ACCENTURE 2016
HEALTHCARE INNOVATION
SURVEY: CLEAR VISION,
HAZY EXECUTION
VIDEO TRANSCRIPT
Accenture’s health innovation research was a survey of health payer and provider innovation executives to understand the current state of innovation from both strategy through execution. The finding we found most significant is that healthcare enterprises have a strong ambition for market-changing innovation to drive their long-term strategy. But their execution on innovation is focused on sustaining innovations around the current business model and solutions.

One of the implications of what we found was healthcare organizations have strong ambitions for market-changing innovation, but their execution is not matching those ambitions. The reason we see healthcare ambitions often not meeting expectations come down to process, investment and leadership. A majority of the people we surveyed indicate that they use the same process for sustaining innovation that they try to use for disruptive innovations to drive that long-term strategy which often has a mismatch.

The second component is investment. There’s a focus inside healthcare enterprises on near-term investment over longer-term, riskier bets. The third component is leadership — the leadership to support disruptive innovations as well as support a different investment profile and resource allocation to nurture those bigger bets. We often find a two-engine approach being a way to address some of the challenges that have been faced. One engine is focused on smaller innovations or sustaining innovations over time. And the second is around bigger bets or disruptive innovations for the long term.

As we found from the survey, a majority of healthcare enterprises are using the small innovation approach around sustaining innovation, which makes it hard to unlock longer-term, bigger bets.