User’s roles in innovative projects

Innovation in Care
The focus on the User’s roles
Focus on CREATING solutions

• Technical development
• Design of new services
• Development of a new protocol
• Reorganization of a unit

These innovations are to a certain level comparable: they all need knowledge to be transferred and modified, idea’s to be organised and compared, validated experimentally, and tested for effectiveness
Client focus is essential

• One says so, but one doesn’t
• Most often forgotten aspect

a: Focus on protection of the client: client is considered as a very vulnerable, ignorant and naive person (ethics committee induced)

or

b: Focus on the knowledge and experience of the clients
Goal of this presentation

• Plea for including users in the team developing the new service or system, organisation, etc.

• Tell about the conditions to make user involvement effective
The innovation process

A more realistic depiction of the funnel made by executives of a medical electronics firm. (copied from Wheelwright & Clark, 1992)
Three theoretical approaches, and the place of the user.

- Semiotic theorists
  *Focus on non-human elements*
- Social Construction Of Technology
  *Focus on human actors/stakeholders*
- Economic Innovation Theories
  *Focus on practice and economy*
The Collingridge dilemma,
(Collingridge ’80)

• Too early involvement of users: technology is only vision and user consultation may not be good
• Too late involvement of users: technology is concrete and implementation of the consultation is very costly

Our conclusion….
• Early involvement is best
But.....

How to do this?

- R&D professionals have to learn
- Users have to learn
New approaches

Fortune emphasizes the enrollment of users in the R&D projects and lists the conditions.

USEM does the same (slightly adapted) for standardization projects.
What we did

• Develop a set of principles of user participation in innovation:
  – Partnership, user organisation based, financing, accessibility, qualified staff, sound plan, early involvement

• Develop a training program for end users
### The 7 Principles of User Participation in projects

<table>
<thead>
<tr>
<th>PARTNERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-operation is based on the idea of partnership</td>
</tr>
<tr>
<td>Partnership on equal level, with mutual respect. Co-operative attitude, sharing a common affair, responsibility and influence, risk and benefit.</td>
</tr>
</tbody>
</table>
The 7 Principles of User Participation in projects

<table>
<thead>
<tr>
<th>USER ORGANISATION BASED</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Users are members or representatives of an organisation of end-users</td>
</tr>
<tr>
<td>Representing more than the individual (own) case. Having the support of the organisation for practical matters and for getting feedback from the other members.</td>
</tr>
</tbody>
</table>
### 3 FINANCING

- Financing participation should not be a barrier for participation

Representatives of user organisations should be offered participation at no cost. Schemes for financing their travel and subsistence should be established. The contribution of users is not handled as a voluntary activity, but as a fully valuable contribution to the process.
The 7 Principles of User Participation in projects

<table>
<thead>
<tr>
<th><strong>ACCESSIBILITY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• All process materials, communication and premises are made accessible to the users</td>
</tr>
</tbody>
</table>

Alternative formats for print material, appropriate communication media, accessible meeting sites, rooms and hotel accommodation, personal assistance.
### The 7 Principles of User Participation in projects

<table>
<thead>
<tr>
<th><strong>5 QUALIFIED STAFF</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Every partner has to provide qualified representatives to the process</td>
</tr>
<tr>
<td>Representatives provide the right attitude, respect, expertise and skills for the standardisation process from their perspective. They accept process rules and constraints like timing, IPR, Budgets, confidentiality, etc.</td>
</tr>
</tbody>
</table>
### The 7 Principles of User Participation in projects

#### 6 SOUND PLAN

- The planning of the standardisation process contains appropriate planning of user participation

User participation is planned and described with appropriate level of detail, including responsibilities, methods, timing and if applicable budgets.
### EARLY involvement

- Users are partners from the very beginning of the project

Users are already involved in the very beginning of the project idea, creation of the consortium, project planning.
The training programme

- 3 days, 5 topics, several exercises, short intermezzo’s and time to get to know your European colleagues.
Topic 1

Introduction on standardization
  – What is standardisation? Who is involved?

Outcomes:
  – Summarize the standardization process
  – Acknowledge different standardization organisations
  – Identify activities of different standardization organisations
Topic 2

USEM project
- When you participate in standardization you need to consider some principles → the Usem principles. What are those?

Outcomes:
- Summarize USEM concept
- understand principles and ideas behind it
- understand the added value in standardization practice
Topic 3

Users in standardization

– Several ways of participation are explained and how to act as participant

Outcomes

– Understand in what way user participation can be useful for standardization
Topic 4

Ongoing and future processes
  – What can you be involved in and in what way? What processes are ongoing?

Outcomes
  – Knowledge of current processes
  – Insight in possible user involvement
Topic 5

Networking
- How to keep in touch with fellow users?

Outcomes:
- Know how to work with the EDeAN website
- Acknowledge the need of a network
CONCLUSIONS

• Successful in standardization projects
• The user’s role is difficult: training is necessary
• Financial compensation remains difficult

• But: It is the way to go!