



Post-Conference Summary

More than 125 attendees from 70 organizations, including Abbott, Aetna, Reebok International, The Pew Charitable Trusts, and The Urban Institute, convened at the Knight Conference Center, Washington, D.C. on October 11, 2018 for the inaugural Pediatric Moneyball conference.

Author Walter Isaacson and General Colin Powell, USA (Ret.) headlined the day as the innovation and leadership keynote speakers; the findings of a new study on corporate investment in the health of communities were presented; and four panel discussions highlighted the perspectives and expertise of representatives from academic institutions, government agencies, grass roots organizations, and technology companies.

The aim of the conference was to launch a timely and critical initiative. An initiative that will raise greater awareness of the importance of children's health to America's national and economic security. An initiative that builds and deepens relationships among the audiences who can advance the mission and vision of Nemours Children's Health System.

With the 2018 conference complete, Pediatric Moneyball will continue with several discrete events, focused around specific issues in locations across the United States before returning to Washington, D.C. for a second full day conference.

I. Pediatrics in Context

This portion of the day set the context for the day's presentations and discussions, including concrete experiences and evidence.

Opening Remarks were provided by David Bailey, MD, MBA, Immediate Past President and CEO Nemours Children's Health System. He explained his expectation for the day, which was that the "very eclectic, very talented individuals" in the audience "have a conversation, just a conversation about improving the health of children and that this is the first step in building a community committed to making it a national priority to deliver a healthier generation of children. This too would be accomplished in an evidence-based, analytical approach. In other words, Pediatric Moneyball."



Bailey set an inspiring tone for the conference with a moving description of how favorable social determinants in his childhood had influenced his life's trajectory—in stark contrast to many of his peers in rural West Virginia. He then spoke about his professional experiences, providing examples of how innovative pediatric programming and the application of LEAN manufacturing principles were, while promising, still not enough to

move the needle for America's children without more widespread and integrated investment in children's health.

"Does Investing in Health Pay Off for Corporations?" was presented by Steve Rochlin, MPP, CEO of IO Sustainability.

"What are the implications for you in this room? Well, if you're from a company, what I can say is—is that this kind of investment into community health and pediatric health is a benefit for the bottom line," said Steve Rochlin of the findings laid out in a new study, carried out by Babson College and IO Sustainability with project support provided by the Robert Wood Johnson Foundation. The study suggests that corporations realize significant returns if they invest in a specific type of programming, that industry and region impact the degree to which these companies realize ROI, and that the words corporations use to discuss this type of investment matter. Rochlin's presentation, the only PowerPoint of the day, picked up on Bailey's reference to community investment and the use of corporate process improvement. "Inside your companies, we have to start talking about what an asset it is to actually invest in community health," he concluded.

II. The Economics of Pediatrics

These sessions challenged the audience to reconsider assumptions about the place of pediatrics and the impact of healthy children on our economic and national security future.

Children's Health and America's Future: Are We Investing Wisely? was moderated by J. Michael McGinnis, MD, MA, MPP, Executive Director, National Academy of Medicine's Leadership Consortium on Value & Science Driven Health Care. Janet Currie, Henry Putnam Professor of Economics and Public Affairs, Princeton University and David Weil, James and Merrill Tisch Professor of Economics, Brown University served as panelists.

McGinnis opened the session with comments that pulled together many of the previous comments and themes of the day, noting that "Our health is shaped by what happens at the intersections," he observed. "By the interplay of the factors to which we're exposed, and the factors to which we're exposed very early in life." He talked about looking "for novel ways to conceptualize and monetize returns to the private sector investments in those social dimensions and...ways in which we might more effectively engage economic tools to shift to focus on social determinants" before introducing the panelists.

Currie opened with a wonderfully hopeful and positive reminder that trends suggest that the state of children's health is not as bad as everyone might think. The Princeton economist went on to provide data to support her statement. Weil opened by praising the conference's consideration of the economics of children's health and the use of "moneyball" in the title. He picked up on Bailey's reference to Nemours' use of continuous process improvement and talked about increasing efficiency in an



organization to maximize investment. Quoting Churchill on the importance of children to a society, he argued that America had the ability to invest more in its next generation and about focusing investment on social determinants of health. Toward the end of the panel session, Currie noted that that decisions about resource allocation are about more than money and include other considerations such as utility and values.

Can America's Next Generation be Healthier? was moderated by Jayne O'Donnell, Reporter, USA Today. Julie Fisher Cummings, MSSW, Board Member, Council for a Strong America; Kathleen Tullie, MBA, Director of Social Responsibility; Reebok

International and Lynette Fraga, PhD, Executive Director, ChildCare Aware served as panelists.

O'Donnell's first questions, "What you think is most important: culture, resources, or policy? What's the greatest impediment to improving the health—what's going to stop us?" resulted in an engrossing conversation among the three panelists, each of whom provided numerous examples of ways that children and parents are struggling to lead healthy, productive lives *and* of the organizations that are finding innovative ways to help in the face of a range of challenges. Cummings answered first, explaining that she thought all three were important; she cited multiple statistics and provided her unique perspective as a board member for the Council for a Strong America.

O'Donnell then turned to Tullie, who described the unexpected growth and incredible impact of the exercise program (BOKS) she started and which was acquired by Reebok. From her perspective, she said that grassroots movements are what actually moves policy, and that, citing Bailey's opening remarks, sometimes impactful ideas are actually the simplest ones—



execution is the challenge. She went on to cite surprising statistics relating to improved health and well-being of children who participated in BOKS and also the potential for more corporate and health system involvement, including prescriptions for program participation.

O'Donnell then turned to Fraga, who also stressed the importance of grassroots efforts relative to policy and resources. She spoke to both an increase in awareness and funding as well as the huge work that still needed to be done to help children and families across the country when it comes to early childcare. Fraga also described the need to support childcare providers, citing the potential for technology like telemedicine to play a role in connecting childcare centers with the health providers.

III. PEDIATRIC HEALTH INNOVATION IN CONTEXT AND PRACTICE

This segment first reminded the audience of America's history of health innovation and then provided examples of innovative digital solutions at work for America's children today.

The Innovation Keynote: Benjamin Franklin and American Health Innovation, was delivered by author Walter Isaacson.

Against the backdrop of the Capitol, Isaacson explained that, after failing to inoculate his son Frankie in time to prevent his death to smallpox, Benjamin Franklin spent much of his life “focused on medical innovation, medical technology, and public healthcare.” He drew similarities between the work of those in the audience and the collaborative, innovative work of some of the most famous Americans, from Franklin to Steve Jobs.

His keynote was an inspiring reminder that gatherings of people from different fields and disciplines is critical to progress. Steve Jobs told him that the most difficult, yet most important, key to the success of Apple “was making a team that could make those products, and a team that would continue to make products” because “when you figure out how to be collaborative and to make a team, that's when you're going to be most innovative.”

The third panel discussion, *Hurricanes to Asthma Management: Digital Tools at Work for America's Families*, was moderated by Gina Altieri, CPA, Sr. Vice President and Chief of Strategy Integration, Nemours Children's Health System. Peter Antall, MD, Chief Medical Officer, American Well, Aaron Chidekel, MD, Division Chief, Pediatric Pulmonology, Nemours Children's Health System, and Erine Gray, MPA, Founder and CEO, Aunt Bertha, Inc. served as panelists.

Altieri opened the panel discussion with a reminder to the audience to visit the Health Delivery Innovation Room at the conference, where collaborators and innovators from Nemours were at hand to demonstrate telemedicine and other tools currently in use by patients.



She then began with a variation on the question asked of the second panel: “Culture, resources, or policy? Which of these represent the greatest impediment to expanding the broader use of technology to address our greatest health needs for children?”

Both Antall and Chidekel, as providers, cited a combination of the three. Gray, as an entrepreneur with a public health background, said culture. The organization he started helps people in need find specific government and non-profit programs through an extensive online database, and he said this process demonstrated to him that there are many resources for people seeking assistance—if only they can be connected to them.

Later in the discussion, Chidekel drew on personal experience to demonstrate the power of interdisciplinary collaboration, describing his work with developers from

Nemours' Center for the Delivery of Health Innovation to design an app that providers, patients, and their parents would adopt and use.

IV. PLAYING PEDIATRIC MONEYBALL: CAN WE MAKE THE MATH WORK?

The “*Playing Pediatric Moneyball: Can We Make the Math Work?*” segment challenges all attendees to consider how we can advance the care of children given existing challenges and to question whether we could be doing something more or differently to turn opportunities into tomorrow’s reality.

The leadership keynote, *The General and The Little Red Wagon*, was given by General Colin L. Powell, USA (Ret.)

Speaking from the stage and without a podium, Powell gave many touching examples of his involvement with children’s non-profits, including serving as the Founding Chairman of America’s Promise Alliance. Sharing stories from his own family as well as his time in the military training young soldiers, he discussed the importance of ensuring that our nation’s children are ready to enter adulthood as healthy and productive members of society, whether they are entering public service or the private sector. He finished with humorous and motivating anecdotes about leadership from his celebrated career and



even stayed for several questions from the very engaged audience.

The last panel discussion, *Innovative Contracts and Creative Partnerships: The Way Forward for America?*, was moderated by David Bailey, MD, MBA, Immediate Past President and CEO, Nemours Children’s Health System. Karen Dale, Market President, AmeriHealth Caritas District of Columbia; Robert

Huckman, Albert J. Weatherhead III, Professor of Business Administration, Harvard University; Stacy Tessler Lindau, MD, MAPP, Professor, University of Chicago and Founder, NowPow; and Ellen-Marie Whelan, NP, PhD, Chief Population Health Officer, CMS Center for Medicaid served as panelists.

The over-arching theme of this discussion, though each panelist held a unique perspective and unique set of professional experiences, is that contracts can help improve children’s health by including or at least considering more parties than simply the provider and payer.

Huckman discussed the need to include organizations like schools in the financial arrangements. Lindau talked about the concept of a “caring community” and how that

can inform contracts and who is considered a stakeholder. Dale used the analogy of a layer cake, how many different organizations and people work together and share in the process, provision and benefits of healthcare. Whelan picked up on the community theme from the government perspective, noting that programs should not only rely on physicians but also a wide range of community members from barbers to after-school clubs.

Closing remarks were delivered by R. Lawrence Moss, MD, President and CEO, Nemours Children’s Health System.

“I've been doing something related to medicine for about 35 years, and this is the best time, most exciting time I've ever seen in medicine in my lifetime—because I think we're starting to have the conversations that we have needed to have for decades,” concluded Moss.

“There's a lot of power in what we heard today. I do hope and I intend that it's the beginning of a conversation, and I just want to leave here remembering that the most important members of our society are kids, and we're going to make an impact there, and that's going to change the world forever.”



Moss finished up his remarks by inviting the audience to a happy hour in the adjoining room and terrace. Many newly-acquainted participants and attendees took the opportunity to exchange contact information and make one final visit to the Health Delivery Innovation Room before the conference ended at 5:30pm.