

# THE CONSUMER IMPERATIVE

## TRANSFORMING HEALTHCARE FROM THE OUTSIDE IN

September 21-23, 2016

Fairmont Millennium Park, Chicago



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HEALTH INNOVATION SUMMIT

# WELCOME!



Welcome to the 2016 Health Innovation Summit. We are thrilled to host you in Chicago, alongside hundreds of other senior leaders who are pioneering the transformation of the health market.

Today, consumers have higher expectations than ever around experience – and in healthcare, unlocking the key to engagement and motivation is what separates best in class from everyone else. That is why we’re focusing this year’s Summit on **The Consumer Imperative: Transforming Healthcare From the Outside In**. We will compel you to rethink just how well you know your consumer. We will introduce you to the bright stars who are harnessing their understanding of the consumer to drive outsized impact. And we will challenge you to consider how you can design differently to create a magnetism that will keep your consumers engaged.

Our goal is to move beyond discussion to deep understanding to accelerate the trajectory of the shifting marketplace. We will dig into dialogue with those who have cracked the code, and we will glean insights from those who are converting a fundamental understanding of human behavior to high-impact relationships and sustained value to their businesses .

We are at an important juncture on our path to health transformation. The fact that “health consumer” is now common parlance shows just how far we have come in the past few years; but the reality is we still have a long way to go. Much of the healthcare experience is still designed and delivered in traditional B2B fashion. To drive behavior change, deliver exceptional experience, and achieve lasting value, we must design with the consumer at the center. With each step on the journey to Health Market 2.0, we must consider **The Consumer Imperative**.

I hope our event will be a catalyst for the innovation and collaboration required to achieve health transformation – the common aim that brings us together and drives us forward.

Warm regards,

A handwritten signature in black ink that reads "T. a. Stone". The signature is fluid and cursive.

Terry Stone  
Global Managing Partner  
Health & Life Sciences Practice, Oliver Wyman


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PEOPLE MAKE  
SMARTER  
HEALTH CARE  
CHOICES

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# MAKING THE MOST OF THE HEALTH INNOVATION SUMMIT

There are abundant opportunities to meet, experience, explore, and engage over the next few days – read through this guide to ensure you're aware of what's to come.

## **Attendees are carefully selected and registration is limited – make the most of focused sessions**

- This is a highly interactive event, with ample opportunity to voice questions, or share your own challenges and success stories
- This year's agenda features new Deep Dive Discussions (see page 24), which allow for deeper exploration of Executive Session topics in intimate groups

## **You are among the health market's most influential leaders – connect with them!**

- Meet others in casual break areas in the Optum Networking Lounges (Level L2 and Level L3) or the Oliver Wyman Lounge (Level L3)
- Ask a question or send a message to others via the Summit2016 conference app
- Converse over drinks during the Welcome Reception (Wednesday) or the Cocktail Reception and Dinner (Thursday)

## **Share your insights with those who could not attend**

- Tweet your ideas and experiences with the hashtag #OWHIC; follow us @OliverWyman
- Share interviews from the GuideWell Insights Lounge – videos will be streaming live at the Summit and taped segments can be viewed and shared; just go to the GuideWell YouTube channel

## **Continue to engage with the Oliver Wyman Health Innovation Center**

- Follow us on Twitter @OliverWyman and #OWHIC for our latest insights on innovation
- Follow our LinkedIn Showcase (linkedin.com/company/oliver-wyman-health-innovation-center)
- Subscribe to the Oliver Wyman Health Newsletter; visit health.oliverwyman.com

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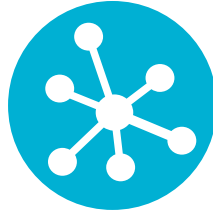
# THE CONSUMER IMPERATIVE

The 2016 Oliver Wyman Health Innovation Summit is built around advancing healthcare transformation in an increasingly consumer-centric environment. From business models to market plans, and from strategic alliances to risk-taking, the Summit will explore the many complexities surrounding The Consumer Imperative – as well as the organizational capabilities required to succeed in the new consumer-driven marketplace.



## DELIGHT AND DELIVER

CONSUMER MAGNETISM —  
THE KEY TO UNLOCKING VALUE



## CONNECT THE DOTS

THINK HOLISTICALLY,  
PLAY INTENTIONALLY



## MOVE FASTER, FAIL SMARTER

INCREASE YOUR CLOCK SPEED  
THROUGH STRATEGIC RISK TAKING

## IN JUST 2.5 DAYS YOU CAN EXPECT

- **Carefully curated speakers** and a purpose-built agenda centered around The Consumer Imperative
- Rich dialogue and idea sharing amongst a hand-selected audience of **400 senior leaders** who are empowered to drive change
- **Cross-industry representation**, with a diverse mix of incumbents and innovators
- A range of Executive Sessions featuring **innovative market influencers** offering actionable insights into The Consumer Imperative
- Highly interactive, **small-group Deep Dive Discussions** that allow attendees to explore topics of interest in greater depth
- An opportunity to experience **transformative healthcare** through immersion tours



## MEET THE 2016 HEALTH INNOVATION SUMMIT SOCIAL MEDIA AMBASSADORS!

To enhance our attendees' social media experience and to share more of the event's happenings with the broader healthcare community, the following leaders will serve as Social Media Ambassadors for this year's Summit. Follow them on Twitter, and join the social conversation using the hashtag **#OWHIC**:

- Charles Alessi, MD, Public Health England, **@CharlesAlessi**
- Michael Burcham, Narus Health, **@michaelburcham**
- Ash Damle, Lumiata, **@AshDamle**
- Jennifer Dennard, #healthITchicks, **@JennDennard**
- Alexandra Drane, Eliza Corporation, **@adrane**
- Marty Makary, MD, Johns Hopkins University School of Medicine, **@DrMartyMD**
- Mary Modahl, American Well, **@marymodahl**
- Prabhjot Singh, Peterson Center for Healthcare, **@prabhjotsinghNY**
- Stephanie Tilenius, Vida Health, **@stilenius**
- David Van Sickle, Propeller Health, **@dvansickle**
- Kate Warnock, GuideWell, **@mkatewarnock**

### Collaborative Innovation Reshaping the Future of Health

What will it take to more quickly bring about a better future for the health consumer? At GuideWell, we believe that collaborative innovation is key. It's about bringing together the right people and the right ideas, and giving new health solutions a clear pathway to market.

Through our family of forward-thinking companies, we make it possible to rapidly effect broad-scale change across the health continuum.

**Join us in reimagining and reshaping the health experience.**

[www.guidewell.com](http://www.guidewell.com) | Insurance | Health Care Delivery | Government | Consumerism

**GUIDEWELL**

# AGENDA

## Wednesday, September 21

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1:00 – 6:00 PM REGISTRATION, Level B1 (Wednesday); Level B2 (Thursday, Friday)

---

2:00 – 5:00 PM IMMERSION TOURS, Depart from Auto Lobby, Level B2

*Explore how four of Chicago's most innovative organizations are transforming the health market through on-site, interactive tours. (Advanced registration required.)*

- **Extending the Care Team: Technology With a Human Touch** – Presented by Emmi
  - **Bridging the Innovation Gap: Building Value Outside Your Four Walls** – Presented by Sandbox Industries
  - **Happy, Healthy, and Out of the Hospital: A Community Approach to Care for Adults on Medicare** – Presented by Oak Street Health
  - **Not Your Typical Doctor's Office** – Presented by One Medical Group
- 

6:30 – 8:00 PM WELCOME RECEPTION, International Ballroom, Level L2

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## Thursday, September 22

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6:00 AM WELLNESS 5K WAKE-UP RUN, Meet in Lobby (Advance registration required)

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7:00 – 8:00 AM BREAKFAST, International Ballroom, Level L2

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8:00 – 10:30 AM MAIN STAGE SESSIONS, Imperial Ballroom, Level B2

### **Welcome to the 2016 Oliver Wyman Health Innovation Summit**

- **Terry Stone** – Global Managing Partner, Health & Life Sciences Practice, Oliver Wyman

### **The Consumer Imperative: Transforming Healthcare From the Outside In**

- **Sam Glick** – Partner, Health & Life Sciences Practice, Oliver Wyman; Co-Director, OWHIC Leaders Alliance

### **Getting the Horse to Drink: The Science of Changing Consumer Behavior**

- **Kyra Bobinet, MD, MPH** – Founder and CEO, engagedIN

### **From Insight to Impact: Making Engagement Make Business Sense**

- **Kent Bradley, MD** – Strategic Advisor, Frame Health
  - **Gary Foster, PhD** – Chief Scientific Officer, Weight Watchers International
  - **Tom Spann** – Co-Founder, Vice Chairman, and COO, Accolade
  - **Alexandra Drane** – Co-Founder and Chairman of Board, Eliza Corporation
- 

10:30 – 10:45 AM BREAK, Coffee and light snacks available

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10:45 – 11:45 AM EXECUTIVE SESSIONS (Please see page 22 for a full description)

- **Holding Up a Mirror on Mission: The Necessity and Value of Building Healthy Communities Today**; State Room, Level L2
- **Matchmaking: Incumbents and Innovators Partnering to Accelerate Change**; Chancellor Room, Level L3
- **Out-of-Industry Perspectives: Applying the Best-of to Healthcare**; Crystal Room, Level L3
- **Stretching Benjamin: Making Healthcare Affordable**; Regent Room, Level L3
- **The Happiness Halo: Redefining Consumer Experience**; Gold Room, Level L2
- **The New Front Door: How to Get Folks Knocking**; Ambassador Room, Level L2



## Thursday, September 22 (cont'd)

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11:45 – 1:15 PM LUNCH, International Ballroom, Level L2

*Follow-up Q&A and book signing with Kyra Bobinet*

CONCURRENT ELECTIVE SESSIONS (Please see page 24 for a full description)

- **#healthITchicks Meetup & Tweetup**; 12:00 – 12:30 PM; Oliver Wyman Lounge, Level L3
  - **Uncovering How Customer-Facing Robots Will Change Healthcare**; 12:30 – 1:05 PM; Ambassador Room, Level L2
- 

1:15 – 2:15 PM EXECUTIVE SESSIONS (Please see page 22 for a full description)

- **Creating Change: Harnessing the Power of Human Behavior**; Ambassador Room, Level L2
  - **Doing Well by Doing Good: Serving the Socially Vulnerable Population**; State Room, Level L2
  - **Matchmaking: Incumbents and Innovators Partnering to Accelerate Change**; Chancellor Room, Level L3
  - **Out-of-Industry Perspectives: Applying the Best-of to Healthcare**; Crystal Room, Level L3
  - **The Future Is Here: Leveraging Precision Medicine Today**; Regent Room, Level L3
  - **The Happiness Halo: Redefining Consumer Experience**; Gold Room, Level L2
- 

2:15 – 2:30 PM BREAK, Coffee and light snacks available

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2:30 – 5:00 PM MAIN STAGE SESSIONS, Imperial Ballroom, Level B2

**The Innovation Agenda: Design, Validate, Iterate**

- **Roy Rosin** – Chief Innovation Officer, Penn Medicine

**A Road Test for Collaboration: Let the Consumers Drive**

- **Niyum Gandhi** – EVP and Chief Population Health Officer, Mount Sinai Health System
- **Mario Schlosser** – Co-Founder and CEO, Oscar

**The Board as a Consumer Advocate: Partnering with the CEO to Drive Change**

- **Mark Ganz** – President and CEO, Cambia Health Solutions
- **Mack Hogans** – Chair of the Board of Directors, Cambia Health Solutions
- **Paula Jones** – Member of the Board of Directors, Cambia Health Solutions

**The Science That Will Change the Business: Genomics for the Masses**

- **Justin Kao** – Co-Founder and SVP Corporate Development, Operations, and Strategy, Helix
- 

5:00 – 6:30 PM BREAK

CONCURRENT ELECTIVE SESSION (Please see page 24 for a full description)

- **Meet and Greet with Pepper, Humanoid Robot**; 5:30 – 6:15 PM; Oliver Wyman Lounge, Level L3
- 

6:30 – 7:30 PM COCKTAIL RECEPTION, Pre-Function Foyer, outside International Ballroom, Level L2

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7:30 – 9:30 PM DINNER AND KEYNOTE ADDRESS, International Ballroom, Level L2

**From Volume to Value: How Big Data, Consumerism, and Practice Transformation Will Reinvent Healthcare**

- **Farzad Mostashari, MD, ScM** – Co-Founder and CEO, Aledade

*Continued on next page*

## Friday, September 23

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7:00 – 8:00 AM **BREAKFAST**, International Ballroom, Level L2  
CONCURRENT ELECTIVE SESSION (Please see page 24 for a full description)  
• **Digital Disruption in Healthcare**; 7:00 – 7:50 AM; Embassy Room, Level L2

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8:00 – 9:00 AM **MAIN STAGE SESSIONS**, Imperial Ballroom, Level B2  
**Fostering Innovation to Spark Transformation**  
• **Dan Glaser** – President and CEO, Marsh & McLennan Companies  
**Beyond the Checklist: Achieving Real Success in Population Health**  
• **John Kao** – President and CEO, Alignment Healthcare  
• **René Lerer, MD** – President, GuideWell Mutual Holding Corporation and Florida Blue  
• **Griffin Myers, MD** – Co-Founder and Chief Medical Officer, Oak Street Health

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9:00 – 9:15 AM **BREAK**, Coffee and light snacks available

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9:15 – 10:45 AM **DEEP DIVE DISCUSSIONS** (Please see page 24 for a full description)  
*Explore Executive Session topics in greater depth through highly interactive, small-group discussions.  
Locations to be announced.*

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10:45 – 11:00 AM **BREAK**, Coffee and light snacks available

---

11:00 – 12:45 PM **MAIN STAGE SESSIONS**, Imperial Ballroom, Level B2  
**Changing the Paradigm: What Innovative Employers Are Looking For and How They're Getting It Done**  
• **Becky Atkeison** – Director, Enterprise Health and Well-being, FedEx  
• **Milt Ezzard** – Senior Director, Global Benefits, Activision Blizzard  
• **Pam Hannon** – Senior Director, Benefits Practice Center, Abbott  
• **Renya Spak** – Partner and Health Innovation Team Lead, Mercer Health and Benefits  
**Blurring the Borders and Boundaries: CEOs' Forecasts on Roles in the Future Health Market**  
• **Michael Englehart** – President and CEO, Presence Health  
• **Dan Hilferty** – President and CEO, Independence Health Group  
• **Glen Tullman** – Chairman and CEO, Livongo Health

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12:45 PM **CLOSING LUNCH**, International Ballroom, Level L2  
*Grab and go or sit and network*

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1:15 PM **DEPARTURE**, Auto Lobby, Level B2  
*Shuttles to depart at 1:15 PM for MDW and ORD, with additional staggered departures to follow*

# 2011-2016

## THANK YOU TO THE OLIVER WYMAN HEALTH INNOVATION CENTER COMMUNITY: FIVE YEARS OF COLLABORATION AND INSPIRATION

The Oliver Wyman Health Innovation Center (OWHIC) was founded in 2011 to promote positive change in healthcare.

Over the course of these five years, the OWHIC community has steadfastly advanced the belief that the healthcare system could be driven by innovation and designed around the needs and desires of consumers, while still creating value for companies and the public alike.

Together, we have established a cross-industry community of thought-leaders to share and shape ideas.

Together, we are envisioning new market-based solutions to today's and tomorrow's challenges.

Together, we will champion proven innovations to accelerate their development and adoption cycles.

Together, we will transform healthcare.



# IMMERSION TOURS

**Wednesday, September 21, 2:00 – 5:00 PM**, Depart from Auto Lobby, Level B2

Explore how Chicago's most innovative organizations are transforming the health market through on-site, interactive tours

## **Extending the Care Team: Technology With a Human Touch**



The experience of being a patient lasts minutes or hours and does not equip people to manage a life-long chronic condition, safely recover in the weeks after a procedure, or effectively transition home in the months after a hospitalization. Emmi's multimodal technology addresses the dissonance between patient and person by extending the care team with a human touch. Understanding what matters to people and to those who provide care enables Emmi to foster confidence and competence and have better conversations that improve outcomes and experiences for patients, providers, and organizations. See how they connect the dots to address the consumer experience: participate in the product process; understand how interviews, focus groups, and A/B tests inform interactive programs; experience implementation and deployment conversations; and gain insight into how impact is assessed and studies are designed to drive continuous improvement.

## **Bridging the Innovation Gap: Building Value Outside Your Four Walls**

**SANDBOX INDUSTRIES** The past decade has taught us that it isn't sufficient to rely solely on innovation from within. Fewer barriers to entry allow for an unprecedented proliferation of innovators, presenting both opportunities for, and threats to, established incumbents. Sandbox Industries implements innovation by guiding their partners through the rapidly changing startup landscape so they can navigate with confidence and invest in new opportunities at market speed – ahead of the competition. Learn from Sandbox's leadership as they lay out their highly structured, purpose-driven approach to picking winners and finding the right health plan partners to enable innovation at scale. And engage in dialogue with forward-thinking entrepreneurs who will showcase solutions that can transform the member experience.

## **Happy, Healthy, and Out of the Hospital: A Community Approach to Care for Adults on Medicare**



Oak Street Health makes a promise to "keep our patients happy, healthy, and out of the hospital." Head to an Oak Street Health center for a founder-led tour and see how we keep that promise daily: Friendly team members greet patients and welcome them to the happiest place in healthcare. From there, patients enjoy knowing that they have the support of their Care Team, who oversee every aspect of their care in and out of the doctor's office. When they're not building a relationship with their providers, patients come together in our bright, spacious community rooms for free daily events and classes. Come see the Oak Street Health difference for yourself. Come see why our patients call us family.

## **Not Your Typical Doctor's Office**



Head to One Medical Group to get a behind-the-scenes look at a reinvented primary care practice – one of nearly 50 national locations that takes a completely different approach to delivering care. Interact with the team and discuss how they've transformed the traditional doctor's visit to one that is hassle-free, stress-free, and built upon a strong relationship with the physician. Learn more about how the innovative practice integrates people-centered design with market-leading technology to deliver higher-quality care and service that leads to high satisfaction and good health!

Transportation compliments of  
**SheppardMullin**

# DEFINING THE FUTURE OF HEALTHCARE

Mercer delivers innovative solutions that advance the health and well-being of your most important asset – your people. Together, we can design a better future.

MAKE TOMORROW, TODAY



## WE BELIEVE

Health innovation requires challenging the traditional models of service and delivery. Our goal is to make the health care experience simpler and more effective.

By deploying strategic investments of financial and intellectual capital, we partner with investors and other stakeholders to drive growth for innovative companies across the health care ecosystem.

**We do more than think about the future.  
We reimagine it.**



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HEALTH SOLUTIONS  
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**THE FUTURE  
OF HEALTH CARE  
BEGINS WITH HELPING TO  
CREATE IT**



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We combine technology, data and expertise to power modern health care.

# MAIN STAGE SPEAKERS



## **Becky Atkeison**

As the director of Enterprise Health and Well-being at FedEx, Becky is responsible for leading teams focused on creating and delivering enterprise-wide healthcare and well-being benefits to over 375,000 employees and dependents on the FedEx active medical plan. In addition to her work in health benefits, Becky has more than 25 years of experience in organizational planning and development (career, performance, change, and succession management processes), executive development, and employee relations. She is a graduate of Mississippi State University (BA and MA in English) and of the University of Memphis (MS in Counseling and Personnel Services), and also completed the Columbia University Advanced Program in Human Resource Management.



## **Kyra Bobinet, MD, MPH**

Kyra is the CEO and founder of engagedIN, a behavior design firm using neuroscience to change behavior. She has founded several other healthcare start-ups, spanning behavior health, population health, and mobile health. She also has designed behavior change programs, big data algorithms, billion dollar products, mobile health apps, and evidence-based studies in mind-body and metabolic medicine. Kyra currently co-teaches courses on health design, and patient engagement and empowerment at Stanford School of Medicine with Dr. Larry Chu, founder of MedicineX. She also studies in Dr. BJ Fogg's Persuasive Tech Lab at Stanford. Kyra received her MPH at Harvard University and her medical degree from the UCSF School of Medicine.



## **Kent Bradley, MD**

Kent is the strategic advisor to Frame Health and the founder of BTN Advisors, which focuses on improving communications through creative content and supporting the growth of innovative health technology companies. He is the former president of Safeway Health, an early-stage health benefits solution and service provider supporting total worker health strategies for large commercial clients; and past CMO/senior vice president for Safeway. He is on the board of directors of the Dignity Health System, board member for USHealthWorks, an advisory member for the Samueli Institute, founder and chairman of the board of CoreVeritas, cofounder of the Downtown Artery, and adjunct professor at the Daniels College of Business.



## **Alexandra Drane**

Alexandra is the co-founder and chairman of the board of Eliza Corporation, and cofounder of Engage with Grace. She has founded four companies, is in the process of starting her fifth, and takes an active role with nonprofits she feels are doing their best to change the world. She sits on the boards of TEDMED, the Harvard Executive Sleep Council, the Massachusetts Technology Collaborative, the Coalition to Transform Advanced Care (C-TAC), and is part of the Health Executive Leadership Network. She is also the vice chair of the board of trustees of Beth Israel Deaconess Medical Center at Harvard Medical School Teaching Hospital in Boston.



### **Michael Englehart**

Mike is president and CEO of Presence Health. He began his tenure at Presence Health in October 2015 with nearly 20 years of healthcare experience, including over a decade with Advocate Health Care. Mike's expertise includes developing and implementing transformational strategies, and creating highly integrated care models through collaboration that helps build clinical alliances and strategic partnerships. As President of Advocate Physician Partners, he led the integrated network of 4,900 physicians and 13 hospitals, and led the transition from volume-based care to value-based care, improving the patient experience, lowering costs and creating healthier communities. Mike has a BA from Northern Illinois University, an MBA from Lake Forest Graduate School of Management, and an MA from Lewis University.



### **Milt Ezzard**

Milt is senior director of Global Benefits at Activision Blizzard, the umbrella organization over Activision Publishing, Blizzard Entertainment, and King Digital Entertainment. The combined company is the world's most profitable pure-play game publisher and a global leader in interactive entertainment. Milt believes that one of the keys to achieving a sustainable healthcare delivery model is targeted, personalized employee engagement through technology that results in action for personal well-being, care management, as well as appropriate choice of healthcare. He seeks to evolve conventional benefits plan-management techniques to new solutions that reduce cost to the organization, are able to prove their effectiveness, and provide additional employee value.



### **Gary Foster, PhD**

Gary is chief scientific officer at Weight Watchers International. A psychologist, obesity investigator, and behavior change expert, he was previously the founder and director of the Center of Obesity Research and Education and Laura Carnell Professor of Medicine, Public Health and Psychology at Temple University. His research interests include the prevention, behavioral determinants, treatments, and effects of obesity in adults and children; he is currently focused on scalable, evidence-based approaches to obesity management. Gary earned his bachelor's degree in psychology from Duquesne University, an MS in psychology from the University of Pennsylvania, and a PhD in clinical psychology from Temple University.



### **Niyum Gandhi**

Niyum is the executive vice president and chief population health officer of the Mount Sinai Health System. In this role, he oversees Mount Sinai's transition from a primarily fee-for-service model of care to one that is focused on value and risk-based population health. This includes fostering care management and clinical model redesign to ensure that high-value care is delivered by the health system and its partners, and working with payers to establish the new economic models that support the delivery of value-based care. Prior to joining Mount Sinai, Niyum was a partner in Oliver Wyman's healthcare consulting practice.



### **Mark Ganz**

Mark is president and CEO of Cambia Health Solutions. Since taking the top post in 2003, he has led the charge toward a more personalized and economically sustainable healthcare system centered on the needs of people and their families. Creating a more consumer focused system has included nourishing game-changing companies such as HealthSparq, which delivers healthcare transparency solutions for health plans and employers. Mark is chairman of the board for America's Health Insurance Plans and serves on the board of directors for many industry and community organizations. Mark earned both his undergraduate and law degrees from Georgetown University in Washington, D.C.



### **Dan Glaser**

Dan is president and CEO of Marsh & McLennan Companies, a \$13 billion global professional services firm offering advice and solutions in risk, strategy, and people. He is an insurance industry veteran who has held senior positions in commercial insurance and insurance brokerage, working in the United States, Europe, and the Middle East. Dan was named chairman of the Federal Advisory Committee on Insurance, serves on the international advisory board of BritishAmerican Business, and is a member of the board of trustees for the Institutes (the American Institute for Chartered Property Casualty Underwriters), the Insurance Information Institute, and Ohio Wesleyan University.



### **Sam Glick**

Sam is a partner in Oliver Wyman's Health & Life Science Practice, the San Francisco Office Leader, and co-director of the Oliver Wyman Health Innovation Center Leaders Alliance. A citrus farmer by upbringing, economist by training, and high-tech entrepreneur by background, Sam focuses on consumer-centric healthcare, working with providers, health plans, employers, retailers, and innovators to create innovative, engaging businesses that bend trend. Sam also leads Oliver Wyman's healthcare intellectual capital and marketing efforts. Previously, he was at Oliver Wyman's sister company, Mercer.



### **Pam Hannon**

Pam has over 30 years of Human Resources experience, primarily in benefits design and administration, compensation, and HRIS. She is currently the Senior Director, Benefits Practice Center at Abbott with responsibility for active and retiree benefits including health, retirement, wellness, and the onsite fitness and childcare center. Prior to joining Abbott, Pam worked in HR leadership roles at Covidien, Hospira, Cardinal Health/Allegiance, and Eagle Industries. Pam earned a BS in Management Information Systems from St. Xavier College and an MBA from DePaul University in Chicago. Pam currently serves on the Board of the Midwest Benefits Group on Health.





### **Dan Hilferty**

As president and CEO of Independence Health Group, Dan leads Independence's efforts to transform healthcare, seeking innovative technologies and new models of care that will increase the quality and lower the cost of care. Dan also serves as chairman of the board of directors for the Blue Cross and Blue Shield Association, and on the executive committee of the board of directors of America's Health Insurance Plans. He was chairman of the finance committee of the Philadelphia 2016 Democratic National Committee and co-chair of the executive leadership cabinet of the 2015 World Meeting of Families.



### **Charlie Hoban**

Charlie is a partner in Oliver Wyman's Health & Life Sciences Practice. His focus areas include business-model transformation and business-design creation across the spectrum of consumer engagement, value-based delivery, and the enabling services that will be part of the new healthcare ecosystem. Charlie is also one of the leaders of the Oliver Wyman Health Innovation Center, a collaborative effort among industry incumbents and innovators working to advance the pace and scope of industry innovation. Charlie has been a thought leader in business model innovation, having written several articles and leading the development of the best-selling business strategy books *Value Migration* and *The Profit Zone*. Charlie holds a BA from Dartmouth College and an MBA from the Kellogg Graduate School of Management at Northwestern University.



### **Mack Hogans**

Mack currently serves as chairman of the Board of Directors of Cambia Health Solutions. He is an executive consultant in areas of leadership, public policy, philanthropy, community relations, environmental policy, and business strategy. He has served on the boards of public, non-profit, and volunteer organizations regionally and nationally. He is a forester by training, and previously served as senior vice president for Weyerhaeuser Company. Mack holds a bachelor's from University of Michigan and a master's from the University of Washington. He completed graduate-level studies in Stanford University's Executive Program.



### **Paula Jones**

Paula is the CEO of Cajual Entertainment, Inc., a record label and publishing company, and a member of the Board of Directors for Cambia Health Solutions. She also serves as an advisor on social strategy and policy to corporations and non-profits. She was previously a corporate officer and senior vice president for global diversity and inclusion for PepsiCo. She completed studies in math and psychology at Loyola University, and did graduate work at the University of Illinois. She also completed the advanced management program at Harvard University.



### **John Kao**

John is CEO and president of Alignment Healthcare, a population health management company that partners with health systems and provider groups across the country to improve the health of seniors. John has enjoyed a long career committed to the healthcare industry, having served in executive roles at CareMore Medical Enterprises, the TriZetto Group, PacifiCare Health Systems, Secure Horizons USA, FHP International, and BancAmerica Securities. He believes strongly in the tenets of servant leadership and serves on various boards of nonprofit organizations. He received his MBA from UCLA and a bachelor's degree from Santa Clara University.



### **Justin Kao**

Justin is the co-founder and senior vice president of Corporate Development, Operations, and Strategy at Helix, a consumer genomics company that is focused on empowering every person to discover insights into their own DNA through a vibrant ecosystem of high-quality content partners. Prior to Helix, Justin was a vice president in the healthcare group at Warburg Pincus, a global private equity firm focused on growth investing. Justin holds a BS in Chemical Engineering and an MS in Bioengineering from Stanford University. He also received a JD from Stanford Law School and an MBA from Stanford Graduate School of Business, where he was an Arjay Miller Scholar.



### **René Lerer, MD**

René is president of GuideWell Mutual Holding Corporation, Florida Blue, and GuideWell Group, a family of forward-thinking companies focused on transforming healthcare. Prior to joining GuideWell, René served as executive chairman of Magellan Health Services, a \$3 billion, publicly traded specialty healthcare management company. He serves on the board of directors of York Risk Services Group, Prime Therapeutics, Availity, and HIAS, the international migration agency of the American Jewish community. René holds a bachelor's degree in psychobiology from Oberlin College and a doctor of medicine degree from the State University of New York at Buffalo. He is board-certified in internal medicine.



### **Farzad Mostashari, MD, ScM**

Farzad is the co-founder and CEO of Aledade, a start-up aimed at helping primary care doctors transform their practices and form accountable care organizations (ACOs). Prior to Aledade, he was a visiting fellow at the Brookings Institution in Washington, D.C., where he focused on payment reform and delivery system transformation. He served from 2011 to 2013 as the national coordinator for health information technology where he coordinated U.S. efforts to build a health information technology infrastructure for healthcare reform and consumer empowerment, in addition to programs for health information exchange, health IT workforce, research, and privacy and security.



### **Griffin Myers, MD**

Griffin is the co-founder and chief medical officer of Oak Street Health, a value-based primary care organization serving low-income older adults. He is an emergency physician, entrepreneur, and nationally recognized thought leader in healthcare innovation and value-based care. He began his career as a strategy consultant at the Boston Consulting Group and has a BS from Davidson College, an MD from the University of Chicago’s Pritzker School of Medicine, and an MBA from the University of Chicago Booth School of Business. He is a diplomate of the American Board of Emergency Medicine and an adjunct instructor of emergency medicine at Northwestern University’s Feinberg School of Medicine.



### **Roy Rosin**

Roy is chief innovation officer at Penn Medicine, working to rapidly design, test and implement high-impact healthcare delivery practices. Previously he served as the first vice president of innovation for Intuit, a leading software company best known for Quicken and TurboTax. In this role, he led changes in how Intuit managed new business creation, allowing teams to experiment quickly at low cost. Roy’s 18 years with Intuit spanned the early years in software to their emergence as a leading SaaS provider. Roy received his MBA from Stanford and graduated with honors from Harvard College.



### **Mario Schlosser**

Mario is CEO and co-founder of Oscar, a health insurance start-up that uses technology, design, and data to humanize and simplify healthcare. Previously, he cofounded the largest social gaming company in Latin America, developed analytical trading models at Bridgewater Associates, and worked as a consultant for McKinsey & Company. As a visiting scholar at Stanford University, Mario wrote and coauthored 10 computer science publications, including a highly cited paper in which he developed an algorithm to securely compute trust in randomized networks. He holds a degree in computer science from the University of Hannover and an MBA from Harvard Business School.



### **Renya Spak**

Renya is a partner in the Mercer Health & Benefits New York City office and leads Mercer’s “Intellectual Capital Accelerator,” a function within the newly created North America Health Innovation Team. In this capacity, Renya is responsible for developing new thought leadership for the practice. This includes identifying early trends and developing proactive solutions, ensuring that Mercer’s clients stay ahead of the dynamic shifts occurring in today’s healthcare ecosystem. Renya continues to actively participate in consulting engagements that focus on strategic benefits planning and health innovation.



### **Tom Spann**

Tom is co-founder, vice chairman, and chief operating officer of Accolade, an on-demand healthcare concierge for employers, health plans, and health systems. His focus is making sure Accolade’s current clients and customers are getting the value and service they deserve. He also plays a key role in determining the future of Accolade’s core product – health assistance services and the technology that supports them as well as customers. Tom previously served as a senior managing partner at Accenture. He holds a bachelor’s degree in economics from the Wharton School of the University of Pennsylvania.



### **Terry Stone**

Terry is global managing partner of Oliver Wyman’s Health & Life Sciences practice group. The practice is focused on developing transformational strategies for healthcare companies in the payer, provider, life sciences, and services and technology spaces. Terry has extensive experience in the healthcare industry, including devising growth strategies, improving the cost and quality of healthcare services, establishing innovative partnerships across players in the healthcare sector, developing ACOs and other value-based solutions, and redesigning organizations to support their strategic transformations.



### **Glen Tullman**

Glen is chairman and CEO of Livongo Health and co-founder and managing partner of 7wire Ventures, a Chicago-based investment firm focused on healthcare and education. He most recently served as CEO of Allscripts, the leading global provider of electronic health records, practice management, and electronic prescribing systems. Glen led Allscripts’ IPO and secondary offerings. Glen has founded or cofounded a number of ventures in solar energy and digital education and holds investments in several ventures focused on mobile and cloud-based health solutions. He serves as a chancellor to the international board of the Juvenile Diabetes Research Foundation.



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# EXECUTIVE SESSIONS

These focused sessions offer attendees the opportunity to learn, share, connect, and engage in dialogue with leaders from across the industry. Each of the sessions will be limited in attendance, encouraging robust discourse around The Consumer Imperative.

## Creating Change: Harnessing the Power of Human Behavior

Thursday, 1:15 – 2:15 PM; Ambassador Room, Level L2 

**Chris Lloyd**, CEO, MHMD, the Memorial Hermann Physician Network; CEO, Memorial Hermann ACO

**Marty Makary, MD**, Professor, Surgery and Health Policy & Management, Johns Hopkins University School of Medicine

*Session Leader: Aimee Horowitz, Global Director, Talent Strategy and Inclusion, Oliver Wyman*

It wasn't luck that caused Memorial Hermann to become the top-performing MSSP ACO (with \$51.06 million in total shared-savings payments from CMS) for the last two years. And the Robert Wood Johnson Foundation's "Improving Wisely" project didn't reduce unnecessary medical care through magic. Learn firsthand through tangible examples and anecdotes how to drive behavior change among even the most resistant constituencies.

## Doing Well by Doing Good: Serving the Socially Vulnerable Population

Thursday, 1:15 – 2:15 PM; State Room, Level L2   

**Darin Gordon**, Former Director, TennCare

**Peter Marino**, CEO, Neighborhood Health Plan of Rhode Island

**Jacob Reider, MD**, Chief Medical Informatics Officer and Chief Information Officer, The Alliance for Better Health Care

**Brenda Wolf**, President and CEO, La Rabida Children's Hospital

*Session Leader: Parie Garg, Principal, Health & Life Sciences Practice, Oliver Wyman*

Meaningfully impacting the health of socially vulnerable populations has been a longstanding challenge. In 2014, hospitals lost an estimated \$14 billion caring for patients covered by Medicaid. How can organizations drive differentiated impact when it requires a nuanced understanding of a population ranging from the young and healthy, to individuals with severe mental illness, pregnant women, and seniors with chronic diseases? Will any program be ROI positive? Gain a deeper understanding of the unique behaviors of this population and learn from organizations well versed in what works (and what doesn't) to start building lasting solutions.

## Holding Up a Mirror on Mission: The Necessity and Value of Building Healthy Communities Today

Thursday, 10:45 – 11:45 AM; State Room, Level L2 

**Julie Morita, MD**, Commissioner, Chicago Department of Health

**Barb Petee**, Chief Advocacy and Government Relations Officer, ProMedica

**Donato Tramuto**, CEO, Healthways, Inc.; Board Member, ShareCare

*Session Leader: Josh Michelson, Partner, Health & Life Sciences Practice, Oliver Wyman ; Co-Director, OWHIC Leaders Alliance*

The ultimate goal of population health is to improve the health of whole communities; but achieving this goal requires an unprecedented level of cooperation and blurring of traditional boundaries. Hear how the Healthy Chicago 2.0 initiative is bringing together organizations to reduce health inequality. Learn from the success of ProMedica, a health system that built a grocery store to give the community access to fresh food. And hear how Healthways is transforming communities through their Blue Zones Project and Health eVillages.

## Matchmaking: Incumbents and Innovators Partnering to Accelerate Change

Thursday, 10:45 – 11:45 AM and Thursday, 1:15 – 2:15 PM;

Chancellor Room, Level L3  

MORNING SESSION

**Sean Duffy**, Co-Founder and CEO, Omada Health

**Keegan Fisher**, AVP Benefits, Providence Health & Services

**Todd Johnson**, CEO, HealthLoop

**Debra O'Connor, MD**, VP, Clinical Effectiveness, Advocate Health Care

*Session Leader: Marcia Macphearson, Principal, Health & Life Sciences Practice, Oliver Wyman*

AFTERNOON SESSION

**Rusty Hofmann, MD**, Co-Founder, Grand Rounds


**Justin Oppenheimer**, VP, HSS Innovation Center, Hospital for Special Surgery

**Sanjay Shah**, Director of Strategic Innovation, Dignity Health

**David Van Sickle, PhD**, Co-Founder and CEO, Propeller Health

*Session Leader: Melinda Durr, Partner, Health & Life Sciences Practice, Oliver Wyman*

The problems facing healthcare cannot be solved in a vacuum. As the market migrates to a future that is value-based and patient-centric, incumbents will need to partner with innovators. Providence Health & Services, for example, worked with Omada Health to help its employees achieve a meaningful weight loss of 4-6%. Most programs barely move the needle, so what is their secret to success? Learn how to pick the right partner and build a relationship that will help you develop long lasting, high-impact solutions – to be successful, these partnerships can't be transactional.

 DELIGHT AND DELIVER  
Consumer magnetism —the key to unlocking value

 CONNECT THE DOTS  
Think holistically, play intentionally

 MOVE FASTER, FAIL SMARTER  
Increase your clock speed through strategic risk taking

## Out-of-Industry Perspectives: Applying the Best-of to Healthcare

Thursday, 10:45 – 11:45 AM and Thursday, 1:15 – 2:15 PM;  
Crystal Room, Level L3 🗺️🔍

**Chris Kay**, SVP, Chief Innovation Officer, Humana

**Chris Waugh**, Chief Design & Innovation Officer, Sutter Health

*Session Leader: Tom Robinson, Partner, Health & Life Sciences Practice, Oliver Wyman*

As the healthcare industry evolves to meet the demands of a more value-based, patient-centric market, what practices should be adopted from other industries? Learn from the perspectives of healthcare leaders who started their careers in other industries. Naysayers who think healthcare is too unique to build on the experience from other industries will be surprised to learn how much low-hanging fruit remains, as perceived by these innovation officers with backgrounds in finance, retail, and design.

## Stretching Benjamin: Making Healthcare Affordable

Thursday, 10:45 – 11:45 AM; Regent Room, Level L3 🗺️🔍

**Kevin Counihan**, Marketplace CEO, Centers for Medicare & Medicaid Services

**Chris Lloyd**, CEO, MHMD, the Memorial Hermann Physician Network; CEO, Memorial Hermann ACO

**Peter Marino**, CEO, Neighborhood Health Plan of Rhode Island

**Brigitte Nettesheim**, CEO, Accountable Care Solutions, Aetna

*Session Leader: Jim Fields, Partner, Health & Life Sciences Practice, Oliver Wyman*

Most people spend a lot of time talking about rising healthcare costs, and not a lot of time talking about great outcomes or fantastic experiences. When it comes to healthcare, is cost the top concern of consumers? Hear from CMS's Marketplace CEO Kevin Counihan on what makes the exchange tick and what consumers really want from their healthcare. Leaders from Aetna, Memorial Hermann, and Neighborhood Health Plan of Rhode Island will join the conversation to help us understand what role providers and payers must play separately, and in concert, to truly drive down costs and make healthcare affordable.

## The Future Is Here: Leveraging Precision Medicine Today

Thursday, 1:15 – 2:15 PM; Regent Room, Level L3 🗺️🔍

**Jonathan Hirsch**, Founder and President, Syapse

**Damon Hostin**, Administrative VP, Precision Medicine, Catholic Health Initiatives

**Jim Hudson**, Co-Founder and Chairman, HudsonAlpha Institute; CEO, Envision Genomics

**Jason Langheier, MD, MPH**, Founder and CEO, Zipongo

**Scott Matthews**, VP of Business Development, 23andMe

**Liz Worthey**, Director, Software Development and Informatics, HudsonAlpha Institute; Chief Informatics and Product Development Officer, Envision Genomics

*Session Leader: Tom Main, Partner, Health & Life Sciences Practice, Oliver Wyman*

The promise and power of precision medicine has at last crossed over the magical intersection of price and utility – moving from 'fascinating' to 'essential' in a series of key markets. Learn why precision medicine matters and what it takes to get started from six world-class experts who share their perspectives on how precision medicine will dramatically reshape our traditional health and wellness frameworks, and consumer's expectations across three ready-now markets: consumer/lifestyle, cancer care, and rare disease.

## The Happiness Halo: Redefining Consumer Experience

Thursday, 10:45 – 11:45 AM and Thursday, 1:15 – 2:15 PM;  
Gold Room, Level L2 🗺️

**Helen Leis**, Partner, Health & Life Sciences, Oliver Wyman

**Randall Stone**, Senior Partner, Lippincott

The healthcare industry has not traditionally viewed patients as consumers; but those days are over. Explore the elements that build a positive consumer experience (hint: think about the before and after, not just the interaction); learn how non-healthcare companies are engaging consumers to win in their respective markets; and discover how forward-thinking healthcare organizations are designing a new set of experiences with the consumer in mind.

## The New Front Door: How to Get Folks Knocking

Thursday, 10:45 – 11:45 AM; Ambassador Room, Level L2 🗺️🔍

**Pat Carroll, MD**, Chief Medical Officer Healthcare Clinics, Walgreens

**Deanna Larson**, President and CEO, Avera eCARE

**Mary Modahl**, Chief Marketing Officer, American Well

**Lee Sacks, MD**, EVP and Chief Medical Officer, Advocate Health Care

**Matt Stanton**, Senior Director, Distance Health, Cleveland Clinic

*Session Leader: Charlie Hoban, Partner, Health & Life Sciences Practice, Oliver Wyman*

Despite continued dialogue around the need for a "new front door" to healthcare, utilization of alternative sites of care is negligible – far lower than the perceived demand. In fact, though more than 80 percent of large employers say they will offer telemedicine benefits by 2018, average utilization rates hover around 1 percent. What is keeping folks from heading to their corner store for a check-up? Why does talking to a doctor over FaceTime feel uncomfortable? Hear how American Well and Walgreens have gotten folks "knocking" on the new front door.

## DEEP DIVE DISCUSSIONS

It is rare that you are surrounded by peers – from both within your own sector and across the health ecosystem – who are equally passionate about driving transformation in the industry. To maximize the value of this environment, this year we are introducing:

### Deep Dive Discussions

Explore Executive Session topics in greater depth through highly interactive, small-group discussions. Locations to be announced during Friday morning's Main Stage Sessions.

- Explore the most resonant themes and pressing questions stemming from each Executive Session in greater detail
- Learn from industry peers in intimate groups of fellow leaders who share a desire to 'dig into' the issues
- Leave with a greater understanding of the most common challenges, budding ideas, and lessons learned from across the ecosystem

We look forward to having you join the conversation!

- **Creating Change: Harnessing the Power of Human Behavior**
- **Doing Well by Doing Good: Serving the Socially Vulnerable Population**
- **Holding Up a Mirror on Mission: The Necessity and Value of Building Healthy Communities Today**
- **Matchmaking: Incumbents and Innovators Partnering to Accelerate Change**
- **Out-of-Industry Perspectives: Applying the Best-of to Healthcare**
- **Stretching Benjamin: Making Healthcare Affordable**
- **The Future is Here: Leveraging Precision Medicine Today**
- **The Happiness Halo: Redefining Consumer Experience**
- **The New Front Door: How to Get Folks Knocking**

**Want to go to a different Deep Dive Discussion from the Executive Sessions you attended? No problem!** The Deep Dive lead will give a brief overview of the key insights and takeaways from the corresponding Executive Session before launching into the roundtable discussions.

## ELECTIVE SESSIONS

These sessions extend the Summit Agenda with unique learning and discussion opportunities.

### #healthITchicks Meetup & Tweetup

Thursday, 12:00 – 12:30 PM; Oliver Wyman Lounge, Level L3

**Jennifer Dennard**, Founder, #healthITchicks  
**Sukanya Soderland**, Partner, Health & Life Sciences and Digital Practices, Oliver Wyman

Jennifer Dennard hosts live from the Summit with her monthly Tweetchat, featuring Oliver Wyman's digital health expert Sukanya Soderland. All attendees are invited to the in-person discussion and to participate in the online conversation with the broader health IT community using the hashtag #healthITchicks.

*Please note: You are welcome to grab lunch from the International Ballroom and bring it to the discussion. You will also have time after the session to get lunch before the afternoon program begins.*

### Uncovering How Customer-Facing Robots Will Change Healthcare

Thursday, 12:30 – 1:05 PM; Ambassador Room, Level L2

**Humphrey Chen**, EVP, Strategic Partnerships & Alliances, Pypestream  
**Jacob Hauskens**, Director, Business Development, SoftBank Robotics

**Brian Shulman**, Senior Manager, Business Development, SoftBank Robotics

And introducing **Pepper**, Humanoid Robot, SoftBank Robotics



Customer-facing robotics combined with artificial intelligence (AI) provides a point of leverage in the digital customer experience of hospital systems, providers, and payers. During this session, we will be joined by Pepper, a pioneer in the realm of humanoid robotics at his first U.S. health event. We encourage dialogue as we learn how chatbots, computer vision, machine learning, and humanoid robots are revolutionizing the consumer healthcare experience.

*Please note: Lunch will not be served during the session and we ask that you eat prior to joining the discussion. No food or beverages will be allowed.*

### Digital Disruption in Healthcare

Friday, 7:00 – 7:50 AM; Embassy Room, Level L2

**Sukanya Soderland**, Partner, Health & Life Sciences and Digital Practices, Oliver Wyman

**Rick Chavez**, Partner, Digital Practice, Oliver Wyman

Join an intimate roundtable discussion on how digital can – and will – disrupt healthcare, what digital can do for your organization, and how to mobilize and ensure that your digital activities create outsized impact. Hear how others have achieved “1+1=3” near-term results and long-term strategic value. Attendance will be capped, so be sure to arrive early!

*Please note: Breakfast will be available outside the Embassy Room for those attending this session..*





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# OWHIC LEADERS ALLIANCE

The Oliver Wyman Health Innovation Center (OWHIC) was launched in 2011 to promote positive change in healthcare. We believe that the industry will be redesigned from the individual's perspective – with an unrelenting focus on consumer value and experience. OWHIC has high expectations for what is possible based on the innovation already in the market and the big promise of what is on the horizon.

We recognize, however, that this vision cannot be achieved without significant cross-industry communication and collaboration. That is why OWHIC has assembled a group of 35+ senior leaders from across the healthcare landscape – incumbents and emerging players – who not only share our aspiration, but also possess the collective experience and market position to take concrete steps to push the industry forward.

The OWHIC Leaders Alliance is a selective group comprised of some of the most influential individuals in healthcare who have committed to work collaboratively on key issues impacting consumer value and overall industry sustainability.

As a body, the Leaders Alliance will strive to:

- Develop a vision for industry change
- Outline a 10- to 15-year plan for achieving that vision, with milestone steps identified

Leaders Alliance members work throughout the year, gathering as a large group and in smaller working groups, to tackle the toughest multi-stakeholder challenges in healthcare.

## WE BELIEVE

In the potential for healthcare to be higher quality, more engaging, and more affordable, improving productivity and quality of life for all.

That, while some illness is unavoidable, improving health will pay greater dividends in the long term.

That no one individual or organization alone can change the course of healthcare – but that, through humble collaboration, transformation is possible.

That transformation starts with ideas, dialog, and debate – but that those aren't enough.

That collaborative development and action are required to make innovation a reality.

That change will be incredibly difficult.

We can do it.



**Sam Glick**

Partner, Health & Life Sciences Practice  
Oliver Wyman  
Co-Director, OWHIC Leaders Alliance



**Josh Michelson**

Partner, Health & Life Sciences Practice  
Oliver Wyman  
Co-Director, OWHIC Leaders Alliance

# OWHIC LEADERS ALLIANCE MEMBERS

## PROVIDERS & THE NEW FRONT DOOR

### Mary Brainerd

President and  
Chief Executive Officer  
HealthPartners

### David Joyner

Chief Executive Officer  
Hill Physicians Medical Group

### Chuck Stokes

Executive Vice President and  
Chief Operating Officer  
Memorial Hermann Healthcare System

### Mike Dandorph

President  
Rush University Medical Center

### Harry Leider, MD

Chief Medical Officer and Group  
Vice President  
Walgreens

### Grace Terrell, MD

Strategist and Founder  
CHES (Cornerstone Health  
Enablement Strategic Solutions)

### Rushika Fernandopulle, MD, MPP

Co-Founder and Chief Executive Officer  
Iora Health

### Marty Makary, MD

Professor of Surgery and  
Health Policy & Management  
Johns Hopkins University  
School of Medicine

### Niyum Gandhi

Executive Vice President and  
Chief Population Health Officer  
Mount Sinai Health System

### Ido Schoenberg, MD

Chairman and  
Chief Executive Officer  
American Well

## HEALTH PLANS

### Chris Hunter

Senior Vice President and  
Chief Strategy Officer  
Humana

### John Naylor

Senior Vice President,  
Commercial Markets  
Medica

### Bill Lamoreaux

Chief Operating Officer  
Emblem Health

### Maureen O'Connor

President  
Mosaic Health Solutions

### René Lerer, MD

President  
GuideWell Mutual Holding Corporation,  
Florida Blue, and GuideWell Group

### Jason Robart

Chief Strategy Officer/President  
and Chief Executive Officer  
BCBS Massachusetts/  
Zaffre Investments

### Brian Lobley

President, Commercial and  
Consumer Markets  
Independence Blue Cross

### Craig Samitt, MD

Executive Vice President  
and Chief Clinical Officer  
Anthem, Inc.

## ENABLEMENT

### Jeanne Cohen

Founder and  
Chief Executive Officer  
Motive Medical Intelligence

### John Kao

Chief Executive Officer and  
President  
Alignment Healthcare

### Mike Weisse

Executive Vice President and Chief Executive Officer,  
Consumer Solutions Group  
Optum

## ENGAGEMENT & BETTER LIVING

### Sean Duffy

Co-Founder and  
Chief Executive Officer  
Omada

### Donato Tramuto

Chief Executive Officer, Healthways  
Board Member, ShareCare

### Jason Langheier, MD, MPH

Founder and  
Chief Executive Officer  
Zipongo

### Glen Tullman

Chairman and  
Chief Executive Officer  
Livongo Health

### Jeff Margolis

Chairman and  
Chief Executive Officer  
Welltok

### Tom Spann

Co-Founder, Vice Chairman,  
and Chief Operating Officer  
Accolade

## PRECISION MEDICINE & PHARMA

### Rajni Aneja, MD

Global Head, Digital Strategy  
& Transformation  
Novartis

### Enrique Conterno

Senior Vice President and President  
Lilly Diabetes

### Jim Hudson

Co-Founder and Chairman/CEO  
HudsonAlpha Institute/  
Envision Genomics

### Brad Perkins, MD

Chief Medical Officer  
Human Longevity

## CAPITAL MARKETS & ACCELERATORS

### Charles Boorady

Founding Managing Director  
Health Catalyst Capital

### Esther Dyson

Executive Founder  
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### Matt Hermann

Senior Managing Director  
Ascension Ventures

### Nina Kjellson

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### Robbert Vorhoff

Managing Director  
General Atlantic

# LOGISTICS

## Contact

For conference services please contact:

### Rosie Nazaruk

(314) 369-9567 (m); rosemary.nazaruk@oliverwyman.com

### Jill Adams

(630) 945-7988 (m); jill.adams@oliverwyman.com

## Hotel and Transport Information

### Fairmont Millennium Park

200 North Columbus Drive  
Chicago, IL 60601

Participants can fly into either O'Hare International Airport (ORD) or Chicago Midway International Airport (MDW). They are 20 miles and 12 miles from the city, respectively, though travel times will vary based on time of day and traffic.

Taxi services are provided on the lower levels of O'Hare and Midway outside of baggage claim. Fares are based on traffic conditions, but range between \$30 and \$40. The airports are served by Uber; Yellow Cab, (773) 907-0020; and American United Cab, (773) 327-6161.

Complimentary shuttle services will be offered to both airports at the conclusion of the Summit. The first bus to the airport will depart around 1:15 PM after the Closing Lunch.

Transportation compliments of Sheppard Mullin

## Hotel Valet

Fairmont Millennium Park offers valet parking at these rates:

- Up to two hours: \$26.00
- Two to six hours: \$38.00
- Six to 24 hours and overnight parking: \$70.00

## Chicago Weather

During September, expect average highs of 72 degrees and night lows of 54 degrees.

## Attire

Attire for the meeting is business casual (slacks, casual shirt, etc.). Please keep in mind that the hotel air conditioning can be extreme. We strongly suggest dressing in layers (jackets and sweaters) to ensure that you are comfortable.

## Spa

### mySpa

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## Charging Stations

Charging stations, compliments of Zipongo, are available throughout the Summit.

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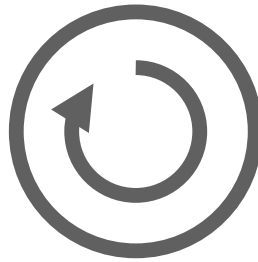


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- Follow attendees by tapping (+) icon to the right of their name

\*If an attendee does not have an email address listed or is not found, he or she has requested to not be listed.

## QUESTIONS

Please visit the DoubleDutch rep at the Summit registration desk or contact [owsummit@oliverwyman.com](mailto:owsummit@oliverwyman.com)

Conference app compliments of

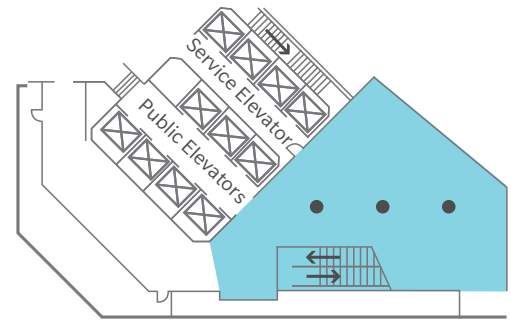
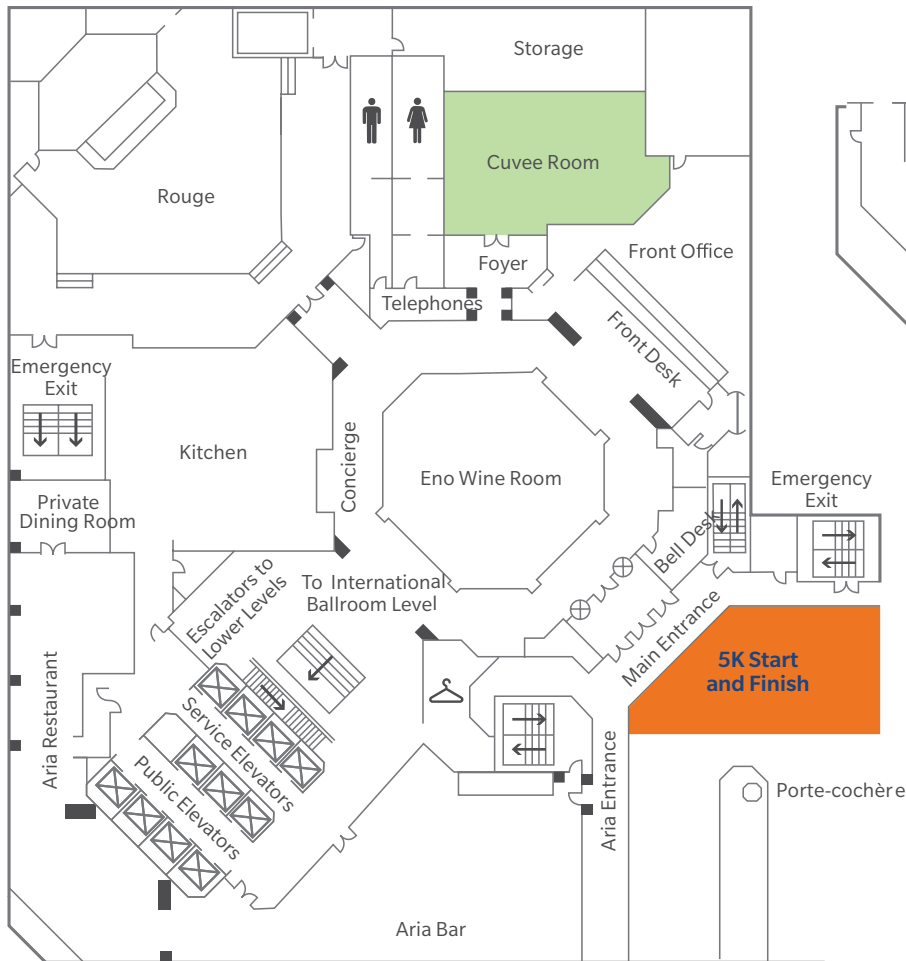
**Softtheon**

# GETTING AROUND AT THE SUMMIT

## Level L1 – Lobby

## Level B1

Wednesday, September 21 Registration



- 5k Run Start and Finish
- Executive Sessions and Deep Dive Discussions
- Main Stage Sessions, Meals, Logistics, or Networking

**Level B2**



- Immersion Tour Departure and Arrival; Charging Station Location
- Executive Sessions and Deep Dive Discussions
- Main Stage Sessions, Meals, Logistics, or Networking

**Level L2**



**Leaders Alliance Meeting**

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**Executive Sessions**

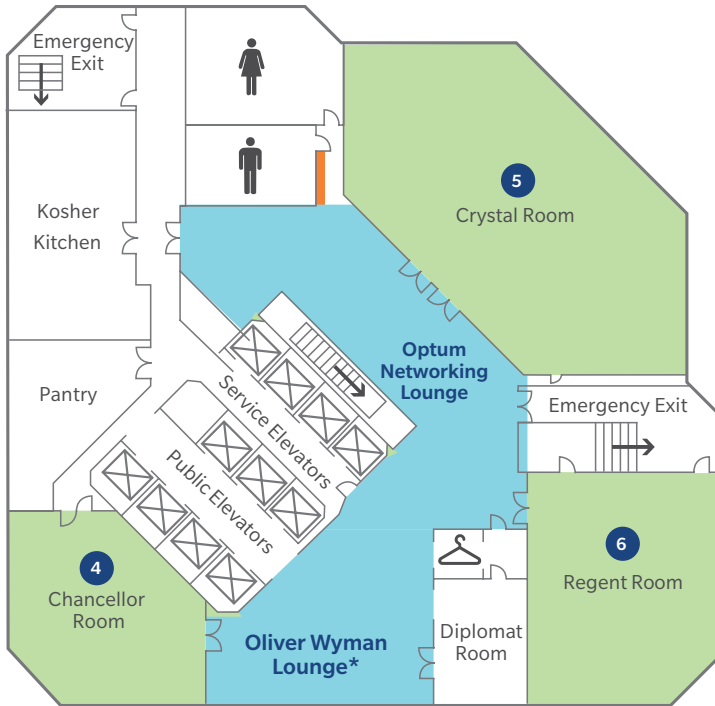
- 1** The Happiness Halo: Redefining Consumer Experience (morning and afternoon sessions)
- 2** The New Front Door: How to Get Folks Knocking
- 2** Creating Change: Harnessing the Power of Human Behavior
- 3** Doing Well by Doing Good: Serving the Socially Vulnerable Population
- 3** Holding Up a Mirror on Mission: The Necessity and Value of Building Healthy Communities Today

-  Charging Station
-  Executive Sessions and Deep Dive Discussions
-  Main Stage Sessions, Meals, Logistics, or Networking

\*Elective Session



**Level L3**





**Executive Sessions**

- 4** Matchmaking: Incumbents and Innovators Partnering to Accelerate Change (morning and afternoon sessions)
- 5** Out-of-Industry Perspectives: Applying the Best-of to Healthcare (morning and afternoon sessions)
- 6** Stretching Benjamin: Making Healthcare Affordable
- 6** The Future Is Here: Leveraging Precision Medicine Today

- Charging Station
- Executive Sessions and Deep Dive Discussions
- Main Stage Sessions, Meals, Logistics, or Networking

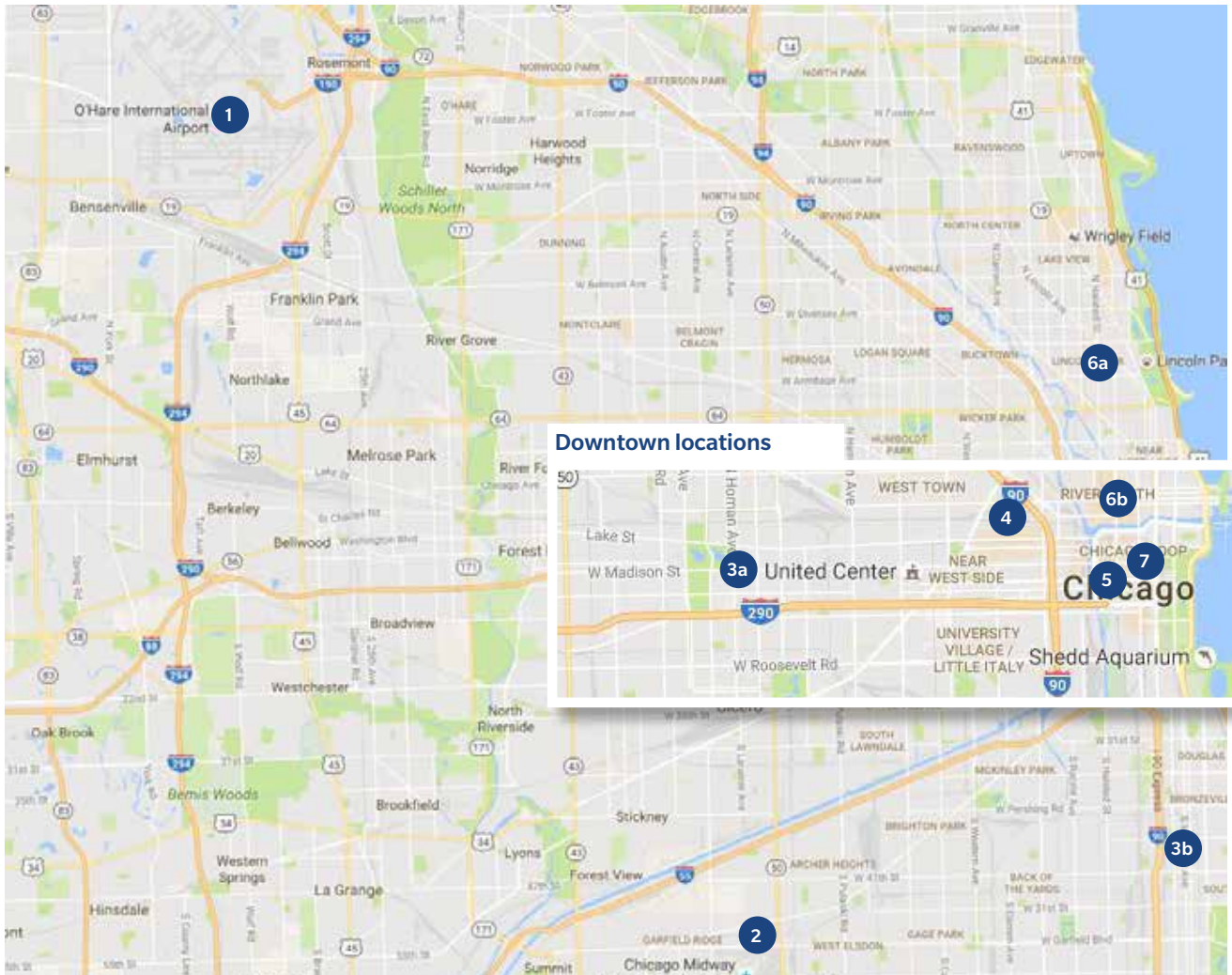
\*Elective Session


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# HOTEL AND IMMERSION TOUR LOCATIONS



**1 O'Hare International Airport**  
10000 West O'Hare Avenue

**2 Midway International Airport**  
5700 South Cicero Avenue

**3 Oak Street Health**  
a: Madison St. Center  
3433 W. Madison Street  
b: Bronzeville Center  
4318 S. State Street

**4 Sandbox Industries**  
1000 West Fulton Market #213

**5 Emmi**  
300 W Adams Suite 1200

**6 One Medical Group**  
a: Lincoln Park Office  
1931 N Halsted Street  
b: River North Office  
415 N LaSalle Street, Suite 100

**7 Fairmont Chicago, Millennium Park**  
200 North Columbus Drive

# SPONSORS OF THE 2016 OLIVER WYMAN HEALTH INNOVATION SUMMIT

Oliver Wyman is grateful for the support of innovative organizations around the country that are driving the industry's transformation to Health Market 2.0. Their belief in the mission of the Oliver Wyman Health Innovation Center and the purpose of this Summit is immensely appreciated.

PLATINUM



SILVER



BRONZE



SUPPORTING PARTNER



## PLATINUM LEVEL

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### **ALIGNMENT HEALTHCARE**

[www.alignmenthealthcare.com](http://www.alignmenthealthcare.com)

Alignment Healthcare is dedicated to transforming the complex and confusing process of medical treatment in the United States so that every link in the care delivery continuum becomes more efficient and productive, resulting in healthier, happier and more satisfied patients. With special focus on the chronically ill and frail Medicare population, Alignment partners with health plans, providers and hospital systems to create a seamless and easy-to-navigate healthcare experience, providing them with an end-to-end continuous care program, including clinical management, care coordination, risk management capabilities, and IT enablement. For details, please visit [www.alignmenthealthcare.com](http://www.alignmenthealthcare.com)

## SILVER LEVEL

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### **GUIDEWELL**

[www.guidewell.com](http://www.guidewell.com)

GuideWell Mutual Holding Corporation (GuideWell) is a not-for-profit mutual holding company and the parent to a family of forward-thinking companies focused on transforming health care. The GuideWell organization includes the leading health insurance company in Florida, a number of health care delivery businesses, a consumer engagement company, and a provider of administrative services to state and federal health care programs.



### **HEALTHWAYS**

[www.healthways.com](http://www.healthways.com)

Healthways is now part of Sharecare, the digital health company helping people manage all their health in one place. Created in 2010, by Dr. Mehmet Oz and WebMD founder Jeff Arnold, Sharecare's highly personalized and comprehensive health profile enables people to easily access all their health resources, and dynamically connect to the knowledge, evidence-based programs and health professionals they need. The combination of Healthways population health and evidence-based coaching services with Sharecare's proven engagement platform will soon enable employers, integrated health systems, hospitals, physicians, health plans, communities and government organizations to meet their goals for efficiently scaling health and wellness initiatives across their populations and into the future, while reducing health-related costs. To learn more, visit [www.sharecare.com](http://www.sharecare.com).



### **MERCER**

[www.mercer.com](http://www.mercer.com)

At Mercer, we make a difference in the lives of more than 110 million people every day by advancing their health, wealth, and careers. We're in the business of creating more secure and rewarding futures for our clients and their employees — whether we're designing affordable health plans, assuring income for retirement, or aligning workers with workforce needs. Using analysis and insights as catalysts for change, we anticipate and understand the individual impact of business decisions, now and in the future. We see people's current and future needs through a lens of innovation, and our holistic view, specialized expertise, and deep analytical rigor underpin each and every idea and solution we offer.



**SOFTHEON**

[www.softheon.com](http://www.softheon.com)

Empowering the nation's first state health benefit exchange since 2008, Softheon's vision and strategic direction address healthcare payer, provider, and government agencies' goal of meeting Affordable Care Act (ACA) and exchange milestones. Softheon provides Exchange Integration, Direct Enrollment, Premium Billing and Payment, and Analytics solutions for insurance carriers of all sizes participating on the exchanges. Softheon's Marketplace Connector Cloud (MC2) has been trusted by health plans, in all fifty states, as an accelerated federal, state, and private exchange integration platform. Softheon MC2 is a Software-as-a-Service (SaaS) solution where insurers pay a one-time activation and ongoing PMPM fees for exchange members only, while eliminating most, if not all, risks associated with ACA enrollment compliance and other mandates.

**BRONZE LEVEL**

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**ALLSCRIPTS**

[www.allscripts.com](http://www.allscripts.com)

Allscripts is a leader in healthcare information technology solutions that advance clinical, financial, and operational results. Our innovative solutions connect people, places, and data across an Open, Connected Community of Health™. Connectivity empowers caregivers to make better decisions and deliver better care for healthier populations.



**EDIFECS**

[www.edifecs.com](http://www.edifecs.com)

Edifecs is a leading healthcare technology company with the mission to improve healthcare outcomes, reduce costs, and accelerate innovation. Edifecs empowers healthcare organizations to scale the partnerships required by payment, care delivery, and access reform initiatives that are redefining the healthcare industry. Since 1996, Edifecs technology has helped healthcare providers, insurers, pharmacy benefit management companies and other trading partners to trim waste, reduce costs, and increase revenues. More than 350 healthcare customers today use Edifecs solutions. Edifecs is based in Bellevue, WA, with operations internationally.



**LIVONGO**

[www.livongo.com](http://www.livongo.com)

Livongo is a consumer digital health company that empowers people with chronic conditions to live a better life. Livongo has developed a completely new approach for diabetes management that combines the latest technology with coaching. We start with our connected meter, which provides real time personalized insights and also opens up communication with our Certified Diabetes Educators. As a result, our members receive personal tips and expert advice at any time. We make diabetes management simpler and easier so our members can live the life they want.



**MOSAIC HEALTH SOLUTIONS**

[www.mosaichealthsolutions.com](http://www.mosaichealthsolutions.com)

Mosaic Health Solutions, based in Durham, North Carolina, is a health solutions company committed to transforming healthcare by investing in and building innovative businesses that improve the health and well-being of consumers. Mosaic's investments expand product and service offerings to provide additional access and value to consumers, accelerate innovation across the healthcare system, and improve health outcomes. Through a growing portfolio of forward-thinking healthcare companies, which include consumer engagement platforms, population health management tools, telehealth offerings, urgent care centers, risk-based provider care models, and payer-based care management solutions, Mosaic is bringing next-generation, consumer-facing solutions to the marketplace.



**MOTIVE MEDICAL INTELLIGENCE**

[www.motivemi.com](http://www.motivemi.com)

Motive Medical Intelligence has reshaped the clinical information ecosystem to automate, standardize, and scale evidence-based clinical care workflows for outcomes-driven care delivery. Motive’s intelligent workflow engine drives real-time care that is personalized, integrated, and skill-set appropriate.

**OPTUM**

[www.optum.com](http://www.optum.com)

Optum® is a leading health services and innovation company dedicated to helping make the health system work better for everyone. With more than 100,000 people worldwide, Optum combines technology, data and expertise to improve the delivery, quality and efficiency of healthcare. Optum uniquely collaborates with all participants in health care, connecting them with a shared focus on creating a healthier world. Hospitals, doctors, pharmacies, employers, health plans, government agencies, and life sciences companies rely on Optum services and solutions to solve their most complex challenges and meet the growing needs of the people and communities they serve.



**RITE AID**

[www.riteaid.com](http://www.riteaid.com)

Rite Aid is a leading drugstore chain with nearly 4,600 stores in 31 states and the District of Columbia and fiscal 2016 annual revenues of \$30.7 billion. For more than 50 years, Rite Aid has proudly served neighborhoods throughout the country as a trusted community pharmacy. As the U.S. healthcare system continues its historic transformation, the company is pursuing new ways to deliver higher level of care. Rite Aid is fast becoming a growing retail healthcare company by expanding the scope of services provided by its pharmacists and through the recent strategic acquisitions of Health Dialog, Rediclinic, and EnvisionRx.



**SHEPPARD MULLIN**

[www.sheppardhealthlaw.com](http://www.sheppardhealthlaw.com)

Sheppard Mullin LLP is a full service Global 100 law firm founded in Los Angeles in 1927, handling corporate and technology matters, high stakes litigation and complex financial transactions. From our 15 offices in North America, Europe and Asia, more than 700 lawyers offer global solutions to clients around the world, providing seamless representation in multiple jurisdictions. Our Healthcare Group, with more than 120 lawyers, assists hospitals, health plans and other healthcare providers in transactional, regulatory, info tech, employment and other healthcare-focused specialties.



**ZIPONGO**

[www.zipongo.com](http://www.zipongo.com)

Zipongo is a digital health company that makes it simple to eat well. We work with employers, health plans, and other wellness partners looking for easy ways to engage their members in healthy and sustainable eating habits that drive positive results. Zipongo’s proprietary MealRx™ personalization engine delivers individualized recommendations tied to convenient, real-time actions that enable healthy eating at home, at work and on-the-go, including healthy recipes, meal planning tools and discounts and incentives to healthy groceries. We provide a HIPAA-secure, easy-to-implement software-as-a-service platform that runs on web, mobile, and tablet.



## SUPPORTING PARTNER LEVEL

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### **AMERICAN WELL**

[www.americanwell.com](http://www.americanwell.com)

American Well is a telehealth software and services company that works with the nation's top health systems, employers and health plans – serving in aggregate more than 50 million covered Americans from January, 2016. American Well helps health systems and health plans design and deliver telehealth services under their own brand using American Well's technology platform, clinical management services, and go-to market support.



### **ATHENAHEALTH**

[www.athenahealth.com](http://www.athenahealth.com)

athenahealth is working to unbreak healthcare nationwide with hospital and ambulatory electronic health record (EHR), revenue cycle management, patient engagement, care coordination, and population health management services. Unlike software, the award-winning athenahealth platform learns from the experiences of over 80,000 providers, and passes those insights back to clients. Combined with expert teams that take on your administrative burden, our continually updated knowledge keeps health systems future-proof under any payment model. athenahealth gives you the visibility you need to drive and measure performance and extend your network, resulting in significant ROI for your health system, plus satisfied physicians and engaged patients.



### **BLOOM HEALTH**

[bloomhealth.com](http://bloomhealth.com)

Founded in 2009, Bloom Health brings cost predictability to employers while consumers receive expert guidance to find the benefits options that best meet their unique personal and family needs. We deliver our secure cloud-based solution and personalized support through health plan, employer and agency partners across the United States. In June 2016, we joined long-time strategic partner, Empyrean Benefit Solutions, to form a complete health and welfare benefits engagement experience for clients, employees, and consumers that is without compromise.



### **ENVISION GENOMICS**

[www.envisiongenomics.com](http://www.envisiongenomics.com)

Envision Genomics enables hospitals and healthcare providers to implement cutting edge clinical genomic services and deploy market differentiating genomic medicine programs for rare, undiagnosed and misdiagnosed disease. With clinical genomic volume comes reduced cost and greater disease understanding—creating the ability to bend the healthcare curve. As such, Envision Genomics is creating a network of clinical partners to leverage the combined strength of these forward thinking organizations and allow its partners the ability to realize the value of precision genomic medicine at an accelerated rate, with a financial commitment markedly lower than what individual organizations could achieve on their own.

## HEALTHSPARQ®



### **HEALTHSPARQ**

[www.healthsparq.com](http://www.healthsparq.com)

HealthSparq empowers people to make smarter healthcare choices by providing the cost and quality information they need to truly compare health providers and services. By enabling people to see the total costs of care (pre- and post-procedure included) for more than 400 medical treatments based on their individual health plan, comparison shop for procedures and providers, review quality ratings, and learn about alternative care options, HealthSparq is helping people navigate the healthcare system and shop for healthcare as they never have before.

### **PHARM MD**

[www.pharmmd.com](http://www.pharmmd.com)

For health plans and population risk-bearing entities that want to improve member and employee health. PharmMD is the proven choice for pharmacy quality solutions. Founded by healthcare and pharmacy innovators, PharmMD's outcomes-driven reporting, priority on personal touch, and scalable network are backed by performance-based pricing that guarantees fast results for Part D Star Rating improvement and the most effective Medication Therapy Management.



### **PROPELLER HEALTH**

[www.propellerhealth.com](http://www.propellerhealth.com)

Propeller is the leading digital platform for respiratory health management. Through sensors, mobile apps and services, Propeller helps reduce the cost of care while delivering better quality of life for individuals with chronic respiratory disease. Backed by Safeguard Scientifics, Social Capital, California HealthCare Foundation and other investors, Propeller Health is now working with organizations like Dignity Health, Wyckoff Heights Medical Center, Amerigroup Florida and the City of Louisville. Company recognition includes TEDMED Innovation Showcase, White House Champion of Change and Bluetooth Breakthrough Product awards. The system has been featured in The Economist, Washington Post, Fast Company, Wired and Scientific American.



### **TRIPLETREE**

[www.triple-tree.com](http://www.triple-tree.com)

TripleTree is a healthcare merchant bank focused on mergers and acquisitions, growth capital, strategic advisory and principal investing services. Since 1997, the firm has advised and invested in some of the most innovative, high-growth businesses in healthcare. We are continuously engaged with decision makers including best-in-class companies balancing competitive realities with shareholder objectives, global companies seeking growth platforms and financial sponsors assessing innovative investments and first-mover opportunities.



# ATTENDING ORGANIZATIONS

The mix of attendees across sectors, as well as between incumbents and new entrants, is carefully managed across the entire event. Dinners and Executive Sessions are specifically arranged to support collaboration and raise opportunities throughout the 2.5 days at the Summit.

#healthITchicks  
23andMe  
2bPrecise  
7wire Ventures  
AARP  
Abbott  
Accolade  
Accountable Care Solutions from Aetna  
Accretive Health  
Activision Blizzard  
Advocate Health Care  
Aetna Better Health  
Air Liquide Santé  
Aledade  
Alignment Healthcare  
Allscripts Health Solutions  
American Well  
AmerisourceBergen  
Amgen  
Anthem  
Arkansas BCBS  
Ascension  
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BTN Advisors  
Bupa  
C3 HealthcareRx  
Cajual Entertainment  
Cambia Health Solutions  
Canaan Partners  
Canary Health  
Cancer Treatment Centers of America  
Capital One  
Cardinal Health  
Carolinas HealthCare System  
Catholic Health Initiatives  
Centene  
Centers for Medicare and Medicaid Services  
Cielo Healthcare  
Cigna  
CitiusTech  
Cleveland Clinic  
Cone Health  
DayTwo  
Decision Resources Group  
Delta Dental MN  
Dignity Health  
Duke Royalty  
Edifecs  
Eli Lilly and Company  
Eliza Corporation  
Emmi  
engagedIN  
Envision Genomics  
EquicareHealth  
EveryMove  
eviCore healthcare  
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Godzich Consulting  
Gordon & Associates  
Grand Rounds  
Greater Buffalo Accountable  
Healthcare Network  
GuideWell  
Guy Carpenter  
Health Care Service Corporation  
Health Catalyst Capital Management  
Health Enterprise Partners  
Health Evolution Summit  
Healthbox  
HealthLoop  
HealthPartners  
HealthSparq  
Healthways

Helix	Oklahoma City Clinic	The Boeing Company
Holmusk	Omada Health	The Leadership Institute
HonorHealth	One Medical Group	Thrive 4-7
Hospital Corporation of America	Optum	Time Warner
Hospital for Special Surgery	Oscar Insurance	TripleTree
Humana	OSF Healthcare System	UCB Biopharmaceuticals
IBM	Oxeon Partners	UPMC Enterprises
Independence Blue Cross	Pacific Business Group on Health	Vida Health
Iora Health	Penn Medicine	Walgreens
Internet Health Management	PepsiCo	Way to Wellville
IPN Medical Centres	Peterson Center for Healthcare	Weight Watchers International
Johns Hopkins Medicine	PharmMD	Wells Fargo
Kaiser Permanente	Precedence Health Care	Welltok
Kindred Healthcare	Premera Blue Cross	Xerox Care Integration Services
La Rabida Children's Hospital	Presence Health	YGM Group
Leidos	ProMedica	Zipongo
Leverage Health	Propeller Health	
Life & Specialty Ventures	Proteus Digital Health	
Lifepatch	Providence Health & Services	
LifeWallet	Public Health England	
Livongo Health	QSI/NextGen Healthcare	
Loeb Enterprises	Quantum Health	
London Oncology Clinic	Questa Capital	
Lumeris	RediClinic	
Lumiata	Reinsurance Group of America	
Lurie Children's Hospital	Rite Aid Corporation	
Marand	RS Partners	
MarkLogic	RxREVVU	
Marsh & McLennan Companies	Saatchi & Saatchi Wellness	
MedCity News	Safeguard Scientifics	
MedHelp	Sg2	
Medocity	Sharecare	
MedZed	Sheppard Mullin LLP	
Mercer	Shoppers Drug Mart	
Mirixa Corporation	Silicon Valley Employers Forum	
Mosaic Health Solutions	SimpleTherapy	
Motive Medical Intelligence	Softheon	
Mount Sinai Health System	Sonic Clinical Services	
Narus Health	Spectrum Health	
Navvis & Company	St. Joseph Health	
Neighborhood Health Plan	Sutter Health	
Neighborhood Health Plan of Rhode Island	Syapse	
Newtopia	Tandigm Health	
NextHealth Technologies	Teladoc	
Norfolk and Norwich University Hospitals	Teva Pharmaceuticals	
Oak Street Health	Texas Health Resources	

# WHAT'S YOUR STRATEGY?



EDI  
Gateway



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& Payment



Plan  
Catalog



Data Analytics  
& Reporting



Enrollment  
& Underwriting

Let Softheon plan & execute your end-to-end, quote-to-cart,  
totally-integrated Digital Commerce strategy

**Softheon**

## OLIVER WYMAN

Oliver Wyman is a global leader in management consulting. With offices in 50+ cities across 26 countries, Oliver Wyman combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation. The firm's 4,000 professionals help clients optimize their business, improve their operations and risk profile, and accelerate their organizational performance to seize the most attractive opportunities. Oliver Wyman is a wholly owned subsidiary of Marsh & McLennan Companies [NYSE: MMC], a global team of professional services companies offering clients advice and solutions in the areas of risk, strategy, and human capital. With 60,000 employees worldwide and annual revenue exceeding \$13 billion, Marsh & McLennan Companies is also the parent company of Marsh, a global leader in insurance broking and risk management; Guy Carpenter, a global leader in risk and reinsurance intermediary services; and Mercer, a global leader in human resource consulting and related services.

Oliver Wyman's Health & Life Sciences practice serves clients in the pharmaceutical, biotechnology, medical devices, provider, and payer sectors with strategic, operational, and organizational advice. Deep healthcare knowledge and capabilities allow the practice to deliver fact-based solutions.

## OLIVER WYMAN HEALTH INNOVATION CENTER

In 2011, Oliver Wyman launched a Health Innovation Center (OWHIC) dedicated to promoting positive change in healthcare. OWHIC champions innovation by disseminating proven innovations; envisioning market-based solutions to today's and tomorrow's challenges; and establishing a cross-industry community of thought-leaders to share and shape ideas.

For more information, visit [www.oliverwyman.com](http://www.oliverwyman.com).

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To contact OWHIC, email us at [owhic@oliverwyman.com](mailto:owhic@oliverwyman.com).