



CCI

CENTER FOR CARE
INNOVATIONS

Leading Profound Change Webinar: Brainstorming Techniques

January 30, 2018

Webinar Reminders

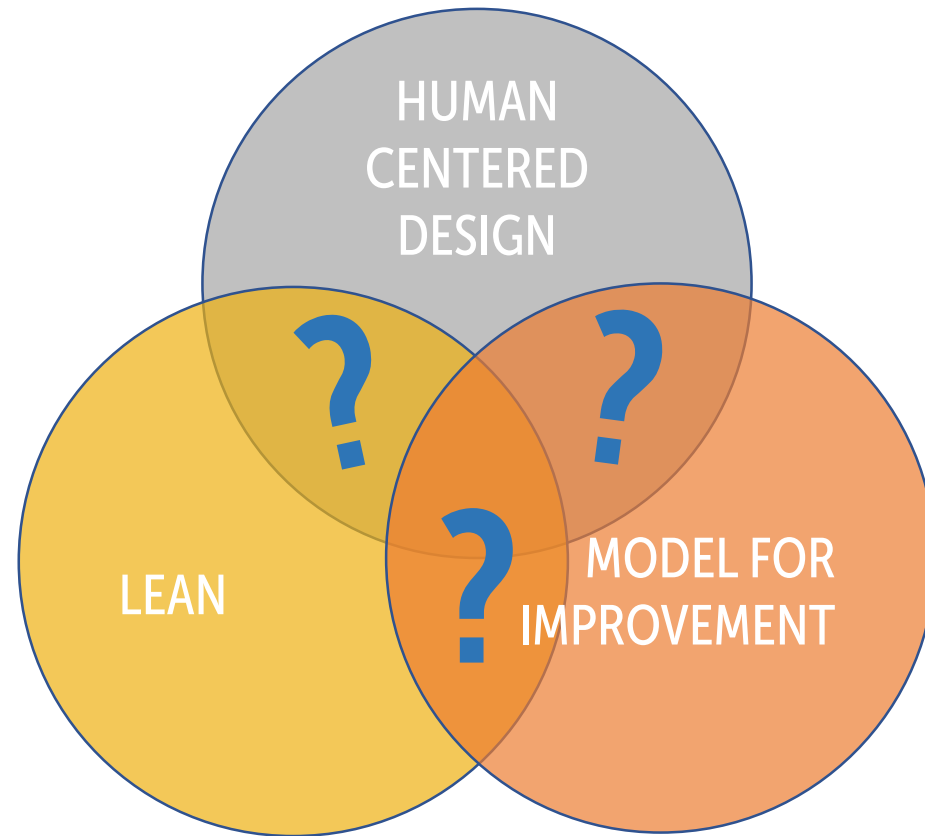
1. Everyone is muted.
2. Remember to chat in questions along the way!
3. Webinar will be recorded, posted on CCI's website, and sent out via a follow up email.



Agenda

- 1. Welcome & Introductions**
- 2. Recap of Leading Profound Change Workshops**
- 3. Brainstorming Techniques**
- 4. Wrap Up & Evaluations**

Why Profound Change?





Leading Profound Change: Webinar Series

1

Brainstorming Techniques

4

PDSA

2

Empathy and Journey Maps

5

Leveraging Multiple Tools to
Address Primary Care Issues

3

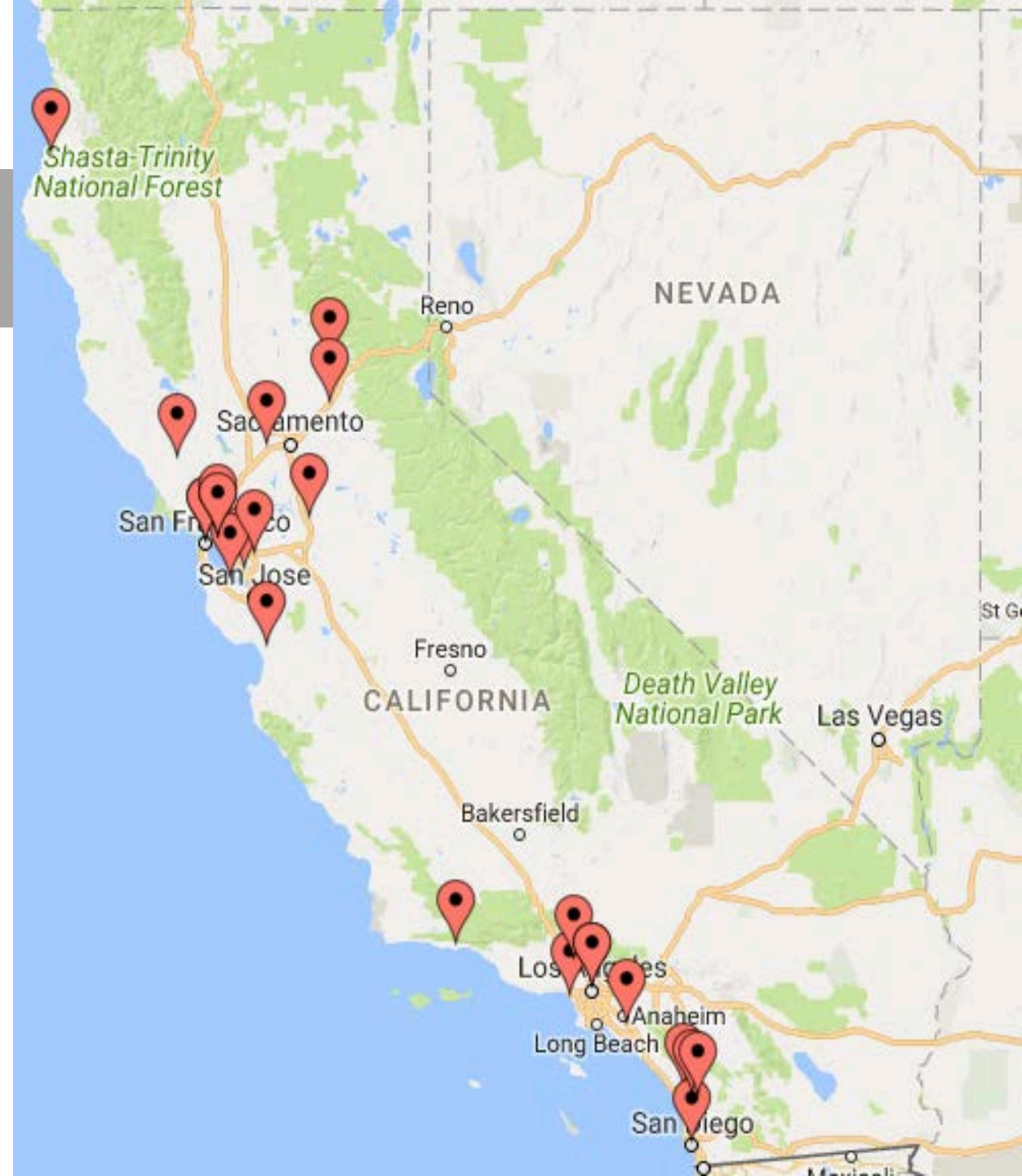
Prototyping

6

Leading Profound Change:
Clinic Experiences

PHLN Cohort

25 organizations from across the state of CA were selected to participate in a 24 month network.



PHLN Offerings at a Glance

Capability-Building Workshops
& Webinars

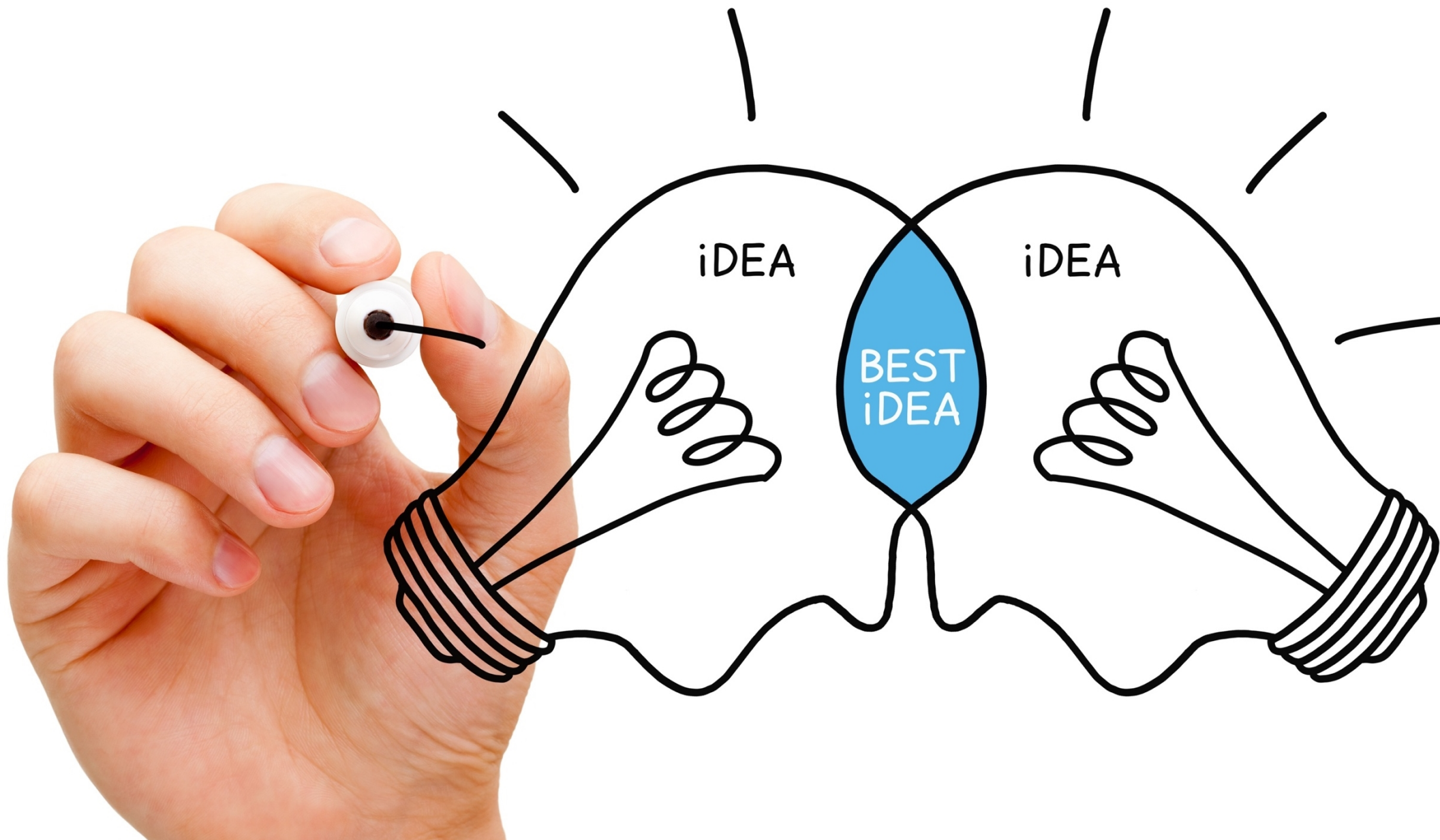
Access to 1:1
consultations and
technical experts

Site visits to
exemplar &
peer
organizations

Coaching

Support from
CCI Team

Toolkits,
resources and
pre-recorded
webinars



Christi Zuber

Managing Director, Aspen Labs
christi@aspenlabsnetwork.com

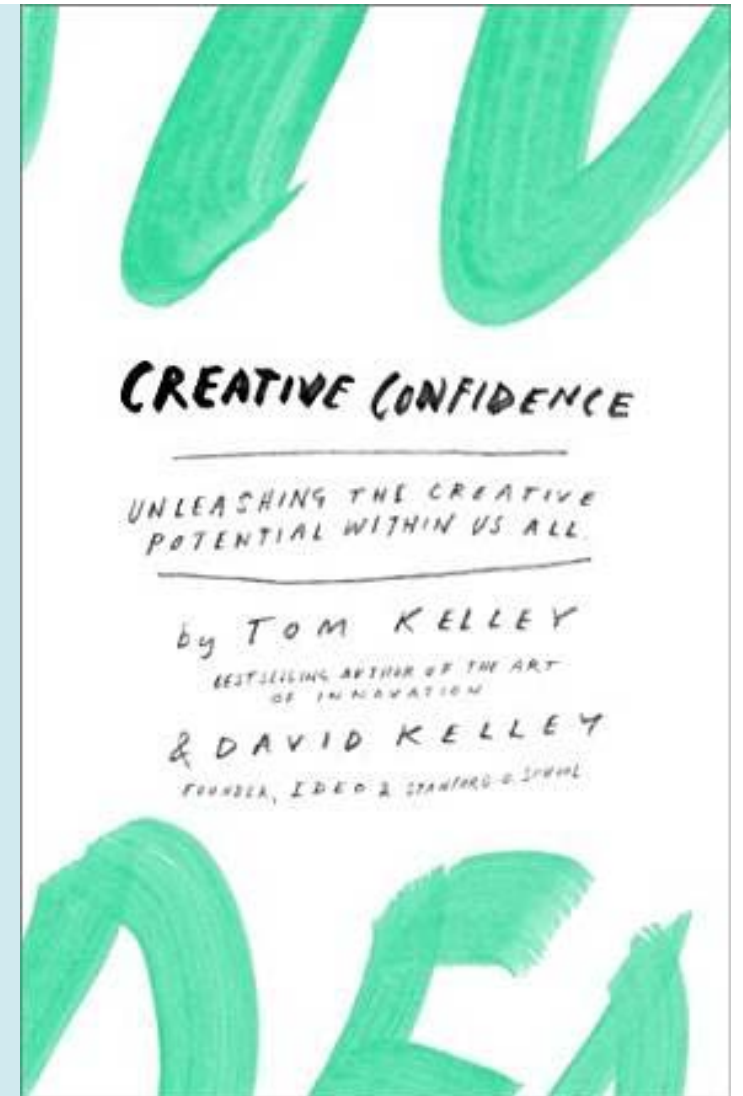
Christi, PhD, MHA, RN has over 20 years of experience leading teams, observing and partnering with users, creatively generating ideas and conducting field experiments to develop solutions that work at organizations.

She founded Kaiser Permanente's Innovation Consultancy and is a faculty member at Northwestern University.



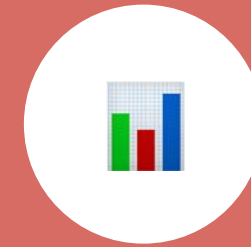
“Part of creative confidence is the willingness to try.”

Tom Kelley, Partner, IDEO





KNOWLEDGE
Scaffold and try ideas



VARIATION
Share through storytelling



PSYCHOLOGY
Build empathy



SYSTEM
Demonstrate connectedness

Starter methods for Profound Change



KNOWLEDGE — Scaffold and try ideas

PDSA cycles

Brainstorming

Paper prototypes



VARIATION — Share through storytelling

Aim statements

Problem Statements

Run charts



SYSTEM — Demonstrate connectedness

Driver diagrams

Gemba walk

Co-design



PSYCHOLOGY — Build empathy

Ethnographic observations

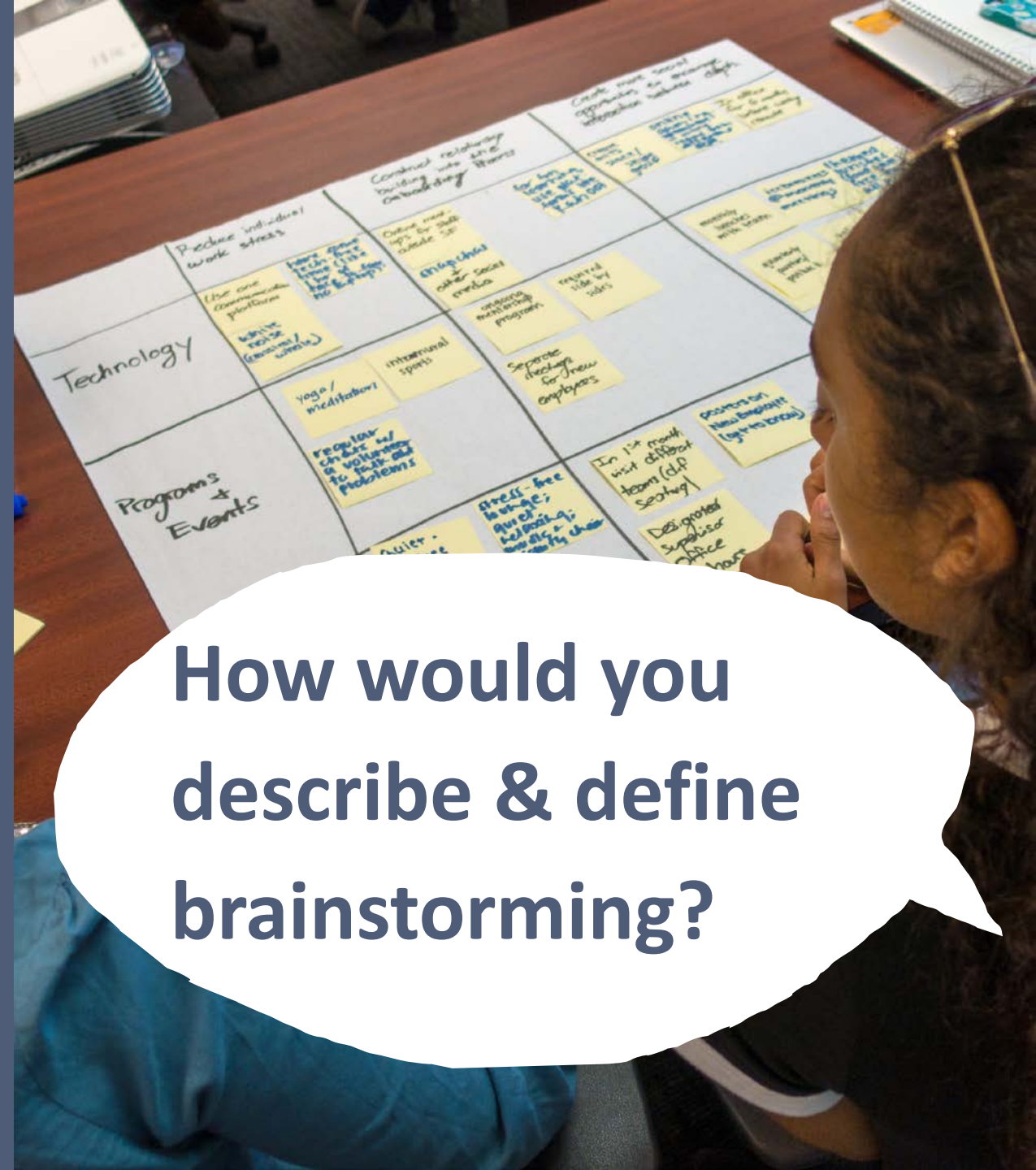
Journey maps

Visual controls (huddle board)



Brainstorming

How would you describe & define brainstorming?



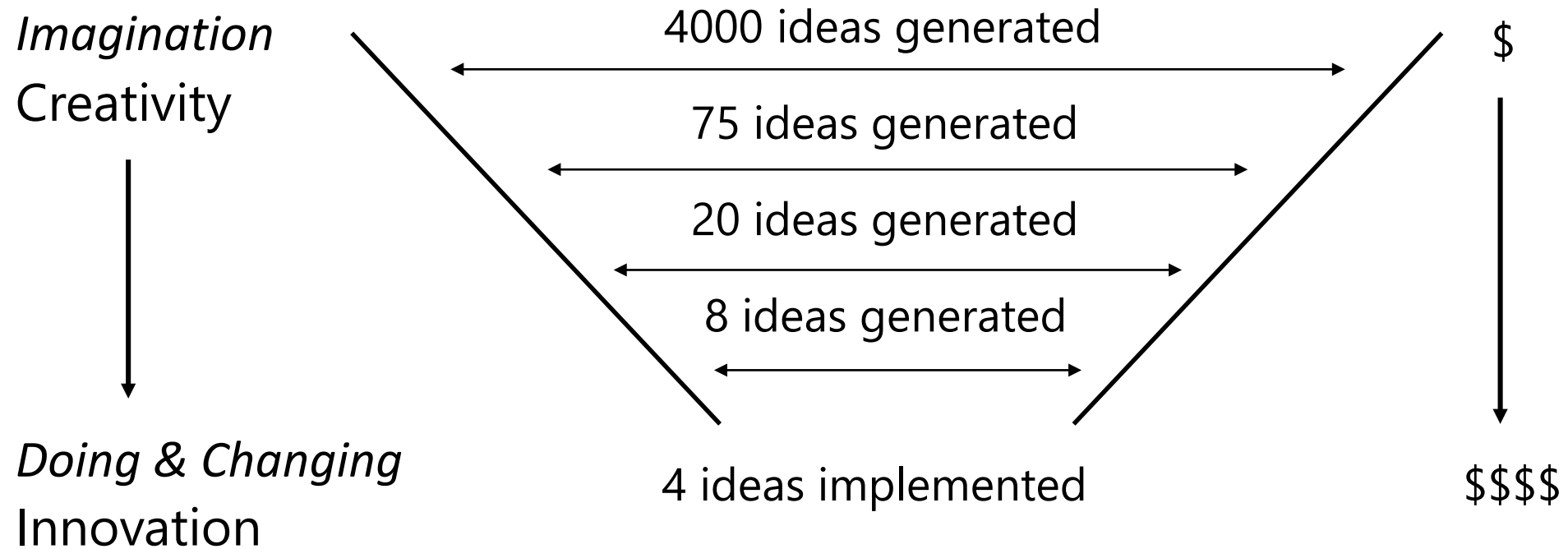


Brainstorming

Brainstorming encompasses a set of creativity techniques to generate many different possible solutions to a problem. It is often done as a small group exercise.

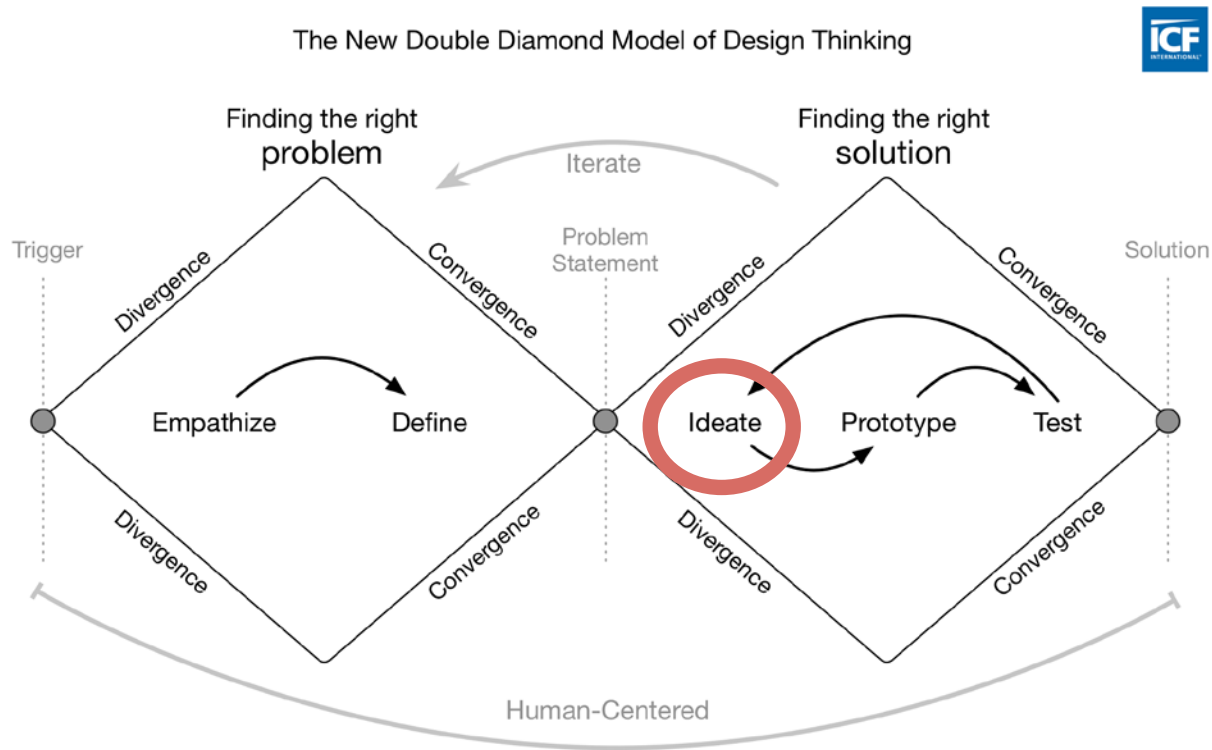


Getting more out of your brainstorm



*Numbers depicted are based on typical ratios across a variety of industries
Diagram courtesy of Paul Plsek*

Getting more out of your brainstorm



* Diverge

Converge

* Our brains cannot actual do these things simultaneously. Separate out green-housing from green-lighting

Getting more out of your brainstorm



WHY MUST YOU
MAKE EVERYTHING SO
COMPLICATED?



Photo Credit: Graphic designer
David Olenick

6 levers
you can use to make
your brainstorm
really storm

Brainstorm Booster: 6 levers



1



2



3



4



5



6
21

Brainstorm Booster: Visual Cues



1



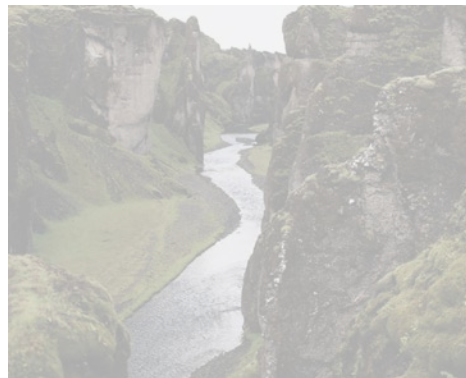
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Right problem/Right Size

Goldilocks approach – make it “just right.”

We’ll learn some approaches to help optimize your brainstorm.

Right problem: Start with what is important to user/customer

Right size: Make it the right level topic for productive brainstorming



Getting the right level of framing for the problem

"laddering up and down" for an office developer receiving complaints about traffic noise might look like this...

*How Might We...
support people to be productive?*

*How Might We...
help people work productively through
traffic noise?*

*How Might We...
create better windows that don't let
noise through?*

Brainstorm Booster: Visual Cues



1



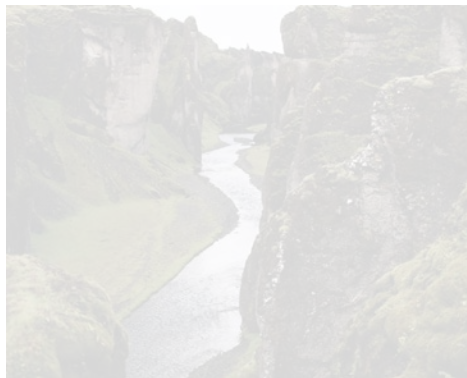
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Diversity

It takes many pieces to fill out a puzzle.

Diversity comes in many forms and we'll think through some types of diversity to help guide us as we bring our groups together.



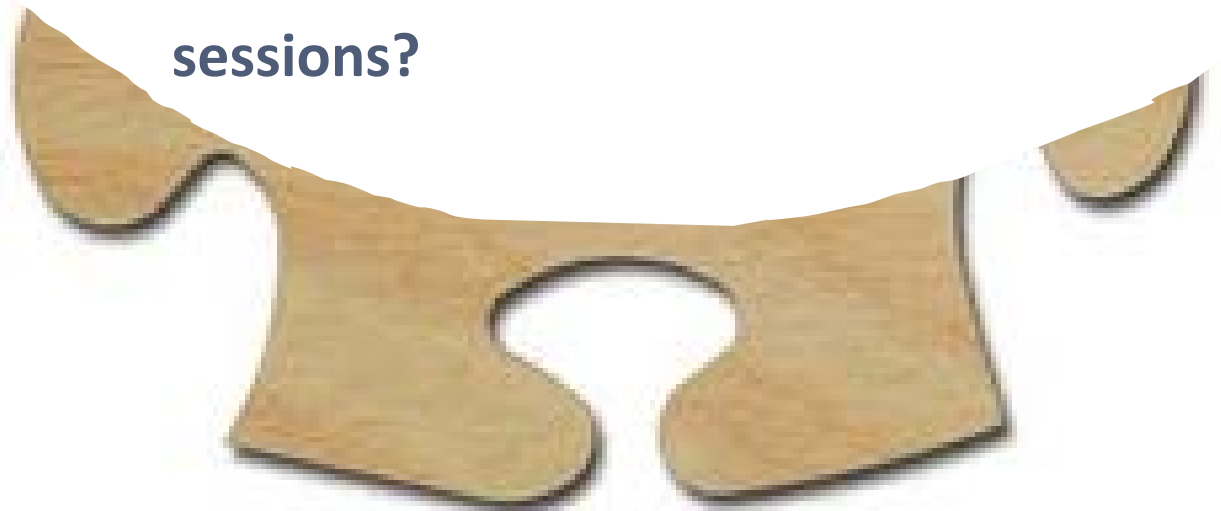


Diversity

It takes many pieces to fill out a puzzle.

Diversity comes in many forms and we'll think through some types of diversity to help guide us as we bring our groups together.

Name some types of diversity that may extend our typical definition and would be useful to our brainstorm sessions?



Brainstorm Booster: Visual Cues



1



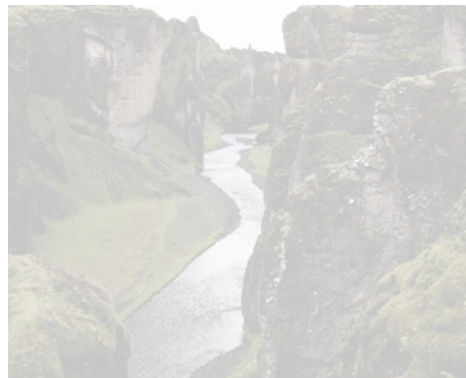
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6



Set the stage

Setting the stage leads to a better environment for brainstorming.

Consider your tools, rules and timing.





Set the stage

Setting the stage leads to a better environment for brainstorming.

Consider your tools, rules and timing.

What did you notice?



Brainstorm Booster: Visual Cues



1



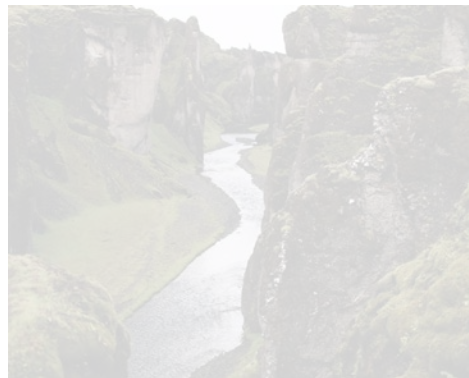
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6



Warm up stretch

A rubber band can stretch much further if you warm it up first, stretching it a little at a time. Similarly, our mind needs a good warm up stretch before we can dig in deep.

We'll learn a few techniques to warm up that creative brain of ours.





Warm up stretch

A rubber band can stretch much further if you warm it up first, stretching it a little at a time. Similarly, our mind needs a good warm up stretch before we can dig in deep.

It's useful to have a few techniques to warm up that creative brain of ours.

What are all the uses you can imagine for this rubber band?



Brainstorm Booster: Visual Cues



1



2



3



4



5



6



Get out of valleys

Simply saying “be innovative!” does not help us get out of our own mental valleys when we are trying to generate ideas.

Luckily for us, there are many amazing tools to help us do that. We'll highlight 5 of them.

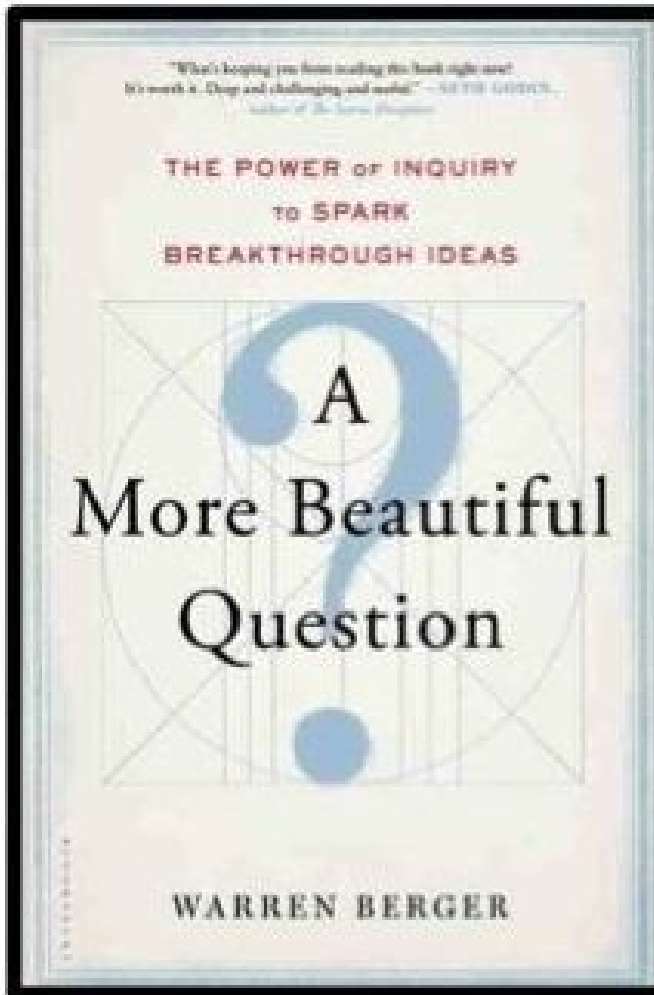




Silent Storming

How Might We questions

*Thoughtfully worded
questions that make
brainstorms more focused
and productive.*



“A beautiful question is an ambitious yet actionable question that can begin to shift the way we perceive or think about something—and that might serve as a catalyst for change.”

Pt. collapsed at her bedside while I was helping her get off the commode.



Felt panicky and anxious.

Shouted for help and drew the curtains around the bed.



I felt sad and knew she was dying.

Pt was not for resus.



Found this extremely difficult to deal with.

Agreement made to lift Pt and put her back onto her bed.



On placing her on the bed Pt passed away.



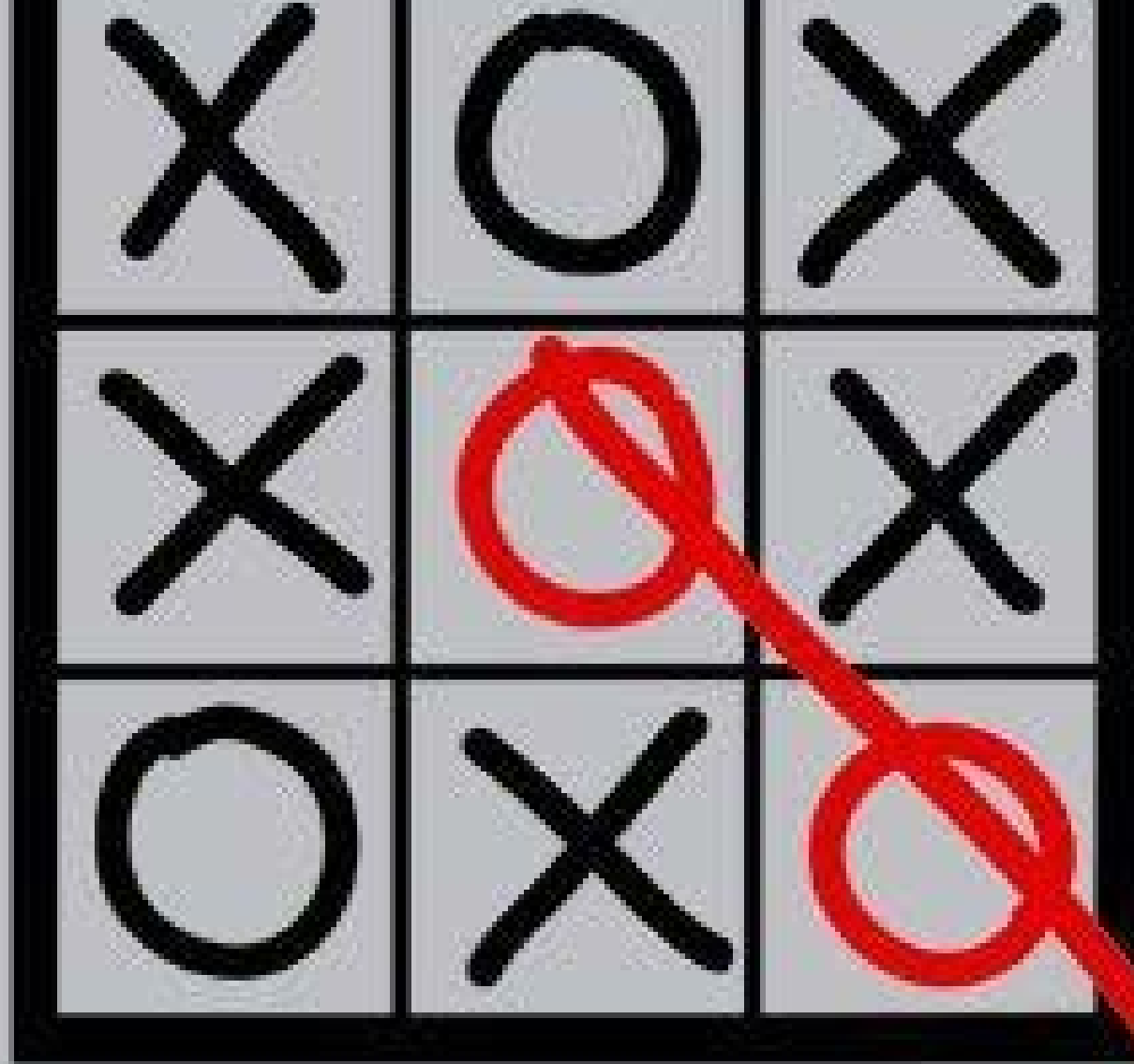
Felt sad but at the same time was relieved for her as her suffering was over.

Lost office.



Felt honoured again that I would be the last person on the ward to have comfort and felt I was contributing to pt's last moments.

Story storming



Break the Rules

What could you make, build, or launch to better serve this person? Come up with six different ideas.



\$5 BILLION IDEA



\$5 Idea



FUTURISTIC Idea



System Change
Idea



Opposite Effect
Idea



Emotional Idea

Constraints

What could you make, build, or launch to better serve this person? Come up with six different ideas.

3

\$5 BILLION IDEA

1

\$5 Idea

FUTURISTIC Idea

2

System Change
Idea

Opposite Effect
Idea

Emotional Idea

Constraints

Employee Engagement:

HMW create daily joyful moments that make employees excited
to be a part of our organization?

Brainstorm Booster: Visual Cues



1



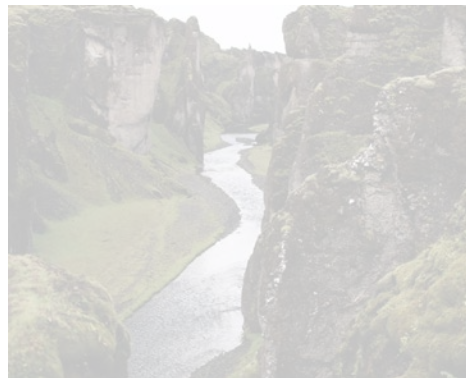
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Greenhouse ideas

There is a difference in green housing and greenlighting ideas. Green housing created environments to grow and nurture early stage fragile ideas. Greenlighting is picking ideas for approval and implementation.

We'll learn some methods to prune and green house ideas from here.





Sort & Activate



Cluster Like Attributes

Prioritization Grid

Positive Points / Motivation

+ Survivor leadership

+ seeing change or improvement
+ Rewarding personally

+ Seeing change within client/patient
+ sharing info - spreading ed.
+ end goal of developing program/policy

collapse/loss to follow up

lack of resources

Survivor mentality

Shock (shock) mental health w/ clients

Pain Points

time in visit - Just Take Longer!

Poor follow-up - Pressure to do more I visit

Perceived Risk levels

Similar to others
- trauma history
- careful of subtle
- Regina's behavior

Feeling scrutinized (during program)

Being an emotional punching bag

Something one can do better (culture to fit)

lack of resources

not sustainable

org growth/changes

lack of experience

no trial and error

lack of support

Needs

Self-Care

Dot Voting

Brainstorm Booster: 6 levers for success



1



2



3



4



5



6



Brainstorming

Brainstorming encompasses a set of creativity techniques to generate many different possible solutions to a problem. It is often done as a small group exercise.

What are 1-2 tips to make brainstorming more productive?



What we often do

“Enlargement of a committee is not a reliable way to acquire knowledge or make changes.”

Edward Deming

What we should do

“You **support that which you **create**.”**

Mary Kay Adams

Reference articles/books

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Liedtka, J., 2015. Perspective: Linking design thinking with innovation outcomes through cognitive bias reduction. *Journal of Product Innovation Management*, 32(6), pp.925-938.

Zuber, C.D. and Moody, L., 2018. Creativity and Innovation in Health Care. *Nursing administration quarterly*, 42(1), pp.62-75.

Leading Profound Change: Webinar Series

Date	Webinar Topic	Webinar Summary
March 12, 2019	Empathy and Journey Maps	In this session, we will learn some concrete ways to help build it for our patients and our own staff through the use of two tools you can use immediately in your work life... or your personal life!
May 14, 2019	Prototyping	Prototyping is the phase of work many believe is the most intimidating. Find out about the real benefit to rapid prototyping and some clear approaches to using it as a way to really refine your ideas quickly and cheaply.
July 9, 2019	PDSA	Each of us is unique in how we go about leading change and it shows up in what phase of the PDSA cycle we seem to like the best. It's easy to get stuck in the part that makes us most comfortable. Tammy Fisher, from CCI, will share a treasure chest of real-world approaches and stories to help rev up your PDSA cycles for the greatest impact.
September 10, 2019	Leveraging Multiple Tools to Address Primary Care Issues	We will map out a few more tangible approaches to tie together many of the skillsets and mindsets we have learned throughout this program. They will be demonstrated in the context of how they might look in a primary care setting to help bring it home.
November 12, 2019	Leading Profound Change: Clinic Experiences	We will share our own experiences...what we tried, what didn't go so well, what surprised us and what tips we have to give to one another. Hear from your peers and jump into the conversation on the fly with questions and examples of your own. This session will tap into the wisdom of the crowd.



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Thank You!

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post-webinar survey!**