Upcoming Team Training Events

Webinars
May 12, 2021 | 12:00 – 1:00 PM ET
Register for the webinar "Culture Team-Based Care Improves Value"

Virtual Courses & Workshops
Register for our new virtual workshop series (April 20th – May 11th): **Improving Team Structure: Engaging Patients and Families as Team Members** explore strategies that align the principles and practices of patient and family engagement with your organization's overall teamwork and communication initiatives

Online Community Platform
Join Mighty Network to access exclusive content and connect with your peers to share stories, tools, and content.
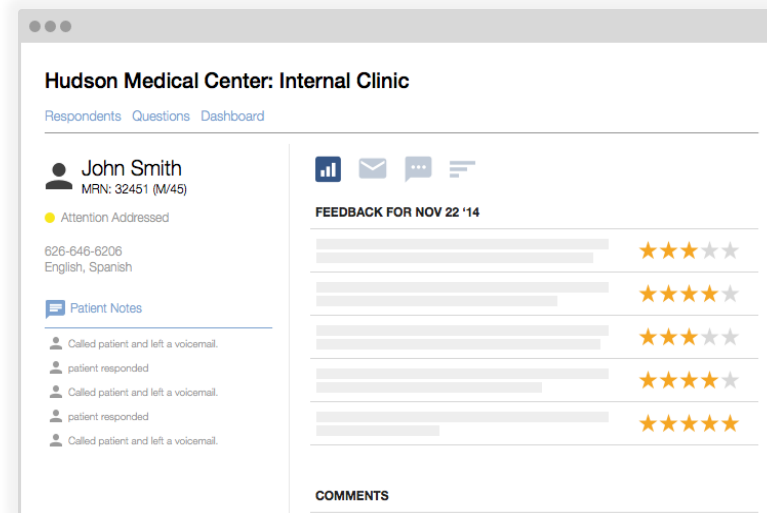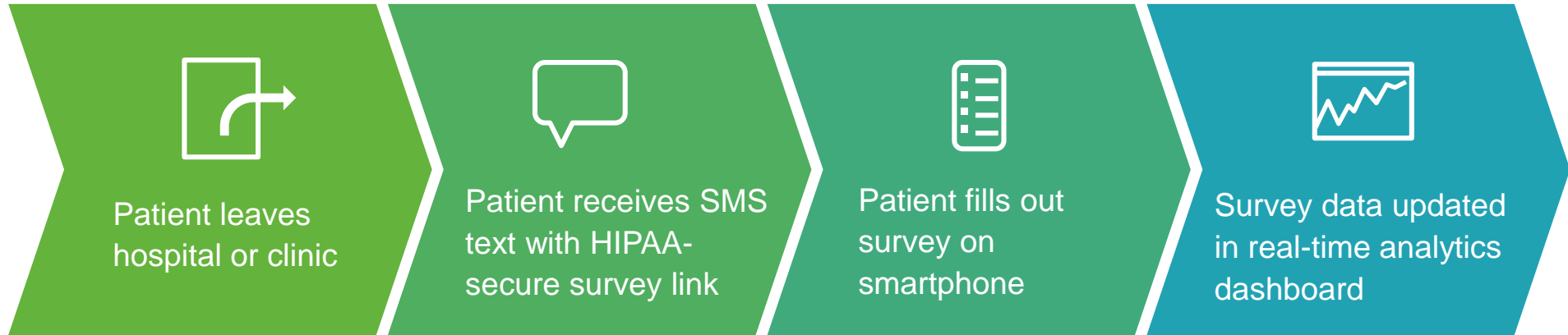
AHA's Advancing Care Conference

Interested in learning more about Team Training's new conference? Check out our website for more information!

We help health systems improve their patients' & employee experience through real-time feedback and service recovery

How it Works

Patient leaves hospital or clinic

Patient receives SMS text with HIPAA-secure survey link

Patient fills out survey on smartphone

Survey data updated in real-time analytics dashboard

Would you recommend our hospital to a friend or loved one?

Hudson Medical Center: Internal Clinic

Respondents   Questions   Dashboard

John Smith
MRN: 32451 (M/45)

● Attention Addressed

626-646-6206
English, Spanish

Patient Notes

👤 Called patient and left a voicemail.
👤 patient responded
👤 Called patient and left a voicemail.
👤 patient responded
👤 Called patient and left a voicemail.

FEEDBACK FOR NOV 22 '14

★★★☆☆
★★★★☆
★★★☆☆
★★★★☆
★★★★★

COMMENTS

Some Notable Clients

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Today's Presenter

Jennifer Calzada, MA, MPH

Director for Simulation, Tulane School of Medicine

TeamSTEPPS Master Trainer

AHA Center for Health Innovation Advisory Board

Certified in Human Centered Healthcare

Today's Objectives

Participants will..

- Define Human Centered Healthcare and Design Thinking.

- Describe design thinking application to a healthcare system.

- Apply design thinking techniques to healthcare systems.

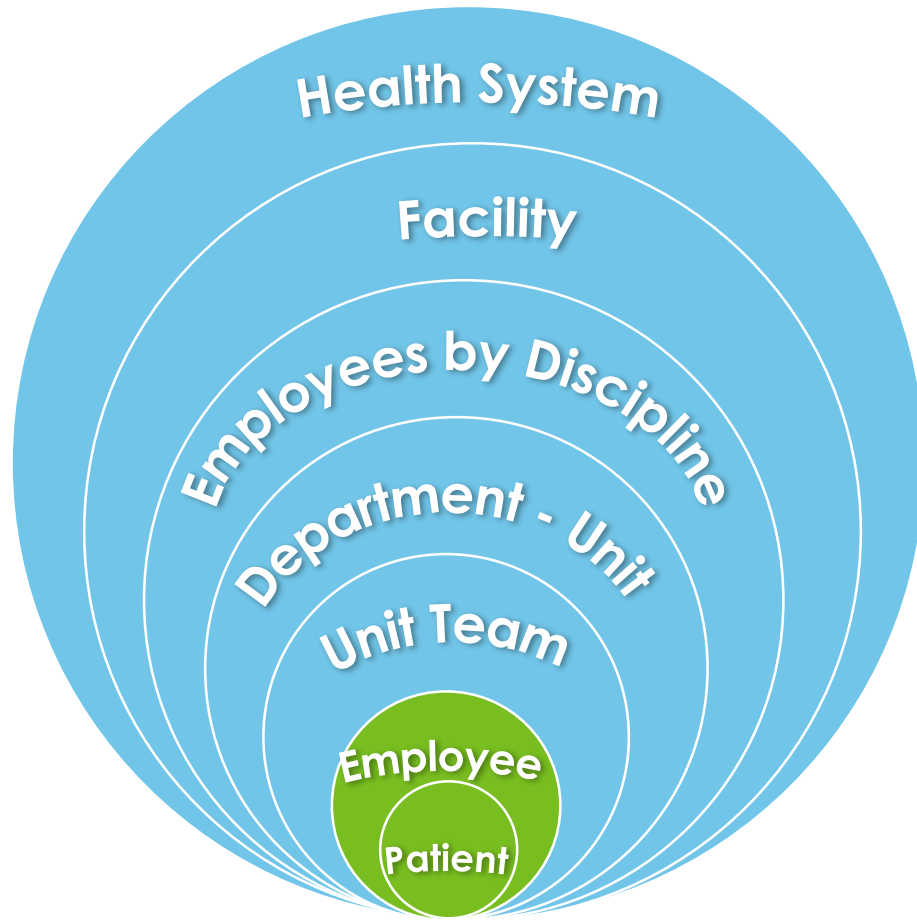- Describe design thinking techniques that integrate into healthcare systems.

American Hospital Association™
Advancing Health in America

AHA CENTER FOR HEALTH
INNOVATION

DESIGN
THINKING
**HUMAN
CENTERED
HEALTHCARE**

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WEBINAR LEARNING OBJECTIVES

- Define Human Centered Healthcare and Design Thinking.
- Describe design thinking application to a healthcare system.
- Apply design thinking techniques to healthcare systems.
- Describe design thinking techniques that integrate into healthcare systems.

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WHAT IS
HUMAN CENTERED
HEALTHCARE

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HEALTH SYSTEMS

- Health systems are complex and constantly changing
  - Changing regulations
  - Workforce changes in numbers and makeup
  - Generational changes in employee expectations
  - Patient expectations
  - Competitive landscape
  - Changing and improving technology
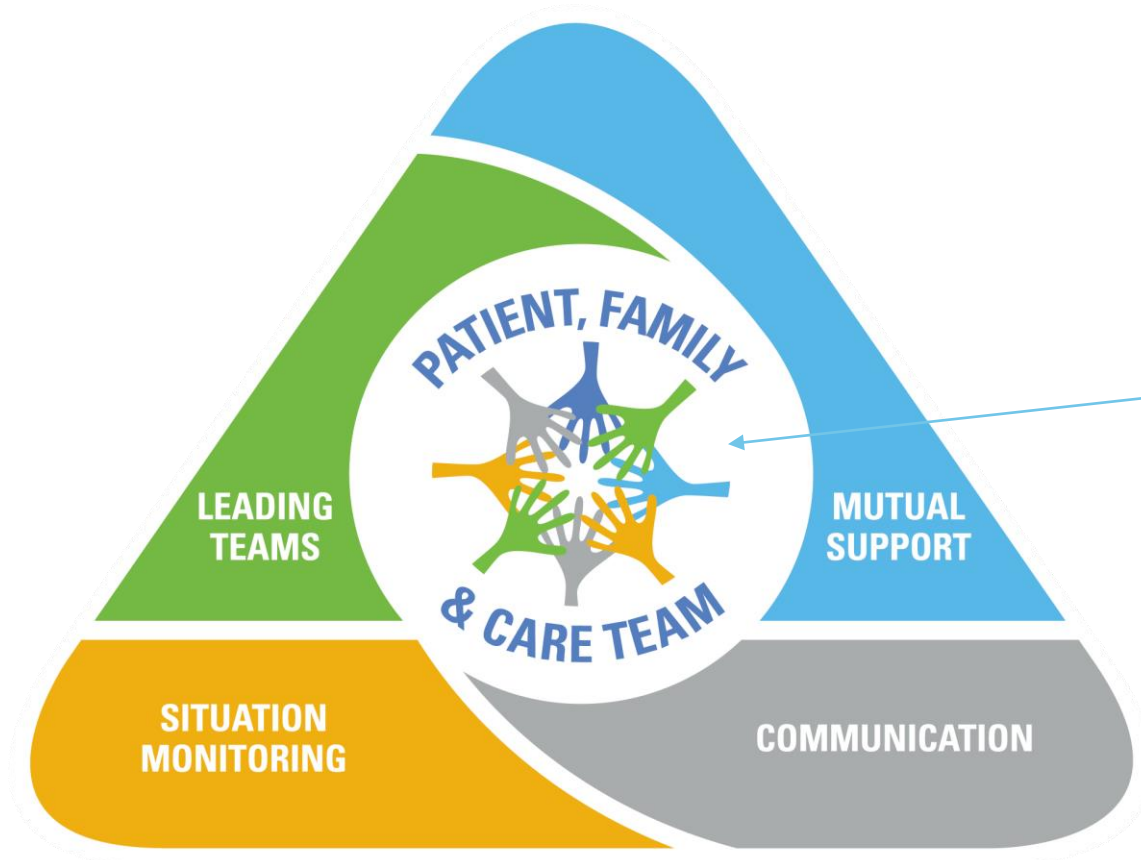 - Changing and improving capabilities

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HUMAN CENTERED HEALTHCARE

HUMAN CENTERED HEALTHCARE

PATIENT, FAMILY & CARE TEAM

LEADING TEAMS

SITUATION MONITORING

MUTUAL SUPPORT

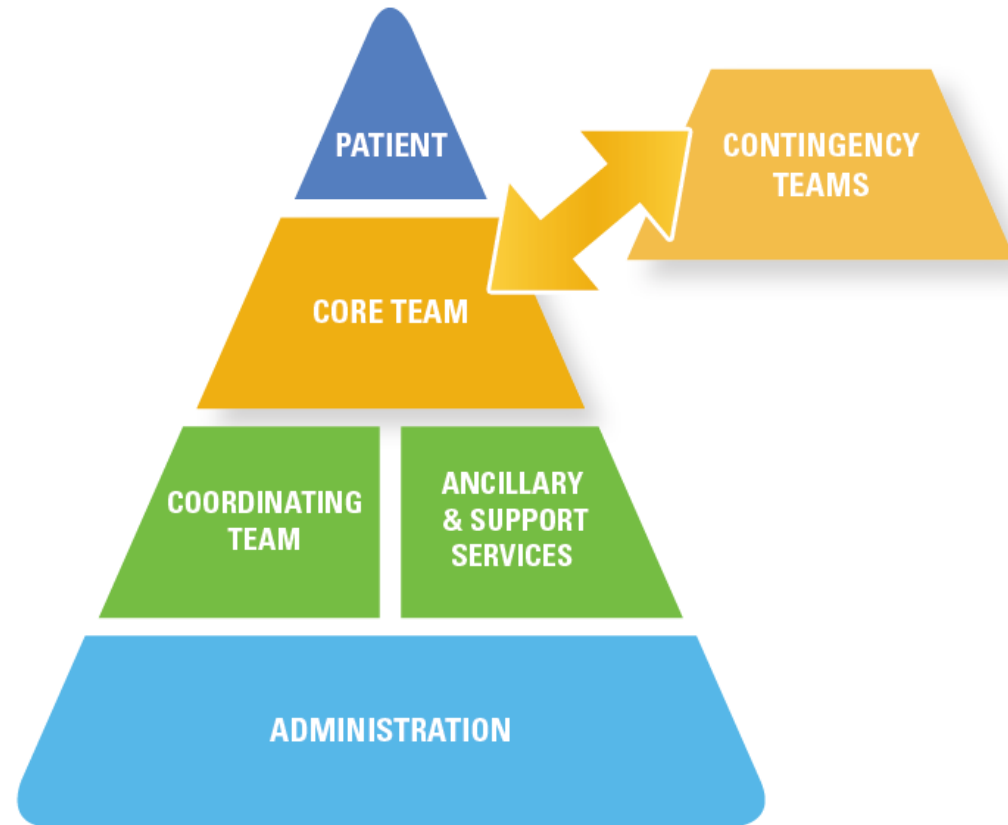COMMUNICATION

© 2018 American Hospital Association

The center of healthcare planning and decisions should be **the patient, family, and care team** involved in the process. TeamSTEPPS has it right!

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HUMAN CENTERED HEALTHCARE

TeamSTEPPS places all these people at the center of healthcare decisions, but who else should be in this chart?

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HUMAN CENTERED HEALTHCARE

- Patient and healthcare team needs should be prioritized in process planning.

- Human needs and experiences should be the focus of change, while trying to fit business needs. Not the other way around.

- Example: Business focus would ask how can we get more referrals to our surgeons. Human focus asks how can we ensure our surgeons are providing the highest quality care.

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UNDERSTAND
DESIGN THINKING

SYSTEMS THINKING

- Systems Thinking is way to approach projects, as systems are complex and made up of interconnected parts.

- Changes or improvements to one component can affect other components, even negative affects.

- Systems Thinking is a way to account for this connected state and consider affects on all parts of the system.

- Solving one problem should not create others.

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SYSTEMS THINKING

Top-down process

3.Human Need

1.Business Need
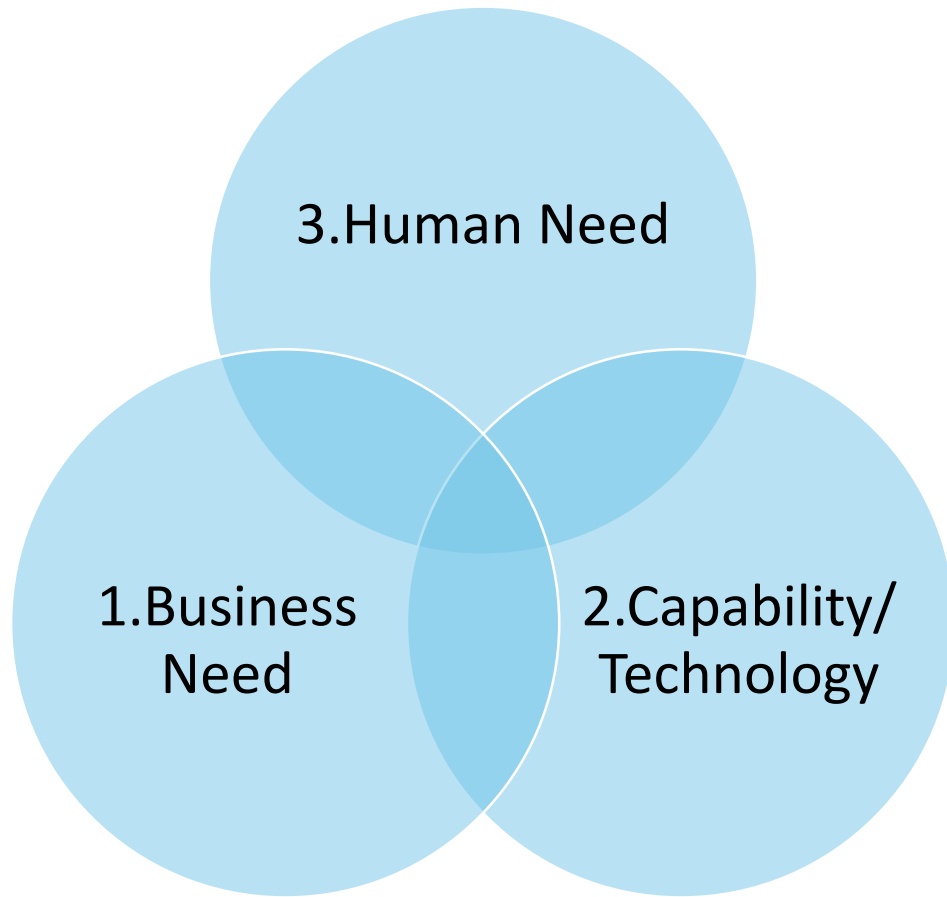
2.Capability/ Technology

Common Process:
Business need sparks change

Technology / capabilities planned to meet business need

Negative affects on human needs averted, but positive outcomes not always a priority
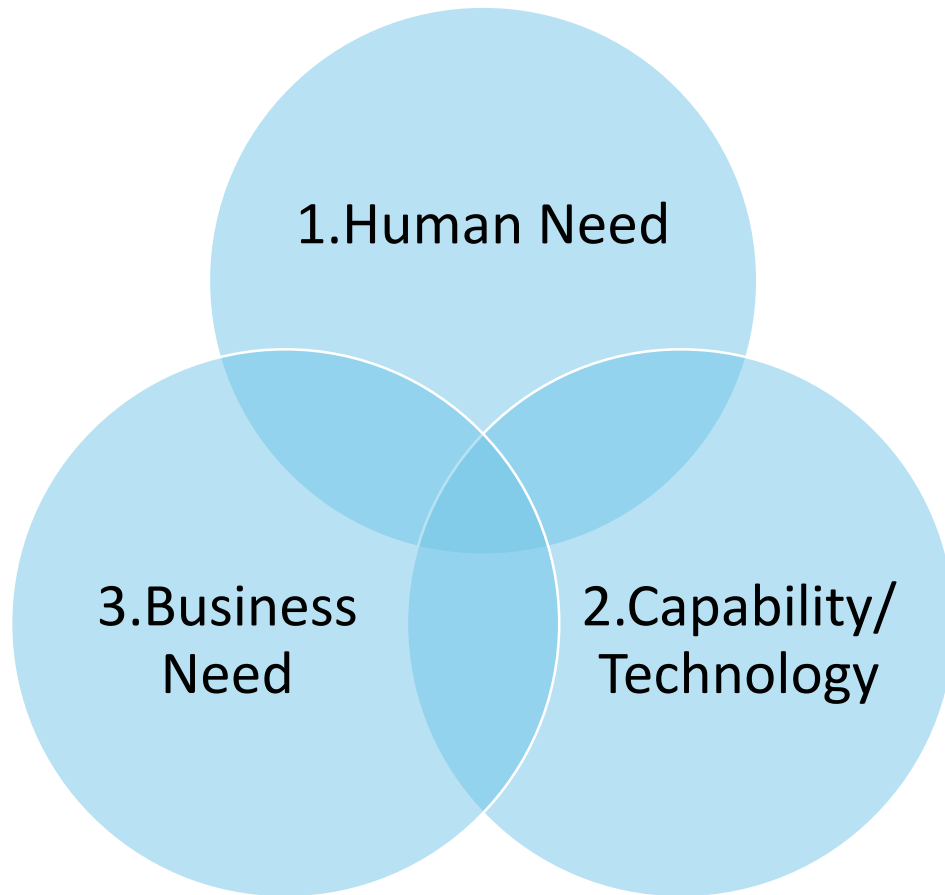
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DESIGN THINKING

"Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success."

Tim Brown, Executive Chair of IDEO [1]

DESIGN THINKING

1. Human Need

3. Business Need

2. Capability/ Technology

Flip the Process:
Human needs prioritized

Technology / capabilities determine what is possible

All possible options are reviewed for fit with business needs

Bottom-up process

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DESIGN THINKING PROCESS

- Many system planning processes start with the business need. The first circle that is considered is the *business need*.
  - Example: A clinical practice needs to increase revenue by 10%.
- Design thinking states you should start with the *human need* first. Empathy and buy-in are built-in to this process.
  - Example: Physician and patient need to increase time together for primary care appointments to improve patient satisfaction and outcomes.
- Which process is going to produce better patient care?

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DESIGN THINKING: A REAL HEALTHCARE EXAMPLE

- Real world example of design thinking for physicians and nurses.
- Major trauma center in New York works like many others– when a patient arrives, the trauma bed is ready, supplies are ready, and an interdisciplinary team of up to 20 are ready to spring into action.
- Except one difference created by a nurse – the trauma leader always wears a bright orange vest.
- This change allows the leader to be quickly identified, easily visible, and has improved team communication. [2]

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DESIGN THINKING TOOLS
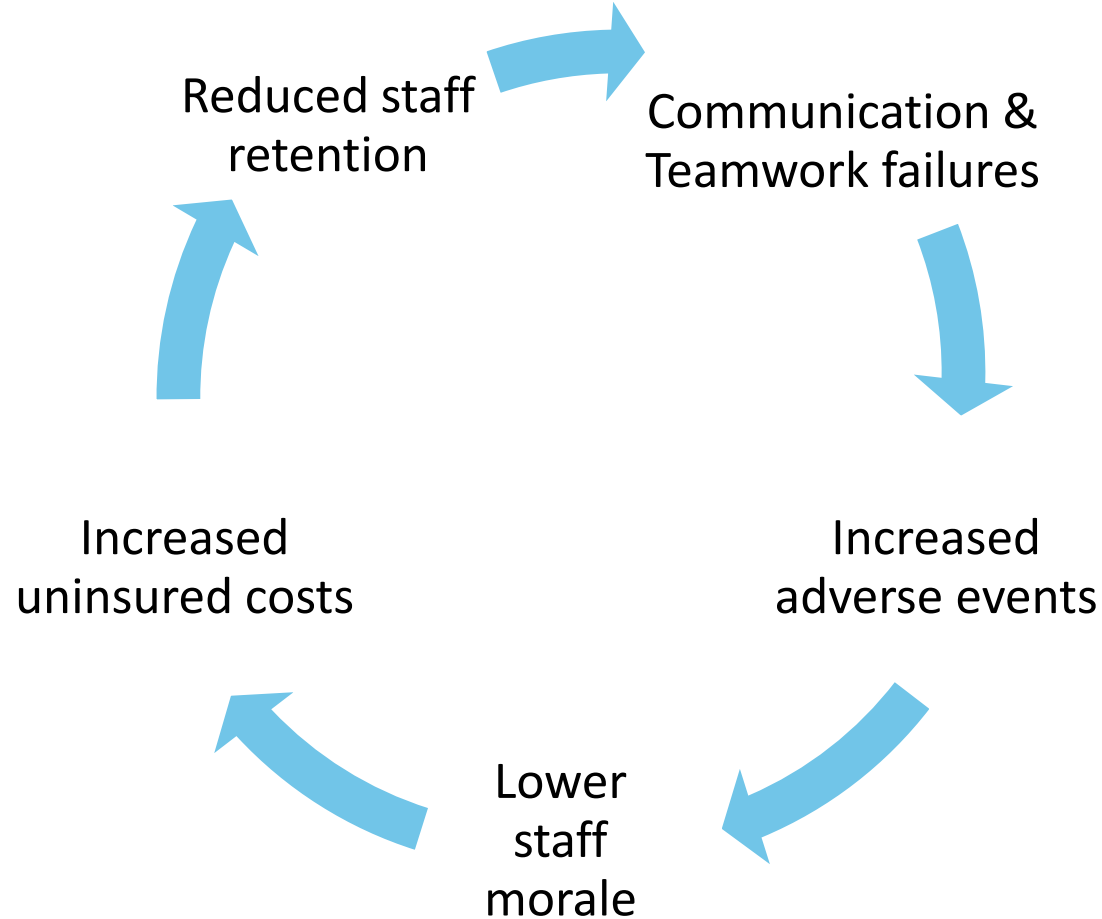
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DESIGN THINKING TOOLS

- **Visual based** and **collaborative** in nature.
- Tools available for all the steps of managing change.
  - Visualize the system, components, and connections
  - Map stakeholders
  - Build empathy and buy-in
  - Reframe the challenge
  - Envision the change
  - Communication and implement change

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SYSTEM MAPPING: CLUSTER MAP [3]
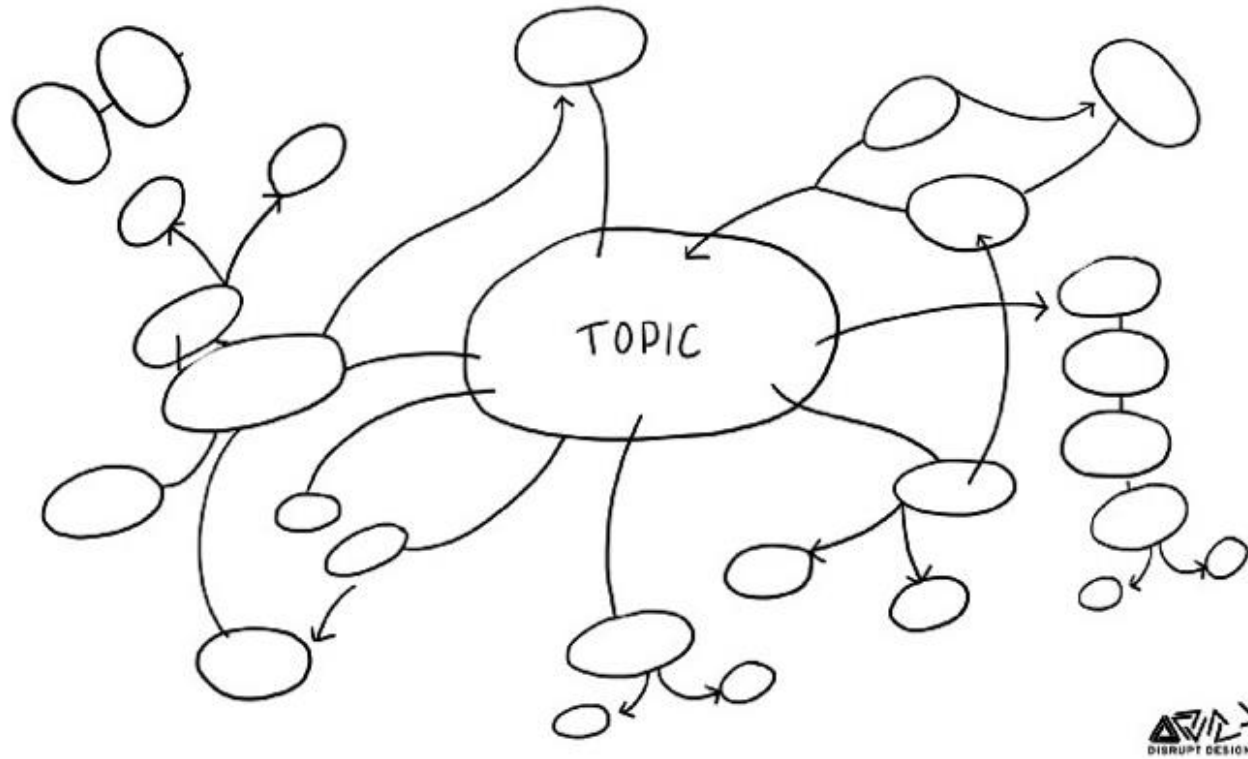
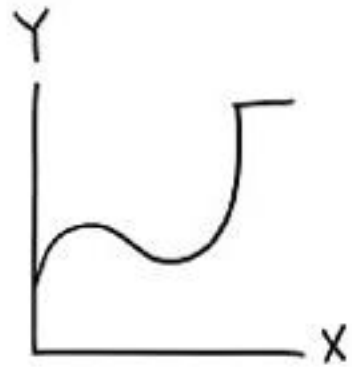Visualize the *system* on one map with *connections* between components, which includes all *stakeholders*.

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SYSTEM MAPPING: CAUSAL LOOP

Reduced staff retention

Communication & Teamwork failures

Increased uninsured costs

Increased adverse events

Lower staff morale

Visualize the *system* and the specific cause and effect *connections* between parts.

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TYPES OF SYSTEM MAPPING

BEHAVIOUR OVER TIME GRAPHS
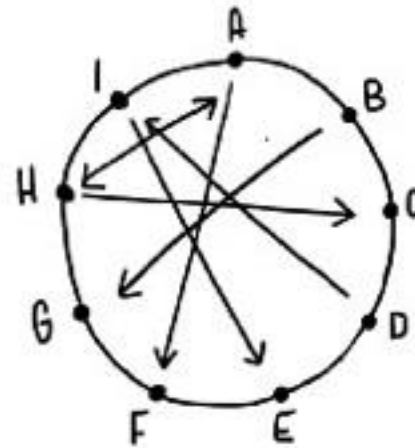
ICEBERG MODEL
- EVENTS
- PATTERNS
- STRUCTURES
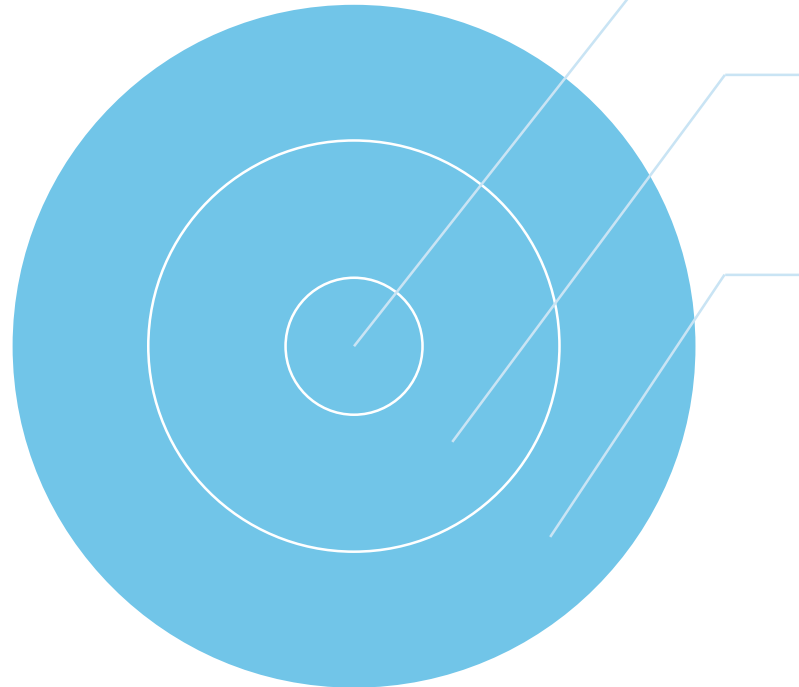- MENTAL MODELS
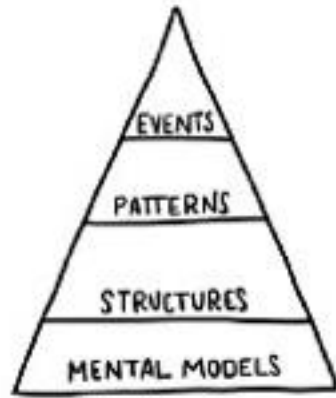
CAUSAL LOOP DIAGRAMS

CONNECTED CIRCLES

More examples to visualize systems, components, and connections.

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STAKEHOLDER MAPS

Prioritize your stakeholders, but also make sure you include stakeholders from all levels of influence.

Who is at **center** of the experience?

Who has **direct influence** on the experience?

Who has **indirect influence** on the experience?

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STAKEHOLDER INTERVIEWS

- Goal to provide deep qualitative data at the early stages of a change project.
- Identify needs and goals of each type of stakeholder.
- Build trust and buy-in from different types of stakeholders.
- Example: If you're going to change the pre-op process, what stakeholders need to provide input?

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EMPATHY MAP [4]

What do they THINK?

What do they HEAR?

What do they FEEL?

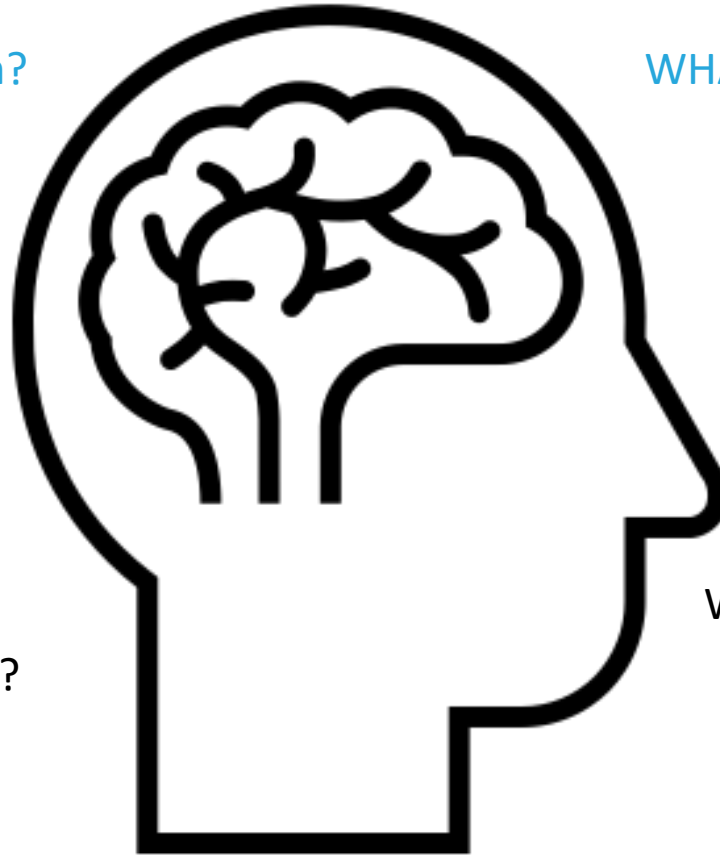What do they DO?

WHAT do they need to do?

What do they SEE?

What do they SAY?

Key for patient needs. This framework helps teams understand how the healthcare system is experienced by different users. This deep understanding helps build empathy and buy-in.

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SHADOWING

- Observe and interact with stakeholders in their real work environment.
- Innovation observers create lists of human needs, categorize those needs, and connect to specific steps in the work experience.
- Deepens the understanding of stakeholder roles.
- Observers may pick up on forgotten or automatic work steps.

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DESIGN WORKSHOPS

- Also called co-creation workshops.
- Similar to interviews, but done as a collaboration process with diverse perspectives.
- Brings diverse stakeholders together to focus on a problem.
- Should include decision makers and frontline employees.
- Example: **ALL** members of Neuro ICU brought together to co-create new ICU policies.

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HOW MIGHT WE STATEMENT [5]

- Utilize language to open creativity, reduce pre-judging options, and prevent mental limitations.
- *How might we do x?*
- *HOW* implies there IS a solution.
- *MIGHT* implies your idea may or may not work, without pre-judging.
- Example: How might we reduce ED wait times by 25%?

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DESIGN WORKSHOP EXERCISE

- Reframe Challenges, good for ambiguous and complex problems.
- Exercise helps break teams out of traditional thinking.
- Can break out creative solutions.
- Start with your Challenge Question.
- Example: How Might We reduce ER wait times by 25%?

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REFRAME CHALLENGE EXERCISE [6]

- Challenge Statement in the middle.
- Above the line are all the statements WHY you want to achieve the goal.
- Below the line are all the WHAT IS STOPPING US questions.
- Reframe questions as How Might We…
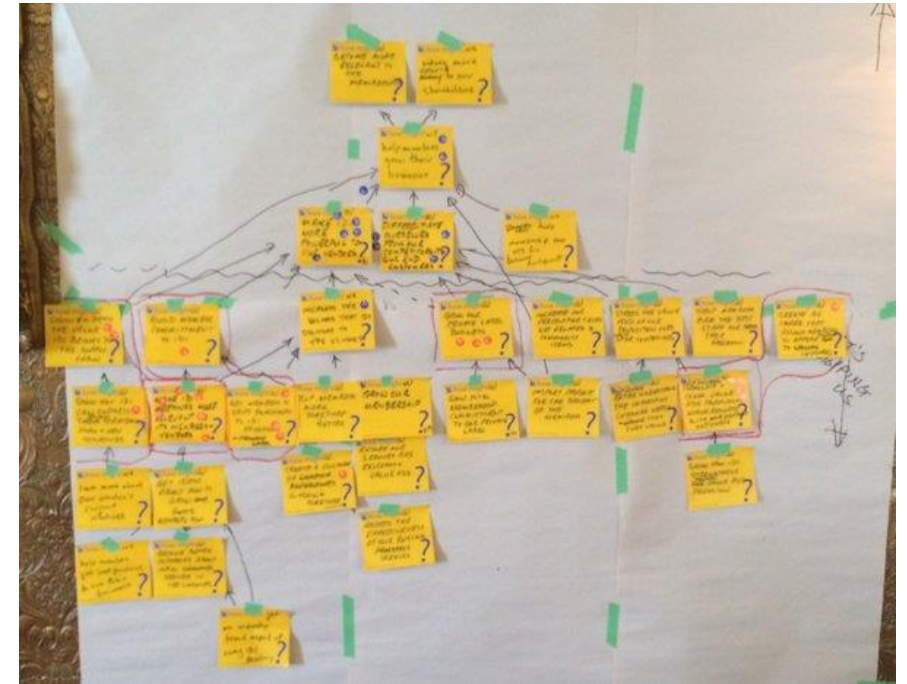
PLAYBOOKS

- The **playbook** puts together all your findings into a concise and visual action guide for your organizations project.

- All the steps you take during your planning process, should be communicated in the playbook.

- This action plan shows – the system, the components, their connections, stakeholder list, different stakeholder needs and goals, options that were considered, and final recommended actions to reach the final goals.

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TEAMSTEPPS & DESIGN THINKING

CHANGE MANAGEMENT

- Do you feel like we have been discussing the TeamSTEPPS Change Management module?
- Design thinking is a process to manage change.
- Human centered design ensures human needs are the focus of that change.

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CREATING A CULTURE OF SAFETY

- Human centered design principles and tools align with the change management process.
- After building a guiding team, the human needs of the system should be the focus of developing a change vision.
- This focus will help ensure buy-in is built in.

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TOOLS FOR TEAMSTEPPS

- Design thinking tools work as templates for creating a change strategy and action plan (or playbook).
  - System cluster map to identify all components of your system
  - Interconnected Circles or Causal Loops to identify connections and effects of your planned change
  - Stakeholder interviews or Shadowing to gain early feedback, buy-in, and research
  - Design workshops to bring disciplines and teams together for collaboration
  - "How Might We" statements to inspire creativity and openness
  - Playbook to guide rollout and actionable steps

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CONCLUSIONS

- Design thinking provides visual tools that are collaborative
- Human centered healthcare utilizes these tools to keep human needs as the focus
- TeamSTEPPS focuses on human connections and collaborations and benefits from these tools
- Design thinking provides tools for creating a change strategy and communicating actionable steps

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QUESTIONS?

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REFERENCES

1. Design Thinking Defined, https://designthinking.ideo.com/

2. A Kalaichandran. Design Thinking for Doctors and Nurses. *The New York Times*. August 28, 2018.

3. System Map examples, https://medium.com/disruptive-design/tools-for-systems-thinkers-systems-mapping-2db5cf30ab3a

4. Empathy Map Worksheet, xplane.com, Accessed 3/19/21.

5. W Berger. The secret phrase top innovators use. *Harvard Business Review*. September 17, 2012. Harvard Business School Publishing Corporation.

6. Challenge Mapping Part 1 – Challenge Map Basics. September 9, 2019. 7leaguestudio.com. Accessed 3/19/21.

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HEALTHCARE PLAYBOOK EXAMPLES

- Hartford HealthCare Clinical Care Playbook

- Playbook for Population Health

- AHA Physician Alliance Well-Being Playbook

- AMA Digital Health Implementation Playbook

- Patient Engagement Playbook (example of online version)

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RECOMMENDED LINKS TO LEARN MORE

- Design Thinking for Educators Toolkit - https://www.ideo.com/post/design-thinking-for-educators

- Xplane.com Worksheets - https://xplane.com/worksheets/
  - Customer Journey
  - Employee Experience Journey
  - Empathy Map
  - Pain/Gain Empathy Maps
  - High Performing Teams Goals
  - Rapid Reframing Brainstorming
  - Rapid Reframing Communications

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HUMAN CENTERED HEALTHCARE CERTIFICATE

- [The New School (NY, NY) Continuing & Professional Education](#)
- 3 course certificate
- Design Thinking for Human Centered Healthcare
- Designing Care Experiences & Interactions
- Designing Care Services & Systems

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