

UH INNOVATION MODEL

In order to thrive in the new healthcare economy, we must fundamentally change the way our system meets the needs of the people it serves. We must innovate, not just once, but relentlessly. Typically in healthcare, innovation means technological devices or the invention of new drugs. The problem with technology-led innovation is that it retrofits the 'product' to the needs of human beings. Consider HealthSpot - a \$43.8 MM local, technology investment - that failed due to an incomplete understanding of people's behaviors and needs. Starting with an

understanding of people and their needs - though not foolproof - significantly increases the probability of success and the durability of ideas. At the heart of many of our complex systemic challenges lie 'wicked' or social problems that are rooted in human biases, inclinations and values. **Human-centered Design (HCD)** is an innovative approach that begins with **gaining insight** from people through direct interactions, develops solutions by **making new** things (and things new) and ends with **delivering value** to the people served by the system.



to make
NEW

Heal: To correct or put right;
to make something whole

'New' phase: UH Innovators translate human needs to create many solutions for the problem(s) they seek to solve. The best of the ideas are made into concrete and novel prototypes. These work-in-progress solutions are then brought back to people to gain feedback and strengthen the solutions.

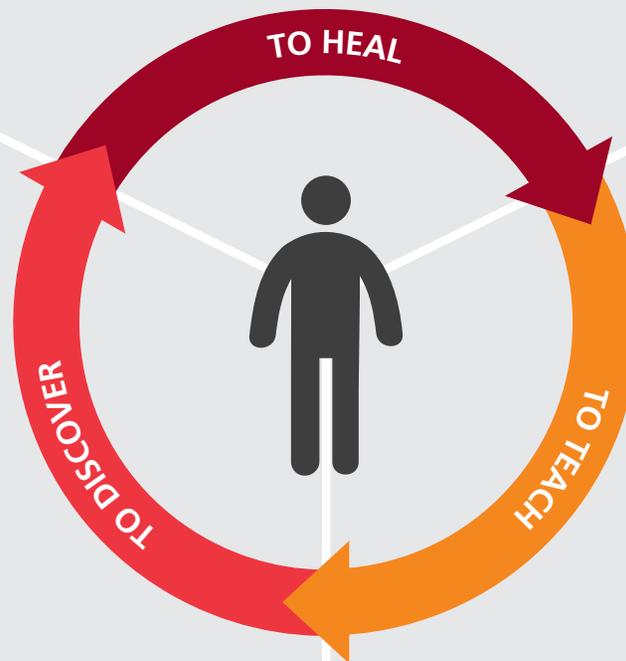


to gain
INSIGHT

Discover: To search/recognize
the potential of something

'Insight' phase: UH Innovators start by collecting stories and inspiration directly from the people who will be served by the innovation work.

This is primarily done through field research where the mantra is 'we learn by going'.



to deliver
VALUE



Teach: To show, present
or explain something

'Value' phase: A solution ready to be shared throughout the system is valuable both in the business and cultural sense. Value is quality divided by cost. A strong solution is able to make positive financial impact. It should also improve the quality of experience for people - e.g. raising engagement, satisfaction, etc.