COLUMBUS REGIONAL HEALTH

Developing an
ORGANIZATIONAL CAPACITY
FOR INNOVATION
without breaking the bank

Columbus Regional Health • Columbus, Indiana
To learn more visit **www.crh.org/innovation**

USING A FRAMEWORK FOR INNOVATION TO BUILD ON
EXISTING ORGANIZATIONAL ASSETS AND GET RESULTS

OUR CHALLENGE

Can a community health system create a sustainable Innovation Center that systematically helps improve delivery of community healthcare?

▶ Columbus Regional Health, is located in Columbus, IN, a community internationally known for architecture and design. Our hospital facility was designed in 1992 by Robert A. M. Stern. While we are the largest hospital in our ten-county region, we are in a very competitive market. We are a community health system, not an academic medical center and compete with major academic hospitals in Indianapolis. We chose to develop a systematic approach to innovation as a market differentiator and way to achieve better outcomes and lower costs. There were no models of community health system innovation centers—many academic or large system centers, and many technology venture models, but we wanted innovation focused on community healthcare delivery processes.

DESIGN CONSTRAINTS

With sustainability in mind, we chose to develop our Innovation Center as a fully integrated internal function without adding any additional staff. We created it within our existing improvement staff who are lean six sigma black belts.

BIG WIN

We developed a partnership with our Foundation to fund our research and experiment phases.

OUR APPROACH & PROCESS

Research
We benchmarked healthcare industry innovation players, IDEO and other innovation practitioners, and made many site visits. We assessed what we did well and what we needed

Concept Development
We created our own model for systematic innovation which built on our existing improvement and innovation assets—especially lean six sigma—but added on design thinking skills, a formal process for Innovation and a physical space among other elements.

Experiment & Pilot
We built our model incrementally and iteratively, learning as we went.

intentional innovation © COLUMBUS REGIONAL HEALTH

people · places · projects · processes · partners

(VIRTUAL, TECHNOLOGICAL, PRIORITIZED, STRATEGIC, MANAGED, METHODOLOGIES, TOOLS, OUTCOMES, CREATIVE, DEDICATED FACILITATORS, IDEA GENERATORS, EMPOWERED CULTURE, PACE SETTERS, CATALYSTS, FUNDERS)

Our **Intentional Innovation framework** integrates our Innovation Center and methods with the entire organization. It is not a parallel and separate center, but a driver of our key strategic projects and a way to work more effectively.

KEY LEARNING

- Lean six sigma and design thinking skills are complementary though at first they appear left brain/right brain. We do many "hybrid" processes using pieces from each discipline.
- Centralized selection and management of projects is critical to stay on track strategically and maintain executive support.
- Build skills in a small core group, then spread by providing training to high potential staff.
- Top leadership support (C-suite) is critical to removing barriers and fighting cultural norms.
- Short cycles of experimenting to learn are very powerful—but difficult to launch in a culture driven by solution/implementation.
- Donors are attracted to funding innovation.
- Short term returns on lean six sigma work give us the luxury of longer payback on innovation projects.
- Having a physical center visibly demonstrates an organization's commitment and provides the right atmosphere to try out new skills.

Our Innovation Center Staff uses **different pathways** for different types of projects:
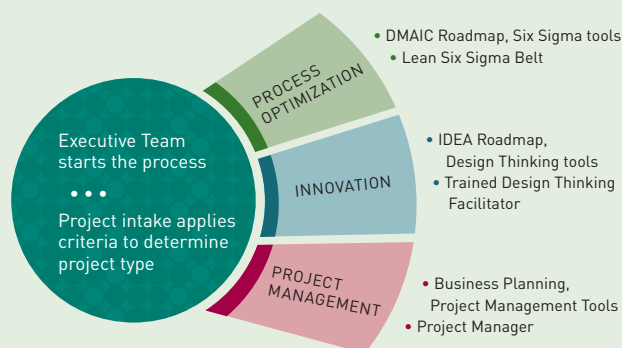
CRH IDEA Roadmap—*Human Centered Innovation Process*

Identify	GOAL	Identify the problem/challenge/opportunity. Scope the project.
	TOOLS	Project Intake Process, IDEA Design Brief
Discover	GOAL	Customer insight. Reframe the problem. Generate ideas and hypotheses. *How might we?*
	TOOLS	Observation, personas, value proposition canvas, 2x2s, analogies, empathic interviews, business model canvas
Experiment	GOAL	Test and learn. Fail fast. Prove or disprove hypotheses around business model and value proposition
	TOOLS	Prototypes, simulation, roleplaying, test cards
Apply	GOAL	Hand off or iterate. Spread and scale the learning.
	TOOLS	Business model canvas, change management plan

Executive Team starts the process
•••
Project intake applies criteria to determine project type

PROCESS OPTIMIZATION
- DMAIC Roadmap, Six Sigma tools
- Lean Six Sigma Belt

INNOVATION
- IDEA Roadmap, Design Thinking tools
- Trained Design Thinking Facilitator

PROJECT MANAGEMENT
- Business Planning, Project Management Tools
- Project Manager

OUR RESULTS

- Developed new customer-centric framework, **The Real Health System,** for developing innovative new approaches

>$3 million raised **for innovation**

25–30 projects per year

Positive financial impact of **>$1 million** per year through improvement & innovation projects

Innovative **new services** launched:
- WellConnect
- Connection Specialists
- VIM Care

- Measure our performance annually with an **Innovation Scorecard**

(Scorecard items: Think Tank usage; Occurrences of simulation usage or sim...; Simulation learning experiences; Positive financial impact from innovation proj...; 2013 Project: Energy Annual Cost Savings; 2013 Project: Diabetes Clinical Improvement; Percentage of projects achieving greater than 25% i...; Total number of belt-facilitated projects; Hybrid Design Thinking / Lean Sigma projects; Total number of Design Thinking Workshops; Meaningful partner organizations: Commit...; Money raised for Innovation by CRH...; ...tive donors funding...)

HOW YOU CAN GET STARTED:

1 Assess your innovation assets
- What are you doing already? Where's your organizational vision and momentum?
- Identify your innovators and champions for improvement.

2 Build support for a vision
- Identify a medical leader or executive team champion, a core team, and funding partnerships
- Benchmark and research, and define *innovation* for you.

3 Pilot something
- Experiment with a framework and process.
- Brand a project with a high likelihood of success tied to strategy.

4 Refine your vision
- Repeat cycles of experiments and learning, building a financial case and establishing metrics.
- Create a dedicated place for innovation, and continue to bring on new partners.