Welcome, Catalysts!

Say hi to others, get some breakfast.

Please sit at the table #
listed on your name tag:
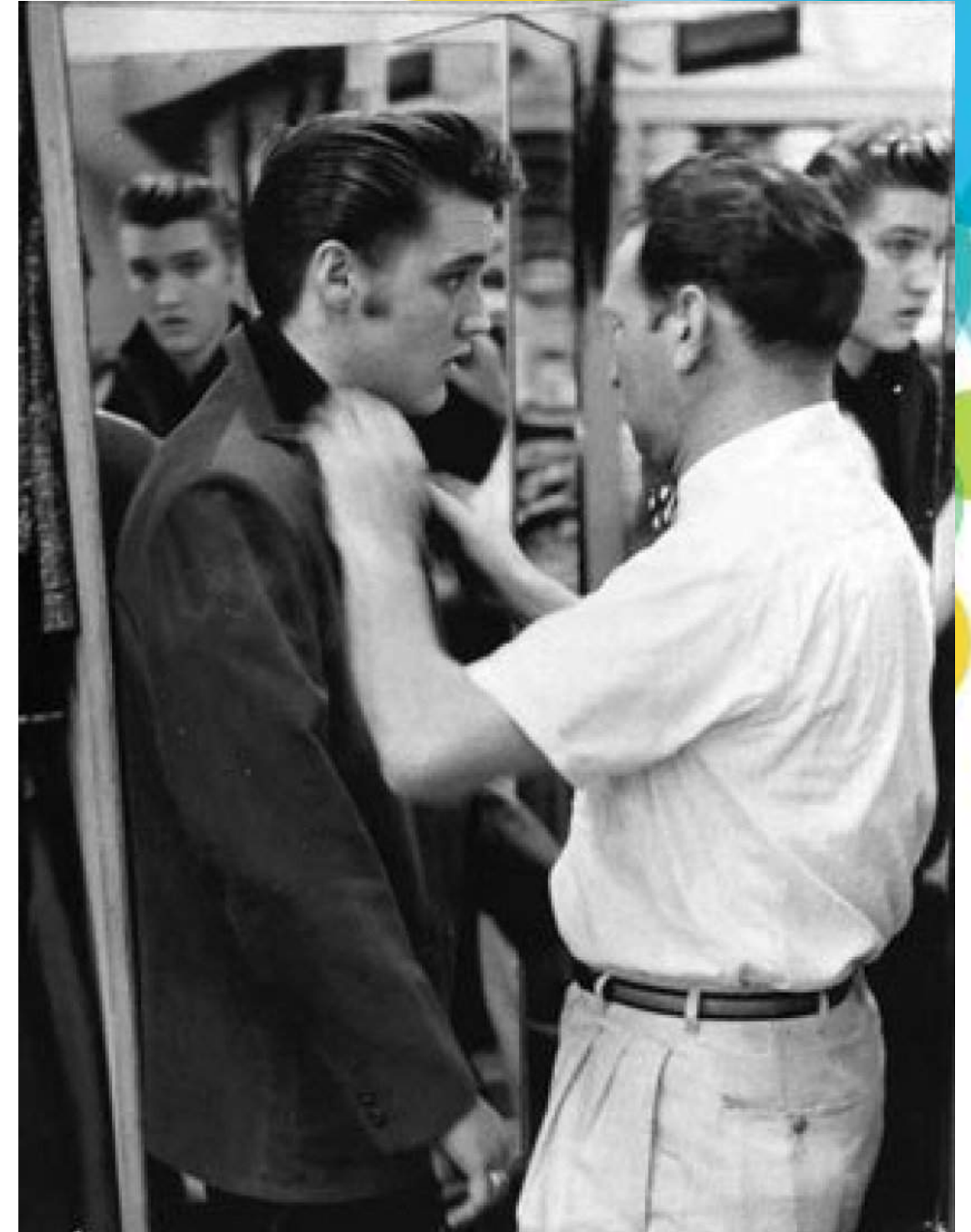
3

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Laura
She, Her, Hers

CCI

October 28, 1957 — Elvis gave his infamous concert at Los Angeles's Pan Pacific Auditorium. Complaints about the show caused the city vice squad to film Elvis's show the next night to make sure he didn't violate the city's indecency law.

Catalyst 2019
Workshop 1

October 24th – 25th, 2019

Goals for the next two days:

✓ **Get to know coach, peers, and each others' projects**

✓ **Learn what a design project looks and feels like**

✓ **Reflect on pre-work**

✓ **Practice!**

- Design research and synthesis methods

- Sharing about your project

- Giving and receiving feedback

✓ **Learn ways to reframe and scope your project**

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Agendas in your notebooks

catalyst workshop
SESSION 1
OCTOBER 24-25, 2019

Staff and Coach Hellos

Program Leads

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Program Coordinator, Co-Coach
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Your Coaches

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Dragouzeos@gmail.com
All teams – Master Coach
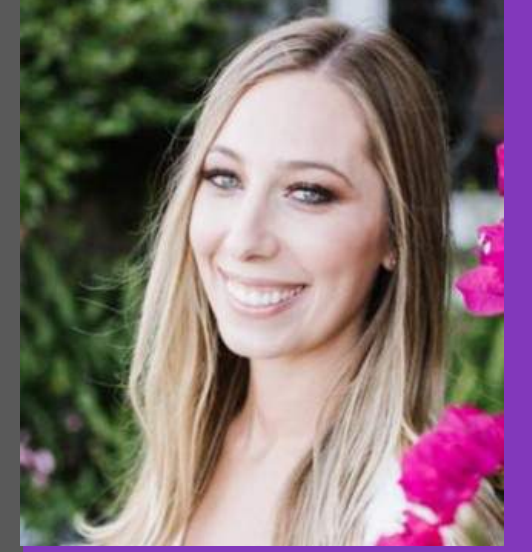
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Clinica, PCA

Before We Dive In….
Some Things to Keep in Mind

From CCI

✓ *It's not about 'acing it'. Stay in a learner's mindset.*

✓ *You will feel rushed. That's normal!*

✓ *Worksheets are guides. Follow them with discretion!*

✓ *The workshops are the starting point, not the finish line.*

✓ *Be kind to your teammates, and to yourselves!*

✓ *Have fun!*

From Catalyst Alumni

✓ *"It's okay to 'fail famously'. Call it a 'learning experience' and move on!*

✓ *"Remember that end-users are the experts. Do not make assumptions about what they need but rather allow them to show or tell you."*

✓ *"Don't get too attached to anything and be open to letting it go."*

✓ *"Reach out for help; trust others."*

HCD Mindsets

(30 minutes)

Work...Another Day in the Office/Clinic

We are organized for operating efficiently —
Doing what we know how to do.

EEEMP

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EEEMP

Email

Email

Email

Meetings

PowerPoint

Individual
Analytical
Verbal
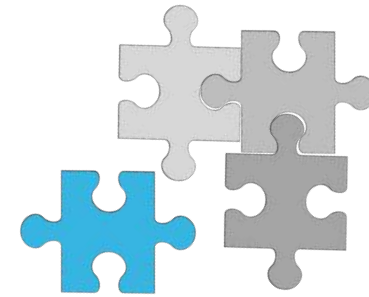
Collaborative
Creative
Tangible

And, there is another way…

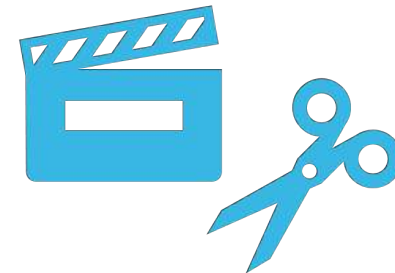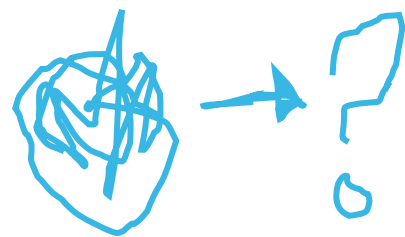# These mindsets are the <u>secret sauce</u> of HCD practice.

Inclusion + empathy

Start small + learn fast

Collaboration

Make things tangible

Show work early + often

Mindset Activity

-Mindsets Review (5 minutes)

-Pick a mindset around the room that most resonated with you after watching the video (5 minutes)

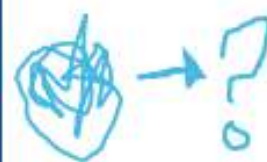-Share out with the group of folks you are with (25 minutes)

Inclusion + empathy

Start small + learn fast

Collaboration

Make things tangible

Show work early + often

HCD Methodology

(20 minutes)

Our Design Thinking Framework

Catalyst Innovation + Design Thinking Framework	SEE & EXPERIENCE	DIMENSION & DIAGRAM	QUESTION & REFRAME	IMAGINE & MODEL	TEST & SHAPE	PITCH & COMMIT
GOALS — Your roadmap	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 of your best ideas with 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 — What you learn	Observation, Draw Your Experience, Qualitative Interviews	Empathy Mapping, Journey Mapping, Themes and Tensions	"How Might We…" Statements, Analogous Examples	Brainstorming, Solution Mapping	Paper Prototypes, Storyboarding, Role Play	7-Part Pitch Structure, Calculating Value, Video Storytelling, "I Like I Wish, I Wonder"
ACTIVITIES — What you do	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 build and 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 — Your keys to success	INCLUSION + EMPATHY	COLLABORATION	STARTING SMALL + LEARNING FAST	MAKING THINGS TANGIBLE	SHARING UNFINISHED WORK EARLY + OFTEN	

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HCD Case Study

KP Med Rights

Dennis Quaid's twin babies cling to life after hospital's medical mishap

NANCY DILLON
BY DAILY NEWS WEST COAST BUREAU CHIEF
Wednesday, November 21, 2007, 8:29 PM

Dennis Quaid (GALLUP/GETTY)

LOS ANGELES - The newborn twins of actor Dennis Quaid were fighting for their lives last night after medics at one of California's best hospitals accidentally gave them a drug dose 1,000 times too strong for their tiny bodies.

A clinician at Cedars-Sinai Medical Center in Beverly Hills administered 10,000-unit dosages of the blood thinner heparin to the babies Sunday, 10 days after they were born via a surrogate. The typical infant dose is 10 units.

"They are doing well, much better. I certainly am thankful for that," the twins' grandmother Delia Buffington, 62, of Austin, Tex., told the Daily News.

The babies - Thomas Boone and Zoe Grace - received the overdoses after a

The "Rights"

The 5 "Rights"

1. Right Patient
2. Right medication
3. Right dose
4. Right route
5. Right time

The ~~5~~ 8 "Rights"

1.   Right Patient
2.   Right medication
3.   Right dose
4.   Right route
5.   Right time
6.   **Right documentation**
7.   **Right reason**
8.   **Right response**

The ~~5~~ ~~6~~ 10 "Rights"

1. Right Patient
2. Right medication
3. Right dose
4. Right route
5. Right time
6. Right documentation
7. Right reason
8. Right response
9. **Right to understand**
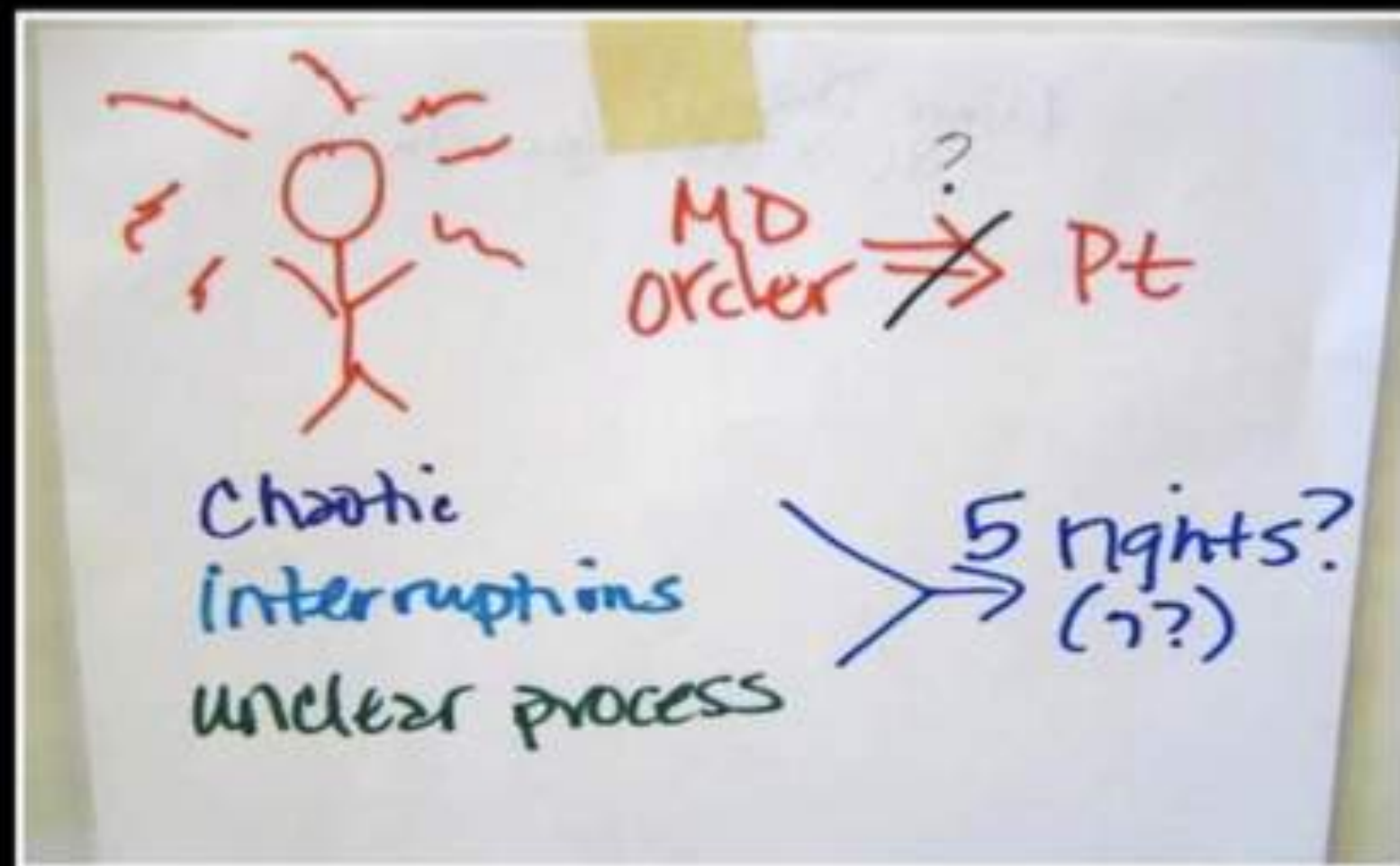10. **Right safety measures**

When we asked nurses:

"What are the problems with medication administration?"

They said:

"Nothing. We work hard and get it done."

Los Angeles

San Francisco Bay

How might we sanctify the process…

… to reduce medicine administration errors.

Prototypes to live Pilots

Deep Dive
April

One User
One Test
One Time

Deep Dive
April

S. Sacramento
May

Hayward
June

Hayward
June

West LA
September

IMPACT

- 50% reduction in staff interruptions during medication administration
- 15% faster per med pass
- 18% increase in on-time med passes
- Increased process reliability from 33% to 78%
- 105% ROI for the project in 2 years
- KP MedRite was cited as "Good Practice" by JCAHO, an important Healthcare accreditation body.

No data without stories
No stories without data

No data without stories
No stories without data

Design Dash
A super-fast intro to HCD

(90 minutes)

Design Dash

A super-fast introduction to design thinking methods & mindsets

Wait! Don't open this yet!

TEAM MEMBERS (3-4)   **A NUMBER BETWEEN 1 & 30**

| Name & Sketch | Name & Sketch | Name & Sketch | Name & Sketch | Number 1-30 |

OK, now you're ready.

You're going to REDESIGN…

Circle the topic that matches the number you picked.

1. Breakfast
2. Lunch
3. Dinner
4. Exercising
5. Meeting new people
6. Keeping in touch with old friends
7. Moving to a new house/apartment
8. Celebrating your birthday
9. Sleeping
10. Listening to music
11. Waking up
12. Commuting
13. Gardening
14. Volunteering
15. Watching TV/movies
16. Planning a vacation

17. Being at the airport
18. Taking a road trip
19. Traveling in a country where you don't know the language
20. Learning a new language
21. Grocery shopping
22. Doing the laundry
23. Reading the news
24. Recycling/composting
25. Cleaning your house
26. Giving gifts
27. Exploring your own city or town
28. Preserving memories
29. Personal style/beauty routine
30. Friday night

Get to know your team

Each team member shares 3 ways they connect to this topic.

Name & Sketch

_____

_____

_____

Name & Sketch

_____

_____

_____

Name & Sketch

_____

_____

_____

Name & Sketch
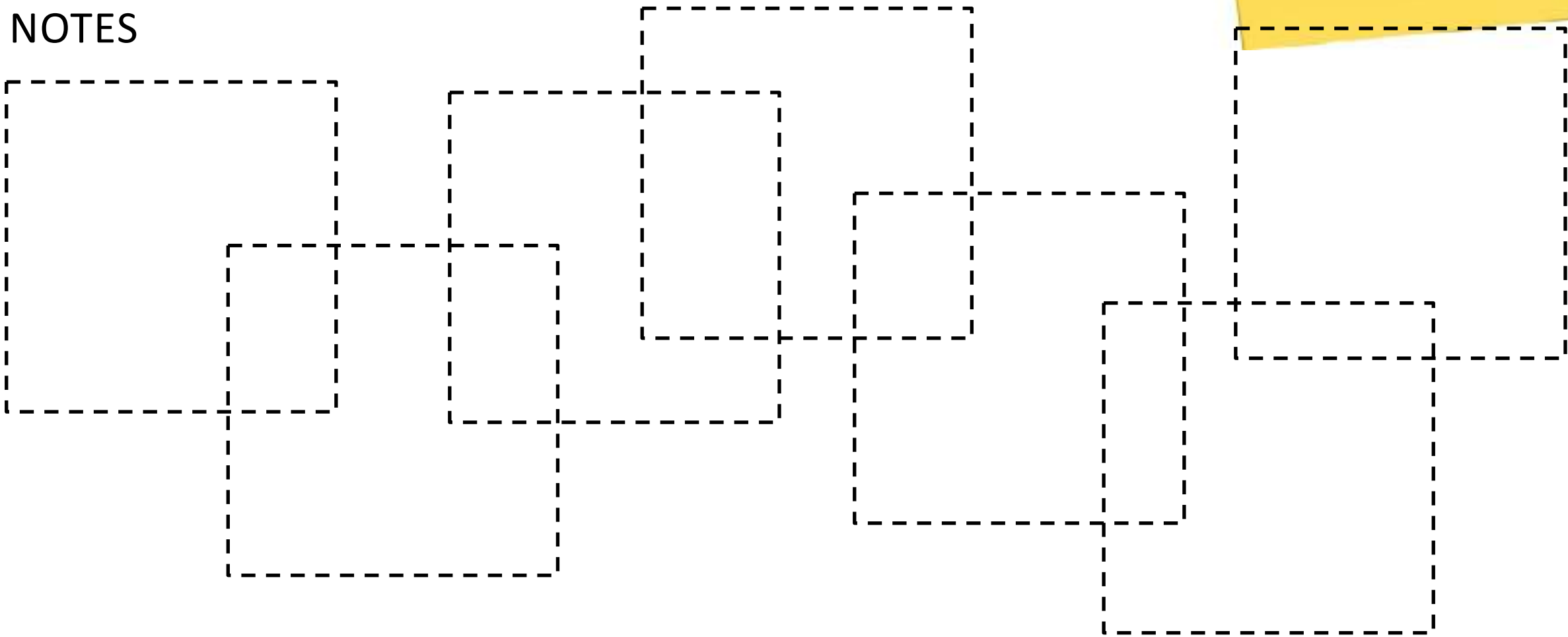
_____

_____

_____

Observe a new perspective

Invite an interviewee from another group to a conversation. Get to know your topic through someone else's eyes.

Conversation Tips:

• Listen 80% of the time; talk 20% of the time.

• Look for problems, pain points, and challenges.

• If you hear something interesting, ask "why?"

NOTES

Define your challenge

Use your interview to frame a human-centered design problem.

WE TALKED TO

Draw a picture

WE'D NICKNAME THEM

e.g. Mr Clean,
The Queen of DIY,
The Calendar Wizard

THEY SAY THEY NEED TO

What do they think are the main problems and challenges?

HERE'S WHAT WE THINK IS THE UNDERLYING PROBLEM

What do you see that they don't see?

What's the need behind their need?

Draw an idea

Draw an idea that solves the problem you found.

YOUR CHALLENGE

What do you see
that
they don't see?

What's the need
behind their need?

YOUR SOLUTION IDEAS

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Prototype your idea

Build your idea!

Make it tangible using the objects around you.

- -

Prototyping Tips

- Don't over-discuss!

  Just start building and see what happens.

- Build something people can interact with.

- You can be part of your prototype –
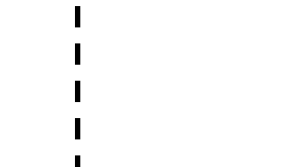
  as an actor, or as a smart object.

- -

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Test your prototype

Hand your prototype to your interviewee.
What do they think?
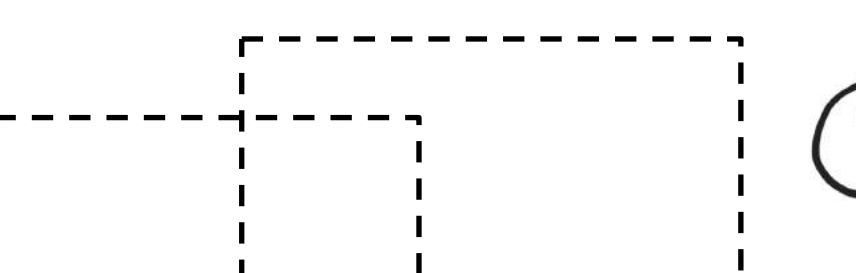
$\oplus$ **WHAT WORKS (AND WHY)**
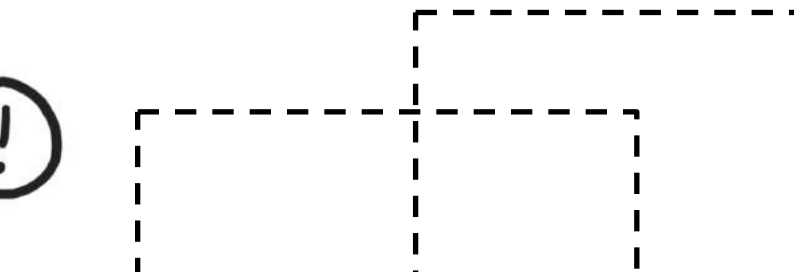
$\ominus$ **WHAT DOESN'T (AND WHY)**

QUESTIONS WE HAVE

NEW IDEAS

$?$

$!$

Iterate your prototype

Finally, improve your prototype based on the feedback you received.

Be open to changing your assumptions about your interviewee and what they need.

Created by Molly Wilson at the HPI School of Design Thinking.
You are free to use and remix this activity – we encourage it!
Please credit us, and release all derivative works as Creative Commons.

Reflection

How did you work differently with your colleagues in the design dash than you have worked in the past?

What worked about the process?

What was Challenging?

What was uncomfortable about the process?

How does this fit/not fit into your org?

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Lunch!
Return at 1:15

Effective Communication when using HCD "Collaborative Cycle" (30 minutes)

Three Take-Aways for Effective Communication

1. Share your work early and often, before it's "ready"

2. Articulate your work simply, in a way others understand

3. Freely give and receive feedback -- it is a gift!

Share your work early and often

- Don't work on something more than an hour or two before getting feedback!

- Print your work out and post it on a wall or board.

- Grab a colleague or two and "pitch" the work, trying to present it as you would if you HAD TO at that point.

- Get as much feedback as you can, encouraging colleagues and responding positively, not defensively.

Articulate your work, simply, in a way people understand

- Your goal, what you're trying to do

- What you're challenged by, why it is hard

- What you're thinking about doing to better
  understand the problem

- What you hope to learn

- What you'll be able to do if you learn those
  things

How to give and receive feedback

- Understand that feedback is just another helpful viewpoint -- no need to agree or disagree with it!

- Ask for more before defending or replying. Use, "Nice. Say more about that..."

- To give feedback, use:

I like...

I wish...

I wonder...

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Reflection and Share

ACTIVITY

Use your notebooks and reflect on the following questions. (5 minutes)

-How is that the same or different from how you "typically" work in your organization?

-Given that we know collaborative cycles (double loop learning/reflection) deepens your understanding, how will you build that into your Innovation Catalyst work specifically? How might this community also help with that?

Discuss at your tables (15 minutes)

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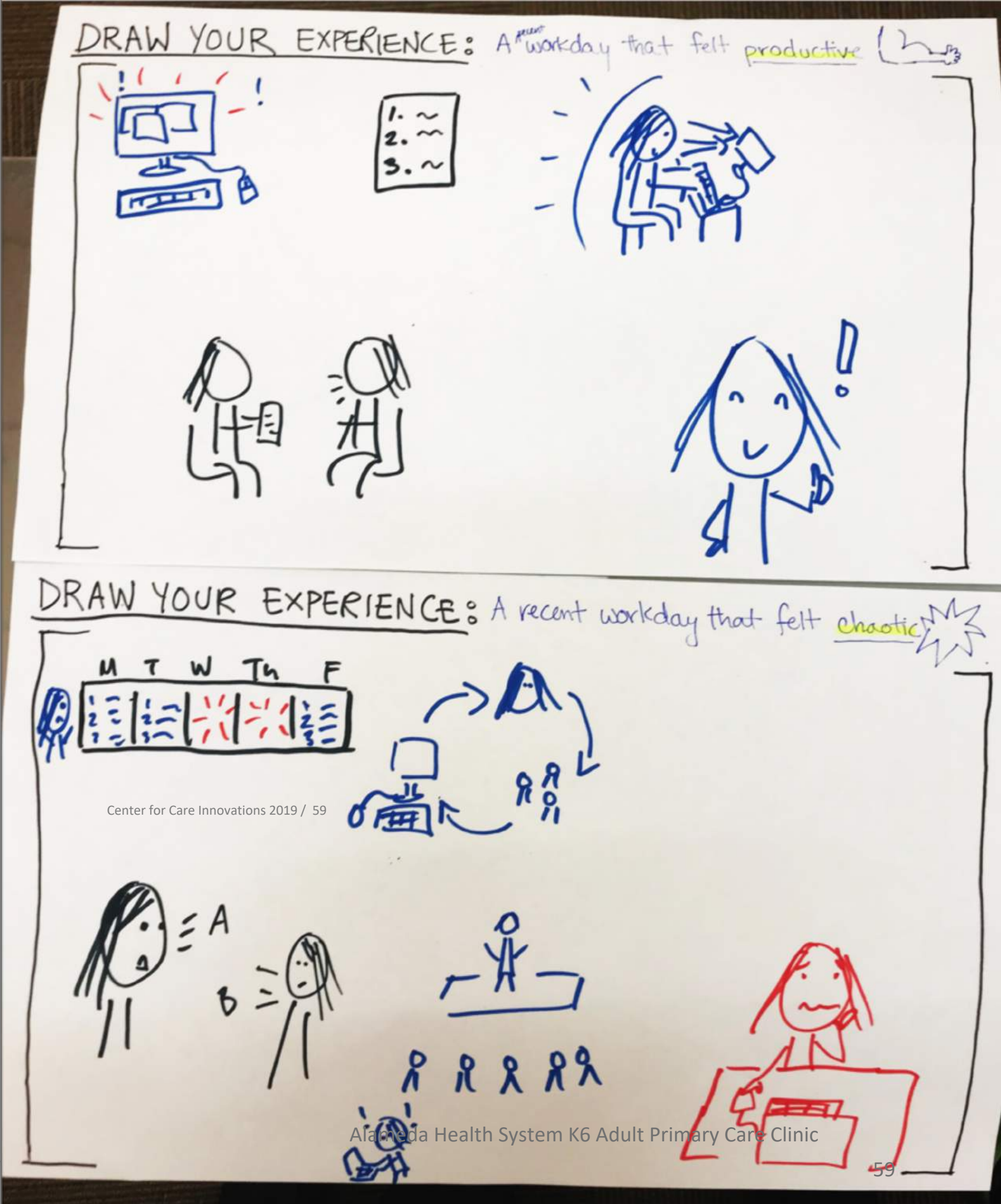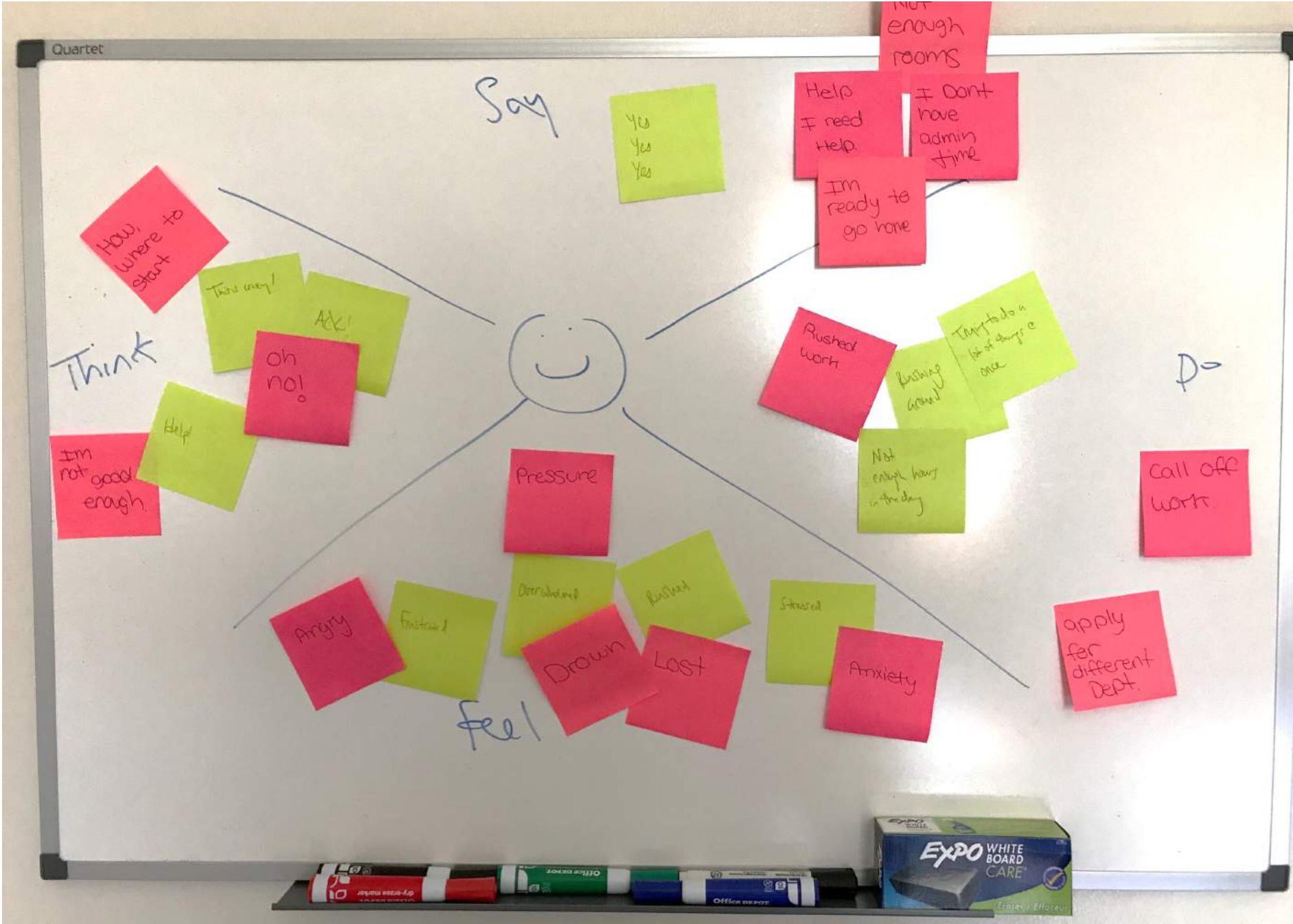# Pre-Work Share & Feedback (45 minutes)

Draw your experience

Positive (+):

A positive workday.

- -

Negative (-):

A negative workday.

Alameda Health System K6 Adult Primary Care Clinic

Draw your experience, mapped on an empathy map

Prep-work share out

ACTIVITY

- Get out your "Draw Your Experience" and Empathy Maps.

- Pair with the other team at your table.

- Share what your project is about and one or more of your empathy maps. (10 minutes each team)

- What new realizations have you had? What would you like to learn more about now, after sharing and receiving feedback? Share at your table (10 minutes total)

- Debrief as a large group (15 minutes)

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Design Research 101 (45 minutes)

Design Research – Why?

To understand what is really going on and why - all of the 6 dimensions involved

To make your project tangible by having lots of visual evidence, examples & references

To broaden your capacity for designing a better solution

Opportunity alert! Team to volunteer for peer consult. 2 min for project overview.

ACTIVITY

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Design research – What to look at?

Topic	People
Technology	Process & policies
Money flows	Environment

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Topic

Design research – What to look at?

Topic	People
Technology	Process & policies
Money flows	Environment

- A broad look at your project. Mostly internet research -> people, papers, articles, trends, debates, examples, successes, failures

- Find examples to learn from and be inspired (Analogous Examples)

- Use visual references and post on board. Highlight key points on sticky notes

Goal: current understanding of topic, current principles, models, state of the art, examples to reference

People

Design research – What to look at?

Topic	People
Technology	Process & policies
Money flows	Environment

- Understand people's experience

- Use empathy, not judgement

- Use observation, show-and-tell interviewing, try the activity yourself.

- Open ended questions

Goal: What people actually do, how they do it and why. Insight comes from understanding. Your solution will change people's experience.

Process and policies (and practices)

Design research – What to look at?

Topic	People
Technology	Process & policies
Money flows	Environment

- Understand the formal structures that are meant to govern people's activities.

- How are things supposed to work? Why? How are they documented? Get copies.

- Identify cultural norms -- undocumented but shared expectations of behavior

- Visualize processes and compare to real experience.

Goal: Understand the current "rules-of-the-game" and where they come from

Technology

Design research – What to look at?

Topic	People
Technology	Process & policies
Money flows	Environment

- Look at the technology and products,
  both digital and physical, that are used.

- How do these tools augment or hinder the work flow and experience?

- Get demonstrations by people who use the tools everyday.
  Take screen shots/pictures.

- **Goal: Understand the tools, technology and conditions
  that relate to your project.**

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Environment

- All activities happen in an environment.
  How does it help or hinder?

- Assess the physical space -- how is it configured and why?
  Draw a map, how people flow, where things are located.

- What challenges may be caused by the space, its artifacts
  and activities that happen?

Goal: Understand the role physical space plays in your project

Money and time
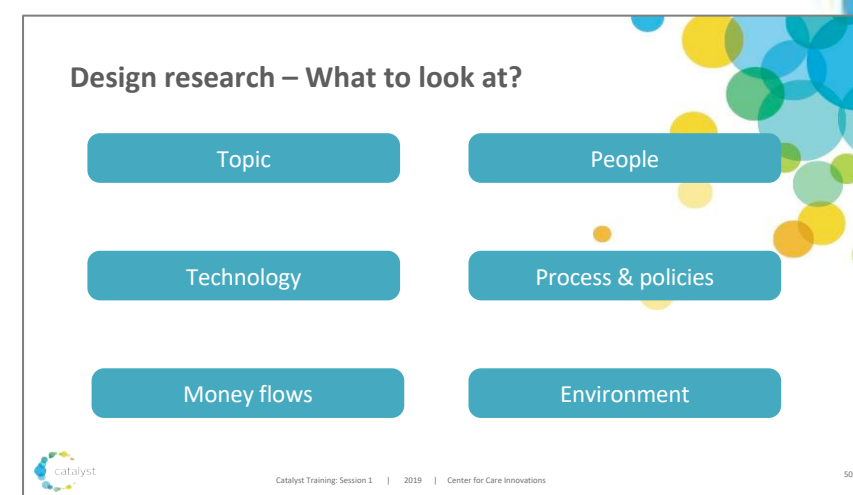
- Every project has financial dimensions. Is there a current financial model? Who pays for what?

- Interview those who manage or oversee budgets. Where do they see challenge and opportunity?

- Identify ways value is or can be measured - often metrics can be converted to value - what is it worth?

Goal - understand economic dimensions of your project. Your solution will need to create value.

Peer Consult

Part 2 Peer Consult (30 minutes)

- For each table:

    - Brainstorm the different ways in which this team could be thinking about each of their dimension area: what questions might they be asking? Who do they need to talk to? What might they need to understand? What tangible artifacts could they collect for their research? (5 minutes)

    - Share your advice (2 min/table)

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Beliefs and Assumptions
(30 minutes)

Beliefs and assumptions

Image Credit: Yvonne Dubbers, 16 January 2018
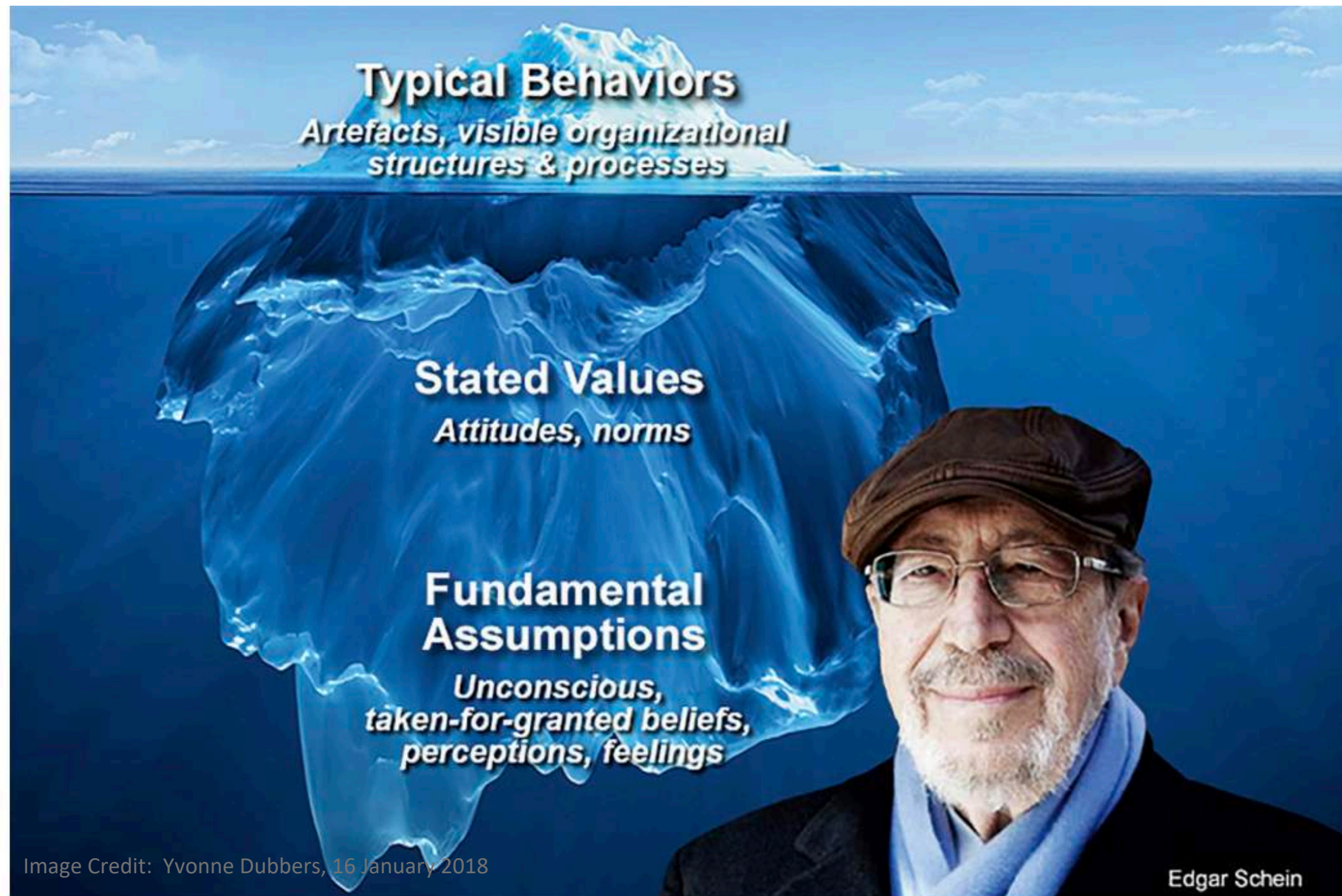
Higher Education

Classrooms

Banks

Exam Rooms

Why it's important to be able to identify beliefs and assumptions

- Organizational memory can be faulty - some things aren't meant to be foundational to your culture at all!

- New value creation often comes from challenging assumptions and beliefs

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How to recognize beliefs and assumptions in your organization

- Dig deeper into iconic stories of the organization

- Ask "Why is that?" numerous times

- Ask "How do we know that?" numerous times

- When you hear the same phrase from many different people in the organization

- Look for them here: "We can't do that because…" or "We tried that once…"

- Ask your newest colleagues what they see as strong beliefs in the organization

A few points

- The first goal is to identify without judgement
- There are internal beliefs and assumptions, specific to the organization
- And external ones, common to the industry
- They exist on many levels
- Challenging them needs to be done with respect and curiosity

Reflection (7 minutes)

What is good about beliefs and assumptions?

When can they be bad?

Why is it hard to change them?

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Let's apply Assumptions and Beliefs to your project!

Check Your Beliefs and Assumptions

1. With your team, brainstorm assumptions and beliefs related to your project - use a sticky note for each one. **(5 min.)**

- *Consider internal, industry and cultural ones. Identify a few that might be worth questioning.*

2. Find another team and share your results with each other. Encourage the other team to add to your own list! **(10 min.)**

ACTIVITY

Break
*Me time or team time…
your choice.
15 minutes*

Team Time:
Planning your Design Research
(45 minutes)

Remember…

1. Many projects become too ambitious.
2. A small project done well is better!
3. Restate what your project is about, re-articulate what you're working on.
4. Identify constraints you have.
5. Don't be vague. | Think small | What can you do in 4 months?

Team research planning and feedback

1. Capture new ideas and directions you could go with your research.
2. Pick two different directions you could go, two revised research questions and approaches you could use and plan your research (use different color for each direction)
3. We'll review & answer questions in group afterwards
4. Share with coach

30 min total for activity

ACTIVITY

Design Research Planning Poster

Check out your cool tool!!

Reflection

Based on feedback and learning today, how have you reframed your challenge?

Nice work today!

Housekeeping for end-of-day

Wrap-Up and Review

Mindsets

- inclusion + empathy
- collaboration
- start small + learn fast
- show work early + often
- making things tangible

Our Design Thinking Framework

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MINDSETS Your keys to success	Inclusion + Empathy	Collaboration	Starting Small + Learning Fast		Making Things Tangible	Sharing Unfinished Work Early + Often

DESIGN DASH

a super-fast introduction to design thinking methods & mindsets

Wrap-Up and Review

Design research – What to look at?

Topic	People
Technology	Process & policies
Money flows	Environment

Beliefs and Assumptions

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Before Happy Hour…

- Drop Evaluation Forms & name tags at registration table

- Can leave items at tables, but no valuables!

- Homework for tomorrow:

  One team member shares for 1 minute

  -Your 2 research directions (might be 2 different project ideas or 2 different directions to go in the same project)

  -One insight or realization you had yesterday that is informing what else you want to learn about.

- Keep it concise and clear!

- We start promptly at 9:00 am, breakfast available 8:30 am

BOSTON LAGER

HAPPY!
HOUR

ALL
DAY!

"OPEN
TIL
CLOSE!"

3.50
WELL
DRINKS

3.50
DRAFT