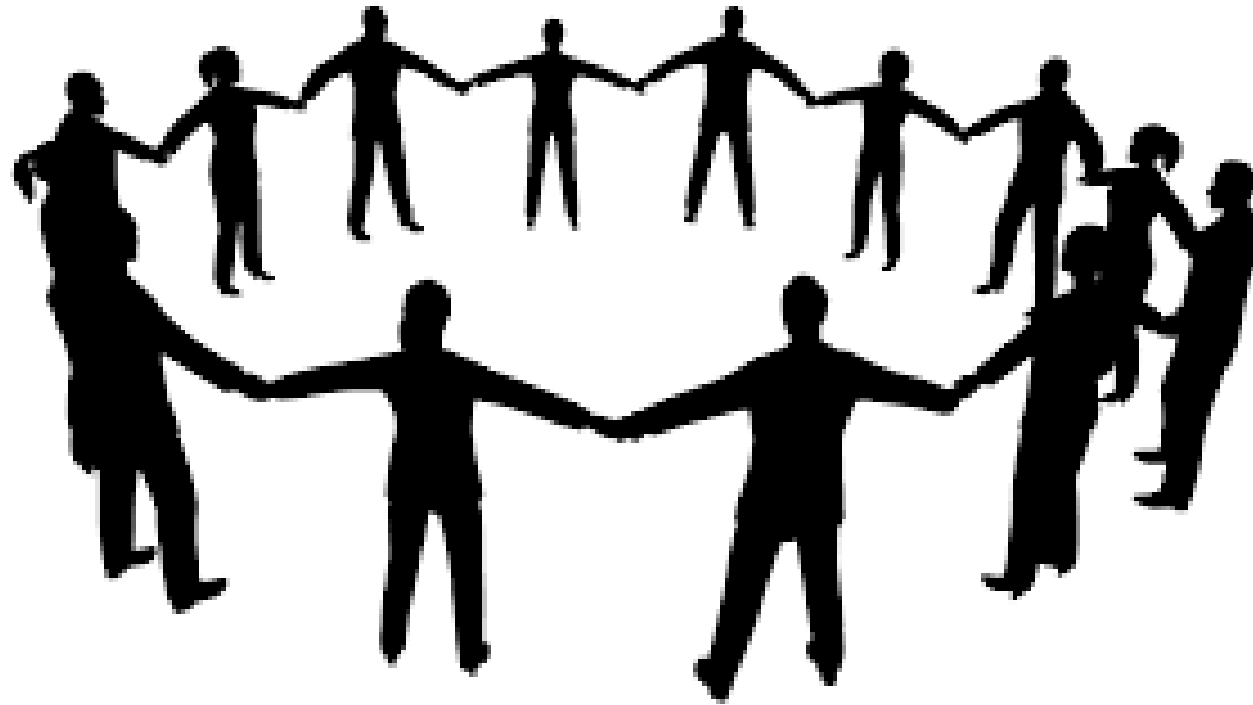


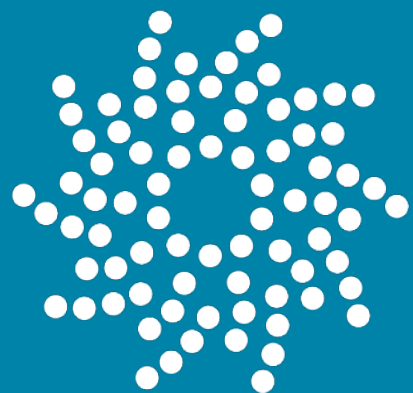


Breakfast 8:00-8:30am

- 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





CCI

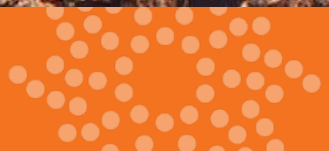
CENTER FOR CARE
INNOVATIONS

**Community Partnerships
In-Person Convening
January 30, 2020**

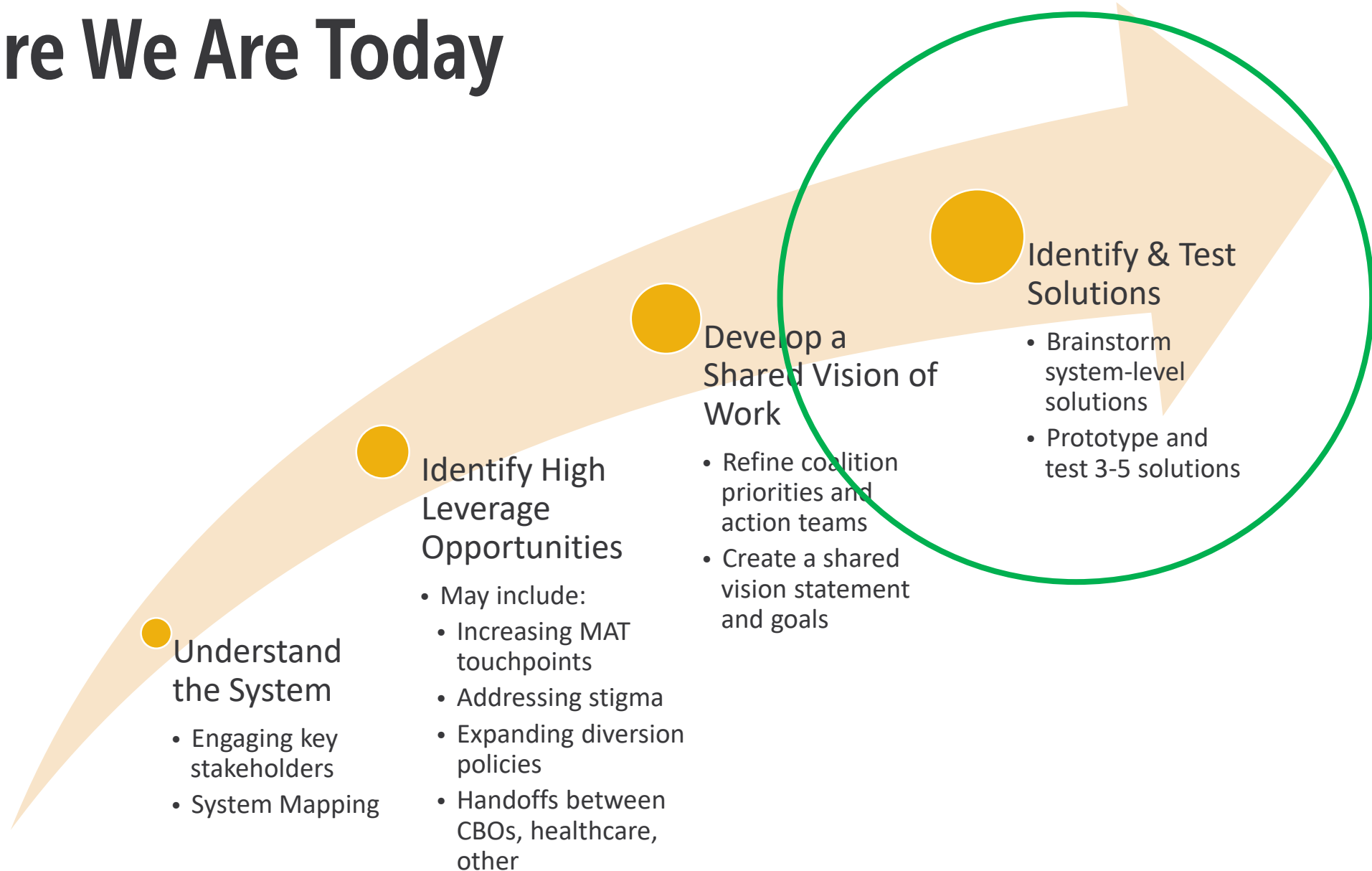


Welcome

Growth & Leadership



Where We Are Today





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.

8:00 - 8:30am	Breakfast
8:30 - 9:15am	Welcome and Energizer <ul style="list-style-type: none">• Overview of the day and framework for content.• Gallery walk of coalition's vision and transition theory maps.

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

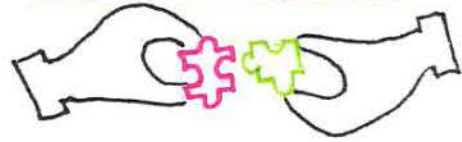
Stage of design, systems thinking, improvement						
	Vision & Goal Setting	Frame the opportunity (seeing the system)	Brainstorm & prioritize	Prototype	Testing	Sustaining
Evaluation & measurement considerations	How are we progressing towards our goals at a macro level? (May be long term measures)	How can we impact the system - within and across actors?	What is your hypothesis and which ideas will support it? What ideas will have systemic impact?	Is it viable, repeatable? Does it make a difference? (May be intermediate or short term measures)	What are your hunches behind the PDSAs? Are you building evidence to support further implementation and scaling (deep)?	Which key subset of measures will signal a process 'in control'? What will trigger any necessary actions?

Sustainability

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

Creating an informed accountable community

BEGIN



Strengthen connection between community & available local services

incorporate



increases in services

- MAT services
- more x-waivered providers
- MAT in jail
- support services
- alternative pain management
- youth 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

- FBO's
- rural county residents

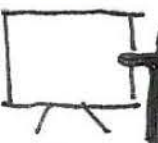


educate & utilize patrol officers to connect at-risk people to services

naloxone training & distribution



community outreach



presentations & education



safe medication

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!





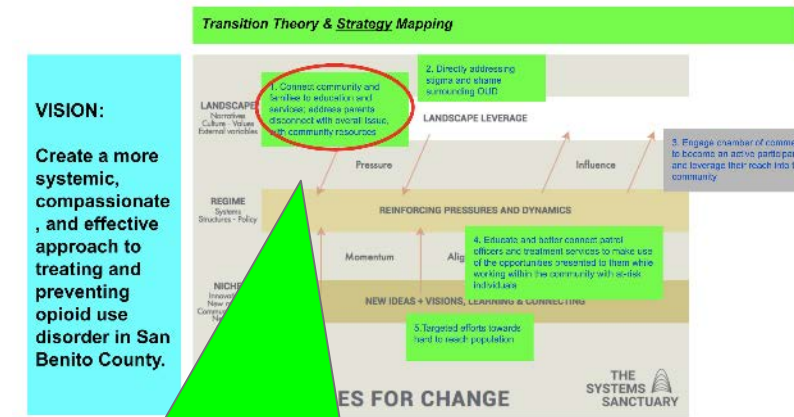
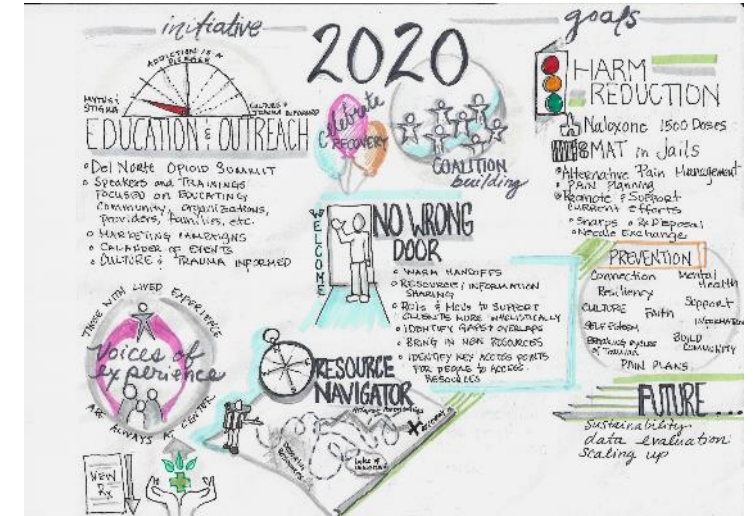
Peer Exchange: Sharing the Vision & Honing in on the Opportunity

Peer Exchange - Vision & Opportunity

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

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)



The Question we want to design for today is... HMW?

Peer Exchange cont.

Now switch!

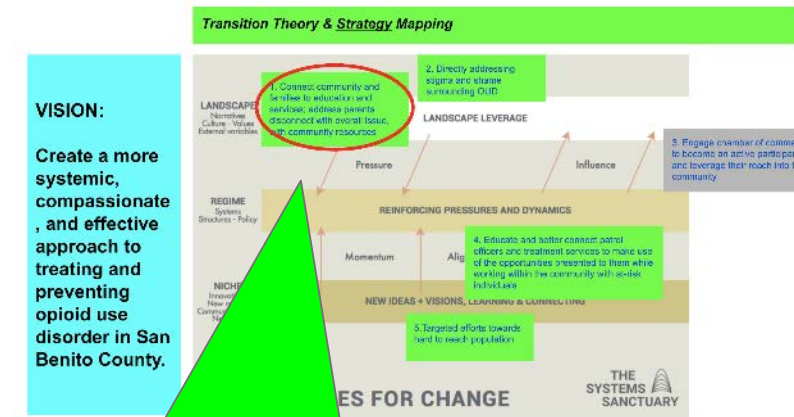
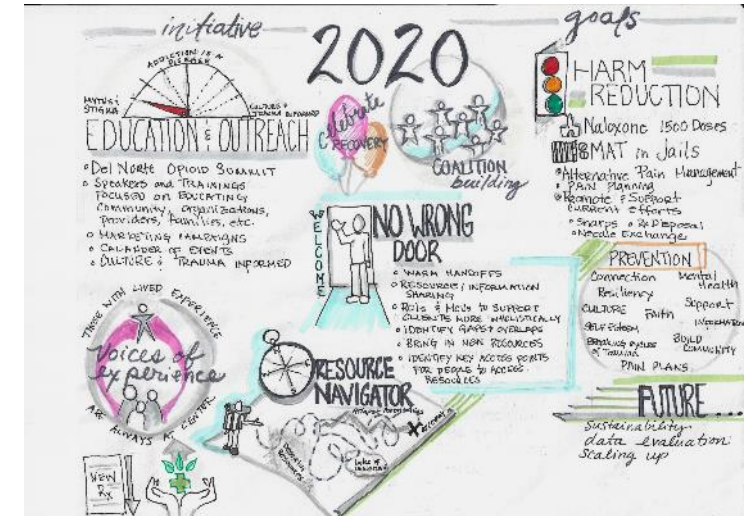


Peer Exchange - Vision & Opportunity

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- Coalition 2 describes (7m)
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 - 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)

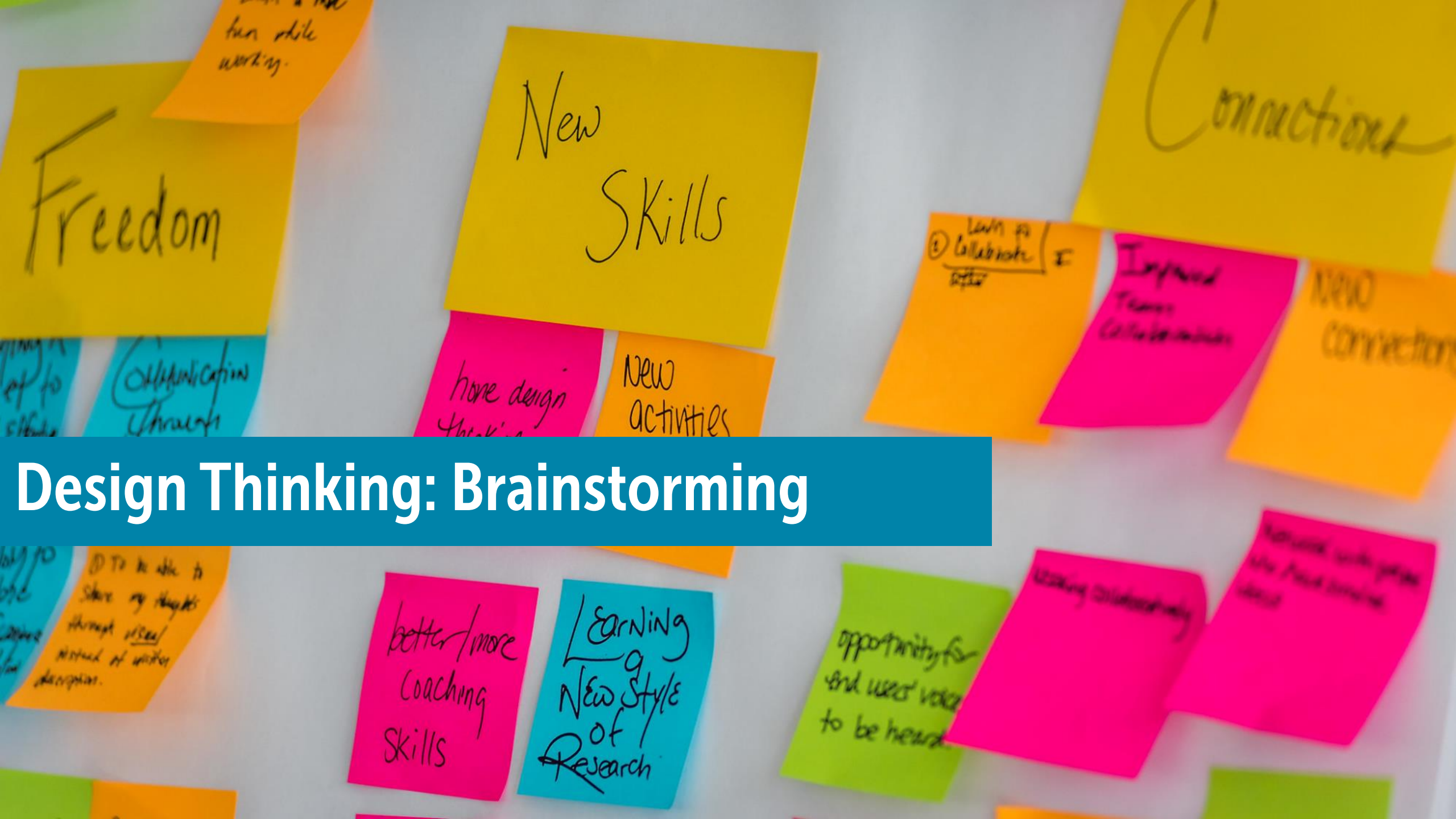
1. How was that experience as the coalition sharing their work?
2. How was that experience as the coalition prompting and reflecting?
3. What might you bring back to your coalition?



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"

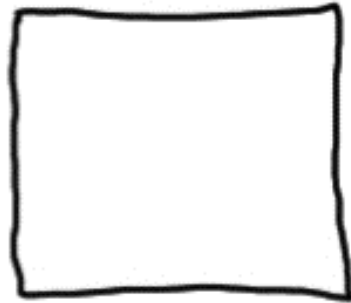
A half sheet of computer paper holds more info than a sticky.

1. Draw a simple picture of the idea
2. Name your idea
3. Annotate it with key points
4. Share and post it



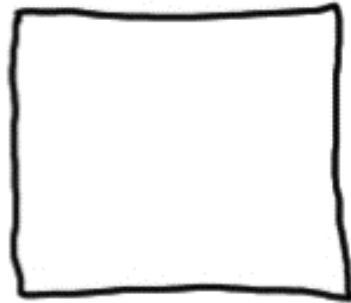
How to Draw Stuff

Tools:

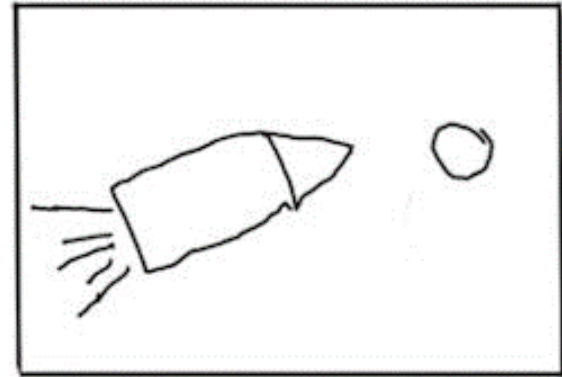
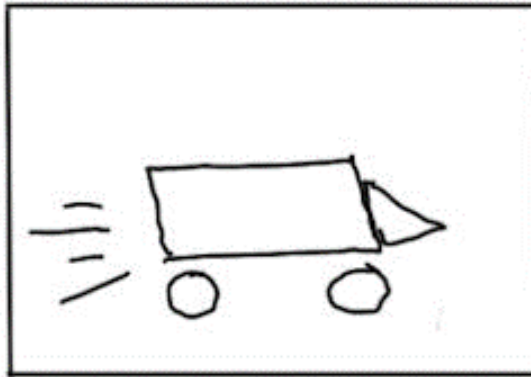


How to Draw Stuff

Tools:



Ta dah!



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

\$5 BILLION IDEA

\$5 Idea

Futuristic Idea

Wild idea

Opposite Effect
Idea

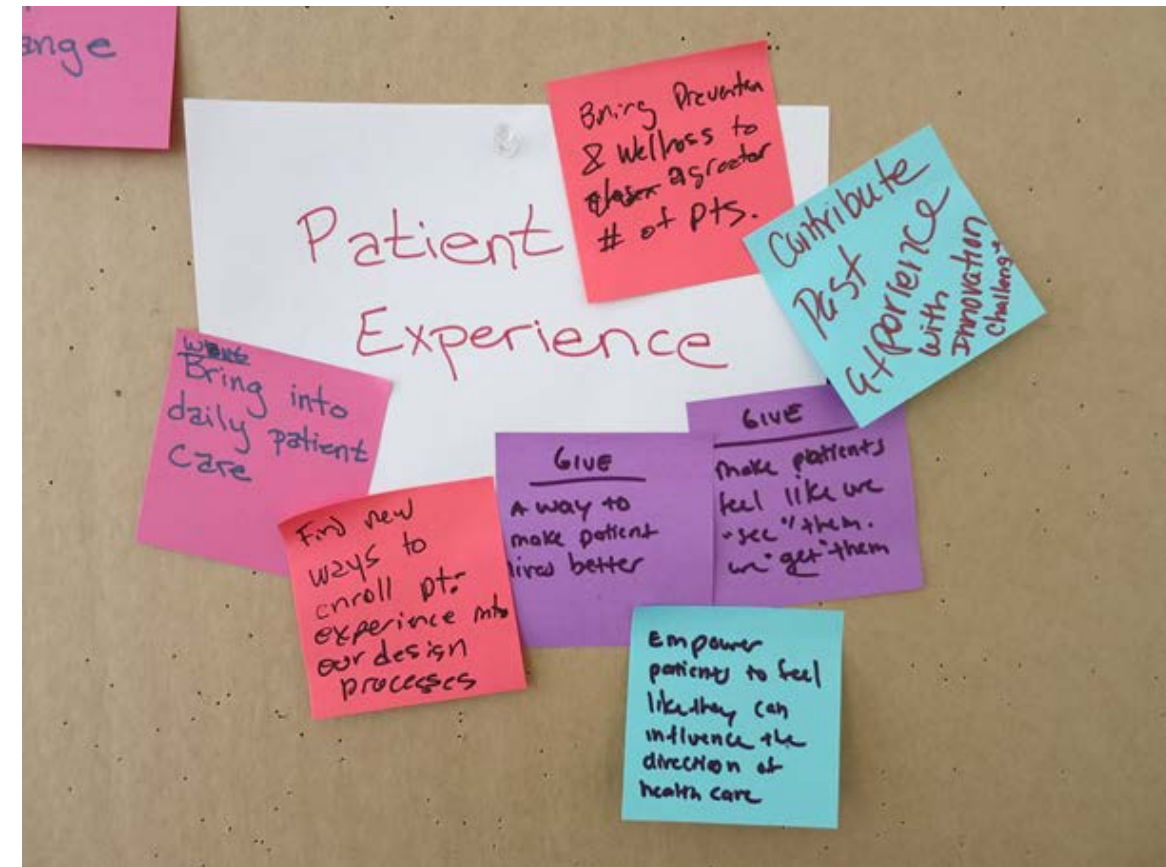
Emotional Idea

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”?

How might we...

Deliver a more
productive training

the MA's con

How might we...

engage our MA's
in training

Design Thinking: Prioritizing Solutions

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"

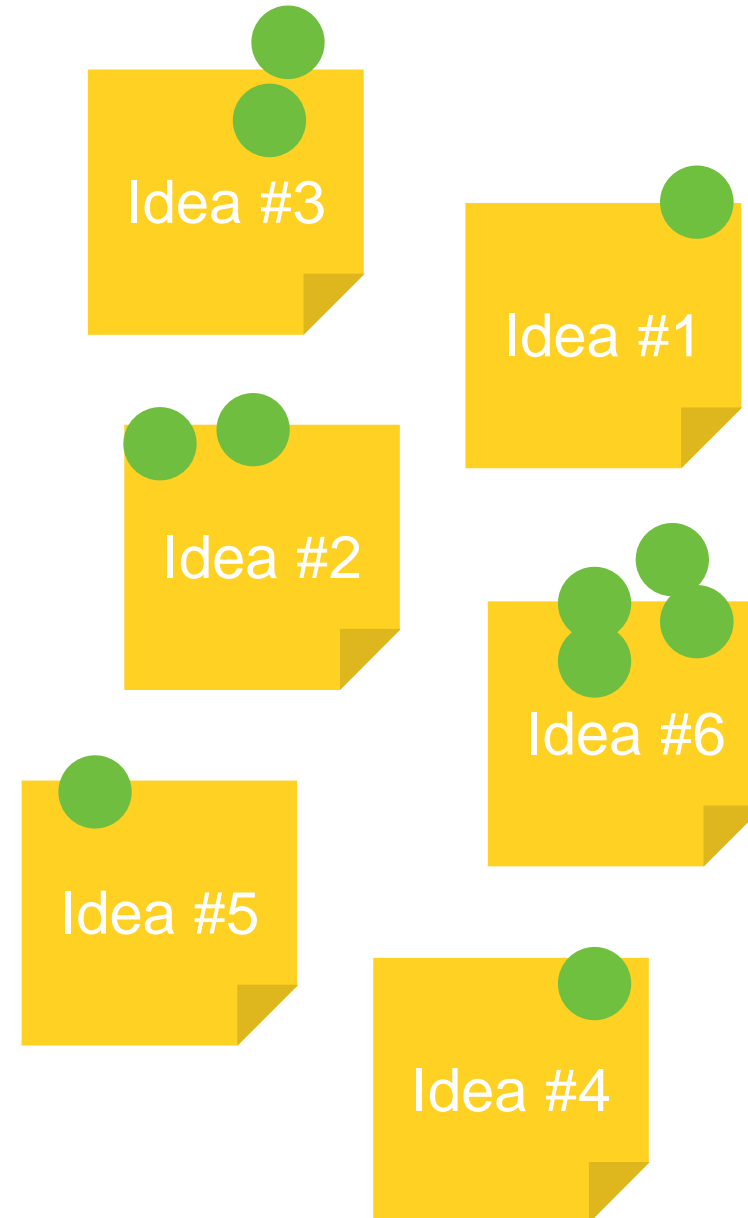


2 Example Techniques

- 2x2 Matrix
- Dot Voting

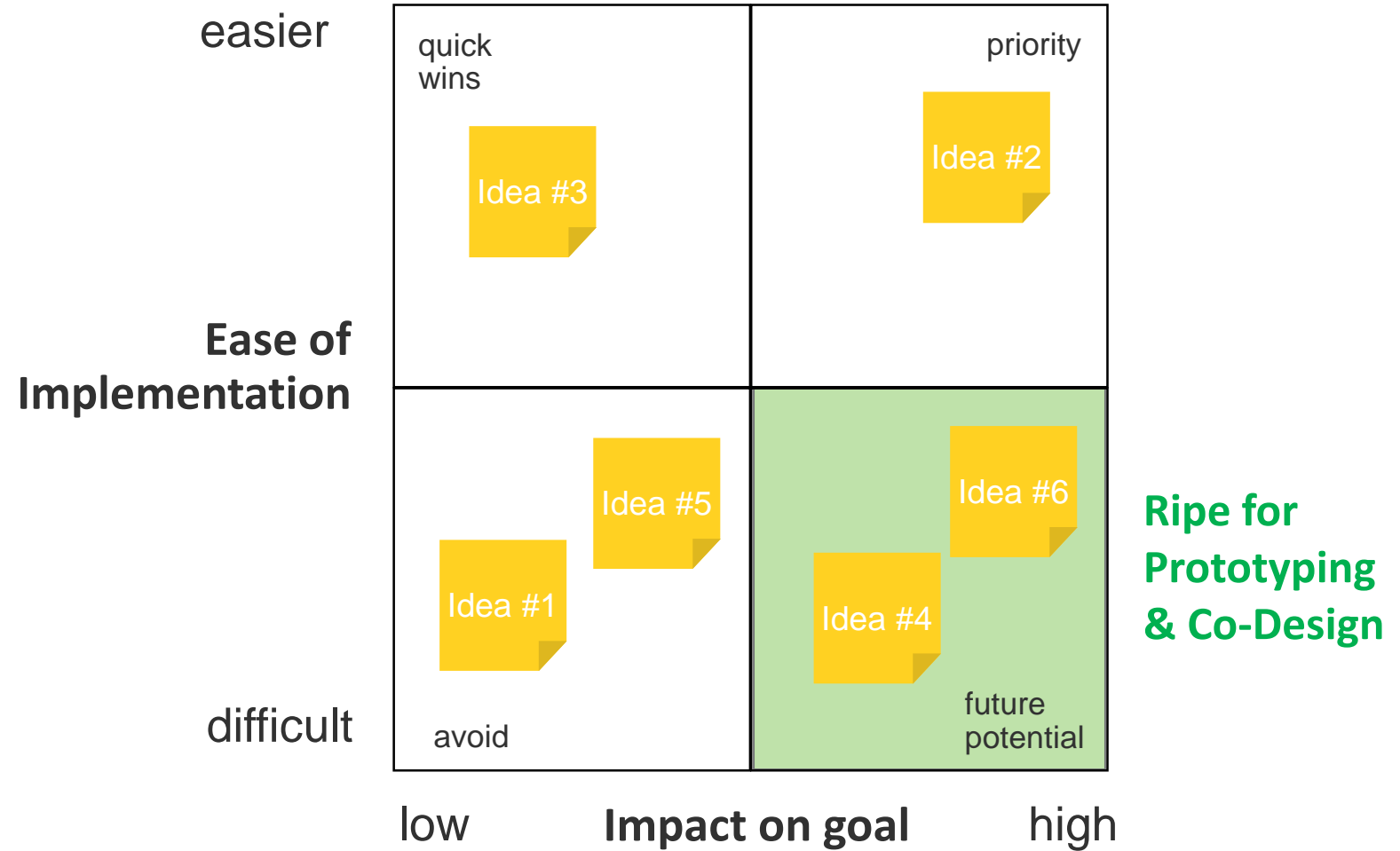
Dot voting

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>





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

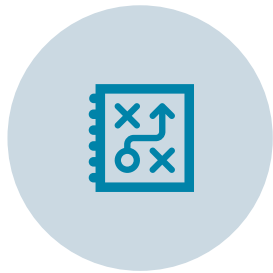


Environments

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



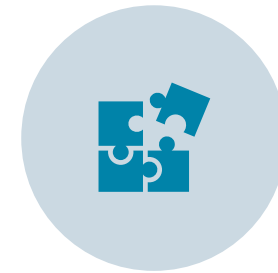
1. PLAN WHAT
YOU WANT TO
TEST AND WHY.



2. BUILD OUT
YOUR IDEA
WITH ROUGH
PROPS AND
VISUALS.



3. GET
FEEDBACK.



4. INTEGRATE
FEEDBACK &
ITERATE/
CO-DESIGN.

Different Levels of Prototypes

1



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

PDSAs help you build knowledge and confidence in your solutions



ROUGH PROTOTYPING

FOCUS:

DESIREABILITY



LIVE PROTOTYPING

FOCUS:

FEASIBILITY



PILOT

FOCUS:

VIABILITY

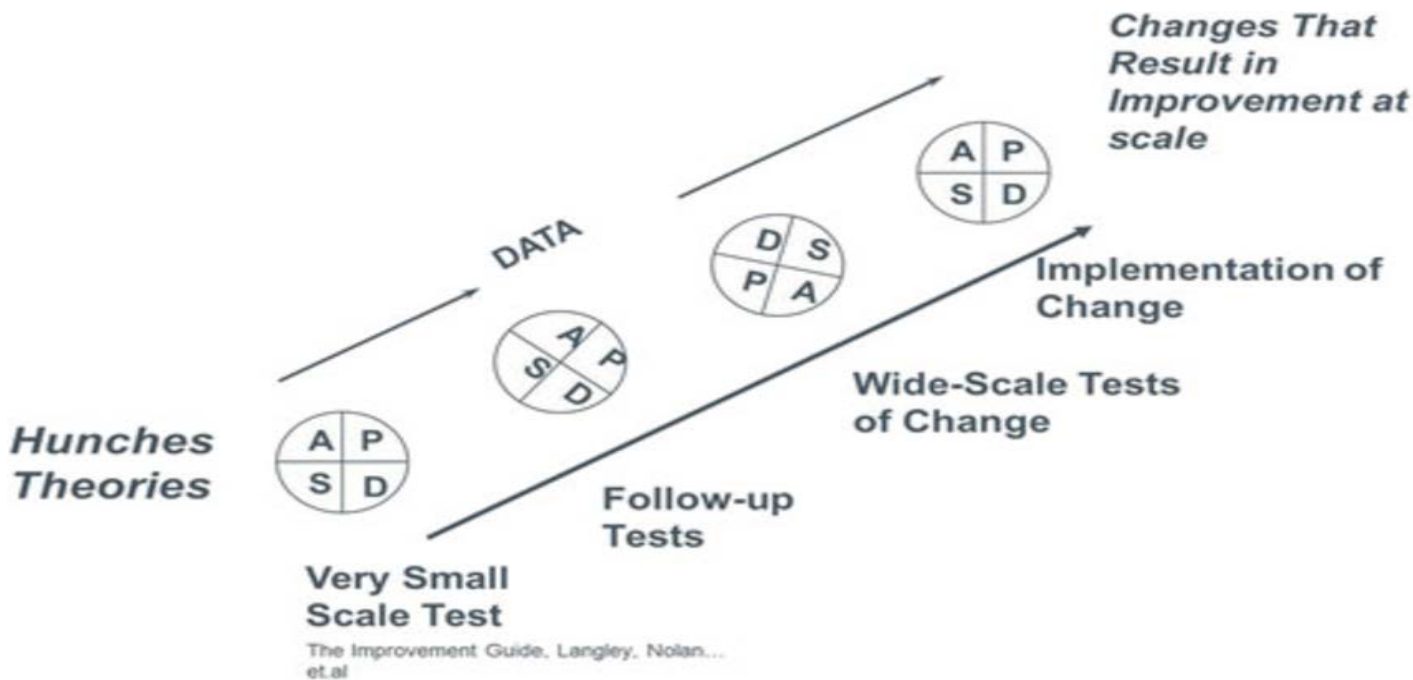
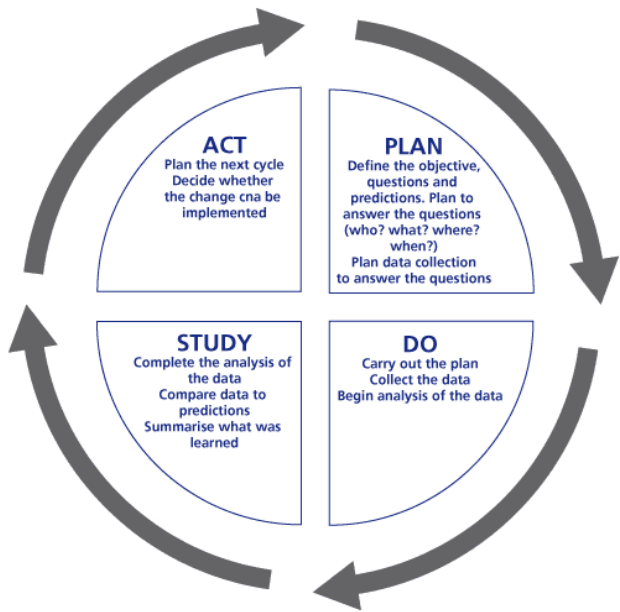


SPREAD & SCALE

FOCUS:

SCALEABILITY

Reference: PSI+IDEO.org A360





Measuring for learning as we go

Stage of design, systems thinking, improvement	Vision & Goal Setting	Frame the opportunity (seeing the system)	Brainstorm & prioritize	Prototype	Testing	Sustaining
Evaluation & measurement considerations	How are we progressing towards our goals at a macro level? (May be long term measures)	How can we impact the system - within and across actors?	What is your hypothesis and which ideas will support it? What ideas will have systemic impact?	Is it viable, repeatable? Does it make a difference? (May be intermediate or short term measures)	What are your hunches behind the PDSAs? Are you building evidence to support further implementation and scaling (deep)?	Which key subset of measures will signal a process 'in control'? What will trigger any necessary actions?

Measuring for learning as we go

1



Stage of design,
systems thinking,
improvement

Evaluation &
measurement
considerations

Examples of
measures

Example in
practice -
**Decrease
overdoses**

Vision & Goal Setting	Frame the opportunity (seeing the system)	Brainstorm & prioritize	Prototype	Testing	Sustaining
How are we progressing towards our goals at a macro level? (May be long term measures)	How can we impact the system - within and across actors?	What is your hypothesis and which ideas will support it? What ideas will have systemic impact?	Is it viable, repeatable? Does it make a difference? (May be intermediate or short term measures)	What are your hunches behind the PSDSAs? Are you building evidence to support further implementation and scaling (deep)?	Which key subset of measures will signal a process 'in control'? What will trigger any necessary actions?
Family of measures (macro): Outcomes Process Balancing	<ul style="list-style-type: none"> # actors involved # power centers # of strategies at landscape, regime, niche 	# of ideas that: <ul style="list-style-type: none"> best address hypothesis we are well placed to do fill a gap in system 	Family of measures (micro): Outcomes, process, balancing	<ul style="list-style-type: none"> # of un/successful PSDSAs Staff/patient/coalition member satisfaction Depth of relationships 	<ul style="list-style-type: none"> # staff completing the process Threshold above or below which an intervention is warranted
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

Type of measure	Goal of measure	Examples
Outcomes	Where are we ultimately trying to go?	<ul style="list-style-type: none"> • <i># of OD deaths</i> • <i># of lives saved by naloxone</i> • <i>% gap in overdoses between groups</i>
Process	Are we doing the right things to get there?	<ul style="list-style-type: none"> • <i># of MAT prescribers</i> • <i># of school-based educational talks</i> • <i># of people with lived experience are active members</i>
Balancing	Are there any unintended consequences of our changes?	<ul style="list-style-type: none"> • <i># of incidents of community backlash</i> • <i>waitlists</i>

Measuring for learning as we go

1



Stage of design,
systems thinking,
improvement

Evaluation &
measurement
considerations

Examples of
measures

Example in
practice -
Decrease
overdoses

Vision & Goal Setting	Frame the opportunity (seeing the system)	Brainstorm & prioritize	Prototype	Testing	Sustaining
How are we progressing towards our goals at a macro level? (May be long term measures)	How can we impact the system - within and across actors?	What is your hypothesis and which ideas will support it? What ideas will have systemic impact?	Is it viable, repeatable? Does it make a difference? (May be intermediate or short term measures)	What are your hunches behind the PSDSAs? Are you building evidence to support further implementation and scaling (deep)?	Which key subset of measures will signal a process 'in control'? What will trigger any necessary actions?
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Prototyping for Systems Change

What you might prototype (internally & across actors)

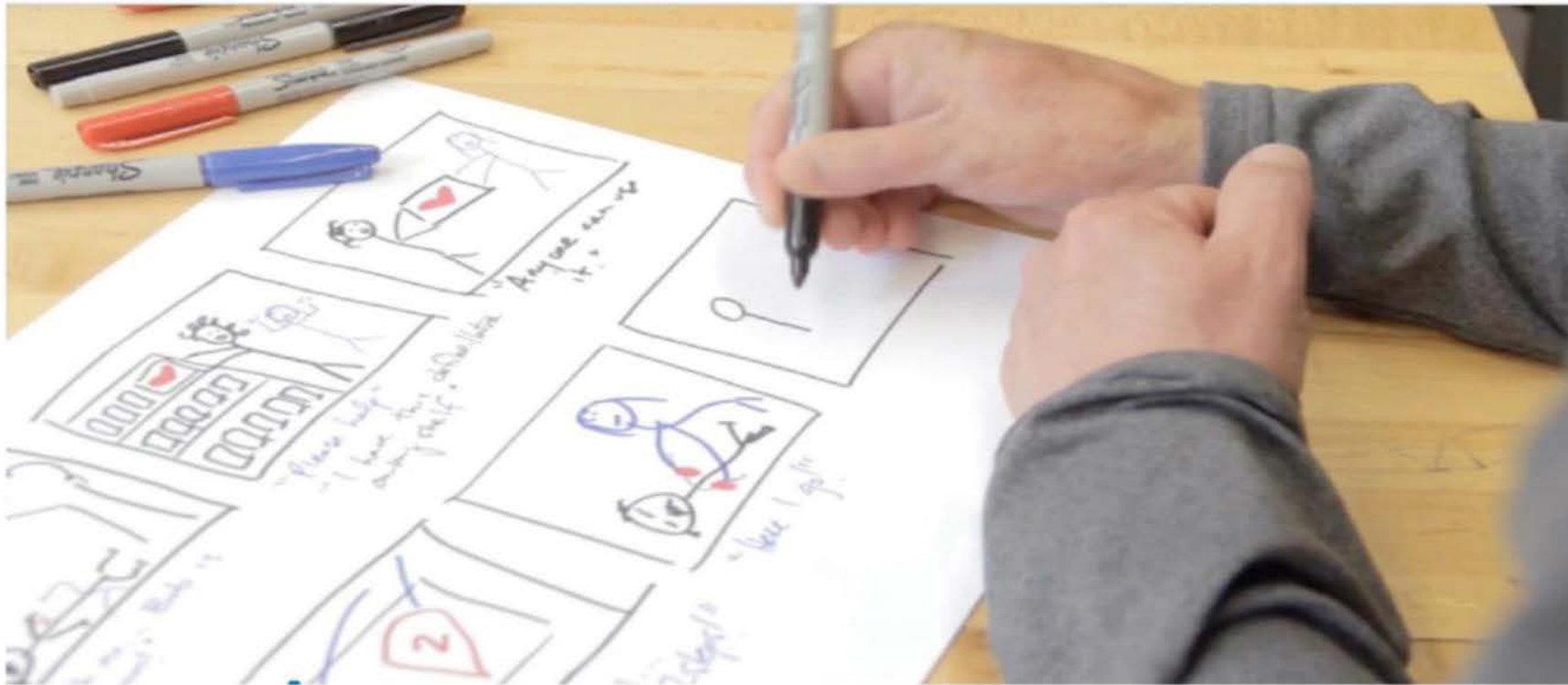
- Innovative Processes & Services
- Information flows
- Campaigns to shift mindset
- Connective tools & services
- Changes in Policy
- Changes in Power and Decision-making

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

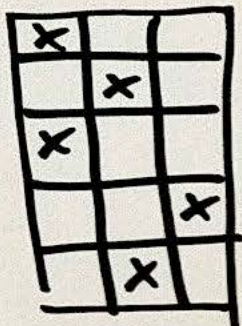
Storyboard the new user experience

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



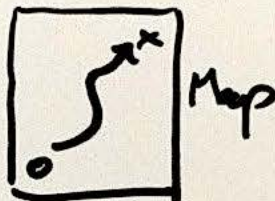
COMMUNITY CENTRE

↳ start where people are

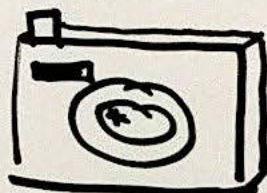


community
bush -
out & about

②

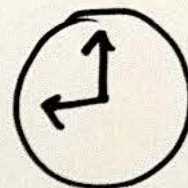


Map

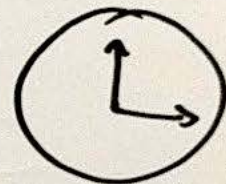


Camera

③



1/2 day
set up &
engagement



1/2 day of
activity

④



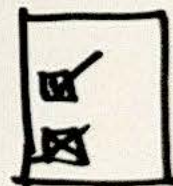
community
Knowledge

⑤



Mixed
friendship
group

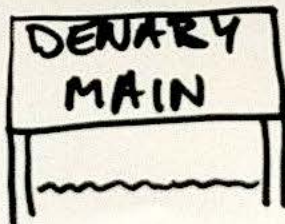
⑥



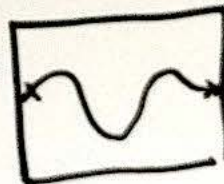
1 word
feedback



Local
coming



AN AREA
WITH
ESTABLISHED
GROUPS



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

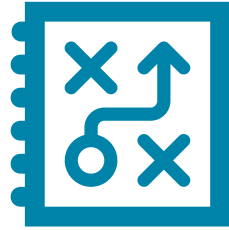
PURPOSE
To increase the impact of your solution by optimizing the solution system to reach new markets and geographies—iteratively increasing reach as you go.

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

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.



Lunch Break

*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

 <i>I Like...</i>	 <i>I Wish...</i>	 <i>I Wonder...</i>

3. Co-Design: Make it better together

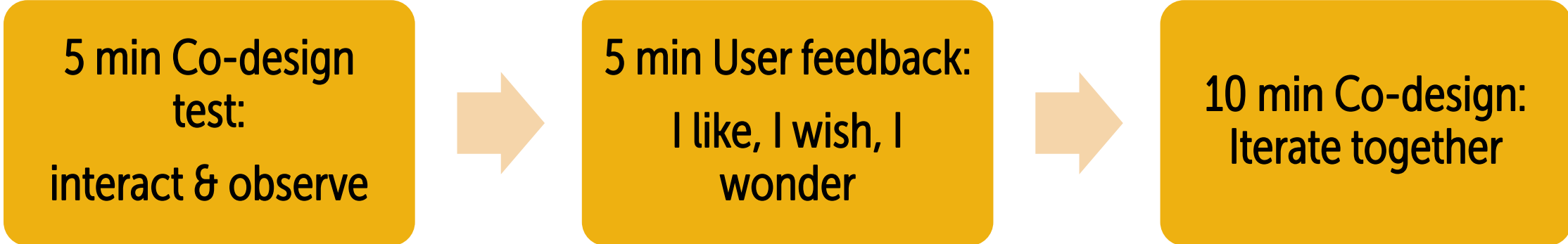
- Let the participant take the lead!
- Give them the tools to create!
- Flip questions back to them

Try, Learn, Co-Design Activity:

Pair up with another coalition team

20 min per coalition, then swap!

5 min Co-design
test:
interact & observe



```
graph LR; A[5 min Co-design test: interact & observe] --> B[5 min User feedback: I like, I wish, I wonder]; B --> C[10 min Co-design: Iterate together];
```

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?





Team Planning Time!

Build Your Co-Design Session Agenda with the Coalition

Time	Objective	Activity details	Responsibility	Logistics
9:00-9:30	Welcome & framing	<ul style="list-style-type: none">• 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!



Matrix

Connections

Wrap up

New
connections

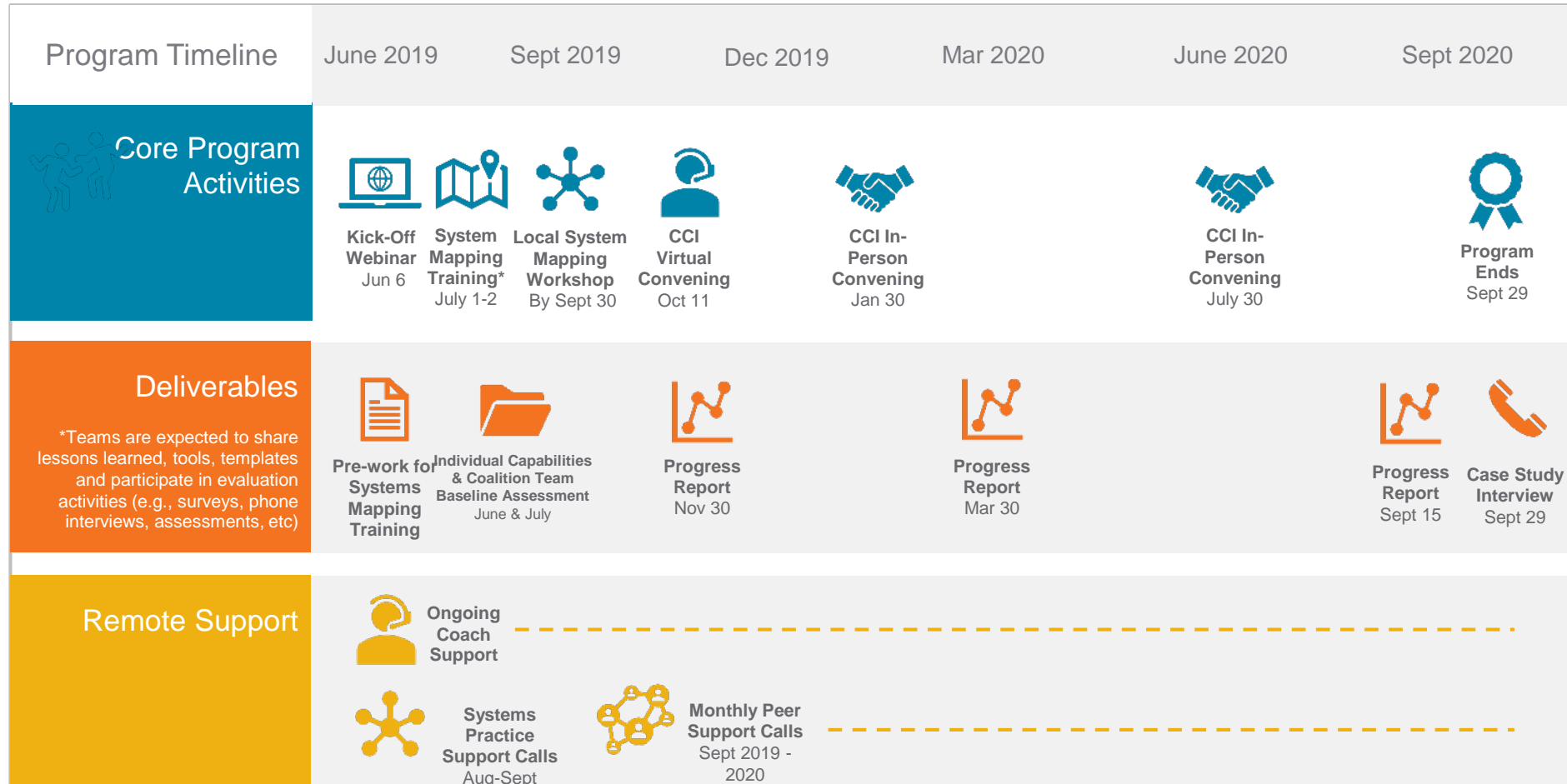
Improved
team
collaboration

Reflection

- 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



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:

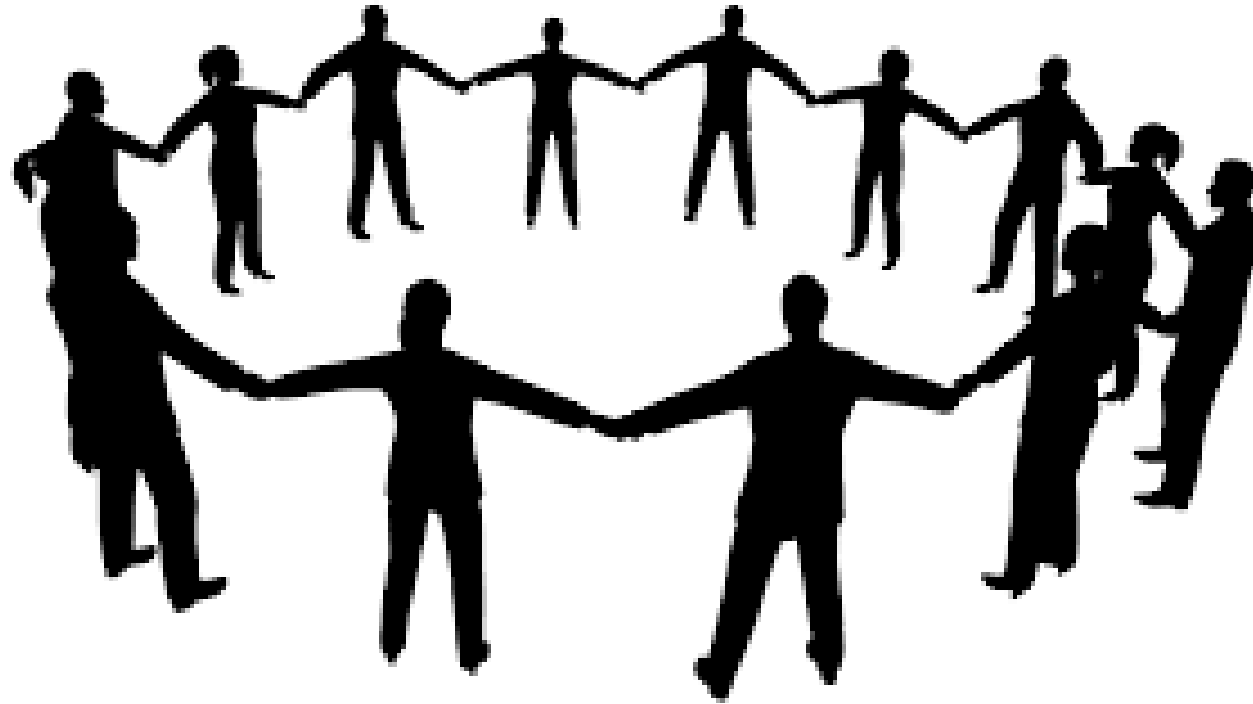
- **Ongoing:** Meet with Trish to share prototype ideas and what you're learning; iterate, iterate, iterate!
!! Book here: <https://calendly.com/pmprice-hopelab>
- **Check your calendar!** Ensure you have the program webinar holds.
- **By Mar 19:** Build your first prototypes with community stakeholders 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
 - Journey Mapping - <https://www.careinnovations.org/wp-content/uploads/2017/10/Journey-Mapping-e1509406628983.jpg>
- Equity-Centered Design Framework:
<https://dschool.stanford.edu/resources/equity-centered-design-framework>
- Leverage Points: Places to Intervene in a System
<http://donellameadows.org/archives/leverage-points-places-to-intervene-in-a-system/>





Thank You!

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