SHSMD CONNECTIONS
COMPOSING THE FUTURE OF HEALTH CARE STRATEGY 2019

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

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SHSMD Society for Health Care Strategy & Market Development℠

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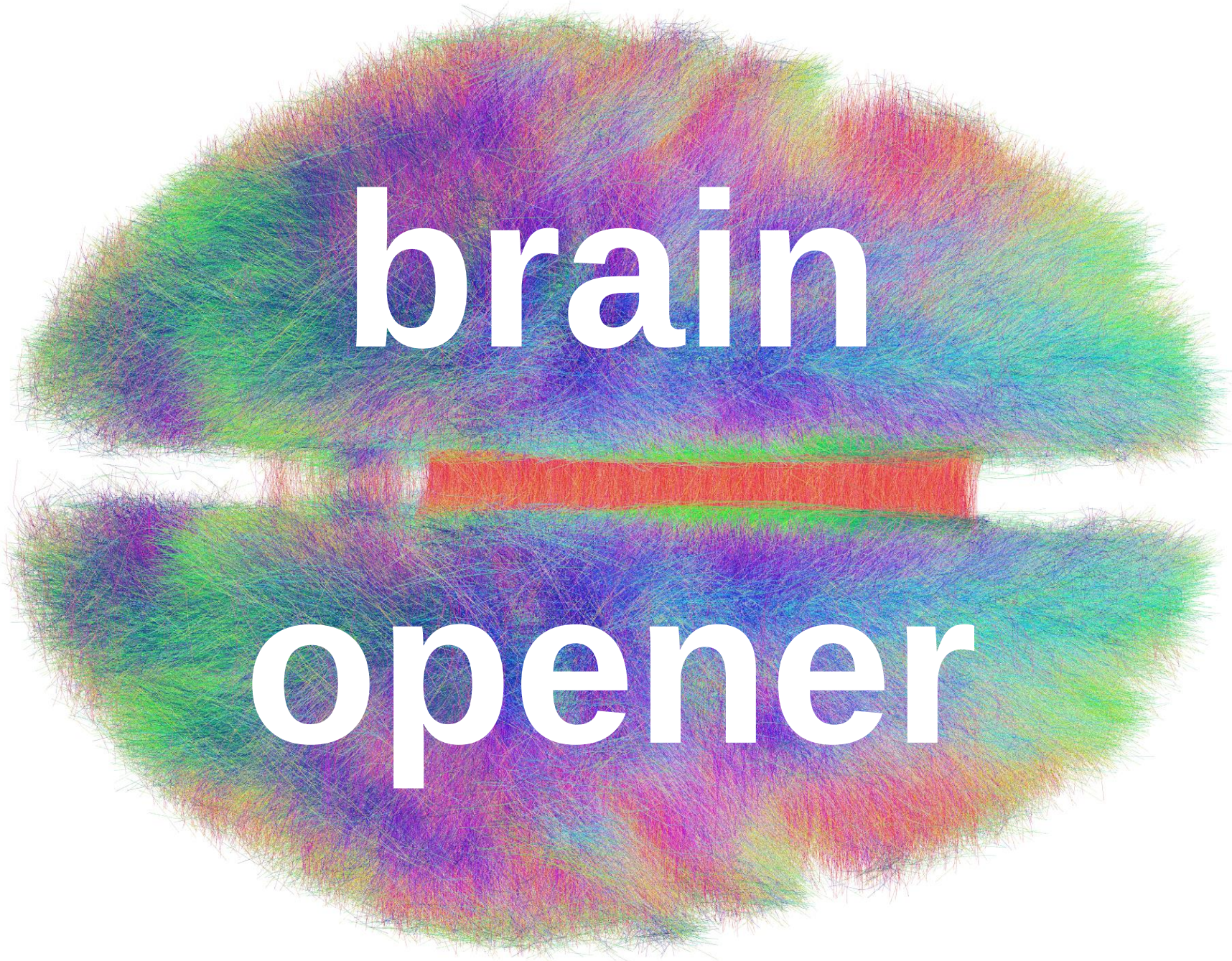
AHA Events

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

Category	0 10 20 30 40 50 60 70 80 90 100	Category leader
Healthcare providers	★ 26	
Online shopping	★ 45 ★ 69	amazon
Drug stores/pharmacies	★ ★ 26 29	Walmart Pharmacy
Health insurance	★ 12 ★ 35	KAISER PERMANENTE
Cable/satellite TV service	★ 15 ★ 32	verizon
Grocery/supermarkets	★ 36 ★ 63	TRADER JOE'S
Airlines	★ 30 ★ 66	SOUTHWEST

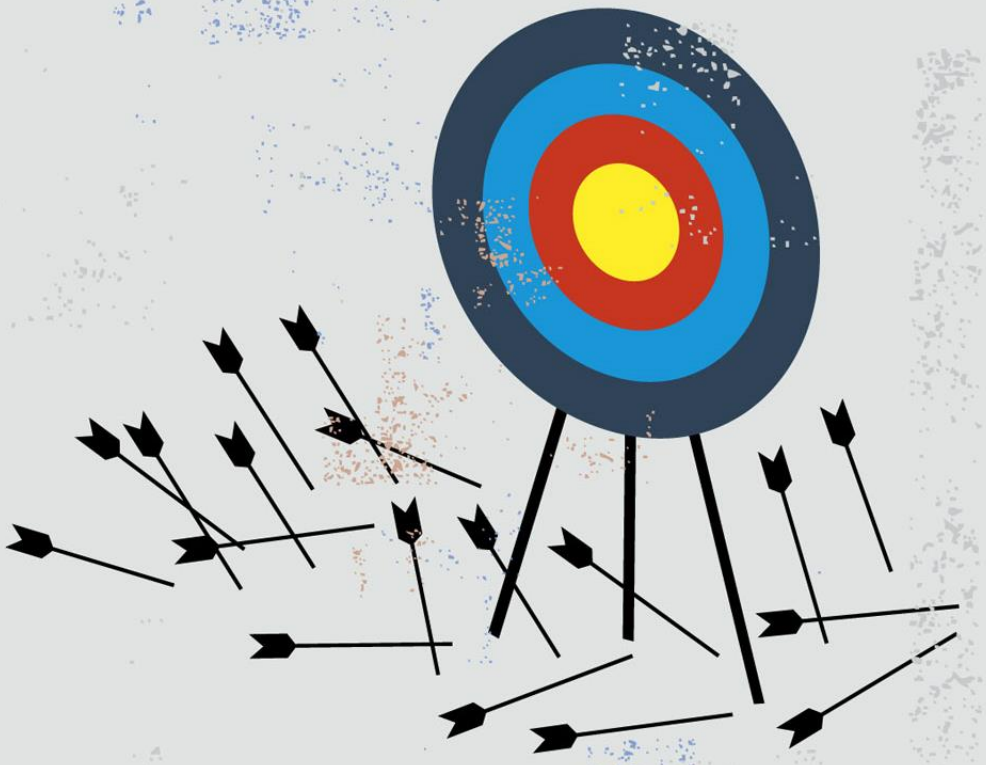
★ Industry average ★ Industry leader

SHSMD

In the beginning…there were teams

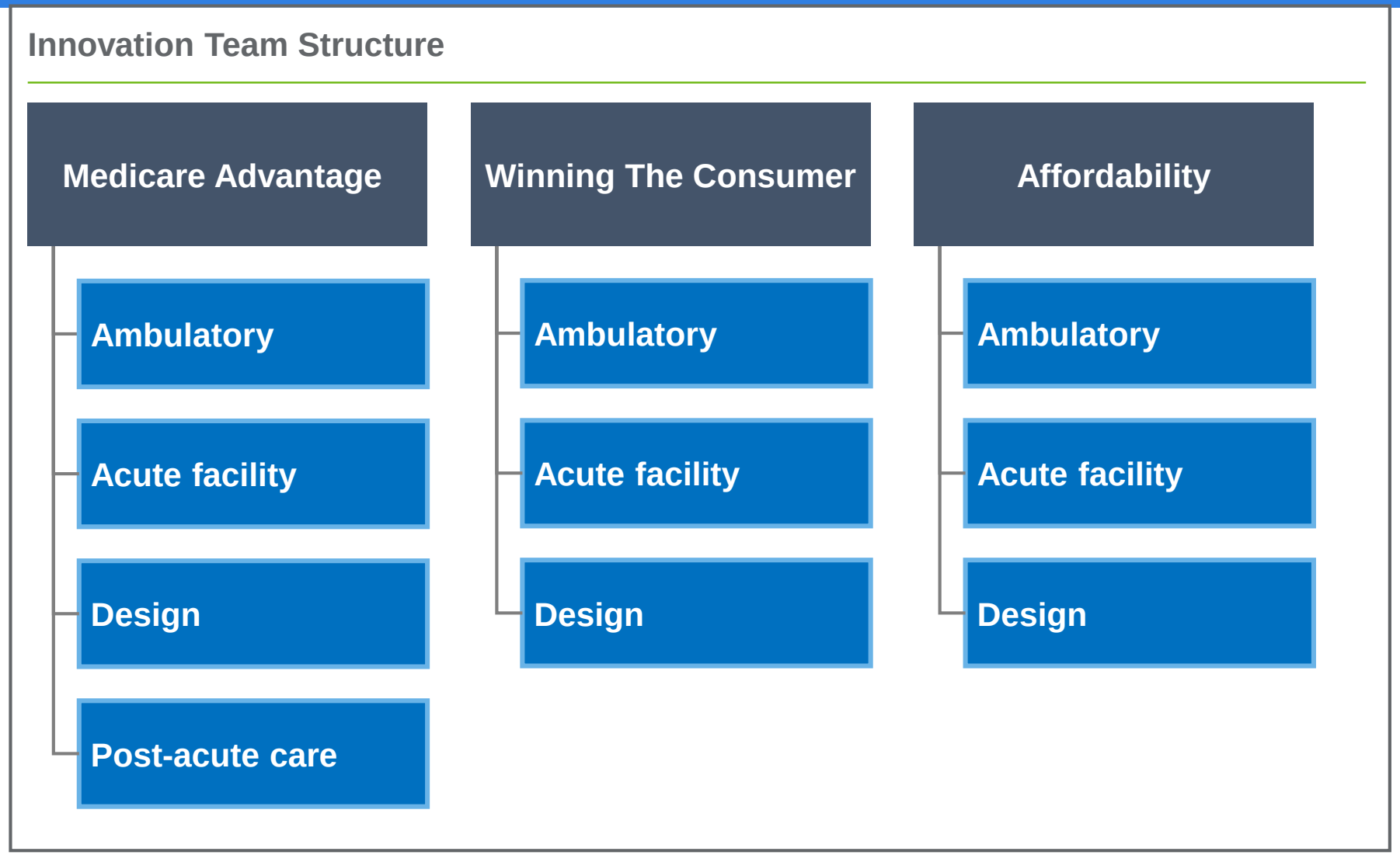
Imagine

- Medicare Advantage
- Winning the Consumer
- Affordability
- Digital Garage
- Leadership Accelerator

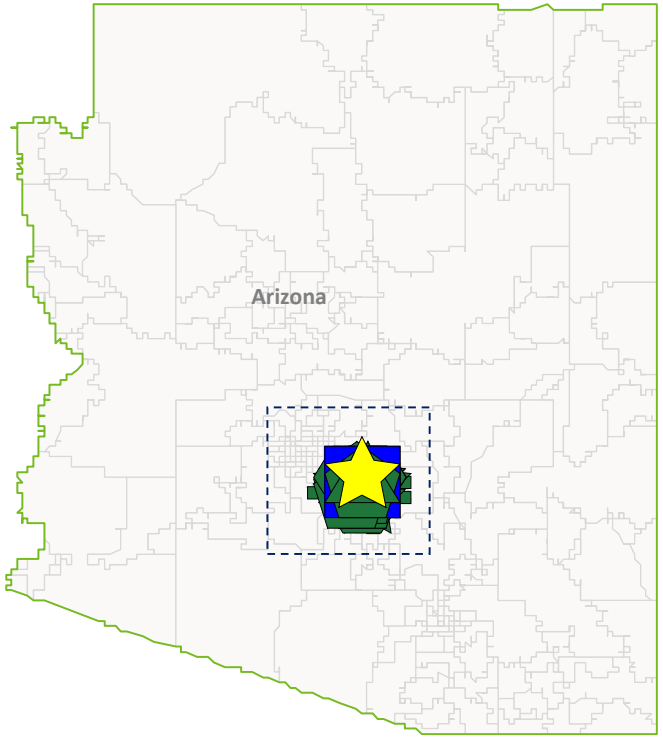


Stumbles

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

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

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

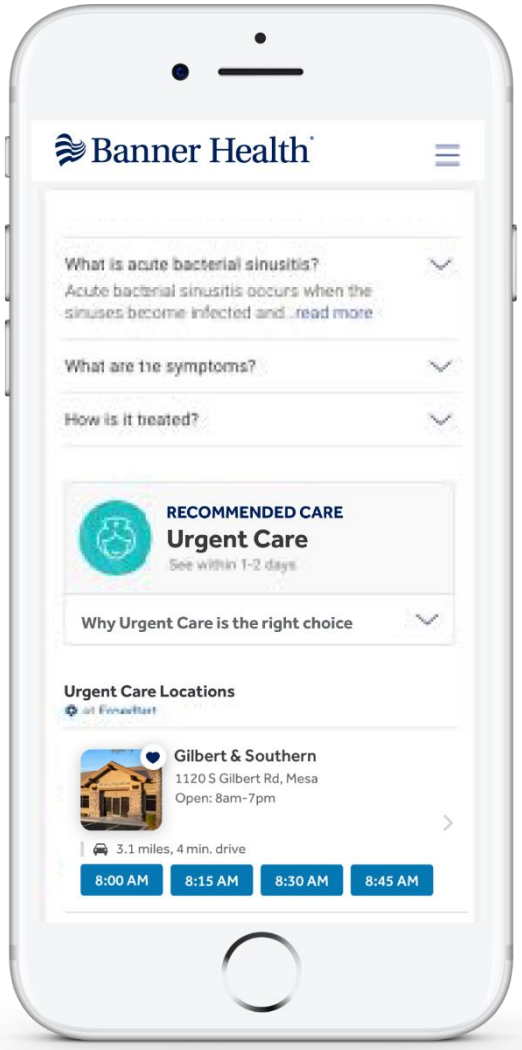
Routes each patient to the right care setting

Non serious issue

Semi-serious issue

Serious issue

AI Enhanced Self-triage



Check in to Urgent Care

Launch Televisit

Make PCP Appointment

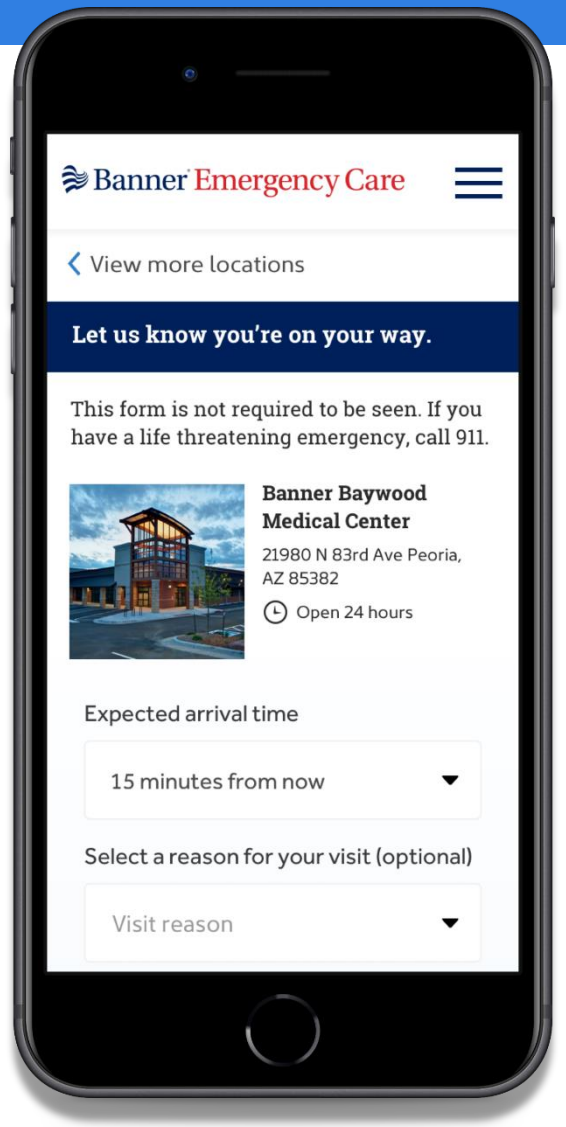
Go to the ED

Online Check-in and Pre-registration

Streamlines the intake process & reduces wait time

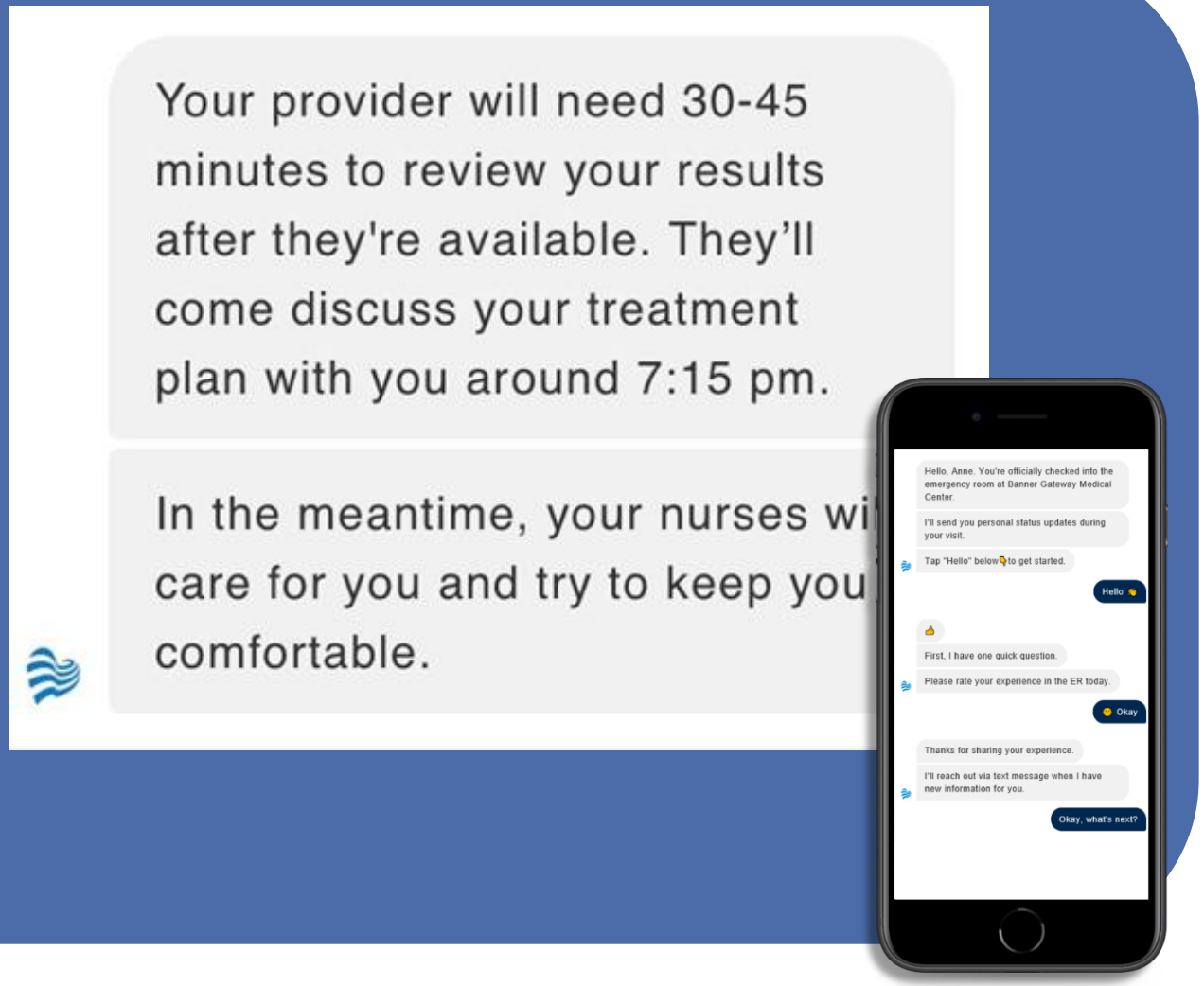
When customers do chose to access the ED, make it easy to find and to pre-register online.

- 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

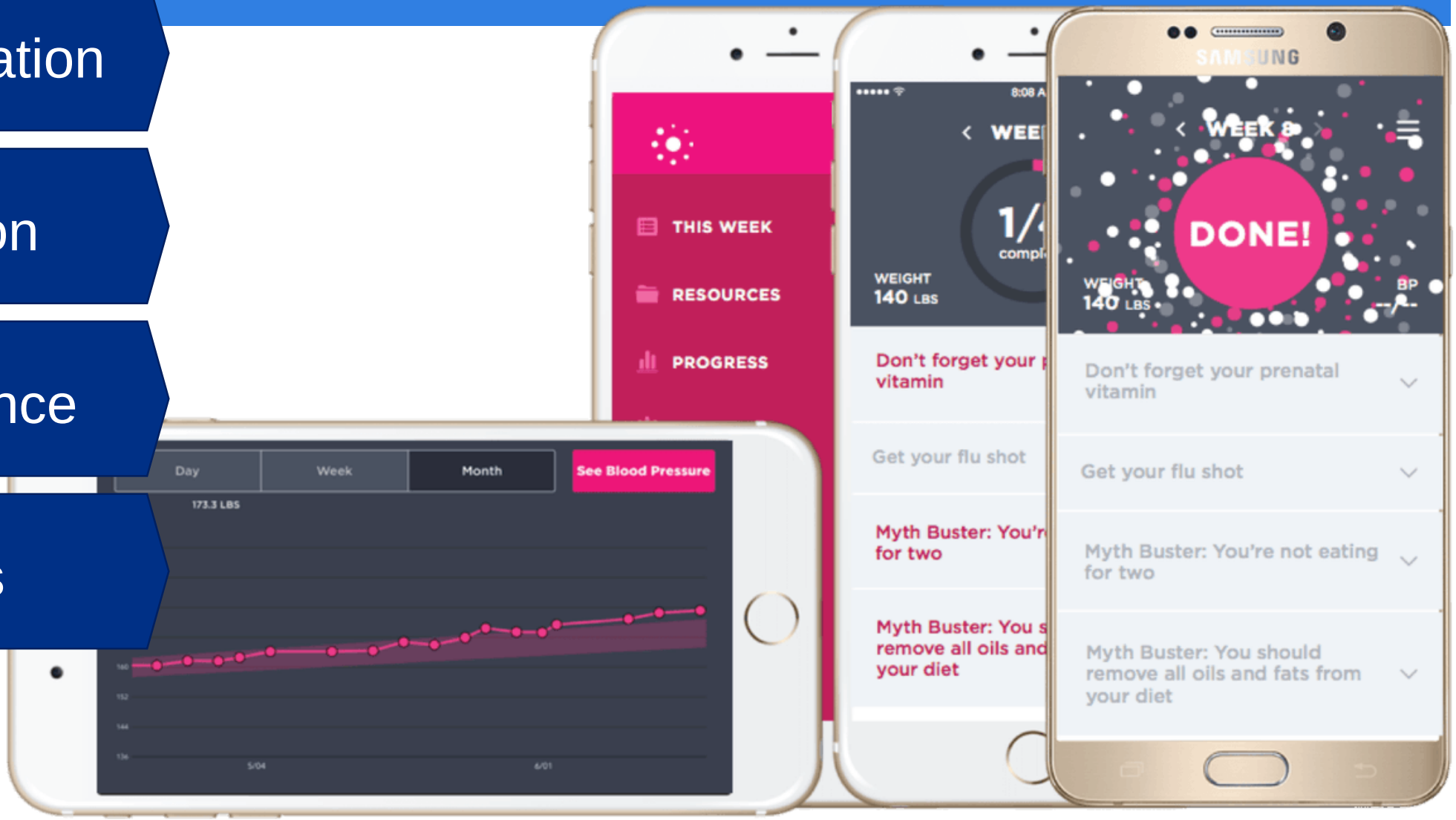


Chatbot communication in the ED increases patient engagement and satisfaction.

- 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

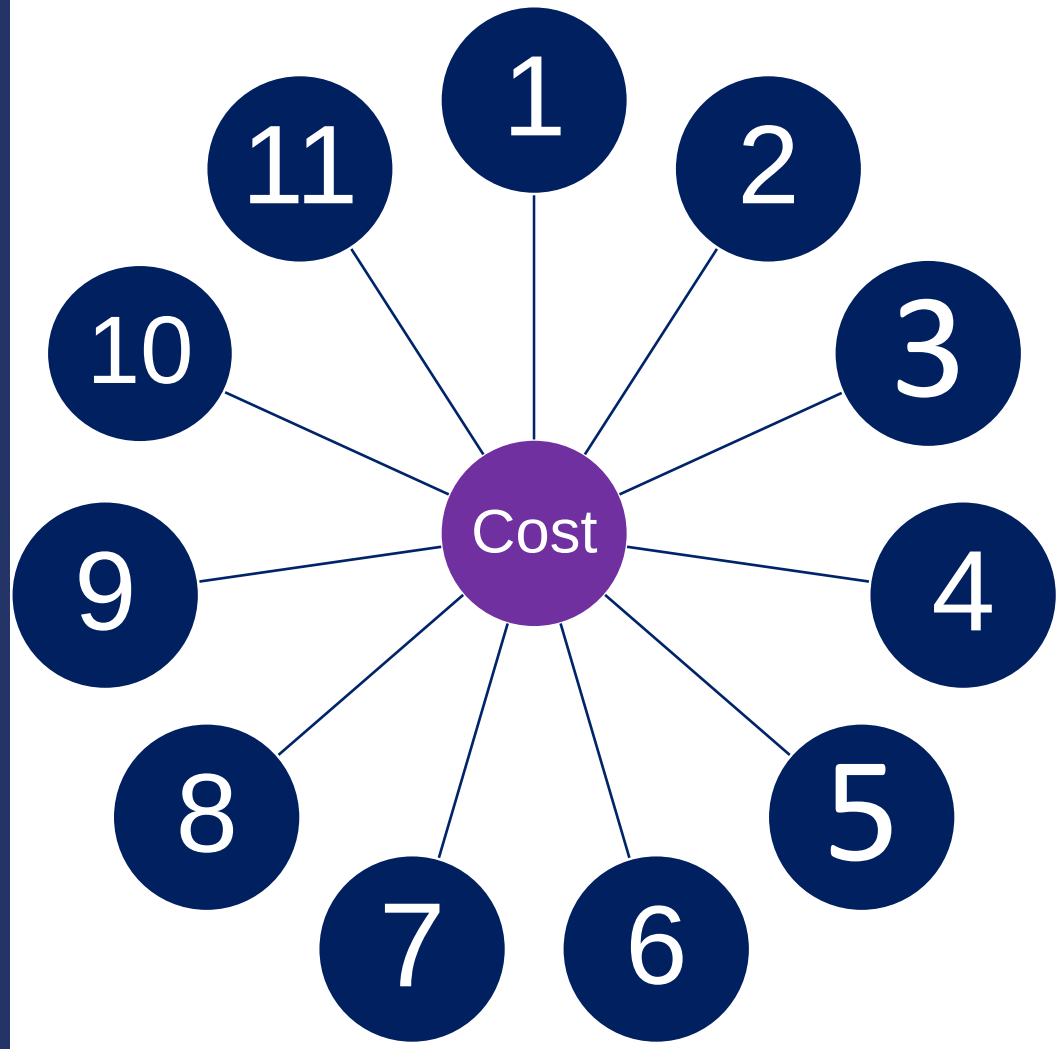
Link projects to strategic imperatives

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

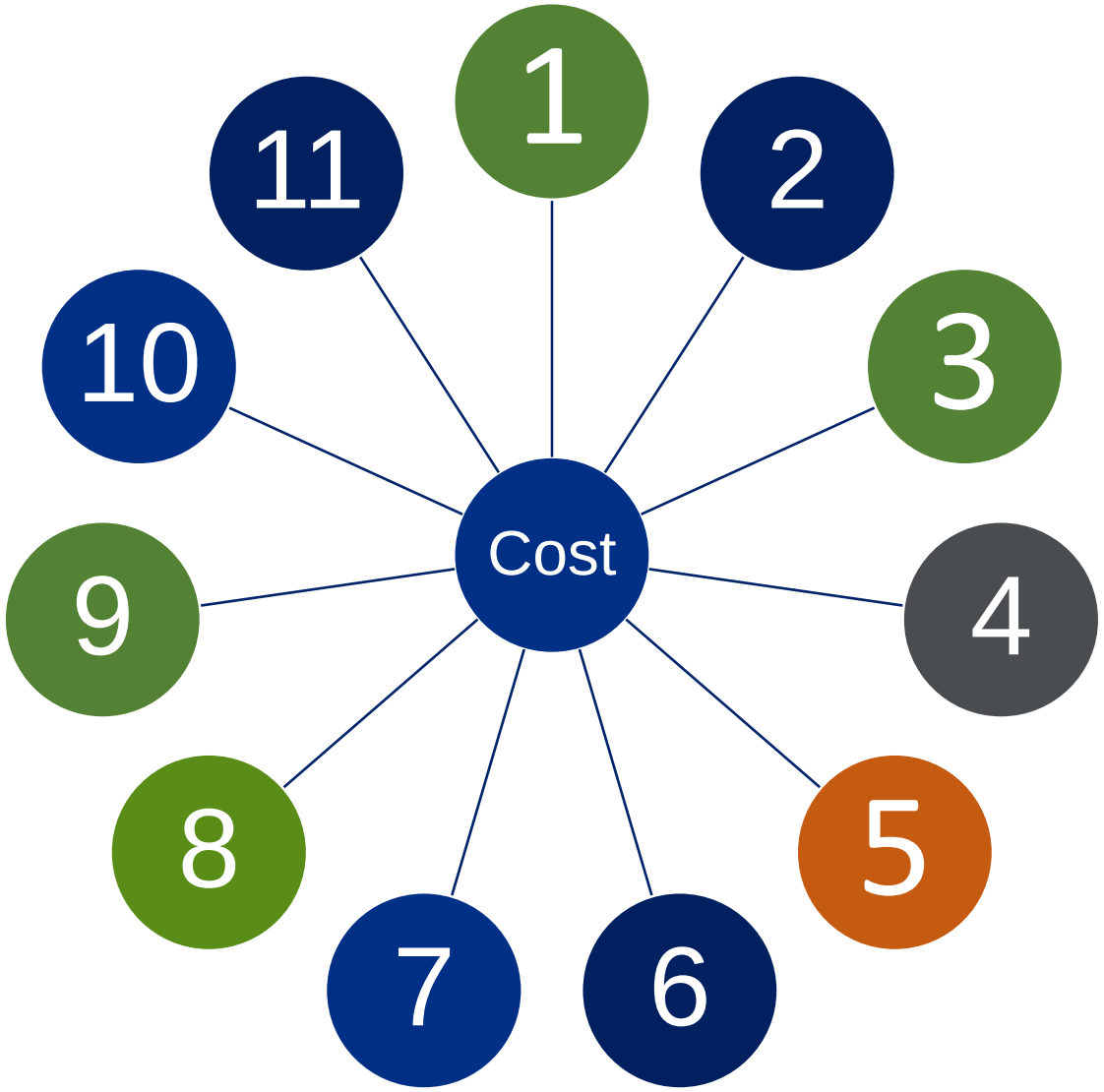
Strategic Areas of Focus: *AMBULATORY*

CX	PROCESS	FINANCIAL	GROWTH	PEOPLE
1	6	13	17	23
2	7	14	18	
3	8	15	19	
4	9	16	20	
5	10		21	
	11		22	
	12			

Prioritization: Round 1

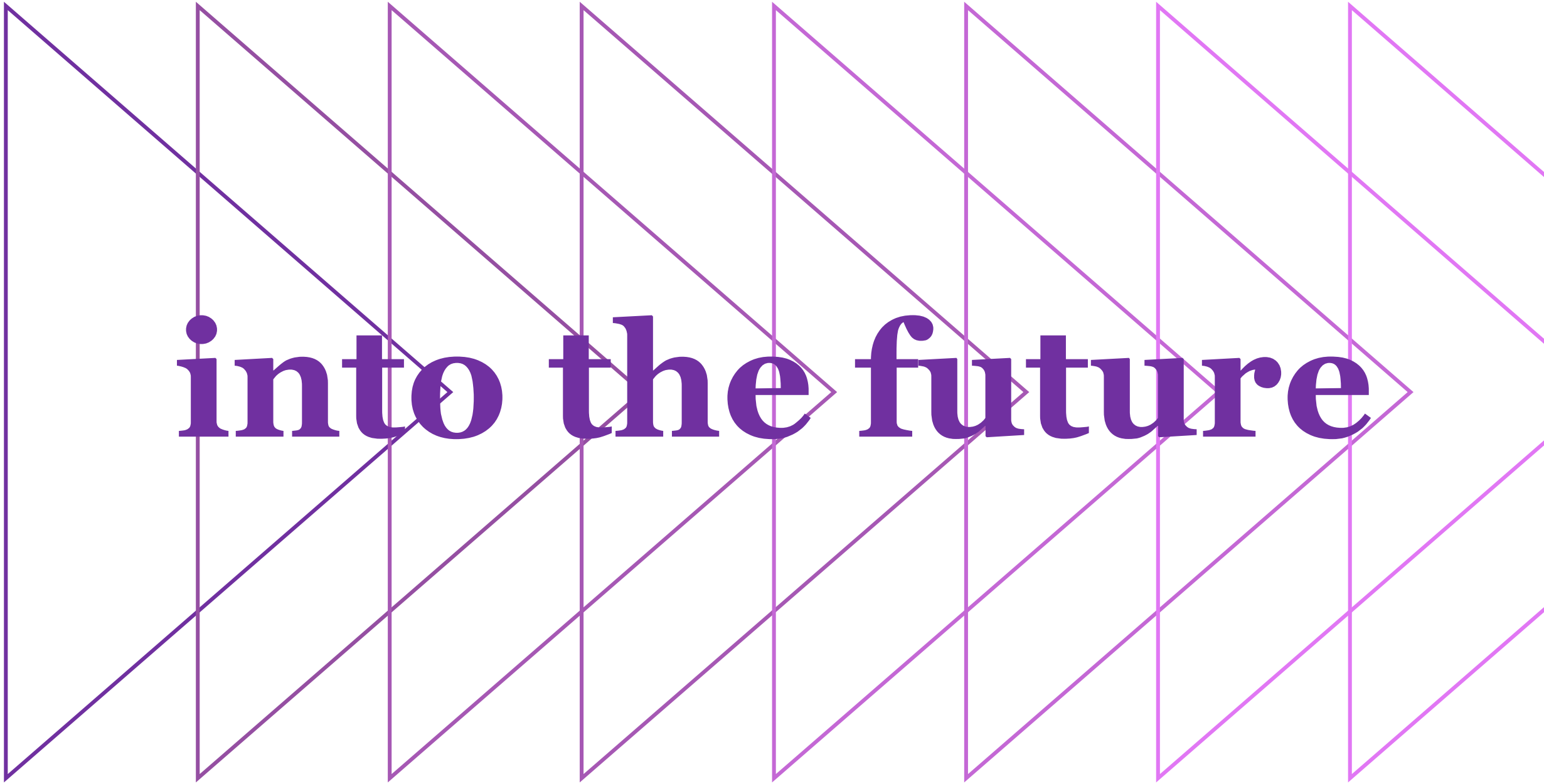


Grouped into themes



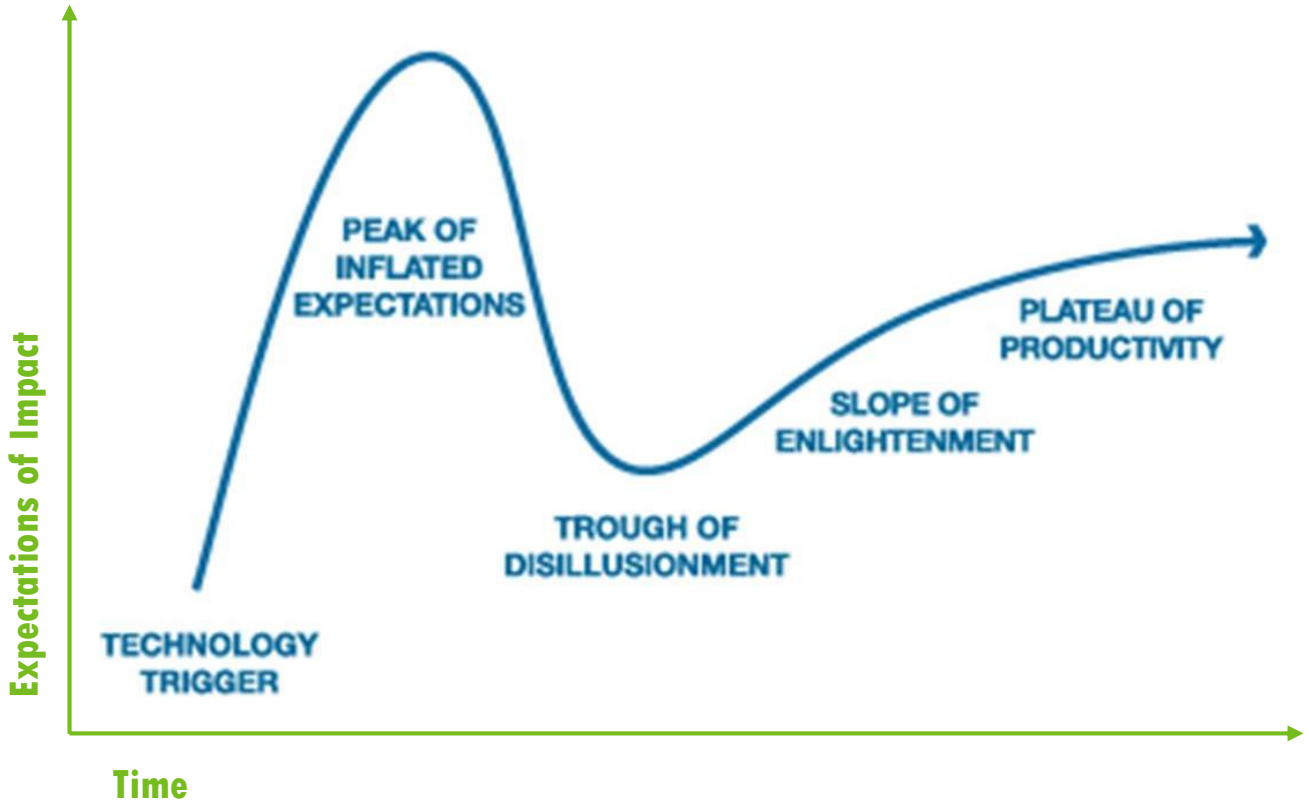
Prioritization: Round 2

	Proposal of Idea or Concept	
	Criteria	
+	Fit with/advance Banner's service line growth priorities?	
+	Fit with/advance Banner's key strategic growth priorities?	
+	Meet community need or address current service gap?	
-	Face major barriers to entry?	
+	Give Banner significant market advantage? E.g. exclusive service offering.	
+	Generate positive financial ROI within three years?	
-	Require more than $1M capital investment?	
+	Deliver first mover advantage?	


into the future

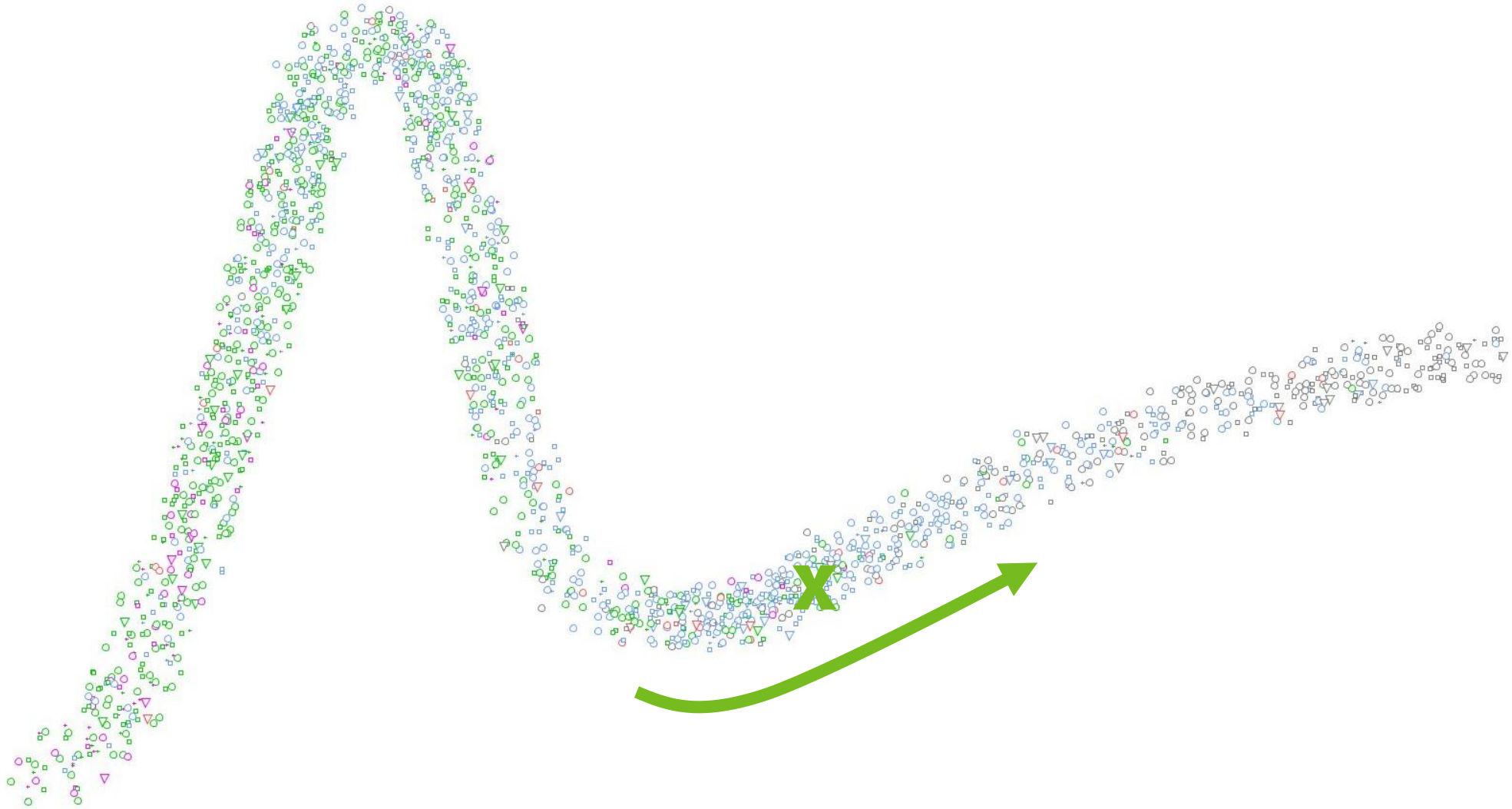
The future we believe in

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.

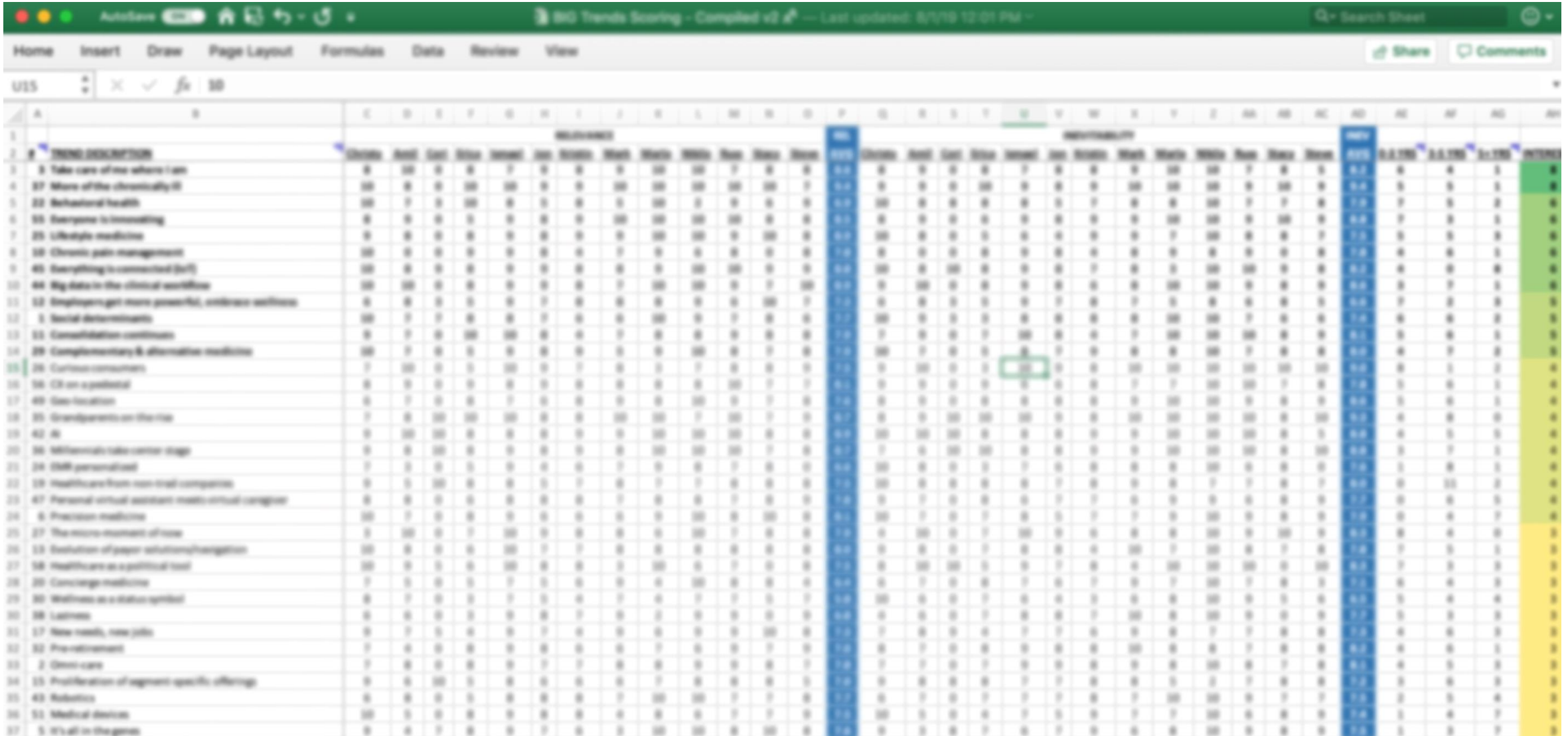
How far out from applicable impact?



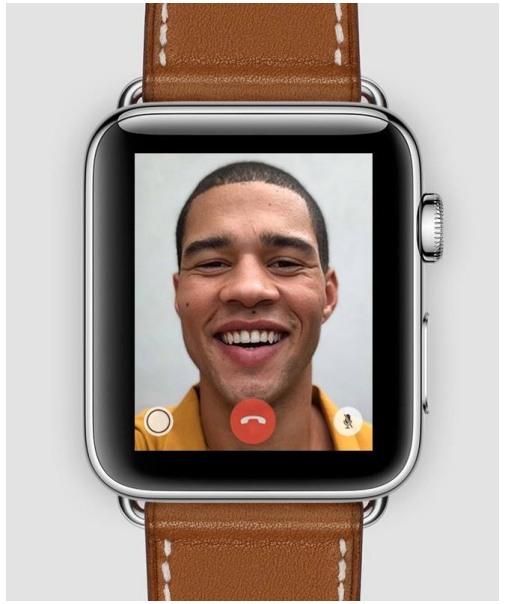
Trend time horizons

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



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.

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Questions?

Please be sure to complete the session evaluation on the mobile app!

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AHA Events

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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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- 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.

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