

BREAKING GROUND



MISSION

MSM is dedicated to:

- Improving the health and well-being of individuals and communities;
- Increasing the diversity of the health professional and scientific workforce;
- Addressing primary health care needs through programs in education, research, and service,

with emphasis on people of color and the underserved urban and rural populations in Georgia and the nation.

VISION

Leading the creation and advancement of health equity

VISION IMPERATIVES

- Translating Discovery into Health Equity
- Building Bridges Between Health Care and Health
- Preparing Future Health Learners and Leaders

CORE VALUES


Our core values guide organizational behavior and shape MSM's future.

- **EXCELLENCE:** Achieving the highest level of performance in all endeavors
- **SERVICE:** Treating all people and communities with respect, compassion and empathy
- **KNOWLEDGE:** Sharing our ideas, discoveries, methods and skills to advance health equity
- **WISDOM:** Valuing the knowledge and experience of all individuals
- **INTEGRITY:** Upholding the highest standards of ethical behavior, transparency and accountability
- **INNOVATION:** Creating inspired solutions in science, service and education

RANKED #1 IN SOCIAL MISSION

Morehouse School of Medicine is ranked the number one medical school in the nation in fulfilling its social mission, a role emphasized as critical to improving the country's overall health care.

*The Social Mission of Medical Education. Annals of Internal Medicine. 2010 Jun 15; 152(12):804-11.
Awarded the Josiah Macy, Jr. Foundation Award for Institutional Excellence in Social Mission. 2016.*



“As Morehouse School of Medicine continues to break ground, we affirm our legacy of service and commitment to excellence for the patients and communities we serve.”

—Valerie Montgomery Rice, M.D. President and Dean

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Breaking Ground to Address the Greatest Health Challenges of Our Time

Morehouse School of Medicine began 2018 with a life-changing reconstructive surgical procedure performed in early January by a Morehouse Healthcare plastic and reconstructive surgeon on the badly scarred skull of a woman who had lived with burns for more than 50 years following a devastating childhood accident. Dzifa Kpodzo, M.D. and the surgical team repaired a small hole in the patient's head that had been causing crippling headaches for years and prevented her hair from growing since the accident. At home the next day, the 56-year-old mother of two described the joy she felt for what she describes as a "chance for a new life."

Just a few years ago, the procedure performed on this patient would not have been possible, but these and many other life-altering breakthroughs are taking place

today thanks to MSM's leadership in patient care and translating discoveries into healthcare outcomes.

President and Dean Valerie Montgomery Rice, M.D., describes MSM's historical approach to research, teaching, service, patient care, and community engagement as "choosing the road less traveled," and the institution's discovery-oriented outcomes resulting from exploring uncharted territory are changing the healthcare landscape and changing lives.

We are breaking ground.

In his book, *Breaking Ground*, Morehouse School of Medicine Founder and President Emeritus Louis Sullivan, M.D. eloquently writes about being a passionate champion for eliminating health disparities, improving access to health care for all Americans, and creating greater diversity among the nation's health professionals. Guided by Dr. Sullivan's embodiment of the MSM mission and inspired by his commitment to forging new frontiers in advancing health equity, we continue the work to break new ground that our founder began 43 years ago.

MSM's pioneering work was strongly evidenced in 2018 through successes in research and discovery, science, education, patient care, community engagement, pipeline programs, and our efforts to address the shortage of black male doctors with strategic urgency.

As the number one-ranked medical school in the area of social mission, breaking ground in research, education, service, and leadership, all fuel our efforts to accelerate the path from discovery to cure and from eliminating health disparities to achieving health equity. This enables MSM to fulfill its responsibility to help people live healthier lives.

People and health are at the very heart of all that we do at MSM. They inspire us to constantly apply diverse thinking and innovation to teaching, discovery, patient care, and outreach.

Our accomplishments in 2018 reaffirmed our relevance and vibrancy as an institution well-positioned to achieve its mission. Our momentum in leading the creation and advancement of health equity continued to propel our mission forward in 2018 through a wide spectrum of strategic approaches aimed at improving the health of people everywhere. A few of our highlights from an exemplary year at MSM include:

Education

MSM created several new degree programs relevant to our mission and consistent with the high demand for skilled healthcare professionals. We introduced our first online degree programs: the MS Biotechnology and an executive MPH to prepare working professionals for rapid growth. With our future always in view, we will be recruiting from the entering class in 2019 for a new 3-3 program for accelerated MD with early progression into residency Family Medicine, Internal Medicine, or Pediatrics. We also enhanced residency and fellowship programs with the acceptance of students into the school's second new fellowship program in Pulmonary Disease & Critical Care Medicine. Our signature

pipeline programs and partnerships are thriving, as we hosted more than 500 students as part of our pipeline program over the summer months. We are thrilled to retain 32 percent of our M.D. graduates in the 2018 match – the highest in five years.

Research and Discovery

We are driven to maintaining a robust research enterprise. MSM faculty investigators were awarded T^X Pilot Grant for short-term research projects designed to foster T^X scholarship. MSM was pleased to be among the few institutions to receive \$1.8 million to launch research education programs on addiction and pregnancy. We also made significant impacts in researching approaches to improving women's health and maternal health. In recognition of MSM's groundbreaking research in neuroscience and outstanding efforts to advance education and scientific research, MSM established the Drs. Peter and Marlene MacLeish Endowed Lectureship.

Clinical Care

Patient care and how we can help people live healthier lives drive every decision we make at MSM. In 2018, the MSM-HEAL (Health Equity Achievers and Learners) clinic moved forward with an expanded mobile unit that helped to reach even more rural underserved populations in Georgia. Our robotics surgery program quadrupled the number of procedures from a projected 50 in 2017 to 300 by the end of 2018, performing procedures in more than nine specialties.

We are breaking cycles. We are challenging the tried-and-true to revolutionize health outcomes of people in underserved communities. We are running the race to achieve our vision of Leading the Creation and Advancement of Health Equity. We are translating discoveries into healthcare, building a bridge between healthcare and health, and preparing future health learners and leaders and equipping them to be advocates for the community.

We are breaking ground.

This is how we will change the world and help people to reach their optimum level of health. This is how we will lead the creation and advancement of health equity.

Message from the President and Dean

Dear Friends of Morehouse School of Medicine:

Morehouse School of Medicine has maintained its conscientious dedication to choosing the uncharted path as a strategy for leading change. Finding answers to the profound question “What If?”, coupled with our fearless exploration into uncharted pathways, are intricately linked to MSM’s mission.

The year in review on the pages of this report offer a glimpse inside the many ways in which we are breaking ground at MSM through research, new educational programs, dedicated people, and a series of firsts for the institution.

We are piloting change through robust research and breaking ground using technology in surgical specialties. In February 2017, we launched robotics surgical teaching at Grady Hospital with nine specialties. We well exceeded first year projections of 50 cases with over 300 cases in just 18 months.

Our MD program continued its upward trajectory of success last year, as we achieved a 100 percent match of fourth-year students for the second consecutive year.

We are excited to introduce several firsts in our academic programs with the approval of our Physician Assistant Studies program, which will contribute significantly to increasing diversity in the healthcare workforce and improving access to care and health outcomes in rural and underserved areas. Recognizing the increasing importance for physicians to have business skills led us to create a partnership with Georgia Tech’s Scheller College of Business to offer a new MD/MBA joint degree program.

Our extraordinary achievements and outcomes in 2018 are tangible confirmation that Morehouse School of Medicine is on the right path and at very forefront of leading the creation and advancement of health equity.

On behalf of our faculty, students, staff, and the patients we serve, I want to thank our generous donors and friends for their phenomenal support and steadfast confidence in MSM to fulfill medicine’s promise. You help to make what we do possible.

Sincerely,



Valerie Montgomery Rice, M.D.
President and Dean



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The Board of Trustees applauds MSM's collective efforts during this past academic year, earmarked by excellence across the full spectrum of work in education, research and discovery, clinical care, community engagement, and the institution's signature pipeline programs with a focus on creating and advancing global health equity.

The institution's accomplishments in 2018 reaffirmed Morehouse School of Medicine's relevancy and vibrancy as it continued to lead. MSM continues its history of diverse thinking, visionary leadership, willingness to shatter the mold, and commitment to community while serving the underserved.

MSM has been especially successful in cultivating and developing future physicians and healthcare professionals through its distinctive and highly effective pipeline programs. The institution is the recipient of a five-year, \$3.2 million federal grant for its Health Careers Academy, further positioning it to enhance and expand its efforts to recruit and train economically or educationally disadvantaged students in Atlanta who show promise as health care professionals.

As we consider our pipeline, we also plan for the infrastructure required to support current and future students. With this in mind, MSM executed a landmark real estate agreement to develop a \$50 million multi-purpose campus expansion project, which includes student housing, an ambulatory healthcare center and a retail component.

Ranked number one in the nation for sustaining its social mission, MSM is developing conscientious public health leaders, with 65 percent of our graduates choosing to come back and practice in the state of Georgia and in underserved areas. As MSM succeeds in attracting greater support from the philanthropic community, we are reinvesting those funds in the search of better patient outcomes and healthier lifestyles.

Under the leadership of our President in collaboration with our management, faculty, and staff, health care leaders and learners are producing new knowledge and innovations, continually adding to thought leadership within the healthcare profession. People are waiting for our mission and vision to be fulfilled. They are counting on MSM to help them reach their best health and we are committed to fulfilling that promise.



Arthur R. Collins
Chairman of the Board of Trustees







Doctor of Medicine

The M.D. program achieved a 100 percent match rate for the second consecutive year in FY18. Of the 76 MSM fourth-year students in the process, 91 percent matched to their first choice for residency, 79 percent chose to focus on primary care and the core specialty areas. Forty-Five percent chose to stay in Georgia for their residency, including 32 percent who remained at Morehouse School of Medicine, the highest percentage in five years. Baylor College of Medicine, the Ohio State University Medical Center and the Eisenhower Army Medical Center are among the highly prestigious programs where MSM students matched.

In 2018 MSM welcomed its second class of 100 first-year students

Graduate Education in Public Health

With a 23-year track record of success and the addition of the Executive Master of Public Health degree along with plans for new concentrations on the horizon, the MPH program revised its name in FY18 to better reflect the depth and breadth of its work.

MPH Students who will one day work on the “front lines” of community health are required to complete the Applied Practice Experience, which includes 120 community engagement hours and 360 hours of field work. Students integrate the public health theory and skills learned in class and the opportunity to demonstrate firsthand competency. In June, the GEPH program unveiled “MORE for Fieldwork Placement” with the CDC which selected seven inaugural MORE Fellows to work in its Division of Global IV and TB Epidemiology and Surveillance Branch.

MSM faculty continued to garner accolades and awards on a national level in Public Health.

- Stephanie Miles-Richardson, Ph.D. accepted the nomination as the next president of the Council on Education for Public Health. CEPH accredits public health programs in the U.S. and abroad.
- Valerie Newsome Garcia, Ph.D. was invited to join the 2018-2022 cohort of the JPB Environmental Health Fellowship Program at Harvard University’s T.H. Chan School of Public Health. The program was designed to promote a new generation of compassionate, multidisciplinary leaders committed to addressing environmental, social, economic and health disparities.

- Elaine Archie-Booker, Ph.D. was reappointed by the Executive Board of the American Public Health Association to serve on the Education Board for a three-year term starting in fall 2018.

Graduate Education in Biomedical Sciences

MSM students continue to demonstrate excellence in scholarly activities and national presentations. Three Ph.D. students each received a \$6,000 award to conduct research in sickle cell disease and malaria at the University of Ghana, while a third-year student received a prestigious National Institutes of Health fellowship and two others completed internship appointments with the NIH’s Graduate Summer Opportunity to Advance Research, a highly competitive, two-month immersion program.

The Master of Neuroscience program offers students two paths to the master’s degree – a three-year joint BS/MS program in conjunction with the Atlanta University Consortium institutions, and a two-year traditional program for students who have already earned an undergraduate degree. Two master’s students are enrolled at MSM, and three are in their senior year at Morehouse College and Spelman College. Another 11 are in their junior year at Spelman and Clark Atlanta-University. Government funding and institution support have allowed MSM to offer students a full-tuition scholarship and stipend for their master’s year, which enables the institution to attract top-tier undergraduate students to the program.

Graduate Medical Education

The GME program includes MSM’s residency and fellowship programs. The GME program has grown from 145 residents in 2010 to 187 residents and fellows. Our second fellowship training program, Pulmonary Disease and Critical Care Medicine fellowship, was approved in 2018. The ACGME new program application for Child & Adolescent Psychiatry, a third fellowship training program was submitted in fall 2018. Planned growth for GME includes the establishment of fellowship programs in surgery and internal medicine. The current residency programs are also expanding. Thirty-two percent of the 2018 graduating M.D. class opted to stay at Morehouse School of Medicine for residency training.

PIPELINE PROGRAM HIGHLIGHTS

MSM Pipeline Programs cultivate future learners and leaders

MSM's pipeline enterprise is an educational outreach initiative that supports student learners from kindergarten to post-baccalaureate studies. Our programs are often the flame that ignites students' passion for continuing educational excellence in medicine and health sciences.

STEAM Academy 4-8

The fall STEAM Academy students explored physical sciences with an emphasis on circuits and electricity. The 13 participants heightened their learning by using MSM's 3-D learning modules called "Z-space." The summer STEAM Academy hosted 65 students at Tuskegee Airmen Global Academy who attended daily sessions in math, science, engineering, technology, and health career exploration. MD students provided support as teaching assistants to the certified educators in the program, which included career-related guest speakers and field trips.

STEAM Academy 9-12

Designed to introduce high school students to biomedical research and health careers, participants were selected from a highly competitive applicant pool, then matched with an MSM research mentor who guided them through the **STEAM Academy six-week internship**. Eight research interns, ranging from 13 to 17 years old, conducted their work in MSM labs on topics including public health, cancer prevention, reproductive health, and other areas. This year's intensive two-week **Exposure Program** included two sessions that exposed 40 students to issues such as the opioid epidemic, cardiovascular health, drug development, and biomedical and health career options.

Health Careers Opportunity Program

Thirty-five students took part in the six-week summer program that offers participants classes in health equity, anatomy/health science, biostatistics, critical thinking and writing, health information technology and development, and foundations of biological and chemical sciences, as well as field trips to various healthcare settings and the Georgia Tech Research Institute.

\$3.2 Million Grant for HCOP Academy

The Office of Educational Outreach and Health Careers received a \$3.2 million grant from the Health Resources and Services Administration of the U.S. Department of Health and Human Services to create the *Health Careers Opportunity Program Academy at Morehouse School of Medicine*. Furthering HCOP's mission to recruit and train economically and educationally disadvantaged students, the academy will develop structured programs designed to improve academic success at three critical stages – high school, undergraduate school, and medical/graduate school.



GET WITH THE PROGRAMS

Growth is evident everywhere around Morehouse School of Medicine. Growing enrollment, including the second straight class of 100 first-year M.D. students. Physical growth reflected in the expansion of the Columbus, GA, campus and the next chapter of our "West Side Story," breaking ground on the \$52-million, 7.2-acre Lee Street project.

Equally important is the ground-breaking growth of MSM's program offerings.

In 2018, the Commission on Colleges of the Southern Association of Colleges and Schools approved three new MSM degree programs: the Master of Science in Physician Assistant Studies; MSM's first online degree program, the Executive Master of Public Health, or eMPH, and the Master of Science in Biomedical Technology (later revised to MS in Biotechnology). MSM also announced a joint M.D./MBA program developed in collaboration with Georgia Tech's Scheller College of Business.



High Demand Assists PA Program Launch

Physician Assistants play a critical role in today's collaborative healthcare teams. They conduct physical exams, order and interpret diagnostic studies, write prescriptions and more, expanding access to health care for millions of people every year. Demand is expected to grow by nearly 40 percent over the next 10 years, with a median salary exceeding \$100,000, according to *U.S. News and World Report*.

Those were among the factors driving MSM's decision to launch a new physician assistant program, announced in FY18. The 26-month long full-time program will lead to a Master of Science in Medicine Physician Assistant Studies degree.

Demand has indeed been high. During 2018, MSM received close to 1,000 applications for an inaugural class of 10-20 students. In addition to SACSCOC approval, the program was on target to earn provisional accreditation from the Accreditation Review Commission on Education for the Physician Assistant. That status will enable PAS to enroll that inaugural cohort group, which will begin classes in June 2019.

Discover a New Biotechnology Degree

New biotechnology discoveries are transforming life as we know it. The field continues to lead new product development and commercialization designed to enrich lives. From drug development to the production of biologics, from plant and animal science to medical devices, biotechnology is everywhere. Biotechnology addresses many global problems such as climate change, aging, food security, and infectious disease, just to name a few.

MSM's new Master of Science in Biotechnology program, which launches January 2019, targets biotechnology workers currently working in this field looking to advance their careers or those looking to pursue a career in this rapidly growing sector. The hybrid program offers students a unique combination of courses in science, laboratory, regulatory, and business fundamentals and practical learning experiences through a distinct online learning platform and hands-on technical apprenticeships.



White Coats & Yellow Jackets

In addition to the requisite understanding of medicine and patient care, a physician must possess many qualities – Passion. Compassion. Professionalism. Humility. Confidence. But today, even all those attributes are not enough. Increasingly, the modern doctor also must possess financial and managerial acumen, along with an entrepreneurial mindset. With that in mind, MSM announced a partnership with Georgia Tech’s Scheller College of Business that will enable M.D. students to complete their medical and business degrees in five years.

After three years of M.D. study, MSM dual-degree students take 39 credit hours at Georgia Tech and transfer 15 credits of specific courses from the M.D. program to complete the 54-credit-hour MBA curriculum. With a higher course load per semester than those who pursue a single degree, students can complete both the M.D. and the MBA degrees in five years.

The M.D./MBA joins MSM’s other dual-degree offerings, which include the M.D./Ph.D, M.D./MPH, M.D./MSCR (Master of Science in Clinical Research) and MSCR/Ph.D.

Online on the Front Line of Public Health

Approved in FY18, MSM entered the world of online education with the Executive Master of Public Health, a program tailor-made for working professionals seeking rapid career growth. This innovative 18-month program will maintain a focus on community health policy and leadership that supports MSM’s social mission.

The eMPH community health and policy curriculum coupled with additional requirements will develop public health leaders who advance public health research and practice through a commitment to community service and targeted approaches to reduce health disparities, and who are fluent in community-focused public health practice, particularly in underserved communities.

The program begins in fall 2019 with a 10-15 student cohort group.

Patient Care

Building Bridges Between Healthcare and Health

“Morehouse School of Medicine is breaking ground by delivering the latest in robotic technology and cutting-edge surgical techniques to its patients.”

*—Omar K. Danner, M.D., FACS, Director, Trauma,
Critical Care & Advanced Laparoscopy*



Clinical Affairs

Morehouse School of Medicine Clinical Affairs encompasses the Graduate Medical Education and faculty clinical services at Morehouse Healthcare clinics and Metro Atlanta hospitals. Our innovative community-based healthcare services are putting health equity into action.

HEAL Clinic Mobile Unit expands to rural areas

The southern United States has long been known for its large population of persons suffering from chronic diseases such as obesity, diabetes, and hypertension. MSM's HEAL Clinic primary care services provide sound solutions for patients who cannot always see doctors in their areas. In late 2017 the HEAL clinic expanded to incorporate a mobile unit to help rural underserved populations in Georgia.

In a truly groundbreaking effort, our participating M.D. students traveled to Meriwether County, an underserved county with only one primary care physician for every 3,030 patients, to begin seeing patients on a monthly basis. Additionally, 19 percent of persons under the age of 65 are without health insurance and the county also has a significant underserved population with 21 percent at or below the poverty line, with 34% of children living in poverty. This is the first site where MSM-HEAL Mobile was dispatched to provide primary care services.



Robotic Surgery Program Expansion

The robotics team at Grady, led by MSM's Shaneeta Johnson, M.D., provides training for residents and has completed more than 300 robotic surgeries in eighteen months. A wide spectrum of specialties are represented including: general surgery, colorectal surgery, urology, pelvic and reconstructive surgery, gynecologic oncology, surgical oncology, acute care surgery, and hepatobiliary surgery. The program will soon expand to urologic gynecology, thoracic surgery, and cardiac surgery. MSM's residency program is one of a very few in the nation that graduates residents certified in robotic surgery. The first MSM resident trained in robotic surgery who was also the first surgeon trained in robotics at Grady Hospital graduated in FY18.

Bariatric Program at Morehouse Healthcare

As a result of MHC's bariatric program, we have managed to decrease the risk of cancer, focus on mortality reduction, resolve diabetes, hypertension, and sleep apnea conditions. Also, under the leadership of MSM's Dr. Johnson, director of robotic and bariatric surgery, the MSM team performed over 80 bariatric procedures in 2018.

Family Med Grant CHAMPS

Community Health Advanced by Medical Practice Superstars (CHAMPS) was funded by HRSA with a \$1,985,774 award over 5 year.

This program was developed to support current doctors who aspire to be primary care champions. The CHAMPS program will equip them to lead health care transformations in community-based settings throughout Atlanta and rural Georgia.





RESEARCH

Translating Discovery into Health Equity

“We will use our resources to ensure more minority providers are participating in clinical trials. Our hope is to ultimately lead to increased participation in clinical trials by their patients.”

—Priscilla Pemu, M.D., Professor and Vice Chair for Research, Department of Medicine



Always on the Differential: Pulmonary Tuberculosis vs. Lung Cancer

Chase E. Modin, MD, Erin Hope-Eich, MPH, Erin M. McKinnis, MD,
Neil Ghosh, MD

Introduction

Pulmonary tuberculosis (Tb) and lung cancer (LC) are both common causes of respiratory symptoms and chest pain. Both conditions can present with similar radiographic findings, making them difficult to distinguish. This case report highlights the importance of a thorough history and physical examination, as well as the use of appropriate diagnostic tests, in the differential diagnosis of these two conditions.

Case Report

A 65-year-old male patient presented with a 3-month history of chronic cough, weight loss, and hemoptysis. He had a 20-pack-year smoking history and no known risk factors for tuberculosis. His physical examination was notable for hyperinflation of the lungs and a small, firm, nontender nodule in the right lower lung field. A chest X-ray (CXR) showed a 2.5 cm nodule in the right lower lung field, as well as hyperinflation and a small amount of right-sided pleural effusion. A CT scan of the chest confirmed the presence of a 2.5 cm nodule in the right lower lung field, as well as hyperinflation and a small amount of right-sided pleural effusion.

Differential

Condition	Key Features
Pulmonary Tuberculosis	Chronic cough, weight loss, hemoptysis, hyperinflation, small nodule, small amount of right-sided pleural effusion
Lung Cancer	Chronic cough, weight loss, hemoptysis, hyperinflation, small nodule, small amount of right-sided pleural effusion

Conclusion

This case highlights the importance of a thorough history and physical examination, as well as the use of appropriate diagnostic tests, in the differential diagnosis of pulmonary tuberculosis and lung cancer. Both conditions can present with similar radiographic findings, making them difficult to distinguish. A high index of suspicion is required to identify these conditions, and a multidisciplinary approach is often necessary for accurate diagnosis and management.



Translating Discovery into Health Equity

From scientific advancements to groundbreaking scholarship, MSM's research enterprise continued to achieve a number of notable breakthroughs in FY18 across our four core research areas: cancer, cardiovascular disease, neurological disease, and infectious diseases. MSM also explored new territory in the quest to advance health equity, leading efforts to advance precision medicine, global health equity and mental health parity. In FY18, Morehouse School of Medicine secured over \$34 million in prestigious research awards and grants for new and renewed research projects.

Research Award Highlights

Mary Langley, Ph.D. in the Department of Community Health and Preventive Medicine received an award (\$1,050,000) from the Office of Minority Health titled Empowering Communities for a Healthier Nation Initiative. The focus of this study is to prevent opioid abuse and increase access to treatment and recovery services and overdose reversal capacity in rural areas by using strategies that employ evidence-based interventions. This program will be implemented in Dougherty County Georgia, a micropolitan-like community in South Georgia. The target population is African-American men and women.

Jason DeBruyne, Ph.D. in the Department of Pharmacology and Toxicology received the highly competitive Maximizing Investigators' Research Award (MIRA). The goal of MIRA is to increase the efficiency of NIH funding by providing investigators with greater stability and flexibility, thereby enhancing scientific productivity and the chances for significant breakthroughs. This is the first award (\$1,798,700) of this kind to an investigator at an HBCU. His work focuses on the Role of Protein Degradation in the Circadian Clock.



Xuebiao Yao, Ph.D in the Department of Physiology received an R01 award (\$967,020) to study the Function of MST4-Ezrin-ACAP4 Signaling in Gastric Parietal Cell Secretion and Homeostasis. The proposed line of investigations represents a highly innovative and integrated translational effort, built on previous successes and emerging technologies exemplified in our publications, to delineate H. pylori-elicited perturbation of acid secretion in atrophic gastritis and validate an ACAP4-targeted strategy for prevention of parietal loss in response to chronic H. pylori infection.

Zhigang Xiong, M.D., Ph.D. in the Department of Neurobiology received an R01 award (\$1,574,783) to study the Mechanisms of ASIC-mediated neuronal injury. Stroke is a leading cause of mortality and morbidity, yet there is no effective treatment. This proposal focuses on ASIC1a, one major contributor to ischemic brain injury, and investigates the molecular mechanisms underlying ASIC1a-mediated neuronal injury. Results obtained from these studies may lead to novel and effective therapeutic strategies for stroke intervention.

Proteins in Action Project

The W. M. Keck Foundation awarded \$1 million for 3-D and 4-D imaging capabilities which allow MSM researchers to record changes in protein activities ("proteins in action") that underlie fundamentally-important molecular processes and the dynamic aspects of cellular and network function.

All of Us Research Program

MSM was selected to join the NIH ALL of Us Research Program as a part of the South East Enrollment Center (SEEC) network, with \$4.45 million being awarded to the consortium during the first year. The ALL of Us Research Program is a growing precision medicine initiative with over 25 institutional collaborators across the United States. The SEEC is comprised of Morehouse School of Medicine, University of Miami Miller School of Medicine, Emory University, and the University of Florida. The program will gather data from over one million participants within the United States to accelerate research, create personalized treatments, and design preventative methods based on genomic data.

2020 by 2020

The American Association for Cancer Research (AACR) and the Oncology Research Information Exchange Network (ORIEN), announced an important partnership with MSM as a part of the AACR Presidential Initiative, "2020 by 2020." The initiative will perform genomic sequencing of both tumor, and normal tissue from 2,020 consented African-American cancer patients, and

aggregate it with clinical data from the patients, by the year 2020, to improve our understanding of cancer outcomes and advance cancer health equity in this medically underserved population. MSM will serve as the "flagship" institution in this initiative and receive funding (\$750K-\$1million) to enhance the infrastructure to support precision cancer medicine research at MSM and its affiliates. We will also receive \$1million for every 1000 participants enrolled in the study.

New Neuroscience Institute Director

Walter Royal, M.D. previously Professor of Neurology and Professor of Anatomy and Neurobiology at the University of Maryland School of Medicine, was selected as the new Director for the Neuroscience Institute and Chair of the Department of Neurobiology at MSM. His research focuses on mechanisms of disease risk and progression in individuals with Multiple Sclerosis, HIV-related neurological disorders, and neurosarcoidosis. Dr. Royal has received research support from the NIH, the Veterans Administration, the National Multiple Sclerosis Society, and private industry.

MSM Healthcare Innovation Center

Morehouse School of Medicine has embarked on the creation of a Healthcare Innovation Center to develop solutions to healthcare's uneven access, high costs and quality issues that harm underserved populations. Health Innovation Centers were created by a number of health systems to develop and test new approaches for solving healthcare issues by bridging the divide between tech entrepreneurs, designers, developers, researchers and the clinicians who work on the front lines of care. MSM's Healthcare Innovation Center can use this model to develop improvements to the cost, availability and quality of health prevention efforts for underserved populations. A business plan has been developed based on Morehouse School of Medicines' strategic plan, healthcare investment research, and informational interviews with MSM faculty & staff, potential funding sources, and healthcare innovation centers. These inputs were used in developing the Center's business plan, which consists of:

- An incubator and research lab focused on discovering, developing, and testing preventative healthcare technologies, and
- Training and education programs in health to engage kindergarten through 12th

Engaging Communities, Collaborations and Beyond

Building Partnerships to Improve Latino Health

Morehouse School of Medicine's Office of Community Engagement and the Medical Spanish Club co-sponsored Building Partnerships to Improve Latino Health, part of the Talk, Learn, and Collaborate (TLC) series. Guests included community organizations that work directly with the Latino population in Georgia, which has the fastest and highest growth rate of the ethnic group in the nation according to the Atlanta Regional Commission.

Fireside Chat with U.S. Surgeons General

Our nation's 20th and sitting Surgeon General of the United States, Vice Admiral Jerome Adams, M.D., M.P.H., visited MSM as part of the school's "Fireside Chat" series. He was joined by the nationally renowned David Satcher, M.D., Ph.D., 16th U.S. Surgeon General, past president of MSM and the founder of the Satcher Health Leadership Institute. It was a uniquely enhanced educational opportunity for MSM students to hear from two high-ranking federal officials.

Drs. Peter and Marlene MacLeish Endowed Lectureship

On March 27, 2018, MSM held its inaugural Drs. Peter and Marlene MacLeish Endowed Lectureship lectures in honor of their continuous contributions to neuroscience and to MSM. The lecture was presented by Nobel Prize winner Martin Chalfie, Ph.D. who shared his findings involving the discovery of green fluorescent protein, which may be used as a surgical tool to locate and remove cancerous tumors. To ensure its continuation, MSM and its gracious donors created an initial \$200,000 endowment to establish a high-profile lecture series that will bring outstanding biomedical scientists to the MSM campus and surrounding community. Others in attendance included Torsten N. Wiesel, recipient of the Nobel Prize in Physiology or Medicine in 1981, Walter J. Koroshetz, M.D., Director of the National Institute of Neurological Disorders and Stroke (NINDS), and two former directors Gerald Fishbach, M.D. and Zach Hall, Ph.D., along with MSM President Emeritus and former Secretary of Health and Human Services, Dr. Louis Sullivan.



Georgia Clinical and Translational Science Alliance

Funded by the National Center for Advancing Translational Sciences for \$40 Million over five years, the Georgia Clinical and Translational Science Alliance is a compelling partnership of Emory University, MSM, Georgia Tech, and the University of Georgia. GaCTSA partners are: Emory Healthcare, Morehouse Healthcare, Children's Healthcare of Atlanta, the Atlanta VA Medical Center, the Grady Health System, and the Atlanta Community Physicians Network. Our translational science partners including the Yerkes National Primate Research Center, the Georgia Research Alliance, Georgia Bio and links to the Prevention Research Centers of the U.S. Centers for Disease Control and Prevention.

Opioid State Targeted Response Technical Assistance

Funded by the Curators of the University of Missouri at Kansas City (\$1,213,705), this program identifies local physicians, and other healthcare professionals with expertise in treatment and recovery services for opioid use disorders. Based on a state, territory, or tribal nation's assessed need, these providers will serve as the primary providers of federally supported technical assistance for the program's successful implementation.

Addiction Technology Transfer Regional Center (ATTC)

Funded by Substance Abuse and Mental Health Administration for \$3,876,470. MSM, which has been the lead for the Southeast ATTC for the past eighteen years, serves (HHS) Region 4, which includes the states of Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee. MSM will utilize its expertise through the use of state-of-the-art technology transfer models that permit the application of science-based evidence-based practices that will consistently enhance the region's SUD treatment workforce professionalism and ability to support patient recovery. MSM enjoys a broad and fruitful multidisciplinary collaboration within its current ATTC efforts, which will be similarly expanded within the new region. This collaboration will have an active role in developing the ATTC's strategic plan. MSM proposes to train 6,300 participants in 225 training events throughout the five years.







Satcher Health Leadership Institute Continues to Break New Ground

Funded by the Kresge Foundation, SHLI's Community Voices: Healthcare for the Underserved launched the 2018 Healthy Communities Initiative (HCI) cohort. HCI is a program designed to mobilize and engage mayors, county officials, other elected officials, and their teams by enhancing their health leadership skills, providing community health resources, and motivating leaders to influence policies and implement health projects that will eliminate health disparities. Participants included 16 elected officials from Georgia, Alabama, Mississippi, Virginia, North Carolina, Nebraska, Iowa, and Maryland along with their community partners for a total of 39 graduates in this cycle. Ten of the participating municipalities were selected to receive a \$10,000 grant and technical assistance/support from the program to implement an equity-focused project developed during the training.

MSM was selected as a finalist for the Association of American Medical Colleges' (AAMC) prestigious Spencer Forman Award for Outstanding Community Engagement. The award is presented annually to a AAMC-member medical school or teaching hospital with a long-standing, significant institutional commitment to partnering with the community it serves to identify and address community needs. The Forman Award highlights community engagement as an essential element of the academic mission and singles out institutions that serve as exemplars of social responsiveness on the part of the academic medical community.

The 2018 Health Equity Research Snapshot, a AAMC initiative recognized the Prevention Research Center

at Morehouse School of Medicine for its "exemplary community-partnered research effort" successfully impacting the health of local epilepsy patients and their families. As leaders in translating research results into policy and public health practice, the MSM PRC works with communities to develop, evaluate, and implement significant community changes that can prevent and control chronic diseases and bring communities and the nation closer to health equity.

The Kennedy-Satcher Center for Mental Health Equity at Morehouse School of Medicine released a report titled, "Evaluating State Mental Health and Addiction Parity Statutes," in collaboration with The Kennedy Forum, The Carter Center, and Well Being Trust. The report followed an analysis of 32 states receiving a failing grade for statutes designed to ensure equal access to mental health and addiction treatment. The evaluation, led by policy analysts at MSM, identified three key issues and recommendations for improvement based on common deficiencies found in their analysis of state statutes.

Recent estimates from a FY18 study from National Center for Primary Care at Morehouse School of Medicine report that the number of people with Alzheimer's disease and related dementias (ADRD) will double by 2060. The findings, published in *Alzheimer's & Dementia: The Journal of the Alzheimer's Association* in collaboration with colleagues from the CDC and the University of Wisconsin, are the first of its kind to forecast ADRD with specific attention to race and ethnicity. Early planning with these data projections can guide decisions for how the potential magnification of existing socioeconomic and health inequities in minority communities may be countered.

INVESTING IN MSM

“In establishing and maintaining a culture of giving, our efforts today can become a legacy of giving so that future biomedical scientists and medical professionals can become the future health leaders our country desperately needs.”

— Christopher De Vera, Ph.D. student



FY18 was a groundbreaking year for Morehouse School of Medicine. We grew considerably in enrollment and physical footprint. We expanded our offering of degrees. And, most critically, we continued to produce medical professionals who are highly skilled and community-focused — the kind of practitioners our country needs most — while staying true to our mission of providing culturally competent care and advancing health equity.

To fund this progress, growth and change, we initiated a multi-year comprehensive campaign that highlights MSM's education model, pipeline programs, research excellence, clinical innovations and impact, and public service incentive program. Currently, we are in the \$40 million quiet phase of the campaign and have raised approximately 74 percent of that total.

The goal is to permanently raise the school's long-term fundraising capacity. Investments will fund scholarships, faculty research, capital construction and projects to ensure student success.

Growing our footprint

With a student body at 525 that's projected to hit 700 by 2021, MSM is improving and expanding existing facilities.

We entered into an agreement to develop our 7.2 acre tract of land across from the main campus to provide housing, health and wellness, and retail opportunities for MSM students and Atlanta's Westside community. We also continued extensive renovations to our medical education facilities with a complete overhaul of the Hugh M. Gloster Medical Education building.

Additionally, students can rotate to our Columbus, GA, campus for two- to three-week experiences while clerkships remain based in Atlanta. Our expanded campus sites broaden the diversity of the students' clinical experience.

Alumni lead the way

We grew our strong connection to our alumni community, which gives bigger gifts and — at 22 percent participation — outpaces most others in its peer group. To maintain that connection, we hosted events such as "An Evening with MSM," which brought together select alumni and students with the President and Dean and prominent faculty. We also initiated Alumni Connect, a program that creates mentoring partnerships between new alumni and veteran alumni who live in the same cities.

Notable 2018 Gifts

Hugh M. Gloster Society

A record-breaking **\$1.32 million** in support of student scholarships, including a **\$400,000** investment from Robert Fink, founder of the Ridgeview Institute. The gift was made in honor of Morehouse School of Medicine's Dr. Quentin "Ted" Smith, who provided psychiatric and behavioral health care to patients of Ridgeview while also serving on its leadership board.

Anonymous Donor:

\$1 million against our \$12 million fundraising goal for the Hugh M. Gloster Medical Education Building (MEB) renovation.

Zach Hall and Julie Ann Giacobassi:

Led a **\$250,000** campaign to fund the Drs. Peter and Marlene MacLeish Endowed Lectureship.

The Rich Foundation:

\$150,000 commitment in support of the MEB renovation.

Tull Charitable Foundation:

\$350,000 for the MEB renovation.





Morehouse School of Medicine Plans \$50 Million Campus Expansion

In FY18, Morehouse School of Medicine partnered with local real estate development firm Carter to construct and manage a new gateway to the Atlanta University Center in Atlanta's Historic West End. Together we will design concepts and manage the planned 7.2 acre, mixed-use real estate development, which will include market-rate housing, an urgent care center, a health and wellness facility, and retail for students, faculty, and staff.

The project is a three-phase development. Plans for Phase 1 include approximately 200 units of market-rate, multi-family housing, a 25,000 square foot medical office building, a 9,000 square foot wellness center, 2,500 square feet of retail space, and a four-level parking deck on the corner of Lee Street and Westview Drive, just west of MSM.

An ambulatory care facility will provide services for students and Atlanta's Westside residents. Construction is scheduled to be complete in the summer of 2020.





FINANCIAL OVERVIEW

“Long-term success requires financial stability and investment in the future of MSM students, patients, faculty, and staff. MSM is committed to building a financial foundation that supports the future and vision of our expansion and growth.”

—F. John Case, Ed.D., Sr. VP for Operations and Chief Financial Officer

Message from the Sr. Vice President for Operations and Chief Financial Officer F. John Case, Ed.D

The financial and operational results for Fiscal Year 2018 continued to be strong as the organization grows as envisioned in the MSM strategic plan, *Excellence Through Health Equity*. In 2018, MSM continued to utilize the State's 2016 investment of \$35 million to expand educational programs, invest in innovation in all three mission areas (education, research, and clinical services) and give back to our students through scholarships and loan forgiveness programs. The academic year commenced with the opening of Phase 1 of the Hugh Gloster renovation project which created two state-of-the-art remodeled classrooms, enhanced open areas for studying and relaxation, and the one-stop Student Resource Center where all academic, programmatic and financial support services will be housed for students at MSM. This renovated space has enhanced the first permanent physical structure on campus, the Hugh Gloster Building, so students can have convenient access to all faculty and student services while learning and studying daily. Phase 2 of the renovation includes enhanced learning spaces, team rooms, open study space, and flexible education rooms housing all academic learning environments in one building on campus. All students, regardless of program will interact, learn, study, and relax in a convenient relaxing student area. The \$25.2 million renovation is expected to be completed by spring 2019.

The school continued its efforts to strategically commit to enhancing scholarships for all its students. This year, the Hugh Gloster Society annual event raised over \$1.3 million towards scholarships which help our efforts to decrease student debt for all MSM graduates. In addition, for the fifth straight year, MSM held the tuition at the same level, thereby enhancing the efforts to decrease student debt as graduates continue their learning experience after graduation and start helping Georgia communities in primary care and other needed specialties.

Operationally, we continued the emphasis on three themes; people, process and technology. Each thematic area incorporates the current state of our business, the need to implement best practices in all we do, and investing in our finance and operations for long-term, sustained growth. During FY18, we implemented refined sponsored research administration processes, enhanced the financial results of Morehouse Healthcare, and continued to implement new business processes through a shared service business model. MSM continued its investment in facilities through its Hugh Gloster second floor renovation including learning and study space, a new roof, and enhanced mechanical equipment throughout the building. Lastly, the legal closing on our Lee Street Property lease (Phase 1) continued and the design work and conceptual drawings for the Lee Street community (which includes housing, retail, health care, fitness, and parking) were finalized. The campus community is excited about the June 2020 opening of this mixed-use development, the first of its kind in the Atlanta University Center.

The fiscal year was highlighted by:

- In October 2018, the annual financial and compliance audit was presented and approved by the Board of Trustees, within the required timeframe.
- The annual financial statement and Office of Management and Budget (OMB) A-133 audit received a clean (unmodified) opinion on the consolidated financial statements for MSM and its affiliate Morehouse Healthcare in accordance with generally accepted accounting principles.
- In FY18, MSM recorded operating revenues of \$166 million, remaining steady from FY17.
- A net operating margin of \$.7 million was realized in FY18.
- Continued growth in the student body resulted in a 13.1% increase in tuition revenue. In addition, MSM continued its goal to increase scholarships for all programs, investing \$3.0 million.
- Investments earnings totaled \$9.2 million (5.5% of total revenue).
- Morehouse Healthcare had revenues year totaling \$17.2 million mainly due to improved effectiveness of clinical collections and revenue/services provided by our physicians.
- The balance sheet reflected continuous improvements in the following critical areas – decreased pledges receivable, an increase in total assets, and an increase in long-term debt of the organization due to the financing of the capital improvements to the Hugh Gloster Building (financed through the US Department of Education HBCU loan program).

Morehouse School of Medicine, Inc. and Affiliate

Consolidated Balance Sheets

Year ended June 30 2018 2017

Assets	\$	\$
Cash and cash equivalents	7,399,746	8,948,234
Accounts receivable, net	13,962,629	9,228,939
Pledges receivable, net	2,715,480	5,569,096
Loans receivable, net of allowance for doubtful accounts of \$178,400	764,144	813,332
Patient accounts receivable, net	1,841,450	1,986,523
Other receivables	528,828	259,678
Investments, at fair value	135,459,020	135,979,431
Other assets	1,445,608	1,818,961
Property and equipment, net	75,781,744	65,049,544
Total Assets	\$239,898,649	\$229,653,738
 Liabilities and Net Assets		
Liabilities		
Accounts payable	7,054,593	8,602,561
Accrued expenses and other liabilities	7,898,109	11,346,336
Borrowings under line of credit arrangements	5,376,458	1,559,742
Deferred revenue	1,692,197	966,853
Capital leases payable	729,126	916,092
Long-term debt payable	18,568,106	8,408,000
Government advances for student loans	1,550,271	1,550,271
Total Liabilities	\$42,868,860	\$33,349,855
 Net Assets		
Unrestricted	68,143,834	70,397,523
Temporarily restricted	26,966,862	24,964,927
Permanently restricted	101,919,093	100,941,433
Total Net Assets	\$197,029,789	\$196,303,883
Total Liabilities and Net Assets	\$239,898,649	\$229,653,738

The Consolidated Balance Sheet presents the assets, liabilities, and net position of MSM as of the end of the fiscal year.

The purpose of the Consolidated Balance Sheet is to present a financial condition snapshot of Morehouse School of Medicine as of June 30, 2018.

The Consolidated Balance Sheet is prepared under the accrual basis of accounting which requires revenue and asset recognition when service is provided, and expense and liability recognition when goods and services are rendered despite when cash is exchanged.

Morehouse School of Medicine, Inc. and Affiliate

Consolidated Statements of Activities and Changes in Net Assets

Year ended June 30 2018 2017

	2018	2017
Revenues and Other Additions	\$	\$
Tuition and fees	19,410,571	17,165,437
Student aid	(2,971,232)	(3,510,489)
Tuition and fees, net of student aid	16,439,339	13,654,948
Federal, state, and local government grants and contracts	97,383,184	97,455,030
Private gifts, grants, and contracts	23,158,500	22,988,111
Faculty practice plan	17,175,108	17,184,769
Investment income	9,160,680	11,393,790
Other sources	2,596,240	2,701,282
Net assets released from restrictions	-	-
Total Revenues and Other Additions	\$165,913,051	\$165,377,930
Operating Expenditures		
Education and general:		
Instruction	65,611,585	61,066,064
Research	26,219,453	28,735,241
Public service	6,843,189	6,806,384
Academic support	8,673,100	7,426,199
Student services	5,316,273	3,500,263
Institutional support	24,939,986	27,946,575
Facilities operations and maintenance	4,141,295	4,608,478
Depreciation	5,689,005	5,382,293
Faculty practice plan	17,753,259	13,171,350
Total Operating Expenditures	\$165,187,145	\$158,642,847
Change in Net Assets	\$725,906	\$6,735,083
Net Assets , beginning of year	\$196,303,883	\$189,568,800
Net Assets , end of year	\$197,029,789	\$196,303,883

Changes in Total Net Assets are based on the activity presented in the Consolidated Statement of Activities and Changes in Net Assets.

The purpose of the statement is to present the revenues earned, expenses incurred, and the operating margin realized for the fiscal year end.

Morehouse School of Medicine, Inc. and Affiliate

Consolidated Statements of Cash Flows

Year ended June 30 2018 2017

	\$	\$
Operating Activities		
Change in net assets	725,906	6,735,083
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	5,689,005	5,382,293
Net realized and unrealized loss on investments	(6,501,619)	(8,620,970)
Loss on disposition of property and equipment	24,627	286,254
Gifts and grants restricted for long-term investment	(977,660)	(431,407)
Change in operating assets and liabilities:		
Accounts receivable, net	(4,733,690)	2,943,521
Pledges receivable, net	2,853,616	7,798,780
Patient accounts receivable, net	145,073	(676,537)
Other receivables	(269,150)	(66,343)
Other assets	373,353	(947,350)
Accounts payable	(1,547,968)	2,446,508
Accrued expenses and other liabilities	(3,448,227)	2,569,497
Deferred Revenue	725,344	300,415
Net cash (used in) provided by operating activities	\$(6,941,390)	\$17,719,744
Investing Activities		
Loans receivable, net	49,188	113,057
Purchases of investments	(27,625,096)	(53,580,049)
Proceeds from sale of investments	34,647,126	22,720,517
Purchases of property and equipment	(16,445,832)	(13,401,059)
Net cash used in investing activities	\$(9,374,614)	\$(44,147,534)
Cash Flows from Financing Activities		
Repayment of long-term debt payable	(9,744,450)	(2,183,333)
Proceeds from long-term debt payable	19,904,556	(1,944,816)
Proceeds from long-term debt payable	3,816,716	
Repayment of capital leases	(186,966)	(173,958)
Gifts and grants restricted for long-term investment	977,660	431,407
Net cash provided by financing activities	\$14,767,515	\$(3,870,700)
Net Increase (Decrease) in Cash and Cash Equivalents	\$(1,548,488)	\$(30,298,490)
Cash and Cash Equivalents, beginning of year	\$8,948,234	\$39,246,724
Cash and Cash Equivalents, end of year	\$7,399,746	\$8,948,234

The Consolidated Statement of Cash Flows present detailed information about the cash activity of the institution during the fiscal year.

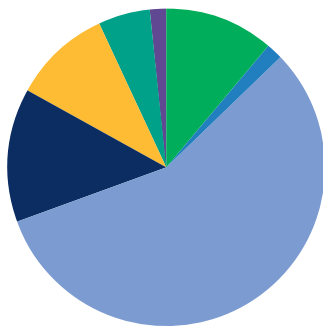
The cash activity reflects MSM's commitment to making strategic investments to sustain and enhance excellence related to our core mission.

The financial statements presented in this report are modified statements issued under reporting guidelines established by the Governmental Accounting Standards Board (GASB).

The charts below detail the income and spending patterns of MSM in FY18. MSM continues its strategy to increase its class size to over 700 students by 2020, resulting in a positive impact on annual revenues. Development efforts will continue to enhance private gifts and grants for scholarship, facilities, and new programs. The emphasis on Morehouse Healthcare to enhance the patient experience and delivery of care will help continue to enhance revenues as was the case in 2017. For expenditures, salary and wages are 65% (\$106.6 million) of the total, while other operating expenditures total \$58.6 million. Our goal over the next five years is to review all people, process, and technology for increased efficiencies, which will enable the organization to invest in the mission areas – education, research and clinical services.

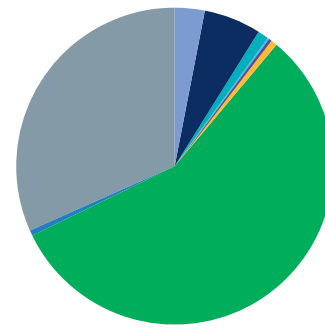
In FY19, we will invest in the needed resources that enhance the financial operations in all aspects of our business. We continued to refine our new procurement and travel systems to create efficiencies and savings in major expense line items. Our investment of approximately \$25.2 million in the Hugh Gloster renovation will create a state-of-the-art environment enhancing the classroom experience, creating a one-stop student service center, and enhancing the faculty interaction/collaboration with all students. As an organization, our commitment to operational excellence will help MSM strive for sound financial policy and practices to produce results that will benefit the faculty, staff, students and patients of MSM.

FY18 - REVENUE



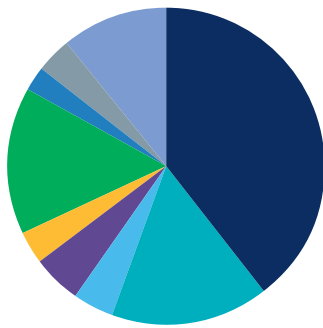
- 19,410,571 Tuition and Fees
- (2,971,232) Student Aid
- 97,383,184 Federal, State, and Local Government
- 23,158,500 Private Gifts, Grants, and Contracts
- 17,175,108 Faculty Practice Plan
- 9,160,680 Investment Income
- 2,596,240 Other Sources

FY18 -ASSETS



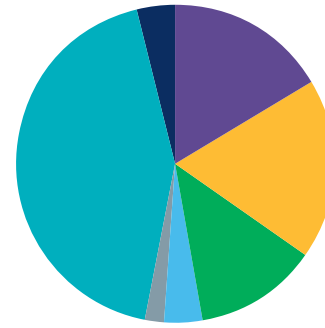
- 7,399,746 Cash and Cash Equivalents
- 13,962,629 Accounts Receivable
- 2,715,480 Pledges Receivables
- 764,144 Loans Receivable
- 1,841,450 Patient Accounts Receivable
- 528,828 Other Receivables
- 135,459,020 Investments
- 1,445,608 Other Assets
- 75,781,744 Property and Equipment

FY18 - EXPENDITURES



- 65,611,585 Instruction
- 26,219,453 Research
- 6,843,189 Public Service
- 8,673,100 Academic Support
- 5,316,273 Student Services
- 24,939,986 Institutional Support
- 4,141,295 Facilities Operations and Maintenance
- 5,689,005 Depreciation
- 17,753,259 Faculty Practice Plan

FY18 - LIABILITIES



- 7,054,593 Accounts Payable
- 7,898,109 Accrued Expenses
- 5,376,458 Line of Credit
- 1,692,197 Deferred Revenue
- 729,126 Capital Leases Payable
- 18,568,106 Long-Term Debt Payable
- 1,550,271 Government Advances for Student Loans

GOVERNMENT RELATIONS & POLICY

“All people of color must come together to tell our stories. We see it as an opportunity to assemble narratives and translate them into actionable next steps that can lead to policy change.”

—Sandra Harris-Hooker, Ph.D., Vice President & Executive Vice Dean



Rural Health System Transformation

Morehouse School of Medicine, thanks in large part to a special one-time grant from former Gov. Nathan Deal and the Georgia General Assembly, is ready to continue to lead the creation and advancement of health equity by transforming Georgia's rural health system. To accomplish this goal, the Office of Government Relations has taken the lead on a truly transformational initiative known as the *Blueprint for Action*. By leveraging key strategic partnerships and harnessing the resources our institution has already developed, MSM has been working diligently to target and help improve the regions of our state that are experiencing the lowest life expectancy and poor health outcomes. We are intentionally focused on helping these areas overcome the multiple, complex, interacting determinants of health, which pose the greatest challenge to accessing primary and behavioral health care and have been hit the hardest by the opioid epidemic and the maternal mortality crisis.

This undertaking consists of four phases that are designed to maximize MSM's impact and reach across the state while simultaneously improving the health and lives of individuals in some of the most overlooked corners of the state.

- **Phase 1 – Roadmap:** The Office of Government Relations worked closely with outside researchers to develop a comprehensive report of many of the health disparities, issues, and obstacles facing the entire state of Georgia, all the way down to a county level. This information was then utilized to help inform the direction of the project, so that MSM can target those areas with the greatest need, as opposed to simply going after the lowest hanging fruit.
- **Phase 2 – Community Engagement:** In this current phase, the Office of Government Relations has been hosting town halls in the targeted communities to hear directly from individuals and organizations in those areas about the particular issues that they face, as well as what tactics have been and should be tried. MSM understands that engaging and involving community leaders is not only the best way to determine what particular health access issues are plaguing a community but is also vital to establishing sustainable and long-term solutions.

- **Phase 3 – Resource Implementation:** In the upcoming third phase of this initiative, MSM will bring to bear all of the resources at our disposal to address the health disparities and access issues detailed in Phase 2, to help each individual achieve their optimal level of health.
- **Phase 4 – Sustainability:** Finally, the Office of Government Relations will work closely with strategic governmental and non-governmental partners to develop policies and initiatives that will ensure that the gains made during Phases 1 through 3 are sustainable and scalable.

A Look Ahead: 2018 State Legislative Priorities

With state financial support so vital to MSM, the office of Government Relations works at the state level to protect funding and to educate elected and appointed officials about MSM and the return the school is making on Georgia's investment. In the coming year, the office of Government Relations will pursue several priorities, including:

- Preserve and ensure maintenance of state budget appropriations for current MSM programs receiving state funding such as the State Operating Grant, Graduate Medical Education, and Undergraduate Medical Education programs.
- Expanding and advancing Graduate Medical Education residency and fellowship programs in Child and Adolescent Psychiatry, Psychiatry, OB/GYN, and General Surgery.
- Seek increased funding to support MSM's initiatives to address maternal mortality across the State of Georgia.
- MSM will enroll its first class of physician assistant students in July 2019. To support the training of these students, MSM will be encouraging the establishment of a Georgia Resident Physicians Assistance Student Capitation Program at the Georgia Board for Physician Workforce.



A Focus on Federal Priorities

MSM will continue to diligently monitor negotiations to make sure funding for existing MSM programs are not negatively impacted and remain vigilant, monitoring proposals and public policies being advanced by Congress and the Administration to ensure they prioritize health equity. In 2019, MSM's legislative advocacy priorities will include:

- The Higher Education Act Reauthorization and maintenance of the statutory "hold harmless" language that protects the existing level of funds for participating Historically Black Graduate Institutions (HBGIs).
- Reauthorization of Title VII Health Professions Training Programs to support health professions training programs, particularly those that focus on improving diversity in the healthcare workforce.
- Reinvigorating Medicare Graduate Medical Education slots as a top priority.
- Restoring Disproportionate Share Hospital Funding cuts.
- Protecting racial and ethnic approaches to community health, prevention research centers and other public health programs.
- Protecting and increasing funding for HHS' Office of Minority Health, and the NIH's National Institute on Minority Health and Health Disparities.
- MSM will continue working closely with bipartisan national leaders to develop policies that will advance scientific research and dig deeper into the maternal mortality problem in order to find answers and identify solutions for preventing deaths among mothers.
- Prioritizing health equity in delivery and payment system reforms.

STRATEGY AND INSTITUTIONAL EFFECTIVENESS

“Aligning the collective work of Morehouse School of Medicine toward a singular shared vision of health equity is where power to break new ground truly lies.”

*—David Hefner, Ed.D., Vice President,
Strategy & Institutional Effectiveness*



Transforming
Ourselves
into Health
Leaders

Transforming
Ourselves
into Health
Leaders

Building
Bridges
Between
Healthcare
and Health

Building
Bridges
Between
Healthcare
and Health





Strategy and Institutional Effectiveness

The Office of Strategy and Institutional Effectiveness (OSIE) was established to promote a culture of continuous assessment and improvement through a comprehensive institutional effectiveness process that is ongoing, systematic and integrated, and aligns with the mission, vision and goals of the institution. The office's four functional areas include: strategy and execution; institutional effectiveness; culture shift; and change management.

FY18 Strategic Plan Scorecard

The scorecard represents the collective progress and outcomes of the hard work across all MSM units toward the fulfilment of the MSM strategic plan, "Excellence Through Health Equity." The scorecard is our annual assessment of numerous approaches and strategic actions that we enacted in FY18 and reaffirms that the work we are doing has measurable groundbreaking impact on creating and advancing health equity.

\$35 Million State Investment Initiative

OSIE tracks the progress of MSM programs and projects and ensures proper programmatic oversight of the \$35 million State Investment Funds. MSM was awarded a one-time investment of \$35 million from the state of Georgia for development and implementation of innovative programs to meet the primary care and other critical healthcare needs of rural and medically underserved areas in Georgia. In summary,

in FY18 MSM invested \$4.7 million in everything from Phase I of launching a child and adolescent psychiatry fellowship program to developing a comprehensive blueprint for critical health needs in rural Georgia to developing a care coordination toolkit for high school students caring for grandparents.

T^x Working Group Pilot Project

With the guidance of OSIE, the T^x Working Group received funding for a project that will generate data, create new interdisciplinary teams of faculty investigators and strategic non-academic partners with the greatest potential to transform the MSM research landscape, and enhance the competitiveness of MSM faculty investigators for extramural funding based on pilot project findings. This pilot project will have the potential to stimulate additional research, which will lead to long-term impact, and promote research sustainability. There have been three internal grants awarded for this project to date.

Supporting Pipeline Efforts

We are excited to serve as an industry partner with Tuskegee Airmen Global Academy to support teacher and leader development with a STEAM theme. This year, OSIE worked in partnership with internal and external stakeholders to facilitate and outline the MSM-TAG strategic plan for long-term sustainable and quantifiable outcomes that ultimately increase reading and math proficiency, and social and emotional development.

Office of Global Health Equity

The OSIE led the strategic planning efforts that launched the new Office of Global Health Equity (OGHE), which became operational January 2018. The goal of the OGHE is to become a recognized leader in global health equity and development, education, research and policy. The three focal thrusts include:

- Facilitate innovative research collaborations and medical education to address complex emerging global health issues;
- Build sustainable partnerships to address global burden of priority diseases to inform policy on global health equity;
- Pursue interdisciplinary training curricula to drive global health policy change, innovation and implementation.

Employee Engagement Survey 2018

In March 2018, we launched a faculty and staff engagement survey with a quest to become an employer of choice. Now in Phase II of this initiative led by the MSM Employee Engagement Task Force, we've declared four institutional priorities to address the opportunities and challenges identified in the MSM faculty and staff engagement survey data:

1. Recruitment and retention
2. Growth Opportunities
3. Respect, trust, transparency and communications (workplace culture and governance)
4. Clinical practice

Leadership Council Retreat 2018

Organized and managed by the OSIE, the Leadership Council Retreat focused on the importance of "Success in Building Fundraising Momentum." Special guests included Ms. Beatrice W. Walters, U.S. Ambassador to the Republic of Trinidad and Tobago and founder of An-Bryce Foundation, and Stephen J. Hemsley, Executive Chairman, Board of Directors, UnitedHealth Group. Over 80 core faculty and staff were in attendance and came away from the sessions encouraged and motivated.



Penned Chapter in Federal Reserve Book, "Investing in America's Workforce"

President and Dean Montgomery Rice co-wrote with OSIE Vice President David Hefner, a chapter published in the Federal Reserve System's book *Investing in America's Workforce: Improving Outcomes for Workers and Employers*. The book included the voices of over 100 contributing authors who share research, best practices, and resources on workforce development. The chapter outlines the economic case for Morehouse School of Medicine's partnership with Tuskegee Airmen Global Academy. The book, published in November 2018, is part of a two-and-a-half-year initiative of the Federal Reserve System, the Heldrich Center for Workforce Development at Rutgers University, the Ray Marshall Center at the University of Texas at Austin, and the W.E. Upjohn Institute for Employment Research.

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