



# Innovation in a Large Enterprise

Mike Connly

Bud Flagstad



## 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

[myuhc.com](http://myuhc.com)

Ask Jenn for Help ▶ 



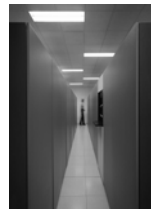
**HealthPresence**

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



verb, -vat -ed, vat, -ing verb (used without object)

1. To introduce something new or make changes in anything established -verb (used with object)

2. To introduce (something new) for, or as if for, the first time: *to innovate a computer operating system*

## In-no-vate

## Who are we in IRD?

We are a team of business-savvy technologists  
focused on improving healthcare.

### We are...

- Deep technical specialists
- Agile program delivery leadership and teams
- A partnering organization and leadership team

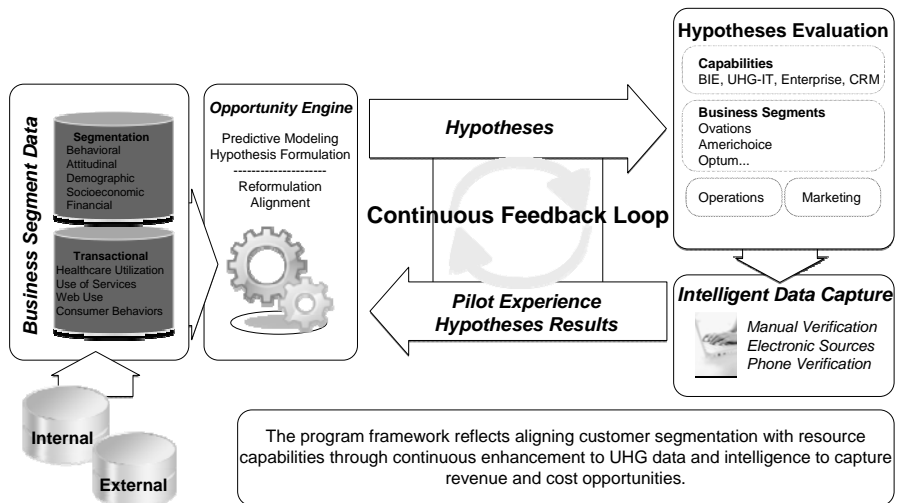
# Our Mission

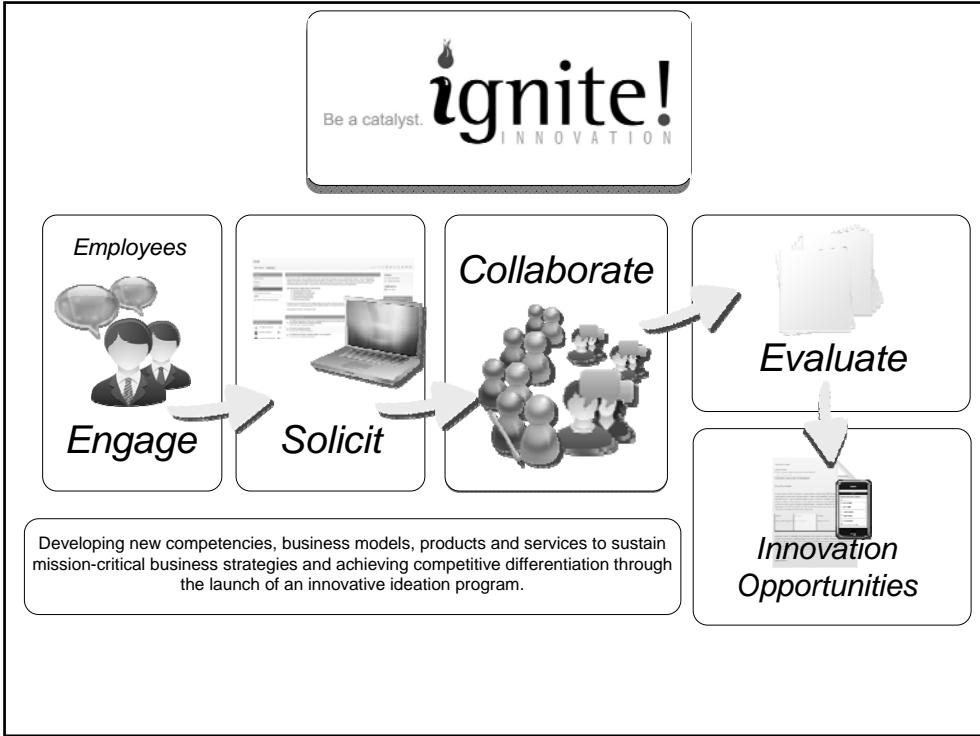
Working across the entire spectrum of healthcare constituents to find new ways to apply focused and practical technology, helping to make healthcare work *better*.

## 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 technology to look for opportunities to change current and new capabilities in new and innovative ways
- Provide technology innovation support for improved business operations

# Hypothesis-Driven Approach





# Spotlight on Success

