• Please use this time to **write your How Might We (HMW) statement on a sticky note** and post it next to the opportunity area on your Transition Theory Map.
Checking In
Community Partnerships
In-Person Convening
January 30, 2020
Welcome
Where We Are Today

Understand the System
- Engaging key stakeholders
- System Mapping

Identify High Leverage Opportunities
- May include:
  - Increasing MAT touchpoints
  - Addressing stigma
  - Expanding diversion policies
  - Handoffs between CBOs, healthcare, other

Develop a Shared Vision of Work
- Refine coalition priorities and action teams
- Create a shared vision statement and goals

Identify & Test Solutions
- Brainstorm system-level solutions
- Prototype and test 3-5 solutions
Addiction Treatment Starts Here: Community Partnerships
In-Person Convening

Thursday, January 30, 2020 from 8:00am-4:00pm

Objectives
By the end of this event, participants will have:
1. Shared with and heard from peers about their coalition’s vision for 2020 and progress to date.
2. Learned about practical ways to meaningfully engage community residents in building solutions.
3. Practiced applying design thinking methods and collecting data for improvement specific to their project.

Pre-Work:
1. Map your coalition’s high priority opportunities onto a transition theory map and discuss in your team’s coaching call.
2. Develop a one-pager of your coalition’s Vision for 2020.
3. Identify which priority opportunity area/ How Might We statement you intend to workshop during the convening as we practice applying design thinking methods.

<table>
<thead>
<tr>
<th>8:00 - 8:30am</th>
<th>Breakfast</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 - 9:15am</td>
<td>Welcome and Energizer</td>
</tr>
<tr>
<td></td>
<td>- Overview of the day and framework for content.</td>
</tr>
<tr>
<td></td>
<td>- Gallery walk of coalition’s vision and transition theory maps.</td>
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Objectives for the Day

By the end of today, participants will have:

1. Shared with and heard from peers about their coalition’s vision for 2020 and progress to date.
2. Learned about practical ways to meaningfully engage community residents in building solutions.
3. Practiced applying design thinking methods and collecting data for improvement specific to their project.
Mindsets

- inclusion + empathy
- collaboration
- start small + learn fast

- show work early + often
- making things tangible
Applying a Systems Lens As You Design

• Which interventions fill an unmet need or gap in the system?
• Which interventions will create the conditions to shift the system?
• Given your role in the system and knowledge of other actors and efforts in the system, which intervention are you well-positioned to do?
# Measuring for Learning As We Go

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Gallery Walk: Framing the Vision + Opportunities

Sustainability
- grant writing
- data collection
- coalition building
- action oriented work each meeting
- cross-sector representation

BEGIN
Strengthen connection between community & available local services

Decreased attitudes regarding stigma & shame
- more people with OUD/SUD in treatment
- more celebration of recovery & voices of lived experience

Future
- no wrong door
- warm hand-offs
- gaps filled
- many access points

Incorporate
- Naloxone training & distribution
- Community outreach
- Presentations & education
- Safe medication & distribution

Educate & utilize patrol officers to connect at-risk people to services
- Support FBOs to LEOs

Increases in services
- MAT services
- More x-waivered providers
- MAT in jail
- Support services
- Alternative pain management
- Youth services
Gallery Walk

Using sticky notes, jot down your thoughts about the other 3 coalitions’ maps:

1. What do you see as a big **strength** from a systems practice perspective?
2. What would you like to **know more** about?
3. For what particular area can you **share tips** from your own coalition’s hard won experience?

*Spend 5 mins at each coalition!*
Peer Exchange: Sharing the Vision & Honing in on the Opportunity
Coalitions are paired up with one another to listen deeply and discuss ideas fully.

- Agree on which coalition goes first.
- Coalition 1 describes (7m)
  - the vision
  - their HMW
  - one specific **question or concern** they would like to discuss
- Coalitions 2 and 1 discuss and refine starting points (10m)
Peer Exchange cont.

Now switch!
Coalitions are paired up with one another to listen deeply and discuss ideas fully.

- Agree on which coalition goes first.
- Coalition 2 describes (7m)
  - the vision
  - their HMW
  - one specific question or concern they would like to discuss
- Coalitions 1 and 2 discuss and refine starting points (10m)

"If our work is successful, we hope to see..."

The Question we want to design for today is... HMW?
Peer Exchange Reflection (10 min)

1. How was that experience as the coalition sharing their work?

2. How was that experience as the coalition prompting and reflecting?

3. What might you bring back to your coalition?
Team Time (10 min)

1. What needs refining?
2. Were there insights that shift your HMW? The vision or transition theory map?
Design Thinking: Brainstorming
Guidelines for Better Brainstorming

- Stay focused on the problem on the table.
- Be visual.
- Stand up if everyone can.
- Allow time for independent brainstorming.
- Get out lots of ideas.
- Encourage wild ideas.
- Defer debate and judgment.
- Share ideas one at a time.
- Build on others’ ideas.
Make conceptual ideas...

PARKING LOT
FEELS SAFE AT NIGHT

SHUTTLES TO YOUR CAR
BRIGHT OVERHEAD LIGHTS IN PARKING LOT

More concrete!
Draft Ideas on “Concept Sheets”

- A half sheet of computer paper holds more info than a sticky.
  1. Draw a simple picture of the idea
  2. Name your idea
  3. Annotate it with key points
  4. Share and post it
How to Draw Stuff

Tools:
How to Draw Stuff

Tools:

Ta dah!
If you get stuck, consider introducing constraints to your brainstorming...

Primary actors  Other actors  Unusual actors

$5 BILLION IDEA  $5 Idea  Futuristic Idea

Wild idea  Opposite Effect Idea  Emotional Idea

Primary actors  Other actors  Unusual actors
After brainstorming: grab all the ideas and cluster them into related groups on your foam core board! Use larger sticky notes to label your clusters.
20 minute rapid brainstorm!

• Split your team in half.
  • Half of your group will brainstorm ideas for your own HMW statement.
  • The other half will join another team and brainstorm ideas for their HMW. Pick one team as Team A and Team B.

• **5 min**: Grab some half sheets and **brainstorm independently** for 5 minutes.

• **10 min**: Go around and have each person share their ideas out loud. Listen to others’ ideas and see what you can build off!

• **5 min**: Return to your own team. Look at the ideas that were brainstormed for your HMW. Cluster similar ideas and theme them.
Building Equity into Brainstorming

**NOTICE: Power, Identify, Context**

- Who are the actors in the room? Whose ideas are not included in the room?
- Within the room, who is dominating the conversation?
- Within the room, who is not surfacing ideas?

**REFLECT: Learnings, Processes, Opportunities**

- How can you gather ideas from actors not present in the room?
- What strategies can you use to level the voices in the room? *Suggestion: Ask them to take notes/help cluster.*
- What strategies can you use to encourage ideas from “other voices”?

Framework: [https://dschool.stanford.edu/resources/equity-centered-design-framework](https://dschool.stanford.edu/resources/equity-centered-design-framework)
How might we...
Deliver a more productive training
the MA's can engage our MA's in training
Why prioritize ideas?

Brainstorming's objective is to create a lot of ideas.

You need to evaluate these ideas and discuss criteria for choosing ones to move forward with.
Purpose

• Quick sense of value
• Encourage discussion of ideas and criteria
• Move a few ideas forward
• You can always revisit an idea "left behind"
2 Example Techniques

- 2x2 Matrix
- Dot Voting
Dot voting

1. Each person gets 3 dots.
2. Individually, vote on the top 3 ideas that you feel the most energized around.
2x2 Matrix

1. Pick two axes to compare ideas against. Create your matrix using your foam core board.

2. As a team, place your ideas on the matrix.
Other Axes Criteria to Consider

- Impact on goal
- Ease of implementation
- Level of impact
- Level of excitement and energy
- Feels revolutionary
- Forces stretching into new spaces
- Curiosity to learn
As you are prioritizing, consider:

• Which interventions fill the biggest gaps in the system?
• What are you best positioned to do?
• Which ideas would best help us address the HMW / Opportunity?
15 minute prioritizing!

1. Individually, place a dot on your top 3 ideas.

2. Map the ideas that received a dot vote on your 2x2 Matrix flip chart.

3. Look at the ideas that fall into the quadrant that is high impact & lots of difficulty. As a team, discuss these ideas.

4. Select one idea or related set of ideas to move forward into the next section of the day: prototyping.
Building Equity into Idea Prioritization

**NOTICE: Power, Identify, Context**

- Who are the actors in the room? Whose perspectives are not included in the room?
- Within the room, who has the most decision-making power? The least?
- Within the room, who has living & lived experience related to the problem?

**REFLECT: Learnings, Processes, Opportunities**

- How can you gather input from actors not present in the room?
- What strategies can you use to emphasize input from? *Suggestion: Give more weight to ideas that are voted on by individuals with traditionally less decision-making power.*
- What strategies can you use to highlight the input from these individuals? *Suggestion: Give more weight to ideas that are voted on by these individuals.*

Framework: [https://dschool.stanford.edu/resources/equity-centered-design-framework](https://dschool.stanford.edu/resources/equity-centered-design-framework)
Design Thinking: Prototyping
Prototyping

Prototyping is about BRINGING IDEAS TO LIFE quickly. By making ideas tangible, getting feedback often, and continuing to improve your concept, you’ll be on your way to getting impactful solutions out in the world.

Physical  Digital  Services  Environments
Why prototype?

- Brings more clarity to your idea
- Others can try it and provide feedback
- Requires interaction, not just thinking
- Always reveals new information
- Leads to additional ideas
- Builds momentum
Simple Steps of Prototyping

1. PLAN WHAT YOU WANT TO TEST AND WHY.
2. BUILD OUT YOUR IDEA WITH ROUGH PROPS AND VISUALS.
3. GET FEEDBACK.
4. INTEGRATE FEEDBACK & ITERATE/CO-DESIGN.
### Different Levels of Prototypes

#### Rough Prototyping

**Focus:** Desirability

**Purpose:** Confirm initial design opportunities from formative research & identify the most compelling concepts to explore more deeply.

**Input > Output:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Mindset: Explore &amp; Evolve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did we find promising concepts to address the needs we identified in inspiration?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Input &gt; Output:</th>
<th>Many ideas &gt; Focused set of concepts</th>
</tr>
</thead>
</table>

#### Live Prototyping

**Focus:** Feasibility

**Purpose:** Understand actual end-user behavior by creating a real-to-life experience. This means connecting high-potential program components to link end users with services.

**Input > Output:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Mindset: Validate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the solution work? Is it desirable and are we able to run it?</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Input &gt; Output:</th>
<th>Focused concepts &gt; System solution</th>
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</table>

#### Pilot

**Focus:** Viability

**Purpose:** To find out if a fully executed solution system works the way you envisioned, running it with all the staff, spaces, and resources necessary.

**Input > Output:**

<table>
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<tr>
<th>Question</th>
<th>Mindset: Adapt &amp; Refine</th>
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<td>How does the solution need to adapt or change to address a broader audience or set of users? Does it work over time?</td>
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<table>
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<tr>
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<th>System solution &gt; Change package</th>
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#### Spread & Scale

**Focus:** Scaleability

**Purpose:** To increase the impact of your solution by optimizing the solution system to reach new markets and geographies—iteratively increasing reach as you go.

**Input > Output:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Mindset: Systematize &amp; Optimize</th>
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<tbody>
<tr>
<td>How do we optimize the solution system to be more efficient and effective at scale?</td>
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</table>

<table>
<thead>
<tr>
<th>Input &gt; Output:</th>
<th>Change package &gt; Phased Roll-out Plan</th>
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Reference: PSI+IDEO.org A360
PDSAs help you build knowledge and confidence in your solutions

Reference: PSI+IDEO.org A360
## Measuring for learning as we go

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<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Examples of measures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Family of measures (macro): Outcomes, Process, Balancing</strong></td>
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<tr>
<td><strong>Family of measures (micro): Outcomes, Process, Balancing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Examples in practice - Decrease overdoses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Example in practice - Decrease overdoses

- **O-% gap in overdose deaths between groups**
  - P-# MAT providers
  - B-#s on waitlist
- **# primary care settings with MAT providers**
- **# EDs with MAT providers**
- **# of items on brainstorm list addressing warm handoff process**
- **# of prioritized ideas involving new EDs/PCPs**
- **O-% pts starting MAT in ED transferred to MAT in PC**
- **P-# MOUs btw ED and PCPs**
- **B-staff sat**
- **# times an ED provider starts MAT**
- **# times warm handoff initiated**
- **% of successful handoffs between ED and PCP**
  - Review triggered if dips below 80%
Measuring for improvement “Quick Hit”

Family of measures

<table>
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<th>Type of measure</th>
<th>Goal of measure</th>
<th>Examples</th>
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<td><strong>Outcomes</strong></td>
<td>Where are we ultimately trying to go?</td>
<td>• # of OD deaths</td>
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<tr>
<td></td>
<td></td>
<td>• # of lives saved by naloxone</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• % gap in overdoses between groups</td>
</tr>
<tr>
<td><strong>Process</strong></td>
<td>Are we doing the right things to get there?</td>
<td>• # of MAT prescribers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• # of school-based educational talks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• # of people with lived experience are active members</td>
</tr>
<tr>
<td><strong>Balancing</strong></td>
<td>Are there any unintended consequences of our changes?</td>
<td>• # of incidents of community backlash</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• waitlists</td>
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Adapted from IHI
## Measuring for learning as we go

### Stage of design, systems thinking, improvement

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### Evaluation & measurement considerations

#### Examples of measures

- **Family of measures (macro):** Outcomes, process, balancing
  - # actors involved
  - # power centers
  - # of strategies at landscape, regime, niche

- **Family of measures (micro):** Outcomes, process, balancing
  - # of un/successful PSDSAs
  - Staff/patient/coalition member satisfaction
  - Depth of relationships

#### Example in practice - Decrease overdoses

- O-% gap in overdoses between groups
- P-# MAT providers
- B-#s on waitlist
- # primary care settings with MAT providers
- # EDs with MAT providers
- # of ideas that:
  - best address hypothesis
  - we are well placed to do
  - fill a gap in system
- O-# pts starting MAT in ED transferred to MAT in PC
- P-# MOUs btw ED and PCPs
- B-staff sat
- # of items on brainstorm list addressing warm handoff process
- # of prioritized ideas involving new EDs/PCPs
- # times an ED provider starts MAT
- # times warm handoff initiated
- % of successful handoffs between ED and PCP
  - Review triggered if dips below 80%
Prototyping for Systems Change

**What you might prototype**
(internally & across actors)

- Innovative Processes & Services
- Information flows
- Campaigns to shift mindset
- Connective tools & services
- Changes in Policy
- Changes in Power and Decision-making

**Ways to Prototype for Systems Change:**

- Journey Map / Storyboard
- Role play
  - New Interactions
  - New Policy
  - How a campaign might be experienced
  - Constellations
- Build supportive elements
Storyboard the new user experience

Think through the details of your concept by breaking your idea into smaller moments in the experience.
Storyboard the new user experience

1. Map
2. Camera
3. Activity tracker
4. Community Centre
   - Start where people are
   - Community buzz - out & about
5. Community Knowledge
6. Bingo on the go!
7. Denary Main
   - An area with established groups
8. Mixed friendship group
9. ½ day set up & engagement
10. ½ day of activity
11. I word feedback
12. Before + After assessment
Role play the new user experience
Role play the new user experience
Build Supportive Tools

Looks like, Works like
Different Levels of Prototypes

ROUGH PROTOTYPING
- FOCUS: DESIREABILITY
- PURPOSE: Confirm initial design opportunities from formative research & identify the most compelling concepts to explore more deeply.
- MINDSET: EXPLORE & EVOLVE
- QUESTION: Did we find promising concepts to address the needs we identified in inspiration?
- INPUT > OUTPUT: Many ideas > Focused set of concepts

LIVE PROTOTYPING
- FOCUS: FEASIBILITY
- PURPOSE: Understand actual end-user behavior by creating a real-to-life experience. This means connecting high-potential program components to link end users with services.
- MINDSET: VALIDATE
- QUESTION: Does the solution work? Is it desirable and are we able to run it?
- INPUT > OUTPUT: Focused concepts > System solution

PILOT
- FOCUS: VIABILITY
- PURPOSE: To find out if a fully executed solution system works the way you envisioned, running it with all the staff, spaces, and resources necessary.
- MINDSET: ADAPT & REFINE
- QUESTION: How does the solution need to adapt or change to address a broader audience or set of users? Does it work over time?
- INPUT > OUTPUT: System solution > Change package

SPREAD & SCALE
- FOCUS: SCALEABILITY
- PURPOSE: To increase the impact of your solution by optimizing the solution system to reach new markets and geographies—iteratively increasing reach as you go.
- MINDSET: SYSTEMATIZE & OPTIMIZE
- QUESTION: How do we optimize the solution system to be more efficient and effective at scale?
- INPUT > OUTPUT: Change package > Phased Roll-out Plan

Reference: PSI+IDEO.org A360
Activity: Build your first prototype!

Plan Your Prototype (5-10 min)

**Storyboard:** As a team, jot notes in the Planning Your Prototype worksheet and do a rough Storyboard (what do you envision for before, during, and after the journey?)

Bring it to life (20-25 min)

**Role Play:** Act out a key moment of value in the journey to see and evolve how it might work in real life.

**Build Supportive Elements:** Make any supportive tools, environments, or other elements to support people using or understanding the concept you are testing.
You’re welcome to continue building your prototype!
Prototype Feedback & Co-Designing
Try, Learn, Co-Design

1. **Try it together**: Test the interaction and what works without directly asking for feedback initially. *You’ll get feedback after!*

2. **Initial Feedback**

<table>
<thead>
<tr>
<th></th>
<th>I Like...</th>
<th>I Wish...</th>
<th>I Wonder...</th>
</tr>
</thead>
</table>

3. **Co-Design: Make it better together**
   - Let the participant take the lead!
   - Give them the tools to create!
   - Flip questions back to them
Try, Learn, Co-Design Activity:
Pair up with another coalition team

20 min per coalition, then swap!

5 min Co-design test:
interact & observe

5 min User feedback:
I like, I wish, I wonder

10 min Co-design:
Iterate together
Facilitation Tips: Tapping the Wisdom in the Room

• Take 1 minute to individually write down on sticky notes any facilitation tips you’d like to offer the group.
Designing a Co-Design Session

1. **Recruit** a diverse group, including those with lived/ living experience.

2. Host a co-design session to:
   1. **Brainstorm and Prioritize** ideas together.
   2. **Build prototypes** and frame them as initial work in progress.
   3. **Get feedback** on early prototypes and iterate
      - Have your stakeholders engage with & experience the idea(s)
      - Gather feedback: what went well and what could be better?

3. **Iterate**:
   a. Go back to designing the solution idea so that it addresses community members’ feedback.
   b. Share updates to let them know they were a vital part of making this happen!
Informal Co-Design
Tips for Your Next Co-Design Session

- Consider accessibility & logistics of session: timing, food, day-care, incentives?
- Acknowledge that this is your first time doing this and it’s a learning process for everyone!
- Include fun, tactical activities that would spark creativity and help break the ice.
- Seek feedback from participants on how the session could go better next time.
Reflective Walk

Discussion prompts:

• What questions are you holding?

• What feels the most challenging about co-designing over the next few months?
## Build Your Co-Design Session Agenda with the Coalition

<table>
<thead>
<tr>
<th>Time</th>
<th>Objective</th>
<th>Activity details</th>
<th>Responsibility</th>
<th>Logistics</th>
</tr>
</thead>
</table>
| 9:00-9:30 | Welcome & framing                | Welcome the group  
Share objectives  
Share Agenda | Sam            | Power Point  
Pens         |

How will you use the design thinking steps to guide the coalition’s work?
- Developing HMWs
- Brainstorming and prioritizing ideas
- Prototyping, feedback and co-design
Co-Design Practice

- Plan (5 min)
  - Which activity - pick one that’s a challenge
  - Who is the audience? Where is this happening? How much time?
  - What is the HMW you will address?
  - Who will lead and who will support the exercise?
  - Is there a challenge to practice addressing? Unengaged participant, dominating stakeholder, complex activity

- It’s your turn to practice leading a co-design session (15 min)
  - Set the stage - audience and HMW
  - Feedback time - I like, I wish, I wonder (5 min)
  - Then switch!
Wrap up
• What have we learned about co-design?

• How might it play out with your coalition?

• What additional support do you need?
### Remaining Program Activities & Timeline

#### Program Timeline

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<tbody>
<tr>
<td><strong>Core Program Activities</strong></td>
<td>Kick-Off Webinar</td>
<td>System Mapping Training</td>
<td>Local System Mapping Workshop</td>
<td>CCI Virtual Convening</td>
<td>CCI In-Person Convening</td>
<td>Program Ends</td>
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<td></td>
<td>Jun 6</td>
<td>July 1-2</td>
<td>By Sept 30</td>
<td>Oct 11</td>
<td>Jan 30</td>
<td>Sept 29</td>
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<tr>
<td><strong>Deliverables</strong></td>
<td>Pre-work for Systems Mapping Training</td>
<td>Progress Report</td>
<td>Progress Report</td>
<td>Progress Report</td>
<td>Case Study Interview</td>
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<td></td>
<td>Individual Capabilities &amp; Coalition Team Baseline Assessment</td>
<td>June &amp; July</td>
<td>Nov 30</td>
<td>Mar 30</td>
<td>Sept 15</td>
<td>Sept 29</td>
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<td>Aug-Sept</td>
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*Teams are expected to share lessons learned, tools, templates and participate in evaluation activities (e.g., surveys, phone interviews, assessments, etc).*
Final Program Phase: Identify and Test Solutions
January – September 2020

Major Activities
• Bi-monthly Webinars (starting with Feb 25!)
  • Reinforce/introduce relevant content
  • Share stories from the field
  • Peer exchange
• July 30 In-Person convening
  • Celebrate successes and learnings
  • Communicate strategy and continue the work

Outcome
• Coalitions will prototype and test at least 3 systems-level solutions.
How we’ll support you

Trish:
● Co-design planning,
● Reviewing prototypes
● Facilitation support in the field as you develop and test prototypes.

Kristene:
● Building out your measurement plan
● Applying model for improvement tools that complement your design process
  ○ Setting your SMART goals, measurement strategy, testing (PDSAs) strategy
● Developing plan for how to center equity in your coalition
Next Steps

**Teams:**

- **Ongoing:** Meet with Trish to share prototype ideas and what you’re learning; iterate, iterate, iterate!

  **!! Book here:** [https://calendly.com/pmprice-hopelab](https://calendly.com/pmprice-hopelab)

- **Check your calendar!** Ensure you have the program webinar holds.

- **By Mar 19:** Build your first prototypes with community stakeholders and be prepared to share how it went and what you’re learning!

  **TIP:** Document your process capturing photos, videos, and quotes.

- **By Mar 30:** Submit Progress Report 2

**CCI:**

- **By Feb 6:** Post final slide deck on Community Partnerships portal.

- **Ongoing:** Update teams as we secure program webinar topics/ guest speakers.

- **By April 15:** Disburse final grant installment.
Checking Out
Resources
Resources

• Design Kit - https://www.designkit.org/
  • Prototyping course - https://www.designkit.org/resources/8
  • Facilitators course - https://www.designkit.org/resources/7
  • Intro to design course - https://www.designkit.org/resources/5

• CCI Catalyst Design Thinking Program

• Equity-Centered Design Framework: https://dschool.stanford.edu/resources/equity-centered-design-framework

• Leverage Points: Places to Intervene in a System
Thank You!

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