



Accelerating innovation activities by integrating healthcare professionals

Initiative 4:

A digital idea campaign at the UKSH Kiel



Interreg
Deutschland - Danmark



This project is funded by Interreg Deutschland-Danmark with money from the European Regional Development Fund.

Authors

Thomas Huynh, Kiel University, Institute for Innovation Research, Chair of Technology Management (CAU)

Carsten Schultz, Kiel University, Institute for Innovation Research, Chair of Technology Management (CAU)

Access & Acceleration

Lead partner

Horst-Günter Rubahn
University of Southern Denmark
Mads Clausen Institute
Alsion 2
6400 Sønderborg, Denmark

Email: info@accessinnovation.eu
www.accessinnovation.eu

Project management

DSN Connecting Knowledge
Kiel, Germany
www.dsn-online.de

Accelerating innovation activities in the ideation and development process by integrating healthcare professionals

The objectives of this part of work package 4 were to improve the idea generation and acceleration of innovation activities in companies and organisations in the programme region through the intensive analyses of user requirements and market trends (as systematic technology forecasting). In order to achieve these overall goals, the CAU Kiel was collaborating with several companies in the programme region in scope of 8 different project initiatives. The objective within these project initiatives is to support companies in their innovation activities – particularly the ones with the most promising innovation potentials – through scientific investigation, while taking into account the needs and requirements of relevant stakeholders in the healthcare sector.

Initiative 4: A digital idea campaign at the UKSH Kiel

Cooperation partners

IdeaChamp Innovation GmbH: Start-up located in Kiel that focuses on the continuous development and application of a web-based ideation platform for different innovation projects in companies. IdeaChamp aims to strengthen companies in the systematic handling of internal ideas, for example from employees, in order to secure company's innovation capacity and competitiveness in a long-term perspective.

UKSH Kiel: The UKSH is responsible for interdisciplinary patient care and has research activities at a high international level. It is one of the largest centres of university medicine in Europe. As a public law institution with legal capacity, UKSH and all its subsidiaries together employ around 15.000 people at two locations in Northern Germany (Kiel and Lübeck).

Background

In 2019, new central clinics were opened at the UKSH Kiel. The new buildings and the associated relocations of individual wards, ambulatory clinics, etc. were a trigger for the organization of an internal idea campaign since many ideas developed on the basis of the employees as a result of these construction projects. The resulting idea campaign *ADRENALIN@UKSH* is a joint project of the departments *Change Management*, *Integrated Communication* and one of UKSH's subsidiaries, *Informationstechnische Servicestelle der Gesetzlichen Krankenversicherung* (ITSG). The concept is based on the already initiated cultural change at UKSH and the goal of a positive culture of failure. Other goals were to offer employees opportunities for participation across departments and professional groups and to promote interdisciplinarity and the creative participation of all in the UKSH of the future.

Aim and activities

The UKSH, CAU Kiel and IdeaChamp scheduled in cooperation a six-stages project plan for the *ADRENALIN@UKSH* idea campaign.

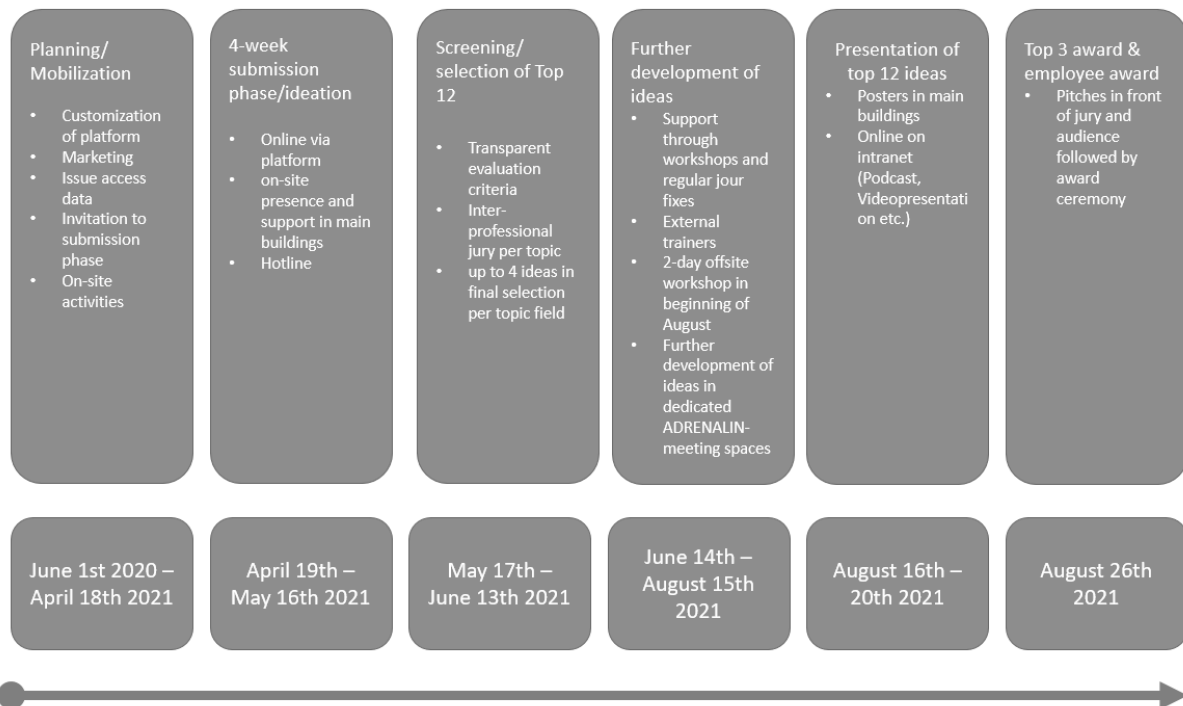


Figure 1: Project phases of the idea campaign at the UKSH

Results

In total, 225 ideas were submitted by the 662 registered participants and 196 comments were counted on idea submissions on the ideation platform. Based on the evaluation of an internal defined jury consisting of people from UKSH management, IdeaChamp and the CAU Kiel, the top 9 ideas were elected. Furthermore, the scientific investigation of the overall project resulted in the following propositions, which are recommended to be investigated in further research:

- **Proposition 1a:** The characteristics of different professional groups in a hospital in interaction with intrinsic and extrinsic initial factors for participation affect the intention to participate in internal idea campaigns.
- **Proposition 1b:** The more specifically the participation incentives are aligned with the characteristics of the professional groups in a hospital addressed by the campaign, the higher the expected participation and the associated potential for success of a crowdsourcing project.
- **Proposition 2a:** The more an employee feels that he or she belongs to a specialist community, the more he or she uses various available internal and external sources to generate contributions of ideas.
- **Proposition 2b:** The more employees use various available internal and external sources to generate contributions of ideas, the more extensive and qualitative their contributions will be.
- **Proposition 2c:** The time required to generate ideas by employees in a subject-specific community in which various internal and external sources are available to them is less than the corresponding time required by employees who do not belong to a subject-specific community.
- **Proposition 2d:** Peer support for idea generation is greater in subject-specific communities than outside these communities.

- **Proposition 3:** The participation barrier due to bad experiences from previous campaigns in a company describes a self-reinforcing effect, whereby the crowd of participants in each campaign of the same company becomes smaller.
- **Proposition 4a:** The more regularly the project team of the idea campaign meets in coordination rounds, the more detailed decisions on process adjustments can be made and the greater the influence of the decisions on the success of the project.
- **Proposition 4b:** The more regularly the ideas campaign project team engages in substantive exchange with project-relevant stakeholders, the more detailed decisions can be made in the overall context of the company and the more sustainable the decisions made are for the success of the project.
- **Proposition 4c:** The quality of interaction in the project team of an idea campaign and with the project-relevant stakeholders of the company is positively influenced by offline meetings.
- **Proposition 5a:** The characteristics of the innovation climate in a hospital have a decisive impact on the performance of an idea campaign through the successful implementation of the selected ideas.
- **Proposition 5b:** The innovation climate of university hospitals differs from the innovation climate in other hospitals in its influence on the performance of an idea campaign through the successful implementation of the selected ideas.
- **Proposition 6:** Proper implementation of an organization's learning from conducted idea campaigns can break down inflexible structures and rigid decision-making processes for innovative ideas and foster a more interdisciplinary innovation climate.
- **Proposition 7:** The stronger the innovative power of a company, the stronger the performance of a crowdsourcing project in terms of diverse and innovative contributions of ideas.

Key facts

- Total budget: 2.9 million Euros
- Around 1.7 million Euros funding granted by Interreg Deutschland-Danmark
- Project duration: April 2019 – March 2022

Project partners

- Centre for Innovative Medical Technology (CIMT)
- Danish Life Science Cluster
- Kiel University, Institute for Innovation Research (Technology Management)
- University of Lübeck, Clinic for Orthopaedics and Trauma Surgery (University Hospital Schleswig-Holstein), Campus Lübeck
- University of Southern Denmark, Mads Clausen Institute
- University of Southern Denmark, Maersk Mc-Kinney Moller Institute

Network partners

- Business Development Agency Kreis Plön GmbH
- Exoprosthetic network.SH
- Hochschule Flensburg
- Kalundborgegnens Erhvervsråd
- KiWi, Kiel Economic and Structure Development Corporation
- Life Science Nord Management GmbH
- ScanBalt
- Sorø Erhvervn, Sorø Kommune
- Syddansk Sundhedsinnovation