



Supporting Innovation in the Adult Social Care Context: Research insights



Juliette Malley on behalf of SASCI team

Shaping the Future of Social Care

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Team

Universities & researchers

- London School of Economics and Political Science: Dr Jose-Luis Fernandez, Prof Martin Knapp, Dr Joanna Marczak, Prof Gerald Wistow, Raphael Wittenberg, Dr Valentina Zigante, Dr Ketta Holder
- King's College London: Prof Annette Boaz, Prof Ewan Ferlie, Prof Jill Manthorpe, Dr Carl Purcell
- University of York: Prof Yvonne Birks, Dr Kate Baxter, Jane Maddison

Partners and organisations we've worked with:

Care England, Local Government Association, Turning Point, Shared Lives Plus & Shared Lives schemes, Camden, Islington and Thurrock councils, WCS care, Springfield Health, Equal Care Co-op, London ADASS

Why SASCI?

- Innovation key lever for radical transformation of adult social care
- Disappointment around progress
- Lack evidence for how innovations develop, become sustained, scale and spread in this context

unlock the potential
of caretech
innovation

support local places to
bring proven innovations
from the margins to the
mainstream

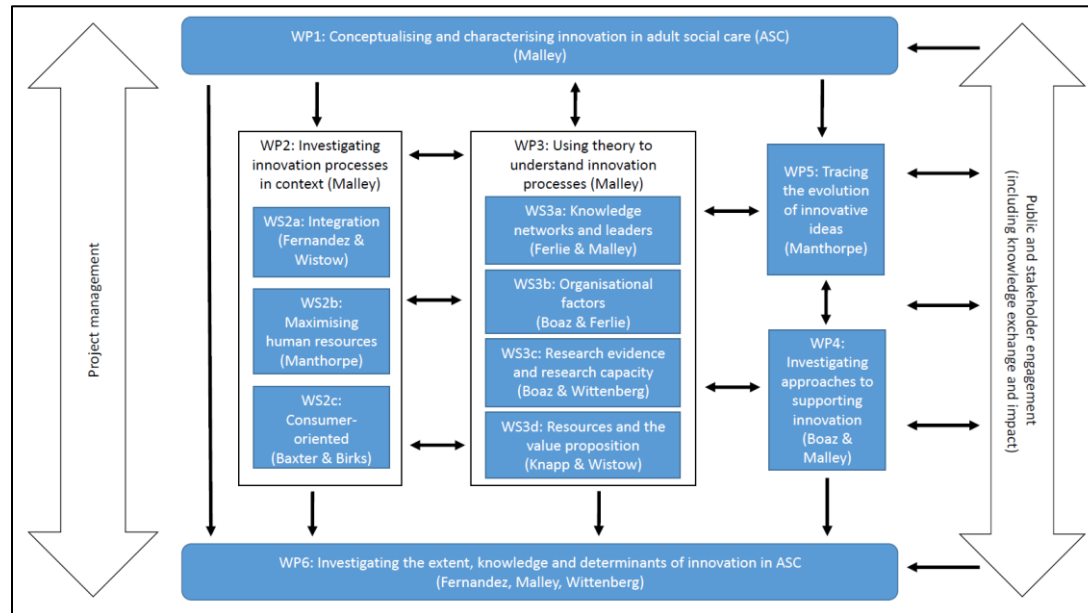
It's a sterile
sector

What is SASCI trying to achieve?

Build evidence to support the adult social care sector to start-up, implement, sustain and spread affordable innovations that work well for everyone.

'Innovators'	Inform the practical design of innovations and planning for implementation, sustaining, and scaling
Influencers of innovation	Develop policies and make decisions to foster innovation and enable it to flourish
Research community	Further knowledge and theoretical understanding of innovation in adult social care context

What the research involved



- Phase 1: Characterising and Conceptualising innovation
 - Stakeholder discussions
 - Literature review
 - Innovation mapping
- Phase 2: Investigate the practice of innovation
 - Case studies
 - Survey of organisations
 - Witness seminars

Our approach

- Organisational perspective – “innovation journey”
- Chose case studies where consensus over innovativeness
- Investigate untold innovation journeys
 - Not one-off pilot
 - Intent to sustain innovation
 - Innovations with spread
 - Entrepreneurial & provider organisations
 - LA led complex innovations

1. There are different types of innovation journeys. The strategies social care organisations need to increase the chances of success depend on the type of journey.



The innovation journey as an uncharted river

Summary

Mainstream care providers modifying their business model, through improving their offer to clients and workers, built environment improvements and introducing technology.

Why Jump in?

They are driven by the goal of improving care and the lives of their clients and their workforce. They believe this will help them to stay ahead of their competitors.



Rocks

Largely known barriers which need navigating.



Headwinds

Make it more difficult to navigate rocks, creating extra challenges.



Thunderstorms (rare)

Can reset the course of an innovation; positively or negatively.

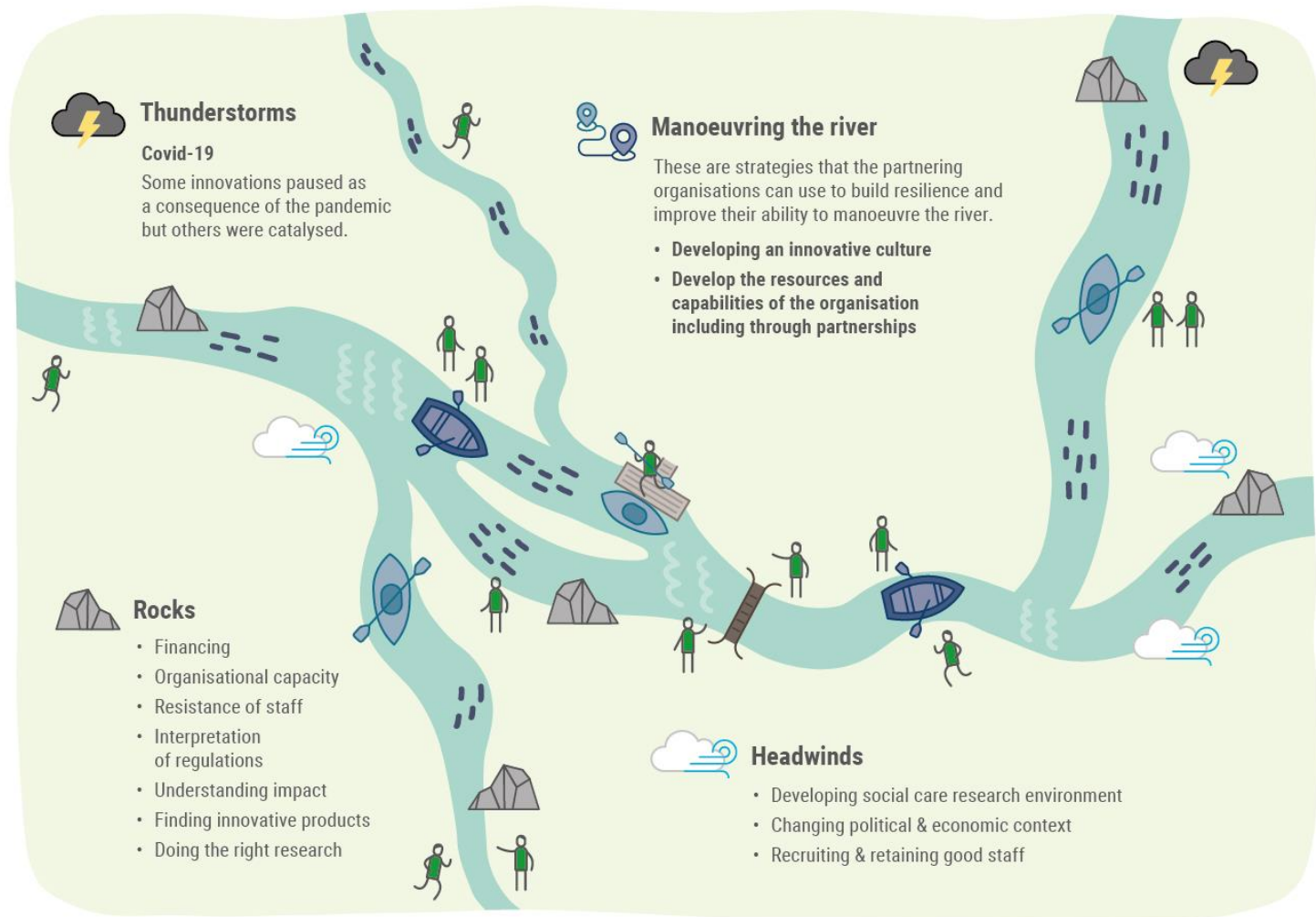


Manoeuvring the river

Strategies that organisations can use to build resilience and improve their ability to manoeuvre the river.

Journey One Business model innovation

Case Study Springfield | Case Study WCS



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By learning from previous experiences innovating organisations can develop routines to manoeuvre the river better.



To search for and identify new ideas



Decision-making and managing financial risk



Adapt and roll out innovations across the organisation

Summary

Many organisations coming together around a common vision and collaborating to modify or transform social care provision and its delivery across a local care system.

Why Jump in?

They are driven by the goal of improving the local care system and how it works for people drawing on care and working in the care sector. They are led by local authorities who believe innovation will also help them to do more with less.



Rocks

Largely known barriers which need navigating.



Headwinds

Make it more difficult to navigate rocks, creating extra challenges.



Thunderstorms (rare)

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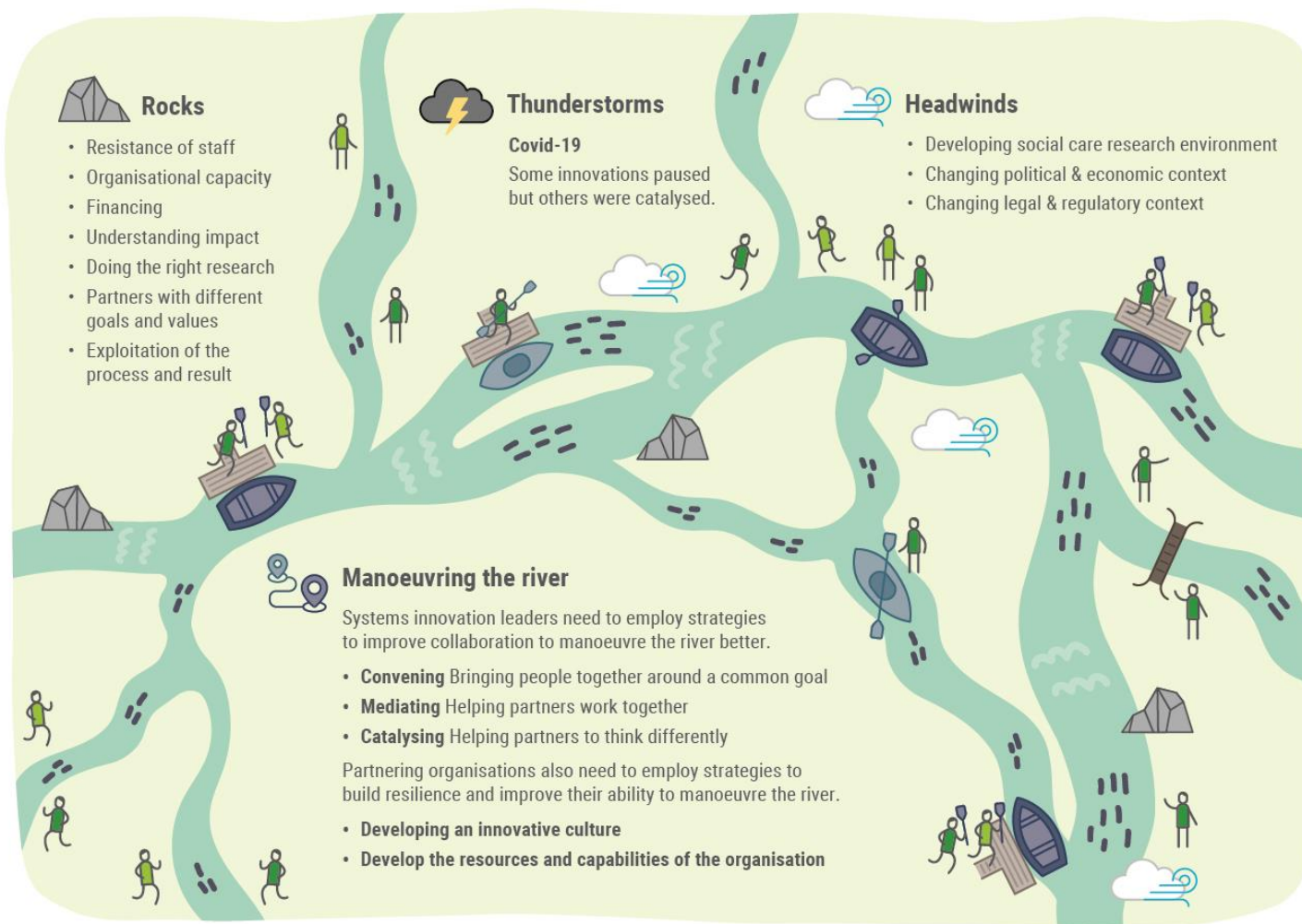


Manoeuvring the river

Systems innovation leaders need to employ strategies to improve collaboration to manoeuvre the river better.

Journey Two Systems innovations

Case Study Thurrock | Case Study London ADASS



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By learning from previous experiences leaders can develop routines to manoeuvre the river better



Renewing the vision and solutions



Coordinating innovations

Summary

People and organisations working together to transform the care system from the outside by reinventing care businesses and services.

Why Jump in?

They believe the current care system doesn't serve people well. They have a vision for how people drawing on care and working in the care sector can lead better lives. They want to transform people's lives and how care is delivered.



Rocks

Largely **unknown barriers** which need navigating.



Headwinds

Make it more difficult to navigate rocks, creating extra challenges.



Thunderstorms (rare)

Can reset the course of an innovation; positively or negatively.

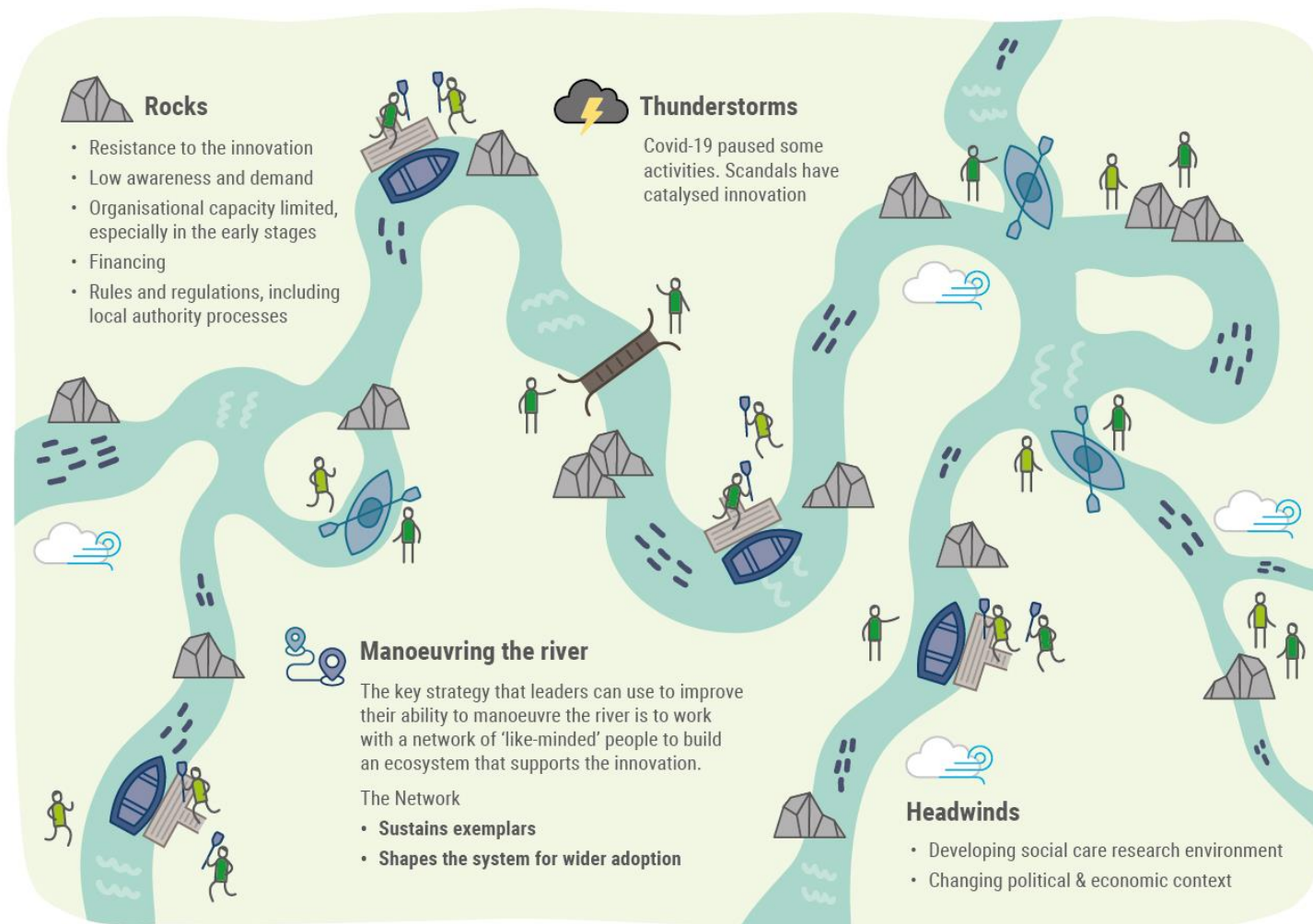


Manoeuvring the river

Social innovation leaders need to employ strategies to work with a network of 'like-minded' people to manoeuvre the river better.

Journey Three Social innovations

Case Study Equal care co-operative | Case Study Shared Lives | Witness seminar Ordinary Lives



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By learning from previous experiences leaders can develop routines to manoeuvre the river better. Leaders need to learn to create strategies to respond to barriers by



Trying things out



Periods of thinking

Using the innovation journeys

- Provide social care organisations with more nuanced insights about what to expect and what strategies to employ
- A scaffold for telling stories about innovation journeys and sharing learning
- Situating adult social care innovation within innovation studies
- Are there other journeys? Are they relevant to all types of organisations, innovations?

Explore in innovative organisations & shaping/be shaped roundtable

Explore in the innovation community workshop



Observations about innovation journeys

- Co-production is central to the innovation journeys
- Policy paradox: can create headwinds & positively influence roll out
- Many rocks are beyond the control of social care organisations

2. To empower innovation, we cannot rely on adult social care organisations alone. Change is needed in the wider system.

Rocks requiring a system response



Availability of finance



Knowledge development and exchange



Institutions that govern behaviour across the system

Strengthening the innovation system?

- Developing a better understanding of the finance available to different types of social care organisations, at what stage and the advice available
- Providing more opportunities and routes for knowledge sharing
- Exploring how the social care research infrastructure investments can benefit innovation processes
- Enabling shaping of institutions through institutional experimentation

Explore in innovative organisations & shaping/be shaped roundtable

Explore in the research evidence session

3. We cannot ignore the elephant in the room and how this is affecting the innovation journey

Being led by delivering savings can be self-defeating

- No adoption until evidence for savings
- Economic evidence may be given more weight than is warranted
- Difficult to find money for investment – under-resourcing change

Most popular reason for innovating reported by LAs was financial pressures/monetary savings (>80%)

LAs report a greater sense of being limited by the resource-constrained climate than providers

Being led by care improvement goals and managing financial risk can be positive

- Strategies to give people time & space to innovate
- Empowering people to improvise, be creative
- Incremental approach for more expensive innovations
- Making more expensive products affordable through negotiation & development



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Summary

1. There are different types of innovation journeys. The strategies social care organisations need to increase the chances of success depend on the type of journey.
2. To empower innovation, we cannot rely on adult social care organisations alone. Change is needed in the wider system with respect to availability of finance, knowledge development & exchange and institutional experimentation.
3. We cannot ignore how the current resource-constrained environment is affecting the innovation journey. Can we use the concept of frugal innovation to drive greater innovation?

Thank you for listening!

VIEW OUR OUTPUTS

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