



In Pursuit of Clinical Excellence: How to Drive Innovation in Healthcare Services

Health Care Quality
Improvement Conference
The Entheo Network

“If we don’t change our direction, we are likely to end up where we are headed.”

Chinese Proverb

entheo
energise innovation within

Session Agenda

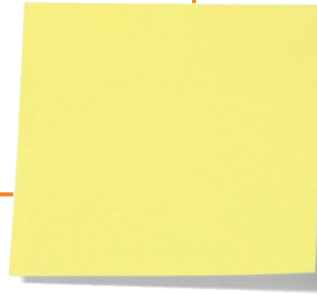
Agenda

- └ A shifting landscape....
- └ The Six 'I's of Innovation
- └ Mapping the Patient Journey
- └ "If Google were a Hospital..."
- └ The new rules of the game
- └ Reflection and review



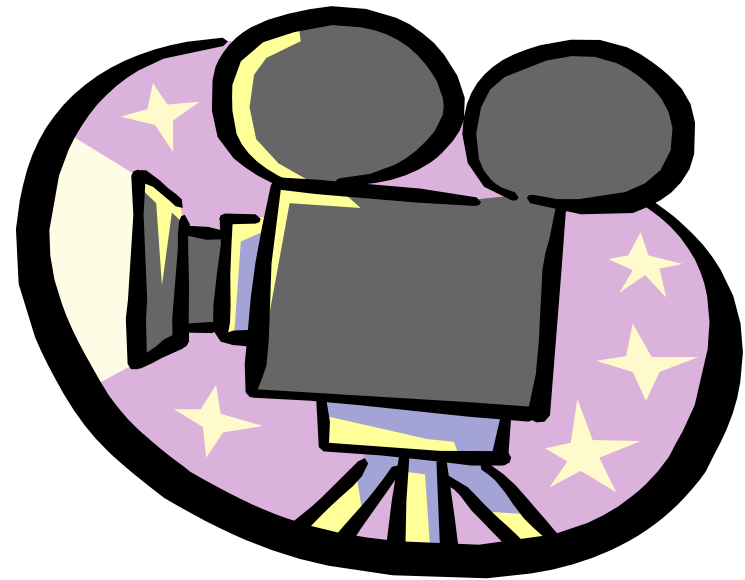
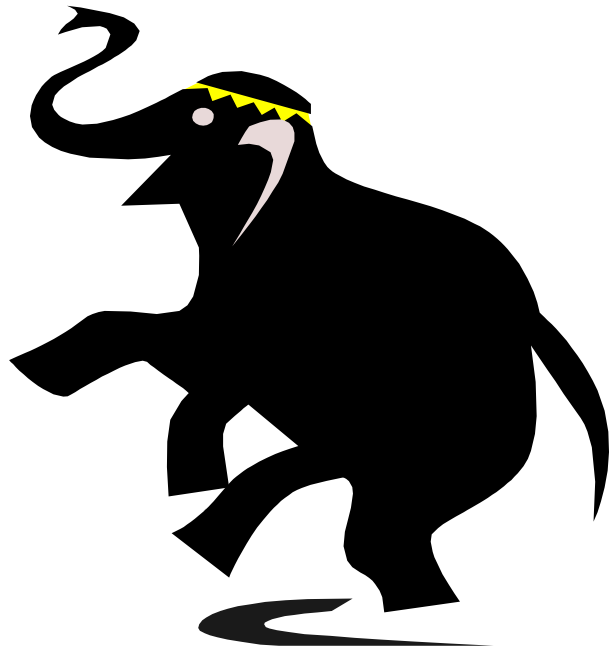
Exercise

- └ Introduce yourself to others in your group, find out one thing you all have in common
- └ Do a quick brain warm up.....



Warm up Exercise

Within one minute list the connections you see between these images...in how many ways are they similar?



The screenshot shows a Google search for "psoriasis treatment" on a Windows 7 desktop. The browser window displays the search results page with the following elements:

- Search Bar:** "psoriasis treatment" with a search button and "Advanced search" link.
- Results:** "About 18,200,000 results (0.15 seconds)".
- Left Navigation:** "Everything", "Images", "Videos", "News", "More".
- Location:** "Singapore", "Change location".
- Search Results (Ads):**
 - Ad 1:** "Dr Yuen- Psoriasis Relief - Dr Pat Yuen, Certified & US-Trained" with a green checkmark icon and a magnifying glass icon. URL: www.drpatyuen.com. Text: "13 Years of Expertise in SkinCare.".
 - Ad 2:** "Treat Eczema & Psoriasis | SpecialistSkin.com.sg" with a green checkmark icon and a magnifying glass icon. URL: www.specialistskin.com.sg/T:6734-1411. Text: "Customised Treatment Programmes By Team of Experienced Dermatologists.".
- Taskbar:** Includes icons for Internet Explorer, Firefox, Chrome, and applications like Word, PowerPoint, and Excel. The system tray shows the time as 3:57 PM on 7/9/2011.

The screenshot shows a web browser window with the following elements:

- Browser Tabs:** Theentho Netw, Theentho Netw, Qualitative marks, Pharma 2020, Pharma 2020, www.pwc.com/er, Specialist Skin Cli.
- Address Bar:** www.specialistskin.com.sg/index.htm
- Website Header:**
 - Logo: A stylized graphic of three overlapping white shapes.
 - Text: **SPECIALIST SKIN CLINIC**
 - Slogan: **FOR ALL YOUR SKIN NEEDS**
- Navigation Menu:** HOME, DERMATOLOGISTS, SERVICES, ABOUT, PUBLICATIONS, CONTACT
- Main Content Area:**
 - A large photograph of a modern clinic interior with orange and yellow accents.
 - Text: "The Specialist Skin Clinic is a specialist medical dermatologic clinic providing outpatient medical services to patients with all varieties of skin problems including problems affecting hair and nails. Dermatologists (skin specialists) are trained in the diagnosis and the treatment of skin conditions affecting persons of all ages including babies, young children, adolescents, adults and the elderly.. [Read More](#)"
 - Image: A smaller photo of a clinic interior with a television mounted on a wall.
 - Caption: **VIEW THE CLINIC**
- Taskbar:**
 - File: ph2020-marketing.pdf
 - System Tray: Show all downloads, 3:59 PM, 7/9/2011

www.psoriasis cure.net

This Just In - August 4, 2011: Jim longnecker you are a GOD.....I have been doing your XXXX and using the XXXX just twice a week for about two and a half weeks now and I have gone from being covered about 95% from feet to shoulders to 90% clear all over.....I can honestly say my skin has not been this good in ten to fifteen years apart from when we go to Spain or Cyprus.....not only that but I have lost half a stone while doing your treatment so my body feels 100% better full stop....so I would just like to say thank you very much for making my life and skin so much better....Many thanks J.S.....Wolverhampton.... England..UK

"If You Will Give My Simple, Inexpensive Psoriasis Treatment Method Just 30 Days, I Guarantee You will be Amazed with Your Results."



**Now You Can Clear Your Psoriasis and Send It Into Remission Fast!
This is The Easiest, Safest, and Most Effective Psoriasis Treatment Method Available Anywhere, at Any Price! Read the Letter Below Now.
My Psoriasis Treatment Method Works Equally Well in the United States, Canada, United Kingdom, Australia, and Everywhere Else in the World!
GUARANTEED!**

Sep. 7, 2011 Add to Favorites

**From the Desk of Jim Longnecker
Pflugerville, TX 78660 USA**

Dear Fellow Psoriasis Friend,

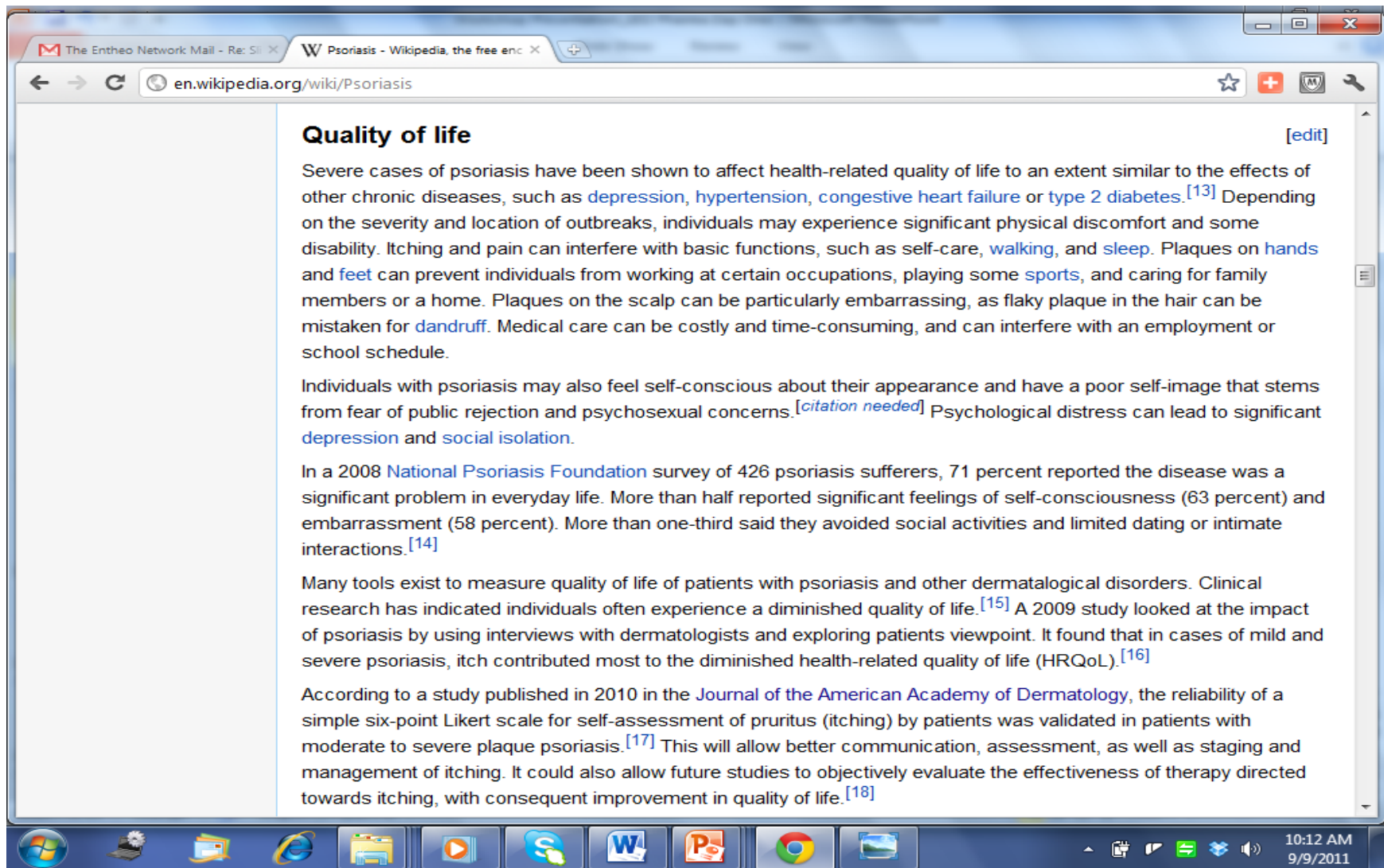
Over eight years ago, in April 2003, I made an **amazing discovery** relating to **successfully treating and clearing psoriasis**. I had suffered from this debilitating disease for over twenty-five years, and I'm not talking about a little psoriasis on my elbows, knees, and scalp. I'm talking about full-blown, 90% **psoriasis** coverage, just about everywhere except my face!

ph2020-marketing.pdf

Jason Gan.png added
"Jason Gan.png" was added to your Dropbox folder. (click to view)

4:08 PM
7/9/2011





Psoriasis

Psoriasis

Psoriasis is a non-contagious chronic inflammatory skin disease characterized by rapid growth of the outer skin layer (Fig 1), resulting in thick, silvery flakes of scale on raised pinkish red skin with well-defined margins (Fig 2). Itching is often experienced in our hot humid climate.

LOGIN TO COURSES / LECTURES

Search

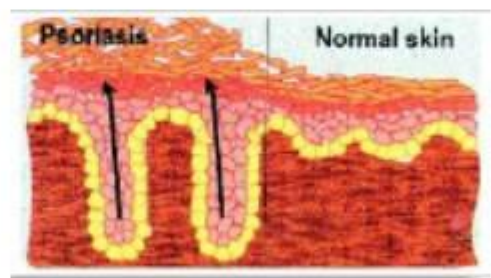


Fig 1

What is Innovation?

“Creating something valuable out of an idea that is new to you”.

Defining Intent

L Core questions

- L Why do we need to do this?
- L What value do we want to create?
- L When is the right time?
- L Where is the right place?
- L Who is the right team?
- L What would be sustainable?



Intent Statement

- L Create an intent “purpose” statement that you can revisit and revise as you go through the Innovation Challenge
- L We need to do xyz because.....
- L “We want to do this so that we....”
- L “Our patients will benefit because they will receive/be able to.....”

Identify

└ Objective

- └ To identify an **opportunity space** for innovation (opportunity, patient need or trend)

└ Innovation Challenge:

- └ To create new patient engagement strategies that will improve the patient experience

Identify: Map the Patient Journey

- └ Map out the patient journey
 - └ Stages of the journey
 - └ Experience at each stage (pain points, high points)
 - └ Touch points with the healthcare provider/hospital

- └ Identify opportunity spaces for innovation

Example Customer Journey

	Getting to the airport	Check-in	Comfort until flight	In-flight comfort	Arrival	Getting to destination
Feelings	<ul style="list-style-type: none"> • Stressful • Complicated • Parking • Heavy luggage 	<ul style="list-style-type: none"> • Long, frustrating queues • Only necessary to the airline 	<ul style="list-style-type: none"> • Want/need to work • Want/need to relax 	<ul style="list-style-type: none"> • Planes are uncomfortable by nature • Long time spent in a seat • Boredom 	<ul style="list-style-type: none"> • Unkempt • Unshowered • Clothes a mess 	<ul style="list-style-type: none"> • Traffic • Unfamiliar place
Customer Experience						
Service solution	<ul style="list-style-type: none"> • Transport to airport provided • Driver handles luggage 	<ul style="list-style-type: none"> • Faster check-in • Airline knows where you are 	<ul style="list-style-type: none"> • Area with Internet access & fax • Salon, massages, beauty • Entertainment facilities (e.g. driving range) 	<ul style="list-style-type: none"> • Full sleeper seats • Mood lighting • Bar • You decide meals 	<ul style="list-style-type: none"> • Arrival valet • Showers • Makeup & shave • Clothes pressed • Hot & cold breakfast 	<ul style="list-style-type: none"> • Chauffeured delivery to destination • Comfortable ride door-to-door • Knowledgeable local driver



Creativity Techniques

Lateral Thinking



Force Fit



Mind Maps



Role Playing



Personification



Visualization



Ignite

└ Objective:

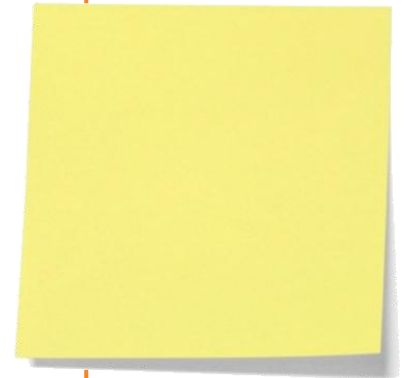
- └ To come up with a **diverse** range of ideas
- └ To have a **high number** of quality ideas related to the patient journey

└ Facilitator tips:

- └ Be positive
- └ Encourage different ideas
- └ Write down all ideas
- └ Ensure everyone contributes
- └ Build momentum to create more ideas

What would Google Do?

- L Brainstorm every association and word that comes to mind when you say or hear the word “Google”
- L Google have decided to become a hospital and they have asked you, as healthcare specialists, to help them design patient engagement strategies
- L Use the Google stimulus to generate ideas
- L Write up your top ideas





Investigate

└ Objective:

- └ To research and validate your ideas
- └ To test your idea with other people and organisations
- └ To select the best idea to take into the Invest stage (develop a selection criteria)

└ Facilitator tips:

- └ Suspend judgement while ideas are investigated
- └ Encourage questioning – especially “how could we...”, or “what if...”
- └ Listen to opinion of everyone, not just the loudest or most vocal

Invest

└ Objective:

- └ To build a business plan
- └ To influence people to build alliances
- └ To work out core resources (people, time, money)

└ Facilitator tips:

- └ Be as objective as possible
- └ Be decisive
- └ Consider who the stakeholders will be and potential push-backs

Implement

└ Objective:

- └ To create a 3 minute presentation
- └ To excite people about your idea (rational and emotional)

└ Facilitator tips:

- └ Be rational and realistic with regard to needs and time
- └ Think broadly about what you would need to turn your idea into an innovation

Improve (Part One)

└ Objective:

- └ Understand how your idea may have transferable benefits
- └ Identify opportunities to further improve the innovation
- └ Incorporate and communicate learnings

└ Facilitator tips:

- └ Be broadminded
- └ Encourage people to bring in ideas linked to their own area of expertise
- └ Encourage people to build on the ideas of others

Improve (Part Two)

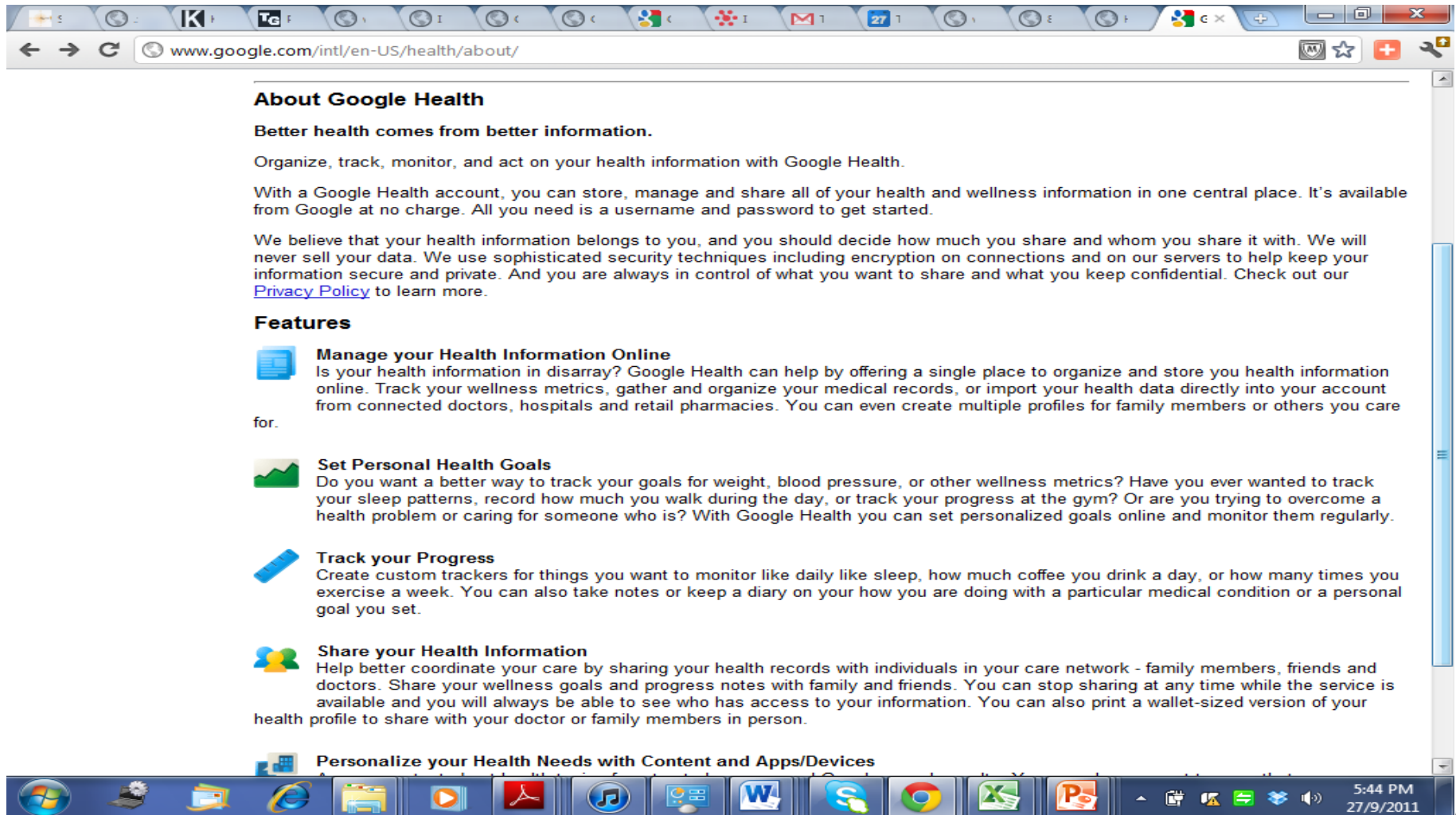
└ Objective:

- └ Identify strengths and weaknesses in your team during the exercise
- └ Pull out key group learnings
- └ Identify personal learnings

└ Facilitator tips:

- └ Encourage a range of opinions
- └ Do not dwell on one or two issues
- └ Be practical – ask how you can use the findings to help you innovate back at work

What is Google doing?



The screenshot shows a web browser window with the address bar displaying www.google.com/intl/en-US/health/about/. The page content is as follows:

About Google Health






Better health comes from better information.

Organize, track, monitor, and act on your health information with Google Health.

With a Google Health account, you can store, manage and share all of your health and wellness information in one central place. It's available from Google at no charge. All you need is a username and password to get started.

We believe that your health information belongs to you, and you should decide how much you share and whom you share it with. We will never sell your data. We use sophisticated security techniques including encryption on connections and on our servers to help keep your information secure and private. And you are always in control of what you want to share and what you keep confidential. Check out our [Privacy Policy](#) to learn more.

Features

-  **Manage your Health Information Online**
Is your health information in disarray? Google Health can help by offering a single place to organize and store your health information online. Track your wellness metrics, gather and organize your medical records, or import your health data directly into your account from connected doctors, hospitals and retail pharmacies. You can even create multiple profiles for family members or others you care for.
-  **Set Personal Health Goals**
Do you want a better way to track your goals for weight, blood pressure, or other wellness metrics? Have you ever wanted to track your sleep patterns, record how much you walk during the day, or track your progress at the gym? Or are you trying to overcome a health problem or caring for someone who is? With Google Health you can set personalized goals online and monitor them regularly.
-  **Track your Progress**
Create custom trackers for things you want to monitor like daily like sleep, how much coffee you drink a day, or how many times you exercise a week. You can also take notes or keep a diary on your how you are doing with a particular medical condition or a personal goal you set.
-  **Share your Health Information**
Help better coordinate your care by sharing your health records with individuals in your care network - family members, friends and doctors. Share your wellness goals and progress notes with family and friends. You can stop sharing at any time while the service is available and you will always be able to see who has access to your information. You can also print a wallet-sized version of your health profile to share with your doctor or family members in person.
-  **Personalize your Health Needs with Content and Apps/Devices**

The Windows taskbar at the bottom shows the time as 5:44 PM on 27/9/2011, with various application icons including Internet Explorer, Firefox, and several Microsoft Office applications.

The New Rules of the Game

- └ Customers are now in charge and can have immediate impact on huge institutions in an instant
- └ People can find each other anywhere and organise themselves for or against you
- └ The mass market is dead, a market of niches
- └ “Markets are conversations”
- └ Control of products and distribution no longer guarantee premium or profit
- └ Collaboration is key (creating, distributing, supporting)
- └ The most successful organisations today are networks
- └ Owning people, products and IP is no longer the key to success, openness is.

“Google is not just a company, it is an entirely new way of thinking. Jarvis has done something really important: extend that approach to business and culture, revealing just how revolutionary it is.”

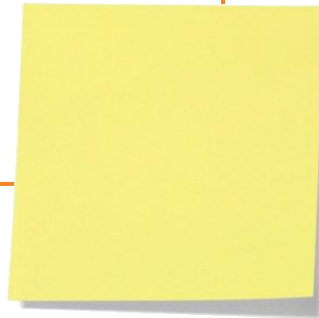
—CHRIS ANDERSON, author of *The Long Tail*

What
Would
Google
Do?

Jeff Jarvis

Exercise - Review & Reflection

- └ What have you found most useful today that will help you and your organisation become more innovative?



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