

# **MSM Strategic Plan: 2023 - 2026**

## The MSM **Vision** & **Mission** (Core Purpose)

### Our Vision Statement

*Leading the creation and advancement of health equity to achieve health justice.*

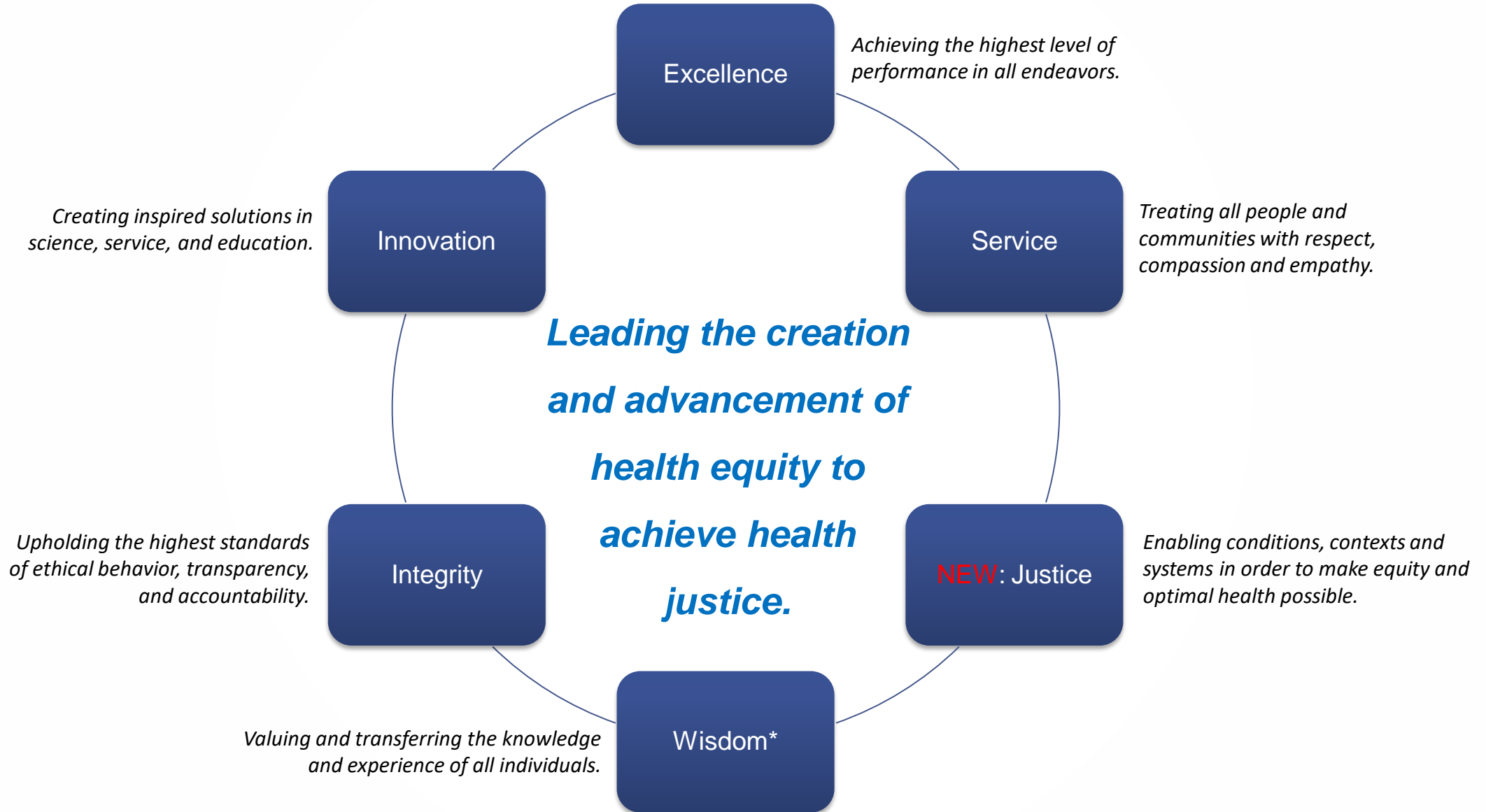
### Our Mission Statement

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 those systemically excluded in urban and rural populations in Georgia, the nation, and the world.

## Updated Core Values – Guiding Organizational Behavior and Shaping the Future



\* Steering Committee voted to combine “Knowledge and Wisdom”, keeping Wisdom as the core value.

# Our Preferred Future



**Leading the Creation  
and Advancement of Health Equity to  
Achieve Health Justice.** (Our Vision)

**Our Desired Impacts on Those Whom We Serve** (Our Customer Value Proposition)

## OUR MISSION (OUR CUSTOMER VALUE PROPOSITION)

### PILLAR 1

Translating Discovery & Innovation into Health Equity

#### Research Goal

Partner with communities to dismantle barriers to optimal health through discovery and the implementation of scientific, medical, and public health breakthroughs by leveraging technology and our unique talents.

### PILLAR 2

Building Bridges Between Healthcare & Health

#### Clinical Goal

Build a just and sustainable healthy global community, centering the patient as an equal.

### PILLAR 3

Preparing Future Health Learners & Leaders

#### Education Goal

Recognized as the world-class and dynamic academic health science ecosystem where health equity and health justice learners and leaders are empowered to remove educational, medical and social barriers to produce pathways toward optimal health for all.

### PILLAR 4

Serving as a Catalyst for Community Empowered Health Equity

#### Community Engagement Goal

Lead in the transformation of contexts, conditions, and systems to be the pre-eminent global resource, advancing health equity and health justice *by, with and for* communities to ensure optimal health for all.

## STRENGTHENING OUR FOUNDATION TO DELIVER GREATER VALUE TO OUR LEARNERS & OTHER KEY PRIMARY CUSTOMERS

### PLATFORM A

Focusing on Human Capital by Developing Competency & Capacity

### Human Capital Goal

Be the preferred global employer for health equity and health justice innovators and champions where all are valued.

### PLATFORM B

Securing Long-term Financial & Operational Sustainability & Success

### Financial & Operational Stewardship Goal

Recognized as the global innovative hub in organizational excellence and business performance to achieve advanced health equity and health justice for all communities.

### PLATFORM C

### Policy & Advocacy

Be the premiere global vehicle through which policies are transformed to dismantle systemic barriers and ensure health equity and health justice across all communities and all levels of government.

### PLATFORM D

### Brand Positioning

Position Morehouse School of Medicine, in the minds of all, as the trusted leader for health equity and health justice through education, clinical care, research and community engagement.

# Leading the Creation and Advancement of Health Equity to Achieve Health Justice

## Our Preferred Future

(Vision, Mission, Values, Desired Impacts, & Big Hairy Audacious Goals or BHAGs)



## Our Roadmap

(Strategies, Tactics, Sub-Tactics)

# **Research Pillar**

# PILLAR 1: Research

(Translating Discovery & Innovation into Health Equity and Health Justice)

## **BHAG:**

Partner with communities to dismantle barriers to optimal health through discovery and the implementation of scientific, medical, and public health breakthroughs by leveraging technology and our unique talents.

### **Strategy 1: T<sup>x</sup> Research**

- 1.1 Reimagine human genome diversity for people of color to fully understand, appreciate, and leverage future discoveries.
- 1.2 Integrate our centers of excellence for internal and external stakeholders to create novel interventions to improve health outcomes.

### **Strategy 2: Funding**

- 2.1 Increase research expenditures to \$300M by 2026 to create discoveries to advance health equity and health justice.
- 2.2 Make innovation, dissemination, and commercialization more efficient and effective for MSM health equity and health justice champions to generate sustainable revenue streams to create new and expand existing health justice discoveries.

### **Strategy 3: Education**

3. Inform, educate, and partner with our communities (targeted internal & external stakeholders) to increase their trust, knowledge of personalized medicine, clinical research participation, and behavioral health changes in order to empower individuals and communities to achieve optimal health.

### **Strategy 4: Technology**

4. Establish technological hubs at the community and provider levels to share and collect research data (including omics data) to fuel and advance the practice of personalized medicine.

# **Clinical Pillar**



# PILLAR 2: Clinical

(Building Bridges Between Healthcare and Health)

## BHAG:

Build a just and sustainable healthy global community, centering the patient as an equal.

### Strategy 1: Patient Care

1. Expand, diversify, and optimize clinical offerings to create a just, comprehensive, and patient-centered Morehouse School of Medicine healthcare delivery enterprise.

### Strategy 2: Global Impact

2.1 Implement best practices for patients and our community to improve health outcomes such as:

- Maternal Mortality
- HIV/ AIDS
- Cancer
- Cardiovascular
- Mental Health
- Violent Trauma

2.2 Grow our international alliance with African countries to improve humanitarian outreach to increase life expectancy.

### Strategy 3: Community Environment

3. Develop meaningful public/private partnerships to create healthy communities in order to improve health outcomes.

### Strategy 4: Technology

4. Develop a centralized digital health department/network focused on enhancing sustainable care delivery strategies.

# **Education Pillar**

# PILLAR 3: Education

(Preparing Future Health Learners & Leaders)

## BHAG:

Recognized as the world-class and dynamic academic health science ecosystem where health equity and health justice learners and leaders are empowered to remove educational, medical, and social barriers to produce pathways toward optimal health for all.

### Strategy 1: Academic & Student Support Services

1. Reimagine and develop an integrated academic and student support services ecosystem for health equity and health justice learners and leaders to achieve unique academic preeminence.

### Strategy 2: Wellness

2. Reimagine and develop an equitable wellness ecosystem for health equity and health justice leaders and learners to heal, thrive, excel, and succeed.

### Strategy 3: Growth & Impact

3. Build the world-class and dynamic academic health science ecosystem for health equity and health justice learners and leaders in which programs, global reach, technology, clinical and research experiences, and pathway models are expanded and strengthened to improve health and societal conditions.

Our Definition (Goal Statement)	
Academic Health Science Ecosystem	A biological or life-oriented and dynamic academic health science community of interactive organisms (i.e., teaching, learning, programming, assessment, mentorship, development, support services, etc.) and their physical environment
Pre-K – 20 Pathways	Early learning to graduate professional education: <ul style="list-style-type: none"> <li>• Early learning center (daycare), elementary school, middle school, &amp; high school</li> <li>• Undergraduate college, graduate, and professional</li> </ul>

Our Definition (Strategies)	
Reimagine	Mental mind set, culture, and system shift needed to re-engineer or innovate MSM's academic mission area and student support services
Health Equity and Health Justice Leaders and Learners	Health Equity and Health Justice Leaders = Faculty and staff Health Equity and Health Justice Learners = Students, residents, and fellows

# **Community Engagement Pillar**

# PILLAR 4: Community Engagement

(Serving as a Catalyst for Community Centered and Powered Health Equity and Justice)

**BHAG:** Lead in the transformation of contexts, conditions, and systems to be the pre-eminent global resource advancing community-centered and powered health equity and health justice to ensure optimal health for all by, with, and for communities.

## Strategy 1: Partnership

1. Sustain equitable community/patient-powered partnerships through cross-cultural strategies that address health determinants and advance health equity and justice thereby improving health outcomes.

## Strategy 2: Innovation Environment

2. Publish and commercialize community/patient centered/powered brain trust models to build a state-of-the-art innovation environment that creates a new paradigm to advance health equity and health justice.

## Strategy 3: Education

3. Catalyze the systematic adoption and uptake of community/patient centered/powered models through education, technical assistance, and capacity building to positively transform the systems central to advancing optimal health.

Our Definition (Goal Statement)	
Transformation	The reinvention, reorientation, reimagination, dismantling or disrupting of existing contexts, conditions and systems toward the development of entirely new systems undergirded with new ways of thinking, values, and action that advance health equity and health justice

Our Definition (Goal Statement & Strategies)	
Community	<ul style="list-style-type: none"> <li>• Optimize their health potential to thrive</li> <li>• Those marginalized and disproportionately experiencing poorer health/health care</li> <li>• Structures reflecting contexts, conditions, and systems representing health care and health root causes, barriers and facilitators (policy, economic, technological, environmental, educational, healthcare, and social, among others)</li> <li>• Immediate Term: MSM-partnered demonstration sites or others with HE and HJ-advancing potential.</li> <li>• Longer-Term: Community includes people, communities, and population groups marginalized, disproportionately impacted or systematically excluded locally, nationally, and globally, and urban and rural areas.</li> <li>• Blue Zones</li> </ul>

# **Human Capital Platform**

# PLATFORM A: Human Capital

(Focusing on Human Capital by Developing Competency & Capacity)

## **BHAG:**

Be the preferred global employer for health equity and health justice innovators and champions where all are valued.

### **Strategy 1: Accountability**

1. Foster a just culture inside and outside of MSM to ensure the responsibility and accountability of all.

**Definition:** “Just Culture” refers to a system of shared accountability in which institutions are accountable for the systems they have designed and for responding to the actions of their constituents in a fair and just manner. Constituents are accountable for the quality of their choices and for reporting and helping to address errors and system vulnerabilities.

### **Strategy 2: Talent Recruitment**

2. Create a modern employee brand and implement evolving processes / programs that attract health equity and health justice innovators and champions.

### **Strategy 3: Talent Retention & Development**

3. Implement and enhance programs to engage, retain, develop, and reward health justice innovators and champions.

# **Financial and Operational Stewardship Platform**



# PLATFORM B: Financial & Operational Stewardship

(Securing long-term financial and operational sustainability and success)

## BHAG:

Recognized as the global innovative hub in organizational excellence and business performance to achieve health equity and health justice for all communities.

### Strategy 1: Malcolm Baldrige National Quality Award

1. Receive the prestigious Malcolm Baldrige National Quality Award by 2026.

### Strategy 2: Finance

2. Standardize, streamline, and systematize our finance processes to support the diversification and expansion of financial resources including philanthropy to support health equity and health justice in ensuring long-term sustainability.

### Strategy 3: MSM Infrastructure

3. Develop innovative solutions to re-engineer and systematize our infrastructure through partnerships for our educators, researchers, clinicians, and community to enhance delivery of our core mission.

#### Our Definition (Goal Statement)

<b>Organizational Excellence</b> (Malcolm Baldrige)	The ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations.
--	---

#### Our Definition (Goal Statement)

<b>Business Performance</b>	The ability to optimize all resources to achieve business objectives as measured by key performance indicators.
-----------------------------	---

#### Our Definition (Strategies)

<b>Infrastructure</b>	The basic physical and organizational structures and facilities needed for the operation of an enterprise.
-----------------------	--

# **Policy & Advocacy Platform**

# PLATFORM C: Policy & Advocacy

## BHAG:

Be the premiere global vehicle through which policies are transformed to dismantle systemic barriers and ensure health equity and health justice across all communities and all levels of government.

### Strategy 1: Cohesive & Collaborative Internal Structure

1. Reimagine our internal structure and governance for policy and government affairs work to leverage expertise, cultivate leadership, and build capacity across internal and external impacted communities that ensures policies lead to health equity and health justice.

### Strategy 2: Innovative Education & Training Programs

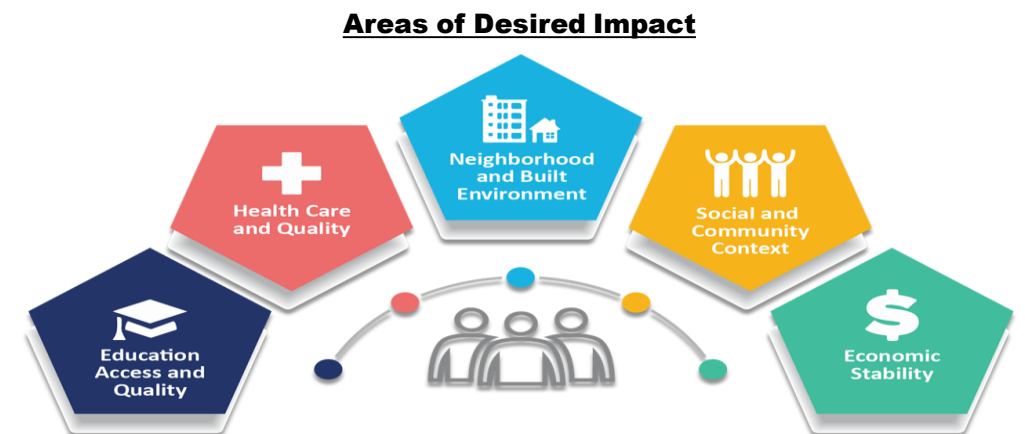
2. Design innovative, transdisciplinary, and transformative programs, courses, and experiences for MSM, impacted communities, and others to empower and equip a future workforce of health equity and health justice leaders and advocates.

### Strategy 3: Co-Creation, Research & Dissemination

- 3.1. Catalyze the creation, adoption, implementation, and evaluation of innovative and evidenced-based policies for dissemination across MSM, all communities, and all levels of government to achieve health equity and health justice.
- 3.2. Publish, commercialize, and invest in MSM Policy & Advocacy brain trust models that advance health equity and health justice across all communities and all levels of government.

### Strategy 4: Influential & Sustainable Partnerships

4. Develop and sustain transformative partnerships and coalitions at the intersection of policy, determinants of health, and funding that create exponential advances in health equity and health justice in communities locally, regionally, nationally, and globally.



# **Brand Positioning Platform**

# PLATFORM D: Brand Positioning

## BHAG:

Position Morehouse School of Medicine, in the minds of all, as the trusted leader for health equity and health justice through education, clinical care, research, and community engagement.

### Strategy 1: MSM Brand Identity & Image

1. Unify our brand identity and image across all mission areas in order to establish MSM as the leader of global health justice.

### Strategy 2: MSM Experience

- 2.1 Leverage our positive internal and external narratives and experiences for learners, patients, research participants, employees, and other key stakeholders in order to broaden trust, strengthen relationships, and ensure an impenetrable reputation.
- 2.2 Partner with mission areas to standardize, monitor, manage, and sustain positive customer experiences internally and externally.

### Strategy 3: MSM Awareness

3. Increase awareness of MSM's research, clinical, educational, and community engagement achievements, as well as other mission/vision aligned efforts, to the global community in order to solidify MSM as the recognized leader for health equity and health justice.

Our Definition (Strategies)	
<b>Position</b>	A variety of strategies used to find and convey key differentiators of your product or service, in comparison to others in the market.
<b>Narrative</b>	Any account of a series of related events or experiences; Narratives can be presented through a sequence of written or spoken words, through still or moving images, or through any combination of these.