



CCI
CENTER FOR CARE
INNOVATIONS

New Jersey Innovation Catalyst Initiative

June 2015

IMPORTANT DATES

Informational webinar:

Wednesday, June 24, 2015
12 pm ET

Application deadline:

Friday, July 17, 2015 5:00 pm ET

Announcement of Phase 1 awards:

Tuesday, August 18, 2015

Kick-off training:

September 16-18, 2015
Training to be held in a NJ location to be determined

How do I apply for the Initiative?

STEP 1 | ATTEND AN INFORMATIONAL WEBINAR (OPTIONAL)

Interested applicants are encouraged to participate in a webinar on **Wednesday, June 24, 2015 from 12-1 pm ET**. Participants must pre-register using the link below and, upon registration, will receive an email with a link to the webinar.

Dial-in: **866.740.1260**

PIN Code: **5617817**

Register: <https://cc.readytalk.com/r/9uht05ahhzcf&eom>

STEP 2 | APPLY ONLINE

Applications must be submitted online by **5:00 pm ET on Friday, July 17, 2015**.

Application site link: <http://www.tfaforms.com/377351>

In addition to completing the online form, applicants will upload the following documents:

- Responses to application questions
- Letter of Support from a Senior Level Executive within the organization
- Budget form ([download budget template here](#))

APPLICATION QUESTIONS

Please answer the following questions in a single document up to four pages in length.

1. Why is your organization (and team) interested in the New Jersey Innovation Catalyst Initiative? Describe how you think the training and support available through the Initiative would be useful in building your organization's capacity and ability to lead innovation projects.
2. Describe the problem you are trying to solve. Why is it a problem for your organization? How does the problem impact safety-net patients?
3. What potential solutions would you like to explore? What is the desired outcome(s)? How does it align with your organization's priorities and the focus areas described in the RFP?
4. Who are the members of your core team for this project (3-5 members per team)? List their names, titles, emails, and responsibilities within the organization. Describe why they were selected for this Initiative and their roles in the project. Clarify who will act as the project lead for the Initiative.
5. What resources would be most helpful in facilitating a successful solution for the problem identified?
6. What proportion of the patients served by your organization are part of the safety net population? Please specify the definition of safety net you are using.

LETTER OF SUPPORT

A letter of support from a Senior Level Executive of your organization is required. It should include why the individuals were selected and how they are positioned to succeed in leading this innovation work in the organization. The letter should also provide context for why the problem area is important for the organization.

New Jersey Innovation Catalyst Initiative

A joint effort of The Nicholson Foundation and Center for Care Innovations

Program Background

We are in the midst of a remarkable time of change in healthcare. As more people enter the healthcare system, there is a higher demand for care and greater competition for market share among organizations that serve them. Payment models are shifting to focus on value instead of volume. In this new environment, organizations that care for vulnerable populations must be innovative if they are going to thrive. New skills are vital to enable individuals and organizations to think and work differently. Leaders must move away from the status quo, take risks, and act quickly.

To meet this challenge, [The Nicholson Foundation](#), in partnership with the [Center for Care Innovations](#) (CCI), is launching the New Jersey Innovation Catalyst Initiative (the Initiative). The Initiative is designed to help safety net healthcare organizations solve problems by thinking and working differently, considering what's *possible* rather than just what's feasible.

Building on CCI's success with similar initiatives in California, The Nicholson Foundation and CCI aim to grow a network of trained innovators ("Catalysts") in organizations that serve New Jersey's safety net, who can lead care transformation efforts. Our objective is to support leaders who are interested in enhancing their knowledge of human-centered design, building or improving innovation strategies, and applying them to critical challenges in their organizations. The Catalyst model is based on a program developed by Intuit — a prominent software company — in 2009. Intuit recognized that innovative ideas could be generated throughout a company if the frontline staff were empowered to develop their own suggestions. For more information, see Harvard Business Review article, *The Innovation Catalysts*, June 2011 at <http://bit.ly/15B6fP0>

Health care organizations need the time, resources and motivation to take risks; learn and use new tools; test prototypes; and put novel ideas into action for the first time. Accordingly, the Initiative will support organizations to test ideas that emerge from innovators working within their organizations and other health systems, and pilot early-stage solutions developed by entrepreneurs for identified problems.

Program Overview

The Initiative will enable teams of innovators in health care organizations to advance ideas from concept to implementation in order to cultivate effective solutions that can be spread and sustained within their respective organizations.

We are interested in promoting a culture of risk-taking and innovation, and encourage applicants to stretch their thinking beyond incremental improvements to reimagine how care can be delivered. Creative ideas can emerge from many sources. However, finding ones that will truly make a difference requires, first and foremost, understanding the experience and needs of end-users — including patients, clinicians, and other staff.

With grants of up to \$35,000, with additional reimbursement for travel costs, the Initiative is divided into two phases.

Phase 1 (Four Months)

In Phase 1, each selected organization's team of three to five will receive training in human-centered design and innovation. Then they apply these skills to the problems identified in their proposals to create innovative solutions.

TRAINING

Each team will participate in three days of "Catalyst" training provided by CCI, in partnership with [gravitytank](#) (an innovation consultancy). **This innovation training will take place from September 16–18, 2015.**

FUNDING

Each team will receive \$10,000 to offset staff time to participate in trainings and project activities. Participants will also be reimbursed for any associated travel costs.

COACHING & APPLYING SKILLS TO A PROJECT

Following the Catalyst training, teams will be matched with an innovation coach and meet at least once a month (virtually or in-person) to further develop their skills and apply them to a problem in their organization. The innovation coach is an expert who has led innovation projects and applied design thinking in health care and other industries. Proposed projects must address a specific challenge that is aligned with the priorities of the organization and the focus areas outlined below.

ADDITIONAL RESOURCES AND SUPPORT

Teams will participate in an external evaluation to assess the impact of the Initiative on their perceptions and skills, as well as its impact on their organizations. To help advance their projects, teams can also participate in an online community – www.wearecatalysts.org – to learn from other teams participating in the NJ Innovation Catalyst Initiative and from California Catalysts. Teams will also be provided with a number of tools and resources including a kit of method cards, an innovator's guidebook, and ongoing skill-building opportunities such as webinars and site visits, as appropriate.

What skills will be taught during the Catalyst training?

The curriculum for the New Jersey Innovation Catalyst Initiative 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-thinking and innovation mindsets and accompanying skills will provide Catalyst teams with the ability to introduce and support innovation within their organizations.

EMPATHY

- Help others discover new ways to approach familiar problems by taking a user's perspective (patients, clinicians and other staff).
- Immersion in the world of those you're designing for, seeing it with fresh eyes, and questioning typical ways things are done.
- Frame the problem or opportunity from the 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 inspiration.
- Choose unconventional options that open 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, 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.

In this first phase, teams will focus on better understanding the needs of the targeted end users, reframe the problem to be relevant to the end users, explore and gather early feedback on potential solutions, and identify a specific, compelling solution to test and implement during Phase 2. At the end of Phase 1, each team will submit a description of its solution and a plan for how to test and implement it.

Phase 2 (Eight Months)

In this phase, we are looking to support testing of new and innovative ideas that have the potential to significantly impact the focus areas outlined below to improve care for safety net populations. At the end of Phase 1, teams will have proposed the solution they would be interested in testing and implementing in Phase 2. Since we are asking teams to take risks and utilize new skills, Phase 1 teams may choose not to move on to the implementation phase if the first phase does not result in a compelling solution ready for testing and implementation. Teams that progress to the second phase will be eligible to receive the following resources.

FUNDING

Three to four months after the Catalyst training, each Phase 1 team may apply for additional funding to implement an innovative solution based on a better understanding of the needs of their target end-users. Each team selected to move on to Phase 2 will receive an additional \$25,000 to offset staff time and resources to test and implement the solution developed in Phase 1. CCI will also reimburse any travel costs associated with in-person learning meetings.

INNOVATION FAIR

Each team will participate in a one-day Innovation Fair in the spring of 2016. The Fair will expose teams to solutions developed by other teams, and to new ideas and innovations from outside sources, such as technology companies, and organizations from other industries. Each team will be given the opportunity to partner with a company or innovator from another health system.

COACHING & APPLYING SKILLS TO A PROJECT

To guide further progress and troubleshoot possible roadblocks, each team will continue to meet regularly with its Phase 1 innovation coach. If necessary, coaches will connect teams to additional resources.

ADDITIONAL RESOURCES AND SUPPORT

Each team will collaborate with an external evaluator to assess the impact of the Initiative on both its own perceptions and skills, and on its parent organization. The evaluators will help each team develop a customized measurement plan to assess its innovation. To enhance their projects, teams will continue to participate in a virtual learning community — wearecatalysts.org — and to learn from other teams participating in the Initiative, as well as from California Catalysts.

After the completion of both phases of the Initiative, The Nicholson Foundation's goal is to support one or two organizations to become Centers for Health Care Innovation. These Centers will benefit not only its own organization, but also help other New Jersey organizations transform their health care delivery by enhancing patient experience, lowering costs, and improving health outcomes for safety-net patients.

Focus Areas for Innovation

On May 20, 2015, The Nicholson Foundation and CCI convened thought leaders from New Jersey health care organizations to identify and rank areas of health care delivery for safety net patients that are most ripe for innovation. The highest-ranked areas were improving access to care, increasing patient engagement, and addressing social determinants of health. Therefore, we have designed the Initiative to support projects that align with these areas.

IMPROVING ACCESS TO CARE

There is a growing shortage of primary care providers, specialists, and behavioral health providers serving safety net patients in New Jersey. How might this problem be mitigated?

PATIENT ENGAGEMENT

A growing body of evidence shows that patients who are more actively involved in their health care have better health outcomes and incur lower costs for their care. How might patient engagement be strengthened and increased in safety net populations?

SOCIAL DETERMINANTS OF HEALTH

Health care payment models are starting to reward value-driven care. This will incentivize health care organizations to pay more attention to improving their patients' social determinants of health (SDOH). According to the World Health Organization, SDOH are "the conditions in which people are born, live, work, play, and age, and the wider set of forces and systems shaping the conditions of daily life." Safety net populations are disproportionately

affected by SDOHs. How might the SDOHs of safety-net patients be addressed to most effectively improve their health?

Eligibility

Any New Jersey-based health care delivery organization that serves a significant number of safety-net patients is eligible to apply. Multiple applications from the same organization may be submitted, as long as the teams are unique to each application. In the case where two or more organizations wish to collaborate on a team, the team may be comprised of individuals from multiple organizations. The innovations pursued as part of this Initiative must focus on helping safety-net patients.

Who do I contact for more information?

Praveen Basaviah
Program Manager, Innovation
(415) 610-6011
Praveen@careinnovations.org



A joint effort of

The Nicholson Foundation works to improve the quality and affordability of healthcare for vulnerable populations in New Jersey by transforming how it is paid for and delivered. The Foundation's approach emphasizes partnerships and performance-based grant making; its goal is sustainable systems reform. Since the start of 2015, the Foundation has committed more than \$1 million to fund innovation efforts across the state.

www.thenicholsonfoundation.org

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