

# Collaborative Innovation

Using design thinking and co-creation to successfully drive innovation

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# Set Out to Change the World?



# Vision of Path





# Vision of Stakeholders

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# Some Stakeholders in the Real World



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***What to do?***

***Design Thinking and other techniques to overcome challenges and leverage stakeholders to drive innovation***



## A Little About Me...

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Sheila Guastamachio  
Director, Product Management  
Kaiser Permanente (Digital Experience Center)



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*Technology*

*Healthcare*

# Your Experiences?

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# What is Design Thinking

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## Example: Classic MRI Machine and Room





## Example: Reimagined, Starting With Consumer Empathy



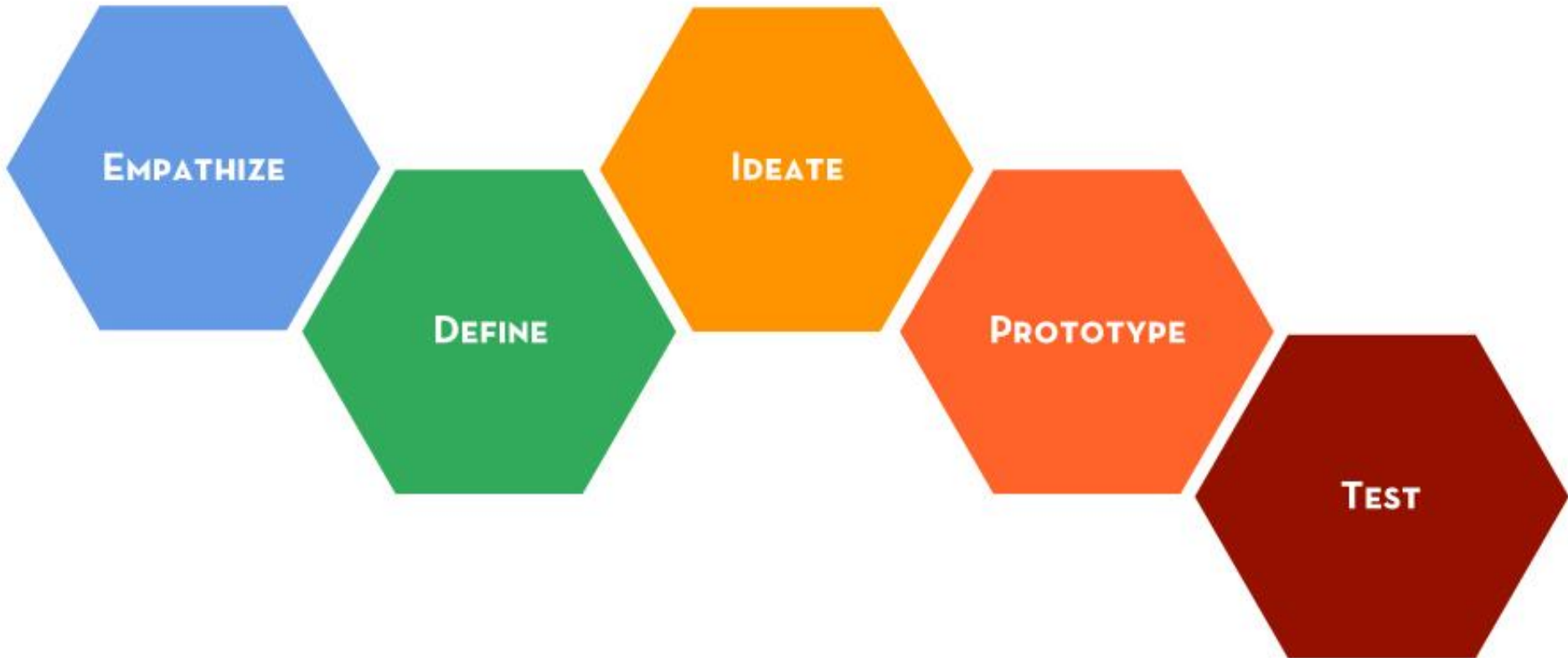
# What is design thinking?

Design thinking utilizes elements from the designer's toolkit like **empathy** and **experimentation** to arrive at **innovative solutions**.

By using design thinking, you make decisions based on what future customers really want instead of relying only on historical data or making risky bets based on instinct instead of evidence.



# Stages of Design Thinking



# The Techniques

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# #1: Pull Them In

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*“A picture is  
worth 1,000  
words”*

### #3: View the World from Their Lens

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## #4: Meet them Partway



- Henrik Kniberg



## #5: Learn Resilience





# Your Experiences?

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# CASE STUDY

## KAISER PERMANENTE DIGITAL EXPERIENCE

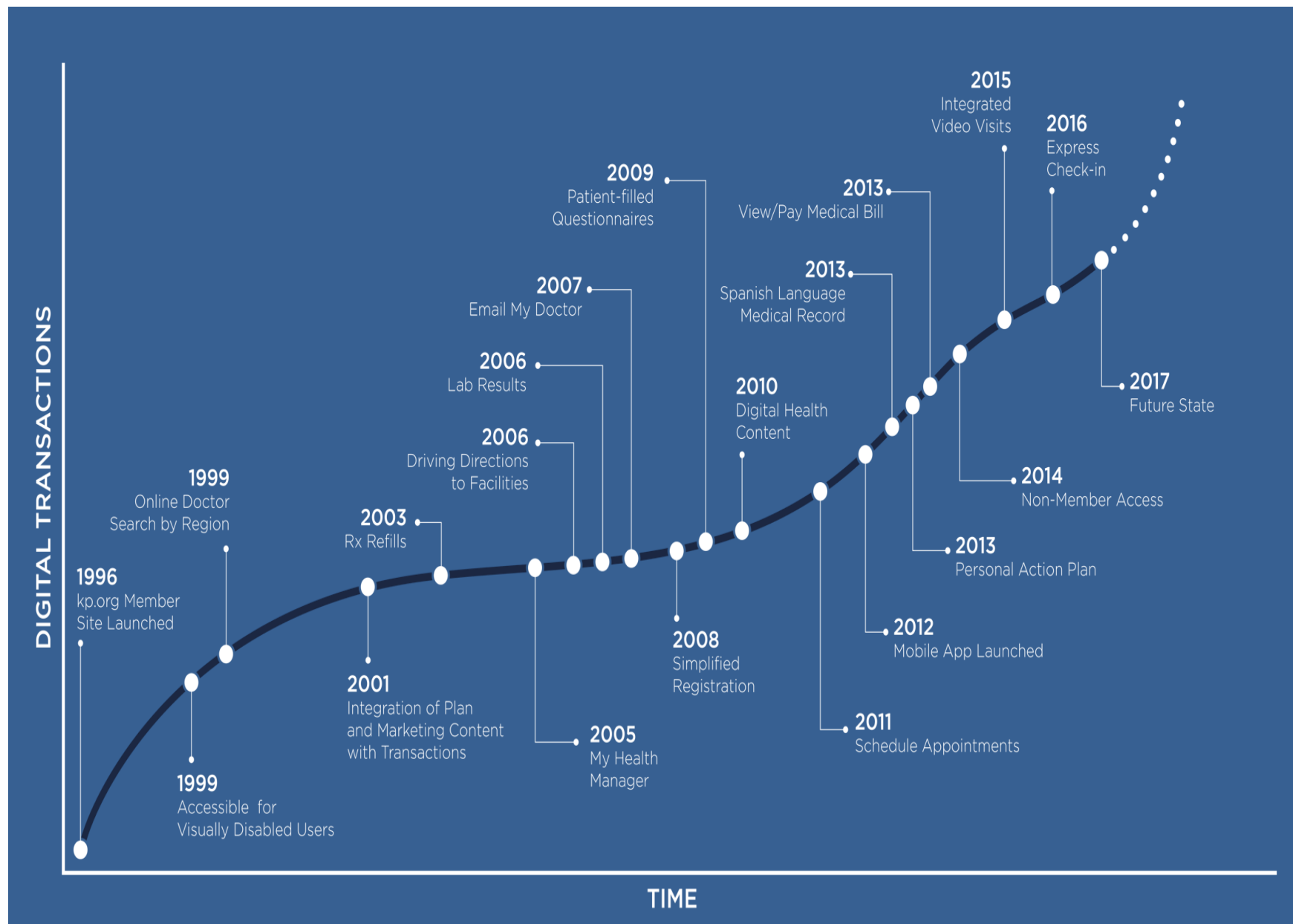
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# Context

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# Kaiser Permanente Has a Long History Leveraging Technology



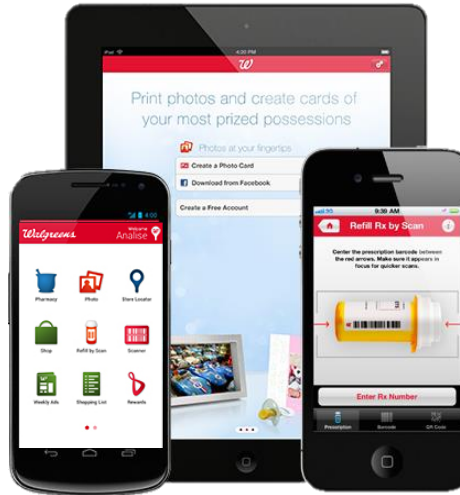
# Transition to an Immersive Digital Experience

As mobile becomes a ubiquitous component of the digital world, the most innovative companies initiated the immersive digital wave, leveraging mobile to enhance their customers' experience in their physical environment.



## Desktop Web (Began 1990)

- Digitization of existing processes/services resulted in a new interaction model, that was siloed from other channels
- Focused on transactions (e.g., self-service)
- **Expectation:** ability to self-serve
- **Implication:** 60% of top four banking activities done on digital desktop (e.g., pay bill, view balances/transactions)



## Mobile (Began 2007)

- Enabled desktop experience via smartphones and tablets
- Highly personalized, contextually-relevant experiences utilizing device capabilities (e.g. GPS)
- **Expectation:** access to content/features anywhere, anytime
- **Implication:** multi-channel customers have 3x life-time value [Walgreens] and 5x value [Macy's] of single-channel customer



## Immersive Digital (Began 2014)

- Digital tools react to physical location – enabling situational awareness
- Real-time marriage of digital and physical - creating wholly new experiences/value across devices (e.g., wearables, kiosk)
- **Expectation:** fusing the digital and physical world – creating deeply personalized, immersive experiences
- **Implication:** 50% of mobile app usage happens in store [Walgreens]

# The Digital Opportunity for Kaiser Permanente

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Our digital vision is to strengthen our relationship with members by offering personalized, contextualized and immersive healthcare experiences

**Personalization**

and

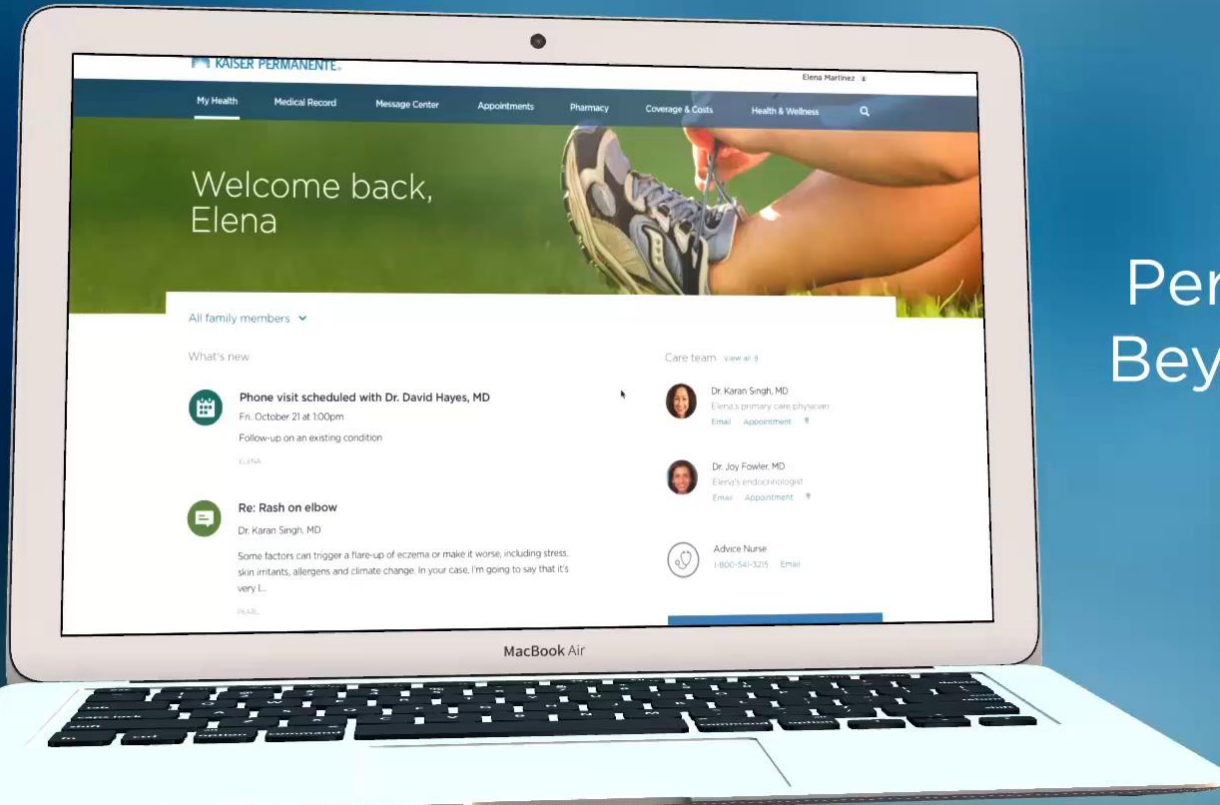
**Going Beyond  
Transactions**

to

**Merging Physical &  
Digital Experiences**



# Personalization & Going Beyond Transactions



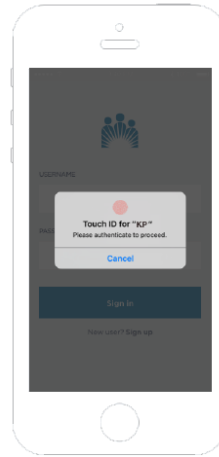
## Personalization and Beyond Transactions

# Merging Physical & Digital Experiences

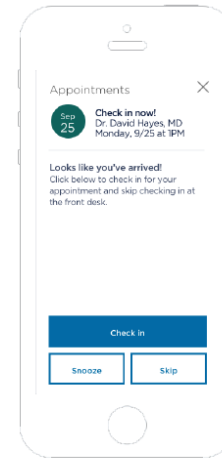
Illustrative:  
Simplified check-in  
process



Arrival notification  
native

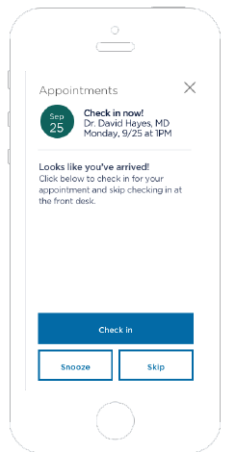


Touch ID Authentication  
native



Appointment check-in  
native

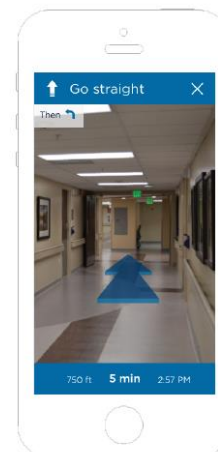
Illustrative:  
Assisted navigation in  
care center



Appointment check-in  
native



Facility map  
native



Turn-by-turn navigation  
native



# The Challenges

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# Ample Challenges

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- ✓ **Complicated technical systems & architecture**
- ✓ **Lots and lots of stakeholders**
- ✓ **Culture not used to taking risks / moving quickly**
- ✓ **...**

# The Process

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## DEC Design Thinking Engagement Menu

Classic  
Journey  
Visualizations

(Branded,  
8 Week Variety)

Solve a Thing  
Workshops

(As Needed)

Project  
Kickoff  
Visioning  
Workshops

(At Start of All  
Projects)

Co-Creations  
for Project  
Development

(At Start of All  
Projects, Following  
Project Kickoff  
Visioning  
Workshop)



A Journey Visualization (JV) is an exploration of a consumer's\* experience, or set of interactions, with Kaiser Permanente.

Successful JVs are active collaborations among the consumers, the care team, regional and line of business stakeholders, IT, and the Digital Experience Center.

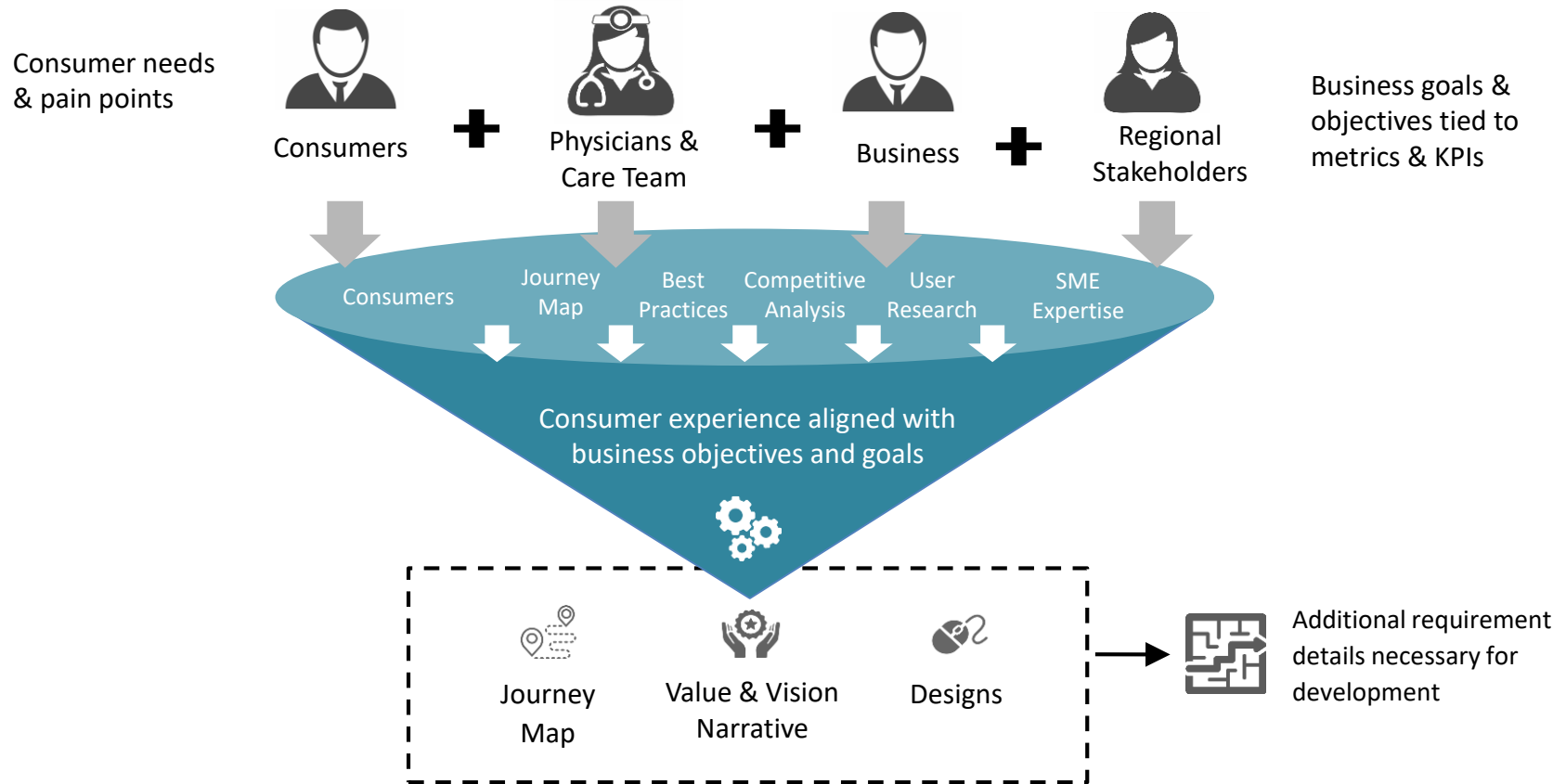
We use JVs to:

- Ensure alignment about consumer needs and pain points
- Establish 'blue sky' objectives to improve the consumer experience
- Provide clarity on 'real world' operational and clinical issues
- Give form to ideas
- Set strategic direction, through designs, prototypes, etc. ...



\*"Consumers" may be prospects, patients, members, customers, etc.

# Journey Visualization Process





# Journey Visualization Process

Pre-work

## Kickoff & Journey Mapping Workshop

## Iterative Visualization

## Presentation of Value & Vision Narrative

Post-work

1-Month →

### Outputs

- Onboard Primary Stakeholders
- Current State Journey Map
- Baseline Understanding of Business Objectives and Consumer Needs
- Defined Scope

### Activities

- Validate & Prioritize Business Objectives
- Validate & Refine Current State Journey Map
- Share Consumer Insights
- Create Future State Journey Map

1.5 days →

### Outputs

- Prioritized Business Objectives
- First Draft Future State Journey Map
- Prioritized Journey Interactions to Visualize
- Finalized Scope
- Anti-scope

### Activities

- Iterative Journey Visualization
- Demo at the end of each iteration of:
  - Value Statement
  - Future Journey
  - Design Prototypes
  - User Feedback

4 two-week cycles →

### Outputs

- Iterative Feedback and Refinement to:
  - Value Statement
  - Journey Map
  - Journey Visualizations (Design Prototypes)

### Activities

Journey Visualization Team (including stakeholders) share with wider audience the business objectives, consumer needs, and final deliverables, including overview of JV process

60 to 90 Minutes →

### Outputs

- Vision & Value Statement
- Future State Journey Maps
- Journey Visualization Prototype
- Educate and Evangelize Audience on JV Process

### Activities

Define Product Backlog (Epics)

Identify Dependencies

Technology Assessment

1-week

### Outputs

- Development Ready Backlog

Feedback from previous Journey Visualizations through Co-creation efforts has been extremely positive, with participants from all regions and lines of business teaming up, sharing insights, providing input, and driving digital innovation for our consumers.



“Co-creation sessions allowed for opportunities to engage with regions and have my ideas contribute to the approach.”

“Seeing mockups of screen designs was extremely helpful.”

“We learned a great deal from other participants/regions.”

“It was great to provide input to actual page design.”

“Being able to focus without other distractions was useful.”

“The topics addressed were informative and continue to offer an opportunity for regional input.”

# Photos





# Photos



# Photos



# Outcomes/Milestones & The Road Ahead

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# Windy, But Worthwhile





# Q&A

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## Contact Info

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