In differential calculus, an inflection point, point of inflection, flex, or inflection (inflexion) is a point on a curve at which the curve changes from being concave (concave downward) to convex (concave upward), or vice versa.
EHR Adoption: 9% to 90%
Emergency department physicians spent 44 percent of their time entering data into electronic medical records, clicking up to 4,000 times during a 10-hour shift.

- Becker's Health IT & CIO Review magazine, October 11, 2013
Big Data and Big Science → Appropriate Variation in Care

**Big Data Analytics**
- Clinical Redesign
  - DECREASE variation in population care

**Big Science “omics” + Systems Biology**
- Personalized Medicine
  - INCREASE variation in individual care

Go from "Syndrome" to precise individual network

Targeted therapy (reduce unnecessary care)
Integrated Delivery and Finance System

$14B
annual revenue in 2016

62K
employees - largest private employer in PA

20+
hospitals

3M
Health Plan members
Opportunity

cost pressure + increased emphasis on quality = opportunity
As an organization dedicated to Life Changing Medicine, UPMC has defined a bold mission: to shape the future of health care through innovation. At UPMC Enterprises, we help bring this mission to life by turning innovative ideas into growing, thriving businesses.
UPMC Enterprises and our partners are actively working in four key areas where science and technology can enable solutions that will drive significant value in health care by reducing costs and improving quality:

**Translational Science:**
The gaps between bench science and bedside practice are narrowed, accelerating the application of new discoveries to deliver new models of care.

**Improving Outcomes:**
A connected and coordinated health system empowers clinicians to provide high-quality care in any setting.

**Consumer:**
Technology allows consumers to obtain medical services and information anytime, anywhere, and be engaged in and informed about all steps in their health care journey.

**Infrastructure and Efficiencies:**
Healthcare is delivered with fewer resources in a fiscally sound manner.
#DesignThinking

- Learning about the audience for whom you are designing
- Brainstorming and coming up with creative solutions.
- Returning to your original user group and testing your ideas for feedback.

**EMPATHY**

Redefining and focusing your question based on your insights from the empathy stage.

**DEFINE**

**IDEATE**

Building a representation of one or more of your ideas to show to others.

**PROTOTYPE**

**TEST**

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Healthcare should not just be about curing disease. It should be about living.