We benchmarked healthcare industry innovation players, IDEO and other innovation practitioners, and made many site visits. We assessed what we did well and what we needed.

We created our own model for systematic innovation which built on our existing improvement and innovation assets—especially lean six sigma—but added on design thinking skills, a formal process for innovation and a physical space among other elements.

We built our model incrementally and iteratively, learning as we went.

Developing an ORGANIZATIONAL CAPACITY FOR INNOVATION without breaking the bank

USING A FRAMEWORK FOR INNOVATION TO BUILD ON EXISTING ORGANIZATIONAL ASSETS AND GET RESULTS

OUR CHALLENGE
Can a community health system create a sustainable Innovation Center that systematically helps improve delivery of community healthcare?

Columbus Regional Health, located in Columbus, IN, a community internationally known for architecture and design. Our hospital facility was designed in 1992 by Robert A. M. Stern. While we are the largest hospital in our ten-county region, we are in a very competitive market. We are a community health system, not an academic medical center and compete with major academic hospitals in Indianapolis. We chose to develop a systematic approach to innovation as a market differentiator and way to achieve better outcomes and lower costs. There were no models of community health system innovation centers—many academic or large system centers, and many technology venture models, but we wanted innovation focused on community healthcare delivery processes.

OUR APPROACH & PROCESS

Research
We benchmarked healthcare industry innovation players, IDEO and other innovation practitioners, and made many site visits. We assessed what we did well and what we needed.

Concept Development
We created our own model for systematic innovation which built on our existing improvement and innovation assets—especially lean six sigma—but added on design thinking skills, a formal process for innovation and a physical space among other elements.

Experiment & Pilot
We built our model incrementally and iteratively, learning as we went.

DESIGN CONSTRAINTS
With sustainability in mind, we chose to develop our Innovation Center as a fully integrated internal staff team, without any additional staff. We trained our improvement staff to use six sigma tools.

BIG WIN
We developed a partnership with our executive team, our research and experiment plans.

CRH IDEA Roadmap—Human Centered Innovation Process

GOAL
Develop new customer-centric framework, The Real Health System, for developing innovative new approaches

TOOLS
• CRH IDEA Roadmap—Human Centered Innovation Process
• IDEA Roadmap, Human Centered Innovation Process
• Six Sigma tools
• Design Thinking tools

RESULTS
• Developed new customer-centric framework, The Real Health System, for developing innovative new approaches

OUR RESULTS

$3 million raised for innovation
25–30 projects per year

HOW YOU CAN GET STARTED:

1. MEASURE YOUR PERFORMANCE
   • Benchmark yourself against an industry leader
   • Define benchmark performance

2. ASSESS YOUR COMPONENTS
   • Identify your innovation and improvement programs
   • Assess both internal and external constraints

3. PLAN YOUR APPROACH
   • Develop a high level plan for innovation and improvement

4. IMPLEMENT YOUR APPROACH
   • Design a dedicated innovation and improvement team
   • Design a dedicated process and methodology

Columbus Regional Health • Columbus, Indiana
To learn more visit www.crh.org/innovation