Promoting innovation from within

Singapore Healthcare Management Congress
August 14-16, 2018

Michael J. Dowling
President and CEO
Creativity and innovation flourish in a climate of trust.
Context

The organizational culture and structure
• Organization vision – what you desire to be
• An integrated/interdisciplinary structure
• Taking the long-term view

The benefits of size and scale
• The ability to share, cross fertilize, test and take risk
• Diversity of entities, culture and perspective

The importance of leadership style
• Challenging the status quo
• Allowing for democratization of new ideas
• Allowing for failure
• Promoting trust

Having the ‘right’ people in the ‘right’ places
• Who you recruit
• Who you choose as leaders (non-traditional expertise)
• Importance of middle managers and supervisors

The importance of challenging management ‘viruses’
• Tradition vs. old ways
• Analysis paralysis
• Stifling bureaucracy
• The need (often) to bypass normal chain-of-command

Innovation is about culture
Initiatives/programs

• Six Sigma/Lean projects
• VATS: Value analysis teams
• The “Idea” forum
• The President’s Awards
  - Service
  - Teamwork
  - Innovation
• Shark Tank
Initiatives/programs

- Six Sigma/Lean projects
- VATS: Value analysis teams
- The “Idea” forum
- The President’s Awards
  - Service
  - Teamwork
  - Innovation
- Shark Tank
Bioelectronic Medicine
Using cutting-edge medicine and technology to target a wide range of debilitating diseases and injuries

THE TARGET
Molecular biologists identify ‘targets’ of disease or health

THE SIGNAL
Neuroscientists identify the neural pathway to manipulate the target

THE DEVICE
Engineers and computer scientists design a device to modulate the appropriate pathway
True North – the journey

2006: North Shore Enterprises
Established in 2008 as North Shore-LIJ Alliance
2014: Organized to be a major service provider

2008: GPO

2009: VIVO Health
First Vivo Health Pharmacy opens at North Shore Hospital
2013: First specialty pharmacy program launched

2014: Central sterile
2014: Joint Venture with Synergy Health Northeast
2018: Central sterile operations to initiate at Bethpage, NY facility

2015: Ventures Investments
2015: Initiated venture team
2016: Formation of Formativ
2018: First exit related to Avizia

2016: Pharma Ventures
Formed in 2016 to develop strategic partnerships with industry

2017: Business and advisory services
Launched in Brooklyn as part of NYS study
Staffed by internal Northwell subject matter experts

2018: True North
True North Healthcare Solutions, LLC formed as a separate for-profit entity to pursue growth opportunities
Northwell Ventures, Partnerships and Strategic Alliances

To identify and invest in novel technologies and business models that improve patient care and advance Northwell’s growth

<table>
<thead>
<tr>
<th>Company creation</th>
<th>Investments</th>
<th>Innovative partnerships</th>
<th>Research</th>
<th>Joint ventures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage internal assets for growth</td>
<td>Provide returns in areas of strategic interest</td>
<td>Develop new solutions with Pharma and Biotech</td>
<td>Leverage Northwell and Feinstein’s assets for research</td>
<td>Leverage investment and expertise to enter new markets</td>
</tr>
</tbody>
</table>

**Company Creation**
- Sanguistat, Inc
- healthfirst
- VIVO Health
- VRG
- OPTUM360°

**Investments**
- PEERBRIDGE
- PurpleSun
- Avizia
- VESTAGEN
- conversa
- CLARAPATH
- ARTERYs
- HealthReveal
- salaso

**Innovative Partnerships**
- Clinical Laboratory of New York
- zipdrug
- SIEMENS
- MINTEC
- CVS pharmacy
- synergyhealth
- OPKO
- the bump

**Research**
- Boehringer Ingelheim
- ICON
- MERCK
- Karolinska Institutet
- Cold Spring Harbor Laboratory
- United Therapeutics Corporation
- GE VENTURES

**Joint Ventures**
- Northwell Health
- Garden City SurgiCenter
- SkyHealth
- Melville Surgery Center
- GoHealth Urgent Care
- Suffolk Surgery Center
- Davita
“Only those who risk going too far can find out how far one can go.”

- George Elliot