

MISSION

MSM is dedicated to:

- Improving the health and well-being of individuals and communities;
- Increasing the diversity of the health 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, experiences and expertise to advance health equity

- RESPECT: Valuing the diverse backgrounds, experiences 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

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.Ž

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

Table of Contents



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

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, PGY GFWE CVKQPCN RTQITCOU FGFKE CAJG H QRTG Q R 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 GZEGGF GF ,TUV [GCT RTQLGEVKQPU QP L WELCUJ G U months.

1WT /& RTQITCO EQPVKPWGF K VU WRY [GTFV TOL G C achieved a 100 percent match of fourth-year students for the second consecutive year.

9G CTG GZEKVG F VQ KPVTQFWEG UGXG OON ,TUVU with the approval of our Physician Assistant Studies program, which will EQPVT KDWVG UKIPK, ECPVN[VQ KPETG CYCKTPM HFQTXE 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 5EJGNNGT %QNNIGIG QH \$WUKPGUU VQ QHIGTTCO P

1WT GZVTCQTFKPCT[CEJKGXGOGPVU CBF QWVEQ EQP, TOCVKQP VJCV /QTGJQWUG 5EJQQ N VQ HC/PFF K B 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 UVGCFHCUV EQP, FGPEG KP /5/ VQ H WNNRNV QGFCKE what we do possible.

Sincerely,

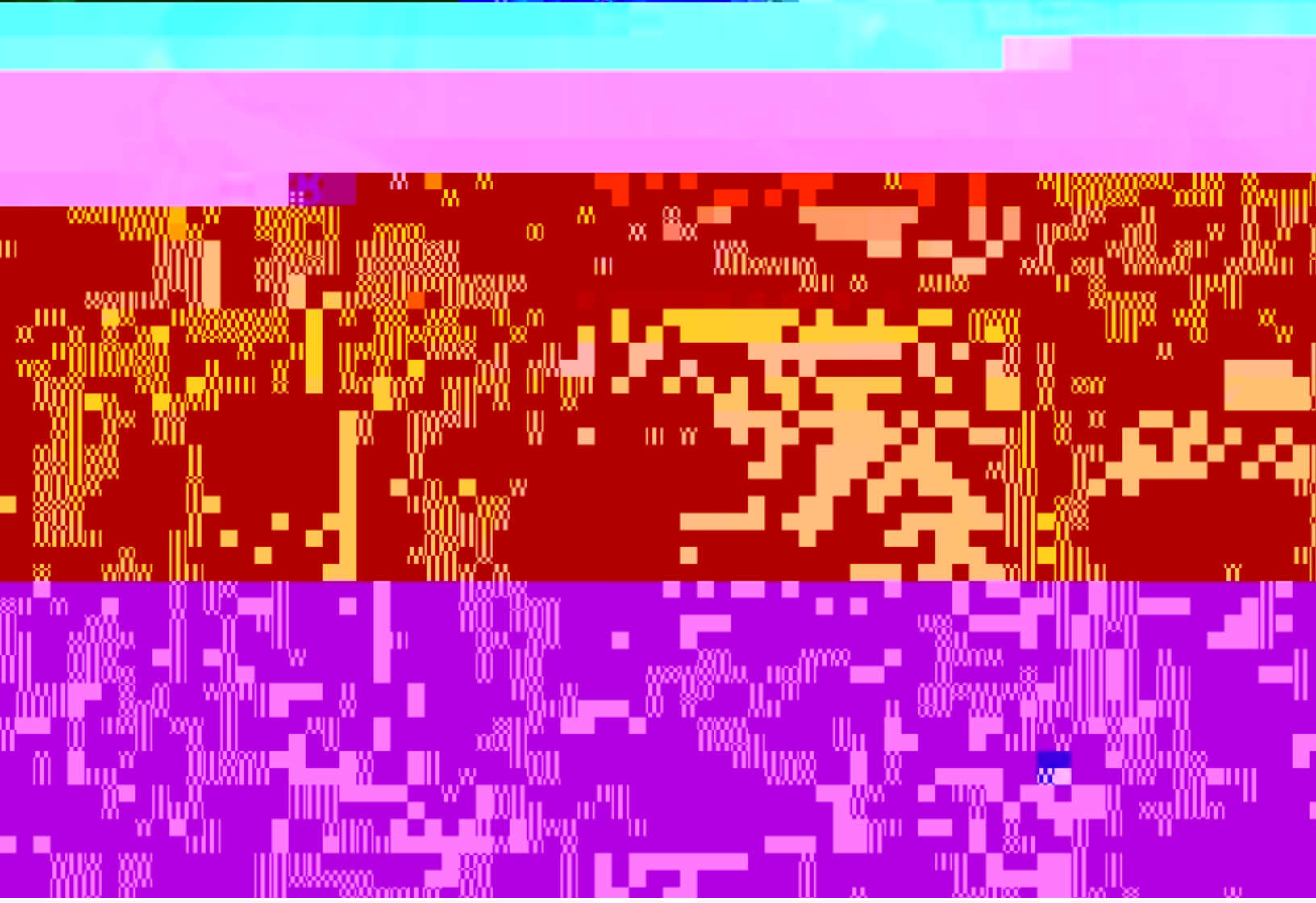
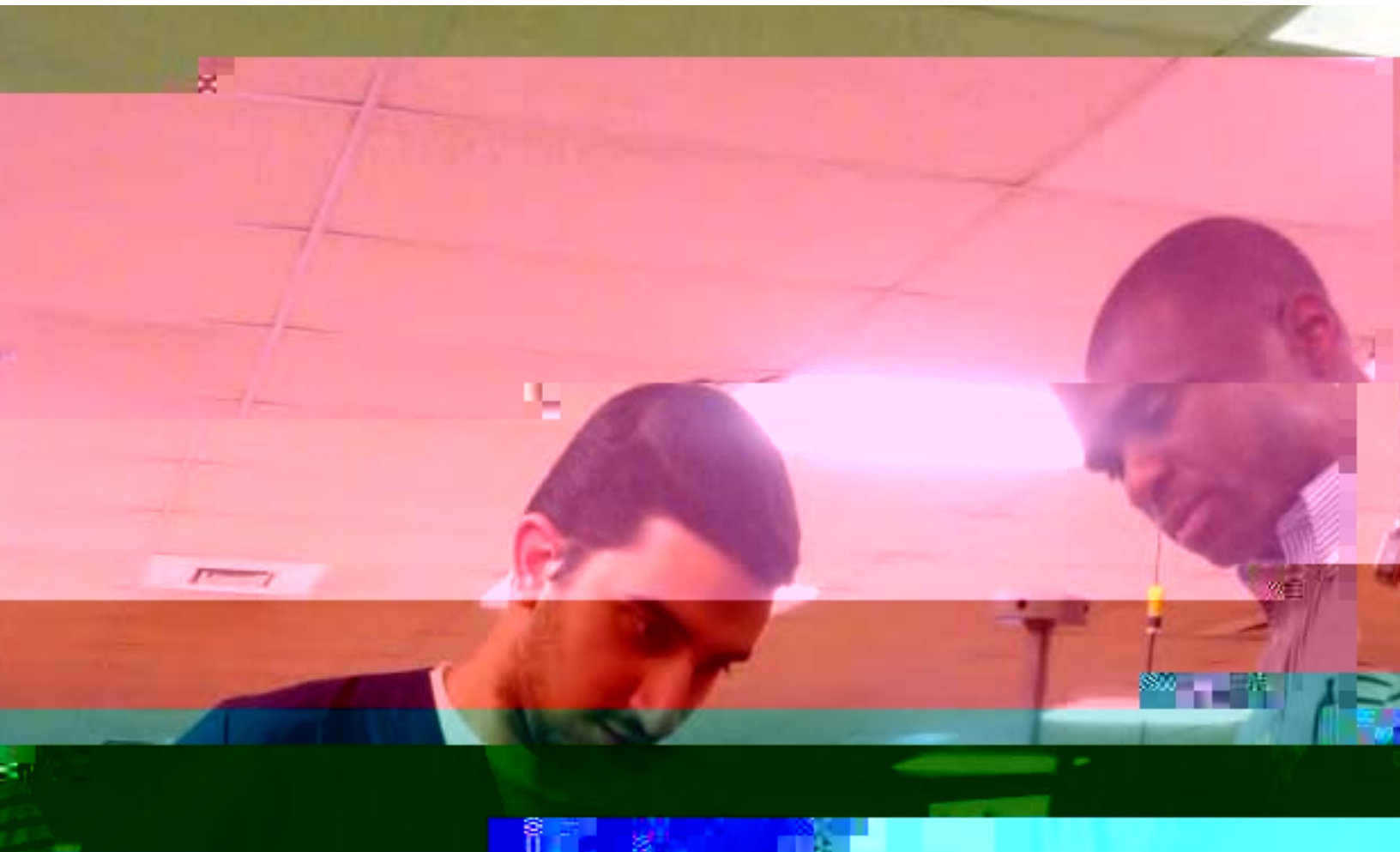
Valerie Montgomery Rice, M.D.
President and Dean

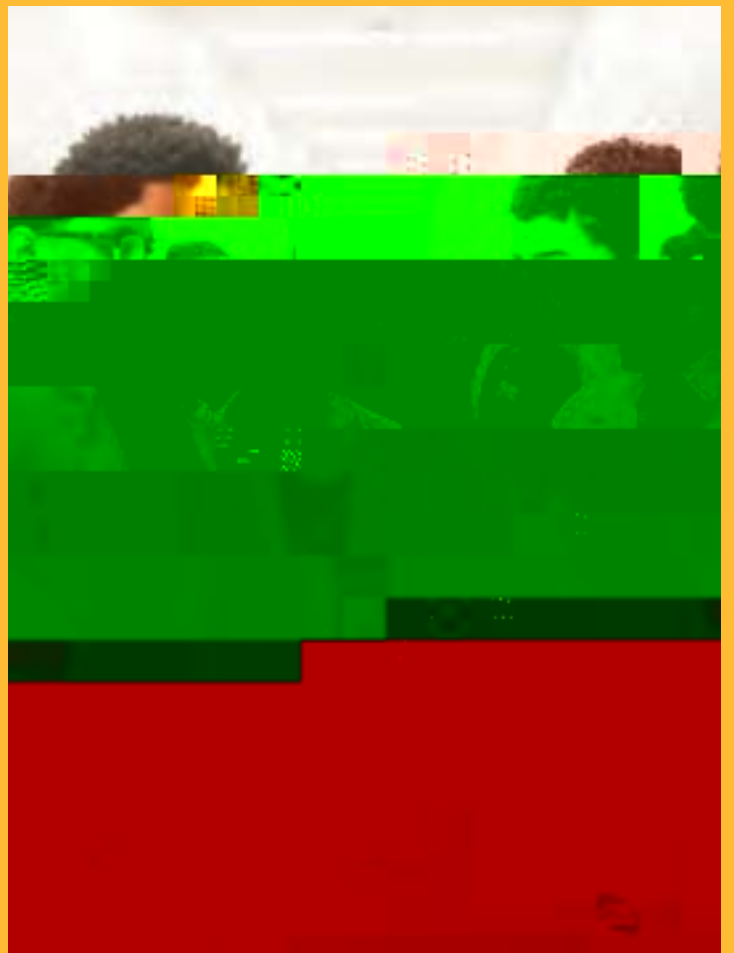
Arthur R. Collins
Chairman of the Board
Managing Partner, theGroup

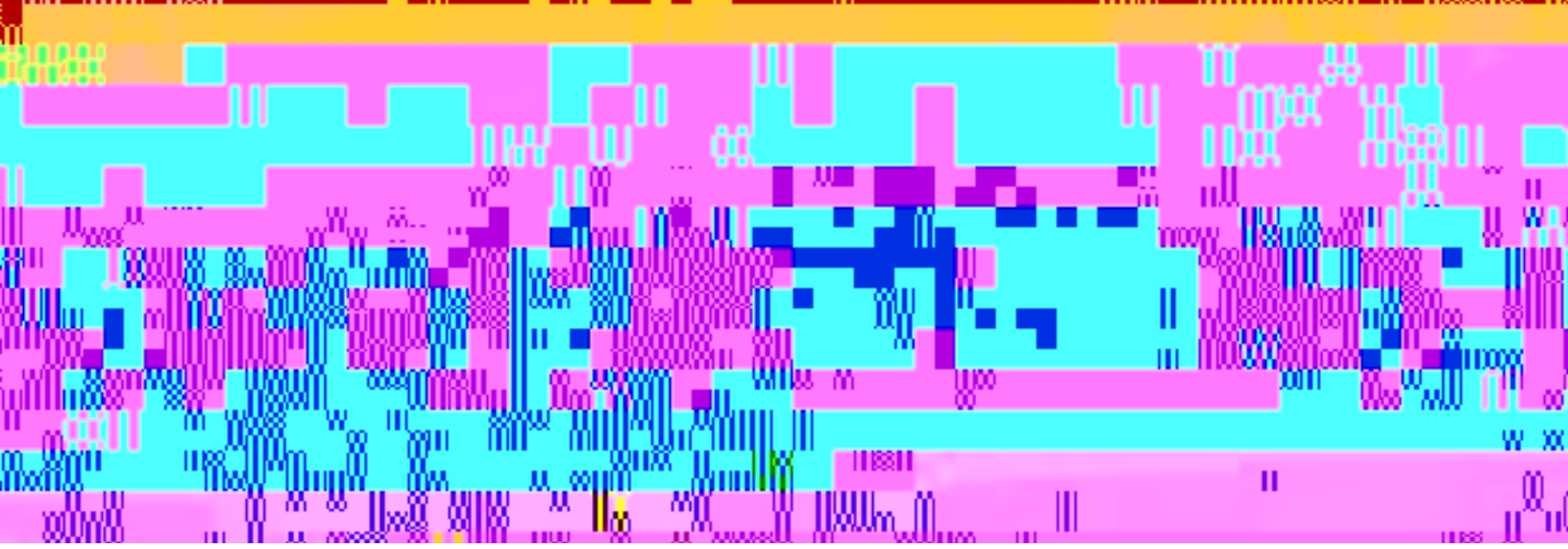
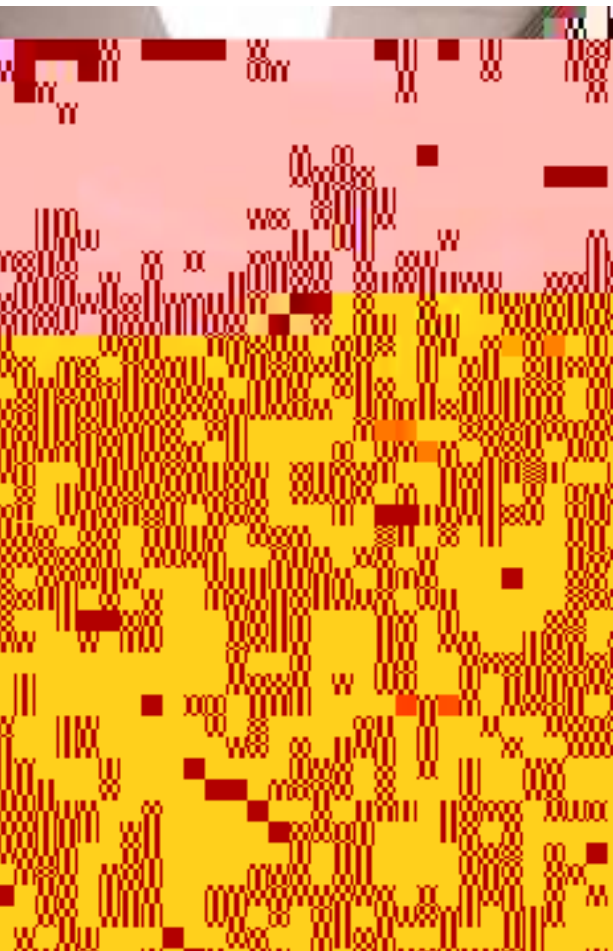
Susan Grant
Vice Chairman of the Board

B. David Blake, M.D., DABFM
•93 President, MSM
National Alumni Association

Marlon D. Cousin





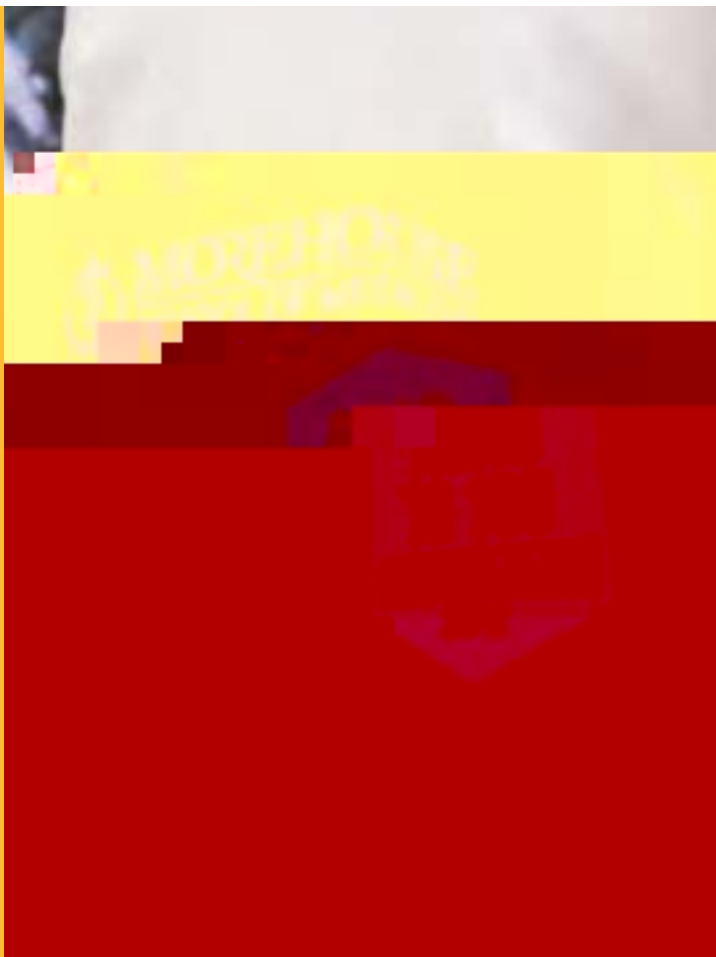


Growth is evident everywhere around Morehouse School of
Medicine. Growing enrollment, including the second straight

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in the expansion of the Columbus, GA, campus and the next
chapter of our “West Side Story,” breaking ground on the

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MSM's program of sGterkins.



White Coats & Yellow Jackets

In addition to the requisite understanding of medicine and patient care, a physician must possess many qualities – Passion. Compassion. Professionalism.

* WOKNKV[%QP,FGPEG \$WV VQFC[TGRGP EONTGVJQ UTCQ YWJV TCDKWVGRJP QXCV are not enough. Increasingly, the modern doctor also OWUV RQUUGUU ,PCPEKCN CPF OC Redesigned to support the eMPH's social mission. with an entrepreneurial mindset. With that in mind, MSM announced a partnership with Georgia Tech's Scheller %QNGIG QH \$WUKPGUU VJCV YKNE GWRDNGG YKVVJ VJG 'ZGEWVKXG /CUY RTQITCO VCKNQT OCFG HQT YQTMKPI R EQORNGVG VJGKT OGFKECN CPF DWUKDPNGKUEJ JGCGNCG INKCFGTU YJQ CFXCFE ,XG [GCTU

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Online on the Front Line of Public Health

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The eMPH community health and policy curriculum research and practice through a commitment to EQOOWPKV[UGTXKEG CPF VCTIGVGF C EQOOWPKV[HGEWUGF RWDNKE JGCNVJ EQORNGVG VJGKT OGFKECN CPF DWUKDPNGKUEJ JGCGNCG INKCFGTU YJQ CFXCFE cohort group. EQORNGVG VJGKT OGFKECN CPF DWUKDPNGKUEJ JGCGNCG INKCFGTU YJQ CFXCFE





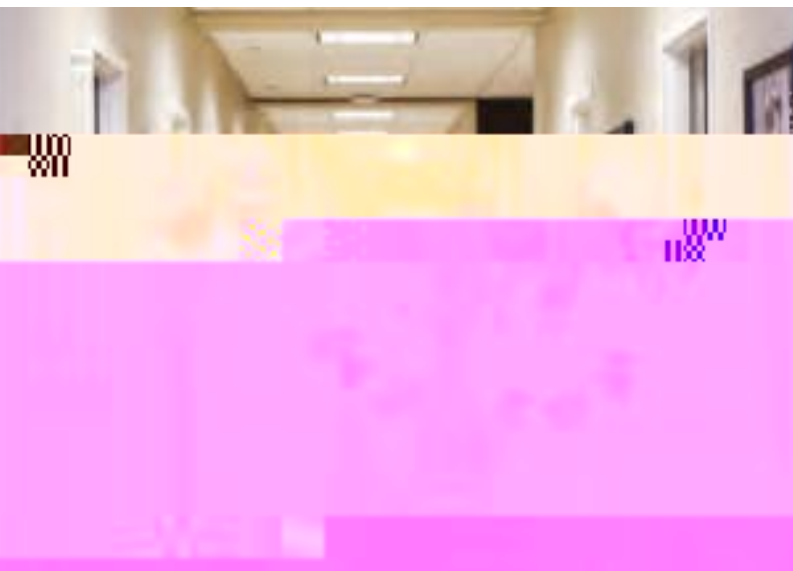
Clinical Affairs

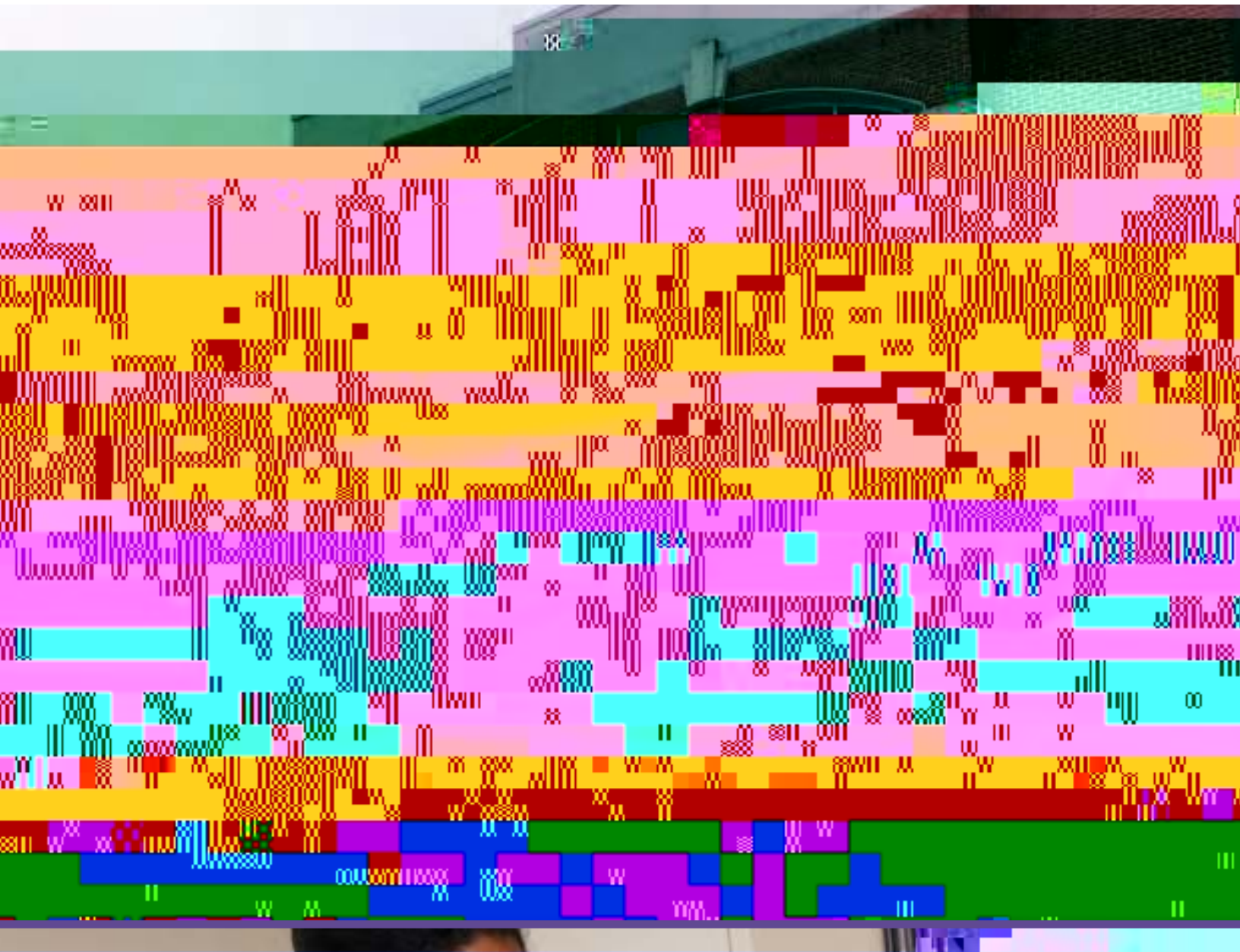
Morehouse School of Medicine Clinical Affairs encompasses the Graduate Medical Education and faculty clinical services at Morehouse Healthcare clinics and Metro Atlanta hospitals. Our innovative community-based healthcare services are putting health equity into action.

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 at or below the poverty line, with 34% of children living
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was dispatched to provide primary care services.





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.Ž

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





Translating Discovery into Health Equity

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Research Award Highlights

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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

Georgia Clinical and Translational Science Alliance

Funded by the National Center for Advancing Translational

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and Translational Science Alliance is a compelling partnership
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partners including the Yerkes National Primate Research
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Opioid State Targeted Response Technical Assistance

Funded by the Curators of the University of Missouri at

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Addiction Technology Transfer Regional Center (ATTC)

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through the use of state-of-the-art technology transfer models

that permit the application of science-based evidence-based

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treatment workforce professionalism and ability to support

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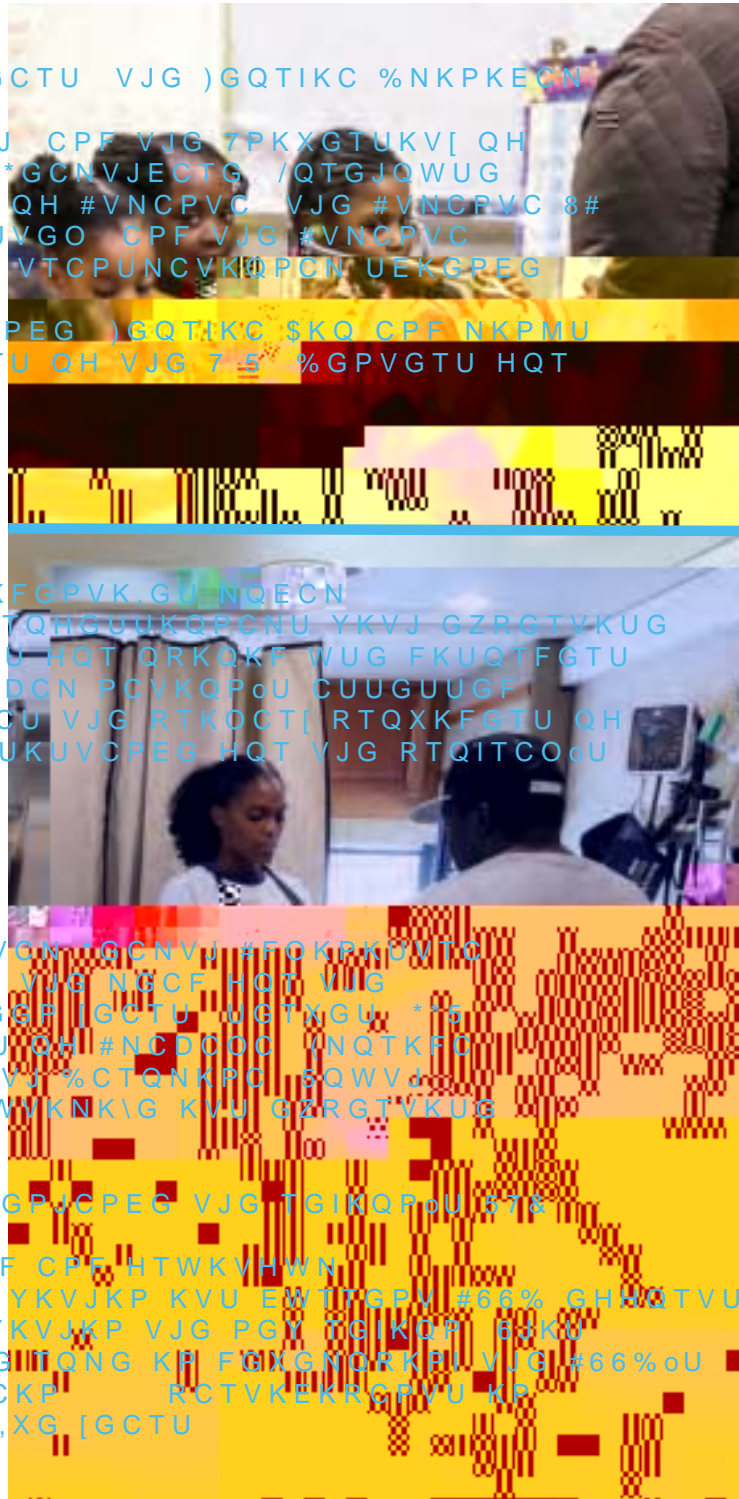
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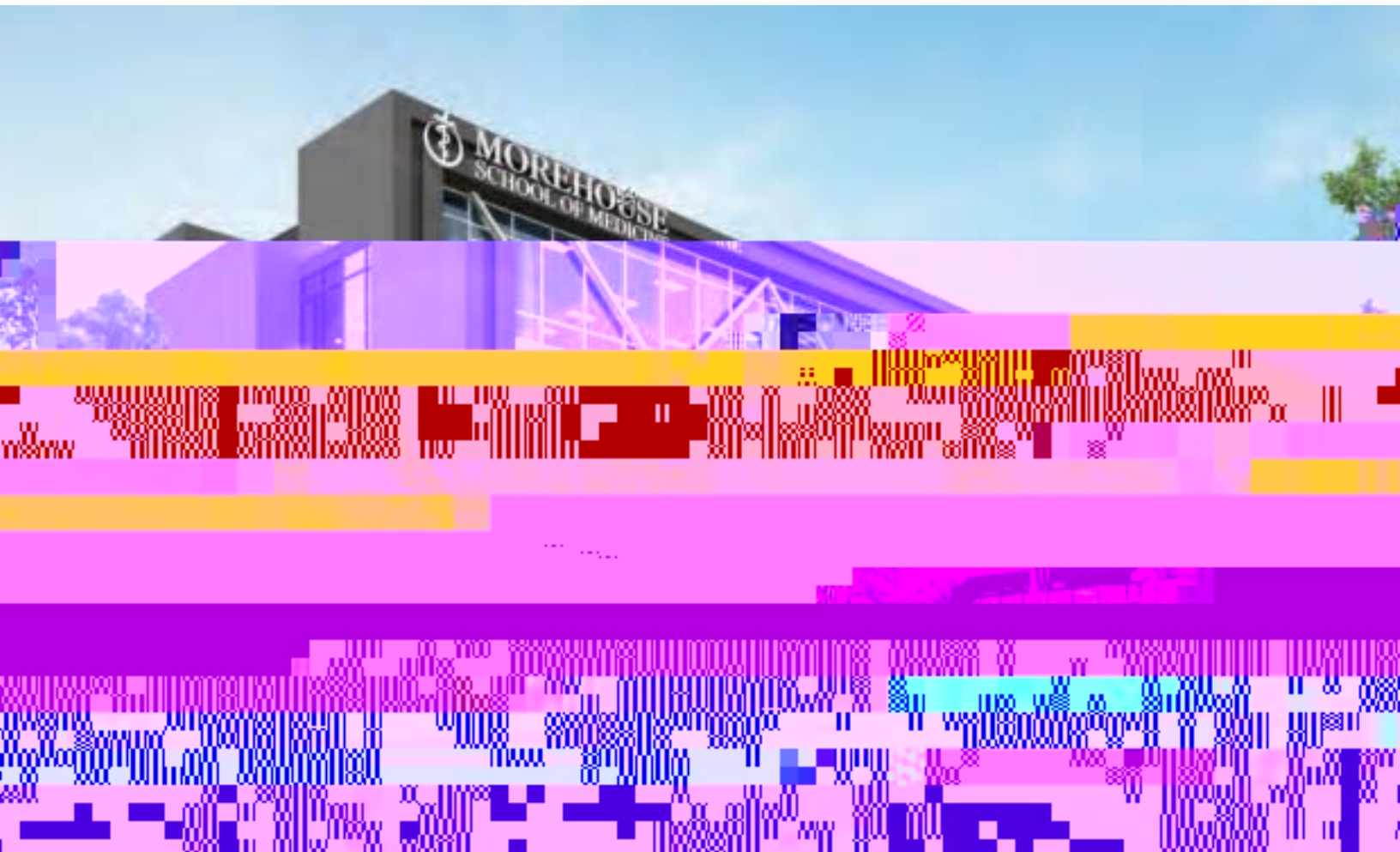
Satcher Health Leadership Institute Continues to Break New Ground

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
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enhancing their health leadership skills, providing commu-

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.Ž

„ Christopher De Vera, Ph.D. student



Morehouse School of Medicine Plans \$50 Million Campus Expansion

RESEARCH
COMMUNITY



TECHNOLOGY
INNOVATION





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.Ž

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

Message from the Sr. Vice President for Operations and

Consolidated Balance Sheet

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	\$ 239,828,407	\$ 232,003,528
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	

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

The purpose of the Consolidated Balance Sheet is to present a “nancial 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.

Statement of Revenues and Expenses

Year ended June 30	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		

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 "s cal year end.

The Consolidated Statement of Cash Flows present detailed information about the cash activity of the institution during the “sc

The charts below detail the income and spending patterns of MSM in FY18. MSM continues its strategy to increase its

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.Ž

„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, MSM will 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.

- n Phase 1 – Roadmap: MSM will 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.
- n Phase 2 – Community Engagement: In this phase, MSM 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.

- n 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.
- n Phase 4 – Sustainability:

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



Strategy and Institutional Effectiveness

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FY18 Strategic Plan Scorecard

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1TICPK\GF CPF OCPCIGF D[VJG 15+' %QWPEKN 4GVTGCV HQEWS Success in VJ Building Fundraising Momentum.Ž Special guests included /U \$GCVTKEG 9 9GNVGTU 7 5 #OD QH 6TKPKFCF CPF 6QDCIQ CPF HQWP VKQP CPF 5VGRJGP , *GOUNG['ZG QH &KTGEVQTU 7PKVGF*GCNVJ)TQV UVCHH YGTG KP CVVGPFCPEG CPF E GPEQWTCIGF CPF OQVKXCVGF



7LUULK *OHW[LY PU -L 9LZLY]L "Investing in America's Workforce"

2TGUKFGPV CPF &GCP /QPVIQOGT[YKVJ 15+' 8KEG 2TGUKFGPV &CXKF RWDNKUJGF KP VJG (GFGTCN 4GU Investing in America's Workforce: Improving Outcomes for Workers and Employers. 6JG DQQM KPENWFGF VJG XQKEGU QH QXGT CWVJQTU YJQ UJCTG TGUGCTEJ D TGUQWTEGU QP YQTMHQTEG FGXG EJCVRGT QWVNKPGU VJG GEQPQOK 5EJQQN QH /GFKEKPGoU RCTVPGTI #KTOGP)NQDCN #ECFGO[6JG DQC 0QXGODGT KU RCTV QH C VYQ KPKVKCVKXG QH VJG (GFGTCN 4GU *GNFTKEJ %GPVGT HQT 9QTMHQTE 4WVIGTU 7PKXGTUKV[VJG 4C[/CT 7PKXGTUKV[QH 6GZCU CV #WUVKP +PUVKVWVG HQT 'ORNQ[OGPV 4GU

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