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).
- **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).
- **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).
- **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).
- **Generating Stakeholder Engagement and Demand for Leverageing 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).

**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 13th, 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 webinar. Please contact Ioana Petricel (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) 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 webinar. Please contact Ioana Petricel (IPetricel@nas.edu) for more information.
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 for more information on activities of interest to ELN participants.

Henrietta Awo Osei-Anto, MPP, MA
Senior Program Officer
HOseiAnto@NAM.edu
NAM EXECUTIVE LEADERSHIP NETWORK
FOR A CONTINUOUSLY LEARNING HEALTH SYSTEM

Participating Organizations

Adeptus Health, Inc.
Advocate Health Care
Ascension Health
Arrium Health
Banner Health
Baylor Scott & White Health
Belin Health
BJC HealthCare
Blue Cross Blue Shield Association
Bon Secours Health System, Inc.
Boston Children’s Hospital
Boston Medical Center
Brigham & Women’s Health Care
Catholic Health Association
Cedars-Sinai Health System
Chicago Community Trust
Children’s Hospital Los Angeles
Children’s Mercy Hospital
Children’s Hospital of Philadelphia
Christiania Care Health System
Cincinnati Children’s Hospital
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
Encompass Health
Eskanazi Health
Fairview Health Services
Froedtert Health System
Grady Health System
Greenway Health
Group Health Cooperative
Health Share of Oregon
HealthPartners, Inc.
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
New York-Presbyterian Hospital
NYU Langone Medical Center
Northern Westchester Hospital
North Shore-LIJ Health System
NorthShore Univ Health System
OCHIN
Northwell Health
Ochsner Health System
OCHIN
Palo Alto Medical Foundation
Planetree
Press Ganey Associates, Inc.
Providence Health and Services
Scirpp’s 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 Maryland School of Medicine
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

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

Chair
Mark B. McClellan
Duke University

Members
Georges Benjamin
American Public Health Association

David Blumenthal
The Commonwealth Fund

Susan DeVore
Premier, Inc.

Judith Faulkner
Epic Systems

David Feinberg
Geisinger Health System

Joseph F. Fifer
Healthcare Financial Management Association

Patricia A. Gabow
Former, Denver Health

Atul Gawande
Brigham and Women’s Hospital

Julie L. Gerberding
Merck & Co, Inc.

Brent C. James
Former, Intermountain Healthcare

Gary Kaplan
Virginia Mason Health System

Gregory F. Keenan
AstraZeneca

Darrell G. Kirch
AAMC

Richard E. Kuntz
Medtronic

Peter Long
Blue Shield of California Foundation

James L. Madara
AMA

Mark E. Miller
Laura and John Arnold Foundation

Ameet Nathwani, MD
Sanofi US

Mary D. Naylor
University of Pennsylvania

William D. Novelli
Georgetown University & C-TAC

Sally Okun
PatientsLikeMe

Harold Paz
Aetna

Jonathan B. Perlin
HCA, Inc.

Richard Platt
Harvard Medical School

Richard J. Pollack
AHA

Peter J. Pronovost
Johns Hopkins Medicine

John W. Rowe
Former, 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, 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