; strategic framework to study it</li> <li>- Disseminated MSM scholarship to local, state, regional &amp; federal policy makers via Health Equity Leadership &amp; Exchange Network (HELEN)</li> </ul>	
<b>Goal 4:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Migrated Electronic Medical Records (EMR) from Practice Partner to EPIC</li> <li>- Increased behavioral medicine best practices with underserved population within &amp; across institution</li> </ul>	
Vision Imperative 3: Preparing Future Health Learners and Leaders						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	Tactical FY18 Progress (Selected Items)	
<b>Goal 1:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Developed, implemented and sustained programs designed to increase underrepresented college students' retention in STEM; Placed 60 students in summer research experiences through Undergraduate Health Sciences Academy (UHSA)</li> <li>- Developing KPIs &amp; strategic plan for MSM-Tuskegee Airmen Global Academy (TAG) initiative</li> </ul>	
<b>Goal 2:</b> Establish an individual endowment for every MSM student.	2.1 Expand philanthropic support for student scholarships.	●	●	●	<ul style="list-style-type: none"> <li>- Established and funded endowment</li> <li>- Expanded philanthropic support for preventive medicine training</li> <li>- 2.5-fold increase in scholarships</li> </ul>	
<b>Goal 3:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Increased resources for the Office of Faculty Affairs and Development</li> <li>- Established the MSM Recruitment Strategy Committee</li> <li>- Implementing the inaugural MSM Leadership Academy</li> </ul>	
Cross-Cutting Goals						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	Tactical FY18 Progress (Selected Items)	
<b>D. Resources &amp; Philanthropy:</b> Secure sustainable resources.	D.1 Build a diverse and sustainable financial platform.	●	●	●	<ul style="list-style-type: none"> <li>- Built an expanded alumni and constituent engagement program with 20% participation goal</li> <li>- Reviewed, implemented operational excellence projects such as shared services, grants &amp; contracts reorganization, etc.</li> <li>- Improved financial image by successful completion of interim audit, campus vendor showcases and help desk functionality</li> </ul>	
	D.2 Enhance fundraising capacity, increase donor engagement and create a culture of giving.	●	●	●	<ul style="list-style-type: none"> <li>- Hired new professionals in Institutional Advancement</li> <li>- Partnered with Centers, Institutes to submit collaborative grants</li> <li>- Established friends of Neuroscience group</li> </ul>	
<b>E. Branding &amp; Marketing:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Developed new partnerships with media outlet for bi-directional communication</li> <li>- Launched comprehensive coordinated branding, marketing, public relations campaign for MSM and Morehouse Healthcare</li> </ul>	

# FY18 Strategic Plan Scorecard

## 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	FY16 Progress	FY17 Progress	FY18 Progress	Tactical FY18 Progress (Selected Items)	
<b>Goal 1:</b> 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™.	●	●	●	<ul style="list-style-type: none"> <li>- Facilitated retreat for Cardiovascular Research Institute to support Tx™ science</li> <li>- Developed expert marketing team with goal of disseminating Tx™ information</li> <li>- Preventional Research Center submitted 5 manuscripts promoting Tx™ science</li> </ul>	
<b>Goal 2:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Leveraging smartphone, social media usage to health intervention programs</li> <li>- Implemented Health Information Exchange platform for interoperability of health care providers</li> <li>- Leveraged national coalitions to inform health equity policy recommendations</li> </ul>	
Vision Imperative 2: Building Bridges Between Healthcare and Health Strategies						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	Tactical FY18 Progress (Selected Items)	
<b>Goal 4:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Improved credentialing process to ensure best practices in our clinical practices</li> <li>- Facilitated risk management and clinical compliance in physician compliance and training, medical documentation, and billing compliance</li> </ul>	
Vision Imperative 3: Preparing Future Health Learners and Leaders						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	Tactical FY18 Progress (Selected Items)	
<b>Goal 3:</b> Broaden diversity in the healthcare, scientific and public health workforces.	3.2 Align learner recruitment with the overall aims of MSM.	●	●	●	<ul style="list-style-type: none"> <li>- Matched 10% of MSM MD graduates to MSM residency programs</li> <li>- Increased recruitment from Atlanta University Center (AUC) schools (10% of MSMS students are AUC grads)</li> <li>- 80% of the 2018 entering MPH and Graduate Education in Biomedical Sciences (GEBs) students are qualified GA residents</li> </ul>	
<b>Goal 4:</b> Lead in training the next generation of physicians and allied health professionals, public health and community health leaders and biomedical scientists who will create and advance health equity.	4.1 Strategically expand existing programs while sustaining academic excellence for academically diverse students.	●	●	●	<ul style="list-style-type: none"> <li>- Acquired assessment/outcomes software to ensure quality of all programs</li> <li>- Obtaining provisional accreditation of MSM Physician Assistant program</li> <li>- Enhancing clinical practice operation's ability to support all MSM missions</li> </ul>	
	4.2 Develop innovative new curricula to advance and support health equity.	●	●	●	<ul style="list-style-type: none"> <li>- Received copyrights for new Residency curriculum (SABER Curriculum)</li> <li>- Launched MD curriculum redesign initiative</li> <li>- Designed new approach in mentoring MPH students in population health</li> </ul>	
	4.3 Increase national recognition for MSM's success in training a qualified and diverse workforce.	●	●	●	<ul style="list-style-type: none"> <li>- Developing grad courses incorporating cutting-edge research to achieve health discoveries advancing health equity</li> <li>- Achieved scores at or above the national 5-year mean in the subject exams</li> <li>- Presented and published scholarly work in biomedical education</li> </ul>	
Cross-Cutting Goals						
Goal	Strategy	FY16 Progress	FY17 Progress	FY18 Progress	Tactical FY18 Progress (Selected Items)	
<b>A. Collaboration &amp; Partnerships:</b> Expand, diversify and solidify collaboration and strategic partnerships.	A.1 Strengthen and expand existing relationships, collaborations, and partnerships in support of MSM's mission.	●	●	●	<ul style="list-style-type: none"> <li>- Built, maintained collaborations with regional stakeholders to provide optimum patient care</li> <li>- MSBT student completed internship at UC-Berkeley; 2 PhD students completed internship with Eli Lilly</li> <li>- Expanded 6 partnerships to meet Institutional Advancement priorities</li> </ul>	
	A.2 Actively seek new partnerships aligned with MSM's mission.	●	●	●	<ul style="list-style-type: none"> <li>- Secured new strategic partnerships with four foundations</li> <li>- Trained 100 community residents, 20 organizations and 100 researchers in effective methods of community-researcher/academic partnership development</li> <li>- Developed, implemented Planned Giving campaign in collaboration with Legacy Leaders</li> </ul>	
<b>B. Communication &amp; Culture:</b> Strengthen internal and external communication.	B.1 Enhance communication mechanisms across MSM.	●	●	●	<ul style="list-style-type: none"> <li>- Enhanced compliance through integration of 8 elements of compliance effectiveness documentation</li> <li>- Increased publications and presentations in the Department of Medical Education</li> </ul>	
<b>C. People:</b> 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.	●	●	●	<ul style="list-style-type: none"> <li>- Conducted MSM Employee Engagement Survey</li> <li>- Improved engagement, satisfaction with Morehouse Healthcare (MHC) via facilitation of Physician/Provider communication channels</li> <li>- Launched appreciation program for faculty and staff in Department of Neurobiology</li> </ul>	
	C.2 Cultivate a highly-effective workforce that strives for excellence and productivity.	●	●	●	<ul style="list-style-type: none"> <li>- Created unit-level development opportunities for mid-level admin assistants</li> <li>- Developed institution-wide wellness program to improve health, wellness of MSM employees</li> <li>- Conducted market analysis for MSM, MHC to improve overall customer satisfaction as it relates to salaries</li> </ul>	

\*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.

