



# Innovation Catalyst Program

May 2013

## REQUEST FOR APPLICATIONS

# Innovation Catalyst Program

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

## Program Summary

With funding from the Blue Shield of California Foundation, the Center for Care Innovations (CCI) and The Innovation Consultancy at Kaiser Permanente are partnering to launch the Innovation Catalyst Program. Safety net organizations are transforming to meet the demands of our rapidly changing healthcare environment. In order to build resilient systems of care and treatment for their communities, they need to find innovative solutions to the problems facing them today. CCI launched the Safety Net Innovation Network (SNIN) in 2012 as a place to learn, develop, test and spread innovations. The SNIN has focused on raising awareness and building understanding about how innovation can help transform organizations. However, there is a need to support interested partners to go deeper to build innovation and design skills and apply them to initiatives in their own organizations. Our hope is that by expanding these capabilities, organizations can lead a variety of innovation efforts and help their own teams to think and do things differently.

The concept of the catalyst is based on the experience of a program developed by Intuit, which has been in operation since 2009. Intuit recognized that innovative ideas could be generated throughout the company if the frontline staff were empowered to develop their own ideas. The catalyst program helped to create design thinking coaches – “innovation catalysts” – to help work on design and innovation initiatives by training and equipping the catalysts with the skills and tools to support innovation in the organization. They have now scaled this program to over 200 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/15B6fPO>

## What is an Innovation Catalyst?

The Innovation Catalyst program will create a network of trained innovators who can apply innovation and design skills to projects across their organization, and help their organization start thinking and doing things differently. Innovation Catalysts will develop the skills to lead and participate in activities that require a new mindset and approach to tackling strategic problems. They will help managers and their peers work on and apply design thinking to innovation initiatives by leading workshop sessions that will push projects to move beyond conventional approaches and thinking.

Since innovation and design skills are new to most health care organizations and will require a new way of thinking and working, two Innovation Catalysts will be selected from each organizations to maximize support and ultimate impact. We believe that Catalysts will be more successful if they work in pairs to co-lead innovation activities and help spread these skills throughout their organizations.

## What skills will an Innovation Catalyst learn?

The curriculum for the Innovation Catalyst program will focus on three key areas aimed to have the broadest and deepest impact across health care organizations: Deep End-User Empathy, Going Broad to Go Deep and Rapid Experimentation. These core design and innovation skills will provide catalysts with the ability to introduce and support innovation within their own organizations.

### DEEP END-USER EMPATHY

- See the world through patient and providers/staff's eyes.
- Discover things so surprising that it makes us think differently about the people we work with.
- Articulate the problem or opportunity using the words of participants and without offering a solution.

### GOING BROAD TO GO DEEP

- Generate a range of ideas that could be used to address an opportunity.
- Broadly explore an array of problems and solution ideas.
- Choose uncomfortable options so that we can learn quickly.

### RAPID EXPERIMENTATION

- Build prototypes of ideas to learn quickly – and quickly.
- Spend more time experimenting with users than sitting in a room deciding what to do.
- Prototype everything – solutions, problems, opportunities.
- Look for how the new solution works or does not work.

CCI and The Innovation Consultancy will partner with design firms to train and coach an inaugural class of up to 14 Catalysts in 2013. Catalysts will commit to a six-month innovation fellowship, which includes both training and applied learning to projects within their organizations and in other organizations. CCI and the KP Innovation Consultancy will work with organizations to identify additional projects and opportunities

## 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:

**STEP 1 | TRAINING:** Innovation Catalysts will attend a training session from September 9 – 11, 2013 in the Bay Area. The training will be led by The Innovation Consultancy, Gravity Tank, CCI and other design experts. The training will give Catalysts the tools and resources to take back to their organization to apply to different projects. This training is also an opportunity for Catalysts to network and work closely with their peer Catalysts to identify opportunities for co-leading projects.

**STEP 2 | INNOVATION CATALYSTS IN ACTION:** After their initial training, Catalysts will apply their skills to internal projects within their own organizations and at other health centers (including Kaiser). Working closely with experienced coaches, Catalysts will partner with local project teams to lead efforts to understand user inspirations, brainstorming creative solutions, and rapid experimentation workshop sessions. They will bring skills that push projects to “go beyond.” These workshops will leverage skills like storytelling, reframing problems, rapid brainstorming, prototyping, and rapid learning.

**STEP 3 | ONGOING ENRICHMENT, SUPPORT AND ASSESSMENT:** Catalysts will have ongoing access to support opportunities and peer support. They will have a number of tools and resources to apply in their workshop sessions; a forum for the Catalyst community to share experiences, advice and support; ongoing skill building opportunities (e.g., webinars, innovation conferences, site visits and opportunities to work with innovation firms); and connections to coaches and innovation and design experts.

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

We are looking for safety net organizations to nominate teams of two emerging leaders to apply to the Innovation Catalyst program. These individuals would be recommended by a member of the Safety Net Innovation Network and leaders in their organizations. They must be able to dedicate 15-20% of their time to Catalyst activities over a six-month period. This time commitment includes attending training and events, and they must have direct support from their supervisor and/or Director to introduce the innovation and design thinking to organizational priority areas in their organization.

Ideal candidates will be passionate and interested in design and innovation and have a bias toward action. They will have an interest not just to 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 experts throughout the process. Each participating organization will receive \$10,000 grants to offset staff time and travel costs over the six-month period to participate in Innovation Catalyst activities throughout California.

## Eligibility

Applicants must be from organizations that are members of the Safety Net Innovation Network (SNIN). Teams of two from clinic corporations, ambulatory care clinics at public hospitals owned and operated by public hospitals (either at the hospital or in the community), and other California-based nonprofit health centers that provide comprehensive primary care services to primarily underserved populations are eligible to apply. Regional clinic consortia and statewide clinic associations are not eligible to apply.

## How to Apply

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

Interested applicants are encouraged to participate in a call/webinar on **May 10, 2013 at 12:00pm**.

Dial In: **866.740.1260**

PIN Code: **5617817**

Web login: <https://cc.readytalk.com/r/7rlrrf2y28m>

### STEP 2 | APPLY ONLINE

Applications must be submitted online to CCI by 5:00 pm on Friday June 7, 2013.

<http://www.careinnovations.org/programs-grants/grants/innovation-catalyst-program/>

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 \$10,000 grant (travel expenses should be included)

### STEP 3 | INTERVIEW

Potential candidates will participate in a short interview with CCI either in-person or via Skype between June 17 – June 28, 2013.

The cohort of Innovation Catalysts will be announced on August 2, 2013.

## Application Questions

Each individual applying for the catalyst program must answer the following questions in two 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. What do you hope to gain from this program and how do you think it will strengthen it your work in the organization?
2. 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 action in your organization.
3. Tell us about an experience you have had with a culture other than your own that changed your perspective in some way. It is your decision how you define different cultural experiences.
4. What else would you like us to know about yourself that may be relevant to your success as a Catalyst? You may upload text, photo(s), video, or whatever medium seems most appropriate for you.

## 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.

## IMPORTANT DATES

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### **Bidder's Call:**

12:00pm, May 10, 2013

### **Application deadline:**

5:00 pm, June 7, 2013

### **Candidate interviews (in-person or Skype):**

June 17 – June 28, 2013

### **Innovation Catalyst Cohort Announcement:**

August 2, 2013

### **Innovation Catalyst Kick-Off Training:**

September 9 – 11, 2013, Bay Area

## Frequently Asked Questions

### **What do I need to submit?**

Please submit the following online through the CCI website by 5:00 pm on June 7, 2013:

<http://www.careinnovations.org/programs-grants/grants/innovation-catalyst-program/>

1. Innovation Catalyst Application Form
2. Resume for each Innovation Catalyst Applicant
3. Innovation Catalyst Letter of Support
4. Innovation Catalyst Budget Form

### **Who is eligible to apply?**

Applicants must be from organizations that are members of the Safety Net Innovation Network. 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 primarily underserved populations are eligible to apply. Regional clinic consortia and statewide clinic associations are not eligible to apply.

Organizations must be a nonprofit and tax-exempt organization 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

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

Veenu Aulakh  
Associate Director, CCI  
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## A joint effort of



**Center for Care Innovations (CCI)** is a vital source of ideas, best practices and funding for California's health care safety net. By bringing people and resources together, we accelerate innovations for healthy people and healthy communities.

[www.careinnovations.org](http://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](http://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](http://www.blueshieldcafoundation.org)