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# Skills and Innovation for Adult Social Care

## PROMOTING INNOVATION LEADERSHIP IN CARE: DIGITAL LEARNING PROGRAMME

SUMMARY OF OSLO MANUAL

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

## Summary of Oslo Manual:

### Overview:

The Oslo Manual of innovation is a set of guidelines developed by the Organisation for Economic Co-operation and Development (OECD) and Eurostat to provide a common framework for the measurement and analysis of innovation. The manual defines innovation as the implementation of a new or significantly improved product, process, marketing method, or organisational method in business practices, workplace organisation, or external relations.

The Oslo Manual provides a systematic approach to measuring innovation by defining the different types of innovation and providing guidance on how to measure inputs, outputs, and outcomes. The manual also highlights the importance of collaboration between different stakeholders, including firms, government agencies, research institutions, and civil society, in promoting innovation.

Overall, the Oslo manual serves as a valuable tool for policy makers, researchers, and businesses to better understand, measure, and promote innovation in their respective fields. It emphasises the need for a comprehensive approach to innovation that takes into account the different aspects of the innovation process and the various factors that influence it.

### Background:

There are many thousands of organisations of different types and sizes providing adult social care across the EU. The majority of these organisations have a high annual staff turnover rate. Our previous project found leaders in the social care sector were not equipped to encourage innovation among their staff, or to identify innovation. There was very little knowledge of sources of support for developing innovation, and, where innovations have been implemented there were few effective means to share these widely.

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Innovations can be developed and adopted by people who draw on care and support, carers, central government, providers, LAs, and others. There are innovations across adult social care, from those that support people to stay connected and well, to those that improve residential care. It is crucial that the health and social care system is good at both, so that new ideas are developed to solve problems and the best ones spread quickly. Innovation is the story of how new ideas were created and developed into products or models of care that improve or save lives, and how the best ones spread to become standard practice today. Innovation has been the driver of huge improvements in health and social care. We have access to treatments that can cure, or enable us to live with, diseases that would in the past have killed us. If we are to make similar improvements in the future, innovation will need to continue to be part of that story. Understanding how the system can innovate more effectively can help to accelerate these improvements and deliver better outcomes for people who use services now and in the future. In recent years, innovations have transformed care and led to improved outcomes and experience for people. These innovations range from less invasive diagnostic tests, ranging from algorithms to diagnose coronary artery disease to immunotherapy that can quadruple survival rates in advanced cancer, to the development of fall detection devices.

Innovation has the potential to transform social care, improving outcomes and putting the sector on a more sustainable footing. This might be through digital technologies, but it can also mean new ways of working or new care models that improve outcomes for people. There are large numbers of small organisations providing social care, offering people a wide choice of services, but spreading good practice across the sector can be challenging. In the past, the way that health and social care has been regulated and led at a national level has not always supported innovation as much as it could. Focus and resource has been put into invention at the expense of adoption, and there has been a lack of clarity around how to innovate well and what is expected of different parts of the system.

### Our research:

Each partner has conducted focus groups with 10 care managers and commissioners, the purpose of which was to establish the types of learning most useful to them to support end

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users in innovation learning and explore factors that may facilitate or obstruct innovation implementation and diffusion, helping us to understand the barriers to innovation within this sector. This placed a focus on barriers to organisational, business model innovation, and service innovation. Our research indicated that the seven innovation areas are inter-related and cannot exist without each other.

### Introduction:

The Oslo Manual, 2018 refers to the publication of the OECD (Organisation for Economic Cooperation and Development) under the title “Measurement of Scientific and Technological Activities; Proposed Guidelines for Collecting and Interpreting Data on Technological Innovation: Oslo Manual”. The Oslo Manual was first published in 1992 by the OECD in cooperation with Eurostat. Since its first publication in 1997, the manual has been since revised in the years of 1997, 2005, and 2018.

The Oslo Manual is a guide for conducting measurements and information of scientific and technological activities; and clarifies how said activities are innovative. It acts as a global benchmark of innovation as it facilitates international comparability and provides a platform for research and experimentation in the measurement of innovation. Alongside this, the definitions outlined in the Oslo manual serve as a guideline for research transfer activities. The Oslo Manual, 2018 provides an in-depth analysis of the concepts, theories, and process of innovation. This publication aims to produce innovation indicators based on design, production, and use. The guide highlights the need for technological innovation in the 21st century. It does so by defining concepts, explaining the criteria, and acknowledging the theory behind the innovation process. According to the Manual, innovation consists of implementing significant changes in the product, process, marketing, and the organisation of companies to improve their overall results. Innovation is subject to using and generating new knowledge. This information made to the companies is conducted through surveys, which serve to adequately measure the level of innovation that occurs in a certain company and establishes the necessary criteria for innovation.

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This Oslo Manual, 2018 focuses on the measurement and analysis of data related to innovation, and therefore aimed at relevant stakeholders. However, it also serves as a didactic tool for the implementation of innovation in organisations, by describing the elements that generate culture and innovative systems. Although the Manual proposes a series of guidelines and criteria to measure all the factors described, as well as the objectives and results of the organisations, the difficulty of conducting these measures in an objective and rigorous way is also recognised. It is essential that each organisation knows its status, strengths, and areas for improvement to determine organisational priorities, and the most appropriate way to improve its innovation system. Depending on the degree of data harmonisation, the methodology of linking innovation surveys and economic-financial data to measure the economic impact of innovation can be applied on a global scale. The Oslo Manual, 2018 broadens the scope of innovation and references the importance of innovation in today's digital society through strategic intelligence strategies.

### Concept of innovation:

The concept of innovation is defined as the “conception and implementation of significant changes in the product, process, marketing, or organisation of an entity” (OECD, 2018). Innovation is a key factor for the growth of a country. The countries, aware that their future depends on innovation, have opted for knowledge-based economies to achieve smart, sustainable, and inclusive growth. Innovative changes are established through the application of new knowledge and technology that can be developed internally, in collaboration with external partners or acquired through advisory services or technology purchases. Innovation activities include all scientific, technological, organisational, financial, and commercial actions that lead to the development of new knowledge that leads to innovation. This applies to both activities that have been successful, such as ongoing activities or those conducted that have been cancelled due to lack of feasibility. Innovation involves the use of new knowledge or a new combination of existing knowledge.

Acquiring new knowledge around the concept of innovation is conducted by means of Research and Development (R&D) (OECD, 2018). This comprises applied research, modifying existing techniques, developing new products or processes to assess their technical

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feasibility and economic viability, and further research to modify designs or technical functionalities. Other innovative activities related to innovation but not Research and Development include defining new concepts, processes or commercialisation methods, organisational changes (OECD 2018). These organisational changes can feature services, customer relations, application of fundamental or strategic research, in-hour or external, expansion of design and development capabilities, observation of competitors, input from consultants. Likewise, a company can obtain new and useful knowledge to innovate by acquiring technical information, rights over patented inventions, technological knowledge, and experience, increase the professional expertise required in the innovation process by training or hiring new personnel, investing in equipment, software, intermediate inputs that incorporate the innovation work done by others or developing new marketing and sales methods. These activities are considered elements of innovation when they contextualised by the four types of innovation mentioned in the Oslo Manual, 2018. These will improve overall performance.

### Types of innovation:

#### Product innovation:

Product innovation provides a new or significantly improved good or service in terms of technical characteristics, use of other functionalities. In terms of its technical characteristics or in terms of its use or other functionalities (OECD, 2018). This improvement can be achieved with knowledge or technology, with improvements in materials, in components or with integrated information technology. To be considered innovative, a product must present characteristics and a performance that are different from the organisation's existing products, including improvements in terms of time or service.

#### Process Innovation:

This concept is applied to both the production and distribution sectors. It is achieved through significant changes in the techniques, materials and/or software used. It aims to lower the cost of production or distribution, improve times of service, or improve the quality of the product or service. Process innovation can include new or significantly improve techniques, equipment and software used in auxiliary support activities such as

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purchasing, accounting or maintenance (OECD, 2018). The introduction of ICT is an example of process innovation if it is intended to improve the efficiency and/or quality of a core support activity.

### Marketing Innovation:

Marketing innovation consists of using a marketing method not previously used before in the organisation. This can include significant changes in design, packaging, positioning, promotion, or pricing, always with the objective of increasing sales. The variation in the marketing innovation method must involve a fundamental change from what has been previously conducted before. Changes in positioning may consist of the creation of new sales channels, such as the development of franchises, direct sales, changes in the way the product is displayed or the sale of licenses for use (OECD, 2018). Changes in promotion involve the modification of communication using new media, a logo change, loyalty systems and changes in personalisation of the relationship with the customer. Pricing refers to the price variation system based on demand or of the options offered by the organisation.

### Organisational Innovation:

Organisational innovation refers to the changes in company practices and procedures. This looks at modifications in the workplace, external relations as an application of strategic decisions with the purpose of improving results by strengthening productivity or reducing internal transaction costs for customers and suppliers. Organisational innovation looks to introduce advanced systems for managing production operations, supply, and quality management. Within this type of innovation, organisations can change relations with customers and suppliers or begin outsourcing subcontracting activities. Organisational innovation takes many forms such as new computer programmes and new ways of collecting and distributing information between companies. On the contrary, a new written standard does not imply innovation. Instead, it requires an automated information processing programmes and routines.

Innovation activities can present themselves as successful, ongoing, or abandoned. All companies or organisations that developed innovative activities during the period under

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study in the Oslo Manual are considered as “companies with innovative activities;” despite if the activity has led to the introduction of innovation. Activities that are not considered innovative are as follows:

- Stopping the process of an obsolete activity
- Replacing and/or expanding equipment
- Passing on cost changes to prices
- Seasonal changes
- Selling something new in the typical format

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