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.

J. Michael McGinnis, MD, MA, MPP
Executive Director, Leadership Consortium for Value & Science-Driven Health Care
Leonard D. Schaeffer Executive Officer, National Academy of Medicine

Michelle Johnston-Fleece, MPH
Senior Program Officer
mjfleece@nas.edu

Vision • Research • Evidence • Effectiveness • Trials • IT Platform • Data Quality & Use • Health Costs • Value • Complexity • Best Care • Patients • Systems • Measures • Leadership

THE LEARNING HEALTH SYSTEM SERIES
NAM Executive Leadership Network
For a Continuously Learning Health System

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
Dennver Health
Dignity Health
Duke University Health System
Eskanazi Health
Fairview Health Services
Frederick 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
NHI 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
St. Joseph's Health System
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
University of Wisconsin Health
Vanderbilt Health System
Vidant Healthcare

The NAM Leadership Consortium for a Value & Science-Driven Health System

Chair
Mark B. McClellan
Duke University

Members
David Blumenthal
The Commonwealth Fund
Paul Chew
Sanofi US
Susan DeVore
Premier, Inc.
Judith Faulkner
Epic Systems
David Feinberg
Geisinger Health System
Joseph F. Fifer
Healthcare Financial Mgmt Assn
Patricia A. Gabow
Former, Denver Health
Anil Gawande
Brigham and Women's Hospital
Julie L. Gerberding
Merck & Co., Inc.
Paul Grundy
IBM
James Heywood
PatientsLikeMe
Brent C. James
Intermountain Healthcare
Gary Kaplan
Virginia Mason Health System
Gregory F. Keenan
AstraZeneca
Darrell G. Kirch
AAMC
Richard E. Kunz
Medtronic
Peter Long
Blue Shield of California Foundation
James L. Madara
AMA
Mark E. Miller
MedPAC
Mary D. Naylor
University of Pennsylvania
William D. Novelli
Georgetown; C-TAC
Harold Paz
Aetna
Jonathan B. Perlin
HCA, Inc.
Richard Platt
Harvard Medical School
Richard J. Pollack
AHA
Peter J. Pronovost
Johns Hopkins Medhive
Murray N. Ross
Kaiser Permanente
John W. Rowe
Columbia University
Craig E. Samitt
Anthem, Inc.
Lewis G. Sandy
United Health Group, Inc
Leonard D. Schaeffer
USC
Joe Selby
PCORI
Mark D. Smith
Former, CA HealthCare Foundation
UCSF
Harrison Spencer
ASPPH
Jennifer Taubert
Johnson & Johnson
Marta Tellado
Consumers Union
Reed V. Tuckson
Tuckson Health Connections
Debra B. Whitman
AARP
Ex-Officio
AHRQ
Andrew B. Bindman
CDC
Thomas Frieden
Chesley Richards
CMS
Andy Slavitt
Patrick Conway
DoD
Karen Guice
DHHS
Karen DeSalvo
VA
David Shulkin
Carolyn M. Clancy
FDA
Robert Califf
HRSA
James Macrae
NIH
Francis Collins
Kathy Hudson

Distribution to colleagues is encouraged. Additional information at: www.nam.edu/leadershipconsortium