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Event Takeaways

Innovating Care Delivery: From Direct-to-Consumer to Scaled Health System Impact

Boston, April 2026

★ *Member Exclusive*

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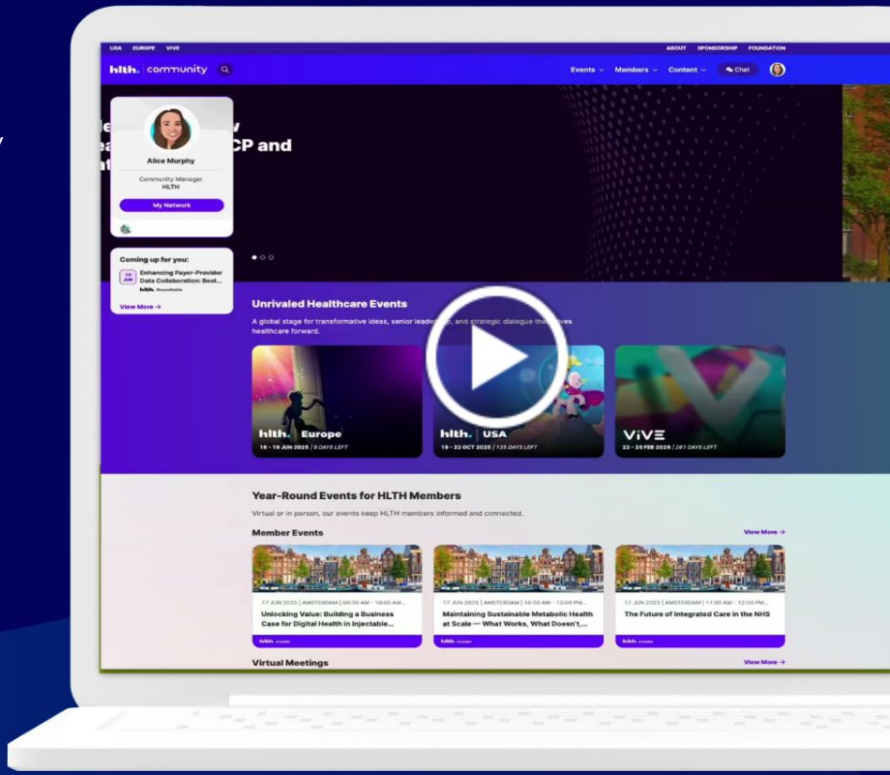
Annually, our events HLTH USA, ViVE and HLTH Europe bring together over 24,000+ attendees from across the healthcare ecosystem with a 1 in 3 c-level audience.

Seamlessly integrating with the HLTH ecosystem, our platform offers unparalleled in-person and virtual opportunities to reach a global network, access exclusive insights, and build strategic partnerships *all year-round*.

In short, HLTH is Where Healthcare Happens.



Agenda

Welcome

Panel 1 - D2C Healthcare

Cody Fair
Chief Commercial Officer
Noom

Andy Shin
SVP & Chief Strategy Officer
Mass General Brigham

Samer Ansari
Head of Commercial Innovation & External Experience
Takeda

Ankita Deshpande
Global Marketing & Commercial Lead - Rare Disease
Moderna

Roundtable Discussions

Networking Break

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Panel 2 - Scaling Innovation

Ami Bhatt
Chief Innovation Officer
American College of Cardiology

Anders Tveteraas
SVP, Strategy & Business Development
Boston Children's Hospital

Arpita Bhowmick
Head of Commercial & Patient Services IT, US
Alexion (AstraZeneca Rare Disease Unit)

Sandhya Rao
Chief Medical Officer
Blue Cross Blue Shield of Massachusetts

Ryan Sysko
Chief Executive Officer
Amalgam Rx

Innovation Showcase

Alessio Morley-Fletcher
Co-Chair, Department of Pediatrics' Effective AI Committee
Boston Children's Hospital

Art Papier
Chief Executive Officer
VisualDx

Networking & Bubbles

Executive Summary

Healthcare innovation continues to advance, with new models of care delivery, digital tools, and data-driven approaches reshaping how patients access and experience care. Yet, translating these innovations into scalable, system-wide impact remains a complex challenge.

Insights from the Boston Think Tank highlight a clear shift in focus. The conversation has moved beyond launching new solutions toward integrating them into the realities of healthcare delivery.
Direct-to-consumer (D2C) models are expanding, but their success depends on how effectively they connect into longitudinal care. Similarly, advances in AI, data, and digital workflows show strong promise, but require thoughtful implementation to avoid adding friction or fragmentation.

Across both panels, the importance of alignment emerged as a central theme. Innovation scales when incentives are aligned, when infrastructure supports interoperability, and when experiences are designed around both consumer expectations and clinical accountability. Trust, transparency, and collaboration across stakeholders remain foundational to progress.

The discussions in Boston point toward a future where innovation is defined less by individual products and more by the ability to create connected, reliable, and patient-centered experiences across the full care journey.

Key Themes of the Afternoon

Trust at Scale

Trust underpins adoption across patients, clinicians, and partners. As care becomes more distributed across digital and physical channels patients will seek reliable pathways. Trust is hard-earned over time, but the leap is quick!

Experience + Accountability

Without coordination and follow-through, improved access and UX does not translate into better outcomes

Connected Care

End-to-end, longitudinal care journeys across the patient lifecycle require stronger coordination across stakeholders, clearer ownership of the patient journey, and more consistent data exchange. It also reinforces the continued importance of primary care and care navigation functions.

Interoperability

One of the most important enablers of progress. Despite broad agreement on its importance, practical data exchange remains inconsistent. interoperability is not only a technical challenge. Willingness to share data is increasingly viewed as a signal of organizational maturity and commitment to quality.

Incentives Shape Outcomes

Economic alignment shapes what innovations grow. Behavioral health was highlighted as a clear example. It is widely recognized as high value, particularly in pediatric populations, yet funding and reimbursement structures often lag behind demand. This disconnect makes it difficult to scale solutions, even when the need and potential impact are well understood.

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The Evolution of Direct-to-Consumer Healthcare

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Expanding the Definition of D2C

Broadening Access Points

D2C includes physical therapy, mental health support, medication fulfillment, wearable technologies, AI-enabled navigation tools, and other services patients can access more directly.

A Shift in Patient Expectations

Patients increasingly expect healthcare to offer convenience, clarity, and immediacy. The growth of D2C reflects a broader movement toward services that fit more naturally into people's lives.

More Than a Channel

D2C should be understood less as a specific technology category and more as a new access layer within healthcare, changing how patients engage with care, support, and services.

D2C is not defined by where care happens, but by how directly patients can access and engage with the support they need.

From Consumer Experience to Longitudinal Outcomes

Trust and Interoperability Gaps

Consumer-grade experience has become a baseline expectation in healthcare. Patients increasingly value services that are simple, fast, and easy to navigate, and organizations that deliver seamless interactions are gaining traction across the market. This shift reflects broader changes in how individuals engage with services in other parts of their lives, raising expectations for accessibility and ease of use in healthcare.

At the same time, the discussion highlighted a critical tension. Healthcare is inherently longitudinal, and isolated moments of convenience do not necessarily translate into better outcomes. When direct-to-consumer solutions operate as disconnected episodes, they risk fragmenting the patient journey and undermining continuity of care.

Collaboration Beyond Technology

Progress in this area depends not only on technical solutions, but also on a willingness among stakeholders to operate more openly. The ability to share data effectively is increasingly viewed as a signal of both maturity and commitment to quality.

Without stronger data exchange and coordination, fragmentation will continue to limit the impact of otherwise promising innovations.

The Shift to Ecosystem Fit

From Disruption to Integration

Early direct-to-consumer models were often positioned as alternatives to traditional healthcare. That narrative is shifting. The focus is now on how these solutions fit within the existing ecosystem and address real gaps in access, capacity, and patient engagement.

Targeting System Gaps

Health systems are increasingly using D2C approaches to extend reach in areas where access is limited and economics are challenging. This includes behavioral health, women's health, obesity management, and other chronic conditions that require ongoing support.

Integration Matters More Than Who Pays

Engagement patterns differ between out-of-pocket and sponsored models. While sponsored access can increase uptake, long-term success depends more on whether solutions are integrated into broader care and benefits ecosystems.

The Golden Opportunity

There is a significant opening for platforms that can truly own the patient journey, creating integrated, interoperable systems rather than fragmented tools. The risks are high, but the value at stake is even higher!

Scaling Innovation Across the Healthcare System

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Scaling Innovation in Practice

Healthcare innovation often feels incremental in the moment, but over time, meaningful progress is clear. The growth of telehealth, digital therapeutics, AI-enabled workflows, and direct-to-consumer models shows that the system can evolve when solutions address real needs.

At the same time, scaling remains challenging. Moving from pilot to broad adoption requires alignment with workflows, clear value for multiple stakeholders, and the ability to operate within existing financial and operational constraints. The solutions that scale most effectively are those that solve real problems while fitting into how care is delivered.

Mental Health as a Case Study

Mental health emerged as a clear example of practical innovation, where rising demand and limited capacity led organizations to implement navigation models that improved access without relying on complex new platforms. This reflects a broader pattern where operational simplicity enables scale without adding system complexity.

What was done

- Small, focused teams
- Personalized navigation support
- Faster matching to care

Why it worked

- Addressed a clear capacity gap
- Reduced friction in access
- Required minimal system disruption

What Limits Scale

Scaling innovation remains constrained by structural barriers across the healthcare system. Administrative complexity, fragmented workflows, and misaligned incentives all slow adoption, even when solutions demonstrate clear value. These challenges persist across stakeholders and within organizations, where functions often operate independently.

Today

Administrative processes such as prior authorization create delays, increase burden, and limit efficiency.

Opportunity

Data integration, interoperability, and AI can streamline workflows and reduce manual effort.

Future Direction

More transparent and evidence-driven approaches can enable faster, more coordinated care.

The goal is to redesign processes so they support care delivery rather than disrupt it.

The Shift to Ecosystem Fit

AI as Clinical Decision-Maker

AI can help clinicians and patients access and navigate knowledge, surface relevant information, and support triage and care pathways.

Positioning AI as a direct decision-maker introduces risk, as models can miss context, nuance, and edge cases critical in clinical settings.

Readiness Before Innovation

AI capabilities must be supported by system readiness. Advances in screening and early detection increase the ability to identify disease earlier, but without clear care pathways, sufficient capacity, and coordination, they can create additional strain rather than improving outcomes. The panel called on manufacturers to support building infrastructure to support treatment while building diagnostic tools

Scaling innovation also depends on clinician enablement. As new data sources such as wearables and AI insights enter workflows, clinicians need clear guidance on how to interpret and act on them. Without this, adoption slows and value is limited.

Panel Predictions

Panelists pointed to three likely developments:

- The emergence of agentic AI models in care settings
- More fluid data exchange between providers and health plans
- More intelligent access and triage models that help the right patients get to the right level of care faster

Innovation Showcase

Dr. Alessio Morley-Fletcher and Dr. Art Papier delivered an innovation showcase grounded in real-world clinical experience, bringing underlying gaps to life.

Their session highlighted where clinical reality, cognition, and workflow break down, before Art demonstrated how he has addressed these challenges in practice. Art and Alessio shared lessons from real-world care describing the path to practical solutions for both the patient and the HCP.

Closing Reflection

The Boston think tank made one thing clear: healthcare innovation is no longer about launching yet another app or point solution. The real opportunity lies in building connected, trusted experiences that improve access, reduce friction, and deliver better outcomes over time.

There is a significant opening for platforms that can truly own the patient journey, creating integrated, interoperable systems rather than fragmented tools. The organizations that will lead are those able to combine consumer-grade simplicity with clinical accountability, seamless data connectivity, and meaningful cross-sector collaboration.

While the discussion among a room full of sharp healthcare executives focused heavily on where the system still needs to improve, we closed the session by reflecting on just how far we've come. Many patients in hospital beds today would not have survived even 15 years ago, while others who once required hospital care are now being treated and supported beyond its walls. It was an optimistic note to end on inspiring the room of innovators to keep pushing forward in their mission to make healthcare better.

Thank You To All Our Speakers And Panelists

Thank You To All Our Attendees

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