

INSIDE THE

# Top of Mind for Top U.S. Health Systems 2018 Summit

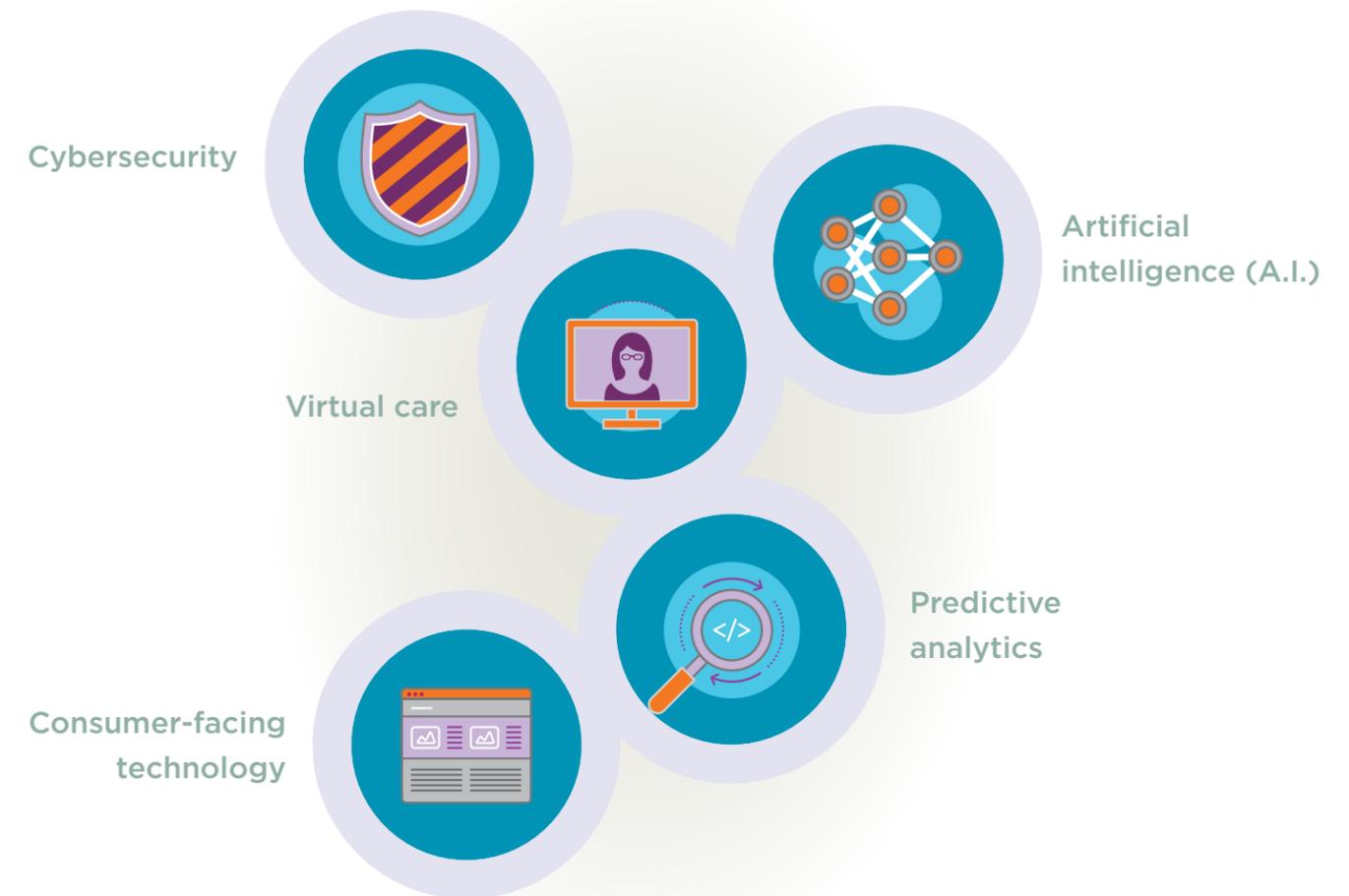
KEY THEMES AND SPEAKER HIGHLIGHTS



## INTRODUCTION

To understand how health system leaders are viewing the rapidly evolving digital health landscape, the Center for Connected Medicine (CCM) commissioned surveys of some of the largest health systems in the United States. That research was unveiled at the CCM's inaugural Top of Mind for Top U.S. Health Systems 2018 Summit (Top of Mind 2018 Summit) in Pittsburgh, Pa., on Dec. 6-8, 2017. The Top of Mind 2018 Summit convened health care and technology thought leaders to discuss the research findings and share insights on 2018 health IT trends. The CCM is a collaborative health care executive briefing center whose members are GE Healthcare, IBM, Lenovo Health, Nokia, and UPMC.

The Summit focused on five 'top of mind' areas in health IT:



The CCM, in partnership with The Health Management Academy, unveiled new research on health system executives' perspectives on these trends at the Top of Mind 2018 Summit. The Top of Mind for Top U.S. Health Systems Report incorporates findings from quantitative and qualitative surveys with C-suite executives at more than 20 of the largest health systems, including CEOs, CFOs, CIOs, CMIOs, and CNIOs.

This report summarizes the Summit's key insights, highlights select speakers, and discusses the major themes that emerged during the Summit.



Download the research report:  
[connectedmed.com/topofmind2018](https://connectedmed.com/topofmind2018)

**The Academy**  
The Health Management Academy

# Three Key Themes

Throughout the Top of Mind 2018 Summit, three key themes emerged from the more than a dozen speakers and their presentations. In presentations on the digital health and IT subtopics – cybersecurity, consumer-facing technology, virtual care, predictive analytics, and A.I. – speakers commonly referenced the importance of establishing a robust and secure data foundation, utilizing an open and collaborative approach for implementing technologies, and keeping the focus on the patient. Each of these broad themes span the digital health space and are key to health care improvement.

1

## Establishing a Robust Data Foundation

A core message heard throughout the Top of Mind 2018 Summit was the importance of an organization's data governance, maintenance, and management. Creating a robust data foundation that is accurate, trustworthy, and structured is crucial in implementing advanced IT solutions. The data is the baseline for all analysis, and as organizations look to implement advanced analytics there must be a focus on implementing enterprise-wide data management. Without a proper data foundation, the output of any analytics will be untrustworthy or invalid, and therefore getting the basics right around data management is the first, and most important, step.

2

## Embracing a Collaborative Approach to Health IT

As technology continues to evolve at a rapid pace and health care undergoes industry-wide transformation, Summit speakers advocated a collaborative, partnership-focused approach to tackling health care's biggest challenges. Going at it alone will no longer be feasible for most organizations as the pace of transformation increases. Organizations that recognize their current competencies, and leverage partnerships to bolster capabilities, will be the most successful in a rapidly changing health care environment.

3

## Keeping the Focus on the Patient

While vendors and providers are implementing advanced technologies to transform health care, Summit speakers emphasized that initiatives should foremost be focused on how patients and their experience with the health system will be impacted. As the quantitative power of health care IT increases, providers must be vigilant about maintaining relationships with their patients while emphasizing patient needs and goals. As patient data becomes ubiquitous, and advanced analytics, A.I., and machine learning analyze population levels of data to uncover large-scale trends, it is important to maintain a human perspective, remembering that each line of data is an individual life. Additionally, as health care becomes more consumer-centric, vendors and providers must rethink processes to become truly patient-focused and successful.

# The Future of Cybersecurity in Health Care



## Gus Hunt

*Former Chief Technology Officer of the CIA and current Managing Director of Cybersecurity, Accenture*



building cyber-resiliency with a set of specific objectives to accomplish in a defined amount of time. As part of the cyber moonshot, Hunt discussed building a cyber-resilient organization utilizing the cloud, which can provide a dynamic, elastic environment that organizations can scale on-demand.

Hunt also advocated for increased public-private partnerships in the development of new, incentive-driven outcomes around cybersecurity. Current models provide a roadmap for organizations to follow and demonstrate compliance in case of a breach or lawsuit; however, as Hunt asserted, “compliance is not security,” and models must be improved. Health care organizations must approach cybersecurity as a way to further enable business goals. Leaders must do assessments of their current security environment and focus on basic hygiene, vulnerability analyses, and proactive defense.

Additionally, health care organizations must harden their data to minimize potential damage if a breach does occur. Understanding that organizations are most vulnerable through their weakest link, which is most often human error or negligence, organizations must prioritize education and removing the human-element behind cybersecurity decision making as much as possible. The threat of cyberattacks will always be a question of “when,” not “if,” – however, by rethinking the current processes, hardening data, and being proactive about defense, health care organizations can protect themselves against these threats.

Gus Hunt addressed the state of cybersecurity in the world and in health care, and highlighted key strategies necessary for creating a cyber-resilient organization. Interviewed by Chris Carmody, SVP, Enterprise Infrastructure, UPMC and President, ClinicalConnect Health Information Exchange, Hunt discussed how to utilize IT and security as an asset to drive change in an organization, stay ahead of challenges, and position an organization for success in today’s world.

A critical component of success in today’s environment is cybersecurity. As the volume and intensity of cyberattacks increase, the cybersecurity posture must keep pace at the world’s top industries, including health care. However, although investment in cybersecurity is increasing at a rapid rate, the many breaches experienced by organizations indicate that the current approach to cybersecurity is lacking. Hunt advocated for government-led “cyber moonshot” – a galvanizing call to action for

Walking through her background and experience in creating Nuna, Jini Kim highlighted several key recommendations for implementing advanced analytics into an organization. Kim was first exposed to United States health care at age 9 when she helped navigate the system for her family after her brother was diagnosed with autism. This early exposure to the highly complex, opaque, and confusing health care industry prompted Kim's interest in reshaping and repairing the current system. This passion drove her to be involved in some of the most significant and groundbreaking health care projects in recent history, including the early development of the Google Health platform, fixing the rocky rollout of Healthcare.gov, and creating the first standardized Medicaid data platform.

These experiences – both those that were successful and those that were not – made clear the importance of having a clear purpose and goal, understanding context, and asking the right questions when trying to solve a problem. Organizations cannot throw technology at a problem without understanding the current landscape. Asking the right questions, and implementing solutions that answer those fundamental questions will ultimately be more successful than squeezing into a software solution that does not fit an organization's needs.

Additionally, organizations must recognize when they do not have the capabilities to develop analytics, platforms, or solutions and should partner. Kim suggested providers do not have the resources, talent, or core competencies to compete with major technology companies (e.g., Apple, Google), but can leverage outside expertise through partnerships.

Lastly, rigorous data science is fundamental to successful implementation of any software, technology, or analytics solution. Organizations must prioritize data quality as well as infrastructure and architecture to ensure meaningful outcomes. Getting the basics right and focusing on the data is crucial. Even with the most advanced solutions and analytics, "if your data is bad, then whatever you are doing is wrong."



**Jini Kim**  
*Founder and CEO, Nuna*

## Using Analytics to Drive Better Care



SELECTED SPEAKER HIGHLIGHTS

# The Physician Productivity Paradox and Other Unsolvable Issues



**Adam Gale**

*President, KLAS Research*



functionalities of population health IT include aggregation and analysis of data, care coordination and care management, administrative and financial analysis, patient engagement, and clinician engagement.

While many vendors are successful around the analytics and operational competencies, such as data aggregation and analysis, care management, and financial reporting, many solutions are less successful around patient and clinician engagement. As physician burnout becomes a high priority for providers, evaluating vendors on engagement is an essential consideration. As vendors focus on recognizing solution gaps and thinking critically about provider needs, they can be highly successful in increasing engagement and driving value in health care.

As health care leaders look to improve quality, safety, organizational efficiency, and outcomes, organizations are evaluating emerging solutions and technologies to improve care. New vendors in spaces such as artificial intelligence and consumer-facing technology are tackling important issues, however evaluating the sheer number of vendors and their ability to deliver on a value proposition is a challenge.

Gale discussed findings from KLAS Research focusing on implementation and evaluation of population health IT solutions. Core



SELECTED SPEAKER HIGHLIGHTS

Focusing on the importance of utilizing patient-generated data and the ability of technology to positively impact patient care and patient experience, Erin Moore told the story of her son, Drew, and his experience with cystic fibrosis. Moore recounted how she and her son's care team leveraged patient-generated data to improve care and inform treatment. Moore highlighted how the utilization of patient-generated data is an important step in understanding the full picture of the patient, and the use of technology can drastically improve quality of life when applied with patient goals in mind.

In a moderated Q&A with Rasu Shrestha, MD, MBA, Chief Innovation Officer, UPMC and EVP, UPMC Enterprises, Moore and Shrestha discussed the importance of patient-

generated data and the use of technology to improve patient experience and comfort. Additionally, Shrestha and Moore touched on consumerism in health care. As health systems nationwide work to become more consumer-centric, providers will have to rethink the way they deliver care. Listening to patient goals, developing shared goals, meeting the patient where they are, and creating an environment where patient success - rather than failure - is a focus are important strategies in becoming more consumer-centric.



**Erin Moore**

*Health Care Innovation  
Consultant*

**A PATIENT'S PERSPECTIVE:**

## The Human Use of Technology for Improving Care and Outcomes



SELECTED SPEAKER HIGHLIGHTS



**CONCLUDING PANEL:**

# Leaders' Perspectives and Key Learnings



## Graham Hughes, MD

*Chief Executive Officer,  
Sutherland Healthcare*

## Aaron Martin

*EVP, Chief Digital Officer,  
Providence St. Joseph Health  
and Managing General Partner,  
Providence Ventures*

## Rasu Shrestha, MD, MBA

*Chief Innovation Officer, UPMC  
and EVP, UPMC Enterprises*



impact on performance and the overall economics of health care. These areas have larger datasets in which to leverage predictive analytics or machine learning, and provide health systems with an easier place to begin utilizing these capabilities. This will allow health systems to build up to tackling more high-complexity areas, such as cancer.

However, before implementing technology, panelists highlighted the importance of data governance. Data is the foundation of advanced analytics, and therefore an organization must invest in data management and governance to ensure confidence in data validity, accuracy, and trustworthiness. With proper data curation and management, health systems can utilize advanced analytics to solve core business problems, improve patient experience, and become a more successful and efficient delivery system.

In the concluding panel, moderated by Rasu Shrestha, MD, MBA, Chief Innovation Officer, UPMC and EVP, UPMC Enterprises, Aaron Martin and Graham Hughes reflected on insights from the Summit and how to implement digital health successfully. A key point made by Martin and Hughes was the necessity of using technology in an intelligent way - to make processes more efficient, eliminate busywork, and solve business problems. Additionally, organizations must be willing to start with the small steps, and build to the big steps. Implementing solutions in low-complexity, high-volume areas - for example in the treatment of UTIs - can have a significant



## About the CCM

The Center for Connected Medicine (CCM) is the world's first collaborative health care executive briefing center, supporting stakeholders in defining the transformation of health care. It serves as a resource for innovative patient-centered and population health models, showcasing strategically integrated health information technology. By facilitating connections among those who deliver, receive, and support health care, the CCM helps promote cultural change, coordinated care delivery, and greater patient engagement. Located in Pittsburgh, Pa., the CCM is operated by five partners — GE Healthcare, IBM, Lenovo Health, Nokia, and UPMC — representing various facets of the health information community.

To find out about future CCM events go to [connectedmed.com/contact](http://connectedmed.com/contact)



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