Building a Design Driven Innovation Capability to Transform Care Delivery

Barbara Spurrier, MHA
Director, Center for Innovation
Our Primary Value
The needs of the patient come first

Our Mission
To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research

Our Vision
Mayo Clinic will provide an unparalleled experience as the most trusted partner for health care
Value Statements
These values, which guide Mayo Clinic’s mission to this day, are an expression of the vision and intent of our founders, the original Mayo physicians and the Sisters of Saint Francis

• Respect
• Compassion
• Integrity
• Healing
• Teamwork
• Excellence
• Innovation
• Stewardship
“...little evidence of innovation in health care...most of the positive changes over the last decade have been the result of tweaking aged and overtaxed models and introducing incremental process improvements. When compared to other industry sectors...

health care has fallen way behind in its ability to innovate.”

VHA Innovation Study, 2007
Global CEO Study (IBM – 2010)

Organizations and leaders need to:

• Reinvent customer relationships; make customer intimacy their #1 priority
• Embody creative leadership
• Embrace innovation

“Incremental changes are no longer sufficient in a world that is operating in fundamentally different ways.”
Mission – CENTER FOR INNOVATION

Transforming the delivery and experience of health and health care
Definition of Innovation

Discovering and implementing new ways to deliver better health.
“The problems that exist in the world today cannot be solved by the same level of thinking that created them.”

Albert Einstein
Thinking Differently

“...innovation requires focus and a lot of disciplines.”

Steve Jobs
Innovation

Design thinking
“The mission of design thinking is to translate observations into insights and insights into services and products that will improve lives. …design thinking is human-centered innovation…”

Tim Brown, Change by Design
“Design is a funny word. Some people think design means how it looks. But it’s really how it works.”

Steve Jobs
“Innovation that works is a disciplined process. The real frontier is to not think of it as just a creative exercise, but to think about it as being disciplined in using the right methods.”

Larry Keeley
CEO, Doblin

“Innovation simply isn’t as unpredictable as many people think. There isn’t a cookbook yet, but we’re getting there.”

Clayton Christensen
We innovate by using design thinking, deep collaboration and rapid experimentation to co-create the unparalleled health care experience.
All life is an experiment. The more experiments you make the better.

Ralph Waldo Emerson
“The nature of innovation – the inherent definition of innovation – has changed…It’s no longer individuals toiling in a laboratory, coming up with some great invention…. It’s not an individual….It’s multidisciplinary. It’s global. It’s collaborative.”

Sam Palmisano, former CEO, IBM
Innovation Accelerator

• **CFI Innovation Toolkit**: On-line case studies, tools and resources.

• **Innovation Catalyst Certification**: Immersive, hands-on experience to learn and apply innovation and design thinking.

• **Eureka**: A web-based tool to engage employees in idea generation around specific challenges.

• **CoDE Innovation Awards**: Seed funding for great ideas to grow.

• **Thinking Differently: The CFI Series of Unexpected Conversations**: Renowned speakers from various fields to learn new perspectives about innovation.

• **Transform**: 3-day symposium focused on transforming health and healthcare delivery.
What is Our Philosophy?

THINK BIG

Start small

Move Fast

Center for Innovation
10 types of innovation

1. **Business model**
   - how the enterprise makes money

2. **Networking**
   - formed alliances with manufacturing and supply chain partners

3. **Enabling process**
   - assembled capabilities

4. **Core process**
   - proprietary processes that add value

5. **Product performance**
   - transformed product design for kitchen tools

6. **Product system**
   - extended system that surrounds an offering

7. **Service**
   - how you service your customers

8. **Channel**
   - develop a deep understanding of your customers

9. **Brand**
   - how you express your offering’s benefit to customers

10. **Customer experience**
    - how people relate to their experiences
Business Models & Innovation

Find ways to create better *experiences* for customers. The experiences should result in *enduring relationships* between your customers and your organization.

Ultimately, customers are the only relevant judges of your business model.
Transforming the Experience and Delivery of Health and Health Care

Always Be There For Me
*affordable, convenient & simple*

**PLATFORMS**
- Heath and Wellbeing
- eCare
- Mayo Practice

**PROGRAMS**
- STUDENT WELLBEING
- OBNEST
- DIABETES
- HOSPITAL
- OUTPATIENT (Mars)
- THRIVING IN PLACE
- SURVIVORSHIP
- COMMUNITY HEALTH

**CORES**
- COMMUNICATIONS & KNOWLEDGE MANAGEMENT
- INNOVATION ACCELERATOR - Toolkit, Innovation Catalyst, Eureka, CoDE, Transform, Speakers Series
- LABS
- NEW VENTURE / BUSINESS DEVELOPMENT
- TECHNOLOGY
HOME/COMMUNITY-BASED

CFI PLATFORMS

Quality of life

Cost of care per day

Shift Left

- Higher quality of life
- Lower cost

Health & Wellbeing

eCare

FACILITY-BASED

Mayo Practice
“The aim of medicine is to prevent disease and prolong life; the ideal of medicine is to eliminate the need for a physician.”

– Dr. William W. Mayo
Mayo Practice Projects

Chemotherapy Redesign Project
Understanding the voice of the cancer patient to design a state of the art chemotherapy facility.

Mars Project
Reducing outpatient practice costs by 30% while improving the patient experience and maintaining/enhancing quality.

Project RED
Designing and implementing an accountable care system to manage care for end-stage renal disease patients.
eCare Projects

Apps that Connect - Asthma
Empowering adolescents to manage their diabetes via a smart phone.

eVisits
Connecting physician and care team directly to patients in their home.

Traumatic Brain Injury Rehabilitation
Providing remote brain injury therapy.
Community Health Projects

Family Dinner Project
Collaborating with another non-profit to teach families how to start and maintain regular family dinners.

Exam Room In A Backpack
Equipping a physician with everything needed to see a patient where they are and feel most comfortable.

Optimized Care Team
Working in a community site to co-create a high value, convenient and efficient care team model.
To develop insights, products and services to allow seniors to maintain health and independence.
HAIL
People

- Scientists
- Geriatricians
- Design researchers
- Information technologists
- Coordinators
- Business development strategists
- Engineers
HAIL Focus Areas

The Living Environment
• Explore technology for aging environments
• Identify services that improve daily life and incorporate into daily norms

Transitions
• Develop assessment tools to determine who is at risk
• Create new services that respond to multiple transitions

Caregiver Support & Education
• Incorporate observation and learning-by-doing
• Investigate caregiver support around patients with common conditions
HAIL Experiment
Collaborhythm

Wireless monitor connects to a tablet that tracks medication adherence and provides visualization of how taking (or not taking) medications effects the body.

A health coach monitors patient’s hypertension management & provides feedback, insight and encouragement.
The HAIL Consortium
Engaging with Corporate Partners

A collaborative model, bringing together like-minded organizations

• Access to the CFI’s multidisciplinary team & methodology

• Access to physicians & scientists who are world renowned experts in aging

• Participate in prototyping, experiments and pilots
A suite of tools offered by the CFI designed for all Mayo Clinic employees.

- **CFI Innovation Toolkit**: A collection of case studies, tools and resources as well as an engagement component to connect with the CFI to address specific challenges.

- **Eureka Idea Management**: A web-based tool to engage employees in idea generation around specific challenges.

- **CoDE Innovation Awards**: Created to encourage collaboration and connect great ideas with the resources and tools they need to grow.

- **Thinking Differently: The CFI Series of Unexpected Conversations**: Participate or watch archived videos of renowned speakers from various fields to learn new perspectives about innovation.

- **Transform**: 3-day symposium focused on transforming health and healthcare delivery. Forums for networking, opportunities for collaboration, workshop experiences and main-stage presentations.
TRANSFORM 2013

September 8-10
Rochester, Minn.

www.mayo.edu/transform
Lessons Learned Learning about Innovation

1. Build a **Discipline of Innovation**
2. Recruit a **Diverse Team**
3. Embrace **Design Thinking, Creativity and Experimentation**
4. **Co-Create** with your **Customers and Stakeholders**
5. Organize around **Big Idea Platforms**
6. Collaborate **inside and outside**
The Innovator’s DNA

• Our ability to think creatively comes one-third from genetics; two-thirds through learning

• Innovators question, observe, experiment and network more than typical executives
  • They work to change the status quo
  • They display courage and regularly take risks to make that change happen
It is not the strongest of the species that survive, nor the most intelligent, but the **ones most responsive to change.**

Charles Darwin
Extra Slides
200 trends identified
**Orthodoxy challenged:** Care, support, and information can only come from health care institutions and physicians

- Social networking site
- Members share conditions and treatments over time
- Data collected can be powerful in the future
The health continuum