

APRIL 1, 2023



# Skills and Innovation for Adult Social Care

## PROMOTING INNOVATION LEADERSHIP IN CARE: DIGITAL LEARNING PROGRAMME

MODULE 3: DEVELOPING A CULTURE OF INNOVATION

LAPIS RESEARCH PROJECT  
LEARNING FOR ADULT SOCIAL CARE PRACTICE INNOVATIONS AND SKILL DEVELOPMENT  
Project no: 2020-1-UK01-KA202-078960

Learning Objectives:

By the end of this module, learners will be able to:

- Define the term "culture of innovation" and understand its importance in adult social care.
- Identify the key components of a culture of innovation.
- Develop strategies for building a culture of innovation in their workplace.
- Develop strategies for creating an innovation-friendly environment in their workplace.
- Understand the components of a supportive innovation infrastructure.
- Identify strategies for creating a supportive innovation infrastructure in their workplace.
- Develop an action plan for implementing a supportive innovation infrastructure in their workplace.
- Understand the importance of funding and resources in supporting innovation in adult social care.
- Identify potential sources of funding and resources for innovative projects in adult social care.

#### Key Components of a Culture of Innovation:

**A culture of innovation** refers to an environment or set of values within an organization that encourages and supports the generation and implementation of new ideas, methods, and products to bring about positive change. It is a mindset that promotes creativity, experimentation, and continuous improvement, fostering an atmosphere where individuals are empowered to explore innovative solutions and challenge conventional thinking.

#### Key Components of a Culture of Innovation

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The culture of innovation, as a complex phenomenon, is determined by many different factors. It is worth highlighting the most relevant of these:

1. **Leadership Support:** Leadership plays a crucial role in fostering a culture of innovation. Supportive leaders create an environment where new ideas are encouraged, resources are allocated for innovation initiatives, and employees are empowered to take risks and explore innovative solutions.
2. **Open Communication and Collaboration:** A culture of innovation thrives on open communication and collaboration. It involves creating channels for sharing ideas, encouraging cross-functional collaboration, and fostering a safe and inclusive environment where diverse perspectives are valued.
3. **Willingness to Take Risks:** Innovation involves a willingness to take risks and embrace failure as a learning opportunity. A culture of innovation encourages employees to experiment, learn from mistakes, and iterate on ideas, promoting a mindset of continuous learning and improvement.
4. **Empowerment and Autonomy:** Providing employees with autonomy and a sense of ownership over their work fosters innovation. When individuals feel empowered to make decisions and explore new ideas, they are more likely to take initiative and contribute innovative solutions.
5. **Learning and Professional Development:** A culture of innovation values learning and professional development. Organizations that support continuous learning through training programs, knowledge-sharing platforms, and opportunities for skill development create an environment where employees are equipped with the tools and knowledge to innovate.
6. **Recognition and Reward:** Recognizing and rewarding innovative efforts and outcomes reinforces a culture of innovation. Celebrating successes, acknowledging contributions, and providing incentives for innovation encourages employees to actively engage in the innovation process and feel valued for their contributions.

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## The Benefits of a Culture of Innovation

In the adult social care sector the culture of innovation takes on a special significance. It is a sector in which the people at the heart of the carers' activities should play a central role. It is also a sector where, due to financial considerations and beliefs, innovation is not put at the centre. It is therefore worth realising the role that innovation can and should play in the social care sector.

1. Culture of innovation plays a **vital role in improving the quality of care provided to service users**. By fostering an environment where new ideas and approaches are welcomed, organizations can identify and implement innovative practices that enhance the effectiveness, safety, and efficiency of care services. This may involve adopting new technologies, developing novel care models, or implementing evidence-based interventions.
2. Culture of innovation **is essential for meeting the changing needs of service users**. The field of adult social care is continually evolving due to various factors, such as demographic shifts, advancements in healthcare, and evolving societal expectations. To effectively respond to these changes, organizations need to embrace innovation. By encouraging a culture of innovation, organizations can adapt their services, anticipate emerging needs, and develop innovative solutions that address the unique and evolving requirements of service users.
3. Culture of innovation **promotes a proactive and person-centered approach to care**. It empowers care providers to think creatively and collaboratively, involving service users and their families in the decision-making process. This approach ensures that the care provided is tailored to the individual's preferences, values, and goals, leading to improved outcomes and a more satisfying care experience.
4. In a rapidly changing healthcare landscape, a culture of innovation **facilitates the adoption of best practices and keeps organizations at the forefront of advancements in the field**. It encourages a continuous learning mindset, where professionals are encouraged to stay informed about the latest research, technologies, and

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methodologies. This ongoing professional development enables care providers to deliver evidence-based, high-quality care and ensures that they remain responsive to emerging trends and best practices.

### Brainstorm activity: Strategies for Building a Culture of Innovation

Please complete a spider diagram brainstorming strategies for building a culture of innovation in your workplace and analyse how you could implement these strategies in the workplace.

You can start with the prompts below:

- How can leadership support innovation?
- What incentives can be provided for staff to come up with new ideas?
- How can risk-taking be encouraged while still maintaining safety and quality standards?
- How can feedback and evaluation be used to improve innovation?

You can find more information about brainstorming here:

Eng: <https://www.youtube.com/watch?v=YXZamW4-Ysk>

PL: <https://www.youtube.com/watch?v=puqWRs5IRyM>

How to prepare a spider diagram:

Eng: [https://www.youtube.com/watch?v=Y\\_LMYE\\_WUME](https://www.youtube.com/watch?v=Y_LMYE_WUME)

PL Jak przygotować diagram pająka?

<https://www.apeaksoft.com/pl/mind-map/spider-diagraming.html>

### Characteristics of an Innovation-Friendly Environment:

When considering an innovation-friendly environment in the context of adult social care, there are specific characteristics that contribute to fostering innovation and improving the quality of care. Here are some characteristics typically associated with an innovation-friendly environment in adult social care:

1. **Person-centered approach:** An innovation-friendly environment in adult social care places a strong emphasis on a person-centered approach. This means that care is

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tailored to the unique needs, preferences, and goals of each individual. By valuing individuality and promoting person-centered care, organizations create an environment that encourages innovative solutions to address the diverse needs of the people they support.

- 2. Empowering staff and service users:** An innovation-friendly environment empowers both staff and service users to actively participate in the care process. Staff members are encouraged to contribute their ideas, insights, and experiences to improve care delivery. Similarly, service users are given opportunities to voice their opinions, make decisions about their care, and participate in co-designing new approaches. This collaborative involvement fosters a sense of ownership and engagement, which often leads to innovative ideas and improvements.
- 3. Continuous improvement and learning culture:** Innovation in adult social care thrives in an environment that promotes continuous improvement and a culture of learning. This involves regularly reviewing and evaluating care practices, embracing feedback from service users and staff, and seeking opportunities for professional development. By encouraging a growth mindset and a commitment to ongoing learning, organizations can inspire their workforce to explore innovative ways of delivering high-quality care.
- 4. Integration of technology:** An innovation-friendly environment in adult social care embraces the integration of technology to enhance care delivery. This can include the use of electronic health records, telehealth solutions, remote monitoring devices, and assistive technologies. By leveraging technology appropriately, organizations can improve efficiency, increase accessibility, and explore new ways to support individuals' well-being.
- 5. Collaboration and partnerships:** Collaboration and partnerships with other organizations, stakeholders, and community resources are vital in an innovation-friendly environment in adult social care. By fostering collaboration, organizations can access a broader range of expertise, share best practices, and leverage collective knowledge to drive innovation. Collaborative efforts can also lead to the development of new models of care and innovative solutions that address complex social care challenges.

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6. **Ethical and responsible innovation:** An innovation-friendly environment in adult social care maintains a strong ethical foundation and ensures responsible innovation practices. This involves considering ethical implications and potential risks when implementing new ideas, respecting privacy and confidentiality, and prioritizing the well-being and rights of service users. Organizations in adult social care must strike a balance between innovation and maintaining ethical standards to ensure the highest quality of care.

By incorporating these characteristics, organizations in adult social care can create an environment that encourages innovation, supports staff and service users, and drives positive change in care delivery.

#### Activity: Strategies for Creating an Innovation-Friendly Environment

Please complete a spider diagram brainstorming strategies for creating an innovation-friendly environment in the workplace. During a brainstorm session you can provide prompts such as:

- How can leadership support innovation?
- What communication channels can be established to facilitate innovation?
- How can risk-taking be encouraged while still maintaining safety and quality standards?
- What resources can be provided to support innovation?

#### Case study Activity:

Please find below a case study of an organisation that has successfully created an innovation-friendly environment in their workplace. Discuss the key methods they used and reflect on how these strategies could be adapted to your workplace.

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*One example of an adult social care organisation that has successfully created an innovation-friendly environment is Eden Alternative UK, a social enterprise that works to transform the culture of care for older people in the UK.*

*One of the key strategies that Eden Alternative UK has used to create an innovation-friendly environment is to establish a culture of learning. They encourage staff to continually learn and develop their skills, and provide ongoing training and development opportunities. This helps to foster a culture of continuous improvement and encourages staff to think creatively and come up with innovative solutions.*

*Another strategy used by Eden Alternative UK is to involve service users and their families in the care planning process. This not only helps to ensure that the care provided is person-centred and meets the needs of the service user, but it also encourages staff to be creative and think outside the box in finding solutions to meet the unique needs of each individual.*

*Eden Alternative UK also encourages staff to take risks and experiment with new ideas. They recognize that not every idea will be successful, but they encourage staff to learn from their failures and use this knowledge to continually improve and innovate.*

*Finally, Eden Alternative UK has developed an innovation framework that guides staff in the innovation process. This framework includes steps such as identifying a problem or opportunity, generating ideas, testing and refining ideas, and implementing successful ideas.*

*Overall, Eden Alternative UK's success in creating an innovation-friendly environment is due to their commitment to learning, involving service users and their families in care planning, encouraging risk-taking and experimentation, and providing a clear framework for innovation. These strategies have helped to foster a culture of innovation and continuous improvement, resulting in improved outcomes for the service users they support.*

#### Components of a Supportive Innovation Infrastructure:

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A supportive innovation infrastructure plays a crucial role in overcoming barriers to innovation and facilitating the development and implementation of new ideas within organizations. It provides the necessary resources, structures, and support systems to foster innovation and turn innovative concepts into reality. Here are several components of a supportive innovation infrastructure:

1. **Training and Development:** Building a culture of innovation requires investing in the training and development of employees. A supportive innovation infrastructure provides opportunities for employees to enhance their skills, knowledge, and capabilities related to innovation. This can involve workshops, seminars, innovation-focused training programs, and mentoring initiatives. By equipping employees with the necessary skills and mindset, organizations empower them to contribute to the innovation process effectively.
2. **Recognition and Rewards:** A supportive innovation infrastructure includes mechanisms for recognizing and rewarding innovative efforts. This can take the form of incentives, bonuses, promotions, or public recognition of individuals or teams that contribute to innovation. Recognizing and rewarding innovation fosters a positive and motivating environment, encourages engagement, and reinforces the value placed on innovative thinking and initiatives.

It is very important to build a culture of support. sometimes it is enough to receive recognition from a supervisor or to give an employee permission to devote part of their working time to creating a new solution.

3. **Supportive Policies and Processes:** Clear policies and processes that encourage and support innovation are essential in an innovation infrastructure. Organizations should have streamlined processes for idea generation, evaluation, and implementation. This includes mechanisms for capturing and evaluating ideas, decision-making frameworks, and management approaches tailored for innovation. Well-defined policies can minimize bureaucracy, eliminate unnecessary barriers, and create a supportive environment for innovative initiatives.

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4. **Funding:** Adequate funding is essential to support innovation initiatives. Organizations need financial resources to invest in research and development, pilot projects, prototype development, and scaling up innovative solutions. Access to funding sources, such as venture capital, grants, or internal funding mechanisms, enables organizations to allocate resources towards innovation and encourages experimentation and risk-taking.
5. **Technology and Tools:** A supportive innovation infrastructure provides access to the right technology and tools needed to drive innovation. This can include software applications, data analytics platforms, and innovation management systems. By providing these tools, organizations can enhance collaboration and facilitate the implementation of innovative ideas.
6. **Partnerships with External Organizations:** Collaboration and partnerships with external organizations are vital components of an innovation infrastructure. By forming alliances with research institutions, universities, startups, and other external stakeholders, organizations can tap into a broader network of expertise, resources, and diverse perspectives. These partnerships can foster knowledge exchange, joint research and development efforts, and access to emerging technologies or market insights, all of which accelerate innovation.

#### Brainstorming activity:

Please organize a brainstorming session to develop the strategies for creating a supportive innovation infrastructure in your workplace. You can use prompts such as:

- How can funding be secured for innovative projects?
- What technology can be implemented to support innovation?
- How can training and development opportunities be provided for staff to learn about innovation and how to implement it in their practice?
- What partnerships can be established with external organisations to support innovation?

More info about brainstorm:

ENG: [https://www.youtube.com/watch?v=R4M\\_X5xP4BY](https://www.youtube.com/watch?v=R4M_X5xP4BY)

PL: <https://www.youtube.com/watch?v=db5zMzJBs8E>

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## Activity: Action plan

Develop an action plan for implementing a supportive innovation infrastructure in your workplace.

The plan should include the following sections:

- Components of the supportive innovation infrastructure to be developed
- Strategies for developing each component. Set Clear Objectives
- Timeline for implementation. You can use Gantt chart.
- Key stakeholders involved. Establish Leadership Support.
- Expected outcomes and benefits. Define KPI and methods of Monitoring the progress.

More info about action plan preparation:

ENG <https://www.google.com/search?client=firefox-b-d&q=yt+how+to+prepare+the+action+plan#fpstate=ive&vld=cid:1feac72b,vid:9GvQrUXqBm>  
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## Importance of Funding and Resources in Supporting Innovation:

Funding and resources for innovation are essential for supporting new ideas, products, services and processes that can improve the lives of people and solve global challenges. Some of the benefits of funding and resources for innovation are:

### 1. Enabling Experimentation and Risk-Taking:

- With adequate funding and resources, organizations can allocate resources specifically for experimentation and risk-taking.
- Employees are more willing to explore unconventional ideas and approaches, knowing that there is support available to test and learn from them.
- By encouraging experimentation, organizations can uncover new solutions and approaches that may have a significant positive impact on their operations and outcomes.

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## 2. Facilitating the Development of New Ideas:

- Funding and resources provide employees with the tools and support needed to develop and refine their ideas.

## 3. Increasing the Likelihood of Success:

- Adequate funding and resources increase the chances of successful implementation and adoption of innovative ideas.
- Proper resourcing helps overcome potential barriers or challenges that may arise during the innovation process, increasing the likelihood of achieving desired outcomes.

## 4. Attracting and Retaining Talent:

- Organizations that prioritize innovation and provide the necessary funding and resources are more likely to attract and retain top talent.

## 5. Enhancing Service Quality and Efficiency:

- Investing in innovation can lead to the development of new processes, technologies, or services that improve the quality and efficiency of care delivery in adult social care.
- Innovative solutions may automate repetitive tasks, streamline workflows, or enhance communication, resulting in improved outcomes for individuals receiving care.

## 6. Fostering Collaboration and Engagement:

- Adequate funding and resources for innovation promote collaboration and engagement among employees.
- Employees feel valued and empowered when they have access to the necessary resources to contribute their ideas and actively participate in innovation initiatives.

By understanding and leveraging these benefits, organizations can make a compelling case for funding and allocating resources to support innovation, ultimately enhancing their overall performance and impact in the adult social care sector.



## Developing a Proposal for Funding an Innovative Project:

Applying for funding requires taking the time to carefully prepare the application. Depending on the source of funding, applications differ in the requirements set by the organizers of project competitions. However, it can be assumed that a standard proposal for an innovative project includes the following section:

### Section 1: Project Summary and Description

- Project Title:
- Organization/Institution Name:
- Contact Person:
- Contact Information:
- Project Duration:

**Project Description:** Provide a brief overview of the project, including its purpose, relevance to adult social care, and the specific innovative approach or idea it aims to implement. Highlight the potential impact and benefits the project will have on the organization and the individuals receiving care.

**Section 2: Objectives and Outcomes Objectives:** State the specific objectives of the project. These should be clear, measurable, and aligned with the organization's goals and the funding program's criteria.

**Outcomes:** Describe the expected outcomes and deliverables of the project. Include both tangible and intangible results that demonstrate the project's success in fostering innovation and improving the quality of care in adult social care.

**Section 3: Budget and Resources Required Budget:** Provide a detailed budget breakdown for the project, including estimated costs for personnel, equipment, materials, training, external expertise, and any other relevant expenses. Clearly indicate any other funding sources secured or being pursued.

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**Resources Required:** Specify the resources required for the project's successful implementation, such as skilled personnel, technology, software, training programs, or access to research and development facilities. Explain how these resources will support the innovation process and ensure the project's objectives are met.

**Section 4: Timeline and Milestones Project Timeline:** Present a timeline outlining the key activities and milestones of the project, from initiation to completion. Include major tasks, their start and end dates, and dependencies, if any. This will demonstrate the project's feasibility and provide a clear understanding of the project's duration.

**Milestones:** Identify specific milestones or checkpoints within the project timeline that will help track progress and ensure the project stays on track. Milestones should be specific, measurable, and aligned with the project's objectives.

**Section 5: Evaluation and Monitoring Plan Evaluation Plan:** Outline the methods and criteria that will be used to evaluate the project's success. Describe the key performance indicators (KPIs) or metrics that will be measured and monitored to assess the project's impact on innovation, quality of care, and overall outcomes.

**Monitoring Plan:** Describe how the project's progress and implementation will be monitored throughout its duration. Explain the frequency of monitoring, responsible parties, and the tools or systems that will be utilized to track progress against the project plan and timeline.

**Section 6: Additional Information** This section can include any additional information or attachments that support the application, such as letters of support, resumes of key personnel involved in the project, or any other relevant documentation.

**Declaration** Include a declaration section where the applicant acknowledges the accuracy of the information provided and confirms their commitment to implementing and reporting on the project if funding is granted.

Please note that this is a sample template, and you may need to modify it to align with the specific requirements of your funding application or program.

## Leading and Managing Innovation in Adult Social Care:

Leading and managing innovation in adult social care involves effectively guiding and overseeing the process of introducing and implementing innovative practices, interventions, and models of care. Here are some key considerations for leading and managing innovation in this context:

- **Vision and Strategy:** Develop a clear vision and strategy for innovation in adult social care. Articulate the desired outcomes, goals, and priorities for innovation initiatives. Align the vision and strategy with the organization's overall mission and values.
- **Leadership Commitment:** Demonstrate strong leadership commitment to innovation. Leaders should champion and actively support innovative efforts, allocate necessary resources, and create an environment that encourages and rewards innovation.
- **Stakeholder Engagement:** Engage a wide range of stakeholders, including service users, caregivers, staff, policymakers, and community organizations. Seek their input, involve them in the decision-making process, and incorporate their perspectives to ensure that innovation initiatives meet the needs of those they aim to serve.
- **Culture of Innovation:** Foster a culture that values and promotes innovation. Encourage creativity, risk-taking, and learning from failures. Create a psychologically safe environment where staff feel empowered to propose and implement innovative ideas.
- **Cross-Disciplinary Collaboration:** Encourage collaboration and communication across different departments.
- **Resources and Support:** Allocate adequate resources, including financial, human, and technological resources, to support innovation efforts. Provide necessary training, support, and mentorship to staff involved in innovation initiatives. Create mechanisms for accessing external expertise and resources through partnerships and collaborations.
- **Risk Management:** Recognize and manage the risks associated with innovation. Conduct thorough risk assessments. Foster a culture that encourages responsible risk-taking and learning from failures.
- **Communication and Collaboration:** Communicate the importance of innovation, the progress of initiatives, and the impact of innovative practices within the organization and to external stakeholders. Foster collaboration and knowledge sharing among staff

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through regular meetings, forums, and platforms for sharing best practices and lessons learned.

- **Continuous Learning and Improvement:** Embrace a mindset of continuous learning and improvement. Encourage staff to reflect on the outcomes and lessons learned from innovation initiatives, and apply that knowledge to refine and enhance future innovations.

Successful examples of innovation in adult social care include the implementation of telehealth and remote monitoring systems, the development of person-centered care planning approaches, the introduction of assistive technologies to enhance independent living, and the establishment of community-based care models that promote integration and support for individuals with complex needs. These examples demonstrate the importance of effective leadership and management in driving successful innovation in adult social care.

**To be an effective leader of innovation in adult social care, several skills and attributes are essential.** These include:

- **Visionary Thinking:** Effective leaders of innovation in adult social care have a forward-thinking mindset and the ability to envision new possibilities and innovative solutions to address complex challenges.
- **Strategic Planning:** Leaders need strong strategic planning skills to develop a clear roadmap for innovation initiatives. They should be able to set goals, identify key objectives, and establish a comprehensive plan to achieve desired outcomes.
- **Collaboration and Relationship Building:** Collaboration is vital in innovation. Leaders must have strong interpersonal skills to build relationships and foster collaboration among diverse stakeholders, including service users, caregivers, staff, policymakers, and community organizations.
- **Adaptability and Resilience:** Innovation often involves navigating uncertainty and facing obstacles. Effective leaders are adaptable and resilient, embracing change, learning from failures, and quickly adapting strategies when needed.
- **Communication and Influencing Skills:** Leaders need excellent communication skills to articulate their vision, inspire others, and gain buy-in from stakeholders. They should be

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able to effectively communicate complex ideas and concepts in a clear and compelling manner.

- **Empathy and User-Centric Approach:** Leaders should possess empathy and a deep understanding of the needs, preferences, and experiences of service users and caregivers. They should champion a user-centric approach and ensure that innovation initiatives are designed to improve outcomes and experiences for those receiving care.
- **Strategic Risk-Taking:** Innovation inherently involves taking risks. Leaders must have the ability to assess risks, make informed decisions, and navigate uncertainty while managing potential setbacks and failures.
- **Critical Thinking and Problem-Solving:** Effective leaders possess strong critical thinking and problem-solving skills. They can analyze complex situations, identify innovative solutions, and make sound decisions based on evidence and data.
- **Resource Management:** Leaders should have the ability to manage resources effectively, including financial, human, and technological resources. They need to allocate resources strategically, identify funding opportunities, and make optimal use of available resources.
- **Continuous Learning and Improvement:** Leaders must have a mindset of continuous learning and improvement. They should be open to new ideas, actively seek knowledge and feedback, and promote a culture of learning and innovation within the organization.

By possessing these competences, leaders can effectively drive innovation in adult social care, improve service delivery, and enhance the quality of care provided to individuals in need.

#### Best Practices for Leading and Managing Innovation in Adult Social Care:

There are some good practices which are worth to be shared among adult social care managers. By adopting them, leaders can effectively lead and manage innovation in adult social care, fostering a culture of innovation, driving positive change, and ultimately improving the quality of care and outcomes for individuals receiving social care services.

- **Leadership Commitment:** Leaders within the organization should demonstrate a strong commitment to innovation in adult social care. They should actively support and champion

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innovative initiatives, allocate necessary resources, and provide guidance and direction to drive the innovation agenda.

- **Create a Supportive Environment:** Establish a supportive environment that encourages creativity, risk-taking, and experimentation. Create spaces for open communication, collaboration, and idea-sharing. Encourage staff to challenge existing practices and propose innovative solutions.
- **Empower and Involve Staff:** Empower staff at all levels to contribute to the innovation process. Encourage their involvement, provide opportunities for training and skill development, and empower them to take ownership of innovative initiatives. Recognize and celebrate their contributions to foster a culture of innovation.
- **Encourage Collaboration and Partnerships:** Promote collaboration within the organization and foster partnerships with external stakeholders. Encourage interdisciplinary teamwork and cross-sector collaboration to leverage diverse expertise, resources, and perspectives. Collaborate with researchers, technology providers, and other organizations to harness innovation potential.
- **Establish Innovation Processes and Frameworks:** Develop structured processes and frameworks for managing innovation initiatives. This includes clear guidelines for idea generation, evaluation, selection, and implementation. Establish mechanisms for monitoring and evaluating the outcomes and impact of innovative initiatives.
- **Allocate Resources Appropriately:** Allocate sufficient financial, human, and technological resources to support innovation efforts. Ensure that budgets, staffing, and infrastructure support innovation goals. Seek additional funding opportunities and partnerships to secure resources for innovative initiatives.
- **Foster External Engagement:** Engage with external stakeholders, including service users, caregivers, policymakers, and community organizations. Seek their input, involve them in the co-design process, and gather feedback to ensure the innovation aligns with their needs and preferences.
- **Embrace Technology and Data:** Embrace the use of technology and data-driven approaches to drive innovation in adult social care. Explore the potential of digital solutions, data analytics, and emerging technologies to improve service delivery, decision-making, and outcomes.

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- **Promote a Learning Culture:** Foster a culture of continuous learning and improvement. Encourage staff to share knowledge, learn from failures, and apply lessons learned to future initiatives. Provide opportunities for ongoing training, professional development, and access to cutting-edge research and best practices.
- **Communicate and Celebrate Success:** Communicate the progress and success of innovation initiatives within the organization and to external stakeholders. Celebrate successful outcomes, share success stories, and recognize individuals and teams who contribute to the innovation agenda. This helps build momentum and support for future innovations.

Following the rules of creating an innovative culture can result in innovative ideas. Here are some examples from Poland. You can find and discuss the local ones:

### Case study 1

#### Wielkopolska Social Innovation

As part of the project "Recipe for social innovation in Wielkopolska - care services for dependent people", which is implemented by the Regional Center for Social Policy in Poznań in partnership with the City of Poznań and the Institute of Bioorganic Chemistry of the Polish Academy of Sciences - Poznań Supercomputing and Networking Center, as part of the Operational Program Knowledge Education Development, co-financed by the European Social Fund, two projects are being implemented.

The first is the project entitled "Medicine heals and nature heals. Creation of a sensory garden for dependent people in the Nursing Home in Pleszew. The garden infrastructure will consist of:

- plants of various forms and types,
- garden paths, – sensory paths, – cascades with a pond,
- tabletops for plant care, which facilitate contact with plants for people with limited mobility,
- places for social meetings with a grill, – pens for rabbits,
- a chicken coop with an aviary,
- utility room,
- feeders and nest boxes for wild birds,
- garden architecture (gazebos, benches, swings with a pergola),

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– a separate place for gymnastic exercises.

Staying and working in a sensory garden prepared in this way is to improve well-being, health, physical and mental fitness, increase self-esteem of users and improve their social relations.

### **Case study 2**

The memory table is a tool supporting the activation of the elderly by providing them with various types of knowledge and culture resources in an accessible and attractive way.

It is a kind of multimedia device (like a table) equipped with several screens. Various types of materials (films, audio files, scans of articles, photos, etc.) are loaded into its memory, reminding of the Netherlands over several decades (from the 1920s to the 1980s), which coincides with various periods in the lives of older people . These materials can be supplemented, but also commented on.

Up to six people can use the device at the same time. The challenge for the designers was how to design a technological device that would not scare away, but would also encourage the elderly to use it.

Using this device, elderly people exercise (stimulate) their memory, and the materials they read become an excuse to talk to other people, exchange memories, etc.

### Activity: quiz

1. Developing a clear vision and strategy is not necessary when leading and managing innovation in adult social care.
  - a) True
  - b) false
2. Which of the following is an essential skill for leaders of innovation in adult social care?
  - a) Technical expertise in social care
  - b) Effective communication and influencing skills
  - c) Administrative skills
  - d) Risk aversion
3. What is one key challenge of leading and managing innovation in adult social care?
  - a) Lack of stakeholder involvement

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- b) Inadequate resource allocation
  - c) Embracing a user-centric approach
  - d) Avoiding collaboration with external organizations
4. Collaboration and teamwork are not important when leading innovation in adult social care.
- a) True
  - b) false
5. Which of the following is a best practice for managing innovation in adult social care?
- a) Avoiding taking risks to ensure the stability of services
  - b) Focusing solely on internal resources and expertise
  - c) Ignoring regulatory and policy considerations
  - d) Engaging with external stakeholders and building partnerships

#### Defining Scaling Up and Implementing Successful Innovation in Adult Social Care:

**Scaling up and implementing successful innovation in adult social care refers to the process of expanding and integrating innovative practices, interventions, or models of care across a larger population or geographic area.**

It involves taking an innovative solution that has demonstrated positive outcomes and replicating it in a way that is sustainable, effective, and accessible to a broader range of individuals in need of social care support.

Scaling up involves overcoming barriers and challenges associated with implementing the innovation on a larger scale, such as securing adequate resources, addressing policy and regulatory considerations, and ensuring the engagement and training of the workforce. It requires careful planning, collaboration with stakeholders, and the development of strategies to replicate and adapt the innovation effectively.

Examples of successful innovation initiatives that have been scaled up in adult social care include:

1. Shared Lives: The Shared Lives model is an innovative approach where individuals with care needs are matched with approved carers who share their home and provide personalized support. This initiative has been successfully scaled up across various



regions, offering an alternative to traditional residential care and promoting independence and community integration.

2. **Assistive Technology:** The use of assistive technologies, such as wearable devices, sensor-based systems, and smart home technologies, has been scaled up in adult social care. These technologies enable individuals to live independently, monitor their health, and access support when needed, promoting aging in place and reducing the need for institutional care.
3. **Personal Budgets and Direct Payments:** Personal budgets and direct payments allow individuals to have more control over their care and support by providing them with a budget to purchase services according to their needs and preferences. This innovative approach has been scaled up in many regions, empowering individuals and promoting person-centered care.
4. **Integrated Care Systems:** Integrated care systems aim to provide coordinated and seamless care by bringing together healthcare and social care services. These systems have been successfully scaled up in various areas, improving care coordination, enhancing communication among healthcare providers, and ensuring holistic support for individuals with complex care needs.

These examples demonstrate the importance of scaling up successful innovation in adult social care, as they have led to improved outcomes, increased individual choice and control, and more efficient and person-centered delivery of care services.

#### Principles of Scaling Up and Implementing Successful Innovation in Adult Social Care:

The principles of scaling up and implementing successful innovation in adult social care involve several elements which should be taken into consideration:

- **Clearly define the problem and desired outcomes:** Clearly identify the problem or challenge that the innovation aims to address and define the desired outcomes. This provides a clear focus and helps guide the scaling-up process.
- **Engage stakeholders:** Involve a wide range of stakeholders, including service users, caregivers, staff, management, policymakers, and community organizations, throughout the scaling-up process. Their perspectives and input are crucial for developing a comprehensive and effective innovation strategy.

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- **Build a strong evidence base:** Ensure that the innovation is based on strong evidence and has demonstrated positive outcomes in smaller-scale implementations. Rigorous evaluation and research can provide valuable evidence to support the scaling-up process.
- **Develop a scalable model:** Design the innovation with scalability in mind. Consider factors such as resource requirements, adaptability to different contexts, and ease of replication. A scalable model enables the innovation to be implemented effectively across a larger population or geographic area.
- **Plan for sustainability:** Develop a sustainability plan that outlines how the innovation will be maintained and supported in the long term. This includes considering funding strategies, partnerships, and integration with existing systems and processes.
- **Address regulatory and policy considerations:** Understand and address the regulatory and policy frameworks that impact the scaling-up and implementation of the innovation. Identify any barriers or opportunities within the existing regulatory environment and work towards necessary changes or adaptations.
- **Ensure effective leadership and governance:** Appoint effective leaders and establish strong governance structures to oversee the scaling-up process. Clear roles, responsibilities, and decision-making processes should be established to ensure effective coordination and accountability.
- **Invest in training and capacity building:** Provide training and capacity-building opportunities for the workforce to develop the skills and knowledge required to implement the innovation effectively. This includes training on new technologies, intervention protocols, and person-centered care approaches.
- **Monitor and evaluate progress:** Implement robust monitoring and evaluation mechanisms to track the progress and impact of the scaling-up process. Regularly collect and analyze data to measure outcomes, identify areas for improvement, and make data-driven decisions.

## Challenges of Scaling Up and Implementing Successful Innovation:

### 1. Resistance to Change:

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- Innovations often face resistance from staff, service users, or management due to fear of the unknown or concerns about disrupting established workflows.
- Overcoming resistance requires effective communication, engaging stakeholders early in the process, and addressing their concerns.

## **2. Resource Constraints:**

- Scaling up innovative practices requires additional resources, including funding, staff, training, and technology.
- Limited resources can pose challenges in terms of allocating budgets, securing necessary personnel, and sustaining investments over time.

## **3. Regulatory and Policy Barriers:**

- Regulatory frameworks and policies may not always align with innovative practices, making it difficult to implement or scale up certain innovations.
- Advocacy efforts and collaboration with policymakers and regulators are essential to address these barriers and drive systemic change.

## **4. Complex Implementation Process:**

- Implementing and scaling up innovation often involves multiple stakeholders, coordination, and potential changes in organizational structures and processes.
- Managing the complexity of implementation, ensuring effective communication, and addressing any organizational resistance are key challenges.

### Examples of Scaling Up and Implementing Successful Innovation in Adult Social Care:

Here are a few examples of successful scaling up and implementation of innovation initiatives in adult social care:

#### **1. Telehealth and Telemedicine:**

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- Telehealth and telemedicine technologies have been successfully implemented to provide remote healthcare services and support to individuals in adult social care.
  - These initiatives have enabled improved access to healthcare, reduced hospital readmissions, and enhanced coordination of care through virtual consultations, remote monitoring of vital signs, and medication management.
2. Personalized Care Plans:
- Implementing personalized care plans that take into account the unique needs, preferences, and goals of individuals in adult social care has shown positive outcomes.
  - These initiatives involve comprehensive assessments, collaborative care planning, and the involvement of service users and their families in decision-making processes.
3. Assistive Technologies:
- The adoption and scaling up of assistive technologies, such as smart home devices, wearable sensors, and fall detection systems, have enhanced safety, independence, and quality of life for individuals in adult social care.
  - These technologies assist with activities of daily living, medication reminders, and monitoring of health conditions, improving overall well-being and reducing the need for constant supervision.
4. Dementia-Friendly Environments:
- Creating dementia-friendly environments in adult social care settings has been successful in improving the quality of life for individuals with dementia.
  - These initiatives focus on modifying physical spaces, implementing sensory stimulation techniques, and training staff to provide person-centered care, resulting in reduced agitation, improved engagement, and enhanced social interactions.
5. Integrated Care Systems:
- Implementing integrated care systems that foster collaboration and coordination among different healthcare providers, social services, and

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community organizations has proven successful in improving outcomes for individuals in adult social care.

- These initiatives involve care coordination, information sharing, and multidisciplinary team-based approaches to deliver comprehensive and holistic care.

#### 6. Mobile Applications for Care Management:

- Mobile applications designed for care management and communication have been effectively scaled up to improve communication and streamline care coordination in adult social care.
- These apps facilitate real-time information sharing, task assignment, and secure messaging among care providers, resulting in better care coordination and reduced administrative burden.

These examples demonstrate the successful scaling up and implementation of innovative initiatives in adult social care. Each initiative addresses specific challenges and aims to improve the quality, accessibility, and outcomes of care through the application of innovative approaches, technologies, and person-centered practices.

### Action plan: Scaling Up and Implementing Successful Innovation in the Workplace

To develop an action plan for scaling up and implementing successful innovation in your workplace you can use the template provided below.

#### 1. Define the Innovation Objective:

- Clearly articulate the innovation objective you want to achieve in your workplace. This could be improving a specific process, introducing a new product or service, or implementing a technological advancement.

#### 2. Assess the Current State:

- Evaluate the current state of your workplace in terms of its readiness for innovation. Identify any existing barriers, such as resistance to change or outdated infrastructure, that may hinder the implementation process.

#### 3. Create a Cross-functional Team:

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- Form a diverse team consisting of individuals from different departments and levels within the organization. Include stakeholders who can contribute valuable insights and perspectives to the innovation process.
4. Conduct Research and Analysis:
    - Gather relevant information about the innovation you want to implement. Conduct market research, competitor analysis, and feasibility studies to understand the potential impact and risks involved.
  5. Develop a Detailed Implementation Plan:
    - Create a step-by-step plan that outlines the key activities, timelines, and responsible parties involved in the implementation process. Consider potential risks and mitigation strategies to ensure smooth execution.
  6. Secure Resources and Budget:
    - Identify the resources and budget required to scale up and implement the innovation successfully. Present a compelling case to the relevant decision-makers to secure the necessary support.
  7. Communicate the Vision:
    - Clearly communicate the vision and benefits of the innovation to all stakeholders. Address any concerns or questions and highlight the potential positive impact on individuals, teams, and the organization as a whole.
  8. Pilot Test and Iterate:
    - Conduct a small-scale pilot test of the innovation to gather feedback and make necessary adjustments. Iterate and refine the solution based on the insights gained during the testing phase.
  9. Provide Training and Support:
    - Ensure that employees have the necessary skills and knowledge to adopt and use the innovation effectively. Offer training programs, workshops, and ongoing support to facilitate a smooth transition.
  10. Monitor and Measure Progress:
    - Establish key performance indicators (KPIs) to track the progress and impact of the innovation implementation. Regularly assess the outcomes and make data-driven decisions to optimize the process.
  11. Celebrate Success and Learn from Failures:

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- Recognize and celebrate milestones and successes achieved throughout the implementation journey. Additionally, learn from any failures or setbacks encountered, and use them as opportunities for growth and improvement.

## 12. Scale Up and Sustain:

- Once the innovation has been successfully implemented and proven its value, develop a strategy to scale it up across the organization. Ensure proper documentation, knowledge sharing, and continuous improvement to sustain the innovation's impact.

Remember, this action plan serves as a general template, and you should adapt it to the specific needs and context of your workplace. Flexibility, adaptability, and continuous learning are key to successful innovation implementation.

### Activity: quiz on key concepts

This is a multiple choice quiz. It will help you to think about the discussed issues once more and will create a self-check possibility.

1. What is a culture of innovation?
  - a. A set of rules and regulations within an organization
  - b. A mindset that promotes creativity, experimentation, and continuous improvement
  - c. A hierarchical structure that encourages top-down decision-making
2. Why is a culture of innovation important in adult care?
  - a. It fosters a positive work environment
  - b. It encourages the development of new and improved care practices
  - c. It improves the quality of care and outcomes for individuals
3. What are some characteristics of a culture of innovation?
  - a. Risk aversion and resistance to change
  - b. Openness to new ideas and willingness to take calculated risks
  - c. Strict adherence to traditional practices and procedures
4. What is scaling up in the context of innovation in adult care?

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- a. Expanding the implementation of innovative practices to reach a larger population
  - b. Decreasing the scope of innovative initiatives to focus on a specific group
  - c. Halting the implementation of innovative practices due to budget constraints
5. What are the benefits of scaling up innovative practices in adult care?
- a. Increased access to quality care for more individuals
  - b. Improved efficiency and effectiveness of care delivery
  - c. Reduced costs and resource utilization
6. What are some challenges in scaling up innovative practices in adult care?
- a. Limited financial resources and funding opportunities
  - b. Resistance to change from staff and stakeholders
  - c. Lack of support and collaboration from external organizations
7. How can organizations promote a culture of innovation in adult care?
- a. Encouraging staff to take risks and learn from failures
  - b. Providing opportunities for staff to engage in continuous learning and professional development
  - c. Enforcing strict protocols and procedures to ensure uniformity of care
8. How can organizations overcome challenges in scaling up innovative practices?
- a. Seeking additional funding and resources through partnerships and collaborations
  - b. Engaging and involving stakeholders in the planning and implementation process
  - c. Ignoring the challenges and proceeding with the scaling up process as planned
9. True or False: Scaling up innovative practices requires a strategic plan and careful monitoring and evaluation.
- a. True
  - b. False
10. What competences are essential for leaders in fostering a culture of innovation and scaling up in adult care?
- a. Technical expertise in adult care practices and procedures.
  - b. Strategic thinking and the ability to identify opportunities for innovation.

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- c. Strong communication and collaboration skills to engage stakeholders.
  - d. Change management skills to navigate resistance and drive implementation.
  - e. All of the above.
11. True or False: A culture of innovation and scaling up are interconnected and mutually reinforcing in adult care.
- a. True
  - b. False

Answers:

- 1. b
- 2. c
- 3. b
- 4. a
- 5. a, b, c
- 6. a, b, c
- 7. a, b
- 8. a, b
- 9. True
- 10. e
- 11. True