

UNSTRUCTURED DATA UNIVERSITY AT BUFFALO

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Professor of Internal Medicine
Professor of Surgery
Professor of Pathology and Anatomical Sciences



Sources of Unstructured Data

- Documents
- Reports
- Legions of Figures
- Tabular data names
- Field names in databases

Some Datatypes are Only accessible from Unstructured Data

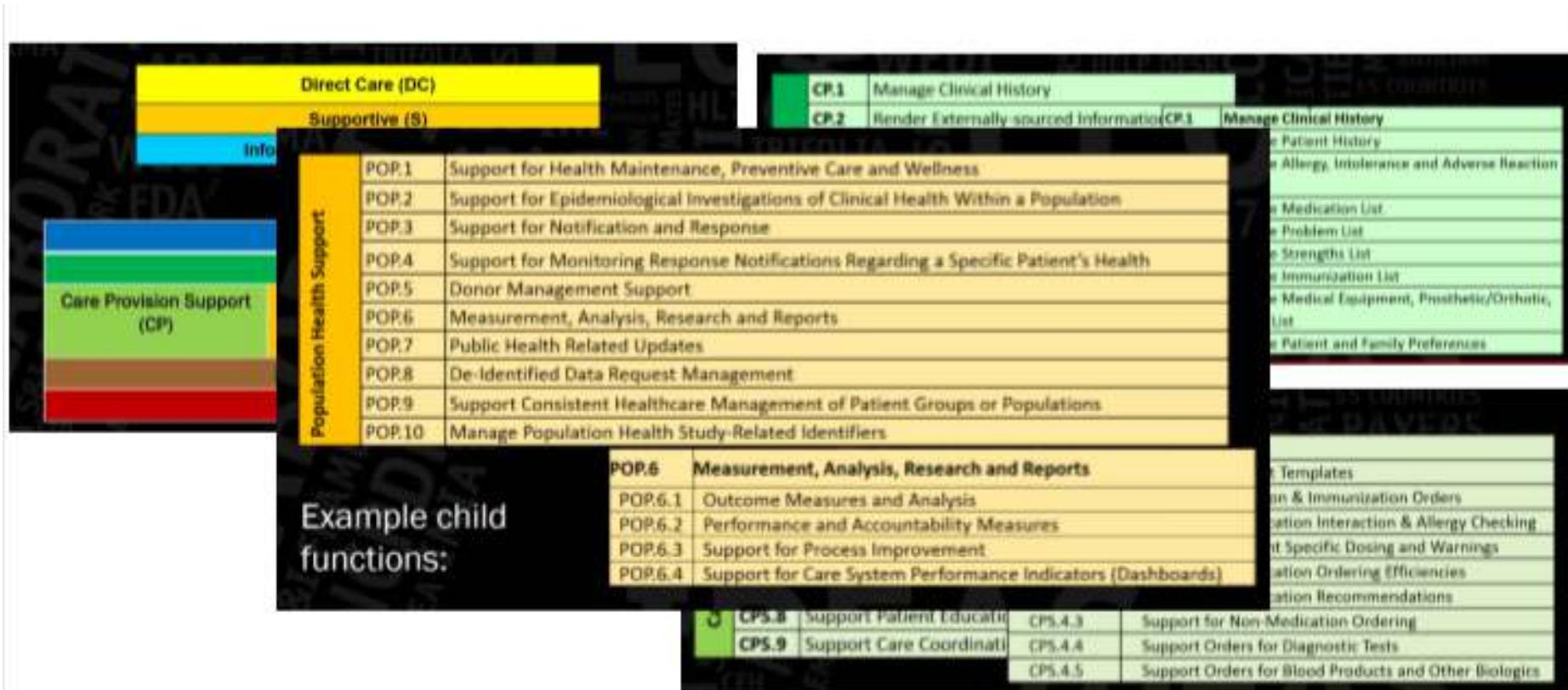
- Social Determinants of Health
- Signs and Symptoms
- Physical Exam findings
- Counseling
- Quality of Life
- Behavioral Data
- Street drug use
- Opinions

Electronic Health records

- Began in the 1960's
 - HELP – Utah
 - CoSTAR – MGH
 - Commercial Systems
 - Technicon – from Lockheed 1963 developed for El Camino Hospital used NIH clinical center – and later became TDS (Han Article)
 - Meditech – 1969
 - 1977 MUM{PS was developed as a standard
 - 1979 – Epic started as an outpatient system
 - 1979 – Cerner which started as a lab system
 - 1980s – Boston Beth Israel System
 - 1980 – Regenstrief Institute of Indiana University
 - 1981 – VA Distributed Hospital Computing Program
 - 1994 – DHCP became VistA
 - 1994 – CPRS
 - 2009 – ARRA EHR Adoption



Electronic Health records Functional Specification from HL7





**BEST IN
KLAS™**

**SOFTWARE
& SERVICES**

2017

Best in KLAS: Software

| Category | Recipient |
|--|--|
| Acute Care EMR (Large Hospital/IDN) | Epic EpicCare Inpatient EMR |
| Anesthesia | iProcedures iPro Anesthesia |
| Cardiology | Merge, an IBM Company, Cardio |
| Community HIS | MEDITECH C/S Community HIS (6.x) |
| Emergency Department | Wellsoft EDIS |
| Enterprise Resource Planning (ERP) | Premier PremierConnect ERP Solutions |
| Global (Non-US) Acute Care EMR | InterSystems TrakCare EPR |
| Global (Non-US) PACS | Sectra PACS |
| Global (Non-US) Patient Administration Systems | InterSystems TrakCare PMS |
| Health Information Exchange (HIE) | Epic Care Everywhere |
| Healthcare Business Intelligence & Analytics | Health Catalyst Analytics Platform |
| Homecare | Thornberry NDoc |
| Laboratory (Large Hospital/IDN) | Epic Beaker |
| Long-Term Care | MatrixCare |
| PACS (Large Hospital/IDN) | Sectra PACS |
| Patient Access | Experian Health eCare NEXT |
| Patient Accounting & Patient Management (Large Hospital/IDN) | Epic Resolute Hospital Billing |
| Patient Portals | Epic MyChart |
| Population Health | Enli CareManager i2i Population Health i2iTracks |
| Speech Recognition—Front-End | MModal Fluency Direct |
| Surgery Management | Corner Surgical Management |
| VNA/Image Archive | Merge, an IBM Company, iConnect Enterprise Archive |

High Performance Computing and Natural Language Understanding

Peter L. Elkin¹, Daniel R Schlegel², Christopher Crowner¹, Frank LeHoullier¹

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²*SUNY Oswego, New York USA*

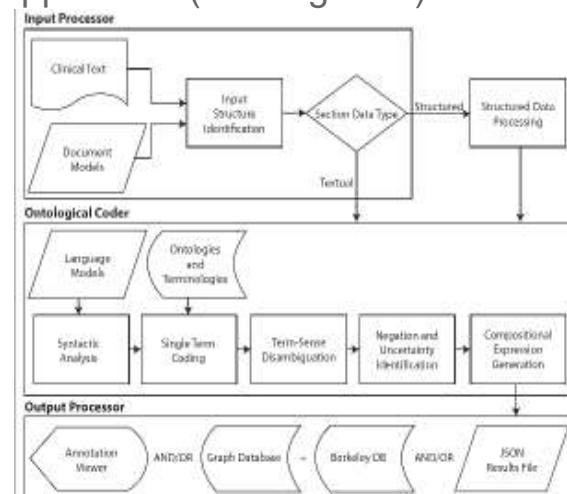
Introduction

Big data is expanding exponentially. We are looking at housing, processing, analyzing and retrieving

Petabytes of data every day. With the advent of Genomic and Proteomic data we are increasingly challenged with understanding the patient's phenotype with greater specificity and detail. This is going to require developing and applying ontology at a more granular and consistent fashion.

Methods

The UB Center for Computational Research (CCR) is an NSF sponsored supercomputing facility where we can scale to 16,000 nodes. We have a large number of high memory (>64GB) nodes. We installed a script to access the CCR scheduling application and deployed our HTP application (See Figure 1).

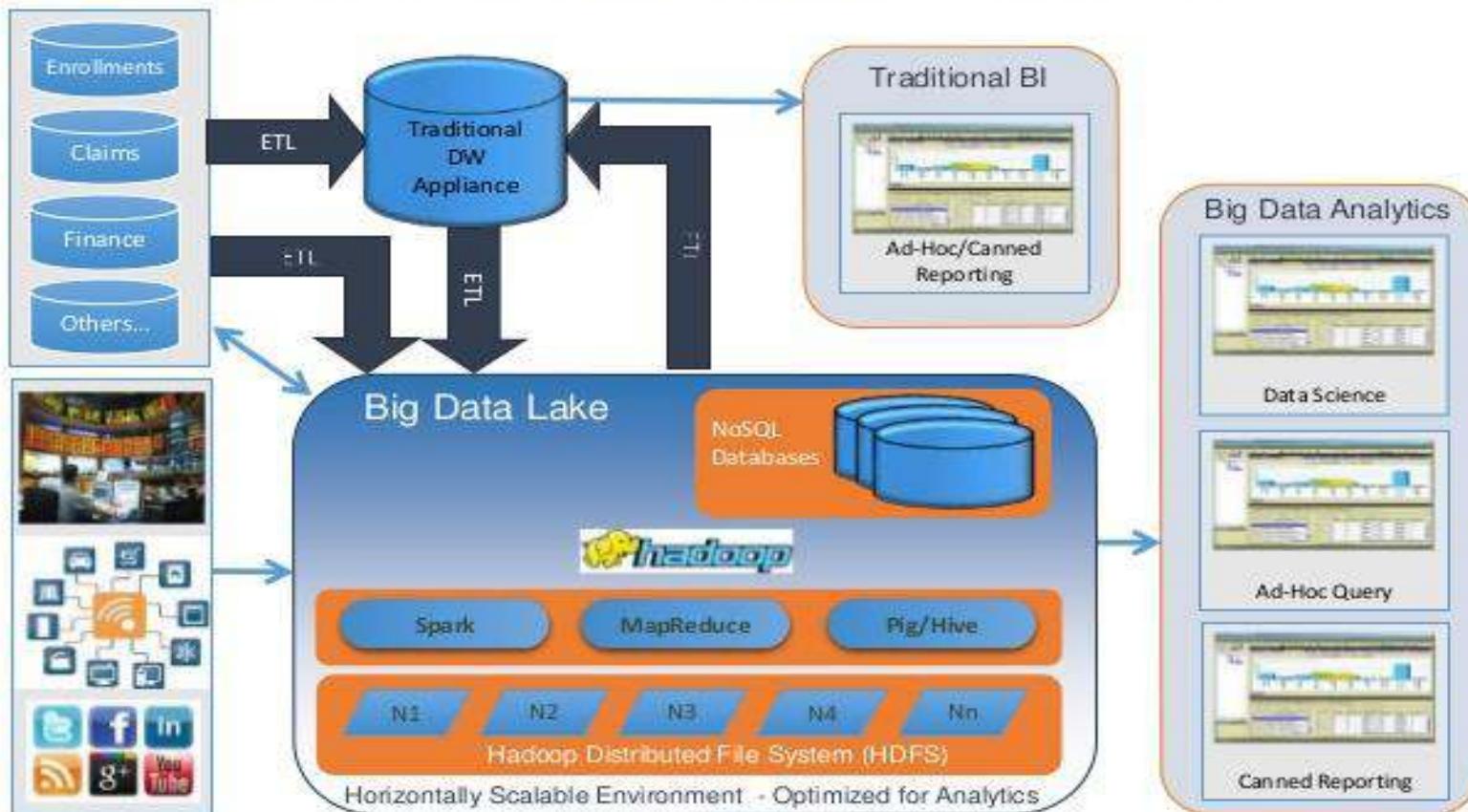


Results

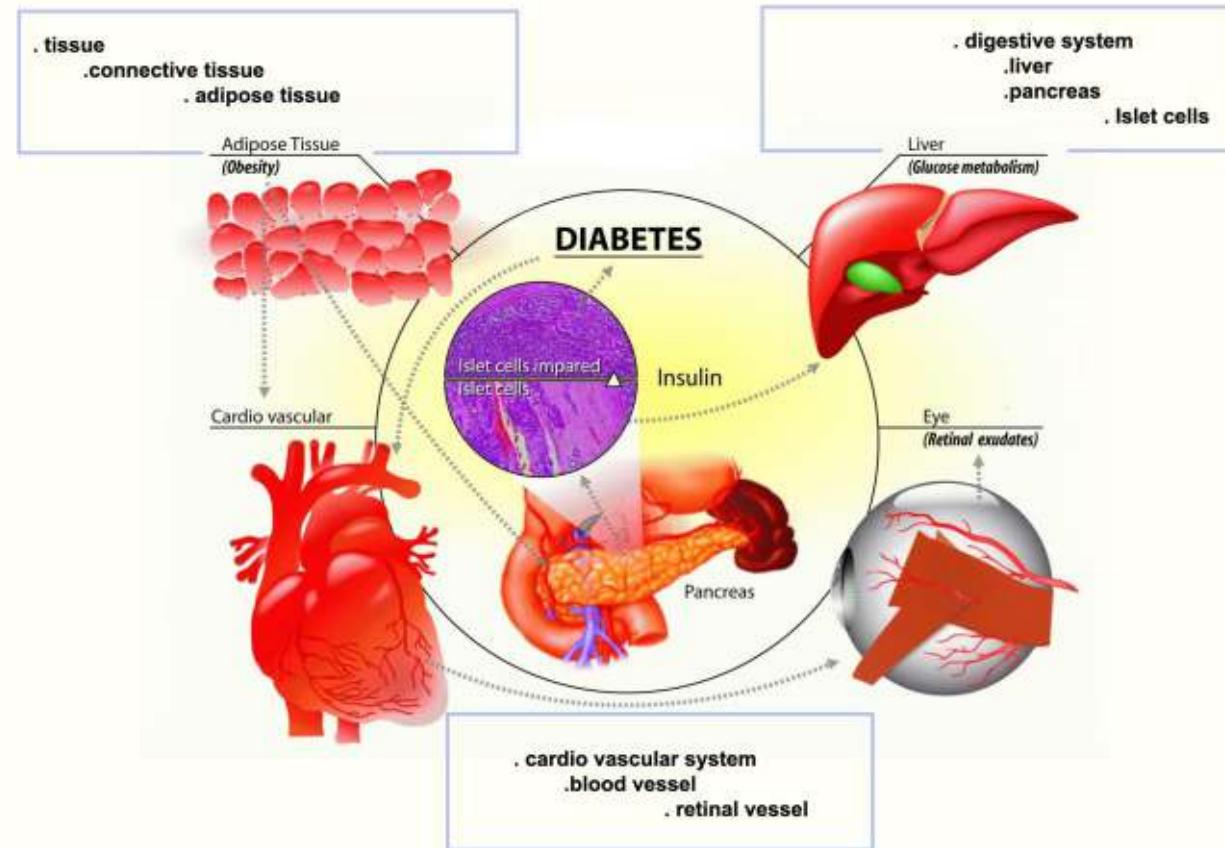
We have 212,343 patients in our observational database. We have 7,000,000 clinical notes and reports and they have generated 750,000,000 SNOMED CT codes. Structured data are held in SQLServer™ in OMOP / OHDSI format. The ontology codes such as in SNOMED CT are held in a Berkley DB, NOSQL database. The compositional expressions are held in Neo4J (a graph database) and also in Graph DB (a triple store). Our retrieval times for real clinical questions average between 2 and 3 seconds.

Observational Data are formatted for OMOP (OHDSI) and i2b2

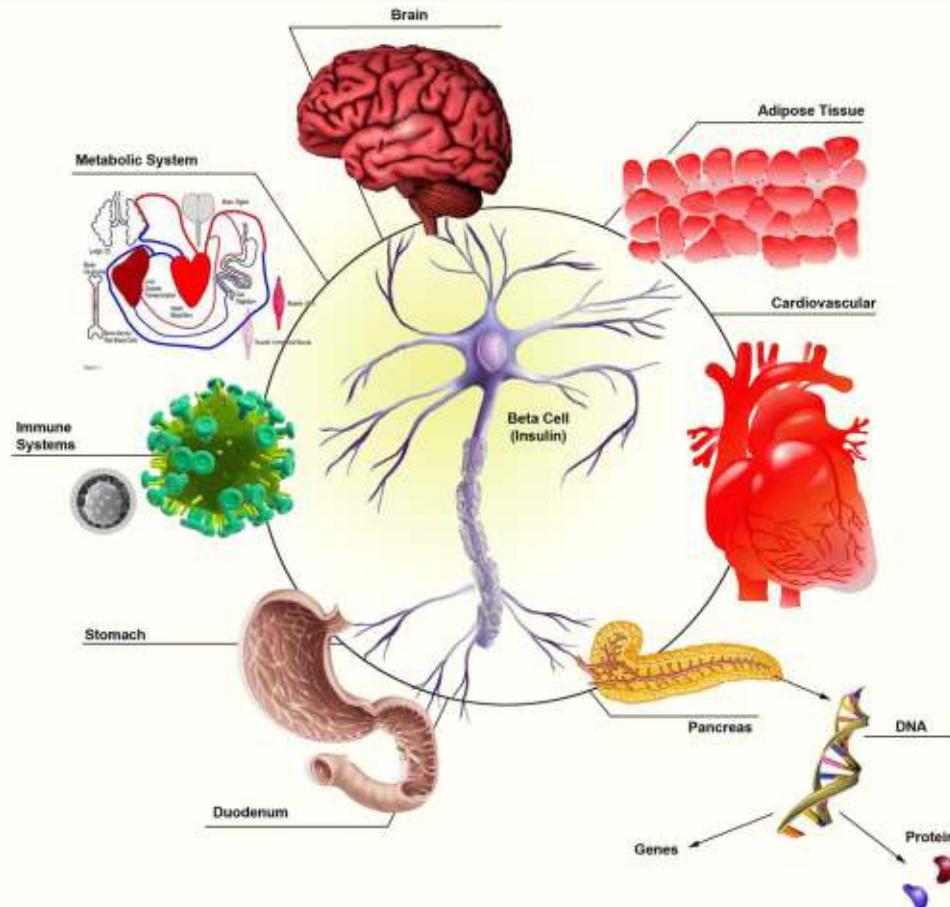
The Evolution of Modern Data Engineering



Medical Ontology : Relationships between diseases, disorders, & systems, organs and tissues

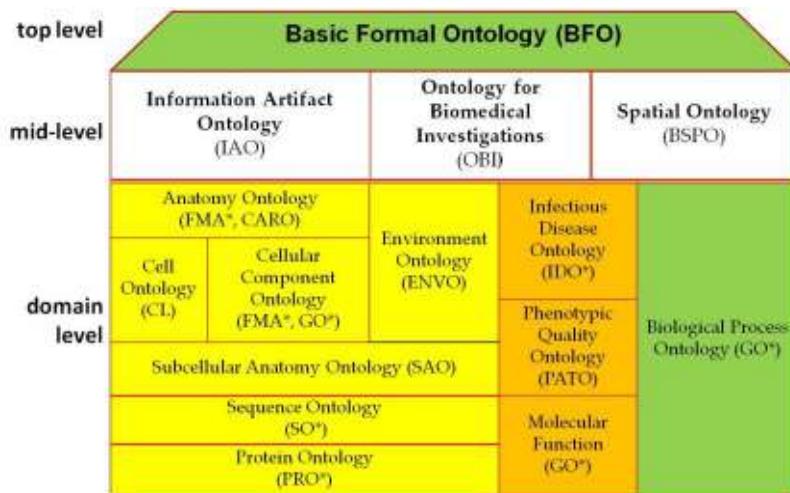


Biomedical Ontology : Neuronal interaction between diseases, systems, organs, substances, tissues, cells, proteins and genetics



Basic Formal Ontology (BFO)

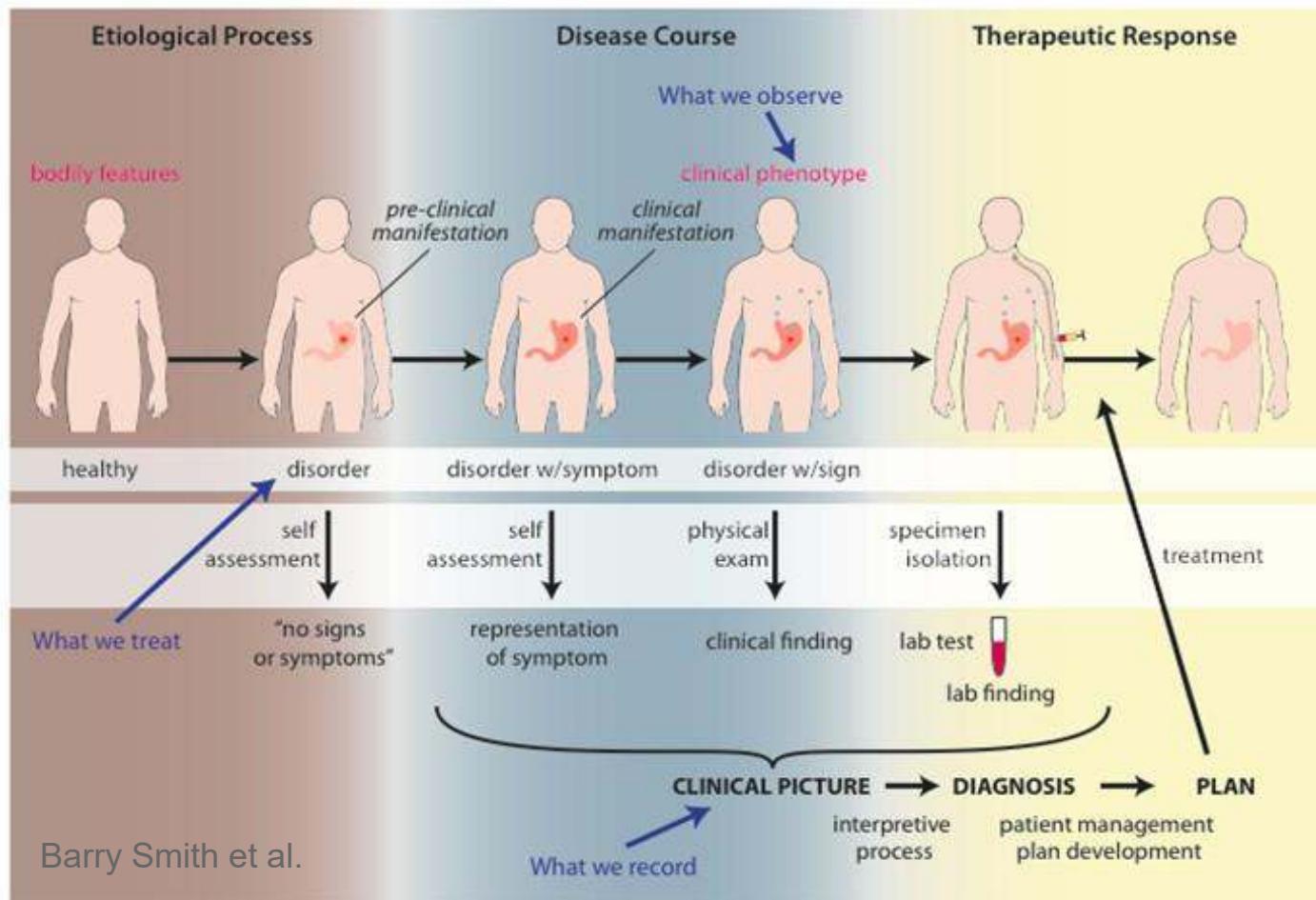
Defines the high-level structures common to all domains
 Connects → Health – Basic Science – Finance & Engineering



- Cell Ontology (NHGRI, NIAID)
- eagle-i and VIVO (NCATS)
- Environment Ontology (GSC)
- Gene Ontology (NHGRI)
- IDO Infectious Disease Ontology (NIAID)
- Nanoparticle Ontology (PNNL)
- Ontology for Risks Against Patient Safety (EU)
- Ontology for Pain, Mental Health and Quality Of Life (NIDCR)
- Plant Ontology (NSF)
- Protein Ontology (NIGMS)
- Translational Medicine Ontology (W3C)
- US Army Biometrics Ontology (DOD)
- Vaccine Ontology (NHBLI)

Ceusters W, Elkin P, Smith B. Negative findings in electronic health records and biomedical ontologies: a realist approach. Int J Med Inform. 2007 Dec;76 Suppl 3:S326-33.

Ontology of General Medical Sciences (OGMS)



Level Three Ontology

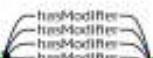
- Fully Encoded Health Record
- Consistent with the Level One and Two Ontologies for Health
- Compositional Expressions are assigned Automagically
- Information is gathered through the usual documentation of patient care.
- Example.....

SNOMED Codes:

| | | | | | | |
|-----------------------------------|---|-----------------------------|------------------------------------|---|---|----------------------------------|
| Type 2 [M] (258195006) | Diabetes mellitus [A] (73211009) | Retinopathy [L] (199611000) | Type 2 [M] (258195006) | Diabetes mellitus [A] (73211009) | Kidney disease [K] (20708001) | Type 2 [M] (258195006) |
| Type ii | dm | with | retinopathy | Type ii | dm | with |
| Diabetes mellitus [O] (73211009) | Neuropathy [S] (386033004) | Pneumonia [K] (233604007) | Sepsis [K] (91302008) | Hypertensive heart disease [K] (64713009) | Heart failure [K] (84114007) | Diabetes mellitus [K] (73211009) |
| dm | with | neuropathy | Pneumonia | with | Sepsis | Hypertensive heart disease |
| | | | | | | with |
| | | | | | Drug-induced cirrhosis of liver [K] (423413006) | |
| | | | | | Cirrhosis of liver [K] (39943007) | |
| | | | | | Bronze cirrhosis [K] (399126000) | |
| | | | | | Alcoholic cirrhosis [K] (420054003) | |
| due to underlying | condition | with | proliferative diabetic retinopathy | with macular edema | Alcoholic cirrhosis of liver with | ascites |
| Systemic function [M] (331973004) | Congestive heart failure [K] (42345007) | and | diastolic | chf | Acute | combined |
| systolic | congestive heart failure | and | | | | |
| | | | | | Ascites [K] (389026000) | Sudden [M] (235363002) |
| | | | | | | |
| | | | | | Alcoholic hepatic failure | with |
| | | | | | | coma |

Compositional Expressions:

| | | | | | | |
|-----------------------------------|---|-----------------------------|------------------------------------|---|---|----------------------------------|
| Type 2 [M] (258195006) | Diabetes mellitus [A] (73211009) | Retinopathy [L] (199611000) | Type 2 [M] (258195006) | Diabetes mellitus [A] (73211009) | Kidney disease [K] (20708001) | Type 2 [M] (258195006) |
| Type ii | dm | with | retinopathy | Type ii | dm | with |
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| dm | with | neuropathy | Pneumonia | with | Sepsis | Hypertensive heart disease |
| | | | | | | with |
| | | | | | Drug-induced cirrhosis of liver [K] (423413006) | |
| | | | | | Cirrhosis of liver [K] (39943007) | |
| | | | | | Bronze cirrhosis [K] (399126000) | |
| | | | | | Alcoholic cirrhosis [K] (420054003) | |
| due to underlying | condition | with | proliferative diabetic retinopathy | with macular edema | Alcoholic cirrhosis of liver with | ascites |
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| combined | systolic | congestive heart failure | and | | | |
| | | | | | Ascites [K] (389026000) | Sudden [M] (235363002) |
| | | | | | | |
| | | | | | Alcoholic hepatic failure | with |
| | | | | | | coma |



Case

HISTORY OF PRESENT ILLNESS:

#1 Chest pain

Patient is a 57-year old gentleman with a 80-pack-year smoking history. He has a family history of early coronary disease on his father's side, as his father had a heart attack at age 43. Patient does not exercise very much. He drinks 2 ounces of alcohol a day. He has type ii diabetes mellitus, hypertension, nor does he know his cholesterol level. Patient was in his usual state of health until 2 months ago when he began having exertional dyspnea and chest pain at peak exercise. Patient could walk 4 blocks and up 2 flights of stairs before he would have crushing substernal chest pain, which radiated to his left arm. On a scale of 0 to 10, it was as bad as 8 out of 10. Patient had some diaphoresis and dyspnea associated with the chest pain. He would sit down and this would be relieved after about 15 minutes. Patient has taken it upon himself to limit his activities based on this symptomatology. Patient has an interest in quitting smoking. He denies palpitations, syncope, pre-syncope, PND, or orthopnea. Patient has had no peripheral edema or shortness of breath at rest. He has had no episodes where the pain lasted greater than one-half hour.

#2 Right knee pain

Patient has had an 8-year history of right knee pain. Patient works as a construction worker and had a fork lift injury 8 years ago. Since that time, he has had more difficulty getting around on his right knee. It pops occasionally, but it never locks. It has not given out on him, but he has constant pain for which he takes ibuprofen on a regular basis. Patient used to be an avid golfer, but he has not been able to participate since the injury. This has also effected his work, as he has had difficulty climbing which is sometimes required in his profession.

#3 Nicotine dependence

Patient smokes a pack a day and has a 80-pack-year smoking history. He was smoking less than this until last year. Patient states his stress at work is the factor that has caused an increase in smoking, and he will be willing to see the Nicotine Dependence Center. In the past, he has tried to quit on his own without help of nicotine patches or any other nicotine replacement or Wellbutrin.

#4 Obesity

Patient is somewhat overweight and has had difficulty losing weight despite being a smoker. Patient has tried dieting and exercising programs, but since his inability to exercise with the right knee injury, he has had more difficulty with exercise and has not been able to lose weight. Patient states he watches his diet quite closely and has been limiting his caloric intake. To that end, he has actually lost 8 pounds over the last 6 months.

#5 Diabetes Mellitus Type ii

Patient denies polyuria and polydipsia however he is well controlled with Levemir Insulin 28 U SQ bid and Metformin 1000 mg bid. He has peripheral diabetic neuropathy, nephropathy and retinopathy.

Physical Examination (Relevant Sections)

- Extremities – Without clubbing, cyanosis, or edema. + Neuropathy with 3+/5+ loss of sensation in both feet to the ankle.
- Neuro – Cranial nerves 2 through 12 were intact. Visual fields were within normal limits. Pupils were equal and reactive to light and accomodation. Sensation was intact and bilaterally symmetric in his arms but a loss of sensation was found in his feet using a microfilliment examination. Motor was 5+/5+ bilaterally symmetric. Deep tendon reflexes were 2+/2+ and were symmetric bilaterally. Romberg was normal. Cerebellar signs were absent. Babinski was down going bilaterally.

History Encoded in SNOMED CT

| | | | | | | | | |
|---|---|---|--------------------------------|---------------------|--|--------|--------------------------|---|
| He | drinks | 2 | ounces | of | alcohol | a | day | . |
| | | | | | | | | |
| He has | Diabetes mellitus type 2 [X] (44054006) | Hypertensive disorder, systemic arterial [X] (38541005) | | | Finding of cholesterol level [X] (365793008) | | | |
| Patient [M] (116154003) | | | | | | | | |
| Patient | was in his usual | state | of | health | until 2 | months | ago when he began having | exertional dyspnea |
| hasModifier | Peak [M] (255552004) | peak | exercise | | | | | and |
| Patient [M] (116154003) | | | | | | | | Chest pain [X] (29857006) <small>HasModif</small> |
| Patient | could walk 4 blocks and up 2 flights of stairs before he would have crushing substernal | | | | | | | chest pain |
| | | | | | | | | at |
| On a | scale | of 0 to 10 | , it was as | bad | as 8 out of 10 .. | | | |
| Patient [M] (116154003) | | | | | | | | |
| Patient | had some | diaphoresis | and | dyspnea | associated with the | | | Chest pain [X] (29857006) |
| | | | | | | | | |
| He would sit down and this would be relieved after about 15 | | minutes | | | | | | |
| Patient [M] (116154003) | | | | | | | | |
| Patient | has taken it upon himself to limit his | activities | based on this symptomatology . | | | | | |
| Patient [M] (116154003) | | | | | | | | |
| Patient | has an interest in quitting | | | | | | | |
| | | | | | | | | |
| He denies | palpitations | | | | | | | |
| | | | | | | | | |
| Patient [M] (116154003) | | | | | | | | |
| Patient | has had no | peripheral edema | or | shortness of breath | at | rest | | |

History

| | | |
|-----|---|--|
| # 5 | Diabetes mellitus type 2 [K] (44054006) Patient [M] (116154003) | Patient denies polyuria and polydipsia however he is well controlled with Levemir Insulin (K) (67366001) |
| | Lower case Roman letter u [M] (257999005) Subcutaneous [M] (243887005) U SQ bid and Metformin (x1 day or 1000 mg) milligram [M] (238664004) | Metformin (x1 day or 1000 mg) bid . |
| | Peripheral [M] (14414005) Diabetic neuropathy [K] (230572003) He has peripheral diabetic neuropathy . | Kidney disease [M] (90708003) nephropathy and Retinopathy [K] (399435000) retinopathy . |

Extremities – Without clubbing, cyanosis or edema.

+ Neuropathy [K] (386031004) Numbness [K] (44077006) foot [M] (259051009) Ankle region structure [M] (5440001)

Neuropathy with 3+ / 5 + loss of sensation in both feet to the ankle.

Neuro – Cranial nerves 2 through 12 were intact.

Visual [M] (253574006) Normal limits [M] (260394003)

Visual fields were within normal limits.

Eyes [M] (9726003) Reactive [M] (11214006) Light/color [M] (371260001) Sacular accommodation [M] (431776000)

Pupils were equal and reactive to light and accommodation.

Sensation quality [H] (272152002) Intact [M] (11163003) Right and left [L] (51440002) Numbness [K] (44077006) foot [M] (259051009)

Sensation was intact and bilaterally symmetric in his arms but a loss of sensation was found in his feet using a microfilament.

Examination – action [M] (302199004)

examination

Efferent [M] (33845005) Right and left [L] (51440002)

Motor was 5+ / 5 + bilaterally symmetric.

Deep [M] (735003) Tendon structure [M] (13024003) Reflex finding [K] (106146005) Right and left [L] (51440002)

Deep tendon reflexes were 2+ / 2 + and were symmetric bilaterally.

Somatosensory [M] (17521005)

Romberg was normal.

Cerebellar structure [M] (115505005) Cerebellar function [M] (115505005)

Cerebellar signs were absent.

Babinski was down going bilaterally.

Gait, function [M] (63448001) Morphology within normal limits [K] (129112009)

Gait Within normal limits.

Assessment of Intranasal Glucagon in Children and Adolescents With Type 1 Diabetes

The purpose of this study is to assess how glucagon administered as a puff into the nose (AMG504-1) works in children and adolescents compared with commercially-available glucagon given by injection. In addition, the safety and tolerability of glucagon given as a puff into the nose will be evaluated.

Part-of-Speech

The purpose of this study is to assess how glucagon administered as a puff into the nose (AMG504-1) works in children and adolescents compared with commercially available glucagon given by injection.

In addition, the safety and tolerability of glucagon given as a puff into the nose will be evaluated.

SNOMED Codes:

| Purpose [H-04000003] | Study ID [H-04000003] | Glucagon product [H-04000003] | Form / unit of product usage [H-04000003] | Other uses [H-04000003] |
|---|-----------------------|-------------------------------|---|-------------------------|
| The purpose of this study is to assess how glucagon administered as a puff into the nose | AMGS04-1 | Glucagon product [H-04000003] | puff | into the nose |
| AMGS04-1 works in children and adolescents compared with commercially available glucagon given by injection | AMGS04-1 | Available glucagon | given by injection | |
| In addition, the safety and tolerability of glucagon given as a puff into the nose will be evaluated | AMGS04-1 | puff | into the nose | will be evaluated |

Rational Knowledge Representation

- Cellulitis of the left foot with Osteomyelitis of the Third metatarsal without Lymphangitis

[AND]

[WITH]

[Cellulitis \(disorder\) \[128045006\]](#)

[has Finding Site]

[Entire foot \(body structure\) \[302545001\]](#)

[has Laterality]

[Left \(qualifier value\) \[7771000\]](#)

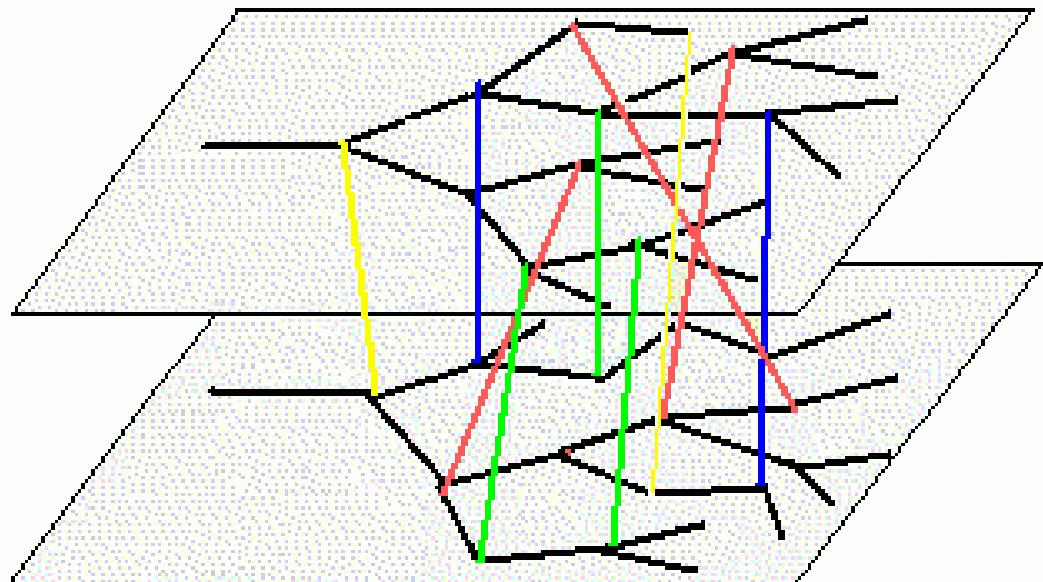
[Osteomyelitis \(disorder\) \[60168000\]](#)

[has Finding Site]

[Entire third metatarsal \(body structure\) \[182134006\]](#)

[WITHOUT]

[Lymphangitis \(disorder\) \[1415005\]](#)

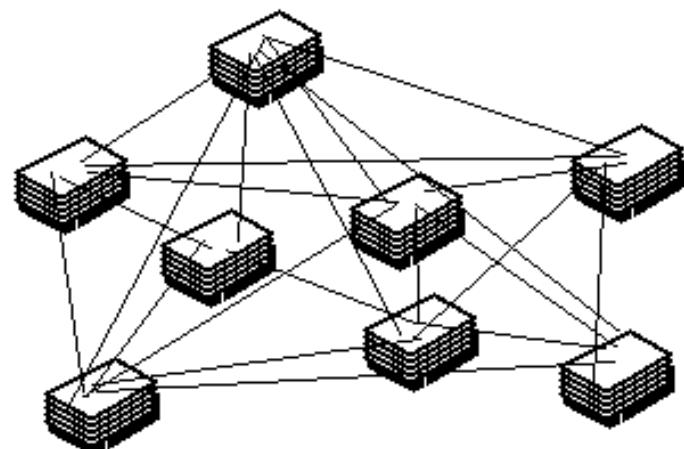


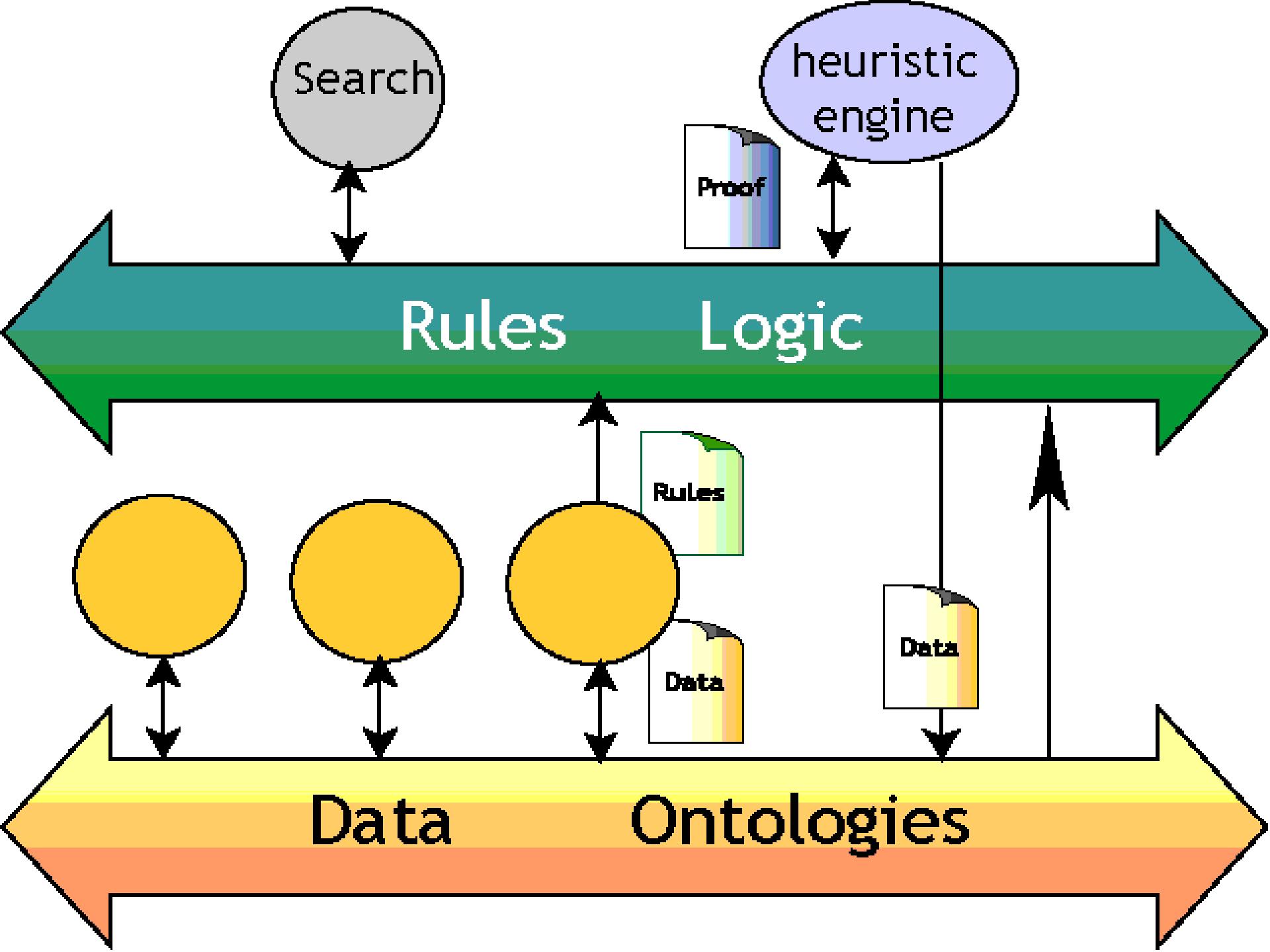
Case One

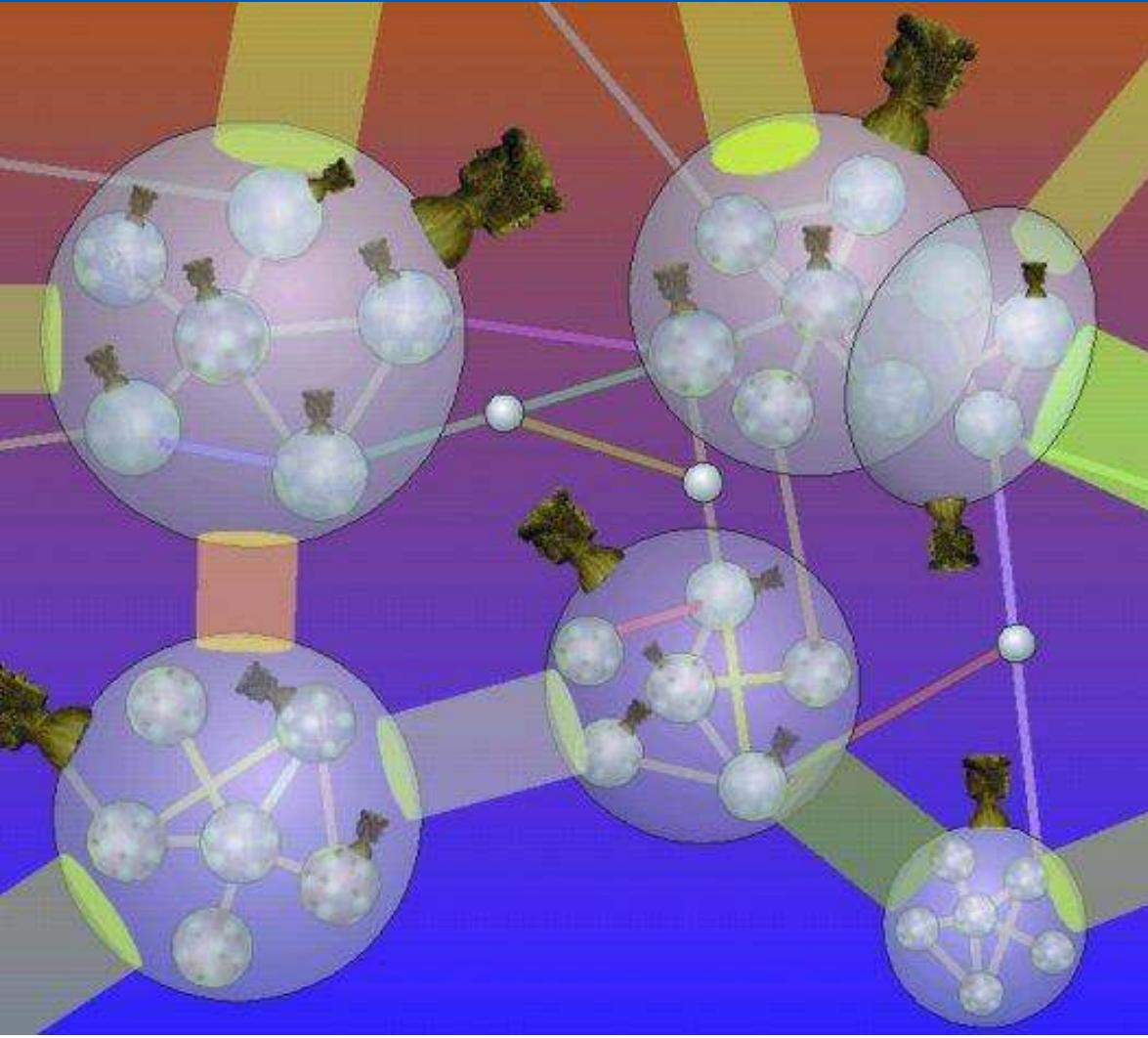
Case Two

Semantic Network

Multi-Center Data
Sharing and
Interchange

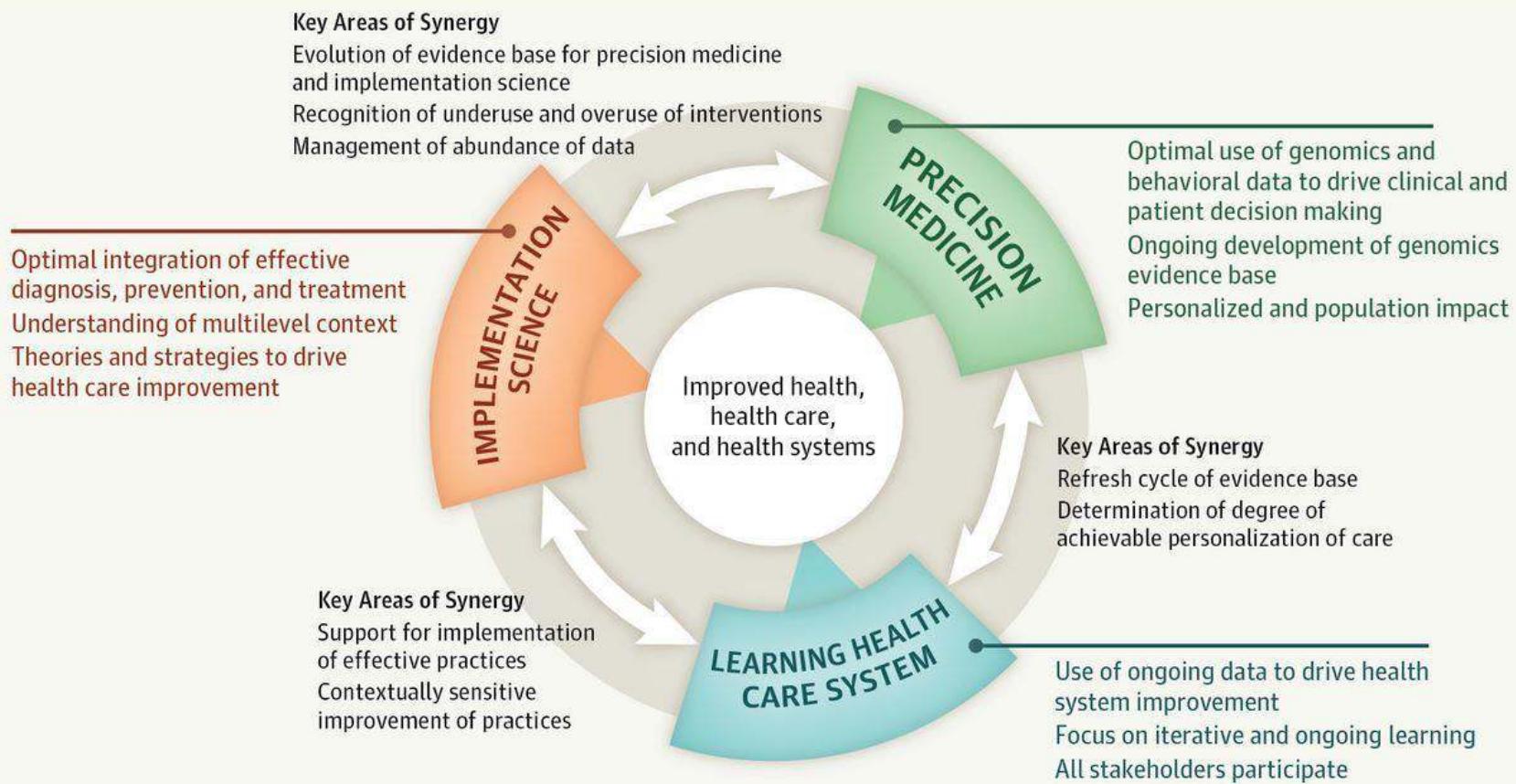


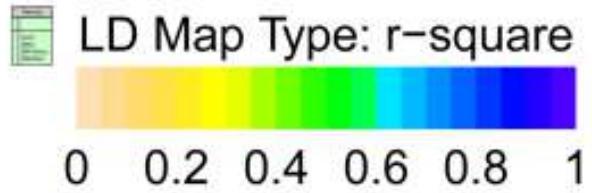




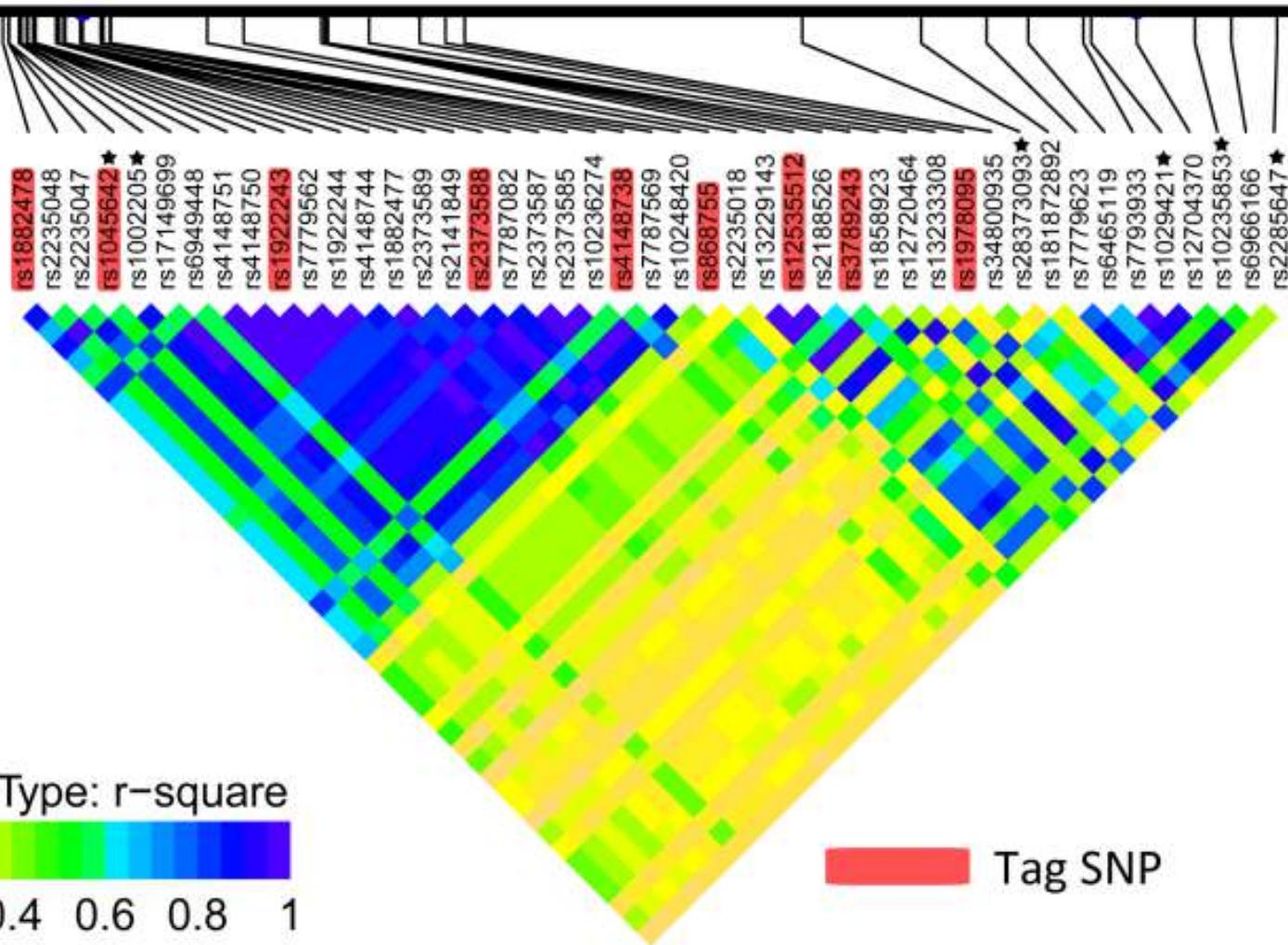
Intelligent Agents

The Evolution of Healthcare

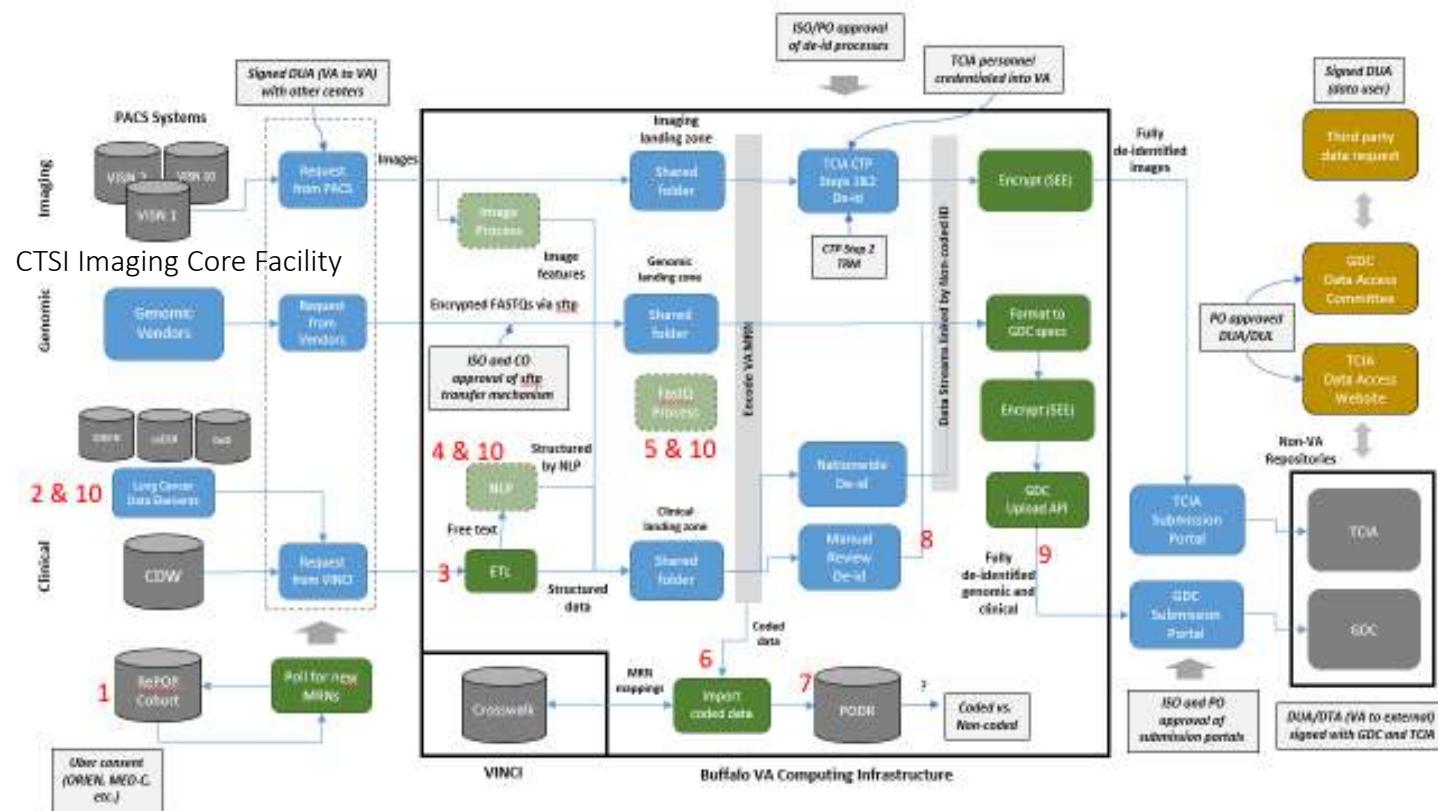




Tag SNP

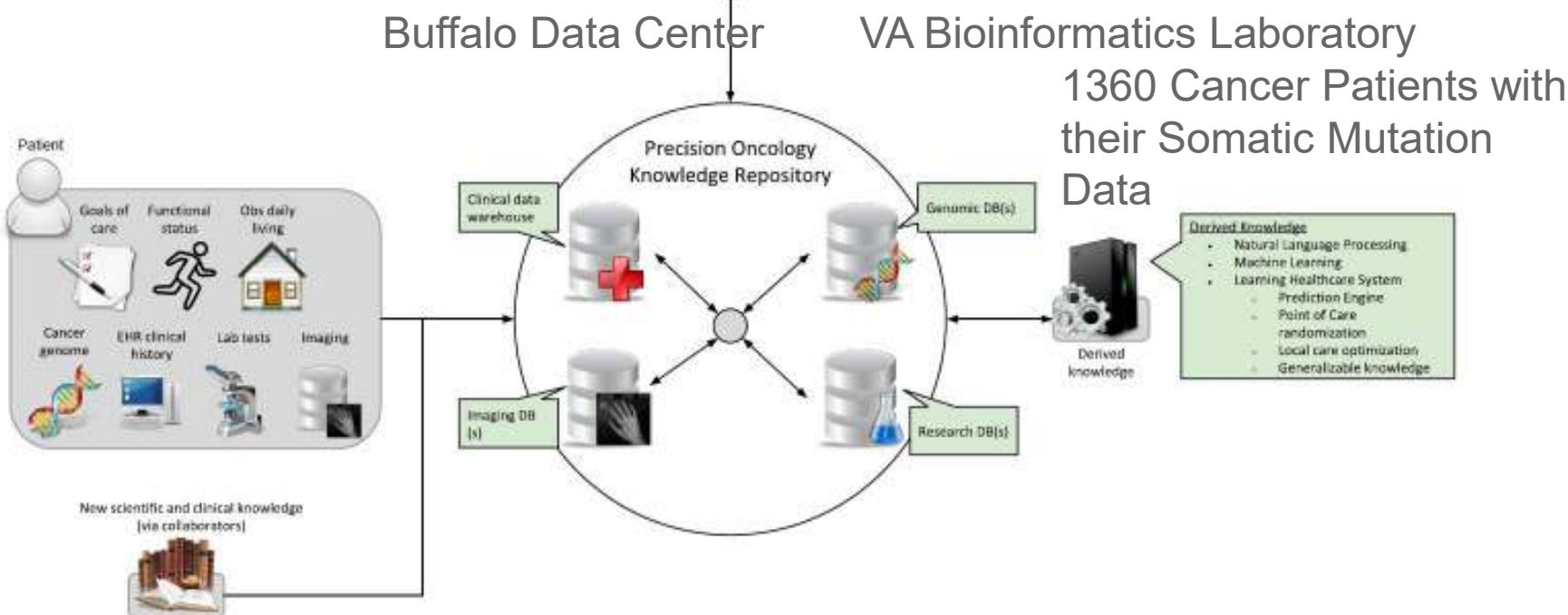
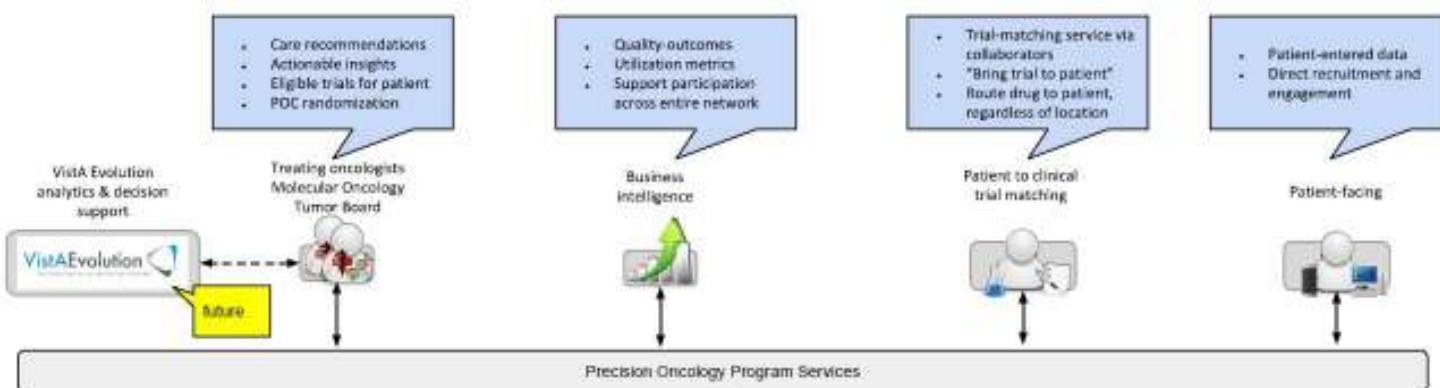


CTSI Biomedical Informatics Core Facility Architecture

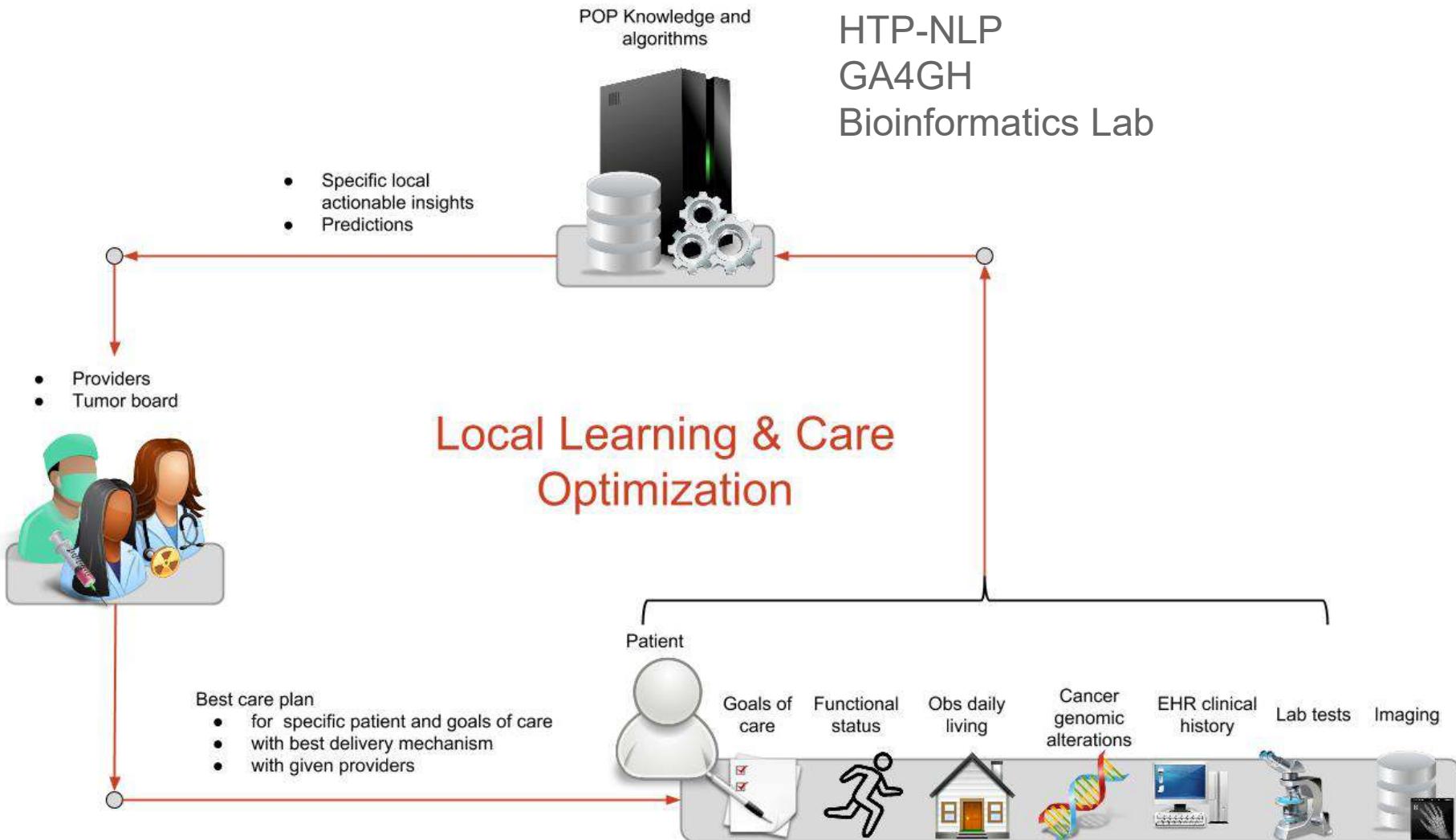


Precision Oncology (POP) – Big Picture

MAVERIC Precision Oncology Program
High Level Conceptual Design with VistA Evolution

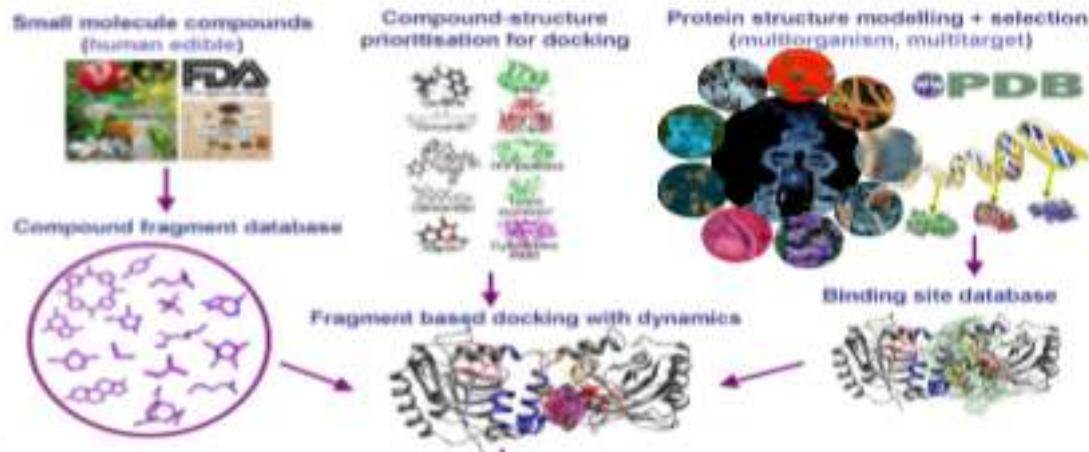


Learning Healthcare System Model

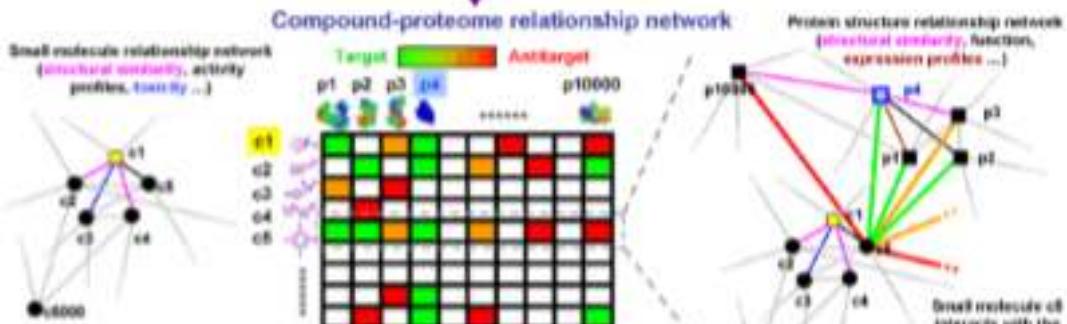


SHOTGUN MULTITARGET DRUG DISCOVERY PIPELINE

Knowledge based
fragment docking with
dynamics



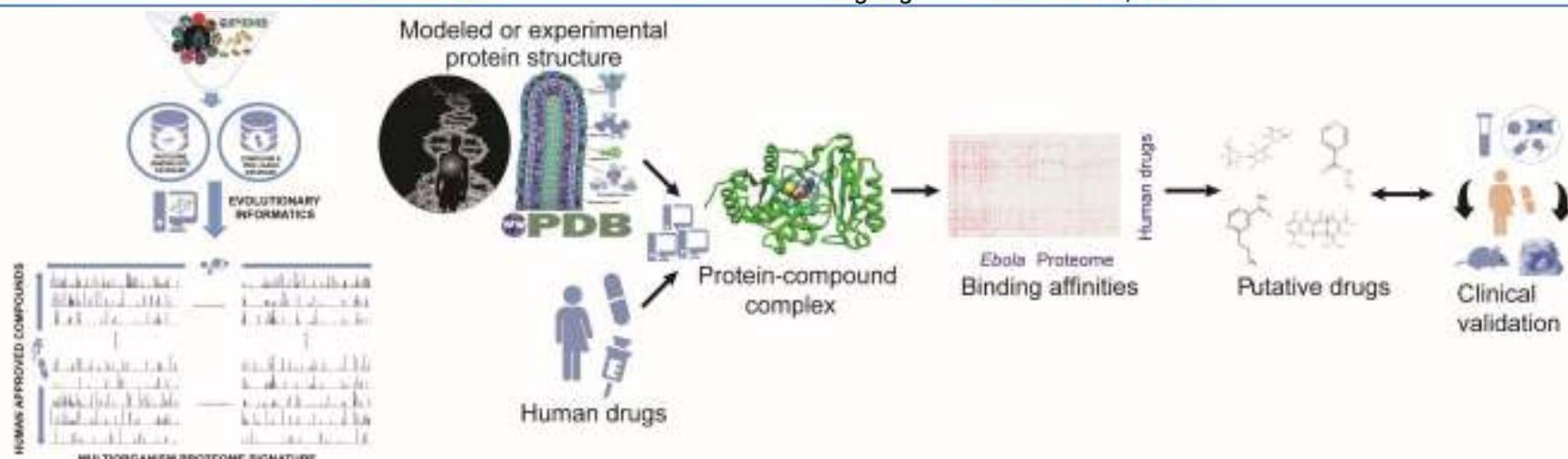
Systems based
multitarget
drug discovery



Prospective validation
followed by clinical
studies, other
applications



| Indication | Putative primary cause | Validations (total) | Hit rate (current) | | Reference (or TBP) |
|------------------------------|------------------------|---------------------|-----------------------|---|--------------------|
| | | | [★ = <i>in vivo</i>] | Source / Collaborator | |
| Diabetes mellitus type 1 | autoimmune, genetic | 10 | 1/1 ★ | Gaurav Chopra, UCSF | TBP |
| Dental caries | <i>S. mutans</i> | 10 | 10/10 | Jeremy Horst, UCSF | [5, 22], TBP |
| Dengue fever | Dengue virus | 31 | 11/27 | Scott Michael, FGCU | TBP |
| Herpes | HSV, CMV, KSHV (all) | 29 | 6/29 | Michael Lagunoff, UW; ImQuest Biosciences, Inc. | TBP |
| MDR Tuberculosis | <i>M. tuberculosis</i> | 17 | 4/8 | Michael Strong, NJHC | TBP |
| Systemic lupus erythematosus | autoimmune | ≈20 | 1/1 | Keith Elkon, UW | TBP |
| PB cirrhosis | HBRV | ≈20 | 12 / 12 | Andrew Mason, U. Alberta | TBP |
| Hepatitis B | Hepatitis B virus | 31 | 3 / 31 | ImQuest Biosciences, Inc. | [14], TBP |
| Flu | Influenza A virus | 24 | 0 / 24 | ImQuest Biosciences, Inc. | [14], TBP |
| AIDS | HIV 1 & 2 | ≈40 | ongoing | James Mullins, UW | |
| Diabetes mellitus type 2 | metabolic, genetic | ≈80 | ongoing | Jay Heinecke, UW | |
| Cholangiocarcinoma | neoplastic disorder | 40 | ongoing | Natini Jinawath, Ramathibodi Hospital, Thailand | |
| Ebola hemorrhagic fever | Ebola virus | ≈40 | ongoing | Michael Katze, UW | |
| Flu | Influenza viruses | ≈40 | ongoing | various | |
| Hepatitis C | Hepatitis C virus | ≈20 | ongoing | Lorne Tyrell, U. Alberta | |
| MDR Tuberculosis | <i>M. tuberculosis</i> | 40 | ongoing | Prasit Palittapongarnpim, Mahidol U, Thailand | |
| Soft tissue infections | <i>P. aeruginosa</i> | ≈40 | ongoing | Pradeep Singh, UW | |
| Yellow fever | Yellow fever virus | ≈20 | ongoing | Scott Michael, FGCU | |



UPDATE: 58/163 (~36%) across 12 studies and 10 indications; first failure with influenza.

HTP-NLP & CANDO / CANDOCK

Clinical



A



Functional:
Metabolome

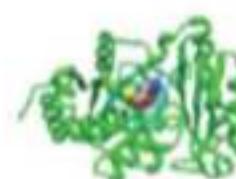
B

Modeled or experimental
protein structure



Drug or other ligand

Structural:
Proteome and
Small



Protein-drug ligand



Matrix of binding affinities

Structure and
Function = Accurate
Predictions => Bench
Validations



Ligand Library
Top novel predictions

Ram Samudrala, PhD



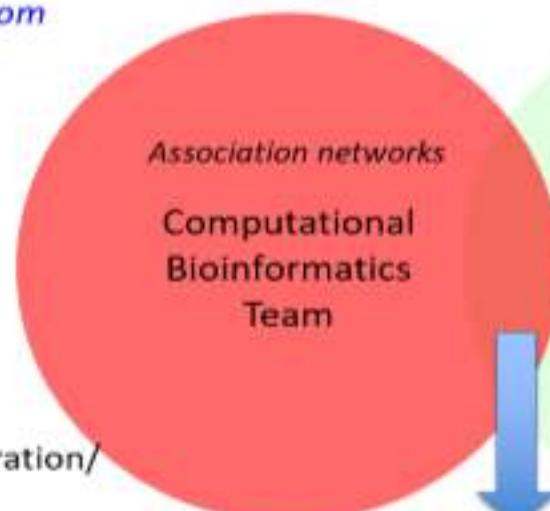
Computational to Validation Components

Empirical / data-driven



Building from data

Combinatorial profiling



- Data mgt/ integration/ normalization
- Feature identification/ pattern matching
- Network Generation
- Statistical inference / diagnostic classification

Mechanistic/ first principles



Control circuits

Modeling Team

- Literature Based Discovery
- Mining basic principles (NLP)
- Causal regulatory dynamics
- Simulation/ optimal trial design

Evaluation of Candidate Drugs
1. Cell lines
2. Organoids/Spheroids
3. PDX tumors

Future

Phase I Clinical Trials



Healthcare Value

- **Value = Quality / Cost**
- **Quality is composed of:**
 - Outcomes
 - Safety
 - Service
 - Reliability



Measuring Strategic Performance

“You can’t manage what you can’t measure. You can’t measure what you can’t describe”

Robert Kaplan and David Norton
Authors of “The Balanced Scorecard”



Framework that **aligns the entire organization** to what is **important to the customer**, allowing the organization to **excel** at the **critical activities** and **reduce time spent** on the **things that don't matter**



BMI Investigator

Search Results

Query Name:

Total records = 0
 Page 0 of 0

Export Results

Visualize

AND OR

Manifestation = equal =

Concept Description

Anxiety

Terminology Server

SNOMED

Sign

POSITIVE

Explode

True

Section

ASSESSMENT

CHIEF_COMPLAINT

COUNSELING

DISCUSSION_SUMMARY

Include

Value

No

Time

Flag

Reset

Query

Export Query

Import Query

Search

Elapsed time: 0

BMI Investigator

Search Results

Query Name:

T00001

T00002

T00003

T00004

T00005

T00006

T00007

T00008

T00009

T00010

T00011

Total records = 12108

Page 1 of 1080

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 80 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 1000

Export Results

Visualize

AND OR

Manifestation = equal =

+ Add term 0 Add group

Clear

Reset

Query

Export Query

Import Query

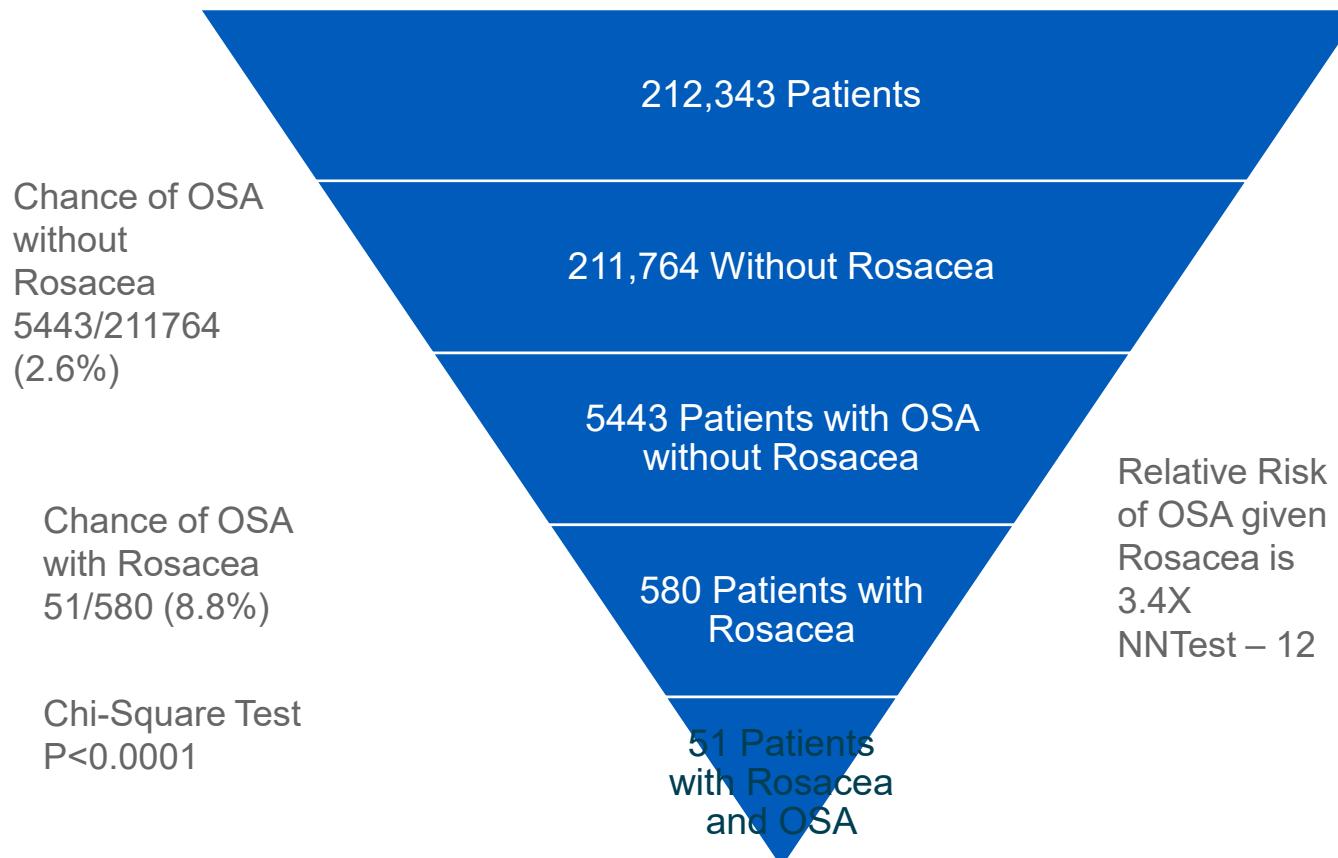
Search

Elapsed time: 0.273

A N X I E T Y



Study: Are patients with Rosacea at increased risk of having Obstructive Sleep Apnea?



Clinical Predication Rule Validation Engine

Electronic Health
Record across all
EHRs by using a
common
observational
model (OMOP /
OHDSI)

Clinical Data Viewer

Import Research IDs

Import
Unentered

Research ID

Encounter ID

| 303748 |
|---------|
| 6129031 |
| 4129039 |
| 4134046 |
| 311903 |
| 3144034 |
| 6136036 |
| 3129035 |
| 303748 |

Observations -> CHA2DS2-VASc

- CHF (DSD)
- Hypertension or HBP
- DM
- Stroke/TIA/Transient Isch.
- Vascular Disease

Submit

Data

Chief Complaint:
Patient presents for a follow up visit.

History of Present Illness:
Continues smoking 5-6 cigarettes per day, does not want to quit.. Has patent foramen ovale, needs refill for warfarin. All residual weakness is from CVA has resolved.. Takes simvastatin for hyperlipidemia..

HPI Interie History:

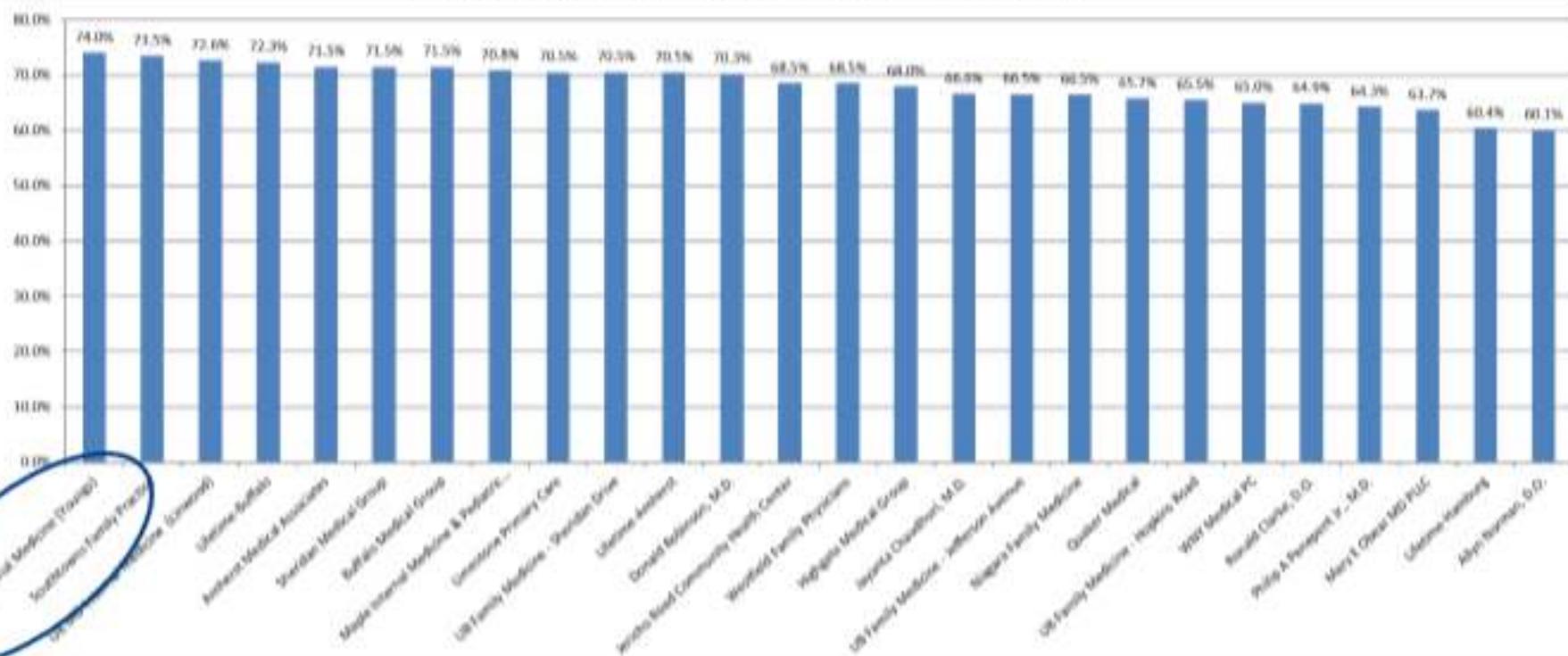
Past Medical History:

Quality Accomplishments

- Improved Quality of Care
 - Metrics and Measurement of Practice Outcomes
 - Patient Centered Medical Home
 - Quality Improvement Project Registry
 - Improved outcomes in Payer Measures
- Improvement in Internal Referrals
 - Went from 54% to 82% Internal Referrals
- DOM Strategic Plan Implementation
 - Quality Tools
 - Quality Structures
 - Support of New Multispecialty Clinical and Research Centers

From third to the last to the best in IHA Quality metrics

Quality Compliance Rates - Adult TPC Groups



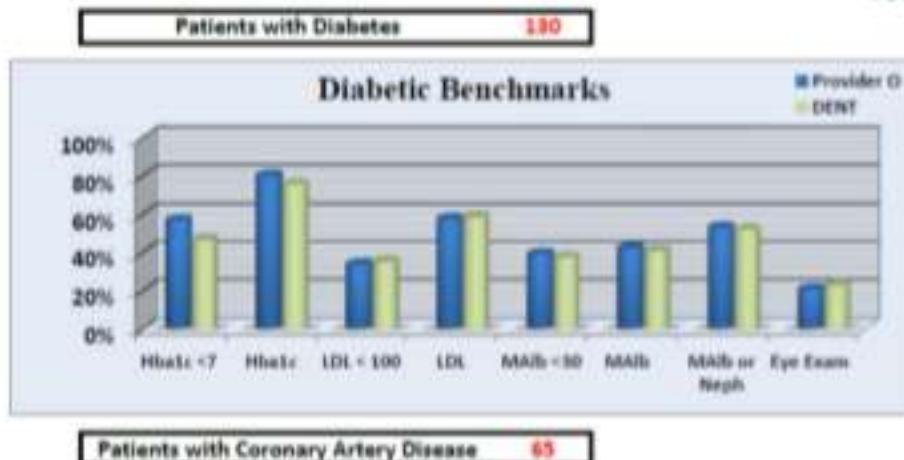
Period: Q2 2016
Metric: QUALITY

Confidential

DATA SOURCE: Quality Dashboard, VITS
TIME FRAME: July 1 2015 - June 30 2016
GROUP COUNT: 26

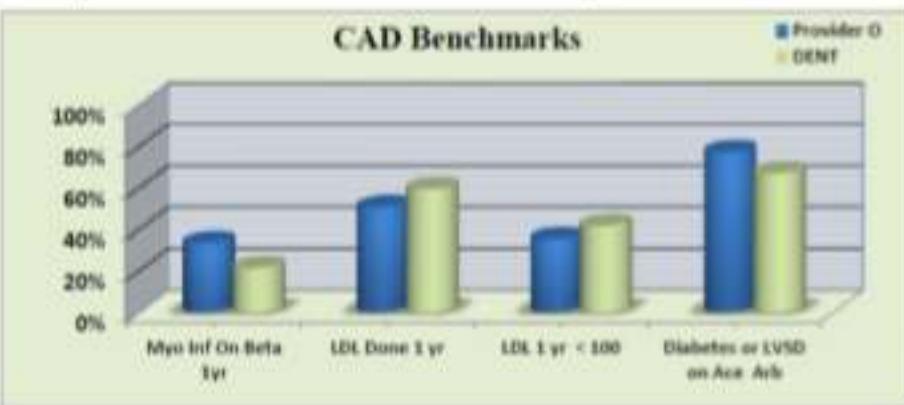
Internal Medicine Provider Report Cards for Target Patient Populations

Provider O



All benchmarks are within a one year period. Patient counts are on a provider level, unless otherwise noted.

| Provider | Practice |
|--------------|--|
| HbA1c < 7 | 56.9% 46.6% |
| HbA1c 1 yr | 80.0% 75.0% |
| LDL < 100 | 33.8% 35.4% |
| LDL 1 yr | 57.7% 58.7% |
| MAlb < 30 | 39.2% 37.0% |
| MAlb 1yr | 42.3% 40.9% |
| MAlb or Neph | 53.1% 51.8% |
| Eye Exam | 29.8% 22.8% |



Goals for benchmarks are 85% or higher for labs, vaccinations and exams. An 8% improvement from year to year is also considered meeting goals.

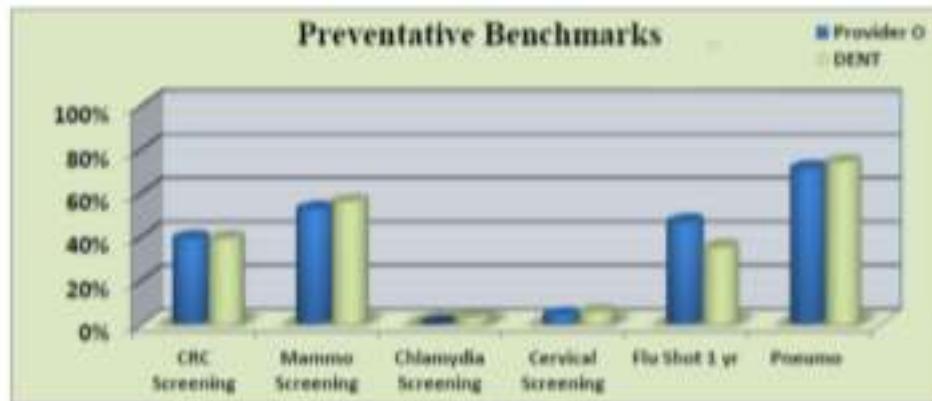
| Provider | Practice |
|-----------------------|---|
| Myocardial Infarction | 3 Pts 47 Pts |
| Myo Inf on Beta | 33.3% 21.3% |
| LDL Done 1yr | 50.0% 58.5% |
| LDL <100 | 35.4% 41.8% |
| Diabetes or LVSD | 22 Pts 219 Pts |
| Diab/LVSD on Ace/Arb | 77.3% 67.1% |

Internal Medicine Provider Report Cards for Target Patient Populations

Provider O



| | | | |
|--|-----|---|-----|
| Patients Eligible for CRC Screening | 496 | Patients Eligible for Mammo Screening | 423 |
| Patients Eligible for Cervical Screening | 584 | Patients Eligible for Chlamydia Screening | 54 |
| Patients Eligible for Flu Shot | 957 | Patients Eligible for Pneumo Shot | 264 |



Colorectal Screening is colonoscopy in the last 10 yrs or FOBT in the last 2 yrs for patients between 50 and 80. Mammogram Screening is reporting on women ages 42 to 69. Chlamydia Screening is reporting on patients between 18 and 24. Cervical Screening is Pap Smear in the last 3 yrs. Flu shot is done with in the last yr and Pneumo is a Pneumococcal vaccination lifetime.

| | Provider | Practice |
|---------------------------|----------|----------|
| CRC Screening | 39.1% | 39.0% |
| Mammo Screening | 52.5% | 58.0% |
| Chlamydia Screening | 0.0% | 2.0% |
| Cervical Cancer Screening | 4.1% | 5.4% |
| Flu shot 1yr | 46.7% | 35.0% |
| Pneumo | 71.2% | 74.0% |

Internal Medicine Provider Report Cards for Target Patient Populations

Patients with Persistent Asthma **115**

Asthma Benchmarks

Provider O
DENT

100%
80%
60%
40%
20%
0%

Cortesteroid Inhaler Prescribed

| Provider | Practice |
|----------|----------|
| 47.8% | 40.3% |

Patients with COPD **38**

COPD Benchmarks

Provider O
DENT

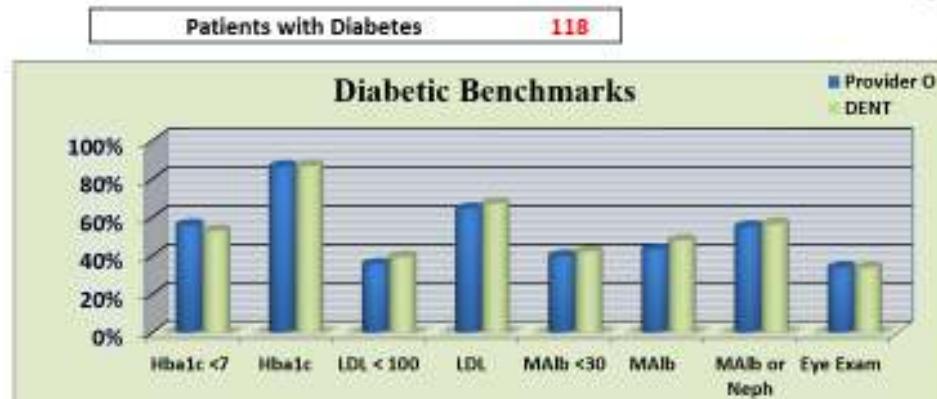
100%
80%
60%
40%
20%
0%

Spirometry 1 yr

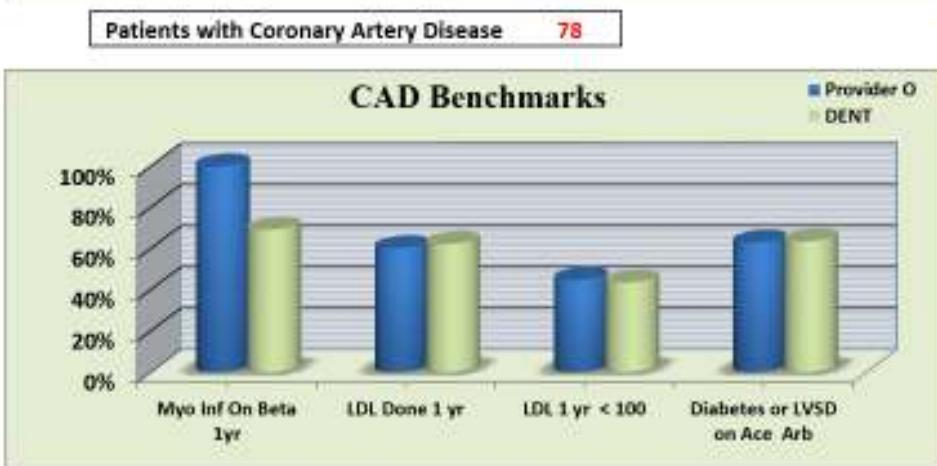
| Provider | Practice |
|----------|----------|
| 0.0% | 0.4% |

Internal Medicine Provider Report Cards for Target Patient Populations

Provider O



All benchmarks are within a one year period. Patient counts are on a provider level, unless otherwise noted.



Goals for benchmarks are 85% or higher for labs, vaccinations and exams. An 8% improvement from year to year is also considered.

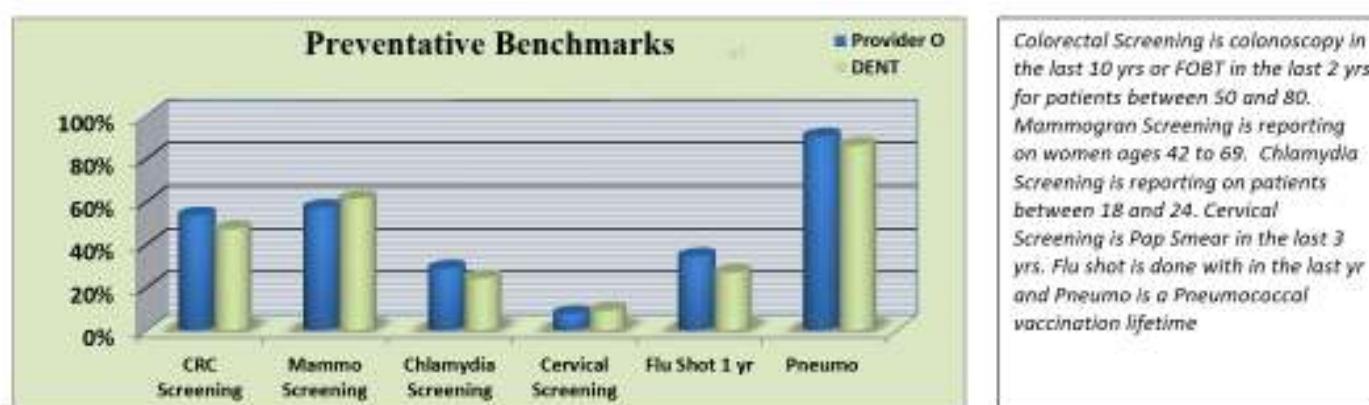
| Provider | Practice |
|-----------------------|----------|
| Myocardial Infarction | 1 Pts |
| Myo Inf on Beta | 100.0% |
| LDL Done 1 yr | 60.3% |
| LDL <100 | 44.9% |
| Diabetes or LVSD | 27 Pts |
| Diab/LVSD on Ace/Arb | 63.0% |
| | 13 Pts |
| | 69.2% |
| | 62.3% |
| | 43.6% |
| | 206 Pts |
| | 63.6% |

Internal Medicine Provider Report Cards for Target Patient Populations

Provider O



| | | | |
|--|------|---|-----|
| Patients Eligible for CRC Screening | 637 | Patients Eligible for Mammo Screening | 486 |
| Patients Eligible for Cervical Screening | 699 | Patients Eligible for Chlamydia Screening | 59 |
| Patients Eligible for Flu Shot | 1186 | Patients Eligible for Pneumo Shot | 361 |



| | Provider | Practice |
|---------------------------|----------|----------|
| CRC Screening | 53.5% | 47.0% |
| Mammo Screening | 57.0% | 61.2% |
| Chlamydia Screening | 28.8% | 24.1% |
| Cervical Cancer Screening | 7.7% | 9.1% |
| Flu shot 1yr | 34.5% | 26.8% |
| Pneumo | 90.3% | 86.1% |

Internal Medicine Provider Report Cards for Target Patient Populations

Patients with Persistent Asthma

159

Asthma Benchmarks

■ Provider O



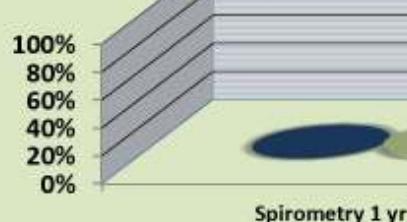
| | Provider | Practice |
|---------------------------------|----------|----------|
| Cortesteroid Inhaler Prescribed | 47.2% | 39.2% |

Patients with COPD

13

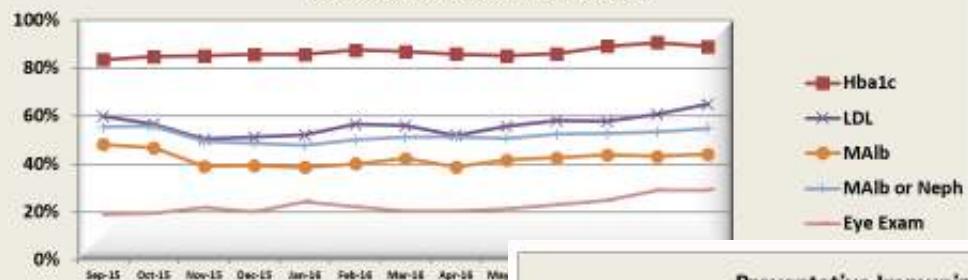
COPD Benchmarks

■ Provider O

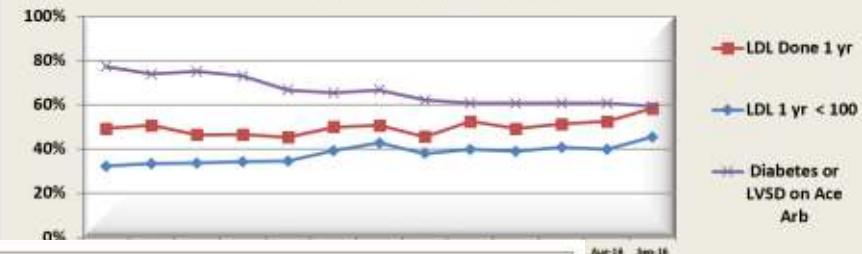


| | Provider | Practice |
|---------------------------|----------|----------|
| Spirometry Test Done 1 yr | 0.0% | 1.8% |

Diabetes Measures - PROVIDER O



CAD Measures- PROVIDER O



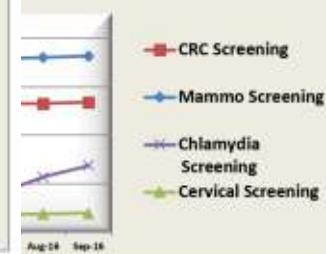
Diabetes Measures at C



Preventative Immunization Measures- PROVIDER O



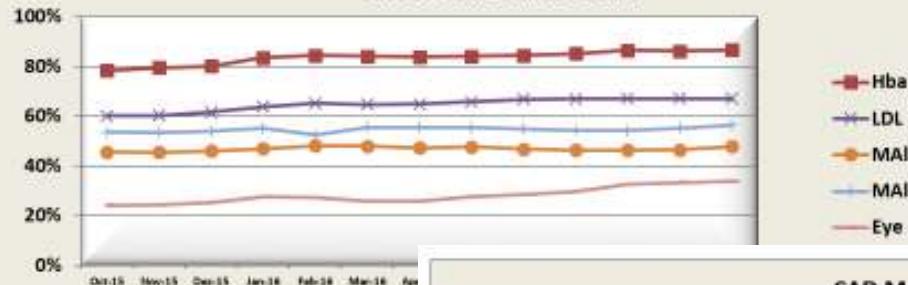
Screening Measures- PROVIDER O



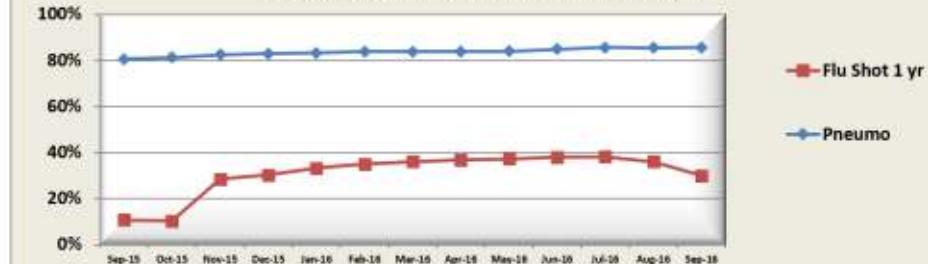
Asthma/ COPD Measures - PROVIDER O



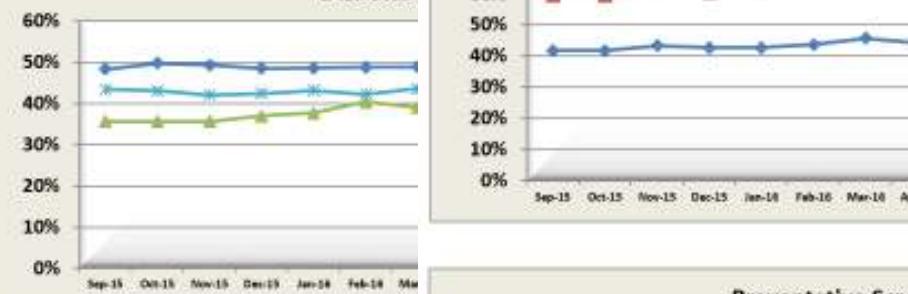
Diabetes Measures - DENT



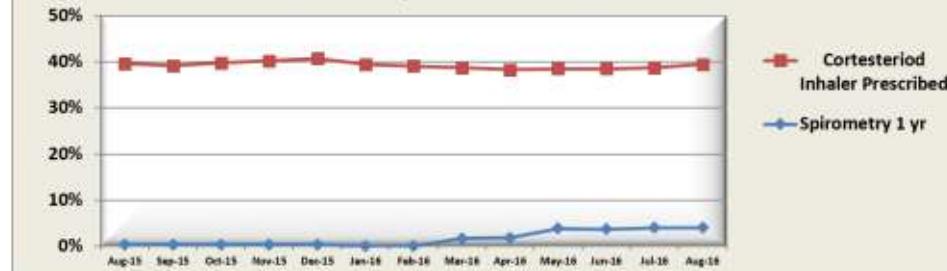
Preventative Immunization Measures- DENT



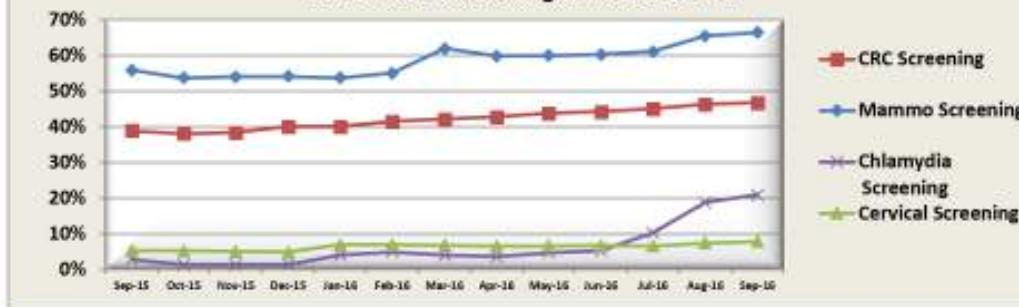
Diabetes

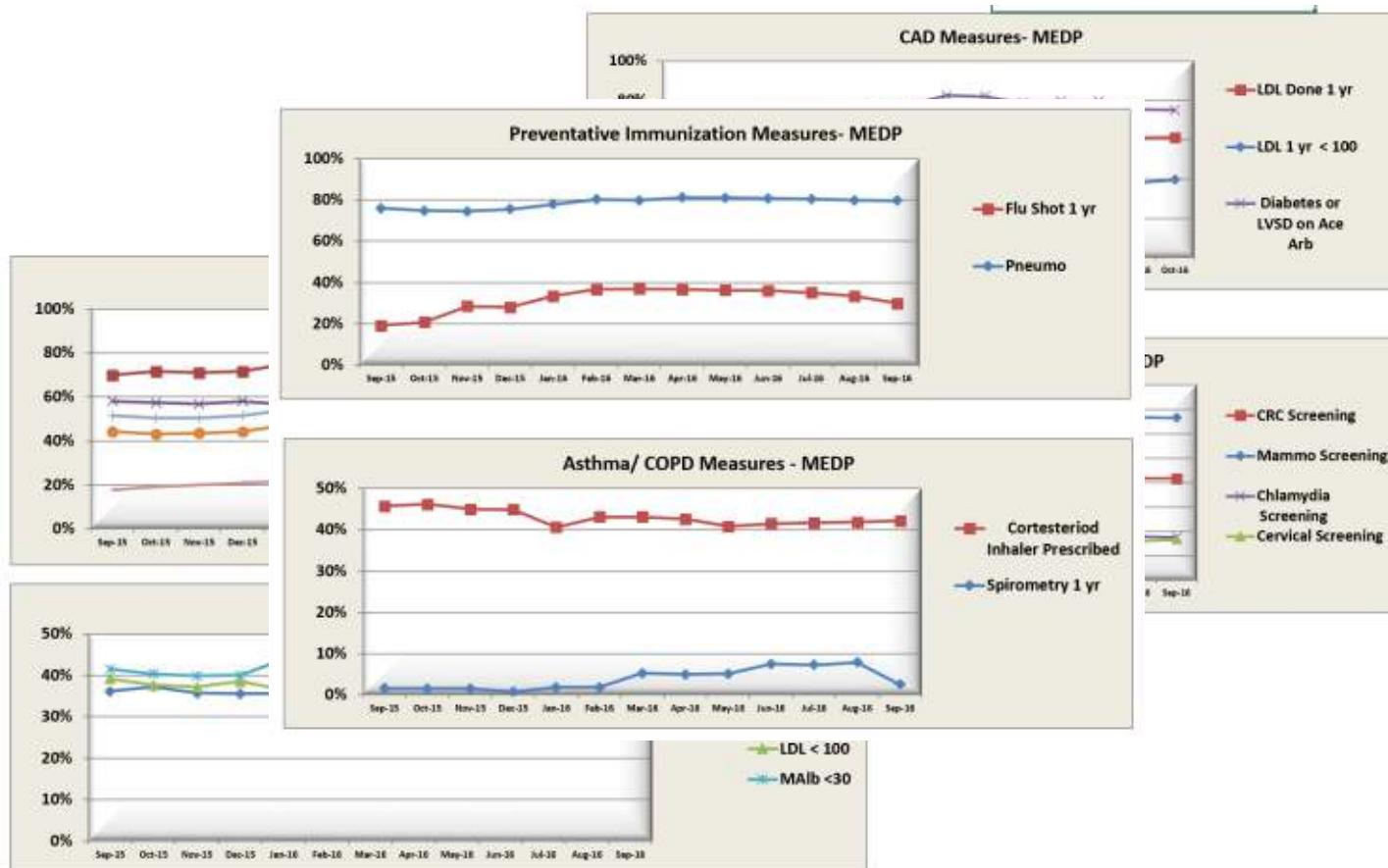


Asthma/ COPD Measures - DENT



Preventative Screening





Assessment of Intranasal Glucagon in Children and Adolescents With Type 1 Diabetes

The purpose of this study is to assess how glucagon administered as a puff into the nose (AMG504-1) works in children and adolescents compared with commercially-available glucagon given by injection. In addition, the safety and tolerability of glucagon given as a puff into the nose will be evaluated.

Part-of-Speech:

| | | |
|---|--|--|
| 1 | The purpose of this study is to assess how glucagon administered as a puff into the nose (AMG504 - 1) works in children and adolescents compared with commercially - available glucagon given by injection . | [DT] [NN] [IN] [DT] [NN] [VBZ] [TO] [VB] [WRB] [NN] [VBN] [IN] [DT] [NN] [IN] [DT] [NN] [JJ] [NN] [CD] [VBZ] [IN] [NNS] [CC] [NNS] [VBN] [IN] [RB] |
| 2 | In addition , the safety and tolerability of glucagon given as a puff into the nose will be evaluated . , | [IN] [NN] [DT] [NN] [CC] [NN] [IN] [NN] [VBN] [IN] [DT] [NN] [IN] [DT] [NN] [MD] [VB] [VBN] |

SNOMED Codes:

| | Purpose [M] (246099003) | Study [M] (224699009) | Glucagon product [K] (10712001) | Puff - unit of product usage [M] (415215001) | Entire nose [M] (181195007) |
|---|--|-----------------------------------|---|--|-----------------------------|
| 1 | The purpose of this study is to assess how glucagon administered as a puff into the nose (AMG504 - 1) works in children and adolescents compared with commercially - available glucagon given by injection . | [Adolescent [M] (133937008)] | [Availability of [Q] (105328004)] [Glucagon product [K] (10712001)] | [Injection [K] (59108006)] | |
| 2 | In addition , the safety and tolerability of glucagon given as a puff into the nose will be evaluated . , | [Glucagon product [K] (10712001)] | [Puff - unit of product usage [M] (415215001)] | [Entire nose [M] (181195007)] | |

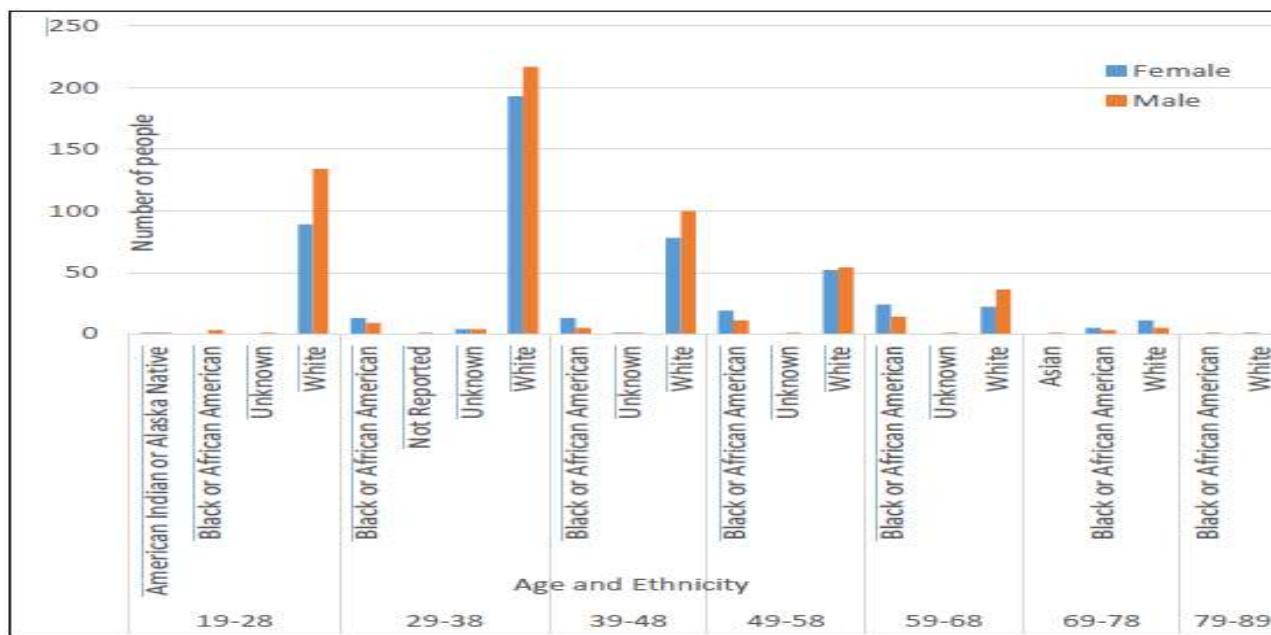
Prescription Opioid Dependence in Western New York: Using Data Analytics to find an answer to the Opioid Epidemic

Shyamashree Sinha, Gale R Burstein, Kenneth E Leonard, Timothy F Murphy,
Peter L Elkin

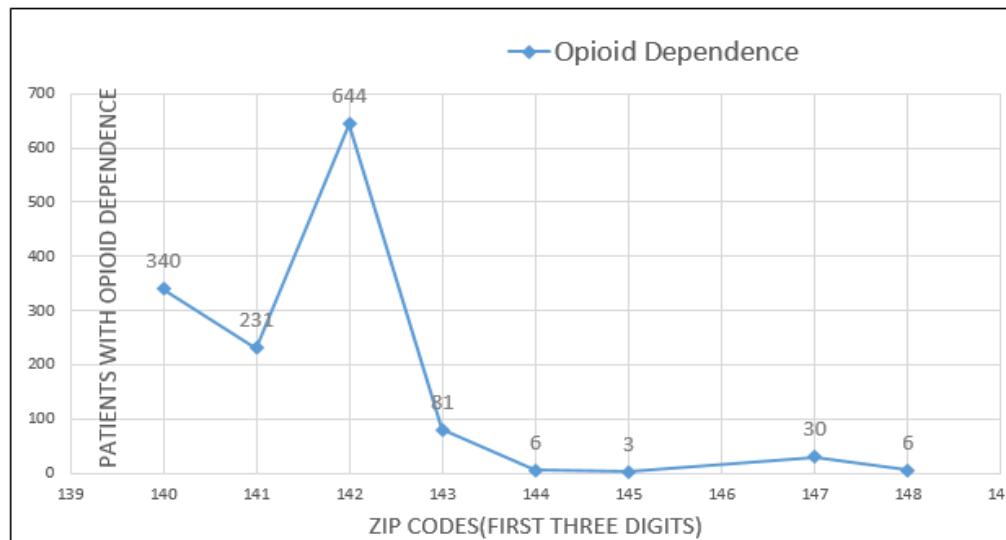
Department of Biomedical Informatics/ Department of Anesthesiology
*Jacobs School of Medicine and Biomedical Sciences, University at Buffalo, The State
University of New York, Buffalo, New York*



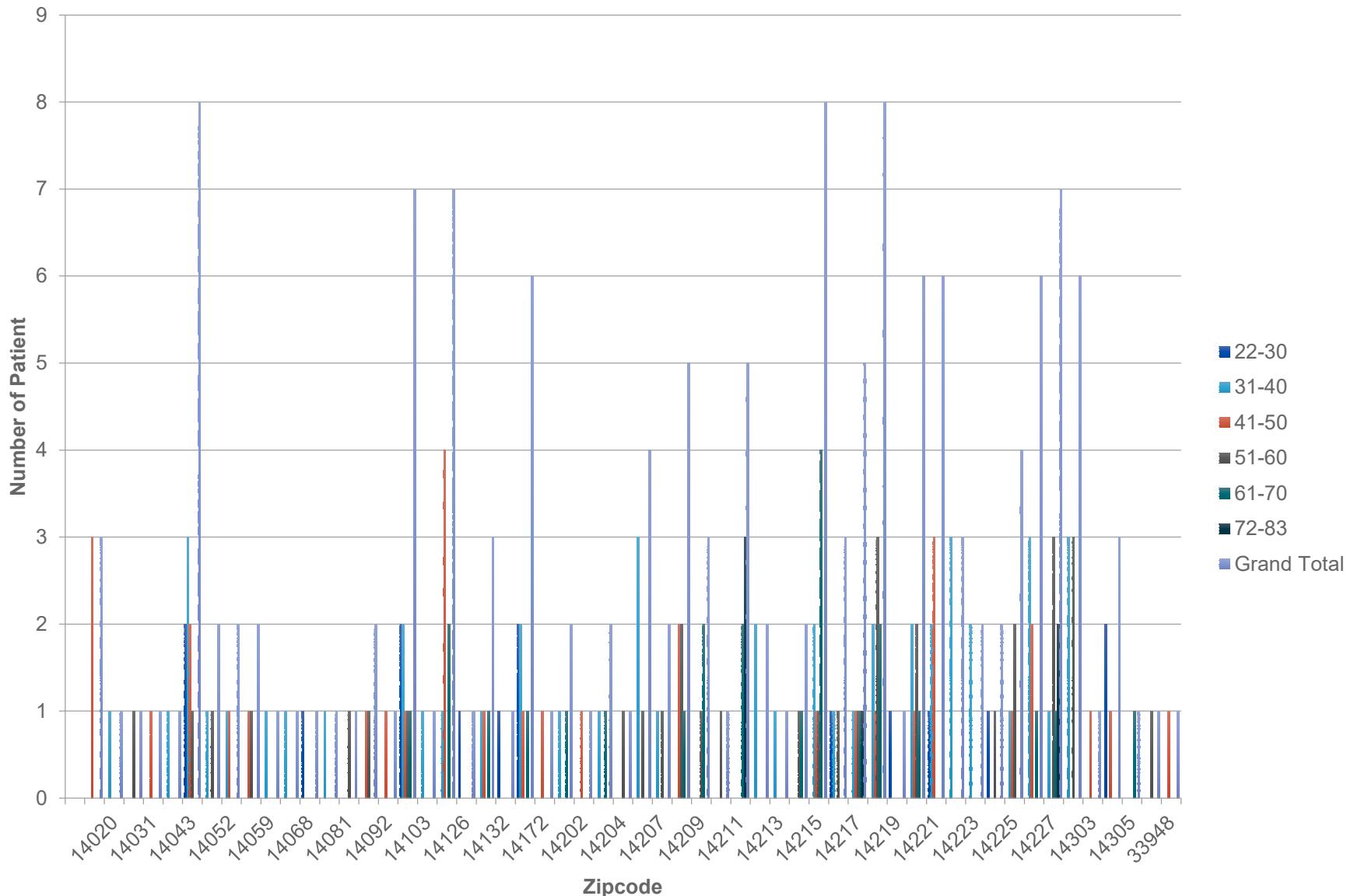
Distribution of Opioid Dependence among the Non-Hispanic community in the clinic population of Western New York

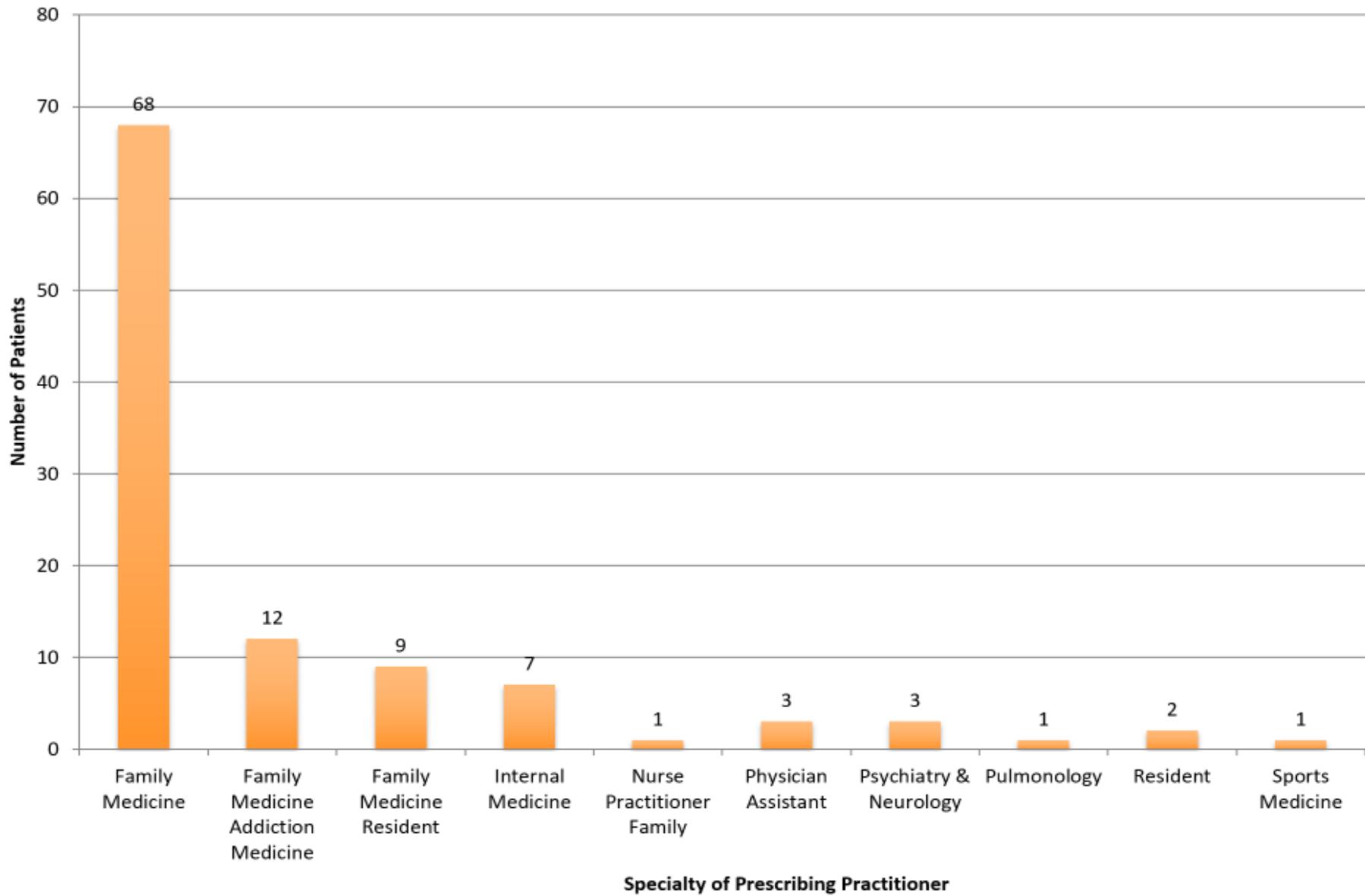


Distribution of Opioid Dependence based on geographical location



The distribution of the patients based on the first three numbers of the zip code showed area 142 had the highest number of opioid dependent population







Map showing boundaries of area with zip code 142:
<https://www.maptechnica.com/zip3-prefix-map/142>

AI AND NATURAL LANGUAGE PROCESSING (NLP) TO ENHANCE STRUCTURED DATA'S ABILITY TO IDENTIFY NONVALVULAR ATRIAL FIBRILLATION PATIENTS AND THEIR STROKE AND BLEEDING RISK

Peter L. Elkin, MD, MACP, FACMI, FNYAM
For the NVAF Surveillance Study team



Goal of the study

- The goal of this study is to compare clinician-rated stroke and bleed risk assessments in Nonvalvular Atrial Fibrillation (NVAF) patients with assessments utilizing NLP derived codified EHR data for CHA₂DS₂-VASc and HAS-BLED scores.

Research Questions

- ***Research Question: 1***
- What is the accuracy of using structured data (ICD and CPT and Medication codes) alone vs. unstructured (ie, Clinical notes and reports, labs and Medications) plus structured data to identify patients who have Atrial Fibrillation?
- ***Objectives:***
- Compare structured data to structured and unstructured data using NLP to identify NVAF Patients - validated by clinician assessment

Research Question 4

Does the method (using structured data only vs. structured plus unstructured data) of determining risk scores affect the treatment of NVAF patients for stroke prevention with OAC?

Objectives:

1. Using structured and unstructured data assessments of CHA₂DS₂-VASc, HAS-BLED scores and contraindications for OAC, classify the patient cohorts as follows and compare the treatment rates with OAC.
 1. Would benefit and are on OAC;
 2. Would benefit but are not on OAC;
 3. Would not benefit and are on OAC;
 4. Would not benefit and are not on OAC

Semi-Supervised Machine Learning

- Small Amount of Labeled Data and Large Amounts of Unlabeled Data
- Cheaper and Faster than a Fully Supervised Approach
- More accurate than an unsupervised approach
- Can be used to create models from a mixed dataset. These models can be used for Biosurveillance.
- Example:
 - Intuitively, we can think of the learning problem as an exam and labeled data as the few example problems that the teacher solved in class. The educator also provides a set of unsolved problems. In transductive reasoning, these unsolved problems are a take-home exam questions and you want to do well on them in particular. In inductive reasoning, these are practice problems of the sort you will encounter on the in-class exam.
- NSQIP - Murff HJ, FitzHenry F, Matheny ME, Gentry N, Kotter KL, Crimin K, Dittus RS, Rosen AK, Elkin PL, Brown SH, Speroff T. [Automated identification of postoperative complications within an electronic medical record using natural language processing.](#) JAMA. 2011 Aug 24;306(8):848-55.
- NVAF Study – in press, Circulation, 2017.

Result

Table 1. Comparison of outcomes for Structured and Structured plus Unstructured data against the gold standard.

| Outcome | Structured | Structured+NLP | P |
|--------------------|-------------------|-------------------|--------|
| Sensitivity | .773 (.68, .79) | 1 (.979,1) | <0.001 |
| Specificity | .47 (.258, .65) | .444 (.279, .619) | 0.317 |
| PPV | .91 (.87, .95) | .93 (.893, .956) | 0.007 |
| NPV | .215(.131, .322) | 1 (.713, 1) | <0.001 |
| kappa | .156 (.041, .271) | .585 (.414, .733) | <0.001 |

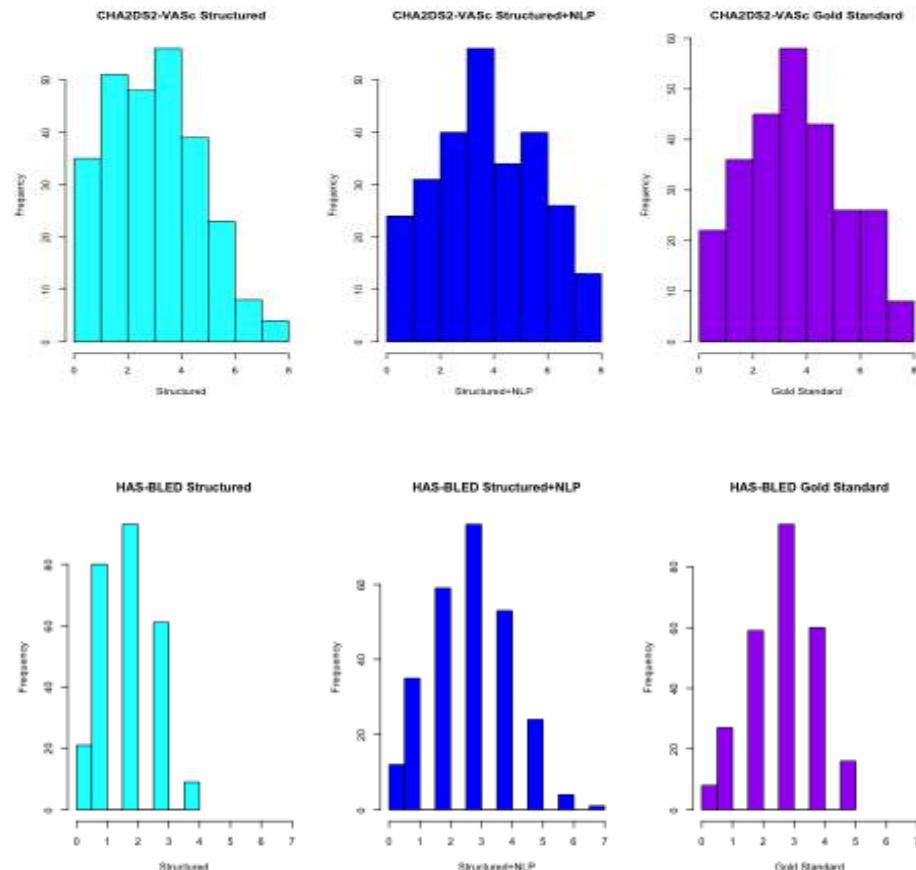
- Out of the 96,681 patients identified in the AllScripts EHR database, 2.8% (2722 cases) were identified with NVAF by the Structured+NLP method as opposed to 1.9% for Structured alone (1849 cases) with a difference of 873 cases
- Out of the 96,681 patients identified in the AllScripts EHR database, 2.8% (2722 cases) were identified with NVAF by the Structured+NLP method as opposed to 1.9% for Structured alone (1849 cases) with a difference of 873 cases
- Based on the PPV adjusting the true positive rates for both ICD9 and NLP alone this converts to a 36.3 % improvement identification of true cases in this NVAF cohort.

Histograms of CHA₂DS₂-VASC Scores and HAS-BLED scores

Results:

Table 2.1. Pearson Product Moment

| | Structured | | Structured+NLP | |
|---|-------------------------|---------|-------------------------|---------|
| | estimate (95% CI) | p-value | estimate (95% CI) | p-value |
| CHA₂DS₂-VASC Score | 0.819 (0.775,0.855) | <.001 | 0.898 (0.872,0.92) | <.001 |
| HAS-BLED Score | 0.688 (0.619,0.747) | <.001 | 0.717 (0.652,0.771) | <.001 |



| Sensitivity and Specificity of Outcomes Compared to Gold Standard | | | |
|---|---------|--|---------|
| HAS-BLED | | CHA ₂ DS ₂ -VASC | |
| Method: McNemar | | Method: Exact Binomial | |
| Sensitivity | | Sensitivity | |
| Structured | 0.382 | Structured | 0.942 |
| Structured+NLP | 0.806 | Structured+NLP | 0.983 |
| Difference | 0.424 | Difference | 0.0413 |
| Test Statistic | 72 | Test Statistic | - |
| p-value | <.0001 | p-value | 0.00195 |
| Method: McNemar | | Method: Exact Binomial | |
| Specificity | | Specificity | |
| Structured | 0.947 | Structured | 0.955 |
| Structured+NLP | 0.777 | Structured+NLP | 0.909 |
| Difference | -0.17 | Difference | -0.0455 |
| Test Statistic | 16 | Test Statistic | - |
| p-value | <.0001 | p-value | 1 |
| Method: Generalized Score | | Method: Generalized Score | |
| Positive Predictive Value | | Positive Predictive Value | |
| Structured | 0.929 | Structured | 0.996 |
| Structured+NLP | 0.867 | Structured+NLP | 0.992 |
| Difference | .061 | Difference | 0.004 |
| Test Statistic | 4.487 | Test Statistic | 0.915 |
| p-value | 0.034 | p-value | 0.339 |
| Negative Predictive Value | | Negative Predictive Value | |
| Structured | 0.459 | Structured | 0.6 |
| Structured+NLP | 0.689 | Structured+NLP | 0.833 |
| Difference | 0.23 | Difference | 0.233 |
| Test Statistic | 47.757 | Test Statistic | 11.662 |
| p-value | <.00001 | p-value | <0.001 |

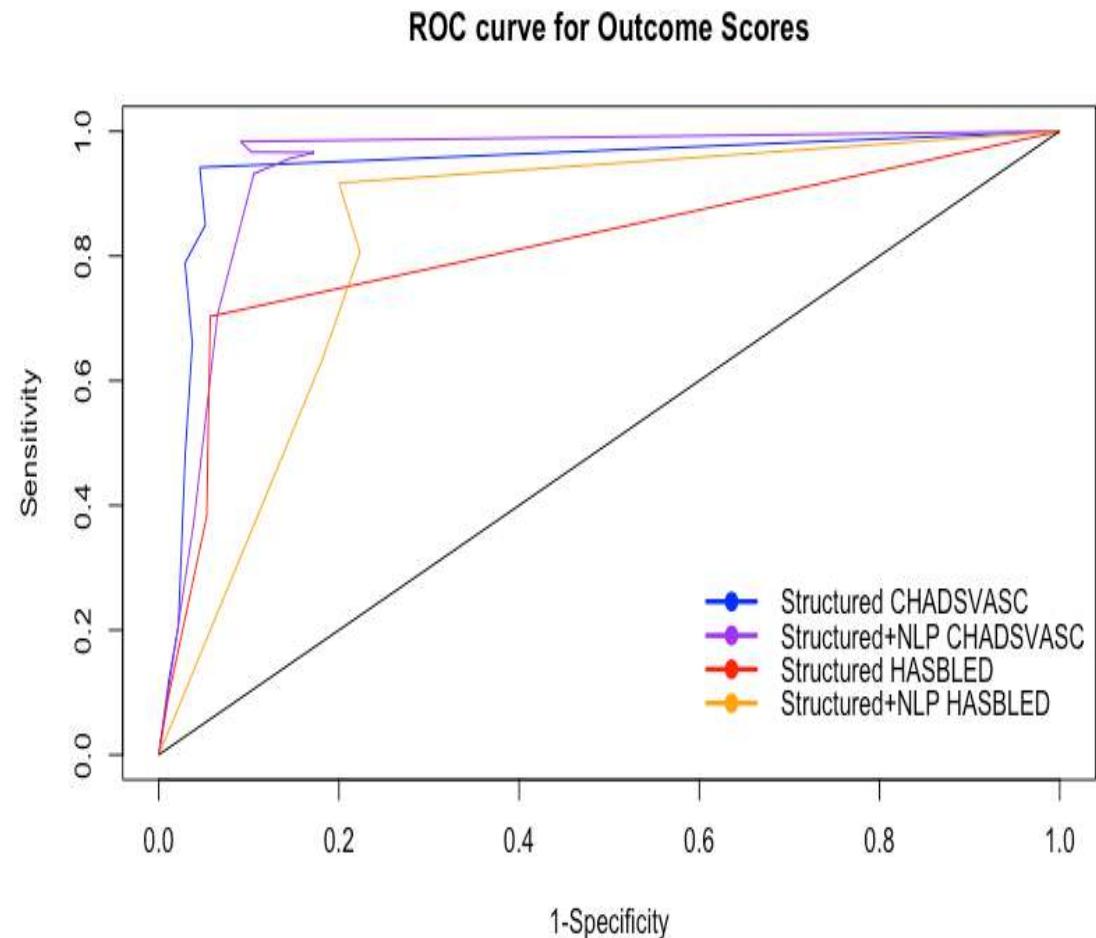
Area under the Curves (AUC)

*C-Index and Somer's D using
Ordinal Logistic Regression
(where probabilities are modelled
as $P(Y \geq k | X)$)
(R rms and Hmisc packages)*

C-index Structured CHA_2DS_2 -VASC: 0.863 (CI:0.838, 0.887)
(Somer's D (D_{xy}): 0.726,
SD=0.025)

C-index Structured+NLP
 CHA_2DS_2 -VASC: 0.914 (CI:
0.896, 0.933) (Somer's D (D_{xy}):
0.829, SD=0.0185)
 $Z=0.625/.0316=19.776$

CHA_2DS_2 -VASC: Compared to
Standard normal distribution*: **2-Sided p-value: <0.001**
1-Sided p-value: <0.001



Predictive Risk Model Generation of Requiring Rx with OAC and not being currently on treatment

| | | Would Benefit and On OAC | Would Benefit and Not on OAC | Would Not Benefit and Are on OAC | Would Not Benefit and Are Not on OAC |
|--|--|--------------------------|------------------------------|----------------------------------|--------------------------------------|
| Gold Standard with Contraindication | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED <3 and Contraindication | 3 | 2 | 0 | 1 |
| | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED ≥ 3 and Contraindication | 6 | 0 | 0 | 1 |
| | CHA ₂ DS ₂ -VASc <2 and Contraindication | 0 | 0 | 0 | 1 |
| Gold Standard with No Contraindication | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED <3 and No Contraindication | 38 | 15 | 0 | 14 |
| | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED ≥ 3 and No Contraindication | 129 | 16 | 1 | 16 |
| | CHA ₂ DS ₂ -VASc <2 and No Contraindication | 10 | 3 | 0 | 8 |
| Structured with Contraindication | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED <3 and Contraindication | 4 | 1 | 0 | 0 |
| | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED ≥ 3 and Contraindication | 3 | 1 | 0 | 0 |
| | CHA ₂ DS ₂ -VASc <2 and Contraindication | 0 | 0 | 0 | 0 |
| Structured with No Contraindication | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED <3 and No Contraindication | 109 | 25 | 0 | 21 |
| | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED ≥ 3 and No Contraindication | 49 | 5 | 0 | 11 |
| | CHA ₂ DS ₂ -VASc <2 and No Contraindication | 21 | 4 | 1 | 8 |
| Structured+NLP with Contraindication | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED <3 and Contraindication | 2 | 0 | 0 | 1 |
| | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED ≥ 3 and Contraindication | 6 | 2 | 0 | 1 |
| | CHA ₂ DS ₂ -VASc <2 and Contraindication | 0 | 0 | 0 | 0 |
| Structured+NLP with No Contraindication | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED <3 and No Contraindication | 53 | 17 | 1 | 8 |
| | CHA ₂ DS ₂ -VASc ≥2 AND HAS-BLED ≥ 3 and No Contraindication | 113 | 13 | 0 | 23 |
| | CHA ₂ DS ₂ -VASc <2 and No Contraindication | 12 | 4 | 0 | 8 |

AI Biosurveillance: Population of NVAF in the USA

| Population for Rates | Truven | Optum | Total | Event Rates in % |
|---|------------|------------|--------------|------------------|
| 1. All the patients enrolled during Oct 2015 - Sep 2016 | 32,046,193 | 31,249,927 | 63,296,120 | |
| 2. (1) and age>=18 in 2016 | 25,400,465 | | | |
| 3. (2) and with any diagnosis of AF during Oct 2015 - Sep 2016 (first = index date) | 422,092 | 865,072 | 1,287,164.00 | |
| 4. (3) and without VHD diagnosis during 1-year pre-index | 355,811 | 611,990 | 967,801.00 | 1.52% |
| 5. (4) and CHADS-VASc >= 2 and no contraindications to OAC | 276,465 | 539,775 | 816,240.00 | 84.34% |
| 6. (5) and Untreated | 179,441 | 316,308 | 495,749.00 | 60.74% |
| Stroke Rate | 11,530 | 10491 | 22,021.00 | 4.44% |
| Death Rate | 727 | 593 | 1,320.00 | 5.99% |

| Cost the Year After Stroke | Costs the Year Prior to the Stroke | PMPM Difference | PMPM Inflation adjusted Difference | Annual PM Inflation adjusted Difference |
|----------------------------|------------------------------------|-----------------|------------------------------------|---|
| \$11,130.30 | \$2,665.40 | \$ 8,464.90 | \$ 8,253.42 | \$ 99,041.00 |

Artificial Intelligence Based Disease Surveillance: The Case of NVAF

| Extrapolated Results | Structured | Structured Plus Unstructured | Difference Between the Two Methods |
|---|----------------------|------------------------------|------------------------------------|
| NVAF Population | 4,955,284 | 6,754,052 | 1,798,768 |
| NVAF Population with no contraindications and CHA2DS2-VASc >= 2 | 4,543,995 | 6,193,466 | 1,649,470 |
| NVAF Population needing Treatment | 3,009,840 | 4,102,411 | 1,092,572 |
| Strokes Prevented | 133,637 | 182,147 | 48,510 |
| Deaths Prevented | 8,005 | 10,911 | 2,906 |
| Cost Savings* | \$ 13,235,529,625.06 | \$ 18,040,026,878.96 | \$ 4,804,497,253.90 |

* Cost Basis is \$99,041 / Untreated Ischemic Stroke's 1st year after event Cost (1.9% Inflation Adjusted)

Strokes Prevented: Biosurveillance of NVAF patient cohorts CHA₂DS₂-VASC and HAS-BLED Scores using Natural Language Processing and SNOMED CT

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Introduction

Nonvalvular Atrial Fibrillation (NVAF), is estimated to affect 5.8 million people in the US. NVAF results in a five times greater stroke risk. This study compared the accuracy of structured ICD9 vs. electronic health record (EHR) data including clinical note text using Natural Language Processing (NLP), to identify NVAF cases and the CHA₂DS₂-VASC and HAS-BLED Scores.

Methods

The retrospective EHR cohort study included patients of age 18 to 90 with a diagnosis of NVAF. Following application of the inclusion / exclusion criteria, an electronic model for structured data using ICD-9 criteria and for unstructured data using a NLP to SNOMED CT algorithm, a high throughput phenotyping system that rapidly assigns ontology terms to text in patient records, was applied to identify the NVAF population and their CHA₂DS₂-VASC and HAS-BLED Scores. A random sample of 300 patients was reviewed independently by two or three clinicians to create the gold standard NVAF cohort with CHA₂DS₂-VASC and HAS-BLED Scores.

Results

Out of the 96,681 patients identified in the AllScripts EHR data, 2.8% (2722 cases) were identified with NVAF by the Structured+NLP method as opposed to 1.9% for Structured alone (1849 cases) with a difference of 873 cases (32.1%, p<0.001). The sensitivity of the structured plus NLP method for the CHA₂DS₂-VASC and HAS-BLED was superior to the structured data alone (by 0.04, p=0.002 and 0.42, p<0.001 respectively). Clinical review showed that the untreated & met the criteria for treatment rate was 13.636%.

Conclusion

The Structured+NLP data extraction method had a higher sensitivity in comparison to Structured data alone, allowing for an increased number of true positive cases to be identified. If we extend these results nationally, this strategy could identify another 2,098,800 NVAF patients and an excess of 286,192 patients eligible for OAC Rx beyond ICD9 surveillance. This could prevent 11,448 strokes and save 687 lives at a savings of \$832,498,560 each year.

Figure 1. Histograms of CHA₂DS₂-VASC Scores and HAS-BLED scores

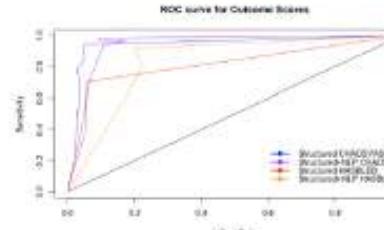
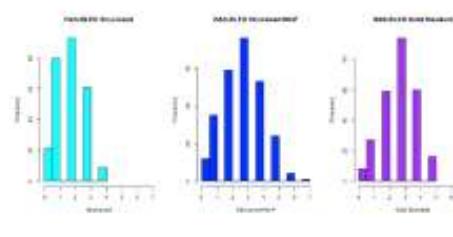
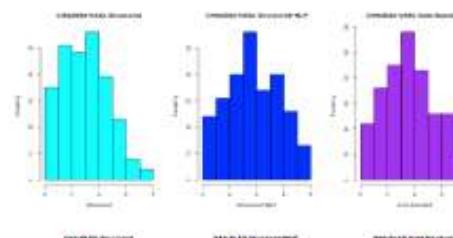


Figure 2: ROC Curve for the CHA₂DS₂-VASC and HAS-BLED Surveillance using either the Structured or the Structured Plus Unstructured Methods

Conclusions

- Natural Language Processing is not only highly accurate, but also is now providing transaction speeds that make it practical for clinical applications.
- HTP-NLP is available for academic partnerships
- NLP is necessary to practically implement Semantic Interoperability
- Cross Validation of Data from a Variety of Datatypes is necessary to ensure accuracy
- Standardized Phenotypes can be shared and reused to ensure consistent population identification and data interoperability

Conclusions

- Clinical Decision Support assists clinicians in caring for their patients
- Biomedical Informatics partnering with Clinicians toward safer and more effective clinical care
- Biomedical Informatics as a Field deals with more than just computer in medicine
- Clinical Informatics is a new ABMS approved medical subspecialty that trains clinicians as future leaders of healthcare and healthcare organizations.

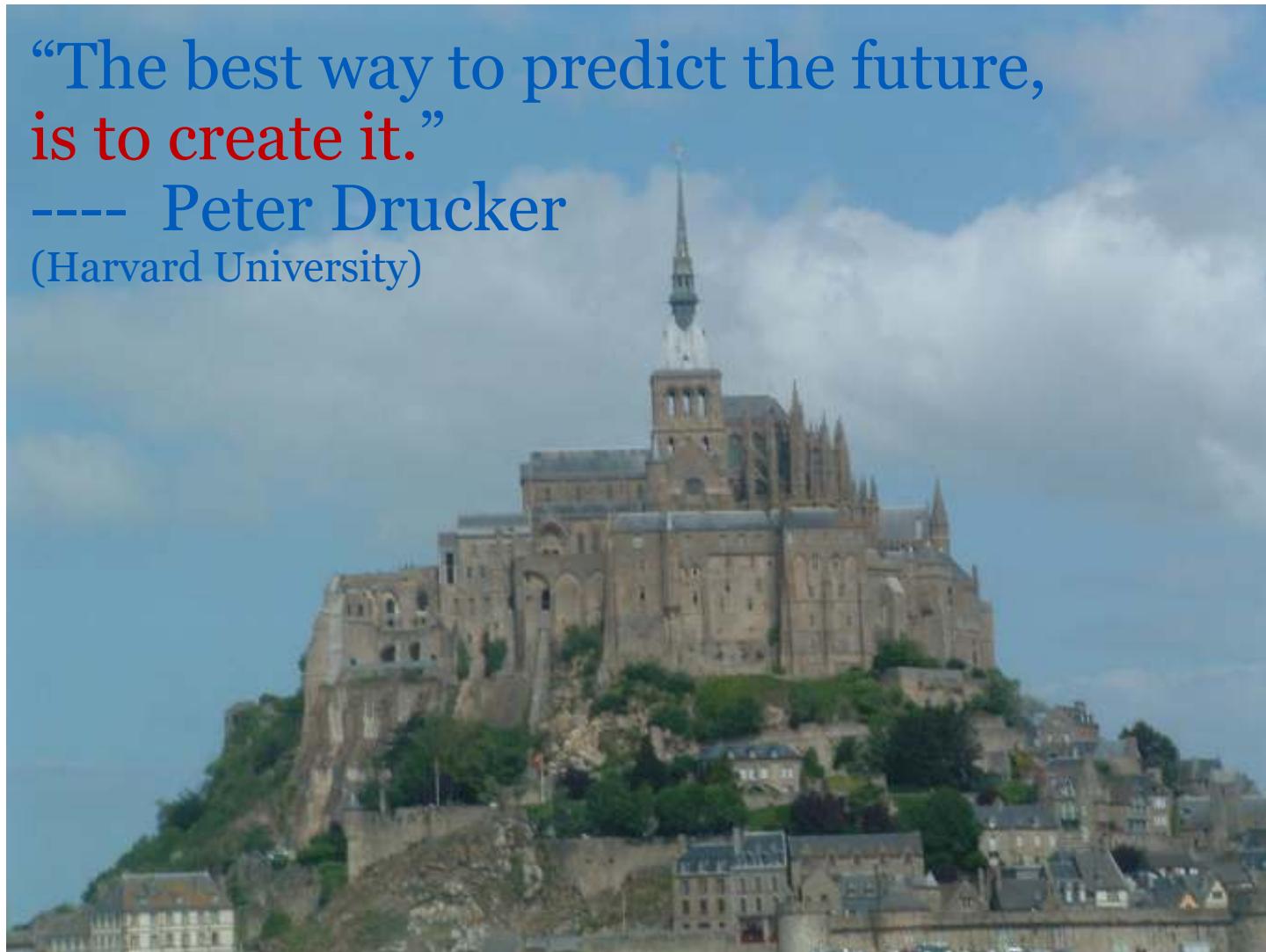
“...there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new. “

Nicolo Machiavelli c. 1505



“The best way to predict the future,
is to create it.”

----- Peter Drucker
(Harvard University)



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