Innovation

Jo Bibby, Director of Strategy and Innovation

22nd February 2016
The Health Foundation
Our Strategy

What we want:
- to improve health service delivery
- to make health policymaking more effective
- a healthier UK population

What we will do:
- test innovations and spread what works
- build skills and knowledge

Our aim:
- We want better health and health care for people in the UK
- develop and share the evidence base
Resource Centres

Patient safety resource centre

Our patient safety resource centre enables you to access credible information at your fingertips. With resources to suit all levels of practice, from key research to national standards, implementation guidelines and case studies, you’ll find everything you need, all in one place.
Resource Centres

Person-centred care resource centre

Our person-centred care resource centre is designed to help health care professionals implement a more person-centred health care service, where people are supported to more effectively manage and make informed decisions about their own health and care.
Publications

- **At the heart of health**
  Realising the value of people and communities
  
- **The habits of an improver**
  Thinking about learning for improvement in health care
  October 2015

- **Continuous improvement of patient safety**
  The case for change in the NHS
  November 2015
Find out more

For all the latest news and developments from the Health Foundation:

• subscribe to our email newsletter at health.org.uk/newsletter
• register for email alerts to be notified about our latest work at health.org.uk/updates
• follow us on Twitter, Facebook, YouTube or LinkedIn.
What do we mean when we talk about innovation?
... as a noun: *An innovation*

**innovation**

/ɪnəˈvɛrɪʃ(ə)n/

*noun*
noun: innovation

- a new method, idea, product, etc.
  plural noun: innovations
  "technological innovations designed to save energy"

**Origin**

- **LATIN**
  innovare → innovatio

- **ENGLISH**
  innovate

late Middle English: from Latin *innovatio(n-)*, from the verb *innovare* (see innovate).
Innovation: in the eye of the beholder?
Where can we look for innovations?
Innovation Learning Network  www.iln.org

What we do

Here’s a glimpse at a few of the ways we create opportunities to connect, share knowledge and gain inspiration.

VIRTUAL SESSIONS
The bulk of the sharing takes place during these sessions. Twice a month we hold hour-long “Virtual Thursday” webinars where we highlight an innovation or prototype, with a focus not just on the content, but on the “innovation journey” as well.

INPERSON MEETINGS
There are a lot of great innovation conferences and symposiums out there. Our InPerson Meetings however are not conferences. They’re messy work meetings, where innovators learn skills and methods to push their thinking forward, and where lasting relationships are forged with other like-minded innovators.

COLLABORATIVES
Small, self-organizing project groups that come together around a shared interest in a content area. Past groups formed around topics like Personal Health Records, Ambulatory of the Future, CareAnyWhere and Innovation Culture & Competencies.
MassChallenge UK connects high-impact, early stage startups with mentors, partners and investors, while providing the most high-impact support during a 4-month accelerator programme in London.

- MassChallenge UK is the most startup-friendly accelerator in London and currently has 90 startups from all different industries, from all over the world.
- MassChallenge UK does not take equity from the startups we support or take any fees from startups - we value impact over equity.
- Teams within the accelerator are eligible to compete for shares of £500,000 in cash to be awarded at the end of the programme.
NHS Innovation Accelerator

Innovations will help to prevent diseases, speed up diagnosis, improve safety and efficiency of services and increase patient participation in decision making, self-management and research.

This will lead to better health outcomes and a more sustainable NHS.

http://www.england.nhs.uk/accelerator  #NHSAccelerator
Frugal Innovation

Frugal innovation or frugal engineering is the process of reducing the complexity and cost of a good and its production.

Usually this refers to removing nonessential features from a durable good, such as a car or phone, in order to sell it in developing countries.
Examples

LV Prasad Eye Institute
Social Innovation

A novel solution to a **social** problem that is more effective, efficient, **sustainable**, or **just** than current solutions.

The value created **accrues primarily to society** rather than to private individuals.
Casserole Club

Doing something great with an extra plate

Join Casserole Club

Become a Cook  Suggest a Diner
Doblin’s 10 types of innovation

https://www.doblin.com/ten-types/
Doblin’s 10 types of Innovation

- Profit Model
- Network
- Structure
- Process

CONFIGURATION
Doblin’s 10 types of Innovation
Doblin’s 10 types of Innovation

Service | Channel | Brand | Customer Engagement

EXPERIENCE
Reflections

No shortage of ideas but we could:

- think more broadly along the supply chain
- look at how we use wider assets
- think ‘less is more’
... as a verb: *To innovate*

**innovate**

/ɪnəˈveɪt/

verb

verb: innovate; 3rd person present: innovates; past tense: innovated; past participle: innovated; gerund or present participle: innovating

- make changes in something established, especially by introducing new methods, ideas, or products.
  - "the company's failure to diversify and innovate competitively"
- introduce (something new, especially a product).
  - "we continue to innovate new products"

**Origin**

mid 16th century: from Latin innovat- ‘renewed, altered’, from the verb innovare, from in- ‘into’ + novare ‘make new’ (from novus ‘new’).
How do we innovate?
Design Council ‘Double Diamond’

http://www.designcouncil.org.uk
Nesta

www.nesta.org.uk
Double Diamond Design Process

We suggest that your projects follow a "Double Diamond" design process of four consecutive stages (based on work by the UK Design Council). These four stages allow you to:

1. Open up and question what it is your improvement/innovation project should focus on. This is the Discover phase, where you might explore and understand service-users’ needs, for example;
2. Focus on the important issues to tackle in your project, based on what you’ve discovered. This is the Define phase, where you define problems and begin to interpret them;
3. Open up again to explore different ways of tackling the problem by designing things. This is the Develop phase, where you design and test potential solutions; and
4. Focus on producing practical, working solutions and implementing them. This is the Deliver phase, where you concentrate on the final specification and production of the service.

We describe these four stages in more detail in the links above (and this page’s sub-menu), with practical suggestions on which method(s) could be used at each particular stage.

FEATURED METHODS

- Experience prototyping
  - This realistic simulation is certainly one of the best ways for visualising human behaviour and for sharing even its
  - read more

- Distributed Scenario Brainstorm
  - Coming up with innovative ideas for

- Generate new ideas

- Start a project

- Understand my priorities

- Make it big
Common Themes

- ‘human centred’ design
- Expert skills and knowledge: ethnography, design, engineering
- Deep understanding of the problem
- Prototyping and testing
As an adjective: *to be innovative*

**innovative**

/ˈɪnəvətɪv/ ▶

*adjective*

adjective: innovative

(of a product, idea, etc.) featuring new methods; advanced and original. "innovative designs"

- (of a person) introducing new ideas; original and creative in thinking. "writers who are now viewed as innovative"

*synonyms:* original, innovatory, innovational, new, novel, fresh, unconventional, unorthodox, off-centre, unusual, unfamiliar, unprecedented, avant-garde, experimental, inventive, ingenious; More
What does it mean to be innovative?
Organisation readiness for change

**Change Valence**
- What is the value of the change and to whom?

**Change Efficacy**
- What does the change involve?
- Are the resources available?
- Does the current situation allow it?

**Contextual factors**
- Culture, organisational flexibility, past experience

_A theory of organizational readiness for change_
Adopting innovation in complex systems


Complex adaptive systems characterised by:

- Structures
- Processes
- Patterns

Structures and processes to:
- spot innovations
- test innovations
- scale innovations
Factors shaping patterns

- The nature of relationships; how they are built and maintained.
- The nature of decision-making; how is it done and by whom.
- The nature of power; how is it acquired and how is it used.
- The nature of conflicts; how do they arise and what are the common forms of dealing with them.
- The importance placed on learning; both individually and collectively.

Back to the future?

A decade from now it should be commonplace that:

- Staff at all levels feel encouraged to think creatively.
- Health care organizations have moved beyond “change as a project” and have established a pervasive “habit for change.”
- Health care organizations can boast implementation of hundreds of locally-generated innovations.
- Innovative ideas generated anywhere in the health care system spread through the entire system.
- Most health care organizations have deliberate innovation efforts supported by dedicated R&D resources.
- National and regional health care innovation centers serve as conduits for ideas to make health care better.
- Other industries come to look at health care organizations for examples of best practices in the area of innovation and change.

Plsek (2003)
Conclusions
Keep in touch

Find out more

For all the latest news and developments from the Health Foundation:

- subscribe to our email newsletter at health.org.uk/newsletter
- register for email alerts to be notified about our latest work at health.org.uk/updates
- follow us on Twitter, Facebook, YouTube or LinkedIn.