



## CATALYST 2019

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

### OVERVIEW

In partnership with Blue Shield of California 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. We are launching our seventh cycle of **Catalyst**, our award-winning design thinking program.

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 six-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 provides teams in California 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.
- **Stipend:** Eligible organizations receive a stipend to offset some program travel costs and project expenses (see eligibility criteria below). Organizations located:
  - Within 80 miles of downtown Oakland receive a **\$7,000 stipend**.
  - Further than 80 miles from downtown Oakland receive a **\$12,500 stipend**.

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.

## Who's Eligible

For the 2019 cycle, we invite **501(c)3 nonprofit organizations in California** that meet the following criteria to apply. We may have space for teams that do not meet these criteria to participate on a fee basis. Please [email us](#) if you are interested to learn more.

(1) **Community-based organizations providing direct social services to improve physical, mental, social, environmental or economic wellbeing in underserved populations.** Please see examples of eligible services [here](#). Currently, we are unable to accept applications from public schools, advocacy or academic research organizations.

(2) **Safety net healthcare organizations providing comprehensive primary care services to underserved populations.** Qualifying organizations include:

- Federally Qualified Health Centers (FQHCs) and FQHC look-alikes
- Community clinics, rural health clinics, and free clinics
- Ambulatory care clinics owned and operated by public hospitals
- Indian Health Services clinics

(3) **Regional clinic consortia** are also eligible to apply.

\*Organizations that have never participated in Catalyst are highly encouraged to apply!

\*Innovation work is a team sport, so we ask each organization to apply with three team members. Organizations that wish to send more than three members to the workshops must pay \$4,500 per additional participant to cover their program expenses.

\*Applicant teams may be comprised of individuals from multiple organizations that have worked together on initiatives in the past.

## Timeline

The Catalyst program runs from January 11, 2019 to June 30, 2019. Participants commit to dedicate 15 percent of a full-time workload to Catalyst programming and project activities.

Key dates:

- **Informational Webinar:** Wednesday October 17, 2018, 12-1 pm. [Register here](#).
- **Application Deadline:** Friday, November 16, 2018, 5 pm

- **Follow-up Calls (if requested):** December 3 to 14, 2018
- **Cohort Announced:** Friday, January 11, 2019
- **Virtual Program Orientation & Prep Work:** Wednesday, January 23, 2019, 12-1:30 pm
- **Workshop 1:** Wednesday, February 20 to Thursday, February 21, 2019, in Oakland, CA
- **Workshop 2:** Wednesday, April 24 to Thursday, April 25, 2019, in Oakland, CA
- **Workshop 3 & Showcase:** Wednesday, June 26 to Thursday, June 27, 2019, in Oakland, CA

The program stipend for eligible teams offsets expenses for team members to attend three workshops and for the sponsor to attend the last day of Workshop 3.

## Program Expectations

Catalyst teams are made up of three team members and one team sponsor.

**All three team members** are expected to:

1. Commit 15 percent of a full-time workload to Catalyst activities between January and June 2019.
2. Participate in a virtual program orientation on January 23, 2019, 12-1:30 pm.
3. Complete assigned prep work in advance of Workshop 1 on February 20, 2019.
4. Participate in all three, two-day workshops in Oakland. *Each team member must attend all six, full days of training (February 20-21, April 24-25, June 26-27, 2019).*
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 June 27, 2019.
9. Submit a final slide deck by June 30, 2019.

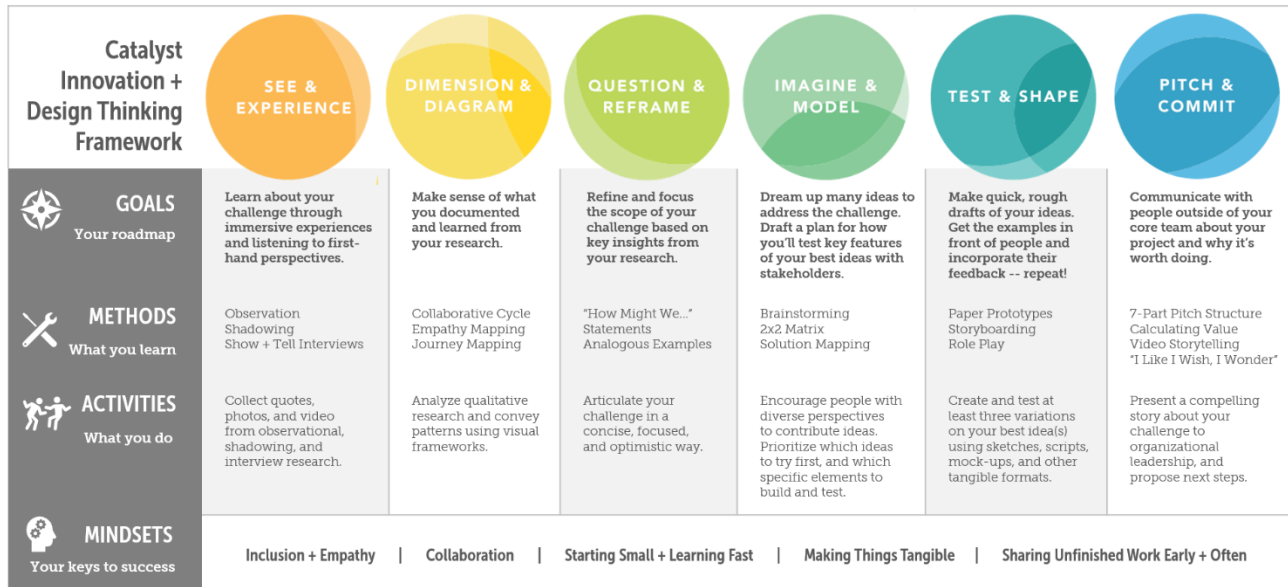
**Team sponsors** are expected to:

1. Allocate and protect 15 percent of team members' full-time workload during the six-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 June 27, 2019 in Oakland.

# Program Structure and Content

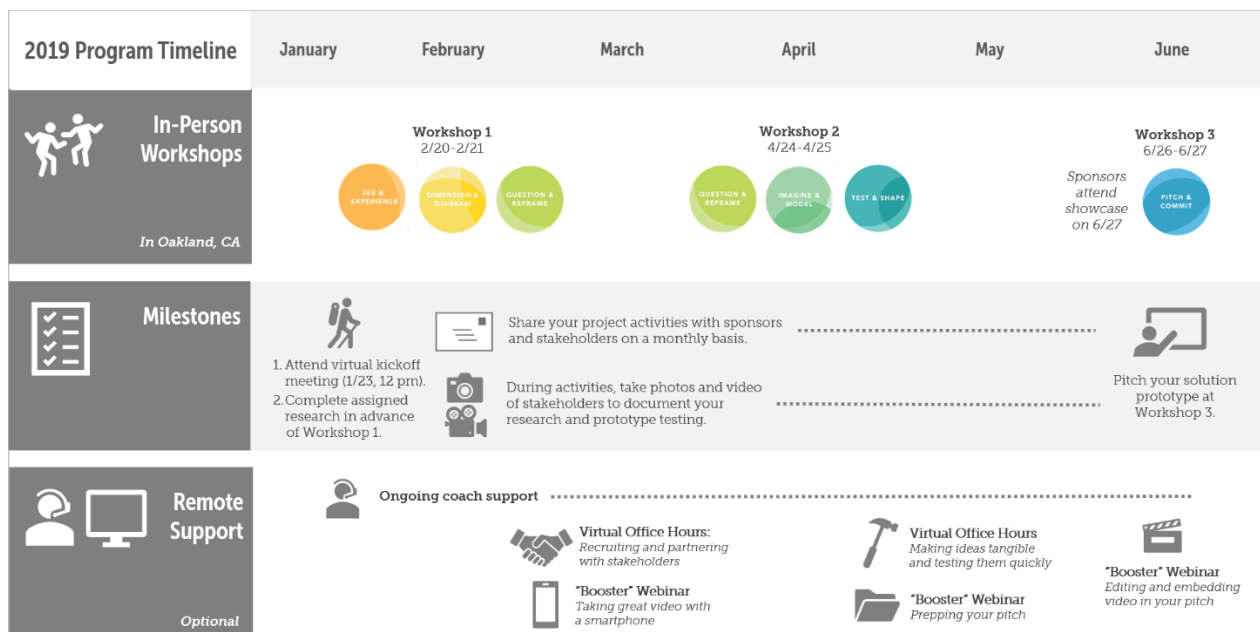
Different organizations use different language to describe the design “cycle” or process; we structure our curriculum using [six principles](#).

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](#)

Below is a timeline of the program with key milestones. The pacing of the three workshops gives your team time to apply what you are learning to an organizational project, work through challenges, and reflect on what you're learning.



[Enlarge Timeline](#)

## Eligibility

Before proceeding with the application, please confirm your organization's [eligibility](#) to apply for the subsidized enrollment. If you don't meet those criteria, we may have space for your team on a fee basis. Please [email us](#) if you are interested.

## What Makes a Strong Application?

Strong applications to the program will propose (1) a strong and highly engaged team, (2) committed leadership and resources, and (3) a compelling project.

### ***Strong Team***

We are looking for organizations to nominate leaders and frontline staff who are passionate “doers” to apply. We've found that teams of three 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.

Applicants 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 six 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 June 2019. 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.

## Learn More

Join us for an Informational Webinar on **Wednesday, October 17, 2018, 12-1 pm** to hear a detailed description of the program and ask questions. [Register here](#).

For any other questions, please contact:

**Diana Nguyen**, Program Coordinator: [diana@careinnovations.org](mailto:diana@careinnovations.org)

## HOW TO APPLY

### Step 1: Attend Informational Webinar (Optional)

Interested organizations are encouraged to participate in an informational webinar on Wednesday, October 17, 2018, 12-1 pm to hear a program overview and ask questions. [Register here](#).

### Step 2: Apply Online

Your proposal [must be submitted online](#) by **Friday, November 16, 2018, at 5 pm Pacific Time**. The program cohort will be announced by Friday, January 11, 2019.

Applications should include the following:

1. [Application Submission Form](#)
2. **Team Member Resumes and Narrative**, as detailed below.
3. **Letter of Support from Team Sponsor**, as detailed below. This letter should come from the person or people who protect and allocate time for the team members participating in the program.
4. **501(c)3 Tax Status Documentation** from all organizations receiving part of the program stipend.

## Application

Through the [online form](#), applicant teams will submit the following:

### ***Team Member Narrative Submissions (three individual submissions)***

- Professional resume
- Using our [team member narrative template](#), respond in no more than 1,000 words total (including the question prompts) to the following questions.
  1. Why are you interested in the Catalyst program?
  2. What is your familiarity with and exposure to human-centered design/design thinking, and its methods?



3. What role will you play on the team? *On each team, one member should identify as Project Lead, and at least one member should hold a role and/or responsibilities that will be significantly impacted by the project challenge.*
4. What unique perspective or skills do you offer the team given the project your organization is choosing to work on. *Great attributes to mention include: project management experience, meeting facilitation experience, and regular access to the clients, caregivers, colleagues, community members, or other stakeholders with whom the team will need to engage.*
5. Tell us about the specific project challenge your team wants to work on in the Catalyst program. You could share background research on the issue; a personal story from a person affected; photos, video or a sketch that illustrates the current state experience—we welcome creativity. *Team members should discuss this question in advance so that the team is aligned on the project challenge. Please speak from your own experience and perspective.*
6. Who are the stakeholders impacted by the challenge (e.g. clients, staff, community members, external partners)? These are the people you'll engage as "extended team members" on the project.
7. How does the challenge align with and inform your organization's strategic priorities?
8. Confirm that you commit to attend six, full-day workshops on February 20-21, April 24-25, and June 26-27, 2019.

### ***Team Sponsor Submission (one submission)***

An organizational leader with authority to protect work time must submit a *letter of support* that states:

1. Why the proposed project challenge is a strategic priority for the organization.
2. Brief background on any experience the organization has had learning about, or practicing, human-centered design/design thinking.
3. What role and involvement the sponsor expects to have in the project.
4. Confirmation that the sponsor will protect at least 15 percent of the Catalyst team's time for project development and program activities between January and June 2019.
5. Confirmation that the sponsor will participate in the end-of program workshop on June 27, 2019 in Oakland, CA.
6. Confirmation that the sponsor will participate in a one-hour program Q&A call with CCI in winter 2019, if requested.

### **Next Steps**

Upon reviewing applications, we may ask for follow-up information or a phone call with the applicant team members. We intend to select 15 strong teams for the program. The cohort will be announced via email by **Friday, January 11, 2019**.

