

# EHMA 2024

Shaping and managing  
innovative health ecosystems

## Shaping new healthcare strategies by mapping out the internal innovation ecosystem in a tertiary hospital

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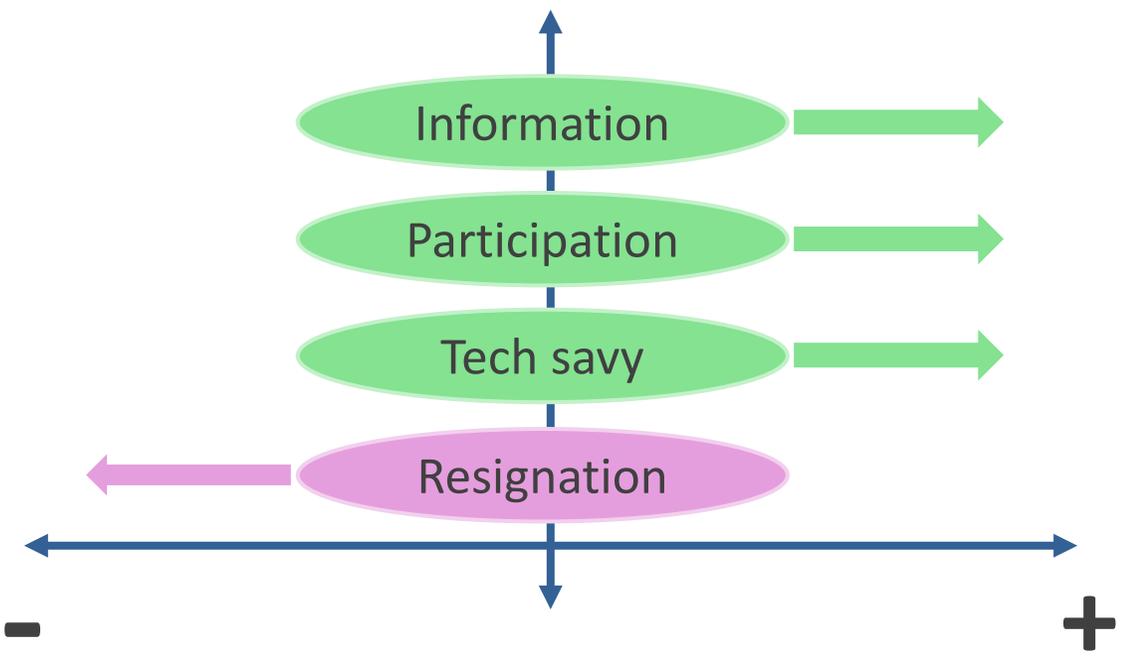
#EHMA2024

# Introduction

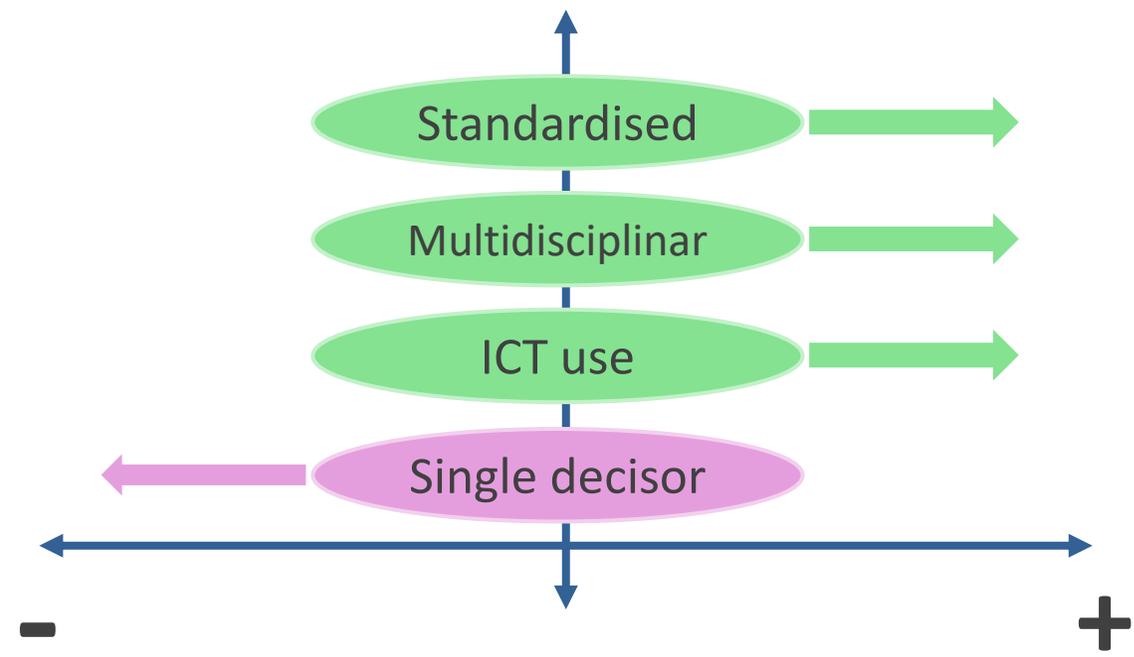


# The world is changing, healthcare is changing...

Patient expectations and profiles are evolving...



And so are healthcare professionals' profiles...



# Future challenges



Chronicity and complexity



Limited budgets and public debt



Shortage of healthcare professionals



Personalised medicine costs



# Combining all of this with...



Rapid technological  
advancements



Global  
health crises



Need for effective  
governance and leadership

**Developing new innovative strategies for managing  
healthcare innovations is now mandatory**



## Main objective of this work:

To create an “innovation map” in order to analyze the internal innovation ecosystem our hospital in order to inform and enhance governance, leadership, and strategic management practices

## Secondary objectives:

1. To evaluate the existing attitudes, practices, and adoption patterns of innovation among different groups within the hospital, including leadership, medical staff, and support staff
2. To identify key challenges and barriers to innovation within the hospital, such as resource disparities and varying perceptions of innovation’s relevance across departments and roles
3. To propose actionable recommendations for tailored innovation strategies that address the specific needs and conditions of various departments and staff levels within the hospital

# Methodology



# Our hospital



Salut/



**Germans Trias i Pujol**  
Hospital

High technology hospital in northern Barcelona, Spain

- +1.2 M population area
- +4.500 employees
- +16 K major surgeries/year
- +130K A & E/year

# Methodology

**Mixed-methods** approach, combining:



Qualitative  
interviews and surveys



Quantitative  
data analysis

## Phase 1

Survey with leadership  
and department heads

Nov 23

## Phase 2

Focus groups with  
frontline staff

Dec 23

Jan 24

## Phase 3

Open survey to  
all hospital staff

Feb 24

Mar 24

# Methodology



## PHASE 1: Survey for Department Heads and Area Managers

- A Microsoft Forms survey was prepared and sent via email to the target population
- Participants were asked to score items from 1 to 7 (being 1 the least and 7 the most)
- Participation of at least 80% of management personnel was required
- Aims:
  - to gather feedback on the perception of the work carried out by the innovation department so far,
  - to gain an understanding of the progress and needs in each area of the hospital,
  - to elucidate their level of involvement in different innovation projects

# Methodology



## PHASE 2: Focus Groups with Frontline Staff

- Survey data collection extended to other professionals at various hospital departments
- 2x focus groups were conducted in order to discuss and share ideas about the innovation department and the projects implemented so far
- Aim:
  - to develop an in-depth analysis of specific use cases, thereby enriching the information about the current situation and opportunities for improvement



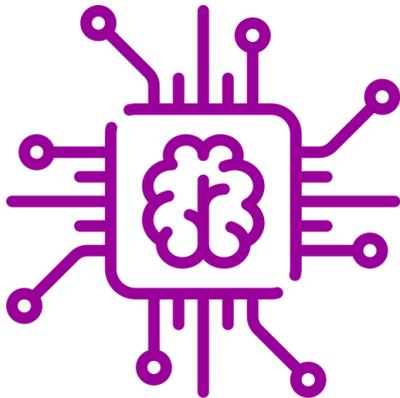
# Methodology



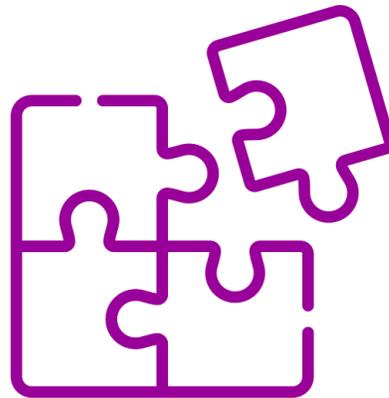
## PHASE 3: Open Survey to all Hospital Staff

- A Microsoft Forms survey was prepared and circulated throughout internal communication platforms, mainly, the intranet
- Aims:
  - To gather information on the staff's understanding of innovation-related topics,
  - To identify how to enhance the dissemination of information,
  - To raise awareness of the importance of innovation at the hospital

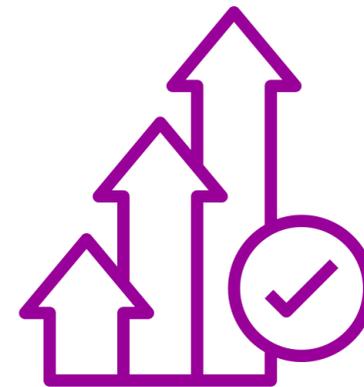
# What topics did the innovation map explore?



Technological preferences



Active projects



Understanding about the innovation area and expectations

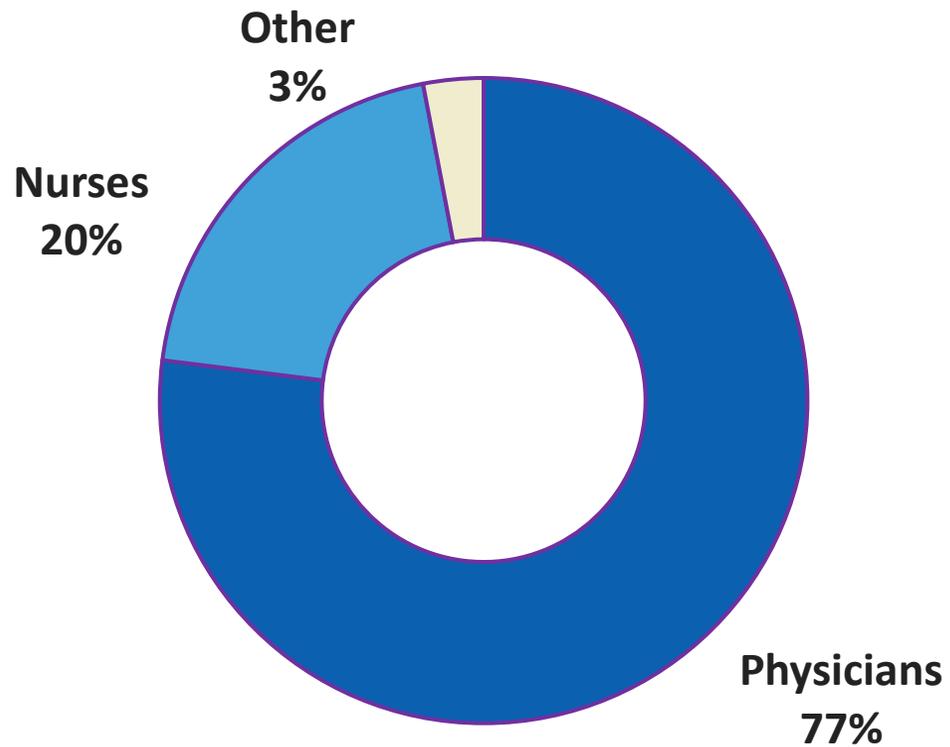


# Results

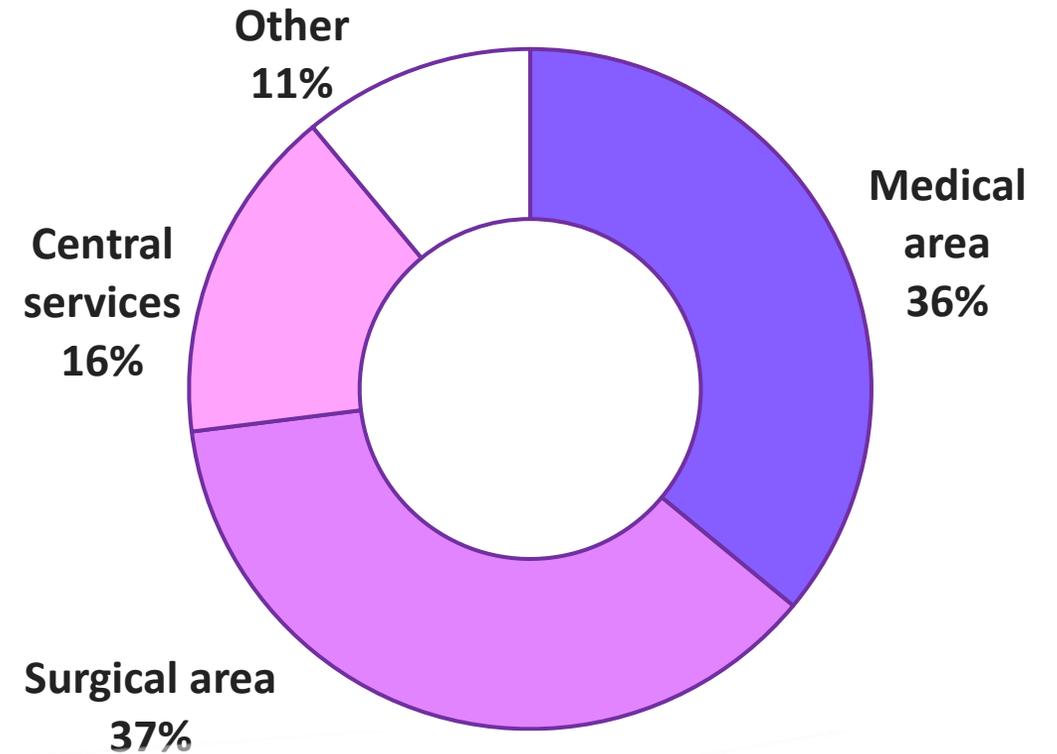
# Results

N=145 responses collected, providing a comprehensive overview of our internal innovation landscape

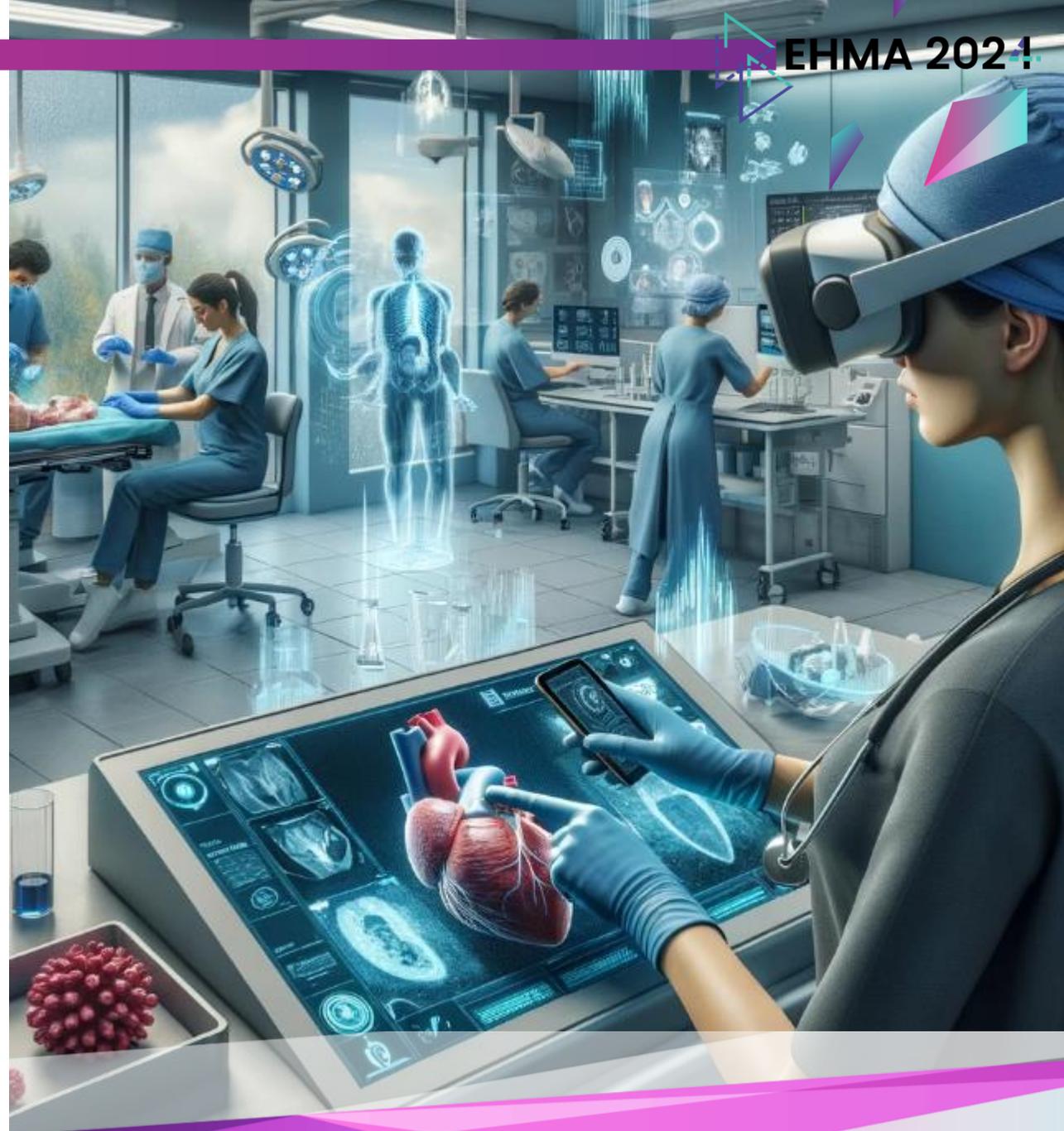
### ROLE OF THE PARTICIPANTS



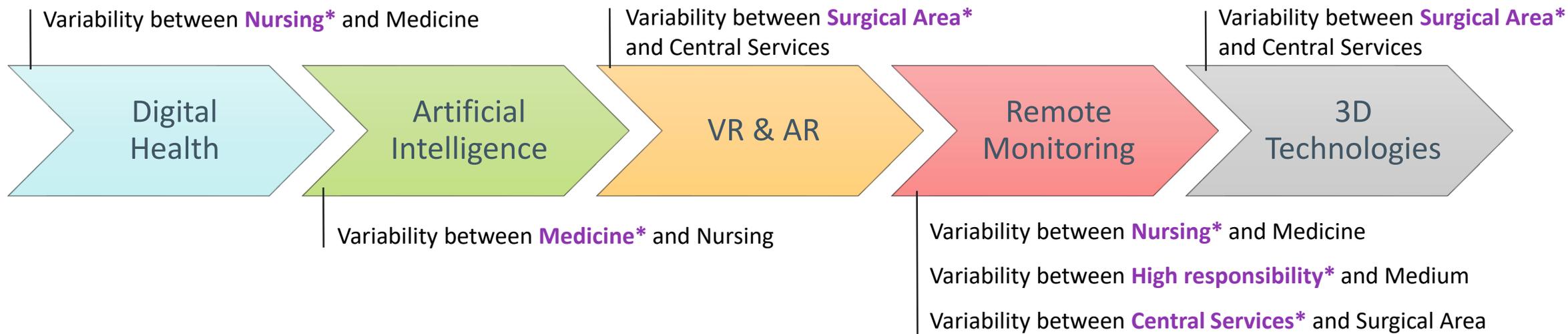
### PARTICIPANTS BY AREA OF WORK



# Technological preferences

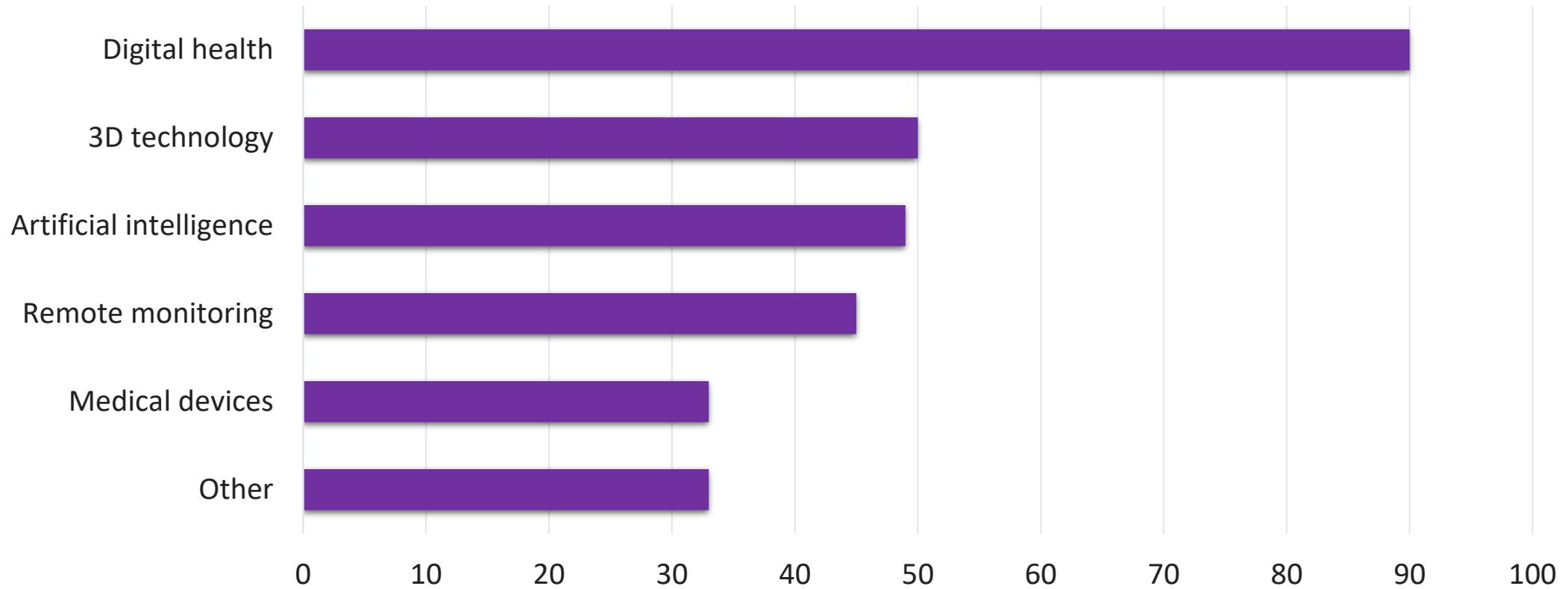


# Technological preferences



\*In **purple** the role scoring the technology higher;  $p < 0.001$

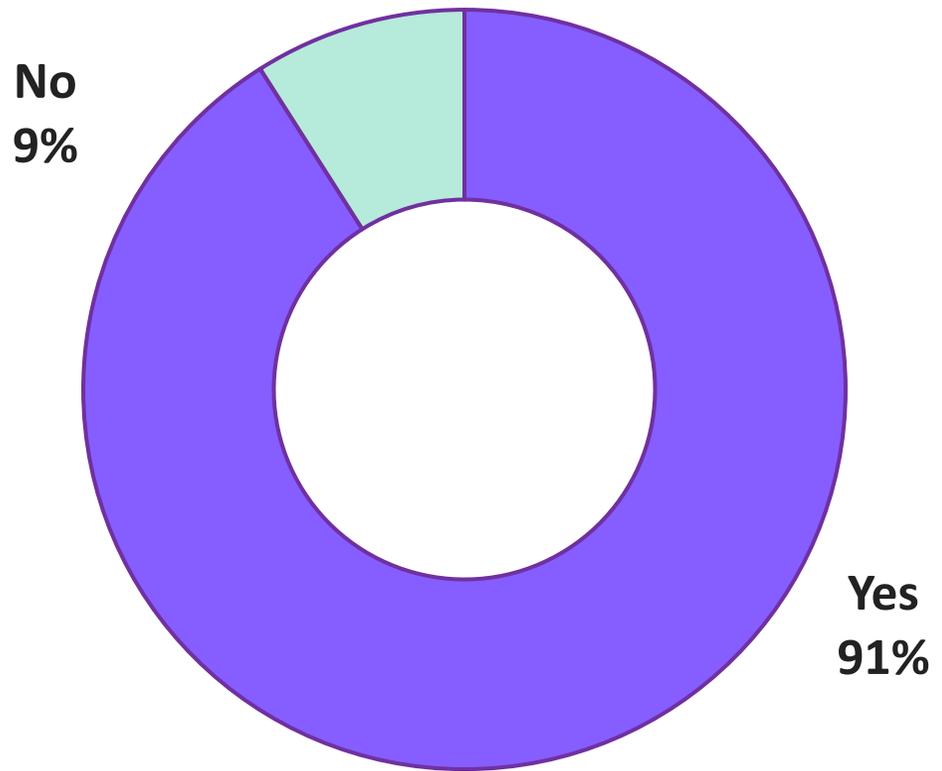
# Healthcare professionals involved in projects



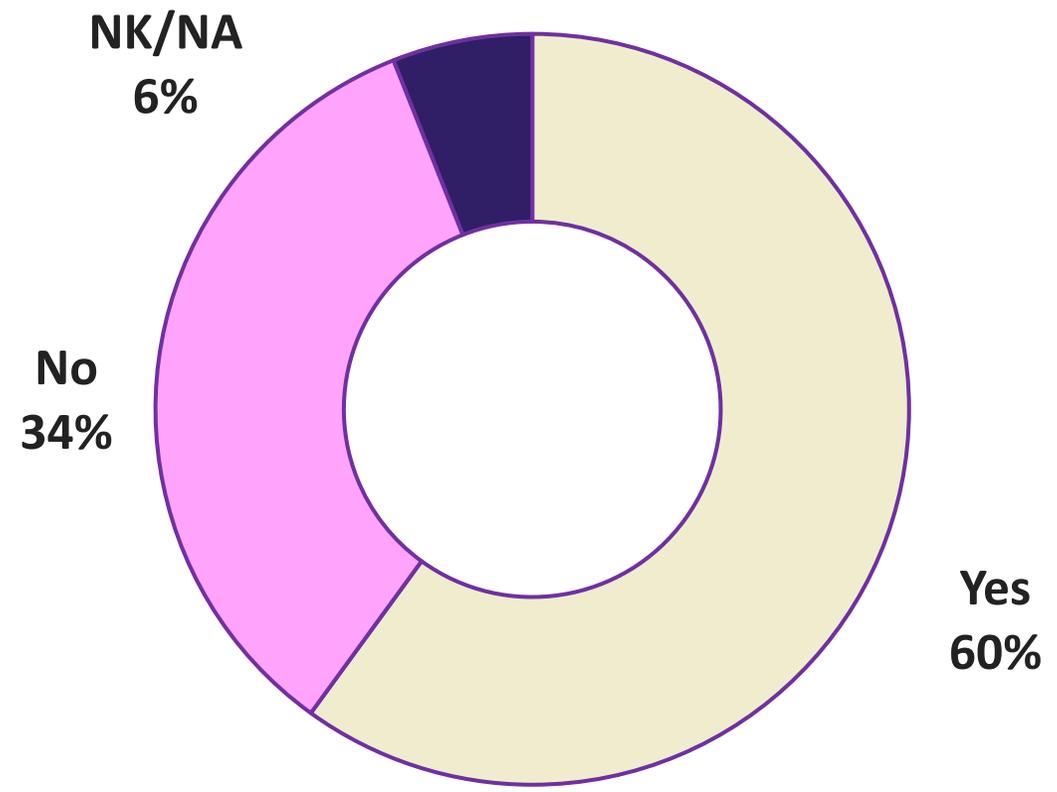
# Knowledge and expectations about the innovation department



### HAVE HEARD ABOUT THE INNOVATION DEPARTMENT



### HAVE WORKED WITH THE INNOVATION DEPARTMENT

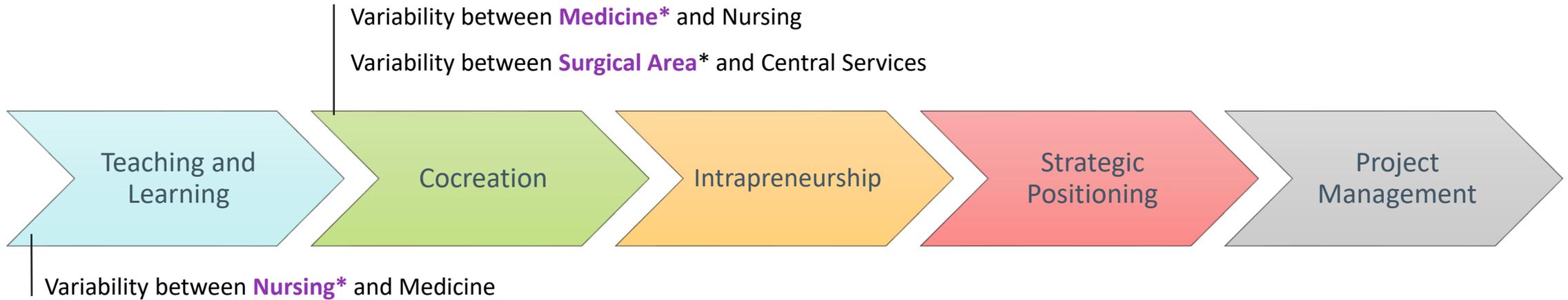


# Expectations about the innovation department

Variable	Average ( $\pm$ SD)
What relevance do you believe that the following areas of work of the innovation department have?	
• Teaching and learning: development of new skills	5.90 (1.14)
• Cocreation and developmet of new technologies with external collaborators	6.10 (0.97)
• Strategic positioning of the hospital	6.21 (1.00)
• Intrapreneurship	5.94 (1.19)
• Project management and competitive funding opportunities	5.97 (1.13)

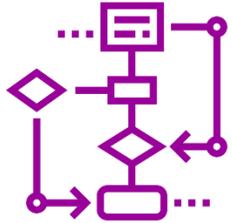
The survey reveals that the areas of work of the innovation department are relevant enough

# Expectations about the innovation department



\*In **purple** the role scoring the technology higher;  $p < 0.001$

# Barriers and challenges identified



Challenges in **comprehending work processes** and distinguishing between what constitutes innovation and what does not

Challenges in **accessing information** and effectively communicating projects and opportunities



Insufficient mechanisms and **designated spaces** for professionals to actively engage in innovation

# Conclusions

- 1** Seniority influences long-term innovation vision and its perceived relevance
- 2** Medical and Surgical Departments have divergent innovation dynamics and visions
- 3** It is important not to adopt a “one-size-fits-all” approach when implementing innovation management strategies
- 4** Information siloes and varied perceptions based on job role highlight the need for nuanced communication strategies

# Recommendations and Future Directions



Build a tool to receive all the proposals and suggestions for innovation projects from the Hospital



Develop an innovation ambassadors program in conjunction with establishing an innovation committee



Establish forums for exchanging experiences and innovation opportunities among professionals, industries, and the general public

# Acknowledgements to the team



**Gerard Albreda**  
Innovation Project Manager



**Dr Daniel Moreno**  
Head of Innovation



**Dr Raül Zurita**  
Head of Innovation and BD at IGTP



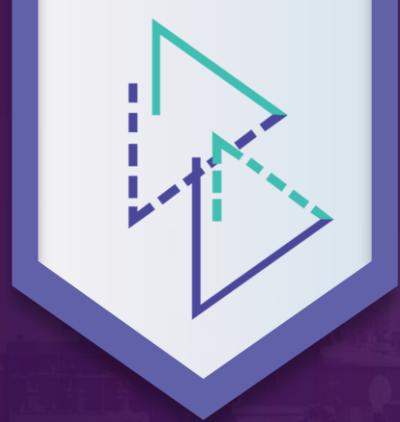
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Director of Healthcare Strategy



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# Let's have a chat!

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# Recommendations and Future Directions

 Build a tool to receive all the proposals and suggestions for innovation projects from the Hospital

- Enhance hospital innovation by making the area accessible to all professionals, simplifying idea communication, and standardizing management to ensure model continuity

 **Develop an innovation ambassadors program in conjunction with establishing an innovation committee**

- Recognize innovative hospital professionals, diversify communication flows for better opportunity dissemination, and professionalize decision-making in innovation management

 **Establish forums for exchanging experiences and innovation opportunities among professionals, industries, and the general public**

- Foster cross-departmental synergies, embedding innovative culture institutionally, and identifying new projects in collaboration with external health system actors