

WEBVTT

NOTE duration:"00:50:07.0500000"

NOTE recognizability:0.931

NOTE language:en-us

NOTE Confidence: 0.944726162222222

00:00:07.680 --> 00:00:08.212 Wonderful. Well,

NOTE Confidence: 0.944726162222222

00:00:08.212 --> 00:00:10.074 I'd like to welcome you all today.

NOTE Confidence: 0.944726162222222

00:00:10.080 --> 00:00:11.640 My name is Doctor Lee Schwam.

NOTE Confidence: 0.944726162222222

00:00:11.640 --> 00:00:13.524 I'm the Vice President of Digital

NOTE Confidence: 0.944726162222222

00:00:13.524 --> 00:00:15.474 Patient Experience here at the Mass

NOTE Confidence: 0.944726162222222

00:00:15.474 --> 00:00:17.394 General Brigham Health System in Boston,

NOTE Confidence: 0.944726162222222

00:00:17.400 --> 00:00:19.794 and I'm going to be today's moderator.

NOTE Confidence: 0.944726162222222

00:00:19.800 --> 00:00:22.104 This is our session on clinical

NOTE Confidence: 0.944726162222222

00:00:22.104 --> 00:00:23.640 appropriateness in virtual care.

NOTE Confidence: 0.944726162222222

00:00:23.640 --> 00:00:25.362 And again, thank you for your

NOTE Confidence: 0.944726162222222

00:00:25.362 --> 00:00:27.139 participation and interest in the session

NOTE Confidence: 0.944726162222222

00:00:27.139 --> 00:00:28.855 and thank you personally very much.

NOTE Confidence: 0.944726162222222

00:00:28.860 --> 00:00:31.254 To all the panelists who are an

NOTE Confidence: 0.944726162222222

00:00:31.254 --> 00:00:33.045 extraordinary group of leaders in

NOTE Confidence: 0.944726162222222

00:00:33.045 --> 00:00:35.133 the field who've joined us today,

NOTE Confidence: 0.944726162222222

00:00:35.140 --> 00:00:36.838 all the sessions will be recorded

NOTE Confidence: 0.944726162222222

00:00:36.838 --> 00:00:38.358 today and they'll be available

NOTE Confidence: 0.944726162222222

00:00:38.358 --> 00:00:39.698 after the symposium at

NOTE Confidence: 0.94327262

00:00:43.060 --> 00:00:43.508 [www.virtualcareconsensus.com](http://www.virtualcareconsensus.com).

NOTE Confidence: 0.94327262

00:00:43.508 --> 00:00:45.748 Remember to use the Q&A

NOTE Confidence: 0.94327262

00:00:45.748 --> 00:00:47.540 function during the panels.

NOTE Confidence: 0.94327262

00:00:47.540 --> 00:00:48.863 Panelists will do their best to try

NOTE Confidence: 0.94327262

00:00:48.863 --> 00:00:50.976 to answer the questions, but if not,

NOTE Confidence: 0.94327262

00:00:50.976 --> 00:00:52.836 we'll post additional answers on

NOTE Confidence: 0.94327262

00:00:52.836 --> 00:00:54.778 the website after the session

NOTE Confidence: 0.94327262

00:00:54.780 --> 00:00:56.658 and if you have any difficulty

NOTE Confidence: 0.94327262

00:00:56.660 --> 00:00:58.432 technically during the session.

NOTE Confidence: 0.94327262

00:00:58.432 --> 00:01:00.647 You can either e-mail digital

NOTE Confidence: 0.94327262

00:01:00.647 --> 00:01:02.169 media at [partners.org](http://partners.org) or call

NOTE Confidence: 0.896781679090909  
00:01:04.490 --> 00:01:06.044 857-282-6470 and we can try to  
NOTE Confidence: 0.896781679090909  
00:01:06.044 --> 00:01:07.330 resolve the problem for you.  
NOTE Confidence: 0.896781679090909  
00:01:07.330 --> 00:01:10.210 So as you know, this is now an annual  
NOTE Confidence: 0.896781679090909  
00:01:10.210 --> 00:01:11.970 tradition and we bring together  
NOTE Confidence: 0.896781679090909  
00:01:11.970 --> 00:01:13.770 subject matter experts from across  
NOTE Confidence: 0.896781679090909  
00:01:13.770 --> 00:01:16.170 the country and across organizations.  
NOTE Confidence: 0.896781679090909  
00:01:16.170 --> 00:01:18.606 We did our first session in 2020,  
NOTE Confidence: 0.896781679090909  
00:01:18.610 --> 00:01:20.835 which really focused on rethinking  
NOTE Confidence: 0.896781679090909  
00:01:20.835 --> 00:01:22.615 curriculum competency and culture  
NOTE Confidence: 0.896781679090909  
00:01:22.615 --> 00:01:24.971 in virtual care in the context  
NOTE Confidence: 0.896781679090909  
00:01:24.971 --> 00:01:26.447 of the COVID-19 pandemic.  
NOTE Confidence: 0.896781679090909  
00:01:26.450 --> 00:01:28.736 We really focused on defining A  
NOTE Confidence: 0.896781679090909  
00:01:28.736 --> 00:01:30.260 framework for assessing competency  
NOTE Confidence: 0.896781679090909  
00:01:30.317 --> 00:01:32.494 for training our residents and a  
NOTE Confidence: 0.896781679090909  
00:01:32.494 --> 00:01:34.720 junior faculty in virtual care and  
NOTE Confidence: 0.896781679090909

00:01:34.796 --> 00:01:36.961 also addressing the challenges along  
NOTE Confidence: 0.896781679090909

00:01:36.961 --> 00:01:39.890 with the workflows and the strategies  
NOTE Confidence: 0.896781679090909

00:01:39.890 --> 00:01:42.086 and the best practices around that.  
NOTE Confidence: 0.896781679090909

00:01:42.090 --> 00:01:44.856 That work was published last year.  
NOTE Confidence: 0.896781679090909

00:01:44.860 --> 00:01:45.877 And in 2021,  
NOTE Confidence: 0.896781679090909

00:01:45.877 --> 00:01:47.572 our second symposium really shifted  
NOTE Confidence: 0.896781679090909

00:01:47.572 --> 00:01:49.619 to focus on quality frameworks,  
NOTE Confidence: 0.896781679090909

00:01:49.620 --> 00:01:51.455 how they've evolved over organizations  
NOTE Confidence: 0.896781679090909

00:01:51.455 --> 00:01:54.078 and how we need to think about  
NOTE Confidence: 0.896781679090909

00:01:54.078 --> 00:01:56.238 and align in person and virtual  
NOTE Confidence: 0.896781679090909

00:01:56.238 --> 00:01:57.740 care quality frameworks.  
NOTE Confidence: 0.896781679090909

00:01:57.740 --> 00:02:00.793 So that brings us to today and you know,  
NOTE Confidence: 0.896781679090909

00:02:00.793 --> 00:02:02.548 virtual care is basically become  
NOTE Confidence: 0.896781679090909

00:02:02.548 --> 00:02:04.419 a mainstay of healthcare now,  
NOTE Confidence: 0.896781679090909

00:02:04.420 --> 00:02:06.140 from treating chronic conditions  
NOTE Confidence: 0.896781679090909

00:02:06.140 --> 00:02:08.720 to more acute changes in health.

NOTE Confidence: 0.896781679090909  
00:02:08.720 --> 00:02:10.754 Providers all across the country are  
NOTE Confidence: 0.896781679090909  
00:02:10.754 --> 00:02:12.482 using virtual care really across  
NOTE Confidence: 0.896781679090909  
00:02:12.482 --> 00:02:14.354 a wide variety of of indications.  
NOTE Confidence: 0.896781679090909  
00:02:14.360 --> 00:02:15.977 And I would say that we would  
NOTE Confidence: 0.896781679090909  
00:02:15.977 --> 00:02:17.961 all agree on this panel that in  
NOTE Confidence: 0.896781679090909  
00:02:17.961 --> 00:02:19.197 this modern digital world,  
NOTE Confidence: 0.896781679090909  
00:02:19.200 --> 00:02:21.700 health systems have to continuously  
NOTE Confidence: 0.896781679090909  
00:02:21.700 --> 00:02:25.008 evaluate what modality is right for what  
NOTE Confidence: 0.896781679090909  
00:02:25.008 --> 00:02:27.265 setting and how do we turn this into  
NOTE Confidence: 0.896781679090909  
00:02:27.265 --> 00:02:28.920 a conversation about appropriateness,  
NOTE Confidence: 0.896781679090909  
00:02:28.920 --> 00:02:30.748 appropriateness as it relates  
NOTE Confidence: 0.896781679090909  
00:02:30.748 --> 00:02:32.119 to clinical indications,  
NOTE Confidence: 0.896781679090909  
00:02:32.120 --> 00:02:33.884 payment models and breaking  
NOTE Confidence: 0.896781679090909  
00:02:33.884 --> 00:02:36.530 down the barriers that exist for  
NOTE Confidence: 0.896781679090909  
00:02:36.604 --> 00:02:38.161 patients both personal.  
NOTE Confidence: 0.896781679090909

00:02:38.161 --> 00:02:40.565 Digital and the social  
NOTE Confidence: 0.896781679090909

00:02:40.565 --> 00:02:43.570 determinants of health as well.  
NOTE Confidence: 0.896781679090909

00:02:43.570 --> 00:02:46.538 So we'll also cover some of the  
NOTE Confidence: 0.896781679090909

00:02:46.538 --> 00:02:48.458 complexities and the barriers  
NOTE Confidence: 0.896781679090909

00:02:48.458 --> 00:02:51.248 around reimbursement and and how  
NOTE Confidence: 0.896781679090909

00:02:51.250 --> 00:02:54.220 how challenging that can be for for  
NOTE Confidence: 0.896781679090909

00:02:54.220 --> 00:02:56.045 patients sometimes for providers and  
NOTE Confidence: 0.896781679090909

00:02:56.045 --> 00:02:58.270 health systems and and the patchwork  
NOTE Confidence: 0.896781679090909

00:02:58.270 --> 00:03:00.045 that exists across the country.  
NOTE Confidence: 0.896781679090909

00:03:00.050 --> 00:03:03.426 We're going to have five panels today and  
NOTE Confidence: 0.896781679090909

00:03:03.426 --> 00:03:07.822 we'll walk through the sort of spectrum of.  
NOTE Confidence: 0.896781679090909

00:03:07.822 --> 00:03:10.580 How virtual care fits within the big  
NOTE Confidence: 0.896781679090909

00:03:10.580 --> 00:03:12.608 broad digital patient experience?  
NOTE Confidence: 0.896781679090909

00:03:12.610 --> 00:03:15.382 How we can think about better job  
NOTE Confidence: 0.896781679090909

00:03:15.382 --> 00:03:16.570 achieving digital HealthEquity?  
NOTE Confidence: 0.896781679090909

00:03:16.570 --> 00:03:18.754 How to dismantle the silos between

NOTE Confidence: 0.896781679090909  
00:03:18.754 --> 00:03:20.650 virtual care and mental health  
NOTE Confidence: 0.896781679090909  
00:03:20.650 --> 00:03:22.141 that currently exist,  
NOTE Confidence: 0.896781679090909  
00:03:22.141 --> 00:03:24.626 thinking about clinical appropriateness in  
NOTE Confidence: 0.896781679090909  
00:03:24.626 --> 00:03:26.638 individual patient care delivery models?  
NOTE Confidence: 0.896781679090909  
00:03:26.638 --> 00:03:27.769 And then lastly,  
NOTE Confidence: 0.896781679090909  
00:03:27.770 --> 00:03:30.234 what does it take to really achieve  
NOTE Confidence: 0.896781679090909  
00:03:30.234 --> 00:03:32.163 payment and coverage parity for  
NOTE Confidence: 0.896781679090909  
00:03:32.163 --> 00:03:34.328 virtual versus in person care?  
NOTE Confidence: 0.896781679090909  
00:03:34.330 --> 00:03:35.485 So let's go to the next slide.  
NOTE Confidence: 0.9419308333333333  
00:03:39.040 --> 00:03:40.558 And again here, just a reminder,  
NOTE Confidence: 0.9419308333333333  
00:03:40.560 --> 00:03:42.496 you can see where you can find the  
NOTE Confidence: 0.9419308333333333  
00:03:42.496 --> 00:03:44.909 slides and how you can reach someone if  
NOTE Confidence: 0.9419308333333333  
00:03:44.909 --> 00:03:46.800 you're having any difficulty. Next slide,  
NOTE Confidence: 0.950317  
00:03:48.960 --> 00:03:50.570 I've talked to you before about the  
NOTE Confidence: 0.950317  
00:03:50.570 --> 00:03:52.258 overview of the symposium and here's  
NOTE Confidence: 0.950317

00:03:52.258 --> 00:03:53.838 the reference to academic medicine,  
NOTE Confidence: 0.950317

00:03:53.840 --> 00:03:55.245 where our first symposium was  
NOTE Confidence: 0.950317

00:03:55.245 --> 00:03:56.985 published and our second one is  
NOTE Confidence: 0.950317

00:03:56.985 --> 00:03:58.400 under review at another journal.  
NOTE Confidence: 0.950317

00:03:58.400 --> 00:04:02.810 Next slide. And I just gave you  
NOTE Confidence: 0.950317

00:04:02.810 --> 00:04:04.650 the overview of today's symposium.  
NOTE Confidence: 0.950317

00:04:04.650 --> 00:04:07.458 And now let's pivot going to the next  
NOTE Confidence: 0.950317

00:04:07.458 --> 00:04:10.330 slide to talk about the first panel,  
NOTE Confidence: 0.950317

00:04:10.330 --> 00:04:12.052 panel one, which is going to be  
NOTE Confidence: 0.950317

00:04:12.052 --> 00:04:13.170 called completing the puzzle,  
NOTE Confidence: 0.950317

00:04:13.170 --> 00:04:14.935 where does virtual care fit  
NOTE Confidence: 0.950317

00:04:14.935 --> 00:04:16.334 in with patient experience?  
NOTE Confidence: 0.950317

00:04:16.334 --> 00:04:19.290 And take me to the next slide please.  
NOTE Confidence: 0.950317

00:04:19.290 --> 00:04:20.352 And one more.  
NOTE Confidence: 0.950317

00:04:20.352 --> 00:04:21.768 So here we are.  
NOTE Confidence: 0.950317

00:04:21.770 --> 00:04:22.922 And the next slide I believe

NOTE Confidence: 0.950317

00:04:22.922 --> 00:04:23.690 we'll have our yes.

NOTE Confidence: 0.950317

00:04:23.690 --> 00:04:26.946 So I am really delighted to be moderating

NOTE Confidence: 0.950317

00:04:26.946 --> 00:04:28.870 this conversation with two of my.

NOTE Confidence: 0.950317

00:04:28.870 --> 00:04:29.125 Colleagues,

NOTE Confidence: 0.950317

00:04:29.125 --> 00:04:30.910 one I met recently and 1:00 I've

NOTE Confidence: 0.950317

00:04:30.910 --> 00:04:32.229 known for quite some time,

NOTE Confidence: 0.950317

00:04:32.230 --> 00:04:32.950 Sara Vaisi,

NOTE Confidence: 0.950317

00:04:32.950 --> 00:04:34.750 someone I've known for quite

NOTE Confidence: 0.950317

00:04:34.750 --> 00:04:36.462 some time who is the Executive

NOTE Confidence: 0.950317

00:04:36.462 --> 00:04:37.454 Vice President and Chief

NOTE Confidence: 0.950317

00:04:37.454 --> 00:04:38.987 Strategy and Digital Officer for

NOTE Confidence: 0.950317

00:04:38.987 --> 00:04:40.307 Providence Saint Joe's Healthcare.

NOTE Confidence: 0.951435155555556

00:04:42.470 --> 00:04:44.600 This health system is a really

NOTE Confidence: 0.951435155555556

00:04:44.600 --> 00:04:45.665 remarkable health system,

NOTE Confidence: 0.951435155555556

00:04:45.670 --> 00:04:47.470 I think more than 50 hospitals,

NOTE Confidence: 0.951435155555556

00:04:47.470 --> 00:04:49.286 1000 clinics, 5,000,000 patients.  
NOTE Confidence: 0.951435155555556

00:04:49.286 --> 00:04:51.556 Sara has really deep experience  
NOTE Confidence: 0.951435155555556

00:04:51.556 --> 00:04:54.019 in developing and leading system  
NOTE Confidence: 0.951435155555556

00:04:54.019 --> 00:04:55.955 strategy and thinking about.  
NOTE Confidence: 0.951435155555556

00:04:55.960 --> 00:04:59.544 How to fit together all of this cross  
NOTE Confidence: 0.951435155555556

00:04:59.544 --> 00:05:01.907 collaboration between a different orgs  
NOTE Confidence: 0.951435155555556

00:05:01.907 --> 00:05:04.222 within a large corporate structure  
NOTE Confidence: 0.951435155555556

00:05:04.222 --> 00:05:07.278 and drive digital innovation forward.  
NOTE Confidence: 0.951435155555556

00:05:07.280 --> 00:05:10.115 I'm joined as well by Alex Morehouse,  
NOTE Confidence: 0.951435155555556

00:05:10.120 --> 00:05:12.088 who is Chief Marketing Officer and  
NOTE Confidence: 0.951435155555556

00:05:12.088 --> 00:05:13.791 Chief Digital Officer for Banner  
NOTE Confidence: 0.951435155555556

00:05:13.791 --> 00:05:16.040 House where she's been since  
NOTE Confidence: 0.951435155555556

00:05:16.040 --> 00:05:18.380 2015 and has basically overseen,  
NOTE Confidence: 0.951435155555556

00:05:18.380 --> 00:05:20.240 believe it or not,  
NOTE Confidence: 0.951435155555556

00:05:20.240 --> 00:05:23.000 a half a billion dollar transformation  
NOTE Confidence: 0.951435155555556

00:05:23.000 --> 00:05:25.043 of digital initiatives.

NOTE Confidence: 0.951435155555556  
00:05:25.043 --> 00:05:27.767 That have increased customer  
NOTE Confidence: 0.951435155555556  
00:05:27.767 --> 00:05:29.537 experience transactions taking  
NOTE Confidence: 0.951435155555556  
00:05:29.537 --> 00:05:31.572 digital transaction volume up from  
NOTE Confidence: 0.951435155555556  
00:05:31.572 --> 00:05:34.190 3,000,000 to over I think 200,000,000  
NOTE Confidence: 0.951435155555556  
00:05:34.190 --> 00:05:37.730 a year and has implemented an A,  
NOTE Confidence: 0.951435155555556  
00:05:37.730 --> 00:05:39.330 I and machine learning platform  
NOTE Confidence: 0.951435155555556  
00:05:39.330 --> 00:05:41.010 for for customer experience.  
NOTE Confidence: 0.951435155555556  
00:05:41.010 --> 00:05:43.464 She's had numerous years of experience  
NOTE Confidence: 0.951435155555556  
00:05:43.464 --> 00:05:46.319 in and outside of healthcare and  
NOTE Confidence: 0.951435155555556  
00:05:46.319 --> 00:05:48.607 and major American corporations.  
NOTE Confidence: 0.951435155555556  
00:05:48.610 --> 00:05:50.002 So I I really,  
NOTE Confidence: 0.951435155555556  
00:05:50.002 --> 00:05:52.999 I couldn't speak more highly of this group.  
NOTE Confidence: 0.951435155555556  
00:05:53.000 --> 00:05:56.080 And so let's flip to the next slide.  
NOTE Confidence: 0.951435155555556  
00:05:56.080 --> 00:05:57.490 And these are the objectives  
NOTE Confidence: 0.951435155555556  
00:05:57.490 --> 00:05:59.280 that we're going to talk about,  
NOTE Confidence: 0.951435155555556

00:05:59.280 --> 00:06:01.648 the three of us as we go through  
NOTE Confidence: 0.951435155555556

00:06:01.648 --> 00:06:02.535 this moderated session.  
NOTE Confidence: 0.951435155555556

00:06:02.535 --> 00:06:04.600 But before we do that and dive  
NOTE Confidence: 0.951435155555556

00:06:04.600 --> 00:06:05.840 into these questions,  
NOTE Confidence: 0.951435155555556

00:06:05.840 --> 00:06:07.320 which I'll bring up again at the end,  
NOTE Confidence: 0.951435155555556

00:06:07.320 --> 00:06:08.587 I'm just going to run through a  
NOTE Confidence: 0.951435155555556

00:06:08.587 --> 00:06:10.032 quick set of slides to sort of  
NOTE Confidence: 0.951435155555556

00:06:10.032 --> 00:06:11.316 level set us for the conversation.  
NOTE Confidence: 0.951435155555556

00:06:11.320 --> 00:06:13.438 So next slide,  
NOTE Confidence: 0.951435155555556

00:06:13.440 --> 00:06:15.862 So what is virtual care as opposed  
NOTE Confidence: 0.951435155555556

00:06:15.862 --> 00:06:16.850 to telehealth, telemedicine,  
NOTE Confidence: 0.951435155555556

00:06:16.850 --> 00:06:18.880 a lot of these terms are synonymous,  
NOTE Confidence: 0.951435155555556

00:06:18.880 --> 00:06:21.628 but virtual care has come to.  
NOTE Confidence: 0.951435155555556

00:06:21.630 --> 00:06:24.926 Embody really the broad array of  
NOTE Confidence: 0.951435155555556

00:06:24.926 --> 00:06:27.902 of virtual direct to patient and  
NOTE Confidence: 0.951435155555556

00:06:27.902 --> 00:06:30.588 provider to provider care that

NOTE Confidence: 0.951435155555556  
00:06:30.588 --> 00:06:33.338 is blossoming under the COVID  
NOTE Confidence: 0.951435155555556  
00:06:33.338 --> 00:06:34.988 experience Next slide.  
NOTE Confidence: 0.951435155555556  
00:06:34.990 --> 00:06:36.942 And so this is a an article that  
NOTE Confidence: 0.951435155555556  
00:06:36.942 --> 00:06:39.261 I was editorial I wrote in Health  
NOTE Confidence: 0.951435155555556  
00:06:39.261 --> 00:06:41.414 Affairs almost a decade ago that  
NOTE Confidence: 0.951435155555556  
00:06:41.414 --> 00:06:43.718 was really talking about back then  
NOTE Confidence: 0.951435155555556  
00:06:43.718 --> 00:06:45.446 this upcoming disruptive innovation  
NOTE Confidence: 0.951435155555556  
00:06:45.446 --> 00:06:47.510 and transformation of healthcare  
NOTE Confidence: 0.951435155555556  
00:06:47.510 --> 00:06:48.935 that that telehealth which was  
NOTE Confidence: 0.951435155555556  
00:06:48.935 --> 00:06:50.939 the term we used at the time.  
NOTE Confidence: 0.951435155555556  
00:06:50.940 --> 00:06:51.380 You know,  
NOTE Confidence: 0.951435155555556  
00:06:51.380 --> 00:06:53.140 ought to adhere to if we were going  
NOTE Confidence: 0.951435155555556  
00:06:53.192 --> 00:06:54.655 to get real value out of this.  
NOTE Confidence: 0.951435155555556  
00:06:54.660 --> 00:06:56.420 And I would just highlight a few things,  
NOTE Confidence: 0.951435155555556  
00:06:56.420 --> 00:06:58.493 untethering traditional revenue  
NOTE Confidence: 0.951435155555556

00:06:58.493 --> 00:07:01.257 expectations for this work.  
NOTE Confidence: 0.951435155555556

00:07:01.260 --> 00:07:01.668 After COVID,  
NOTE Confidence: 0.951435155555556

00:07:01.668 --> 00:07:03.096 we're going to have to be thinking  
NOTE Confidence: 0.951435155555556

00:07:03.096 --> 00:07:04.380 about that again quite carefully,  
NOTE Confidence: 0.951435155555556

00:07:04.380 --> 00:07:05.850 really understanding expectations,  
NOTE Confidence: 0.951435155555556

00:07:05.850 --> 00:07:07.320 deconstructing the healthcare  
NOTE Confidence: 0.951435155555556

00:07:07.320 --> 00:07:09.939 encounter and building it up again  
NOTE Confidence: 0.951435155555556

00:07:09.939 --> 00:07:11.406 with the component parts and  
NOTE Confidence: 0.951435155555556

00:07:11.406 --> 00:07:12.736 really being open to discovery,  
NOTE Confidence: 0.951435155555556

00:07:12.740 --> 00:07:15.148 something that I think my 2 panelists  
NOTE Confidence: 0.951435155555556

00:07:15.148 --> 00:07:18.460 have have really done an amazing job at,  
NOTE Confidence: 0.951435155555556

00:07:18.460 --> 00:07:20.626 and redesigning care to improve value.  
NOTE Confidence: 0.951435155555556

00:07:20.630 --> 00:07:23.190 Which is really important.  
NOTE Confidence: 0.951435155555556

00:07:23.190 --> 00:07:24.470 Next slide,  
NOTE Confidence: 0.951435155555556

00:07:24.470 --> 00:07:27.166 so this is a slide from Craig Clay  
NOTE Confidence: 0.951435155555556

00:07:27.166 --> 00:07:28.798 Christiansen's work talking about

NOTE Confidence: 0.951435155555556  
00:07:28.798 --> 00:07:31.028 the nature of disruptive innovation.  
NOTE Confidence: 0.951435155555556  
00:07:31.030 --> 00:07:33.142 And I think what we need to remember  
NOTE Confidence: 0.951435155555556  
00:07:33.142 --> 00:07:35.680 is that we've built systems that have  
NOTE Confidence: 0.951435155555556  
00:07:35.680 --> 00:07:37.630 performance sometimes in some cases  
NOTE Confidence: 0.951435155555556  
00:07:37.690 --> 00:07:39.598 that are more than customers can  
NOTE Confidence: 0.951435155555556  
00:07:39.598 --> 00:07:41.854 really use or access quite frankly.  
NOTE Confidence: 0.951435155555556  
00:07:41.854 --> 00:07:43.822 And disruption generally comes  
NOTE Confidence: 0.951435155555556  
00:07:43.822 --> 00:07:46.070 from innovators who start off  
NOTE Confidence: 0.951435155555556  
00:07:46.070 --> 00:07:48.102 offering services that are.  
NOTE Confidence: 0.951435155555556  
00:07:48.102 --> 00:07:49.118 Non competitive,  
NOTE Confidence: 0.951435155555556  
00:07:49.120 --> 00:07:51.346 they're not services that the that the  
NOTE Confidence: 0.951435155555556  
00:07:51.346 --> 00:07:53.400 established company in blue wants to offer.  
NOTE Confidence: 0.951435155555556  
00:07:53.400 --> 00:07:54.952 They're they're low margin,  
NOTE Confidence: 0.951435155555556  
00:07:54.952 --> 00:07:56.116 they're low yield,  
NOTE Confidence: 0.948879371428571  
00:07:56.120 --> 00:07:57.620 they're viewed as inconsequential.  
NOTE Confidence: 0.948879371428571

00:07:57.620 --> 00:07:59.495 You might think of virtual  
NOTE Confidence: 0.948879371428571

00:07:59.495 --> 00:08:01.038 urgent care in that bucket.  
NOTE Confidence: 0.948879371428571

00:08:01.040 --> 00:08:02.500 But those organizations grow  
NOTE Confidence: 0.948879371428571

00:08:02.500 --> 00:08:03.960 in competency and skill.  
NOTE Confidence: 0.948879371428571

00:08:03.960 --> 00:08:06.280 They learned quickly and before  
NOTE Confidence: 0.948879371428571

00:08:06.280 --> 00:08:08.600 long they dethrone the the,  
NOTE Confidence: 0.948879371428571

00:08:08.600 --> 00:08:10.214 the existing champion and I think  
NOTE Confidence: 0.948879371428571

00:08:10.214 --> 00:08:12.040 we're at that moment in healthcare.  
NOTE Confidence: 0.948879371428571

00:08:12.040 --> 00:08:13.816 We really have to think carefully  
NOTE Confidence: 0.948879371428571

00:08:13.816 --> 00:08:15.245 about what we're providing and  
NOTE Confidence: 0.948879371428571

00:08:15.245 --> 00:08:16.715 what our risk is of disruption.  
NOTE Confidence: 0.948879371428571

00:08:16.720 --> 00:08:17.380 Next slide.  
NOTE Confidence: 0.948879371428571

00:08:17.380 --> 00:08:19.690 You might say that face to face  
NOTE Confidence: 0.948879371428571

00:08:19.690 --> 00:08:22.071 evaluation and what I call pixel to  
NOTE Confidence: 0.948879371428571

00:08:22.071 --> 00:08:23.666 pixel evaluation reflect that that  
NOTE Confidence: 0.948879371428571

00:08:23.666 --> 00:08:25.528 transition zone and and so we really

NOTE Confidence: 0.948879371428571  
00:08:25.528 --> 00:08:27.516 need to think about how to embrace  
NOTE Confidence: 0.948879371428571  
00:08:27.516 --> 00:08:29.396 this or risk being dethroned by it.  
NOTE Confidence: 0.948879371428571  
00:08:29.400 --> 00:08:31.560 Next slide,  
NOTE Confidence: 0.948879371428571  
00:08:31.560 --> 00:08:33.534 this is just a example from a  
NOTE Confidence: 0.948879371428571  
00:08:33.534 --> 00:08:35.420 paper we published from our own  
NOTE Confidence: 0.948879371428571  
00:08:35.420 --> 00:08:37.040 experience showing you that looking  
NOTE Confidence: 0.948879371428571  
00:08:37.040 --> 00:08:39.339 at the traditional adoption curve.  
NOTE Confidence: 0.948879371428571  
00:08:39.340 --> 00:08:41.194 95% of our providers adopted virtual  
NOTE Confidence: 0.948879371428571  
00:08:41.194 --> 00:08:43.293 care within six weeks of the start  
NOTE Confidence: 0.948879371428571  
00:08:43.293 --> 00:08:45.162 of the pandemic and once they adopted  
NOTE Confidence: 0.948879371428571  
00:08:45.217 --> 00:08:47.297 they largely continued it indefinitely.  
NOTE Confidence: 0.948879371428571  
00:08:47.300 --> 00:08:49.897 And so this is not your typical  
NOTE Confidence: 0.948879371428571  
00:08:49.900 --> 00:08:51.061 innovation adoption curve,  
NOTE Confidence: 0.948879371428571  
00:08:51.061 --> 00:08:53.383 this is an exponential adoption curve  
NOTE Confidence: 0.948879371428571  
00:08:53.383 --> 00:08:55.408 and I think we've we're likely to  
NOTE Confidence: 0.948879371428571

00:08:55.408 --> 00:08:58.724 see more of that in the near future.  
NOTE Confidence: 0.948879371428571

00:08:58.724 --> 00:08:59.856 Next slide,  
NOTE Confidence: 0.948879371428571

00:08:59.860 --> 00:09:05.000 so I love this slide OO which is old  
NOTE Confidence: 0.948879371428571

00:09:05.000 --> 00:09:06.820 organization plus new technology  
NOTE Confidence: 0.948879371428571

00:09:06.820 --> 00:09:08.990 equals expensive old organization.  
NOTE Confidence: 0.948879371428571

00:09:08.990 --> 00:09:10.268 So we better be really careful.  
NOTE Confidence: 0.948879371428571

00:09:10.270 --> 00:09:12.318 We don't throw a lot of technology onto  
NOTE Confidence: 0.948879371428571

00:09:12.318 --> 00:09:14.949 an old governance model and expect miracles.  
NOTE Confidence: 0.948879371428571

00:09:14.950 --> 00:09:15.476 Next slide,  
NOTE Confidence: 0.948879371428571

00:09:15.476 --> 00:09:17.317 I'll just let you know that percolate  
NOTE Confidence: 0.948879371428571

00:09:17.317 --> 00:09:18.189 in your minds.  
NOTE Confidence: 0.948879371428571

00:09:18.190 --> 00:09:20.227 So our own experience here at Mass  
NOTE Confidence: 0.948879371428571

00:09:20.227 --> 00:09:22.046 General Brigham has been to start  
NOTE Confidence: 0.948879371428571

00:09:22.046 --> 00:09:23.822 looking at all of our different  
NOTE Confidence: 0.948879371428571

00:09:23.822 --> 00:09:25.745 platforms and start collapsing them into  
NOTE Confidence: 0.948879371428571

00:09:25.745 --> 00:09:27.888 a single digital front door for care,

NOTE Confidence: 0.948879371428571  
00:09:27.888 --> 00:09:30.200 so that our patients have a more seamless  
NOTE Confidence: 0.948879371428571  
00:09:30.264 --> 00:09:32.479 experience whether they're in patients.  
NOTE Confidence: 0.948879371428571  
00:09:32.480 --> 00:09:34.334 Ambulatory in a doctor's office in  
NOTE Confidence: 0.948879371428571  
00:09:34.334 --> 00:09:36.479 their home wearing a remote monitor.  
NOTE Confidence: 0.948879371428571  
00:09:36.480 --> 00:09:38.160 We've got to make it simpler for people.  
NOTE Confidence: 0.948879371428571  
00:09:38.160 --> 00:09:38.800 Next slide.  
NOTE Confidence: 0.9402536  
00:09:41.600 --> 00:09:44.237 And this is just a metaphor I've used before.  
NOTE Confidence: 0.9402536  
00:09:44.240 --> 00:09:45.424 The digital mall, right?  
NOTE Confidence: 0.9402536  
00:09:45.424 --> 00:09:47.200 This is really inspired by work  
NOTE Confidence: 0.9402536  
00:09:47.260 --> 00:09:49.162 from people like Sara and others  
NOTE Confidence: 0.9402536  
00:09:49.162 --> 00:09:50.969 who've really been thinking about  
NOTE Confidence: 0.9402536  
00:09:50.969 --> 00:09:52.400 consumer engagement platforms.  
NOTE Confidence: 0.9402536  
00:09:52.400 --> 00:09:55.102 But if we lock ourselves into identity  
NOTE Confidence: 0.9402536  
00:09:55.102 --> 00:09:57.878 only through the epic My Chart feature.  
NOTE Confidence: 0.9402536  
00:09:57.880 --> 00:09:59.504 Where people have to be fully identified  
NOTE Confidence: 0.9402536

00:09:59.504 --> 00:10:00.945 and bonded before they can have  
NOTE Confidence: 0.9402536

00:10:00.945 --> 00:10:02.120 any digital interactions with us,  
NOTE Confidence: 0.9402536

00:10:02.120 --> 00:10:03.610 we're going to be dramatically  
NOTE Confidence: 0.9402536

00:10:03.610 --> 00:10:05.100 limiting the kinds of services  
NOTE Confidence: 0.9402536

00:10:05.156 --> 00:10:07.137 we can provide and the kind of  
NOTE Confidence: 0.9402536

00:10:07.137 --> 00:10:08.240 personalization that people are,  
NOTE Confidence: 0.9402536

00:10:08.240 --> 00:10:09.080 are looking for.  
NOTE Confidence: 0.9402536

00:10:09.080 --> 00:10:12.039 So we've got to build a mall around our EHR.  
NOTE Confidence: 0.9402536

00:10:12.040 --> 00:10:14.637 We've got to really build a mall  
NOTE Confidence: 0.9402536

00:10:14.637 --> 00:10:16.467 that's designed explicitly for an  
NOTE Confidence: 0.9402536

00:10:16.467 --> 00:10:18.102 exquisite patient experience and it  
NOTE Confidence: 0.9402536

00:10:18.102 --> 00:10:20.395 has to be accessible to everyone  
NOTE Confidence: 0.9402536

00:10:20.395 --> 00:10:22.475 with all types of limitations,  
NOTE Confidence: 0.9402536

00:10:22.480 --> 00:10:23.878 be they physical,  
NOTE Confidence: 0.9402536

00:10:23.878 --> 00:10:26.674 cognitive or other forms of disability.  
NOTE Confidence: 0.9402536

00:10:26.680 --> 00:10:29.056 Or whether they be limitations in

NOTE Confidence: 0.9402536

00:10:29.056 --> 00:10:31.520 digital literacy or or you know,

NOTE Confidence: 0.9402536

00:10:31.520 --> 00:10:33.280 English proficiency next time.

NOTE Confidence: 0.933065457142857

00:10:35.360 --> 00:10:36.599 So the more we know about you,

NOTE Confidence: 0.933065457142857

00:10:36.600 --> 00:10:37.800 the bigger that door is going to be.

NOTE Confidence: 0.933065457142857

00:10:37.800 --> 00:10:39.568 So if we don't know anything about you

NOTE Confidence: 0.933065457142857

00:10:39.568 --> 00:10:41.239 and you're just an anonymous browser,

NOTE Confidence: 0.933065457142857

00:10:41.240 --> 00:10:43.074 you're not going to see very much.

NOTE Confidence: 0.933065457142857

00:10:43.080 --> 00:10:44.118 The more we know about you,

NOTE Confidence: 0.933065457142857

00:10:44.120 --> 00:10:44.960 the more we can offer you.

NOTE Confidence: 0.933065457142857

00:10:44.960 --> 00:10:46.760 And when you're fully identified,

NOTE Confidence: 0.933065457142857

00:10:46.760 --> 00:10:48.839 that digital front door is wide open.

NOTE Confidence: 0.933065457142857

00:10:48.840 --> 00:10:50.660 So part of what I'm going to be asking Alex

NOTE Confidence: 0.933065457142857

00:10:50.707 --> 00:10:52.318 and sorry to think about is how do we,

NOTE Confidence: 0.933065457142857

00:10:52.320 --> 00:10:54.060 how do we figure out how to make that door

NOTE Confidence: 0.933065457142857

00:10:54.101 --> 00:10:55.797 as open as possible as early as possible.

NOTE Confidence: 0.933065457142857

00:10:55.800 --> 00:10:56.360 Next slide.  
NOTE Confidence: 0.940626214074075

00:10:58.440 --> 00:11:00.659 So that brings us back to our  
NOTE Confidence: 0.940626214074075

00:11:00.659 --> 00:11:02.785 panel objectives and maybe I'll ask  
NOTE Confidence: 0.940626214074075

00:11:02.785 --> 00:11:04.993 Collaborative Media to just take the  
NOTE Confidence: 0.940626214074075

00:11:04.993 --> 00:11:07.397 slides down and bring us up on screen.  
NOTE Confidence: 0.940626214074075

00:11:07.400 --> 00:11:09.633 And so I think what I'll do  
NOTE Confidence: 0.940626214074075

00:11:09.633 --> 00:11:11.839 is I'll start by asking Alex,  
NOTE Confidence: 0.940626214074075

00:11:11.840 --> 00:11:15.760 spend a minute just talking to us about  
NOTE Confidence: 0.940626214074075

00:11:15.760 --> 00:11:18.208 like where do you see us headed post  
NOTE Confidence: 0.940626214074075

00:11:18.208 --> 00:11:20.240 Pandemic with virtual care delivery?  
NOTE Confidence: 0.940626214074075

00:11:20.240 --> 00:11:21.437 Is it going to be here forever?  
NOTE Confidence: 0.940626214074075

00:11:21.440 --> 00:11:23.848 Is it a, is it a, you know, passing fad?  
NOTE Confidence: 0.940626214074075

00:11:23.848 --> 00:11:26.500 But we even recognize it five years from now.  
NOTE Confidence: 0.940626214074075

00:11:26.500 --> 00:11:27.440 What are your thoughts Just  
NOTE Confidence: 0.940626214074075

00:11:27.440 --> 00:11:28.380 sort of kick us off?  
NOTE Confidence: 0.9385763666666667

00:11:29.500 --> 00:11:30.840 Great question. Nobody knows.

NOTE Confidence: 0.938576366666667  
00:11:30.840 --> 00:11:33.954 But I think we can go back to nursery rhymes,  
NOTE Confidence: 0.938576366666667  
00:11:33.954 --> 00:11:36.250 which is we're trying to put Humpty Dumpty  
NOTE Confidence: 0.938576366666667  
00:11:36.300 --> 00:11:38.180 back together again because everybody,  
NOTE Confidence: 0.938576366666667  
00:11:38.180 --> 00:11:39.412 including all healthcare consumers,  
NOTE Confidence: 0.938576366666667  
00:11:39.412 --> 00:11:41.260 sort of scattered to the winds.  
NOTE Confidence: 0.938576366666667  
00:11:41.260 --> 00:11:43.647 All of us have personally changed our  
NOTE Confidence: 0.938576366666667  
00:11:43.647 --> 00:11:46.341 habits and all the way from just staying  
NOTE Confidence: 0.938576366666667  
00:11:46.341 --> 00:11:49.000 out to engaging in very different ways.  
NOTE Confidence: 0.938576366666667  
00:11:49.000 --> 00:11:51.520 And so cost of entry is really different.  
NOTE Confidence: 0.938576366666667  
00:11:51.520 --> 00:11:52.920 And we're trying to get  
NOTE Confidence: 0.938576366666667  
00:11:52.920 --> 00:11:54.320 people in on their terms.  
NOTE Confidence: 0.938576366666667  
00:11:54.320 --> 00:11:55.699 So we have to make it easy  
NOTE Confidence: 0.938576366666667  
00:11:55.699 --> 00:11:57.280 to find a doctor digitally,  
NOTE Confidence: 0.938576366666667  
00:11:57.280 --> 00:11:59.360 to schedule a doctor digitally,  
NOTE Confidence: 0.938576366666667  
00:11:59.360 --> 00:12:00.524 and then give small,  
NOTE Confidence: 0.938576366666667

00:12:00.524 --> 00:12:02.880 medium and large choices for how to engage.

NOTE Confidence: 0.938576366666667

00:12:02.880 --> 00:12:03.996 Do you want a chat bot?

NOTE Confidence: 0.938576366666667

00:12:04.000 --> 00:12:05.836 That'll just be a symptom checker.

NOTE Confidence: 0.938576366666667

00:12:05.840 --> 00:12:07.360 Do you want to call a nurse hotline?

NOTE Confidence: 0.938576366666667

00:12:07.360 --> 00:12:08.920 Do you want a virtual visit?

NOTE Confidence: 0.938576366666667

00:12:08.920 --> 00:12:10.640 Do you actually want to come into clinic?

NOTE Confidence: 0.938576366666667

00:12:10.640 --> 00:12:11.999 Do you just want to go to urgent care?

NOTE Confidence: 0.938576366666667

00:12:12.000 --> 00:12:13.920 So I I think that's here to stay.

NOTE Confidence: 0.938576366666667

00:12:13.920 --> 00:12:15.116 I don't think we.

NOTE Confidence: 0.938576366666667

00:12:15.116 --> 00:12:16.910 Know where it's going yet because

NOTE Confidence: 0.938576366666667

00:12:16.976 --> 00:12:19.076 none of us as individuals know as

NOTE Confidence: 0.938576366666667

00:12:19.076 --> 00:12:21.283 patients and you as a physician we

NOTE Confidence: 0.938576366666667

00:12:21.283 --> 00:12:23.264 don't know where this is going but

NOTE Confidence: 0.938576366666667

00:12:23.264 --> 00:12:25.478 we know that it is it is in play.

NOTE Confidence: 0.938576366666667

00:12:25.480 --> 00:12:27.594 So we we are literally playing 52

NOTE Confidence: 0.938576366666667

00:12:27.594 --> 00:12:29.660 card pick up here and and it's

NOTE Confidence: 0.93857636666667  
00:12:29.660 --> 00:12:31.760 going to be in flux for a while.  
NOTE Confidence: 0.932284525  
00:12:33.000 --> 00:12:35.120 Awesome Sarah opening thoughts  
NOTE Confidence: 0.904664156363636  
00:12:36.480 --> 00:12:39.110 you know I think Alex hit on a lot of  
NOTE Confidence: 0.904664156363636  
00:12:39.186 --> 00:12:43.194 the the elements which is that it'll be.  
NOTE Confidence: 0.904664156363636  
00:12:43.200 --> 00:12:44.719 You know, your example of a mall,  
NOTE Confidence: 0.904664156363636  
00:12:44.720 --> 00:12:45.680 actually let me just start.  
NOTE Confidence: 0.904664156363636  
00:12:45.680 --> 00:12:48.892 There is an interesting 1 Lee because  
NOTE Confidence: 0.904664156363636  
00:12:48.892 --> 00:12:51.640 in many ways it's, it is like a mall.  
NOTE Confidence: 0.904664156363636  
00:12:51.640 --> 00:12:53.520 Even malls don't have a single front door,  
NOTE Confidence: 0.904664156363636  
00:12:53.520 --> 00:12:56.640 right. And and so the door,  
NOTE Confidence: 0.904664156363636  
00:12:56.640 --> 00:12:59.125 like there's a main door that goes  
NOTE Confidence: 0.904664156363636  
00:12:59.125 --> 00:13:00.842 into Nordstrom, there's a mall,  
NOTE Confidence: 0.904664156363636  
00:13:00.842 --> 00:13:03.680 a door that goes into the store itself  
NOTE Confidence: 0.904664156363636  
00:13:03.680 --> 00:13:06.953 or into like the kind of main main  
NOTE Confidence: 0.904664156363636  
00:13:06.953 --> 00:13:08.518 thoroughfare where all the store,  
NOTE Confidence: 0.904664156363636

00:13:08.520 --> 00:13:09.696 other stores connect.  
NOTE Confidence: 0.904664156363636

00:13:09.696 --> 00:13:13.199 And so I think that's how it's going to.  
NOTE Confidence: 0.904664156363636

00:13:13.200 --> 00:13:14.760 Be right, Alex hit on it.  
NOTE Confidence: 0.904664156363636

00:13:14.760 --> 00:13:15.516 It's fragmented.  
NOTE Confidence: 0.904664156363636

00:13:15.516 --> 00:13:18.162 It's kind of decentralized and there are  
NOTE Confidence: 0.904664156363636

00:13:18.162 --> 00:13:20.518 they're going to be kind of tech enabled,  
NOTE Confidence: 0.904664156363636

00:13:20.520 --> 00:13:23.320 digitally enabled mechanisms that connected.  
NOTE Confidence: 0.904664156363636

00:13:23.320 --> 00:13:25.712 We know that and there will be different  
NOTE Confidence: 0.904664156363636

00:13:25.712 --> 00:13:29.280 types of stores that are there, right.  
NOTE Confidence: 0.904664156363636

00:13:29.280 --> 00:13:30.560 We also know that,  
NOTE Confidence: 0.904664156363636

00:13:30.560 --> 00:13:31.840 but how they interplay,  
NOTE Confidence: 0.904664156363636

00:13:31.840 --> 00:13:34.198 how information is shared across them,  
NOTE Confidence: 0.904664156363636

00:13:34.200 --> 00:13:36.160 what the overall experience is,  
NOTE Confidence: 0.904664156363636

00:13:36.160 --> 00:13:37.714 is it a really high end mall,  
NOTE Confidence: 0.904664156363636

00:13:37.720 --> 00:13:40.360 like what kind of stores are in there,  
NOTE Confidence: 0.904664156363636

00:13:40.360 --> 00:13:42.280 How does it, what's the look and feel,

NOTE Confidence: 0.904664156363636  
00:13:42.280 --> 00:13:46.037 what kind of how much do you have to pay?  
NOTE Confidence: 0.904664156363636  
00:13:46.040 --> 00:13:49.228 You know, like all of those kinds of details  
NOTE Confidence: 0.904664156363636  
00:13:49.228 --> 00:13:51.560 I think are still going to be worked out.  
NOTE Confidence: 0.904664156363636  
00:13:51.560 --> 00:13:53.420 So I think we can agree on a few things  
NOTE Confidence: 0.904664156363636  
00:13:53.476 --> 00:13:55.198 like there will be different stores,  
NOTE Confidence: 0.904664156363636  
00:13:55.200 --> 00:13:58.456 so in our nomenclature it will be multimodal.  
NOTE Confidence: 0.904664156363636  
00:13:58.460 --> 00:14:00.056 It will have a variety of  
NOTE Confidence: 0.904664156363636  
00:14:00.056 --> 00:14:01.700 different ways to be accessed.  
NOTE Confidence: 0.904664156363636  
00:14:01.700 --> 00:14:03.580 There isn't going to be a single door.  
NOTE Confidence: 0.904664156363636  
00:14:03.580 --> 00:14:06.219 Google will have part of the door.  
NOTE Confidence: 0.904664156363636  
00:14:06.220 --> 00:14:10.220 We'll all own a part of our own door and.  
NOTE Confidence: 0.904664156363636  
00:14:10.220 --> 00:14:11.180 And it will be,  
NOTE Confidence: 0.904664156363636  
00:14:11.180 --> 00:14:12.620 I think to your point authenticated,  
NOTE Confidence: 0.904664156363636  
00:14:12.620 --> 00:14:12.917 right.  
NOTE Confidence: 0.904664156363636  
00:14:12.917 --> 00:14:14.699 It has to have an element  
NOTE Confidence: 0.904664156363636

00:14:14.699 --> 00:14:16.099 of knowing who we are,  
NOTE Confidence: 0.904664156363636

00:14:16.100 --> 00:14:18.430 whether it's fully authenticated with  
NOTE Confidence: 0.904664156363636

00:14:18.430 --> 00:14:21.700 like a full on digital identity or  
NOTE Confidence: 0.904664156363636

00:14:21.700 --> 00:14:25.132 authenticated sort of in a more anonymous  
NOTE Confidence: 0.904664156363636

00:14:25.132 --> 00:14:27.136 way like just through cookies and I P  
NOTE Confidence: 0.904664156363636

00:14:27.136 --> 00:14:28.540 addresses and those kinds of things.  
NOTE Confidence: 0.904664156363636

00:14:28.540 --> 00:14:31.573 So I think you know to to Alex's point,  
NOTE Confidence: 0.904664156363636

00:14:31.580 --> 00:14:32.500 we don't know exactly what  
NOTE Confidence: 0.904664156363636

00:14:32.500 --> 00:14:33.420 it's going to look like,  
NOTE Confidence: 0.904664156363636

00:14:33.420 --> 00:14:36.374 but certain elements will definitely be true.  
NOTE Confidence: 0.942998163636364

00:14:37.180 --> 00:14:38.824 Yeah, I mean it's interesting you  
NOTE Confidence: 0.942998163636364

00:14:38.824 --> 00:14:40.742 as you extend the metaphor, well,  
NOTE Confidence: 0.942998163636364

00:14:40.742 --> 00:14:43.280 first of all, the pop up shops in the  
NOTE Confidence: 0.942998163636364

00:14:43.350 --> 00:14:45.774 middle of the mall might come and go,  
NOTE Confidence: 0.942998163636364

00:14:45.780 --> 00:14:47.810 but in fact the mall might look  
NOTE Confidence: 0.942998163636364

00:14:47.810 --> 00:14:49.312 very different for Sarah when

NOTE Confidence: 0.942998163636364  
00:14:49.312 --> 00:14:51.300 she enters and it does for Lee  
NOTE Confidence: 0.942998163636364  
00:14:51.300 --> 00:14:53.220 because with hyper personalization,  
NOTE Confidence: 0.942998163636364  
00:14:53.220 --> 00:14:55.200 especially based on the level of  
NOTE Confidence: 0.942998163636364  
00:14:55.200 --> 00:14:56.190 authentication you've offered  
NOTE Confidence: 0.942998163636364  
00:14:56.190 --> 00:14:57.737 at the time of your visit,  
NOTE Confidence: 0.942998163636364  
00:14:57.740 --> 00:14:58.700 the mall might, you know,  
NOTE Confidence: 0.942998163636364  
00:14:58.700 --> 00:15:00.020 really look different to you.  
NOTE Confidence: 0.942998163636364  
00:15:00.020 --> 00:15:00.980 And and maybe for me,  
NOTE Confidence: 0.942998163636364  
00:15:00.980 --> 00:15:03.084 Nordstrom's is tiny and Best Buy is big  
NOTE Confidence: 0.942998163636364  
00:15:03.084 --> 00:15:05.059 and maybe for you it's the opposite.  
NOTE Confidence: 0.942998163636364  
00:15:05.060 --> 00:15:06.180 So I I think.  
NOTE Confidence: 0.942998163636364  
00:15:06.180 --> 00:15:07.580 What we're what we're trying  
NOTE Confidence: 0.942998163636364  
00:15:07.580 --> 00:15:09.110 to lay the tracks for,  
NOTE Confidence: 0.942998163636364  
00:15:09.110 --> 00:15:10.575 which I agree with Alex  
NOTE Confidence: 0.942998163636364  
00:15:10.575 --> 00:15:11.747 just doesn't exist yet,  
NOTE Confidence: 0.942998163636364

00:15:11.750 --> 00:15:14.930 is can we create a digital  
NOTE Confidence: 0.942998163636364

00:15:14.930 --> 00:15:17.648 experience for patients that feels  
NOTE Confidence: 0.942998163636364

00:15:17.648 --> 00:15:21.106 as concrete as walking into a mall,  
NOTE Confidence: 0.942998163636364

00:15:21.110 --> 00:15:22.435 looking at the little billboard  
NOTE Confidence: 0.942998163636364

00:15:22.435 --> 00:15:24.249 that tells you where all the stores  
NOTE Confidence: 0.942998163636364

00:15:24.249 --> 00:15:26.990 are and navigating your way around?  
NOTE Confidence: 0.942998163636364

00:15:26.990 --> 00:15:29.462 Or are we going to not be able  
NOTE Confidence: 0.942998163636364

00:15:29.462 --> 00:15:31.820 to achieve that and and it'll  
NOTE Confidence: 0.942998163636364

00:15:31.820 --> 00:15:33.480 feel either more generic.  
NOTE Confidence: 0.942998163636364

00:15:33.480 --> 00:15:35.377 Or more confusing because right now it's  
NOTE Confidence: 0.942998163636364

00:15:35.377 --> 00:15:37.964 I I think we all agree it's awfully  
NOTE Confidence: 0.942998163636364

00:15:37.964 --> 00:15:39.674 confusing for patients and providers.  
NOTE Confidence: 0.942998163636364

00:15:39.680 --> 00:15:42.202 And so my my hunch is it's,  
NOTE Confidence: 0.942998163636364

00:15:42.202 --> 00:15:43.288 you know, the,  
NOTE Confidence: 0.942998163636364

00:15:43.288 --> 00:15:45.460 the car I drive today looks  
NOTE Confidence: 0.942998163636364

00:15:45.540 --> 00:15:47.880 somewhat like the Model T Ford,

NOTE Confidence: 0.942998163636364  
00:15:47.880 --> 00:15:49.160 but only on the outside.  
NOTE Confidence: 0.942998163636364  
00:15:49.160 --> 00:15:50.180 On the inside,  
NOTE Confidence: 0.942998163636364  
00:15:50.180 --> 00:15:52.184 it's a completely different vehicle, right.  
NOTE Confidence: 0.942998163636364  
00:15:52.184 --> 00:15:53.096 And it's a,  
NOTE Confidence: 0.942998163636364  
00:15:53.096 --> 00:15:54.616 it's a computer with with  
NOTE Confidence: 0.942998163636364  
00:15:54.616 --> 00:15:56.160 an engine and wheels.  
NOTE Confidence: 0.942998163636364  
00:15:56.160 --> 00:15:57.600 I have a feeling that's the,  
NOTE Confidence: 0.942998163636364  
00:15:57.600 --> 00:15:59.040 that's the right metaphor for this.  
NOTE Confidence: 0.942998163636364  
00:15:59.040 --> 00:16:01.294 The next wave is going to look.  
NOTE Confidence: 0.942998163636364  
00:16:01.300 --> 00:16:04.100 Familiar someone on the outside,  
NOTE Confidence: 0.942998163636364  
00:16:04.100 --> 00:16:06.380 but what powers it underneath,  
NOTE Confidence: 0.942998163636364  
00:16:06.380 --> 00:16:08.144 I think is a lot of foundational  
NOTE Confidence: 0.942998163636364  
00:16:08.144 --> 00:16:09.540 work that needs to be done.  
NOTE Confidence: 0.942998163636364  
00:16:09.540 --> 00:16:11.498 Do you think,  
NOTE Confidence: 0.942998163636364  
00:16:11.498 --> 00:16:11.837 Sarah,  
NOTE Confidence: 0.942998163636364

00:16:11.837 --> 00:16:13.871 that will recognize five years from

NOTE Confidence: 0.942998163636364

00:16:13.871 --> 00:16:16.063 now that people will still recognize

NOTE Confidence: 0.942998163636364

00:16:16.063 --> 00:16:18.044 a virtual visit from what it looks

NOTE Confidence: 0.942998163636364

00:16:18.044 --> 00:16:19.656 like today or do you think it's

NOTE Confidence: 0.942998163636364

00:16:19.656 --> 00:16:21.220 going to be radically different?

NOTE Confidence: 0.85305265

00:16:25.300 --> 00:16:27.603 That's a it's a I go back

NOTE Confidence: 0.85305265

00:16:27.603 --> 00:16:29.460 and forth on this one.

NOTE Confidence: 0.85305265

00:16:29.460 --> 00:16:32.740 Partly because in some ways,

NOTE Confidence: 0.85305265

00:16:32.740 --> 00:16:35.860 in order to make an effective

NOTE Confidence: 0.85305265

00:16:35.860 --> 00:16:38.700 digital transformation,

NOTE Confidence: 0.85305265

00:16:38.700 --> 00:16:41.585 we're not trying to teach

NOTE Confidence: 0.85305265

00:16:41.585 --> 00:16:43.893 folks new things necessarily.

NOTE Confidence: 0.85305265

00:16:43.900 --> 00:16:45.970 We're trying to ride alongside

NOTE Confidence: 0.85305265

00:16:45.970 --> 00:16:48.040 intuitive ways of doing things

NOTE Confidence: 0.85305265

00:16:48.114 --> 00:16:50.396 that folks have gotten used to in

NOTE Confidence: 0.85305265

00:16:50.396 --> 00:16:52.820 other parts of their lives, right.

NOTE Confidence: 0.85305265

00:16:52.820 --> 00:16:54.500 And and so.

NOTE Confidence: 0.9343834

00:16:56.870 --> 00:16:58.028 I don't know, I don't know

NOTE Confidence: 0.9343834

00:16:58.028 --> 00:16:59.190 what the answer to that is.

NOTE Confidence: 0.9343834

00:16:59.190 --> 00:17:02.235 I think we're not trying to retrain

NOTE Confidence: 0.9343834

00:17:02.235 --> 00:17:04.454 individuals to engage with providers

NOTE Confidence: 0.9343834

00:17:04.454 --> 00:17:07.142 necessarily in a completely different way,

NOTE Confidence: 0.9343834

00:17:07.150 --> 00:17:10.174 but but we are trying to arm folks with

NOTE Confidence: 0.9343834

00:17:10.174 --> 00:17:12.750 tools that make it more accessible,

NOTE Confidence: 0.9343834

00:17:12.750 --> 00:17:17.028 more sort of navigated and with

NOTE Confidence: 0.9343834

00:17:17.028 --> 00:17:19.880 information that they need.

NOTE Confidence: 0.9343834

00:17:19.880 --> 00:17:22.436 To to get the job done right,

NOTE Confidence: 0.9343834

00:17:22.440 --> 00:17:24.440 whatever that job is.

NOTE Confidence: 0.9343834

00:17:24.440 --> 00:17:26.308 And so you know,

NOTE Confidence: 0.9343834

00:17:26.308 --> 00:17:29.070 I think it's it's probably the experience

NOTE Confidence: 0.9343834

00:17:29.070 --> 00:17:31.430 in advance of a visit is going to

NOTE Confidence: 0.9343834

00:17:31.495 --> 00:17:33.709 look very different similar to like.

NOTE Confidence: 0.9343834

00:17:33.710 --> 00:17:36.470 You know when you in the early days,

NOTE Confidence: 0.9343834

00:17:36.470 --> 00:17:38.096 you know the difference between the

NOTE Confidence: 0.9343834

00:17:38.096 --> 00:17:39.998 cab and the Uber is the experience

NOTE Confidence: 0.9343834

00:17:39.998 --> 00:17:41.783 before you then still ride in a

NOTE Confidence: 0.9343834

00:17:41.839 --> 00:17:43.465 vehicle that other people have ridden

NOTE Confidence: 0.9343834

00:17:43.465 --> 00:17:45.519 in and you get to your destination.

NOTE Confidence: 0.9343834

00:17:45.519 --> 00:17:47.780 But the the way by which you

NOTE Confidence: 0.9343834

00:17:47.854 --> 00:17:49.108 access the service,

NOTE Confidence: 0.9343834

00:17:49.110 --> 00:17:52.225 knowing you know where the car is,

NOTE Confidence: 0.9343834

00:17:52.230 --> 00:17:53.628 how far it is from you,

NOTE Confidence: 0.9343834

00:17:53.630 --> 00:17:55.150 how it's heading towards you,

NOTE Confidence: 0.9343834

00:17:55.150 --> 00:17:56.350 how you've paid, you know,

NOTE Confidence: 0.9343834

00:17:56.350 --> 00:17:58.030 all of those types of things are where

NOTE Confidence: 0.9343834

00:17:58.030 --> 00:17:59.507 it's really going to look different.

NOTE Confidence: 0.9343834

00:17:59.510 --> 00:18:01.309 And so I think that's the place,

NOTE Confidence: 0.9343834

00:18:01.310 --> 00:18:02.906 those are the places where it

NOTE Confidence: 0.9343834

00:18:02.906 --> 00:18:03.704 may be unrecognizable.

NOTE Confidence: 0.9343834

00:18:03.710 --> 00:18:05.546 But then getting to the essence

NOTE Confidence: 0.9343834

00:18:05.546 --> 00:18:07.350 of the actual virtual delivery,

NOTE Confidence: 0.9343834

00:18:07.350 --> 00:18:10.126 I think the delivery is likely going to

NOTE Confidence: 0.9343834

00:18:10.126 --> 00:18:12.827 look similar to what we experienced today.

NOTE Confidence: 0.862266564285714

00:18:13.590 --> 00:18:14.990 Yeah. What what do you think Alex,

NOTE Confidence: 0.862266564285714

00:18:14.990 --> 00:18:16.844 I was I was struck by some of our

NOTE Confidence: 0.862266564285714

00:18:16.844 --> 00:18:18.147 previous conversations and the when

NOTE Confidence: 0.862266564285714

00:18:18.147 --> 00:18:19.991 we think when we think you know

NOTE Confidence: 0.862266564285714

00:18:19.991 --> 00:18:21.573 sort of strictly US and and you

NOTE Confidence: 0.862266564285714

00:18:21.573 --> 00:18:23.110 know kind of higher margin markets,

NOTE Confidence: 0.862266564285714

00:18:23.110 --> 00:18:25.110 I tend to agree with you Sarah.

NOTE Confidence: 0.862266564285714

00:18:25.110 --> 00:18:27.256 But I wonder about India, China,

NOTE Confidence: 0.862266564285714

00:18:27.256 --> 00:18:29.092 other parts of the rural parts

NOTE Confidence: 0.862266564285714

00:18:29.092 --> 00:18:30.945 of the country where there are  
NOTE Confidence: 0.862266564285714

00:18:30.945 --> 00:18:32.968 no providers are we going to see?  
NOTE Confidence: 0.862266564285714

00:18:32.970 --> 00:18:34.601 A virtual visit with a chat bot  
NOTE Confidence: 0.862266564285714

00:18:34.601 --> 00:18:36.408 or with an avatar or you know,  
NOTE Confidence: 0.862266564285714

00:18:36.410 --> 00:18:38.870 are we going to start leveraging  
NOTE Confidence: 0.862266564285714

00:18:38.870 --> 00:18:41.175 a I as better than nothing as  
NOTE Confidence: 0.862266564285714

00:18:41.175 --> 00:18:43.010 opposed to compared to you know,  
NOTE Confidence: 0.862266564285714

00:18:43.010 --> 00:18:44.978 seeing an expert at one of  
NOTE Confidence: 0.862266564285714

00:18:44.978 --> 00:18:46.290 our academic health systems.  
NOTE Confidence: 0.862266564285714

00:18:46.290 --> 00:18:47.570 What do you think Alex?  
NOTE Confidence: 0.862266564285714

00:18:47.570 --> 00:18:51.126 Do you think that we're going to  
NOTE Confidence: 0.862266564285714

00:18:51.126 --> 00:18:53.858 see massive delivery of healthcare  
NOTE Confidence: 0.862266564285714

00:18:53.858 --> 00:18:57.170 at scale with non human elements  
NOTE Confidence: 0.862266564285714

00:18:57.170 --> 00:18:59.055 simply because of the unaffordable  
NOTE Confidence: 0.862266564285714

00:18:59.055 --> 00:19:00.563 nature of of delivering,  
NOTE Confidence: 0.862266564285714

00:19:00.570 --> 00:19:01.118 you know,

NOTE Confidence: 0.862266564285714  
00:19:01.118 --> 00:19:02.488 person to person virtual care?  
NOTE Confidence: 0.880292723333333  
00:19:05.510 --> 00:19:06.562 Thinking, thinking,  
NOTE Confidence: 0.880292723333333  
00:19:06.562 --> 00:19:08.666 thinking and it's interesting.  
NOTE Confidence: 0.880292723333333  
00:19:08.670 --> 00:19:10.230 So first, first of all,  
NOTE Confidence: 0.880292723333333  
00:19:10.230 --> 00:19:11.665 if you don't have an Internet connection,  
NOTE Confidence: 0.880292723333333  
00:19:11.670 --> 00:19:13.749 if you're in a deeply rural part of India,  
NOTE Confidence: 0.880292723333333  
00:19:13.750 --> 00:19:15.070 that it's not even an option.  
NOTE Confidence: 0.880292723333333  
00:19:15.070 --> 00:19:16.798 And I'm also thinking  
NOTE Confidence: 0.880292723333333  
00:19:16.798 --> 00:19:18.398 because my family's in Asia,  
NOTE Confidence: 0.880292723333333  
00:19:18.398 --> 00:19:20.667 I grew up in Asia and it's  
NOTE Confidence: 0.880292723333333  
00:19:20.667 --> 00:19:23.750 very different model there.  
NOTE Confidence: 0.880292723333333  
00:19:23.750 --> 00:19:26.228 And if you have national nationalized health,  
NOTE Confidence: 0.880292723333333  
00:19:26.230 --> 00:19:27.958 they of course have the incentive  
NOTE Confidence: 0.880292723333333  
00:19:27.958 --> 00:19:29.390 to deliver it that way.  
NOTE Confidence: 0.880292723333333  
00:19:29.390 --> 00:19:31.854 I thought I spent most of my career  
NOTE Confidence: 0.880292723333333

00:19:31.854 --> 00:19:33.984 in financial services and I think it's  
NOTE Confidence: 0.8802927233333333

00:19:33.984 --> 00:19:36.606 going to have to be anchored in the one  
NOTE Confidence: 0.8802927233333333

00:19:36.606 --> 00:19:38.910 and leveraged by the other and by that.  
NOTE Confidence: 0.8802927233333333

00:19:38.910 --> 00:19:42.025 So I was at Schwab when when  
NOTE Confidence: 0.8802927233333333

00:19:42.025 --> 00:19:44.120 online trading commenced and you.  
NOTE Confidence: 0.8802927233333333

00:19:44.120 --> 00:19:46.148 Only earn the right for online  
NOTE Confidence: 0.8802927233333333

00:19:46.148 --> 00:19:48.186 digital access if you have the  
NOTE Confidence: 0.8802927233333333

00:19:48.186 --> 00:19:50.040 ability to pull the rip card.  
NOTE Confidence: 0.8802927233333333

00:19:50.040 --> 00:19:51.759 So rip for it and you know that Joe's  
NOTE Confidence: 0.8802927233333333

00:19:51.759 --> 00:19:53.678 my broker doors in that corner office.  
NOTE Confidence: 0.8802927233333333

00:19:53.680 --> 00:19:55.760 If something goes seriously sideways,  
NOTE Confidence: 0.8802927233333333

00:19:55.760 --> 00:19:57.940 I can go down and talk to Joe once I  
NOTE Confidence: 0.8802927233333333

00:19:58.003 --> 00:20:00.303 know that I I have my and in this case  
NOTE Confidence: 0.8802927233333333

00:20:00.367 --> 00:20:04.560 it would be I have my like with a physician.  
NOTE Confidence: 0.8802927233333333

00:20:04.560 --> 00:20:06.282 Then I'm totally so during the  
NOTE Confidence: 0.8802927233333333

00:20:06.282 --> 00:20:07.960 pandemic is a good example.

NOTE Confidence: 0.880292723333333  
00:20:07.960 --> 00:20:10.736 So I knew my position I was perfectly  
NOTE Confidence: 0.880292723333333  
00:20:10.736 --> 00:20:12.599 comfortable using the portal for  
NOTE Confidence: 0.880292723333333  
00:20:12.599 --> 00:20:14.429 questions using you know virtual  
NOTE Confidence: 0.880292723333333  
00:20:14.429 --> 00:20:16.560 visits but I needed that anchor.  
NOTE Confidence: 0.880292723333333  
00:20:16.560 --> 00:20:18.674 So I think you're going to have  
NOTE Confidence: 0.880292723333333  
00:20:18.674 --> 00:20:21.185 to you always need the anchor and  
NOTE Confidence: 0.880292723333333  
00:20:21.185 --> 00:20:23.100 then what we're essentially trying  
NOTE Confidence: 0.880292723333333  
00:20:23.100 --> 00:20:25.298 to do is leverage we we have.  
NOTE Confidence: 0.880292723333333  
00:20:25.300 --> 00:20:26.131 Not enough anchors,  
NOTE Confidence: 0.880292723333333  
00:20:26.131 --> 00:20:27.516 meaning not enough physicians and  
NOTE Confidence: 0.880292723333333  
00:20:27.516 --> 00:20:28.859 providers and too many patients.  
NOTE Confidence: 0.880292723333333  
00:20:28.860 --> 00:20:30.795 So the only way we're going to get there  
NOTE Confidence: 0.880292723333333  
00:20:30.795 --> 00:20:32.818 is by scaling all the wraparound part.  
NOTE Confidence: 0.880292723333333  
00:20:32.820 --> 00:20:35.084 So I think it's going to be that  
NOTE Confidence: 0.880292723333333  
00:20:35.084 --> 00:20:36.338 combination of the the anchor  
NOTE Confidence: 0.880292723333333

00:20:36.338 --> 00:20:37.871 is going to be the physician is  
NOTE Confidence: 0.8802927233333333

00:20:37.871 --> 00:20:39.264 going to be that primary provider  
NOTE Confidence: 0.8802927233333333

00:20:39.264 --> 00:20:40.917 and then we just need to leverage  
NOTE Confidence: 0.8802927233333333

00:20:40.917 --> 00:20:42.611 the heck out of that with these  
NOTE Confidence: 0.8802927233333333

00:20:42.611 --> 00:20:44.660 ancillary digital access mechanisms.  
NOTE Confidence: 0.953192257142857

00:20:45.300 --> 00:20:45.928 That's great.  
NOTE Confidence: 0.953192257142857

00:20:45.928 --> 00:20:47.498 That's that's really well said.  
NOTE Confidence: 0.953192257142857

00:20:47.500 --> 00:20:50.335 So let me let me pivot us to sort  
NOTE Confidence: 0.953192257142857

00:20:50.335 --> 00:20:53.535 of Section 2 now with that comment.  
NOTE Confidence: 0.953192257142857

00:20:53.540 --> 00:20:54.708 Do you think that?  
NOTE Confidence: 0.953192257142857

00:20:54.708 --> 00:20:57.351 Do you think that we hit a watershed  
NOTE Confidence: 0.953192257142857

00:20:57.351 --> 00:20:59.020 moment with the rapid adoption  
NOTE Confidence: 0.953192257142857

00:20:59.020 --> 00:21:00.595 of virtual visits during COVID?  
NOTE Confidence: 0.953192257142857

00:21:00.600 --> 00:21:02.595 That is really fundamentally change  
NOTE Confidence: 0.953192257142857

00:21:02.595 --> 00:21:05.114 the adoption barrier to this concept  
NOTE Confidence: 0.953192257142857

00:21:05.114 --> 00:21:06.958 of consumerism in healthcare,

NOTE Confidence: 0.953192257142857  
00:21:06.960 --> 00:21:09.116 which I would have to say has  
NOTE Confidence: 0.953192257142857  
00:21:09.116 --> 00:21:10.512 been talked about in meetings  
NOTE Confidence: 0.953192257142857  
00:21:10.512 --> 00:21:12.164 that I've been at for the last  
NOTE Confidence: 0.953192257142857  
00:21:12.164 --> 00:21:14.012 10 years with almost 0 traction,  
NOTE Confidence: 0.953192257142857  
00:21:14.012 --> 00:21:16.720 except in some of our disruptor competitors.  
NOTE Confidence: 0.953192257142857  
00:21:16.720 --> 00:21:18.680 You know, the Minute Clinics,  
NOTE Confidence: 0.953192257142857  
00:21:18.680 --> 00:21:20.640 Walmart Health, you know, CVS,  
NOTE Confidence: 0.953192257142857  
00:21:20.640 --> 00:21:22.410 Amazon, that kind of thing.  
NOTE Confidence: 0.953192257142857  
00:21:22.410 --> 00:21:23.845 Do you think that that this is  
NOTE Confidence: 0.953192257142857  
00:21:23.845 --> 00:21:25.663 going to be a turning point around  
NOTE Confidence: 0.953192257142857  
00:21:25.663 --> 00:21:27.391 consumerism and healthcare or do you  
NOTE Confidence: 0.953192257142857  
00:21:27.442 --> 00:21:30.846 think that the medical side of that equation,  
NOTE Confidence: 0.953192257142857  
00:21:30.850 --> 00:21:32.234 it is still not,  
NOTE Confidence: 0.953192257142857  
00:21:32.234 --> 00:21:33.964 still not ready for consumerism?  
NOTE Confidence: 0.93622824  
00:21:36.370 --> 00:21:37.436 What do you think, Alex? Yeah,  
NOTE Confidence: 0.93622824

00:21:37.436 --> 00:21:40.650 sure. Alex, take that one. So I.  
NOTE Confidence: 0.9301902

00:21:40.650 --> 00:21:44.644 So I would say that it's  
NOTE Confidence: 0.9301902

00:21:44.644 --> 00:21:47.500 interesting because for for.  
NOTE Confidence: 0.9301902

00:21:47.500 --> 00:21:48.800 Much of the conversations  
NOTE Confidence: 0.9301902

00:21:48.800 --> 00:21:50.090 that I'm participating in,  
NOTE Confidence: 0.9301902

00:21:50.090 --> 00:21:52.756 it's like did televisits get to a  
NOTE Confidence: 0.9301902

00:21:52.756 --> 00:21:55.860 tipping point and we're not going back.  
NOTE Confidence: 0.9301902

00:21:55.860 --> 00:22:00.540 What we observed and be curious what  
NOTE Confidence: 0.9301902

00:22:00.540 --> 00:22:02.857 you Lee and you Sarah have experienced  
NOTE Confidence: 0.9301902

00:22:02.857 --> 00:22:06.180 is that we saw a 300% increase in  
NOTE Confidence: 0.9301902

00:22:06.180 --> 00:22:09.398 portal enrollments and people who.  
NOTE Confidence: 0.9301902

00:22:09.398 --> 00:22:12.018 Would normally call, make an appointment,  
NOTE Confidence: 0.9301902

00:22:12.018 --> 00:22:13.170 get their car, drive in.  
NOTE Confidence: 0.9301902

00:22:13.170 --> 00:22:14.345 It's sort of the equivalent  
NOTE Confidence: 0.9301902

00:22:14.345 --> 00:22:15.979 of when it was the last time.  
NOTE Confidence: 0.9301902

00:22:15.980 --> 00:22:17.219 Think think about when you had to,

NOTE Confidence: 0.9301902

00:22:17.220 --> 00:22:20.136 like, drive in to a bank to deposit it.

NOTE Confidence: 0.9301902

00:22:20.140 --> 00:22:22.177 I mean, that just seems hopelessly outdated.

NOTE Confidence: 0.9301902

00:22:22.180 --> 00:22:24.304 Once you got comfortable with your

NOTE Confidence: 0.9301902

00:22:24.304 --> 00:22:26.220 financial institution taking a picture,

NOTE Confidence: 0.9301902

00:22:26.220 --> 00:22:29.584 you know, emailing the image in.

NOTE Confidence: 0.9301902

00:22:29.584 --> 00:22:33.390 I I think it's that was the the

NOTE Confidence: 0.9301902

00:22:33.390 --> 00:22:35.399 tipping point for us once we got

NOTE Confidence: 0.9301902

00:22:35.399 --> 00:22:37.327 that many people enrolled a massive

NOTE Confidence: 0.9301902

00:22:37.327 --> 00:22:39.331 inclusion in the portal and whether

NOTE Confidence: 0.9301902

00:22:39.331 --> 00:22:41.550 or not they use the portal per se,

NOTE Confidence: 0.9301902

00:22:41.550 --> 00:22:44.334 they we had a huge increase

NOTE Confidence: 0.9301902

00:22:44.334 --> 00:22:46.600 in people who said oh.

NOTE Confidence: 0.9301902

00:22:46.600 --> 00:22:48.346 I have another way of contacting

NOTE Confidence: 0.9301902

00:22:48.346 --> 00:22:50.359 my provider or my health system

NOTE Confidence: 0.9301902

00:22:50.359 --> 00:22:52.314 other than making an appointment,

NOTE Confidence: 0.9301902

00:22:52.320 --> 00:22:53.640 get my car and driving in.  
NOTE Confidence: 0.9301902

00:22:53.640 --> 00:22:54.448 And by the way,  
NOTE Confidence: 0.9301902

00:22:54.448 --> 00:22:56.120 I don't want to drive in anymore.  
NOTE Confidence: 0.9301902

00:22:56.120 --> 00:22:58.800 And I think that was the tipping point.  
NOTE Confidence: 0.9301902

00:22:58.800 --> 00:23:00.780 And people that's the that's the  
NOTE Confidence: 0.9301902

00:23:00.780 --> 00:23:02.440 the connection that's been made.  
NOTE Confidence: 0.9301902

00:23:02.440 --> 00:23:03.910 How it will be continued and  
NOTE Confidence: 0.9301902

00:23:03.910 --> 00:23:05.559 leveraged I don't think anyone knows,  
NOTE Confidence: 0.9301902

00:23:05.560 --> 00:23:07.560 but I think everybody and who to myself,  
NOTE Confidence: 0.9301902

00:23:07.560 --> 00:23:08.432 I I didn't go.  
NOTE Confidence: 0.9301902

00:23:08.432 --> 00:23:09.522 I'm working healthcare and I  
NOTE Confidence: 0.9301902

00:23:09.522 --> 00:23:10.798 didn't go once in three years.  
NOTE Confidence: 0.9301902

00:23:10.800 --> 00:23:12.844 I had virtual visits and you know  
NOTE Confidence: 0.9301902

00:23:12.844 --> 00:23:14.399 I messaged through the portal.  
NOTE Confidence: 0.9301902

00:23:14.400 --> 00:23:16.160 I don't particularly want to go back in,  
NOTE Confidence: 0.9301902

00:23:16.160 --> 00:23:17.588 you know if I break my leg

NOTE Confidence: 0.9301902

00:23:17.588 --> 00:23:18.200 that's something else.

NOTE Confidence: 0.9301902

00:23:18.200 --> 00:23:21.842 But I that has been the the biggest

NOTE Confidence: 0.9301902

00:23:21.842 --> 00:23:24.494 tipping point for our our patients

NOTE Confidence: 0.9301902

00:23:24.494 --> 00:23:27.632 is well there's another way to make

NOTE Confidence: 0.9301902

00:23:27.632 --> 00:23:30.236 contact outside of bricks and mortar.

NOTE Confidence: 0.9452851925

00:23:32.200 --> 00:23:34.965 Sarah, I see you nodding your head

NOTE Confidence: 0.9452851925

00:23:34.965 --> 00:23:36.160 vigorously. Give us your thoughts

NOTE Confidence: 0.93773764125

00:23:37.440 --> 00:23:40.248 first. I really like the way that Alex.

NOTE Confidence: 0.93773764125

00:23:40.250 --> 00:23:43.050 It separates, you know, kind of stratifies.

NOTE Confidence: 0.93773764125

00:23:43.050 --> 00:23:47.376 How do you engage from a portal or or

NOTE Confidence: 0.93773764125

00:23:47.376 --> 00:23:50.311 other engagement sort of channel and

NOTE Confidence: 0.93773764125

00:23:50.311 --> 00:23:53.816 vehicle perspective relative to actual.

NOTE Confidence: 0.93773764125

00:23:53.820 --> 00:23:55.164 Telehealth or virtual visits,

NOTE Confidence: 0.93773764125

00:23:55.164 --> 00:23:57.820 So I do think those are different

NOTE Confidence: 0.93773764125

00:23:57.820 --> 00:24:00.860 and we we saw an increase in both.

NOTE Confidence: 0.93773764125

00:24:00.860 --> 00:24:04.060 We've seen sort of a sustained and growing  
NOTE Confidence: 0.93773764125

00:24:04.060 --> 00:24:06.820 engagement with our app for instance.  
NOTE Confidence: 0.93773764125

00:24:06.820 --> 00:24:09.144 That's one of the big channels where  
NOTE Confidence: 0.93773764125

00:24:09.144 --> 00:24:11.166 we drive engagement both in terms  
NOTE Confidence: 0.93773764125

00:24:11.166 --> 00:24:12.534 of registrations and engagement.  
NOTE Confidence: 0.93773764125

00:24:12.540 --> 00:24:14.972 I should say that has continued to grow  
NOTE Confidence: 0.93773764125

00:24:14.972 --> 00:24:17.699 on the actual delivery side of things.  
NOTE Confidence: 0.93773764125

00:24:17.700 --> 00:24:20.900 With respect to virtual care,  
NOTE Confidence: 0.93773764125

00:24:20.900 --> 00:24:23.819 that spiked and now has gone down.  
NOTE Confidence: 0.93773764125

00:24:23.820 --> 00:24:26.136 For a number of different reasons,  
NOTE Confidence: 0.93773764125

00:24:26.140 --> 00:24:28.378 bad provider experience,  
NOTE Confidence: 0.93773764125

00:24:28.378 --> 00:24:30.616 bad patient experience,  
NOTE Confidence: 0.93773764125

00:24:30.620 --> 00:24:33.133 a lot more friction in terms of  
NOTE Confidence: 0.93773764125

00:24:33.133 --> 00:24:35.618 logging in and having the right,  
NOTE Confidence: 0.93773764125

00:24:35.620 --> 00:24:36.146 you know,  
NOTE Confidence: 0.93773764125

00:24:36.146 --> 00:24:37.724 like it just added layers because

NOTE Confidence: 0.93773764125

00:24:37.724 --> 00:24:38.820 we took this very,

NOTE Confidence: 0.93773764125

00:24:38.820 --> 00:24:40.986 I would say substitutive model like

NOTE Confidence: 0.93773764125

00:24:40.986 --> 00:24:43.778 just swap out a visit that was in

NOTE Confidence: 0.93773764125

00:24:43.778 --> 00:24:45.920 person where you get all this context

NOTE Confidence: 0.93773764125

00:24:45.983 --> 00:24:48.426 and you know like a much closer

NOTE Confidence: 0.93773764125

00:24:48.426 --> 00:24:50.407 connection for something that is more

NOTE Confidence: 0.93773764125

00:24:50.407 --> 00:24:53.396 removed without a whole lot of added.

NOTE Confidence: 0.93773764125

00:24:53.400 --> 00:24:55.638 Benefit including like the payment model

NOTE Confidence: 0.93773764125

00:24:55.638 --> 00:24:58.017 frankly isn't really supportive of it and

NOTE Confidence: 0.93773764125

00:24:58.017 --> 00:24:59.673 there's all sorts of other shortfalls.

NOTE Confidence: 0.93773764125

00:24:59.680 --> 00:25:00.440 So.

NOTE Confidence: 0.93773764125

00:25:00.440 --> 00:25:03.702 So I think ultimately what

NOTE Confidence: 0.93773764125

00:25:03.702 --> 00:25:06.157 it comes down to is,

NOTE Confidence: 0.93773764125

00:25:06.160 --> 00:25:08.105 is there an actual improvement

NOTE Confidence: 0.93773764125

00:25:08.105 --> 00:25:10.979 in the experience or not and our

NOTE Confidence: 0.93773764125

00:25:10.979 --> 00:25:12.679 answer definitively was not.

NOTE Confidence: 0.93773764125

00:25:12.680 --> 00:25:16.208 And so while there was a pickup from an

NOTE Confidence: 0.93773764125

00:25:16.208 --> 00:25:19.400 education and sort of awareness perspective,

NOTE Confidence: 0.93773764125

00:25:19.400 --> 00:25:20.808 that doesn't last forever,

NOTE Confidence: 0.93773764125

00:25:20.808 --> 00:25:21.160 right.

NOTE Confidence: 0.93773764125

00:25:21.160 --> 00:25:23.525 The experience actually has to

NOTE Confidence: 0.93773764125

00:25:23.525 --> 00:25:26.000 improve and and so you know,

NOTE Confidence: 0.93773764125

00:25:26.000 --> 00:25:27.477 we're working on some of those things,

NOTE Confidence: 0.93773764125

00:25:27.480 --> 00:25:30.091 but I I think that's going to

NOTE Confidence: 0.93773764125

00:25:30.091 --> 00:25:31.905 be the determiner of whether

NOTE Confidence: 0.93773764125

00:25:31.905 --> 00:25:33.680 this has longevity or not.

NOTE Confidence: 0.93773764125

00:25:33.680 --> 00:25:34.874 I was talking with another health

NOTE Confidence: 0.93773764125

00:25:34.874 --> 00:25:35.880 system and they actually said,

NOTE Confidence: 0.93773764125

00:25:35.880 --> 00:25:38.000 you know our patients actually

NOTE Confidence: 0.93773764125

00:25:38.000 --> 00:25:40.120 prefer to interact with us.

NOTE Confidence: 0.93773764125

00:25:40.120 --> 00:25:42.598 Either via phone or in person.

NOTE Confidence: 0.93773764125  
00:25:42.600 --> 00:25:43.581 And I said,  
NOTE Confidence: 0.93773764125  
00:25:43.581 --> 00:25:43.908 well,  
NOTE Confidence: 0.93773764125  
00:25:43.908 --> 00:25:45.870 did you make changes to your  
NOTE Confidence: 0.93773764125  
00:25:45.950 --> 00:25:47.945 processes when you layered on  
NOTE Confidence: 0.93773764125  
00:25:47.945 --> 00:25:50.440 technology or lead to your slide,  
NOTE Confidence: 0.93773764125  
00:25:50.440 --> 00:25:52.900 which is, you know, old?  
NOTE Confidence: 0.93773764125  
00:25:52.900 --> 00:25:55.738 Old incumbent company layer on technology,  
NOTE Confidence: 0.93773764125  
00:25:55.740 --> 00:25:58.028 now you just have old incumbent company with  
NOTE Confidence: 0.93773764125  
00:25:58.028 --> 00:26:00.300 it that's more expensive with technology.  
NOTE Confidence: 0.93773764125  
00:26:00.300 --> 00:26:01.578 But you didn't change any of  
NOTE Confidence: 0.93773764125  
00:26:01.578 --> 00:26:02.652 the underlying processes, right?  
NOTE Confidence: 0.93773764125  
00:26:02.652 --> 00:26:04.380 That's ultimately what happens,  
NOTE Confidence: 0.93773764125  
00:26:04.380 --> 00:26:04.645 right.  
NOTE Confidence: 0.93773764125  
00:26:04.645 --> 00:26:07.030 So they we get like false signal to noise  
NOTE Confidence: 0.93773764125  
00:26:07.086 --> 00:26:09.454 around those kinds of things that we think,  
NOTE Confidence: 0.93773764125

00:26:09.460 --> 00:26:10.635 oh, people don't really want  
NOTE Confidence: 0.93773764125

00:26:10.635 --> 00:26:11.575 to engage in technology.  
NOTE Confidence: 0.93773764125

00:26:11.580 --> 00:26:12.012 Oh,  
NOTE Confidence: 0.93773764125

00:26:12.012 --> 00:26:14.604 we haven't really overcome the barriers.  
NOTE Confidence: 0.93773764125

00:26:14.610 --> 00:26:17.046 In terms of driving adoption among users  
NOTE Confidence: 0.93773764125

00:26:17.046 --> 00:26:19.608 and the fact is we kind of haven't,  
NOTE Confidence: 0.93773764125

00:26:19.610 --> 00:26:21.962 not because they don't like it or because  
NOTE Confidence: 0.93773764125

00:26:21.962 --> 00:26:23.527 technology doesn't do the right thing.  
NOTE Confidence: 0.93773764125

00:26:23.530 --> 00:26:25.330 It's because we didn't change the  
NOTE Confidence: 0.93773764125

00:26:25.330 --> 00:26:27.058 underlying thing and that's what I  
NOTE Confidence: 0.93773764125

00:26:27.058 --> 00:26:28.650 think we're seeing and governance,  
NOTE Confidence: 0.93773764125

00:26:28.650 --> 00:26:30.570 you know, operations,  
NOTE Confidence: 0.93773764125

00:26:30.570 --> 00:26:31.210 clinical,  
NOTE Confidence: 0.93773764125

00:26:31.210 --> 00:26:31.674 workflow etcetera,  
NOTE Confidence: 0.93773764125

00:26:31.674 --> 00:26:33.530 those are the big things that are going  
NOTE Confidence: 0.93773764125

00:26:33.570 --> 00:26:34.926 to influence that and then payment

NOTE Confidence: 0.943608002857143

00:26:35.610 --> 00:26:37.199 of course. Yeah, we have a whole

NOTE Confidence: 0.943608002857143

00:26:37.199 --> 00:26:39.157 session about that at the end of today's

NOTE Confidence: 0.943608002857143

00:26:39.157 --> 00:26:40.700 symposium that I'm really excited about.

NOTE Confidence: 0.943608002857143

00:26:40.700 --> 00:26:42.044 You know, you, you triggered a couple

NOTE Confidence: 0.943608002857143

00:26:42.044 --> 00:26:43.745 of thoughts of me as you both made

NOTE Confidence: 0.943608002857143

00:26:43.745 --> 00:26:44.613 those really insightful comments.

NOTE Confidence: 0.943608002857143

00:26:44.620 --> 00:26:46.576 The first one is, you know,

NOTE Confidence: 0.943608002857143

00:26:46.580 --> 00:26:48.764 we're in the middle of this transition from

NOTE Confidence: 0.943608002857143

00:26:48.764 --> 00:26:50.779 a production economy to a service economy.

NOTE Confidence: 0.943608002857143

00:26:50.780 --> 00:26:52.220 You know, people don't want to own cars.

NOTE Confidence: 0.943608002857143

00:26:52.220 --> 00:26:53.260 They want to, you know,

NOTE Confidence: 0.943608002857143

00:26:53.260 --> 00:26:54.480 they want to leverage transportation

NOTE Confidence: 0.943608002857143

00:26:54.480 --> 00:26:56.212 when they need it, the banking,

NOTE Confidence: 0.943608002857143

00:26:56.212 --> 00:26:58.744 music, you know, you name it.

NOTE Confidence: 0.943608002857143

00:26:58.744 --> 00:27:01.084 And I think we're still.

NOTE Confidence: 0.943608002857143

00:27:01.090 --> 00:27:02.798 Mostly a production economy,  
NOTE Confidence: 0.943608002857143

00:27:02.798 --> 00:27:05.360 we're producing visits or repairing hips  
NOTE Confidence: 0.943608002857143

00:27:05.429 --> 00:27:07.967 or you know for dispensing prescriptions,  
NOTE Confidence: 0.943608002857143

00:27:07.970 --> 00:27:10.231 I think hospital at home and remote  
NOTE Confidence: 0.943608002857143

00:27:10.231 --> 00:27:12.489 monitoring and the portal engagement is  
NOTE Confidence: 0.943608002857143

00:27:12.489 --> 00:27:14.584 starting to transition that into more  
NOTE Confidence: 0.943608002857143

00:27:14.584 --> 00:27:16.610 of a like we're here when you need us,  
NOTE Confidence: 0.943608002857143

00:27:16.610 --> 00:27:19.607 not we are here when it's convenient for us.  
NOTE Confidence: 0.943608002857143

00:27:19.610 --> 00:27:20.730 But I would say that you know  
NOTE Confidence: 0.943608002857143

00:27:20.730 --> 00:27:21.889 one of the fallouts for us,  
NOTE Confidence: 0.943608002857143

00:27:21.890 --> 00:27:23.575 we also had massive uptake  
NOTE Confidence: 0.943608002857143

00:27:23.575 --> 00:27:24.923 in our portal adoption.  
NOTE Confidence: 0.943608002857143

00:27:24.930 --> 00:27:26.827 We're now like one of the leading  
NOTE Confidence: 0.943608002857143

00:27:26.827 --> 00:27:28.594 I think health systems in Epic  
NOTE Confidence: 0.943608002857143

00:27:28.594 --> 00:27:30.079 in terms of portal uptake.  
NOTE Confidence: 0.943608002857143

00:27:30.080 --> 00:27:32.810 But that's led to an in basket swarm, right.

NOTE Confidence: 0.943608002857143  
00:27:32.810 --> 00:27:35.060 The volume of communication that's  
NOTE Confidence: 0.943608002857143  
00:27:35.060 --> 00:27:38.005 coming through is just so much greater  
NOTE Confidence: 0.943608002857143  
00:27:38.005 --> 00:27:40.680 and is really challenging to manage.  
NOTE Confidence: 0.943608002857143  
00:27:40.680 --> 00:27:42.438 And you know unlike phone calls  
NOTE Confidence: 0.943608002857143  
00:27:42.438 --> 00:27:44.199 where people will just hang up  
NOTE Confidence: 0.943608002857143  
00:27:44.199 --> 00:27:45.519 sometimes if they get the,  
NOTE Confidence: 0.943608002857143  
00:27:45.520 --> 00:27:47.608 you know the message that there's  
NOTE Confidence: 0.943608002857143  
00:27:47.608 --> 00:27:49.000 voicemail for the practice,  
NOTE Confidence: 0.943608002857143  
00:27:49.000 --> 00:27:50.355 nothing stops them from uploading  
NOTE Confidence: 0.943608002857143  
00:27:50.355 --> 00:27:51.439 their in basket message.  
NOTE Confidence: 0.943608002857143  
00:27:51.440 --> 00:27:53.272 So I I do think that it is  
NOTE Confidence: 0.943608002857143  
00:27:53.272 --> 00:27:55.080 highlighting a challenge that we have.  
NOTE Confidence: 0.943608002857143  
00:27:55.080 --> 00:27:56.439 It's part of the reason why I talked about,  
NOTE Confidence: 0.943608002857143  
00:27:56.440 --> 00:27:58.066 you know the bots and the.  
NOTE Confidence: 0.943608002857143  
00:27:58.070 --> 00:27:59.525 Other mechanisms of thinking about  
NOTE Confidence: 0.943608002857143

00:27:59.525 --> 00:28:01.754 can we can we also start to promote  
NOTE Confidence: 0.943608002857143

00:28:01.754 --> 00:28:03.625 more of a self-service kind of  
NOTE Confidence: 0.943608002857143

00:28:03.625 --> 00:28:05.935 functionality or at least shift to  
NOTE Confidence: 0.943608002857143

00:28:05.935 --> 00:28:07.979 a different skilled level provider  
NOTE Confidence: 0.943608002857143

00:28:07.979 --> 00:28:10.710 to to help address some of this  
NOTE Confidence: 0.943608002857143

00:28:10.710 --> 00:28:12.348 other thing you reminded me of.  
NOTE Confidence: 0.943608002857143

00:28:12.350 --> 00:28:14.775 Sorry with your comments about  
NOTE Confidence: 0.943608002857143

00:28:14.775 --> 00:28:16.654 substitutive is well first of all  
NOTE Confidence: 0.943608002857143

00:28:16.654 --> 00:28:18.010 I'm old enough Alex to remember  
NOTE Confidence: 0.943608002857143

00:28:18.059 --> 00:28:19.715 when you had to go to the bank with  
NOTE Confidence: 0.943608002857143

00:28:19.715 --> 00:28:21.194 your passbook to get money out and  
NOTE Confidence: 0.943608002857143

00:28:21.194 --> 00:28:22.651 I think many of our listeners don't  
NOTE Confidence: 0.943608002857143

00:28:22.651 --> 00:28:24.100 even know what I'm talking about but  
NOTE Confidence: 0.943608002857143

00:28:24.141 --> 00:28:25.457 you literally had to bring like a  
NOTE Confidence: 0.943608002857143

00:28:25.457 --> 00:28:27.166 passport with you and the teller like.  
NOTE Confidence: 0.943608002857143

00:28:27.166 --> 00:28:29.243 Did like minus 50 and then gave

NOTE Confidence: 0.943608002857143  
00:28:29.243 --> 00:28:31.091 you \$50.00 and then handed your  
NOTE Confidence: 0.943608002857143  
00:28:31.091 --> 00:28:33.035 book back with your balance, right.  
NOTE Confidence: 0.943608002857143  
00:28:33.035 --> 00:28:34.190 So we're a long way from that,  
NOTE Confidence: 0.943608002857143  
00:28:34.190 --> 00:28:36.430 but I remember the first digital watches,  
NOTE Confidence: 0.943608002857143  
00:28:36.430 --> 00:28:38.030 they were just analog watches  
NOTE Confidence: 0.943608002857143  
00:28:38.030 --> 00:28:39.223 that were digitized, right.  
NOTE Confidence: 0.943608002857143  
00:28:39.223 --> 00:28:40.388 There was number new functionality,  
NOTE Confidence: 0.943608002857143  
00:28:40.390 --> 00:28:43.030 it was just a digitization.  
NOTE Confidence: 0.943608002857143  
00:28:43.030 --> 00:28:44.170 I think that's largely what  
NOTE Confidence: 0.943608002857143  
00:28:44.170 --> 00:28:45.310 we've done in round one.  
NOTE Confidence: 0.943608002857143  
00:28:45.310 --> 00:28:47.466 We digitized the in person visit and  
NOTE Confidence: 0.943608002857143  
00:28:47.466 --> 00:28:49.388 made it available in much the same  
NOTE Confidence: 0.943608002857143  
00:28:49.388 --> 00:28:51.508 way but without a lot of the high  
NOTE Confidence: 0.943608002857143  
00:28:51.508 --> 00:28:53.476 touch components that wrap around it.  
NOTE Confidence: 0.943608002857143  
00:28:53.480 --> 00:28:55.232 And it was a pretty good trade off  
NOTE Confidence: 0.943608002857143

00:28:55.232 --> 00:28:56.737 against the risk of dying from COVID

NOTE Confidence: 0.943608002857143

00:28:56.737 --> 00:28:58.296 on your way to the doctor's office

NOTE Confidence: 0.943608002857143

00:28:58.296 --> 00:29:00.232 and spending a lot of money and gas

NOTE Confidence: 0.947441742857143

00:29:00.240 --> 00:29:01.836 getting to and from the doctor's office.

NOTE Confidence: 0.947441742857143

00:29:01.840 --> 00:29:03.760 But we're going to have to do better

NOTE Confidence: 0.947441742857143

00:29:03.760 --> 00:29:07.097 if we want to stay innovative.

NOTE Confidence: 0.947441742857143

00:29:07.097 --> 00:29:09.176 And I think we're going to have

NOTE Confidence: 0.947441742857143

00:29:09.176 --> 00:29:11.122 to figure out what are the parts

NOTE Confidence: 0.947441742857143

00:29:11.122 --> 00:29:12.920 that are best served by virtual,

NOTE Confidence: 0.947441742857143

00:29:12.920 --> 00:29:14.192 what are the parts that are

NOTE Confidence: 0.947441742857143

00:29:14.192 --> 00:29:15.040 best served in person?

NOTE Confidence: 0.947441742857143

00:29:15.040 --> 00:29:17.256 Can we can, we can We even jigger

NOTE Confidence: 0.947441742857143

00:29:17.256 --> 00:29:19.478 around the the in person pieces so

NOTE Confidence: 0.947441742857143

00:29:19.478 --> 00:29:21.488 that everything you can get done

NOTE Confidence: 0.947441742857143

00:29:21.488 --> 00:29:23.534 before the visit is already done.

NOTE Confidence: 0.947441742857143

00:29:23.540 --> 00:29:25.460 So your visit is really high

NOTE Confidence: 0.947441742857143  
00:29:25.460 --> 00:29:27.255 value when you're sitting there in  
NOTE Confidence: 0.947441742857143  
00:29:27.255 --> 00:29:29.580 front of in front of the provider.  
NOTE Confidence: 0.947441742857143  
00:29:29.580 --> 00:29:30.700 But it raises the question,  
NOTE Confidence: 0.947441742857143  
00:29:30.700 --> 00:29:33.234 is digital access to care or digital  
NOTE Confidence: 0.947441742857143  
00:29:33.234 --> 00:29:35.046 care actually what patients are  
NOTE Confidence: 0.947441742857143  
00:29:35.046 --> 00:29:37.678 longing for or are they longing for a  
NOTE Confidence: 0.947441742857143  
00:29:37.748 --> 00:29:40.038 digital patient experience that starts  
NOTE Confidence: 0.947441742857143  
00:29:40.038 --> 00:29:42.350 to feel more in line with the other  
NOTE Confidence: 0.947441742857143  
00:29:42.414 --> 00:29:45.060 digital experiences they have as consumers?  
NOTE Confidence: 0.947441742857143  
00:29:45.060 --> 00:29:47.058 So let me now flip us to kind of  
NOTE Confidence: 0.947441742857143  
00:29:47.058 --> 00:29:49.041 the next segment and the final  
NOTE Confidence: 0.947441742857143  
00:29:49.041 --> 00:29:51.300 segment that we'll spend our time on,  
NOTE Confidence: 0.947441742857143  
00:29:51.300 --> 00:29:52.182 which is like.  
NOTE Confidence: 0.947441742857143  
00:29:52.182 --> 00:29:53.946 What does it mean to redefine  
NOTE Confidence: 0.947441742857143  
00:29:53.946 --> 00:29:55.435 digital patient experience Or as  
NOTE Confidence: 0.947441742857143

00:29:55.435 --> 00:29:57.420 Alex said to me the other day,  
NOTE Confidence: 0.947441742857143

00:29:57.420 --> 00:29:58.293 define it right?  
NOTE Confidence: 0.947441742857143

00:29:58.293 --> 00:29:59.457 Because for many organizations,  
NOTE Confidence: 0.947441742857143

00:29:59.460 --> 00:30:01.818 they they haven't even defined what it is yet  
NOTE Confidence: 0.947441742857143

00:30:01.818 --> 00:30:03.898 rather than even never mind redefining it.  
NOTE Confidence: 0.947441742857143

00:30:03.900 --> 00:30:06.096 So what's the right path forward  
NOTE Confidence: 0.947441742857143

00:30:06.100 --> 00:30:09.364 for crafting this responsive,  
NOTE Confidence: 0.947441742857143

00:30:09.364 --> 00:30:11.824 desirable, maybe, God forbid,  
NOTE Confidence: 0.947441742857143

00:30:11.824 --> 00:30:14.016 joyful digital patient experience?  
NOTE Confidence: 0.947441742857143

00:30:14.020 --> 00:30:15.940 And where is it going to come from?  
NOTE Confidence: 0.947441742857143

00:30:15.940 --> 00:30:18.324 Is it going to come from health systems?  
NOTE Confidence: 0.947441742857143

00:30:18.330 --> 00:30:19.807 Is it going to come from disruptors?  
NOTE Confidence: 0.947441742857143

00:30:19.810 --> 00:30:21.245 Is it going to come from payers?  
NOTE Confidence: 0.947441742857143

00:30:21.250 --> 00:30:22.895 Is it going to come from someone  
NOTE Confidence: 0.947441742857143

00:30:22.895 --> 00:30:24.528 we haven't even thought about yet,  
NOTE Confidence: 0.947441742857143

00:30:24.530 --> 00:30:27.687 NASA, you know, or I don't know,

NOTE Confidence: 0.947441742857143  
00:30:27.690 --> 00:30:28.545 Tesla, you know,  
NOTE Confidence: 0.947441742857143  
00:30:28.545 --> 00:30:30.255 Is it going to come from  
NOTE Confidence: 0.947441742857143  
00:30:30.255 --> 00:30:31.969 some from some other place?  
NOTE Confidence: 0.947441742857143  
00:30:31.970 --> 00:30:34.370 And is it going to resemble  
NOTE Confidence: 0.947441742857143  
00:30:34.370 --> 00:30:37.290 more what it came from?  
NOTE Confidence: 0.947441742857143  
00:30:37.290 --> 00:30:39.690 You know, like, you know,  
NOTE Confidence: 0.947441742857143  
00:30:39.690 --> 00:30:40.366 like Neanderthal,  
NOTE Confidence: 0.947441742857143  
00:30:40.366 --> 00:30:41.042 you know,  
NOTE Confidence: 0.947441742857143  
00:30:41.042 --> 00:30:43.509 is it going to look more like  
NOTE Confidence: 0.947441742857143  
00:30:43.509 --> 00:30:45.735 medicine and with a little digital?  
NOTE Confidence: 0.947441742857143  
00:30:45.740 --> 00:30:47.780 Surface around it or is it going to  
NOTE Confidence: 0.947441742857143  
00:30:47.780 --> 00:30:50.160 look a lot more like shopping on Amazon  
NOTE Confidence: 0.947441742857143  
00:30:50.160 --> 00:30:52.200 but where what you're buying and  
NOTE Confidence: 0.947441742857143  
00:30:52.200 --> 00:30:54.335 selling and and moving around our our,  
NOTE Confidence: 0.947441742857143  
00:30:54.340 --> 00:30:56.428 our medical experiences,  
NOTE Confidence: 0.947441742857143

00:30:56.428 --> 00:30:57.820 big topic.  
NOTE Confidence: 0.947441742857143

00:30:57.820 --> 00:30:58.432 So sorry,  
NOTE Confidence: 0.947441742857143

00:30:58.432 --> 00:31:00.574 why don't you take this one first.  
NOTE Confidence: 0.92616484

00:31:01.620 --> 00:31:03.540 It is a big topic,  
NOTE Confidence: 0.92616484

00:31:03.540 --> 00:31:05.100 lots of directions we could go with it.  
NOTE Confidence: 0.92616484

00:31:05.100 --> 00:31:07.728 So I'm kind of thinking you know,  
NOTE Confidence: 0.92616484

00:31:07.728 --> 00:31:10.498 I I do think fundamentally.  
NOTE Confidence: 0.92616484

00:31:10.500 --> 00:31:13.260 There are some differences in in  
NOTE Confidence: 0.92616484

00:31:13.260 --> 00:31:14.954 healthcare that you know we've  
NOTE Confidence: 0.92616484

00:31:14.954 --> 00:31:17.088 got this like 2 by two kind of  
NOTE Confidence: 0.92616484

00:31:17.088 --> 00:31:19.152 flywheel or we've got a two by two  
NOTE Confidence: 0.92616484

00:31:19.152 --> 00:31:21.594 that we use to kind of think about  
NOTE Confidence: 0.92616484

00:31:21.594 --> 00:31:22.788 the digital patient experience.  
NOTE Confidence: 0.92616484

00:31:22.788 --> 00:31:25.092 But I would just say the experience right,  
NOTE Confidence: 0.92616484

00:31:25.100 --> 00:31:28.040 the consumer experience in general  
NOTE Confidence: 0.92616484

00:31:28.040 --> 00:31:31.450 in some industries you've got the

NOTE Confidence: 0.92616484

00:31:31.450 --> 00:31:33.800 margin structure to support high

NOTE Confidence: 0.92616484

00:31:33.800 --> 00:31:36.949 marketing spend so that you can be top

NOTE Confidence: 0.92616484

00:31:36.949 --> 00:31:39.680 of mind and in some you have lower.

NOTE Confidence: 0.92616484

00:31:39.680 --> 00:31:41.528 Margin structure and and we happen

NOTE Confidence: 0.92616484

00:31:41.528 --> 00:31:43.699 to be in that on that axis,

NOTE Confidence: 0.92616484

00:31:43.699 --> 00:31:46.658 that part of the axis right we we have

NOTE Confidence: 0.92616484

00:31:46.658 --> 00:31:49.094 very low if not negative especially if

NOTE Confidence: 0.92616484

00:31:49.094 --> 00:31:52.079 we look at the last year or so margins.

NOTE Confidence: 0.92616484

00:31:52.080 --> 00:31:55.440 And then there is sort of frequency

NOTE Confidence: 0.92616484

00:31:55.440 --> 00:31:57.603 of interaction with the user.

NOTE Confidence: 0.92616484

00:31:57.603 --> 00:31:59.207 Some industries have very

NOTE Confidence: 0.92616484

00:31:59.207 --> 00:32:01.320 high frequency of interaction.

NOTE Confidence: 0.92616484

00:32:01.320 --> 00:32:01.585 Starbucks,

NOTE Confidence: 0.92616484

00:32:01.585 --> 00:32:03.440 you know like those kinds of things,

NOTE Confidence: 0.92616484

00:32:03.440 --> 00:32:05.240 you go every single day.

NOTE Confidence: 0.92616484

00:32:05.240 --> 00:32:07.272 It's a low cost product and it's also  
NOTE Confidence: 0.92616484

00:32:07.272 --> 00:32:08.999 just something that you get hooked on  
NOTE Confidence: 0.92616484

00:32:08.999 --> 00:32:10.759 And so you're there every single day.  
NOTE Confidence: 0.92616484

00:32:10.760 --> 00:32:13.676 There's some that are much lower.  
NOTE Confidence: 0.92616484

00:32:13.680 --> 00:32:13.940 Frequency,  
NOTE Confidence: 0.92616484

00:32:13.940 --> 00:32:15.500 because you only purchase them once  
NOTE Confidence: 0.92616484

00:32:15.500 --> 00:32:17.044 in a in a while, right.  
NOTE Confidence: 0.92616484

00:32:17.044 --> 00:32:18.340 There's like property casualty  
NOTE Confidence: 0.92616484

00:32:18.340 --> 00:32:19.943 insurance is an example, right.  
NOTE Confidence: 0.92616484

00:32:19.943 --> 00:32:22.367 We happen to be in both low ability  
NOTE Confidence: 0.92616484

00:32:22.367 --> 00:32:24.930 to spend against marketing and low  
NOTE Confidence: 0.92616484

00:32:24.930 --> 00:32:27.545 frequency of interaction in terms of  
NOTE Confidence: 0.92616484

00:32:27.545 --> 00:32:30.401 our core business and what we call that  
NOTE Confidence: 0.92616484

00:32:30.401 --> 00:32:33.320 internally is like the disruption zone.  
NOTE Confidence: 0.92616484

00:32:33.320 --> 00:32:33.648 Now,  
NOTE Confidence: 0.92616484

00:32:33.648 --> 00:32:35.616 because that means every single time

NOTE Confidence: 0.92616484

00:32:35.616 --> 00:32:37.840 you want to acquire a customer,

NOTE Confidence: 0.92616484

00:32:37.840 --> 00:32:39.334 you got to pay pay a ton of money

NOTE Confidence: 0.92616484

00:32:39.334 --> 00:32:40.796 if you want to reacquire them.

NOTE Confidence: 0.92616484

00:32:40.800 --> 00:32:41.964 You're basically paying the same amount

NOTE Confidence: 0.92616484

00:32:41.964 --> 00:32:43.411 that you would have if you were trying

NOTE Confidence: 0.92616484

00:32:43.411 --> 00:32:44.560 to acquire them for the first time,

NOTE Confidence: 0.92616484

00:32:44.560 --> 00:32:47.256 because they haven't seen you in so long

NOTE Confidence: 0.92616484

00:32:47.256 --> 00:32:51.290 anyway and and you don't really have.

NOTE Confidence: 0.92616484

00:32:51.290 --> 00:32:53.522 Though that many reasons outside of

NOTE Confidence: 0.92616484

00:32:53.522 --> 00:32:55.881 historically like the kind of the

NOTE Confidence: 0.92616484

00:32:55.881 --> 00:32:57.891 clinical interaction to have more

NOTE Confidence: 0.92616484

00:32:57.891 --> 00:32:59.525 frequent interactions with them

NOTE Confidence: 0.92616484

00:32:59.525 --> 00:33:01.685 anyway because you've been saying oh,

NOTE Confidence: 0.92616484

00:33:01.690 --> 00:33:03.394 you know either you came in for a

NOTE Confidence: 0.92616484

00:33:03.394 --> 00:33:05.127 surgery like something more high acuity,

NOTE Confidence: 0.92616484

00:33:05.130 --> 00:33:07.274 acuity or like how often can you tell  
NOTE Confidence: 0.92616484

00:33:07.274 --> 00:33:09.409 people come in for your preventive care,  
NOTE Confidence: 0.92616484

00:33:09.410 --> 00:33:10.610 come in for your preventive care,  
NOTE Confidence: 0.92616484

00:33:10.610 --> 00:33:12.742 you know, it's like primary type stuff.  
NOTE Confidence: 0.92616484

00:33:12.742 --> 00:33:13.208 So,  
NOTE Confidence: 0.92616484

00:33:13.210 --> 00:33:16.776 so we're in this disruption zone and I  
NOTE Confidence: 0.92616484

00:33:16.776 --> 00:33:20.070 think the role of digital is to move up.  
NOTE Confidence: 0.92616484

00:33:20.070 --> 00:33:20.978 Kind of into that.  
NOTE Confidence: 0.92616484

00:33:20.978 --> 00:33:22.645 You're never going to be able to  
NOTE Confidence: 0.92616484

00:33:22.645 --> 00:33:24.145 spend that much more on marketing,  
NOTE Confidence: 0.92616484

00:33:24.150 --> 00:33:26.158 but you are going to be able to  
NOTE Confidence: 0.92616484

00:33:26.158 --> 00:33:28.296 create a personalized based on  
NOTE Confidence: 0.92616484

00:33:28.296 --> 00:33:29.865 an authenticated experience,  
NOTE Confidence: 0.92616484

00:33:29.870 --> 00:33:32.018 create a personalized experience  
NOTE Confidence: 0.92616484

00:33:32.018 --> 00:33:34.703 that at least gets better.  
NOTE Confidence: 0.92616484

00:33:34.710 --> 00:33:36.438 In terms of how frequently you

NOTE Confidence: 0.92616484

00:33:36.438 --> 00:33:37.590 interact with the individual,

NOTE Confidence: 0.92616484

00:33:37.590 --> 00:33:39.758 because you can not only anchor in the

NOTE Confidence: 0.92616484

00:33:39.758 --> 00:33:42.018 clinical, but also in nonclinical,

NOTE Confidence: 0.92616484

00:33:42.018 --> 00:33:44.503 but relevant products and services.

NOTE Confidence: 0.92616484

00:33:44.510 --> 00:33:46.106 And I think ultimately like at

NOTE Confidence: 0.92616484

00:33:46.106 --> 00:33:46.904 the highest level,

NOTE Confidence: 0.92616484

00:33:46.910 --> 00:33:48.130 that's what digital experience

NOTE Confidence: 0.92616484

00:33:48.130 --> 00:33:49.350 is trying to do.

NOTE Confidence: 0.92616484

00:33:49.350 --> 00:33:52.250 It's trying to create that

NOTE Confidence: 0.92616484

00:33:52.250 --> 00:33:53.990 authenticated personalized experience,

NOTE Confidence: 0.939661635294118

00:33:53.990 --> 00:33:56.238 hopefully a better one that's not just a

NOTE Confidence: 0.939661635294118

00:33:56.238 --> 00:33:58.704 veneer on top of a whole bunch of terrible,

NOTE Confidence: 0.939661635294118

00:33:58.710 --> 00:34:02.640 you know, antiquated processes and.

NOTE Confidence: 0.939661635294118

00:34:02.640 --> 00:34:05.304 And and do so in a way that's you

NOTE Confidence: 0.939661635294118

00:34:05.304 --> 00:34:07.020 know more affordable both for the

NOTE Confidence: 0.939661635294118

00:34:07.020 --> 00:34:09.392 system as well As for the user and  
NOTE Confidence: 0.939661635294118

00:34:09.392 --> 00:34:11.464 provide access to you know new business  
NOTE Confidence: 0.939661635294118

00:34:11.521 --> 00:34:13.399 models and those kinds of things.  
NOTE Confidence: 0.939661635294118

00:34:13.400 --> 00:34:14.640 I think that's the goal.  
NOTE Confidence: 0.939661635294118

00:34:14.640 --> 00:34:15.680 Now the question that you,  
NOTE Confidence: 0.939661635294118

00:34:15.680 --> 00:34:17.336 the second part of the question  
NOTE Confidence: 0.939661635294118

00:34:17.336 --> 00:34:19.602 that you asked is like where do we  
NOTE Confidence: 0.939661635294118

00:34:19.602 --> 00:34:21.258 think that's going to come from?  
NOTE Confidence: 0.939661635294118

00:34:21.260 --> 00:34:22.124 I, you know,  
NOTE Confidence: 0.939661635294118

00:34:22.124 --> 00:34:24.140 and this might be an unpopular opinion,  
NOTE Confidence: 0.939661635294118

00:34:24.140 --> 00:34:27.452 I think that we hate on incumbents a lot,  
NOTE Confidence: 0.939661635294118

00:34:27.460 --> 00:34:27.740 right?  
NOTE Confidence: 0.939661635294118

00:34:27.740 --> 00:34:29.700 Like everybody kind of talks about how  
NOTE Confidence: 0.939661635294118

00:34:29.700 --> 00:34:31.896 slow we are and how old school we are,  
NOTE Confidence: 0.939661635294118

00:34:31.900 --> 00:34:34.748 and we can't move that quickly and the  
NOTE Confidence: 0.939661635294118

00:34:34.748 --> 00:34:37.098 disruptors are going to eat our lunch.

NOTE Confidence: 0.939661635294118  
00:34:37.098 --> 00:34:38.136 And you know,  
NOTE Confidence: 0.939661635294118  
00:34:38.140 --> 00:34:41.098 and with things like Village Village,  
NOTE Confidence: 0.939661635294118  
00:34:41.100 --> 00:34:41.994 MD acquiring Summit,  
NOTE Confidence: 0.939661635294118  
00:34:41.994 --> 00:34:44.080 like all of the hype around the  
NOTE Confidence: 0.939661635294118  
00:34:44.145 --> 00:34:46.497 disruptive space just gets more and more.  
NOTE Confidence: 0.939661635294118  
00:34:46.500 --> 00:34:48.198 The fact is we're the only  
NOTE Confidence: 0.939661635294118  
00:34:48.198 --> 00:34:49.930 ones that have gotten to scale.  
NOTE Confidence: 0.939661635294118  
00:34:49.930 --> 00:34:51.850 And that we deliver the lion's  
NOTE Confidence: 0.939661635294118  
00:34:51.850 --> 00:34:53.927 share of care today and have  
NOTE Confidence: 0.939661635294118  
00:34:53.927 --> 00:34:55.752 the greatest breadth of services  
NOTE Confidence: 0.939661635294118  
00:34:55.752 --> 00:34:57.810 and the closest relationships,  
NOTE Confidence: 0.939661635294118  
00:34:57.810 --> 00:35:01.289 often with the largest number of patients.  
NOTE Confidence: 0.939661635294118  
00:35:01.290 --> 00:35:03.090 Now not consumers but patients.  
NOTE Confidence: 0.939661635294118  
00:35:03.090 --> 00:35:04.776 And so I think that there's  
NOTE Confidence: 0.939661635294118  
00:35:04.776 --> 00:35:06.370 a lot of value there.  
NOTE Confidence: 0.939661635294118

00:35:06.370 --> 00:35:06.646 However,  
NOTE Confidence: 0.939661635294118

00:35:06.646 --> 00:35:08.578 we're not going to be able to  
NOTE Confidence: 0.939661635294118

00:35:08.578 --> 00:35:10.578 do it alone and I think the.  
NOTE Confidence: 0.939661635294118

00:35:10.580 --> 00:35:12.551 There is a lot to be said for how  
NOTE Confidence: 0.939661635294118

00:35:12.551 --> 00:35:14.778 we can partner both on the products  
NOTE Confidence: 0.939661635294118

00:35:14.778 --> 00:35:17.463 and services side as well as on the  
NOTE Confidence: 0.939661635294118

00:35:17.463 --> 00:35:19.156 technology chassis side to accomplish it.  
NOTE Confidence: 0.939661635294118

00:35:19.156 --> 00:35:21.100 But I do think that it will come,  
NOTE Confidence: 0.939661635294118

00:35:21.100 --> 00:35:23.412 it has to come somewhat from the IT  
NOTE Confidence: 0.939661635294118

00:35:23.412 --> 00:35:26.466 has to and it will come somewhat from  
NOTE Confidence: 0.939661635294118

00:35:26.466 --> 00:35:29.100 the incumbent care delivery organizations.  
NOTE Confidence: 0.939661635294118

00:35:29.100 --> 00:35:31.404 I'm just given our relationship that  
NOTE Confidence: 0.939661635294118

00:35:31.404 --> 00:35:34.020 we can leverage with with our users,  
NOTE Confidence: 0.915128937142857

00:35:34.780 --> 00:35:37.846 well lots of really lot of meat.  
NOTE Confidence: 0.915128937142857

00:35:37.850 --> 00:35:41.170 On those bones, Sara particularly,  
NOTE Confidence: 0.915128937142857

00:35:41.170 --> 00:35:41.900 although unspoken,

NOTE Confidence: 0.915128937142857  
00:35:41.900 --> 00:35:44.090 I think the issue of trust.  
NOTE Confidence: 0.915128937142857  
00:35:44.090 --> 00:35:46.370 We own the patient's trust.  
NOTE Confidence: 0.915128937142857  
00:35:46.370 --> 00:35:47.510 And in that regard,  
NOTE Confidence: 0.915128937142857  
00:35:47.510 --> 00:35:50.538 in some ways our lack of embrace of the  
NOTE Confidence: 0.915128937142857  
00:35:50.538 --> 00:35:52.613 modern marketing technology may have  
NOTE Confidence: 0.915128937142857  
00:35:52.613 --> 00:35:55.006 protected us in some ways from from,  
NOTE Confidence: 0.915128937142857  
00:35:55.010 --> 00:35:57.302 you know, being viewed as yet  
NOTE Confidence: 0.915128937142857  
00:35:57.302 --> 00:35:59.706 another organization trying to,  
NOTE Confidence: 0.915128937142857  
00:35:59.706 --> 00:36:02.130 you know, influence their behavior  
NOTE Confidence: 0.915128937142857  
00:36:02.130 --> 00:36:03.930 towards spend in our direction.  
NOTE Confidence: 0.915128937142857  
00:36:03.930 --> 00:36:06.870 I I do also think that there's.  
NOTE Confidence: 0.915128937142857  
00:36:06.870 --> 00:36:09.810 There's a really important concept  
NOTE Confidence: 0.915128937142857  
00:36:09.810 --> 00:36:13.200 here around pivoting away from episodic  
NOTE Confidence: 0.915128937142857  
00:36:13.200 --> 00:36:16.350 illness relationship to more of a health,  
NOTE Confidence: 0.915128937142857  
00:36:16.350 --> 00:36:18.962 Wellness or performance orientated,  
NOTE Confidence: 0.915128937142857

00:36:18.962 --> 00:36:22.810 you know, experience so that patients

NOTE Confidence: 0.915128937142857

00:36:22.810 --> 00:36:26.782 come to us as a companion like that.

NOTE Confidence: 0.915128937142857

00:36:26.782 --> 00:36:28.572 The engagement platform becomes a

NOTE Confidence: 0.915128937142857

00:36:28.572 --> 00:36:30.667 place that people like to check in,

NOTE Confidence: 0.915128937142857

00:36:30.670 --> 00:36:31.375 see what's new.

NOTE Confidence: 0.915128937142857

00:36:31.375 --> 00:36:33.104 It's part of their news feed, right.

NOTE Confidence: 0.915128937142857

00:36:33.104 --> 00:36:34.988 We become part of their life.

NOTE Confidence: 0.915128937142857

00:36:34.990 --> 00:36:36.840 I do think that that's.

NOTE Confidence: 0.915128937142857

00:36:36.840 --> 00:36:38.016 A space that we,

NOTE Confidence: 0.915128937142857

00:36:38.016 --> 00:36:40.224 we probably want to try to think

NOTE Confidence: 0.915128937142857

00:36:40.224 --> 00:36:41.800 about entering and I love your,

NOTE Confidence: 0.915128937142857

00:36:41.800 --> 00:36:45.296 I love your your framing of the

NOTE Confidence: 0.915128937142857

00:36:45.296 --> 00:36:47.840 disruption zone as this space where

NOTE Confidence: 0.915128937142857

00:36:47.840 --> 00:36:49.905 you don't you they're not your customer

NOTE Confidence: 0.915128937142857

00:36:49.905 --> 00:36:52.464 for very long and once they leave you

NOTE Confidence: 0.915128937142857

00:36:52.464 --> 00:36:54.360 they're vulnerable to being picked off.

NOTE Confidence: 0.915128937142857  
00:36:54.360 --> 00:36:55.802 And we have a low margin business  
NOTE Confidence: 0.915128937142857  
00:36:55.802 --> 00:36:57.312 and I would also argue we  
NOTE Confidence: 0.915128937142857  
00:36:57.312 --> 00:36:58.436 have an unpredictable margin.  
NOTE Confidence: 0.915128937142857  
00:36:58.440 --> 00:37:00.440 If I put out a a big advertisement  
NOTE Confidence: 0.915128937142857  
00:37:00.440 --> 00:37:02.434 to come to my hospital who knows  
NOTE Confidence: 0.915128937142857  
00:37:02.434 --> 00:37:04.482 what I'll get because I don't get  
NOTE Confidence: 0.915128937142857  
00:37:04.482 --> 00:37:06.428 to set the terms of the pricing.  
NOTE Confidence: 0.915128937142857  
00:37:06.430 --> 00:37:08.950 And so that makes the results of  
NOTE Confidence: 0.915128937142857  
00:37:08.950 --> 00:37:10.488 marketing very, very challenging.  
NOTE Confidence: 0.915128937142857  
00:37:10.488 --> 00:37:10.897 Alex,  
NOTE Confidence: 0.915128937142857  
00:37:10.897 --> 00:37:13.351 you've been in the marketing business  
NOTE Confidence: 0.915128937142857  
00:37:13.351 --> 00:37:15.644 for a long time and you've been  
NOTE Confidence: 0.915128937142857  
00:37:15.644 --> 00:37:17.961 thinking a lot about this and you  
NOTE Confidence: 0.915128937142857  
00:37:17.961 --> 00:37:19.574 committed together with your leadership  
NOTE Confidence: 0.915128937142857  
00:37:19.574 --> 00:37:21.470 a pretty substantial amount of capital,  
NOTE Confidence: 0.915128937142857

00:37:21.470 --> 00:37:24.150 the cost of building a new building basically

NOTE Confidence: 0.915128937142857

00:37:24.150 --> 00:37:25.865 to build out this new digital platform.

NOTE Confidence: 0.915128937142857

00:37:25.870 --> 00:37:30.210 So talk to us a little bit about how you're,

NOTE Confidence: 0.915128937142857

00:37:30.210 --> 00:37:32.324 how you're convincing your

NOTE Confidence: 0.915128937142857

00:37:32.324 --> 00:37:34.759 organization that this digital path.

NOTE Confidence: 0.915128937142857

00:37:34.760 --> 00:37:36.956 Forward actually is the right way.

NOTE Confidence: 0.915128937142857

00:37:36.960 --> 00:37:38.400 It's better to build this

NOTE Confidence: 0.915128937142857

00:37:38.400 --> 00:37:39.552 than a new building.

NOTE Confidence: 0.915128937142857

00:37:39.560 --> 00:37:40.974 Talk to us about that journey a

NOTE Confidence: 0.915128937142857

00:37:40.974 --> 00:37:42.730 little bit and where you see the

NOTE Confidence: 0.915128937142857

00:37:42.730 --> 00:37:44.168 digital patient experience leading to,

NOTE Confidence: 0.915128937142857

00:37:44.168 --> 00:37:45.080 to bring value.

NOTE Confidence: 0.939092438461538

00:37:46.680 --> 00:37:49.353 Sure. I think so it started at the board

NOTE Confidence: 0.939092438461538

00:37:49.353 --> 00:37:52.327 level to get that kind of funding and I think

NOTE Confidence: 0.939092438461538

00:37:52.327 --> 00:37:55.077 about the journey a little bit differently.

NOTE Confidence: 0.939092438461538

00:37:55.080 --> 00:37:58.080 I don't think of it as digital versus analog.

NOTE Confidence: 0.939092438461538  
00:37:58.080 --> 00:38:00.633 I think of it and and you both touch  
NOTE Confidence: 0.939092438461538  
00:38:00.633 --> 00:38:02.750 on this moving from transactional  
NOTE Confidence: 0.939092438461538  
00:38:02.750 --> 00:38:04.340 to relationship based.  
NOTE Confidence: 0.939092438461538  
00:38:04.340 --> 00:38:06.750 And it was exactly as you said, like coming.  
NOTE Confidence: 0.939092438461538  
00:38:06.750 --> 00:38:08.140 You get a flu shot, you leave,  
NOTE Confidence: 0.939092438461538  
00:38:08.140 --> 00:38:09.692 you get your hip, you leave, have your,  
NOTE Confidence: 0.939092438461538  
00:38:09.692 --> 00:38:11.636 well, woman visit, you leave.  
NOTE Confidence: 0.939092438461538  
00:38:11.636 --> 00:38:13.806 That's very different than a  
NOTE Confidence: 0.939092438461538  
00:38:13.806 --> 00:38:15.379 relationship built over time.  
NOTE Confidence: 0.939092438461538  
00:38:15.380 --> 00:38:18.327 And that's what all of us as  
NOTE Confidence: 0.939092438461538  
00:38:18.327 --> 00:38:20.020 consumers are looking for.  
NOTE Confidence: 0.939092438461538  
00:38:20.020 --> 00:38:23.366 It was I I think Banner got there  
NOTE Confidence: 0.939092438461538  
00:38:23.366 --> 00:38:24.985 because they realized with high  
NOTE Confidence: 0.939092438461538  
00:38:24.985 --> 00:38:26.179 deductible health plans,  
NOTE Confidence: 0.939092438461538  
00:38:26.180 --> 00:38:26.900 people are paying.  
NOTE Confidence: 0.939092438461538

00:38:26.900 --> 00:38:28.460 You know, it's no longer free.  
NOTE Confidence: 0.939092438461538

00:38:28.460 --> 00:38:29.540 Healthcare isn't free anymore.  
NOTE Confidence: 0.939092438461538

00:38:29.540 --> 00:38:31.780 Not a \$20 copay. Oh my gosh,  
NOTE Confidence: 0.939092438461538

00:38:31.780 --> 00:38:34.318 it's \$5000 deductible that I better.  
NOTE Confidence: 0.939092438461538

00:38:34.320 --> 00:38:35.012 Attention here.  
NOTE Confidence: 0.939092438461538

00:38:35.012 --> 00:38:37.936 And then somehow it clicked over to, huh,  
NOTE Confidence: 0.939092438461538

00:38:37.936 --> 00:38:41.408 okay, If patients are behaving like consumers  
NOTE Confidence: 0.939092438461538

00:38:41.408 --> 00:38:44.478 before they ever get to be a patient,  
NOTE Confidence: 0.939092438461538

00:38:44.480 --> 00:38:46.279 we better start treating them like consumers.  
NOTE Confidence: 0.939092438461538

00:38:46.280 --> 00:38:48.400 And that is if we go back to the we're  
NOTE Confidence: 0.939092438461538

00:38:48.456 --> 00:38:50.520 stretching the metaphor too far here.  
NOTE Confidence: 0.939092438461538

00:38:50.520 --> 00:38:53.426 But if you go back to retail, that retail.  
NOTE Confidence: 0.939092438461538

00:38:53.426 --> 00:38:54.678 Got us there first.  
NOTE Confidence: 0.939092438461538

00:38:54.680 --> 00:38:56.240 Oh, if you bought these shoes,  
NOTE Confidence: 0.939092438461538

00:38:56.240 --> 00:38:57.700 then you might want those  
NOTE Confidence: 0.939092438461538

00:38:57.700 --> 00:38:59.160 socks or whatever it is.

NOTE Confidence: 0.939092438461538  
00:38:59.160 --> 00:39:02.262 But that is built on a relationship  
NOTE Confidence: 0.939092438461538  
00:39:02.262 --> 00:39:04.717 model and the biggest investment  
NOTE Confidence: 0.939092438461538  
00:39:04.717 --> 00:39:07.399 frankly is in your database,  
NOTE Confidence: 0.939092438461538  
00:39:07.400 --> 00:39:09.254 your customer comprehensive  
NOTE Confidence: 0.939092438461538  
00:39:09.254 --> 00:39:11.108 360 customer database.  
NOTE Confidence: 0.939092438461538  
00:39:11.110 --> 00:39:11.750 And interestingly,  
NOTE Confidence: 0.939092438461538  
00:39:11.750 --> 00:39:14.716 we have gotten the most leverage from that in  
NOTE Confidence: 0.939092438461538  
00:39:14.716 --> 00:39:16.786 something that is never considered digital,  
NOTE Confidence: 0.939092438461538  
00:39:16.790 --> 00:39:17.973 but of course now it is no  
NOTE Confidence: 0.939092438461538  
00:39:17.973 --> 00:39:18.910 one's used to landline,  
NOTE Confidence: 0.939092438461538  
00:39:18.910 --> 00:39:19.984 landline in forever,  
NOTE Confidence: 0.939092438461538  
00:39:19.984 --> 00:39:22.132 but our call centers have seen  
NOTE Confidence: 0.939092438461538  
00:39:22.132 --> 00:39:23.718 enormous increases in volume  
NOTE Confidence: 0.939092438461538  
00:39:23.718 --> 00:39:25.658 because people have figured out.  
NOTE Confidence: 0.939092438461538  
00:39:25.660 --> 00:39:27.644 So if I call in, they know me.  
NOTE Confidence: 0.939092438461538

00:39:27.644 --> 00:39:29.132 And they not only know me,  
NOTE Confidence: 0.939092438461538

00:39:29.140 --> 00:39:30.580 they know my husband, they know my kids,  
NOTE Confidence: 0.939092438461538

00:39:30.580 --> 00:39:32.218 and I'm caring for older parents.  
NOTE Confidence: 0.939092438461538

00:39:32.220 --> 00:39:33.480 And we've actually seen,  
NOTE Confidence: 0.939092438461538

00:39:33.480 --> 00:39:34.740 just just this year,  
NOTE Confidence: 0.939092438461538

00:39:34.740 --> 00:39:37.425 we've seen a 23% increase  
NOTE Confidence: 0.939092438461538

00:39:37.425 --> 00:39:39.573 in appointments per call.  
NOTE Confidence: 0.939092438461538

00:39:39.580 --> 00:39:41.176 Because while they're on the phone,  
NOTE Confidence: 0.939092438461538

00:39:41.180 --> 00:39:41.858 they'll say,  
NOTE Confidence: 0.939092438461538

00:39:41.858 --> 00:39:42.197 oh,  
NOTE Confidence: 0.939092438461538

00:39:42.197 --> 00:39:44.570 can you schedule a flu shot for  
NOTE Confidence: 0.939092438461538

00:39:44.641 --> 00:39:46.729 my husband or can I get my mom  
NOTE Confidence: 0.939092438461538

00:39:46.729 --> 00:39:48.878 in for for a screening visit?  
NOTE Confidence: 0.939092438461538

00:39:48.880 --> 00:39:51.442 So by demonstrating that we actually know  
NOTE Confidence: 0.939092438461538

00:39:51.442 --> 00:39:54.278 you and and and Sarah to your point,  
NOTE Confidence: 0.939092438461538

00:39:54.280 --> 00:39:57.458 it's not a high frequency business.

NOTE Confidence: 0.939092438461538  
00:39:57.458 --> 00:39:59.824 So we're lucky if you know if  
NOTE Confidence: 0.939092438461538  
00:39:59.824 --> 00:40:01.160 we're interacting with them.  
NOTE Confidence: 0.939092438461538  
00:40:01.160 --> 00:40:02.960 I think the CDC says it or no,  
NOTE Confidence: 0.939092438461538  
00:40:02.960 --> 00:40:05.500 it's NH as it's average of three  
NOTE Confidence: 0.939092438461538  
00:40:05.500 --> 00:40:07.600 transactions health interactions per year,  
NOTE Confidence: 0.939092438461538  
00:40:07.600 --> 00:40:08.820 which means for many people  
NOTE Confidence: 0.939092438461538  
00:40:08.820 --> 00:40:10.040 it's much less than that.  
NOTE Confidence: 0.939092438461538  
00:40:10.040 --> 00:40:11.632 Yet that there are a lot of people  
NOTE Confidence: 0.939092438461538  
00:40:11.632 --> 00:40:12.965 with chronic conditions who are coming  
NOTE Confidence: 0.939092438461538  
00:40:12.965 --> 00:40:15.460 in 10 times or coming in none but in  
NOTE Confidence: 0.939092438461538  
00:40:15.460 --> 00:40:18.434 order to be there whenever they do show up.  
NOTE Confidence: 0.939092438461538  
00:40:18.440 --> 00:40:19.528 We need to indicate,  
NOTE Confidence: 0.939092438461538  
00:40:19.528 --> 00:40:20.760 oh, we know who you are.  
NOTE Confidence: 0.939092438461538  
00:40:20.760 --> 00:40:23.520 We remember what happened last time.  
NOTE Confidence: 0.939092438461538  
00:40:23.520 --> 00:40:25.920 You're you're pretty cranky about a  
NOTE Confidence: 0.939092438461538

00:40:25.920 --> 00:40:28.519 billing interaction that you had last month.  
NOTE Confidence: 0.939092438461538

00:40:28.520 --> 00:40:28.907 Oh,  
NOTE Confidence: 0.939092438461538

00:40:28.907 --> 00:40:31.229 we we know that your insurance  
NOTE Confidence: 0.939092438461538

00:40:31.229 --> 00:40:33.683 has changed and we have to set  
NOTE Confidence: 0.939092438461538

00:40:33.683 --> 00:40:35.495 up that kind of if then.  
NOTE Confidence: 0.946446461538462

00:40:35.500 --> 00:40:37.930 Relationship building the logic and I  
NOTE Confidence: 0.946446461538462

00:40:37.930 --> 00:40:40.660 agree with with Sarah because I think  
NOTE Confidence: 0.946446461538462

00:40:40.660 --> 00:40:44.095 the incumbents have something that none  
NOTE Confidence: 0.946446461538462

00:40:44.095 --> 00:40:47.094 of the disruptors have which is high  
NOTE Confidence: 0.946446461538462

00:40:47.094 --> 00:40:49.416 volume of data and comprehensive data.  
NOTE Confidence: 0.946446461538462

00:40:49.420 --> 00:40:51.820 So it's it's just math.  
NOTE Confidence: 0.946446461538462

00:40:51.820 --> 00:40:54.340 If you have a lot of data points,  
NOTE Confidence: 0.946446461538462

00:40:54.340 --> 00:40:56.965 you can have much smarter algorithms that  
NOTE Confidence: 0.946446461538462

00:40:56.965 --> 00:41:00.084 are much more likely to be accurate and you  
NOTE Confidence: 0.946446461538462

00:41:00.084 --> 00:41:03.079 can much get much better at personalizing.  
NOTE Confidence: 0.946446461538462

00:41:03.080 --> 00:41:04.568 And then and you're personalizing everything

NOTE Confidence: 0.946446461538462  
00:41:04.568 --> 00:41:06.120 when somebody shows up to your website  
NOTE Confidence: 0.946446461538462  
00:41:06.120 --> 00:41:07.560 and you know the last time they came,  
NOTE Confidence: 0.946446461538462  
00:41:07.560 --> 00:41:08.554 it might have been a year ago,  
NOTE Confidence: 0.946446461538462  
00:41:08.560 --> 00:41:09.838 but they're interacting  
NOTE Confidence: 0.946446461538462  
00:41:09.838 --> 00:41:11.116 with diabetes content,  
NOTE Confidence: 0.946446461538462  
00:41:11.120 --> 00:41:13.796 then you serve them diabetes content.  
NOTE Confidence: 0.946446461538462  
00:41:13.800 --> 00:41:18.416 Likewise if they view a a Peeds blog,  
NOTE Confidence: 0.946446461538462  
00:41:18.416 --> 00:41:20.563 then you send them content on Peeds and  
NOTE Confidence: 0.946446461538462  
00:41:20.563 --> 00:41:22.133 so you're you're constantly improving  
NOTE Confidence: 0.946446461538462  
00:41:22.133 --> 00:41:24.704 that and I don't think any of these  
NOTE Confidence: 0.946446461538462  
00:41:24.704 --> 00:41:26.568 disruptors have anything close to that.  
NOTE Confidence: 0.946446461538462  
00:41:26.568 --> 00:41:28.872 So that's that's how I'm thinking about it.  
NOTE Confidence: 0.946446461538462  
00:41:28.880 --> 00:41:31.230 How do we move from.  
NOTE Confidence: 0.946446461538462  
00:41:31.230 --> 00:41:34.270 Interactions or or transactions  
NOTE Confidence: 0.946446461538462  
00:41:34.270 --> 00:41:38.590 to relationships and then I I  
NOTE Confidence: 0.946446461538462

00:41:38.590 --> 00:41:41.750 use the the ROI model that.  
NOTE Confidence: 0.946446461538462

00:41:41.750 --> 00:41:44.570 That points exactly what Sarah said.  
NOTE Confidence: 0.946446461538462

00:41:44.570 --> 00:41:48.450 Boy it's it's industry number is farmer map,  
NOTE Confidence: 0.946446461538462

00:41:48.450 --> 00:41:50.160 but it's it's roughly 15 cents  
NOTE Confidence: 0.946446461538462

00:41:50.160 --> 00:41:52.190 on the dollar to keep a patient  
NOTE Confidence: 0.946446461538462

00:41:52.190 --> 00:41:53.846 rather than get a new one.  
NOTE Confidence: 0.946446461538462

00:41:53.850 --> 00:41:55.842 So huh that math falls to the bottom  
NOTE Confidence: 0.946446461538462

00:41:55.842 --> 00:41:57.448 line pretty quickly if you're saying  
NOTE Confidence: 0.946446461538462

00:41:57.448 --> 00:41:59.649 why don't we just keep the people we  
NOTE Confidence: 0.946446461538462

00:41:59.649 --> 00:42:01.329 have build on that relationship before  
NOTE Confidence: 0.946446461538462

00:42:01.329 --> 00:42:03.087 we go out and knock on the one door.  
NOTE Confidence: 0.946446461538462

00:42:03.090 --> 00:42:04.485 So that was how we got to buy in.  
NOTE Confidence: 0.935780897777778

00:42:05.770 --> 00:42:09.676 That's great. I mean what a what a really.  
NOTE Confidence: 0.935780897777778

00:42:09.680 --> 00:42:10.800 What an interesting story and,  
NOTE Confidence: 0.935780897777778

00:42:10.800 --> 00:42:14.712 and how interesting too that the consequence  
NOTE Confidence: 0.935780897777778

00:42:14.712 --> 00:42:18.145 of the relationship can can be that the

NOTE Confidence: 0.935780897777778  
00:42:18.145 --> 00:42:20.041 services being delivered are now no  
NOTE Confidence: 0.935780897777778  
00:42:20.041 --> 00:42:21.916 longer delivered just to individuals.  
NOTE Confidence: 0.935780897777778  
00:42:21.920 --> 00:42:23.570 You're really delivering services to  
NOTE Confidence: 0.935780897777778  
00:42:23.570 --> 00:42:25.188 their social network, their husband,  
NOTE Confidence: 0.935780897777778  
00:42:25.188 --> 00:42:26.758 their kid, their their uncle,  
NOTE Confidence: 0.935780897777778  
00:42:26.760 --> 00:42:29.648 whatever it is that you're you're getting  
NOTE Confidence: 0.935780897777778  
00:42:29.648 --> 00:42:31.636 more than one appointment per phone call,  
NOTE Confidence: 0.935780897777778  
00:42:31.640 --> 00:42:32.282 essentially. Right.  
NOTE Confidence: 0.935780897777778  
00:42:32.282 --> 00:42:34.850 As the more you know them and the  
NOTE Confidence: 0.935780897777778  
00:42:34.919 --> 00:42:37.124 more they they they believe that they  
NOTE Confidence: 0.935780897777778  
00:42:37.124 --> 00:42:39.106 can access the services they need  
NOTE Confidence: 0.935780897777778  
00:42:39.106 --> 00:42:41.616 in one portal one point of entry,  
NOTE Confidence: 0.935780897777778  
00:42:41.616 --> 00:42:43.920 the more you can leverage that  
NOTE Confidence: 0.935780897777778  
00:42:44.001 --> 00:42:45.997 call or that relationship.  
NOTE Confidence: 0.935780897777778  
00:42:46.000 --> 00:42:48.667 It. It is a big change though  
NOTE Confidence: 0.935780897777778

00:42:48.667 --> 00:42:50.480 for the provider system,  
NOTE Confidence: 0.935780897777778

00:42:50.480 --> 00:42:53.063 right and it's a big change for  
NOTE Confidence: 0.935780897777778

00:42:53.063 --> 00:42:55.550 providers to start relinquishing that  
NOTE Confidence: 0.935780897777778

00:42:55.550 --> 00:42:58.158 level of understanding connection,  
NOTE Confidence: 0.935780897777778

00:42:58.160 --> 00:43:01.550 personalization from the secretary who.  
NOTE Confidence: 0.935780897777778

00:43:01.550 --> 00:43:04.825 Staffs you know my clinic versus the contact  
NOTE Confidence: 0.935780897777778

00:43:04.825 --> 00:43:07.847 center agent who has a unpopular right,  
NOTE Confidence: 0.935780897777778

00:43:07.847 --> 00:43:09.903 has a huge you know has a huge  
NOTE Confidence: 0.935780897777778

00:43:09.910 --> 00:43:12.494 machine learning enabled database  
NOTE Confidence: 0.935780897777778

00:43:12.494 --> 00:43:14.942 about my experience expertise  
NOTE Confidence: 0.935780897777778

00:43:14.942 --> 00:43:16.670 needs preferences etcetera.  
NOTE Confidence: 0.935780897777778

00:43:16.670 --> 00:43:19.262 So it is a big shift in the locus  
NOTE Confidence: 0.935780897777778

00:43:19.262 --> 00:43:21.765 of control and and that that to  
NOTE Confidence: 0.935780897777778

00:43:21.765 --> 00:43:23.786 me is another component not to  
NOTE Confidence: 0.935780897777778

00:43:23.786 --> 00:43:26.290 underestimate right is the is the  
NOTE Confidence: 0.935780897777778

00:43:26.290 --> 00:43:27.760 digital transformation impacts

NOTE Confidence: 0.935780897777778  
00:43:27.760 --> 00:43:29.990 on the existing organization.  
NOTE Confidence: 0.945844273333333  
00:43:30.650 --> 00:43:31.980 Yeah, and that trust with  
NOTE Confidence: 0.945844273333333  
00:43:31.980 --> 00:43:33.044 the position it's earned.  
NOTE Confidence: 0.945844273333333  
00:43:33.050 --> 00:43:34.223 It isn't demanded.  
NOTE Confidence: 0.945844273333333  
00:43:34.223 --> 00:43:35.787 Because until I know  
NOTE Confidence: 0.945844273333333  
00:43:35.787 --> 00:43:37.610 you're at least as good,  
NOTE Confidence: 0.945844273333333  
00:43:37.610 --> 00:43:40.498 at least as safe as my beloved and  
NOTE Confidence: 0.945844273333333  
00:43:40.498 --> 00:43:42.768 trusted person in the front office,  
NOTE Confidence: 0.945844273333333  
00:43:42.770 --> 00:43:43.766 you're not going to get there.  
NOTE Confidence: 0.901195033333333  
00:43:45.450 --> 00:43:46.050 Well, it's really  
NOTE Confidence: 0.940253492  
00:43:46.050 --> 00:43:47.130 going to bake our noodle,  
NOTE Confidence: 0.940253492  
00:43:47.130 --> 00:43:49.368 I would say is even beyond that, right?  
NOTE Confidence: 0.940253492  
00:43:49.368 --> 00:43:52.994 There's. There is that relationship with the.  
NOTE Confidence: 0.940253492  
00:43:53.000 --> 00:43:55.548 There's sort of like the autonomy and  
NOTE Confidence: 0.940253492  
00:43:55.548 --> 00:43:57.599 the relationship with the person who  
NOTE Confidence: 0.940253492

00:43:57.599 --> 00:44:00.051 knows you as a clinician and your front  
NOTE Confidence: 0.940253492

00:44:00.051 --> 00:44:02.520 desk and whoever manages your practice.  
NOTE Confidence: 0.940253492

00:44:02.520 --> 00:44:04.740 There's also sort of if you blow that out at  
NOTE Confidence: 0.940253492

00:44:04.796 --> 00:44:06.920 the macro level for the system as a whole,  
NOTE Confidence: 0.940253492

00:44:06.920 --> 00:44:09.895 the system may not be the deliverer  
NOTE Confidence: 0.940253492

00:44:09.895 --> 00:44:13.500 of all the care period even, right.  
NOTE Confidence: 0.940253492

00:44:13.500 --> 00:44:17.160 And so and there is an  
NOTE Confidence: 0.940253492

00:44:17.160 --> 00:44:18.770 increasing decentralization of.  
NOTE Confidence: 0.940253492

00:44:18.770 --> 00:44:21.092 And distribution of where care is  
NOTE Confidence: 0.940253492

00:44:21.092 --> 00:44:23.530 delivered and we talked about those,  
NOTE Confidence: 0.940253492

00:44:23.530 --> 00:44:25.082 those disruptors out there,  
NOTE Confidence: 0.940253492

00:44:25.082 --> 00:44:27.806 they are delivering some care and even  
NOTE Confidence: 0.940253492

00:44:27.806 --> 00:44:30.123 though one of them each individual may  
NOTE Confidence: 0.940253492

00:44:30.123 --> 00:44:32.400 not have gotten to significant scale  
NOTE Confidence: 0.940253492

00:44:32.400 --> 00:44:34.728 yet though with like Summit being  
NOTE Confidence: 0.940253492

00:44:34.730 --> 00:44:36.466 acquired by Village and do now they are

NOTE Confidence: 0.940253492

00:44:36.466 --> 00:44:38.213 a fairly sizable entity and they will

NOTE Confidence: 0.940253492

00:44:38.213 --> 00:44:40.267 be delivering a fair amount of care, but.

NOTE Confidence: 0.940253492

00:44:40.267 --> 00:44:42.529 In general that's not the case.

NOTE Confidence: 0.940253492

00:44:42.530 --> 00:44:45.968 But taken all together that is a big trend.

NOTE Confidence: 0.940253492

00:44:45.970 --> 00:44:49.246 And so we are seeing distribution

NOTE Confidence: 0.940253492

00:44:49.246 --> 00:44:52.974 of care and and there is valuable

NOTE Confidence: 0.940253492

00:44:52.974 --> 00:44:55.579 information being generated by those

NOTE Confidence: 0.940253492

00:44:55.579 --> 00:44:59.086 as well as valuable economic sources,

NOTE Confidence: 0.940253492

00:44:59.090 --> 00:44:59.486 right.

NOTE Confidence: 0.940253492

00:44:59.486 --> 00:45:02.654 And so imagine a scenario in which not

NOTE Confidence: 0.940253492

00:45:02.654 --> 00:45:06.075 you don't fight that and instead you as

NOTE Confidence: 0.940253492

00:45:06.075 --> 00:45:09.039 an incumbent are able to essentially.

NOTE Confidence: 0.940253492

00:45:09.040 --> 00:45:10.530 Capture that opportunity to say

NOTE Confidence: 0.940253492

00:45:10.530 --> 00:45:12.598 Okay care is going to keep going

NOTE Confidence: 0.940253492

00:45:12.598 --> 00:45:14.390 to where it's going to go, right?

NOTE Confidence: 0.940253492

00:45:14.390 --> 00:45:14.620 Demand.  
NOTE Confidence: 0.940253492

00:45:14.620 --> 00:45:16.730 You can only do so much to capture demand  
NOTE Confidence: 0.940253492

00:45:16.730 --> 00:45:18.674 and to control it where it needs to go,  
NOTE Confidence: 0.940253492

00:45:18.680 --> 00:45:20.000 where you want it to go.  
NOTE Confidence: 0.940253492

00:45:20.000 --> 00:45:21.356 At some point it's going to  
NOTE Confidence: 0.940253492

00:45:21.356 --> 00:45:22.599 go where it's going to go.  
NOTE Confidence: 0.940253492

00:45:22.600 --> 00:45:24.400 And instead let's create an  
NOTE Confidence: 0.940253492

00:45:24.400 --> 00:45:25.840 economic model around that,  
NOTE Confidence: 0.940253492

00:45:25.840 --> 00:45:27.484 that demand going wherever it wants  
NOTE Confidence: 0.940253492

00:45:27.484 --> 00:45:29.482 to go that works for us and capture  
NOTE Confidence: 0.940253492

00:45:29.482 --> 00:45:31.130 the data from it in a meaningful  
NOTE Confidence: 0.940253492

00:45:31.130 --> 00:45:32.720 way within the mall, right.  
NOTE Confidence: 0.940253492

00:45:32.720 --> 00:45:35.240 The mall is not just about our own services.  
NOTE Confidence: 0.940253492

00:45:35.240 --> 00:45:36.300 The mall is about.  
NOTE Confidence: 0.940253492

00:45:36.300 --> 00:45:37.890 Pop up shops and other things  
NOTE Confidence: 0.940253492

00:45:37.946 --> 00:45:39.433 as you described it, right.

NOTE Confidence: 0.940253492

00:45:39.433 --> 00:45:42.114 So I think that's even another layer

NOTE Confidence: 0.940253492

00:45:42.114 --> 00:45:44.992 of sort of change management and just

NOTE Confidence: 0.940253492

00:45:44.992 --> 00:45:46.324 understanding of what's going to happen

NOTE Confidence: 0.940253492

00:45:46.324 --> 00:45:47.969 that we need to get comfortable with.

NOTE Confidence: 0.899876165

00:45:48.610 --> 00:45:49.386 Yeah. And and Sarah,

NOTE Confidence: 0.899876165

00:45:49.386 --> 00:45:51.170 I think we have about 5 minutes left.

NOTE Confidence: 0.899876165

00:45:51.170 --> 00:45:53.082 So I'll make one comment and then I'll

NOTE Confidence: 0.899876165

00:45:53.082 --> 00:45:54.959 give you each an opportunity to sort

NOTE Confidence: 0.899876165

00:45:54.959 --> 00:45:56.770 of make some some closing remarks.

NOTE Confidence: 0.899876165

00:45:56.770 --> 00:45:58.583 I think there is a battle for

NOTE Confidence: 0.899876165

00:45:58.583 --> 00:46:00.249 the eyes of the customer,

NOTE Confidence: 0.899876165

00:46:00.250 --> 00:46:01.366 you know there's that.

NOTE Confidence: 0.899876165

00:46:01.366 --> 00:46:03.353 The battle that Google has one of

NOTE Confidence: 0.899876165

00:46:03.353 --> 00:46:04.889 having the eyes of the browser,

NOTE Confidence: 0.899876165

00:46:04.890 --> 00:46:06.885 right it's it's the starting point for,

NOTE Confidence: 0.899876165

00:46:06.890 --> 00:46:09.194 you know for for 90 plus  
NOTE Confidence: 0.899876165

00:46:09.194 --> 00:46:10.730 whatever percentage of searches.  
NOTE Confidence: 0.899876165

00:46:10.730 --> 00:46:16.696 So how will we figure out how to play  
NOTE Confidence: 0.899876165

00:46:16.696 --> 00:46:19.510 in that space with some of these  
NOTE Confidence: 0.899876165

00:46:19.604 --> 00:46:23.279 disruptors in a way that benefits our  
NOTE Confidence: 0.899876165

00:46:23.279 --> 00:46:26.420 patients but doesn't put us at risk  
NOTE Confidence: 0.899876165

00:46:26.420 --> 00:46:28.484 of being disintermediated and then  
NOTE Confidence: 0.899876165

00:46:28.484 --> 00:46:30.746 feeling like we are actually losing?  
NOTE Confidence: 0.899876165

00:46:30.750 --> 00:46:31.594 The relationship,  
NOTE Confidence: 0.899876165

00:46:31.594 --> 00:46:34.548 so how do we share the relationship?  
NOTE Confidence: 0.899876165

00:46:34.550 --> 00:46:38.950 How do we have a a distributed loving  
NOTE Confidence: 0.899876165

00:46:38.950 --> 00:46:41.550 relationship with our patients  
NOTE Confidence: 0.899876165

00:46:41.550 --> 00:46:44.406 where the data flows with the  
NOTE Confidence: 0.899876165

00:46:44.406 --> 00:46:46.670 patient wherever they go, right.  
NOTE Confidence: 0.899876165

00:46:46.670 --> 00:46:48.470 We not, we're not being,  
NOTE Confidence: 0.899876165

00:46:48.470 --> 00:46:51.452 it's not concealed from us these

NOTE Confidence: 0.899876165

00:46:51.452 --> 00:46:52.943 other healthcare interactions,

NOTE Confidence: 0.899876165

00:46:52.950 --> 00:46:54.938 but it's designed to be seamless so

NOTE Confidence: 0.899876165

00:46:54.938 --> 00:46:57.282 when they do go to you know an urgent

NOTE Confidence: 0.899876165

00:46:57.282 --> 00:46:59.230 care clinic and then come to us.

NOTE Confidence: 0.899876165

00:46:59.230 --> 00:47:01.120 We still know them and we know

NOTE Confidence: 0.899876165

00:47:01.120 --> 00:47:02.800 they've had that event and that

NOTE Confidence: 0.899876165

00:47:02.800 --> 00:47:04.690 I guess relies to some extent on

NOTE Confidence: 0.899876165

00:47:04.750 --> 00:47:06.590 real true data interoperability.

NOTE Confidence: 0.899876165

00:47:06.590 --> 00:47:08.501 And we're not there yet even though

NOTE Confidence: 0.899876165

00:47:08.501 --> 00:47:10.160 we have legislation that auto have

NOTE Confidence: 0.899876165

00:47:10.160 --> 00:47:11.475 created that we're clearly not

NOTE Confidence: 0.899876165

00:47:11.475 --> 00:47:12.549 in that place yet.

NOTE Confidence: 0.899876165

00:47:12.550 --> 00:47:15.268 So I guess I would say let's end with,

NOTE Confidence: 0.899876165

00:47:15.270 --> 00:47:17.820 I'll start with Alex first.

NOTE Confidence: 0.899876165

00:47:17.820 --> 00:47:18.860 You have your magic wand.

NOTE Confidence: 0.899876165

00:47:18.860 --> 00:47:20.995 You get one major change in the  
NOTE Confidence: 0.899876165

00:47:20.995 --> 00:47:22.806 healthcare system that you think will  
NOTE Confidence: 0.899876165

00:47:22.806 --> 00:47:25.260 enable us to be successful in this journey.  
NOTE Confidence: 0.899876165

00:47:25.260 --> 00:47:27.626 What would you change if you were  
NOTE Confidence: 0.899876165

00:47:27.626 --> 00:47:29.010 granted temporary authority to  
NOTE Confidence: 0.899876165

00:47:29.010 --> 00:47:30.580 make one major sweeping change?  
NOTE Confidence: 0.92767429375

00:47:31.380 --> 00:47:34.375 Well, Lee, you and I met at the Health  
NOTE Confidence: 0.92767429375

00:47:34.375 --> 00:47:36.435 Management Academy and everybody  
NOTE Confidence: 0.92767429375

00:47:36.435 --> 00:47:39.871 there was wailing on the EMR vendors.  
NOTE Confidence: 0.92767429375

00:47:39.871 --> 00:47:44.050 I I do think that the two largest,  
NOTE Confidence: 0.92767429375

00:47:44.050 --> 00:47:45.450 we they will remain nameless,  
NOTE Confidence: 0.92767429375

00:47:45.450 --> 00:47:46.966 but they deliberately design  
NOTE Confidence: 0.92767429375

00:47:46.966 --> 00:47:48.861 themselves to be walled gardens  
NOTE Confidence: 0.92767429375

00:47:48.861 --> 00:47:51.210 they don't want to share and until  
NOTE Confidence: 0.92767429375

00:47:51.210 --> 00:47:54.010 we demand that they get over that  
NOTE Confidence: 0.92767429375

00:47:54.010 --> 00:47:56.769 because that that's the superhighway,

NOTE Confidence: 0.92767429375

00:47:56.770 --> 00:47:58.674 it's sort of and again I come

NOTE Confidence: 0.92767429375

00:47:58.674 --> 00:47:59.490 from financial services,

NOTE Confidence: 0.92767429375

00:47:59.490 --> 00:48:01.202 there's you know there's

NOTE Confidence: 0.92767429375

00:48:01.202 --> 00:48:02.486 federal credit ratings,

NOTE Confidence: 0.92767429375

00:48:02.490 --> 00:48:03.845 I mean there's credit ratings

NOTE Confidence: 0.92767429375

00:48:03.845 --> 00:48:04.658 that everybody share.

NOTE Confidence: 0.92767429375

00:48:04.660 --> 00:48:06.431 Does it matter for your Visa or

NOTE Confidence: 0.92767429375

00:48:06.431 --> 00:48:08.131 MasterCard or which issuing bank is

NOTE Confidence: 0.92767429375

00:48:08.131 --> 00:48:09.913 everybody wins by sharing that credit

NOTE Confidence: 0.92767429375

00:48:09.913 --> 00:48:11.828 rating until we get to that place I

NOTE Confidence: 0.92767429375

00:48:11.828 --> 00:48:13.408 think it's going to be very tough.

NOTE Confidence: 0.92767429375

00:48:13.408 --> 00:48:14.770 So but it's something we're going

NOTE Confidence: 0.92767429375

00:48:14.815 --> 00:48:16.796 to have to demand and I'm guessing

NOTE Confidence: 0.92767429375

00:48:16.796 --> 00:48:19.820 both Sarah and I are party to

NOTE Confidence: 0.92767429375

00:48:19.820 --> 00:48:20.920 repeated grumpy conversations with

NOTE Confidence: 0.92767429375

00:48:20.920 --> 00:48:22.818 our vendors to try and like what  
NOTE Confidence: 0.92767429375

00:48:22.818 --> 00:48:24.378 the heck can we just make this easy  
NOTE Confidence: 0.92767429375

00:48:24.378 --> 00:48:26.012 not hard and it doesn't have to  
NOTE Confidence: 0.92767429375

00:48:26.012 --> 00:48:27.500 be custom they shouldn't standard  
NOTE Confidence: 0.940253537647059

00:48:28.620 --> 00:48:30.030 awesome. Thank you Alex for  
NOTE Confidence: 0.940253537647059

00:48:30.030 --> 00:48:31.766 that comment and all of your  
NOTE Confidence: 0.940253537647059

00:48:31.766 --> 00:48:33.374 comments so far on the panel.  
NOTE Confidence: 0.940253537647059

00:48:33.380 --> 00:48:34.300 Sorry, I'll turn to you.  
NOTE Confidence: 0.944898360769231

00:48:36.190 --> 00:48:38.554 Amen to everything that Alex just  
NOTE Confidence: 0.944898360769231

00:48:38.554 --> 00:48:41.425 said and I would say specifically  
NOTE Confidence: 0.944898360769231

00:48:41.425 --> 00:48:43.593 around enabling identities that  
NOTE Confidence: 0.944898360769231

00:48:43.593 --> 00:48:46.719 can that can federate to third  
NOTE Confidence: 0.944898360769231

00:48:46.719 --> 00:48:49.309 parties and a healthy ecosystem.  
NOTE Confidence: 0.944898360769231

00:48:49.310 --> 00:48:51.986 That's really the big, the big  
NOTE Confidence: 0.944898360769231

00:48:51.990 --> 00:48:54.390 specific ask that I would have is Okay,  
NOTE Confidence: 0.944898360769231

00:48:54.390 --> 00:48:56.434 you want to build every feature under

NOTE Confidence: 0.944898360769231  
00:48:56.434 --> 00:48:58.061 the sun that's clinically related  
NOTE Confidence: 0.944898360769231  
00:48:58.061 --> 00:49:00.119 and sort of around a transaction  
NOTE Confidence: 0.944898360769231  
00:49:00.119 --> 00:49:01.876 you still need to let me on.  
NOTE Confidence: 0.944898360769231  
00:49:01.880 --> 00:49:04.536 Or let us as health systems sort of  
NOTE Confidence: 0.944898360769231  
00:49:04.536 --> 00:49:06.528 own that Federated identity that  
NOTE Confidence: 0.944898360769231  
00:49:06.528 --> 00:49:09.858 can partner and can be built on a  
NOTE Confidence: 0.944898360769231  
00:49:09.858 --> 00:49:12.238 set of like functional AP I's that  
NOTE Confidence: 0.944898360769231  
00:49:12.240 --> 00:49:14.202 that share information at the right  
NOTE Confidence: 0.944898360769231  
00:49:14.202 --> 00:49:16.040 level of granularity and you know  
NOTE Confidence: 0.944898360769231  
00:49:16.040 --> 00:49:17.912 we can we can really work with it.  
NOTE Confidence: 0.944898360769231  
00:49:17.920 --> 00:49:21.079 So that would that would be my big ask.  
NOTE Confidence: 0.944898360769231  
00:49:21.080 --> 00:49:23.933 The other one would be much more of an  
NOTE Confidence: 0.944898360769231  
00:49:23.933 --> 00:49:27.376 internal one which is that you know.  
NOTE Confidence: 0.944898360769231  
00:49:27.376 --> 00:49:29.584 How we can all organize around  
NOTE Confidence: 0.944898360769231  
00:49:29.584 --> 00:49:31.400 sort of standardized,  
NOTE Confidence: 0.944898360769231

00:49:31.400 --> 00:49:33.200 modernized processes and  
NOTE Confidence: 0.944898360769231

00:49:33.200 --> 00:49:35.000 operations internally within  
NOTE Confidence: 0.944898360769231

00:49:35.000 --> 00:49:37.400 our within our organizations.  
NOTE Confidence: 0.944898360769231

00:49:37.400 --> 00:49:39.360 Because you can't layer technology  
NOTE Confidence: 0.944898360769231

00:49:39.360 --> 00:49:41.320 onto a ton of variability.  
NOTE Confidence: 0.944898360769231

00:49:41.320 --> 00:49:42.797 And so that would be another thing  
NOTE Confidence: 0.944898360769231

00:49:42.797 --> 00:49:44.680 that if I could wave my magic wand,  
NOTE Confidence: 0.944898360769231

00:49:44.680 --> 00:49:45.240 that's what I would  
NOTE Confidence: 0.944027375

00:49:45.320 --> 00:49:48.800 do. Sarah Sarah cheated by having two wands,  
NOTE Confidence: 0.944027375

00:49:48.800 --> 00:49:51.664 not one, but but that's OK because none  
NOTE Confidence: 0.944027375

00:49:51.664 --> 00:49:54.847 of us actually have that magic wand.  
NOTE Confidence: 0.944027375

00:49:54.850 --> 00:49:55.410 Terrific session.  
NOTE Confidence: 0.944027375

00:49:55.410 --> 00:49:56.810 Thank you both so much.  
NOTE Confidence: 0.944027375

00:49:56.810 --> 00:50:00.008 I think this was really inspiring,  
NOTE Confidence: 0.944027375

00:50:00.010 --> 00:50:01.508 triggered a whole bunch of new thoughts  
NOTE Confidence: 0.944027375

00:50:01.508 --> 00:50:03.287 for me as I think about this space.

NOTE Confidence: 0.944027375

00:50:03.290 --> 00:50:05.048 And so, thank you so much.

NOTE Confidence: 0.944027375

00:50:05.050 --> 00:50:05.800 And with that,

NOTE Confidence: 0.944027375

00:50:05.800 --> 00:50:07.050 I'll wrap our first panel.