

2017 OLIVER WYMAN HEALTH INNOVATION SUMMIT

INDUSTRY INTERRUPTED: DELIVERING ON THE PROMISE OF CHANGE



Fairmont Dallas | November 6-8

The 2017 Oliver Wyman Health Innovation Summit provided a forum for senior healthcare leaders to discuss and experience the future health market

November 6-8 | The Fairmont Hotel | Dallas, TX

WHAT

- An **invitation-only event** convening cross-industry, senior health leaders with a demonstrated commitment to new models of health, healthcare and readiness to embrace change
 - An opportunity to **network and form new partnerships** that achieve a lower cost, higher-quality consumer health experience
 - A demonstration of the collaborations currently driving change **through experiential exhibits**, where attendees will **walk through today's most innovative models**
-

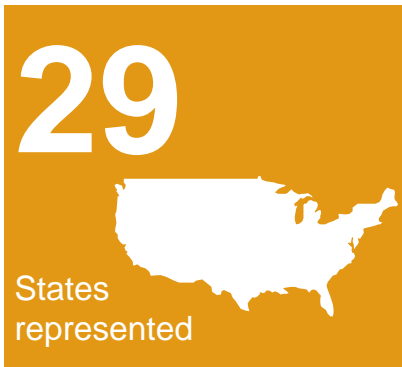
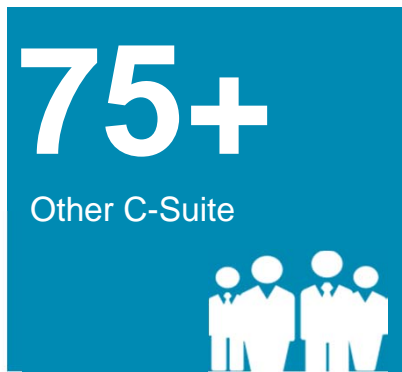
WHY

- To **accelerate the creation of a new health and wellness market** by fostering cross-industry collaboration, encouraging broader adoption of proven innovations and helping health industry players harness rapidly evolving new technology
-

WHO

- **Over 300 senior health industry executives** seeking to accelerate the pace of healthcare transformation and committed to leading the path to Health Market 2.0
-

This year's Summit brought together an exclusive community of senior leaders...



310+
TOTAL
Summit
participants

...from across the entire health ecosystem...

2017 Summit Representation

Health plans						
Provider						
Consumer tech / engagement						
Population Health / Provider Enablement		Capital markets		Association / Media / Advisory		
Retail grocery / pharmacy / wellness			Employers		Genomics / Adv Dx / Pharma	

...and reached so many others as social media carried content to thousands beyond those in attendance



200+ Views of Instagram stories

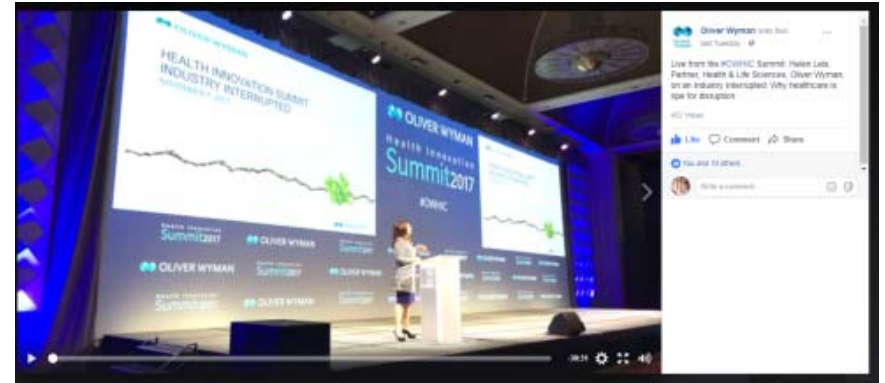
270+ Live viewers on the Facebook feed

1,100+ Tweets

1,900+ Facebook Live views

9K+ Impressions on Instagram

9M+ Total impressions



“I followed the entire event from California” - Senior Executive, Sutter Health

To kick off the Summit, immersion tours took attendees to explore the most innovative Dallas area organizations



Convenient preventive care at the workplace, integrated with live provider consultations, employer wellness programs and primary care physicians



Providing a vastly different customer experience, based on consumer-centric principles, and infrastructure built for flexibility and agility



Brain health for the population – to nurture good health, more effectively treat disease, and enhance productivity – through multiple mechanisms



Breaking down barriers to access to enable life saving care from hundreds of miles away – through integration of virtual health in daily operations



To kick off the Welcome Dinner, health leaders discussed innovation, overcoming competitive challenges, and navigating the regulatory landscape



Marilyn Tavenner – President & CEO, AHIP

- *“The consumer is raising the bar and expecting more from healthcare providers in general. I don’t know if the industry is moving rapidly enough.”*
- *“Until we deal with underlying cost, we will never make the consumer happy. All we’re doing in the individual market is rearranging the chairs on the Titanic.”*
- *“Who gets to decide which patient gets the \$400,000 drug? If we don’t solve it, somebody will.”*



David Holmberg – President & CEO, Highmark Health; Chairman of the Board, Highmark Inc.



Lauren Silverman – Health, Science, & Tech Reporter, KERA News; Former Reporter, NPR



Sam Glick – OW Partner and the Summit MC – introduced the key forces shaping an “*Industry Interrupted: Delivering on the Promise of Change*”



Three specific elements of what it will take to deliver on the promise of change:



**AFFORDABILITY
AS TABLE STAKES**

If consumers can't afford it,
nothing else matters

Tailoring for the individual, with an understanding that segmentation is just the beginning, and big data, tech and AI will drive hyper-personalization



**TAILORING FOR
THE INDIVIDUAL**

Segmentation is
just the beginning

Addressing affordability and getting to 'right-sized' – dramatically reduced – costs in healthcare



**THE NEW HEALTHCARE
ENTERPRISE**

Creating the conditions
for disruption

Building a new healthcare enterprise through a reinvented approach to technology, people, infrastructure and innovation – allowing for agility and flexibility

To set the frame for the Main Stage, OW Partner Helen Leis highlighted the forces pushing healthcare toward large-scale change...

Converging forces driving change

THE TIPPING POINT




- Unmet customer needs
- Excessive waste & inefficiencies
- Regulatory changes
- Aging population
- Rise of big data/ analytics



The tipping point is now –
Consumer frustrations, inefficiencies and waste, and regulatory change and technology are catalysts pushing healthcare to the edge

Industry and new entrants rapidly reacting

ARE WE READY FOR THE TIPPING POINT?



- Apple Clinics for Your Health? It Almost Just Happened
USA Today, 10 October 2017
- CVS Health In Talks to Buy Aetna for \$66 Billion
Fortune, 25 October 2017
- IBM Watson Health teams up with CDC to Research Blockchain
Fast Company, 24 October 2017
- Game of Health-Care Thrones: Opportunities Beyond Being Regulated
Wall Street Journal, 27 October 2017
- Google Powers Up AI, Machine Learning Accelerator for Healthcare
Healthcare IT News, 2 November 2017
- Express Scripts to Buy Medicare Gatekeeper EviCore for \$3.6B
Bloomberg, 10 October 2017
- Anthem Partners Launch New PBM
Forbes, 18 October 2017
- Welltok acquires Tea Leaves, gains access to 400 hospital partners and consumer data
Denver Post, 11 October 2017
- Out Same-Day Delivery for Prescription Drugs
Chicago Tribune, 6 November 2017



Healthcare companies and outside entrants are moving fast –
New mergers, JVs, pilots, and entrants must hone their business designs to unlock trapped value and secure strategic control to lead the healthcare revolution

...and delved into *Why Healthcare is Ripe for Disruption* – exploring how transformative disruption will occur in healthcare

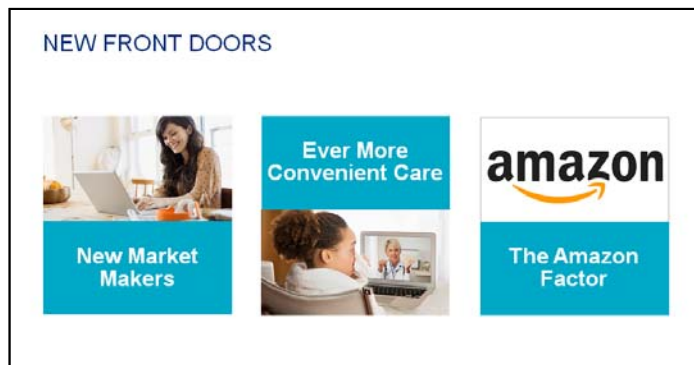
Disruptive Innovation: Three areas of change will shift sources of economic value and strategic control

No More One Size Fits All: Standard bundles of service will migrate to specialized modular offerings



New Front Doors: New access points derive strategic control from proximity to the consumer

Artificial Intelligence at Scale: AI will enable cheaper, better, faster, and less asset-intensive care models



Main Stage speakers engaged with an audience seeking to drive change through thought-provoking ideas and inspiring stories (1 of 4)



(Consumer Finance) Industry Interrupted: What Can We Learn?

Nigel Morris – Co-Founder, Capital One; Managing Partner, QED Investors

“We all need healthcare, but we don’t need it in the way it’s been being delivered.”



Aging Disrupted: Creating a New Reality Through Innovation

Jo Ann Jenkins – CEO, AARP

*“The industry’s focus needs to **move from physical and mental diminishment to physical and mental health.**”*



Paging Dr. Robot: Artificial Intelligence and the New Workforce

Chris Nicholson – Founder & CEO, SkyMind

*“Deep learning needs tons of data to predict things accurately. **The patient is data.**”*

Main Stage speakers engaged with an audience seeking to drive change through thought-provoking ideas and inspiring stories (2 of 4)



Cutting Through the Noise: What's Really Next for Healthcare?

- **Lisa Suennen** – Senior Managing Director, GE Ventures
- **Thomas Goetz** – Co-Founder, Iodine; Former Executive Editor, WIRED
- **Krishna Yeshwant** – Partner, GV (formerly Google Ventures)

*“Despite the powerful moral obligation to create user-centered design, **consumers will not be the mechanism for economic changes.**”*

*“A lot of companies are trying to be the Instagram or Uber of healthcare. **We’re still in an era where we’re trying to get the infrastructure down.**”*

How Can We Segment and Still Serve Our Mission?

- **Sarah Krevans** – President & CEO, Sutter Health
- **Sam Glick** – Partner, Oliver Wyman Health and Life Sciences

*“You want to treat everybody the same way, but **how you treat people will lead to different outcomes and different costs** based on where we trained and where we practiced.”*



Main Stage speakers engaged with an audience seeking to drive change through thought-provoking ideas and inspiring stories (3 of 4)



What Got Us Here Won't Get Us There: The Clinicians We Need Now

Dr. Stephen Klasko, MD, MBA – President & CEO, Thomas Jefferson University and Jefferson Health

*“Technology will replace 80% of what doctors do. **Any doctor that can be replaced by a robot probably should be.**”*

“The ‘see one, do one, teach one’ philosophy of medical education does not work if you’re the one on the other side of the table.”

Delivering on the Promise of 21st-Century Data to Benefit Patients

Paul Rothman, MD– Dean of School of Medicine & CEO, Hopkins Medicine

*“Today, revolutions in measurement, data analysis, and connectivity bring a whole new set of possibilities to clinicians and investigators. **Moving forward, there is potential to revolutionize the diagnosis, prevention, and treatment of illness as we build a learning health system.**”*



Main Stage speakers engaged with an audience seeking to drive change through thought-provoking ideas and inspiring stories (4 of 4)



Market Makers (or Market Shakers?): A Chat on How Ecosystem Will Evolve

- **Chris Cigarran** – CEO, Imagine Health
- **Debra A. Gold** – SVP, Quantum Health
- **Terry Stone** – Global Managing Partner, Oliver Wyman Health and Life Sciences

“Focus on where cost happens. Cost happens where care happens.”

*“Creating meaningful innovation goes well beyond merely creating something that does not already exist. Rather, **it’s about that unchosen healthcare journey. It’s our responsibility to take it further.**”*

Looking Back to Look Ahead: Where Do We Go From Here?

- **Todd VanTol** – SVP of Health Plan Business, BCBS of Michigan
- **Mike Weissel** – Group EVP, Optum
- **Niyum Gandhi** – EVP & Chief Population Health Officer, Mount Sinai Health System

*“**What’s broken in our industry is that the consumer and customer are different.** In other industries, they are more aligned. If you think about value, you need to improve value for both the consumer and the customer paying the bills.”*



The interactive “Customer of the Future” exhibit created in partnership with Lippincott spanned 4,000 ft² – allowing attendees to explore six transformational shifts changing the way we live



Synthetic Reality

The distinction of digital versus real will disintegrate and our synthetic reality will combine the natural and the man-made to enhance form and function, with vast implications on human behavior.



Transparent Existence

The customer of the future will increasingly be tracked and will track themselves as well. When all can be shared, it will be suspicious if it's not. And when all can be tracked, we will demand transparency.

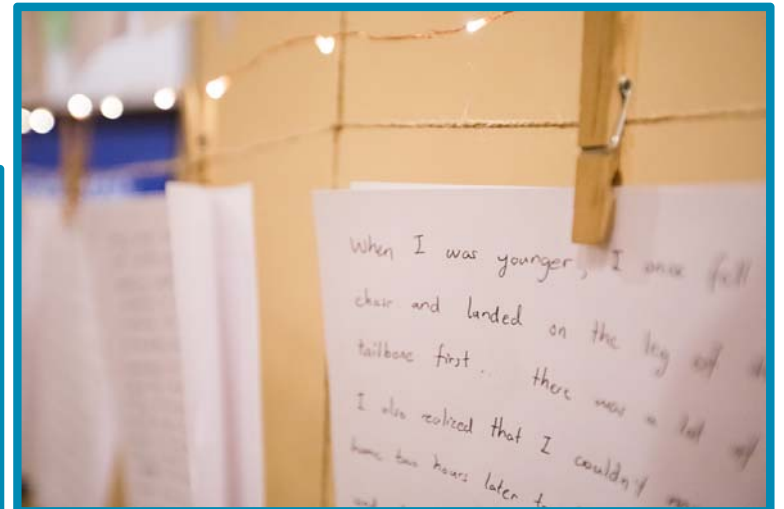


Meet the Customer of the Future

Customer of the Future looks over the horizon to anticipate how customer needs will change, and how our clients' strategies and business models must respond.

The Practicing Wisely *Strangers Project* – a living exhibit showcasing personal stories about inappropriate care – kept attendees engaged

□



Executive Sessions allowed attendees to discuss challenges, experiences, and ideas with fellow industry leaders (1/2)

2017 Topics



Finding Harmony: The Challenge of Marrying High Touch and High Reach

Gaurov Dayal, ChenMed; John Kao, Alignment Healthcare; and Jeff Margolis, Welltok

- *“Technology is not a substitute for good systems design. **Artificial intelligence is bounded by human intelligence.**”*
- *“The deployment of any technology will ultimately be commoditized. **You need to marry technology with cultural, organizational, delivery change – all centered around the customer.**”*



Driving Success: Building a Disruption Ready Organization

Marco Annunziata, General Electric and Rich Roth, Dignity Health

- *“Now we’re faced with ‘digital, genomics, consumer’...are we all really going to build our own things? **Unless we partner we will not survive.**”*
- *“**You need to become more tolerant of experiments that fail.**”*



Inside Out Innovation: Incumbents Taking Charge

Busy Burr, Humana and Nick Reddy, Baylor Scott & White Health

- *Partnerships and the long view are critical to make meaningful improvements to member health. **Long-term initiatives drive more sustainable cost reduction and quality improvement** but are harder to maintain momentum*
- *“**The current sales cycles is unacceptable. We need to be able to say ‘no’ more quickly.**”*



Breakthrough Affordability: The Potential Avenues to Radical Change

Brandon Ballinger, Cardiogram; Charles Boorady, Health Catalyst Capital Management; and Tony Wang, Color

- ***The “plan year” and annual enrollment make it hard to invest in long-term solutions***
- *“**Capitated provider groups are where the rubber meets the road in driving affordability.**”*

Executive Sessions allowed attendees to discuss challenges, experiences, and ideas with fellow industry leaders (2/2)

2017 Topics



Looking Beyond the Persona: Knowing What Consumers Really Want

Jay Gerhart, Carolinas HealthCare System and Bob Moesta, The Re-Wired Group

- **“Consumers innovate all the time.** Anytime they change their behaviors, they are innovating.”
- **“Your competitive set is broader than you think,** e.g., social media is competing with behavioral health.”
- **“Understand the action and the outcome you’re trying to make, and ask ‘why’ five times.”**



Distribution Disruption: Who Will Control the Future Trading Flow?

Veer Gidwaney, Maxwell Health; Jason Hover, BCBS of Michigan; and Steven Wilkinson, Serta Simmons Bedding, LLC

- **The owners of central platforms that aggregate data and interface with the consumer will win**
- **“Private exchanges were good for two weeks of the year. We need to move beyond that to provide value all year.”**



The Cost of the Cure: Defining ‘Value’ in Pharma

Young Fried, HealthPartners; Lee Newcomer, UnitedHealthcare; and Alex Turkeltaub, Roam Analytics

- **“Pharma today looks like the grocery industry 100 years ago.** Now all those distributors got disintermediated.”
- **“An open marketplace is more impactful than any legislation.** Amazon entering the industry will create that crisis.”



Artificial Intelligence Meets Healthcare: Inside the AI Revolution

Jared Josleyn, Verily Life Sciences and Daniel Nathrath, Ada Health

- **“Health care is a behavior business and we want it to be about prevention, not disease.”**
- **“It takes a while to change behavior. We will not see AI’s impact until 2019 or 2021, until ecosystems come together for impact.”**

The intimate Deep Dive Discussions explored an array of topics in highly interactive small group settings

Topics

- **From Bricks to Clicks: Achieving Engagement at Scale**
 - *Harry Leider* – CMO & Group VP, Walgreens
- **Outcomes-Based Contracting: Success vs. Failure**
 - *Sean Duffy* – Co-Founder & CEO, Omada Health
- **More Power to the Caregiver: If and How to Make It Happen**
 - *Jennifer Schneider* – CMO, Livongo Health
- **Behavioral Health: We Know It's Critical, Now What?**
 - *Rob Rebak* – President & CEO, AbleTo
- **Amazon and Whole Foods: Nutrition at Your Doorstep**
 - *Jason Langheier* – CEO & Founder, Zipongo
 - *Alison Steiber* – Chief Science Officer, Academy of Nutrition and Dietetics

“Deep dive sessions were distinctly meaningful.”

“Break-outs were high energy, well-attended, and had good topics.”



The 2017 Summit could not have been possible without the support of our generous sponsors

2017 Summit Sponsors

Platinum Sponsor



Gold Sponsor



Silver Sponsors



Bronze Sponsors



Supporting Partners



