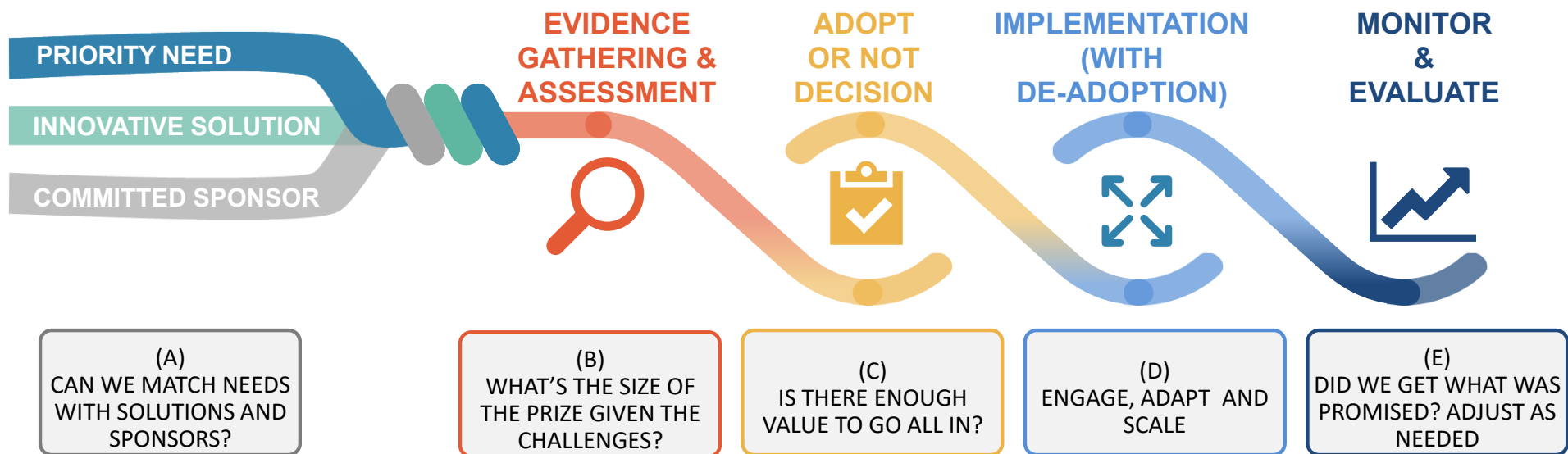


Appendix 1 (as submitted by the authors): Alberta Health Services' Innovation-to-Action Lifecycle



The Innovation-to-Action Lifecycle enables Alberta Health Services to scrutinize and select pushed innovations of value and pull innovative solutions to priority health system needs. It (A) matches priority needs of the health system with innovations and committed sponsors, (B) facilitates evidence generation, synthesis and assessment to (C) inform adopt-or-not decisions and set the stage to (D) facilitate implementation into clinical practice as appropriate with (E) subsequent evaluation of the return on investment.

While it shares some features with other process improvement frameworks (e.g., Plan-Do-Study-Act and Lean Six Sigma), the Innovation-to-Action Lifecycle is designed to address challenges unique to health innovation. For example, it considers the *extent to which the innovation aligns with AHS' priority needs* (is the problem truly an issue for the people of Alberta or Alberta's health system? If so, is it a priority to solve today given competing demands, and is there capacity and capability to work through the Lifecycle and adopt the innovation if value is demonstrated?). It assesses *leadership support* (who is, or could become, the executive sponsor(s), and can the individual(s) and commit time, effort and funding to a potential solution?) and *whether all stakeholders with a vested interest been identified and engaged* early to reduce uncertainty and mitigate risk. In this context, stakeholders may include patients, representatives from Alberta Health Services [e.g., operations, administration, SCNs, information technology, privacy and legal, quality improvement] and other partners within the health ecosystem [e.g. academics, government, not-for-profit groups]. It evaluates *resource requirements* (e.g., funding, operational, analytic and IT support) from project initiation and planning through to implementation, including what in-kind resources are available to provide support across the Lifecycle. Lastly, it determines *how issues related to large-scale adoption have been anticipated and what mitigation is possible* for known impediments to project implementation (e.g., prior commitments, competing system-wide initiatives).