

## THE MEDICAL SCHOOL HAS OVERCOME MANY HURDLES IN ITS

history, but they have tended to be contained within a single mission area. Today's financial uncertainty portends great changes and affects each area of our tripartite mission of medical education, biomedical research and clinical care. Among the major issues we face today are NIH budget cuts, fundamental changes in clinical payment mechanisms through accountable care organizations and similar shared savings proposals, decreased reimbursement for clinical work, and continuing changes in graduate medical education work-hour regulations — requiring substantial shifts in how we educate our residents and fellows.

The challenges of the 21st century reach across not only missions, but also functions and stakeholders, making them more complex and harder to address. The Medical School is in no way navigating these troubled waters alone; throughout the nation, the best minds in medicine are searching for solutions. But the University of Michigan always strives to lead the way.

The medical world that emerges from this turbulent time will look very different from what we've known in the past. Making this transition successfully in large part will depend upon the creativity, vision and determination of the brightest, most capable future physicians — and our very best efforts today to prepare them for leading us into a brave new world of medicine.

Sincerely,



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# Medicine at Michigan

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