



PREPARING YOUR ORGANIZATION

- » [The Playbook: Digital Healthcare Edition](#) outlines opportunities to drive value in healthcare using digital solutions and the disciplines required to drive successful digital transformation, including:
1. **Committed ownership** that includes iterative design, strategy, and infrastructure to allow for the testing of innovative ideas to prove value.
 2. **Disruption empowerment** for leaders to make changes needed.
 3. **Effective change management** strategies that allow for cross-organization transformation.
 4. **Digital reorganization** around key areas including talent and security.
 5. **Agile culture** and **strong communication** throughout the organization to test and disseminate innovations.
 6. **Staying current** and **creating tech-savvy networks** to make innovation an ongoing discussion.

We have to bring in human-centered design to make use of AI or machine learning models and make sure that there's trust in those models and that we can clearly articulate value for the clinicians and care teams on the ground.

— **Dr. Amanda Purnell**, Director of Data and Analytics Innovation at the U.S. Department of Veterans Affairs

EVALUATING OPPORTUNITIES

- » [Veterans Health Administration](#) (VA) is America's largest integrated health care system, providing care at 1,298 facilities to 9 million Veterans yearly. [VHA Innovation Ecosystem](#) (VHA IE), the catalyst for discovering and spreading mission-driven health care innovation at the VA, demonstrates the disciplines described in *The Playbook* through various initiatives.
- » Collaboration with external partners, including companies large and small, non-profits, academic institutions, and other innovators, is a pivotal component of accomplishing its missions. To ensure data security and privacy while evaluating opportunities, the organization adopted a strategic, stepwise approach:
1. VA generates synthetic data, or artificially manufactured data, for alpha testing that mirrors real-world VA patient data
 2. This use of synthetic data catalyzes collaborations by enabling a more rapid and secure evaluation of potential partners
 3. VA then validates its evaluation using real data
- » By taking this approach, VA starts simple, allowing them to be nimble, engage with several opportunities, and add layers of complexity over time. It also allows the organization to evaluate the impact on the VA population while reducing exposure to patient data.

In all, VHA IE operationalizes the evaluation of collaborations using synthetic data to reduce risk, encourage partnerships (big and small), and promote innovation.

The Resource to Use

This case exemplifies how the VHA IE demonstrates **committed ownership**, **change management**, and **agile culture** to spur innovation, as described in [The Playbook: Digital Healthcare Edition](#). Use this resource to learn more about how you can drive high-value innovation in your work.

