# THE PATH OF AN ORLANDO HEALTH FOUNDRY APPLICANT

FROM HAVING AN IDEA TO BEING SELECTED FOR THE PROGRAM

Congratulations on starting your journey as an Orlando Health Foundry applicant. The purpose of this document is to explain how you can transition from having an innovative, commercially viable idea that improves the delivery of healthcare to being selected for the Foundry Program.
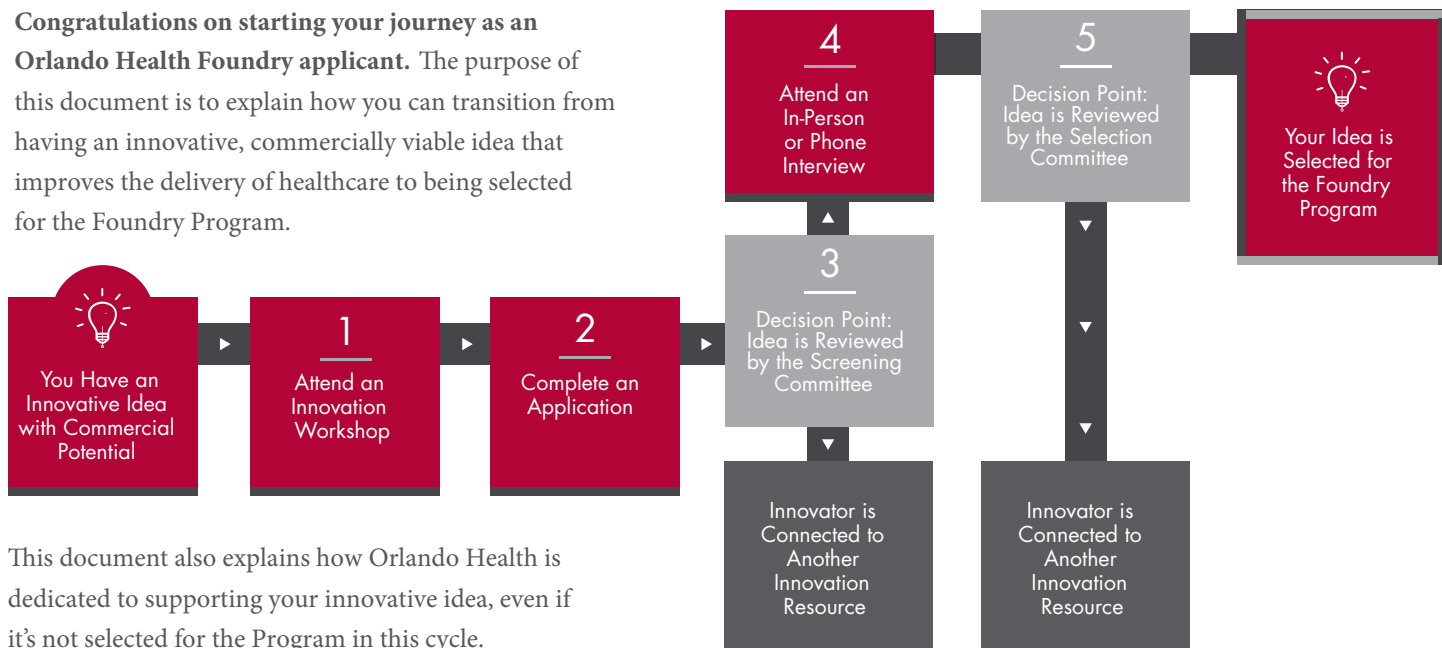
This document also explains how Orlando Health is dedicated to supporting your innovative idea, even if it's not selected for the Program in this cycle.

You Have an Innovative Idea with Commercial Potential

1 Attend an Innovation Workshop

2 Complete an Application

3 Decision Point: Idea is Reviewed by the Screening Committee

4 Attend an In-Person or Phone Interview

5 Decision Point: Idea is Reviewed by the Selection Committee

Your Idea is Selected for the Foundry Program

Innovator is Connected to Another Innovation Resource

Innovator is Connected to Another Innovation Resource

STEP 1: ATTEND AN INNOVATION WORKSHOP

➤ IN PERSON ON SELECT DATES OR VIRTUALLY YEAR-ROUND

The Orlando Health Foundry is designed to help evaluate and assess the commercial potential and viability of transformative ideas and products developed by Orlando Health team members or physicians that:

- Improve patient experience
- Improve quality and outcomes
- Reduce costs
- Support Orlando Health's mission and brand

If you believe your idea aligns with one or more of these areas, sign up for an Innovation Workshop. Facilitated by Orlando Health Strategic Innovations and Healthbox, Workshops provide team members the opportunity to learn more about the Foundry Program, to understand how to prepare an idea for submission, and to engage in coaching sessions around initial refinement of their idea.

In person Workshops last for approximately four hours, while virtual Workshops are self-guided and can be completed at an applicant's own pace. To sign-up for a Workshop, visit OrlandoHealth.com/StrategicInnovations . Attending a workshop is not mandatory to be considered for the Foundry, but is highly encouraged as it may improve the quality of your application.

STEP 2: COMPLETE AN APPLICATION

➤ **YEAR-ROUND**

Following the Workshop and being guided through its set of innovation exercises, you will likely generate new knowledge/thinking around your innovative idea. Because of that, we encourage you to complete an application after attending. Visit OrlandoHealth.com/StrategicInnovations and click on the "Submit Your Idea " button. This button will direct you to a separate website where you will be prompted to answer several questions about your role at Orlando Health and about your idea.

To learn more about what the Foundry Selection Committee would like to see in an application, please refer to "How to Fill Out a Strong Orlando Health Foundry Application" in the Library of Resources.

STEP 3: IDEA IS REVIEWED BY THE SELECTION COMMITTEE

➤ **YEAR-ROUND**

⚡ DECISION POINT:
_____

After attending an Innovation Workshop and completing an application, your idea will be reviewed by a select group from Orlando Health Strategic Innovations and Healthbox to determine if the idea is appropriate for the upcoming Foundry Program. Two main criteria/questions are considered:

1 **STAGE OF THE IDEA** – Is the idea well developed enough to generate optimal impact and growth from the Foundry Program?

2 **COMMERCIALIZATION OPPORTUNITY** – Does the idea show significant potential to be turned into a commercial, revenue-generating product?

If Orlando Health Strategic Innovations and Healthbox answer YES to both of these questions, you will be notified that your idea will move forward in the selection process.

However, if the answer is NO to either of these questions, you will be notified that your idea has not been selected for the upcoming Program. Orlando Health Strategic Innovations and Healthbox will discuss the reasons the idea was not selected and will connect you with more appropriate innovation or operational resources to continue refining the idea. If a team member or physician wishes to pursue resources or support outside of Orlando Health, however, they should contact the Orlando Health Strategic Innovations Office at Innovation@OrlandoHealth.com.

STEP 4: ATTEND AN IN-PERSON OR PHONE INTERVIEW

➤ WINTER/EARLY SPRING

The top ideas for the Foundry Program will be selected for a short in-person or phone interview with a select group from Orlando Health Strategic Innovations and Healthbox. The purpose of this interview is to understand your goals for the Foundry Program, what group of Orlando Health and/or non-Orlando Health individuals are also involved with the idea, and to ask any additional questions that are not clear through your application.

STEP 5: IDEA IS REVIEWED BY THE SELECTION COMMITTEE

➤ EARLY SPRING

DECISION POINT:

The final step of the Foundry application process is review by the Selection Committee. This rotating committee consists of a broad cross section of clinical and non-clinical team members at Orlando Health. Examples of specific groups represented include Orlando Health Strategic Innovations, Legal Affairs, Information Services, Finance, Research, Administration, Operations, and others. The Committee will score your application according to a predetermined scoring methodology to evaluate viability of ideas based on strategic alignment with the organization and various other factors.

To learn more about how Foundry applications are scored, please refer to "How Orlando Health Foundry Applications Are Evaluated" in the Library of Resources.

The Selection Committee will choose the top four ideas to participate in the Orlando Health Foundry Program, which will be held each spring. Top ideas not selected will also be notified. Orlando Health Strategic Innovations and Healthbox will discuss the reasons the idea was not selected and will connect you with more appropriate innovation or operational resources to continue refining the idea. If a team member wishes to pursue resources or support outside of Orlando Health, however, they should contact the Orlando Health Strategic Innovations Office at Innovation@OrlandoHealth.com.

WE APPRECIATE YOUR COMMITMENT TO INNOVATION AT ORLANDO HEALTH.

HOW TO FILL OUT A STRONG ORLANDO HEALTH FOUNDRY APPLICATION

Do you have an innovative idea that improves the delivery of healthcare? Are you looking for support, tools, and/or financial resources to advance your idea? Do you think your idea has commercial potential? If the answer is YES, consider applying for the annual Orlando Health Foundry Program.

To be eligible for the Foundry Program, caregivers first need to submit an electronic application by visiting OrlandoHealth.com/StrategicInnovations and clicking on the "Submit Your Idea" button. The application may seem straightforward, but often the largest challenge for applicants is communicating their solutions in a way that clearly grabs the attention and understanding of the Foundry Selection Committee.

We encourage you to use this resource to understand the "secrets," or common elements, the Foundry Selection Committee likes to see in a strong application. To illustrate how best to answer questions from our application, we used Fitbit as a mock Foundry idea below to guide applicants on how to stand out and get one step closer to being selected for the Program.

Please refer to "The Path of an Orlando Health Foundry Applicant" and "How Orlando Health Foundry Applications Are Evaluated" in the Library of Resources to further understand the Foundry Selection Process.

IDEA TITLE : FIT BIT   (EXAMPLE)

➤ IDEA DESCRIPTION   (EXAMPLE)

Fitbit provides wireless-enabled wearable technology that measures personal data, such as the number of steps walked, heart rate, quality of sleep, steps climbed, and other metrics involved in fitness. Alongside its trackers, Fitbit offers a mobile app and website for users to log their food, activities, and weight over time and to set daily and weekly goals for themselves for steps, calories burned and consumed, and distance walked. Through Fitbit's data and product design, we empower and inspire users to live a healthier, more active lifestyle, thereby reducing medical expenses incurred by employers.

We've already seen results with our customers, such as IBM. IBM gave out Fitbits to 40,000 employees over two years and found that 96% of them routinely logged their health data, including eating habits. Employees who participated in the challenge reached an average of 8,800 steps per day, more than double the average of people who don't wear pedometers. Further, 63% of IBM employees continued to wear their Fitbit months after the challenge finished.

Application Tip:

For the idea description section, don't be shy! This is where you can make your application truly stand out. To do so, we recommend the following:

- Tell us what your idea is (i.e. mobile app, software, device, etc.) and how it works.
- Provide a short use case of your solution, particularly if it is complex.
- Describe how your solution provides value to both potential customers and users.
- Include insights from any pilots or focus groups. We want to hear about your accomplishments or findings!

➤ INNOVATION CATEGORY

- Access to Care
- Operational Efficiency
- Patient Experience
- Quality

Application Tip:

See below for how these options are defined, and then pick the answer most relevant to your solution.

ACCESS TO CARE

A novel, more disruptive way to deliver and provide access to care for patients. Typically the innovation/approach is not yet widely used or understood but has potential to make a large impact.

OPERATIONAL EFFICIENCY

A healthcare service or technology that streamlines processes including billing, reporting, integration, clinical workflow, and other administrative considerations to increase efficiency and efficacy.

PATIENT EXPERIENCE

A healthcare service, technology, or program that either directly impacts consumer choices or promotes a superior patient healthcare experience through various means. These will ultimately end in improved patient satisfaction.

QUALITY

A healthcare service, technology, or program that promotes improved quality of care and better outcomes. Examples may include innovations that enhance health-related decision-making of clinicians and patients, improve patient safety, or coordinate healthcare clinical interventions and communications with patients diagnosed with chronic conditions.

➤ **BRIEFLY DESCRIBE THE PROBLEM/NEED YOU ARE ADDRESSING** **(FIT BIT EXAMPLE CONTINUED)**

Obesity costs American businesses $73.1 billion per year in medical expenses and lost productivity, according to a Duke University study. Further, researchers have found that morbidly obese employees cost their companies, on average, more than twice as much in healthcare and related costs as normal-weight employees do. Employers, however, have the opportunity to motivate their staff to adopt healthier—and more productive—lifestyles. In fact, it has been found that every $1 invested in overall wellness efforts by employers yields a return on investment of $1.50. When the investment is in programs targeting chronic diseases, such as diabetes and obesity, the ROI increases to $3.80.

Application Tip:
Choose one to two relevant statistics, citing a reliable source, that give color to the problem you're solving. When using a lesser known acronym or technical jargon, define these for the readers.

➤ **HOW AND BY WHOM IS THIS NEED CURRENTLY BEING ADDRESSED?**
HOW DO YOU PLAN TO SOLVE THIS PROBLEM OR MEET THIS NEED BETTER THAN OTHERS?

The connected health and fitness devices market has a multitude of participants. We consider our direct competitors to come from specialized consumer electronic companies such as Garmin, Jawbone, and Misfit, as well from traditional health and fitness companies, such as adidas and Under Armour. In addition, many large, broad-based consumer electronics companies either compete in our market or adjacent markets or have announced plans to do so, including Apple, Google, LG, Microsoft, and Samsung. Despite a crowded market, Fitbit believes that we hold the competitive advantage through our purpose-built hardware, fair pricing, broad range of devices, and broad mobile compatibility and open API.

Application Tip:
Understanding your competition is a crucial activity for any entrepreneur.
When answering this question, consider the following:

- How is the problem currently addressed at Orlando Health?
- What other solutions outside of Orlando Health currently address the problem?
- How does your idea differentiate itself from everyone else?
- Include insights from any pilots or focus groups. We want to hear about your accomplishments or findings!

Consider using a Google keyword or patent search to help answer these questions.

By following these application tips, you will enhance the quality of your application and you will be one step closer to being selected for the Foundry Program.

Thank you for driving innovation at Orlando Health.

Please refer to "The Path of an Orlando Health Foundry Applicant" and "How Orlando Health Foundry Applications Are Evaluated" in the Library of Resources to further understand the Foundry Selection Process.

HOW ORLANDO HEALTH FOUNDRY APPLICATIONS ARE EVALUATED

Orlando Health has put in place an objective, timely, and thoughtful process for evaluating Foundry submissions. As you complete your application, consider the evaluation structure and scoring methodology below to help clarify and enhance important evaluation points about your innovation and its potential impact.

FOUNDRY SELECTION COMMITTEE
An internal selection committee has been formed to review applications submitted to the Foundry. This rotating committee consists of a broad cross section of clinical and non-clinical employees of Orlando Health. Examples of specific groups represented include Orlando Health Strategic Innovations, Legal Affairs, Information Services, Finance, Research, Administration, Operations, and others.

FOUNDRY SCORING METHODOLOGY
Applications are scored by the selection committee on five criteria, on a scale of one to four. Each criterion is also weighted based on its importance to the Orlando Health Foundry. Criteria include: the strategic alignment of the idea with the organization, the stage of the innovation and its ability to scale efficiently, the impact opportunity and competition, the resources required to be successful, and the innovator's experience. Learn more below.

➤ ORLANDO HEALTH STRATEGIC FIT

"Strategic Fit" refers to anything that aligns with Orlando Health's mission, vision, strategic imperatives, and that may meet an operational or clinical need.

Our Mission
To improve the health and quality of life of the individuals and communities we serve.

Our Vision
A trusted leader inspiring hope through the advancement of health.

Our Strategic Imperatives

- Enhance Ease of Use - Improving how our patients access and experience our care.

- Embrace Quality & Safety - Our goal is to be locally and nationally recognized for delivering top-tier care.

- Become The Best Place to Work - Transforming into a high-performance culture built on trust, transparency and open communication.

- Drive Growth & Innovation - Target expansion in areas where we already excel and evaluate new options to deliver exceptional care and value.

- Earn Physician Loyalty - Becoming the trusted, loyal and indispensable partner for top-tier physicians across Central Florida and beyond.

- Strengthen Economics - To fund our community-driven mission, we must consistently deliver a predictable and strong operating performance.

4. Great fit - Idea/Innovation addresses more than one strategic priority
3. Good fit - Idea/Innovation address at least one strategic priority
2. Potential fit - Idea/Innovation may have the potential to address a strategic priority
1. Poor fit - Idea/Innovation does not address a strategic priority

➤ STAGE OF INNOVATION/BUSINESS IDEA

4. Idea is well developed, research/implementation has already started, clear value
3. Idea is well developed, some initial work has started
2. Idea needs more thought but could have potential
1. Idea needs more thought and is not likely to have merit

➤ MARKET/ORGANIZATIONAL IMPACT OPPORTUNITY

4. Significant opportunity to impact healthcare, few external market solutions already exist
3. Strong opportunity to impact healthcare, some external market solutions already exist
2. Promising opportunity to impact healthcare, but there are plenty of similar solutions
1. No significant opportunity and there are many similar solutions

➤ RESOURCE REQUIREMENTS/POTENTIAL RETURN

4. Resource efficient idea to develop and has strong potential for financial return
3. Somewhat resource efficient idea to develop and has strong potential for financial return
2. Requires significant resources to develop idea with modest potential for financial return
1. Requires significant resources to develop idea with no significant potential for financial return

➤ TEAM MEMBER EXPERIENCE

4. Relevant departmental/professional experience, the right team member to take the idea forward
3. Relevant departmental/professional experience, but team member will need some support
2. No relevant experience, but team member can support the idea for now
1. No relevant experience and the team member is not the right person to take it forward

....

A point to remember as an applicant is that the Selection Committee reviews only the top applications. Applications are screened by a sub-committee along the way. To better understand the entire process, refer to "The Path an Orlando Health Foundry Applicant" in the Library of Resources.

Thank you for driving innovation at Orlando Health.

To learn more about how to fill out a successful Foundry application, please refer to "How to Fill Out a Strong Foundry Application" in the Library of Resources.

THE PATH OF AN ORLANDO HEALTH FOUNDRY INNOVATOR

FROM BEING SELECTED TO ADVANCING YOUR IDEA TOWARD COMMERCIALIZATION

Each year, four Orlando Health Innovators, or entrepreneurs, with commercially viable ideas to improve healthcare are selected to participate in the Orlando Health Foundry Program. The Program, however, is often just the beginning of their innovation journey. The purpose of this document is to explain the path of an Orlando Health Foundry Innovator from being selected into the Program to advancing the idea toward commercialization.
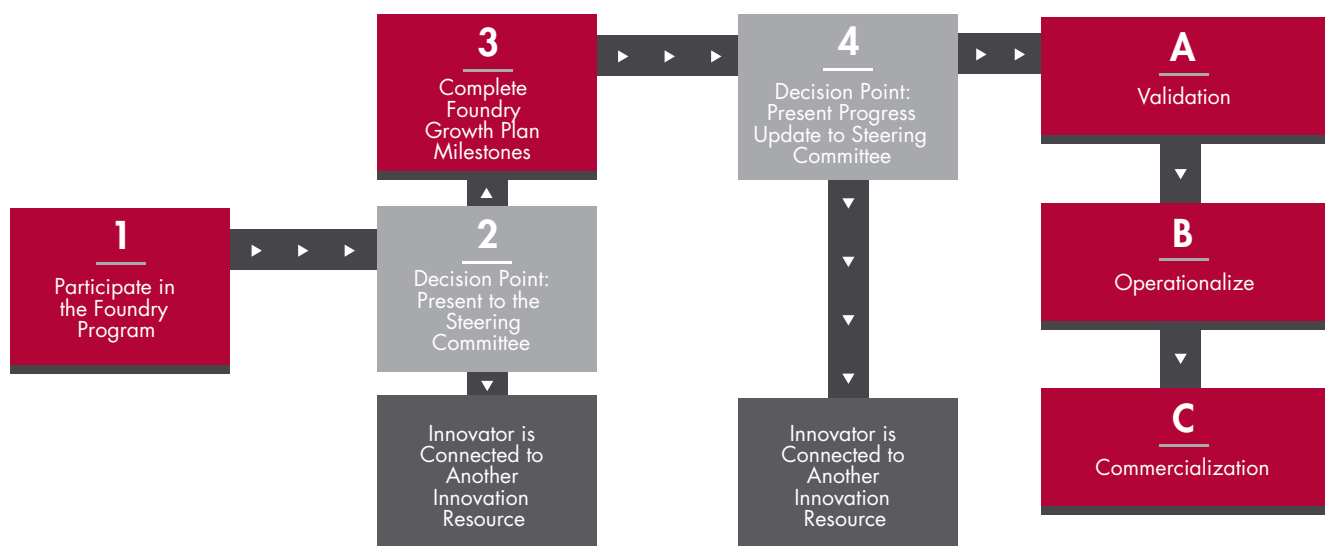
STEP 1: PARTICIPATE IN THE FOUNDRY PROGRAM

➤ EVERY SPRING

The Foundry Program guides four selected innovators and their ideas through a structured innovation and commercialization assessment curriculum, which is organized into four half-day modules across an 8-week period.

	Module	Innovation Focus
1	Framing the Opportunity	• Problem, value proposition, use case, program goals
2	Validating the Solution	• Competitive landscape, stakeholder mapping, user interviews/feedback
3	Defining Impact Potential	• Growth plan, impact metrics
4	Advancing the Solution	• Resource ask, product development roadmap or implementation plan

Step 1: Participate in the Foundry Program, continued

During the eight weeks, a team of collaborators support each project. This team is typically made up of one to two employees from our innovation partner Healthbox that facilitate the process, as well as four to six Orlando Health colleagues that function as thought partners, help navigate the organization, and/or provide visibility into other initiatives or projects.

By the end of the Program, each team should leave with:

- An understanding of the idea's potential for impact within the organization and/or the commercial market
- A short-term plan for growth (~9-12 months), or specific goals and resources needed to advance the idea toward commercialization
- A long term vision, or roadmap, to achieve optimal impact for improving quality of care and reducing costs

The Foundry Program also typically includes an internal event where the Innovators present their ideas to the broader organization. This takes place one to two months after the Program.

STEP 2: PRESENT TO THE STEERING COMMITTEE

DECISION POINT:

➤ **SPRING/SUMMER**

While the program is occurring, the project team leverages learnings from the four Modules, as well as independent research, to develop a **business case** and detailed **funding request** for the Foundry ideas. Examples of topics covered in the business case include:

- Clear articulation of problem, solution, and value proposition
- Assessment of total addressable market and target market
- Comprehensive competitive landscape
- Short-term product roadmap and key features required
- Key attributes of target customer segment
- Risks and other considerations (i.e., IP, regulatory)

The funding request then outlines the resources necessary, including labor, materials, and technology, to achieve key milestones* in the next 9-12 months to accelerate the opportunity and realize value in the commercial market or within Orlando Health, as a means to validate prior to commercialization.

Each Innovator is given the opportunity to present their business case and funding request to the "Orlando Health Innovation Steering Committee," a subset of key leaders who prioritize highest potential opportunities for further refinement and resources. This meeting typically takes places in the summer following the Program.

Examples of milestones may include building a next generation prototype for further testing and validation, building a sales team to market the solution to external organizations, etc.

Following the meeting with the Innovation Steering Committee, ideas are either:

- Granted funding for the next 9-12 months to achieve key milestones to advance toward commercialization
- Denied funding and provided reasoning for the decision. Projects denied will also be advised on how they can leverage other paths of support to continue developing their idea to improve healthcare. If a team member wishes to pursue resources or support outside of Orlando Health, however, they should contact the Orlando Health Strategic Innovations Office at Innovation@OrlandoHealth.com

STEP 3: WORK TOWARD YOUR FOUNDRY MILESTONES FOR GROWTH

➤ **SUMMER/FALL**

DECISION POINT:

Ideas that are approved for funding are pushed forward and managed by the Innovator and also receive as-needed support from Healthbox and Orlando Health. Healthbox will typically organize monthly check-ins to ensure milestones laid out in the 9-12 month growth plan are being met, while Orlando Health may provide thought leadership or enable navigation of the organization and coordination with internal initiatives.

STEP 4: PRESENT PROGRESS UPDATE TO THE STEERING COMMITTEE

➤ **FALL/WINTER**

DECISION POINT:

9-12 months following the initial presentation to the Innovation Steering Committee, Innovators will attend a second meeting. Each Innovator presents their progress to date and has the opportunity to request additional funds to continue with plans for advancement toward commercialization.

Following the second meeting with the Innovation Steering Committee, ideas follow one of the four following paths forward:

- Granted additional funding for the next 9-12 months to achieve key milestones needed to further **test and validate** the idea prior to commercialization
- Approved to move forward as an **internal project** with an operating budget if no commercial opportunity is determined but the project demonstrates strong internal return on investment
- Granted additional funding for the next 9-12 months to achieve key milestones needed to **commercialize** the solution and gain momentum in the market
- Denied additional funding and provided reasoning for the **no-go decision**. The Innovator will also be advised on how they can leverage other paths of support to continue advancing their idea to improve healthcare. If a team member wishes to pursue resources or support outside of Orlando Health, however, they should contact the Orlando Health Strategic Innovations Office at Innovation@OrlandoHealth.com

As you can see, the path of an Orlando Health Foundry Innovator just begins with the Program. Orlando Health is dedicated to supporting innovative ideas in healthcare and giving them the greatest opportunity to develop.