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Justin: Thank you very much, and welcome back. We're just flying through today. This is almost, I think, our fifth hour of broadcasting live at the HIMSS conference. It's been a lot of fun. I appreciate all the thousands of people that are dialed in and certainly everybody who's joined us here in person. I'm very excited about my next guest. He's got a very big announcement. I think they went live with everything yesterday. Vishal Agrawal, welcome to the show.

Vishal: Thank you, Justin. Great to be here.

Justin: You are the chief growth officer and president of payor solutions for CIOX Health.

Vishal: CIOX Health, that's right.

Justin: Which used to be HealthPort?

Vishal: Used to be four companies. HealthPort is one of them and one of the early founders of this industry around release of information. That's a core asset. That's a part of CIOX. We also bought three other companies, one that's called IOD, which also was in that release of information space, a third company called Care Communications, which was involved in data quality and abstraction, and a fourth around the retrieval side of the business. I think, collectively, we've got a very unique asset here for the industry.

Justin: That's fantastic. Congratulations on launching all this. I think you went all live yesterday.

Vishal: That's right. We officially are CIOX now.

Justin: CIOX Health, I love it. Great. I guess from your perspective, what are the three biggest trends that you're seeing in the industry to start off with?

Vishal: Thanks, Justin. I think that there's a lot of effort right now around innovation around incentives - ACM models, payviders, which is the new buzz word. That I think is...

Justin: That was my last guest. UPMC, they're a payvider.

Vishal: They're a payvider, and I think that's going to continue to evolve. That's great to see the stakeholders collaborate in new ways. I think what that's driving is increased complexity in healthcare. Stakeholders historically were working in their own portion of the ecosystem. They have to increasingly begin to work

together in novel and new ways to realize the value of value-based care. That's really where I think we start playing a unique role.

Justin: That's fantastic. How are you guys addressing...In 2016, 2017, what do you think are your main drivers around what you're going to address and how you're addressing?

Vishal: Sure, thank you. Our main drivers are around generating the linkages to all of those who supply information, the provider set around the country. We are currently embedded in about 18,000 provider sites - over 3000 hospitals and about 15,000 outpatient and clinic sites. That collectively represents about 60 to 70 percent of all US healthcare expense - to continue to expand that network that we've built over the last 40 years, then marry the supply side of information with the demand side of information.

That demand side is a very broad ecosystem. Most of us think of the demand side as the patients, the doctors, the hospitals, to some extent, the health plans. The full ecosystem of healthcare expands into the legal domain, the government services social services domain, the property and casualty insurance companies. There are a lot of organizations that need the health information to drive their core operations. We actually serve over one million unique requestors today. We expect to grow that base and provide them the information they need in a very timely fashion.

Justin: Wow, that's impressive. That's massive. From a best practices standpoint, what do you tell people? Where do they begin? What are some of the best practices that you would offer out to these health systems and practices?

Vishal: Yeah. I think there's really three that are important to build a functioning ecosystem. The first is trust. At the essence when stakeholders are interdependent like they are in healthcare, you need to establish trust between the different entities. That is not a technical challenge. It's a governance challenge. It takes time to build that trust. We treat every record that we transmit - and it's over 50 million records, health charts, that we expect to transmit this year - with quality, with urgency, and respect. At the end of the day, every chart represents an individual. It could be a patient. It could be a parent. It could be a grandparent. It could be a child. It could be any one of us. That information needs to be handled with that respect to earn the trust.

The second is around innovation. I think you've heard a lot about innovation. This hall is full of it. We need to continue to drive improved technology to automate and improve workflows to reduce the friction in the system. There's a

lot of friction there today. Our solution is one. We're actually partnering with Google. That's an announcement that we're making today around adopting the Google for Work platform and deploying over time some of the terrific capabilities around Android into our ecosystem. I think innovation's going to be a big part of driving the future promise of healthcare.

The third is balancing the future with the current state. We have an interesting ecosystem where part of our employee base... We have about 8000 employees today, and 3000 of them are field technicians that go physically to a doctor's office or a clinic often to photocopy records that are still on paper. Given that current state of healthcare, it's very important to make sure that the technology future of tomorrow is balanced with the reality of today. Our solution, which has everything from labor where it's necessary, people going out to retrieve the information, to the high tech Google driven enterprise on the other extreme, needs to be brought together in a very synergistic way.

Justin: That's fantastic. Looking out, crystal ball, to a little bit of a curve ball here from a standpoint of what do we see. One of my guests asked me this question yesterday. Now I'm asking it of everybody. What do you think would be a large kind of idea or change that we'll see in the industry over the next year or 18 months?

Vishal: Wow.

Justin: Or big prediction, a bold prediction.

Vishal: My bold prediction is that payors and providers will develop entirely new workflows to streamline their interactions. I know this is not the bold future of 5-year or 10-year outlook. We're beginning to start seeing this. It's automating prior authorizations. It's automating the other aspects of the payment process that cause a lot of friction in the system today. We're going to continue to innovate those. We have over 100 payors that we're working with right now, some of the largest health systems in the country as well. Together finding better ways to connect, finding better ways to coordinate, and ultimately collaborating will be, I think, the near term push to improve the workflows that we rely on.

Justin: That's fantastic. How many HIMSS have you been to? This is your... How many HIMSS have you been to?

Vishal: For me, it's at least about seven or eight. Every year I come here it gets bigger and bigger. It's terrific to see all the innovation around us. We're proud

to be part of it. CIOX Health will be driving innovation at scale. We're eager to partner with organizations throughout the HIMSS floor.

Justin: That's fantastic. Welcome to the show. I'm glad you could join us today, Vishal from CIOX Health. Thank you so much, my friend.

Vishal: Thank you, Justin, pleasure.

Justin: Have a great rest of the conference.

Vishal: Thank you.

Justin: Thanks.