

## Changes and continuity

It has been less than a year since I first visited Duke while interviewing for the job as chancellor for health affairs. Looking back, I still clearly recall the sight that greeted me after I stepped off the Jetway into Raleigh-Durham International Airport: a billboard for Duke Medicine that read, "The Future of Medicine, Delivered Today." That bold statement made a lasting impression on me, and I am honored to have been given the opportunity to help Duke fulfill that vision for its patients.

I knew Duke from a distance for many years before becoming chancellor in July. I had always greatly admired and respected the medical center and health system for its first-rate patient care, education, and research, and thought it fortunate in its excellent leaders, including Chancellor Emeritus Ralph Snyderman, MD.

Now that I have had a chance to get to know Duke for myself, I have been truly impressed and inspired. Not only is Duke among America's best academic medical centers, its people are among the most devoted, proud, and committed to excellence. To me, they embody the true meaning of Duke Medicine.

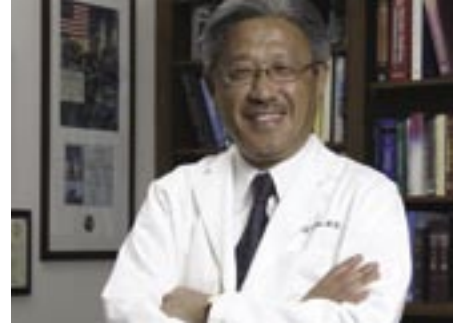
I have had a long journey to Duke, arriving by way of Shanghai, Hong Kong, Montreal, San Francisco, and Boston. Having lived in many different places throughout my life, I have always striven to adapt to each new environment by learning about its history, traditions, and culture—and Duke is no exception.

Over the past year, I have read a great deal about my new home and had many conversations with individuals on campus, throughout the health system, and in the community. In the course of learning about Duke's proud past and exceptional accomplishments, I was particularly struck by the words of James B. Duke, founder of Duke University, in the Indenture of Trust establishing The Duke Endowment.

He wrote: "I recognize that [hospitals] have become indispensable institutions, not only by way of ministering to the comfort of the sick but in increasing the efficiency of mankind and prolonging human life. The advance in the science of medicine growing out of discoveries, such as in the field of bacteriology, chemistry and physics, and growing out of inventions such as the X-ray apparatus, make hospital facilities essential for obtaining the best results in the practice of medicine and surgery.

"So worthy do I deem the cause and so great do I deem the need that I very much hope that the people will see to it that adequate and convenient hospitals are assured in their respective communities, with especial reference to those who are unable to defray such expenses of their own."

To help meet the needs he saw, Mr. Duke left in his will instructions that \$4 million be used to establish a medical school, hospital, and nurses' home at Duke University—the "capstone" of his vision for a "network of hospitals so located . . . that they . . . would be adequate and accessible to all who might need," as his attorney put it.



In the coming year, 2005, Duke will celebrate the 75th anniversary of the opening of those medical institutions in 1930. We will also bring forth a strategic plan to guide the future of medicine at Duke for the next five years.

As we look to the future, it seems to me that our fundamental goals remain much the same as those mentioned by James B. Duke many decades ago. We still seek to advance the quality and span of human life by making new discoveries and bringing new inventions from the lab to the bedside. We still seek the "best results" for our patients by adopting the latest evidence-based care practices, and by setting and meeting high standards for quality and safety. We still work to ensure that our health system meets the needs of patients in the different communities we serve, and we still continue Duke's tradition of giving special attention to the needs of those who have difficulty accessing or affording health services.

I am proud to be part of an institution with such a long history of excellence and service. It is my goal and privilege to carry on those traditions as we embark on the future of medicine at Duke.

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