

# More than a Buzzword: Innovation in Public Health



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11/20/19

## Objectives

- Describe innovation in public health
- Discuss the relationship between QI and Innovation
- Provide examples of innovations



The **Public Health National Center for Innovations (PHNCI)** is a division of the non-profit Public Health Accreditation Board (PHAB), and aims to **empower** public health departments to **drive change** and **improve health** through innovation. PHNCI is the go-to resource for ideas, inspiration, and tools to **spark public health innovation** in communities. We are making innovation more than just a buzzword, so that health departments can use innovation processes to **transform practice** in ways big and small.

A horizontal banner with a dark blue background. On the left is the 'phnci' logo in white lowercase letters with a small star above the 'i'. The banner is set against a background of a starry, colorful nebula.

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# Definitions of 'Innovation'

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## Definitions

- Making new working adjustments among material and socio-psychological culture (Hart, 1931)
- Inventions that have served to transform the environment profoundly (Ogburn, 1941)
- An idea, procedure or object perceived as new by its adopter (Rogers, 1962)

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## Modern General Definitions

- The act or process of introducing new ideas, devices, or methods
- Something new or different introduced
- Introduction of new things or methods
- The act of changing by introducing something new

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## Common innovations



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## Common innovations



## Public health context



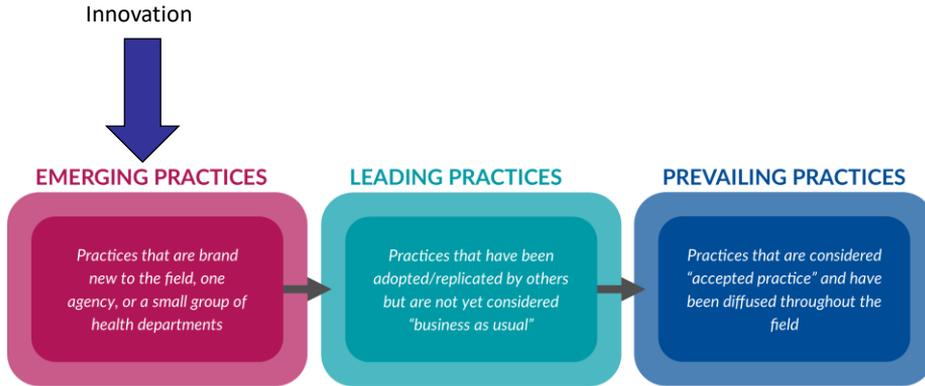
## What is public health innovation?

Public health innovation refers to the creation and implementation of a novel process, policy, product, program, or system leading to improvements that impact health and equity.

**Tenets of public health innovation include the following:**

- It is an ongoing, systematic process that can generate incremental or radical change.
- It requires both collaboration with diverse team members and partners and co-production with people with lived experience who will be affected by the results of the innovation.
- It is an open process lending itself to adaptation or replication.

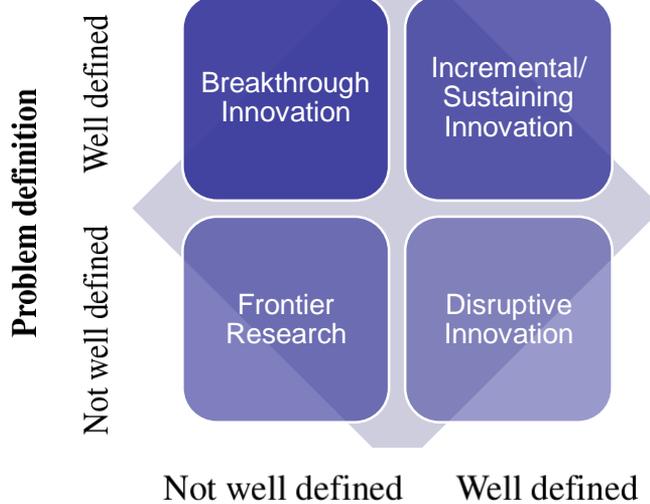
# Innovation in Action



Innovations are one step in transforming public health practice



# Four Types of Innovation



## Public health innovations



# Innovation Story – Garrett County, MD

<https://vimeo.com/297969817#t=74s>



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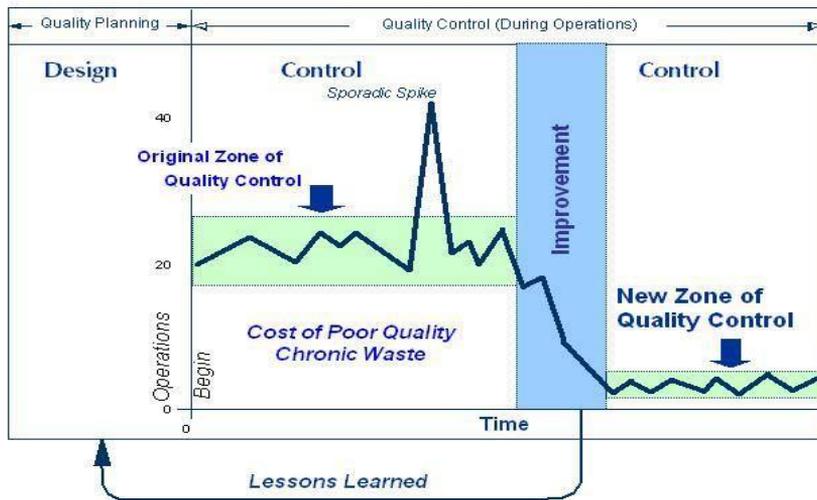
## Discuss!

What are some of the ways you are innovating at your health department/agency?

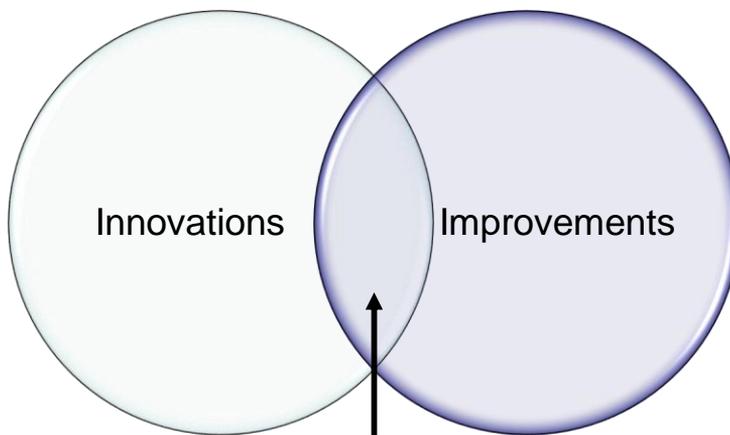
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# Innovation and Quality Improvement

**THREE UNIVERSAL PROCESSES OF THE JURAN TRILOGY®**

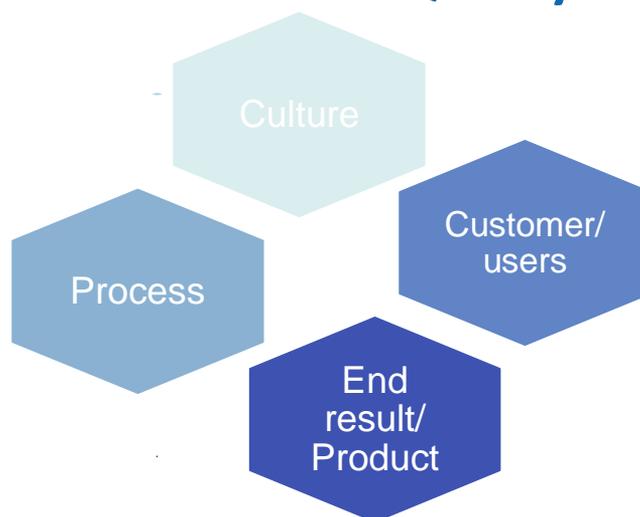


# Innovation and Quality Improvement



Innovations and Improvements!

## Aspects of Innovation and Quality Improvement



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Innovation	QI
Seek to solve customer/user needs, examine root causes	
Can use similar tools/processes	
Well suited to address problems with unpredictable/unknown solutions (wicked)	Used to improve existing processes, products, programs, or policies - improvements can lead to incremental innovation
Promotes ongoing ideas and debate (divergent)	Promotes consensus building (convergent)
Aims to uncover what is important to consumers in their everyday lives	Aims to uncover what is important to consumers within a particular experience
Empathy research focuses on what people feel to reveal new/disruptive outcomes	Empathy research focuses on what people think to reveal improved outcomes

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Adapted from: Jess P Roberts, Thomas R Fisher, Matthew J Trowbridge, Christine Bent, A design thinking framework for healthcare management and innovation, Healthcare, Volume 4, Issue 1, March 2016, Pages 11-14 h

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## Public Health Innovation: Organizational Culture

- Openness to new ideas
- Risk-taking
- Time for innovative thinking
- Collaborative approach to problem solving

Basically, many of the same characteristics as a high performing health department and a culture of quality

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## Eight Pillars of Innovation Culture

1. Have a mission that matters
2. Think big but start small
3. Strive for continual innovation, not instant perfection
4. Look for ideas everywhere
5. Share everything
6. Spark with imagination, fuel with data
7. Be a platform
8. Never fail to fail

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Susan Wojcicki, Senior Vice President of Advertising.  
<https://www.thinkwithgoogle.com/articles/8-pillars-of-innovation.html>

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## Discuss!

What are some ways you have seen QI and innovation converge? Diverge? in your work.

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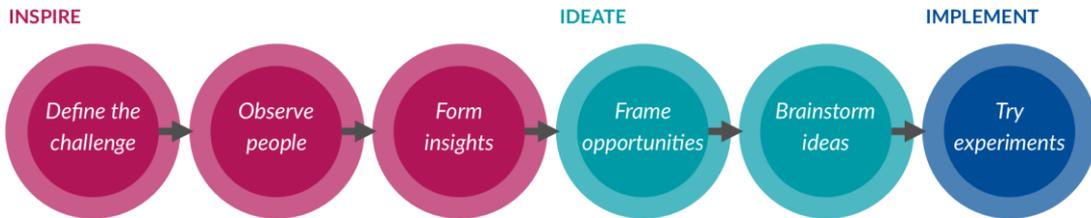
## What is Design Thinking?

IDEO Shopping Cart Video:

<https://youtu.be/uhOg95BsyG8>

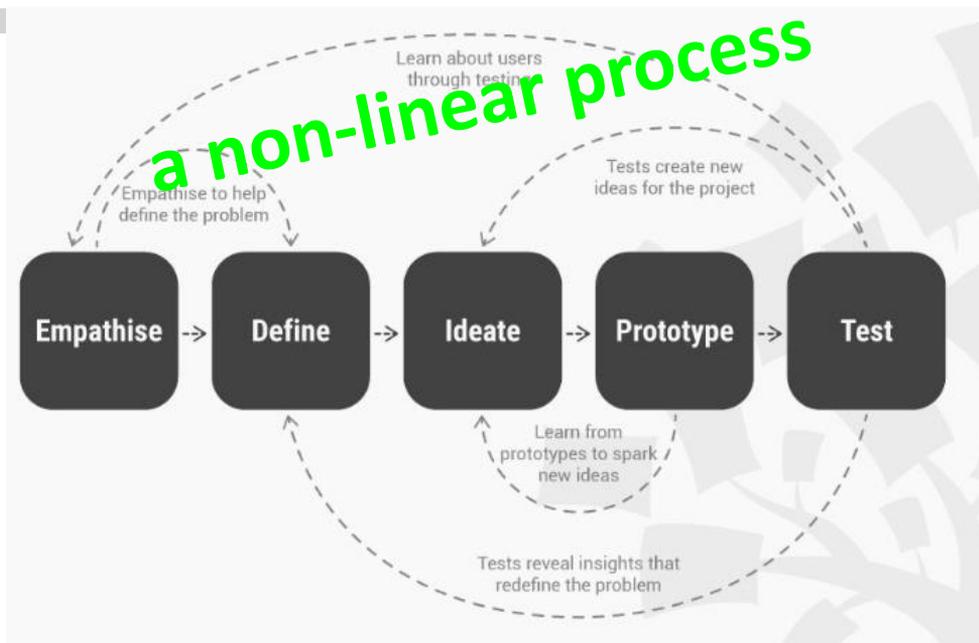
Design thinking is a non-linear, iterative process which seeks to understand users, challenge assumptions, redefine problems and create innovative solutions

## The How: Design Thinking



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If you don't  
know where  
you're going,  
how do you  
know if you  
got there?



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Cliché Warning

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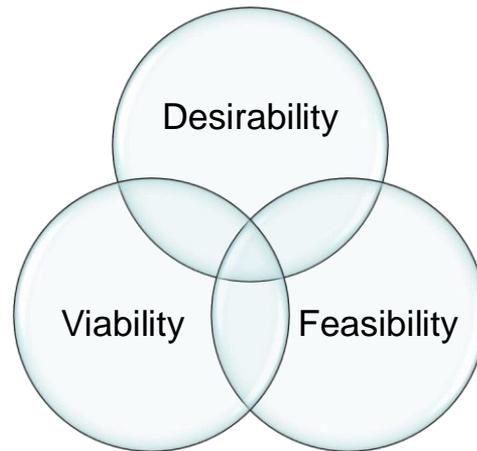
## A solution in search of a problem



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## Sweet Spot for a Design Challenge



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Innovation Story – DuPage County, IL

<https://vimeo.com/297969817#t=401s>

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# The IDEO/ExperiencePoint Model



## Design Thinking Process

### DESIGN THINKING INNOVATION PROCESS

#### Finding Opportunities



**FRAME  
A QUESTION**

Identify the right problem to solve for.



**GATHER  
INSPIRATION**

Inspire new thinking by discovering what people really need.



**SYNTHESIZE  
FOR ACTION**

Make meaning out of diverse information to identify a strategic focus.

#### Creating Solutions



**GENERATE  
IDEAS**

Push past obvious solutions to come up with breakthrough ideas.



**MAKE IDEAS  
TANGIBLE**

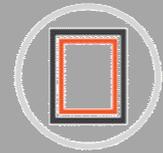
Build rough representations of your idea to help you think.



**TEST  
TO LEARN**

Experiment your way toward market through iterative prototyping.

# Frame a Question



## Framing the Question

### Traditional Thinking

Start with a single idea

Refine that idea

Organization is the focus

### Design Thinking

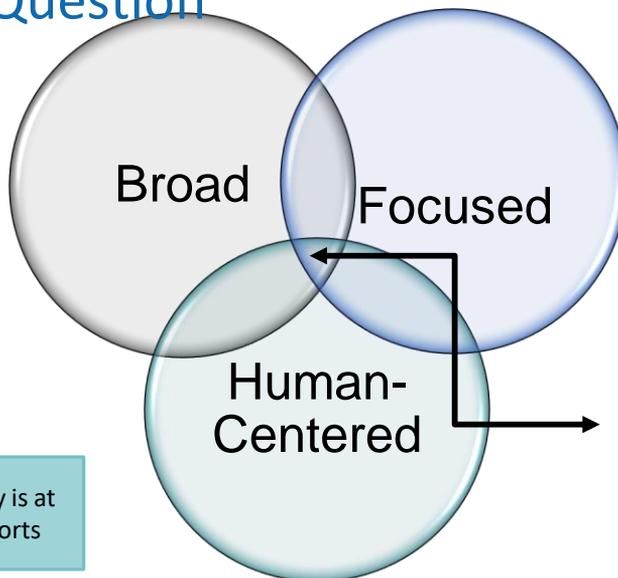
The right question

Explore ALL ideas

User is the focus

## Framing the Question

Allows exploration of areas of unexpected opportunity & value



Narrow enough that we have a clear, manageable starting point

User desirability is at the core of efforts

**The Starting Question**

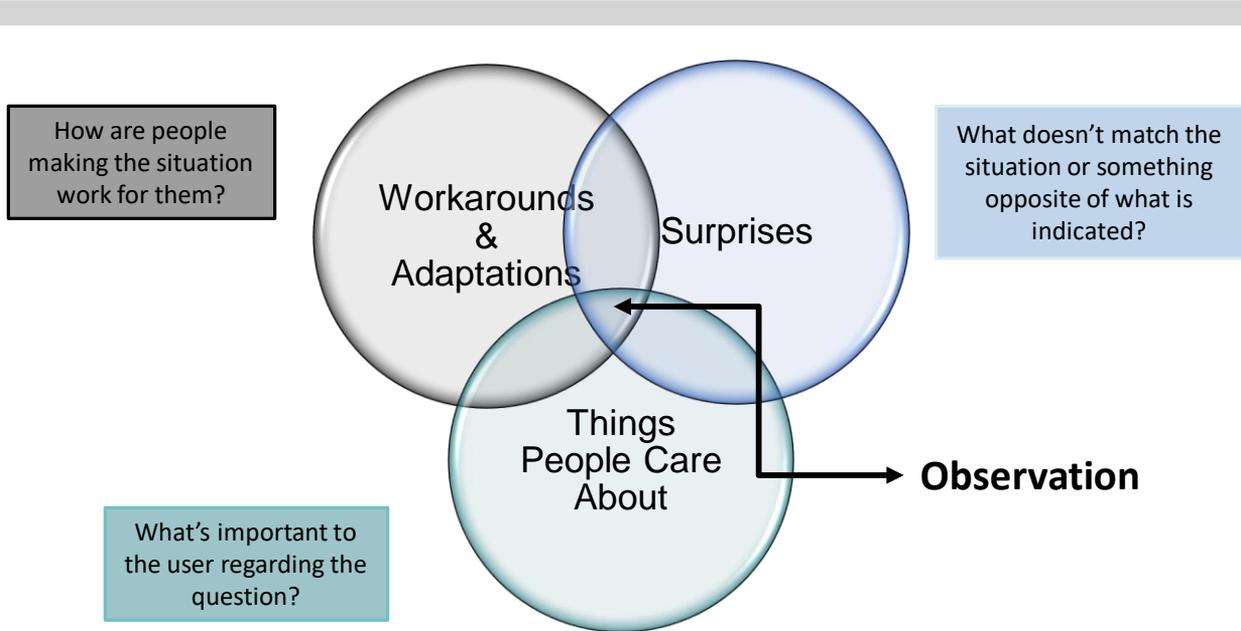
## Gather Inspiration



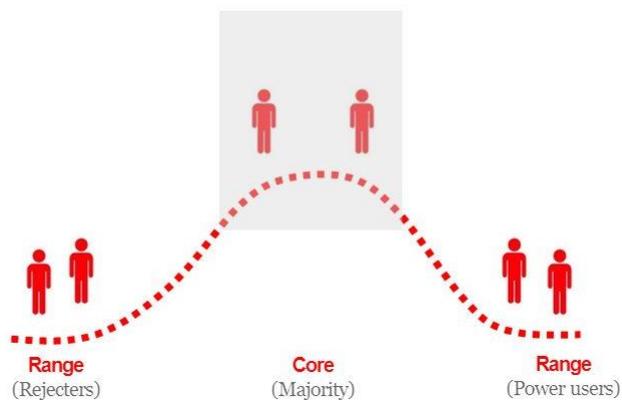


## Making the User the Focus

New thinking is inspired by discovering what people really need



## Observe the Extremes



Video: GE Healthcare MRI: Doug Dietz Ted Talk  
<https://youtu.be/jajduxPD6H4>

# Synthesize for Action



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## Observation to Insight

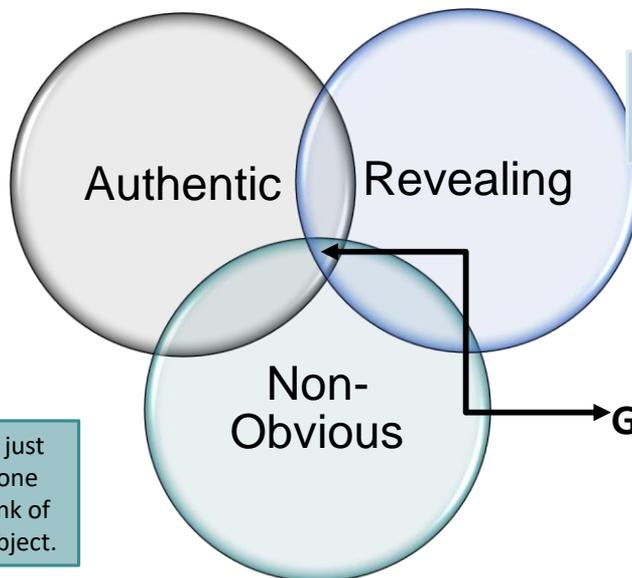
- Generating the 'Why'
- Why is this behavior happening?
- What are patterns?
- What are the themes?
- What is unexpected?

Look at a situation differently than others.

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It is supported by the observations that you made.

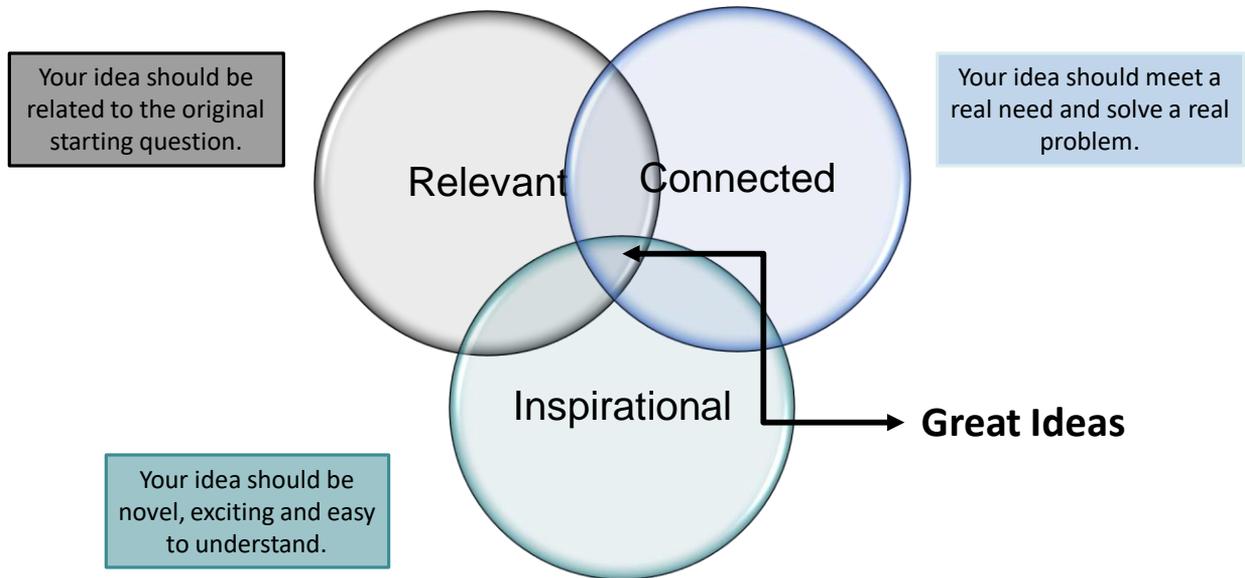


It offers a glimpse into how people think or feel.

The observation is not just something that someone would immediately think of when describing the subject.

# Generate Ideas





## Brainstorming

- Defer Judgement
- Encourage Wild Ideas
- Build on the Ideas of Others
- Stay Focused on the Topic
- One Conversation at a Time
- Be Visual
- Go for Quantity



# Make Ideas Tangible



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## Build to Think

- Think through important aspects of a solution
- Think through insights and user needs

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## Storyboard Ideas

Show your idea in four panels

Include the user in each panel



## Test to Learn

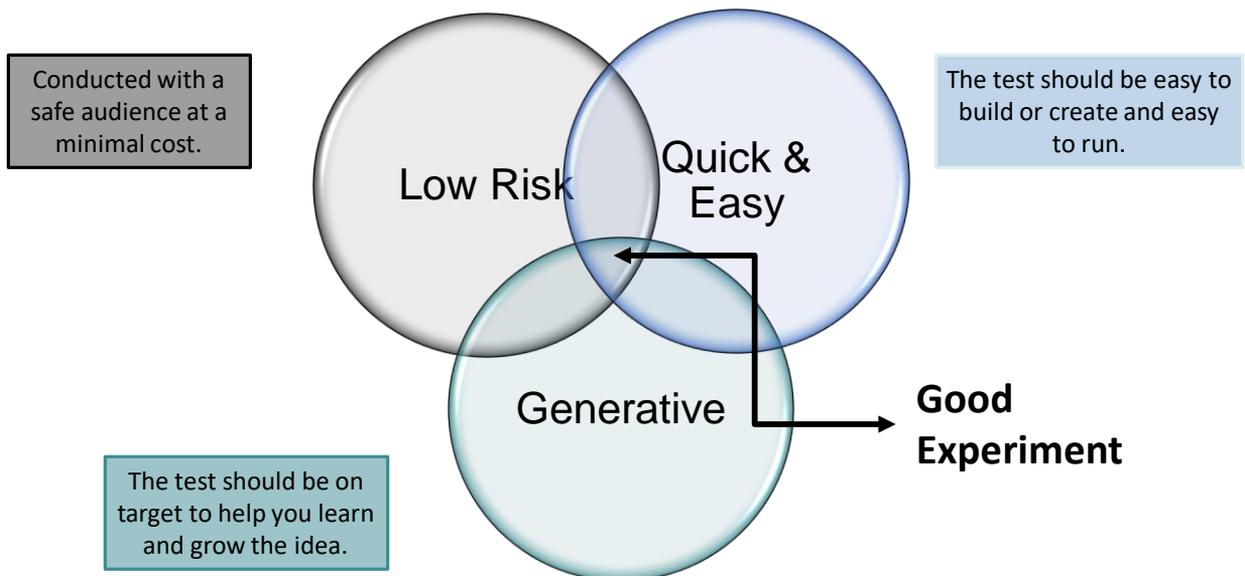


## Create an Experiment

- Identify a key assumption
- Test **one** aspect of your idea
- To learn, not validate

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## DESIGN THINKING INNOVATION PROCESS

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**REMINDER: What is design thinking?**

It's an exploratory process that is open-ended, open-minded and iterative.

- Promotes unlimited creativity
- Human centered – focuses on the user
- Considers all ideas – no matter how wild
- Problem with no obvious solution

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## What can you do?

- Remember that collaboration is essential and failure is a regular visitor
- Be comfortable with uncertainty and have an open mind
- Be receptive to ideas from very different disciplines
- Use a disciplined process that is replicable
- Embrace the tools and skills to pinpoint and manage the risks inherent in innovation

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## Resources

- eLearning modules
- Stories and lessons learned – share yours!
- Design Thinking Training
- Public Health Innovation Playbook
- COPPHII Innovation Track

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## Discuss!

- What might you use design thinking for at your agency/in your community/in your work?

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