

Innovating for Value in Health Care: Emerging Solutions at Work

NEHI Annual Meeting
May 10, 2011



Westin Boston Waterfront - Boston, Massachusetts



Welcome to Our Members

A message from NEHI President Wendy Everett and NEHI Board Chair Joshua Boger



Dear Members,

We hope our Annual Meeting will provide a rich environment to collaborate with fellow NEHI members and to address one of the most critical issues facing us today: enhancing value in health care. With the goal of identifying innovations that can create value for patients in the health care system, this will be a hands-on opportunity to intellectually engage and debate with one another in a thought-provoking forum.



NEHI is uniquely positioned to convene people—from across different sectors—who are passionate about improving health care and to blend their diverse perspectives through the shared lens of innovation. Whether it is a revolutionary approach or incremental advances, we believe that innovation builds a path to better health and health care.

Generating more value from our health care system is a challenging but critical endeavor. The future efficacy of the health care system hinges on our ability to reduce costs without compromising quality. Our members are at the forefront of cutting-edge innovation, and as such, we believe the answer to creating more value in health care resides right here in this room with all of you.

We hope today's meeting provides you with a unique vantage point to examine the issues and that collectively we come away with innovative ideas that will power the future of health care.

Best,

Wendy and Joshua

- 1:00-1:10** **Welcome and Annual Meeting Proceedings**
- Joshua Boger, PhD, NEHI Chair and Founder/CEO (retired), Vertex Pharmaceuticals
- 1:10-1:20** **NEHI “Year in Review”**
- Wendy Everett, ScD, President, and Valerie Fleishman, Executive Director, NEHI
- 1:20-2:10** **Keynote: “Innovating for Value in Health Care”**
- Uwe Reinhardt, PhD, James Madison Professor of Political Economy, Princeton University
- 2:10-3:15** **Reactor Panel Discussion and Audience Q&A**
- Moderator: Charlie Baker, Executive in Residence, General Catalyst Partners
 - Victor Dzau, MD, President and CEO, Duke University Health System
 - Roberta Herman, MD, COO, Harvard Pilgrim Health Care
 - Henri Termeer, Former Chairman and CEO, Genzyme Corporation
- 3:15-3:30** **Break**
- 3:30-4:50** **Working Sessions**
- Breakout 1: New Ways to Pay
 - Charlie Baker, Executive in Residence, General Catalyst
 - James Roosevelt, Jr., President and CEO, Tufts Health Plan
 - Breakout 2: Redesigning Patient Care
 - Victor Dzau, MD, President and CEO, Duke University Health System
 - Gerald McDougall, Partner, PricewaterhouseCoopers Health Sciences Practice
 - Breakout 3: Balancing Risk and Benefit
 - David Nexon, PhD, Senior Executive Vice President, AdvaMed
 - Glen Giovannetti, Global Biotechnology Leader, Ernst & Young
- 4:50-5:00** **Wrap up**
- Wendy Everett, ScD, and Joshua Boger, PhD
- 5:00-7:00** **Reception Upstairs in Sauciety Restaurant**

Sponsors





Keynote Speaker



Uwe Reinhardt, PhD

James Madison Professor of Political Economy, Princeton University

Uwe Reinhardt is the James Madison Professor of Political Economy at Princeton University. Recognized as one of the nation's leading authorities on health care economics, he has advised various state and international bodies, including the World Bank, the Physician Payment Review Commission, the Veterans Administration and the United States Department of Health and Human Services. He contributes to *The New York Times* Economix blog, writing about health care, finance, taxes and other issues.

Professor Reinhardt has been a member of the Institute of Medicine of the National Academy of Sciences since 1978 and is past president of the Association of Health Services Research. From 1986 to 1995 he served as a commissioner on the Physician Payment Review Committee, established in 1986 to advise Congress on issues related to the payment of physicians. He is a senior associate of the Judge Institute for Management of Cambridge University, UK, and a trustee of Duke University and the Duke University Health System. He has served on the boards of other hospital systems in the past.

Professor Reinhardt has been a member of numerous editorial boards, among them the *Journal of Health Economics*, the *Milbank Memorial Quarterly*, *Health Affairs*, the *New England Journal of Medicine*, and the *Journal of the American Medical Association*. He is a member of the Kaiser Family Foundation's Commission on Medicaid and the Uninsured. He is currently a director of Boston Scientific, a medical device company, and of Amerigroup, a managed health care provider. He is also a trustee of Hambrecht & Quist Capital Management, which is the investment adviser for two closed-end equity funds that invest in growth equities, both public and private, in the health care and life sciences industries.

Born in Germany, Professor Reinhardt received his bachelor of commerce degree from the University of Saskatchewan in 1964 and his PhD in economics from Yale University in 1970.



Charlie Baker

Executive in Residence, General Catalyst Partners



Charlie Baker has spent the past twenty years serving in senior leadership positions in the public and private sectors. In the 1990s, he served as Secretary of Health and Human Services and Secretary of Administration and Finance under Massachusetts Governors Bill Weld and Paul Cellucci, playing a leading role in a number of major initiatives, including Medicaid reform, welfare reform and pension reform. He received the National Governors Association Distinguished Service Award in 1998.

Mr. Baker became the CEO of Harvard Vanguard Medical Associates in 1998, and was recruited shortly after that by its parent company to become the CEO of Harvard Pilgrim Health Care.

Under his leadership, HPHC emerged from receivership in 2000 and posted ten years of positive financial results. It was also selected by *US News and World Report* as the #1 health plan in the country for member satisfaction and clinical effectiveness for six years in a row.

Mr. Baker left HPHC in the summer of 2009 to seek the Republican nomination for Governor of Massachusetts. He secured the nomination, but lost in a four-way race in the general election to incumbent Democrat Deval Patrick. Mr. Baker currently serves as an Executive In Residence at General Catalyst Partners, a Cambridge-based venture capital firm, providing guidance and expertise to small and mid-sized health care companies. He holds an MBA from Northwestern University and a BA in English from Harvard College.

Victor Dzau, MD

Chancellor for Health Affairs and Professor of Medicine, Duke University & President and CEO, Duke University Health System



Victor Dzau is Chancellor for Health Affairs and Professor of Medicine at Duke University and the President and CEO of Duke University Health System. Dr. Dzau was previously a Professor and Chairman of Medicine at Brigham and Women's Hospital and Chairman of the Department of Medicine at Stanford University.

Dr. Dzau has made a significant impact on medicine through his pioneering research on the renin-angiotensin system, his founding of the new discipline of Vascular Medicine and Biology, and his leadership in health care focusing on academic health centers' responsibility to reduce health disparities at home and globally. He has spoken frequently on health care policy issues

at the World Economic Forum, the World Health Assembly, the Aspen Institute, the Pacific Health Summit, the Atlantic Health Forum, and National Research Forum.

He serves on the Council of the Institute of Medicine of the National Academy of Sciences, the board of directors of Research!America and the board of governors of the World Economic Forum. He is also chair-elect of the Association of Academic Health Centers. He has chaired the NIH Cardiovascular Disease Advisory Committee as well as the Council of Atherosclerosis, Thrombosis and Vascular Biology of the American Heart Association, and has served on the Advisory Council to the Director of NIH.

Dr. Dzau received his MD degree from McGill University and underwent postgraduate training at Harvard Medical School. He was born in Shanghai, China, raised in Hong Kong, and is a citizen of the United States.



Participant Biographies

Glen Giovannetti

Global Biotechnology Leader, Ernst & Young



Glen Giovannetti is Ernst & Young's Global Biotechnology Sector Leader and co-leads the firm's Life Sciences practice. He has over 26 years of experience with Ernst & Young, the majority serving clients in the biotechnology and medical device industries. He has extensive experience in assisting clients with strategic transactions including equity and debt offerings, technology licensing and R&D collaborations, joint ventures and acquisitions.

Mr. Giovannetti co-leads a team focused on understanding the needs of clients in the life sciences industry, monitoring trends and business drivers, and networking and informing professionals serving the life sciences industry globally. The team is responsible for producing

Ernst & Young Thought Leadership publications such as *Beyond Borders*, *The Biotechnology Annual Report*, and *Pulse of the Industry*.

He is a frequent speaker at life sciences industry events around the globe and co-chairs New England Funding a Cure, an event that raises money for early cancer research, and is a member of the Leadership Council of The Kenneth B. Schwartz Center at Massachusetts General Hospital. He received his BA in business and accounting from Linfield College.

Roberta Herman, MD

Chief Operating Officer, Harvard Pilgrim Health Care



Roberta Herman, MD is Chief Operating Officer for Harvard Pilgrim Health Care, one of New England's largest non-profit managed health care organizations, providing care and coverage to over one million members throughout Massachusetts, Maine, and New Hampshire.

As Chief Operating Officer, Dr. Herman is responsible for the day-to-day operations of Harvard Pilgrim, including Sales, Marketing, Member Services, Medical Management and the Harvard Pilgrim Institute. During the last two years Dr. Herman also oversaw Harvard Pilgrim's Massachusetts Commercial Fully Insured line of business – a segment comprised of approximately 400,000 fully insured lives that is Harvard Pilgrim's largest core line of business.

Before becoming COO, Dr. Herman served as Harvard Pilgrim's Chief Medical Officer. Under her leadership, Harvard Pilgrim was rated the #1 private health plan in America for seven consecutive years by the National Committee for Quality Assurance (NCQA). She was also responsible for creating and implementing a ground-breaking Pay for Performance Program with Partners HealthCare. Previously, she served as Chief of Internal Medicine at Harvard Community Health Plan.

Dr. Herman currently chairs the Board of Directors of the American Heart Association of Greater Boston and is a board member of the Planned Parenthood League of Massachusetts and NEHI. She is the former chair of the Chief Medical Officers Leadership Council of the Association of Health Insurance Plans (AHIP) and the former president of the Alliance for Health Care Improvement.

Dr. Herman is a graduate of McGill University Medical School.



Gerald McDougall

Partner, PricewaterhouseCoopers Health Sciences Practice



Gerald McDougall is Partner-in-Charge of PricewaterhouseCoopers Health Sciences Practice serving academic and research organizations across the health care continuum. He joined the firm in 1988 and is responsible for leadership of the strategic and business planning services that PwC provides to its clients across a broad range of basic, translational and clinical research.

Working with companies involved in all aspects of the R&D lifecycle — from academia through commercialization — Mr. McDougall specializes in driving synergistic alliances, such as public-private partnerships, to develop new scientific ventures. Over the last decade of his leadership of the Health Sciences practice, his clients have included many of the top 50 academic medical centers, major research universities and health systems, and biotech, pharmaceutical and device companies. He has led projects at organizations dedicated to cancer, orthopedics, diabetes, neurological disorders, cardiovascular, diabetes, pediatrics and orphan diseases.

He is a member of the World Business Council for Sustainable Development and the President’s Council, New York Academy of Science, and is on the board of the Multiple Myeloma Research Foundation.

David Nexon, PhD

Senior Executive Vice President, AdvaMed



David Nexon is Senior Executive Vice President of the Advanced Medical Technology Association (“AdvaMed”), where he is responsible for domestic policy. AdvaMed is the world’s largest association representing manufacturers of medical devices, diagnostic products and medical information systems.

Prior to joining AdvaMed in 2005, Mr. Nexon served for more than twenty years as the Democratic health policy staff director for the Senate’s Health, Education, Labor and Pensions Committee and as the senior health policy advisor to Senator Edward M. Kennedy. In these capacities, he has been involved with most of the major health policy issues of the last two decades, including health insurance reform, the FDA Modernization Act and the Child Health Insurance Program (CHIP).

Prior to joining Senator Kennedy’s staff, Mr. Nexon was senior budget examiner in the Health Branch of the Office of Management and Budget, where he was responsible for the Health Care Financing Administration (now the Center for Medicare and Medicaid Services). Mr. Nexon held several academic appointments prior to entering government service. He received his BA from Harvard College and his PhD from the University of Chicago.



Participant Biographies

James Roosevelt, Jr.

President and CEO, Tufts Health Plan



Mr. Roosevelt joined Tufts Health Plan in 1999 as Senior Vice President and General Counsel and held that position until June 2005, when he became President and Chief Executive Officer. As the general counsel, he presided over the legal department and the company's compliance, privacy and government relations functions.

Before joining Tufts Health Plan, Mr. Roosevelt was the associate commissioner for Retirement Policy for the Social Security Administration in Washington, D.C. He has also served as chief legal counsel for the Massachusetts Democratic Party and is co-chair of the Rules and By-laws Committee of the Democratic National Committee. Mr. Roosevelt spent ten years as partner at Choate, Hall and Stewart in Boston. He is past chairman of the board of trustees for the Massachusetts Hospital Association, past president of the American Health Lawyers Association and past chairman of the board of trustees for Mount Auburn Hospital.

Currently, Mr. Roosevelt serves as chairman of the board of directors for the Massachusetts Association of Health Plans, and is a member of the board of directors at America's Health Insurance Plans, Emmanuel College, the Kenneth B. Schwartz Center and NEHI. He is also co-chair of the board of directors for the Tufts Health Care Institute. In November 2008, President-elect Barack Obama appointed Mr. Roosevelt to his transition team to co-chair a review of the Social Security Administration.

Mr. Roosevelt received his JD from Harvard Law School and his AB with honors in government from Harvard College. He has also completed the Advanced Management Program at Harvard Business School.

Henri Termeer

Former Chairman and CEO, Genzyme Corporation



Henri Termeer was appointed President of Genzyme Corporation in 1983, two years after the company's founding. He became its Chief Executive Officer in 1985 and Chairman in 1988. Under his leadership, Genzyme has grown from a modest entrepreneurial venture to one of the world's leading biotechnology companies, and in 2007, Genzyme was chosen to receive the National Medal of Technology, the highest honor awarded by the President of the United States for technological innovation.

Mr. Termeer is recognized as a pioneer in developing and delivering treatments to patients with rare genetic diseases around the world. He is a trustee for the Boston Museum of Science, a member of the Massachusetts Institute of Technology Corporation and a member of the board of directors of Project HOPE, an international nonprofit health education and humanitarian assistance organization. He was also instrumental in founding the New England Healthcare Institute and is currently Chair Emeritus of NEHI.

Widely acknowledged for his contributions to the biotechnology industry and health care field, Mr. Termeer serves on the board of directors of both the Biotechnology Industry Organization and the Pharmaceutical Research and Manufacturers of America. He is a director of Massachusetts General Hospital and is a member of the board of fellows of Harvard Medical School. In addition, Mr. Termeer is deputy chairman of the Federal Reserve Bank of Boston's board of directors and a member of the board of directors of Abiomed Inc.

A native of the Netherlands, Mr. Termeer studied economics at the Economische Hogeschool (Erasmus University, The Netherlands) and earned an MBA from the Darden School at the University of Virginia.



Delivery System

- **Patient medication adherence:** NEHI is currently working on a project that will create a roadmap for improved patient medication adherence throughout the U.S. health care system. The roadmap will be created in a graphic format and will illustrate how numerous ongoing initiatives in health care reform (such as the deployment of electronic medical records and expanded use of patient-centered medical homes) can and should facilitate improved adherence. The roadmap will be largely formulated at a working meeting in Washington in June, and will be released at a conference in Washington, DC on September 22.
- **Waste and Inefficiency:** Working with the National Priorities Partnership convened by the National Quality Forum, NEHI is producing a series of briefing papers recommending specific policy actions for reducing wasteful health care spending. Our first four “Compact Action Briefs” (CABs) identify \$184 billion in savings in four important areas: patient medication adherence, emergency department overuse, medication errors and hospital readmissions. NEHI will be producing additional CABs for distribution nationally to public and private policymakers.

Health Promotion

- **Healthy People/Healthy Economy:** NEHI and the Boston Foundation have created a statewide coalition of senior leaders committed to making Massachusetts the national leader in health promotion and wellness. Legislation was recently filed on behalf of the coalition and NEHI is developing a scorecard to be released during the summer of 2011 that rates the state’s policy efforts on health and wellness initiatives.

Health Technologies

The Fast Adoption of Significant Technologies program (*FAST*) is a joint initiative of NEHI and the Massachusetts Technology Collaborative (MTC) that identifies and promotes the adoption of underused innovations.

- **Tele-ICU:** Following research by NEHI and MTC that underscores the significant clinical and financial benefits of tele-ICU, NEHI is working on three fronts to catalyze adoption of this valuable technology. NEHI is briefing Massachusetts policymakers and hospital groups in an effort to achieve implementation of tele-ICUs by all hospitals in the state by 2015. NEHI is working with the California HealthCare Foundation to assess the potential of tele-ICUs in California hospitals. And NEHI is working with The Leapfrog Group on modifying the national standards for ICU staffing to include tele-ICU care.
- **Home Telehealth:** In partnership with Atrius Health, NEHI is conducting a demonstration project examining the clinical and financial benefits of Home Telehealth monitoring of patients who have been hospitalized for congestive health failure.

Innovation

- **Balancing risk and benefit in regulation:** NEHI is launching a new program to examine the implications of the current balance of risk and benefit in the regulatory environment on innovation in the discovery, development, access and use of drugs, therapies, devices and technologies.
- **Comparative effectiveness research:** Building off earlier research, NEHI is now working to identify and promote a cohesive national strategy to disseminate CER findings by leveraging partnerships and encouraging the Patient-Centered Outcomes Research Institute to take a lead role in dissemination activity. NEHI is convening senior policymakers to discuss this strategy at a roundtable in Washington, DC on May 25, 2011.





▪ Leadership

Wendy Everett, ScD, President (weverett@nehi.net)

Areas of expertise: Controlling health care costs/waste, emergency department overuse, medication errors/patient safety, health information technology.

Valerie Fleishman, Executive Director (vfleishman@nehi.net)

Areas of expertise: Comparative effectiveness research, patient medication adherence, prevention and wellness.

▪ Programs

Tom Hubbard, Senior Program Director (thubbard@nehi.net)

Areas of expertise: Comparative effectiveness research, prevention and wellness, employee wellness programs, patient medication adherence.

Lisa Payne Simon, Senior Program Director (lpsimon@nehi.net)

Areas of expertise: Health information technology, home telehealth technologies.

Brian Schuetz, Program Director (bschuetz@nehi.net)

Areas of expertise: Medical innovation, health professions education, health information technology, comparative effectiveness research.

Dominique Melissinos, Health Policy Associate (dmelissinos@nehi.net)

Areas of expertise: Prevention and wellness, employee wellness programs.

Karan Desai, Health Policy Researcher (pi@nehi.net)

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Forging Partnerships: A National Strategy for CER Dissemination

Join senior policymakers to catalyze the debate and spur action for a national dissemination strategy for comparative effectiveness research. Building on the recommendations in NEHI's recent white paper, this roundtable discussion will help set the stage for future national dissemination policies.

May 25, 2011

1:00 to 5:00PM

National Press Club, 529 14th Street, NW, 13th Floor - Washington, DC

Improving Clinician-Patient Communication

Dial in to this members-only conference call to hear leading experts, including Dr. Michael McGinnis, Executive Director of the IOM Roundtable on Value & Science-Driven Health Care, discuss the IOM initiative to improve clinician-patient communication about treatment options. Details TBA.

June 17, 2011

12:00 to 1:00PM

Roadmap to Improved Patient Medication Adherence

NEHI will convene a half-day conference to bring together – for the first time – the nation's top thought leaders and policymakers from all sectors of health care to discuss a cohesive roadmap for making medication adherence an integral part of health reform strategy.

September 22, 2011

National Press Club, 529 14th Street, NW, 13th Floor - Washington, DC

Innovators in Health Awards Forum and Reception

The Innovators in Health Awards recognize leaders who embody NEHI's spirit of innovation and collaboration and whose work has promoted the advancement of health and health care nationally.

November 9, 2011

Boston, MA





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