

Initial Report
of the
Morehouse School of Medicine Program Review Panel
April 2004

In December 2003 Dr. Gavin appointed a panel to plan and conduct an institution-wide program review of MSM's principal academic and administrative support activities for the purpose of determining, in view of the school's mission, 1) if the function is core and essential to the Institution, 2) if it is operating effectively, 3) if it can operate more efficiently, and 4) what the effect of additional or fewer resources would have on its operation. Program review panel members, in addition to the President are both Senior Vice Presidents, the Vice President for Finance, Chair of the Institutional Effectiveness Committee, and the Director of Planning.

The panel developed a survey document, to be completed by each academic and administrative unit, to capture information deemed essential for analysis. A copy of the survey instrument is included in the appendix to this report, and completed surveys of all units are available for review in the Multi-Media Center.

Academic and administrative units were grouped according to program, common function, or senior administrator, into twenty-two program review units. The program review units made presentations to the program review panel subsequent to submission of completed survey documents. While the survey document format was prescribed by the committee, program presenters were invited to develop their presentations as they saw fit. In a number of sessions, several persons presented their respective components of the program. Following program presentations, panel members asked questions and otherwise engaged in discussion with presenters that were deemed useful. After departure of the presenters, the panel documented observations and initial recommendations. These summaries will be placed in the appendix of the final report.

Thanks to the cooperative spirit of all participants, we were able to overcome scheduling challenges and complete review of twenty-two units over a nine-week period. The panel

felt that this ambitious schedule would provide timely information for planning and budgeting for the next academic/fiscal year, and that conducting the reviews in a compressed time period allowed for a more cohesive understanding of the programs and functions underway at the Morehouse School of Medicine. In general, the panel found the program review process to be helpful in providing a “snapshot” view of current operations.

It is clear that the Morehouse School of Medicine has attracted a cadre of talented, committed, creative faculty, staff and administrators. This is evidenced by the thoughtful, thorough manner in which they prepared for the program review, and the widespread achievement of many positive outcomes, often with severely limited resources. As the School begins its second quarter-century it has become a robust academic health center and research enterprise. It has, though perhaps to a smaller degree, many of the successes and problems of institutions that are much larger. The program review process has provided a mechanism to document the complexity of the organization, its programs and support functions.

While many issues were raised during the program review process, this initial report will focus on the highest priority items and the most commonly cited issues. They will be addressed in the FY2005 budgeting and planning processes, or as high priority operational issues to be resolved.

Urgent Budget Issues

Accreditation of the School’s education programs is the top priority and becomes an urgent user of resources because of the accreditation schedules. In FY2005, the School will undergo the accreditation processes of the Liaison Committee on Medical Education (LCME) and of several residency review committees. We know now that there is a dearth of teaching faculty in the medical education program. Thus, **attraction and retention of additional highly qualified teaching faculty, and curing other deficiencies in the M.D. program** become a major priority for allocation of institutional resources. Adequate institutional support and direction are required for continued

accreditation of the MPH program by the Council on Education for Public Health following its visit in June 2004.

Several residency programs and the research animal facility are slated for accreditation review in 2005. As self studies reveal issues to be addressed, the dean must have resources and authority to take appropriate corrective actions as indicated. Hence **establishment of a fund under the authority of the dean** for recruitment and other emergent education and accreditation-related issues is a high priority budget item beginning in FY2005.

The School has been successful in obtaining public and private support to build and expand facilities to house expansion of educational and research programs. Our success in this area has allowed us to develop a number of notable research and training centers that create the rich academic environment that is the Morehouse School of Medicine. Our resources have focused on expanding facilities and the programs housed therein, to the exclusion of adequate and timely **maintenance, upkeep and servicing of facilities**. In FY2005 we must budget for adequate maintenance and operation of old and new facilities, and for repair and renovation of older buildings and systems. In addition, a process for capital projects budgeting will be implemented.

Other budget requests and issues that emerged in the program review process are listed following this report.

Cross-cutting Issues

Essential to efficiency and effectiveness of education, research and administration programs are the services and processes that support them. The most commonly cited issues that negatively affect efficiency and effectiveness are execution time for **purchase of goods and services, and for processing new hires**. Redesigning these processes for improved efficiency and effectiveness, with emphasis on using available technology, will be a major objective for FY2005.

As a component of the developing institutional effectiveness system, of which program review is a part, we must develop a strategy and process for integrating strategic planning and budgeting for a priority-driven resource allocation system. The first step of this initiative is reconstitution of the budget committee.

PROGRAM REVIEW REPORTING

Executive summary –this report will be used as a reference in the budget call letter

- What we did
- Highlights of findings
 - Emphasize the most commonly cited concerns while acknowledging many other important issues and concerns raised in the process
- Principal recommendations and most urgent budget issues for FY2005
 - Accreditation – CEPH, LCME, ALAC, residency programs
 - Assure adequate support and direction for accreditation of MPH program
 - Assure adequate support for ALAC accreditation
 - Strengthen recognized areas of deficiency in the MD teaching program
 - Assure adequate support for pending accreditations of residency programs
 - Establish a fund under the authority of the Dean for recruitment and other emergent education and accreditation-related issues
 - Cross-cutting concerns
 - Improve processes and shorten cycle times for personnel processing and hiring with emphasis on using available electronic technology
 - Improve the efficiency and shorten execution time for purchases of goods and services with emphasis on using available electronic technology
 - Provide for adequate and timely maintenance, upkeep and servicing of institutional facilities
 - Provide a strategy and process for integrating strategic planning and budgeting for a priority-driven resource allocation system