

Dear Colleagues:

I've come to believe that no organization of any type will become – or remain – great if it is not great in using technology to help achieve its mission. While healthcare has lagged in this area (just consider how technology has transformed your experience in travel, banking, and retail), our time has come. After a bumpy start, healthcare is now poised to use the EHR and other digital tools and data to make care better, safer, more accessible, and less expensive. And at academic health centers like UCSF and our affiliates, we are beginning to use digital tools to not only improve care, but also to enhance our research, our education, and our impact on policy and in our community.

Over the past decade, UCSF has made enormous progress in these areas. Led by Russ Cucina and his team, we are increasingly using our Epic (APeX) backbone to gain insights and guide diagnostic and treatment strategies. We have a nationally renowned big data/precision medicine effort led by Atul Butte and his Institute for Computational Health Sciences (ICHS). The Center for Digital Health Innovation (CDHI), led by Michael Blum, serves as our front door to Silicon Valley and has established meaningful collaborations with several digital giants, including GE, Cisco, and Intel. These are only a few of the exciting programs already on our campus, and our opportunities are further enabled by our Bay Area location and the growing digital collaborations across the UC Health system.



Today, I'd like to introduce you to two international leaders in digital health who are joining our department. They will, I'm confident, help us achieve even more.

The first is **Julia Adler-Milstein, PhD**, who is coming to UCSF from the University of Michigan. Julia will arrive at UCSF this summer to become an associate professor in our department (based in the Division of Hospital Medicine) and to launch a new center called CLIR: the *Center for Clinical Informatics and Improvement Research*. Julia is the nation's leading researcher at the intersection of health informatics, health policy, and health system performance. CLIR's primary focus will be on the use of the EHR and other digital tools to improve healthcare value.

Julia holds a PhD in health policy from Harvard, and, prior to becoming a faculty member at Michigan, worked at the Center for IT Leadership at Partners Healthcare in Boston and at Accenture. She has been named one of the ten most influential women in health IT, and has won many awards, including the New Investigator Award of the American Medical Informatics Association.

Even though she hasn't yet arrived at UCSF, Julia has already established collaborations with a number of people here. If you're interested in contacting her, her current email is [juliaam@umich.edu](mailto:juliaam@umich.edu). Julia will be returning to San Francisco (I say returning because she was raised here; her mother Nancy Adler is a prominent member of the UCSF faculty) with her family, including her husband Ariel Linden, DrPH. Ariel is an expert in health services research, and will also join the DOM as a research and data consultant.

I am grateful to my colleagues at ICHS, the Philip R. Lee Institute for Health Policy Studies, the UCSF Center for Health and Community, and the Dean's Office for their generous support, which helped make possible Julia's recruitment and the launch of CLIR.



The other exciting new addition is **Udi Manber, PhD**, who has joined our department as a professor and our inaugural Director of Digital Transformation. Udi also has an appointment in the Institute for Computational Health Sciences. Udi has led the search groups at Amazon, Yahoo, and – from 2009-2014 – at Google; he is one of the world’s leading experts in using digital data to gain insights. Lucky for us, Udi has decided to shift his focus to transforming healthcare, and I’m thrilled that he has chosen UCSF and our department as the place to do this.

In his DOM role, Udi will help us think about and implement innovative ways to use digital methods and data to improve care. He has already met with a number of faculty and groups, and all have found his insights to be powerful. (I’ve had Udi accompany me on ward rounds; seeing our world through his eyes is an illuminating experience.) As it happens, Udi will be [speaking today](#) (Wednesday), from 4-5pm at Byers Auditorium at Mission Bay, on “Healthcare as an Information Business.” Go if you can, and please don’t hesitate to drop him a line ([udi.manber@ucsf.edu](mailto:udi.manber@ucsf.edu)) if you’d like to meet.

The addition of Julia Adler-Milstein and Udi Manber to our faculty will help us achieve our goal of becoming an international leader in the innovative use of digital tools and data to improve healthcare value. Please join me in welcoming them to our community.

-- Bob

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