



Innovation Catalyst Program

May 2014

REQUEST FOR APPLICATIONS

Innovation Catalyst Program

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

Program Background

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 2014 Innovation Catalyst Program. We recognize that in order for safety net organizations to build resilient systems of care for their communities and thrive in the new marketplace, they need to find innovative solutions to meet the demands and challenges of our rapidly changing health care environment. CCI launched the Safety Net Innovation Network (SNIN) in 2012 as a place to learn, develop, test and spread innovations. SNIN has focused on raising awareness and building understanding about how innovation can help transform organizations. However there is a need to support partners interested in going deeper to build innovation and design skills and apply them to initiatives in their own organizations. Building on the experience and successes of the 2013 Innovation Catalyst pilot, we aim to continue growing the cohort of catalysts in the safety net to lead a variety of efforts to help organizations think and do things differently.

The Catalyst concept 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 a company if the frontline staff were empowered to develop their own ideas. The Catalyst program helped create design thinking coaches – “Innovation Catalysts” – to help work on design and innovation initiatives. They have now scaled this program to include 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/15B6fP0>

Program Overview

The 2014 Innovation Catalyst Program includes two components that will support the development and testing of innovative concepts in the health care safety net. CCI is looking to expand our 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. We are also looking to support new 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, Kaiser Permanente Innovation Consultancy, and ChoicePoint Consulting. The organization will receive a \$10,000 grant to offset staff time.
- b) Catalysts will then apply their design thinking skills to explore and frame a challenging problem in their organization. Organizations can apply for a second grant of up to \$25,000 for an 8-month phase of further testing and implementation of the compelling ideas they submit in the application process. Projects in this phase will receive ongoing coaching and support throughout in 2015.

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. Innovation Catalysts will develop the skills to lead and participate in activities requiring a new mindset and a new approach to tackling strategic problems. They will help push projects beyond conventional thinking. In addition, they will be able to access and leverage the expertise of the 2013 Catalyst cohort to gain insights, advice and inspiration through participation in the online community at www.wearecatalysts.org. Over the course of the program, Catalysts will have the opportunity to deeply explore a challenge within their organization and apply for additional funding to test and implement a compelling idea.

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 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 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 designed to have the broadest and deepest impact on health care organizations: Deep End-User Empathy, Exploring Broadly 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 the eyes of patients, providers and staff.
- Discover things so surprising that they make us think differently about the people we work with.
- Articulate the problem or opportunity using the words of participants and without offering a solution.

EXPLORING BROADLY

- 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 that will force you to learn quickly.

RAPID EXPERIMENTATION

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

CCI will partner with gravitytank, a design and innovation consultancy, to train and coach a cohort of up to 20 Catalysts in 2014. 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 four 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.

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:

STEP 1 | TRAINING: Innovation Catalysts will attend a training session from September 15 - 17, 2014 in the Bay Area. The training will be led by The Innovation Consultancy, gravitytank, CCI and other design experts. A follow-up facilitation skills training will be held 1-2 months later to help participants deepen their role as Catalysts and learn techniques to more effectively drive change within their organizations.

STEP 2 | INNOVATION CATALYSTS IN ACTION: After the initial trainings, 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 experiences, brainstorm creative solutions, and drive rapid experimentation sessions. These sessions will leverage skills like storytelling, reframing problems, rapid brainstorming, prototyping, and rapid learning. Catalysts will also participate in an online community to gain advice from other catalysts to push their projects forward.

STEP 3 | ONGOING ENRICHMENT, SUPPORT AND ASSESSMENT: Catalysts will have ongoing access to additional support from coaches and peers. They will be provided with a number of tools and resources: an online portal, www.wearecatalysts.org, for the Catalyst community to share experiences and gain advice and support from coaches and other Catalysts; 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.

STEP 4 | IDEA PITCH & IMPLEMENTATION: As Catalysts apply skills to internal projects, they will identify one challenge to explore more deeply. In diving into this challenge they will seek to understand the user's needs, better frame the problem, and brainstorm and prototype creative solutions. They will select one innovative idea that is ready for further testing and implementation and submit it for an 8-month implementation grant of up to \$25,000. 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.

What are we looking for in an ideal Innovation Catalyst?

We are looking for safety net organizations to nominate emerging leaders and passionate “do-ers” to apply as teams of two to the Innovation Catalyst program. These individuals would be recommended by a leader in their 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 the grant period. This time commitment includes attending training and events, and they 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 five-month period to participate in Innovation Catalyst activities throughout California, and will be eligible for an additional grant of up to \$25,000 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 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 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 webinar on May 9, 2014 at 10:00am.

Dial-in: **866.740.1260**
PIN Code: **5617817**
Register: <https://cc.readytalk.com/cc/s/registrations/new?cid=b5x9qrc0fhaz>

STEP 2 | APPLY ONLINE

Applications must be submitted online by 5:00 pm on Friday, June 6, 2014.

<http://www.tfaforms.com/328104>

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). Download budget template [here](#).

STEP 3 | INTERVIEW

Potential candidates will participate in a short interview with CCI either in-person or via Skype between June 16 - June 27, 2014.

The cohort of Innovation Catalysts will be announced on August 1, 2014.

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.
2. What do you hope to gain from this program and how do you think it will strengthen it your work 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. 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

Bidder's Webinar:
10:00am, May 9, 2014

Application deadline:
5:00 pm, June 6, 2014

Candidate interviews (in-person or Skype):
June 16 - June 27, 2014

Innovation Catalyst Cohort Announcement:
August 1, 2014

Innovation Catalyst Kick-Off Training:
September 15 - 17, 2014, Bay Area

Frequently Asked Questions

What do I need to submit?

Please submit the following materials online by 5:00 pm on June 6, 2014:
<http://www.tfaforms.com/328104>

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. 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. 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
- Primary care health centers (including those sponsored by Public Health departments)
- American Indian Health Centers

Who do I contact for more information?

Roza Do
Program Coordinator, Innovations
(415) 561-6395
roza@careinnovations.org

A joint effort of



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 communities.

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.



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