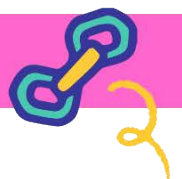# HOSPITAL SOLUTION HUBS

Together, reimagining care.

INNOVATION TOOLKIT (DRAFT)

INNOVATION TOOLKIT

Editor:
Lindi van Niekerk

Contributions by:
Ann-lise Guisset, Lee Wallis, Hamid Ravaghi, Mafaten Chaouli, Claudi Optiz

Design by:
Amy Clarke (Chembe Collaborative)

Date:
July 2023

Note: This document is a draft publication

TABLE OF CONTENTS

World Health Organization

CONGRATULATIONS ON ESTABLISHING YOUR HOSPITAL SOLUTION HUB!

This toolkit has been created to support your team through your innovation journey. In this guide, you will find a variety of tools, guiding materials, and videos, matching each step of the innovation journey. Each of these has been selected from a myriad of available tools and customized for your hospital context. For this toolkit, tools and approaches were drawn from service design, social innovation, organizational management, and project management.

Time is a luxury when working in hospitals, and the hope is that this toolkit will enable you to engage in innovation efficiently, effectively and while having fun.
Get ready for your journey to begin!

DEFINITIONS:

In this toolkit, you will see several words frequently. As far as possible, jargon has been avoided but it is important to have a few common understandings.

Innovation:
This can be a daunting word, but it is a simple concept. Innovation is creative localized solutions to systemic problems, co-developed and co-implemented, by hospital workers and beneficiaries, to transform patient care and strengthen the organizational culture in the local setting.

Innovators / Change Agents / Intrapreneurs:
these words all refer to people, like yourself, who have the courage to think in creative ways, to re-imagine problems as possibilities, to understand the root cause of the issue and implement solutions that will challenge and transform the status quo.

Human-Centered Design:
this is a sub-field of innovation and refers to the approach taken to innovation. It is based on the principles of co-design and co-creation, simply meaning, developing new ideas and solutions with the people who will be using these solutions.

World Health Organization

VALUES OF INNOVATION:

As a Hospital Solution Hub, several values will be important in your innovation journey.

POSITIVE COLLABORATION:

The best solutions are developed and implemented, with others. Collaborating with patients, colleagues, and the community will be key to your innovation success. Collaborating in a way in which everyone's contribution is seen and heard, helps to build quality relationships that support innovation.

EXPERIMENTATION:

Innovation entails risking, experimenting, iterating, and learning from each experience. Not every innovative solution will be successful and often the most valuable lessons are learned from solutions that fail. Embrace failure, as long as you learn from the experience.

FUN:

Engaging in innovation can be fun and satisfying. Hold ideas lightly and be willing to learn, build new relationships with your colleagues and learn from the experience. The most important part of the innovation process is you and your team's personal journey

HOPEFUL:

Innovation requires hope, the ability to see new possibilities amidst the challenges and pursue these with the determination that you can overcome the challenges.

INCLUSIVITY:

Anyone can be an innovator!
Ideas can come from any person irrespective of their status, background, rank, or discipline. Innovation is a process open to everyone and having diverse viewpoints contribute to creating new solutions.

World Health Organization

INNOVATION JOURNEY OVERVIEW:

Innovation does not need to be a daunting endeavor. To guide your innovation journey, six steps have been identified. Below is an overview of each of the steps you and your team will take in the coming months.

01

STEP 1: GETTING READY

Time: 2-4 weeks
Goal: To ensure the hospital is ready to receive new ideas/solutions.
Outcome: A functional team & supportive hospital leadership.
What is it about?
Getting ready is as important as innovating.
Adopting a new mindset, raising motivation, and building the capacity of yourself, your team, and the hospital leadership is critical. A supportive and nurturing hospital environment helps new solutions to succeed.

STEP 2: EXPLORING THE PROBLEM

02

Time: 2 weeks
Goal: To understand the root cause of the problem, analyze it from the perspective of service users.
Outcome: A reframed problem statement
What is it about?
To effectively solve a problem through innovation, the root cause of the issue needs to be understood as well as its relation to the broader system. Innovation is about digging deep to understand the issue from the perspective of all who are affected by it – patients, staff, community members etc. In this way, true disruptive solutions can be developed which have the potential to transform not only the hospital but the larger system.

03

STEP 3: CREATING NEW POSSIBILITIES

Time: 1-2 weeks
Goal: To explore all the possibilities to address the articulated problem in a co-creative way
Outcome: A prototyped solution ready for implementation
Whatis it about?
The most innovative solutions arise through a process of co-creation, ie. bringing unlikely people together from different points of view to think collectively about the problem. All ideas are welcomed, some ideas are quickly tested (prototyped) and the most promising idea gets taken forward.

World Health Organization
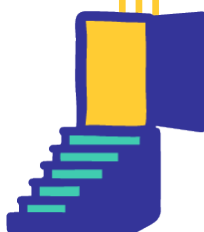
STEP 4: IMPLEMENTING A SOLUTION

04

Time: 4 weeks
Goal: To turn an idea into a real-life solution
Outcome: A solution that has been implemented in your hospital
What is it about?
It is time to implement your solution. It is key that each team member understand his/her role, timelines are clear, your solution is well communicated within the hospital, and you gather data to assess whether the solution is achieving its intended outcome.

05

STEP 5: LEARNING & ITERATING

Time: 1-2 weeks
Goal: To review all data gathered and make changes as required
Outcome: Sharing the learning with your hospital
What is it about?
With the data you gathered in Step 4, you will analyze this to see whether your solution is achieving its intended outcome. You may need to make some tweaks, adaptations and changes to the solution based on your learning. This could take you back to Step 2, 3 or 4. You will also use this learning to discuss whether your solution has the potential to be scaled up.

STEP 6: SHARING & CELEBRATING

06

Time: 2 weeks
Goal: To recognize all who contributed to your innovation
Outcome: A shared hospital celebration
What is it about? Whether your solution was a success or did not work as expected failure, it is important to celebrate the hard work of you and your team. Hosting a hospital celebration for all staff, patients and community is a way to share the learning, acknowledge everyone's contributions and gather more support from community partners.

World Health Organization

01 GETTING READY

World Health Organization

STEP 1: GETTING READY

Introduction:
Time: 2 - 4 weeks
Goal: To ensure the hospital is ready to receive new ideas/solutions.
Outcome: A functional team & supportive hospital leadership.

You're about to embark on the first step of your innovation journey! Getting ready is a critical stage that will lay the foundation for a successful innovation process. A supportive and nurturing hospital environment helps new solutions succeed.

This step consists of several aspects:
• You, your team, and your hospital management adopting an innovation mindset
• Raising motivation and support for your innovation process within your hospital
• Building the capacity of you and your team to operate as agents of change.

There are several areas to focus on as part of this step and for each, several tools are provided.

Focus Area 1: Preparing Yourself and Your Team

Tool: Seeing Yourself as an Intrapreneur

Intrapreneurs are people working within an organization who apply their capacity to be innovative, creative and entrepreneurial in order to bring about positive social change in their organization. Intrapreneurs are hopeful and bold. They believe in their own ability to bring about change and can see a future that is different from the current one.

This enables them to drive forward a vision and to achieve this vision, they unlock resources in different areas. Intrapreneurs are skilled in bringing people together in collaborative efforts and through effective dialogue.

At this stage, you may not regard yourself as an intrapreneur. However, it is assured! You are!

Here are a few practices that can help you build your intrapreneurial capacity

World Health Organization

Practice: Building Positive Emotions

Time: 10 minutes

Research from organizational psychologist Barbara Fredrickson has shown how positive emotions can broaden and build one's creative capacity and resilience.

Having resilience is a key quality of being an intrapreneur and an innovator. In taking innovation from an idea to an implemented reality, you will encounter a lot of hurdles, skeptics, and resistance. By focusing on positive emotions, instead of negatively oriented emotions, you will increase your resilience and hold steadfast to your vision.

In addition, it was also found that positive emotions support better health and wellbeing. Take some time this week, and note down the times when you have experienced each of these emotions below:

Joy: ....
....

Gratitude: ....
....

Contentment: ....
....

Pride: ....
....

Awe: ....
....

Inspiration: ....
....

Interest: ....
....

Amusement: ....
....

Love: ....
....

READ MORE:
Positive emotions broaden and build, by Barbara Fredrickson
www.sciencedirect.com/science/article/abs/pii/B9780124072367000012

World Health Organization

Practice: Hopeful Agency

Time: 15 minutes

Agency is the capacity to have confidence in a vision and take steps in order to make your vision a reality. Intrapreneurs or change agents have also been found to be high-hope individuals. Hope enables you to believe in a future that is not yet seen and gives you the internal resources to overcome challenges that stand in your way.

Take 15 minutes and think through:

Remember an example past where you were successful in realizing a wish, desire, project, or activity?

....
....

What helped you believe that you can make it a reality?

....
....

What achievement are you most proud of to date?

....
....

What goal do you have for the future?

....
....

What are the pathways (actions/ strategies) that you can take to make this goal a reality?

....
....

How can people around you help you in achieving this goal?

....
....

REFERENCES:
- *Hope Worksheet by Center for Applied Research for Nonprofit Organizations*
- *Making Hope Happen: Create the Future You Want for Yourself and Others, by Shane J Lopez*

World Health Organization

Practice: Curious Listening
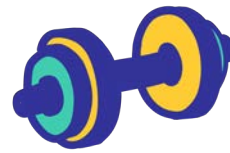
Time: 30 minutes

Intrapreneurs have an openness to learn from anyone or anything around them, whether it is from a fellow staff member, a patient, or a family member. Through active listening, intrapreneurs can always find something of value that another person is contributing. However, this type of listening extends deeper than just listening to gain knowledge, rather it helps cultivate emotional empathy for another person and makes the other person feel valued. Once another person feels 'listened to', this creates the possibility for a deeper relational connection, which in turn builds trust and respect. To have an innovation accepted, taken up, or even institutionalized as part of the fabric of your hospital, trust and respect are essential.

In this coming week, have a conversation with someone and try to practice curious listening for 20-30 minutes.

Pay attention to:
- Ignoring your own thoughts and avoid trying to pre-empt the direction in which the conversation will go.
- Focus on listening to the other person's words and what they may tell you about how they think and feel about the world.
-Do not give any advice to them and refrain from giving your opinion, rather only ask open-ended curious questions.

Note:
In hospital work, one may be well-trained in asking questions but one's listening is geared to identifying clues that will match a diagnosis one is hypothesizing. When listening curiously, avoid trying to match what people say to your own pre-formed ideas.
The goal of having a conversation is for you to discover something new and be surprised!

This practice will prepare you for Step 2 of the Innovation process.

REFERENCES:
The Dos & DON'Ts of Curious Listening, from The Masterpiece Leader Blog
https://masterpieceleader.com/about/

World Health Organization

Tool: Unlocking Your Creativity

Intrapreneurs are creative by nature.
You have likely been trained in scientific methods and rigor, and you would not often describe yourself as a creative. However, it is our human nature to be creative. Our creative ability is dependent on how much we nurture it– just like any other skill.
Creativity is much less about the output we produce, versus the process of being willing to embrace in the unknown. All it requires is bravery to discovering something new, and being willing to give any idea a chance, before letting your rational mind tell you that it can't be done!

Practice: Beginning your exploration
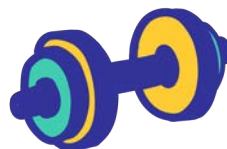
Time: Coffee break

Very often, our minds can discount ideas before they have the time to grow into anything.
You may also just feel rather nervous, not knowing where to start thinking of ideas. It doesn't matter how or where you start, only that you do, even if it is in some very small way!

1. Take a pen and paper and find a quiet space where you can relax. Hopefully, you can enjoy a cup of coffee too.

2. Pick up your pen, take a deep breath in and out, and then just write or draw anything that comes into your mind, or which is around you. This could be a feeling or something you are seeing in the room.

3. Stop and look at the page. Is anything a surprise to you? Did you discover anything?
Don't worry if you can't make sense of what you have written or drawn. The main thing is that you have begun!

By giving yourself permission every day to pause and let thoughts and ideas come to the surface, soon a brilliant solution will surface as well!

REFERENCES: Tool adapted from-
Start Small, Methods & Tools, by Hyper Island
https://toolbox.hyperisland.com/start-small

World Health Organization

Practice: A Creative Walk

Time: 30 minutes

As with any other skill, it is important to practice it. Walking is a simple and very effective way to enhance your creativity. You can do it on your way to or from the hospital, or even by walking through the hospital corridors.

You can also do this activity with a colleague or friend.
• Pick a route you don't usually walk. Change it up – even if it is just a slight detour.
• While you walk, try find a few things that you haven't noticed before. A tree which are changing leaves, or a scratch on the wall of the hospital corridor. If possible, use your phone to take pictures of the things that stand out to you while walking.
• At the end of your walk, flip through your photos. If you did your walk with a colleague, spend 5 minutes showing each other your photos. Very often, you would have noticed something totally different.

The goal of this practice is to start noticing things that are right in front of our eyes. In the rush of hospital work, so often you can be focused on the next task at hand. This exercise is about slowing down and being present. You will be surprised what solutions may be 'right in front of you' which you may just not have noticed.

> **REFERENCES:** Tool adapted from two sources-
> • *Walkabout, by Hyper Island*
>   https://toolbox.hyperisland.com/walkabout
> • *The Artist's Date, from the Artist's Way, by Julia Cameron*
>   https://juliacameronlive.com/books-by-julia/the-artists-way-a-spiritual-path-to-higher-creativity/

Practice: Asking What If

Time: 5 minutes

Every day in your hospital, common strategies and processes are followed. Some of these processes have been proven by research as best practice but many others are just passed down over the years. Often in hospitals, you are told to do something in a specific way as 'that is the way it is done'.Core to creativity and innovation is considering alternative ways of being or doing. It doesn't entail disrespecting the past but rather it requires critical optimism towards building a better future.

Asking "why" something is the way it is, can often make the person in question feel quite defensive. However, asking "what if" can open you and your colleagues up to new avenues of creative thinking. Practice asking "what if' at least once a week. It will require you to put ideas out there which mayeven be laughed at. The point is not to propose a winning idea, merely to get yourself and others in a frame of mind where alternative ways can emerge.

Recommended Reading:
Good books that can inspire you to develop your creative potential for innovation further are:
• The Innovator's DNA, by Clayton Christensen
• Change by Design, by Tim Brown
• Lateral Thinking, by Edward de Bono
• Creative Confidence: Unleashing the Creative Potential Within Us.

World Health Organization

Tool: Building an Inclusive Team

An innovative solution has very seldom been the outcome of a lone genius. Even Steve Jobs, from Apple, had a diverse team supporting him in realizing his vision. Creating and implementing innovation in a complex environment such as a hospital or health system requires a strong team with diverse viewpoints, skills, and backgrounds.

In considering whom to include in your innovation team, here are several aspects to consider (See the matrix below):

• As a team, do we have different disciplinary views represented?
• Do we have different cadres of staff represented?
• Do we have patients/people with lived experience of the problem/people who will be benefiting from the problem represented/ the community?
• Do we have people who will be influenced by or have influence over the solution represented? (e.g., referring hospital staff or policymakers)
• Is everyone on the team possibility focused / hopeful?
• Is everyone on the team motivated by a common goal?
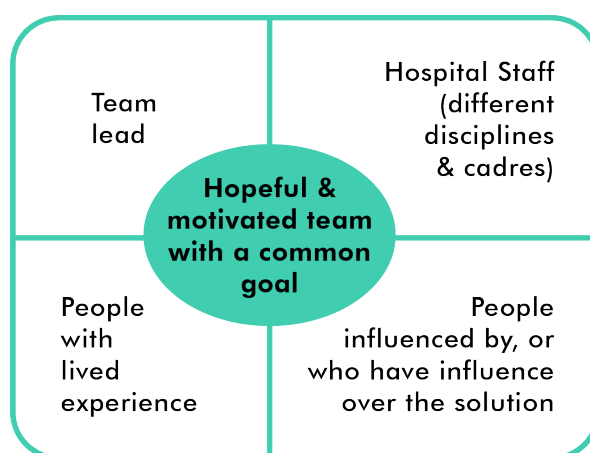
To consider: It is important in a diverse and inclusive team to balance power. People who usually have a lot of power in hospital settings such as clinicians are likely not shy to speak their views. However, a member of the cleaning staff may not have the confidence to voice his/her opinion or a diverse perspective in the presence of a team member with more power. The same holds for patients. Thus, it is important for all team members to have self-awareness of their own power, and to ensure that power is given to others. The team lead needs to be a person with the confidence to manage wide-ranging power dynamics such that everyone can feel safe to contribute.

LEARN MORE:
• Video: *Balancing Power in Co-Design teams*
  https://vimeo.com/605285714
• Paper: *Balancing power in Co-Production: introducing a reflection model, by Caroline Arleskog et al*
  https://www.nature.com/articles/s41599-021-00790-1

REFERENCES: Tool informed by-
The Co-design project team, NSW Government Agency for Clinical Innovation

World Health Organization

Tool: Building high-quality team relationships

From research conducted on successful innovation teams and organizations, three team practices emerged as important to building teams with high-quality relationships (see below). During the good and the challenging times, a team with high-quality relationships can support each other, find the answers and approaches needed to navigate an innovation through the hospital/health system and continue to develop new ideas.

Focusing on how you and your team members interact, can greatly contribute to the success of your innovative solution and also your own personal satisfaction with the innovation process.

Practice: Respectful Engagement
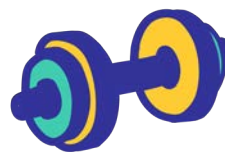
Time: 10 minutes

Respectful engagement and respectful engagement in a team context is based on how people affirm each other's worth, value and dignity. Respectful engagement conveys acceptance, genuine interest, and a sense of trust among team members. This practice has also been called an 'engine for new ideas' as it helps foster creativity in teams.

Respectful engagement is perceived during conversational encounters among team members, during which team members actively seek each other's inputs and reactions on work. During this process, each other's viewpoints are recognized, accepted, and affirmed.

READ MORE ABOUT IT:
- Paper: *Respect as an engine for new ideas: Linking respectful engagement, relational information processing and creativity among employees and teams, by Carmeli A et al.*
  https://journals.sagepub.com/doi/abs/10.1177/0018726714550256
- Research Thesis: *The Adoption and Institutionalisation of Social Innovation in the Malawian Health System. Van Niekerk, L.*
  https://researchonline.lshtm.ac.uk/id/eprint/4665156/

World Health Organization

Practice: Appreciative Attention
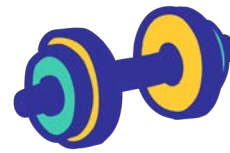
Time: 10 minutes

In daily hospital work, there is not a shortage of problems and challenges.
It is all too common that one can end up focusing more on what should be improved, what needs changing, or where there are problems.

Innovation teams however focus as much, if not more, on calling out the good. They focus on that which is positive within each other. Each person is created with unique qualities and giftings and acknowledging this in every person is important. It is also important to call out the efforts people are making while participating in the innovation process.

A way in which this can be done is to start every innovation meeting by acknowledging everyone's presence, thanking people for participating, and then listing the successes/achievements or positive things (even if very small) that different team members have accomplished. Calling out the positive and good within team members, build positive team morale and strengthen the team's resilience to overcome challenges.

REFERENCES:
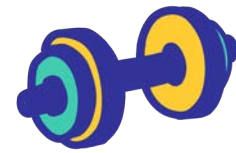*This practice was informed by David Cooperider*

LEARN MORE:
Appreciative Inquiry in Organizational Life, by D Cooperider
https://www.oio.nl/wp-content/uploads/APPRECIATIVE_INQUIRY_IN_Orgnizational_life.pdf

Practice: Experiential surfacing (Inscaping)

Time: 10 minutes

Inscaping or experiential surfacing is a practice that has been discovered in social-purpose organizations. Researchers studied what made these organizations and teams innovative, motivated, and committed to a cause to improve the social well-being of others. It was found that in these organizations, people share their personal experiences of work and broader life, as part of their everyday work. In the simplest way, inscaping is a way to give everybody an opportunity to share what they are thinking and feeling.

This practice can take several forms such as:
• Starting a meeting by asking: 'how do we each want to personally experience this project, service or activity?'
• Asking each team member: 'what are you thinking and feeling at this moment?'
• Asking a colleague to share 'what inspired or motived you while doing ....?

> **REFERENCES:**
> *This practice was developed by Warren Nilsson and Tania Paddock*

> **LEARN MORE:**
> • Paper: *Inscaping: Exploring the Connection between Experiential Surfacing and Social Innovation*
>   https://rb.gy/acwj0
>   Research Thesis: *The Adoption and Institutionalisation of Social Innovation in the Malawian Health System. Van Niekerk, L.*
>   https://researchonline.lshtm.ac.uk/id/eprint/4665156/

Focus Area 2: Preparing the Hospital Management

Innovation has become a bit of a buzz word and many leaders or managers say they want their hospitals to be innovative. They may even say they want staff to come up with 'disruptive' ideas. But speaking about innovation and truly building an environment that nurtures and supports innovation are two very different things. It has been found that leaders with the best intentions, can sabotage the innovations of their staff.

Let's think about this from the leader/ manager's perspective– he/she has been tasked to execute a strategy and achieve certain outcomes for their hospital. The bigger the hospital, the harder the job as there are so many moving parts. Hospitals especially have become known for operating a lot like factories – having clear processes, standards, and roles. Hospitals are also very risk-averse places– no one wants to take a risk that may end up costing a patient their life.

Thus, for these reasons, innovation can feel to a leader/manager that it is going against all the usual ways of doing. Part of your role as an intrapreneur is to showcase 'upward leadership'. Upward leadership entails guiding, supporting, and preparing your leaders/ managers such that they understand what innovation is; buy into the process and is ready to encourage it.

Tool: Critical Conversations

Time: 30-60 minutes per week

Having good open conversation between hospital leadership/ management and innovation teams are essential. In preparing for the innovation journey, it is encouraged to have regular conversations with your management.

Here are three critical conversation topics you and your leader/manager can discuss:

• Explaining innovation:
There may be a lot of misperceptions about what innovation may mean. It is often confused with improvement. In a simple way– innovation results in solutions that transform processes and people. Innovation is about thinking laterally– approaching problems with a different mindset and applying creativity to solve the problem in a new way from the status quo. It entails imagining the system in a different way. Improvement means making something 'better'. It is less about approaching problems in unconventional ways but rather, it is about applying best-practice proven ways to the Improvement is focused on making small incremental changes where innovation often entails a more radical change. It is about making optimizing the existing system and making the system more efficient and productive. Improvement and Innovation can complement each other– often when all the improvement methods have been tried, but a problem still persists, then it is time for innovation.

Resources you can share with your leader / manager:
o Article: Making a Difference: Strategies for Scaling Social Innovation for Greater Impact by Frances Westley and Nino Andaze- https://rb.gy/068wj
o Book: Getting to Maybe by Frances Westley
o Article: The Dawn of System Leadership - https://ssir.org/articles/entry/the_dawn_of_system_leadership

• The Role of Leadership & Management in Innovation
Leaders and managers play a very important role in the innovation process.
It is thus important that your leader/ manager have a clear understanding of the innovation process and the stages. Make sure to share the introduction to this toolkit with them. They should be informed of the time periods of each step. In the process, there are four critical moments for them:
Δ Step 1- Before Starting– Give permission– it is important for hospital staff to hear their leader give them permission to innovate. Often staff has had ideas but they may have thought they are not allowed to share these ideas. Giving permission signals to the staff that the leadership believes in their creative capacity.
Δ Step 2– Creating New Possibilities– Leaders and managers should be given a chance to hear some of the ideas emerging. Once each team's final idea for implementation has been selected, it would be beneficial for teams to present their selected ideas to the management. Teams need to be open to receiving feedback.
Δ Step 3 – Implementing a Solution – Midway through the implementation, leaders, and managers can be informed of the progress made. Leaders can play an important role in helping teams navigate hospital hurdles and unlock new resources or partners from the broader community to support the innovation.
Δ Step 4 – Learning – Sharing the learning with leaders and managers are critical. The learning from an innovation process is very valuable. Sharing this openly and transparently will help build trust in the process.

World Health Organization

Δ Step 5– Share & Celebrate- This is an opportunity for leaders to acknowledge, affirm and recognize staff who have participated in the innovation process. This final stage supports building positive momentum for further innovation in the hospital.

> **Resources you can share with your leader/manager:**
> o Article: Factors contributing to innovation readiness in healthcare organizations: a scoping review by Monique van den Hoed et al - https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-022-08185-x
> o Article: Creativity and the Leader by Teresa Amabile and Mukti Khaire - https://hbr.org/2008/10/creativity-and-the-role-of-the-leader
> o Book: The Progress Principle by Teresa Amabile

- <u>Threats to Innovation</u>

Several behaviors have been found to discourage and sabotage innovation. It is important to make your leader/ manager, as well as yourself, aware of what behaviors could have a negative effect on the innovation process.
These are:
o Discouraging creativity – telling people their ideas won't work or have been tried before
o Rushing evaluation – not ensuring that there is adequate time/ resources to evaluate the innovative idea
o Forcing structure and hierarchy– not allowing people to do things outside of their traditional roles
o Criticizing ideas – telling staff their ideas won't work or have been tried before, discourages creativity. Always try to praise the effort of the individual and if unsure about the idea, let them prototype (test) it so they can learn for themselves why it may not work.
o Only encouraging feasible ideas – if an idea was risk-free, then it would unlikely be an innovation. Avoid only supporting ideas that perceive to be feasible, rather, be willing to be surprised.
o Acting like a fountain of knowledge/experience – leaders who model humility have been found more likely to see their staff come up with creative ideas.

Focus Area 3: Identifying & Celebrating Existing Innovative Solutions

Tool: Innovation Crowdsourcing Contest

Hospital staff are often overstretched from all the hard work and asking your colleagues to engage in yet another activity, may feel overwhelming for them. Even having to think about ways to solve a problem may feel like an arduous task for your colleagues. A tool that has worked well in a hospital innovation initiative in South Africa, was "Crowdsourcing and Celebrating Existing Innovative Solutions".

What does this entail:
Within all hospitals, staff and even patients have found ways to solve problems. Often, they do not regard what they are doing as innovative. Yet, any problem solved in a new or creative way,

that delivers better patient care is considered innovative. Crowdsourcing is an open process (a call or a competition) to which people from all staff levels can contribute. It is a way to find ideas and solutions from any staff member and in any department. When doing this, using the word 'innovation' is often avoided, especially if people do not consider themselves innovative.

Activity: Hosting a Crowdsourcing Call

Time: 1-3 weeks

i. Launch a time-bound call or competition asking staff to share their "solutions for delivering better patient care". The launch can be done by communicating it at a staff meeting or putting up posters in the hospital.

ii. People are asked to share their solutions by completing a simple form and answering 3 questions: a) What is your solution? b) What problem does it address? c) What impact has it made? People can submit their solutions via paper, or via electronic ways.

iii. All submitted solutions are then assessed by a small hospital committee. Committee members can include a representative of the District Ministry of Health, hospital management, 2–3 staff members, and even patients. The committee assesses each solution in the three areas and gives it a score ranging 0-10.

iv. The highest-scoring solutions are then announced and celebrated. You can do this by giving people an opportunity to present their work at a hospital-wide meeting, making posters of their solution or writing a short article. Often the local media would be very interested in producing a piece on local innovative solutions. The local community may also be interested in coming to learn what your hospital is doing.

v. Where possible, a certificate of recognition can be provided to the finalist by the hospital or district management.

Outcome:
* This process helps to identify often hidden solutions in a hospital. These solutions often have the possibility to be scaled or replicated in other departments or in other hospitals.
* Recognizing staff members for their efforts is an important way of building a positive organizational culture and momentum for further innovation.

Examples:
- Poster:Groote Schuur Innovation Programme Call for Solutions
- Poster: GSH Innovator
- Booklet: GSH Innovator's Review
- Paper: Crowdsourcing to identify social innovation initiatives in health in low-and middle-income countries
- Guide: Crowdsourcing in Health and Health Research