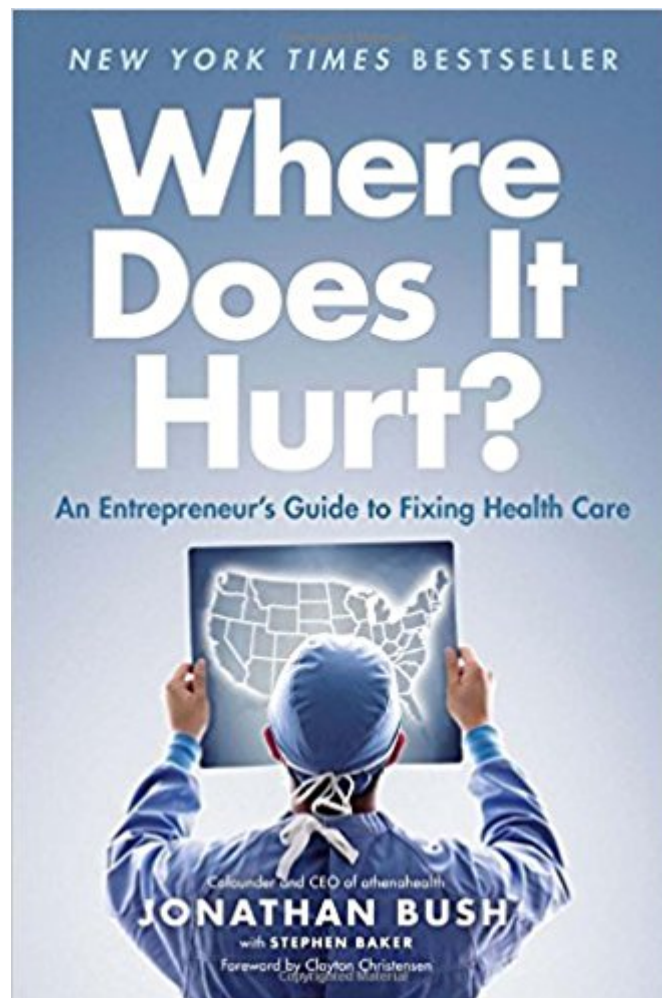




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Where Does It Hurt?: An Entrepreneur's Guide To Fixing Health Care



Synopsis

A bold new remedy for the sprawling and wasteful health care industry. Where else but the doctor's office do you have to fill out a form on a clipboard? Have you noticed that hospital bills are almost unintelligible, except for the absurdly high dollar amount? Why is it that technology in other industries drives prices down, but in health care it's the reverse? And why, in health care, is the customer so often treated as a mere bystander and an ignorant one at that? The same American medical establishment that saves lives and performs wondrous miracles is also a \$2.7 trillion industry in deep dysfunction. And now, with the Affordable Care Act (Obamacare), it is called on to extend full benefits to tens of millions of newly insured. You might think that this would leave us with a bleak choice—either to devote more of our national budget to health care or to make do with less of it. But there's another path. In this provocative book, Jonathan Bush, cofounder and CEO of athenahealth, calls for a revolution in health care to give customers more choices, freedom, power, and information, and at far lower prices. With humor and a tell-it-like-it-is style, he picks up insights and ideas from his days as an ambulance driver in New Orleans, an army medic, and an entrepreneur launching a birthing start-up in San Diego. In struggling to save that dying business, Bush's team created a software program that eventually became athenahealth, a cloud-based services company that handles electronic medical records, billing, and patient communications for more than fifty thousand medical providers nationwide. Bush calls for disruption of the status quo through new business models, new payment models, and new technologies that give patients more control of their care and enhance the physician-patient experience. He shows how this is already happening. From birthing centers in Florida to urgent care centers in West Virginia, upstarts are disrupting health care by focusing on efficiency, innovation, and customer service. Bush offers a vision and plan for change while bringing a breakthrough perspective to the debates surrounding Obamacare. You'll learn how:

- Well-intended government regulations prop up overpriced incumbents and slow the pace of innovation.
- Focused, profit-driven disrupters are chipping away at the dominance of hospitals by offering routine procedures at lower cost.
- Scrappy digital start-ups are equipping providers and patients with new apps and technologies to access medical data and take control of care.
- Making informed choices about the care we receive and pay for will enable a more humane and satisfying health care system to emerge.

Bush's plan calls for Americans not only to demand more from providers but also to accept more responsibility for our health, to weigh risks and make hard choices—in short, to take back control of an industry that is central to our lives and our economy.

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Customer Reviews

"I loved this book. Jonathan Bush is a goggle-eyed radical foaming for revolution in the house of health care--with the crucial, page-turning difference that for years he's actually been delivering on it. His story alone is worth the price of admission. He's driven ambulances in New Orleans, remade child delivery in San Diego, and built an Internet company that is transforming the way people practice medicine. And along the way you'll learn more about the real world of how health care works than should be possible for a book this interesting. Jonathan Bush is a singular new voice in American health care." --Atul Gawande, surgeon, professor, and author of "The Checklist Manifesto"

"This is a compelling, entertaining story--an insider's perspective on American health care by someone who has been closely involved in its reshaping. Few people amass Jonathan Bush's kind of experience or articulate as clearly what lies ahead." --Abraham Verghese, physician and author of "Cutting for Stone" "Jonathan Bush is not only a brilliant visionary but he walks the talk when it comes to tackling the dysfunctions of our health care system. Reading this book will help you understand why things are as broken as they are and inspire you to be part of the fix." --Regina Herzlinger, Nancy R. McPherson Professor of Business Administration, Harvard Business School, and author of "Who Killed Health Care? ""America's \$2 Trillion Medical Problem--and the Consumer-Driven Cure" "Health care has successfully resisted organizational innovation to the detriment of our health and our economy. In "Where Does It Hurt?" Jonathan Bush gives exciting accounts of current innovation, and irreverently imagines an attainable future in which a vibrant medical marketplace is driven by health entrepreneurs, of which he himself is a prime example.

Patients, physicians and policy wonks alike would be well served to take the provocative and illuminating tour." --Jeffrey Flier, MD, deann

JONATHAN BUSH is the CEO and cofounder of athenahealth, one of the fastestgrowing technology companies in the country. The nephew and cousin of two U.S. presidents, he has worked in health care for two decades. He has an MBA from Harvard and lives in Cambridge, Massachusetts. STEPHEN BAKER is a former senior writer for BusinessWeek and author of The Numerati and Final Jeopardy.

This is a useful book to understanding how to improve the healthcare system. Clayton Christensen who wrote the Forward labeled it a "bottom up" view as opposed to the "top down" view from the "The Innovator's Prescription". This feels accurate. The book is an easy read, a narrative in 4 parts written in colloquial language with personal anecdotes. Below are the principal ideas. Apologies for license in choice of words, omissions, or misinterpretations.

I Observations from the front- general waste from underutilized high capital equipment (e.g. hospitals) vs specialist businesses that can employ continuous use for diagnosis or treatment (e.g. MRI in hospital vs MRI shop)- high capital based treatment options vs low capital options (not obvious high capital solutions necessarily produce better end results)- lack of market competition for procedures with patients sharing in any savings- no/limited treatment and insurance availability across state lines (e.g. analysis by expert radiologists or dermatologists via Internet "must travel to another state for expert services)- care organizations ownership can dictate type of treatment (e.g. home vs care facility for dialysis in doctor owned businesses)- system preserves profits for incumbents as opposed to allowing for alternatives (e.g. payment for blood dialysis and administration of EPO, an Amgen drug continued courtesy of big lobbying)- medical infomatics payment scheme broken "payment for doing it but without meaningful metrics to drive efficiency

II Disruption- inefficient "big" (academic) hospital hierarchy food chain "supporting community hospitals and clinics" clearly a role for "big" hospitals but role is solving complex cases, doing things others cannot do (not everything) *

disruption by 1 stop shops (e.g. CT scans) or storefront businesses for high cap svcs (e.g. MRI) *

disruption by 3d parties, WMT, WAG "to handle 70% of ER traffic" * hospitals focused on "survival" growth model by absorbing smaller players- better use of resources by coordination of primary care instead of pouring \$\$\$ into hospitals, doctors providing chronic care and acting as coaches to patients for holistic care

III Technology- universal, accessible data "

real time, fast- choices for technology based solutions should be made relative to the conditions of the patient rather than doing all possible always (e.g. recommended hysterectomy for 90 year old grandmother because of cancer)

IV Conclusions, recommendations for **Government** - encourage (enable) competition and innovation1) include entrepreneurs in the conversation2) trim **kickback** laws that prevent patients from receiving rewards3) provide healthcare workers right to work and patients right to shop (across state lines, without licensing or purchasing barriers)4) expand Medicare Advantage5) provide Fannie Mae type financing for health insurance disruptor startups6) limit energy on tort reform (universal healthcare records will provide clarity and eliminate most suits)

Doctors1) take risks - provide total care, packaged services2) organize instead of selling out and seeking refuge at inefficient, failed business model hospitals3) get connected on Internet ecosystem

Entrepreneurs1) provide technology enabled services, not technology2) supply the **connective tissue** to tie together healthcare elements3) think simple (to start)4) team up, band together to have a **voice**

Patients1) learn about care2) know yourself3) demand/request your own data

All sound right. However, it is hard to see solutions becoming a reality in a politically polarized world. The right wishes for a return to the dysfunctional system of the past. The left staunchly defends the dysfunctional system configured by the Affordable Healthcare Act that preserves everyone's place at the trough and enriches the insurance companies. The right pines for an unfettered free market (albeit did not exist); the left wishes for social justice, healthcare as a **right**, and systems caring for all needs for everyone | medical, dental, psychiatric (not possible without reforms). Constructive change appears impossible given an electoral system with legislators who are eager and willing pawns of special interests with. "Special interests" are more than health care companies and big pharma. They include healthcare worker unions, professional associations, patient/worker unions, tort lawyers, pension plans and a host of others donating as much or more as corporations. In the background the populace is clamoring for low cost or **free** coverage for everything, wanting to be on par with the most privileged. As Europe has learned (France) - even while not providing the most advanced services - this is not affordable and not sustainable.

I'm a physician and a programmer who has 25 years experience building EHR software. I read it to see what Jonathan Bush's vision of health care and to gauge his role in developing Athena. This book is a common sense discussion of how health care has responded in a dysfunctional way to a dysfunctional environment. It is about the 8th book on the subject that I've read and have found nothing in this book very unique other than being the story of Bush's company's development and

rise in the market and it is worth reading for this alone. The style is light and readable and the anecdotes interesting and have a good human quality. He wants Athena to be part of the solution and not part of the problem.

Having worked for Athenahealth in the past, I've spent a lot of time with Jonathan. He's an engaging speaker, tremendously energetic, and really is a health-care visionary -- if not the visionary of our time. That may seem like hyperbole, but if you read the book I can tell you it encapsulates about as much of Jonathan as you can without meeting him. He communicates his thoughts well through his storytelling and analytical thought process -- and all with the spice that only Jonathan could add using his hilarious metaphors and analogies. Obviously there is a lot of opinion in this book, but if you have any experience in health care you will recognize some of the truths of the business and potentially see them in a new light....and maybe even see the same light at the end of the tunnel that Jonathan does. Its a fast read and an entertaining one -- and I heavily recommend it to both people in the industry as well as those not. Its the kind of book that will appeal to entrepreneurs, the business minded, and the health care minded alike. Jonathan is a visionary whether you agree with his viewpoints or not -- and its an amazing view into the birth...and the soul... of Athenahealth if you happen to be involved as an employee or a client.

Whether or not you agree with Jonathan's political ideology, we can certainly agree that he advocates for one thing: Great Health Care. A health care system that gives patients choices, better outcomes, and rights to their own biological information, and a health policy environment that promotes and rewards patient centered innovation. Straight from the mind of Harvard MBA, this book uses case based examples to demonstrate how Americans currently receive health care, and how this process could be improved with realistic changes. This work has broad applicability, to local, national, and global health policy and entrepreneurial opportunities. ~MD/MPH student

The author provides a great perspective, having worked at many levels within a broken healthcare system, and now he is leading the charge in disrupting and innovating the healthcare industry. Consumers and healthcare professionals need to read this book and then become activists in fixing the system. We all want the same thing 1) doctors to be doctors and not administrators 2) more deeply embedded Doctor-patient relationships 3) easy access to information and 4) more market efficiencies that will benefit each of us and our society. Read this book and you will become a believer and I hope an advocate for Healthcare disruption and positive change!

Â Ryan Vavra's review was made as part of a critical review assignment for the Spring 2016 Economics of Technology seminar at the University of Nebraska Omaha, taught by Art Diamond. (The course syllabus stated that part of the critical review assignment consisted of the making of a video recording of the review, and the posting of the review to . Diamond reserved the right to modify the number of stars the student assigned to the book, in cases where Diamond had himself read the book.)

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