Workshop Objective

The objective of this workshop is to explore ways that Open Innovation principles can be best applied to rapidly transform healthcare – providing higher quality care with improved access at substantially lower cost. To create concrete examples and stimulate actionable collaborations, the workshop will focus on addressing the challenges facing Primary Care and concentrate on the unique issues facing elderly patients and their care providers.

The workshop will assemble innovation thought leaders and clinical leaders from high performance systems around the globe, with the hypothesis that creating a network of innovators from very different perspectives and conditions will generate and speed innovations into practice. It will also set the stage for identifying clinical needs that will influence CIMIT’s next cycle of Innovation Awards and provide guidance to CIMIT for how it should apply Open Innovation tools to support its growing Boston-based and international communities.

While the needs for healthcare transformation are ubiquitous across care settings, we have chosen to focus on Primary Care because it has great immediate and long-term potential impact on controlling healthcare costs and improving outcomes. In addition, today’s needs and challenges in Primary Care are extreme and exacerbated by the forecasted lack of primary care providers and increasing demands on them. The aging of the population and national efforts to migrate care from high-cost acute care settings to lower acuity settings requires a shift in the current paradigm, including coordination of care teams and ways to measure and ensure quality and cost-effective care delivery. While Primary Care is by itself a diverse field, to provide a focal point as an example of the principles, the workshop will focus on the needs that the growing elderly population experience.

Specifically, the workshop will explore ways that Open Innovation tools and methods can support Primary Care transformation to stimulate and speed the implementation of devices, procedures and clinical systems to address clinically driven insights and national, as well as international, governmental initiatives. To that end, the Workshop will:

- Identify unmet needs and challenges in Primary Care, with a focus on those impacting the increasingly elderly population
- Articulate diverse stakeholder perspectives and views from different systems and cultures
- Describe Open Innovation and explore its application in primary healthcare
- Explore the needs for emerging tools and platforms to establish an international collaborative network to transform Primary Care

The workshop will be organized into several interactive sessions, led by many of today’s most preeminent innovation thought leaders. The following pages provide a brief overview of each session.
Workshop Sessions

The Workshop will be organized around the following sessions:

1) **Primary Care Needs/Challenges:** What are the most pressing needs in being able to move care out of expensive acute care settings and, better yet, help manage a population migrate to healthier lifestyles to delay or even avoid the need for medical intervention? These “clinical needs” are the driving force to pull innovations from any source and help drive them into practice.

Brief presentations will be made from the unique vantage points of the US, UK (NHS) and Singapore by:
- **UK:** Richard Armstrong, Head of Primary Medical Care and Deputy Director, Commissioning Development Directorate, Department of Health
- **Singapore:** Chien Earn LEE, Deputy Director of Medical Services, Ministry of Health and Sze Wee TAN, Programme Director, Healthcare & Lifestyle Programme, A*STAR
- **US:** Rushika Fernandopulle, Co-Founder and President, Iora Health

An open panel discussion moderated by MGH’s Senior Vice President Britain Nicholson will focus on extracting the common challenges facing some of the highest performing systems in the world with the expectation of learning lessons in one setting that can be applied to others, and/or finding common problems that should be the impetus for directed innovation activities.

2) **Stakeholder Input:** Early and frequent input from stakeholders (patients, families, caregivers, insurers, innovators, companies, etc.) to uncover unmet needs and validate potential solutions is often cited as a critical factor in successful innovation. Dr. Bruce Campbell will provide an overview of the experiences at the NHS’s National Institute for Health and Clinical Excellence (NICE) in gathering stakeholder input and engaging medical device innovators. The talk will provide an overview of:
- Methods and experiences with engaging stakeholders to establish needs and drivers for a research agenda
- NICE programs and its approach to evaluate innovative technologies and procedures (e.g. how to scope solutions/identify specific aims/indications/conditions)

3) **Open Innovation:** As described and published by Professor Henry Chesbrough, Open Innovation is the purposive inflow and outflow of knowledge to accelerate internal innovation and expand the markets for external use of innovation. It has shown significant ability to drive and speed innovation in many product-oriented industries and increasingly in service-oriented industries – with healthcare being a prime example that overlaps both. Professor Chesbrough will provide an overview of Open Innovation and facilitate a discussion of its applications to the unique challenges in primary care.

Key opportunities and challenges in implementing open innovation in primary healthcare will be discussed in small working groups over lunch, and then addressed by Prof. Chesbrough in an interactive session.

4) **Open Innovation Tools:** Open innovation requires an efficient flow of information and ideas – from those with needs to those with potential solutions/applications and back again. This session will explore the use of emerging tools and technologies to support Open Innovation in the challenging healthcare environment.
An overview of two tools already implemented and being advanced will be presented:

- **IdeaBook**: KP IdeaBook is Kaiser Permanente's enterprise community, intended to enable collaboration and communication across internal silos, giving the workforce a place to come together irrespective of time and place. Kaiser has implemented IdeaBook as a means to widen the innovation funnel, tapping into unlikely innovation sources, Democratize and “Gamify” innovation and get disparate feedback and cast a wide net for lessons learned. Felice Espiritu, Innovation Analyst from Kaiser Permanente, will provide an overview of IdeaBook along with the lessons learned during its initial implementation and future plans.

- **CIMIT CoLab**: CoLab embodies the CIMIT Model for collaborative healthcare innovation within a secure, cloud-based software platform developed by Induct Software, Inc. to facilitate innovation networks. John Collins (CIMIT COO) and Alf Martin Johansen (Induct CEO) will describe the initial implementation of these tools in healthcare and how CIMIT CoLab is intended to combine CIMIT’s proven “Find, Fund and Facilitate” Model and Open Innovation principles with emerging social media and smart search technologies.

5) **Primary Care Platforms for Open Innovation**: Workshop participants represent an important subset of elder primary care stakeholders (care givers, healthcare systems, researchers, commercial suppliers and patients/patient advocates). Armed with the challenges and the opportunity to apply Open Innovation principles, we will explore several platforms currently in use to apply the principles in real time to focus on elder care.

We will start by proving perspectives on three platforms upon which open innovation collaborations are being pursued to improve primary care in general and elder care in particular:

- **Joseph Coughlin, Director from MIT's Age Lab**, will start by providing an overview of some unique challenges facing the elderly in managing their health and research activities under way to address them

- **Ronald Dixon, Director of MGH's Virtual Practice**, will provide an overview of the journey he has been on in providing care to elderly patients in a busy clinical practice while also exploring ways to blend in technology to facilitate the patient-physician relationship in a more efficient and effective model for both patients and the clinical providers.

- **John Moore, MIT Media Lab**, will provide an overview of emerging disruptive open source technology opportunities that enable elderly patients to manage and understand their health information together with their care teams and get the most out of health care systems and primary care providers.

Joe, Ron and John together with Michael Wong, Director, Health for Life Centre, Khoo Teck Puat Hospital (KTPH) in Singapore, will then facilitate a conversation among Workshop participants as surrogate stakeholders to model interactions and the ways in which Open Innovation tools should be able to support non-face-to-face discussions to create and speed innovations to practice.

6) **Primary Care Innovation Network**: We will conclude the day with Steve Schachter facilitating a discussion to explore the hypothesis that Open Innovation principles can help speed the development and implementation of innovations to transform Primary Care. In particular, we will examine ways in which an international network can potentially serve as a vehicle to link hubs of innovation and facilitate accelerated learning across a network.

**Format**: A workshop for about 75 invited participates

**Location**: British Consulate – Boston, One Broadway, 7th Floor, Cambridge, Massachusetts 02142