

INNOVATING THE FUTURE OF UCSF: A LANDSCAPE OF POSSIBILITIES FOR THE NEXT DECADE AND BEYOND

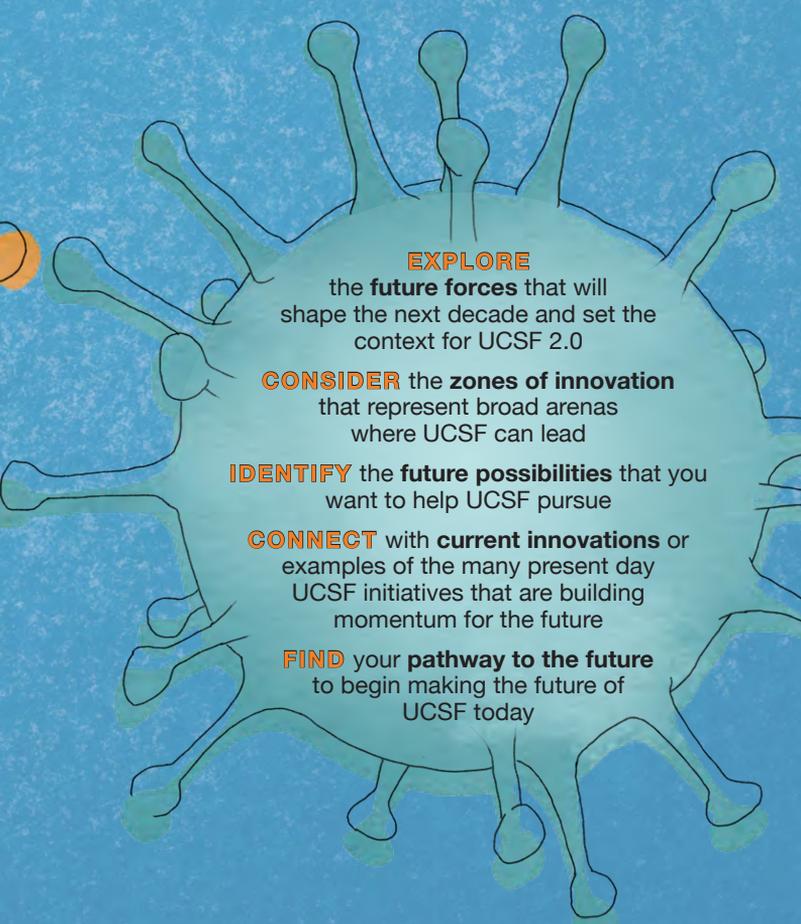
WHAT IF UCSF leads the creation and development of a true Bio Silicon Valley by integrating life sciences with technology to improve health?

WHAT IF UCSF leads the transformation toward precision health and wellness—in research, education, delivery, and translation—to personalized patient care?

WHAT IF UCSF creates a global learning platform to enhance scientific, health, and life sciences education across the planet?

Today, UC San Francisco is at the forefront of patient care, discovery in biomedical research, and education. As each of these arenas evolves, UCSF must pursue bold innovations to lead in a landscape of rapid and accelerating change. This vision—and the leadership to act—is being created by thousands of members of the UCSF community.

This map is part of the UCSF 2.0 Initiative, a multi-year effort to identify opportunities to transform education, research, and health care, by engaging in a community-wide conversation to systematically explore this rapidly changing landscape. It offers a visual framework to understand the many future possibilities that have been generated in this ongoing process. These possibilities are just the beginning. We invite you to continue to explore and shape the future of UCSF.



EXPLORE

the **future forces** that will shape the next decade and set the context for UCSF 2.0

CONSIDER the **zones of innovation** that represent broad arenas where UCSF can lead

IDENTIFY the **future possibilities** that you want to help UCSF pursue

CONNECT with **current innovations** or examples of the many present day UCSF initiatives that are building momentum for the future

FIND your **pathway to the future** to begin making the future of UCSF today

UCSF 2.0

SETTING THE CONTEXT: FUTURE FORCES SHAPING THE NEXT DECADE AND BEYOND

FUTURE FORCE 1: SOCIALSTRUCTURED WORLD

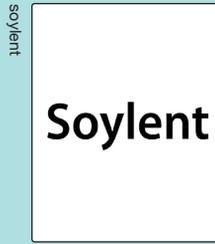
Real-time collaboration tools enable crowds to create value from large-scale networks.

In recent years, socialstructuring—using social technologies to aggregate small contributions from large networks—is enabling individuals and networks to accomplish tasks that once required large institutions. Already, early experiments in socialstructuring are hinting at opportunities to transform our traditional models for research, education, and health. For example, Fold-It—an online, multiplayer game developed by University of Washington researchers—has enabled thousands of game players to participate in solving research questions that traditional researchers could not answer. As these kinds of technologies proliferate, they will break down traditional barriers to producing research and education.

- What new kinds of approaches to research collaboration outside the walls of the university could UCSF pioneer in a socialstructured world?
- How could UCSF enhance patient care with data from large networks of patients?
- How can UCSF use gaming and other social media to harness resources from across the community to transform learning in the classroom?



FOLD-IT: A massively multiplayer game with a Tetris-like interface, Fold-It enables researchers to break down complex biological problems into puzzles to enable the crowd to participate in research.



SOYLENT: Using Amazon's Mechanical Turk, Solyent users enter an outline for an essay, which is then written and revised by the crowd to deliver a final essay.

FUTURE FORCE 2: ABUNDANT DATA

An exponential increase in the volume and variety of data unleashes new models for research and care.

As we move into a world in which an increasingly wide array of information is measured and digitized—through our phones, email, credit cards, and, increasingly, our wearable devices—the volume and variety of data that matters to health science research will explode. As the sheer volume of data outpaces the ability of a single person to comprehend it, scientific expertise will be redefined by the ability to synthesize and connect disparate concepts and findings from across siloed fields. Meanwhile, new players are emerging to innovate new ways of aggregating and mining data to generate new insight and value that promises to transform education, research, and medicine from outside the walls of formal institutions.

- How could UCSF use abundant data to define research that demands collaboration across fragmented disciplines and stakeholders?
- How could integrating data science transform education and learning at UCSF?
- How can UCSF ensure that the volumes of patient data it gathers now lead to action and insight; and translate to immediately enhance patient care?



KAGGLE: An online data repository that uses contests to solicit the best results, Kaggle has enabled data scientists to develop novel findings in health, education, and a variety of other fields.



PROTEUS: Ingestible pills with a built-in sensor to monitor physiological signs in real-time, Proteus hints at a world in which individual health is tracked seamlessly and constantly.

FUTURE FORCE 3: OPEN LEARNING PLATFORMS

Open learning and research models make a university-level education accessible for everyone on the planet.

Over the next decade, an explosion of experiments aimed at rethinking the processes of education and learning are poised to disrupt traditional learning institutions. For instance, MIT's early experiments with Massively Open Online Courses (MOOCs) has enabled the university to found the EdX consortium of schools, offering videos, coursework, and certification to anyone with an Internet connection worldwide. This ability to offer coursework to anyone is creating an opportunity for universities to dramatically expand their global reach. At the same time, as course offerings become widely accessible and affordable, the operational models, and even the models we use for teaching and learning, will be called into question.

- How could open learning platforms define new forms of research collaboration?
- What opportunities exist for extending the reach of patient education on the new open learning platforms?
- How could the educational mission of UCSF reach millions of people worldwide?



EDX: Founded originally by MIT, EdX has become a global consortium offering MOOCs developed by dozens of schools to learners all over the globe.



GOOGLE HELPOUTS: An online platform to connect individuals to global experts to for on-demand help, Google Helpouts is designed to create learning opportunities on a just-in-time basis.

FUTURE FORCE 4: ANYTIME, ANYPLACE HEALTH

Technological advances transform where and how health care is provided.

Innovations in low-cost technologies are turning health measurement from an occasional act performed in a clinic to a constant, ubiquitous process. Sensors ranging from wearable devices that measure health status to monitors embedded in our offices and homes are creating new capabilities to pinpoint the factors in our lives that create health. As these understandings become clearer, health interventions will increasingly move outside of traditional hospital and clinical settings and into decentralized spaces in our homes, clinics, and retail stores—challenging traditional care delivery models while enabling new strategies to engage.

- How can UCSF redefine health research so it addresses the full spectrum of health care to health—anytime, anyplace?
- How can UCSF define new models of care delivery outside the hospital, in the home, community, and on-the-go?
- How can education and learning opportunities extend outside and off-campus where patients and their health needs live?



SCANADU: An at-home diagnostic device that its makers describe as a medical tricorder, Scanadu enables individuals to diagnose a variety of basic ailments without consulting a physician.



PARKINSON'S VOICE INITIATIVE: A demonstration project that uses subtle changes in vocal patterns to diagnose the early signs of Parkinson's disease, the Parkinson's Voice Initiative has the potential to turn a routine phone call into a medical exam.

UCSF 2.0: OPPORTUNITIES FOR INNOVATION AND LEADERSHIP

UCSF engaged in a community-wide process to systematically think about the future and anticipate the **future forces** that will shape the next decade of disruptions and opportunities.

This map offers a framework for navigating the future of UCSF and organizes the landscape of possibilities from the community into **innovation zones**. Six innovation zones shape the future landscape:

INNOVATION ZONE 1: CREATE TRANSFORMATIVE PARTNERSHIPS TO ADVANCE HUMAN HEALTH

No single institution can address the next decade's health, research, and education challenges on its own. As players from a wide range of industries continue to venture into health and health care, it will be imperative for UCSF to form new partnerships to address familiar health challenges in creative, novel ways. To accelerate innovation and learning, UCSF must amplify its network of collaborators and build a reputation as the convener of great innovators.

FUTURE POSSIBILITIES:

- **What if UCSF leads the creation of Bio Silicon Valley?**
UCSF could take advantage of being situated in the Bay Area's innovation milieu by bridging biological, social, and technological sciences to revolutionize biological research.
- **What if UCSF catalyzes a movement to make the Bay Area the healthiest region in the world?**
Partnering with key stakeholders throughout San Francisco—the city, industry, real estate, and community leaders and advocates—could enable UCSF to help ensure that everyone in the Bay Area has the opportunity to be healthy.
- **What if UCSF creates a UC-wide health partnership?**
By collaborating more formally with the entire UC system, UCSF could not only drive drastic improvements in patient care, but also rapidly accelerate breakthroughs in research and education.
- **What if UCSF leads the development of an integrated health system across the Bay Area?**
UCSF could make profound improvements in regional health outcomes across the population by coordinating care across the region—turning today's competitors into tomorrow's partners.

INNOVATION ZONE 2: CONVERT DATA TO KNOWLEDGE, INSIGHT, AND ACTION

As the volume and variety of data continues to grow exponentially, UCSF needs to rapidly adopt new tools for data management and new practices in analysis and visualization in order to build knowledge to inspire the next generation of researchers and students. New approaches to health, education, and research will be data driven, so this innovation zone lays an important foundation for all the others.

FUTURE POSSIBILITIES:

- **What if UCSF sets the standard for open health data?**
By catalyzing a global movement to make health data open and interoperable UCSF could accelerate efforts to convert data into practical research and advances in medical care.
- **What if UCSF becomes the leader in digital health innovation and converting data to care?**
UCSF could further enhance its efforts to deliver precision medicine and health by leveraging capabilities in data, analytics, and health sciences, while demonstrating leadership in forging collaborations with unexpected partners across sectors.
- **What if UCSF gave patients tools to collect and integrate their own data into the health system?**
By providing all patients with tools to easily gather and share their data in the gaps between clinical visits, UCSF could engage patients in understanding and pursuing their own health strategies.

INNOVATION ZONE 3:

BRING PRECISION TO THE FULL SPECTRUM OF HEALTH

Emerging technology is giving us both unprecedentedly small data—granular real-time information about individuals’ bodies and behavior patterns—and unprecedentedly large data—abundant environmental data, and massive genomic databases from global cohorts. UCSF could lead the way in cradle-to-grave precision care by putting the patient at the center of this abundant data and tailoring prevention efforts and treatments to each individual’s specific needs at a given point across the lifespan.

FUTURE POSSIBILITIES:

- **What if UCSF mobilizes the entire university to execute on a precision initiative?**
Just as UCSF’s HIV/AIDS work was a defining success of the previous decades, UCSF could mobilize resources to define the priorities for the next decade’s efforts and tackle them with leading-edge precision techniques.
- **What if UCSF harnesses new insights from the social sciences to create precision engagement?**
By developing precision-based tools to engage people on their own terms, care can be delivered in holistic ways that enhance the clinical as well as broader patient experience.
- **What if UCSF creates precision prevention and upstream tools?**
By leveraging genetics, environmental information, and other rich sources of data, UCSF could deliver preventive care tailored to the needs of the individual—and do so long before disease symptoms begin to manifest.

INNOVATION ZONE 4:

CATALYZE CITIZEN EMPOWERMENT AND ENGAGEMENT

As personal meanings of health and well-being diversify, UCSF can increase efficacy and improve the care experience by equipping every patient, employee, and family member with the means and motivation to be the makers of their own health. By innovating new approaches to empower people to manage their health, UCSF has the opportunity to transform how people take care of themselves and their families. The tools of anytime, anyplace health are enabling UCSF to use high-tech, high-touch, and low-cost approaches to increase health care equity and make care accessible to all.

FUTURE POSSIBILITIES:

- **What if UCSF defines new ways of engaging patients globally in areas of critical need?**
UCSF could amplify its global presence by developing new high-tech, high-touch, low-cost approaches to address critical global health challenges. In doing this, UCSF could dramatically improve global health outcomes while expanding its presence internationally.
- **What if UCSF extend its reach into a variety of health decision contexts?**
By building a branded presence in the digital information stream, and partnering with retail brands to increase the number of UCSF touchpoints in the community (such as developing mobile clinics at supermarkets), UCSF can support healthy decision-making and increase awareness about the health effects of everyday actions.
- **What if UCSF provides interprofessional, team-based aging care and guidance to become the global leader in addressing the needs of aging populations?**
By bringing together research and expertise around aging from across domains—including the medical and social sciences—UCSF can innovate entirely new ways to provide aging care that meet clinical, emotional, and social needs.

INNOVATION ZONE 5:

AMPLIFY CAMPUS CULTURE AND ENVIRONMENTS FOR INNOVATION

To successfully tackle the biggest challenges in health, research, and education, UCSF needs to embrace the innovative spirit already so prevalent across the campus and in the Bay Area. This will mean being open to experimentation, embracing the possibility of failure, and constantly searching for new and unexpected collaborators. Open platforms will continue to transform how research and learning is done, while new consumer technologies promise to disrupt traditional medical practice by putting basic health tools in the hands of everyday people. To continue to lead in a decade of change, UCSF will need to find new ways to foster a community-wide effort to connect across siloes and foster new innovations.

FUTURE POSSIBILITIES:

- **What if UCSF develops a Google X-like lab to enable faculty to pursue big, bold research?**
Enhancing institutional structures that emphasize innovation, creativity, and disruption will further accelerate innovative efforts across the university.
- **What if UCSF creates a consulting group to utilize students, staff, and faculty?**
Enabling members of the UCSF community to rotate in and out of industry could create opportunities to accelerate translational research and innovative collaborations.
- **What if UCSF uses an open knowledge graph to enable faculty, staff, and students to seamlessly identify potential collaborators?**
Creating transparent tools to enable interdisciplinary teams to easily and effectively identify each other could super-charge efforts toward self-organized innovation.

INNOVATION ZONE 6:

REINVENT LEARNING AND EDUCATION

New technologies and practices are disrupting how, what, and where we learn. Education is moving out of episodic experiences at traditional institutions and becoming a constant layer over everyday life. Learning is no longer confined to a certain life stage or even a certain time of day. As students of all ages all over the world begin to see themselves as part of a vast learning ecosystem, UCSF will need to utilize open education platforms and new collaboration tools to truly reinvent what it means to learn.

FUTURE POSSIBILITIES:

- **What if UCSF develops a global university for learners all over the world?**
UCSF could create a core online, simulation-based curriculum and collect and analyze global education data to drive improvements to the platform.
- **What if UCSF breaks down barriers between disciplines to create a holistic health science education?**
By removing boundaries between departments, UCSF could ensure that the next generation of medical professionals is equipped to serve the needs of the whole person.
- **What if UCSF expands access to health science education to inspire passion for science in people of all ages?**
By working closely with a wide range of community partners to dramatically expand access to health science education, UCSF could foster a culture of love and appreciation for science and, in doing so, provide students a solid foundation for learning STEM subjects.
- **What if UCSF takes a lead role in modifying organizational structures and incentives to reward truly collaborative problem solving?**
UCSF could leverage new technologies for sharing, collaborating, and learning anywhere, anytime to promote interdisciplinary, team-based problem solving.

PATHWAYS TO THE FUTURE

While this map depicts the landscape of possibilities available to UCSF and its communities in a decade, to achieve them, we must start making the future now. Different **pathways to the future** coexist and present opportunities for UCSF and its communities to get involved and engage with the future. They are simple, concrete first steps that anyone in the UCSF community can take today to help UCSF lead in a landscape of rapid change.

You can use these pathways to start experimenting and jumpstart the future for UCSF.

START A CONVERSATION

Use this map to provoke conversations. What do you like about these visions of the future? What concerns do they raise?

EXPERIMENT WITH TECHNOLOGY

Many of the technologies that make these futures possible are available, in some form, today. Try using a self-tracking device, contributing to an online patient community, taking an online course, or donating to a crowd-funded research project.

FIND YOUR ALLIES

Who do you need to connect with to prepare for these futures? Who are the innovators in your network? Identify and connect with people who can help you realize the future you want.

SEE THE FUTURE NOW

Throughout this map there are examples of projects, people, and communities that are early signals of change. Check out their websites or go visit and connect in-person with some of these people and groups.

GET YOUR COMMUNITY INVOLVED

What opportunities do these visions of the future present for your community? Lead discussions or host public forums to discuss how your community fits into these visions of the future.

FUTURE-PROOF IT

Assess your own readiness for the future. How consistent are the plans of your community, research group, or department, or your personal plans, with these visions of the future?

WRITE YOUR FUTURE-JOB DESCRIPTION

Write a description of a job in one of these future visions or a future résumé. Test your education and career assumptions by thinking about the kinds of roles that will be needed in a decade.

SKETCH IT OUT

Prototype the future you want to see by putting it on paper. Imagine a device or a location that might exist in this future. Drawing a sketch or writing a description can make the future more concrete and generate new insight.

CREATE YOUR OWN SCENARIO

How might the kind of change described in this map impact other areas? Using the map as a starting point, create your own vision of the future.



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SOCIALSTRUCTURED
WORLD**

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Innovative learning models make a university-level education available for everyone on the planet.

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ANYTIME,
ANYPLACE HEALTH**

Technological advances transform where and how health care is provided.

How are YOU making the future of UCSF?

INNOVATION ZONE 1:

CREATE TRANSFORMATIVE PARTNERSHIPS TO ADVANCE HUMAN HEALTH

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What if UCSF catalyzes a movement to make the Bay Area the healthiest region in the world?

What if UCSF pioneers a UC-wide health partnership?

What if UCSF leads the development of an integrated health system across the Bay Area?

CURRENT INNOVATIONS:

San Francisco Health Improvement Partnership
UCSF is part of San Francisco Health Improvement Partnership, a citywide effort rallying a range of public, nonprofit, and private stakeholders to work together to foster innovation to achieve more substantial gains in community health and health equity.

Partnership with the Centers for Therapeutic Innovation
UCSF partnered with Pfizer's Centers for Therapeutic Innovation to take basic research findings and translate them into new prototype drugs.

INNOVATION ZONE 2:

CONVERT DATA TO KNOWLEDGE, INSIGHT, AND ACTION

As the volume and variety of data continues to grow exponentially, UCSF needs to rapidly adopt new tools for data collection and management and new practices in analysis and visualization in order to build novel data sets that will inspire the next generation of researchers and students. New approaches to health, education, and research will be data driven, so this innovation zone lays an important foundation for all the others.

FUTURE POSSIBILITIES:

What if UCSF sets the standard for open health data?

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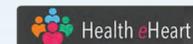
What if UCSF engages its patients in collecting and integrating their own data into the health system, resulting in better outcomes?

CURRENT INNOVATIONS:

Center for Digital Health Innovation
The Center for Digital Health Innovation was created to foster digital health innovation among UCSF's faculty, staff, and students by studying, validating, and incubating the creation of new high-tech, high-touch, and low-cost approaches digital health solutions.

Health eHeart Study

This UCSF-developed online cardiovascular study harnesses the power of mobile technology to monitor patients using their smartphones and sends the information to doctors to analyze the data and provide instant feedback.



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FUTURE POSSIBILITIES:

What if UCSF mobilizes the entire university to execute on a precision initiative?

What if UCSF harnesses new insights from the social sciences to create precision engagement?

What if UCSF creates the most cutting-edge precision prevention and upstream intervention tools?

CURRENT INNOVATIONS:

National Academy of Sciences Report Calling for 'Knowledge Networks'
A National Academy of Sciences committee, with UCSF leadership, released a report calling for a "Knowledge Network" to integrate the molecular data with environmental and patient data to develop personalized treatments.

OME Precision Medicine Summit
UCSF convened 170 of the world's foremost thinkers, creators, and innovators to identify new approaches and spur action to make medicine more predictive, preventive, and precise.

INNOVATION ZONE 4:

CATALYZE CITIZEN EMPOWERMENT AND ENGAGEMENT

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What if UCSF defines new ways of engaging patients globally in areas of critical need?

What if UCSF extends its reach into a variety of health decision contexts?

What if UCSF provides interprofessional, team-based aging care and guidance to become the global leader in addressing the needs of aging populations?

CURRENT INNOVATIONS:

Institute for Health and Aging
UCSF's Institute for Health and Aging has expanded the scope of its work beyond treatments, allowing it to focus research and public service efforts on the promotion of health and the prevention of disease in old age.

Institute for Health & Aging

Medical-Legal Partnership for Seniors Clinic
Through this program of the UCSF/UC Hastings Consortium on Law, Science and Health Policy, Hastings students assist low-income elderly patients in legal issues related to health, such as advance health care planning, estate planning, and public benefits.

INNOVATION ZONE 5:

BUILD UPON AND ENHANCE A CULTURE AND ENVIRONMENT OF INNOVATION

To successfully tackle the biggest challenges in health, research, and education, UCSF needs to embrace the innovative spirit already so prevalent in the Bay Area. This will mean being open to experimentation, embracing the possibility of failure, and constantly searching for new and unexpected collaborators. Open platforms will continue to transform how research and learning is done, while new consumer technologies threaten to disrupt traditional medical practice by putting basic health tools in the hands of everyday people. To continue to lead in a decade of change, UCSF will need to find new ways to foster a community-wide effort to connect across siloes and foster new innovations.

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What if UCSF creates a consulting group to utilize students, staff, and faculty?

What if UCSF uses an open knowledge graph to enable faculty, staff, and students to seamlessly identify potential collaborators?

CURRENT INNOVATIONS:

The Entrepreneurship Center
The Entrepreneurship Center at UCSF works to create an ecosystem of innovation and commercialize UCSF inventions through startup ventures by providing scientists and clinicians the knowledge, support, and connections they need to become entrepreneurs.



UCSF Open Proposals

With UCSF's new model for collaboration in proposal creation and team development, proposals are posted online for peers to review, offer support and resources, and even join the proposal team.



INNOVATION ZONE 6:

REINVENT LEARNING AND EDUCATION

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What if UCSF breaks down barriers between disciplines to create a holistic health science education?

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CURRENT INNOVATIONS:

The School of Medicine's Bridges Curriculum
The UCSF School of Medicine's Bridges Curriculum provides authentic workplace learning experiences to train future physicians to work collaboratively with others to promote health and reduce suffering from illness and disease.

School of Medicine Retreat on Ideal Learning Environments
The UCSF School of Medicine 2014 Retreat focused on envisioning the ideal learning environment for students and learners of the future.

MAKE THE FUTURE OF UCSF, TOGETHER!

The future of UCSF is open and collaborative. That means we need your ideas to reinvent UCSF for the next decade. Use this map to immerse yourself in the forces that will shape the next decade and the opportunities for innovation. Follow these easy steps to start using this map today. Then, go to www.ucsf.edu/faculty or www.ucsf.edu/staff to join the conversation, share your vision, and start making the future today!

HOW TO USE THIS MAP

1 Anticipate the Future: Explore the Innovation Zones

Immerse yourself in the future by exploring the **future forces** and **innovation zones**. These will orient you to the broad forces shaping the future and guide you to the biggest opportunity spaces where UCSF can make a real impact in the next decade.

2 Consider the Possibilities: Map Your Future

Get started thinking about how UCSF can impact in each innovation zone by checking out the **future possibilities**. They provide an easy way to systematically look at the range of possible futures for UCSF.

3 Make the Future Now: Embark on a Pathway Toward the Future

Check out the **pathways to the future** for simple, concrete actions you can take today to start making the future now. Use them to provoke experimentation and jumpstart the process of bringing these visions to life.



INSTITUTE FOR THE FUTURE

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