Healthcare by Design: An Intro to d.thinking

Patrick Kneeland MD
What is innovation?
More reliable
and
99% less expensive
The Embrace Infant Warmer contains an inner heating pouch that keeps a baby warm for up to four hours.
https://crohnology.com/
The Big Idea

The Employer-Led Health Care Revolution

Medical outcomes in Portland are improving dramatically—and Intel spearheaded the transformation.

by Patricia A. McDonald, Robert S. Mecklenburg, and Lindsay A. Martin
The Evolution of Design Thinking

It's no longer just for products. Executives are using this approach to devise strategy and manage change.

Page 55
Empathize
Define
Ideate
Prototype
Test
Powerful Questions

What Are Powerful Questions?
Powerful Questions generate conversation. They are:

1. Open-ended. No “yes or no” answers.
3. Provocative. Require answers your employee may not have thought even existed.
4. Respectful. When employees feel appreciated, they’re likely to answer honestly.

Powerful Questions unleash potential that empowers individuals and teams. They do this by giving you:

- A complete picture.
- Insight into judgments and motivation for feelings, words, and physicality.
- Knowledge of employee actions, decision-making processes, and results they hope to achieve.
- Methods for enabling them on their own to recognize how they can support, contribute, and deliver results.
- Mutual trust by learning what’s important to employees so they can connect their goals to those of the business.
Design the ideal EHR

Sketch your idea for a better EHR
Interview your partner about their experience as a patient, including any EHR experiences

Create a quick interview guide
(with open-ended questions!)

A. Be human; build rapport.
Introduce yourself. “How are you today?”

B. Seek stories.
“Could you tell me a story about . . .
( . . . how you acquired [that item] in your wallet?)
( . . . a time your wallet had an adventure?)
__________________________________________?”

“What would I find surprising about . . .
( . . . why you still keep [that item]?)
( . . . how you shop for yourself?)
__________________________________________?”

“__________________________________________
[write more of your own]”

C. Talk about feelings. Dig deeper by following up.
“How did you feel at that moment, when . . . happened?”

“__________________________________________
[write more of your own]”

2 min
Hear a good story

Interview your partner about their experience as a patient, including any EHR experiences
Hear a good story

Interview your partner about their experience as a patient, including any EHR experiences.

Go deeper into one story: remember to ask “Why?”

3 min each
What does it mean?
Gain insights by thinking of what might be the deeper meaning behind what you heard. Have fun with it.
Your goal is to take an extreme, inspired stance.

Imagine the meaning
(notice something, then infer what the meaning might be)

Imagine possibilities for the following statements:
It's interesting/surprising/telling that s/he...

__________________________________________________________________________

One thing that seems to be important to him/her is...

__________________________________________________________________________

I wonder if this means...

[WRITE A COUPLE HUNCHES]

__________________________________________________________________________

__________________________________________________________________________
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[WRITE A COUPLE HUNCHES]

Create a brainstorming topic
(turn your insight into a question)

Select one hunch (“I wonder if this means . . .”) that gives you the most unique and exciting perspective. Write it below to make a brainstorming question.

Given my hunch that

how might we redesign the EHR experience?

3 min

2 min
New ideas!
Generate a diverse set of concepts in response to your brainstorming questions.
Your goal is to build on the ideas of others.

Come up with ideas with a new partner (tell a new partner about your hunch, and then brainstorm together) → 1 min share, 4 min brainstorm, each
Sketch it out

Pick an idea and stay in a generative mode as you work out the details.
Your goal is develop the idea and make it visual.

Choose one idea and flesh it out into a product or service
(what is it? how does one use it?)
Let’s get physical, physical

Let me hear your body talk.

Your goal is have your partner experience the concept (not just be told about it).

Bring your solution to life
(use improvisation to create an imaginary world where your solution already exists)

7 min

Consider these aspects of the imaginary world you are creating:

SCENE
The context of experience

ROLES
People involved in experience
(you may want to play one yourself)

PROPS
Simple tangible things in experience
Let's get physical, physical

Let me hear your body talk.

Your goal is have your partner experience the concept (not just be told about it).

8. Bring your solution to life
   (use improvisation to create an imaginary world where your solution already exists)
   7 min

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**SCENE**
The context of experience

**ROLES**
People involved in experience
(you may want to play one yourself)

**PROPS**
Simple tangible things in experience

9. Test with your partner
   (invite your partner into that imaginary world)

   What’s working?
   What could be improved?

   ?
   !

   New questions
   New ideas

   4 min each
Problem

\[\text{Wild Ideas}\]

“Solution”

Innovation

Reframing the Problem/Opportunity

Design thinking
Empathy +
Fundamental Knowledge

Health care processes are very complex

Organizations store their process knowledge in their employees and “customers” ("fundamental knowledge")

Definition of A manager: Someone who doesn't (can't) know (the details of) what is going on

Most process-based work is done by teams

The key question for improvement:

How do we tap into fundamental knowledge?
Design thinking to drive innovation.

Human centered, empathy driven, immersion in the experience of your user
Design thinking to drive innovation.

Human centered, empathy driven, immersion in the experience of your user

Attitude of prototyping - iterative process, feedback open
Design thinking to drive innovation.

Human centered, empathy driven, immersion in the experience of your user

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Collaborative
Design thinking to drive innovation.

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A bias toward action