

Open Innovation Model for Health Organizations



Based on 150 Innovation Enablers from
Israeli Health Organizations

Step 1: Defining Innovation Focus Areas

- Defining **areas of innovation**
- Examining the **capabilities of the organization** that will be able to advance these areas (resources, knowledge base, key personnel...)
- Obtaining **support from senior management** and identifying **organizational leads** to the process

Possible Courses of Action

- A **strategic discussion** of the organization's goals over time
- Identify **areas of activity** where innovation can create a **competitive advantage** for the organization
- **Locating enablers** within the organization that can **lead systemic change**
- Mapping out organization's **capabilities and resources** in promoting the chosen areas
- Review **similar processes** performed in other organizations

Deliverables

- **Decision** on **areas of focus** for innovation
- Setting up an **organizational steering committee** to advance the issue

Things to keep in mind

- Connecting senior management to the process
- Selecting and prioritizing focus areas for innovation

Step 2: Identifying Challenges

- **Identification and characterization** of challenges from the chosen focus areas
- **Examining** the challenges according to different **metrics**
- Selecting **specific challenges** to work on

Possible Courses of Action

- **Organizational "open call"** for identifying challenges
- **Workshops** for identifying challenges in focus groups
- **Training** organizational **innovation enablers**
- Organizational **challenges identification competition**, with participation of internal and external KOLs (Key Opinion Leaders)
- **In-depth interviews and observations** to identify challenges
- Setting **criteria for prioritizing** challenges
- Prioritizing and selecting **key challenges**

Deliverables

- **Database** containing identified challenges and relevant contacts
- **List of criteria** for prioritizing the challenges
- **Decision** on the challenges chosen by the **steering committee**

Things to keep in mind

- Selecting the proper tools for challenge identification - suited to the nature of the organization
- Choosing specific challenges from a large pool of challenges
- Connect individual challenges to the larger organizational focus areas

Step 3: Building Innovation Infrastructure

- Development of **organizational infrastructures** and **work processes** for innovation management
- Allocation of **resources** and identification of **funding sources** for the process

Possible Courses of Action

- Defining a **guiding committee** for the project from **all relevant units**
- Allocation of an **initial budget** and the review of **additional financing options**
- Creating a **framework** for procurement/ contracting, regulatory, IT and logistics

Deliverables

- **Appointment of guiding committee/s** to promote and manage the process
- **Initiation of preparatory activities** regarding legal, IT, finance, purchasing, etc...

Things to keep in mind

- Raising budgets and funds for projects
- Barriers to the process: manpower, regulation, budget, procurement, IT, security

Step 4: Defining Outcomes

- **Selecting units** for conducting **pilots** in the chosen challenge
- Assembling a **multidisciplinary work team** according to the chosen challenge
- Defining the organization's IT **capabilities / limitations** for external technology
- Define **desired outcomes** of the process (short and long term)

Possible Courses of Action

- Establishing a **multidisciplinary work team** that includes **functions required** for a future pilot (managerial, clinical, IT, and relevant representation from the field)
- Mapping and characterizing the organization's **computer and IT systems** (which systems, type of data stored, capabilities /limitations of the system for external technologies, etc.)
- Work team **visit at the designated pilot units** for exploring and mapping the challenge setting
- Create a **flowchart** to **test the deliverables** and to track progress
- Harnessing **personnel, KOLs, and end users** to understand the need

Deliverables

- Setting up a **work team**, a **work process**, and **responsibilities framework** among team members
- Defined **Indicators and metrics** of success for the pilot

Things to keep in mind

- Defining the limitations of existing computer systems when encountering technologies from outside
- Difficulty integrating a new system into an existing system (interoperability / integration between different systems)

Step 5: Identifying Solutions

- **Reaching external companies** in order to locate relevant technologies
- **Publishing** this agenda throughout the organization
- **Managing processes** for introducing technologies to the organization (planning challenge competitions / Issuing "Call for Companies")

Possible Courses of Action

- Building a **marketing plan** for promotion of "Call for Companies"
- Defining **criteria** for sourcing and screening solution providers - in relation to innovation strategy of the organization
- **Targeted scouting** for relevant companies (search engines, databases, other opportunities)
- Creating **networking platforms** for innovation enablers and technology companies
- Create an **ad-hoc internal team** to manage operational hurdles and facilitate the process

Deliverables

- Detailed **marketing plan** that includes the means of distribution and target audiences for reaching relevant technologies
- '**Scouting list**' of potential companies
- **Comprehensive criteria** for rating the technologies (technology specification, clinical validation, product status, business model, etc.)

Things to keep in mind

- Bridging the cultural gap between health organizations and technology companies
- Organizational flexibility according to needs
- Openness to possibility of multiple solution providers
- Decision on a process that allows organizational flexibility according to needs - including possibility of adjusting existing procedures

Step 6: Solution Evaluation

- **Training** of the health organization's **judging team** - criteria and methods of assessing technologies
- **Evaluating and adapting** the projects to the health organization (goals, abilities, etc.)

Possible Courses of Action

- Establishing a multidisciplinary **judging team** to examine the technologies (medical staff/ IT/ management)
- Solution provider to present **all relevant information and experience** in accordance with predefined challenge criteria
- **Researching the technology** before the meeting and preparing a set of questions, including market assessment of existing technologies
- Technology rating according to **predetermined criteria**
- If needed – **reaching complementary technologies** required for solution architecture

Deliverables

- Technologies that have passed initial screening will be transferred to the pilot characterization and initiation stage

Things to keep in mind

- Possible obstacle in integration of technology with the organization's technology systems
- Examining the projec's relevance to the organization in terms of needs, staff, infrastructure, and regulation
- There could be several relevant solutions for a certain challenge, keep in mind that you could even integrate a few of them for a complete solution

Step 7: Pilot Execution

- **Mutual agreement** between the organization and the company regarding the research proposal and the work outline (goals, success and implementation indicators)
- Launch and **execute pilot**

Possible Courses of Action

- Establishing **pilot work plan**, including budget, number of participants, duration, success indicators, support requirements of the company and the organization etc.
- **Receiving Feedback** from the units' staff - constant updates of the pilot and continued engagement
- **Harnessing the team** and staff to carry out the pilot project by focusing on benefits to each work function
- **Budget plan and complementary funding**: for the pilot and potential expansion
- **Continuous and dynamic support** during piloting – for needed iterations

Deliverables

- Well-defined, budget-backed **pilot work plan**, agreed on all sides
- **Pilot execution** and results follow up

Things to keep in mind

- Harnessing staff to operate the technology during the pilot
- Assign required and relevant resources
- Continuous monitoring of pilot progress – agile as possible

Step 8: Results and Conclusions

- **Summary of pilot results** – analysing results and measures
- **Dialog** with the pilot company on hurdles and **necessary adjustments**
- **Discussion with management** and steering committee regarding outcomes (whether successful or not), lessons learned and change (if appropriate) of processes in the organization

Possible Courses of Action

- Convening all pilot partners for an in-depth meeting: **pilot results and measures summary** and conclusions
- **Joint discussion** on what do and did not work during the pilot
- Conducting **appropriate adjustments** according to conclusions and organizational needs
- If needed – **additional pilot iteration**

Deliverables

- **Pilot summary review** – with action items
- **Management decision** regarding the continued expansion of the pilot

Things to keep in mind

- Possible obstacle in dealing with a partial or complete failure of the pilot
- Large expectations gaps between the final product and the original target
- Setting expectations and preparedness: Poor communication, lack of synchronization and lack of reward may be barriers to the success of the pilot

Step 9: Expansion

- Defining **expansion & integration committee**, connected to the pilot work team
- Selecting the appropriate **units for pilot expansion** program, as well as personnel who will take part in the steering committee
- Examining the **adaptation of the infrastructure** to expand the pilot (budget, training, research, IT, etc.)
- **Communicating the pilot's success** to the organization's employees and involving them into the processes

Possible Courses of Action

- **Identifying key enablers** in the organization that can lead to effective integration
- **Communicate the pilot's success** to harness the workers to the process
- **Mapping the infrastructure** required for expansion and integration: IT, training, infrastructure, budgets, maintenance, etc (workshop or meetings)
- **Sourcing additional funding** as necessary for expansion
- **Open call for expansion** - finding additional units
- Examining **other possible applications** of the technology
- Partnering with other **health organizations** with similar challenges

Deliverables

- Definition of the organization's **expansion and integration committee**
- A multi-stage **expansion and integration program** that includes resource allocation and a framework for engagement
- Decision on the **units** that will participate in the **expansion phase**
- **Approval of the implementation plan** by the organizational Steering Committee

Things to keep in mind

- Possible required changes in existing workflow with regards to pilot expansion
- Integration among the organization's employees conservatism, resistance to change and organizational culture
- Possible obstacle obtaining financing

Step 10: Implementation

- **Implementation of the process** to all relevant units
- **Transferring the process** from the pilot team to organization management responsibility
- Initiating a long-term measurement plan, to monetize the success and efficiently of the new process
- **Ongoing communication** of the need and the benefit of the integration

Possible Courses of Action

- **Consultation** with companies that **specialize in system integration**
- **Promoting value** of the technology to all personnel within the organization
- **Ongoing communication** regarding integration process (transparency, sharing)
- Encouraging **employees' feedback** throughout the integration process
- **Monitoring the progress** of milestones, indicators and objectives of the integration process

Deliverables

- **Full implementation** of the technology in the organization
- Monitoring **performance measures** within the organization
- Determining binding **work processes** regarding the use of technology

Things to keep in mind

- Keep the integration process as simple as possible
- Employee resistance to change - managing integration throughout the process
- Integration support - availability and accessibility of technological and non-tech tools



HealthIL (formally known as BeWell.il) is a non-for-profit digital health innovation ecosystem, a joint venture of the Israel Innovation Institute (NGO), Israel's Ministry of Economy and the Ministry of Social Equality (Digital Israel).

HealthIL's mission is to enhance the development of groundbreaking solutions for healthcare challenges; initiate trial and error processes that lead to innovative solutions for end-users - including physicians, administrators, nurses, and patients; and promote implementation channels and integrate practical know-how; With ongoing projects with more than 25 Israeli health organizations, 470 challenges identified only in the past year and 500 technological companies as part of HealthIL community, HealthIL is the prominent integrator between healthcare challenge and tech transformation in Israel.