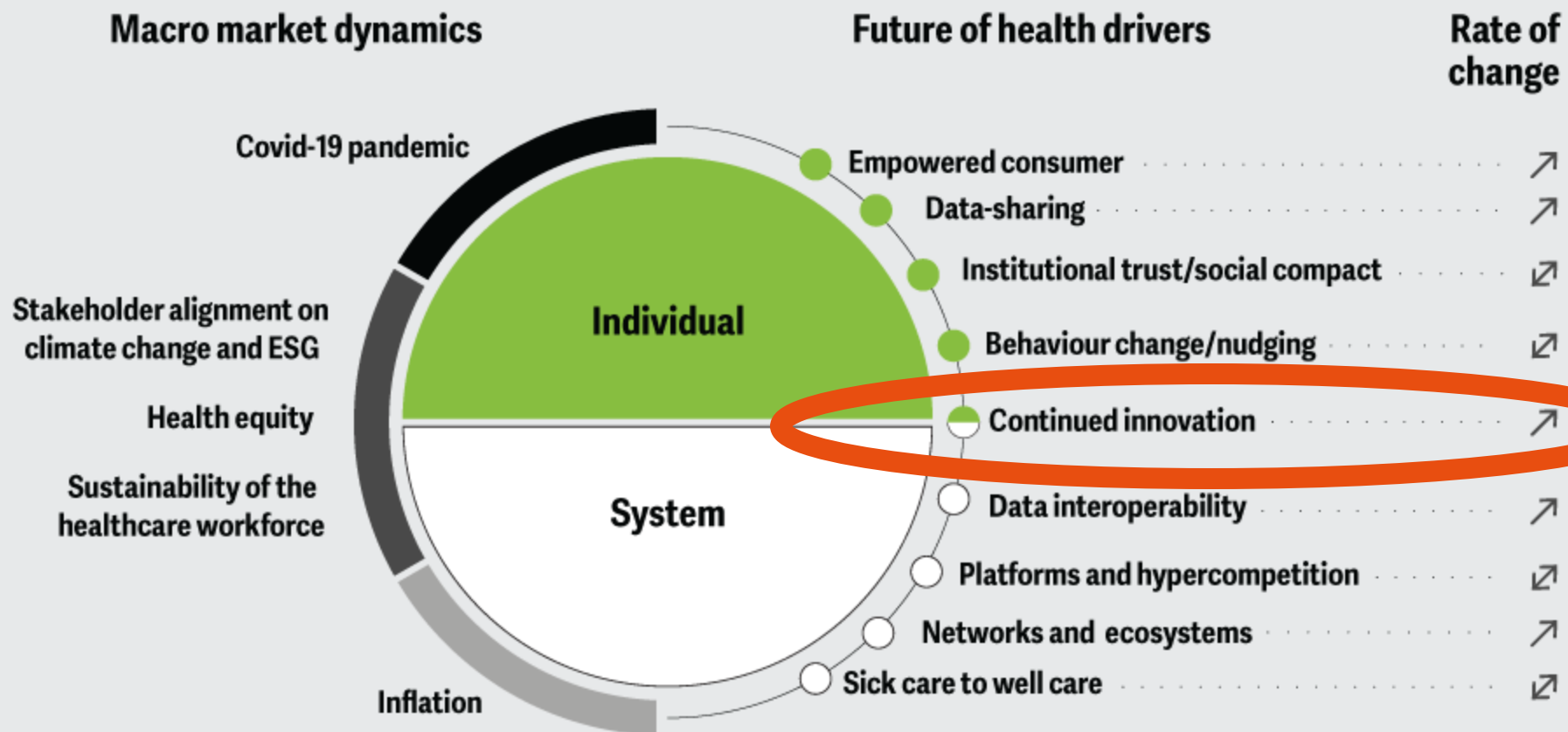


A black and white photograph of a historic clock tower, likely from Maastricht University, featuring a large clock face and a domed top, positioned on the left side of the slide.

# Maastricht Innovation Readiness Approach (MIRA): *feasibility in long-term care organizations*

Monique W. van den Hoed, Ramona Backhaus, Erica de Vries, Audrey Beaulen,  
Jan Hamers, Ramon Daniëls. June 2025

# The impact of macro market dynamics and health drivers on the future of health



# INNOVATION IS NOT AN AD-HOC INITIATIVE



ORGANIZING CARE	ORGANIZING INNOVATION
Vision on care / values	?
Infrastructure; teams, roles	?
Interprofessional collaboration	?
Leadership	?
Systems, tools, instruments	?
Processes, procedures, quality	?
Budget, conditions etc etc	?

# INNOVATION READINESS

level of  
maturity of an  
organization

to innovate  
successfully

in all steps of  
the innovation  
process

independent  
of the type of  
innovation

# Research innovation readiness



## Scoping review

- factors contributing to innovation readiness
- studied in health care

## Interviews

- what are important factors studied in long-term care
- interviews with health-care experts (#16)

## Q-study

- factors: most – least important
- #30 health-care experts

## Scan

- self-evaluation -> 31 Q indicating innovation readiness maturity

# Interview study



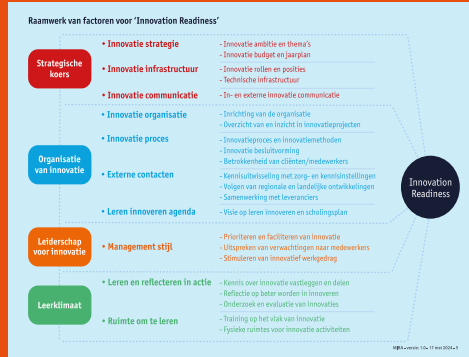
**“You have to prepare upfront...to decide on your envisioned direction”**

# PERSPECTIVES Q-STUDY



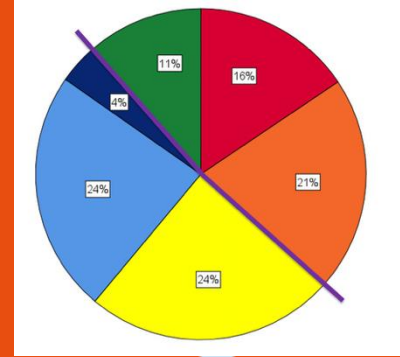
1. **supportive role of management**
2. **participation of the client (system) and employees**
3. **setting the course and creating conditions**
4. **structuring decision-making, roles and responsibilities**

# Maastricht Innovation Readiness Aanpak (MIRA)



## 1 Framework

insight into factors contributing to innovation readiness



## 3 Consensusmeeting

conversation to gain insight into the innovation maturity of the organization



## 2 Questionnaire

insight into IR factors in own organization



## 4. Tool

Longterm strategy with actions to become better at innovation





# MIRA QUESTIONNAIRE



<b>MIRA Questionnaire</b>
<i>Strategic direction for innovation (M)</i>
1. In my organization, innovation is guided by our ambition.
2. My organization ensures that innovation themes provide direction for innovation.
3. In my organization, we use an annual plan for innovation.
4. In my organization, the innovation budget is adjusted where necessary.
5. My organization has defined specific tasks, roles, and positions for innovation.
6. My organization ensures that the technical infrastructure supports innovation.
7. My organization communicates about innovation to employees.
<i>Organizing for innovation (M)</i>
8. My organization visibly pays attention to the organization of innovation.
9. My organization ensures there is an overview and insight into the progress of innovation.
10. My organization uses a specific approach to shape the innovation process.
11. My organization uses a toolbox with innovation methods.
12. My organization ensures that decision-making supports innovation.
13. My organization involves clients, family members, and close contacts in innovation.
14. My organization provides opportunities to employees to be involved in innovation.
15. My organization exchanges knowledge and experience on innovation with healthcare and knowledge institutions.
16. My organization keeps track of regional and national developments in the field of innovation.
17. My organization collaborates with companies in the field of innovation.
18. My organization shapes learning from/about innovation based on a vision.
<i>Leadership for innovation (M)</i>
19. In my organization, the board expresses that innovation is a priority.
20. My organization clearly expresses to managers what is expected of them in terms of innovation.
21. My organization invites employees to participate in innovation.
22. In my organization, managers actively involve employees in the innovation process.
<i>Learning environment (M)</i>
23. My organization ensures that innovation knowledge is available and accessible for everyone.
24. My organization ensures alignment between strategy, organization, leadership, and learning environment to improve in the field of innovation.
25. My organization stimulates knowledge exchange between employees in the field of innovation.
26. My organization evaluates progress in getting better at innovating.
27. My organization uses research to support and evaluate innovations.
28. In my organization, we have a training plan for innovation.
29. My organization offers opportunities for employees to receive training in the field of innovation.
30. In my organization, managers are trained to stimulate innovation within their teams.
31. My organization provides rooms for innovation activities.

# MIRA Questionnaire



## 3. In mijn organisatie wordt het innovatiebudget daar waar nodig bijgesteld.

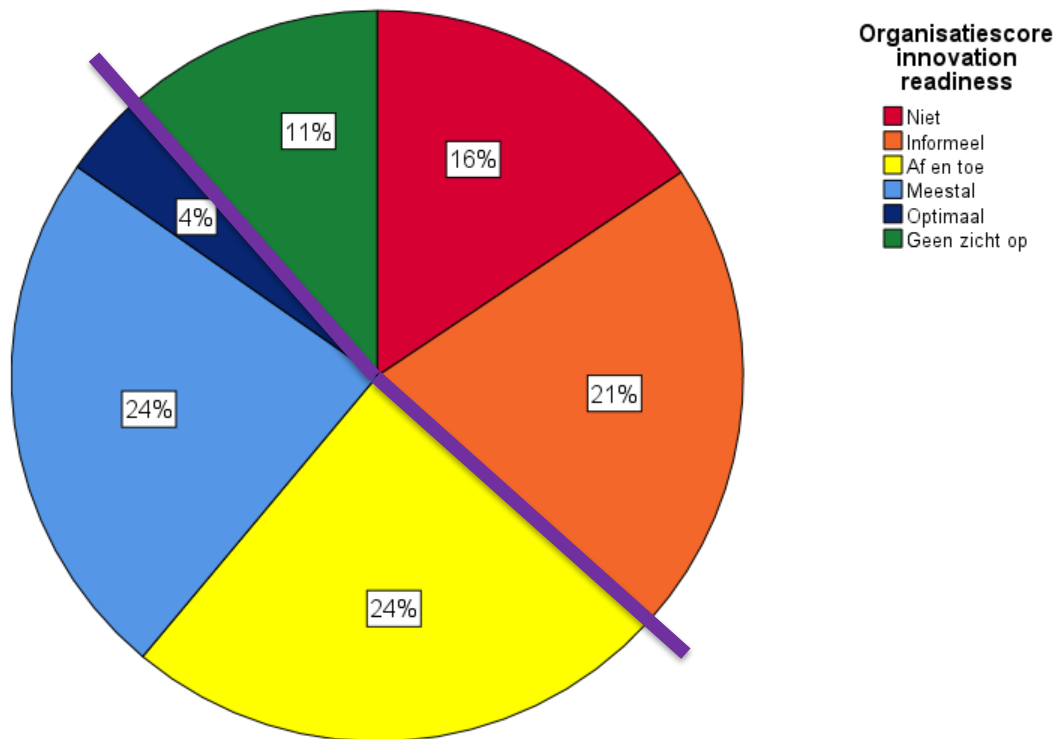
Innovatiebudget: budget dat is bestemd voor innovatie o.a. aankoop van innovaties en tijd voor medewerkers bij innovatieprojecten.

<b>NIET</b> We doen dit niet Hebben we geen afspraken over	<b>INFORMEEL</b> We doen dit wel Hebben we geen afspraken over	<b>AF EN TOE</b> We doen dit af en toe Volgens gemaakte afspraken	<b>MEESTAL</b> We doen dit meestal Volgens gemaakte afspraken	<b>OPTIMAAL</b> We doen dit consequent Volgens gemaakte afspraken We leren ervan	<b>Geen zicht op</b> Ik heb er weinig zicht op Ik kan hier geen mening over geven
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<b>Niet</b>	<b>Informeel</b>	<b>Af en toe</b>	<b>Meestal</b>	<b>Optimaal</b>	<b>Geen zicht op</b>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# MIRA (2) consensusmeeting

live- 2 uur



# MIRA results (#381 resp - #22 LTC)



most

## Strategic Direction

- **Innovation strategy**
  - Innovation ambition and themes
  - Innovation budget and annual plan
- **Innovation infrastructure**
  - Innovation roles and positions
  - Technical infrastructure
- **Innovation communication**
  - Internal and external innovation communication

>

## Organization of Innovation

- **Innovation organization**
  - Organizational structure
  - Overview and insight into innovation projects
- **Innovation process**
  - Innovation process and methods
  - Innovation decision-making
  - Involvement of clients/family members/employees
- **External contacts**
  - Knowledge exchange with healthcare and research institutions
  - Tracking regional and national developments
  - Collaboration with suppliers
- **Learning to innovate agenda**
  - Vision for learning to innovate and training plan

>

## Leadership for Innovation

- **Management style**
  - Prioritizing and facilitating innovation
  - Setting expectations for employees
  - Encouraging innovative work behavior

>

## Learning Climate

- **Learning and reflecting in action**
  - Capturing and sharing innovation knowledge
  - Reflection on improving innovation capabilities
  - Research and evaluation of innovations
- **Room for learning**
  - Training in the field of innovation
  - Rooms/locations for innovation activities

>

Innovation Readiness

least





# Results

## **MIRA questionnaire**

- 10 minutes
- minor adjustments
- insight into 'what is takes'

## **MIRA consensusmeeting**

- led by 'external' valued
- mix of colleagues at the table
- reflection (in-depth)

# Experiences

Innovation readiness (awareness)

- knowledge has increased
- 'hands and feet'

In the organization (connection to practice)

- shared language & vision
- innovation belongs to 'everyone'



# Next steps



## MIRA usage

- web application with automated feedback
- train the trainer
- licensing and partnerships

## Future research

- insight into steps taken by 'innovation ready' organizations
- long-term care organizations and beyond
- instrument for developing a multi-year strategy
- Impact tracking

## Suggestions?



# Thank you for your attention



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academische  
werkplaats **limburg**  
ouderenzorg

