*Figure 1.*     Health Care Innovation Flowscape Model

## **Single Organizational Level**

- Innovation as a mindset and core belief

- Job description at all levels include innovation

- Innovation training provided for Execs, Mgmt and all staff

- A recognition process/methods for innovation

- Forward looking, listening and measurement systems that identify the need/opportunity for radical innovation

- Clear empowerment and accountability to innovate

- Ability to create unique teams

- Ways to adjust workload to create time/space to think differently

- Resources to support innovation work, facilitators, training, budget and test beds

- Drive accountability to work ideas all the way through testing, learning, implementing and spreading

## Corporate Organizational Level

- Active Leadership of innovation
- Governance of innovation efforts
- Tie innovation efforts to strategic plans
- Supply needed resources, dollars, time, space
- Idea repositories & sharing forums
- Ways for people to connect with others
- Scanning / Learning from outside health care
- Information Technology infrastructure
- Recognition systems
- Flattening structures to create empowerment
- Striving to become a learning organization


## State/Regional National Level

- Standards & Incentives for national elite
- Pay for Innovation
- Changes in education systems
- Creating, highlighting showcases
- Sharing Forums
- Assemble working parties on industry issues in health care
- Regulatory flexibility for re-invention

## General Notes and Statements

The Leading edge versus the "Bleeding" edge – where leadership is not for the weary.

The 20th century has caused a tremendous disillusionment which is going to require us to redraw the system and all of it's patterns. To do that will necessitate the removal of the limiting structure. We must take the here and now and create a "Bridge" to the never before seen and non-existant. To do this we must break down, break out and break up innovation into a new understanding – "it' a way of listening".

To make our dream a reality you must understand that innovation is the intersection of need and creativity.

Heterogeneous environments snuff out creative people where homogeneous environments allow diversity which leads to elegant solutions.

We divorced spirituality from science but spirituality and consciousness are where innovation exist - To create an enabling space you must address consciousness versus creativity.

Mysticism must exist to create emergent solutions, movements toward a shift of consciousness and proofing experiments

Every problem we face is a problem of consciousness – we must change our mind and the quality of our thinking – to achieve this requires new communication that re-energizes the values and important stories (aka "the fuzzy front end")

You can not be creative in a square box – it may require putting high innovation into "no structure" – this can be accomplished through creating a "space" for rebranding and growth providing:

• A database of ideas so we don't go back and re-learn what has been done in the past

• Brown Bag lunches to cover areas of interest

• Training opportunities tied to team problems but funded by overhead

• Double-loop learning from customer input

***Finally to make this shift will require the experienced leaders in the field to rise to "CHAMPIONS'***