Academic Health Centers: What does the future hold?

Keynote Lecture by
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Facilitated by
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What does the future hold?

- An increasing global expansion of Academic Health Centers/Systems.
- An increasing focus on Governance and Management.
- Advancing the fourth mission - moving beyond education, research and clinical service.
- Increased focus on recruitment and retention of the best to sustain the mission.
Global expansion of Academic Health Centers/Systems
Regional Offices

- Europe
- Latin America and the Caribbean
- South-East Asia
- Middle East and North Africa
- Eastern Africa
Global expansion of Academic Health Centers/Systems

- To date an asymmetrical concentration.
- LMIC important potential for development.
- Private, public and joint opportunities
- Satellite vs home grown.
- Understand context, opportunities & drivers.
- Impact can be enormous!
LMIC Model of Success

- Aga Khan University.
- Karachi, Pakistan.
- Academic Health Science Centre.
- Private, Not-for-Profit.
- Social development focused.
- 35 years old.
- 2015 Impact Study
Two Paths to Impact

In one year, the Aga Khan University has an economic impact in Pakistan of more than $3.3 billion, or $33 billion, and supports nearly 42,000 jobs. One more importantly, AKU is a pioneer and also models the influence other institutions and academic professions, benefitting the public at large. The University's research and value contributions to Pakistan is an easy public benefit – for example, improvements in health care that are the result of new medical programs or improvements in education that are fostered by AKU and later adopted by other universities or hospitals.

Economic Impact

Rs 163.2 bn
$1.97 bn
43,469 Jobs

Leading The Way Forward

Public Benefits

The Aga Khan University’s Economic Impacts in Pakistan
GLOBAL EXPANSION OF ACADEMIC HEALTH CENTERS/SYSTEMS

- Need Private Not-For-Profit Social Development with the vision – Social Impact Investing?
- Concurrent development of health care delivery and academic programs.
- Get the “mix” right – competitive quality clinical care, relevant education programs, competitive research capacity.
- Building donor base for sustainability – cannot rely on health care to fund academics.
- Strong community benefit – ensures support of government.
Focus on Governance & Management

Governance refers to the structures, systems, and practices an organization has in place to:

- assign decision-making authorities, define how decisions are to be made, and establish the organization’s strategic direction;
- oversee the delivery of its services; the implementation of its policies, plans, programs, and projects; and the monitoring and mitigation of its key risks; and
- report on its performance in achieving intended results and use performance information to drive ongoing improvements and corrective actions.

Accountability is the obligation of an individual, a group, or an organization to answer for a responsibility that has been conferred.

Leadership is setting the “tone at the top,” which plays a crucial role in encouraging an organization’s personnel to embrace good governance practices.

Integrity is acting in a way that is impartial, ethical, and in the public interest. Integrity is reflected in part through compliance with legislation, regulations, and policies, as well as through the instilling of high standards of professionalism at all levels of an organization.

Stewardship is the act of looking after resources on behalf of the public and is demonstrated by maintaining or improving an organization’s capacity to serve the public interest over time.

Transparency is achieved when decisions and actions are open, meaning that stakeholders, including the public and employees, have access to full, accurate, and clear information on public matters.

The need to focus on Governance and Management

“If you have seen one academic health center you have seen one academic health center.”

- “Clear understanding of the fundamental governance needs of academic medical centers is essential to optimize their financial performance while preserving the critical education and discovery missions that differentiate them…”

- Three key factors for success: (1) academic oversight of practice plans, (2) single point of integrated decision making, and (3) physician leadership.


“If you have seen one academic health center you have seen one academic health center.”
aligned mission / vision

strategic
mechanisms to align and coordinate strategies across school, hospital, and practice plans

management
process and structures to align organizations around goals and performance

economic
methodologies to share/align economics to support strategy and performance

governance
governance and management structures to align boards and subcommittees around collective objectives

alignment / performance

trusting / productive relationships

levin s, maddrey g, bagnall a. achieving optimal alignment in academic health centers. originally published in the chartis forum, march, 2010.
**The AIM Program**

AIM Program participants commit to implementing a self-defined plan for improved organizational performance, with the goal of achieving an optimally aligned academic health center among its missions of education, research, and patient care. Participants in the full one-year AIM Program commit to completing:

- a self-assessment using the AIM Program Tool,
- undergoing a peer review consulting period (including an in-person visit)
- followed by an action plan and strategic improvement planning period.

The program is not a “one size fits all,” but rather is tailored to benefit each institution no matter size, finances, or stage of development.

**AIM CONNECT**

The program capitalizes on the depth of leadership experience in AAHC’s and AAHCI’s membership, providing peer consultants who can serve as confidential advisors across a wide range of issues that impact academic health centers.

The challenges of academic health centers are unique and complex. Having access to expertise and knowledge from individuals who have held high-level leadership positions at academic health centers is a hallmark of this program.

AAHC/I members receive two complimentary AIM CONNECT sessions each AAHC/I membership year.
ADVANCING THE FOURTH MISSION BEYOND THE TRADITIONAL EDUCATION-RESEARCH-SERVICE
“…there is a compelling need to revisit the current model of academic medicine, to assess the functions of AHSS, and to redefine the future.

“Development in genomics are leading to new diagnostics and therapies that we could hardly imagine a generation ago. Big data and artificial intelligence are rapidly reshaping the promise of how care will be delivered, and diseases diagnosed.”

“We need to go beyond the current approach of team science to that of convergence science, which is defined as a means of solving vexing research problems… complex social issues by integrating knowledge, methods, and expertise from different disciplines and forming novel frameworks to catalyse scientific discovery and innovation.”

Dr. Victor Dzau, et al. the Lancet, Oct. 27 2021

“…the profound cultural shift taking place as our civilization transitions from a print-based industrial society to a technology-based Internet society. The hallmark of this shift has been described as the “technological convergence” where a large and ever-growing range of digital technologies - such as robotics, big data, artificial intelligence, and social networking - are increasingly working together to create powerful new applications.”

“…it has never been more important for the content and substance of medical education to respond to the profound societal changes taking place…to produce optimal practitioners in a rapidly transforming 21st century.”

Dr. Steven Wartman, Acad. Med. Oct. 2019
• Health and Health Care is personal – defined by person, place, time and events.
• Influence on individual health can be seen through five dimensions.
• The “science” of health and disease involves the “integration” of person, place, time and events
• Epidemiology – social sciences – political science – data science etc.

The Four Missions of AHSC/S
Research, Education, Clinical Service, & Population Health
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Research, Education, Clinical Service, & Population Health

- Move beyond the “walls” of the hospital and health care.
- Population health model that captures the multiple determinants of health, disorder and disease.
- Build the required interdisciplinary structures that support research along the continuum.
- Determine how to frame the “missions” to support health sciences education.
INCREASED FOCUS ON RECRUITING AND RETAINING THE BEST ACROSS THE MISSIONS
Increased Focus on Recruitment & Retention

- There is no substitute for talent and drive!
- Support differential role development – from clinician to scientist.
- Value roles equally and ensure equity in opportunity.
- Compensation, benefits and time management.
- Nurture leaders aligned to vision, mission.
- Retention supports institutional mission over the long term.
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• An increasing focus on Governance and Management.

• Advancing the fourth mission - moving beyond education, research and service.

• Increased focus on recruitment and retention of the best to sustain the mission.
Thank You

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