

FOM/IT 2022
INNOVATION
WORKSHOP
Activity Booklet

Innovation Workshop Activity Booklet

In October 2022, CCHI hosted an Innovation Workshop at NACHC's FOM/IT conference. The following booklet contains all the activities presented during the workshop. The activities were selected and adapted based on their ease of use and their applicability to the health center ecosystem.

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Getting Started with Innovative Thinking


When thinking about innovation it is easy to think in terms of technology, and creating the next iPhone or telehealth. However, innovation, and more importantly innovative thinking, does not have to be limited to just technological advancements. The process this booklet follows is based on Human Centered Design principles, where in order to create a solution you must first understand the problem.

Throughout the process of innovative thinking there are a few ground rules that can help you and your team break away from biases and come up with more creative and innovative solutions.


Recommended Ground Rules:




Be present
This goes beyond being physically in a space, this involves active participation even when your ideas might sound silly in your head.



Yes, and
Seek “Yes, and” approaches whenever possible, while avoiding “Yes, but.” Respect diverging opinions and build upon what has been said.



Have a child’s curiosity
It is easy for us to bring to the discussions our preconceptions and biases. Try to approach all activities with an open mind and avoid self-filtering too!



Have fun
While we will be discussing serious topics, have fun with the process and enjoy it!

Additional Resources

Need more ideas for ground rules? The following resources can help you and your team set ground rules that can help throughout the entire process:

- [The Seven Tenets of Human-Centred Design](#) - UK Design Council
- [Human Centered Design Discovery Stage Field Guide \(page 3\)](#) - GSA OPM Lab
- [7 Simple Rules of Brainstorming](#) - IDEO U

Getting Started with Innovative Thinking

Team Ground Rules

1. _____

2. _____

3. _____

4. _____

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7. _____

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10. _____

11. _____

12. _____

Build a Team

Innovative solutions are highly dependent on having diverse opinions. That is why building a diverse team can help during the entire process. The following methodology has been slightly adapted from the [Design Kit's Build a Team Activity](#).

Step 1: What do we need?

Take a look into the project at hand, and try to estimate which skills you might need and the number of team members you would need. One thing to keep in mind, not all skills and expertise will be needed throughout the entire process. Your team might have some core members who participate throughout the entire process, while others might take the role of supporting team members. Some questions to ask:

- Which areas of the health center will this project affect?
- Are there teams that might not currently interact with the project area but would like to be informed or participate?
- Which areas will need to be consulted after we decide on an idea to prototype?
- Who will manage/lead this project?

Step 2: Who can help?

Now that you know which skills are needed, you need to identify who in your team will be able to help. A few items to take into consideration and take note:

- Which staff has the availability to participate in this project?
- For each staff member, write down their top skills.

Step 3: Gaps

Look into the worksheet of skills needed versus the skills that each of your staff bring to the project. Which skills are missing? Based on the list of skills that still need to be staffed come up with a plan for how you will fill those gaps. Some possibilities include:

- Hiring a short-term consultant/vendor to help.
- Reaching out to your community to identify a potential volunteer.
- Identifying a current staff person who is interested in developing a particular skill.

Immersion

Before we can have an innovative solution, we need to figure out what problem the solution is trying to solve. Innovation for the sake of innovation can often lead to waste of time and resources. A meaningful innovation that gets utilized will always seek to make life easier, whether by creating a new way of doing something or by improving an existing process.

For instance, the digital camera was a new way to take photos. If at the time you had asked someone what they wanted from their film camera they would never have said a digital camera. That is why understanding the issue at hand might just spark ideas that could transform how doing something is done, in this case taking photos.

On the other hand, by having an in-depth look into the problem you might understand that the solution can be much simpler than what you originally thought. That is why the immersion activity is so important. It allows your team to have an unfiltered look into the people impacted by the problem at hand.

Steps for an Immersion Process

Step 1: Set enough time for your team to observe the people facing the process.

Step 2: During the first day/observation period, simply observe. Take note of what you see, what you hear, how people react. During this stage, you should try to focus on concrete observations as opposed to diving deep into why each thing is happening.

Step 3: Engage with the people you are designing for. During this stage ask questions and get to know the people you are designing for.

Additional Resources

Here are some additional ways in which your team can get inspired by the people you are designing for:

- [Immersion](#) - Design Kit
- [Body Language](#) - Design Kit
- [The Five Whys](#) - Design Kit
- [Group Interview](#) - Design Kit

How Might We

IDEO's How Might We activity is a great way to frame the problem in a way that frames that the solution is possible, while allowing for multiple solutions. Prior to getting started, your team will have to gather the insights from the previous stage.

Now that the team has observed the target audience, it is time to share some of the lessons. Using sticky notes, have each team member share some of their key findings. Keep in mind, only one person speaks at a time while everyone else actively listens. Only after everyone has shared their findings, the group, as a whole, tries to identify common themes and key insights.

Additional tools to help you in this process are:

- [Download your Learnings](#) – Design Kit
- [Find Themes](#) – Design Kit
- [Create Insight Statements](#) – Design Kit

Creating How Might We Statements

- 01** Looking at the lessons learned as well as your own experiences, what are some common themes or insights that appear?
- 02** Try transforming some of the problem areas or insights into “How might we...” questions. *For example, “How might we drive recent graduates to pursue a CHC career?”*
- 03** Choose one question, does this question allow for multiple solutions? If the answer is no, broaden your statement but be sure to not make it too broad.
- 04** Select a statement that your team will continue working on throughout the process.

"How might we" Activity

Instructions

1. Looking at the problem areas on the interactive board, or your own experiences, what are some common themes or insights that appear?
2. Try transforming some of the problem areas or insights into "How might we..." questions. *For example, "How might we drive recent graduates to pursue a CHC career?"*
3. Choose one question, does this question allow for multiple solutions? If the answer is no, broaden your statement but be sure to not make it too broad.
4. Select the question your team would like to work on for the remaining of the workshop.

Common Themes

How might we statement option #1

How might we statement option #2

How might we statement option #3

Sailboat

You might know this activity as a SWOT analysis, however by framing it as a sailboat analogy it becomes easier to identify the aspects that are holding the project back, as well as what you are working towards. This activity has been adapted from PipDecks, <https://pipdecks.com/pages/sailboat>, the link provide background information as well as a virtual board you and your team can use.

Getting Started with the Sailboat Activity

On the Sailboat activity, each component represents an important influence unto the project:

- **Boat** - the boat represents your team
- **Sail** - the sail represents what drives your team towards the goal. The notes added on the sail should answer the question: why we want to achieve the goal?
- **Island** - the island will be a representation of the goal of the project. The goals can represent how the situation will be improved once the project is implemented.
- **Anchor** - these are the barriers of your project. What are some items that are holding the project back.

Now that each component has been labeled, you can use the following steps to complete the activity with your team.

1. Using the next sheet add notes next to each of the components of the board.
2. After each category, have team members discuss some of their key findings.
3. Once all items are completed, discuss how your team might be able to leverage some of the drivers and/or mitigate some of the anchors.

Sailboat Activity

Instructions

For each category, have the entire team write sticky notes representing the goals of the project on the island, their motivations on the sail, and any barrier near the anchor.



Brainstorm

Brainstorm is a key creative aspect of the Human Centered Design process. Brainstorming is supposed to be a diverging phase, where no broad agreement is required. The more ideas, the better. During a brainstorm, you should strive for quantity rather than quality. Convergence around a smaller group of actionable ideas will follow later in the process.

However, we understand that if your team is not as familiar with unfiltered brainstorming it might be hard to come up with many different ideas. The following worksheet seeks to help in this process. As your team comes up with ideas, they should be placed in one of each of the categories:

- **Wild Ideas**
 - These ideas should not have any constraints to them. Physics, time, budgets should not be taken into consideration when having these ideas.
 - *Examples can include: creating an entire new system, moving to the moon, or getting rid of computers all together.*
- **\$10 Billion Ideas**
 - Similar to the item above, these ideas do not have any budget constraint. This means that your team would have an unlimited budget to create this solution.
 - *Examples can include: creating a nursing robot or building an entirely new health center.*
- **Implement Tomorrow Ideas**
 - These ideas should be small changes that could be implemented with ease in a quick schedule without needing a lot of resources.
- **Emotional Ideas**
 - Finally these are ideas that should pull on your heartstrings. These do not need to be rational, but should answer to the emotional requests that your audience has.

A good tool is to limit the brainstorming for about 1 hour, during this period you should have at least 100 ideas. Once the ideas are placed on the board, take time to listen to the different points. What you might end up finding is that the solution you will prototype in a future stage is a combination of multiple ideas. This process is key in finding innovative solutions to solve even the most complex of problems.

If you would like to take your project further, read the [Implementation Techniques](#) shared on the Design Kit.

Brainstorm Activity

How might we...

Wild Ideas

Implement Tomorrow Ideas

\$10 Billion Ideas

Emotional Ideas