Diary of an Innovation Team: Victories, Stumbles & Lessons Learned

Russ Maloney; Program Director, Consumer Insights; Banner Health
Mark Jannone; Senior Director, Banner Innovation Group; Banner Health
1. Discuss how to embody a “build, fail, learn, iterate” mindset in future projects

2. Motivate clinical and non-clinical colleagues by understanding what’s important to them

3. Articulate a specific future state for which your entire organization can design
brain opener
Innovation is our promise

- A $9 billion dollar system with physical services in six states and the 10th largest not-for-profit health system in the country, Banner Health boldly aspires to **create a new model that answers America’s health care challenges today and in the future**—it is our stated purpose.

- “**Courageously Innovate**” is a core Banner value instilled to bring about our purpose.
In the beginning...a typical mission

**OLD MISSION**

We exist to make a difference in people’s lives through excellent patient care.

**NEW MISSION**

Making healthcare easier so that life can be better.
In the beginning…our NPS was not pretty

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In the beginning...our NPS was not pretty.
In the beginning...there were teams

Medicare Advantage

Winning the Consumer

Affordability

Digital Garage

Leadership Accelerator
Stumbles
Original innovation team structure

Innovation Team Structure

Medicare Advantage
- Ambulatory
- Acute facility
- Design
- Post-acute care

Winning The Consumer
- Ambulatory
- Acute facility
- Design

Affordability
- Ambulatory
- Acute facility
- Design
Original assets for innovation design cycle

Requirements

- ✔ 1 Health Clinic/Center
- ✔ 1 Imaging Center
- ✔ 1 Ambulatory Surgical Center
- ✔ 1 Urgent Care
- ✔ 1 Children Clinic
- ✔ Acute Hospital
Innovation re-cast

Banner Innovation Group (BIG)
Banner Innovation Group (BIG) is the engine of an innovation ecosystem that brings the best opportunities to life.

**Lab**
- Champion staff ideas
- Power internal incubators
- Align efforts throughout organization

**Investments**
- Leverage venture companies
- Collaborate within Innovation Hubs
- Partner with strategic vendors

**Services**
- Foster strategic orientation
- Influence internal enabling partners
- Communicate the vision and work
- Trend forecasting
When our product is an experience, **customer service is an indivisible component of what people are buying.**
The program is designed to more closely connect **who you are** to **what you do** so that you can deliver naturally excellent customer service.
Project Mantra: the personas

The LEARNER

The GUARDIAN

The NURTURER

The PATHFINDER
Project Mantra

I IMPACT SOFIA
I am Sofia’s Swiss army knife. I provide support, care, and education during and after her visit.

CORE CUSTOMER SERVICE STRENGTH
Although few have such a potent combination of kindness, determination, and observation skills, my core customer service strength is empathy. Sofia appreciates the warmth I bring to our interactions, and the way that I naturally seek harmony helps to quickly resolve her concerns.

CUSTOMER SERVICE TIPS
• Challenge yourself to say “thank you” in a variety of ways. Sofia reciprocates gratitude when we give gratitude.
• Giving Sofia a choice, even with small things or between just 2 options, helps ease her stress levels because she feels more in control.

I am a GUARDIAN
Project Mantra: the structure

- Proactive, not reactive
- Co-creative, not predesigned
- Exploratory, not prescriptive
- Bottom-up, not trickle-down
Project Mantra: the stumble

• Underestimated the powerful incumbent culture
• Emphasized introspection and encouraged people to find their own source of authenticity to get to action, which was too abstract for most
• Did not align on more fundamental change management concepts
• But...all of these stumbles were okay!
Partners

We look at technology or other enablers as *partners rather than as suppliers* – whether that means some type of investment, collaborative innovation, or otherwise.
Digital Patient Triage
Routes each patient to the right care setting

- **Non serious issue**
  - Check in to Urgent Care
- **Semi-serious issue**
  - Launch Televisit
    - Make PCP Appointment
- **Serious issue**
  - Go to the ED
Online Check-in and Pre-registration

Streamlines the intake process & reduces wait time

When customers do choose to access the ED, make it easy to find and to pre-register online.

• Engage with them at the first contact
• Share maps and directions via text-bot
• Provide pictures of ED entrance and parking help
• Welcome them when they arrive with registration already started
ED Communication Chatbot
Keeps patients informed and engaged

Chatbot communication in the ED increases patient engagement and satisfaction.

- Integrated to the EMR
- Lab and imaging order notifications
- Expected times for results
- Answers questions about the ED
- Successfully cross-promotes portal adoption
Emotional Engagement (OB)

- Personalization
- Education
- Convenience
- Access
lots of talking
Defining innovation

What is innovation?

Emerging & novel ideas that shape the future model of healthcare, earn loyalty, and drive strategic growth for Banner.
Establishing norms for brainstorming

Rules for brainstorming

1. Everyone is a designer
2. Intuition is like your mother
3. Think & design for emotions
4. Radical is requisite
5. Everything is possible
Exporting our mindset

I think the problem is... → Our customers tell us...

We can’t because... → How might we...

It has to be perfect... → Let’s test it...

I’m scared to fail... → If I fail, then I learn...
Victories
Create a **win-win** situation for the organization and its leaders by working on their strategic imperatives.
Strategic Areas of Focus: AMBULATORY

CX
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4
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PROCESS
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FINANCIAL
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GROWTH
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22

PEOPLE
23
Prioritization: Round 1

Cost

1 2 3 4 5 6 7 8 9 10 11

Keywords:
- Prioritization
- Round 1
- Cost
- Utilization
- Retention
- Technology
- Quality
- Access
- Partnerships
- Engagement
- Efficiency
- Commercialize
- Programs
- Loyalty
- Billing
- TAT
- Standardization
- Differentiate
- Analytics
- Referrals
- Share
- Communication
- Wellness
- Engagement
- Expectations
- Revenue
- Skills
Grouped into themes
## Prioritization: Round 2

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<td>Meet community need or address current service gap?</td>
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<td>Face major barriers to entry?</td>
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<td>Give Banner significant market advantage? E.g. exclusive service offering.</td>
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<td>Generate positive financial ROI within three years?</td>
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<td>Require more than $1M capital investment?</td>
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<td>Deliver first mover advantage?</td>
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into the future
The future we believe in

The Future We Believe In is an effort to articulate the world we are designing for. It is based on the marketplace trends we see and the real-life perspectives we hold.
Gartner’s Hype Cycle can be used as a model for the expected impact of the trends we considered.
How far out from applicable impact?
Trend time horizons

Current & short-term trends
- 0-2 years (2019-2020)

Mid-term trends
- 3-4 years (2021-2022)

Long-term trends
- 5+ years (2023+)
Trend analysis
Trend visualization
Three key take-aways

1. Reframe failure as learning and ensure the right incentive systems are in place to institutionalize it.

2. Don’t reinvent the wheel – partnering with other innovative companies will accelerate your go-to-market timeframes.

3. Talk – a lot. Discuss abstract concepts. Develop your own vocabulary. Rally the organization around a shared vision.
Questions?

Please be sure to complete the session evaluation on the mobile app!
Russ is fascinated by knotty problems, emphatic ideas, hearty openness, and how they all converge in human-centered design. His design research and innovation work spans over 10 years with organizations such as OhioHealth, Nebraska Medicine, Aetna, Golf Channel, and United Way. He is currently the director of consumer insights for Banner Innovation Group, an innovation team focused on testing new technologies, services, and experiences to transform everyday health.

**Speaking History:**
- SHSMD 2016, Chicago IL
- Method & Madness 2016, Phoenix AZ
- Patient Experience Leaders Board 2016, Jackson Hole WY
- Healthcare Internet Conference 2015, Orlando FL
- Expert Series @ Googleplex 2014, Mountain View CA
As the senior director of the Banner Innovation Group at Banner Health, Mark leads innovation strategy development for growth across the network. Prior to his work at Banner, Mark spent 23 years at Atlantic Health System where he was responsible for formulating strategies and implementing plans to drive market penetration. In addition, he supported M&A due diligence, and managed all CN processes. As part of his tenure at Atlantic Health, Mark was responsible for Six Sigma, Lean, and Industrial Engineering deployments throughout the enterprise. Mark also held managerial positions in the consulting, manufacturing and banking sectors as a masters prepared engineer.