


IS THERE AN
AVATAR
IN THE HOUSE? From COVID to Consumerism



Stephen K. Klasko, MD, MBA
President and CEO,
Thomas Jefferson University and Jefferson Health

1



BACK IN...

1979



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

2

THE ROLLING STONES – 1979



 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

3




Can we get physicians to embrace change and be optimistic about the future?

Can we do anything to reduce health inequities?

 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

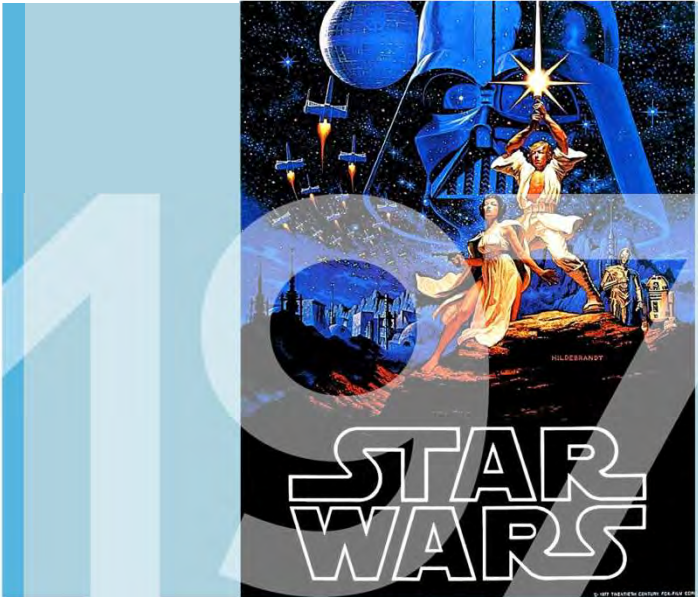
4

“ My bank just got an ATM...
Why can't healthcare do cool things like that? ”



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

5

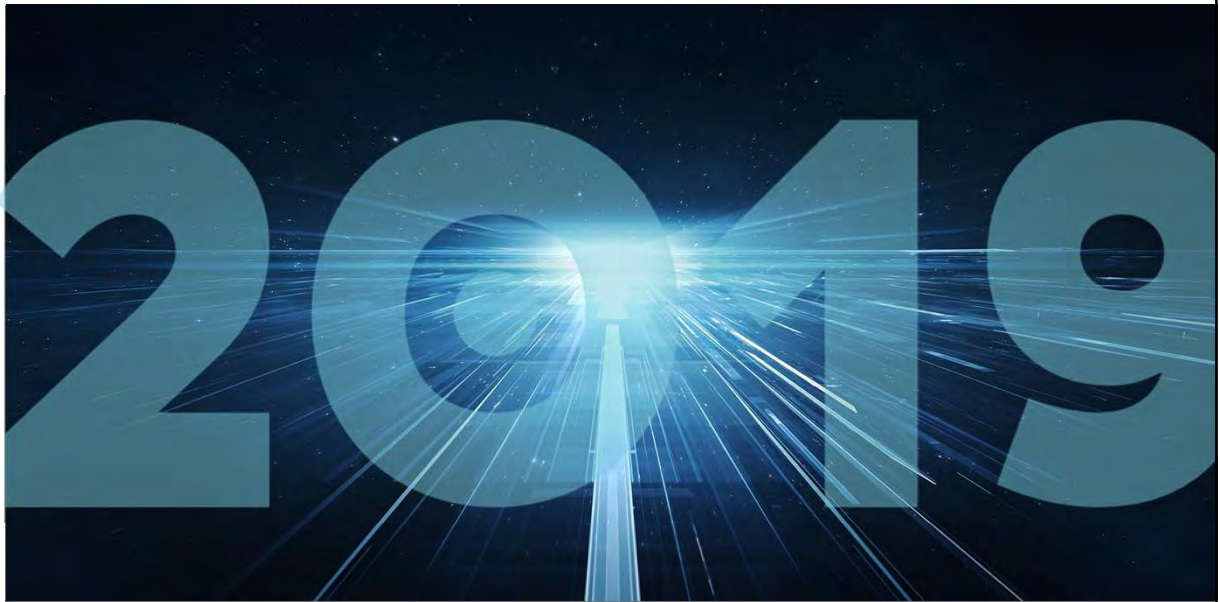


**STAR WARS:
A NEW HOPE**

Luke Skywalker joins forces with a Jedi Knight, a cocky pilot, a Wookiee and two droids to save the galaxy from the Empire's world-destroying battle station, while also attempting to rescue Princess Leia from the evil Darth Vader.

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

6



 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

7

THE ROLLING STONES – 2019



 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

8

Can we get physicians to embrace change and be optimistic about the future?

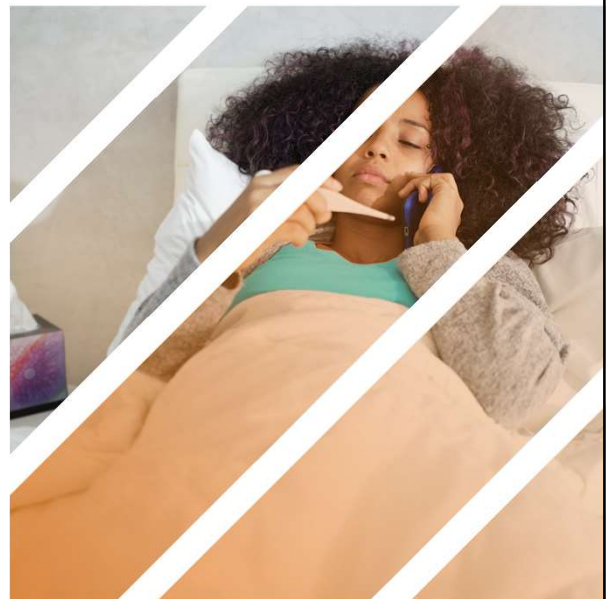
Can we do anything to reduce health inequities?




9

How come I can do all my holiday shopping, the day after Thanksgiving, while I'm in my pajamas binge watching Game of Thrones....

But if I have a stomach ache, I still have to get on the phone, listen to 11 options to get an appointment next Wednesday?



10



**STAR WARS:
THE RISE OF
SKYWALKER**

With the power and knowledge of generations behind them, the final battle commences.

DECEMBER 20

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

11



1979 – 2019
**HAS ANYTHING
CHANGED
IN 40 YEARS?**

COMING DEC 20, 2019

**STAR
THE RISE OF SKYWALKER
WARS**

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

12



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

13

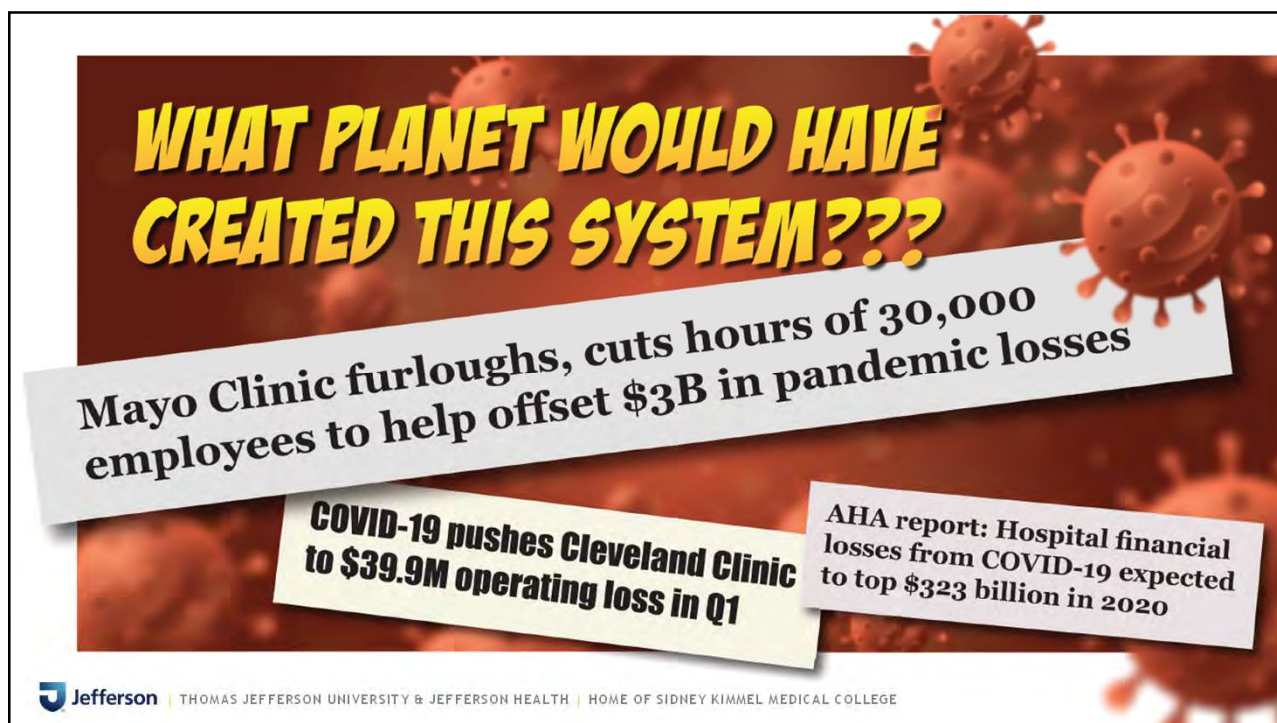


Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

14



15



16

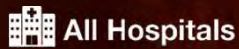
What happened to Hospitals?



30,000 employees furloughed, \$3B loss



\$39.9m loss Q1



Losses of \$323B in 2020

17

What happened to Insurers?



Up 14.9%, \$2.3B profit



Up 24.6%, \$1.8B profit



100% profit increase



100% profit increase

18

"And then I find out
all the king's horses
and all the king's men
are out-of-network."



2030



21



22

THE ROLLING STONES  ZOMBIE TOUR

 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

23

COMING IN 2029
EPISODE 17


Between naps — but before bingo — Yoda continues to fight the evil empire from his secret base in the day room of an assisted-living facility deep in the Dagobah system.

Too tired to give a damn I am.

 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

24

Healthcare has broken **smashed** the **cost, access, quality** and **patient experience curve** through a series of disruptive events and creative partnerships

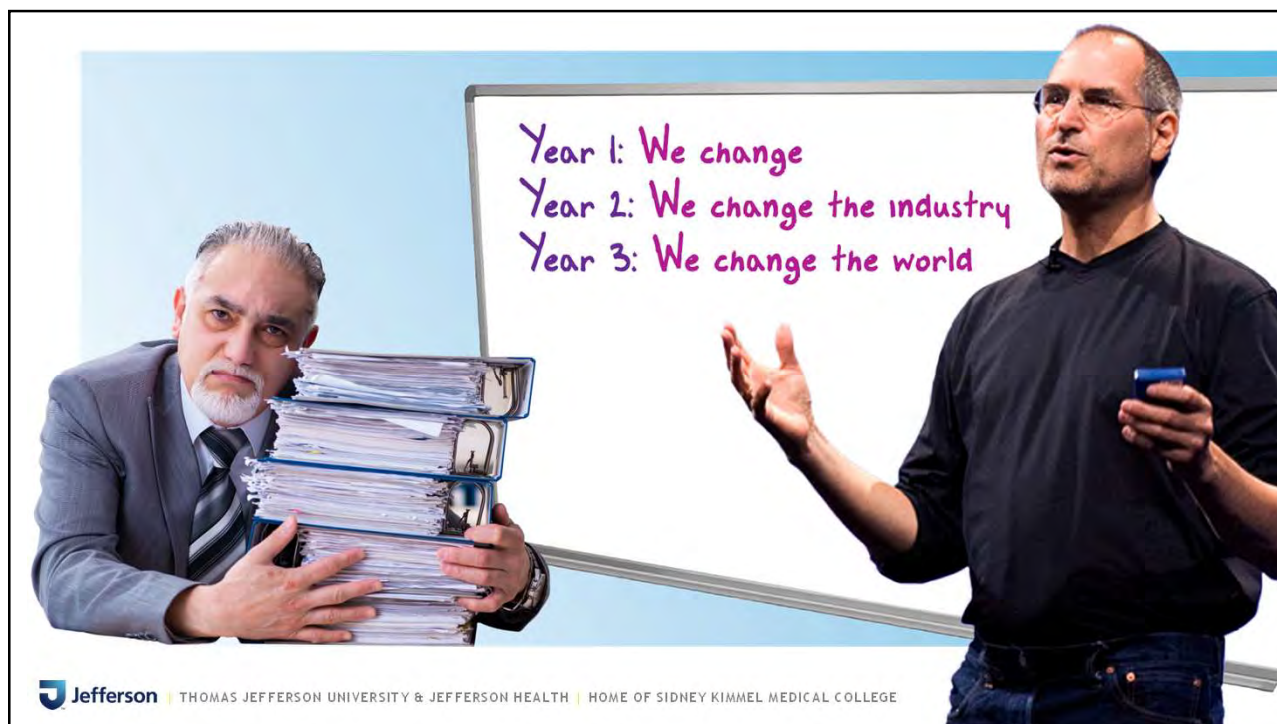
 **Jefferson** | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

25

HOW DID WE GET HERE?

 **Jefferson** | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

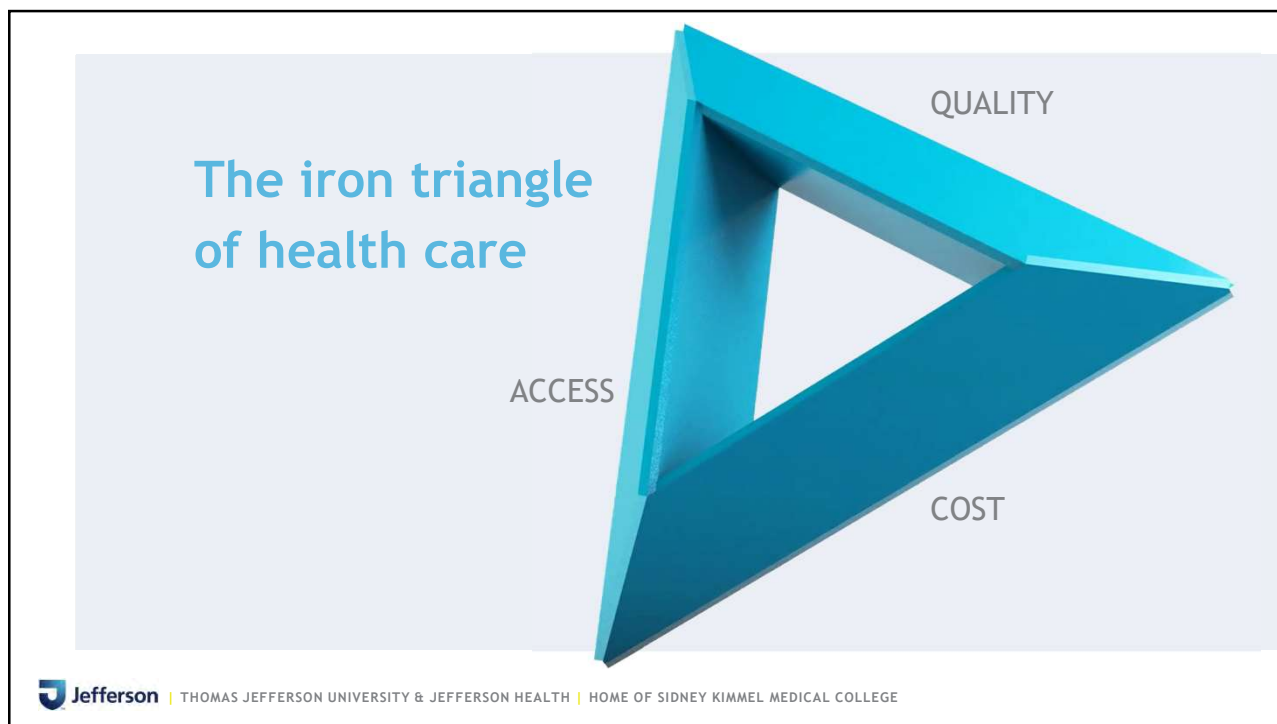
26



27



28



29



30

UnHealthcare: From Sick Care

B2B

WHOLESALE

Providers sell themselves to physician and insurers.

Employers make decisions on behalf of individuals and their families.

HOUSE MONEY

B2C

RETAIL

Providers sell themselves to consumers.

Individuals make decisions on benefits, Providers and course of care.

YOUR MONEY

31

What are People saying? HARRIS POLL

- **81 percent** of the respondents said shopping for healthcare services should be as easy as shopping for other types of services.
- **67 percent** of the respondents said it feels like every step of the healthcare process is a chore.
- **62 percent** of the respondents said the healthcare experience feels like it's intentionally set up to be confusing.
- **56 percent** of the respondents said they know people who will do anything to avoid seeking care because the healthcare experience is so poor.

32



IRON TRIANGLE OF HEALTHCARE ...*To Health Assurance*

Ability to thrive and not have health get in the way

Ability to connect and have human relationships

Ability to easily navigate on their own terms

Ability to understand what they need to do

33

THE PATIENT AS THE BOSS

From hospital and doctor companies
to consumer health entities



"We're running a little behind, so I'd like each of you to ask yourself, 'Am I really that sick, or would I just be wasting the doctor's valuable time?'"

34

JEFFERSON PILLARS

OLD MATH: NEW MATH

ACADEMIC

CLINICAL

INNOVATION

Strategic Partnerships

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

35

Can a 195 year old AMC make it acting like a start-up company?

START-UP

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

36

ASSUMPTIONS

- Paid based on quality, cost patient experience and outcomes
- Hospital stays will be commoditized
- Our doctors and nurses will coexist (cooperate) with deep learning.
- Given the above, we will need to select and educate humans to be better humans than the robots, e.g. foster creativity
- Population health, predictive analytics, and social determinants need to move to the mainstream of clinical care, payment models and medical education

37

Four Principles from Jim Collins

- **Readiness:** “What organizations do before the storm affects how they perform during the storm.”
- **Discipline:** “Organizations that are not disciplined when times are good find that discipline is critical when the crisis hits.”
- **Competitive Separation:** “In times like these, the separation between organizations tends to be permanent, and those that are weaker tend to fall further behind.”
- **Durability:** “As individuals and as organizations, we can orient ourselves around transactions or around relationships. Especially during a crisis, the most durable business orientation is around relationships.”



38

Retreating From Innovation Is Not an Option: Farrugia


- Build on disruption introduced by the pandemic
 - Remote monitoring
 - Virtual care delivery and rounds
- Set up structure to prevent innovation regression
 - Schedule a “minimum” number of virtual patient visits in each department
 - Prevent “backsliding”
- Establish innovation partners with different yet complimentary skills
 - Don’t be a “vendee” be a partner

39

INNOVATION AS A GROWTH DRIVER





40



JeffConnect is Here

The Faster, Easier Way to See a Doctor – Virtually!

- Accessible on smartphone, tablet, laptop or desktop
- Use in your home, hotel room, car or wherever you are in PA, NJ and DE
- Available 7 days a week: 8:30 a.m. to 8:30 p.m. through September 20; 24 hours a day as of September 21.

Download the free **JeffConnect** app today:  

Jefferson Health. Jefferson.edu/JeffConnect

Today, for our employees, 60% of non-ambulance ER visits that utilize virtual triage and JeffConnect do not end up in our ERs:

- Urgent Care
- Direct Telehealth
- Next Day Office Scheduling

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

41



“We’re delivering Star Wars technology in Fred Flintstone’s delivery system.”


- Dr. Freda Lewis-Hall

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

42

To meet the needs of patients to access their healthcare in the flexible manner in which they consume every other consumer good.

To redefine Jefferson Health based on our care and caring rather than our location.

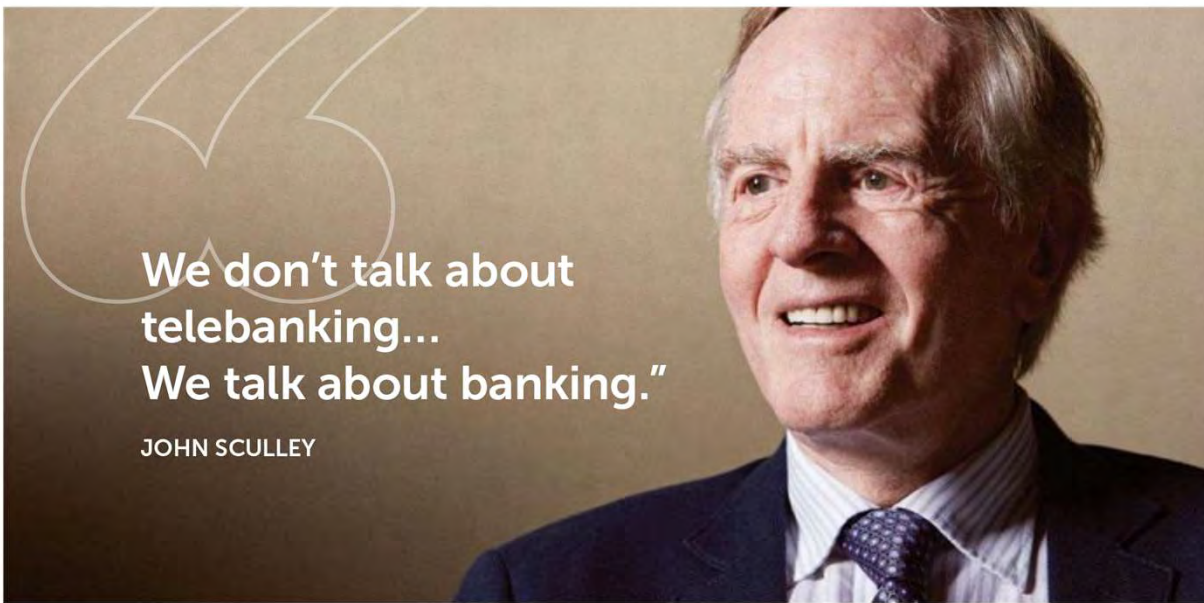


Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

43

We don't talk about telebanking... We talk about banking."

JOHN SCULLEY



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

44

HEALTHCARE WITH NO ADDRESS

Care, like everything else: Digital
ACCESS | EXPERIENCE | CONVENIENCE



 **Jefferson** | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

45



INPATIENT CARE Virtual Rounds

- Include key family members in daily rounds
- Enable family members & physicians to participate in discharge planning
- Available to all inpatients

 **Jefferson** | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

46

REAL-LIFE EXPERIENCES WITH TELEHEALTH AT JEFFERSON



 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

47

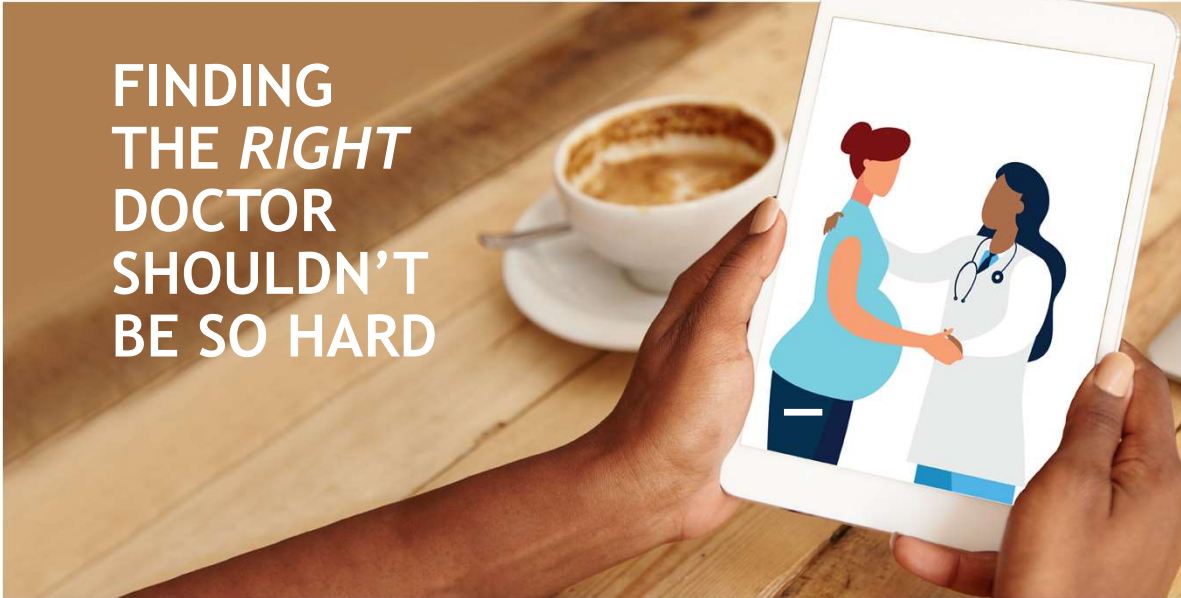
TELENEUROSCIENCE



 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

48

**FINDING
THE *RIGHT*
DOCTOR
SHOULDN'T
BE SO HARD**



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

49




Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

© Mike Baldwin / Comered

CartoonStock.com

50



Time for your colonoscopy.
There's an opening
10/24 @ 10:00 AM

Tap to book it!

APPOINTMENT REMINDER

Convenient to You

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

51



INSTEAD OF RISKING ANYTHING NEW,
LET'S PLAY IT SAFE BY CONTINUING OUR
SLOW DECLINE INTO OBSOLESCENCE.

TOM FISH BURNE

©marketoonist.com

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

52

Digital Solutions

Jefferson

Consumer

WIN-WIN-WINS ARE REAL IN A DIGITAL UNIVERSE

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

53

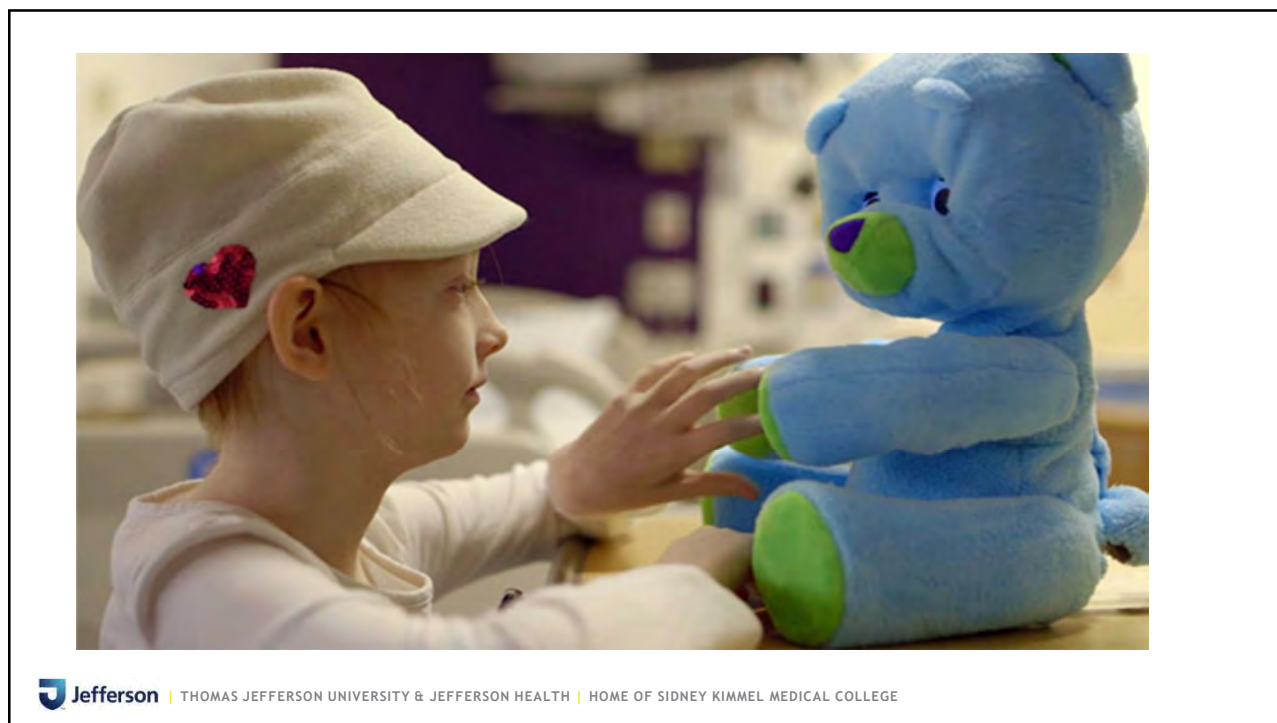
WE CHANGE THE INDUSTRY

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

54



55



56

News

UK | World | Politics | Science | Education | Health | Brexit | Royals | Inve

News

Woman following sat-nav drives car straight into lake

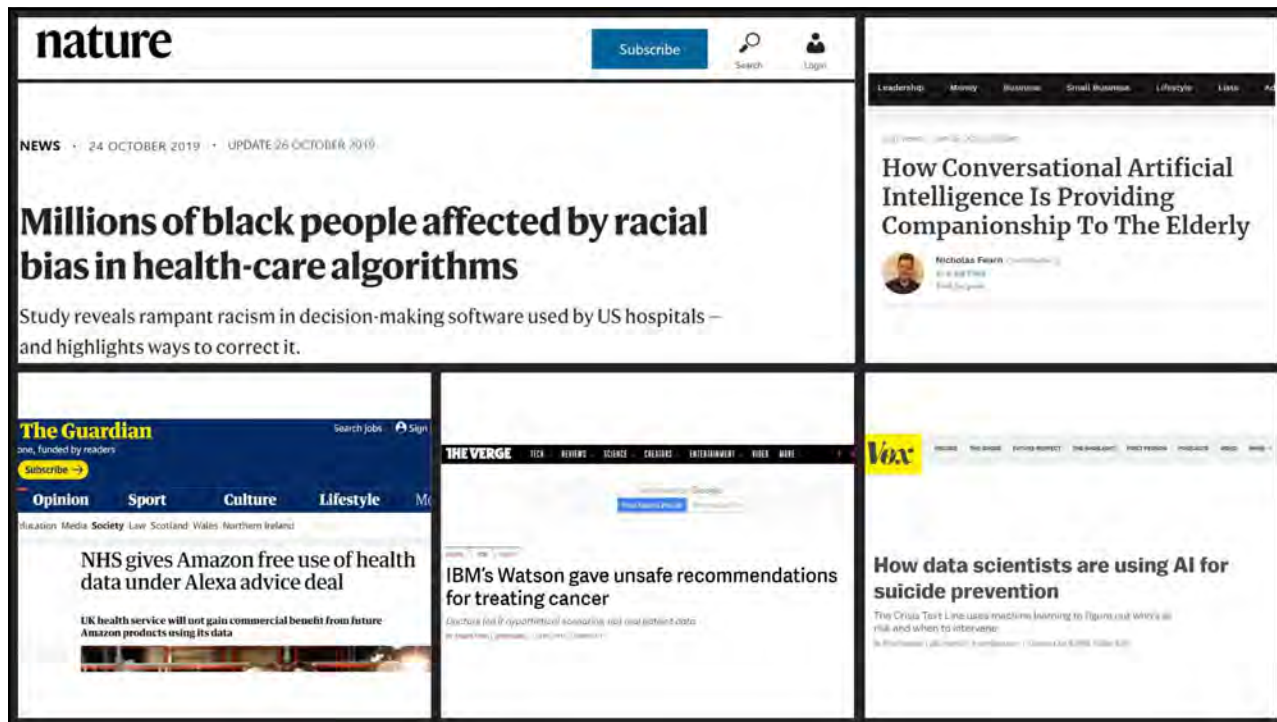


Over Trust

57




58




59

THE NEW YORKER



"You can't list your iPhone as your primary-care physician."

THE RISK OF TECHNOLOGY VS. TOUCH


 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

60

DIFFERENTIATOR #1

“We Need an Extreme Makeover of Medical Education.”



DR. ROWAN MOLNAR

“Technology will replace 80% of what doctors do.”



VINOD KHOSLA

“Any doctor that can be replaced by a computer should be.”



START FROM THE BEGINNING

Doctors in 2020 were chosen based on 3 criteria:

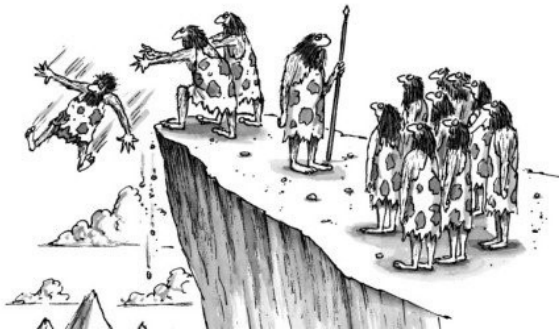
- Science GPA
- MCATs
- Organic Chemistry Performance



...AND SOMEHOW WE'RE AMAZED

Doctors in 2020 aren't more:

- Empathetic
- Communicative
- Creative



The New Yorker 8-18-97

THE FIRST SURGICAL RESIDENCY

So, does anyone else feel that their needs aren't being met?

THE DIFFERENCE BETWEEN WISE AND SMART

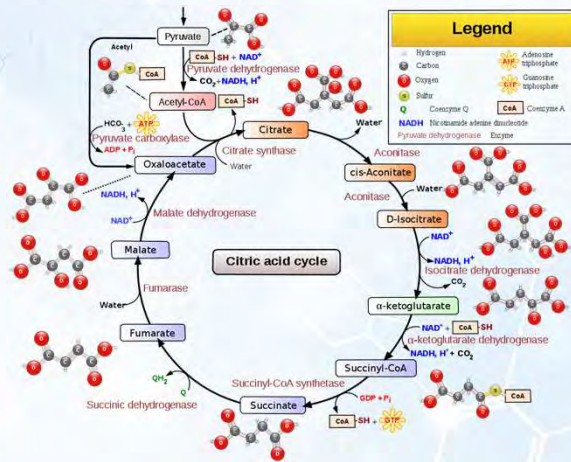
“Humans can’t outrun cars.” - Jack Ma



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

65

ORGANIC CHEMISTRY



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

66



WHAT'S GOING ON IN THIS PICTURE?

 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

67

Physicians of color are far too rare. This Jefferson study highlights one potential reason.

by Sarah Gantz, Updated: September 24, 2019- 5:00 AM

POST
TWEET
SUBMIT
EMAIL
SHARE



GETTY IMAGES

Overemphasizing test scores may make radiation oncology residency programs too white, according to a new study by researchers at Thomas Jefferson University.

Radiation oncology, like most other medical specialties, has a dearth of minority doctors and



68

OBLIGATION

To teach our health professionals to be ready for what will happen ten years from now today.

69

70% of Physicians Practicing 3 Years or Less Felt they Did Not Learn What They Need Most in Practice

- Management of Change
- Negotiations
- Healthcare Financing
- Effective Communication
- Making Patients Happy
- Individuals in an Organization
- Leadership Development
- Running an Effective Meeting
- The Fourth Industrial Revolution




70



71


UN-SCALED

20th century principles of mass production and economies of scale are ceding to mass personalization and rentable scale

 **airbnb**

WARBY PARKER

Two men are standing together in a room. The man on the left is wearing a green shirt and dark pants, and the man on the right is wearing a dark suit and glasses. They are both smiling. The man on the left is holding a yellow book titled "UN-SCALED". In the background, there is a screen displaying the "CATALYST" logo.

 **Jefferson** | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH

72

© Original Artist
 Reproduction rights obtainable from
 www.CartoonStock.com

© Mike Baldwin / Corbis

search | Danban | 1983

BA Baldwin

UN-HEALTHCARE

Costly "sick care" is giving way to affordable, personalized, and preemptive care with genomics, sensors and AI-based digital therapies.

commure

ambulnz™

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

73

Jefferson Health CEO Dr. Stephen Klasko and General Catalyst Managing Director Hemant Taneja Release New Book: UnHealthcare: A Manifesto for Health Assurance

Article

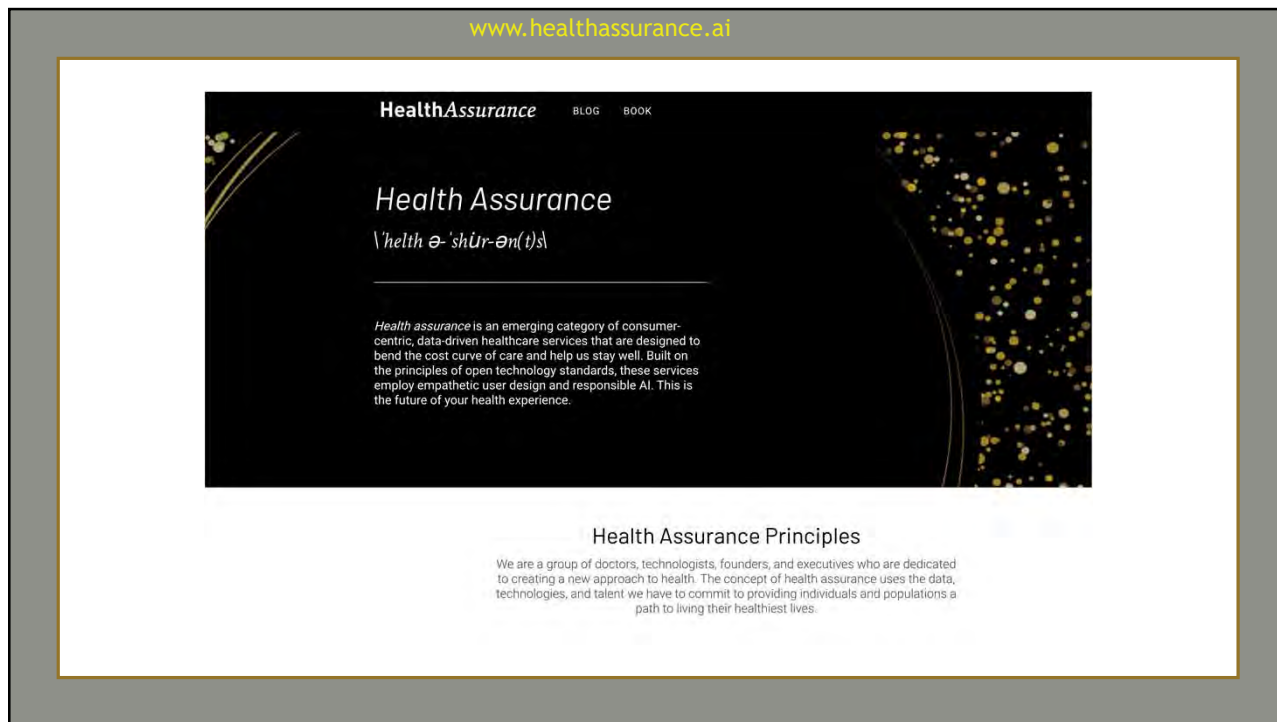
New book addresses the current state of health care and post-COVID-19 implications, and proposes an innovative model of highly personalized medical care driven by cross-industry partnerships and advances in technology.

July 15, 2020 12:04 PM EDT

News and research before you hear about it on CNBC and others. Claim your 1-week free trial to [StreetInsider Premium](#) here.

PHILADELPHIA and SAN FRANCISCO, July 15, 2020 /PRNewswire/ -- The United States needs a revolution in the delivery of healthcare, especially after the coronavirus pandemic, say the authors of a new book calling for a system based on "health assurance."

74



75

“It’s Hard To Get Someone To Do Something... When Their Salary Depends Upon Them Not Doing It”

- From sick care to health assurance (people are not patients until they are sick)
- From hospital to home, from the physician and administrator as the boss to the patient as the boss
- From static to continuous data—“abolish the physical”
- From humans as robots to humans as humans

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

76



JOLT: CHANGING CULTURE

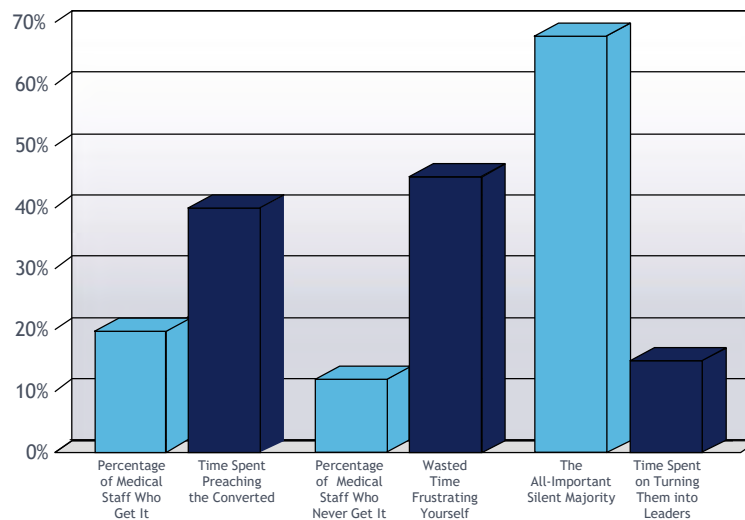
40 senior leaders yearly

Application process, sponsor involvement, executive approval

Three highly integrated streams in a 9-month program

- Classroom
- Project/Sketch Assignment
- Executive Coaching

PHYSICIAN ATTITUDES VS. ADMINISTRATORS TIME CHANGING THEM





OUTCOMES

- Competency Development
- Readiness for Leadership Roles
- Projects
- Participant Feedback
- Sponsor Feedback
- **Physician Burnout**





THE RIGHT WAY

- 133% commitment to and engagement in ensuring TJU's success
- 200% work in teams
- 167% effectively communicate and influence
- 250% loyalty to organization
- 80% willingness to serve in a leadership capacity

81



82

CoronaQuiz


What contributes most to your chances of becoming infected with COVID-19?

- Your Genetics
- Lack of Social Distancing
- Your ZIP Code

83



Robots & Humans
Working together to provide better health.

 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

84

← **66** YEARS [Mantua Neighborhood]

VS

87 → YEARS [Spring Garden Neighborhood]

21-year disparity in life expectancy just a 10-minute walk in either direction from the Rocky statue.

SOURCE: The Philadelphia Inquirer, July 1, 2019

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

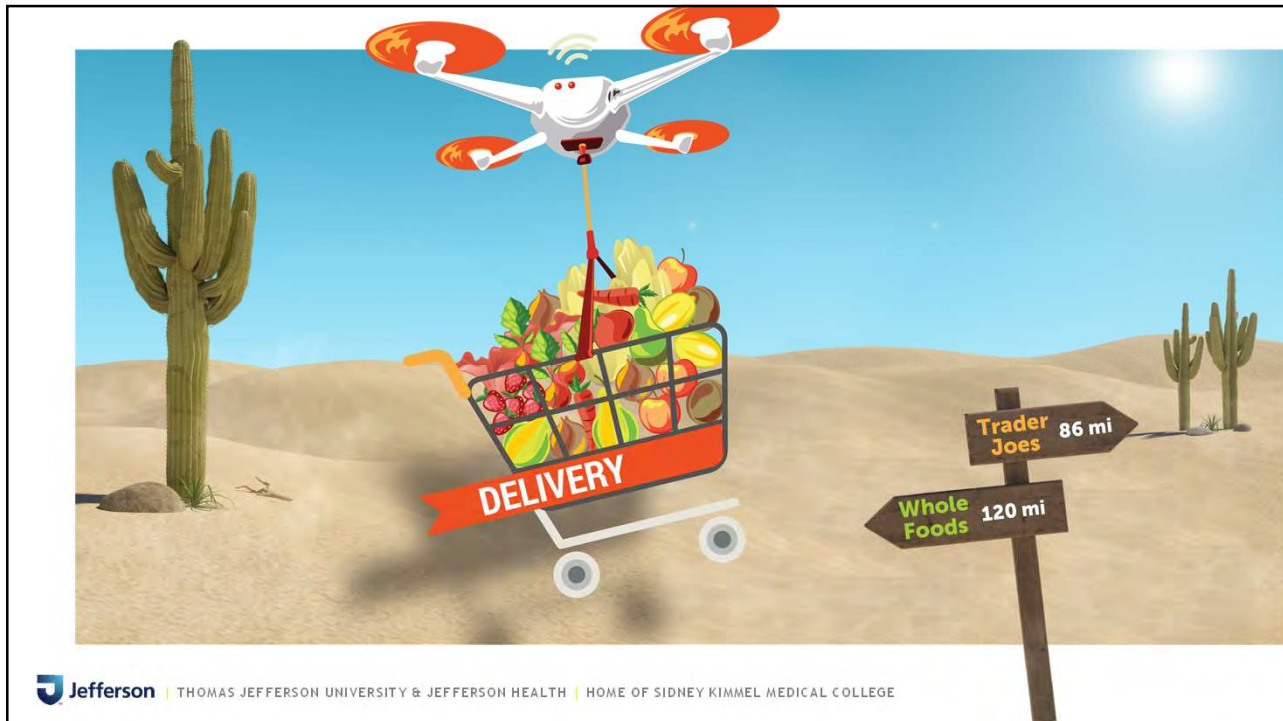
85

Sick Care

Health Assurance

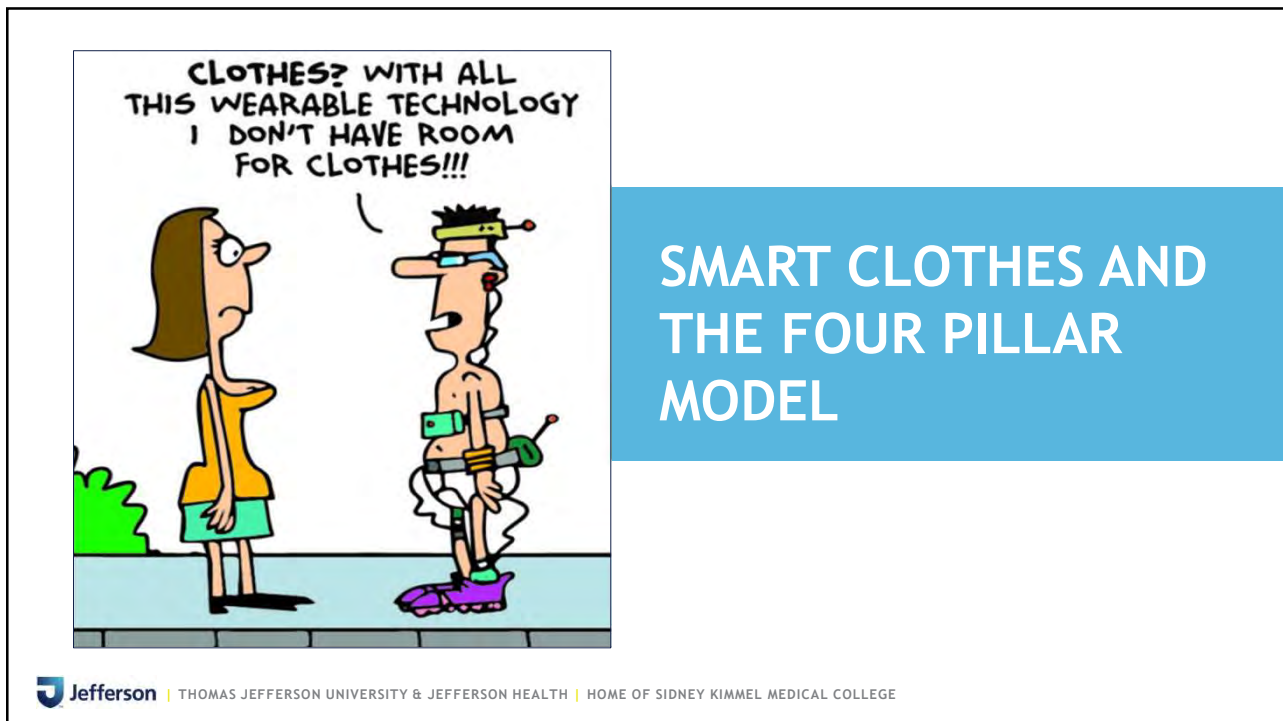
Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

86



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

87



Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

88

2030

ROBOTS AND HUMANS WORKING TOGETHER TO PROVIDE BETTER HEALTH...FOR EVERYONE!



 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

89

Center for Responsible Innovation

- We need large scale transformations in healthcare to both survive as a business and to have a positive societal outcome
- Healthcare and academic success will require disruption in our way of thinking, creative partnerships to create new ecosystems
- There is no such thing as non-disruptive disruption
 - It will be painful for those who don't want to think differently as new ecosystems are built
 - The fourth industrial revolution will give us the tools and data to do this but we need to proactively address the human and ethical consequences
 - Social determinants and health inequities need to move from academic ponderings to the mainstream of clinical care and health policy

 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

90

THE TEN YEAR GAME-CHANGER

Deep Learning, Machine Cognition, Augmented, Intelligence

By 2022

25% of hospitals with \$1 billion of net revenue were providing real time genomic based decision support at the time of Rx writing

By 2024

20% of the population with chronic conditions were relying on virtual health assistants for wellness and management

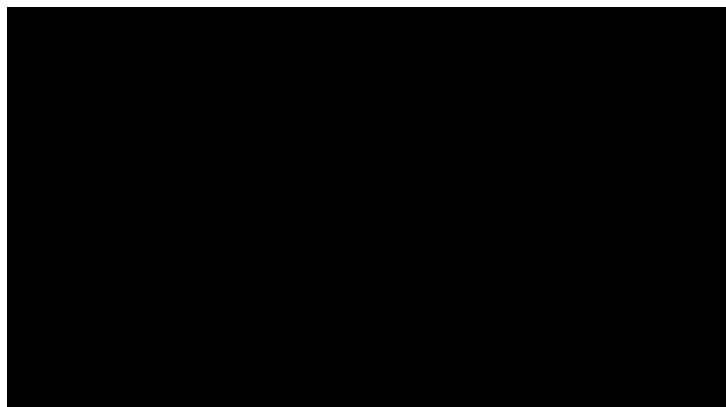
By 2025

Health systems have moved from “sick care” to health assurance; Health policy rewards healthy choices; Food and home environment are among the variables in how health systems are paid

By 2029

For the first time, the majority of interactions were virtual or remote and the majority of those involved AI or machine cognition applications

A FINAL MANDATE FOR AI: WE HAVE TO START LEARNING FROM OUR MISTAKES



A New Educational Paradigm

Transplanting Medical Advances and Knowledge into Improved Patient Care Through Procedure Rehearsal Studios



 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

93



 Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

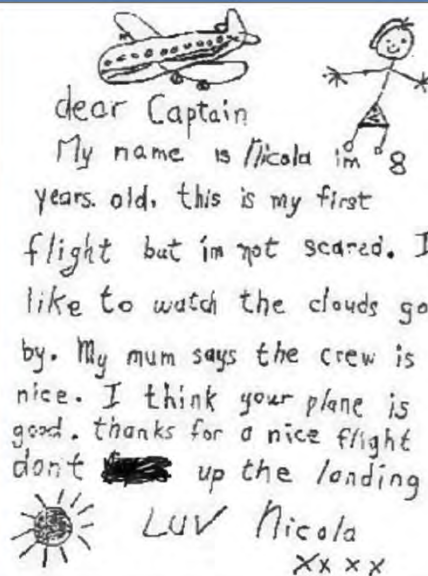
94



Simulate!

95

Actual drawing handed to a flight attendant on a Qantas flight by an 8 year-old girl



96



IS YOUR SURGEON QUALIFIED?

Can they prove it?

97



“We’re gonna turn
this team around
360 Degrees”

JASON KIDD

AFTER HIS TEAM WENT
34-52 IN 1995

98

DO or DO NOT...THERE IS NO TRY.



Time Monitor

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

99



**MOST IMPORTANTLY,
WE HAVE TO...**

Jefferson | THOMAS JEFFERSON UNIVERSITY & JEFFERSON HEALTH | HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

100

**START
NOW**

