COLORADO HEALTH INNOVATION COMMUNITY (CHIC)
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.
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
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

Christi Zuber, PhD, RN
Founder & Director, Aspen Labs
Executive Director, ILN.org
Faculty, Northwestern University
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www.aspenlabsnetwork.com
in·no·va·tion /ˌinəˈvāSH(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
"Part of creative confidence is the willingness to try."

Tom Kelley, Part ne1: IDEO
Gowithmeonajourney
Letting go to grow
Plans

COORDINATION

EMAIL  EMAIL  EMAIL

MEETINGS  WEBEX  POWERPOINT
Since the nature of change is changing...

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.
The nature of change is changing.

Employee and management involvement and understanding are also fast-paced and more complex.
Mindsets

- inclusion +
- empathy

collaboration

start small +
learn fast

show work
early + often

making things
tangible
Dominant vs Emerging (or Old vs New Power)

- **Dominant approach**
  - Power through hierarchy
  - Mission and vision
  - Making sense through rational argument
  - Leadership-driven (top down) innovation
  - Tried and tested, based on experience
  - Transactions

- **Emerging direction**
  - Power through connection
  - Shared purpose
  - Making sense through emotional connection
  - Viral (grass-roots driven) creativity
  - "Open" approaches, sharing ideas & data, co-creating change
  - Relationships

<table>
<thead>
<tr>
<th>Technical Problem</th>
<th>Adaptive Challenge</th>
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<tbody>
<tr>
<td>Easy to identify</td>
<td>Difficult to identify (easy to deny)</td>
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<tr>
<td>Often solved by an authority or expert</td>
<td>People with the problem do the work of solving it</td>
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<tr>
<td>Require change in just one or a few places; often contained within organizational boundaries</td>
<td>Require change in numerous places; usually cross organizational boundaries</td>
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<tr>
<td>People are generally receptive to technical solutions</td>
<td>People often resist even acknowledging adaptive challenges</td>
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Sources: “Adaptive vs. Technical” – Dr. Ronald Heifetz
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?

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
“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 it’s gone.

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

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

FROM

1. Establish a Sense of Urgency
2. Create the Guiding Coalition
3. Develop a Vision & Strategy
4. Communicate the Change Vision
5. Empower Broad-Based Action
6. Generate Short-Term Wins
7. Consolidate Gains & Make More Change
8. Anchor New Approaches in the Culture

TO

1995

2014

https://www.kotterinc.com/book/accelerate/ and Helen Bevan, NHS
Leading Change

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- 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”

https://www.kotterinc.com/book/accelerate/ and Helen Bevan, NHS
WE'RE ORGANIZED FOR OPERATING EFFICIENTLY --
DOING WHAT WE KNOW HOW TO DO
EEEMP

Email
Email
Email
Meetings
Powerpoint
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.

Intentionally design space, content and flow for both of these experiences.
INSPIRE
Understand Environment

IDEATE
Frame Opportunities
Imagine Possibilities
Prototype Ideas

INTERNALIZE
Operationalize to Spread
Pilot Solutions

Empathy Mapping
Draw Your Experience
Interviews
Journey Mapping

Problem Statements
How Might We Statements

Brainstorming
Analogous Examples
Solution Mapping

Co-Design
Story Boarding
Building
“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
**Design Dash**

*a super-fast introduction to design thinking methods & mindsets*

**WAIT! DON’T OPEN THIS YET!**

<table>
<thead>
<tr>
<th>TEAM MEMBERS (3-4)</th>
<th>A NUMBER BETWEEN 1 &amp; 30</th>
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<tr>
<td>Name &amp; Sketch</td>
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**OK, NOW YOU’RE READY.**
You’re going to REDESIGN...

Circle the topic that matches the number you picked.

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

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

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

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

<table>
<thead>
<tr>
<th>WE TALKED TO</th>
<th>WE'D NICKNAME THEM</th>
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<tbody>
<tr>
<td>Draw a picture</td>
<td>e.g. Mr Clean,</td>
</tr>
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<td></td>
<td>The Queen of DIY,</td>
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<tr>
<td></td>
<td>The Calendar Wizard</td>
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| THEY SAY THEY NEED TO | HERE’S WHAT WE THINK IS     |
|-----------------------| THE UNDERLYING PROBLEM      |
| What do they think are the main problems and challenges? | 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
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
Finally, improve your prototype based on the feedback you received.

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

Understand Environment

Frame Opportunities

Imagine Possibilities

Prototype Ideas

IDEATE

Problem Statements

How Might We Statements

Brainstorming

 Analogous Examples

 Solution Mapping

Co-Design

 Story Boarding

Building

INTERNALIZE

Pilot Solutions

Operationalize to Spread

Empathy Mapping

Draw Your Experience

Interviews

Journey Mapping
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
Understand Environment
Frame Opportunities
Imagine Possibilities
Prototype Ideas
Pilot Solutions
Operationalize to Spread

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Building
KP MedRite
A medication administration innovation for hospitals.

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

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, advocacy, and support of transgender patients and their loved ones.
KP MedRite

A medication administration innovation for hospitals.

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

- 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
LEARNING AND LEADING

WHAT TO EXPECT AND YOUR ROLE
LEARNING AND LEADING

WHAT TO EXPECT AND YOUR ROLE
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

Model images from Dreyfus (1980) and Benner (1982)
Dreyfus and Dreyfus (1980) Stages of development

**Expert**
1. Transcends reliance on rules, guidelines and maxims
2. Intuitive grasp of situations based on deep understanding
3. Has a vision of what is possible
4. Uses an analytical approach in new situations

**Proficient**
1. Holistic view of situation
2. Prioritizes importance of aspects
3. Perceives deviations from the normal pattern
4. Employs maxims for guidance, with meanings that adapt to the situation at hand

**Competent**
1. Coping with crowdedness (multiple activities, information)
2. Some perception of actions in relation to goals
3. Deliberate planning
4. Formulates routines

**Advanced beginner**
1. Limited situational perception
2. All aspects of work treated separately with equal importance

**Novice**
1. Rigid adherence to taught rules or plans
2. No exercise of discretionary judgement
## Design Competence Model

<table>
<thead>
<tr>
<th>Expert</th>
<th>Proficient</th>
<th>Competent</th>
<th>Advanced Beginner</th>
<th>Novice</th>
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</table>

**Contemplation**

<table>
<thead>
<tr>
<th>Needfinding</th>
<th>Brainstorming</th>
<th>Prototyping</th>
</tr>
</thead>
<tbody>
<tr>
<td>The creation of insights and refreshing of a problem gained from observation, empathy, and intuition into user needs.</td>
<td>A group process using formal approaches to generate ideas addressing identified needs.</td>
<td>Building models and interactions to facilitate the development and selection of concepts.</td>
</tr>
</tbody>
</table>

- Addition of contemplation
- Application of 5 stages of learning to HCD
- Refined categories of skill development
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.
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!
TAking it back home
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
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.
Thank you! Questions?