

# THE DISTINCTIVENESS OF INNOVATION CENTERS

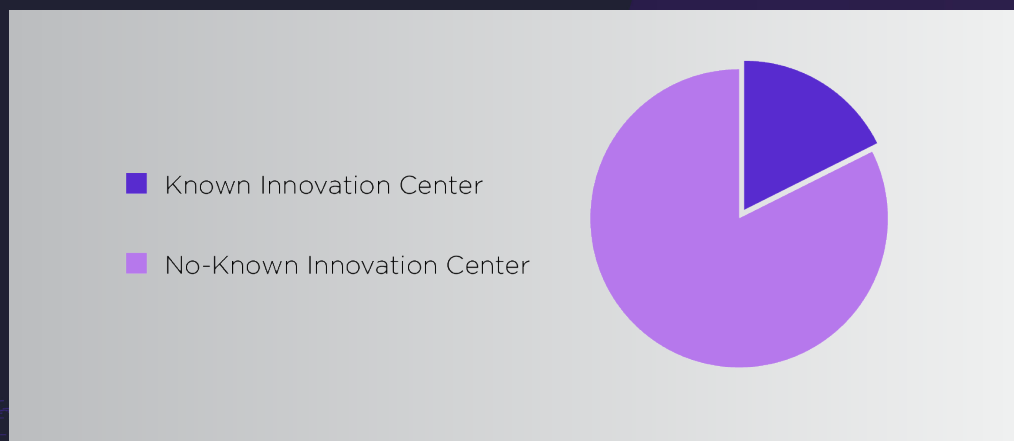
The concept of innovation in healthcare organizations (HCOs) was a topic re-introduced into the calculation of the 2022 Digital Health Most Wired (DHMW) survey score. DHMW's interest in innovation is much less on an HCOs use of "bleeding edge technologies" as it is on the way HCOs "digest" innovation within their organizations. With the explosive growth in healthcare Innovation Centers, it is of great interest to see how HCOs with a formalized Innovation Center (albeit a business unit within the HCO or a separate business owned by an HCO) compare to HCOs without a formalized Innovation Center in this section.

Results from the 2022 DHMW survey reveal some very fascinating insights on how the presence of an Innovation Center may impact an HCOs "digestion" of innovation.

## Known Innovation Centers

To conduct this study, we had to first produce a list of healthcare Innovation Centers. Scouring various public web sites, an extensive list was generated (though we make no claims on the exhaustiveness of this list, we do believe we were able to yield a fairly comprehensive list of Innovation Centers). From this list, we then identified those formally associated with a provider HCO and the name of the associated HCO. Finally, we crossmatched this list with the list of HCOs participating in the 2022 DHMW survey to categorize organizations as either an HCO with a **Known Innovation Center** or an HCO with **No-Known Innovation Center**.

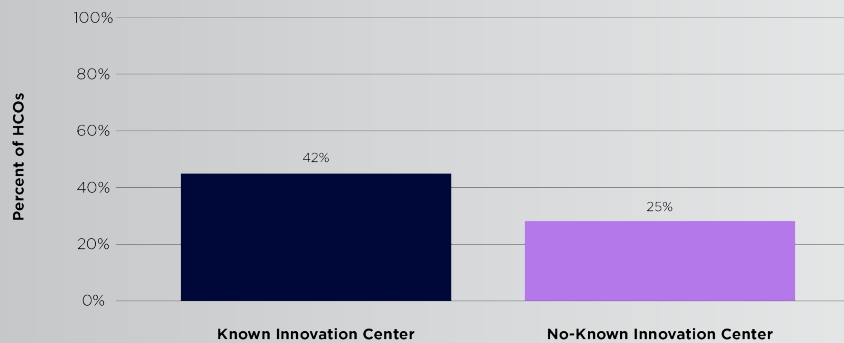
Of 377 acute care HCOs in the 2022 DHMW survey, **64 (17%)** HCOs were classified as an HCO with a **Known Innovation Center**.



## Innovation Leadership

One of the first issue we looked at surrounded whom on the HCO's executive team was primarily responsible for leading the organization's tactical technological innovation efforts. As would be expected, HCOs with a Known Innovation Center were much more likely to have their innovation efforts led by a Chief Innovation Officer, Chief Technology Officer (or similar technology related type title) (**42%**) than those HCOs with no-known Innovation Center (**25%**).

**Chart 1: Innovation Leadership**

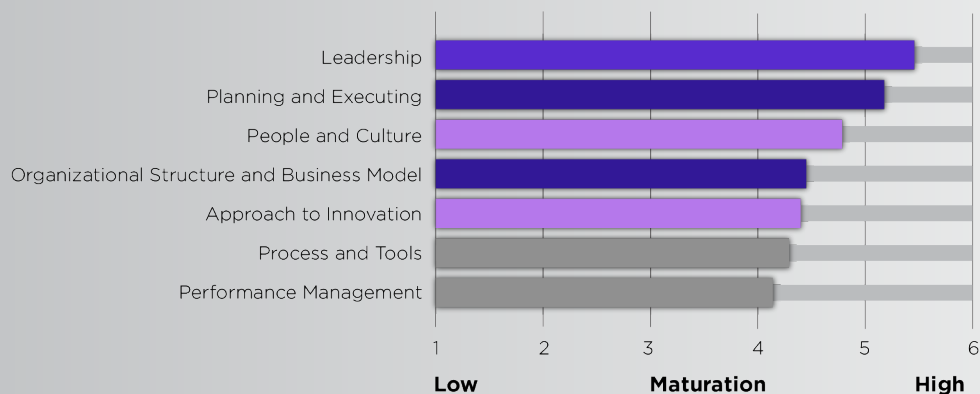


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## Innovation Maturation

The bulk of the questions in the Innovation section of the 2022 DHMW survey center around the maturation of an HCO's innovation efforts along seven dimensions: Approach to Innovation; Leadership; Organizational Structure and Business Model; People and Culture; Performance Management; Planning and Executing; and Process and Tools. Of these seven dimensions, HCOs generally consider Leadership to be the most mature aspect of their innovation efforts (average score = 5.31 on a scale where 1 = "low maturation" and 6 = "high maturation").

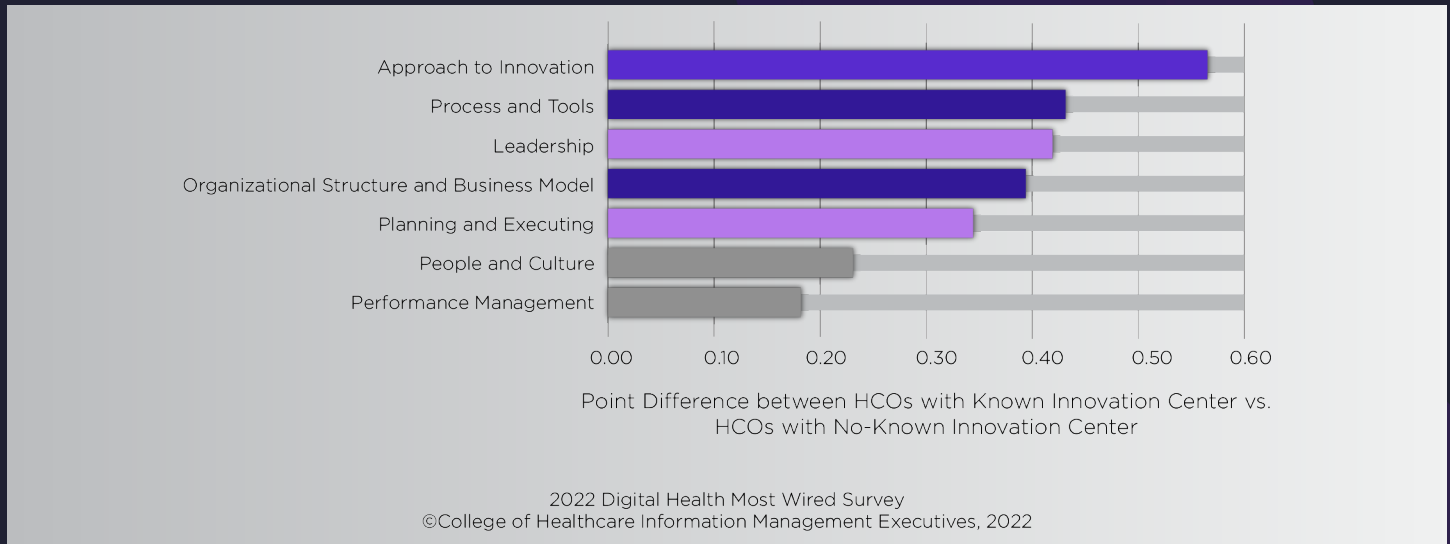
**Chart 2: Innovation Maturation**



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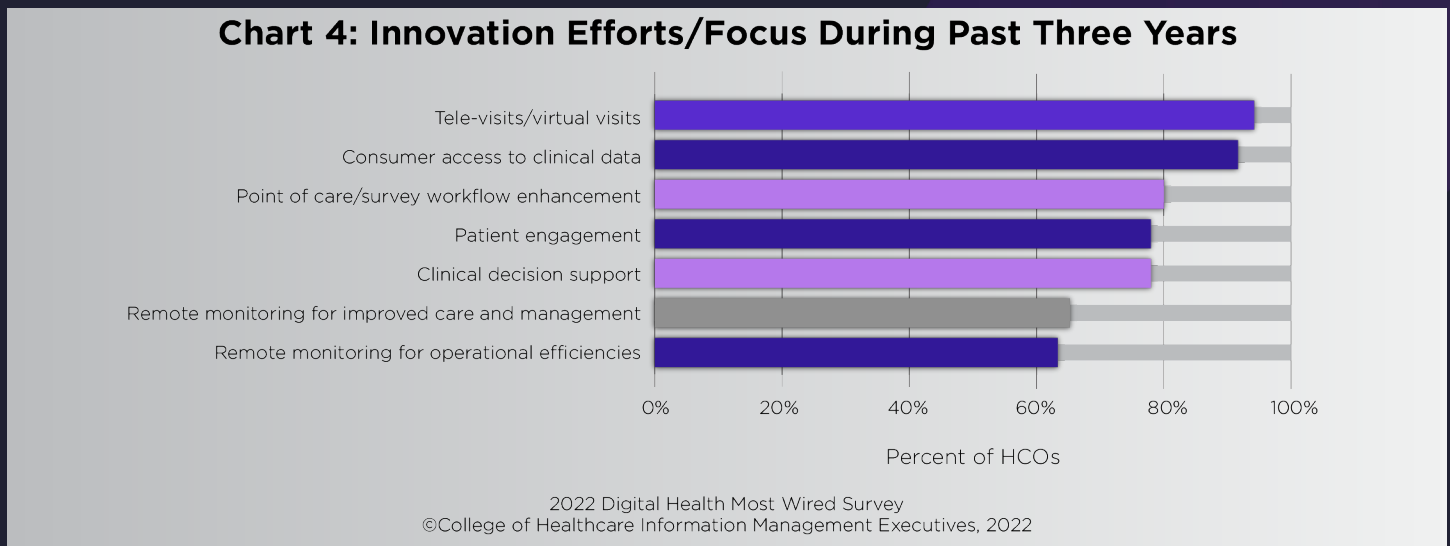
### Chart 3: Difference between HCOs with a Known vs. No-Known Innovation Center re: Innovation Maturation

While HCOs with an Innovation Center tended to consider each of the seven aspects of their innovation efforts more mature than HCOs without a known Innovation Center, there was a remarkable variance in their assessments. HCOs with an Innovation Center had a notably higher view of their *Approach To Innovation* than their counterparts.



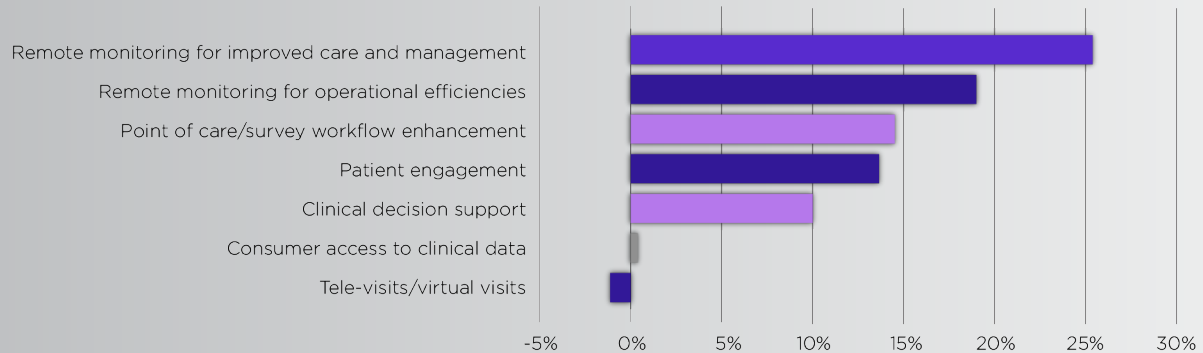
### Innovation Efforts/Focus

When presented with a list of seven Innovation focus areas and asked to identify which innovations their organization addressed within the last three years, **Tele-Visits/Virtual Visits** and **Consumer Access to Clinical Data** emerged as the most cited focus areas amongst all DHMW survey participants.



But when analyzing the results by the presence of a known Innovation Center, HCOs with an Innovation Center were much more likely to consider **remote monitoring** related innovations than those without a known Innovation Center.

**Chart 5: Difference between HCOs with a Known vs. No-Known Innovation Center re: Innovation Efforts/Focus**



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## Implications

As expected, findings from the 2022 DHME survey support the idea that the presence of an Innovation Center impacts an HCO's innovation efforts. The findings suggest the existence of an HCO associated Innovation Center appears to be a very tangible indication of an HCO's strategic maturation in their approach to innovation. With respect to innovation focus, the findings also suggest HCOs with a more mature orientation towards innovation have had a greater interest in remote monitoring technologies during the past three years.

**To remain competitive, organizations without an Innovation Center would be wise to take the lead from HCOs with an Innovation Center and expand/refocus their efforts on remote monitoring innovations.**

**DHIA**  
ANALYTICS

Digital Health Analytics (DHA) is a global market intelligence and survey research hub for digital health technology. Provided by the College of Healthcare Information Management Executives (CHIME), DHA was created in 2022 as the gateway for provider organizations and companies to better understand how digital technology supports leaders in transforming health and care and delivering data insights that help them make the greatest business impact possible.