Definition of Innovation

**INNOVATION; noun; in·no·va·tion \ˌi-nə-ˈvā-shən\**

: the act or process of introducing new ideas, devices, or methods

*Webster’s Dictionary*
Innovation as Bridging

**Ideas**
- Therapeutics
- Services
- Technologies
- Behaviors

**Implementation**
- Widespread Practice
- Changed outcomes
- Spread & Scale-up
- Sustained progress
Why do we need innovation?

- Consumerism and Personalization
- Volume to value
- Healthcare and social care everywhere
- Ageing
- Economics
- Wellness
How do we address these challenges?

“I think you should be more explicit here in step two.”
More of the Same?

William Pollard

Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.
Surely he’s right?

“WE CANNOT SOLVE A PROBLEM BY USING THE SAME KIND OF THINKING WE USED WHEN WE CREATED THEM.”

- ALBERT EINSTEIN
Radical Redesign (from the inside out)

**Change From the Inside Out**

**Health Care Leaders Taking the Helm**

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Even as politicians and pundits continue to debate the merits of the Affordable Care Act (ACA), it is time to look beyond it to the next phase of US health care reform. Although many physicians contributed to the development and implementation of the ACA, the forces that have steered it so far have been primarily governmental. Leaders from within health care should now more firmly take the tiller. To borrow a phrase contributed by Splaine and colleagues, it is time to move from change forced from the “outside in” to change led from the “inside out.”
IHI Leadership Alliance

Change the Balance of Power
– Co-produce health and wellbeing in partnership with patients, families, and communities

Standardize What Makes Sense
– Standardize what is possible to reduce unnecessary variation and increase the time available for individualized care

Customize to the Individual
– Contextualize care to an individual’s needs, values, and preferences, guided by an understanding of “what matters” to the person in addition to “what’s the matter”
Promote Wellbeing
- Focus on outcomes that matter the most to people, appreciating that their health and happiness may not require health care

Create Joy in Work
- Cultivate and mobilize the pride and joy of the health care workforce

Make it Easy
- Continually reduce waste and all non-value-added requirements and activities for patients, families, and clinicians
Move Knowledge, Not People
- Exploit all helpful capacities of modern digital care and continually substitute better alternatives for visits and institutional stays. Meet people where they are, literally.

Collaborate/Cooperate
- Recognize that the health care system is embedded in a network that extends beyond traditional walls. Eliminate siloes and tear down self-protective institutional or professional boundaries that impede flow and responsiveness.

Assume Abundance
- Use all the assets that can help to optimize the social, economic, and physical environment, especially those brought by patients, families, and communities

Return the Money
- Return the money from health care savings to other public and private purposes
Radical Redesign clues for innovation

- New ways to see care through the patient’s eyes
- Co-production
- New technology
- New care models
- New business models
- New ways to liberate the workforce
So why is innovation so difficult?

1. It needs to be implemented!

*Creativity* is thinking up new things. *Innovation* is doing new things.

- Theodore Levitt
So why is innovation so difficult (2)?

2. It involves making difficult decisions.
So why is innovation so difficult (3)?

3. It involves persistence.

Thomas Edison on the light bulb

- "I have not failed 700 times. I have not failed once. I have succeeded in proving that those 700 ways will not work. When I have eliminated the ways that will not work, I will find the way that will work."
So why is innovation so difficult (4)?

4. It takes vulnerability to admit that we don’t have all the answers.

Vulnerability is the birthplace of innovation, creativity and change.

Brené Brown
Implications for Integration

Is integration simply the uniting of two systems?

Or is it something more ambitious?
One of these needs innovation

Independent living means all disabled people having the same freedom, choice, dignity and control as other citizens at home, a work and in the community.
Don’t these apply to social care too?

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New Leadership Required (or humility is in)
“If a goal of conversation is to improve communication and build a relationship, then telling is more risky than asking.

*Asking* temporarily empowers the other person and temporarily makes me vulnerable.”
Let’s talk about Culture

Explicit Culture –
Heroes, Symbols, Structures

Implicit Culture –
Values, Beliefs, Assumptions, Purpose
Where will we find innovations?

The adjacent possible is a kind of shadow future, hovering on the edges of the present state of things, a map of all the ways in which the present can reinvent itself.

— Steven Johnson —

7 Recurring Patterns in the Innovations

- The Adjacent Possible
- Liquid Networks
- The Slow Hunch
- Serendipity
- Error
- Exaptation
- Platforms

Steven Johnson, Where Good Ideas Come From,
Asking and Innovation