Trends for Scaling Innovation in Health Care

Based on surveys of C-suite health system leaders conducted by The Health Management Academy, this infographic shows trends in how health systems are actively scaling innovation within their organizations. To see the full report, go to **www.connectedmed.com**.

Practices for Scaling Innovation

✓ Define it
Set a system-level definition for innovation, with C-suite buy-in

✓ Empower decision-makers
Allocate a dedicated budget and appoint an executive with decision-making power for innovation strategy

✓ Align with goals
Ladder up innovation initiatives to health systems' strategic goals

✓ Simplify sign-off
Reduce number of individuals involved in decision-making around innovation to increase speed of scaling of innovation

✓ Structure people + process
Create a formal innovation department and scaling process to support efficiency across health systems

✓ Maximize strengths
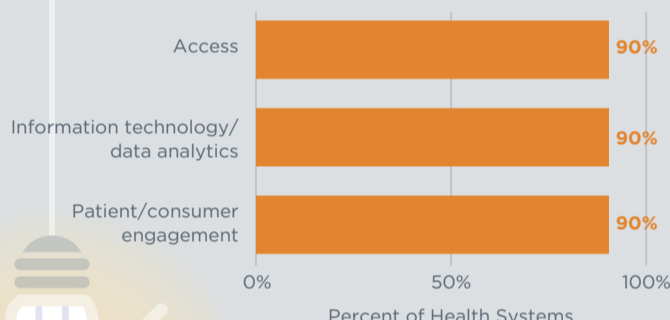Maximize strengths and capabilities of health systems and elect partners for their unique abilities

✓ DEFINE IT

Innovation definitions vary based on organizational priorities. Most focus on new approaches to problem-solving that create additional value.

67% of health systems have an organizational definition of innovation.

Top Functional Areas for Innovation Initiatives & Investments

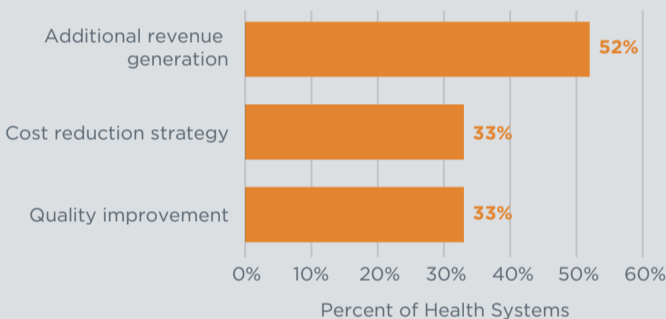|	Percent of Health Systems
Access	90%
Information technology/ data analytics	90%
Patient/consumer engagement	90%

(0% – 50% – 100%)

✓ ALIGN WITH GOALS

Revenue generation is the top driver of innovation at health systems.

52% of health systems engage in innovation primarily for additional revenue generation.

Top Primary Strategic Drivers of Innovation
(Select two)

	Percent of Health Systems
Additional revenue generation	52%
Cost reduction strategy	33%
Quality improvement	33%

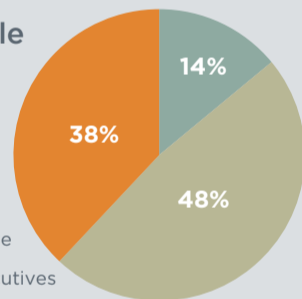(0% 10% 20% 30% 40% 50% 60%)

✓ STRUCTURE PEOPLE + PROCESS

Systems with innovation departments commonly have one innovation leader.

44% of executives overseeing innovation report directly to the CEO.

Executive Responsible for Innovation Strategy and Initiatives/Oversight

- 14% None
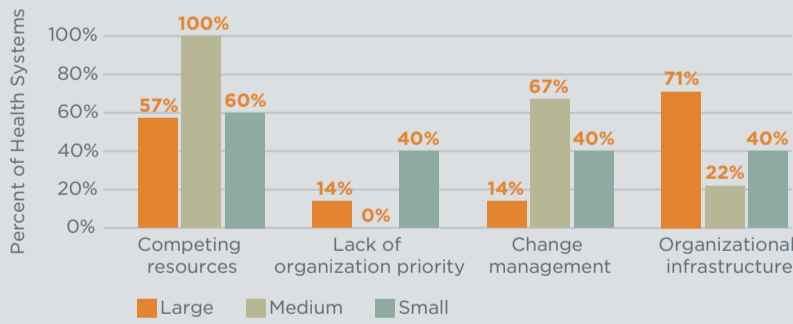- 48% One executive
- 38% Multiple executives

✓ EMPOWER DECISION-MAKERS

Health systems with dedicated department, budget and leader are effective.

80% of health systems with an innovation department also have a defined innovation budget.

Top Challenges for Scaling Innovation

	Large	Medium	Small
Competing resources	57%	100%	60%
Lack of organization priority	14%	0%	40%
Change management	14%	67%	40%
Organizational infrastructure	71%	22%	40%

Percent of Health Systems
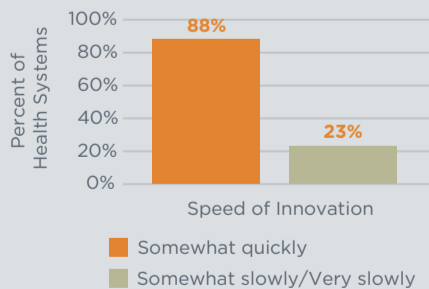
APPROVED

✓ SIMPLIFY SIGN-OFF

Organizations with a formal process for scaling innovation can scale quicker than organizations without one.

88% of health systems that scale innovation quickly have a formal process for doing so.

Health Systems with a Formal Process for Scaling Innovation

Speed of Innovation	Percent of Health Systems
Somewhat quickly	88%
Somewhat slowly/Very slowly	23%

✓ MAXIMIZE STRENGTHS

Health systems frequently partner with external stakeholder organizations around innovation.

67% of stakeholders for innovation partnerships are technology companies.

Key Stakeholders for Organizations with Formal Innovation Departments

	Defined Innovation Department	No Formal Structure
Payers	30%	45%
Academic Institutions	60%	45%
Technology companies	80%	55%
Pharmaceutical companies	60%	36%
Medical Device Companies	40%	45%

Percent of Health Systems

Center for Connected Medicine

The Academy
The Health Management Academy