AN INTEGRATIVE REVIEW OF CROSS-INDUSTRY GLOBAL INNOVATION

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DISCLOSURES

- No conflicts of interest to disclose

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OBJECTIVE

▪ At the conclusion of this presentation, participants will be able to identify evidence-based innovation strategies for nursing practice.
INTRODUCTION

- A comparison was conducted of multi-national research studies examining cross-industry organizations in the health care and non-health care sectors

- Six articles focused on global innovation in health care

- Ten articles focused on global innovation in various industrial and organizational settings including advertising, manufacturing, banking, engineering and small and medium businesses and governmental settings
WHAT IS INNOVATION?

- Innovation- Latin word “innovatus”-the initiation of new methods in a social, administrative and cultural environment (Luleci et al, 2015)
- Innovation is the foundation for organizational sustainability
- Innovation is the best path for growth and prosperity
- Humanitarian necessity
- Innovation is the most “overused” catch phrase in organizations
**BACKGROUND**

- **Gabriel Tarde’s** Seminal Work- Social Theory of Immitation

  Our problem is to learn why given one hundred different innovations conceived at the same time...ten will spread abroad while ninety will be forgotten (Tarde, 2014)

- **Arthur Schopenhauer** (1844) German Philosopher

  First the idea is ridiculed, secondly it is violently opposed. Lastly it is accepted as being self- evident. Steve Jobs / Dr. Mary-Claire King agreed. (Shumpeter, 2012)
THE PROBLEM

- According to a survey conducted by Insignia Global Executive Survey 2013, 87% of executives felt that the most important factor in their ability to succeed was innovation, yet only 15% stated a readiness for innovation implementation (Bina et al, 2013)

- Lack of actual implementation of innovation

- Lack of dissemination of innovation practices
EVERETT ROGERS DIFFUSION OF INNOVATION THEORY

(Rogers, 2002)
THEMES EMERGED - INNOVATION SUCCESS

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<th>Environment</th>
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<th>Behaviors of Employees</th>
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ENVIRONMENT STRUCTURE

▪ The overall environment of an organization dictates the level of interaction, connectivity and support among its employees

▪ United States Department of Defense (Whittinghill et al, 2015)

▪ United Kingdom Business/ Manufacturing firms (Trifan et al, 2012)

Unidirectional path - limits networking possibilities

Gives employees the ability to perform outside of a set hierarchy
ENVIRONMENTAL SPATIAL/ CLIMATE

- Tunisian Businesses- Innovation strategies can affect social and financial performance (Ezzi et al, 2013)

- Hospitals in Finland- Build in time during the work day for innovation/ problem solving (Aslani et al, 2011)

- IT in the US- Google insists on using space to promote knowledge sharing

- Situate people in close proximity to bring people together and remove barriers (Laing et al, 2013)
COMMUNICATION/CONNECTIVITY

• Advertising agencies in Pakistan- Communication Climate Scale (Arif et al, 2012)

• Manufacturing firms in the United States- Face to Face exchange

• German Banks- Social capital fostered with open expression of ideas (Kohler et al, 2010)

• Manufacturing in Ireland- External linkages and networking for long-term survival (Love et al, 2014)
Innovative behaviors are significant predictors of job productivity (Chang et al, 2008). Under-leveraged innovation potential

Hospitals in Poland - hire employees with an innovative mindset (Joncyk, 2015)

Hospitals in the United States - align innovation with values and beliefs of employees (Brewster et al, 2015)

Hospitals in Turkey - Perception of the patient/Experience Innovation (Luleci et al, 2015)
Failure is an essential aspect of innovation

Failing Forward - Joe Randolph 2015

Taiwanese Hospitals - Evidence Based (Weng, 2012)

Delivery Vs. Discovery Organizations (Stempfle, 2011)
LEADERSHIP SUPPORT

• Leadership- Innovation Gatekeepers (Aslani et al, 2015)

• Taiwanese Hospitals- “The nurse often seeks managerial support for new ideas.” (Weng et al, 2012)

• United States Business- GlaxoSmithKline- created a Multi-disciplinary functional structure (Laing et al, 2013)

• Follow through with innovative ideas/ Disseminate innovation accomplishments/
Foster innovation practices among employees/ Speak the language
DON’T GIVE UP

- An example of diffusion directed by management was noted in the process of improving discharge instructions for chronic obstructive pulmonary disease COPD patients. A manager explains the nurses perception of increased time spent on discharge instructions (Brewster et al, 2015)

- ‘It was a big change for my staff, they were not used to doing this and I had to keep pushing them. A couple of times I heard – “Yeah don’t worry this will go away”. I had to tell them this is the right thing to do for the patient and this is not going away. I think when people realized how serious we were about it they just got on board. It was persistence; I just had to keep going.’ (Brewster et al, 2015, p.7)
INNOVATIVE SOLUTIONS

▪ Cleveland Clinic- Innovation Inventory Program- created by Nancy Albert PhD, CCNS, NE-BC. Acknowledgement for nurses for the innovation implementation success. Grants and the opportunity to work with a team of innovation experts.

▪ Arizona State University- Masters and PhD programs in Nursing innovation.

▪ MIT- Little Devices Lab- Maker Nurse “MakerNurse” is a community of inventive nurses who are creating solutions to improve patient care every day” makernurse.com

▪ Mayo Clinic- TRANSFORM- yearly innovation conference September 25-27 2018 in Rochester, Minnesota- Mayo Civic Center
REFERENCES


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