Innovation strategy for the Stockholm Region

INNOVATION CAPACITY FOR A SUSTAINABLE SOCIETY
Applies to all Region Stockholm committees and companies
Innehåll

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Read more about Region Stockholm’s innovation strategy
regionstockholm.se/innovation
1. Introduction

IN PUBLIC SERVICES, innovation is often about new services or new ways of providing services, but it can also mean developing organizational solutions that enable public bodies to do their work more efficiently.

Research that leads to knowledge and insights can lead to innovation. Innovation can also come from monitoring the world around us and developing our activities to better meet the needs of our residents. Innovation is a strategic tool for the creation of new services, processes, working methods and products. Its value comes from the application and utilization of a concept that can come in many forms – financial, social, functional or environmental.

2. Purpose

REGION STOCKHOLM’S INNOVATION STRATEGY aims to strengthen the innovation capacity of all services owned by, or run using funding from, Region Stockholm so that new solutions are used, disseminated and integrated in the long term. Residents, patients, family members, travelers and visitors are the starting point in our ambition to develop Region Stockholm’s activities in the short and long term.

A culture that embraces employees’ ideas and willingness to change makes innovation possible. The aim is for the strategy to guide work on innovation so that it avoids a piecemeal approach and has clear systems in place for innovation procurement, intellectual property management and collaboration with external partners.

3. Application

THE INNOVATION STRATEGY must be implemented by all Region Stockholm committees and companies.

The innovation strategy will help to achieve Region Stockholm’s overall vision: "An attractive, sustainable and growing Stockholm region with freedom for its residents to shape their lives and make active decisions".
4. Strategy for innovation

REGION STOCKHOLM SEEKS TO PROMOTE growth and development in the county and will help create the conditions for the Stockholm region to continue to be a leading, innovative and sustainable growth engine for the whole of Sweden. The aim is to become the world’s most innovation-driven region by 2025.

Region Stockholm will actively initiate partnerships with external actors where this can lead to benefits for residents, patients, relatives, travelers and visitors. Region Stockholm will be seen as first choice when external actors are seeking collaboration to get access to suitable test beds. There will be clear processes and contact channels to assist external actors wishing to partner with the Stockholm region. A high degree of cooperation between committees and companies is essential for systematic and resource-efficient work on innovation within the Stockholm region.

4.1 Four perspectives for work on innovation

Work on innovation undertaken in the Stockholm Region will focus around the following four perspectives:

1. **New services to make everyday life easier**
   The planned work on innovation at Region Stockholm will focus on creating benefits for the everyday lives of residents, patients, relatives, travelers and visitors.

2. **Raising the quality of public services**
   Innovation helps raise the quality of Region Stockholm’s services and increase reliability in the delivery of public services and goods.

3. **Increased efficiency in service provision**
   Innovation creates a more resource-efficient organization with smarter processes, with tasks being developed, automated, streamlined or replaced.

4. **Increased capacity for insight, analysis and knowledge building**
   Innovation enables the sharing, management and analysis of large volumes of data and information, leading to insights that were not previously available and supporting day-to-day decision-making, business development and research. This in turn is the basis of further innovation.

“The goal is to become the world’s most innovation-driven region by 2025”.

The core of the strategy is services’ responsibility for innovation at the local level, in which they are supported by a central unit. Clear and easy interaction with external partners requires predictability and a framework. Collaboration will be covered by an agreement and must otherwise comply with the relevant legislation.

Samtliga verksamheter ansvarar för att bedriva utveckling med fokus på innovation som skapar nytta.
4.2 Integrated innovation

- Each committee and company has responsibility within its remit for pursuing development through innovation. Active leadership is needed to create a culture in which employees are encouraged to contribute to change and innovation.
- Work on innovation will be characterized by a willingness to try out new ways of thinking and acting, and also by a long-term and open approach to the work.
- Systematic work on innovation will be integrated into regular operational management.
- Services will allocate their own resources to actively support development, innovation and renewal that help create high-quality, cost-effective operations offering a high level of service and a good working environment.
- Region Stockholm will promote the use of new technologies as tools to ensure the quality and efficiency of its services.
- For Region Stockholm’s committees and companies, innovation will be a natural tool for developing, streamlining and ensuring the quality of their activity.
- Committees and companies will endeavor to empower employees to understand and respond to opportunities to use innovation as a strategic tool to improve their activity.
- Employees will be trained and informed on an ongoing basis about the opportunities offered by innovation in order to increase their innovation capacity and maturity. This work will be undertaken in partnership with universities and colleges.

4.3 Internal development work

- Region Stockholm encourages employees to think creatively and contribute to the development of Region Stockholm for the benefit of its citizens and to benefit the development of the region as a whole.
- Innovations that arise within the context of employment at Region Stockholm may attract intellectual property rights, such as patents, copyrights and design rights. Assessment of what intellectual property rights Region Stockholm may have as an employer will be made on a case-by-case basis.
- Intangible assets created in the context of employment and for which Region Stockholm has right of use or title under applicable law should be to the benefit of Region Stockholm.
- The application of the IPR regulations should be clear, transparent and communicated to all employees and, where appropriate, to external stakeholders.
- Funds from the Innovation Fund are available to employees wishing to submit proposals and ideas for developing, testing, evaluating and introducing new innovative products, services and methods.
- Region Stockholm works proactively on methods to identify needs, insights and ideas from residents, patients, relatives, travelers and visitors.
- Suggestions for improvement received from patients, relatives, travelers and the public will be used in the Region Stockholm’s work on innovation.
4.4 Test environments
• Region Stockholm will collaborate with external actors by offering high-quality test and demonstration environments when there is a clear operational and user benefit. These test environments should also be available for employee’s innovations.
• Trialing different ideas provides valuable information to support a decision on whether or not to introduce an innovation on a permanent basis, so as to further develop the innovation and stimulate regional growth.
• There may be a need for new remuneration and funding models when new solutions are introduced.

4.5 Innovation and purchasing
• Region Stockholm will contribute to the development of innovative solutions through innovation-friendly procurement. Options for stimulating innovation in conjunction with procurement will be systematically explored.
• Contracts and remuneration models with service providers should be designed to drive innovation where possible.
• Innovation partnerships are a priority form of collaboration, creating opportunities for collaboration with external actors where roles are clearly defined. This form of collaboration is particularly suitable for large-scale, long-term innovation projects.

“Region Stockholm will contribute to the development of innovative solutions through innovation-friendly procurement”.

Regionstockholm.se/innovation provides inspiration and examples of innovations in development.

The ambulance drone is equipped with a defibrillator and can be airborne within three seconds of an alert. It has been developed with support from the Innovation Fund.
5. Execution

INNOVATION IS the responsibility of individual services. The basic principle is that each committee and company is responsible for the work on innovation needed to achieve its operational objectives. If a project involves more than one service, the project is based at the service that is thought most likely to be able to carry it out in terms of resources and expertise.

- All services form part of the Stockholm Region innovation structure, which is line managed.
- The Regional Chief Executive’s Office is responsible for coordinating and monitoring work done on innovation by Region Stockholm’s committees and companies with the aim of strengthening the Region’s capacity for innovation.
- The Regional Chief Executive’s Office convenes an Innovation Coordination Group consisting of representatives from committees and companies and, where necessary, specialists in the area concerned.
- The Group is chaired by the Regional Chief Executive.
- The Innovation Coordination Group prepares and works up proposals for decisions on joint strategic innovation initiatives. When doing so, the Group takes into consideration the need for agreement with other bodies such as the Council for Research, Development and Education in the Stockholm Region (FoUUrådet).
- The proposals are presented to the Stockholm Region leadership team for their comments and then agreed by the Executive Board’s Innovation and Development Committee.
- The relevant committees and companies appoint representatives to the Innovation Coordination Group to ensure there is expertise within the group from Region Stockholm’s different operational areas.
- The Regional Chief Executive’s Office will clarify and simplify contact channels relating to innovation for external actors.
- The innovation strategy follows Region Stockholm’s governance, management and monitoring model and will be monitored as part of Region Stockholm’s annual year-end, when financial statements are presented.

6. Implementing the strategy

6.1 Funding
The basic principle is that each committee and company takes responsibility, and allocates funds, for the innovation support it needs. Each board and company must ensure there is scope for innovation projects when preparing budgets and operational plans. This must be done in the context of Region Stockholm’s budgetary process. Where necessary, Region Stockholm will create long-term opportunities for specific strategic innovation initiatives that promote new solutions to major structural challenges.

The Innovation Coordination Group prepares proposals for joint strategic innovation initiatives, such as feasibility studies for applications for funds from foundations, the EU and Government innovation funding schemes, the implementation of new technologies and the development of principles for the management of intellectual property rights. The work of the Regional Chief Executive’s Office is funded within the existing budget.

External funding can be used to fund innovation and must be organized and managed in line with current legislation.

6.2 Sustainable development and accessibility
Region Stockholm’s work on innovation will take into consideration both sustainable development and accessibility for people with disabilities. Work on innovation must be undertaken responsibly, having due regard to ethics and individual privacy.