

## DRAFT Q&A

### 1. What is Innovarium 360°?

Innovarium 360° is the name of our “innovation ecosystem.” You can think of it as the glue or connective tissue between the various components of Providence Health Care, providing cohesion and internal support for improvements, advancements and new ways of doing things. This organizational “mesh” reinforces cooperation and teamwork and prevents both gaps and overlap. By helping those driven to make things better work together, Innovation 360° can make big things, small (as in more manageable) and small things, big (as in impact).

### 2. What does innovarium mean?

The name innovarium is a riff on places like the planetarium and the aquarium. Literally, it means a place of innovation. The addition of “360 degrees” takes Innovarium from a “place” to an “environment or ecosystem.” Like Providence Health Care itself, innovation is spread throughout multiple buildings, services, clinics, and virtual spaces. Like a planetarium or aquarium, Innovarium 360° is an accessible and welcoming environment for absolutely everyone.

### 3. What does 360° mean in this context?

The reference to 360° (the little circle means degrees) is just like a real circle: that no matter where you turn at Providence, you will see innovators and new ideas flourishing. Like a 360 degree turn or a 360 performance review, it takes the responsibility and fun of innovation out of an “office of innovation” and recognizes it is spread throughout the organization. After all, we all know the people closest to the problems, are the ones that will come up with the best solutions to fix them!

### 4. What is innovation, anyway? You see the word thrown around, but what does it mean?

We are not the first health organization to wonder, what do we mean by innovation? Is it about important and dramatic improvements to care? Is it about health research and clinical trials that uncover new data and treatments? Definitely, the answer to these questions is yes! But that’s only part of what we mean by innovation.

Our view of innovation also includes systemic, practical and real-world innovation like care enhancements and clinical improvement — perhaps smaller innovations that eliminate an irritant during the course of a work day, or improve the experience of a patient, resident or family member if only for an hour or a day. These are innovations that make work life more efficient and enjoyable; and they’re innovations that put the experience of patients and residents, front and centre.

### 5. Who will benefit from our innovative ideas?

We absolutely want to improve the care of patients and residents and the experience of their families. But we also want to improve the daily lives of all the people working throughout

Providence — researchers, clinicians, staff, medical staff, and volunteers. Additionally, we want our emphasis on 360 degree innovation to be a draw for job seekers, students and career scientists. We hope they will see our well-articulated culture of innovation as a reason to join us.

#### **6. Who will come up with these innovations?**

Who is responsible for envisioning or imagining these innovations? Is it leadership? Is it senior clinical staff? Is it the research community? Absolutely “yes” to all three — people who traditionally focus on research and innovation have blazed the path for our entire organization. But, beyond that, we realized that our goal for innovation at Providence is to be more inclusive and more widespread. It’s about banishing the words “because this is the way we’ve always done it” and replacing them with “How can this be better?” ... for the entire organization! And that kind of thinking means infusing the mindset, method and means toward innovation throughout our entire organization.

#### **7. Why is innovation important to companies and organizations generally?**

Most discussion of innovation need look no further than the comparison of Blockbuster and Netflix. Without an innovation mindset, Blockbuster doubled down on their movie rental retail business and were late to the content streaming party. Netflix, starting 12 years later than Blockbuster, began with an innovation mindset that allowed them to develop a successful subscription service, mailing DVDs to their customers while at the same time, imaging a future business that used neither DVDs or mail. We all know that Netflix has become one of the most successful content deliverers on the planet and Blockbuster went out of business. The lesson is that organizations need to be constantly thinking of the future and ways that they can advance, improve and think about tomorrow’s needs, today.

#### **8. Why is innovation important in health care specifically?**

Health care is an industry that experiences constant change. Factors such as an aging population, sharp rises in chronic diseases, funding challenges, and of course, surprises like the COVID-19 pandemic, make this even more difficult and highlight a constant need for innovation. Shortages in the availability of skilled staff is also a serious challenge, which means we must learn new ways to attract talent and also create efficiencies to make sure that every person is working at the top of their potential. Technological advances in health care and other industries as well, are constantly evolving and require innovative thinking about how to use or integrate the tech into a complex health care setting.

#### **9. Why is innovation important to Providence Health Care?**

Innovation has always been a character trait of Providence going back to the Founding Sisters who were incredibly resourceful and constantly problem-solving. So it’s part of our character and embedded in our DNA. But we know that in modern health care, we can’t assume or take for granted that innovation will take place. With all of us stretched so thin just doing our jobs, more time and support for innovation needs to be created.

#### **10. Our history is filled with advances. Haven’t we always been innovative?**

Providence Health Care is no stranger to innovation. Our more than a century of service is punctuated by [examples](#) of extraordinary people achieving remarkable advances. These achievements came about through the passion and courage of individuals and teams who were drawn to the culture at Providence — one that allowed them to pursue solutions to problems they faced in day-to-day care of patients and residents. So, standing on the shoulders of giants, and as part of *Mission: Forward*, our five year strategic plan, the leaders of Providence Health Care set out to explore all aspects of our innovation ecosystem.

Our tagline for Innovarium 360°, “*Helping innovation shine throughout Providence*” is an acknowledgement that people at Providence are developing innovative ideas all the time! But just need some help to make them operational and put a spotlight on them to make them shine.

## 11. Why this? Why now?

We all made Innovarium 360° a priority when we create *Mission: Forward*, our five year strategic plan. Under the Learning-Forward strategic direction, there are three goals that relate directly to the need for an innovation mindset, practical ways to guide innovation and policies and practices that can support innovation. They include:



**Goal 01:** Make every interaction with the people we serve as an opportunity for learning, research, and continuous improvement.

**Goal 03:** Nurture and support innovative and disruptive ideas that transform care in BC and around the work, especially for people with complex medical and social service needs.

**Goal 04:** Ensure that each of us understands that we have the responsibility and opportunity to improve our services.

## 12. What are the components of Innovarium 360°?

Innovarium 360° is comprised of three streams. The first, called **Mindset**, is related to the culture of innovation at Providence. The second is **Method** which speaks to the innovation activation services we've established. The third is about **Means**, which is about practical ways to support every day innovation.

### **Mindset**

A central tenant of **Innovarium 360°** is the recognition and nurturing of an innovation mindset throughout our organization. This mindset requires championing a belief that everyone at Providence can and should ask the question “how can this be better?” Our approach to innovation includes empowering every single person at Providence to feel like they have the time, the space and yes, the responsibility to think differently and look for opportunities to make things better. We want to get to a mindset where innovation and improvement are part of our DNA; just something that we do every day, at every opportunity.

### **Method**

The **Innovarium 360°** “method” is a system that can attract, shape and channel innovative ideas, regardless of their origin – internal, external, or a combination of both. Our method helps various partners, people and teams to collaborate, preventing both gaps and overlaps. One of our key functions is to guide partners and ideas to the right activation service of our innovation ecosystem depending on need. Although, one of our key differentiators is that our activation services, while distinct, work in concert to bring good ideas to fruition, with additional focus on finding the best partners to support the scale up of successful ideas piloted at Providence. That means they remain fluid in terms of guiding projects through phases that may involve all three services.

### **Means**

We know that to advance an innovation mindset, we must also provide Providence people the means to innovate. We're all so busy which is a barrier to innovation so we need to adjust the way we support innovation to make it more achievable. We want to model the Netflix story, not the Blockbuster story! The means includes access to appropriate technology and data as well as policies that carve out time and space for innovation as part of the daily work life. These “means” to innovate will not happen overnight; nor are they a one-and-done. But through **Innovarium 360°**, we are committed to introducing the supports our people will require to come to work every

day with the mindset that they can and should look for ways to make things better and that they understand the support and means that will help them to bring their great ideas to life.

### 13. What are the specific methods (Activation Services)?

#### What is Ideas Forward?

[Ideas: Forward](#) is place for all PHC staff, medical staff and researchers to go when they have a great idea, but aren't sure how to make it a reality. Health care is complex, and it can be challenging to connect in a timely way with the right Providence team or service, as there are many, that support improvement and innovation.

The Ideas: Forward team supports idea-initiators to advance their solution by helping further develop the idea, navigating PHC's internal structures, and connecting ideas with the best-suited service or team to support advancement, such as the Practice-Based Research Challenge. In the past few years this program has supported Providence people to operationalize novel ideas like [trauma-informed yoga](#) for inner city youth, [Nordic walking for renal patients](#), and food in the Emergency Department to improve the patient experience and reduce violence.

Examples of other services supporting clinical or process improvement include the Performance Improvement Consultant team, the Physician Led Quality Improvement Initiative, and the Office of Strategy and Results. By creating a clear place and simple process to bring forward new ideas, we ensure everyone at Providence has the opportunity to innovate and improve, and feels empowered to do so. **Contact:** [Mark Greenfield](#)

#### What is Providence Health Innovation, Research + Engagement (PHIRE)?

The [PHIRE](#) team works with the Providence clinical and research community and represents *Providence Research* as its innovation arm. A specialist in partnerships and connecting-the-dots, the PHIRE team helps to bring together the right individuals, academic institutions, companies, and teams to advance important research ideas.

To spark new ideas and fast-track solutions, PHIRE also hosts novel events and innovation opportunities. PHIRE's first event was the '[Hacking Pain](#)' hackathon that challenged multidisciplinary experts (including people with lived experience of pain), to use design-thinking principles to develop a series of ideas to help British Columbians living with chronic pain. Three winners were chosen at the end of the event and all three ideas have been advanced with the help of academic partnerships as well as the match-making abilities of the PHIRE team.

PHIRE will continue to support new approaches to research and innovation, and create express pathways to ensuring that the new knowledge we generate is applied to real-world settings as quickly and seamlessly as possible. **Contact:** [Ivone Martins](#)

#### What is PHC Ventures?

Providence Health Care focuses on commercializable ideas through our unique independent arm, [Providence Health Care Ventures \(Ventures\)](#). With its own governance structure, Ventures' collaborative model nurtures and accelerates commercialization of health care solutions while reinvesting the profit for social justice causes. This fuels continued innovation growth at Providence and the creation of a learning-health system.

Ventures offers a variety of services including secure data access standardization; business advisory; commercialization; industry partnership matching; navigating Canada's Digital

Technology Supercluster program; protecting intellectual property; and spin-off assistance. Ventures also invests in early stage promising health solutions that serve an unmet need. Additionally, Ventures offers access to our Integrated Health Informatics Datalab (IHID,) providing virtual sharing of de-identified health data within a secure environment.

Our collaboration network includes patients and clinical front-line professionals, governance bodies, strategic technology developers, industry partners, and academia. Ventures works with these partners on some of our province's most pressing health issues such as the opioids overdose crisis, early skin cancer detection, and deployment of portable ultrasound equipment in remote communities. Ventures is also committed to capacity-building in BIPOC communities. **Contact: [Bal Bains](#)**

**14. When will I learn more about Innovarium 360°?**

We will be talking more about Innovarium 360° and its various components starting in the Fall of 2022. As a learning organization, we will be seeking input and adjusting our support of mindset, method and means along the way as we learn more and understand what works and what might be lacking. Stay tuned!

