Welcome, Catalysts!

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

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
Recap: What Have We Done Already?
Phase 1: Understanding and Framing Your Challenge
January – April

What You’ve Learned

Collaborative Cycle

Draw Your Experience

Empathy Mapping

Design Partner Recruitment

Affinity Mapping

Journey Mapping

Analyzing Qualitative Research

Reflective Discussion

Personas

Show & Tell Interviews

Project Definition and Framing

Postcards from the Field
Phase 2: Generate and Test Ideas, Get Feedback
April - June

What You’ll Learn

- Solution Mapping
- 7-Part Presentation
- Prioritizing Ideas
- Rapid Prototyping
- Valuing Solutions
- Facilitating Co-Design Sessions
- Analogous Examples
- "How Might We" Statements
- Brainstorming

What You’ve Been Practicing

- Opportunity Framing
- "How Might We" Statements
What We Will Be Doing Over the Next Two Days

✓ Reflect on progress between Workshop 1 & 2
✓ Practice:
  ✓ Brainstorming creative ideas
  ✓ Prioritizing ideas and assessing solutions
  ✓ 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.
- **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
- collaboration
- start small + learn fast
- show work early + often
- making things tangible
## 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:

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

N=51

- **INCLUSION + EMPATHY**: 67%
- **COLLABORATION**: 57%
- **STARTING SMALL + LEARNING FAST**: 43%
- **MAKING THINGS TANGIBLE**: 24%
- **SHARING UNFINISHED WORK EARLY AND OFTEN**: 41%
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
We talked to teenagers across the city

14 Student Advisors
11 Neighborhoods Represented
6 Community Organizations
While the challenges we heard are big, the needs of youth are simple

**Safe Opportunities**

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

**Safe Spaces**

How might we create new spaces in the community that are safe and engaging?

**Safe Mobility**

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.

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.
"How Might We?" Opportunity Gallery

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

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
Process #1: Outside-In

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

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

3. 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?
Process #2: Inside-Out

1. Start with your HMW question.

2. Identify external examples that may be relevant to your HMW.

3. 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/offering?

• 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

- Don’t worry about getting the perfect HMW statement. Start where you are.
- When brainstorming examples, start with the industry first. Then consider organizations/products within that industry.
- Take time to think about your example in detail.
Coach Share on Analogous Examples

Meghan Powers
Venice Family Clinic
Now, You Try It!

1. 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.
Lunch
New Hampshire Firehouse
Brainstorming
Who’s been part of a...

BRAINSTORMING IDEAS

NOW LET’S VOTE FOR THE WINNING IDEA TO TRASH TALK BACK AT OUR DESKS TOMORROW.

catalyst

© 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?”
Stay focused.

Who wants a doggy door?

What about my idea?

When is my next walk?
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.
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/
Webinar Feedback

Super Users (incumbent)

Engage End Users in Product development

Product Team

Immediate feedback

user train new client user

IDENTIFY EXTREME USERS + COMPENSATE THEM TO CHAT
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
How to draw stuff

Tools:
How to draw stuff

Tools:

Ta dah!

Credit: copyblogger.com/simple-captivating-drawings/
Make conceptual ideas

- Parking lot feels safe at night
- Bright overhead lights in parking lot
- Shuttles to your car

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

Ease of implementation

easier

difficult

Impact on goal

low

Impact on goal

high

quick wins

priority!

Idea #3

Idea #2

Idea #1

Idea #5

Idea #4

Idea #6

avoid

future potential
## Scoring

<table>
<thead>
<tr>
<th>Idea</th>
<th>Uniqueness</th>
<th>Impact</th>
<th>Feasibility</th>
<th>Cost effective</th>
<th>Total</th>
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<tr>
<td>Idea #1</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>18</td>
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<tr>
<td>Idea #2</td>
<td>6</td>
<td>2</td>
<td>5</td>
<td>1</td>
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<tr>
<td>Idea #3</td>
<td>4</td>
<td>4</td>
<td>6</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td>Idea #2</td>
<td>3</td>
<td>7</td>
<td>4</td>
<td>3</td>
<td>21</td>
</tr>
<tr>
<td>Idea #5</td>
<td>1</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>28</td>
</tr>
</tbody>
</table>
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?

- Limited customer service
  - Self-transport by customers
  - Explanatory catalogues, informative displays and labels
  - Ease of transport and assembly
  - "Knock-down" kit packaging
- Modular furniture design
  - Wide variety with ease of manufacturing
- Limited sales staffing
- Increased likelihood of future purchase
- In-house design focused on cost of manufacturing
- High-traffic store layout
- More impulse buying
- Limited locations with ample parking
- Ample inventory on site
- Year-round stocking
- Most items in inventory
- 100% sourcing from long-term suppliers

Self-selection by customers
- Low manufacturing cost

Catalyst Training: Session 2       |        2018       |     Center for Care Innovations
Who is this?

Limited passenger service:
- No meals
- No seat assignments
- Limited use of travel agents
- No baggage transfers
- No connections with other airlines

Lean, highly productive ground and gate crews:
- Frequent, reliable departures
- 15-minute gate turnarounds
- Automatic ticketing machines
- High level of employee stock ownership
- High aircraft utilization

Very low ticket prices:
- Standardized fleet of 737 aircraft
- Short-haul, point-to-point routes between midsize cities and secondary airports
- “Southwest, the low-fare airline”

High compensation of employees:
- Flexible union contracts

Basic:
- No meals
- No seat assignments

Reduced:
- No baggage transfers
- No connections with other airlines
Hospitality Waiting Room

- Concierge
  - Email list sign-up
  - Check-in kiosk
- Volunteer services
- Refreshments and snacks
  - Local purveyors
  - Healthy focus
  - Recipe of the day
- Ideas from patients
- Financial check-up
- Massage
- Hosting mindset
Solution Direction Map

Use the space below to layout and build a robust solution direction

Catchy solution title

Short description

Notes
Exercise: Create solution directions - 20 min

1. Work as your team with your coach.

2. Review what came out of your brainstorm.

3. 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.

3. 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.
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.
Value chains

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
Value chains

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
Value chains

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
VISION
To be the best hospital by exceeding patient expectations and advancing community wellness in a patient centered, healing environment.

MISSION
To provide quality healthcare and trauma services with compassion and respect.

VALUES
Learn  Improve  Engage  Care

True North Metrics
Safety  Quality  Care Experience  Developing People  Financial Stewardship

- Zero Patient Harm
- Preventable Mortality
- Reduce Readmissions

- Patient Satisfaction
- Access & Flow

- Staff Satisfaction
- Develop Problem Solvers

- Meet budget goals
- Decrease length of stay

SFGH Leadership System
Workflow efficiencies

- eReferral
- Fitting appt
- Mail/deliver device
- Data upload
- Data pre-read “scan”
- Holter
- Review
- Wear time
- Fellow read
- Attending sign-off
- Chart in EMR

Days

- Physician
- Technician
- Admin
- Patient

Catalyst Training: Session 1       |       2019      |     Center for Care Innovations
1. Meets or exceeds standards for clinical efficacy and safety

2. Appropriate for patient population, improves patient satisfaction

3. Value-based assessment:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Service</th>
<th>Productivity</th>
<th>Cost</th>
<th>Disruption</th>
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<tbody>
<tr>
<td>Criteria</td>
<td>Access Responsiveness</td>
<td>Test output</td>
<td>Procurement, resources, offsets</td>
<td>Effect size of new value dimensions</td>
</tr>
<tr>
<td>Attributes</td>
<td>1. Referral-to-testing times</td>
<td>1. Units of service performed</td>
<td>1. Price per device</td>
<td>1. On-demand service volume</td>
</tr>
<tr>
<td></td>
<td>2. TNAA</td>
<td>2. Personnel costs per unit of service</td>
<td>2. Personnel time</td>
<td>2. New indication referrals</td>
</tr>
<tr>
<td></td>
<td>4. Referral conversions</td>
<td>4. Reimbursements</td>
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</tr>
</tbody>
</table>
REFERRAL-TO-RESULTS REPORTING TIME (UNPUBLISHED)
EXERCISE STRESS TESTING (EXTERNALITY GAIN)
<table>
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<tr>
<th>CATEGORY I</th>
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<th>MEDICARE</th>
<th>MEDICAL</th>
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<td>ECG UP TO 48 HOURS</td>
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<td>-</td>
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<td>0298T</td>
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</table>
TOTAL COSTS/YEAR (MINUS OFFSETS)

- Pre: n = 455
- Implementation: n = 505
- Post: n = 1159
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:

<table>
<thead>
<tr>
<th>Dimension</th>
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<td>Criteria</td>
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<td>Test output</td>
<td>Procurement, resources, offsets</td>
<td>Effect size of new value dimensions</td>
</tr>
<tr>
<td>Attributes (<em>significant change</em>)</td>
<td>Responsiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Decreased* referral-to-testing times</td>
<td>1. Increased* units of service performed</td>
<td>1. Fixed price per device</td>
<td>1. On-demand service volume increased and new model incorporated</td>
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<tr>
<td></td>
<td>2. Decreased* TNAA achieves institutional performance goal</td>
<td>2. Decreased* personnel costs per unit of service</td>
<td>2. Decreased personnel time per test</td>
<td>2. New indication atrial fibrillation surveillance post stroke or TIA</td>
</tr>
<tr>
<td></td>
<td>3. Decreased* reporting times</td>
<td>3. Resilience to accommodate increased demand</td>
<td>3. Personnel with lower salary can be used</td>
<td>3. Externality gains include increased capacity and improved access to ETT</td>
</tr>
<tr>
<td></td>
<td>4. Increased rate of referral conversions</td>
<td></td>
<td>4. Reimbursements remain poor for payer mix</td>
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<tr>
<td></td>
<td>† includes added technician</td>
<td></td>
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<td></td>
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</tbody>
</table>
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 8:00 am for the Coaches Huddle.
Stay connected!

Are you receiving emails from catalyst2019@googlegroups.com?
Co-Design & Prototyping Sneak Peek: UCLA-Olive View
See you tomorrow!