Leading Profound Change
Webinar: Prototyping
May 14, 2019
Webinar Reminders

1. Everyone is muted.

2. Join us by video by clicking the button.

3. Remember to chat in questions along the way! Use the chat window to ask/answer questions.

4. 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 Workshops
3. Prototyping
4. Wrap Up & Evaluations
Leading Profound Change: Webinar Series

1. Brainstorming Techniques
2. 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 Zuber

Managing Director, Aspen Labs
crhisti@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.
What do you think are the most important behaviors of a prototyper?
The Prototyper

Get curious
Talk to people
Try stuff!

-Dave Evans and Bill Burnett
Stanford dLabs
**Knowledge**
Scaffold and try ideas

**Psychology**
Build empathy

**Variation**
Share through storytelling

**System**
Demonstrate connectedness
KNOWLEDGE

Scaffold and try ideas to bring a potential change to life.

Scaffolding is the process of making ideas tangible, learning while building them and sharing them with other people.
“The value of prototypes resides less in the models themselves than in the interactions they invite.”

— Michael Schrage, Serious Play
Prototypes give teams something to think with
Facilitating a Co-design process

Classical

User as focus of study and communication

Co-design

User as participant and contributor

SYSTEM – Demonstrate connectedness

User as participant and contributor

Classical

User as focus of study and communication

Sanders (2008)
Why a prototyping is important

You don’t even know…It’s so rare that people tell us why we’re doing what we’re doing. Usually, they just say, ‘here, this is what we’re doing now.’ And it is even more rare that people ask us what we think about the idea, and how it might be better.”

Med-Surg RN
Starter methods for Profound Change

**KNOWLEDGE — Scaffold and try ideas**
- PDSA cycles
- Brainstorming
- **Paper prototypes**

**VARIATION — Share through storytelling**
- Aim statements
- Problem Statements
- Run charts

**SYSTEM — Demonstrate connectedness**
- Driver diagrams
- Gemba walk
- Co-design

**PSYCHOLOGY — Build empathy**
- Ethnographic observations
- Journey maps
- Visual controls (huddle board)
Prototyping for solutions
What can you prototype? 6 types
What can you prototype? Tools

1.

2.

3.

4.

5.

6.
What can you prototype? Tools

Photo credits: ANA and Kaiser Permanente
What can you prototype? Technology
What can you prototype? Technology
What can you prototype? Technology
What can you prototype? Workflow
“Humans are not ideally set up to understand logic; they are ideally set up to understand stories.”

Roger C. Schank, Psychologist
Go with me on a journey
Letting go to grow
• For today
Storyboards

Storyboarding in the form widely known today was developed by...
Learning Solutions examples

- Design sketches
- Prototype screens
### What problem are you trying to solve (in simple language)

Consider writing the sentence like “I am a” (their role) “trying to” (what are they trying to do) “but” (what is keeping them from that) “which makes me feel/experience” (the resulting emotion or action). If you have a few customer “types,” try writing a few of them if you have time.

### Example: current state storyboard sketch

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>beginning</td>
<td>beginning</td>
</tr>
<tr>
<td>unfolding story</td>
<td>potential crisis or issue</td>
</tr>
<tr>
<td>crisis or issue</td>
<td>new intervention</td>
</tr>
<tr>
<td>crisis or issue</td>
<td>new intervention</td>
</tr>
<tr>
<td>implication and emotion</td>
<td>implication and emotion</td>
</tr>
</tbody>
</table>

### INSPIRATION

“Use storyboarding to move beyond the functional view and into the human story of the experience, to shift the focus to the user and the problem that the new experience could solve.”

- Liedtka and Ogilvie
  Design Thinking Toolkit for Managers
Visual storyboard - sketching

Sketching is a great form of rapid prototyping that helps you visualize and refine ideas. You don’t need to be an artist!

THE VISUAL ALPHABET

point  line  angle  arc  spiral  loop

oval  eye  triangle  rectangle  house  cloud

©summibrown.com
Sketching

The more you sketch, the more literate you’ll become!

Bringing together simple shapes and elements, you can begin to quickly represent ideas on paper

Imagine sketching...

- smartphone
- toaster
- whiteboard

Graphics credit: Michelle Ide-Smith
Sketching

The more you sketch, the more literate you’ll become!

Bringing together simple shapes and elements, you can begin to quickly represent ideas on paper.

Sketch and share these 3 basic items

THE VISUAL ALPHABET

- point
- line
- angle
- arc
- spiral
- loop
- oval
- eye
- triangle
- rectangle
- house
- cloud

ACTIVITY!

Draw as many of these as you can in one minute:

1. Smart Phone
2. Toaster
3. Whiteboard

Graphics credit: Michelle Ide-Smith
Sketching

Think about your tooth brushing routine.
Sketch out this “workflow” in 4 frames.
Share with video if ‘ya can

(At work you could also sketch out the before and the future imagined clinic workflow, or the hiring process for example...)

Graphics credit: Michelle Ide-Smith
What can you prototype? Roles
What can you prototype? Roles

Working on through-put

Identified bottle-necks with observations and interviews

Idea came up for an ADT Nurse role

How would you prototype this?
What can you prototype?: 6 types

1. Your Journey
2. Storyboarding
3. Medical Procedures
4. Interaction Design
5. Sidewalk Sketching
6. Business Model Canvas
Time is money

- Cost for mistakes and changes
- Prototype
- Fail and learn early
- Time on the project
- Too late
- $
What can you prototype?: 6 types
What can you prototype?: Business Model
What can you prototype?: Business Model

https://vimeo.com/84423056. - share 2.37-5.46
What can you prototype? 6 types
Prototypes

Early samples or models built to test a concept or process or to act as a thing to be replicated or learned from.

HOW DOES THIS LEAD CHANGE?
The Prototyper

Get curious
Talk to people
Try stuff!

-Dave Evans and Bill Burnett
Stanford dLabs

© Aspen Labs 5/15/2019
Prototypes give teams something to think with
Time is money
Prototyping

Some quotes to leave you with...
“Part of creative confidence is the willingness to try.”

Tom Kelley, Partner, IDEO
“Sometimes people don’t know what they want until you show it to them.”
“What I hear I forget,
What I see, I remember.
What I do, I understand.”

– Lao Tse
“Talk less, do more.”

– me
Prototypes

Thank you for your time and attention

Questions?
Comments?
### Leading Profound Change: Webinar Series

<table>
<thead>
<tr>
<th>Date</th>
<th>Webinar Topic</th>
<th>Webinar Summary</th>
</tr>
</thead>
<tbody>
<tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<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>
</tr>
</tbody>
</table>
Reminder of PHLN Year Two Offerings

- Coaching Support
- Data & Metrics Support
- Affinity Groups
- Continuing TA Support (office hours, webinars, etc.)
- CCI Team Responsive to Your Needs
<table>
<thead>
<tr>
<th>Category</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHLN Activities</td>
<td>18</td>
</tr>
<tr>
<td>Discussions about program-related items, including convenings, site visits, webinars, and more.</td>
<td></td>
</tr>
<tr>
<td>Affinity Groups</td>
<td>6</td>
</tr>
<tr>
<td>Behavioral Health Integration</td>
<td>3</td>
</tr>
<tr>
<td>Information and tools about integrating behavioral health into primary care, covering different models, roles, screening tools, and use of registries to identify and manage patients; monitoring outcomes.</td>
<td></td>
</tr>
<tr>
<td>Care Management for Complex Patients</td>
<td>6</td>
</tr>
<tr>
<td>Identifying high-risk patients; defining interventions for patients based on risk levels, building community partnerships, and managing hospital transitions.</td>
<td></td>
</tr>
<tr>
<td>Data Governance &amp; Analytics</td>
<td>4</td>
</tr>
<tr>
<td>Data governance, stewardship, and analytic tools. Data visualization and data transparency.</td>
<td></td>
</tr>
</tbody>
</table>

Latest Topics:

- **Social Needs/SDOH**
  - Affinity Groups
  - 3 topics
  - 3 days ago

- **Obesity: PDSA ideas?**
  - Planned Care and In-Reach
  - 1 topic
  - 4 days ago

- **Structured Team Morning Huddles**
  - Team-Based Care 2.0
  - 5 topics
  - 6 days ago

- **Outreach to members non users**
  - Proactive Outreach
  - 1 topic
  - 7 days ago

- **Risk Stratification**
  - Affinity Groups
  - 5 topics
  - 12 days ago

- **Access Strategies to Optimize Planned Care & Outreach**
  - Affinity Groups
  - 1 topic
  - 14 days ago

Visit: [https://forum.careinnovations.org/](https://forum.careinnovations.org/)
Thank You!

For questions regarding today’s content, contact:

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For CCI questions, contact:

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Please fill out the post-webinar survey linked in the chat box!