

# MEDICAL JOURNAL CLUB

## INNOVATION



**Northwell Health**<sup>®</sup>  
Center for Learning  
& Innovation

# INTRODUCTIONS

- Let's get to know **each other**:

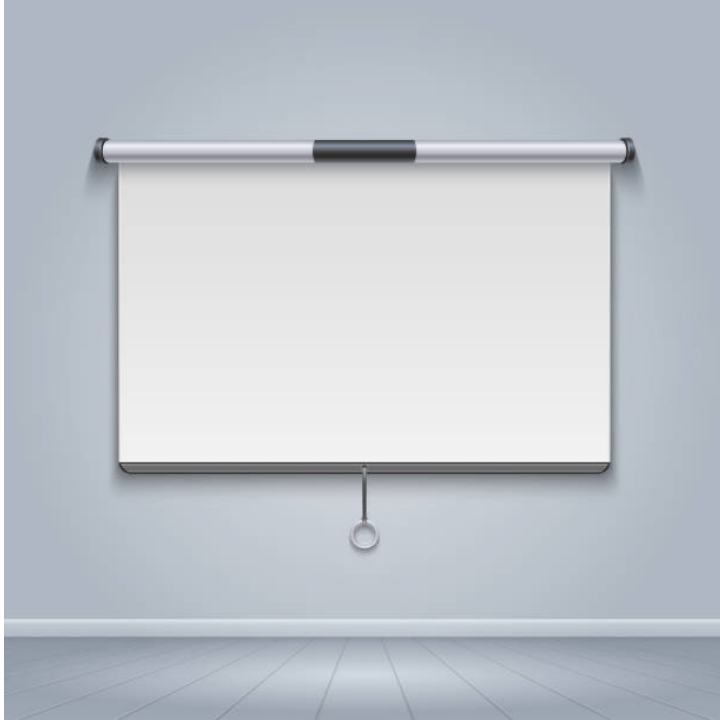
Ben Thomas, MSN, RN

Clinical Professional Development Educator

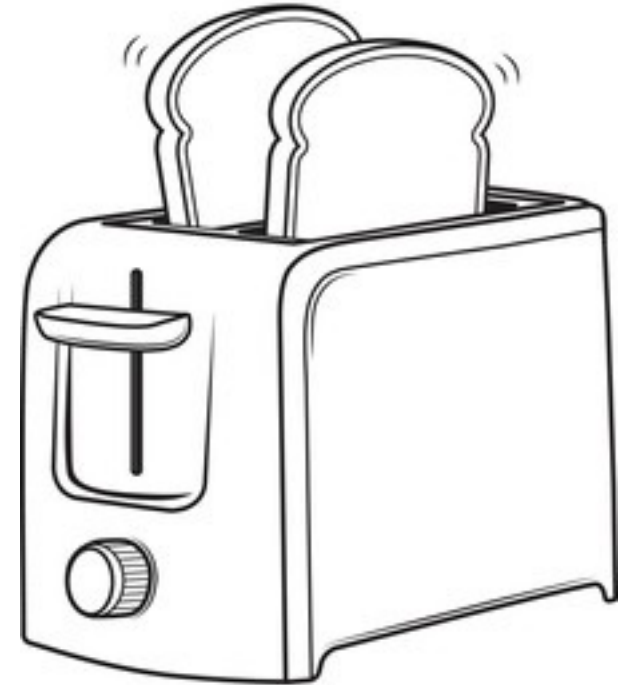


# What is Innovation?

# What is Innovation?



**VS**



# What is Innovation?

## Dictionary

Definitions from Oxford Languages · Learn more

innovation

**in·no·va·tion**

*/ˌɪneɪˈvɑːʃ(ə)n/*

noun

noun: **innovation**

the action or process of innovating.

"innovation is crucial to the continuing success of any organization"

Similar: [change](#) [alteration](#) [revolution](#) [upheaval](#) [transformation](#)

• a new method, idea, product, etc.

plural noun: **innovations**

"technological innovations designed to save energy"

## Origin



late Middle English: from Latin *innovatio(n-)*, from the verb *innovare* (see [innovate](#)).

Translate innovation to

Use over time for: innovation



## Truly Innovative

Be actively curious

We're solution seekers

We're optimistic

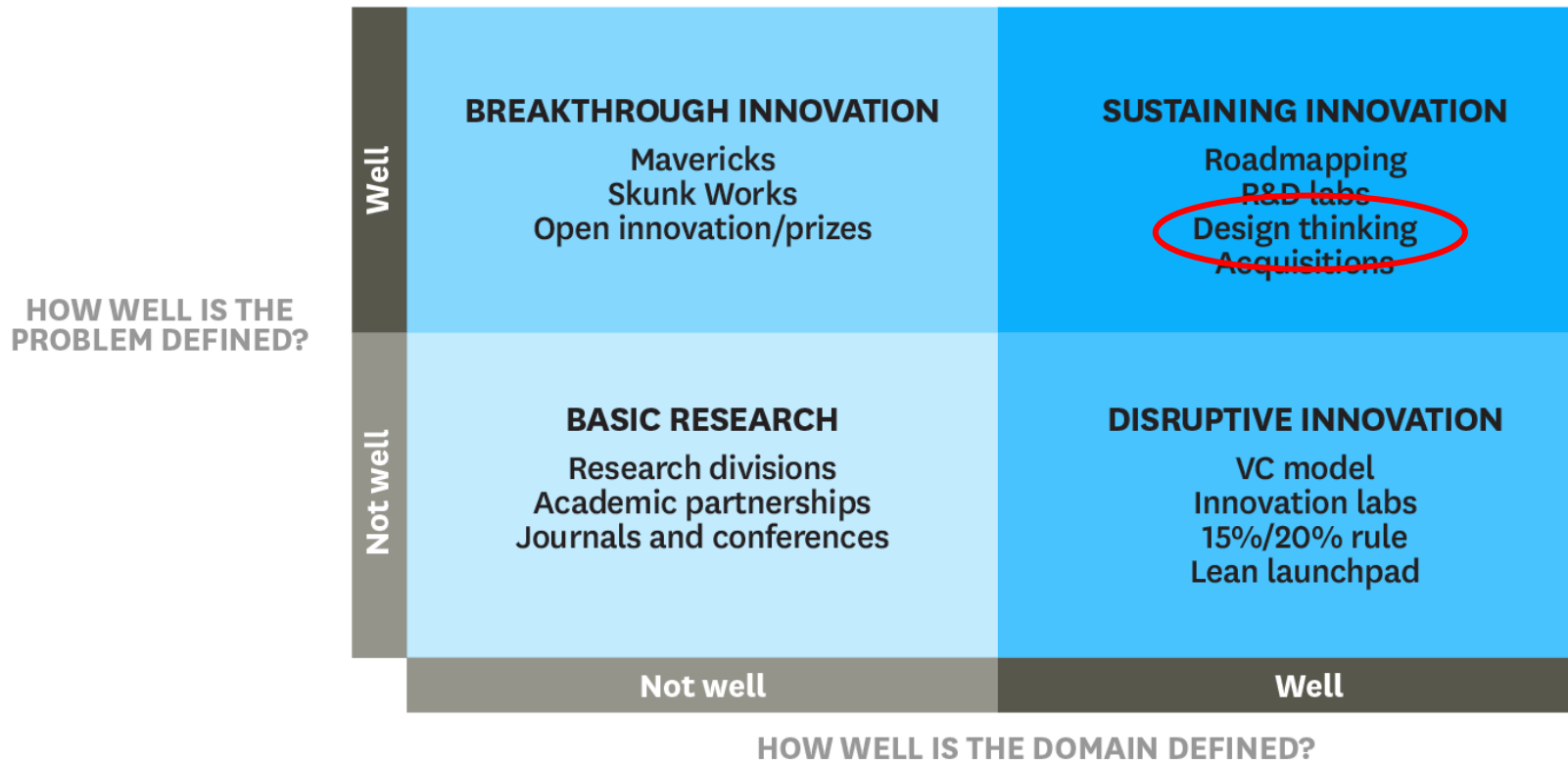
## Empower every team member

**We need game changing ideas – big and small - and we understand ideas come from everywhere. We empower all team members to share their expertise, ideas, and to innovate.**

**We create a safe environment for those ideas to be heard, an environment where it's safe to make mistakes and to learn from them.**

# What is Innovation?

## 4 Types of Innovation



SOURCE GREG SATELL

© HBR.ORG

# SIGNIFICANCE


**4 Types of Innovators Every Organization Needs**

[hbr.org/2022/10/4-types-of-innovators-every-organization-needs](https://hbr.org/2022/10/4-types-of-innovators-every-organization-needs) October 27, 2022

**Harvard Business Review**

Innovation

by  
October 27, 2022



Michael Blann/Getty Images

**Summary.**  
Every company strives to be innovative, but most are missing key ingredients. How can you identify which ingredients your organization needs — and which employee styles can fill in the gaps? The authors' research distills four key innovation styles that can lead to success — generators, conceptualizers, optimizers, and implementors — and explains how common they are across sectors. Then, they outline a four-part framework for ensuring your team or

HBR has defined **four innovation styles** and then outlined a four-part framework to have all four styles represented in your organization

- Research collected between October 2006 and January 2021
- Over 100,000 people, nearly equal parts men and women
- Respondents came from 84 countries and a wide variety of companies/industries
- Each respondent answered the survey addressing what they like to do and what they do well, as well as their dislikes when they work to solve problems

# 4 Types of Innovators

**Generators** – Find new problems and ideate based on their own direct experience

**Conceptualizers** – Define the problem and prefer to understand it through abstract analysis rather than through direct experience

**Optimizers** – Evaluate ideas and suggest solutions. Prefer to systematically examine all possible alternatives in order to implement the best solution among the known options

**Implementers** – Put solutions to work enthusiastically (and sometimes impatiently) and take action, experimenting with new solutions before mentally testing them and then adjust based on the outcome of these experiments



# SMART Innovation Framework

## Structure – Achieving the right ratio of innovation styles

- We often get stuck when attempting to solve complex, ill-defined problems because there are several “solutions”
- To improve innovation – we need to ask: During which stage of the innovation process do our teams get stuck?
- Identify and amplify the missing innovation style

## Model – Demonstrating importance of an innovation style top-down

- Elon Musk– generator to optimizer style
- Senior leaders have a challenge (and opportunity) to demonstrate the importance of needed-at-the moment style
- Specific style is less important than their ability to shift during the flow of the innovation process

## Reward – Creating incentives for problem-finding

- Employees are rewarded for doing their job well – because of this they tend to go out of their way to avoid avoid problems which are outside of their job description
- 3M example – 15% rule
- Results are tracked and celebrated on a regular basis

## Train – Creating opportunities to learn about all styles

- Expose team members to problem-dense environments
- Shift perspective from solving problems to learning about the problems

# KEY TAKEAWAYS

The innovation process requires all four innovation styles, or organizations risk succeeding in one area of innovation while failing in another

## Change the narrative:

It is critical for leaders to recognize, protect, encourage, and reward employees who are generators

Rather than viewing problems as negative obstacles – leaders can help employees see problems as opportunities for innovation

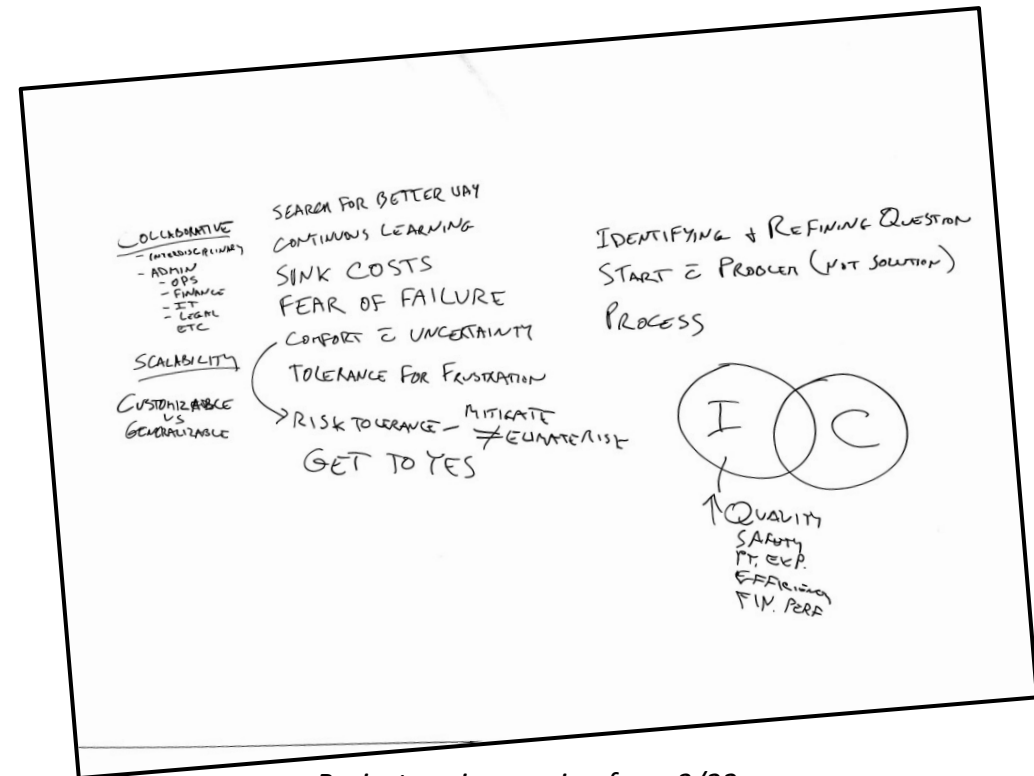
Be self aware of your innovation style that you lean into naturally and bring that out in your team as well – with the ability to shift as needed during the process.

# ADDITIONAL RESOURCES

# CURRICULUM DEVELOPMENT

- Start with the problem (not the solution)
- Search for a better way
- Continuous Learning
- Sink Costs
- Fear of Failure
- Comfort with Uncertainty
- Tolerance for Frustration
- Risk Tolerance – we mitigate risk instead of eliminating it
- Get to Yes
- Identifying and Refining the Question

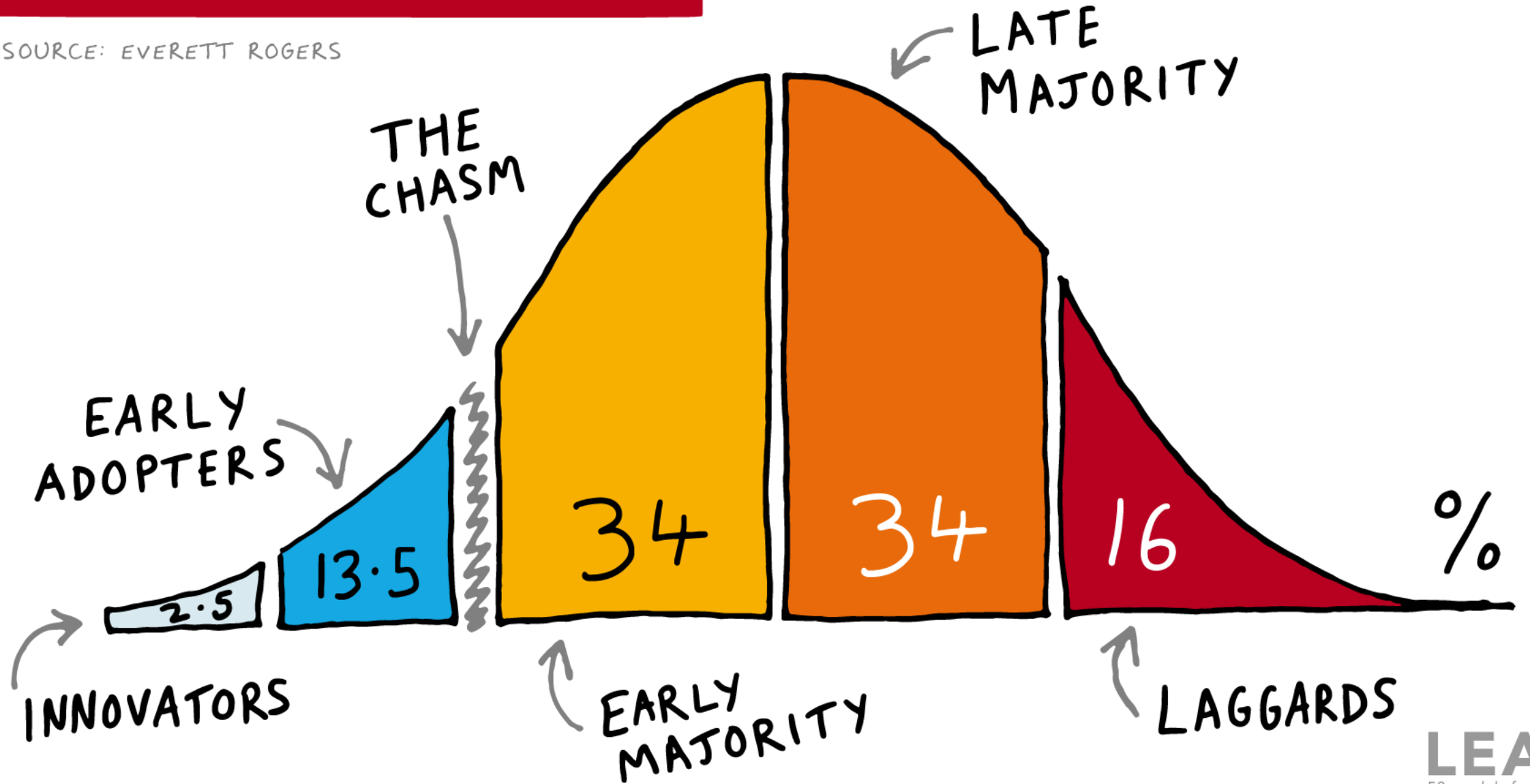
- Collaborative (Interdisciplinary – Admin, ops, finance, IT, legal, etc)
- Scalability
- Customizable vs Generalizable



Brainstorming session from 3/22

# DIFFUSION OF INNOVATION

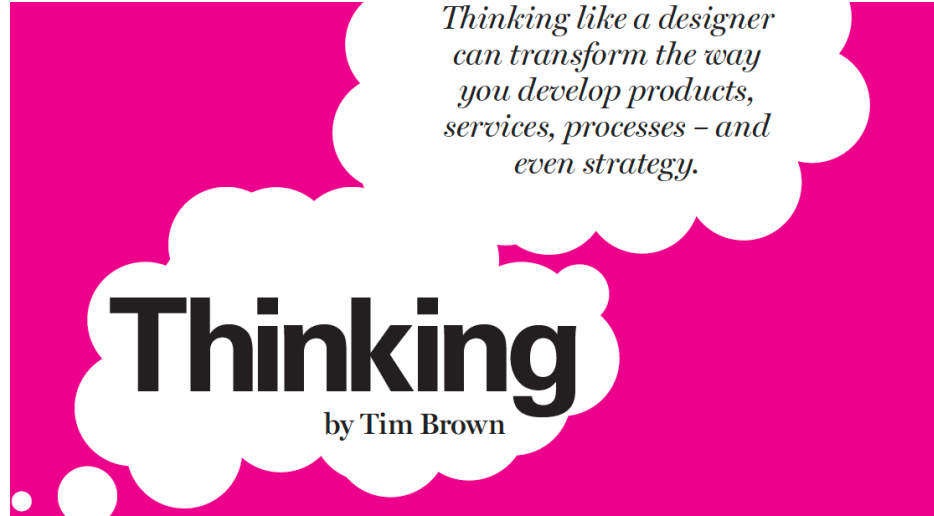
SOURCE: EVERETT ROGERS



# LinkedIn Learning – Managing Innovation

- **3 main questions:**
  - What is the value?
  - How frequent is the need?
  - What risks arise by pursuing or not pursuing this goal?
- **Low Level Innovation** - improving existing product process or solution along an existing measure of success
- **Medium Level** - optimizing existing process which maintains its initial form but instead considers new ways of delivering value
- **High Level** - focuses solely on delivering highest value (ideal final result) nothing is protected from being maintained
- **In its simplest terms:**
  - What is the problem, What is the value? – in other words how does solving it benefit you and your customers?





# Design Thinking or *Human-* *Centered* Design

Alice Fornari, EdD, RDN, FAMEE, HEC-C

Journal Club, 5/18/23

# Connection of Design Thinking to Innovation

---

- Innovation is powered by a thorough understanding, through direct observation, of what people want and need in their lives and what they like or dis-like about the way particular products are made, packaged, marketed, sold, and supported.
- Designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity.







# A Design Thinker's Personality Profile

Empathy

Integrative Thinking

Optimism

Experimentalism

Collaboration

*Who has these qualities and would be described by others as...?*

# SUMMARY

ROOTED IN EMPATHY FOR PROBLEM & END USERS

COMPLEX PROBLEMS WITH A FOCUS ON UNDERSTANDING EMOTIONS

HUMAN DYNAMICS UNDERLYING A PROBLEM,

RATHER THAN FOCUS ON WHY THE PROBLEM EXISTS

PROMOTE DEEP UNDERSTANDING

DIVERGENT THINKING

RAPID TESTING OF IDEAS

MORE INNOVATIVE SOLUTIONS

CHAOTIC TO THOSE EXPERIENCING IT FOR THE FIRST TIME.



A method for **human-centered problem solving** where designers work closely with **end users to inform new innovations.**

Applying this approach to medical education, design thinking in curriculum reform would **engage students, as end users, in the co-production of learner-centered education.**

Identify ways that design thinking may enable opportunities for **students and faculty to collaborate** toward learner centered, medical education.

Design Thinking is collaboration throughout all of the phases.

Design thinking is a cognitive and analytic approach to problem solving

Emphasis on end user's learning experience & enables innovations designed with the student in mind



# Think Out- Loud ACTIVITY

IDENTIFY

IDENTIFY AN EDUCATION ISSUE

CONSIDER

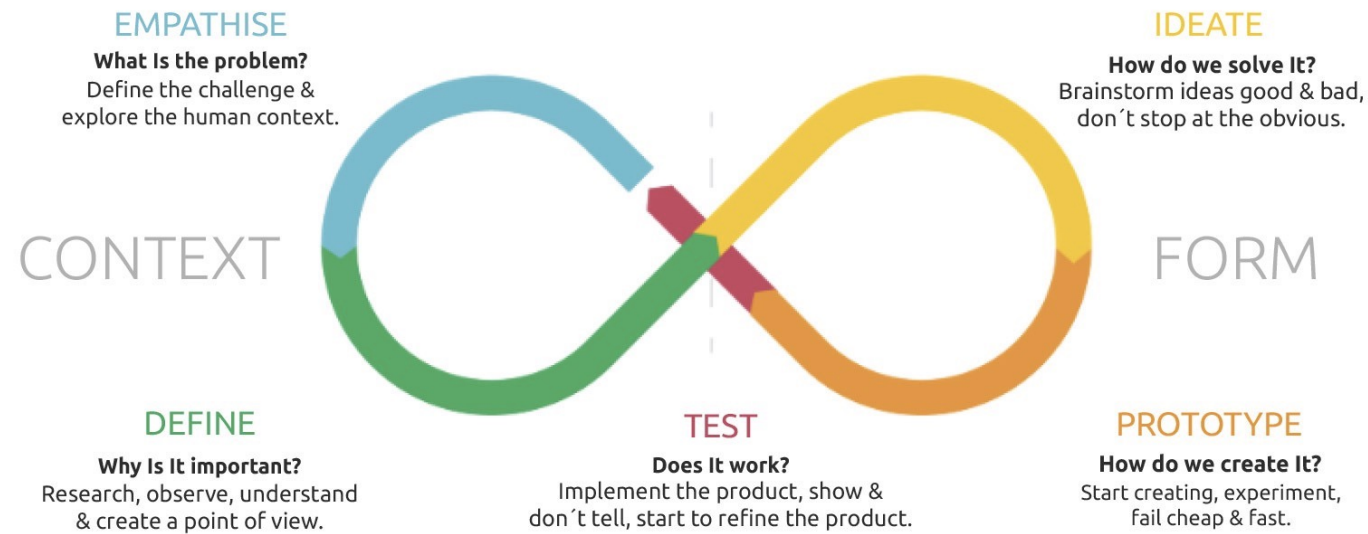
CONSIDER DT STEPS TO WORK THROUGH A DT PLAN  
TO APPROACH EDUCATION ISSUE IDENTIFIED

SHARE

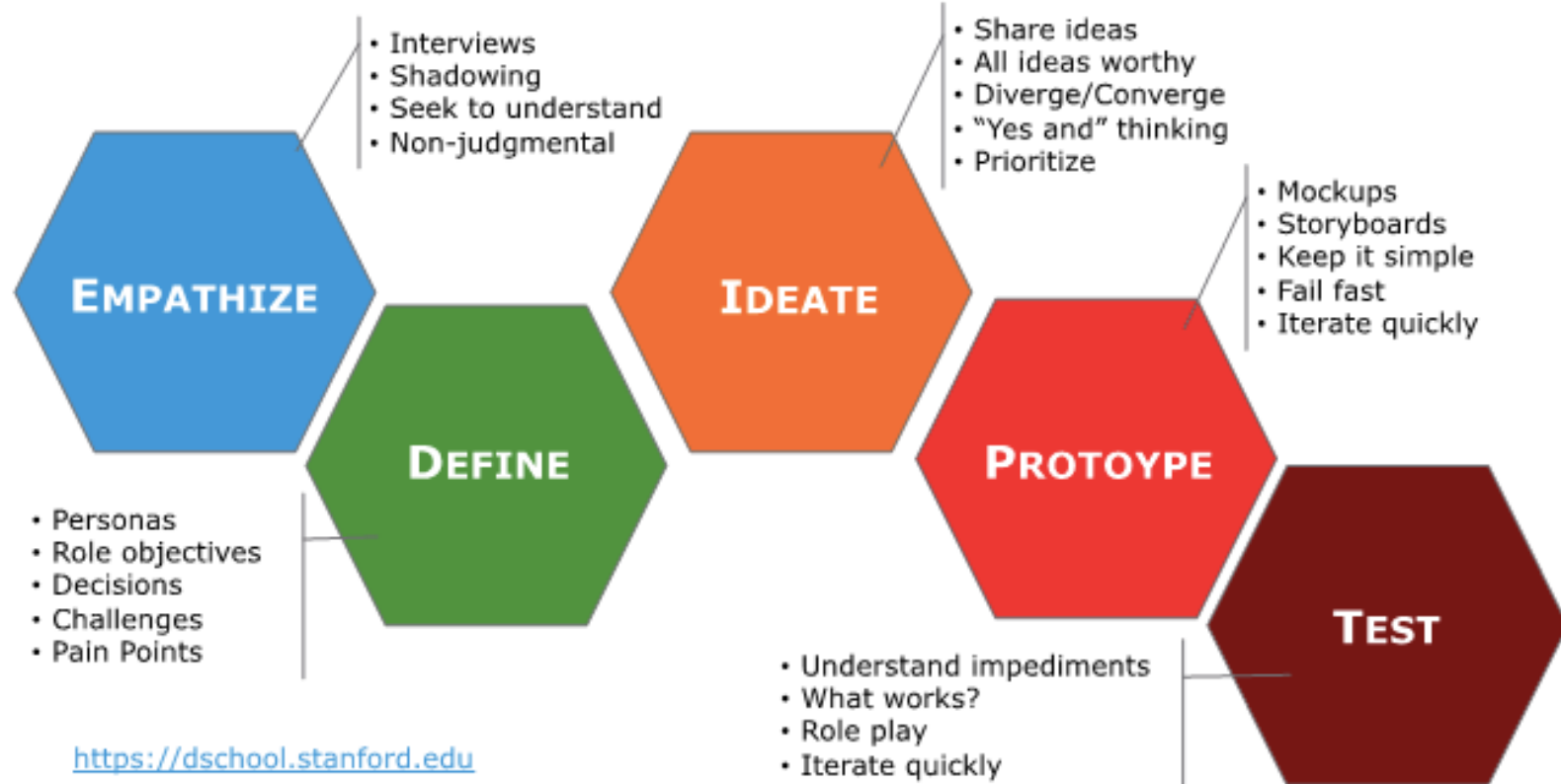
SHARE ONE IDEA THAT DESIGN THINKING CAN IMPACT  
POSITIVELY

# DESIGN THINKING

## A FRAMEWORK FOR INNOVATION



# Stanford d.school Design Thinking Process



# Think Out- Loud ACTIVITY

IDENTIFY

IDENTIFY AN EDUCATION ISSUE

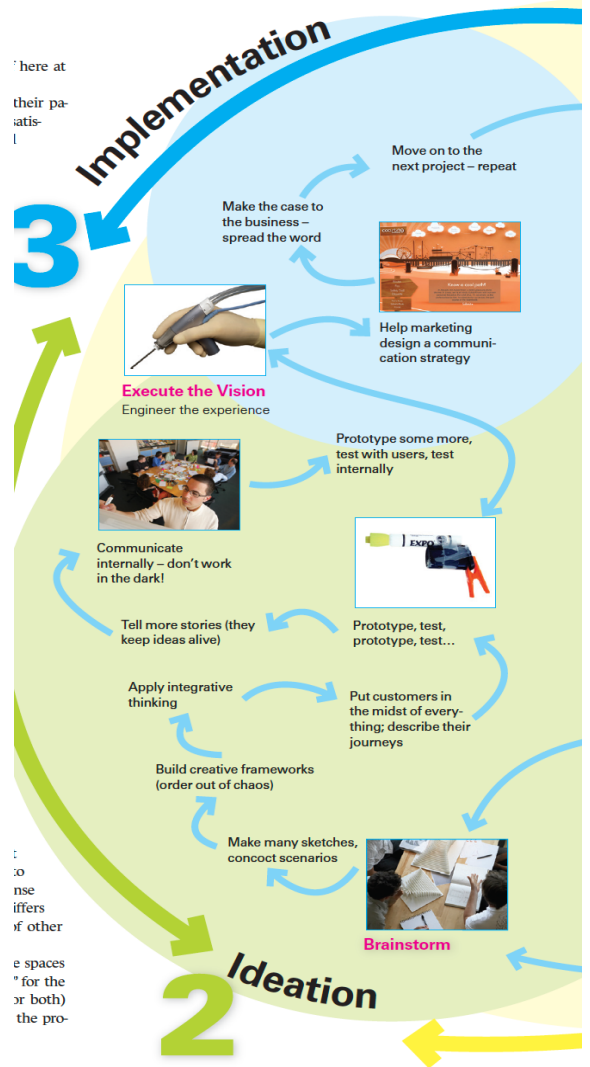
CONSIDER

CONSIDER DT STEPS TO WORK THROUGH A DT PLAN  
TO APPROACH EDUCATION ISSUE IDENTIFIED

SHARE

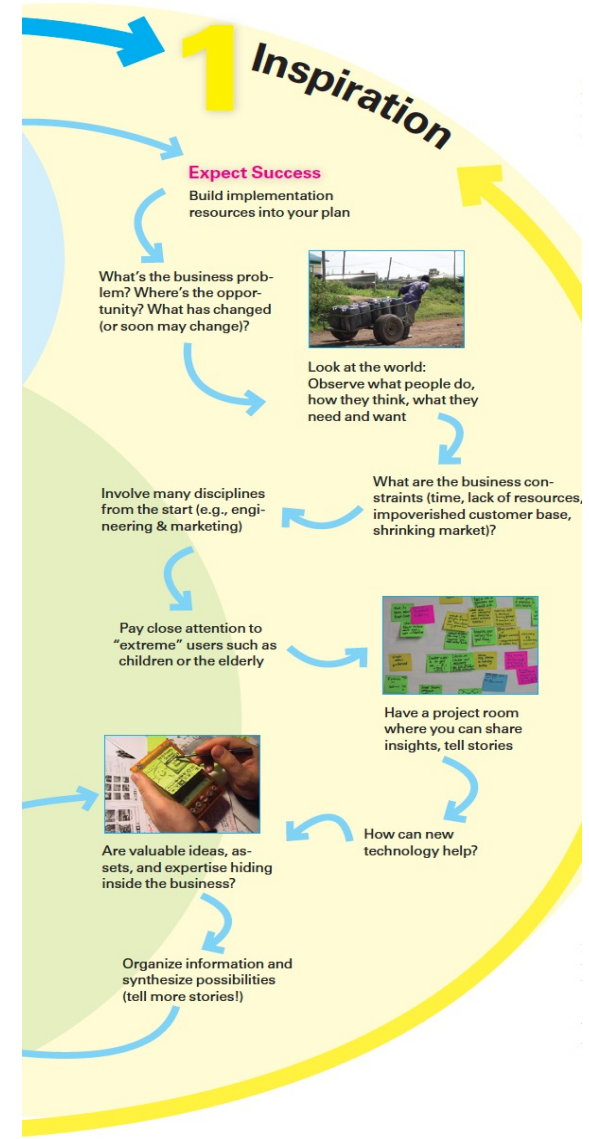
SHARE ONE IDEA THAT DESIGN THINKING CAN IMPACT  
POSITIVELY



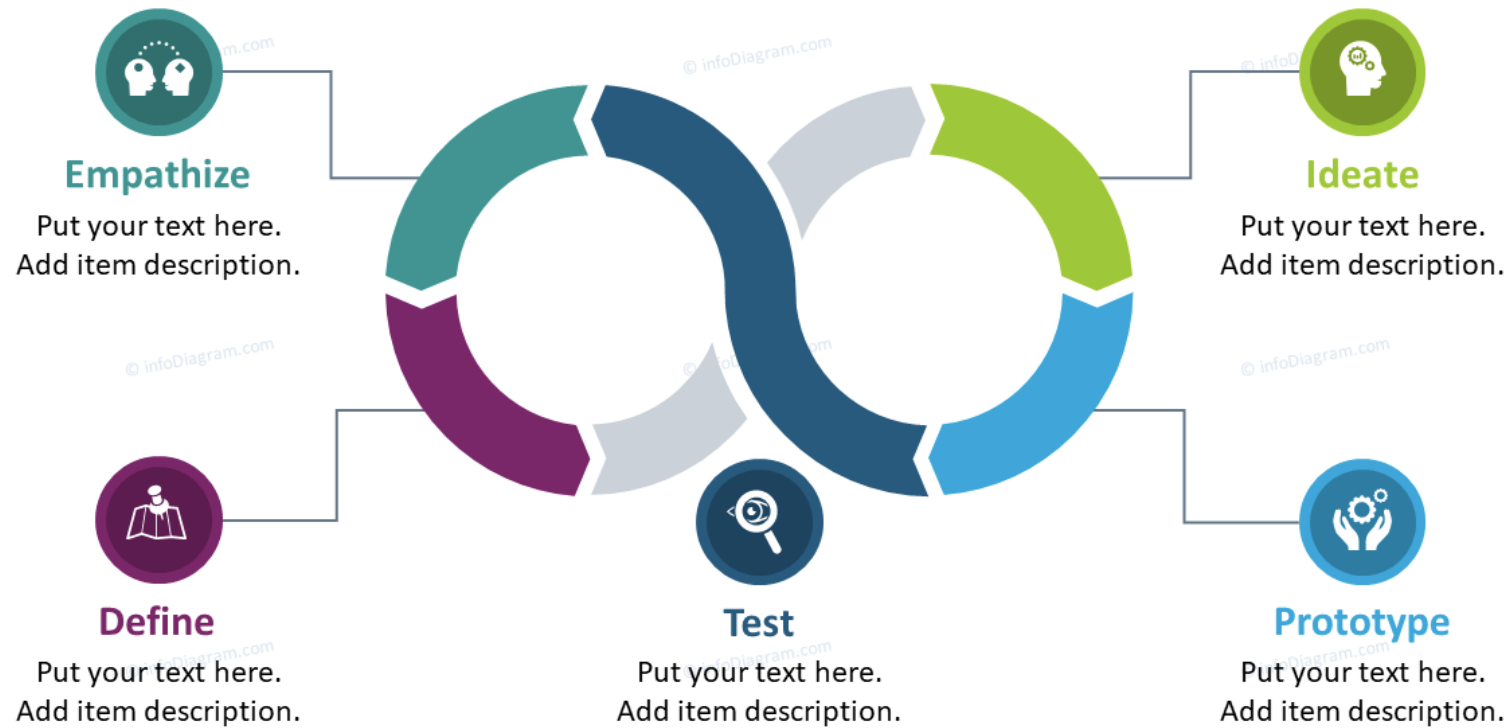


here at  
their pa-  
atis-

o  
nse  
iffers  
if other  
e spaces  
for the  
or both)  
the pro-



## Non-linear Design Thinking Process Loop Diagram



Get these slides & icons at [www.infoDiagram.com](http://www.infoDiagram.com)

# Think Out- Loud ACTIVITY

**Human-centered design thinking – especially when it includes research based on direct observation – will capture unexpected in-sights and produce innovation that more precisely reflects what consumers want.**

IDENTIFY

IDENTIFY AN EDUCATION ISSUE

CONSIDER

CONSIDER DT STEPS TO WORK THROUGH A DT PLAN TO APPROACH EDUCATION ISSUE IDENTIFIED

SHARE

SHARE ONE IDEA THAT DESIGN THINKING CAN IMPACT POSITIVELY

Design  
Thinking Article  
*Scopus*

No data available for  
Innovation Article

## Metrics Details

CITATIONS 2,221

---

Citation Indexes 2,221

[Scopus ↗](#) 2,221

[PubMed Central ↗](#) 100

CAPTURES 22,600

---

Readers 22,600

Mendeley 22,600

- *4 types of innovators every organization needs*

- ZSOM

Link: [https://my.hofstra.edu/hofapps/applications/ezproxy/indexMed.jsp?db\\_proxy=m&&db\\_url=search.ebscohost.com/login.aspx?direct=true%26db=heh%26AN=159940820%26site=ehost-live](https://my.hofstra.edu/hofapps/applications/ezproxy/indexMed.jsp?db_proxy=m&&db_url=search.ebscohost.com/login.aspx?direct=true%26db=heh%26AN=159940820%26site=ehost-live)

- Northwell Link (Must access via myRemoteAccess or Northwell campus): <https://web.s.ebscohost.com/ehost/detail/detail?vid=2&sid=beed6ee9-d644-4186-b626-f9d889d7281b%40redis&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#AN=159940820&db=heh>

- *Design thinking*

- ZSOM

Link: [https://my.hofstra.edu/hofapps/applications/ezproxy/indexMed.jsp?db\\_proxy=m&&db\\_url=search.ebscohost.com/login.aspx?direct=true%26db=heh%26AN=32108052%26site=ehost-live](https://my.hofstra.edu/hofapps/applications/ezproxy/indexMed.jsp?db_proxy=m&&db_url=search.ebscohost.com/login.aspx?direct=true%26db=heh%26AN=32108052%26site=ehost-live)

- Northwell Link (Must access via myRemoteAccess or Northwell campus): <https://search.ebscohost.com/login.aspx?direct=true&db=heh&AN=32108052&site=ehost-live>

# *Thank You*

**Will the results of these articles impact your future practice?**

**Survey Link: <https://www.surveymonkey.com/r/52TSZMX>**



**If you are interested in presenting on a topic, please contact Alice Fornari at [afornari@northwell.edu](mailto:afornari@northwell.edu)**