

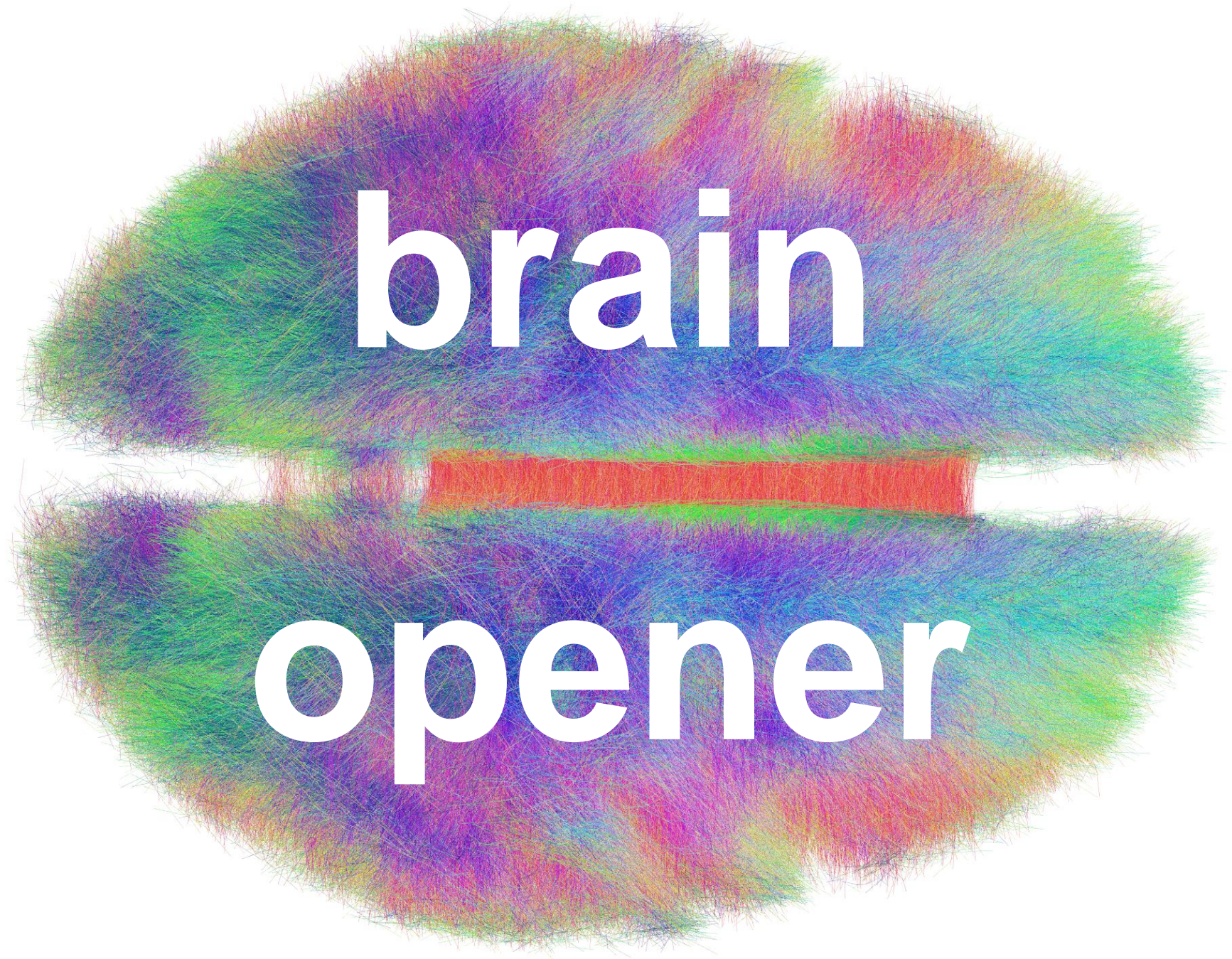
Diary of an Innovation Team: Victories, Stumbles & Lessons Learned

Russ Maloney; Program Director, Consumer Insights; Banner Health

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Learning objectives

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

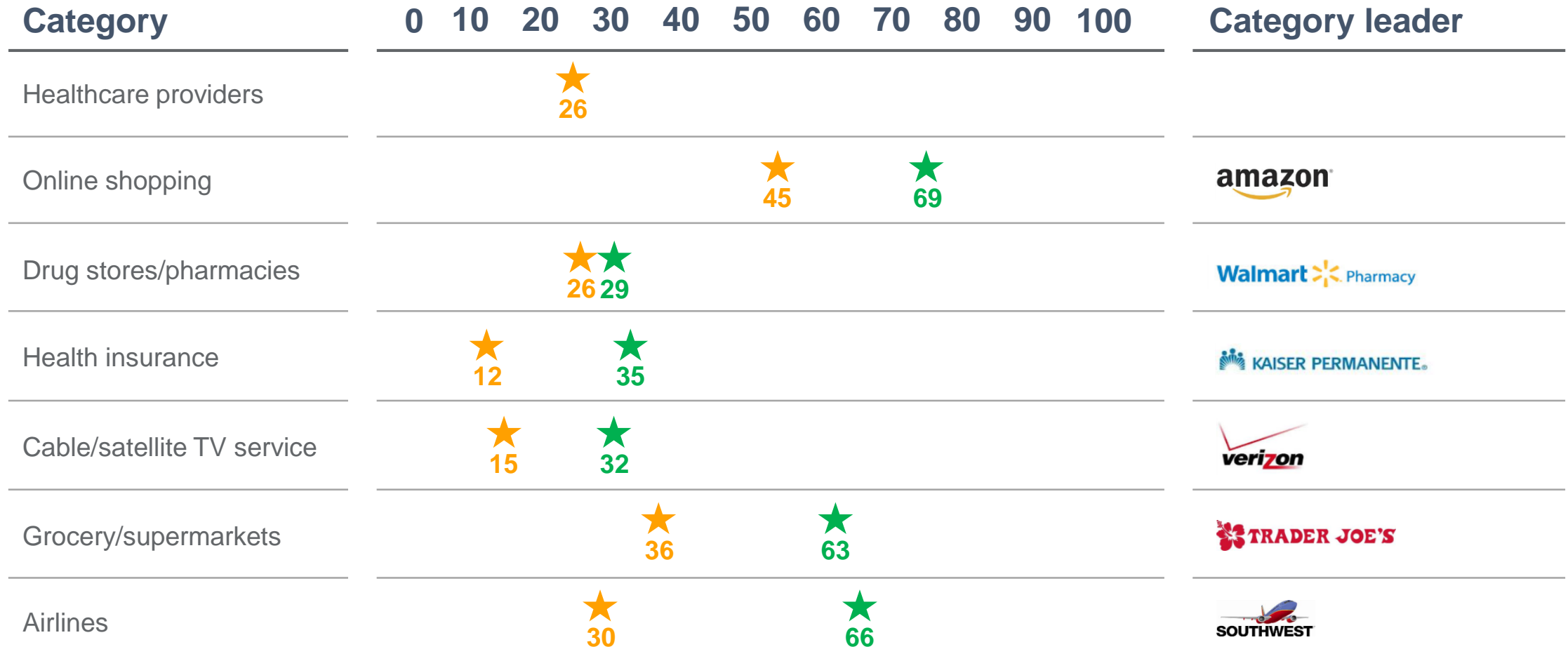
We exist to make a difference in people's lives through excellent patient care.



NEW MISSION

Making healthcare easier so that life can be better.

In the beginning...our NPS was not pretty



★ Industry average

★ Industry leader

In the beginning...there were teams

Imagine



Medicare
Advantage



Winning the
Consumer



Affordability



Digital
Garage

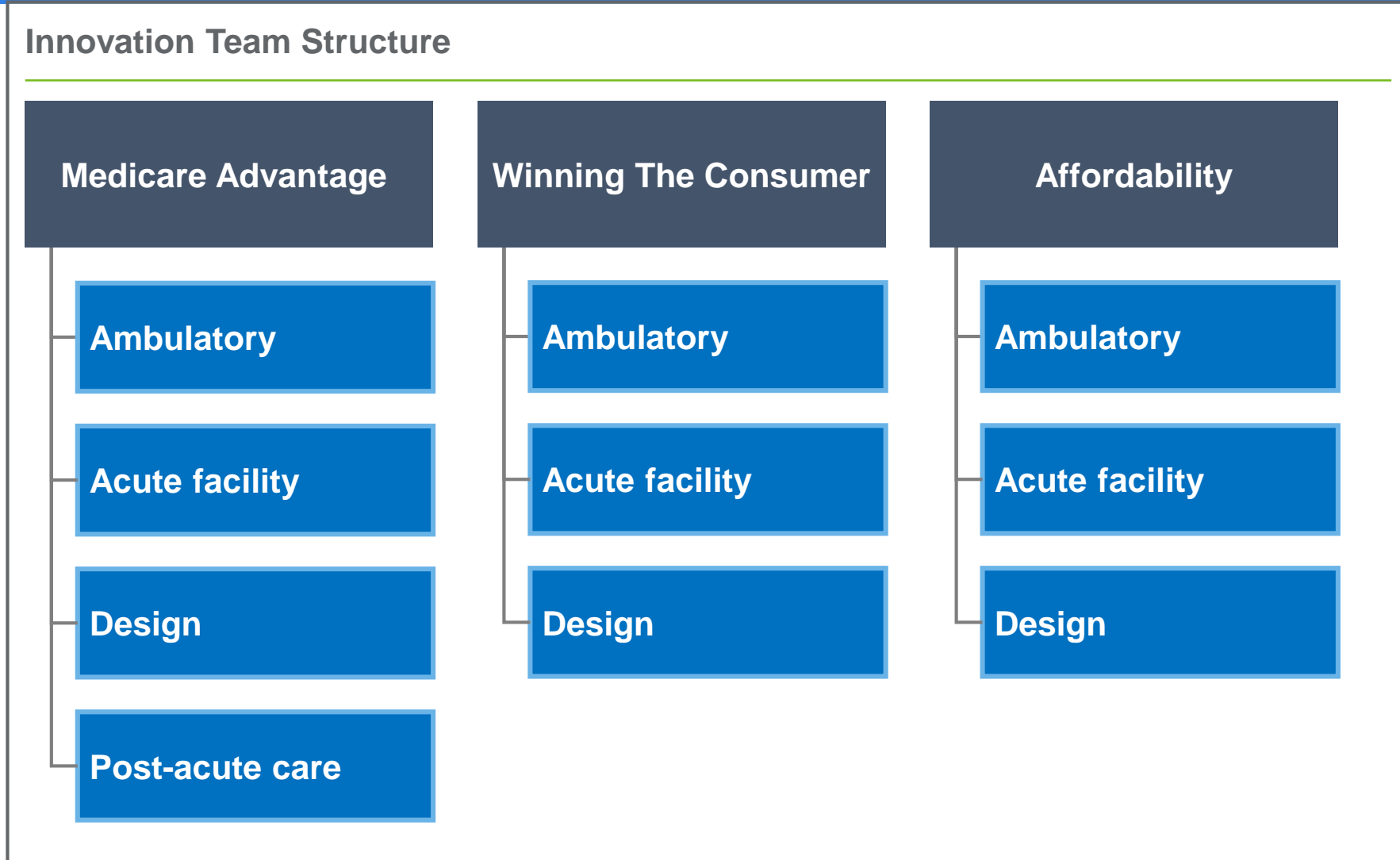


Leadership
Accelerator

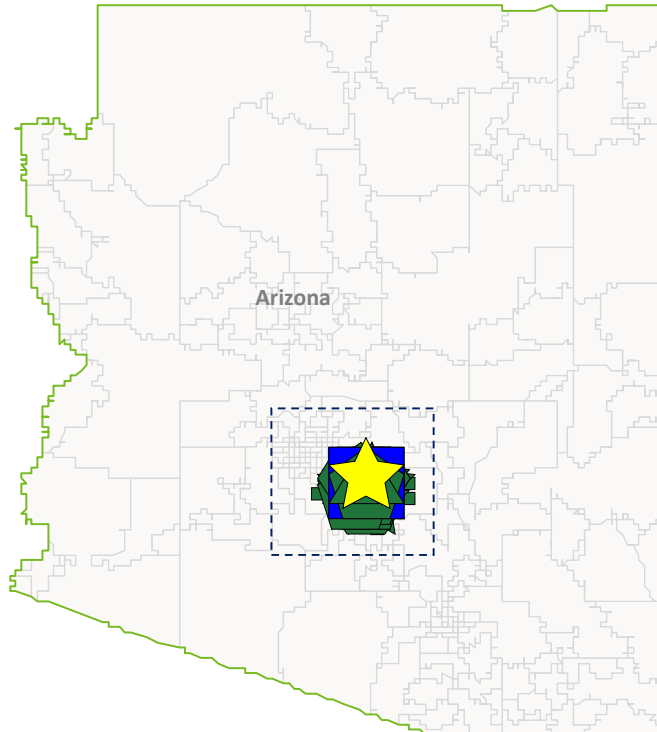


Stumbles

Original innovation team structure



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

Project Mantra: the premise

When our product is an experience, **customer service is an indivisible component** of what people are buying.

Project Mantra: the desired effect

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.

I am a
GUARDIAN

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!

Learnings

The image features a vibrant blue sky filled with delicate, wispy white clouds. The clouds are scattered across the frame, with some appearing as thin, horizontal streaks and others as more complex, swirling patterns. The overall composition is clean and serene. In the upper right quadrant, the word "Learnings" is written in a bold, white, sans-serif font, standing out prominently against the blue background.

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

AI Enhanced Self-triage

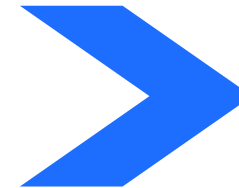
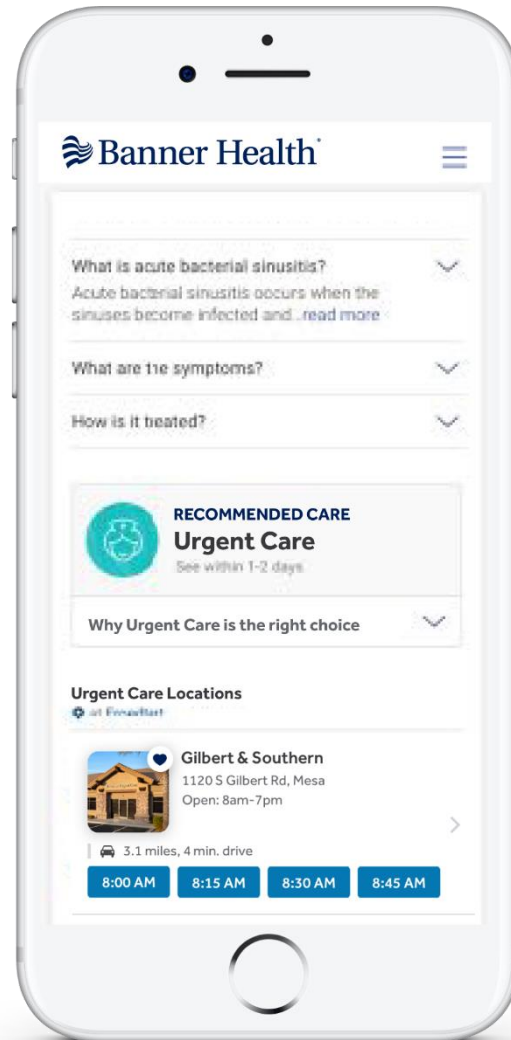
Non serious issue



Semi-serious issue



Serious issue



Check in to
Urgent Care

Launch
Televisit
Make PCP
Appointment

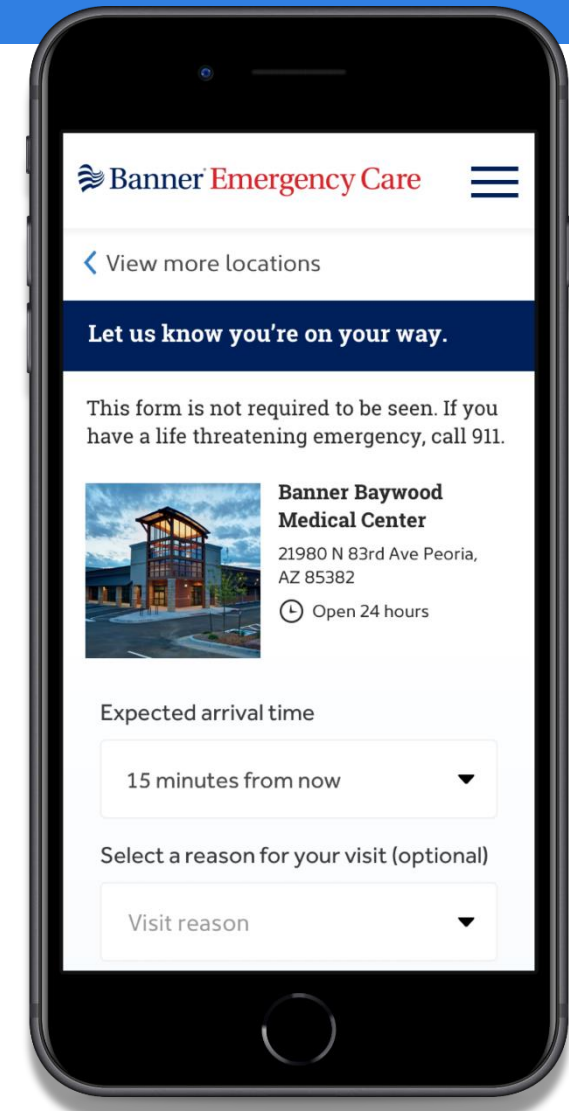
Go to the ED

Online Check-in and Pre-registration

Streamlines the intake process & reduces wait time

When customers do chose 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

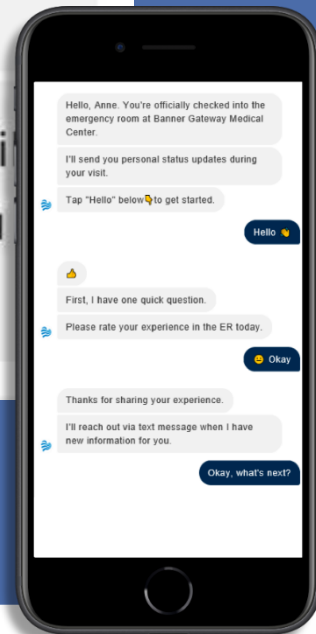


ED Communication Chatbot

Keeps patients informed and engaged

Your provider will need 30-45 minutes to review your results after they're available. They'll come discuss your treatment plan with you around 7:15 pm.

In the meantime, your nurses will care for you and try to keep you comfortable.



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

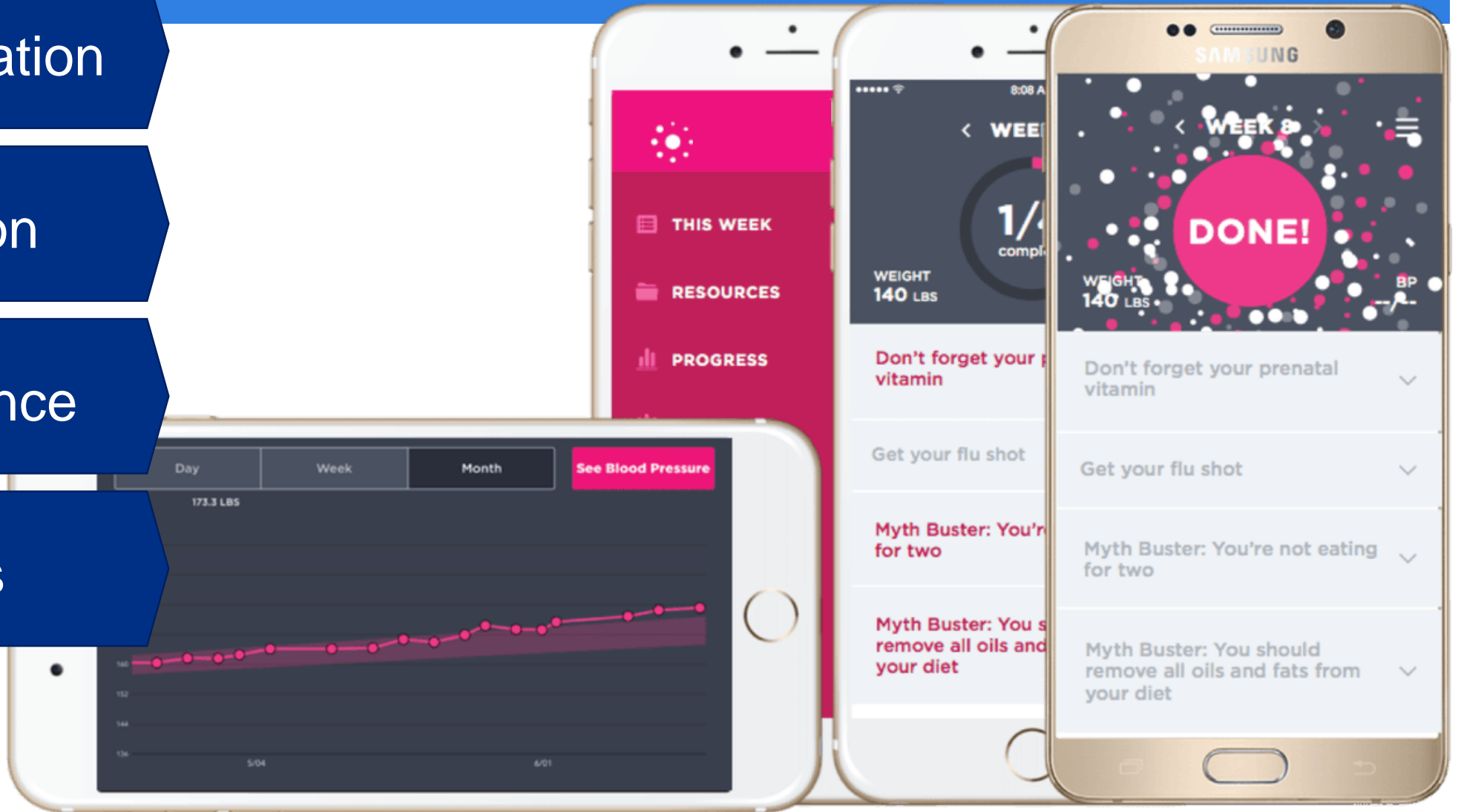
Emotional Engagement (OB)

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



Victories



Link projects to strategic imperatives

Create a **win-win situation for the organization and its leaders by working on their strategic imperatives**

Strategic Areas of Focus: *AMBULATORY*



CX

1

2

3

4

5

PROCESS

6

7

8

9

10

11

12

FINANCIAL

13

14

15

16

GROWTH

17

18

19

20

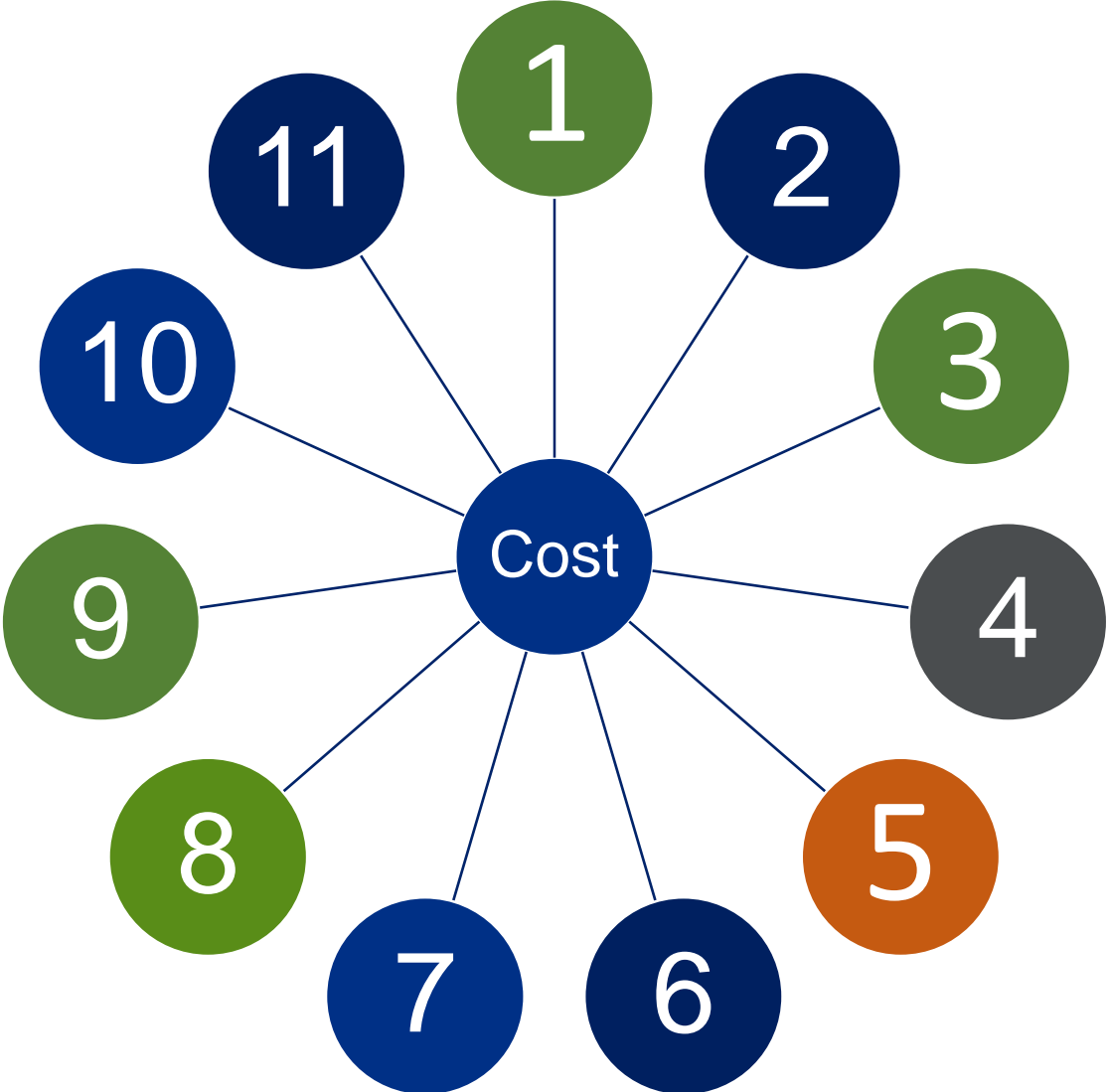
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PEOPLE

23

Grouped into themes



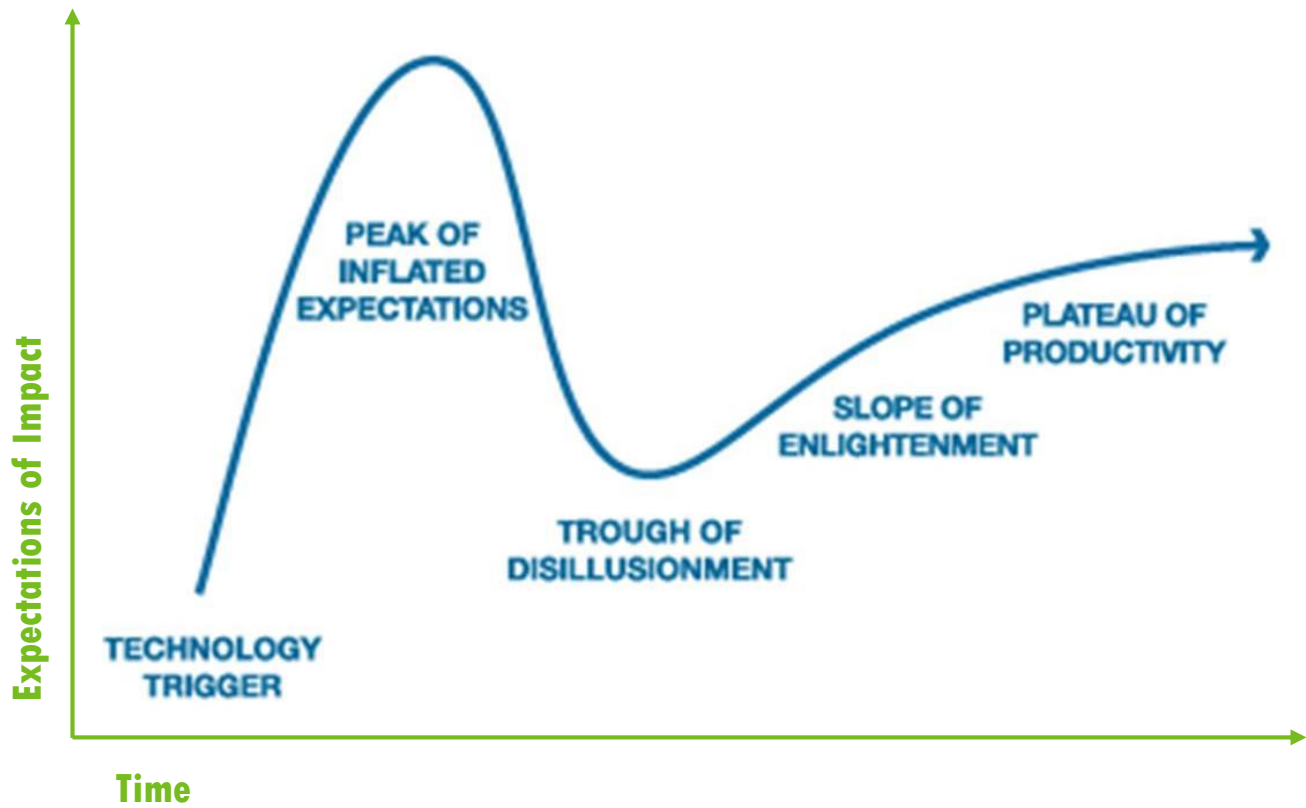


into the future

The future we believe in

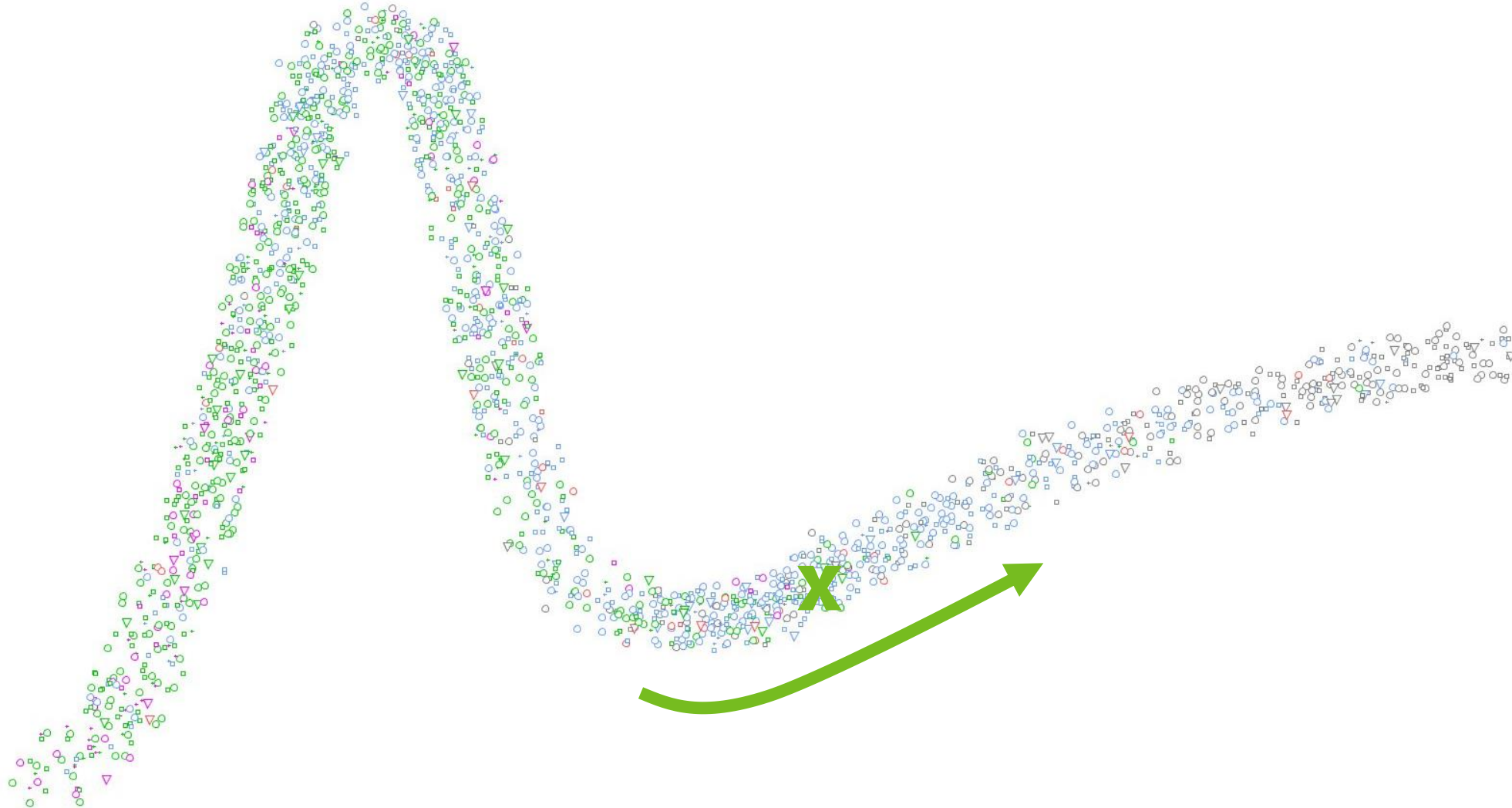


The Future We Believe In is an effort to articulate the world we are designing for. It is based on the marketplace trends we see and the real-life perspectives we hold.



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

Mid-term trends

Long-term trends

0-2 years
(2019-2020)

3-4 years
(2021-2022)

5+ years
(2023+)

Trend analysis

AutoSave **90 Trends Scoring - Compiled v2** — Last updated: 5/1/19 12:01 PM — Search Sheet

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U15

Trend Description	Maturity														RIS	Maturity														RIS	S.17M	S.27M	S.17M	MTRM
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029		2030	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028					
9 Take care of me where I am	0	100	0	0	0	0	0	0	0	100	100	0	0	0	9.0	0	0	0	0	0	0	0	0	100	100	0	0	0	9.2	0	0	0	0	
37 More of the chronically ill	100	0	0	100	100	0	0	0	100	100	100	100	100	0	9.4	0	0	0	100	0	0	0	100	100	0	100	0	9.4	0	0	0	0		
22 Behavioral health	100	0	0	100	0	0	0	0	0	100	0	0	0	0	9.0	100	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
55 Everyone is innovating	0	0	0	0	0	0	0	0	100	100	100	100	0	9.5	0	0	0	0	0	0	0	0	100	100	0	100	0	9.4	0	0	0	0		
25 Lifestyle medicine	0	0	0	0	0	0	0	0	0	100	100	0	100	0	9.7	100	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
10 Chronic pain management	100	0	0	0	0	0	0	0	0	0	0	0	0	0	9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
40 Everything is connected (IoT)	100	0	0	0	0	0	0	0	0	0	100	100	0	9.0	100	0	100	0	0	0	0	0	0	0	100	100	0	9.2	0	0	0	0		
44 Big data in the clinical workflow	100	100	0	0	0	0	0	0	0	0	0	0	0	0	9.0	0	100	0	0	0	0	0	0	0	100	100	0	9.4	0	0	0	0		
12 Employees get more powerful, evidence without	0	0	0	0	0	0	0	0	0	0	0	0	100	0	9.2	0	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
5 Social determinants	100	0	0	0	0	0	0	0	0	0	100	0	0	0	9.7	100	0	0	0	0	0	0	0	0	100	100	0	9.4	0	0	0	0		
51 Consolidation continues	0	0	0	100	100	0	0	0	0	0	0	0	0	0	9.0	0	0	0	0	0	0	0	0	0	100	100	0	9.2	0	0	0	0		
29 Complementary & alternative medicine	100	0	0	0	0	0	0	0	0	0	0	100	0	0	9.0	100	0	0	0	0	0	0	0	0	100	100	0	9.0	0	0	0	0		
26 Curious consumers	0	100	0	0	100	0	0	0	0	0	0	0	0	0	9.2	0	100	0	0	0	0	0	0	100	100	100	100	9.0	0	0	0	0		
50 CD on a pedestal	0	0	0	0	0	0	0	0	0	0	0	0	100	0	9.1	0	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
49 Gen location	0	0	0	0	0	0	0	0	0	0	0	0	100	0	9.4	0	0	0	0	0	0	0	0	0	100	100	0	9.4	0	0	0	0		
30 Grandparents on the rise	0	0	100	100	100	0	0	0	0	100	100	0	100	0	9.7	0	0	100	100	100	0	0	0	100	100	100	100	9.2	0	0	0	0		
42 AI	0	100	100	0	0	0	0	0	0	0	0	0	100	100	9.0	100	100	100	0	0	0	0	0	0	100	100	0	9.4	0	0	0	0		
36 Millennials take center stage	0	0	100	0	0	0	0	0	0	0	0	100	100	0	9.7	0	0	100	100	0	0	0	0	0	100	100	0	9.0	0	0	0	0		
24 OOH personalized	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.0	100	0	0	0	0	0	0	0	0	100	0	0	0	9.4	0	0	0	0	
19 Healthcare from non-trad companies	0	0	100	0	0	0	0	0	0	0	0	0	100	0	9.2	100	0	0	0	0	0	0	0	0	0	0	0	0	9.0	0	100	0	0	
47 Personal virtual assistant meets virtual caregiver	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.2	0	0	0	0	
6 Precision medicine	100	0	0	0	0	0	0	0	0	0	0	100	0	100	9.1	100	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
27 The more, the merrier of new	0	100	0	0	100	0	0	0	0	0	0	100	0	0	9.4	0	100	0	0	0	0	0	0	0	100	0	100	0	9.4	0	0	0	0	
13 Evolution of paper solutions/digitalization	100	0	0	0	0	100	0	0	0	0	0	0	0	0	9.0	0	0	0	0	0	0	0	0	0	100	0	0	0	9.4	0	0	0	0	
18 Healthcare as a political tool	100	0	0	0	100	0	0	0	0	0	0	0	0	0	9.2	0	100	100	0	0	0	0	0	0	100	100	0	9.2	0	0	0	0		
20 Coverage medicine	0	0	0	0	0	0	0	0	0	0	0	100	0	0	9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.2	0	0	0	0	
30 Wellness as a status symbol	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.0	100	0	0	0	0	0	0	0	0	100	0	0	0	9.2	0	0	0	0	
38 Loneliness	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.0	0	0	0	0	0	0	0	0	0	100	0	100	0	9.2	0	0	0	0	
17 New needs, new jobs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.2	0	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
32 Pre-retirement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.0	0	0	0	0	0	0	0	0	0	100	0	0	0	9.2	0	0	0	0	
2 Clinic care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.0	0	0	0	0	0	0	0	0	0	100	0	0	0	9.2	0	0	0	0	
15 Proliferation of segment-specific offerings	0	0	100	0	0	0	0	0	0	0	0	0	0	0	9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.2	0	0	0	0	
43 Robotics	0	0	0	0	0	0	0	0	0	0	0	100	100	0	9.2	0	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
51 Medical devices	100	0	0	0	0	0	0	0	0	0	0	0	0	0	9.0	100	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	
5 It's all in the genes	0	0	0	0	0	0	0	0	0	0	0	100	100	0	9.0	0	0	0	0	0	0	0	0	0	0	0	0	0	9.4	0	0	0	0	

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!

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Banner Health®

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

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Banner Health®

- 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.