



2016 IMPACT REPORT



“CHI encourages and enables
**MEANINGFUL &
EXECUTABLE
INNOVATION** that
aims to address existing and
ensuing healthcare dynamics
through communication,
education, training, symposia,
reports, and research”

CENTER FOR HEALTHCARE INNOVATION

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CHI is a 501(c)(3) non-profit, charitable organization, and all donations are tax-exempt. Federal Tax ID # 27-3041119.





Our Mission

Our mission is to help patients and healthcare stakeholders increase their knowledge and understanding of the opportunities and challenges of maximizing healthcare value to improve health and quality of life. We aim to make the world a healthier place. CHI encourages and enables meaningful and executable innovation that aims to improve healthcare through communication, education, training, symposia, reports, and research. By bringing the best and brightest healthcare leaders from all over the world together to share their ideas and expertise, CHI creates a unique opportunity to address and improve healthcare value, which we view as a function of the quality of care, accessibility, and costs for patients.

Our Objectives

- Bring together key stakeholders to develop collaborative relationships to positively impact healthcare value
- Increase understanding of the definition, framework, and metrics of healthcare value
- Produce primary, impactful research focused specifically on the intersection and interplay of healthcare quality, access, and cost
- Analyze fundamental drivers and trends of rapidly rising healthcare costs
- Identify and disseminate best practices for optimizing healthcare quality and access

What We Do

- Learn more about our education on page 6
- Learn more about our research on page 11
- Learn more about our other initiatives on page 17

“An outstanding cross-sectional representation of healthcare experts provided the basis for a stimulating discussion on the meaning of patient-centricity and healthcare value from diverse perspectives” – Dr. Greg Gilmet, MD, MPH, Vice President Medical & Scientific Affairs, Upsher-Smith Laboratories



What Makes CHI Different?

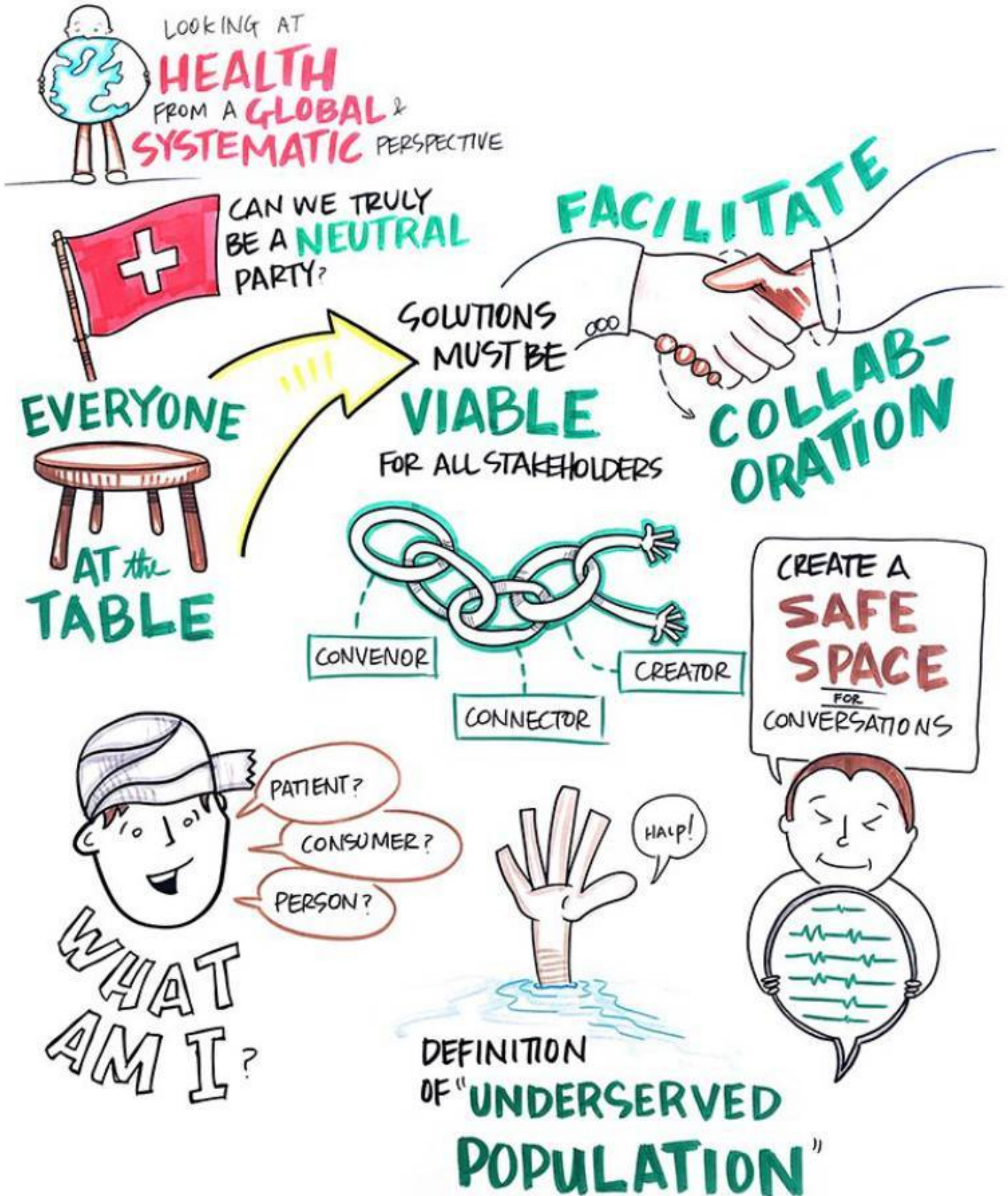
- We focus solely on research and education that aims to increase knowledge and understanding of healthcare value.
- We are a 501(c)(3) non-profit, charitable organization that exists only to make the world a healthier place.
- We are rigorously objective, unbiased, and non-partisan.
- We are an independent, neutral institute, not associated with or captive of industry, academia, government, or other institutions.
- We approach our research, solutions, and education through a multi-perspective lens, including patient, provider, pharma, pharmacy, payer, and policymaker perspectives.
- We are a global organization, and we view healthcare through a global lens.
- We are an interdisciplinary group of innovative healthcare leaders, physicians, executives, entrepreneurs, authors, academics, and innovators.
- We operate for the benefit of other healthcare groups – including patients, providers, pharma, pharmacy, payers, and policymakers – and we incorporate each unique perspective into our research.

FAQs

- What is CHI? We are a healthcare research and educational institute.
- What type of organization is CHI? We are an independent, objective 501(c)(3) non-profit.
- What does CHI hope to accomplish? We aim to make the world a healthier place by helping others maximize healthcare value.
- What activities does CHI do to accomplish these goals? We research, educate, communicate, train, convene, and report on healthcare value, quality, access, and costs.
- How does CHI make the world a healthier place? Our research and education focuses on improving healthcare quality, reducing costs, and increasing access.
- How does CHI support and stimulate innovation for healthcare? We bring the best and brightest healthcare leaders from all over the world together to share their ideas and expertise, thus creating a unique opportunity to address and improve healthcare value.
- How is CHI funded? CHI is funded through a combination of grants from philanthropic foundations, program revenue from educational events, and individual and corporate donations.
- What are CHI's future goals? (1) Increase the quantity and breadth of our research and education, (2) continue to attract the best and brightest human talent and grow our team, and (3) increase our impact around making the world a healthier place.

“The educational session addressed issues that are at the core of our healthcare system. The interchange of thoughts and ideas provided a vision of how changes in our current health system could lead to better healthcare for all. ” – Dr. Stuart Rich, MD, Professor of Medicine, Northwestern Medicine; FDA Cardiorenal Drug Advisory Committee

About Us





Center for
Healthcare
Innovation


Center for
Healthcare
Innovation

OUR EDUCATION



THE PATIENT AS AN INNOVATOR EDUCATIONAL WORKSHOP

The Patient as an Innovator Educational workshop, which was on 2/10/16 in Washington, DC, is an educational forum for providers, patients, pharma, payers, and policymakers to dialogue and exchange creative ideas to establish earlier intersections between these stakeholders in order to deliver a more informed, value-driven approach to the innovation of new medical solutions, technologies, and treatments. In today's healthcare landscape, patients are dramatically more informed, empowered, and financially invested in their health and well-being than ever before. Technology has also made today's patients as savvy and informed as ever. Additionally, providers, payers, and policymakers are faced with rising costs, increasing demand, and other pressures as the U.S. healthcare ecosystem transitions to a value-based system. Thus, it is critical to engage key stakeholders and incorporate their perspectives earlier in development phases in order to ensure that provider organizations deliver healthcare products that are producing maximum value and quality, increasing access, and reducing costs for patients.



**AN AVERAGE OF
26% OF AMERICANS
REPORTED BARRIERS
THAT RESTRICTED THEIR
ACCESS TO CARE**



“CHI's educational sessions are great because attendees can connect with others, exchange ideas, and learn the latest insights about healthcare that can be put into practice. The ideas and insights are very valuable.” – Dr. Owen Garrick, MD, MBA, President & COO, Bridge Clinical Research



DIVERSITY, INCLUSION, & LIFE SCIENCES SYMPOSIUM

The 6th annual Diversity, Inclusion, & Life Sciences Symposium, which was on 6/22/16 in Chicago, is the world's leading educational event focusing specifically on diversity and inclusion in the health sector. The symposium brings many of the country's leading healthcare executives and professionals, patients, entrepreneurs, policymakers, researchers, scientists, technologists, academics, and service providers together to discuss how to make the health sector more diverse and understand how to better serve different patient groups. Panel discussions included How Does Diversity & Inclusion Drive Innovation, Understanding Obstacles to Clinical Trials & Healthcare for Underrepresented Populations, and Addressing the Talent Gap: How to Attract, Retain, & Promote Minorities.



Click to watch video recap or visit chisite.org



**AFRICAN-AMERICANS
REPRESENT 12%
OF U.S. POPULATION
BUT ONLY 5% OF
CLINICAL TRIAL PARTICIPANTS**

The symposium also featured a distinguished welcoming addresses by Ms. Erica Dhawan, Founder & CEO of Cotential, bestselling author, and renowned strategist & keynote speaker, and a distinguished keynote addresses by Dr. Linda Scarazzini, Vice President of Pharmacovigilance & Patient Safety at AbbVie.

“CHI’s Diversity Symposium was an incredibly valuable and thought-provoking experience that allowed healthcare and diversity experts to discuss best practices and innovations for facilitating diversity and promoting inclusion in healthcare” – Dr. Tom Summerfelt, PhD, MS, Vice President of Research & Innovation at Advocate Health Care



HEALTHCARE EXECUTIVE ROUNDTABLE DISCUSSION

Our 4th annual Healthcare Executive Roundtable How Does Patient Engagement Drive Value? which was in New York on 10/13/16, was an intimate, expert roundtable discussion for healthcare executives, patients, and key opinion leaders to discuss how patient-engagement drives healthcare value. The 21st-century healthcare landscape is

characterized by a consumer-driven, patient-centric model of care delivery, with patients, their caregivers, and advocacy groups playing a vital role in today's healthcare ecosystem. Patients and their families are taking an active role in their healthcare and proactively interacting with providers and other



healthcare stakeholders to improve health and wellness. The roundtable helped healthcare stakeholders optimize engagement, communication, and collaboration.

The educational roundtable also focused on pragmatic and actionable ideas designed to empower organizations to understand the intersection of patient engagement and healthcare value, as well as help healthcare stakeholders build open and collaborative relationships to positively impact healthcare delivery and outcomes.



“The Healthcare Executive Roundtable on Patient-Centric Healthcare Value was excellent. The quality of the program and the expertise of the other executives added extreme value to the experience. It was an excellent use of my time.” – Matt Portch, Team Lead Commercial Effectiveness, Pfizer

Diversity, Inclusion, &
Life Sciences Symposium
Understanding Access & Unlocking Value

Wednesday, June 10, 2015
8:30AM - 3:45PM CST
131 S. Dearborn St. | Suite 2400
Chicago, IL, USA 60603

5th Annual

Center for
Healthcare
Innovation

The Value of Novel
Interventions on Hepatitis C

A study paper on the impact of novel interventions and
cost issues of new interventions on Hepatitis C
By the Center for Healthcare Innovation



Understanding Value in a Consumer-
Oriented, Patient-Centric Era
An Executive Roundtable Discussion

Thursday, October 15, 2015 | 1:00PM - 5:00PM EST
Edelman | 110 Broadway Street | New York, NY, USA 10013

OUR RESEARCH

THE PHARMA & ACO RELATIONSHIP

A white paper on the relationship between the global biopharmaceutical industry and Accountable Care Organizations (ACOs)



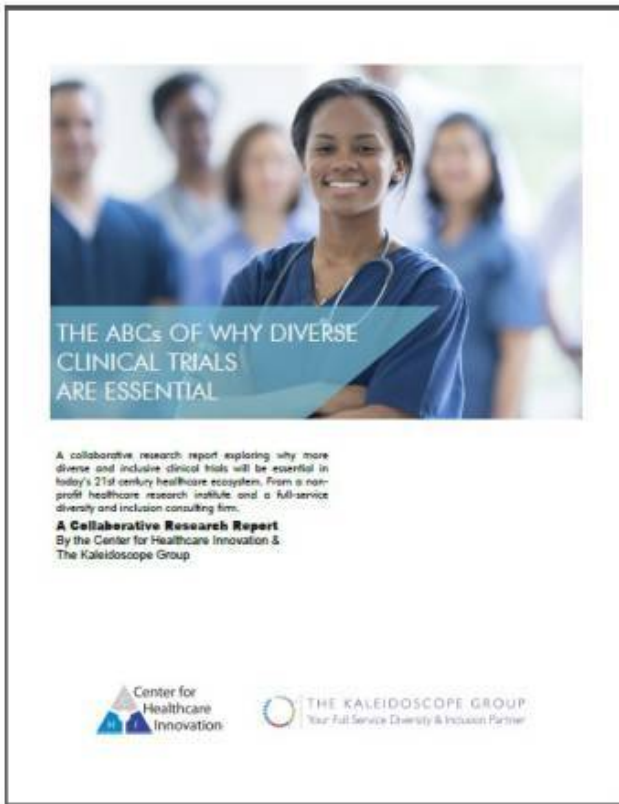
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costly and often avoidable, suggesting that the way we treat patients initially, track them once they leave the hospital, and treat them upon readmission remains one of the most powerful points for innovation in the ACO and healthcare landscape today. Here, we discuss triumphs and transgressions of the pilot initiatives, identify potential innovations to the system, and evaluate the evolving and ever-important relationship with the biopharma sphere. At CHI, we aim to help these stakeholders increase their knowledge and understanding of healthcare value, which we view as a function of quality, access, and cost. Thus, we decided to further explore the unique relationship between the global biopharmaceutical sector and Accountable Care Organizations. In this comprehensive white paper, we discuss these results and offer potential enhancements to the framework – namely a renewed focus on patient education and incorporation of technologies by the pharmaceutical industry to better monitor and treat patients.

The United States spends more on healthcare than many other industrialized nations while unable to compete with average measures of quality. Thus, American citizens often spend more for lower quality of care than other citizens around the world. There are several issues that factor into these deficiencies such as demographics, cultural differences, and notably population size that are beyond the scope of this paper. Our focus is the Accountable Care Organizations (ACOs) that were created out of the Patient Protection and Affordable Care Act (ACA) and introduced to improve access to quality care while simultaneously reducing costs. The Center for Medicare and Medicaid Services (CMS) defines ACOs as “groups of doctors, hospitals, and other healthcare providers, who come together voluntarily to give coordinated high-quality care to their Medicare patients.” To be successful, ACOs are employing several initiatives that implement strategies to reduce the number of patients that return to the hospital after being discharged. Studies have shown that hospital readmissions are extremely

A photograph of several blue and white capsules scattered on a US dollar bill, with a blue semi-transparent banner overlaid at the bottom containing the title.

THE PHARMA & ACO RELATIONSHIP



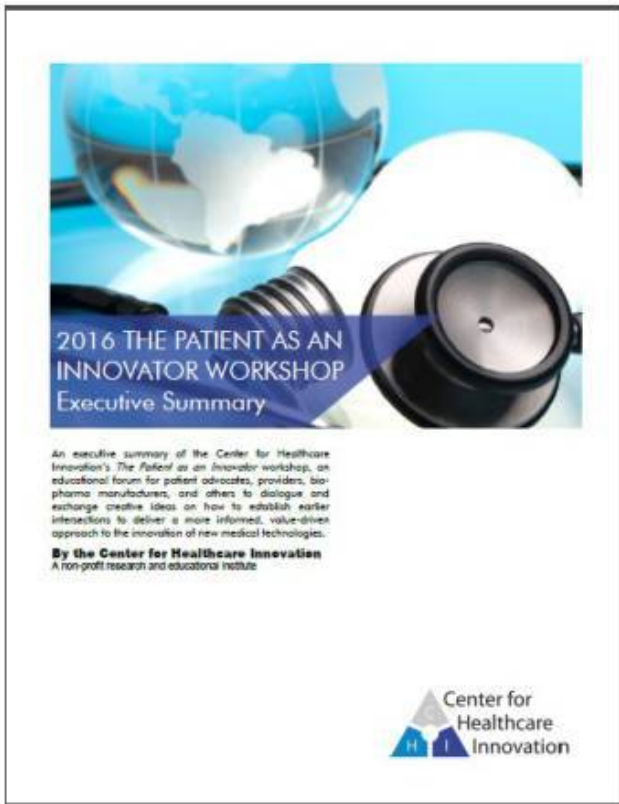
This white paper explores diversity and inclusion in clinical trials to help biopharmaceutical organizations understand the importance of making clinical trials more diverse. The biopharmaceutical industry can bring value to their businesses as well as the community by understanding the ABC's of why diversity in clinical trials is essential. First "Altruism" (A) can ultimately benefit biopharmaceutical companies. For-profit biopharmaceutical organizations have a responsibility to shareholders, but these organizations are also increasingly understanding that making the world a better place is good for business. More organizations are valuing corporate social responsibility (CSR), as it is also good for the bottom line, and this is particularly important as biopharmaceutical companies attempt to make the historically exclusive clinical trial ecosystem open to diverse

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patient populations. Next "Better Science" (B) is important for clinical trials as greater diversity in sample sizes of clinical trials means better data. More diverse samples can show any variations in responses and effectiveness of the drugs concerning differences in race/ethnicity or gender. And it has also been suggested that more diverse data samples can increase the probability of FDA approval. Finally, "Changing U.S. Demographics" (C) indicates that the racial/ethnic minority of the U.S. is rapidly changing, and biopharmaceutical organizations cannot continue taking a "one size fits all" approach to marketing and selection. It's particularly important to understand cultural variables when branding and marketing to certain groups, as the U.S. is expected to become majority-minority nation by 2043. This report explores the "ABCs" of diversity in clinical trials, and why it is important in the 21st century.



**THE ABCs OF WHY DIVERSE
CLINICAL TRIALS ARE
ESSENTIAL**



This executive summary stems from the Center for Healthcare Innovation's Patient as an Innovator workshop, an educational forum for patient advocates, providers, biopharma manufacturers, and others to dialogue and exchange creative ideas on how to establish earlier intersections to deliver a more informed, value-driven approach to the innovation of new medical technologies. The workshop featured some of the leading patient advocates, providers, biopharma and device manufacturers, and policymakers gathered to discuss patient-driven healthcare innovation. This executive summary captures some of the actionable insights, ideas, best practices, and new perspectives from the workshop's distinguished speakers, panelists, and other experts. It is meant to serve as a summary of the innovative ideas and insights regarding patient-driven healthcare innovation. We hope it can be a resource for you and your organization as you think about patient-driven healthcare innovation in the 21st century.

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for you and your organization as
innovation in the 21st century.

**THE PATIENT AS AN
INNOVATOR EXECUTIVE
SUMMARY**



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to Clinical Trials & Healthcare for Underrepresented Populations, and Addressing the Talent Gap: How to Attract, Retain & Promote Minorities. The symposium also featured a distinguished keynote address by Dr. Linda Scarazzini, Vice President of Pharmacovigilance and Patient Safety at AbbVie, and a distinguished welcoming address by Ms. Erica Dhawan, Founder & CEO of Cotential. This executive summary captures some of the insights, ideas, best practices, and new perspectives from the symposium's distinguished speakers, panelists, and other experts. It is meant to serve as a summary of the innovative ideas and insights regarding diversity and inclusion for healthcare and the life sciences. We hope it can be a resource for you and your organization as you think about diversity in the 21st century.

This executive summary stems from the 6th annual Diversity, Inclusion, & Life Sciences Symposium, which took place in Chicago, IL, USA on June 22, 2016. The symposium is the world's leading annual event focusing on diversity and the life sciences. It is an interactive and collaborative forum for life science and healthcare executives, entrepreneurs, policymakers, researchers, scientists, technologists, academics, and service providers to discuss best practices, challenges, and opportunities at the crucial interface of diversity, healthcare, and the life science industry. The symposium featured some of the world's leading healthcare, life science, and diversity experts coming together in a collaborative setting to discuss the most pressing diversity issues facing the healthcare and life sciences industries in the 21st century. Panel discussions included How Does D&I Drive Innovation, Understanding Obstacles



**DIVERSITY, INCLUSION &
LIFE SCIENCES SYMPOSIUM
EXECUTIVE SUMMARY**



Healthcare Challenges & Opportunities in
Mid-Sized Cities Educational Workshop
Executive Summary

An executive summary of the Center for Healthcare Innovation's
Healthcare Challenges and Opportunities in Mid-Sized U.S. Cities
Educational Workshop



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patient populations, (3) social determinants of health, (4) mental health, and (5) patient education and awareness. The final section of this executive summary summarized some opportunities to overcome these challenges.



**HEALTHCARE IN MID-SIZED
U.S. CITIES
EXECUTIVE SUMMARY**



GOALS TODAY

- Propul fundraising forward
- Build BOARD COOPERATIONS
- Grow CHH CAPACITY
- VIEW REQUIRED RESOURCES
- TIME STRUCTURE
- IS'S STRATEGIC

Develop A Strategy



Dr. Bruce Bloom
President of Core Value Health

Mr. Joseph Guzman

Mr. Julian Pryor III

Mr. Joseph Chang

OUR OTHER INITIATIVES



Special Strategic Retreat

On June 23, 2016, CHI organized a special strategic retreat with our full CHI Board of Directors and healthcare and community leaders to determine what initiatives, research, and educational programs will have the greatest impact on healthcare value for all stakeholders, including maximizing care quality and improving access to care.



Daily Herald

Big Picture . Local Focus

Healthcare changes could destroy Illinois science sector

Guest Columnist

University of Illinois researchers just developed a drug that attacks a deadly form of childhood cancer. The therapy targets the cancer's genes and directs them to "self-destruct."

Medical innovations like this take place in the Prairie State all the time. But Illinois' drug industry is now in a vulnerable position. Some lawmakers in

Thought-Leadership, Blogs, Op-Eds, & Social Media

CHI offers the latest healthcare value insights, ideas, and trends via a variety of outlets. This year, we tackled such topics as defining patient-centricity, diversity in the health sector, drug pricing, pharmaceutical collaboration, and other pressing issues. Objectivity and quality are hallmarks of CHI, and they are helping us tackle some of the most important issues affecting healthcare.

THE SCIENCE RUNWAY

SHINING A SPOTLIGHT ON ROLE MODELS IN HEALTHCARE AND THE LIFE SCIENCES TO INSPIRE THE NEXT GENERATION OF WOMEN TO JOIN THE INDUSTRY.

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ENTER THE RUNWAY

For every six men in the healthcare & life sciences industry....



...there are only four women.



MEN



45%

55%

62%

63%



VS

WOMEN



55%

45%

38%

37%

Bachelor's Degrees

Doctoral Degrees

Employment in Industry

Postdoctoral Study



Employment In Industry



As women approach high level management in the life science fields, their numbers shrink.

Female Hospital CEO's



18%

Female Pharma & Biotech CEO's



12%

Female Healthcare CEO's



4%



Employment In Academia



As women advance in rank from associate professor to full professor, the number of women decreases.

Female Assistant Professors



44%

Female Associate Professors



38%

Female Professors



22%

The Science Runway is a website specifically designed to attract young girls to careers in healthcare and life sciences by showcasing women who have successfully created careers in a variety of roles. The heart of the Runway is a robust, searchable portal containing pictures, profiles, and SR-exclusive interviews with leading women executives, entrepreneurs, investors, scientists, and policymakers. The goal is to grow the portal into a resource for females of all ages who are seeking guidance and mentorship on entering, remaining, and thriving in the healthcare and life science sectors. Please visit thesciencerunway.com for more information.

OUR 2016 IMPACT



400

HEALTHCARE STAKEHOLDERS
ATTENDING EVENTS



1,900

RECIPIENTS OF RESEARCH
REPORTS & WHITE PAPERS



33%

INCREASE IN 2016
STAKEHOLDERS

SUPPORTING INNOVATION

CHI offers our deepest gratitude to all the generous supporters who assist our efforts to make the world a healthier place through communication, education, training, symposia, reports, and research. We would like to give special thanks for the support, donations, gifts, and resources made by the following supporters:

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