

FY16 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	Year 1 Progress	Tactical Progress (Selected Items)
Goal 1: Provide evidence that MSM discoveries improve health through relevance and proven outcomes - implementation science (Tx™).	1.1 Assess the MSM research portfolio as well as the national landscape to identify projects that “move the needle” on improving health; further build relevant projects with proven outcomes.	●	- Five-year HHS grant awarded to implement Carrera Teenage Pregnancy Prevention Model - Community Engagement Office established Racial and Ethnic Approaches to Community Health (REACH) Initiative - \$2.9 million cooperative agreement established with the CDC
Goal 4: Generate and analyze big data to create solutions that lead to health equity.	4.1 Build a biomedical data repository for sharing data across the School of Medicine and beyond.	●	- Accessing secondary datasets for research & community-based health projects - Implementing College of American Pathologists compliant biorepository for biological specimens - Upgraded fiber infrastructure and comprehensive network
	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™).	●	- Developing curriculum for technologies commonly used to produce and analyze high-throughput data (Proteomics, Luminex, Genomics) - Merged current community health worker programs - Developing PCMHN/Optom data analytic dashboards
Vision Imperative 2: Building Bridges Between Healthcare and Health			
Goal	Strategy	Year 1 Progress	Tactical Progress (Selected Items)
Goal 1: Create and disseminate transformational models of care for vulnerable populations.	1.1 Lead innovation in population health management by developing programs that meet the needs of targeted populations and leverage the unique strengths of MSM.	●	- Optimizing collaboration with Morehouse Choice ACO - Providing technical support to clinic/community partnerships to reduce diabetes disparities - Completed Patient-Centered Medical Home & Neighborhood project
Goal 2: Demonstrate the value of achieving health equity as a national and international priority.	2.1 Produce and disseminate scholarly work that is the gold standard for designing and achieving health equity.	●	- Disseminating MSM scholarship to local, state, regional & federal policy makers & health policy leaders - Acquiring EPIC for MHC providers, MHC clinic sites in collaboration with Grady Health System
Goal 4: Operate the MSM clinical enterprise as a model to showcase best practices in achieving health equity.	4.2 Market and promote healthcare and health opportunities provided by MSM, Morehouse Healthcare (MHC) and other clinical affiliates to become known in the community for outstanding service, health education and specialized care.	●	- New website launched - Outdoor advertising, direct mail, internal marketing campaigns launched
Vision Imperative 3: Preparing Future Health Learners and Leaders			
Goal	Strategy	Year 1 Progress	Tactical Progress (Selected Items)
Goal 1: Develop innovative approaches to diversify the pipeline for health and science careers.	1.1 Elevate existing MSM pipeline activities and develop new initiatives to increase the quality and availability of pipeline programs.	●	- Elevating pipeline initiative at Tuskegee Airman Global Academy - Co-sponsored HBCU Empower Conf. to increase competitive HBCU graduates for health careers - Secured funding to launch the Undergraduate Health Sciences Academy among AUC colleges
Goal 2: Establish an individual endowment for every MSM student.	2.1 Expand philanthropic support for student scholarships.	●	- HCOP grant “Maximizing Social Mission @ MSM” - AMA—Accelerating Change Grant
Goal 3: Broaden diversity in the healthcare, scientific and public health workforces.	3.1 Recruit, retain and develop high-quality faculty and staff committed to educating and mentoring future scientists, healthcare providers, and public health professionals.	●	- Streamlining recruitment process while focusing on foreign national recruitment - Exploring Faculty Development Fellowship feasibility - Protecting MSM safe harbor in Title III of Higher Education Act
Cross-Cutting Goals			
Goal	Strategy	Year 1 Progress	Tactical Progress (Selected Items)
D. Resources & Philanthropy: Secure sustainable resources.	D.1 Build a diverse and sustainable financial platform.	●	- Cost savings generated by reduction of MSM purchasing goods, services - Establishing management, analysis discussions as part of quarterly financial reporting, year-end audit - Requiring strategic business plans for programs requiring major investments
	D.2 Enhance fundraising capacity, increase donor engagement and create a culture of giving.	●	- Updated online giving page & analytical software - Completed 40th Anniversary tour of 11 cities - Implemented new, robust donor stewardship program
E. Branding & Marketing: Create a strong and distinctive MSM brand identity.	E.1 Launch a comprehensive, coordinated branding, marketing and public relations campaign for MSM and Morehouse Healthcare.	●	- Elevated national discourse on Crisis of Black Males in Medicine via PR campaign - Establishing new partnerships with media outlets - Revamped MSM’s digital platform

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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	Year 1 Progress	Tactical Progress (Selected Items)
Goal 1: Provide evidence that MSM discoveries improve health through relevance and proven outcomes - implementation science (Tx™).	1.4 Strategically position MSM as the creator and leader of Tx™.	●	- Developed Tx™ working group & revamped Tx™ website - Promoting use of evidence-based programs, policies, research findings through journal articles - Disseminating health messages & health communication products through annual presentations
Goal 2: Leverage and develop novel technologies and mechanisms to better inform decisions affecting health.	2.1 Deploy technology-based interventions to improve health and promote health equity.	●	- Leveraging development of innovative disease testing & use of “discovery” platform as teaching opportunities for grad students - Grant awards in HIV and addiction prevention & behavioral health, substance abuse & mental health services
Vision Imperative 2: Building Bridges Between Healthcare and Health Strategies			
Goal	Strategy	Year 1 Progress	Tactical Progress (Selected Items)
Goal 4: Operate the MSM clinical enterprise as a model to showcase best practices in achieving health equity	4.1 Continue efforts to enhance clinical practice operations’ ability to support all MSM missions.	●	- Launched new services in GYN oncology, Primary Care/Family Medicine & Midwife/Obstetrics at Atlanta Medical Center (AMC) - Expanded services in plastic surgery, general surgery & Obstetrics at AMC - Optimal health program launched
Vision Imperative 3: Preparing Future Health Learners and Leaders			
Goal	Strategy	Year 1 Progress	Tactical Progress (Selected Items)
Goal 3: Broaden diversity in the healthcare, scientific and public health workforces.	3.2 Align learner recruitment with the overall aims of MSM.	●	- Launching health equity course - Targeted recruitment promoting interdisciplinary discourse - MSM faculty, attending physicians led students on medical mission to Haiti - MSM H.E.A.L. Clinic (MSM student-run clinic), serving patients with limited resources
Goal 4: Lead in training the next generation of physicians and allied health professionals, public health and community health leaders and biomedical scientists who will create and advance health equity.	4.1 Strategically expand existing programs while sustaining academic excellence for academically diverse students.	●	- Neuroscience Institute implemented BS/MS in Neuroscience program in collaboration with AUC colleges - Developing joint MD/PhD program with Univ. of Washington - Hired program director, submitted paperwork for new PA Program
	4.2 Develop innovative new curricula to advance and support health equity.	●	- Developing “Bridges to Health Equity” course - Developed PhD student competencies in the biomedical sciences document & implemented as component of student progress tracking - Enhanced neurology curriculum/rotation for residents
	4.3 Increase national recognition for MSM’s success in training a qualified and diverse workforce.	●	- Submitted journal article examining how MSM “moves the curve” on academically diverse students - Provided consultation to 18 RCMI schools & team from Chicago Medical School interested in replicating aspects of our educational model
Cross-Cutting Goals			
Goal	Strategy	Year 1 Progress	Tactical Progress (Selected Items)
A. Collaboration & Partnerships: Expand, diversify and solidify collaboration and strategic partnerships.	A.1 Build a diverse and sustainable financial platform.	●	- Expanding Health Equity Leadership & Exchange Network (HELEN) - Strengthening AUC Consortium to enhance MSM’s goals - Increasing research capacities among research community in response to identified health priorities & disparities
	A.2 Enhance fundraising capacity, increase donor engagement and create a culture of giving.	●	- Developing new partnership with AUC schools for Undergraduate Health Sciences Academy - Partnered with 3 HBCU medical schools to launch HBCU Empower Initiative to increase pipeline of underrepresented minorities in health sciences
B. Communication & Culture: Strengthen internal and external communication.	B.1 Launch a comprehensive, coordinated branding, marketing and public relations campaign for MSM and Morehouse Healthcare.	●	- Building framework for access to MSM’s research, education & clinical data - Published six MSM Executive e-Newsletter - Widely disseminated MSM marketing materials, including annual report & Strategic Plan executive summary
C. People: Be the employer of choice and provide a supportive work environment for all at MSM.	C.1 Foster mutual respect, trust and accountability among all employees and learners at MSM.	●	- Developing career progression programs for MSM employees - Expanded manager/leadership training curriculum to increase management skills - Held five President’s Faculty/Staff dinners to discuss “Understanding Academic Culture”
	C.2 Cultivate a highly-effective workforce that strives for excellence and productivity.	●	- Refresher courses developed about documenting, coding and billing services - Developed individualized faculty developmental plans - Enhanced compliance effectiveness document

*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 2016 fiscal year, MSM unit leaders filled out an Annual Goal template to declare the tactics they were working on to accomplish strategies in the MSM Strategic Plan. At the end of the fiscal year, the unit leaders assigned one of four color-coded “progress” outcome 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 then assigned a numerical value for each “progress” outcome and placed all of the outcomes – per strategy - in a strategic planning platform called Compliance Assist. After aggregating the data, the final FY16 scorecard – which is Year 1 of our five-year strategic plan – reflects the average overall progress made per strategy.

