**2019 Keynote Address by David W. Johnson**

**Healthcare’s Customer Revolution:**

***Delivering Kinder, Smarter, More Affordable Care for All***

America’s broken, fragmented healthcare delivery system needs a revolution. The current “status-quo” system is unresponsive to the people’s needs, serves entrenched interests and places an unsustainable burden on the American economy. It’s time to use the people’s purchasing power to create healthcare services that enrich American communities rather than bankrupting them.

U.S. healthcare must cost less, tackle chronic disease and shift resources away from acute and specialty treatments into care management, behavioral health, and wellness promotion. The issue isn’t what to do. It’s how to do it. The answers lie in pro-market reforms, enlightened governmental regulation, consumerism and full-risk payment models that reward quality outcomes, service excellence and efficient operations.

America is having an “aha” moment. High-cost, inefficient and depersonalized healthcare is not our destiny. The current system is old, corrupt and dying. Enlightened health companies are jumping the barricades. They are reconfiguring business models to deliver Revolutionary Healthcare that is appropriate, accessible, holistic, reliable and, most importantly, affordable.

Amazon-like disruption is attacking segments of the healthcare market by delivering Revolutionary Healthcare to growing numbers of Americans. Revolutionary Healthcare has achieved critical mass in select geographic and demographic markets and is growing quickly.

This modern-day, pro-market revolution is remaking one-fifth of the U.S. economy. The well-being, productivity and life-quality of American communities are at stake. This is a revolution that the American people need to win.

Revolutionizing healthcare is not for the faint of heart. It inspires disruptive, bottom-up, market-driven and customer-centric competitors who capture market share by conquering inefficient and entrenched business practices. They win customers by delivering the healthcare services they want with great service at transparent and competitive prices.

As the revolution unfolds, many sacred cows will become hamburger. Powerful incumbents will adapt or disappear. New companies will emerge, change lives and thrive. When the dust settles, the U.S. healthcare system will serve the people, not the reverse.