Good Morning!

Please sit at your assigned table.
Inaugural CHIC Catalyst Showcase
February 12, 2020
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

ROSE
COMMUNITY FOUNDATION

Community First Foundation

Powering Community Together
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: 295
- Organizations, 15 multi-cohort: 82
- U.S. states: 5
- Alumni coaches: 21
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

Tricia Bonman
Program Officer

Noah Atencio
Vice President of Community Impact

Rachel Dixon
President & Executive Director

Kristi Keolakai
Director, The Colorado Health Access Fund
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
GAP IN LITERATURE


HOWEVER...

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

Male: 15
Female: 134

Years of Cumulative Experience

134 years

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

<table>
<thead>
<tr>
<th>Epistemology</th>
<th>Pragmatist stance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Schön 1983, Talisse 2002</td>
</tr>
<tr>
<td>Study Design</td>
<td>Deweyan approach</td>
</tr>
<tr>
<td></td>
<td>Dewey 1938, Talisse 2002</td>
</tr>
<tr>
<td>Strategy</td>
<td>Grounded theory</td>
</tr>
<tr>
<td>Methodological Fit</td>
<td>Qualitative</td>
</tr>
<tr>
<td></td>
<td>Edmondson and McManus 2007</td>
</tr>
<tr>
<td>Time Horizon</td>
<td>Cross sectional &amp; longitudinal</td>
</tr>
<tr>
<td></td>
<td>Levin 2006, Pettigrew 1990</td>
</tr>
<tr>
<td>Data Collection</td>
<td>Field research interviews, design tools, and ethnography</td>
</tr>
<tr>
<td></td>
<td>Edmonson and McManus 2007, Savin-Baden and Major 2013</td>
</tr>
<tr>
<td>Analytical Approach</td>
<td>Thematic coding &amp; iterative user feedback</td>
</tr>
<tr>
<td></td>
<td>Braun and Clarke 2006, Dewey 1938, Savin-Baden and Major 2013</td>
</tr>
</tbody>
</table>
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

Artifacts of organisational culture

Physical structures
Language
Rituals and ceremonies
Stories and legends

Organisational culture

Shared values
- Conscious beliefs
- Evaluate what is good or bad, right or wrong

Shared assumptions
- Unconscious, taken-for-granted beliefs
- Implicit mental models, ideal prototypes of behavior

SOURCE: EDGAR SCHEIN, 2004
**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.

MICROCLIMATE FOR INNOVATION

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/or your team could begin to do to get you to that point?

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.

---

© Christi Zuber 2019 // Aspen Labs

BREAK OUT DISCUSSIONS

Sponsors/Advocates and Team Change Agents

Christi Zuber, PhD, MHA, RN
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

Christi Zuber PhD, RN
Managing Director, Aspen Labs & Innovation Learning Network
Faculty, Northwestern University

@czuber
christi@aspenlabsnetwork.com
www.aspenlabsnetwork.com
Some readings…

Creativity and Innovation in Health Care
Tapping into Organizational Enablers Through Human-Centered Design

Christi Dingus Zuber, RN, MS, Louise Money, PhD, BSc

There is increasing drive to health care organizations to enable key health challenges by improving quality and access, and include human aspects. Human-centered design (HCD) has been recognized as a powerful approach to addressing organizational information and decision-making, and how it may not only improve efficiency but also enhance the experience of the organization. This session will provide insight into how implementing HCD can help support these. The aim of this panel presentation is to help organizations implement HCD in their strategies and to deliver on the promise of improved patient outcomes, patient-centered care, and enhanced organizational performance. The workshop will include hands-on exercises and case studies to help attendees learn and practice HCD. Attendees will leave with a clear understanding of HCD and its potential to impact their organization.

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

Ray Chao, PhD, Co-Founder and CEO, Center for Creative Leadership

The success of any change initiative in an organization is heavily dependent on the leadership team. This session will focus on unpacking the journey of some of the most innovative and successful organizations in the healthcare sector. We will explore how they have built their organizational design thinking capabilities and what lessons can be learned from their experiences. The session will include case studies and interactive discussions, providing attendees with practical insights and strategies for implementing design thinking in their own organizations.

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

Christi Zuber, PhD, RN Aspeo Labs LLC and Coventry University

In this session, we will explore the development of a design competence model tailored specifically for learners of Human-Centered Design (HCD). The model is designed to help learners understand the key competencies required for effective HCD, and how these competencies can be developed through learning experiences. We will discuss the research methodology used to develop the model, and share examples of learning activities that can help learners build their design competence.
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.

---

<table>
<thead>
<tr>
<th>Day 2: Showcase Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My overall experience with the Showcase today was:</td>
</tr>
<tr>
<td>□ Excellent   □ Very Good   □ Good   □ Fair   □ Poor</td>
</tr>
<tr>
<td>2. The Showcase was a valuable use of my time:</td>
</tr>
<tr>
<td>□ Strongly Agree   □ Agree   □ Neutral   □ Disagree   □ Strongly Disagree</td>
</tr>
<tr>
<td>3. What did you take away from today’s Showcase?</td>
</tr>
<tr>
<td>4. The feedback that my team received during the Showcase was valuable:</td>
</tr>
<tr>
<td>□ Strongly Agree   □ Agree   □ Neutral   □ Disagree   □ Strongly Disagree</td>
</tr>
<tr>
<td>5. What could have been done differently to help you better prepare for the Showcase?</td>
</tr>
<tr>
<td>6. Other thoughts?</td>
</tr>
</tbody>
</table>
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)
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?
This will be a chance to tap into the imaginations of your neighbors, so be bold!

Ask for the moon.
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

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
Phase 2: Generate + Test Ideas
Prioritize Opportunities, Generate Ideas, Make them Better with Feedback

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 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
Create 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 25 to your coach for feedback.
Thank you