



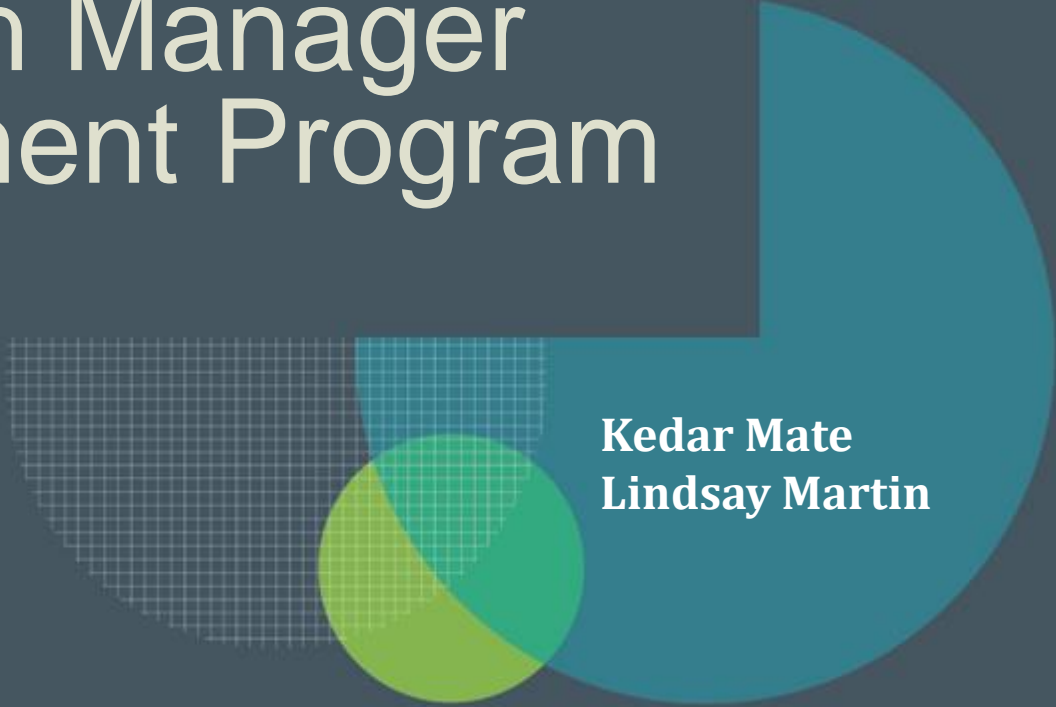
Institute *for*
Healthcare
Improvement

April 28, 2017

12:00 – 1:00 PM EST

Innovation Manager Development Program

Informational Call

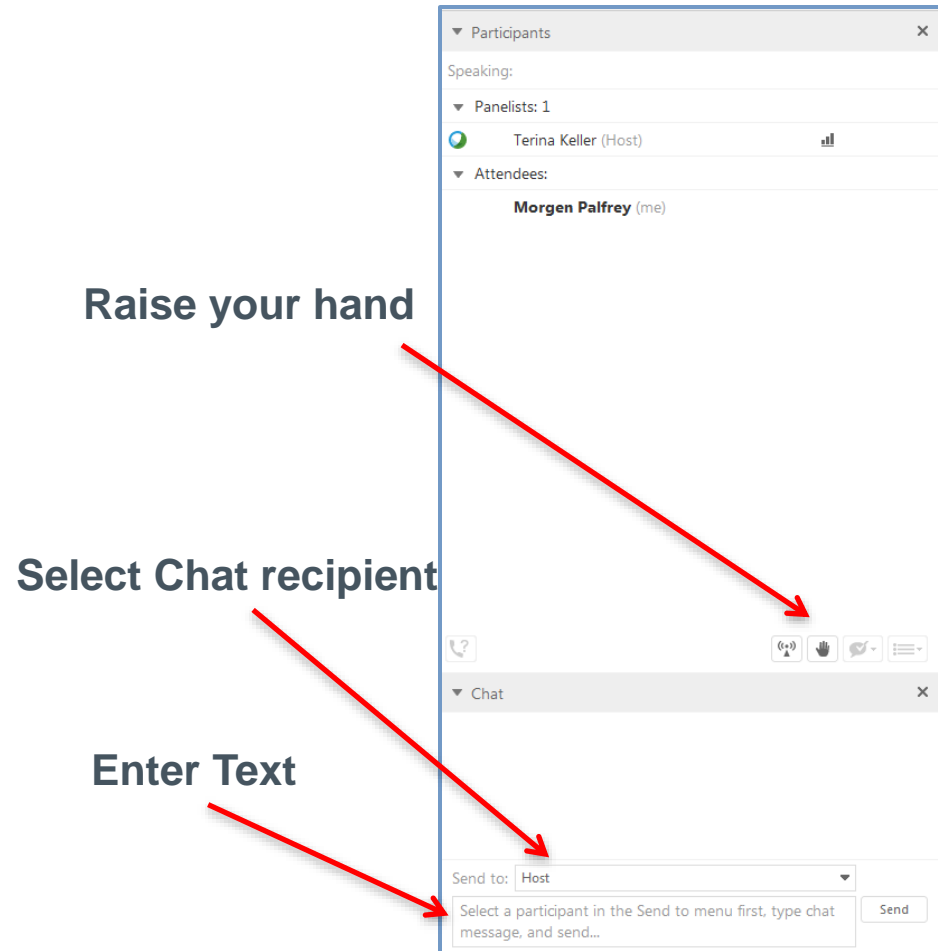


Kedar Mate
Lindsay Martin

WebEx Quick Reference

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- Please use chat to “***All Participants***” for discussion & questions
- For technology issues only, please chat to “***Host***”



Please type your **name** and the **organization** you represent in the chat box.

Example: Doug Jones, Midwest Health System



Call Agenda

12:00 – 12:05

Seminar Logistics Overview

12:05 – 12:35

Faculty Introductions and
Seminar Content Overview

12:35 – 12:55

Q & A





Innovation Manager Development Program

June 20-21, 2017

- Day 1: 8:00 AM – 5:00 PM
- Day 2: 8:00 AM – 3:00 PM

Institute for Healthcare Improvement –
Cambridge, MA

\$1,975 per person; group discounts and
scholarships are available



Today's Presenters



Kedar Mate, MD
Chief Innovation Officer



Lindsay Martin, MSPH
Improvement Advisor

What You'll Learn

- Articulate the value of innovation to health care delivery systems
- Identify the key components of an innovation management system
- Describe and design a reliable and productive relationship between innovation activities and ongoing operations
- Understand how to build a sustainable culture for innovation within your organization
- Learn innovative methods that can help create new models for your work



Who should attend?

- Chief Operations Officer
- Chief Information and Technology Officer
- Chief Quality Officer
- Medical Director
- Chief Innovation Officer
- Managers – Knowledge Managers, Content Managers
- Clinical leader tasked with creating new ways of working in your system



Agenda Day One

- Determining the Architecture for Innovation
 - What are the core components?
 - What is the right adaption for your organization?
- Creating a Disciplined Innovation Process
 - Methods
 - Linking processes
- Building an Innovation Management System (Part 1)
 - Maintain Processes
 - Support Processes



Agenda Day Two

- Building an Innovation Management System (Part 2)
 - Innovation Drivers
 - Leadership's challenge to balance and champion Innovation and Operations
- Learning How to Go to the Field
 - Techniques for Deep Observation for Leaders
- Exnovation



Meet Our Faculty – Maureen Bisognano



Maureen Bisognano, President Emerita and Senior Fellow, Institute for Healthcare Improvement (IHI), previously served as IHI's President and CEO from 2010 to 2015, and as Executive Vice President and COO from 1995 to 2010. She is a prominent authority on improving health care systems, advises leaders around the world, and is a frequent speaker at major health care conferences. Ms. Bisognano is an elected member of the National Academy of Medicine, an Instructor of Medicine at Harvard Medical School, and a Research Associate in the Brigham and Women's Hospital Division of Social Medicine and Health Inequalities. She currently serves on the boards of The Commonwealth Fund, Cincinnati Children's Hospital Medical Center, ThedaCare Center for Healthcare Value, and on the Advisory Board of County Health Rankings and Roadmaps. Prior to joining IHI, she was CEO of the Massachusetts Respiratory Hospital and Senior Vice President of The Juran Institute.



Meet Our Faculty – Lindsay Martin



Lindsay A. Martin, MSPH, is a health care improvement and innovation consultant focused on system-design and improvement. At present she is a strategy consultant for MassHealth (Massachusetts Medicaid and the Children's Health Insurance Program) focused on state-wide policy and implementation approaches for the Medicaid population. In addition, Martin is an Improvement Advisor for the Institute for Healthcare Improvement (IHI), where she is currently working on an improvement initiative in a mental health trust in the United Kingdom and a multi-stakeholder, multi-intervention design project for improvement of child health across a country and/or state. Prior to her current roles, Martin was the Executive Director of Innovation at IHI where she oversaw IHI's Innovation process, working to find new solutions to difficult problems in health care and bringing those solutions into prototype testing. She was also IHI's content lead for employer driven health care. Martin is an instructor in the department of Health Policy and Management at the Harvard T.H. Chan School of Public Health where she teaches quality improvement. In addition, she is a member of the Board of Trustees for the New England Organ Bank. Martin received a Master of Public Health from the Harvard T.H. Chan School of Public Health and a Bachelor of Science in Biology from Georgetown University.



Meet Our Faculty – Kedar Mate



Kedar Mate, MD, Chief Innovation and Education Officer, Institute for Healthcare Improvement (IHI), oversees the development of innovative new systems designs to implement high-quality, low-cost health care both in the US and in international settings. An internal medicine physician, Dr. Mate is also an Assistant Professor of Medicine at Weill-Cornell Medical College and a Research Associate at Harvard Medical School's Division of Global Health Equity. His current research activities include improving population management, behavioral health integration, health equity, addressing complex needs patients, and ambulatory patient safety. Dr. Mate serves as a senior advisor to IHI's programs in the US, Asia, and the Middle East and he serves as an IHI principal investigator on multiple research awards. Previously he worked with Partners In Health, served as a special assistant to the Director of the HIV/AIDS Department at the World Health Organization, and led IHI's national program in South Africa. Dr. Mate has published numerous peer-reviewed articles, book chapters, and white papers and he has delivered keynote speeches in forums all over the world. He graduated from Brown University with a degree in American History and from Harvard Medical School with a medical degree.



IHI's Approach to Innovation

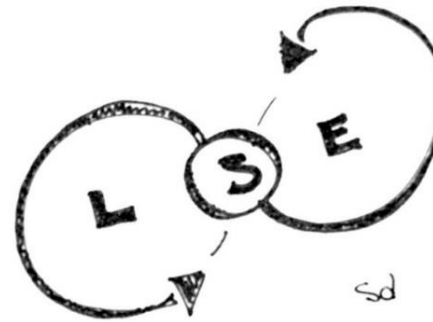
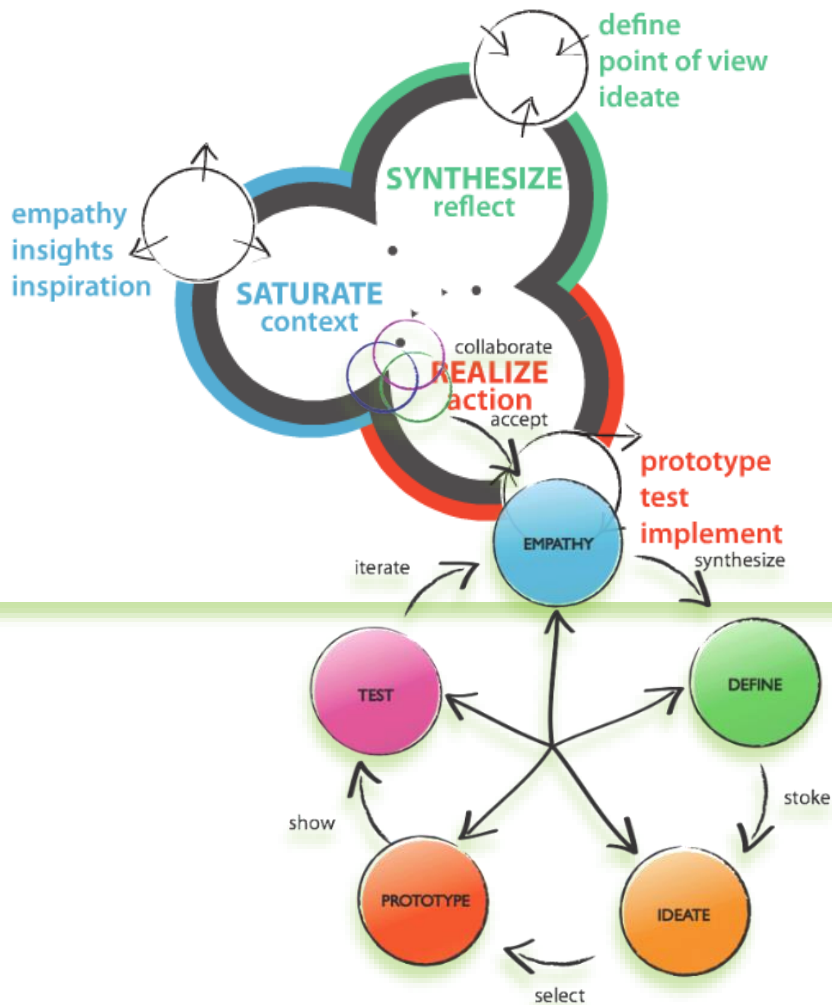


Innovation is not an event

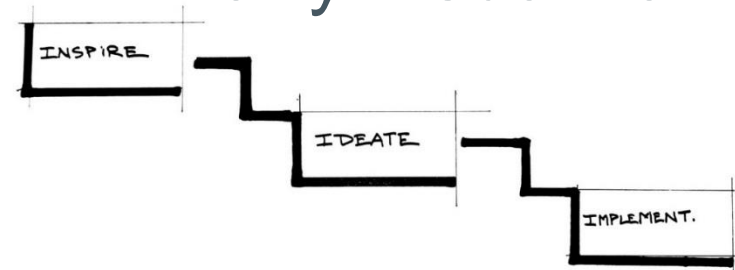


Innovation is not a product





Innovation is a Process...
with many visualizations



Components of IHI's 90-Day Learning Cycle



Improvement & innovation: a continuum

Improvement

The act of raising to a more desirable quality or condition—*to make better*

Refinement and extension of existing competencies, products, and paradigms exhibiting returns that are usually positive, proximate, and predictable

Mental model = elimination; remove existing system faults

Limitations: Slack time of existing staff; limited to the existing business model

Innovation

Introducing new methods, ideas, or products—*to make new*

Experimentation with new alternatives having returns that are often uncertain, distant, and negative

Mental model = creation; remake the system

Limitations: resources & ability to manage and execute on innovation



Changing our Mental Models

From the Old...



...To the New

Old Mental Model	New Mental Model
Innovation is an isolated event or product	Innovation is a process that depends on observation and experimentation
Innovation is everyone's job	Innovation requires dedicated teams
Leadership commissions innovation	Leadership leverages innovation & operations together
There is a singular/specific way to innovate and create value	Match innovation methods to the customer need
Innovation is developed within	Innovation must be sourced from outside (commission innovation)

Understanding differences

	Operations	Innovation
Purpose	<ul style="list-style-type: none">• Efficiency, current profit, predictability	<ul style="list-style-type: none">• Growth, future value, unknown
Structure	<ul style="list-style-type: none">• Designed to deliver specific product on time, and on spec• Formal, mechanistic	<ul style="list-style-type: none">• Designed to foster creativity and learning• Adaptive, loose
Culture	<ul style="list-style-type: none">• Task mastery• Risk-Averse• Consensus-driven• Customer-driven	<ul style="list-style-type: none">• Risk-taking• Speed and agility• Experimentation-driven• Seeking edges not medians
Competencies	<ul style="list-style-type: none">• Operational efficiency• Management	<ul style="list-style-type: none">• Entrepreneurship• Design
Stressors	<ul style="list-style-type: none">• Deliver best care, reliably, each and every time	<ul style="list-style-type: none">• Consistently develop new ideas• Meet milestones for growth



Innovator's DNA

- Associating
- Questioning
- Observing
- Experimenting
- Networking
- “Exnovating”



To harvest you must go
to the fields



Comments?
Questions?



Next Steps



To Enroll

To enroll, visit

www.ihl.org/InnovationManager

Email info@ihl.org

Regular rate: \$1,975 per person

Contact us for more information on group discounts and scholarships



Questions?

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