

Diffusing Innovation: Lessons from Large Health Care Organizations

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APPENDICES

- A. List of interviewees
- B. Interview guide

Basis of the article:

Regina Herzlinger and Clay Wiske. 2017. Disseminating and Diffusing Internal Innovations: Lessons from Large Health Care Organizations. *Health Management Policy and Innovation*, Volume 2, Issue 2

Appendix A. List of Interviewees

- Amanda Begley, Director of Innovation and Implementation, UCLPartners
- Richard Bohmer, International Visiting Fellow, The King's Fund
- Adrian Bull, CEO, East Sussex Healthcare NHS Trust
- Jonathan Bush, CEO, athenahealth
- Patrick Conway, Chief Medical Officer, Centers for Medicaid and Medicare Services
- Zach Cooper, Professor, Yale University
- Charlie Davie, Managing Director, Academic Health Sciences Network
- Jana J. Davis, Senior Vice President for Corporate Affairs, Hospital Corporation of America
- Sir Sam Everington, Chair, NHS Tower Hamlets Clinical Commissioning Group
- Patrick Geraghty, CEO, Florida Blue
- Axel Heitmueller, Managing Director, Imperial College Health Partners
- Andrew Jay, Fund Head, Siemens Venture Capital
- Steve Kelmar, Executive Vice President of Corporate Affairs, CEO's Chief of Staff, Aetna
- Sir Bruce Keogh, Medical Director, National Health Service
- Michael MacDonnell, Director of Strategy, NHS England
- Nickolas Mark, Director of Business Development, Intermountain Healthcare
- Nina Nashif, Founder and CEO, Healthbox
- Lita Nelson, Director of the Technology Licensing Office, MIT
- Sam Nussbaum, CMO, Wellpoint
- Jeremy Porter, Vice President for Business Development, Intermountain Healthcare
- Ellen Rose, Director of External Affairs, Johnson and Johnson Innovation London
- Edward Sellers, Chairman and Former CEO, Blue Cross and Blue Shield of South Carolina
- Leslie Solomon, Executive Director, Brigham Innovation Hub
- Joseph Sowell, III, Chief Development Officer, Hospital Corporation of America
- Bradley Stoltz, Vice President of Operations, Tenet Healthcare
- See Leng Tan, CEO, IHH Healthcare Berhad
- Caroline Young, President, Nashville Healthcare Council
- Thomas Zeltner, Former Secretary of Health, Switzerland

Appendix B. Interview Guide

The aim of the interview is to investigate how different organizations foster innovation. The focus will be on the best ways to identify and adopt innovations and how “the center” can act as a catalyst.

Innovations in this context can mean a product, policy, therapy or clinical/non-clinical practice.

There will be five main categories of exploration

1. Process
2. Internal enablers and barriers: *organization, technology, human capital*
3. External enablers and barriers: *government, patient populations, other stakeholders*
4. Evaluation
5. Risks and mitigations

1. Process

- How do you source/identify an innovation?
External versus internal, inbound versus outbound, do you have a VC firm?
- How do you decide which innovations to adopt?
- Can you provide an example of how you sourced and spread an innovation across your organization?
- What does it cost to source, identify, test and spread an innovation across your organization?
- How and why has the adoption of innovation in your organization changed over time? *What have you learned from your successes and failures about how best to spur innovation?*

2. Internal enablers and barriers

- How does the formal structure of your organization help foster innovation?
Centralized versus decentralized, specific roles and responsibilities, financial and non-financial incentives
- Who is best placed to lead the spread of the innovation?
- How does technology help the spread of an innovation? *Access to data, communication*
- How do you secure the support of your employees?
- What are the most common internal barriers to the spread of an innovation?
- How do you overcome these internal barriers?

3. External enablers and barriers

- What external influences helped/hindered you to spread innovative practices across

your organization? *Incentives, grants, regulatory framework, location*

- What is the best environment to test and demonstrate and innovation? *patient populations, proximity to other innovation centers, employees*
- How do you secure the support of your patient population?
- How do you secure the support of other stakeholders?

4. Evaluation and accountability

- How do you evaluate the success of an innovation? *Feedback mechanisms, formal processes, metrics*
- How are you held accountable for success?
- How do you evaluate how successful the process of adoption of an innovation was? *Time for adoption, number of providers/clinicians who adopted innovation*

5. Risks and mitigations

- How do you learn from failed innovations?
- How do you deal with the 'not invented here' syndrome?
- What are the risks of adopting new innovations and how do you mitigate them?
- How do you ensure it is in the locality's interest to become a 'test kitchen' for health innovation?