ACADEMIC HEALTH SCIENCE NETWORKS/CENTRES

Academic Health Science Centres (AHSC)

• Integration of Health Care Centre(s) with Academic Institution for the purpose of education, research and health service – “the triple mission”

• Academic Mission and Service Mission intertwined

Academic Health Science Networks/Systems (AHSN)

• Building from core Academic Health Science Centres to deliver evidence-based triple mission across a population
AHSCs: A GLOBAL FOCUS ON INNOVATION, EXCELLENCE, AND BETTER HEALTH OUTCOMES
PRIMARY MANDATE OF AN AHSC

• Engaging with partners in healthcare to deliver the highest quality outcomes and experience for patients
• Delivery of excellence in research and education
• Translating that excellence into real benefits for patients and populations
• Delivery of interdisciplinary educational programmes that support changing healthcare demands
IMPERIAL COLLEGE AHSC
FROM PENICILLIN TO PERSONALISED MEDICINE
CHALLENGES IN HEALTHCARE DELIVERY THAT MANDATE THE AHSC MODEL

- Science and Technology – understanding, diagnosing and treating disease ....’omics and Precision Medicine
- Lifestyle and disease
- Ageing....healthily
- Information....the data revolution?
- Funding and sustainability
MEDICAL SCIENCE OFFERS UNPRECEDEDENT OPPORTUNITY TO TREAT AND POTENTIALLY PREVENT DISEASE

P4 Medicine:

- Predictive
- Personalised
- Pre-emptive
- Participatory

Fuelled by:

- Genomics, other ‘omics
- Phenotyping
- Data analytics
ACROSS UBC, VCH, PHC AND PHSA
WE HAVE MANY STRENGTHS:

• Pre-eminence in cancer, neuroscience, heart & lung, and HIV / infectious diseases
• Emerging strengths in precision medicine
• Integrated and effective plan for medical education across a distributed model
• Provincial mandate
• Entrepreneurial faculty, committed staff
• Social accountability; community engagement
AS WELL AS CHALLENGES COMMON ACROSS EACH ORGANIZATION......

- Financial instability
- Fragmentation
- Organizational silos
- Underdeveloped relationship with healthcare partners
- Sub-optimal / duplicative research structures (IT, grant facilitation, project management)
- Process duplication (Department, Faculty, UBC, partners)
A COMMON VISION

- Healthcare Organisations and University share a vision of integration of research, education, and service
- Considerable overlap in the execution of this vision in any domain of activity
  - e.g.: Cancer, Ageing, Heart and Lung, Mental Health
- Significant overlap in research and education structures

We are all individually and separately intertwined
Success requires collaborative accountability for patient care, research, education and policy

- Different models to consider (mandated vs cooperative)
- UK models .......competition produces a range of governance models
- Role of political process in mandating accountability

Q. What do we need to focus on to get it right?

A. The patient
VANCOUVER AHSC

“Benefits of Collaboration”

World Class Recognition

Improved Health Outcomes

- JOINT RESEARCH STRATEGY
- JOINT RESEARCH OFFICE AND CAPITAL PLANNING
- JOINT INITIATIVES IN RESEARCH AND TRANSLATION
- ACCELERATED DEVELOPMENT OF HEALTHCARE INDUSTRIES
EXAMPLES OF POSSIBLE VANCOUVER AHSC “SUPER CENTRES”

- Cancer
- Heart and Lung
- Brain Health
- Women and Children
- Ageing
- Population – HIV/Addiction
WHY A FOCUS ON AGEING?

If ‘pensioners’ can now dance so wildly on stage, might it be time to rethink the whole concept of retirement?

Gillian Tett  FT Dec 2012
The “Ageing” Theme

**Thematic Areas**

- **Ageing and the Life Course***
  - Population Health
    - Women/Children/HIV
    - UBC/VCH/PHC

- **The Ageing Brain**
  - CBH
    - UBC/VCH/PHC

- **The Ageing Frame**
  - Hip Health/LSI/BME
    - UBC/VCH

- **The Ageing Core**
  - Heart Lung Institute, Diabetes
    - UBC/VCH/PHSA

- **Bone, Joints, Muscle, Frailty**
Success Dependent on Common Enabling Platforms

Genetics and ‘omics
Population Health Data
Immunology
Drugs and therapeutics
Translation Structures
Social and economic determinants
NEXT STEPS:

1. Define AHSC Governance
2. Develop Business Plan with initial focus on:
   • Joint Research & Compliance Office
   • Joint Research Strategy
   • Strengthening our enabling platforms
      .....including PHIX
THE ROAD TO RESILIENCE FOR AN AHSC

Funding Diversification
- Philanthropy
- Industry
- Education
- International

Strategic Planning
- 5-year horizon
- Focus
- Integration
- Interdisciplinarity
- AHSN

Recruitment Retention
- Remuneration plans
- Training for academics
- Bringing on next wave
- of leadership
- Gender/Diversity

Organisational Effectiveness and Efficiency

Translational Scale
- We have it, let’s use it T1-4

Strategic Investment Reinvestment

Capital Planning