

# Strategies for Managing the Tsunami of Medical Information:

## AI and Beyond



PennState Health

**NEVADA**  
Oncology Society



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**Medical Director of Radiation Oncology, Milton S. Hershey  
Medical Center**

**President, ACCC 2022-2023**

**May 13, 2023**

# Disclosures

Name	Employment	Funding Sources	Ownership & investments	Leadership
David R. Penberthy, MD, MBA	Penn State Health AstraZeneca Startups and Real Estate	None	CHS stock Mutual funds Startup - ROMTech	ACCC Board of Trustees

## I would like to acknowledge

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for their assistance with this presentation

# Learning objectives

A little about my background

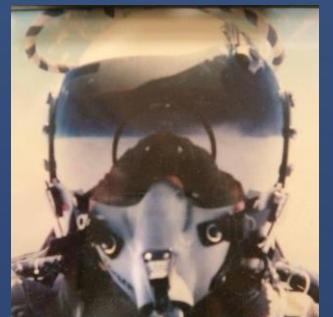
Statement of the worldwide and local cancer problem

Current state of multidisciplinary care

Future directions and AI!



Navy  
times





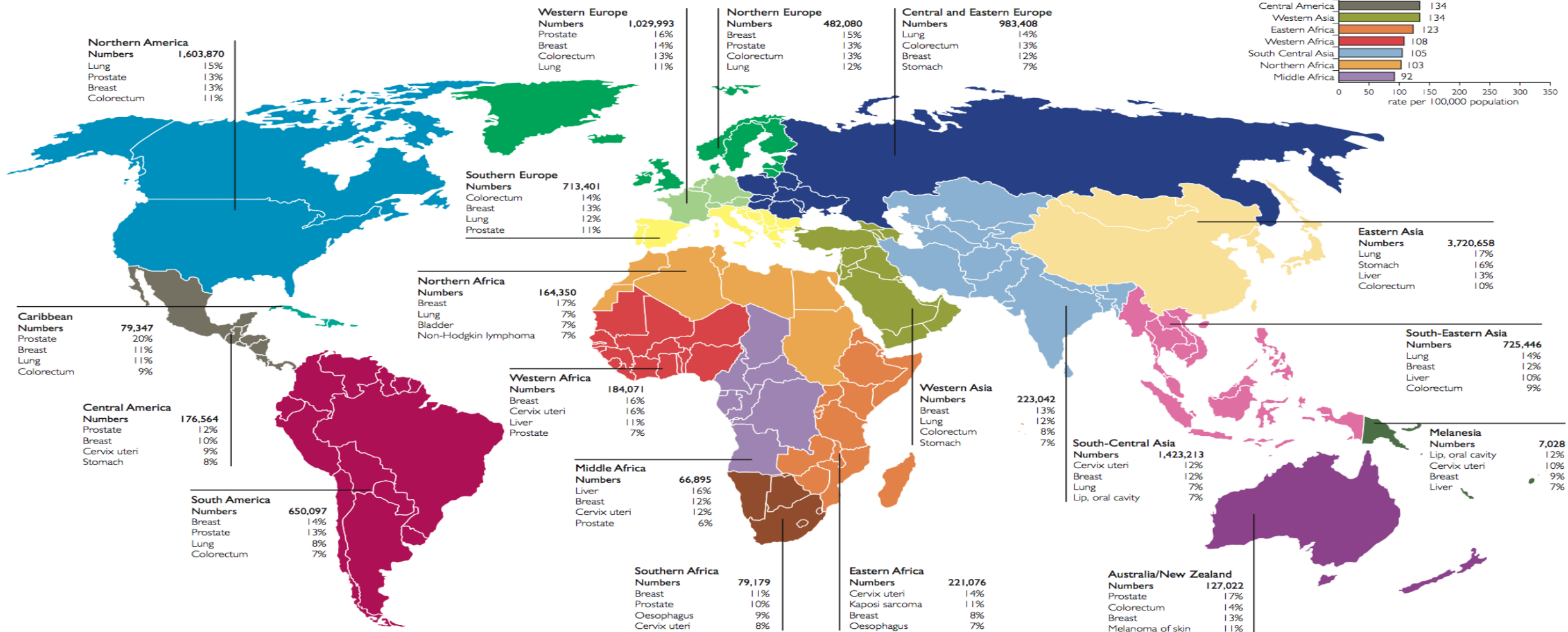
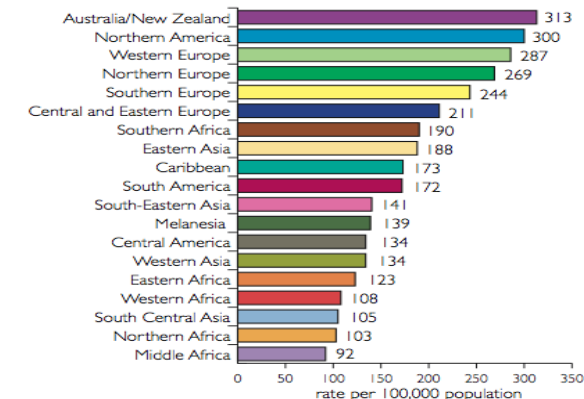
## The Magnitude



# Cancer Incidence Worldwide

Breakdown of the estimated 12.7 million new cases, World-age standardised incidence rates and the most commonly diagnosed cancers by the different regions of the world, 2008.

International Agency for Research on Cancer



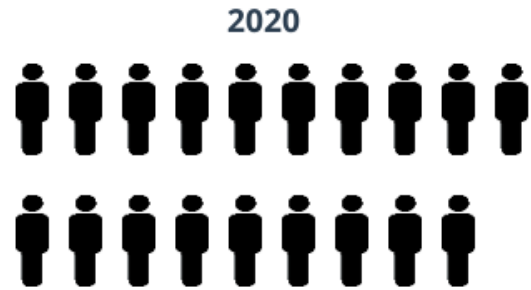
Source: GLOBOCAN 2008, v. 1.2, Cancer Incidence and Mortality Worldwide. IARC, 2010 (<http://globocan.iarc.fr>) Map updated February 2011

<http://info.cancerresearchuk.org/cancerstats/>

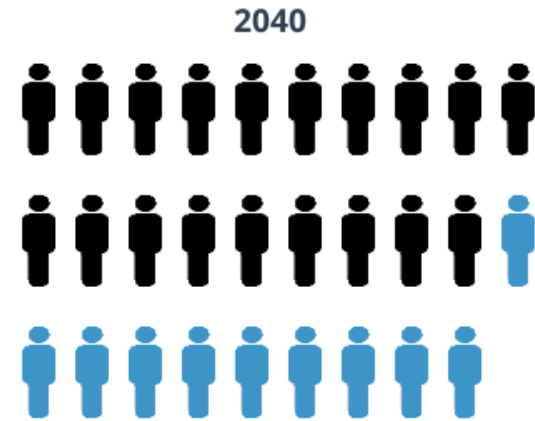
## Estimated number of new cases from 2020 to 2040, Both sexes, age [0-85+]

All cancers

Africa + Latin America and Caribbean + Northern America + Europe + Oceania + Asia



**19.3M**

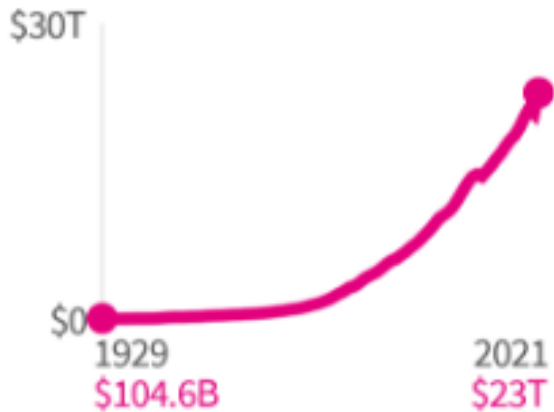


**28.9M**





# GDP issues

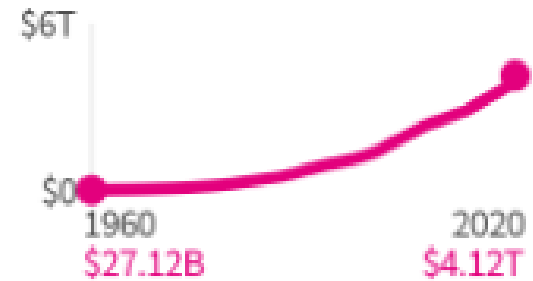


Gross domestic product

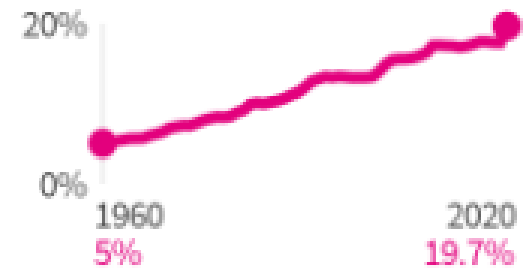
**\$23 trillion**

2021

National spending on  
healthcare goods and  
services



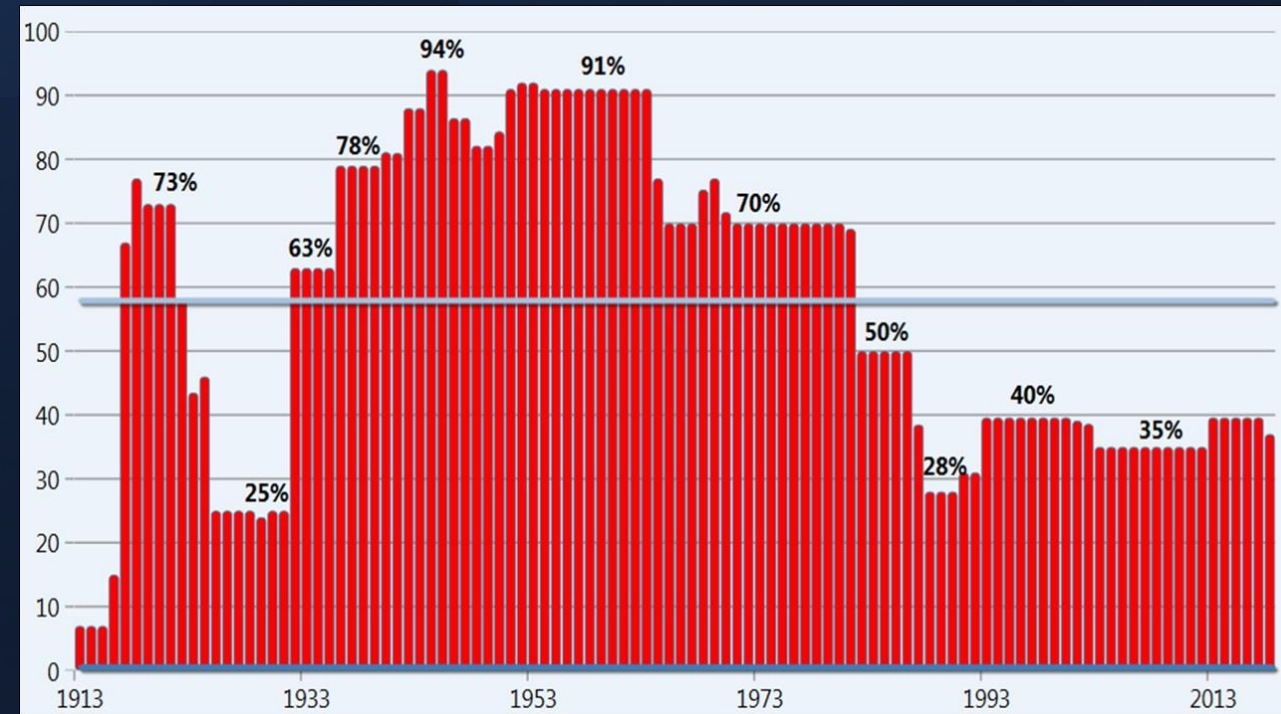
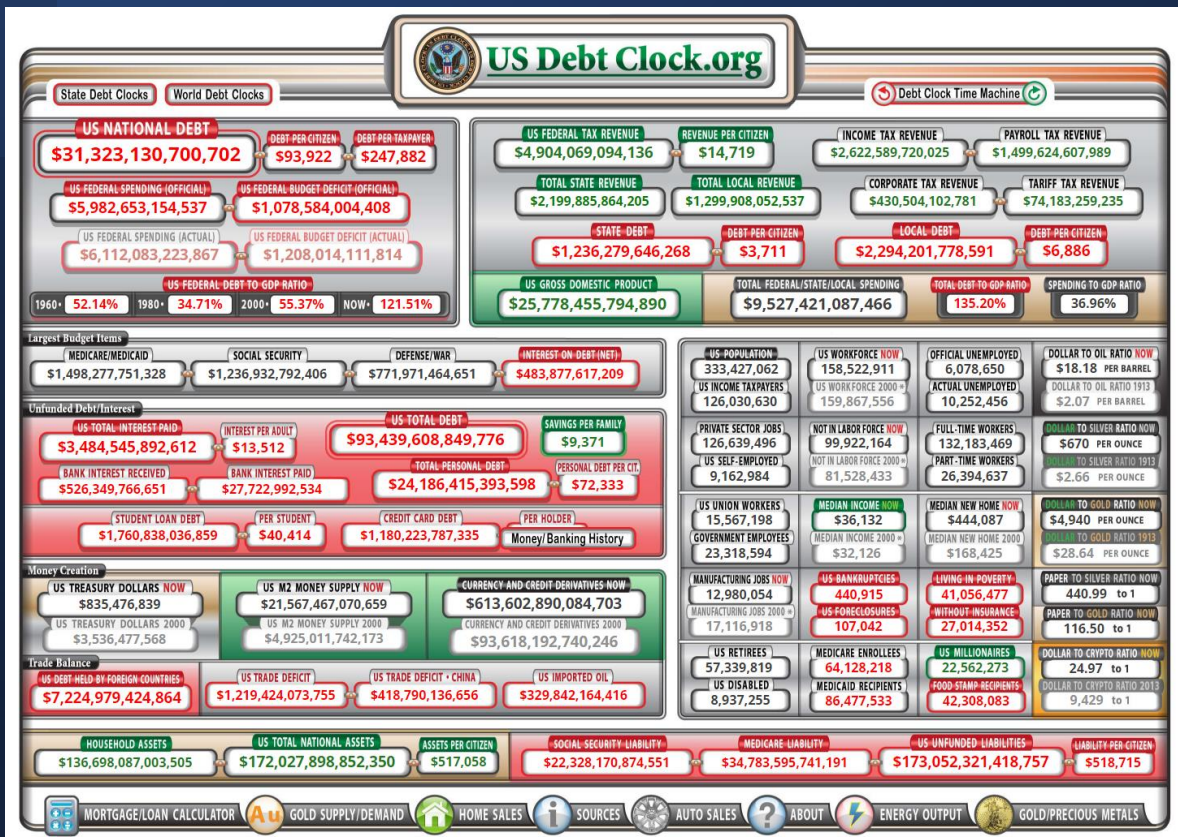
Healthcare expenditures  
as a percent of GDP



National debt \$31T and counting

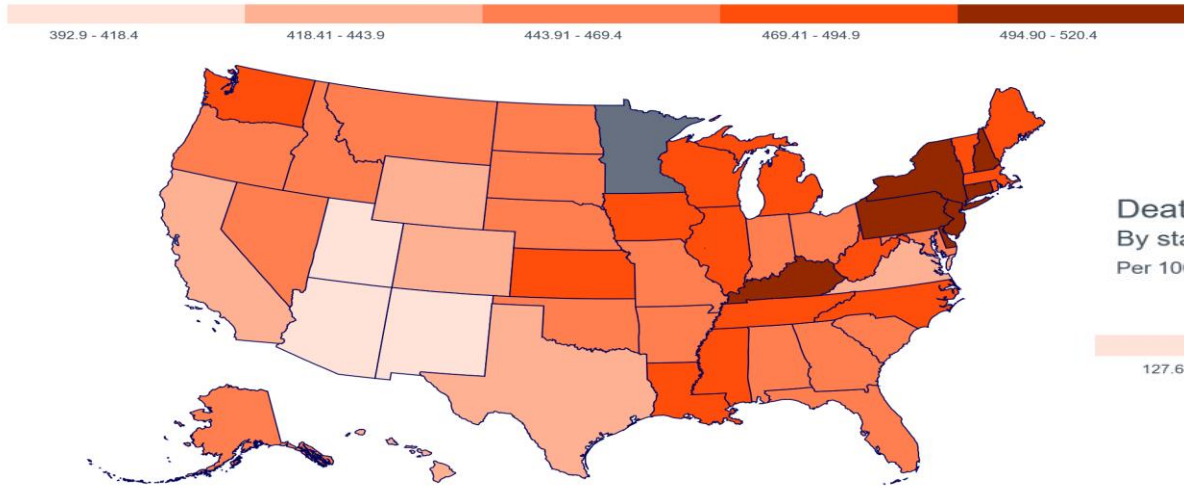
[www.usdebtclock.org](http://www.usdebtclock.org)

# US Debt and Taxes



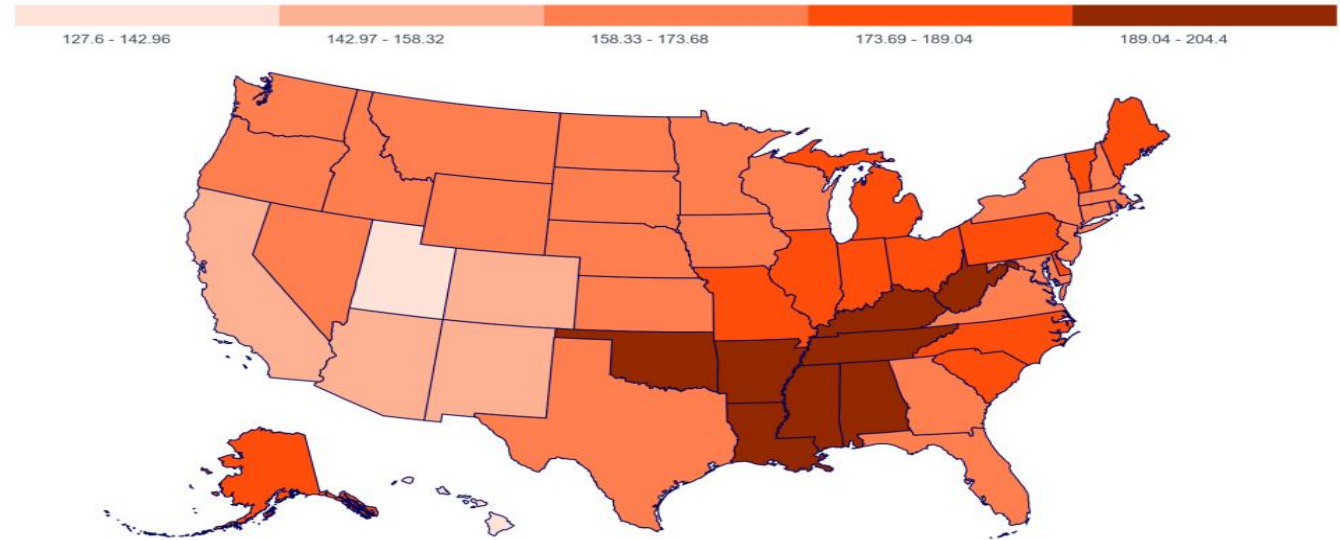
# US Cancer Incidence and Mortality

Incidence rates, 2008-2012  
By state, all cancer types combined  
Per 100,000, age adjusted to the 2000 US standard population

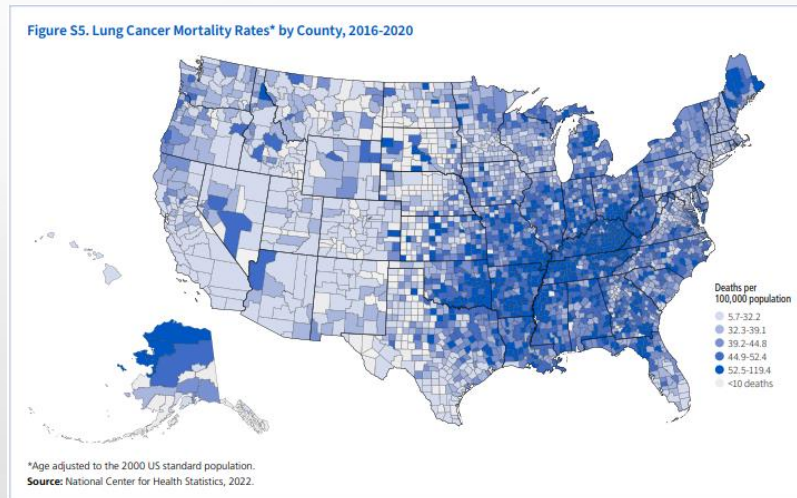


Data Source: North American Association of Central Cancer Registries (NAACCR), 2015  
© 2016 American Cancer Society

Death rates, 2008-2012  
By state, all cancer types combined  
Per 100,000, age adjusted to the 2000 US standard population



Data Source: National Center for Health Statistics (NCHS), Centers for Disease Control and Prevention, 2015  
© 2016 American Cancer Society





# Bon Secours Southside Medical Center

Petersburg, Virginia



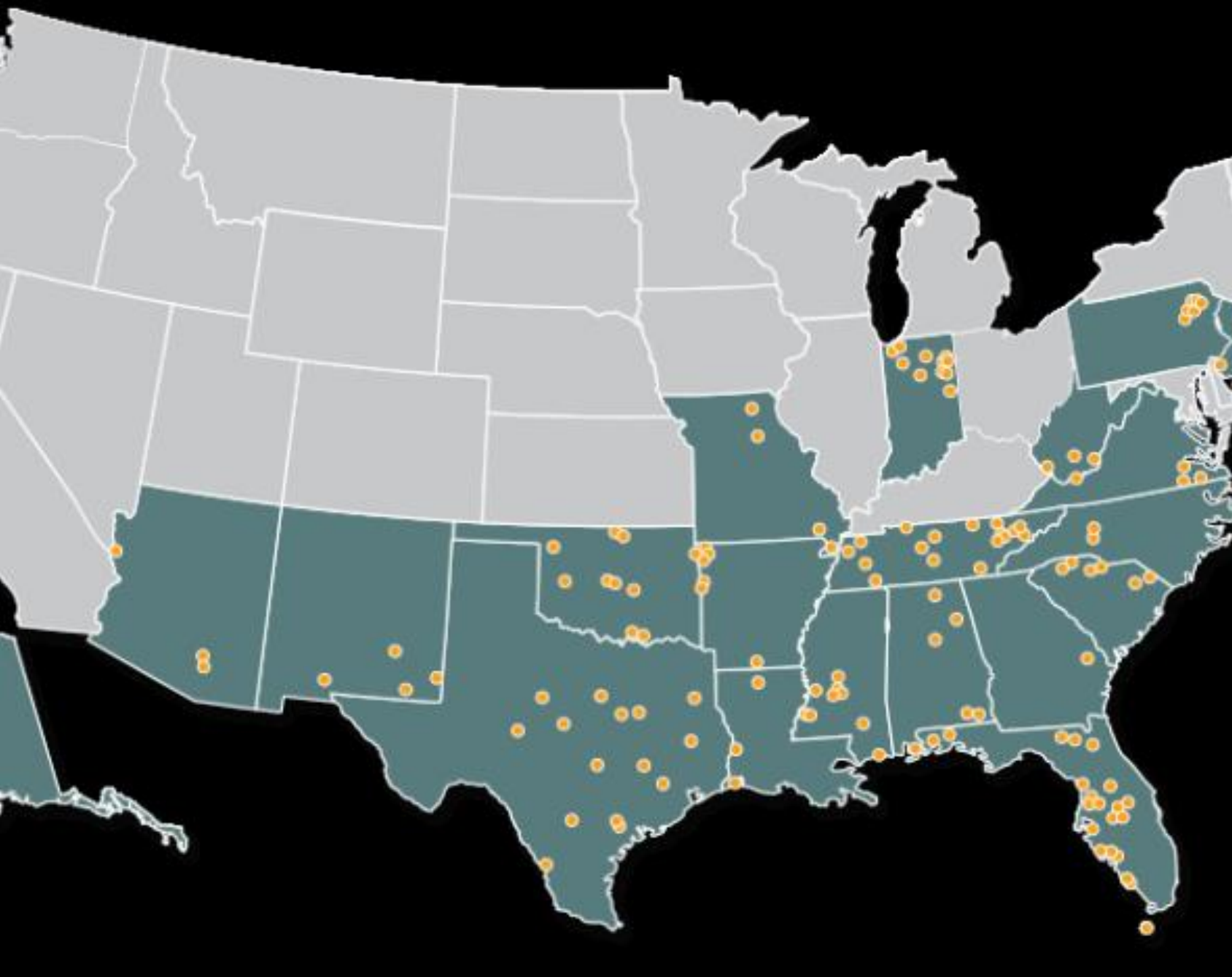
SRMC proudly announces

# Cancer Program

Accreditation with Commendation

and **2011** Outstanding  
Achievement Award





# Bon Secours Southside Medical Center

- Formerly Owned by Community Health Systems, Inc. (CYH)
  - 127 hospitals in 20 states, ~21,000 licensed beds
  - ~30 Radiation Oncology programs (organizationally structured under Imaging Services)
  - Acquired by Bon Secours Mercy Health, finalized January 1, 2020
- BS-SMC is a 300 bed hospital with a Comprehensive Community Cancer Program with >500 newly diagnosed cases per year
- Accredited by American College of Surgeons Commission on Cancer earning Gold-Level Commendation and Outstanding Achievement Award for 2 of the past 3 survey cycles



# Bon Secours Mercy Health by the numbers

ONE OF THE 5 LARGEST  
Catholic health care systems in the US,  
the LARGEST private provider in Ireland



MORE THAN **1,200** SITES OF CARE  IN THE US  
AND IRELAND



Approximately **\$10 BILLION**  
in pro forma net operating revenue

MORE THAN **\$2 MILLION** A DAY  
IN COMMUNITY BENEFITS 



**50** HOSPITALS

**2,600** PROVIDERS IN THE US  
**450** CONSULTANTS IN IRELAND  
**60,000** TOTAL ASSOCIATES



BON SECOURS MERCY HEALTH

# Advanced cancer care requires Multidisciplinary treatment

## Institutional support

- Nurses
- Medical Physicists
- Radiation Oncologist
- Medical Oncologist
- Neurosurgeons
- Thoracic surgeon
- General surgeon
- Radiologist
- Pathologist
- Pharmacist, et al.



## Advanced cancer care requires oncology patient, family and community support

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### **Oncology Service Line**

- Psychosocial program
  - Navigation program
  - Distress management program
  - Survivorship plans & care
  - Palliative care task force
  - Oncology research collaborations
  - Genetic testing & referrals
  - Community outreach program
  - Oncofertility resources
- 





# All about the people

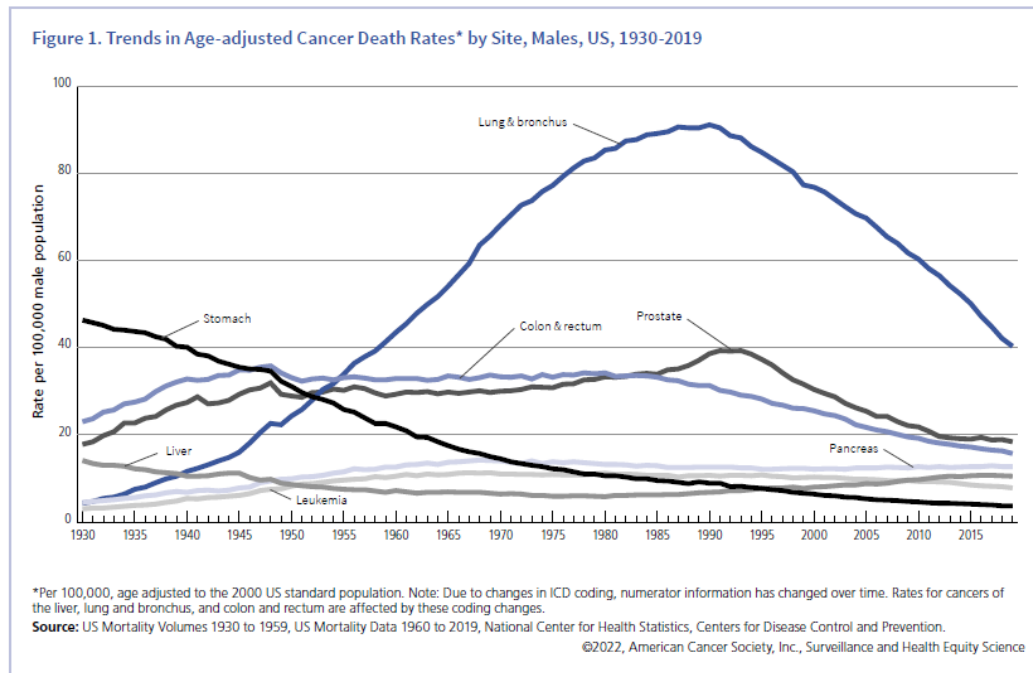


Radiology





# So how are we doing?



## 5

### Takeaways from the Cancer Facts & Figures Report 2022



Lung cancer patients are being diagnosed earlier, and living longer.



In 2022, there will be an estimated 1,918,030 new cancer diagnoses, and 609,360 cancer deaths.



Cancer mortality is declining at an accelerating rate.



The racial, socioeconomic, and geographic disparities for preventable cancers are alarming.



The rate of advanced-stage prostate cancer diagnosis increased by 4%-6% each year from 2014 -2018.



## ASSOCIATION OF COMMUNITY CANCER CENTERS

LEADING EDUCATION AND ADVOCACY ORGANIZATION FOR THE  
CANCER CARE COMMUNITY

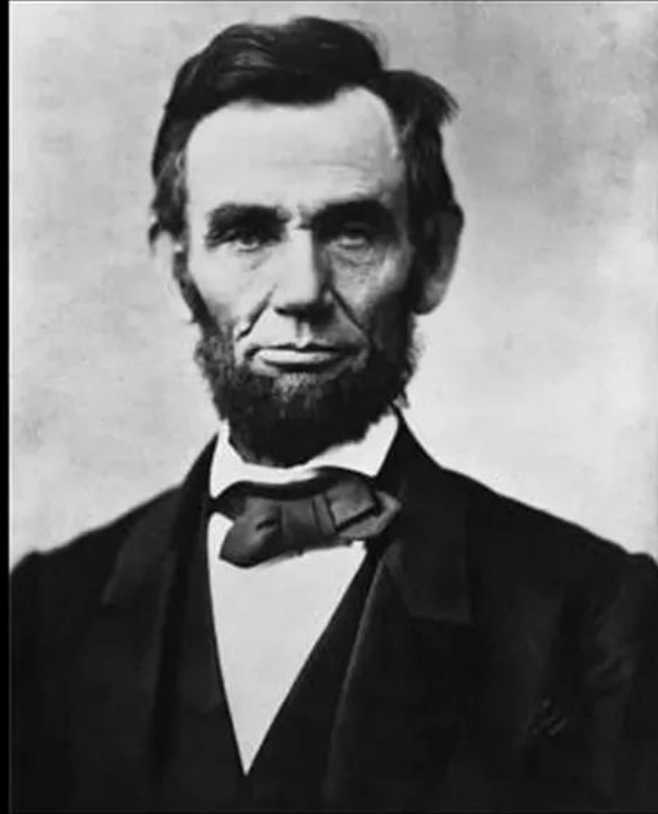
- ~50 years old (founded 1974)
- Powerful network of ~30,000 multidisciplinary practitioners from over 2100 hospitals and practices nationwide in every state
- ~2/3 of the nation's cancer patients are treated by a member of ACCC
- [www.accc-cancer.org](http://www.accc-cancer.org)



# Future Concepts

AI and Beyond!





**“Don’t believe everything you read on the Internet just because there’s a picture with a quote next to it.”**

**—Abraham Lincoln**

# THE CHALLENGE

Daily: It's estimated that around **4,000** new articles are added to PubMed each day. This number is not limited to original research but also includes reviews, case reports, and other types of articles.

Weekly: With approximately 4,000 articles added daily, we can estimate that around **28,000** new articles are published weekly.

Monthly: Using the same daily estimate, approximately **120,000** new articles are published per month

Yearly: Annually, the number of new articles published can be roughly estimated at **1.44 million** (4,000 daily publications multiplied by 365 days).

These figures only represent a fraction of the medical information being generated, as they do not account for other sources like clinical trials, patents, guidelines, conference proceedings, and more. Additionally, the growth of data in fields like genomics and digital health is further accelerating the expansion of medical information.



# ONCOLOGY LITERATURE

About 10% of published medical literature relates to oncology

Daily - **400** oncology related articles

Weekly - **2800** oncology related articles

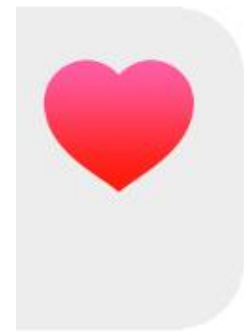
Monthly – **12,000** oncology related articles

Yearly - **144,000** oncology related articles





# Google HEALTH







# LEVERAGING TECHNOLOGY

STRATEGIES FOR MANAGING THE TSUNAMI OF MEDICAL  
INFORMATION: AI AND BEYOND



# WHAT IS THIS?

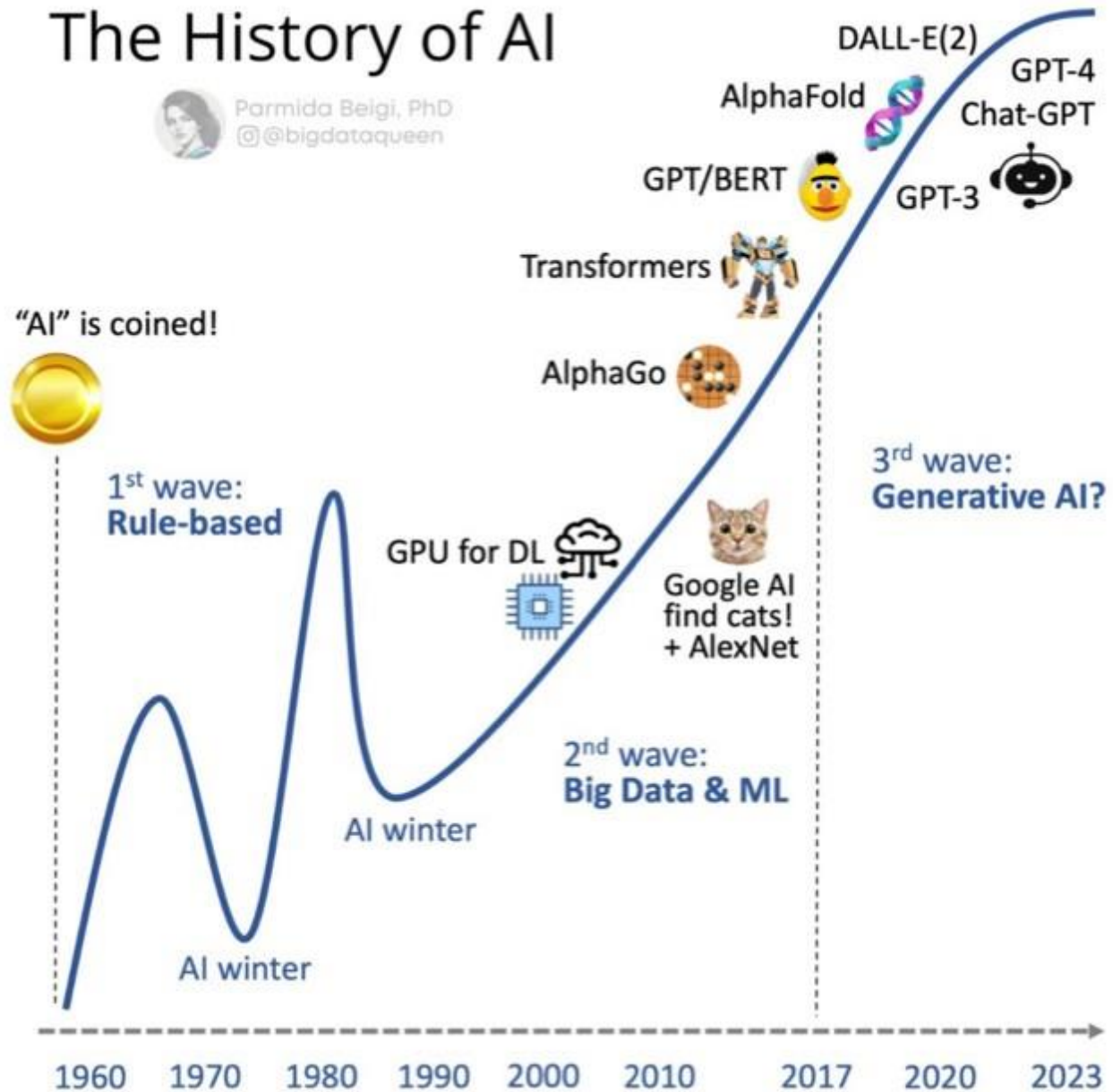
- Bell Labs scientists John Bardeen, Walter Brattain, and William Shockley invented the transistor in 1947, and won the 1956 Nobel Prize in Physics
- John McCarthy coined the term “artificial intelligence” in 1956



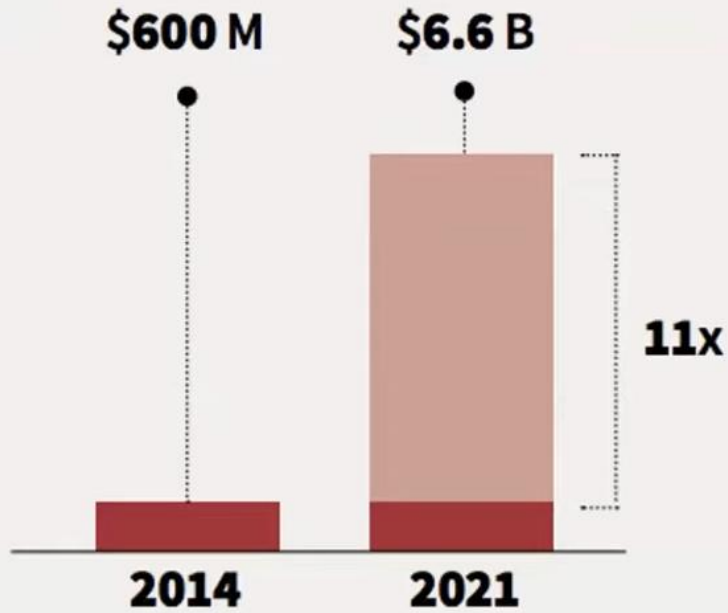
# The History of AI



Parmida Beigi, PhD  
@bigdataqueen



## Health AI Market Size 2014 - 2021



Acquisitions of AI startups are rapidly increasing while the health market is set to register an explosive CAGR of 40% through 2021.

**Source:** Accenture (December 2017). Artificial Intelligence in Healthcare.

## GLOBAL ARTIFICIAL INTELLIGENCE IN HEALTHCARE MARKET

OPPORTUNITIES AND FORECASTS, 2017-2023



Global Artificial Intelligence in Healthcare Market is expected to reach **\$22,790 million** by 2023.

Growing at a **CAGR of 48.7%** (2017-2023)

## GLOBAL ARTIFICIAL INTELLIGENCE IN HEALTHCARE MARKET BY GEOGRAPHY

● NORTH AMERICA

● EUROPE



● LAMEA

● ASIA-PACIFIC

**Asia-Pacific** region would exhibit the highest **CAGR of 53.4%** during 2017-2023.



## Patient-Facing

### AI Chatbots



### Wearables & Devices



### Personalized Genetics



### Mental Health



### Women's Health



### Skin



## Telehealth

### Telemedicine



### Lifestyle Management



### Disease Management



# AI in Healthcare

## Research

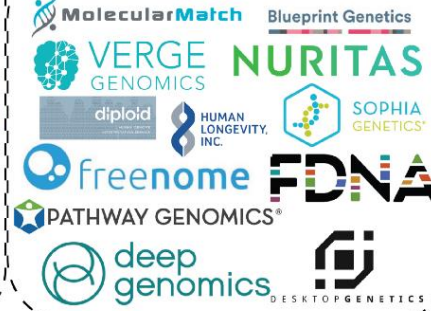
### Drug Discovery



### Information & Clinical Trials



### Genetic Research



## Doctor-Facing

### Medical Records



### Data Analytics



### Medical Imaging



### Hospital



# 90+ Healthcare AI Startups To Watch

## Imaging & Diagnostics



## Drug Discovery



## Predictive Analytics & Risk Scoring



## Genomics



## Fitness



## Virtual Assistant



## Hospital Decision Support



## Clinical Trials



## Nutrition



## Remote Monitoring



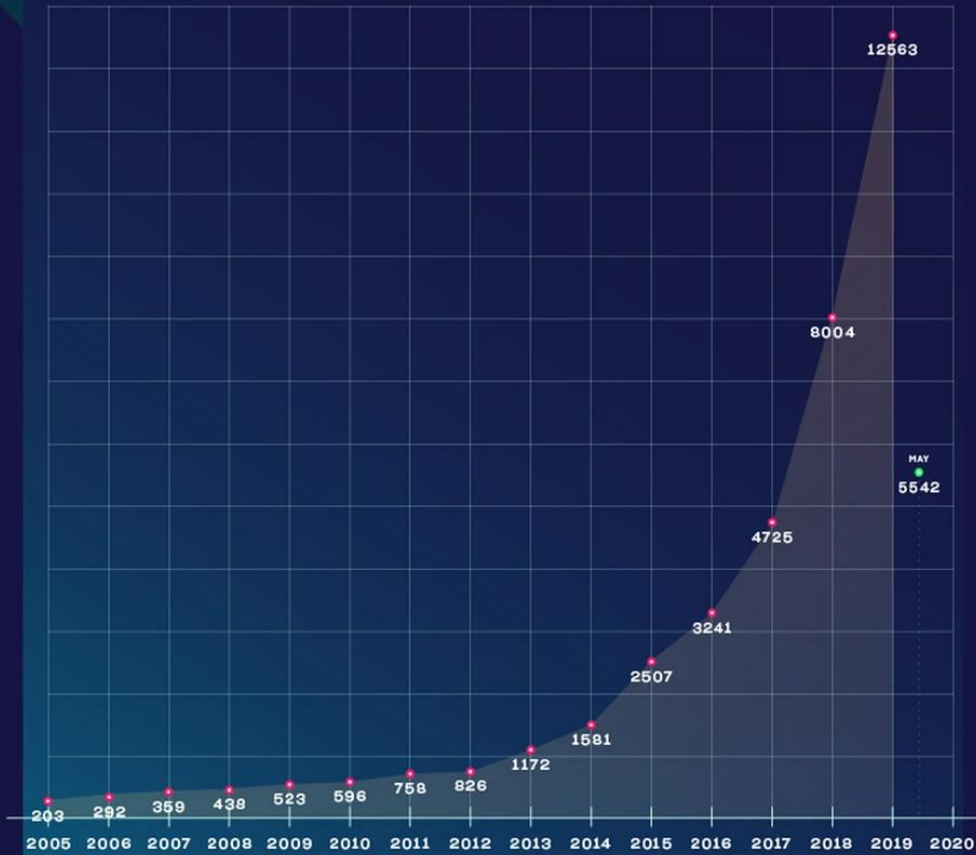
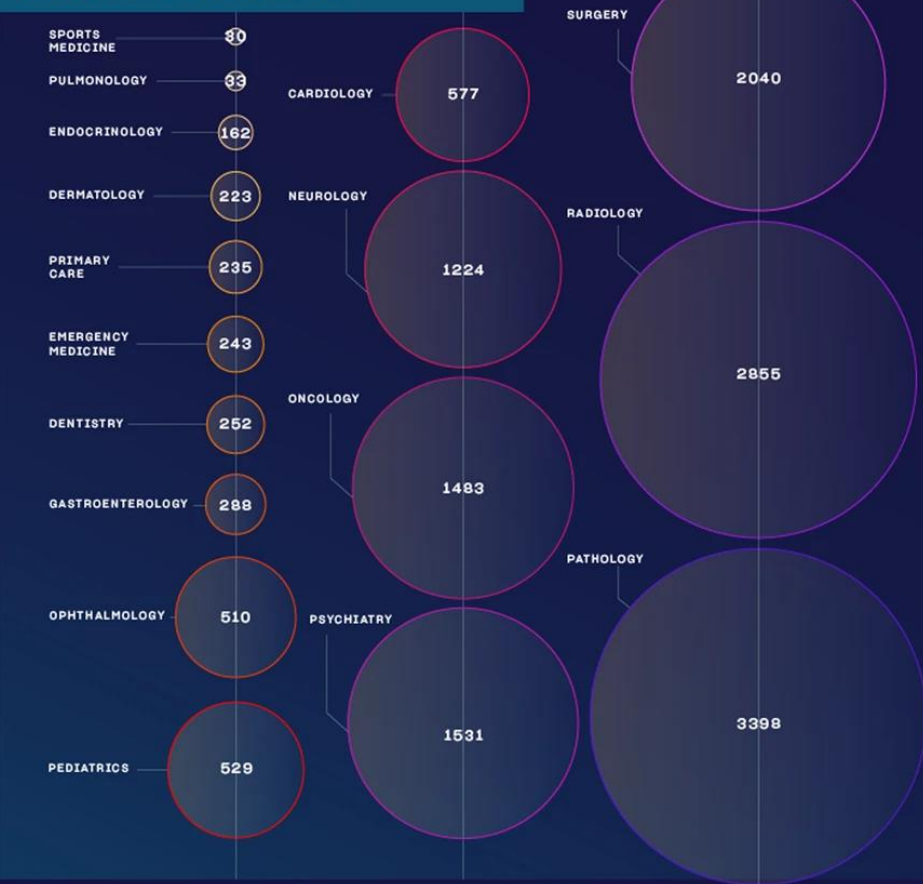
## Compliance



## Mental Health





**a****MACHINE AND DEEP LEARNING STUDIES ON PUBMED.COM****TOTAL NUMBER OF STUDIES****b****STUDIES PER SPECIALTY**



When healthcare leaders were asked about how ACI could address their priorities, their top three responses were:



of healthcare leaders prioritize patient relationships and improving patient satisfaction



of healthcare leaders prioritize note quality and accuracy



of healthcare leaders prioritize ease of use and improving productivity

"Every doctor who has ever talked to a patient has wondered, 'Why can't the computer just write my note?'" said Jared Pelo, M.D., a physician and chief medical information officer with Nuance.



...moving along





# Digital Tools in Cancer Care

RPM Technologies Survey Findings

FULL REPORT



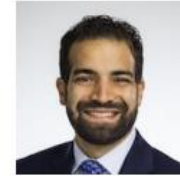
# Advisory Committee



**Amanda Dean Martin, DNP, CENP, ACNP-BC**  
Chief of Clinical Integration  
Banner MD Anderson Cancer Center  
Phoenix, AZ



**David Penberthy, MD, MBA**  
Associate Professor of Radiation  
Oncology, Penn State Health,  
Milton S. Hershey Medical Center  
Hershey, PA



**Ramy Sedhom, MD**  
Clinical Assistant Professor; Faculty, Penn  
Center for Cancer Care Innovation  
Penn Medicine, Princeton Health  
Princeton, NJ



**Jeff Hunnicutt**  
Chief Executive Officer  
Highlands Oncology Group  
Fayetteville, AK



**Erin Pierce MSN, APRN, FNP-C**  
Nurse Practitioner; Manager of  
Ochsner Precision Cancer  
Therapies Program  
Ochsner Cancer Institute  
New Orleans, LA



**Cardinale Smith, MD, PhD**  
Director of Quality for Cancer Services  
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New York, NY



**Jeffrey Kendall, Psy.D., LP**  
Director, Oncology Supportive Care  
M Health Fairview  
Minneapolis, MN



**Anne Marie F. Rainey, MSN RN CHC**  
Director of Quality and Value-  
Based Care  
Clearview Cancer Institute  
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**Sydney Townsend, MPAff, PMP**  
Director, Virtual Care  
Texas Oncology  
Austin, TX



**Adam Dicker, MD, PhD, FASTRO, FASCO**  
Senior Vice President, Enterprise  
Radiation Oncology  
Jefferson Health  
Philadelphia, PA

# Methodology

## Patients and Caregivers:

Online survey (n=162)



- 90 cancer patients
  - currently undergoing treatment or treated in last 3 years



- 72 caregivers
  - caregivers to patients with cancer currently undergoing treatment or treated in last 3 years

Fielded January 4 – 23, 2023



## Providers:

Online survey (n=128)

- Distributed by ACCC
- n=58 from SERMO
- N=70 from ACCC

Fielded December 21, 2022 – January 23, 2023

## Methodological Limitations:

Potential sampling bias among patients & caregivers

- 1% of sample had concerns around access to a smartphone or computer as a potential barrier

# Subgroups for Analysis

Patients	Caregivers	Urban	Suburban	Rural	Patient age <65	Patient age 65+	Person of Color	Not POC
n=90	n=72*	n=45	n=83	n=34	n=65	n=97	n=63*	n=98

\*Caregivers and persons of color skewed younger.

Providers	Community	Academic/NCI	Private	Admin	Physicians	Nurses	Urban	Suburban	Rural	Implemented/Implementing RPM	Considering/Planning/Pilot RPM	Not considering RPM
n=128	n=51	n=49	n=26*	n=23*	n=67	n=23*	n=74	n=38	n=16*	n=36	n=51	n=36

▲ ▼ Denotes statistically significantly higher/lower than adjacent comparison group @90% CL

▲ ▼ Denotes statistically significantly higher/lower than adjacent comparison group @95% CL

\*sample sizes below n=30 are considered extremely small and should be viewed with caution



# Key Findings: Patients and Caregivers

1

## Open to using digital tools to report symptoms

- Most patients and caregivers are **open to using technology to report symptoms** during cancer treatment
- More than half report either using technology already or considering its use
- **Caregivers are more likely to already use technology** to report symptoms and share symptoms that normally wouldn't come up during an appointment.

2

## See the value in reporting symptoms

- Patients, caregivers, and providers agree that **keeping the healthcare team up to date and alerting if medical treatment is necessary** are the top reasons to use technology
- Providers also see improving outcomes and reducing hospitalizations as top benefits – a potential opportunity area to educate patients on additional benefits

3

## Need in-person tech support and privacy/cost concerns addressed

- **Patients and caregivers feel that meeting in-person to help set-up technology is the most helpful**, particularly among rural and older respondents
- Patients and caregivers are **most concerned about the privacy of health data and cost of using technology**
- **Clear gap** between what patients want for technology support and what providers are offering

# Key Findings: Cancer Programs

1

## Concerns around confidence and accuracy

- While providers see benefits to RPM, they also **express only weak confidence in their own use of digital technology as well as cautious about the accuracy of data provided** by patients and caregivers
- Perceptions of benefits are lower among practices not considering RPM suggesting there is outreach and education to do

2

## Admin as RPM advocates & disconnect between training and use

- **Admins appear to be greatest advocates for RPM** – encouraging adoption and expressing concern about patient accessibility
- Does not appear that training is happening consistently
- **While nurses are identified as key roles for monitoring RPM data, they report the least experience with it**

3

## Great momentum and resulting need for RPM implementation support

- **Most cancer programs (7 in 10) reported at least early planning for RPM, with 3 in 10 programs having already implemented the technology**
- Many are already using EHR patient portals and/or text messaging to communicate
- **Implementation support needed** includes strategies for funding/reimbursement, business case examples, training, and success stories.

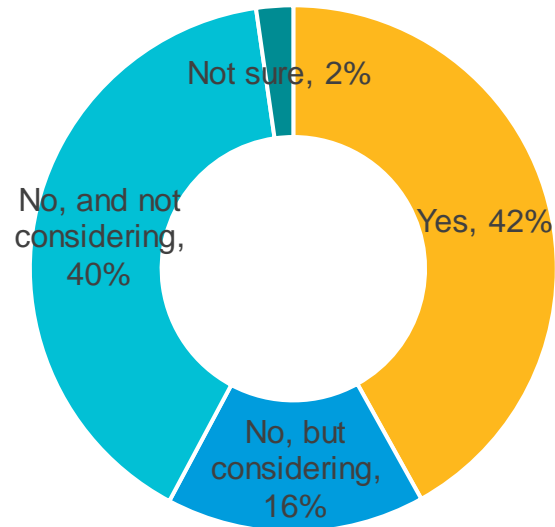
# Use of Technology

Across Patient, Caregiver, and Provider audiences, there are groups of respondents who have embraced technology and others who are not planning to adopt it.

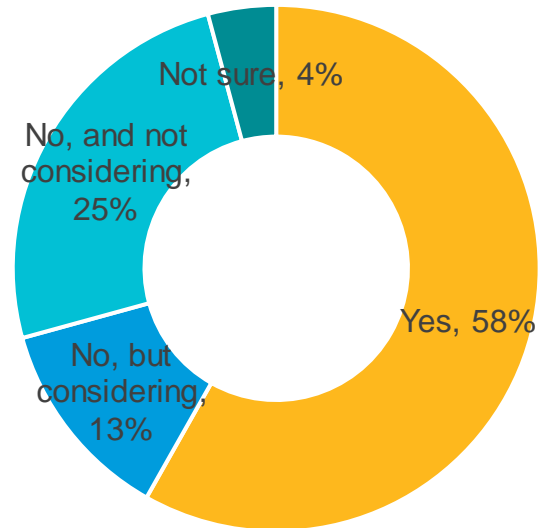
## Use Technology to Track Health Information During Cancer Treatment



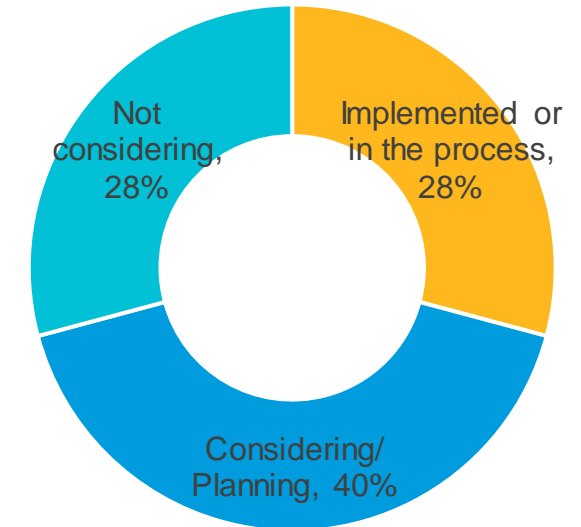
Patients



Caregivers



Providers





## ACCC 2022-2023 PRESIDENT'S THEME

*Leveraging Technology to Transform Cancer Care Delivery and the Patient Experience*

**David R. Penberthy, MD, MBA**

Associate Professor of Radiation Oncology  
Penn State Health  
Milton S. Hershey Medical Center  
Hershey, Pa.



ASSOCIATION OF COMMUNITY CANCER CENTERS (ACCC)

ACCC 2022-23 President's Theme Tech Talk #1  
The Home as a New Site of Cancer Care

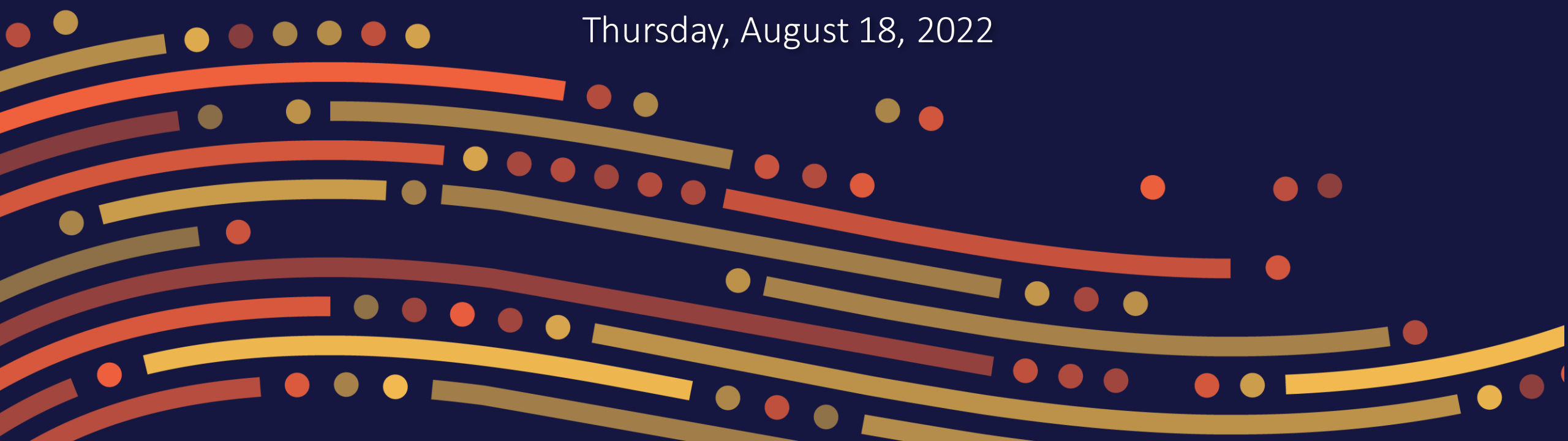
Thursday, July 14, 2022



ASSOCIATION OF COMMUNITY CANCER CENTERS (ACCC)

ACCC 2022-2023 President's Theme Tech Talk #2  
Technology Solutions to Mitigate the  
Workforce Shortage

Thursday, August 18, 2022





# TECH TALK SPEAKERS



**Amy Ellis**

Chief Operating Officer  
Northwest Medical Specialties, PLLC  
Tacoma, Wash.



**Douglas Flora, MD, LSSBB**

Executive Medical Director, Oncology Services  
St. Elizabeth Healthcare  
Edgewood, Ky.



**Susan Ford**

Chief Executive Officer  
Michiana Hematology Oncology  
South Bend, Ind.



**Matt Devino, MPH**

Director, Cancer Care Delivery and Health Policy  
Association of Community Cancer Centers  
Rockville, M.D.




# BACKGROUND

## Basic Facts:

- 16.9 million Americans with a history of cancer were alive on January 1, 2019, expected increase to 22.1 million by 2030<sup>2</sup>
- About 1.9 million new cancer cases expected in 2022<sup>4</sup> growth rate is increasing!
- Increased number of survivors has profound implications for healthcare and cancer surveillance resource needs in the United States, including the need for oncology specialists and certified tumor registrars

3

### Cancer Incidence Projections in the United States Between 2015 and 2050

ORIGINAL RESEARCH — Volume 18 — June 10, 2021  65

This article is part of the [Cancer Screening Prevalence and Associated Factors Among US Adults](#) collection.

Hannah K. Weir, PhD<sup>1</sup>; Trevor D. Thompson, BS<sup>1</sup>; Sherri L. Stewart, PhD<sup>1</sup>; Mary C. White, ScD<sup>1</sup> ([View author affiliations](#))

Suggested citation for this article: Weir HK, Thompson TD, Stewart SL, White MC. Cancer Incidence Projections in the United States Between 2015 and 2050. *Prev Chronic Dis* 2021;18:210006. DOI: <http://dx.doi.org/10.5888/pcd18.210006>



PEER REVIEWED

5

[J Oncol Pract.](#) 2014 Jan;10(1):39-45. doi: 10.1200/JOP.2013.001319.

### Projected supply of and demand for oncologists and radiation oncologists through 2025: an aging, better-insured population will result in shortage

Wenya Yang<sup>1</sup>, James H Williams, Paul F Hogan, Suanna S Bruinooge, Gladys I Rodriguez, Michael P Kosty, Dean F Bajorin, Amy Hanley, Ashley Muchow, Naya McMillan, Michael Goldstein

# NORTHWEST MEDICAL SPECIALTIES, LLC (NWMS)

## Jvion (Artificial Intelligence)

- Technology platform that helps identify high-risk patients in order for a practice to allocate staffing resources appropriately to improve outcomes
- The tool has multiple “vectors,” but NWMS focused mostly on readmissions and 30-day mortality
- NWMS assigned a non-clinical patient care coordinator to screen the Jvion dashboard for high-risk patients and coordinate care according to our internal protocols for specific visit types: acute care visits, supportive care visits, social work visits
- Had to make the difficult decision to stop using this tool when the OCM ended due to cost even though we know the value of the product



# MICHIANA HEMATOLOGY ONCOLOGY

## Unburdening Revenue Cycle Teams Through Technology & Data AC3 Health

### Automated workflows and meaningful, actionable data analytics

- Synergized internal and external data into one environment for easy digestion
- Automated fee schedule updates
- Mapping of all payers to accurate fee schedules
- 100% transaction level claims auditing against contractual fee schedule
- Claims prioritization intelligence
- Underpayment recovery service
- Practice and operational performance analytics

# INNOVATION THAT BENEFITS PATIENTS & PROVIDERS

MEDTECH

## FDA clears Paige's AI as first program to spot prostate cancer in tissue slides

By **Conor Hale** • Sep 22, 2021 11:59am

NEJM  
Evidence

Published March 28, 2022  
NEJM Evid 2022; 1 (5)  
DOI: 10.1056/EVID002100058

ORIGINAL ARTICLE

### AI Estimation of Gestational Age from Blind Ultrasound Sweeps in Low-Resource Settings

Teeranan Pokaprakarn, Ph.D.,<sup>1</sup> Juan C. Prieto, Ph.D.,<sup>2</sup> Joan T. Price, M.D., M.P.H.,<sup>3,4</sup> Margaret P. Kasaro, M.D., M.P.H.,<sup>3,5</sup> Niwana Sindano, B.Sc.,<sup>1</sup> Hina R. Shah, M.S.,<sup>2</sup> Marc Peterson, M.S.,<sup>1</sup> Mutinta M. Akapelwa, B.Sc.,<sup>1</sup> Filson M. Kapfya, B.Sc.,<sup>2</sup> Yuri V. Sebastiao, Ph.D.,<sup>6</sup> William Goodnight III, M.D., M.S.,<sup>4</sup> Elizabeth M. Stringer, M.D., M.Sc.,<sup>4</sup> Bethany L. Freeman, M.P.H., M.S.W.,<sup>1</sup> Lina M. Montoya, Ph.D.,<sup>1</sup> Benjamin H. Chi, M.D., M.Sc.,<sup>3,4</sup> Dwight J. Rouse, M.D., M.S.P.H.,<sup>4</sup> Stephen R. Cole, Ph.D.,<sup>7</sup> Bellington Vwalika, M.D., M.Sc.,<sup>4,8</sup> Michael R. Kosorok, Ph.D.,<sup>1</sup> and Jeffrey S. A. Stringer, M.D.<sup>1,4</sup>

## Radiology: Artificial Intelligence

### Improving Breast Cancer Detection Accuracy of Mammography with the Concurrent Use of an Artificial Intelligence Tool

Serena Picell, PhD • January Lopez, MD • Pauline Chone, MPhil • Thomas Bertinotti, MS • Jean Marie Grosin, PhD • Pierre Fillard, PhD

JAMA Guide to Statistics and Methods

## Using Free-Response Receiver Operating Characteristic Curves to Assess the Accuracy of Machine Diagnosis of Cancer

Chava S. Moskowitz, PhD

Research

JAMA | Original Investigation | INNOVATIONS IN HEALTH CARE DELIVERY

## Development and Validation of a Deep Learning Algorithm for Detection of Diabetic Retinopathy in Retinal Fundus Photographs

EDITORIAL

### Deep Learning Algorithms for Detection of Lymph Node Metastases From Breast Cancer Helping Artificial Intelligence Be Seen

Jeffrey Alan Golden, MD

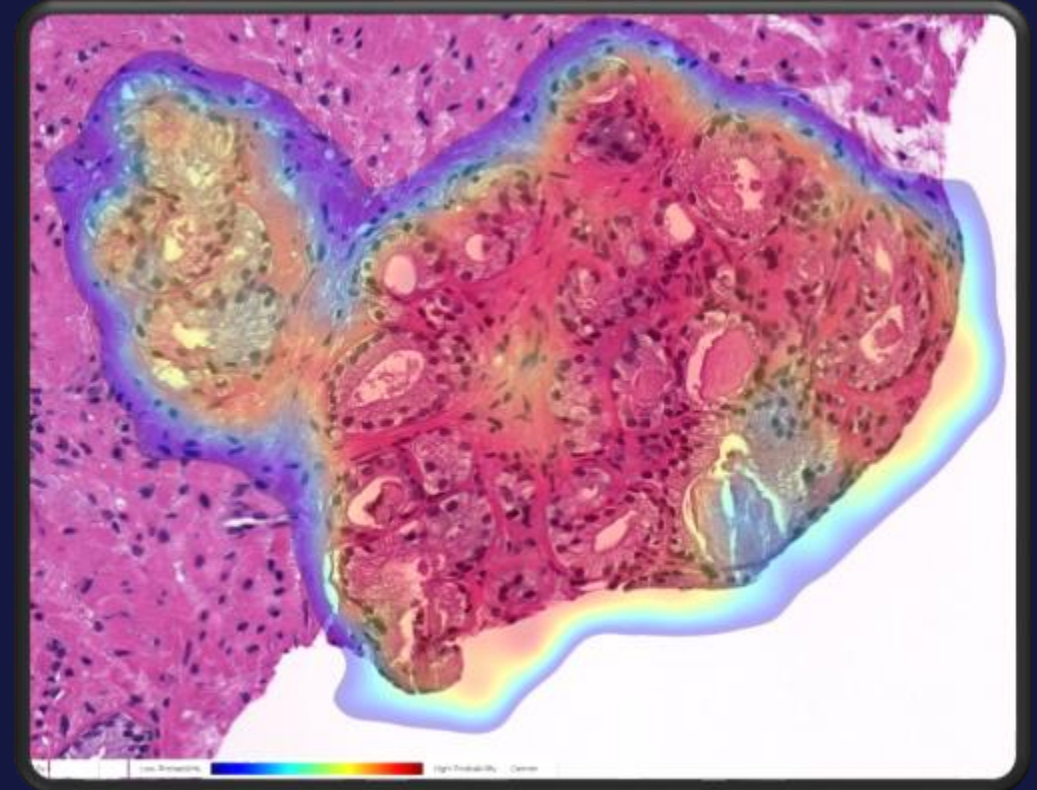
JAMA | Original Investigation

## Diagnostic Assessment of Deep Learning Algorithms for Detection of Lymph Node Metastases in Women With Breast Cancer

Babak Ehteshami Bejnordi, MS, Mitko Veta, PhD, Paul Johannes van Diest, MD, PhD, Bram van Ginneken, PhD, Nico Karssemeijer, PhD, Geert Litjens, PhD, Jeroen A. W. M. van der Laak, PhD, and the CAMELYON5 Consortium

# AI DETECTING PROSTATE CANCER NEAR PERFECTION

- Images from more than 1 million parts of stained tissue slides from patient biopsies used to teach AI to discriminate between healthy and abnormal tissue
- Tested on 1,600 slides from 100 patients
- AI demonstrated 98% sensitivity and 97% specificity at detecting prostate cancer
- AI flagged 6 slides not noted by expert pathologists






# ST. ELIZABETH CANCER CARE

## Capacity Management


- AI-powered patient flow optimization, such as real-time location systems, ensures patients move through a facility with the right level of care as efficiently as possible
- AI-optimized schedule management gives clinicians more time with their patients
- AI-decision-support algorithms improve the ability of front-line doctors and caregivers to make more accurate diagnoses and provide better treatment.

# EFFICIENCIES FOR SYSTEMS AND PROVIDERS

15



**ASCENT | 4**  
Process, review, and release GC/LC-MS data



**How Novant Health Optimized OR Capacity to Restore Elective Surgery & Achieve Stronger Financial Health**



**Unlocking Healthcare Capacity and Access with Technology and Lean Transformation**



16,17

18



21



**PhenoMATRIX™**



**INTEGRATION SOLUTION**

Eon is a powerful supplement to Epic.



19,20

## HOPES FOR AI TO MAKE HEALTHCARE HUMAN AGAIN<sup>22</sup>

“I think we can all agree there isn’t any algorithm for empathy. This is what we are for—the human connection. We aren’t suddenly going to become more intelligent. But machines are. Our charge is to get more humane.”



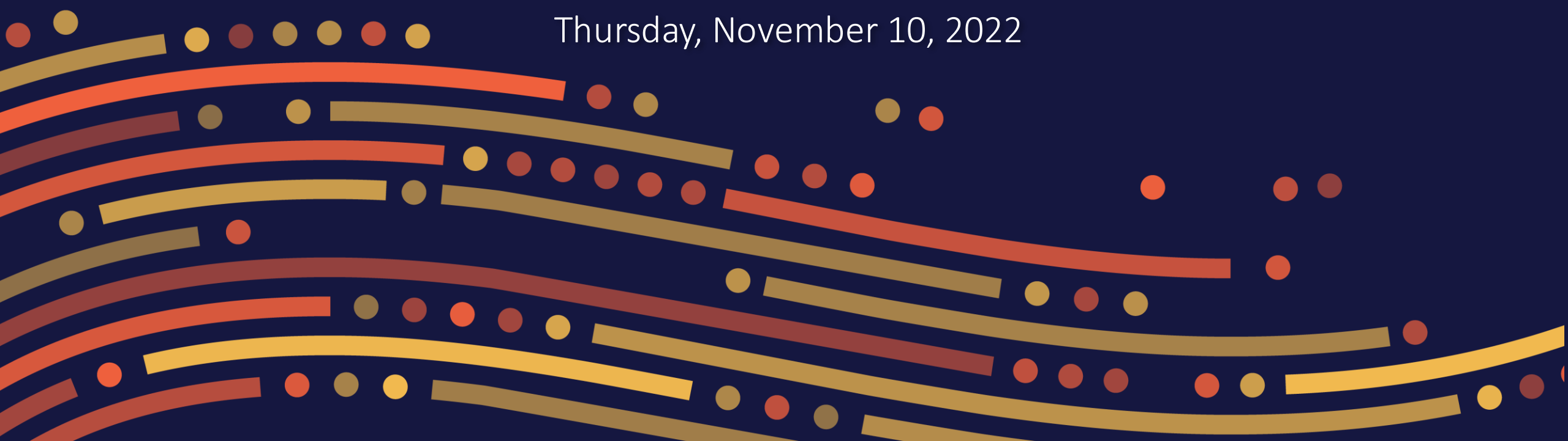
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ASSOCIATION OF COMMUNITY CANCER CENTERS (ACCC)

ACCC 2022-2023 President's Theme Tech Talk #3  
Applying a Health Equity Lens to  
Implementing Remote Patient Monitoring

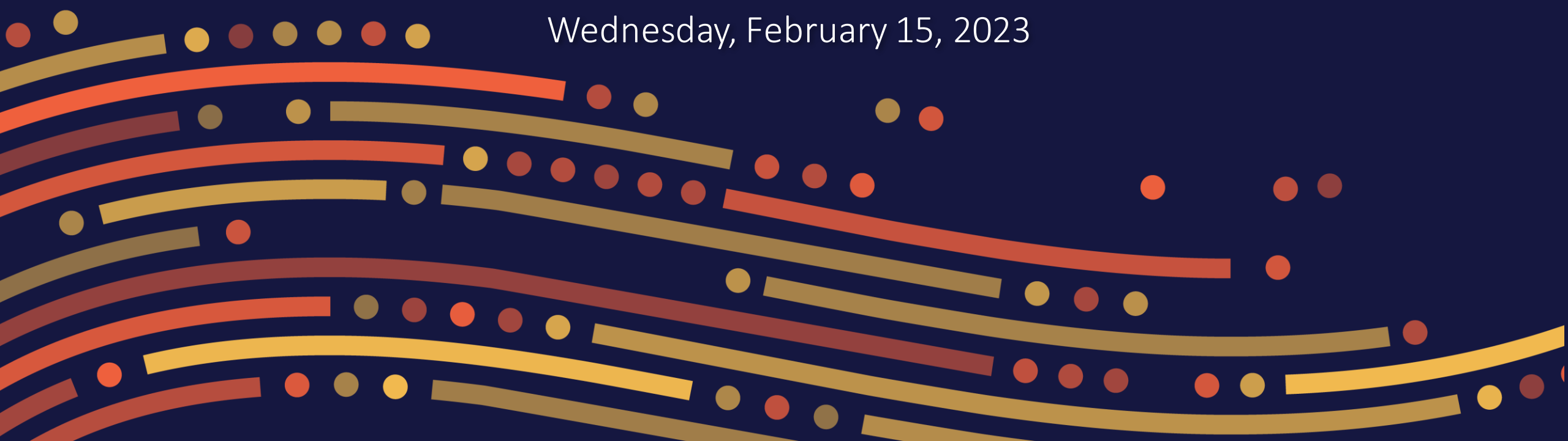
Thursday, November 10, 2022



ASSOCIATION OF COMMUNITY CANCER CENTERS (ACCC)

ACCC 2022-2023 President's Theme Tech Talk #4  
The Impact of Big Data and Artificial  
Intelligence on Oncology

Wednesday, February 15, 2023





# TECH TALK SPEAKERS



**Rick Baehner, MD**  
Chief Medical Officer, Precision Oncology  
Exact Sciences  
Redwood City, Calif.

**Blythe Adamson, PhD, MPH**  
Principal Scientist  
Flatiron Health  
New York, N.Y.



**Sarah McGough, PhD**  
Principal Data Scientist  
Genentech  
San Francisco, Calif.

**John Frownfelter, MD, FACP**  
Lead, Data Driven Healthcare  
NTTData  
Highland, Mich.



## The Oncotype DX® Gene Panel Was Developed from Clinical Trial Evidence

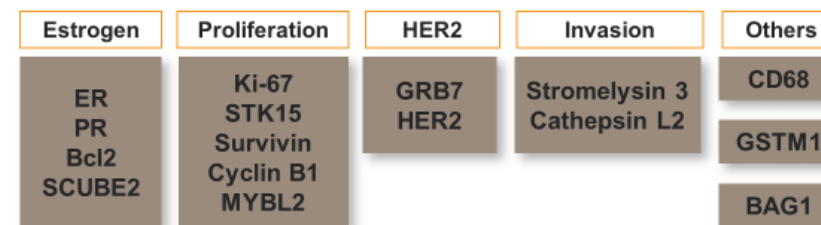
- 250 cancer-related genes were selected based on extensive literature review (candidate-gene approach)
- Genes were analyzed for expression and relapse-free interval correlations across 3 independent studies of 447 breast cancer patients

Study site	N	Node status	ER status	Treatment
NSABP B-20, Pittsburgh, PA	233	N-	ER+	Tamoxifen (100%)
Rush University, Chicago, IL	78	≥ 10 positive nodes	ER+/-	Tamoxifen (54%) Chemotherapy (80%)
Providence St. Joseph's Hospital, Burbank, CA	136	N+/-	ER+/-	Tamoxifen (41%) Chemotherapy (39%)

**From these studies, 21 genes were selected**

## Oncotype DX Breast Recurrence Score® Test

### 16 Breast Cancer-Related Genes

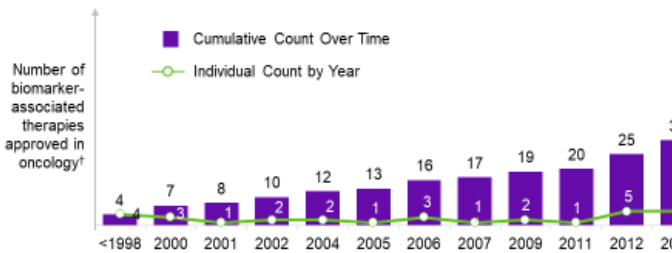
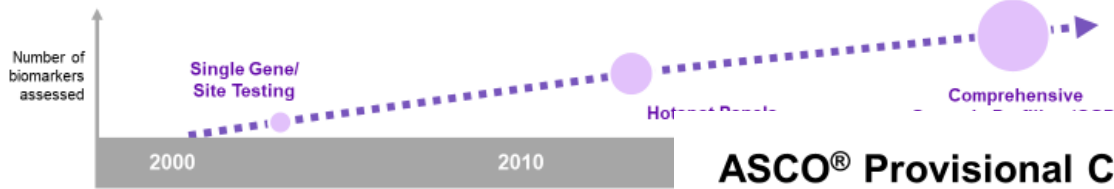


### 5 Reference Genes



ORIGINAL CUTOFFS	RS (0-100)
Low Risk	RS (0-17)
Intermediate Risk	RS (18-30)
High Risk	RS (31-100)

# Comprehensive Genomic Profiling (CGP)



<sup>†</sup>Number of US Oncology medicines with required or recommended predictive biomarker testing.  
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 2. IQVIA Institute Report. Supporting Precision Oncology. <https://www.iqvia.com/~/media/iqvia/pdfs/institute-reports/iqvia-institute-supporting-precision-oncology-2021-166-103459>.  
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## ASCO® Provisional Clinical Opinion for Somatic Testing in Patients with Metastatic or Advanced Cancer

- Biomarker testing recommended if cancer type has ≥1 approved biomarkers to guide therapy
  - Pan-tumor indications provide rationale for genomic testing for all solid tumors
- Multigene panel-based assays preferred if cancer type has ≥2 approved biomarkers
- dMMR/MSI and TMB testing recommended if p...
  - dMMR/MSI testing recommended for all colorectal cancers
  - TMB testing recommended for all melanomas
- Fusion and exon-skipping variant testing recom...
  - If cancer type has approved fusion-targeted c...
  - If other targetable alterations have not been f...
- For detecting expressed fusions, RNA-based ap...

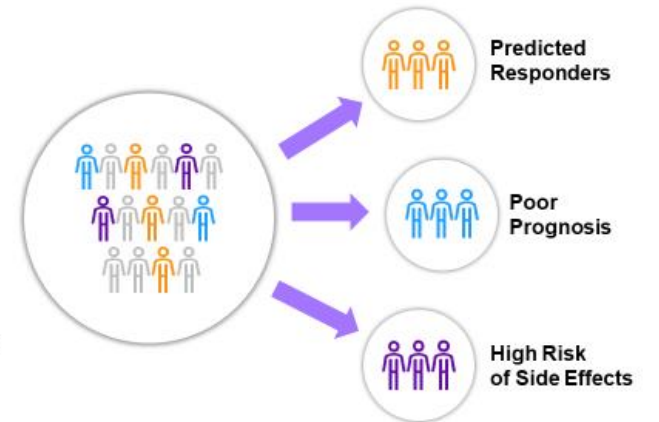
EXACT SCIENCES  
 1. Chakravarty D, et al. *JCO*. 2022;40(11):1231-1258.

## Biomarkers in Cancer

Molecular characteristics measured as an indicator of risk of cancer, occurrence of cancer, or patient outcome<sup>1</sup>

### Clinical Applications:

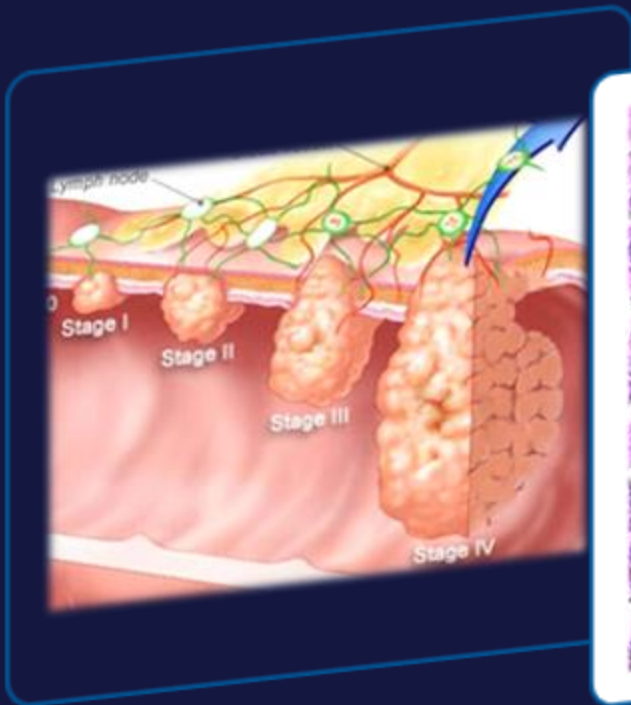
- Cancer risk assessment
- Screening and early detection
- Accurate diagnosis
- Patient prognosis
- Prediction of response to therapy
- Surveillance and monitoring response



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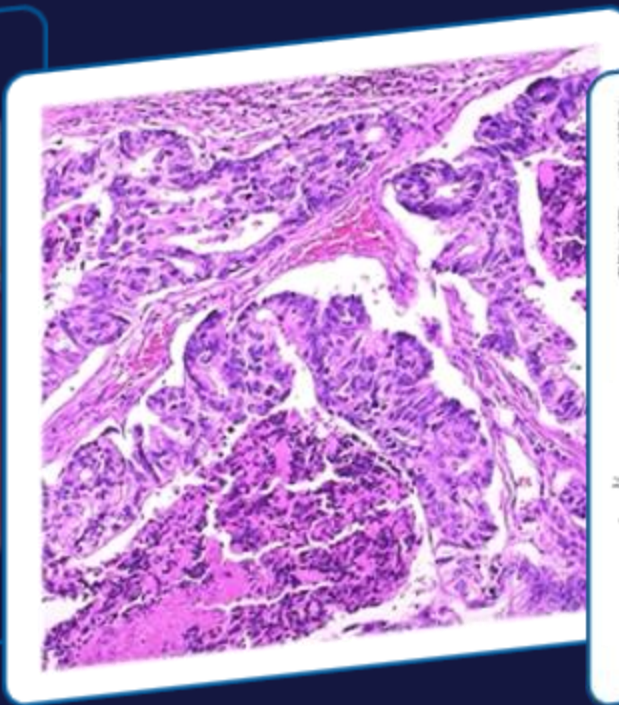


# Value of Multiomics: Addition of Orthogonal Prognostic and/or Predictive Information to Baseline ctDNA Results



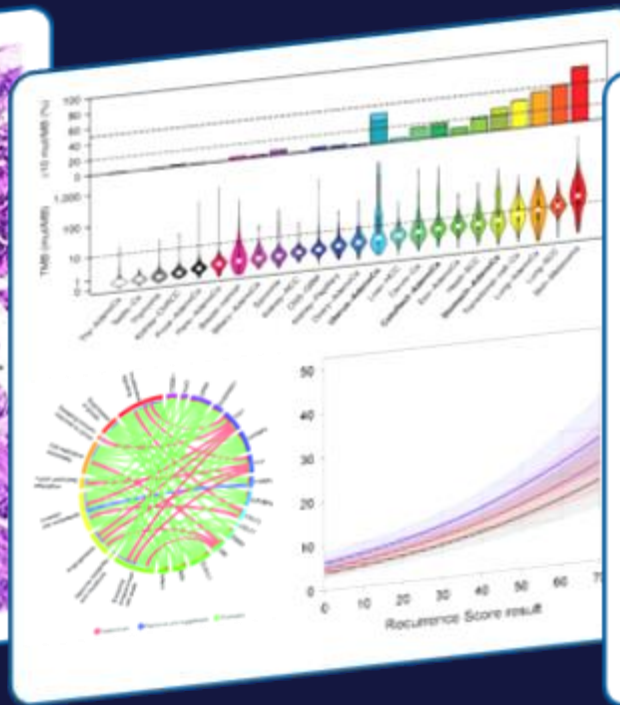
## Clinico-pathologic factors

- Number of nodes examined
- T-Stage
- Number of positive nodes



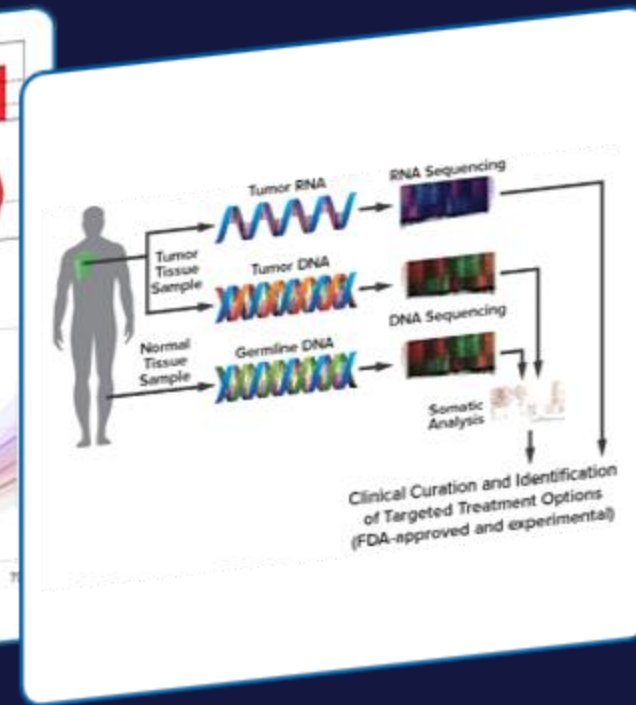
## H&E analysis

- Artificial intelligence/machine learning
- Prognostic/predictive signatures



## Tissue derived genomic data

- Transcriptomic signatures, tumor microenvironment
- TMB, MSI, TCR, HLA LOH, neoantigens
- Minimal residual disease



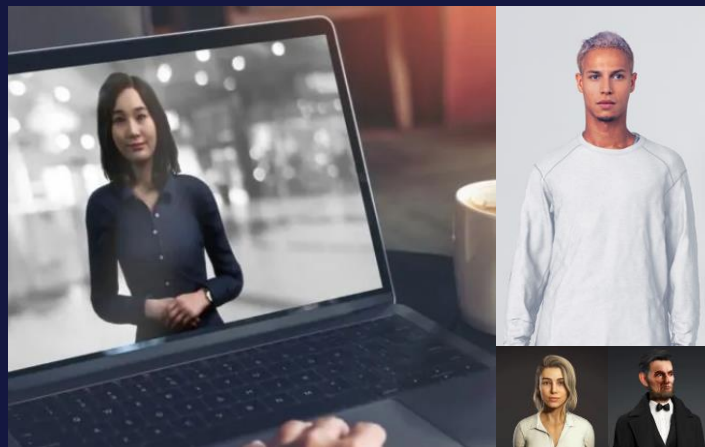
## Germline toxicity variants

- Dihydropyrimidine dehydrogenase (DPYD)
- Thymidylate synthase (TYMS)

# Introducing Digital Human

## Digital Human:

- Is lifelike animated avatar
- Can be customized exterior and interior
- Can recognize real-time situations
- Can react them like human



## Type of Digital Human

	Interactive	Not Interactive
Non-Existing Character	Auto Reception/ Auto Kiosk/ Digital Assistant	Virtual Model/ Influencer
Existing Character	Digital Clone of Specialist	Video Guide for Museum



# ChatGPT: What Did You Just Say?

---

- Generative Artificial Intelligence
  - Text-based and visual **artificial intelligence** tools
  - Goal of solving problems, accomplishing tasks with human-like responses and answers
  - These algorithms can answer almost any question generate text, audio, music, video, images, art, code, music, make arguments, form ideas, and much more
  - GPT stands for **Generative Pre-Trained Transformer**—this is a natural language processing model

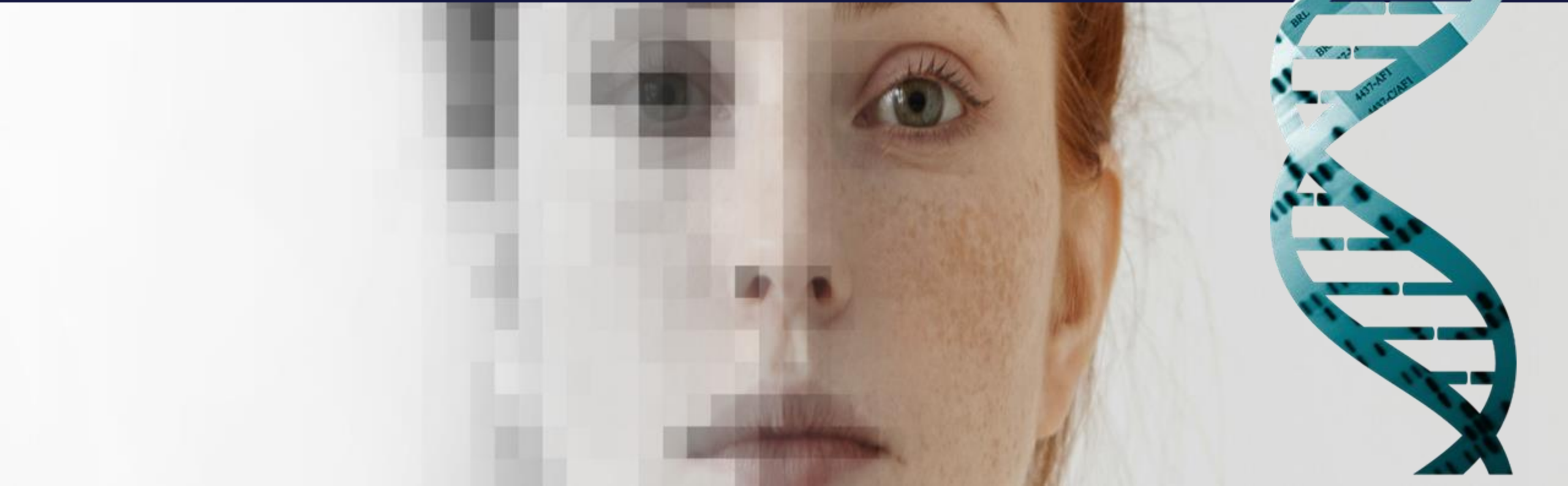
[Midjourney.com](https://www.midjourney.com)

[Openai.com/dall-e-2](https://openai.com/dall-e-2)

[Faceapp.com](https://www.faceapp.com)

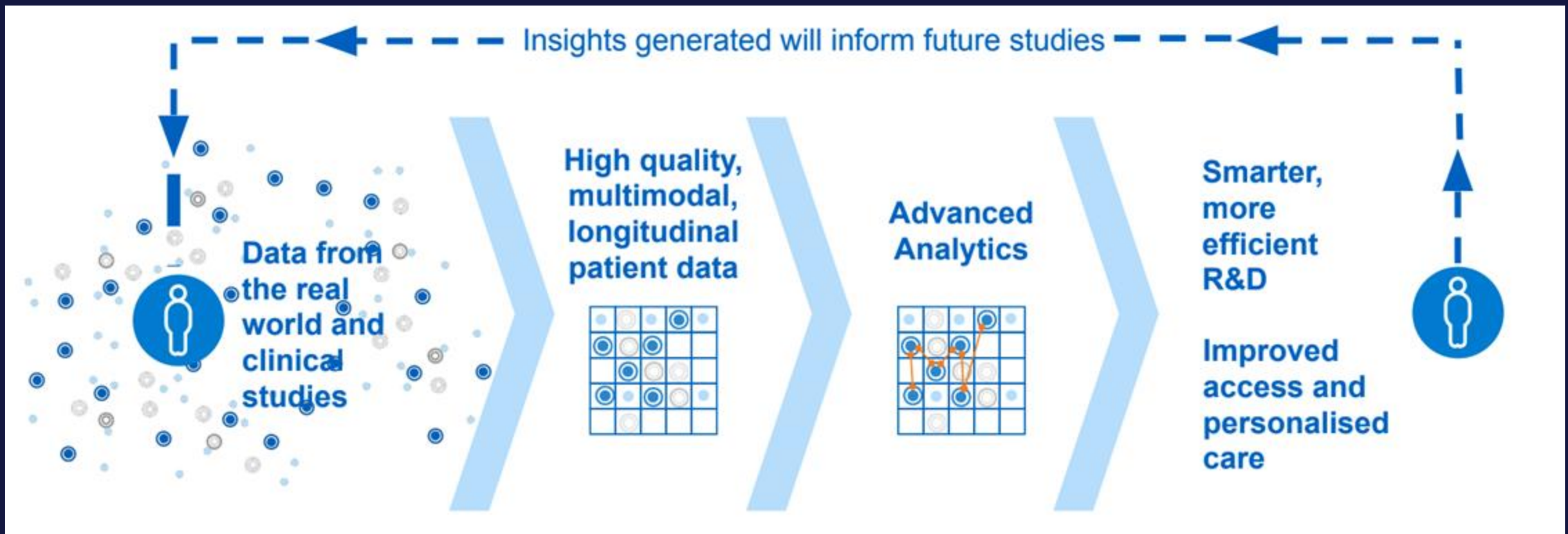


# Oncology Insights in Drug Development: Machine Learning from an Industry Perspective



# Oncology Insights in Drug Development: Machine Learning from an Industry Perspective

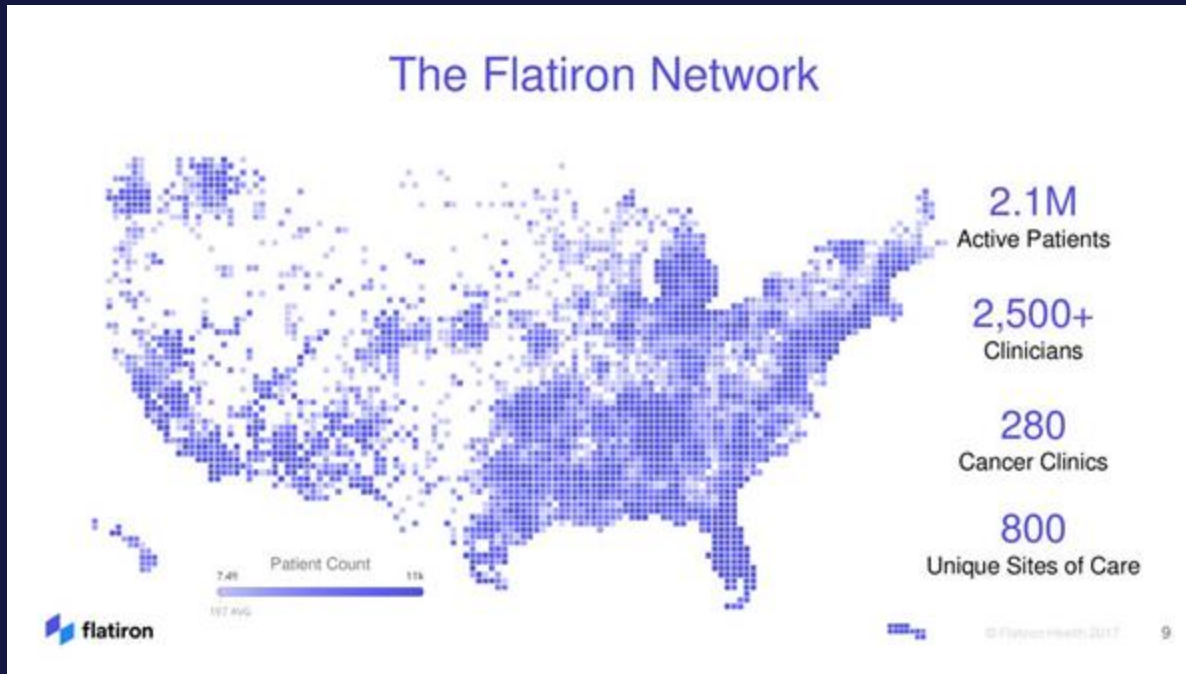
At Genentech/Roche, **data & advanced analytics** are key enablers to transform healthcare



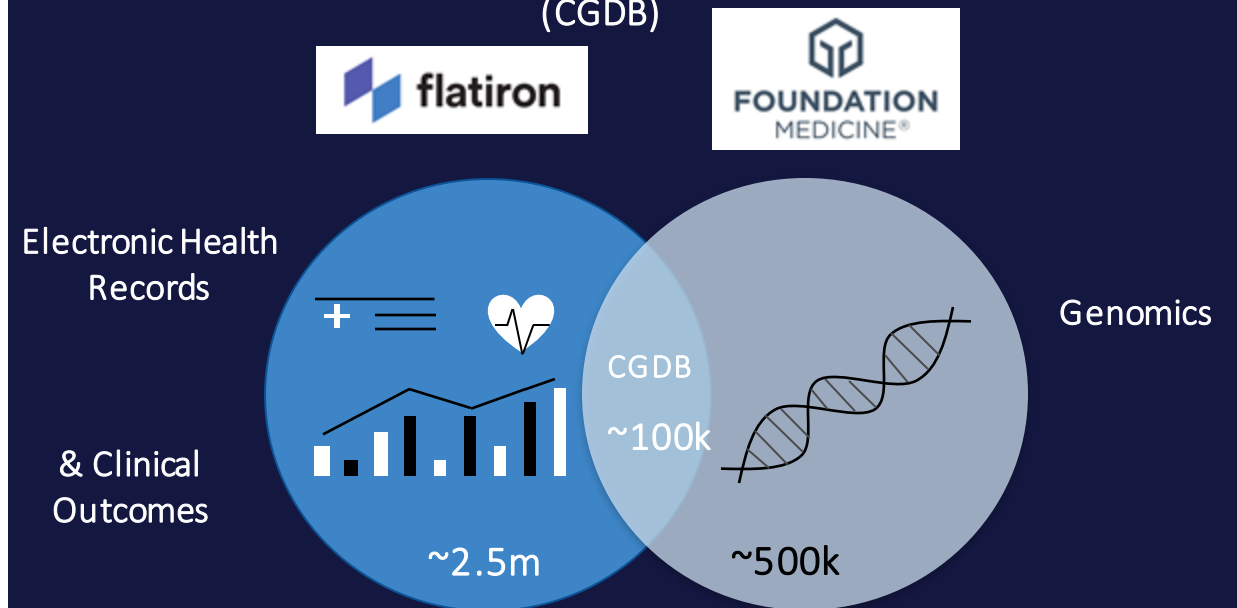
*Focus: Applying advanced analytics will enable understanding of patient and disease heterogeneity and its relevance to clinical outcomes at an unprecedented resolution*

# Oncology Insights in Drug Development: Machine Learning from an Industry Perspective

Real-world data enables us to capture a larger & broader population of patients with cancer



Flatiron-Foundation Medicine Clinico-Genomic Database (CGDB)





# Spotlight on: Disease & Patient Insights

Cultivating **tumor-agnostic** insights in light of the evolving paradigm of anti-cancer treatment

12



**PRECISION ONCOLOGY NEWS**

Business & Policy | Biomarkers | Cancer Specialties | Oncology Trends | Resources

Home » Disease Areas » Cancer


## Industry Interest in Pan-Cancer Indications Growing With FDA Support Despite Challenges

May 29, 2019 | [Turna Ray](#)

FDA NEWS RELEASE

**FDA approves third oncology drug that targets a key genetic driver of cancer, rather than a specific type of tumor**


13




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## Roche cancer drug the 3rd approved for pan-tumor use

Published Aug. 15, 2019 • Updated Aug. 15 2019, 3:15 p.m. PDT

 **Ned Pagliarulo**  
Lead Editor

[in](#) [f](#) [t](#) [e](#) [p](#)



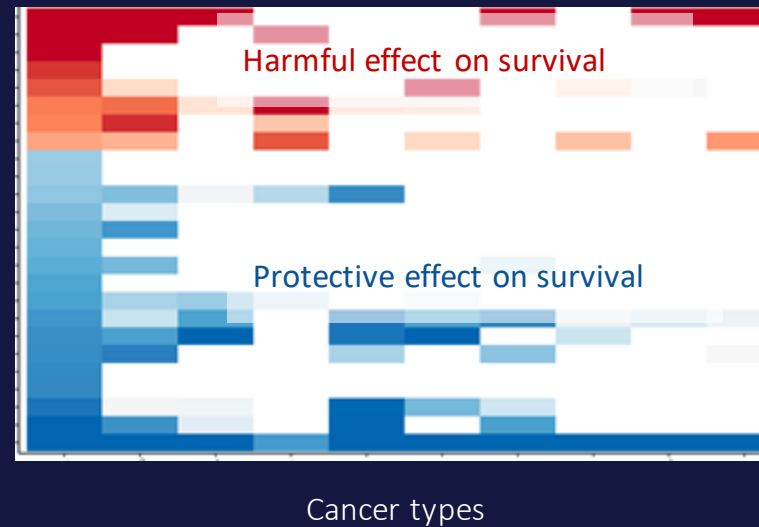
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# Spotlight on: Disease & Patient Insights

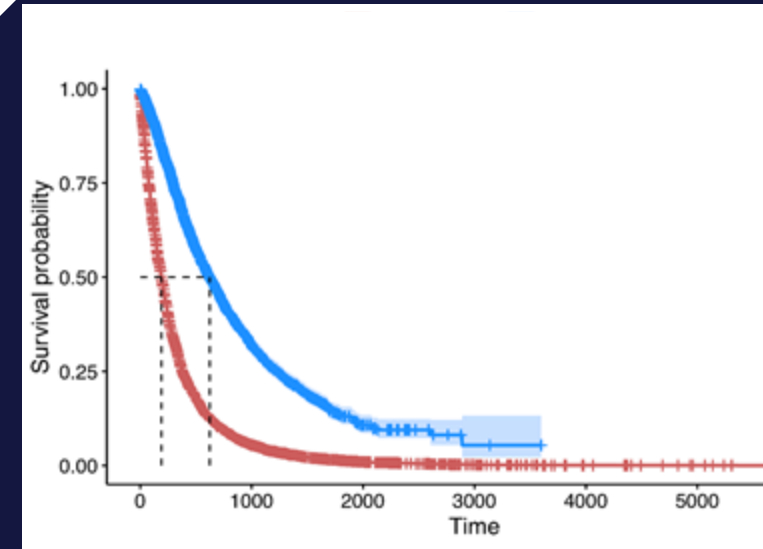
Using machine learning to **autonomously identify** the most important tumor-agnostic clinical and genomic predictors of survival



Train survival machine learning models on *thousands of clinical-genomic variables* across *dozens of cancer types*



Identify *key predictors* of survival across cancers



Better predicting *high-* and *low-risk* patients can enable prognostic enrichment and treatment strategy

# Spotlight on: Clinical Trial Design

How can we create broader and more inclusive clinical trials without compromising estimates of treatment effects?

Clinical Trials



Real World





# Machine Learning Models Can Be Trained to Abstract Like Experts

## Abstracted Datatable Example

Patient			ROS1_Status	ROS1_Test_Date
ID_001			Positive	15 Jan 2020
ID_023			Negative	01 Sep 2014
ID_079			Negative	05 Jul 2018
...			...	...
ID_450			Negative	30 Apr 2021
ID_503			Positive	06 Dec 2015

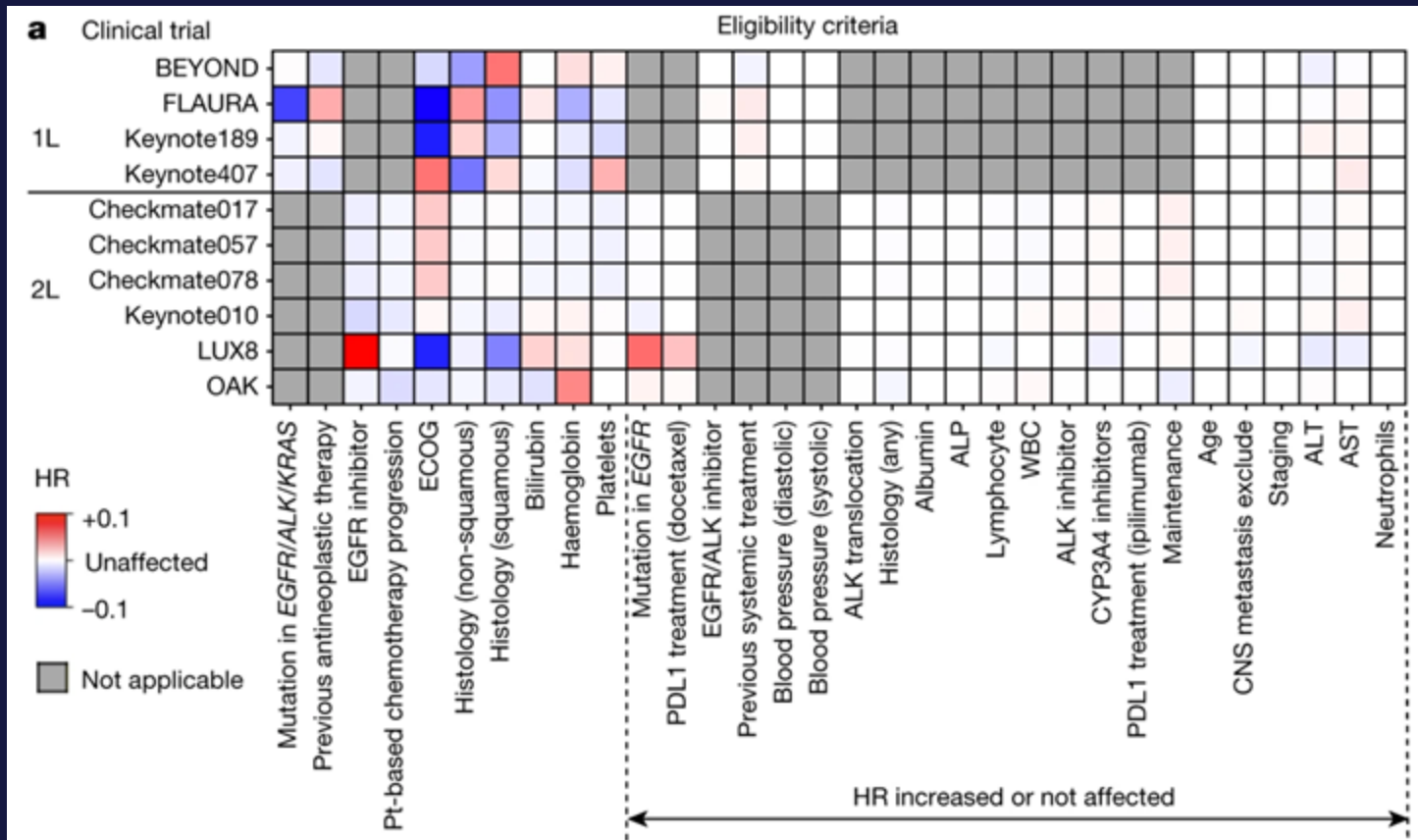
## ML-extracted Datatable Example

Patient			ROS1_Status	ROS1_Test_Date
ID_001			Positive	15 Jan 2020
ID_023			Positive	01 Sep 2014
ID_088			Negative	05 Jul 2018
...			...	...
ID_456			Positive	15 Oct 2020
ID_502			Negative	06 Dec 2015

**ML models are trained to extract the same data elements as expert abstractors and align with the same data model**

# Spotlight on: Clinical Trial Design<sup>15</sup>

Training predictive models to **optimize** data-driven set of **eligibility criteria**



Data-driven criteria enlarges pool of eligible patients by **107%** on average, without compromising treatment effect.

Relaxing thresholds for key labs like bilirubin, hemoglobin, platelets, and ALP yields no impact on trial conclusions, while making trials **more inclusive**.

# The Horizon: What's Next for Big Data & Machine Learning in Industry?

- **Scaling** insights
- **Operationalizing** tools—embedding data-driven analytics in clinical practice
- Weighing **ethics** and **risk to patient** \*\*interpretation, fair models\*\*

Forbes AI 50 2023  
\$27B funding!







This is what it looks like to work in health tech, sitting beside some of the most brilliant artificial intelligence engineers in the world

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# What Can A Quantum Computer Do Better?

Quantum computing will solve a class of problems that are unsolvable today, opening up a new realm of applications.



SEARCHING BIG DATA



DESIGNING BETTER DRUGS  
& NEW MATERIALS



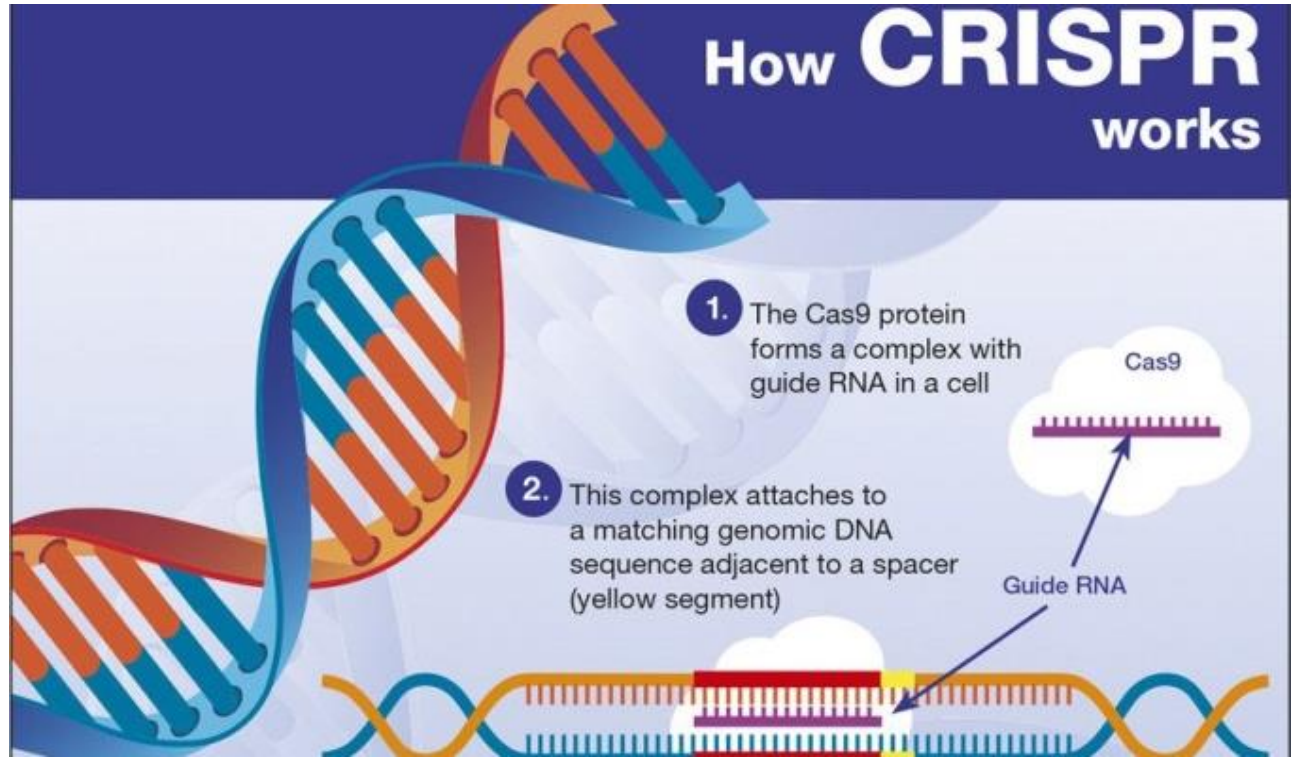
MACHINE LEARNING



## How CRISPR works

1. The Cas9 protein forms a complex with guide RNA in a cell

2. This complex attaches to a matching genomic DNA sequence adjacent to a spacer (yellow segment)



### illumina

#### bioinformatics

#### genetics

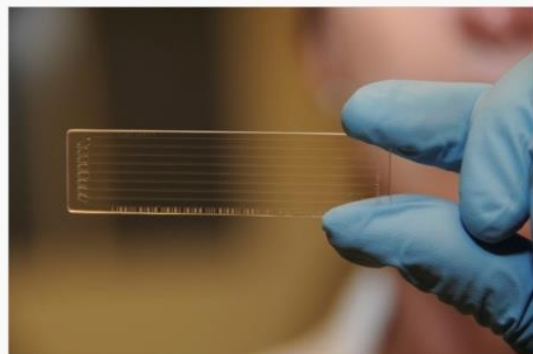
#### Bio

#### Popular Posts

## illumina wants to sequence your whole genome for \$100

Posted Jan 10, 2017 by Sarah Buhr (@sarahbuhr)

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illumina

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OVERVIEW  
At Illumina, their goal is to apply innovative technologies and revolutionary assays to the analysis of genetic variation and function, making studies

The first sequencing of the whole human genome in 2003 cost roughly \$2.7 billion, but DNA sequencing giant Illumina has now unveiled a new machine that the company says is "expected one day" to order up your whole genome for less than \$100.

Buttcrup is a risqué image site that pays creators

Snap CEO Evan Spiegel got a \$637 million bonus last year

Blockchain is entering the valley of despair phase, and that's a m...

SpaceX misses catching Falcon 9 rocket fairing with a giant net on a big ship

03





*In 2012, scientists at the University of Leicester decided to print out a complete version of the human genome. When they were done, they had a 130-volume monument to humanity's essence—a seemingly endless sequence of As, Ts, Cs, and Gs in four-point type. Curiously, the printing project's costs already exceeded the costs of actually sequencing the genome anew. Since then, the price differential has only grown. Cas Kramer (Univ. Leicester) »*

**editas**  
MEDICINE

**Intellia**  
THERAPEUTICS

**CRISPR**  
THERAPEUTICS

**Beam**  
THERAPEUTICS

**verve**  
THERAPEUTICS

**GRAPHITE BIO**

**CARIBOU**  
BIOSCIENCES

**prime**  
medicine

PUBLIC

PRIVATE

**Mammoth**  
Biosciences

**scribe**  
THERAPEUTICS

**TESSERA**

**CHROMA**  
MEDICINE

**EXCISION**  
BIOTHERAPEUTICS

**Tome**  
BIOSCIENCES

**SPOTLIGHT**  
THERAPEUTICS

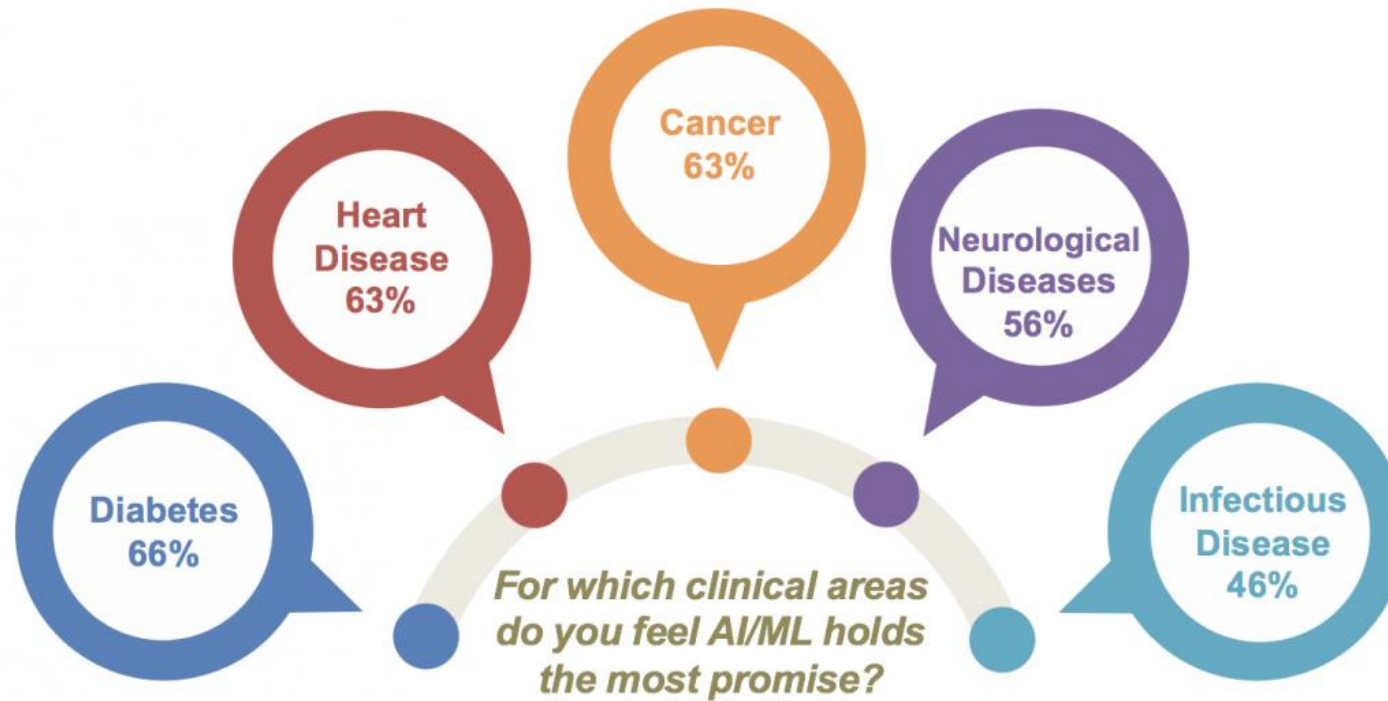
**TUNE**  
THERAPEUTICS



# THE PROMISE OF AI & ML IN HEALTHCARE



## CHRONIC HEALTH CONDITIONS EXPECTED TO BENEFIT MOST FROM AI/ML



Data curation and retrieval, not retention

## FUTURE FORCE IN ONCOLOGY

---

- 1 Prevention and treatment advances will redefine the cancer “consumer”**
- 2 Rapid innovation will remake the requirements of contemporary care**
- 3 Unsustainable costs will prompt intervention across the value chain**
- 4 Traditional provider identities will blur, creating new ecosystems of care**
- 5 New entrants will accelerate disruption and innovation in the care continuum**

## WHAT CANCER CENTERS NEED TO DO

---

Excel in the spaces before and after cancer, addressing the needs of millions of cancer “pre-vivors” and survivors.

Build care models that reflect the complexity of the disease, capable of adapting to high-velocity clinical innovation.

Diversify the business model and create value-based competence, preparing for challenges to today’s onco-economics.

Redefine target patient segments and the role of partnerships in a marketplace of fungible community and academic roles.

Assemble the expertise and capabilities required to modernize the experience of cancer care.





## DIAGNOSTIC/ SURGERY



## IMMUNO- THERAPY



## TARGETED THERAPY



## RADIATION THERAPY

### NOW

- MR, PET, CT
- Procedural biopsy
- Next-gen sequencing
- Robotic surgery (DaVinci)

- Checkpoint inhibitors (PD-L1)
- Autologous ACT (CAR-T)
- Bispecific antibodies
- Cell/viral vaccines

- Fecal transfer
- TKIs (RET, MET, EGFR)
- Antibody drug conjugates
- Proteasome inhibitors (PARP)

- Adaptive therapy (MRLinAc)
- Pencil-beam proton
- Radiopharma ( $\alpha$  /  $\beta$ )
- Theranostics

### NEXT

- Nano-tech imaging
- Photoacoustic tomography
- Liquid biopsy (cfDNA)

- Next-gen ICIs (TIGIT, LAG-3)
- Off-the-shelf ACT (CAR-T, TIL, NIK)
- Multi-specific antibodies

- Engineered bacteria
- Intratumoral microbiomics
- Gene editing (CRISPR)

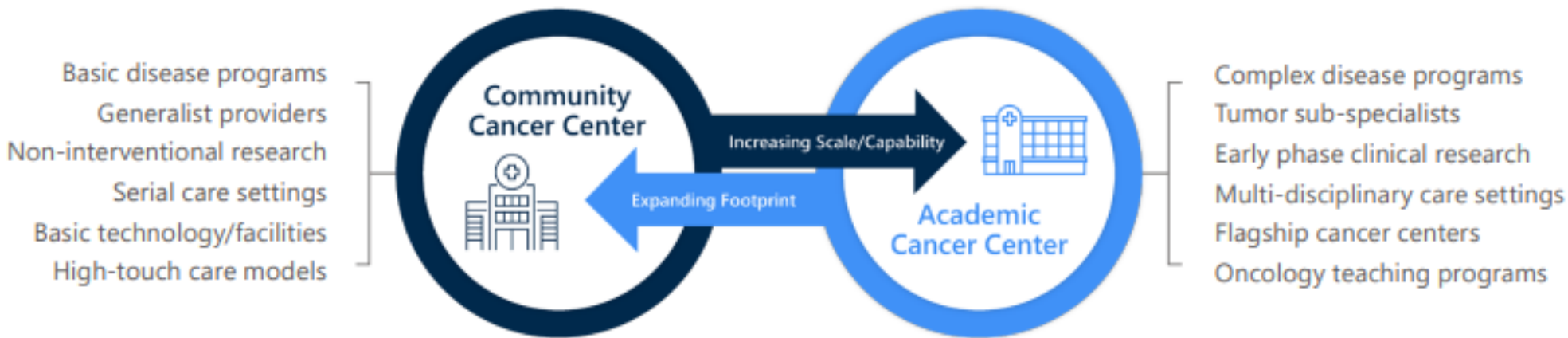
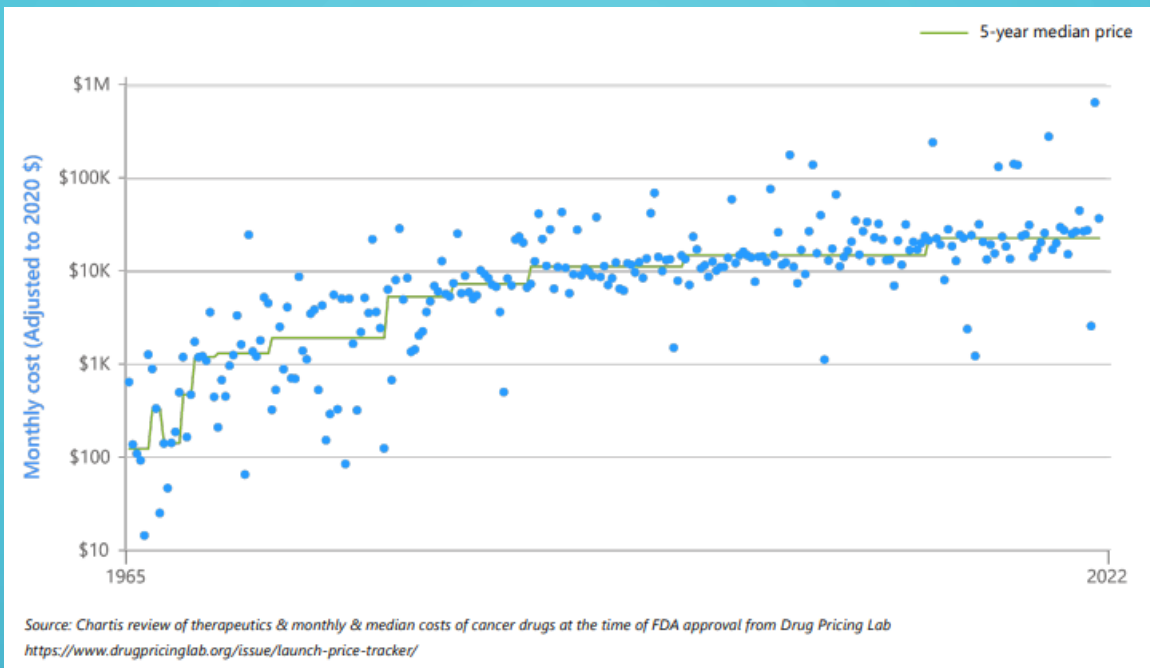
- Radiation immune modulation
- FLASH (Ultra high-doserate therapy)
- Heavy particle (carbon ion)

- Full "omics" panel
- AI smart robotics
- Intra-op navigation

- Polypeptide conjugates
- RNA-based vaccines (mRNA, siRNA, miRNA)

- Combination TKIs
- Nanoparticle delivery
- Immune + PARP

- $\alpha$  -Immunotherapy, combination PARP/ICIs





## PREVENTION

### Prevention

skinIO  
Vincere Health

### SDOH

Unite Us

## SCREENING

### Risk Screening

HALO Precision  
Diagnostics  
Gabbi  
Welwaze Medical

### Hardware

iSono Health  
NearWave

## DIAGNOSIS

### Education

Ankr  
Outcomes4Me

### Diagnostics

LIQUID BIOPSY  
Adela  
GRAIL

### OMNICS ANALYSIS

Cancer IQ  
Isabl

### AI/IMAGING

Elephas  
Sirona

## TREATMENT

### Navigation

Jasper  
Navigating Cancer  
OncoHealth  
VieCure

### Care Management

REPROSENT  
vinehealth

### Home Care

Canopy Health  
Conversa Health  
Karkinos Healthcare  
Reimagine Care

## SURVIVORSHIP

### Survivorship

Belong.Life  
Elly Health  
Mend Together  
VivorCare

### Nutrition

Savor Health  
ZEST Nutrition

## EOL CARE

### Palliative/ACP

Cake  
Iris  
Koda Health  
Vital Decisions  
VyncaCare

### Hospice

Blue Monarch  
Hospice  
Guaranteed Hos-  
pice

### Decentralized Clinical Trials

Aparito Medable ObvioHealth Science 37 Syneos Health

### Risk-Enablement Platforms

Azra AI Carevive Cohere Health Thyme Care Transcarent

Source: Inventory of digital enablement partially sourced from Flare Capital



# AI POWERED MEDICAL LITERATURE ANALYSIS

Benefits of using AI for medical research:

- Enhanced diagnostic capabilities
- Accelerated drug discovery
- Personalized medicine and treatment optimization



# PERSONALIZED MEDICINE

AI enabling personalized treatment plans

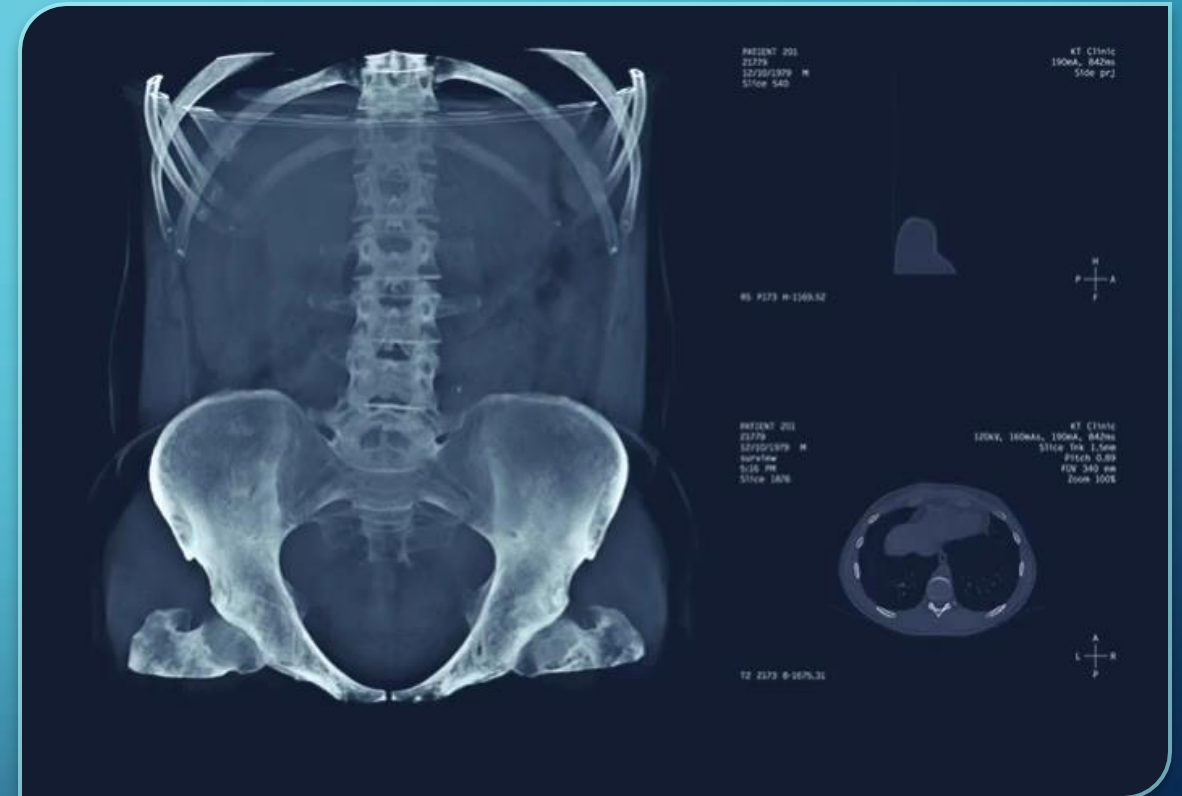
Liquid biopsies (Nature article suggested one day screening for lung cancer could be as easy as taking a blood test – Lung-CLiP

- AI's cancer detection rate was comparable to the rate of radiologists, but systems are not designed to replace healthcare professionals



# MEDICAL IMAGING

- Role of AI in medical imaging analysis
- Improved diagnostics and efficiency
- Artera.AI
- AI Doc
- AI rad companion
- <https://f.hubspotusercontent40.net/hubfs/5748396/Website%20Assets/video/video%20for%20website%201.6.mp4>





# PREDICTIVE ANALYTICS

- Deep phenotyping – large scale data and prediction of Complex traits with disease risk
- Multi-omics profiling of large N cohorts
- Outcomes data and socio-behavioral parameters
- Mapping genetic overlap between different diseases involving shared pathogenic elements and comorbidity risks
- Cardiovascular, autoimmunity, psychiatric disorders

“If you’re teaching today what you were five years ago; either the field is dead or you are.”

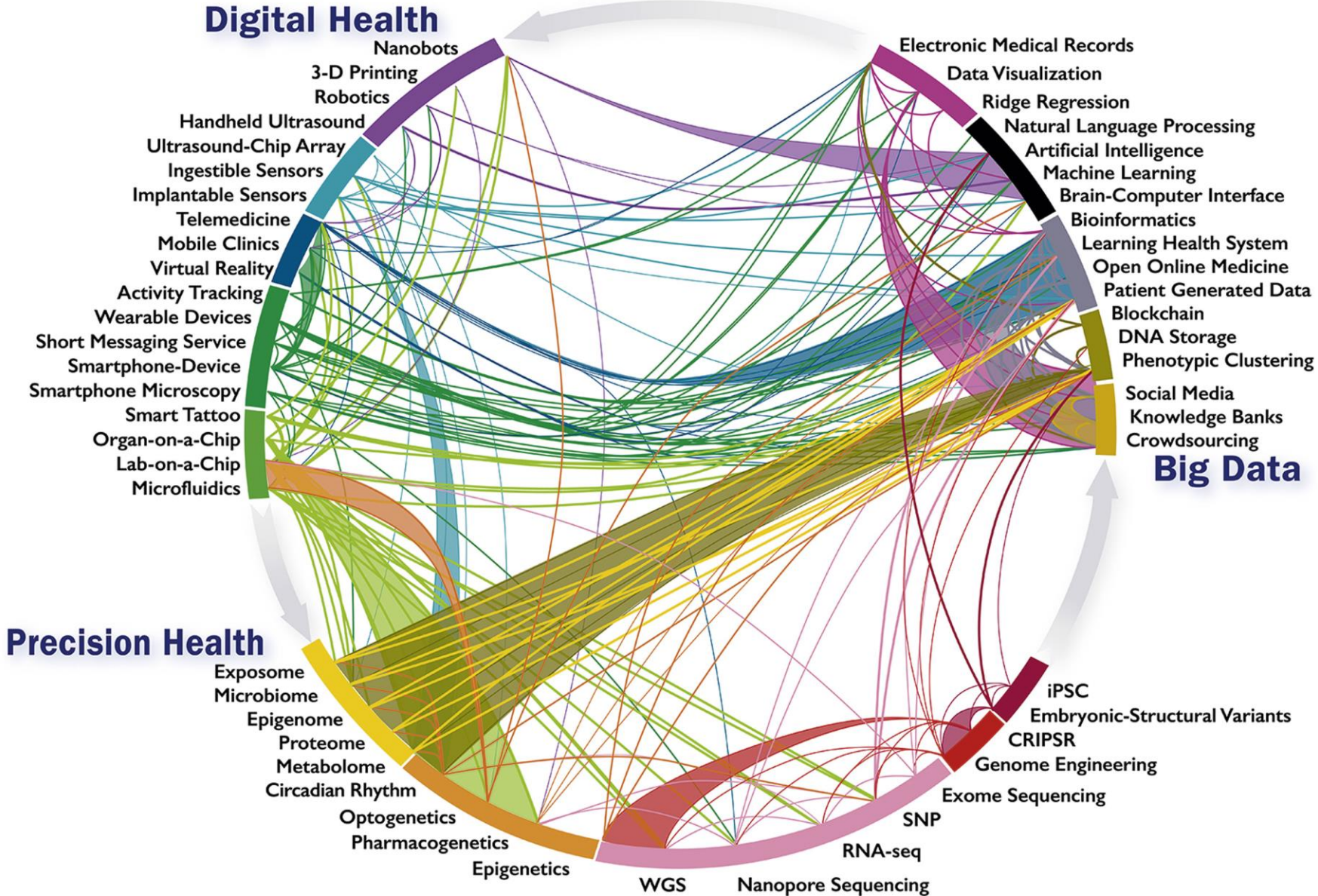


-- Noam Chomsky

## 21<sup>st</sup> century curricular emphasis

- **Knowledge capture and curation:** Teaching students to distinguish between information and knowledge. Stresses knowledge capture and curation not information retention.
- **Deep understanding of probabilistic reasoning:** understanding probabilities and communicating and applying them meaningfully
- **Collaboration with and management of AI applications**
- **Cultivation of empathy and compassion**









# CASE STUDY #2

Importance of embracing AI and other technologies

Beauty of AI – may/can/will yield insights not initially obvious

These are early days!

The screenshot shows a web page from the Stanford Medicine News Center. At the top, there is a navigation bar with links for Health Care, Research, Education, Give, and About, along with a search icon. Below this is the Stanford Medicine logo and the text 'News Center'. A menu icon is on the left, and a search bar is on the right. The main content area features the article title 'Stanford Medicine researchers measure thousands of molecules from a single drop of blood' in a large, bold font. Below the title is a sub-headline: 'Using a new technique called multi-omic microsampling, Stanford Medicine researchers can measure thousands of protein, fat and metabolic molecules from a single drop of blood.' The article is dated 'January 19, 2023' and written by 'Hadley Leggett'. A photograph shows a person using a finger-prick device. A red callout box states: 'A single drop of blood can yield measurements for thousands of proteins, fats and other biomarkers, researchers at Stanford Medicine found. fizes/Shutterstock.com'. The article text discusses the multi-omic microsampling technique, its advantages over traditional methods, and the researchers' findings. A 'Related News' section on the right lists two other articles: 'Smartwatch data can predict blood test results, study reports' and 'Stanford Medicine study details molecular effects of exercise'. Below that is a 'Topics' section with links for Genetics, Biochemistry, and All Topics. At the bottom, there are two video thumbnails: 'Real-world health: How social factors make or break us' and 'New treatment for COVID loss of smell'.

Health Care | Research | Education | Give | About

Stanford MEDICINE News Center

Menu Search News...

Stanford Medicine / News / Blood drop yields lots of data

## Stanford Medicine researchers measure thousands of molecules from a single drop of blood

Using a new technique called multi-omic microsampling, Stanford Medicine researchers can measure thousands of protein, fat and metabolic molecules from a single drop of blood.

January 19, 2023 - By Hadley Leggett

Researchers at Stanford Medicine have shown they can measure thousands of molecules — some of which are signals of health — from a single drop of blood.

The new approach combines a microsampling device — a tool used to self-administer a finger prick — with “multi-omics” technologies, which simultaneously analyze a vast array of proteins, fats, by-products of metabolism and inflammatory markers.

“Even more importantly, we’ve shown you can collect the blood drop at home and mail it into the lab,” said Michael Snyder, PhD, director of the Center for Genomics and Personalized Medicine and senior author on the research, which was published in *Nature Biomedical Engineering* on Jan. 19.

Unlike finger-prick testing for diabetes, which measures a single type of molecule (glucose), multi-omics microsampling gives data about thousands of different molecules at once.

The research sounds similar to a well-known approach promoted in the past for testing a single drop of blood, but there are important differences: While the earlier approach was based on replicating existing diagnostic tests, multi-omic microsampling uses a different type of data analysis based on a technology called mass spectrometry, which sorts molecules based on their mass and electronic charge. In addition, the data analysis is performed in a lab, not in a portable box.

**Less blood, more insights**

Instead of focusing on any single protein, metabolite or inflammatory marker, the growing field of “omics” research takes a broader, systems-biology approach: analyzing the whole spectrum of proteins (the proteome), fats (the lipidome) or the by-products of metabolism (the metabolome). Although recent advances have made this data analysis more robust and efficient, the real-world usefulness of multi-omics research has been limited by the difficulties of sample collection, among other challenges. To measure someone’s response to a food or medication, many samples in a short time span may be needed; currently, sampling requires traveling to a clinic for an intravenous blood draw of 10 to 50 milliliters.

“For the study, we asked participants to take blood samples five times in just four hours,” said Snyder, the Stanford W. Ascherman, MD, FACS Professor in Genetics. “Traditionally that would have meant putting in a catheter and pulling out a lot of blood each time. By the fifth draw, your participants would have less iron and fewer red blood cells.”

The researchers wanted to know whether they could drastically reduce the volume of blood used for multi-omics analysis, but still profile thousands of molecules. After testing a variety of microsampling devices, they chose one called the Mitra, a portable finger-stick device that draws 10 microliters of blood into a gel matrix. They then tested multiple extraction techniques to separate out the proteins, lipids and metabolites. A second separate microsample was used to measure inflammatory markers.

“It wasn’t at all expected that we’d be able to do this kind of analysis on such a small sample,” said Ryan Kellogg, PhD, post-doctoral researcher in genetics and one of four co-lead authors on the paper. The other three co-lead authors are Stanford postdoctoral scholars Xiaotao Shen, PhD, Daniel Panyard, PhD, and Nasim Bararpour, PhD.

In a pilot study of two test subjects, the researchers were able to measure the levels of 128 proteins, 1,461 metabolites and 776 lipids from each microsample. They then monitored the samples for stability when they were stored at a variety of temperatures.

“Overall, most few proteins were unstable, regardless of temperature,” Snyder said. “Some of the lipids and

share

### Related News

May 24, 2021  
Smartwatch data can predict blood test results, study reports  
Stanford researchers found that data from smartwatches can flag early signs of some health conditions and predict the results of simple blood tests.

May 28, 2020  
Stanford Medicine study details molecular effects of exercise

### Topics

Genetics  
Biochemistry  
All Topics

STANFORD MEDICINE MAGAZINE  
M E D I C I N E  
2023 ISSUE 1  
**Real-world health**  
How social factors make or break us

New treatment for COVID loss of smell  
From an accredited...  
90 SECONDS WITH LISA KIM  
New treatment for COVID loss of smell



April 28, 2023

# Comparing Physician and Artificial Intelligence Chatbot Responses to Patient Questions Posted to a Public Social Media Forum

John W. Ayers, PhD, MA<sup>1,2</sup>; Adam Poliak, PhD<sup>3</sup>; Mark Dredze, PhD<sup>4</sup>; [et al](#)

**Results** Of the 195 questions and responses, evaluators preferred chatbot responses to physician responses in 78.6% (95% CI, 75.0%-81.8%) of the 585 evaluations. Mean (IQR) physician responses were significantly shorter than chatbot responses (52 [17-62] words vs 211 [168-245] words;  $t=25.4$ ;  $P<.001$ ). Chatbot responses were rated of significantly higher quality than physician responses ( $t=13.3$ ;  $P<.001$ ). The proportion of responses rated as *good* or *very good* quality ( $\geq 4$ ), for instance, was higher for chatbot than physicians (chatbot: 78.5%, 95% CI, 72.3%-84.1%; physicians: 22.1%, 95% CI, 16.4%-28.2%). This amounted to 3.6 times higher prevalence of *good* or *very good* quality responses for the chatbot. Chatbot responses were also rated significantly more empathetic than physician responses ( $t=18.9$ ;  $P<.001$ ). The proportion of responses rated *empathetic* or *very empathetic* ( $\geq 4$ ) was higher for chatbot than for physicians (physicians: 4.6%, 95% CI, 2.1%-7.7%; chatbot: 45.1%, 95% CI, 38.5%-51.8%; physicians: 4.6%, 95% CI, 2.1%-7.7%). This amounted to 9.8 times higher prevalence of *empathetic* or *very empathetic* responses for the chatbot.

**Conclusions** In this cross-sectional study, a chatbot generated quality and empathetic responses to patient questions posed in an online forum. Further exploration of this technology is warranted in clinical settings, such as using chatbot to draft responses that physicians could then edit. Randomized trials could assess further if using AI assistants might improve responses, lower clinician burnout, and improve patient outcomes.





# AI CONSIDERATIONS & STRATEGY

TELEMEDICINE AND REMOTE MONITORING

CHATBOTS AND VIRTUAL HEALTH ASSISTANTS

ETHICS AND PRIVACY CONCERNS

AI LIMITATIONS AND CHALLENGES

BEYOND AI: OTHER TECHNOLOGIES

BLOCKCHAIN TECHNOLOGY

INTERNET OF MEDICAL THINGS (IOMT)

AUGMENTED AND VIRTUAL REALITY (AR/VR)

BIG DATA ANALYTICS

CLOUD COMPUTING

DATA INTEGRATION AND INTEROPERABILITY

DEVELOPING A COMPREHENSIVE STRATEGY

EDUCATION AND TRAINING

COLLABORATIONS AND PARTNERSHIPS

FUNDING AND INVESTMENTS

# AI STANDARDS AND ADOPTION

## FUTURE TRENDS AND INNOVATIONS

Equity

Evidence

Sustainability

Policy

Education

### **“People Analytics” and Large Scale Databanks: Blurring the Boundaries Between Medical Research, Clinical Care and Daily Life**

- every monitored event (clinical and non-clinical) is a potential data point
- every individual is a data node
- every individual is a research asset
- every individual is their own control

Name this country...







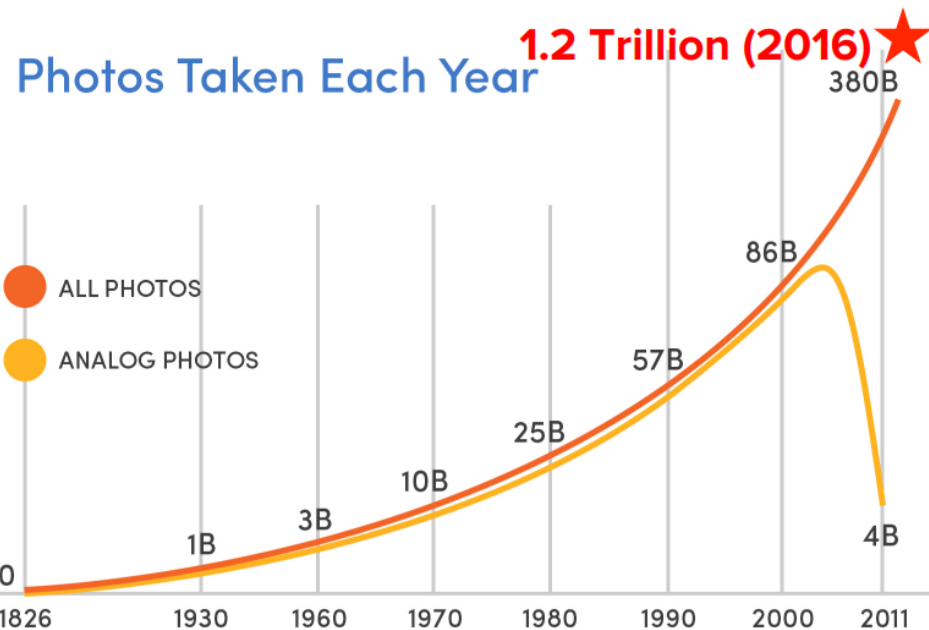
Technology  
changes.....

**Shanghai 1990**






**Shanghai 2020**





**LINEAR** → **EXPONENTIAL**

1996	2012	April 2012
		
MarketCap: <b>\$28B</b>	<i>Bankrupt</i>	MarketCap: <b>\$1B</b>
Employees: <b>140,000</b>	Employees: <b>17,000</b>	Employees: <b>13</b>

The average lifespan of a company listed in the S&P 500 has significantly decreased:

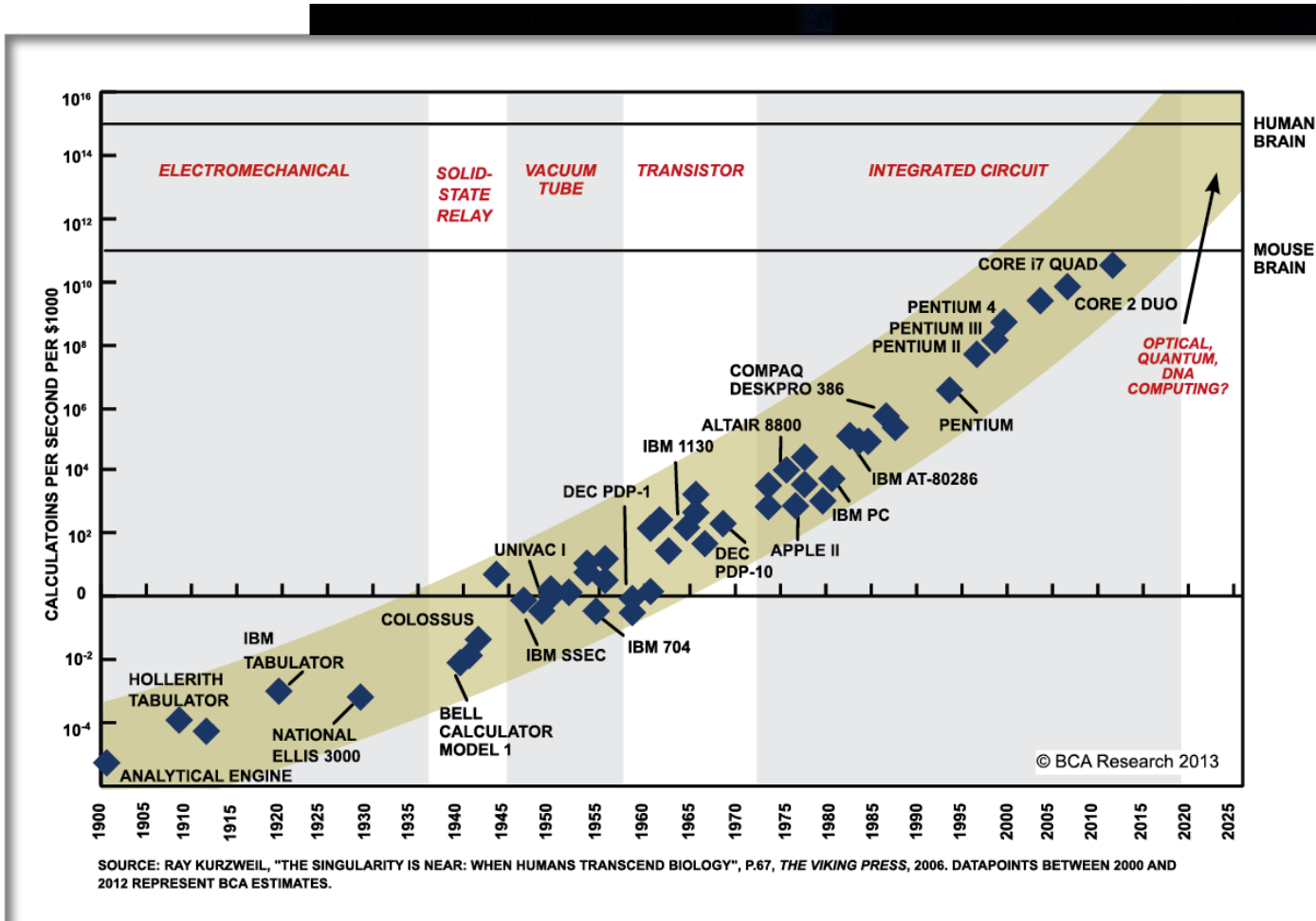
- In the 1920's = 67 years
- Today = 15 years

- Richard Foster, Yale University



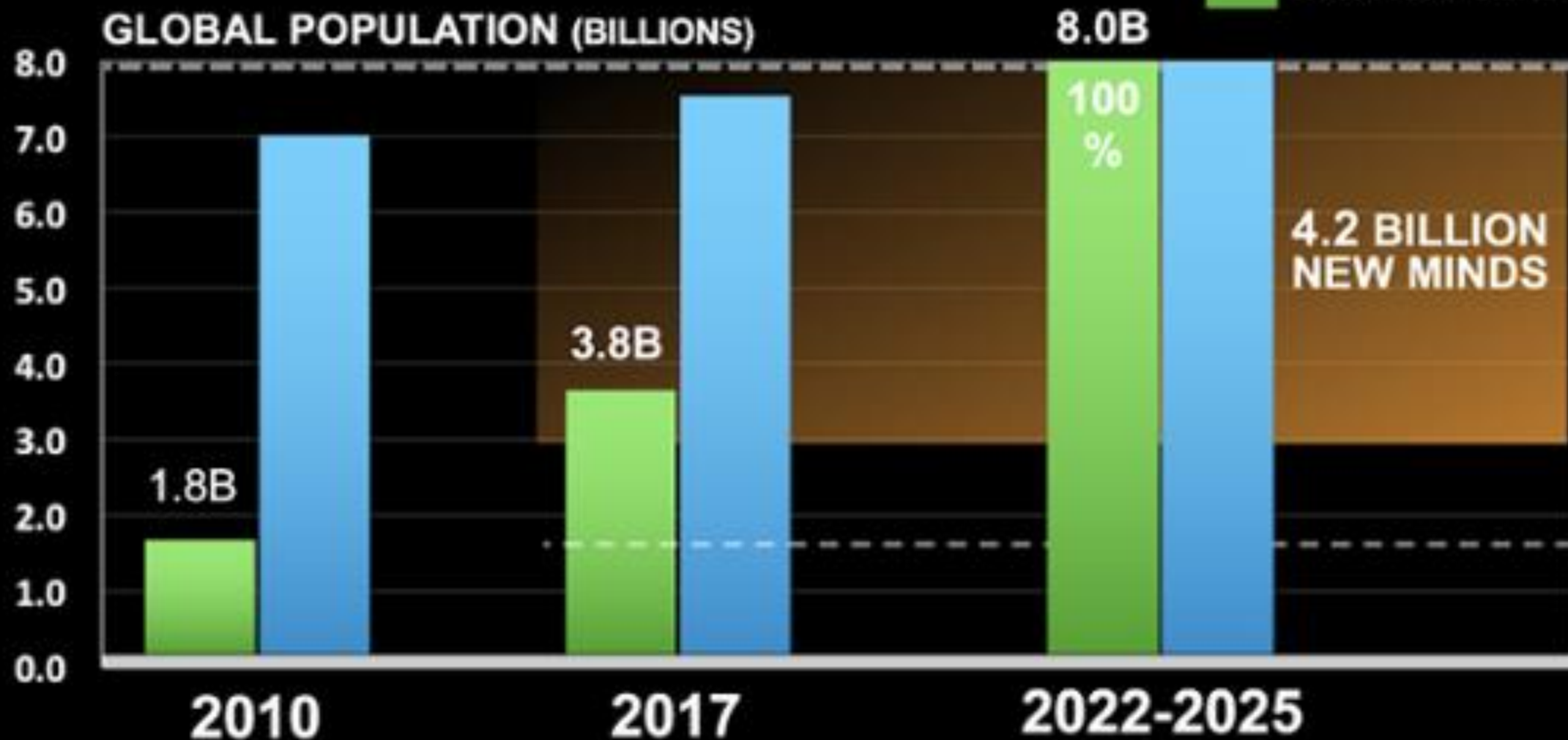
# The robots are coming.

Ray Kurzweil c. 2006



# GLOBAL UBIQUITOUS CONNECTIVITY

Global Population  
Internet Users



# It's not just people being connected...

Global Connectivity will connect everything, everywhere, always → **The Internet of Everything.**

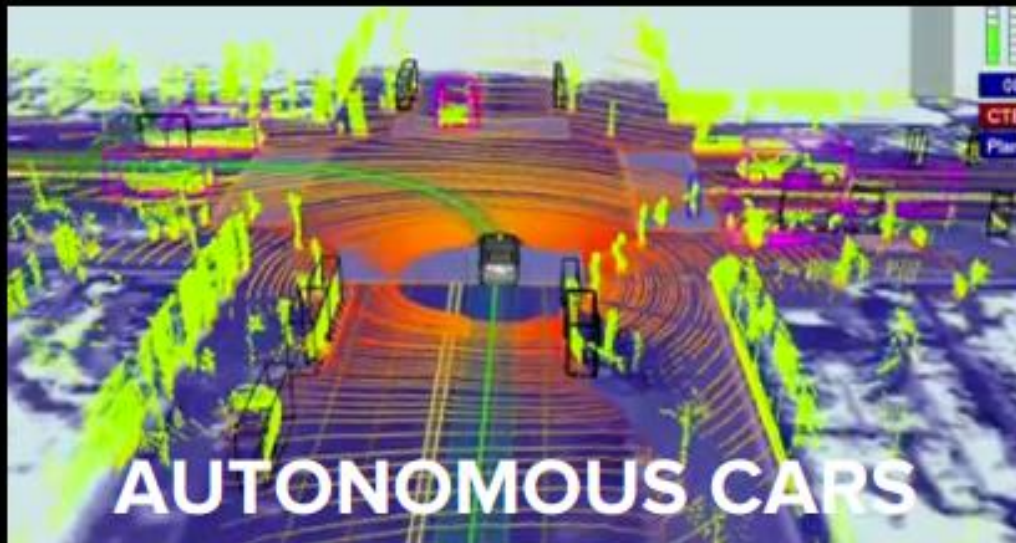
- **2015: 15 Billion** (adding: 7 mil /day or 2.5 Billion/year)
- **2020: > 50 Billion devices & 1 Trillion Sensors**
- **2030: > 500 Billion devices & 100 Trillion Sensors**

**“Create a future of perfect knowledge, you can know anything you want, anytime, anywhere...**

**Future of the DATA-DRIVEN COMPANY.”**



# Know Anything, Anytime, Anywhere





# Easter Parades in New York City

Year 1900: One Motor Vehicle

Year 1913: One Horse & Carriage



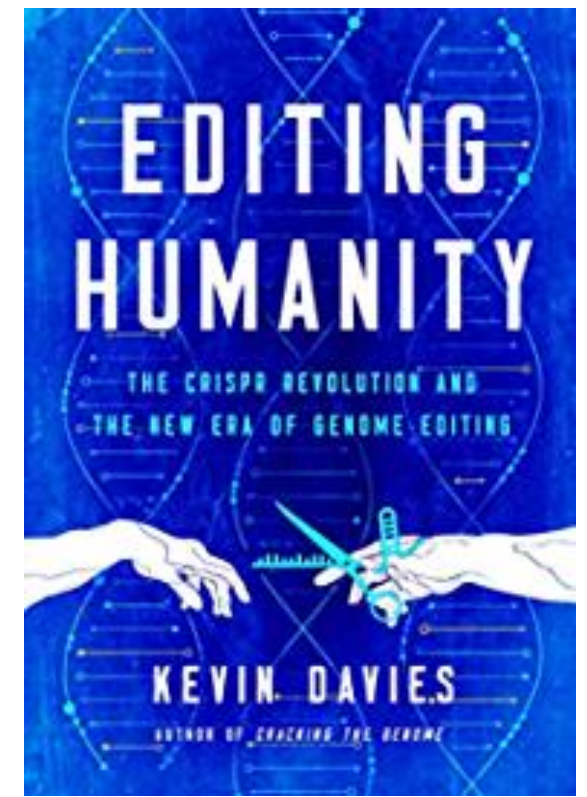
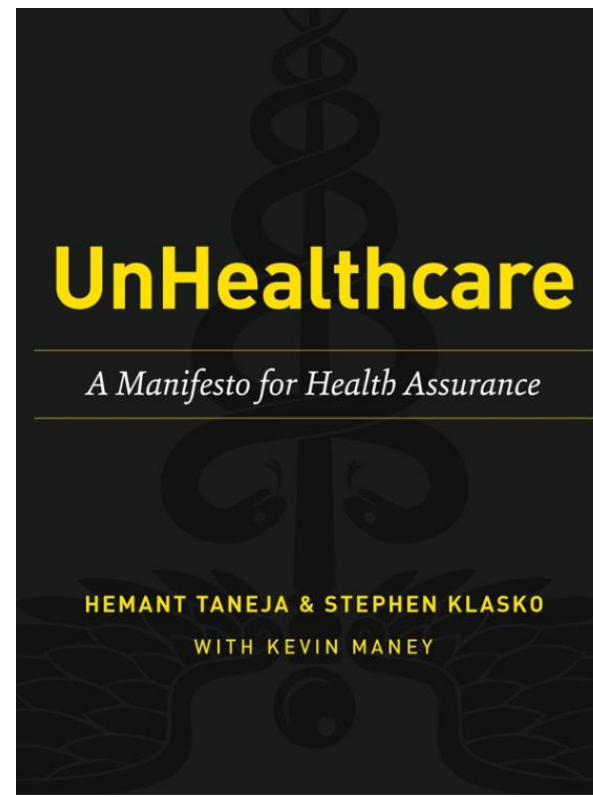
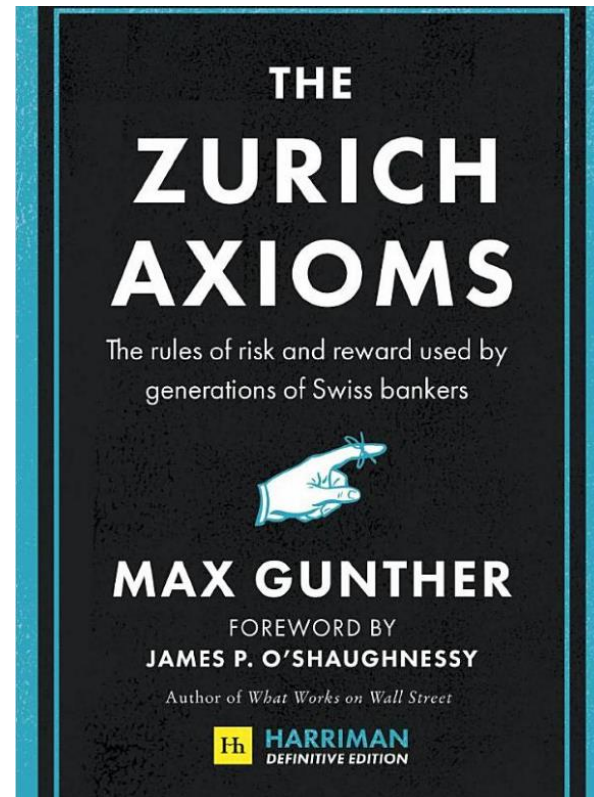
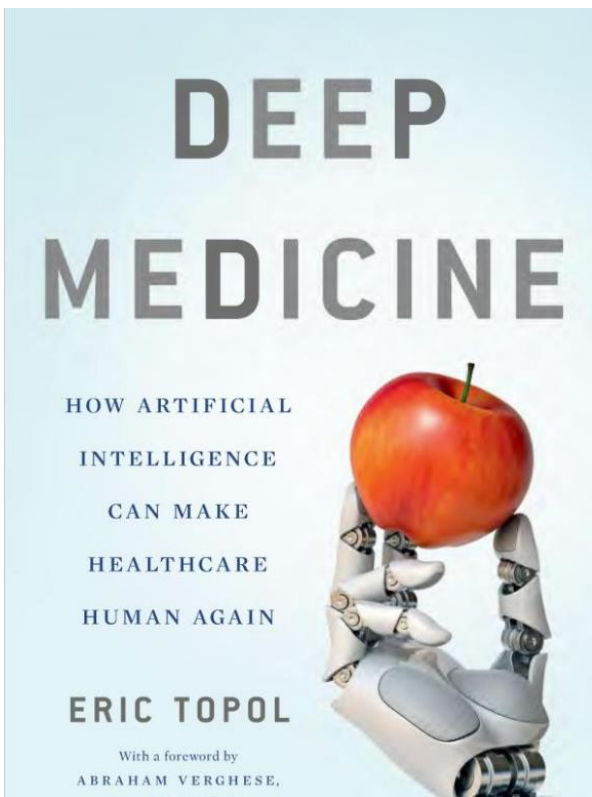


The future is bright!





# Suggested reading







Thank you!





Questions?



# Selected resources

- [www.nccn.org](http://www.nccn.org)
- <https://acc-icio.org>
- [www.cap.org](http://www.cap.org)
- [www.cancerstaging.org](http://www.cancerstaging.org)
- [www.sts.org](http://www.sts.org)
- [www.astro.org](http://www.astro.org)
- [www.asco.org](http://www.asco.org)
- [www.iarc.who.int](http://www.iarc.who.int)