

November 2015

From Problem to Prototype: Applying Design Thinking to Organizational Learning

The Challenge

How can we learn more effectively?

The Design Thinking Process

- Defined the problem
How can we maximize CHCF impact?
- Created and considered many solutions
Organization-wide brainstorm with lots of sticky notes and 100+ ideas
- Refined our options
Grouped, clustered, and filtered
- Selected a winner
Focused on one solution
- Executed
Prototyped

The Insights

1. Design is not just for physical products
2. Failure is part of the innovation process
3. Learning needs both “bottom up” and “top down” approaches

For more information

AEA eLibrary

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From Problem to Prototype:

Applying Design Thinking to Organizational Learning

Evaluation 2015

November 13, 2015



CALIFORNIA HEALTHCARE FOUNDATION
HEALTH CARE THAT WORKS FOR ALL CALIFORNIANS

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CHCF Goals

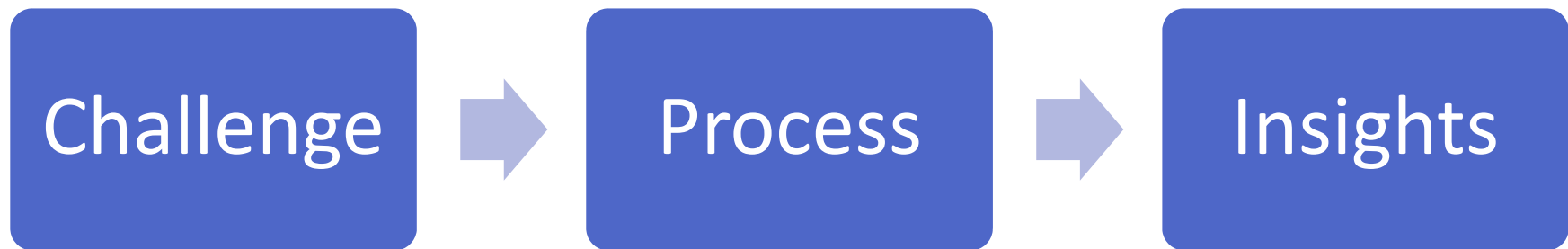
- Informing Decisionmakers
- Improving Access for low-income Californians
- Ensuring High-Value Care



Health Care That Works
for All Californians



Our design thinking story (2012 – 2013)



**The challenge: How can we learn
more effectively?**



Frequently Learned Lessons Checklist

☐ Change takes time (and more money)

✓ Leadership is important

☐ Staff transitions affect projects

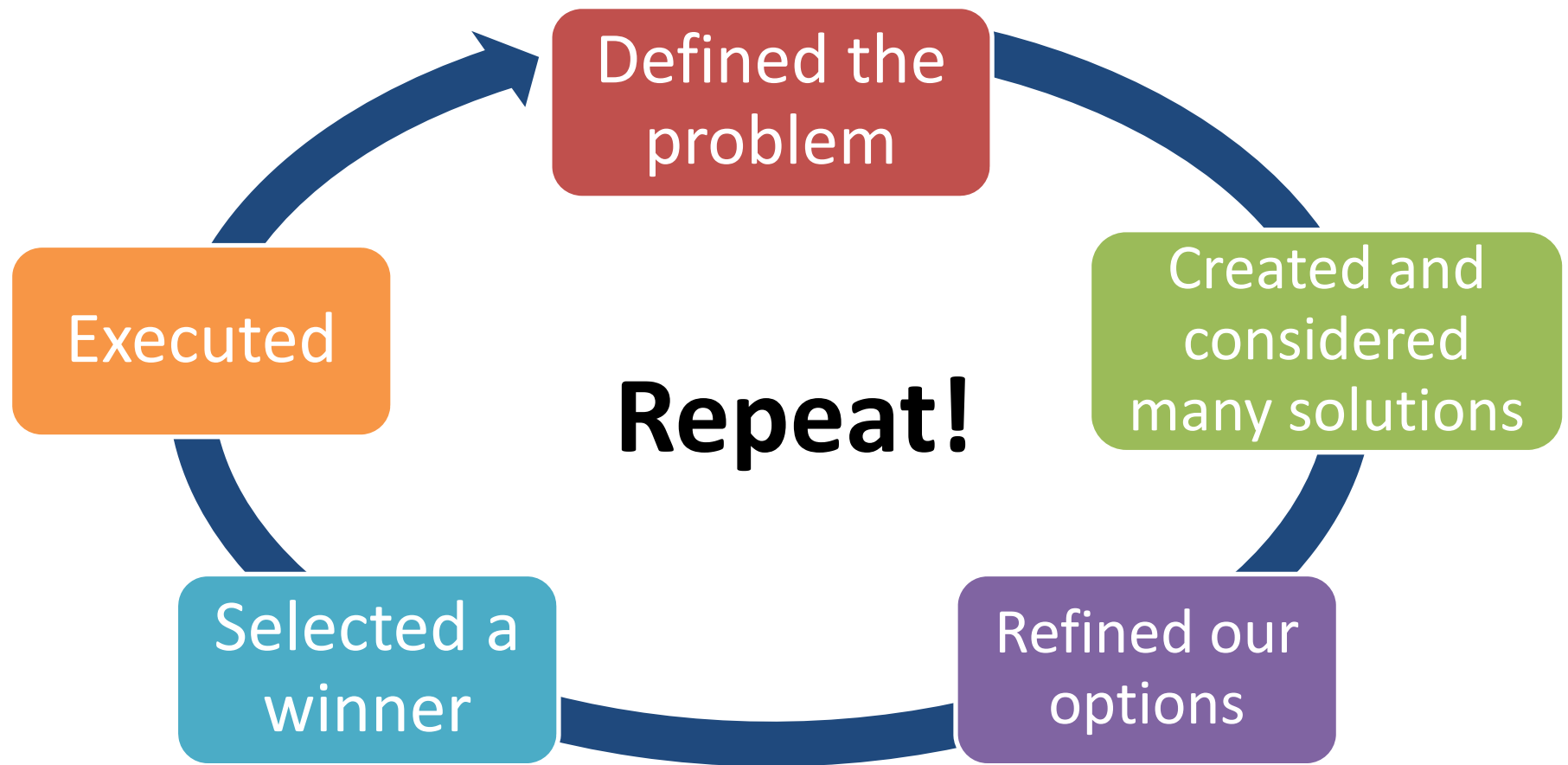
✓ Persistence pays off

Capturing Lessons



Creating Change

The process



Step 1: Defined the problem



How can we maximize
CHCF impact?

“Questions” by Oberazzi (2006)

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Flickr: <http://bit.ly/GB3ROI>

Step 2: Created and considered many potential solutions

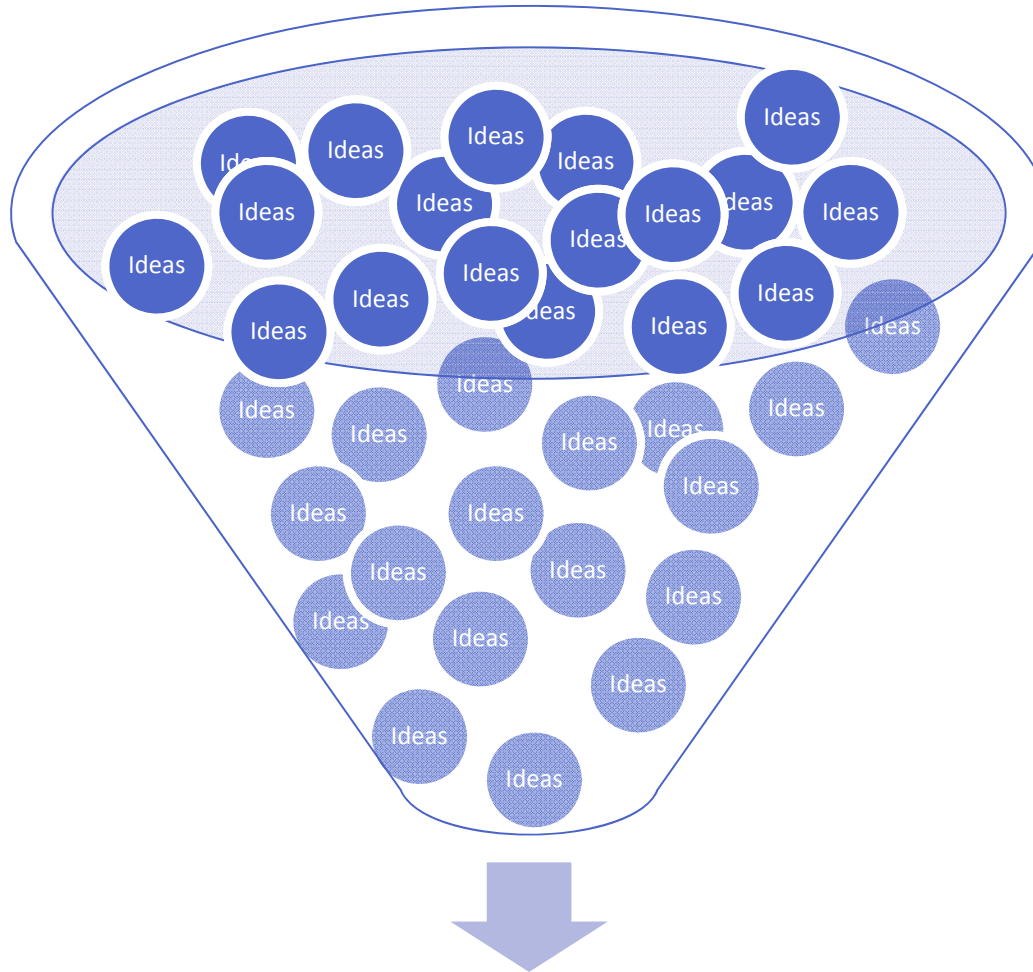
Bigger,
longer
grants

Reach out more
often to key
stakeholders

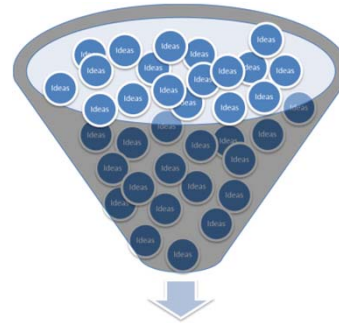
Leverage
alumni from
leadership
program



Step 3: Refined our options



Step 3: Refined our options



Five Key Learning Opportunities

Improve cross-
Foundation
collaboration

Widen pool of
potential
grantees

Discern when to
double down versus
cut our losses

Expand our
grantmaking
toolbox

Increase engagement
w/ stakeholders

Improve cross-program exchanges of ideas

Creating more opportunities to brainstorm across programs on early project ideas would foster creativity and result in projects with greater potential for impact.



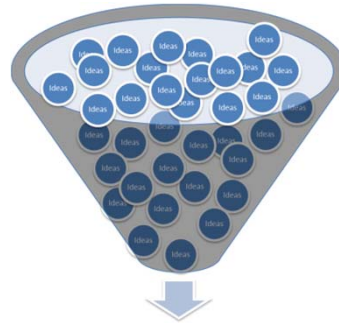
Expand our grantmaking toolbox



“Toolbox Full” by Austin & Zak (2004)
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Flickr: <http://bit.ly/19ZWuHN>

Exploring and refining new approaches
-- distinct from traditional grantmaking –
would strengthen our ability to create change.

Step 3: Refined our options



Five Key Learning Opportunities

Improve cross-
Foundation
collaboration

Widen pool of
potential
grantees

Discern when to
double down versus
cut our losses

Expand our
grantmaking
toolbox

Increase engagement
w/ stakeholders

Step 4: Selected a winner



Expand our grantmaking toolbox!

Step 5: Executed Prototypes

1	EXCEL TIP: Press <Alt> + Enter	Interesting option when there is variation by geographic region. Also useful to display where services or partners are located throughout CA.	
2	Image	Tool	Mapping
3	Challenges and Prizes	Mapping	Memorandum of Understanding (MoU)
4	Define a contest, with parameters for entry and prize for winning entry	Display information geographically	A no-cost agreement between multiple parties on a project
5		Interesting option when there is variation by geographic region. Also useful to display where services or partners are located throughout CA.	To define roles, responsibilities, and involving 3 or more parties.
6	When or why to use	Not always interactive Pinpoint: Specialty Care http://www.chcf.org/publications/2012/02/california-specialty-care	
7	Use Examples	All Over the Map: Elective Procedure Variation http://www.chcf.org/publications/2011/09/medical-variation-rates-california-region-headline-6/37-41928-123-39017&procedure=epci Pinpoint: Accountable Care Organizations in California http://www.chcf.org/publications/2012/08/aco-map Hospital acquired infections http://cdph.ca.gov/programs/hai/Pages/MoHospital	"Ambulatory Care Transformation in Redesign". Grantee was Columbia A grant beneficiary was LA-DHS. MC between CHCF and LA-DHS. "State-Level Enrollment Modernization principles and processes between C the California Health and Human Services"

GRANTMAKING TOOLBOX

SEARCH BOX

Keywords (optional):

- | | | |
|---|---------------------------------------|--|
| ☐ Consumer feedback | ☐ Landscape | ☐ Policy |
| ☐ Contracts | ☐ Meeting | ☐ Relationship-building |
| ☐ Data | ☐ Networking | ☐ Risk |
| ☐ Dissemination | ☐ New grantees | ☐ Storytelling |
| ☐ <u>Grantmaking</u> | ☐ New ideas | ☐ Surveys |
| ☐ Innovation | ☐ Online | |

*Add new tool!

Browse tools

GO!

Step 5: Executed

Actual Toolbox

CHCF's Grantmaking Toolbox

[All tools](#)

[How can I engage **policymakers**?](#)

[How can I gain **intelligence** on the field?](#)

[How can I get **expert assistance**?](#)

[How can I optimize project & grantee **management**?](#)

[How can I **support my grantee**?](#)

[How can I **survey** stakeholders or grantees?](#)

[How can I **spread ideas**?](#)

[How can I **test ideas**?](#)

[How can I turn **data** into useful info?](#)

[P&C](#)

[Who else is out there to fund?](#)

Search the toolbox: Type a word (or words) into the box below and click on the magnifying glass symbol.

This List: GM TB v1



You can also **add a new tool** by clicking [here](#) or **update an existing tool** by clicking on the  icon on the far right of each tool.

Image

Domains

Tool

Description

When or why to use



Intelligence;
Spread ideas;
Test ideas;
Who else?

Challenges and Prizes

Define a contest, with parameters for entry and prize for winning entry

Interesting option when we are looking for new ideas, approaches, or connections to new grantees/vendors

Intermediary (example of a tool)

Domains	Expert assistance; Management; Spread ideas
Description	Liaison between foundation and other grantees or partners
When or why to use	▪ Access deep expertise or well-established relationships that are not normally available to the foundation. ▪ Outsource the management of multiple, often complex relationships. ▪ Pool and manage money from multiple funders.
Internal Experts	Sophia; Kate
Resources (external experts; how-to)	Smarter relationships, better results: making the most of grantmakers' work with intermediaries (GEO publication)
Use Examples	▪ Center for Care Innovations for work with community health centers ▪ Coalition for Compassionate Care, which acts as an interface between CHCF and 22 community POLST coalitions (Kate).
Pros & Cons	Add overhead costs
Key Vendors	Can be an organization or an individual

What's happened since 2013?

R.I.P Grantmaking Toolbox



**Long live
cross-program
collaboration!**



Insights



Design is not just for physical products!



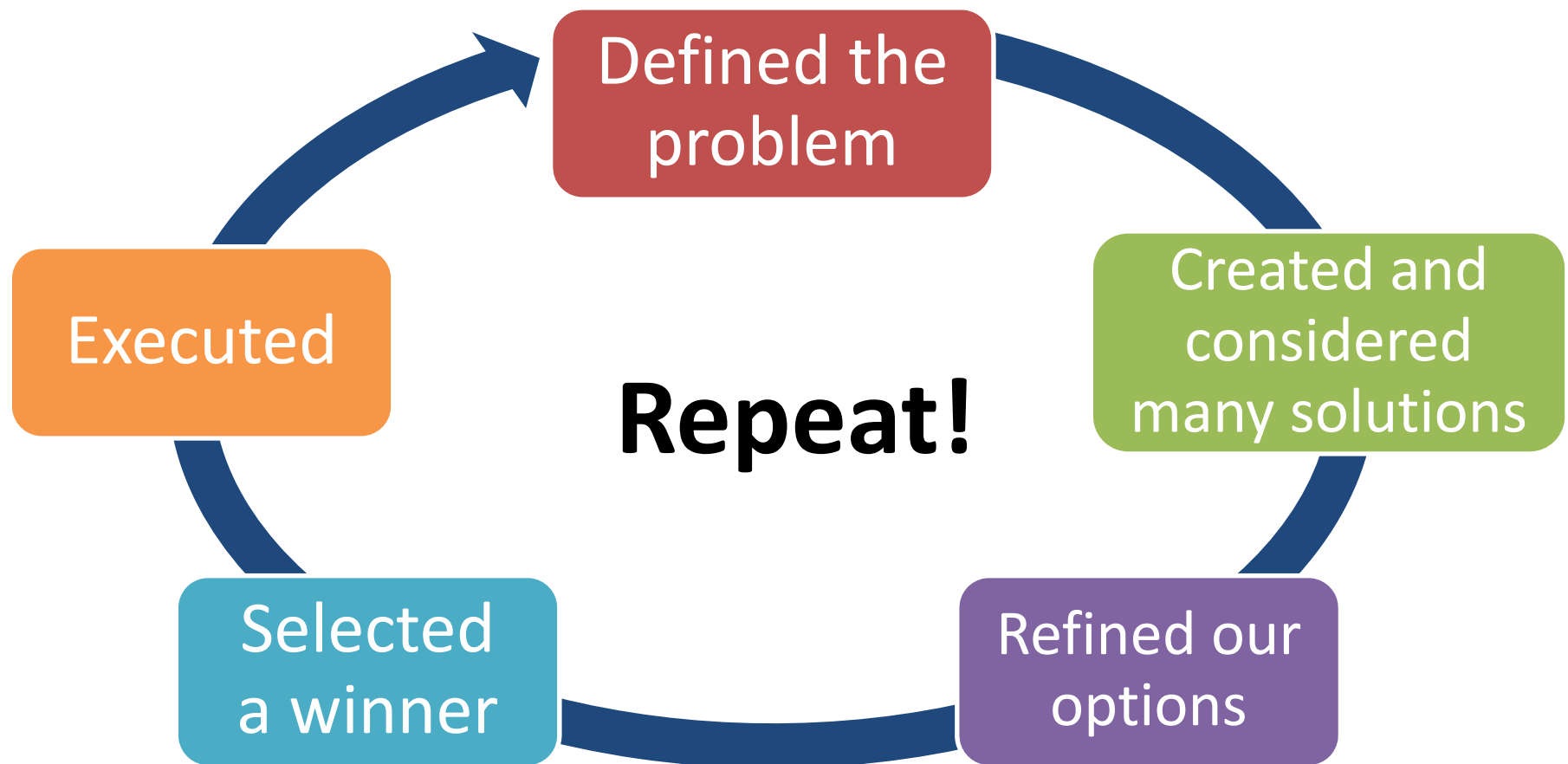
Failure is part of the innovation process



“I haven’t failed. I’ve just found
10,000 ways that won’t work”

-Thomas Edison

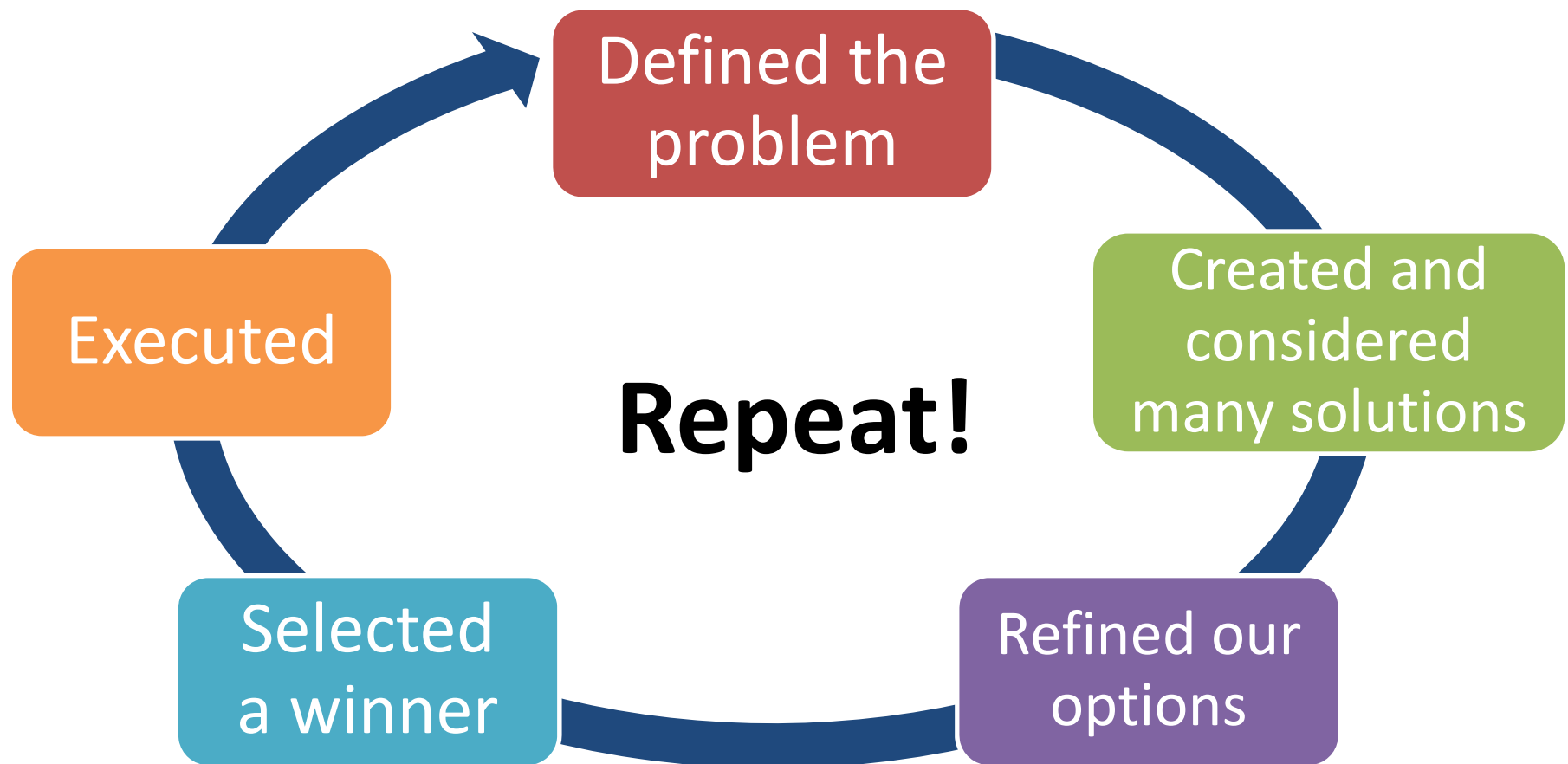
Failure is part of the (**non-linear and iterative**) innovation process



Learning needs both “bottom-up” & “top-down” approaches



The process



Insights



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