



Innovation Lab: Whole Health

September 2017

iLab KEY DATES 2017-2018:

APPLICATION PROCESS

Informational Webinar
September 18, 2017 12-1pm PST
Register [here](#)

Application Deadline
October 26, 2017 5pm PST
Submit application [here](#)

Follow-Up Calls (if needed)
November 30 – December 1, 2017

Cohort Announced
December 15, 2017

PROGRAMMING

Welcome & Overview (Virtual)
December 18, 2017, 2-3pm PT

Leadership Briefing (Virtual)
January 10, 2018 12-1pm PT

Cohort Get Together (San
Francisco Bay Area)
January 18, 2018 full day

See future program dates on page 5.

CONTACT

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Innovation Lab: Whole Health

A Learning Lab to Test Your Boldest Ideas

What is the Innovation Lab (iLab)?

CCI's Innovation Lab (iLab) provides a testing ground and seed funding for organizations in, or partnering with, the safety net health care system to **bring to life a promising and bold idea that delivers care in new ways to promote the health and wellbeing of vulnerable populations in California.**

While in iLab, project teams refine their idea, quickly and iteratively obtain feedback from stakeholders, and test their idea in the field. Equally important to supporting “winning” ideas in iLab is learning from and sharing the ones that don't meet expectations. By the end of the program, your team will have measured your idea's impact to determine whether it is operationally feasible and sustainable in the safety net.

Four to six projects will be accepted for iLab, each receiving grants of up to \$50,000, as well as technical support. In addition, iLab participants learn how to validate their ideas and effectively communicate what they learn along the way. CCI will disseminate resources about iLab activities to the field, spreading proven ideas through our events, communications, and future programming.

Interested organizations must submit all requested application materials via [this form](#) by 5 pm PST on October 26, 2017. For eligibility information, see page 2. For a general program overview, please visit [our website](#).

iLab 2017: Whole Health

Each year in our innovation programming, we choose a theme. **This year in iLab, we are looking for bold ideas with the potential to address an [upstream barrier](#) to health.**

Your upstream idea might take on a specific challenge related to economic stability, the physical environment (i.e. housing, community spaces, air quality, transport), education opportunities, food security, safety, or social support.

There are many unsolved social determinants of health (SDOH) issues, and we provide you with resources to make your idea a reality.

We want you to bring the best ideas from the health care safety net and partner organizations — whether they are local businesses, public institutions, social enterprises, managed care plans, or nonprofits doing inspiring work. Your organization may be a lead, contributor, advocate, or advisor on a local or regional project to build an essential community resource, strengthen an existing asset, or enhance the community environment. How are you trying to tackle this upstream challenge in a different way? Here are some [inspiring examples](#) from the field.

Your idea may involve activities outside of the clinic walls, or even outside the health care system. It could be borne from insights about what patients, caregivers, frontline staff, or community members really care about, or through an understanding of the systemic unintended consequences of a local regulation or policy. We also want you to come in with qualitative and quantitative insights about your stakeholder needs and wants, as well as context that supports your idea's potential to add value to people's lives. We want to understand how your idea could really tackle barriers to health in your community.

iLab is not:

- Seeking to fund practices already prevalent in the safety net. Such examples include community health education, behavior change initiatives, and community health worker programs. Other projects that would not align with iLab include clinic-underwritten initiatives where a single health center bears the financial or operational project load, or where the effort benefits only a subset of patients. Some illustrative examples are a transitional housing service solely operated by a clinic, or a transportation service only covered for patients in a single health plan.
- A capability building or training-focused program. Teams interested in honing skills in human-centered design and innovation should consider our [Innovation Catalyst](#) program.
- A place to adopt or scale proven ideas and best practices. Teams interested in resources to spread a best practice should look at our [Spreading Solutions](#) program.

Who is Eligible to Apply?

iLab: Whole Health is open to safety net health care organizations and their public, private, and nonprofit sector partners. We expect teams to share and manage grant resources with their partners when it makes sense.

- **A safety net health care organization in California must either be a primary grantee or sub-grantee on the project proposal.** Qualifying “safety net health care” organizations include clinic corporations, ambulatory care clinics at public hospitals, other California-based nonprofit health centers providing comprehensive primary cares, and regional clinic consortia.
- All primary grantees must be nonprofit and tax-exempt organizations under 501(c)(3) of the Internal Revenue Service Code (IRC) or a governmental, tribal, or public entity.
- “For-profit” social enterprises, private companies, and managed care plans may be listed as a sub-contractor on the project proposal.
- Partner organizations who are not sharing funding may still participate in iLab as part of a project team.

What Resources Do Project Teams Receive?

By taking part in iLab, project partners receive seed funding to test your idea. You will also receive guidance on how to: (1) refine your idea to make it more focused, (2) prototype the idea to make it tangible, (3) experiment in the actual environment with community stakeholders, and (4) evaluate the idea to establish value and whether it should be fully implemented.

iLab project teams have access to an array of resources:

- **Seed Funding:** Up to \$50,000 in grant funding distributed across project partner organizations, as requested in the grant application.

- **Coaching:** Access to virtual coaching support from an evaluation or human-centered design practitioner for up to 2 hours per month.
- **Consulting:** On a case by case basis, access to hands-on subject matter expertise and services, such as graphic design, business strategy, or legal counsel.
- **Learning Community:** Participation in an ongoing peer learning community, where teams solicit input, discuss ideas, and learn from others' experiences.

What is Expected of iLab Project Teams?

Below is the timeline for iLab. While teams do enter the program with a formed idea, there will be time to continue to refine and flesh out your team's idea with support from human-centered design practitioners before you develop measurement and small-scale implementation plans. Once you put all those pieces together, you will test your idea, generating qualitative insights and quantitative data to assess its impact.

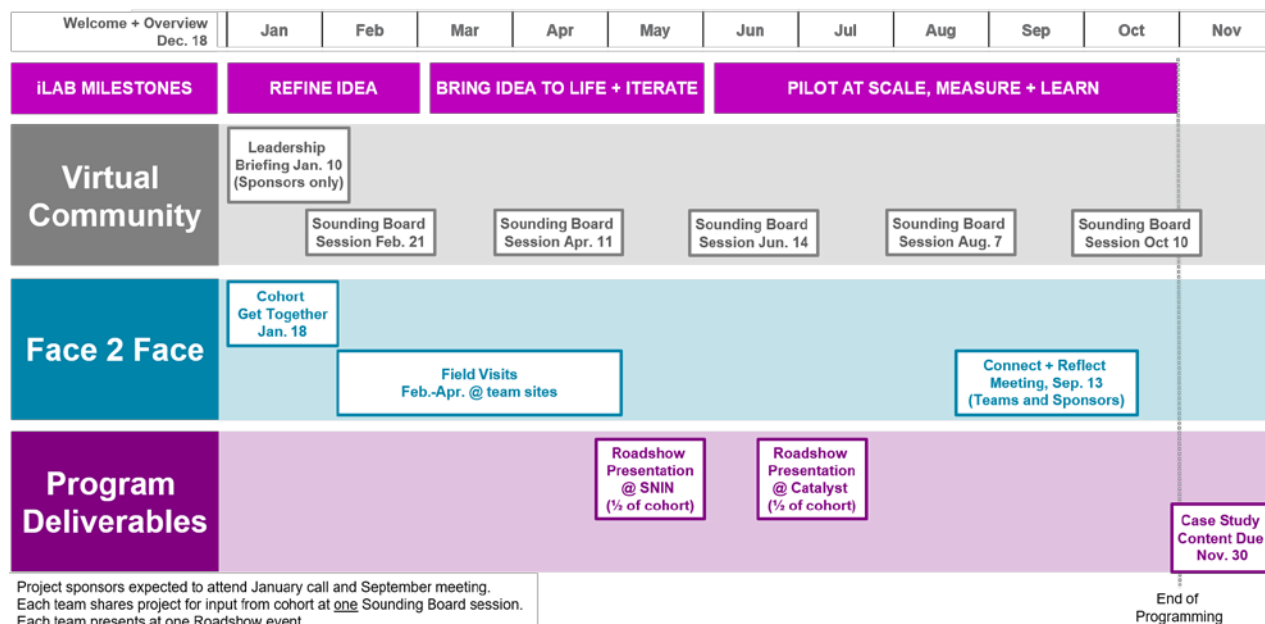
As outlined in the program timeline, all project teams are expected to:

- Participate in virtual kick-off meeting (December 18, 2017, 2-3 pm)
- Participate in an iLab convening (January 18, 2018 in the San Francisco Bay Area)
- Take part in a field visit to your project site with CCI + design coaches
- Present your work at one CCI "Roadshow" event (May-June 2018 in the Bay Area – interim deliverable)
- Participate in an end-of-program "Connect + Reflect" meeting with team sponsors (September 13, 2018)
- Share and seek feedback from your peer teams at one virtual "Sounding Board" session
- Develop content for a case study to be featured on CCI's website (by November 30, 2018 - final deliverable)

Organizational leadership at the table:

We find that the ideas that are most successful have the support of organizational leadership. For this reason, we expect team sponsors to take part in a Leadership Briefing on January 10, 2018 and participate in the "Connect + Reflect" session on September 13, 2018 (tentative date).

iLAB 2018 Timeline



What Makes a Strong Application?

Several qualities go into a strong application to iLab:

- **Bold**: You should be able to demonstrate how the idea is different from others' approaches tackling the issue. The idea does not have to be "big" or resource intensive, but there may be an element of risk or uncertainty regarding the idea's likelihood to work.
- **Broadly Relevant**: The idea should be broadly applicable outside of the site where the idea is being tested. We are interested in ideas that others in the safety net could adapt in their own communities and are not tied to difficult-to-replicate resources or very specific people.
- **Researched**: You should already have a proof of concept for your idea, not a hunch yet to be tested or socialized. You may have collected information about stakeholder preferences or unmet demand for a community resource. Your project may have already launched, but should not yet be implemented or ready for widespread adoption.
- **Authentic Commitment to Working Differently**: Your project team should demonstrate an interest in solving problems in a way that is collaborative, humble, inclusive, iterative, and visual.

Applicants should be prepared to work with stakeholders across internal silos and positional hierarchy, and with external players and end-users with contextual expertise. Multi-stakeholder teams submitting applications should demonstrate that their partnership relationships predate this 2017-2018 program announcement.

Teams must also be open to sharing unfinished work with others in visual and storytelling formats. For example, teams will document and present their work through photos, recording videos, and other narrative forms.

- **Reserved Resourcing**: Project team members have leadership's support and already have some time protected to work on this effort.

Apply to iLab: Whole Health

How Does My Team Apply?

Step 1 | Attend an informational webinar (optional)

Interested applicants are encouraged to participate in a webinar on **September 18, 2017, 12-1 pm PST**.

Please [register here](#) in advance to receive dial-in and conference information.

Step 2 | Apply online

Project teams must submit all requested materials via [this online form](#) by 5 pm PST on Oct. 26, 2017.

Applications must include:

- Tax letter demonstrating current nonprofit 501(c)(3) status of grantee organization(s)
- Responses to the application prompts below
- Proposed budget using [this template](#)

Step 3 | Hold these dates on your calendar

PROGRAM DATES	2017
Informational Webinar (virtual) - Register here	Sep. 18, 12-1pm
Application Deadline	Oct. 26, 5pm
Cohort Announced	December 15
	2018
Welcome + Overview (virtual)	Dec. 18, 2-3 pm
Leadership Briefing (virtual)	Jan. 10, 12-1pm for sponsors only
iLab Get Together (San Francisco Bay Area)	Jan. 18, full day
Field Visits	Feb.-Apr.
Sounding Board Series (virtual)	Feb. 21, 2-3pm Apr. 11, 2-3pm Jun. 14, 2-3pm Aug. 7, 1-2pm Oct. 10, 1-2pm
CCI iLab Roadshow (San Francisco Bay Area)	Teams participate in only one: -Safety Net Innovation Network Meeting, early May -Innovation Catalyst Showcase, late June/early July
Connect + Reflect Meeting (location TBD)	Sept 13, full day for teams and sponsors
End of Programming + Resources	Oct. 31

Application Prompts

Through the [online form](#), project teams submit responses to the following prompts, in three pages or less, using minimum 11-point font. Illustrative attachments are permitted outside of the three-page limit.

1. Tell us about the specific problem you are addressing with your idea. A topic like “alleviating food insecurity” is too general; “creating a fun way for students to buy affordable, healthy food after school” is better. We’d appreciate hearing what it feels like for people who are affected by the issue, not just statistics about food insecurity in your area. We welcome creativity in how you articulate this challenge. You could share a personal story from a stakeholder, a framework developed by your team, infographic, etc.
2. How have you or your partners already worked on or attempted to address this problem?
3. What is the specific idea you want to work on in iLab?
 - How does it work?
 - Where do interactions, activities, or events take place?
 - Who is involved and what roles do they play?
 - How does the idea connect to or build on other efforts in your community?
4. What makes this idea bolder or different from what you have tried or seen in your community?
5. What are your measures of success for this project – six months from now, a year from now, five years from now?
6. What are you hoping to learn about your project in iLab?
 - What do you need to test to know whether your idea works? How will you know if it’s likely to continue to work?
 - How do you plan to gather the necessary data?
 - What questions should you answer for your organization and/or community to have the evidence they need to further implement and sustain it?
7. Who are the partners involved in the project? Is the team already established, and if so, since when and for what purpose?

We will obtain contact and role details about each team member through the electronic form, so you do not need to repeat that information here. Every team must have a project lead, a project sponsor, and at least two other project team members. The project lead is responsible for overall project management and coordination, and communicating with CCI. The sponsor is an organizational leader with the authority to protect staff time for iLab participation and is expected to attend the leadership briefing and the Connect + Reflect meeting listed on page 5.

8. How is the project effort aligned with broader organizational strategy? Are you using funding from other sources to support project activities and personnel?
9. Budget Template + Narrative: Please briefly describe how you plan to allocate grant resources.

You will submit a budget using the provided template. There are directions in the template for applications where project funds would be distributed across two or more grantee organizations. Grantees with sub-grantees/contractors should include a line item for what the expected or negotiated payment will be. When applicable, teams will outline in the template where additional (non-CCI) financial resources are coming from to fund project activities.



Blue Shield of California Foundation is an Independent Licensee of the Blue Shield Association

A joint effort:

Center for Care Innovations (CCI) partners with health care safety net providers to help them transform care for underserved populations. CCI is a vital source of ideas, best practices, and funding to support the adoption and spread of innovations to improve health, reduce costs, and improve the patient experience of care. By bringing people and resources together, we accelerate innovations for healthy people and healthy communities. www.careinnovations.org

Blue Shield of California Foundation (BSCF) is committed to making health care effective, safe and accessible for all Californians, particularly underserved people, and to ending domestic violence. BSCF believes safety and access to health care are fundamental rights of everyone and that ensuring Californian's health and safety requires the involvement of individuals, employers and government agencies. www.blueshieldcafoundation.org