



Innovation and Adoption of New Practices

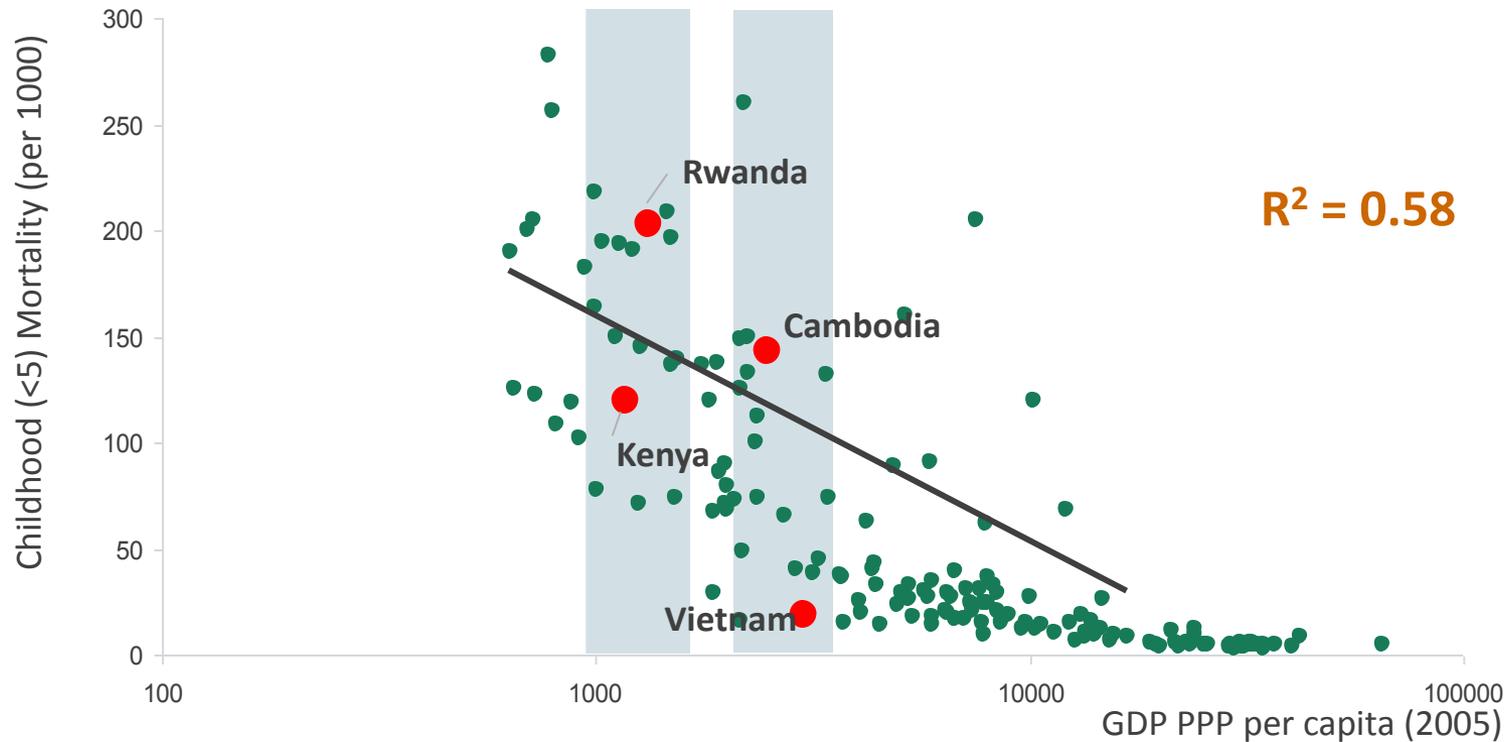
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The Need for Innovation

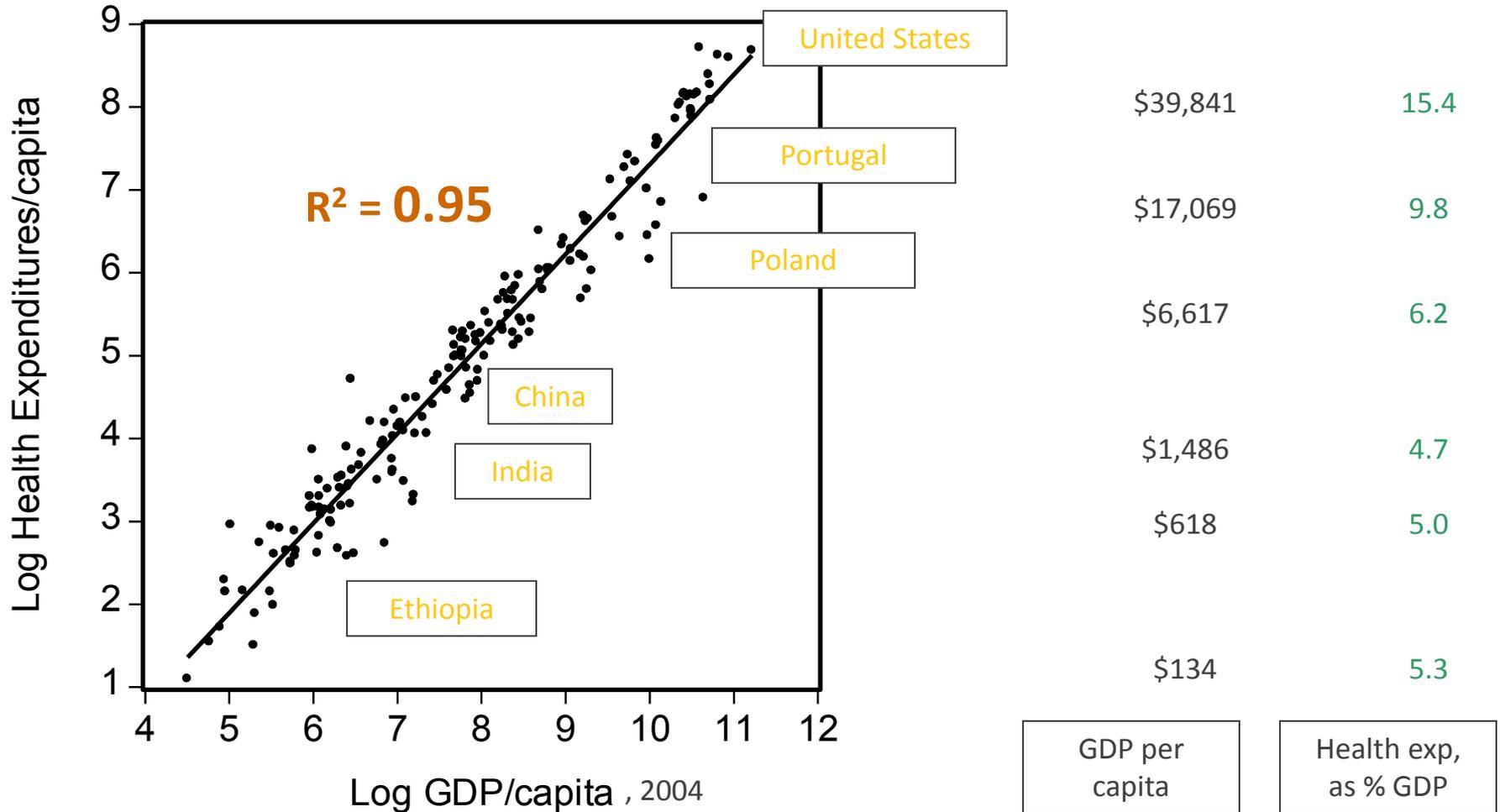
Health outcomes per GDP vary widely



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Source: WHO

Health spend per GDP is fixed



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Source: WHO/NHA, Brookings Inst.

Low Resource Technology Landscape

- The International Health IT field has had rapid progress in the last 10 years
- Becoming core research labs in several universities (TIER group at Berkley, MIT, Computer Science Labs in TZ, UG, Kenya, Ghana)
- Many new non-profit and for-profit entities
- Mostly still donor funded, though more consumer focus is coming as well
- Mostly still in pilot phases, small number of successful projects going to scale
- **The most innovative technology does not dictate who “wins”**

Potential for Innovation in Technology

- Use of mobile (and tablet), low cost computing
- Measuring value instead of Indicators
- National (connected) IT platforms: designed for interoperability
- National Strategy before entrenched Industry
- Integrated Supply Chain / Logistics / HR
- Most (Information) Technology has passed services ability to support it

But, Also a good chance to repeat the same mistakes over!

Factors for Adoption of Innovation

Perception of Innovation (From Rogers)

- Relative Advantage
- Compatibility
- Complexity
- Trialability
- Observability

- Longevity (Future Proof?)

Characteristics of people who adopt innovation

Image of crossing the quality chasm in the technology adoption lifecycle has been removed due to copyright restrictions.

Contextual Factors

Type	Decision Made By
Optional Innovation-Decision	individual who is in some way distinguished from others in a social system.
Collective Innovation-Decision	all individuals of a social system.
Authority Innovation-Decision	Few individuals in positions of influence or power for the entire social system by

Challenges for High-Value Adoption of Innovation

Ecosystem

- ICT Development projects shares characteristics of traditional startups
 - Management team
 - Market
 - Customer
 - Competitors
 - Evidence Base
 - Barriers to entry
 - Plan
 - Inflection Points
 - Exit

- Development sector is just as competitive as the private sector
 - Multi-billion dollar industry
 - Many players
 - Much gamesmanship / positioning / marketing

Often the “Innovation” is the easy part

Utilizing Innovation often means Implementing Change Management

- Roles and responsibilities will change throughout the organization
- Cultural norms and communications will need to adapt
- Attitude of continuous improvement needs to be adopted
- Push back from people who are scared and/or don't understand
- People don't understand how to get to where they want to go or they would be there already

Agile Deployment

- “Waterfall” deployment doesn’t work any better in deploying technologies that “Waterfall” software development does in creating them
- Need to adapt innovation to the changing ecosystem on the ground
- Plan for changing requirements, features, and attitudes through the course of scaling up
- Plan for new competitors and partners to enter during the scale-up phase



Image courtesy of [Hamed Saber](#) from Flickr.

Difficulty in Donor driven Sector

- Many Large NGOs are heavily driven by Large donors
 - 3 to 5 year plans, many deliverables determined up front
- Once a grant is awarded:
 - There is no incentive to adapt and admit your original approach was not correct:
 - Do what you said you were going to do
 - Spend what you said you were going to spend
- Therefore
 - Duplication of innovation
 - Lack of collaboration
 - Lack of adjustment to realities on the ground
 - Lack of innovation after the plan is in place



Image courtesy of [toffehoff](#) on Flickr.

But, not exactly unique to Donor Sector

Pilot Churn

- 3 to 5 year plans make it easy to do pilots, hard to scale.
- Crossing the Chasm requires an evidence base
- Pilot partners may not be in a position to scale
- Who realizes the “Value” at scale?



Image courtesy of [Travis S.](#) on Flickr.

But, not exactly unique to Donor Sector

Factors for Success

- Ground truth and iterate quickly
- Create Rapid response team
- Position for long time horizons
- Engage Multiple partners
- Entrepreneurs are good at predicting odds, terrible at predicting timelines
- Create Culture of Continuous Improvement
- Create “Pull”

Focus on the ground game

Lessons

- Fail Quickly (increase your innovation cycle)
- Make sure you are really solving a felt need with high-value
- Know whether you are going to Collaborate or Compete
- Everyone has to sell, and everything you do is part of sales



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Questions and Answers

Additional Resources

- <http://ihiscaleupconference10.blogspot.com/>

MIT OpenCourseWare
<http://ocw.mit.edu>

HST.S14 Health Information Systems to Improve Quality of Care in Resource-Poor Settings
Spring 2012

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