

# The Vision *for* DUKE MEDICINE



## Duke Medicine

### Strategic Plan Introduction

### What Is Duke Medicine?: A Change of Perspective

The School of Medicine, School of Nursing, and Duke University Hospital (together the Duke University Medical Center) are joined by Duke University Health System as the biomedical and health components of Duke University. “Duke Medicine” unites them.

At its core, the mission of an academic institution like Duke University is to advance knowledge and understanding and to transfer that knowledge to others. At an academic medical center, these principles can be applied to improve the health of patients by accelerating scientific discovery and its transfer to clinical practice and by training the next generation of clinicians and scientists. A health care delivery system provides inpatient and outpatient services, but also reaches out to bring quality care to the doorsteps of patients and to work with community providers to improve the health not only of individuals but of whole communities.

Connecting these components in a seamless and patient-centered way is the promise of Duke Medicine. Its goal is to build alliances that accelerate discovery, improve patient care, and strengthen education and training—in short, to be a whole greater than the sum of its parts. Alignment of goals is its overarching strategy.

A strategic planning process started in September 2004 at a seminal point in Duke’s history—75 years after the opening of the School of Medicine and Hospital (1930) and the School of Nursing (1931). The planning process identified the priorities for each of three distinct but highly integrated entities—the Duke University Health System, the School of Medicine, and the School of Nursing. The process offered a chance to recognize the schools’ significant accomplishments and contributions, and to find common ground for a stronger future. It became clear that all three entities have goals in common that could be reached more effectively by thinking of ourselves as an integrated “Duke Medicine,” a concept introduced by Chancellor Victor J. Dzau, MD, in 2005.

As a result of the planning process, we saw clearly the advantages of aligning the schools and health system toward common goals by breaking down silos, encouraging collaboration, and creating transparency across the entire organization. We were able to identify themes and programs positioned at the “seams” of the three organizations, offering an early opportunity to apply an integrated Duke Medicine.

Some of these common themes—discovery and evidence-based research and medicine, global health, community health and wellness, and outcomes research, to name a few—have very quickly become the target of new, enhanced institution-wide efforts because of their broad importance.

Others—adjusting our clinical, teaching, and research orientation from an individual departmental or single institution-based approach to a more multidisciplinary structure recognizing common disease targets or scientific goals—will require more planning to realize. But we are committed to change in order to lead all within Duke Medicine to a sustainably bright future in a world very different than when our doors first opened 75 years ago.

### Duke Medicine Mission

Duke Medicine conceptually integrates the Duke University Health System, the Duke University School of Medicine, and the Duke University School of Nursing. It is the combination of research, clinical care, and education that takes place through the efforts of its faculty, staff, students, and trainees at many different sites.

As a world-class academic and health care system, Duke Medicine strives to transform medicine and health locally and globally through innovative scientific research, rapid translation of breakthrough discoveries, educating future clinical and scientific leaders, advocating and practicing evidence-based medicine to improve community health, and leading efforts to eliminate health inequalities.

### Duke Medicine Vision

Duke Medicine intends to transform health care, teaching, and research to benefit society. Our aspiration is driven by the belief that we can positively impact the health of society by:

- Making important advances in biomedical science and fundamental research
- Fostering a multidisciplinary environment in the lab and clinic that unites our efforts to prevent illness, treat disease, and care for our patients
- Translating discoveries into clinical practice
- Designing clinical interventions and measuring their effectiveness
- Creating innovative approaches to health and wellness
- Addressing health disparities in our community and around the world
- Sharing our vision and advances globally through wide-reaching programs and collaborations
- Training the scientists, clinical professionals, administrators, and community advocates who will lead this work in the future
- Investing in technologies, tools, infrastructure, and people—the foundations of success

### Duke Medicine: The Future of Medicine

A great deal has changed since our medical school, nursing school, and hospital first opened 75 years ago. Scientific, technological, and medical breakthroughs have changed how and what students and trainees are taught and how patients are cared for. Changes in business and society have altered

how people get their health care (think managed care) and how health care organizations deliver that care (think ambulatory medicine versus inpatient medicine). At Duke, we've always pushed for better ways of doing things—we're dissatisfied, as founding dean Wilburt C. Davison, MD, said long ago. The status quo isn't good enough, because at Duke we know we can do better. And so we figure out how.

The changes in science, technology, medicine, health care consumerism, business, and society that will shape Duke in the future are just as significant as those past. Our scientists are already applying and even developing new technologies to probe nature's wonders—from the structure of proteins to the beating heart of a live mouse. The sequencing of critical research organisms' genomes—including that of humans—has made comparative genomics an incredibly powerful tool for forming hypotheses, not just testing them. Expect the technological advances to continue and the application of today's great new technologies to grow, accelerating discovery in all areas of biomedical and basic science.

In health care, there is already a growing reliance on preventive medicine and on “wellness” to improve quality of life for our patients and employees and to reduce health care costs overall. Genetics and genomics, already in play in predicting risk in some diseases, will be more widely applied as the promise of the Human Genome Project and other research efforts comes to fruition. These changes and others will require shifts in how health care providers are trained and how health care is delivered. The kind of multi-disciplinary team approach common in the cancer center, for example, will be applied to care for conditions such as diabetes, heart and vascular disease, and Alzheimer's disease.

### Duke Medicine: Our Future

To succeed in a world where science, technology, and medicine advance quickly, Duke will need to build interdisciplinary teams, encourage collaborations even broader than today's, and facilitate basic, translational (bench to bedside and vice versa), and clinical research. As always, Duke remains committed to exceeding at its core missions of research, teaching, and clinical care.

Duke research includes important clinical and biomedical research as well as the fundamental scientific research whose advances in knowledge will impact medicine in ways no one can predict. At Duke, teaching means providing excellent education and training to our students and fellows so they can be the best researchers, health care workers, educators, and leaders of the future. And of course, clinical care at Duke and throughout the Duke system means providing the highest quality, patient-centered, compassionate care to the people we serve in the Triangle and beyond.

Aligning the goals of two schools and a health system to capitalize on our strengths will require a culture change in how members of Duke Medicine interact with one another, conduct business, and make decisions. It will require creating an enduring framework for interdisciplinary activity across all of Duke Medicine to support common goals.

### Duke Medicine: Strategies for Success

Among the strategies for success, outlined in the strategic plans of the School of Nursing, School of Medicine, and Health System, is strategic investment. The most vital resource of Duke Medicine is its people: thousands of Duke students, trainees, faculty, staff, employees, health care workers, and others working together to advance knowledge, care for patients and the community, and educate the next generation. Investment in strategic recruitment and retention will protect our most valuable and irreplaceable assets and protect Duke's place at the forefront of science and health care.

In addition to supporting the people of Duke Medicine, its leaders are prepared to make strategic investments in the facilities, infrastructure, shared resources, technologies, and tools that will enable success, including:

- Academic and clinical facilities to position Duke to take advantage of opportunities for growth and technologic advancement and to pursue innovation
- Information technology for innovative education and patient care and to connect Duke's home in Durham with our other centers, including the Graduate Medical School in Singapore.

The goals of Duke Medicine will also be supported by:

- Aligning the organizational structure for our academic, research, and clinical missions, and, as appropriate, shifting from the traditional departmental structure to a disease or process-oriented structure to develop interdisciplinary teams and to accelerate discovery and translation of discoveries
- Implementing a financial redesign to better support all aspects of the academic mission and to maximize the efficiency and impact of dollars earned by the health system.

### Duke Medicine: What's Next?

The overarching Duke Medicine strategic plan comprises the strategic plans of the Duke University Health System, the School of Medicine, and the School of Nursing, overviews of which can be accessed online at [dukehealth.org/vision](https://dukehealth.org/vision). It is our hope that these plans will build on our strengths and capitalize on the opportunity to help position our people and institution for another 75 years of excellence and contributions to society.