

Health Reform's New Frontier:

Balancing Cost, Value and Innovation

A panel discussion



New England Healthcare Institute

Genzyme Corporation – Cambridge, MA
February 23, 2010

Welcome from NEHI's President



NEHI Members and Friends:

In this now uncertain world of health care legislation, reform efforts have hit several speed bumps on Capitol Hill. But no matter what happens with the legislation in Congress, new payment models that encourage better outcomes at lower cost will remain at the top of the health care agenda and a key point in the national dialogue on health reform.

As we gather here today, we meet with the knowledge that efforts to expand access to health care have considerable support at both the state and national levels. But these reform efforts have yet to tackle the critical issues of cost, cost control, and its impact on innovation. That's where today's discussion comes in.

The Commonwealth of Massachusetts is already a leader in expanding access to health care; now it is in the unique position to be a leader in implementing payment reform. Still, many questions and uncertainties remain: which models work, whether they can be implemented fairly, and what impact they will have on innovation, the vital engine of health care.

The New England Healthcare Institute is privileged to represent and bring together leaders from all sectors of health care, blending ideas about health care reform and fostering dialogue about what is possible in the coming weeks, months and years. In this forum today, you—the experts—will explore the risks and benefits of Massachusetts' opportunity to become a test case for increasing access to health care while balancing payment and delivery reform without stifling innovation or our state's economy.

Thank you for joining us for today's conversation. It is a critical one for the future of affordable, high-quality healthcare.

All the best,

A handwritten signature in blue ink that reads "Wendy Everett". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Wendy Everett, ScD
President

Agenda

Genzyme Corporation – Cambridge, MA

Welcome and Introductions

Wendy Everett, ScD, NEHI President

4:00 PM

Panel Discussion

Moderated by Richard Bohmer, MD, Professor, Harvard Business School

Audience Q&A

5:00 PM

Reception

6:00 PM

Panel Discussion: Health Reform's New Frontier

Moderator:

Richard Bohmer, MD

Co-Director and Professor at Harvard Business School's MD/MBA Program



Richard Bohmer, MBChB, MPH, is a New Zealand-trained physician on the faculty of Harvard Business School. He graduated from the Auckland University School of Medicine and has practiced hospital and primary medicine in New Zealand and England. In 1989 he was part of a clinical team that established and ran a surgical hospital in Sudan. He graduated from the Harvard School of Public Health on a Fulbright Scholarship in 1993 and joined the HBS faculty in 1997.

At the Harvard Business School he teaches an MBA course on health care operations management, co-directs the MD-MBA program and is the faculty chair for two executive programs in health care delivery. Before joining the HBS faculty, Dr. Bohmer was the Clinical Director of Quality Improvement at Massachusetts General Hospital, where he was responsible for planning and implementing the institution's clinical quality improvement program.

Dr. Bohmer's research focuses on the intersection of medical care and management practice and how best to design and manage the process of patient care in order to improve clinical outcomes. He has published in both the management and medical literature on learning, technology adoption and operations strategy in health care, and on quality improvement and patient safety. He is the author of *Designing Care: Aligning the Nature and Management of Health Care* (HBS Press, 2009).

Panel Members

Joshua Boger, PhD

Chair of the New England Healthcare Institute; Founder & CEO (retired), Vertex Pharmaceuticals, Inc.



Prior to founding Vertex in 1989, Joshua Boger worked for more than a decade in pharmaceutical research at Merck. During his tenure, he developed an international reputation as a leader in the application of computer modeling to the chemistry of drug design and was a pioneer in the use of structure-based rational drug design for drug discovery programs.

He is the author of over 50 scientific publications, holds 31 U.S. patents in pharmaceutical discovery and development, and has lectured widely in the United States, in Europe and in Asia on various aspects of drug discovery, development and commercialization.

He is the Chairman of the New England Healthcare Institute, Chairman of the Board of Trustees at Wesleyan University, Vice-Chair of the Board of Fellows of the Harvard Medical School, Co-Chairman of the Progressive Business Leaders Network (a non-profit, non-partisan business organization) and Chair of the Board of the Celebrity Series, Boston's premier performing arts series.

Alice A. Tolbert Coombs, MD, FCCP

President-Elect of the Massachusetts Medical Society



Alice A. Tolbert Coombs is a critical care specialist at South Shore Hospital and an anesthesiologist with South Shore Anesthesia Associates.

A member of the Massachusetts Medical Society since 1990, Dr. Coombs has long been active in organized medicine, serving in a variety of capacities. She has also served on the Medical Society's committees on Public Health, Managed Care, Recognition Awards and Leadership Development.

In 2005, she was awarded the Society's Henry Ingersoll Bowditch Award for Excellence in Public Health, an annual award given to a physician who demonstrates creativity, commendable citizenship, initiative, innovation and leadership in the public health and advocacy fields. One of her major public health activities for several years has been her annual anti-smoking program for South Shore youth, "Smoking-Don't Go There," an adaptation of a program produced by the American College of Chest Physicians. Dr. Coombs developed the program in 1999.

Jeffrey S. Flier, MD

Dean of the Faculty of Medicine and Professor at Harvard University



Jeffrey S. Flier, an endocrinologist and an authority on the molecular causes of obesity and diabetes, is the Caroline Shields Walker Professor of Medicine at Harvard Medical School.

Born in New York City, Dr. Flier received a BS from City College of New York in 1968 and an MD from Mount Sinai School of Medicine in 1972, graduating with the Elster Award for Highest Academic Standing.

Following residency training in internal medicine at Mount Sinai Hospital from 1972 to 1974, Dr. Flier moved to the National Institutes of Health as a Clinical Associate. In 1978, he joined the Faculty of Medicine at Harvard Medical School, serving as Chief of the Diabetes Unit at Beth Israel Hospital until 1990, when he was named chief of the hospital's Endocrine Division.

Meredith B. Rosenthal, PhD

Associate Professor of Health Economics and Policy at Harvard School of Public Health



Meredith B. Rosenthal is a 2006 Sloan Industry Fellow and an associate professor of health economics and policy at Harvard School of Public Health. Dr. Rosenthal received her PhD in health policy at Harvard University in 1998, and her research examines the design and impact of market-based health policy mechanisms, with a particular focus on the use of financial incentives to alter consumer and provider behavior.

She is currently working on a body of research that examines alternative models for reforming physician and hospital payment. Specific empirical projects include evaluations of several Patient-Centered Medical Home pilots, pay-for-performance initiatives, and an episode-based payment system.

Dr. Rosenthal has served as a member of the Massachusetts Public Health Council and as chair of the Massachusetts Special Commission on Physician Compensation.

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Notes



New England Healthcare Institute
One Broadway, Twelfth Floor
Cambridge, MA 02142
t: 617 225 0857 f: 617 225 9025
www.nehi.net

The New England Healthcare Institute (NEHI) is a nonprofit, health policy institute focused on enabling innovation that will improve health care quality and lower health care costs. Working in partnership with members from across the health care system, NEHI brings an objective, collaborative and fresh voice to health policy. We combine the collective vision of our diverse membership and our independent, evidence-based research to move ideas into action.