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Beyond the Pilot: Value-Driven Innovation

THE UNIVERSITY OF TEXAS

**MD Anderson
Cancer Center**

Making Cancer History[®]

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Rebecca Kaul
Chief Innovation Officer
MD Anderson Cancer Center

Dan Shoenthal
Executive Director, Innovation
MD Anderson Cancer Center

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Conflict of interest

Rebecca Kaul, MISM, MBA
has no real or apparent
conflicts of interest to report.

Daniel Shoenthal, MS
has no real or apparent
conflicts of interest to report.

Agenda

- Why pilots fail
- Steps to help ensure success
 - Solve the right problem
 - Find the right solution
 - Involve the right people at the right time
 - Define and measure value
 - Begin with the end in mind
- After the pilot
- MD Anderson successful pilot case study

Learning objectives

1. Identify ways to gain consensus from stakeholders and scope problems appropriately
2. Recognize which stakeholders to engage at specific steps of the implementation process
3. Differentiate true pilots from potential long-term solutions

Innovation is about transformation

It's beginning with the end in mind.

Not the end of a pilot—rather, an implemented end state that brings value and accelerates strategy.

STAYING OUT OF

Pi^ot



PURGATORY

A typical pilot path



burning
platform

“fix it now”

pilot shiny
new solution

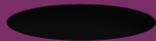


black
hole



Why pilots fail to be implemented at scale and adopted

- The problem is not defined
- Solution is not the right fit
- The right people aren't involved
- Value and success are not defined
- A full-scale implementation plan is not developed



Before you start any pilot,
make sure you're doing it
for the right reason.

Piloting something just because you think it's cool is not a good reason to do it. If a solution doesn't solve a problem and provide value, than piloting it is a waste of effort and resources.

Make sure you're solving the right problem

Reframing the problem is critical.

The point is not to find the “real” problem but rather, to see if there is a better one to solve.



observing people



interviewing experts



immersion



analogous inspirations

Ask yourself this question:

**If we solve this problem,
what would happen?**

Find the right solution

Research the market to uncover emerging trends and start-ups with new models.

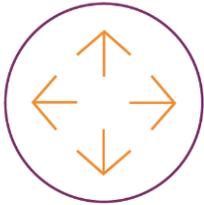
Look for “future-proof” solutions.

Think revolutionary, not evolutionary

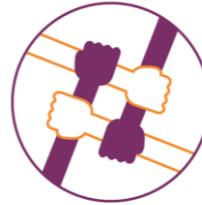
Search out new technology or models that will allow you to leap ahead.

Look for ways to apply successes in other industries to your situation.

Assess potential solutions for fit



Choose solutions that can solve immediate needs, but still allow you to scale in the future as technology and needs change.



Look for opportunities to co-create something new with an outside partner.

Involve the right people at the right time

Always have a champion.

Avoid death by committee.

Don't go it alone

Find influential champions who are committed to the idea and will help push past roadblocks.



INTERNAL
POLITICS



BUREAUCRACY



RESISTANCE
TO CHANGE

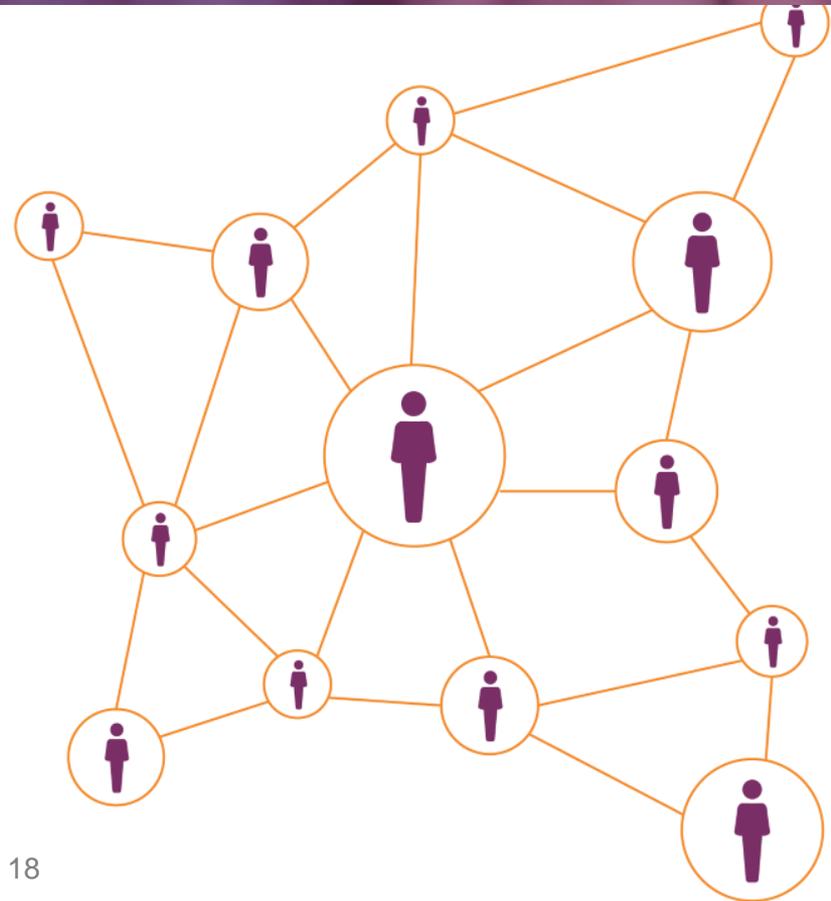


PROJECT
FUNDING

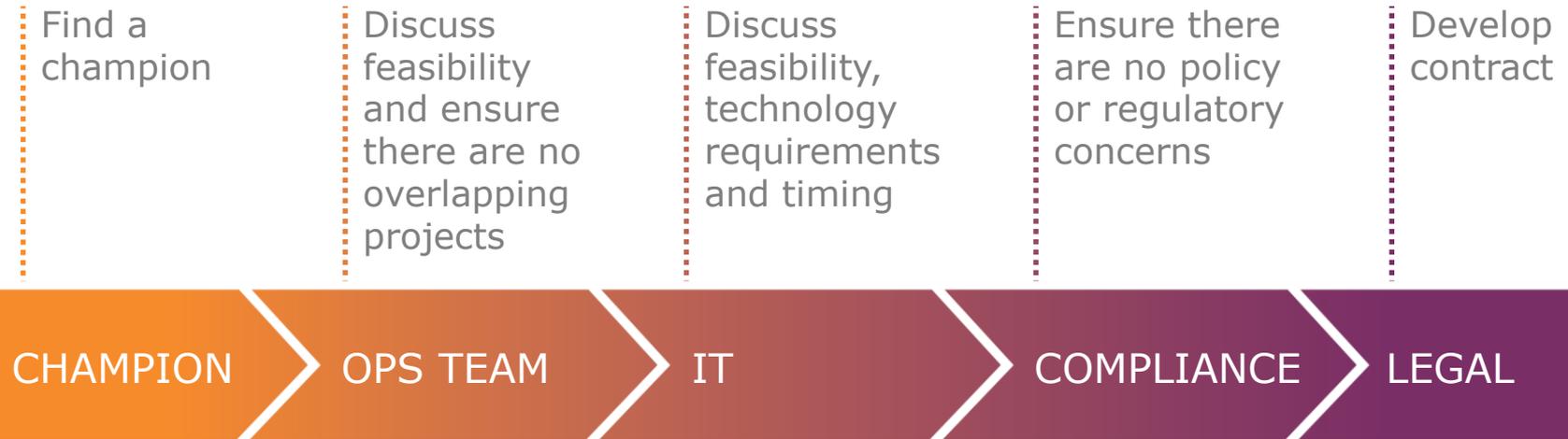
Bring people to the table as you need them

Guide the change management process by strategically gaining buy-in from stakeholders as your project progresses.

Avoid involving too many people in the process at once—not every department or stakeholder needs to be involved at every step.



For example, you might involve stakeholders for piloting a new technology in this order



How to get stakeholder to buy-in to your pilot

- Ask for feedback and expertise from stakeholders in order to create a meaningful solution
- Tell them what's in it for them personally
- Share facts and data, but don't forget to address emotional needs
- Shut down dissenters from spreading a negative attitude about change
- Be upfront and clear about what you are asking them to do
- Break everything down into manageable steps

Define and measure value

Quantify the value the solution will provide.

Report and celebrate success.

Iterate and move on when something doesn't work.

Some ways to quantify value

Efficiency gains

- Decreased wait times
- Increased capacity
- Optimized operating hours
- Less administrative burden

Financial impact

- Less overtime
- Decreased overhead
- Increased patient volume
- Fewer missed and canceled appointments

Measure and share your success

Set measurable success metrics and attainable milestones.

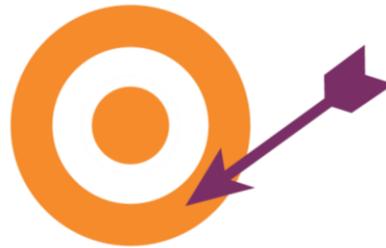
Don't be shy about promoting the value you have generated in order to gain buy-in and adoption as you move to full-scale implementation.



Don't be afraid to fail

Failure is part of the process. If something isn't working as planned, make adjustments quickly and try again.

Objectively evaluate if partial success is enough to warrant the expense and effort of full-scale implementation.



Begin with the end in mind

Plan for full-scale implementation before the pilot.

Don't let perfection hold you back.

Before the pilot begins, create a plan that includes:

- Budget and deliverables
- Timeline
- Resources needed
- Success metrics
- Post-pilot business terms
- Change management plan
- Roll-out plan
- Communication plan for all stakeholders

Keep iterating

Testing, getting feedback and iterating will help you get a great solution, but don't let perfection get in the way of "good enough" to go full scale.



After the pilot

Look for additional use cases to extend your solution.

Explore opportunities for co-developing additional technology solutions.

CASE IN POINT

Reducing wait times and improving patient satisfaction in infusion clinics

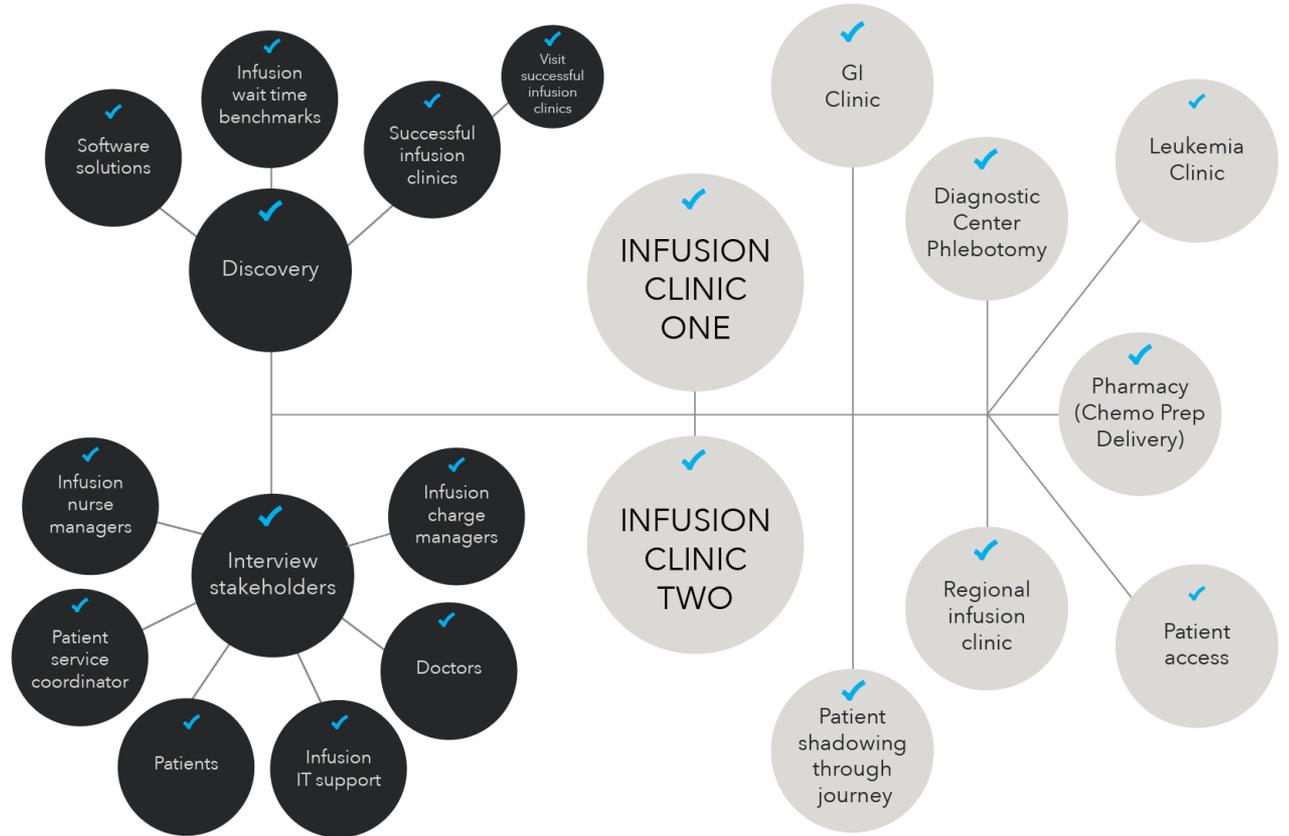
PROBLEM AS STATED BY STAKEHOLDERS

We need more
space and
more beds.

WHAT WOULD HAPPEN IF
WE SOLVED THIS PROBLEM?

We'd be able to see more patients at once, but without more staff to take care of them, **the patients will just be waiting in beds instead of the waiting room.**

We started by shadowing and interviewing stakeholders across the institution—following wherever the leads took us.



REFRAMED PROBLEM

How do we
increase patient
satisfaction
and decrease
wait times?

AS A RESULT OF SOLVING THIS PROBLEM?

- Looked across a patient's whole day, not just in one department
- Made 60+ recommendations
- Achieved our goal without adding space, beds or staff

Brought in a solution that solves the problem and is also scalable to other areas





Next up: DI

- Applying the same principals to diagnostic imaging
- Step one: analyzing and improving the current workflow
 - Total end-to-end time was reduced by 49%
- Step two: co-creating a new product designed specifically to optimize diagnostic imaging scheduling templates

Solve the right problem

Always have a champion

Define and measure success

Iterate and persevere

Avoid chasing shiny objects

THANK YOU

Questions?



innovation@mdanderson.org



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