Perspectives on managing innovation in long-term care: a Q-methodology study

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Background

• population aging and staff shortage compel health care organizations to innovate

• embedding innovation structurally in health care organizations is not simple

• how to prepare to succeed in any type of innovation
### INNOVATION IS NOT AN AD-HOC INITIATIVE

<table>
<thead>
<tr>
<th>ORGANIZING CARE</th>
<th>ORGANIZING INNOVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vison on care / values</td>
<td>?</td>
</tr>
<tr>
<td>Infrastructure; teams, roles</td>
<td>?</td>
</tr>
<tr>
<td>Interprofessional collaboration</td>
<td>?</td>
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<tr>
<td>Leadership</td>
<td>?</td>
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<tr>
<td>Systems, tools, instruments</td>
<td>?</td>
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<tr>
<td>Processes, procedures, quality</td>
<td>?</td>
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<tr>
<td>Budget, conditions etc etc</td>
<td>?</td>
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</table>
Innovation readiness

• the level of maturity of an organization

• to succeed in any type of innovation

• comprehends the entire innovation cycle
To implement an innovation...
Research innovation readiness

**Scoping review**
- factors contributing to innovation readiness
- studied in health care

**Interviews**
- what are important factors studied in long-term care
- interviews with health-care experts (#16)

**Q-study**
- factors: most – least important
- #30 health-care experts

**Scan**
- self-evaluation -> indicating innovation readiness maturity
Scoping review

- Studies reporting empirical data
- 90% studies since 2011
- no innovation readiness framework
- interplay of factors understudied
- 50% studies: in hospitals - implementation
Interview study

“You have to prepare upfront... to decide on your envisioned direction”
FRAMEWORK INNOVATION READINESS

- **innovative organizational culture**
  - innovation-ready behavior
  - innovative competencies

- **strategic course for innovation**
  - innovation strategy
  - innovation organization
  - innovation communication

- **innovation journey**
  - innovation process
  - inter-organizational links
  - learning program

- **leadership for innovation**
  - leadership style
  - middle manager's role
  - collective leadership

- **learning for innovation**
  - learning and reflecting
  - room for learning

Van den Hoed et al 2024 accepted for publication
Q-sort: offline / online

When a health care organization wants to become innovation ready than ..........
1. supportive role of management
2. participation of the client (system) and employees
3. setting the course and creating conditions
4. structuring decision-making, roles and responsibilities
Conclusion

36 statements being important for innovation readiness

No fixed route toward innovation readiness

Suggested: start with the innovation ambition

Next step: develop a scan to assess the innovation readiness
3. In mijn organisatie wordt het innovatiebudget daar waar nodig bijgesteld.

Innovatiebudget: budget dat is bestemd voor innovatie o.a. aankoop van innovaties en tijd voor medewerkers bij innovatieprojecten.

<table>
<thead>
<tr>
<th>Niet</th>
<th>Informeel</th>
<th>Af en toe</th>
<th>Meestal</th>
<th>Optimaal</th>
<th>Geen zicht op</th>
</tr>
</thead>
<tbody>
<tr>
<td>We doen dit niet</td>
<td>We doen dit wel</td>
<td>We doen dit af en toe</td>
<td>We doen dit meestal</td>
<td>We doen dit consequent</td>
<td>Ik heb er weinig zicht op</td>
</tr>
<tr>
<td>Hebben we geen afspraken over</td>
<td>Hebben we geen afspraken over</td>
<td>Volgens gemaakte afspraken</td>
<td>Volgens gemaakte afspraken</td>
<td>We leren ervan</td>
<td>Ik kan hier geen mening over geven</td>
</tr>
</tbody>
</table>
Thank you for your attention

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