Comisiwn Bevan Commission

CAAI METHODOLOGY
IN ACTION

INPUTS AND OUTCOMES FRAMEWORKS

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Part of the Connecting for Adoption and Adaptation of Innovation Methodology Toolkit

About this Toolkit

The Connecting for Adoption and Adaptation of Innovation (CAAI) methodology Toolkit brings together guides, frameworks and How To resources. CAAI was developed for leaders and innovation/improvement/research leads in health and care organisations or networks that work over a large geographical area or for services that look after a sizeable population.

When running a support programme, there are often benefits from economies of scale, and this toolkit puts forward guides which are best applied to a number of innovations and/or adoption sites at the same time. This means that there are opportunities for peer learning and sharing experiences from different care settings and work contexts. Greater benefit may be observed when this can take place across organisations or wider networks, especially within health and care systems supporting 3 to 5 million people.

This guide is one of four that has been developed as part of the CAAI Methodology Toolkit and authored by a team from the Bevan Commission, working closely with Professor Nick Rich, Swansea University. For more information, please visit our online resources at bevancommission.org/caai-methodology.
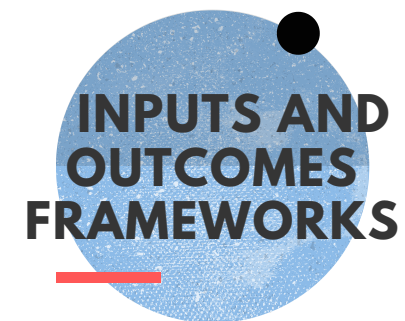
About this Guide

There are two underlying conceptual frameworks supporting the CAAI methodology (inputs and outcomes) and these are described in this guide. To support the application of the framework, examples are given on how it can be used as part of the Four Steps, and a video is used to support this guide.

Contents

INPUTS AND OUTCOMES FRAMEWORKS

The people involved

Innovators are part of the team that developed the innovation and are passing it on because it is known to work. They may or may not be working with a team.

**Adopters** (usually working with their teams) at the practice level have seen the benefit of the innovation and want to make it work in their Adoption Site. Working with multiple adoption sites helps maintain the momentum for the spread of innovation.
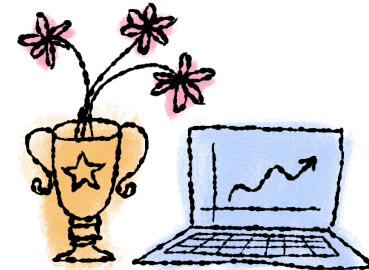
Leads work in the establishments and entities including networks who are seeking the benefits from the innovation and want to increase the likelihood of successful uptake.

Introduction

An inputs framework helps make sense of what an organisation or network needs to consider to support adopters and innovators. An outputs framework helps to show whether innovations have been successfully taken up or abandoned. Together they form the basis of the support that is needed for success and outcomes that are tracked when supporting adoption of innovation.
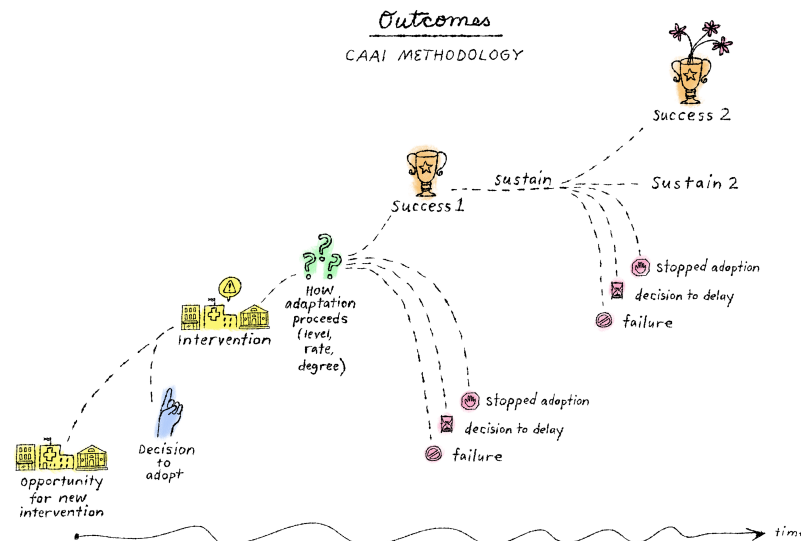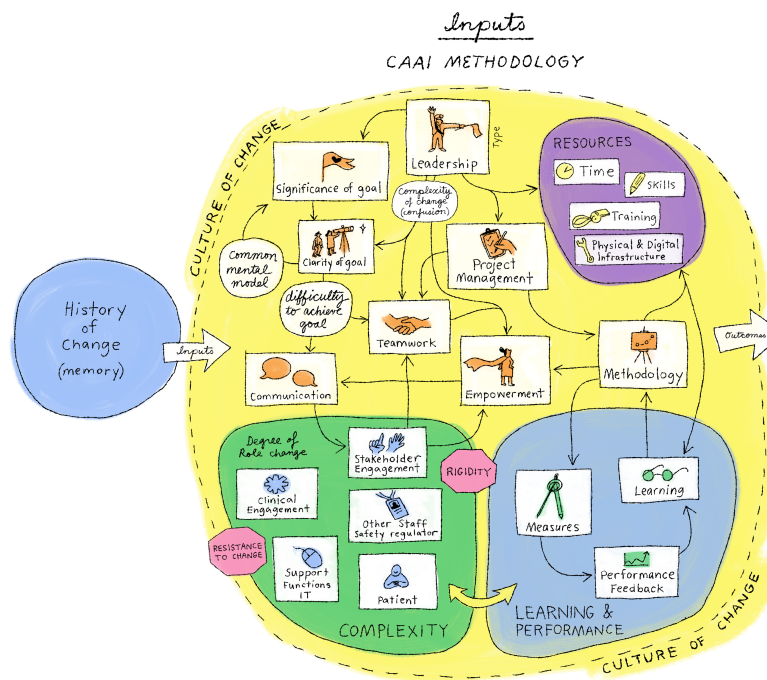
Watch online

Here is a <u>short video</u> to give you a quick explanation of the outcomes framework and the organisational inputs framework.
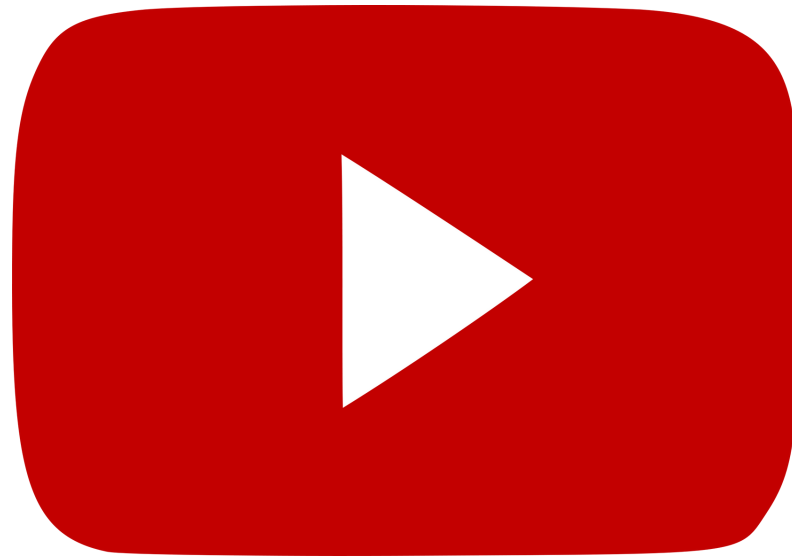
Inputs

The culture of change in an organisation or network is influenced by a number of building blocks used to facilitate the successful adoption and adaptation of innovation. The building blocks are shown here inside the yellow (dashed circle). By providing supportive spaces, structured activities and with the involvement of key partners, all the building blocks can be brought together for people participating in adoption and adaptation of innovation. These frameworks are for people taking up a particular innovation and in a specific care or service setting/context, referred to as adoption sites.
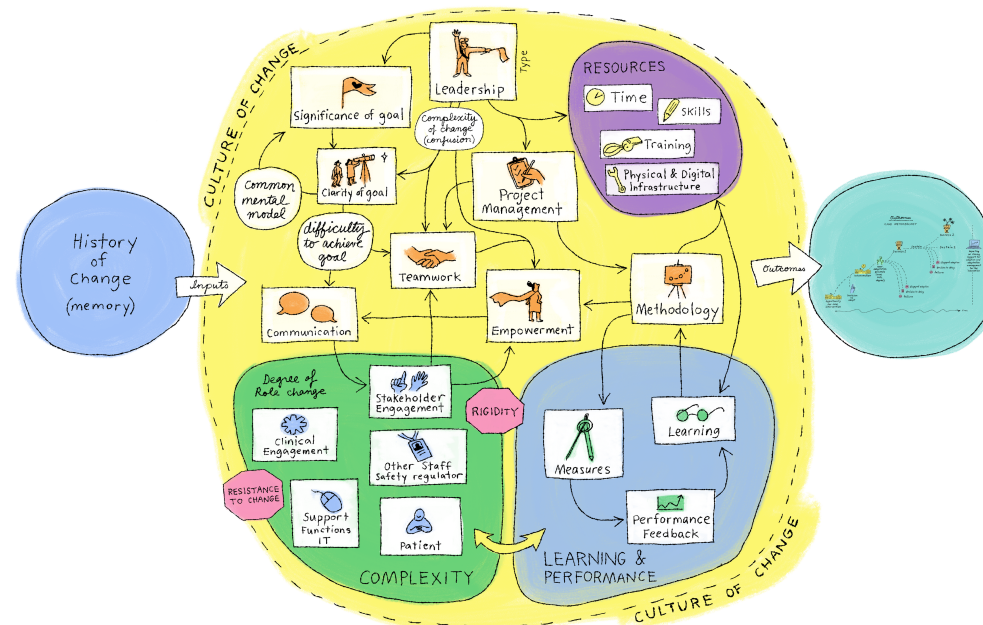
Examples of how the inputs framework is used in a support programme

1. This is a focus area at the start of the programme, with tools such as the A3 Chart to support initial planning.

2. Participants are supported to communicate the innovation, coach colleagues on how it can be used in the organisation, and bring on board team members and stakeholders. The extent to which this support is needed is based on the complexity and degree of change required for the innovation to be successful in a care setting.
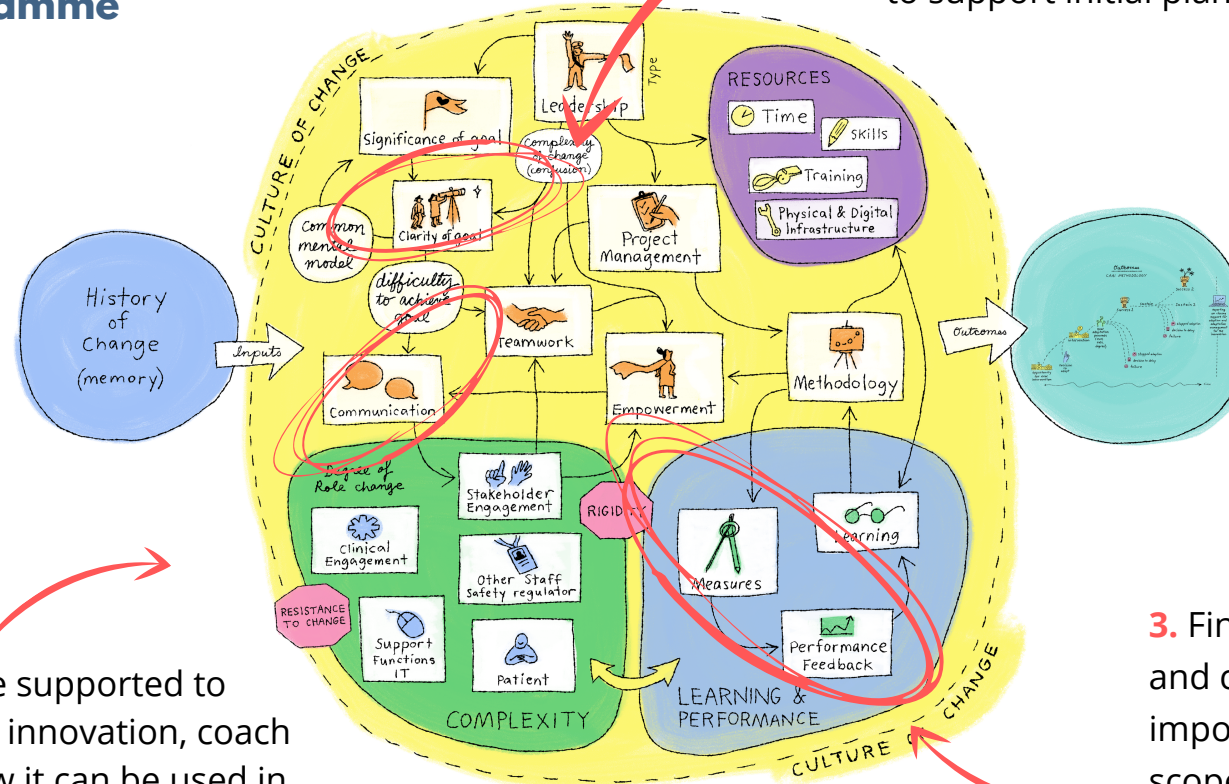
3. Finding ways to measure and collect enough data is important. Otherwise, the scope of the project will expand simply to gather more data and not be of benefit to anyone. The How to Measure resource can be used here.

4. When participating in a programme the need for training, time, and skills are continuously monitored. Support is then given as part of planned and unplanned activities to facilitate successful outcomes
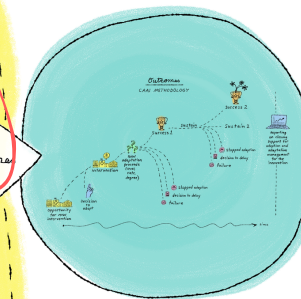
5. Moving beyond individual personalities and memorable characters, the support is tailored to the context based on whether the organisation has a positive or negative memory of change.
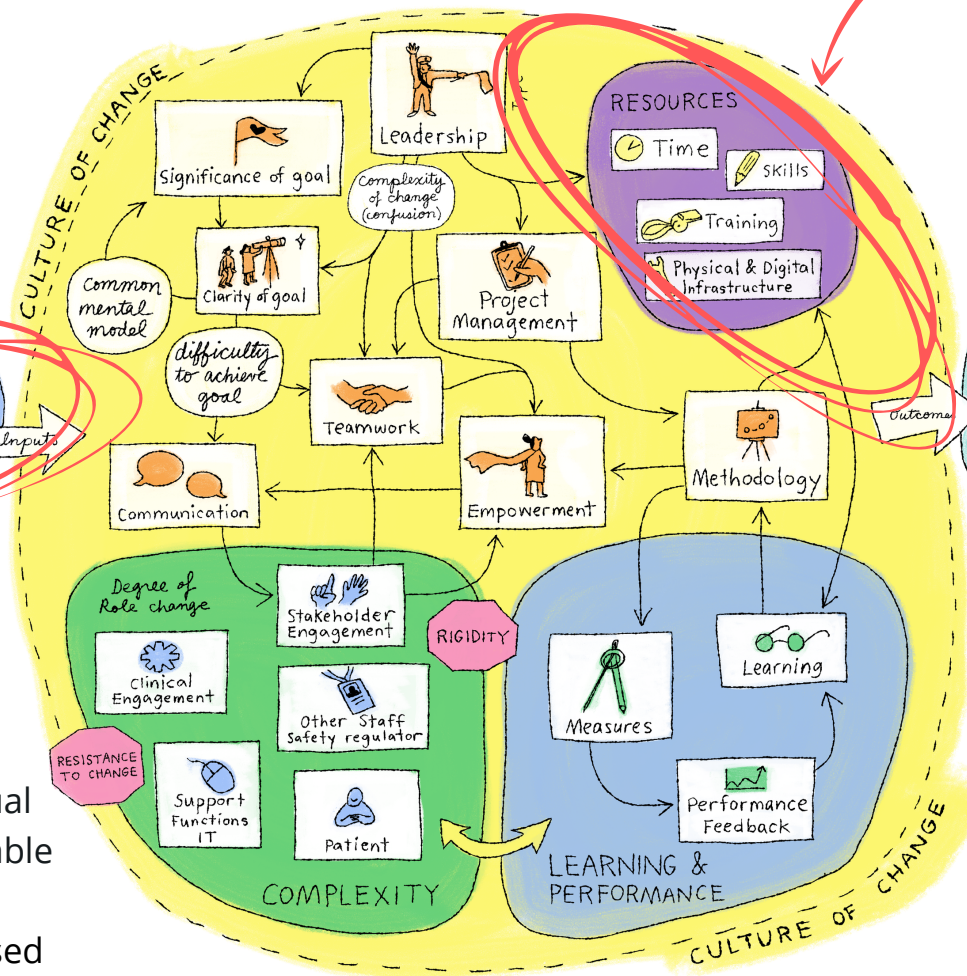
Outcomes

Expected outcomes when adopting an innovation are broadly the same for an innovator and an adopter. When considered in the CAAI methodology, the focus is on benefits realisation when successful adoption takes place.

The main outcome is about success, abandonment or failure.
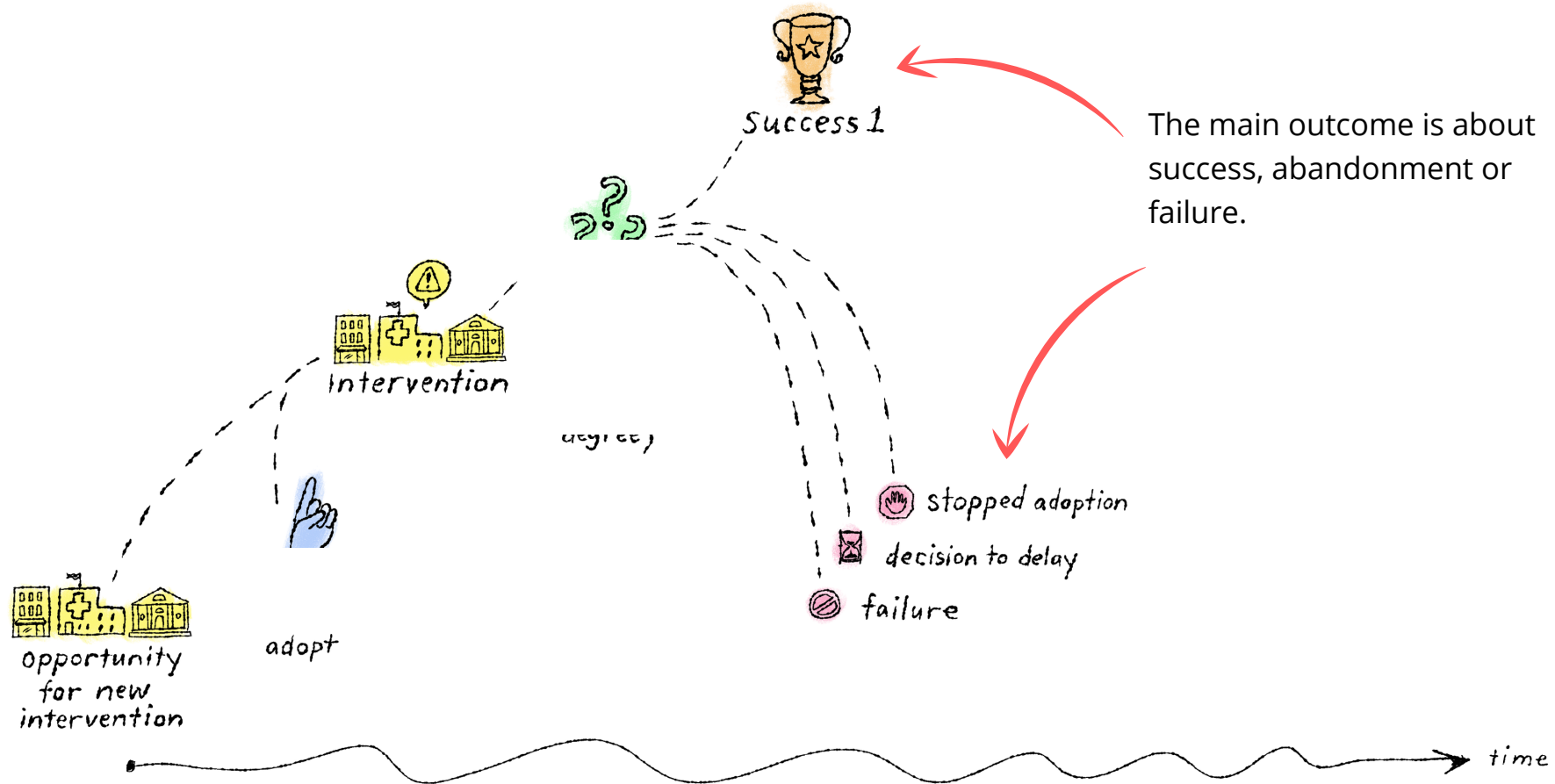
An intervention or innovation then keeps advancing through the service and reaches multiple success levels (sustaining the benefits), or there is potential for a successful intervention/ innovation to attempt sustainability and then be stopped.

Success 2

Sustain 2

sustain

Success 1

stopped adop

decision to delay

failure

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Intervention

stopped ado

decision to delay

failure

De
a

opportunity
for new
intervention

time

There are three major differences in the outcomes for an adoption site as compared with that for an innovator who is testing their innovation.

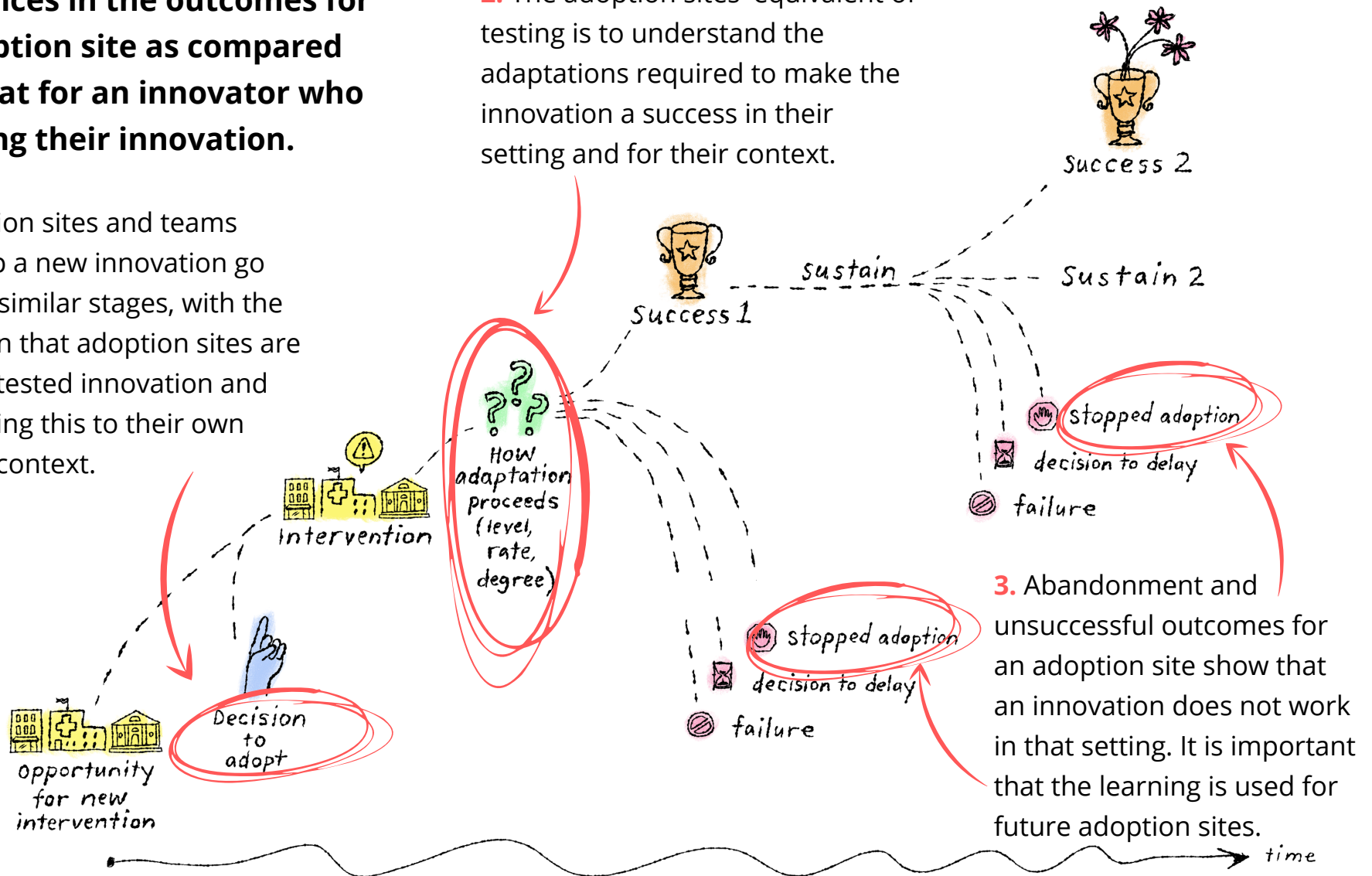**2.** The adoption sites' equivalent of testing is to understand the adaptations required to make the innovation a success in their setting and for their context.

1. Adoption sites and teams taking up a new innovation go through similar stages, with the exception that adoption sites are taking a tested innovation and introducing this to their own team or context.

Success 2

Sustain 2

sustain

Success 1

How adaptation proceeds (level, rate, degree)

stopped adoption

decision to delay

failure

Intervention

stopped adoption

decision to delay

failure

Decision to adopt

3. Abandonment and unsuccessful outcomes for an adoption site show that an innovation does not work in that setting. It is important that the learning is used for future adoption sites.

opportunity for new intervention

time

4. The reporting focuses on how adoption and adaptation has been achieved. In the case of adoption sites, the focus is on moving through the stages from introduction, the uptake of the innovation at practice level, and measuring how many people have/could have benefitted. Learning from the first few adoption sites can influence future development or introduction of similar innovations.

Success 2

Reporting on closing support for adoption and adaptation management for the innovation

sustain — Sustain 2

Success 1

How adaptation proceeds (level, rate, degree)

Intervention

stopped adoption

decision to delay

failure

stopped adoption

decision to delay

failure

Decision to adopt

opportunity for new intervention
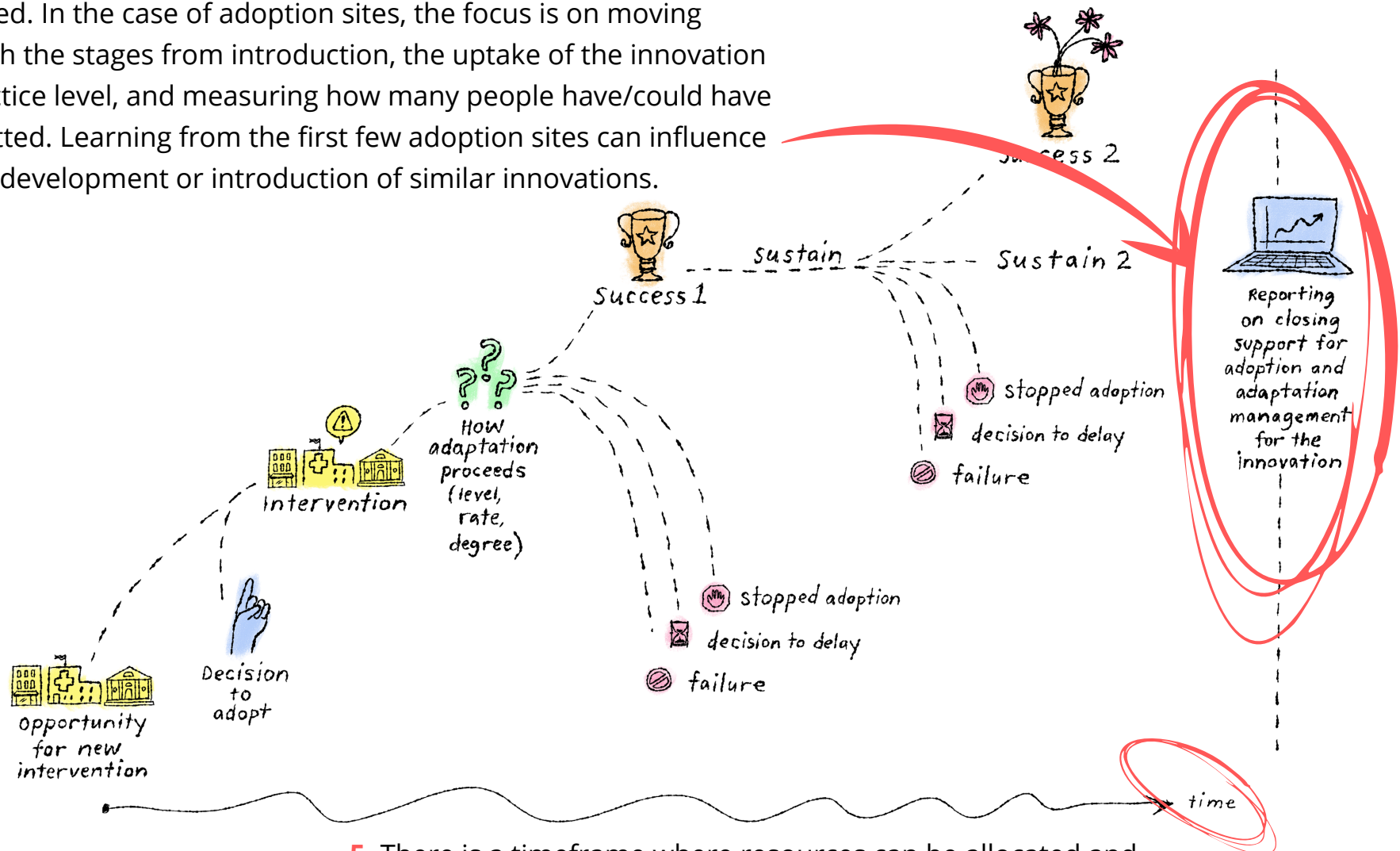
time

5. There is a timeframe where resources can be allocated and support can be put into place and there is also a limited time in terms of the attention that can be given to new interventions.

Printable resources

INPUTS

A conceptual framework for the CAAI Methodology

OUTCOMES

A conceptual framework for the CAAI Methodology

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INPUTS AND OUTCOMES FRAMEWORKS

CAAI METHODOLOGY IN ACTION

Print and use this framework to plan the support you and your partners can give to adopters and innovators in your organisation or as part of your network (best as A3 print).

Inputs

CAAI METHODOLOGY

CULTURE OF CHANGE

Leadership

Type

Significance of goal

Complexity of change (confusion)

RESOURCES

Time

Skills

Training

Physical & Digital Infrastructure

Common mental model

Clarity of goal

Project Management

difficulty to achieve goal

History of Change (memory)

Inputs

Teamwork

Communication

Empowerment

Methodology

Outcomes

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Degree of Role change

Stakeholder Engagement

RIGIDITY

Learning

Clinical Engagement

Other Staff Safety regulator

Measures

RESISTANCE TO CHANGE

Support Functions IT

Patient

Performance Feedback

COMPLEXITY

LEARNING & PERFORMANCE

CULTURE OF CHANGE

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Outcomes

CAAI METHODOLOGY

Success 2

sustain — Sustain 2

Success 1

Reporting
on closing
support for
adoption and
adaptation
management
for the
innovation

How
adaptation
proceeds
(level,
rate,
degree)

stopped adoption

decision to delay

failure

Intervention

stopped adoption

decision to delay

failure

Decision
to
adopt

opportunity
for new
intervention

© Nick Rich

time

CAAI METHODOLOGY IN ACTION

Print and use this framework to plan the support you can give to people working in your organisation or as part of your network (best as A3 print).

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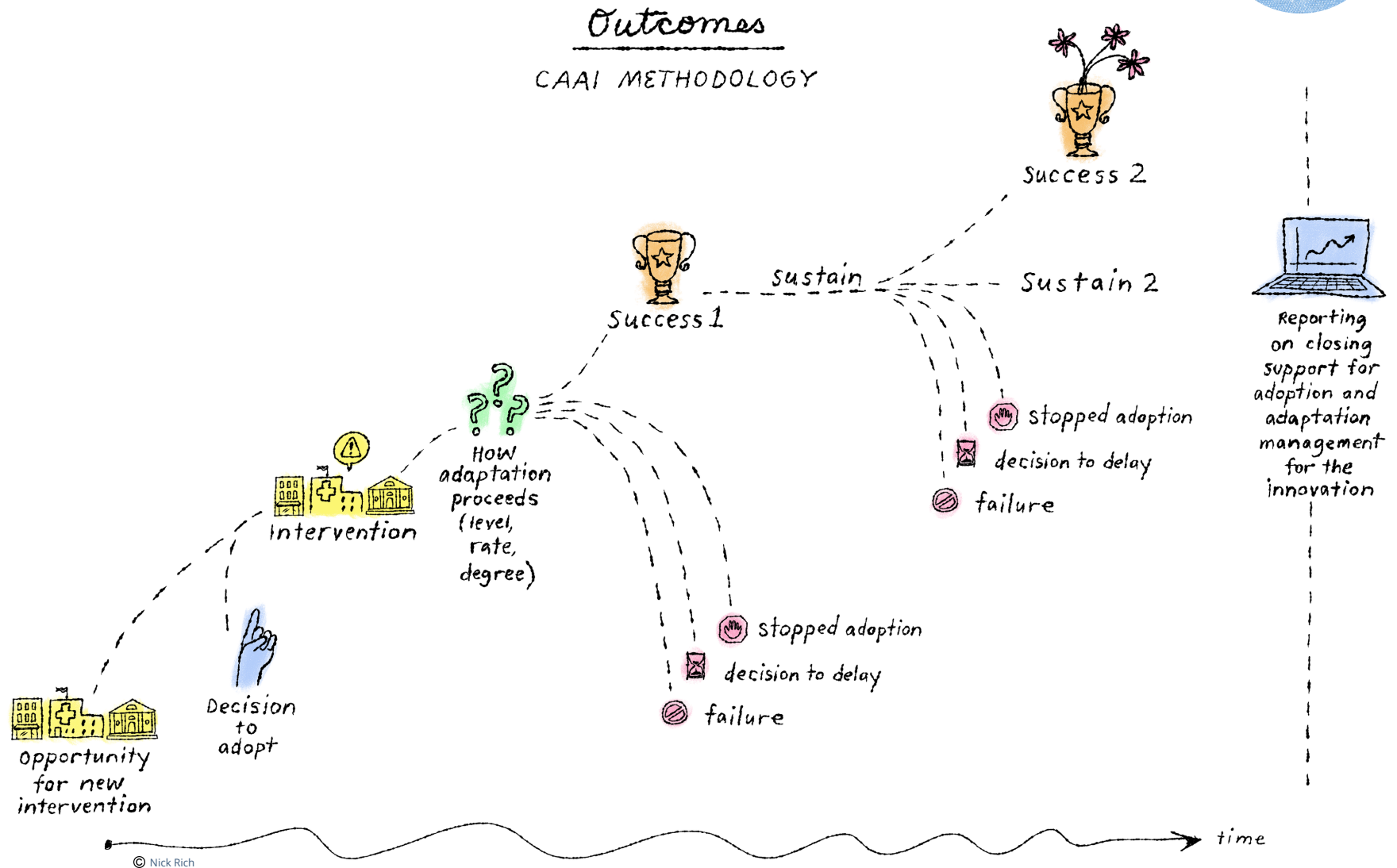
Go to the next guide

SUPPORTIVE
SPACES

Toolkit, how to, and online resources

bevancommission.org/caai-methodology

Guide 1. Getting Started - covering some of the definitions and main concepts that are important for applying the CAAI Methodology.

Guide 2. The Four Steps - a step-by-step guide, from selecting the innovation, to providing support, and showcasing the learnings.

Guide 3. Inputs and Outcomes Frameworks - an overview of the evidence-informed conceptual frameworks important for increasing the likelihood of successful uptake.

Guide 4. Supportive Spaces - detailed information on how to design and manage a physical/digital space and structured activities to support the innovation adopters and their teams.

Resource 1. How to Box up your Innovation is for innovators and people who work with them. It will help bring together the information that adopters need to get started and use during the introduction and uptake of the innovation in their context.

Resource 2. How to complete the A3 Project Chart is for each adoption site to use, and is completed at the beginning and at each key stage of the project.

Resource 3. How to complete a swim lane supports the use of the A3 Project Chart, and follows a guided exercise on representing the current (as is) and future (redrawn) sequence of work.

Resource 4. How to Measure Change using the 'Rich Layer Cake' is for innovators and adopters to help select the right types of measures, and work through the lessons that can guide implementation.

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