

OP 3.4.1

Regional development plans

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PRIORITY 1: Facilitating innovation across Central Europe

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Summary	To ensure sustainability of the project each partner will develop a Regional development plan in order to show how the project can get access to the target groups (see 2.1 Relevance) of the regions.

A) The Regional Development Plan for the Transfer of Innovations to SMEs and Industry (RDP-TISI)

The objective of InTraMed project is to activate the innovation potentials of hospitals to become a major actors in regional development, employment and wellbeing through transfer of knowledge to SMEs and industry. In Gorenjska region there are 5 key actors to be actively involved in the project: 4 hospitals (among them one university clinic) and National Institute of public health. To further the efficiency of the project actions, the network of the primary medical institutions will be involved during dissemination phase only.

The Plan is based on the selected elements from the SWOT analysis and main findings from the regional workshop:

Strengths:

- Good quality of services at primary, secondary and tertiary level
- Good coverage of services adapted also to specific needs of life and sports activities in Alps

Weaknesses:

- Complete absence of innovation culture
- Legal status of clinics and hospitals not adapted to the market economy,
- Lean cooperation with industry and SMEs not motivated
- Unexploited private-public partnership

Opportunities:

- Development of innovation culture in the management of clinics
- Transparent motivation scheme for innovative achievements
- Establishment of long –term business connections with industry and SMEs
- Establishment of local Medical and Technological Technology Parks on the grounds of clinics
- Clinics could become the key actors for economic growth, employment and wellness of the region

Threats:

- Absence of willingness of political actors to change the legal status of clinics adapted to the market economy and the need of innovation culture
- Lack of the managers of clinics with innovation skills
- Resistance of staff to the introduction of innovation culture to clinics

16 Highly motivated top managers and professionals in medical sector participated in the workshop exploiting the efficient capabilities of the Think-tank tool. In two hours 233 independent ideas were gathered and classified according to selected categories of Hospital activities. The most important findings of the workshop stemmed out of difference between the initial and final set of categories. Namely, three innovation experts managing the event in advance selected the set of categories linked narrowly to the area of innovation in hospitals and TT to SMEs to be used in categorisation of the ideas:

Initial set of Categories

1. Location of generation of ideas in hospitals
2. Who generates ideas
3. Industry and SMEs in region
4. Identification of the needs and documentation

5. Motivation schemes
6. Transparency of innovation management
7. Legislation
8. Ideas by urgency

When the gathering of ideas was finished, we checked if the ideas could be appointed to the set. We found out that very few ideas fitted in to the prepared set of categories, thus we had to considerably change the categories:

Final set of categories

1. Location
2. Industry and SMEs
3. Identification of needs
4. Legislation
5. Urgent problems
6. Motivation
7. Transparency
8. System of management
9. Project proposals
10. Technology support
11. Education

Where is the main difference between the initial and final set of the categories? It was obvious that the team of coordinators that prepared the workshop put its focus to the narrow elements connected to the Innovation process in hospitals only. On the contrary, 16 participating experts enlarged their focus to the priorities from real everyday life in hospitals, industry, SMEs and academic sphere...

From the collected data we gained two important findings:

1. Complete information on the state of the art and planned activities within the network of hospitals in Gorenjska region
2. Innovation culture in health sector in Gorenjska is practically absent

The implementation of InTraMed project is an excellent opportunity to change the present state of non-innovative hospitals in Gorenjska to innovative ones. The Regional Plan for the Transfer of innovations to SMEs and industry (shortly The Plan) is designed to meet this challenge.

The Structure of the Plan

1. Transfer From Non-innovative to Innovative Hospitals

The InTraMed project is entitled: "Innovation transfer in the medical sector from clinics to companies". The pre-condition to successfully achieve the transfer is to inform and teach hospital staff what should be done within the hospital to live and work innovatively. In order to become innovative hospitals each of them have to:

1. *Amend the Hospital Long -term Strategy with the Innovation articles*

Each Hospital has a Strategy document that envisages its growth and development in the next 10 to 20 years. Usually it is based on careful analysis of the state of the art, the trends, sets the key objectives, proposes Action plan and describes its implementation. Its preparation demands an extreme effort of the employees and external experts. It should be in compliance with the national and EU priorities. It has to be approved by the founders and the Supervisory board.

2. *Amend the Hospital Statute with innovation elements*

The Statute of the hospital governs activities on the daily basis. It is the main management tool and defines the roles and responsibilities of hospital bodies and key persons. Thus it is necessary to define the management of innovation.

3. *Establish The Innovation & Transfer office or at least nominate the responsible person for the management of innovation*

In the hospital it has to be clear who or which office is responsible for management of innovation. Usually, in large research institutions, faculties or industry they establish a Transfer of Technology office. In our case, very likely the nomination of a TT and Innovation expert will be sufficient. He or she could outsource some tasks to external IPR or legal specialists.

4. *Prepare the templates for the submission of innovation ideas*

The application of the innovative ideas has to run as smoothly as possible. Thus the TT experts should prepare the adequate submission templates to be filled in with simple guidelines as well.

5. *Categorisation of innovation ideas*

By definition, in the innovation hospital, each proposal for improvement is valuable. It can come from any employee, nobody is left out. It can tackle the medical treatments, laboratory or diagnostic activities, administration, etc. Thus one can expect a whole range of proposals ranging from simple improvements of each day activities to patent applications. The TT expert should envisage an adequate number of categories to cover the expected range.

6. *Transparent Motivation scheme document should be prepared*

When the proposal is properly submitted on the prescribed form, TT expert should on the daily basis assess the value of it and propose the next steps to be taken. In the case that the proposal really demonstrates some benefit for the hospital, the TT expert signs the proposal and forwards it to the responsible manager to approve the predetermined award. The awards should range from small, symbolic (for example flowers or some sweets) in order to express recognition, to financial rewards in the case of higher categories of innovation ideas. The main characteristic of the motivation scheme is its transparency and it should be given to author/s in shortest time.

7. *Main circles in categories of experts/employees should be identified*

The TT expert should identify and motivate all possible generators of innovation idea to start submitting their proposals. The action should be proactive and continuous and the results should be documented and analysed.

8. *The present legislation environment should be tested for the innovation friendship*

The present legislation is not tuned to the innovative character of hospitals as envisaged in this document. Simply, when it was written, nobody had in mind, that doctors and other hospital staff might ever transfer their knowledge and innovative ideas to SMEs and industry and generate some extra profit for the hospital. Also from the governmentally allocated money there is nothing predetermined for the support of innovation activities. Thus, it is of primary importance to research the present day legislation environment, find out what is possible and if needed propose the addendums to the legislation in order to enable innovation hospitals.

9. *The list of SMEs and/or industrial partners should be prepared*

Each hospital in Gorenjska has its traditional partners. Among them they have to make a list of companies, adequate candidates for the Innovation transfer and long-term cooperation.

10. *The list of academic (research, education) and business partners should be prepared*

In order to nurse and accelerate the growth of innovation culture on the hospital grounds they have to extend and strengthen the partnership with multidisciplinary academic institution and independent domestic and international experts. The objective of such long-term partnership is to achieve excellence and competitiveness in medical services, research sharpness and quick growth of innovative potentials. The proposed areas to be included and implemented within the InTraMed project are: Telehealth with Telemedicine, Telecare and eHealth. Furthermore, some selected topics of biomedicine could be added as well.

11. *Selected the most innovative and urgent ideas to be tested*

The regional workshop among others resulted in the list of urgent problems to be solved and several very innovative ideas. Each of the 5 hospitals involved should select one to be managed as feasibility case to test their newly introduced Innovation organization.

2. Global marketing and establishment of Medical and Technological Parks (MTP)

Let us imagine that at present, the 5 selected partners in the project generate their gravitational forces by which they are pulling their clients/patients toward their sites/grounds in order to offer them various medical services. There are two main strategic questions to be answered within their Innovation Strategies:

1) *How to increase gravitational force to pull new clients from more distant as well as global markets?*

There are several areas in Europe that decided to become biomedical areas like BioTurku in Finland, Swedish-Danish partnership, Baltic initiative, Northern Sweden, Switzerland, etc. The RIS of Slovenia also envisages the triple umbrella scenario: Technology, Tourism & Culture and Health care. Among all three, the later has the highest potentials for growth. During implementation phase of the project this hypothesis should be discussed with regional authorities and leading players in economy in order to start the preparation of Action plan/Strategic documents for global marketing (after the end of the project).

2) *Preparation of Feasibility study and Business Plan for MTPs-Living Labs*

A preliminary discussion should be organized to highlight and elaborate the hypothesis that MTPs-Living Labs could enhance the innovative potentials of hospitals in the Gorenjska region. What additional benefit could bring the vicinity of SMEs, industry and academic partners (that could have offices on the hospital grounds or its neighbourhood of the hospitals) if positioned around hospitals?

As both objectives are interrelated we shall prepare the Think tank workshop to cover both proposed items.

3. National and regional innovation environment

BSC, as the Slovene InTraMed partner, should test the proposed RDP-TISI plan with the local authorities in Gorenjska region and government of Republic of Slovenia. This is of utmost importance for the redesign of Regional development plan and adaptation of legislation to the innovative character of hospitals in the future. This action may be initiated in the form of written proposal based on the preliminary results of IntraMed project.