



CHIC CATALYST 2019-2020

Learn to Solve Complex Problems in a Human-Centered, Collaborative, Creative Way

OVERVIEW

In partnership with five Colorado funders (The Colorado Health Foundation, The Colorado Health Access Fund of The Denver Foundation, Rose Community Foundation, and The Community First Foundation), the Center for Care Innovations (CCI) is growing a community of innovators who lead strategic efforts to transform the systems that support underserved populations. After seven successful programs in California, we are bringing our award-winning design thinking program, **Catalyst**, to Colorado for the first time.

As a Catalyst, you will become a change agent in your organization—discovering and testing new ways to address complex challenges, partnering with colleagues across internal silos, and collaborating across sectors. You will develop expansive mindsets, combine creative, analytic, and design research methods, and push projects beyond conventional thinking to transformative possibilities.

During this four-month capability building program, Catalysts learn and practice “design thinking,” also known as “human-centered design,” to explore strategic challenges within their organizations.

Human-centered design is an approach to problem solving that is rooted in understanding people’s needs and experiences. The methodology is widespread in the commercial sector and, in recent years, has gained popularity in its application to complex social problems. In our Catalyst program, we emphasize the practice of “co-design,” wherein the stakeholders affected by the problem – whether they are clients, caregivers, frontline or ancillary staff, or community partners – play a pivotal role in co-creating service experiences of the future.

Design thinking skills are a powerful complement to training in Lean Six Sigma and process improvement. [Hear what it's like](#) to be a Catalyst in our alumni’s own words.

Origin Story

The Catalyst program was initially developed in 2013 in partnership with gravitytank (now Salesforce Ignite) and the Innovation Consultancy at Kaiser Permanente. Our

model is based on a program first developed by Intuit, which recognized that its frontline staff could generate innovative ideas throughout the company if employees were empowered to develop their own innovation projects. As a result, that program trained more than 400 design-thinking coaches – [“Innovation Catalysts”](#) – across Intuit to help managers and teams work on innovation initiatives.

What We Provide

The Catalyst program will provide teams in Colorado with the training, tools, and space necessary to cultivate an innovative culture and an approach to problem solving that is human-centered, collaborative, and creative. Catalyst is curriculum-based and employs project-based learning. In addition to in-depth, hands-on workshops, we provide ongoing coaching and virtual support to reinforce your skill development. We also host an on-demand resource library and a peer learning community to support self-directed learning. Project milestones help pace activities and sustain team momentum.

Our program offerings include:

- **Training:** Catalysts participate in six days of in-depth, hands-on training. Training is structured as three, two-day workshops spread over a six-month period. At the end of the program, teams present their solution prototypes to organizational leadership and other community innovators.
- **Ongoing Coaching:** Catalysts receive support from peer coaches who have experience practicing human-centered design in resource-constrained settings. We embed coaches in the in-person workshops, and Catalyst teams can call their coach for support in between trainings. We also hold “office hours” and “booster” webinars throughout the program to help teams advance their work.
- **Peer-Learning Community:** Teams regularly “pitch” their questions and ideas to each other to solicit input, discuss ideas, and learn from others’ experiences. We also facilitate online discussions about innovation and design among current participants and Catalyst alumni.
- **Online Resource Library:** We maintain a library of Catalyst how-to videos, templates, method cards, and case studies that you can access at any time.

Along the way, you will learn how to build a stronger team, dismantle disempowering hierarchy, cultivate a more experimental culture, and connect with stakeholders in fulfilling and fun ways.

Timeline

The Catalyst program runs from October 24, 2019 to February 12, 2020. Participants commit to dedicate 15 percent of a full-time workload to Catalyst programming and project activities.

Key dates:

- **Virtual Program Orientation & Prep Work:** Wednesday, October 3, 2019, 12-1 pm. [Register here.](#)
- **Workshop 1:** Thursday, October 24 and Friday, October 25, 8:30-5pm in Denver, CO. [Register here.](#)
- **Workshop 2:** Tuesday, December 3 and Wednesday, December 4, 8:30-5 in Denver, CO.
- **Workshop 3 & Showcase:** Tuesday, February 11 and Wednesday, February 12, 8:30-5 in Denver, CO.

Program Expectations

Catalyst teams are made up of four to five team members and one team sponsor.

All team members are expected to:

1. Commit 15 percent of a full-time workload to Catalyst activities between end of October 2019 and February 2020.
2. Participate in a virtual program orientation on October 3, 2019, 12-1:00 pm MDT. [Register here.](#)
3. Complete assigned prep work in advance of Workshop 1 on October 24, 2019.
4. Participate in all three, two-day workshops in Denver. *Each team member must attend all six full days of training.* [Register here.](#)
5. Document research activities through photos and videos.
6. Brainstorm, prototype, and test ideas with project stakeholders from outside of the core Catalyst team.
7. Update key stakeholders and the team sponsor on project progress monthly.
8. Pitch your ideas at the end of the program on February 12, 2020.
9. Submit a final slide deck by February 28, 2020.

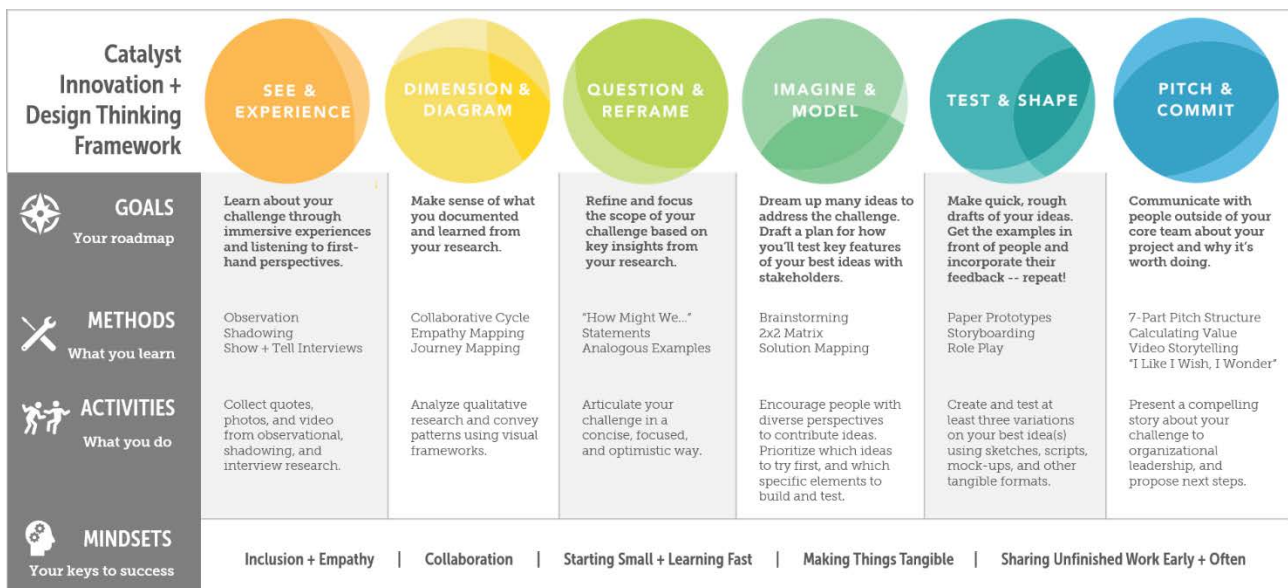
Team sponsors are expected to:

1. Allocate and protect 15 percent of team members' full-time workload during the four-month program to participate in workshops, advance project activities, and meet program milestones.
2. Support their Catalysts in trying out their new skills on priority projects.
3. Attend the final day of Workshop 3 on February 12, 2020.

Program Structure and Content

Different organizations use different language to describe the design "cycle" or process; we structure our curriculum using [six principles](#).

Below is our design thinking framework and the activities you will walk through with your team. It also outlines the key mindsets you will build throughout the program.



[Enlarge Framework](#)

What Will Success Require?

Success in the Catalyst program will include (1) a strong and highly engaged team, (2) committed leadership and resources, and (3) a compelling project.

Strong Team

Innovation is a team sport, so we ask each organization to send a team of 4-5 people.

We are looking for organizations to nominate leaders and frontline staff who are passionate “doers”. We’ve found that teams of three or more are better able to support each other and thus are more likely to succeed than smaller teams. We also strongly encourage team makeups with members from different layers of leadership – including frontline, “on-the-ground” roles – to provide diverse perspectives.

Participating teams should be positioned to drive change within their organizations or provide first-hand perspectives into the challenge at hand. **Strong teams include a member(s) whose role and responsibilities will be directly impacted by the project, i.e. the person ultimately responsible for implementing the innovations.** For example, if the project is likely to change a referral coordinator’s workflow, include an actual coordinator – not just the manager – on the team.

Ideal candidates will possess these qualities:

- Desire to not only develop your own design thinking skills, but also to share with colleagues how they can apply human-centered design methods to their work.
- Experience cultivating relationships and public will building.
- Curious, resourceful, and unafraid to question the status quo.
- Positive attitude, with a predisposition toward action.
- Openness to practicing visual communication methods.

Committed Leadership and Resources

You must also have direct support from your manager to apply human-centered design to an organizational challenge. The team sponsor should be fully on board and excited by the prospect of trying a new approach. The sponsor must also confirm that the team has 15 percent protected work time over four months to dedicate to the project and program activities.

Compelling Project Challenge

What exactly is a “project challenge”? It may be an emerging, complex issue your organization is facing, or a recurring pain point in the client experience that has yet to be resolved. Your team will be tasked with revisiting and further refining your project focus during the first phase of the program. We ask that you work closely with your

sponsor and leadership to ensure that the project you propose is strategically relevant and reasonably scoped for the program.

A compelling project challenge meets the following criteria:

- ✓ **Unsolved:** Your organization has not decided to pursue a certain solution or approach to address the challenge. You are open to an array of possible solutions.
- ✓ **Aligned with the organization's strategic priorities:** Your project challenge is connected to an existing strategic priority that is important to the organization.
- ✓ **Small to medium in scope:** Given the short timeframe, we do not want you to work on challenges that are too broad or are outside the authority of team members. Instead we encourage teams to consider tackling an element of a larger project. A challenge like *reducing food insecurity* is too broad and vague; *finding fun ways for students to snack healthier after school* is better.
- ✓ **Not on a tight deadline:** The design thinking process has a longer upfront timeline, because we don't jump to a solution. Do not pick a strategic project that is so pressing you need to have an answer before February 2020. Pick a project area in which you can spend a few months conducting ethnographic research, reflecting, and synthesizing what you are learning to refine and reframe your focus.

In past Catalyst cycles, some project challenges have included:

How might we...

...create an environment that leaves clients feeling unashamed to seek out counseling services?

...show our colleagues that we appreciate their "unnoticed" work?

...create a welcoming and safe environment for families entering our facility?

...help patients feel prepared to transition back into primary care after intensive outpatient care?

Please do not propose a solution, approach, or plan that you hope to implement during this program. We want Catalysts and their sponsors to come in with open minds so that your team can really think expansively about the project.

Next Steps

Step 1: Identify 4-5 team members

Step 2: Attend Virtual Program Orientation

Join us for a virtual orientation to the Catalyst program. Catalyst Training facilitator, Christi Zuber, will be providing an overview of the program timeline and announcing pre-work for the first session. **Wednesday, October 3, 2019, 12-1 pm.** [Register here.](#)

Step 3: Register for the Training

Each team member, *including the team sponsor*, should [register here](#). Registration will secure your spot at all three 2-day sessions (though team sponsors are only required to attend the final day of the 3rd session on February 12).

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