

Open Innovation in Public Policy



Published On: 16 January 2015

Organisation: National Institute for Health and Welfare

Country: Finland

Level of government: Central government

Sector: General public services, Health, Social protection

Type: Public Service

Launched in: 2013

Overall development time: 1 year(s)

Link to the innovation's website

Like this innovation

0 persons like this innovation

Description

Using open innovation practices to support the development of the national programme for social welfare and health care. The open innovation practices include vertical and horizontal collaboration, and openly sharing the innovation throughout the innovation process. The use of open innovation practices is supported by 'Innovillage', a web-based platform where users can come together to share information and ideas.

The use of open innovation practices makes the ongoing development of services openly available, enhancing stakeholder participation during the innovation activities. It also means that the results of the development programme are openly available, enhancing the reuse and diffusion of public service innovations.

Why the innovation was developed

- To improve participation and open collaboration in the development of public sector innovations.
 - To improve the use of existing solutions and enhance the diffusion of innovations.
 - To provide better tools for the developers of public services.
-

Objectives

Other

- To reduce overlapping development activities and improve transparency of public spending on the development of services.
 - To transform public sector innovation for improved openness.
 - To reduce development costs of new public services by providing a repository of existing solutions and innovations.
-

Main beneficiaries

Other

- Public service providers of social and health services.
 - Public service users.
 - Experts and governments responsible for strategic planning of reforms in public services.
-

Results

Efficiency

- As a result of greater openness and sharing solutions local service providers are more able to use and learn from the outcomes of previous development projects.

Development

Design

The initial idea for the use of the open innovation online platform was generated by Pasi Pohjola, responsible for the coordination of the national development programme for social welfare and healthcare. It was then further developed in collaboration with five managers of the national programme for social welfare and healthcare and with personnel from Ministry of Social Affairs and Health who are responsible for the strategy of the programme.

Testing

- The use of the Innovillage web tool was tested in various ways prior to its implementation into the programme.
 - Ongoing external evaluation of the programme during the years 2014-2015.
 - The tool was tested with usability and accessibility tests. The relevance of the tool for stakeholders was tested with a questionnaire.
-

Implementation

Tools used:

- Innovillage, a web-based development environment for public sector innovation.
- Workshops and tutorials for the innovators about the ways and benefits of open innovation approach.
- In Innovillage users can collaboratively develop the innovation, evaluate its success and create a model for its implementation.
- Requirement that all funded projects openly develop and share their innovation the Innovillage.

Resources used:

Diffusion

- Recent publication about the new open development and innovation culture in Finnish: <http://www.kauppakv.fi/sis/THL/tuote/9789523023390>
 - Negotiations with possible users within the Ministry of Social Affairs and Health and with other ministries.
 - Extensive distribution of manuals and guides that support the users in using Innovillage and to execute open innovation processes.
-

Challenges and solutions

- We encountered resistance to openness, such as sharing unfinished results.
- One solution was to provide workshops about the benefits of openness.
- Made it a requirement that projects within the national programme for social welfare and healthcare use the open environment..
- We drew on the motivation of leading users to act as 'champions' in organisations.

Lessons Learned

Lessons Learned

- Openness requires cultural change, i.e., change in attitudes and ways of developing public services.
 - Information and communication technologies (ICTs) and tools can be means for new way of working, but only when they are used appropriately.
 - Changing ways of working requires efforts to support change and working closely with the actual developers.
-

Conditions for success

- Push factors: factors which make it necessary to work differently (such as, managers and programme guidelines)
- Pull factors: motivating and supporting users of a new service, who will motivate others to work in new ways.