



Entrepreneur Engagement with the Health Care System: Summary of Common Themes from Stakeholder Interviews

As of 7/19/19

Background:

- Cambia Grove is a health care innovation hub focused on bridging the gap between entrepreneurs and the traditional health care sectors to drive system-wide transformation
- One of Cambia Grove's core goals is to break down barriers to innovation in response to the needs of the health care changemaker community
- We have heard repeatedly that a lack of clarity around how the health care system engages with entrepreneurs can be a barrier to innovation, and therefore selected the issue as a focus area
- **Underlying assumption: If entrepreneurs are connected to 1) teams/roles within the health care system dedicated to entrepreneur engagement & 2) clear pathways exist for engagement, innovation will flow more freely**

Approach:

- To understand challenges and opportunities & identify areas where the community could catalyze solutions, Cambia Grove completed interviews with ~40 stakeholders representing the traditional health care system and the entrepreneur community
- Detailed feedback was distilled down to common themes, specific challenges and community initiatives - - all stakeholder interviews were conducted in confidence to enable candid discussion and open dialogue; feedback has been anonymized and summarized

Interview Outputs:

Part 1: Discussion around Current State:

Key Takeaways:

- Systems choose to engage with external companies to support innovative internal strategies - - to solve existing problems, co-develop solutions, invest and/or acquire, etc.
- Approaches for external engagement vary dramatically across organizations and depend on culture & resources - - there is no "one-size-fits all" process
- While some organizations prefer to engage with established vendors, most organizations *are* open to engaging with entrepreneurs, and pathways range from **opaque/ad hoc** to **formal incubation & acceleration**

Examples of Current Entrepreneur Engagement Approaches (augmenting traditional procurement, often in combination):

- Opaque/ad hoc processes unknown to others in organization or the external community
- One-off/organic encounters via cold calls, at conferences/networking events, through existing relationships, etc.
- Looking to ecosystem partners for innovation support (e.g. purchasers engaging with payers to identify solutions)
- System-facilitated pitch competitions
- Internal champion-driven engagement
- Structured solution searching to address immediate internal priorities
- Centralized internal committees dedicated to vetting and selecting solutions to implement - - strong governance
- Funding/acquisition
- Co-development, testing and investment
- Formal incubation and acceleration



Entrepreneur Engagement with the Health Care System: Summary of Common Themes from Stakeholder Interviews

As of 7/19/19

Part 2: Identification of Common Themes and Opportunities: (percentages represent frequency of mention)

ID.	Top Theme Areas	Specific Challenges	Potential Community Initiatives
1.	Informed & Accelerated Engagement	<ul style="list-style-type: none"> ▪ Health care system has trouble sorting through available solutions in the market and understanding which opportunities are worthwhile to pursue <ul style="list-style-type: none"> – Systems deal with resource/bandwidth limitations, risk aversion & burnout – Entrepreneur solutions could benefit from references and/or “stamps of approval” to prove value ▪ Entrepreneur solutions don’t always match with highest priority health care system needs 	<ol style="list-style-type: none"> 1. Vet and assess startups to support better understanding and adoption of available solutions - - align with other national frameworks where appropriate: (23%) <ul style="list-style-type: none"> ▪ Create oversight committee to offer multidisciplinary assessment and categorization ▪ Document details about startup offerings and make available to appropriate parties 2. Develop programming to <i>first</i> highlight high-priority problems & <i>then</i> match to existing or developing solutions (17%)
2.	Health Care System Support	<ul style="list-style-type: none"> ▪ Risk of “re-inventing the wheel” when peer organizations are already implementing solutions to similar internal problems ▪ Lack of 1) line of sight into or 2) organizational alignment around competing strategic priorities and associated budgets ▪ Procurement processes can be complex and prohibitive to innovation - - even when champions push for innovation, internal roadblocks get in the way (e.g. legal/regulatory concerns, IT misalignment, workflow issues, etc.) ▪ Current incentive structure supports the status quo - - big issue is adoption ▪ Limitations in health system understanding of the potential impact of entrepreneurial solutions 	<ol style="list-style-type: none"> 3. Coordinate knowledge sharing across organizations to 1) highlight successful implementations & 2) build peer-to-peer connections (16%) 4. Support priority-setting around clearly defined problems (9%) 5. Support the development and implementation of a streamlined & standardized startup-specific procurement process (3%) 6. Address underlying incentive structure in health care (see Cambia Grove’s Payment & Incentives initiative) (2%) 7. Create and share informational content about entrepreneurial solutions (1%)
3.	Entrepreneur Support	<ul style="list-style-type: none"> ▪ Limitations in entrepreneur understanding around what to expect when engaging with the health system - - misalignment of expectations 	<ol style="list-style-type: none"> 8. Create content to educate entrepreneurs about health system engagement processes: (11%) <ul style="list-style-type: none"> ▪ Describe common surprises, pitfalls and factors leading to success (e.g. ability to follow



Entrepreneur Engagement with the Health Care System:
 Summary of Common Themes from Stakeholder Interviews
 As of 7/19/19

ID.	Top Theme Areas	Specific Challenges	Potential Community Initiatives
		<ul style="list-style-type: none"> ▪ Difficulty identifying best contacts within the health system - - strong champions are critical to success ▪ Risk of missing opportunities by targeting/ accessing only select organizations (e.g. focusing on local large urban hospital systems) ▪ Limitations in funding lead to less system willingness to take on risks associated with working with a startup 	<p>contracting templates, long-term business model alignment, etc.)</p> <ul style="list-style-type: none"> ▪ Provide structure for critical considerations (ex. Xcertia) ▪ Engage real “buyers” and “sellers” of solutions to share guidance <p>9. Create detailed national roadmap for health system entry points (i.e. contacts, champions & decision-makers) & create opportunities for direct connection (8%)</p> <p>10. Help entrepreneurs identify, connect with and understand needs of full spectrum of innovative organizations not typically targeted (i.e. out-of-state leaders, pharma, rural settings, community organizations, etc.) (5%)</p> <p>11. Support better connectivity to funding sources (5%)</p>

Please submit questions and comments to:

Maura Little, Executive Director, Cambia Grove, maura@cambiagrove.com

Julie Panek Anderson, Assistant Director of Strategic Initiatives, Cambia Grove, julie@cambiagrove.com