Welcome, Catalysts!

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



Laura She, Her, Hers

CCI

Before 10 am: Write each of your top 3 How Might We statements on a 8x6 sticky note and place it on the Opportunity Gallery below your team name



Catalyst 2019 Workshop 2

April 24-25, 2019





lue Shield of California Foundation is an Independent Licensee of the Blue Shield Association

Recap: What Have We Done Already?

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VERBACE





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What We Will Be Doing Over the Next Two Days

- ✓ Reflect on progress between Workshop 1 & 2
- ✓ Practice:
 - V Brainstorming creative ideas
 - Vertication of the set of the
 - ✓ Prototyping solutions!!!
- ✓ Continue:
 - Sharing about your project
 - Very Arrow of the Arrow of t

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.
- Draft your 7-part presentation and send it to your coach by June 14th for feedback.
 - Curate photos, videos and quotes from your project activities to put in your final presentation.
 - Draft your project learnings and recommendations and next steps for your organization's leadership.

Looking Ahead at Workshop 3 (June 26th and 27th)



- June 26: Practice your pitch and receive feedback.
- June 27: Pitch to your Team Sponsor and Guest Reactors.
 Discuss how to make your recommendation a reality.



Cultivating the Catalyst Mindsets



inclusion + empathy

show work early + often



collaboration



making things tangible



start small + learn fast

catalyst

Mindsets Survey



2018 Catalyst Program

Mindsets Baseline Survey

Mark an X under the word that best represents how often you practice the following design thinking mindsets:

	Seldom	Almost Never	Occasionally	Almost Every Time	Every Time
Inclusion and Empathy Explore experiences and approach projects from other's perspectives. Create the conditions for all stakeholders to feel welcome and able to contribute					
Collaboration From project start to finish, partner with people across organizational silos and throughout the system.					
Starting Small + Learning Fast Keep project scope small, test assumptions and incorporate feedback quickly.					
Making Things Tangible Be visual; show what you mean instead of describing what you mean.					
Sharing Unfinished Work Early + Often Ask for other's feedback and ideas on works-in- progress.					



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Meet New People!



Homeboy Industries Bakery





Cross Pitch: Story Tell About Your Research

Project insights so far

In a simple format, describe the your project topic, how you've learned about it and what key areas need good ideas for a solution

A simple framework to use

- What is your **project** about?
- What did you look at in your research? Who did you include?
- What key problems or needs did you identify?
 (use your theme hierarchy if you have it)
- What are some How Might We statements you could use to guide ideation?

Example

When the second second

sponsored by Allstate.

We talked to teenagers across the city



STUDENT ADVISORS

) BULLS

NEIGHBORHOODS REPRESENTED

Stay in School without COMMUNITY ORGANIZATIONS

While the challenges we heard are big, the needs of youth are simple



Safe Spaces

Safe Mobility

How might we create opportunities for youth after school where they can learn and earn?

How might we create new spaces in the community that are safe and engaging? How might we create commuting pathways that are safe and build community awareness?

Pitching to get feedback

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



Pitching vs. creating a presentation

- A pitch is your best thinking at a given time
- You expect to hear 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: Frame your opportunity (20 min)

- 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.

Pitch to others for feedback

Exercise #2: Pitch to others - 15 min cycles

- 1. Organize into groups of 3 teams.
- 2. Each team pitches their opportunity to the other two teams 5 min
- 3. Teams being pitched to write down notes and questions on stickies during the pitch.
- 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.

"How Might We?" Opportunity Gallery

Write your team name on one of the big postits.

Post your How Might We statements below your team name.

Browse the gallery and put a dot on HMW statements that resonate with you.





Place a dot on the HMW Statements that "speak to you." Each person gets 3 dots.

Reflect on Phase 1 + HMW Statements

Project pitch & How Might We...?

How did your time in the field go?

How did the first pitch feel?

What do you need to work on?

What HMW's resonated and why?

Coaches observations



Analogous Examples



analogy

Use the unique attributes of an

existing concept to inspire ideas for your project



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Process #1: Outside-In

- Start with an external example (e.g., ideas, products, services, organizations).
- Identify specific attributes of how they do what they do.
- Consider how their model or attributes could apply to your HMW.

Let's try it together!

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 social services?

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Process #2: Inside-Out

- Start with your HMW question.
- 2. Identify external examples that may be relevant to your HMW.
- Consider how their model or attributes could apply to your HMW.

Let's try it together!

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 the experience I'm trying to make better?

Tips for Brainstorming

Guideline

Perform Don't worry about getting the perfect HMW mit Pristatement. Start where you are.

into a "meaningful" encounter?

When brainstorming examples, start with the industry first. Then consider organizations/products within that industry.

Take time to think about your example in detail.

Elide for all stap

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When HA's or !

Coades Cul A

does that court

show pro

Introduce

Coach Share on Analogous Examples

Meghan Powers Venice Family Clinic

Now, You Try It!



- On your own, spend 3 minutes brainstorming some analogous examples and attributes that make those examples interesting on post-it notes.
- 2. Come together with your team and share your examples. Discuss the analogies and how it might apply to your HMW.



New Hampshire Firehouse





Brainstorming

Who's been part of a...



© marketoonist.com

bad brainstorm?



Counter-Productive Approaches



- Lack of / wrong focus. "Please validate my great idea!"
- 1-2 voices drive discussion.
- Let's "Popcorn style!"
- No easy way to share "after ideas."
- No post-session follow-up. "What happened with that?"







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Stay focused.

When is my next walk?

Who wants a doggy door?

What about my idea?











Defer judgement and debate (for now).



Encourage wild ideas.



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One (brief!) conversation at a time.





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.^







Draft Ideas on "Concept Sheets"

A half sheet of computer paper holds more info than a sticky.

- **1.** Write a catchy title
- 2. Draw a simple picture of the idea
- **3.** Annotate it with key points
- 4. Share and post it

CONCEPT SHEETS



Capture ideas with a quick sketch and a provocative title. A concept sheet gets ideas out of your head and into a form that's easy to sort, share, and document.

ном то

- 1 Always have concept sheets around your project. Made from a half sheet of letter-sized paper, it should include a place for a title, sketch, name, and date.
- 2 During a brainstorm, get a stack of concept sheets and assemble a team of 5 to 7 people.
- 3 Create a focus for your brainstorm. "Ways of..." statements are great for this. They require ideas in response!
- 4 Get everyone going. Ask that all ideas be produced on a concept sheet.
- 5 Participants should "sketch out" a concept sheet and then hold it up to share with others.
- 6 Pin the concept sheet up on the wall after sharing.
- 7 After the brainstorm, review the concepts and group them according to similarity, difficulty, value, etc.

⊘ TIME 2 minutes per Q TEAM SIZE 1, or 5-7 people

A MATERIALS Sharpies, half sheets

TIPS & TRICKS

Concept sheets, as opposed

allow ideas to be shared with

to a personal notebook,

others and talked about.

your visualization and ideation skills.

PAIRS WELL WITH

· Affinity Clustering

Brainstorms

HELPS ACHIEVE

() Exploration

Making concept sheets is

habit-forming and improves



How to draw stuff





How to draw stuff





Make conceptual ideas

PARKING LOT FEELS SAFE AT NIGHT

more concrete

BRIGHT OVERHEAD LIGHTS IN PARKING LOT

SHUTTLES TO YOUR CAR

If you get stuck:

Refer back to your analogous examples (who does this well?).

Temporarily use constraints or hypotheticals to change your frame of thinking.

What if we couldn't create any paper waste?

What would aggravate the problem even worse?





More Tips:

Leading Profound Change Webinar (Jan. 2019)





Coach Share on Brainstorming Hrishi Belani UCLA – Olive View Medical Center







Now, try it with your project



Logistics:

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

Two 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.



So... How did that feel?

Prioritizing Ideas
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 example 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!



Ease vs. Impact







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

Coach Share on Prioritizing Ideas

Jill Rees West County Health Centers



By the end of the first design session, we had some brand new ideas!



We charted our "laundry list" of ideas and utilized a 2 X 2 matrix with cost and ease of implementation to help with categorization.



After a lively discussion and re-working of ideas, we invited our co-designers to vote based on the N/3. We had approximately 23 ideas so each designer was able to vote for 6.



Exercise: Prioritize your ideas (20 min)

- 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

Break

Join us for an outdoor activity at 3:20 pm!

Solution mapping

You have a lot of ideas now...

- Does one idea solve your problem?
- Do you really have to choose one?
- How do you add ideas together to create a better solution?

That's why we create solution directions.

Solution direction

- A set of ideas that go together to address the needs and create value
- Give it a title
- Identify a few foundational ideas
- Add supporting ideas and characteristics

This is a known company - who is it?





Solution Direction



Hospitality Waiting Room





Exercise: Create solution directions - 20 min

- 1. Work as your team with your coach.
- 2. Review what came out of your brainstorm.
- Create two different solution maps. Try to add and modify ideas to shape each into two different ways of addressing your problem.
- 4. Take 5 minutes to characterize each of the solution directions. Give it a title, describe its features, and pros and cons of that direction.

Pitch solution directions to others

Exercise: Pitch solution directions to another team (2 x 10 min)

- 1. Organize into new groups of 2 teams.
- 2. First team pitches each of the solution direction.
- Other team uses sticky notes to write down ideas and feedback — build on the solutions to make them better and address challenges.
- 4. Share feedback, don't debate/discuss so you get through more!
- 5. After 10 minutes, rotate teams.

Pitching your solutions

In what ways is the feedback helpful?

How was it difficult?

Q&A



Valuing Your Solution Articulate the value your solution creates

Value

While your solution may serve a real need, it must create value to be adopted and sustained over time.

Let's figure out what that value is.





What value does a bike share create?

- Encourages more bicycle riding
- Reduces cars on road
- Increases amount of community exercise
- Supports and attracts tourists
- Builds awareness/acceptance for other shared services

But do any of these help me make a case for investment?

- Encourages more bicycle riding
- Reduces cars on road
- Increases amount of community exercise
- Supports and attracts tourists
- Builds awareness/acceptance for other shared services

Maybe, but what if we translate into financial terms?

- Investments and funding often want to better understand ROI
- Finance is the language of ROI
- Some impacts are directly linked to financials
- Others must be converted
- To do so, use value chains.

Measured effect -> impact of effect on other measure -> value of other measure = value created

- Start with an outcome or measurable effect.
 If you can't estimate its financial value, then...
- Convert it to an impact on another measure.
- Can that measure easily be converted to financial value? Yes -> done.
- No -> Convert it to impact on another measure.
- Repeat until you have a rough financial value.

Measured effect -> impact of effect on other measure -> value of other measure = value created

Increased patient satisfaction

- isn't directly financial value, but it also means that: -

• they are more likely to show for visits

- we can then estimate our solution could result in

• X% reduction in no show rate

- and we know -

Current no-shows cost us Y

- SO -

• X * Y = Potential impact of solution

Measured effect -> impact of effect on other measure -> known value of measure = value created

- Happier staff
 - which means -
- less likely to quit
 - from testing, our estimate is -
- X% reduction in turnover
 - and we know -
- Turnover costs us Y% per position

- SO -

X * Y = Potential impact of solution

Measured effect -> impact of effect on other measure -> known value of measure = value created

Better patient service

- which means -

increased patient satisfaction

- which means -

increase recommendations

- from testing, our estimate is -

• X% growth in patient population

- and we know -

• \$Y revenue per patient

- SO -

X * Y = Potential impact of solution

Coach Share on ROI

George Su San Francisco Health Network












Workflow efficiencies



1. Meets or exceeds standards for clinical efficacy and safety

2. Appropriate for patient population, improves patient satisfaction

3. Value-based assessment:

Dimension	Service	Productivity	Cost	Disruption
Criteria	Access Responsiveness	Test output	Procurement, resources, offsets	Effect size of new value dimensions
Attributes	 Referral-to-testing times TNAA Reporting times Referral conversions 	 Units of service performed Personnel costs per unit of service 	 Price per device Personnel time Personnel salaries Reimbursements 	 On-demand service volume New indication referrals Magnitude of externality gains





REFERRAL-TO-RESULTS REPORTING TIME (UNPUBLISHED)



EXERCISE STRESS TESTING (EXTERNALITY GAIN)



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CATEGORY	DESCRIPTION	MEDICARE	MEDICAL
93324	ECG UP TO 48 HOURS	\$117.08	\$110.84
93325	Recording	\$35.45	\$29.82
93326	SCANNING ANALYSIS WITH REPORT	\$50.71	\$55.94
93327	REVIEW AND INTERPRETATION	\$30.92	\$25.08
CATEGORY III	DESCRIPTION	MEDICARE	MEDICAL
0295T	ECG > 48 HOURS UP TO 21 DAYS GLOBAL	\$117.08	_
0296T	Recording	\$35.45	-
0297T	SCANNING ANALYSIS WITH REPORT	\$50.71	_
0298T	REVIEW AND INTERPRETATION	\$30.92	-

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TOTAL COSTS/YEAR (MINUS OFFSETS)



1. Meets or exceeds standards for clinical efficacy and safety (published comparative effectiveness, low rates of adverse effects)

2. Appropriate for patient population (high measured wear times with tested patients), improves patient satisfaction (published high rates of satisfaction)

3. Value-based assessment:						
Dimension	Service†	Productivity	Cost	Disruption		
Criteria	Access Responsiveness	Test output	Procurement, resources, offsets	Effect size of new value dimensions		
Attributes (*significant change)	 Decreased* referral-to-testing times Decreased* TNAA achieves institutional performance goal Decreased* reporting times Increased rate of referral conversions includes added technician 	 Increased* units of service performed Decreased* personnel costs per unit of service Resilience to accommodate increased demand 	 Fixed price per device Decreased personnel time per test Personnel with lower salary can be used Reimbursements remain poor for payer mix 	 On-demand service volume increased and new model incorporated New indication atrial fibrillation surveillance post stroke or TIA Externality gains include increased capacity and improved access to ETT 		

Exercise Valuing your project

- 1. Work in individual teams.
- 2. Brainstorm how your solution could create value.
- 3. Create a number of potential value chains.
- 4. Discuss how you could measure the results of your project to establish a real value for the value chain.

Valuing your project

How did that go?

Anyone want to share your value chain?

Questions or observations

Nice work today! Housekeeping for end-of-day

Housekeeping for the end-of-day

Today:

- Complete your evaluations and leave it in your plastic bin!
- Go out for dinner with your friends!

Tomorrow:

- We start promptly at 9:00 am, breakfast available 8:20 am.
- Coaches arrive by <u>8:00 am</u> for the Coaches Huddle.





Are you receiving emails from catalyst2019@googlegroups.com?

Co-Design & Prototyping Sneak Peek: UCLA-Olive View

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See you tomorrow!