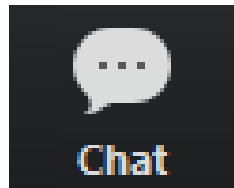# Webinar Reminders

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.

Agenda

1. Welcome & Introductions

2. Recap of Leading Profound Change Workshops

3. Multiple Tools

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
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.

This Webinar

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.

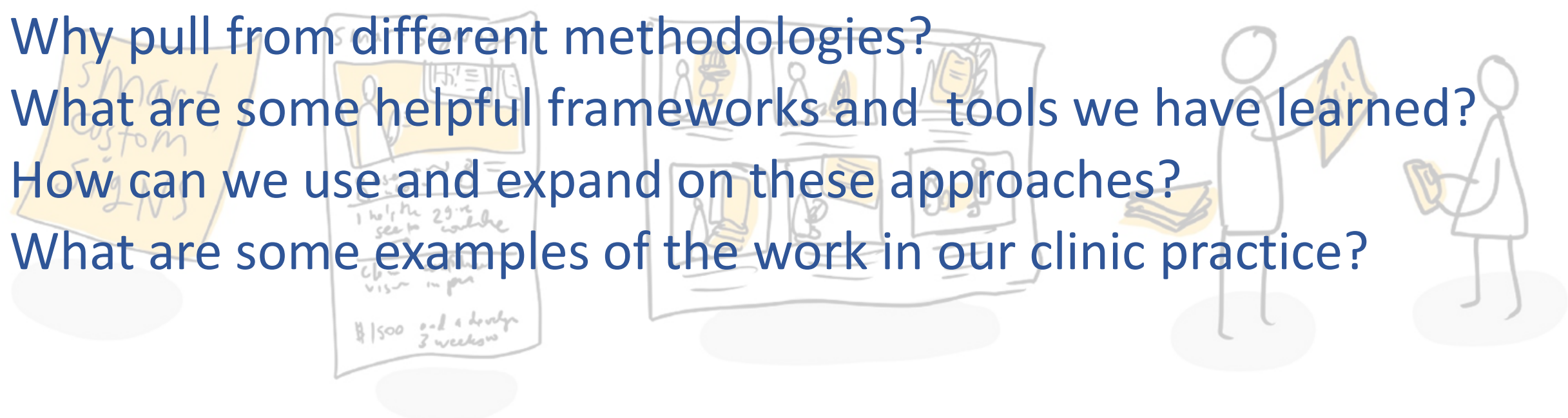# Profound Change – Multiple tools

Outline:

Why is change hard and why do we fail so often when leading it?
Why pull from different methodologies?
What are some helpful frameworks and tools we have learned?
How can we use and expand on these approaches?
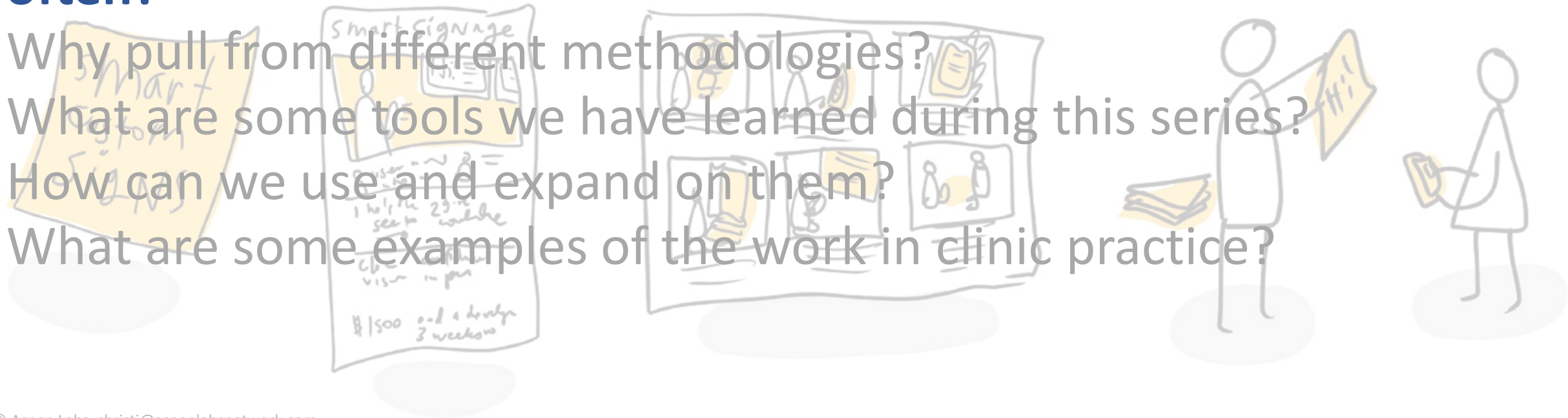What are some examples of the work in our clinic practice?

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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

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.**"

Harvard Business Review

## The Network Secrets of Great Change Agents

by Julie Battilana and Tiziana Casciaro

What can be learned from great Change Agents?

Source: Researcher Battilana and Casciaro

Takeaway from the research:

As a change agent, your centrality in the informal network is more important than your position in the formal hierarchy

Battilana, J. and Casciaro, T., 2013. The network secrets of great change agents. *Harvard Business Review*, *91*(7), pp.62-68.

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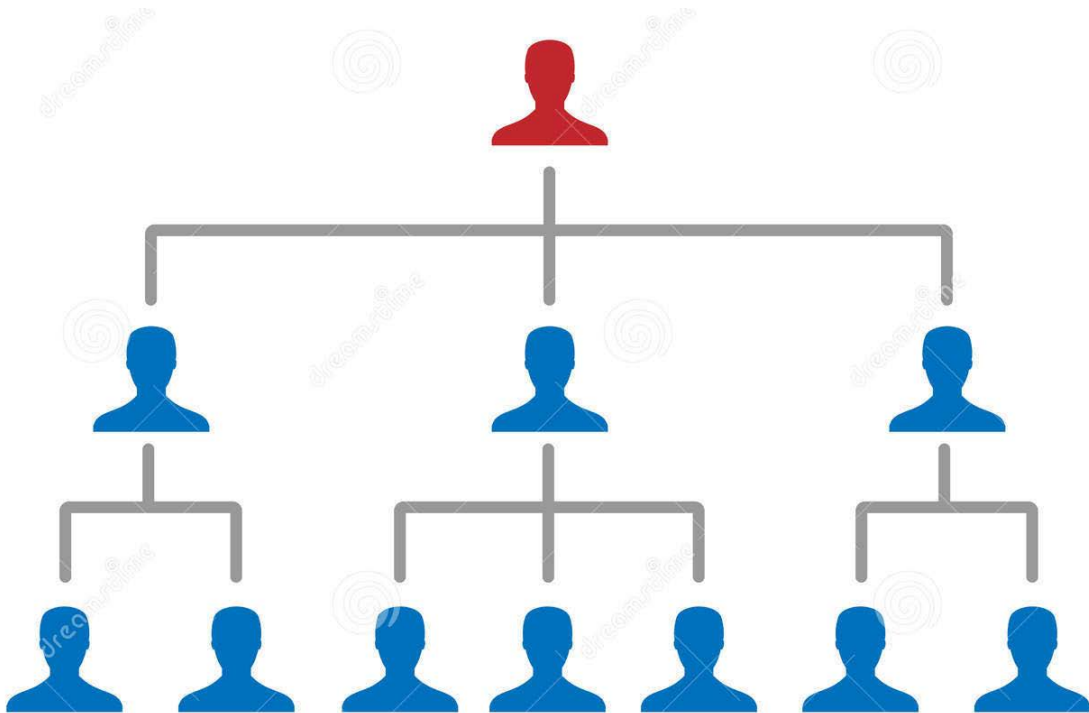
Changing behavior is less a matter of giving people analysis to influence their thoughts than helping them to see a truth to *influence their feelings*.

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

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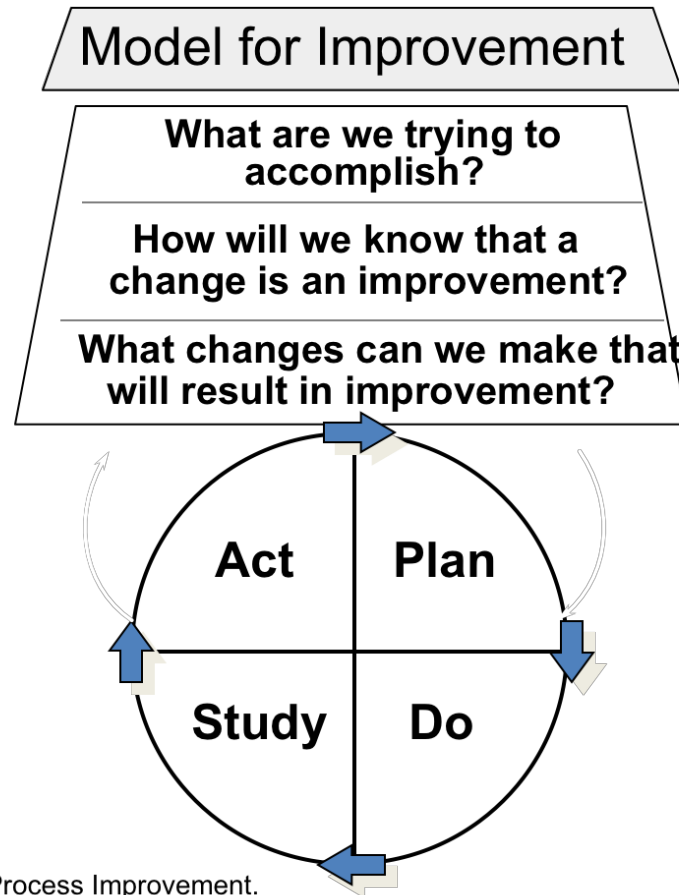
Leading change and innovation

Change

Improvement science

Human-centered Design

Lean

Improvement Science
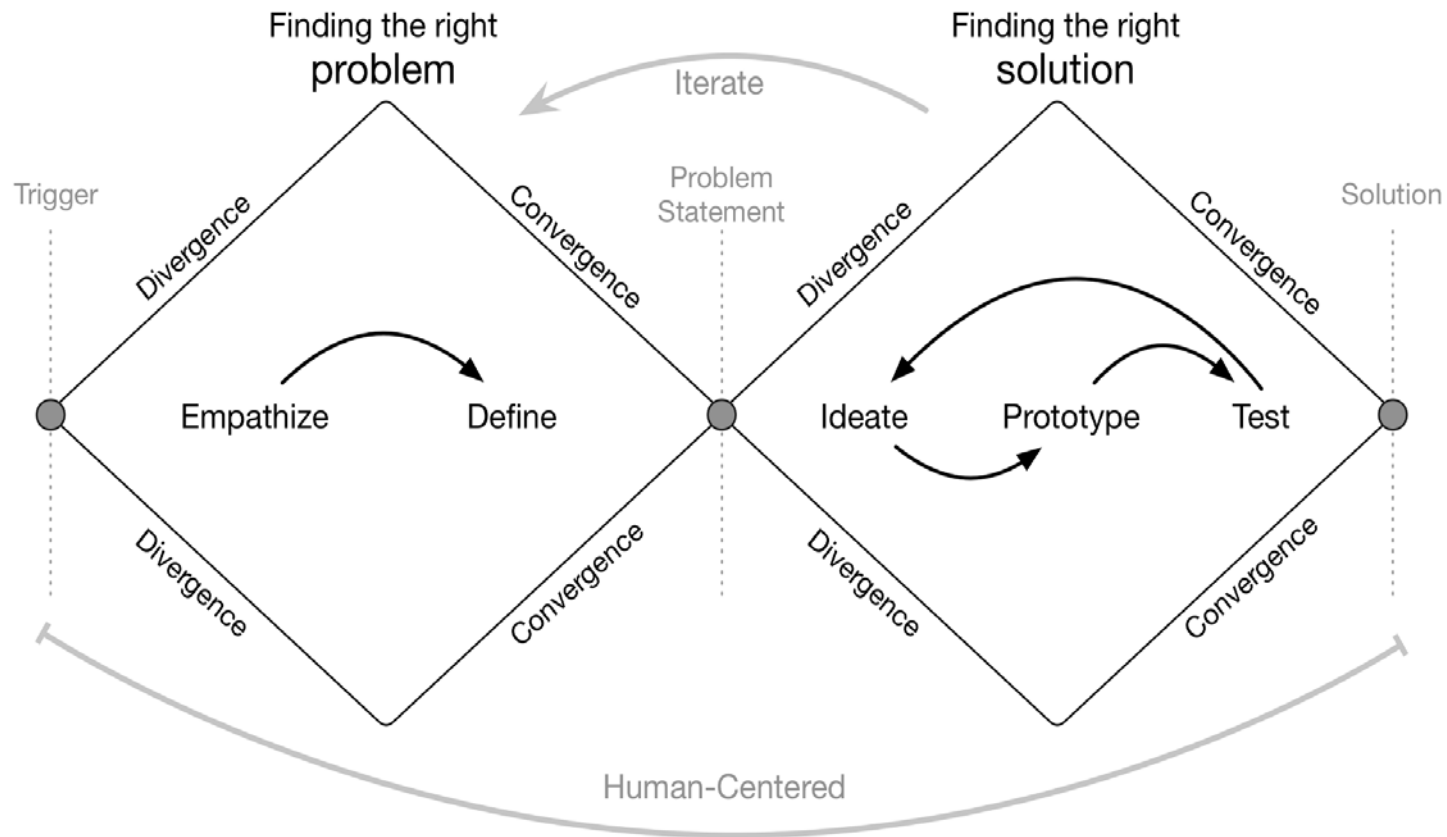

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?

Act | Plan
Study | Do

From Associates in Process Improvement.

Lean

value	Specify value in the eyes of the customer
map	Map the value stream
eliminate	Eliminate waste and variation
flow	Make value flow at the pull of the customer
iterate	Continuously improve in pursuit of perfection

Human-centered Design

Image credit: ICF

Kotter, J.P., 2014. *Accelerate: Building strategic agility for a faster-moving world*. Harvard Business Review Press.

How might we

(re)discover

(re)learn

(re)appreciate

**The melody of methods in our world
to lead change and innovation?**

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KNOWLEDGE
Scaffold and try ideas
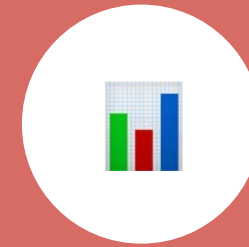
VARIATION
Share through storytelling

PSYCHOLOGY
Build empathy

SYSTEM
Demonstrate connectedness

Methods used in Our Series

Scaffold and try ideas

PDSA cycles ●

Brainstorming ●

Paper prototypes ●

Share through storytelling

Aim statements ●

Problem Statements ●

Run charts ●

Demonstrate connectedness

Driver diagrams ●

Gemba walk ●
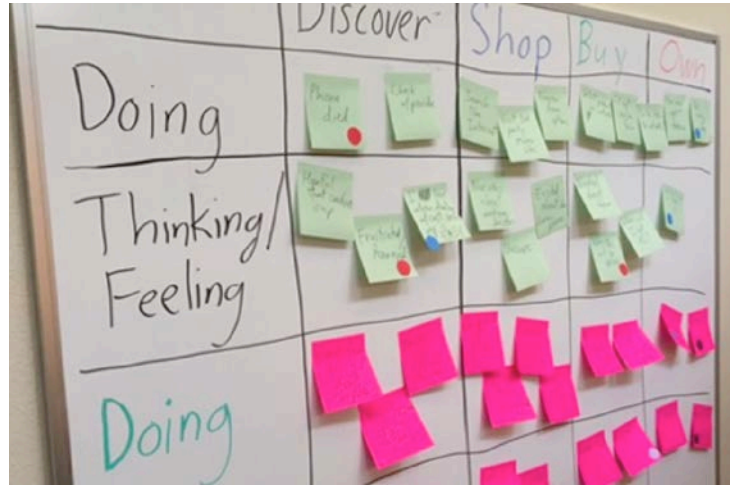
Co-design ●

Build empathy

Ethnographic observations ●

Journey maps ●

Visual controls (huddle board) ●

Tools that help you build empathy

Ethnographic Observations
Utilizing tools and approaches to create many divergent and creative ideas around a topic.
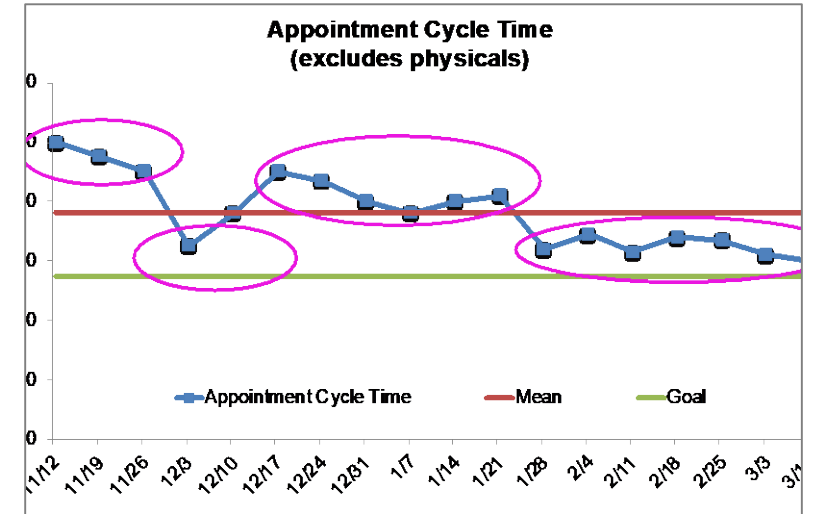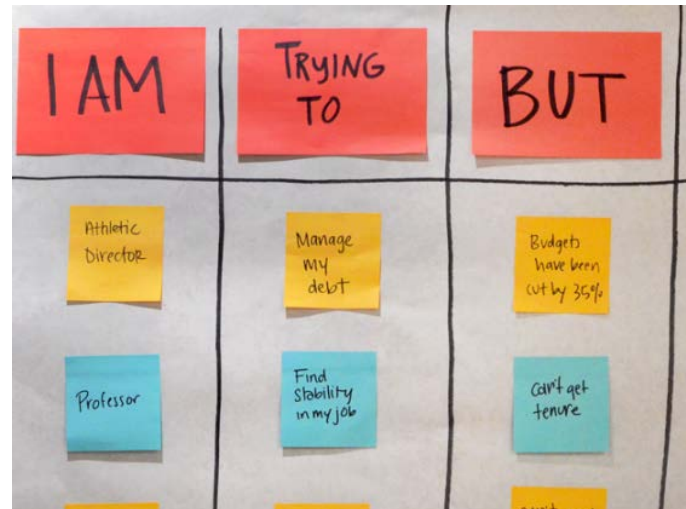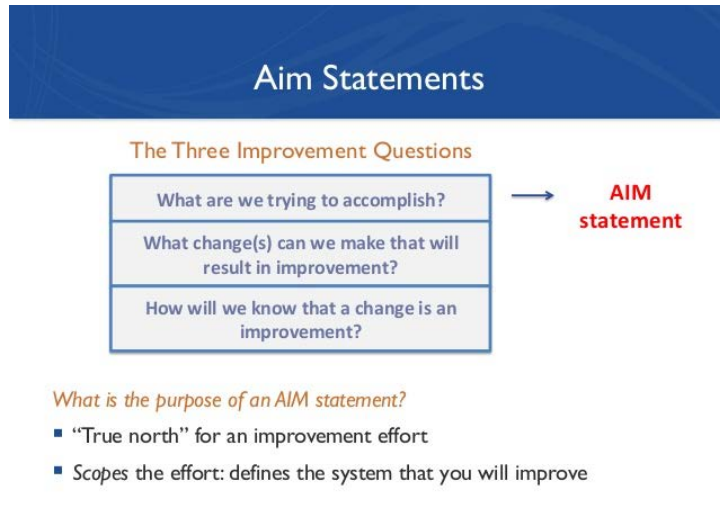

Journey Map
Moving from an idea into a physical form or an acted out simulation that helps people to contribute and provide feedback.

Visual Controls – Outside!
Cues to allow quick recognition of the information being communicated to increase clarity and communication about the change

Tools that help you share through storytelling

Aim Statements

The change you seek, how you will know if you achieved it and over what period of time.
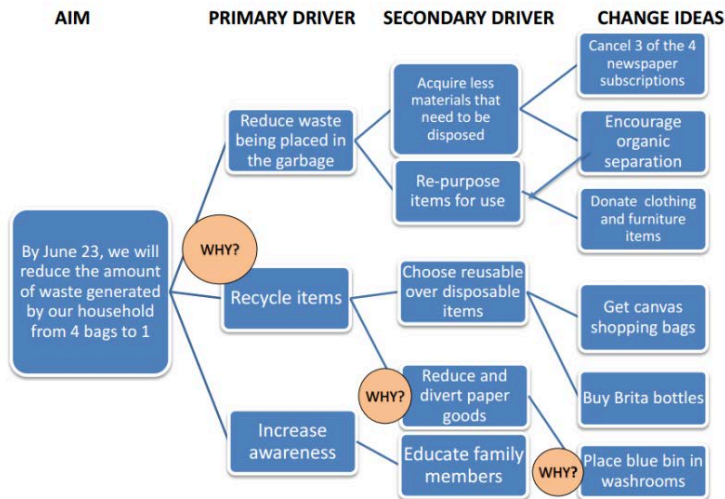
Problem Statements

The problem you are trying to solve though the voice of the person it will impact (ex. patient, staff, community member)

Run Charts

Showing data plotted over time in a chart to help identify if a change has occurred based on the number of data points above/below a set threshold

Tools that help demonstrate connectedness

Driver Diagrams

A tool used to help identify what ideas might lead to a change by mapping the drivers of the impacts.

Gemba Walk

The problem you are trying to solve though the voice of the person it will impact

Co-design

The problem you are trying to solve though the voice of the person it will impact

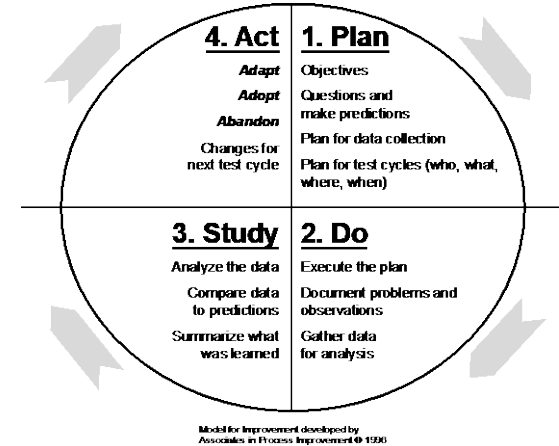# Tools that help you scaffold and build ideas

Brainstorming
Utilizing tools and approaches to create many divergent and creative ideas around a topic.

Paper Prototypes
Moving from an idea into a physical form or an acted out simulation that helps people to contribute and provide feedback.

PDSA Cycles
Rapid learning cycles that include the stages of plan, do, study, act which provide a roadmap for testing ideas with people.

Profound Change – Multiple tools

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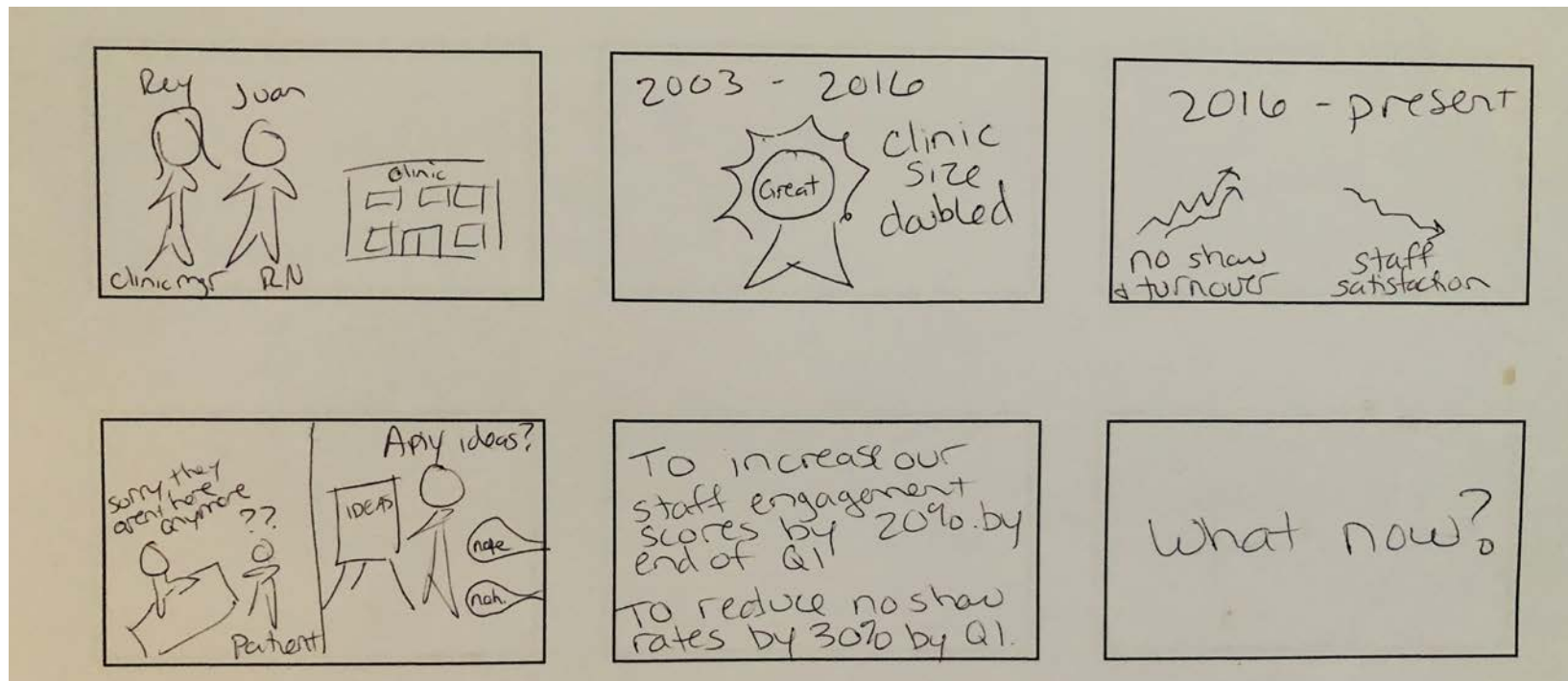
How can we use and expand on them?

What are some examples of the work in clinic practice?

Profound Change – Multiple tools

How can we use and expand on these approaches? Here is our situation….
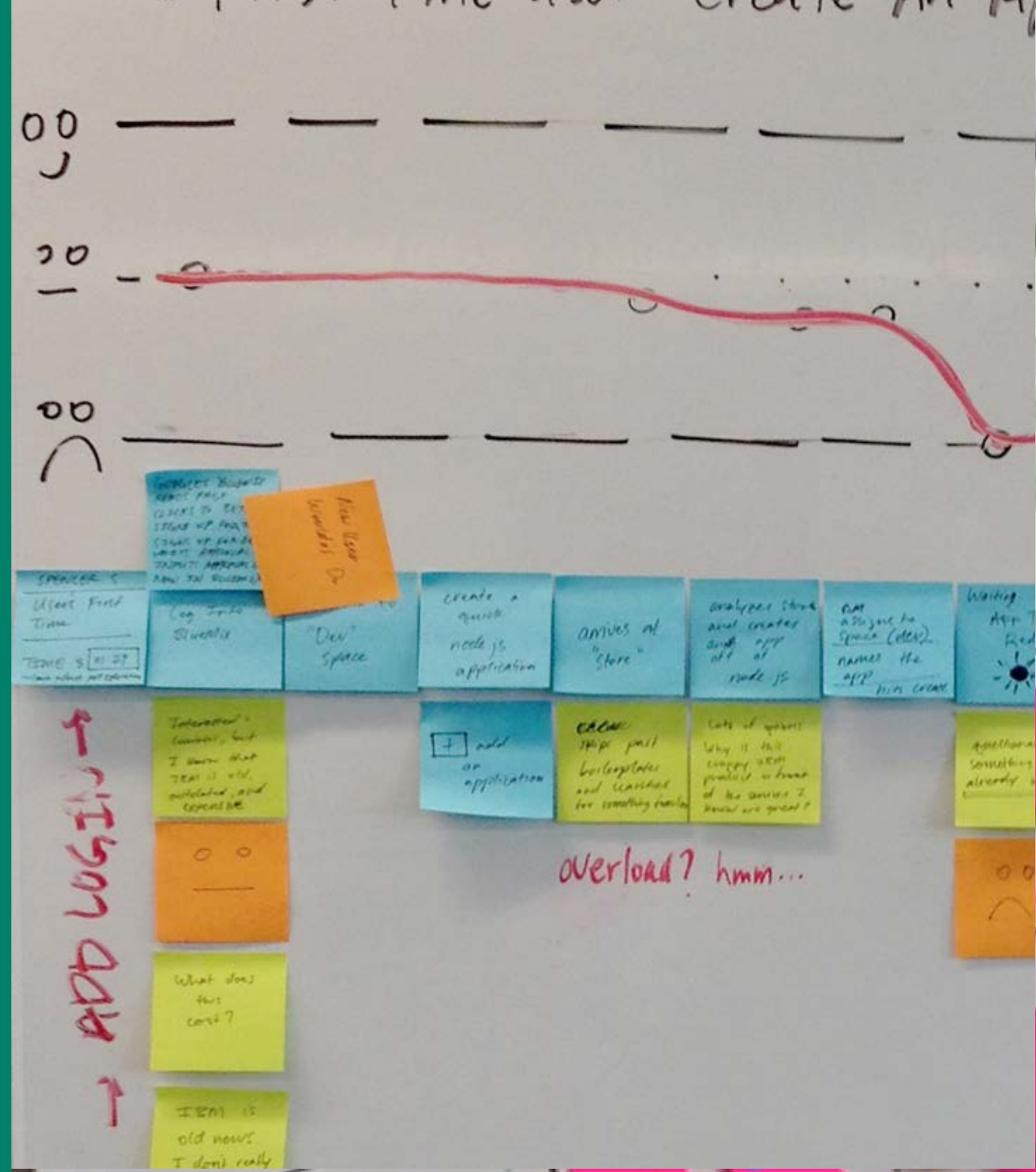
Journey Map

A Journey Map is a visualization of a user's experience in a flow-chart like form that can include experiences, quotes, and emotions.

HUMAN-CENTERED DESIGN METHOD
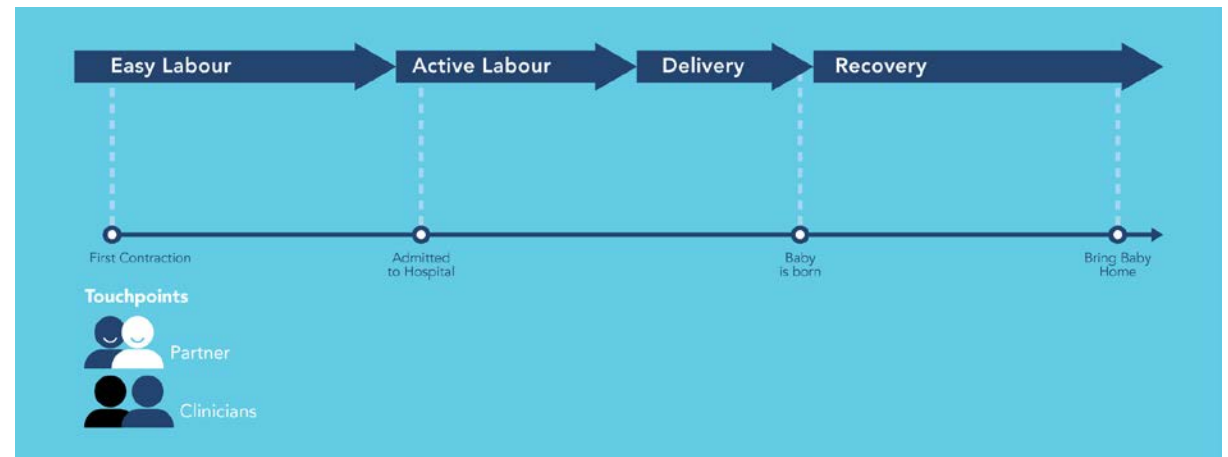
How to make a journey map

Steps through time

How to make a journey map

Steps through time

Over a long time period

During a point in time or experience

How to make a journey map

Steps through time

Employee Engagement:

Who would we interview to create a journey map? What journey could we ask them about?
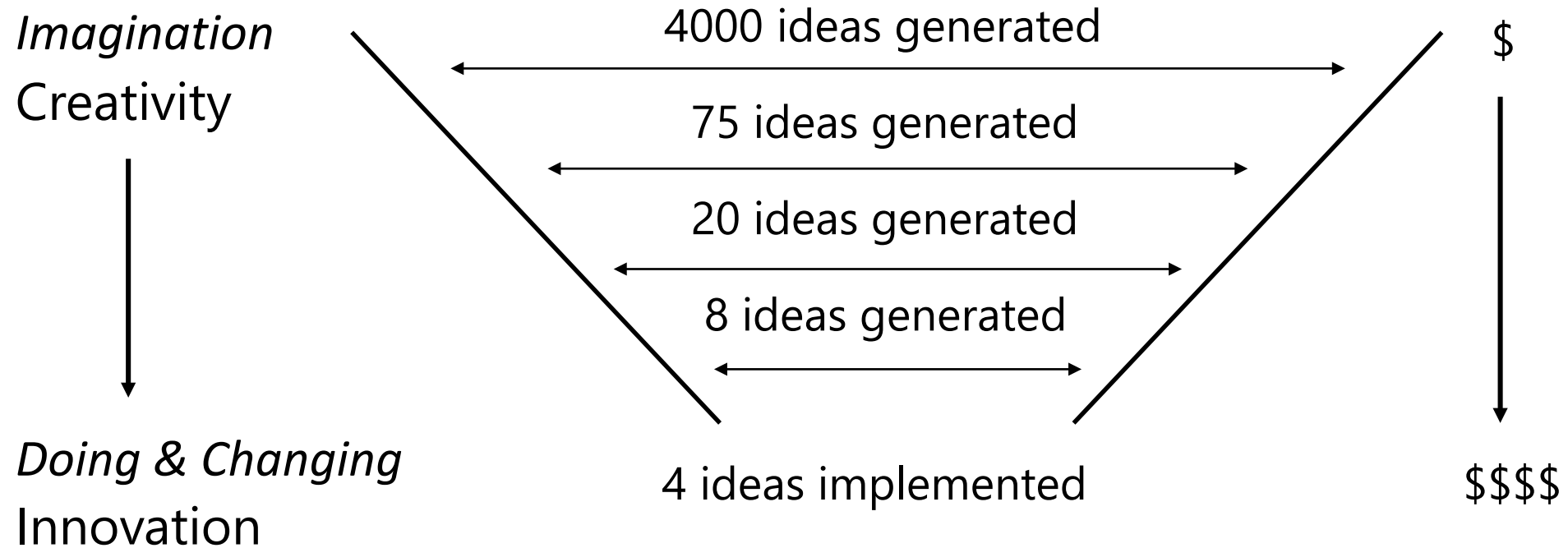
Brainstorming

Brainstorming encompasses a set of creativity techniques to generate many different possible solutions to a problem. It is often done as a small group exercise.

Getting more out of your brainstorm

Imagination
Creativity

4000 ideas generated

75 ideas generated

20 ideas generated

8 ideas generated

$

Doing & Changing
Innovation

4 ideas implemented

$$$$

Numbers depicted are based on typical ratios across a variety of industries
Diagram courtesy of Paul Plsek

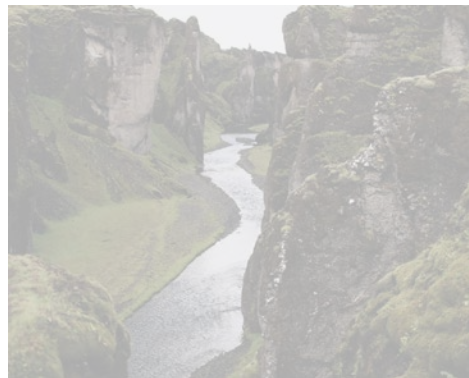# Brainstorm Booster: 6 Levers

1

2

3

4

5

6

Brainstorm Booster: 6 Levers

1

2

3

4

5

6

Right problem/Right Size

Goldilocks approach – make it "just right."

We'll learn some approaches to help optimize your brainstorm.

Right problem: Start with what is important to user/customer

Right size: Make it the right level topic for productive brainstorming

Getting the right level of framing for the problem

"laddering up and down" for an office developer receiving complaints about traffic noise might look like this...

How Might We...
support people to be productive?

How Might We...
help people work productively through traffic noise?

How Might We...
create better windows that don't let noise through?

Getting the right level of framing for the problem

"laddering up and down" for employee engagement and retention might look like this...

How Might We...
create a workplace that cares for the caregivers across their own life journey?

How Might We...
help people find moments of joy and respite even when the days aren't so great?

How Might We...
create care teams who start the day feeling prepared and connected?

1

2

3

4

5

6

Get out of valleys

Simply saying "be innovative!" does not help us get out of our own mental valleys when we are trying to generate ideas.

Luckily for us, there are many amazing tools to help us do that. We'll highlight 5 of them.

What could you make, build, or launch to better serve this person? Come up with six different ideas.

3	1	
$5 BILLION IDEA	$5 Idea	Tech Only Idea
	2	
Fits Into a Shoebox Idea	Opposite Effect Idea	Emotional Idea

Constraints

What could you make, build, or launch to better serve this person? Come up with six different ideas.

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Constraints

Employee Engagement:

HMW help people find moments of joy and respite even when the days aren't go great?

Prototypes

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

PROFOUND CHANGE

Get curious

Talk to people

Try stuff!

-Dave Evans and Bill Burnett
Stanford dLabs
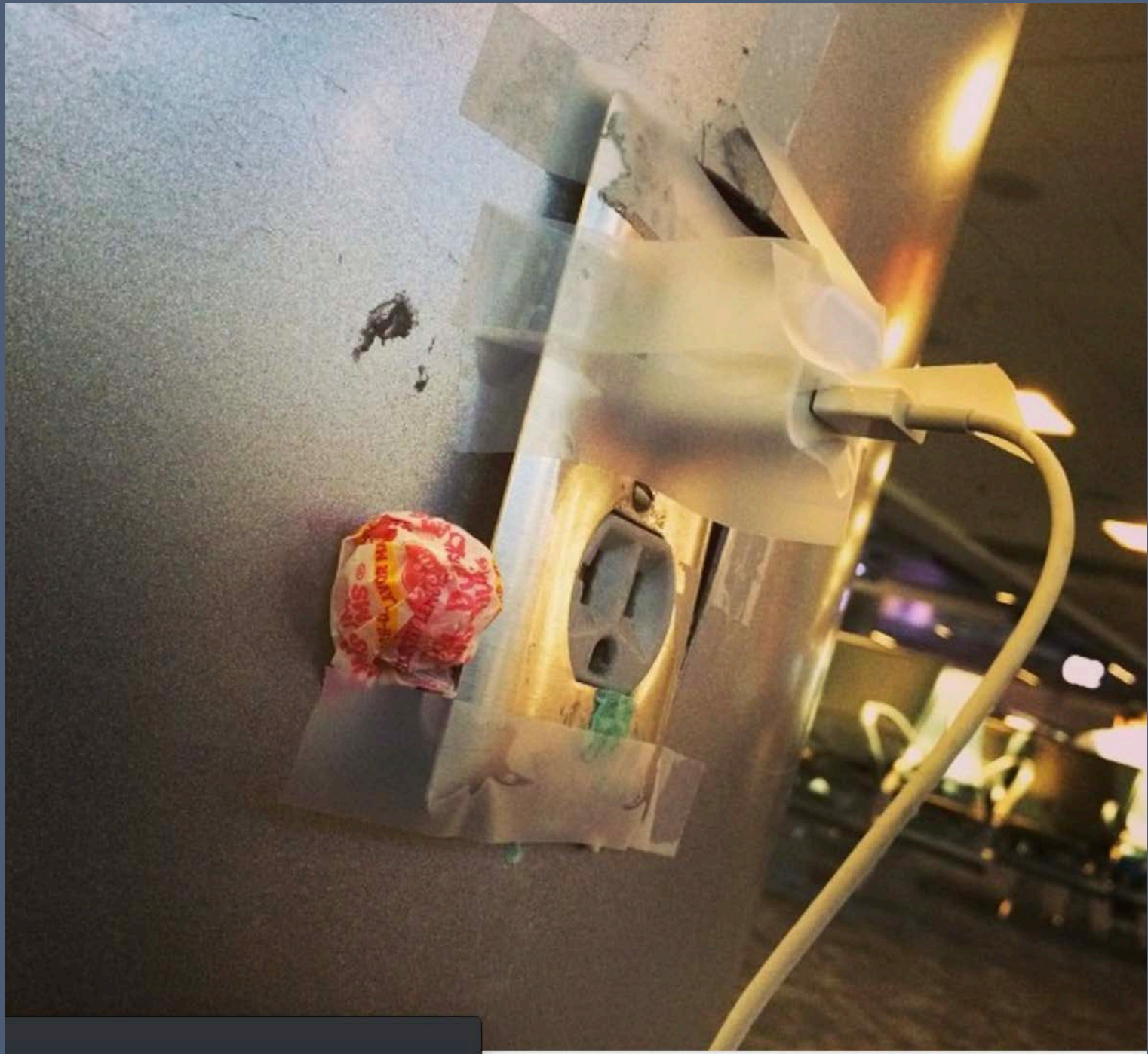
"The value of prototypes resides less in the models themselves than in the **interactions** they invite."

— Michael Schrage, Serious Play

Prototypes

Let's imagine that these are some of the ideas that came from our brainstorm.
How could be prototype these ideas?

- **Zen Box**

- **Float MA**

- **Mentoring program**

- **Daily Huddle**

- **Community Coach Role**

What can you prototype? 6 types

- Zen Box
- Float MA
- Mentoring Role
- Daily Huddle

- Daily Huddle
- Community coach role
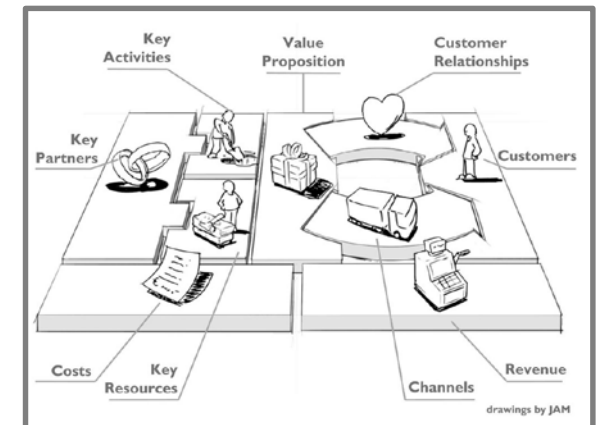

1

Tools

2

Tech

3

Workflow

4

Roles

5

Space

6

Business Model

© Aspen Labs 9/30/2019

PDSA Cycle

An approach to testing that starts small and occurs in cycles that evolve based on what you are learning. It stands for Plan, Do, Study and Act.
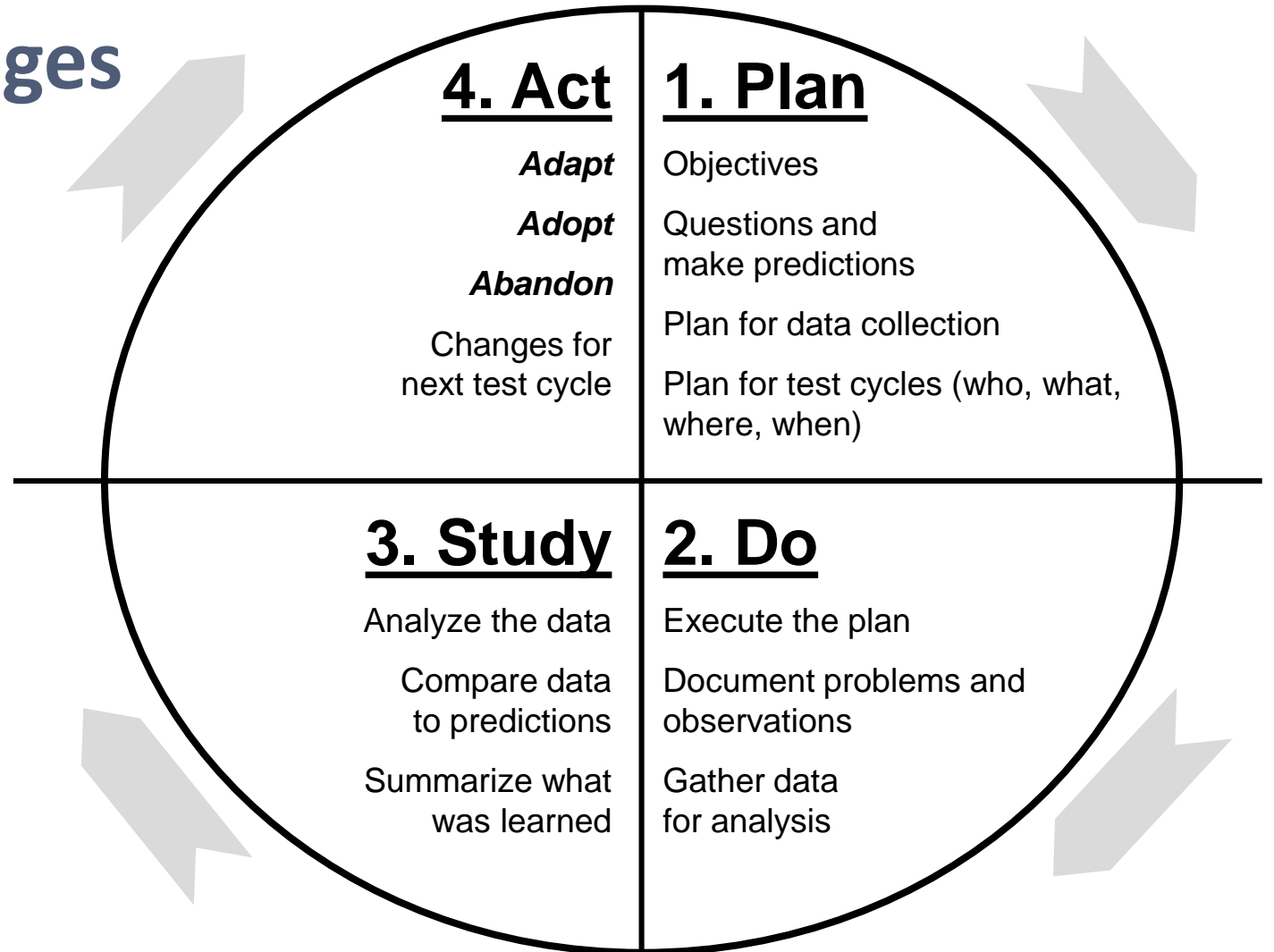
Framework to test changes

Q1: What are we trying to accomplish?

Q2: How will we know that a change is improvement?

Q3: What changes can we make that will result in improvement?

4. Act	1. Plan
Adapt	Objectives
Adopt	Questions and make predictions
Abandon	
	Plan for data collection
Changes for next test cycle	Plan for test cycles (who, what, where, when)

3. Study	2. Do
Analyze the data	Execute the plan
Compare data to predictions	Document problems and observations
Summarize what was learned	Gather data for analysis

Model for Improvement developed by Associates in Process Improvement © 1996
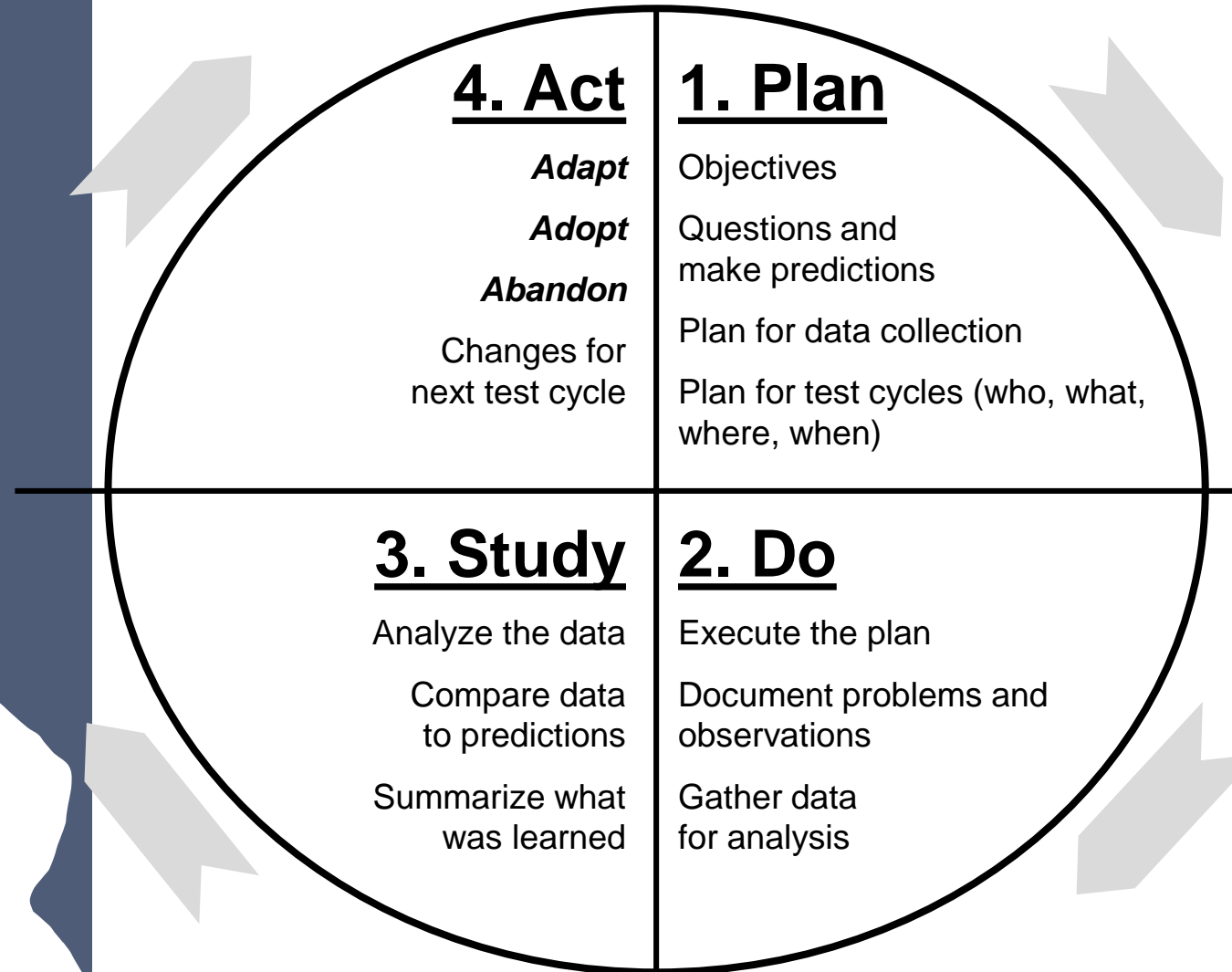
PDSA Cycle

Break it into cycles of learning….

Employee Engagement:

What might a PDSA cycle of the zen box look like?

How about the float MA?

(tip: make it small and learn quickly)

4. Act

Adapt

Adopt

Abandon

Changes for next test cycle

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What are some examples of the work your clinic practice?
(that's our next webinar…)
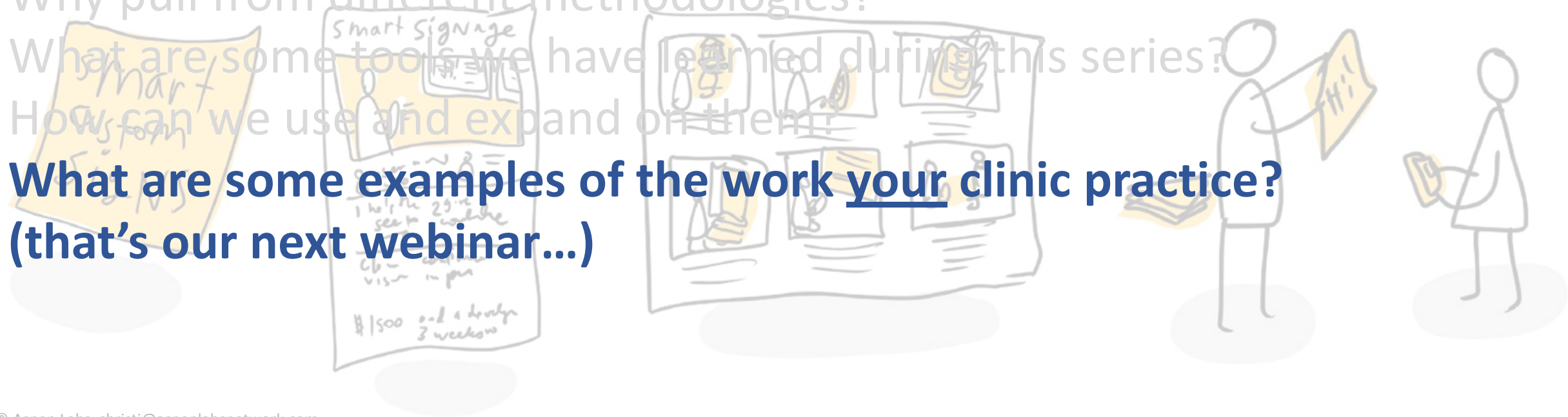
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Helen Bevan, Chief Transformation Officer
National Health Service (1.3 million employees)

"Social movement leaders think about resources in terms of

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The great thing about thinking in this way, is **the more we use the resources, the more they grow."**

Takeaway from the research:

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The melody of methods in our world
to lead change and innovation?

Reserve Your Spot for the Final Webinar!

Leading Profound Change: Clinic Experiences

November 12, 2019

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.

Register Here

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
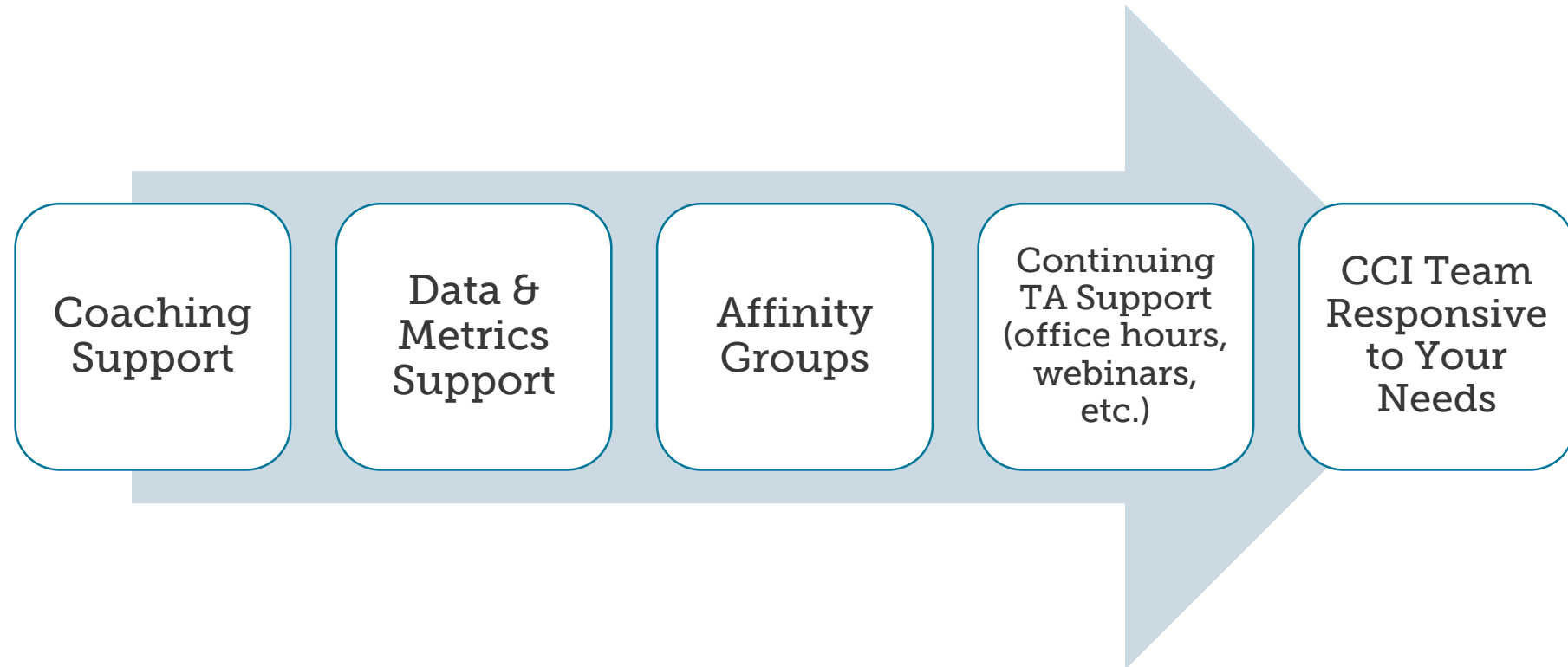
Upcoming PHLN Dates

- **October 9**: [optional] Data Driven Population Health Management Webinar. [Register here](#).

- **October 30**: Quarterly Progress Report Due

- **November 12 at 12pm PT**: Clinic Experiences-Leading Profound Change Webinar. [Register here](#).

- **December 5**: Save the date for our final *one-day* in-person learning session, hosted at the Hilton Oakland Airport. [Register here](#).

PHLN Forum

https://forum.careinnovations.org/

Thank You!

For questions regarding today's content, contact:

Christi Zuber
christi@aspenlabsnetwork.com

For CCI questions, contact:

Diana Nguyen
Senior Program Coordinator
diana@careinnovations.org

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