2023 Election for Board Treasurer

<u>Candidate</u>
Paul Fu

<u>Professional Title And Affiliation</u>
VP/CMIO, City of Hope

<u>Personal Statement</u>
The heart of AMIA's strength as an organization is the research and evidence generation that fuels innovation in biomedical informatics. Since my first Fall Symposium as a fellow, AMIA members have provided mentorship, career guidance, opportunities, as well as swift kicks in the rear. AMIA members are my collaborators, my friends, and my professional support system. AMIA is my academic and professional home. I have been honored to serve on the AMIA Board of Directors before and am seeking another term in order to continue promoting the needs of the applied clinical informatics community at the Board level.

AMIA has done much to support the rapidly growing applied clinical informatics community – we now have an ABMS board certification in clinical informatics through the American Board of Preventive Medicine, the Advanced Health Informatics Certification program for those not eligible to sit for the ABPM or ABPath boards, FAMIA recognition, a hugely thriving annual Clinical Informatics Conference, the ACI journal and an increasing number of applied clinical informatics articles in both JAMIA, and JAMIA Open, and the emerging ACIF and PINA member communities.

But there is still more to do and we need to have practicing applied clinical informatics professionals on AMIA's board to help. This burgeoning group of professionals goes by a seemingly endless variety of titles – CMIO, CCIO, CNIO, CHIO, VP/Informatics, manager, director, analyst, champion. We are the people who lead and implement EHRs and other clinical systems, align HIT with corporate strategy, dive into the population health data, use visual analytics to make our case, manage big groups, lead small groups. We are clinicians and non-clinicians, IT professionals and informaticists.

Here's the thing: many in the ACI community lack formal informatics training, and most are not AMIA members because they do not see the value. Our current membership also does not truly represent the real-world diversity of the applied clinical informatics community and we have an opportunity to bring in new members that will broaden our perspectives. AMIA needs to provide clinical informaticists with the same, high-quality professional home that it has created for academicians. As AMIA Board Treasurer, I will collaborate with AMIA staff and the Board to maintain a financially-stable professional home that will allow AMIA to grow.

I am an academician and teacher. I am an applied clinical informaticist. I am a clinician. It's my duty, and honor, to serve this organization as best I can, to provide the next generation of informatics professionals with a robust, vibrant, and growing AMIA. Thank you for your support.

Bio

Paul Fu, Jr., MD, MPH, FAAP, FAMIA, is VP and Chief Medical Information Officer at City of Hope, Clinical Professor of Pediatrics at David Geffen School of Medicine at UCLA, and Adjunct Professor of Health Policy and Management at the UCLA Fielding School of Public Health. He is a practicing pediatric hospitalist and leads the clinical informatics team at City of Hope, a multi-state oncology health care system. His administrative responsibilities include oversight of EHR optimization, leading the digital health strategic initiative, and fostering quality-based innovation across the care delivery enterprise. His clinical informatics research focuses upon the organizational governance structures and processes around health information technology that support translational science and learning health systems. Dr. Fu teaches two courses at the UCLA Fielding School of Public Health, on biomedical informatics and another on e-health and healthcare innovation. He received his MD from Boston University School of Medicine, MPH in Health Services Research from UCLA, and a BA from Boston University.

Leadership Skills

My leadership style has been described as the fusion of deep technical knowledge with the ability to
effectively communicate complex ideas and processes to motivate team members towards a common goal. As a collaborative leader, I use human-centered design and design thinking to identify the right "how might we ...?" and develop an evidence-based, best-practice plan to achieve our goals. At the same time, I am able to see the broader picture, identify key strategic organizational goals and articulate the vision and critical path to accomplish those strategies. I am effective in bringing individuals with disparate viewpoints together in order to forge a common cause. I currently lead and have led large teams and have received high leader evaluations consistently. Concomitant with these positions, I have managed large $MM budgets and projects successfully and currently sit on the system-level capital planning group.

Reputation for Excellence (in informatics)

I have had the fortune of practicing and leading clinical informatics groups in both public and private health care systems, and in doing so, have been able to develop a broad network of colleagues across settings and EHR vendors/clients. While in the County of Los Angeles Department of Health Services (LACDHS), I leveraged my pre-medical school experience as a systems administrator and network engineer as the system CMIO and later, combined CIO/CMIO for the enterprise. In this capacity, I developed the first enterprise clinical information architecture and data warehouse strategies, including the implementation of a full network infrastructure rebuild, initiation of an enterprise data center consolidation, and roll-out of the cybersecurity infrastructure. Stepping away from the enterprise corporate role to serve as CMIO at Harbor-UCLA Medical Center allowed me to combine applied clinical informatics with academic medicine and grant-funded research, focusing on the quality and

econometric outcomes from health IT implementation such as tele interpreter services and health information exchange. As an active investigator, I was the informatics lead for the Los Angeles Biomedical Research Institute (now Lundquist Institute), research informatics lead for LACDHS, and co-lead for the UCLA CTSI biomedical informatics core. After my second EHR implementation and EHR optimization for LACDHS, I moved to City of Hope to serve as the first system VP/CMIO, where my areas of responsibility span from the usual applied clinical informatics initiatives around EHR optimization and implementation in newly acquired hospitals and clinics, to leading the enterprise digital health strategic initiative, to accelerating the clinical and translational informatics ecosystem.

AMIA has been my academic home throughout my professional and academic career, and I want to ensure that others can benefit from the warmth, mentorship, and support from the AMIA community that I had. Most recently, I have been an advocate for the advancement of the applied clinical informatics community within AMIA and supporting initiatives that raise AMIA's profile nationally. As a subject matter expert, I contributed to the work that led to formal Clinical Informatics board certification through ABPM. As an AMIA board member, I helped push for the creation of the FAMIA designation for board-certified physicians. What builds an academic and professional society is the recognition that "there are people like me here" and that there are communities that welcome in newcomers and fosters their career growth over time. With the AMIA Clinical Informatics Fellows (ACIF) and Physicians in AMIA (PINA) groups, we have the start of a pipeline that will give applied clinical informaticists the professional support to grow within AMIA. Over the past two years, I have been working with AMIA staff and others to broaden our outreach to health systems and other healthcare organizations, such as public health agencies and community clinic associations, all of which have individuals working in clinical informatics, but without the type of professional support that promotes information sharing and professional growth. I am proud that City of Hope is one of the first 5 members of the Health Systems Council, and will continue to work to make the HSC the premier clinical informatics professional home.

Perspective Add
While AMIA has done much to support the rapidly growing applied (non-academic) clinical informatics community, this community has not always had a seat at the AMIA Board. Our current membership also does not truly represent the real-world diversity of the applied clinical informatics community, bot h at the individual and the health system/health care organization level, and we have an opportunity to bring in new members that will see the same, high-quality professional home for applied clinical informatics that AMIA has created for academicians. As someone who has been primarily employed in non-academic clinical informatics settings (albeit with a clinical faculty appointment), I understand first-hand the power of bringing evidence-based science into practice. I will bring this perspective to the Board.

In a similar vein, as both a pediatrician and informaticist, I have always found a calling to work in organizations that served underserved and vulnerable populations - first in the County of Los Angeles healthcare system which is the safety-net provider for all 10 million LA County residents, and now at City of Hope, a multi-state non-profit oncology-focused healthcare

system, which only recently began charging patients for care and with a focus of democratizing oncology care.

Thoughtful stewardship of AMIA resources will be key to sustaining organizational growth in the near- and long-term future, especially increasing the ranks of the applied clinical informatics members. I believe I have the knowledge and experience to serve as Board member and help AMIA grow, having served on the AMIA Finance Committee since 2008, and having experience managing large administrative and research budgets and groups in private, academic, government, and non-profit institutions. I also have served on multiple state and national leadership and advisory groups. As a former member of the AMIA Public Policy Committee, I have participated in rapid responses to policy inquiries, walked the halls of Congress on Hill Day, and represented the perspective of a local government health services delivery organization. Health care systems would benefit greatly from an unbiased source of policy analysis on health informatics issues, especially at the federal and regulatory agency level.

Team Player
Throughout my career, I have been noted to be a strong team player and leader and can collaborate with both like- and unlike-minded colleagues. I am able to effectively contribute to teams as a member, but also have strong leadership skills to facilitate group-decision making when needed, and actually run a damn fine meeting if I say so myself. I am a firm devotee of design thinking and human centered design and utilize those tools and methods to facilitate consensus and goal development.

AMIA Engagement and Participation
AMIA member: 20+ years
AMIA has been my academic home ever since Charlie Safran took note of a somewhat lost pediatric fellow wandering the hallways at a Fall Symposium and took the time to talk about AMIA, the Fall Symposium, and medical informatics in general. Since then, I have found my community and many true "would-bury-a-body-for-me" friends within th e AMIA membership. In return, I have participated in many AMIA committees and working groups over the years, starting as a submission reviewer for Symposium, then over time, taking on roles on various program committees, and more recently, serving on the Board, supporting the organization through leadership transition on the CEO Search and Selection Committees, the DEI Task Force, and most recently as the co-chair for the AMIA 2022 CIC. I also served as a member of the Public Policy Committee for many years, including a term as chair, and am currently a long-serving member of the Finance Committee, which along with my experience with many AMIA activities and initiatives (eg FAMIA, Health Systems Council) has prepared me well for service as Board Treasurer should I be honored to be permitted to serve.

Informatics Interests
Analytics, Clinical Care, Clinical Decision Support, Electronic Health Records, Health Services Research, Implementation, Outcomes Research, Public Policy, Public/Population Health, Quality Improvement, Registries, System Architecture, Telehealth