

# IMPLEMENTATION AND ADOPTION OF INNOVATION: A NATIONAL HEALTH SERVICE (NHS) CASE STUDY

Abstract

This research is an investigation into the relational process of innovation adoption and diffusion of **Electronic Medicine Chart (EMEDs)** in a hospital dominated by paper-based medical charts used by **Doctors, Nurses and Pharmacist** teams. Using the concept of interactive framing, the findings illustrate the phases which constitute the adoption and diffusion of EMEDs. The research **addresses the complexity associated** with human sense making in the process of innovation adoption.

NHS staff face a constant barrage of new technologies implemented to **“improve” efficiencies, ‘productivity’ and quality of health outcomes**. Many times, **these technologies fail to gain adoption because of poor implementation**, especially where heterogeneous teams working together are expected to use these technologies.

Research Problem

Staff at a major hospital in Leeds used **Paper-based Medicine Charts** for several decades. The hospital management decided to replace the paper based system with **electronic medicine charts (EMEDs)**.  
The **process of EMEDs implementation involved two groups** (The Users-The Implementers). These groups were further divided into multidisciplinary teams:

Research Context

- A) Implementer Groups: those responsible for implementation** - Team EMEDs, Team Nursing, Team Pharmacists and Team Doctors
- B) User Groups: the everyday users of the new technology** – Made up of Ward Nurses, Ward Doctors and Ward Pharmacists

1. Gioia and Corley 2013. Seeking rigor in inductive research: Notes on the Gioia methodology.
2. Goffman, E. 1974 Frame Analysis.
3. Garud, Tuertscher and Van de Van, 2013. Perspective on Innovation Process.
4. Cornelissen and Werner, 2014. Putting Framing in Perspective.
5. Weick and Obstfeld, 2005. Organizing and the process of sensemaking.

**Tabish Zaman – PhD Business Management –Leeds University Business School**  
Supervised by  
**Professor Tyrone Pitsis (LUBS, Management Discipline Group)**  
**Assistant Professor Matthew Mount (Deakin University)**  
**Professor Rory O’Connor(Head of**

This research is motivated by the need to understand the implementation stage of innovation in multi-team settings within a high reliability organizational contexts.

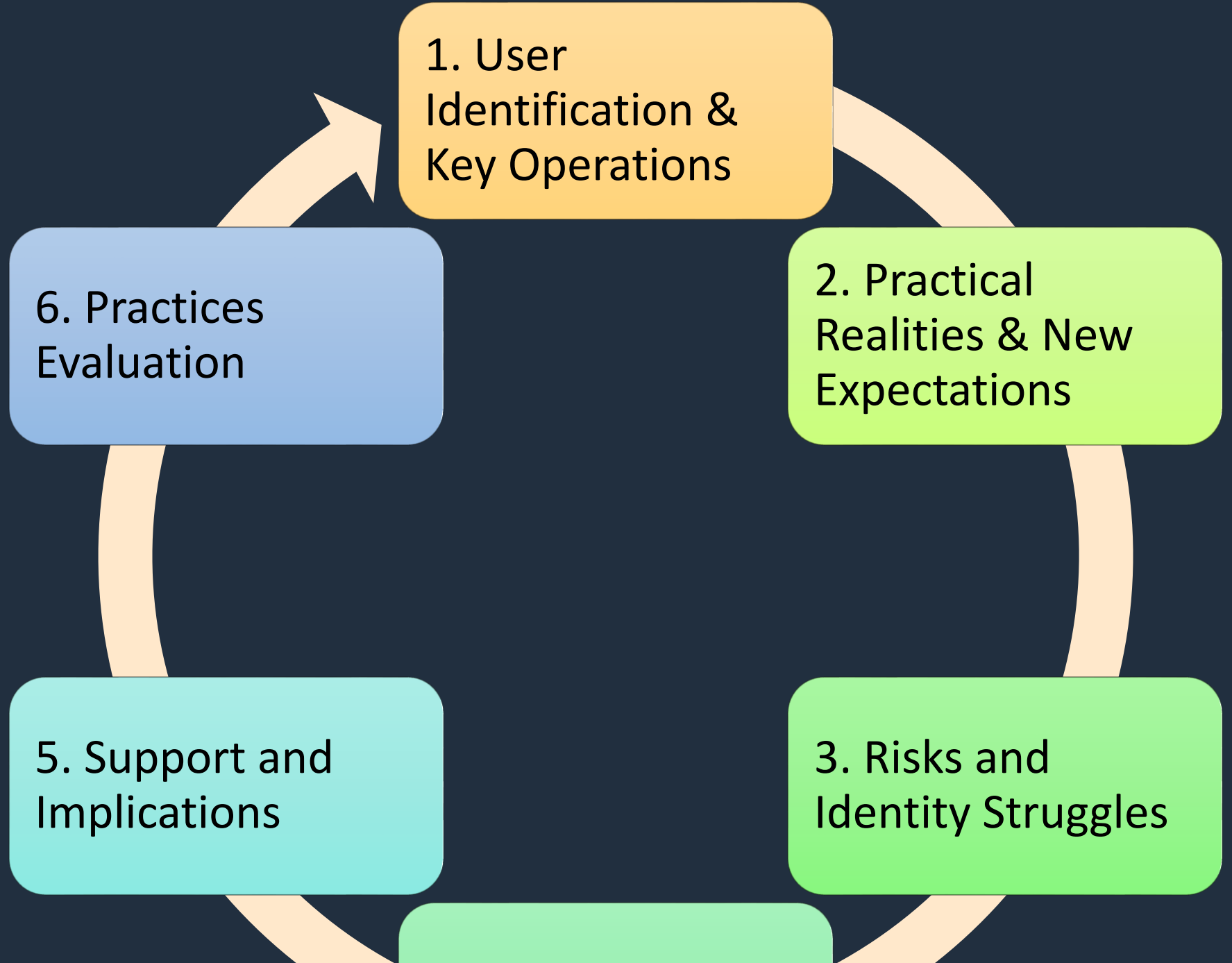
Research Motivation

What makes my study unique is that I study both sides of the implementation journey (implementers and users) in depth over 12 months.

Qualitative research by way of over 112 hours of in-depth interviews, and 90 hours of non-participant observations of people at work and in team meetings, was conducted over a 12-month period.

Data from Users and Implementers resulted in **57 frames** in total.

Frames were than combined to produce a cyclic model of the adoption process



RESULTS & FINDINGS

REFERENCES