

From Dreams to Realities, Part 2

Stanford Hospital's five-phase process for innovation

SENSE	GENERATE	SELECT	DEVELOP	EXECUTE
<p>ACTIONS</p> <p>Educate team to understand “sense” functions & processes</p> <p>Implement new sensing channels:</p>	<p>ACTIONS</p> <p>Lead, capture, manage & recognize idea generation activities</p>	<p>ACTIONS</p> <p>Form and charter selection committee</p> <p>Determine selection criteria</p>	<p>ACTIONS</p> <p>Coordinate resources</p> <p>“Mentor” initiatives</p>	<p>ACTIONS</p> <p>Transition to OCIO project list</p> <p>Promote and champion</p> <p>Measure impact, capture learnings</p>
<p>ACTIVITIES</p> <p>Observation</p> <p>Strategic stakeholder communications</p> <p>Secondary research, study tours to</p> <p>Leverage vendor relationships</p> <p>Establish Innovation Council</p>	<p>ACTIVITIES</p> <p>Observation</p> <p>Networked (Email) brainstorming</p> <p>Collect and recognize individual contributions</p> <p>Structured inventive thinking methods</p> <p>Scheduled team thinking time</p>	<p>ACTIVITIES</p> <p>Create cross-OCIO Innovation steering committee</p> <p>Review filtered initiative list with IT Steering Committee</p>	<p>ACTIVITIES</p> <p>Pilots</p> <p>Demos</p> <p>Prototypes</p> <p>Partner w/ VC/ vendor/SOM/ Hospital/academia</p> <p>Cross functional development team</p>	<p>ACTIVITIES</p> <p>Report findings in quarterly reviews as well as OCIO team meetings</p> <p>Provide content for communication program</p> <p>Cross functional execution teams</p>
<p>METRICS</p> <p># of sensing channels</p> <p>Degree of connectedness across stakeholders – measured by</p>	<p>METRICS</p> <p># of new ideas</p> <p>% of new ideas from inside OCIO compared to outside</p> <p>% of new idea capture</p>	<p>METRICS</p> <p>Time to selection</p> <p>% of ideas selected for development</p>	<p>METRICS</p> <p>Time to develop</p> <p>% of internal & external resources utilized</p>	<p>METRICS</p> <p>Sense to roll-out time</p> <p>Select to roll-out time</p> <p>Return on investment</p> <p>Adoption: degree, rate</p>