Health care in the US is imperiled on many fronts, including access to care, quality and safety of care, cost of services, and payment mechanisms. Problems include not just who pays Americans' healthcare bills but also what those charges are for. Covid-19 and polarized politics have exposed systemic flaws and risks as never before, creating (among other things) a more pronounced healthcare crisis—and a new opportunity for healthcare reform. In this Medical Center Hour, physician, scientist, and healthcare executive Dr. Vivian Lee calls us to rethink and reinvent health care so that, over the long term, we might keep all our people healthy, improve the care they receive, and pay not for actions but for results.

Suggested resources:
1. Lee VS. The Long Fix: Solving America’s Health Care Crisis with Strategies that Work for Everyone. WW Norton & Co, 2020
3. Lee VS. Fee for service is a terrible way to pay for health care. Try a subscription model instead. STAT (First Opinion) 2020 (12 June): https://www.statnews.com/2020/06/12/fee-for-service-is-a-terrible-way-to-pay-for-health-care-try-a-subscription-model-instead/

Vivian S. Lee MD PhD MBA is an honors graduate of Harvard-Radcliffe Colleges, holds a doctorate in medical engineering from Oxford University as a Rhodes Scholar, earned her MD with honors from Harvard Medical School, and was valedictorian of her Executive MBA program
at New York University's Stern School of Business. An MR radiologist by training and funded by NIH for 20 years, she developed novel methods of measuring kidney function and vascular disease using MRI. Dr. Lee is now president of Verily Health Platforms at Verily, an Alphabet company with a mission to apply digital solutions that will enable people to enjoy healthier lives. A champion of improving health in the US and worldwide, she works closely with Verily's clinical and engineering teams to value and advance coproduction of health with patients, caregivers, and communities. She is also a senior lecturer at Harvard Medical School and Massachusetts General Hospital and a senior fellow at the Institute for Healthcare Improvement. In 2019, She was ranked #11 among the Most Influential People in Healthcare by Modern Healthcare. Dr. Lee is the former dean, senior vice president, and CEO of University of Utah Health, where she led the institution to recognition for its healthcare delivery system innovations enabling higher quality at lower costs and with higher patient satisfaction and improved faculty development; in 2016, the University of Utah ranked first among the nation's university hospitals in quality and safety. She commercialized the University of Utah's health plan, led medical school class-size expansion, and helped to secure large philanthropic gifts. An elected member of the National Academy of Medicine, Dr. Lee in 2019 received the International Society for Magnetic Resonance in Medicine’s Gold Medal, this society’s highest award for scientific contributions and leadership. She has served on the NIH Council of Councils, advisory to the NIH director, and presently serves on the Defense Health Board, advisory to the Department of Defense for military medicine; the boards of directors of the Commonwealth Fund and the Association of American Rhodes Scholars; the National Academy of Medicine’s membership committee; and Massachusetts General Hospital’s Scientific Advisory Board. Massachusetts General Hospital. Author of more than 200 peer-reviewed research publications, Dr. Lee recently published The Long Fix: Solving America’s Health Care Crisis with Strategies that Work for Everyone (Norton, 2020), on which she draws for this Medical Center Hour presentation.

Dr. Lee disclosed personal/professional relationships with Verily Life Sciences (employment, stock ownership) and NEJM Catalyst (editor at large). Medical Center Hour planning group members M.D. Childress PhD; R. J. Bonnie LLB; R. CarpenterDNP; J. F. Childress PhD; M. F. Marshall PhD; J. Mutter MD MA; K. Reid PhD RN FNP-C; CNL; L. Shepherd JD have no personal/professional relationships with commercial entities producing healthcare goods and/or services. While R. Dillingham MD MPH reports interests with Gilead and Warm Health Technology Inc. UVA Office of Continuing Medical Education faculty and staff have no personal/professional financial relationships with commercial entities producing healthcare goods and/or services.

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Using the Google Chrome or Firefox browser on a phone, tablet, or computer, go to https://cmetracker.net/UVA and log into your CE account with your email and password. Choose ‘CE Certificate-Eval for Credit,’ enter Activity Code 139153, then complete and submit your evaluation. You have 30 days from this program date (28 October 2020) to evaluate and obtain credit for this program. This is the only way you can receive credit for this Medical Center Hour.

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Learning objectives:
1. Consider rethinking US health care so that payments are for health-related results, not actions (e.g. tests, procedures, prescriptions).
2. Address the long-term, practical work required to achieve such a reinvention of health care for all Americans.