

**NAM EXECUTIVE LEADERSHIP NETWORK**  
FOR A CONTINUOUSLY LEARNING HEALTH SYSTEM  
*Fall 2016 Update*

**Colleagues:** Thank you for your involvement in the Executive Leadership Network (ELN). The ELN operates under the auspices of the National Academy of Medicine (NAM) Leadership Consortium for a Value & Science-Driven Health System to strengthen the ongoing communication, collaboration, and synergy among executive-level stakeholders with common interests in developing the capacity, infrastructure, and culture necessary to drive continuous learning and improvement within and across health care delivery systems.

**MEETINGS OF INTEREST TO LEADERSHIP NETWORK PARTICIPANTS**

- **Vital Directions for Health and Health Care: A National Conversation** – focus: policy opportunities identified in the discussion paper series *Vital Directions in Health and Health Care*, and identify outstanding questions and explore cross-cutting opportunities for a synthesis paper to be developed to provide streamlined information and clear priorities for the incoming administration, as well as other policy makers and the public. (September 26, 2016; [website](#))
- **Leadership Consortium Biannual Members Meeting** – focus: *Vital Directions for Health and Health Care* and opportunities for collaborative action. (September 22, 2016)
- **Value Incentives & Systems Innovation Collaborative** – focus: activities underway in the transition to population-based payment, and strategic priorities to advance progress (September 16, 2016; [summary](#))
- **Accelerating Clinical Knowledge Generation and Use: Strategic Scale and Spread** – focus: health executive leadership for development, spread and scaling of a continuously learning health system (sponsored by PCORI; September 8, 2016; [summary](#))

**COLLABORATIVE PROJECTS ENGAGING NETWORK LEADERS**

- ***Vital Directions for Health and Health Care***. Guided by an 18-member steering committee, more than 100 leading researchers, scientists, and policy makers provide expert guidance on 19 priority areas for U.S. health policy. The resulting collection of discussion papers is organized around three overarching goals: better health and well-being; high-value health care; and strong science and technology. ([discussion papers](#))
- ***Clinician well-being and resilience***. Following an initial meeting in July with leaders of professional organizations, the National Academy of Medicine is developing a new initiative to support and improve clinician well-being and resilience, which will provide a venue for collaborative activities to advance solutions that address trends in clinician stress, burnout and suicide, and to ultimately improve patient care and outcomes. Interested representatives from the ELN are invited to provide their perspectives and expertise on this topic. ([website](#))
- ***Measurement burden. Observations from the field: Reporting Quality Metrics in Health Care*** presents the perspective of large health systems exploring actions to better characterize the measurement and reporting burden and its consequences, and to increase the benefits of metric reporting while minimizing the burden to systems and providers. ([discussion paper](#))
- ***Generating Knowledge from Best Care: Advancing the Continuously Learning Health System***. The importance of a learning health system is analyzed and discussed, providing key elements to help transform health care institutions to deliver better care and to strive for quality improvement. ([discussion paper](#))
- ***Interoperability***. NAM is exploring strategic activities to improve synergy among health systems as they engage their common interests in broad interoperability of health data, through efforts to harmonize standards, technologies, policies, and purchase specifications within and across health systems. Interested representatives from the ELN are invited to provide their perspectives and expertise on this topic.

**COLLABORATIVE PROJECTS NETWORK PARTICIPANT CONSIDERATION**

In recent meetings and conversations, several potential project topics surfaced for the ELN's consideration, including:

- Building on *Vital Directions*, galvanize key experts and stakeholders to convey to the new Administration the importance of a continued focus on and support for payment and delivery system reform
- Development of change management roadmaps related to the transformation to population and value-based healthcare.
- Further efforts to align goals at health system and population levels, and look at evidence and outcomes to inform public health.
- Pilot efforts to implement *Vital Signs*, a National Academies report proposing a set of 15 core measures to sharpen focus and reduce burden.
- Delivery system-specific issues related to adoption and use of clinical decision support tools.
- Exemplars and characteristics of health systems that have realized a patient- and family-centered vision.

**STAYING ENGAGED WITH THE ELN**

The work of the ELN is done primarily in virtual form, with ad hoc meetings and teleconferences planned based on specific project needs. We invite your engagement and input for the activities underway, and the potential topics for future activities.

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**THE LEARNING HEALTH SYSTEM SERIES**

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Advocate Health Care  
Ascension Health  
Banner Health  
Baylor Scott & White Health  
Bellin Health  
BJC HealthCare  
Blue Cross Blue Shield Association  
Bon Secours Health System, Inc.  
Boston Children's Hospital  
Brigham & Women's Health Care  
Carolinas HealthCare System  
Catholic Health Association  
Chicago Community Trust  
Children's Hospital Los Angeles  
Children's Mercy Hospital  
Children's Hospital of Philadelphia  
Christiana Care Health System  
Cincinnati Children's Hospital  
Medical Center  
Cleveland Clinic  
Clinical Directors Network, Inc.  
Community Health Systems  
CVS Health  
Dartmouth-Hitchcock Med Center  
DaVita HealthCare Partners  
Denver Health  
Dignity Health

Duke University Health System  
Eskenazi Health  
Fairview Health Services  
Froedtert Health System  
Grady Health System  
Greenway Health  
Group Health Cooperative  
Health Share of Oregon  
HealthPartners, Inc.  
HealthSouth Corporation  
Henry Ford Health System  
Hospital Corporation of America  
Indian Health Service, U.S. DHHS  
Intermountain Healthcare, Inc.  
Johns Hopkins Health System  
Kaiser Permanente  
LifePoint Health  
Lifespan & Rhode Island Hospital  
Louisiana State University Health  
Care Services Division  
Marshfield Clinic  
Mass General Physicians Org  
Mayo Clinic  
Mayo Clinic, Arizona  
MD Anderson Cancer Center  
Medical College of Wisconsin  
Memorial Hermann

Mercy Health  
Mission Health System  
Molina Healthcare  
Montefiore Medical Center  
Morehouse School of Medicine  
Mount Sinai Health System  
NIH Clinical Center  
Nationwide Children's Hospital  
Nemours Foundation  
NYC Health & Hospitals Corp  
NewYork-Presbyterian Hospital  
North Shore-LIJ Health System  
NorthShore Univ Health System  
NYU Langone Medical Center  
OCHIN  
Ochsner Health System  
Palo Alto Medical Foundation  
Press Ganey Associates, Inc.  
Providence Health and Services  
Scripps Health  
Seattle Children's Hospital  
St. Louis Children's Hospital  
Sutter Health  
ThedaCare  
Tulane Health System  
U.S. Department of Defense  
University Hospital

Univ of Alabama Birmingham  
University of Arizona Banner  
University Medical Center  
UC Irvine Medical Center  
UC Los Angeles Health  
UC San Diego Health Sciences  
UCSF Medical Center  
Univ of Chicago Medical Center  
University of Colorado Health  
Univ of Iowa Hospitals and Clinics  
Univ of Nebraska Medical Center  
Univ of North Carolina Health  
Univ of Pittsburgh Medical Center  
UT Health Sci Ctr at San Antonio  
UT Southwestern Medical Center  
Univ of Virginia Medical Center  
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