



Connecting the Dots Between the Brain, Technology and Leadership

NEW YORK—The power of creative thinking and its application in both the professional and personal realm was on full display at Vision Monday's 10th annual Global Leadership Summit, held here on April 13. The day-long event, billed as "BrainStorm," attracted close to 400 top level executives from throughout the optical industry.

The program featured experts from fields as diverse as neuroscience, cognitive computing, retailing, wearable technology and music. Each speaker offered thought-provoking ideas about how to best utilize the incredible capabilities of our brains and leverage new discoveries about the brain, technology and leadership. The imaginative approaches they presented provided insights into the social, customer and patient experience.

Supported by Premier Sponsors Essilor and VSP Global, Signature Sponsors ACEP/ABS Smart Mirror, Adlens and Luxottica and Supporting Sponsors Alcon, CareCredit and The Vision Council, the VM Summit got underway with Marc Ferrara, CEO, Information Services for Jobson Medical Information. "There's a gold rush going on around artificial intelligence. Today, we're focusing on the convergence of brain power and computing power, and it's critical the two work together because



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that's when true creation happens."

Vision Monday's Marge Axelrad, senior VP, editorial director said, "It's Important to move beyond traditional thinking. The future is coming faster and change is coming from anywhere and everywhere. Today, we are literally trying to map the brain and understand how the brain works. You need to know what to do with all that data."

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Go to VisionMondaySummit.com for all the Summit highlights including VM's overview story summarizing the presentations of the day, slideshows, videos and more.





David Kepron on Why Gray Matter Matters

David Kepron, vice president, global design strategies at Marriott International, and author of “Retail (r)evolution, Why Creating Right-Brained Stores Will Shape the Future of Shopping in a Digitally Driven World,” set up the meeting’s theme, “BrainStorm,” by discussing how our brain affects our behavior, as consumers and as providers of goods and services. “If we talked about the customer’s brain, we might think differently,” he said, adding that neuroscience can help us understand how neural firing patterns create thoughts, feelings and behaviors.

Kepron pointed out that play is important to the brain’s growth because it lets us develop empathic behavior. “We’re wired for empathic connection,” said Kepron, who called the brain “the social organ.”

We are also wired to process new information, Kepron noted. He said the brain makes room for new information through a process known as “synaptic pruning,” in which old information is discarded if it isn’t frequently used. He observed that our brains crave novelty, which triggers the release of the chemical dopamine. “Dopamine moves into the neural system and we love it,” he said.

Kepron advised retailers and marketers to use storytelling techniques to create novel, in-store experiences for customers. He said that by drawing on “the power of experience” to create stories, companies can communicate a brand’s essence to consumers.

“Brands have stories, brands love stories,” Kepron said. “Your brain is activated as if it’s in the story. It has the ability to stick you in space and time within the story.” He advised the Summit audience, “If you want to push a new brand into market, tag it with experience.”

Referencing the classic movie, “The Wizard of Oz,” Kepron said that experiences allow us to stretch our brains beyond the “cognitive Kansas” into the realm of imagination. He pointed out that



David Kepron believes that neuroscience can help us understand how neural firing patterns create thoughts, feelings and behaviors.

Dorothy, the movie’s protagonist whose unconscious mind imagined Oz, didn’t go there alone. She went with her friends the Tin Man, the Scarecrow and the Cowardly Lion. “Oz wasn’t a space that held stuff, it was a place which held memories and rituals,” Kepron said.

He pointed out that Marriott creates powerful experiences for its customers by “bringing them to the essential places of wonder.”

Describing how technology is shaping our world as well as our brains, Kepron postulated that information overload and our increasing involvement with electronic devices may be leading to loss of

Kepron advised retailers and marketers to use storytelling techniques to create novel, in-store experiences for customers.

empathy. He said this trend is creating a narrowly focused consumer culture that consists of “a market segment of one.”

On the positive side, Kepron asserted that “the power of digital technology, gives us the intrinsic ability to extend one shopper’s mind to the world. It lets us put together a multi-dimensional, digitally connected cognitive coalition of like-minded loyalists.”

According to Kepron, “The retail world is no longer a two-dimensional landscape, it’s a three-dimensional, interactive, multi-layered sphere of interdependencies” that produces “a creative collaborative consumerism.” The “shareability” of the experience is a key factor for engagement, he said, adding that making meaning and sharing it with others is characteristic of a new type of “creative, collaborative consumerism” which he called, “the brand of we.” ■

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STORY's Rachel Shechtman: Retailing Is 'Content, Commerce and Community'

Rachel Shechtman, CEO and founder of STORY, the groundbreaking New York-based concept store known for its ever-changing, editorial approach to retail, shared her unique perspectives on the shopping experience. A fourth-generation retailer, Shechtman called STORY, "a living lab" that is constantly changing, a "community center" where she and her team are "creating unexpected opportunities" for customers. "The process of access and discovery in the physical world is so important," she noted.

Shechtman explained that "STORY takes the viewpoint of a magazine, changes like a gallery by updating its themes, design and products every three to eight weeks, and sells things like a store." In four years, STORY has created 28 unique retail installations in partnership with companies such as Intel, American Express, GE, Target, Lexus and Cigna, who serve as sponsors for the experience.

STORY partners with different marketers by using merchandising and experiences to tell the story of their brand. Shechtman stressed that "experience per square foot is more important than sales per square foot." She added that the key to a successful partnership with her clients is combining "a contextually relevant brand telling stories through a retailer for a contextually relevant product."

Shechtman and Kepron then engaged in a Q & A session about her retail philosophy, which she summed up as being about "content, commerce and community." She agreed that retailing "is not just about selling things, it's about experience. Experience sells things, not the place. If you're not actively trying to open their pocketbook and you give them an experience you will have mind blowing results."

In response to Kepron's question, "How do you engage the makers in the telling of their stories?" Shechtman responded that "every single touch point experience is the telling of that story by the maker."

Asked how she measures STORY's success, Shechtman said she doesn't judge it based on sales, but



STORY takes the viewpoint of a magazine, changes like a gallery by updating its themes, design and products every three to eight weeks, and sells things like a store.

Using a Q&A format, David Kepron (l) queried Shechtman about her retail philosophy, which she summed up as being about "content, commerce and community."



instead uses traditional media pricing as a measure. "I look at us more as a media property," she said.

Given STORY's uniqueness, Kepron wondered if Shechtman thinks it is scalable to other locations. "I'm not interested in scaling the experience," she said. "If STORY is a lab, I would rather try to scale our capabilities."

Shechtman said that as a shopper, she is drawn to stores that "offer something I can't do on my couch. It has to provide an experience that requires me to be standing in that store, because I think at the end of the day, we all have one very scarce resource, and that's time." ■

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VM LEADERSHIP SUMMIT

Lenskart Revolutionizes Eyewear and Eyecare in India

NEW YORK—How do you help nearly 362 million citizens find a solution to their eyecare and eyewear needs in a country as massive as India? Just ask Peyush Bansal, CEO and co-founder of Lenskart, India's fastest-growing optical retailer.

In a morning session titled Smart Thinking, New Consumers, Bansal described the company philosophy as customer-obsessed, energetic and tech driven. In short, "We are change makers." He then went on to outline how Lenskart has grown and learned to use a unique mix of technology and on-site sales to fill the overwhelming need for eyecare and eyewear in India.

"Of the 532 million people in India who need vision correction, only 170 million people have it." In response to this need, the former Microsoft executive helped start Lenskart.com, the Indian online portal for eyewear in 2011 and because of the large number of people that needed vision correction, "we knew we needed innovative solutions but we had to make it simple and easy to use," he said.

Bansal's background at Microsoft was a training ground for him, a learning experience where "it was all about creating meaning." Knowing that nearly 70 percent of Indians use mobile devices for shopping online, Bansal was able to leverage the online solution. Lenskart partnered with Ditto and uses the 3D try-on app powered by the company.

"Traditionally, people in India viewed eyewear as a medical necessity, but we knew we had to make it fun," he said.

The next logical step was to open brick-and-mortar retail stores where, according to Bansal, "we could create an omni-channel experience. Today's stores work because of the success of our online services."

The next challenge, was addressing the shortage of trained optometrists in India. "We worked with the government and developed a program



Peyush Bansal described the Lenskart philosophy as customer-obsessed, energetic and tech driven. In short, "We are change makers."

where we could train and certify people to become optometrists." Lenskart then launched a mobile program where consumers could book at home eye exams over the internet. "We developed our own equipment and auto refractors, which turned into Home Eye-Check-Up an uber-like concept for eye exams and dispensing."

The business model has certainly paid off. Today, Lenskart offers private label solutions for ophthalmic and sun eyewear as well as contact lenses. Over the last five years, Lenskart has grown to become India's leading online eyewear store, selling over 100,000 pairs of glasses per

month. And as of 2015, Lenskart fulfilled nearly 1.5 million orders for eyewear making it a truly pioneering force in India's online eyewear field.

Ultimately, Bansal believes the company's success is based on leveraging technology—currently, 30 percent of sales are via its proprietary mobile app—and with a hybrid business model of on-line, mobile refractionists and physical stores integrated to create enthusiastically satisfied customers. "We are reaching out to the younger generation and know that the older patients will want to follow their lead." ■

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VM LEADERSHIP SUMMIT

Adventures in Brainland: Video Games as Therapeutics

The fourth session of the day-long event, “Adventures in Brainland” brought two presenters to the stage: Adam Gazzaley, MD, PhD, professor in neurology, physiology and psychiatry as well as director of the Gazzaley Lab at the University of California, San Francisco (UCSF); and Jim Marggraff, serial entrepreneur and founder, chairman and CEO of Eyefluence, a Silicon Valley startup bringing eyes to the center of head mounted displays (HMDs). Beginning with Gazzaley, both masterminds of their respective fields would shed some light on grey matters of the mind, and present solutions to problems by employing new digital inventions.

As Gazzaley took the stage to kick off the mid-morning session, he introduced the audience to his lab’s adventurous hypothesis: that video games may be used as therapeutic devices to help treat memory loss, attention problems and other neurological issues.

“Modern humans have always been preoccupied with reaching high level performance [in physical fitness],” said Gazzaley. “But what have we done in optimizing the brain? In this regard,

we’re tragically lacking.”

The Gazzaley Lab aims to bridge the gap between technology and neuroscience by studying, mainly, the neural mechanisms of memory, attention and perception, and their relationship to physical activity. This cognitive-physiological link, he said, may be the key to solving issues of the mind related to aging and childhood development.

“Video games live largely in entertainment, but that’s changing,” said Gazzaley, telling Summit audience members about eight games his lab has developed to test improvement of cognitive functioning.

One such game is the Brain-Body Trainer, or BBT, which combines mental and physical training by setting participants up with video game mechanics, a Kinect motion sensing input device and a heart rate monitor, together measuring the game’s effect on body and mind. According to Gazzaley, participants in the BBT showed significant improvements in blood pressure, as well as indications of improved working memory performance.

Further applications of these findings, Gazzaley explained, could be as simple as improving working memory in aging adults, or as groundbreaking as improving brain functioning in adolescents with depression or Attention Deficit Hyperactivity Disorder (ADHD). In the future, video games like the BBT might reduce prescriptions of pharmaceuticals for mental disorders, he said.

“Can technology be the solution where we failed in molecules?” Gazzaley asked, referring to pharmaceuticals’ tendency toward a one-size-fits-all method. “The answer is less complex than you might think. Technologies can be used to create experience and experience is the gateway to brain plasticity.

“Witnessing a single tragic event can detrimentally damage the brain for life,” said Gazzaley. “We want to use technology to create powerful experiences, to maximize plasticity, to improve functioning of cognitive abilities and ultimately, to elevate our minds.” ■

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Gazzaley believes video games may be used as therapeutic devices to help treat memory loss, attention problems and other neurological issues.



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Transforming Intent Into Action: Eye-Controlled HMDs

Eyefluence, a startup company based in Milpitas, Calif., is stacked with leadership experience in consumer electronics, engineering and sales. Add to that about 10 years' worth of eye studies, algorithm development, optical and illumination system design, and field applications, and you have what Jim Marggraff believes is the future of head mounted displays (HMDs): eye-controlled interactions.

The notion of "transforming intent into action" is somewhat of a tagline for Eyefluence, repeated throughout the company literature as well as by Marggraff himself during his VM Summit presentation. What the phrase describes is the potential of Eyefluence's software to allow fast, seamless control of a digital device through movement of only the eyes.

"Eyefluence transforms intent into action through your eyes," said Marggraff. "The bar that I set was that anything you do with your phone using your finger, you should be able to do using your eyes—and faster," he said. "It was a high bar."

Eyefluence partners with HMD manufacturers and market leaders to engineer and integrate eye-interaction technology into augmented reality (AR), virtual reality (VR) and mixed reality (MR) scenarios. In laymen's terms, the company wants to be the first to bring technology allowing your eyes to do what your hands do with digital devices to the consumer level.

According to Marggraff, wearables currently on the market, which allow the use of hands and heads to move and interact within an environment, "are fundamentally incomplete," he said. "There are 100 companies developing HMDs right now dealing with one challenge: control. We have hands, head and voice—but what about the eyes?"

A worthy question when posed to an audience of leaders, and perhaps future innovators, of the



Marggraff said technology could "improve thinking, communication, socialization...and advance you as a human being."

eyecare industry. "We want to transform intent into action," Marggraff repeated. Showing VM attendees a real-time video demonstration of his own interaction with Eyefluence's software, Marggraff proved that this is no trick of the eye, but a viable use of eye-tracking technology.

"The key thing to take away is: I was using a new eye interaction model. No waiting, no dwell, just looking."

This technology, Marggraff said, could "improve thinking, communication, socialization...and advance you as a human being. That's what we're up to." ■

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Jim Marggraff believes eye-controlled interactions will be important to the development of HMDs.



Thinking Inside the Box: Harnessing Creativity With Ted Gioia

After diving deep into the inner workings of the brain, the Summit program segued to the less tangible concept of the mind and its relationship with creativity. *Vision Monday's* lens and technology editor, Andrew Karp, took to the stage to introduce, Ted Gioia.

Gioia, a musician, author and expert on management and business creativity began his presentation with a major reality check about creativity. In giving the audience the truth on creativity for people and organizations, he made it clear that organizations actually hate creativity. While they know they need it, businesses are highly suspicious of it, he explained.

"Organizations are afraid that someone's creativity is going to put you out of business, and creativity is often not a compliment," Gioia said. "Organizations believe that they need to step outside of their business to get creative."

Gioia emphasized that for an organization to thrive, it needs goals, hierarchy, a specialization of responsibilities, data-driven decisions and routines. Highlighting creativity counters all of these objectives, but that is also why the particular creativity that thrives inside of a business environment is "the most unusual kind of creativity."

"It's the kind of creativity that challenges us, that forces us to think in different ways, the kind of creativity that takes us out of our comfort zone," he said.

According to Gioia, while innovation is necessary for a company to move forward, creatives are praised only after achieving success or at times even punished for it. He went on to say that creativity is often seen as disruptive and people who claim to support creativity actually oppose it in real-life situations.

However, creativity is encouraged to counter the Vasa Syndrome. Gioia explained, that this takes its name from the failed attempt by King Gustavus Adolphus to build the most powerful warship in the world. After the crew followed every instruction by the king, the ship sank on its first voyage in 20 minutes, less than a mile from shore.



Vision Monday's Andrew Karp gave the audience some background on Ted Gioia, a musician, author and expert on management and business creativity.

Through this illustration, Gioia clarified that creativity is encouraged to prevent people from blindly following orders even when they're wrong. Therefore, cultivating creativity in an organization is the only way to defy the negative effects of bureaucracy and hierarchy.

And that's where thinking "inside" the box came into the scheme of things because to effectively cultivate creativity, the traditional method of stepping "outside of the box" just won't cut it.

Gioia showed the detriments of "outside of the box" thinking with examples of powerful companies who went too far outside of the box and missed a huge opportunity at its doorsteps with disastrous results. For example, Xerox invested \$1.6 billion to enter the financial services business in the 1980s and ended up missing the office technology revolution led by Apple. They exited financial services in the 1990s.

It's through The Lion King Approach—creating new concepts from ideas rooted in the familiar—that creativity within a business is the most success-



Ted Gioia told the audience that creativity is often seen as disruptive and people who claim to support creativity actually oppose it in real-life situations.

ful, he explained.

According to Gioia there are five viewpoints or roles to help develop the skill of looking at the familiar in new ways:

A- Administrator

E- Entrepreneur

I- Integrator

O- Output maximizer

U- The person who wants to Understand

Out of these viewpoints, Gioia said there is no best role—each is essential and every person has one that they rely on most. However, the most creative people can move from role to role, even ones that aren't natural to them, while the biggest cause of failure is someone overplaying their strongest role.

"Creativity is a lot more methodical than you believe. It's a lot more anchored in what already exists," he concluded. ■

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VSP's McGrann Cites Opportunities in Interview With VM's Axelrad

We look at ourselves as a provider of opportunities,” said Jim McGrann, president and CEO of VSP Global, in an on-stage conversation with *Vision Monday's* Marge Axelrad, senior VP, editorial director. “It’s all about getting the opportunity (VSP member) into the practice and supporting it through software, frame and lens products—however we can.”

McGrann covered a wide range of subjects in discussing the five business divisions of VSP Global that in combination will yield \$5 billion in revenues this year, he said.

VSP’s core business, accounting for more than \$4 billion of those revenues, is VSP Vision Care, which just marked its 60th year in business and surpassed 80 million members. McGrann said, “We’re looking ahead to the next 60 years with the same mission that we’ve had all along. We want to help people to see better and to help as many people as we can.”

McGrann noted that 85 percent of its vision care revenue is paid back to doctors. The business then is run on 10 percent of topline revenues. “For anyone who knows the insurance business, that’s a world class number,” he said.

In order to grow its core business, VSP is continuing to raise awareness about the importance of an annual eye exam. “We also need to provide access to care in ways that people want it delivered,” he added.

The other VSP businesses include Marchon (frames), VSP Optics (lens and labs), Eyefinity (practice management, EHR, B-2-B portal) and Retail Development (omni-channel delivery of eyecare and eyewear). In years past, the businesses were “fairly siloed,” he said, and the goal now is to unify them to “magnify strengths and minimize weaknesses.”

Across all VSP businesses, a major focus is B-2-I, or business to individuals. “Individuals want to be treated a certain way and we’re trying to look at the



Vision Monday's Marge Axelrad (l) with VSP Global's Jim McGrann, in a one-on-one conversation which also offered attendees an opportunity to pose questions.

marketplace and ask, for our 80 million members, how do they want eyecare and eyewear delivered? The key is to make sure all preferred channels of delivery are open and to keep doctor and patient connected in all of those channels.”

McGrann also discussed the VSP Premier program, designed to support doctors who are doing business across all VSP businesses. “Joining Premier is entirely voluntary, but we think there are enough benefits to have you want to participate,”

The crowd listened intently as VSP's Jim McGrann updated everyone about VSP Global's business goals.

he said. He cited findings that the program has driven 26 percent more new patients into participating practices, equating to an increase of \$300,000 in new revenue per practice.

Also discussed were changes in frame reimbursements to “align more realistically with how frames are purchased,” McGrann said. He also reported on the development of onsite clinics, and on a five-location test in which VSP provides services to CVS. VSP will continue to explore emerging modes of eyecare and eyewear delivery, McGrann said, adding, “It’s good to have a seat at the table.”

As VSP looks down the road three to five to 10 years ahead, it will closely examine the growing role that new technology will play. “We all need to keep an eye on this. There is no company in the world today that is not, in some form, a technology company,” McGrann said. ■

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An Evolution in Health Care Involving the Body, Biology and Data

Michael S. Weiner, DO, chief medical information officer at IBM Healthcare knows a thing or two about key health care initiatives and how they fit into today's complex world. In his role at IBM, he is tasked with identifying new business areas and opportunities that will continuously increase the delivery of quality health care solutions.

His session on the Future of Health Care With Cognitive Computing offered attendees a look back at outdated modules and a view into the future of new health care strategies.

Weiner believes the future of health care is closely aligned with three major trends: an aging population, more technology and new care models. "Every day for the next 20 years, 10,000 Baby Boomers will reach age 65. And by the year 2030, the number of people with chronic conditions will have increased by 37 percent since 2000," Weiner said.

But today's health care industry is dealing with data overload and plugging new technologies into old business models has caused health care costs to rise rather than fall. "Today, everything needs to be in the cloud. No one is putting a server on their premises anymore to support all of this data. This way the physicians can be easily engaged and the patients can be engaged. The end result is that we can spot, treat and prevent disease early," he said.

Weiner feels a new ecosystem of disruptive business models for health care must arise: mobile care services, wireless health devices, home monitoring, telehealth e-visits and even hospitals at home. "Ultimately, technology is being sought out to help deliver better quality care at a better cost for the population," he said.

Other new care models are also starting to emerge. "Now that we are starting to move care out of the hospital and clinic and into the home we are going to start to have sensors in the home. I recently worked on a project where we measured



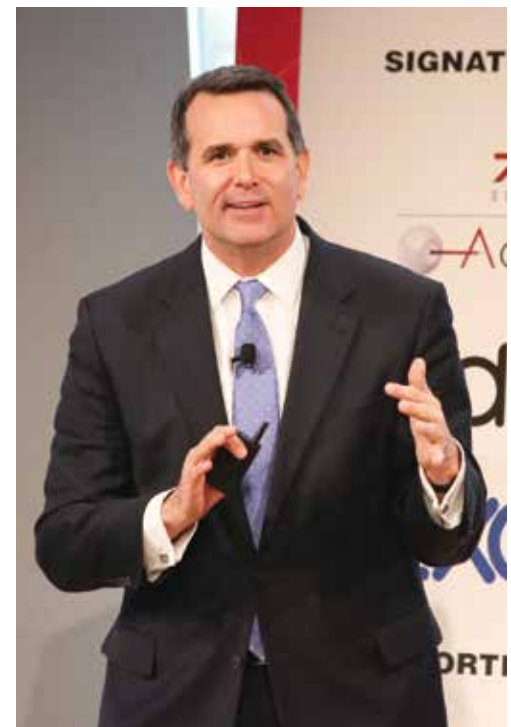
To prepare for Watson's appearance on Jeopardy, IBM fed it 30 years of the game show's questions and answers and trained it to answer correctly.

people walking through the house. Once they got a hip replacement, we wanted to make sure their life flow was the same and they can continue to walk through the house. We were able to monitor that through the sensors."

A prime example of the convergence of health care, technology and new care models is IBM's high profile cognitive system, known as Watson. To prepare for Watson's appearance on Jeopardy, IBM fed it 30 years of the game show's questions and answers and trained it to answer correctly. "After Watson's win on Jeopardy in 2011, the health care organizations started calling, so we sent Watson to medical school and a year ago we launched IBM Watson Health," Weiner said.

Today, Watson is ushering in a new era of computing as it helps to treat cancer, read EHRs and medical images, in the fight to treat diseases early and up the preventive medicine game. ■

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IBM's Michael Weiner offered attendees a look back at outdated modules and a view into the future of new health care strategies.

VM LEADERSHIP SUMMIT

Scene at the VM Summit



1. My Eye Dr.'s Sue Downes and Rosin Optical's Jonathan Rosin, MD.
2. Barry Thienes, OD and Laurie Clement, OD, both from the Canadian Association of Optometrists.
3. Kaiser Permanente's Michael Cap and Katherine Torrence.
4. Joseph Mallinger, OD, Vision West and Ian Lane, OD, VisionWeb.



5.

5. Kenmark's Cynthia McWilliams and David Duralde.



6.

6. (L to R) Gunnar Bjorklund, Revolution EHR; Chris Millet, PECAA; and Rev360's Natasha Vora and Scott Jens, OD.



7.

7. Luxottica Wholesale's Alessandro Lucanto with National Vision's Reade Fahs.



8.

8. Ann Hoscheit, OD, Eyebridge Consulting with Carol Record, OD, Drs. Record & Record Optometrists PC.

VM LEADERSHIP SUMMIT

Scene at the VM Summit



9. ClearVision's David and Peter Friedfeld.

10. Steven Loomis, OD and Jon Hymes, both with the American Optometric Association.

11. (L to R) Ted McElroy, OD, SECO International; April Jasper OD, Advanced Eyecare Specialist; and Alcon's Carl Spear, OD.

12. (L to R) Kaiser Permanente's Susy Yu, OD and Eric Werts; Larry Macapagal, OD, Vision Essentials by Kaiser Permanente; and Marty Bassett, Walman and The Vision Council.



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SUNY Student Innovator Honoree Picks Up Award

NEW YORK—Vanessa Fimreite, a fourth-year optometry student, and the first recipient of the SUNY Student Innovator Award was on hand at the VM Summit on Wednesday to pick up her award. In March, Essilor of America, Jobson's Rick Bay Foundation and SUNY Optometry, announced that Fimreite was the recipient of the \$5,000 award, which was first announced at last year's Vision Monday Global Leadership Summit.

The honor was designed to reward an original concept developed by a SUNY Optometry student that is impactful, viable and feasible in today's optometric practice. Fimreite's winning idea, known as MAVA: Mobile Acuity and Vision Assessment, is a vision screening app geared to assess young children. It was presented for the first time publicly to the attendees at this year's Summit.

The competition began last fall when students were invited to submit abstracts related to innovations or improvements in clinical eyecare, research, practice management, optometric education, health care policy, community education, technology, social media and more.

"Jobson's Rick Bay Foundation is thrilled to be able to work with Essilor and the SUNY College of Optometry in awarding the first SUNY Student Innovator Award," said Marc Ferrara, CEO, Information Services for Jobson Medical Information. "The Student Innovator Award program is a unique partnership which will encourage the next generation of optometry to bring impactful, innovative ideas to the profession and our industry."

"The future of optometry is important to Essilor, and through awards like this, we have an opportunity to recognize optometry students whose ideas have the potential to make a lasting impact on our industry," said Essilor's SVP of customer development Howard Purcell, OD, FAAO.

In 2017, VSP will be joining as a supporter of the competition, Ferrara announced at the VM Summit. ■



Essilor's Howard Purcell, OD, FAAO (l) and Jobson's Marc Ferrara (r) present Vanessa Fimreite, with her award.

VM LEADERSHIP SUMMIT

Mind Over Matter: A Matter of the Heart for Leslie Saxon, MD

Leslie Saxon, MD, has her heart set on disruptive innovation in health care. As a cardiologist and founder/executive director of the University of Southern California (USC) Center for Body Computing and USC Virtual Care Clinic (sponsored by VSP Global), Saxon's passion for providing affordable, global health care shows. "Access to care is the problem we haven't been able to solve," said Saxon, during an energetic start to her VM Summit session, "Mind Over Matter." "What I think we're evolving to is digital care."

For Saxon, the future of health care—be it cardiology or optometry—is not expensive devices, but mobile technology that can "leverage storytelling and social networks for health," she said. "Once we take the fear out of medicine, we can turn it into a virtual story. We can engage people for their own good."

At the USC Virtual Care Clinic, researchers aim to create a system of digital health care in which patients have the ability to access world-class care, without having to visit a world-class doctor. In other words, what Seamless does for food delivery and Uber does for cab rides, the clinic seeks to do for medical diagnosis and care—"doctors on demand."

Building a data cloud of health, Saxon said, could provide context for patients and give them a more voluntary and active role in their own care. "Let's make the patients the center of this," she said. "Contextualized health care, meant for you, on demand."

In a Voice of America (VOA) news clip played during her presentation, Saxon said, "There are only so many experts in the world, and we're never going to be able to supply the needs of the entire world. We can 'clone,' if you will, many of the experts, to provide care anywhere, anytime—without borders."

And further, Saxon said, the emotional states of doctors themselves can flaw patient care. "We're human doctors," she told VOA. "We're not always



Cardiologist Leslie Saxon, MD has her heart set on disruptive innovation in health care.

in the same mood; we're not always delivering information in the same way; we're not always as current as we need to be. These virtual humans are hopefully smarter, and potentially even read the patients better."

The solution to the global need for timely, accurate and personalized care, Saxon believes, is virtual care—care that is continuous, autonomous, contextualized and even non-judgmental. "If I ask a patient, 'did you take your drugs today,' they think I'm asking, 'are you a good person?' How do we eliminate that judgment?"

At the VM Summit, Saxon called out some of the major players of social media to illustrate her point: "If Facebook has over a billion users, why

can't we use that to integrate and connect health care in a private place? YouTube provides amazing, engaging videos at a low price for entertainment—why not for medicine?"

And finally, "Make medical discovery like Instagram—kids will know their heart rate and blood pressure," she said.

The application for eyecare professionals, Saxon said, is integrating eye health into the overall health of the individual. "It's engaging the emotional state of the user in a way that's charitable, in a way that demonstrates gratitude—which leads to happiness, which leads to better health." ■

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Melding Music and Creativity: A Dialogue With Bill Charlap and Ted Gioia

Listening to people speak about creativity is interesting, but watching first-hand someone's creativity at work is an entirely different experience, one that was brought to attendees as the 10th annual VM Summit came to a close.

Set as a dialogue, Ted Gioia, an expert on business creativity and music, returned to the VM Summit stage to introduce and speak with Bill Charlap, Grammy award-winning jazz pianist, bandleader and educator. The dynamic discussion melded the worlds of music and creativity and the unique structure and relationship between them.

"We've been talking a lot about creativity, and there is no better way to learn about it than to hear from someone whose job day in and day out is to be creative," Gioia said.

The conversation touched on various aspects of being a creative individual such as creativity on command, finding inspiration as well as coexisting and collaborating with other creatives.

For Charlap, the energy of music and creativity was always present in his home growing up with his father, who was a professional songwriter. He noted how important it was to keep the momentum going by actively seeking inspiration instead of waiting for something to come along and inspire you.

"It's about not waiting for inspiration but having the creative juices flowing all of the time," he said.

When asked by Gioia how he prevents his job from becoming routine after all of these years, Charlap explained that there is still newness to be found in every experience. It's having the ability to approach an idea from a fresh perspective and use that as a muse.

"The mystic of jazz is that it's different every time," he said. "Music is still rife with ideas. It's a canvas. I don't think about every single word I'm saying before I say it. It's instantaneous. That's how music is. It's a language."

And while that is what keeps the creativity flowing, Charlap also recognized that there is a concrete process and methodology to creating, a concept paral-



Charlap ended the session as he played the piano and took song requests from the audience.



Ted Gioia (l), business expert on creativity, interviewed jazz pianist Bill Charlap about the connection between creativity and music.

lel to what Gioia illustrated with "thinking inside the box" during his earlier session.

"There is still a structure, and that structure is a stringent structure. You have to have creativity within the frame."

Within the frame of creativity, working with other creatives can be presented as a challenge. While confidence is attractive, it is imperative to be able to listen not just to what is being said or done but to the subtext of what is being said, Charlap explained.

"I'm lucky. People I worked with, iconic figures such as Tony Bennett, Barbara Streisand, Steely Dan and Wynton Marsalis—you know they want you to be yourself. And they want you to bring what it is that is special about you to the table," he said. "And at the same time, it's about listening all the time.

"Look at Fred Astaire and Ginger Rodgers. One is not the leader. They're both dancing along with each

other and playing with each other. And even if I'm playing alone, I'm playing with the sounds of the canvas that exist within my inner ear."

Through his career, working with musical legends and becoming one in his own right, Charlap offered his advice to the younger musicians who are just starting out. Charlap advised younger musicians who might still be struggling with creating on command and finding inspiration to work on equipping themselves with a full box of tools.

Charlap ended the session and the Summit by demonstrating his creativity with musical prowess as he sat at the piano and accepted song requests from the audience. ■

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