The Playbook for Building Win-Win Startup Partnerships

Innovation Preconference Symposium

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Today’s Speakers

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Conflict of Interest

Todd Dunn
Has no real or apparent conflicts of interest to report.

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Has no real or apparent conflicts of interest to report.
Learning Objectives

• Discuss needs and sustainable approaches for engaging entrepreneurs to delve into improvement opportunities

• Examine tools and approaches for rapidly identifying and assessing high performing technology partnerships through streamlined decision-making

• Explore ways to structure a startup partnership with shared vision, success metrics, and sense of urgency to drive mutual success

• Review top tactics to identify champions, consider integration elements, address dependencies, and overcome biggest adoption hurdles
Acknowledgements

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Lisa Suennen

The Re-Wired Group
Detroit, MI
Bob Moesta
Yaw • Pitch • Roll
Digital Innovation a top priority

85% "...tied to our long-term strategy"

75% "...a priority at our health system"

76% "...essential to meeting long-term goals and metrics"

75% "...pursuing it is necessary for a competitive advantage"
76% leaders believe that innovation includes partnering with other innovative organizations.

42% leaders believe that innovation includes testing and scaling externally-developed digital solutions made by small to medium-sized solution companies.
Key Challenges

- Divergent Risk Profiles
- Differing Motivations
- Distinct Cultures
- Complex Regulations
Who to Blame

Frederick Winslow Taylor (1856–1915)
“Jobs-to-be-done offers a clear way to innovate.”

Clay Christensen, HBS
Three C’s of Design Disease

Conference Rooms
Conference Calls
Cubes
Context (their Cambodia)
Three core principles
We used to ask things like, ‘Well, what’s your answer, and what’s your analysis behind it?’ And now we ask, “Ok, what is the fastest way to get an experiment to test that idea?”

Scott Cook
Co-founder and chairman of INTUIT
TALK AMONGST YOURSELVES
<table>
<thead>
<tr>
<th>Key Partnerships</th>
<th>Key Activities</th>
<th>Value Proposition</th>
<th>Customer Relationships</th>
<th>Customer Segments</th>
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<tbody>
<tr>
<td><strong>FEASIBILITY:</strong></td>
<td></td>
<td><strong>DESIRABILITY:</strong></td>
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<td><strong>BUILD, BORROW, BUY?</strong></td>
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<td><strong>CUSTOMER DEVELOPMENT</strong></td>
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<td>Key Resources</td>
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<td>Channels</td>
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<td>Cost Structure</td>
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<td><strong>VIABILITY</strong></td>
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<td><strong>SANITY CHECK</strong></td>
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Value Proposition Canvas

- **Gain Creators**: Describe the gains your customer expects or would be surprised by: required, expected, desired, delighter gains while performing their job to be done.
- **Customer Job(s)**: Describe the job your customer is trying to do, the progress they are trying to make.
- **Pains**: Describe the pains your customer wants to avoid: Risks, Obstacles, and Undesired Outcomes while performing their job to be done.
- **Products & Services**:
  - **Gains**:
  - **Pains**:
  - **Gain Creators**:
  - **Pain Relievers**
You are the person who has to decide. Whether you'll do it or toss it aside; You are the person who makes up your mind. Whether you'll lead or will linger behind. Whether you'll try for the goal that's afar. Or just be contented to stay where you are.

— Edgar Guest —
HEALTHCARE SHIFT TO FEE FOR VALUE
The Business Model Canvas

Key Partners
- MC
- EMRs
- selecthealth
- Payers
- Tissue Analytics

Key Activities
- Wound Therapy
- Standard Assessment/DOC
- Care Giver Collaboration
- Buildings & Care Team
- Mobile Digital Platform

Value Propositions
- Wound Care
- Episodic Care
- Longitudinal Care

Customer Relationships
- Face to Face
- Telecommunication

Customer Segments
- Wound Patient

Key Resources
- BUILDING COST
- SALARIES
- Digital Platform Cost

Revenue Streams
- Fee for Service
- Fee for Value
AMELIA FEARED LOST!

$100,000 Bond Issue for S. M. Schools Proposed
Survey Shows Buildings Now Inadequate

Contract for Peninsular School Let

New J.C. Plant To Be Ready By Next Year

Mrs. Cooke To Get Notice But Will Lose Job In Feud Killing
Harry French Found Guilty In Feud Killing

Hospital Librarian Wins 30-Day Stay
Other Hospital Changes Revealed

Insanity Plea Next
Same Jury To Hear Case Beginning Tuesday

S.F. GRAND JURY TO ASK THAT POLICE BOARD QUIT
Rapheld and Maybe Chief Quinn To Be Included

Navy Ships Ordered To Begin Hunt

SAN FRANCISCO, July 2—The county grand jury on Monday will be asked to order the resignation of the San Francisco police commissioners, of Horace Rapheld, secretary to Mayor Arthur Armstrong, and possibly of District Attorney William J. Quinn. The grand jury's report is due to be submitted to the mayor this week. The resignations of Rapheld and Quinn have been requested by the mayor and the county supervisors.
1. Poor contracts lacking long-term commitment
2. Vague success metrics
3. Open-ended sponsor roles
4. Failure to understand operational realities
5. Runaway vaporware
MISSION: Drive more patient-centered, efficient and safe care through use, development, evaluation and commercialization of digital health.

OUTSIDE-IN

- Introduce market solutions to BWH

INSIDE-OUT

- Bring BWH-developed solutions to market

FOUNDATION: A culture of innovation and collaboration
“We should be the partner of choice for innovators across the digital health landscape.”
Innovation

Bleeding Edge

1-2 clinics
Advancing ideas

2-3 Departments
Integrating novel w/existing

Settled

Researcher/Clinic

1-2 clinics
Advancing ideas

2-3 Departments
Integrating novel w/existing

Scale

Hospital-wide

System-wide
Stable tech
Key factors for translating pilots to implementation

Clinical Validation
Ensuring pilot clinical success metrics and validation processes are well defined and aligned with requirements for decision making.

Iterative Models
Multiple sequential tests of DH solution where people, process, and/or technology are changed based on lessons learned to optimize pilots for success.

Co-Development
Co-development between health system and innovator to develop DH applications that align with internal stakeholders’ needs and vision of success.

Matching Needs
Matching high priority needs and strong internal champions with DH solutions that meet those needs.

The DHIG governance process reduces risk for both individual projects and for the broader organization, improving the likelihood success by ensuring proper approvals and best practices are followed.

**CROSS-FUNCTIONAL GUIDANCE**
Information Security, Partners eCare, Compliance, IRB, Partners Innovation and other teams

**CHECKLIST-DRIVEN PROCESS**
Pre-approved/customizable guardrails and regular check-ins keep projects on track

**IMPACT TO DATE**

100+ PROJECTS REVIEWED

9 MONTHS

AVERAGE TIME FROM INTAKE TO PILOT FOR PROJECTS WHICH ULTIMATELY EXECUTED A PILOT
DHIG Supported Implementation Pathway

DHIG Intake
The innovator begins the DHIG process with an intake form describing the pilot goal and technical requirements (Appendix 1.1).

DHIG Meeting
The innovator presents the DH solution and pilot idea at an interdisciplinary DHIG meeting.

Checklist
The innovator is given a checklist of items to address prior to pilot (“Checklist in Progress”). Pilots are able to proceed after the checklist is complete (Appendix 1.2).

Pilot
The innovator and operations partner prepare for pilot and test the digital health solution.

Pilot Review
Upon pilot completion, the innovator, operations partner, and stakeholders review the pilot and decide on path forward.

Implementation
Pending pilot success and hospital needs, the DH solution may be implemented beyond the initial pilot population.

DHIG Phases
- **DHIG Intake**: 1 month
  - The average time from DHIG intake to presenting at the DHIG meeting was 1 month.
- **DHIG Meeting**: 4 months
  - It took an average of 4 months for innovators to complete checklist items after the DHIG meeting.
- **Checklist**: 4 months
  - Innovators prepared for pilot initiation for an average of 4 months.
- **Pilot**: 10 months
  - Active pilots lasted on average 10 months.
- **Pilot Review**: 2 months
  - After pilot completion and review, the decision whether or not to implement the DH solution beyond pilot phase took an average of 2 months.

Post-DHIG Phases

Project-Based Monitoring and Detail Checklists Track for Progress and Pitfalls

**BWH iHub Readiness Dashboard:**

- **In Process**
- **05/02/17**

**Key project indicators**
- Goals
- Contacts
- Task Status
- Issues
- Files

**Task-level detail**
- All items
- Notes/comments
- Assignees
- Resource links
- Task Status

The pathway to sustainable operations

**INNOVATION**
- Early Stage
- Ideation
- Pilot

**COORDINATION**
- Handoff
- Assessment
- Planning

**OPERATION**
- Support
- Scale
- Manage
## Intermountain Transformation Lab Process Checklist

<table>
<thead>
<tr>
<th>Process or Artifact</th>
<th>Contact</th>
<th>Notes</th>
<th>Template/Link</th>
<th>Completed?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pilot Evaluation Process</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do we currently have a contract in place that would prevent us from working with this company?</td>
<td>SCO</td>
<td></td>
<td>N/A</td>
<td>Choose an item.</td>
</tr>
<tr>
<td>Is there a Physician Owner?</td>
<td>Project Manager</td>
<td></td>
<td>N/A</td>
<td>Choose an item.</td>
</tr>
<tr>
<td>Have we involved Bus Dev to discuss warrants in the early stage company?</td>
<td>Project Manager / Business Development</td>
<td></td>
<td>N/A</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Letter of Intent</strong></td>
<td>Project Manager, SCO, or Business Champion</td>
<td>Outlines the terms of a deal and serves as a “agreement to agree” between two parties.</td>
<td>TBD</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Value Proposition Canvas</strong></td>
<td>Business/Clinical Owner</td>
<td>A chart that maps the key things that make up a product and why people buy it.</td>
<td>VPC Template</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Business Model Canvas</strong></td>
<td>Business/Clinical Owner</td>
<td>A strategic management template used to develop new or document existing business models. It is a visual chart with elements describing a product or service value proposition, infrastructure, customers, and finances.</td>
<td>BMC Template</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>ROI (Return on Investment) Analysis</strong></td>
<td>Business Champion</td>
<td>Work with Finance and SCO teams to determine budget impacts, cost analysis, cost savings, financial impact.</td>
<td></td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>SBAR</strong></td>
<td>Business/Clinical Owner</td>
<td>Situation, Background, Assessment, Request form should be filled out and submitted by Business/Clinical owner to support pilot study request</td>
<td>SBAR</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Strategic A3</strong></td>
<td>Business/Clinical Owner</td>
<td>A Strategic A3 document should be filled out and submitted by Business/Clinical owner to support pilot study request</td>
<td>A3 Template</td>
<td>Choose an item.</td>
</tr>
</tbody>
</table>
The AMA is committed to making technology an asset, not a burden, and the playbook provides the medical community with widespread access to a proven path for implementing digitally enabled health and care.

Dr. Jesse M. Ehrenfeld, AMA chair elect
AMA Digital Health Implementation Playbook

Best practices shared by 80+ nationwide physicians, patients, care team members, administrators, and entrepreneurs

Practical guide leading from identifying the need and forming a team to contracting to partnering and evaluating the success
“Accelerating the pace of digital health adoption requires an efficient and proven path to success, but best practices are not widely shared. The Playbook responds to a growing demand for proven guidance that physicians and care teams need to successfully integrate effective digital solutions into practice.”

Michael Hodgkins, MD
AMA Chief Medical Information Officer

Download the Playbook here:
YES WE'RE OPEN
Rise of the App Stores of the EHRs

Allscripts® Developer Program

athenahealth marketplace

Cerner code

Epic App Orchard

MEDITECH GREENFIELD
Benefits of App Stores

- Eliminate RFP process
- Cut down integration costs and implementation time
- Filter signal from noise – glean from peer reviews and best practices
- Agile pilots – try before you buy
- Lower investment and risk
- Shopping experience – choice of similar functionality within category
Discussion
We all need a flight plan
We all need a flight plan

Develop a standard process

Invest in IT resources

Implement a flexible budget cycle for operations staff

Source: AHA and AVIA Digital Innovation Report 2017
Additional Considerations

- Only **pilot what you intend to buy**
- **Pay vendors for pilots**
- Clarify expectations **upfront**
- Be honest with yourself about how much **customization** you really need
- Put your **A team** on the pit crew

- **Think hard** about whether a pilot is really necessary
- Don’t measure success by **# of pilots**; have the right approach
- Render an early verdict – if it’s clear the pilot isn’t working, stop it early
- Pilot products are not perfect – **build your own if you need them to be perfect**

Thank you!
Q&A and Contact Information

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