

Health System CIO Perspective

Geoff Vince, PhD

Cleveland Clinic

Chief, Innovations

Chair, Biomedical Engineering





Mission

Caring for life.

Researching
for health.

Educating those
who serve.

A Global Healthcare Enterprise

23 hospitals

185 countries – patient origins

14.1M outpatient visits*

3.5M unique patients*

*2024 annual





The World's Best Clinicians and Researchers

Caregivers come to Cleveland Clinic because of the ability to rapidly translate discovery to patient care via our unique **bench-to-bedside model**.

83k caregivers

5,800 physicians & scientists

16.9k nurses

140 specialties & subspecialties

Cleveland Clinic Research

Researching for health.

In 2024:

- › **\$520M** research funding
- › **6,482** publications
- › **3,655** research projects
- › **235** labs with **1,900** caregivers
- › **650+** trainees





Discovery Accelerator

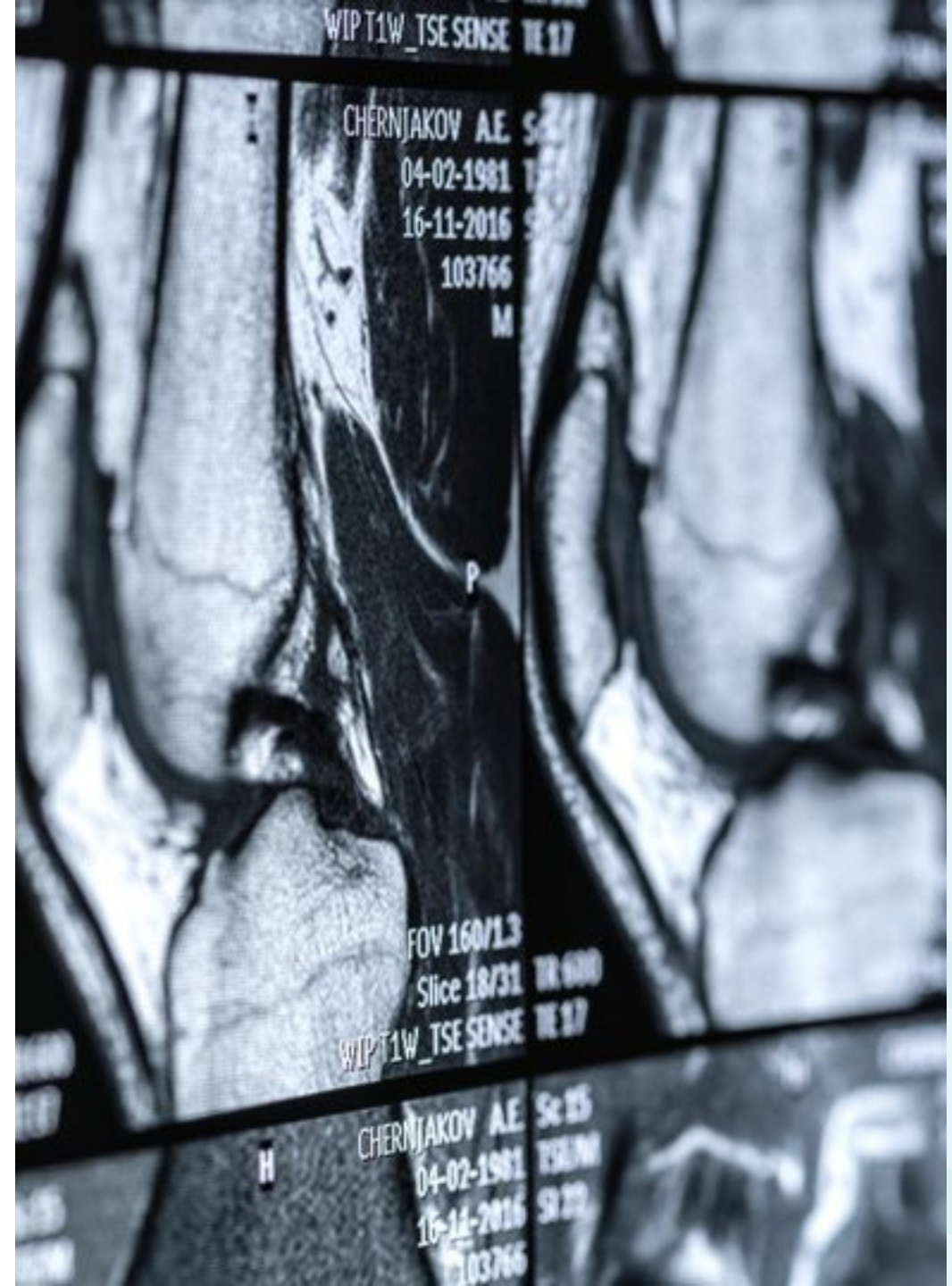
Cleveland Clinic + IBM

- › Advancing the pace of healthcare discovery
- › High-performance computing, artificial intelligence and quantum computing

Imaging Research Center

Cleveland Clinic + Canon

- › Innovative imaging research partnership
- › Collaborative projects on cardiology, neurology and musculoskeletal imaging



Our Mission

Revolutionize

how patient-centered
technologies are developed
and delivered to market.



Global Research, Education + Innovations



Nevada
Nevada



Ohio



Florida



Toronto

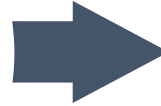
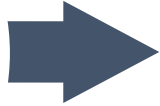


London
London



Abu Dhabi
Abu Dhabi

Cleveland Clinic's Commercialization Arm



**Caregivers' ideas
for solving an
unmet need**

**Transform
ideas into
inventions**

**Connect with
partners**

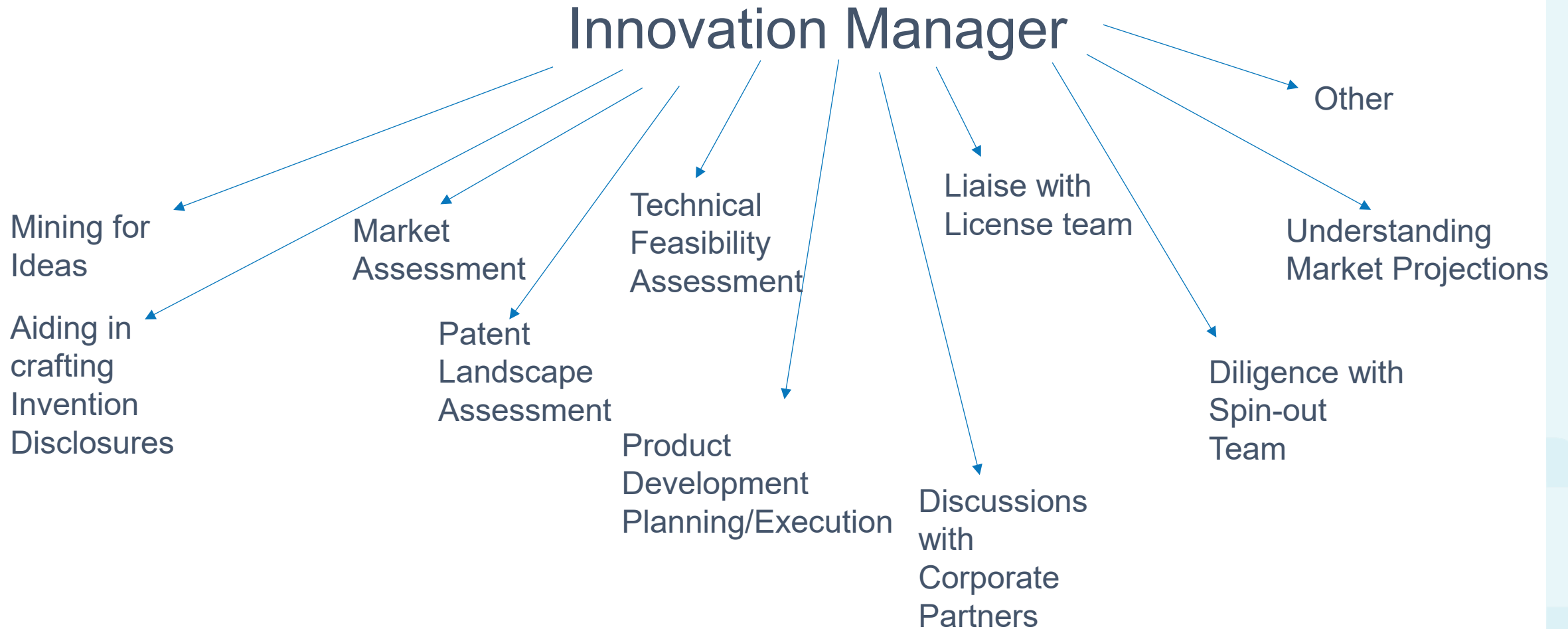
**Impact patients
at scale
(Commercialization)**



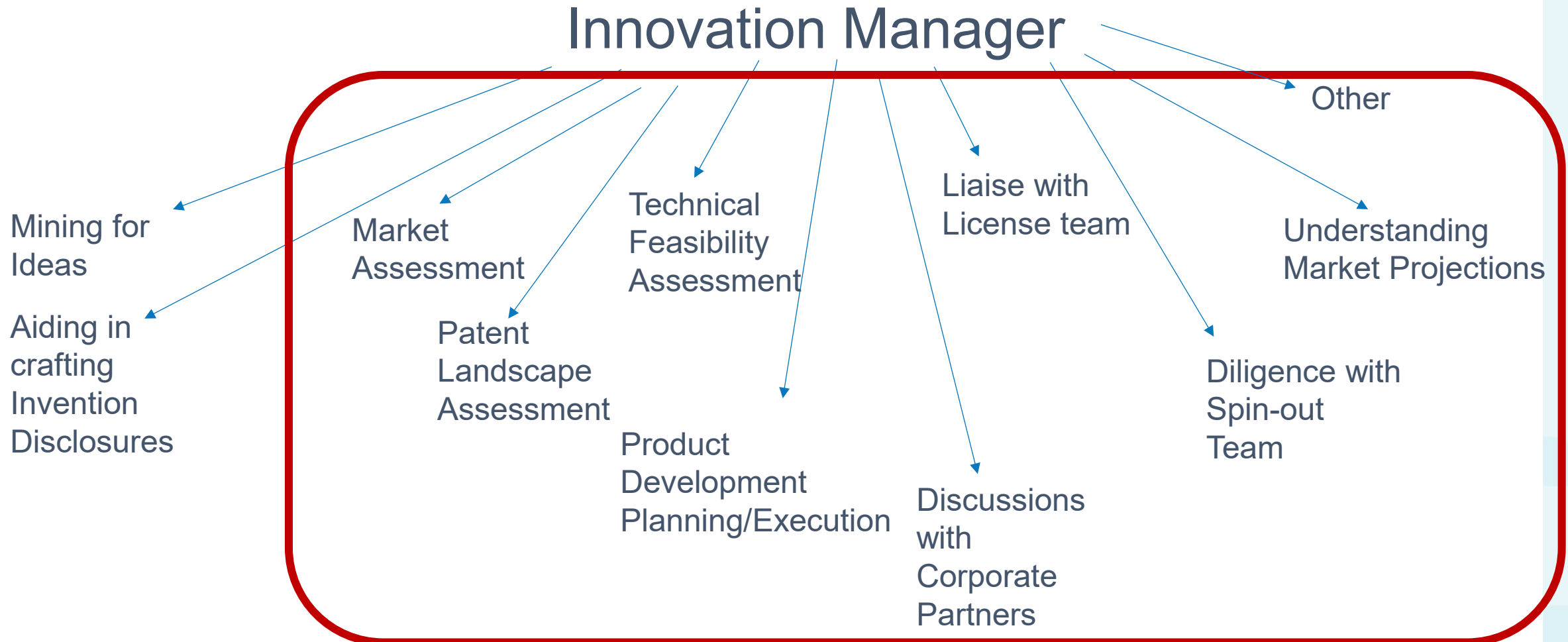
A World Class Commercialization Team

- › **25** years of excellence
- › **70+** caregivers
- › **50K** sq. ft. incubator space

Traditional Operating Model



Traditional Operating Model



How We Got Here

“Innovations is where good ideas go to die.”

“Innovations is a black box.”

“I do everything I can to avoid Innovations.”

“Communication, Accountability, and Transparency”

- *Geoff Vince, Chief Innovations*

Innovations Optimization



People

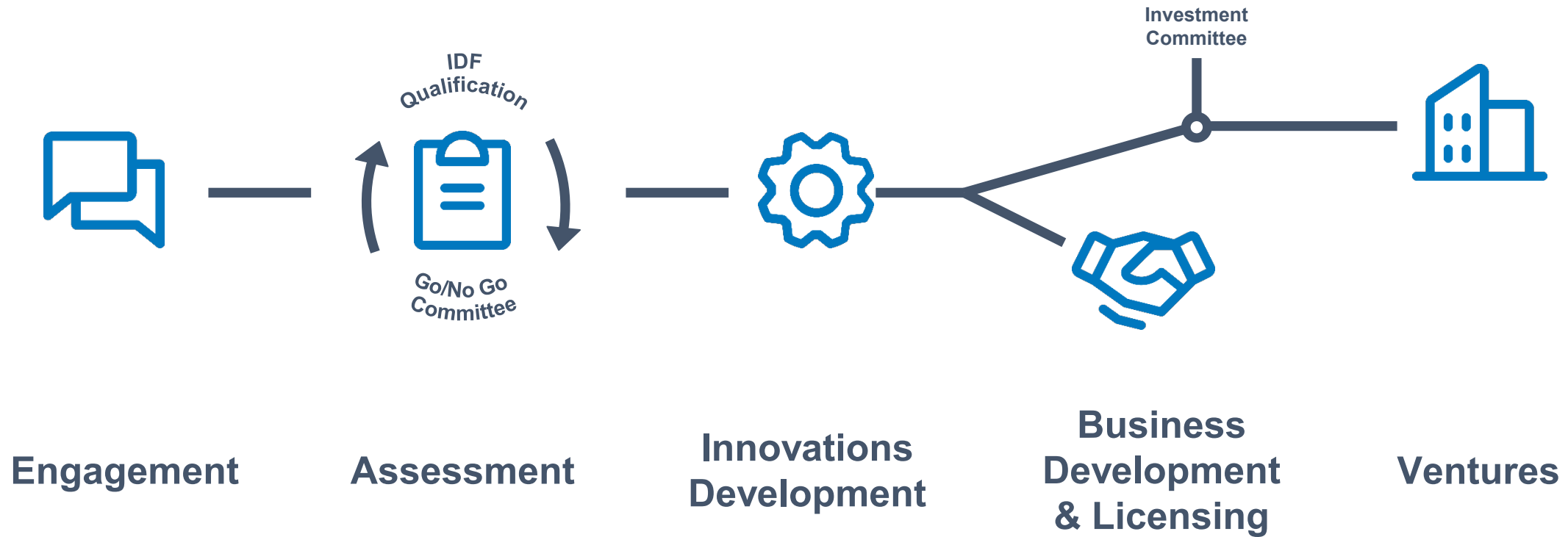


Process



Systems

Innovations Operating Model



Ideation > Translation > Commercialization

Innovations Leadership Team



D. Geoffrey Vince, PhD
Chair, Biomedical Engineering
Chief, Innovations



Sarah Stamp, MBA
General Manager,
Engagement



Michael Austriaco, BSBA
General Manager,
Assessment



Mohamed Ramadan, PhD, MBA
General Manager,
Innovations Development



Sonja O'Malley, MBA, PMP
General Manager,
Business Development & Licensing



JD Friedland, MBA
Executive Director,
Innovations Investments &
Ventures



Joseph Rich, JD, MBA
Managing Partner,
Innovations State Funding
& Compliance



Robin Crotty, MA
Department Administrator



Shawn Zimmer, CPA, MAcc
Senior Director,
Innovations Finance



Heather Lambert-Shemo, MS, MBA
Marketing & Communications Director,
Innovations Marketing

Innovations Models



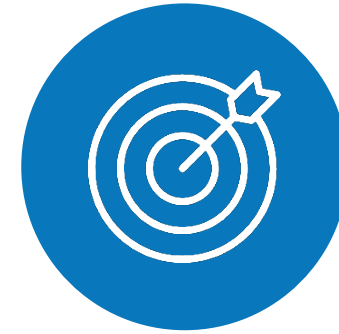
Inside Out

Traditional approach
to drive innovations
from within



Tactical

Opportunistic
adaptation of external
innovations that
may help us



Strategic

Partnering to
proactively seek
solutions to our
biggest unmet needs



Patient-Focused, Commercially Viable Ideas

1,300+ active technologies

- › **50%** medical device
- › **23%** therapeutic and diagnostic
- › **27%** digital health (includes healthcare delivery solutions)

High Impact/High Value

- › Intentionally focus resources
- › Matrix for early, consistent identification
- › Alignment with Enterprise strategic priorities
- › Curate comprehensive marketing campaigns

Systems for Increased Efficiency

Integration of two systems to improve technology tracking and reporting, and reduce redundancies, including:

- Microsoft Dynamics tracks interactions with customers and third parties, ideas from pre-disclosure through licensing
- Wellspring Sophia manages invention disclosures, intellectual property, internal funding and contracts
 - Transitioning to Wellspring's Evolve platform in 2026

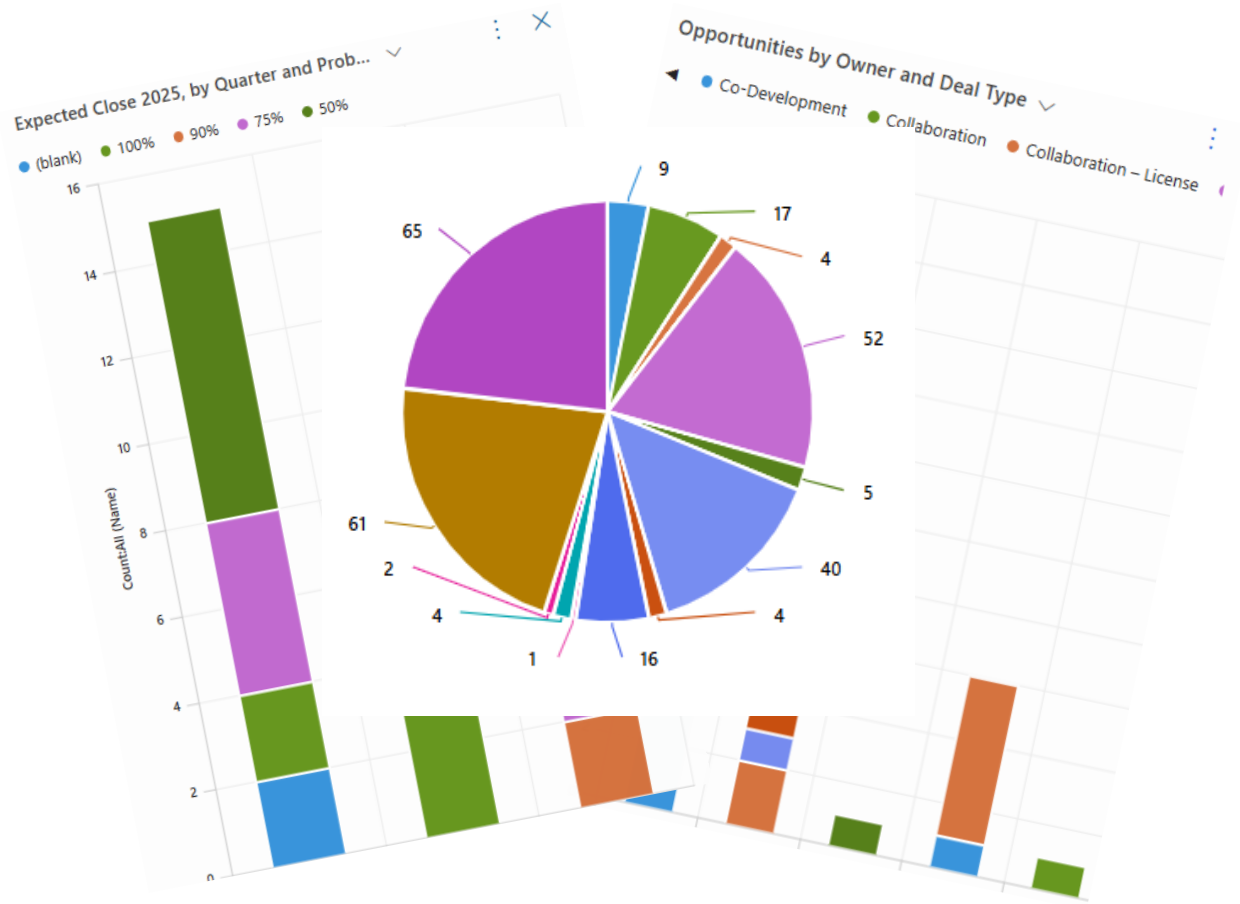
Output is used to create real-time dashboards

Dynamics for Engagement

- Visibility into early-stage ideas (pre-disclosure)
- Centralized tracking of communication



Dynamics for Sales



- Cross-team workflows
- AI-driven data to identify potential partners
- Outreach & deal progress tracking
- Copilot for Sales

Spin-out Approach



Ventures Funding Process

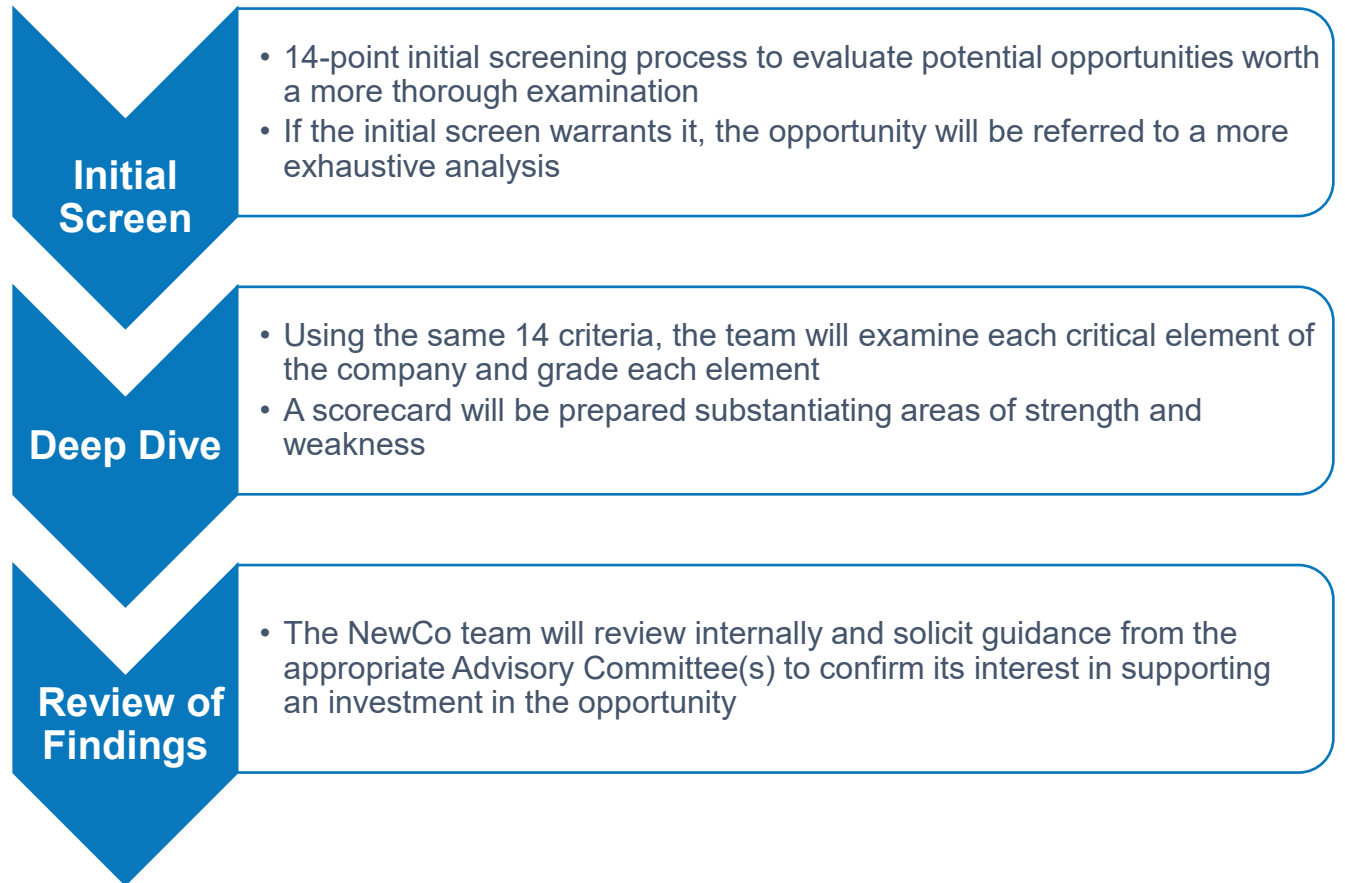
Diligence and Governance



New Opportunity Evaluation

14 Point Criteria

1. Market Opportunity
2. Competition
3. Exit Opportunity
4. Clinical Need
5. Reimbursement
6. Commercial Matters
7. Product Development
8. Clinical / Regulatory
9. Intellectual Property
10. Legal
11. Business Plan
12. Financing Risk / Returns
13. Management Team
14. Strategic Fit with CCF



Outside-In Approach



External Innovation Engine

Caregivers

175+
Venture
Investors

Health
System Peers

Individual
Advisors



Success Stories



External Innovation Spotlight



Virtual care platform for chronic gastrointestinal patients

- ✓ Co-development
- ✓ License with royalties & equity
- ✓ Solution for patients
- ✓ EHP offering

Drs. Miguel Regueiro, Anthony Lembo, Benjamin Cohen and Stephen Lupe



AI platform extracts clinical data to match patients to trials

- ✓ Co-development
- ✓ License with royalties & equity
- ✓ Pilot in Cancer and Heart, Vascular & Thoracic Institutes

Drs. Serpil Erzurum, Lara Jehi, Tre Martyn and Aaron Gerds



AI platform collects, analyzes and distributes real-time performance data for athletes

- ✓ Co-development
- ✓ License with royalties & equity
- ✓ Supporting the Global Peak Performance Center

Drs. Tom Mroz and Paul Saluan

A Breakthrough in Autism Screening

- › Virtual reality company Floreo acquired Autism Eyes Q2 2024
- › Autism Eyes was created with Cleveland Clinic intellectual property and philanthropy
- › Provides rapid, objective assessments to improve early diagnosis and treatment access



VIDEO – AUTISM EYES

VIDEO – STROLL

The next step in Neurotherapeutics



Cleveland Clinic

Every life deserves world class care.