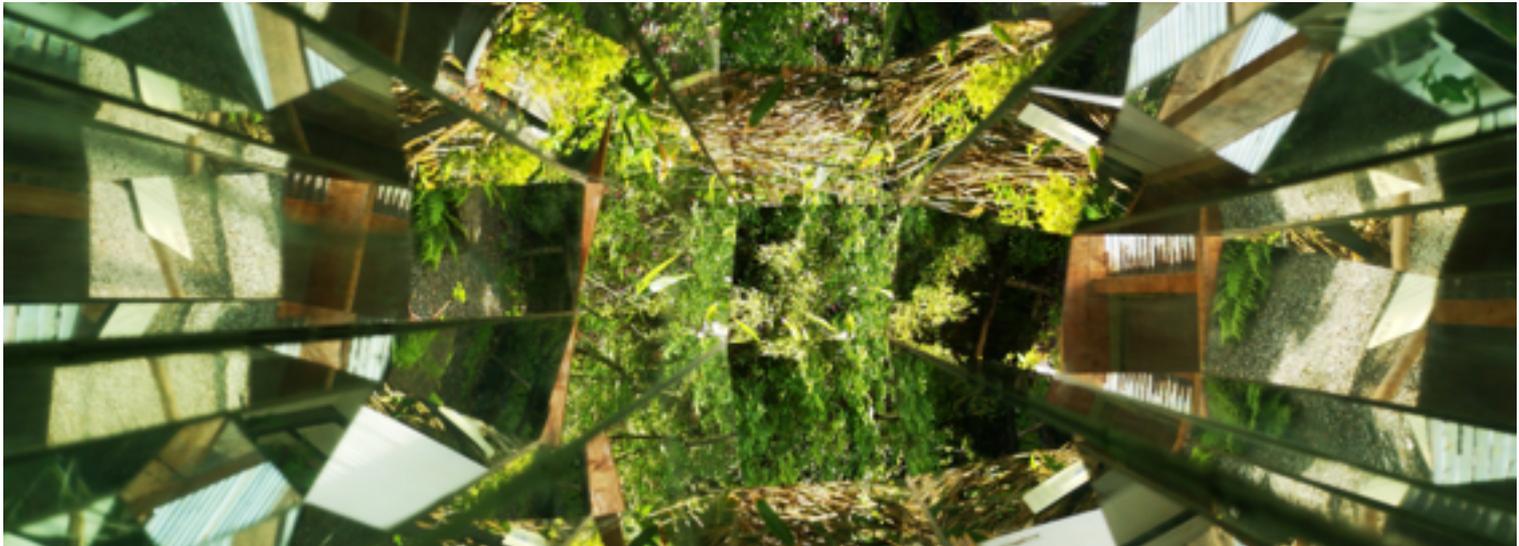


OUTSIDE **THE** LINES



EMPLOYERS FIXING HEALTHCARE

Today's Top Pick, Curated for Leaders Changing Healthcare

July 23, 2019

Apple and Amazon are building and testing entirely internal primary care solutions for their employees, which they may also plan to sell to others. To really make a dent in healthcare costs and quality, many employers are deciding on DIY strategies, adding their own independent medical practices, hiring top leaders in our industry, and pushing for major change in primary care.

Apple, Amazon, and other large employers are taking on primary care – branching out with their own worksite-based clinics – which is creating new front doors for primary care and disrupting health system’s traditional access and referral channels. Worksite-based healthcare is not a new concept. In fact, this is how Kaiser Permanente started in the 1940s. Also, some health systems are in front of this trend, serving as clinic operators and partners for employer-based clinics. What’s new is that Apple (with its AC Wellness subsidiary) and Amazon (with its Havenhealthcare collaborative) are building and testing entirely internal primary

care solutions for their employees, which they may also plan to sell to others.

To really make a dent in healthcare costs and quality, employers are pursuing DIY strategies. Why? Employers' healthcare costs have been increasing faster than inflation. Convenient healthcare – at, or close to, employees' offices – is important for productivity and talent retention goals. And larger companies, as they diversify, are betting on healthcare investments, especially in preventive care and population health, with expectations of large pay-offs.

Johns Hopkins and Stanford Health have added new on-site clinic model business lines. Others, too, have been providing wellness and clinic-based solutions for employers, including non-traditional providers like Vera Whole Health, Crossover Health, Paladina Health, and others.

That said, watch AC Wellness, Haven, and other large employers to stay in front of this trend. Apple describes AC Wellness as “an independent medical practice exclusively dedicated to delivering compassionate, effective healthcare.” And it has been hiring executives from Stanford Health Care, Fairview Health, and other health systems for top leadership posts at AC Wellness. What's going on here is major change in primary care, which may require health systems to re-think their convenience, access, first touchpoint, and geographic distribution strategies.

Always Looking Ahead,
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Founder & President, Strategy Advantage

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LEAH VRIESMAN – TO HELP DRIVE YOUR SUCCESS**



Leadership development, innovative thinking, and market intelligence (including keeping pace with all of the new and different trends taking shape in the industry) are must-haves for today's successful healthcare leaders. One of our Strategy Advantage [X·CO Partners](#), [Leah Vriesman](#), focuses on just this, providing one-day

workshops to help leaders work smarter and be more savvy, nimble, innovative, and effective.

We invite you to tap Leah for either of the two workshops she offers. Her [innovation workshop](#) aims to spark discussion around questions like: what are the marketplace and industry dynamics changing your business, who are the new market entrants/disruptors and progressive hospitals and health systems leading with innovative strategies, and how might your organization pursue new opportunities to energize its strategic vision? Alternatively, her [strategic excellence workshop](#) addresses questions like: what are the challenges your leaders are facing today that are hindering them from acting as strategic leaders, how to enable a macro point of view, and how to build a strategic-mindset culture?

We invite you to tap our experts, including Leah Vriesman. [X·CO](#) is a new service offered by Strategy Advantage, featuring a unique network of experts. It is different in that it is designed to drive your success forward in a fast, affordable, and high-value way. To get started with Leah or any of our experts, contact us at XCO@xcoadvantage.com or call 310/ 416-1400.

ADDITIONAL RESOURCES

Read more [here](#) about the employer-based worksite clinics trend.

Read more [here](#) about employer costs rising faster than inflation, according to a Mercer 2018 survey.

Read more [here](#) about Apple's AC Wellness subsidiary.

Read more [here](#) for a history on Kaiser Permanente, including how Kaiser started in the 1940s with its own work-site based clinics.

Click [here](#) to access other *Outside the Lines* issues produced by Strategy Advantage.

This bi-weekly e-mail is curated by the expert team from Strategy Advantage and provides a look across the horizon, and outside the lines, of the healthcare industry.

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