Innovation and Adoption of New Practices

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- The Need for Innovation
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- Challenges for High-Value Adoption of Innovation
The Need for Innovation
Health outcomes per GDP vary widely

R² = 0.58

Source: WHO
Health spend per GDP is fixed

\[ R^2 = 0.95 \]

<table>
<thead>
<tr>
<th>Country</th>
<th>GDP per capita</th>
<th>Health exp, as % GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>$39,841</td>
<td>15.4</td>
</tr>
<tr>
<td>Portugal</td>
<td>$17,069</td>
<td>9.8</td>
</tr>
<tr>
<td>Poland</td>
<td>$6,617</td>
<td>6.2</td>
</tr>
<tr>
<td>China</td>
<td>$1,486</td>
<td>4.7</td>
</tr>
<tr>
<td>India</td>
<td>$618</td>
<td>5.0</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>$134</td>
<td>5.3</td>
</tr>
</tbody>
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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

<table>
<thead>
<tr>
<th>Type</th>
<th>Decision Made By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optional Innovation-Decision</td>
<td>individual who is in some way distinguished from others in a social system.</td>
</tr>
<tr>
<td>Collective Innovation-Decision</td>
<td>all individuals of a social system.</td>
</tr>
<tr>
<td>Authority Innovation-Decision</td>
<td>Few individuals in positions of influence or power for the entire social system by</td>
</tr>
</tbody>
</table>
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

But, not exactly unique to Donor Sector

Image courtesy of toffehoff on Flickr.
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?

But, not exactly unique to Donor Sector

Image courtesy of Travis S. on Flickr.
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”
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
Questions and Answers
Additional Resources

- http://ihiscaleupconference10.blogspot.com/