**CAPABILITIES TO ENHANCE**

- Our collaborative culture to convert ideas, discoveries and services into meaningful innovation
  - Launch of drug discovery company, Ancora Innovation, in partnership with Deerfield Management
  - Awarded $500K National Science Foundation grant for establishment of i-Corps site at the Wond’ry
  - Collaboration with Bayer, GE Healthcare and IBM to develop and commercialize new healthcare technology
  - Capital investments in nPhase and IDBiologics
  - Launch of the Southeast Executives-on-Roster (SEC XOR) collaboration-entrepreneurship start-up company matching program, and joining the similar AVX matching program
  - Launch of Nashville Biosciences (NashBio) and support the organization’s commercialization efforts
  - Methods and tools that improve quality, outcomes and health
    - Developed the Person-centeredness of Research Scale to assess the degree to which research reflects the needs, values and priorities of patients, families and communities
    - BusVU and bi-directional methods to connect fundamental discovery to health and disease
      - Drug-NP impression initiative
      - Received $2.7 million grant from National Institutes of Health Center for Advancing Translational Sciences to study potential new therapy for C. diff infection
      - Participation in the National Institute’s of Health’s All of Us national research program
      - PredixVU gene-based association electronic catalog
    - Systems that promote customized, asynchronous learning
      - Integration of QuizTime, a smartphone application developed at VUMC, to provide continuing medical education to physicians. In 2018, VUMC partnered with the Tennessee Department of Health to roll out workplace-based education using QuizTime to health care providers across the state for proper utilization of opioid and non-opioid therapies in managing pain
      - Interventional trials in population cohorts
        - Completion of enrollment in the Southern Community Cohort Polypd Study. This study, led by Tommy Wang and Bill Riot, randomized 303 individuals in a study to determine if a polypill-based approach to primary cardiovascular disease prevention is feasible in a low socioeconomic status population. The study met its enrollment goal and completed enrollment in 2018. Data is being analyzed

**CAPABILITIES TO DEVELOP**

- Alternate revenue streams leveraging our leading business services thereby growing our reputation and financial flexibility to support education and research
  - Vanderbilt Health Professional Solutions (VHPS) was formed in late 2017. VHPS is the holding company for VUMC that houses our pharmacy, genomics and GPO businesses. These businesses have added a significant client base since launching in 2018. A few examples of the new clients are Dartmouth, Phoenix, University of Mississippi Medical Center, University of Nebraska and many others. These businesses represent significant new revenue streams and earnings.
  - Relationships that strengthen VHAN clinical programs, including joint ventures with clinicians and hospitals and reconstitute products
    - VUMC began operating and providing clinical services at 14 retail health clinics within Walgreens stores located across Middle Tennessee on Nov. 14, 2017. This venture, implemented VUMC’s transparent PBM solution a couple of years ago, resulting in significant drug spend savings for all the VHAN network. The savings is in the double-digit millions
  - Transdisciplinary teams to innovate learning, research and healthcare
    - The Vanderbilt Institute for Surgery and Engineering (VISE) opened a dedicated lab space in Medical Center North, equipped with mock operating rooms, surgical robots, imaging devices and tracking and surgical guidance systems, to foster trans-institutional interactions designed to result in new ideas and technologies to advance health care
    - The Wond’ry developed PreLaunch and PostLaunch course programs designed to give entrepreneurs the resources and skills necessary to successfully launch and operate a business venture
    - Crowd sourcing methods and tools
      - IdeaShare
        - First launched in 2017 to crowdsource ideas addressing common challenges at VUMC. More than 2,300 people participated in IdeaShare in the form of voting, commenting or rating the nearly 250 ideas that were submitted
        - A second IdeaShare campaign was launched in 2018 around the use of artificial intelligence and predictive analytics to transform health care, which generated 140 ideas. Top ideas participated in an AI Day Innovation Challenge. The top three ideas each received $50,000 from the Eby-Selby Seed Fund for Innovation for project implementation
        - A third campaign was launched in March 2019 to test patient-driven steering of the vision and roadmap for patient-facing HealthIT. The campaign solicited responses from 439 participants in the AdvaCare Vanderbilt community. The top three design challenges that resulted, included full access to health records, testing close to home and virtual visits.