Issue. In the United States today, there is an increased expectation by all stakeholders that the care delivered in our health system is carefully calibrated to the need. Toward that end, there has been substantial progress in shifting the culture of health care to deliver on the vision of a system in which patients, families and providers actively and effectively work together to make shared decisions informed both by the most up to date evidence, and needs and preferences of patients and families.

Collaborative. A convening activity under the auspices of the NAM Leadership Consortium for a Value & Science-Driven Health System, the Care Culture and Decision-Making Innovation Collaborative builds on previous work of the Best Practices Innovation Collaborative (BPIC) and the Evidence Communication Innovation Collaborative (ECIC) and extends the reach of both. This Innovation Collaborative catalyzes joint activities to drive health care culture in three main areas:

• Culture: Collaborative activities to ensure that the next generation of clinicians provides care that reflects patients' preferences and values, care teams work collaboratively and in concert with patients, and health care leadership fosters creation of a culture of care that is seamless, team-driven, and that continuously learns.
• Evidence: The ability to make informed decisions requires targeted incentives and timely delivery of scientifically validated evidence at the point of decision in a format that best meets the needs of patients and family caregivers. To that end, learning health systems engage patients and families in the capture and use of information on their care experiences to generate evidence and accelerate knowledge about the most effective and efficient care practices.
• Engagement: As awareness and opportunity has grown for patients and families to be more engaged in their own care, as well as in the design and delivery of care at the organizational and policy levels, it is critical to engage all health care stakeholders to guide the transformation to a patient and family engaged care culture within systems that continuously learn. Central to this activity is the ability of patients and families to play as active a role in health care decision-making as they desire.

Participants. This activity blends the expertise of professional organizations representing clinicians on the front lines of health care delivery, patient- and family-focused organizations, decision science practitioners, and government agencies actively involved in patient care or programs and policies centrally concerned with the identification and application of best clinical services. These professional and citizen leaders work collaboratively with individuals with relevant expertise from organizations with active, public, and patient-oriented health care efforts. The aim is for an inclusive Collaborative—without walls—and participation in individual projects is structured according to interest, need and practicality.
Activities. Projects completed, under way, or under consideration by CCDMIC include:

- **Harnessing Evidence and Experience to Change Culture: A Guiding Framework for Patient and Family Engaged Care.** This NAM Perspectives paper presents a definition and organizing framework for Patient and Family Engaged Care, along with the associated evidence supporting each element of the framework. The paper positions the framework as a valuable tool for accelerating widespread adoption of PFEC culture and practices and calls for a systematic and sustained effort to build the evidence base for PFEC and to promote alignment of existing PFEC activities to achieve for key outcomes: better culture, better health, better care and better value in health care. (NAM, In progress)

- **The Resource Compendium for Patient & Family Health Care Leadership.** This resource—a product of the Patient & Family Leadership Network—presents summary information on available evidence and information about the impact of patient and family engagement on health care outcomes and care improvement. The Compendium was created to assist and inform volunteer patient and family advisory council leaders in advancing patient and family engaged care at the health system level, and will be updated by an editorial council of PFLN and CCDMIC members. (NAM, July 2015)

- **Patients and Health Care Teams Forging Effective Partnerships.** In this NAM Perspectives paper, the authors provide insight into how to include patients as members of the health care team in order to effectively deliver team-based care, informed by semi-structured interviews with patients receiving such care. The discussion paper builds upon previous work regarding the core principles of team-based care in order to help achieve the three-part aim of providing quality care and better health at lower cost. (IOM, December 2014)

- **Shared Decision-Making Strategies for Better Care: Patient Decision Aids.** There is growing evidence that shared decision-making yields better outcomes and improves patient satisfaction. This discussion paper presents perspectives and progress in our understanding of what patients want in communication and decision support, and suggests catalysts to ensure that shared decision-making becomes a more routine aspect of care. (IOM, September 2014)

- **Social Networking Sites and the Continuously Learning Health System: A Survey.** A previous survey conducted under ECIC auspices indicated that nine in 10 American adults believe that their health-related data should be used to improve the care of other patients. This discussion paper explores how people value and understand health-related data sharing in a variety of contexts. (IOM, January 2014)

- **Core Principles & Values of Effective Team-Based Health Care.** An IOM discussion paper in which the authors identified key characteristics of effective teams from the literature and used interviews with 11 teams located in various urban and rural settings to clarify how these factors shape effective team-based care. The review is intended to help guide clinicians, patients, administrators, and other stakeholders in the delivery of high-value, team-based care focused on the goals and priorities of patients and their families. (IOM, November 2012)

- **Communicating with Patients on Health Care Evidence.** This paper addresses the fact that many patients want deeper engagement in decisions about their health, but their current conversations with their clinicians fall short of expectations, and presents tested messages and insights for engaging effectively with patients on medical evidence. (IOM, September 2012)

Networks. Two networks stewarded by the Leadership Consortium are involved across all Innovation Collaboratives and activities as indicated:

- **NAM Patient and Family Leadership Network.** A network of the leadership of patient and family advisory groups to serve as a springboard for a vibrant virtual presence that engages, informs, and equips the nation’s patients and families in serving as effective leaders in promoting a health system that continuously learns and improves. (ongoing)

- **NAM Executive Leadership Network for a Continuously Learning Health System.** A network of health system CEOs and other C-suite executives that facilitates collaborative engagement, communication, and leadership to accelerate individual, organizational, and system-wide capacity and progress in developing a learning health system. (ongoing)