

# Guidelines for innovation and business development at Akershus University Hospital

---

*December 2023*

## 1 Changes since the previous version

This is the first version. The guideline is valid from the time of approval until a revised guideline is available. Employees' work with further development of their own innovations is regulated in separate guidelines.

## 2 Purpose

The purpose of this guideline is to regulate the innovation work at Akershus university hospital HF. The enterprise shall promote innovation and business development in line with the goals and guidelines laid down in Development Plan 2040. The guideline shall contribute to the implementation of such innovation activity and business development:

- In line with current legislation
- In line with current routines, guidelines and agreements at the health institution
- In collaboration between the health organization and the employees
- In collaboration with external actors in business development

The company uses the Ministry of Health and Care's definition of innovation in the health sector, where innovation is understood as "a new or improved product, service, production process or organizational form that has been put into use" (Reproduced by Grønli et al, p. 6, 2011).

Innovation can be research-driven or originate in experience-based ideas. Furthermore, innovation can have the potential for commercialisation, if the innovation consists of new products and services that can provide financial gain through sales or licensing income. There will be interaction across different types of innovation work, such as research-driven innovation, larger and smaller development projects and digitalisation.

Akershus University Hospital wants to facilitate innovation that contributes to new solutions and better quality in patient care through:

- 1) research-driven innovation and emphasis on innovation linked to diagnostics of diseases, disease processes and treatment, including personalized medicine
- 2) service innovation as a central part of the development and improvement work
- 3) commercial development of innovations so that they can benefit the patient
- 4) collaboration with external actors and business on testing new products and solutions

### **3 Scope**

The guideline applies to systematic innovation work at Ahus, whether it is research-driven innovation, service innovation, business development of innovations, as well as product and solution development in collaboration with business.

## **4 Job description**

### **4.1 Responsible for innovation and business development**

The CEO has overall responsibility for innovation and business development, and has delegated tasks as described in EQS routine 15673 for quality and research projects. The guidelines for innovation and business development shall promote that the following functions and responsibilities are taken care of in relation to the area of innovation:

#### **Research and innovation director – Level 2**

- Responsibility for preparing and revising strategy, action plan and guidelines for innovation and business development
- Provide infrastructure for innovation and business development
- System owner for applications for follow-up and reporting of innovation projects
- Collective reporting of the company's innovation activities to Helse Sør Øst or other relevant bodies/authorities
- Represents the company's innovation work externally, including collaboration with Inven2

#### **Director (level 2) and head of department (level 3), all divisions**

- Responsible for initiating and following up innovation in own division
- Reporting of innovation projects according to established routines

#### **Project Manager**

- Ensure anchoring of innovation projects via the manager
- Report innovation projects according to established routines
- Ensure necessary permits
- Ensure that the necessary collaboration agreements are entered into with internal and external partners and that in-house lawyers are involved to ensure the quality of the agreement before these are entered into
- Ensure project management in accordance with applicable guidelines, agreements and statutory requirements
- Clarify potential conflicts of interest and competence (ref routines for bee procurement, competence/conflicts of interest report including routines)

## 4.2 Action: Network for innovation

### Management of the network

A network for innovation is being established, which consists of the Deputy Managing Director, Director of Subjects, Director of Diagnostics and Technology and Director of Research and Innovation. The interaction to promote innovation in the health enterprise is coordinated by the innovation network, and can be illustrated in the following figure:



The network for innovation has overall responsibility for assisting the Director of Research and Innovation in preparing plans to stimulate innovation, to utilize common resources for a coordinated and prioritized follow-up of innovations and to keep track of the innovations that take place under the company's auspices.

Network for innovation reports to the hospital management at least once a year.

### Working committee (AU) for innovation

A working committee (AU) for innovation is established, which consists of representatives appointed by the Deputy Managing Director, Director of Subjects, Director of Diagnostics and Technology and Director of Research and Innovation.

AU reports to the network for innovation at least 3 times per year and convenes meetings when necessary.

AU's purpose is to systematically promote the innovation work in the company, by coordinating and providing administrative support to the innovation work in the company, as well as contributing to the work with relevant work and investment areas that are shown in the figure above. AU will also have a dialogue with other staff units and the professional communities in the relevant innovation processes.

**The representatives in AU for innovation have the following division of labor:**

The representatives in AU must work together to identify and handle interdisciplinary issues related to innovation and development, and involve relevant professionals when necessary. Each member has special responsibility for following up specific focus areas, which are stated below:

- The representative for the Research and Innovation Division follows up research-driven innovation and service innovation with business potential
- Representative for the deputy managing director follows up service innovation in development work
- The representative of the Unit for Medicine and Health Sciences follows up innovation in improvement work
- Representative for Diagnostics and the technology division follows up innovation within technology and diagnostics

**AU's mandate for innovation is:**

- Prepare proposals for an action plan for innovation
- Stimulate and facilitate innovation in the individual staff units and clinics/divisions
- Be the point of contact for internal and external enquiries
- Participate with one to two representatives in regional and national innovation networks, and through these roles follow up the company's tasks and mediate contacts between employees in the health organizations who work on similar issues
- Keep track of and report innovation activity including benefit assessment in accordance with established routines
- Ensure that the Management Agreement with Inven2 is followed and revised if necessary
- Offer project support and follow up projects within innovation and business development, including assisting with notification of innovations to Inven2
- Guide project managers and others who want to work with innovation
- Assist in entering into cooperation agreements
- Assist with advice/courses to increase competence within innovation ("package course for innovation")
- Advice on competence and conflicts of interest
- Increase innovation and research by keeping track of projects, sharing project overviews and actively ensuring that the utilization rate of each individual project is increased

**More about the work to promote research-based innovation**

Ahus aims to realize the innovation potential in research, secure intellectual property rights and work for business development. Innovation related to diagnostics of diseases, disease processes and treatment, including personalized medicine, must be emphasized by:

- research managers in divisions and clinics facilitate innovation in the research groups;
- the research groups gain increased competence in innovation;
- the large patient base forms the basis for the innovation activity i.a. through:
  - (1) quality records
  - (2) biological research with biobanks
  - (3) clinical trials
  - (4) data warehouse
- the infrastructure for research-driven innovation is further developed.

**More about the work to promote service innovation**

Ahus' aim is to develop the service for the benefit of patients, relatives and employees. Innovation must be part of development and improvement projects i.a. through to:

- strengthen culture and competence for innovation
- utilize the potential in patient volume and staff expertise
- use knowledge from health service research in further development of the service
- facilitate pragmatic clinical trials

**More about the work to promote business development of innovations**

Ahus wants innovations that can be commercialized to be further developed so that they can be used in the health service. This is done i.a. through to:

- work closely with Inven2
- stimulate development from idea to market-ready products and services

**More about the work to promote product and solution development in collaboration with the business world**

Ahus wants to work with business players to develop new products and solutions which, among other things, can provide better patient care by:

- have a single point of contact for external stakeholders
- have good infrastructure for collaborative projects

## 5 Related documents

- EQS routine 15673 for quality and research projects

## 6 Basic information

### 6.1 Basic documents

- **Bjørn Grønli, Tove Klæboe Nilsen, Arild Pedersen and Johnny Heggstad. 2011.**  
"Report: Proposal for new national indicators for innovation in the health sector." Ministry of Health and Care. Oslo.  
URL: [Innovation indicators in the Public Sector \(regjeringen.no\)](https://www.regjeringen.no)
- **Ahus University Hospital HF.** "Development plan 2024". Lørenskog.  
URL: [development plan-2040.pdf \(ahus.no\)](https://www.ahus.no)

### 6.2 Definitions

- **Innovation in the health sector:** "New or improved product, service, production process, or organizational form that has been put into use" (Reproduced by Grønli et al, p. 6, 2011).