



EvergreenHealth Case Study – Digital Innovation

2015 Innovation Program Overview



Elevor

About EvergreenHealth

- A public hospital district established in 1972; today, serve nearly 850,000 residents in northern King and southern Snohomish counties
- EvergreenHealth Kirkland includes a 318-bed medical center, 15-bed inpatient hospice facility, four medical specialty buildings and a Level III emergency department \$511.000 net revenue
- 10 primary care clinics, two urgent care clinics, free standing emergency department in Redmond and the largest Home Health and Hospice agency in the Puget Sound area
- More than 950 physicians within more than 80 specialties, including cardiac, oncology, surgical, orthopedics, neurosciences, women's and children's services, and pulmonary care
- Offer extensive community health outreach and education programs, anchored by a 24/7 Nurse Navigator and Healthline free consulting nurse and referral service receiving over 95,000 calls each year
- In March 2015, Valley General Hospital became EvergreenHealth Monroe, a 72-bed hospital with inpatient and emergency services

SERVICE AREA

Legend

 District Boundary

 EvergreenHealth Medical Center

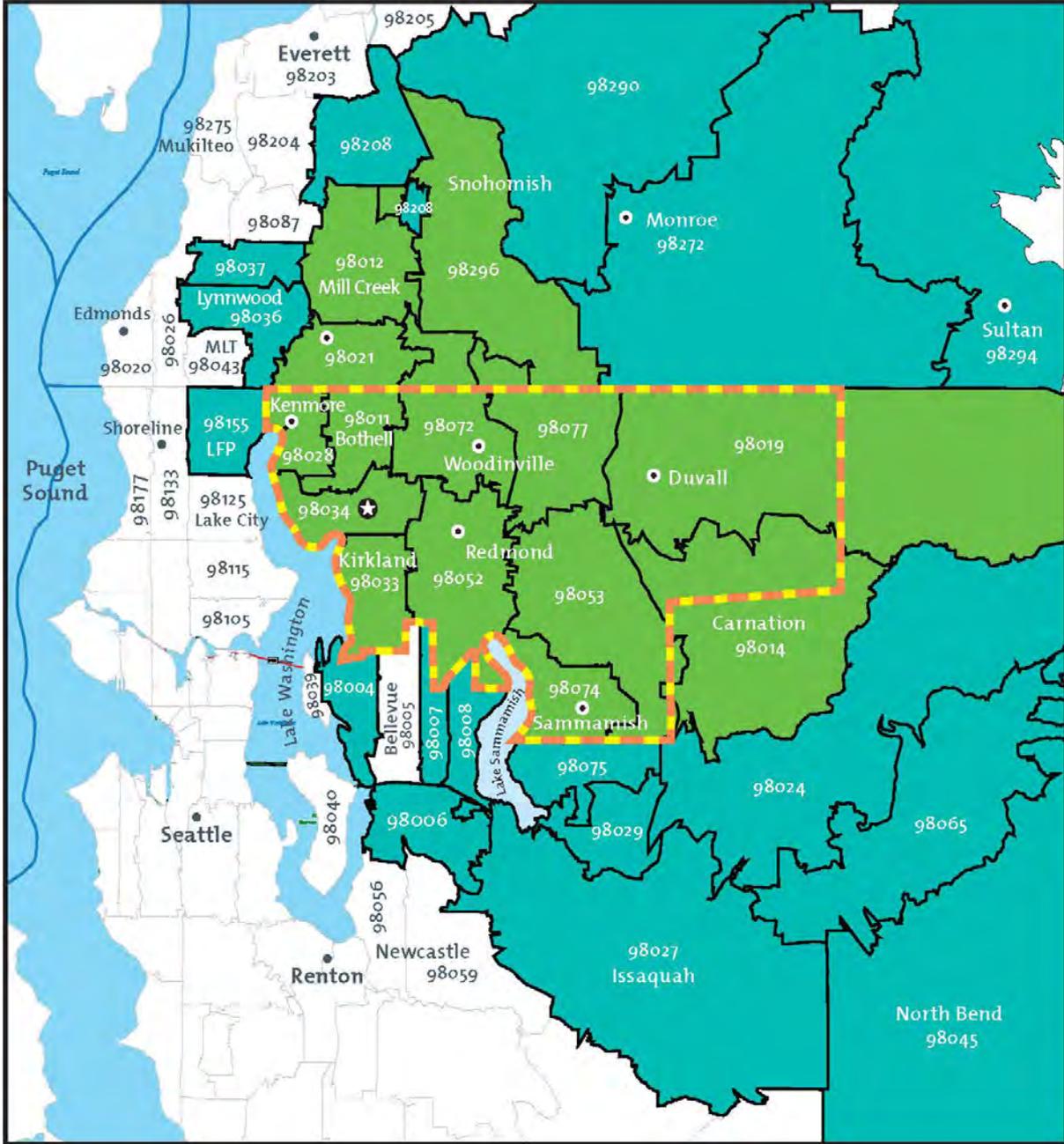
 EvergreenHealth Clinic Locations:

- Internal Medicine, Kirkland 98034
- Primary Care, Canyon Park 98021
- Primary Care, Duvall 98019
- Primary Care, Kenmore 98028
- Primary Care, Monroe 98272
- Primary Care, Redmond 98052
- Primary Care, Sammamish 98074
- Primary Care, Sultan 98294
- Primary Care, Woodinville 98072
- Signature Care, Woodinville 98072

 Primary Service Area

 Secondary Service Area

 = Total Service Area



Updated: 08/15



EvergreenHealth Awards & Recognition

Healthgrades

Healthgrades is the nation's leading provider of independent hospital ratings. A 5-Star rating is the highest given by Healthgrades

2015 Distinguished Hospital for Clinical Excellence
EvergreenHealth has been awarded the last 7 of 8 years

2016 America's 100 Best Hospitals for Specialty Care

Stroke Care

Critical Care

General Surgery (2 years in a row)

Pulmonary Care (3 years in a row)

Gastrointestinal Care (3 years in a row)

2016 Excellence Award

Neurosciences

Stroke Care (7 years in a row)

Pulmonary (6 years in a row)

Gastrointestinal Care (3 years in a row)

General Surgery (2 years in a row)

Critical Care (2 years in a row)

5-Star Rated for: ★★★★★

Small Intestine Surgeries

Respiratory Failure

Treatment of Pneumonia (11 years in a row)

Treatment of Stroke (7 years in a row)

Treatment of Sepsis (7 years in a row)

Treatment of Heart Failure (6 years in a row)

Treatment of COPD (5 years in a row)

Treatment of GI Bleed (3 years in a row)

Colorectal Surgeries (3 years in a row)

Treatment of Bowel Obstruction (2 years in a row)

Treatment of Pulmonary Embolism (2 years in a row)

Treatment of Heart Attack (2 years in a row)

Washington State Hospital Association

2015 Achieving Best Care Award

Honored for outstanding achievement in making health care safer by reducing patient harm in several key areas including catheter-associated urinary tract infection, central line-associated bloodstream infection, Clostridium difficile, surgical site infection, venous thromboembolism, as well as falls and early elective deliveries.

US News & World Report

For the third year in a row, U.S. News & World Report again named EvergreenHealth among the best hospitals in Washington – ranking our hospital No. 3 in the Seattle area and No. 4 in the state.



425 Magazine's 2015 "Best Hospital"

Voted by the readers of 425 magazine, 3 years in a row.



EvergreenHealth Key Technology Investments

- Electronic Health Record
- Patient Portal including video visits
- Integrated medication dispensing cabinets and bar code scanning
- Home Health/Hospice system and supporting technologies for the mobile worker
- Health Information Exchange
- Remote monitoring capabilities including video
- Population Health System
- Business Intelligence tool
- Telestroke

Key Drivers for investments

Drivers

- Safety and quality
- Efficiency
- Physician expectations
- Consumer expectations
- Meaningful Use
- Remote monitoring capabilities
- Population Health System
- Business Intelligence tool

Key Limitations for innovation

Limitations

- Tyranny of the present
- Budgets
- Pace of change
- Vendor limitations and dependence
- IT skills

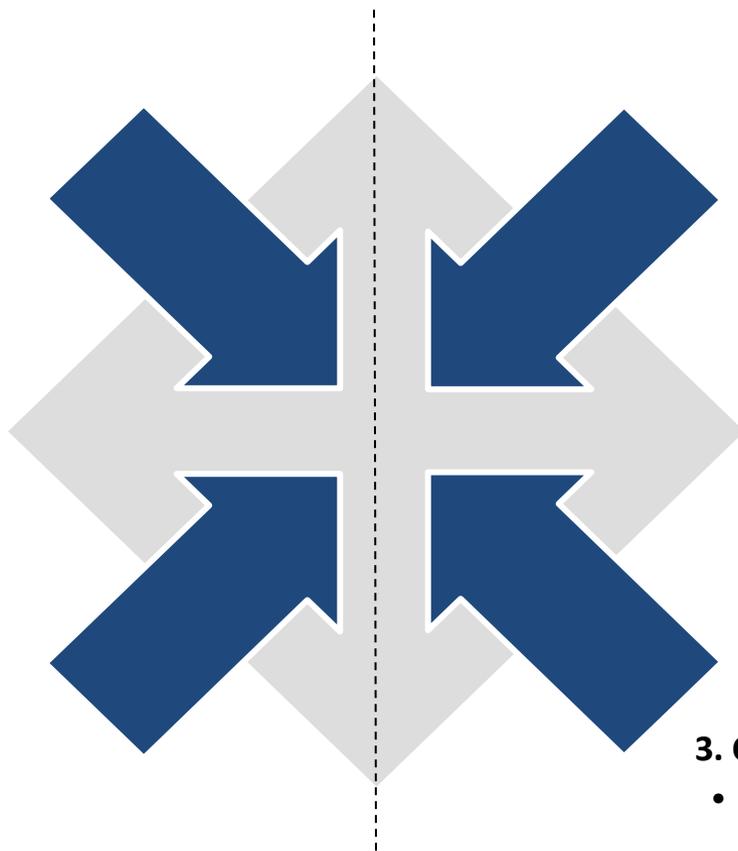
The convergence of changing customer expectation and emerging technology is shifting how healthcare companies engage with their stakeholders

Convergence of Changing Expectation and Emerging Technology

1. Consumerization Demand

- Patient loyalty is correlated with individualized attention, service quality, and cost considerations

Customer Expectation



2. Mobile Proliferation

- Mobile and digital assets have become a fundamental part of daily life, especially for the young and healthy

Emerging Technologies

4. Digital Health Investment

- Market surge in healthcare digital asset adoption, creates higher expectations for features and services

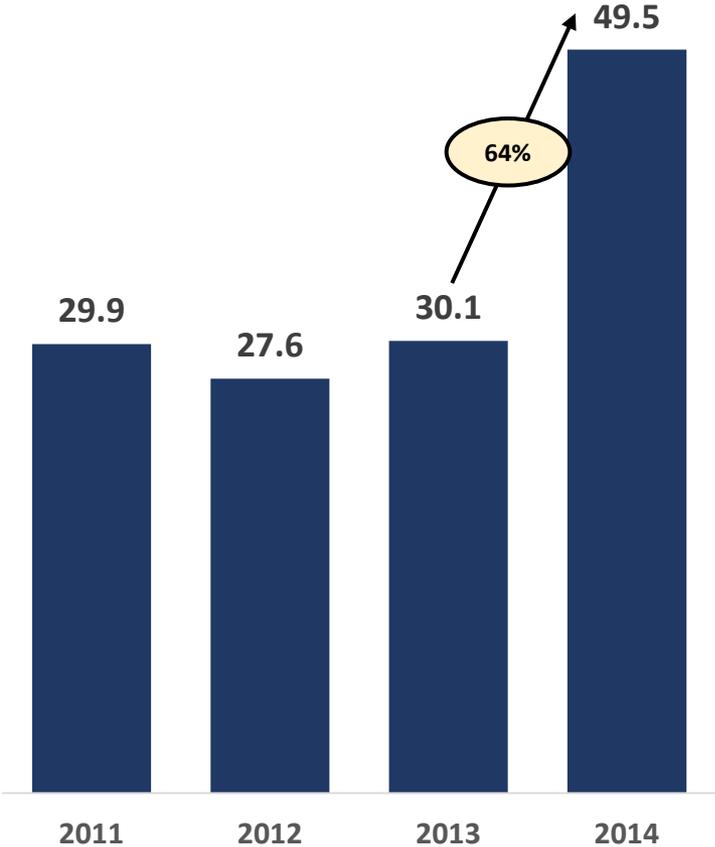
3. Cross-Industry Expectations

- Industries outside of healthcare have been rapidly adopting new digital assets to engage with their customers



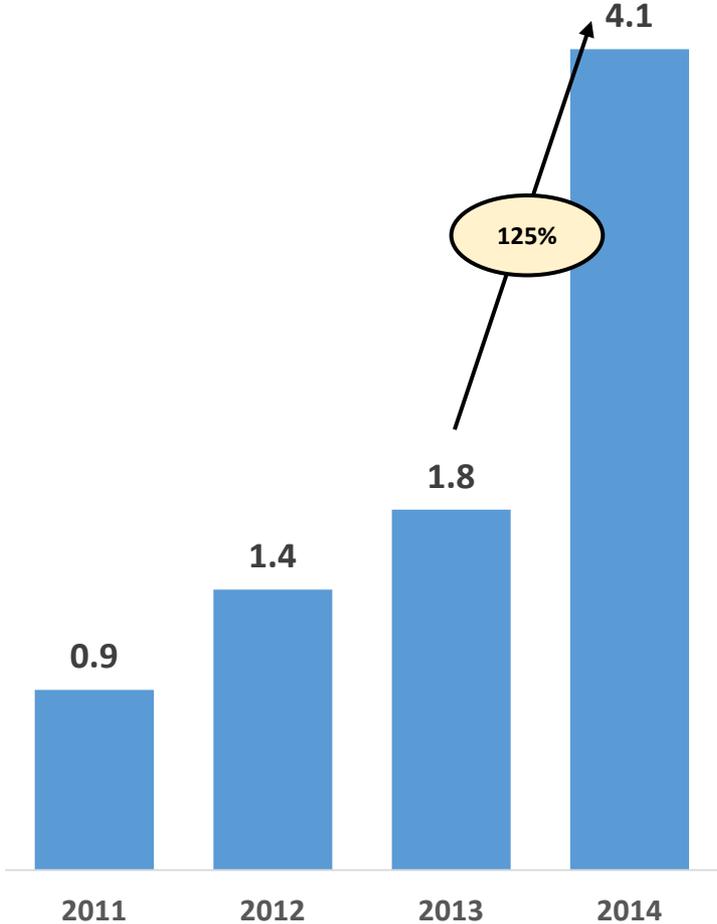
Digital health investments grew at double the pace of the overall venture funding industry from 2013 -2014

Venture Capital Investment (in Billions)



Source: PWC MoneyTree Report

Digital Health VC Funding (in Billions)

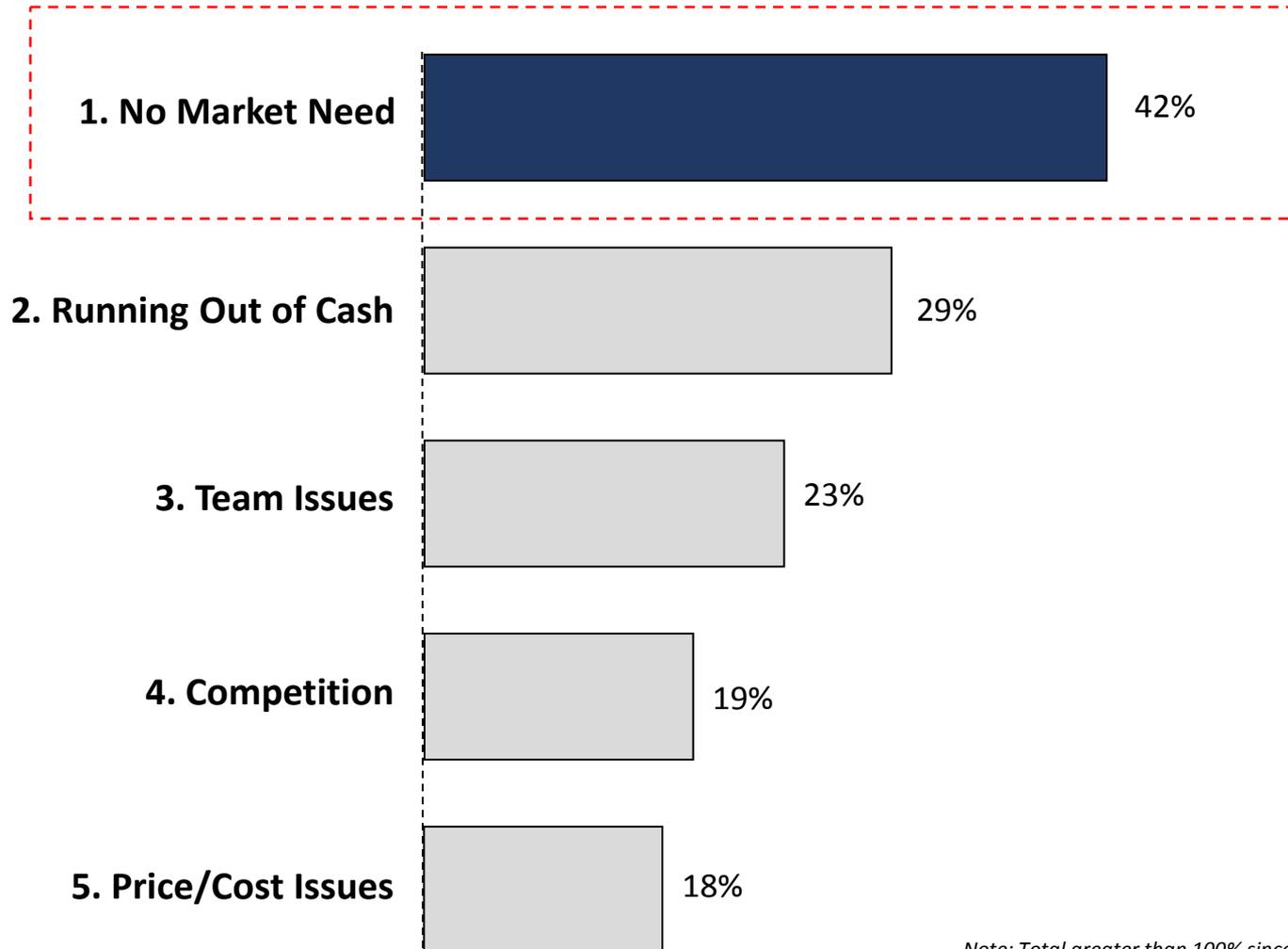


Source: Rock Health



But digital health startups still face the traditional challenges of entrepreneurship: finding a relevant market need is the top issue

Top 5 Reasons Why Startups Fail



Source: Fortune

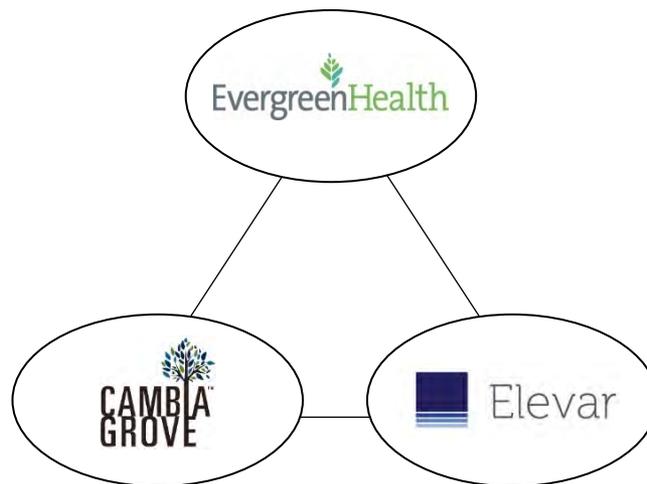
Note: Total greater than 100% since entrepreneurs surveyed could select >1 option



EvergreenHealth partnered with The Cambia Grove and Elevar to participate in a *digital innovation program* that addresses the challenges of enterprise and startups

Enterprise Challenges

- Enterprises have specific business challenges they need addressed through innovation
- Limited resources to access to innovation
- Limited relationship with the startup community



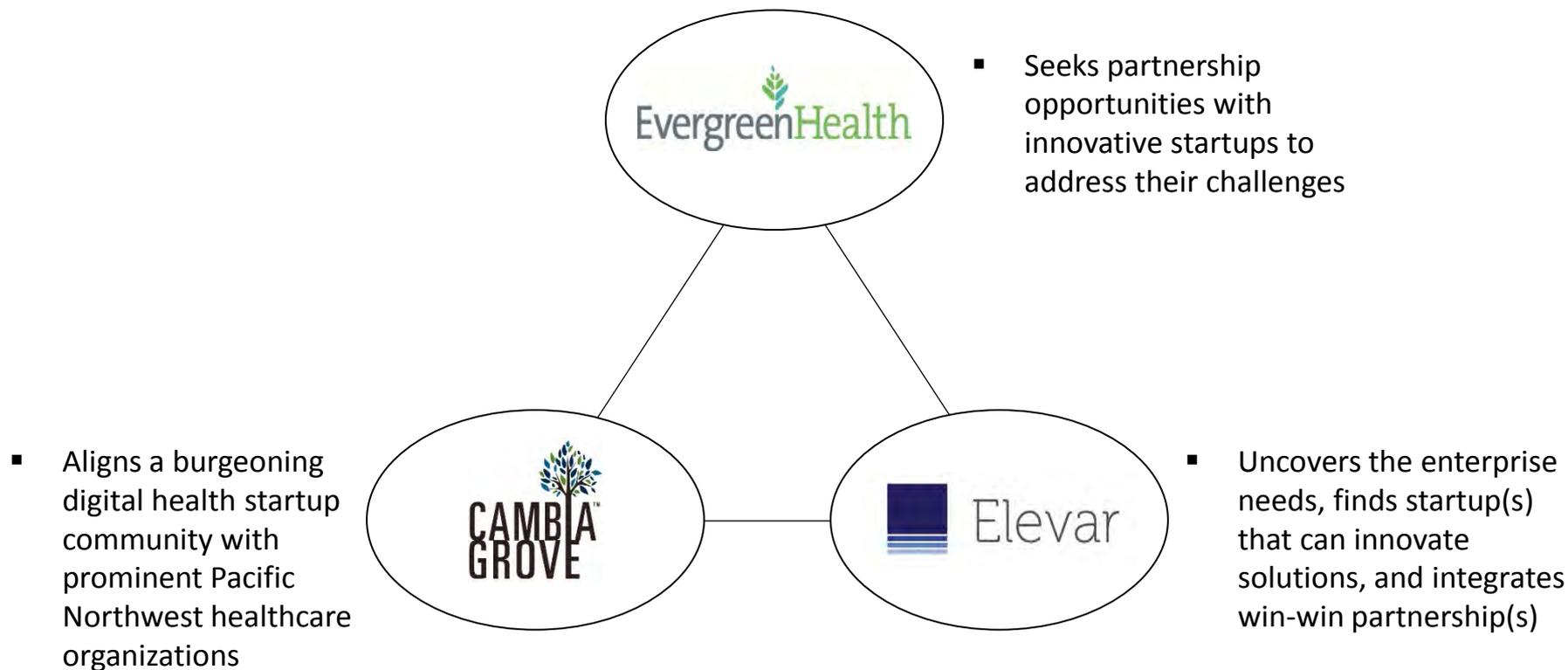
Startup Challenges

- Startups struggle to find a market need with product/market fit
- Weathering the long sales development cycle
- Gaining access to enterprise clients interested in being pilot customers



This partnership provided a different approach to bridging the gap between enterprise and startups in order to bring innovation to the healthcare sector

Purpose: To commercialize amazing innovations that address real industry needs



The innovation program consisted of a three-step process that first focused on EvergreenHealth's business needs in order to rapidly identify relevant startups

The program identified the nation's most promising digital health startups and aligned them with EvergreenHealth's most pressing needs

Elevar Labs

1

Uncover



Reverse Pitch Day™

- Elevar helped uncover EvergreenHealth's most relevant innovation needs
- Executives from EvergreenHealth 'reverse pitched' these needs to over 200 digital health entrepreneurs at The Cambia Grove

2

Innovate



Enterprise Challenge & LOI Day

- Elevar identified and sourced close to 100 relevant startups
- Through a rapid, exciting platform, startups competed to build innovative solutions customized to EvergreenHealth's needs (i.e. 'Shark Tank')
- EvergreenHealth executives participated in a two-day selection process to identify the winning startup(s) to pilot their solution

3

Execute



Implementation Planning

- Once the pilot contract was signed with the winning startup(s), implementation planning began
- Post-LOI, Elevar helps ensure a smooth, seamless implementation of the pilot(s)



EvergreenHealth pitched four problem statements to the digital startup community, which became the foundation to identify pilot solutions

Category

Problem Statement

1

Simplifying Health System Navigation for Patients

- How can EvergreenHealth make it **easier for patients to navigate** the healthcare system in order to **increase the patient's comfort, compliance, and experience**?

2

Improving Patient Engagement Between Doctor Visits

- What **tools and technologies** can EvergreenHealth utilize to improve clinical workload and **increase patient engagement between medical visits** with providers?

3

Improving Provider Tools and Experience

- How can EvergreenHealth **improve the provider user interface of EMRs** in order to improve the effectiveness of the provider and their ability to provide **best-in-class service to the patient**?

4

Creating Patient Context & A Personalized Patient Experience

- What solutions can EvergreenHealth utilize to **become the national leader in patient service experience** and gain visibility into the **patient's end-to-end experience** of their healthcare journey? How can EvergreenHealth **deliver consistent and streamlined patient care** while also creating a **personalized experience**?



EvergreenHealth executives then participated in a series of events working directly with the startups competing for a chance to land a pilot

Reverse Pitch Day™

- EvergreenHealth pitched **four problem statements** to over **200** entrepreneurs in Seattle at The Cambia Grove
- EvergreenHealth executives, venture capitalists, and health industry experts participated as panelists



Enterprise Challenge Day

- **16 startups** were selected from close to **100 applicants** to meet EvergreenHealth executives in a 'speed-dating' format
- EvergreenHealth selected the finalists that would go on to compete in LOI Day



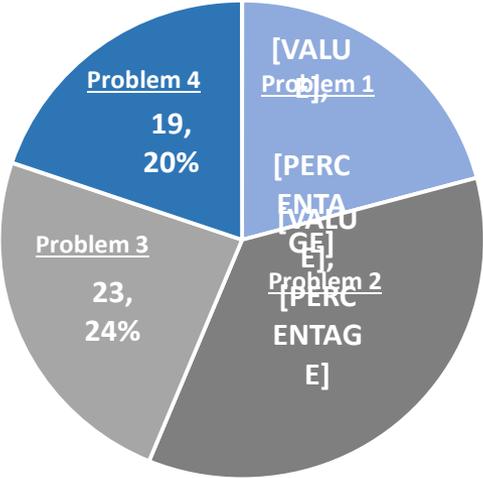
LOI 'Letter of Intent' Day

- **7 finalist** startups presented formal pitches of how their solution would address EvergreenHealth's problem statements in a 'Shark Tank'-style competition
- **One startup** was chosen to receive a Letter of Intent (LOI) for their pilot solution



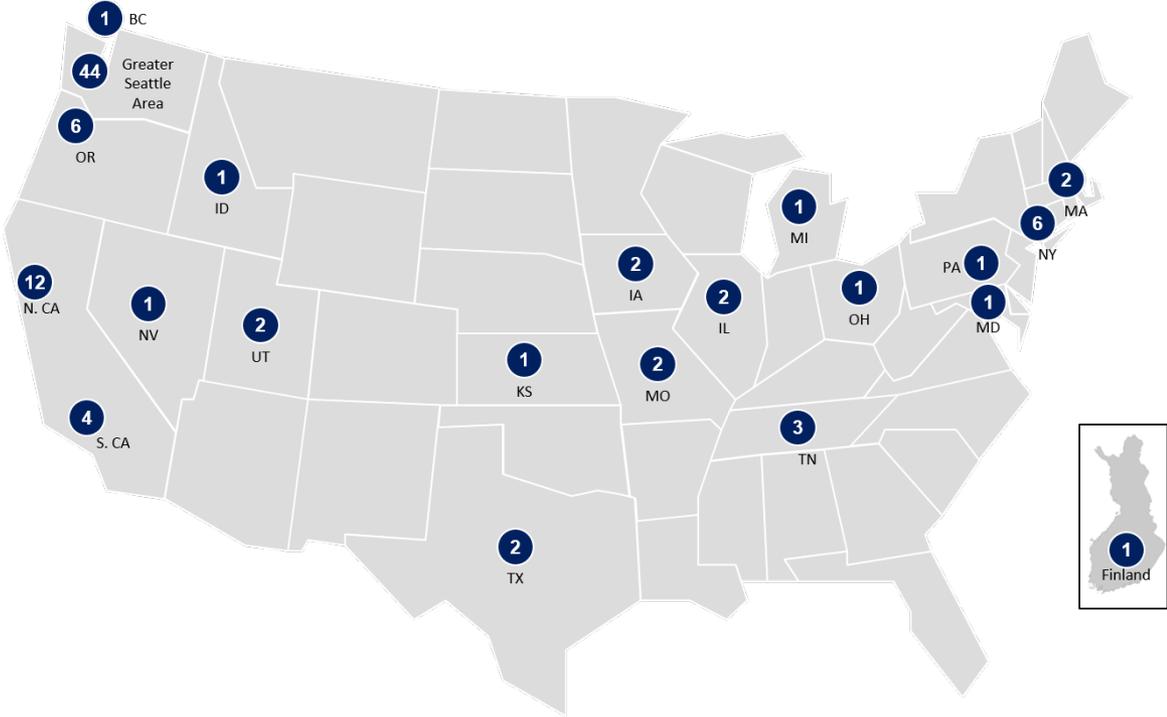
96 startups applied from across the US (and Finland!) and had fairly even interest in each of the four problem statements

Applications by Problem

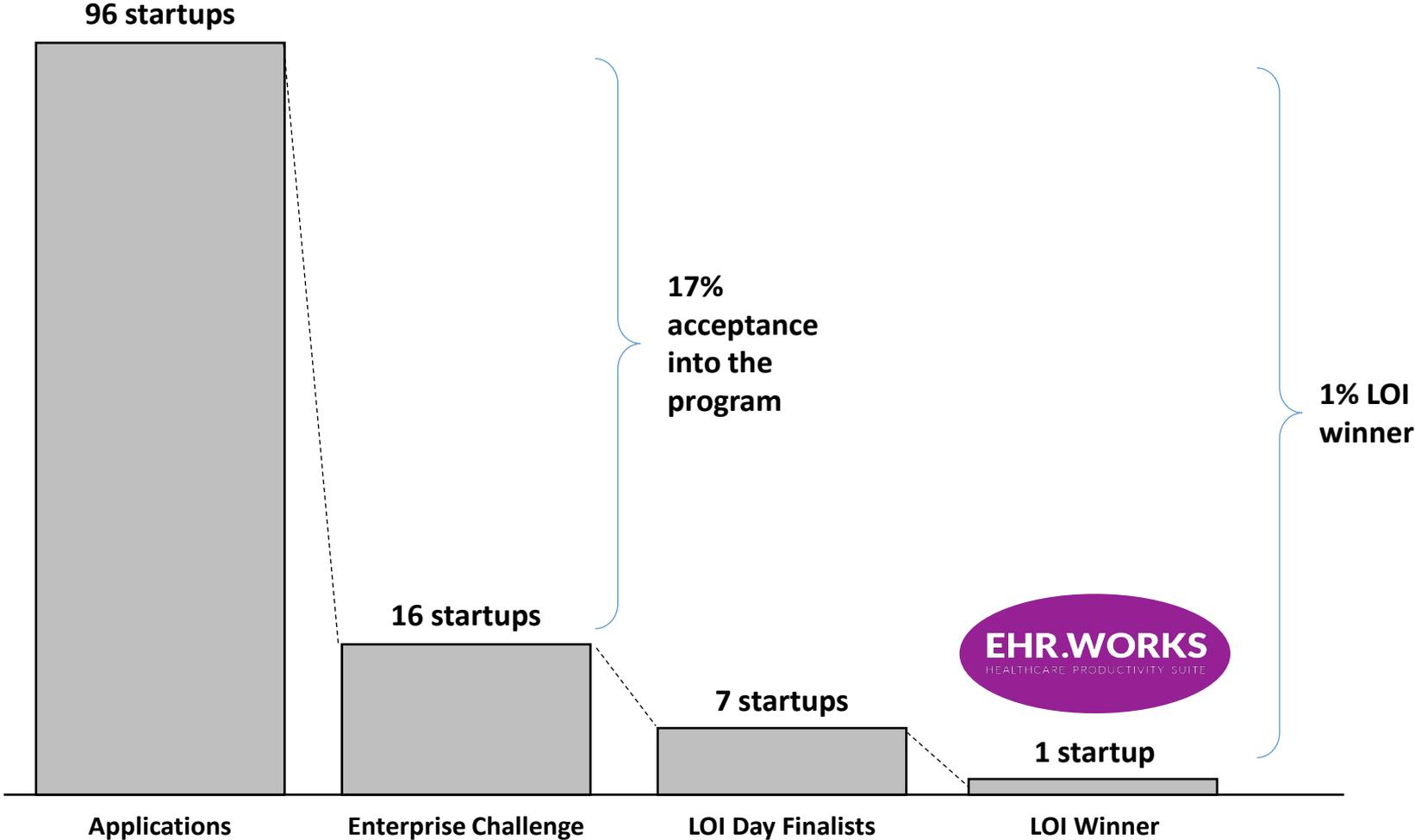


- Problem Statement 1:** Patient Navigation
- Problem 2:** Engagement Between Visits
- Problem 3:** Provider Tools
- Problem 4:** Patient Context

Applications by Location

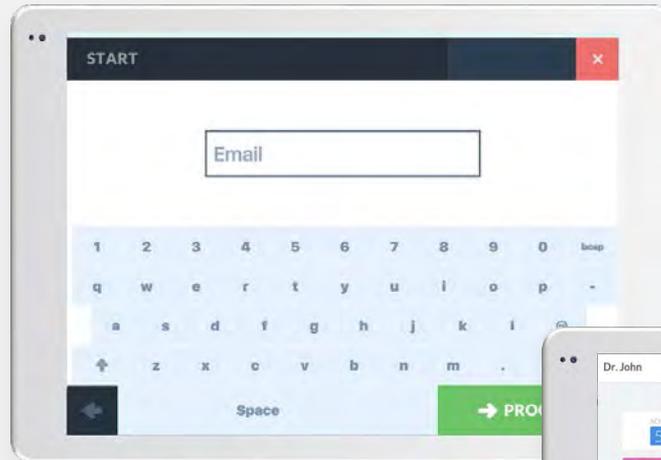


Of the 96 health startups that applied, EvergreenHealth chose one startup, EHR.Works, to receive a formal 'Letter of Intent'

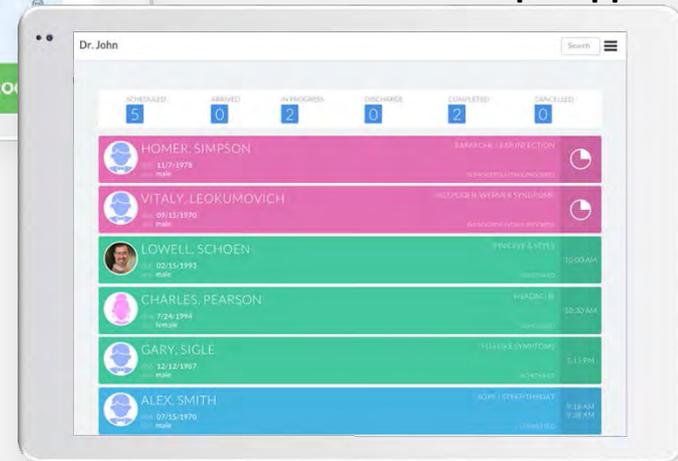


EHR.Works is now being integrated with EvergreenHealth's EMR system to enable physicians to easily access patient information at the point of care

**Patient Self-Service Check-in
integrated with current EMR system**



**Live combined view of patient
from multiple apps**



EHR.WORKS

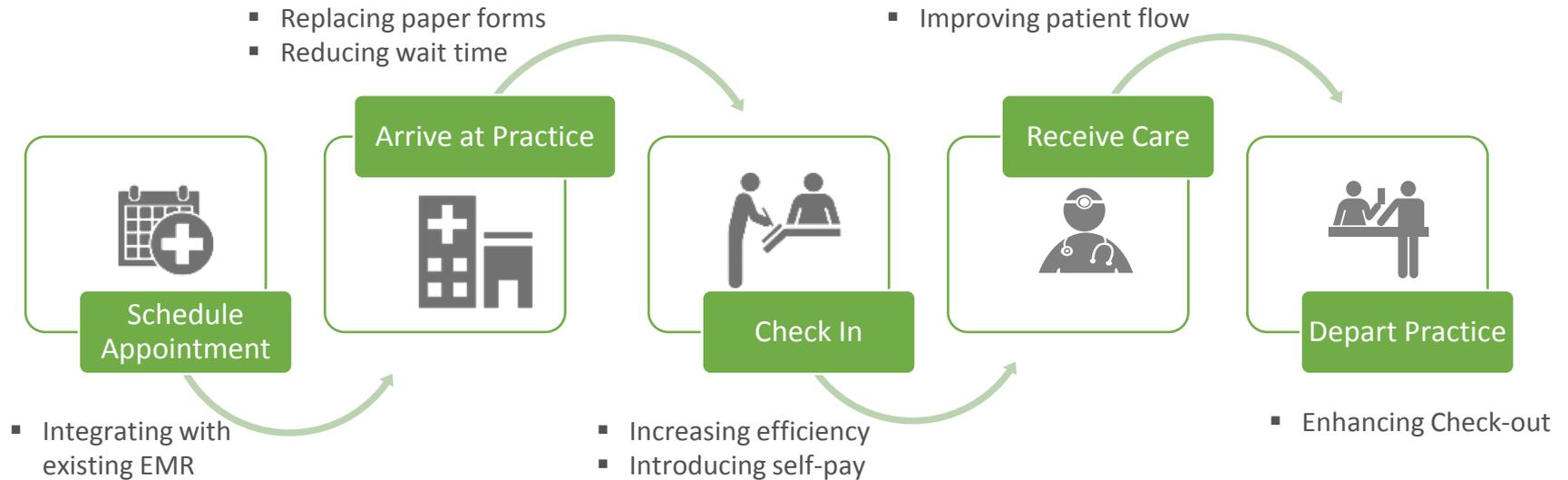
HEALTHCARE PRODUCTIVITY SUITE



By partnering with EHR.Works, we anticipate various benefits along each step of the patient journey that will be measured throughout the pilot

EVERGREENHEALTH'S NEW DIGITAL CHECK-IN PROCESS

Our Objective: Improve the check-in experience for our patients and staff



Quantitative Benefits

- | | |
|---|--|
| <ul style="list-style-type: none"> Reduction in: <ul style="list-style-type: none"> Staff time at check-in Paper Patient wait time | <ul style="list-style-type: none"> Increase in: <ul style="list-style-type: none"> Co-pay collection Revenue Patient volume |
|---|--|

Experience Benefits

- Patient satisfaction (captured through surveys)
- Increased likeliness to recommend to friends / family
- Staff and provider satisfaction



This innovation program has also received significant press coverage from regional and global news sources

The logo for Morningstar, featuring the word "MORNINGSTAR" in a bold, red, sans-serif font. The letter "O" is stylized as a red circle.

REUTERS

The logo for Puget Sound Business Journal, featuring the text "Puget Sound BUSINESS JOURNAL" in white, serif font on a dark blue rectangular background.The logo for Business Wire, featuring a green globe icon with a green arc above it, and the text "Business Wire" in blue, bold, sans-serif font. Below it, the text "A Berkshire Hathaway Company" is written in a smaller, black, sans-serif font.The logo for Kirkland Reporter, featuring the text "KIRKLAND REPORTER" in white, serif font on a red rectangular background. The ".com" is written in a smaller font to the right of "REPORTER".The logo for StreetInsider.com, featuring the text "StreetInsider.com" in a blue, serif font, with the tagline "if you're not inside...you're outside" in a smaller, italicized, blue, serif font below it.The logo for 425 Business, featuring the text "425 Business" in a bold, sans-serif font. "425" is in black and "Business" is in red.

EvergreenHealth

CAMBIA
GROVE



Elevor