

OPEN IMPROVEMENT™ – A NEW APPROACH TO IMPROVING INNOVATION ADOPTION IN THE NHS

Lisa Mynheer, Lise Kagenow, Martin Smith

Oxford Innovation, New Road, Oxford OX1 1BY, UK; Induct Software, Rosenkrantz' gate 4, 0159 Oslo, Norway

Abstract

Open Improvement stems from an understanding that an increase in the adoption and spreading of innovation requires maturity in innovation capability and culture together with effective innovation management processes.

The Open Improvement™ (OI) approach was developed by Oxford Innovation's experienced innovation practitioners and coaches, many of who have worked in or for the healthcare sector, in partnership with Induct's team of software engineers. Induct are global leaders in the design and implementation of cloud-based innovation management solutions.

This project is seeking to demonstrate the effectiveness of the OI model in achieving more effective adoption and spreading of innovation.

Introduction & Purpose

Improvement in innovation adoption and sharing is a necessary step for the NHS to address current challenges:

- ⌘ People living longer and with complex conditions
- ⌘ Increasing costs & flat funding
- ⌘ Rising expectations of quality of care

The purpose of testing the Open Improvement (OI) model is to demonstrate that by improving innovation culture, building capability, and implementing innovation management processes the NHS can:

- ⌘ Improve patient outcomes
- ⌘ Enhance quality and productivity
- ⌘ Focus resource allocation
- ⌘ Drive innovation, sharing and diffusion

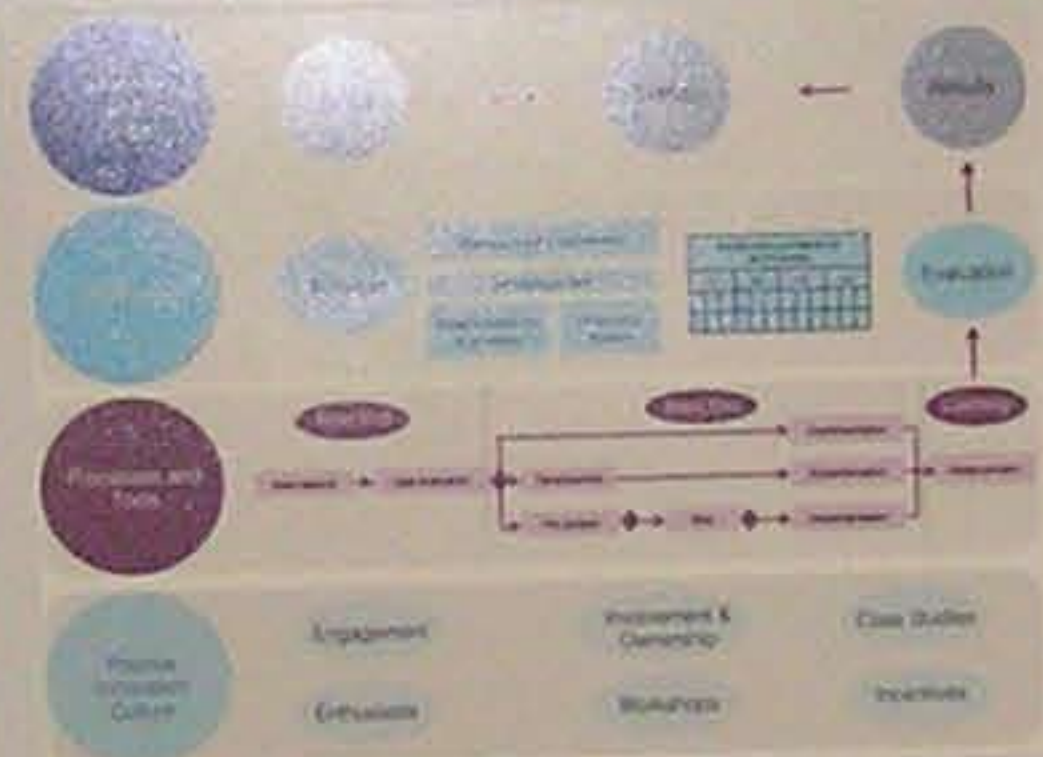
And leave an organisation:

- ⌘ With an embedded innovation-embracing culture
- ⌘ With up-skilled staff and increased innovation capability
- ⌘ With an integrated and fully configurable innovation management system
- ⌘ With the ability to connect, collaborate and share best practice
- ⌘ More resilient and sustainable

Method

The Open Improvement delivery model is based on a 6-stage coaching approach to support effective change. The stages are as follows:

STAGE 1 - Purpose management – Situations, interests, identification and alignment with organisational goals with the organisation's strategy



STAGE 2 – What's currently happening? - Assessment of innovation capability using INNdex - an online tool, to provide insights into an organisation's improvement capability mapped against those factors that are known to enable or restrict improvement, innovation and change.

STAGE 3 - Develop the strategic plan; define the innovation objectives and processes; recruit and train innovation Champions using the GET2 tool

STAGE 4 - Implement the plan, configure the innovation management system to meet the requirements defined in stage 3. Engage all occupational groups. Training and start innovating

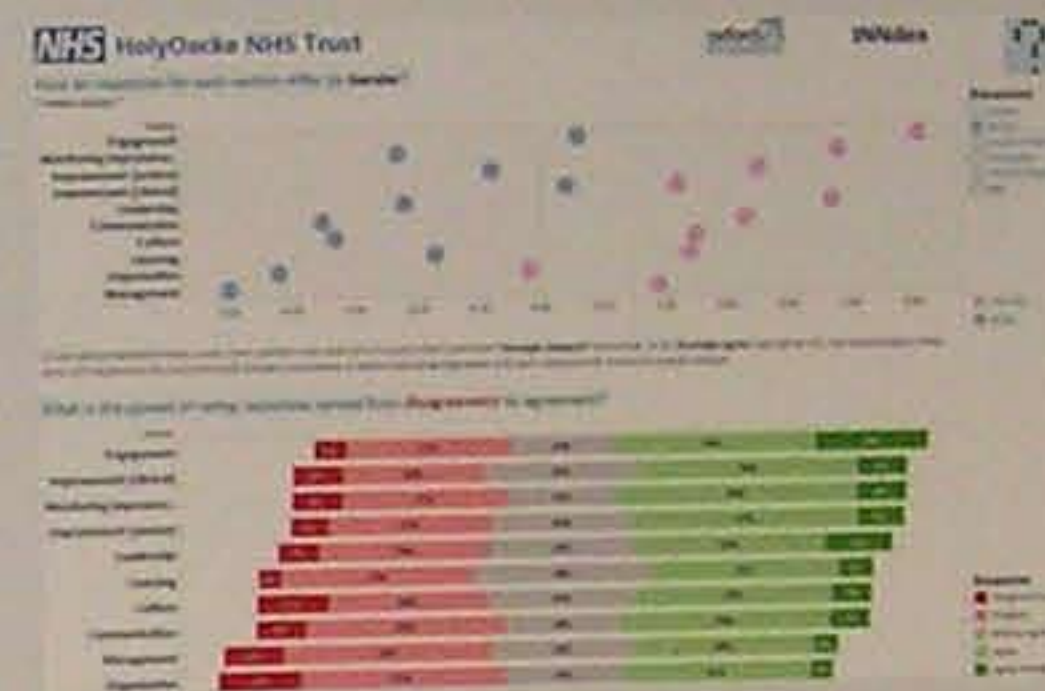


STAGE 5 - Leading and managing

STAGE 6 - Assess, learn, improve

Results

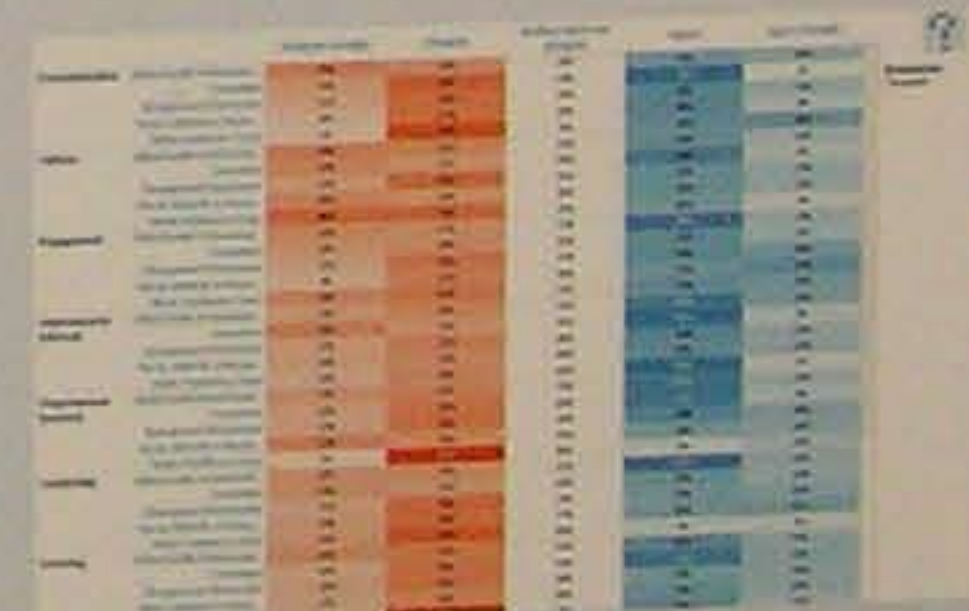
Results of the first pilots are awaited. Charts below are examples of the analyses that organisations will be able to populate with their own data and monitor improvement with respect to the barriers to innovation.



Data can be cut by:

- Age group
- Gender
- Length of healthcare-related service
- Private sector experience
- Occupational group
- Organisation

Different presentation formats are available to suit personal preferences



HEATMAP – Intensity of colour representative of % Occupation selected

Conclusion

Conclusions for the UK cannot yet be drawn. We anticipate being able to identify where and to what extent barriers to innovation exist within organisations and different professional groups. The INNdex tool and open-innovation-designed Induct platform will empower organisations to manage their own improvement, benchmark and share with other communities thereby demonstrating Open Improvement.

Acknowledgments: Pilots underway are funded by NHS England Regional Innovation Fund, Oxford Innovation and Induct.

For more information contact:

Lisa Mynheer: l.mynheer@oxin.co.uk
Lise Kagenow: lk@inductsoftware.com

oxford
innovation

Induct
Company Innovation Collaborator