NATIONAL ASSOCIATION OF Community Health Centers®

CENTER FOR COMMUNITY HEALTH INNOVATION

The Community Health Center Innovictionary

NACHC's Center for Community Health Innovation

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Many in the Community Health Center ecosystem may be aware of innovation tools and concepts which are used in the tech or business world. But how can innovation be brought into the unique health center context? The following **Innovictionary** highlights key innovation terms with definitions and curated resources that can be applied in a health center, Primary Care Association or a Health Center Controlled Network environment.

Has your organization implemented any of the terms in the **Innovictionary**? Share with us at bit.ly/CCHI-ShareInnovations for a chance to be featured at the second version of the Innovictionary.

Accelerator – The process of taking an innovative "big idea" that lacks data to support whether it works and trying it out as a team over time, in order to accumulate data and experience and develop best practice. At the end of the "tryout" process, data gathered is evaluated to see if the idea should be implemented, adjusted, or abandoned. Accelerators are important for innovation because they allow testing out of ideas that may or may not work and are big enough to cause a major shakeup, especially in the absence of data on functionality, consequences (intended or not), and best practice.

Agile – Able to adjust quickly and easily to change and to succeed in an environment of constant flux, by responding to challenges with resourcefulness and adaptability. Agility requires self-organized and empowered teams, and prioritizes individuals, interactions, and efficient communication over set processes and plans. Agility requires thoughtful division of work into tasks and phases, regular reassessment of what's working and what's not, and incorporating lessons learned. Agility is ITERATIVE. Agile workflows help to implement innovations because they allow teams to get quick feedback on small portions of a project, and quickly pivot to address it.

Resources:

- https://blog.nachc.org/agile-scrum-framework-101-driving-change-by-improving-process/

Analogy Thinking – A creative way to come up with new ideas and solutions to problems without "reinventing the wheel". Analogy thinking is the process of finding a solution to a problem by finding a similar problem with a known solution and applying that solution to the current situation. It's useful in the idea/solutions development phase because it pulls from existing solutions to analogous problems and transforms them to suit an organization's unique needs. Analogy thinking is important for innovation because it uses creative thinking to form an idea by drawing comparisons to something that already exists, which can maximize effectiveness while preserving resources.

Example: The inventor of Velcro, an engineer, was inspired by certain burrs that would get stuck on his clothing when hunting in the mountains. He examined them under the microscope, identified them as Xanthium strumarium seed pods, and appropriated their hook and eye structure to solve the "problem" of needing a better, synthetic fastener for clothes.

Resources:

- https://medium.com/the-creative-mind/analogical-thinking-a-way-to-produce-creative-ideas-510cb9923fd0
- https://hatrabbits.com/en/analogy/

Assumption – Assuming something is true based on preconceived notions, without further probing or proof. Assumptions are a key part of the innovation process: by knowing the assumptions of that group, we can either verify or disprove them, which allows the team to create better solutions.

Beta Testing – Introducing a new product, service, or process to group or sample of end-users (patients) in order to explore their impressions and insights. Beta testing is important to innovation because it allows new ideas to be validated by the intended users, in terms of functionality and compatibility with their needs.

Brain Writing – A creative method of generating a large volume of new ideas or solutions, similar to brainstorming. In brain writing, each participant writes down their ideas in response to a question or prompt and the document circulates to other participants, who build on the ideas already written by adding their own. The exercise is conducted in silence. Brain writing is useful in innovation because it generates plenty of new, raw, creative ideas which can be culled and fleshed out, while ensuring that all participants are contributing, including those who may not enjoy active, vocal contribution in a group setting.

Resources:

- https://www.smashingmagazine.com/2013/12/using-brainwriting-for-rapid-idea-generation/
- https://www.youtube.com/watch?v=qpZi-8zi8PA

Brainstorm – A group or individual creativity "session" in which participants consider an issue and "throw stuff out there" for the purpose of generating ideas or solving a problem. VOLUME and SPEED are important in brainstorming - so is enthusiasm, engagement, and feeding off each other's creativity. Have fun throwing spaghetti at the wall -- you can see what sticks later. The process of brainstorming with your team will generate many new ideas, which can lead to new and innovative ways to solve problems.

Break-Even Point – The point at which the benefit of a product or service equals its cost. Calculating the break-even point is essential in order to determine if providing a new service or product is "worth the effort" in terms of benefit to the patient when weighed against demands on staff time and costs to the organization. Determining a break-even point is essential to innovation because it can be the deciding factor in whether implementing a new practice is worth the effort for all involved when its impact on the patient is considered.

Build-Measure-Learn Feedback Loop – A framework for establishing — and continuously improving — the effectiveness of new products, services and ideas quickly and cost-effectively. Build-Measure-Learn helps identify early on when you've got things wrong or your idea needs tweaking, so you can efficiently learn, adjust, and improve in order to eventually deliver the best possible offering or pivot from the effort altogether. The "Build" phase — which happens after thorough planning — involves building a Minimum Viable Product (see above definition), that allows you to test whether the planned product or service will achieve its desired result. This happens during the "Measure" phase, perhaps via Beta Testing (see above) with your target users. During the "Learn" phase, you evaluate data gathered in the Measure phase, and decide how and whether to persevere. The feedback loop is then repeated incorporating what you've learned until optimization is reached.

The Build-Measure-Learn Feedback Loop facilitates effective innovation because it promotes speed, agility, and iteration in the development process while ensuring a practical focus on user needs.

Business Case – Captures the "why" behind your innovation. The business case includes the tangible and intangible risks and benefits of the innovation, and the rationale for why the innovation should be supported and implemented. It contains all needed data to make an informed decision on whether or not to move forward with the innovation. It justifies the organization's investment in time, money, and opportunity cost, taking known factors and "known unknown" factors into account. A business case is meant to thoroughly make the case for whether or not the proposed idea is worth doing.

Change Management – The process of implementing change. Change management allows an organization to go through the change process more effectively, whether you are introducing a new technology for telehealth, implementing a new process for patient on-boarding, or even creating entirely new organizational goals. Change management requires leadership, collaboration, and ownership at all levels. It starts with identification of a "shared need" for change to be made, proceeds with shaping a vision and mobilizing commitment for change, and continues with monitoring progress, making adjustments, and anchoring the change.

Crowdsourcing – The practice of turning to a body of people — such as staff, patients, donors, and/or the general public — to obtain needed knowledge, goods, or services. For example, an organization could solicit ideas from patients or staff via a time-limited "crowd contest" which incentivizes the best idea(s) with a reward. Other types of crowdsourcing include crowdfunding — asking for money for an identified endeavor — or crowd voting, in which the "crowd" votes for the best of various options. Crowdsourcing may also be used to find talent to fill certain roles within an organization. Crowdsourcing of all types is commonly done via social media or other online platforms. | Crowdsourcing helps drive innovation because it casts a wider net for ideas and resources, which can lead to unexpected, valuable, and innovative contributions. It also helps actively engage staff, patients, and the public in the activities, goals, and mission of an organization.

Resources:

- https://www.techtarget.com/searchcio/definition/crowdsourcing
- https://www.forbes.com/sites/robertbtucker/2017/06/16/how-crowdsourcing-can-enhance-innovation-performance/?sh=d5ba82054df6

Design Sprint – Applies the skills developed through design thinking (see definition above) by engaging in an intense, time limited process where user-centered teams focus on turning good ideas into strong operational concepts. The teams follow a framework to map out challenges, explore solutions, pick the best ones, and create and test a prototype. The five phases of a design sprint, which is typically completed over five days or less, are as follows:

1. Understand/Empathize: map out the problem, determine the sprint's overall goal, and get the whole team on the same page. Incorporate expert insights and focus on understanding end-users' needs.
2. Sketch: generate a broad range of ideas and narrow down to a select group.
3. Decide: as a team, decide which idea(s) to test.
4. Prototype: (see definition above) build only what you need to validate your ideas in a very short time frame.
5. Validate: see select live users to interact with your team's ideas and hear direct feedback from them.

Design sprints condense the innovation process into a rapid and intense exercise with the goal of finding and testing solutions to highly focused problems.

Resources:

- https://www.agile42.com/en/blog/design-sprint
- https://www.youtube.com/watch?v=2E4JoNI4d7E

Design Thinking – A "human-centered approach to innovation", design thinking is a creative and iterative problem-solving process that centers the people we serve by truly seeking to understand their needs and experiences and using that information to create innovative solutions. Design thinking is a non-linear process that requires us to 1) gather information and use empathy understand the problem; 2) explore ideas; and 3) materialize, test, and implement solutions.

Disruptive Innovation – The process by which a smaller organization with fewer resources that targets an overlooked, underserved population is able to provide products and services that are, in terms of quality, equal to or better than those provided by larger organizations with greater resources that target mainstream users. Disruptive innovation transforms expensive or highly sophisticated products or services — such as those available in the mainstream healthcare realm and accessible to a better-resourced population — into ones that are more affordable and accessible to an underserved population.

Resource:

- https://online.hbs.edu/blog/post/what-is-disruptive-innovation
- https://www.viima.com/blog/disruptive-innovation

Disruptor – If an organization is considered a disruptor or as being disruptive, it has found an innovative way of providing services in an existing sector (such as healthcare) or is creating a new market for these services for previously overlooked users and shaking up the status quo in the process. All disruptors are innovators.

Resource:

- https://www.youtube.com/watch?v=aMsvWmvTmxw

Doblin's 10 Types of Innovation – An Innovation framework used to identify and develop new ways to innovate that go beyond just products and services. The ten types, listed below, fall under three primary categories: Configuration, Offering, & Experience.

Configuration: Profit model, network, structure, process
Profit model: How you make money
Network: Connections with others to create value
Structure: Alignment of talent and assets
Process: Signature or superior methods to do your work

Offering: Product performance, product system
Product performance: Distinguishing features and functionality
Product system: Complementary products and services

Experience: Service, channel, brand, patient engagement
Service: Supports and enhancements that surround your offerings
Channel: How you deliver your offerings to end-users
Brand: Representation of the organization and its offerings
Patient engagement: Distinct interactions you foster

Illustrations by Storyset

Early Adopters – In Diffusion of Innovation theory, early adopters are the (relatively small) portion of a population quickest to adopt an innovation, right behind innovators themselves. They are opinion leaders who embrace change opportunities. They are aware of the need for change and typically do not need information about why a particular innovation is necessary; they'd rather know how it works or how it will be implemented. Early adopters are important to innovation because they lead the pack, bolstering early numbers of people who've tested an innovation and can provide evidence that it works, which helps to convince more skeptical people. Diffusion of Innovation theory does not take into account a person's resources or social support to enable them to adopt the innovation.

Resource:

- https://sphweb.bumc.bu.edu/otlt/mph-modules/sb/behavioralchangetheories/behavioralchangetheories4.html

Economies of Scale – Cost advantages reaped by organizations when internal processes and services become efficient. Economies of scale result in greater efficiency because capacity and productivity increase and costs can be spread over an increased number of services provided. Economies of scale can be both internal and external – the former are based on management decisions, while the latter have to do with outside factors affecting the industry as a whole.

In general, economies of scale can be achieved in two ways. First, an organization can effect internal economies of scale by reorganizing the way resources such as staff and equipment are distributed and used. Second, an organization can realize external economies of scale by growing in size and leveraging its increased scale to provide more services while simultaneously gaining access to cost saving measures such as discounts for bulk purchases, etc.

Innovation is essential increase efficiency and productivity as well as to grow an organization, therefore it is necessary to realize economies of scale.

Resource:

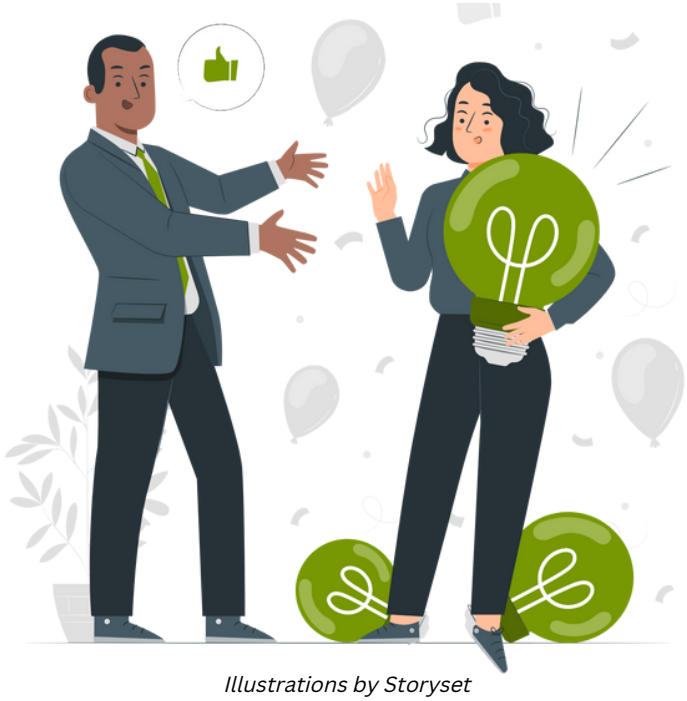
- https://www.investopedia.com/terms/e/economiesofscale.asp

Empathy Interview – A cornerstone of design thinking (see above definition), empathy interviews are typically one-on-one conversations that use open-ended questions to elicit stories about specific experiences that help to uncover and better understand end-user needs — especially those previously unacknowledged. Empathy interviews are an essential component of innovation processes because they help ensure that the diverse lived experiences of end-users are the primary driving force behind the decisions and actions of an organization. They should be conducted with a diverse cross-section of patients — those who represent a more "average" experience, as well as outliers or "extremes."

Resources:

- https://webdesign.tutsplus.com/articles/techniques-of-empathy-interviews-in-design-thinking--cms-31219
- https://learningforward.org/wp-content/uploads/2020/10/tool-empathy-interviews.pdf

End-Users – People that use and benefit from our services – patients! End users are the starting and end points of all innovation – any innovations we implement are for the purpose of improving service accessibility, quality, and experience for the end-user. This includes innovations that primarily impact us and our workflow. The participation and feedback of end users should be incorporated throughout the innovation process, so that we understand their preferences, expectations, and desires, as well as any barriers they may be experiencing. Our focus must always center on how any changes we design and implement will affect the end user.



Illustrations by Storyset

Evaluation – Evaluation means to examine how an idea or a solution to a problem is working, after it's been implemented and tested. Teams must also evaluate which ideas should be implemented and which should not, based on what is learned during the information gathering phase. Evaluation is conducted by examining data to assess impact — real and anticipated, positive and negative — on all parties involved, including staff, the organization itself, and especially patients. In order for true innovation to occur, the quality and breadth of its impact must be known.

Externality – The "spillover" effect of an activity on a third party or parties. Externalities can be positive or negative. Positive externalities have beneficial effects. An example of a positive externality is the spillover effect of vaccines, since they not only protect recipients but also everyone with whom the recipient comes into contact. A negative externality carries a cost to third parties — one example would be the air pollution created by cars and factories. It is important to consider externalities during the innovation process to make sure that negative spillover effects are avoided as much as possible.

Facilitator – Someone who takes the lead in planning, guiding, and managing the innovation process from an objective, unbiased standpoint. Facilitators focus on the "group process," or the ways that groups work together to perform tasks, make decisions, and solve problems. Good facilitation involves being impartial and steering the group so that its ideas and solutions flow. A facilitator must be experienced with innovation techniques and processes at each stage, encourage and work though respectful disagreement, and engage team members from all levels of the organization, paying special attention to members in a junior or support role as they can be untapped resources for innovation.

Fail-Fast, Fail-Safe – Fail-Fast is a philosophy that recognizes some failure is inevitable in innovation, and that if the right processes are in place to quickly identify and learn from failure, it can actually help drive innovation and make the process more fruitful. Fast-fail involves the use of timely and efficient testing methodologies and a culture of learning, not blame, within an organization. A culture of learning promotes a "Fail-Safe" mindset, because employees feel comfortable taking risks and making mistakes without fear of reprisal.A Fail-Fast, Fail-Safe philosophy fosters an innovative environment because it encourages learning and protects psychological safety, which allows creativity and innovation to flourish.

First-Mover Advantage – An advantage gained by an organization that first introduces or significantly improves a product or service in its industry. The advantages of first movers include developing economies of scale, or cost-efficient ways of producing or delivering a product, since they have more time than later entrants to accumulate and master technical knowledge. The first-mover advantage enables an organization to make a strong impression on end-users and establish product/service loyalty. Organizations with first-mover advantage also may be in a better position to control resources, by basing themselves in a strategic location, establishing a premium contract with key suppliers, or hiring talented employees. First-mover advantage can be a product of savvy and effective innovation.

Go-to-Market – An innovation-driven execution strategy for a fleshed-out idea or solution. A go-to-market strategy is an action plan to launch an innovative new practice, whether it's brand new or an improvement or re-vamping of an existing process. GTM is focused on end-users, their needs, how your product or service will meet those needs, and how the organization plans to reach end-users — what are the best channels? Formulating a go-to-market strategy is crucial prior to the testing or launch phase of innovation because it can reduce time and costs, clarify direction, and maximize chances for a more successful launch.

Growth Mindset – The belief that talent and abilities are not fixed, but can be cultivated. A growth mindset encourages continuous learning by fostering creative thinking and experimenting, making strategic efforts, taking calculated risks, and de-stigmatizing failure and reframing it as opportunity. Both successes and setbacks/failures are seen as chances to learn.Organizations that adopt a growth mindset support "up-skilling" and "reskilling" of their workers, including through coaching and across work domains. A growth mindset inspires creativity and stimulates innovation within an organization because it focuses on learning and growing as the way to reach goals.

Resource:

- https://www.forbes.com/sites/forbestechcouncil/2020/05/15/the-growth-mindset-spurring-a-more-skilled-engaged-and-innovative-workforce/?sh=2d3ed93359ec

Hackathon – A timed event dedicated to a specific topic or challenge. Small, multidisciplinary groups work intensely and collaboratively to design, build, and present the most innovative solution to a problem, and then pitch a final concept or prototype to the larger group. Hackathons encourage creative thinking and healthy competition that rewards innovation.

Human Centered Design – An innovative approach to problem-solving that starts with the people you're designing for (end-users), and ends with a solution to meet their unique needs. Human centered design moves through three phases: inspiration, ideation, and implementation. It's about building empathy and understanding, generating ideas, and enabling accessibility and adaptability of services. Human centered design puts patients at the center of the development process, enabling us to shape services in a way that resonates with and responds to their needs.

Resources:

- https://blog.movingworlds.org/an-introduction-to-human-centered-design/
- https://www.wired.com/insights/2013/12/human-centered-design-matters/

Ideation – Part of Human Centered Design, ideation is the creative process of generating new ideas (brainstorming), filtering ideas and fleshing them out, and figuring out the means or methods for putting new ideas into practice. Ideation is used to solve a problem or to create or improve on a process. Innovation involves turning newly generated ideas -- the product of ideation -- into a way of doing something new or doing something familiar in a better way.

Impact – The holistic and individual effects of particular changes as well as a large-scale innovation process, on end-users, leaders, management, and workers. Impact must be measured and evaluated according to best practice in order to accurately determine whether innovation efforts are working both for the organization and the people they serve, or whether adjustments are needed.

Incremental Innovation – A series of small improvements or upgrades to a company's existing products, services, processes, or methods in order to sustain or add value. Incremental innovation allows an organization to grow and change based on end-user and staff feedback and a changing external landscape. However, incremental innovation does not value change simply for change's sake – it requires room for improvement or an identified problem in order to provide tangible value. Incremental innovation is the opposite of radical or disruptive innovation and carries less risk, since it is focused on gradual change to existing processes versus introducing something entirely new.

Incubation – The period between having a well-reasoned concept and an optimally functioning product, service, or process. An incubation period is useful to design and conduct experiments and leverage results to optimize and add maximum value to a new offering. Incubation periods may be most useful for innovations situated further from the "core" of an organization's existing services, but may not be necessary for smaller, more routine changes. Incubation is important to innovation because it allows time for an iterative cycle of experimentation to take place — testing, learning, adapting, and retesting again — before the process concludes and the product is finalized.

Innovation Process – A set of steps between an idea's conception and its implementation. An innovation process is streamlined and managed in a way that reflects an organization's structure and innovation goals. The steps in an innovation process will vary somewhat based on organizational factors, but should loosely include the following: observe end-users to uncover new problems and opportunities; gather insights and generate ideas; prototype, learn, and test; implement the best ideas and keep learning. A strong innovation process helps to optimize the identification, capture, and curation of the best ideas and bring them to life in a way that confers maximum benefit to all involved, and above all to end-users.

Intentional Innovation – A deliberate, systematic approach to innovation based on the practical alignment of strategy with the capabilities of an organization.

Resource:

- https://cdn.dynamixse.com/intellinetcom/intellinetcom_835423521.pdf

Intrapreneurship – Entrepreneurship that takes place within an existing company. Intrapreneurship refers to the new initiatives or ventures spawned within an established organization by its employees. Intrapreneurship IS innovation, just on a smaller scale — individuals spearhead or engage in intrapreneurship, and organizations engage in innovation. Intrapreneurship can be a closed vessel of innovation used by an organization to improve offerings, or it can be a petri dish from which innovation grows and spreads.

Resource:

- https://businessmagazinegainesville.com/intrapreneurship-and-internal-innovation/

Iteration – The process of refining your idea or concept by testing it, learning, and adjusting, then repeating the cycle as necessary. The idea prototype you're testing — whether it's a new or improved product, service, process, or method — should get better with each cycle until you reach "best," and then it's ready for implementation. Iteration emphasizes adjustments or pivots based on learning, and it's important for innovation because it removes the pressure of getting things right on the first try, instead allowing for experimentation and learning.

Resources:

- https://hbr.org/2008/05/innovation-and-iteration-frien
- https://www.forbes.com/sites/forbescoachescouncil/2018/09/13/iteration-may-be-better-than-innovation-when-it-comes-to-real-growth/?sh=4ca76d56623c

JBTD – Stands for "job-to-be-done." JBTD is a theory or framework for innovation based on the notion that people access products and services to get a job done. By focusing on the job-to-be-done, it becomes possible to know all the end-user's needs and determine which are unmet. When people are doing a job, they have a set of metrics or results in mind that define the successful execution of that job. These metrics (or desired outcomes) can be captured as actionable need statements that describe how end-users measure value. | For example, if a customer's JBTD is "to feel better" or to "take care of my health," how will they know when those "jobs" are done? There are likely multiple ways they will know, and these are outcome statements. Rather than focusing on a specific product, service, or solution to a problem, JTBD methodology places the focus on the job and how its completion is measured by the patient. If a patient outcome statement for "take care of my health" is "have a normal A1c," for example, services should be designed around that goal and should focus on areas of struggle.

Resources:

- https://strategyn.com/jobs-to-be-done/jobs-to-be-done-theory/
- https://hbr.org/2016/09/know-your-customers-jobs-to-be-done

Journey Map – A visualization of the process a patient or staff goes through to complete a goal. For instance, a journey map can depict the patient experience during a primary care appointment, or the process staff members go through to create a community event.

Lean Methodology – Lean is a set of operating philosophies and methods that help create a maximum value for patients by reducing waste and waits.It aims to optimize resources, eliminate waste, and deliver value as defined by the customer (patient). Lean emphasizes the consideration of patient needs, employee involvement at all levels, and continuous improvement. | Lean methodology facilitates innovation because it encourages patient feedback which creates a constant stream of new ideas that are harnessed to drive value. It inspires process improvement through iteration which makes innovation more achievable.

Resource:

- https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4171573/

Minimum Viable Product – A new service, program, or process at the bare bones or "skeleton" stage, but with enough features to allow implementation, to be "useable", and, most importantly, to assess utility and provide feedback for future development. A Minimum Viable Product is essential for innovation because it creates a space for feedback and allows new processes to be tested and improved.

Opposite Thinking – An ideation tool and mindset to help teams challenge their assumptions about a specific problem and come up with non-obvious solutions. Teams identify their assumptions about the problem, define "opposite realities" for each, and consider these alongside each other in order to generate potential solutions for each opposing pair. These solutions arise from thinking about the problem in a new way. Teams review potential solutions and build on ideas together. Opposite thinking is an important tool for innovation because it examines problems from an opposing perspective and broadens the lens through which solutions are found.

Resource:

- https://boardofinnovation.com/tools/opposite-thinking/#:~:text=Opposite%20thinking%20will%20help%20your,apply%20throughout%20your%20innovation%20journey.

Outcome – The result of an innovation, which is the successful introduction of something new. The outcome of an innovation should be an improvement on whatever existed before, whether it's a more efficient process, a more effective solution for a problem, a reduced risk, etc. When formulating and implementing an innovation, outcome should always be top of mind: what do we want this innovation to achieve, and to whose benefit?

Resource:
http://www.game-changer.net/2015/01/30/fundamental-outcomes-innovation/#.Yuv2_3bMI64

Paradigm Innovation – A foundational shift in the underlying mental model of what a product or organization does. Some real world examples include the shift to low cost airlines, the provision of online insurance and other financial services, and the repositioning of coffee and fruit as premium designer products. Paradigm innovation is one of several types of innovation. It involves a shift in the status quo of what services or products a particular industry or service provider offers due to a changing external landscape of possibility and consumer needs and expectations.

Personas – Creating a persona is an activity used in design thinking (see above). A persona is a fictional character or archetype that represents one type of person who might use your organization's services. The persona is created based on a synthesis of what you've learned about your actual patients and service users, and the themes or common characteristics that they may have in common.This approach is research-based and designed to help you better understand your patients' needs, behaviors, experiences, and goals. Personas are important to innovation because they help an organization and its employees understand and center users' needs as the primary motivation and concern in the innovation process.

Resource:

- https://www.innovationtraining.org/create-personas-design-thinking/#:~:text=A%20persona%20is%20a%20fictional,of%20them%20share%20in%20common

Pilot – An effective test of an idea. A pilot test allows an organization to test a new technology, program, process, service, system, product, partnership, or the like in a small, controlled setting so it can be further refined before it's rolled out.A pilot is meant to evaluate the quality and reliability of a solution before it is implemented. Pilots are important for innovation because they enable an organization to identify whether an idea or solution is indeed a viable option while managing risk and saving time and money.

Resource:

- https://hbr.org/2021/01/how-to-scale-a-successful-pilot-project

Pitch – A pitch describes and sells an idea to an audience, such as colleagues or organizational leadership. An effective pitch for an innovation focuses on the problem you are trying to solve, how the innovative idea or solution solves it effectively, and how it will positively impact end users, workers, and the organization itself. Pitches are important to innovation because they introduce well-researched and fleshed out ideas and showcase their potential benefits.

Resource:

- https://www.information-age.com/top-10-tips-pitching-innovative-business-idea-or-solution-123459754/#:~:text=Your%20pitch%20should%20be%20focused,interest%20your%20audience%20the%20most.

Position Innovation – A change in context in which products or services are introduced. Position innovation occurs when the purpose of a product or service is changed—the product itself remains the same, but it is marketed differently. The organization focuses on changing the customer's perception of its product. For example, in healthcare: rather than thinking of a primary care clinic as a place to go when you're sick, it can be thought of as the place you go to stay well—to manage chronic conditions, get vaccines, etc. This puts emphasis on preventive care and services versus curative care for illness.Although the latter purpose is still accurate, it's not the focus.

Resources:

- https://www.michiganstateuniversityonline.com/resources/healthcare-management/applying-4-ps-for-healthcare-innovation/
- https://fcschools.instructure.com/courses/20908/pages/types-of-innovation-the-four-ps

Problem Validation – A process for developing a complete understanding of a problem, including whether the problem actually exists and is worth solving. Data must be gathered to understand the "five Ws and one H" (What/Who/When/Where/Why/How) of the problem. Assumptions about the problem should be challenged and verified. Existing solutions should be explored and their (in)effectiveness examined. End users should be interviewed to assess their awareness of the problem, how it impacts them, and their openness to change. Problem validation is important to innovation because a problem must be thoroughly understood before an effective and innovative solution can be determined.

Resource:

- https://hatrabbits.com/en/problem-validation/

Product Innovation – The development or improvement of products, programs, or services in a way that tries to solve problems for end users, workers, organizations, or society at large. For example, in a health center setting, product innovation could be the development of a new program meant to decrease food insecurity in a community where it is common.

Prototype & Testing – A prototype is a simple experimental model of a proposed concept or process used to test or validate the feasibility, utility, and effectiveness of ideas. The prototype is tested by end users who provide feedback so the design team can make adjustments. Prototypes and testing are important to innovation because they form a bridge between more abstract concepts and real, workable solutions.

Resource:

- https://www.unhcr.org/innovation/what-is-prototyping-anyway/

Radical Innovation – It blows up the existing system or process and replaces it with something entirely new. Radical innovation wholly replaces an existing design, process or system to create something substantially new and unique. It changes both the components and how those components interact. When successfully achieved, radical innovation typically results in a high level of reward, but it also comes with a high degree of risk. As a result, many organizations tend to focus on incremental innovation that allows leaders to introduce changes over time.

Return on Impact – The quantifiable improvement of health and wellbeing resulting from an innovation. In order to calculate return on impact, an organization must decide how improvement in health and well-being will be measured, and over what period of time—what are the indicators? Do they align with the desired outcome of the innovation?

Risk Analysis – The process of identifying and analyzing issues that could arise as the result of an innovation and which could bring potentially negative consequences. This process is done in order to help organizations avoid or mitigate those risks. Organizations use risk analysis to identify the potential for harm as well as the likelihood it will occur, strategize ways to mitigate harm, evaluate whether the potential risks of a project are balanced by its benefits, and prepare for hypothetical changes to the internal or external environment. Risk analysis is important in innovation in order to determine whether benefits outweigh risks or vice versa, which is necessary in order to decide whether an innovation should be implemented.

Resource:

- https://www.techtarget.com/searchsecurity/definition/risk-analysis

Roadmap – A visual representation of how an organization will achieve an innovation strategy and a timetable of the innovation process. It maps the milestones and deliverables required to manage the transition of an organization from its current state to a future state over a specific time period.

An innovation roadmap should be as simple as possible and created collaboratively with the involvement of multiple perspectives within an organization. It should be goal-oriented and reflect both the purpose of the innovation objectives and the mission and vision of the organization.

Scale – Bringing an innovation "to scale" is the process of expanding its presence and use to be as applicable and widespread as possible. If it's a workflow innovation, for example, to which work processes and for which workers can it be applied, and is it currently in use for all of these? If it's a service innovation, is it currently reaching all potential users? Scaling an innovation achieves maximum reach and maximum impact.

Scenario Planning – Creating various courses of action for an organization based on potential events and situations. Possible scenarios include changes to patients' need for programs or services, supply or staff shortages, changes to the external environment, and many other possibilities. Planning for different scenarios, especially those that are most likely to occur, allows for contingency plans to be enacted when needed. Scenario planning is important for innovation because it helps organizations minimize disruption to operations, better prepare staff, and better serve end users when problems or unforeseen circumstances arise, as they inevitably do, especially in the beginning.

Scoping – Part of design thinking (see above), scoping is defining the appropriate size or *scope* of the challenge or opportunity behind your innovation project. Sizing your project according to your available resources is essential in order to target end users who will most benefit and to achieve the outcome you want.

In order to scope effectively, you must describe three things: who you're trying to impact and their current experience with whatever process or service you're trying to change, particularly with regard to "pain points"; what the end user's journey looks like when adopting existing solutions, and the opportunity behind your innovation and how it differs from existing solutions. Define why the innovation matters and what the desired outcome is. Delineating an appropriate scope is essential to the success of an innovation.

Scorecard – Tracks and measures the results of an innovation, including its desirability, feasibility, and viability. The components of a scorecard are innovation inputs, or the resources dedicated to the innovation effort, such as people, funds, and equipment; processes, or real-time measures that track the organization's progress toward the creation of outputs, including creative processes and project execution; outputs, or the results of the innovation efforts, including their quality, quantity, and timeliness; and finally, outcomes or value creation: how the innovation effort has translated outputs into value for end users and the organization. Scorecards are important for innovation because they provide hard evidence of the value or net contribution of an innovation.

Scrum – A project management framework used in the Agile model (see above) to develop, deliver, and sustain a complex project. Scrum builds a product, service, or program in a series of iterations called sprints (see below) that break down big, complex projects into bite-sized pieces. This makes projects more manageable, allows teams to produce high-quality work faster and more frequently, and gives them flexibility to adapt and change. Short iterations or "sprints" make it possible to reduce risk and cost, get fast feedback from end users, increase speed and see value quicker. Scrum uses milestones such as the end of a sprint to give teams a sense of regular, tangible progress. Scrum is a common and effective framework to manage innovation projects.

Smoke Test – A test run to ascertain the functionality of a process, system, or component thereof. A smoke test is a dry run to see if everything works. Smoke tests are important to innovation in order make sure something new works as intended.

Social Innovation – The process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress and social justice. Health centers are social innovators by definition, because they help solve a systemic social problem: lack of access to healthcare for underserved populations. Health centers provide care to people who are often unable to access it in the mainstream healthcare system. Social innovation often requires collaboration with other stakeholders in government and the private and non-profit sectors.

Illustrations by Storyset

Sprint – A short, time-boxed period when a scrum team (see above) works to complete a set amount of work. Before it is executed, a sprint must be collaboratively planned, and the following questions must be answered: What work can get done in this sprint and how will the chosen work get done? What objective should the sprint achieve and what is the prioritized list of work that, upon completion, would achieve the sprint goal?

During a sprint, the team "huddles" to check in during the daily scrum about how the work is progressing. The goal of this meeting is to surface any blockers and challenges that would impact the team's ability to deliver the sprint goal. Following the sprint, the team presents what they've completed during the sprint review. The team then meets for a "retrospective," or opportunity to identify areas of improvement for the next sprint. This completes the sprint cycle.

A sprint is a key piece of Agile methodology—considered one of the best, most effective and efficient innovation models.

Resource:

- https://www.atlassian.com/agile/scrum/sprints

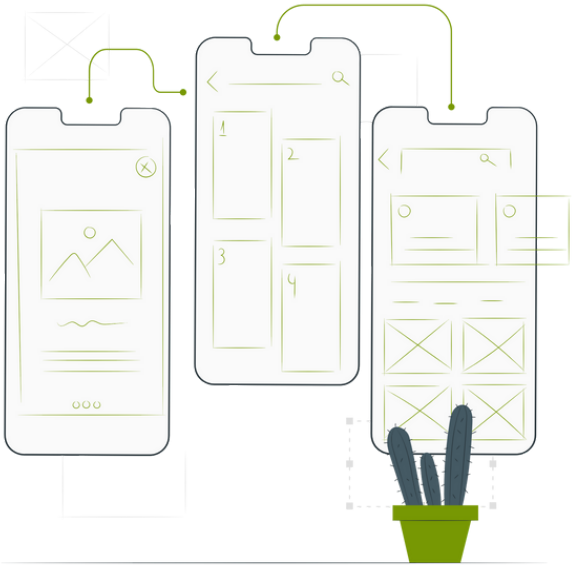
Stakeholders – All parties involved in or impacted by an innovation. For example: an organization, its employees, leadership, end users, partner organizations, vendors, the surrounding community, and local government all may be involved in and/or impacted by an innovation, and are thus stakeholders. All stakeholders play a unique role. In order for an innovation to be successful, stakeholders must be identified along with their contribution to the innovation and how they will be impacted by it.

STEEP – A type of analysis that examines outside environmental factors and their impact on an organization. The STEEP acronym stands for Social, Technological, Economical, Environmental, and Political – these are the external factors to be included in the analysis. STEEP can help organizations gain key insights as to how the external environment is contributing to internal conditions, especially during times of uncertainty, information overload, and disorganization. The information gleaned from a STEEP analysis helps facilitate effective innovation by accounting for "the big picture" when formulating strategy and making decisions.

Strategic Alignment – Achieved when innovation ideas and projects are aligned with an organization's strategic goals. Innovating with a purpose! Strategic alignment requires mapping out what the organization hopes to discover and/or achieve, knowing how it matches with the organization's vision and overarching objectives, and understanding that there will be various roads to reach a set of outcomes, each with unique and important milestones along the way. In order for innovation to be meaningful for an organization and its users, it must align with the organization's mission, vision, and goals.

UI – It stands for user interface. UI is made up of all the elements that enable someone to interact with a program, product, or service. The quality, efficiency, and usability of the user interface determines how accessible a service will be, and the extent to which users will benefit.Many innovations target the UI, or the ways in which end users interact with services, to make them more accessible.Regardless, UI is important to innovation because the latter won't be effective if the former is not user-friendly.

UX – It stands for user experience. It's what the individual interacting with a product or service takes away from the entire experience. The UX includes the UI, as well as every other aspect of the end user experience. UX should be the top priority when developing and implementing any innovation—how does it impact and above all improve user experience, from the user's perspective?



Illustrations by Storyset

Resource:

- https://www.usertesting.com/resources/topics/ui-vs-ux

Validation – The process of gathering evidence around ideas through experimentation to make fast, informed, and de-risked decisions. Validation is most needed for ideas that come with some uncertainty—lacking this, validation may not be necessary. The purpose of validation is to expose an idea to the practicality of the real world before you develop and implement the final product or offering.

Validation is ultimately about testing assumptions, so the assumptions that are most critical for the idea to succeed must be defined and the best methods for testing them must be identified. You'll also need to define minimum success criteria which, when met, will mean the assumptions are valid. Validation is important for innovation because it tests whether an idea when executed can solve a real problem, fulfill its intended purpose, or appeal to other incentives.

Resource:

- https://www.viima.com/blog/idea-validation

Value Proposition – A simple statement summarizing why an end user needs, wants, and will utilize your product, program, or service. A value proposition communicates the clearest benefit that end users receive by engaging with what you're offering. A value can be quantitative (i.e., speed or capacity of service) or qualitative (i.e., program design or customer experience).The value proposition is the key to successful innovation because it articulates the benefit to end users, which is the end goal of all innovation and benefits all stakeholders in turn.

Illustrations by Storyset

Venture Capital – Venture capital (VC) is a form of private equity and a type of financing investors provide to organizations, startup companies, and small businesses that are believed to have long-term growth potential. VC does not always take a monetary form; it can also be provided in the form of technical or managerial expertise. It can be provided at different stages of an organization's evolution, although it's often early or "seed" funding. VC is important to innovation because it can help fund innovative growth.

Illustrations by Storyset

Viability – Tells you whether or not a product, program, or service makes sense from a business or financial perspective. A service or product is not viable if it's too expensive and/or if the return on impact does not justify the expense. A truly viable product makes financial sense in terms of expense and impact in the short- and long-term. The quicker and longer it can deliver a positive return on impact, the higher the viability of the product. Regardless of the quality of an innovative idea, it can't happen if it's not viable.

Wireframe – A skeleton, blueprint, or mock-up of a user interface (UI). Wireframes are simple block diagrams showing the placement of elements in a user interface and should demonstrate the intended layout and functionality of a solution. Wireframes focus on design, not content.