



# The Innovation Imperative

## Finding Your Organization's Inflection Point

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**@RasuShrestha**

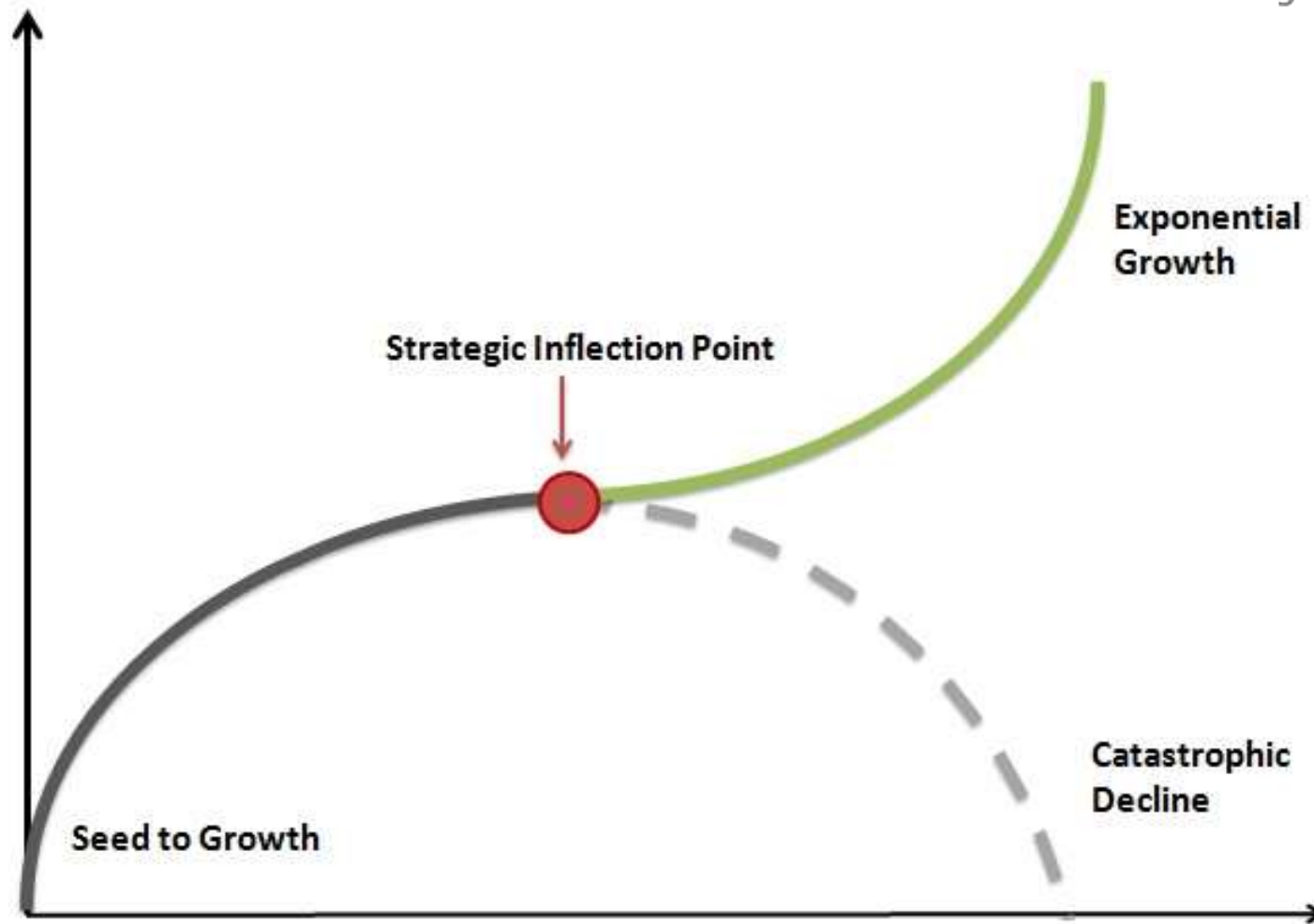
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Finding Your Organization's Inflection Point



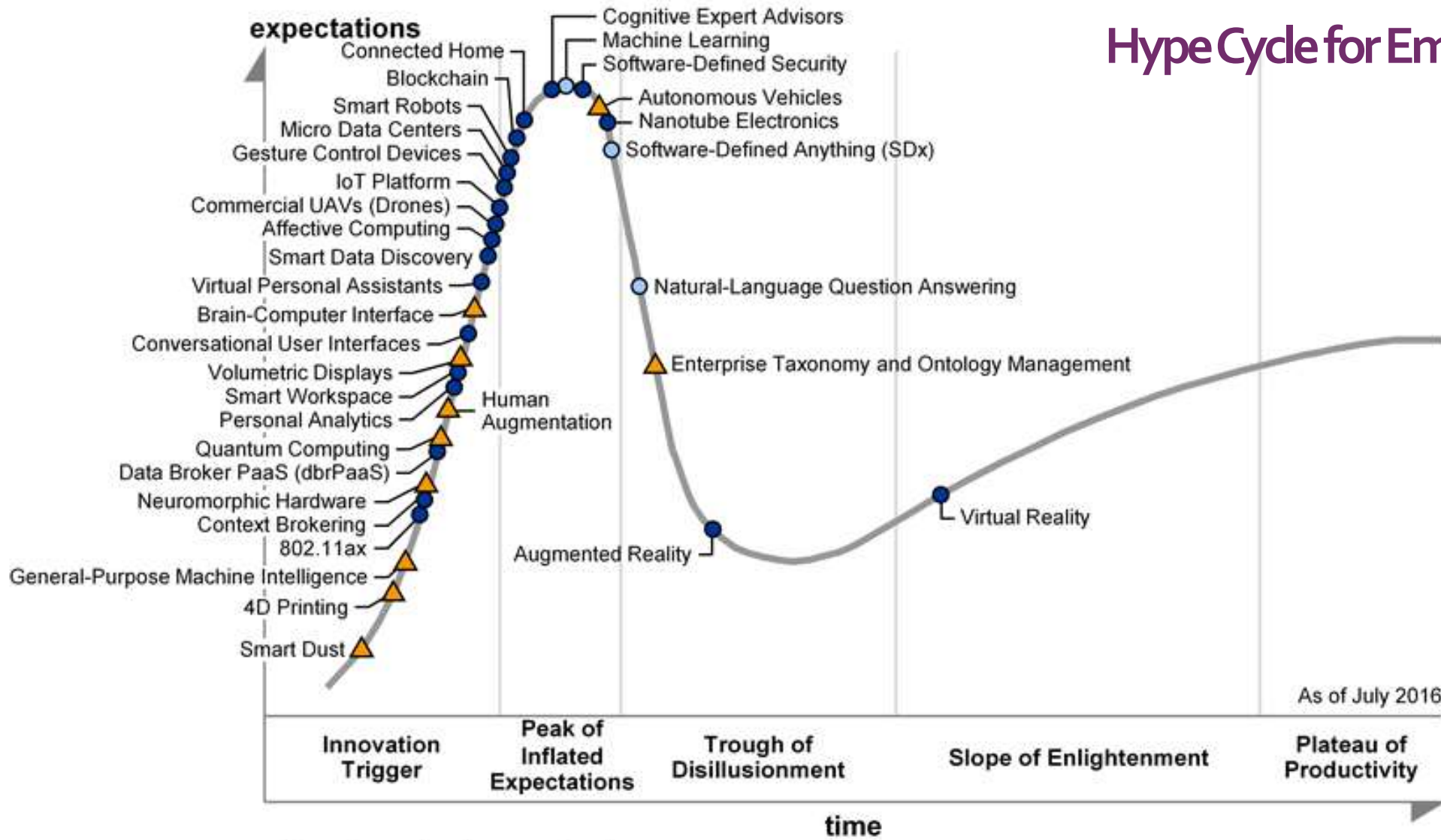
In differential calculus, an inflection point, point of inflection, flex, or inflection (inflexion) is a point on a curve at which the *curve changes from being concave (concave downward) to convex (concave upward), or vice versa.*





# Hype Cycle for Emerging Technologies

Gartner, 2016



Years to mainstream adoption:

○ less than 2 years

○ 2 to 5 years

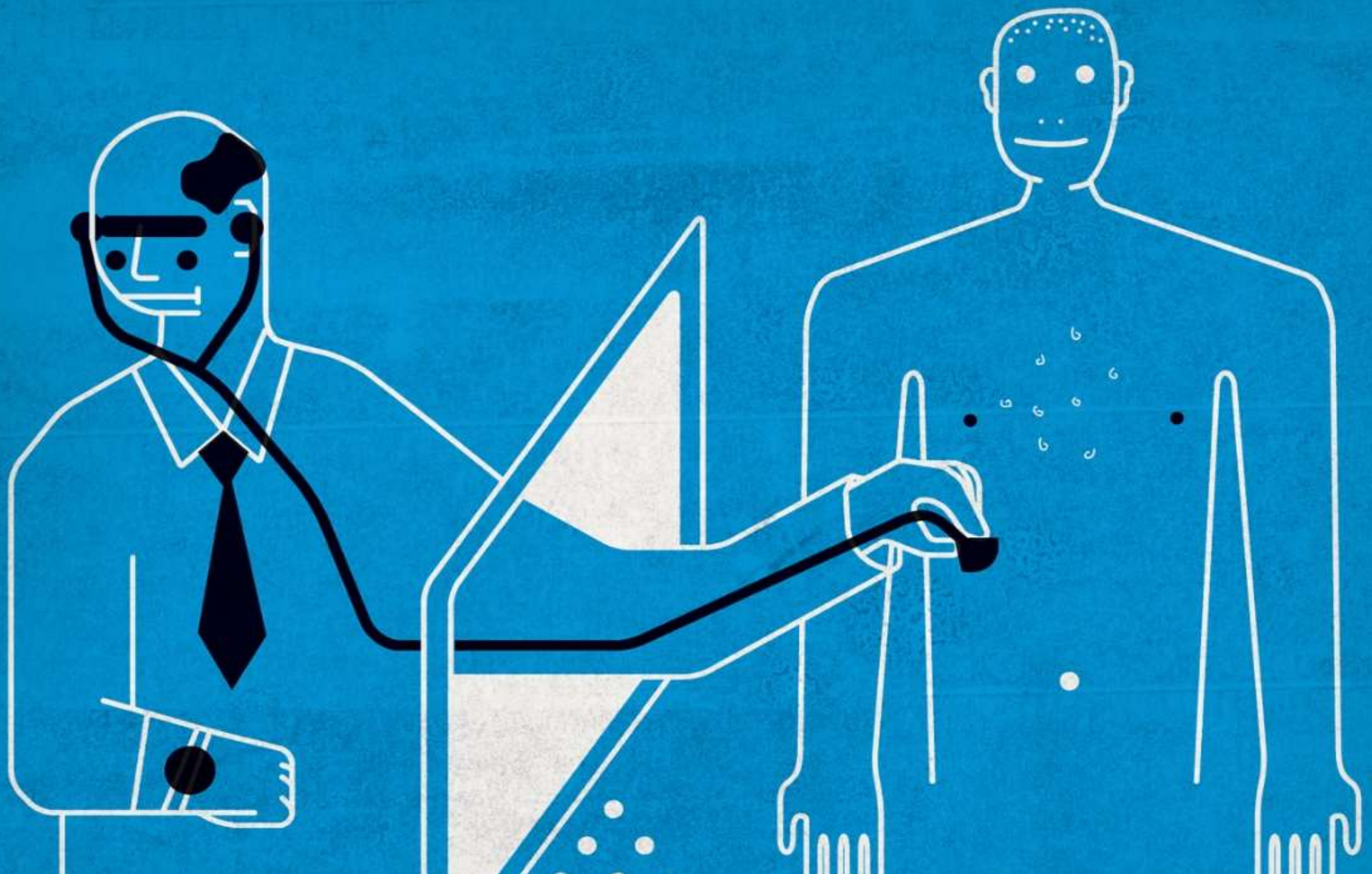
● 5 to 10 years

▲ more than 10 years

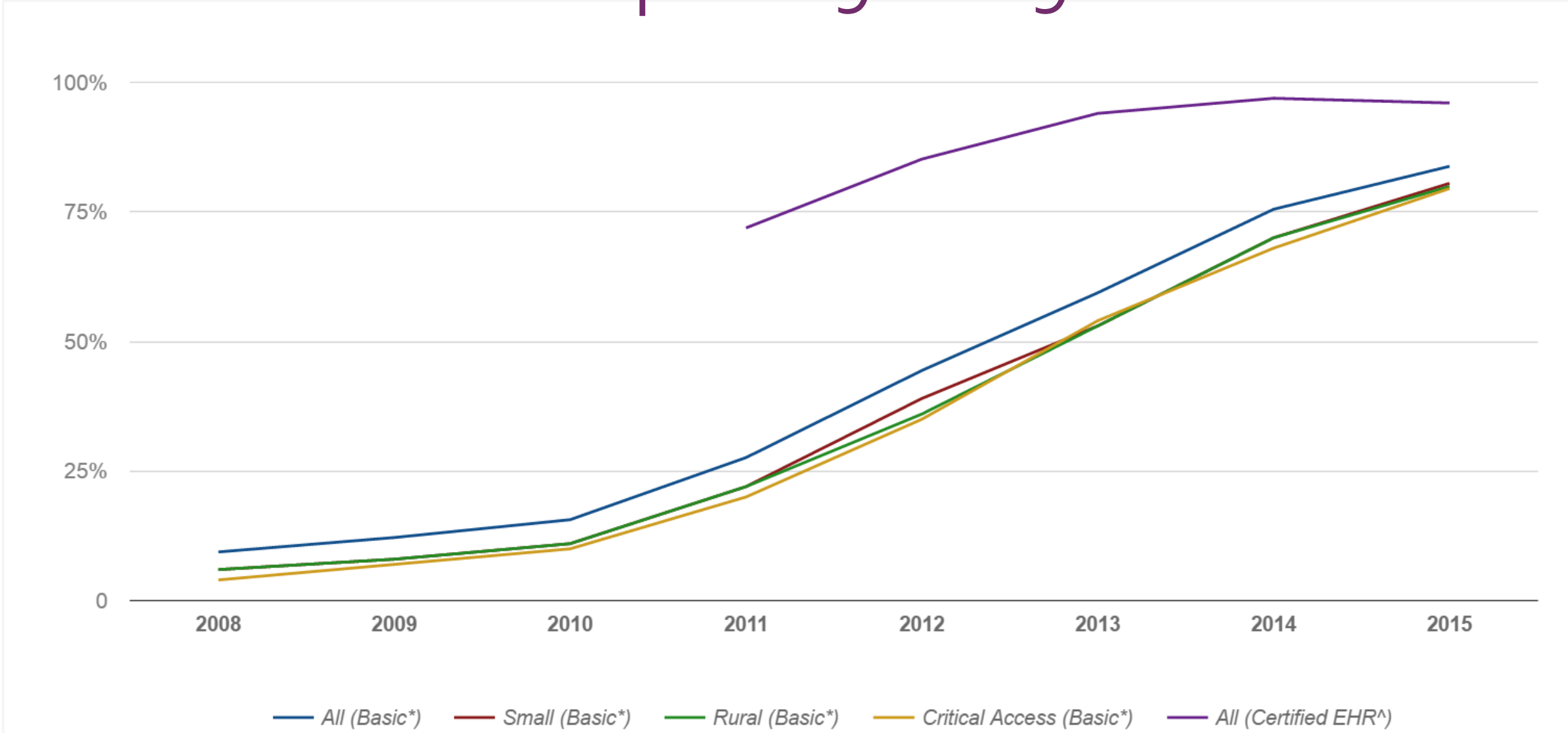
obsolete

⊗ before plateau

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# EHR Adoption: 9% to 90%





Emergency department physicians spent **44 percent** of their time entering data into electronic medical records, clicking up to 4,000 times during a 10-hour shift.

- *Becker's Health IT & CIO Review* magazine, October 11, 2013









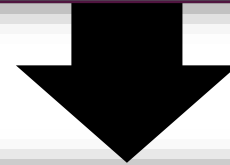


## BALANCE

Big Data and Big Science → Appropriate Variation in Care

Big Data *Analytics*

Clinical Redesign  
*DECREASE variation in population care*



Big Science "*omics*"  
+  
Systems Biology

Personalized Medicine  
*INCREASE variation in individual care*

*Go from "Syndrome" to precise individual network*

*Targeted therapy (reduce unnecessary care)*

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New Models of Care:  
Coordinated, team-based, continuous, accountable,  
affordable, with aligned incentives

Provider  
Services



International



UPMC's  
IDFS

Insurance  
Services



Enterprises

# Integrated Delivery and Finance System

**\$14B**

annual  
revenue  
in 2016

**62K**

employees-  
largest private  
employer in PA

**20+**

hospitals

**3M**

Health Plan  
members

**UPMC**

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# Opportunity





BAKERY  
SQUARE

# UPMC Enterprises

As an organization dedicated to Life Changing Medicine, UPMC has defined a bold mission: to shape the future of health care through innovation. At UPMC Enterprises, we help bring this mission to life by turning innovative ideas into growing, thriving businesses.

**#UPMCInnovates**



# UPMC Enterprises and our partners are actively working in four key areas where science and technology can enable solutions that will drive significant value in health care by reducing costs and improving quality:

## ***Translational Science:***

The gaps between bench science and bedside practice are narrowed, accelerating the application of new discoveries to deliver new models of care.



## ***Improving Outcomes:***

A connected and coordinated health system empowers clinicians to provide high-quality care in any setting.



## ***Consumer:***

Technology allows consumers to obtain medical services and information anytime, anywhere, and be engaged in and informed about all steps in their health care journey.



## ***Infrastructure and Efficiencies:***

Healthcare is delivered with fewer resources in a fiscally sound manner.

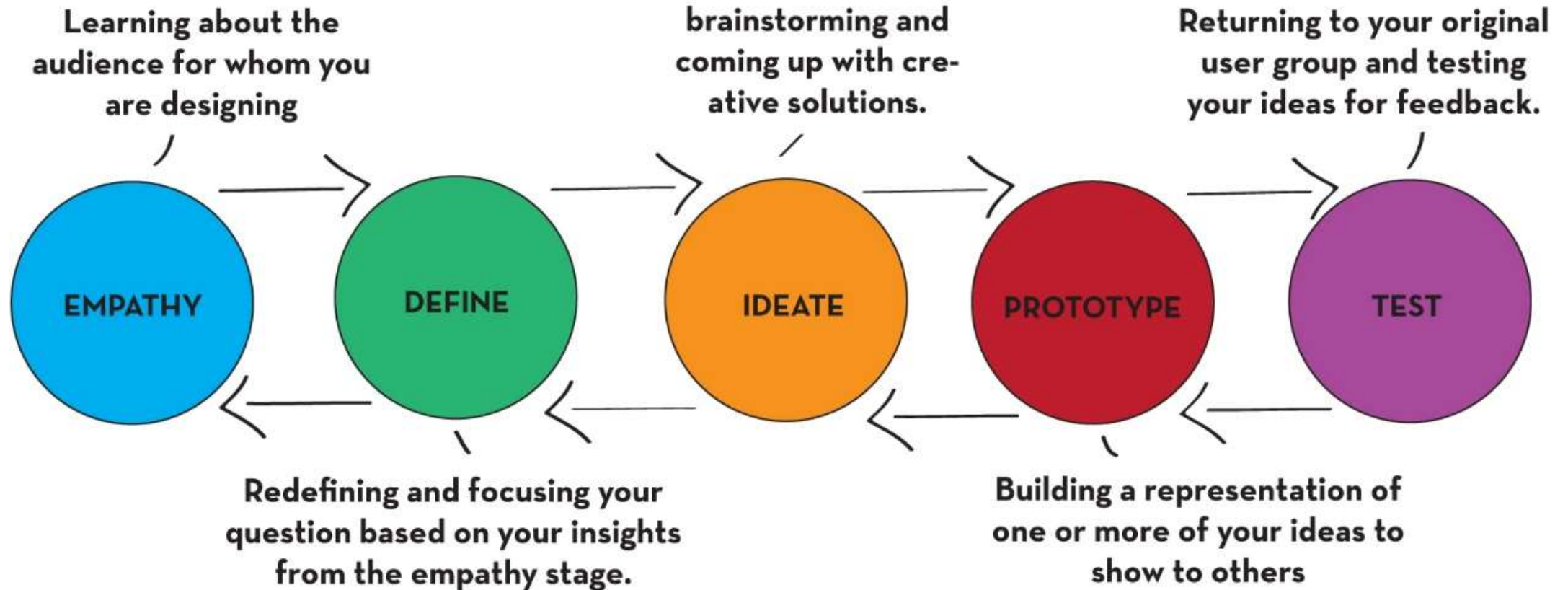


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venture capital fund incubator  
angel investor seed capital accelerator  
corporate venture investor  
growth equity fund founder  
non-profit innovation fund  
strategic buyer public company

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# #DesignThinking





Healthcare should not just be about curing  
disease.  
It should be about **living.**