

NAM EXECUTIVE LEADERSHIP NETWORK FOR A CONTINUOUSLY LEARNING HEALTH SYSTEM  
*Summer 2018 Update*

**Colleagues:** Below is an update on the activities of the Executive Leadership Network, a virtual network that works to establish the capacity, infrastructure, and culture necessary to drive continuous learning and improvement within and across health care delivery systems. The ELN operates under the auspices of the Value Incentives and Systems Innovation Collaborative (VISIC) of the National Academy of Medicine (NAM) Leadership Consortium for a Value and Science-Driven Health System.

**RECENT ACADEMIES PUBLICATIONS**

- *Effective Care for High-Need Patients: Opportunities for Improving Outcomes, Value, and Health:* NAM Special Publication resulting from stakeholder partnership that proposes stratifying, targeting, and tailoring team-based care according to functional clusters of the high-need population. Related resources, such as issue briefs with target actions for stakeholder groups are available on [webpage](#).
- *The Role of Accreditation in Achieving the Quadruple Aim:* NAM Discussion paper which outlines a potential model for revising accreditation processes to achieve the quadruple aim ([paper](#)).
- *Optimizing Strategies for Clinical Decision Support:* NAM Special Publication which summarizes expert discussions of the potential of clinical decision support to transform care delivery and opportunities to address the barriers to realizing the full benefits of CDS-facilitated value improvement ([webpage](#)).

**NAM MEETINGS OF INTEREST TO NETWORK PARTICIPANTS**

- **Procuring Digital Interoperability for Health Care**—focus: driving healthcare interoperability through collaborative procurement strategies (January 30, 2018; [event page](#)).
- **Better Care for High-Need Patients Webinar Series**—focus: to advance insights and perspectives on how to better manage the care of the high-need patient population (February 16, 2018 - April 25, 2018; [summary](#)).
- **Building the Evidence Base for Improving Health Care Symposium**—focus: contributions of health services research (HSR) to effectiveness and efficiency in health and health care (February 26 & 27, 2018; [event page](#)).
- **Care Culture and Decision-Making Innovation Collaborative Meeting**—focus: community health needs assessments as a means to activate communities in co-creating agendas to promote health and well-being (May 17, 2018; [summary](#)).
- **Evidence and the Individual Patient: Understanding Heterogeneous Treatment Effects Meeting**—focus: inherent limitations of using group data to guide treatment decisions for individuals (May 31, 2018; [event page](#)).
- **Digital Learning Collaborative Meeting**—focus: patient ownership of health data in a learning health system (June 28, 2018; [event page](#)).

**RELATED NAM ACTIVITIES**

- **Health System Financing that Rewards Results:** Guided by a steering committee, the NAM is facilitating development of a Special Publication presenting a roadmap for accelerating the move toward a health care delivery and financing model that rewards value and improved population health. Contact Henrietta A. Osei-Anto ([HOseiAnto@nas.edu](mailto:HOseiAnto@nas.edu)).
- **Technologies to Enhance Person, Family, & Community Activation: An NAM Working Group:** an *ad hoc* working group comprised of leadership from key stakeholder sectors to identify, prioritize, and advise on key issues related to the potential of technologies to make care more patient-centered, accessible and convenient for patients. Contact: Michelle Johnston-Fleece ([MJFleece@nas.edu](mailto:MJFleece@nas.edu)).
- **Artificial Intelligence Machine Learning working group:** convening of experts in the fields of artificial intelligence (AI) and machine learning (ML) for health care with varied interests to discuss the critical success factors to developing and integrating AI and ML algorithms in health care settings. Contact: Mahnoor Ahmed ([MAhmed@nas.edu](mailto:MAhmed@nas.edu)).
- **Vital Signs: Core Metrics for Health and Health Care Progress.** The NAM is working with key field leaders to operationalize the core metrics presented in the 2015 IOM publication *Vital Signs: Core Metrics for Health and Health Care Progress*. The refined measures will be presented in a NAM publication with related activities. Contact Henrietta A. Osei-Anto ([HOseiAnto@nas.edu](mailto:HOseiAnto@nas.edu)).
- **Generating Stakeholder Engagement and Demand for Leveraging and Sharing Data for Continuous Learning:** The NAM is holding a series of convening activities to engage the leadership of key stakeholders—health care executives, clinicians, patient and family leaders, and research oversight thought leaders to explore strategies and actions necessary to advance “real world” knowledge generation embedded in clinical settings. Contact: Sameer Siddiqi ([SSiddiqi@nas.edu](mailto:SSiddiqi@nas.edu)).

**GET INVOLVED WITH THE ELN**

We enthusiastically invite your engagement and any input for the activities underway or with topics for potential future activities:

- **Leadership Consortium Members’ Meeting:** The next Leadership Consortium Members’ Meeting will take place on **September 13<sup>th</sup>, 2018** in Washington, DC and will focus on the impact of increasing health care industry consolidation on the development of a continuously learning health system. ELN participants are encouraged to participate via webcast. Please contact Ioana Petricel ([IPetricel@nas.edu](mailto:IPetricel@nas.edu)) for more information.
- **NAM Action Collaborative on Clinician Well-being and Resilience.** The NAM is seeking input from health system executives to inform the next steps of the action collaborative. Please contact Charlee Alexander at ([CMAlexander@nas.edu](mailto:CMAlexander@nas.edu)) for more information.
- **Value Incentives and Systems Innovation Collaborative (VISIC):** The next VISIC meeting will take place in fall 2018 in Washington, DC. and will focus on opportunities to engage key stakeholders in accelerating the transformation of health care payments to reward value. ELN participants are encouraged to participate via webcast. Please contact Ioana Petricel ([IPetricel@nas.edu](mailto:IPetricel@nas.edu)) for more information.

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**THE LEARNING HEALTH SYSTEM SERIES**

Your participation enables ELN activities to foster synergy in continuous learning and improvement. Please ([click here](#)) to update your contact information. You may also choose to designate another senior-level executive at your organization to serve as the primary liaison for ELN communications and activities.

Visit the website at [nam.edu/ELN](http://nam.edu/ELN) for more information on activities of interest to ELN participants.

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Senior Program Officer

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**NAM EXECUTIVE LEADERSHIP NETWORK**  
FOR A CONTINUOUSLY LEARNING HEALTH SYSTEM  
*Participating Organizations*

Adeptus Health, Inc.	Denver Health	Mission Health System	Tulane Health System
Advocate Health Care	Dignity Health	Molina Healthcare	U.S. Department of Defense
Ascension Health	Duke University Health	Montefiore Medical Center	University Hospital
Atrium Health	System	Morehouse School of	Univ of Alabama Birmingham
Banner Health	Encompass Health	Medicine	University of Arizona Banner
Baylor Scott & White Health	Eskenazi Health	Mount Sinai Health System	University Medical Center
Bellin Health	Fairview Health Services	NIH Clinical Center	UC Irvine Medical Center
BJC HealthCare	Froedtert Health System	Nationwide Children's	UC Los Angeles Health
Blue Cross Blue Shield	Grady Health System	Hospital	UC San Diego Health Sciences
Association	Greenway Health	Nemours Foundation	UCSF Medical Center
Bon Secours Health System,	Group Health Cooperative	NYC Health & Hospitals Corp	Univ of Chicago Medical
Inc.	Health Share of Oregon	New York-Presbyterian	Center
Boston Children's Hospital	HealthPartners, Inc.	Hospital	University of Colorado Health
Boston Medical Center	Henry Ford Health System	NYU Langone Medical Center	University of Iowa Hospitals and
Brigham & Women's Health	Hospital Corporation of	Northern Westchester	Clinics
Care	America	Hospital	Univ of Maryland School of
Catholic Health Association	Indian Health Service, U.S.	North Shore-LIJ Health	Med
Cedars-Sinai Health System	DHHS	System	Univ of Nebraska Medical
Chicago Community Trust	Intermountain Healthcare, Inc.	NorthShore Univ Health	Center
Children's Hospital Los	Johns Hopkins Health System	System	Univ of North Carolina Health
Angeles	Kaiser Permanente	OCHIN	Univ of Pittsburgh Medical
Children's Mercy Hospital	LifePoint Health	Northwell Health	Center
Children's Hospital of	Lifespan & Rhode Island	Ochsner Health System	UT Health Sci Ctr at San
Philadelphia	Hospital	OCHIN	Antonio
Christiana Care Health System	Louisiana State University	Palo Alto Medical Foundation	UT Southwestern Medical
Cincinnati Children's Hospital	Health Care Services Division	Planetree	Center
Cleveland Clinic	Marshfield Clinic	Press Ganey Associates, Inc.	Univ of Virginia Medical
Clinical Directors Network,	Mass General Physicians Org	Providence Health and	Center
Inc.	Mayo Clinic	Services	University of Wisconsin
Community Health Systems	Mayo Clinic, Arizona	Scripps Health	Health
CVS Health	MD Anderson Cancer Center	Seattle Children's Hospital	Vanderbilt Health System
Dartmouth-Hitchcock Med	Medical College of Wisconsin	St. Louis Children's Hospital	Vidant Healthcare
Center	Memorial Hermann	Sutter Health	
DaVita HealthCare Partners	Mercy Health	ThedaCare	

**NAM LEADERSHIP CONSORTIUM FOR A VALUE & SCIENCE-DRIVEN HEALTH SYSTEM**

<b>Chair</b>			
Mark B. McClellan	Atul Gawande	James L. Madara	Richard Platt
Duke University	Brigham and Women's	AMA	Harvard Medical School
	Hospital		
<b>Members</b>		Mark E. Miller	Richard J. Pollack
Georges Benjamin	Julie L. Gerberding	Laura and John Arnold	AHA
American Public Health	Merck & Co, Inc.	Foundation	
Association			
David Blumenthal	Brent C. James	Ameet Nathwani, MD	Peter J. Pronovost
The Commonwealth Fund	Former, Intermountain	Sanofi US	Johns Hopkins Medicine
	Healthcare		
Susan DeVore	Gary Kaplan	Mary D. Naylor	John W. Rowe
Premier, Inc.	Virginia Mason Health System	University of Pennsylvania	Former, Columbia University
Judith Faulkner	Gregory F. Keenan	William D. Novelli	Craig E. Samitt
Epic Systems	AstraZeneca	Georgetown University & C-	Anthem, Inc.
		TAC	
David Feinberg	Darrell G. Kirch	Sally Okun	Lewis G. Sandy
Geisinger Health System	AAMC	PatientsLikeMe	United Health Group, Inc.
Joseph F. Fifer	Richard E. Kuntz	Harold Paz	Leonard D. Schaeffer
Healthcare Financial Mgmt	Medtronic	Aetna	USC
Assn			
Patricia A. Gabow	Peter Long	Jonathan B. Perlin	Joe Selby
Former, Denver Health	Blue Shield of California	HCA, Inc.	PCORI
	Foundation		
			Mark D. Smith
			Former, CHCF

Jennifer Taubert  
Johnson & Johnson

Marta Tellado  
Consumers Union

Reed V. Tuckson  
Tuckson Health Connections

Debra B. Whitman  
AARP

[Ex-Officio](#)  
AHRQ  
Gopal Khanna

CDC  
Robert Redfield  
Chesley Richards

CMS  
Seema Verma  
Kate Goodrich

DoD  
Thomas McCaffery

DHHS  
Brett Giroir

VA  
Carolyn Clancy

FDA  
Scott Gottlieb

HRSA  
George Sigounas

NIH  
Francis Collins  
Michael Lauer

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**THE LEARNING HEALTH SYSTEM SERIES**