

# THE LONG FIX

Solving America's Health Care Crisis with  
Strategies that Work for Everyone

VIVIAN S. LEE, MD

THE LONG FIX offers a compelling action plan for pivoting health care toward a brighter future. By demonstrating how health care is a problem with bipartisan solutions and laying out a transformative blueprint for change, THE LONG FIX proposes a fundamental shift in the philosophy and practice of health care delivery, and most important, a more humane and affordable future.

With fresh perspectives that cover the fundamental issues in health care reform, THE LONG FIX has been widely used as a textbook for classes ranging from undergraduate economics to courses in business, health administration, public policy, public health, and medicine across the US.

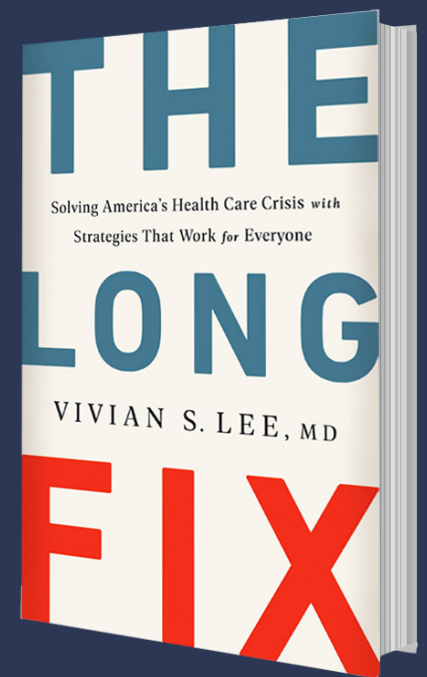
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In my teaching, I aim to cover the most current and critical issues facing health care in the United States and internationally. As I read The Long Fix, I realized that I had finally found the book that I have long sought to provide for my students. Vivian Lee's insightful and balanced analysis ... provides a coherent path toward lasting change and improvement.

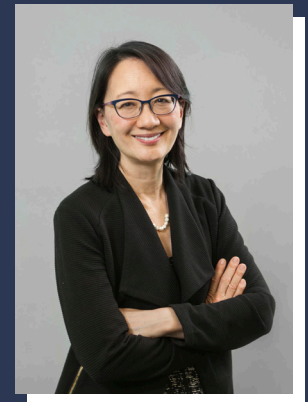
— **ROB HUCKMAN**, PhD  
HBS MBA 2196: "Transforming Health Care Delivery"  
Harvard Business School

Dr. Lee's book is the anchor text for our capstone thesis course in the FIU Healthcare MBA program... Dr. Lee's book provides real insight into the opportunities and barriers to healthcare reform [and] offers students a thoughtful and in-depth analysis useful to their development as future policy makers. I would highly recommend this book for healthcare programs focused on a health policy oriented curriculum.

— **MIRIAM F. WEISMANN**, JD, LLM  
BUL6605-RXS: "Healthcare Fraud and Abuse Law and Regulation"  
Florida International University College of Business



*The Long Fix* will be released in paperback with an EPILOGUE on Lessons from COVID-19 August 10, 2021



Vivian S. Lee, M.D., Ph.D., M.B.A., is President of Health Platforms at Verily Life Sciences, an Alphabet company.

Prior to joining Verily, Lee served as the Dean of the Medical School and CEO of the University of Utah Health Care, an integrated health system with a budget of \$3.6 billion. Dr. Lee previously was the inaugural Chief Scientific Officer of New York University's Langone Medical Center.

Dr. Lee is a graduate of Harvard, received a D.Phil from Oxford University as a Rhodes Scholar, earned her M.D. with honors from Harvard Medical School, and her MBA from NYU.

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The Long Fix is a must-read for current and future health care business leaders, administrators, policymakers, and clinicians... excellent for the classroom, and will surely generate dialogue and debate.

— **SUNITA DESAI**, PhD  
ECONGB 2113: "Value-driven Health Care"  
NYU Stern School of Business

The Long Fix is one of two books I ask Cornell students to read for the U.S. Health Care System course that I teach. Dr. Lee concisely and persuasively documents why we're not getting our money's worth in health care and what patients, health professionals, and policy makers should do to improve our system.

— **SEAN NICHOLSON**, PhD  
PAM 2351: "Perspectives on Health Policy and Management in the U.S."  
Cornell University

Dr. Vivian Lee's The Long Fix is ideally suited to spur class discussion across a wide range of issues pertaining health care delivery and finance... The accessible writing style and 'bite-size' section divisions ease the assigning of portions relating to specific themes as pedagogical needs dictate... The Long Fix will prove an asset in the classroom.

— **DANIEL EHLKE**, PhD  
SUNY Downstate Health Sciences University

An essential and timely guide for students, faculty, clinicians and policy makers - Dr. Lee has produced a highly readable, concise, and persuasive case for reinventing the business of healthcare in order to create a more efficient, safer system for all. This is the book to read if you want to understand how we can improve health care in America.

— **DAVID CUTLER**, PhD  
Otto Eckstein Professor of Applied Economics, Harvard University

## CHAPTER OVERVIEW

**Chapter 1 - A Revolution of Common Sense**  
Pay for results instead of action

**Chapter 2 - An Apple a Day Keeps the Patient Away**

The best investments in health engage people and keep them healthy at home and independent and recognize the vital roles families

**Chapter 3 - At your health's expense**  
Paying for health instead of paying for action creates the opportunity for health insurers and physicians to work together (instead of at odds with each other)

**Chapter 4 - Manufacturing out the mishaps**  
Make healthcare safer - reduce medical mistakes by adapting better management models from other industries like manufacturing and aviation

**Chapter 5 - Learning to Deliver perfect care**  
Improve the quality of care by making it easier to learn from experience, and tap into people's intrinsic motivation to continuously improve

**Chapter 6 - The Price Isn't Right**  
Build tools that measure the costs of care as the first step to contain rising costs

**Chapter 7 - From Caring to Co Producing**  
Treat patients like customers in the center of the health care universe and engage them as the most important coproducers of health

**Chapter 8 - Pharmaceuticals**  
A Web of Vested Interests: Entities like Medicare should be able to negotiate drug processes, armed with data about their effectiveness

**Chapter 9 - Big Data Dreams**  
Patients' electronic medical records should be used for the benefit of their health and to help doctors and hospitals improve the delivery of care

**Chapter 10 - Employer, Heal Thyself**  
Learn from the success of innovative employer driven health systems

**Chapter 11 - Restoring Readiness**  
Battle Tested Care: Learn from the success of government run health systems

**Chapter 12 - The Long Fix**  
Implementation of an action plan that builds on the vital roles that everyone needs to play