

Good Morning!

Please sit at your
assigned table.



Laura
She, Her, Hers
CCI

Inaugural CHIC Catalyst Showcase

February 12, 2020



Welcome!



CENTER FOR CARE INNOVATIONS

CCI transforms health and health care for underserved populations by **inspiring, teaching and spreading innovation** among the organizations that serve them



OUR PARTNERS



The Colorado Health Foundation™



COLORADO HEALTH ACCESS FUND

THE DENVER FOUNDATION



Powering Community Together



ASPEN LABS – OUR TEACHING & COACHING PARTNERS

Aspen Labs unleashes positive change in health and social sectors by unearthing the true needs of people and creating impactful solutions either directly or by empowering change agents across all facets of society.



Colorado Health Innovation Community

1. Clinica Family Health
2. Every Child Pediatrics
3. Jefferson Center for Mental Health
4. Melissa Memorial Hospital
5. Mental Health Center of Denver
6. Solvista Health
7. STRIDE Health Center



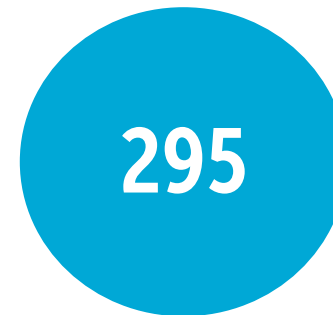
Goals for Colorado Health Innovation Community

1. Build a network of innovation leaders focused on the needs of the underserved in CO
2. Build innovation capabilities
3. Pilot innovative solutions to meet critical needs and spread to others
4. Learn together & share what works with broader community

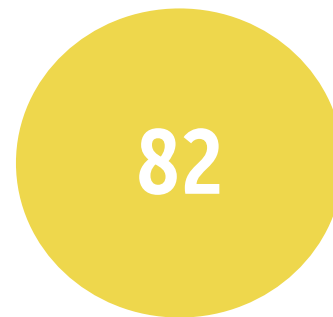


IMPACT OF CATALYST

1. Hands-on, phased training.
2. Protected time to apply learning to a project that matters.
3. Ongoing support from people with practical experience.
4. Funding to offset expenses.



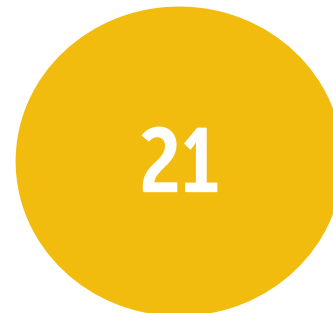
Catalysts trained



**Organizations,
15 multi-cohort**



U.S. states



Alumni coaches

Showcase Agenda



8:45 am

Welcome & Introductions

9:25 am

Transition to Breakout Rooms

9:40 am

Catalyst Showcase

11:10 am

Transition to Main Room

11:20 am

Showcase Reflection

11:40 am

Cultivating an Innovation Culture at
your Organization

12:40 am

Lunch

1:40 pm

Program Reflection & Evaluation

2:00 pm

End

Special Welcome to Guest Reactors & Team Sponsors!

Welcome Guest Reactors

Ben L. Bynum, M.D.
Portfolio Director



The Colorado Health Foundation™

Tricia Bonman
Program Officer



Noah Atencio
Vice President of Community Impact



Rachel Dixon
President & Executive Director



PRIME HEALTH

Kristi Keolakai
Director, The Colorado Health Access Fund



COLORADO HEALTH ACCESS FUND
THE DENVER FOUNDATION

Welcome Team Sponsors!



One reason why you're excited for your colleagues to be learning human-centered design skills...

Principles of Presentation Critique

Points of feedback: Assess the pitch's effectiveness



- Share your feedback on the effectiveness & power of their communication using the “I like, I wish, I wonder” method.
 - Overall, was the presentation effective?
 - Were the visuals, stories & numbers effective in helping make the case?
 - Are they succinct and clear in the points they are making?
 - What is the most powerful part?
 - Where did they lose you?

I like, I wish, I wonder...

A method that frames feedback in a constructive and positive manner, enabling an open discussion.



- In "I like..." statements, users are encouraged to share aspects of the presentation they liked.
- In "I wish..." statements, users are encouraged to share ideas on how the presentation can be improved.
- In "I wonder..." statements, users are encouraged to share ideas that provoke curiosity about the presentation.

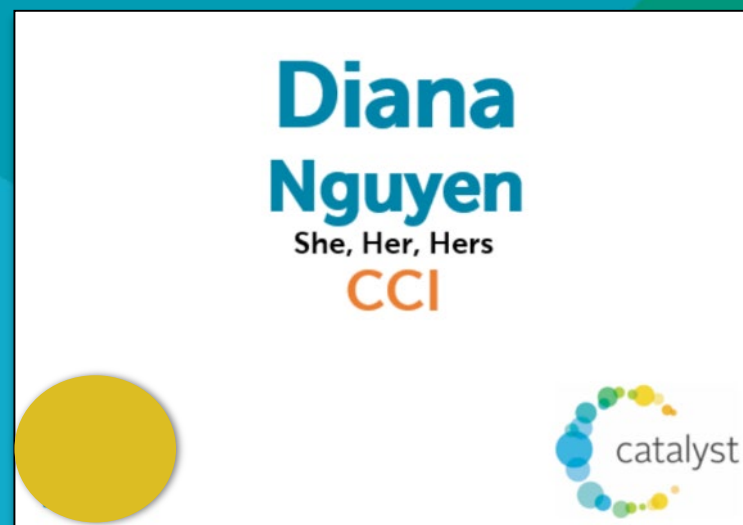
Transition to Breakout Rooms

Room assignments can be found on your agenda.

You also have a colored dot on your nametag that corresponds to your breakout room.

Find a CCI staff member that has the same colored dot poster and they will guide you to your destination.

Presentations start at 9:40 am.



Showcase Reflection

Cultivating an Innovation Culture at your Organization



MICROCLIMATES FOR INNOVATION

Intro to the Research

Christi Zuber, PhD, MHA, RN

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GAP IN LITERATURE



- INNOVATION IN HEALTHCARE IS **WORTHWHILE** (BESSANT AND MAHER 2009, CHRISTENSEN 2009, LÄNSISALMI ET AL. 2006), YET CONDUCTING IT IS VERY **COMPLEX** (BOHMER 2010, CRESSWELL ET AL. 2017, DUNCAN AND BRESLIN 2009, STRINGER 2000, ROBERTS ET AL. 2016). WHILE IDENTIFIED AS A CRITICAL COMPONENT FOR SUCCESS, THE **WORKFORCE IS NOT NATURALLY EMPOWERED OR EDUCATED TO CREATE CHANGES** (BERWICK ET AL. 2008, CRESSWELL ET AL. 2017).
- THE USE OF **DESIGN METHODS** FOR INNOVATION CHALLENGES HAS BEEN STUDIED AND FOUND TO BE A **SUCCESSFUL WAY TO APPROACH INNOVATION** (BECKMAN AND BARRY 2007, CARLGREN 2013, LIEDTKA AND OGILVIE 2011, LIEDTKA 2015, MARTIN, 2009, SEIDEL AND FIXSON 2013, 2015)

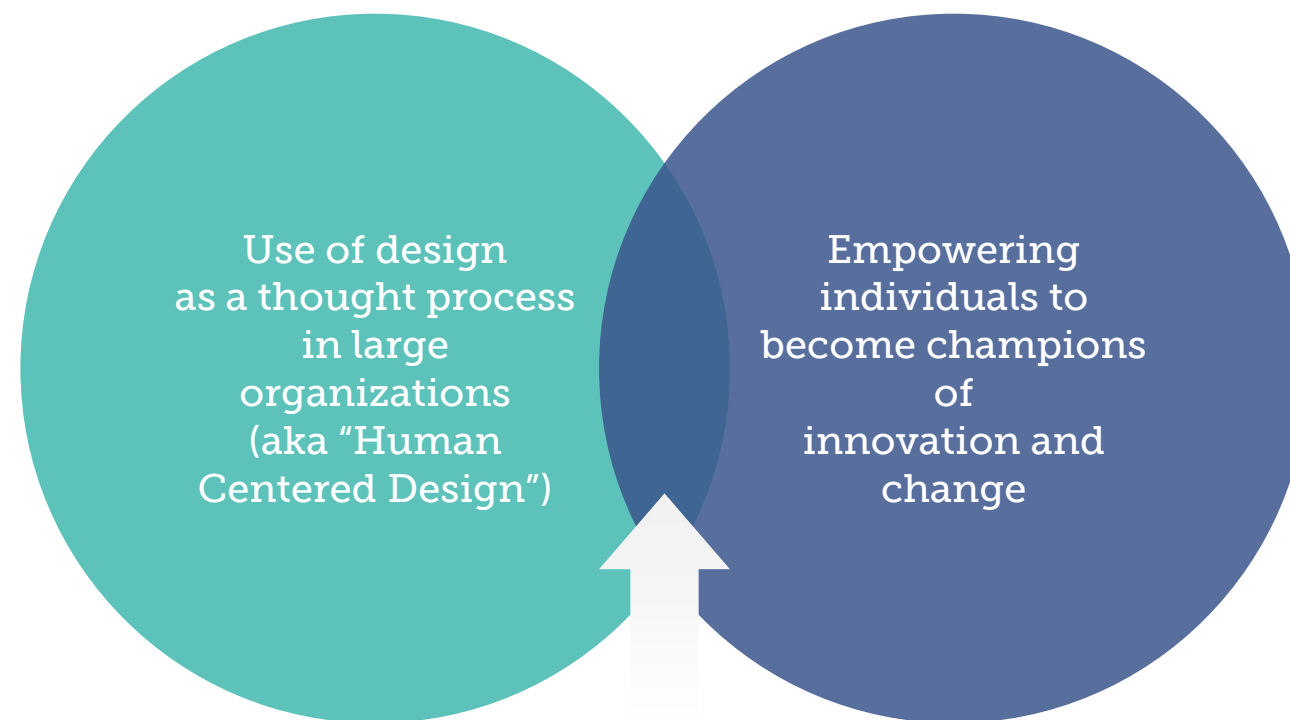
HOWEVER...

- THERE WAS A **LACK OF EMPIRICAL RESEARCH ON HOW TO ACTUALLY BUILD THESE CAPABILITIES WITHIN INDIVIDUALS OR THE WIDER ORGANISATION** (BÖRJESSON AND ELMQUIST 2011, CARLGREN 2013, SEIDEL & FIXSON 2013, 2015).





RESEARCH FOCUS

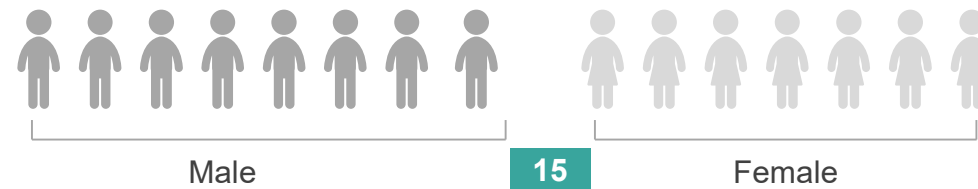


To explore and create actionable approaches for leaders to build a workforce capacity to learn and apply HCD to create positive change.

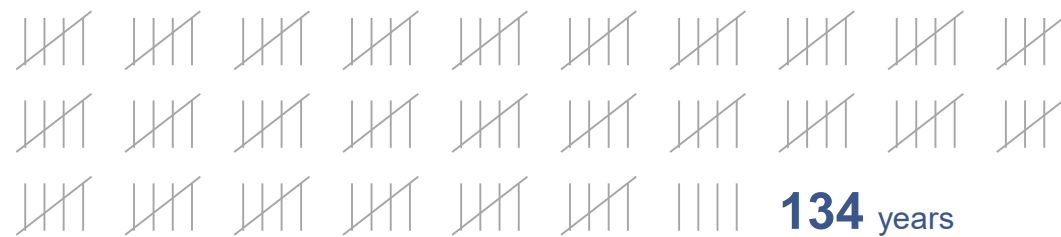


RESEARCH PARTICIPANTS

Internal Practitioners



Years of Cumulative Experience



Organizations Represented

- ▶ The Gap
- ▶ Intuit
- ▶ US Department of Health and Human Services
- ▶ Nordstrom
- ▶ Kaiser Permanente
- ▶ Fidelity
- ▶ Proctor & Gamble
- ▶ US Department of Labor
- ▶ National Health Service

Employees Represented

≈ 2, 261, 740

METHODOLOGICAL FRAMEWORK

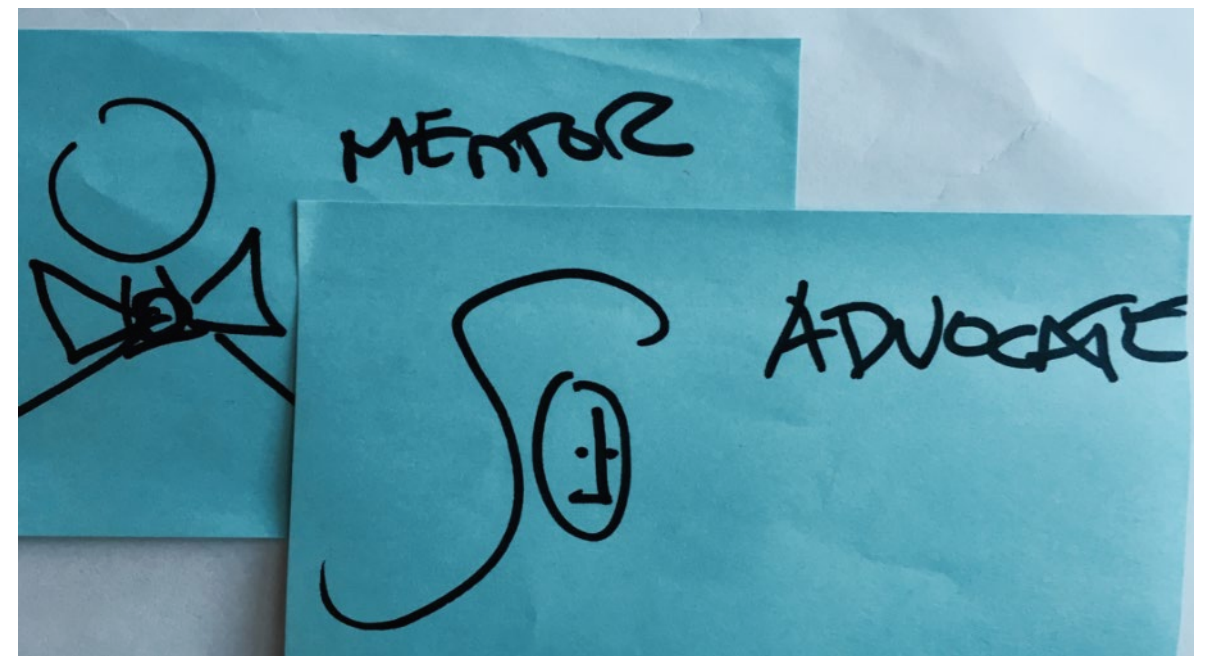


Epistemology	Pragmatist stance Schön 1983, Talisse 2002
Study Design	Deweyan approach Dewey 1938, Talisse 2002
Strategy	Grounded theory Glaser and Strauss 1967, Strauss 1987, Strauss and Corbin 1998
Methodological Fit	Qualitative Edmondson and McManus 2007
Time Horizon	Cross sectional & longitudinal Levin 2006, Pettigrew 1990
Data Collection	Field research interviews, design tools, and ethnography Edmonson and McManus 2007, Savin-Baden and Major 2013
Analytical Approach	Thematic coding & iterative user feedback Braun and Clarke 2006, Dewey 1938, Savin-Baden and Major 2013,

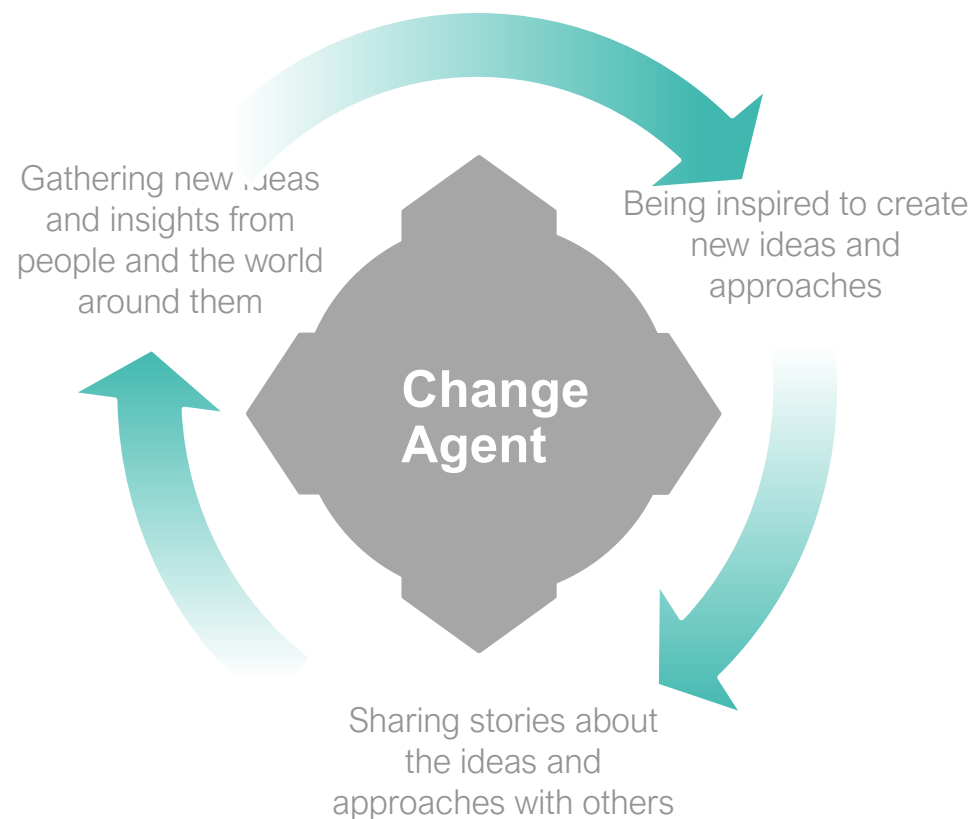
OBSERVATIONS

- ▶ Don't go it alone, have a partner and an advocate
- ▶ Approach building design thinking capabilities as a change in behavior – small steps, small wins
- ▶ Play and trust – create environments that draw people in and make them better, together

“ He allows me to work differently than the rest of the organization. I still have some of the same work as everyone else, but he gives me just enough freedom for me to grow my ability and my teams ability so we can show people what this can really do. ”



OBSERVATIONS

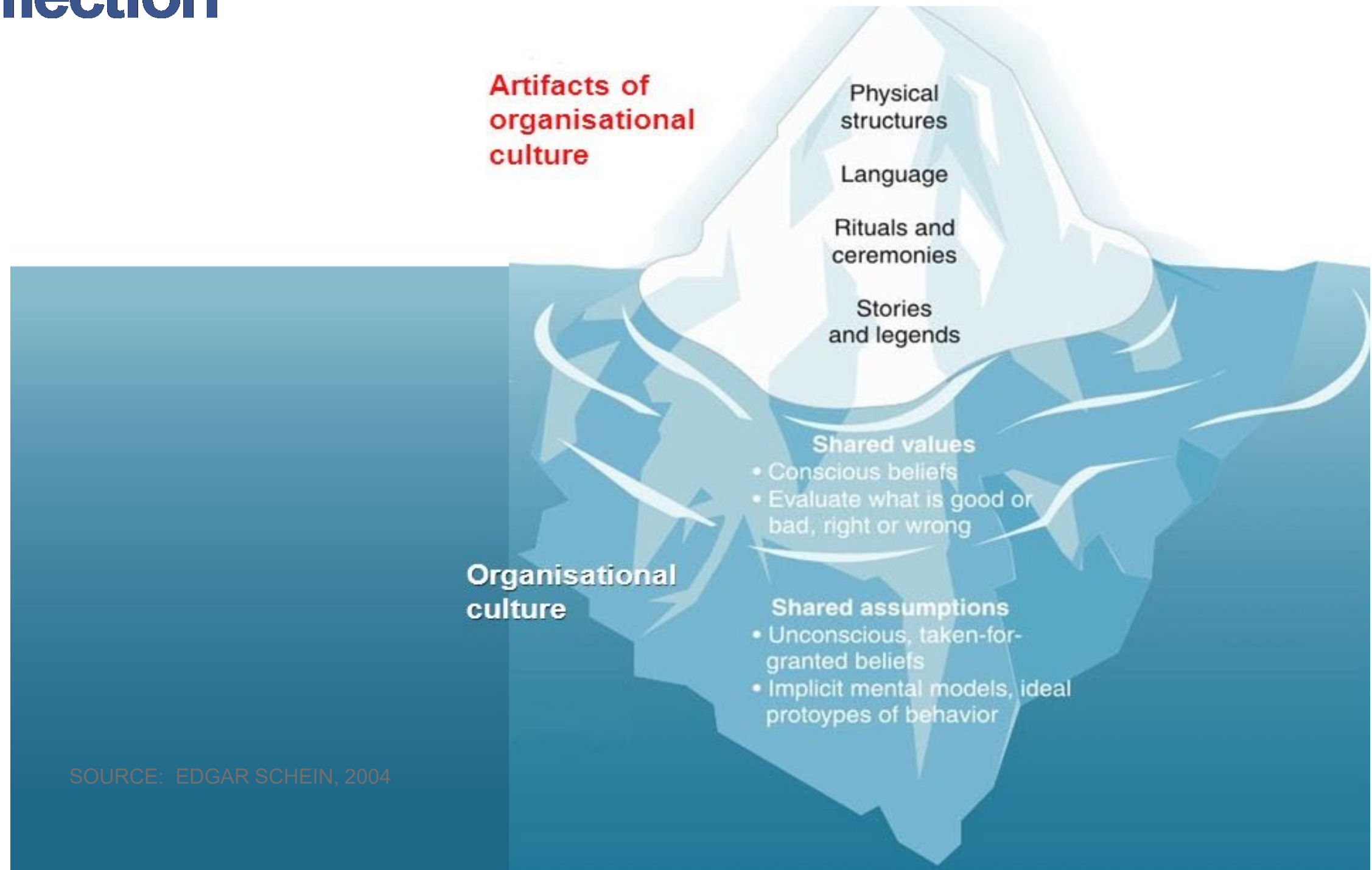


- ▶ Demonstrate a deep passion and interest for **people**
- ▶ **Freely share stories** verbally and physically
- ▶ **Scaffold** ideas and invite contribution
- ▶ Improvise and **mix methods** and approaches together to make it accessible and familiar

“ I was trying and trying to explain to the group what I was talking about with our service line.

I finally got up and literally acted out the experience with a colleague. They got it. After a little laughter mind you, but they got it! ”

Reflection



San Francisco, CA



Calgary, Canada



Seville, Spain



Amman, Jordan



Sydney, Australia



Costa Rica



MICROCLIMATE MODEL

Microclimate Model

Overarching combination of **advocate support and protection** along with **enabling conditions** and **change agent behaviours**. Together they create the ability for HCD to flourish in a group of people, despite it not being a predominant culture of the broader organization.

Conditions

ADVOCATE

Leverage support for time, resources, and protection to work differently than predominant organizational culture.

PARTNER

Have a partner for emotional support and to work together.

PLAY

Create a playful and trusting workplace for contributors.

CAPACITY BUILDING

Begin with small low risk projects, and build up as desired skills, mindsets and behaviors increase.

Behaviours

CONNECTING

Display deep curiosity and commitment to people.

IMPROVISING

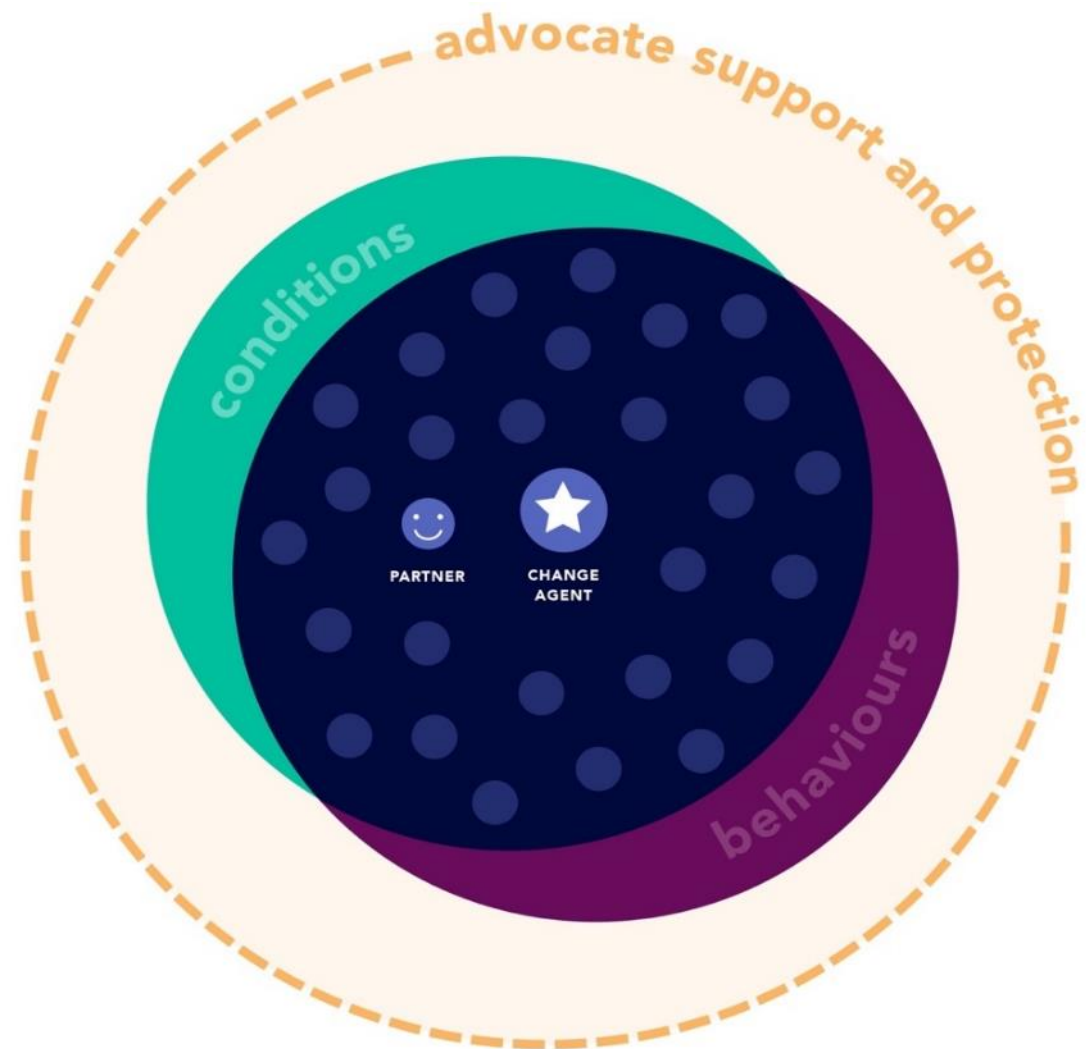
Mix together methods of design with methods for change, lean, and others when needed.

STORYTELLING

Share experiences and work verbally and visually.

SCAFFOLDING

Offer up ideas and examples to start and to refine the work.



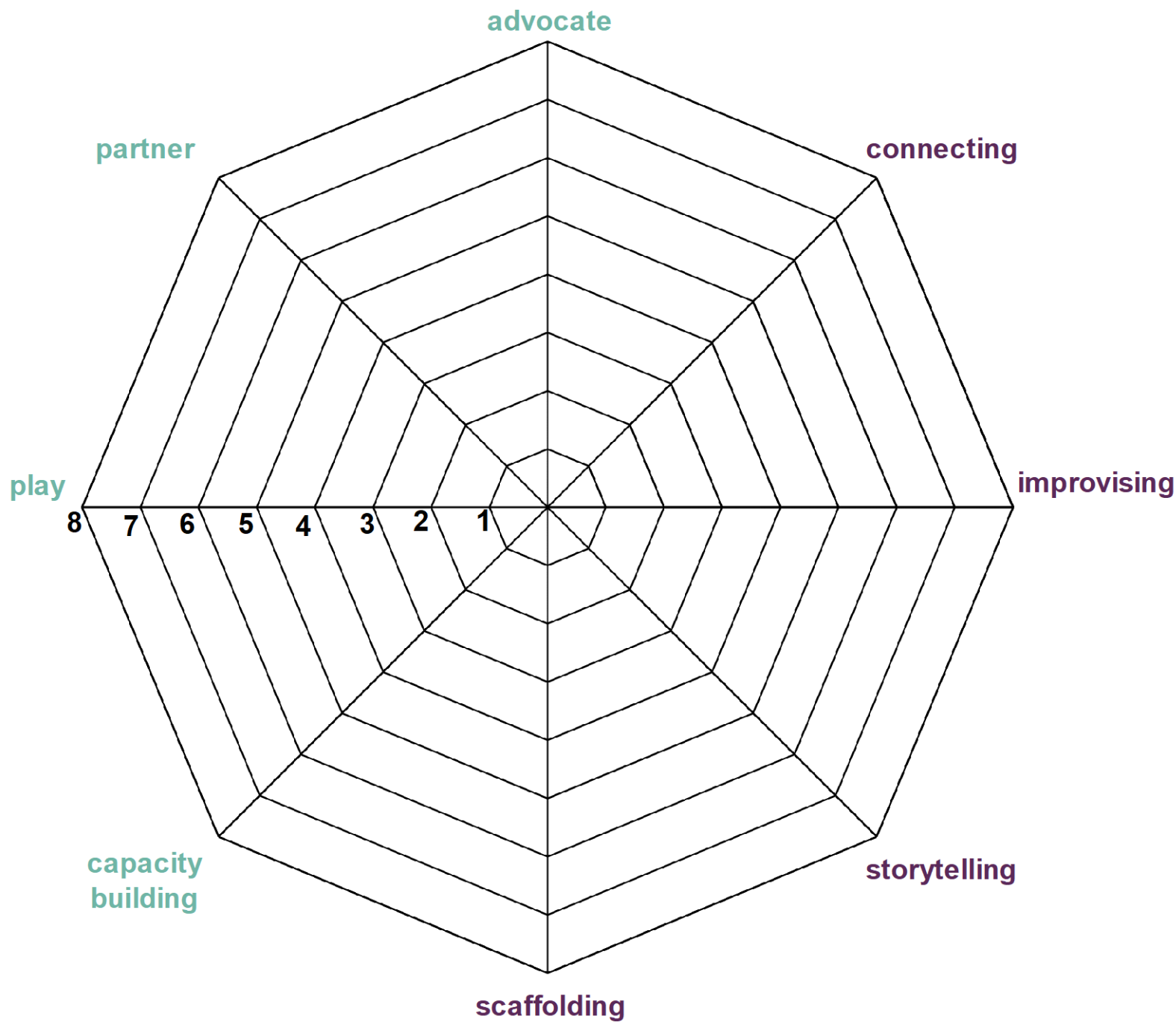
Zuber, Christi PhD Thesis; Zuber, C.D. and Moody, L., 2016. Learning from the best: unpacking the journey of organizational design thinking leaders. In *20th International Design Management Research Conference*.

MICROCLIMATE FOR INNOVATION

8 min to review
10 min to share

Self-Assessment Activity and Discussion

- Review the Microclimates for Innovation Model
- Plot where you or your team are on the spider chart for each component. 1=low and 8=high
- Discuss where, in your opinion, you and/or your team land in the diagram. What are the implications of this? Where would you like to be? What would you/your team could begin to do to get you to that point?



Microclimate Model

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Mix together methods of design with methods for change, lean, and others when needed.
- STORYTELLING**
Share experiences and work verbally and visually.
- SCAFFOLDING**
Offer up ideas and examples to start and to refine the work.

BREAK OUT DISCUSSIONS

Sponsors/Advocates and Team Change Agents

Christi Zuber, PhD, MHA, RN

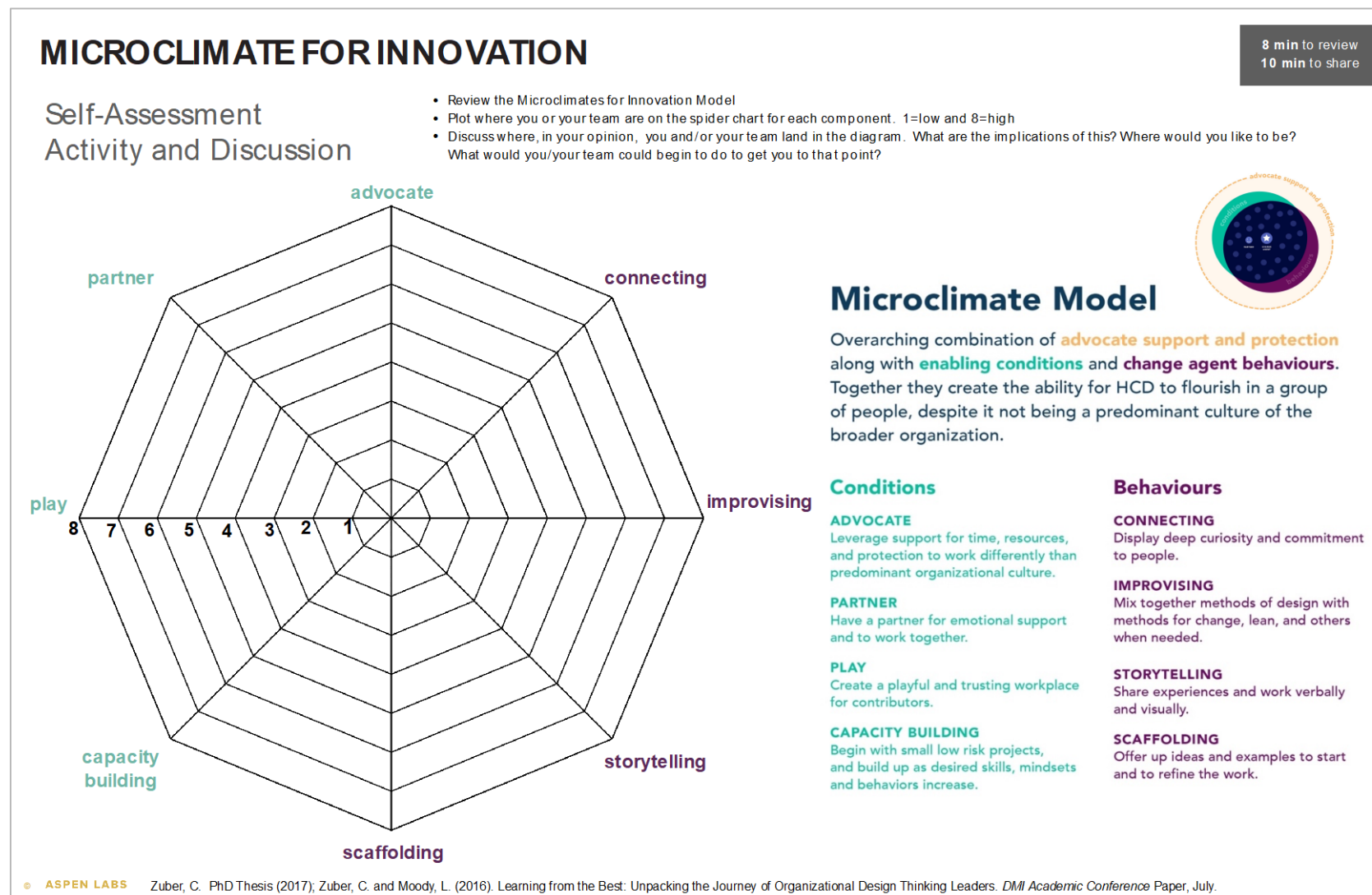
© 2019 Aspen Labs

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Microclimates for Innovation

On a scale from 1-8, make 2 ratings for each of these conditions and behaviors:

- Place a circle where your organization currently is
- * Star where you would like for it to be

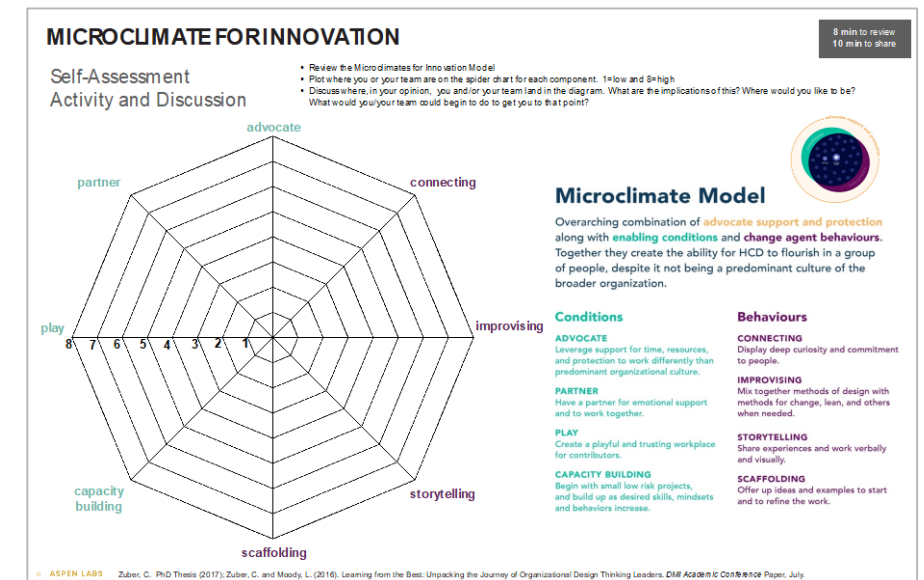


1= this is not at all, or very rarely, present
8 = what you do is a best practice and should be shared with others broadly

Note if your lens for this exercise is “the organization” vs a specific area/group within your organization

Microclimates for Innovation

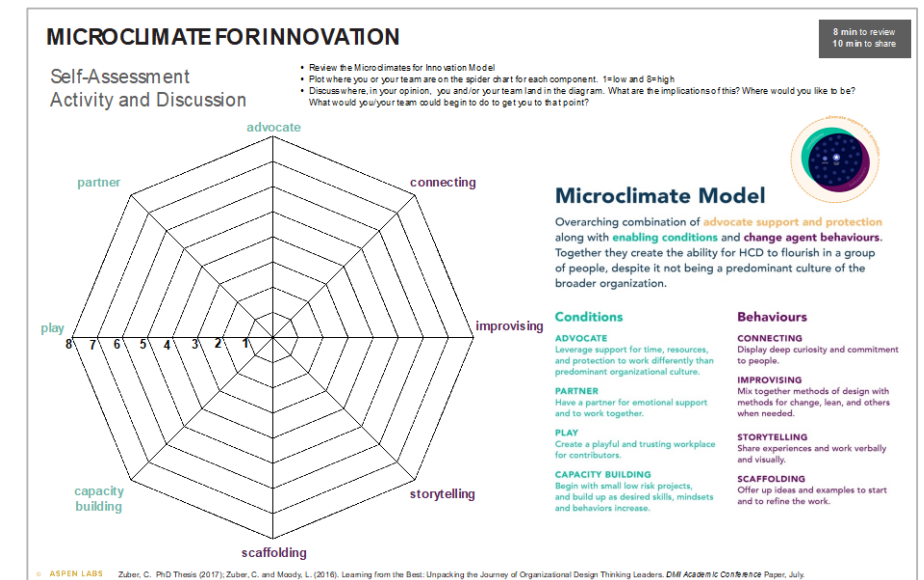
Debrief your response. Discuss each condition or behavior one at a time.



- Share your “lens” (org, dept, other group, etc) and pick one of the 8 areas to share as a starting point.
- “I rated this as a X for the current state and Y for the desired future state, and this is why...”
- Give each person a minute to share then have a full conversation about it compared to what others did – What’s different? What’s alike? Why is that?
- Move on to the next condition or behavior of your choice

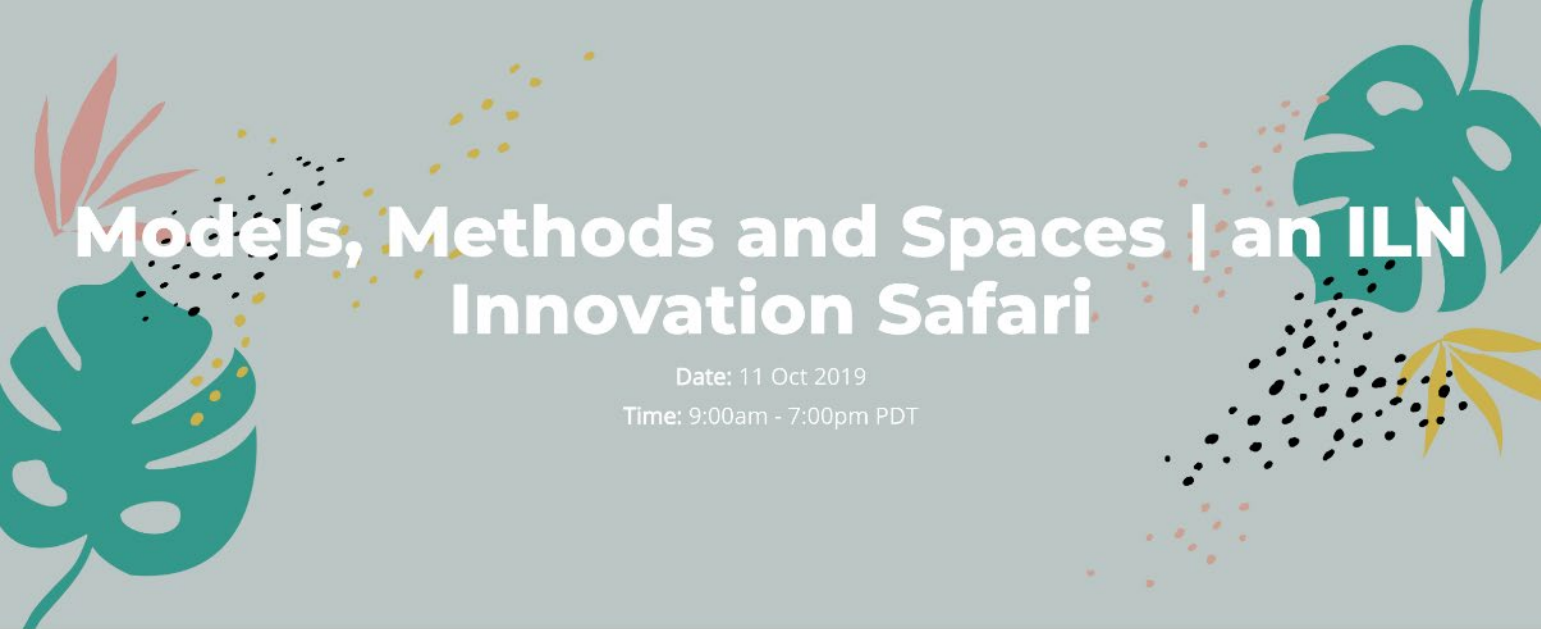
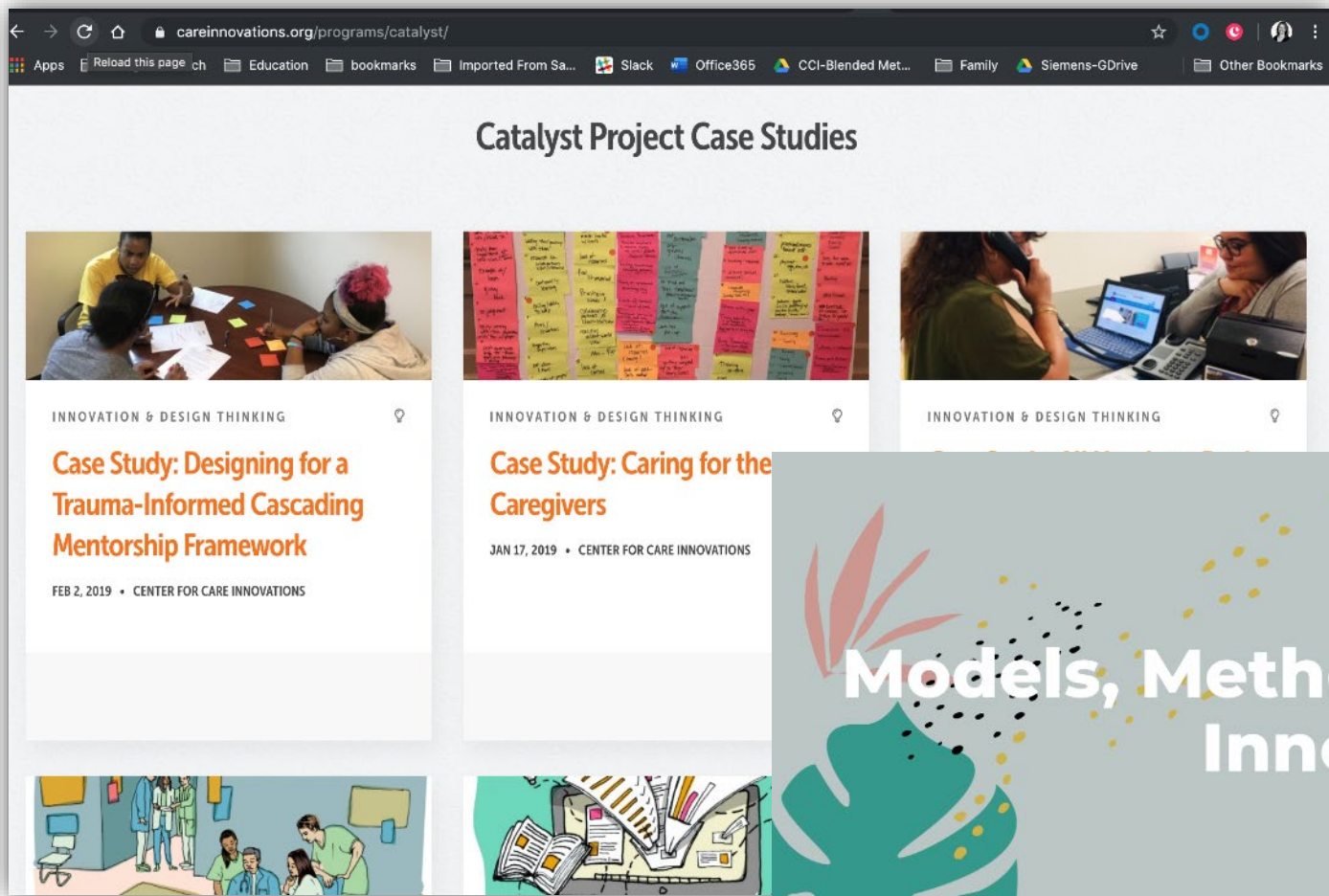
Microclimates for Innovation

Reflect on the bigger picture. Discuss thoughts and action steps:



- When you look at your current state and desired future state, what are your thoughts?
- What is your best strength or point of leverage to move forward?
- What puts you most at risk for not achieving your future state?
- How can the network here at CHIC help in your journey?
- What is an initial step to move you forward that you could do by next week?

Microclimates Enhancers



Microclimates for Innovation: need and engagement



“ My expertise is medicine. We’re part-timers when it comes to design and innovation. And what we want are things that make us REALLY good part-timers. ”

- Physician Leader -



“ I was about to leave it all. I’m in my 50’s and I was going to leave my current job (in technology) and go to school...I wanted to see if I could find meaning again. My friends thought I was crazy. ”

Then I found this type of work and I feel like I can make a difference again. I’m back in the game again and I’m happy for the first time... in a very long time.

- IT manager and project lead-

”



The nature of **change** is **changing**

- LET'S KEEP EVOLVING OUR APPROACHES TO CHANGE WITH IT



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Labs & Innovation Learning
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Some readings...

Nurs Admin Q
Vol. 00, No. 00, pp. 1-14
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Creativity and Innovation in Health Care Tapping Into Organizational Enablers Through Human-Centered Design

Christi Dining Zuber, MHA, RN; Louise Moody, PhD, BSc

There is an increasing drive in health care for creativity and innovation to tackle key health challenges, improve quality and access, and reduce harm and costs. Human-centered design (HCD) is a potential approach to achieving organizational innovation. However, research suggests the nursing workforce feels unsupported to take the risks needed for innovation, and leaders may not understand the conditions required to fully support them. The aim of this study was to identify enabling conditions that support frontline nurses in their attempts to behave as champions of innovation and change. An HCD workshop was undertaken with 125 nurses employed in clinical practice at Kaiser Permanente. The workshop included empathy mapping and semistructured questions that probed participant experiences with innovation and change. The data were analyzed to identify key enabling conditions. Seven enablers emerged: personal need for a solution; challenges that have meaningful purpose; clarity of goal and control of resources; active experimentation; experiences indicating progress; positive encouragement and confidence; and provision of psychological safety. These enablers were then translated into pragmatic guidelines for leaders on how the tools of HCD may be leveraged for innovation and change in health care. **Key words:** design tools, empathy, human-centered design, innovation and change, nursing leadership, prototyping

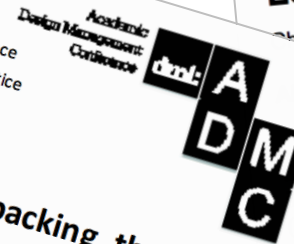
When we first think of creative organizations, design firms, advertising agencies, or tech start-ups typically come to mind. Building a creative workforce takes more than hiring a bunch of

Author Affiliations: Innovation Consultancy, Kaiser Permanente, Oakland California (Ms Zuber); Aspen Labs LLC (Ms Zuber); and School of Art and Design, Coventry University, Coventry, United Kingdom (Ms Zuber and Dr Moody).

No funding has been received by NIH, Wellcome Trust, HHMMI, or any other entity for this work. Appreciation goes to Coventry University for supporting this work with specific thanks to the United Nurses Association of California (UNAC) and the Union of

designers and bosting bappy bours. It requires a mind-set shift that begins with leadership. I've observed leadership styles across diverse industries: teams in financial services, working with frontline customer support; health care organizations, improving patient experiences; and tech companies, learning new ways to retain talent. These team leaders didn't come from "creative" backgrounds—they weren't innovation experts, designers, or writers; they were sales leaders, human resource specialists, and software engineers. And they led their organizations in ways that allowed every individual to participate creatively and arrive at better solutions even when the path was unclear.

20th DMI: Academic Design Management Conference
Inflection Point: Design Research Meets Design Practice
Boston, USA, 22-29 July 2016



Learning from the Best: Unpacking the Journey of Organizational Design Thinking Leaders

Christi DININGZUBER^a, Louise MOODY^b
^a Coventry University and Kaiser Permanente; ^b Coventry University

Organizationally empowered people who can successfully create teams of design thinkers to tackle long-term challenges, is a coveted situation in the design field. While research has primarily focused on the organizational level, little has focused on the individuals who have achieved this goal. Inspired by a personal journey as an internal practitioner, this study reveals experiences of individuals who have successfully set up design thinking practices within large organizations. Personal narratives were gathered using semi-structured interviews and personal journey maps. Multiple design thinking leaders from nine organizations ranging from healthcare to government to financial services reflect holistically on their own life story as well as their organizational experiences to leverage Design Thinking as an approach to innovation and creativity. These narratives were analyzed to surface seven common conditions and behaviors. These findings are discussed in more detail along with the fledgling theory of these behaviors and surrounding supporting context form a "microclimate" of a larger organization, concluding that these approaches help enable the culture design thinking approaches to occur. The study offers a set of design thinking approaches to inform and potentially elevate the practice of others seeking to replicate their success. **Keywords:** design competency; organizational change; design thinking; internal design leadership

Development of a Design Competence Model for Learners of Human-Centered Design

Christi Zuber, PhDc, RN Aspen Labs LLC and Coventry University

Competence and attempting to perform it within an organization not only takes heavily influenced by the real-world context of day-to-day work culture and expectations. The little-understood world of learning Human-Centered Design in an organization is studied over one year in inside of a group of healthcare through a training and mentoring program called the "Innovation Catalyst

Insights and personal narratives are gathered by studying learners and their coaches in observations and conversations. A dynamic story unfolds as those who are learning approaches for organizational innovation are coached by those with many years of experience on the topic. These same participants provide feedback on the frameworks created.

The result of this Longitudinal Grounded Theory field study is a new actionable model for understanding experiences and approaches to learning HCD within the context of an organization, a novel approach to assessing development, and ultimately, a way to empower individuals with the mindsets and skillsets of HCD for real-world challenges.

Keywords: human-centered design, capability development, innovation, design thinking, healthcare, Design Competence

Literature Review

Research has focused on how design thinking, or Human-Centered Design, can build innovation capability in an organization (Carlgren, 2014), but little has focused on the capabilities and experiences from an individual learner's perspective within an organizational setting (Seidel and Fixson, 2014). Studies of students have explored how novice multidisciplinary teams learn and successfully practice HCD in an academic setting (Seidel and

Lunch

Team Sponsors & Team Discuss Microclimate Reflections

- How did you score you current vs future states?
- Where do you see differences?
- What does that mean or what are the implications of that?
- What ideas do you have to do to get to a shared future state?

Program Reflections & Evaluations

Thank you
for the gift
of feedback.



2019 Catalyst Program
Showcase & Program Evaluation

**5
mins**

Day 2: Showcase Evaluation

1. My overall experience with the Showcase today was:
☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor
2. The Showcase was a valuable use of my time:
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
3. What did you take away from today's Showcase?
4. The feedback that my team received during the Showcase was valuable:
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
5. What could have been done differently to help you better prepare for the Showcase?
6. Other thoughts?



We'd love to hear your thoughts on Catalyst...

Likes... (or loves!)

Wishes...

Wonders....

Troika Consulting

Form trios (1 min)

First 'client':

- Describe what you want help on (1 min)
- Consultants ask clarifying questions (1 min)
- Client *turns back* on consultants and listens as they *talk to each other* about suggestions, ideas or ways to reframe the challenge (3 mins)
- Client faces consultants and thanks them or follows-up on key items (1 min)

Repeat with each person getting a consultation (typically 6-7 mins per round)

Troika Consulting

Think about the work you have done throughout the catalyst program. What is something you would like some advice about as you think about continuing to build innovation into your organization?

Troika Consulting

**This will be a chance to tap
into the imaginations of
your neighbors, so be bold!**

Ask for the moon.

Troika Consulting

First 'client':

- Describe what you want help on (1 min)
- Consultants ask clarifying questions (1 min)
- Client *turns back* on consultants and listens as they *talk to each other* about suggestions or ideas (3 mins)
- Client faces consultants and thanks them or follows-up on key items (1 min)

Funding + Training + Assistance supported by Learning Network

Peer Learning & Sharing & Evaluation

HCD
training

\$ for time +
pilots +
support

Strengthen
Innovation
Culture

Catalyst Training

**Core Team
is trained
in HCD**

- 1. Support is not over. We will be identifying ways to keep supporting & sharing tools**
- 2. CCI Academy – learning & discussion forum**
- 3. Web portal tools for HCD**

Funding Support for core team & pilots



Grants & support

1. Opportunity to apply for funds for specific technology pilots (up to \$75K) – released 2/21
2. SOLVE Health to provide metric support
3. Prime Health workshop
4. Webinars & tech company exposure

Strengthen Innovation Community

**Conferences
& site visits to
strengthen
network**

1. Meeting with RAE's (March 9)
2. Partner with Innovation Learning Network (June 16-18)
3. Partner with Prime Health Summit in July
4. Consider site visits

Your Forever Resource Guide



Population Management
Innovation & Design Thinking

Technology Solutions
Community-Centered Care

ABOUTGET INVOLVEDDONATE

Q

The Resource Center

COLORADO HEALTH INNOVATION COMMUNITY PORTAL

Colorado Catalyst Resources

www.careinnovations.org/colorado/catalyst

Phase 2: Generate + Test Ideas

Prioritize Opportunities, Generate Ideas, Make them Better with Feedback

Choose a Topic to See Resources

Post-Workshop Action Items

This section includes an overview of team assignments before Catalyst Workshop #3.

4 RESOURCES FOR "POST-WORKSHOP ACTION ITEMS"

POST-WORKSHOP ASSIGNMENTS

Generate & prototype ideas with your stakeholders

Figure out which ideas you want to prototype. Build and test your prototypes. Seek input from your colleagues and end-users. Continue to document your process with quotes, photos, video clips. Bonus: Record people trying out your prototype!

POST-WORKSHOP ASSIGNMENTS

Draft your 7-part presentation (5-7 min) in 16:9 format

Curate photos, videos and quotes from your research to put in your final presentation. Draft your project learnings and recommendations and next steps for your organization's leadership. Send your draft presentation by January 28 to your coach for feedback.

Thank you

