



**Step Up**

# **Make better decisions about health innovation and service development**

Method handbook





**Step Up is a method for making better decisions about innovation and service development.**

This method handbook is made for leaders of innovation and development work in the health sector. It gives you an overview of Step Up and helps you to implement the activities with your team and on your own.

This book belongs to:

.....



# Foreword

# Shaping the healthcare services of the future, step by step

**Kari Kværner**

Director of C3 Centre for Connected Care  
Health innovator and developer of Step Up



Centre for  
Connected Care

We must innovate to shape the future of our healthcare systems. An ageing population and growing demand for healthcare require us to think smarter about the future of our healthcare services. We need to base our development work on proven methods and relevant experience, both when introducing new technology and when improving our services.

To succeed, we must make the best use of the resources available. Often, it is necessary to do things in entirely new ways. Step Up gives you the support you need to think smartly and incrementally about your work. The method is designed to support you and your colleagues to see the value of the changes needed and to succeed in doing something different.

Step Up is already being used in a number of municipalities and hospitals. It's very inspiring to see how innovators have used Step Up in their work to introduce digital treatment and home follow-up, develop completely new services in consultation with patients, relatives and employees, and to streamline operational tasks.

Time and again, I have myself experienced the value of using Step Up to gather the perspectives of users, employees and decision-makers, early in the process. The discussions lead to a common understanding of why it is valuable to solve a problem and give an important foundation to make good solutions together.

As a leader you will find that Step Up makes you more confident in the process. Reflecting about your own role and responsibility as a leader in innovation processes helps you to better facilitate open and inclusive decisions. This way, you can take it step by step, all the way from an idea to when an actual change is implemented and starts to add value.

By using Step Up, you become part of the network of leaders and health innovators who together contribute to shaping the future of healthcare. I wish you the best of luck with your innovation work!

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01

# How to use Step Up

# Use Step Up for innovation and service development



**Figure 1:**  
The four parts of Step Up build on each other to form a whole.

Step Up supports healthcare innovators in planning and executing innovation work and service development together with project teams, step by step.

Step Up consists of four parts, and the staircase represents the incremental decisions needed to succeed in innovation. The squares on the staircase represent the three parts of Step Up that take you to the next step of an innovation process. Collectively they support the whole process from an idea to implementation.

### **Use Step Up as follows:**

When you need to understand the problem you want to solve, use the activities from **A solid foundation**.

When you are ready to choose a solution, use the activities from **A valuable solution**.

When you want to plan implementation, use the activities from **A shared roadmap**.

These three steps ensure that the work is based on a solid foundation, documented benefits, and an anchored plan to implement lasting changes. You can move up or down the staircase as needed. Over time, you'll understand more about how the different parts of the problem are interconnected, how alternative solutions fit in, and the possible barriers and opportunities you may face.

As a leader, when you need to motivate a team for better collaboration, to resolve challenges that arise along the way, handle stress, and draw from the experiences of leaders around you, use the activities from **A steady leader**.

The more you understand the problem, the easier it will be to choose an activity from Step Up that can help you progress. Feel free to use the activities in the sequence suggested in this book, or adapt them as needed based on your situation.

Follow a  
step-by-step  
process, and take  
steps as a leader



The method handbook is designed for leaders in healthcare innovation and development work. It provides an overview of how you can use Step Up, both independently and with your team.

Step Up is easy to implement and straightforward to share with others. Over the next pages, you'll find brief descriptions of activities you can do together. Each of them takes you a step further in your innovation work.

The activities in the first three parts work best as engaging workshops or meetings. They are available as activity sheets (PDF files) that you can print and use in workshops, and as digital workbooks (PPT files) that you can use in digital meetings and as a shared document.

Use the results to drive changes that are valuable and feasible to implement. Together, Step Up helps you to make important decisions early in the innovation process, involve the right people, and give your innovation a solid start.

Reflection activities for you as an innovation leader can be found in this handbook and as a digital workbook (PPT).

# How to facilitate inclusive workshops



Work towards collaborative change is done collectively. That's why Step Up was developed in collaboration with innovation researchers and service designers, and the activities are based on principles of visualisation and co-creation. Step Up emphasises the value of gathering around a table to shape something together.

An important part of innovation work involves bringing the right people together with a shared understanding of the process, and taking steps together. Therefore, it's essential to facilitate good discussions and collaboration when you and your team use Step Up. Thorough planning and preparation is key to a successful workshop.

Here are some practical tips on how to conduct Step Up activities with your team and how to facilitate group work in an open and inclusive way:

- Take time to establish clear workshop guidelines.
- Foster a safe environment for discussion by using inclusive pronouns like 'we,' not 'you.'
- There are no bad ideas. Be curious and ask follow-up questions.
- Write clearly on paper and post-it notes for easier sharing and later use.
- Build on each other's ideas. Say 'yes, and...' rather than 'no, but...'
- Foster a shared understanding by visualising. Use simple sketches and models to make what you're discussing more concrete.



02

# A solid foundation

# To solve the right problem



## **Innovation and development work can start in many ways.**

Sometimes, an employee gets an idea for something new and exciting. Other times, an instruction comes from top management. Occasionally, a smart solution implemented elsewhere might be relevant to your context. And sometimes, you might notice that things aren't quite running smoothly, without being able to easily identify the actual problem.

The initial phase of development work is both exciting and a bit chaotic, and it's entirely normal to seek refuge in concrete solutions. However, without talking to those experiencing the situation and understanding their challenges, you risk choosing the right solution for the wrong problem.

It's rare that the first proposed solution is the best one. Therefore the first part of Step Up contains three activities that ensure you build your innovation work on a solid foundation.

Together, these three activities help you to better understand the situation you want to address. You'll gain insight into the situation from different perspectives, and motivation to engage with users, staff, and colleagues.

This work enables you to describe the challenges more precisely and narrow down based on ambition and feasible actions. *A solid foundation* assists you in tackling the most relevant problem.

The activities are:

- **Impact analysis:** Describe impact across four different domains, and estimate the impact of solving your challenge.
- **Service Journey:** Use the visual overview to see problems in the existing service, and to discuss where to focus.
- **Knowledge review:** Gather relevant knowledge about the challenge by conducting interviews and reading relevant literature.

# Impact analysis

In this activity, you estimate the benefits of tackling a challenge or problem without focusing on a specific solution. What is the value of addressing the challenge? What is the potential value for users, the clinical benefits and risk, and what gains do you see for the organisation and budget?

Use impact analysis to involve patients, relatives, staff, clinicians, economists, and decision-makers in thinking together about the potential benefits of making a change.

The activity highlights arguments for why the change is necessary, and the benefit map you arrive at demonstrates the value of addressing the challenge.

# Impact analysis

Describe impact across four different domains, and estimate the impact of solving your challenge.

Challenge:

sew  
sew  
sew

People present:

sew  
sew  
sew

Date:

sew

## Up Step

**1** What is the value of solving your challenge? Describe the potential impact for each of the four domains.

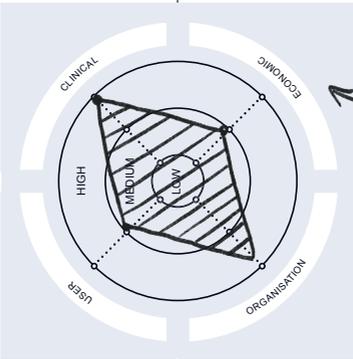
**Impact on the user**  
For patients, next of kin, and staff

sew  
sew  
sew  
sew

**The clinical impact**  
Health benefits or risks

sew  
sew  
sew  
sew

**2** Estimate the impact for each domain. Connect the dots to visualise overall impact.



sew  
sew  
sew



**Impact on the organisation**  
For sections and departments

sew  
sew  
sew

**The economic impact**  
For health services and society

### Illustration:

This is what the activity sheet could look like once you are finished.

# Service journey

In this activity, you create a service journey. Begin by mapping out the steps in the service as experienced by a patient, a relative, or a member of staff.

Pay attention to what causes each step to lead to the next, and note who is involved, what resources are required, and what guidelines affect the various stages.

Use the overview to identify bottlenecks, barriers, challenges, and opportunities. Discuss which part of the service you believe is suitable to focus on.

# Service journey

Use the visual overview to see problems in the existing service, and to discuss where to focus.

Challenge:

en  
en  
en  
en

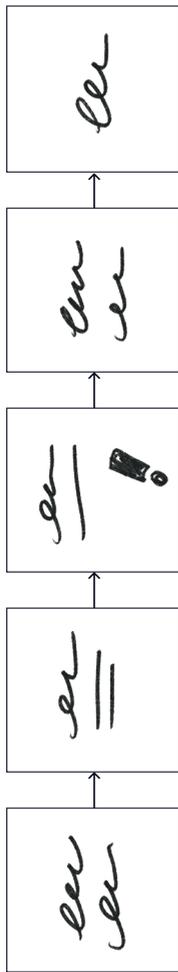
People present:

en  
en  
en

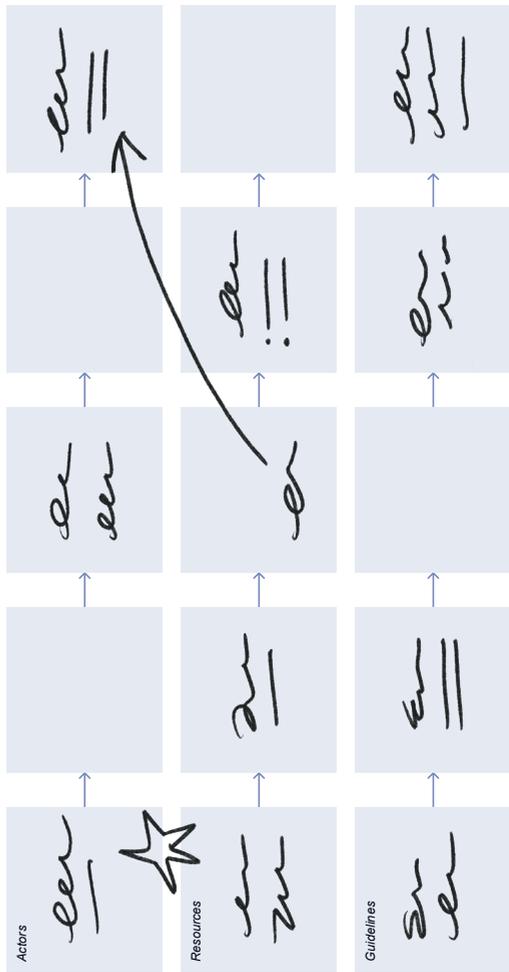
Date:

en

**1** Describe the most important steps in the service journey for a patient, employee or other main user.



**2** Note down the relevant actors, resources and guidelines, and discuss how they support and influence the service.



## Illustration:

This is what the activity sheet could look like once you are finished.

# Knowledge review

In this activity, you begin with the questions you need answers to. Use the four domains to specify what documentation is required to understand the actual challenge and to find a suitable solution.

Next, you gather knowledge through interviews with users and staff, and summarise relevant research literature. The documentation adds weight to decisions and inspires potential solutions.

# Knowledge review

Gather relevant knowledge about the challenge by conducting interviews and reading relevant literature.

Challenge:

see  
see  
see.

People present:

see  
see  
see

Date:

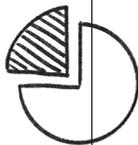
see

## Up Step

**1** What do you need to know about your challenge, for each of the four domains?

**1** Use the questions as part of an interview guide when you talk to people and read research literature.

User	Clinical	Organisation	Economic
see? see see	- see - see - see	see see see	see : :



**2** Findings from interviews with patients and experts, and from reading relevant literature.

- see see  
- see see  
see see

1 see  
2 see  
3 see

**3** What have you learnt? How has new knowledge given you a better understanding of the challenge? What have others done before to solve similar challenges?

see see  
see see

see  
see  
see

see  
see  
see

### Illustration:

This is what the activity sheet could look like once you are finished.

# Reflection and anchoring

## BEFORE TAKING THE NEXT STEP

After completing the activities in *A solid foundation*, it's helpful to come together and agree on a clear description of the problem. Use the following questions to gain a shared understanding of where you currently stand:

- What new problem areas, bottlenecks, or opportunities do you now see?
- How does new knowledge provide a better understanding of the challenge, and what have others done in similar situations?
- Who should be included in the process moving forward to address the challenge?

When you are ready to work on potential solutions, you can utilise the activities from *A valuable solution*.

Notes





03

# A valuable solution

To make the right  
choice from many  
opportunities



**It's time to explore potential solutions.** Through the process of understanding the problem and gathering knowledge about how others have solved similar problems, you may have found inspiration and discovered existing solutions that could be suitable for your situation.

If needed, you can organise your own meetings and workshops to come up with new solutions. An essential part of idea and concept work is involving those who will use the solution and listening to suggestions from people who view the situation from different perspectives than your own.

During this process, you'll also need to experiment on a small scale, perhaps with a limited budget. Therefore, it's crucial to present a strong argument for the solution you want to try out and justify your choice with the anticipated benefits.

The Step Up activities in *A valuable solution* will help you document decisions that are essential for decision-makers and budget holders. Feel free to involve them in the process.

The two activities in *A valuable solution* focus on prioritising the solution with the most significant benefits and planning how to measure them.

The activities are:

- **Prioritisation** – use impact analysis to compare the potential impact of two possible solutions.
- **Benefit planning** – identify the most important benefits of the solution and plan data collection.

# Impact comparison

In this activity, you'll first complete an impact analysis for each proposed solution. Then, use this visual comparison to prioritise and select the most valuable solution.

You can compare a proposed solution to continuing with today's approach, or compare multiple new solutions. Use the visual overview to consider which option delivers the most value, to support the choice that you make.

A VALUABLE SOLUTION

# Impact comparison

Use the Visual comparison to choose a solution with the most potential.

Challenge:

en  
en  
en  
en

People present:

en  
en  
en

Date:

en

## 1 Outline two potential solutions to the challenge.

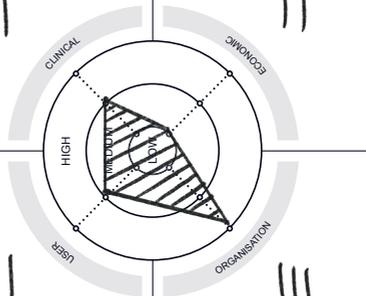
### Potential solution AP

Describe the solution

en  
en  
en  
en

Describe and estimate the impact

en  
en  
en



A

## Up Step

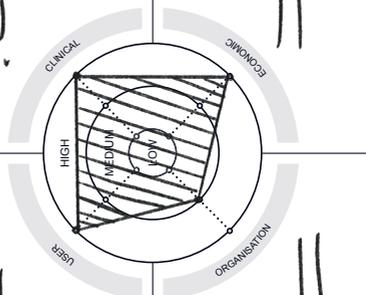
### Potential solution B

Describe the solution

en  
en  
en  
en

Describe and estimate the impact

en  
en  
en



B

## 2 Put a cross in the circle for the potential solution you would like to take forward.

### Illustration:

This is what the activity sheet could look like once you are finished.

# Benefit planning

In this activity, you'll identify various types of benefits for your chosen solution. Benefit planning is based on four domains: users, clinical aspects, organisational impact, and economic factors.

Furthermore, benefit planning distinguishes between two types of gains: Immediate benefits, which are easy to achieve and quick to measure, and are often pivotal in gaining stakeholders' support to continue working on the project. Core benefits describe the most significant effects of the solution or innovation and are the primary reasons for innovating.

The activity also includes preparations for data collection. Here, you'll plan which data sources can be used to measure that you're achieving the benefits, and estimate the timeframes needed to document the gains.

# Benefit planning

Identify the most important benefits of your solution, and plan data collection.

Your challenge and chosen solution:  


People present:  


Date:  

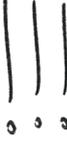

## Up Step

**1** Describe the immediate and core benefits of your solution.

**1** Immediate benefits are easy to achieve and quick to measure. Core benefits are the most important effects of the innovation.

	User	Clinical	Organisation	Economic
Immediate benefits				
Core benefits				

**2** Select two benefits and plan data collection.

	How to measure?	Data to collect?	When will data be available?
Describe your chosen immediate benefit: 			
Describe your chosen core benefit: 			

### Illustration:

This is what the activity sheet could look like once you are finished.

# Reflection and anchoring

## BEFORE TAKING THE NEXT STEP

After completing the activities in *A valuable solution*, it's beneficial to gather for a joint understanding of where you are in the process. You can use the following questions:

- Who do you need to involve to anchor the decision to choose a specific solution?
- How can you get support to try something on a smaller scale?
- What can you accomplish with the current finances and expertise, and how can you prioritise time and resources?
- What data can contribute to funding the necessary work, and who do you need to involve in the follow-up?

Perhaps you've discovered a need to take a step back. That's entirely normal and an important decision. When you're ready to explore what the initial steps of implementation might look like, you can use the activities from *A shared roadmap*.

Notes





04

# A shared roadmap

To stand united  
from start to finish



«**The plan is nothing, but planning is everything**», goes the saying. Whilst the plan itself isn't critical to turning an idea into reality, what is crucial is the process of creating a plan together.

Strategic planning is essential for successfully introducing new services and implementing both small and large operational changes. It requires broad involvement, meaning that it's important to take responsibility for creating a common understanding of why the change is necessary and how to move it forward.

A roadmap encompasses the vision of what you aim to achieve in the future and the essential steps to reach that goal. The roadmap provides an overview of key activities needed, helps to define milestones, and illustrates how they impact each other.

The activities in *A shared roadmap* help you discuss an ambitious vision and reach agreement on specific actions required to achieve that goal. They help to identify contributors to planning work, and document roles and responsibilities. The roadmap works best when it becomes a living document that gathers diverse perspectives and anchors decisions about changes along the way.

The two activities in *A shared roadmap* involve gaining an overview, planning the most crucial activities required to reach the goal, and distributing responsibilities and tasks among those involved.

The activities are:

- **Vision and the big picture:** use the vision to gain an overview of the essential elements needed to implement the solution.
- **Implementation plan:** use milestones to plan implementation. Select and plan a part of the work, and combine several sheets if necessary.

# Vision and the big picture

In this activity, you'll get an overview of the key elements required to implement the solution. Begin by identifying the challenge the solution aims to improve, and then describe the vision for the future. Complete a simple impact analysis to illustrate the value of making the change.

Next, brainstorm possible activities that could be part of the project. These activities might relate to technology, equipment, developing new skills, procedures, service flow, staffing, or resource utilisation. Discuss who you believe should be involved in the process, either at a high level or for a specific activity.

Finally, organise the various activities in the project into phases or steps. Sometimes it's useful to categorise activities by time (short-term, medium-term, long-term), and at other times, having parallel tracks might be beneficial.

# Vision and the big picture

Use the vision to get an overview of the most important parts needed to implement the solution.

Give your project a name:

car car

People present:

car car car

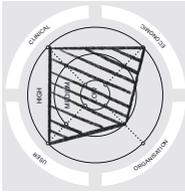
Date:

car

## Up Step

**1** Describe the current state and your desired future. Draw a simple impact analysis for the project.

Which challenge will the solution improve?	When will you reach it (year)?
car car car	car



**2** Use the boxes below for open brainstorming. What can you do to achieve the vision, and who should be involved?

Activities

car [ ] = P  
car = =  
car = =

People and roles

car car  
car car  
car car = ?

**3** Sort the most important activities. What can you already start with tomorrow, and what should wait until later?

Short term

car  
car

Medium term

car  
car

Long term

car  
car  
car

# Implementation plan

In this activity, you'll use milestones to plan the implementation. Here are some useful tips:

- Select a part of the project and compile multiple sheets if needed.
- Consider a completed milestone as a crucial step toward implementation.
- The work toward achieving the milestones can occur simultaneously or sequentially.

For each milestone, note down the activities and measures that need to be carried out, along with who is responsible for initiating and following up on the changes. Discuss uncertainties and barriers associated with each milestone and link the milestones to potential gains.

# Implementation plan

Use milestones to plan implementation. Select and plan a part of the work, and combine several sheets if necessary.

Project:

en  
en  
en

People present:

en  
en  
en

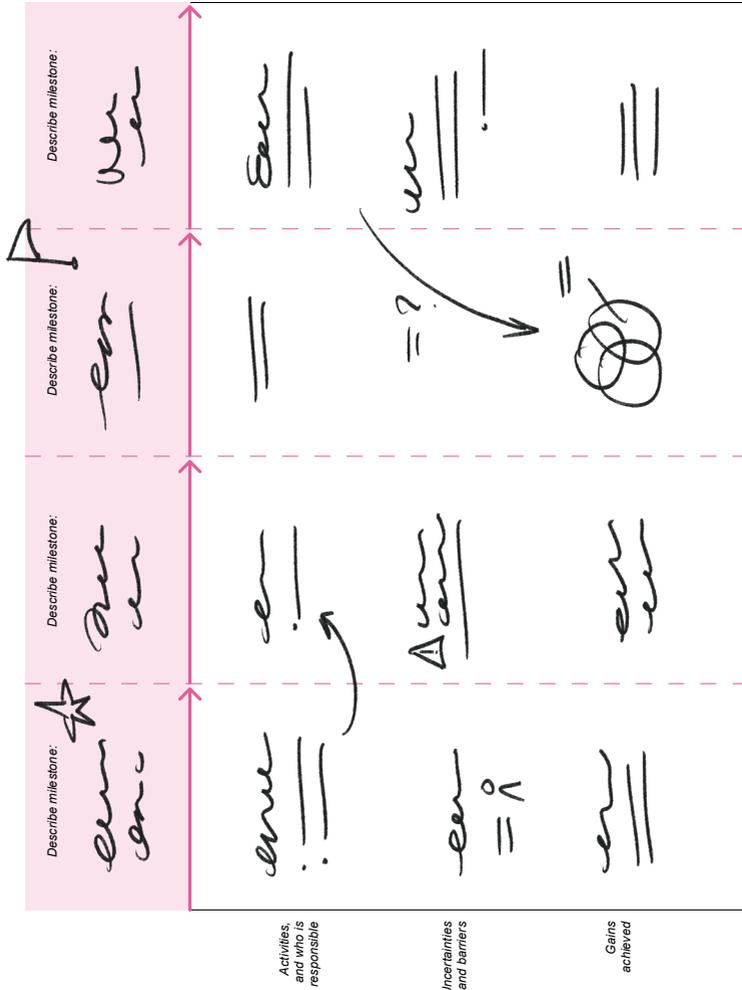
Date:

en

## 1 Describe key milestones with associated activities and responsibilities. Discuss uncertainties/barriers and gains.

1 Think of milestones as completed, important steps in the project. The work to reach the milestones can happen simultaneously or sequentially.

### Up Step



### Illustration:

This is what the activity sheet could look like once you are finished.

# Reflection and anchoring

## BEFORE TAKING THE NEXT STEP

After completing the activities in *A shared roadmap*, it's useful to broaden your perspective and consider how to proceed. Here are some questions to consider:

- Who owns the vision? Who do you need to share and anchor the vision with?
- Who are the most important individuals to execute the plan?
- What is the first thing you need to do, and why?
- What resources and support do you need to start the work?
- What are the biggest uncertainties and challenges for implementation?
- What data or results can convince sceptics that the development work is of value?

You might need to step back one or two stages to gain more insight or explore other potential solutions. Use the relevant Step Up activities to argue for valuable solutions and demonstrate what can be achieved with a little effort.

Notes





05

# A steady leader

To understand what  
is needed of you as  
an innovation leader



**As an innovation leader**, you need to have faith that you can succeed, know how to get other people involved, and facilitate collaboration across organisations and cultures.

You need to make good decisions at the right time and choose the right approach – all whilst under pressure and in unfamiliar surroundings. With Step Up, you create space for *exploration, collaboration, and reflection*, both for yourself and with your team.

Reflection is crucial for stepping up as an innovation leader. It strengthens learning for yourself and the team, and contributes to a better understanding of challenges. These challenges can involve different motivations or reluctance in the project, psychological safety, group dynamics, or specific tasks that need addressing. As an innovation leader, you can use reflection to guide both yourself and others.

There are two activities in *A steady leader*. These help you reflect on your role as a leader in an innovation process. You can do these activities alone or with another leader and repeat them as needed.

These activities are:

- **Mapping** – articulate how you lead yourself, a team, and a project.
- **Sparring and learning** – use the *past-present-future* method for personal development and sharing experiences.

# Mapping

In this activity, you will reflect independently on three different themes:

- *Lead yourself* – your own motivation and how you handle stress in a leadership role
- *Lead a team* – how you, as a leader, influence the team
- *Lead a project* – how you can facilitate the success of innovation work

The mapping helps you better understand yourself and what is required of you to lead innovation processes within healthcare. The activity helps you to understand more about how your colleagues are motivated and influenced by you as a leader, and how you can stand strong and build trust in the process. Use the mapping to identify opportunities for growth and development as a leader.



# Lead yourself



## Motivation

*What motivates you as a leader?*

*What are your strengths as a leader?  
And the strengths of your manager's leadership?*

*What do you see as your most important role as a leader?*

## Friction

*How are you affected by speculation and worry  
in your leadership role?*

- 1** Use the questions below to reflect on your role as an innovation leader.
- 2** Circle the points in your answers that would be useful to discuss with someone in a similar position.

## **Stress**

*How does stress and resistance affect your role as leader?*

*How can you reduce your own stress levels?*

## **Follow up**

*What unhelpful thoughts can prevent you from completing tasks or reaching goals?*

*How can you prevent this from affecting you?*

# Lead a team



## Motivation

*What motivates your colleagues?*

*How can you contribute to their motivation?*

## Friction

*To what extent are negative thoughts and worries a problem amongst your colleagues?*

*How can you prevent worry from negatively affecting the team?*

- 1** Use the questions below to reflect on your role as an innovation leader.
- 2** Circle the points in your answers that would be useful to discuss with someone in a similar position.

## **Stress**

*How does stress and resistance affect your colleagues?*

*How can you help them deal with stress?*

## **Follow up**

*How can you follow up on negative thoughts in your colleagues?*

*When plans change, how can you help and support your colleagues?*

# Lead a project



## Your innovation project and team

### **Anchoring**

- a. Who needs to know about the project to make it happen?*
- b. Who is responsible for the problem area?*

### **Goal**

- a. Is there a common vision of where you are going?*
- b. How can you maintain focus on the vision throughout the project?*

### **People**

- a. Who is involved today, and how can you help them work well together?*
- b. Do you need other people, skills and/or expertise?*

### **Process**

- a. What are the potential challenges or limitations moving forward?*
- b. How can you deal with these?*

- 1 Use the questions to reflect on your innovation project, and think about what could happen if all four parts are not properly considered.

*Write your role in the project:*

***Anchoring:***

***Goal:***

***People:***

***Process:***

# Sparring and learning

In this activity, you have the opportunity to share some reflections with a fellow leader. The conversation allows you to learn from others facing similar situations and lets you build upon the experiences of leaders around you. Being part of a network of other leaders provides reassurance and personal development, serving as crucial support for delivering lasting change.

By using the *past-present-future* approach, you articulate your own development and learning potential as a leader. It helps you document what you've learnt and reflect on how you might do things differently next time. This way, you're able to see changes in your own leadership over time.



# Here is how you do it



Follow these steps to complete the *Sparring and learning* activity:

1. Identify a challenge you want to share with another leader. It could be one you uncovered during the mapping activity.
2. Consider how you want to address the challenge and create a plan.
3. Discuss the challenge and your plan with another leader to get their input.
4. Complete the *past-present-future* approach (see the next pages).
5. Share your experience with the leader(s) who gave input in stage 3, and think through the feedback that they give

# Past

- *What happened and how did it go?*
- *What was the effect of what you did?*
- *What did you expect to happen?*
- *How did you react as a leader?*

A large, empty rectangular box with a thin orange border, intended for a user to write their response to the questions listed above.

# Present

- *What has surprised you?*
- *How did you influence what happened?*
- *How could you have made it go better, or changed the outcome?*
- *Were the conditions right for you to make it happen?*

# Future

- *How will you lead differently in similar scenarios?*
- *What will you try next, and how will you go about it?*
- *What can you already do tomorrow?*

# Reflection and feedback

After completing the activities in *A steady leader*, it's valuable to reflect on what you've learnt.

- How do you want to develop as a leader?
- Which parts of the mapping could you benefit from revisiting?
- Which parts of the mapping could you carry out with your team (feel free to adapt the questions)?
- How would other leaders describe your development over time?

Notes





06

# The research behind Step Up

# The power of Early Health Technology Assessment

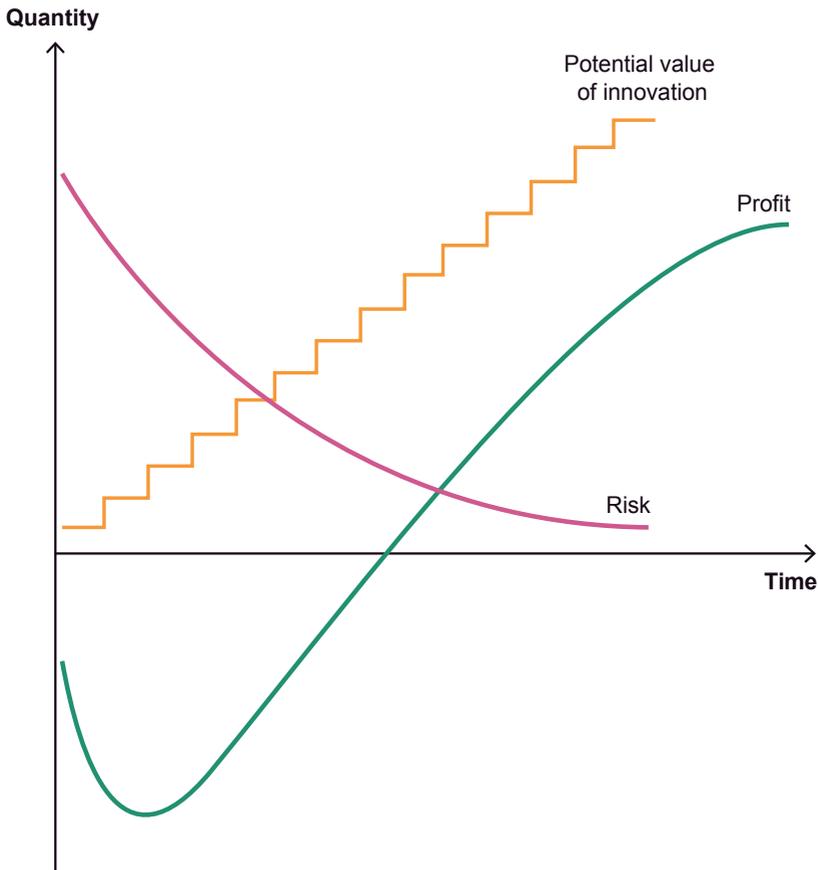
Step Up is a research-based method developed by healthcare leaders who have themselves driven innovation work. It is based on research from C3 Center for Connected Care, a Center for Research-based Innovation (SFI) financed by the Norwegian Research Council in the period of 2015-2023.

Step Up is built upon research that evaluates the utility of a service while it is under development, an approach referred to as Early Health Technology Assessment (Early HTA) (Kværner and Støme 2023a). In Early HTA, established principles for evaluation in healthcare are applied to the early phases of innovation and development work (Kværner and Støme 2023b).

Early HTA involves estimating the potential value of an innovation right from the start of the process (Kværner and Støme 2023a). Such a formative evaluation, based on potential gains, contributes to making better decisions and reducing the risk of developing services that do not benefit patients.

Step Up functions to assess the value of addressing a challenge (Støme et al. 2020), selecting the best solution (Kværner et al. 2020, Vaksvik et al. 2023), or implementing a change (Rognli et al. 2023).

# Step-by-step decisions reduce risk



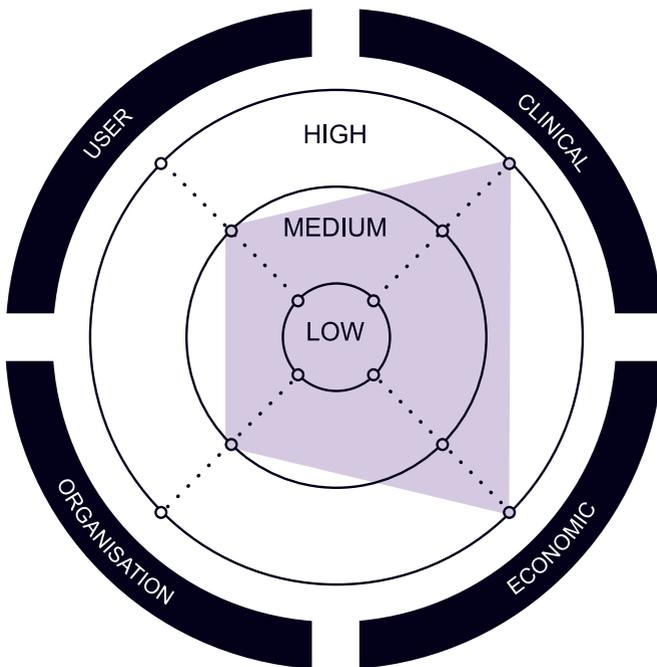
**Figure 2:**  
Step-by-step decisions contribute to managing risk and controlling costs

Investing millions in innovation and development work without assurance of its value carries both risk and cost. At the outset, the risk is exceedingly high, and it takes time before investments become profitable. But you don't need to invest several millions in something that years later does not add value.

An incremental approach shows how evaluation and decisions in steps contributes to managing risks and controlling costs. With Step Up you can follow an incremental process to know from the beginning that you are working with something that will benefit patients and the health service. This makes it easier to get leaders and colleagues onboard, and get approval for the investments that are needed.

With Step Up you get support to make good decisions about the potential benefits of a solution, early in the process. Incremental anchoring of the work through structured discussions ensures that users, clinicians and decision makers are involved and included, all the way from start to finish (Almqvist 2023 and Kværner & Støme 2023a).

# The health value spider makes the benefits visible



**Figure 3:**  
The health value spider displays the collected value of an innovation

A key research result from C3 is the so-called health value spider, a visual representation of the benefits in different domains.

The four domains to estimate the benefits of an innovation are:

1. User benefits. What are the benefits for patients, next-of-kin and employees?
2. Clinical benefits. What are the health-related benefits and risks associated with diagnosis, treatment, prevention and rehabilitation?
3. Organisational benefits. What are the benefits for managing and organising a department or institution, both locally and nationally?
4. Economic benefits. What are the benefits for the local health services and for society?

The health value spider makes it possible to discuss benefits across four domains, and the estimates appear as corners of a square with a particular size and shape.

The size and shape of the spider diagram gives a visual and clear answer to questions about the potential benefits of doing something about a challenge, and helps to evaluate if a specific solution will be beneficial.

Often, it is smart to compare multiple spider diagrams. Use the visual shape to compare the value of addressing different challenges, or to evaluate and prioritise between proposed solutions.

# Development based on quality and prioritisation

The goal of health services is that people remain healthy, get better, manage life with illness or disability, or manage end of life. There are two criteria that are important for all health and care services: *quality* and *prioritisation*.

The criteria for quality:

- Effective: the service promotes improvement
- Safe and secure: delivering the service avoids, prevents or limits unwanted events and accidents.
- Involves users and gives them influence: the health service seen from the position of the patient, with emphasis on patient and user understanding.
- Coordinated and characterised by continuity: coordinated over time and across levels and institutions, and for different user and patient groups.
- Utilises the resources in a good way: allocation of resources in the health system (macro) and how much the system gets from the investment (micro).
- Accessible and fairly distributed: how accessible the health services are for patients and users, and if users have equal opportunities.

The criteria for prioritisation:

- Benefits: How will the service improve the patient's life and quality of life?
- Resources: How resource demanding will the service be?
- Severity: How severe is the condition for the patient?

Use the criteria for *quality* and *prioritisation* to think out loud with your co-workers about how the situation is at your organisation, and to choose areas where you have room for improvement.

# Innovation requires leadership



Taking steps as a health innovator requires leadership. Strategic prioritisation and service development is one of four tasks for leaders in health services, and leading yourself and others starts with understanding oneself.

Most leaders find value in reflecting on their own strengths and weaknesses, and not least understand how you and the team find motivation and react to stress. Step Up is founded on experience-based knowledge and recognized perspectives on leadership (Martinsen, 2019), and supports reflection as a central part of leadership growth (Kværner, 2020).

Leading health innovation includes several perspectives: you must *lead yourself*, *lead a team* and *lead a project* all the way to the finish line.

## Lead yourself

Leading innovation is about developing your leadership skills over time. By reflecting on who you are as a leader, you will learn to:

- Know your own strengths and weaknesses
- Have faith in yourself
- Stand strong in the choices you make

Self reflection makes you understand your own role better, and you will understand more of what makes you and your team experience resistance and success.

With Step Up you can also draw on the experiences of leaders around you, and increase your confidence in mastering the challenges and succeeding in innovation work. Reflection and collaboration makes it easier to stand strong when it's needed.

## Lead a team

Innovation leadership is about unleashing the potential of each team member. Getting to know the team's motivations, worries and preferences, helps you:

- Build trust and engagement
- Work towards a common goal
- Create a culture for explorative collaboration

Step Up helps you understand how to involve the team in the process, how you build trust and how you motivate the team toward great collaboration. It gives you and the team the stability you need to face any resistance you meet, and helps to manage stress along the way.

## Lead a project to the finish line

Leading innovation and development processes is about facilitating for success by making sure you have the right things in place at the right time.

With Step Up you learn to lead yourself and others through small and large development projects. You and the team get help to create an inspiring startup, find space to agree on important matters regarding benefits and involvement, and to succeed with trying out something new and useful.

As a leader you create room for *exploration*, *collaboration* and *reflection* in development processes, and the three aspects are critical for making lasting changes.

Innovation leadership requires stamina and solid decisions: keep the goal in sight and follow a solid process.



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07

# Glossary

**Actor:** someone who is involved in delivering or using a service. An actor can be a patient, a nurse, next-of-kin, a doctor, a clinician, a specialist or other.

**Challenge / Problem:** a situation you want to change or improve. Sometimes it is a specific problem, other times the challenge is a more complex situation.

**Co-creation:** an approach to service development and change where those who use or are affected by the service are involved in describing the challenge, shaping solutions and contributing to implementation.

**Core benefit:** a benefit that describes the most important effect of the solution or innovation. Core benefits are the main reasons to innovate.

**Guidelines:** documents and rules affecting the service, for example in the form of orders, regulations, laws, and other documentation.

**Immediate benefit:** a benefit that can be easily achieved and quickly measured. They can often be instrumental in convincing decision makers about the value of making a change.

**Milestone:** a point in time in an implementation process where something important is completed. The work to achieve milestones can happen simultaneously or step by step. (Remember to celebrate when you reach milestones!)

**Resources:** equipment, personnel or budgets required to deliver a service. They can for example include medical equipment, access to taxi transport or suitable video equipment.

**Roadmap:** a living document describing activities and milestones that lead to a desired development over time.

**Solution:** an action or a change that improves a challenging situation. It can be to implement something new, adjust how the service is organised or introduce a completely new service.

**Vision:** a desired future situation. A vision can describe changes in existing services, a completely new service or more comprehensive organisational changes.

**Workshop:** a well planned coworking session where you work together in groups about a defined topic, perhaps with an activity from Step Up.



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This book gives you support to succeed in driving change in the health sector.

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