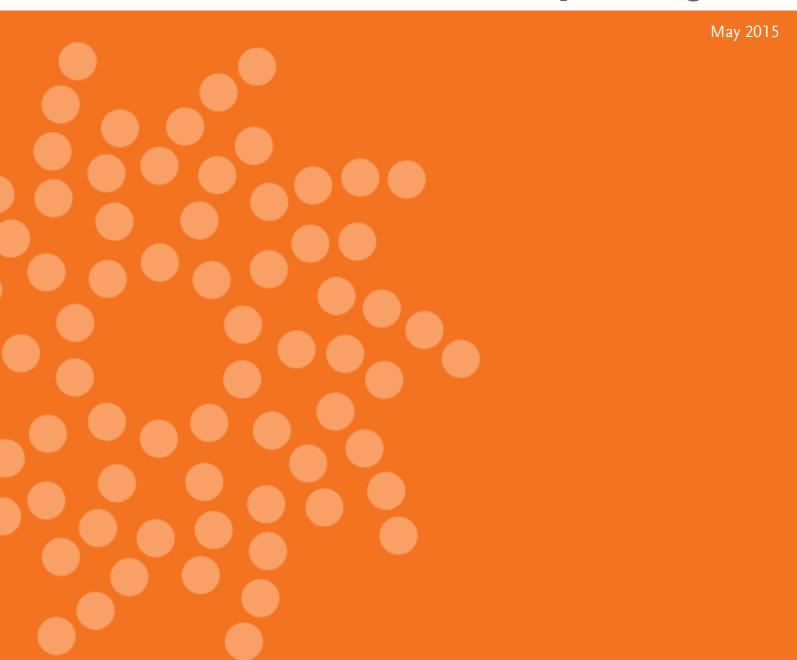


# **Innovation Catalyst Program**





#### **IMPORTANT DATES**

Informational Webinar: 11:00am, May 27, 2015

Application deadline: 5:00 pm, July 10, 2015

Candidate interviews (in-person or Skype): August 3-14, 2015

Innovation Catalyst Cohort Announcement: August 28, 2015

Innovation Catalyst Kick-Off Sep 30 - Oct 2, 2015, Bay Area

Facilitation Skills Workshop: Nov 17 - 18, 2015, Bay Area/LA TBD

# Frequently Asked Questions

#### What do I need to submit?

Please submit the following materials online by 5:00 pm on Friday, July 10, 2015: http://www.tfaforms.com/373643

- 1. Responses to application questions for each Innovation Catalyst applicant
- 2. Resume for each Innovation Catalyst applicant
- 3. One Innovation Catalyst Letter of Support
- 4. One Innovation Catalyst Budget Form (download budget template here)

#### Who is eligible to apply?

Teams of two from clinic corporations, ambulatory care clinics at public hospitals, and other California-based nonprofit health centers that provide comprehensive primary care services to underserved populations are eligible to apply.

Organizations must be nonprofit and tax-exempt organizations under 501(c)(3) of the Internal Revenue Service Code (IRC) or a governmental, tribal, or public entity. Examples of eligible organizations that comprise the safety net include:

- Free-standing community clinics and health centers
- Ambulatory care clinics which are part of public hospital systems either located in the public hospital or out in the community
- Primary care health centers (including those sponsored by Public Health departments)
- American Indian Health Centers

Safety Net Innovation Network members from Colorado, Hawaii and Oregon that meet the above criteria are also eligible to apply. Kaiser Permanente will support the participation of these applicants from outside of California in this program.

#### Who do I contact for more information?

Roza Do Program Manager, Learning & Innovation (415) 561-6395 roza@careinnovations.org



#### REQUEST FOR PROPOSALS

# **Innovation Catalyst Program**

A joint effort of CCI and The Innovation Consultancy at Kaiser Permanente

# Program Background

Health care is changing quickly, and safety net organizations must adapt if they are to to meet new challenges in caring for vulnerable populations and seize new opportunities to transform care. With an increased demand for services due to the Affordable Care Act, and now the shift towards value-based payment, new skills are vital to enable individuals and organizations to think and work differently. CCI launched the Safety Net Innovation Network (SNIN) in 2012 as a place to learn, develop, test and spread innovative approaches and solutions to the problems facing them today. However we also believe in supporting leaders who are interested in going deeper to build innovation and design skills and apply them to initiatives in their own organizations. With funding from the Blue Shield of California Foundation, and additional funding from Kaiser Permanente, the Center for Care Innovations (CCI) and The Innovation Consultancy at Kaiser Permanente are partnering to launch the third cohort of the Innovation Catalyst Program. Building on the experience and successes of our first two years, we aim to grow a network of trained innovators in the safety net who can lead the fight to transform care. As skilled innovation champions, Catalysts will be a key resource to help other safety net organizations apply innovation and design skills and discover new ways to advance their work.

The Catalyst model is based on a program developed by Intuit in 2009. Intuit recognized that innovative ideas could be generated throughout a company if the frontline staff were empowered to develop their own suggestions. The Catalyst program helped train over 200 design thinking coaches - "Innovation Catalysts" - across Intuit to help managers and teams work on innovation initiatives. For more information, see Harvard Business Review article, The Innovation Catalysts, June 2011 at http://bit.ly/15B6fP0

# **Program Overview**

The 2015 Innovation Catalyst Program includes two components that will support the development and testing of innovative concepts in the health care safety net. First, CCI will expand our network of trained innovators who can apply innovation and design skills to projects across their organization and help the safety net as a whole start thinking in new ways. We are also looking to then support fresh and compelling ideas, developed by this cohort of Catalysts that have the potential to significantly improve care and lower costs.

- a) Selected Catalysts (two individuals per organization) will build skills in innovation/design thinking via in-depth training and coaching from gravitytank and The Innovation Consultancy at Kaiser Permanente. The organization will receive a \$10,000 grant to offset staff time and travel costs to participate in meetings. Catalysts are required to identify a project or challenge in their organization to work on at the start of the program.
- b) After 3-4 months of applying design thinking skills to further explore a project or challenge, Catalysts can apply for a seed grant of up to \$15,000 for an 8-month phase of experimentation and implementation of a compelling solution based on user needs. Projects in this phase will receive ongoing coaching and support throughout 2016.



# What is an Innovation Catalyst?

Innovation Catalysts join a community of trained innovators who apply innovation and design skills to projects and lead change efforts within their organizations. Catalysts will develop the skills to lead and participate in collaborative activities requiring a new mindset and a new approach to tackling strategic problems. They combine creative and analytic methods to help push projects beyond conventional thinking and incremental change to consider new possibilities. In addition, they will be able to access and leverage the expertise of Catalyst alumni to gain insights, advice and inspiration through participation in the online community at www.wearecatalysts.org and periodic webinars. Over the course of the program, Catalysts will have the opportunity to work on a project to deeply explore a challenge within their organization.

Since innovation and design skills are new to most health care organizations and will require a new way of working, two Innovation Catalysts will be selected from each organization to maximize support and ultimate impact for the organization (and individuals). We believe that Catalysts will be more successful if they work in pairs to co-lead innovation activities and help apply these skills throughout their organizations. Importantly, Catalysts are supported by their direct managers and organizational leaders to apply these skills to critical problems with the latitude to take risks and the needed staff time to facilitate change.

# What skills will an Innovation Catalyst learn?

The curriculum for the Innovation Catalyst program will focus on four key areas designed to have the broadest and deepest impact on health care organizations: Empathy, Exploration, Experimentation and Entrepreneurship. These core design and innovation mindsets and accompanying skills will provide Catalysts with the ability to introduce and support innovation within their own organizations.

#### **EMPATHY**

- Help others discover new ways to approach familiar problems by taking a user's perspective (patients, providers and staff).
- Immerse yourself in the world of who you're designing for, see it with fresh eyes, and question typical ways things are done.
- Frame the problem or opportunity in point of view of the user and without offering a solution.

#### **EXPLORATION**

- Help others develop and explore ideas they may normally not explore.
- Imagine lots of different ways to address a problem, including analogous sources of
- Choose unconventional options that opens up possibilities beyond incremental improvement.

#### EXPERIMENTATION

- Help others learn about their ideas quickly and shape them through empirical learning.
- Go beyond verbal descriptions of ideas to visualize and model them.
- Spend more time experimenting with users than sitting in a room deciding what to do; share rough prototypes early and freely to iterate and shape solutions.

#### ENTREPRENEURSHIP

- Help others make ideas real by championing and advocating for solutions.
- Go beyond just a description of the solution to make a short, but compelling case for your project including the user need, the insight and proposed solution direction, and its ultimate value.



Demonstrate your commitment to the project by being both an advocate of it as well as a good listener to those who help shape it; share stories and progress along the way with others in your organization.

CCI will partner with gravitytank, a design and innovation consultancy, to train and coach a cohort of up to 26 Catalysts in 2015. Catalysts will commit to a skill building fellowship, which includes training in both design thinking and facilitation, as well as applied learning within their organizations and in other organizations. During the first 3-4 months of the program, Catalysts will explore a challenge in their organization and have the opportunity to apply for additional funding to test and implement potential solutions over an 8-month period.

CCI and the KP Innovation Consultancy will work with grantee organizations to identify additional skill building and enrichment opportunities, which may include access to innovation conferences, meetings and workshops.

# How will the Innovation Catalyst build these skills?

Innovation Catalysts will participate in training opportunities and will co-lead and practice their new skills both in their own organization and at other organizations. This will include the following:

TRAINING: Innovation Catalysts will attend a 3-day training session from September 30 - October 2 in the Bay Area. The training will be led by gravitytank, The Innovation Consultancy, and CCI. A follow-up 2day facilitation skills training will be held November 17-18 to help participants deepen their role as Catalysts and learn techniques to more effectively drive change within their organizations. Catalyst are required to bring a project or challenge work on during the trainings.

COACHING & APPLYING SKILLS TO A PROJECT: Catalysts will be matched with a coach from the Innovation Consultancy and meet once a month (virtual or in-person) to further develop their skills and apply them to a project in their own organization. Projects must address a specific challenge that is aligned with the priorities of the organization, include a process for deeply understanding user(s), and teams must be flexible to an array of solutions to address the challenge. Catalysts will be expected to work with their organizational leadership and teams to lead efforts to understand user experiences, brainstorm creative solutions, and drive rapid experimentation sessions.

ONGOING ENRICHMENT, SUPPORT AND ASSESSMENT: Catalysts will participate in an external evaluation to assess the impact of the program on their perceptions, skills and impact on their organizations. Catalysts will also participate in an online community - www.wearecatalysts.org - to gain advice from other catalysts to push their project forward. Over time they will also help their fellow catalysts with their own projects. Catalysts will be provided with a number of tools and resources including a deck of method cards, a guidebook, and ongoing skill building opportunities such as webinars, innovation conferences, site visits, and opportunities to facilitate innovation workshops at other organizations. Catalysts will reconvene at an in-person Innovation Fair in the Spring of 2016 to share both successes and struggles of their projects-in-progress, and exchange insights and ideas with the Catalyst community and larger Safety Net Innovation Network.

IDEA PITCH & IMPLEMENTATION: As Catalysts apply skills to an internal challenge, they will seek to understand the user's needs, better frame the problem, and brainstorm and prototype creative solutions. They will have an opportunity to select one innovative idea that is ready for further testing and implementation and submit it for an 8-month implementation grant of up to \$15,000. Selected projects will receive ongoing coaching and support throughout this phase. In this phase, CCI is looking to support new and bold ideas, which have the potential to significantly improve health care for underserved populations.

SPONSOR COMMITMENT: We've learned that in order for Catalysts to be successful at applying and driving innovation in their organizations, they need sustained commitment and support from their



direct supervisors and an alignment with organizational priorities. An essential benefit of the program is for sponsors to leverage Catalysts to lead strategic projects and bring new thinking into solving critical challenges. In addition, sponsors will engage in periodic check-ins with their Catalysts and coaches to provide additional support and guidance to ensure Catalysts have opportunities to apply their skills to strategic projects and start building a culture of innovation within their organization.

# What are we looking for in an ideal Innovation Catalyst?

We are looking for safety net organizations to nominate leaders and passionate "do-ers" to apply as teams of two to the Innovation Catalyst program. These individuals would be recommended by their manager or senior leader in the organization and identified as individuals who are positioned to drive change within their organization. They must be able to dedicate approximately 15-20% of their time to Catalyst activities over 12 months. This time commitment includes attending training, events, and participating in monthly coaching and the online Catalyst portal. Importantly, Catalysts must have direct support from their supervisor and/or Director to introduce innovation and design thinking to organizational priority areas in their organization.

Ideal candidates will be passionate, interested in design and innovation, and have a bias toward action. They should want to not only develop their own design and leadership skills, but also to help others improve their work using innovative methodology. Catalysts will have strong people skills and outgoing personalities. They will be inquisitive, resourceful and not afraid to ask hard questions. They will be willing to "agitate" the system to make positive change.

# What resources will be provided?

Successful applicants will receive training, coaching and support from design consultants within KP's Innovation Consultancy, CCI, and other innovation firms throughout the process. Each participating organization will receive a \$10,000 grant to offset staff time and travel costs over the 4-month period to participate in Innovation Catalyst activities, and will be eligible to apply for an additional grant of up to \$15,000 for implementation of the project they develop at their organization. If selected they will also be eligible to receive individual coaching throughout the implementation phase.

# Eligibility

Teams of two from clinic corporations, ambulatory care clinics at public hospitals, and other Californiabased nonprofit health centers that provide comprehensive primary care services to underserved populations are eligible to apply. Regional clinic consortia and statewide clinic associations are not eligible to apply.

Organizations must be nonprofit and tax-exempt organizations under 501(c)(3) of the Internal Revenue Service Code (IRC) or a governmental, tribal, or public entity. Examples of eligible organizations that comprise the safety net include:

- Free-standing community clinics and health centers
- Ambulatory care clinics which are part of public hospital systems either located in the public hospital or out in the community
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# How to Apply

#### STEP 1 | ATTEND A BIDDER'S CALL WEBINAR (OPTIONAL)

Interested applicants are encouraged to participate in a webinar on Wednesday, May 27, 2015 from 11-11:45am.

> Dial-in: 866.740.1260 PIN Code: 5617817

https://cc.readytalk.com/r/k9oi2pngrqyw&eom Register:

#### STEP 2 | APPLY ONLINE

Applications must be submitted online by 5:00 pm on Friday, July 10, 2015. http://www.tfaforms.com/373643

Applications should include the following:

- Each individual must include separate responses to the application questions
- A resume for each individual applicant
- A letter of support from their Director or organizational leader
- Budget form for the total \$10,000 grant (travel expenses should be included for both Catalysts). Download budget template here.

#### STEP 3 | INTERVIEW

Potential candidates will participate in a short interview with CCI either in-person or via Skype between August 3 - 14, 2015.

The cohort of Innovation Catalysts will be announced on Friday, August 28, 2015.

# **Application Questions**

Each individual applying for the Catalyst program must answer the following questions in four pages or less using at least 11-point non-narrow font.

- 1. Why are you interested in the Innovation Catalyst Program? Please describe what innovation means to you and what relevant experiences you have had to design thinking and innovation.
- 2. What do you hope to gain from this program and how do you think it will strengthen it your work in your organization? How are you well positioned to drive new thinking and working in your organization?
- 3. How have you supported others in your organization to build new skills or succeed in their work? Please provide specific examples of how you have inspired new ways of thinking and acting in your organization.
- 4. Project proposal Please describe a critical challenge in your organization you would like to work on in this program. What is the problem and what is the desired outcome? Who are the stakeholders involved in the challenge and the key users impacted by the challenge? What hypotheses or potential solutions would you like to explore? How does it align with your organizational priorities?



# **Letter of Support**

The letter of support from a director or supervisor should include both applicants, and must specify why the two individuals were selected and how they are positioned to succeed in this role. Specifically, the letter should address the following:

- Each applicant's ability to lead change, appetite for innovation and new ideas, and how they are received within the organization.
- The importance of innovation to your organization and how you expect to leverage the expertise the Innovation Catalysts will be gaining.
- How you, as the supervisor or sponsor, are able to support the development and growth of the two Catalysts to practice and apply innovation and design thinking skills as a part of their dayto-day role, (e.g. protecting their time to apply skills, incorporating them into innovation activities in the organization, troubleshooting barriers, or connecting them to key influencers in the organization, etc.)



Center for Care Innovations (CCI) partners with health care safety net providers to help them transform care for underserved populations. CCI is a vital source of ideas, best practices and funding to support the adoption and spread of innovations to improve health, reduce costs and improve the patient experience of care. By bringing people and resources together, we accelerate innovations for healthy people and healthy

www.careinnovations.org



The Innovation Consultancy started in 2003 as a first-of-its-kind experiment to explore the value of design thinking in health care. At Kaiser Permanente, this unique team brings fresh methods that liberate patients, frontline providers and managers to discover, design and implement new ways of impacting the care experience of our patients and the work experience of our providers.

This is accomplished through the deep expertise they bring in ethnography, creative thinking, rapid prototyping, and iterative testing. Through these methods, the Innovation Consultancy has developed novel solutions that has impacted over 50,000 Kaiser Permanente clinicians and more than 2 million Kaiser Permanente members. xnet.kp.org/innovationconsultancy



Blue Shield of California Foundation is an Independent Licensee of the Blue Shield Association

Blue Shield of California Foundation (BSCF) is committed to making health care effective, safe and accessible for all Californians, particularly underserved people, and to ending domestic violence. BSCF believes safety and access to health care are fundamental rights of everyone and that ensuring Californian's health and safety requires the involvement of individuals, employers and government agencies. www.blueshieldcafoundation.org



Kaiser Permanente is committed to helping shape the future of health care. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. Kaiser Permanente is dedicated to care innovations, clinical research, health education and the support of community health.

www.kp.org/share