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?

- HUMAN CENTERED DESIGN
- LEAN
- MODEL FOR IMPROVEMENT
Leading Profound Change: Webinar Series

1. Brainstorming Techniques
2. Empathy and Journey Maps
3. Prototyping
4. PDSA
5. Leveraging Multiple Tools to Address Primary Care Issues
6. Leading Profound Change: Clinic Experiences
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
cristi@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)
How would you describe & define 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 actually do these things simultaneously. Separate out green-housing from green-lighting
Getting more out of your brainstorm

6 levers you can use to make your brainstorm really storm

Photo Credit: Graphic designer David Olenick
Brainstorm Booster: 6 levers

1.

2.

3.

4.

5.

6.
Brainstorm Booster: Visual Cues

1. Bed
2. Puzzle piece
3. Auditorium
4. Rubber band
5. Canyon
6. Greenhouse
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. Bed
2. Puzzle piece
3. Stage

4. Elastic band
5. Landscape
6. Greenhouse
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?
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

Brainstorm Booster: Visual Cues

1. Bed
2. Puzzle piece
3. Theater stage
4. Elastic band
5. Landscape
6. Greenhouse
Set the stage

Setting the stage leads to a better environment for brainstorming.

Consider your tools, rules and timing.
KNOWLEDGE – Scaffold and try ideas
Set the stage

Setting the stage leads to a better environment for brainstorming.

Consider your tools, rules and timing.

What did you notice?
<table>
<thead>
<tr>
<th></th>
<th>Brainstorm Booster: Visual Cues</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><img src="image1" alt="Bed" /></td>
</tr>
<tr>
<td>2</td>
<td><img src="image2" alt="Puzzle" /></td>
</tr>
<tr>
<td>3</td>
<td><img src="image3" alt="Theater" /></td>
</tr>
<tr>
<td>4</td>
<td><img src="image4" alt="Rubber Band" /></td>
</tr>
<tr>
<td>5</td>
<td><img src="image5" alt="Canyon" /></td>
</tr>
<tr>
<td>6</td>
<td><img src="image6" alt="Greenhouse" /></td>
</tr>
</tbody>
</table>
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. Bed
2. Puzzle piece
3. Theater
4. Elastic band
5. Canyon
6. Greenhouse

© Aspen Labs christi@aspenlabsnetwork.com
Supported by CCI
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. The curtains around the bed were not for Jesus.

HELP!

I felt sad and knew she was dying.

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.

Lost offices.

I felt honoired that I could help to ease her last moments of pain and suffering was over.

felt sad but at the same time was relieved for her as her last moments were in peace.

Felt honoured again that I would be the last person on earth to have contact and kiss her.

RIP.

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.

1. $5 Idea
2. Opposite Effect Idea
3. System Change Idea
4. $5 Billion Idea
5. Emotional Idea
6. Futuristic Idea

Employee Engagement:

HMW create daily joyful moments that make employees excited to be a part of our organization?
Brainstorm Booster: Visual Cues

1. Bed
2. Puzzle piece
3. Theater stage
4. Elastic band
5. River
6. Greenhouse with oval selection
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.
Cluster Like Attributes
Dot Voting

Positive Points / Motivation
- Seeing change or improvement
- Rewarding personally

Survivor leadership

Relapse/loss to follow up
- Lack of resources
- Savior mentality

Shock
- Mental health w/ clients

Pain Points

Needs

Self-care
Brainstorm Booster: 6 levers for success

1. Bed
2. Puzzle
3. Theater
4. Rubber band
5. Canyon
6. Greenhouse
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


<table>
<thead>
<tr>
<th>Date</th>
<th>Webinar Topic</th>
<th>Webinar Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 12, 2019</td>
<td>Empathy and Journey Maps</td>
<td>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!</td>
</tr>
<tr>
<td>May 14, 2019</td>
<td>Prototyping</td>
<td>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.</td>
</tr>
<tr>
<td>July 9, 2019</td>
<td>PDSA</td>
<td>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.</td>
</tr>
<tr>
<td>September 10, 2019</td>
<td>Leveraging Multiple Tools to Address Primary Care Issues</td>
<td>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.</td>
</tr>
<tr>
<td>November 12, 2019</td>
<td>Leading Profound Change: Clinic Experiences</td>
<td>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.</td>
</tr>
</tbody>
</table>
You can now **sign up** to receive human-centered design tips in your inbox!

[www.careinnovations.org/catalyst-online](http://www.careinnovations.org/catalyst-online)
Thank You!

For questions regarding today’s content, contact:

Christi Zuber  
christi@aspenlabsnetwork.com

For CCI questions, contact:

Diana Nguyen  
Program Coordinator  
diana@careinnovations.org