

UCSF Division of Clinical Informatics and Digital Transformation (DoC-IT)

# STRATEGIC PLAN 2024-2027

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# 01

## About DoC-IT

# A Message from the **CHIEF**



I'm thrilled to share the inaugural strategic plan for the UCSF Division of Clinical Informatics and Digital Transformation (DoC-IT). Since our launch in July 2023, we have broadly engaged the individuals and groups who work in the digital space – ensuring we designed this plan with diverse input and perspectives. Our resulting goals and objectives reflect an ambitious but achievable approach to fill a key gap at UCSF: an academic home for clinical informatics research and training, complemented by strong ties to operational clinical informatics within our health systems. Indeed, one of the hallmarks of informatics is that it cuts across our mission areas, and so our efforts cannot be successful in a silo.

We are starting with an exciting set of DoC-IT centers and programs. The Clinical Informatics Fellowship and the Center for Clinical Informatics and Improvement Research (CLAIR) seamlessly transitioned into the division and were quickly joined by two new initiatives: the Coordinating Center for Diagnostic Excellence (CoDEx) and the Impact Monitoring Platform for AI in Clinical Care (IMPACC) in partnership with UCSF Health. I anticipate additional growth in focal domains in which our faculty have unique expertise.

Thank you for taking the time to read this plan. I hope it offers clarity into where our superb DoC-IT leadership team will be investing time and effort to lay the foundation for our new division.

Sincerely,

**Julia Adler-Milstein, PhD**

Chief, Division of Clinical Informatics and Digital Transformation  
Professor, Department of Medicine

# About DoC-IT

## Mission

We conduct innovative clinical informatics research, train the next generation of experts in the field, and guide health system implementation to improve care for all.

## Vision

To be an international academic leader in how to bring technology and people together to optimize healthcare.

DoC-IT serves as the academic home for applied clinical informatics researchers within the UCSF Department of Medicine. We also serve as a coordinating entity with key internal and external digital stakeholders across all UCSF mission areas, schools, departments, and divisions. Clinical informatics will be approached as a multi-disciplinary field that involves use of technology by a broad spectrum of health professionals, patients, and other stakeholders.



# Our CENTERS + PROGRAMS

DoC-IT is the primary home of the following centers and programs. Together, we coordinate and fuel research in clinical informatics, striving to better understand how to take digital tools and transform them into better patient outcomes and health system performance.

## [Clinical Informatics Fellowship \(CIF\)](#)

The CIF is a two-year program for physicians who have successfully completed any ACGME/ABMS residency and who wish to develop and advance a professional and primary interest in informatics.

## [Coordinating Center for Diagnostic Excellence \(CoDEX\)](#)

CoDEX serves as a national coordinating entity, engaging the diagnostic excellence community to promote novel findings, catalyze action, and advance the field.

## [Clinical Informatics and Improvement Research Center \(CLIR\)](#)

CLIR is a collaborative research center that conducts rigorous work to assess the use of digital tools in clinical settings with a focus on insights from audit log data.

## [Impact Monitoring Platform for AI in Clinical Care \(IMPACC\)](#)

IMPACC is a pivotal partnership between DoC-IT and UCSF Health, which will bridge the gap between the rapid evolution of AI technologies used by clinicians and the essential need for robust, ongoing assessment of their efficacy, safety, and equity.

# 02

## Roadmap 2024-2027



# GOALS

This three-year strategic plan serves as a roadmap for DoC-IT to achieve our five goals.



## 01 RESEARCH

Expand and improve clinical informatics research



## 02 EDUCATION

Elevate clinical informatics education and training



## 03 HEALTH SYSTEM PARTNERSHIP

Establish a partnership model that creates value for the health system by leveraging DoC-IT's unique capabilities



## 04 PEOPLE AND COMMUNITY

Establish formal and informal approaches to create clinical informatics identity

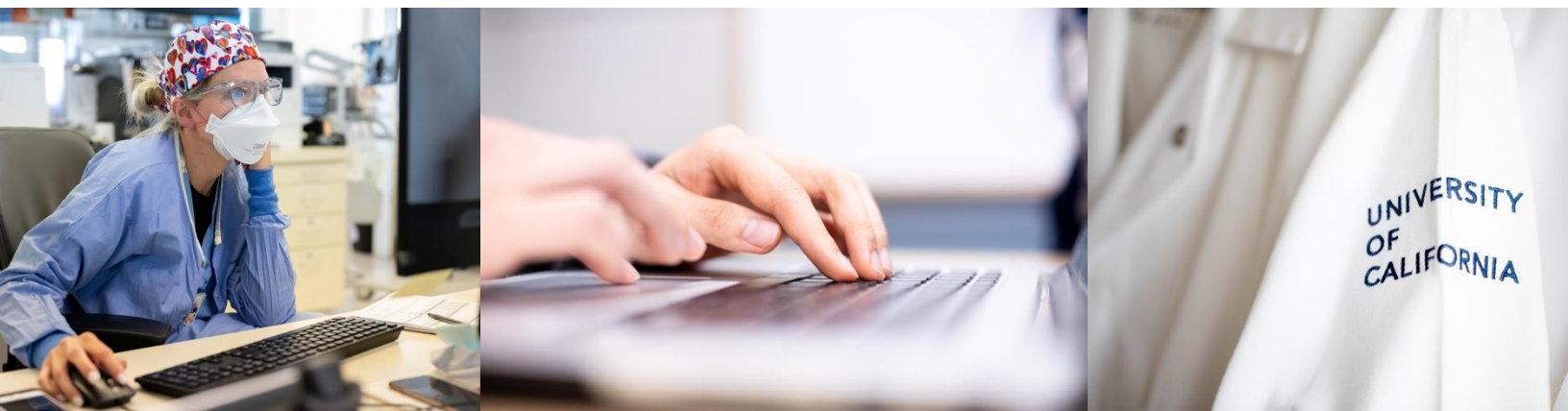


## 05 ANALYTICS

Build a data and analytics team and service model to support clinical informatics research and health system projects

# STRATEGIES

For each of our five goals, we have developed ambitious yet achievable and measurable strategies to ensure success. These key priorities will drive DoC-IT's initiatives as we serve to advance the field of clinical informatics.



## GOAL 01: RESEARCH

### Strategies

- 1) Establish structures and processes to facilitate high-yield **interdisciplinary research collaborations** within and beyond DoC-IT.
- 2) Provide DoC-IT faculty and trainees with resources (e.g., centralized data access, grant and paper drafting examples and guidelines) to **support high-impact clinical informatics (CI) research**.
- 3) Maximize the **quality and impact of DoC-IT's CI research** through both traditional academic outlets as well as social media and the popular press.
- 4) Develop and promote **CI research-related events and programming**, such as external speakers, works-in-progress sessions, and educational lectures for DoC-IT.

## GOAL 02: EDUCATION

### Strategies

- 1) Create and maintain a **top-tier CI Fellowship** that consistently recruits, trains, and places the best fellows.
- 2) Be a primary source for **UCSF undergraduate medical education in CI**.
- 3) Be a primary source for **UCSF continuing medical education in CI**.
- 4) Identify **gaps at UCSF in informatics training** in which DoC-IT can develop new programming.

## GOAL 03: HEALTH SYSTEM PARTNERSHIP

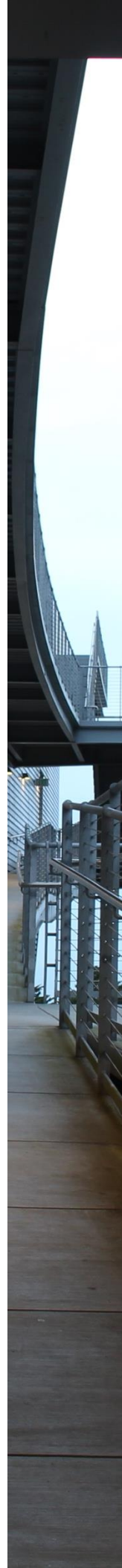
### Strategies

- 1) Develop a process for specifying projects where DoC-IT can **add value to UCSF Health efforts**, creating ongoing value for the health system and generating continuous support for DoC-IT.
- 2) Guide **enterprise-scale implementation at UCSF Health** of emerging technologies (e.g., AI) by facilitating rapid-cycle evaluation.
- 3) Work toward **scalability of a partnership model** to ZSFG and VA, adapting where needed.

## GOAL 04: PEOPLE AND COMMUNITY

### Strategies

- 1) Use inclusive recruiting practices to **hire diverse top-tier faculty** who thrive in a soft-money environment.
- 2) Collaborate with centers, divisions, departments, and schools across UCSF to **offer secondary appointments and jointly recruit** new faculty members.
- 3) Have a right-sized, engaged, and satisfied staff, with opportunities for **growth and professional development**.
- 4) Create an **active CI community** via communications, outreach, and events.



## GOAL 05: ANALYTICS

### Strategies

- 1) Grow and maintain a **data and analytics team that fully supports priority health system initiatives and current DoC-IT faculty and fellows** who have paid for research support services. The data and analytics team will also strive to support other community members, as resources allow, with priority for funded projects.
- 2) Utilize standardized management processes to **ensure reliable, equitable, compliant, and efficient activities** within the data and analytics team.
- 3) Develop **self-service data and knowledge repositories** to enable high-throughput CI research while minimizing the use of analytic team resources.
- 4) Maintain status as a key stakeholder in **enterprise data governance, infrastructure, and informatics/analytics** initiatives to ensure that we can quickly identify and minimize any impact on our ability to efficiently deliver high-impact research.



# 03

## Engage With Us



# CONNECT

## and Learn More

We have ample opportunities for you to join us – to partner on research, enhance your knowledge and experience in the clinical informatics field, meet with our faculty, participate in research rotations, and more. For these and other ideas, see below for ways to engage and connect and email us at [docit@ucsf.edu](mailto:docit@ucsf.edu) to learn more.



### ATTEND OUR EVENTS

[Join our events](#), such as Health Informatics Grand Rounds and the Implementation of AI in Real-World Clinical Settings seminar series.



### JOIN OUR DIVISION MEETINGS

We welcome those interested in learning about the breadth of the division to participate in our monthly meetings. Hear what we're up to, brainstorm ways to collaborate, or share your own work. [Email us](#) for a calendar invitation.



### VIEW PUBLICATIONS AND NEWS

Interested in our work and what we're up to? Visit [docit.ucsf.edu](http://docit.ucsf.edu) to find out about our most recent publications and featured projects.



### SUBSCRIBE TO OUR NEWSLETTER

Stay updated on the latest clinical informatics research, publications, conferences, events, and more by [subscribing](#) to our monthly newsletter.

# COLLABORATE

Ready to dive into clinical informatics and work together? [Email us](#) to find answers to your questions and connect with our team to discuss the topics and opportunities below.



## RESEARCH + ANALYTICS

- Ask questions about potential data sources, CI research frameworks, and infrastructure or clarify data-capture mechanisms within Epic
- Consult on informatics-related research topics
- Develop structured cost estimates for collaborative analytic projects and support



## EDUCATION

- Work with and/or mentor CI fellows and other learners on your informatics research or operational projects
- Collaborate with DoC-IT to develop informatics educational offerings for undergraduate medical education, graduate medical education, and continuing medical education



## HEALTH SYSTEM

- Partner with UCSF Health to understand opportunities to evaluate major informatics initiatives
- Ask questions about the best approach for researchers to implement research algorithms or AI at UCSF Health
- Learn more about AI implementation at UCSF Health
- Ask about contacts at ZSFG or SFVA in the areas above for suggested people to reach out to

# SECONDARY Appointments for UCSF Faculty

As we advance clinical informatics, we aim to support all UCSF faculty in the field. Secondary appointments provide you with resources and tools to pursue your work, connect with colleagues, and obtain support from UCSF's CI leaders as well as career development opportunities.

## HOW TO INITIATE

Contact us at [docit@ucsf.edu](mailto:docit@ucsf.edu) to initiate the process and receive the application form.

We'll work with you to create a memorandum of understanding (MOU) to formalize the official appointment.

## OUR REACH

The breadth of our division extends across UCSF and its departments and schools as well as ZSFG and SFVA. To date, over 30 faculty members have joint appointments with DoC-IT. In this way, we strive to increase opportunities to collaborate and build the clinical informatics community at UCSF.





**UCSF** Division of Clinical Informatics  
and Digital Transformation  
Department of Medicine