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.
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
2. Empathy & Journey Mapping
3. Prototyping
4. PDSA
5. Leveraging Multiple Tools to Address Primary Care Issues
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, 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.”
“sorting through life’s messiness requires profound knowledge.”

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

W. Edwards Deming
SYSTEM
Demonstrate connectedness

PSYCHOLOGY
Build empathy

KNOWLEDGE
Scaffold and try ideas

VARIATION
Share through storytelling
# Methods of Profound Change

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<th>KNOWLEDGE — Scaffold and try ideas</th>
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<td>PDSA cycles</td>
<td>Aim statements</td>
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<td>Brainstorming</td>
<td>Problem Statements</td>
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<td>Paper prototypes</td>
<td>Run charts</td>
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<td>Ethnographic observations</td>
<td>Driver diagrams</td>
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<td>Journey maps</td>
<td>Gemba walk</td>
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<td>Visual controls (huddle board)</td>
<td>Co-design</td>
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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

Moments over time
Found resources that can help my project

- Researching
- Trying to do it
- Scared of what I need to learn
- Small failure (I couldn't scrape)
- Failed again
- Bottle-neck
- Feeling like it will never be done

- More research
- Ask online community for help
- Breakthrough to realize it's not impossible to learn help
Inspiration ———— Hapiness

Iceland, Norway, Denmark, Sweden, Finland, Faroe Islands

(Countries visited in order)
### Mental Model: Dr. Groff

<table>
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<tr>
<th>Task</th>
<th>Actions</th>
<th>Tools</th>
<th>Timing</th>
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<tbody>
<tr>
<td><strong>Prescribe a medication for pediatric ear infection</strong></td>
<td><strong>Determine the diagnosis</strong></td>
<td>Otoscope</td>
<td>10 minutes</td>
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<tr>
<td></td>
<td><strong>Choose a medication</strong></td>
<td>epocrates.com</td>
<td>3 min</td>
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<td><strong>Submit the prescription</strong></td>
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<td>What kid says</td>
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Activity
Let’s create a journey map together.
Making a doctor’s appointment

- Calling the doctor’s office
- Leaving a message
- Getting a call while in a mtg.
- Calling the doctor’s office
- Leaving a message
- Getting a call while driving
- Making appt w/o looking at calendar
- Calling from home to reschedule, getting through

Goals

State of mind

Joys

Frustrations

Influencers
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Goals
- Make appt. w/ minimal disruption to work & family.

State of mind
- Slightly anxious
- Rushed

Joys

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Goals: Make appt. w/ minimal disruption to work & family.

State of mind: Slightly anxious, Rushed

Joys: I finally have time to do this.

Frustrations: I could be using this time for things I actually enjoy.

Influencers
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- **Goals:** Make appt. w/ minimal disruption to work & family.
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- I finally have time to do this.

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- Lunch break/privacy, work sched, kids’ sched

- Calling from home to reschedule, getting through
Making a doctor’s appointment

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Make appt. w/minimal disruption to work & family.
Get through this meeting.

State of mind
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Influencers
Lunch break/privacy, work sched, kids’ sched

Get through this meeting.
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Making a doctor’s appointment

Goals
- Make appt. w/ minimal disruption to work & family.

State of mind
- Slightly anxious
- Rushed

Joys
- I finally have time to do this.

Frustrations
- I could be using this time for things I actually enjoy.
- Lunch break/privacy, work sched, kids’ sched

Influencers

- “Maybe this can get me out of this meeting?”
- “I can't get out of here. This is phone tag hell.”

Get through this meeting.

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- I finally have time to do this.

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- Lunch break/privacy, work sched, kids’ sched

### State of mind
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- Work sched, doctor sched—“It’s out of my hands.”

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**Calling the doctor’s office**

**Leaving a message**

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### State of mind
- *Slightly anxious*
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### Joys
- I finally have time to do this.
- I could be using this time for things I actually enjoy.

### Frustrations
- “Maybe this can get me out of this meeting?”
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### Influencers
- Lunch break/privacy, work sched, doctor sched, kids’ sched
Making a doctor’s appointment

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Joys
I finally have time to do this.

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I could be using this time for things I actually enjoy.

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- Lunch break/privacy, work sched, kids’ sched
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### State of mind
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- Rushed

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- I finally have time to do this.
- “Maybe this can get me out of this meeting?”
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- “For a moment, I feel I am super productive.”
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Making a doctor’s appointment

Goals
- Make appt. w/ minimal disruption to work & family.

State of mind
- Slightly anxious
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Joys
- I finally have time to do this.
- “Maybe this can get me out of this meeting?”
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- Need to get back to work. Solid sense of urgency.
- Need to stay safe. Need to end this drama.
- Work sched, kids’ sched, sense of urgency.

**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.
you in official spy-mode

Fly on the wall
Draw your experience
Empathy Mapping

**EMPATHY MAP**

SAYS

THINKS

DOES

FEELS
## Leading Profound Change: Webinar Series

<table>
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<tr>
<th>Date</th>
<th>Webinar Topic</th>
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<tr>
<td>May 14, 2019</td>
<td>Prototyping</td>
<td>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.</td>
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<td>July 9, 2019</td>
<td>PDSA</td>
<td>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.</td>
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<td>September 10, 2019</td>
<td>Leveraging Multiple Tools to Address Primary Care Issues</td>
<td>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.</td>
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<td>November 12, 2019</td>
<td>Leading Profound Change: Clinic Experiences</td>
<td>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.</td>
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You can now sign up to receive human-centered design tips in your inbox!

www.careinnovations.org/catalyst-online
Thank You!

For questions regarding today’s content, contact:

Christi Zuber  
christi@aspenlabsnetwork.com

For CCI questions, contact:

Diana Nguyen  
Program Coordinator  
diana@careinnovations.org

Please fill out the post-webinar survey!