Welcome, Catalysts!

Please sit with your teams

Catalyst 2019 Workshop 2

December 3-4, 2019

Recap: What Have We Done Already?

Reflection: 1, 2, All

Reflect on one thing you are most proud of and one challenge you are still facing as it relates to your project

Write silently for 1 minute and reflect on the following question:

Then share with one other person (2 minutes)

Share in the big group (2 minutes)

Phase 1:
Understanding
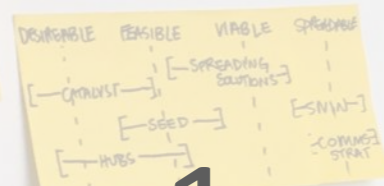and Framing
Your Challenge

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	

Phase 2:
Generate and Test Ideas, Get Feedback

Catalyst Innovation + Design Thinking Framework

	SEE & EXPERIENCE	DIMENSION & DIAGRAM	QUESTION & REFRAME	IMAGINE & MODEL	TEST & SHAPE	PITCH & COMMIT
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What We Will Be Doing Over the Next Two Days

✓ Reflect on progress between Workshop 1 & 2

✓ Practice:

  ✓ Prioritizing ideas and assessing solutions

  ✓ Brainstorming creative ideas

  ✓ Prototyping solutions!!!

✓ Continue:

  ✓ Sharing about your project

  ✓ Practice giving and receiving feedback

After This Workshop…

- Generate ideas with your stakeholders and figure out which ideas you want to prototype.

- Build and test your prototypes. Seek input from your colleagues and end-users.

- Curate photos, videos and quotes from your research to put in your final presentation.

- Draft your project learnings and recommendations and next steps for your organization's leadership.

- Draft your 7-part presentation and send it to your coach by June 14th for feedback.

What Will Happen At Workshop 3 & Showcase

- Day 1: Practice your pitch and receive feedback.

- Day 2: Pitch to your Team Sponsor and Guests. Discuss how to make your recommendation a reality.

Remember the Catalyst Mindsets?

inclusion + empathy

collaboration
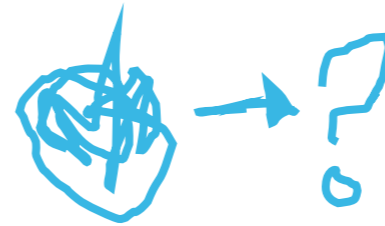
start small + learn fast

show work early + often

making things tangible
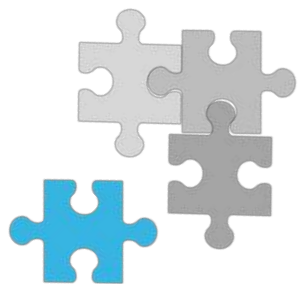
House Keeping

Pull out all your research—including your design research poster.

Select a team foam core board and create a working space for today

Parking: If you didn't bring your parking pass, bring it over lunch so we can validate parking.

catalyst

Themes and Tensions
(Affinity Clustering)
(90 minutes)

Trail Mix Activity

Activity

1. Open your bag of trail mix
2. Sort it (1 minute)
3. Share how you sorted it with others at your table (2 minutes)
4. Redo and repeat

Themes and Tensions
(also called Affinity Clustering)

A way to sort and
make sense of data
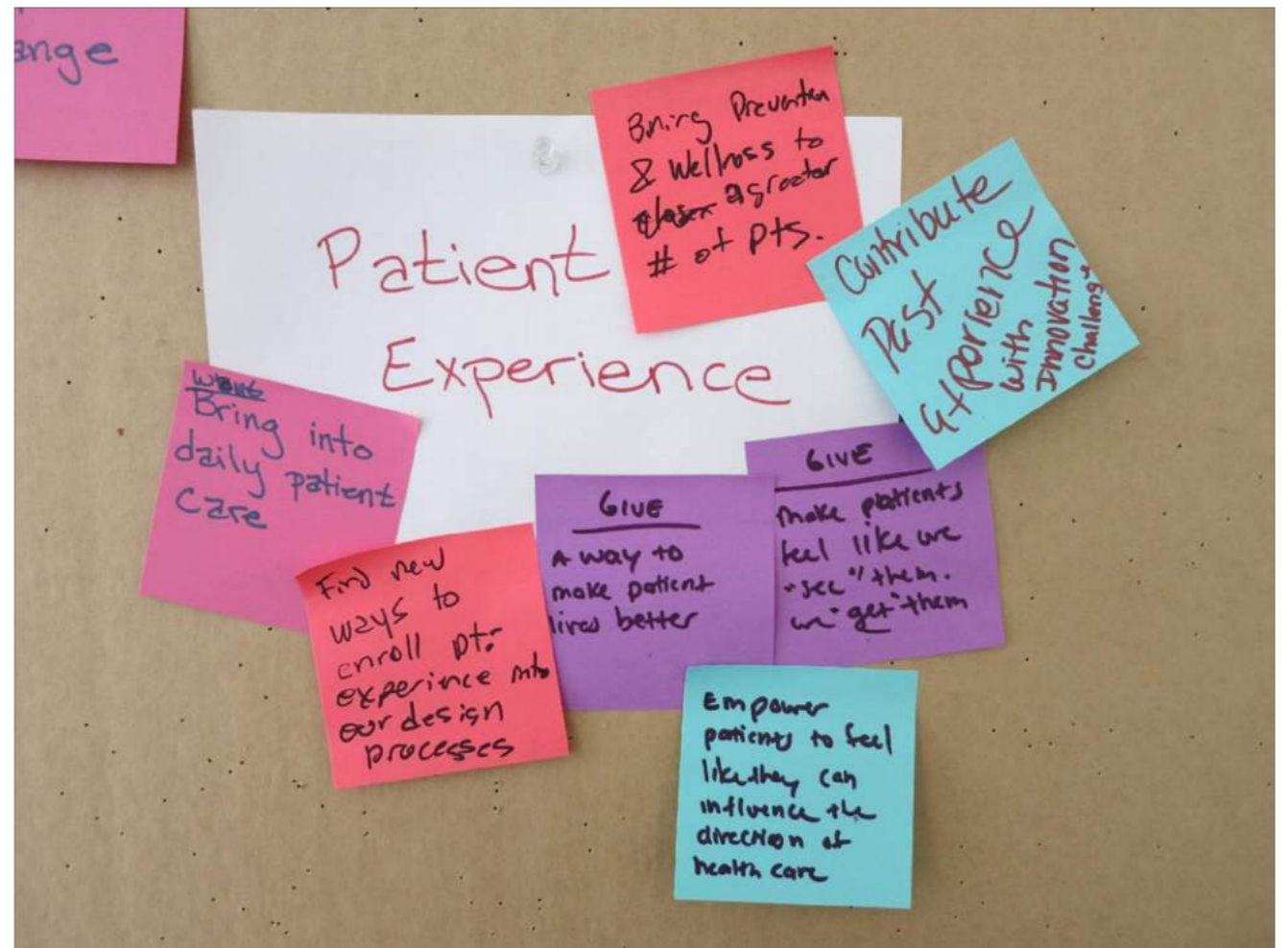
Themes and Tensions
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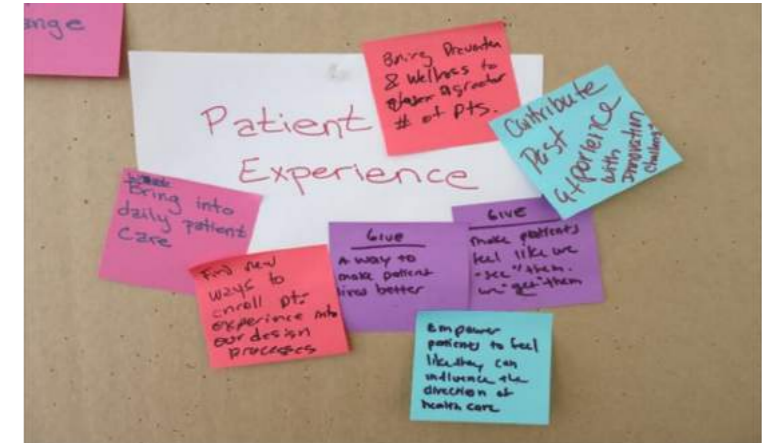
From Observations To Themes To Insights
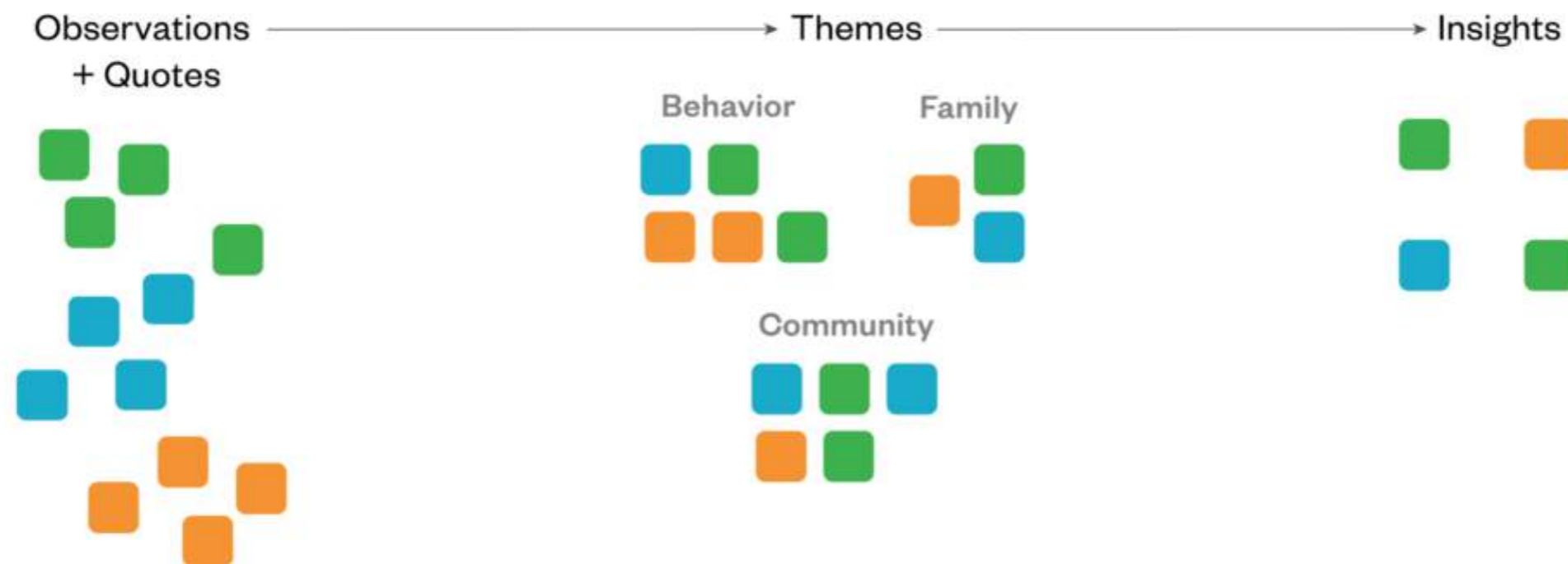
ACTIVITY: Themes and Tensions

Activity

- Work with your data (75 minutes)

  - Use the data you collected over the last 6 weeks

  - **Write down ideas** from your research on post-its and put them on a wall. Remember, 1 idea per post-it. (15 minutes)

  - **Group your post-it note data** where you notice patterns, consistent behavior, set ups, tensions or pain points, etc. Do this silently. (10 minutes)

  - **As a group**, continue to sort your data and **Name your themes** (20 minutes)

  - **Settle on a small number of concepts/themes** organized hierarchically (header with with supporting evidence). (10 minutes)

  - **Identify tensions in the data.** (15 minutes)

  - Review the data—themes and tensions. Look at the big picture. (5 minutes)

Break
15 minutes

Cross Pitch and Share
Your Research
(80 minutes)

Pitching to get feedback

To improve the clarity and quality of your work, share it early and often with others and get feedback

Pitching vs. creating a presentation

- A pitch is your best thinking at a given time

- You expect to get feedback that will improve your thinking and approach to the work

- You spend just a little time organizing thoughts for a pitch

- A presentation is for when you're asking for support, not feedback on the work

Let's try framing your project opportunity and pitching it to others

Exercise #1: Frame your opportunity (20 m

Activity

1. Follow the framework and use sticky notes to prepare:

   I.   The topic of your project

   II.   The research you did. Who you included. (overview of approach/stats)

   III.   Signature stories (2-3) and supporting artifacts

   IV.   Themes/Tensions: Key problems and needs identified

   V.   Initial HMW statements

2. Prepare to pitch this project opportunity to others.

Exercise #2: Pitch to others - 15 min cycles (total 60 minutes)

Activity

1. Organize into groups of 2 teams.

2. Each team pitches their opportunity to the other two teams - 5 min

3. The team being pitched writes down notes and questions on stickies during the pitch.

4. Go around and share the points written on stickies. *Don't answer or discuss them — just receive the feedback!*

5. After 10 minutes of feedback rotate to the next team.

6. Organize into new groups of two teams and repeat parts 2-5.

"How Might We?" Opportunity Gallery Walk After Lunch (15 minutes)

Activity

Write your team name on one of the big post-its.

Tidy up your team station so others can understand your work

After lunch: Each person takes a stack of post-its, walks around the gallery and put notes next to the HMW's and stories (I like/wish/wonder). Help make their stories and HMW's better.
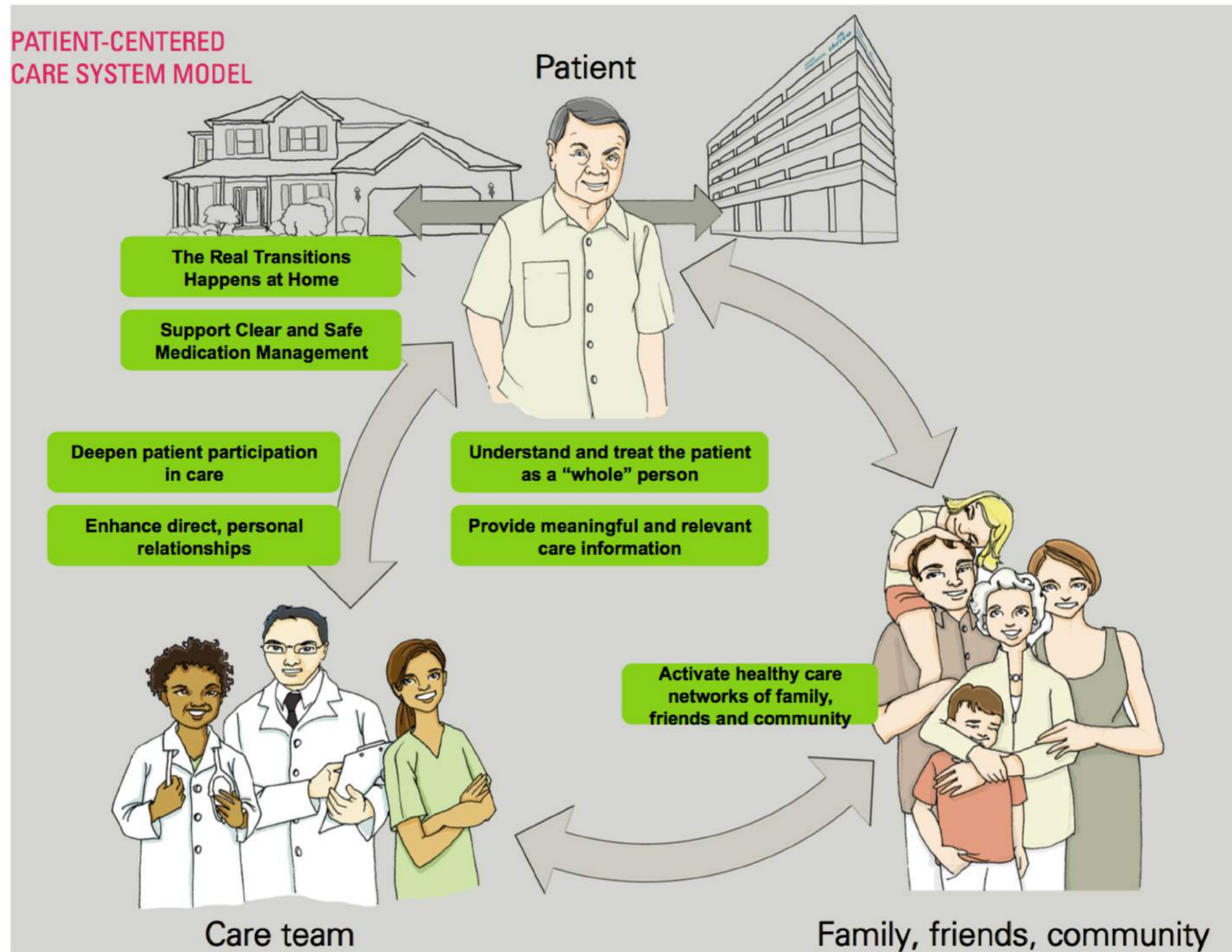
Lunch

"How Might We?" Opportunity Gallery Walk (10 minutes)

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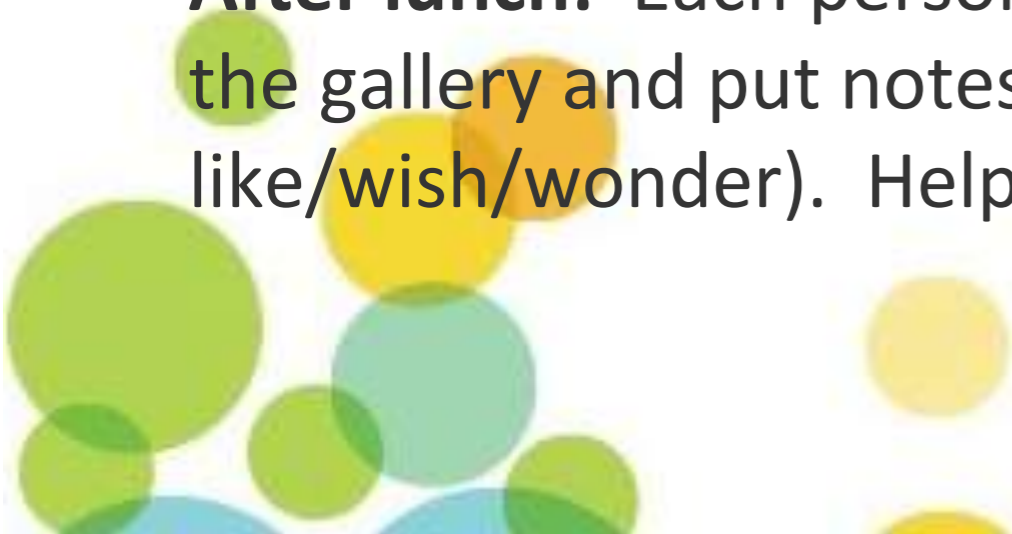
How Might We Statements
30 minutes

Connecting insights to ideas

- You've done of a lot of research and have a structured basis of insights and supporting data.

- How do you keep from going straight to individual ideas?

- How do you create many ideas that can be sorted and evaluated?

-> Use "How might we?" questions

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PATIENT-CENTERED CARE SYSTEM MODEL

Patient

The Real Transitions Happens at Home

Support Clear and Safe Medication Management

Deepen patient participation in care

Enhance direct, personal relationships

Understand and treat the patient as a "whole" person

Provide meaningful and relevant care information

Activate healthy care networks of family, friends and community

What we Learned

Care team

Family, friends, community

What we learned

CHALLENGE QUESTIONS

We answered these questions in the Deep Dive to lead us to the ideas.*

DEEPEN PATIENT PARTICIPATION IN CARE
How might we assess the true understanding a patient has of their plan of care on an on-going basis?

UNDERSTAND & TREAT THE PATIENT AS A "WHOLE" PERSON
How might we identify patient goals and align them with the plan of care?

ENHANCE DIRECT, PERSONAL RELATIONSHPS
How might we integrate friends and family onto the care team?

ACTIVATE HEALTHY CARE NETWORKS
How might we foster healthy, strong care networks that promote recovery?

PROVIDE MEANINGFUL & RELEVANT CARE INFO
How might we provide simple, tangible ways for patients and caregivers to measure progress at home?

CREATE AT HOME MANAGEMENT
How might we uncover a patient's medication assumptions and practices?

CREATE HOME-CENTRIC SYSTEMS VIEW
How might we support patients through their emotional transition at home, getting back to normal?

What we learned

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How might we...?   Discuss these:

Activity

- How might we identify patient goals and align them with the plan of care?

- How might we make education literature that is effective?

- How might we assess the progress a patient is making toward their plan of care on an ongoing basis?

- How might we support patient goals?

- How might we uncover a patient's medication assumptions and practices?

- How might we stop patients from stalling out on their plan of care?

ACTIVITY: Creating How Might We Questions

- Look at the Themes and Tensions you just created. Work with your teams to identify at least 5 different how might we questions (take 10 minutes and brainstorm-consider doing a silent storm first)

- Debrief: Share your HMW questions with another team and get feedback. (5 minutes per team, 10 minutes total)

Activity

Analogous Examples
25 minutes

analogy

Use the unique attributes of an existing

concept to inspire ideas for your project

analogy

Outside-in   vs.   Inside-out

Process #1: Outside-In (10 minutes)

1. Start with an external example (e.g., ideas, products, services, organizations).

2. Identify specific attributes of how they do what they do.

Let's try it together!

3. Consider how their model or attributes could apply to your HMW.

What makes Trader Joe's unique or popular?

Questions to Consider

- At a high level, what makes this interesting?

- What are the dimensions of their services/offerings?

- What challenges have they overcome?

- What's the customer experience?

- What has their success led to?

- How could this relate to safety net organizations?

Process #2: Inside-Out (10 minutes)

Activity

1. Start with your HMW question.

2. Use an external example provided.

1. Consider how their model or attributes could apply to your HMW using the questions on the next slide.

You try it!

Questions to Consider

- At a high level, what makes this interesting?

- What are the dimensions of their services/offerings?

- What challenges have they overcome?

Activity

- What's the customer experience?

- What has their success led to?

- **How could this relate to the experience I'm trying to make better?**
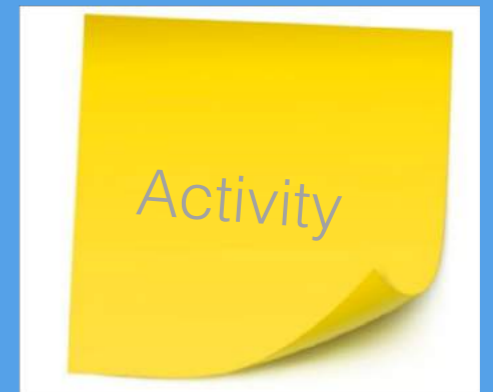
Brainstorming
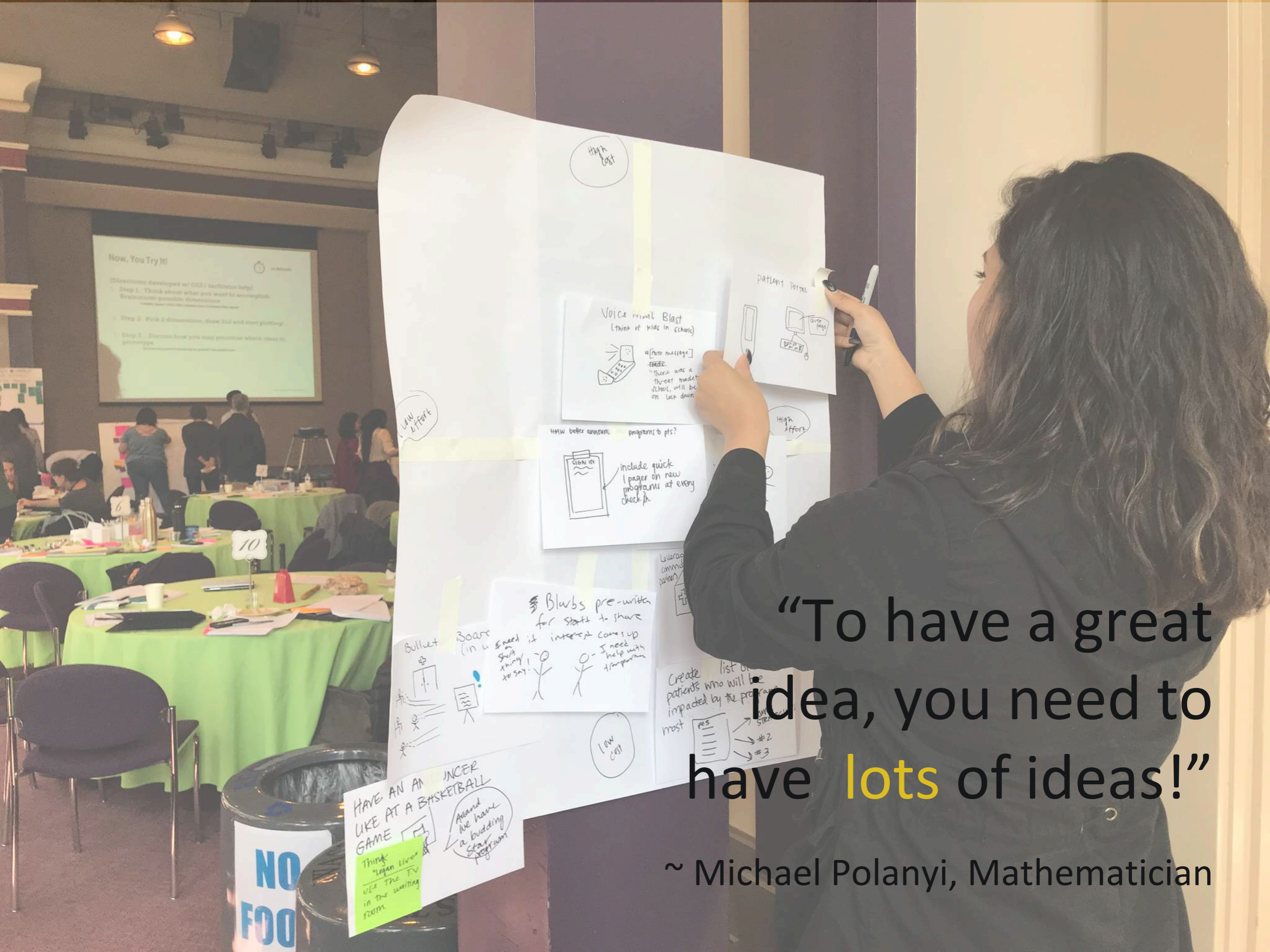
"To have a great idea, you need to have lots of ideas!"

~ Michael Polanyi, Mathematician

Be visual.
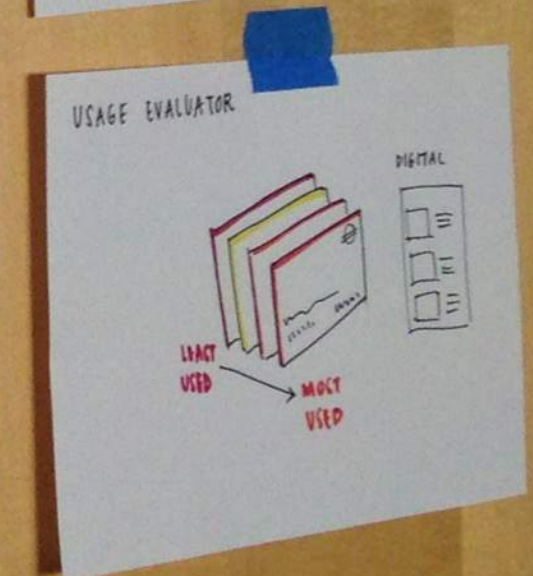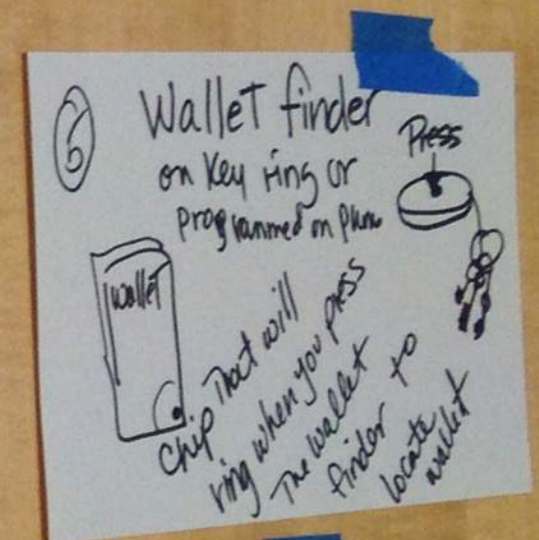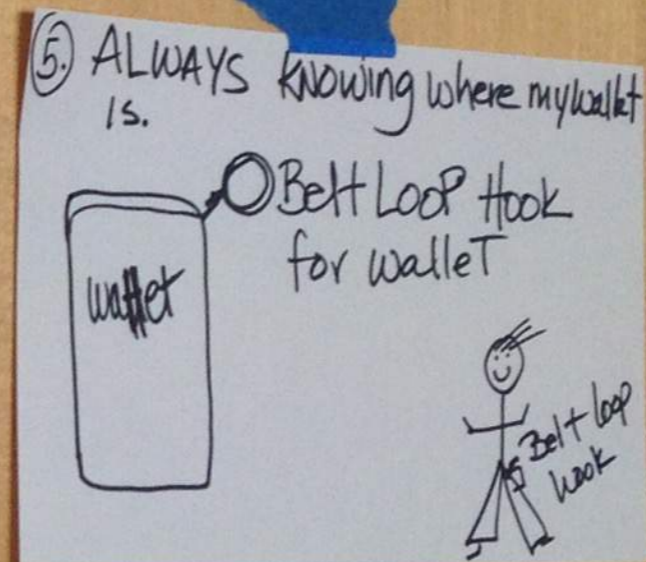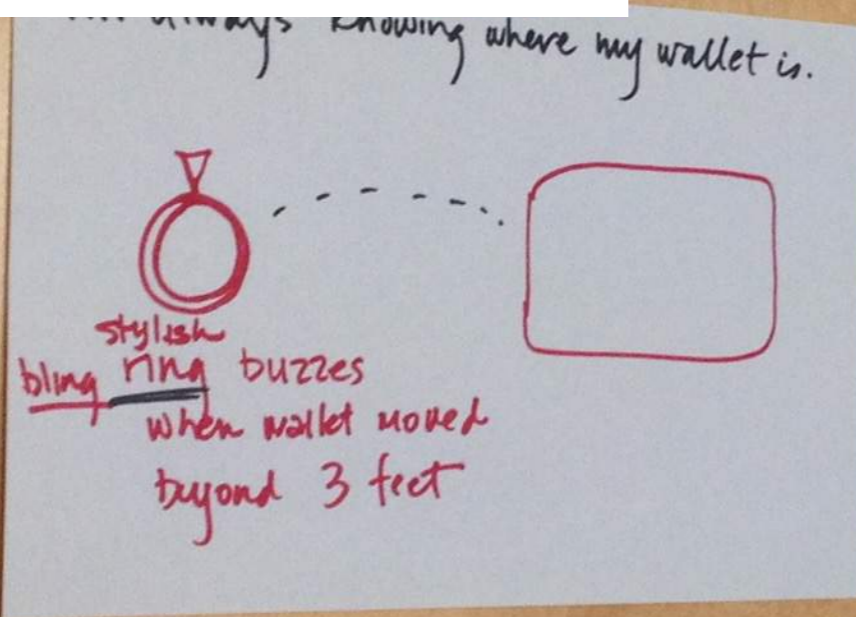
Get out LOTS of ideas.

Defer judgement and debate (for now).
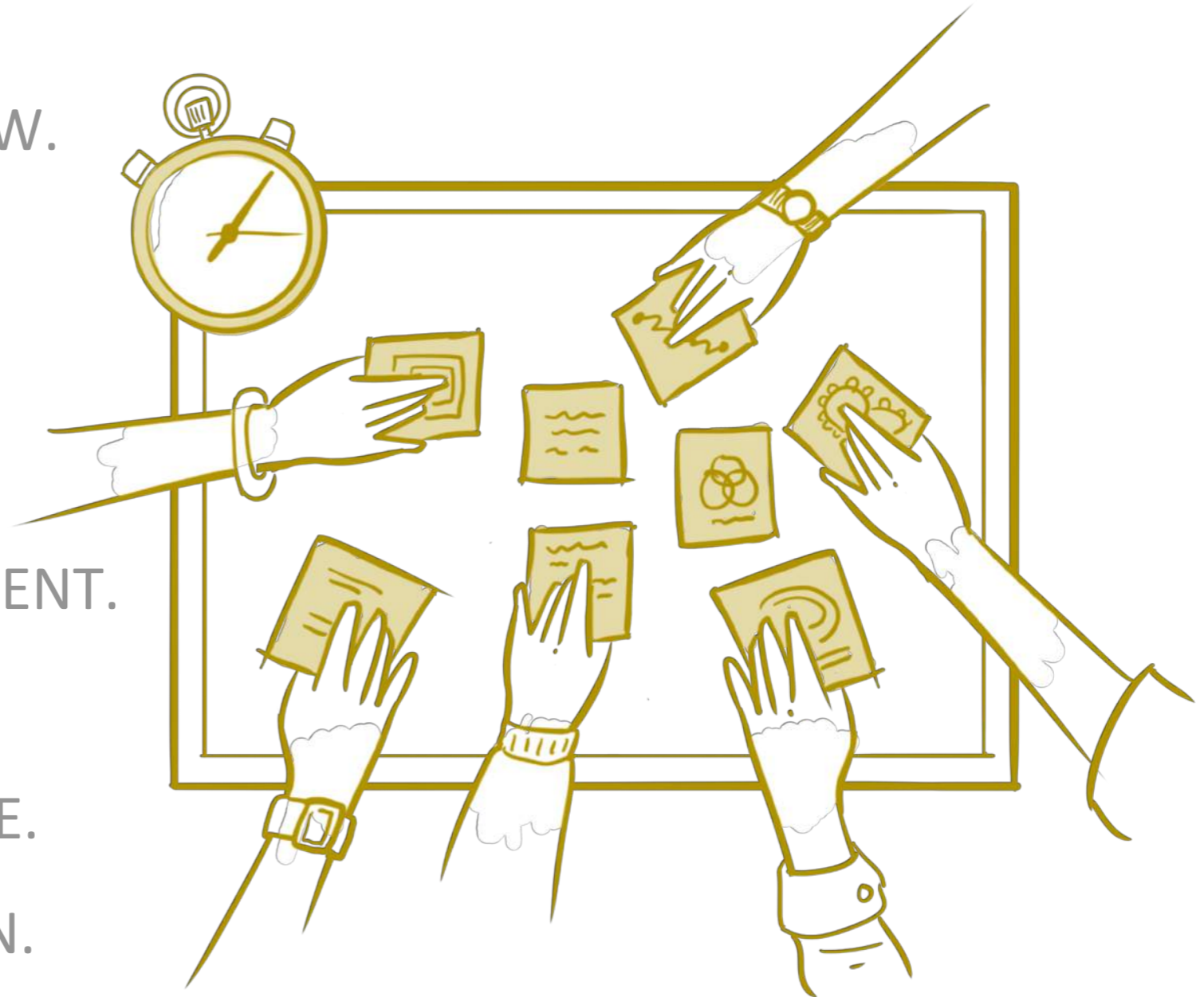
Encourage **wild** ideas.

Build on others' ideas.

One (brief!) conversation at a time.

Stay focused on the topic.

GUIDELINES TO BETTER BRAINSTORMING

- STAY FOCUSED ON THE HMW.

- BE VISUAL.

- GET OUT LOTS OF IDEAS.

- ENCOURAGE WILD IDEAS.

- DEFER DEBATE AND JUDGMENT.

- BUILD ON OTHERS' IDEAS.

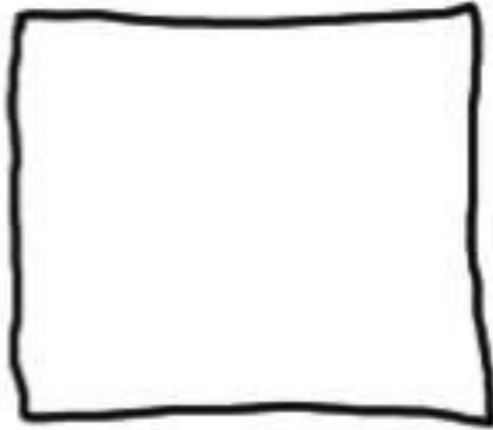- SHARE IDEAS ONE AT A TIME.

- STAND UP IF EVERYONE CAN.

https://digest.bps.org.uk/2014/06/23/is-group-brainstorming-more-effective-if-you-do-it-standing-up/

Brainstorming
Method: Concept Sheets

"Being new to the Back Office I was concerned with sharing my point of view, but Concept Sheets allowed me to voice my thoughts in a fun way! Bring my ideas to life through these drawing was not only fun, but I loved building off my co-worker's ideas!"

~Andrea Dusek, Care Team Medical Assistant
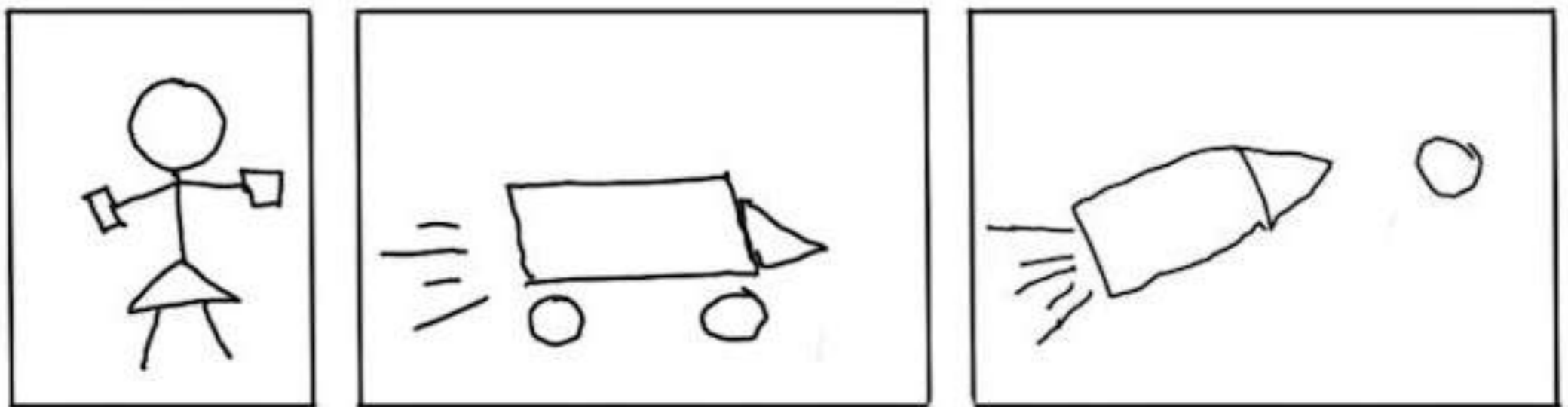
How to draw stuff

Tools:

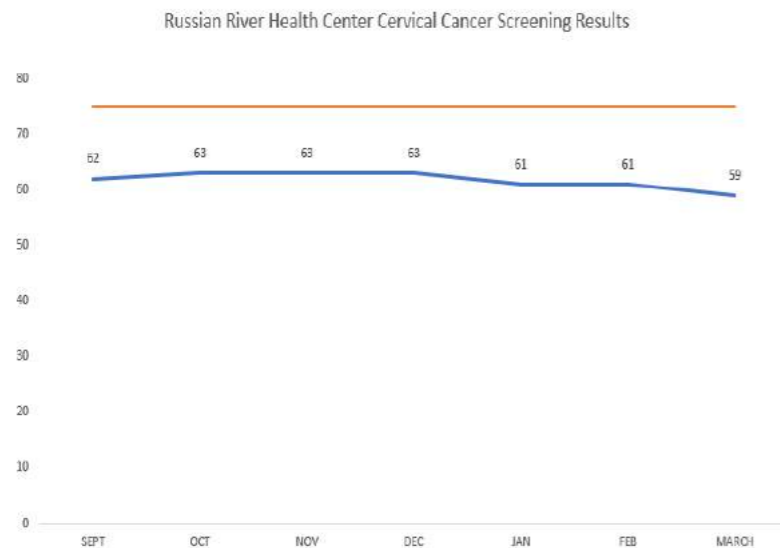# How to draw stuff

Tools:

Ta dah!

Credit: copyblogger.com/simple-captivating-drawings/ Center for Care Innovations 2018 / 73

Cervical Cancer Screening - Brainstorming

AIM: *We will improve the health of our patients with cervices by increasing Cervical Cancer Screening Rates at RRHC from 59% to 65% by January 2020*
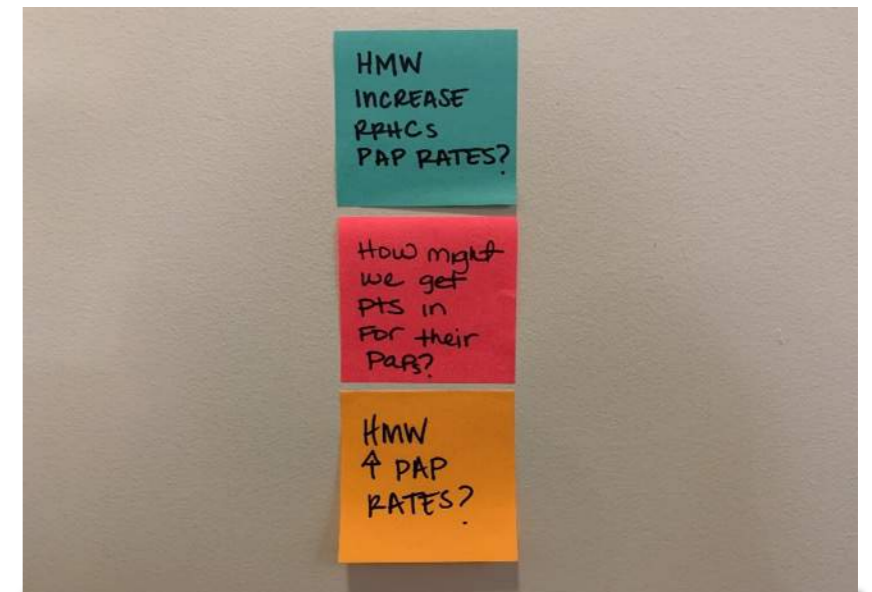
Understanding The Data

Reviewed RRHC's Cervical Cancer Screening Data to understand the current state.

⭐ Patient & Staff Interviews

To better understand the patient & staff experience we used HCD techniques to understand why our patients were not getting their paps done.

How Might We Statement

Upon reviewing the raw data in tandem with our patient & staff interviews we developed HWM statements.

Brainstorming
Method: Concept Sheets

Sourced from West County Health Centers

Brainstorming
Method: Concept Sheets

Sourced from West County Health Centers

Now, try it with your project (40 minutes)

Activity

First,

- Pick 1 sharpie and a handful of concept sheets
- Find one other Catalyst team and two coaches that aren't yours

Second, start brainstorming! There will be 2 different 20 minute rotations.

1. First Catalyst team shares one How Might We (HMW) they want the group to generate ideas on.

2. 5 minutes: Individuals draw as many ideas as they can.

3. 10 minutes: Go around the group and share the ideas you each came up with.

4. 3 minutes: Build on and combine some of the ideas shared to create more ideas.

5. Give your concept sheets to the team that posed the HMW.

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So... How did that feel?

Prioritizing Ideas
45 minutes

How to choose?

Brainstorming's objective is to create a lot of ideas.

You need to evaluate ideas and discuss criteria for choosing ones to move forward.

3 Techniques

- Dot or dollar voting

- Complexity vs. Impact

- Scoring

Purpose

- Quick sense of value

- Encourage discussion of ideas and criteria

- Move a few ideas forward

- You can always revisit an idea "left behind"

Dot or dollar voting

- Give each person five dots

- Have them vote for one or more ideas by placing dots on the ideas

- or -

- Give each person $100

- Have them vote by allocating budget to their top ideas

- Spend 10 to 15 minutes discussing the ideas and why you voted!

Idea #3

Idea #1

Idea #2

Idea #6

Idea #5

Idea #4
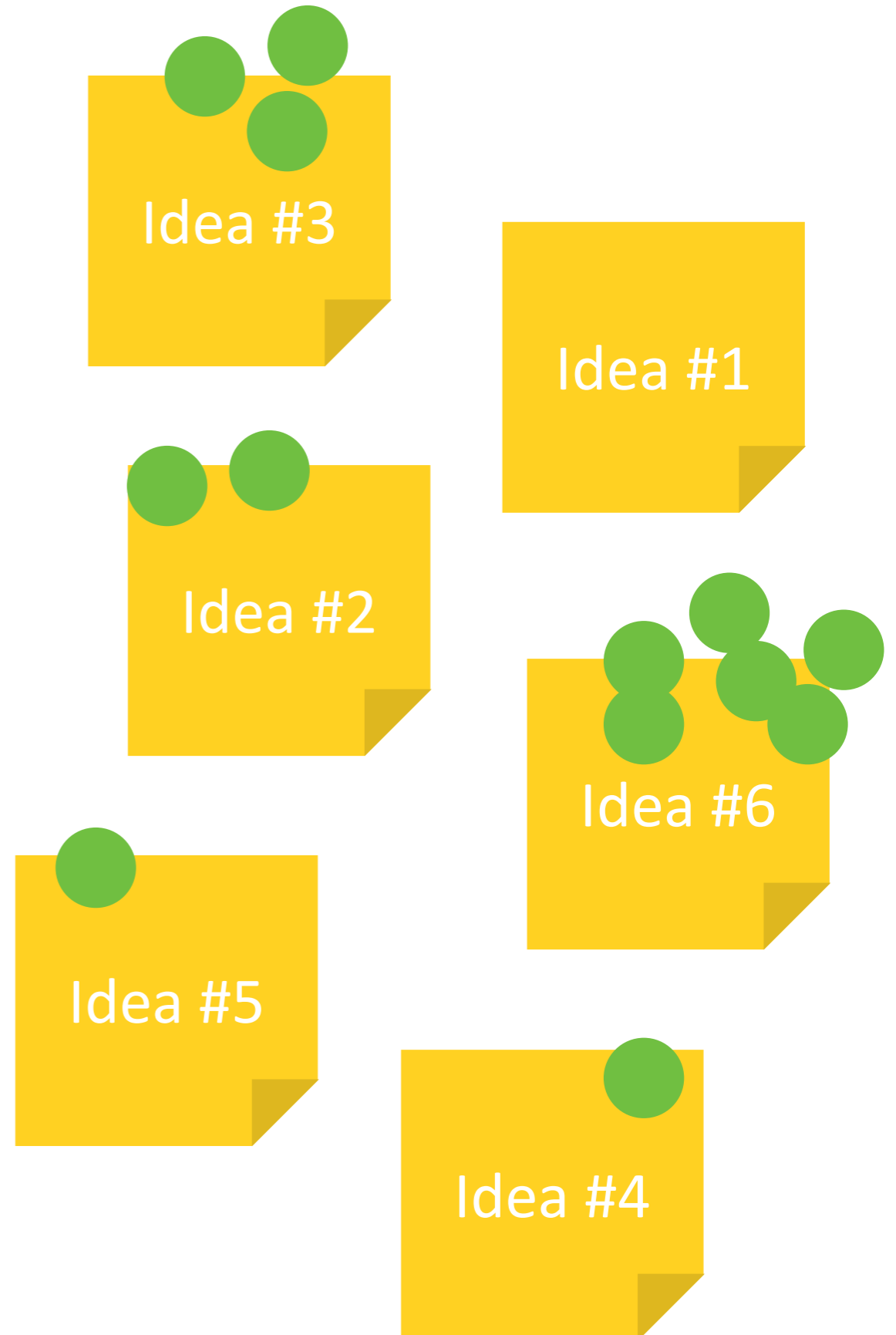
Ease vs. Impact

Scoring

weighting

x2

Idea	Uniqueness	Impact	Feasibility	Cost effective	Total
Idea #1	3	5	3	4	18
Idea #2	6	2	5	1	19
Idea #3	4	4	6	2	22
Idea #2	3	7	4	3	21
Idea #5	1	6	7	7	28

Cervical Cancer Screening – Prioritizing

AIM: We will improve the health of our patients with cervices by increasing Cervical Cancer Screening Rates at RRHC from 59% to 65% by January 2020
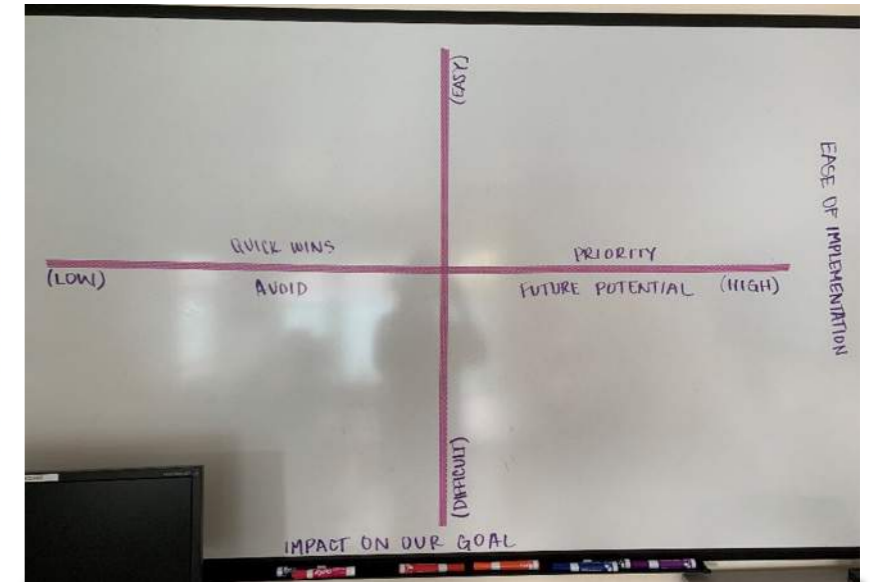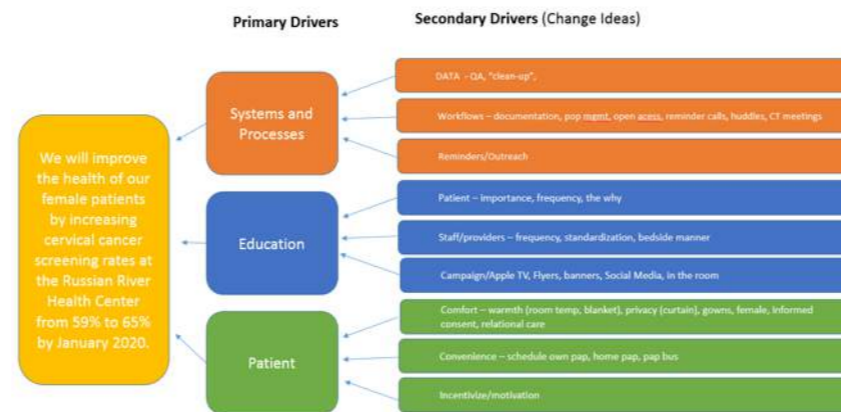
Affinity Clustering

Immediately following our brainstorming activity we clustered like ideas into themes.

⭐ Driver Diagram

These themes then became our primary drivers & the concept sheet ideas within those themes became our secondary drivers. Using the dot voting technique we were able to decide which primary driver we wanted to explore further.

2x2 Matrix

This technique allowed us to target tangible change ideas.

Prioritizing
Method: 2x2 Matrix & Dot Voting

Sourced from West County Health Centers

Exercise: Prioritize your ideas (30 min)

Activity

1. Choose one of the techniques to use

2. Adjust to fit your project's criteria as necessary

3. Spend 10 minutes evaluating ideas & 10 minutes discussing why

4. Partner with another team and share the top three ideas. Ask for feedback. (5 minutes each team, total 10 minutes)

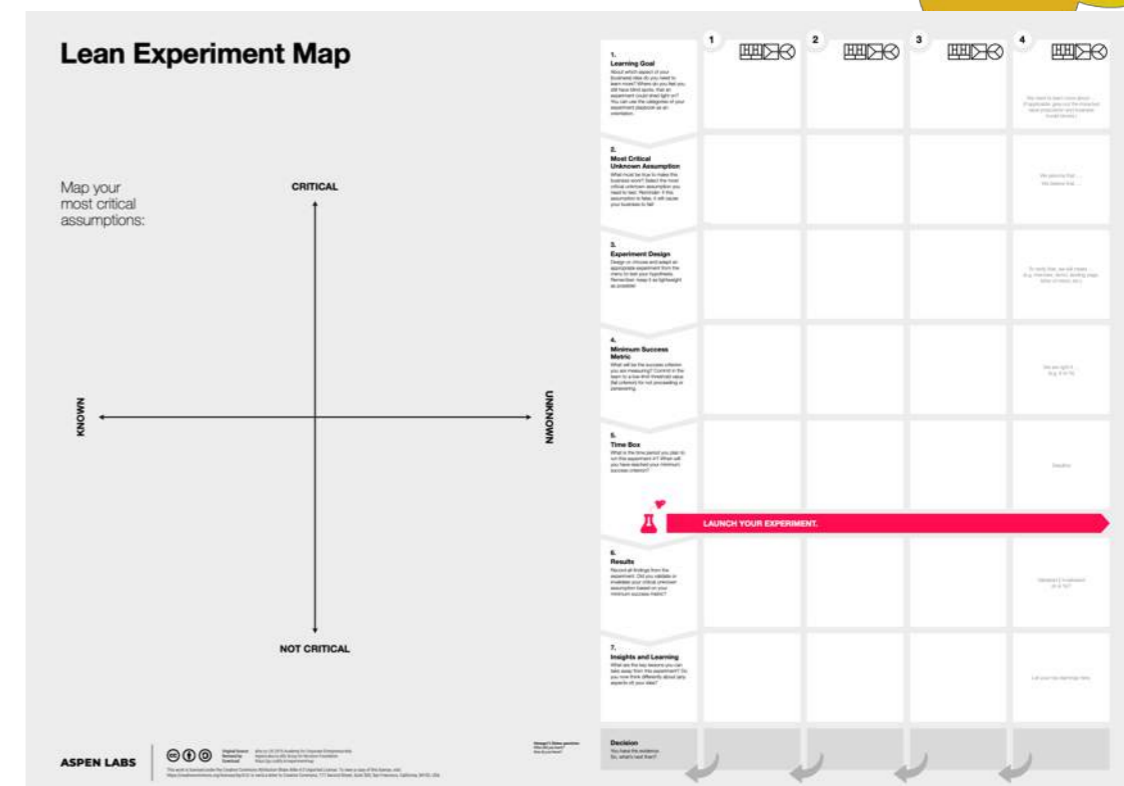5. We'll work with these ideas tomorrow.

Capture Assumptions
20 minutes

Capturing Assumptions

Activity

Prototyping and field testing help us test our assumptions.

- If we use v it will lead to behavior w that we are seeking

- X is convenient and easy to do

- People have the time to do y

- They will enjoy using z

- Plot your assumptions on the 2x2

Lean Experiment Map

Map your most critical assumptions:

CRITICAL

KNOWN

UNKNOWN

NOT CRITICAL

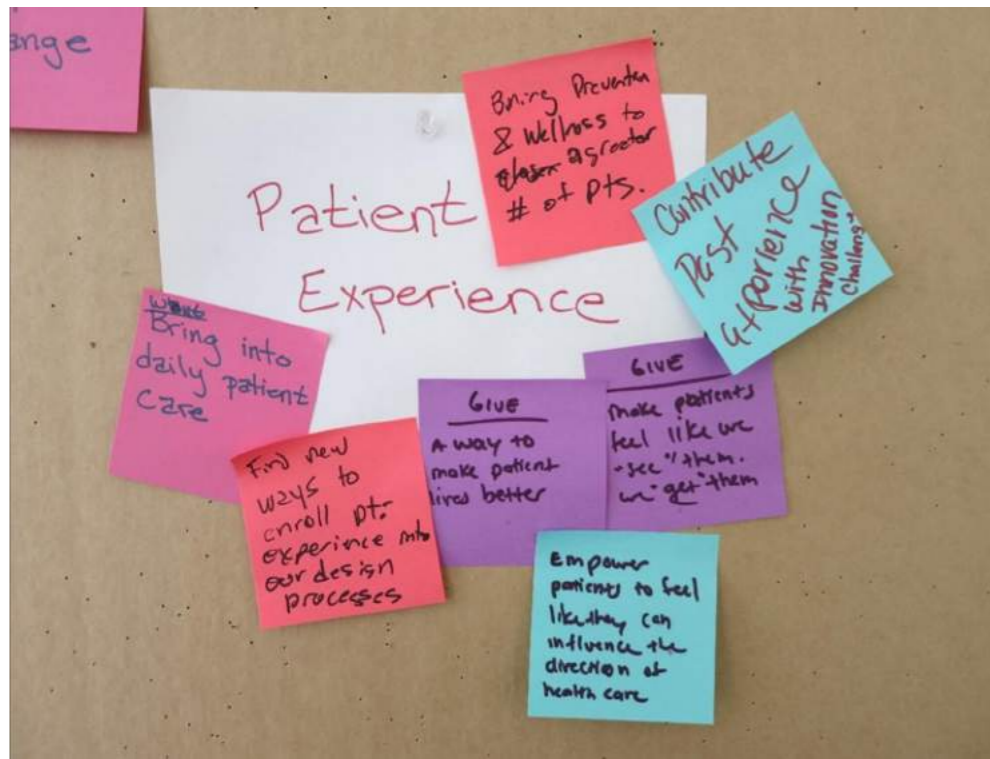LAUNCH YOUR EXPERIMENT.

ASPEN LABS

Reflection, Wrap Up, Next Steps

Reflection 1, 2, All (15 minutes)

What do you like, wish and wonder about the work we did today?

- 3 minutes writing silently

- 6 minutes sharing with another person

- 6 minutes sharing in the group

Day 1 Review

Patient Experience

Bring Prevention & Wellness to blossom a greater # of Pts.

Contribute Past Experience with Innovation Challenge

Bring into daily patient Care

Find new ways to enroll pt. experience into our design processes

Give
A way to make patient lives better

Give
make patients feel like we see them. We get them.

Empower patients to feel like they can influence the direction of health care

Exercise #1: Frame your opportunity (20 m

1. Follow the framework and use sticky notes to prepare:

    I.   The topic of your project

    II.   The research you did. Who you included.

    III. Key problems and needs identified

    IV.   So we are asking, "How might we...

2. Prepare to pitch this project opportunity to others.
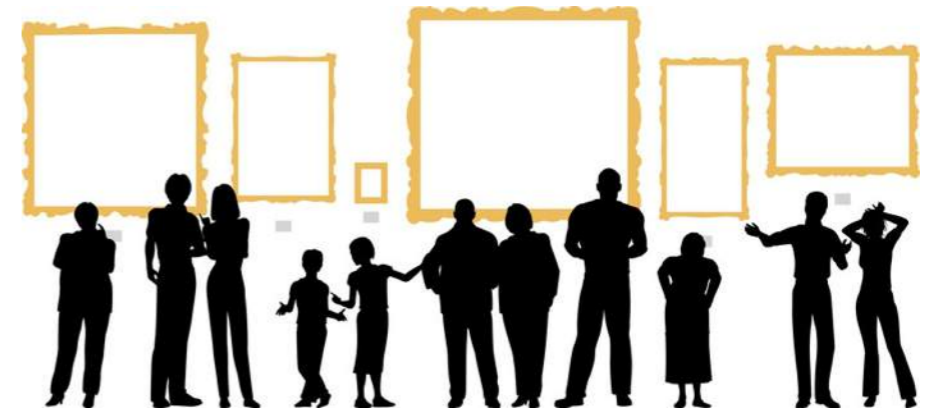
HMW Statements

Prioritizing Ideas

Next steps

Housekeeping for end-of-day…but first, a short video

Housekeeping for the end-of-day

Today:

- Go out for dinner with your friends
- Make sure to get you parking pass validated

Tomorrow:

- We start promptly at 9:00 am, breakfast available 8:30 am.
- Coaches arrive by <u>7:30 am</u> for the Coaches Huddle.

Nice work!
See you tomorrow!