

## Background

- The UCSF Health Office of Population Health and Accountable Care (OPHAC) is committed to systemic study and evaluation of UCSF Health patient populations and population health management interventions using a learning health system (LHS) approach.
- The National Academy of Medicine defines a LHS as "one in which knowledge generation is so embedded into the core of the practice of medicine that it is a natural outgrowth and product of the healthcare delivery process and leads to continual improvement in care".
- OPHAC is interested in collaborating with faculty, staff and trainees at UCSF who share a commitment to a learning health system approach



## Project Goals

**Current State:** Population Health management interventions are implemented and monitored through continual improvement processes (e.g. PDSA cycles)

**Target:** By way of a revamped learning health system structure, achieve the following goals:

- Systematically design and evaluate OPH interventions** to enhance likelihood of success and better understand if interventions are achieving objectives, and why or why not.
- Produce generalizable knowledge** that may be disseminated in scholarly products; these may range from posters at UCSF Health improvement retreats to peer reviewed journal articles and other dissemination vehicles.
- To find balance of pragmatism, feasibility, and scientific rigor** in OPH-LHS work and goals.

*KPIs include charter creation, assembly and scoping of team member roles and responsibilities, standard operating procedures (triage, intake assessment and review), creation of 10 scholarly deliverables/year*

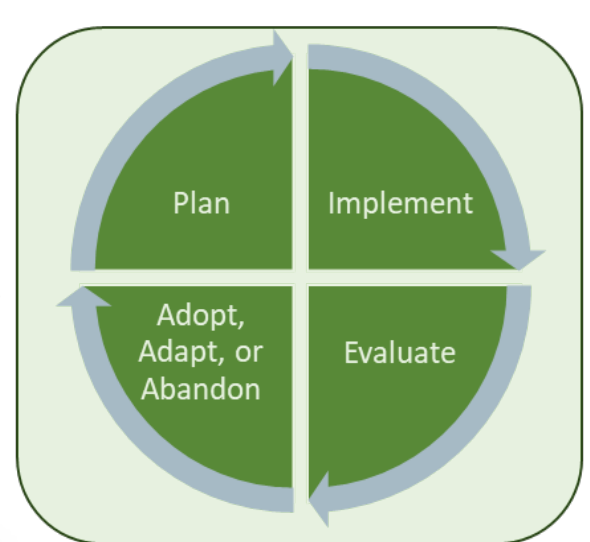
**PROBLEM STATEMENT:** The Office of Population Health has not fully applied and operationalized the principles of a learning health system during planning and implementing of population health management interventions.

# WE CREATED A LEARNING HEALTH SYSTEM CULTURE IN THE OFFICE OF POPULATION HEALTH TO ELEVATE PERFORMANCE AND DISSEMINATE SCHOLARLY WORK.

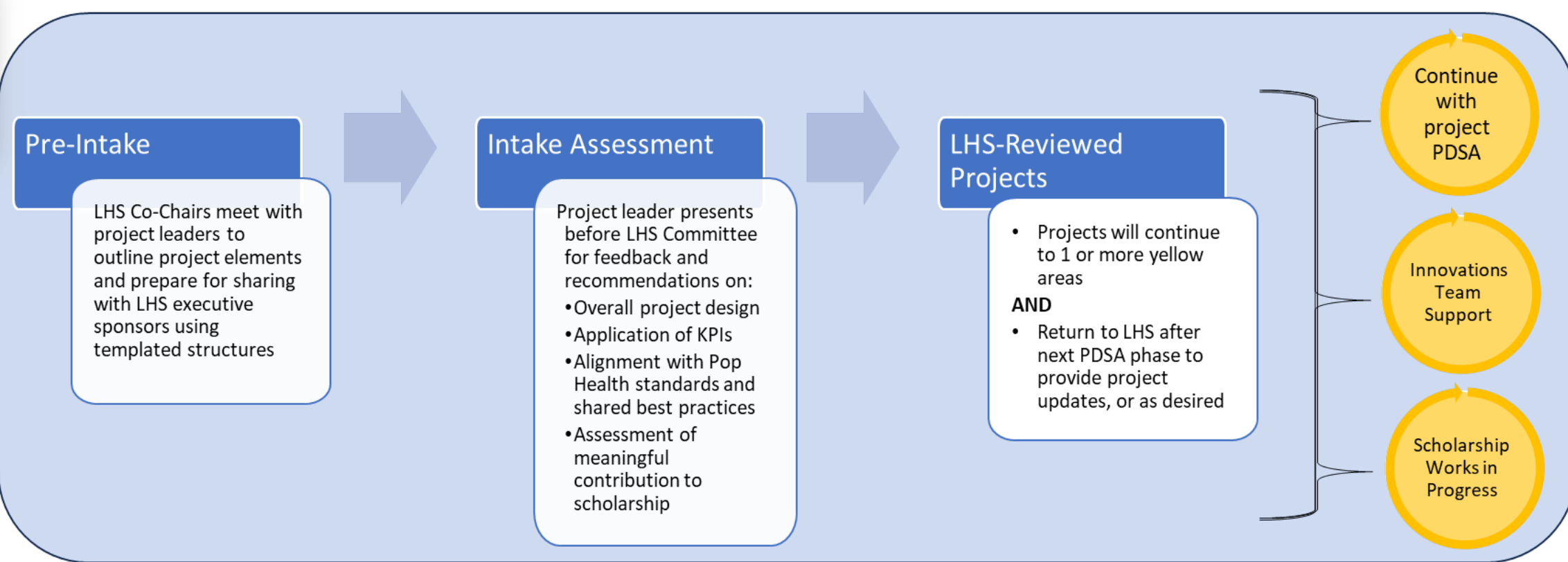
## Project Plan and Interventions

### Hypothesis:

The care delivery models deployed in OPH are innovative. We adhere to dynamic metric specification guidelines with novel staffing models to achieve our priorities. To ensure we continue to deploy the highest quality care based on evidenced-based principles, we embarked on a journey to create a robust "Learning Health System" culture.



### The OPH Approach to an LHS: Parallel Processes



## Project Outcomes, Results and Impact

### OPH LHS Team

- Pop Health and Academic Medicine Executive Sponsors**
  - Provide consultation on project design
  - Scholarly development direction
  - Connection to resources
- Co-Chairs Operational Leads/PMs**
  - Day-to-day liaisons
  - Facilitate LHS goals with project leaders
- Core Members**
  - Scholarship Development Coach
  - Senior Analytic Leadership
  - Department Leaders
  - Medical Directors
  - Frontline team members

### Office of Pop Health Learning Health System Process Outcomes

32	Intake Assessments	15	Symposium posters
3	Innovations support	7	Journal publication
4	Scholarship planning IP	6	Podium presentations
29	Scholarship works created		

After operationalizing LHS in OPH, we created a division-wide Qualtrics survey based on the [Easterling et al. \(2021\)](#) qualitative analysis findings paper to assess how well OPH aligns with the enabling conditions of a Learning Health System.

With a 75% divisional participation rate (n=78), respondents rated how well OPH aligns with enabling conditions: **1) Data Systems** (Average Score: 4.1/5), **2) Investment into LHS** (Average Score: 4.24/5), and **3) LHS culture** (Average Score: 4.24/5)

## Conclusions, Next Steps, & Lessons Learned

After achieving key infrastructure (including assembly of LHS team, delineation of roles and responsibilities) the inaugural OPH LHS charter was operationalized and deployed, meeting and exceeding targets. Furthermore, a divisional survey evidence that overall; we have achieved a strong culture of LHS within OPH.

**Next Steps:** A granular look at the results identify at least two key areas of opportunities which we will continue to work on over the next year, **1) Ensuring staff have accessibility to OPH dashboards that lend towards applying LHS principles** and **2) Obtaining input and feedback from patients in the design and implementation of our pop health management interventions.** Additionally, on the survey, staff rated themselves as "advanced beginners" in LHS skillsets. We plan to offer applicable and relevant trainings to invest in these opportunities and further grow the learning health system way of conducting pop health management improvement in the Office of Pop Health.