Morehouse School of Medicine

Strategic Planning Initiative
Update Based on December Strategic Planning Meetings

December 16, 2014
Morehouse School of Medicine Strategic Planning Initiative

Contents

◆ Strategic Planning Process
◆ Phase I: Strategic Planning Research Highlights
  ▪ Internal & External Interview Results
  ▪ Stakeholder Survey Results
◆ Phase II: Strategic Planning Framework
  ▪ 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 Strategic Planning Process – *Where we are Today*

### 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

### Phase IV: Finalize the Plan
- Priorities Strategies
- Develop Implementation Plan with Target Dates and Strategy Champions Identified
- Finalize Strategic Plan and “Roadmap”
### The MSM Strategic Planning Timeline

<table>
<thead>
<tr>
<th>Phase I - Conduct Planning Research</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>JUL</td>
<td>AUG</td>
</tr>
<tr>
<td>Activity 1: Interviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 2: External Stakeholder Focus Groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 3: Stakeholder Survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 4: Environmental Assessment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steering Committee Kickoff Meeting</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase II - Define Global Direction</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>JUL</td>
<td>AUG</td>
</tr>
<tr>
<td>Steering Committee Strategic Planning Retreat</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase III - Define Strategic Direction</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Design Team Meetings (monthly)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steering Committee Meetings (monthly)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase IV - Finalize Plan/Implementation Plan</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present Draft Plan to the Board of Trustees</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Steering Committee Meeting</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
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.

**Goals**
A short list of measurable imperatives used to assess progress in executing the plan.

**Strategies**
Specific actions describing *how* to achieve the organization’s vision and goals.

**Tactics**
Detailed instructions provided to guide in plan implementation.

---

### Mission

**Vision Statement & Values**

- **Goal A**
  - Strategy A-1
  - Strategy A-2

- **Goal B**
  - Strategy B-1
  - Strategy B-2

- **Goal C**
  - Strategy C-1
  - Strategy C-2
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.

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

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.

http://www.msm.edu/StrategicPlan/index.php
Morehouse School of Medicine Strategic Planning Initiative

MSM Strategic Planning Steering Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tabia</td>
<td>Akintobi, M.D. Associate Professor, Principal Investigator and Director</td>
</tr>
<tr>
<td>Ngozi</td>
<td>Anachebe, M.D. Associate Dean, Admissions and Student Affairs</td>
</tr>
<tr>
<td>Cinnamon</td>
<td>Bradley, M.D. Assistant Professor, Internal Medicine</td>
</tr>
<tr>
<td>Ryan</td>
<td>Burke MPH Student</td>
</tr>
<tr>
<td>John</td>
<td>Case, Ed.D. Senior Vice President Finance and Operations</td>
</tr>
<tr>
<td>Ed</td>
<td>Childs, M.D. Chair, Surgery</td>
</tr>
<tr>
<td>Art</td>
<td>Collins Board of Trustees</td>
</tr>
<tr>
<td>Daniel</td>
<td>Dawes, Esq.* Executive Director Government Affairs</td>
</tr>
<tr>
<td>Jeffrey</td>
<td>Eugene M.D. Student</td>
</tr>
<tr>
<td>Virginia</td>
<td>Floyd, M.D.* Assistant Professor, Community Health and Preventative Medicine</td>
</tr>
<tr>
<td>Byron</td>
<td>Ford, Ph.D.* Vice Chair and Professor, Neurobiology</td>
</tr>
<tr>
<td>Andrea</td>
<td>Fox Chief Planning Officer, Office of the President</td>
</tr>
<tr>
<td>Michelle</td>
<td>Harper Allen, M.D. Pediatrics Resident</td>
</tr>
<tr>
<td>Bennie</td>
<td>Harris, Ph.D.* Senior Vice President Institutional Advancement &amp; Marketing</td>
</tr>
<tr>
<td>Sandra</td>
<td>Harris-Hooker, Ph.D.* Vice President and Executive Vice Dean</td>
</tr>
<tr>
<td>Janice</td>
<td>Herbert-Carter, M.D.* Associate Professor &amp; Chair Medical Education</td>
</tr>
<tr>
<td>Constance</td>
<td>Mack-Andrews Manager, Employee Services and Human Resources</td>
</tr>
<tr>
<td>Dale</td>
<td>Mack Director, Radiation Safety</td>
</tr>
<tr>
<td>Roland</td>
<td>Matthews, M.D. Chair, OG/GYN</td>
</tr>
</tbody>
</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</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gail</td>
<td>Chair, Psychiatry and Behavioral Sciences</td>
</tr>
<tr>
<td>Robert</td>
<td>Vice Chair &amp; Associate Director Research</td>
</tr>
<tr>
<td>Rhonda</td>
<td>Board of Trustees</td>
</tr>
<tr>
<td>Stephanie</td>
<td>Assistant Dean Grad Ed and Public Health</td>
</tr>
<tr>
<td>Rene</td>
<td>Sr. Department Administrator Psychiatry and Behavioral Sciences</td>
</tr>
<tr>
<td>Michelle</td>
<td>Associate Professor Family Medicine</td>
</tr>
<tr>
<td>Ketema</td>
<td>Associate Professor Neurobiology</td>
</tr>
<tr>
<td>Darren</td>
<td>Project Management Information Technology</td>
</tr>
<tr>
<td>George</td>
<td>Professor of Family Medicine and Co-Director, National Center for Primary Care</td>
</tr>
<tr>
<td>Takara</td>
<td>Ph.D. Student</td>
</tr>
<tr>
<td>Veronica</td>
<td>Administrative Assistant III Clinical Skills Center</td>
</tr>
<tr>
<td>Winston</td>
<td>Professor &amp; Chair Physiology</td>
</tr>
<tr>
<td>Gianluca</td>
<td>Professor &amp; Chair Pharmacology</td>
</tr>
<tr>
<td>Yasmine</td>
<td>Chair Pediatrics</td>
</tr>
<tr>
<td>Mary</td>
<td>Library Medical Education</td>
</tr>
<tr>
<td>Yolanda</td>
<td>Associate Dean Graduate Medical Education</td>
</tr>
<tr>
<td>Lawrence</td>
<td>Professor &amp; Chair Anatomy and Pathology</td>
</tr>
<tr>
<td>Andrea</td>
<td>Associate Professor Neurobiology</td>
</tr>
</tbody>
</table>

**Initiative Liaison with AMC Strategies:**

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

#### External Interviewees (13)
- Ms. Madelyn Adams
- Dr. Carlton Brown
- Dr. John Eaves
- Ms. Susan Grant
- Mr. Russ Hardin
- Mr. John Haupert
- Mr. Eric Johnson
- Mr. Milton Little
- Dr. Gary Nelson
- Ms. Maria Saporta
- Dr. Beverly Tatum
- Mr. Hank Thomas
- Ms. Charmaine Ward
Morehouse School of Medicine Strategic Planning: Results of Interviews

Highlights – Internal SWOT Analysis Across Mission Areas

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<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>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<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>
</tr>
</tbody>
</table>
Morehouse School of Medicine Strategic Planning: *Results of Interviews*

## Strengths and Weaknesses

Identified by **External** Stakeholders

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Commitment to training high-quality primary care physicians.</td>
<td>- Need for a strong professional leadership team.</td>
</tr>
<tr>
<td>- Reputation for producing nationally known health care leaders.</td>
<td>- Difficulty recruiting and retaining quality faculty.</td>
</tr>
<tr>
<td>- Strong collaborative partnerships with Grady Hospital and Emory University.</td>
<td>- Not viewed as one of Atlanta’s major research institutions.</td>
</tr>
<tr>
<td>- High retention rates for non-traditional students.</td>
<td>- Inability to show results from State funding that was provided to address shortage of primary care physicians in Georgia.</td>
</tr>
<tr>
<td>- Strong commitment to serving underserved minority populations.</td>
<td>- Low admission standards; filling medical and residency vacancies with foreign students.</td>
</tr>
<tr>
<td>- Faculty and student expertise in addressing health disparities.</td>
<td>- Need to effectively communicate research findings to the community.</td>
</tr>
</tbody>
</table>
## Morehouse School of Medicine Strategic Planning: Results of Interviews

### Opportunities Identified By *External* Stakeholders

<table>
<thead>
<tr>
<th>Growth &amp; Investment</th>
<th>Be a Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Develop donor base and grow MSM’s endowment.</td>
<td>▪ Lead in the education of primary care physicians and addressing the shortages of health care providers in rural areas.</td>
</tr>
<tr>
<td>▪ Identify and focus investments in targeted research areas.</td>
<td>▪ Be a community leader in translating health care policy to consumers.</td>
</tr>
<tr>
<td>▪ Rebuild Morehouse Healthcare into a patient-centered and financially sustainable clinical care operation.</td>
<td>▪ Improve regional and global brand recognition.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Partnerships &amp; Engagement</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Expand and improve relationships with Grady Hospital and Emory University.</td>
<td>▪ Increase the quality of the educational experience and the applicant pool.</td>
</tr>
<tr>
<td>▪ Engage the local community to promote prevention and wellness.</td>
<td>▪ Reduce leadership turnover and strengthen skills of key administrative leaders.</td>
</tr>
<tr>
<td></td>
<td>▪ Create a pipeline of under-represented minority students interested in health professions and train allied health care providers.</td>
</tr>
</tbody>
</table>
Develop a transparent, accountable organizational culture that fosters communication amongst faculty, staff, students and trainees and that boosts morale.

Ensure financial sustainability; target new sources of funding and improve efficiency.

Strengthen clinical operations and patient-focused care to allow for growth of the clinical enterprise.

Grow MSM’s education and training programs while maintaining excellence and uniqueness of the programs.

Recruit, retain and develop talented faculty and staff.
Position Morehouse School of Medicine as a national leader in primary care and health equity.

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

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

Enhance community engagement in Atlanta and across the state of Georgia.

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>Agreement %</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>
</tr>
</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)

- MSM must utilize and leverage its strong relationship with its leadership to promote the school of medicine in its global efforts towards health disparities research, fundraising goals, and development of new partnerships. 88%
  - Strongly Agree: 45%
  - Agree: 43%

- MSM must increase its efforts around developing strategic partnerships and collaborations, leveraging active ones and creating non-traditional, bi-directional ones. 85%
  - Strongly Agree: 45%
  - Agree: 40%

- MSM is known for addressing chronic diseases that impact racial and ethnic minorities, but needs to show its impact in health disparities, community-based work and research as there is a lack of knowledge around the work being done. 79%
  - Strongly Agree: 37%
  - Agree: 42%

- MSM would benefit from increased legislative advocacy and enhanced efforts to connect students with community and expand its rigor around community-based research. 79%
  - Strongly Agree: 35%
  - Agree: 44%

- MSM is known for providing a quality education and for training the next generation of primary care physicians and public health professionals that are highly skilled for community work. 81%
  - Strongly Agree: 32%
  - Agree: 49%
PHASE II: STRATEGIC FRAMEWORK
Vision, Core Values, Goals
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
- Innovation
- Service
- Integrity
- Knowledge
- Wisdom

Leading the creation and advancement of health equity.

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

MSM Vision and Strategic Imperatives

Leading the creation and advancement of health equity.

Strategic Imperatives to Achieving the Vision

1. Translating Discovery into Health Equity
2. Building Bridges Between Healthcare and Health
3. Preparing Future Health Learners and Leaders
Morehouse School of Medicine Strategic Planning Initiative

Strategic Imperatives & Cross Cutting Goals (to be addressed at team January meetings)

Leading the creation and advancement of health equity.

Strategic Imperatives to Achieving the Vision

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

The Big Innovative Ideas and Goals to Achieve each Strategic Imperative

Strategic Imperatives to Achieving the Vision

Translating Discovery into Health Equity

Building Bridges Between Healthcare and Health

Preparing Future Health Learners and Leaders

Big Innovative Ideas and Goals

Goals:

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.
5. Align MSM research across the translational continuum towards the vision of 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.

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.
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
- Annemarie Eades
- Kisha Holden
- James Lillard
- Dale Mack
- Robert Mayberry
- Ketema Paul
- Takara Scott
- Taya Scott
- Rondereo Sidney
- Pamela Simmons
- Herman Taylor
- Winston Thompson
- Gianluca Tosini
- Isaiah Whitey
- An Zhou

## Building Bridges Between Healthcare and Health
- Daniel Dawes*
- George Rust*
- 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
- 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
- Denise McGee
- 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>PRELIMINARY STRATEGIES (for team discussion at December meeting)</th>
</tr>
</thead>
</table>
| **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.  
1.2: Establish a nationally preeminent community of TX scholars at MSM that is the go-to resource for implementation science.  
1.3: Develop infrastructure, resources and protocols for data collection to support TX research and publications to document outcomes.  
1.4: Strategically position MSM as the creator and leader of TX. |
| **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: Establish a new MSM Office of Integrated Planning and Decision Support (IPADS) to provide administrative big data management and analysis that facilitates strategic decision-making across the organization.  
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 (TX). |
| **(NEW) Goal 5:** Align MSM research across the translational research continuum towards the vision of health equity. | 5.1 Support and sustain MSM research. |
## GOALS

### 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.

## II. Building Bridges Between Healthcare and Health
## GOALS

### 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 degree curricula.

4.2: 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: Teams Discuss Homework Results on the MSM Cross-Cutting Goals; Recommend Strategies & Tactics to the Steering Committee
Morehouse School of Medicine Strategic Planning Initiative

Strategic Imperatives & Cross Cutting Goals *(to be addressed at team January meetings)*

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

---

**Strategic Imperatives to Achieving the Vision**

- 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.
NEXT STEPS

- Launch Phase IV: Prepare the Full MSM Strategic Plan
- Present the Draft Strategic Plan to the Board of Trustees
- Implementation Planning with the Steering Committee
Morehouse School of Medicine Strategic Planning Initiative

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

<table>
<thead>
<tr>
<th>Phase I - Conduct Planning Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1: Interviews</td>
</tr>
<tr>
<td>Activity 2: External Stakeholder Focus Groups</td>
</tr>
<tr>
<td>Activity 3: Stakeholder Survey</td>
</tr>
<tr>
<td>Activity 4: Environmental Assessment</td>
</tr>
</tbody>
</table>

*Steering Committee Kickoff Meeting*

<table>
<thead>
<tr>
<th>Phase II - Define Global Direction</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Steering Committee Strategic Planning Retreat</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase III - Define Strategic Direction</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Strategy Design Team Meetings (monthly)</em></td>
</tr>
<tr>
<td><em>Steering Committee Meetings (monthly)</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase IV - Finalize Plan/Implementation PLNG</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Present Draft Plan to the Board of Trustees</em></td>
</tr>
<tr>
<td><em>Steering Committee Meeting</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>JUL</td>
<td>AUG</td>
</tr>
<tr>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

X indicates the month in which the activity is scheduled to occur.