

# ANNEXES

## Annexe 1 : Questionnaire type

*“How to set up an innovation unit?”*



### Mission and Vision

#### **What are your needs and expectations regarding this unit?**

- According to you, what is the purpose of this innovation lab?
  - Explore the innovation possibilities
  - Create tools and applications
  - Spread the innovation into the culture of the hospital/institution
- Which kind of objectives should this unit reach?
  - Reduce expenditures and costs
  - Generate revenues (by strengthening your core and enhancing existing products and services)
  - Create new growth by launching products, services, and business ventures
  - Improve the operational excellence and the efficiency by fundamentally transform the way cares are delivered (e.g., automation, timely access to expertise and communities)
  - Improve patients and staff satisfaction through service design (i.e. the entire process that focuses on the full experience of patients)
  - Develop better talent models (recruiting, developing, managing) and ability to develop new knowledge and skills

- Give an access to new markets (in the case of apps sale for example)
- Create the conditions for people to experiment
- Get people to collaborate across boundaries

### **Scope and type of projects**

- What is the scope of the unit?
  - Tools and projects only for the hospital/institution
  - Tools and projects for hospital/institution and for the medical sector in general
  - Tools and projects for hospital/institution and the public sphere (patents, sales of tools, ...)
  - Think about ways to innovate
- What kind of projects (and how much) does the unit choose and how?

### **Innovation unit and the public sphere**

- What are the implications of the lab into the public sphere? (participation to digital events/initiatives from the hospital/institution)
- How do you make the innovation unit known? Or how would you like to? (for the hospital members and for the “external world”)
  - Experience working
  - Newsletter
  - Platforms to share experiences
  - Public events
  - Public events only for the medical sector

### **What are your technological priorities?**

- What are the digital technologies implemented? Or what could be the next ones?
  - Analytics
  - Artificial Intelligence
  - Robots (cobots)
  - Cloud
  - Social
  - Internet of Things
  - Security

- Cognitive technologies (aka AI)
- Virtual reality
- Additive manufacturing (aka 3D printing)
- Others

## Organizational Set Up

### **What does the lab look like?**

- What is the position of the innovation unit regarding the entire structure of the hospital/institution?
  - Internal part of hospital/institution
  - External part of hospital/institution
- Is there only one unit?
  - One unit
  - Other
- Is this a physical place or a platform?
- What are the devices/software/tools needed?
  - Social media and collaborative technologies
  - Data and analytics
  - Cloud computing services
  - ...
- What about the alignment of tools?
- Are there specific software or devices (that are already used) requiring a dedicated attention?

## People

### **a. Who is in the team?**

- What is the profiles required in the team?
- According to you, are there any members in particular (from a specific department) who should be part of the unit?
- What are the responsibilities of each department regarding this unit?
- What is the configuration of the unit?
  - Cross-functional teams

- Members from different hospitals/institutions
- ...
- o Do the HR recruit from the intern and/or from the external market?
- o How do the interviews look like?
- o Which kind of trainings and learnings are possible/required for each actor?
- o Are there or could we imagine systems to encourage people to participate to the digital transformation? (badges system or others)

**b. What about patients, staff and stakeholders?**

- o Is the unit leading the hospital/institution to a patient-centric healthcare system?
- o Do you think that patients and staff should be involved in the decision-making process?
  - Never
  - It depends on the project/process
  - Always
- o Which kind of partnerships (along the creation of the unit and after) are put in place?
  - Patients
  - Start-ups
  - Academia
  - Governments
  - Competitors
  - Non-profits
  - Others

**c. How do the unit members work together?**

- o In your opinion, how do members share ideas?
- o Which ways do the team members use to communicate and to innovate?
  - Email
  - Scheduled, in-person local meetings
  - Non-scheduled, in-person local meetings
  - Conference calls
  - Social media platform
  - Simulation and virtual reality

- ...

**d. How does the unit work with the organization?**

- Is there a newsletter? If yes, what is or what would be the frequency of publications concerning the innovation lab?
- What are your expectations regarding your participation after the creation of the unit?
  - Developing existing employees' digital capabilities
  - Hire contractors and consultants
  - External relationships (e.g., partnerships and other external collaborations)
  - Recruiting employees with digital talent
  - Recruiting leaders with digital talent
  - Others

Governance

**What about the monitoring?**

- On who does the unit depend?
- Does the unit require an approval before launching a project? If yes, the approval of who?
- Is the unit subject to specific evaluation methods? If yes, at which frequency?
- Have you some ethical guidelines in mind for the innovation lab?

**What about the performance?**

- How do you measure the innovation level of the unit?
- How do you assess the patients opinion regarding this unit and the project they make?

**What about the funding?**

- Where does the money come from?
- What is the budget? What is the funds allocation for the unit?
- Is there be a budget limit per project?

Challenges

- What is essential to make this unit a success? What are the Keys Success Factors?
- What are the different challenges and constraints faced by the innovation unit?

- Too many priorities
  - Lack of an overall strategy, difficulty to align the technology to the business
  - Security and privacy concerns
  - Insufficient technical skills
  - Lack of organizational agility (the medical sector is quite static and driven by the state while the digitalisation is a global phenomenon)
  - Lack of management understanding, lack of digital knowledge and experience
  - Lack of entrepreneurial spirit, vision and/or leadership
  - Resistance to change, lack of collaborative, sharing culture (mindset resistance)
  - Lack of employee incentives
  - Lack of resources (funding, time, ...)
  - Lack of motivation
  - Lack of understanding of the digital technologies and their impact
  - Moving too slowly
  - Effective execution
  - Too much driven by the trends instead of a real strategy
  - Others
- What could be the solutions to these barriers?
  - What would be or what are your concerns?
  - Do you think that the covid crisis is slowing down innovation in general or, on the contrary, that this crisis is boosting new ideas? What has been the impact of this crisis on your work?

#### Additional questions

- Do you have any else in mind regarding this unit?