

**Project:** Biosense Webster Physician Speech

**Assignment:** Develop a fully scripted speech for Dr. Pollack to address the Biosense Webster sales team at a national sales meeting.

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*[ASSUMPTION: Dr. Pollack will be introduced by an emcee or previous speaker, who will explain who he is and why he was asked to speak.]*

[AD LIB INTRO BASED ON SPEAKER INTRO]

More than anybody, my wife knows I don't like to travel. So when I told her I was flying all the way from Orlando, Florida, to San Diego, California, to give a talk, she was surprised to say the least. After all, it's tough to get me across the street for dinner with friends, let alone across the country on an airplane!

I don't think she thought I had taken up surfing, but she did want to know what in the world could be so important. I told her I was going to pay a debt of gratitude to a company that's helped me make a difference in the lives of so many patients. And not just the patients, but their families, their friends, their colleagues, and many people I'll never know about.

As you can probably tell, I'm old enough to predate Carto by several years — this technology simply did not exist when I started my training. So I've had the unique opportunity of being able to experience the evolution not just of a technology, but of a whole new category of medicine. Which means I can really talk to what life was like before the Carto system, and what it is like now.

And I want you to understand what your technology has meant to someone like me — someone who uses it regularly and knows the difference between then and now.

Let's start with Carto. In trying to explain this technology to my wife, and to really illustrate the difference it's made, I came up with this analogy. I told her that before Carto, trying to determine where the catheter was in the body was like walking into a room with no light, a room filled with furniture. You're trying to find something on the bed or on a chair, but you simply didn't know where you were going. You just bump around, relying on intuition — and often luck. It didn't exactly make for reliable results.

With Carto, it's like somebody suddenly turned the lights on in the room. It's that dramatic a difference. Rather than moving the catheter blindly, now we can create a three-dimensional picture of the heart along with an image of the catheter. We can literally stand outside the patient's body and watch as the catheter passes through the body and inside the heart.

But there's more, I told her. Before Carto, not only could I not see where I was going, I could not see where I had been. With Carto, I can now move the catheter to a particular position, then move it again and see both images at the same time. I can literally create a roadmap showing the areas the catheter passes through. In addition, I can place different-colored anatomical tags in those areas to quickly identify and categorize the electrical signals. This feature lets me map the locations of multiple tachycardia circuits, which I can easily return to with the ablation catheter.

This is an incredibly powerful advantage — especially useful in cases where the patient has multiple tachycardia or what's called unmappable tachycardia, where the arrhythmia can rapidly change from one type to another while we're trying to map it. One of the biggest advantages is that now I don't have to put the patient into a dangerous rhythm to find the electrical signals. In all cases, the procedure time is reduced, and overall patient safety is enhanced.

We were one of the first non-academic sites in the country with Carto, and an initial beta site for Cartomerge. Just when I thought the Carto technology couldn't get any better! Cartomerge further enhanced visibility within the heart structure, which dramatically improved the ability to navigate the catheter in and around the pulmonary veins.

And the level of innovation that led to enhancements of the Carto system certainly covers catheters. Biosense Webster was the first to have the flexible catheter, the halo catheter, the circular catheter, the irrigated catheter... I can't wait to see what comes next!

In my estimation, good electrophysiology has become great electrophysiology because of ideas making a difference at Biosense Webster. We are now able to treat arrhythmias we couldn't treat before, and treat them better. We are now seeing an 85-90 percent success rate, where previously it was only about 50 percent.

That kind of success rate makes me look like Superman to my patients. And let me tell you, that certainly has made a positive difference in my professional practice. But enough about me. Let me tell you about the really important part. Let me tell you how your innovations have improved the lives of some of my patients.

I can say with absolute certainty that I have been able to cure patients that would not have been cured before. These are patients who had defibrillators, who experienced multiple discharges, who were on various medications. To say they had poor quality of life would be an understatement. To say their quality of life improved after surgery would also be an understatement.

Just recently, I treated a lady named Catherine. Catherine was experiencing dramatic defibrillation, daily A-fib episodes complicated by pericardial effusion and the fact that she was a cancer survivor. She came to me after the ablation surgery to tell me that despite some lingering chest pain, the surgery really had changed her life, that it was the best thing she'd done regarding her medical issues.

Another patient of mine — a fireman — was on disability because of arrhythmia. After his ablation surgery, he's now back at work, saving lives.

You'll get a kick out of this one. I had another patient, whose letter I'd like to read to you. I think that this may be the first time a patient wished your technology didn't work quite as well as it did. [READ PENITENTIARY LETTER]

I could go on and on. About sharing shouts of joy and high fives in the EP lab when a 20-year arrhythmia instantly goes into sinus rhythm. About kids that get to play football again. About grandparents that get to enjoy their grandchildren – and great grandchildren. But I think you should hear the results for yourself. In a few minutes, another patient of mine, Beverly Gurtis, will be up here speaking to you about her experience with arrhythmia and how ablation surgery changed her life.

That's the key here — changing lives. What you do — and what you let physicians like me do — truly represents "Ideas Making a Difference." But that's what Biosense Webster really is all about. You've always been about innovation, from Will Webster and Schlomo Benheim all the way to Lasso and ThermoCool. But beyond technology — from the salespeople to the engineers, to the people who answer the phones — my experience with Biosense is that

each and every one of you really does care about making a difference in the lives of physicians and patients.

Cardiology is a very procedure-oriented and technology-oriented field. As such, I've had a great deal of experience interfacing with salespeople and engineers from a variety of technology and instrument companies. I can honestly say without reservation that the level of enthusiasm you people have for your technology is unlike anything I have encountered at any of the other companies I deal with.

It reminds me of what it must have been like in the early days of Microsoft or Apple Computer — the overwhelming passion for what they were doing — how they were changing the world. But you people, you're changing lives. And as a result of that dedication, I've found that Biosense people are among the best trained and brightest people I've ever met. Every time I interact with your engineers, I learn new things.

And you folks, the Biosense salespeople, I've always been impressed with the fact that you don't go around saying negative things about other products; your confidence, and your genuine enthusiasm about your own products, speaks volumes. I'm also impressed with how well you understand the end-users of your products — physicians like me. And while I'm at it, let me mention the training people, who have been instrumental in helping my staff get up to speed quickly.

Another thing that's always impressed me is the follow-up I've witnessed at Biosense. For instance, I made an off-hand comment about how the Carto system could be a little more user-friendly. I thought it went in one ear and out the other, but the next thing I know, I'm getting a call from Sylvia Tanaka, then a call from an engineer, then another engineer, and boom, a new version of the system comes out with an enhanced user interface.

Another example is a suggestion I made about putting up an Internet site that would allow physicians to learn about Carto at their leisure. Once again, that comment resulted in a series of phone calls, and about a year later Biosense had that Internet site up. What impressed me most was that it was just a comment, not a full-on request. But the people at Biosense take me seriously, and that makes a difference to me, AND it makes a difference in terms of innovations coming to fruition.

Of course, a company is only as good as its leadership. I don't think I have to tell you what a great leader you have in Roy Tanaka, but I will anyway!

I have been visited a lot by CEOs of companies whose products I incorporate in my practice, but I have never met anyone like Roy Tanaka. If you look up "active listener," you'll see Roy's face pictured. The man remembers everything he hears and everyone he meets! I remember a few years ago Roy met members of my staff. Every time I see him, he asks about them by name. It's a remarkable thing!

Roy likes to tell people he does more traveling than an NBA coach, but I know it's not because he likes airplane food. I know it's because he feels it's important that customers see him, that he hears their concerns, and that he gets their input first-hand.

I guess he's setting a good example, because I have never seen the combination of innovation, dedication, professionalism, experience, and just plain nice folks that you have with any of the other companies I work with. But I guess that's what makes Biosense Webster the innovative company it is. The company making real differences to real people. Even when I think it can't get any better, you guys find a way to enhance your products — not just for innovation's sake — but in ways that really do make a difference for me and for my patients.

So, I told my wife, I'm flying 4,000 miles this weekend to pay a debt of gratitude to a lot of people I've come to know well, and a lot of people I may never know. To a lot of people who have worked very hard to help others. And to the leader of that company.

I'm going to San Diego, I told her, to say thank you on behalf of myself, my colleagues, the field of electrophysiology, and so many patients who are no longer patients. And selfishly, I must say thank you for helping give me, through your hard work and innovation, a life of such enormous, unparalleled, unimaginable satisfaction.

Speaking of patients who are no longer patients, I think it's time I got off the stage and let someone very special come up here to talk to you.

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