

Excellence Through
Health Equity
MSM Strategic Plan 2015-2020



Morehouse School of Medicine

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Excellence Through Health Equity

MSM Strategic Plan 2015-2020

*The road map to our future and the
communities we serve.*





The time is finally here. After a year and a half of listening, meeting, planning, meeting and planning some more, we are at the point of execution. And now we're armed with an extraordinary road map: a bold new strategic plan that stretches us all.

I use the words “us” and “all” deliberately. In many ways, health is both a great equalizer and common denominator. Whether it's concern for our children, aging parents or ourselves, the quality of health, health care and health care policy matters to our families, communities, nation and world. And no one is immune. It tugs at our mortality and morality in a way that nothing else does. Conversely, the economics of poor health are astounding and unsustainable. As some say, “our health is our wealth.”

Our new strategic plan, therefore, is predicated on collaborations and partnerships as the way forward. It's predicated on the notion that all people within the organization matter, and integrity and innovation are paramount to success. But even as an exceptional private medical school with a profound public mission, Morehouse School of Medicine cannot do this alone. Our new vision—leading the creation and advancement of health equality—is achievable only when we work together.

So that's what we intend to do – work together. Work to become the finest run academic medical center in the nation; work to produce extraordinary bench and bedside research that “moves the needle” in our communities; work to provide patient care that is second-to-none; work to recruit and retain the nation's leading scientists and clinicians committed to health equity; work to recruit, educate and train the nation's future learners and leaders in this effort; and work to build alliances with organizations and companies, both large and small, that are equally vested in this critical work and how we plan to do it is outlined within this executive summary.

The time is finally here, and we look forward to all of us working together.



Best Regards,

Valerie Montgomery Rice, M.D.
President and Dean

Overview

Excellence Through Health Equity:

MSM Strategic Plan 2015-2020



Morehouse School of Medicine President and Dean Valerie Montgomery Rice with members of the MSM Strategic Plan steering committee.



We at Morehouse School of Medicine are fully invested in our mission and dedicated to becoming a leader in closing the health gap and creating health equity. Fulfilling our mission and achieving our new vision require both progressive change and a bold strategic plan aligned with both mandates.

During our strategic planning process, we engaged in an intensive approach to position the institution for transformational change and growth – providing it with a robust platform to address dynamic health needs, health care, health policy and health systems. Our strategic planning process endeavored to provide a future-focused road map for research, education, service, and community engagement, while also building a business model for institutional and operational excellence rooted in shared vision, shared governance, and partnerships.

The goals included developing a comprehensive, mission-oriented and integrated strategic plan—leveraging both the strengths of our

40-year history and the opportunities that lie ahead.

We began the four-phase strategic planning process on July 1, 2014. Phase I involved extensive research and data gathering, including interviews and SWOT analyses with internal and external stakeholders. Phase II focused on developing our vision statement based on survey results, and building design teams to develop measurable goals and strategies. During Phase III, monthly strategy sessions produced the “road map” to achieve the vision, goals, strategies and tactics. In Phase IV, we finalized the plan and produced the implementation strategy with tracking mechanisms for key outcomes.

The MSM leadership was intricately involved in each phase of the process. Progress and updates were generated and communicated across the institution on the website, during quarterly Town Halls, and by e-mail.

Our Board of Trustees, administration, faculty, staff, students, alumni and external stakeholders were invited to

participate and give input and feedback. Individuals across the institution and many from the community worked closely and collaboratively to develop the vision and identify goals, strategies and tactics. This collaborative effort by passionate and committed internal and external stakeholders produced our new five-year strategic plan, Excellence through Health Equity: MSM Strategic Plan 2015-2020, which is outlined in this executive summary.

For more information about the strategic plan, or to offer feedback during its implementation, please contact Blair Edwards at baedwards@msm.edu or 404.752.8688. You can also visit www.msm.edu/StrategicPlan to provide feedback online.

Sincerely,

David Hefner, Ed.D.
Chief of Staff and Vice President for Strategic Planning

Vision

LEADING
THE CREATION
AND ADVANCEMENT
OF HEALTH EQUITY

Core Values

- 1. Excellence:* Achieving the highest level of performance in all endeavors
- 2. Service:* Treating all people and communities with respect, compassion and empathy
- 3. Knowledge:* Sharing our ideas, discoveries, methods and skills to advance health equity
- 4. Wisdom:* Valuing the knowledge and experience of all individuals
- 5. Integrity:* Upholding the highest standards of ethical behavior, transparency and accountability
- 6. Innovation:* Creating inspired solutions in science, service and education

“Health equity means giving people what they need, when they need it, and in the amount that they need in order to reach their optimum level of health.”

— MSM President Valerie Montgomery Rice, M.D.

Mission

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 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.

Vision Imperative I

Translating Discovery into Health Equity

Great research, state-of-the-art laboratories, and translational discovery distinguish great medical institutions and significantly contribute to health care advancements across the full spectrum of diseases. From the genetic epidemiology of cardiovascular disease to neuroscience research to the physiology of sleep disorders, Morehouse School of Medicine leads advanced research projects to improve the health and well-being of vulnerable populations throughout Georgia, the nation and the world.



Goals



Advanced interdisciplinary research of faculty, students and academic partners is at the epicenter of innovation and breakthrough science. The translation of basic science discovery into clinical practice that improves the health status of communities is imperative to achieving health equity.

Vision Imperative I: Translating Discovery Into Health Equity guides the institution's aspiration to translate discovery into health equity by ensuring that every research project we undertake moves from the lab to the clinic to the community in order to move the needle toward health equity.

MSM brings extraordinary capacity to translational research. Our research portfolio in population health, cancer, cardiovascular disease, neuroscience and behavioral health, among others, is well-established with significant funding from the National Institutes of Health and others. Our clinical services capacity – anchored by our practice plan, Morehouse Healthcare, and partnerships with Grady Health System and the Veterans Affairs Hospital – provides significant opportunities for translational discoveries.

The bold and intentional integration between basic science and clinical practice, as well as a focus on mental health and multidisciplinary research and collaboration, are the cornerstones to meeting this imperative and the impetus of us trademarking the term “T^x,” which is defined on pages 8-9.

1. Provide evidence that MSM discoveries improve health through relevance and proven outcomes—implementation science (T^x).

STRATEGIES

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 school implementation science.

1.3: Develop infrastructure, resources and protocols for data collection to support T^x research and 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.

2. Leverage and develop novel technologies and mechanisms to better inform decisions affecting health.

STRATEGY

2.1: Deploy technology-based interventions to improve health and promote health equity.

3. Commercialize and disseminate MSM discoveries to advance health equity across the nation and around the world.

STRATEGIES

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.

4. Generate and analyze big data to create solutions that lead to health equity.

STRATEGIES

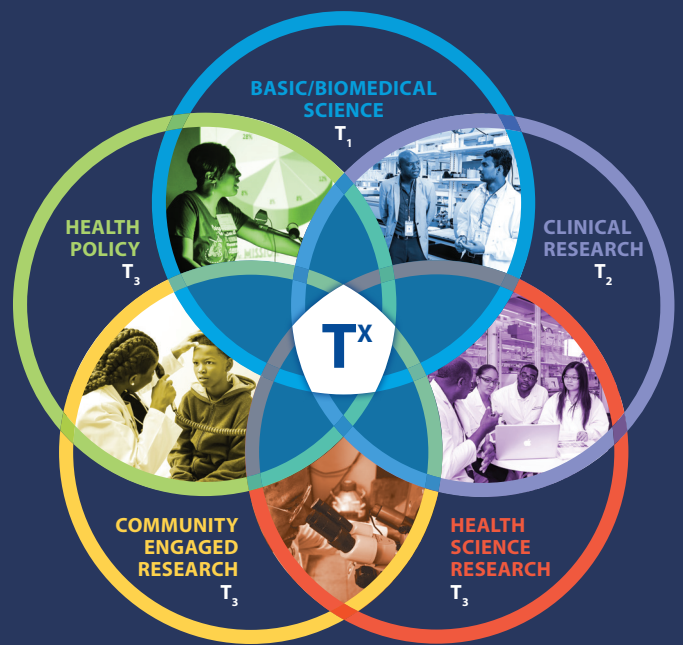
4.1: Build a biomedical data repository for sharing data across the School of Medicine and beyond.

4.2: Become a recognized Health Information Technology (HIT) resource for consumers, health care professionals, health care organizations, corporate and business partners.

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 (T^x).



From discoveries in our labs to implementation with individuals and communities:
T^x, the ultimate translation in health science.





MSM's T^x

The Ultimate Translation in Health Science

In the vast majority of instances, research findings take a very long time to impact practice, patients, policy and ultimately population health. Some discoveries never realize their potential in any large scale way. Sometimes proven interventions help one group but, for one reason or another, are not nearly as effective in another group with the same problem.

“Implementation science” is the convergence of the set of disciplines that facilitates the process of use and adoption of research discoveries that could have impact on a large enough scale to affect a population’s health status overall or for a given disease. The interdisciplinary scientists’ work also may include working toward guideline and policy changes that extend the impact of those discoveries.

Coined at Morehouse School of Medicine, T^x symbolizes the exponential affect that implementation science has in

communities. “T” represents the continuum of translational research in which discoveries evolve from the lab to a patient’s bedside, or what is called T1 translation. T2 translation is the study, facilitation and application of research findings in the community.

MSM T^x represents the infinite stages of translation beyond T1 and T2. The exponent “x” represents (1) the exploration of the unknown variable “x” where interdisciplinary discoveries are achieved, and (2) the exponential growth in which these discoveries must be applied, evaluated and replicated in order to affect the health status of communities. It is this replication process within communities of proven research findings in practice, patients and policy that ultimately defines T^x. In this regard, the outcome of T^x is health equity.

Vision Imperative II

Building Bridges Between Healthcare and Health



Creative energy, discovery tools, technology platforms and research methodologies aligned with current and future needs of a dynamic global society and health system drive MSM's vigorous pursuit to build bridges between the health care and health.

Historically, medical schools have been primarily focused on producing future physicians to provide health care. However, health and health care are uniquely different. Health is broader and comes before and goes far beyond health care providers. It's determined by diet, education, family history, social environment, income, mental health and more. At Morehouse School of Medicine, we understand that our job is to build bridges between health care and health in order to create and achieve health equity.

How do we do that?

MSM's vigorous pursuit to build bridges between health care and health is achieved by aligning innovation, technology, research and partnerships with the current and future needs of a dynamic health ecosystem that starts at birth. It's requires new ways of thinking; new ways of communicating through new technology; asking new research questions that challenge traditional norms; and establishing dynamic public-private partnerships and collaborations that seek to prevent premature illnesses rather than manage them.

Vision Imperative II: Building Bridges Between Healthcare and Health guides the institution in further anticipating change and developing a strategy to address it. Over the next five years, the institution will become a leader in creating and disseminating transformational models of care, demonstrating the value of achieving health equity as a national and international priority; designing models of integration between health and health care; and operating the MSM clinical enterprise as a model to showcase best practices in achieving health equity.

Goals

1. Create and disseminate transformational models of care for vulnerable populations.

STRATEGIES

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: Establish a forum that fosters collaboration across primary care, community health, research and education for designing new models of care.

2. Demonstrate the value of achieving health equity as a national and international priority.

STRATEGY

2.1: Produce and disseminate scholarly work that is the gold standard for defining and achieving health equity.

3. Design models of integration between health and health care.

STRATEGIES

3.1: Foster and develop strategic partnerships at the intersection of health care and the community to optimize the social determinants of health.

3.2: Cultivate innovative methodologies for providing care outside of standard settings.

4. Operate the MSM clinical enterprise as a model to showcase best practices in achieving health equity.

STRATEGIES:

4.1: Continue efforts to enhance clinical practice operations' ability to support all MSM missions.

4.2: Market and promote health care and health opportunities provided by Morehouse Healthcare 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 an MSM-wide employee health and wellness program.



Vision Imperative III

Preparing Future Health Learners and Leaders



One of the most pressing issues facing the medical community is training physicians who are prepared to operate effectively in a rapidly changing environment of medicine, technology, and science. The Affordable Care Act has provided health care access to millions of new people, particularly those from underserved and rural communities, adding to the complexity of the health care landscape and increasing the need for culturally competent health care providers.



There is a shortage of physicians in Georgia, particularly in primary care, and America anticipates facing a physician shortage of more than 90,000 within 10 years. The shortage poses an even greater threat for people of color and low-income communities, who disproportionately represent underserved and rural America.

Vision Imperative III: Preparing Future Health Learners and Leaders continues and expands MSM as a leader in providing health care education to Georgia, the nation and the world. Ranked the No. 1 medical school in the country in achieving its social mission, MSM will focus on achieving a 20 percent increase in student enrollment in 2017, while expanding and strengthening its residency program. Because the majority of MSM graduates provide care to underserved populations who have the greatest needs, educating more physicians and health care professionals will definitely impact closing the health gap.

With a focus on elevating and increasing the quality and availability of pipeline programs, the Office for Educational Outreach and Health Careers was established in 2012 under the leadership of MSM President Valerie Montgomery Rice. The pipeline program, which includes exposure and mentoring opportunities for students from elementary through post-undergraduate levels, will increase the number of individuals underrepresented in medicine, health professions, and the scientific workforce.



Goals

1. Develop innovative approaches to diversify the pipeline for health and science careers.

STRATEGY

1.1: Elevate existing MSM pipeline activities and develop new initiatives to increase the quality and availability of pipeline programs.

2. Establish an individual endowment for every MSM student.

STRATEGY

2.1: Expand philanthropic support for student scholarships.

3. Broaden diversity in the health care, scientific, and public health workforces.

STRATEGIES:

3.1: Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future scientists, health care providers, and public health professionals.

3.2: Align learner recruitment with the overall aims of MSM.

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.

STRATEGIES

4.1: Strategically expand existing programs while sustaining academic excellence for academically diverse students.

4.2: Develop innovative new curricula to advance the achievement of health equity.

4.3: Increase national recognition for MSM's success in training a qualified and diverse workforce.

4.4: Maintain up-to-date information technology and other infrastructure needed to train future scientists, health care providers, and public health professionals.



Cross-Cutting Goals

In the extensive research phase of our strategic planning process, the community responded overwhelmingly about the importance of people, partnerships, philanthropy, stewardship and effective communications and marketing. The feedback was carefully integrated within our strategic plan as “cross-cutting goals” due to their ability to reach across and support all of the vision imperatives.

Our cross-cutting goals are the foundational layers that ultimately define great institutions. As such, they support our multifaceted and forward-looking vision, providing a thoughtful framework for how MSM will approach both the hard skills of operational excellence and fiscal accountability and the soft skills of inspiration, trust and an institutional culture of teamwork and collaboration.



Here's how we defined our cross-cutting goals and how each supports our strategic plan:

Collaboration & Partnerships: MSM will expand, diversify and solidify partnerships with health systems, companies, families, advocates and communities to amplify the institution's mission and aspirations.

Communication & Culture: MSM will intensify and strengthen communications and outreach with internal and external constituencies.

People: MSM will foster and cultivate an environment of high engagement, high performance and support for faculty, staff, students, and partners.

Resources & Philanthropy: MSM will shape a vision for growing and broadening philanthropy and relationships with the donor community.

Branding & Marketing: MSM will create a strong and distinctive brand position and identity, and communicate them to key stakeholders.

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Implementation

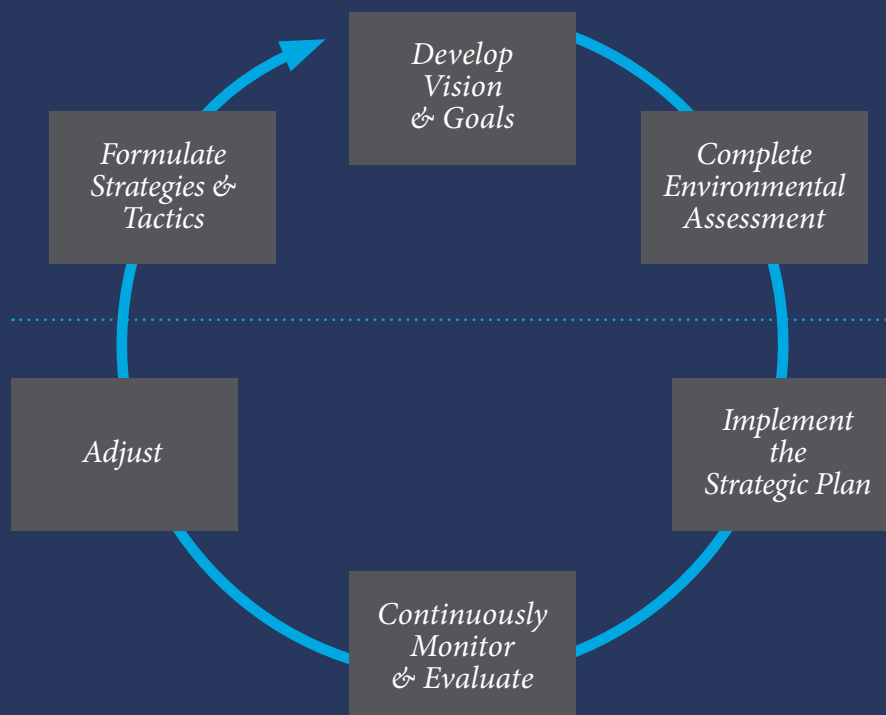
• **Successful** execution is key. In order to ensure the successful implementation of the strategic plan, Morehouse School of Medicine hired a director of strategic initiatives & special projects and identified 24 faculty and staff members to serve as strategy champions. The director of strategic initiatives lives and breathes the implementation of the strategic plan, working closely with the champions and all levels of the institution, and monitoring and assessing progress. The champions are responsible for the progress of each top-priority and low-hanging fruit strategy as identified in the plan. Strategy champions assist with the implementation of the strategy, develop teams of colleagues who are already working on tactics related to their strategy, and regularly review and refine the tactics as the strategic plan evolves.

• **Balance** between strategic and operational pressures must be maintained. To create this balance, MSM has developed annual goal templates that are completed by each department

within the institution so that institutional leaders and strategy champions are able to ensure that all short- and long-term departmental goals and strategies tie to the MSM strategic plan. The annual goal templates not only track each department's goals and tactics as it relates to the plan, but also will be used to drive and align our budget processes to support the plan and ensure progress within each fiscal year.

• **Goals and strategies** in the strategic plan will be periodically assessed and adjusted to meet changing market conditions—to make the plan a living document. Each year, utilizing the annual goal templates and feedback from the strategy champions, MSM will assess the progress of each strategy and provide annual scorecards to the MSM Board of Trustees to communicate results. Strategies and tactics will be continuously assessed to ensure they are representing the short- and long-term needs of the larger MSM community and the populations we serve.

...Planning is an ongoing, continuous process




MOREHOUSE SCHOOL OF MEDICINE

1) **Psychiatry** 
"So, tell me more about that..."

2) **Pediatrics** 
"Because adults are GROSS"

3) **Family Medicine** 
"From the cradle to the grave"

4) **Obstetrics & Gynecology** 
"We deliver 24/7"

5) **Public Health & Preventive Medicine** 
"Because an ounce of prevention
is worth a pound of cure"

GERY 
"I've got a scalpel"

 **MOREHOUSE**
SCHOOL OF MEDICINE

Excellence Through Health Equity



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Morehouse School of Medicine is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award doctorate and master degrees. Contact the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097, telephone 404-679-4500, or visit www.sacscoc.org for questions about the accreditation of Morehouse School of Medicine.