

[illegible]

# CENTER FOR CARE INNOVATIONS

CCI transforms health and health care for underserved populations by **inspiring, teaching and spreading innovation** among the organizations that serve them



# OUR PARTNERS



The Colorado Health Foundation™



COLORADO HEALTH ACCESS FUND

THE DENVER FOUNDATION



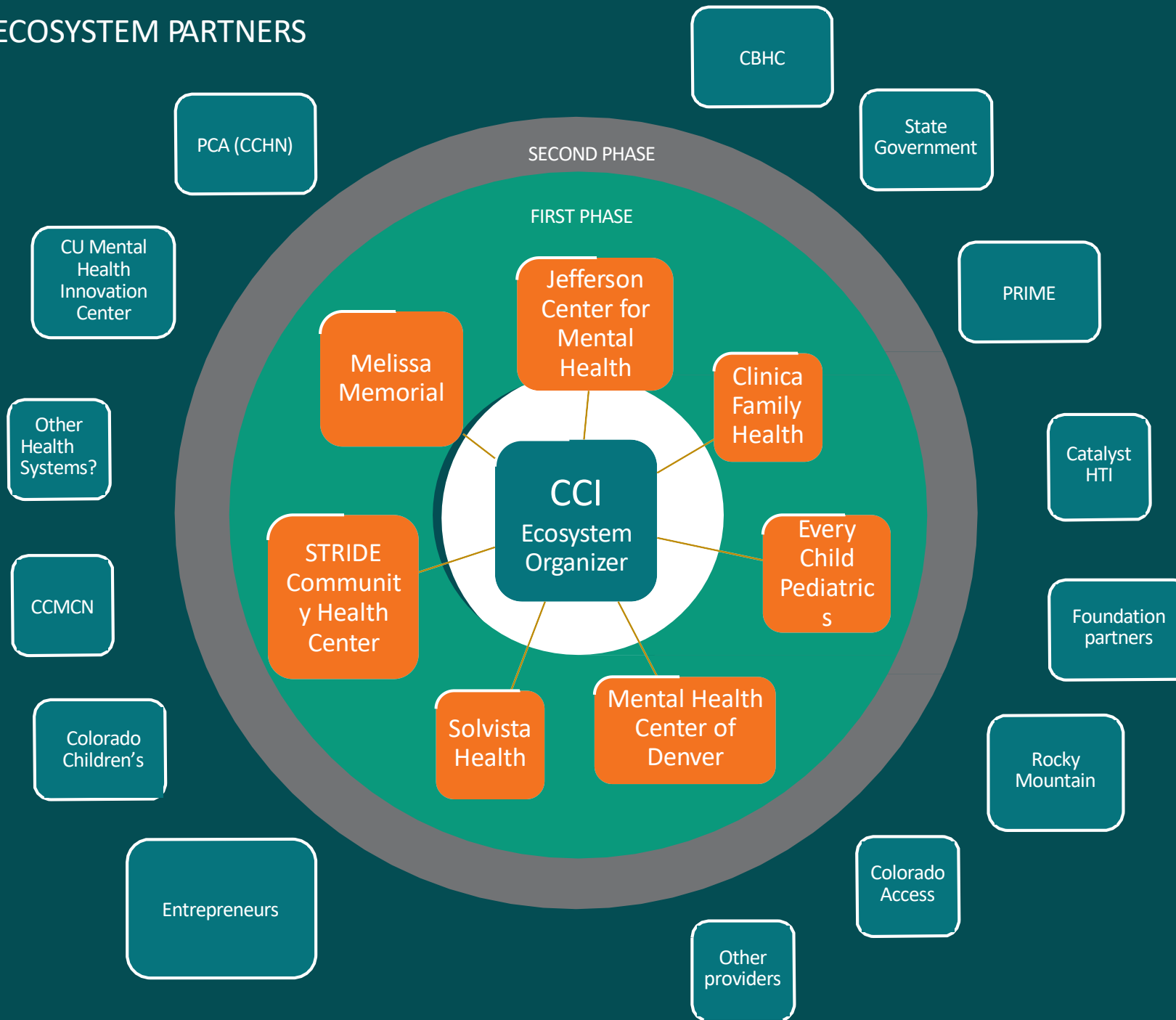
Powering Community Together

# CHIC TEAMS

1. Clinica Family Health
2. Every Child Pediatrics
3. Jefferson Center for Mental Health
4. Melissa Memorial
5. Mental Health Centers of Denver
6. Solvista Health
7. STRIDE Health Center



## ECOSYSTEM PARTNERS



# Goals for our Colorado Innovation Community

1. Build a network of innovation leaders focused on the needs of the underserved in CO
2. Build innovation capabilities
3. Pilot innovative solutions to meet critical needs and spread to others
4. Learn together & share what works with broader community
5. Make new connections to strengthen community health



# HOPES FOR TODAY

- Get a taste for Human Centered Design skills
- Consider how this skill set could be used to strengthen development & testing of innovations
- Help you determine the “right” team for the full Catalyst training
- Clarify the role you play to support innovation in your organization



# LEADING INNOVATION

## MOVING FROM MANAGEMENT TO MOBILIZED LEADERSHIP

LEADING CHANGE  
APPROACHES TO HELP  
THE ROLE OF DESIGN  
EXAMPLES  
LEADING AND LEARNING HUMAN-CENTERED INNOVATION  
CATALYST PROGRAM Q&A

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# in·no·va·tion

/ˌɪnəˈvāSH(ə)n/

*Noun*

*“The intentional introduction and application of new ideas, processes, products or procedures designed to significantly benefit the individual, the team, the organization, or wider society”*

*West and Wallace 1991:303*



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# The Aspen Labs Team



**"Part of creative confidence is the willingness to try."**

*Tom Kelley, Part nel: IDEO*

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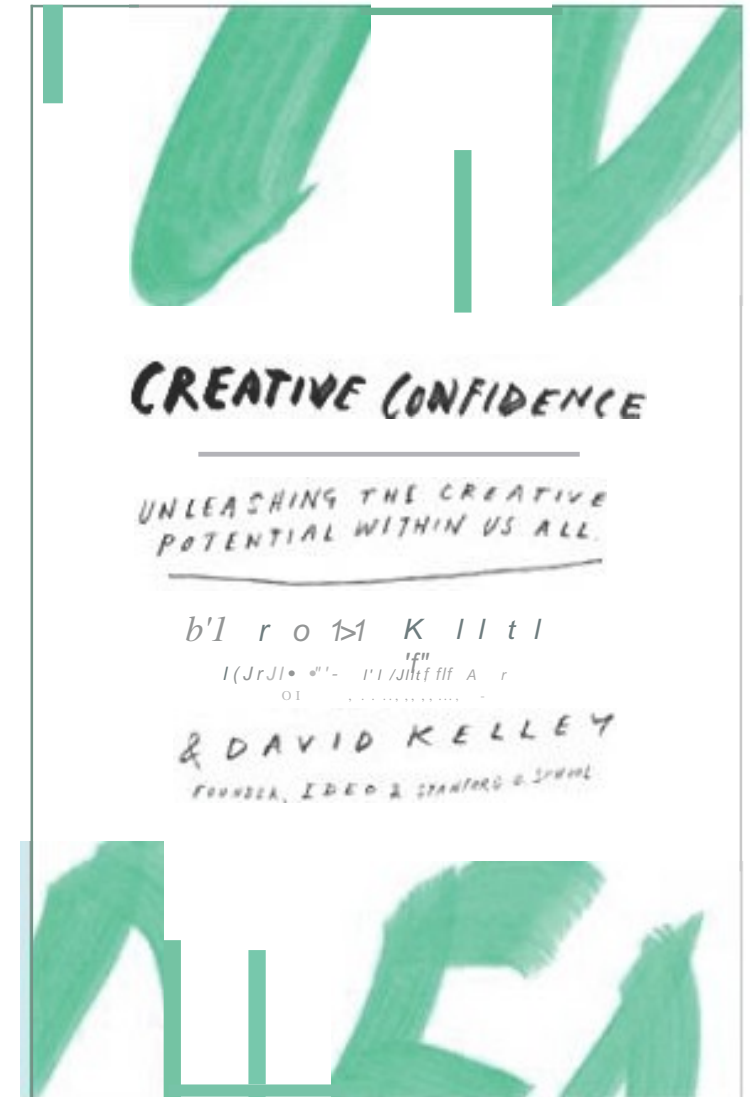






Photo credit: Scenic Flights Venice Tour

















Photo credit: Andrea Pattaro/AFP/Getty Images









# Plans

## COORDINATION



EMAIL



EMAIL



EMAIL



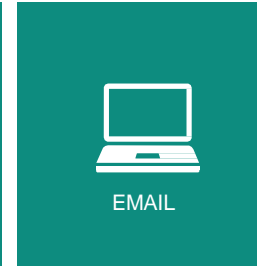
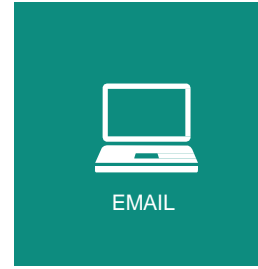
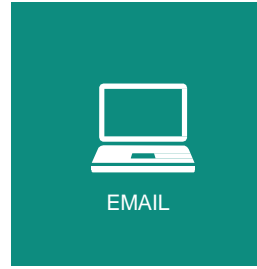
MEETINGS



WEBEX

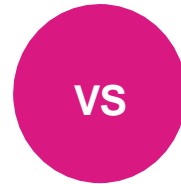


POWERPOINT

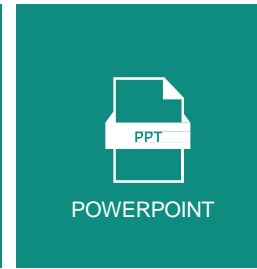
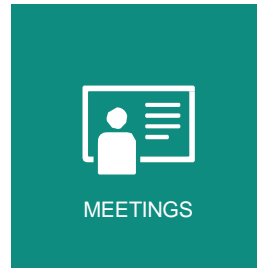
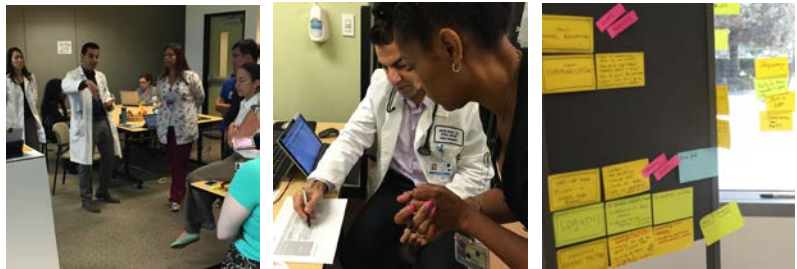


Since the nature of change is changing...

Radical  
COLLABORATION



COORDINATION



we need to change  
how we approach it.



More than half of organizations attempting transformation programs **failed.**

KOTTER, 1995



Change management programs have a **70% failure rate.**

KOTTER, 2012a  
KELLER & AIKEN, 2008  
MILLER, 2002



**60% of change projects fail** to meet schedule, budget, and quality goals.

IBM, 2008



The **failure** of large scale transformational change is ~~rarely due~~ to the content or **structure of the plans** that are put into action.

Well...why DOES it fail?

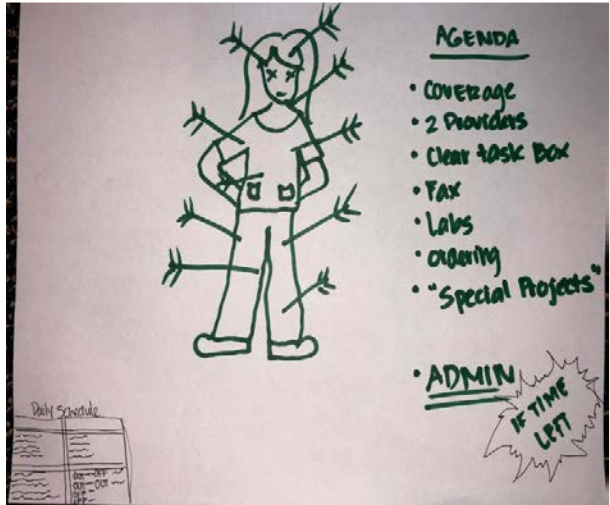
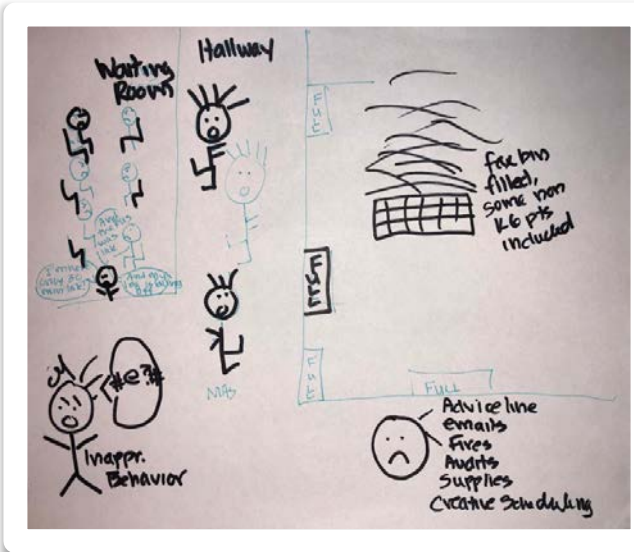


**DRAW...**

**BEST/WORST EXPERIENCE LEADING  
CHANGE AND INNOVATION**

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

Alameda Health System K6 Adult Primary Care Clinic



# Draw Your Experience: Bad/Good Moment in Leading a Change

Think about

- Volunteer work
- Your neighborhood
- Parent/child moment
- Your day job
- Your spiritual home
- Back in school
- Etc.

Good	Bad

fast paced and  
more complex

The nature of change  
is changing

The diagram features the central text "The nature of change is changing". The words "change" and "is changing" are underlined in yellow. A blue arrow points from the text "fast paced and more complex" to the underlined word "change". Another blue arrow points from the text "employee and management involvement and understanding" to the underlined phrase "is changing".

employee and  
management  
involvement and  
understanding





# Mindsets



- inclusion +
- empathy



collaboration



start small +  
learn fast

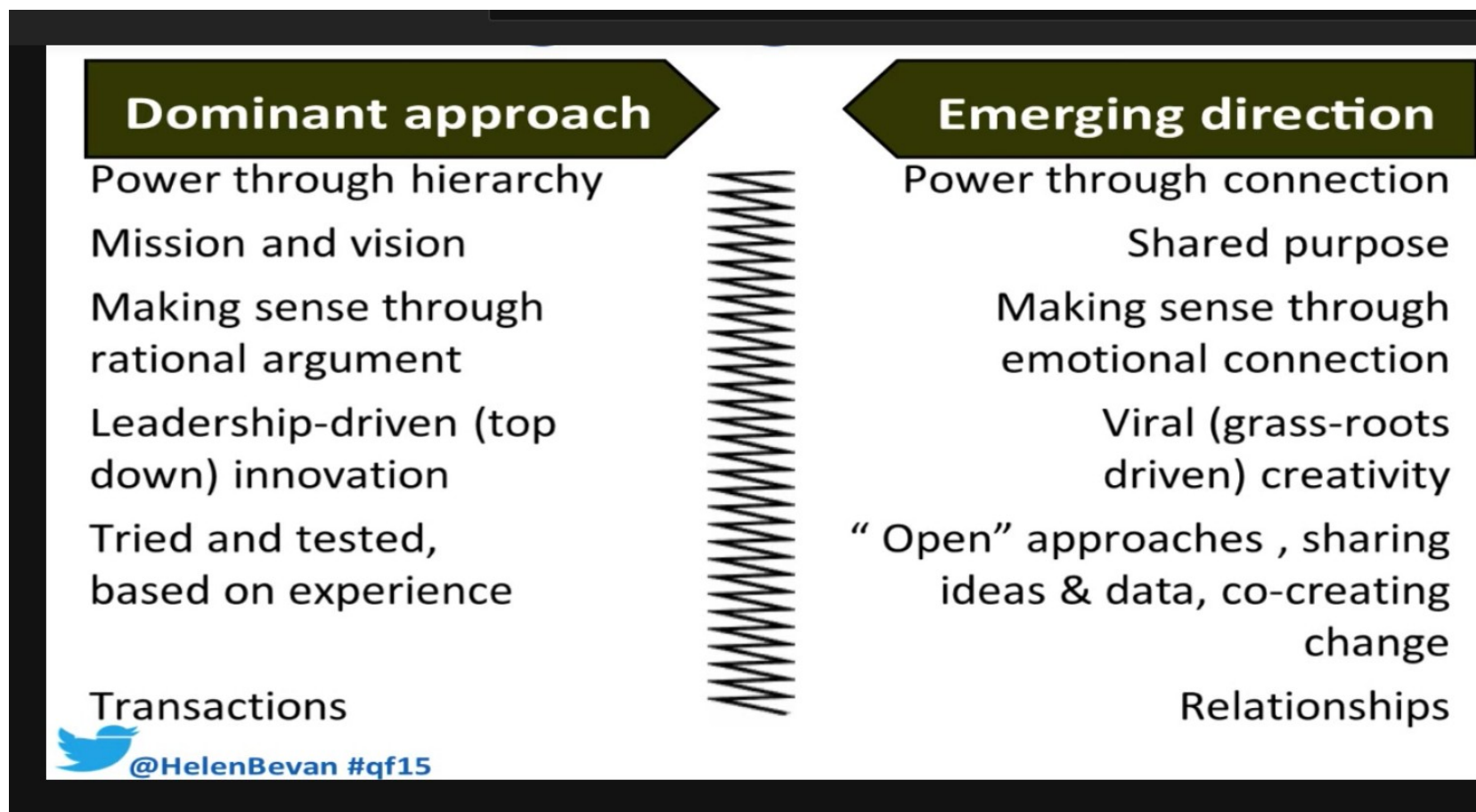


show work  
early + often



making things  
tangible

# Dominant vs Emerging (or Old vs New Power)



Heimans, J. and Timms, H., 2014. Understanding "new power". *Harvard Business Review*, 92(12), pp.48-56.

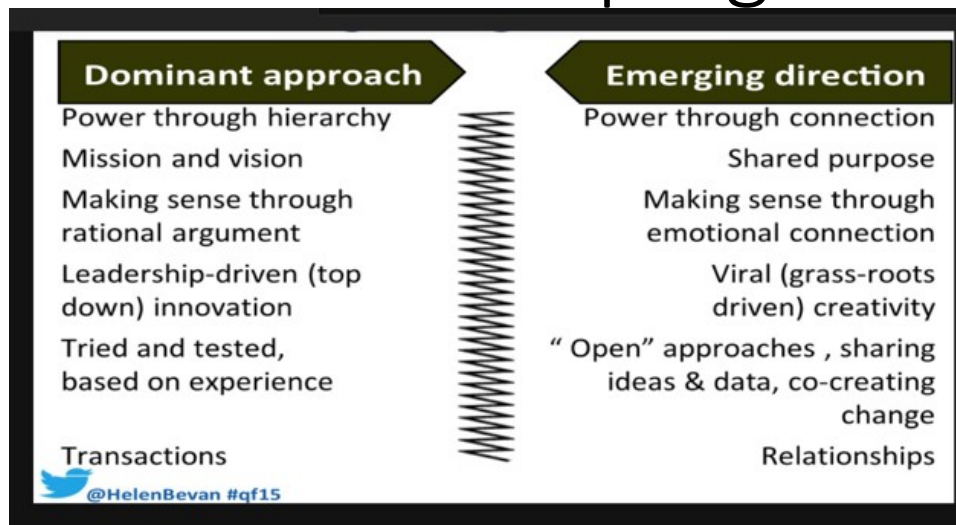
# Technical vs Adaptive

Technical Problem	Adaptive Challenge
Easy to identify	Difficult to identify (easy to deny)
Often solved by an authority or expert	People with the problem do the work of solving it
Require change in just one or a few places; often contained within organizational boundaries	Require change in numerous places; usually cross organizational boundaries
People are generally receptive to technical solutions	People often resist even acknowledging adaptive challenges

# Reflection

What do you notice about these 2 models?

How does or could that impact how you lead and your role in this CHIC program?



Source: Heimans, J. and Timms, H., 2014. Understanding "new power". *Harvard Business Review*, 92(12), pp.48-56.

Technical Problem	Adaptive Challenge
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So

We will focus on 3 emerging trends  
in leading health and social care





## Social Movements



## Social Networks



## Social Structures





## Social Movements



## Social Networks

## Social Structures



Helen Bevan, Chief Transformation Officer  
National Health Service (1.3 million employees)

“Most of us who are leaders inside of organizations think of resources as

“I’m given a budget for my project, these people to help me and possibly some technology to do the job.”

**When we think of resources in that way, they are finite.** When it’s gone its gone.

...but social movement leaders think of resources very differently.”





Helen Bevan, Chief Transformation Officer  
National Health Service (1.3 million employees)

“Social movement leaders think about resources in terms of

the relationships that we make,

the change and commitment that we can build.

The great thing about thinking in this way, is **the more we use the resources, the more they grow.”**

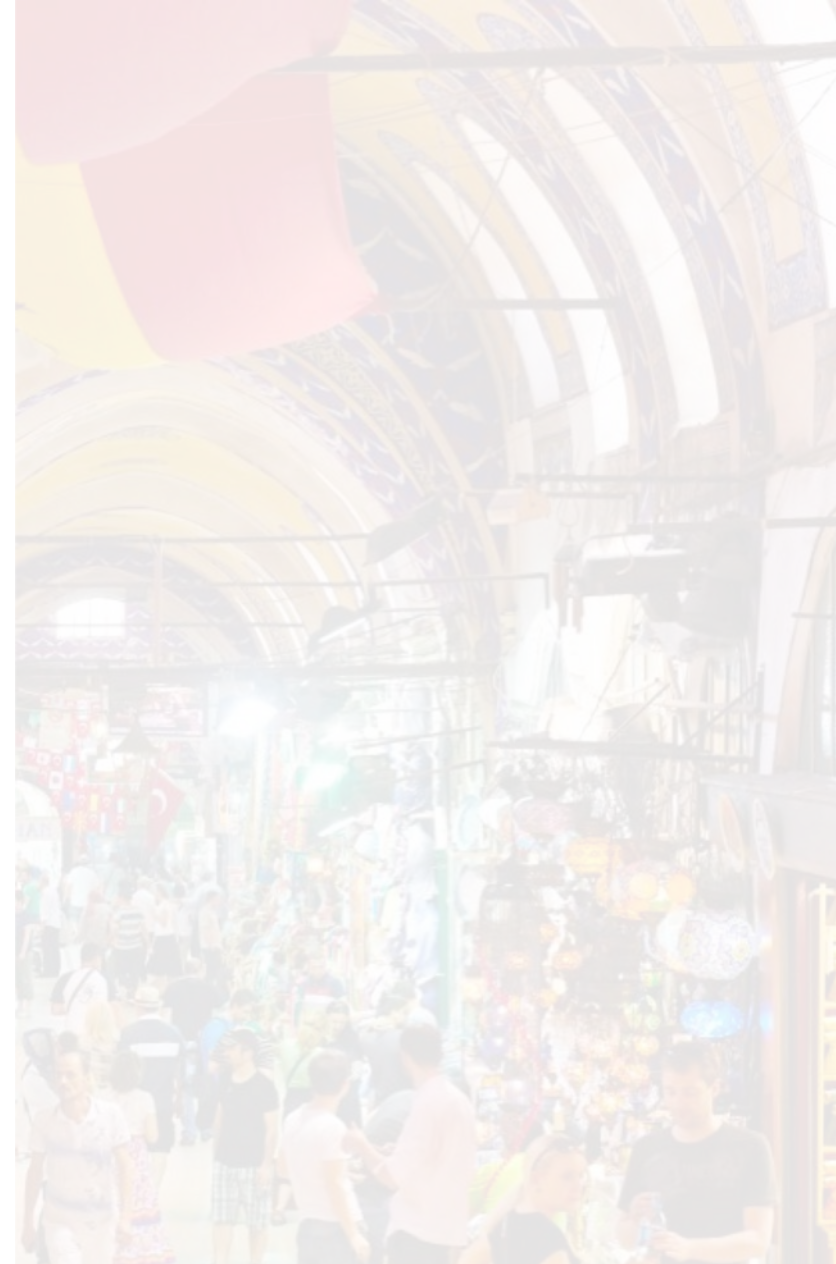




Social Movements

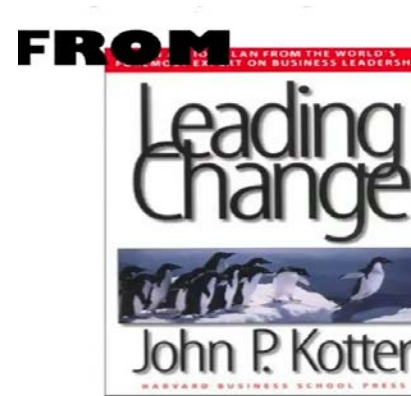


Social Networks



Social Structures

# Leading Change



1995



2014





# Leading Change



- We won't create big change through hierarchy on its own
- We need hierarchy AND network
- Many change agents, not just a few, with many acts of leadership
- At least 50% buy-in required
- Changing our mindset
  - From “**have to**” to “**want to**”







Social Movements



Social Networks



Social Structures



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WE'RE ORGANIZED FOR OPERATING EFFICIENTLY --  
DOING WHAT WE KNOW HOW TO DO

# EEEMP

Email

Email

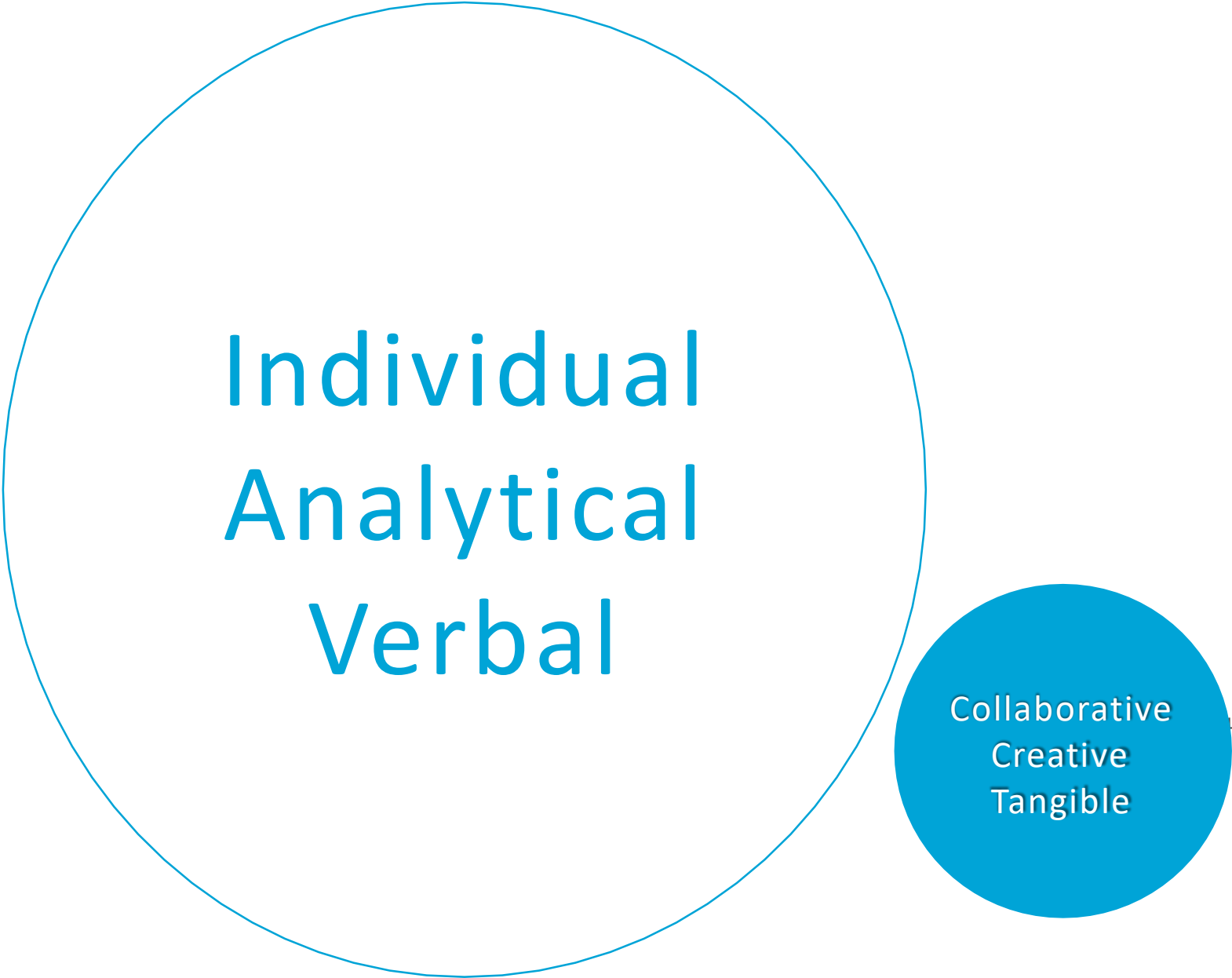
Email

Meetings

Powerpoint

53





Individual  
Analytical  
Verbal

Collaborative  
Creative  
Tangible

“

Changing behavior is less a matter of giving people  
analysis to influence their thoughts than helping  
them to see a truth to *influence their feelings*.

The heart of change is in **the emotions**.

”

John Kotter (2002), *The Heart of Change: Real-Life Stories of How People Change Their Organizations*. Harvard Business School Press

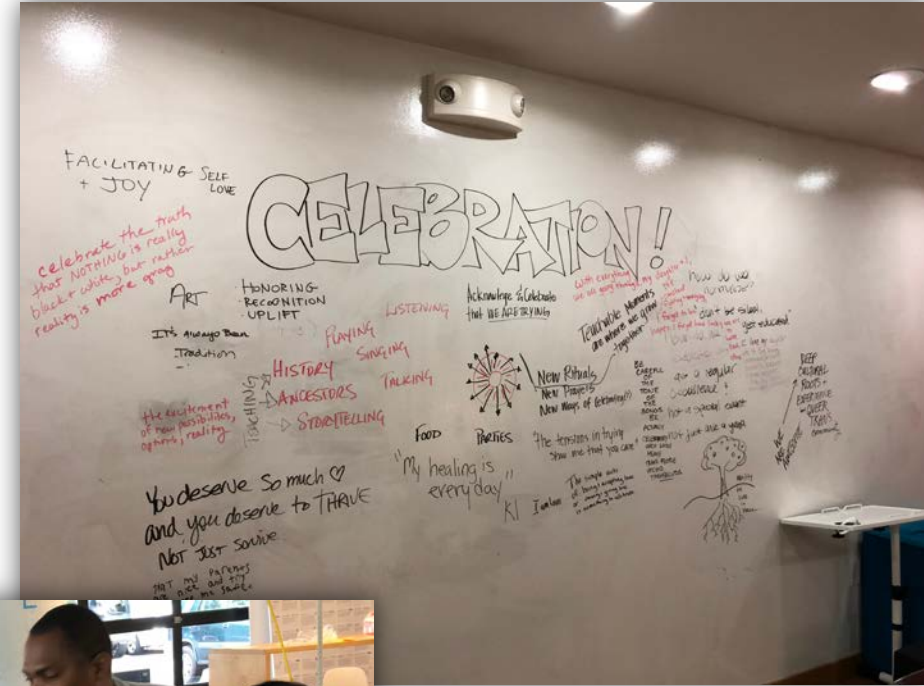




Intentionally design space, content and flow for both of these experiences












careinnovations.org/programs/catalyst/


## Catalyst Project Case Studies



INNOVATION & DESIGN THINKING

### Case Study: Designing for a Trauma-Informed Cascading Mentorship Framework


FEB 2, 2019 • CENTER FOR CARE INNOVATIONS



INNOVATION & DESIGN THINKING

### Case Study: Caring for the Caregivers

JAN 17, 2019 • CENTER FOR CARE INNOVATIONS






INNOVATION & DESIGN






### Case Study: All for MyWellness

JAN 3, 2019 • CENTER FOR CARE INNOVATIONS

Staff at LAC + USC Primate had a problem.



ILN x Mars Petcare Present



# Pivot!

TICKET SALES ARE CLOSED

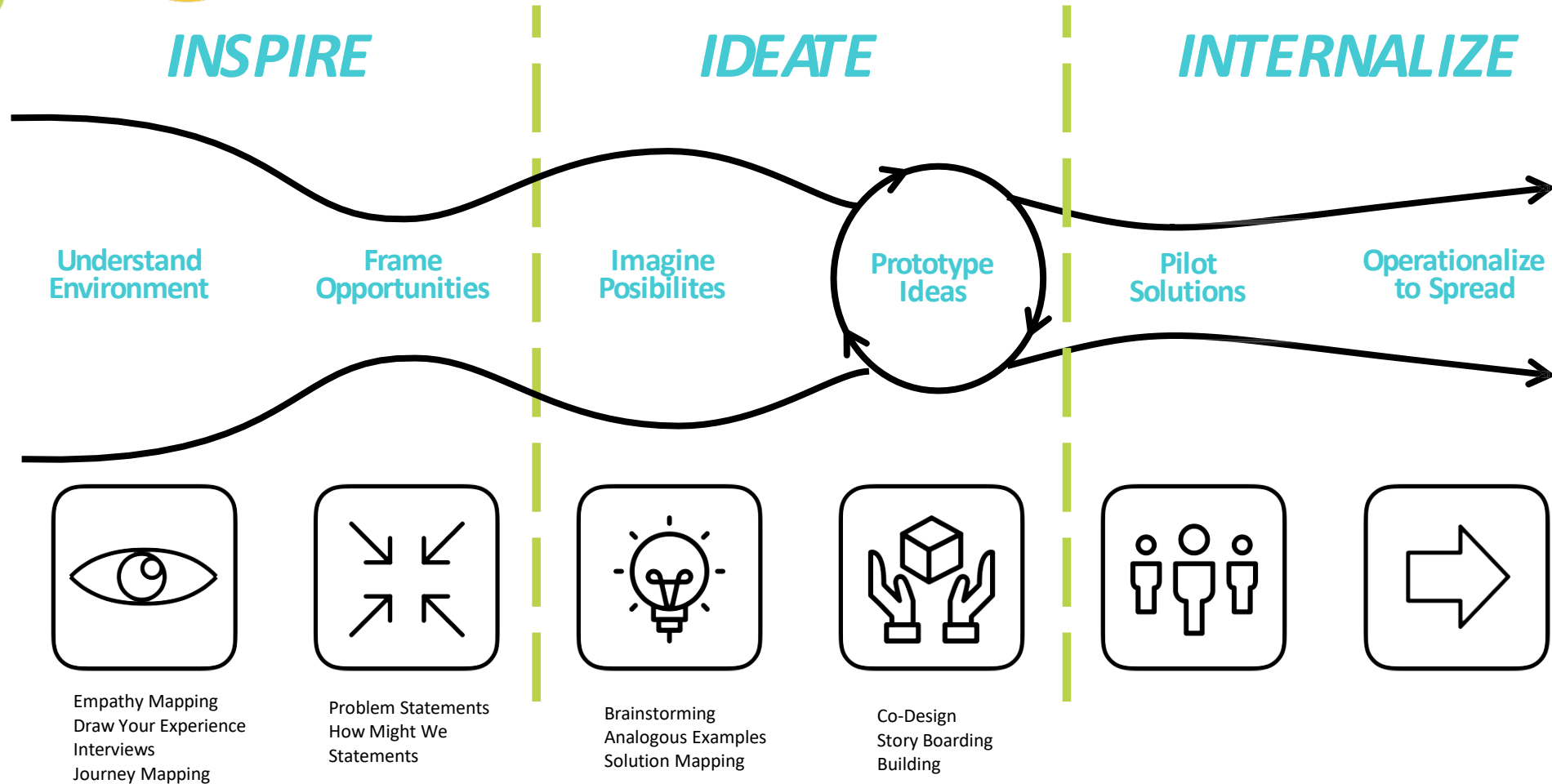
When

Jun 11-13, 2019

Where

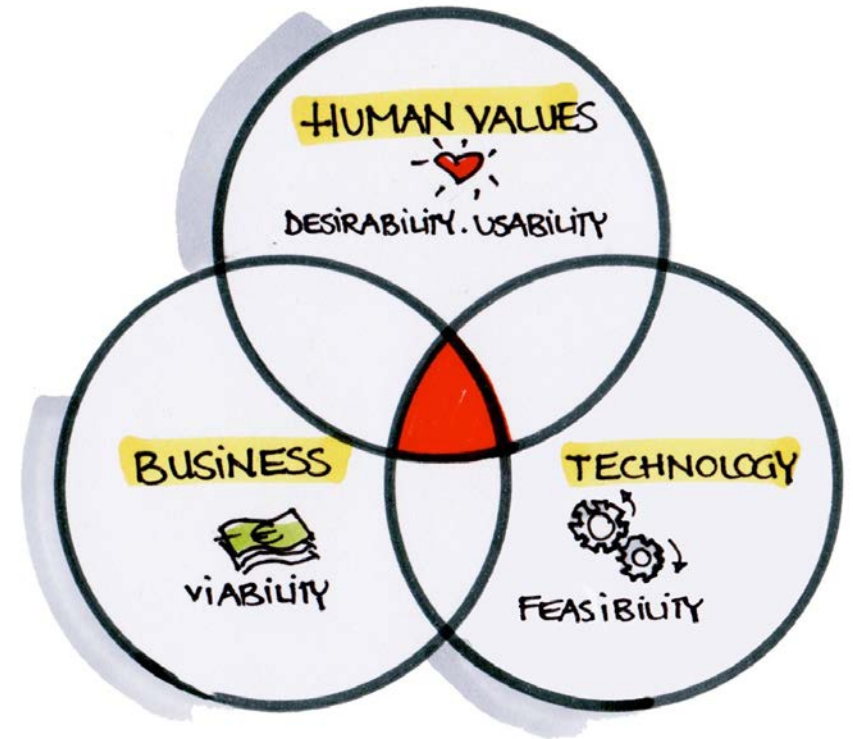
World Forestry Center: World Forest Institute and Discovery Museum





*“Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”*

—Tim Brown

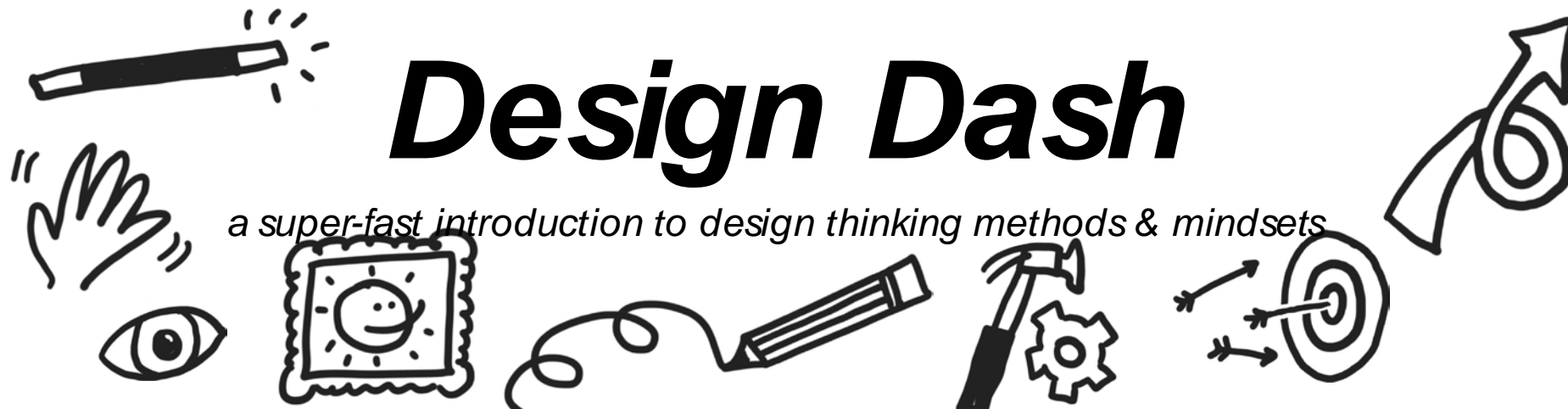




# DESIGN DASH

## TRY IT OUT





**WAIT! DON'T OPEN THIS YET!**

**TEAM MEMBERS (3-4)**

**A NUMBER  
BETWEEN 1 & 30**

Name & Sketch	Name & Sketch	Name & Sketch	Name & Sketch	Number 1-30

**OK, NOW YOU'RE READY.**

# You're going to REDESIGN...



Circle the topic that matches the number you picked.

- |                                      |  |
|--------------------------------------|--|
| 1. Breakfast                         | 17. Being at the airport                                     |
| 2. Lunch                             | 18. Taking a road trip                                       |
| 3. Dinner                            | 19. Traveling in a country where you don't know the language |
| 4. Exercising                        | 20. Learning a new language                                  |
| 5. Meeting new people                | 21. Grocery shopping   |
| 6. Keeping in touch with old friends | 22. Doing the laundry  |
| 7. Moving to a new house/apartment   | 23. Reading the news   |
| 8. Celebrating your birthday         | 24. Recycling/composting                                     |
| 9. Sleeping                          | 25. Cleaning your house                                      |
| 10. Listening to music               | 26. Giving gifts   |
| 11. Waking up                        | 27. Exploring your own city or town                          |
| 12. Commuting                        | 28. Preserving memories                                      |
| 13. Gardening                        | 29. Personal style/beauty routine                            |
| 14. Volunteering                     | 30. Friday night   |
| 15. Watching TV/movies               |  |
| 16. Planning a vacation              |  |



# Get to know your TEAM

Each team member shares 3 ways they connect to this topic.

Name & Sketch

#

#

#

Name & Sketch

#

#

#

Name & Sketch

#

#

#

Name & Sketch

#

#

#



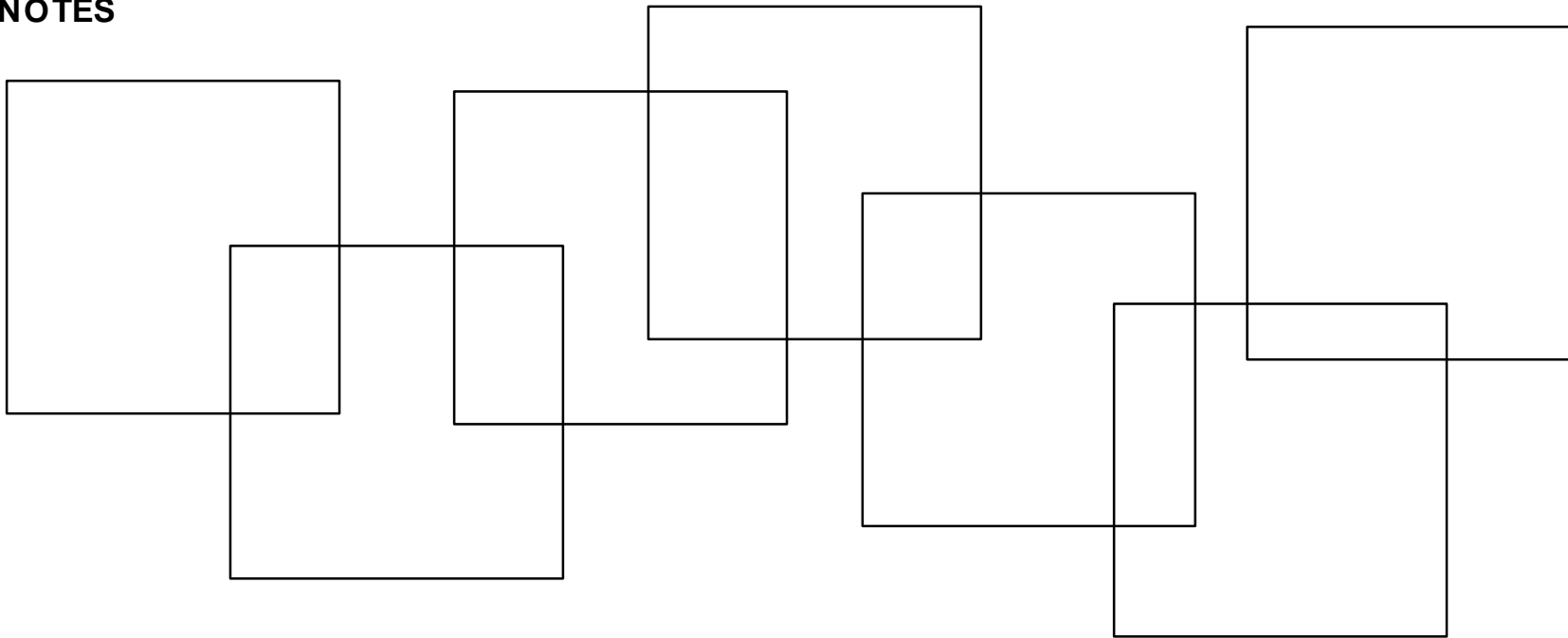


# OBSERVE a new perspective



Invite an interviewee from another group to a conversation.  
Get to know your topic through someone else's eyes.

## NOTES



### Conversation Tips

- Listen 80% of the time; talk 20% of the time.
- Look for problems, pain points, and challenges.
- If you hear something interesting, ask “why?”



# DEFINE your challenge

Use your interview to frame a human-centered design problem.

## WE TALKED TO

Draw a picture

## WE'D NICKNAME THEM

e.g. Mr Clean,  
The Queen of DIY,  
The Calendar Wizard

## THEY SAY THEY NEED TO

What do they think are  
the main problems and  
challenges?

## HERE'S WHAT WE THINK IS THE UNDERLYING PROBLEM

What do you see that  
they don't see?

What's the need behind  
their need?



# DRAW an idea



Draw an idea that solves the problem you found.

## YOUR CHALLENGE

What do you see that  
they don't see?

What's the need behind  
their need?

## YOUR SOLUTION

A large, empty rectangular box with a thin black border, intended for drawing a solution to the challenge.



# PROTOTYPE your idea



Build your idea! Make it tangible using the objects around you.

## Prototyping Tips

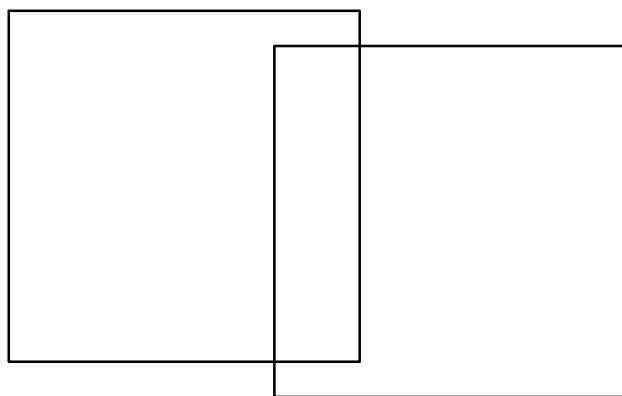
- Don't over-discuss! Just start building and see what happens.
- Build something people can interact with.
- You can be part of your prototype – as an actor, or as a smart object.



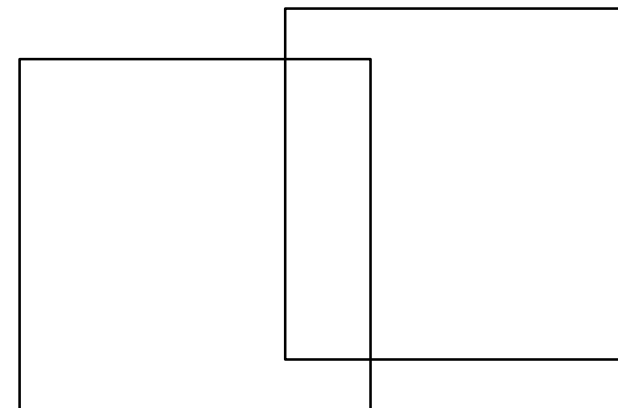


# TEST your prototype

Hand your prototype to your interviewee. What do they think?

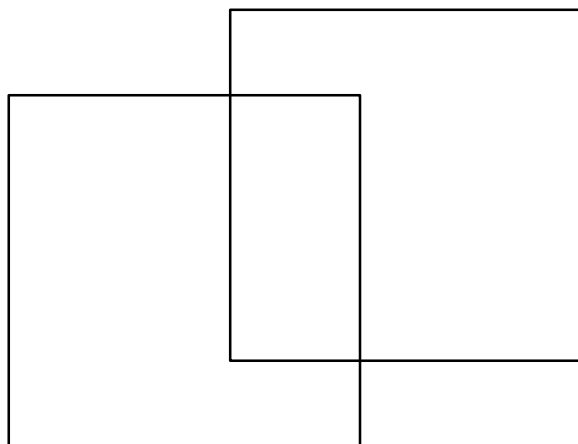


WHAT WORKS (AND WHY)

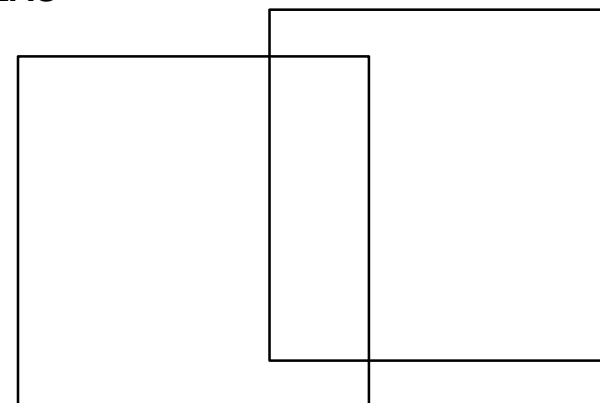


WHAT DOESN'T (AND WHY)

QUESTIONS WE HAVE



NEW IDEAS



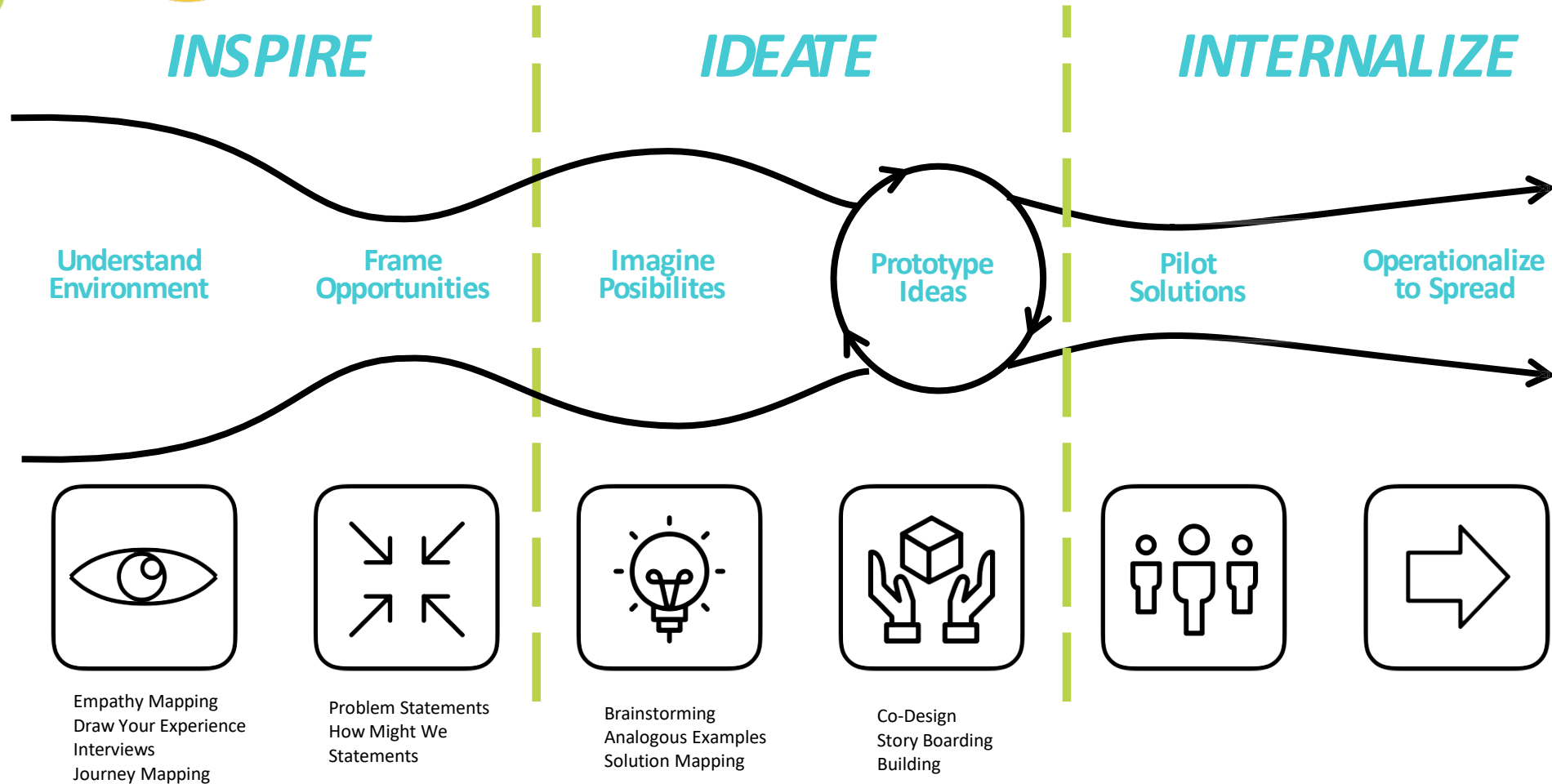
# ITERATE your prototype



Finally, improve your prototype based on the feedback you received.

Be open to changing your assumptions about your interviewee and what they need.





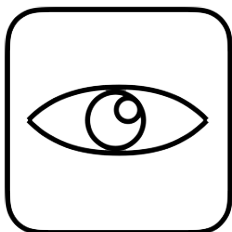
# Table Reflection



1. Start with an open-ended question — “how did it go?”
2. Encourage more detailed description - “say more about that.”
3. Encourage alternative viewpoints. Ask for the positive aspects and the negative aspects.
4. Generate new action — “what could we do as a result?”
5. Create take-aways & next steps

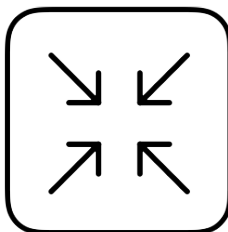
## INSPIRE

Understand  
Environment



Empathy Mapping  
Draw Your Experience  
Interviews  
Journey Mapping

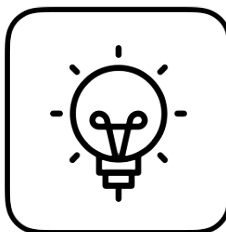
Frame  
Opportunities



Problem Statements  
How Might We  
Statements

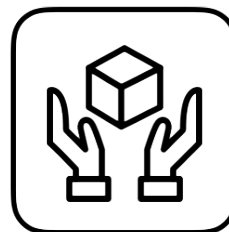
## IDEATE

Imagine  
Possibilities



Brainstorming  
Analogous Examples  
Solution Mapping

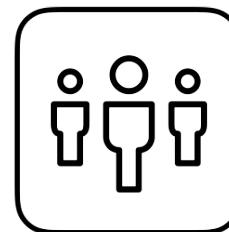
Prototype  
Ideas



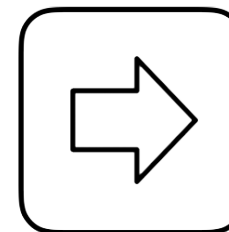
Co-Design  
Story Boarding  
Building

## INTERNALIZE

Pilot  
Solutions



Operationalize  
to Spread





# JOURNEY HOME



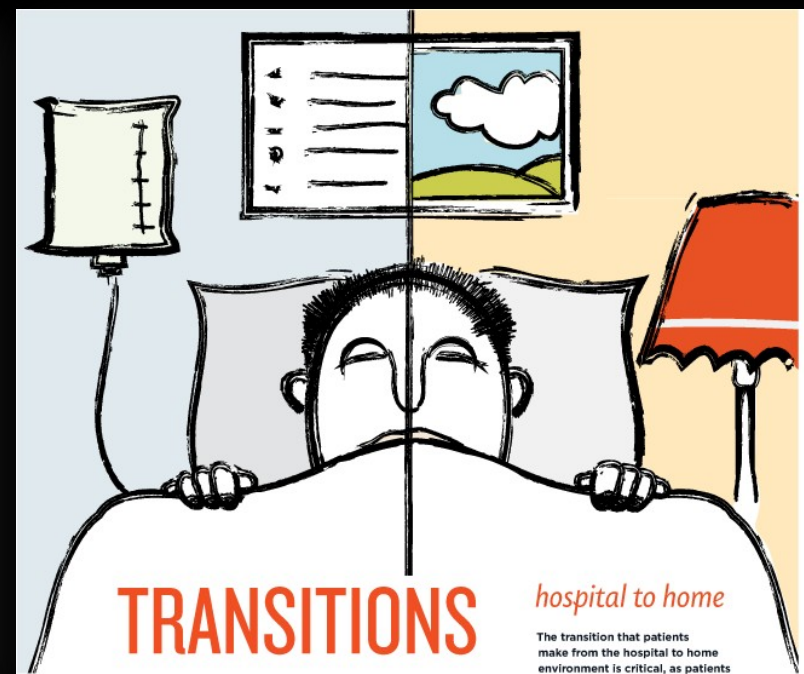
## FIRST STEPS

Before there was an Innovation Consultancy, an ad-hoc group of design-thinkers armed with human-centered design methods formed within Kaiser Permanente to explore opportunities for innovation. That group worked with moms, nurses, doctors and managers in Woodland Hills, Baldwin Park and Menlo Park Medical Centers to reimagine

## KP MedRite

A medication administration innovation for hospitals.

"I feel safer using KP MedRite and my patients love it too."



The transition that patients make from the hospital to home environment is critical, as patients



## Re-Imagining Ambulatory I

# NKE plus



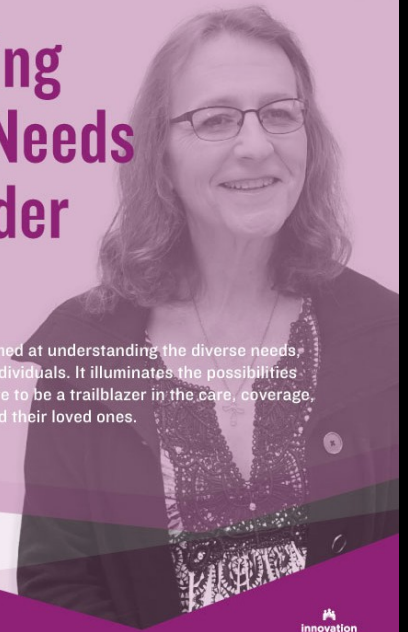
Nurse Knowledge Exchange is a safer, more patient-centered way to change shifts at hospitals.

Shift change was radically redefined in 2004 when nurses and the Innovation Consultancy co-designed Nurse Knowledge Exchange (NKE). A concept ahead of its time, it brought nurses to the bedside for shift change and transformed the experience to involve the patient. Nurses and patients felt safer. Patients felt more cared for.

Increasing hospital complexity and demands over the years, however, made spending time with patients difficult. This inspired nurses to explore how shift changes can be better coordinated and supported.

## Understanding Healthcare Needs of Transgender Individuals

Lantern is a design research project aimed at understanding the diverse needs, challenges, and goals of transgender individuals. It illuminates the possibilities and opportunities for Kaiser Permanente to be a trailblazer in the care, coverage, and support of transgender patients and their loved ones.





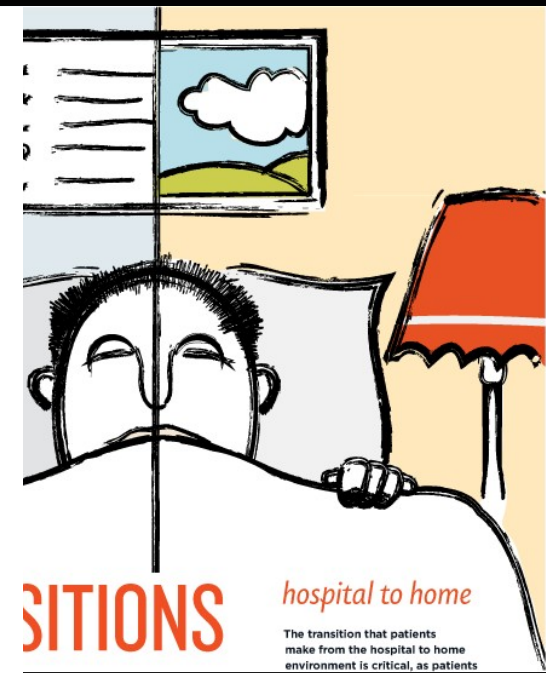
# JOURNEY HOME



## FIRST STEPS

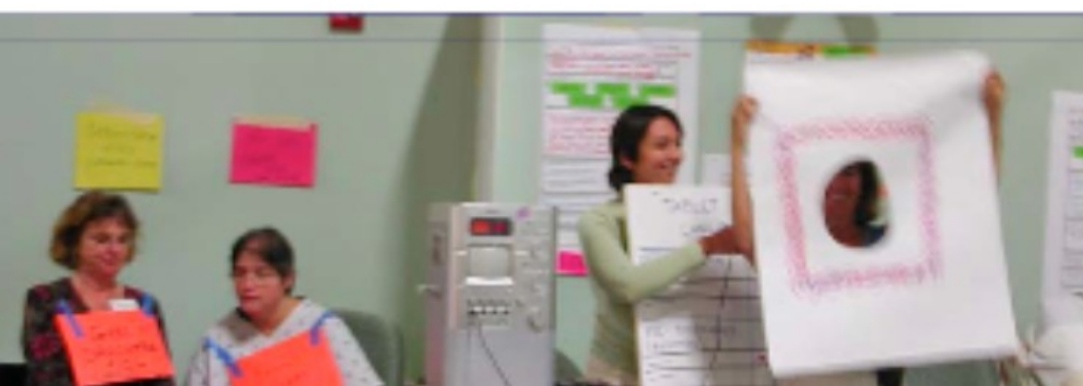
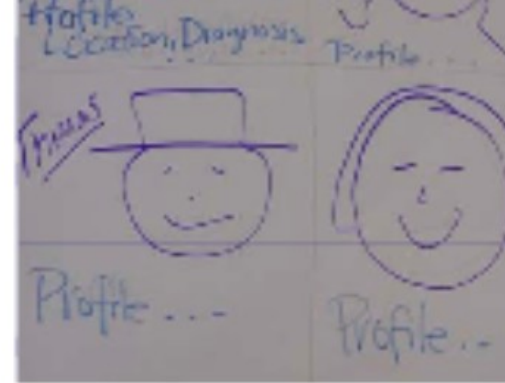
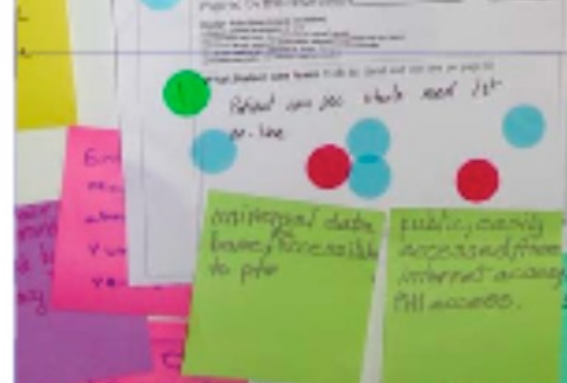
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- Workplace Safety
- Exercise as a Vital Sign
- Pre-diabetes focus
- Aging in Society for Medicare Strat
- Patient Financial Experience
- Remote healthcare monitoring
- Mental wellness and healing
- Food partnerships
- Robotics in factories





Series of questions/prompter  
via telephone. Pro-active reach out.  
Computer driven; if exceed threshold  
values a human calls back



# LEARNING AND LEADING

WHAT TO EXPECT AND YOUR ROLE



# LEARNING AND LEADING

WHAT TO EXPECT AND YOUR ROLE

# Literature

Innovation in healthcare is **worthwhile** (Bessant and Maher 2009, Christensen 2009, Länsisalmi et al. 2006), yet conducting it is very **complex** (Bohmer 2010, Cresswell et al. 2017, Duncan and Breslin 2009, Stringer 2000, Roberts et al. 2016). While identified as a critical component for success, the **workforce is not naturally empowered or educated to create changes** (Berwick et al. 2008, Cresswell et al. 2017).

- the use of **design methods** for innovation challenges has been studied and found to be a **successful way to approach innovation** (Beckman and Barry 2007, Carlgren 2013, Liedtka and Ogilvie 2011, Liedtka 2015, Martin, 2009, Seidel and Fixson 2013, 2015)

and...

- There is a new **empirical research on how to actually build these capabilities within individuals and the wider organisation**



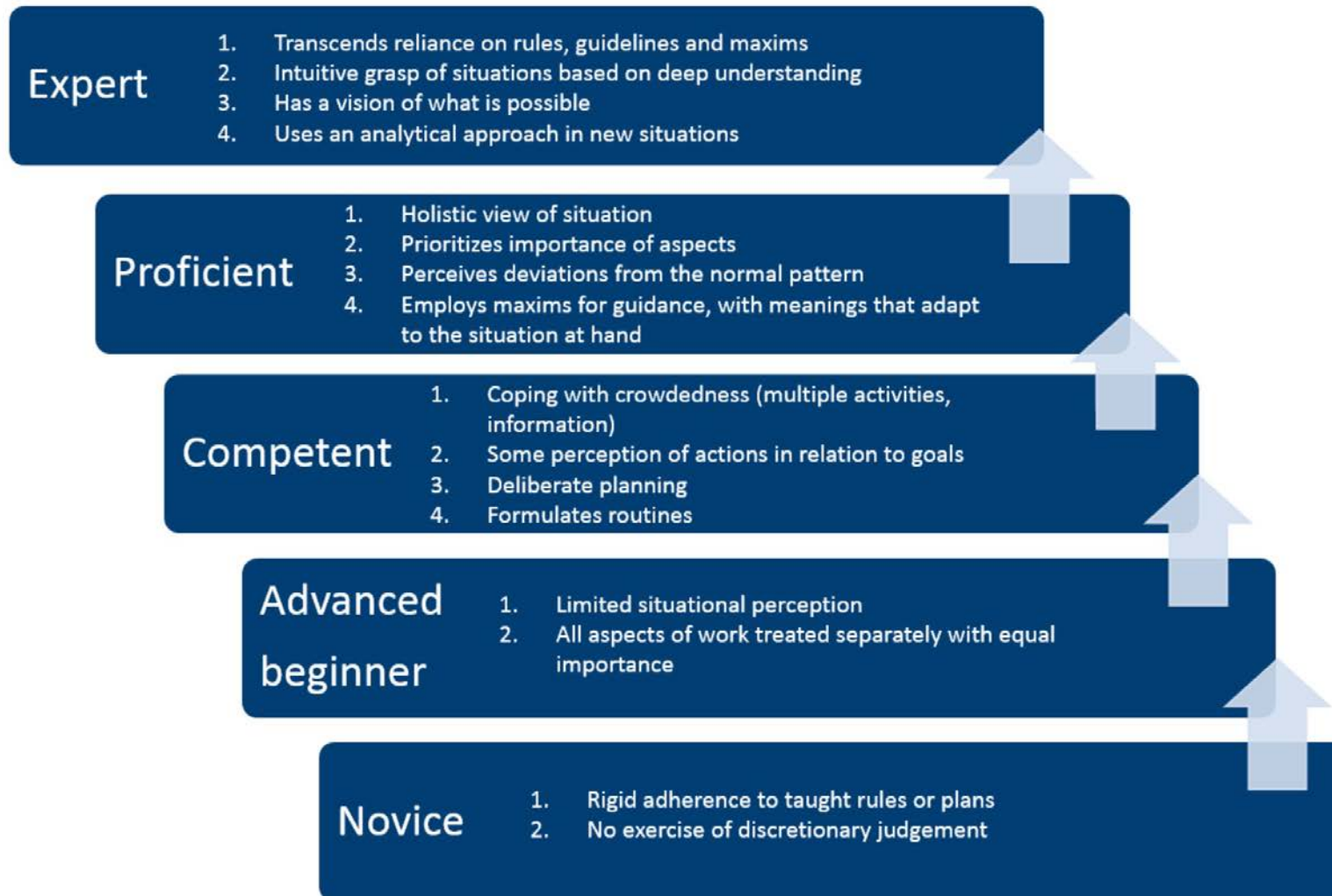
# Inspiration for Model Development





# Context for the Design competency model

## Dreyfus and Dreyfus (1980) Stages of development



# Design Competence Model

## Design Competence Model



Expert			
Proficient			
Competent			
Advanced Beginner			
Novice			
Contemplation			
	<b>Needfinding</b> <small>The creation of insights and reframing of a problem gained from observation, empathy, and immersion into user needs.</small>	<b>Brainstorming</b> <small>A group process using formal approaches to generate ideas addressing identified needs.</small>	<b>Prototyping</b> <small>Building models and interactions to facilitate the development and selection of concepts.</small>

- Addition of contemplation
- Application of 5 stages of learning to HCD
- Refined categories of skill development

# Context and Method

## ► Innovation Catalyst Program



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“ *They (the coaches) taught us that there is a teachable, learnable skillset for innovation, and also a level of skill and expertise that we can all aspire to.* ”

---

George Su, MD  
Associate Professor of Medicine, San Francisco General Hospital  
per Innovation Catalyst video interview





# LEARNING AND LEADING

WHAT TO EXPECT AND YOUR ROLE

# Microclimate Model

Overarching combination of **advocate support and protection** along with **enabling conditions** and **change agent behaviours**. Together they create the ability for HCD to flourish in a group of people, despite it not being a predominant culture of the broader organization.

## Conditions

### ADVOCATE

Leverage support for time, resources, and protection to work differently than predominant organizational culture.

### PARTNER

Have a partner for emotional support and to work together.

### PLAY

Create a playful and trusting workplace for contributors.

### CAPACITY BUILDING

Begin with small low risk projects, and build up as desired skills, mindsets and behaviors increase.

## Behaviours

### CONNECTING

Display deep curiosity and commitment to people.

### IMPROVISING

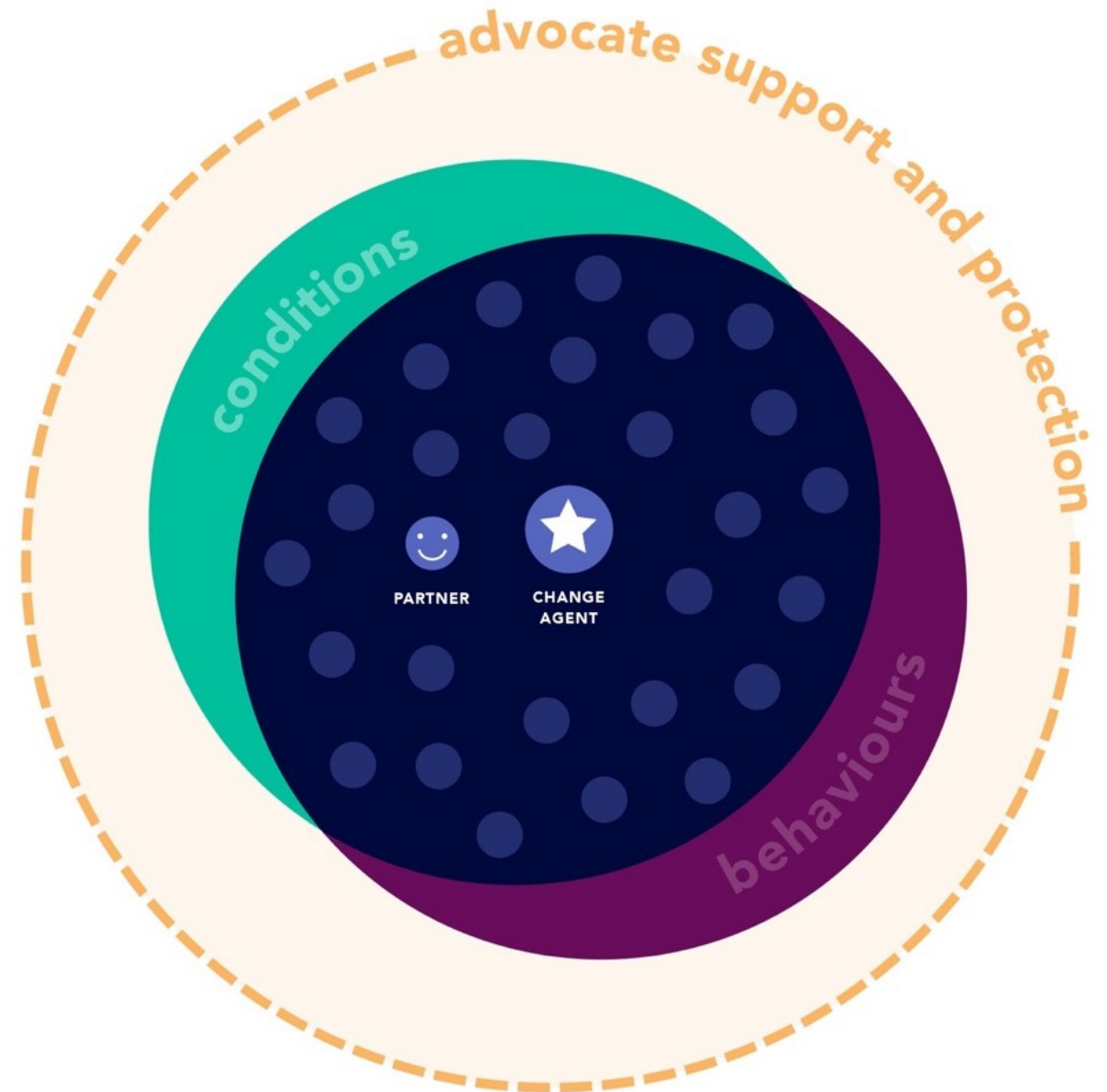
Mix together methods of design with methods for change, lean, and others when needed.

### STORYTELLING

Share experiences and work verbally and visually.

### SCAFFOLDING

Offer up ideas and examples to start and to refine the work.



# Table Reflection



1. Start with an open-ended question — “how did it go?”
2. Encourage more detailed description - “say more about that.”
3. Encourage alternative viewpoints. Ask for the positive aspects and the negative aspects.
4. Generate new action — “what could we do as a result?”
5. Create take-aways & next steps



# What you can do as a leader

1. Ask your team about what they are learning from [customers/stakeholders/users/patients](#). If they can't answer, send them out to find out.
2. Understand that they are in the [process of learning](#), so try not to expect them to solve your closet of important but overly complex “must do’s”
3. Be their [advocate](#), provide them support and an element of protection as they navigate the organization with their new skills. Don't be afraid to [try it for yourself](#)! Maybe in your next meeting?
4. Reach out to us, and to each other, for advice and other perspectives on building a [culture of innovation](#)
5. [Have fun](#). It's a journey and we're in it together!



# NEXT STEPS

## Ecosystem event

- October 23 in partnership with Prime Health
- Reach out to CCI with partners you think we should invite

## CHIC Teams

- § Next learning call for CHIC: September 3 @ 12pm MT – Clinica talking about CIE
- Determine the right team members for the Catalyst training: October 24-25







Population Management

Technology Solutions

ABOUT

PROGRAMS

GET INVOLVED

Innovation & Design Thinking

Community-Centered Care

The Resource Center

# Colorado Health Innovation Community Portal

OVERVIEW

SCHEDULE & ACTION ITEMS

CATALYST LIBRARY

TECH HUB LIBRARY

COLORADO COMMUNITY

Hi CHIC Participants! This portal is a resource to support you through the program. To learn more about the program, read on for an overview.



# CCI

CENTER FOR CARE  
INNOVATIONS

## Thank you! Questions?