

Imagining the USC of 2012: Health Care and Biomedical Science

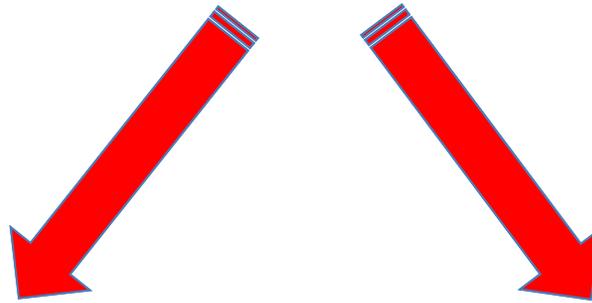
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Academic Senate-Provost Retreat

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The USC Strategic Vision: Reality or “Visions” for Health Care

Proclamation



Delusion

Inspiration



Transformation

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**April 1,
2009**

**Here's what
we say we are.**



2012: Are we truly an “Academic Medical Center”?

- **Clinical care and education**
 - Managing care: absence of an analytic database for clinical and financial management
 - Patient safety: are all necessary systems in place?
 - What is the draw: USC-brand or a few “stars”?
 - Residency programs: maximizing benefit of the two settings (Keck & LAC+USC)
 - Keck Hospital: a site for medical student education?
- **Research**
 - Clinical faculty: regularly engaged in research?
 - Clinical data: integrated with research enterprise?
 - Research management & review: facilitated?

2022: We are a first-class “Academic Medical Center”

- **Clinical care and education**

- Managing care:

- USC has **survived the “accountability” shake-out**: only those systems that provide high quality, cost-effective care will draw business from patients, insurers and employers
- **Integrated care** across spectrum of providers
- Detailed, real-time **analytic database** permits oversight of clinical quality and realistic financial management

- Patient safety:

- USC **maximizes value for every patient**: The right care for the right patient by the right team at the right time
- It is a laboratory for the **USC Center for Patient Safety and Quality**—a collaboration involving medicine, engineering, psychology, healthcare economics, and ethics

2022: We are a first-class “Academic Medical Center”

- **Clinical care and education**
 - Reputation for quality, safety and high value draws patients AND students to USC
 - Surgical “stars” illustrate rather than exhaust “the brand”
 - Residency programs:
 - Exploit strength of “two worlds”
 - Attention to “systems” aspects of health care
 - Excellent exposure to translational research as part of care
 - Medical student education:
 - Full access to all USC-related hospitals
 - Emphasis on cross-disciplinary learning (not just medical specialties but pharmacy, dentistry, OT & PT)
 - Education on humanistic, ethical, economic and legal issues is extensive and integrated

2022: We are a first-class “Academic Medical Center”

- Research

- Clinical faculty:

- Produce and not merely use knowledge
- All are clinician-scholars: time for research (from T1 to T4) or integrated into research teams

- Clinical data:

- Patients drawn into partnership to advance knowledge
- Variety of data- and bio-banks
- Research management & review:
 - Research administration uses best tools
 - Relationships with pharmaceutical sponsors are creative and long-lived but avoid conflicts-of-interest
 - Ethics review is integrated across all USC sites
 - Review complies with regulations but emphasizes ethics rather than just compliance check-offs

The future remains shrouded in mystery . . .

**Will we achieve the transformation promised
by “Academic Medical Center”?**

Or slip into delusion?



***The answer depends
on what we do,
starting today!***

