University Industry
Demonstration Partnership

SESSION 5: MAXIMIZING OPERATIONAL EFFECTIVENESS

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Background

- Consortia is a membership-based Health IT sandbox: The Interoperability & Integration Innovation Lab (I3L)
- A physical presence in Atlanta, a virtual presence in the US
- Serves start-ups, established electronic health records (EHR) vendors, public health and policy orgs
- A “first of a kind” in terms of organizational structure within a University setting
- Role of the I3L is “Objective Convener”
- My Role: “Convening the Conveners” (Membership Value Proposition, University Value Prop, Operations management)
- EDA grant and GT internal investment funded – 4th full year in progress and well on the way to sustainability

Thank you to the I3L Membership

for sponsoring student projects and helping fund today's event:

UCB
Acuity Brands
CardioMEMS
Holon Solutions
Mohawk Industries
Strategic Health Services
ExactData
Aegis
American Cancer Society
CloudPhase Health
Leidos
MyCareText
Weems Design Group
Docsnap

…A sign from our last Student Spring Capstone Project Presentation Event: 14 members at 3 paying levels (Start-ups, Healthcare Domain Affiliates, Innovators (established)

Operational Aspects

Projects: Executed on a member by member basis but via the same order & process (approx. 15 months to get stood up):

1. MOU
2. I3L Membership Agreement
3. NDA / CDA as required by member (Always easier to use GT two-way)
4. Demonstration Research Agreement (DRA) - For Proofs-of-Concept in Health IT interoperability (Connectivity)
5. Scope of Work (SOW) Development: Member & I3L jointly. Includes Deliverables or Milestones Timeline
6. Project Management

Operational Aspects

- **Management Structure: Agility and Multiple Hats (Structure design evolved for more than 18 months)**
- **Associate VP, Health IT** – Institution-wide Liaison / Office of Industry Collaboration Oversight - F/T
- **Sr. Strategic Advisor** – SME, Industry Analyst. Scope of Work Adherence, Business Development Lead – F/T
- **Faculty Principal Investigators** - Researchers in multiple aspects of Health IT (Computational, Mobile / Wearables, Genomics, etc.) - Project based
- **Associate Director** – General Operations, Membership Sales, SOW Development, Membership Communications, Project Management – F/T
- **Technical Director** – Project Technical team builder, Technical Oversight, Member Sales, Technical Resources Allocation, Proud "Plumber" – F/T
- **Associate Project Directors / Technical Teams** - "Build and Break" basis within institutional partners
- **Legal Affairs, Contracts & Data Agreements & Communications - These functions** are University services based on overhead contributions – these resources can be hard to capture as their attention is campus-wide – not internal F/T consortia roles

Operational Aspects (continued)

STUDENTS! We Love Them! The Educational Mission Is Bound Tightly to the Consortium

- Student IP Ownership Issues Restrict Us to Grad Students (IP Rights retained by GT)
- Students Sign NDAs and are Trained on Confidentiality
- Work on Member Projects and Get Hired Regularly for Known Work Ethic and Applied Technical Skills
- Cost of Students to Develop Proofs of Concept Augments Member Recruitment Budgets
- College of Computing Capstone Project Coursework is Supported by the I3L

Operational Aspects (continued)

An 3L Best Practice is Annual Capstone Project Student Presentation Event

- I3L Membership Serves as Industry Mentors to Student Project Teams
- Occurs Each Spring and Student Teams are From Multi-disciplinary Areas such as Human-Computing Interface, Health Informatics, Biomedical Engineering – Everything from Former Clinicians to pure geeks – Prepares Students for Multi-disciplinary Work Lives

Operational Aspects (continued)

Governance: Multi-Institutional Charter (18 months in Development and Iteration)

- Georgia Tech Research Institute (technical skills, internal investment)
- Institute for People & Technology (Data Management, Marketing, Faculty Access Doorway)
- Enterprise Innovation Institute (Economic Development Mission: Start-Up Suite, Field Education Outreach Aspects, Consortia Conveners in the Field as Existing Extension Agents)

Operational Aspects (continued)

Best Possible Blend of Financing: It's a Mix

- Multi-Year Institutional Investment
- Seed Grant(s)
- Gifts (Foundation / Unrestricted Funds Allow Necessary Biz Dev Activities
- Early Project Funding that Extends Year over Year
- A Blend of Large and Small Projects from the Outset for Resource "Sanity"

#1 Operational Driver: Industry Deliverables

- **Sometimes Inconvenient Truth:** Tenure track research faculty are normally focused on teaching, multiple grants and publishing, so incentives misalignment with deadline-driven project milestones can cause "creative tension."

Operational Aspects (continued)

Helpful Things to Do:

- Schedule faculty calendars well ahead for meetings
- Make sure there are trusted faculty “proxies,” i.e. post-docs and co-PI’s should be budgeted to share industry response and deliverables load
- It works best to make certain to build in publication target dates and align the industry project milestones dates with those – realigns faculty incentives
- Great idea to have weekly “core team” conference call updates and monthly wider stakeholder team project updates (UCB’s idea!)

Operational Aspects (continued)

Set-up of Consortium: Managed by Visionaries and Georgia Tech Research Corporation

- Must be Managed Due to Public Ownership by the Contracting Ownership & IP Policy Entity

Resource Management is Not Static: Members Flex and Adjust With Us

- Balancing Faculty Resources is a Constant Improvement Practice
- Great Grad Students can Be Lifesavers (serve as faculty proxies for ongoing business meeting schedules, reporting, documentation)
- Salary Allocations Need to Be Monitored for Accuracy month to Month and Averages should “True Up” Over Time

Operational Aspects (continued)

Consortium Funds Management has Checks & Balances Built In

- Via GTRC as the Contract Ownership Entity
- One Institute within the University serves as the “Accounting Home” – May Touch 3 or More Accounting Systems

Audit Rights: Managed by GTRC…

- …But Informal Audits on Funds burn Rates are Ongoing by Paying Members Funding Projects

Lessons Learned

- Don't "Over-structure" at the Start: Membership Wants a Say!
- Institutional Investment Must Follow "Soft Money" – Grants are GREAT, but not sufficient
- Aligning Institutional Resources Takes Time: Start Early and Never Stop Marketing Internally
- The "Right People" Makes it Work: Entrepreneurial Experience and / or Spirit (*not* for those craving predictability)
- Small Projects can Take as Much Time as Big $ Projects: Think About the Mix Early On
- This will be New to Some Faculty: Minimize Incentive Misalignment by Candid Conversation & Required Training at The Front of the First Project
- Train the "Whole Org" to Market for You

Thank you!

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