

**Disrupting Health Care from the Inside:
Lessons from Amazon**
June 9, 2017

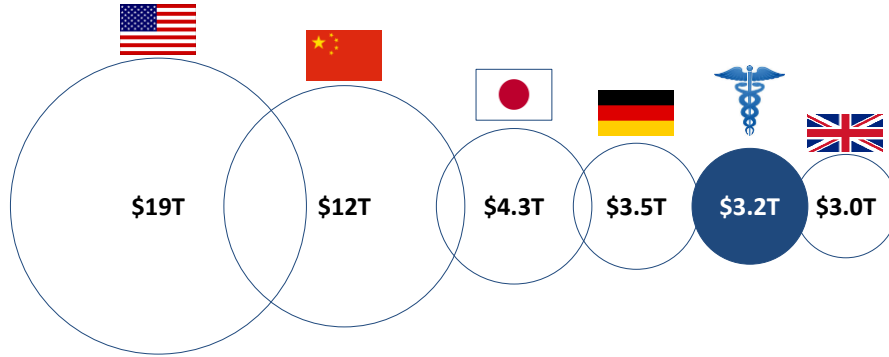
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Providence St. Joseph Health Digital

- Applying Amazon Thinking to Health Care
- PSJH Digital Organization, Prioritization & Governance
- Digital/Consumer Strategy
- Providence Ventures

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#1 Focus on Innovation that Will “Move the Needle” at Scale



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#2 Innovate at the Ends of an Industry Value Chain: Creators and Consumers



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#2 Innovate at the Ends of an Industry Value Chain: Creators and Consumers



If we don't disrupt our own business, somebody will...

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#3 Focus On Things That Matter to Customers and Won't Change



- Lower Prices
- Broader Choice
- Convenience



- Lower Costs
- Better Outcomes
- Patient/Clinician Experience

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#4 Focus on 5 P's of Innovation

<u>Purpose:</u>	Growth as a Visionary Agenda
<u>People:</u>	Hire and Develop the Best
<u>Process:</u>	Experiment, Scale, Repeat
<u>Product:</u>	Built to Evolve (Quickly)
<u>Platform:</u>	Open to Others to Build Upon

From: The Operating Model That Is Eating The World; Aaron Dignan

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#5 Be a "Day 1" Company

1. True Customer Obsession
 - Experiment to Delight Customers
 - Fail Fast, Cheap and Learn
2. Resist Proxies to Understanding Customers
 - Following Process Blindly vs. Doing What's Best for Customers
 - Market Research
3. Embrace External Trends
 - Ex. Machine Learning/AI
4. High-Velocity Decision Making
 - One-Way Door or Reversible?
 - 70% of Information
 - Disagree and Commit
 - Escalate

From: Amazon 2016 Shareholder's Letter

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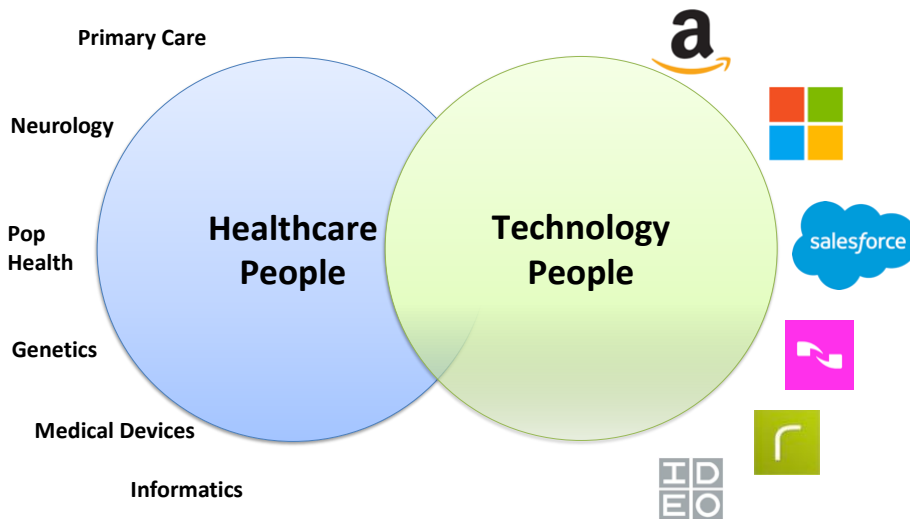


PSJH Digital:
Discover Important Digital Innovations,
Demonstrate They Work, and
Bring them to Scale

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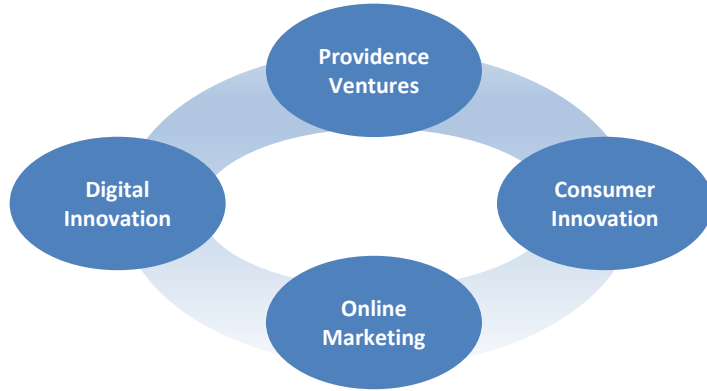


People: Technology + Health Care



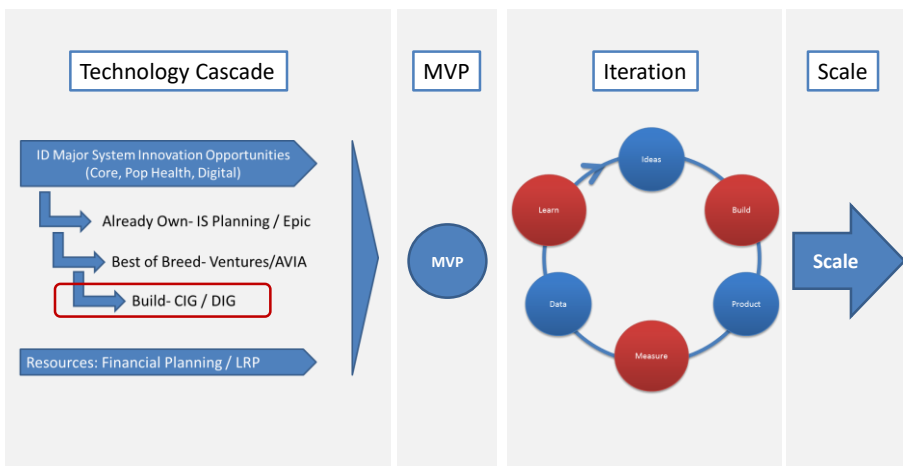
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PSJH Digital: 4 Teams



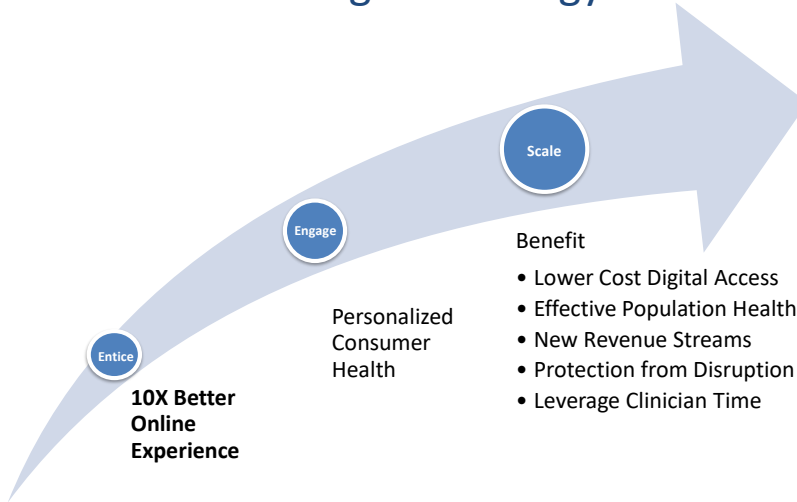
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How We Build Products



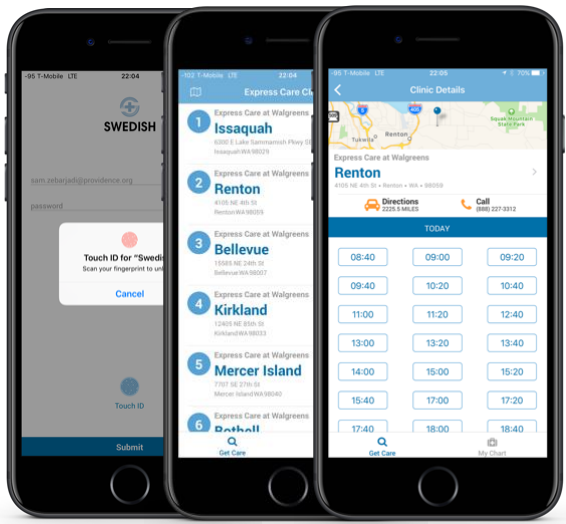
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PSJH Digital Strategy

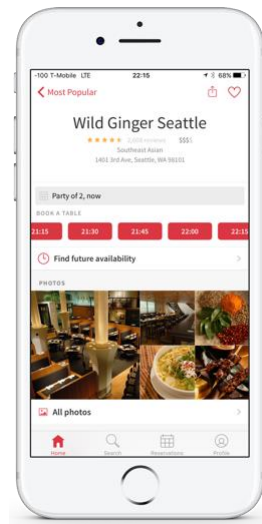


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10X Better Digital Experience: Make It Familiar



Swedish App



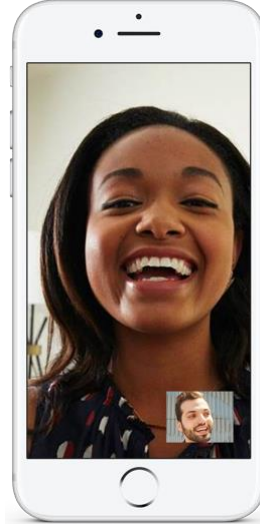
OpenTable

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10X Better Digital Experience: Make It Familiar



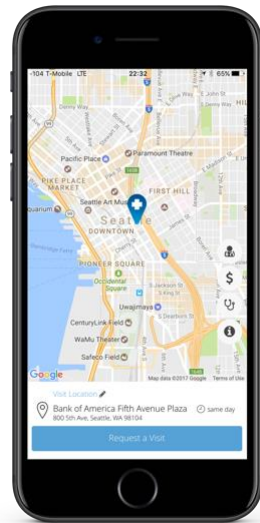
Express Care Virtual



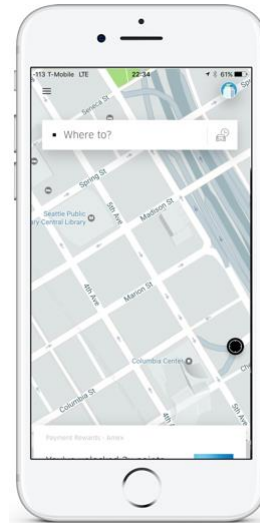
FaceTime

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10X Better Digital Experience: Make It Familiar



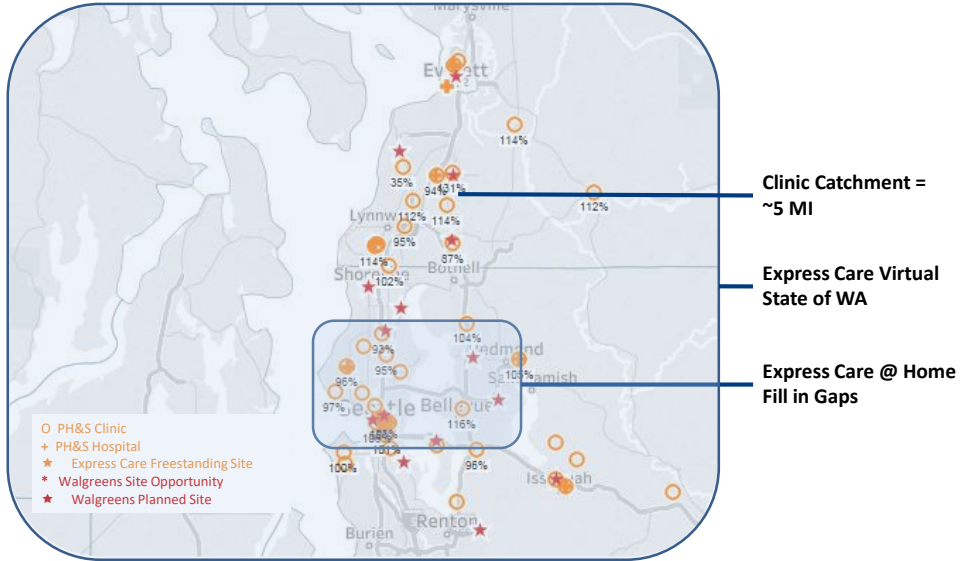
Express Care At Home



Uber

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Make Care Available Everywhere



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The Convenient Patient Centered Medical Home

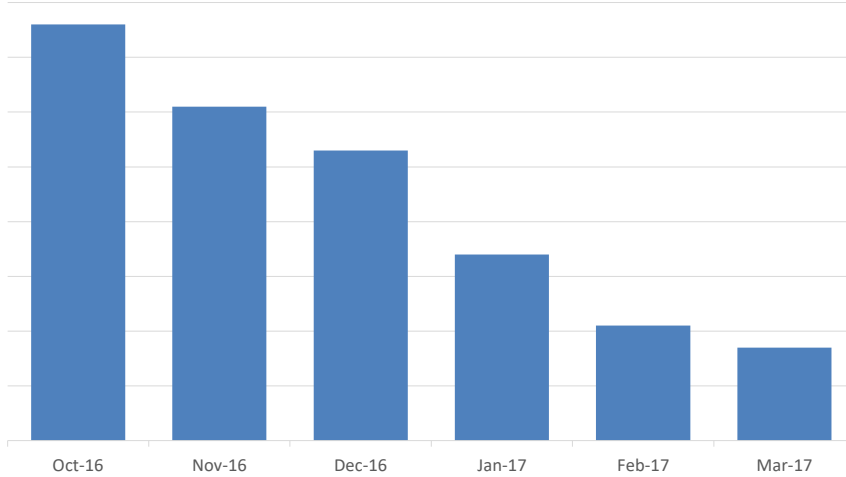


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Effective Digital Marketing is a Requirement



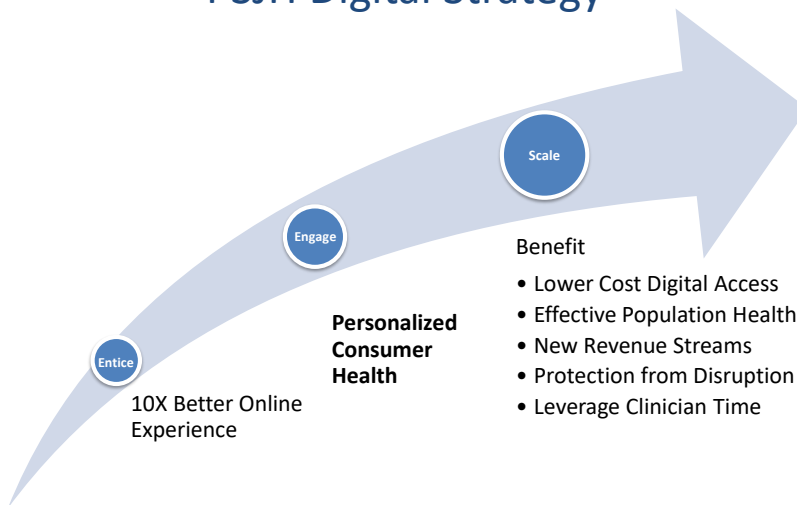
Express Care CPA through SEM
(Cost-per-Acquisition)



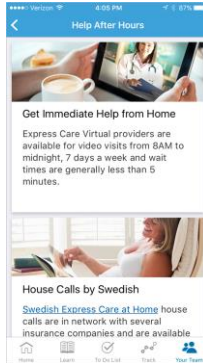
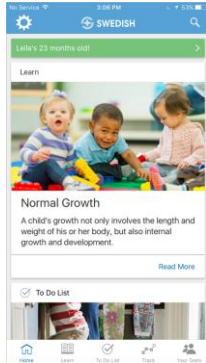
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PSJH Digital Strategy



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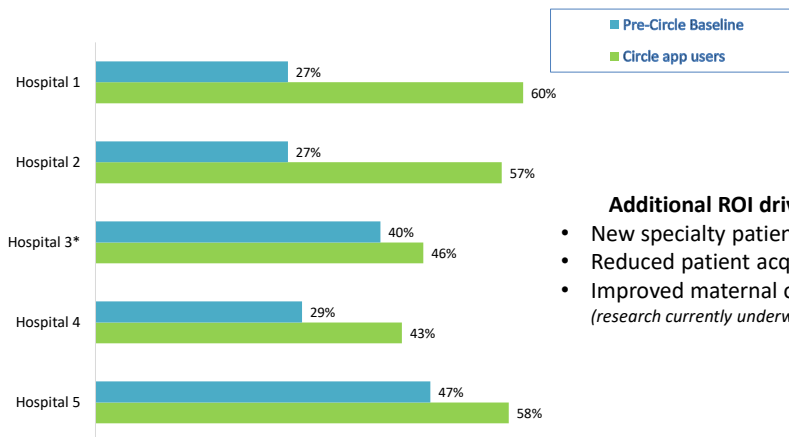
- Health information personalized for your family.
- Easy access to us when and where you need it.
- Trusted resources to help raise your family.



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% of newborns retained - Providence

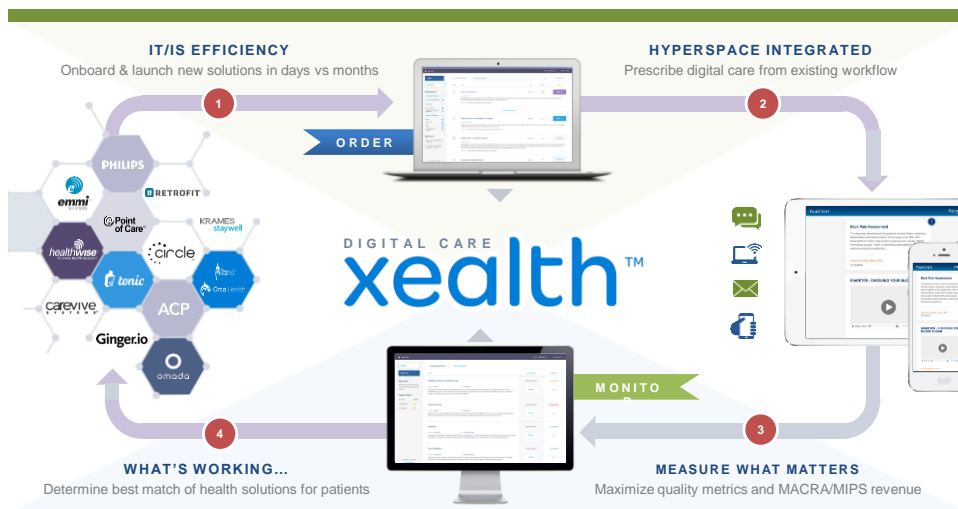


- Additional ROI drivers:**
- New specialty patients
 - Reduced patient acquisition cost
 - Improved maternal outcomes
(research currently underway)

*Family practice clinics near hospital 3 are at capacity; data from 4/19/17

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Consumer Engagement Xealth: Prescribing Digital Care

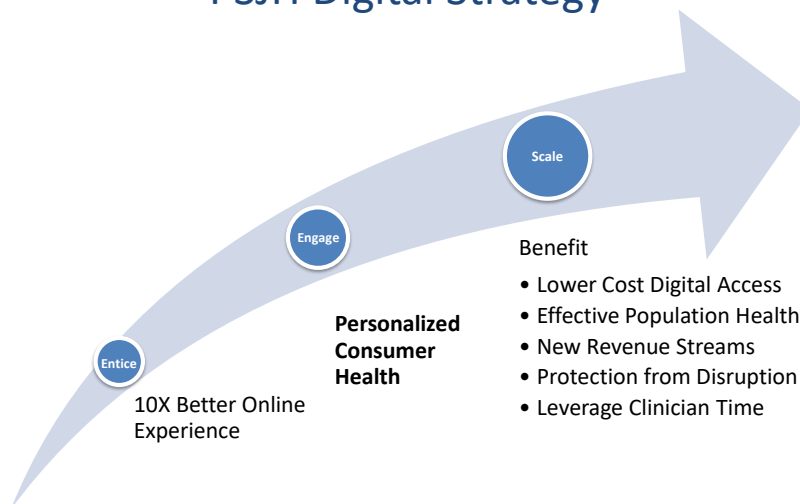


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PSJH Digital Strategy



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Q&A

Email: aaron.martin2@providence.org

Twitter: @aaronmartinf

Linkedin: [linkedin.com/in/aaronmartinf](https://www.linkedin.com/in/aaronmartinf)

Blog: www.providenceventures.org/blog