

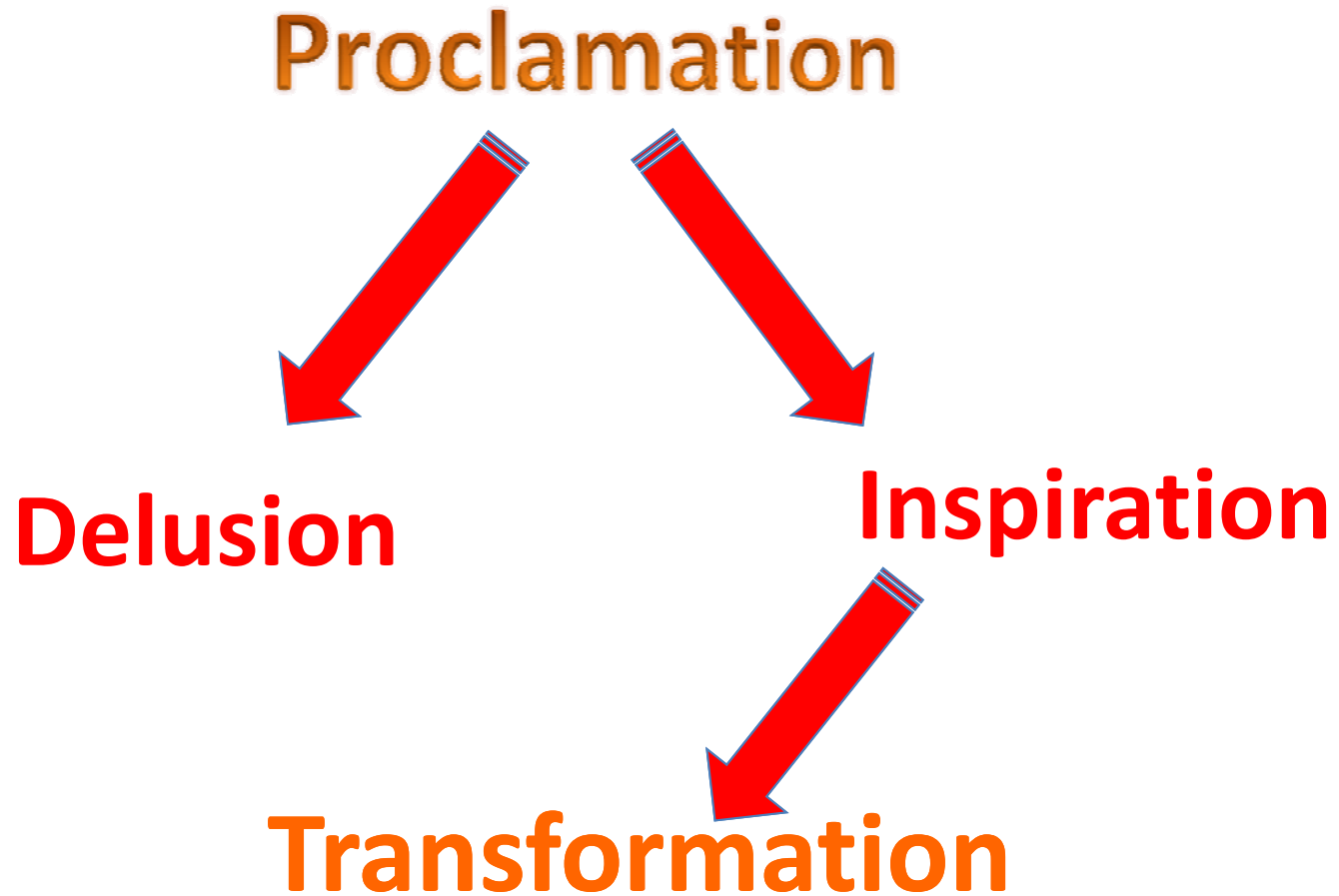
# **Imagining the USC of 2012: Health Care and Biomedical Science**

Alex Capron

Academic Senate-Provost Retreat

January 27, 2012

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



P  
r  
o  
c  
l  
a  
m  
a  
t



**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
    - 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!***

