

# Question and Answers with Vindell Washington, CEO of Onduo

**What is your vision for Onduo and what's the advantage of using Onduo over a standard model of medical care? And is this only for diabetes?**

I joined Verily earlier this year, attracted by the vision of filling the gaps between what happens in a doctor's office and what happens in a person's normal life with high-quality data from digital tools and predictive analytics. No one else has really invested in building out a complete solution here, because this kind of care doesn't fit within the structure of our current healthcare system. Verily is investing in building those predictive analytics engines and behavioral science-influenced interventions, and Onduo is a key vehicle to bring those forward to accomplish this work.

As an ER physician, I firmly believe that there are points when face-to-face interactions and physical contact are important for healing. At the same time, there is a lot of overhead in other areas of medicine and patients don't always get the full education and care they need traveling to the doctor's office, waiting and only getting a few minutes of 1:1 time. Most of healthcare occurs outside the 20-minute visits and outside hospitalizations. Onduo concentrates on what happens at home to provide guideposts and direction—we're an augmentation and system of care that delivers a more extensive and rounded experience. Part of the work we do is to provide services to members directly and then integrate with the broader healthcare ecosystem.

We think now is the time to build on the great work the company has accomplished to date in type 2 diabetes, and bring the Onduo care model to other populations.

**You talk a lot about community and population health. It does seem like this is such an important part of the conversation, What does the community at large mean to you? And do they benefit from Onduo?**

Onduo is working hard to improve the experience of health for all stakeholders. For providers, we offer support beyond the visit, and easy integration with solutions. For employers and payers, who face a revolving door of health services, we help them choose the right program, and support them with population-level health. And for consumers, we can help them stay healthy and engaged—and sustain outcomes.

Today's health consumer won't accept a "one-size-fits-all" solution anymore, and neither should we. We need solutions that integrate the needs of consumers, providers, payers and employers. Despite a growing number of solutions on the market, the cost curve is not bending—most solutions do not address the most complex needs and/or additive chronic conditions that further healthcare spending. We understand health happens on a continuum, with everyday choices and everyday behaviors, and we are focused on building personalized solutions that maintain a holistic approach to the individual, extending better experiences to their entire health community.

One thing we do not want to do—we do not want to displace primary care. Our goal is not to disintermediate care teams but to help them by further educating their patients and answering questions outside of their four walls.

**Everyone is talking about personalization, but how do you grow a company and keep that same level of personalization? I hear you talk about personalizing care at scale—what does that mean?**

I believe that high-quality data from digital tools and predictive analytics are how we will scale personalized care. What we're seeing across the market is the beginnings of how to shift care from volume to value. Our foundation was built for a value-based system. For instance, you're only as good as your data source. We've built an incredible data infrastructure that can understand and stratify our populations and ensure that each person is on the right path. We create advanced real-time cohorts, where members are clustered into cohorts and they receive messages based on their needs. As we learn more about each cohort, we can evolve the clusters, phenotypes, prioritizations and recommendations. We believe each individual's healthcare journey should be their own—we want members to have a personalized path powered by our engine, supported by analytics, great user experience, novel devices and digital interventions. We can do that when they start—and keep doing as their care needs change over time. We've been doing this for thousands of members as we've built up our capabilities, and what we've found is people can achieve meaningful condition-specific outcomes and quality-of-life outcomes.



**About Vindell Washington**

Vindell Washington, M.D., M.S., is the Chief Clinical Officer of the Verily Health Platforms group and the interim CEO of Onduo. He focuses on strategies that will enable advanced technology solutions for healthcare transformation, engaging partners in developing tools and platforms for improving health outcomes and reducing costs of care. Vindell previously served as chief medical officer and EVP at Blue Cross Blue Shield of Louisiana, where he oversaw network operations and contracting, medical policy and quality, disease management, and pharmacy benefits. Prior to that, he was National Coordinator for Health Information Technology (ONC), where he provided high-level executive direction and leadership for ONC programs, operations and policies. Vindell received his medical degree from the University of Virginia and his M.S. degree in healthcare management from the Harvard University School of Public Health.