

Turning the Lens Inward: The Story of One Foundation's Journey to Embrace Organizational Learning and Improvement

Organizational learning challenge

Foundations often ask grantees how they use evaluation to learn from and improve their work. This Ignite presentation explores the California HealthCare Foundation's (CHCF) experience in implementing its own organization-wide learning and improvement initiative.

Although CHCF captured many lessons from its grantmaking, it struggled to apply them in a tangible way. Inspired by the concepts of community organizing and design thinking, CHCF developed a process to generate ideas for organizational learning and build the organization's interest in and engagement with learning.

The Solution: Design Thinking!

1. Define the problem
2. Create and consider many options
3. Refine your options
4. Select a winner
5. Execute
6. Repeat

Insights

- Effective learning is a *collaboration*
- Learning can be *fun*
- It's about the *process*, not the products

Resources

- *Fast Company*. (2006, March 6). "Design thinking...what is that?" <http://www.fastcompany.com/919258/design-thinking-what>
- Tran, R. & Gopalakrishnan, S. (2013, September 6). "Design thinking for evaluation and learning." *Stanford Social Innovation Review*. www.ssireview.org/blog/entry/design_thinking_for_evaluation_and_learning
- Tran, R. & Shah, S. (2013). "Designing for learning: One foundation's efforts to institutionalize organizational learning." *The Foundation Review*. (Forthcoming).

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About the California HealthCare Foundation

The California HealthCare Foundation (CHCF) works as a catalyst to fulfill the promise of better health care for all Californians. We support ideas and innovations that improve quality, increase efficiencies, and lower the costs of care. For more information on CHCF, visit www.chcf.org.