



Thinking

BIG

The Vision for **DUKE MEDICINE**

introduction



SINCE OUR FOUNDING SOME 75 YEARS AGO, medicine at Duke has grown from a single hospital, medical school, and nursing school into one of the nation's leading academic health systems, with a presence in communities throughout our region and a global influence on human health.

That dramatic transformation could not have happened without the bold vision of those who came before us, and their determination to make Duke Medicine stronger with each passing year.

As we begin our next 75 years, Duke Medicine faces great challenges—meeting the health care needs of our rapidly growing community, increasing competition in the marketplace, changes in research funding, educating clinicians and scientists for a rapidly changing research and health care environment, rising health care costs and declining reimbursement, and the perennial challenges of fighting disease and improving care for the underserved.

To prepare for the future, we must respond with the same bold vision and determination as in the past. We need to think big—about the best and wisest ways we can invest our resources to excel in our academic missions and to improve the quality, safety, effectiveness, and delivery of health care on local and global scales.

Over the past year, hundreds of individuals across Duke Medicine have engaged in a strategic planning process to chart that course. The result, summarized in these pages, are strategic goals and priorities to guide our decisions over the next five to ten years.

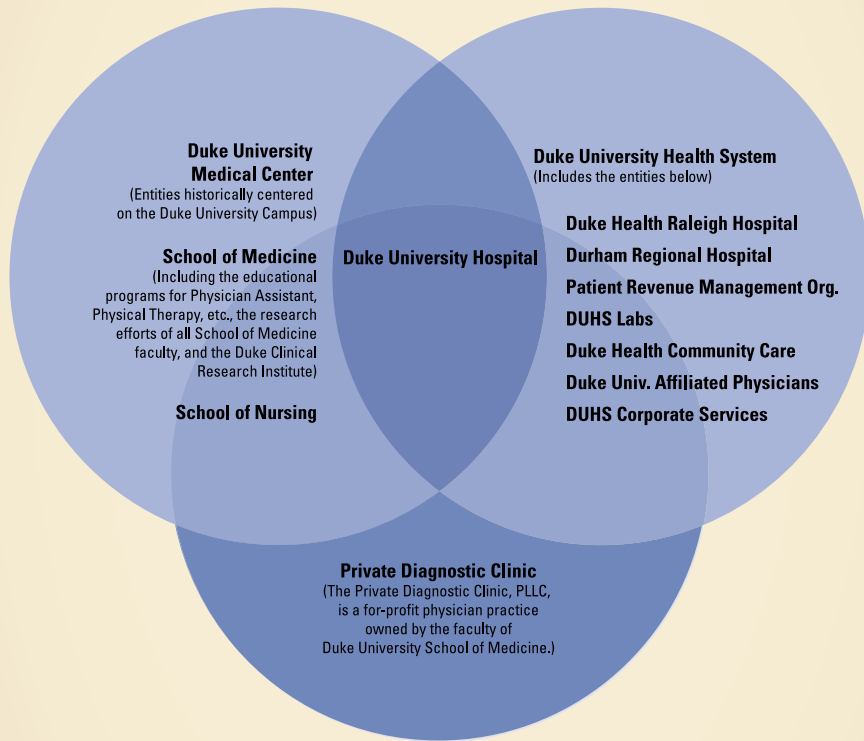
While the specific goals may vary from the academic to the clinical enterprise, and the tasks from one group of employees to another, I think you will find that our shared purpose remains the same. In fact, it is the same vision that has driven Duke Medicine since the beginning: to improve the health of the patients and communities we serve through excellence in research, education, patient care, and service.

A handwritten signature in blue ink, appearing to read "Victor J. Dzau".

Victor J. Dzau, MD
Chancellor for Health Affairs, Duke University
President and CEO, Duke University Health System

THE BIG PICTURE

What is “Duke Medicine”? Simply put, it’s a way to describe all of Duke’s wide-ranging efforts in biomedical research, education, and patient care. Duke Medicine includes our clinical settings (the hospitals, clinics, and community-based care of Duke University Health System) and our academic and research entities (School of Medicine and School of Nursing), as shown below.



ACRONYMS

Duke Medicine entities are often referred to by acronyms. Here’s a guide to some of the abbreviations you may see in this brochure and elsewhere:

DUHS	Duke University Health System
DUH	Duke University Hospital
DHRH	Duke Health Raleigh Hospital
DRH	Durham Regional Hospital
PDC	Private Diagnostic Clinic
DUAP	Duke University Affiliated Physicians
DHCC	Duke Health Community Care
PRMO	Patient Revenue Management Organization
DUSOM	Duke University School of Medicine
DUSON	Duke University School of Nursing

DUKE MEDICINE MISSION

What We're Working Toward

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

How We'll Carry Out Our Mission

Duke Medicine seeks to transform health care, teaching, and research to benefit society. We believe we can accomplish this vision 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 care 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

BIG PLANS

*What we'll do to move **DUKE MEDICINE** ahead*

From our health system to our academic programs, each entity that is part of Duke Medicine has unique functions and responsibilities. While we're all working toward a shared vision, each entity has created a strategic plan to define the particular role it will play in our integrated efforts to advance the entire institution. The following pages provide a quick look at the strategic priorities of the three major components of Duke Medicine.

The **DUKE UNIVERSITY HEALTH SYSTEM** *Strategic Plan*

As the health care delivery arm of Duke Medicine, DUHS draws on Duke's strengths in education and biomedical research to deliver outstanding care to the people and communities we serve. Over the next five years, DUHS will further its mission by working toward seven major goals:

› **Optimize the way we provide patient care in Durham County.**

Some ways we'll do it:

- Becoming more efficient by expanding services at DRH (including minimally invasive surgery, bariatrics, intensive care, orthopaedics, and obstetrics) and centralizing scheduling for key referral services
- Creating a master facilities plan for the next 20 years, to include a "medical center of the future" at DUH and significant renovations to DRH
- Working with community partners to improve access to mental health, substance abuse, primary care, and care management services for underserved residents

› **Expand our services in greater Wake County—the fastest-growing area of our region.**

Some ways we'll do it:

- Investing in technology and facilities at DHRH, developing additional outpatient clinics in communities throughout greater Wake County, and expanding our network of Duke and community physicians
- Bringing our world-class specialty services to Wake County to meet the demands of its growing population, focusing on heart, cancer, musculoskeletal, neurosciences, women's specialties, and children's specialties
- Providing the excellent service patients and referring clinicians expect

› **Restructure our multidisciplinary programs to provide care that's organized around the patient—not institutional boundaries.**

Some ways we'll do it:

- Strengthening our heart and vascular disease services by building new facilities and creating a new Center for Vascular Disease that brings together cardiovascular medicine, radiology, and surgery in one setting with common standards for care and streamlined access for patients
- Developing a multidisciplinary service and a dedicated facility to meet the complete needs of patients with musculoskeletal disorders, including medical management, pain treatment, surgical intervention, rehabilitation, and imaging
- Integrating our cancer clinical services to develop more streamlined, patient-centered programs and building a state-of-the-art cancer care facility within DUH
- Investing in leading-edge technologies to prepare for the future of patient care



› **Enhance our pediatric services to meet the future needs of children in the Triangle.**

Some ways we'll do it:

- Creating a plan to increase Duke Children's Services' capacity for inpatient and ambulatory care, with a special focus on perinatal services
- Increasing our outpatient specialty services for children in Wake County

› **Build a solid infrastructure and strategy for ambulatory care—the fastest-growing segment of patient care in terms of both volume and revenue.**

Some ways we'll do it:

- Establishing a single management team for all outpatient services across DUHS (including the creation of the Vice President for Ambulatory Services position in 2005)
- Eliminating unnecessary duplication of functions and ensuring standard practices to make ambulatory care more efficient and patient-focused
- Implementing an electronic medical record to improve quality and safety of care
- Expanding our prevention and wellness services to help transform the health of the communities we serve

› **Attract, retain, and reward talented faculty and staff—the lifeblood of our institution.**

Some ways we'll do it:

- Developing market-competitive compensation and staffing plans across Duke Medicine
- Recognizing faculty and staff for helping DUHS meet its strategic goals

› **Build upon the strength of the Duke name.**

Some ways we'll do it:

- Raising awareness of the exceptional strengths and services offered by Duke, one of the most powerful health care brands in the country
- Launching targeted marketing programs to support the growth of Duke Medicine services locally, regionally, and internationally
- Upholding standards of excellence across our organization so that our patients, employees, and community have consistently positive experiences with Duke Medicine

The **DUKE UNIVERSITY SCHOOL OF MEDICINE** *Strategic Plan*

To strengthen our position as one of the world's leading centers for medical education and research, the School of Medicine will focus its energies and resources on three major goals over the next decade:

› **Attract and retain the finest faculty and learners.**

Some ways we'll do it:

- Creating new scholarships to expand our MD/PhD program and prepare students for leadership positions
- Creating new degree-granting programs in global health, computational medicine, and molecular medicine
- Supporting exceptional faculty through new Distinguished Investigator, Scholar, and Master Clinician/Teacher awards, as well as a new Faculty Enrichment Fund

› **Invest in strategic initiatives that capitalize on Duke's strengths.**

Some ways we'll do it:

- Reinforcing our excellence in "discovery biology" through increased support of programs such as Biological Structure & Design, Stem Cell Biology & Regenerative Medicine, and Mind, Brain, Genes & Behavior, and enhancement of core labs and shared research facilities
- Creating a Duke Clinical and Translational Science Institute (including a Duke Translational Research Institute) that unifies our efforts to translate scientific discoveries and evidence into safer, more effective patient care
- Applying our strengths in research, education, and service to address critical global health issues through our leadership in the Duke Global Health Institute

› **Provide the best physical environment for faculty, staff, and students.**

Some ways we'll do it:

- Creating a Learning Resource Center and a Signature Research Building, and renovating existing research space
- Working with DUHS to develop new organizational structures and facilities in such areas as cancer, cardiovascular disease, neurological and musculoskeletal disorders, obesity/diabetes, children's health, and wellness/integrative medicine



The **DUKE UNIVERSITY SCHOOL OF NURSING** *Strategic Plan*

DUSON's vision is to be a top-tier school of nursing, modeling innovation in nursing education, research, and practice. Over the next five years, we will:

› **Improve education through technology.**

Some ways we'll do it:

- Creating a state-of-the-art Simulation Center
- Expanding distance-learning opportunities for rural and international students
- Creating or expanding training programs in informatics, health services research, global health, and doctoral-level nursing practice

› **Unify Duke Nursing to improve nursing practice.**

Some ways we'll do it:

- Partnering with DUHS Nursing to enhance research and practice through initiatives such as a new nursing documentation system and a joint Center for Innovation, Best Practices, and Translational Science



› **Create sound business models for delivering nursing care.**

Some ways we'll do it:

- Developing and testing new models for delivering care to the hospitalized elderly (in partnership with DUHS), for a nurse-managed continuity clinic (in partnership with the PDC), and for transitional and community-based care, including models to address health disparities

› **Orient the School's organizational structure for success.**

Some ways we'll do it:

- Growing our faculty and staff so we can reach our goals
- Expanding our Office of Research Affairs and External Affairs Office
- Creating a new Office of Global and Community Initiatives and a new Education Center
- Developing our technology infrastructure and facilities (including opening a new building in fall 2006)

BIG IMPACT



DUKE MEDICINE

TRANSFORMING MEDICINE TOGETHER

The strategic plans of the Duke University Health System, School of Medicine, and School of Nursing do not stand in isolation. As the three major components of our overall strategic plan for Duke Medicine, they combine to give us an overarching blueprint for realizing our shared vision—that is, to create a seamless continuum between the scientific inquiry and discovery carried out in our medical and nursing schools, the care delivered through our health system, and the broad outreach that measurably impacts the health of our local and global communities.

Our vision is ambitious, and none of our entities could achieve it alone. That's why a critical foundation of our plan is a commitment to integrate our academic programs and health system more closely than ever.

Accordingly, we will achieve our vision through the creation of Duke Medicine-wide initiatives that cross all boundaries and bring the clinical and academic enterprises together in new ways—such as the Duke Global Health Institute and a Duke Clinical and Translational Science Institute. These efforts will facilitate “bench to bedside to population” endeavors, emphasizing outstanding science while striving to eliminate global health inequalities.

As we move ahead, we will continue to evolve from the traditional academic structure of essentially independent departments, schools, and facilities to a more dynamic model that unites people from across Duke Medicine to focus on common disease targets, scientific goals, and educational and service projects.

This model of interdependence relies on the talents and contributions each individual brings to Duke Medicine every day—from the scientists whose explorations advance understanding of fundamental biology and the mechanisms of disease, to the physicians, nurses, and staff who translate such discoveries into clinical applications, draw on these advances as they provide the best, most effective care to our patients, and ultimately use the knowledge we create here to make a difference in the health of people worldwide.

As we each do what we do best, we are also committed to exploring bold and creative ways to build alliances that accelerate discovery, improve patient care, and strengthen education and training. Working in a seamless fashion, we will lead the transformation of medicine—at Duke and beyond.

LEARN MORE

To learn more about Duke Medicine's vision and strategic plans, please visit dukehealth.org/vision

DUKE  MEDICINE