

CCI

CENTER FOR CARE
INNOVATIONS

Leading Profound Change
Christi Zuber
September 20, 2018

Webinar Reminders

1. Everyone is muted.

- **Press *6 to mute yourself and *7 unmute.**

2. Remember to chat in questions along the way!

3. Webinar will be recorded, posted on CCI's website, and sent out via newsletter.

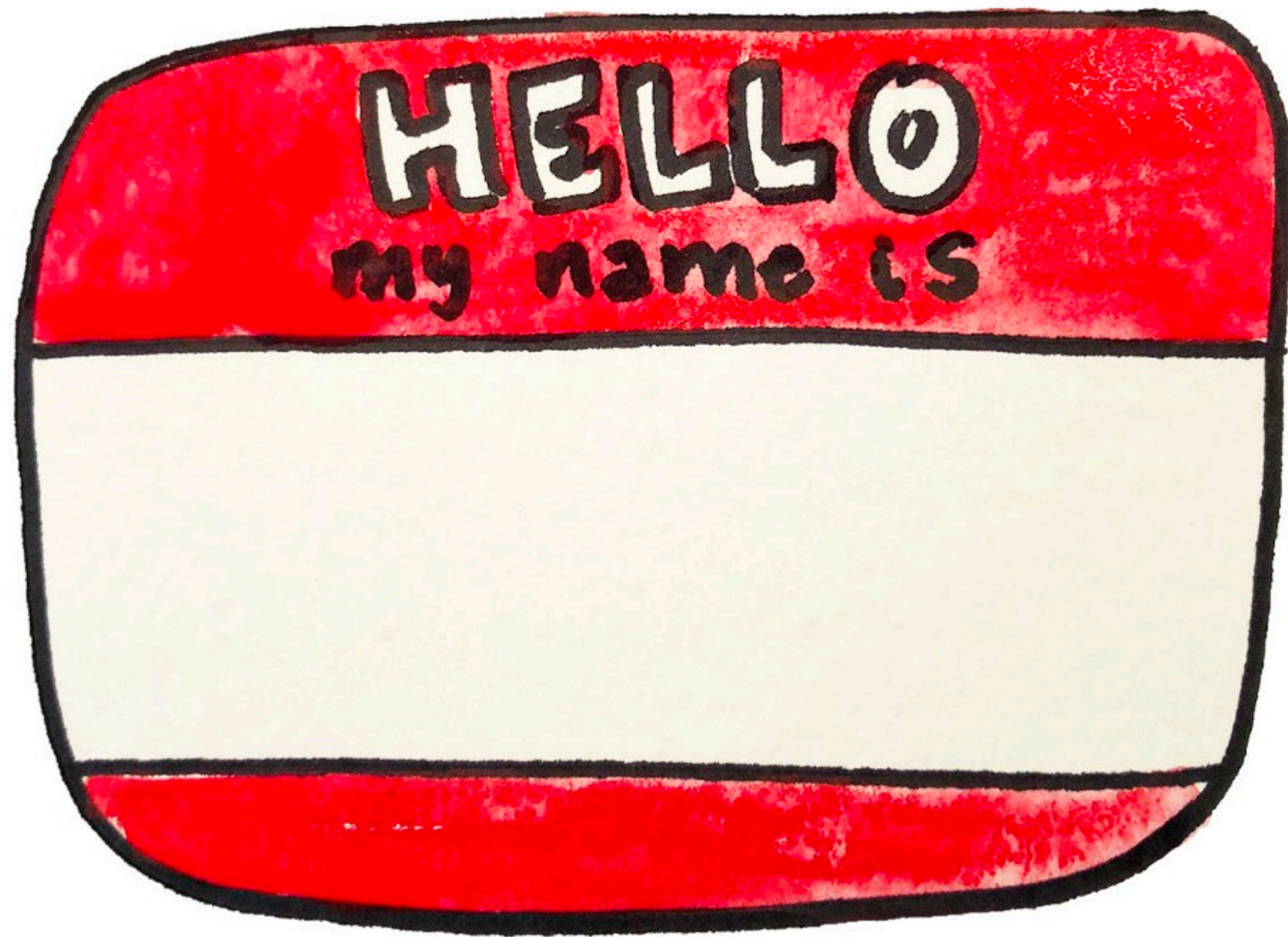
Christi Zuber

Managing Director, Aspen Labs
christi@aspenlabsnetwork.com

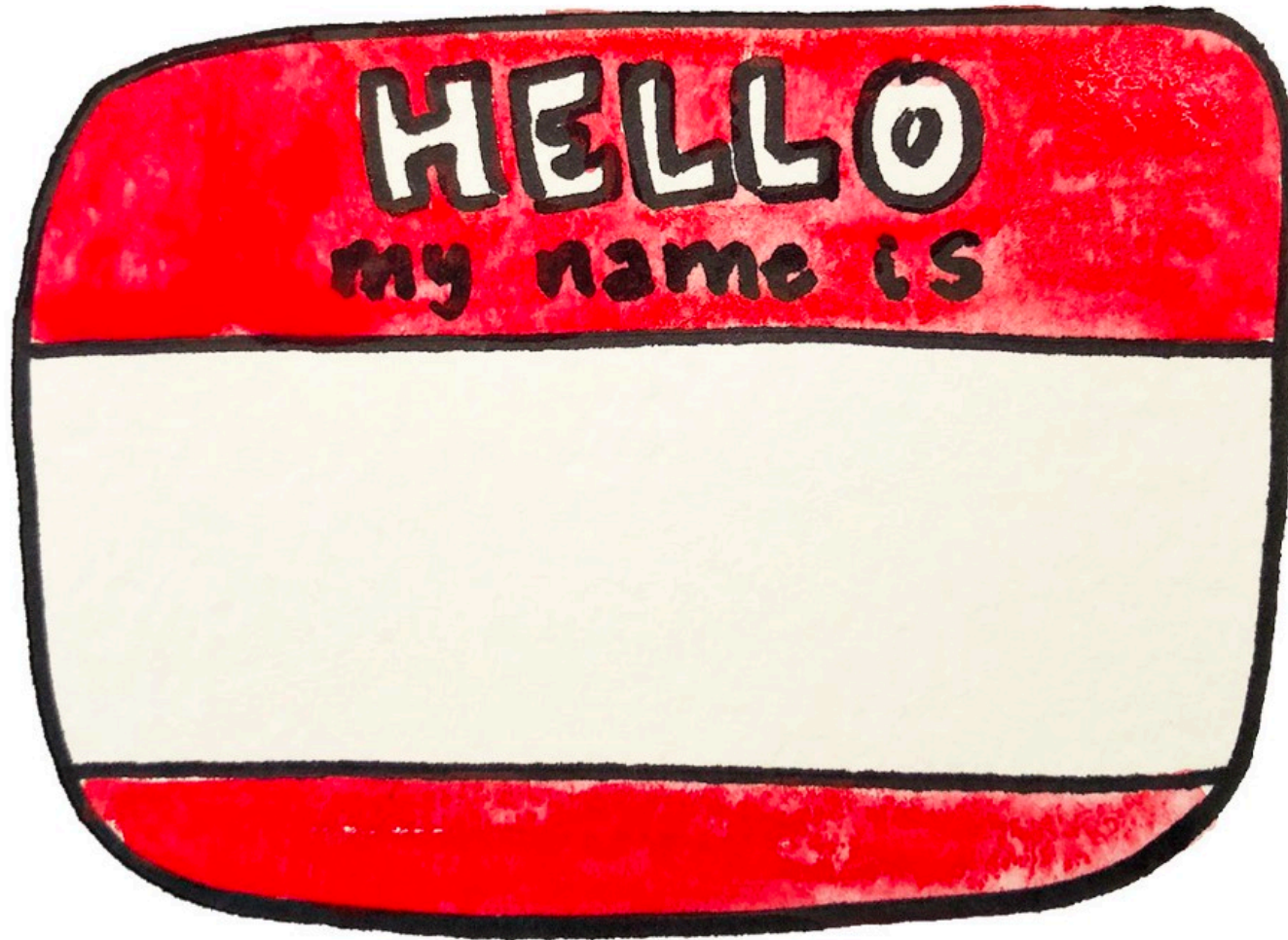
Christi, PhD, MHA, RN has over 20 years of experience leading teams, observing and partnering with users, creatively generating ideas and conducting field experiments to develop solutions that work at organizations.

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

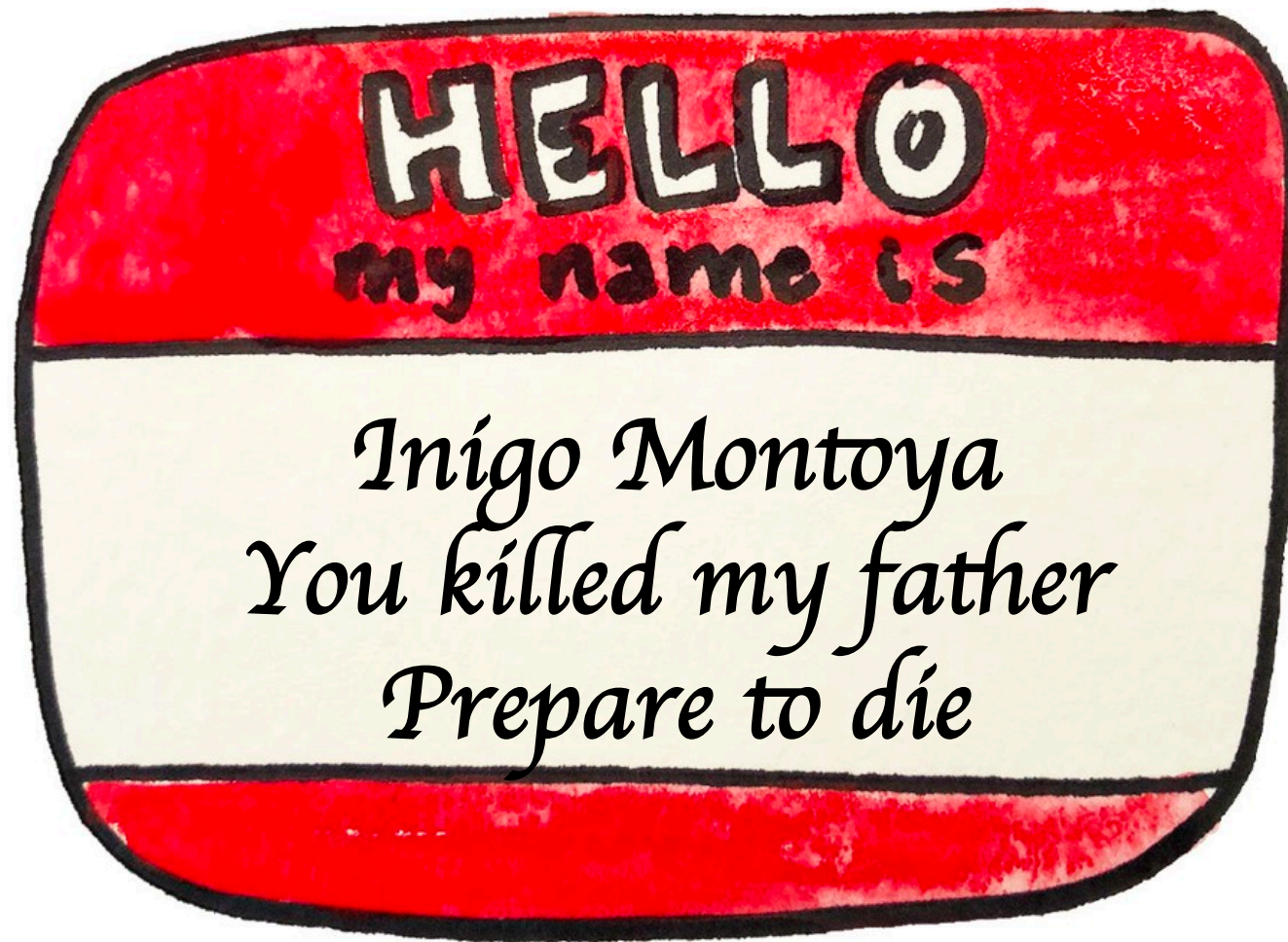


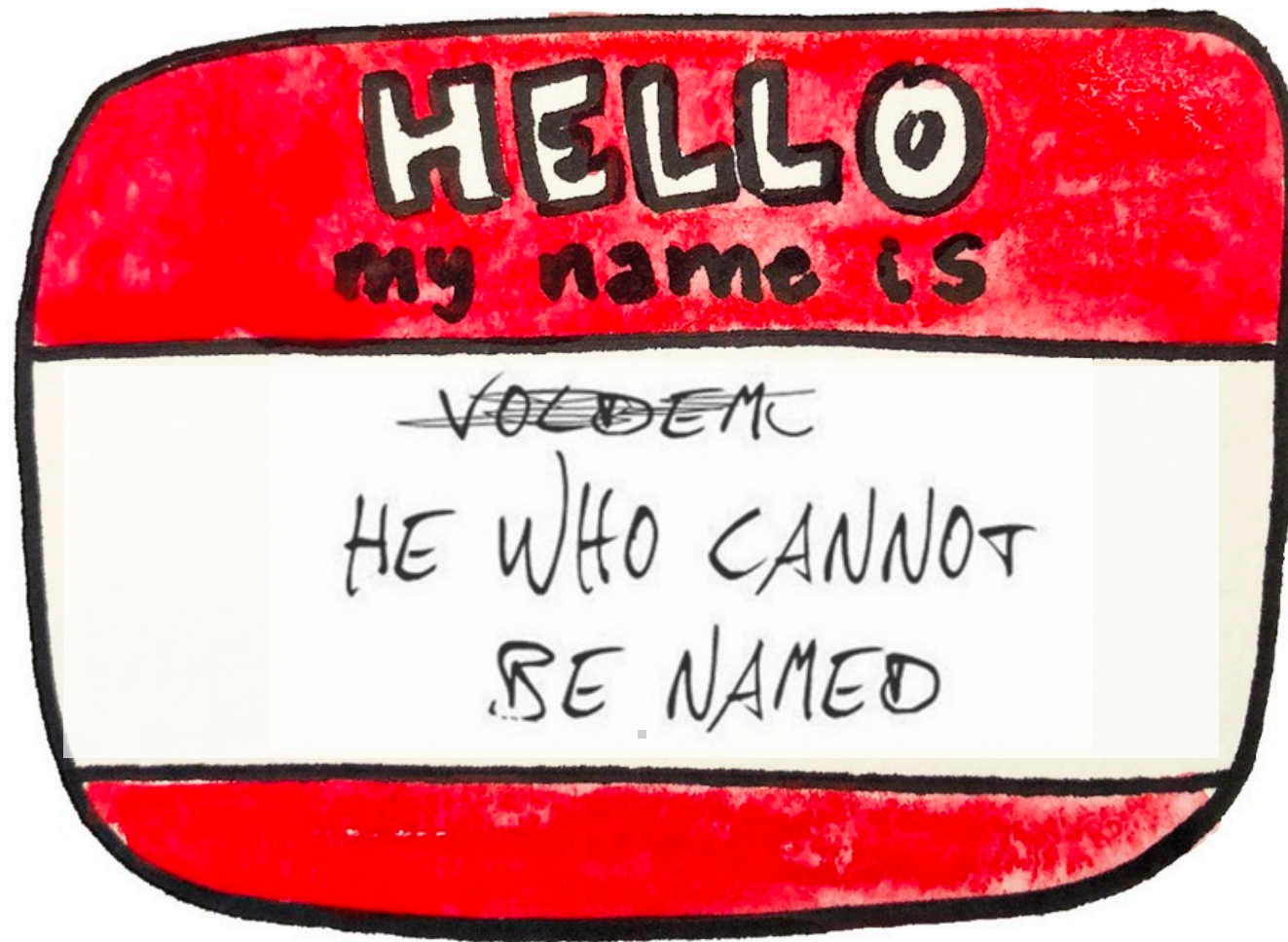


Pop culture quiz



Name the movie





HELLO

my name is

DAENERYS STORMBORN
OF THE HOUSE TARGARYEN,
FIRST OF HER NAME, THE
UNBURNT, QUEEN OF THE
ANDALS AND FIRST MEN,
KHALEESI OF THE GREAT
GRASS SEA, BREAKER
OF CHAINS, AND MOTHER
OF DRAGONS.



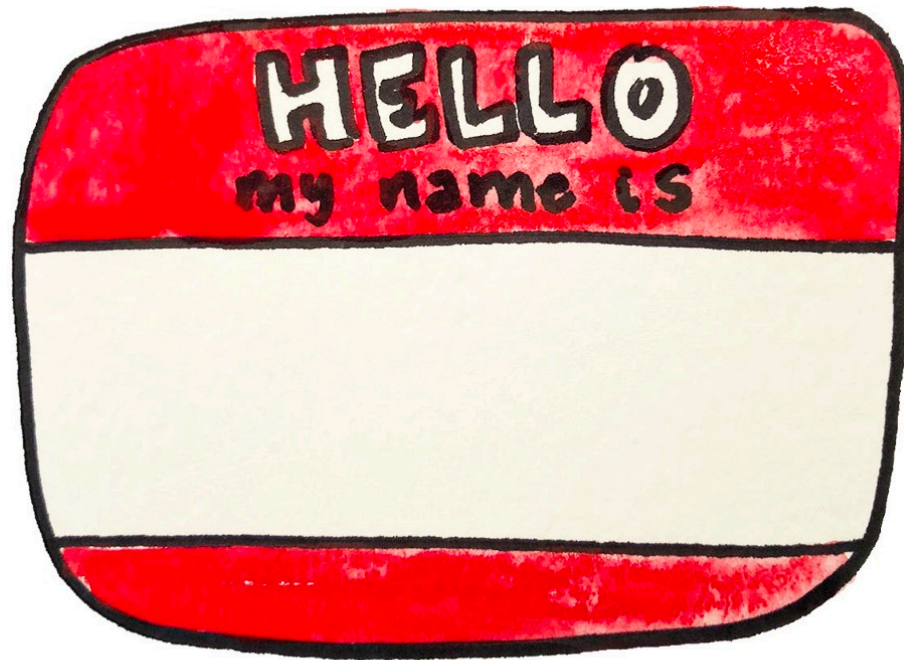
Christi Zuber



Glenn Fajardo



Adrienne Smith





According to a dictionary definition, a change agent is **someone who alters human capability or organizational systems** to achieve a higher degree of output or self-actualization.

From this definition it's clear that change agents are not afraid to break status quo or rock the boat.

But how do we rock the boat while still staying in it?

This webinar

Expose: You will be introduced to how change is changing along with a few frameworks to challenge your own thinking and practice

Apply: Hear stories from a peer, brief reflection and an (optional) exercise for your own work

Build: Learn how the concepts you hear today will build out further for those attending the rest of the series. Hear what you can expect from the workshop and webinar series to follow, and how to gear up for a chance at teacher's pet and a prize.

Yes, I said it, teacher's pet...and a prize.

Peer Points

Debra Rosen



Debra Rosen

Quality and Health Education
Northeast Valley Health Corporation

Tell us a little about yourself.

What do you see as your primary role?

What is hard and what is joyful about it?

What have you sought out to help empower you in this work?

Could you describe your love/hate relationship with (improvement/lean/design/change, etc) methods in your work?

The workshop will cover...

Section 1

The changing nature of
change and our common
pitfalls

Reasons we may not be
nailing this already and why
it's important

Section 2

Profound Knowledge/Change
and Method Remixes

How does this effect what we
do? We'll get some hand on
practice with each other and
time to reflect and share

Change is Changing

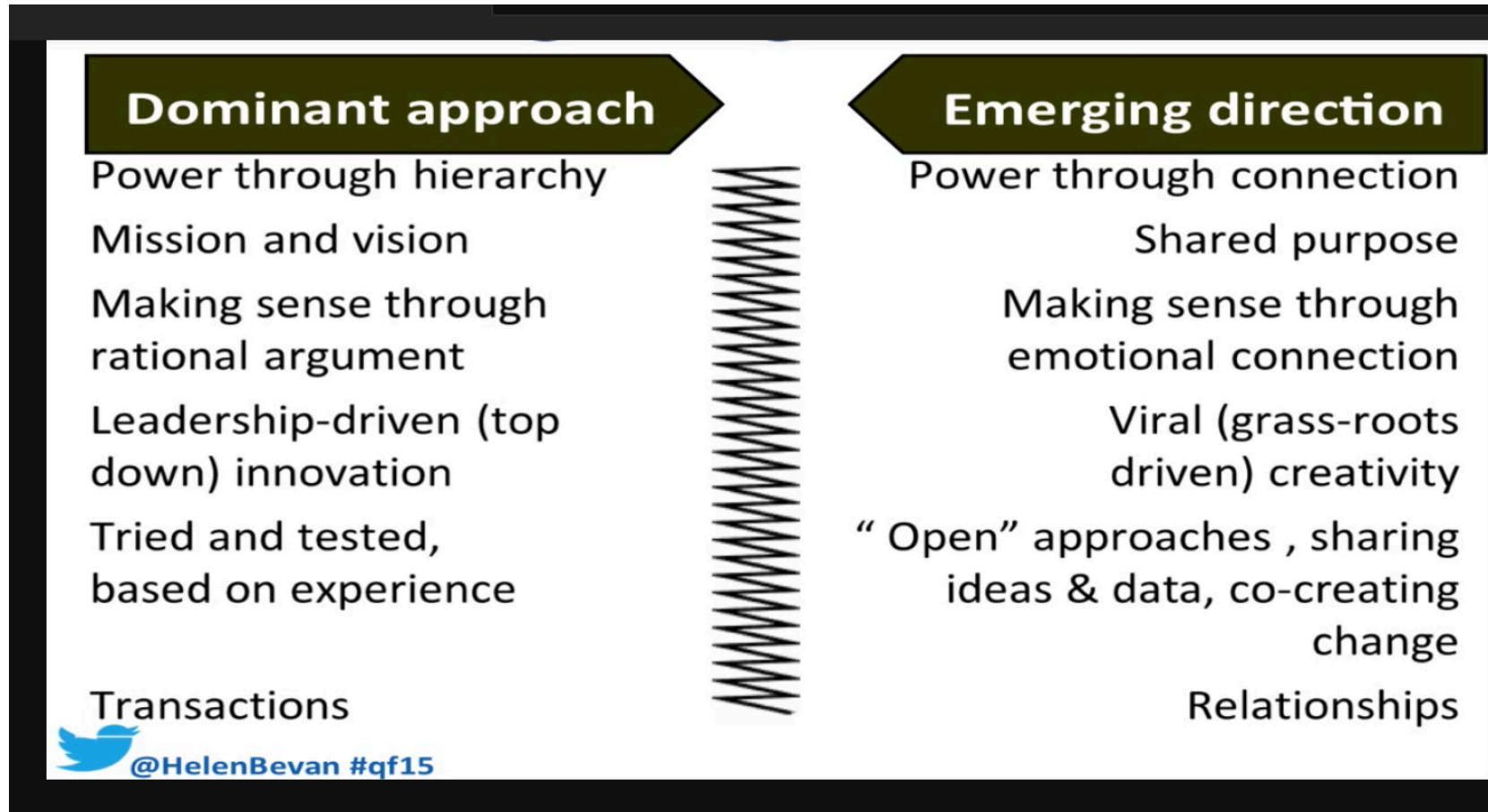
Change agents

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?

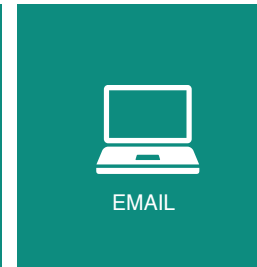
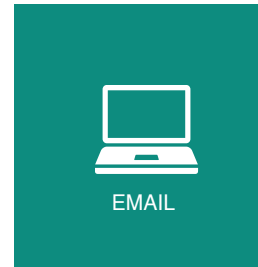
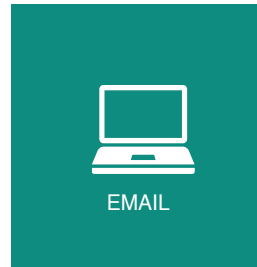
The nature of change
is changing

Change is Changing



Change Agents

Change is changing

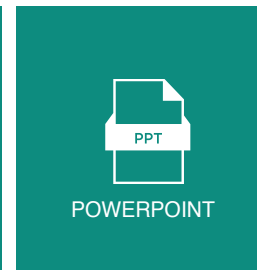
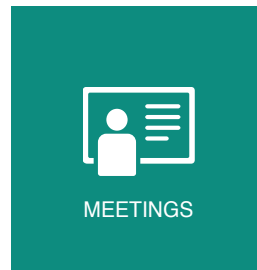
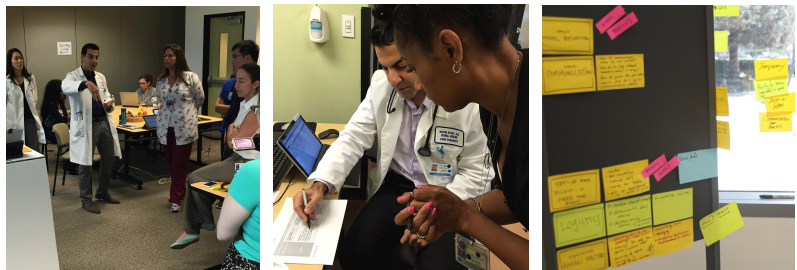


Since the nature of change is changing...

Radical
COLLABORATION

VS

COORDINATION



we need to change
how we approach it.

Change is changing

“

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 edition, [ISBN 1578512549](https://www.hbsp.harvard.edu/book/?title=the-heart-of-change)

How might we

(re)discover

(re)Learn

(re)appreciate

The melody of methods AND MINDSETS AVAILABLE

to BEST lead change and innovation?

We will dig into 3 powerful
lessons for health and social care



Social Networks

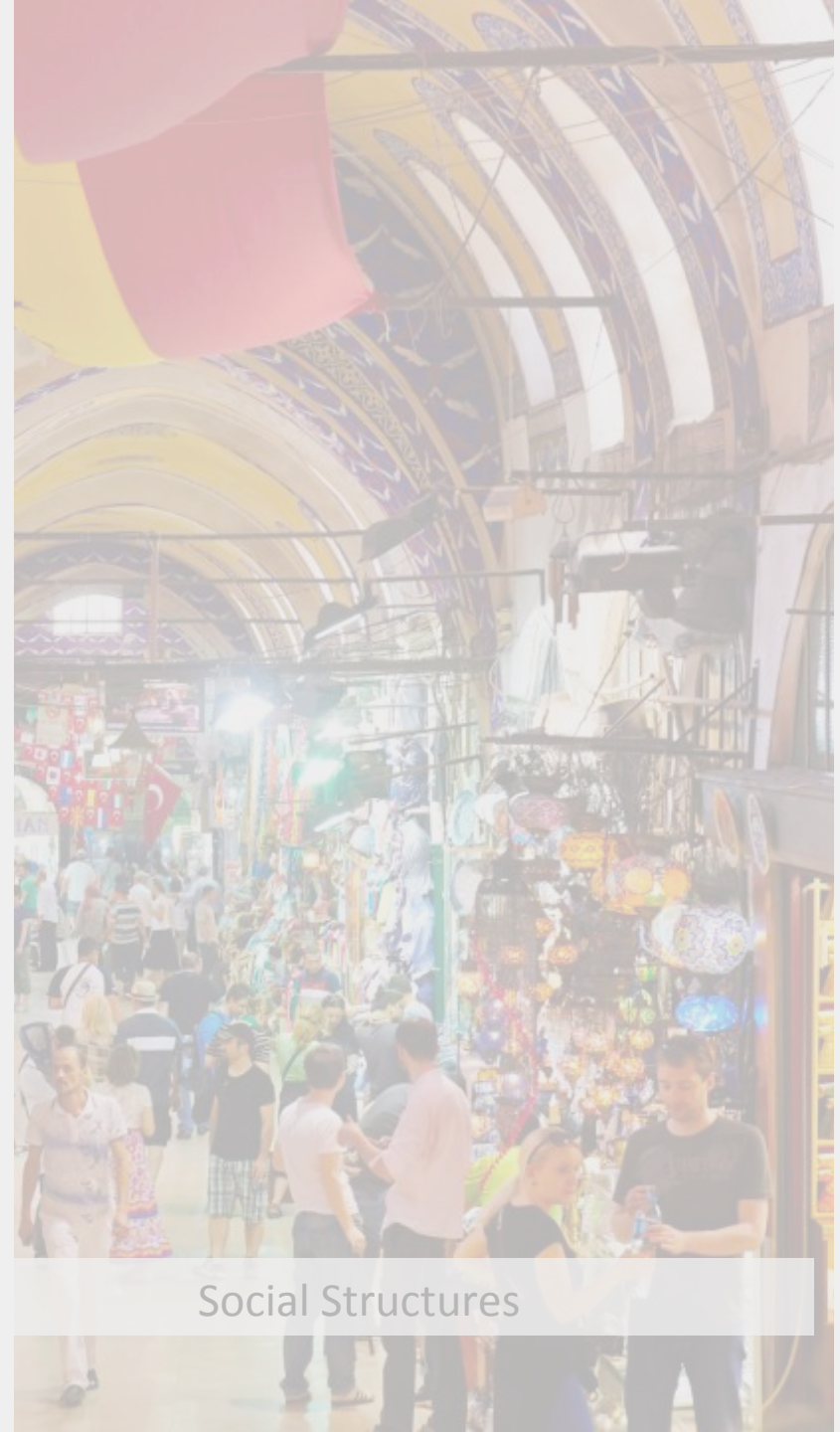
Social Structures



Social Movements



Social Networks



Social Structures


Your Turn

- 1) Name an effort/project that **you are currently working on.**
- 2) **Listen** to the next section and **take notes.**
- 3) If you were to leverage “emerging power” approaches from **social movements** to amplify the reach or impact of your endeavor, what are **2-3 things you could do***?

*don't limit your thinking based on existing mental models or resources for now

Profound Change

SOCIAL MOVEMENTS



"I have a dream
...
that little black boys and
black girls will join hands
with white boys and
white girls and become
sisters and brothers.

#BookItForward

The Story of Martin Luther King Jr. by Kid President

The video player shows a young boy in a suit and red tie, reciting the famous 'I Have a Dream' speech. The text of the speech is overlaid on the right side of the video frame. The video player interface includes a progress bar at 2:23 / 3:26, a play button, a volume icon, and a settings icon. The video is titled 'The Story of Martin Luther King Jr. by Kid President' and includes the hashtag #BookItForward.



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.**”

From

‘what’s the matter with you?’

to

‘what matters to you?’

MOODOCs

<http://biggerboat.org/exploring-moodocs/>

(Massive, Online, Open, Disease Oriented Communities)



Share Your Health Profile



Sarah E

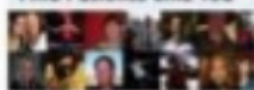
Female, 36 years
Atlanta, GA



Conditions History

Diagnosis: DM/ID
Find Doctors: DM/ID
Cause: Central diabetes

Find Patients Like You



You can search by epilepsy type, seizure symptoms, gender and age to more easily find patients like you.

2,354 total patients

PatientsLikeMe, American College of
Cardiology Partner on Diabetes
Collaborative Registry

About Inspire

With more than 100 national patient organization partnerships and over one million members, Inspire has created the most authentic platform for patient engagement.



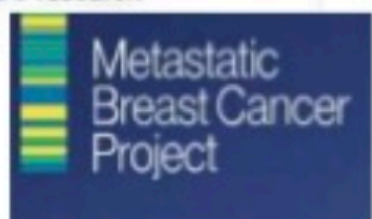
Tracy Oliphant

@TKO365

Follow

#blessed to be a part of the future of #MBC research
#mbcproject However long my future is!
twitter.com/aacrfoundation...

8:49 PM - 24 Mar 2016



Cancer Tag Ontology

HOW CAN
SOCIAL MEDIA
HELP DIABETES
PATIENTS

60,000 online diabetes
communities and around 80 million
online patient communities



@helenbevan

From New Public Management to New Public Passion

Restoring the intrinsic motivation
of public officials

The Quadruple Aim: care, health, cost and meaning in work
Rishi Sikka¹, Julianne M Morath², Lucian Leape³

2017: the year of New Public Passion?

Henry Kippin examines a striking new theory about
public servants



New Public Passion
Reflections from New Zealand
on Public Service Reform

**Facilitator of Joy – a new line on
the JD for the 21stC
Public Servant?**

Catherine Needham

**New Public
Passion:
a growing
global
movement**



#MeToo
With You

ME

You

With You

#MeToo
#With You

한국YWCA연합회, 전국 52개 회원

ME TOO

When we look at how change is changing

We can look at our personal toolbox of
methods with fresh eyes to better harness
them in this new changing world

The approach

Method madness

METHOD+MADNESS

The approach

Method (re)Mix

The logo for 'Method (re)Mix' is displayed in a horizontal banner. The word 'METHOD' is in a white, distressed, serif font on a black background. A small green plus sign is positioned between 'METHOD' and 'REMIX'. The word 'REMIX' is in a white, clean, sans-serif font on a background of teal and light blue geometric shapes. The entire banner is flanked by black bars on the left and right.

METHOD + **REMIX**

Leading change and innovation

Improvement Science

Change

Lean

Human Centered Design

Methods of Profound Change

● HCD ● Lean ● Improvement Science



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) ●

Methods of Profound Change

●
HCD

●
Lean

●
Improvement Science



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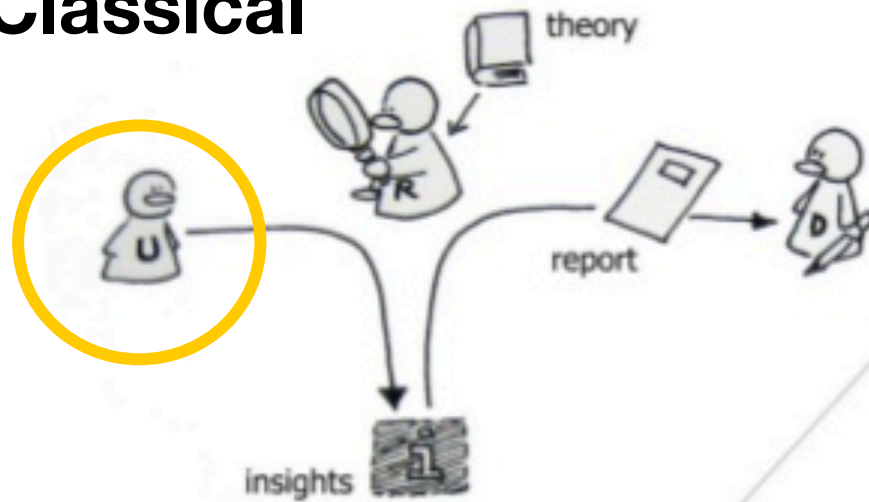
Journey maps ●

Visual controls (huddle board) ●

Profound Change

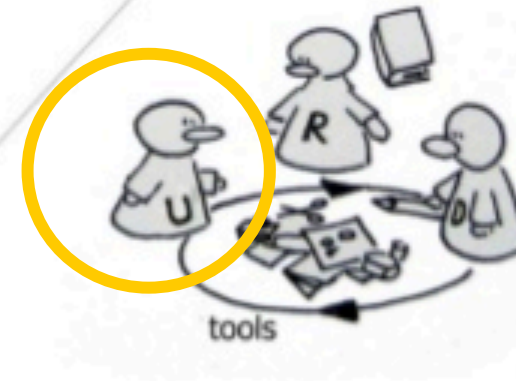
SOCIAL MOVEMENTS

Classical



User as focus of study and communication

Co-design



User as participant and contributor

Sanders (2008)

Methods of Profound Change

● HCD ● Lean ● Improvement Science



KNOWLEDGE Scaffold and try ideas

- PDSA cycles ●
- Brainstorming ●
- Paper prototypes ●



VARIATION Share through storytelling

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SYSTEM Demonstrate connectedness

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PSYCHOLOGY Build empathy

- Ethnographic observations ●
- Journey maps ●
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Profound Change

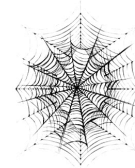
SOCIAL MOVEMENTS



STORY AS LIGHT



STORY AS GLUE



STORY AS WEB

Debra Rosen



Debra Rosen
Quality and Health Education
Northeast Valley Health Corporation

Tell us a story about a time you felt exhilarated about how a change was approached?

Active, customized & Peer to Peer

- New mental models around change and provocative concepts and discussions to stretch our thinking
- An abbreviated case study for us to build on and make it easier to translate “back home”
- Shared stories and experiences from each other and time to unpack them together
- Customized roll-up-your-sleeves practice sessions on the methods of your choice so you can customize your learning

Homework for bonus points

Read an introductory case study example and answer 3 questions

We'll be referencing this case study as an example and elaborating on it throughout the workshop

case study

<https://archive.ahrq.gov/about/annualmtg07/0927slides/mccarthy1/Mccarthy1-contents.html>

<http://www.ihi.org/resources/Pages/ImprovementStories/ShiftingtoHigherStandard.aspx>



Nurse Knowledge Exchange

Your Turn

Read through the NKE case study and answer the following 3 questions:

What are 2-3 exciting or positive approaches to creating and leading change do you notice they took?

What 3-4 methods or approaches do you notice were used to create and implement NKE?

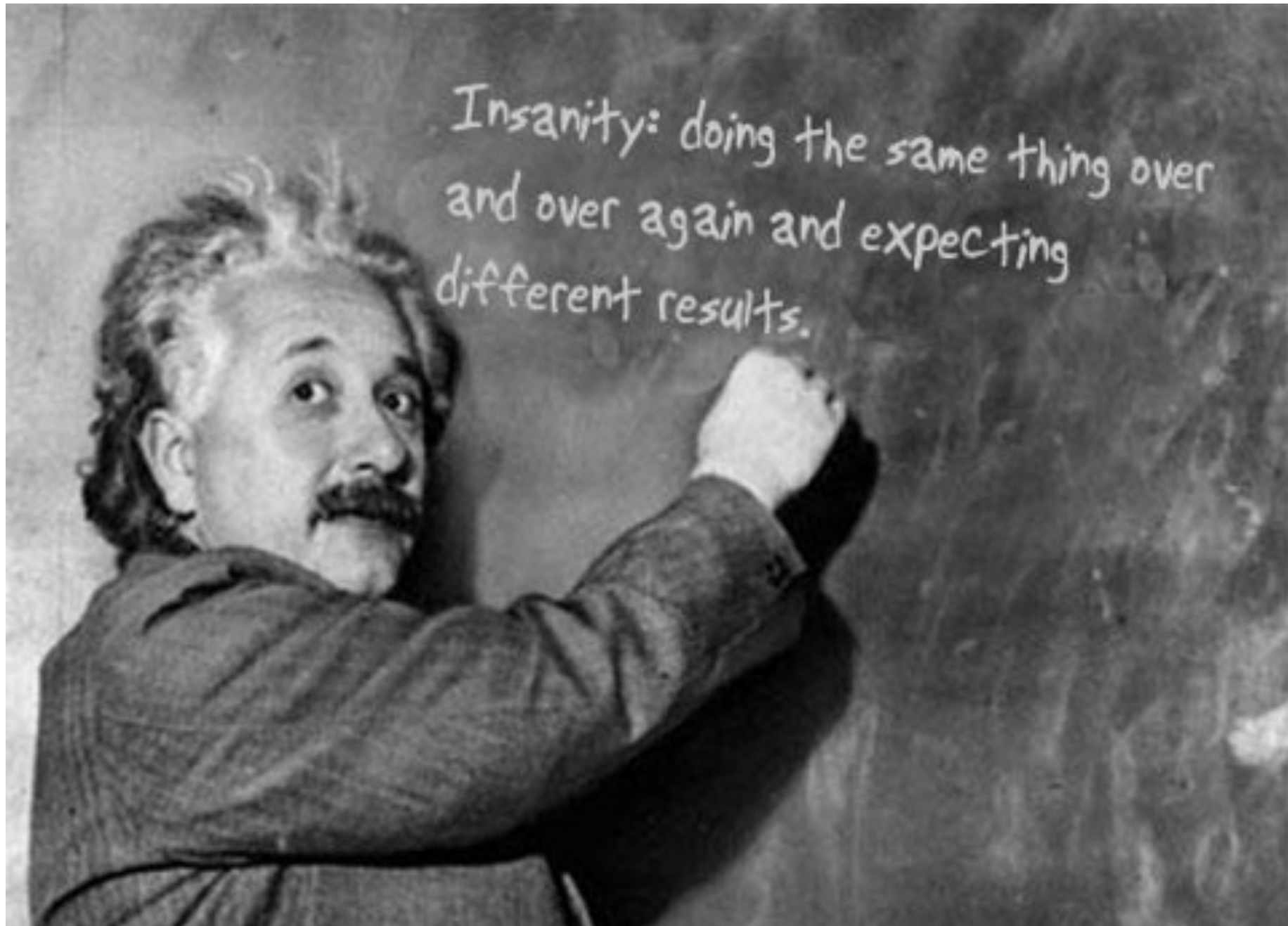
What are 2-3 concerns you may have or suggestions you would want to give if your colleagues or friends were leading this effort?



#teacher'spet



LEARNINGS



Insanity: doing the same thing over
and over again and expecting
different results.

Workshop and webinar info

- **WHO SHOULD ATTEND?**

- Individuals leading change efforts (senior level management) and individuals managing the staff and resources for making change (directors and managers). Up to 3 individual from PHLN teams. If you are participating in both PHLN and PHASE with different team members, you can register up to 4 individuals in total from your organization.

- **DATE, LOCATION & REGISTRATION**

There will be one workshop followed by 6 webinars which will occur every other month to go deeper into select topics and allow you to apply the work “back home.” The same workshop will be held in two locations. Please [register](#) for just one of the **in-person workshops by September 28th**:

- October 18, 9:30am-5pm, Oakland – Preservation Park (Nile Hall Room), 1233 Preservation Park Way, Oakland, CA 94612
- November 8, 9:30am-5pm, Los Angeles – The California Endowment, 1000 N. Alameda Street, Los Angeles, CA 90012

Recap of Next Steps

- **AFTER THIS WEBINAR:**

- Go to www.forum.careinnovations.org.
- In the “PHLN Activities” category, share a good tip that you have for leading organizational change!

- **BEFORE THE WORKSHOP:**

- Read the introductory case study example and answer 3 questions:
 - What are 2-3 exciting or positive approaches to creating and leading change do you notice they took?
 - What 3-4 methods or approaches do you notice were used to create and implement NKE?
 - What are 2-3 concerns you may have or suggestions you would want to give if your colleagues or friends were leading this effort?

Thank You!

For questions regarding today's content, contact:

Christi Zuber

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For questions regarding PHLN, contact:

- **Megan O'Brien**

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- **Diana Nguyen**

Program Coordinator

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- **Tammy Fisher**

Senior Director

tammy@careinnovations.org

Please fill out the post-webinar survey & continue the conversation on the PHLN Forum!

