



CCI
CENTER FOR CARE
INNOVATIONS

Catalyst Program 2018

November 2017

CATALYST KEY DATES:

APPLICATION PROCESS

Informational Webinar
November 14, 2017 12pm PST
Register [here](#)

Application Deadline
December 8, 2017 5pm PST
Submit application [here](#)

Follow-Up Calls (if needed)
January 3-8, 2018

Cohort Announced
January 19, 2018

PROGRAMMING

Kickoff Meeting (Virtual)
January 23, 2018 12-1:30pm PST
All applicants: Please hold this date on your calendar.

Workshop 1
February 13-14, 2018

Workshop 2
April 25-26, 2018

Workshop 3
June 28-29, 2018
Showcase on June 29, 2018

All workshops will take place in the San Francisco Bay Area.

CONTACT

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Catalyst Program 2018

Transformation Begins Here

In our Catalyst Program, the Center for Care Innovations (CCI) is growing a community of innovators who are leading strategic efforts to transform the systems that support underserved populations. Catalysts become change agents to discover and test new ways of addressing complex challenges, partnering with colleagues across internal hierarchy and collaborating across sectors. They develop expansive mindsets, combine creative and analytic methods, and push projects beyond conventional thinking to transformative possibilities.

During this six-month capability building program, Catalysts learn and practice “design thinking,” also known as “human-centered design,” to explore strategic challenges within their organization. Innovation methodology and design thinking skills are a powerful complement to training in Lean, Six Sigma, process improvement, and adaptive leadership. **For more information on what innovation and design thinking entails, see our program framework on page 5.**

The Catalyst Program provides teams with the training, tools, and space necessary to cultivate an innovative culture and approach problems from the perspectives of users and stakeholders. To support the project and skills development, Catalyst teams receive:

- Hands-on training workshops.
- \$15,000 in grant funding to protect team time for the project.
- Ongoing coaching from practitioners of human-centered design in financial resource-constrained work settings and communities.
- Access to a library of tools and e-learning resources.

With funding from Blue Shield of California Foundation, CCI launches its sixth cycle of the Catalyst Program. For a general program overview, please visit [our website](#).

Origins Story: The Catalyst Program was initially developed in partnership with gravitytank (now Salesforce Ignite) and the Innovation Consultancy at Kaiser Permanente. Our model is based on a program first developed by Intuit. Intuit recognized that its frontline staff could generate innovative ideas throughout the company if employees were empowered to develop their own innovation projects. As a result, that program trained more than 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.”](#)

Program Overview and Objectives

In our Catalyst Program, teams learn to practice the behaviors, methods, and mindsets that spark innovation. By applying a dozen design thinking techniques and tools to a strategic project, teams foster inclusion, openness, collaboration, and rapid experimentation.

On page 5, you'll find an overview of the Catalyst Program's innovation and design thinking framework, as well as what the journey looks and feels like for participants. Different organizations use different language to describe the design "cycle" or process; we structure our curriculum using six principles. Checkout the framework and roadmap on page 5 for more details about the program curriculum, objectives, and milestones. You can also [hear what it's like](#) to be a Catalyst in our alumni's own words.

The program is curriculum-based and employs project-based learning. Training is spread out over the course of six months to track the actual pace of the project activities and milestones taking place at Catalyst teams' sites. To reinforce and build on what is taught in our three in-person workshops, we provide remote coaching support and e-learning opportunities between our meet-ups. We've designed program milestones, including a showcase where Catalysts pitch their projects to team sponsors and other safety net innovators, to help teams hone their design thinking skills and sustain project momentum.

A core tenet of our programming is "co-design," wherein the stakeholders affected by the problem – whether they are clients, caregivers, frontline or ancillary staff, or community partners – play a pivotal role in co-creating what the future should look like. This value underpins everything in the Catalyst program, from trainings to milestones to collaboration outside of core project teams.

Who is Eligible to Apply for Catalyst?

For Organizations that Do Not Meet Criteria Below: A limited number of slots are available on a fee-basis (\$4,500 per person) for teams ineligible for grant funding. Please see our [program flyer](#) to learn more.

Health Care Safety Net Organizations in California and their Community Partners

Each team must include three individuals. Teams are encouraged to include members from partner organizations, if the project warrants it. Grant recipient 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 health care 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 city and county public health departments.
- American Indian Health Centers.
- Clinic corporations and regional clinic consortia.

To be inclusive of organizations that have not yet accessed our programs, new organizations are highly encouraged to apply. We may prioritize organizations that have already sent two or fewer teams through the Catalyst Program.

What Resources Do Catalyst Teams Receive?

We recognize that it takes time, space, and resources to innovate. To cultivate an environment where Catalyst teams can learn and advance their projects over the six-month program, we provide in-depth training, ongoing coaching, an on-demand e-resource library, and a peer-learning community. In addition to the resources below, Catalysts learn how to build a stronger team, dismantle disempowering hierarchy, cultivate a more experimental culture, and connect with stakeholders in fulfilling and fun ways.

- **Funding:** Grant recipient organizations receive \$15,000 in grant funding to offset staff time, travel, patient incentives, and other costs related to program activities and project development.
- **Training:** Over the course of six months, Catalysts participate in six days of hands-on workshops where they learn to apply human-centered design methods to their project challenge. The June 28-29 workshop provides a venue for Catalysts to showcase their efforts to organizational sponsors and other innovators in the safety net community.
- **Ongoing Coaching:** Catalysts learn from coaches who have experience executing human-centered design strategies within the safety net. We embed coaches in our in-person workshops, and Catalyst teams can call their coach for remote support one hour each month. Design practitioners also hold office hours and webinars throughout the program.
- **Virtual Support:** CCI maintains a resource library of webinars, tools and templates, method cards, and explanatory videos that teams can access at any time. Our program staff also run just-in-time office hours and “booster” webinars.
- **Peer-Learning Community:** Teams regularly “pitch” their questions and ideas to each other to solicit input, discuss ideas, and learn from others’ experiences.

What is Expected of Catalyst Teams?

Per the milestones and grant deliverables listed, all Catalysts teams are expected to:

1. Attend the kickoff webinar on January 23, 2018, at 12pm, PT.
2. Complete assigned pre-program research in advance of Workshop 1.
3. Participate in all three workshops in the San Francisco Bay Area.
4. Document research activities with photos and video.
5. Pitch their ideas at a showcase on June 29, 2018.
6. Ensure their sponsor (organizational leader) participates in the pitch session on June 29.
7. Submit their final slide deck and budget by July 14.

You must be able to dedicate approximately 15-20% of your work time to Catalyst activities over six months. This time commitment includes attending trainings and advancing the work outlined by the program milestones. We also find that the ideas that are most successful have the support of organizational leadership. **For this reason, we expect team sponsors to take part in the showcase on June 29, 2018 in the San Francisco Bay Area.**

Catalyst Innovation + Design Thinking Framework		SEE & EXPERIENCE	DIMENSION & DIAGRAM	QUESTION & REFRAME	IMAGINE & MODEL	TEST & SHAPE	PITCH & COMMIT
GOALS What will you do?	Learn about your challenge through immersive experiences and listening to first-hand perspectives.	Make sense of what you documented and learned from your research.	Refine and focus the scope of your challenge based on key insights from your research.	Dream up many ideas to address the challenge. Draft a plan for how you'll test key features with users and stakeholders.	Make quick, rough drafts of your ideas. Get the examples in front of people and incorporate their feedback -- repeat!	Communicate with people outside of your core team about your project and why it's worth doing.	
METHODS How will you do it?	Observation Shadowing Show + Tell Interviews	Collaborative Cycle Empathy Mapping Journey Mapping	"How Might We..." Statements Analogous Examples	Brainstorming Voting 2x2 Matrix Solution Mapping	Paper Prototypes Storyboarding + Scenes Role Play	7-Part Pitch Structure Calculating Value Video Storytelling "I Like I Wish, I Wonder"	
ACTIVITIES What will it involve?	Collect quotes, photos, and video from observational, shadowing, and interview research.	Analyze qualitative research and convey patterns using visual frameworks.	Articulate your challenge in a concise, focused, and optimistic way.	Encourage people with diverse perspectives to contribute ideas. Prioritize which ideas to try first and which specific elements to test.	Create and test at least three variations on your best idea(s) using sketches, scripts, mock-ups, and other tangible formats.	Present a compelling story about your challenge to organizational leadership and propose next steps.	
MINDSETS What will ensure your success?	Inclusion + Empathy Collaboration Starting small + learning fast Making things tangible Sharing unfinished work early + often						
SUPPORT What resources will CCI provide?	Three Training Workshops Ongoing Coaching and Office Hours On-Demand Resource Library with Explainers, Templates, Webinars						

To see a larger version of the **framework**, click [here](#)

Catalyst 2018 Roadmap		January	February	March	April	May	June
Program Announced: 11/1 Informational Webinar: 11/14 Application Deadline: 12/8 Follow-up Calls: 1/3-1/8 Cohort Announced: 1/19							
In-Person Workshops <i>Grant recipients are expected to attend ALL in-person workshops.</i>		Workshop 1 2/13-2/14 Bay Area			Workshop 2 4/25-4/26 Bay Area		Workshop 3 6/28-6/29 Bay Area
							Sponsors attend showcase on 6/29
Milestones <i>Grant recipients are expected to complete milestones in BLUE.</i>	1. Attend virtual kickoff meeting. [1/23, 12 pm]	Regularly share your project activities with stakeholders.	At key points, take photos and video of stakeholders sharing their perspectives on the challenge and their ideas for how to make it better.			1. Bring draft slides to workshop.	2. Pitch your idea at showcase.
	2. Complete assigned research in advance of workshop.					3. Turn in final deck.	
Remote Support <i>Remote support offerings are optional.</i>	Coaching: At workshops and 1 hour per month remotely	Virtual Office Hours: Recruiting and partnering with stakeholders	"Booster" Webinar Taking great video with a smartphone		Virtual Office Hours Making ideas tangible and testing them quickly	"Booster" Webinar Prepping your pitch	"Booster" Webinar Editing and embedding video in your pitch

To see a larger version of the **roadmap**, click [here](#)

What Makes a Strong Catalyst Application?

Strong applications to the program will propose (1) a strong team, (2) committed leadership and resources, and (3) a compelling challenge for the applied project.

Strong Team

We are looking for organizations to nominate leaders and passionate “doers” to apply as **teams of three individuals**. We’ve found that teams of three are better able to support each other and thus are more likely to succeed than smaller teams. These individuals should be positioned to drive change within their organizations or provide first-hand perspectives into the challenge at hand. We very much welcome cross-disciplinary teams and encourage including a frontline staff member who would ultimately be responsible for carrying out the innovations.

Ideal candidates will be passionate, interested in design thinking, and have a predisposition toward action. You want to not only develop your own design and leadership skills, but also to help others improve their impact by working differently. You have strong people skills and outgoing personalities. You are inquisitive, resourceful, and not afraid to challenge the status quo.

Committed Leadership and Resources

You must also have direct support from their manager to apply human-centered design to an organizational challenge. The team sponsor should be fully on board and excited by the prospect of trying a new approach. The sponsor must also confirm that the team has protected work time to dedicate to the project and program activities.

Compelling Challenge

What exactly is a “challenge”? It may be an emerging, thorny, complex issue. It may be a recurring, fundamental pain point that has yet to be resolved. Your team will be tasked with revisiting and further refining your challenge focus during the first phase of the program. We ask that you work closely with your sponsor and leadership to ensure that challenge you propose is strategically relevant and reasonably scoped for the program.

A compelling project challenge meets the following criteria:

- ✓ **Unsolved:** The solution set is open – your organization has not decided to pursue a certain solution or approach to address the challenge.
- ✓ **Aligned with the organization’s strategic priorities:** Your challenge is connected to an existing strategic initiative that is important to the organization.
- ✓ **Small to medium in scope:** Given the short timeframe, we do not want you to work on challenges that are too broad or are outside the authority of team members. Instead we encourage teams to consider tackling an element of a larger challenge. A challenge like *reducing food insecurity* is too broad and vague; *finding fun ways for students to snack healthier after school* is better.

In past Catalyst cycles, some project challenges have included: **How might we...**

- ...help patients feel prepared to transition back into primary care after intensive outpatient care?
- ...make clients referred to behavioral health services feel unashamed to seek out those services?
- ...create a welcoming and safe environment for families who enter the waiting room?

...show our colleagues that we appreciate their “unnoticed” work?

Do not propose a pre-determined idea, solution, approach, or plan that you hope to work during this program. We want Catalysts and their sponsors to have open minds, so your team can think expansively about the project.

How Does My Team Apply to the Catalyst Program?

Step 1 | Attend an informational webinar (optional)

We encourage interested applicants to participate in a webinar on **November 14, 2017, 12 pm PST**. Please [register here](#) in advance to receive dial-in and conference information.

Step 2 | Hold these dates on your calendar:

Given the quick timeline from when the cohort is announced to the kickoff meeting, we ask that all **applicants hold the January 2018 dates on their calendar.**

KEY PROGRAM DATES	2017
Informational Webinar (virtual) - Register here	Nov. 14, 12-1 pm PST
Application Deadline	Dec. 8, 5 pm PST
2018	
Follow-up Calls (if needed)	Jan. 3-8
Cohort Officially Announced	Jan. 18
Kickoff Meeting + Pre-Work Assigned (virtual)	Jan. 23, 12-1:30 pm PST
Workshop 1 (always in San Francisco Bay Area)	Feb. 13-14
Workshop 2	Apr. 25-26
Workshop 3	Jun. 28-29 (Showcase June 29)
End of Programming, final pitch deck and budget due	July 13

Step 3 | Apply online

Teams must submit all requested materials via [this online form](#) by 5 pm PST on December 8, 2017. Applications must include:

- Tax letter demonstrating current nonprofit 501(c)(3) status of grantee organization(s).
- Team member resumes and personal statements, as detailed on following page.
- Team sponsor letter of support.
- Response to application prompts on following page.
- Proposed budget using [this template](#).

Application Prompts

Through the [online form](#), applicant teams will submit the following:

Team Members (three individual submissions)

- Professional resume
- Personal statement in no more than 500 words regarding:
 - Why you're interested in this program.
 - What your role will be on the team. *One person should identify as project lead, and at least one person should be a frontline staff member or community partner with insight on implementing the challenge at hand.*
 - What unique perspective or skills you offer the team given the challenge your organization is choosing to work on. *Great attributes to mention include: project management and meeting facilitation experience, a predisposition for "doing," and access to clients, caregivers, staff and colleagues, community members, or other stakeholders with whom the team will need to engage.*

Team Sponsor (one submission)

An organizational leader with authority to protect work time must submit a *letter of support* stating:

1. Why the proposed project challenge is a strategic priority for the organization.
2. The role the sponsor plays in overseeing this priority area's work.
3. That the sponsor will protect at least 15% of the Catalyst team's work time for project development and program activities.
4. That the sponsor will attend a prep call for our Catalyst showcase and participate in the in-person workshop on June 29, 2018 in the San Francisco Bay Area.

Applicant Team (one submission)

In two pages or less using a minimum 11-point font, respond to the following prompts:

1. Tell us about the specific challenge your team wants to work on in the Catalyst program. You could share background research on the issue, a personal story from a person affected, etc. We welcome creativity.
2. Who are the stakeholders involved and impacted by the challenge? These are the people you'll engage as "extended team members" on the project.
3. How does the challenge align with your organization's strategic priorities?
4. How might you manage the project were you to lose a team member?

Submit a budget using [our template](#). Please allocate sufficient funds for:

- Patient incentives, if applicable.
- Three trips to the San Francisco Bay Area for team members (3 hotel nights if long distance) and one trip (1 hotel night) for team sponsors

A joint effort:



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 solutions, ideas, and connections 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



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