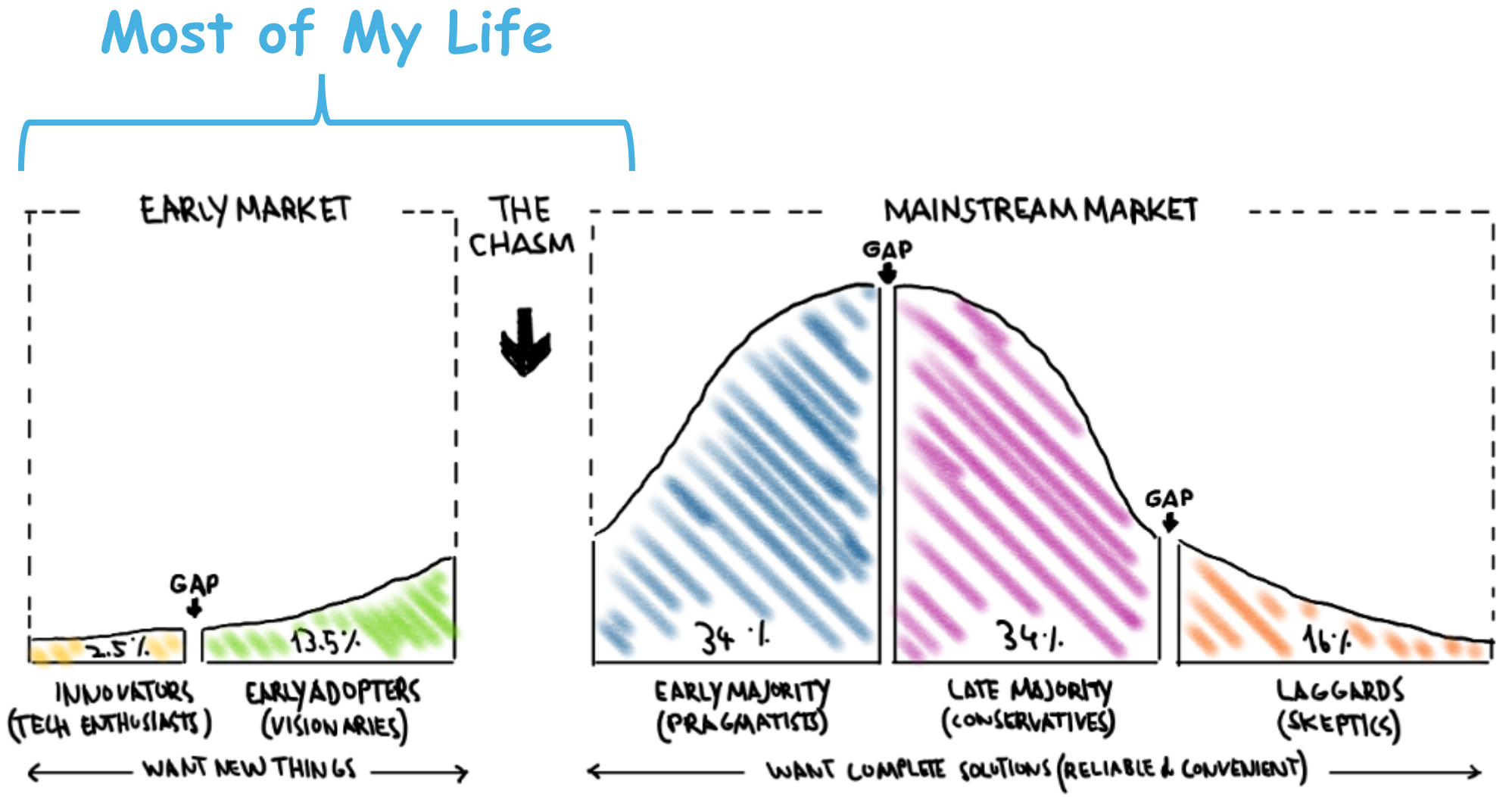
My Life as an Entrepreneur

45 Years
(in 45 minutes)

What I've Learned

Dick Moberg
Moberg Analytics, Inc.

Product Adoption



Geoffrey Moore – Crossing the Chasm

Topics

What I've Learned

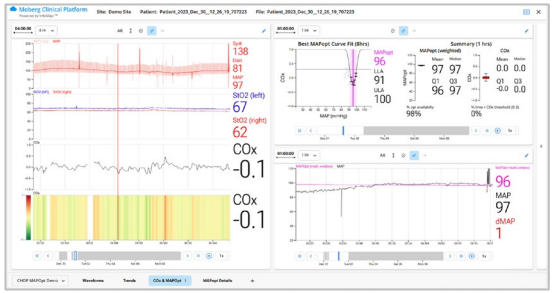
People
Randomness
Funding
Vision
Creativity
Commitment
Know Yourself

My Life and the Companies and Products

CNS Monitor

Neurotrac

Neurotrac II



Moberg Clinical Platform

People

When you start a company, all you have are people.

Some are magic, some are tragic. Your biggest asset, your biggest liability.

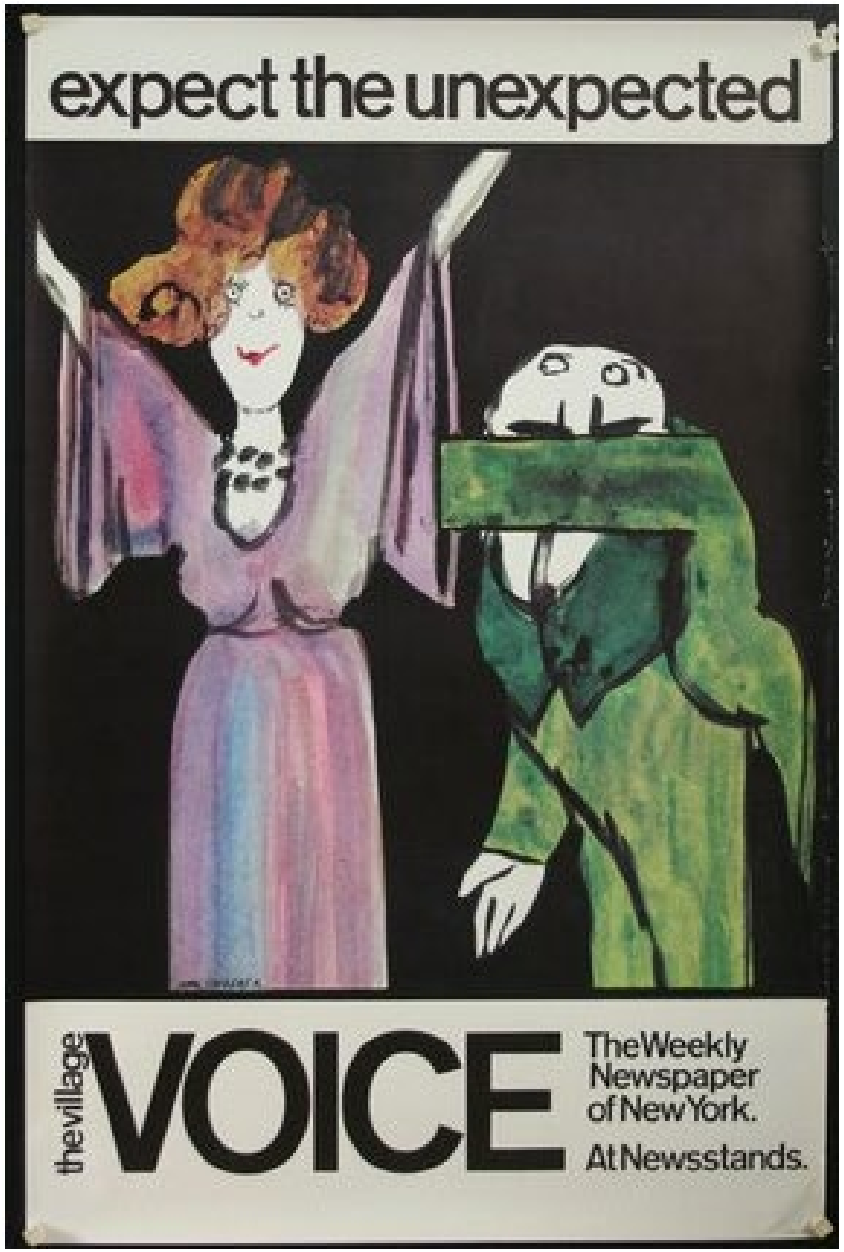
Build trust.

Randomness

You can prepare for your future, you can't predict it.

Investors invest in teams who can deal with the rollercoaster.

Luck plays a significant role in companies (good and bad)



Funding

Money is the blood of the company. Without it, you are dead.

Vision

Start with a vision.

Stick to it.

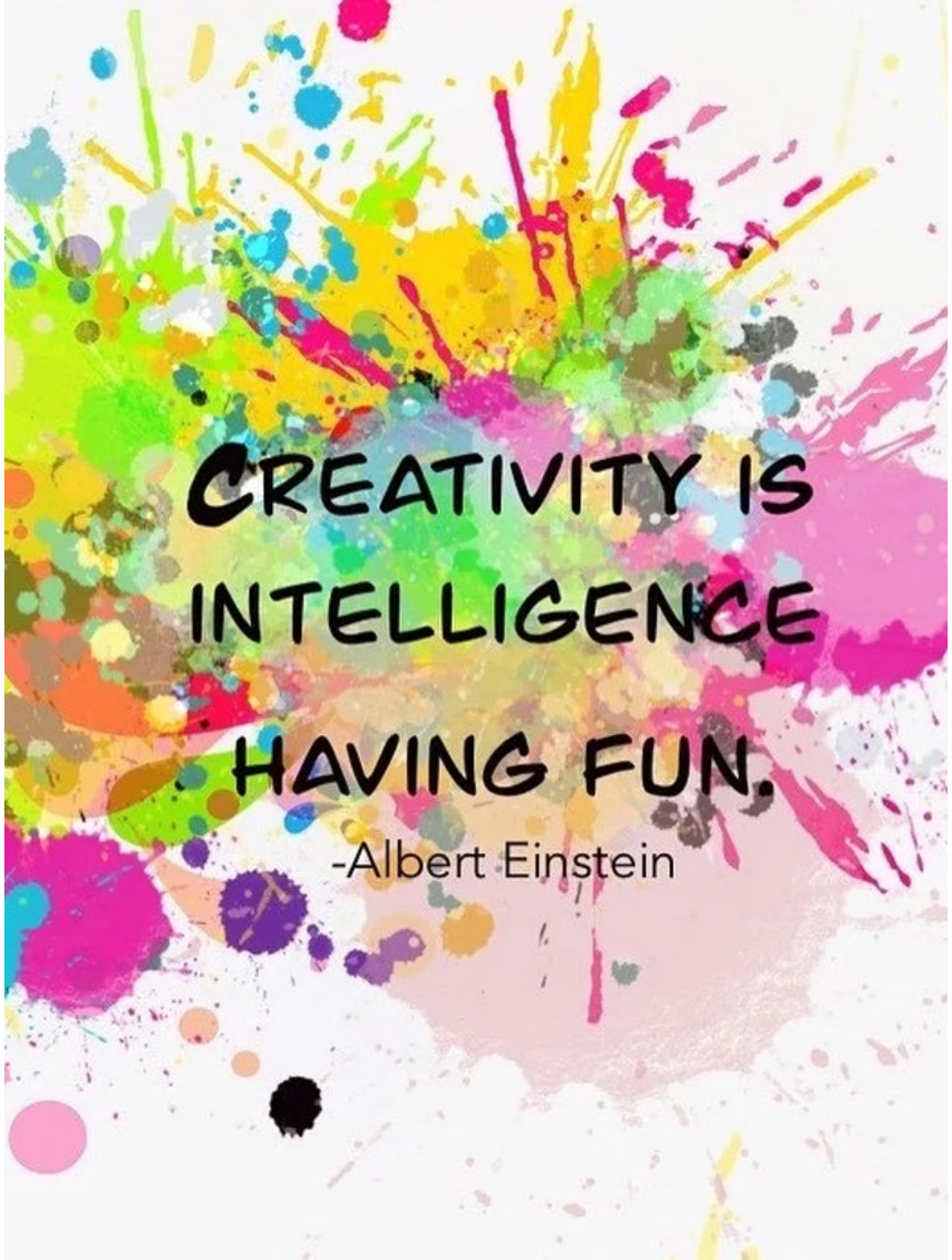
Cloudy at first, becomes clearer in time.

Creativity

Think outside the box, in every aspect of the business.

Channel your Inner Child.

Have fun.

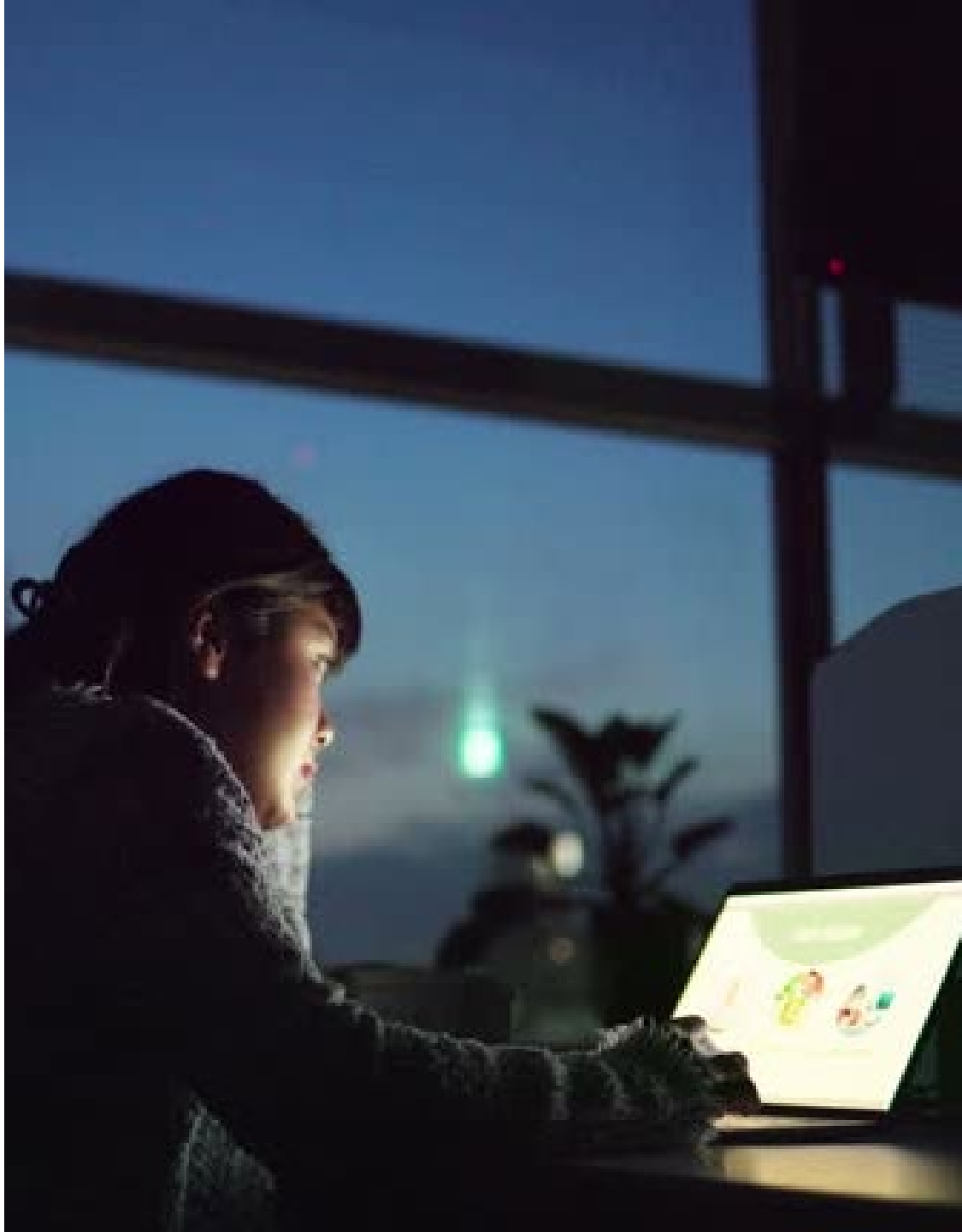


Commitment

Buy the ticket, take the ride.

Believe in your mission.

Take ownership.



Know Yourself

Know what you are good at.

Hire people to fill in the gaps.

Follow your gut.

My Life

From Beach to Bedside

Dick Moberg

The Moberg

My Life

1970 - 1980

The Launch of an Entrepreneur

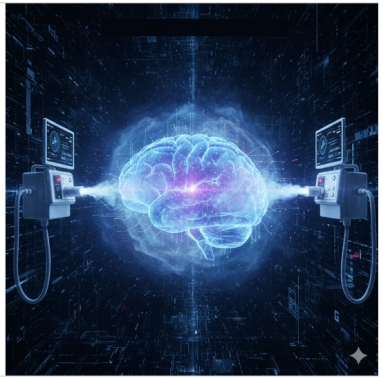
Leaving Academia

1980 - 1989

First Product

A Brain Monitor for Docs Who Don't Want to Do Brain Monitoring

Anesthesiology



1990 - 1987

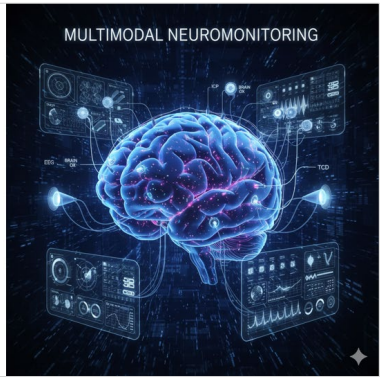
First Company

Getting an MBA the Hard Way

1998 - 2020

Starting Over

Third Product
Second Company



2020 ->

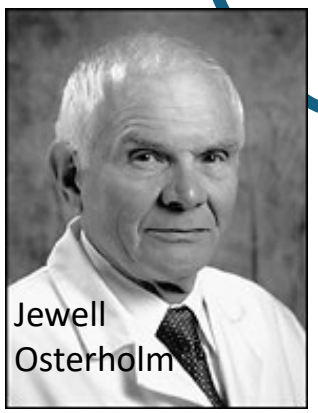
Matching Computing to Complexity

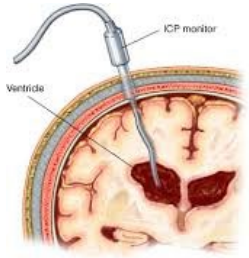
1970 - 1980

The Launch of an Entrepreneur

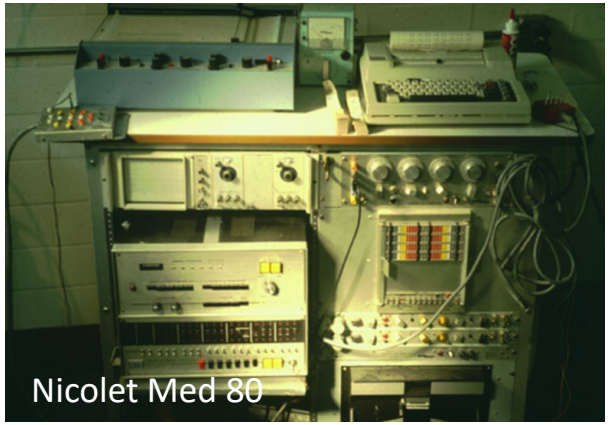
Leaving Academia

Early 1970s





First ICP Monitor at Jefferson



Learned about Intraoperative Neuromonitoring

Brain
Nothing can be done
(before CT scanners)

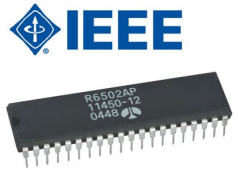
Spine
Injury + Secondary injury

Learned About Secondary Injury

Late 1970s

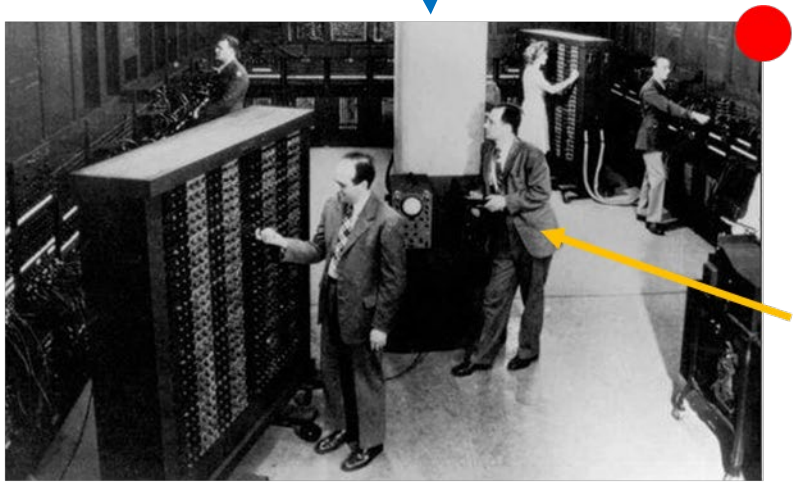
Graduate School

Medical School



Taught myself microprocessors

Founded the **Philadelphia Area Computer Society**



Dated John Mauchly's daughter

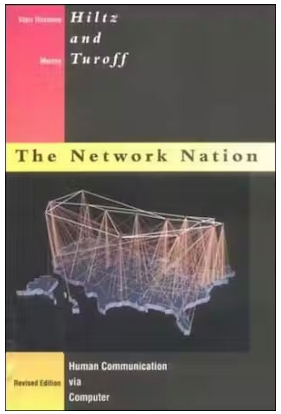
ENIAC – Worlds First Digital Computer
John Mauchly & J. Presper Eckert

Couldn't focus on a single thesis topic
Had a lot of interests

Late 1970s

Graduate School

Medical School



NSF Project on Networking

Courses were memory based and more focused on passing the national board exams rather than learning a subject.

Late 1970s

Graduate School

Became disillusioned with academia.

Followed my gut.

Left

Saw the future and never turned back

Medical School

What's Next?

1980 - 1989

First Product

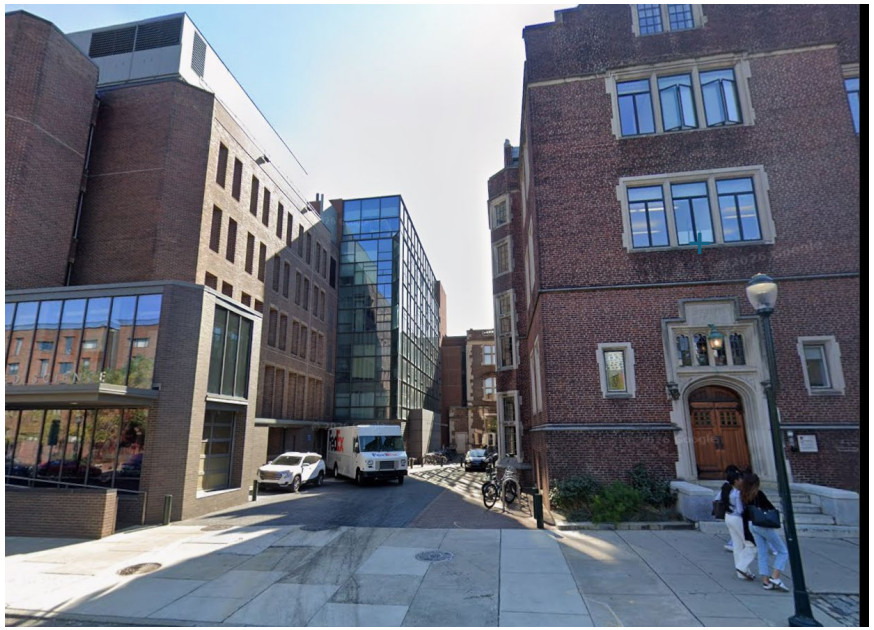
A Brain Monitor for Docs Who Don’t Want to Do Brain Monitoring

Anesthesiology

Now What?

Computers

+



+

I started a new company, want to work with us?

Bernard Steinberg PhD

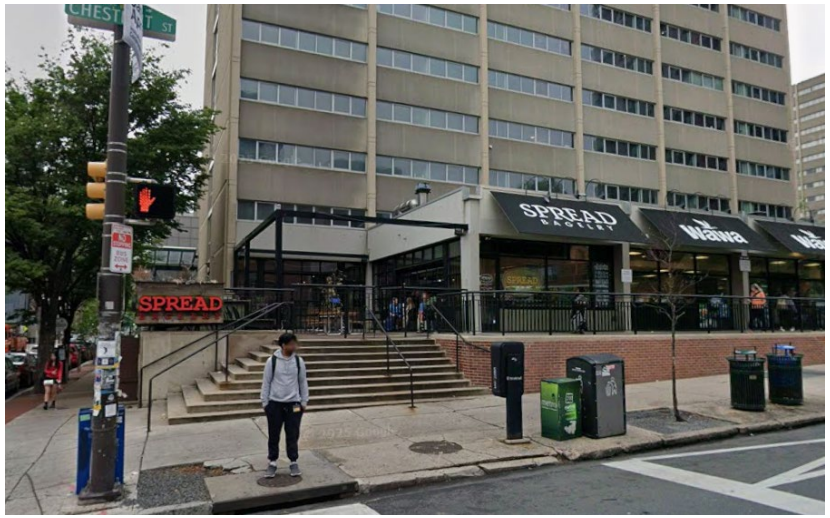
Introduction to Industry - Interspec

Worked on an ultrasound product

Couldn’t build it for the cost they wanted to sell it.

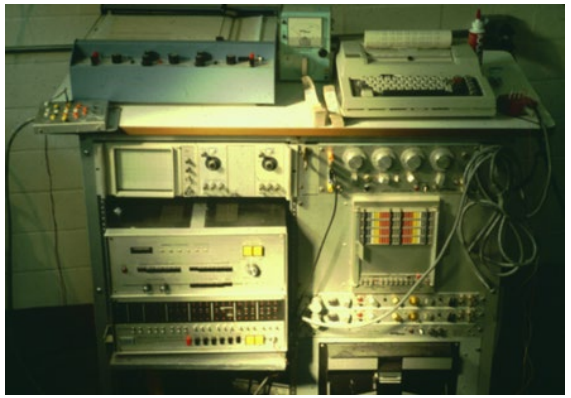
The Vision

At lunch….



I have experience in brain monitoring

I've built an EEG amplifier for meditation



Let's miniaturize this and make it cheaper and easier to use.

First Product

Worked on an ultrasound product

Couldn’t build it for the cost they wanted to sell it.

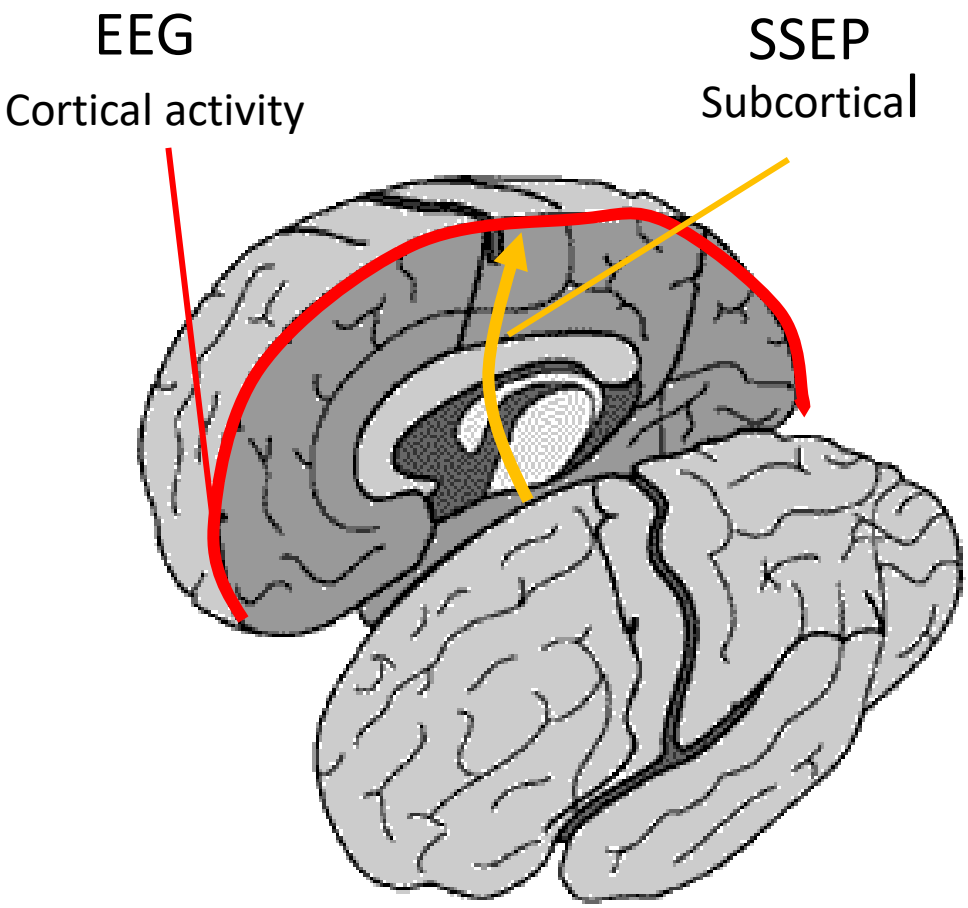
We proposed they build a brain monitor

Sure, go for it!

Neurotrac

First Product

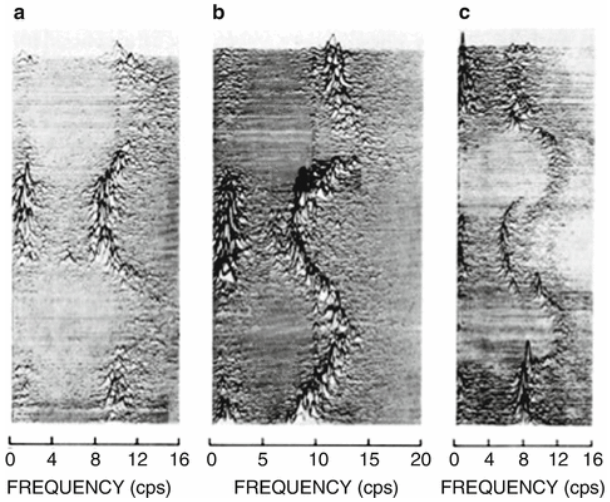
Neurotrac



Seeing an idea commercialized justified what my gut had told me.

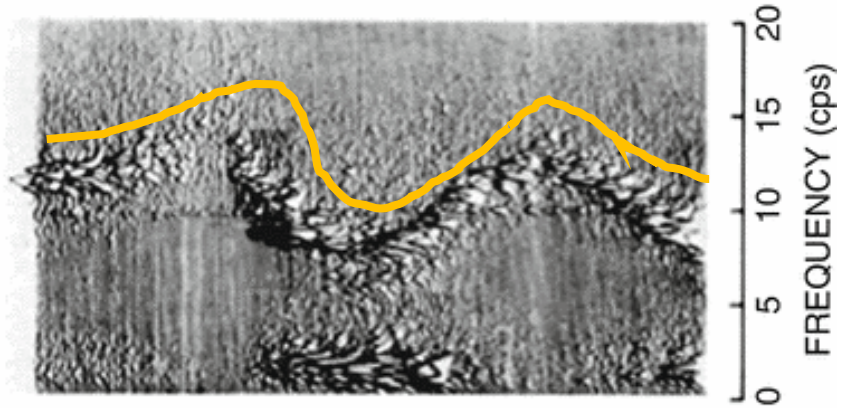
Early 1980s - Anesthesia and EEG Numerical Trends

Ira Rampil MD



EEG Frequency Plots
with Varying Anesthesia Levels

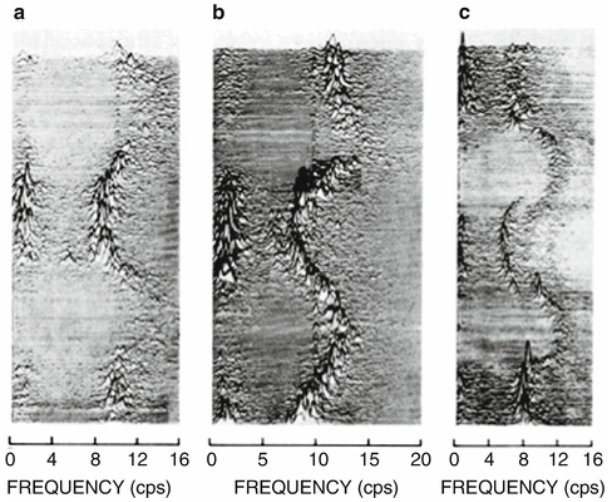
Late 1970s



Spectral Edge Frequency (SEF)

Early 1980s - Anesthesia and EEG Numerical Trends

Ira Rampil MD



EEG Frequency Plots
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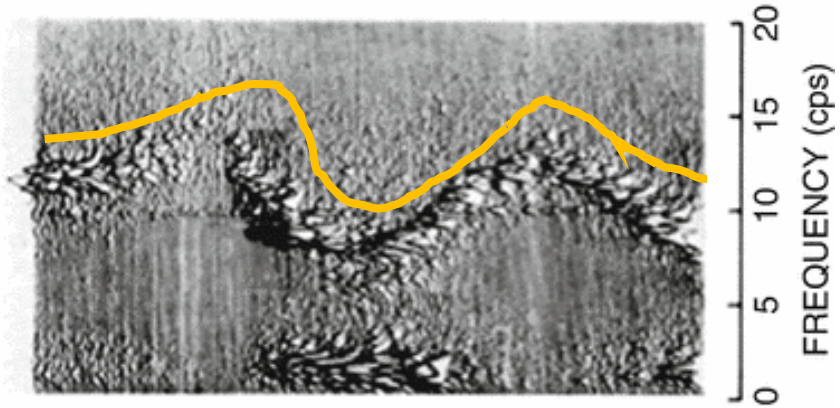
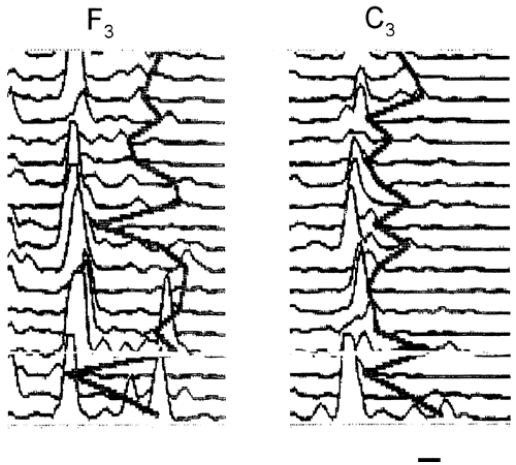
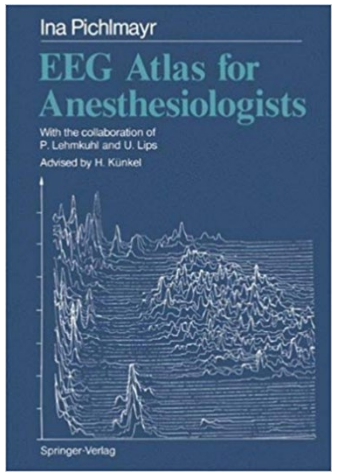


Spectral Edge Frequency (SEF)

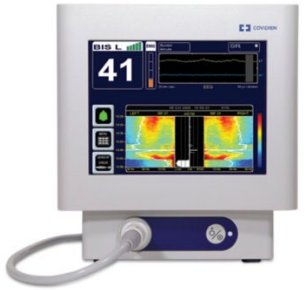
Neurotrac
1982



CSA with SEF Trend

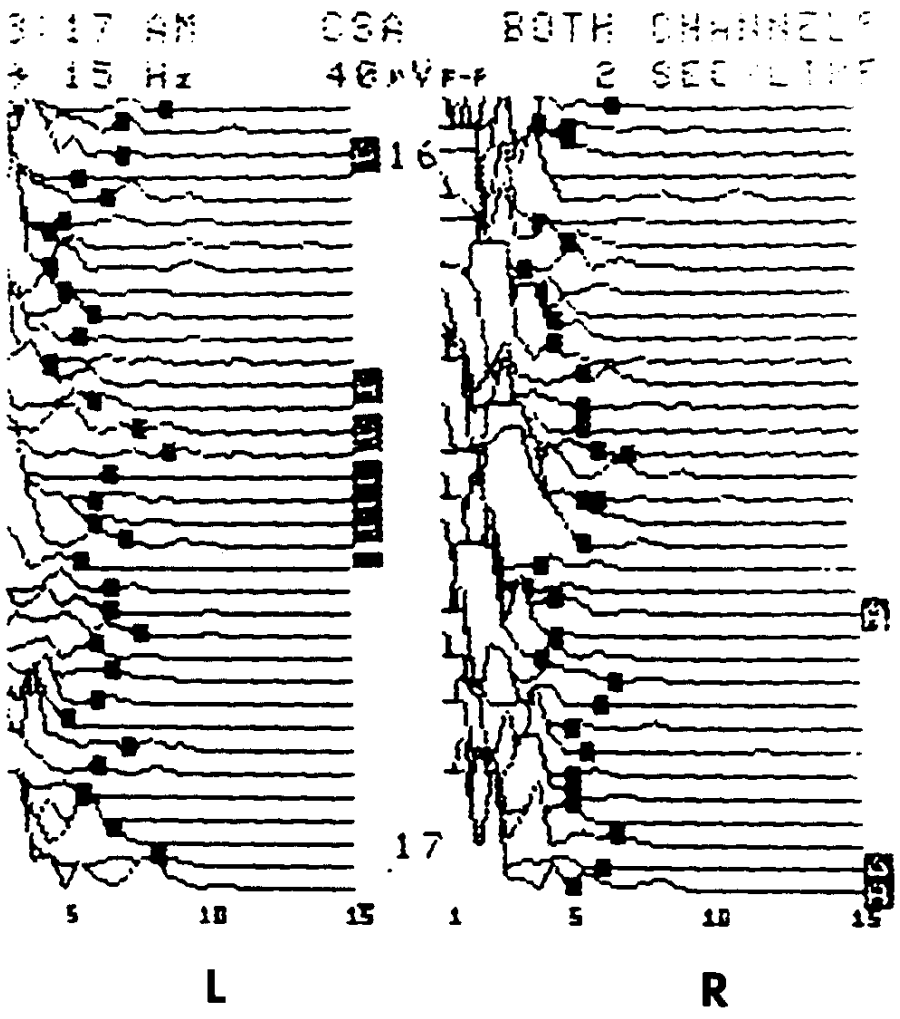


1987

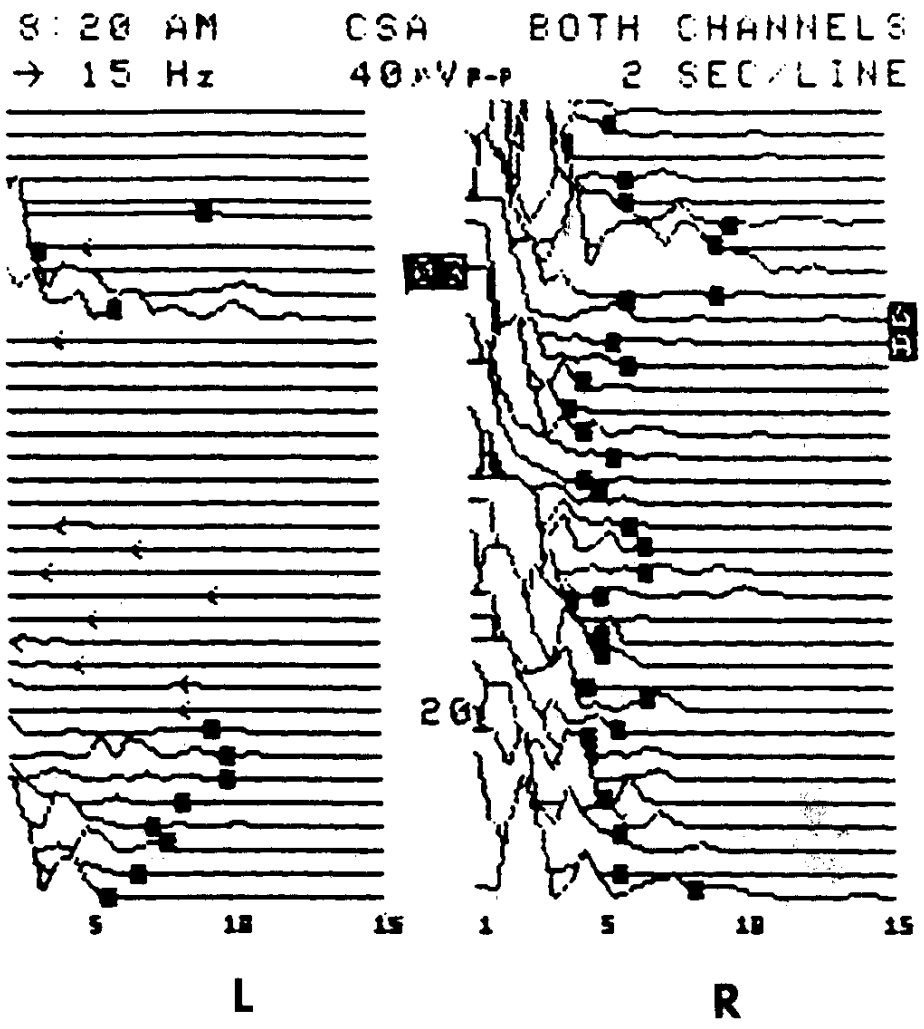


Aspect BIS
Depth of Anesthesia Monitor

CSA Display with Spectral Edge Frequency During Intubation



Pre-intubation



During intubation

CSA Display with Spectral Edge Frequency During Intubation

Neurotrac Saved a Life!

ANESTH ANALG
1987;66:271–3

Neuromonitoring can save lives and prevent injury.

Compressed Spectral Array EEG Monitoring during Coronary Bypass Surgery in a Patient with Vertebrobasilar Artery Insufficiency

Eldon R. Steele, MD, Maurice S. Albin, MD, MSc (Anes), Jane L. Monts, MD, and P. Kent Harman, MD

During anesthesia, the cerebral circulation is vulnerable to head manipulation from the time of induction until full consciousness and motor function are regained by the patient. We believe that CSA-EEG monitoring may well have prevented the development of potentially serious neurologic sequelae in our patient, since it not only allowed for rapid diagnosis of cerebral ischemia, but also enabled us to manipulate the head into a position where the CSA-EEG returned to the normal preinduction baseline.

Pitfalls of a Single Numeric

William Young MD

"We monitored the patient with the Neurotrac for the duration of the endarterectomy and no significant changes in the SEF were seen.

However, the patient awoke in recovery with a left side neurological deficit."

Oops!

We quickly learned the limitations of:

- A single metric
- With limited spatial resolution
- Measuring only cortical activity

Grants - 1

A continuous neurological function monitor. NIH Phase I SBIR (R43 NS23651). Feasibility study for the development of a continuous neurological function monitor. 4/1/86-9/30/86. $27,667.
A continuous neurological function monitor. NIH Phase II SBIR (R44 NS23651). Continued development of a continuous neurological function monitor. 4/1/86-9/30/86. $408,100.

Transition

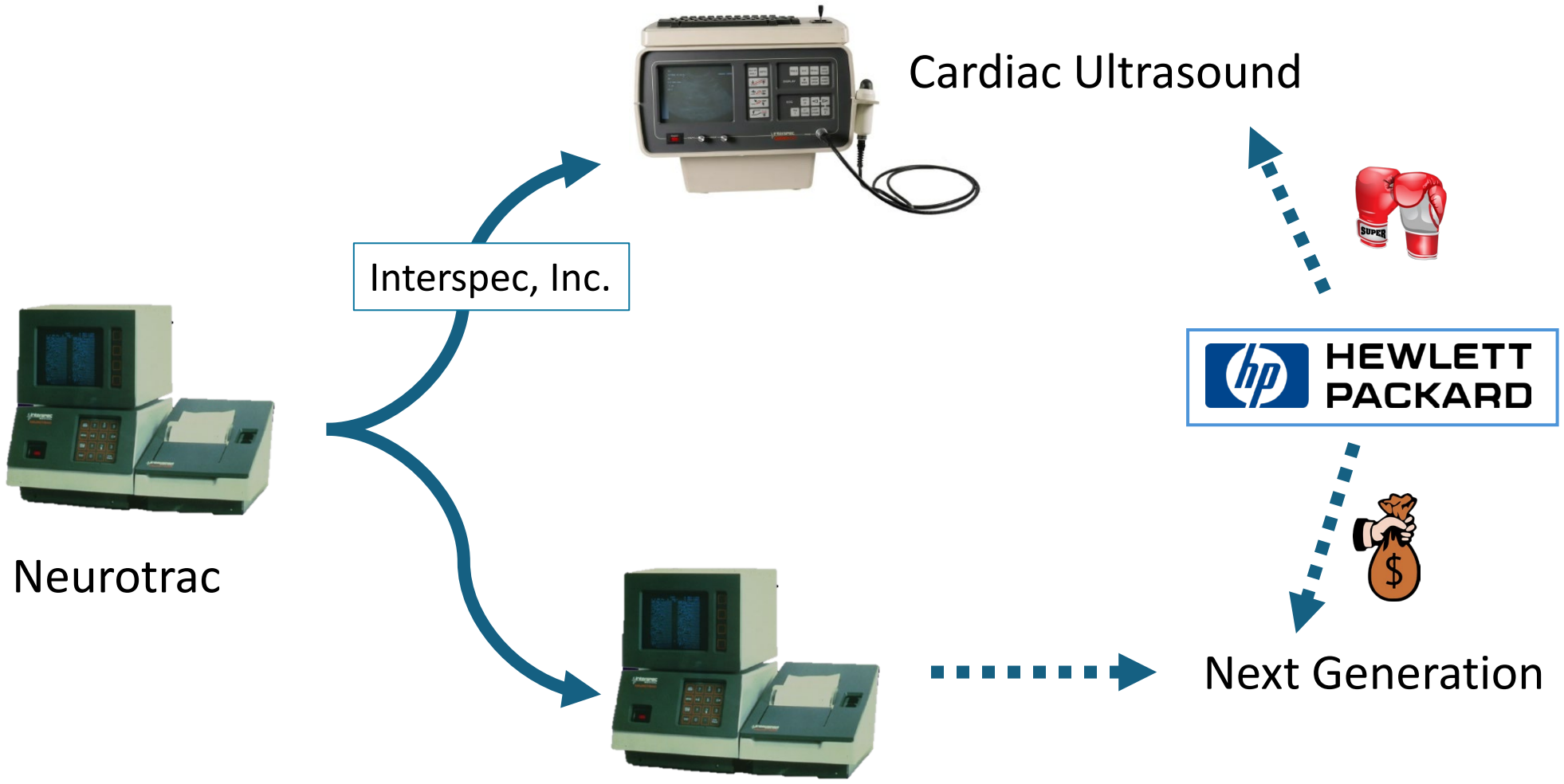
Cardiac Ultrasound

Interspec, Inc.

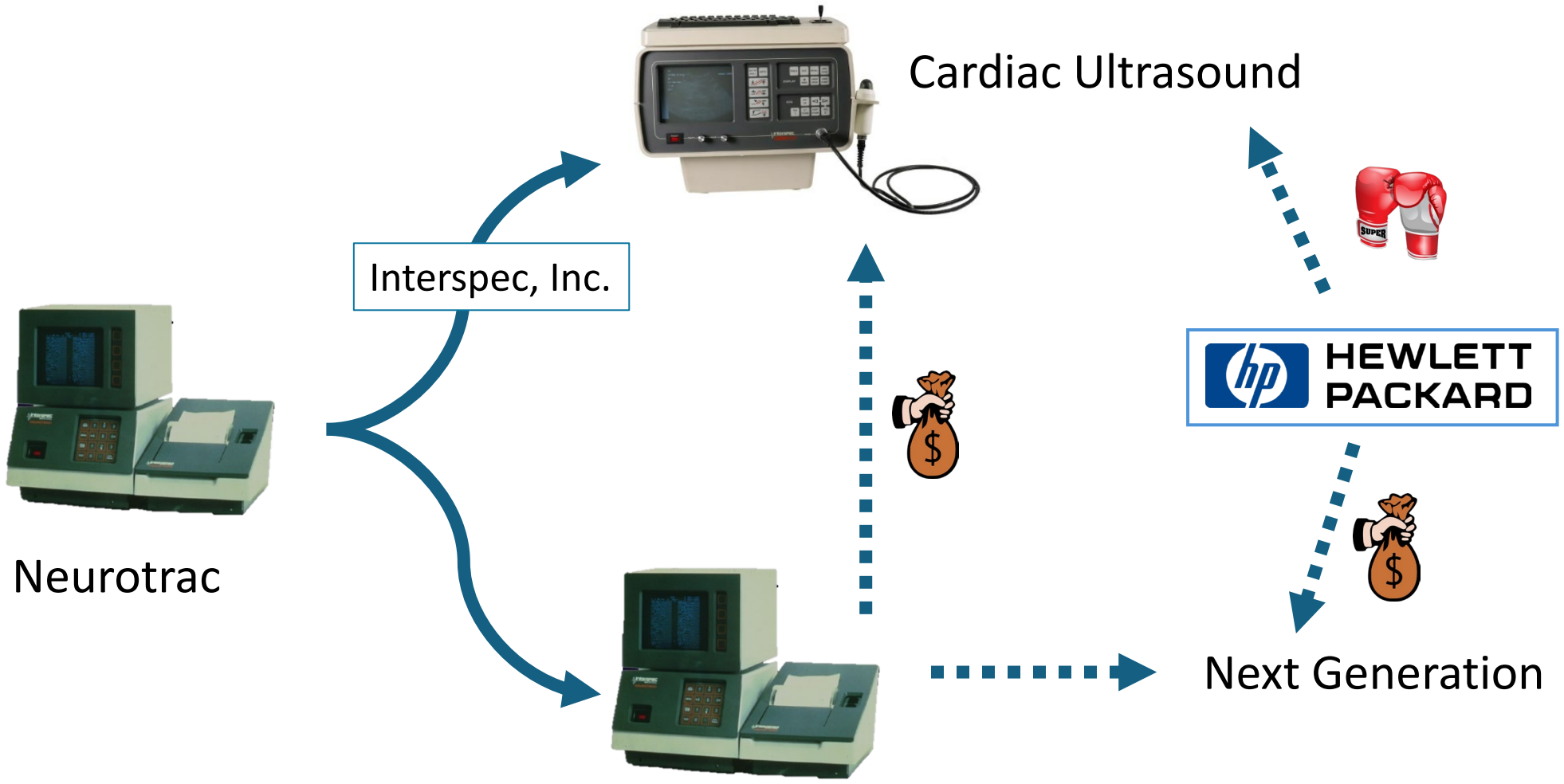
Neurotrac

Next Generation

Transition


Cardiac Ultrasound
Interspec, Inc.
HEWLETT PACKARD
Neurotrac
Next Generation

Transition


Cardiac Ultrasound
Interspec, Inc.
HEWLETT PACKARD
Neurotrac
Next Generation

Transition

Neurotrac

Interspec, Inc.

Cardiac Ultrasound

HEWLETT PACKARD

Neurotrac II

1990 - 1987

First Company

Getting an MBA the Hard Way

Transition

Neurotrac

Interspec, Inc.

Cardiac Ultrasound

CFO

Neurotrac II

Transition

Neurotrac

Interspec, Inc.

Cardiac Ultrasound

CFO

Neurotrac II

Evolution to More Powerful Monitoring

1994

Display and U/I from Hewlett-Packard

We built the computer to process the EEG

8-channels
Simultaneous EEG/CSA/SSEP
Later added TCD

Focus on continuous monitoring

Moberg Medical

Worked closely with Hewlett-Packard

Learned high-quality design

Funding in the 1990's

Bad Timing

- Less interest in med tech, more in pharma
- Interest rates high in early 1990's (10%)
- Most money in Boston, Minneapolis, Silicon Valley
- Hard to meet investors except through personal contacts

Recourse

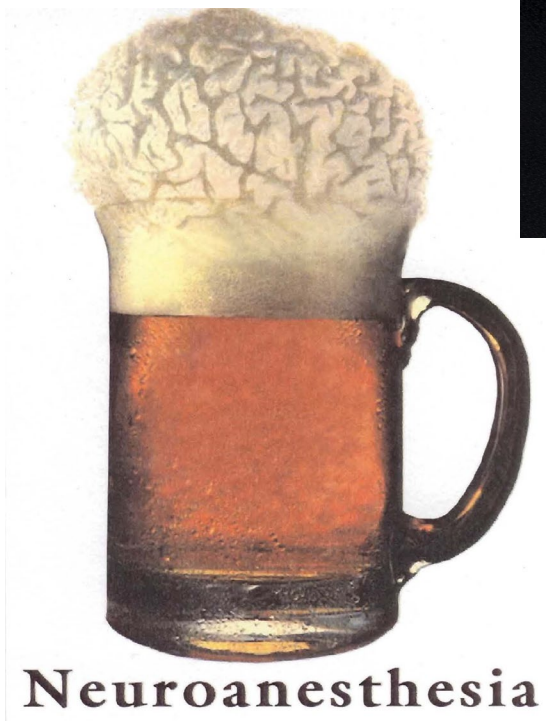
Learned how to write successful grants
Found some unconventional funding mechanisms

Grants - 2

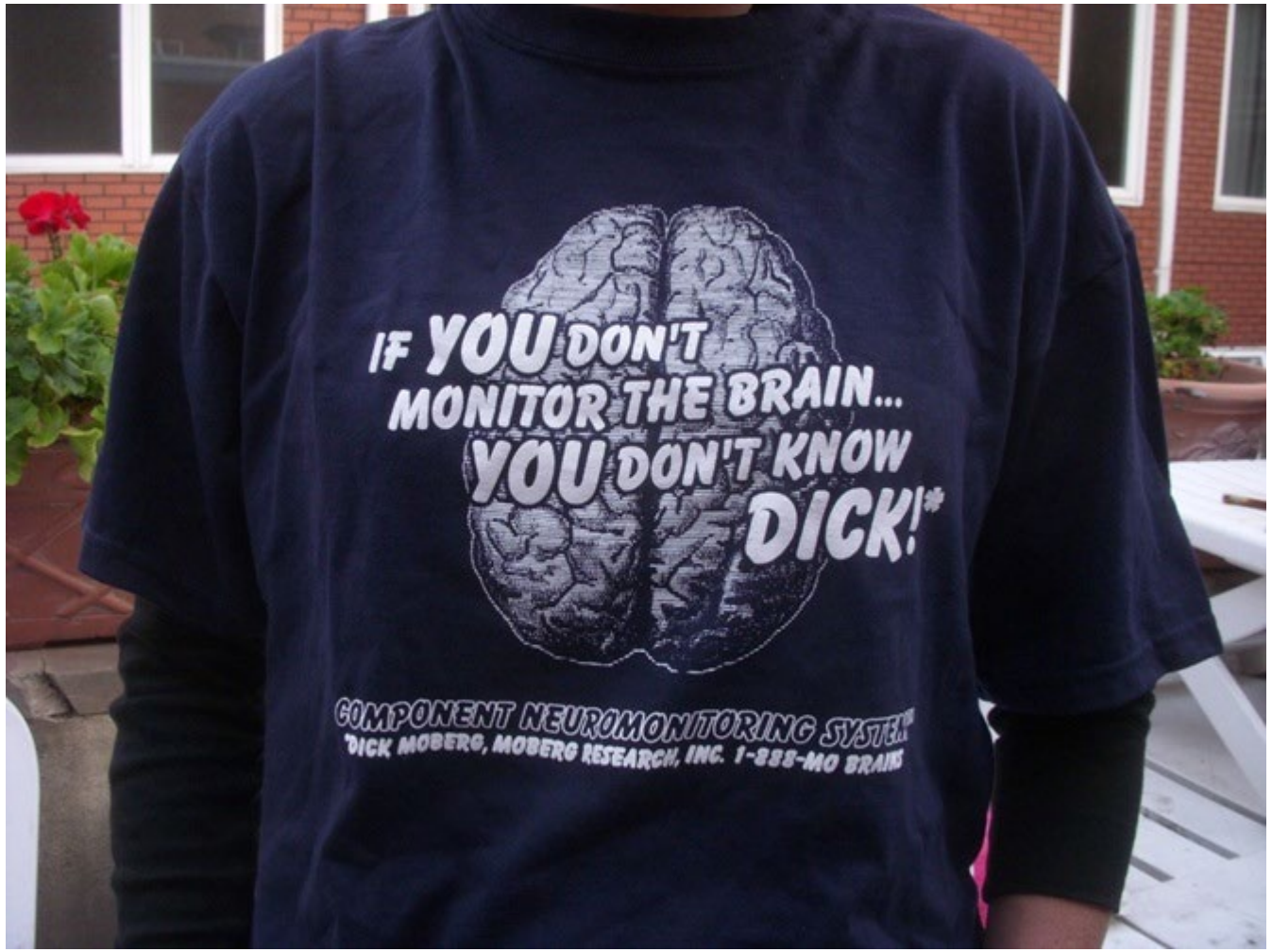
A neurophyisological monitor for the neonatal intensive care unit. NIH Phase I SBIR Contract (R43 NS82309). Feasibility study for the development of a monitor for tracking neonatal seizures. 6/30/88-1/31/89. $44,954.
A new monitor for spinal cord function. Ben Franklin Partnership Innovation Grant (Pennsylvania). Feasibility study for developing anew spinal cord monitor for surgery. 2/15/90-12/31/90. $25,000.
A monitor for neonatal seizures. Pennsylvania Seed Grant. Continued development of a monitor for tracking neonatal seizures. 4/1/91-9/30/91. $32,600.
A calibrator/simulator for neurophysiological signals. Pennsylvania Seed Grant. Development of a simulator for neurophysiological signals. 4/1/91-9/30/91. $34,216. Resulted in commercial product.
A new monitor for comatose patients. Ben Franklin Partnership Joint Industry-University R&D Project. 9/1/91-8/31/92 $75,000. Continuation 9/1/92-8/31/93 $63,000.
Improved patient care through EEG training for nurses. NIH Phase I SBIR (R43 NR03257). Multimedia training program to teach neuromonitoring to critical care nurses. 3/1/93-8/31/93. $50,000.
Improved patient care through EEG training for nurses. NIH Phase II SBIR (R44 NR03257). Multimedia training program to teach neuromonioring to critical care nurses. Resulted in commercial products. 6/1/96-5/30/98. $750,000.

Formed a Multimedia Group

Fun with Marketing



Protect the Head
Use Neuromonitoring



Company T-Shirt

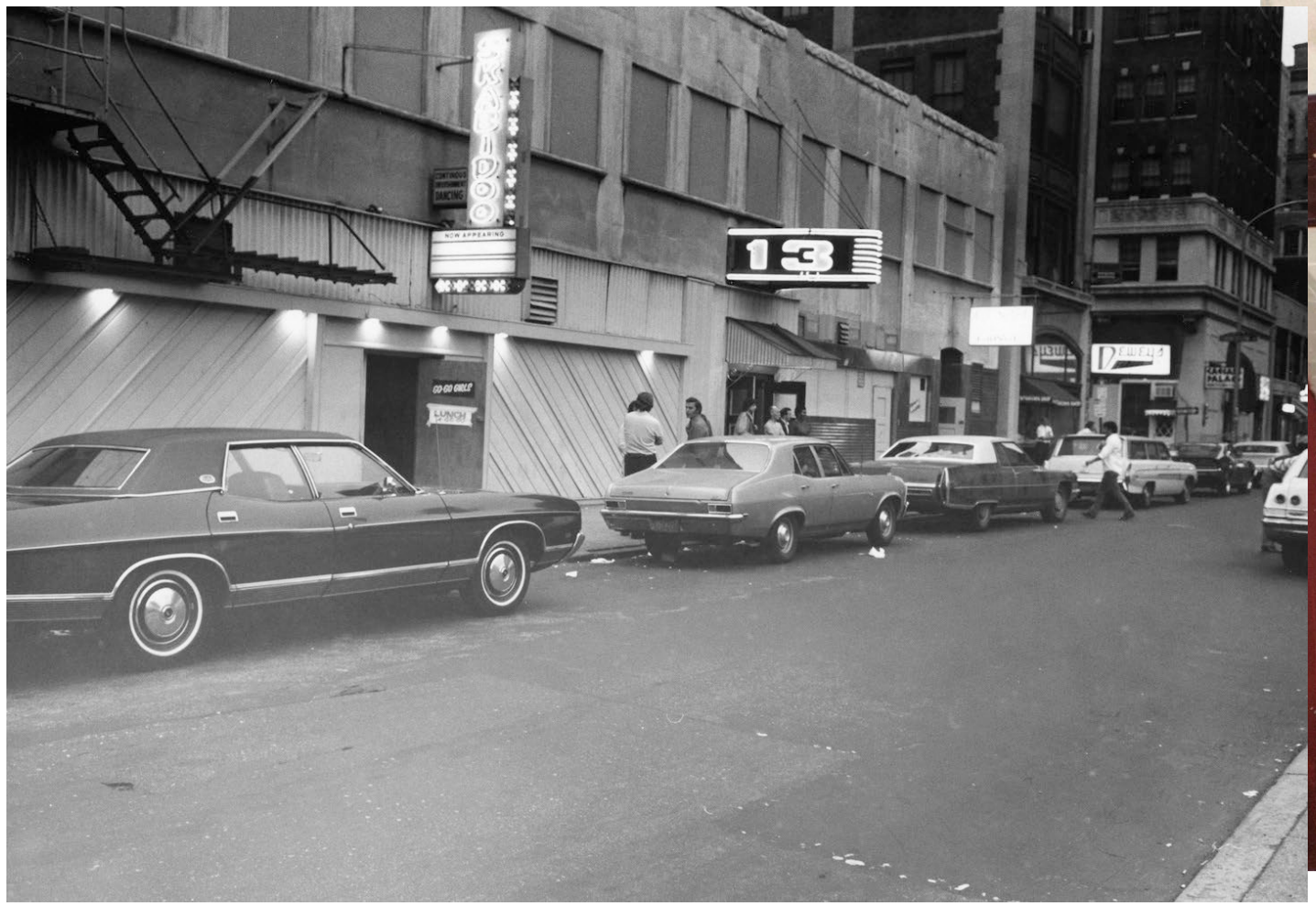
Grants - 3

A monitor for tracking neonatal seizures NIH Phase I STTR (R41 NS33400). To increase specificity and sensitivity of neonatal seizure detection algorithm. 1/1/95-12/31/95. $100,000.
A monitor for tracking neonatal seizures NIH Phase II STTR (R42 NS33400). To continue work on increasing specificity and sensitivity of neonatal seizure detection algorithm and build prototype monitor. 6/98-5/00. $500,000.
A modular, multiparametric monitor for the neuro ICU. NIH Phase I SBIR (R43 NS34614). Built test set-up consisting of multiple neuromonitors interfaced to a common computer. 895 to 2/96 $100,000.
A novel, easy-to-use, neurological monitor for OR/ER/ICU. NIH Phase I SBIR (R43 NS37991). To develop a new system architecture for neurological monitoring. 6/15/98-12/15-98. $99,849.
A novel, easy-to-use, neurological monitor for OR/ER/ICU. NIH Phase II SBIR (R44 NS37991-02). To develop a new system architecture for neurological monitoring. 10/1/01 – 9/30/03. $750,000.

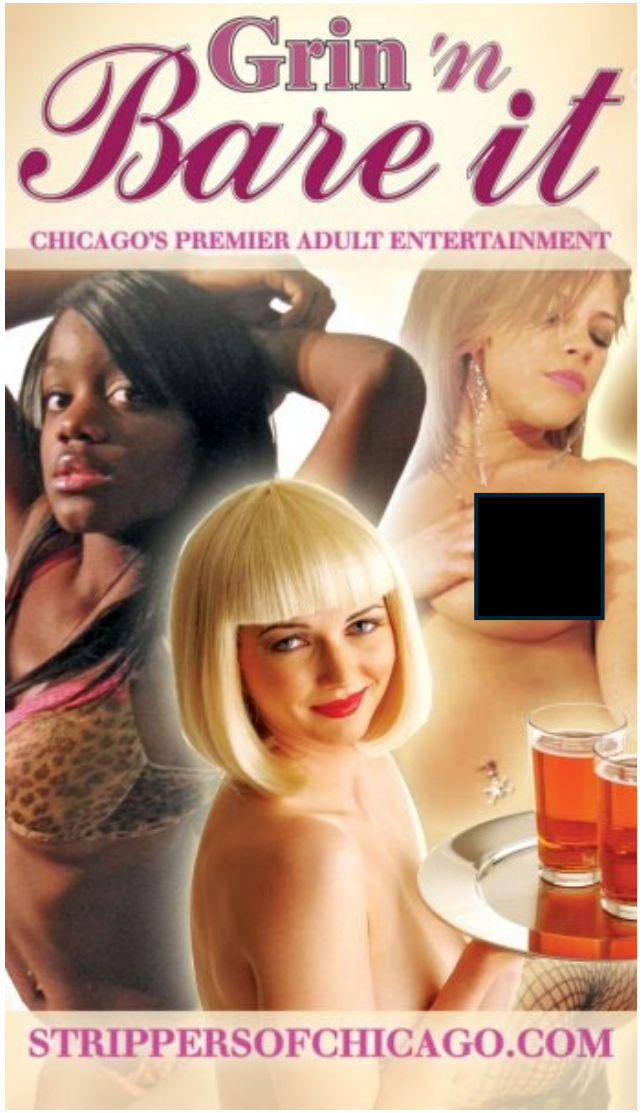
Funding – Non-conventional - 13th & Locust

Funding – 13th & Locust – 1990's

Funding – 13th & Locust



Funding – Sarah Bellum



Moved to Chicago

Pharmacist during the day at Rush

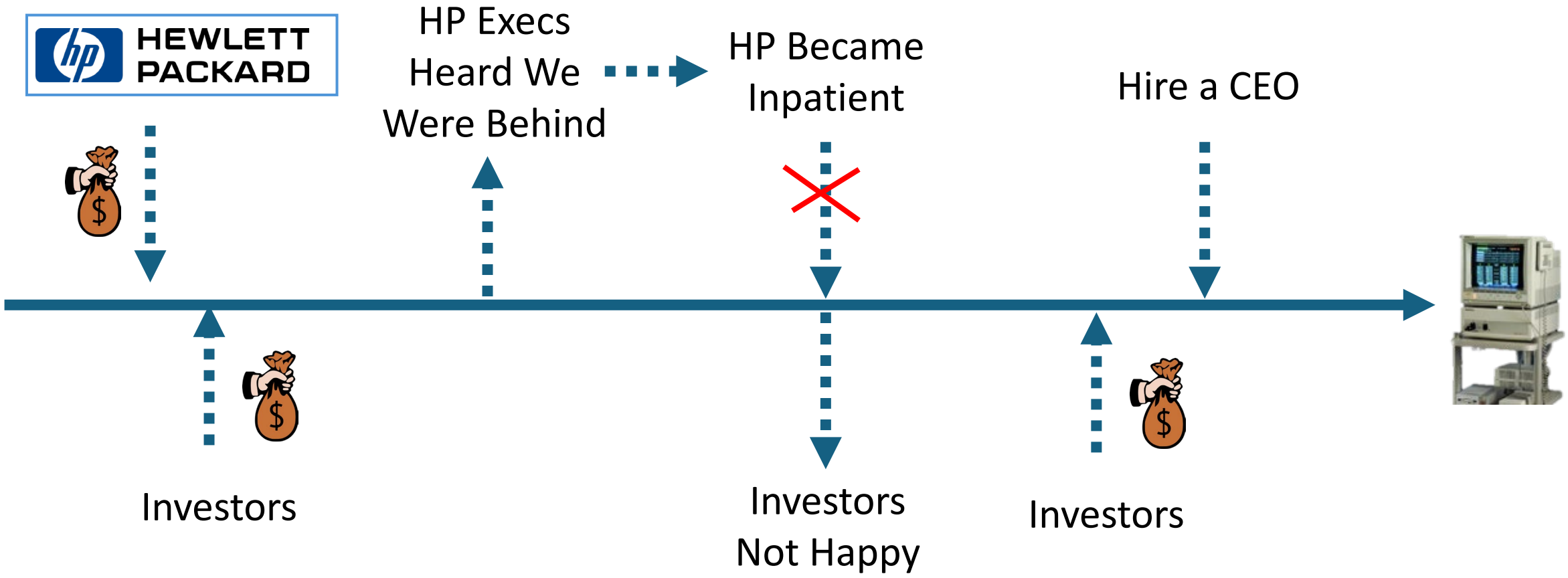
Dancer/stripper at night

On a visit I discovered her “lunch meat”

Became a regular investor

My funding methods were written up in a tech journal on the difficulty of funding for start-ups.

Timeline



But if we keep going,
we get the full price

Hiring a CEO

Paid a search firm $50,000

- They gave me “highly qualified candidates”
- “If it doesn’t work out, we will do another search”

Investors wanted me to make the decision

Hired a guy who seemed good

- Mid-level manager at J&J
- Engineering and medical device background

Woman’s Intuition

- My mom and my VP of Sales’ wife met him
- “Something’s not right”

Aftermath of the Hire

Near Term

- Never engaged with me or the VP of Sales
- Started dividing the company into his soldiers and everyone else
- Board was hearing things that weren't true about me
- Workplace became toxic

> **Caution**: Incompetent middle level managers can survive (hide) by taking credit for the good stuff and blaming the ones below him for the problems.

- Works at a large company, not at a small one

Lead Investor Loses Interest

Lead investor

- We became a hand-me-down company.
- Lost interest.
- Decided to put the company up for sale.

Caution: Investor relations are extremely important. Keep them updated regularly. Always assess their interest.

Company Put Up for Sale

Sale

- Packaged the company up for sale.
- A competitor stepped up.
- They got lots of info from us in the due diligence process and kept stretching out the sale.

Caution: Competitors either want to buy you or put you out of business. Don’t put your eggs in one basket…always have a backup

Transitions

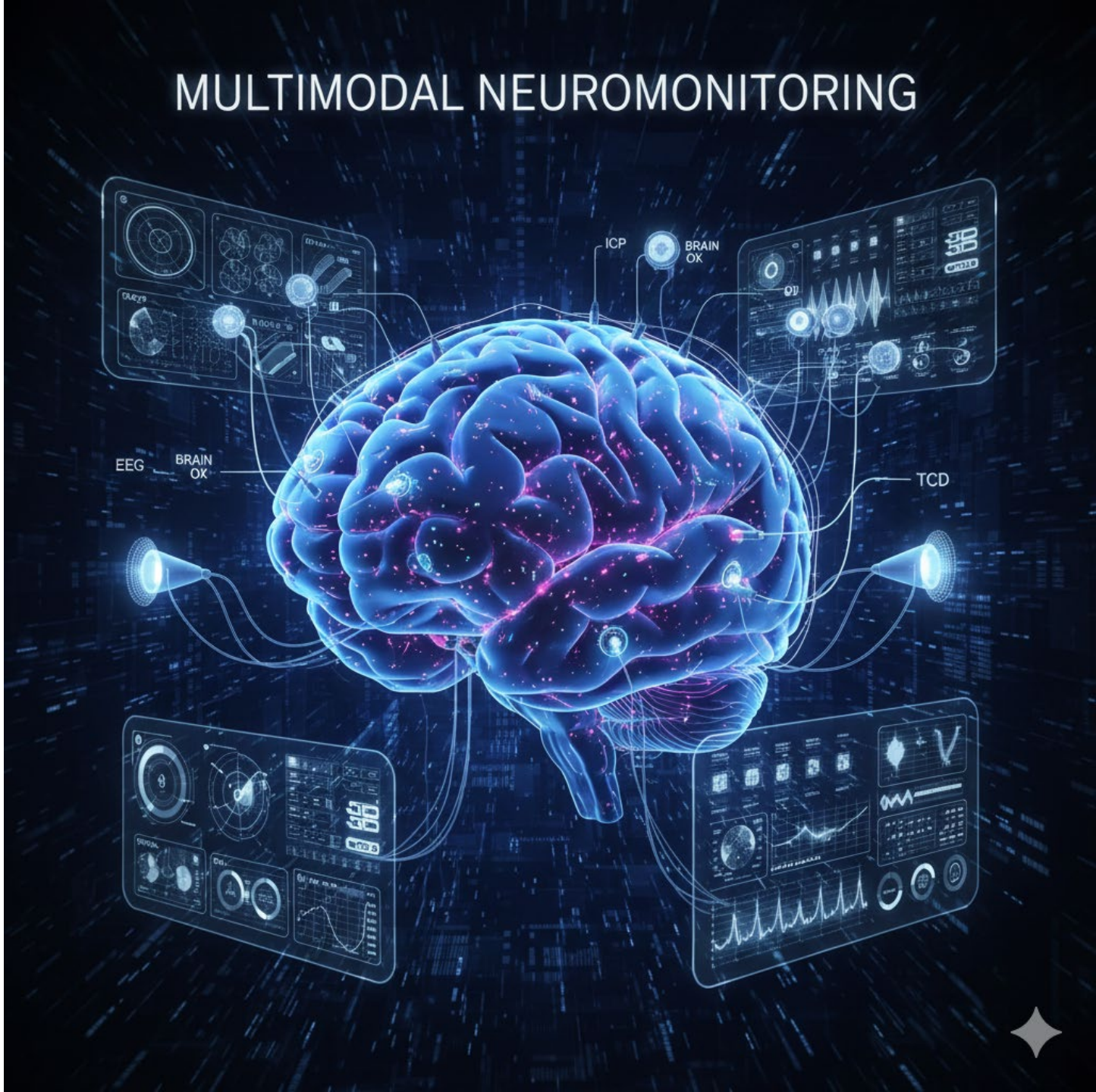
Friday, December 12, 1997

- Morning – normal excitement about the sale
- Afternoon – got a fax saying the sale was off
  - No inventory to sell
  - No money
  - Decided to close the company
- Evening - People gone, dream gone

1998 - 2020

Starting Over

Third Product
Second Company



What do we do?

Monday, December 15, 1997

Went into work

- Started asset sale

Multimedia employees showed up

- I can’t pay you. Why are you here?

Made a card (right) to announce my death. Sent as a Christmas card to our industry associates.

Vision

Timeline

HEWLETT PACKARD

$50,000

Multimedia Group

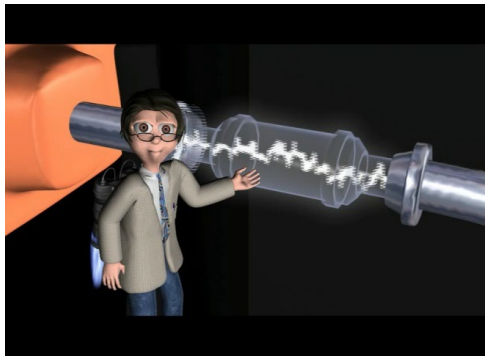
Multimedia Group

Educational Content

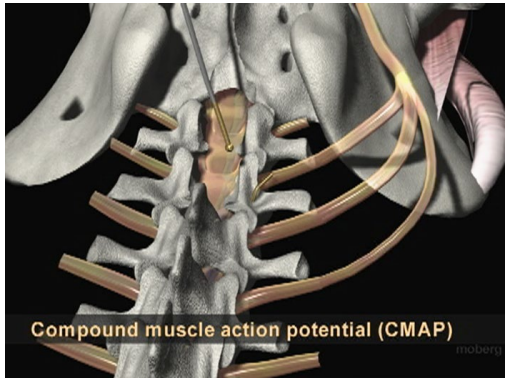
Marketing Animations

Anesthesia Simulation

BrainBall



Training Animations



Training Videos

Timeline

HEWLETT PACKARD

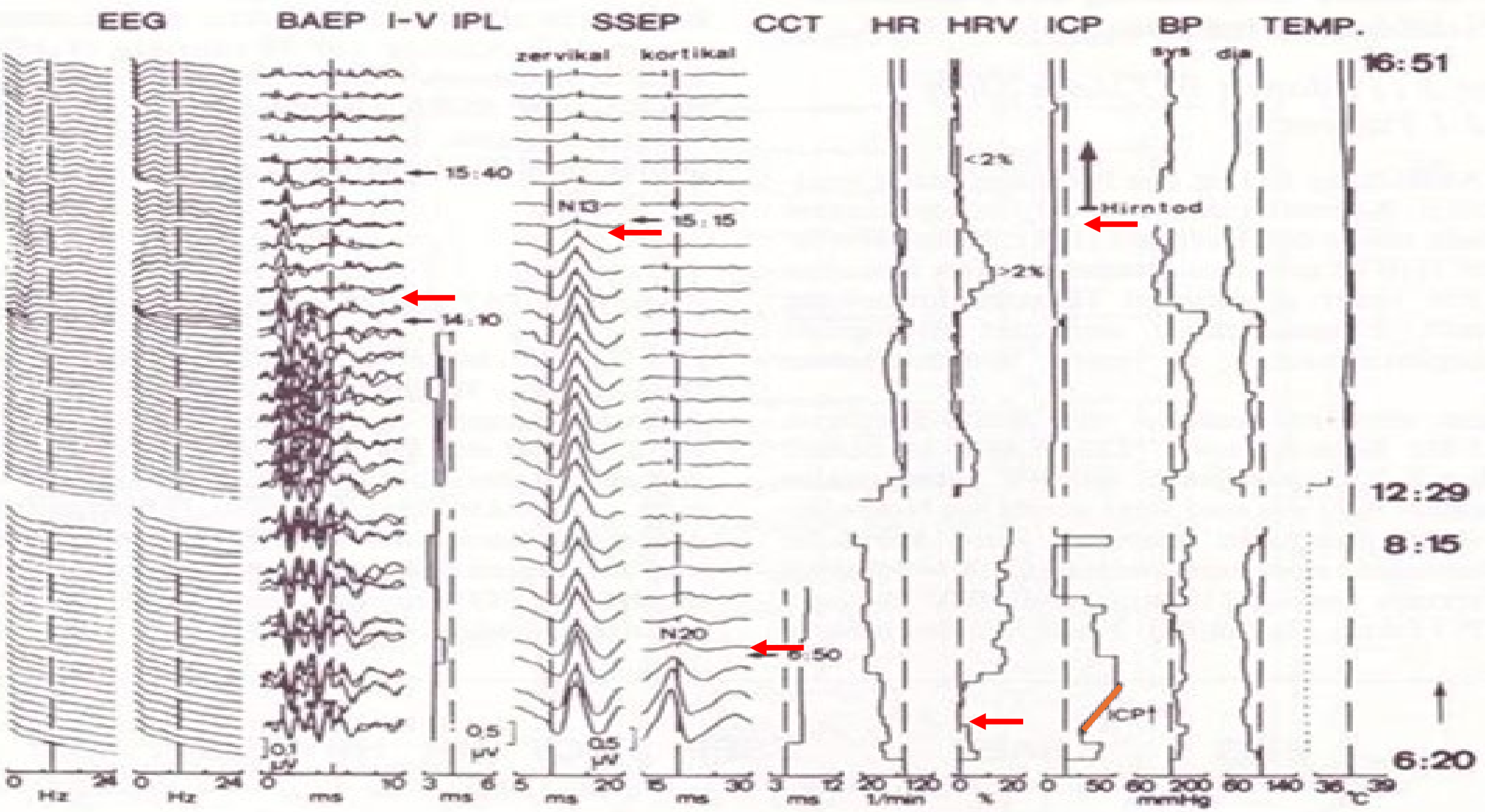
Multimedia Group

$50,000

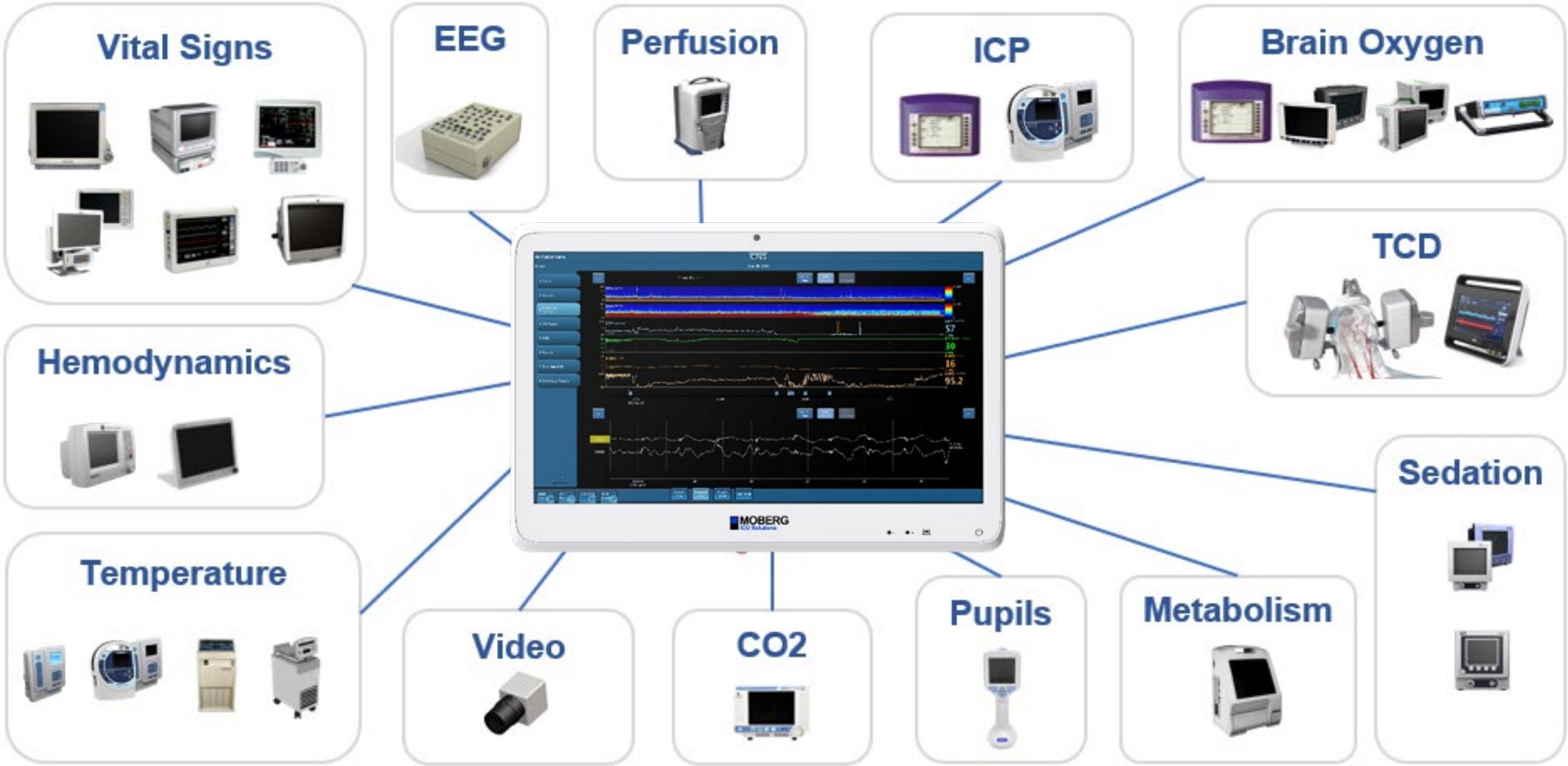
Brain Monitoring
Vision?

A Brain Dying – A Physiological Roadmap

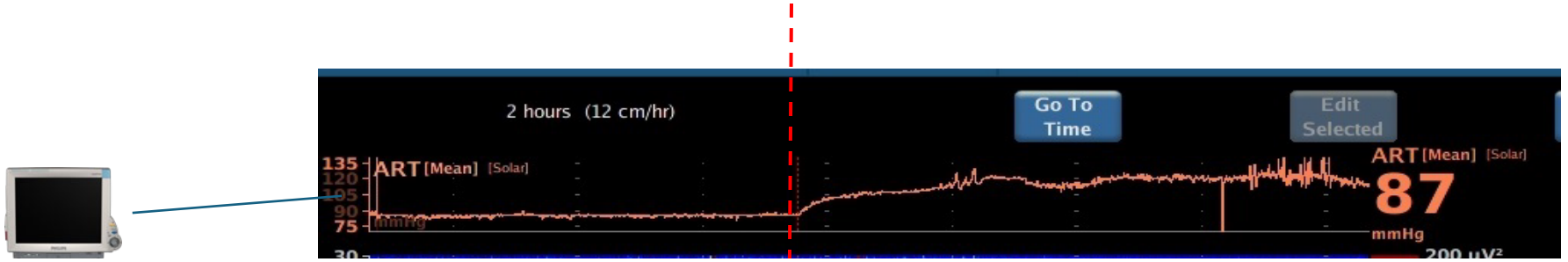
Gerhard Litscher



Vision

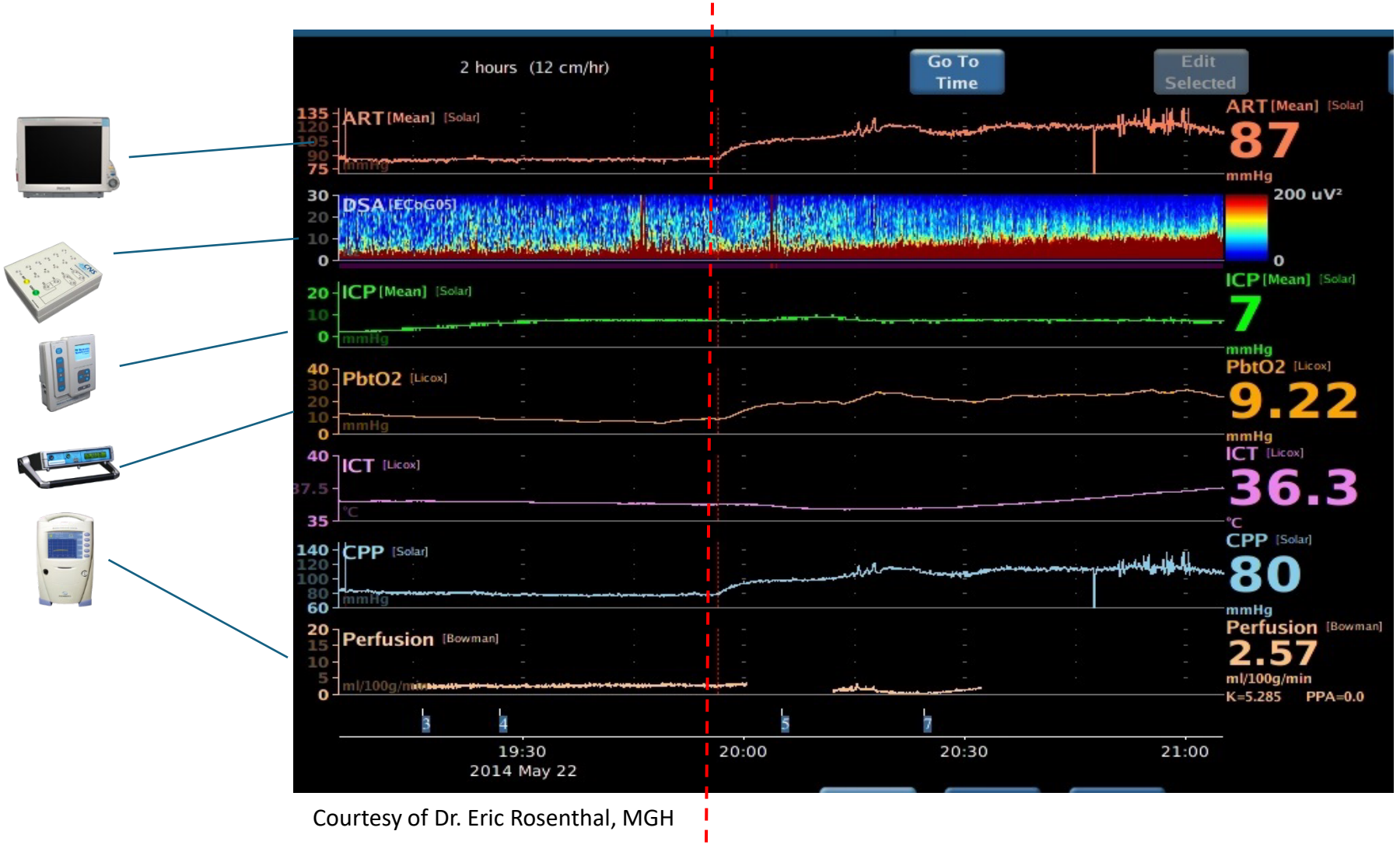

Vital Signs
EEG
Perfusion
ICP
Brain Oxygen
TCD
Hemodynamics
Sedation
Temperature
Video
CO2
Pupils
Metabolism
MOBERG

What you See with a Vital Signs Monitor



What you See with a Multimodal Monitor

Clinical Value: Promotes precision management
Empowers nurses



Courtesy of Dr. Eric Rosenthal, MGH

Timeline

HEWLETT PACKARD

$50,000

Multimedia Group

The Vision

Grants - 4

A novel, easy-to-use, neurological monitor for OR/ER/ICU. NIH Phase I SBIR (R43 NS37991). To develop a new system architecture for neurological monitoring. 6/15/98-12/15-98. $99,849.
A novel, easy-to-use, neurological monitor for OR/ER/ICU. NIH Phase II SBIR (R44 NS37991-02). To develop a new system architecture for neurological monitoring. 10/1/01 – 9/30/03. $750,000.
Medical data fusion watchboard. Office of Naval Research, SBIR. To develop a prototype display which integrates data of different types on a common screen for surgical resource scheduling. 5/99 to 10/99, $69,808
An advanced neurological signals simulator. NIH Phase I SBIR (R43 NS049941) Development of a neurophysiological signals simulator for training and calibration. 9/1/2004 – 2/28/2005. $82.470
Educational aids for intraoperative neuromonitoring. NIH Phase I SBIR (R43 NS038798). To develop novel educational aids for teaching theory and techniques of neurological monitoring. 7/10/1999 – 1/9/2000. $100,000
Educational aids for intraoperative neuromonitoring. NIH Phase II SBIR (R44 NS038798). To develop simulations of critical incidents in the OR and ICU. 12/1/2004 – 11/30/2006. $833,664.
Point of care decision support for nursing. NIH Phase I SBIR (R43 NR005220) To develop an XML based standard for bedside information interchange. 9/1/2000 – 2/28/2001. $100,000.
Point of care decision support for nursing. NIH Phase II SBIR (R44 NR005220) Continued development of point-of-care information system. 7/1/2004 – 6/30/2006. $940,673.

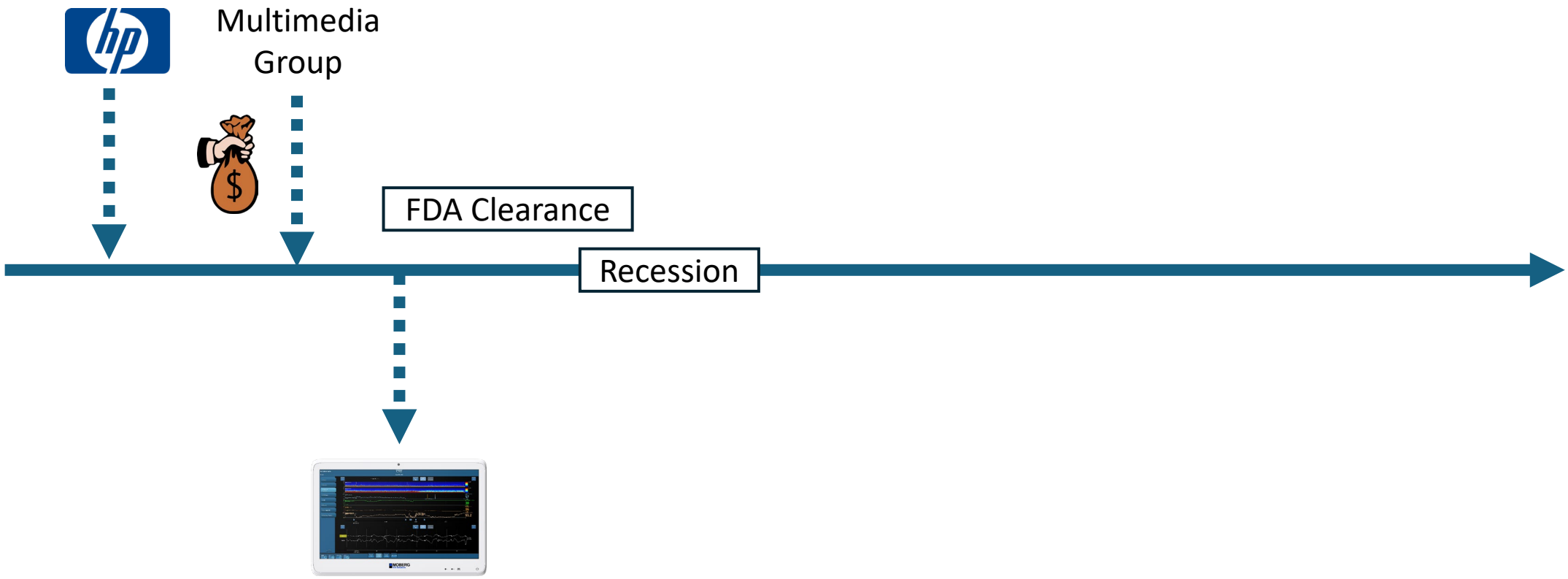
Grants - 5

The ICU as a Learning Environment. NIH Phase I SBIR (R43 NR010180) To develop a system that delivers modular educational content to nurses at the bedside in the ICU, assesses the nurse, and delivers continuing education credits. 2/1/2007 – 7/31/2007. $99,984.
The ICU as a Learning Environment. NIH Phase II SBIR (2R44NR010180 - 02A1) To develop a system that delivers modular educational content to nurses at the bedside in the ICU, assesses the nurse, and delivers continuing education credits. 5/1/2009 – 4/30/2011. $919,988.
Military Surgical Information System. US Army/TATRC Phase I STTR (Contract W81XWH-07-C-0091) To design, develop, build and demonstrate a multimedia data and event capture system for the military health care system (MHS). 7/18/2007 – 1/17/2008. $99,999.
Military Surgical Information System. US Army/TATRC Phase II STTR (Contract W81XWH-07-C-0091) To design, develop, build and demonstrate a multimedia data and event capture system for the military health care system (MHS). 9/17/2008 – 9/16/2011, $750,000.

Grants - 6

Integrated Clinical Environment ICE Supervisor. US Army/TATRC Phase I SBIR (W81XWH-09-C-0055). To perform the preliminary design of a trauma lifesaver assistant using the integrated clinical environment (ICE) information architecture. 1/30/2009 – 7/29/2009, $100,000.
Integrated Clinical Environment ICE Supervisor. US Army/TATRC Phase II SBIR (W81XWH-09-C-0055). To design and implement a trauma lifesaver assistant using the integrated clinical environment (ICE) information architecture. 3/15/2010 – 3/14/2012, $750,000.
Integrated Clinical Environment ICE Supervisor. US Army/TATRC Phase II Enhancement SBIR (W81XWH-09-C-0055). Continued work developing the integrated clinical environment (ICE) information architecture. 9/12/2011 – 9/11/2012, $1,000,000.
Integrated Clinical Environment ICE Supervisor. US Army/TATRC Phase II Extension SBIR (W81XWH-12-C-0189). To continue design of an integrated clinical environment and a medical device simulator. 9/28/2012 – 9/27/2014, $2,271,221.
Integrated Clinical Environment ICE Supervisor. US Army/Rapid Innovation Fund (W81XWH-09-C-0055). To commercialize components of the ICE system. 9/28/2014 – 9/27/2016, $3,000,000.
A New Medical Record for the Brain Enabling Precision Management of TBI.. US Army, Combat Casualty Care (W81XWH190013). To develop a multimodal based medical record for the brain. 6/15/2019 – 6/14/2022, $4,500,000.

Timeline



Product Market Fit – My Perception of EEG

Vital Signs

EEG

Perfusion

ICP

Brain Oxygen

TCD

Hemodynamics

Sedation

Temperature

Video

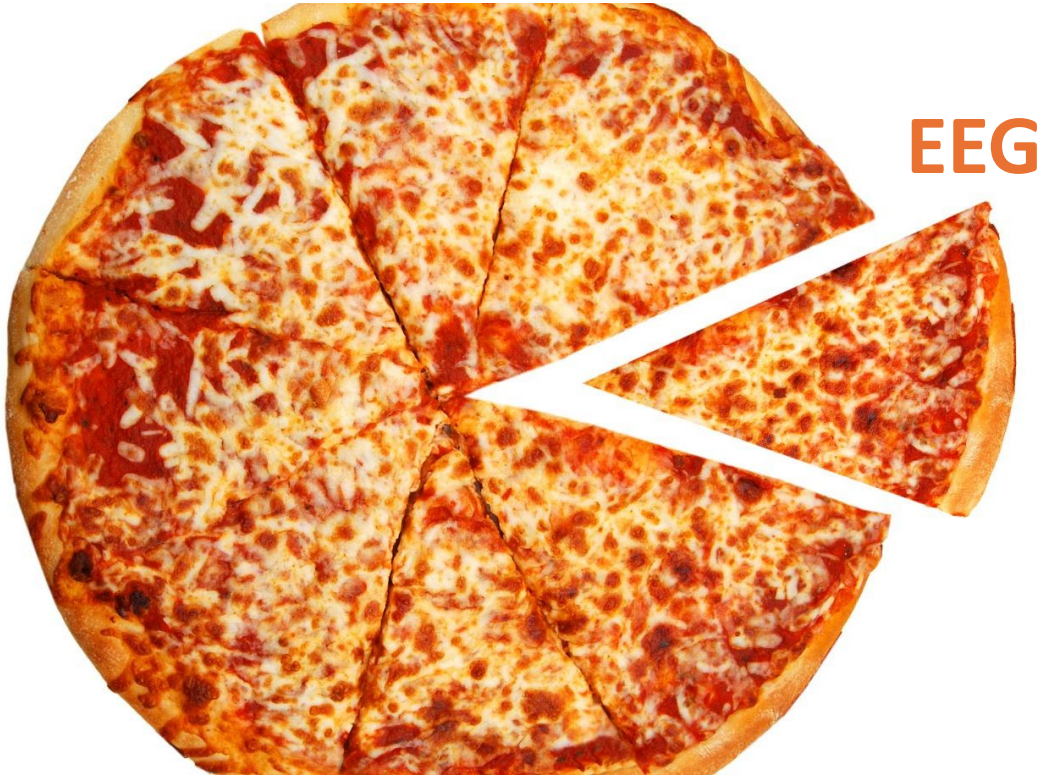
CO2

Pupils

Metabolism

Product Market Fit

Neuro Intensivists



Neurologist/EEGers

Product Market Fit

What we developed

A bedside monitor

What the EEG folks wanted

An “epilepsy” EEG machine

Read EEG
Bill for EEG
Rinse, repeat

A Brand is Born

Stephan Mayer

In a bar

CNS Technology

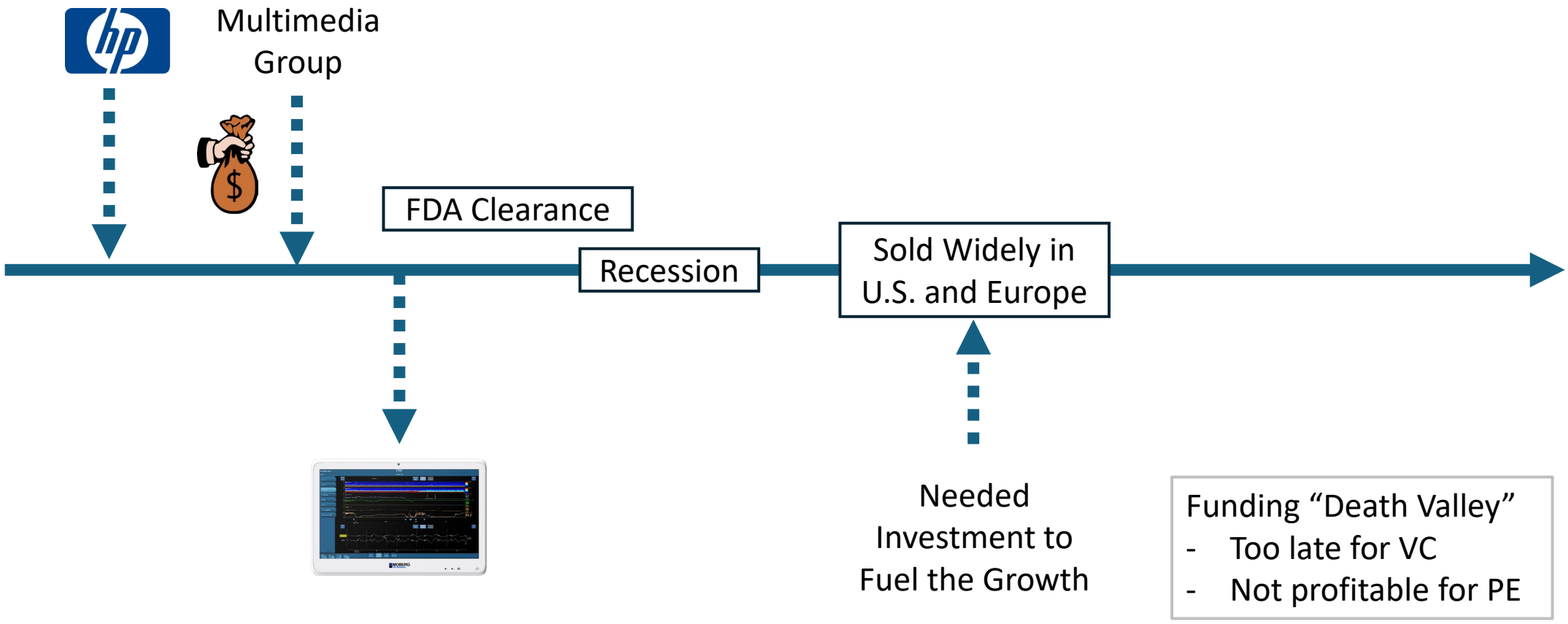
Moberg ICU Solutions

Tony Rittaccio
Vice Chair Neurology
Albany Medical Center

Plane ride

We have two “Mobergs”

Timeline


Multimedia
Group
FDA Clearance
Recession
Sold Widely in
U.S. and Europe
Needed
Investment to
Fuel the Growth
Funding “Death Valley”
- Too late for VC
- Not profitable for PE

Timeline

Multimedia Group

FDA Clearance

Recession

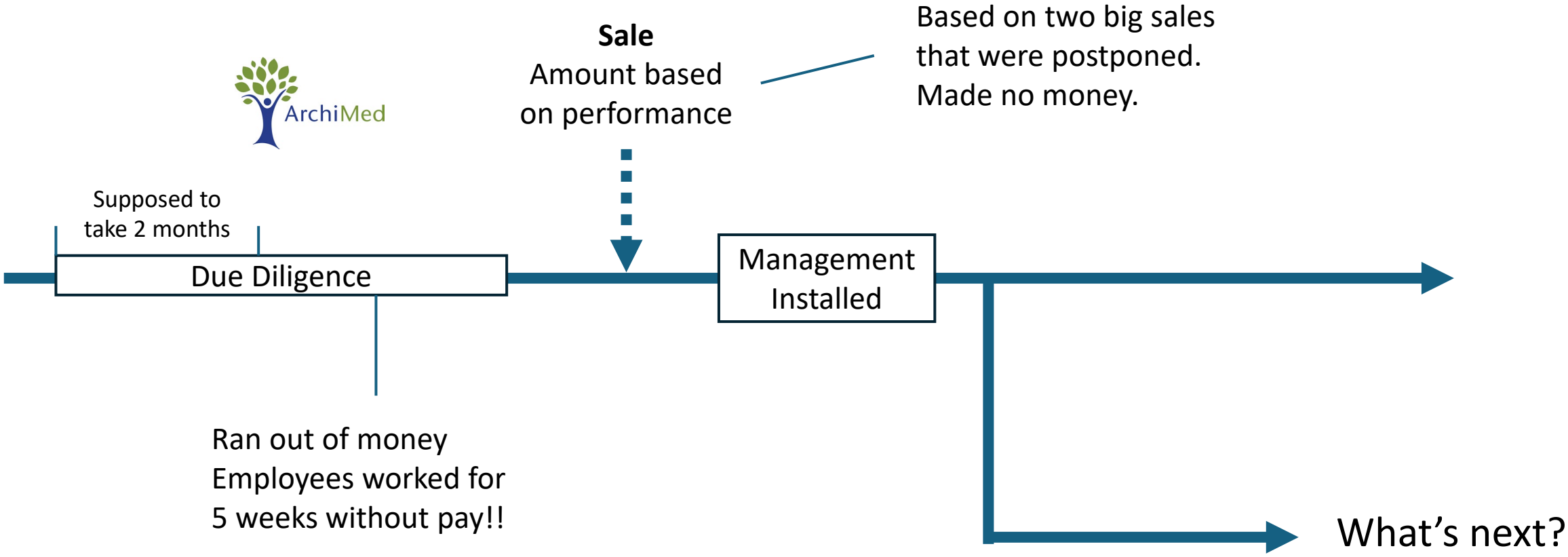
Sold Widely in U.S. and Europe

We want to buy you
You can help us get into the U.S. market

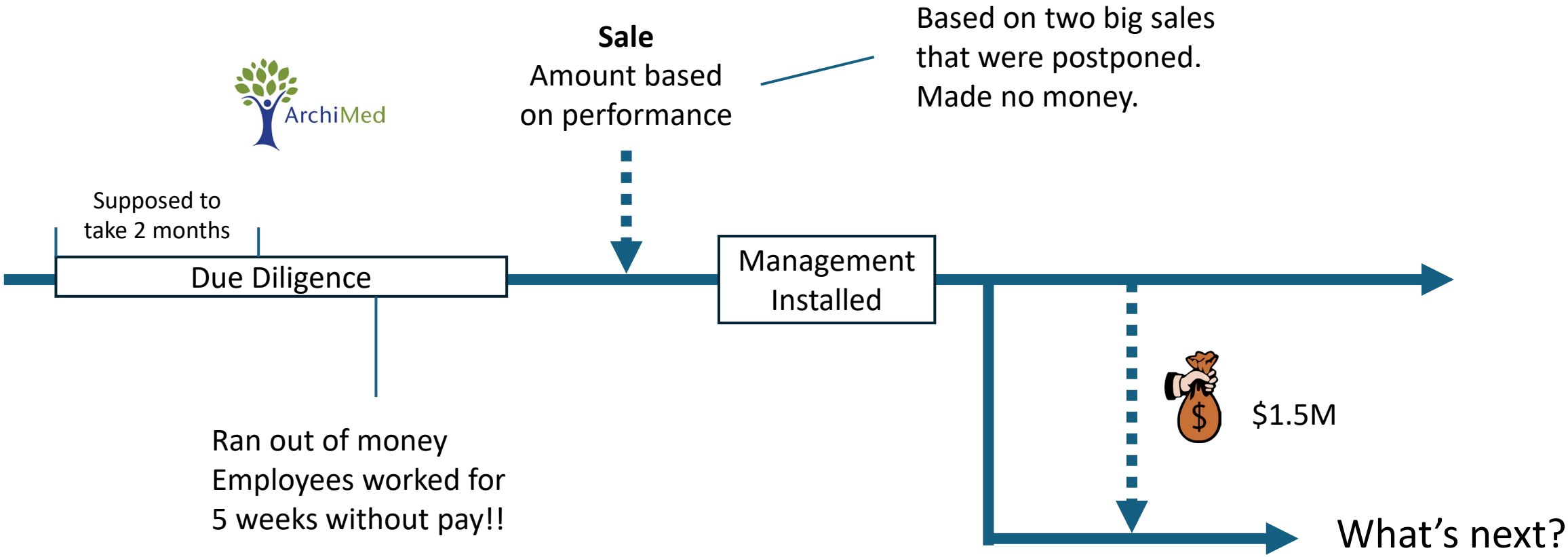
Needed Investment to Fuel the Growth

Funding “Death Valley”
- Too late for VC
- Not profitable for PE

Timeline


ArchiMed
Sale
Amount based
on performance
Based on two big sales
that were postponed.
Made no money.
Supposed to
take 2 months
Due Diligence
Management
Installed
Ran out of money
Employees worked for
5 weeks without pay!!
What's next?

Timeline


ArchiMed
Sale
Amount based
on performance
Based on two big sales
that were postponed.
Made no money.
Supposed to
take 2 months
Due Diligence
Management
Installed
$1.5M
Ran out of money
Employees worked for
5 weeks without pay!!
What's next?

2020 ->

Matching Computing to Complexity

The Next Vision

Innovation and Expectations

Aviation

Flight Distance

952,054
miles

120
feet

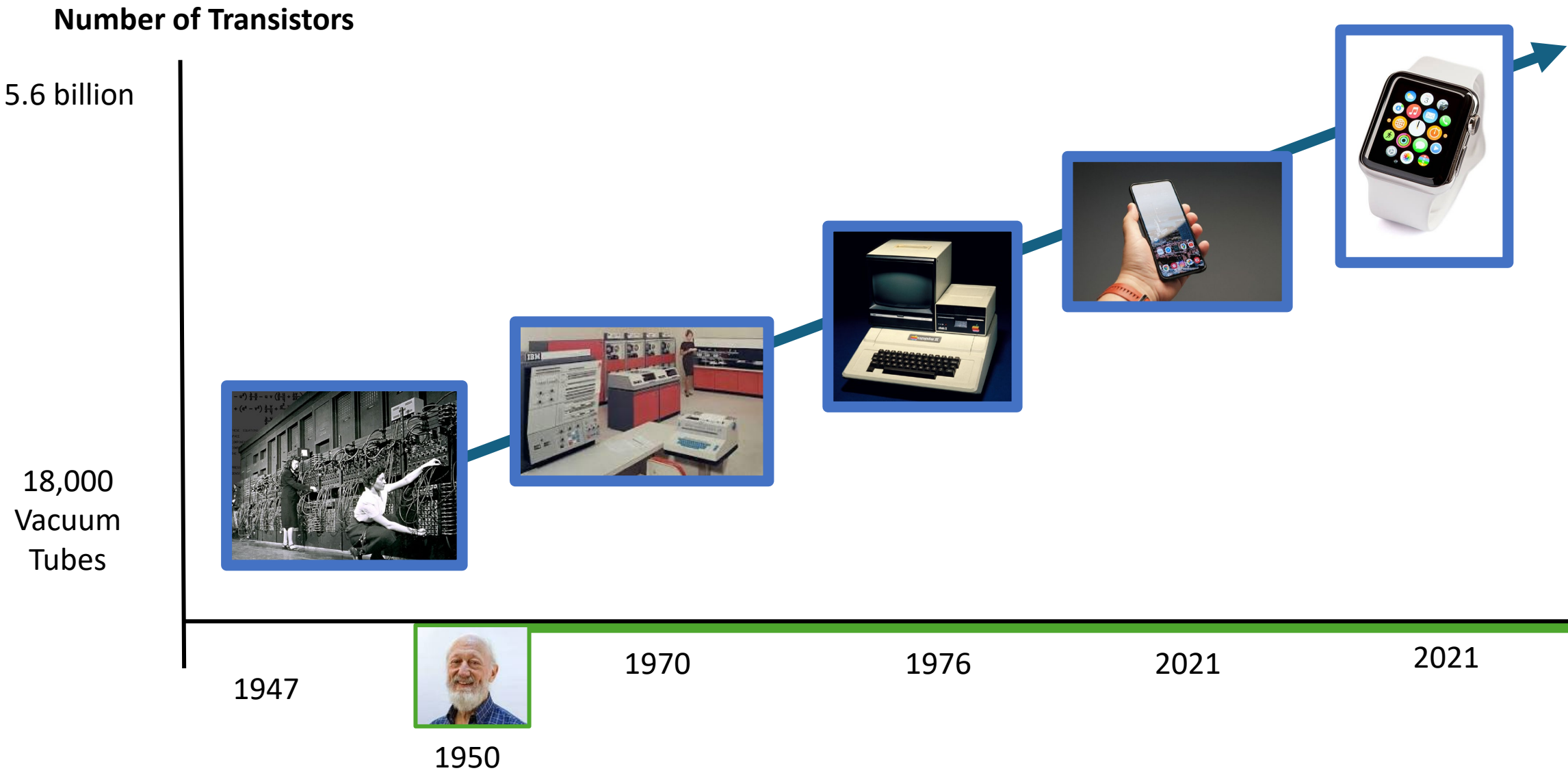
1903

1908

1969

1981

Computers

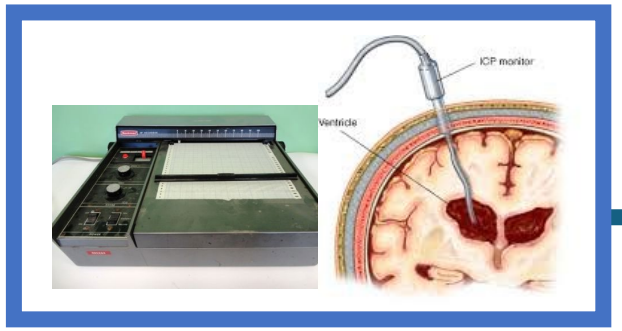

Number of Transistors
5.6 billion
18,000 Vacuum Tubes
1947
1950
1970
1976
2021
2021

TBI – Patient Monitoring

Patient Monitoring (Sensors)

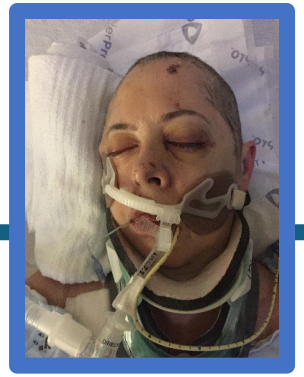
Multimodal Monitoring

1 metric



Intracranial Pressure

44 Years



Intracranial Pressure

1974

2018

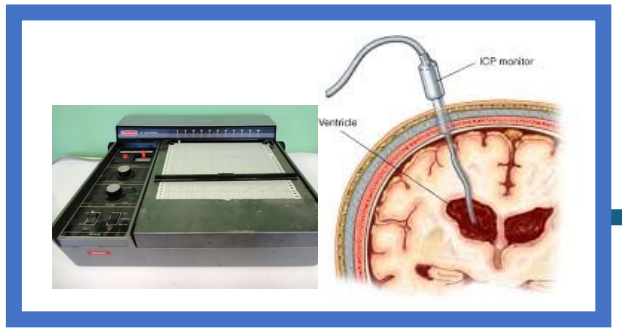
2024

TBI – Patient Monitoring

Patient Monitoring (Sensors)

Multimodal Monitoring

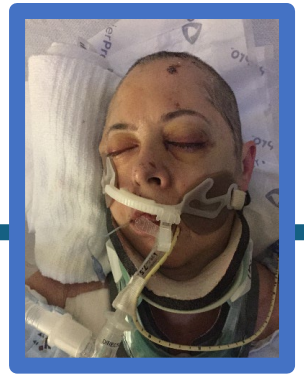
1 metric



Intracranial Pressure

44 Years

When will she wake up?
How will she be?



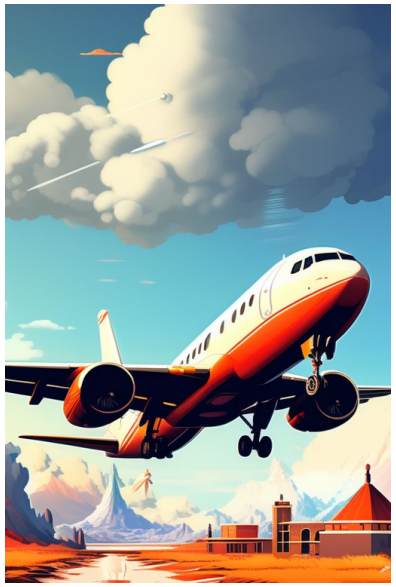
Intracranial Pressure

1974

2018

2024

The Next Vision



Innovation Exceeded Expectations

Expectations Exceeded Innovation

Can AI and advanced analytics help?

Can try to match the computing to the complexity of the brain?


Individualized Care
Data Interoperability
Non-invasive Technology
Analytics
CLOUD
CPPopt
FITBIR
BOOST3
Spreading Depolarizations
Changing Nomenclatures
AI
DATA

Cloud Archive for High Resolution Data

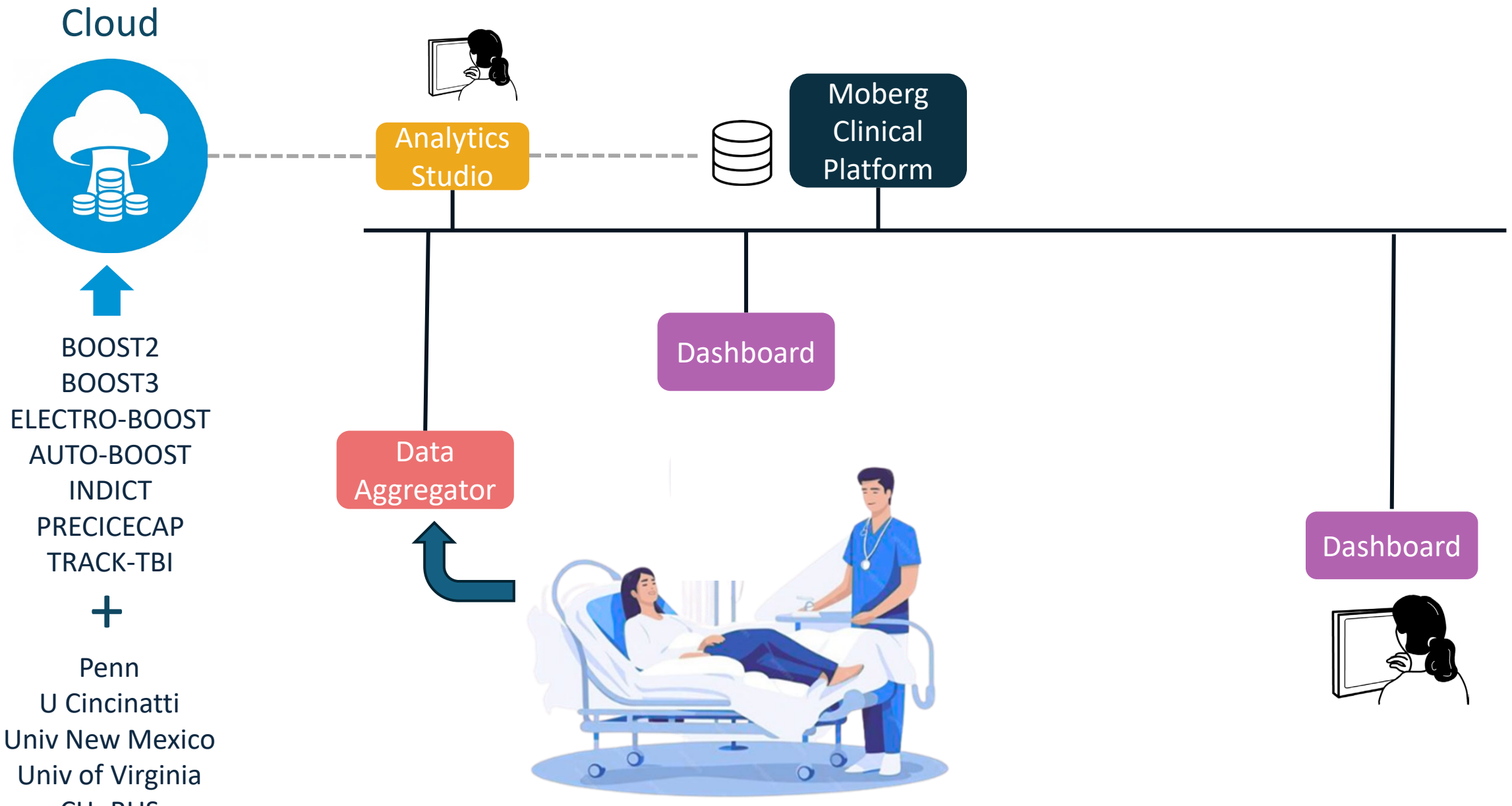
Cloud

BOOST3
BOOST2
ELECTRO-BOOST
AUTO-BOOST
INDICT
PRECICECAP
TRACK-TBI

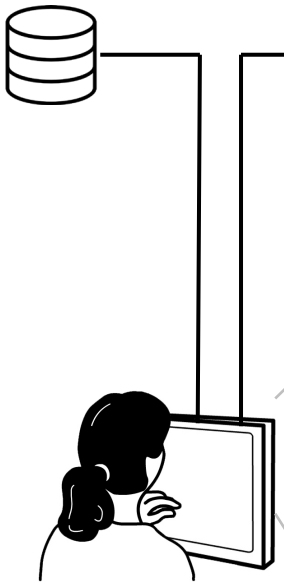
+

Penn
U Cincinnati
Univ New Mexico
Univ of Virginia

Analytics Platform for Neurocritical Care

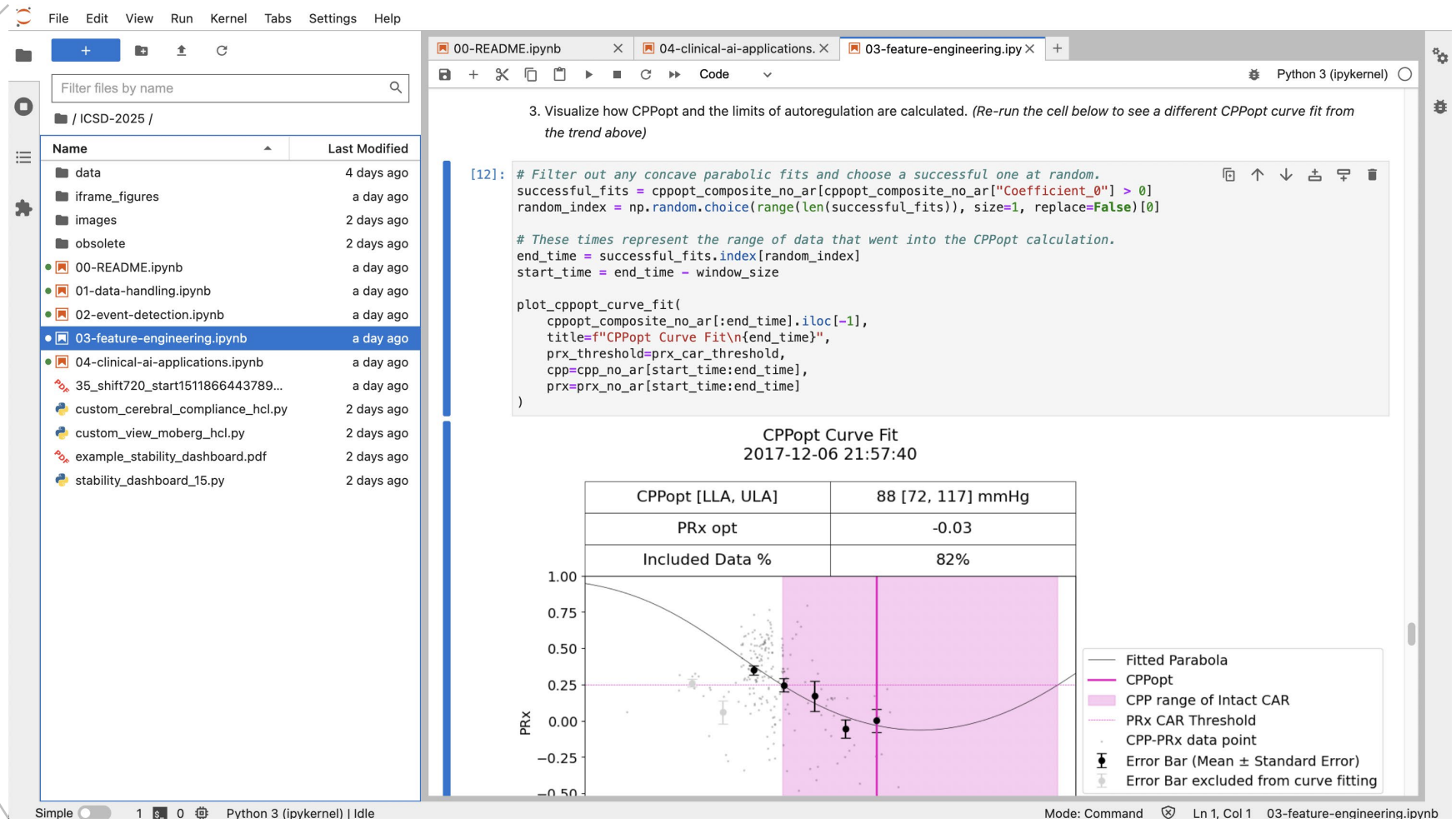


Analytics Studio



Patient

Analytics Studio



Solve the Data Overload Problem

Critical Care Copilot

Clara – Our Agentic AI “Helper”

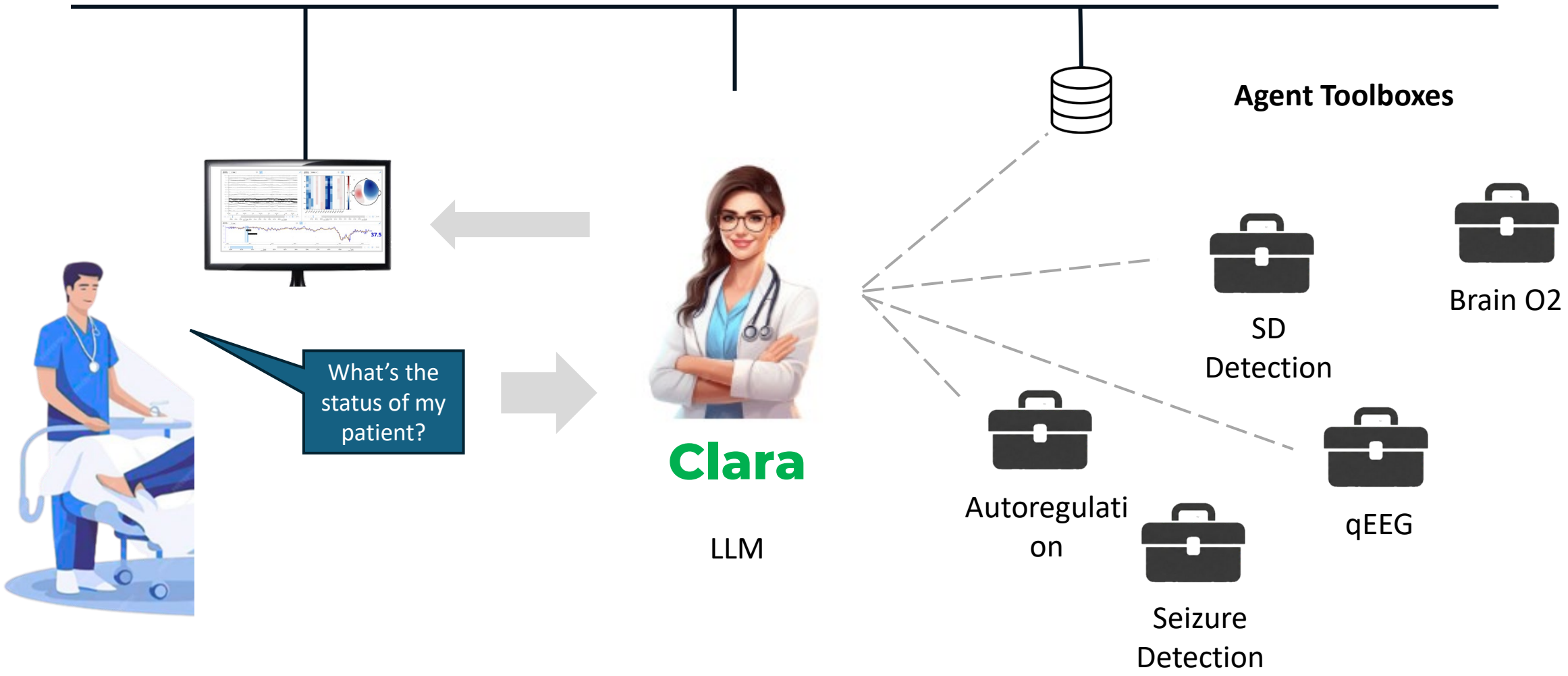
Clara

OpenAI

at UTSW

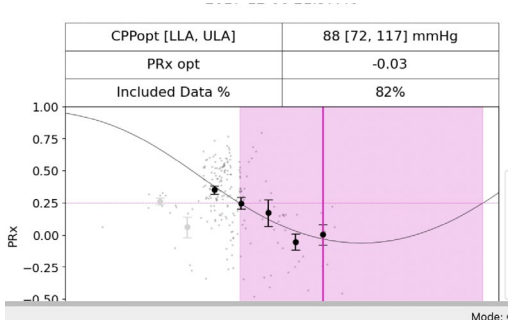
UNDER DEVELOPMENT

Clara


Agent Toolboxes
What's the status of my patient?
Clara
LLM
SD Detection
Brain O2
Autoregulation
qEEG
Seizure Detection

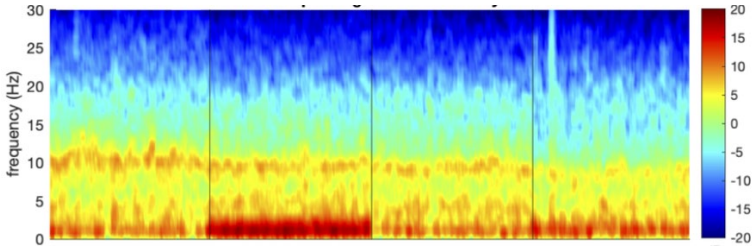
Agent Toolboxes - Standardization

Autoregulation



CPPopt

qEEG



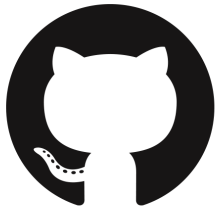
DSA

Agent Toolboxes

Types

- In-house
- 3rd Party – licensed
- 3rd Party - Freely Usable
- Open Source – Community Supported

Neuromonitoring Analytics Discord Server



Neuromonitoring Analytics Github

Translation of Ideas

Cambridge University
Dr. Peter Smielewski
Autoregulation Indices

University of Cincinnati
Dr. Brandon Foreman
Waveform artifact detection

MGH/Harvard
Dr. Eric Rosenthal
Coma recovery prediction

University of Cincinnati
Dr. Jed Hartings
Spreading Depolarizations Detection

UCSF
Dr. Mauro Cafarelli
COIN Index

University of Cincinnati
Dr. Brandon Foreman
P2/P1 Index

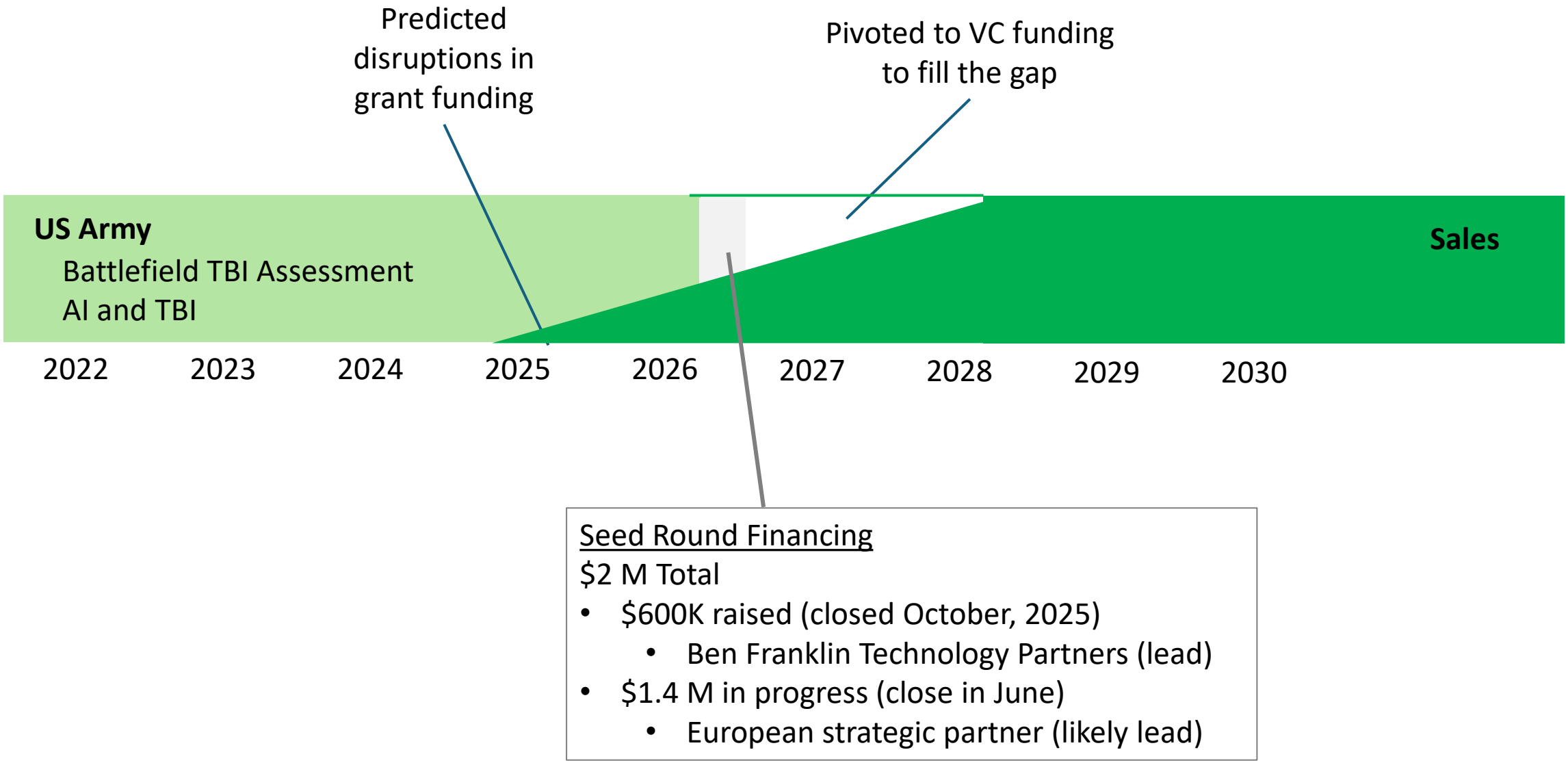
Royal Perth Hospital
Dr. Rob McNamara
ICH Prediction

UCSF
Dr. Britta Lindquist
Continuous blood gas estimation

Grants - 7

Data Fusion and AI to Optimize Severe Brain Injury Management in Prolonged Care.. US Army, MTEC-21-06-MPAI-021. To develop a portable TBI Advisor for prolonged field care. PoP 1 3/21/2022 – 3/14/2023, $920,085.
Data Fusion and AI to Optimize Severe Brain Injury Management in Prolonged Care.. US Army, MTEC-21-06-MPAI-021. To develop a portable TBI Advisor for prolonged field care. PoP 2 3/16/2023 – 1/24/2024, $1,080,800.
Data Fusion and AI to Optimize Severe Brain Injury Management in Prolonged Care.. US Army, MTEC-21-06-MPAI-021. To develop a portable TBI Advisor for prolonged field care. Pop 1/25/2024 – 1/25/2025, $886,186.
Data Fusion and AI to Optimize Severe Brain Injury Management in Prolonged Care.. US Army, MTEC-21-06-MPAI-021. To develop a portable TBI Advisor for prolonged field care. PoP 4 1/26/2025 – 1/25/2026, $935,799.
ACME: The Autonomous Communications Medical Ecosystem. US Army, MTEC-24-05-AutoDocSensor-014 8/5/2024 to 3/1/2026 $368,550

Funding



Seed Round Financing

$2 M Total

- $600K raised (closed October, 2025)
  - Ben Franklin Technology Partners (lead)
- $1.4 M in progress (close in June)
  - European strategic partner (likely lead)

Traction

Current traction: Research and Evaluation
Growth opportunities: Clinical Use (Post-FDA)

Signed
138K ARR

- UT Southwestern Medical Center — 6 beds
- HCL Hospices Civils de Lyon — 6 beds
- University of Virginia — 3 beds
- JKU Johannes Kepler Universität Linz — 6 beds
- Universitas Quinqueecclesiensis — 2 beds

Contracting
453K ARR

- UT Southwestern Medical Center — 60 beds
- Yale NewHaven Health — 2 beds
- Yale NewHaven Health — 20 beds
- The Children's Hospital of Philadelphia — 6 beds
- Goethe Universität Frankfurt am Main — 18 beds
- University of California San Diego — 4 beds

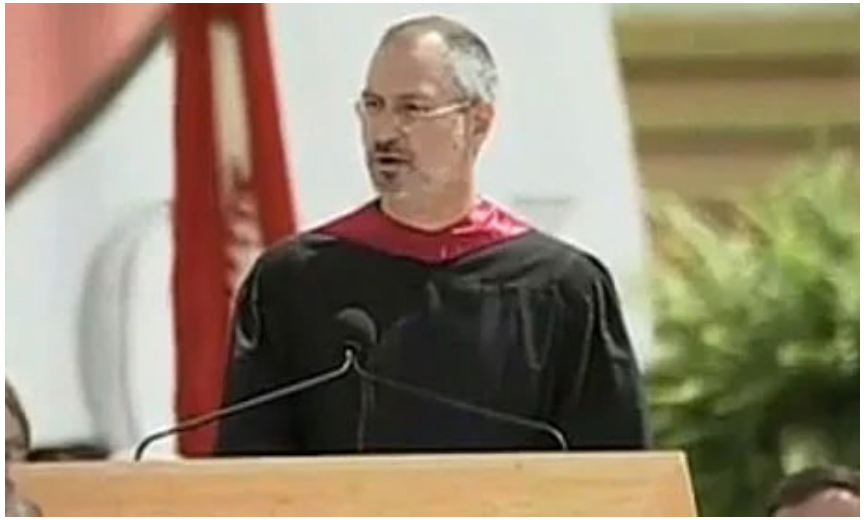
Qualified

- UT Southwestern Medical Center — 24 beds
- UC Health — 22 beds
- JKU Johannes Kepler Universität Linz — 33 beds
- UCLA Health — 24 beds
- UCSF Health — 4 beds
- UNI Bonn
- Children's Hospital Los Angeles
- Hartford HealthCare
- MGH Massachusetts General Hospital — 39 beds
- USZ Universitäts Spital Zürich
- University of Maryland Medical Center
- UCSF Benioff Children's Hospitals — 4 beds
- Cleveland Clinic
- Mayo Clinic — 1 bed

Discovery

- UHealth University of Miami Health System
- WMC Health Westchester Medical Center Health Network
- Penn Medicine
- MaineHealth
- Temple University Hospital Temple University Health System
- Oregon Health & Science University OHSU
- Jefferson Health Home of Sidney Kimmel Medical College

Connecting the Dots in Your Life



Steve Jobs, Apple Founder
Commencement Speech
Stanford - 2005

"You can't connect the dots looking forward. You can only connect them looking backward. So you have to trust that the dots will somehow connect in your future.

You have to trust in something -- Have the courage to follow your heart and intuition. They somehow already know what you truly want to become."