



## **2023 Election for Board Director**

### **Candidate**

Julia Adler-Milstein

### **Professional Title And Affiliation**

Professor and Director, UCSF School of Medicine

### **Personal Statement**

Serving on the AMIA Board over the past two years has been one of the most meaningful roles of my career. It has provided the opportunity to deeply understand and shape the core components of AMIA's strategy. During a period of leadership transitions, financial challenges, pandemic impacts, and more, I saw firsthand how critical it is to have an engaged and committed Board. Beyond fulfilling the core responsibilities of any Board member, I have focused specifically on three core Board activities: (1) ethics and in particular how AMIA should respond to the changing landscape of laws that impact the health and safety of our members attending our events (and within this I also advocated for and supported an approach to crisis communications); (2) policy and in particular how AMIA should strategically influence federal informatics policies; and (3) LEAD Fund - I recently volunteered to fill an open slot on the LEAD Fund Advisory Committee and want to help the Fund grow and expand its impact on creating opportunities for trainees.

If I am elected to a second term, I want to continue to advance these three priority areas - with a particular focus on LEAD as a new part of my AMIA service portfolio. I would also like to expand my impact in two areas: (1) developing a strategy to foster better connections, communication channels, and alignment between AMIA members and leaders (both Board and staff). (2) developing more opportunities for connections among members and in particular in making connections to support mentorship and development of those in the early stages of their health informatics careers.

### **Bio**

Dr. Julia Adler-Milstein is a Professor of Medicine and Director of the Center for Clinical Informatics and Improvement Research (CLIIR).

Dr. Adler-Milstein is a leading researcher in health IT policy, with a specific focus on electronic health records and interoperability. She has examined policies and organizational strategies that enable effective use of electronic health records and promote interoperability. She is also an expert in EHR audit log data and its application to studying clinician behavior. Her research used by researchers, health systems, and policymakers identifies obstacles to progress and ways to overcome them.

She has published over 200 influential papers, testified before the US Senate Health, Education, Labor and Pensions Committee, is a member of the National Academy of Medicine, been named one of the top 10 influential women in health IT, and won numerous awards, including the New Investigator Award from the American Medical Informatics Association and the Alice S. Hersh New Investigator Award from AcademyHealth. She has served on an array of influential committees and boards, including the NHS National Advisory Group on Health Information Technology, the Health Care Advisory Board for Politico, and the Interoperability Committee of the National Quality Forum.

Dr. Adler-Milstein holds a PhD in Health Policy from Harvard and spent six years on the faculty at University of Michigan prior to joining UCSF as a Professor in the Department of Medicine and the inaugural director of the Center for Clinical Informatics and Improvement Research.

### **Leadership Skills**

I have held a variety of leadership positions over the course of my career that have allowed me to develop strategic and analytic frameworks and insights in a variety of contexts. A core set of leadership skills have come from building my current research center - the Center for Clinical Informatics and Improvement Research - at UCSF over the past six years. I developed skills in strategic planning, team building, mentorship, and financial management. I have also developed leadership skills via my long-time engagement with federal policy makers - including communication skills, managing complexity, and advocacy.

More detail on my leadership roles is as follows:

I devote substantial time to UCSF School of Medicine and campus-wide activities related to advancing clinical informatics research, training, and health system efforts. Specifically, my leadership roles include serving as the inaugural director of the Division of Hospital Medicine Informatics Core. I developed the proposal for the new Core and launched it in 2020 in order to leverage synergies between CLIIR and the Division (in which CLIIR is administratively housed). I also serve as co-chair of the campus-wide Digital Hub Steering Committee that is creating better coordination, infrastructure, and space to support digital health projects across campus. Lastly, I am the inaugural co-chair of the newly-launched Research Data & IT Services Committee (RDISC) that sits within UCSF IT Governance. Our first initiative focuses on developing a prioritization process and operational model for enterprise data assets. Across these three roles, I work to create a cohesive and supportive community of clinical informatics scholars as well as build underlying infrastructure that makes it easier to pursue high-impact work.

I have also specifically pursued leadership roles that advance DEI. I am co-leading a collaboration with the Center for Health and Community ("social informatics collaborative") that is assessing the approach to capturing and using social determinants of health data in the EHR. This work serves to identify inequalities and solutions to better address them via informatics. We recently launched a joint post-doc position to advance this line of work and have a growing portfolio of projects with our health system and with external collaborators

(e.g., OCHIN, Unite Us) that are on the forefront of developing and implementing informatics solutions in this space. We have also started a monthly social informatics work-in-progress session that brings together more than 20 researchers working at the intersection of informatics and social needs (drawing in particular from our county hospital).

To further extend my contributions, I sit on six high-profile committees. I am a member of IT Governance Committee on Enterprise Information and Analytics. This committee sets policies for enterprise IT and data resources. I am also a member of the Research Data Science Faculty Committee that is guiding campus-level investments in data science infrastructure to support research. I am a member of Bakar Computational Health Sciences Institute's Executive Committee and recently supported their effort to produce a strategic plan. I am a member of the Learning Health System Oversight Committee that reviews LHS projects and acts as a DSMB. I am a member of the Institute for Health Policy Studies Strategic Communications Committee. Finally, I serve as a member of the NHPH IT Visioning Committee to develop the technology plan for a new hospital that will open in 2030.

Outside of UCSF, I serve in a range of additional leadership roles. I am on the Board of the American Medical Informatics Association (elected in 2021) and have served as Associate Editor of the Journal of the American Medical Informatics Association for many years. I sit on the editorial board of two other journals and regularly review articles for a wide array of informatics, clinical, and policy journals. In 2020, I was the vice-chair for the Academy Health Annual Research meeting and previously and subsequently served on the program committee for the meeting. I also spend time advising the Office of the National Coordinator for Health IT (HHS) on their measurement and evaluation activities. I am heavily involved in the development and analysis of their annual physician IT survey and their annual hospital IT survey as well as their interoperability measurement strategy. Lastly, I have served on several high-profile taskforces, notably the Technical Advisory Committee for the Indian Health Service HIT Modernization Project and the Health IT Advisory Group for NHS England.

### **Reputation for Excellence (in informatics)**

Please see prior response that describes my breadth of experiences in informatics. I have a large set of relationships across different individuals and groups within AMIA that have been fostered during collaborative efforts on policy, research, and service/committee roles. I work hard to ensure that I have a strong reputation for excellent products and being a reliable, thoughtful, and committed partner/participant.

### **Perspective Add**

I bring three new perspectives:

- (1) I am a boundary spanner. I am not formally trained in informatics (my degree and background are in health policy) and I span several academic and policy worlds (e.g., AcademyHealth, ONC). This breadth of experience is helpful in bringing new ideas, opportunities, and ways of thinking.
- (2) I am mid-career and actively mentor junior faculty and trainees. I am therefore very familiar with issues faced by those starting their careers and how AMIA can better support them.

(3) I am a woman in academia. While I'm very happy to say that this is not rare on the AMIA Board, it does represent an important perspective of a group that is underrepresented in leadership positions nationally.

### **Team Player**

I highly value teamwork and serving as a team player. I am both an active contributor and a careful listener. I often find that my natural role on a team is one of synthesizing and distilling varied ideas across the team to develop consensus or a plan to move forward. Ensuring that all members of the team feel valued, safe to speak up, and have an opportunity to contribute is critical to a high functioning team. I therefore try to explicitly act in ways that promote these.

### **AMIA Engagement and Participation**

AMIA member: 10-20 years

I have been engaged with AMIA since starting my career in informatics as a research assistant at Partners Healthcare more than 20 years ago. AMIA has served as my primary professional society during my academic career. I have served AMIA in many capacities over the years. My most substantive roles have been as: (1) an AE at JAMIA; (2) serving on the Policy Invitational Steering Committee; and (3) serving on the Board.

### **Informatics Interests**

Electronic Health Records; Health Information Technology; Health Services Research; Implementation; Interoperability; Meaningful Use; Outcomes Research; People and Organization Issues; Public Policy; Research; Telehealth