



***“Health Care Technological Innovation - From Idea to Commercialization”  
The Thirteen Course***

An Executive Program for Biotechnology, Medical Device and Health IT Entrepreneurs and  
Managers Offered by:

**The Coller School of Business, Tel Aviv University**

**Lahav Executive Education**

***And In collaboration with***

**Israel Advanced Technology Industries Organization (IATI)**

**December 8<sup>th</sup>-11<sup>th</sup>, 2019 - Sunday through Wednesday, Tel Aviv, Israel**

**Program Directors:**

**Dr. Benny Zeevi**

Program Founder  
Managing General Partner  
Tel-Aviv Venture Partners

**Robert Goldberg, Ph.D.**

Vice President  
The Center for Medicine in the Public Interest  
CEO Thrive HealthRx, LLC

**Mike Berman**

Medical Device Investor/Entrepreneur  
Past President of the Cardiology Business of Boston  
Scientific

## Course Syllabus

Day One: Sunday, December 8th, 2019	
Day's Theme: The Creative Process and Technology Assessment	
8:30AM-9:00AM	<b>Registration/Administrative Continental Breakfast</b>
9:00AM – 9:30AM	<b>Welcome and Opening Remarks by Course Directors:</b> Introduction to Program Structure and review of required assignments Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners
9:30AM – 10:15AM	<b>Session 1: Keynote Lecture</b> Prof. Elazer Edelman, Institute for Medical Engineering and Science, MIT, Cambridge, USA
10:15AM – 11:15AM	<b>Session 2: The Persuasive Pitch, Part 1: Introduction of course participants</b> Barry Katz, Founder and CEO, Barry Katz Communicating Success Mike Berman, Medical device Investor/Entrepreneur, Past President Cardiology Business, Boston Scientific Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners  In order to give participants a chance to learn more about their colleagues in the course, and as the first part of our focus on presentations, we are asking each participant to prepare and deliver a 3 minute presentation, using 4-5 power point slides, to introduce himself and his/her company to the group
11:15AM-11:45AM	<b>Coffee Break</b>
11:45AM-1:30PM	<b>Session 3: The Persuasive Pitch, Part 2: Introduction of course participants</b>
1:30PM – 2:30PM	<b>Networking Lunch</b>
2:30PM-3:20PM	<b>Session 4: Project, Product or Company? Assessment and Qualification of Technologies as a Basis for a Startup</b>

	<p>Healthcare (Medicine) must actively adopt Innovation in its teaching and culture, rather than letting it occur passively. Innovation is needed to overcome the many unmet needs that exist in Healthcare (Medicine) today. The successful translation of discoveries from the lab to the market is the greatest challenge facing an entrepreneur. Many companies are formed on technologies emanating from university laboratories and spinouts from major corporations as well as new ideas originating by life science companies' ventures. One must define what is the objective vs. what is possible in the healthcare market. Many healthcare innovations fall because they neither integrate with existing clinical practice nor are successful in creating new ones. This session will provide tools and a contextual framework as to how technologies can be assessed by founders, corporations and VCs so that they can orient and characterize their business for capitalization and partnering.</p> <p><b>Moderator:</b> Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners Evan Norton, General Partner, Accelmed</p>
3:20PM-4:30PM	<p><b>Session 5: Session 6: Market Analysis and Competitive Analysis - Essentials of Marketing in life Sciences Companies</b></p> <p>This session will focus on Market analysis, Clinical state of the art and product positioning: assessment of different applications for the same product (choosing the right application from commercial point of view), Determination of subgroup of patients most appropriate for the product, Competitive analysis, Importance of opinion leaders, patients groups, patients organization and Selling strategy: To build mutually satisfying long-term relationships with key customers in order to acquire and retain their business.</p> <p>Competitive analysis -- product differentiation linked to improvements in efficiency and effectiveness – can help potential customers' better grasp the implication of economic value for their own businesses. Economic value to the customer analyses are calculated as cost savings, improvements in long-term client retention, decreased speed in client acquisition, increased average revenue/customer, and revenue associated with the opportunity/ability to establish entry barriers. Often times, making these explicit links from the market and competitive data can lead to powerful insights as to the value of the offering to the customer, and help make a transformative difference in outcome.</p> <p><b>Moderator:</b> Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners Evan Norton, General Partner, Accelmed</p>
4:30PM-4:45PM	<p><b>Coffee Break</b></p>
4:45PM-5:45PM	<p><b>Session 6: Keynote Lecture: Naturalistic Measurement with Digital Technology and the Convergence of</b></p>

	Clinical Trials and the Real World Dr. Dan Karlin, CEO of HealthMode.co
5:45PM – 6:45PM	<b>Session 7: Keynote Lecture- The New "Kids" on the Block: Microbiome -Case study, what can we learn?</b> Mike Berman, medical device investor/entrepreneur, past President of the Cardiology business of Boston Scientific
6:45PM	<b>End of the day....</b>

**Day Two: Monday, December 9<sup>th</sup>, 2019**

**Day's Theme: Strategy and Execution**

8:30AM-9:00AM	<b>Continental Breakfast</b>
9:00AM-10:00AM	<b>Session 8: Keynote Lecture - Lessons Learned from the Development of TAVI</b> Stanton Rowe, Founder & CEO NTX Biomedical
10:00AM-11:00AM	<b>Session 9: The Persuasive Pitch, Part 2: Presenting Your Idea—and Yourself—With Purpose, Clarity, and Power</b> On the path from 'idea to commercialization' you will need to communicate persuasively about your product, your company, and yourself to a wide range of audiences—investors, regulators, partners, customers, and your own team. During this session, we will focus on one of the most common—and, perhaps surprisingly, often one of the more difficult—types of presentations that entrepreneurs must deliver: the short introduction.  Barry Katz, Founder and CEO, Barry Katz Communicating Success
11:00AM-11:20AM	<b>Coffee break</b>
11:20AM-2:00PM	<b>Session 10: Capitalization of a life science Venture –Value inflection Points, Milestones and Capital Requirements, Alternative financing, Terms etc.</b> Financing a life science venture is challenging. When meeting with investors and prospective strategic partners, entrepreneurs will often hear questions that ask: "Where are you in the value chain?" "How does your business model reflect this?" "How do you describe your milestones and how are you managing towards them?" "How do your milestones tie-in with your value inflection points?" This session will consist of a brief overview of typical value inflection points for each type of product, classical and alternative ways of financing, terms of financing rounds and more.  Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners

	<p>Andrew M. Weiss, President &amp; CEO ReCor Medical</p> <p>Dr. Ayal Shenhav, Head of Hi-Tech &amp; Investment Funds Department, Gross, Kleinhendler, Hodak, Halevy, Greenberg, Shenhav &amp; Co.</p> <p>Dr. Ora Dar, Israel Innovation Authority</p> <p>Evan Norton, General Partner, Accelmed</p> <p>Dr. Morris Laster, Managing Partner, OurCrowd</p> <p>Allen Kamer, Managing Partner, OurCrowd Qure - From Start to Finish – Everything Entrepreneurs Need to Know to Get Your Idea Funded All the Way Through Exit</p>
2:00PM-2:40PM	<b>Networking Luncheon</b>
2:40PM- 3:40PM	<p><b>Session 11: Panel Discussion: Fundamental Challenges of Fund Raising -</b></p> <p>Fundamental Challenges of Fund Raising: How to get funding within Israel? When can we get funding from global VCs, who is investing now and who is not and why?</p> <p>Moderator: Mike Berman, Medical device Investor/Entrepreneur, Past President Cardiology Business, Boston Scientific</p> <p>Andrew M. Weiss, President &amp; CEO ReCor Medical</p> <p>Evan Norton, General Partner, Accelmed</p> <p>Dr. Morris Laster, Managing Partner, OurCrowd</p> <p>Allen Kamer, Managing Partner, OurCrowd Qure</p>
3:40PM- 4:40PM	<p><b>Session 12: Intellectual Capital Management</b></p> <p>The goal of the session is to provide information and insight into the specific issues confronting investigators, entrepreneurs, investors and their patent attorneys. The session will address the formation of specific IP strategy and execution and using intellectual capital for competitive advantage. Content includes major issues confronting companies with US and filings in other jurisdictions related to biotechnology, e.g., patent ownership, non-obviousness rulings, the scope of what can be patented. A VC will also provide an investor viewpoint.</p> <p>Brian Hopkins, Special Counsel, Cooley LLP</p>
4:40PM-5:00PM	<b>Coffee break</b>
5:00PM-6:00PM	<p><b>Session 13: The Medical Device Industry in 2019: New Imperatives</b></p> <p>David Cassak and Stephen Levin, Managing Partners, Innovation In Medtech, LLC, Editors-in-Chief, The</p>

	MedTech Strategist
6:00PM-7:00PM	<b>Session 14: Navigating The Chinese Market</b> Gil Kerbs, Former Business Director, China Value Segment, Medtronic
7:00PM	Drive to opening dinner at the "Duplex" (1 Ha'Etzel st. Herzliya Pituah, 2 <sup>nd</sup> floor)
7:30PM	<b>Opening Dinner for Faculty, Participants and life sciences executives</b> <b>At the "Duplex"</b>  <b>Lecture by Maya Magnat - "What can technology tell us about Intimacy"</b>

**Day Three: Tuesday, December 10<sup>th</sup>, 2019**

**Day's Theme: Bringing the product to the market**

8:30AM-9:00AM	<b>Continental Breakfast</b>
9:00AM-10:30AM	<p><b>Session 15: Incorporating Reimbursement in the Company Development Strategy</b>            Moderator: Bob Goldberg Ph.D., Vice President, The Center for Medicine in the Public Interest            Stuart Kurlander, Healthcare and Life Sciences Partner at Latham &amp; Watkins LLP            Mike Berman, medical device investor/entrepreneur, past President of the Cardiology business of Boston Scientific</p>
10:30AM -10:45AM	<b>Coffee break</b>
10:45AM-12:00AM	<p><b>Session 16: Lessons learned from our experience: A panel of life science CEOs and Entrepreneurs</b>            In this session we will have several Israeli and US CEOs in life sciences sharing their experience. Specifically addressing issues: Building a management team, financing, collaborations, dealing with the board, working with cross-border teams and more  <b>Moderator:</b> Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners            Andrew M. Weiss, President &amp; CEO ReCor Medical            Roni Mamluk, PhD, CEO, Ayala Pharmaceuticals            Yael Margolin, President, Gamida Cell            Dr. Asher Holzer</p>
12:00AM-13:40PM	<p><b>Session 17: Biotechnology and Medical device Regulatory Planning, Clinical Development and the Implications for Strategy and Financing: From Proof of Concept to Marketing Success. Designing and conducting clinical trials</b></p> <p>This session provides an abbreviated view of the overall process and specific insight into planning for FDA regulations in light of strategy, financial needs, and the concerns of prospective partners and investors. Entrepreneurs need to understand that there is an increasing need to perform clinical studies to support medical device safety and performance claims. They also need to have a basic understanding of the</p>



	<p>activities, resources and costs associated with the design and conduct of clinical studies. The failure to incorporate an effective clinical strategy into new project planning can lead to significant project and funding delays or, worse, the failure of the project. This session will provide an overview of the increasing need for device clinical study data; key activities, resource needs and costs; and planning for the successful design and conduct of medical device clinical studies for acceptance in the United States and Europe, even when these studies are conducted outside of these regulatory jurisdictions.</p> <p><b>Faculty:</b>  Susan Alpert, PhD, MD, Principal, SFA Consulting LLC, Former Senior Vice President, Chief Regulatory Officer of Medtronic, Former Director, Office of Device Evaluation, CDRH at the FDA  Andrew M. Weiss, President &amp; CEO ReCor Medical – Clinical &amp; Pre-Clinical evidence to support a medical device company, Trial Strategy and Conducting Multi-site Clinical Trials</p>
13:40PM-2:40PM	<b>Networking Luncheon</b>
2:40PM-4:30PM	<p><b>Session 18: Biopharmaceutical and Medical Device Licensing, Partnering and Strategic Alliances</b>  Major practical issues in formulation of partnering goals and managing different types of strategic alliances, preparation for positioning for partnering, identifying and qualifying prospective partners, making the approach, negotiation, closing the deal, with special emphasis on how to design alliances and avoid many potential problems and complications in managing these relationship.</p> <p><b>Moderator:</b> Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners  Orli Gal, Partner, Herzog, Fox &amp; Neeman</p>
4:30PM – 4:50PM	<b>Coffee Break</b>
4:50PM – 6:00PM	<p><b>Session 19: “Israel entity vs. US entity-what you need to know for financial and tax implications”</b>  John Lieberman, Perelson Weiner LLP</p>
6:00PM	End of the day....

**Day Four: Wednesday, December 11<sup>th</sup>, 2019**

**Day's Theme- Health Care IT\Digital Health**

8:30AM-9:00AM	<b>Continental Breakfast</b>
9:00AM-10:15AM	<p><b>Session 20: Keynote lecture – “The Collision of Med Tech with Info Tech” ...accessing, programing and receiving health from the palm</b></p> <p>Peter J. Fitzgerald, MD, PhD, FACC, Professor Emeritus, Medicine &amp; Engineering, Director, Center for Cardiovascular Technology, Stanford University, Co-founder, Managing Partner, Triventures</p>
10:15AM-11:30AM	<p><b>Session 21: Healthcare IT and Digital Health- Part I</b></p> <p>Healthcare IT and Digital health, with all its subsectors, is reimaging the way we consume and deliver healthcare. It enables health and wellness to be delivered through mass personalization anywhere and anytime in a predictive, personalized, participatory and preventive ways. For vast adoption, digital health technologies have to prove value, meaning a better outcome in a cost effective way.</p> <p>Israel as the start-up nation and leading innovation hub in information, communication, mobile and cyber technologies, with almost 30 years of expertize in implementing health IT, EHR, health information exchange, business analytics in its healthcare system, with more than 450 active start-ups and companies in a variety of digital health related fields, can be a leading global innovation hub for digital health. Digital health technologies are facilitating fundamental shifts in healthcare; cultural and behavioral changes from all healthcare stakeholders, enhancing outcomes and quality of care and eventually will band the cost curve.</p> <p>The potential applications of HCIT technologies and digital health, it's role in global health, new business models, the use of social media by pharma and medical device companies as well as by healthcare providers and insurance companies and regulatory issues will be discussed.</p> <p><b>The Opportunities and Challenges of Digital Health</b></p> <p>Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners</p> <p>Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners</p>

	<p>Yael Glassman, CEO, Nutrino Health - Business models in digital health</p> <p>Allen Kamer, Managing Partner, OurCrowd Qure - “Standing-Out in a Crowded Market: How Israeli Start-Ups Can Get A Shot with A U.S. Healthcare Provider?”</p>
11:30AM -11:50AM	<b>Coffee break</b>
11:50AM-1:30PM	<p><b>Session 21 (Continue): Healthcare IT and Health Tech- Part 2</b></p> <p>Michal Rosen-Zvi, Ph.D, Director for Healthcare Informatics at IBM Research- Opportunities and Challenges in Healthcare Big Data and AI</p> <p>Anat Naschitz, Managing Director, Orbimed Israel- Patients matter!</p> <p>Susan Alpert, PhD, MD, Former Senior Vice President, Chief Regulatory Officer of Medtronic, Former Vice President of Regulatory Sciences for C.R. Bard, Inc., previously worked at FDA - Are Digital and Mobile Health Tools Medical Devices? Who's Opinion Counts?</p> <p>Tamara Mansfeld, Global Innovation Lead, Pfizer Corporate Strategy &amp; Innovation- Pharma perspectives on Digital Health</p>
1:30PM – 2:30PM	<b>Networking Luncheon</b>
2:30PM- 4:30PM	<p><b>Session 21: Healthcare IT and Connected Health - Part 3</b></p> <p>Adam Dicker, MD, PhD, FASTRO, Enterprise Senior Vice President, Professor and Chair of Enterprise Radiation Oncology, Sidney Kimmel Cancer Center, Sidney Kimmel Medical College, Thomas Jefferson University- How to develop collaboration with health care systems and approaches for clinical validation in digital health</p> <p>Dr. Moritz Hüsich, Partner, Covington – Healthcare data protection in the age of digital health</p> <p>Dr. Efrat Shefer, President of Philips Israel and General Manager, Imaging Clinical Applications &amp; Platforms, Healthcare Informatics, Royal Philips</p>
4:30PM-6:00PM	<p><b>Session 22: The Persuasive Pitch, Part 3: Presentations Workshop</b></p> <p>Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners</p> <p>Mike Berman, medical device investor/entrepreneur, past President of the Cardiology business of Boston</p>

	Scientific Bob Goldberg Ph.D., Vice President CMPI, CEO Thrive HealthRx, LLC
6:00PM- 6:30PM	<b>Program Adjournment</b> <b>Session 23: Teams gather for “Take-aways Exercise”</b>  Each participant will receive at registration a worksheet to record for each session one major lesson or “take-away.”

**\* Changes in curriculum may occur**