

TECHNOLOGY INNOVATORS

THE NEW-AGE KNOWLEDGE SHARING PLATFORM

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**Improving Healthcare
with Technology
Depends on Faster
Adoption of Innovation**

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**The Effectiveness of
Stem Cell Therapy
for Motor Neuron
Disease Treatment**

LORA DICARLO

**Pioneering
women's
health, gender
equality**

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LORA HADDOCK
CEO, LORA DICARLO





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Pioneering women's health, gender equality

Lora Haddock

Founder & CEO,
Lora DiCarlo

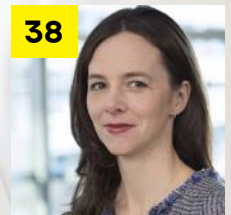
SHINING A LIGHT BETWEEN
THE ROCK AND THE HARD
PLACE: THE IMPORTANCE OF
INFORMATION TO EMPOWER
HEALTH-APP USERS

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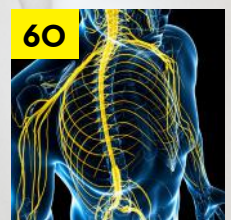
IMPROVING HEALTHCARE
WITH TECHNOLOGY DEPENDS
ON FASTER ADOPTION OF
INNOVATION

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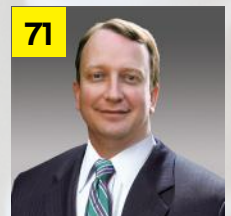
THE EFFECTIVENESS OF STEM
CELL THERAPY FOR MOTOR
NEURON DISEASE TREATMENT

60



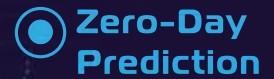
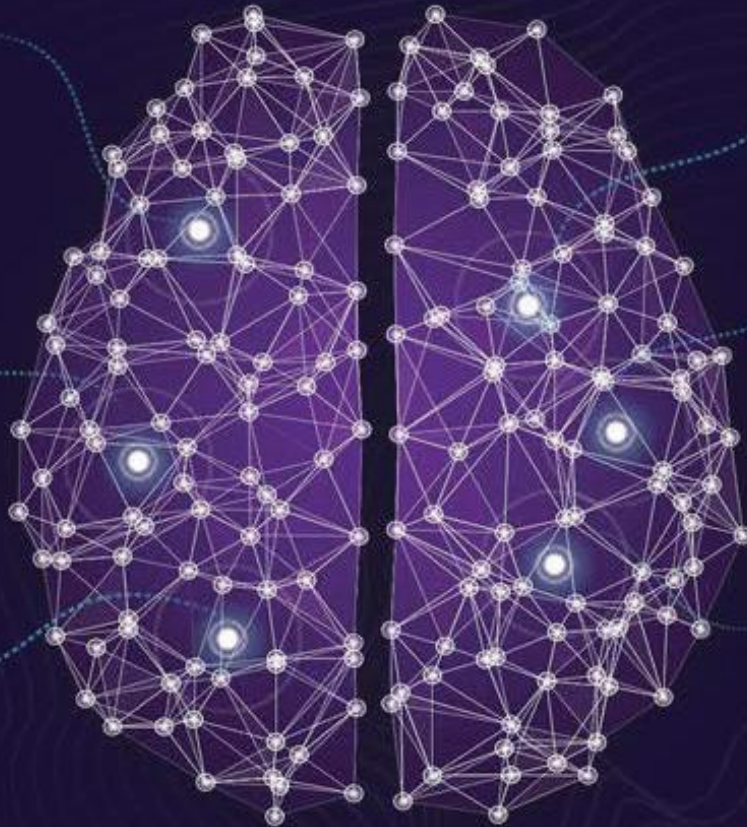
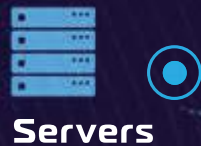
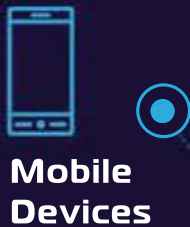
AI TO HELP KIDS STRUGGLING
WITH ADHD, AUTISM,
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(ASD), PDD-NOS AND OTHER
ASD'S (AUTISM SPECTRUM
DISORDERS)

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Deep Instinct Inc



@deepinstinctsec

www.deepinstinct.com





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CORPORATE OFFICES

TECHNOLOGY INNOVATORS MEDIA GROUP LLC

831 N TATNALL STREET SUITE M #157

WILMINGTON, DE 19801, USA

PHONE : +1 559-345-6179, +1 972-895-6417

EMAIL : INFO@TECHNOLOGY-INNOVATORS.COM

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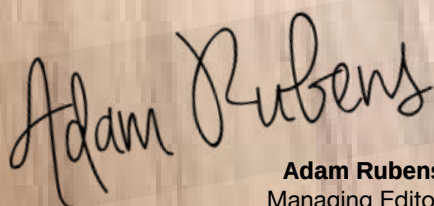
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info@towerwall.com



Sneak peek into success secrets

Healthcare is a sensitive industry which has no room for trial and error. The constraints associated with experimentation is the major reason why the industry the evolution of the industry in terms of technological advancement is slow. Technologies like Artificial Intelligence and Machine Learning constantly oscillate between success and failures, some leaders have managed to bring the balance on the right side. With a reputation for carving a niche for themselves in the rigid space, they have leveraged their business acumen to establish their moorings of technology in the unconquered islands of healthcare. As a result of their efforts and strategic thinking, today the industry is abuzz with a healthy ecosystem of health-tech pioneers. With this in mind, we set out to present to you through this edition the top 50 CEOs in the health-tech industry and the secret sauce of their success recipe. This project exposed us to the most inspiring CEOs in the U.S and we thoughtfully crafted this edition to acquaint you with the smartest minds of the industry and expose you to the keys to their success and the discipline it calls for.



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Managing Editor

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Lora Haddock

Founder & CEO, Lora DiCarlo



LORA DICARLO

Pioneering women's health, gender equality

COVERSTORY →

**Lora Haddock,
a self-
described
'anatomy geek'
was always
fascinated
with the
psychological,
physiological
and
anatomical
aspects of
orgasms.**

Drawing on years of research and anatomical data she had gathered from hundreds of women, she founded Lora DiCarlo in 2017, thus, creating a new page in the history of physiologically appropriate women's health and wellness products. Lora has always been passionate about helping people find their voice and creating an environment of mutual respect and empowerment. She adds, "Inclusivity and true gender equity interests me. I want to make a positive impact on spaces and industries that have traditionally only been accessible to a select few. I want to find ways to make them more inclusive. With Lora DiCarlo, we have an opportunity to center the topic of women's health, and by extension, gender equity, in everything we do."

The Journey

Quizzing her on the factors that led to the launch of Lora DiCarlo, Lora explains that she always had a creative streak within her. "I have worked in various industries searching for the right space to express my inventive side. I've defied gender roles throughout my entire life from building structures by hand, performing as a singer and musician, sliding under cars in the shop, studying ballet and various forms of dance, running track, to joining junior ROTC Marine Corps." She was awarded a full-ride scholarship as a Naval Midshipman U.S. Navy in 2008 and was accepted as a Cadet at the Norwich University Nursing program. "But in 2009, I had to leave the Navy to care for my mother. In 2013, after working at a startup brewery for three years, I decided to continue my career in healthcare by co-enrolling at Portland State University and Portland Community College, commencing a pre-med program. During this time, I experienced my first blended orgasm and began my mission to recreate it without a partner." Lora adds that this was the turning point for her to start Lora DiCarlo.

Research unlimited

On her journey in designing her technology to empower people and their partners to explore and celebrate their sexual individuality, Lora noted that she was working on developing her concept. "I spent three years doing physiological research, gathering anatomical data from hundreds of women, and developing functional product specifications. We are still doing research and gathering as much information as possible to create a product that is truly inclusive and informed by individual needs. The journey continues."

Issues within the healthcare industry

Emphasizing on the importance of education, Lora added that comprehensive, pleasure-forward sex education and capacity development at the community level need to be encouraged. “The lack of diverse representation in healthcare leadership also needs to be addressed. Women are responsible for 80% of the buying and usage decisions and are alarmingly underrepresented in executive and decision-making roles.”

Innovation with healthcare

Lora is confident that women are leading the charge. She adds that a few years ago, the number of women enrolled in U.S. medical schools exceeded the number of men for the first time in history. “I have hope that this new generation is going to change the way healthcare is accessed by and delivered to patients. The intersection of technology and patient-focused healthcare holds limitless potential.”



The Success Mantra

“There are two very memorable moments from this past year. The first was when we were given the award for Innovation in Robotics by the Consumer Electronics Show. The second most memorable moment was when CES agreed to collaborate with us to rewrite their event policies. After they revoked our award, (which was ultimately reinstated), it became clear that there was an opportunity to engage CES in dialogue about their policies and practices. We were able to make a positive impact on the tech industry as a whole by drafting updated, inclusive policies that have been formally adopted for CES 2020,” adds Lora.



TECHNOLOGY INNOVATORS

THE NEW-AGE KNOWLEDGE SHARING PLATFORM

Healthcare is a rigid sector where the one-size-fits-all approach doesn't work. Every problem is made up of a set of micro problems, each of which demands a different solution. A decade ago, most of the new businesses emerged around the same idea that was already resolving a problem. Innovations weren't as easy as in the other industries because here, the patient's life is at stake. The lack of openness to try new solutions resulted in expensive medication costs and lack of transparency. There was a good scope of improvement in the healthcare sector. A few entrepreneurs capitalized this opportunity, harnessed their ideas, skills, and efforts to solve some of the biggest problems in the domain. Taking advantage of the biggest potential in the market while optimizing the legacy systems to get the best results, these thought leaders have been true problem solvers. From diagnosis to cure, the reader will get rare insights into the world of the health tech, through this edition.



**Adaptiiv**

Halifax, Nova Scotia

www.adaptiiv.comPeter Hickey,
CEO

2016

A medical software and 3D printing technology solution provider.

**Allerguard**

Tel Aviv, Israel

www.allerguardsystems.comShai
Hershkovich,
CEO

2017

Allerguard brings a new concept for food allergens detection by using nanotechnology and machine-learning technologies.

**Atlas Biomed**

London, England

www.atlasbiomed.comSergey
Musienko,
CEO

2016

A personalized health company applying the latest genetic technologies to inspire consumers into a positive lifestyle change, and lead them into a healthier future.

**b.well™
Connected Health**

Baltimore, MD

www.icanbwell.comKristen Valdes,
Founder and
CEO

2015

b.well connected health platform provides an all-in-one integrated solution for consumer engagement, holistic health management, and cost containment.

**BioVariance**

Waldsassen, Bavaria

www.biovariance.comJosef Scheiber,
MD & Founder

2013

A company that aims to personalize and improve patient health by generating relevant data insight and placing them in the right context.

**Bone Sci. Bio Ltd**

Beer-Sheva, Israel

www.bonesci.comYaron
Rapaport,
CEO

2016

Bone Sci Bio is developing PeptOss, a product that treats bones by promoting the formation and repair of their tissue.

**CAIDE Systems**

Lowell, MA

www.caidesystems.comKyewook Lee,
CEO

2016

Providing an artificial intelligence (AI) diagnosis platform, CAIDE Systems hopes everyone can benefit from equal access to medical services.



CHADIS—Total Child Health
Baltimore, MD
www.chadis.com

Dr. Barbara Howard,
President

2001

We built CHADIS (CHADIS.com) to address problems delivering evidence-based healthcare. CHADIS is a web-based system facilitating care for children and adults including: pre-visit online screening; moment of care decision support; and post-visit patient engagement with individual webpages populated with educational handouts and resources. CHADIS provides patient-generated data for documentation of guideline-based care. CHADIS has >2M patients enrolled in 45 states.



Cloudticity
Seattle, WA
www.cloudticity.com

Gerry Miller,
CEO

2011

Cloudticity helps healthcare companies design, build, migrate, and manage HIPAA-compliant systems in Amazon Web Services.



Coat-X
La Chaux-de-Fonds,
Neuchatel
www.coat-x.com

Andreas Hogg,
CEO

2016

Coat-X provides unique solutions for protecting high value-added components against moisture penetration and corrosion.



CompuGroup Medical
Phoenix, AZ
www.cgm.com

Benedikt Brueckle,
CEO

1987

CompuGroup Medical Provides software and communications solutions that assist doctors, dentists, general practitioners, and clinics.



ConcertCare
Birmingham, AL
www.concertcare.com

Tanveer Patel,
Co-Founder
& CEO

2014

Aims to alleviate the pain of healthcare providers and efficiently improve their clinical and operational outcomes.



Conversa Health
Portland, OR
www.conversahealth.com

West Shell,
Co-founder,
CEO &
Chairman

2014

Conversa's innovative, scalable, and reliable technology delivers an easy and meaningful way for care teams and patients to communicate.



CoreHealth Technologies
Kelowna, British Columbia
www.corehealth.global

Anne Marie Kirby,
Founder &
CEO

2004

CoreHealth is a total well-being technology company trusted by global wellness providers to maximize health, engagement and productivity for 3+ million employees worldwide.

**Crossover Health**

San Clemente, CA

www.crossoverhealth.comScott Shreeve,
CEO

2010

Crossover Health is a digital-first, integrated medical group for self-insured employers.

**Cura4U/American TelePhysicians (ATP)**

Jacksonville, FL

www.cura4u.comWaqas Ahmed,
Founder &
CEO

2014

A digital healthcare provider organization transforming global healthcare by interlinking healthcare and technology.

**Cyclica**

Toronto, Ontario

www.cyclicarx.comNaheed Kurji,
President &
CEO

2013

Cyclica is a globally recognized biotechnology company that leverages artificial intelligence and computational biophysics to reshape the drug discovery process.

**DOCPACE**

Metairie, LA

www.docpace.comShelby
Sanderford,
Founder

2015

DOCPACE an innovative solution that integrates with your EMR and sends real-time text messages to your day-of patients, keeping them updated on any delays for their scheduled appointment time.

**Etsimo Healthcare**Turku,
South-West Finlandwww.etsimo.comThomas
Grandell,
CEO &
Co-founder

2016

Etsimo offers a healthcare platform that leverages AI and machine learning on top of health data, making it possible for healthcare providers and insurance companies to instantly offer their customers an engaging experience and predictive and preventive healthcare through existing and future digital channels.

**EyeQue**

Newark, CA

www.eyequ.comJohn Serri,
PhD.,
President &
Co-founder

2015

EyeQue is the leader of at-home vision testing, bringing affordable eye care to everyone.

**Fertigo Medical**

Israel

www.fertigo-medical.comDr. Tsafirir
Kolatt,
CEO &
Co-founder

2014

Fertigo Medical is a medical device company set to transform In-Vitro Fertilization (IVF) treatment.

**Flo Health**

Redwood City, CA

www.flo.healthDmitry Gurski,
Co-Founder &
CEO

2016

Flo is an AI-powered women's health platform.

**Glycotest**

New York, NY

www.glycotest.comLarry Cohen,
CEO

2012

Glycotest is a diagnostics company commercializing blood tests for life-threatening liver cancers and fibrosis-cirrhosis.

**Green Imaging**

Houston, TX

www.greenimaging.netDr. Cristin A.
Dickerson,
CEO MD

2013

Green Imaging is a full service virtual medical imaging network owned and operated by a group of board-certified radiologists.

**Grenova**

Richmond, VA

www.grenovasolutions.comAli Safavi,
Founder &
CEO

2014

Grenova an innovative company that is revolutionizing lab consumables through high-quality waste reduction solutions.

**Health Payment Systems**

Milwaukee, WI

www.hps.mdTerry
Rowinski,
President &
CEO

2005

HPS is a healthcare technology provider offering solutions to enhance the healthcare billing and payment experience for consumers, while also driving value to healthcare providers, insurance companies and employers.

**HT BioImaging**

Tel Aviv, Israel

www.htbioimaging.comShani
Toledano,
Co-Founder
& CEO

2015

HT BioImaging is a medical imaging startup that has developed a new medical image modality.

**InsideTracker (Segterra)**

Cambridge, MA

www.insidetracker.comGil Blander,
Ph.D.,
Founder
& Chief
Scientific
Officer

2009

Provides science-based personalized health analytics such as blood.

**Inspiren**

Brooklyn, NY

www.inspiren.comMichael Wang,
Founder &
CEO

2016

A nurse-led technology company, introduces the world's first cognitive patient care assistant, known as iN.

**iSpecimen**

Lexington, MA

www.ispecimen.comChristopher
J. Ianelli, MD,
CEO

2009

A human biospecimen marketplace technology company.

**Lora DiCarlo**

Bend, OR

www.loradicarlo.comLora Haddock,
Founder &
CEO

2017

A woman-run start-up that is determined to change the face of SexTech.

**One Touch Telehealth**

Austin, TX

www.onetouchtelehealth.comCarrie Chitsey,
Co-Founder &
CEO

2015

Empowers healthcare organizations to have their own branded telehealth solution in minutes reaching today's digital patients.

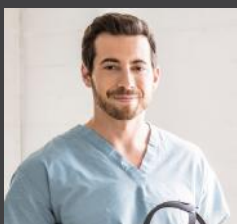
**OptimizeRx**

Rochester, MI

www.optimizerx.comWilliam J.
Febbo,
CEO & Director

2006

Provides unique physician and consumer platforms and strategies to help patients better afford and adhere to their treatment regimens, while offering pharmaceutical and healthcare companies more effective ways to deliver relevant information and services to healthcare providers and their patients right at the point of care.

**Osso VR**

Palo Alto, CA

www.ossovr.comJustin Barad,
MD,
Co-Founder &
CEO

2016

A virtual reality surgical training platform.

**Parathon**

Naperville, IL

www.parathon.comJames Dudley,
CEO

1991

Parathon is the original full-scale healthcare Revenue Cycle Management (RCM) data integrator.

**Pareto Intelligence**

Chicago, IL

www.paretointel.comJohn Steele,
CEO

2013

Pareto Intelligence is a leading healthcare technology company modernizing the way health plans and providers succeed in value-based care. We deliver analytics, technology and advisory solutions, supported by predictive models and advanced data science, that demystify complex healthcare data and deliver actionable insights to improve outcomes

**PatientPop**

Santa Monica, CA

patientpop.comLuke Kervin,
Co-founder &
Co-CEO

2014

The first all-in-one practice growth platform for healthcare providers.

**PatientWisdom**

New Haven, CT

www.patientwisdom.comGregory
Makoul,
Founder &
CEO

2015

A SaaS digital health platform that transforms the experience and delivery of care by listening to the people involved, individually and at scale.

**Playpal**

Centennial, CO

www.goplaypal.comEesha
Sheikh,
CEO

2017

A smart health platform powered by blockchain and artificial intelligence.

**Rethink First**

New York, NY

www.rethinkfirst.comDaniel A.
Etra,
CEO

2007

A web-based autism treatment platform that combines a proven treatment methodology (ABA) with a proven method of instruction (video modeling).

**Rivews**

New York, NY

www.rivews.comYasir Ali,
Co-Founder
& CEO

2016

An SMS based health care mobile engagement company that utilizes two-way dialogues to improve patient engagement, experience and health outcomes.

**Stone Three Healthcare**Somerset West,
Western Capewww.stonethree.comDirk
Wagener,
GM

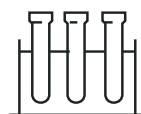
2000

Stone Three enables and enhances virtual consults with computer-assisted diagnostic solutions to help primary healthcare providers better diagnose and manage CVD.

	Syapse San Francisco, CA www.syapse.com	Ken Tarkoff, CEO	2008	Syapse is on a mission to deliver the best care for every cancer patient through precision medicine.
	Transmural Biotech Barcelona, Catalunya www.transmuralbiotech.com	Gabriela Fuentes, COO	2009	Develops innovative clinical solutions and services using disruptive technologies based on AI.
	TrialSpark New York, NY www.trialspark.com	Benjamine Liu, CEO	2013	A technology company that helps bring treatments to patients faster and more efficiently by reimagining clinical trials.
	Vectorious Medical Technologies Tel Aviv, Israel www.vectoriousmedtech.com	Oren Goldshtein, CEO & Co-Founder	2011	Vectorious world's first in-heart microcomputer, enables effective management of heart failure.
	Vitalconnect San Jose, CA www.vitalconnect.com	Nersi Nazari, CEO	2011	VitalConnect's mission is to improve the quality of life through the use of innovative technology that promotes proactive health care.
	WeRecover Santa Monica, CA www.werecover.com	Maximillian Jaffe, Co-Founder & COO	2016	WeRecover automates the process of finding the right addiction treatment program by streamlining care navigation, seamlessly integrating patient communication, and curating matches between patients and providers using a proprietary algorithm.
	WinutRx Rochester, NY www.winutrx.com	Amanda Zaremski, CEO	2017	A mobile medication management tool for individuals with cardiovascular disease that aids in the prevention of Adverse Drug Events.
	Workpath Richmond, VA www.workpath.co	Eddie Peloke, CEO	2015	Workpath technology organizes, manages, and digitally dispatches labor to perform important services in healthcare and beyond.



Individualized medicine enabled by genetic data analytics.





Allerguard Journey and Solution



Shai Hershkovich

CEO, Allerguard

The allerguard device is the first airborne detection system that scans your entire plate of food, identifying an allergen in the parts per billion, down the safest allowable amount.

Current technologies are limited and difficult. People don't want additional hassle. For allergy sufferers, every social gathering, school trip, or even just to have a pizza with friends is a complex operation that involves detailed preparations from checking that the EpiPen is ready to use to quizzing the waitstaff about ingredients and food preparation.

Current offerings do little to improve the experience. The last thing allergy sufferers want is to start dissecting their food, taking samples, and then waiting for an analysis as the food gets cold, friends look on, and then secretly hope that the sample represents the whole meal. The main problem with the current allergen detection sensors is that they only detect presence of an allergen in a given sample. At allerguard, our focus is on safety, detection efficiency, and user experience. This means that we always think about how the user will experience the sensor, the app, their meal, and the social impact on the sufferer. We want them to feel as normal as possible when going out to eat.

Transformations in healthcare:

Technology has revolutionized every industry. In healthcare, technology is helping us live longer while leading safer, healthier and more productive lives. Driven by the need for a better customer experience, healthcare is experiencing a fundamental shift from volume to value of care while redefining customer experiences and engagement.

The healthcare environment is becoming more distributed and complex. To adapt, companies will need to embrace open systems that allow for sophisticated analysis of multiple streams of data and the development of customer-centric services.

We will see it in many fields, including Telemedicine, where technology will empower patients in even the most remote locations of the world to access quality healthcare and receive life-saving diagnoses. It will give anyone access to the best healthcare at any time.

In addition, AR and VR will take a dramatic role in this transformation. In the not-so-distant future we will see, literally, 3D reconstructions of organs in motion and Alzheimer's patients

will be able to retrieve memories by returning them to a time, experience, or sound that was important to them in the past.

I predict that in addition to AR and VR, AI technologies with the ability to process big amounts of data, together with constantly improving image recognition functions, will be utilized to enhance diagnostics, with particularly good results emerging from tests that use deep learning algorithms for advancing medical analysis. Today, AI-based image recognition diagnostic devices are already used to diagnose dermatological and optical deviations and other diseases which cause appearance changes.

Allerguard technology is an example how using AI and advanced materials and nanotechnology can improve the lives of millions, making patients more comfortable in their day-to-day lives and be less conscience of their medical condition.

Memorable moments of success and fear of failure

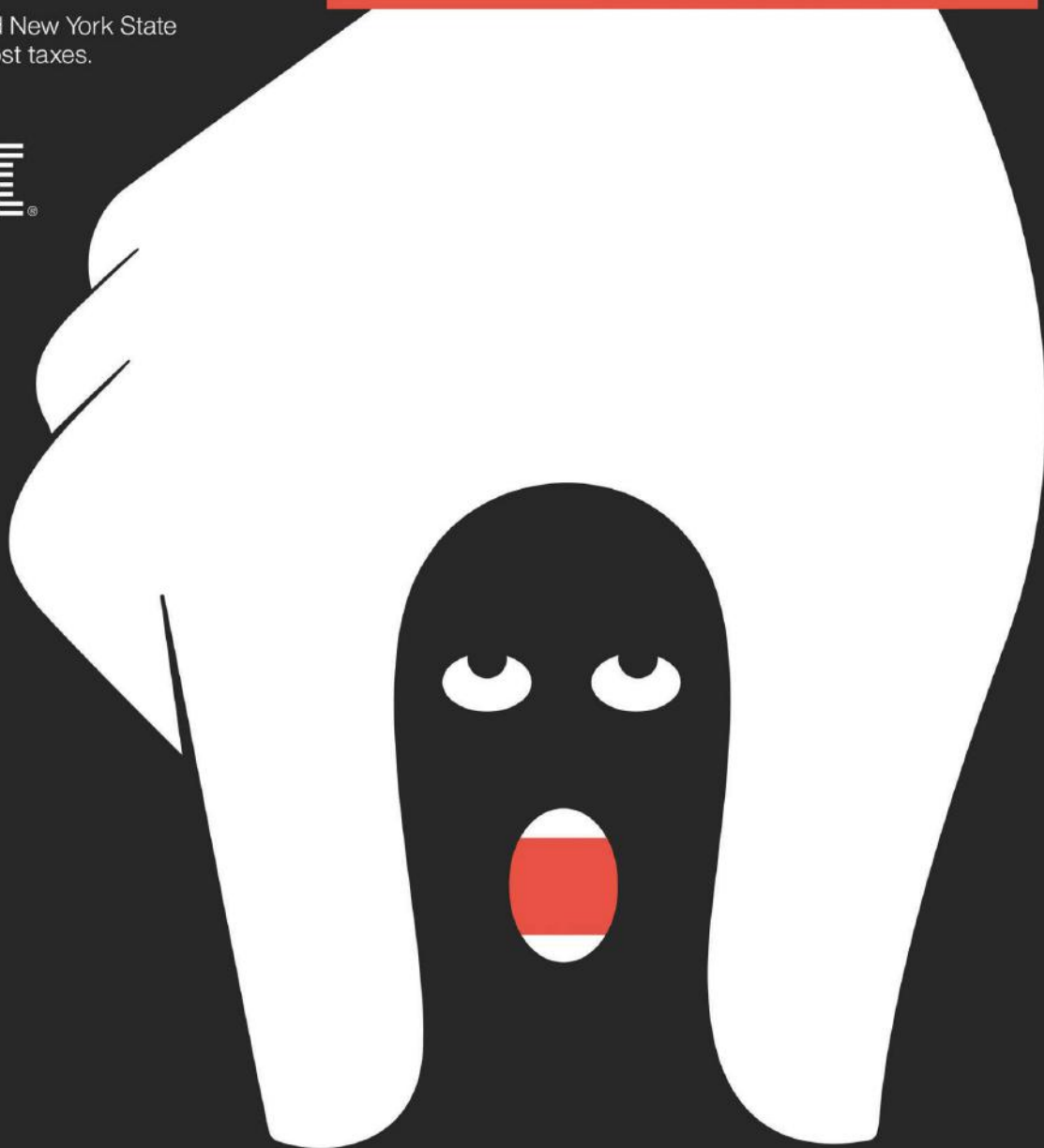
Allerguard has some successful moments—when we achieved the innovation in digital health award and when the technology was proven to work in testing scenarios, stand out.

Running a business is very similar to professional sports. Success is not measured by moments, events, or by what you've achieved. Being successful means maximizing your training so you can respond with your best possible effort when things don't go as planned. Things are always hard when you run your own business and you can always fail. Anyone has memorable moments when they achieve recognition or when someone gives them positive feedback. There is a window of opportunity that opens for you to be a better person, a better entrepreneur, and a better business person. That window is available for you when you are truly ready to confront your weak spots - when all the ways are blocked, when people are turning their backs on you, and when you believe that the story ends for you. That moment is precious, not when people you don't know applaud.



Data now **catches** tax dodgers.

Smarter analytics helped New York State
save over \$1.2 billion in lost taxes.
ibm.com/smarterplanet





Breakthrough in healthcare data management

b.well



Kristen Valdes

Founder & CEO, b.well

"Data is not an asset that companies should have the right to own, health data is personal and should be accessible to the person it matters most to, the individual," says Kristen Valdes, Founder & CEO, b.well. In the health care world, each company like providers, payers, point solutions, employers have their portal and they try to engage consumers in that individual aspect of their health care experience. It is then up to the customer to browse through numerous apps and find relevant information. As a health care expert, Kristen Valdes observed that lack of transparency of data between the stakeholders has made it difficult for the individuals to manage their health care needs. She was a health care consumer that struggled as her daughter, Bailey, endured a seven year long journey of misdiagnose, expensive procedures, and a near-fatal incident due to non-availability of collated data before Kristen was able to advocate and find her diagnosis. She says, "What I needed – was a place to manage all of her healthcare information and needs in one location. So, I started b.well".

b.well serves the health care industry by offering employers, payers and health systems an all-in-one integrated platform for consumer engagement, holistic health management, and cost containment. It was a breakthrough in the history of health care data management as until b.well came about there was no neutral, trusted, third party company providing an integrated service that offered a truly customer-centric healthcare experience which was persistent, portable and personalized.

Innovative Design

Most companies racing toward digital transformation do not concentrate on the consumer workflow, yet they expect the customers to have the finest digital experience. b.well primarily focused on the consumer workflow and took inference from their own experiences as a parent and caregiver. Kristen took inputs from consumers from all walks of life, as well as employers, providers, insurance companies and retail organizations that were struggling to define and execute on their digital health strategy. Thus built, b.well has become a platform that unifies a consumer's complete medical record and is able to leverage real-time information to improve a consumer's overall health literacy. The hard part is no longer getting access to the data, its what you do with it once you've obtained it and cleansed it. The b.well consumer application then puts consumers on a personal health journey by providing insights and information that is relevant to them at that time. It also helps consumers connect with the right

solution for them, whether it's transportation to a visit, access to a doctor in less than 15 minutes, or price shopping their families prescriptions to save money and improve adherence. These conveniences deliver value across the spectrum for consumers.

With this innovative design of all-in-one, b.well has earned a healthy increase in revenue, loyalty and has been able to bring out vast improvement in quality for health care companies across the spectrum. They have seen over 67% continuous active engagements, a 35% decrease in cost to administer health programs, a 20% decrease in health care spend and improved biometrics across the board. Kirsten and her team have proved it is possible to align consumers to evidence-based medicine through a digital format.

Secret Code to Success

Kirsten has established herself as a forward-thinking entrepreneur and visionary in the healthcare space. She believes "team and passion are the key drivers to success". She is very passionate about the mission of the company and radiates it to her team. She encourages free-thinking and provides opportunities for every member to voice their opinion.

According to her, to be successful in any business it is important to listen to the needs of the target audience. She says, "You cannot design for a patient, caregiver, hospital, employer, or carrier without deeply understanding their pain points, what they are trying to accomplish and their current experience." She spends a lot of time in the field talking to potential clients and educating the industry on her product. She finds many of the regulations governing healthcare are outdated and actively campaigns and asks other entrepreneurs to ask for changes to make the system less transactional and more experiential.

She feels fear of failure should be there in all entrepreneurs and that will push them to perform better. She says, "As a leader, we should always believe we're not doing enough and that someone might catch us; it's what keeps us pushing hard toward improvement in our space."



A Bold Approach to Bone Therapy

BONE SCI
BONE SCIENCE & SOLUTIONS



Yaron Rapaport

CEO & Founder, Bone Sci. Bio Ltd.

Focusing on a specific niche market can often be the best business strategy to better establish a brand and “know your customers.” With decades of entrepreneurial experience, Yaron Rapaport believes the secret sauce of his business success is in identifying the “riches in niches.” This helped him in understanding thoroughly the market needs, knowing the competitors, learning what service providers want, and on the whole, gaining a decent perspective of the industry. “I’ve found that unless you are a ‘super-manager’ (I’m not), you’d better gain domain expertise in the narrowest field you plan to work in,” says Yaron, CEO and Founder of Bone Sci. Bio Ltd. Having built four successful ventures in different fields, Yaron has in fact cultivated a remarkable ability to overlook a project strategically to understand the “big picture” and make decisions in real time. “Once I identify a core factor that is key to success at a certain point, I’d spend much of my time and resources to become as much as an expert in it as I could be.”

Being an avid learner by nature, Yaron first made it a point to explore the life science market before founding Bone Sci. Bio Ltd—an Israeli biomed company that develops novel bone therapy solutions for unmet needs in dentistry, orthopedics, osteoporosis and oncology. “I was relatively a ‘new comer’ to the life science sector. However, once the basics seem to be clear enough, I found advantages in not being captured to conceptions which often could be wrong or at least inaccurate.”

Meeting the Unmet

Exploring the niche field of bone health, Yaron and his team identified a serious challenge faced by patients undergoing dental implants. Evidently, one-third of such patients develop peri-implantitis, a destructive inflammatory process affecting the hard tissues surrounding dental implants. Bone Sci’s flagship product, PeptOss is a drug-device combination that offers two major benefits in a single easy-to-use solution: on one hand, PeptOss is a superior bone regeneration facilitator and, concurrently, it delivers a high dose drug directly to a bone defect, over a few weeks. Following a thorough assessment of potential indications, we have been convinced to begin with peri-implantitis, the unmet need which many experts identify as ‘a time bomb in today’s dentistry’,” says Yaron.

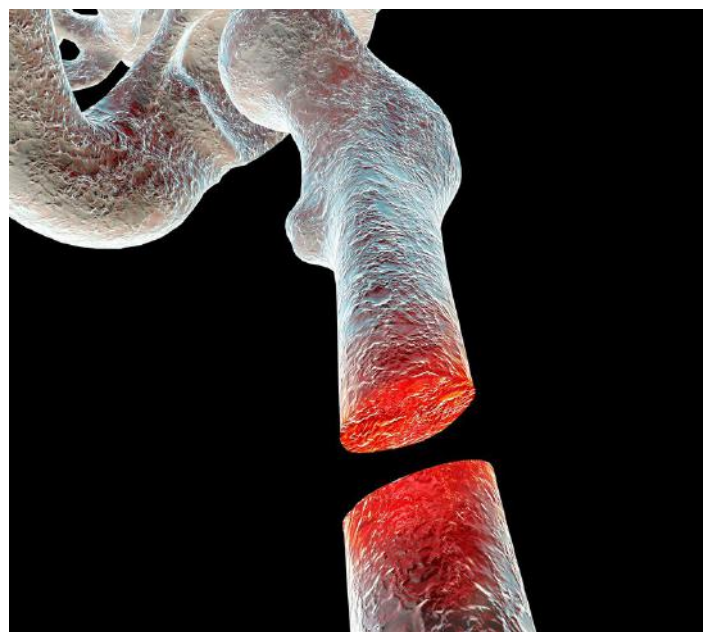
PeptOss, invented by Prof. Hanna Rapaport, the Department of Biotechnology Engineering at Ben-Gurion University of the Negev, Israel, comprises a short, proprietary peptide, PFD5 that mimics certain proteins of the bone extracellular matrix.

PFD5 self-assembles as a hydrogel and together with calcium phosphate particles, induces biomineralization of hydroxyapatite, an essential ingredient that gives bones their rigidity. “PeptOss represents a paradigm shift in the treatment of a variety of localized medical conditions in the skeleton system, including infection, pain, inflammation, compromised bone quality and cancer.”

A Holistic Approach

Not familiar with shortcuts to success, Yaron and his team look at a medical need as a whole and try to figure out the best rational solution. “We realized that often, the solution to a certain need should be multi-disciplinary, involving a medical device, a drug and even biologics. Meanwhile, regulatory-wise, such complicated solution could be extremely challenging. But, combination products will be more popular in the future, as new conceptual technologies become available,” he opines.

To be more specific, for Yaron, there is almost no “impossible”. Instead, he looks at every challenge as rationally as possible, trying to stay away from myths of any kind. With a bold and holistic approach, Yaron is determined to make a difference in bone therapy in the coming years.





A Leader Who Cares



Gerry Miller

Founder & CEO, Cloudticity

"The older I get, the more I realize how much I have to learn," says Gerry Miller, Founder & CEO, Cloudticity. He keeps an open mind, listens and surrounds himself with people who he can learn from. Miller is a responsible person who understands what is important and beautifully manages every aspect of his life in the right way. He gives his team the right amount of support, his family enough time and his company generous amounts of care. According to Miller, self-awareness and good decision making are inevitable to success. "I know the buck stops with me, so I work hard to present a clear vision and make the hard decisions as quickly as possible," he says. The inquisitive leader also gives his team the freedom of decision making with the right blend of support. In the initial stages, he takes the responsibility of setting up the team for success and ensures everyone is equipped enough to work towards the mission. Once everything is set, he lets his people free to make their own decisions and execute their ideas independently.

Balancing work and life in style

Miller starts his day by planning his agenda followed by answering emails. He also answers all the emails before going to bed. "I am an inbox-zero guy," says Miller. Most of his days are spent on meetings, and he closes each day with a review and self-reflection. His routine also reflects how much importance he gives to "work-life-balance" because he makes sure that he spends some quality time with family. Usually, he makes breakfast for his son and enjoys a five-mile walk with the family every day. "Take care of business and humans alike, and remember that you have many teams rooting for you – not just those in your company, but family, friends, customers, and partners," says Miller.

Finding success in saving lives

One of Miller's clients had a toddler daughter who was diagnosed with a hairline fracture in her leg bone. Though the orthopedist fixed the fracture, he failed to diagnose that the girl was born with a heart defect, had open-heart surgery, and the hairline fracture was a side effect of the problem reappearing. Fortunately, the HIE they deployed led them to her cardiologist which eventually saved her life. Miller considers this as his most memorable moment of success. "That brought home the gravity of what we do – and there's a family I know who didn't have to go through the unimaginable experience of losing a child," says Miller.

Miller's take on digital transformation

"Our healthcare system is severely broken – it's not designed to care for healthy people, so it's a sick-care system. There's something inherently wrong when the sicker you are, the more your doctor gets paid. That's backward to me. The system consumes 20% of our GDP, yet still kills over 100,000 people each year due to simple errors," says Miller. According to Miller, a lack of data transparency, excessive regulations, and increasing costs are some of the major reasons why the system is inherently broken.

Digital transformation could be a problem solver as Artificial Intelligence has profoundly minimized the elephantine amount of grunt work involved in the diagnosis. As a result, over 80% of the providers using Electronic health record systems have now prevented an adverse reaction. Using data processing, machine learning models and statistical analysis can keep people healthier and at the same time drop costs dramatically. However, the technologies still have a good scope of improvement in the healthcare space. Certain things like data transparency need to be worked on to get the best of the technologies.

Wrapping it up

He advises the booming entrepreneurs to give their 100%, be persistent and ready to give up anything nurture your venture to success. Failure is inevitable in the journey towards success. According to Miller, we need to stop thinking of failure of a personal deficiency, but as a hypothesis's falseness when testing your ideas. "Failure is a good thing, and the ability to not take failure personally is probably the single common thread I've seen across entrepreneurs," says Miller.



SHINING A LIGHT BETWEEN THE ROCK AND THE HARD PLACE: THE IMPORTANCE OF INFORMATION TO EMPOWER HEALTH-APP USERS

► Liz Ashall-Payne, CEO, ORCHA

Apps, and their use for the promotion of health and wellbeing, are the subject of increasing interest and enquiry; particularly in light of the NHS' Long Term Plan, and ever-increasing pressures on scarce NHS resources. But finding and downloading effective, engaging, and most importantly, safe health-apps, is a significant challenge. While many have suggested that health-apps could be a 'silver-bullet', aimed at quashing the woes that stem from decreasing funding and increasing demand for incumbent NHS services, it is important to tread with caution.

Unlike pharmaceuticals, over the counter remedies, talking therapies, physiotherapy or surgery, health-apps can not only be sought, but readily obtained in absence of gatekeeping and safeguarding. The result is that you or I can download upwards of 200,000 health-apps today, with as little as a click of a button on the app-store. While this can be argued as the unique value-proposition of app-based health technologies, a lack of guarantees regarding the quality and content of such apps, means that this open-access feature of apps also represents the chief concern; and is likely limiting the enthusiasm with which healthcare professionals engage and promote their use.

The number of apps labelled as 'pranks' or for 'illustration purposes only' has been subject to year-on-year growth. But for those looking for convenient, easily accessible, and often cost-free support; or for those who are either vulnerable or impressionable; such technologies can pose significant health risks, beyond those that are apparent and conveyed (if at all) in the short description within the app store. An app that misleadingly claims to monitor blood pressure or blood sugar for example, may result in either (1) misleading information, (2) modifications to disease management not representative of true disease status (including the use of insulin or warfarin), or (3) serious adverse events including hypoglycaemia or stroke. One such app for monitoring blood pressure has been downloaded upwards of 1,000,000 times on the Android Google Play app store, while boasting a review rating of 4.3/5.

This raises questions regarding the utility of both the subjective user review score (which is inherently limited in only capturing

both very positive or very negative views) and the number of prior downloads of an app, as potential surrogates for app quality. Recent research into apps targeted at chronic insomnia disorder conducted by the Organisation for the Review of Care and Health Applications (ORCHA) confirmed this. In this analysis, which is now available in the journal BMJ: Evidence-Based Mental Health, it was demonstrated that both user review scores, and the number of prior downloads of a health-app, were not only unreliable as proxies for quality, but in fact were inversely related; and as these metrics increased, the objectively measured quality of apps decreased (as assessed by presence of clinical evidence, data privacy policies etc.) This has left a considerable void regarding where reliable indicators of the safety and quality of app-based health technologies can be found, something which at least in part, has been tackled by the National Health Service (NHS).

Courtesy of the NHS's digital assessment questionnaire (DAQ), and the NHS apps library (beta version), the number of 'accredited' and NHS-approved health-apps is increasing, albeit at a leisurely pace, with approximately 50 apps accredited so far. While a step in the right direction, the rigour with which such reviews are conducted comes at the expense of speed, and an estimated review time of 6-8 weeks, limits the possibility of such initiatives being conducted at scale. As such, the difference between the total number of health-apps available (~300,000), and those which have been quality-tested and approved by regulators or accreditation bodies (~50); is if anything, increasing; leaving little or no information regarding the validity, efficacy, and most importantly the safety, of 99.99% of health-apps available today; which to date have been downloaded by potential users upwards of 50million times.

This is where the Organisation for the Review of Care and Health Applications (ORCHA) aim to transform the process of health-app research and information provision. Positioned as an open-access, free of charge and publicly facing repository regarding the user experience, clinical efficacy, and data privacy of thousands of health-apps, ORCHA's aim is simple; to empower and inform potential users of health-apps regarding



bodies, and in doing so, ORCHA removes the information asymmetry that is currently clouding the health-app market in, distrust, disbelief, and uncertainty. Publishing a new review of a health-app every 30minutes on average, ORCHA pull in information for all 300,000+ apps available on both iOS and Android Google Play, organise these into medically approved sub-categories (including diabetes, mental health and diet and exercise), and then order these apps from the most to the least downloaded.

In doing so, ORCHA believe that focusing attention on providing information about the risks and benefits of apps currently used the most, and those which others are most likely to download, is likely to have the largest overall impact on the safety and effectiveness with which such apps are used. By providing a short, sharp summary of each app, prior to download, highlighting concerns including the lack of a data privacy policy, a lack of evidence to support claims of effectiveness, or a lack of accessibility options for those who are hard of sight or hearing for example; ORCHA is providing information regarding the 'many' health apps currently in use, and eliminating the information uncertainty that not only limits the allure of health-apps, but also puts users at risk when unknowingly using health-apps which do not look after your data, and may cause physical harm if used in the belief that they are approved medical technologies.

potential risks and benefits, prior to committing to use. Through a structured, objective and peer-reviewed assessment, consisting of 160 question areas, answered on a 'yes' or 'no' basis, ORCHA provides information to the 99% of users of health-apps, which are yet to be formally assessed by health technology assessment





Smart Strategy for Smart Production



Andreas Hogg

CEO, Coat-X

With industry 4.0 revolutionizing the automation of healthcare particularly with regards to medical device manufacturing, the segment is seeing a substantial drip in the cost of technology. Andreas Hogg, an experienced medical device technologist and the CEO of Coat-X, opines this to be the right time for biomedical companies to integrate novel fabrication methods into the production to increase effectiveness and quality control of the fabrication processes and to achieve further prices reduction of medical devices and other components. Injecting the very “smart strategy” into Coat-X, Hogg and his team of biomedical experts started to integrate the industry 4.0 concept into their production lines to increase the quality of medical devices.

The beginning of Coat-X was a joined collaboration between the company, Johnson & Johnson, and the University of Applied Sciences in Neuchatel. The output of this project was a an innovative encapsulation technology using ultrathin layers to protect against corrosion of devices across industries. “We use a combination of ultrathin layers of ceramic and polymer to protect jewelry, watch components, electronics, sensors, or medical devices against water ingress and corrosion caused by harsh environmental conditions,” says Hogg. Their innovative barrier coating works also for aggressive liquids like solvents, acids or gases and can therefore be applied in many sectors. Additionally, the technology allows the creation of ultra-flexible circuits which is an enabler for increased reliability and cutting edge technology for further miniaturization of electronics and other products developed by Coat-X’s customers.

Customer-centric at all Times

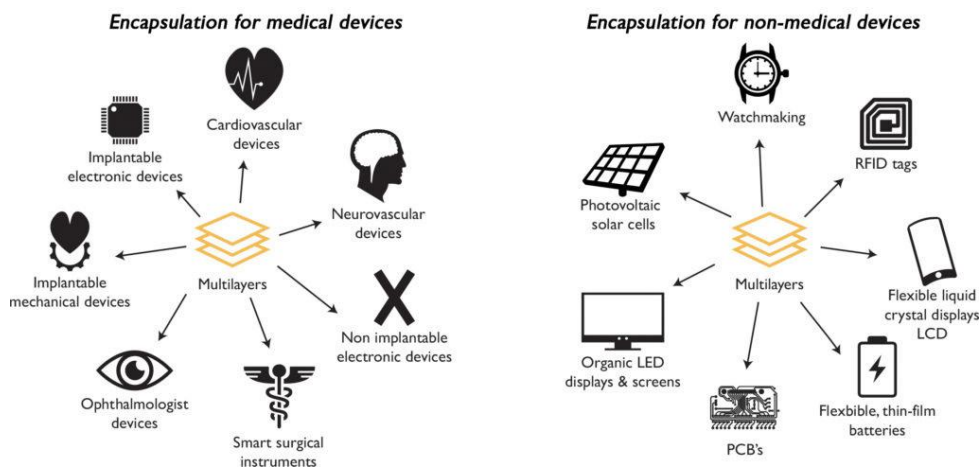
“It is integral to understand the needs of the customers and to prepare an optimal solution to answer to their needs,” Hogg says. For example, Hogg and his team offers a customer-tailored coating solution with optimized adhesion performance on different substrate materials, and additional functionalization of their coating like anti-fouling coatings or adaptation of the layer flexibility.

Meanwhile, the company claims affordability and quality to be the core values of their service. “Our new thin-film multilayer encapsulation technology is unique for its superior hermeticity and minimal volume utilization while keeping costs at a competitive level. The technology allows for further miniaturization of all kind of electronic and other smart devices,” points out Hogg.

Principles to Actions

According to Hogg, failure only directs you to the future. “It is a good strategy to learn from the failures and appreciate every small progress.” From the many memorable moments of success, Hogg recalls the time when they first measured an ultra-tight multilayer coating which proofed the concept of combining ceramic and polymeric materials into one single coating. “I have to mention that this happened after 9 months of failure test depositions.” Hogg’s bold approach has in fact helped Coat-X to upscale its production capabilities and retain a sustainable portfolio.

With his ton of biomedical production-engineering-quality experience and a “never give-up” attitude, Hogg believes in building a successful track record to be the convincing factor to both customers and investors. Moreover, “The most important thing is to go out of the lab, visit customers, and apply the technology on real business cases.”





Connect and Care



Benedikt Brueckle

CEO, CompuGroup Medical US

For Benedikt Brueckle, “Know Your Customer” is not just a procedure to assess and monitor customer risk. Simply put, it is to understand the needs of the customers by interacting and building a relationship with them. Brueckle believes knowing your customers and being persistent in doing that are the two core principles of organizational success. Being a technology expert and strategic leader, he embraces this principle to steer CompuGroup Medical US with the mission to improve health and the quality of life. CompuGroup is a global eHealth provider that design a portfolio of cutting-edge IT solutions.

The Pain of Interoperability

Brueckle identifies the core issue persisting in the healthcare industry as interoperability. Today’s healthcare providers are constantly challenged with the critical issue of collect data from across the care continuum. “There are more than 1,000 vendors that could each have a small piece of someone’s medical history and the major issue is to bring this all together to one Personal Health Record,” notes Brueckle. CompuGroup makes this possible by connecting all major entities of the care continuum.

Brueckle feels preventive care blended with predictive technology as the future of healthcare. “A person’s health is their most valuable possession. With intelligent IT, we help preserve it.” Brueckle is serious of the quality of care delivered by healthcare providers. He and his team aim at developing a network of synchronized actors with the patient in its center. “Large parts of the healthcare sector rely on us doing our job and drive synchronization and digitalization in healthcare.”

Bridge the Gap

“No one should suffer or even die just because medical information is missing somewhere at some point,” says Brueckle. To prevent this, CompuGroup connects physicians, pharmacies, health insurances, laboratories, rehab and care facilities, and hospitals to help them optimally treat people. “We work with the healthcare providers to get patients involved and provide them with their personal medical data electronically, both in a holistic and secure manner. We also encourage communication in the healthcare sector and ensure that costs are kept low.”

Moreover, the company delivers a tele-health solution to immobilized patients and those in rural areas so they get access to the best possible healthcare available. “To serve our

customers to the fullest and help them serve their patients, we employ the brightest and most innovative minds in the industry. With a series of unique and patented technologies, like one of the most secure data encryptions algorithms in the market, our offerings are made unique and outstanding.”

Fail to Succeed

With extensive years of professional experience in healthcare and financial sectors and training managers, Brueckle believes that failing is a substantial ingredient on the pathway to success. “I only see a manager as complete, if on his path to the top, he also made the experience of failure and then excelled in finding a way out of it,” he concludes.





Building Healthcare's Conversational Platform



West Shell III

Co-Founder CEO and Chairman, Conversa Health

A creative, high energy entrepreneur, strategic marketer, enthusiastic environmentalist, avid outdoorsman and a dedicated dad, West Shell III is a well-known name in the healthcare industry. He is the Co-Founder CEO and Chairman of Conversa Health, a personalized patient engagement service that helps healthcare providers educate and empower their patients between visits.

The Conversa Journey

Aptly named Conversa Health, the company enables conversation with purpose, enabling a better care experience for patients and their providers. The Conversa Conversation Platform delivers scalable, flexible and fully automated virtual care that helps monitor, manage and engage patient populations at scale. The company builds a robust patient profile based on numerous data sources (biometric wearables, patient wellness applications, a patient's electronic medical record, etc.) to inform and deliver automated, clinically intelligent and personalized conversations, creating a continuous and collaborative dialogue between care teams and patients.

Underlining the importance of conversation, West noted that, fundamentally, all healthy relationships depend on conversation and the same is the case in healthcare. These conversations lead to more informed and meaningful relationships and ultimately better clinical and financial outcomes. "Our conversational experiences employ a behavioral science methodology to activate deeper motivation in the patients that need it most, helping them to become equal and informed partners in their care. It's all about finding relevant, personalized components of information that matters most to each individual patient. These conversations and the exchange of ideas between care teams and patients should always be two-way" he insisted.

A Healthcare Patron

West added that the driving motivation to build Conversa came as three of his sisters (including one deceased) suffered from chronic and acute problems. "I realized that the healthcare system did not really engage and monitor the problems of patients. The system was just broken. My mission was to build a technology that enhanced the doctor-patient relationship. We realized there was no continuous and personalized relationship

in healthcare and now, with Conversa, we use relevant patient information to drive a new, deeper level of doctor-patient relationship."

Challenges Galore

Pondering over the challenges faced by the healthcare industry, West noted that business models within healthcare system need to be better aligned. "The fragmentation and dysfunctionality within the system lies in its business model. There should be a much greater convergence between payers, providers and pharma organizations. They need to work in collaboration and reap the benefits of the innovation and transformation the system has been witnessing. Only this can lead to lower cost and patients receiving a higher quality of healthcare."

Digitization of Healthcare

Digitization has helped the healthcare system scale to new heights. "Digitization is driving a significant scale increase in industry business models and are enabling data-driven scenarios that are more effective. Its improving." But empowerment of human resources is the keys to success. West stressed on the need to leverage digital technology to scale human resources, not hinder them.

The Success Story

"I have been very proud of the partnership Conversa has developed with Northwell Health - the sixth largest health system in the country. Their innovative leadership was quick to understand what we were doing, and they were able to commit to a major early partnership with us. As we expand across their health system, they are using our expertise to address major issues in terms of emergency medical system, Chronic care management, radiation oncology and beyond that can be addressed by deeply personalized, automated conversation experiences."

A Visionary Leader

An inspired, visionary leader with a proven track record of attracting world class talent and capital to early stage start-ups, West advised startups and entrepreneurs to dream big. "Build great teams, have a mission and a vision, possess a strong gut feeling, learn quickly from your mistakes and make adjustments to drive your business towards success."



Powering up Preventive Health and Wellness



Anne Marie Kirby

Founder & CEO, CoreHealth Technologies

Little did Anne Marie Kirby know that her “one-track mind” would contribute greatly to her entrepreneurial success. With a focused approach, she used “prevention” as an underrated solution to all medical problems. “Prevention could save billions of taxpayer dollars when people take the personal initiative and have the right programs at their disposal to make the best decisions regarding their health. “Our platform enables the creation and delivery of preventive health programs,” says Anne Marie, Founder & CEO, CoreHealth Technologies.

In an effort to thwart the growth and burden of Non-Communicable Diseases or NCDs, Anne Marie’s company wants to reverse the trend through prevention. “Two-thirds of all deaths in the world can be attributed to NCDs, however, these chronic diseases are highly preventable. Unfortunately, the biggest challenge is that prevention is not very profitable,” notes Anne Marie. As a technologist with over two decades of combined preventive health and hospital information system experience, Anne Marie and her team developed a comprehensive wellness platform that simplifies and accelerates the delivery of corporate wellness programs. “We help preventive health providers such as corporate wellness companies, insurers, health systems, and third-party organizations to develop and deliver their programs, targeted at improving employee health and productivity, while reducing costs, claims and work disability duration at employer client sites.”

Poor Health Inspires Preventive Action

In the mid-90’s, Anne Marie suffered from an immune system disorder that was triggered by undiagnosed food allergies. After facing personal health challenges, she realized there was a need for better preventative health solutions to help people improve their overall well-being. This inspired her to start CoreHealth and use her expertise as a software engineer to write a software program to track and analyze food ingredients.

As an all-in-one wellbeing management platform, CoreHealth enables providers to power and track health assessments, biometrics, text and video-based content, education, wellness challenges, self-help programs, social networking, coach facilitation, incentives and surveys while inspiring participants to have fun while taking control of their health. Moreover, they

offer a comprehensive selection of out-of-the-box wellness challenges, lifestyle questionnaires and digital coaching programs along with a ready-to-use Wellbeing123 program to get customers up and running fast.

They also have a large wellness network of best-in-class, third-party partners and innovations that can be seamlessly added to the platform and tailored to each client portal, with unlimited configurability and design options. For customers that want to go deep into wellness programming, with the right in-house resources, they have access to CoreHealth’s code so they can customize the platform to create unique differentiators giving them the edge to grow their business and revenue.

Health Systems Empower Local Business to Inspire Wellbeing

A lot of forward-thinking healthcare companies are looking to expand their services into the community, including local workplaces which is a great start. CoreHealth’s platform is the technology behind the preventive health and wellness programs provided by Hamilton Health Care System and MercyCare Business Health Solutions to local businesses which is a win-win for everyone since these health systems are a fixture in the community already with the resources to deliver.

While CoreHealth may be experiencing impressive growth in recent years, Anne Marie is never one to let grass grow under her feet. She and her team are always working to lead the technology curve and try new things. “For every new idea, I get creative and look for different approaches.” Today, the company is pioneering a new approach to employee health, engagement and productivity through a holistic, person-centric health model called the Complete Health Program (CHP). CHP addresses all facets of employee wellbeing in one integrated program that includes initiatives such as: wellness, disease prevention and engagement. It enables insurers, brokers and wellness providers alike to offer a value-add strategic service beyond traditional health insurance and wellness programs. CoreHealth anticipates that CHP will enable providers to revolutionize employee health, engagement and productivity, “as we are here to power up preventive health and wellness programs for people everywhere,” Anne Marie says.



Strategic Leadership



Dr. Scott Shreeve, MD

CEO, Crossover Health

I wrote about a leadership framework that has helped me in a post I called “[Shepherds vs. Sheepherders](#).” While a simple perspective, I think it has profound implications for any kind of leader. What I have learned from leading individuals and teams is that people want to be part of a great cause, they want to work with other people who share their values, and they want to grow and progress based on honest, constructive feedback and stretch opportunities.

The Journey

We shared a belief that healthcare has to be radically transformed and we knew this change was not going to come quickly through the government, provider organizations, or payers. We believed that the self-funded employer was the entity who best understood the urgency to change healthcare and was also in the best position to catalyze the change. We have had the great privilege of being the trusted partner of many of the world’s most progressive self-funded employers — health activists as we call them — that are deeply motivated to redesign the healthcare supply chain. We began with primary care as we knew that it was the key place to drive trust and to navigate patients through the rest of the complex, confusing, and the costly healthcare system. Over time, we have introduced additional capabilities to impact more and more of our employer partners healthcare spending. We are now beginning to see many other types of risk-bearing entities (health plans, third party administrators, etc.) that aggregate thousands of lives interested in being part of this advanced primary health movement.

Beyond Crossover Health

I have always been interested in how and why large antiquated or inefficient industries are disrupted. My first company was the first open-source enterprise electronic health record which introduced me to the concepts of value creation, decentralization, self-determination and building communities. The latest iteration of this interest for me is the crypto currency block chain space where fundamental issues of monetary policy, permissionless banking, individual freedom, and the associated political and cultural paradigm shifts are being hashed through in real-time. On a personal level, I am blessed to have a wonderful wife and four beautiful children who both tolerate my idiosyncrasies and tag along (read: take charge!) of our many adventures. We are fortunate to live near and take full advantage of all the ocean-related activities in Southern California.

Advice to Entrepreneurs

Fearless is one of our core values. We initially chose “courage” but we felt it did not properly convey our intent as it failed to adequately describe the level of deep personal conviction we felt was required to do something exceptional. What I love is that we have been largely able to instill this belief in our culture, where people dig to find the right answer, put in the extra effort to design everything, and to lift others as a means to progress yourself. Failure in our culture is expected and permitted, all broken windows are expected to be fixed instead of tolerated, and “burn the boats” is both a meme and motivation.

Taking the Long View

We have a saying at Crossover that “what was impossible becomes improbable and ultimately inevitable.” We have often used this as our catchphrase to remind us to stay pleasantly persistent, doggedly determined, and unrelenting in our quest to fundamentally transform healthcare. It amazes me what can happen when you “will” something into being.





Access, Affordability, and Awareness Guaranteed—CURA4U



Dr. Waqas Ahmed MD FACP

Founder & CEO, American TelePhysicians (ATP)

As a visionary and a strategic leader, Dr. Waqas Ahmed (a Nephrologist based in Jacksonville, Florida) takes his mission very seriously. Paving a way for a patient-focused connected care, Dr. Ahmed focuses on improving the lives of millions of patients. Combining his healthcare expertise and passion for immersive technology, he along with his co-founders, founded American TelePhysicians Group of Companies (ATP), a digital healthcare organization led by physicians, to help both patients and healthcare providers. “In a highly fragmented and regulated industry like healthcare, high cost, lack of price transparency, poor patient access as well as education and ineffective integration of healthcare services are some of the major challenges that exist,” points out Dr. Ahmed. ATP utilizes technology to focus on integration of healthcare services to address their key issues, which are Access, Affordability and Awareness (the 3As).

The Inspiration : Inspired from being involved in his parents’ care (in Pakistan), Dr. Ahmed says, “I envisioned a marketplace platform to schedule healthcare services for our loved ones remotely as well as get second opinion services from expert physicians in America.” In 2016, Dr. Ahmed along with his co-founders established their own IT team in Pakistan. “We gathered a team of friends, including dedicated and hardworking US based physicians, IT and business professionals who not only developed the revolutionary IT platforms but built a network of over 20 healthcare services to launch SHIFA4U project—a one-stop healthcare platform to consolidate all healthcare services on singular digital portal—in Pakistan in Nov 2017.” Since then, SHIFA4U has expanded its expanded services in over 20 cities with over 100 healthcare partners and has over 500k users of their platform. Recently, ATP launched its marketplace project, CURA4U, for the U.S. market with a vision to bring price transparency and serve millions of self-pay patients including visitors and patients with high deductible plans. ATP is also scaling its projects in other international markets.

Helping Patients and Providers by Digital Healthcare Revolution Essentially, ATP designed a digital healthcare eco-system model, which has 2 integrated projects—one for patients, Healthcare Marketplace, and the other, SmartClinix, for healthcare service providers. The location based One-Stop Healthcare Marketplace project, CURA4U, enables patients (or their family members on their behalf) to search and schedule for various local quality healthcare services with upfront price transparency. Its services include doctors’ appointments (for both office as well as online visits), labs,

diagnostics, pharmacy, and home care service etc. It also provides patients access to education materials as well as their results/ healthcare records. On the other hand, SmartClinix is ATP’s cloud-based customized digital healthcare solution with built-in EMR, telemedicine platform and patient portal which upgrades digital capabilities of healthcare service providers.

The Mixed Effect

According to Dr. Ahmed, technology has a mixed effect. Technology has definitely improved the standard of care in terms of early diagnosis and better treatment. However, currently in healthcare, its focus has been more on financial rather than actual care (such as is the case of electronic medical record for billing) is leading to patient as well as provider dissatisfaction, as more time is consumed in documentation of reimbursement related content rather than actual patient care.

ATP is working and emphasizing to change the innovation focus on actual patient care.

The Ultimate Belief

Dr. Ahmed believes that success comes to those who believe in success. “the ultimate belief in success coupled with persistence and ability to motivate the team is the key of any successful venture. You just have to envision your target destination and work hard with trust in God,” he notes. Milestones: Under his leadership, ATP has scaled its operations in multiple countries and won various awards including GEC catalyst award at connected healthcare conference, Top 6 Healthcare start up by American Telemedicine Association, and now has been invited by United Nations as expert on digital healthcare on its summit for Universal Health. He has also participated in IFC/World Bank HealthCare Summit as member of think tank on digital health.





Passion, Innovation, and Culture



Naheed Kurji

CEO, Cyclica

A born fighter may not realize the power in him until he is sent to the battlefield. So was the case of Naheed Kurji when he was asked to take the reins as President and CEO of Cyclica—an AI-driven biotechnology and drug discovery company. “Many early prospective investors made it clear that they were looking for someone with a PhD to lead Cyclica without really getting to know me or how the company was set up. Fortunately, my team and many others believed in me, our vision, and the broader team, and have supported us for a long time - I am truly grateful to them.” When he was asked to move from CFO and take the role of CEO in April 2016, he quickly embraced the leader in him and began to take charge. His passion for AI and life sciences served as a transformative success factor for Cyclica. Exploring the “deep how” of his success, Kurji credits his team for investing their time and knowledge in him, and for continuing to believe in his leadership. He explained that an unwavering commitment, persistence, and tenacity to acquire new knowledge helped him, overcame his self-induced “imposter syndrome”.

With sound and dedicated scientific and operational expertise at the leadership level, today Kurji spends the majority of his time fostering Cyclica’s organizational culture, defining the company’s strategies to elevate its brand globally, meeting with pharma and biotech leaders on partnership opportunities, and exploring opportunities for continued innovation.

Driving Scientific Rigor

As a passionate healthcare technologist, Kurji believes all stakeholders in healthcare and drug discovery have a moral obligation to progress the advancement of human health, and have to go about it the right way. “The discovery of medicines is highly non-trivial, and there has to be a deep empathy and understanding of the complexities behind biology and chemistry, as well as the opportunities and limitations with new computational methods.” Kurji explains that “while we are building the most robust and impactful platform to accelerate the discovery of better medicines, we are continuously striving to uphold a level of scientific rigor and integrity that we believe is necessary to contribute to a healthy community.”

When it comes to the application of AI, Kurji explains that AI is an important tool and undeniably is playing an important role in the life sciences. When applied appropriately to specific problems and questions, AI helps in diagnosing diseases earlier, managing patient care and workflow, discovering and developing better medicines for individual patients or populations, detecting safety signals in

clinical trials or in the market, prescribing those medicines more effectively, and monitoring patient adherence to prescription. While encouraging, Kurji also stresses that AI is not the silver bullet in drug discovery as “the biggest limitation of AI is the availability of balanced model quality data where the underlying bias has been managed. This is a growing problem that needs to be thoughtfully addressed.” Where sufficient, balanced, and model quality data does not exist, platforms that are wholly based on machine learning or deep learning will struggle to provide predictive value. As Kurji says, “it starts with recognizing our own bias, communicating the limitations of our data, and collaborating with appropriate partners to resolve inconsistencies by gaining access to better data.” Furthermore, Kurji believes there is a need to hold companies in this space to a higher standard, and this includes scientific and technical validation of methods and models. Managing expectations is critically important when it comes to digitizing drug discovery, “we need to be visionary in our outlook, but patient in our approach. We can’t expect to click a button and cure a disease, not today.”

The “Go To” Platform

“In drug discovery, we believe that AI is best when it is combined with more first principles biophysics approaches. We also believe that pharma is looking for a holistic, integrated, and end-to-end enabling set of technologies that leverage AI to drive value at various stages of drug discovery (i.e. they are not looking for single point solutions for one problem),” says Kurji. Cyclica’s underlying philosophy is to design drugs for patients, not just for protein targets, which contrasts the approach of classical computational methods. In response to this, Cyclica has developed and validated a patented set of complementary technologies that combine the principles of biophysics, AI, and systems biology, to enhance how pharmaceutical companies navigate critical phases of the drug discovery pipeline. Taking a unique polypharmacological perspective to drug discovery, their Ligand Express and Ligand Design platform augments how scientists design better drugs that minimize off-target side effects, and gain insights into downstream systems biology and structural pharmacogenomics, a key step to personalized drug discovery.

For Kurji, he credits Cyclica’s position as one of the leading AI in drug discovery companies to creating a culture that sponsors an openness and understanding of views, transparency, and inclusivity, and at the same time, offering people an environment where they are free to be innovative solutions to some of the hardest problems in healthcare.



Happier Living Everyday



A Step to Future

On a quest for quality to provide the best patient care,
BPL takes the first step into radiology with a promise to become
a loyal and committed service provider.

IMPROVING HEALTHCARE WITH TECHNOLOGY DEPENDS ON FASTER ADOPTION OF INNOVATION

LUCIENNE M. IDE, MD, PHD
FOUNDER OF RIMIDI

When Electronic Medical Records (EMRs) were introduced in the early 1970s the vision was clear: digitizing patient records would make healthcare more efficient, and better for the patient and provider. Fast forward to today—we've come a long way towards the goal of a better system, but we aren't quite there. We've identified the industry's pain points, and laid the groundwork for solutions. Widespread adoption of the three healthcare tech ideas below will be crucial to building a healthcare system that is better for patients and the clinicians alike.

INTEROPERABILITY AND SMART ON FHIR

In 2018, the Centers for Medicare and Medicaid (CMS) renamed "Meaningful Use" to "Promoting Interoperability", which is a good indicator that we are inching closer to greater efficiency in healthcare. Essentially, interoperability means the ability for health information systems and software apps to communicate, exchange data and use the data they've shared. "Digitizing healthcare" was initially driven by revenue optimization and then care standardization. Clinical efficiency seems to be the forgotten promise but will ultimately be one of the most meaningful



After working as a physicist, a venture capitalist, an academic clinician and scientist, Lucienne Ide, MD, PhD, decided to start Rimidi to drive innovations in the healthcare industry.

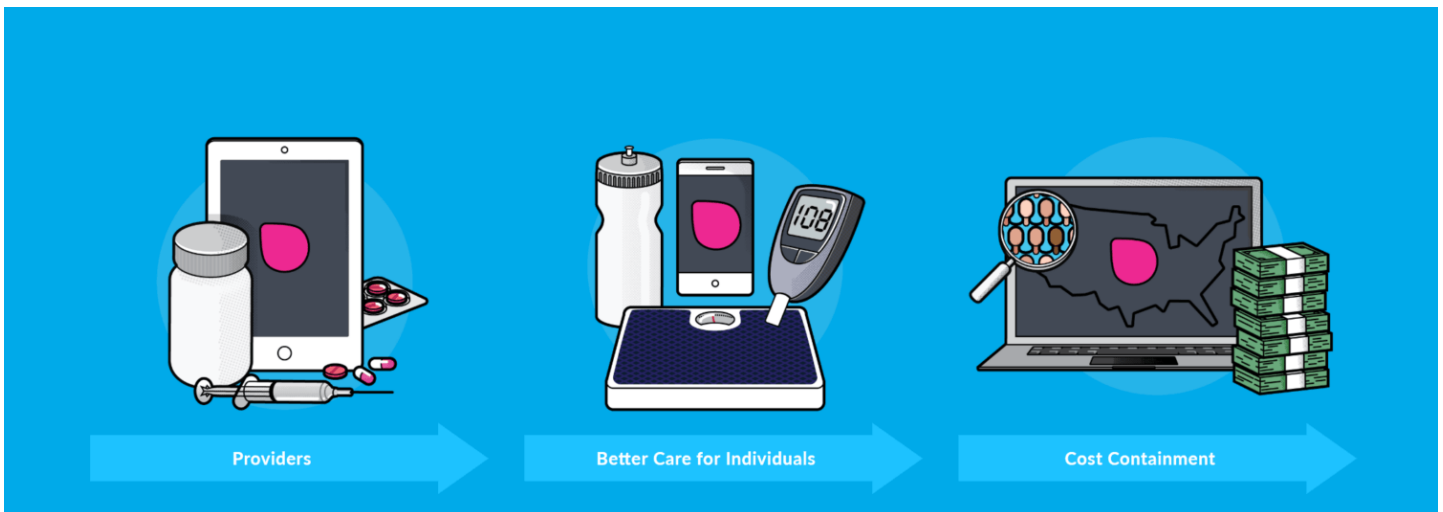
outcomes. While EMRs have made huge strides in digitizing healthcare and allowing for data to lead the way, they haven't always communicated well with each other or other technology. Enter Fast Healthcare Interoperability Resources, or 'FHIR.'

FHIR is a standardized API that enables better discreet data exchange between different EHRs and health IT apps. FHIR created a shared language for health IT systems that all health IT players could use to exchange, interpret and process health data.

Substitutable Medical Applications and Reusable Technologies (SMART) added an additional layer of consideration to FHIR, addressing how users would engage with third-party applications inside of the Electronic Health Record (EHR), or other health IT platform workflow. The standard supports both single sign-on to third party applications as well as an integrated user experience. While it's certainly still in its early days, SMART on FHIR is catching on across the industry.

CLINICAL DECISION SUPPORT — CDS HOOKS

The primary care physician checklist is ever-growing. Does the patient use tobacco? Do they wear a seatbelt? Do they floss? Do they eat enough kale? Instead of leveraging



technology to empower the physician to know what is best for their patients, we're adding more mandatory boxes to check that may not even pertain to that patient's problem that they are presenting with. On top of that, physicians are tasked with keeping up with rapidly changing clinical guidelines and new therapeutics. Arming clinicians with the information they need to make the best decisions for their patients—while working within their workflow—is essential.

What if the software systems that clinicians use could be more dynamic? What if technology could prompt the clinician with the information they need when they need it in order to make a more personalized clinical decision? The CDS Hooks specification was created to support this idea. The vision for CDS Hooks is this: A 'hook' is programmed within the clinician's workflow in the EHR, and can share information with third party applications, like the SMART on FHIR apps mentioned above. The app can then trigger a CDS, or Clinical Decision Support, notification and prompt the clinician with relevant information. For example, a new lab result may be available in the EHR indicating worsening kidney function. When the clinician opens that patient record, the EHR silently communicates with the third-party SMART on FHIR app, or launches the app automatically, to show guideline-based medication dosing recommendations for patients with compromised kidney function. Put simply, embedded clinical decision support tools will make it easy for physicians to do the right thing for their patient, and hard to do the wrong thing.

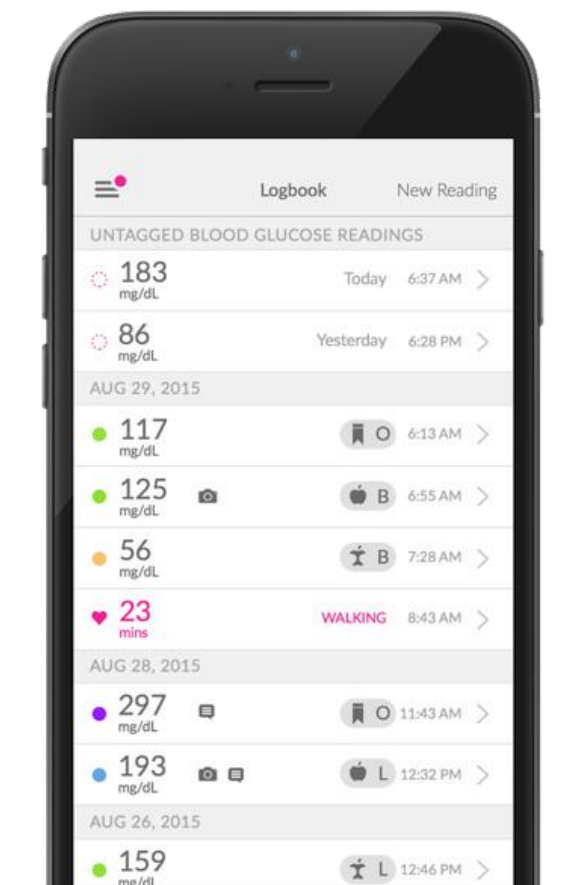
REMOTE PATIENT MONITORING AND PERSONALIZED MEDICINE

The vision of 'personalized medicine' is entirely dependent on bringing in patient-generated health data from connected devices (think step counters with apps but measuring more clinical information, like blood pressure or blood-glucose levels). Clinicians need a way to know what's going on with patients the 8,516 hours per year that they aren't engaging with the healthcare system, versus the four hours they may be with their doctor. This data set has been largely ignored but as price points come down on cellular and Bluetooth-enabled devices, data transmission, and cloud storage, connected devices are finally available to the masses. Interoperability allows us to pull this data into analytics

platforms and connect it with patient record data from the EHR, giving clinicians a more complete view of their patients' health—whether at the point-of-care or virtually.

Not only can technology like this arm clinicians with a better view of each patient's unique needs, but it can enable remote monitoring to detect costly complications before they happen, and prompt clinicians to intervene with appropriate guideline-based management.

Make no mistake: The convergence of these three emerging healthcare technology trends can change healthcare—but providers must be ready to adopt them.





Passion Ignited by a Purpose

DOCPACE



Shelby Sanderford

Founder of DOCPACE

“Access and efficiency, stemming from misalignment of interests between Providers and Consumers are two of the biggest challenges that exist in the current healthcare market,” says Shelby Sanderford, Founder of DOCPACE. Providers aim to see more patients and patients would like to be seen on time. “The two interests work against each other, so what DOCPACE is doing is allowing Providers to see X number of patients per a day by providing a platform to notify patients of delays in appointment start time. It’s a win-win.”

When working with a Hospital in Dallas, Sanderford came across plenty of patient complaints, hospital struggles, and provider frustrations which made her brain spin with ideas to improve the situation for everyone. She realized that communicating wait times with patients to improve patient satisfaction was necessary and eventually DOCPACE was born.

Digital Transformation in the Healthcare Industry

Healthcare is incredibly fragmented which makes it very difficult to implement impactful changes on a larger scale. To take full advantage of the technological advancements in AI, analytics and machine learning, comprehensive access across EMRs is required. DOCPACE makes this a breeze with its HIPAA Compliant software translation that can access multiple EMR platforms, and thus have a more general informed analysis. Though digital transformation comes with its share of data privacy issues, the benefits exponentially overshadow the downsides. However, it is important to educate people on how providers use their data and how much improvement this data processing results in.

Talking about data processing, transparency plays a critical role. It is inevitable to show the patients that their information is in safe hands. Increasing transparency can help alleviate most of the challenges faced by the healthcare industry today. According to Sanderford, increasing the transparency between a patient and their Provider will eventually increase a plethora of factors including patient retention, patient satisfaction, and ultimately patient referrals.

Finding Success in Gratification

As the daughter of an entrepreneur, Sanderford knows to counter challenges with positivity and to consider the experience as a learning journey. “The journey of a startup is a roller coaster ride,

there will be highs and there will be lows. If you can ride the lows out, the highs are incredible,” says Sanderford.

She also notes that the smaller highs are just as gratifying as the peaks, because “overcoming the little challenges also deserve a pat on the back, some positive reinforcement along the way.” She looks for gratification even in her day-to-day sales conversations exclaiming that she can tell when Providers realize she’s solving one of their biggest pain points. “Their expression and attitude shifts completely. That little success of a single conversation is incredibly gratifying.”

For the Early-Stage Business Aspirants

Sanderford encourages people in the early stages of their careers to believe in their vision and do their homework. “Start with chasing what you believe in and are passionate about, not a lot can get between you and a passion,” she advises. “But then do your homework and do it twice. Once the supporting research is there, you’ll be unstoppable.”

According to Sanderford, as a leader you have to be the teacher and the best way to do that is to give your team an example to follow and be inspired by. She also advises to not be discouraged by negativity. “There is no doubt that as a Founder you will be told “No” or “That’s not going to work”. It’s okay, learn from those perspectives and “find the positive side, it always exists, you just have to try to see it,” she motivates.





Smarter, Better, and Faster

Thomas Grandell

CEO & Co-Founder, Etsimo Healthcare



I've always been easily bored, and what bores or annoys me most is when things are done in unnecessarily complicated ways. When I run into something that in my opinion doesn't work right, I automatically start thinking about why something is done the way it is and how this could be done smarter, better or faster. So, for me everything starts with "why" and this is also why I think helping people to understand "why" is one of the most important things in leadership. Understanding gives everything a purpose and that inspires people and help them align with the goals.

The Challenge in Healthcare

Healthcare is lagging behind other sectors in terms of adapting to technical possibilities, i.e., seizing opportunities. There are several good reasons for this; patient safety, information security, and regulations are among the most defensible ones. The future hurts only once but resisting it hurts forever. And if you resist, you are not among the ones shaping the future so resisting leaves you worse off when the future catches up. This is especially true with AI and machine learning.

Don't be scared of technology and the future but be realistic. Don't plan too much in detail—start small but start somewhere—for example supporting current operations with new technology. Support successful change and kill off less successful initiatives quickly. After all, augmented intelligence where man and machine work together usually render much better results than just man or just machine.

The Journey to a Better Health

I'm easily irritated by suboptimal processes, and healthcare has felt overly complicated forever. It's very doctor-centric and siloed.

The start for me and Etsimo was three things happening at once; (1) I had three small children that needed medical care now and then, always in the middle of the night, (2) my wife got ill with a rare and life-threatening disease, and it took 2,5 years for the professionals to diagnose her correctly and even then it happened by coincidence, and (3) I was presenting an information discovery technology to the largest hospital district in Finland, and they gave me feedback that changed my thinking. All these together got me thinking that healthcare should be fixed, and I realized we could do it, we have the required skill sets and technology. So, I talked with my team and these discussions led to us start building our current offering.

We provide a platform with the infrastructure that enables our customers to get started on the journey towards being a data-driven company utilizing AI in their operations. It utilizes medical data and makes it possible for our customers to transfer from reactive to personalized and preventive care. For the consumer, the above translates into an improved customer experience with 24/7 access to healthcare and an easy-to-use fully digital care experience. For the provider and payer, it reduces the costs of the care process with automated triaging and care path assignment. This enables optimization of the use of human care resources and analytics on the care process.

Keeping People Healthy

At Etsimo, we believe in keeping people healthy instead of treating sick people. To accomplish this, through prediction and prevention, you need to be patient-centric and have a continuous flow of medically credible data from the patient. For this to work, we need a user experience that is part of your day-to-day life, but in a non-intrusive way—a way that doesn't bother you with continuous data update needs and irrelevant alerts. It utilizes the data from your patient history and the data you generate with your wearables to track of you in the background and requires actions from you only when it's absolutely needed. Getting healthcare and wellbeing to be a continuous activity enables us to fulfill our mission to keep people healthy.





Revolutionizing Vision Care

EyeQue®



John Serri, PhD.,

President & Co-founder, EyeQue

John Serri has worn glasses nearly his entire life and has spent an enormous amount of time at check-ups and fittings. Visiting the eye doctor's office can cause anxiety for some. One morning while searching for his eyeglasses, as he couldn't find the time to visit the doctor, he stopped and thought to himself, 'there has to be an easier way to test my vision and get new glasses'. Not very long after that he met Tibor Laczay, an eye care innovator, and discussed a technology that uses a smartphone to measure refraction error. "We both realized this was a fantastic opportunity that could help millions around the world by combining advanced optical technology with the modern capabilities of smartphones. With that, EyeQue was born."

Serri has a vision for the at-home vision wellness market and is driving the product direction for EyeQue. To meet such a vision, one of Serri's main goals is to make all EyeQue employees smarter, more effective, and richer—professionally and financially. Taking a proactive approach in managing his team, Serri believes open, cross-functional, and collaborative communication is the key to achieving their goals. For him, building an organizational culture which actively listens to both potential customers and employees is essential to the success of the company.

The Paradigm Shift

The challenge with introducing novel technologies in health and wellness is addressing regulatory issues while anticipating consumer needs and concerns. That's why Serri has developed a mantra around making EyeQue's solutions safe, affordable, accurate, and easy-to-use—reducing or eliminating as many objections as possible. While the power and ubiquity of smartphones provides a platform for digital health applications, many consumers are uneasy with new do-it-yourself methods when they've relied on an office visit with large machinery to help them obtain clear vision through corrective glasses. EyeQue's technology is geared to the consumer market to empower anyone, anywhere, and at any time to take a proactive role in their eye health. "We appeal strongly to the early adopters—those tech-savvy and willing to try things outside the norm. We are also committed to transparency and authenticity and I believe those sentiments are evident from our marketing materials and our packaging, through to our customer support," says Serri. Taking this approach, he believes, adoption will steadily increase over time.

High resolution screens and advancements in technologies like MIT's patented Inverse Shack Hartman, which is what makes EyeQue's refraction error tests possible. This enables new ways for people to gather refractive correction measurements anytime they want, and to personally keep track of their vision changes. This helps consumers to know when their glasses need to be updated. Consumers can use their results to order eyeglasses online, saving time and money. Meanwhile, Eye Care Professionals (ECPs) can provide EyeQue's at-home vision devices to patients for remote monitoring, for example, post Lasik or cataract surgery to observe changes and progress during recovery. "Telehealth applications like these save both the doctor and the patient time and costs, prioritizing office visits only for those who need to be seen in person."

Innovation Never Stops

Serri believes in constant innovation. The first product, the EyeQue Personal Vision Tracker, was introduced in October of 2016 and earned a CES Best of Innovation award at the International CES show. "To have our vision, our hard work, and our potential recognized by this prestigious body and to top the competitive Fitness, Health and Biotech category—boy, that felt good," he concludes. The second generation at-home refractometer, VisionCheck, also earned a CES award in November 2018, this time in the Technology for a Better World category—another acknowledgement of the impactful work the company is doing. According to Serri, "Our roadmap is long, our commitment to innovation that brings affordable eye health and wellness solutions to people everywhere is unwavering."





Transforming Ideas into Reality

Dr. Tsafir Kolatt

CEO & Co-Founder, Fertigo Medical



When there's a creative idea lingering in the corner of his mind, Dr. Tsafir Kolatt has never had a second's hesitation in transforming it into a reality. Besides being an accomplished entrepreneur, Dr. Tsafir firmly believes in the power of creativity coupled with having the courage of his convictions to establish and grow a business, which rivals or outmatches the competitors.

A Unique Approach to Personalized IVF Treatments

With his landmark achievement in the biosciences/healthcare industry, Dr. Tsafir set out to put theory into practice. Along with a team of experts, he identified a significant gap in the IVF (In-vitro Fertilization) treatment market, and co-founded Fertigo Medical in 2014. Along with three other co-founders, their mission was clear cut—to increase the success rate of IVF treatments. Fertigo's proprietary technology provides an evidence-based, personalized approach to calculating the optimal timing for the transfer of the embryo into the uterus. The timing co-ordinate is a crucial factor for successful embryo implantation. "We are able to monitor the evolution of the uterus in real-time, allowing us to determine its optimal readiness for implantation, which is unique to each individual patient," explains Dr. Tsafir.

While the main body of research has traditionally been on the embryos, few focused on assessing the uterus readiness for implantation. This has been mainly due to the lack of a direct and continuous vehicle to access and evaluate—uterine status. Fertigo's real-time diagnostic capability is able to discern endometrial dating through special image acquisition and other parameters, combined with sophisticated image processing. This in turn, has been pre-clinically proven to provide comparable estimates of uterine status vs. the traditional methods (e.g., histology, hormone levels, and estrus).

From the Bench to the Bedside

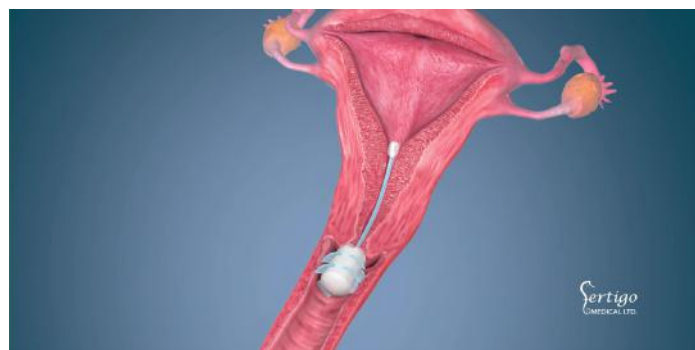
As part of the routine technological development path, Dr. Tsafir and his team conducted a pre-clinical trial. "There was no guarantee that animal tissues would behave in the way we anticipated based on our premises." As they analyzed the trial data, the hypothesis proved a perfect fit, and they obtained the expected correlation between the new technology and the traditional practice. "By this time, we realized that we were on the right path to a life-changing solution for IVF treatments." Encouraged by these results, Fertigo now runs its clinical trials to match human uteri.

Their technology, driven by deep learning from AI tools, has enabled them to reach insights into the implantation and fertility treatment process that were previously out of reach. This is especially relevant in the case of reproductive medicine which involves complex physiological processes.

The Transformative Success Factor

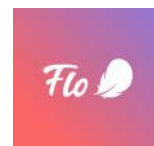
At a time when the industry lacks standardized healthcare protocols and the healthcare providers hold a somewhat less than holistic view of the human body, its pathologies, and diseases, Dr. Tsafir and his team have taken a candid and transformative approach, through their unique technology, to add value to their customers. As a leader, he feels it is vital to be imaginative, rigorous, and thorough, in all aspects of company development: the uniqueness of the scientific and technological service offering, the business set up and the establishment of an effective and committed team and management structure. "Businesses can be made successful and people remain committed providing additional drive, incentive, motivation such as curiosity, seeing one's role in the greater good, and connecting to the big picture."

Moreover, he feels one cannot evade the fear of failure, rather suggests that the motto should be that only those who dare to try, will eventually succeed. "Let fear be your primary motivator, not despair." With a vision to develop and enhance the quality of care at all times, through collaboration, Dr. Tsafir continues to bring better solutions to serve humanity. "Our technology is aimed at increasing the success rate of births and thereby reducing the physical, mental, and financial burden on couples or individuals whose sole desire to experience the precious and life-changing gift of being a parent".





Pioneering Women's Health Issues



Dmitry Gurski

CEO & Co-Founder, Flo Health

Dmitry Gurski, CEO & Co-Founder, Flo Health has been credited with developing a global app that helps women understand the meaning of their body signals, providing them with accurate cycle predictions, evidence-based health insights, self-assessment tools that identify the increased risk of certain medical conditions, and community section for anonymous discussions on health topics. Flo Health is the most popular FemTech Healthcare start-up in the USA and over 100 countries worldwide. Flo has more than 100M users, and was recognized by SensorTower as the most downloaded Health & Fitness app in Appstore in August.

Flo Health's signature product - Flo, is the fastest growing AI-driven women's health product that encompasses solutions for girls and women at every stage of their life (start of menstruation, cycle tracking, and preparation for conception, pregnancy, early motherhood, and menopause).

The Journey

Quip Dmitry Gurski on the factors that led to the start of Flo, he says that the team first developed all women's app called OW (Only Women) but had to shut it down within a year as it was too complicated. "At this point, we realized that the key thing is to make the user experience simple, even if you are trying to make a very complex product", added Dmitry.

Listing out the advantages of Flo, Dmitry adds that Flo combines cutting-edge technology, scientific knowledge and the power of community to support women throughout their entire life, helping them to make better decisions about their health and well-being every day. The app also aims to remove the barrier to seeking professional medical help. Driven by science, everyday users of the app receive personalized health insights based on the symptoms they track and log. "These health insights are created with medical experts, scientists, and practitioners from leading North American and European medical schools, such as Yale, Oxford, Harvard, Stanford, and more" adds the professional.

The App

Elaborating more on Flo, Dmitry says that the app is built, based on the so-called iceberg principle when 20% of the functionality is visible, and the remaining 80% seems to be hidden underwater but appear if needed. "The most memorable moment was when we've finally launched Flo, and from the very first tests it showed great performance—users understood how to interact with the

app, they enjoyed it and gave 5-star ratings. This was amazing. We realized that we've been doing the right thing, and after all the failures we've managed to create a product that women want."

Exploring FemTech Healthcare Segment

Dmitry points out that FemTech's biggest challenge is that most decision-makers are men. "Unfortunately, the share of women among entrepreneurs and investors in the industry is still very low. In comparison to other health and fitness areas, women's health isn't as understandable to men." The healthcare professional adds that the segment had been underserved and underappreciated, and consequently, the market isn't competitive."

Role of Healthcare Tech Companies

Healthcare tech companies are doing their job well and manage to solve a lot of individual problems, but they can't change the overarching system, observes Dmitry. "That means that they need to completely close the gaps of the inefficient systems, while the system itself isn't improving. If I could change one thing, I would fix the ineffective initial system first, make it work, and only then start building an effective framework for healthcare tech companies," he notes.

Defects of Digitization

Lamenting over the defects of digitization, Dmitry notes that a lack of personal touch in healthcare is a cause of concern. "Studies show that people must understand that they are connected to society, as this perception stimulates the brain. This patient-doctor relationship has also played a part in giving people a sense of this connection, especially as they get older."

The Success Mantra

"Treat failure as something inevitable. It's the price you need to pay for success", notes Dmitry. He advises startups and entrepreneurs to be extremely optimistic for the long-term vision and paranoid about the short-term vision and to treat the business as the process of discovery: "Take a step, analyze the results, and revise your action. Repeat as many times as you want your company to exist," he advises.



The Power of Inclusiveness



Larry Cohen

CEO, Glycotest Diagnostics

With over three decades of experience in the diagnostics business, Larry Cohen believes clear and direct communication is one of his strongest leadership strengths. “Soliciting input and listening carefully to professionals inside and outside the organization helps guide planning and decision-making” says Cohen, CEO of Glycotest Diagnostics. Known as one of the seminal leaders in the industry, Cohen has a large industry network to tap; he has led several companies in the healthcare arena over his 30-year career. His innovative approach to delivering better patient outcomes utilizing novel clinical testing has helped him steer Glycotest, a private liver disease diagnostics company, to early success.

Meeting Challenges

“I believe the healthcare industry must do a better job in educating healthcare professionals and patients on the value delivered by new and innovative products,” says Cohen. When outcomes are measured and the quality of life is included in the equation, innovation can often be shown as a cost-saving tool. Especially, in the diagnostics sector, where products and services tend to be undervalued against the benefits they provide, we need greater emphasis and attention paid -- this is usually a very small part of the overall financial cost of managing a patient's condition. Early detection of disease allows patients to get the appropriate treatment faster and improve outcomes.

Abiding by the same principle, Glycotest has developed its flagship technology—the HCC Panel.

Meeting the Unmet

The HCC Panel includes common core biomarkers, driven by a proprietary algorithm, that detect early-stage hepatocellular carcinoma (HCC)—the most common form of primary liver cancer. If detected early, HCC can be cured. “There is a large and growing market both in the U.S. and globally of patients with Chronic Liver Disease, a rapidly growing number of patients with Fatty Liver Disease and another group with NASH,” notes Cohen. “All these patients are at a higher risk for developing cancer. We designed the HCC Panel with biomarkers and an algorithm to detect early-stage liver cancer, this is superior to currently available, widely used tests and has the potential to address current unmet diagnostic needs.

For a Long-term Vision

As a strategic leader, Cohen frames his outlook on the big picture. “It’s inevitable that there will be failures along the way, so it’s important for leaders to stay nimble and to learn to deal with them, either solve the problem or go around it. Leaders should consider failures to be a very important part of the learning process. Equally important is hiring the best team of people you can find, every great hire increases your chance for success exponentially.





Making Medical Imaging Affordable to All



Cristin A. Dickerson

MD, CEO & Founder, Green Imaging

Medical imaging is a key diagnostic tool in the health care industry. Over the years the associated technology has witnessed tremendous growth, making it more affordable and efficient. An acclaimed business leader in the health care industry Cristin A. Dickerson, who is also an MD and the CEO and founder of Green Imaging, has participated in that growth, having spent 28 years in the industry. Her company's primary aim is to help patients make the most informed decisions about MRIs, CT scans and other imaging procedures. Based out of Houston, Texas, Green Imaging is a full service virtual medical imaging network, offering cash-pay price to all its patients and direct contracting to innovative health plans ensuring they are charged a fair all-inclusive price for imaging procedures (the prices include the radiologist interpretation and any contrast or supply charges).

The Journey

The journey of Green Imaging began in 2012 when Cristin realized that there was a dearth of high quality, affordable medical imaging centers in Houston. "We had a 21% uninsured population in Houston in 2012. We had very few options for high quality, affordable medical imaging for those folks. I explored opening a cash pay imaging center but was looking at \$3-4 million in debt," she said. Cristin added that the centers her group served as radiologists were at 50% capacity at best, hence she decided to use a Travelocity-like model and bought the unused time on their scanners at a discount. "I and the other radiologists in my practice read the exams to assure quality across the network. That model grew throughout Texas. Then, last year we began contracting with independent imaging centers nationally and our network now consists of about 950 centers across the country."

Technology to the rescue

Technology, for Cristin, was the key enabler in improving access to affordable imaging for the masses. Cloud based technology allows referral management for tens of thousands of exams from varying referral sources. It also enables images from across the country to be interpreted centrally and efficiently in a PACS (picture archiving and communications)/RIS (radiology information system).

The Challenges

The current healthcare industry is crippled with challenges including HIPAA (The Health Insurance Portability and Accountability Act) compliance. Cristin said the healthcare industry is held to standards that stifle and drive up the cost of innovation. "Why is your healthcare data more precious than your legal and financial data and personal/interpersonal communications?" she asked further citing dependency on decade-old medical claim forms and coding systems trademarked by the AMA as another challenge. "60-70% of physicians being employed by hospital systems are relying on the hospitals to find innovation rather than exploring it for their own independent practices," she added.

The Success mantra

As a strategic leader, Cristin has relentlessly carried the tirade against the healthcare experts who did not want to break away from the existing tyranny in the system. "One can overcome failure only through powering through it. Power through it, you will sometimes fail, but it can make you stronger and smarter," she noted.

But now, Cristin is on cloud nine. Green Imaging is finalizing a contract with a company with 40,000 employees. "We are also developing a custom network for 100,000 employees in California and are presenting to a school district in Florida very soon. We can save employers and health plans 10% on their overall health care spend."

A word of advice for start-ups

According to Cristin, start-ups and booming entrepreneurs should rely on self-funding, especially if they were looking to establish their business in the emerging cost contained healthcare system. "The real need of the hour is to get rid of bloated middlemen who have bled the system dry. I was a self-funded employer when I was president of a 50- doctor multi-specialty group and always saw the potential of Green Imaging becoming a preferred cost containment network for employer health care plans and that has come to fruition these last 3 years."



Grenova Brings Innovation and Cost Savings to the Lab Industry



Ali Safavi

Founder & CEO—Grenova

“Be passionate and have 100% belief in your mission. Be persistent, explore the unknown, be optimistic at all times, surround yourself with smarter people and don’t forget your ultimate goal regardless of any distractions along the way,” says Ali Safavi - Founder & CEO - Grenova. The young entrepreneur is a natural risk-taker who gets uncomfortable with the comfort zone. He is a person who can’t hold back when he finds an opportunity to improve. “I cannot live with “What If,” I have to execute and find out myself,” says Safavi.

The journey

Safavi’s 8 years of experience in healthcare helped him discover a major hole in the market - unsustainable use of plastic consumables. He left his secure and well-paid job to pursue developing a technology to make labs more sustainable by reusing plastic consumables. He focused on pipette tips and after 14 months of hard work, he had a full working prototype and placed it in a clinical lab for testing. The prototype passed every single test throughout the validation protocols and proved that the pipette tip consumables could be safely reused multiple times without any carryover or impact on its performance. “At the end of the validation study, the lab manager asked if she can have a 2nd system to put into her production lab and that’s when I knew there is a market for it so I founded Grenova on May of 2014,” says Safavi.

During the interview, he wanted to express his profound gratitude to the early adopters who took a chance on his technology and kept it open-minded. “This accomplishment today would have not been possible without you. Thank you Grenova early adopters, you are always part of the team,” expresses Safavi.

Wanderlust in the making

Safavi’s interests out of work area profoundly inspiring. Money doesn’t attract him but making a difference and exploring the unexplored does. He loves to travel without definite plans. “When you don’t plan your travels, then you have no expectations, therefore anything comes along your way it is exciting”. He also admitted his fascination with the automobile industry for its progress both in terms of performance and design.

Regulation and Innovation Should Work Together

According to Safavi, the healthcare industry moves slowly and is not always open to disruptive improvements when it comes to recycling and reuse technologies. To him, healthcare innovation is not “living longer” but instead enabling a better quality of life for humans on a healthier planet. If he could change one thing about this industry, he would reduce the regulatory restrictions related to reuse in order to make it less difficult for groups working on groundbreaking technologies for the industry. “Regulations doesn’t always evolve as fast as technological advancements. The goal is for regulations and innovation to work in tandem. Our mission is to push the industry forward and we encourage everyone in healthcare to find new ways to reduce waste, save money, and impact the planet.

Focus on Value, Money is Secondary!

“To me, there is no failure in failing, it is just discovering what to do next, and how to do it better,” says Safavi. According to him, it is okay to fail when you learn to accept making mistakes and not repeating them. Also, he advises to not make money a priority. To him, if you ever do something for its value, you will succeed but if you only do it for the money you will get burned out and not make it.





The People Element



Terry Rowinski

President & CEO, Health Payment Systems (HPS)

Leadership, for Terry Rowinski, is passion-driven and consistent. His focus is to provide relatable leadership that engages, inspires, and encourages growth within all levels of an organization. Taking a people-centric approach, Terry yields positive bottom-line results by influencing hard-to-control costs such as turnover and productivity. Evidently, his engine of success is in creating a community culture within the organization, at the same time, giving an empathetic ear and voice to the customers that they serve.

“The best thing we can provide is ease-of-use to our customers in the digital age, especially in the most complex environment, such as healthcare finance management,” claims Terry, President & CEO, Health Payment Systems (HPS). “The current healthcare landscape is not user friendly. In order to make it easy for people to pay bills, they need to understand what they are paying for and must be made digital.” HPS offers solutions to enhance the consumer healthcare billing and payments experience, while driving value to healthcare providers, health insurance companies and employers. “We intercede in the middle of the medical services provider, the employer who offers its employees health insurance through their benefit plan, the employee and their families who consume and pay for healthcare and the insurers,” notes Terry. HPS humanizes the entire way in which people are consuming and paying for healthcare.

Empower People

As a strategic leader, Terry’s aim is to bring a positive impact on HPS’s clients, team, stakeholders, and the communities they serve through focused leadership, keen vision, achievable strategies, and transparent communication. With his steadfast commitment to a people-centric approach to leadership, Terry has infused a sense of capability throughout the organization empowering HPS to increase their client base without sacrificing company values and quality of service. This has, in fact, enabled him to encourage client support and billing/payment processing teams to deliver consistent world-class service.

For instance, as an internally focused activity, Terry and his created an “innovation” week where all of the individual team members in the company were given three business days to work together to suggest something “new” for them to do, like a new business concept, an operational workaround to a problem, a new software product, etc. “Our team ideated

over 20 new ideas of which five immediately were put into our product development process and brought to market. It was a huge company win and one that showed that with time and unencumbered spirit, we had it in ‘us’ to push and pull ourselves forward,” says Terry.

At the Core

Injecting the two key principles—employee engagement and planning—into his leadership, Terry’s progression in HPS, from EVP of Operations to President & CEO of the company, has proven instrumental in many organizational turning points. It includes HPS yielding over 80 percent employee engagement and earning the title, ‘Milwaukee Journal-Sentinel Best Places to Work 2017-2018’ and been awarded the ‘Better Business Bureau’s Torch Award for Ethical Behavior in 2018.’

“Today, no matter what bright and shiny new tool or process we envisioned to use in our business, we’ve realized that the strongest win is the nurturing of our relationships,” says Terry. “And failing only strengthens the process.”





Saving lives with early diagnosis



Shani Toledano

Co-Founder & CEO at HT BioImaging

"I am celebrating every step in this journey, and collecting success moments almost every week: our first prototype, pre-clinical trial, clinical trial kickoff, first American patient, fundraising, every time a new person is joining the team, every time we are presenting on stage, new office and many more," says Shani Toledano, Co-Founder & CEO at HT BioImaging. Success is a journey, not a destination and one can't deny that Toledano has exactly got it right. As a leader, she believes that having a vision and being able to communicate her goals, persistence and responsibility are the most important factors that drove her personal and organizational success. She thinks that fostering creativity is a key trait to nurture innovation among the team. The passionate technologist has sports, communication and people in her list of interests outside of work.

The problem with the healthcare industry

According to Toledano, the biggest challenge that exists in the current healthcare RCM is that the patient is not being the center. The problem gets worse in the case of fatal diseases like cancer. Early cancer detection is instrumental in saving lives because the prognosis and prospects of successful treatment are significantly improved. Yet, for many cancers and other deadly diseases, there is no current early detection examination. Or if there is, it is not conducted as a routine test in the community or it is not affordable. Additionally, current screening methods are problematic due to relatively high erroneous results. Furthermore, The long-time patients need to wait for the tests and their results may cost lives.

HT BioImaging saves the day

HT BioImaging is committed to save lives and improve the quality of life of patients suffering from the deadliest diseases. In order to do so, the team has developed a platform that is highly noninvasive, safe, accessible, and highly accurate. "The system would make initial screening and cancer imaging more simple and affordable besides enabling easy access in the community. The platform also provides real-time results that would enable physicians to instantly decide if additional (or more expensive and high-risk) testing is necessary—early on," says Toledano.

The journey

A Few years ago, Toledano's father, a healthy, happy 56 years old, suddenly felt a pain in his chest and was diagnosed with a 5 cm tumor. Unfortunately, it was already late-stage and they couldn't save him. He expired 9 months later. "At that time while

I was working at IAI (Israeli Aerospace industry), focusing on R&D for flight simulators. I started to read, to learn about cancer, how it works, how it spreads, I was also completing my degree in mechanical engineering, where I specialized in heat transfer and thermodynamics. This created the bridge between an unmet need I saw and my passion for technology. My next step was to look for the best people in this field to help me establishing HT BioImaging," says Toledano.

She started with her heat transfer lecturer Dr Moshe Tshuva, Thermodynamics Lecturer Dr.Sharon Gat, and her father's oncologist Dr Amir Onn. Fortunately, she met Gidi Barak, co-founder and chairman at HT BioImaging while she was looking for an experienced partner. "Gidi is a serial entrepreneur with 10-exits record. He held leading positions in several companies including co-founder and CEO of DSP Communications (NASDAQ: DSPC), and Founder & Chairman of Envara and Butterfly VLSI," says Toledano. The team shared the same vision and as a result of their passion for saving lives, HT BioImaging was born.

Wrapping it up

From the years of experience, she has learnt to count her successes and not failures. After all, failure is not the opposite of success but a part of it. She advises the booming entrepreneurs to follow their intention, associate their passion with a purpose, clearly define their dream and work towards the vision.





Changing the personalized nutrition paradigm



Gil Blander Ph.D.

Founder & Chief Scientific Officer, Segterra (InsideTracker)

“One thing I would change is to make the industry more consumer-centric: people over profits,” says Gil Blander, Founder & Chief Scientific Officer, InsideTracker. He found the healthcare industry concentrating on profits more than the health of the people. He says their focus is not on targeted prevention but remediation of consequences. Instead of treating the root cause, they treat the symptoms. According to him, “this current ‘sick care’ industry is like a hotel and gym — trying to fill hospital beds and use diagnostic machines for profit, instead of working to keep people away from those places and things”.

As a child, Gil witnessed the death of a relative due to lack of preventive healthcare, and this resulted in his lifelong commitment to bring a change to this scenario. Being passionate about personalized nutrition, longevity research, and artificial intelligence, he tried to integrate these and provide a solution. Thus, he came up with the concept of InsideTracker as a personalized wellness application. The main motive of InsideTracker is to help people live better, for longer. . InsideTracker works by optimizing each individual body based on its own biometric data. The cutting-edge algorithmic engine analyses a person’s blood samples, DNA, and lifestyle habits, and guides them towards whole-body optimization by providing actionable recommendations.

Gil worked alongside some of the world leaders in aging research, like MIT biologist Dr. Leonard Guarente and Harvard geneticist Dr. David Sinclair, to generate the prototype for an automated, algorithm-based personalized nutrition and lifestyle platform. Regarding the guiding concept behind InsideTracker, Gil says it’s about “combining rigorous, peer-reviewed science with cutting edge technology and the creative power of great human minds—which can result in phenomenal advances for human health”.

Innovation—the key for future

Gil has a Ph.D. from one of the top labs at the world-renowned the Weitzmann Institute. He did his postdoc at MIT in aging science. Early on, he could see through the shortcomings in the current industry very clearly. He believes healthcare needs to become innovative and work on prevention over treatment. The focus, he explains, should be on how to make the person healthier even before they ever get sick. This can be achieved only when scientists, engineers, and physicians put human beings at the center of their research rather than the financials. Gil says this shift has started with platforms like InsideTracker, but there is still a long road to tread.

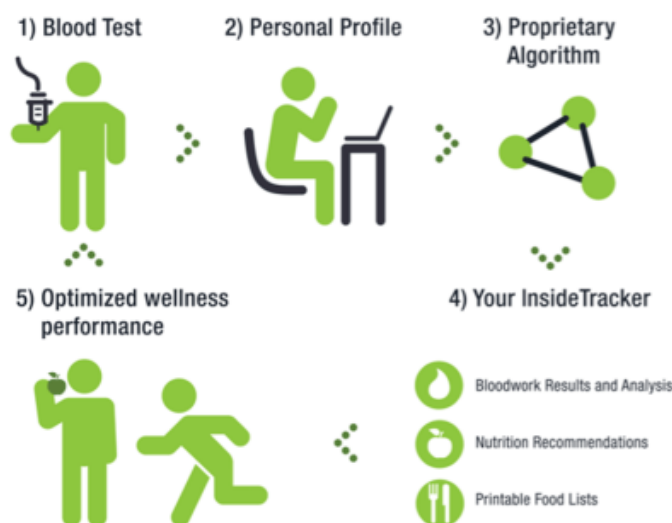
Road to success

Gil is a risk-taker who is passionate about the future and very committed to his goals. Although stubborn in his commitment, he has remained flexible and open when it comes to revising the company’s trajectory such that it aligns with his core values and the rapidly changing landscape of health, technology, and consumer needs. He attributes his success to his strong, passionate and talented team which has helped InsideTracker grow for the past 10 years.

Gil says a leader should have a crystal clear vision for the future, a relentless desire to achieve the goal of helping others live a longer better life, stay firm on the vision amid challenges and be committed to continually learning. Apart from these traits, a leader should be pragmatic—that is, having a desire to be practical and progress-oriented.

He advises budding entrepreneurs to not be afraid of failures as, he believes that’s the best way to learn and become better. He says, “While we don’t set out to fail, we do set out to make significant changes—to change existing healthcare paradigms and create more efficient ways for everyone in the world to access greater wellness and a more robust health span”.

How InsideTracker Works





A Real-World Impact on Patient Care

inspiren™



Micheal Wang

CEO, Inspiren

With a perfect blend of the right skill set and a passion to learn from real-world clinical experience, Michael Wang set out on a purpose-driven journey. As creative and strong-willed as he is, Wang and his team was seeking for a perfect solution that would help practicing clinicians to deliver the best patient care ever. “Our vision guided us with precision to look for those with experience and expertise to create a technology that the world had never seen before.” According to Wang, CEO of Inspiren, developing a care technology and then trying to backtrack its functionalities into solving real problems does not provide a seamless patient experience. Bridging this critical gap in technology that had resulted in preventable negative patient outcomes, Wang along with the team of Inspiren designed a wall-mounted IoT device called iN that uses computer vision, deep learning, and natural body-movement recognition to detect staff presence and monitor threats to patient safety while simultaneously collecting data from other medical devices such as EKGs and ventilators.

Additionally, the environmental sensors in iN detect temperature, brightness, noise, and other aspects of patient comfort. “iN aggregates and intelligently delivers this data in real time via the care teams’ mobile platform, and utilizes nudge theory and gamification to distribute immediate feedback when staff display desirable action.” The simultaneous collection, aggregation, and real time delivery of physical, environmental, and digital data is unprecedented.

The Journey

From the industrial design, the software platform, the user interface, to the robust data infrastructure of iN, Wang and his team took meticulous care while thinking through every step, every detail, and every possible scenario. “We drew from our real-world clinical experience and we listened to those at the front lines. We worked intimately with our engineers and designers, in extrapolating their extensive knowledge in order to make our vision come to fruition.”

The Focus

Having built his first company at the age of 19, Wang has a vast clinical experience in patient care and healthcare technologies. Being an expert in both nursing and business, Wang looks at the current healthcare market as a fragmented segment that lacks standardization. “Despite the advanced technologies such as AI and Machine Learning, there is not a clear and definitive

path to structure, utilize, and leverage Big Data.” In a hyper connected world, Inspiren’s flagship solution, iN, intelligently analyzes data across the care continuum to provide unparalleled insights to care and safety. This was possible by a detailed understanding of the actual, practical, and clinical needs of the healthcare companies.

Wang, in fact, believes “listening and learning” from front-line clinicians to be the true inspiration in creating technologies that impact patients. “As much as we know the industry, we ought to know the people working in the space. Only then will your vision be guided to solve the problems.”

The Team

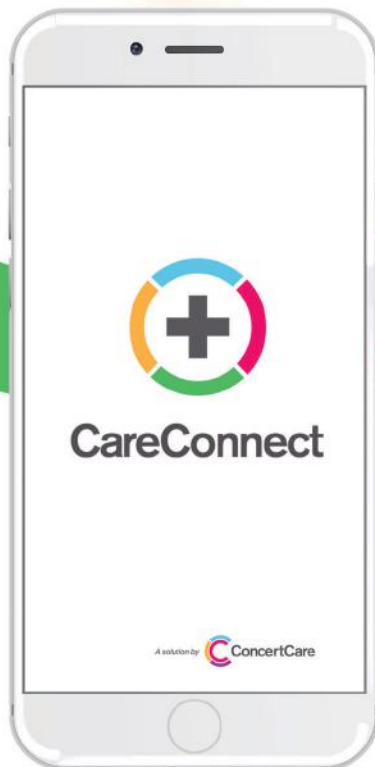
Being a problem-solver by nature, Wang has a relentless drive to manage his team, holding paramount his value of sacrifice, dedication, and persistence. “It has been one of my life’s greatest joys to be part of the Inspiren team who truly embodies and practices our ethos. In fact, it is noteworthy to mention their effort to really immerse themselves within the clinical and operational environments, and their relentless drive to work together as a well-oiled machine for the good.”

With his strong business skills and the ability to adapt like there is nothing to lose, Wang is nothing less than an influential millennial entrepreneur.





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Empower and Save Lives

ONE TOUCH
TELEHEALTH



Carrie Chitsey

CEO & Co-Founder, One Touch Telehealth

In a highly disrupted industry like healthcare, “empowerment” is one of the key success factors to build and sustain a healthy patient-provider relationship. It is, in fact, a necessity not only for patients but for the providers as well. With a passion to impact lives, Carrie Chitsey and her team transformed this very insight into a simple and affordable telehealth platform for healthcare providers to acquire and retain patients in today’s digital landscape. “One Touch Telehealth was created after seeing a need for convenient, simple, affordable, and reliable video patient interactions for practice groups, hospitals, and facilities. We’ve kept both the patient and physician experiences in mind, allowing 2-click simplicity for ease of use on both sides to connect,” says Carrie Chitsey, CEO, and Co-Founder of One Touch Telehealth.

Better Connect Made Possible

The team of One Touch Telehealth began their journey by developing mobile applications for video telehealth. “However, consumers (i.e. patients) do not want another mobile application on their phone for 2-3x/year usage,” recalls Carrie, “also, the Baby Boomer population is more comfortable on an internet browser. So we made a browser-only solution that could go right on the healthcare organizations’ website where patients are already at.” This allowed the patients to do a video visit in less than 20 seconds with no third-party downloads. With feedback from the physicians, the team then optimized their experience to 3 minutes or less training and them only learning 2 new clicks. “Providers were overwhelmed with EHRs and process, so we knew we had to ensure the physician experience was the best user experience for users.”

Today, their video telehealth platform also changes the lives of at-risk youth. It allows them to video with peers and/or adults using technology but still seeing an authentic relationship (human to human) on the other end. “You can’t replace that with a phone call,” adds Carrie.

Innovation and Affordability in One Plate

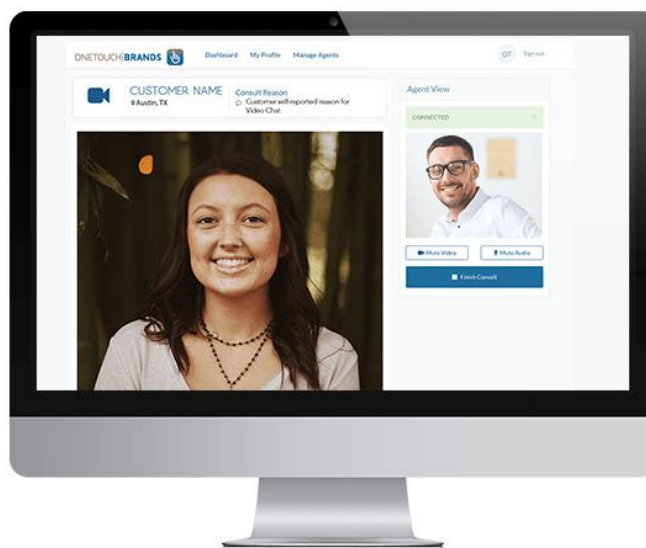
Often, facility-based solutions and technologies are affordable only for large hospitals. Also, the organizations that needed telehealth to serve patients at home cannot afford these solutions. “We are solving this by empowering healthcare organizations with their telehealth solutions that require no hardware, no software, starting at a few hundred dollars/month,” says Carrie.

“We’re also just at the start of real healthcare innovation with telehealth and remote monitoring. Those that will succeed will plug in innovation to solve existing patient and/or provider workflow issues to optimize efficiencies while enhancing both patient and physician experience.”

The True Passion

Being a risk-taker and an avid learner, Carrie has made it her life’s mission to help and save lives. She began her non-profit Humans Helping Humans to provide people, organizations, and other non-profits with the digital tools to impact and save lives in mental health and the opioid crisis. “The traditional hotlines and treatment models are broken. I’m passionate about changing the industry, helping impact our youth suicide rate, which is the second leading cause of deaths in the U.S.”

Carrie is also the host of the Top 50 Healthcare podcast show, Executive Innovation Show Podcast, where she interviews weekly leading healthcare innovators that are leading the charge in healthcare. “We do a ‘give back segment’ on mental health and addiction with amazing non-profits and influencers leading the charge to spread awareness, at the same time, break down walls to impact and save lives.”





Reinforcing medication adherence with affordability

William J. Febbo

CEO, OptimizeRx

OptimizeRx

» Better Connections – Better Outcomes ◀



Even if hospitals and physicians do everything right, treatments falter when patients don't take the prescribed medications. Inability to afford medications is the major reason for non-adherence. Many patients don't take advantage of prescription discounts just because they don't know about them.

"Billions of dollars in coupons and vouchers from pharmaceutical manufacturers go unused because physicians and patients simply lack knowledge of and access to these offerings," says William J. Febbo, the CEO of OptimizeRx.

This is where OptimizeRx® comes in. OptimizeRx's platform integrates into EHRs and automatically provides prescription copay information at the point-of-prescribe, thus allowing providers and patients access to available discounts when it matters most.

The OptimizeRx platform extends beyond the point-of-care. Its patient engagement module further improves the likelihood of treatment plan follow-through. Despite a complex healthcare ecosystem, the platform enhances connections between pharma, providers, patients, and payers.

The Journey

Febbo founded with his physician brother a pharmaceutical-based market research company where he learned a lot about bringing together industry and medical professionals. He sold the company in 2006, bought it back in 2009 and sold it again in 2015. This exposed him to public markets, raising capital and the health technology solutions with medical and pharma stakeholders. The diverse exposure helped him learn to manage growth as well as expectations - ultimately leading to his role at OptimizeRx, an early stage public company.

Febbo was not an OptimizeRx founder, but the company has witnessed incredible growth since he joined. Three years ago, OptimizeRx was a software company with 10 employees and three interns. Since then, valuation has gone from a low of \$27M to \$230M, from no analyst coverage to 4 analysts, and from OTC to Nasdaq. Febbo's passion to connect the pharma industry with medical professionals drove the team to transform an existing software company into a health-tech enterprise that improves care, adherence, and affordability, which now impacts tens of millions of patients.

I've learned as a leader, you cannot control timing, so it's all about surrounding yourself with the right people. It's not about me being the smartest person in the room -it's about working with others who know the industry inside and out.

Do Big Things

Despite rapid changes in the digital health landscape, the industry continues to lag behind and costs continue to rise. Healthcare providers are expected to offer better care while experiencing a shift to electronic systems – often spending 5-6 hours a day within the EHR. The vision to incorporate the financial and formulary information providers may need within their EHR seemed impossible. Despite regulations and innovations in the last decade, disparate systems continue to lack significant connectivity. OptimizeRx's platform and underlying network of EHRs continues to grow and evolve to find more ways to engage patients and providers across the care continuum without expanding the efforts of the physician.

According to Febbo, to solve a significant problem like this you have to be open to experimenting and willing to risk some efficacy. Innovation and risk are the two sides of the same coin. You have to focus on your end goal without being distracted by naysayers and take criticism positively. "Do not yield to those in the industry who say, "It can't happen." Use it to push you and keep going full speed", he suggests.

Rethinking Failure

"It is OK to look at "microfails" and perhaps consider what each misstep can teach us about the next risk we're willing to take. That said, if you fail to fail, you can't succeed. So, it's also OK to aim high!", advises Febbo.

We couldn't agree more because revolutionary changes don't happen overnight. A willingness to experiment and the wisdom to learn from mistakes are keys to success. After all, what got you here won't ever get you there.

Advice for the Booming Entrepreneurs

Febbo encourages budding entrepreneurs to take risks. He also advises them to focus on making an actual impact rather than just focusing on the numbers.

I'd remind those early on in their careers to always see the bottom line—not necessarily the bottom-line from a numbers-perspective, but on doing work that will actually have an impact.



Thinking Beyond the Present



James Dudley

CEO, Parathon

“You wouldn’t rely on a doctor to manage your checkbook, why would you rely on a clinical system to manage your revenue cycle?” asks James Dudley – CEO, Parathon. He found that many health care providers were forfeiting millions in compensation because they were relying on their clinical system to manage their RCM. Being a software developer and technologist, he realized that the workflow of engineering clinical systems was not equipped to handle RCM. He resolved to develop the most robust and comprehensive RCM system for healthcare providers. Thus, Parathon was born.

Parathon can manage the entire revenue cycle of even the largest providers as a single enterprise using the legacy EMR as a raw data warehouse. Dudley designed Parathon to be a middleware data aggregator that overarches legacy system EMRs. It enables the providers to control their entire financial desktop as a single enterprise even if it is comprised of many disparate facilities operating on multiple legacy EMRs. In this way, Parathon allows the providers to realize economies of scale and efficiencies from operating on a virtual single-enterprise system.

First of its kind

Parathon is based on a proprietary first-to-market “Parallel Database,” or “PDB”. Dudley has coined the term and trademarked it. PDB transforms the entire patient accounting system of legacy EMR into a single enterprise platform utilizing state of the art, cloud-based technology. The key benefit is that with Parathon’s PDB the provider gains complete control of their legacy RCM and can better manage revenue without being constrained by their EMR’s deficiencies.

Dudley firmly believes no clinical EMR system can match the RCM functionality and value proposition of Parathon as their clinical focus overshadows the requirements of RCM needs. “RCM pathways are intrinsically dissimilar from EMR, and the development mindset and culture for these pathways is radically different,” says Dudley.

He sees a greater role for the likes of Parathon as mergers and acquisitions are occurring at a rapid pace producing larger, and far more complex Provider organizations. Emerging Accountable Care Organizations, Pay-for-Performance, and Value-Based Reimbursement models also add a significant degree of complexity to Provider operations. They need the level of technical support that only a pure development firm like Parathon can deliver. “Shrink wrap” RCM solutions are heavily dependent on

third-party bolt-on applications that legacy clinical systems offer and, as such, cannot meet these needs.

Code to Success

Dudley sites recognizing the trends in the industry and maintaining a highly innovative, loyal, and productive work culture as essential in becoming a successful entrepreneur. He says vast experience in the industry helped him sense the current and future needs of the dynamic healthcare industry which led him to establish Parathon. His business model generously empowers and rewards innovation and those who approach their work with pride and passion.

His advice to startup entrepreneurs is to be flexible and adaptable to change but do not get influenced and change the business goals. He cautions them to manage cash flow and budgets wisely as many great ideas and entrepreneurial ventures fail due to fiscal mismanagement. He urges that it is crucial to stay committed to their business plans. The Parathon edge is the quality, quantity, and depth of Intellectual Property, as well as focus and commitment to RCM. He says, “This commitment has spanned almost 3 decades during which we have remained true to our mission, and have emerged as the premier supplier of RCM software and services.”





Gain Insights and Give Insights



John Steele

CEO, Pareto Intelligence

After a morning of a productive reading on the latest developments in the healthcare industry, John Steele spends most of his time discovering new initiatives that will help him and his team make a positive impact on people's lives. As a radical influencer, Steele constantly aims to "unlock the hidden insights in healthcare data" through developing new analytics solutions that treat the root cause of the issues which persist in the healthcare sector. "There is an ever-growing volume and velocity of data in healthcare that lacks standardization, making it difficult for organizations to gain any insight or make data-driven decisions," opines Steele, CEO of Pareto Intelligence. "Pareto exists to overcome this challenge."

The Powerful Synergy

Creating a powerful synergy of cutting-edge technologies, robust analytics, and deep business expertise, Steele built Pareto Intelligence, a healthcare analytics and technology company with solutions to help healthcare organizations achieve complete and accurate revenue, communicate critical patient information seamlessly, activate clinical and claims data, and make more informed strategic decisions.

Much of what Pareto does centers around giving a complete view of a person's health before making decisions regarding their care. "We aim to activate analytics to improve health outcomes. This means ensuring our insights get to the right place at the right time to be used by the right people to impact behavior and ensure stakeholders have the information they need to help patients get and stay healthier."

An example of this would be Pareto's Healthcare Data Integration (HDI) and Engage solutions. HDI ingests, normalizes, and enriches disparate health plan, clinical, and social determinants of health data sources to create a comprehensive patient view that drives downstream analytics and applications. These datasets come in a seemingly unending variety of file schemas, layouts, and time constraints, making it notoriously difficult to unlock insights within the data, but HDI seamlessly navigates these complexities.

Once insights have been generated through this solution, Pareto Engage delivers this patient-specific data directly into EHRs and clinical workflows to ensure providers have the most information possible at point-of-care, leading to improved health outcomes.

Modernized Technology

Given the volume, velocity, and variety of data in healthcare, another challenge the healthcare industry will face is the human/conditional logic that underlines most of the solutions in the market will soon be unable to handle these data complexities. "However, practical solutions work for a reason. The application of Machine Learning, Artificial Intelligence, and Natural Language Processing (NLP) helps us to identify insights in the data that we, as people, haven't conceived. The technologies bridge the gap between the problems healthcare organizations will face and the value of future solutions," he adds.

For example, Steele points out that NLP can be used to process clinical notes written by providers and gain insights from them, which is critical to activating and enriching clinical data, and enhancing the application of that data to solve business problems. "Another interesting example is the application of Machine Learning to determine the content of the files that we receive from our clients, meaning the machine can read the file and determine if it is medical claims, pharmacy claims, enrollment information, etc. This creates huge efficiencies in our ability to onboard data from a variety of sources and clients at scale."

Fail Fast. Move On.

For Steele, understanding customers and identifying the true issue at hand, rather than what's happening on the surface, is key to organizational success. He believes the industry needs more emphasis on getting to the root of the issues we face and reshaping the way we do things, rather than focusing only on what's right in front of us. "Oftentimes, we treat the symptoms of the problem versus the root cause of the issue. Addressing longer-term behavior changes will take much more time and effort but will ultimately have the biggest lasting impact," he said.

However, he points out that not every idea and not every new, flashy technology will contribute to fixing the healthcare industry. Failure is inevitable. "It's important to fail and fail fast. Learn from it. And move on. When you put it in that context and refuse to let failure consume time and resources, you're no longer worried about taking risks that don't work out." This bold approach to strategizing around Pareto's long-term organizational direction has in fact made the company "future-ready" by allowing it to focus on developing solutions with the most value for healthcare organizations.



Easing the Patient Journey



Luke Kervin

Co-founder & Co-CEO, PatientPop

The pursuit of excellence for Luke Kervin began from a real-life experience that triggered his search for an effective healthcare solution. As an expectant father, Kervin was disappointed with the inconvenient long doctor waits, rushed visits, surprise bills, and in their case, an overlooked test result that could have been disastrous for his wife's pregnancy.

"As a father, I was very concerned, but the entrepreneur in me saw an opportunity," recalls Kervin. He learned the key issue in healthcare is the increasing pressures of running a private practice, which distracts providers from doing what they do best—caring for patients. "This clearly required a solution that provides convenience, ridiculously good customer service, and incredible value."

From the e-commerce world that Kervin worked in previously, these things were already present. However, he saw that healthcare was not at all consumer-friendly. "With changing customer expectations, the existing technology solutions were not affordable to implement. This led me and my business partner to create a new category of software for healthcare providers called Practice Growth."

Helping Practices Thrive

To improve the patient experience, all healthcare practices should solicit feedback from their patients on a regular basis. Other than waiting for online reviews to appear, it's the only way to identify issues that are impacting the success of the practice—long wait times, rushed visits, poor customer service, poor bedside manner, billing issues, parking issues, and other key patient satisfaction factors.

"We work towards alleviating these issues with the right people, process, and technology," says Kervin. "By focusing on managing the patient journey from the first impression online to the scheduled appointment, and with post-visit communications, the Practice Growth platform helps practices thrive by improving the patient experience." More specifically, we help practices attract, engage, and retain patients for life."

It starts with ensuring that patients can easily find a doctor online. "We do that by managing their profiles across the web on 75 different sites like Yelp, Facebook, and Healthgrades," notes Kervin.

PatientPop practices also have a mobile-enabled website designed to convert visitors into patients, along with online scheduling—similar to OpenTable—that allows patients to schedule an appointment 24/7.

Positive Impact

Kervin's previous e-commerce experience has also helped the team at PatientPop apply best practices to healthcare, starting with driving transaction online while managing and optimizing every step of the patient journey.

As a positive person by nature, Kervin believes in building a team culture that learns and grows fast from failure. He says, "Set extremely high goals, work hard, be nice to people, and never be comfortable—these are the standards that I set for myself."



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Personalizing Digitization in Healthcare

Gregory Makoul

Founder and CEO, PatientWisdom Inc.

PatientWisdom[®]
We hear you.



It's well known that being a good listener makes a person more successful in any profession. In healthcare, it plays a particularly important role as hearing out patients helps clinicians better understand how to provide truly patient-centered care.

Dr. Gregory Makoul strongly believes in the power of listening and aptly tagged 'We hear you' for his concept PatientWisdom—a solution that makes it easy for patients to share what matters to them and runs analytics to turn patient perspectives into actionable insights at the N=1 and population levels.

The Founder and CEO of PatientWisdom, Inc. sees the practical combination of digital and personal communication as the key for turning transactions into relationships in the age of consumerism and value-based health care.

The Journey

The idea to start PatientWisdom roots back almost 30 years when Greg completed his Ph.D. in Communication at Northwestern University and joined the faculty at Northwestern University Feinberg School of Medicine. "It quickly became clear that most physicians-in-training and physicians-in-practice had very little understanding of how patients experienced health and illness. I started giving patients video cameras and asked them to share what their lives were like. These patient narrative videos were incredibly powerful," recalled Greg. They have been used across the US and in many countries to help providers focus on the patient perspective.

Greg added, "Patient, provider, and community member perspectives are valuable, yet mostly unheard." Recognizing the value of listening, Greg and his team worked with health system partners to develop a suite of three digital solutions – PatientWisdom[®], ProviderWisdom[®], and CommunityWisdom[®] – all of which use the same logic and underlying software platform, called Wisdomics[®].

"In each case, we capture real-world perspectives via our mobile-responsive digital solutions and distill the information into meaningful, actionable insights to help health organizations become more responsive and successful. We are convinced that we can help health organizations literally transform the experience and delivery of care by listening to the people involved – individually and at scale. This combination of digital plus personal is the key to winning in the age of consumerism, personalization, and value-based care."

The Current Market

Reflecting on the current healthcare market, Greg noted that the marketplace is tremendously fragmented, and that many health organizations are struggling with the promise of strategy and the reality of culture as there is often a gap in organizational readiness. Greg suggested, "The way to win in a crowded, fragmented marketplace is to offer a compelling platform that drives value for stakeholders. While there are lots of great ideas and point solutions out there, they can feel like another rock in the backpack if not well integrated and coordinated. Our Wisdomics platform does this for health organizations who have prioritized the voice of patients, providers, and community members."

The Promise of AI

When queried about the impact technology has been making on the healthcare system, Greg said, "There is no question that AI and machine learning have made great strides in areas such as pattern recognition and imaging interpretation. They are also gaining traction in terms of automating some basic elements of communication and decision support. I'm particularly excited about advances in data science and analytics: Healthcare is awash with data – the key is to turn it into useful information that can empower stakeholders."

The Success Story

Asked about success stories so far, Gregory said, "I will never forget what we heard the very first time we asked a patient for feedback on PatientWisdom. She said, 'By using PatientWisdom, I'm giving a gift to my doctor and to myself. My doctor has an easy way to learn what's important to me, so I get better care.' And that's the point. We're making it easy for patients to share what matters to them, and making it easy for clinicians to do better without taking longer – it takes only 15 seconds to review the inSIGHT summary that we create and display in the electronic health record so every member of the care team has an at-a-glance view of clinically relevant, non-clinical data."

Greg advises start-ups and entrepreneurs to always start with identifying the problem to be solved, not only when shaping a company or product/service, but as a touchstone in every decision. "Believe in your vision, but don't be afraid to test it by seeing through your stakeholders' eyes. And recognize that when people tell you it's a rollercoaster, they don't simply mean that there are highs and lows – they mean that you'll likely feel both high and low points every single day. Make sure you're ready for that."

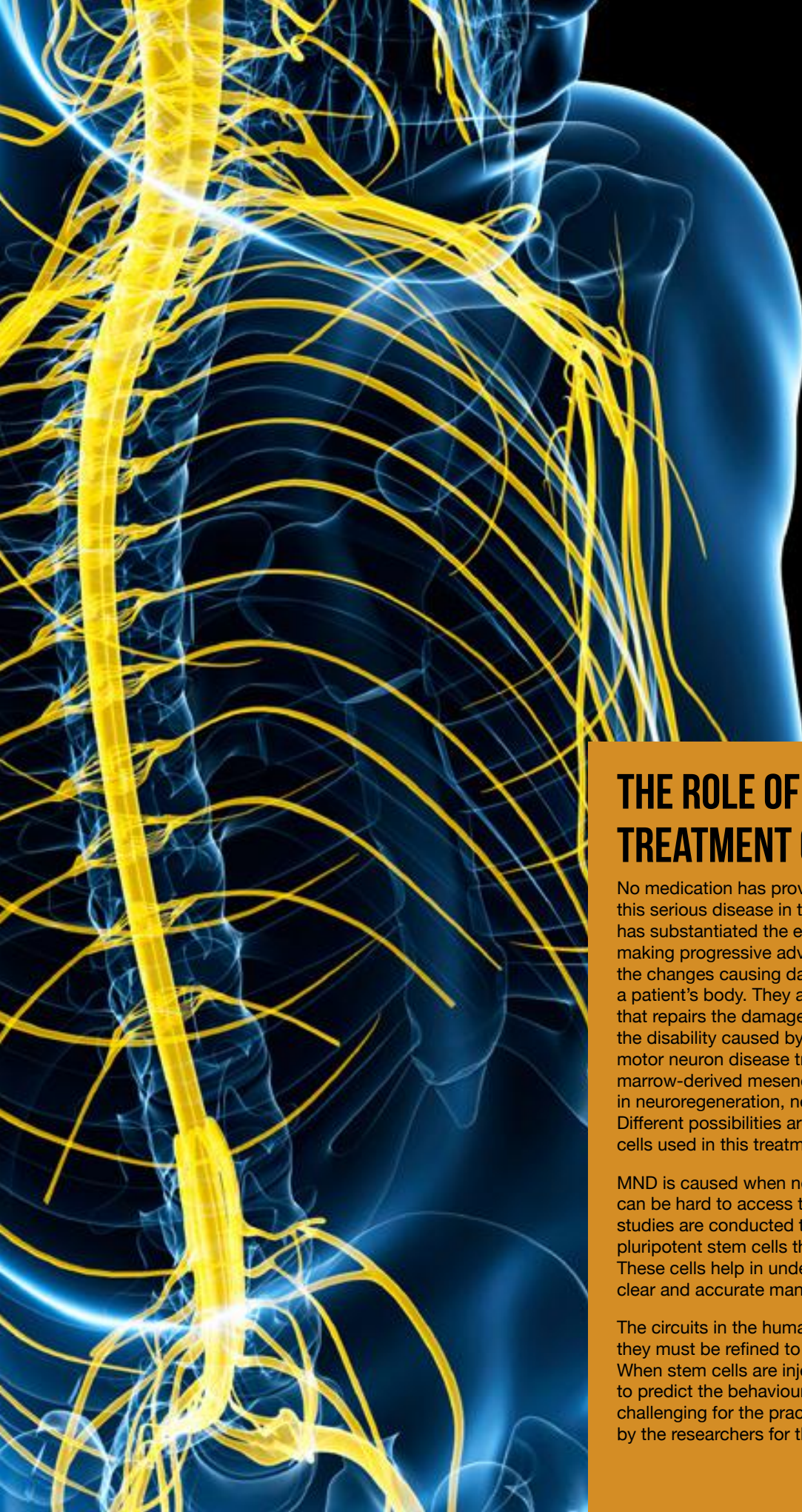
THE EFFECTIVENESS OF STEM CELL THERAPY FOR MOTOR NEURON DISEASE TREATMENT

Motor neuron diseases are neurodegenerative. They are caused when the motor neurons do not function properly in the brain. These are the nerve cells responsible for controlling the muscles that facilitate the body movement. They carry the signals from the brain to the different muscles of the body. When they fail, the patients find extreme problems in simple body movements like speaking, walking, turning, and standing. These medical conditions lead to MND which is a progressive neurological degenerative disease affecting the motor neurons in the body. Many types of research are conducted to find a proper treatment for this incurable disease. The stem cell therapy is seen as a potential cure for motor neuron disease treatment in India.

UNDERSTANDING THE TYPES OF MOTOR NEURON DISEASES:

- Motor Neuron Diseases or MND occur in four different types:
- Progressive Muscles Atrophy affecting the lower neurons in spinal cord.
- Amyotrophic Lateral Sclerosis affecting upper and lower motor neurons.
- Primary Lateral Sclerosis affecting only the lower neurons.
- Progressive Bulbar Palsy damaging the lower neurons in the brain stem.

The scientists have still not found the clear causes leading to this fatal disease. Nearly 10% cases of MND are inherited from the parents. The motor neurons become prone to damages when the cells that help them in their functioning become dysfunctional. Once damaged, they severely affect the movement of body.



THE ROLE OF STEM CELLS IN TREATMENT OF MND:

No medication has proved effective to control the progression of this serious disease in the long-term. In this direction, research has substantiated the effectiveness of stem cell therapy for making progressive advancements. The scientists are studying the changes causing damages by occurring simultaneously in a patient's body. They are focusing on finding the treatment that repairs the damaged nerve cells and helps in reversing the disability caused by this disease. The stem cell therapy for motor neuron disease treatment in India uses autologous bone marrow-derived mesenchymal stem cells. They proved effective in neuroregeneration, neuroprotection, and immunomodulation. Different possibilities are offered by the different types of stem cells used in this treatment.

MND is caused when nerve cells in the body are damaged. It can be hard to access these cells for their repair. In this regard, studies are conducted to transform the skin cells into induced pluripotent stem cells that can be reprogrammed artificially. These cells help in understanding the human cell behaviour in a clear and accurate manner.

The circuits in the human nervous systems are complicated and they must be refined to enable control over their movements. When stem cells are injected into these circuits, it becomes hard to predict the behaviour of the cells. This makes the treatment challenging for the practitioners. Hence, MSCs are being studied by the researchers for their effectiveness.



A Transformative Wave of Empowerment



Eesha Sheikh

CEO & Founder, Playpal

Having conquered the business world, today, women leaders are making huge tech waves from multiple corners of the globe. Though the journey is riddled with full of hurdles, women entrepreneurs, like Eesha Sheikh, are becoming the transformative force in the technology world with the right blend of passion, persistence and expertise. Eesha's zeal for innovation, her faith in herself and the universe, and her tenacious persistence to change the world has turned her vision of consolidating a health and fitness global technology platform to reality. Blending her scientific expertise with a passion to revolutionize health through technology, Eesha launched a one-stop-solution for better health—Playpal.

With a mission to create the complete ecosystem of health, Playpal consolidates data from global IoT devices, apps, and stakeholders all under one banner. By using the power of Artificial Intelligence, Playpal transforms the influx of information into a comprehensive yet simple set of recommendations for users. Alongside, the company consolidates the market, integrates databases, and incentivizes users.

The Real Gap in the Market

As a young girl, Eesha struggled with obesity and faced endless bullying and body shaming. Thanks to her father's irresistible weight-loss incentive (i.e. unlimited toys), she successfully lost 65lbs "As I overcame these issues, I was able to critically assess the changing industry over the past decade and a half to identify the real gaps in the market," notes Eesha.

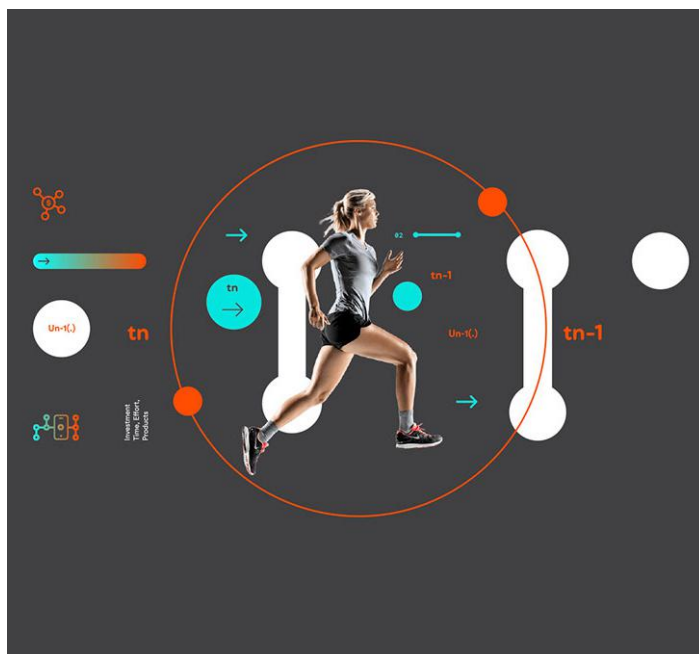
With a master's degree in Molecular Chemistry and a resolute attitude, Eesha was determined to help people who had experienced, or were experiencing, the same challenges as she did. "This led to the Playpal Health Capital Model, which is further quantified by our very own HICO score against which users are rewarded with our cryptocurrency called PlayCoin" Playpal aims at bridging the gaps in today's fragmented health-tech market via a consolidated and proactive approach to health that delivers the best preventative care.

For an enormously fragmented industry like healthcare, Eesha and her team offer the AI-powered engine, Playpal, that provides stakeholders, like health app developers and insurance companies with insights from user data insights.

The Spirit of Empowerment

Apart from Playpal, Eesha is also a big women's rights advocate. "I have created a small group for women empowerment called 'Womanarchy' that provides a safe space for women to discuss different stereotypical and taboo issues," she notes. As a woman entrepreneur and a healthcare technologist, Eesha believes in equality for women across industries, breaking the harmful social norms and gender stereotypes that hinder women's potential.

Being the optimistic person she is, Eesha realizes that nothing can stop women leaders from reaching their destination as long as they continue to have faith and persistence in their mission and service to the world. "I want every woman who dreams of being a tech entrepreneur to know that nothing can stop her from being a badass boss lady." Valuing the core principles of success—empowerment, commitment, and care—Eesha and her team focus on delivering care first more than anything else. "Let's focus on making people less sick and on how to prevent disease. Not just on how to treat it after the fact."





Creating a Culture of Care

rethinkfirst



Daniel A. Etra

Co-Founder & CEO, Rethink

Equipped with the true grit and the right skills to succeed, Daniel Etra has always believed in the power of encouraging and inspiring others to achieve their goals. As a strategic leader and a business expert, he makes it a point to connect with his own team as well as his customers to improve care delivery and drive better patient outcomes. Etra's innovative approach has in fact helped him to gain valuable insights and create the perfect solution for one of the most challenging issues in behavioral health today.

"In recent times, we've been seeing an explosion in the number of children diagnosed with an autism spectrum disorder—latest CDC statistics are 1 in 59 children, making it more common than pediatric AIDS, diabetes and cancer combined," points out Etra, CEO of Rethink. However, there is a significant dearth of trained professionals to deliver clinical best practice treatment. Regrettably, this market problem affects all entities that revolve around the care of an autistic child, from families to school districts to social service agencies to corporate employee benefit plans, which are all seeking ways to deliver treatment in an effective, affordable, and ultimately scalable manner. As Etra and his team of experts identified this issue, he was determined that the only way to deliver clinical best practice treatment in a scalable way is to leverage technology to train whoever is caring for the individual with the developmental disability, thereby producing a positive impact on all the entities across the care continuum. This is where Rethink came in. The Company offers the industry-leading practice management platform for behavioral health entities specializing in individuals with autism and related disorders.

Innovation is Inevitable

Most healthcare organizations, today, are more willing to explore and implement new innovative technologies like Big Data and AI to give medical professionals valuable insights into how best to treat their patients. Etra ensures Rethink stands ahead the competition curve by instilling innovation at every level of their success ladder.

Today, there is no way to accurately predict the outcomes of interventions among individuals with developmental disabilities. Rethink's one-of-a-kind solution is helping address this issue

by gathering the largest data set of outcomes associated with this population; "a data set that one day will be used to develop the right treatment protocols and facilitate the predictability of outcomes."

Helping Employees Care

Concentrating on the three core entities involved in delivering treatment to individuals with a developmental disability—school systems, employers, and behavioral health providers—Rethink's technology is also designed to improve treatment outcomes by simplifying/automating workflows, improving staff training, and ensuring standardization and clinical fidelity of care delivery.

"Research clearly demonstrates the impact of caring for a dependent with a developmental disability—from over twice the rates of anxiety and depression to thousands of dollars annually in lost productivity." Indeed, over half of caregivers work fewer hours or leave the workforce to accommodate the needs of their child. The Rethink program helps support these employees, directly impacting their productivity in the workplace, and helps employers create a culture of wellness for their entire workforce. "Lastly, Rethink offers the industry-leading special needs management platform for public school districts, serving all students with a special need as well as those requiring behavior support," says Etra.

Leader in Style

"The journey of a leader is one filled with obstacles and failures along the way. One must not let these setbacks stop the pursuit of one's vision and one must have the grit and perseverance to drive to accomplish one's goals," notes Etra.

Determined to learn from every setback, Etra continues to expand Rethink's vision by motivating his team, embracing diversity, and giving his team sufficient ownership and responsibility to execute the vision. "A great leader always needs to keep an eye on the big picture and ensure action is taken. I take a non-hierarchical and example-based leadership style, prioritizing communication and motivation."



Unleashing the power of customer feedback

Rivews 



Yasir Ali

CEO & Co-Founder, Rivews

"I overcome fear [of loss, regret, etc.] by simply acknowledge the existence of failure. Fear is packaged into everything single thing in life, so they only rational thing to do is to accept it. And if you couple fear with a bit of reason, resilience and good luck [which only comes from persistent hard-work], anything is possible," says Yasir Ali, CEO & Co-Founder, Rivews. The company leverages two-way SMS surveys to enable healthcare organizations in collecting real-time patient feedback immediately after check-out.

Driven by self-conviction, perseverance, vision and belief, Yasir follows an interestingly productive routine. He starts his day with 15-minutes of self-reflection, followed by journaling along with setting up OKRs for the day. He does the toughest thought-provoking projects early in the day when his mind is in a flow-state. He feels daily reflection not only helps him plan with more efficacy, but enables him to always refresh his intention behind his purpose and more importantly allows him to think critically every single day in comparison to doing it just once a week or month.

Collaborative effort to provide value-based care

From his experience, Yasir discovered that healthcare organizations are forced to focus less on improving clinical outcomes and more on patient acquisition. He feels that the industry should focus more on improving care delivery and patient experiences. With value-based platforms like Rivews, organizations will be able to understand their patient experience metrics and optimize their processes based on new insights and metrics.

Yasir believes that a collaborative effort is required to bring a change in healthcare. "Provider organizations and health systems attempting to move to value based care models, should actively collaborate with payors, employers and most importantly other providers. This can't be a one man-show. We'd be able to achieve a viable value-based care model if all players actively work together towards it, instead of trying to achieve it just by themselves," says Yasir.

Digitization can't replace the patient-doctor experience

According to Yasir, digitization has unarguably improved health care. Though there are some defects associated with implementation of digitization, they are not the defects of digitization itself.

"Digitization has driven significant value across every component of healthcare, ranging from neural networks in assisting radiologist in early detection to on-demand telemedicine to something as simple as a scheduling portal. But, it's important to keep in mind that technology is not here to replace the doctor. Digitization must go hand-in-hand with providers as it can't entirely replace the patient-doctor experience, at least today," says Yasir.

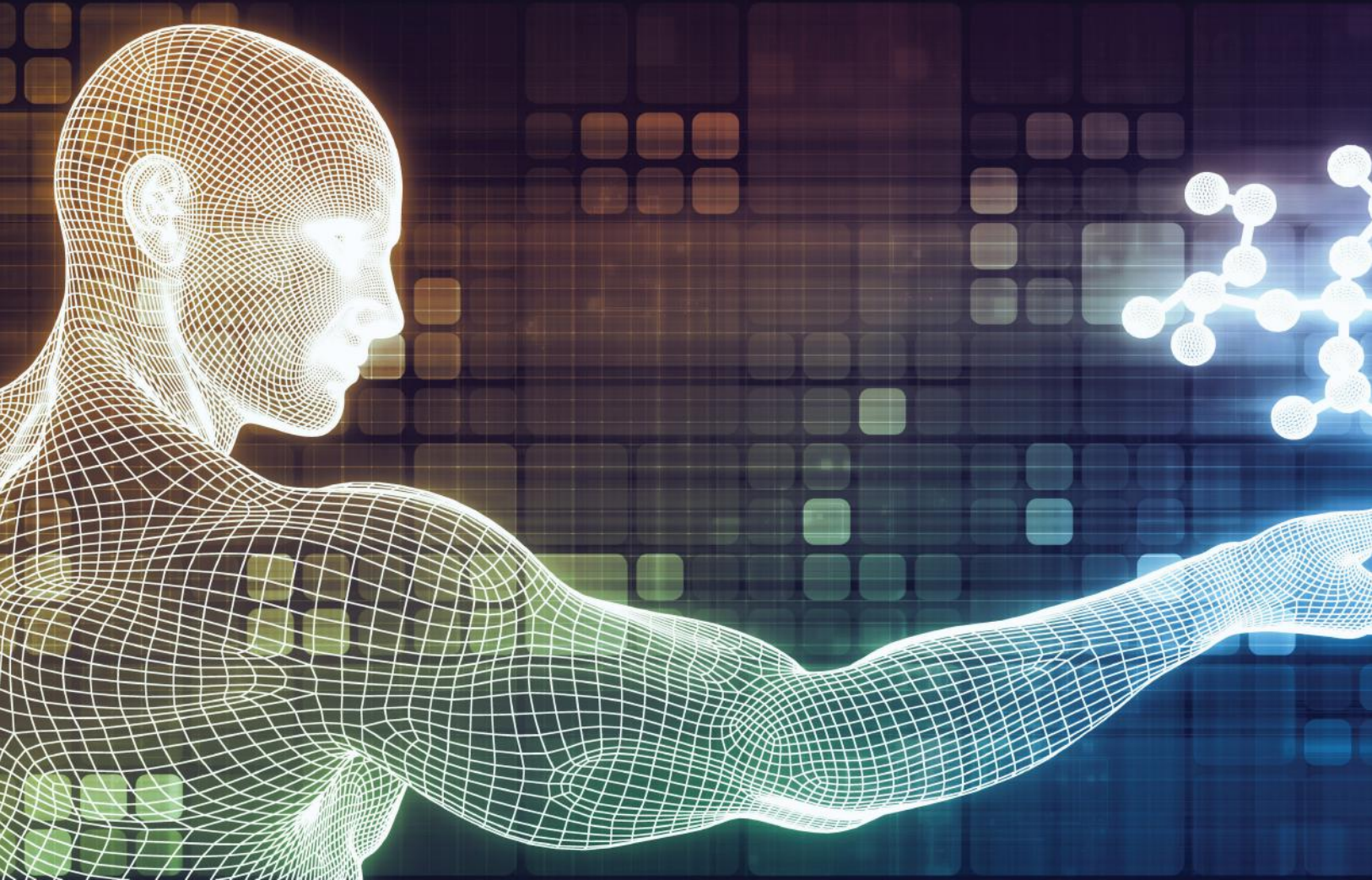
When customer pain-points become an obsession

Yasir, with his co-founders, initially built a self-scheduling platform for urgent cares and a component of this scheduling system was an automated after-care follow-up. His team felt that, around 2015 to 2016, the digital medical era had made engagement solutions very ubiquitous and that the next wave in healthcare was around patient experiences, especially when they found that the organizations were having a hard time with receiving immediate aftercare survey responses. Yasir and team carried out a thorough research combined with enough experimentation. As a result, they figured out that SMS was the best mode of engagement which became their competitive advantage and eventually their obsession. "As we grew, we became even more obsessive about our process," says Yasir.

"We've engaged with over 1.75 million patients, with a 27.5% response rate on the initial survey message and we take a lot of pride in these numbers; essentially, at any given location and provider, over 1 in 4 patients, aftercare, will tell the provider how they felt about their visit," Yasir proudly expresses.

Customers are the bottom-line

Though Yasir started his entrepreneurial career as a student at NYU, his passion to problem solve eventually propelled him into a healthcare opportunity when he founded MedTimers, eventually winning the NYU Entrepreneurs Challenge's Audience Pitch Award in 2015. Yasir feels that he's gotten this far primarily because of his focus on customers. According to Yasir, it is crucial to constantly interact with them and learn about their expectations. He advises entrepreneurs to always think about the customer's needs, despite the company's growth, after all retention is a much easier strategy than new client acquisition. The piece of advice absolutely makes sense because studies suggest that it costs up to five times to acquire a new customer than to retain the existing ones.



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Leadership: Doing it Right with Active Listening

 CHADIS



Dr. Barbara Howard

President, Total Child Health, Inc. (TCH)

"To be successful, focus on a need or problem that is within your area of expertise, that you understand, and supplement your abilities with experts with complementary skills," says Dr. Barbara Howard, President, Total Child Health, Inc. (TCH). Dr. Howard and her husband, Dr. Raymond Sturner, shared the same vision and had similar backgrounds in Developmental-Behavioral Pediatrics. Their passions resulted in a powerful partnership for the company with its goals of facilitating evidence-based health and mental health care.

The Journey

"I, along with my husband/partner, saw the advent of the internet nearly 2 decades ago as presenting a possible solution to several of the problems we saw in health care," says Dr. Howard. The CHADIS system (www.CHADIS.com) we created, by collecting patient entered data online using a variety of questionnaires before visits then linking results to clinician decision support, addressed the problems of clinicians having inadequate time, knowledge and tools for evidence-based care. Through this system patients have the chance to carefully consider their concerns in advance, and prioritize them before their in-person visit and view individualized patient education and resources in their CHADIS portal. "The most memorable event in this business journey so far was finding within our hard-earned CHADIS research data on toddlers a method for autism detection using machine learning that is 3 times more accurate for 18-month-olds than any existing screening method," says Dr. Howard.

Challenges in the Pediatrics Industry

According to Dr. Howard, one of the biggest challenges in the healthcare industry today is the enormous time burden for clinicians and staff of documentation requirements to meet regulations. To address this, Dr. Howard created CHADIS that enables patients, through pre-visit data entry, to make it easier for the clinician to provide and document comprehensive care. Digital transformation has brought a change that puts administrators and insurers in charge of the system where data and "productivity" are valued more than the quality of care. "While the internet allows for instant availability of massive amounts of data, translating this to apply to individual patients will always best be done by trained clinicians yet optimal ways to facilitate the adoption of innovations are still not clear. That is why we designed CHADIS to bring innovations and summarized

information right to clinicians for direct patient care while collecting the data needed to meet regulatory requirements and reducing the burden of documentation," says Dr. Howard.

Listening is the Key

Active listening is one of the vital traits that make Dr. Howard a strategic leader. She makes it a priority to hear the points of view of the people in all parts of the company as well as of clients and use the information to optimize the effectiveness of their CHADIS system. As a product of hard work and persistence, the company has received around 19 million dollars from Small Business Innovation Research awards over the past 17 years. CHADIS is now used by over 135,000 patients per month in 44 states and 10 countries and has been profitable for the past 3 years.

Wrapping it up

According to Dr. Howard, failures are inevitable when you are innovating. Progress towards solutions will have ups and downs therefore problem-solving should be the priority. "Fear can inhibit good problem solving and instead needs to be a signal to re-examine your ideas and plans rather than stop," says Dr. Howard.





Empowering professionals with autonomy

TrialSpark



Benjamine Liu

CEO & Co-Founder, TrialSpark

“An organization will only be as great as the people you partner with,” says Benjamine Liu, CEO & Co-Founder, TrialSpark—a technology company that runs clinical trials for pharma and biotech companies. Ben believes in hiring the best talent, setting clear goals, and then empowering people with the autonomy they need to achieve these goals. The best organizations encourage people to partner with others from diverse backgrounds so they can assemble teams with different perspectives and insights. At the same time, it’s important that these teams are united by a common mission and values. For TrialSpark, the mission is to bring new treatments to patients faster and more efficiently by reimagining clinical trials.

Passion taking the plunge

Ben’s work with Sir Simon Lovestone’s lab at Oxford helped him realize that long timelines and exuberant costs, which can add up to hundreds of millions of dollars per trial, are a huge bottleneck in bringing new treatments to patients. His passion to break this bottleneck propelled him to build TrialSpark. TrialSpark is a technology company that runs end-to-end clinical trials more efficiently. TrialSpark has scaled a network of sites by partnering with doctors to create clinical trial sites within their existing practices. They run clinical research out of these doctor practices using a team of clinical research coordinator who are supported by software, data, and technology. By decreasing the cost and time of clinical trials, TrialSpark wants to help the industry to test and bring new medicines to the market faster.

“By creating trial sites with doctors, TrialSpark reaches the 98-99% of patients who have never been exposed to trials, boosting recruitment and enrollment rates. More importantly, our model enables patients to participate in clinical trials with their existing doctor, democratizing access to investigational medicines,” Liu expresses.

Full-stack approach to solving problems

The healthcare market is challenging to break into because of long sales cycles. This often results in companies that focus on point solutions for specific problems that overlook the fundamental issues. To prevent this, Ben encourages companies to pursue full-stack approaches to elucidate problems.

“In healthcare, there are often local optimizations that exist in the market that benefit incumbents, but subsequently create a macro-misalignment of incentives. Full-stack solutions

can begin to align these incentives, creating drastically more efficient solutions. However, these solutions often take longer to implement so as a founder, it’s important to create a roadmap for your team to take a more ambitious, full-stack approach,” Ben explains.

Fail fast, fail forward!

To Ben, asking the existential questions first is one of the most powerful ways to make meaningful progress in your project. This allows you to fail fast. “It is your job to create a culture and environment that empowers your team to fail fast to find the next angle to solve a particular problem. By asking existential questions first, you enable the organization to disprove or prove out a hypothesis faster and maximize your learning rate,” says Ben.

Ben is a leader who truly enjoys managing his people thoughtfully. When asked about what he is most proud about, he replied, “The team that we’ve built and how dedicated they are about making a difference in the lives of patients – they challenge me to continue to elevate my game and ensure we are true to our mission.”

Managing time in style

Ben is an early riser. He wakes up at 5:45 am every morning and spends the first 30 minutes of the day catching up on biopharma news. About 20% of his day is spent on internal meetings, 30% on hiring, 30% on business development, and the last 20% on strategic planning. “Throughout all of this, the most important thing is humility and active listening -- this is key to effective leadership,” explains Ben.

Message for the young entrepreneurs

Ben advises entrepreneurs to pick a problem that they really fundamentally care about and then set a long-term vision. It is so much easier to stay resolute in solving a challenging problem when you are inherently passionate about it.

“My advice would be to work on a problem that you really care about,” Ben shares.

You should always ask yourself whether this is a problem you would be happy to devote 10 years of your life towards,” he adds.



Building Teams in Style



Oren Goldshtein

CEO & Co-founder, Vectorious Medical Technologies

Having the foresight to see what's doable and what's not before investing time, the know-how and the track record of building phenomenal teams that can implement innovative ideas at a very high level, Goldshtein proves to be a strategic leader in the making. The quality of a business depends on the choices you make and this is especially true when choosing your team. Goldshtein puts a lot of work into hiring the right people. A crucial part of his hiring strategy is to identify and map a prospective team member's strengths and weaknesses. When the strength and weaknesses of the team members complement each other, the team would grow cohesively. Goldstein enjoys various interests outside of work to maintain a good work-life balance. Besides being a technology innovator, he enjoys reading novels, enjoys listening to classical music, and always up for fishing.

The Journey

Back in 2011, inspired by the idea of CardioMEMS Goldshtein along with Dr. Eyal Orion, tried to imagine the next stage of implantable hemodynamic monitoring, without limiting themselves with technological and medical constraints. The duo articulated a variety of advances that would be valued by both clinicians and patients dealing with heart failure, as well as technologies that might be harnessed for this purpose. An implantable digital sensor directly monitoring blood pressure could offer much better signal quality than an analog one built from passive electronic components like CardioMEMS. Other technological trends, from the increasing affordability of massive processing power in ever-more-miniature formats to wireless and leadless capacities, also encouraged them to execute their plan and eventually Vectorious was born.

In its early stage, Vectorious' capital resources were extremely limited. Despite the constraints associated with cost and time, Goldshtein's team managed to develop the ASIC chip they needed to build the foundation of their technology. Goldshtein remembers this as his ideal moment of success. "Developing such a chip is costly and takes time, I had only one chance to do it right as we had a very low budget. It worked beyond expectations and we have built the entire Vectorious' V-LAP system around this," says Goldshtein.

Challenges in the Healthcare Industry

According to Goldshtein, some of the centers that exist in the current healthcare industry is the very long regulatory

and reimbursement path, and scarce financial resources. In such an environment start-ups are pressured to enter human, they sometimes do it without building a sound technological infrastructure and once they finally enter the human phase of testing, they are pressured to make clinical and regularity progress and cannot go back and improve the technology. "I don't see an easy way around this, except by having an "insanely great" R&D team, top-notch management, and superior investors from a very early stage," says Goldshtein. Though digital transformation is solving a lot of problems in the healthcare sector, they are still not effective enough. "To materialize this vision, we need more specific, accurate and actionable physiological indications from the patients. Just implementing AI on existing patients' data is not enough," says Goldshtein

Wrapping it Up

Goldshtein advises the booming entrepreneurs to find the right partners and ensure that each partner has a significant role in the contribution to the success of the company. He also advises to find the right investors and execute plans at the right time.

Sometimes, there are no other alternatives. You have to take risks and do the right thing even if it can end in a total failure





Creating impeccable recovery experiences



Maximillian Jaffe

Co-Founder & COO, WeRecover

"I consider myself to be a pitbull that just won't quit," says Maximillian Jaffe, Co-Founder & COO WeRecover. The company provides a transparent search engine service for addiction treatment resources. Flaunting a blend of curiosity, tenacity, and stamina in the right proportions, Jaffe is a strategic leader in the making. Jaffe's attitude towards leadership is profoundly inspiring as he believes in surrounding oneself with the most intelligent people who have the intense potential to breathe life into their ideas. He believes in paying equal attention to speed and direction as speed in the wrong direction is a killer for any early stage company.

Nudged by personal dismay

WeRecover was born due to a visceral personal experience Jaffe had when he was trying to get his sister into rehab. "The process to get her admitted into the appropriate care was one of the most tumultuous nightmares of my life," says Jaffe. The experience inspired him to build a platform to get the appropriate help with ease and hence WeRecover was born as a product of passion and tenacity. "Dealing with life and death situations is scary enough. The added stress of trying to deal with inefficient healthcare processes and confusing costs shouldn't be an added stressor," says Jaffe.

Cusp of a Paradigm shift

Digital transformation is making significant strides in the healthcare industry and Jaffe desires to make the most of the opportunity. According to Jaffe, advancements in big data, mobile workforces, and innovation in pricing models are all laying the groundwork for a massive shift in how healthcare services are rendered and solicited. However, there is a lack of a standardized lexicon between payers, providers, and disparate technology vendors on the other side of the coin- which has now become one of the biggest challenges in the healthcare industry. Also, the providers need to be equipped with simple user interfaces to identify options that meet both the clinical and financial needs of the patient.

Transparency is imperative

Transparency is unarguably one of the biggest challenges in the healthcare industry. Jaffe feels that there are colossal amounts of gaps in terms of how things are diagnosed by clinicians, how that

gets coded into billing workflows, and ultimately how that gets translated into patient financial responsibility. If we move towards a world where costs of healthcare services and reimbursements are clearly understood upfront and in an automated fashion, this would result in meaningful innovation across healthcare verticals. The key players of the healthcare ecosystem would be equipped to decrease costs and increase the quality if the variables were better understood and made more transparent.

Making everyday a Heyday

To Jaffe, success is about making care accessible. He considers helping an emotionally run-down mother of three, who were all addicted to heroin, as one of his most successful moments. WeRecover helped get all three of her children into different rehabs. They are now happily reunited family and Jaffe expressed that he is still in touch with them. Success is possible with the right help.





Personalized health systems



Amanda Zaremski

CEO, WinutRx

A mobile medication management tool for individuals with cardiovascular disease that aids in the prevention of Adverse Drug Events. There are numerous healthcare portals giving information on all types of illness. However, most patients lack personalized resources, as each patient is different. "If I could change one thing within preexisting companies I would help beneficiaries by giving health system's care delivery a personalization aspect," says Amanda Zaremski, CEO, WinutRx. She believes an efficient healthcare platform is one which can give patient specific information. She personally felt the need for one as her grandmother Sueanne Coon or better known as "grams" had suffered from multiple diseases. Grams was always concerned whether the ingredients in her food was safe for consumption due to her medication's dietary restrictions. In spite of many precautions, her health status depleted mainly due to a lack of information with constantly changing medications resulting in adverse drug events. Amanda noticed, "When being prescribed a new medication the restrictions are relevant to that specific medication therefore it does not take the multiple prescriptions that you may be on into account." This led Amanda to start WinutRx. WinutRx is a mobile medication management tool where individuals have access to a plethora of information in correspondence to their own disease state.

Amanda believes, "A chronic illness does not have to be a death sentence." WinutRx allows the patients to take their illness and turn it into a lifestyle.

Ahead of times

When most tools in the market were giving generalized information, WinutRx followed a patient centric model. This tool provides nutritional guidance by correlating user's chronic illness and precision diet restrictions required to maintain daily wellness and offering a side of preventative medicine as well. It specified the factors that would worsen health conditions. All the information was made available on a single platform, therefore the users saved time and effort in researching through numerous links or inputting their data in a number of portals. Also, in layman terminology, WinutRx gives necessary facts that can turn visits to a provider into a proactive conversation.

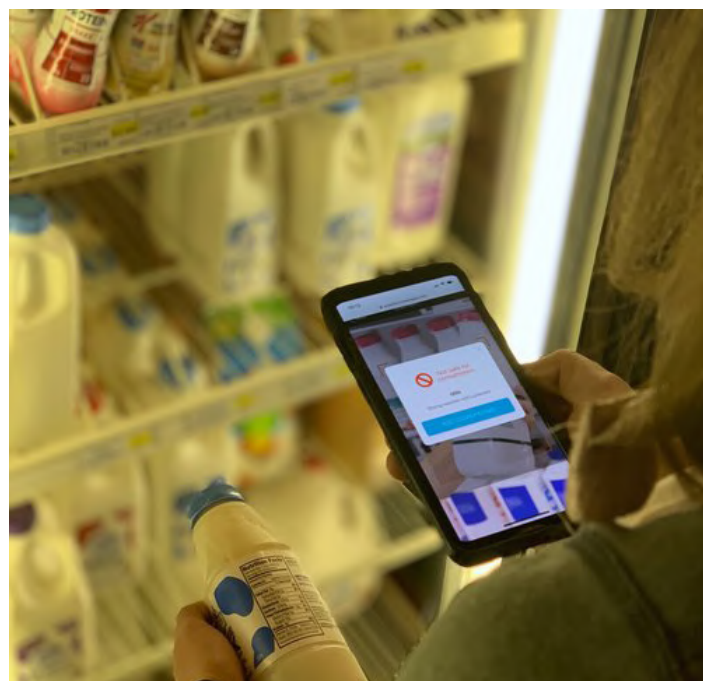
WinutRx being all innovative and useful application, Amanda was recognized for her efforts and asked to present the tool in World Health Care Congress.

It is no surprise that Amanda created such a unique tool. She has always been interested in trying new things and never been shy of taking risks. She believes "I think the greatest way to see and feel something new is to put yourself in the vulnerable position in order to do so". Her experience has taught her greater the risk, higher the reward.

Success Tips

According to her the greatest quality to have as a strategic leader is the ability and willingness to learn. Having an open mind is important trait for innovating especially in competitive segments like healthcare. She believes every entrepreneur should to converse with others and most importantly learn from them. This will enable to seize the existing opportunities and create new ones as well.

Amanda's advices the budding entrepreneurs use fear of failure as a motivation to become a leader. She says, "Each time you feel you may have failed, what you have done instead is learned something new."



AI TO HELP KIDS STRUGGLING WITH ADHD, AUTISM, ASPERGER SYNDROME (ASD), PDD-NOS AND OTHER ASD'S (AUTISM SPECTRUM DISORDERS)



STEPHANE BOURLES
CHIEF INFORMATION OFFICER,
BRAIN BALANCE

LEFT BRAIN OR RIGHT BRAIN?

In a properly functioning brain, both hemispheres communicate equally and at lightning speed, millions of times per minute. In a poorly functioning brain, the left and right sides of the brain only impart partial information, causing frequent miscommunication. This is called Functional Disconnection and is the root of many types of learning, behavioral and social problems found in children. The Brain Balance program puts the left and right brains back in sync using sensory motor exercises, academic skill building, and nutrition guidelines.

HOW DOES THE ASSESSMENT WORK?

The assessment consists of sensory, motor, and academic testing of more than 900 functions. The outcome of this assessment is a highly customized report providing parents with a complete understanding of their child's behavioral, social, and academic skill levels.

We use AI to determine which brain hemisphere we believe to be stronger or weaker. The Machine Learning algorithm used for the assessment is not always accurate, which we know based on the feedback from our staff—yes we let them disagree with the system, which is intended as a tool to help them support their own assessment, but not to necessarily force them into a decision they don't agree with.

But as valuable as an individual observation based on years of experience is, it still remains just the view of one individual. That is why we look at Artificial Intelligence as a new solution combining neural network architectures with massive computing power to enable our solution to learn a pattern from large datasets and make statistical predictions based on test results and feedback we already have for tens of thousands of students.

WHAT IS NEXT?

Thanks to many product releases with different Machine Learning models we tested, we were able to improve our assessment accuracy and achieve precision, recall and F1 scores over 0.95. The limitation of this AI model is it is not 100% accurate and you don't know for sure the source of truth. Since AI is a "black box" which can't explain its prediction for most models, you have to trust your staff first.

Similar to clinical decision support systems helping healthcare practitioners, we believe this fast growing dataset about children, combined with new Artificial Intelligence models such as Explainable AI, will help our staff improve a child's initial assessment, which will then improve our overall program's results.



Nurturing reliable teams with transparency



Eddie Peloke

CEO, Workpath

“At Workpath, all of our values deal with being open, transparent and direct. This allows us to build trust within our team and also allows collaboration as we can all contribute and help move the company forward,” says Eddie Peloke, CEO, Workpath. According to Peloke, openness is a key trait of becoming a strategic leader. Also, it is important to do some self-reflection now and then and be strongly aware of both your strengths and weaknesses. Besides surrounding yourself with talented people, it is crucial to support them and help them give their best which would eventually contribute to the growth of the organization. “I like to surround myself with incredibly smart people and it’s my job to remove the hurdles and get out of their way,” says Peloke. His interests outside of work are inspiring too. Peloke is an avid reader—and contributor to—business cases in the healthcare industry involving the use of technology to make organizations more efficient, transparent, and effective. He also enjoys listening to podcasts, especially the ones related to business, technology, and startups.

Openness to testing

The Healthcare industry is profoundly sensitive as any minor change in the processes would make a direct impact on the patient’s health. A scenario as such translates to a plethora of hurdles to embracing innovation and trying new things. Experimentation is the key part of innovation but in the case of Healthcare, there’s no place for trial and error. This is why the sector is tremendously slow both in terms of technological progression and adoption. According to Peloke, this slowness is one of the biggest challenges that the industry is currently facing. “Healthcare is a slow-moving, high stakes industry. With startups, especially tech startups, you want to move fast but when you’re dealing with healthcare, you have to get it right, especially when a patient’s health is at stake,” says Peloke. The industry would become more equipped and efficient if the health systems are more open to testing these new ideas sooner. Fortunately, many Healthcare companies are already working on it. “Healthcare is an industry that affects us all so I love seeing all of the innovative companies trying to change healthcare,” says Peloke.

The journey

Workpath originally began as a tech-enabled service company. Initially, they provided on-demand phlebotomists and had built an entire technology platform to manage and dispatch their

network. They continued to have companies who had their healthcare network ask to use Workpath’s technology and not the labor. In January 2018, the team decided to pivot and become a true tech company selling Workpath’s platform via a SaaS model. Peloke expressed that the team at Workpath is incredibly smart, talented and driven and seeing what they have accomplished in such a short time is incredibly rewarding. He considers nurturing such a team as a typical success.

When You Fail, Learn Why!

According to Peloke, failure is healthy up to a certain extent. To be successful, you have to look at each case as a learning experience. “When you fail, learn why and move on. Our success as a company comes both from the things we did right and what we learned when we failed,” says Peloke. Peloke believes in co-foundership. When you have other people on the journey with you, they not only help to push you forward but hold you accountable which is crucial for success. Also, the different ideas and perspectives you get from your partners with diverse backgrounds can be incredibly valuable. He also advises approaching the potential customers early to get validation that what you are creating has merit and is needed.



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