

CONVERGENCE

con·ver·gence

: the merging of distinct technologies,
industries, or devices into a unified whole

- Merriam-Webster

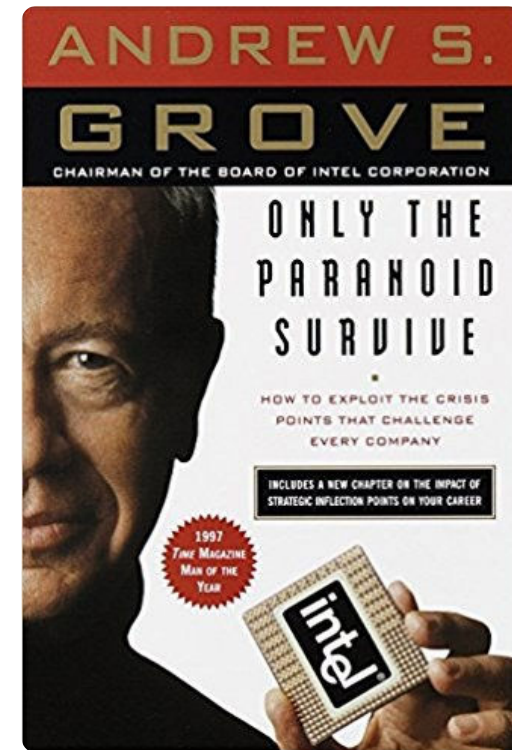
grat·i·tude

Breakthrough 2014 General Session Question:

A strategic inflection point is a time in the life of business when its fundamentals are about to change. That change can mean an opportunity to rise to new heights.

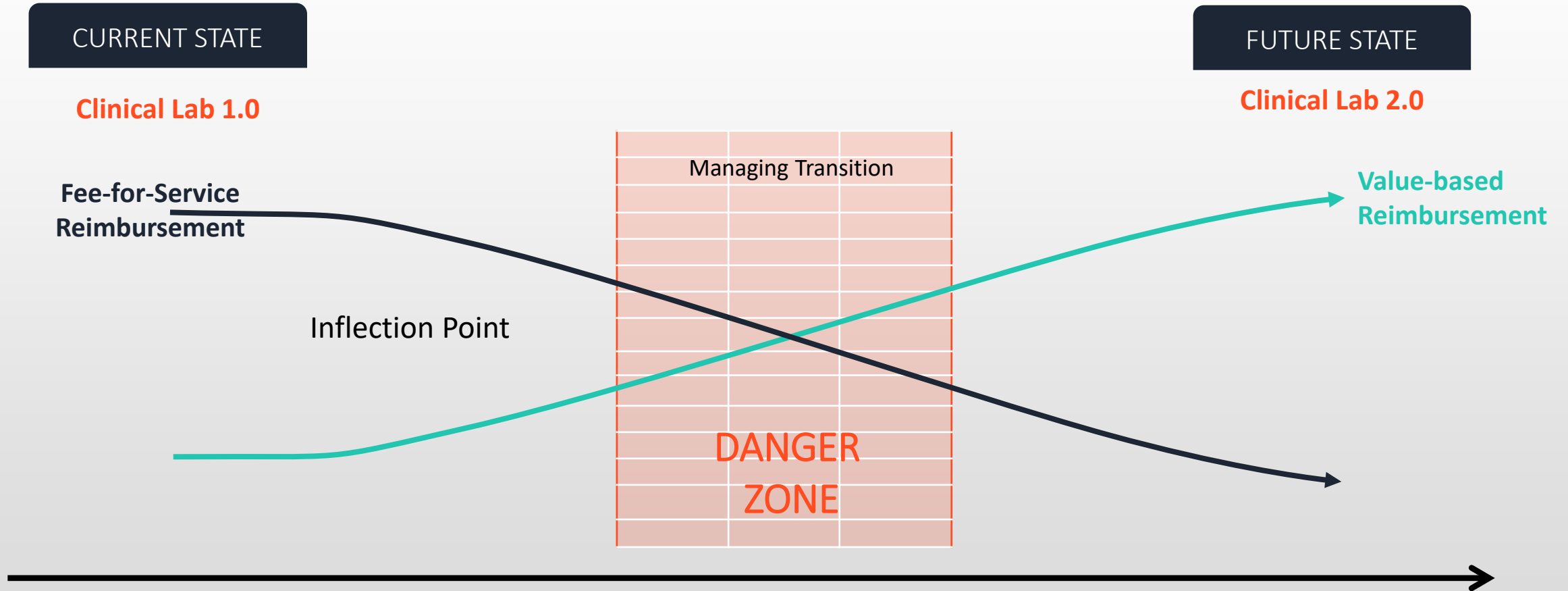
..... but it may, just as likely, signal the beginning of the end.

Has the current lab business model reached a 'Strategic Inflection Point'?



Publication: 1996

Managing the Transition- *"Dynamic Tension"* of business the models



Future State- Strategic Inflection Point

MBA 101

What is our business,

What should be our business

Who is our customer

Who should be our customer?



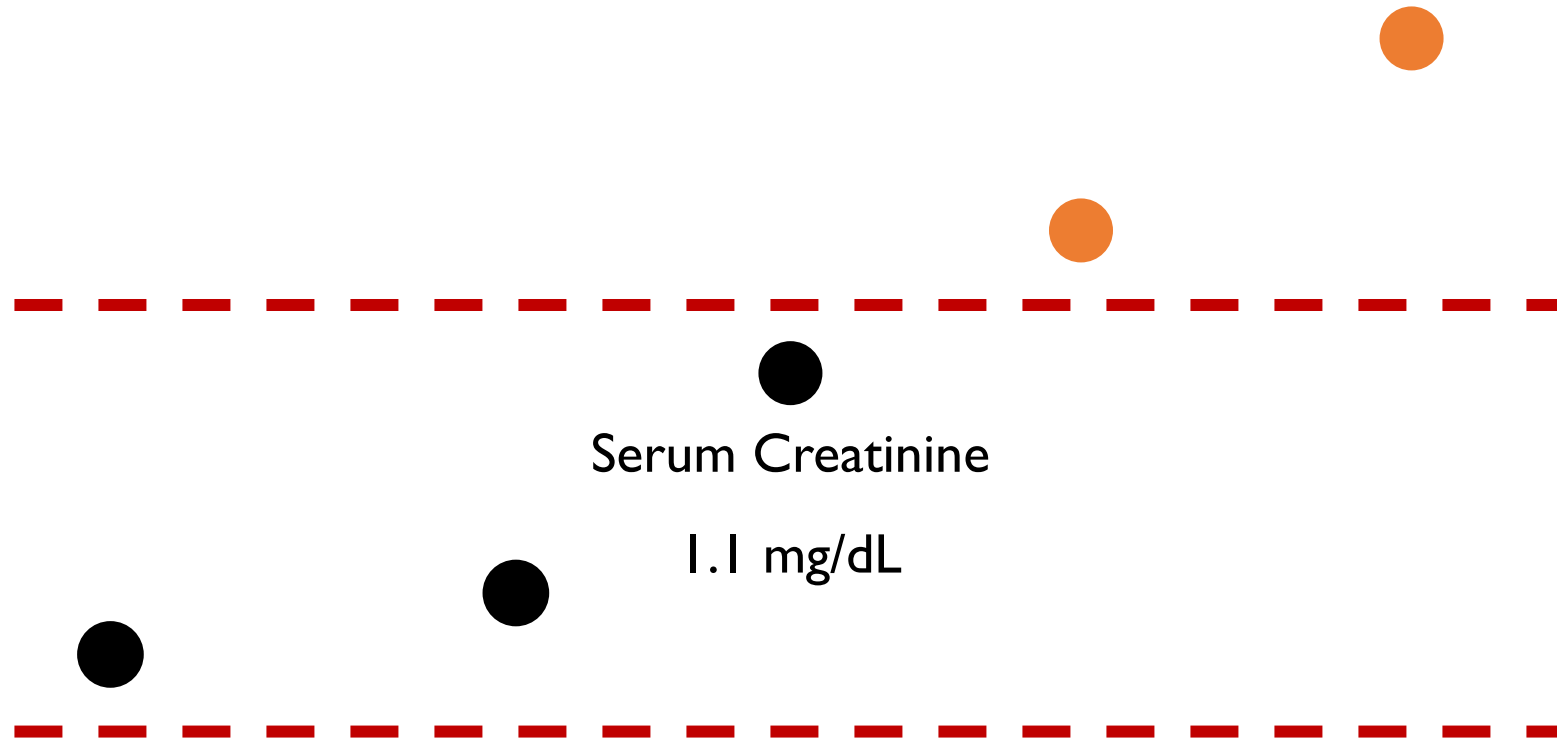
Lab 1.0 is *Transactional*



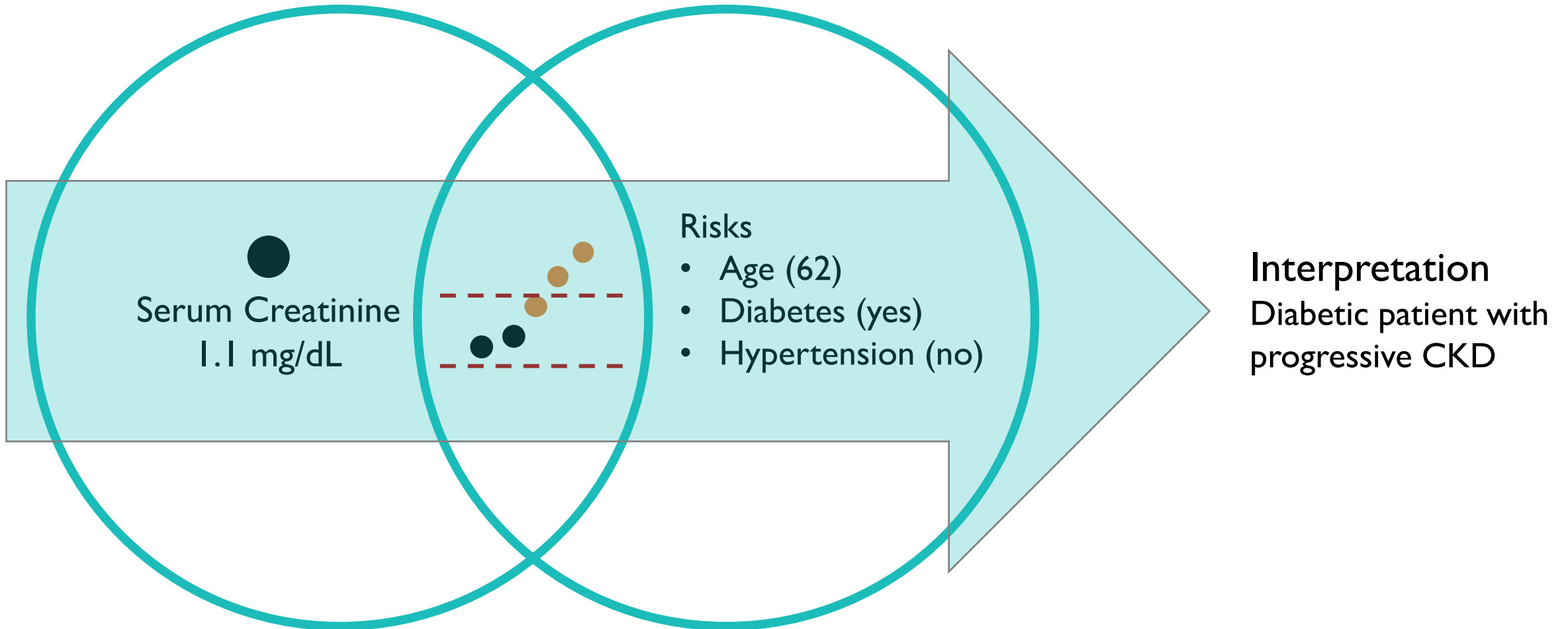
Serum Creatinine

1.1 mg/dL

Lab 2.0 is *Longitudinal*

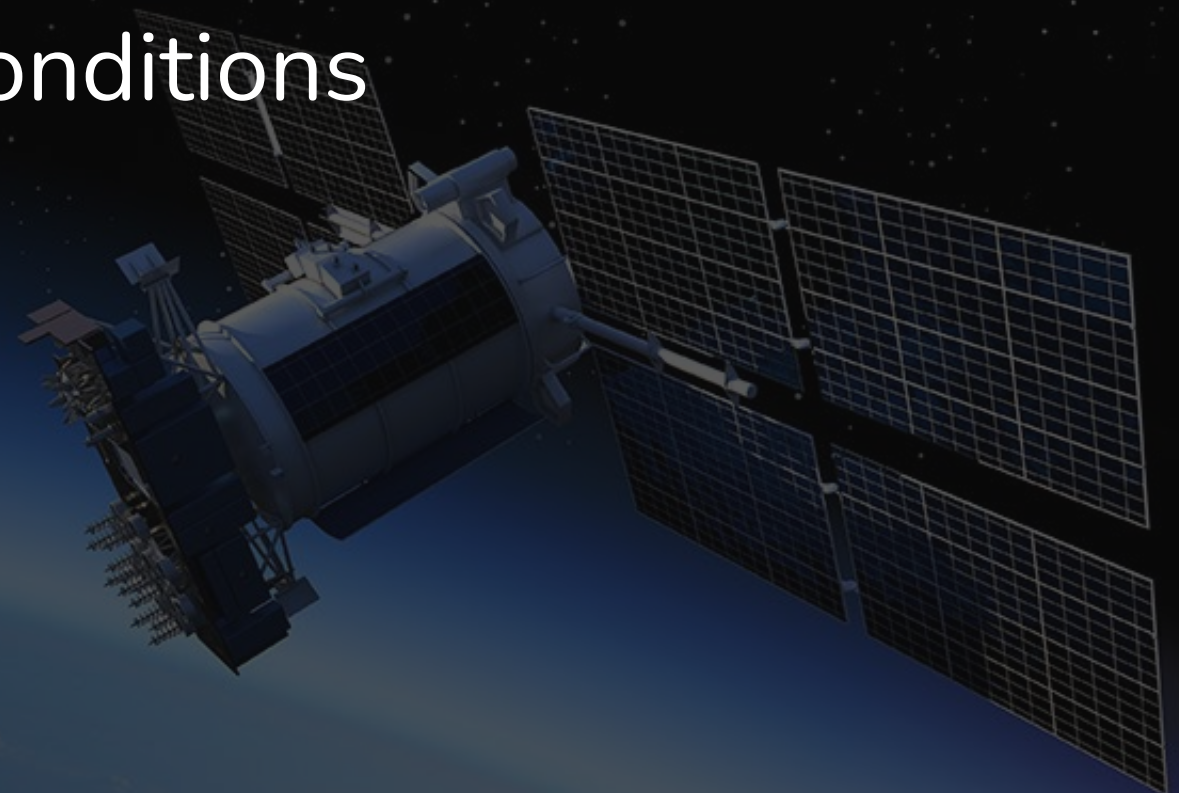


Lab 2.0 is *Translational*



Center For Diagnostics Meteorology of Chronic Conditions

- ✓ First key responders
- ✓ Lab as the clinical "Triage"
- ✓ Integrated
- ✓ - Population Health- VBC
 - Physicians workflow
 - Care manager workflow



2016



Improving American Healthcare Through “Clinical Lab 2.0”



Regular Article

Improving American Healthcare Through “Clinical Lab 2.0”: A Project Santa Fe Report

Academic Pathology
Volume 4: 1-8
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Clinical Lab 1.0 <i>transactional</i>	Clinical Lab 2.0 <i>integrative</i>
<p>Sick Care Receive Test Sample Result Test Sample</p> <p>Disease Screening Protocol-driven Scheduled by Treating Physician Lab is derivative</p> <p>Wellness Programming Managed by Treating Physician Lab is Derivative</p> <p>Payment Models Lab is a Commodity Value is Cost-per-Test</p>	<p>Health Care Population Health using Lab data Total Cost-of-Care leveraging Lab data Time-to-Diagnosis Diagnostic Optimization Care Optimization Therapeutic Optimization Monitoring Optimization Screening Optimization</p> <p>Risk Management Identification of Risk Real-time tracking of Risk Escalation/De-escalation of Acuity</p> <p>Wellness Programming Gaps-in-Care closed using Lab data Outcomes of program using Lab data</p> <p>Predictive Analytics What will happen? When? Why?</p> <p>Payment Models Value of Lab for Total Cost-of-Care</p>

Attributes of lab 2.0 are significantly different than the current state, Lab 1.0



Future State

Lab is the first responder, first to know, and will serve as a catalyst to amplify Population Health Management, value based care!

Lab is the CATALYST in Population Health Management




Time to
Diagnoses—
lab has zero latency
(actionable)


Diagnostic
Optimization

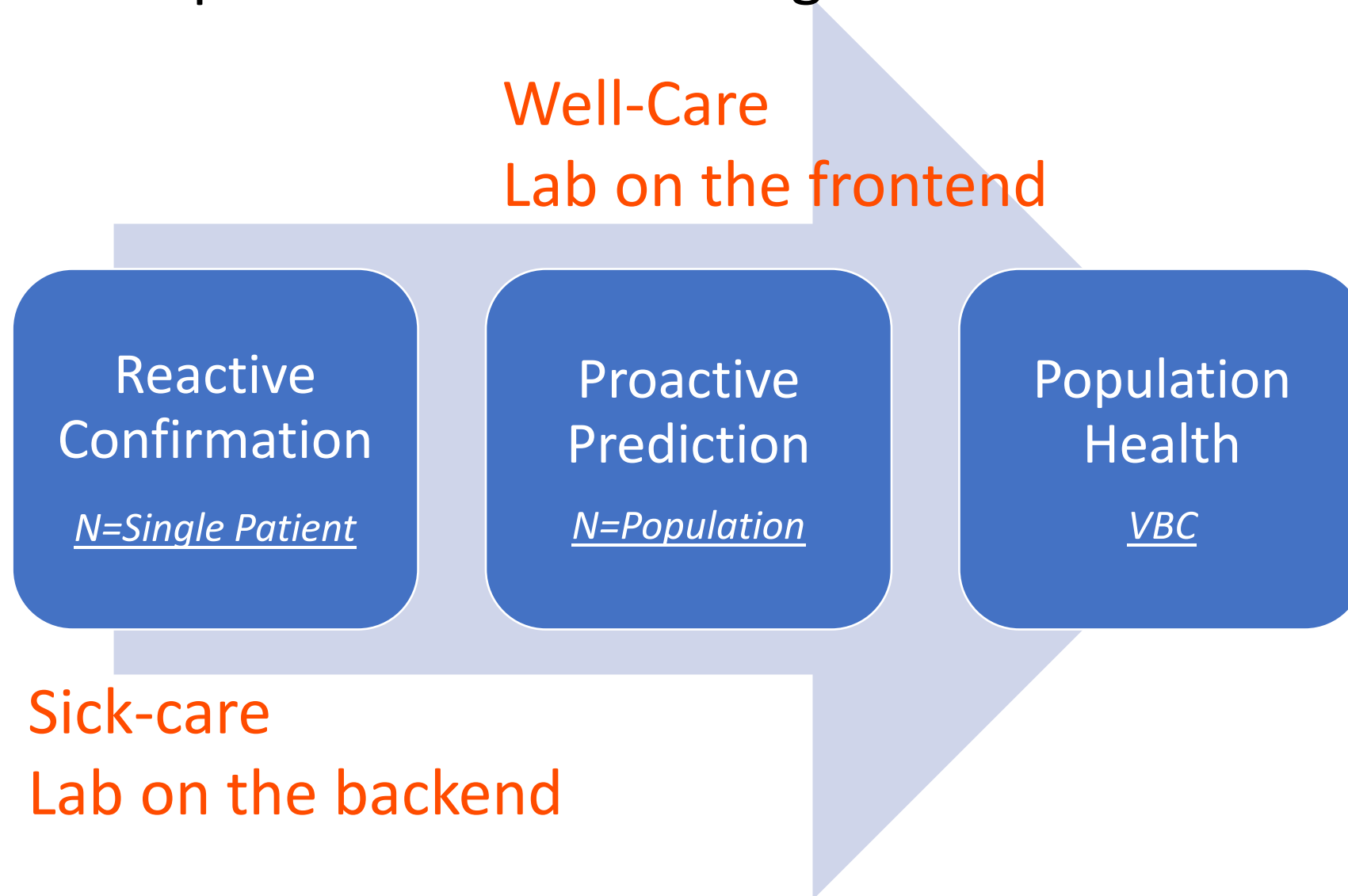

Care
Optimization


Therapeutic
Optimization


Screening/
Surveillance



Role of Dx. in Population Health Management



Future State

Business of TESTING (order to result) is significantly different than business of DATA, *clinical insight!*

- Different business model
- Different trigger points
- Different value proposition
- Different customer
- *Demand* different payment



2016

2017



2016

2017

2018

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.



CLINICAL LAB 2.0

A PROJECT SANTA FE FOUNDATION INITIATIVE



MISSION: Project Santa Fe Foundation (501.c3) is a coalition of laboratory leaders, coming together to **create a disruptive value paradigm** and explore **alternative business models** that expand the role of diagnostic services in the future healthcare ecosystem.

2016

2017

2018

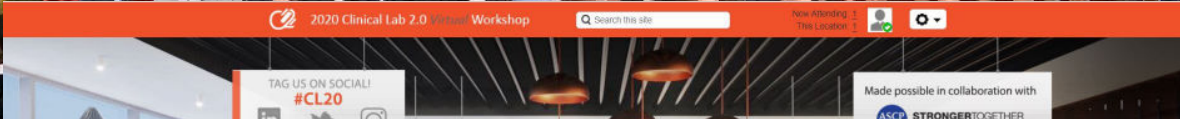
2019

2020

2021

2022

2023



2.0 Customer Panel
 MODERATED BY: **KAREN KAUL, M.D., PH.D.**
 Dept of Pathology and Laboratory Medicine
 Northshore University HealthSystem

NANCY E. CORNISH, M.D.
 Medical Officer, Senior Advisor for Quality and Safety,
 Centers for Disease Control and Prevention (CDC)

LEE FLEISHER, M.D.
 Chief Medical Officer, Centers for Medicare & Medicaid Services

LAKSHMI HALASYAMANI, M.D.
 Chief Clinical Officer, Northshore – Edward-Elmhurst Health

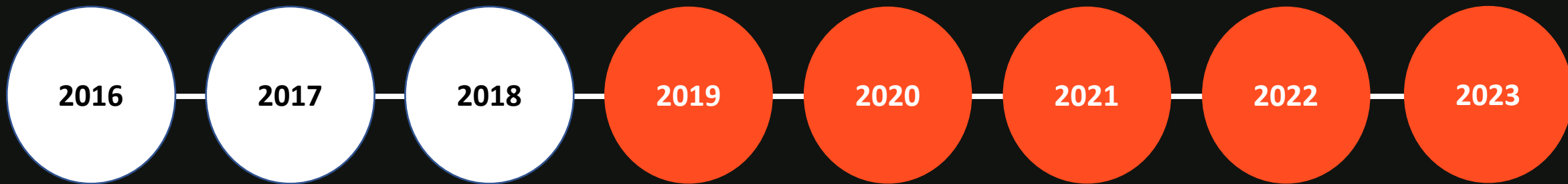
MATTY KEHOE
 Chief Operating Officer, CKM Health Alliance, LLC

INGRID LUND, PH.D.
 Principal, Member Firms,
 The Academy IQ, The Health Management Academy

DAVID B. NA...
 ...ing Dev...
 ...on Coll...

CLINICAL
 A PROJECT SAMYA 2.0





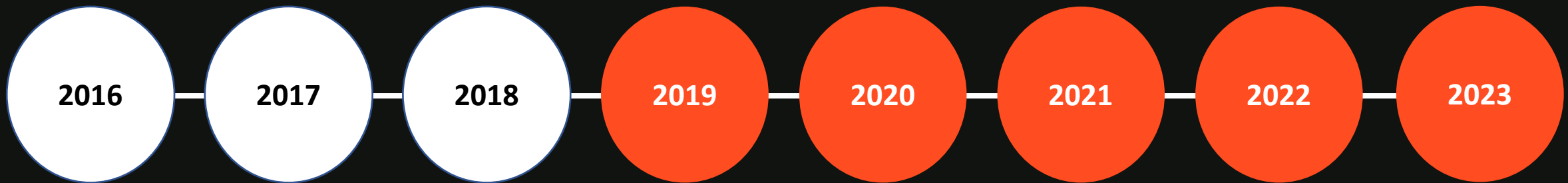
SEPSIS

CRITICAL VALUES

ANEMIA

CKD

OPIOIDS



2016

2017

2018

2019

2020

2021

2022

2023

Population Health Management, Ahead of Print |

Open Access

Figures

References

Related

Details

Future Role of the Clinical Lab in Population Health

Khosrow R. Shotorbani, Kathleen M. Swanson, and Beth Bailey

Published Online: 13 Aug 2021 | <https://doi.org/10.1089/pop.2021.0167>

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Background

CONVERGENCE

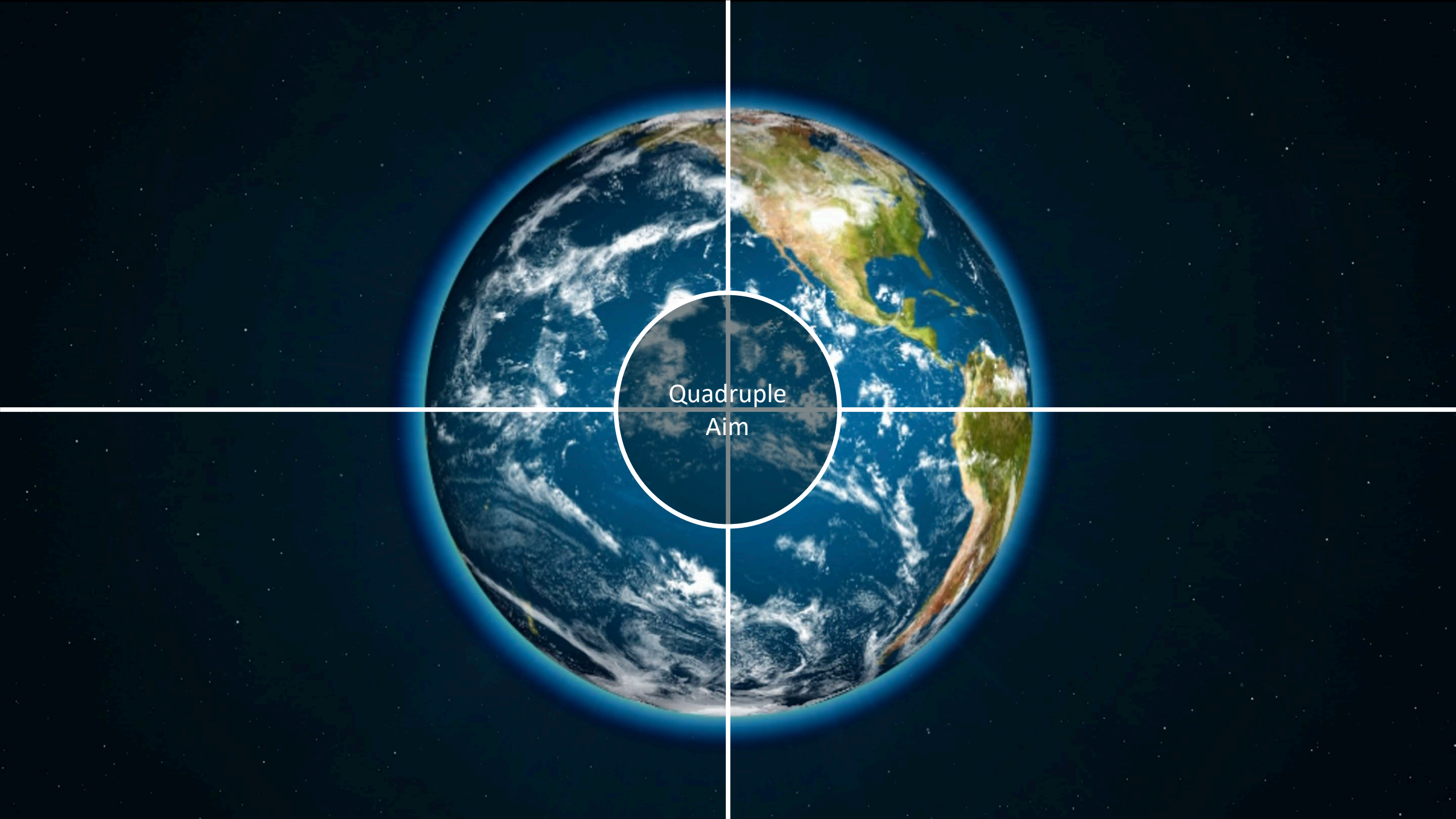
of Diagnostics and Population Health



Future State-World CLASS CLINICAL LAB







Quadruple
Aim

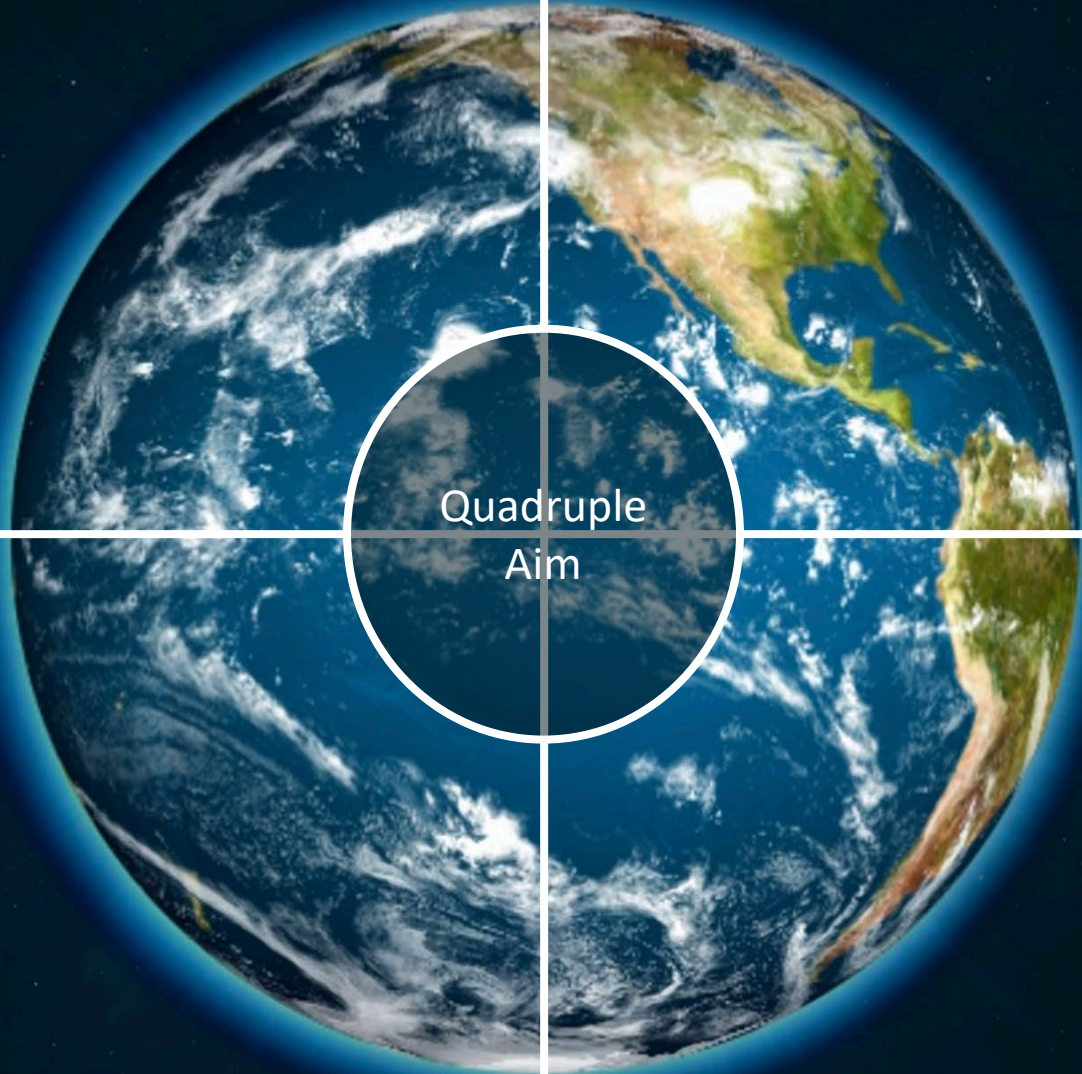


Quadruple
Aim

1. Engage Consumer Activation

Whole Person Index

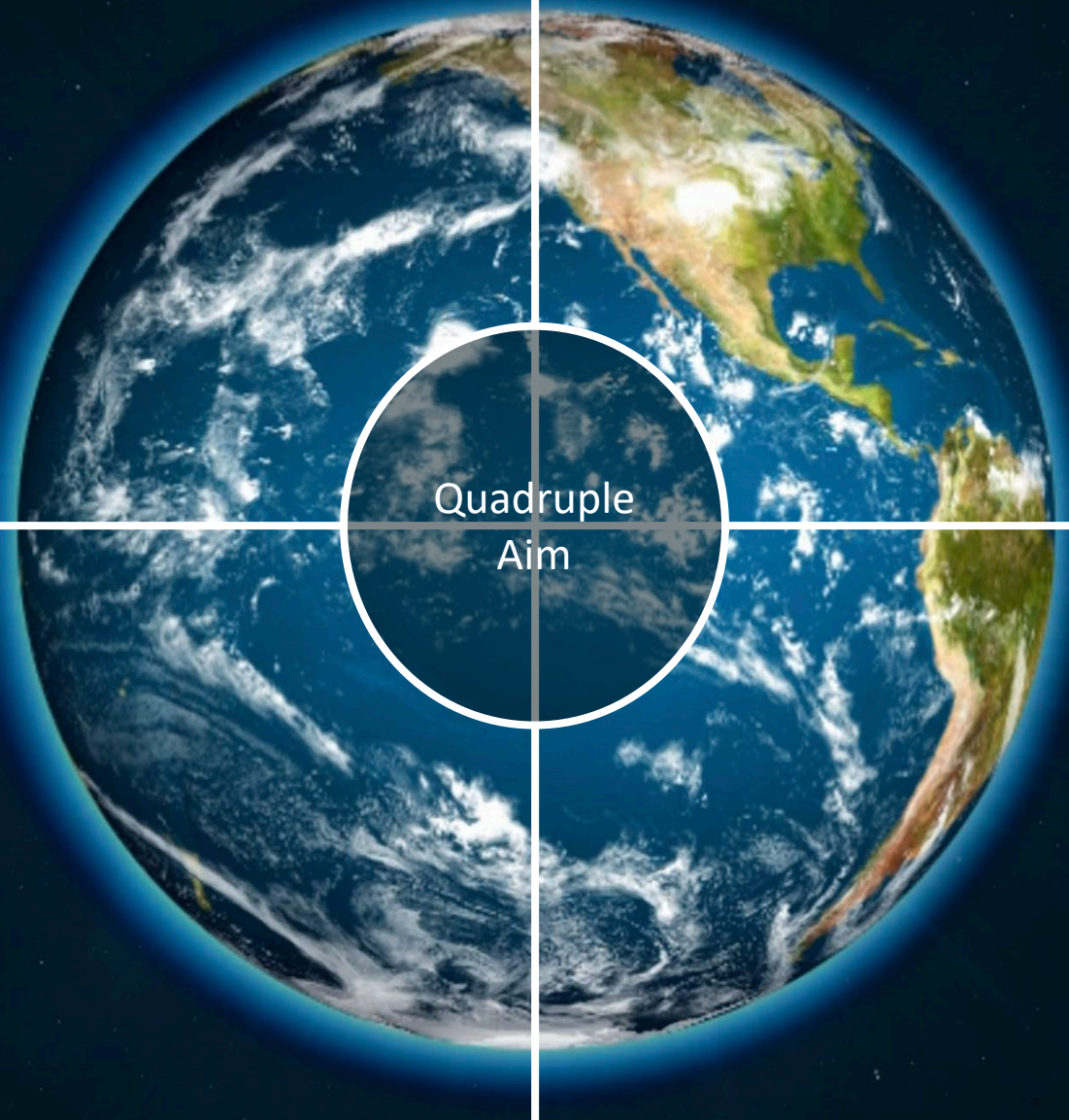
- Clinical (10%)
- Social (20%)
- Genetics (30%)
- Behavior (40%)



Quadruple
Aim

2. Test
Clinical Lab
1.0

1. Engage
Consumer
Activation



Quadruple
Aim

2. Test
Clinical Lab
1.0

1. Engage
Consumer
Activation

COMPREHENSIVE DATA PLATFORM

3. Analyze
Clinical Lab
2.0

2. Test
Clinical Lab
1.0

1. Engage
Consumer
Activation

Quadruple
Aim

COMPREHENSIVE DATA PLATFORM



3. Analyze
Clinical Lab
2.0

4. Partner
Community
Health

2. Test
Clinical Lab
1.0

1. Engage
Consumer
Activation



Quadruple
Aim

COMPREHENSIVE DATA PLATFORM

CLINICAL ACTION PLATFORM

3. Analyze
Clinical Lab
2.0

4. Partner
Community
Health



Quadruple
Aim

2. Test
Clinical Lab
1.0

1. Engage
Consumer
Activation

COMPREHENSIVE DATA PLATFORM

CONVERGENCE



The potential value of the clinical lab doesn't end when we release a result; rather, that's where it begins.

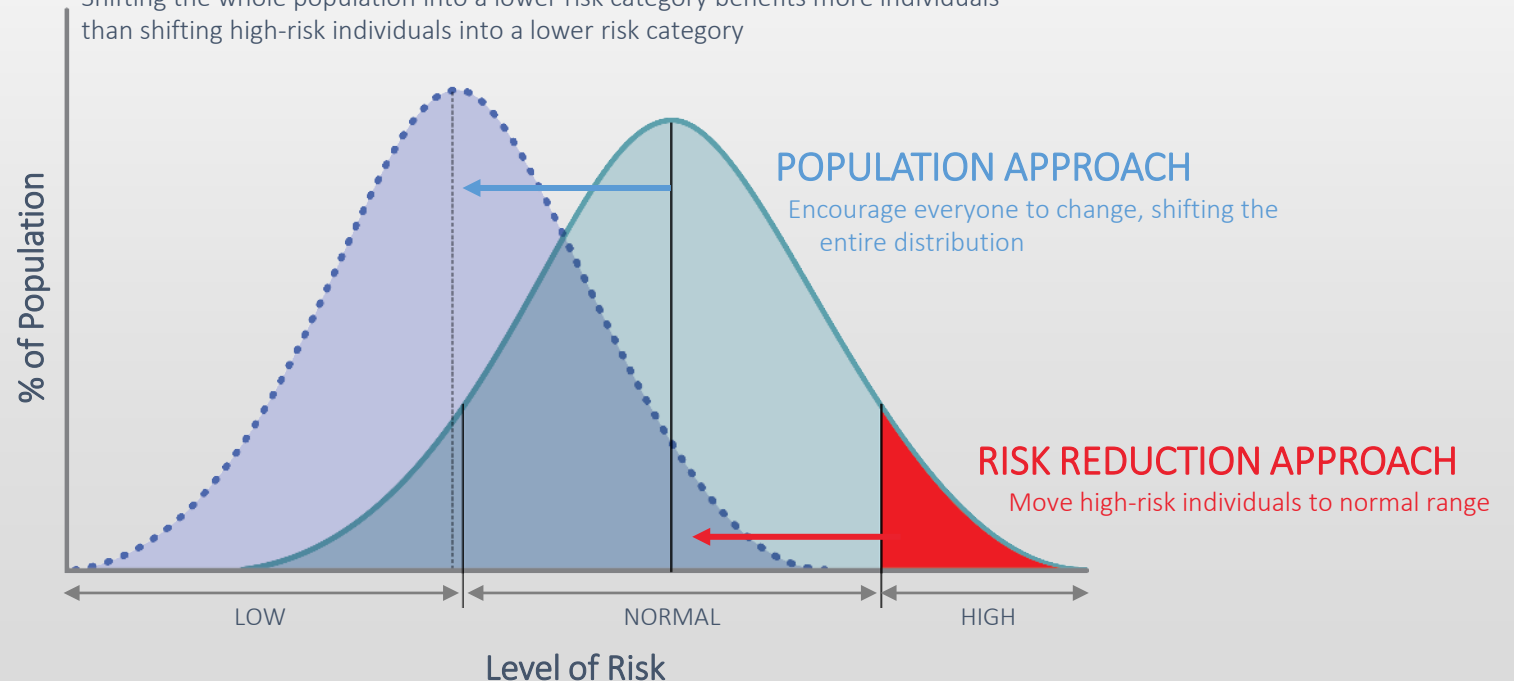
“If we (lab) wait, by the time we label a person “patient,”
we have failed that person.”

Clinical Lab 2.0 a
cornerstone of:

- Pre-patient
- Pre-care
- Consumer wellness

The Bell-Curve Shift in Population

Shifting the whole population into a lower risk category benefits more individuals
than shifting high-risk individuals into a lower risk category



SOURCE: Rose G. Sick individuals and sick populations. *Int J Epidemiol.* 1985;14(1):32-38.

Future State

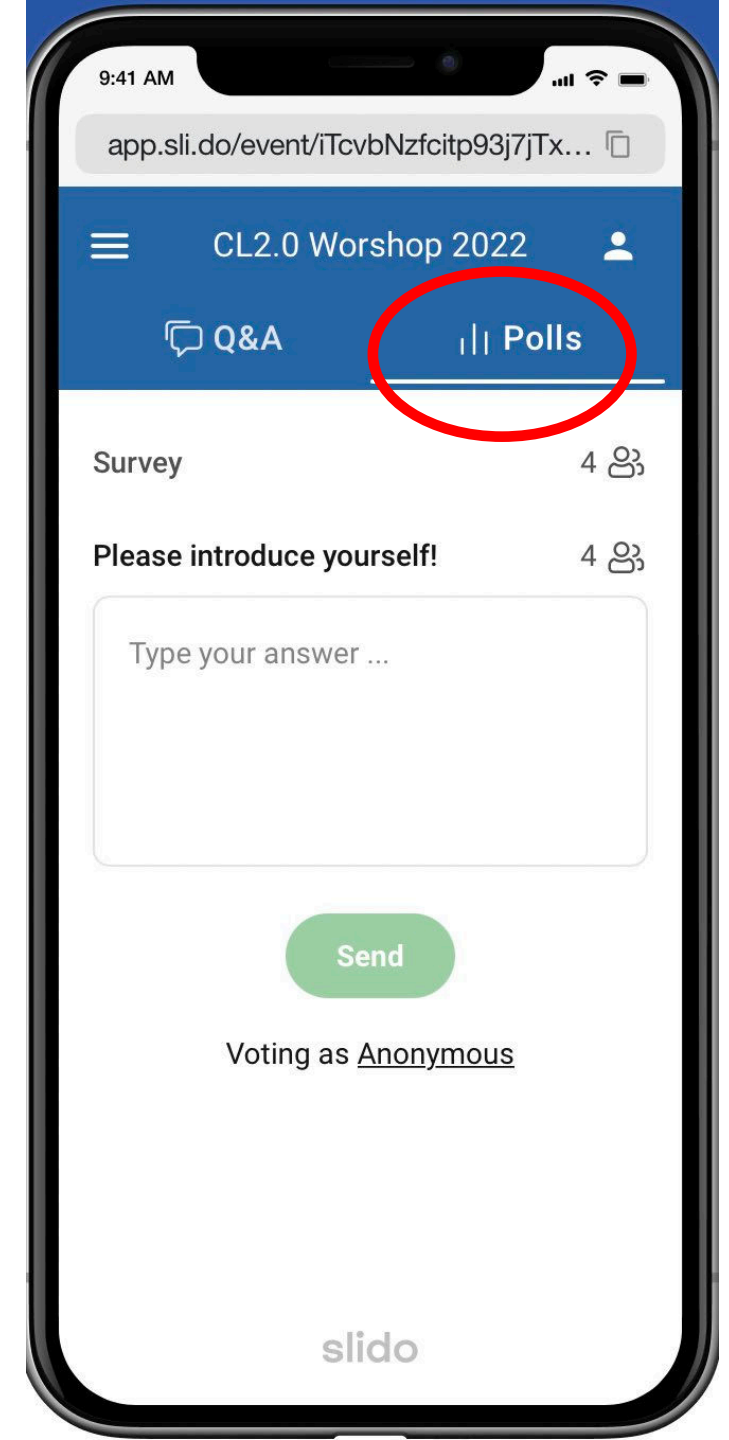
“We either need to innovate, or get ready to offer dirt cheap prices”



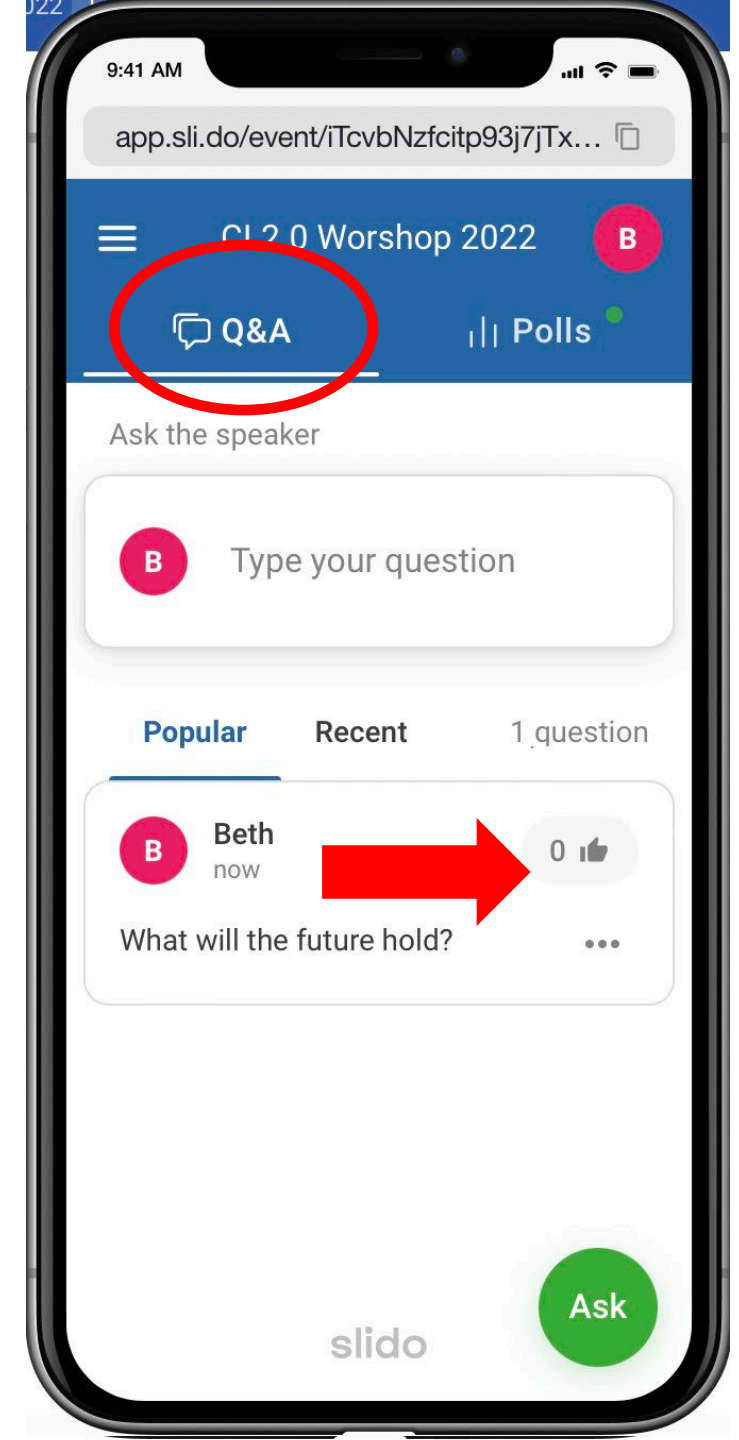
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2. No discussion of price, cost, or specific market allocations to **avoid anti-trust concerns**.
3. **Solicitation** of any products or services is strongly **discouraged**.
4. The views and opinions expressed here are **those of the speaker** and do not represent additional organizations that the speaker may be associated with professionally unless explicitly stated.
5. Be **provocative AND constructive** to spark creative solutions. Help create the 'space' for all issues and perspectives to be considered.
6. This is a **conversation...** every voice counts.

Every voice counts.....

slido



Why Are You Here?



2016

“There has never been a better time to demonstrate the value of laboratory medicine and pathology in delivery of healthcare - but it must be quantitatively proven and attributable to lab’s contribution”

James Crawford, MD, PhD
Northwell Health System
Chairman of the Board, Project Santa Fe Foundation

