Medical Innovation Incubator (Mii)
Testing innovations. Simpler, faster, and more effectively.

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Problem Statement

Bridging innovative ideas with the realities of county safety-net clinics is a major obstacle for innovators. To address this problem, I have proposed the creation of the Medical Innovation Incubator--a physical unit embedded within a clinic setting for the purpose of testing innovations, simpler, faster, and more effectively.

Discovery

292 Interviews Conducted

CEO	3	Nurse Managers	5	Administrators	5	CHCF Alumni	12
CMO	1	Quality Staff	6	Physicians	25	CIO	3
COO	2	Medical Directors	5	DHS CEO	1	CMIO	2
CCOO	1	Board of Supervisor Rep	1	DHS CMO	1	IRB research director	1
CNO	1	Facility Staff	6	DHS COO	1	Innovation Center Director	3
Nurses	45	Students, fellows, Residents	16	Director, Specialty Care	1	Facilities Staff	4
Nursing Director	1	Researchers	8	HMA consultants	3	CHCF Faculty	11

- In the complex county environment, many great innovative projects fail once it is implemented. Innovators had not account for the complex barriers at the county.
- Innovation is defined very differently by different individuals. Many staff see innovation as an opportunity to get more resources, such as computers and staff. We needed to define innovation as a new way to produce more results with less resources that the frontline staff can understand. Many submitted ideas were not truly innovative, instead reinvented the wheel.
- Project failures were generally not publicized or acknowledged. Managers and frontline staff did not want to share failures, as this meant poor management on their part. It was necessary to create a space that was safe for innovators to share failures.
- If innovation can be tested closer to real world environments, it has more chance of success. Innovation opportunities were generally not available to frontline staff.
- Having co-creators from the frontline staff allowed ideas to be tested easier and faster.
- Scalable innovation is what executives and managers want.
- Researchers would like to be able to test their models in clinic prior to designing their grants and clinical research models.
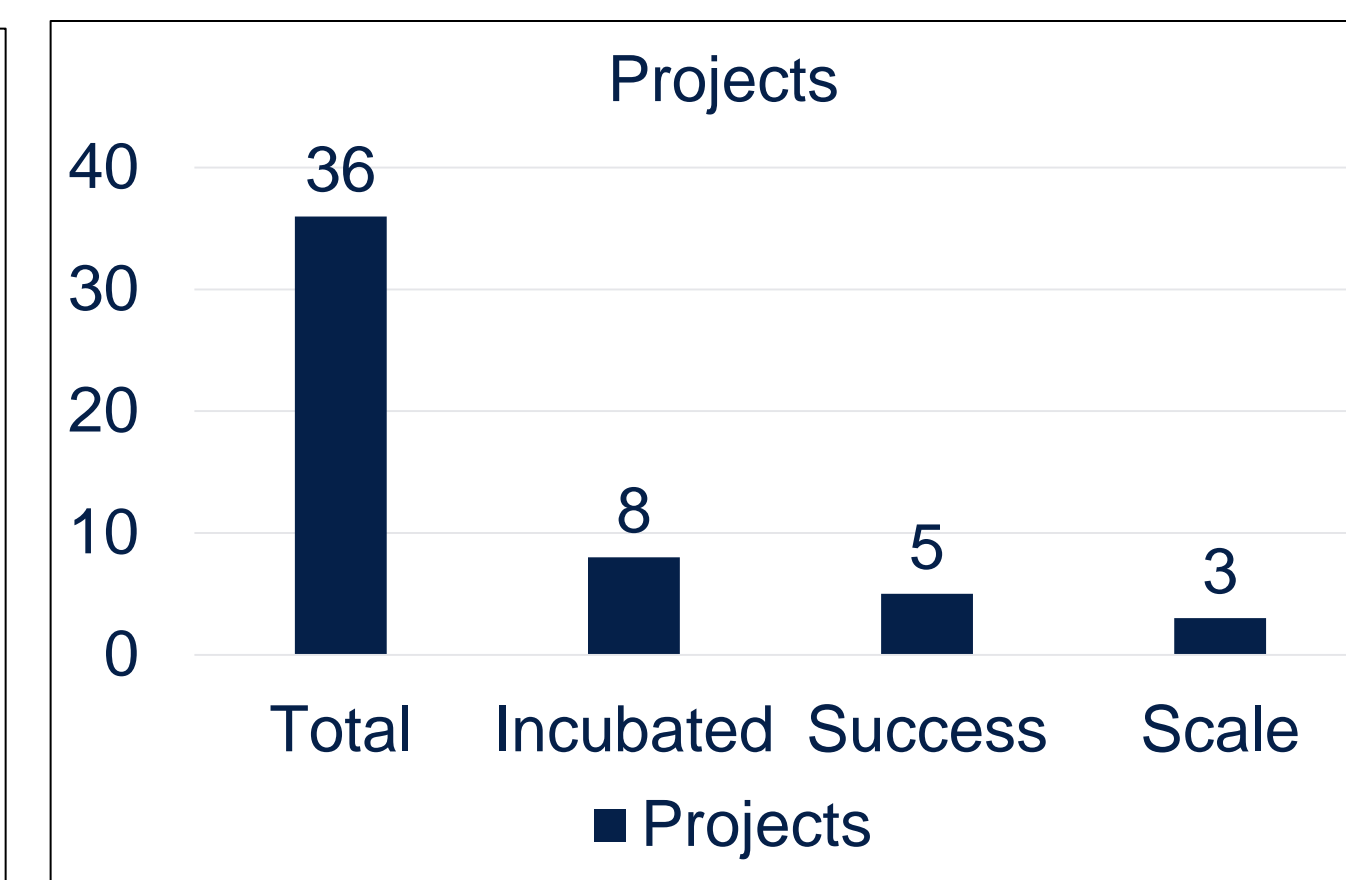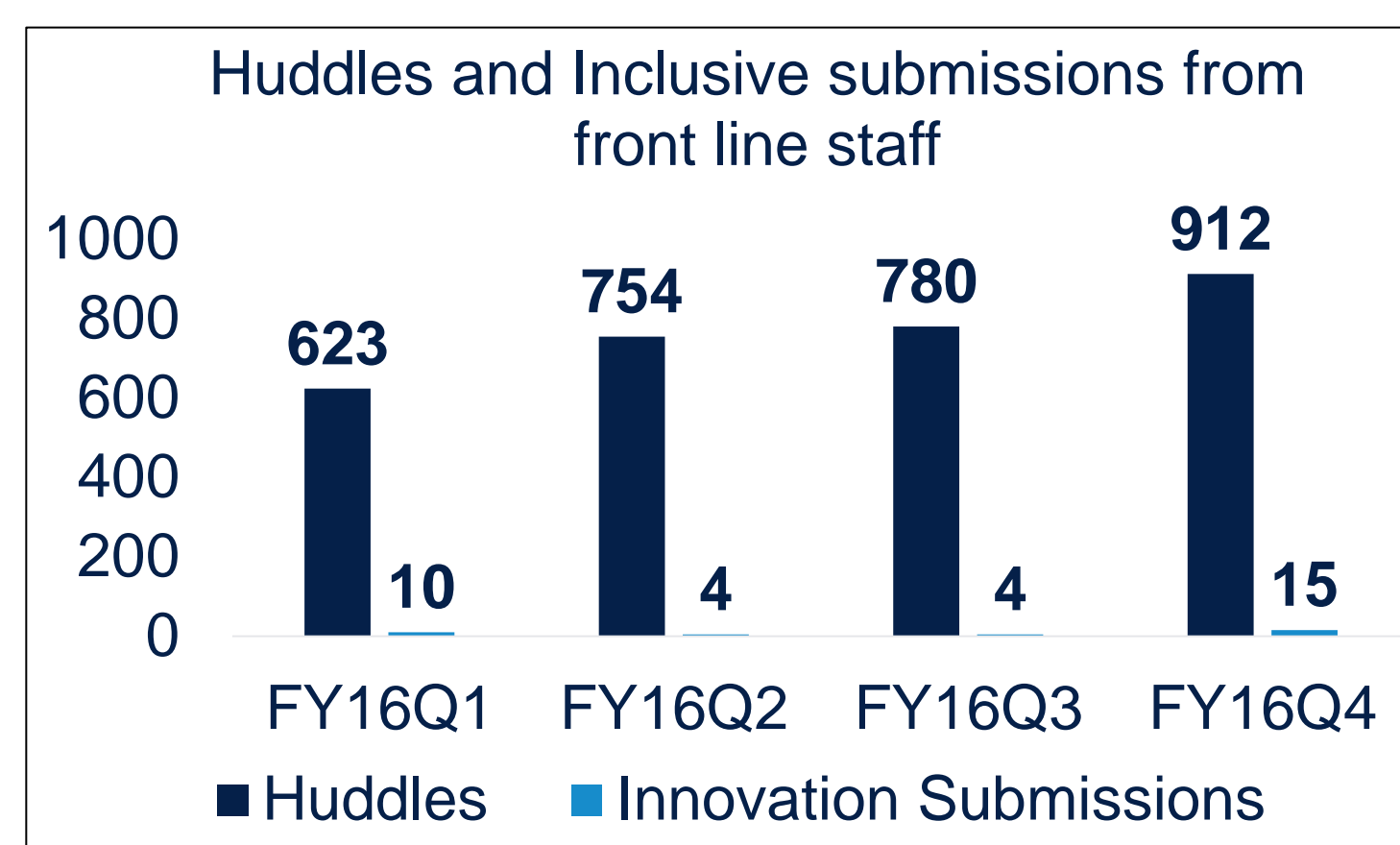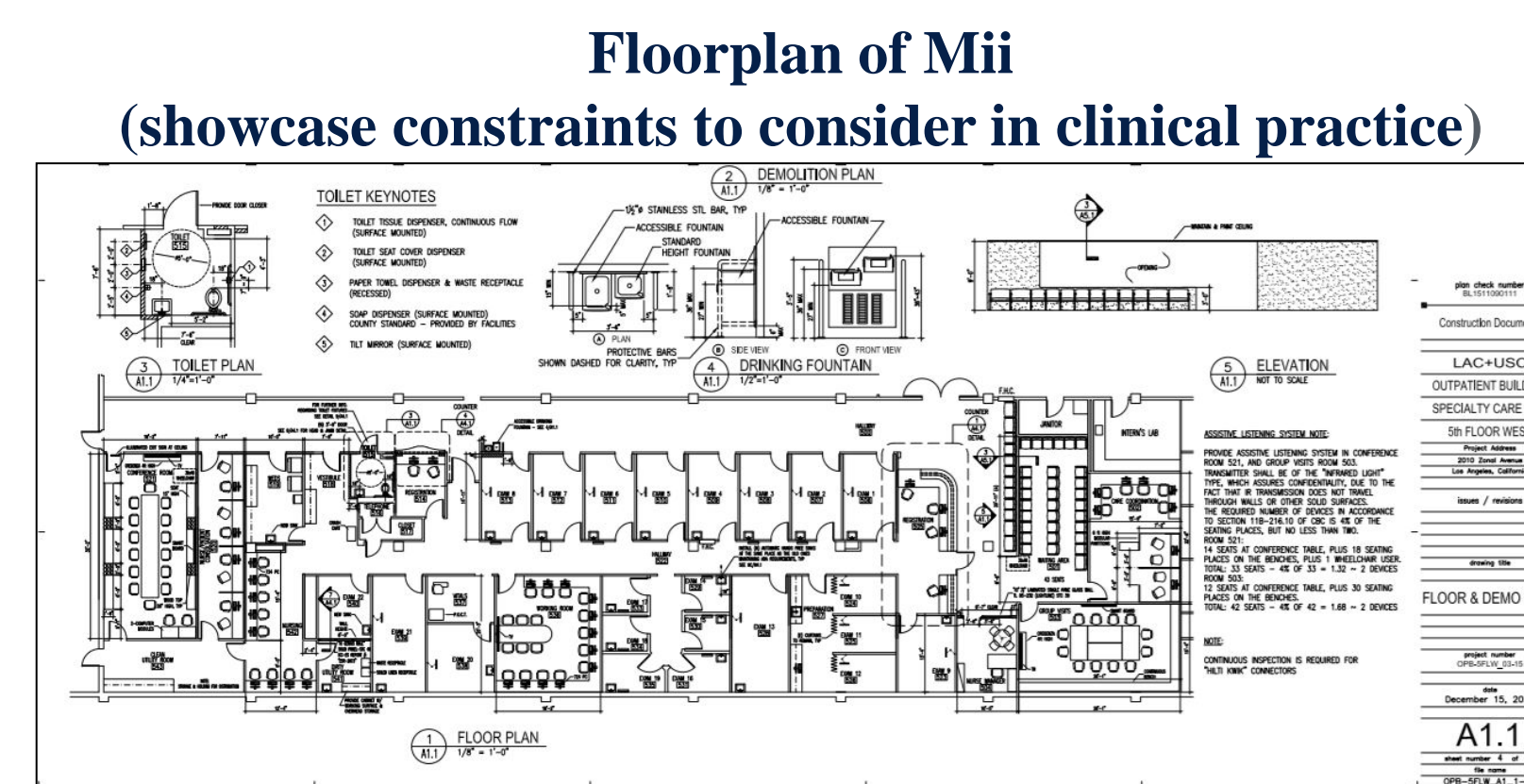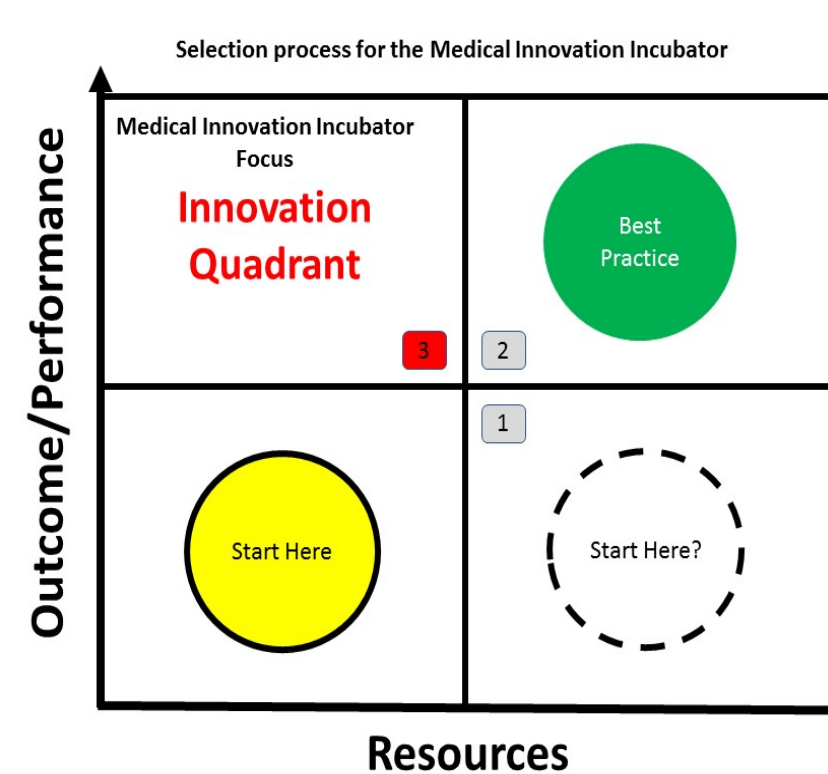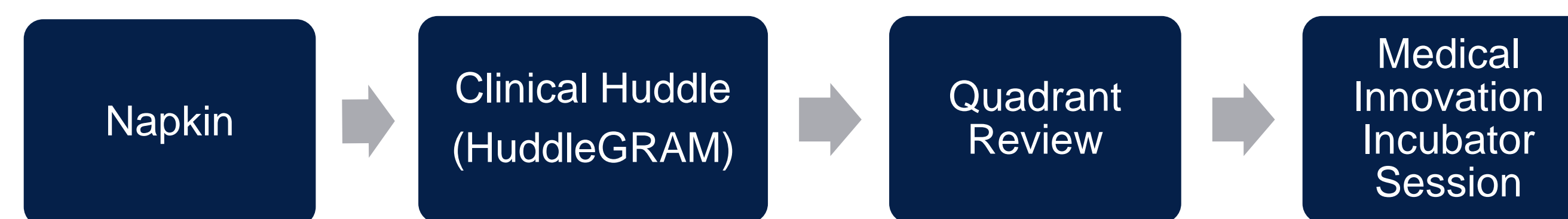
Goals and Objectives

Goal: Build a physical clinical unit and a process for the incubator that would serve to bridge the gap between ideas and real-life county clinical environments.

Outcome-oriented Objective:
1. Finish renovation of the multispecialty hub embedded with physical units that would help simulate real world processes in clinic by June 2016.
2. Finish development of an inclusive innovation supply chain that would democratize the submission, vetting, and processing of innovation as evidenced by the posting of huddles within the HuddleGRAM by the June 2017.
3. Showcase the innovation process with an open house for the executive staff on June 2017.
4. Create a description of innovation that is understandable to the front line staff by June 2017.
5. Achieve 5 examples of inclusive, disruptive innovation by June 2017.

Results

Innovation Process

Napkin → Clinical Huddle (HuddleGRAM) → Quadrant Review → Medical Innovation Incubator Session

Selection process for the Medical Innovation Incubator

Floorplan of Mii
(showcase constraints to consider in clinical practice)

Huddles and Inclusive submissions from front line staff

	Huddles	Innovation Submissions
FY16Q1	623	10
FY16Q2	754	4
FY16Q3	780	4
FY16Q4	912	15

Projects

	Projects
Total	36
Incubated	8
Success	5
Scale	3

Lessons Learned

- The Medical Innovation Incubator development was more about catalyzing a culture change than simply developing a process.
- Creating a pathway of inclusiveness was critical to the success of this initial offering.
- Creating an unifying vision of innovation for the incubator was important as different segment of staff had different definition of innovation.
- Our plan is to scale the incubator concept to 15 different departments within the medical center.

Medical Innovation Incubator
TEST RIDE EFFECTIVE INNOVATIONS

Mission Model Canvas

Key Partners 🔗	Key Activities ✔	Value Propositions 🎁	Buy-in & Support ❤	Beneficiaries 👁
• Ambulatory Leadership • CEO Medical Center • CNO Medical Center • Director, Agency • Program Directors • Chief and Chairs of Departments • Regulatory Affairs Department • Administrators • Facilities • Chief Information Officer • Frontline Clinical Staff	• HuddleGRAM • Back of the Napkin Access • Incubator Sessions • Demonstrating county constraints to innovators • Celebrate success of projects • Recruit members into the innovators' community	The incubator is a safe and inclusive space for innovators in the front line staff to rapidly test disruptive new ideas with the potential for delivering more care within limited resources. Provide an inclusive process for ideas for the incubator. Provide a robust process for evaluating the constraints within multiple clinics with the potential for scale. The incubator provides a curriculum for system based practice critical for medical resident training in appreciating the system of care that provides care to their patients.	• Incubator Bicycle Symbol • Napkins within each clinical unit • Transparent Vetting Process	Innovators in the front line staff that want to contribute. Managers wanting more employee engagement. Medical Training Residents and researchers who want to introduce innovations at the county. CEO and executive staff who want more productivity within the limited budget of the county.
	Key Resources 👤		**Deployment** 🚚	
	• Multispecialty Hub • Staff within the Multispecialty Hub • Innovation Community • HuddleGRAM • Mii intranet resource		• Daily HuddleGRAM • Innovation Supply chain • Sessions within the Physical Incubator	

Mission Budget/Cost 💳	Mission Achievement/Impact Factors 🏔
800,000 for the upgrade of the physical space. Startup 0.20 FTE administratively.	Successful implementation of a novel, disruptive idea that provides more care with existing resources. Projects with high impact that has scalability to other clinical units. Projects with high employee engagement.