



CCI

CENTER FOR CARE  
INNOVATIONS

# Leading Profound Change Webinar: Journey Mapping

March 12, 2019

# Webinar Reminders

1. Everyone is muted.
2. Remember to chat in questions along the way!
3. Webinar will be recorded, posted on CCI's website, and sent out via a follow up email.





# Agenda

1. Welcome & Introductions
2. Recap of Leading Profound Change Offerings
3. Journey Mapping
4. Wrap Up & Evaluations

# Leading Profound Change: Webinar Series

1

Brainstorming Techniques

4

PDSA

2

Empathy & Journey Mapping

5

Leveraging Multiple Tools to Address Primary Care Issues

3

Prototyping

6

Leading Profound Change: Clinic Experiences



# Population Health Learning Network



2-year **learning collaborative** & network,  
aimed at enhancing the **population  
health management** capabilities of 25  
organizations across CA

# Christi Zuber

Managing Director, Aspen Labs  
[christi@aspenlabsnetwork.com](mailto:christi@aspenlabsnetwork.com)

Christi, PhD, MHA, RN has over 20 years of experience leading teams, observing and partnering with users, creatively generating ideas and conducting field experiments to develop solutions that work at organizations.

She founded Kaiser Permanente's Innovation Consultancy and is a faculty member at Northwestern University.





**Who am I?**

**“sorting through life’s  
messiness requires profound  
knowledge.”**





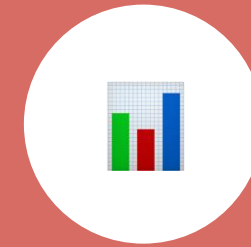
W. Edwards Deming

**“sorting through life’s  
messiness requires profound  
knowledge.”**

We will continue to refine  
profound knowledge into how  
we can lead profound change.



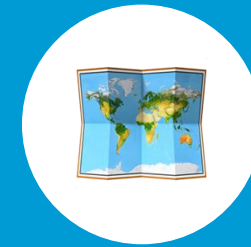
**KNOWLEDGE**  
**Scaffold and try ideas**



**VARIATION**  
**Share through storytelling**



**PSYCHOLOGY**  
**Build empathy**



**SYSTEM**  
**Demonstrate connectedness**

# Methods of Profound Change



 **KNOWLEDGE** — Scaffold and try ideas

PDSA cycles

Brainstorming

Paper prototypes

 **VARIATION** — Share through storytelling

Aim statements

Problem Statements

Run charts

 **PSYCHOLOGY** — Build empathy

Ethnographic observations

Journey maps

Visual controls (huddle board)

 **SYSTEM** — Demonstrate connectedness

Driver diagrams

Gemba walk

Co-design





PSYCHOLOGY

**Build empathy**



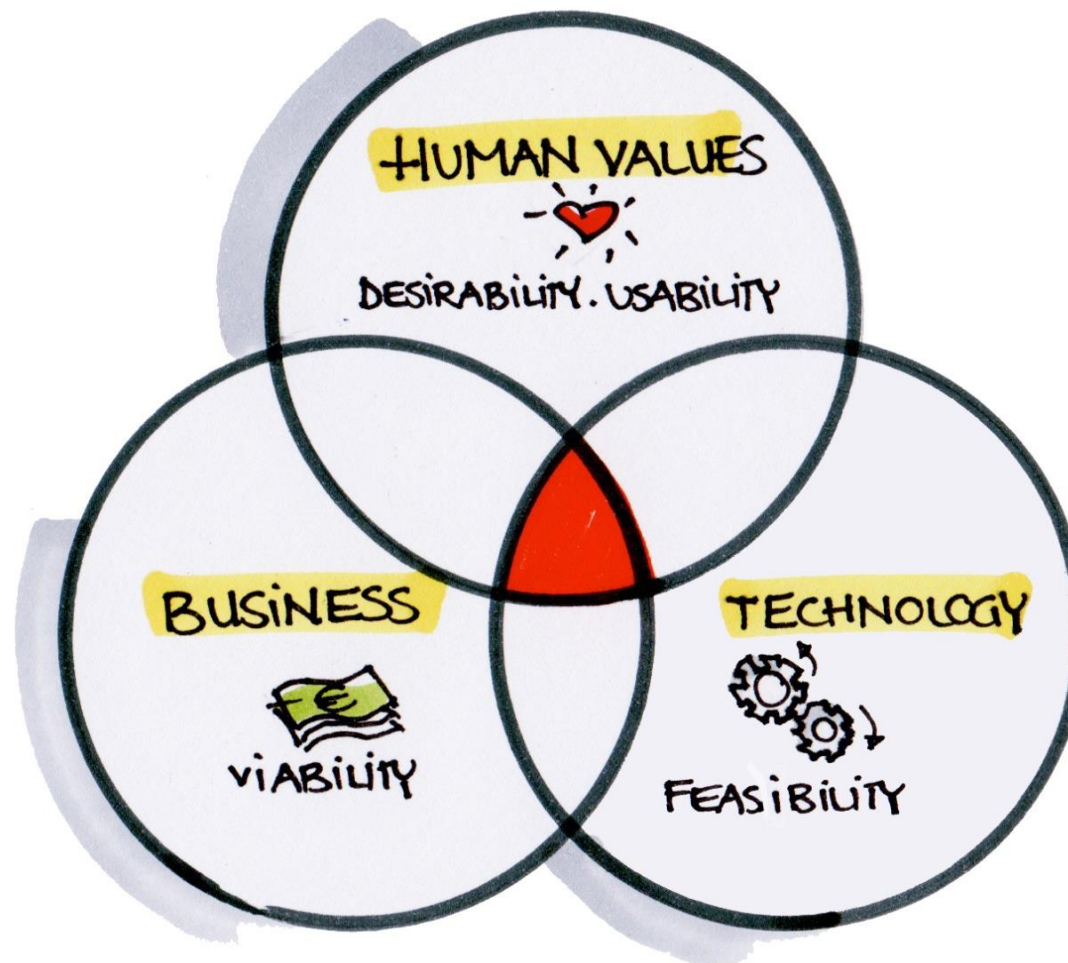
## PSYCHOLOGY

# Build empathy

Empathy is the ability to share and understand the feelings of another person. Building empathy is doing this in such a way that it can be shared experience across many people. It is important in leading change both to create solutions that are meaningful and to create a sense of shared purpose and alignment.



# About Psychology and Building Empathy





# Journey Mapping

A Journey Map is a visualization of a person's experience in a way that showcases the layers of their experience over time.





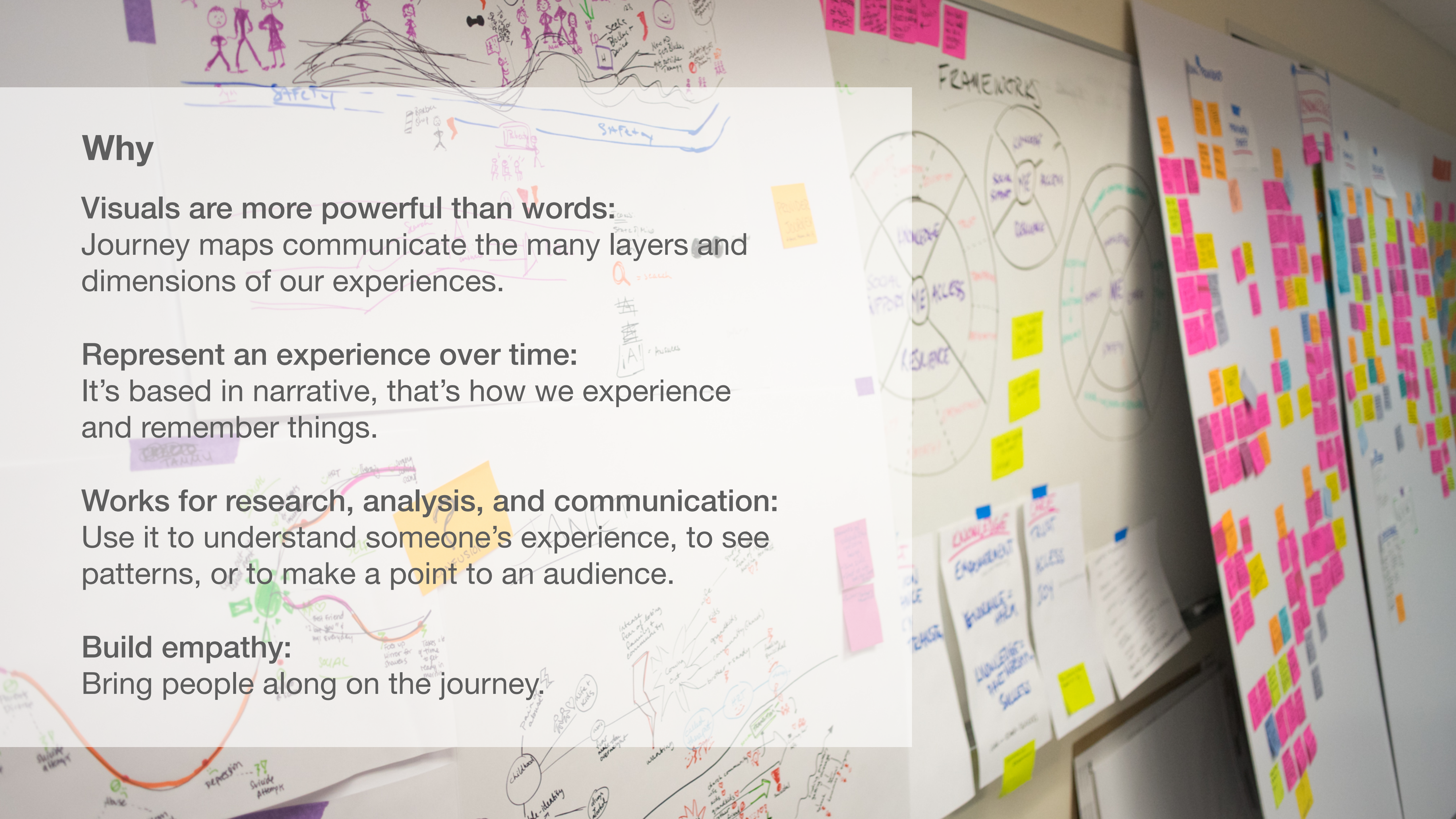
# Why

**Visuals are more powerful than words:**  
Journey maps communicate the many layers and dimensions of our experiences.

**Represent an experience over time:**  
It's based in narrative, that's how we experience and remember things.

**Works for research, analysis, and communication:**  
Use it to understand someone's experience, to see patterns, or to make a point to an audience.

**Build empathy:**  
Bring people along on the journey.





# How

Alone or in groups.

Documenting an experience, process, or usage of a product or service.

Start with physical (drawing or collage) before digital.





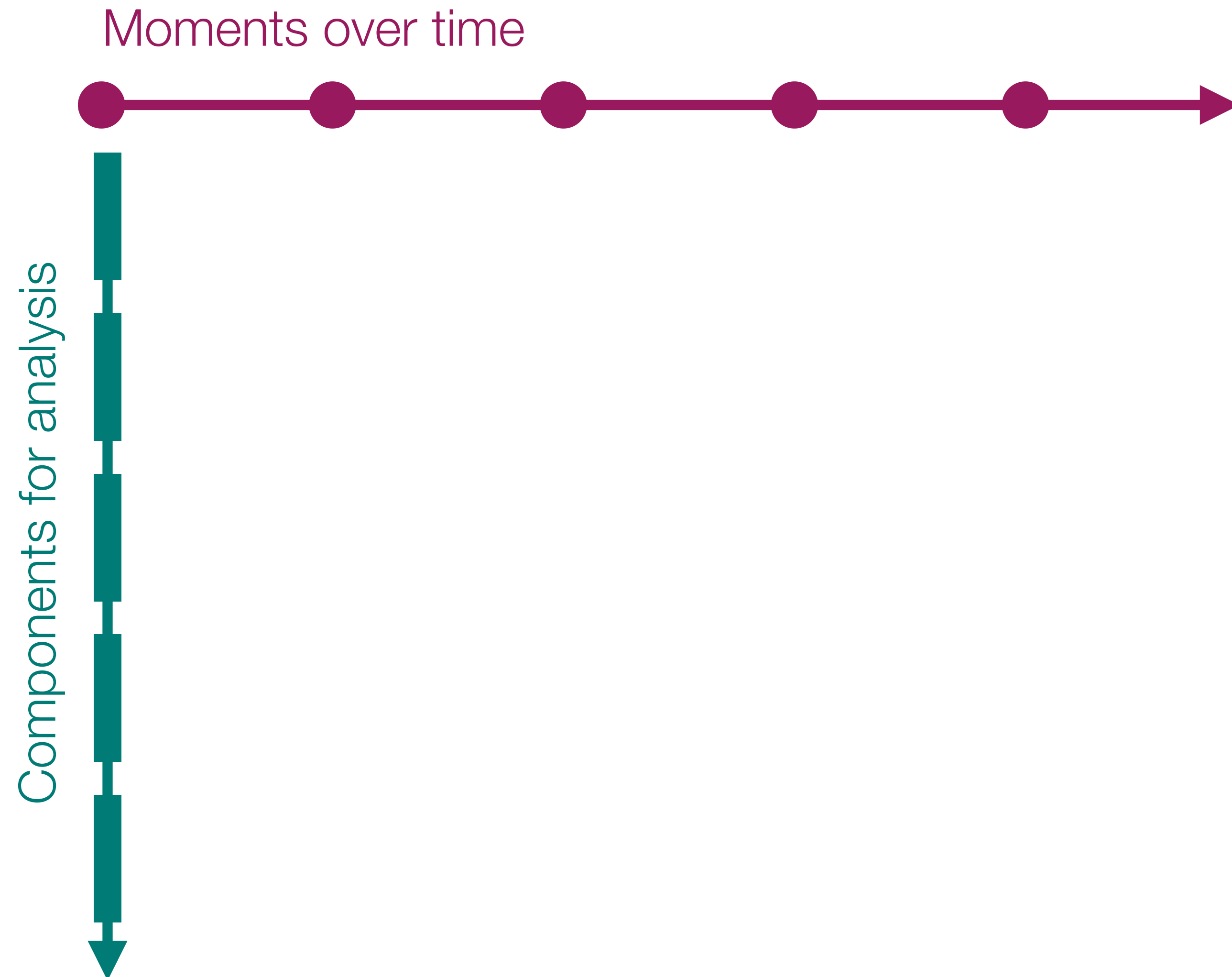
## Elements

Time

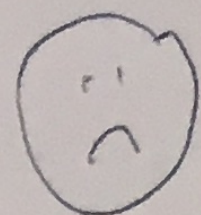
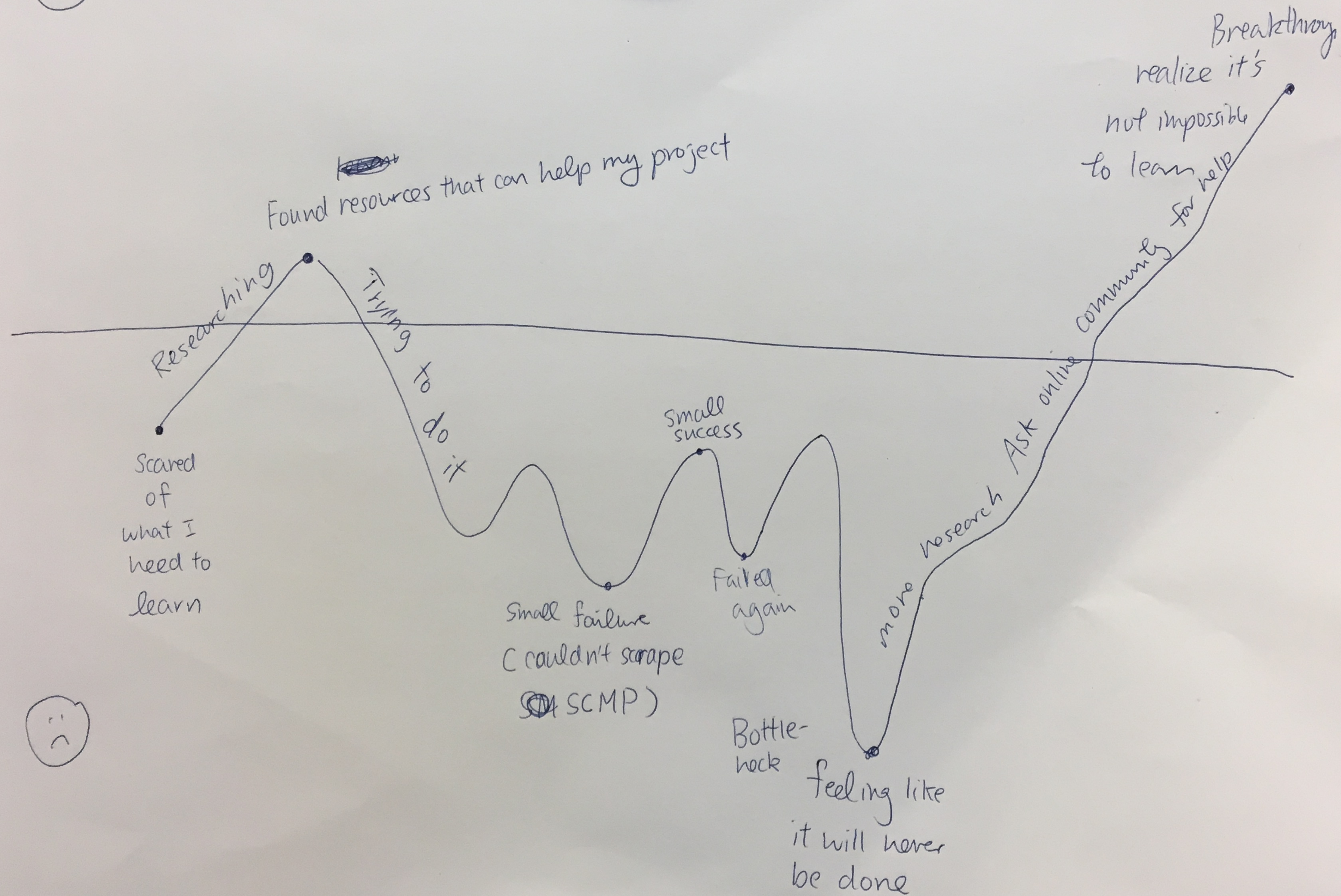
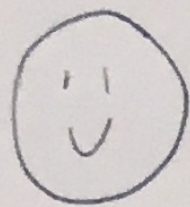
Steps

Components for analysis:

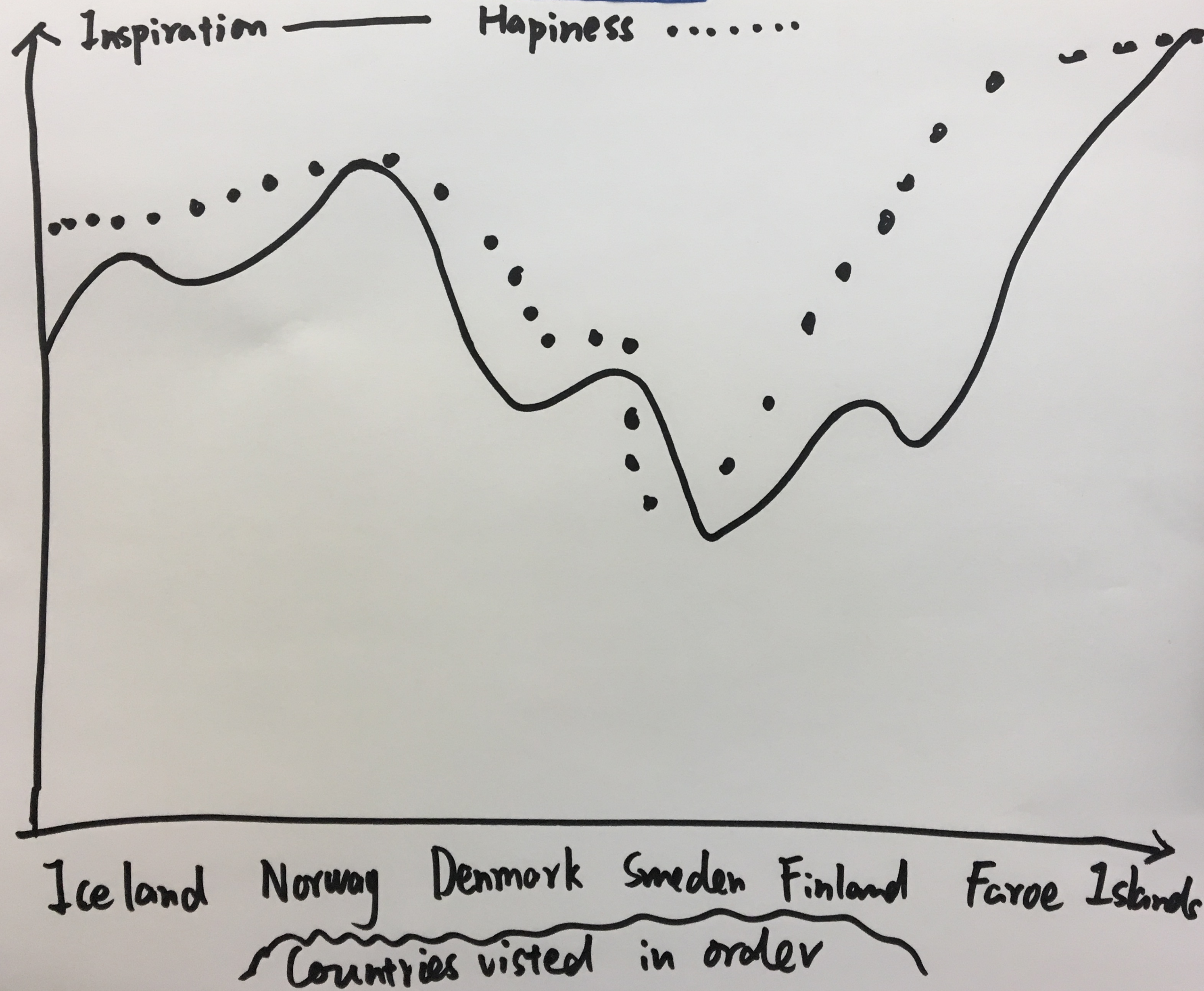
- Goals
- Steps
- Choices
- Emotions
- Joys
- Frustrations
- Influencers
- Motivations
- State of mind













persona aspects:

- No kids  
- Live nearby  
- Coordinator  
- 20-something  
- Pod member

- Unbothered by movement/activity  
- Early arriver (before 9:30/10)

feel great when making shared affirmation

TUESDAY

High noise levels are distracting (multiple mtgs)

Movement to other space (mtg) dictated by project and/or team

feel distracted by sound

Preference of desk setup (dual screens)

feel energy go down

feel good (or not) at end of day based on how much accomplish

"feel grateful for the environment when walk home"

feel need space with no distraction in afternoon that is not work

feel tired at end of day "hit a wall"

"happy & excited when leave when rap is still out"

"Feel heavy weight in evening when have a lot to do"

"feel super checked out by this time"

feel like lost momentum after staff mtg

feel passive collecting at staff mtg.

feel squeezed for lunch "Hangry"

feel good hearing about others - not too long

feel good having prep time

feels nice to connect with pod neighbor

"like meetings in morning" 10-2pm

Go Go Go!

feel okay & sometimes energized by movement in pod

feel energized

feel neutral

Wake UP [7am]

Work out 7:30-8

Getting Ready [8:30]

Commute [15min bus 20min walk]

Arrive in Office [9:15]

Email, Prep Calendar, breakfast no meetings

CCI Huddle 10am

Project Team Meetings 10:15-1:00pm often B2B

CCI Team Mtg 1-2:30pm

Break [if possible & needed] - people watch in conf. room - collab room

Finishing other tasks, sometimes mtg 2:30-4pm

"Check-in" Working Meeting w/ Laura 4pm

Tasks, etc. 4:30-5/5:30

Head Home 5/5:30

Commute (bus) walk if sun's out

Evening Make Food, Study, Not doing CCI work (ind. emails, calendar)

Prep for Day

Informal check-in w/ Kendra

LUNCH?

Have to request quick breaks

At desk all day →

People Arrive 9:10am

Movement & activity in pod and throughout office

Tied to computer (↓ walking mtg)

Will move to separate space

People are leaving office

Leave laptop at work

Study is falling to the back burner

wish we had very specific feelings

how others feel MAD / always indifferent

Like started mapping from EE's routine before getting to work

wonder if this will be consistent with others

I wonder how the person you're checking in with is overwhelmed or

How feel multi w/ same team

I like all the emotions you are able to capture - how you don't get lunch

Wonder and of day feelings same for others Wonder How would structured Planned lunches affect routine?

I like the organization & different colors & the journey of a persona

I like the different colors to show the life cycle

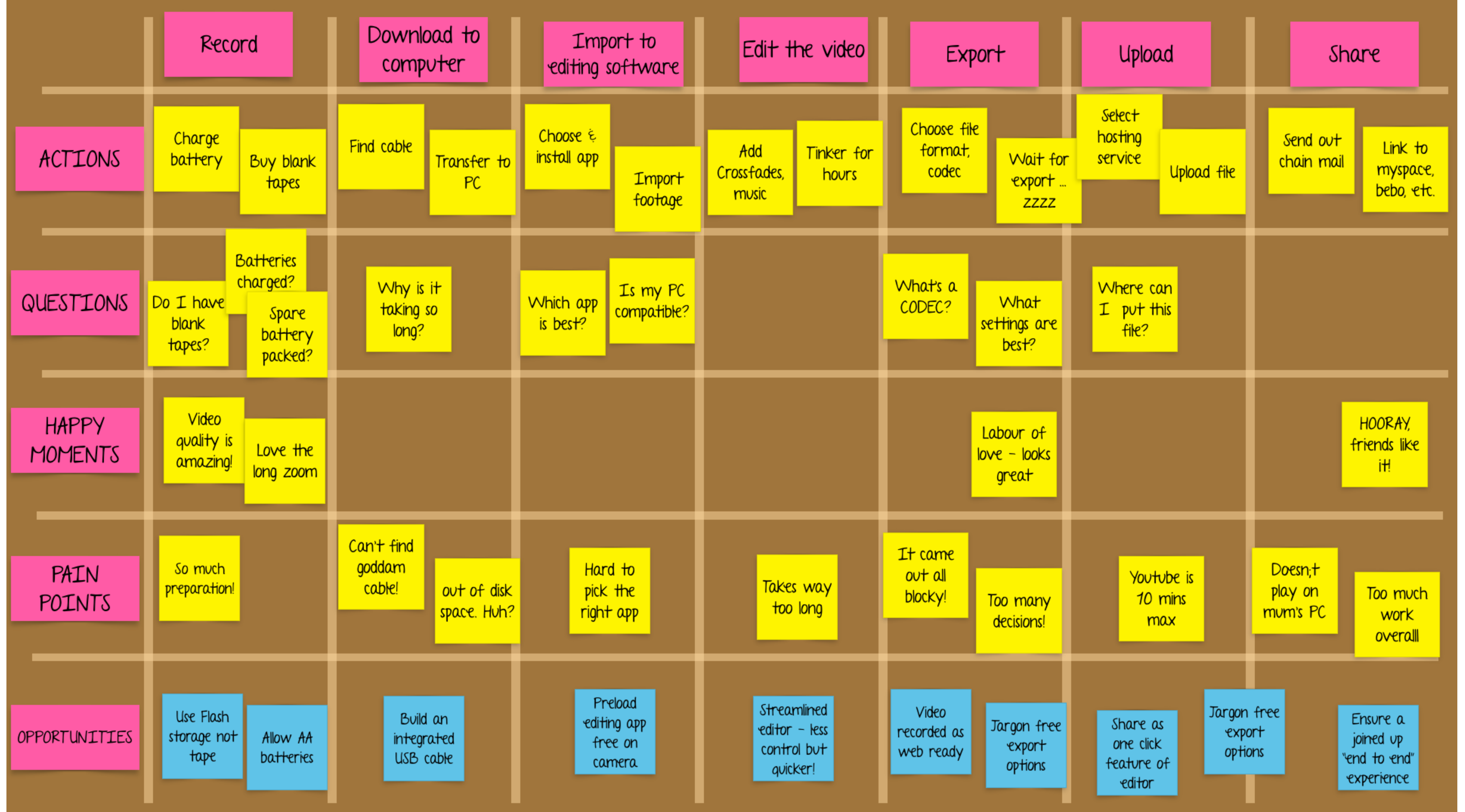
I wish that feelings could be visualized w/ emojis for simplicity

Like the persona setting

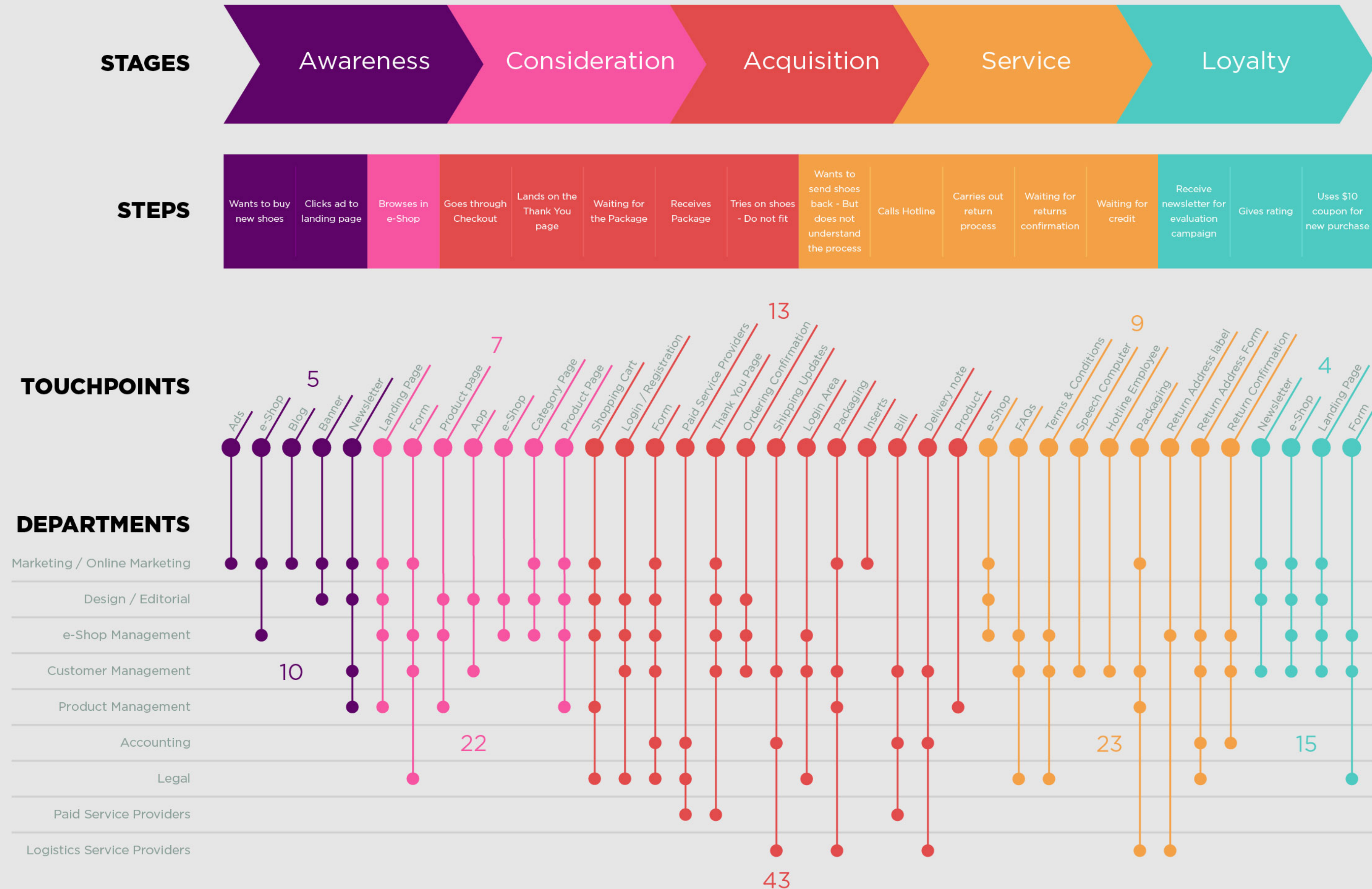
Like categorized color coded emotions

Like color coding





BrightVessel.com







# Rachel Alvarez, Production Manager



Manages  
team of 12



Works  
50 hours/week



3 years at  
Enterprise



Houston,  
Texas



**REAL** This journey map is based on research of real employees.  
All events described on this page are based on true stories.

Enterprise  
Strategies

Delivering the future of work.

## Arrives at office. Meets with staff and managers

Rachel meets with staff to plan the day ahead.

8:00am



## Can't start production run because materials haven't arrived

Task Planner says to initiate production run at 1:00pm, but build materials haven't arrived.

9:00am

"This is confusing. I wonder how long we've had this shortage? Why is today the first I'm hearing of it?"

## Extends job offer to Mark

After a second interview yesterday, Rachel calls Mark to offer him the job. Mark accepts. Rachel texts the VP Manufacturing to let her know — this is the 10th hire this week in her region. She starts the new hire paperwork.

10:00am

"I love hiring! This guy is going to work out great."

## Logs on to Intranet to start new hire paperwork

Rachel logs onto the Intranet again. She enters her password again.

11:00am

"These password requirements are crazy. Letter, number, capital... good thing I wrote it on a sticky note."

## Completes materials order; faxes it in

Rachel gets input on material order from the last of her employees. She completes the paper form and faxes it to Office Solutions.

12:00pm

"I love finishing the material order!"

"Why isn't this form online? I can't believe I'm sending faxes in 2016."

## Janet Danforth quits

Janet is leading a key project, but she calls Rachel and tells her she's taken another job. She'll be leaving in 2 weeks.

1:00pm

"I hate it when someone quits! What did I do wrong? Did I not create the right work environment for Janet?"

## Works in office on scheduling

Rachel spends an hour in the office adjusting the production schedule for the upcoming week. She also starts the paperwork for Janet's exit.

2:00pm

"I wish I could do this on a tablet out front where my staff can see me. I want to set a good example."

## Logs onto Task Planner

Rachel logs onto Task Planner to see if there are any new tasks or notices.

3:00pm

"My computer is secure, so why do I have to log in to the Intranet again? I was just here! Where's my sticky note..."

"There is so much stuff in Task Planner. Wish I could search it..."

## Trains staff member

Rachel helps a new hire through the training workbook.

4:00pm

"These training workbooks are great. I'm glad we've gone back to paper instead of training online."

## Leaves for the day

It's been 9 hours since Rachel got to work. She briefs the assistant manager before heading home.

5:00pm

"Some good things happened, some bad things happened. All-in-all an okay day."

## Production Manager calls: urgent materials recall

Rachel's PM calls with an urgent message: they've just learned of a plastics defect and the production line must be halted.

6:00pm

"Why did the PM have to call me? If there was a better system I could've learned about this hours ago."

## Drives to plant to investigate

Rachel can't access the production system from home. She decides to return to the plant herself to ensure the plastics issue is being dealt with effectively.

7:00pm

"If I could log on from home I could find out what's going on without driving back to the office."

"Man, what a day."

### Info & Comms Unified View

To promote unity, make the same information available to both management and front line staff.

### Search & Nav Hiring Area

Create an easy online area to walk managers through the hiring process.

### Access Simpler Passwords

Beware of a false sense of security from overly-complex passwords, which get written down.

### Business Process eForms

Use electronic forms that are completed and submitted in a web browser. It saves time for both the sender and recipient of the form.

### Access Office Tablet

Make systems available on a office tablet so managers don't have to go to their office.

### Access Stay Logged In

Except for public computers, keep users logged on for 2+ weeks.

### Business Process Simpler Task Planner

Remove news and other non-task information from Task Planner.

### Business Process Alert System

Establish an alert system that can't be missed.

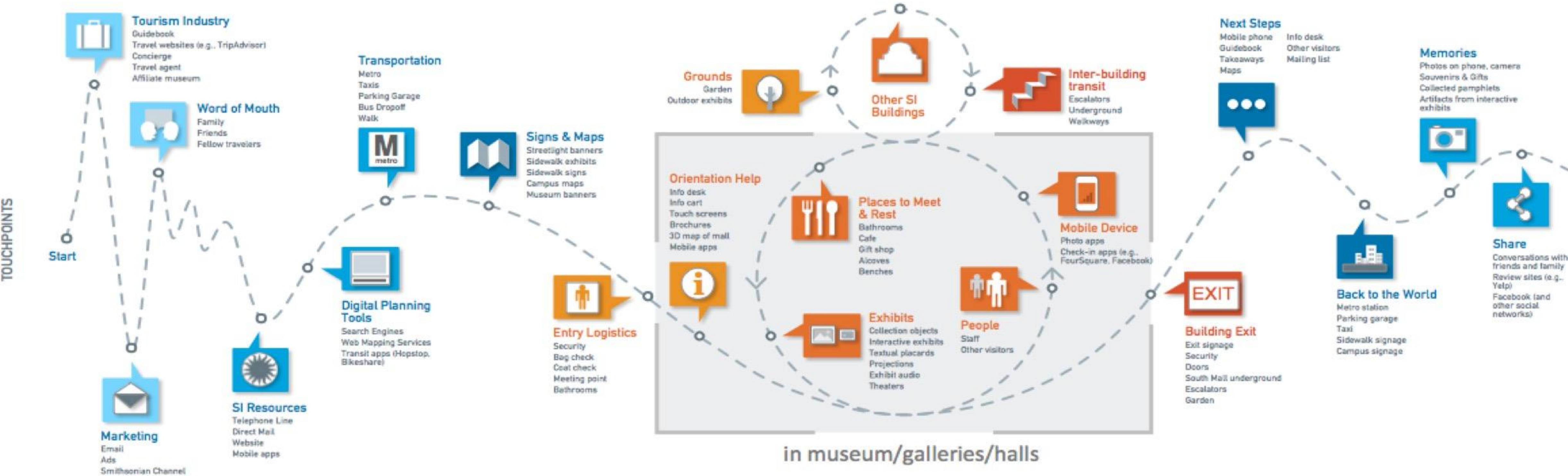
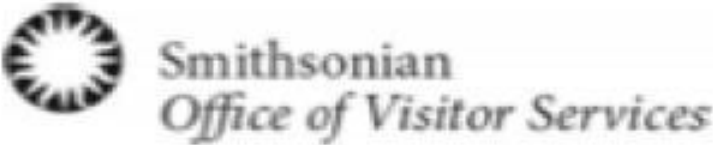
### Access Home Access

Provide full system access at home.



The South Mall Visitor Journey

# SUMMARY OF VISITOR MOMENTS



Mental Model: Dr. Groff

Task	Prescribe a medication for pediatric ear infection			
Actions	Determine the diagnosis	Choose a medication	Submit the prescription	
Tools	Otoscope	<a href="#">epocrates.com</a>	EHR	
	Talking	EHR		
Timing	10 minutes	3 min	30 seconds	
Influencers	What kid says	Notification of generic options in EHR		
	What parent says	Recommendations on epocrates		
	What she sees in the otoscope	Personal and professional experience		

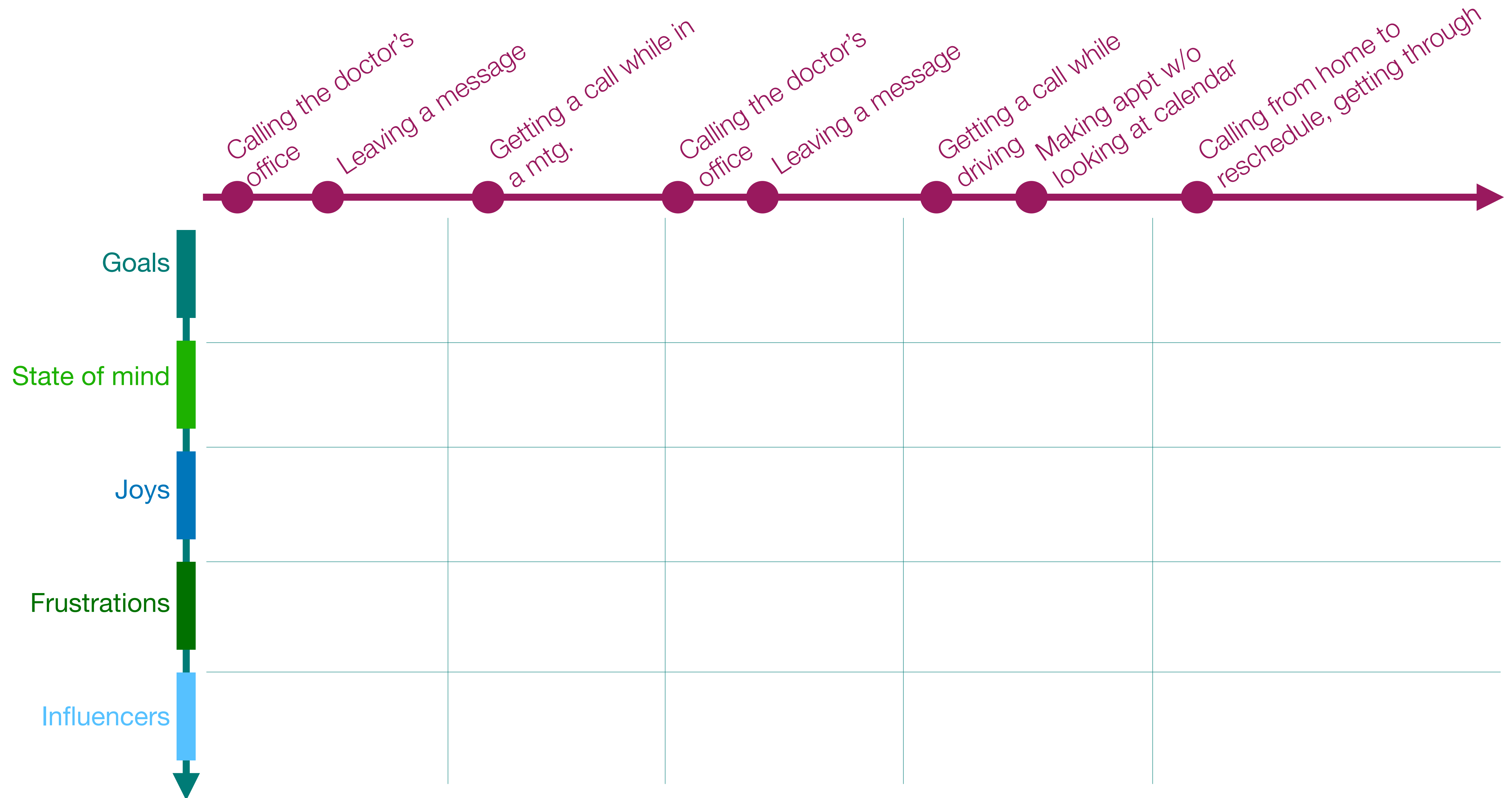


## Activity

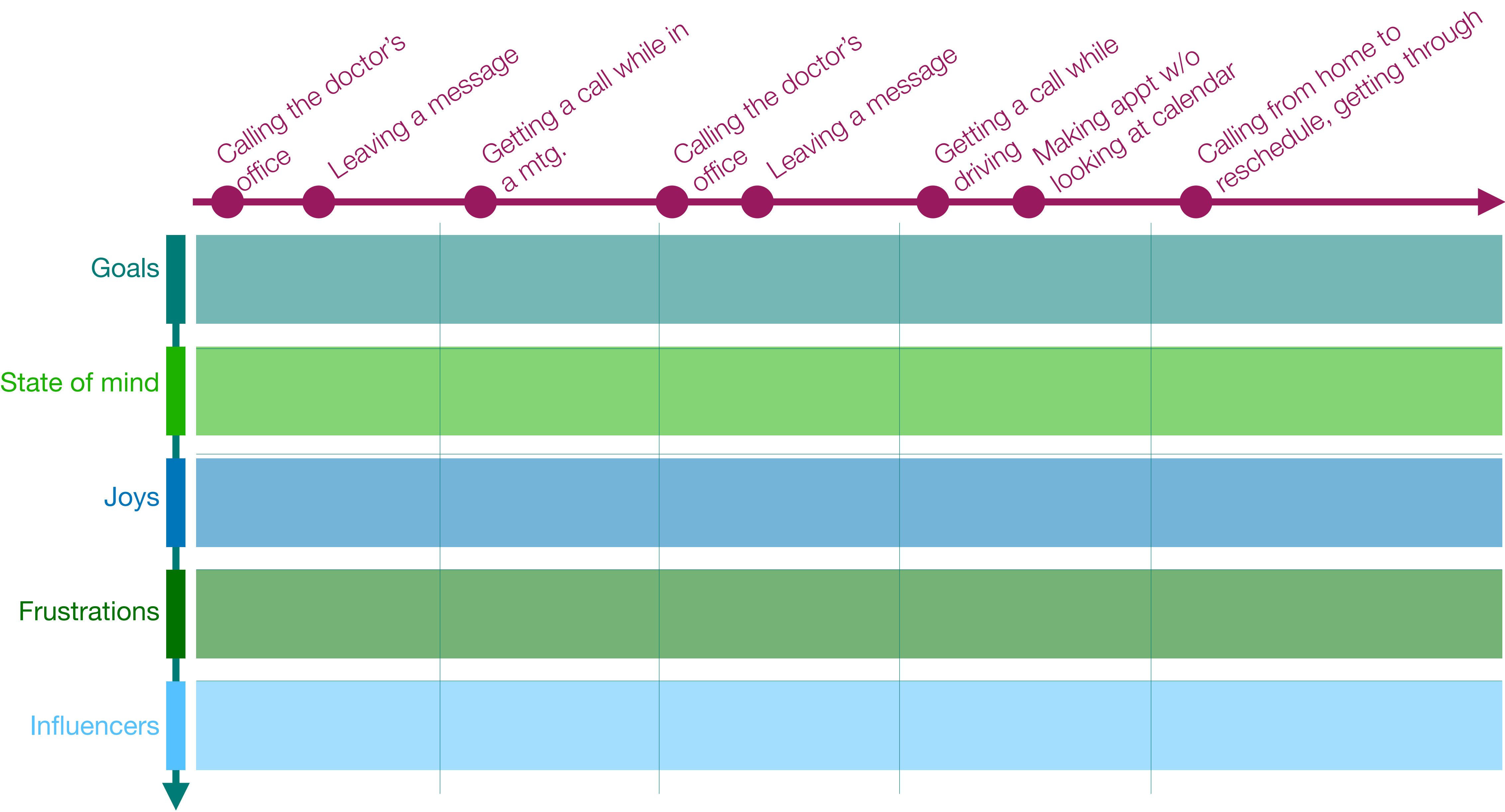
Let's create a journey map together.



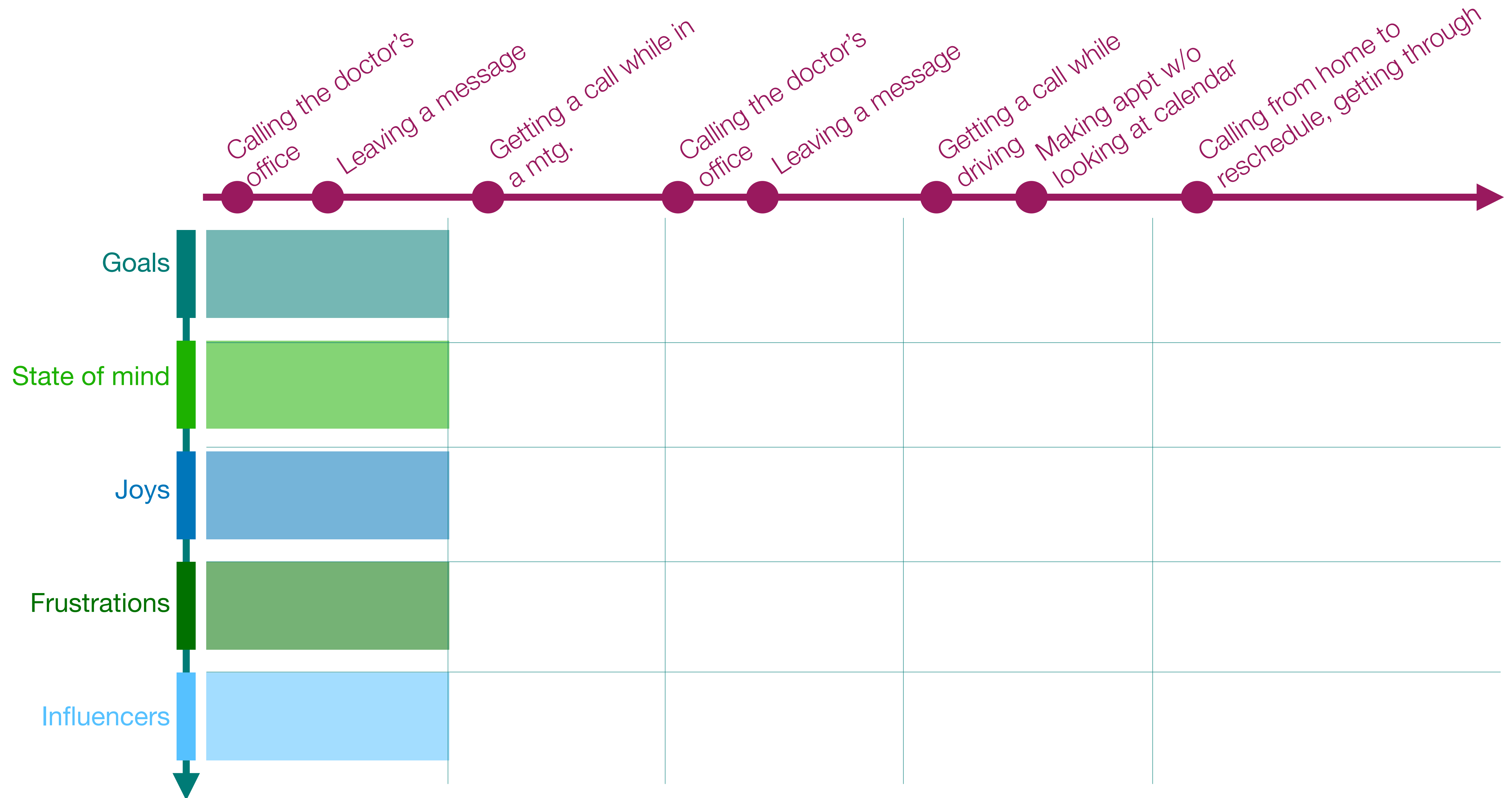
## Making a doctor's appointment



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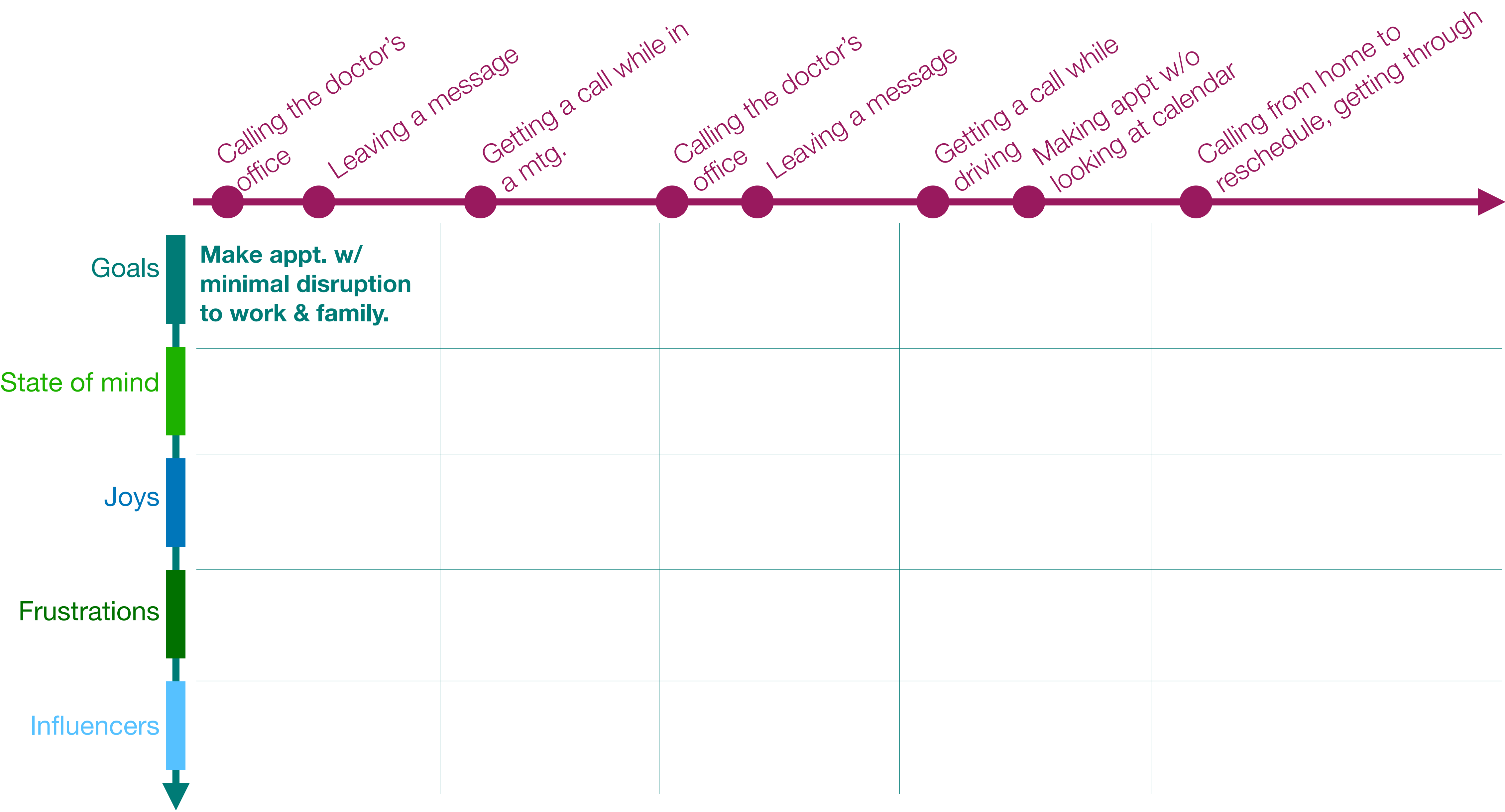


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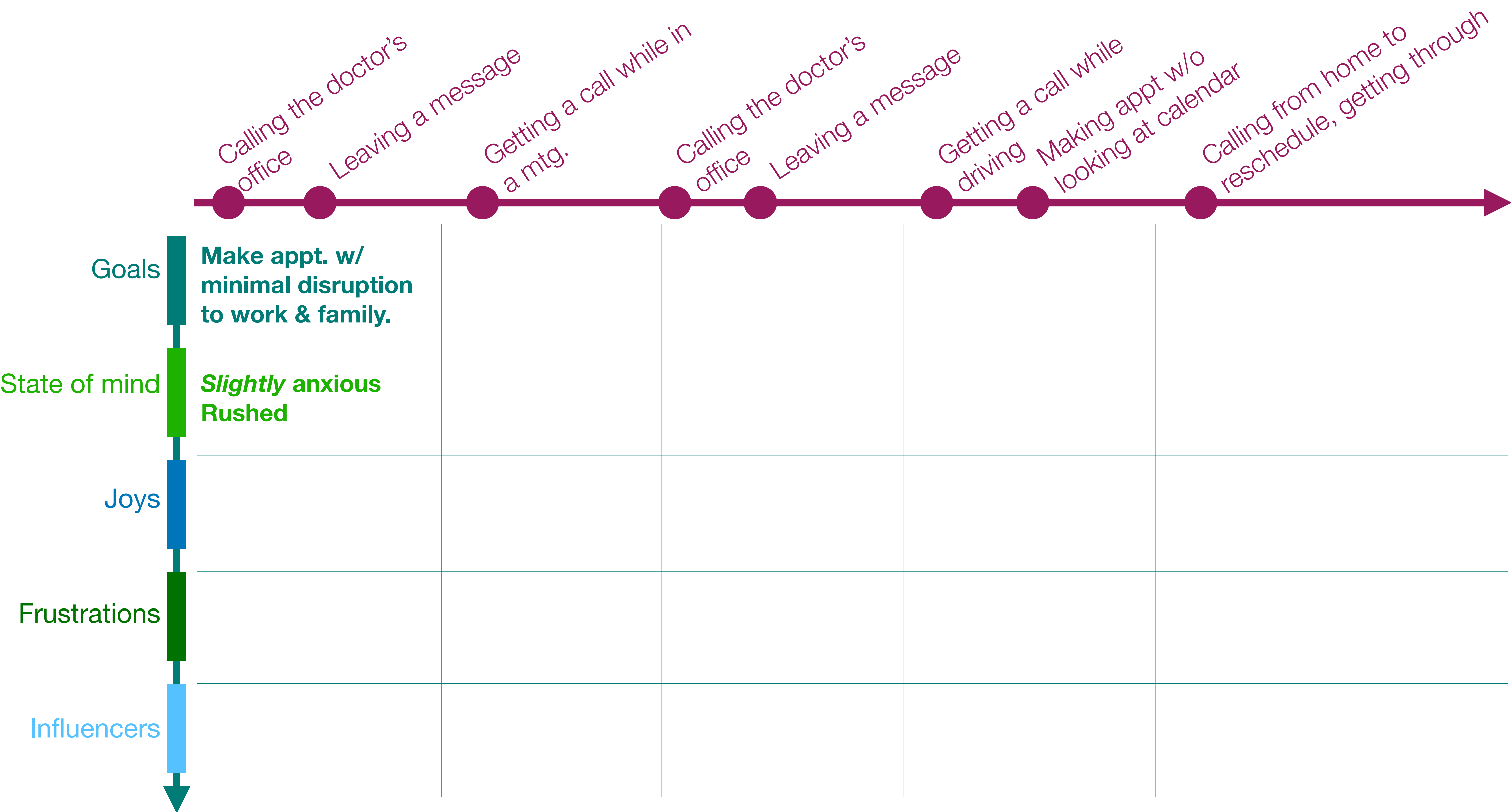




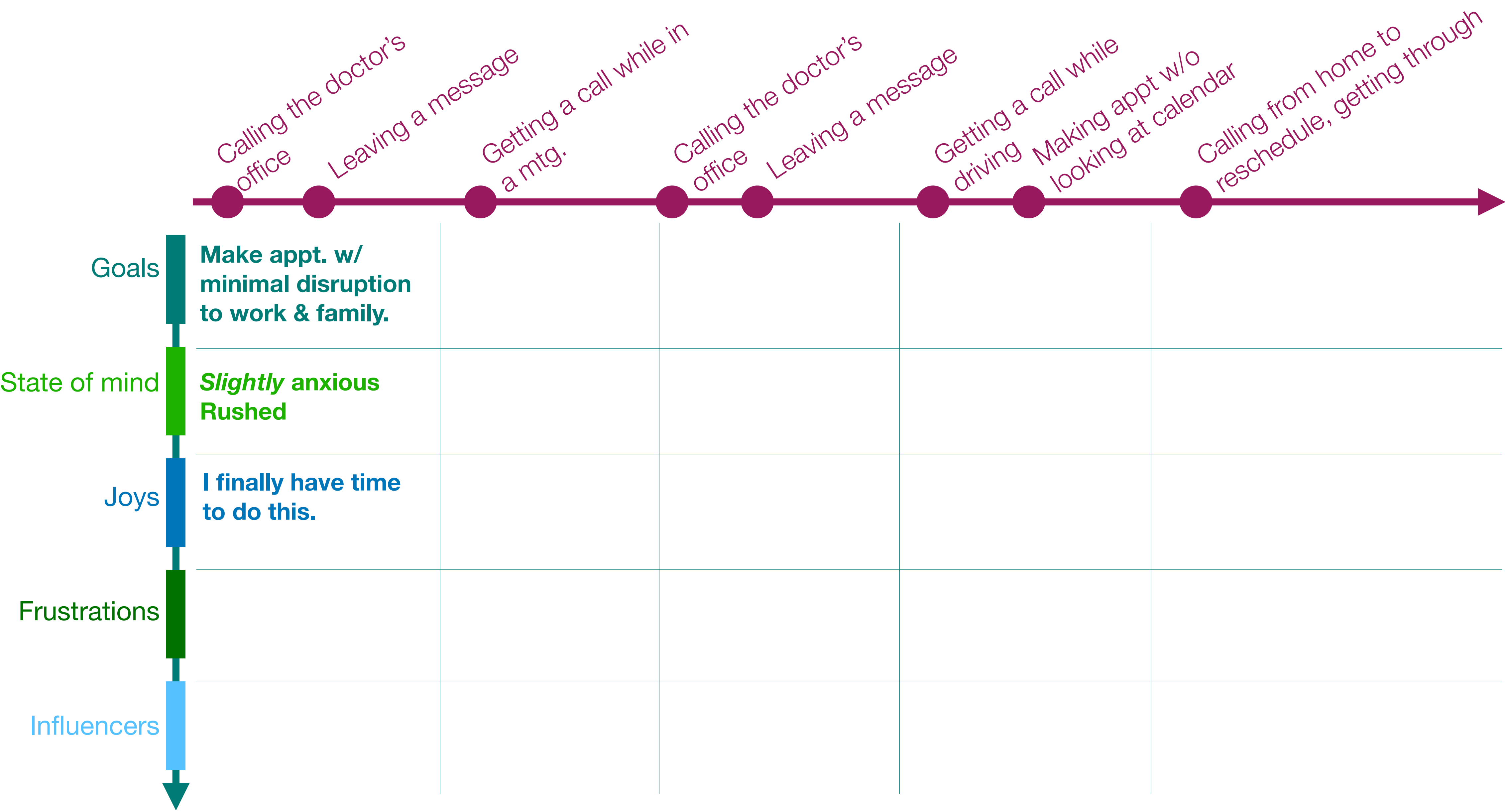
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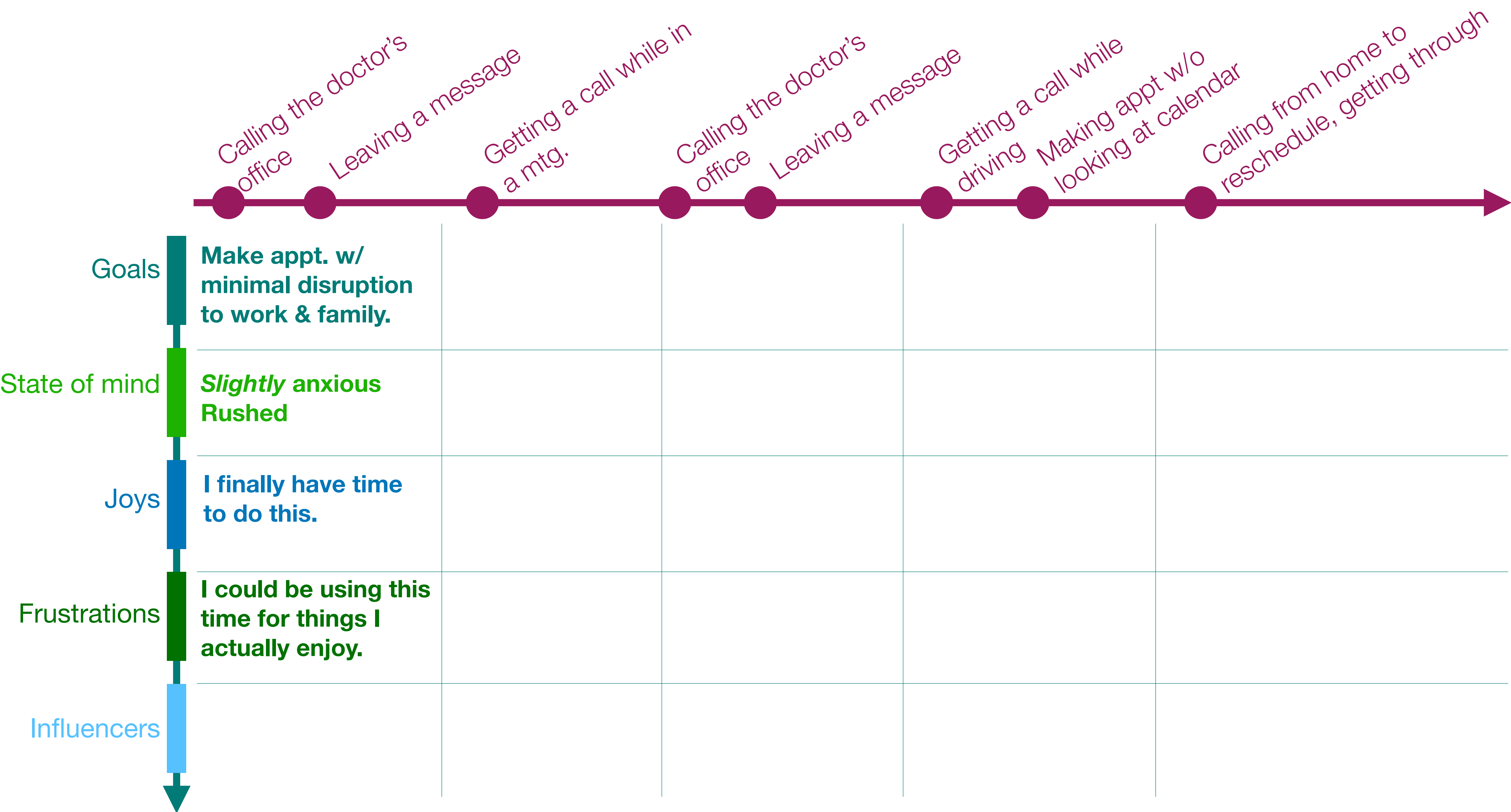
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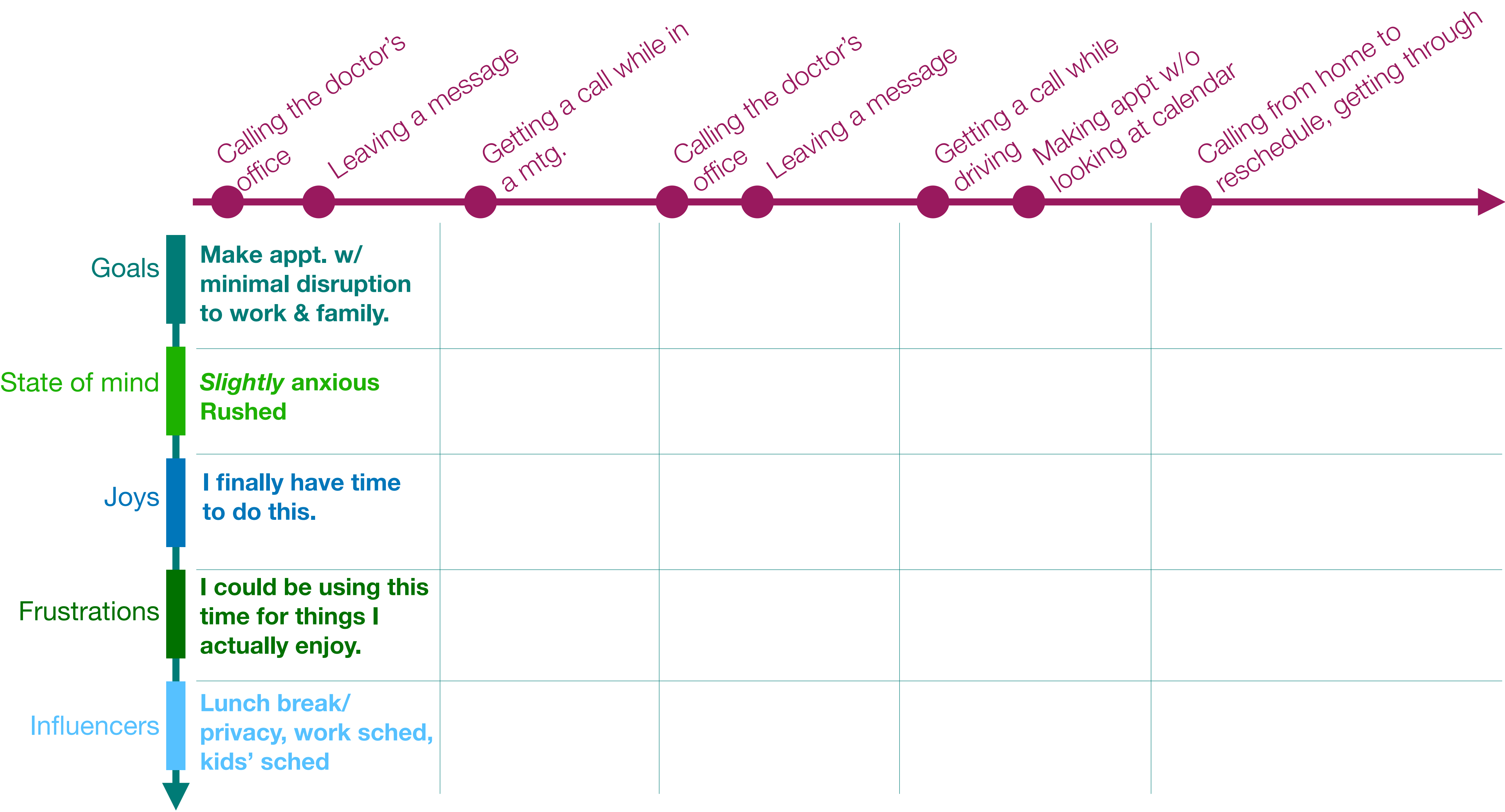
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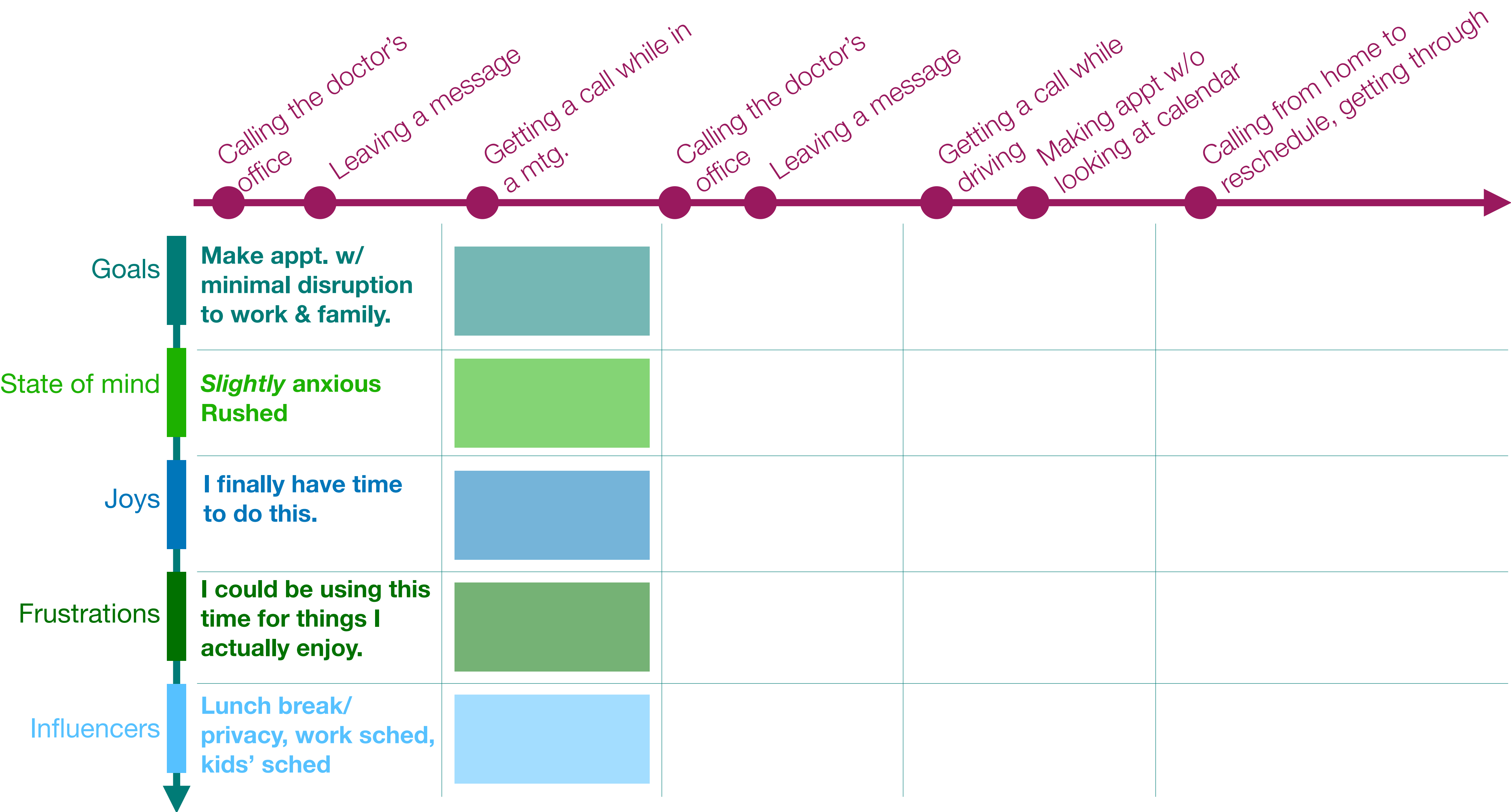


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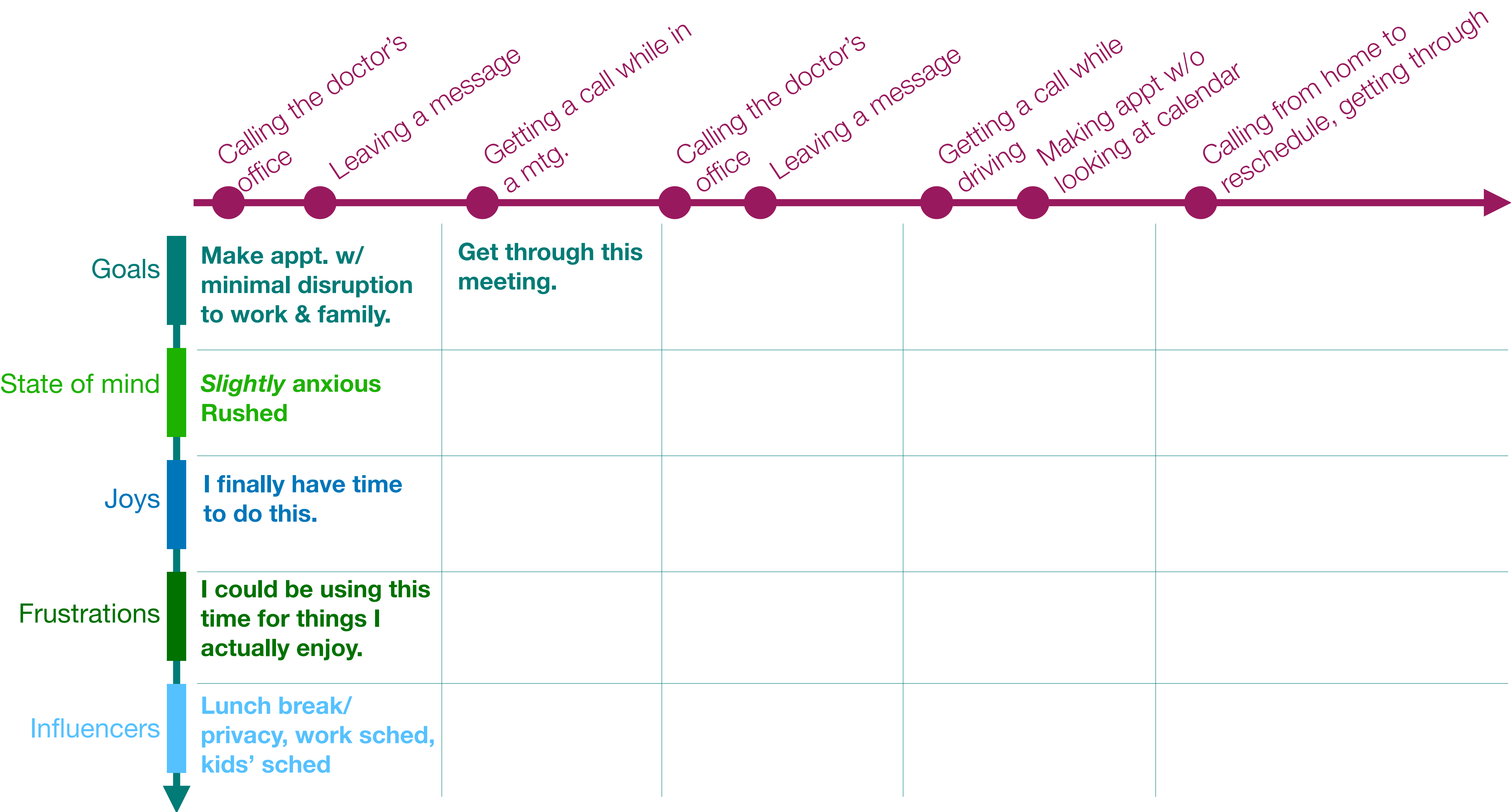




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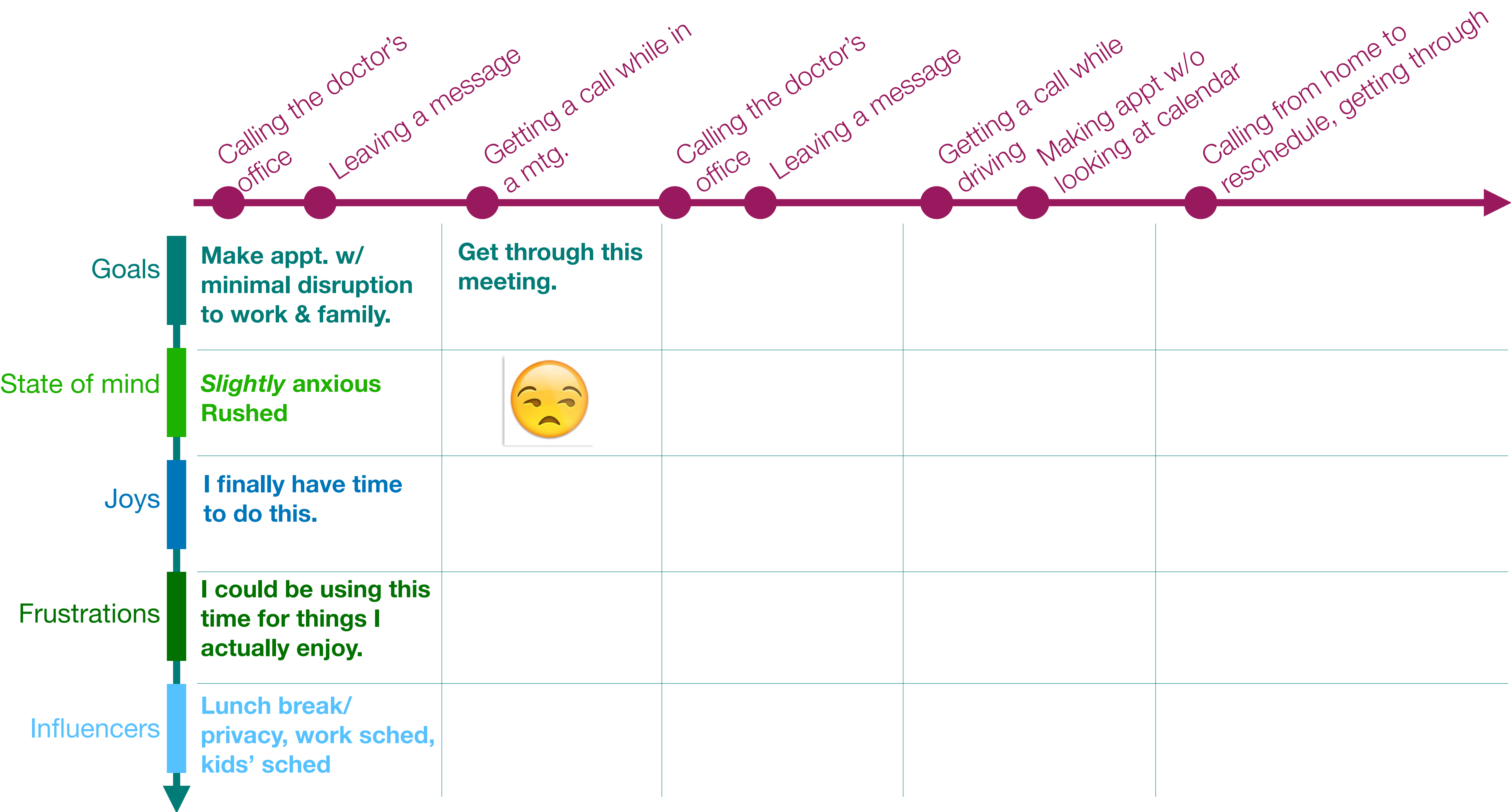


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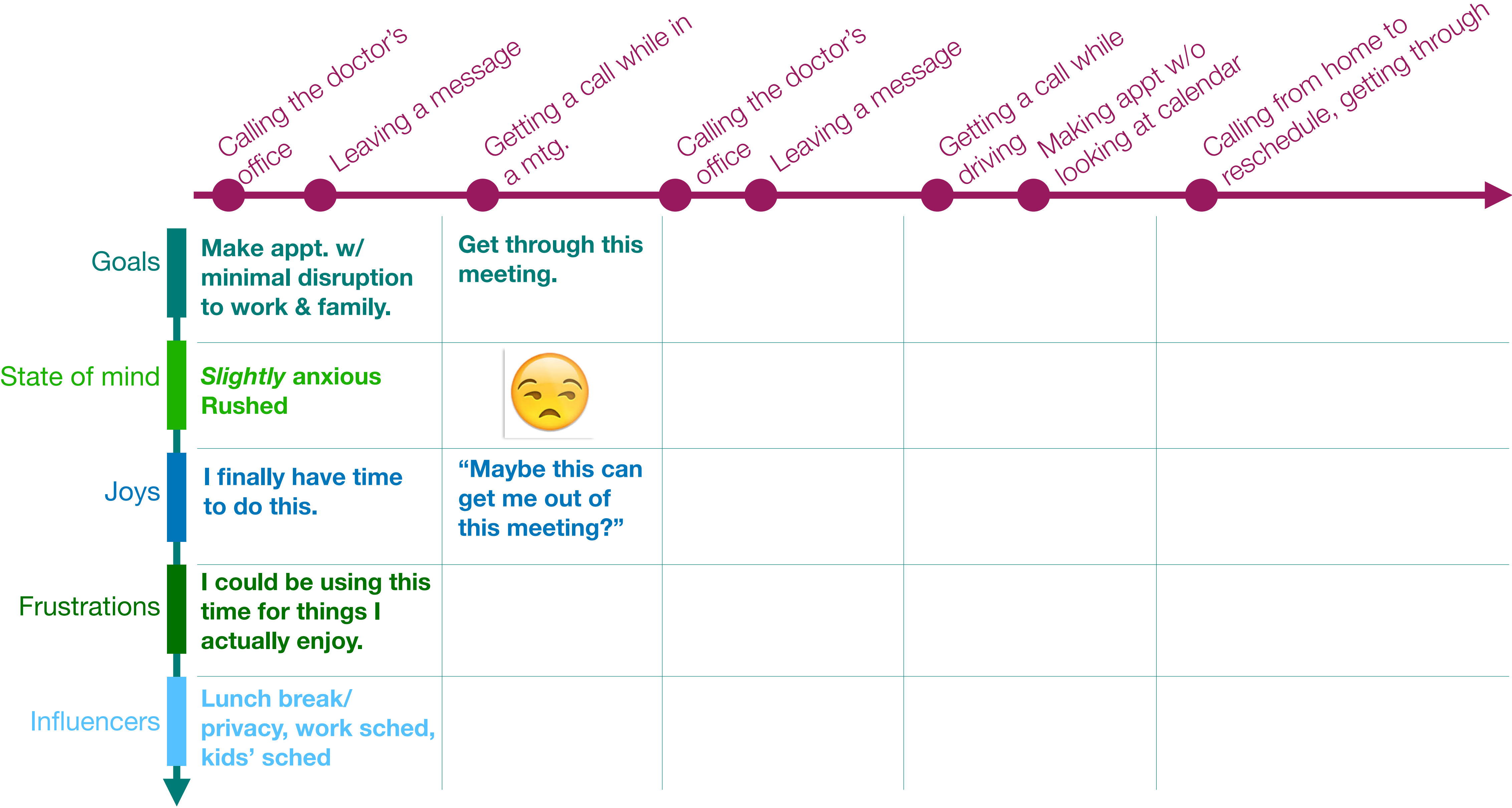




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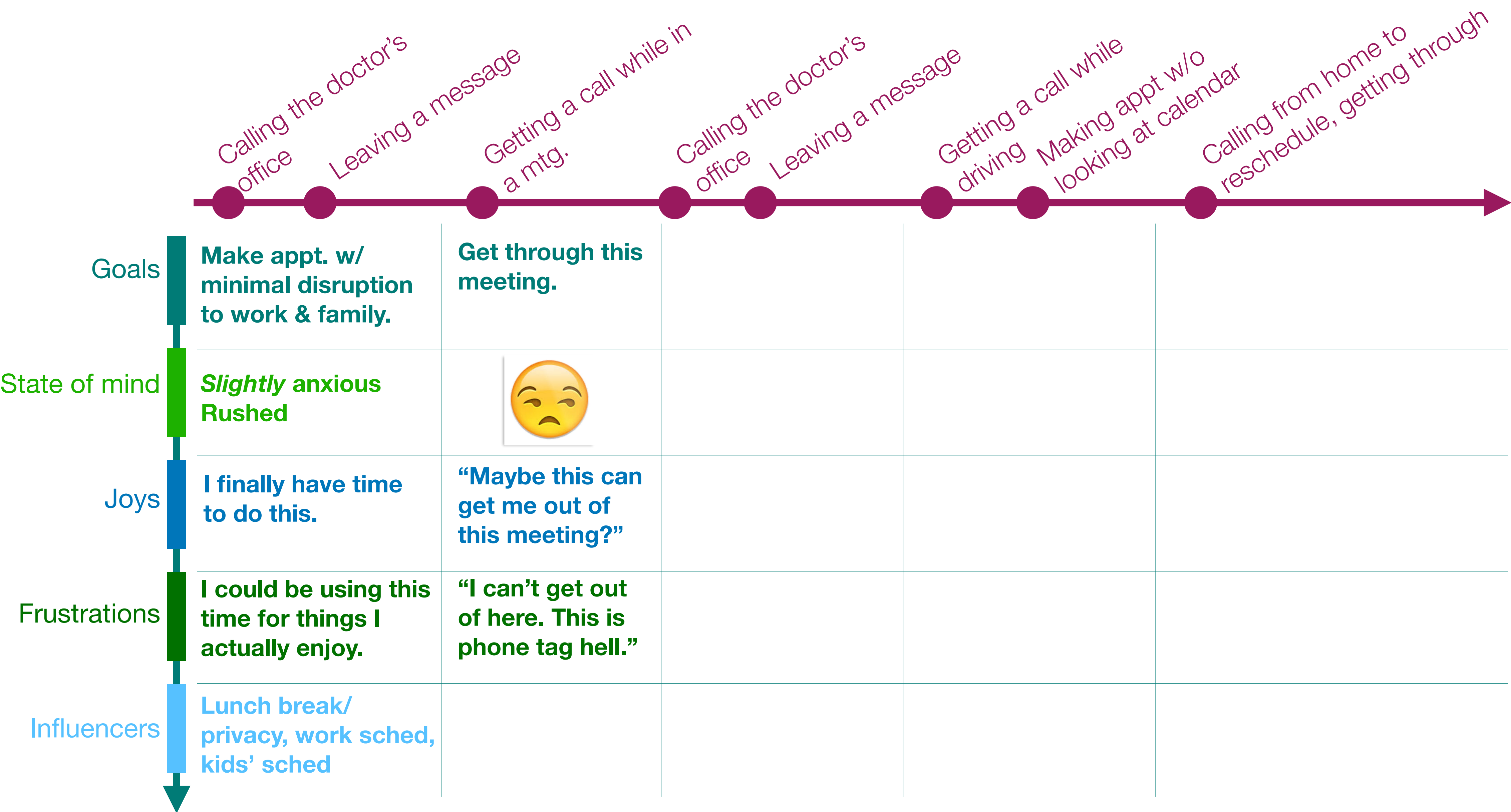


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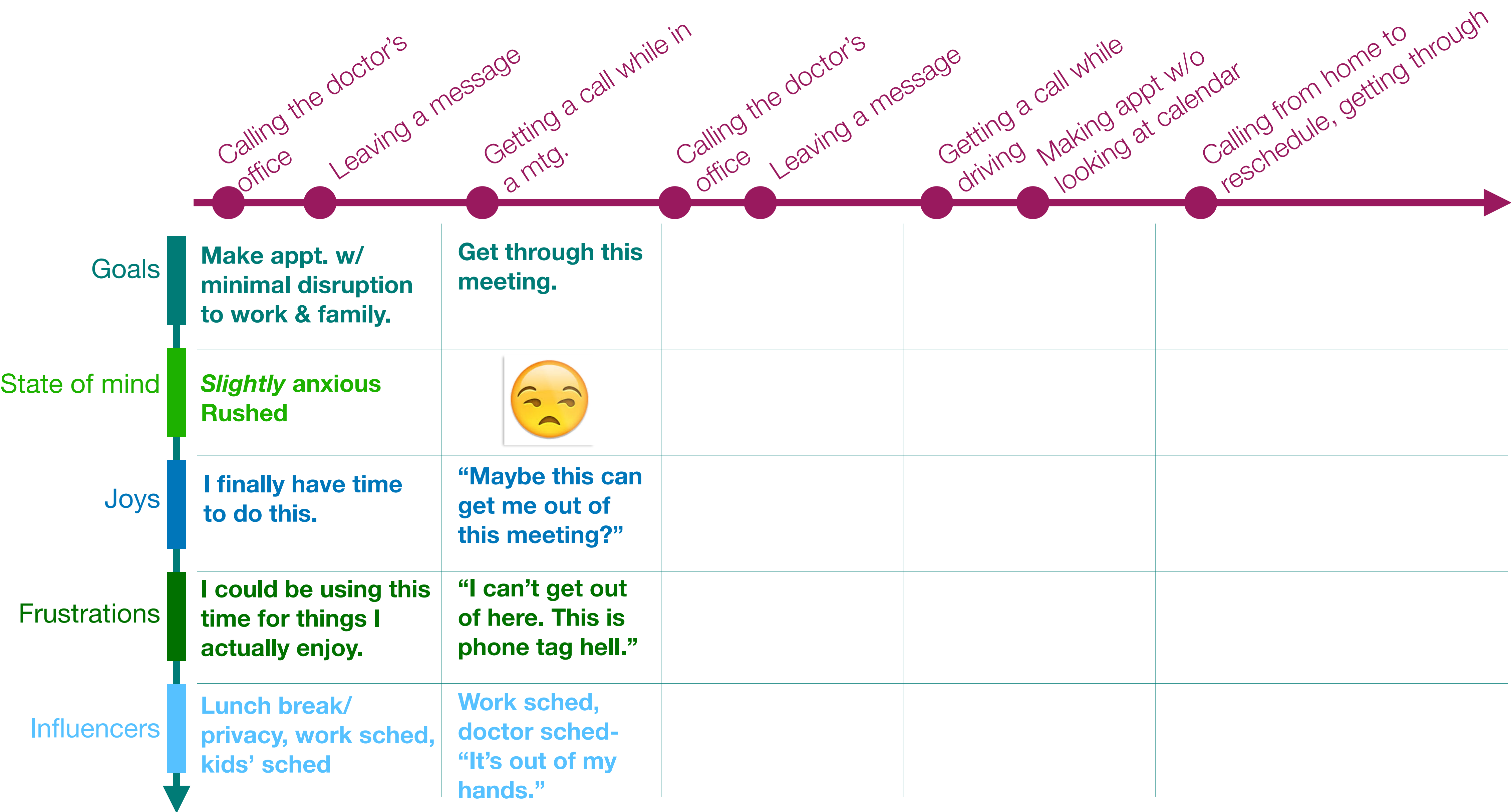




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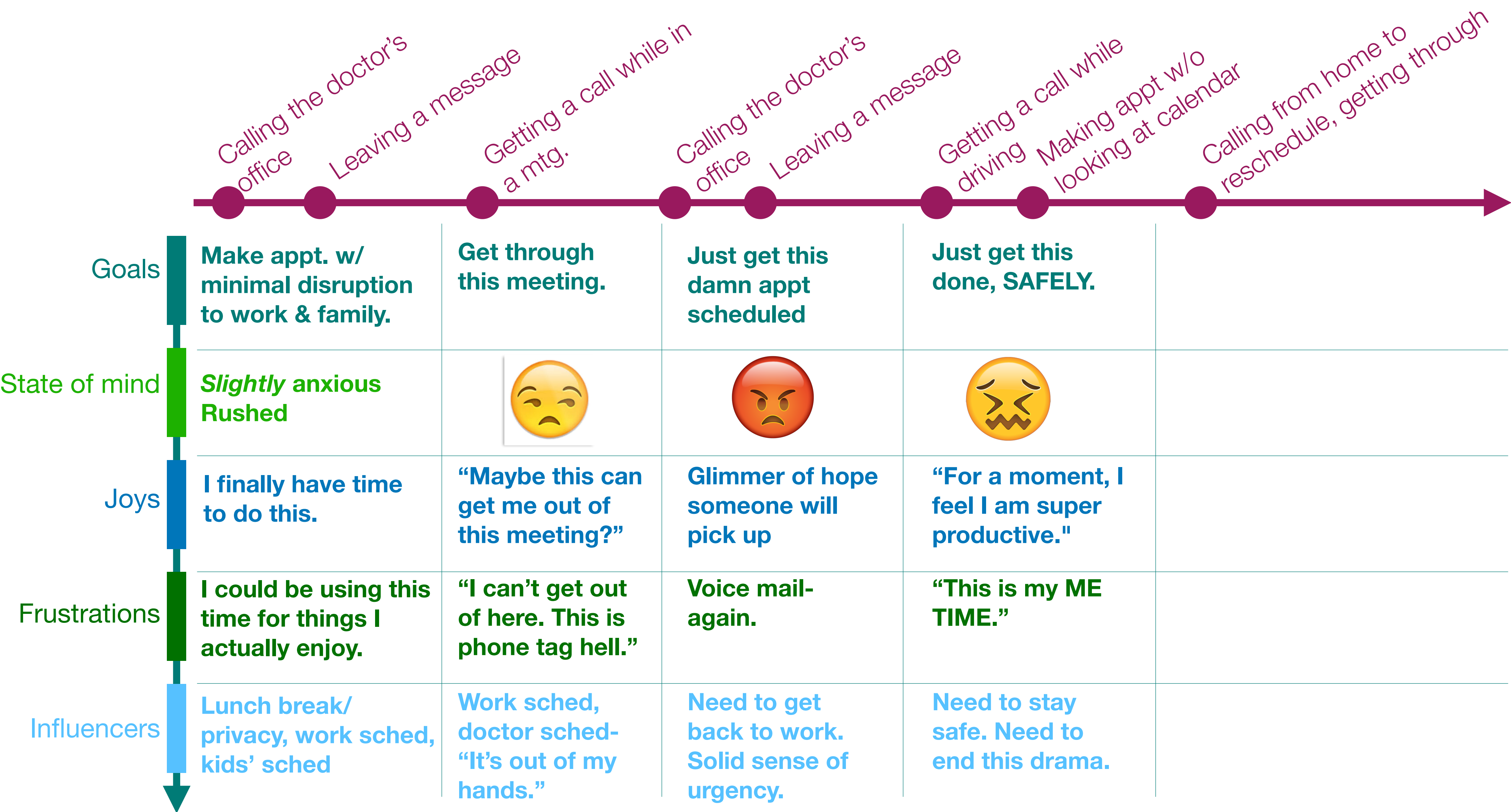


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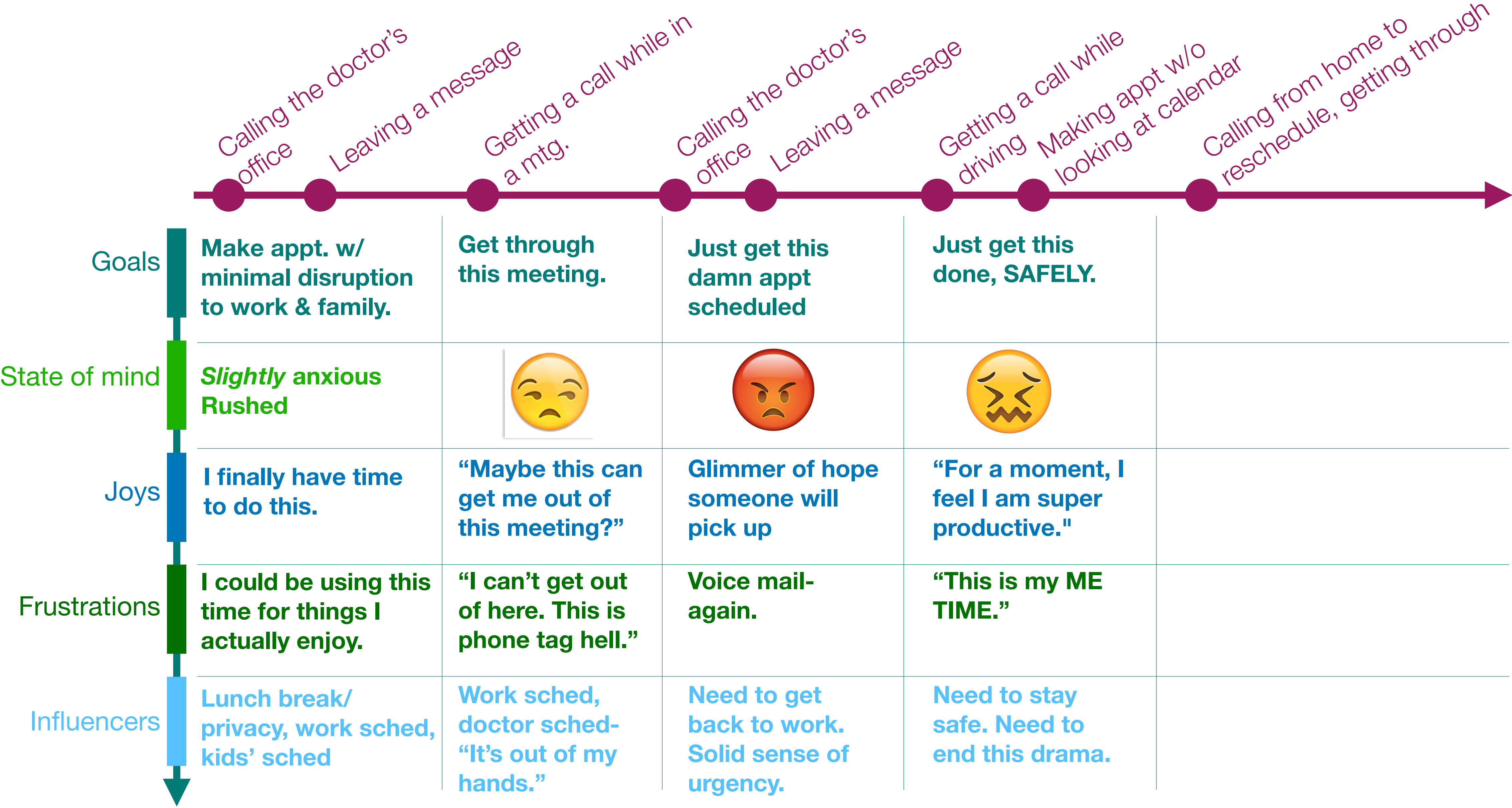


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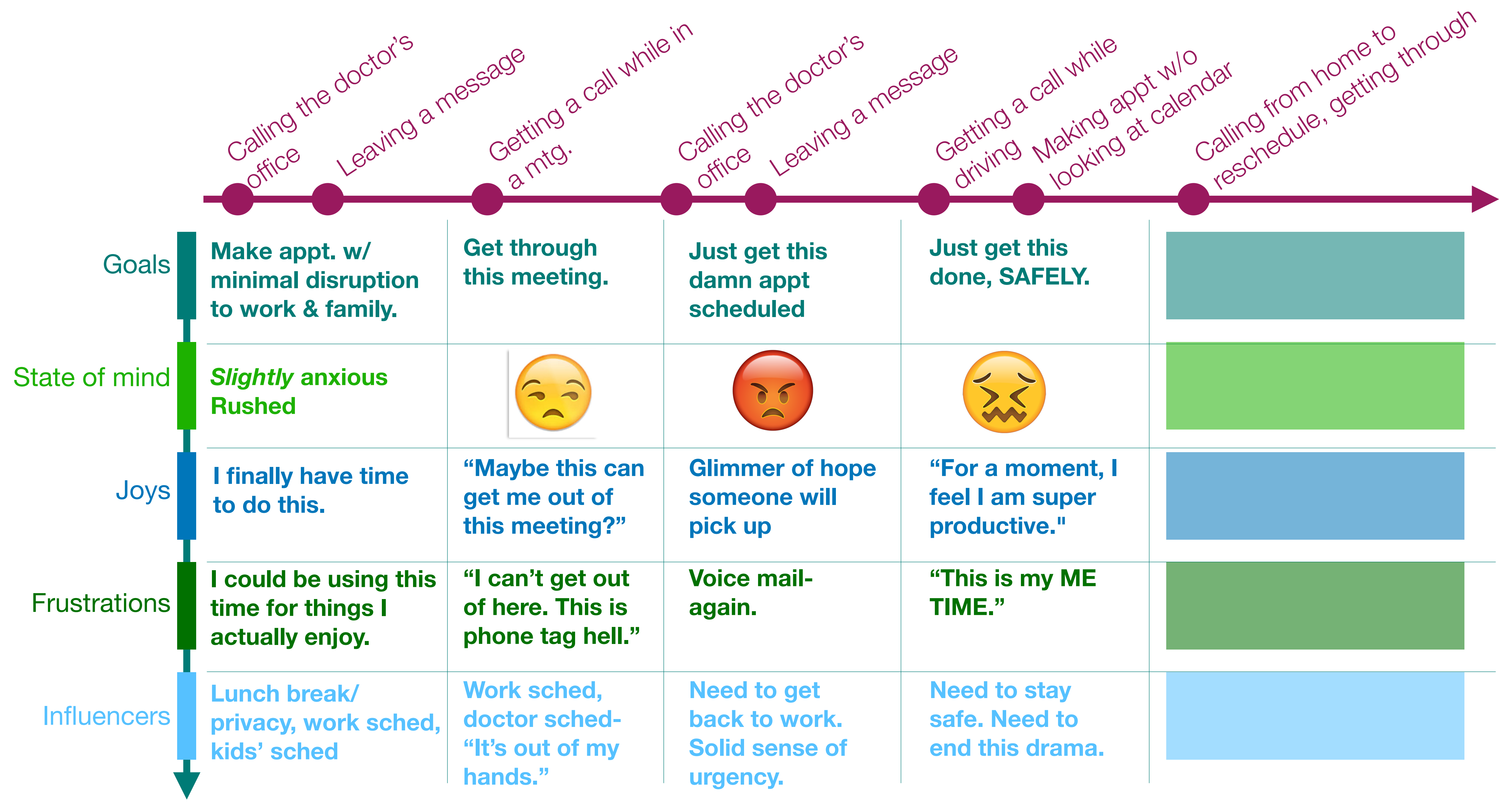


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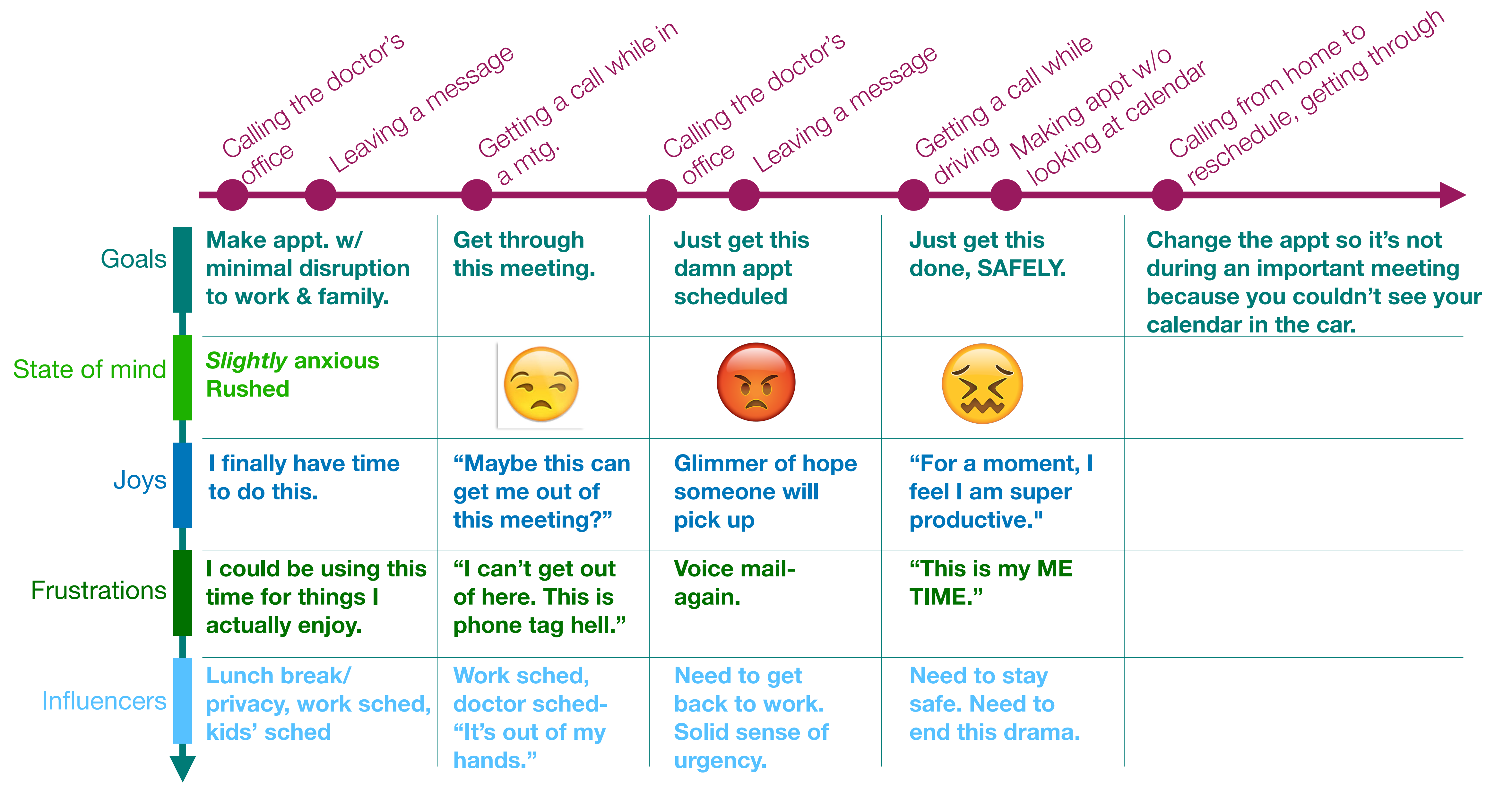




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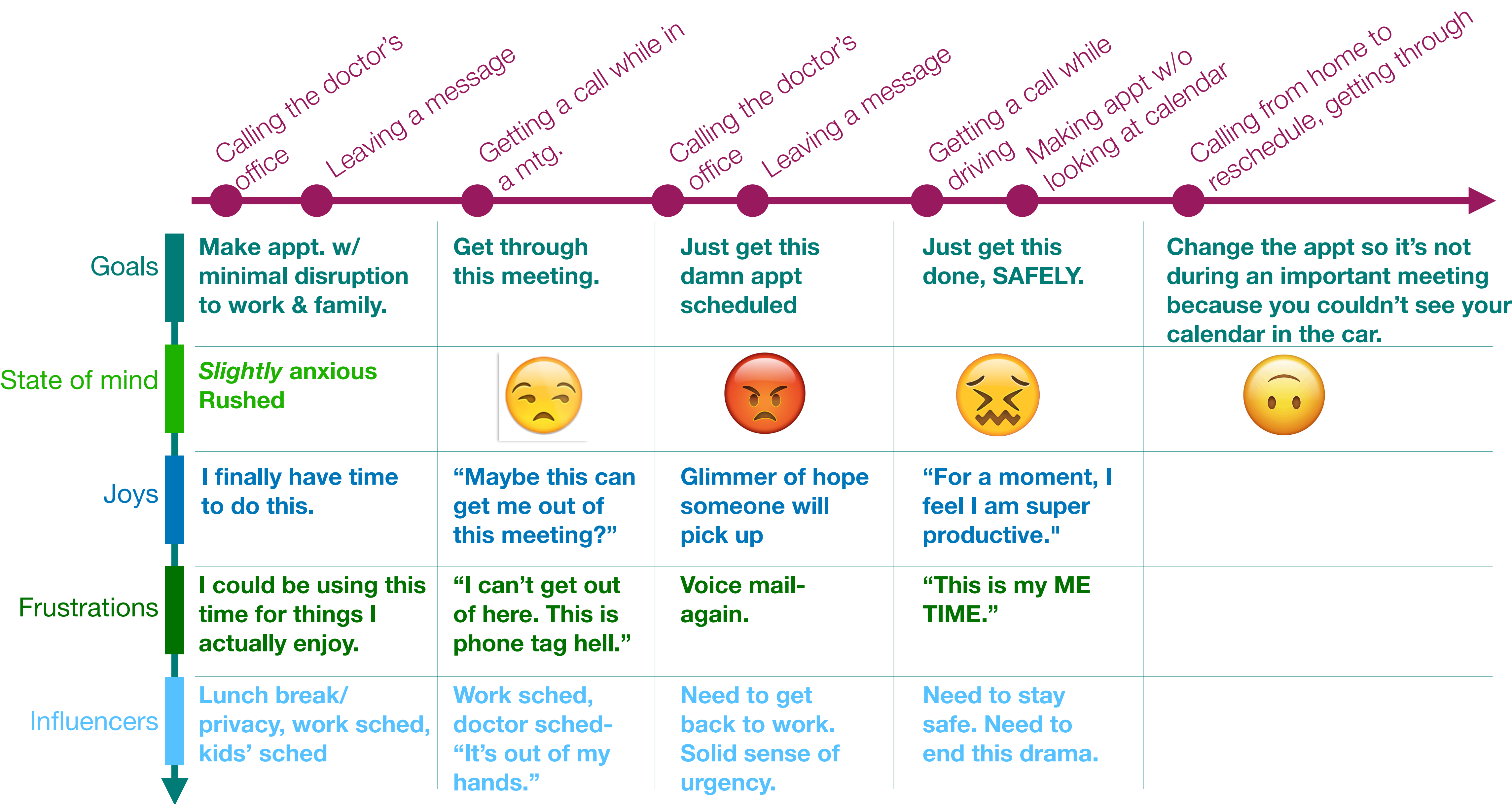


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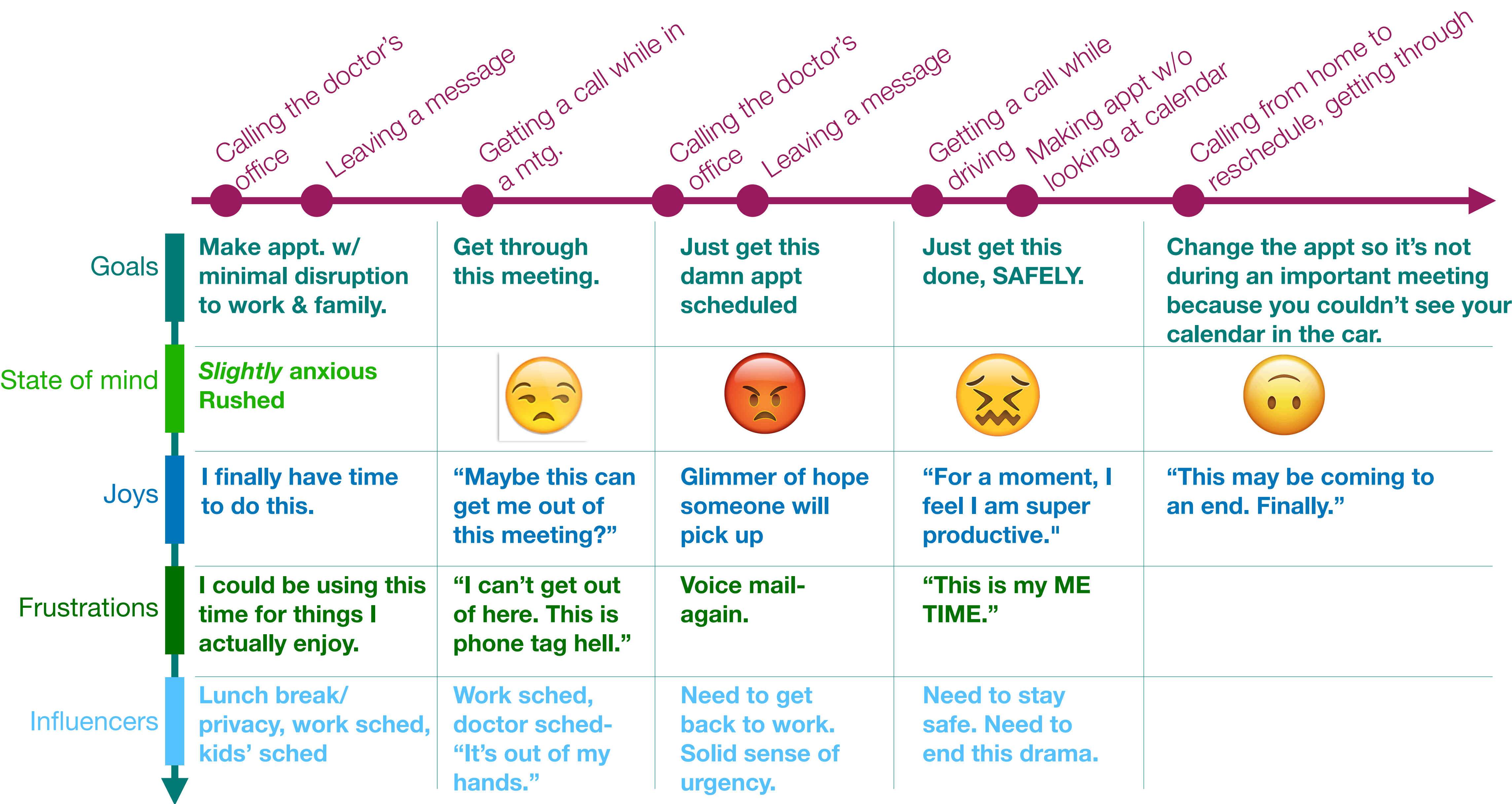




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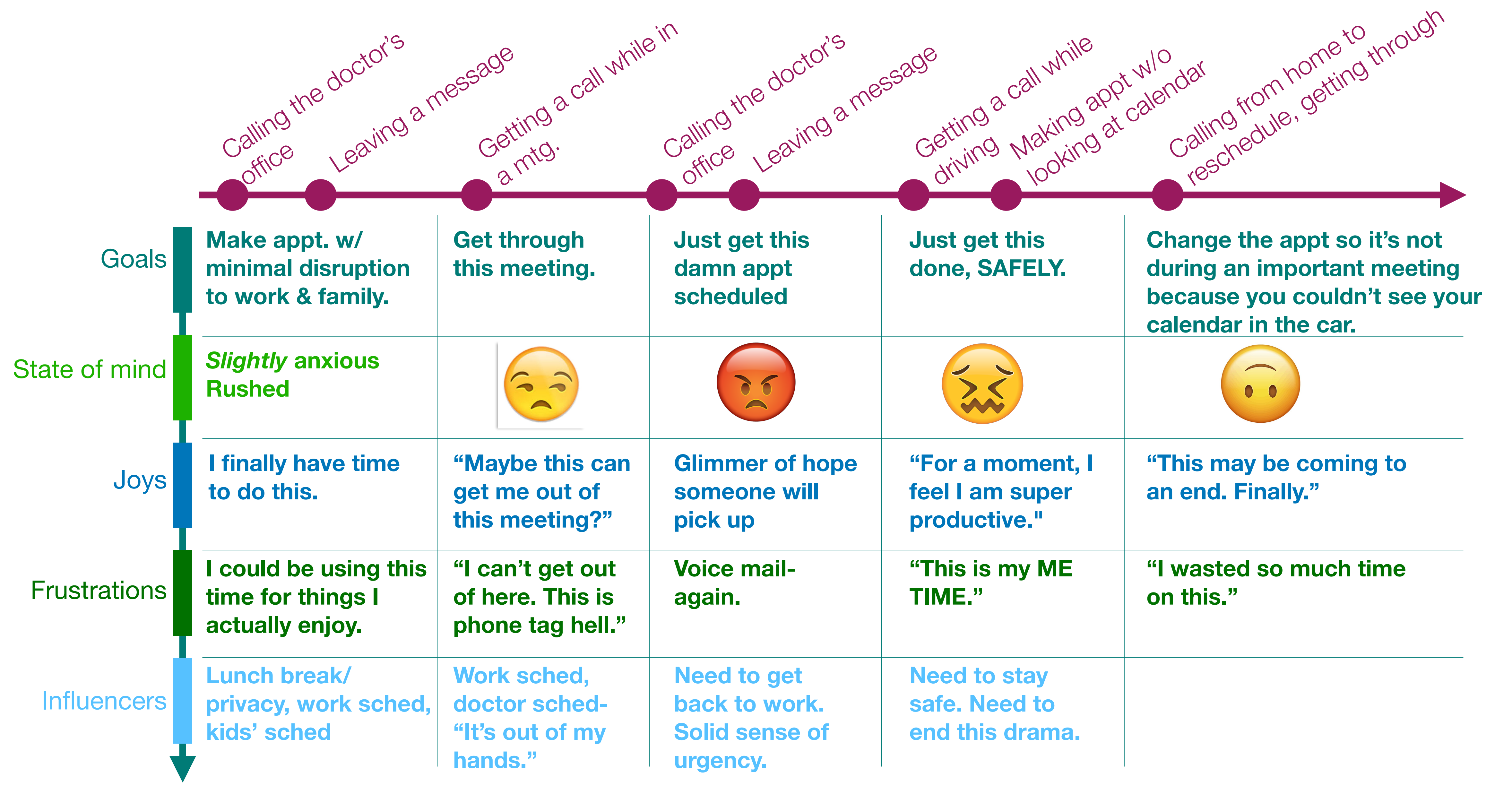


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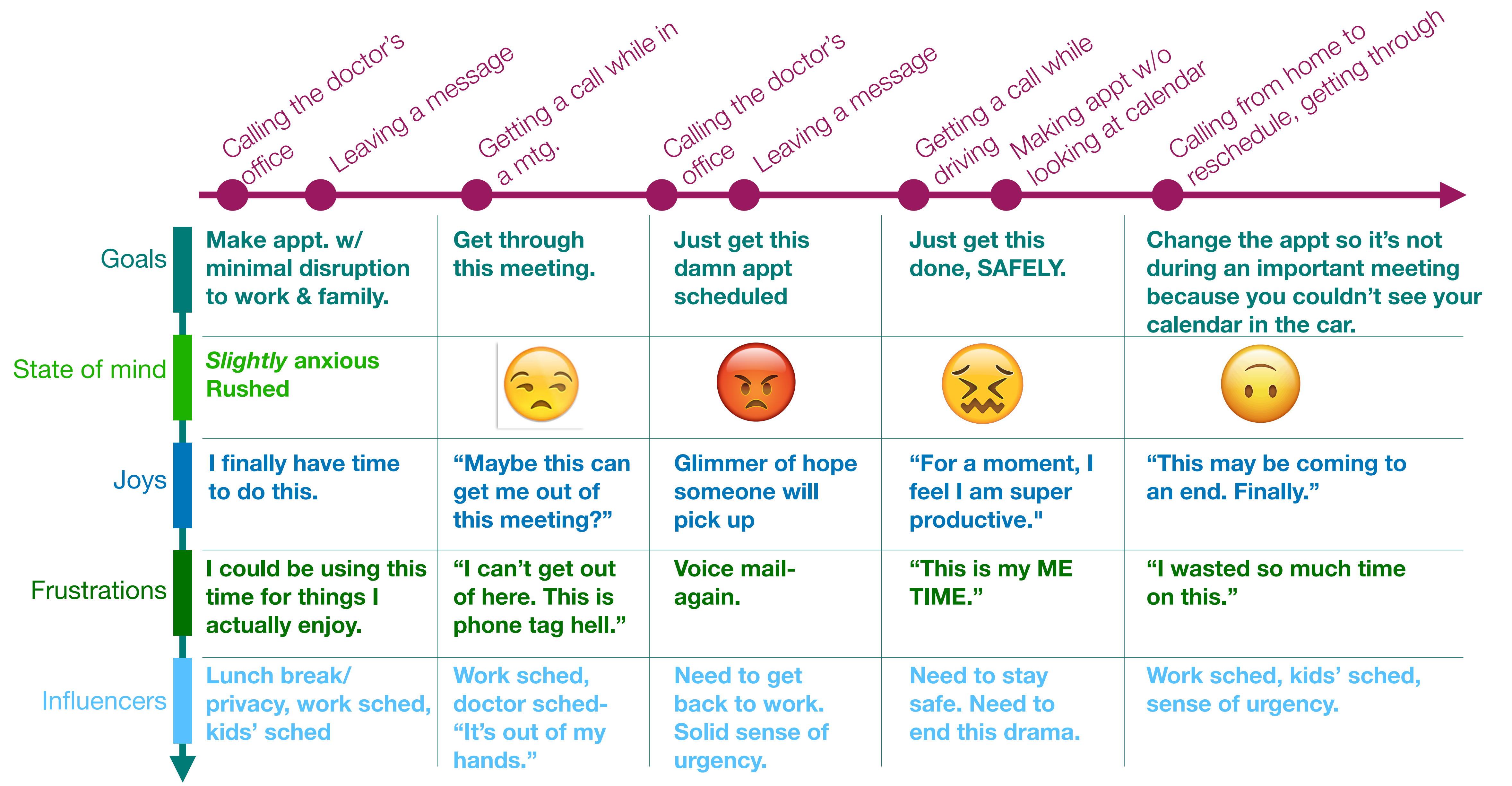




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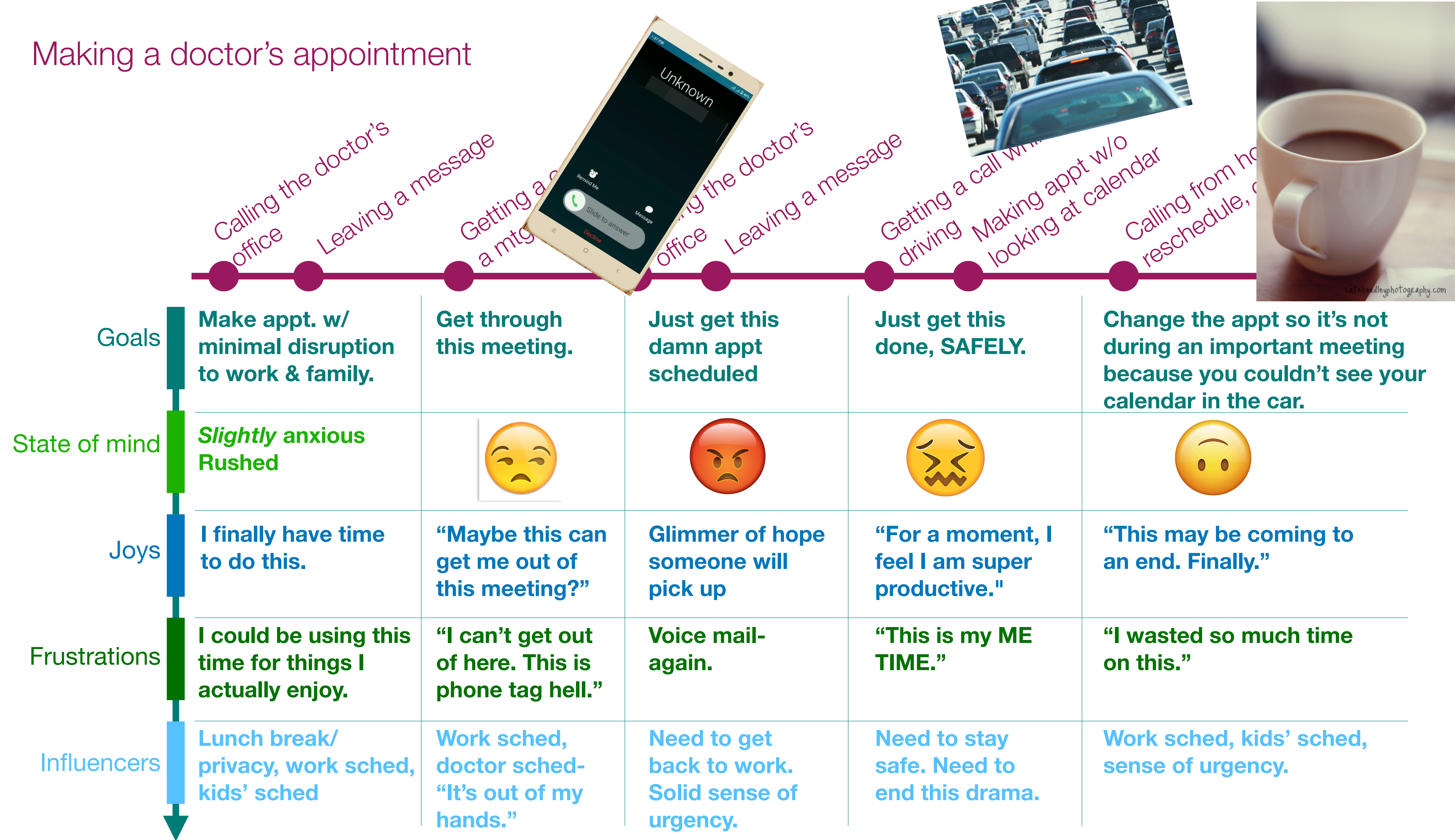


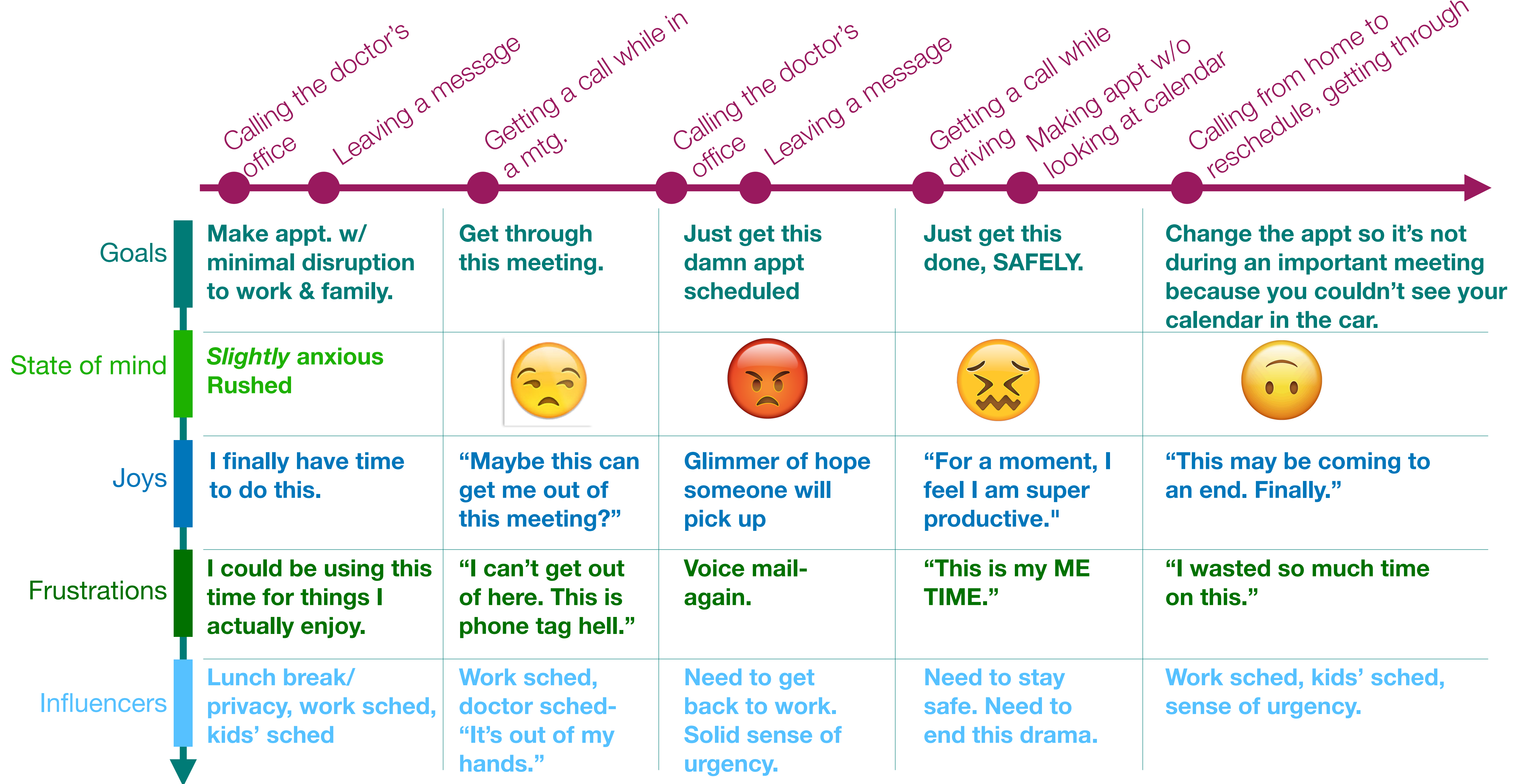
# Making a doctor's appointment





Making a doctor's appointment





OPPORTUNITIES



## Tips and tricks

Try out multiple versions & drafts.

Write it/tell it first.

Draw it.

Use post-its

Use it as a tool to gain consensus.

Try it as a research activity.

Invite multiple perspectives into this as a group activity.

Next steps: Identify opportunities, showcase your insights, or validate your assumptions.



# Questions

Ask me anything.





## What pairs well with Journey Mapping?

*Type your suggestions into the chat box.*

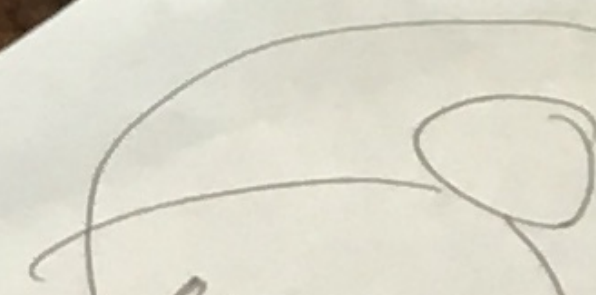
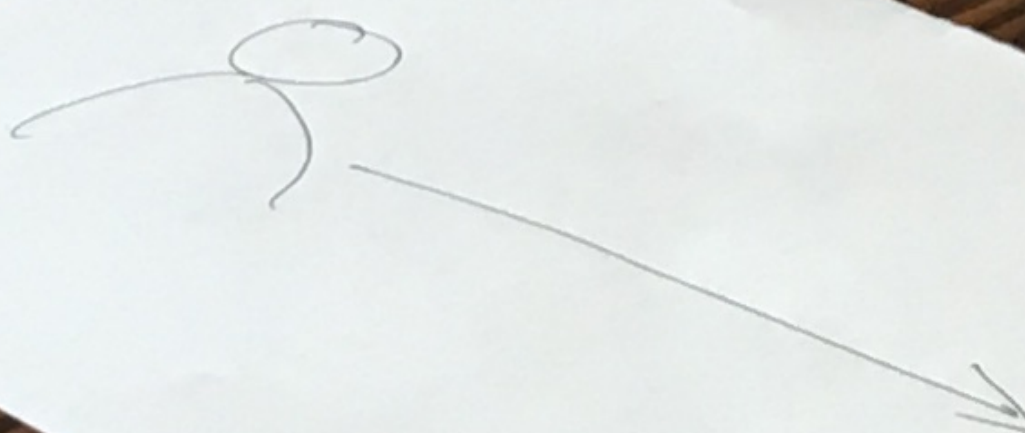
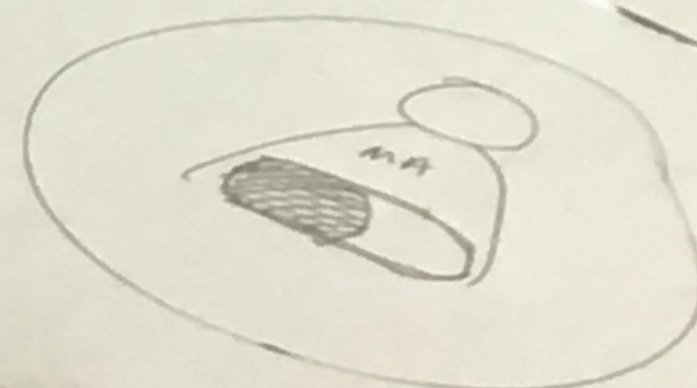
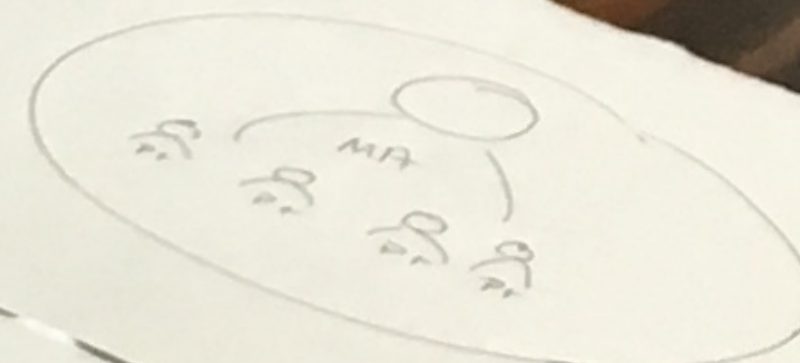
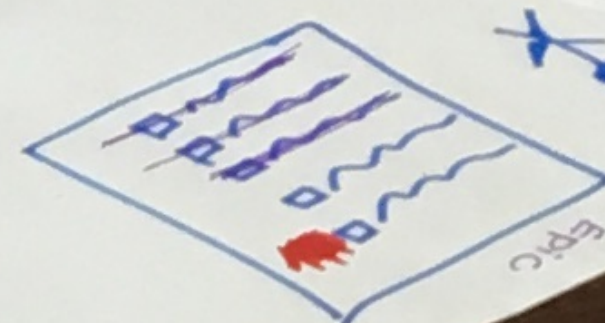
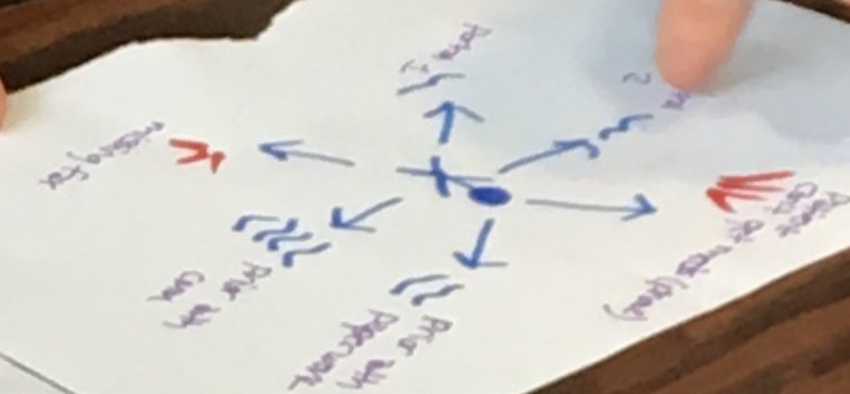


**Fly on the wall**





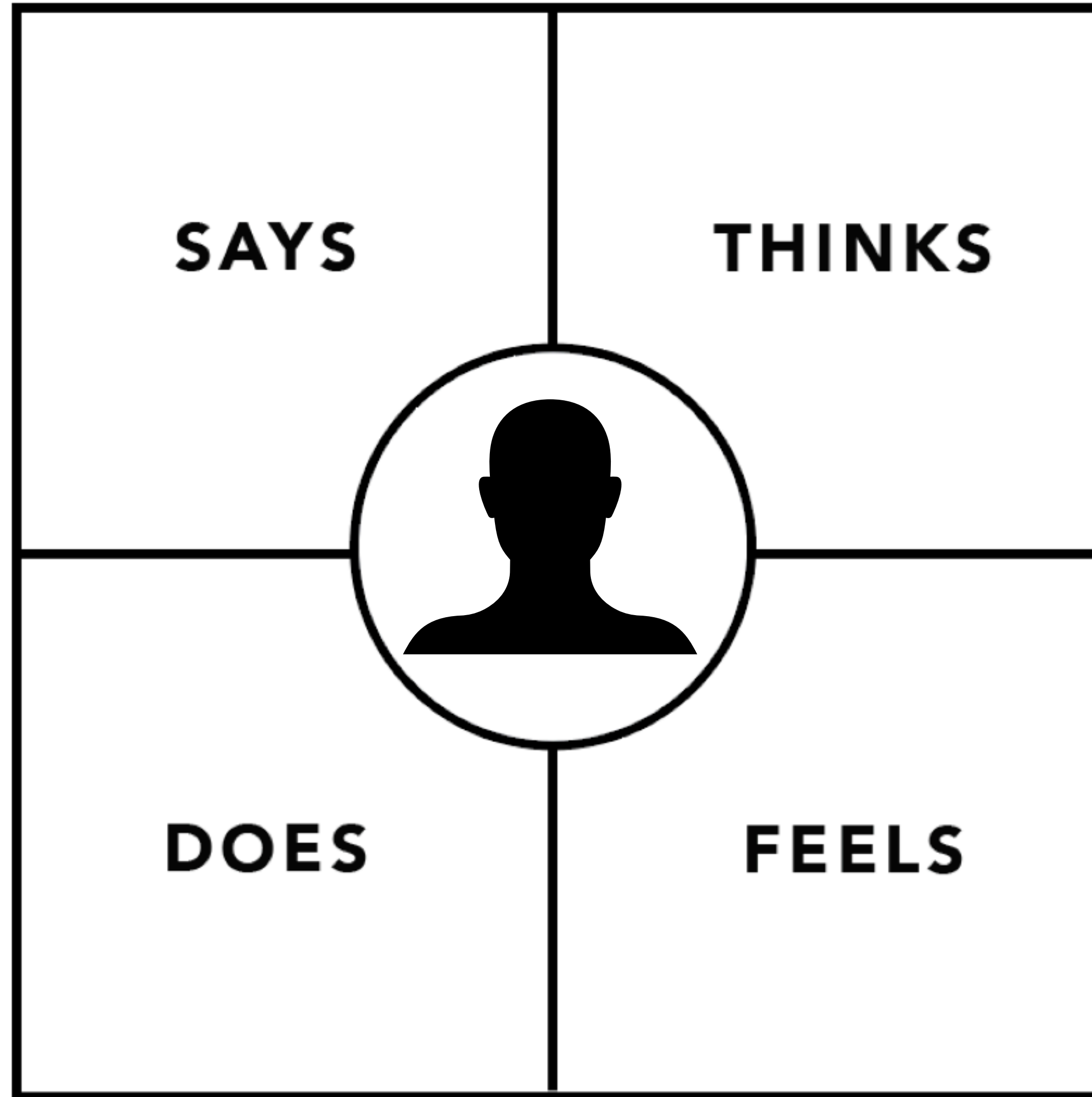
# Draw your experience





# EMPATHY MAP

## Empathy Mapping





# Leading Profound Change: Webinar Series

Date	Webinar Topic	Webinar Summary
May 14, 2019	Prototyping	Prototyping is the phase of work many believe is the most intimidating. Find out about the real benefit to rapid prototyping and some clear approaches to using it as a way to really refine your ideas quickly and cheaply.
July 9, 2019	PDSA	Each of us is unique in how we go about leading change and it shows up in what phase of the PDSA cycle we seem to like the best. It's easy to get stuck in the part that makes us most comfortable. Tammy Fisher, from CCI, will share a treasure chest of real-world approaches and stories to help rev up your PDSA cycles for the greatest impact.
September 10, 2019	Leveraging Multiple Tools to Address Primary Care Issues	We will map out a few more tangible approaches to tie together many of the skillsets and mindsets we have learned throughout this program. They will be demonstrated in the context of how they might look in a primary care setting to help bring it home.
November 12, 2019	Leading Profound Change: Clinic Experiences	We will share our own experiences...what we tried, what didn't go so well, what surprised us and what tips we have to give to one another. Hear from your peers and jump into the conversation on the fly with questions and examples of your own. This session will tap into the wisdom of the crowd.



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in your inbox!

[www.careinnovations.org/catalyst-online](http://www.careinnovations.org/catalyst-online)



# Thank You!

For questions regarding today's content, contact:

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Program Coordinator

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**Please fill out the  
post-webinar survey!**