



2019 Annual Meeting & Conference

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OCTOBER 28-29, 2019
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*Healthy Mothers, Healthy Babies. In That Order.
Centering Mother's Voices in Maternal Care.*



What Does it Mean to be a Mom-Focused Company? A Case Study of Cultural Shift at Johnson & Johnson

Susan Nicholson, MD, FIDSA, VP Women's Health
October 28, 2019

OFFICE OF THE CHIEF MEDICAL OFFICER



Our Opportunity Begins with Our Credo

Mission: to renew our commitment to patients and consumers

- Working in the tradition of Credo-based leadership
- Focusing the enterprise on patients and consumers
- Evidence-and-science-based; ethics-and-values-driven
- Independent and objective safety management



गलतियों का
कामनी चाहिए और नए उत्पादों
कोष बनाना चाहिए। हम इन सिद्धांतों के अनु-
याचित लाभ प्राप्त होंगे।



Ons Credo

Wij geloven dat wij in de eer-
patiënten, artsen en verplee-
die onze producten en dien-
behoefen tegemoet te k-
er voortdurend naar stre-
verminderen en redelijk
feilloos worden uitgev-
hebben een redelijke

Wij zijn verantwoor-
Wij moeten zorg-
persoon als indiv-
respecteren, ze
in hun werk ee-
De verloning hygi-
moeten hygi-
welzijn van
te voldoe-
Medewe-
te make-
voor ie-
leidin-

Wij
w-
v-

ivnikov in
porablajajo
jotrebam,
si moramo
jemljive cene.
iši poslovni
biček.

nami po vsem
kjer je vsaka oseba
njihovo raznolikost in
alu se morajo počutiti
A. Plačilo mora biti
irejeni in varni. Našim
je in počutje ter jim
uge osebne obveznosti.
arju predlogov in pritožb.
redovanje morajo imeti vsi,
oramo sposobno vodstvo,
tična.

i živimo in delamo, pa tudi do
noramo omogočiti zdravo življenje,
p do boljše zdravstvene oskrbe
Biti moramo vzorni državljani —
obrodne ustanove, boljše zdravje in
šteni davčni delež. Dobrine, ki so nam
ri v dobrem stanju, pri tem pa moramo
stva.

do naših delničarjev. Poslovanje mora
izkušati moramo nove ideje. Moramo
ivne programe, vlagati v prihodnost in
upovati moramo novo opremo, si priskrbeti
nove izdelke. Ustvariti moramo prihranke za
poslovanje temelji na vseh teh načelih, si lahko
en zaslužek.



Our Credo

We believe our first responsibility is to the patients, doctors and nurses, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to provide value, reduce our costs and maintain reasonable prices. Customers' orders must be serviced promptly and accurately. Our business partners must have an opportunity to make a fair profit.

We are responsible to our employees who work with us throughout the world. We must provide an inclusive work environment where each person must be considered as an individual. We must respect their diversity and dignity and recognize their merit. They must have a sense of security, fulfillment and purpose in their jobs. Compensation must be fair and adequate and working conditions clean, orderly and safe. We must support the health and well-being of our employees and help them fulfill their family and other personal responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide highly capable leaders and their actions must be just and ethical.

We are responsible to the communities in which we live and work and to the world community as well. We must help people be healthier by supporting better access and care in more places around the world. We must be good citizens — support good works and charities, better health and education, and bear our fair share of taxes. We must maintain in good order the property we are privileged to use, protecting the environment and natural resources.

Our final responsibility is to our stockholders. Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed, investments made for the future and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.



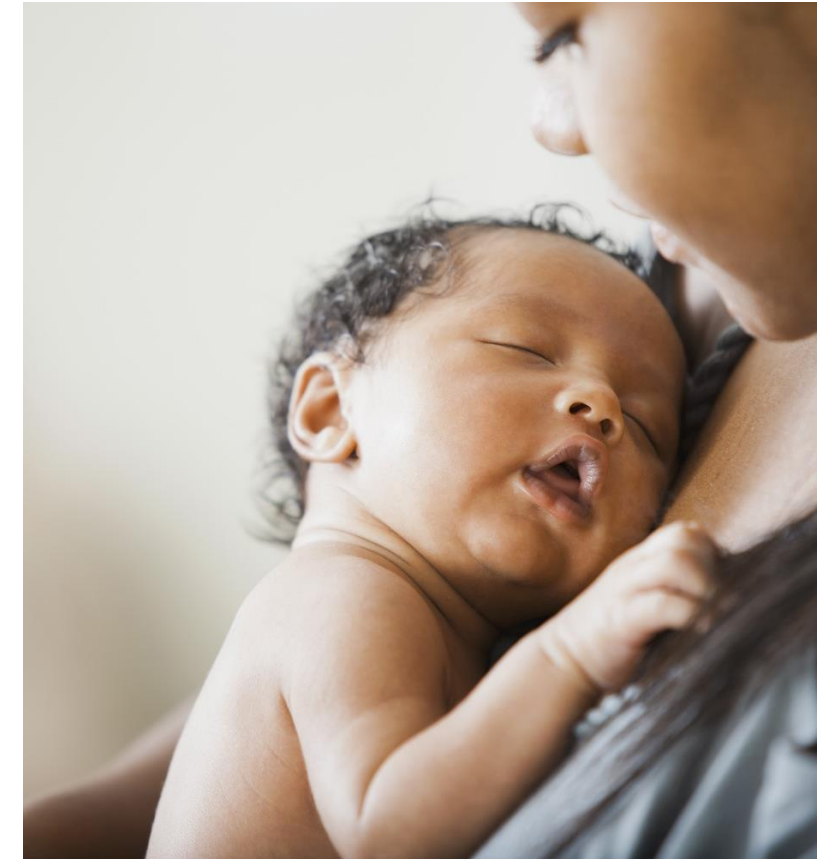
我们的信条

我们相信我们首先要对病人、医生和护士，对父母亲以及所有使用我们的产品和接受我们服务的人负责。为了满足他们的需要，我们所做的一切都必须高质量。我们必须不断地致力于提供价值、降低成本以及保持合理的价格。客户的订货必须迅速而准确地供应。我们的业务合作伙伴应该有机会获得合理的利润。

我们必须在提供包
各地和我们一起共事的同仁负责。我们必须尊重
每一位同仁视为独立的个体。我们必须遵守
并赞赏他们的优点。要使他们
健康和幸福。我们必须
健康和幸福。我们必须
健康和幸福。我们必须

Creating a Culture that Supports Women & Families

- Women have been making things happen at Johnson & Johnson since our founding in 1886, when **8** of our first **14** employees were women.
- Today, **43%** of U.S. management positions are filled by women.
- Johnson & Johnson exhibits its commitment to women and families through initiatives like parental leave, breast milk shipping, fertility benefits and coverage for children with special needs.
- At J&J it's not simply about a policy or program, but **the culture created by the leaders and colleagues surrounding us every day.**
- We believe women can be catalysts for creating healthier people, healthier communities and a healthier world.



Striving to impact health on a global scale

Advancing and enabling access to transformational innovation in developing countries

Tackling some of the biggest health threats in resource-limited settings

- HIV
- Drug-resistant TB
- Mental health
- Soil-transmitted helminths
- Pathogens of global concern:
 - Ebola, Zika, Dengue, Polio

130MM+

Lives impacted



15

Medicines in the WHO's Essential Medicines list¹



access to
medicine
INDEX

Top 3 Ranking for ~10 Years²



1. Essential medicines and health products. Accessed May 2019. Available at <https://...>

2. Access to Medicine Index. November 2018. Available at <https://acesstomedicinefoundation.org/access-to-medicine-index/report-cards/johnson-johnson>

HIV vaccine: key to achieving a world without HIV



Our response to Ebola

- Broad collaboration between multiple stakeholders
- Vaccines, diagnostics & therapeutics
- Multiple clinical trials on parallel tracks
- Extreme acceleration & collaboration
- Significant co-investments between industry & government
- Feb 2019 DRC will include pregnant and lactating women in Ebola vaccine trials

J&J 35% of cases are women of childbearing age



Johnson & Johnson's Office of the Chief Medical Officer

A functionally independent global group of medical and scientific professionals focused on **advancing evidence- and science-based decision-making** that is driven by bioethical principles and values.

- ✓ Empowered to drive decisions free of any potential commercial or product development interests
- ✓ Guided by a single medical safety standard

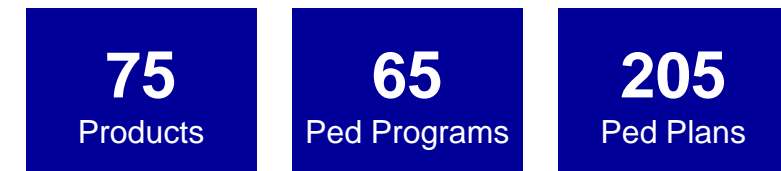
Responsibilities of the OCMO



Supporting Pediatric Studies: CHILD

To serve the health needs and promote the well-being of children globally through child-centric innovations in pediatric medicine and science

- 1 **Portfolio Advancement:** Shape the design of clinical studies for pharmaceutical, device and consumer products
- 2 **Policy Enhancement:** Ensure that the best interests of children are incorporated into decision making and applied in a child-centered way
- 3 **Scientific & Operations Innovation:** Identify and lead innovation to improve quality, safety, efficiency and timeliness
- 4 **Education & Advocacy:** Create awareness and deepen understanding across all stakeholder groups



Our Impact

- **I-ACT:** non-profit collaboration developing new approaches for advancing pediatric medical innovation and regulatory science
- **connect4children:** creation of a pan-European clinical trial network by 2024

*Enterprise wide # (Pharma, Devices and Consumer combined) – majority is pharma

OUR VISION: “Better the lives of Women Now and for future generations by delivering life changing health solutions tailored for women”

What needs to change? Strategically organize for Impact

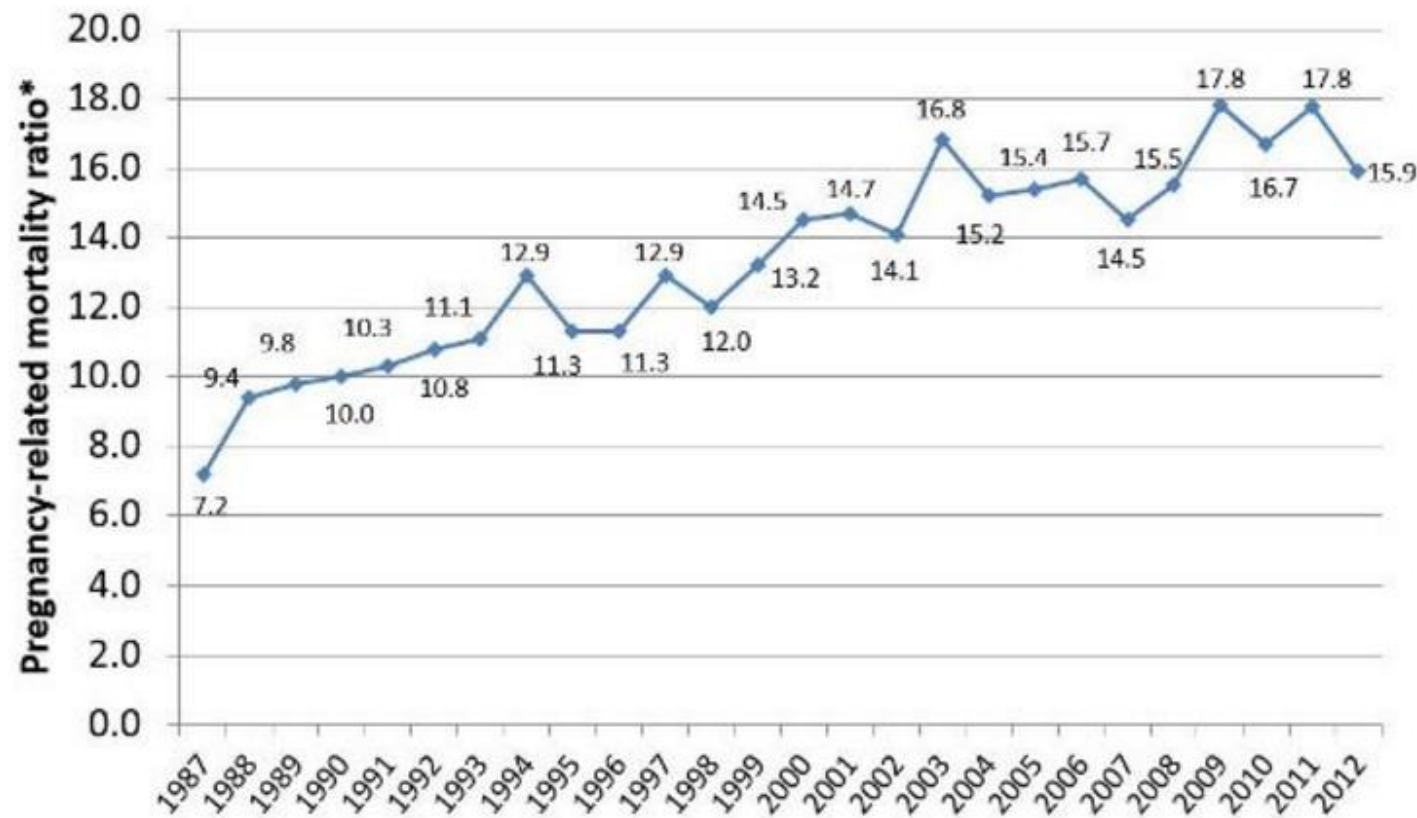
- Women focused versus product/therapeutic area focused
- How to define success? Organize against specific goals
- New ways to assess value generation
- Governance

- In the meantime, get stuff done

Maternal mortality and morbidity in the US

Only 1 of 2 countries in the world where maternal mortality is on the rise

Trends in pregnancy-related mortality
in the United States: 1987–2012

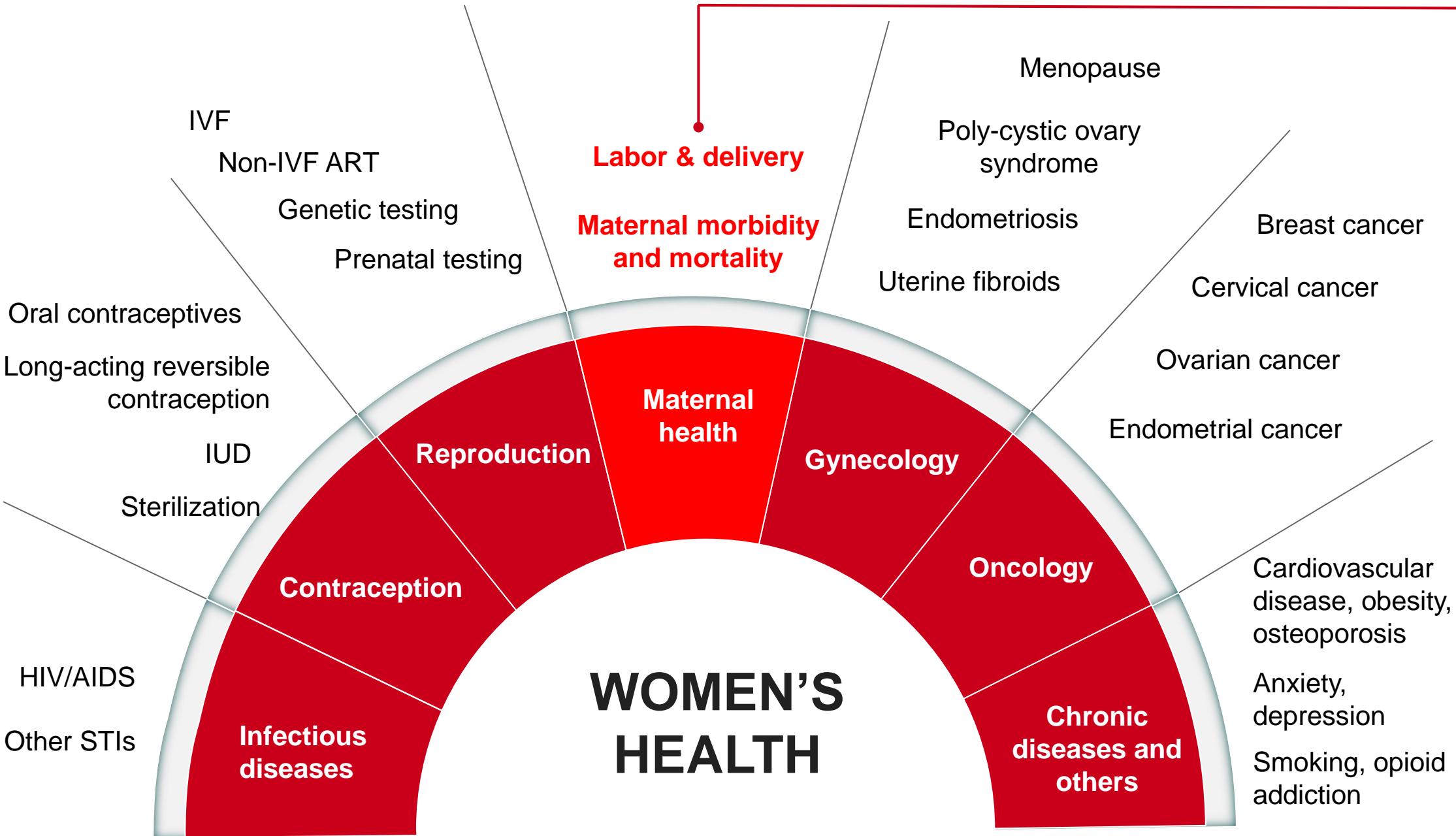


*Note: Number of pregnancy-related deaths per 100,000 live births per year.

- ✓ The **maternal mortality ratio has increased** since 1990, despite significant progress in reducing deaths globally
- ✓ **700 women died** from complications of pregnancy or childbirth in 2017
- ✓ More than **60% of these deaths are preventable**

Health of Women versus Women's Health

In the US, 84% of women between the ages of 40 and 44 have given birth



- Top causes of death:**
- **27%** - Heart disease
 - **22%** - Cancer, lung then breast
 - **8%** - Stroke, more than men, leading cause of long-term disability
 - **5%** - COPD, higher in women
 - **4%** - Alzheimer's – more than half are women

Maternal mortality and morbidity in the US

A large, stylized icon of the number '>60,000' in a dark teal color, centered within a light beige rectangular box. The number is flanked by two horizontal teal lines above and below it.

More than **60,000 women** suffer severe complications that may have life-long effects on their health and wellbeing.



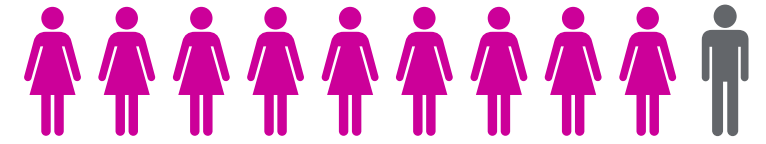
Chronic conditions (**diabetes, hypertension, obesity**) are contributing to the rise in pregnancy and childbirth-related complications; **mental health and substance use** are also associated with maternal mortality and morbidity.



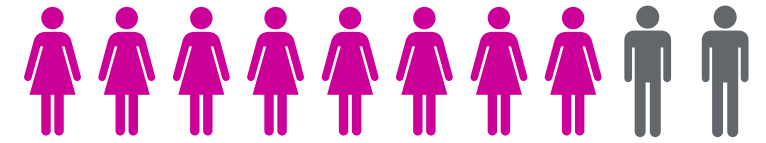
Racial disparities are stark – Black women are 3-4 times more likely to die during pregnancy and childbirth than White women; maternal mortality rates among Black women with a completed college education or higher was 1.6 times that of White women with less than a high school diploma.

Women are the movers and shakers in healthcare

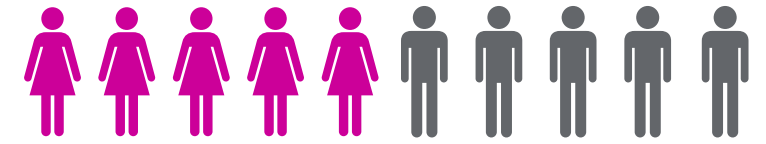
90% are primary healthcare decision makers for their family and key influencers for friends



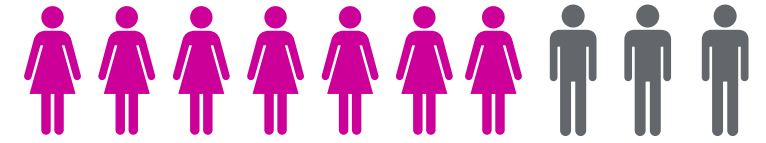
80% of the household healthcare spending is done by women. **Working-age females spend 29%** higher per capita on healthcare compared to males in the same age group.



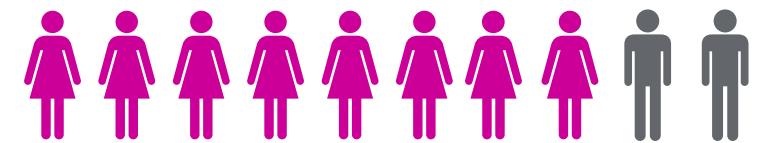
Women comprise **50%** of global healthcare customers and are primary care givers for the elderly and children.



55% of internet users look online for healthcare information. **Women are 75%** more likely to use digital tools for healthcare than men.



Women account for **80%** of healthcare professionals (mostly nurses), however, **less than 40%** are in executive or managerial positions.



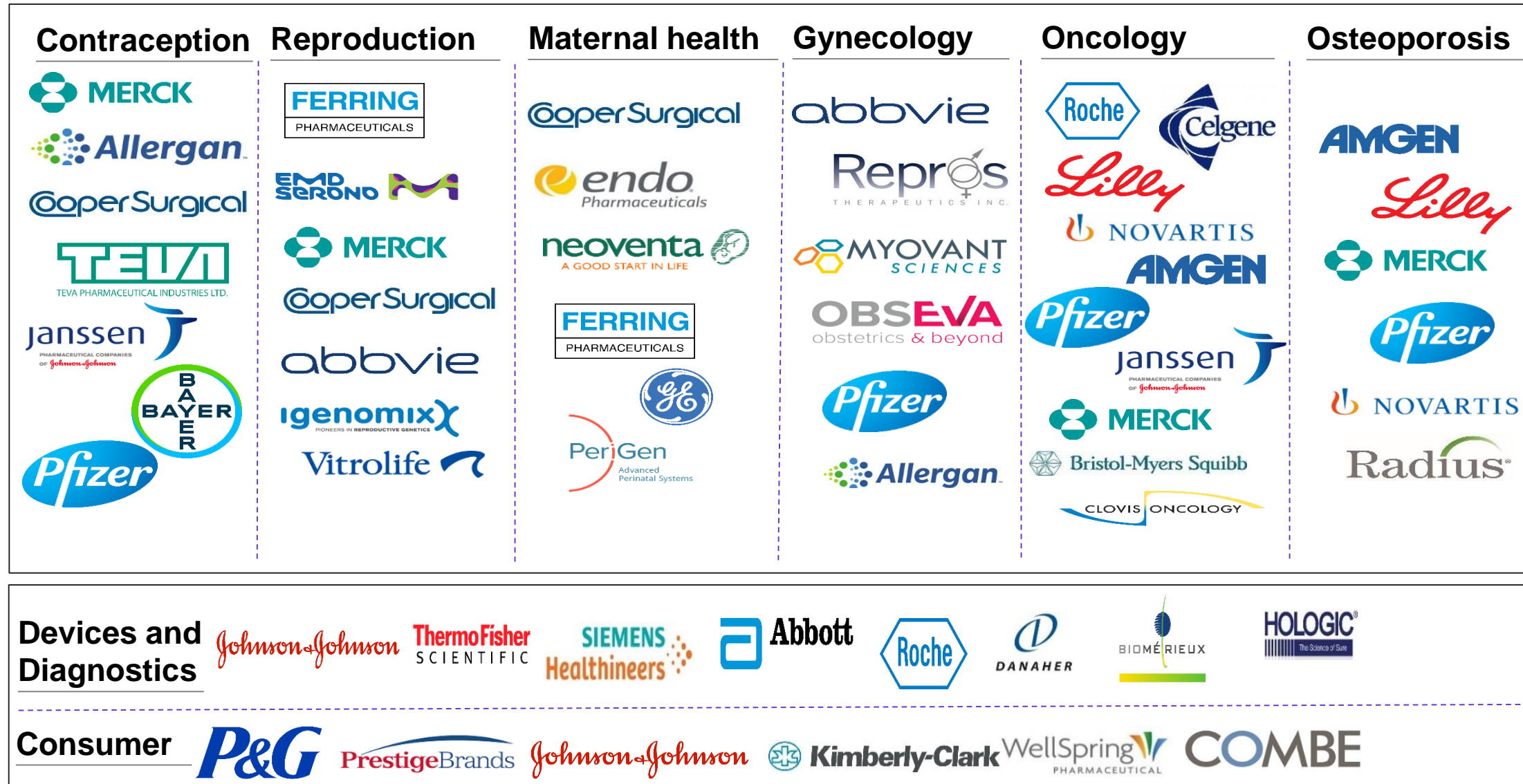
Women comprise **4%** of CEOs and **21%** of board members at Fortune 500 healthcare companies.

















SOURCE: Frost & Sullivan "Time for a digital revolution in women's health" 2018

Fragmented market in women's health

Global Women's Health market estimated at \$100 B+



Many emerging new digital and data players in women's health

Cycle trackers ¹	 Clue	 AVA	 wink <small>by KINDARA</small>	 NaturalCycles	 Glow
Fertility services and diagnostics	 Prelude	 celmatix	 progyny Fertility Benefits		
Maternal health	 SERA PROGNOSTICS	 WILDFLOWER <small>GROWING HEALTHY FAMILIES</small>	 bloomlife		
Parenting	 Pacify	 DORMI Baby Monitor for Android			
Overall health	 bellabeat	 ovia TM ²			

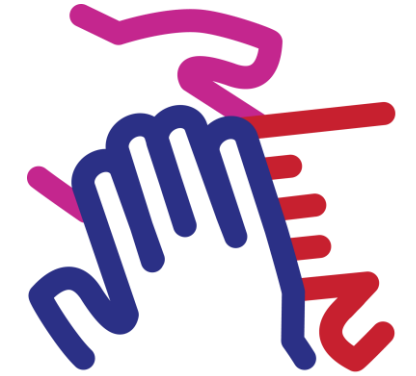
1 Mostly for fertility planning; some for contraception

2 Spans spectrum and includes fertility and maternal health

US Coalition for Optimal & Equitable Maternal Health

Founded November 2018

- J&J Founding member – March of Dimes taking over leadership
- 40+ organizations
- Created common agenda: clear problem definition, common vision
- Develop working groups to implement strategies
- Developing a common agenda on research and advocacy priorities
- Developing a blueprint for good maternal care
- Begin implementing strategies and measuring indicators of progress in maternal morbidity and mortality



March of Dimes, American College of OB/GYNs, CDC, AMCHP, Mass General, Medicaid Health Plans of America, American Academy of Family Physicians, Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN) Black Mamas Matter Alliance, and others....



Diversity in Innovation QuickFire Challenge

Our vision at Johnson & Johnson is for every person to use their unique experiences and backgrounds together – to spark solutions that create a better, healthier world.

The Diversity in Innovation QuickFire Challenge invites multicultural innovators to submit ideas, technologies, and solutions with the potential to improve healthcare. Up to two visionaries with the best ideas will receive funding and mentorship to advance their science.

**APPLY AT [JLABS.BUZZ/DIVERSITY](https://www.jllabs.com/buzz/diversity)
BY JANUARY 9, 2020.**



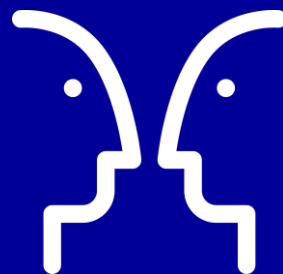
Awardee(s) will receive:



UP TO
\$250,000
IN GRANT FUNDING



ACCESS
TO THE GLOBAL
JLABS NETWORK



MENTORSHIP

FROM EXPERTS AT
JOHNSON & JOHNSON
FAMILY OF COMPANIES



**Together, we will advance
science and medical care**

**Together, we will
make a difference in the world**

