

Welcome!

This webinar is being recorded and will be posted to careinnovations.org/wearecatalysts

If you are listening via phone, please link your audio to your webcam by pressing:
then [number in top left corner of Zoom window] then

Opt for **Gallery View!** Way more fun.

Everyone is muted. **Press *6** when you want to unmute yourself.

Catalyst 2019 Program Kickoff

January 23, 2019



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Agenda

- **Meet the Program Leads (2 mins)**
- **Program Overview (15 mins)**
- **Meet Your Fellow Teams (3 mins)**
- **Meet Your Coaches (10 mins)**
- **Design Thinking Overview (15 mins)**
- **Prep Work for 2/20: Draw Your Experience and Empathy Mapping Exercises (20 mins)**
- **Action Items + Q&A (10 mins)**

The background consists of several overlapping, semi-transparent circles in various shades of blue and green. The circles are arranged in a way that they overlap each other, creating a layered effect. The colors range from a light sky blue to a deep forest green. The overall composition is abstract and modern.

Meet Your Program Leads

Program Leads



Diana Nguyen

Program Coordinator
Coach Experience Manager
diana@careinnovations.org



Laura Blumenthal

Senior Program Manager
laura@careinnovations.org



Chris Conley

Lead Facilitator and Coach
chris@twobitventures.com

Program Overview

Why we created the Catalyst Program

Underserved communities deserve a social services system that offers services tailored to their needs and context.

Resource-constrained organizations need new ways of working and problem solving to respond to their communities' needs in an ever-changing environment.

What we set out to achieve



Your team will begin to **internalize design thinking mindsets** and **practice the methods** that spark innovation **by applying them to a strategic project.**

Your organization will find value in working in a new way.



Human-centered design, also known as “design thinking,” is an approach to problem solving that is collaborative, creative, and begins by understanding people’s needs and experiences.

Our Design Thinking Framework

Catalyst Innovation + Design Thinking Framework



SEE & EXPERIENCE



DIMENSION & DIAGRAM



QUESTION & REFRAME



IMAGINE & MODEL



TEST & SHAPE



PITCH & COMMIT

Learn about your challenge through immersive experiences and listening to first-hand perspectives.

Observation
Shadowing
Show + Tell Interviews

Collect quotes, photos, and video from observational, shadowing, and interview research.

Make sense of what you documented and learned from your research.

Collaborative Cycle
Empathy Mapping
Journey Mapping

Analyze qualitative research and convey patterns using visual frameworks.

Refine and focus the scope of your challenge based on key insights from your research.

"How Might We..."
Statements
Analogous Examples

Articulate your challenge in a concise, focused, and optimistic way.

Dream up many ideas to address the challenge. Draft a plan for how you'll test key features of your best ideas with stakeholders.

Brainstorming
2x2 Matrix
Solution Mapping

Encourage people with diverse perspectives to contribute ideas. Prioritize which ideas to try first, and which specific elements to build and test.

Make quick, rough drafts of your ideas. Get the examples in front of people and incorporate their feedback -- repeat!

Paper Prototypes
Storyboarding
Role Play

Create and test at least three variations on your best idea(s) using sketches, scripts, mock-ups, and other tangible formats.

Communicate with people outside of your core team about your project and why it's worth doing.

7-Part Pitch Structure
Calculating Value
Video Storytelling
"I Like I Wish, I Wonder"

Present a compelling story about your challenge to organizational leadership, and propose next steps.

GOALS

Your roadmap

METHODS

What you learn

ACTIVITIES

What you do

MINDSETS

Your keys to success

Inclusion + Empathy

Collaboration

Starting Small + Learning Fast

Making Things Tangible

Sharing Unfinished Work Early + Often



Go to: careinnovations.org/wearecatalysts

These mindsets are
the secret sauce of
the HCD practice.



inclusion + empathy



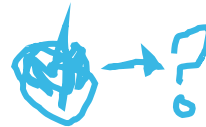
collaboration



start small + learn fast



make things tangible



show work early + often

How we plan to get there...

We offer your team the



time,



space,



and resources

to innovate...

How we plan to get there... together

We offer your team the



time,



space,



and resources

to innovate...

...You

immerse in exploratory
research,



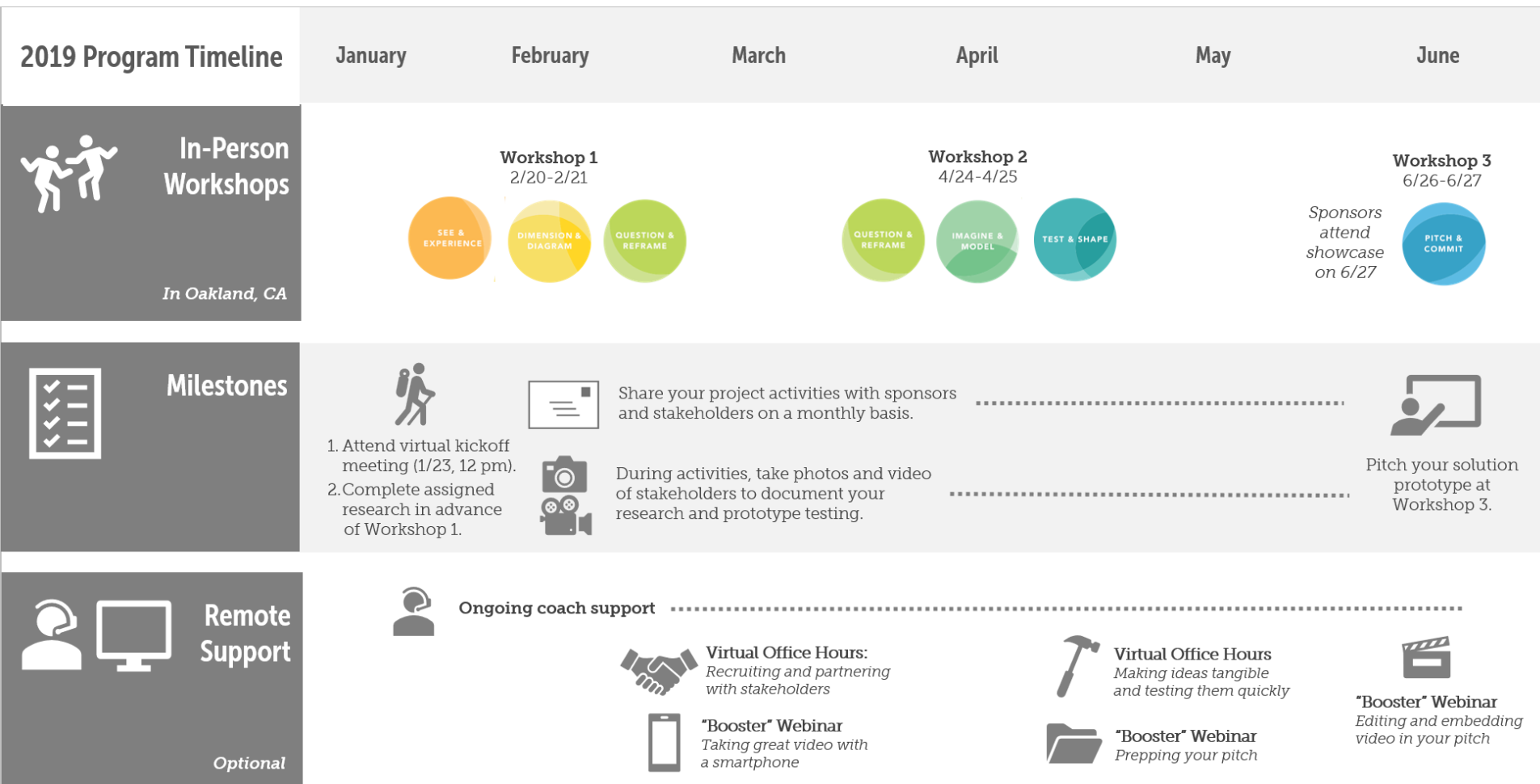
focus and re-frame
your opportunity,



and prototype several
ideas.



2019 Program Timeline



How to set yourself up for success



COMMIT.

Attend all workshops, and reach out to your coach for help.

How to set yourself up for success



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Attend all workshops, and reach out to your coach for help.



CO-DESIGN.

From the outset, treat the people impacted by your challenge as experts and partners. Include them in project activities as extended team members and regularly ask for their input.

How to set yourself up for success



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Attend all workshops, and reach out to your coach for help.



CO-DESIGN.

From the outset, treat the people impacted by your challenge as experts and partners. Include them in project activities as extended team members and regularly ask for their input.



**TELL STORIES
TO BUILD WILL.**

Regularly share your activities with your organization using photos, video, and quotes from stakeholders.

**By the end, you will
become a more:**

Inclusive Collaborator

Creative Problem Solver

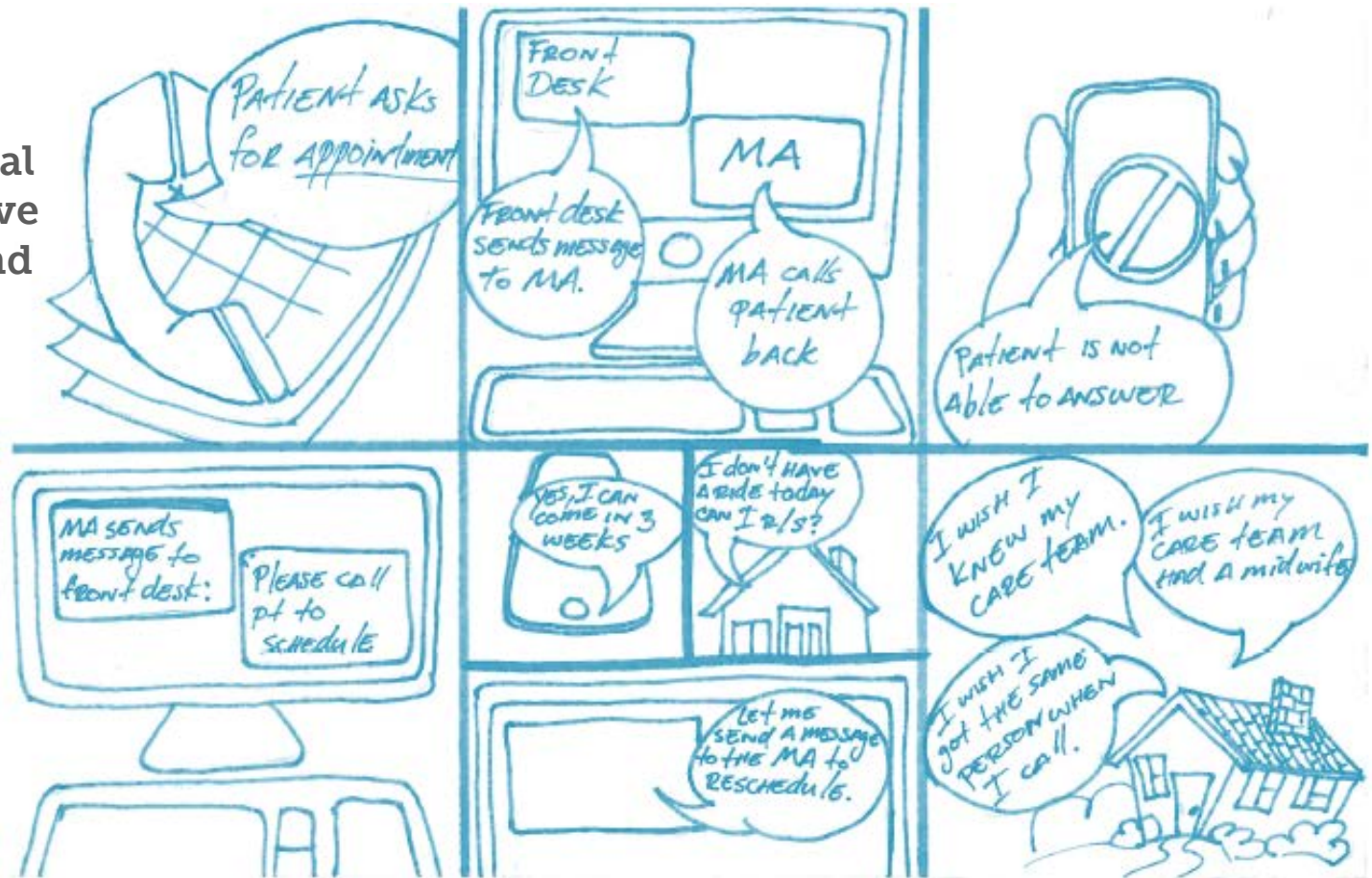
Engaging Facilitator

Visual Storyteller



There are already some great storytellers among you!

Integrating interprofessional teams to improve care delivery and outcomes.



CommuniCare Health Centers
Art Credit: Victor Campos,
Medical Assistant, Davis
Community Clinic

There are already some great storytellers among you!

Developing screening and referral processes for immigrant patients with medicolegal and psychosocial needs.

Los Angeles County + USC Medical Center



Wonder what a Catalyst project looks and feels like?



INNOVATION & DESIGN THINKING



Case Study: Caring for the Caregivers

JAN 17, 2019

WEAVE, a Sacramento-based nonprofit organization, is the primary provider of crisis-intervention services for survivors of domestic violence and sexual assault in Sacramento County, and the county's o...



INNOVATION & DESIGN THINKING



Case Study: Cultivating Workplace Happiness

FEB 21, 2018 • CENTER FOR CARE INNOVATIONS

Alameda Health System's Highland Hospital developed No Good Deed Goes Unnoticed, a way for staff to acknowledge their peers when they appreciate their work.



INNOVATION & DESIGN THINKING



Case Study: All Hands on Deck for MyWellness Patient Portal

JAN 3, 2019

Staff at LAC + USC Primary Care Adult West Clinic had a problem.

Find Catalyst case studies: www.careinnovations.org/wearecatalysts/resources/



Your EVERYTHING: www.careinnovations.org/wearecatalysts

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The background consists of several overlapping, semi-transparent circles in various shades of teal and green. The circles are arranged in a way that they overlap each other, creating a sense of depth and movement. The colors range from a light, pale green to a deep, dark teal. The overall effect is a vibrant, abstract pattern.

Meet Your Fellow Teams!



2019 Teams

Center for Youth Wellness

CommuniCare Health Centers

Community Action Partnership of San Luis Obispo

Community Clinic Association of Los Angeles County

Community Health Partnership of Santa Clara

Golden Valley Health Centers

Health Leads

LAC USC Medical Center Adult Primary Care

Native American Health Center

Neighborhood Health Care

North County Health Services

Northeast Valley Health Corporation

SparkPoint Contra Costa

St Johns Well Child and Family Center

WEAVE

Center for Care Innovations

Blue = Organizations new to Catalyst

An interesting **mix** of challenges... that will evolve.

1. **Creating a multi-directional data sharing** system that addresses complex social questions
2. **Integrating interprofessional teams** to improve care delivery and outcomes
3. **Engaging parents of teens** in improvement of teen health and wellness
4. **Achieving data management/governance goals** and standardizing practice, processes and technology
5. **Engaging attributed, but not seen male patients** ages 18-34
6. Creating clear, up-to-date, **patient-centered mandated reporting policies** & procedures
7. Creating a **community-anchored and sustainable pipeline of caregivers** that support whole person health
8. **Developing screening and referral processes for immigrant patients** with medicolegal and psychosocial needs
9. **Changing the structure of Care Teams** to improve patient care and enhance staff involvement
10. **Improving the employee onboarding process**
11. **Reducing the amount of cancelled and missed appointments** with better eligibility verification
12. **Achieving joy, well-being and resilience** among providers and care teams
13. **Creating an environment that promotes the empowerment of our community members** to become advocates for affordable housing.
14. **Effectively encouraging regular HIV/HCV testing**, follow-up care, and sexual health awareness within the Reentry population
15. **Creating a better way to support and serve Black Women in our agency** as staff and clients.

Visit careinnovations.org/wearecatalysts/community to see which project belongs to which organization.



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Meet Your Coaches!

What is a Coach?

Coaches are...

- Catalysts
- Navigators
- Motivators
- Sounding Boards
- Peer Supporter

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Coaches do...

- Build trusting relationships
- Facilitate connections to resources and other teams
- Help navigate teams to appropriately scoped solutions
- Model mindsets, behaviors & methods
- Provide inspiration & encourage fun!

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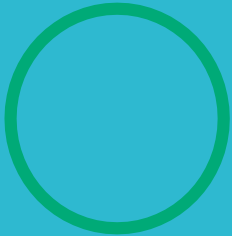
Coaches do...

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- Model mindsets, behaviors & methods
- Provide inspiration & encourage fun!

Coaches do not...

- Assess teams' work
- Do the team's work
- Offer answers
- Provide project oversight
- Facilitate co-design sessions for teams

See who your coach is on the Community Page!



The background features several overlapping circles in various shades of blue and green, creating a layered, organic effect. The colors range from light sky blue to deep forest green.

Design Thinking Overview

The background consists of several overlapping circles in various shades of blue and green. The circles are semi-transparent, creating a layered effect. The colors range from light sky blue to deep forest green.

Prep Work Before Workshop 1

Find all prep work materials here:

Section: Action Items | Phase 1

The screenshot displays the Catalyst Community website interface. At the top, the CCI logo (Center for Care Innovations) is on the left, and navigation links for Population Management, Innovation & Design Thinking, Technology Solutions, and Community-Centered Care are on the right. A search bar and 'The Resource Center' button are also present. Below the header, a blue banner reads 'STAY UP-TO-DATE! Catalyst Community'. A navigation bar includes 'OVERVIEW', 'MEET YOUR COMMUNITY', 'ACTION ITEMS' (highlighted), 'RESOURCE LIBRARY', and 'COACH CORNER'. Three phase icons are shown: Phase 1 (house with people), Phase 2 (lightbulb), and Phase 3 (clapping hands). Below these, a detailed view for 'Phase 1: Understand + Frame Your Challenge' is shown, covering January to April. It includes a dropdown menu for 'Assignments' and a list of resources: 'Workshop 1 Slides', 'Prepare a Pitch on What You've Learned From Design Research', and 'Register for Training #2'.

www.careinnovations.org/wearecatalysts/program



Prep Work Materials: Six Resources

1. Prep Work Instructions

Catalyst Prep Work Instructions

Ready to get to work? Below outlines all the steps your team will take to prepare to share about your projects at Workshop 1 on February 20, 2019.

INSTRUCTIONS

1. **Meet with your team** and go through the [Onboarding Questions](#). Discuss the experience you are exploring in your project and who you'd like to do some early learning with.
2. **Spend 30-60 minutes web searching independently** on your topic. It's an easy way to get familiar with what others have said about or done to address the issue. Jot down a handful of quotes from articles or organization names you didn't know about. You might want to reach out to them later in your research.
3. **Prepare as a team for the Draw Your Experience activity**. Reach out to individuals who you want to learn from and coordinate time to meet with them for 30 minutes. Follow the [prep and facilitation guide](#) for help on how to get started.
4. **Conduct Draw Your Experience sessions** one-on-one with as many people as you can. We recommend each team member facilitates the exercise with two to three people so you each get a feel for it.
5. **Immediately after each session, record debrief notes** on what you learned.
6. **Meet again with your team**. Gather all of your debrief notes from all participants and create an [Empathy Map](#) with what you learned.
7. **Print photos of or bring your empathy maps** to share at Workshop 1 on February 20.

www.careinnovations.org

2. Team Onboarding Questions

Catalyst Team Onboarding Questions

For many teams, the toughest part about the Catalyst program is working well together as a team. To ensure your team gets off to a smooth start, we strongly suggest you work the following activity into your first team meeting.

ONBOARDING QUESTION

During your first team meeting, each team member answers the following questions. It should take three to five minutes per person, so allocate 15 minutes in your meeting agenda.

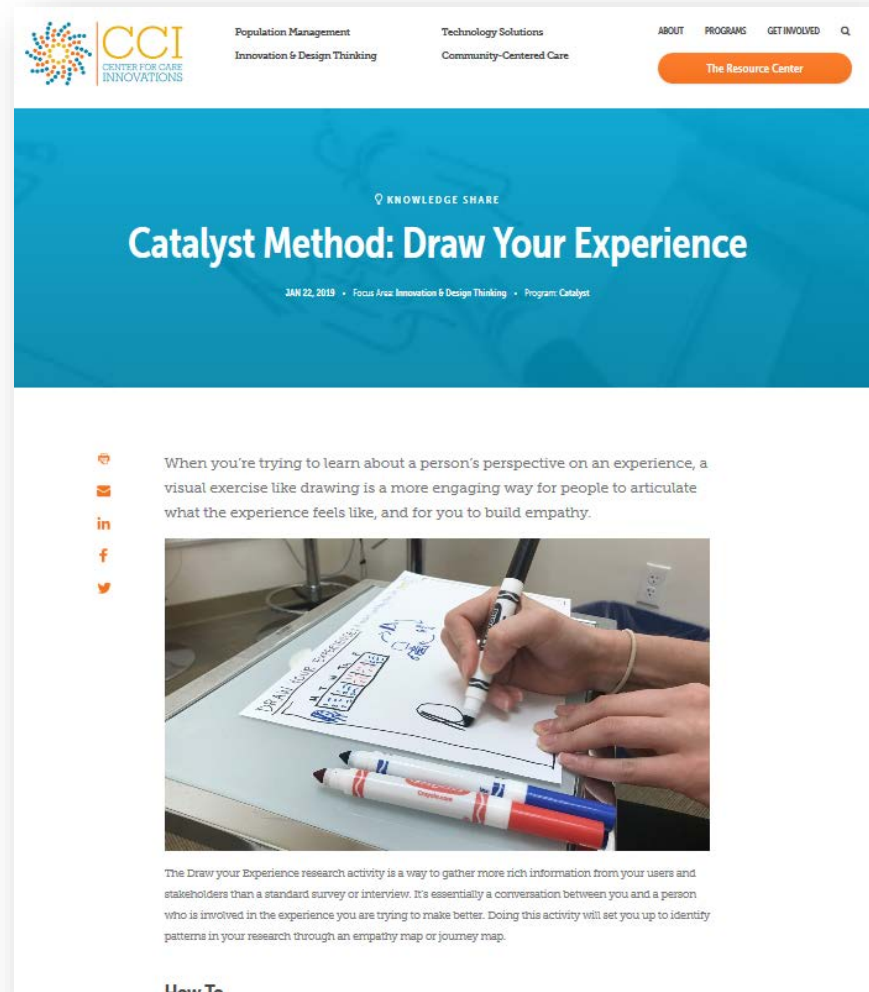
- What interests you about participating the Catalyst program?
- What are you nervous or uncertain about regarding the project?
- What perspective or skills do you offer the group? Any talents that have been underutilized and would like to flex?
- What is your communication style?
- What is the most helpful way for you to receive feedback?
- What is a pet peeve or circumstance that makes it hard for you to do your best work?

Debrief: How did that go for people? Did you learn anything new about each other? Are there other topics you're like to cover at future meetings (e.g. how to handle confrontation, team norms for collaboration, etc.)?

www.careinnovations.org

Prep Work Materials: Six Resources

3. Draw Your Experience How-To Method Card



The screenshot shows a webpage from the Center for Care Innovations (CCI). The header includes the CCI logo and navigation links for Population Management, Innovation & Design Thinking, Technology Solutions, and Community-Centered Care. A search bar and a 'The Resource Center' button are also visible. The main content area has a blue background with the text 'KNOWLEDGE SHARE' and the title 'Catalyst Method: Draw Your Experience'. Below the title, it says 'JAN 22, 2019 • Focus Area: Innovation & Design Thinking • Program: Catalyst'. The article text describes a visual exercise for gathering user perspectives. A photo shows hands drawing on a large sheet of paper with markers. The article concludes with a 'How To' section.

CCI
CENTER FOR CARE
INNOVATIONS

Population Management
Innovation & Design Thinking

Technology Solutions
Community-Centered Care

ABOUT PROGRAMS GET INVOLVED Q

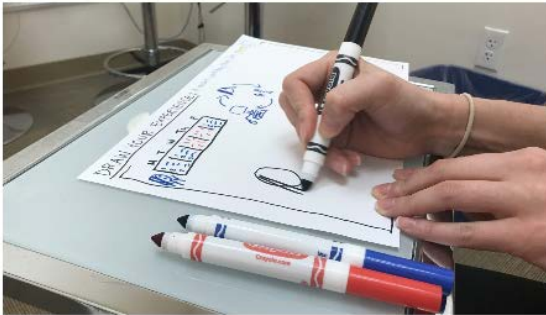
The Resource Center

KNOWLEDGE SHARE

Catalyst Method: Draw Your Experience

JAN 22, 2019 • Focus Area: Innovation & Design Thinking • Program: Catalyst

When you're trying to learn about a person's perspective on an experience, a visual exercise like drawing is a more engaging way for people to articulate what the experience feels like, and for you to build empathy.



The Draw your Experience research activity is a way to gather more rich information from your users and stakeholders than a standard survey or interview. It's essentially a conversation between you and a person who is involved in the experience you are trying to make better. Doing this activity will set you up to identify patterns in your research through an empathy map or journey map.

How To

Prep Work Materials: Six Resources

4. Prep & Facilitation Guide

Draw Your Experience: Prep and Facilitation

The first step in executing a successful Draw Your Experience exercise is to do a little planning. You'll need to identify several participants and prepare for the activity.

EXPLORE WHAT YOU HOPE TO LEARN MORE ABOUT

- Consider your project's topic – who is involved in activities related to it and what are those activities? List them out.
- Whose experience and associated activities would you like to learn more about?
- From whose perspectives do you want to learn?
- What specific interactions – among people or between people and specific tools/objects – are you curious about?

PREPARATION AND LOGISTICS

Based on what you want to learn more about, identify:

- Dates, times, and locations you'll hold the activity with people.
- Who will recruit the participants and facilitate the exercise. Every team member should facilitate a few sessions to get a hang for the activity.

Identify potential participants for the Draw Your Experience activity.

Who to invite: Colleagues, clients, or other stakeholders who are involved in the experience you're trying to make better.

- **Colleagues:** Start with someone you have a relationship with who is involved with some facet of the experience. If you are working on a client-facing challenge, a coworker who holds the client relationship is a great person to start with.
- **Clients:** Someone who already has a direct relationship with the client (e.g. a case manager) should invite the client and facilitate the exercise.

Invite potential participants to the activity.

Once you identify who you want to learn from, develop a comfortable script prior to inviting potential participants. When you reach out, share:

- Who you are.
- What you're trying to learn about (be transparent!). Do not frame your learning goal judgmentally: e.g., *We want to learn why people aren't following protocol.* Emphasize that you want to learn how things really are from their perspective versus what you'd expect, or how things should be.
- How much time it'll take. For example, you may take photos or notes during the activity. Secure their permission. You may also ask them to spend 10 minutes on the drawings ahead of time.
- Confirm the date, time, and location when you will meet.

FACILITATING THE EXERCISE

See next page.

www.careinnovations.org

5. Activity Debrief Sheet

Debrief of: _____

Capture what you learned immediately after your research activity. This will provide a rich reference for additional research and synthesis.

KEY POINTS OF YOUR PARTICIPANT'S EXPERIENCE

While fresh in your mind, write down the key steps or portions of your participant's experience

WHAT STOOD OUT?

What did you see or hear that was interesting for some reason?

KEY QUOTES

What did the participant say that was particularly compelling?

PAIN POINTS

What doesn't work well for the participant or others in this experience?

POSITIVE POINTS

What adds to or helps create quality in the experience?

NEW QUESTIONS, CURIOSITIES

What new questions arise as a result of conducting this interview?

REFLECT ON YOUR WORK

How did the overall interview go? What could you do better next time?

<https://www.careinnovations.org/programs/catalyst>

Prep Work Materials: Six Resources

6. Empathy Mapping How-To Method Card



The screenshot shows a webpage from the Center for Care Innovations (CCI). The header includes the CCI logo, navigation links for 'Population Management', 'Technology Solutions', 'ABOUT', 'PROGRAMS', and 'GET INVOLVED', and a search icon. Below the header is a blue banner with the text 'KNOWLEDGE SHARE' and the main title 'Catalyst Method: Empathy Mapping'. The date 'OCT 30, 2017' and categories 'Focus Area: Innovation & Design Thinking' and 'Program: Catalyst' are also present. The main content area features a social media share icon, a paragraph explaining empathy mapping, a photograph of a hand-drawn empathy map on a whiteboard, and a 'How To' section with six numbered steps.

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INNOVATIONS

Population Management
Innovation & Design Thinking

Technology Solutions
Community-Centered Care

ABOUT PROGRAMS GET INVOLVED Q

The Resource Center

KNOWLEDGE SHARE

Catalyst Method: Empathy Mapping

OCT 30, 2017 • Focus Area: Innovation & Design Thinking • Program: Catalyst

Empathy for a user's experience is at the heart of creating meaningful solutions. An empathy map helps your team articulate the user's perspective.



How To

1. On a large easel pad, draw the base empathy map with four quadrants: 1. Say; 2. Do; 3. Think; 4. Feel.
2. Notice that "say" and "do" are very explicit and "think" and "feel" are implicit.
3. Consider a specific user's experience and walk the map, writing down on sticky notes what the user said, did, felt, or thought.
4. Use another color for another user's experience.
5. Once populated, step back and reflect on the content. Look for patterns and inconsistencies. What's at the heart of this experience? Write down these observations and insights.
6. From your discussion, you can start writing "How Might We..." or "Ways of..." statements that can seed a brainstorm of ideas.

Step-By-Step: Prep Work for Workshop 1

1. **Meet with your team** and go through the [Onboarding Questions](#). Discuss the experience you are exploring in your project and who you'd like to do some early learning with.
2. **Spend 30-60 minutes web searching independently** on your topic. It's an easy way to get familiar with what others have said about or done to address the issue. Jot down a handful of quotes from articles or organization names you didn't know about. You might want to reach out to them later in your research.
3. **Prepare for the [Draw Your Experience](#) activity as a team.** Reach out to individuals who you want to learn from and coordinate time to meet with them for 30 minutes. Follow the [prep and facilitation guide](#) for help on how to get started.
4. **Conduct Draw Your Experience sessions one-on-one** with as many people as you can. We recommend each team member facilitates the exercise with 2-3 people so you all get a feel for it.
5. **Immediately after each session, [record debrief notes](#)** on what you learned.
6. **Meet again with your team.** Gather all of your debrief notes from all participants and create an [Empathy Map](#) with what you learned.
7. **Print photos of or bring your empathy maps** to share at Workshop 1 on February 20.



**Practicing Two Design Methods:
Draw Your Experience + Empathy Mapping**

Draw Your Experience: What is it?

A picture is worth a thousand words, right?

When you're trying to learn about people's experiences with a service, a visual exercise like drawing is a more engaging way to help people articulate what they're **feeling, doing, thinking, and saying.**

Draw Your Experience: Why it's helpful

- Way to gather more rich information from your users/stakeholders than a standard survey or interview.
- Conversation between you and a person who is involved in the experience you are trying to make better.
- Will set you up well to do "synthesis" and identify patterns in your data using an empathy map or journey map design method.

Photo Credit: Alameda Health System



Draw Your Experience: The Basics

1. Think about a person's experience you want to learn more about.
2. Grab two sheets of paper and a colorful marker or two.
3. Write a prompt at the top of each sheet:

Draw your experience with _____ that was _____ [positive valence: helpful, great, effective, inspiring].

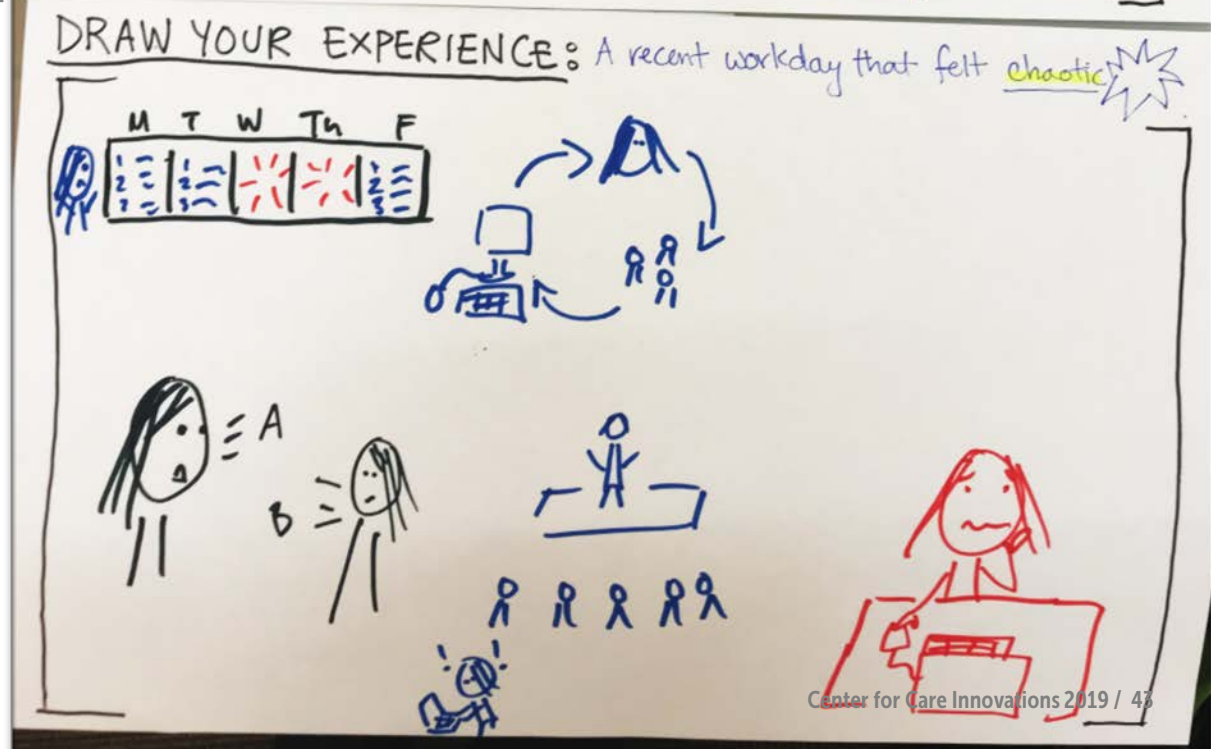
Draw your experience with _____ that was _____ [negative valence: tiring, bad, discouraging, unhelpful].
4. Follow the [prep and facilitation guide](#) to inform who to do the activity with and how to structure the conversation.
5. Spend 20 minutes walking through the exercise with someone.
6. After you complete the activity with one participant, immediately [record debrief notes](#). Repeat!
7. Once you've done the activity with your stakeholders, synthesize what you learned using an [empathy map](#).

Two Drawings:

Positive (+) Valence:
A workday that felt
productive.



Negative (-) Valence:
A workday that felt
chaotic.



Empathy Mapping: What is it?

How do we make sense of all of those individual experiences and stories?

Empathy mapping is a method to help you make sense of what you learn across all your conversations and identify patterns in people's experiences.



Empathy Mapping: The Basics

1. Meet with the team members who facilitated a draw your experience activity.
2. On a piece of flip chart paper, draw the base empathy map with four quadrants: 1. Say; 2. Do; 3. Think; 4. Feel. You can also use an [empathy map worksheet](#).
3. Notice that “say” and “do” are very explicit and “think” and “feel” are implicit.
4. Review your [activity debrief notes](#). Using a different color sticky note for each user, walk the empathy map, writing down on stickies what each user said, did, felt, or thought.
5. Once the map is populated, step back and reflect on the content. Look for patterns and inconsistencies. What’s at the heart of this experience?
6. Share your empathy map with some of the people who did the activity with you. Do they have new points to add or qualify?

Empathy Map Worksheet

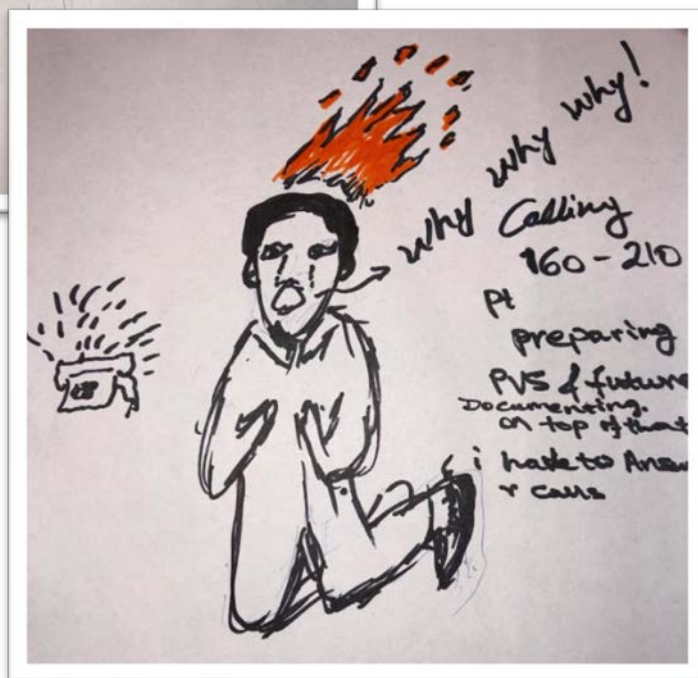


What These Methods Look Like In Practice

**Example from Catalyst Coach Blake Gregory,
Alameda Health System**

Draw Your Experience: What it feels like on your worst day at work

Alameda Health System K6 Adult Primary Care Clinic



Empathy Map: Medical assistants' workday experience

Alameda Health System K6 Adult Primary Care Clinic



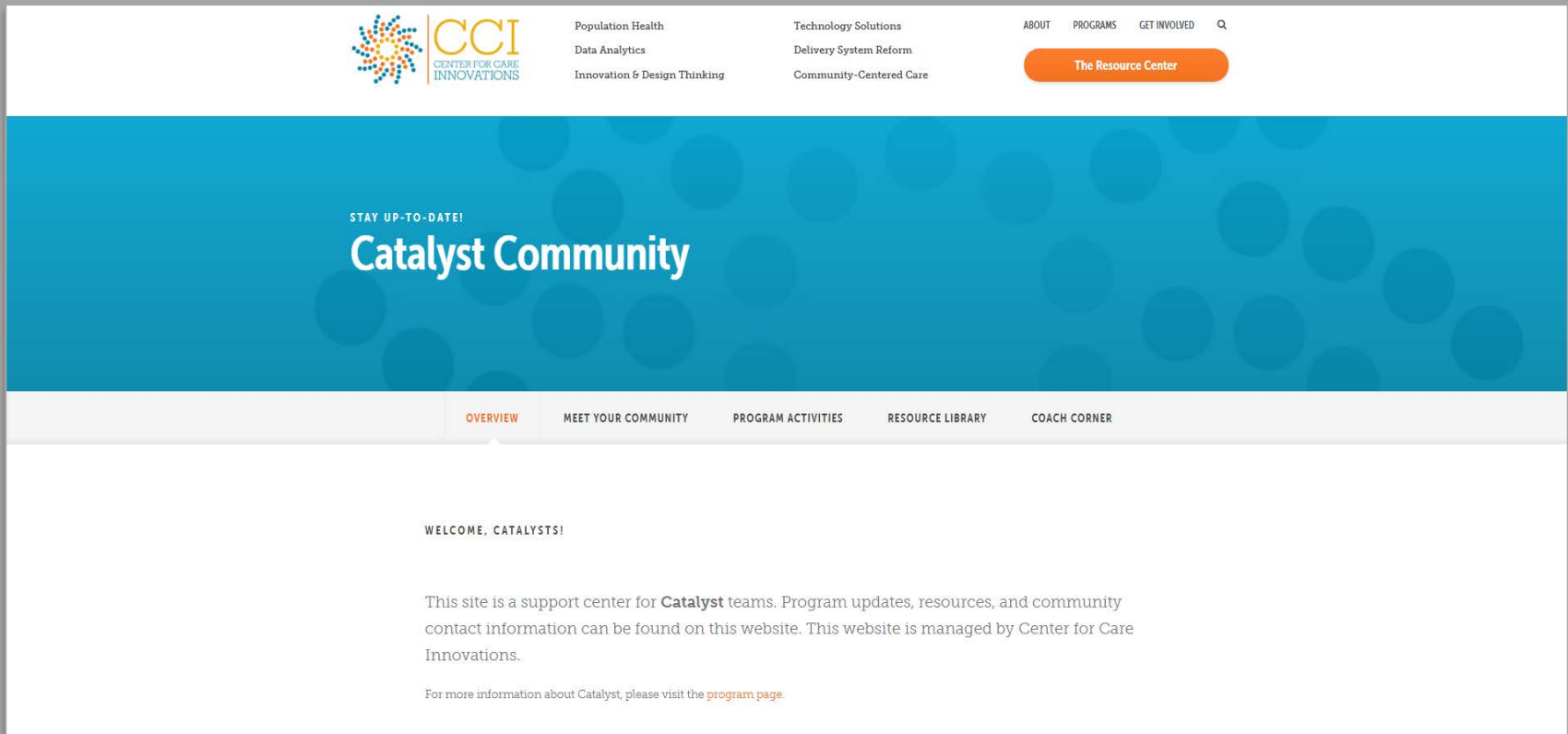
Action Items

Action Items



- Today:** Bookmark www.careinnovations.org/wearecatalysts
- This week:** Find a recurring hour each month when you and your coach can connect.
- ASAP:**
- [Book your travel](#) for Workshop 1 (and lodging for others).
 - Have a launch meeting with your core team.
- February 20:** Complete your [prep work](#) and be ready to share about what you learned.

Your EVERYTHING: www.careinnovations.org/wearecatalysts



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Questions?

Thank You!



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