Volunteers and Innovation
An Oxymoron?

2013 California Hospital Volunteer Leadership Conference
Oxymoron: *(from Greek – “oxus – sharp; moros - dull”)*

Combination of two words, usually an Adjective - noun

Examples:

Dark Light
Living Dead
Volunteers and Innovation

Active Fossils
Volunteers and Innovation

Energetic Apathy
Volunteers and Innovation

“Know-how” “No-how”
Volunteers and Innovation

“All Dressed Up” “No Desire to Go”
Volunteers and Innovation

“First Job” “First Job”
Volunteers and Innovation – Are they an Oxymoron?
The three I’s
INVENTION

Invention

The creation of a novel idea or method

Example:

Invention of the automobile
Improvement

Taking the existing idea or method and doing the same thing better

*Example:*

*Creation of more reliable parts for the automobile*
Innovation

Taking the novel idea or method and creating a new or better use for it that adds value

Example:

*Creation of an assembly line to help the new invention be more reliable and produced faster*
We don’t always have to do all Three
Innovation methods using Design Thinking
Kaiser Permanente’s
Innovation on the Front Lines

Simply stepping back to observe how you work can yield game-changing insights.
by Lew McCready

McCready drives up for an early morning meeting, having just reviewed a list of appointments that will need his attention. The Kaiser Permanente’s Bay Area region is the largest in the world with more than 550,000 members. The region is one of the most innovative and successful in the world, with a focus on providing high-quality care to all members.

McCready’s role is not only to oversee the operations of the region but also to identify opportunities for improvement. He often spends his mornings focused on understanding how different departments work and how they can be more efficient.

One of the key strategies used by McCready is the concept of “sitting in” for a day. This involves spending a full day in a department to observe how work is being done and how processes can be improved.

When McCready first began doing this, he noticed that people were often spending too much time on tasks that could be automated. By observing closely, he was able to identify these areas and recommend changes that would save time and improve efficiency.

For example, he found that some departments were spending too much time on paperwork. By simplifying the processes and automating some of the tasks, he was able to reduce the time spent on paperwork by 50%.

McCready also uses this approach to identify areas where new technologies could be used to improve care. By spending time in departments and observing how work is being done, he is able to identify opportunities for innovation and improvement.

Innovation is a key focus at Kaiser Permanente, and McCready is proud to be a part of an organization that is always looking for ways to improve care and provide the best possible experience for members.

As the morning meeting comes to a close, McCready walks back to his office, ready to tackle the challenges of the day. With a focus on innovation and improvement, Kaiser Permanente continues to lead the way in healthcare.

Innovation Consultancy
Kaiser Permanente
September 2016
Our Human-Centered Approach

“[The Innovation Consultancy], by democratizing the methods of innovation, are democratizing health care, giving patients and caregivers a louder voice in designing for the future.”

Harvard Business Review
Kaiser Permanente’s Innovation on the Front Lines-by Lew McCreary
“Insanity: doing the same thing over & over again and expecting different results.”

- Albert Einstein
Natural thinking as mental valleys

Sources: “Thinking Differently” – National Health Service, Institute for Innovation and Improvement
“Creativity, Innovation and Quality by Paul Plsek
“Mental Valleys Model for Thinking is from Edward de Bono
Laughter

Photo by Ernst Moeksis via Flickr
KP’s Innovation Process
Business, User, or Technology can inspire innovation. We start with the U - our users.

*Model from Intel-GE Care Innovations*
Innovation Process: Art & Science

Evidenced-based human centered design thinking
better joy
What you will be exposed to today:

**Inspire**
- Understand Environment
- Frame Opportunities

**Ideate**
- Imagine Possibilities
- Prototype Ideas

**Impact**
- Pilot Solutions
- Operationalize to Spread

Activities:
- Draw your experience
- Interview
- Fly on the wall
- Downloading
- Expert Clustering
- Writing “How Might We” Questions
- Brainstorming
- Storyboarding
- Rapid Prototyping
- Video Enactment
Understand Environment
Be genuinely interested.
Empathize to discover.
Look for human factors.
Have fresh eyes.
FINISHED FILES ARE THE RESULT OF YEARS OF SCIENTIFIC STUDY COMBINED WITH THE EXPERIENCE OF YEARS
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Draw Your Experience

Out-of-Context

Cultural Probes

In-Context

Secondary Research

Immersion

Trend Analysis

Fresh Eyes

Interviewing

Storytelling Sessions

“Fly on the Wall”

Sacrificial Concepts

Video storytelling

Grand Tour

Analogous Observations

Non-Traditional

Traditional
WHAT IS DRAW YOUR EXPERIENCE?

Ask participants to visualize an experience through drawings and diagrams. Then, dedicate time to debriefing the drawing with the participant.
Your turn!

What are some opportunities that you can take back to your team for them to use to draw their experience.

How can you use this technique next week to help your team?
Question types

Naïve Outsider Perspective
“I’m not a nurse, tell me about this medication thing”.

Quantity
“How many of your colleagues fall into that category?”

Changes Over Time
“How are things different than they were a year ago?”

Sequence
“Walk me through a typical day…”

Specific Examples —
“Let's take yesterday for example, which meetings did you attend?”

Peer Comparison
“Do other clinicians handle situations this way, or differently?”

Projection
“What do you think would happen if…”

Native Language
“Why do you call this room ‘the war room’?”

Clarification
“…and when you say ‘the principals will eat you alive,’ what do you mean exactly?”
Out-of-Context

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Draw Your Experience

Immersion

Video storytelling

"Fly on the Wall"
Your turn!

Each section of the room will view the video from a different lens.

Table 1: Observe Space
Table 2: Observe Tools
Table 3: Observe People
Table 4: Observe the conversation
Your turn!

What'd ya see?

Table 1: Space
Table 2: Tools
Table 3: People
Table 4: Conversation
Frame Opportunities
“What’s the meaning of the thing that I saw? How do I put it in context and understand what’s the motivation behind that behavior?”

–Cheryl Dahle
Framing opportunities is the bridge between data gathering and ideation. It’s a process focused on finding meaning/insight from the data collected in order to arrive a set of questions that provoke idea generation. In other design processes, this step is called Synthesis.
HOW: MINDSET

Let the research ground & guide you

Ask why, go beyond the surface

Employ empathy

Have patience (it takes time!)

Embrace ambiguity

Stay focused on the topic
WHAT IS DOWNLOADING?

Downloading is how we document our research - through storytelling and data capturing. It serves as the building block to framing opportunities.
WHY IS THIS IMPORTANT?

Stories are an ideal way to transfer knowledge. Stories serve as springboards for innovation. Data capturing helps to document and use what you learn.
Storytelling:

- **Just tell the story (factual).** Don’t generalize, judge, or evaluate
- **Be descriptive.** Use your senses to give texture.
- **Follow reporting rules.** Who, what, when, where, why, how
- **Have a purpose.** Every detail should serve to move the story forward.

Data Capturing:

**When Documenting:**

- One idea or thought per post-it.
- Use a sharpie always!! (it’s easier to read from afar)
- Keep thoughts quick and concise.
- Use as many post-its as needed.
- Write clearly
Themes Example: Ready Room

**Hoardings / Protecting**

- Started vitals before shift because she had the dynamap

**Came in early to “claim” computer**

- Put WOW in vacant room so others wouldn’t claim it

**Variability (performance/process)**

- “Getting the room ready depends on what CNA is working”

**Took vitals, got supplies, then did the full admit process**

- Checked room for equipment prior to admit
Imagine Possibilities
Brainstorming is a group creativity technique designed to generate a large number of ideas for the solution of a problem.
“The best way to have a good idea, is to have lots of ideas....”

–Linus Pauling
Focused brainstorming...

How might we questions ("hmm") are...

thoughtfully worded questions...

that make brainstorms more focused and productive...
Defer judgment.
Encourage wild ideas.
Build on the ideas of others.
Stay focused on the topic.
One conversation at a time.
Be visual

- good
- better
- best
Prototype Ideas
“Fail early to succeed sooner.”

–David Kelley, IDEO
WHAT IS A PROTOTYPE?

An early sample or model built to test a concept or process or to act as a thing to be replicated or learned from.
From his mother, Sidney Garfield inherited a shock of red hair that made him the target of taunting by neighborhood bullies to the point that he begged to color his hair.

Since good hair dye was not yet in common use, his mother applied a thick black hair cream that dirtied his shirt collars and bed linens. When the barber refused to cut his hair, Bertha escorted her son to the sink and washed out the gooey cream.
WE PROTOTYPE TO...

Fail safely, quickly, and inexpensively
To get early feedback

To collaborate around
To communicate a vision

To allow concepts to be experienced
To inspire
PROTOTYPE SUPPLIES
Enactments
Rapid Mock-Ups
Storyboards
Enactments
DON'T OVERTHINK IT...

10 dollars.
10 minutes.
Done.
Why video enactments?
Your turn!

1. Storyboard out your “scenes” to best demonstrate your ideas in action.
2. Determine who will begin to build what ideas, and get building.
3. Practice your storyboard scenes with your new prototypes.
4. Make changes where needed.
5. Film your video clip – ONLY 2 MIN LONG and ONE TAKE.
Keep in touch!

Twitter: @innovationconsultancy

Website: www.kpinnovation.com

Ideabook: https://ideabook.kp.org/groups/innovation-consultancy

Interested in learning more? You can be added to our ‘curious george’ list to have opportunities to test new ideas or receive more innovation training.

Struggling with a problem? Need some advice? Schedule a curbside consult with the Innovation Consultancy. Schedule a consultation here: xnet.kp.org/innovationconsultancy/contact.html