

Case Study: Laying the Groundwork for an Innovative Organization



Abstract:	Innovating to meet changing business conditions is the lifeblood for successful organizations. Bringing people and resources together in a collaborative effort is the key to successful innovating. BI was asked to help the VHA take it's concept for a new way to innovate and collaborate and bring it to a successful deployment. BI developed a framework for evaluating innovation and collaboration products and features, applied the framework in a laboratory setting to assess products on the market, and prepared recommendations for the VHA to use planning future efforts to create an online innovation marketplace.
Outcomes:	<ul style="list-style-type: none"> • Captured lessons learned to guide future steps/deployment • Recommendations for pilot/deployment/sustainment • Vendors revised products to address needs team identified during lab tests
Lessons Learned:	<ul style="list-style-type: none"> • When working with a new category of products the client has no experience with, use a lab to test how the solution works with existing infrastructure and organization culture • Create and use realistic scenarios to assess fitness for use and to experience the full range of issues likely to be associated with deployment • Don't expect to install and go. Prior planning and design is critical. Particularly, the governance and adoption of new capabilities.
Challenges:	<ul style="list-style-type: none"> • Obtaining trial licenses to support extended testing and evaluation of products • How to identify critical functions and differentiators when the market is rapidly evolving and no dominant feature set or vendor has emerged. • Finding experts who can lead the assessment when a technology is this new and changing so rapidly • Managing client expectations around product possibilities, integration approaches and ability to achieve a consistent user experience
Client:	U.S. Department of Veterans Affairs, Veterans Healthcare Administration, Emerging Health Technologies office
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