

Opportunities and Impact of Innovation Procurement in Ontario

A Review of WIN Case Studies

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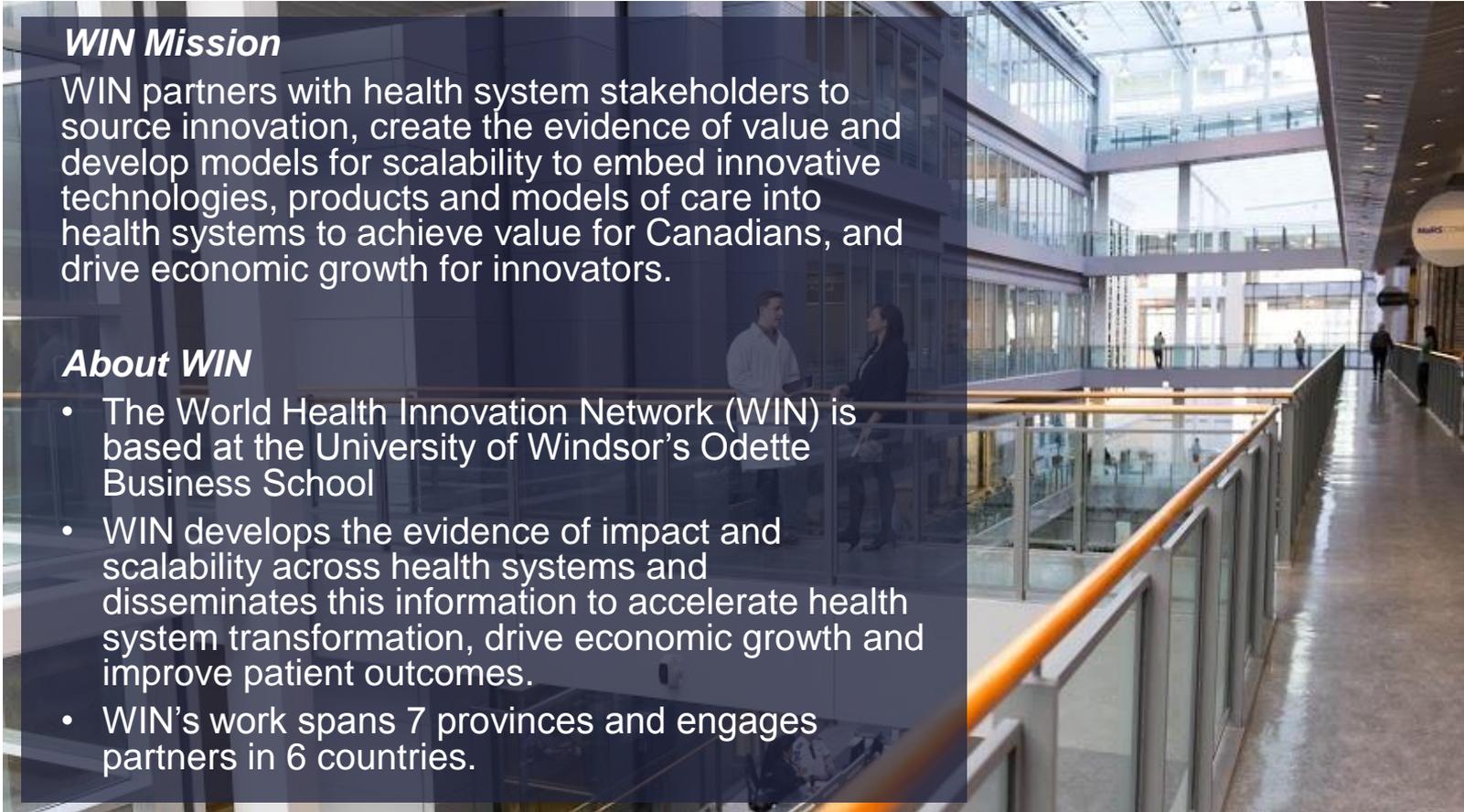
About the World Health Innovation Network (WIN)

WIN Mission

WIN partners with health system stakeholders to source innovation, create the evidence of value and develop models for scalability to embed innovative technologies, products and models of care into health systems to achieve value for Canadians, and drive economic growth for innovators.

About WIN

- The World Health Innovation Network (WIN) is based at the University of Windsor's Odette Business School
- WIN develops the evidence of impact and scalability across health systems and disseminates this information to accelerate health system transformation, drive economic growth and improve patient outcomes.
- WIN's work spans 7 provinces and engages partners in 6 countries.



WIN's Research Team

- Lead by Dr. Anne Snowdon, Academic Chair
- 6 Research Associates
 - Expertise in health services and systems research
 - Expertise in Ontario's healthcare system
 - Expertise in technology development and diffusion
 - Expertise in qualitative research methods
- 1 Knowledge Dissemination Specialist
- 1 Research Analyst

WIN's Role on the REACH Program

- Academic partner for the REACH program, funded by the Ministry of Government and Consumer Services (MGCS)
- Producing approximately 20+ case studies documenting the evidence of impact of innovation adoption and procurement in Ontario
- Following each funded REACH project, conducting case study research to document progress, enablers, barriers, outcomes, impact
- Findings will inform policy and strategies to scale and spread of innovations in Ontario
- Findings will inform procurement policy and practice in public sector organizations in Ontario

How We Conduct Case Studies: Qualitative Methodology

- Goal: Map the system and innovation related barriers and enablers that teams experience
- Key informant interviews – project teams, vendors
- Document reviews, site visits
- Interviews are coded to surface common themes within and across cases
- Themes are supported by key quotations from the interview data
- All data is anonymized



Innovation Procurement Cases: Findings

Enablers of Successful Innovation Procurement

- Organizational culture
 - Supportive of innovation and new procurement models
- Leadership & support
 - Design and implementation of procurement strategy
 - Learning from successes of other organizations, engaging experts
- Alignment of procurement initiative with need
 - Health system or policy need

Enablers of Successful Innovation Procurement

- Early (and genuine) market engagement
 - Active engagement of small companies
 - Considering vendors outside the healthcare arena
- Ability to evaluate what matters
 - Clinician engagement in evaluation
 - Patient engagement in evaluation
 - Evaluating partnerships and relationships
 - Evaluating health system value (beyond cost)

Challenges to Successful Innovation Procurement

- Resourcing and scheduling
 - Resource intensive process
 - Bringing together internal project team members/evaluators can be challenging
- Lack of internal innovation procurement expertise
 - External expertise and resources may be required
- (For vendors) High investments with no guaranteed payoff
 - Vendor engagement activities are time consuming, especially challenging for start-ups

Challenges to Successful Innovation Procurement

- Evaluating significantly different proposals
 - Comparing apples to oranges
 - Difficulty in evaluating pricing models
- Questions around intellectual property (IP)
 - Who owns the IP in a co-created solution?
- Translating open procurement into a specified contract
 - Requires accountability, a defined work plan, and specific roles & responsibilities

Impact of Innovation Procurement in Ontario

- A positive experience for organizations and vendors
- Builds system capacity for innovation initiatives and outcomes
- Creates opportunities for learning to support innovation ecosystem
- Provides important mechanisms for health organizations to work with industry partners
- Multi-stakeholder engagement contributes to successful outcomes
- Broadens value for healthcare organizations

Thank You!

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