



Innovation in a Large Enterprise

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UnitedHealthcare

Key Ideas

While innovation is critical to long-term

competitiveness, innovation itself faces stiff competition from a large organization's other needs.

Key Ideas

- Outward-facing innovation and inward-facing innovation need different structures to flourish.

Key Ideas

Unlocking the creativity of the staff closest to the work is key to internal-facing innovation.

Key Ideas

Creating an independent capability is the key to external-facing innovation.

Key Ideas

Control structures must be created to support innovation.

Innovation has Competition!

Material

- Controls
- Operational Discipline
- Need for Stability
- Short-term Pressure

Human and Cultural

- Crises
- Fear of Failure
- Fear of Change
- Inertia
- Nay saying

Creating an Environment

- Funding
- Giving Control to the Manager
- Create Governance Model



What types of Innovation do we have in UHGiT?

Opportunity Creation



HealthPresence

- Create new services and break into new markets
- Experimental
- Often requires new technology

Technical Innovation teams can own both Opportunity Creation and Problem Solving Innovation

Problem Solving



Consumer Database
Web Moderate

- Solves problem, well understood by current stakeholders
- Planned
- Improves efficiency or meets regulatory requirement

All new Opportunities should ultimately evolve to a point where they can be classified as Problems to be Solved

Web Moderate!



Solution Pattern Products Infrastructure Configs

- Pre-configured Infrastructure
- Integrated Infrastructure, Code Libraries, Processes, Middleware
- 1st Pattern Product called "Self-Service Web Moderate"

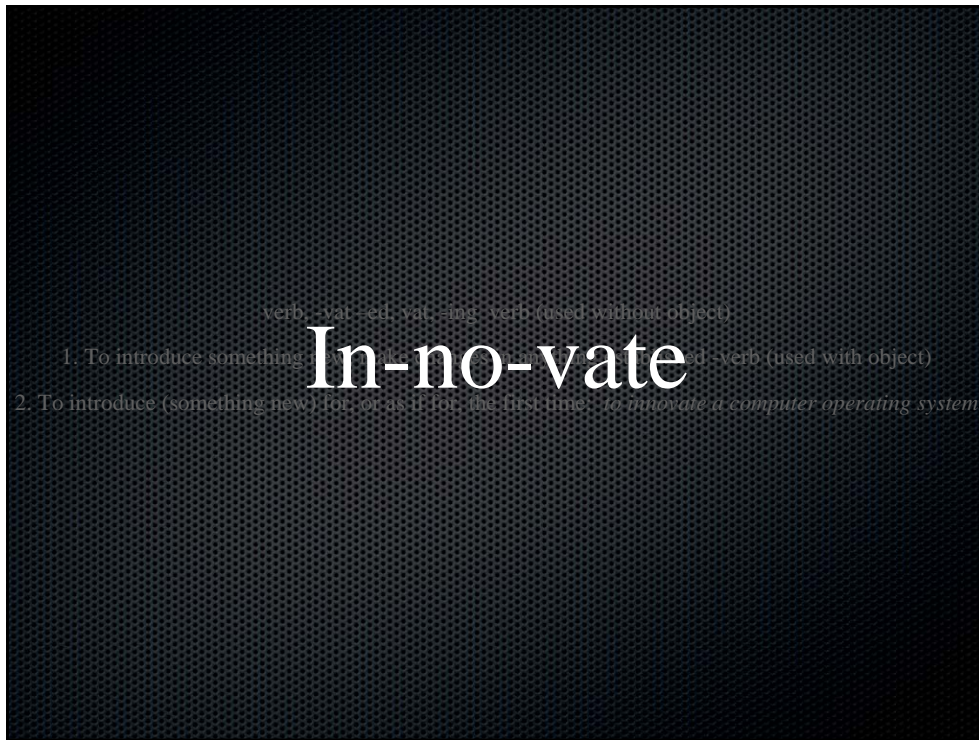
Web Moderate is a Solution Pattern.

It is an integration of best practices, software patterns, development technologies, software components, and infrastructure technologies that have been designed and tested to work together to support the development of business solutions

Benefits

- Cycle time reduction
- Standard configuration
- Community knowledge





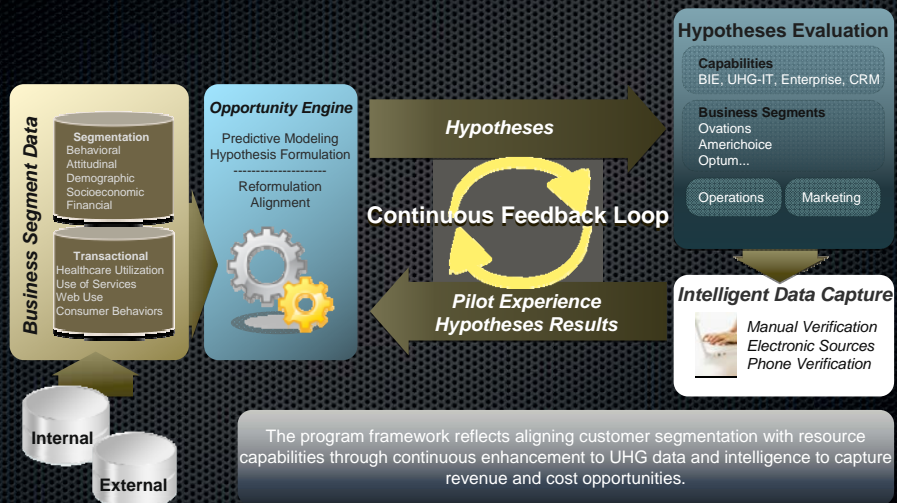
Our Mission

Working across the entire spectrum of healthcare constituents to find new ways to apply focused and practical technology, helping to make healthcare work *better*.

We will...

- Work across all business segments and groups
- Provide technology innovation support for new products
- Provide technology innovation support for new service offerings
- Bridge groups and technologies to look for opportunities to leverage current and new capabilities in new and innovative ways
- Provide technology innovation support for improved business operations

Hypothesis-Driven Approach





Spotlight on Success

