




# Why so serious?: A guide to innovation

*Providence Innovation Fellowship: Human Centered Design Workshop Series*

**evolve**



A woman with blonde hair tied back, wearing glasses and a black sweater over a striped shirt, is focused on her work at a table. She is holding a red marker and appears to be writing on a piece of paper. The table is cluttered with various items including a red thermos with the 'klean kanteen' logo, a clear water bottle, a pair of scissors, and several sheets of paper with images and text. In the background, other people are visible, and a sign with the word 'PORTLAND' and 'FIBER' is partially visible.

**Human centered design has become a centerpiece of our innovation efforts at Providence. Through the Evolve training, our caregivers in the Providence Innovation Fellowship program are better able to understand people, their physical and emotional needs and what is most valuable to them.**

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**GWEN CONNER**  
**DIRECTOR, BUSINESS ACCELERATOR**



## INNOVATION FELLOWSHIP CURRICULUM

A series workshops to immerse the fellows in the principles of human centered design and launch their live pilot.

### GETTING STARTED

This session focuses on framing opportunities, understanding users and building a hypothesis to give the team some momentum.

### GETTING OUT THERE

Building empathy by connecting with users and the target population. Understanding the context and their existing frame of reference. Some teams will also use this as an opportunity to introduce co-design elements into their pilots.

### STAKEHOLDER PITCH

Present pilot concepts to the senior leadership council, prioritize and align to Providence Strategic Goals.

### BRINGING IDEAS TO LIFE

Introducing collaborative ideation techniques to kick start the design process and prioritize concepts. Teams will ideate against the actionable insights they uncovered.

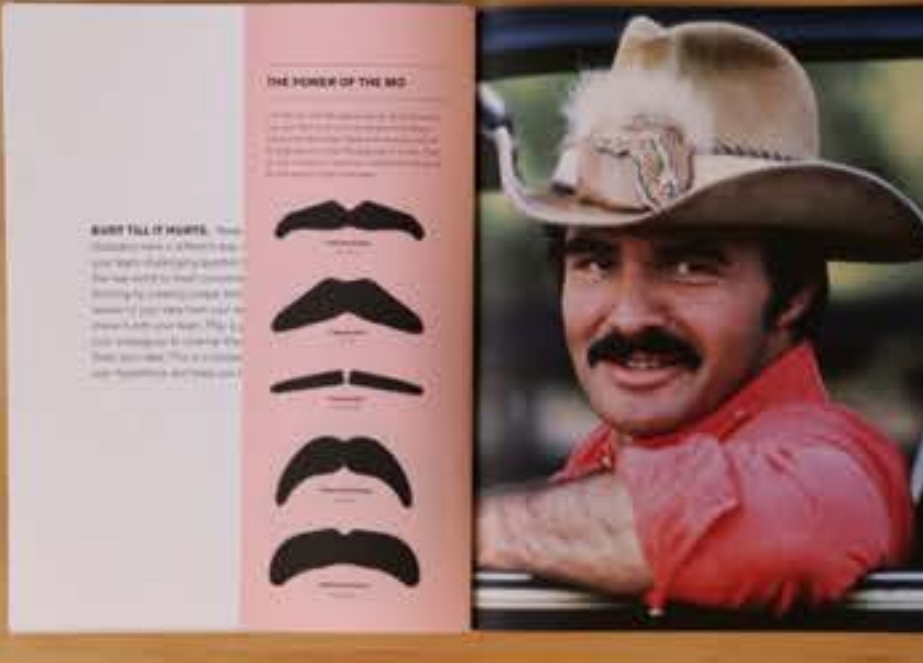
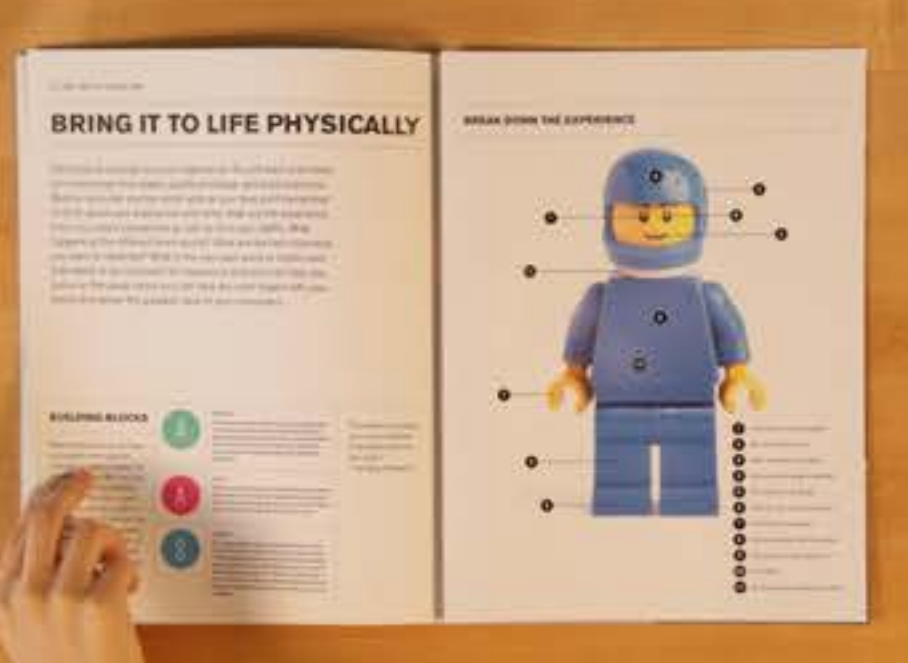
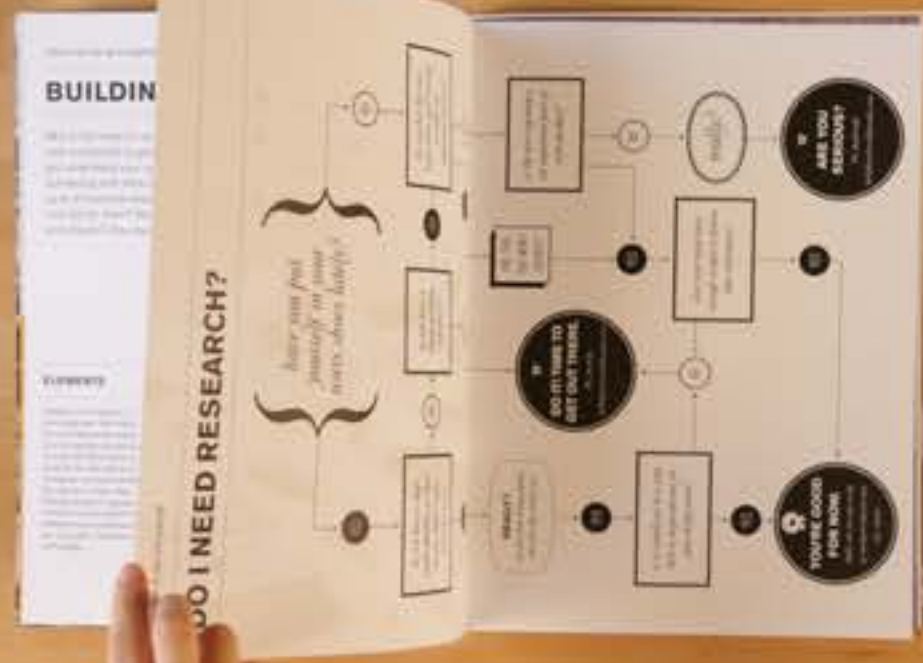
### TELLING STORIES

Sharing pilot success stories and building support within the organization. The teams will prepare their final pitches for leadership feedback.





# A GUIDE TO GETTING STARTED ZINE





anyone can tear up a magazine

# BUILDING A HYPOTHESIS

Who is the muse for your product or service? Knowing your user is essential to great innovation and design. The better you understand your user, the more chance you have of connecting with them through deep emotional bonds, as well as on a functional level. What does a typical day-in-the-life look like for them? What drives them? What are their hopes and dreams? How does your offering connect with them?

## ELEMENTS

Building a muse (or persona) is a great starting point. Take a trip to your local magazine shop and buy all of the magazines you think he or she would read. Build a picture of the life they live. Tear stuff out of the magazines and have fun building their character as a large collage. Remember that this is a hypothesis, a tool that you can leave behind or keep building on once you understand who your muse really is. We promise it will be helpful.



### functional

Base needs as they relate to your experience.

They are usually the users' core needs. For example, getting from A to B or providing them with peace of mind and reassurance your offering will work.

### emotional

Higher level needs that form deeper connections with the experience.

What are the parts of your experience that users love to talk about? What values align them with your brand? How does your offering make them feel?

### aspirational

The hopes and dreams of your muse.

What dreams are they chasing and how do they manifest in real life? What kind of person do they aspire to be and how does your offering help them reach their goal?

## HERE ARE A FEW THOUGHT STARTERS TO GET YOU ROLLING

1. How does she make her coffee in the morning?
2. How does she get to work? Bus, bike, or car?
3. What dream does she have for the future?
4. What tensions in her life is she trying to resolve?
5. What is an anecdote from last weekend that sums up an interaction with your brand?

## BUILD KIT

1. Make sure you have a good selection of relevant magazines to tear from.
2. We like to cut freehand, but a ruler helps with clean lines.
3. Build your profile on a foam core board. Pins are a flexible way to move images around.
4. Use the scissors for more precise cuts when you need to.
5. This exercise is all about getting ideas out of your head and onto the wall. Tape up the images and build a collage to visualize your muse.
6. Cut your images out cleanly. You may need to scan them at a later point in the process. It sucks when a good detail is missing because of a lazy cut.
7. Include keywords or a note of what you were thinking when you cut out the image. Stickers are a great way to include your thoughts when you are building.
8. Get a good photo of the final result. That way you can also share it easily with your team or use it as a discussion point.
9. If you are going to use glue, think before you stick.
10. This is a fun but messy exercise. Make sure you have good table space and a wall to work on.
11. Get that brain into gear! The Twin Peaks Police Department savor by a sprinkle covered donut and a cup of Joe to get them going.
12. Like we said, you can't eat a donut without a coffee! If it's Friday afternoon, you and the team can always rub it out for a cheery beer.





# A GUIDE TO GETTING STARTED ZINE

*pop culture is a great place to get ideas for research tools and games*

## BEG, BORROW, STEAL





LEARN TO LOVE SOMEONE UNFAMILIAR






PITCHING TO THE SHARKS





A man with grey hair, wearing a brown suit jacket and a light blue shirt, is shown from the chest up. He is looking slightly to the right of the camera. The background is a lush green landscape with trees and a house visible in the distance under a clear sky.

“ The outside of healthcare perspective is important, we have a lot to learn from what others have done in other industries.

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DAVE UNDERRINER  
**CHIEF EXECUTIVE**



STAKEHOLDER PITCHES







**HEART TO HEART AT HOME**



**ACTIVE KIDS**



**SECURE MESSAGING**



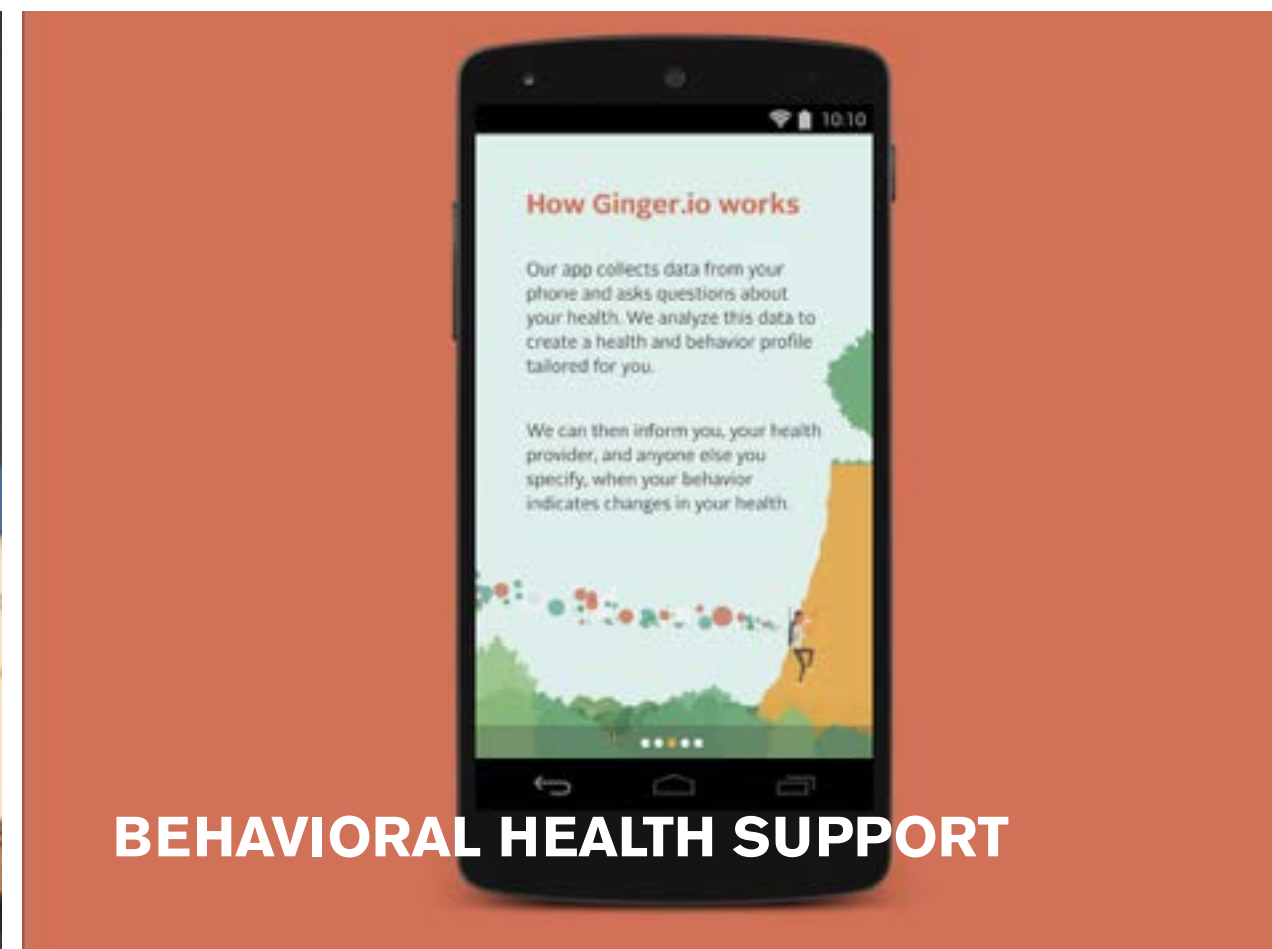
**ADVERSE CHILDHOOD EXPERIENCES**



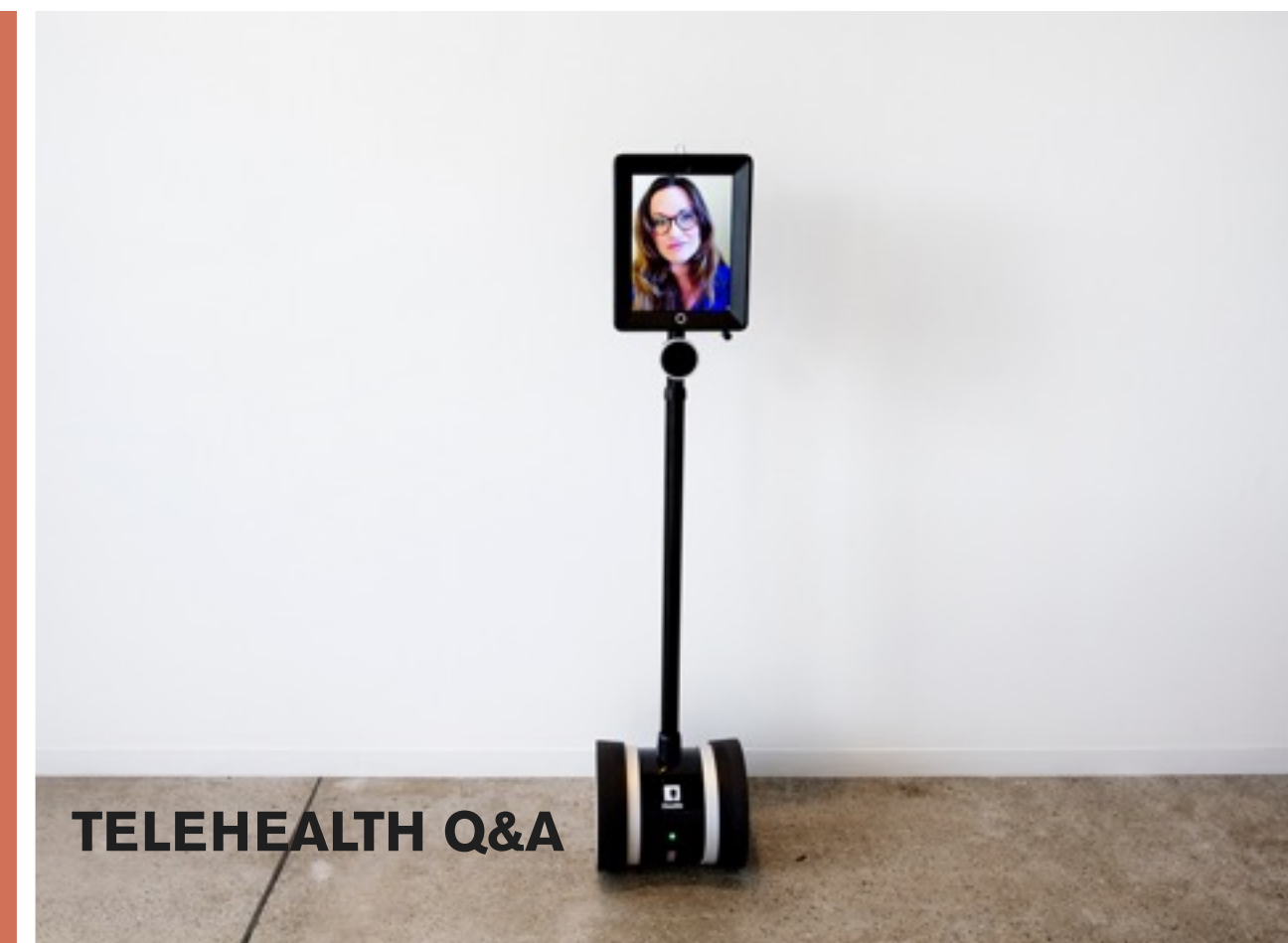
**BABY ON DEMAND**



**BILLS YOU CAN UNDERSTAND**



**BEHAVIORAL HEALTH SUPPORT**



**TELEHEALTH Q&A**



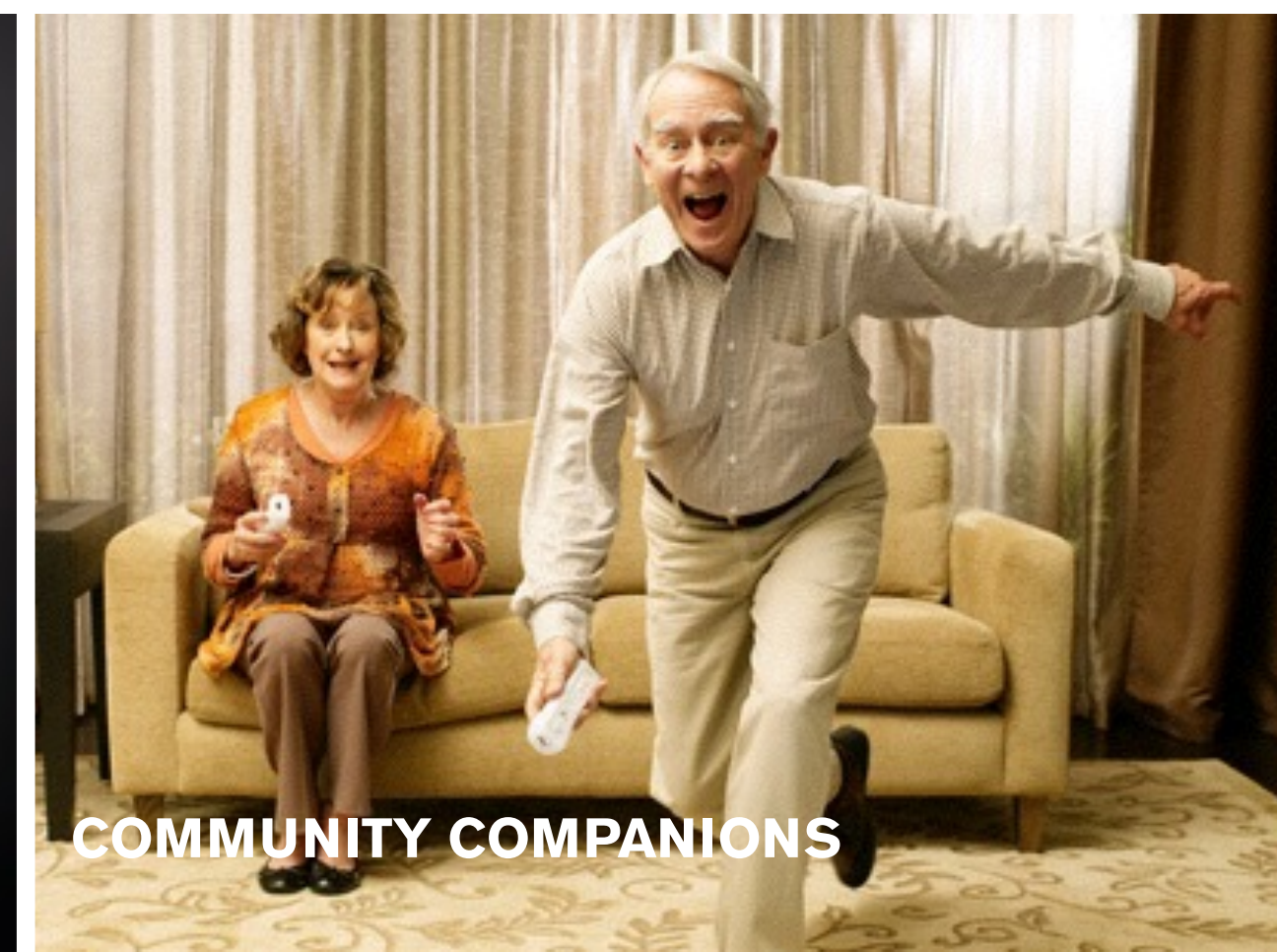
**DIABETES MGMT**



**ELDERLY SUPPORT AT HOME**



**YOUTH CONCUSSION MGMT**



**COMMUNITY COMPANIONS**



DAVE UNDERINNER, CHIEF EXECUTIVE, AT PITCH DAY





TELLING STORIES





# LOVE - HATE: BUILDING USER JOURNEYS



Talk a lot about being worldwide

on the train  
(first class)  
- first & second class  
- first & second class  
- first & second class  
- first & second class

- lots of pillows  
- room service

comfort  
- big towels  
- robe  
- slippers  
- food in room  
- someone cleans up  
- clean for him

**LOVE**  
about this part of the experience?

CHECKING IN

RESTAURANT & BAR

CHECKING OUT

IN THE ROOM

ROOM SERVICE

ROOM CLEANING

ROOM SERVICE

ROOM CLEANING





“**Evolve’s designers have brought a new way of thinking about how to solve health care problems to Providence. Evolve challenged us to embrace our customer and understand their problems in a much deeper way. On top of that, they have helped us develop an innovative Fellowship program that is teaching young professionals in our health system a different way to problem solve.**

---

JAMES HARKER  
**CHIEF STRATEGY OFFICER**





**EVOLVE FOUNDER CHRIS BUTLER IN ACTION**

1. Homework review
  2. Design philosophy & user study
  3. Brainstorming (needs to means)
  4. Rapid ideation
  5. Sorting
  6. Capstone
- 2016 (def)





OUR IMPACT TO DATE

**On track to touch over  
2000 people in Oregon  
with new care approaches**





weekend language

MFS Metropolitan Family Service  
Moving Lives Forward.

AADE American Association of Diabetes Educators



WELVU visualize health

Sqord

HipaaChat

LIFEWORKS NORTHWEST

TECHNOLOGY ASSOCIATION OF OREGON

GREENVILLE HEALTH SYSTEM

PORTLAND BUSINESS JOURNAL

Portland State UNIVERSITY

HealthSlate

OSU Oregon State UNIVERSITY

# Collaborated with over 30 community organizations and emerging companies

WHOLE FOODS MARKET

Voyager CAPITAL

University of Portland

Institute for Healthcare Improvement

Northwest Family Services



BOYS & GIRLS CLUBS OF AMERICA

blink

THE HEALTHCARE MBA OHSU • PSU



Bright.md

PLAYWORKS



Ginger.io

ZIDELL



TVAL Fire & Rescue

The Advisory Board Company

SCRIBEAMERICA



AVIA

BUSINESS MODELS INC

SUN SERVICE SYSTEM

CLARITY CONSULTING

everbridge



LINCOLN PARK ELEMENTARY



OUR IMPACT TO DATE

**57% of first cohort  
promoted within 12  
months of graduation**





08-4327

Service Requested

SINGLE PIECE

8

Patient Name:  
Group Number:  
Claim Number:  
Patient ID Number:

**THIS IS NOT A BILL**  
Send any money owed to the provider of service.

# EXPLANATION OF BENEFITS

# Pilot - Explanation of Benefits

*Statements you can actually understand*

FELLOWSHIP PILOT CASE STUDY

Below is an explanation of your benefits with Providence Health Plan.  
Please do not send money to Providence Health Plan. Send any money owed to the provider of service.

Provider Name: PROVIDENCE PORTLAND MEDICAL CENTER

Service Date	Type of Service	Amount Charged	Amount Allowed	Amt Not Covered	Remark	Deduct	Copay/Coinsurance	
03/25/15	OP Lab	\$86.00	\$52.09	\$33.91	XCO	\$32.99	\$0.00	
03/25/15	OP Lab	\$39.00	\$14.85	\$24.15	XCO	\$14.85	\$0.00	
03/25/15	OP Lab	\$36.00	\$3.00	\$33.00	XCO	\$14.55	\$0.00	
03/25/15	OP Lab	\$24.00	\$20.72	\$3.28	XCO	\$3.00	\$0.00	
03/25/15	OP Lab	\$84.00	\$20.21	\$63.79	XCO	\$20.72	\$0.00	
03/25/15	OP Lab	\$84.00	\$18.42	\$65.58	XCO	\$20.21	\$0.00	
03/25/15	OP Lab	\$55.00	\$29.19	\$25.81	XCO	\$20.21	\$0.00	
03/25/15	OP Lab	\$50.00	\$13.34	\$36.66	XCO	\$20.21	\$0.00	
03/25/15	OP Lab	\$45.00	\$11.73	\$33.27	XCO	\$20.21	\$0.00	
03/25/15	OP Lab	\$42.00			XCO	\$20.21	\$0.00	
03/25/15	OP Lab	\$76.00			XCO	\$20.21	\$0.00	
Member Responsibility:							\$147.24	
Member deductible \$1,150.00.								
Out of Pocket maximum \$3,300.00.								
Out of Pocket maximum \$6,600.00.								
Claims with each patient								
call Customer								



PROVIDENCE  
Health Plans  
P.O. Box 4327  
Portland, OR 97208-4327

Forwarding Service Requested  
SINGLE PIECE

DISCOUNT  
Amount NOT COVERED  
04/11/15  
Patient Name:  
Group Number:  
Claim Number:  
Patient ID Number:

EXPLANATION OF BENEFITS

Below is an explanation of your benefits with Providence Health Plan. **THIS IS NOT A BILL**  
Please do not send money to Providence Health Plan. Send any money owed to the provider of service.

Provider Name: PROVIDENCE PORTLAND MEDICAL CENTER

Service Date	Type of Service	Amount Charged	Amount Allowed	Amt Not Covered	Remark	Deduct	Copay/Coinsurance
03/25/15	OP Lab	\$86.00	\$32.99	\$53.01	XCO	\$32.99	\$0.00
03/25/15	OP Lab	\$39.00	\$14.85	\$24.15	XCO	\$14.85	\$0.00
03/25/15	OP Lab	\$36.00	\$14.55	\$21.45	XCO	\$14.55	\$0.00
03/25/15	OP Lab	\$24.00	\$3.00	\$21.00	XCO	\$3.00	\$0.00
03/25/15	OP Lab	\$84.00	\$20.72	\$63.28	XCO	\$20.72	\$0.00
03/25/15	OP Lab	\$84.00	\$20.21	\$63.79	XCO	\$20.21	\$0.00
03/25/15	OP Lab	*\$55.00	\$18.42	\$36.58	XCO	\$0.00	\$0.00
03/25/15	OP Lab	*\$50.00	\$29.19	\$20.81	XCO	\$29.19	\$0.00
03/25/15	OP Lab	*\$45.00	\$13.34	\$31.66	XCO	\$0.00	\$0.00
03/25/15	OP Lab	*\$42.00	\$11.73	\$30.27	XCO	\$11.73	\$0.00
Amount Paid by Plan:		\$31.76	Member Responsibility:		\$147.24		

Remark Explanation(s):  
XCO Amount not covered is provider writeoff for eligible services  
\$147.24 has been applied to your individual annual maximum deductible \$1,150.00.  
\$185.24 applied to your individual annual Combined In and Out of Plan Member Out of Pocket maximum \$3,300.00.  
\$1,385.52 applied to your annual Combined In and Out of Plan Family Out of Pocket maximum \$6,600.00.

If you are covered by more than one health benefit plan, you should file all your claims with each plan.  
If you have any questions, or to request a description of the codes used in this claim, please call Customer Service Team at (503) 574-7500 or 1-800-878-4445, or contact us at [www.providence.org/healthplans](http://www.providence.org/healthplans).

>>PLEASE KEEP A COPY OF THIS DOCUMENT FOR YOUR RECORDS<<

Handwritten notes: 545.00, 179.00, 366.00, 147.24

6.5 MILLION  
EOBS ARE  
DISTRIBUTED  
EVERY YEAR  
TO PATIENTS

JILL NOWAK  
MANAGER, GROUP SALES



EOB REFERENCE DESIGN



**PROVIDENCE Health Plans**  
 PO Box 4327  
 Portland, OR 97208-4327

FORWARDING SERVICE REQUESTED

Melissa Kowalsky  
 332 Carriage Trail  
 Salem, OR 97301

**Your Statement at a Glance**

Amount Charged  
**\$3,458.23**

Your Responsibility  
**\$256.34**

**This is not a bill.**  
 This is a statement listing the details of your "Explanation of Benefits" for the 2nd Quarter.

**Family Deductible Update**

**75%**

You have applied \$4,950 (75%) to your annual combined In and Out of Plan Family Out of Pocket maximum of \$6,600.

**Individual & Out-Of-Pocket Deductibles Update**

Member	Individual Annual Deductible	Annual Out-Of-Pocket
Melissa	\$1,000	\$1,000
Tom	\$1,000	\$1,000
James	\$1,000	\$1,000

**Hello!**

Melissa Kowalsky  
 Patient ID: 29845  
 Group Number: 356473

**How to File an Appeal**  
 If a claim is denied and you believe it should be covered you can file an appeal. You must file your appeal with Providence in writing and within 180 days of the date on the Explanation of Benefits, or that decision will become final.

PO Box 4158  
 Portland, Oregon 97208-4158

Once final determination is made, you will be sent a written explanation of our decision.

For more information on why your claim was denied or other ways to file an appeal contact:

**CUSTOMER SUPPORT**  
 1-800-878-6445

**PROVIDENCE Health Plans**

**Details of Your Claims**

Member: Melissa (Self) ID: 150194557657 PROVIDER: Providence Portland Medical Center

Date & Type of Service	Charges and Providence Payments			Your Responsibility			Remarks
	Subsequent Charge	In-Network Savings	Plan Pay	Out-Of-Pocket	Deductible	Preventive Care	
01/25/15 - OP LAB Strip test	\$16.00	\$53.01	\$0	\$0	\$32.99	\$0	\$32.99 XCO
01/25/15 - OP LAB Bacteriology	\$39.00	\$28.75	\$0	\$0	\$14.85	\$0	\$14.85 XCO
01/25/15 - OP LAB Protein to detect blood agents	\$39.00	\$21.45	\$0	\$0	\$14.55	\$0	\$14.55 XCO
01/25/15 - OP LAB Annual purchase with blood for diagnosis	\$34.00	\$21.00	\$0	\$0	\$3.00	\$0	\$3.00 XCO
01/25/15 - OP LAB Strip test, lead	\$82.00	\$62.28	\$0	\$0	\$20.72	\$0	\$20.72 XCO
01/25/15 - OP LAB General health panel	\$99.00	\$63.79	\$0	\$0	\$20.21	\$0	\$20.21 XCO
01/25/15 - OP LAB Blood test, Basic group of blood chemistry	\$25.00	\$36.50	\$18.84	\$0	\$0	\$0	\$0 XCO
01/25/15 - OP LAB Blood test, clotting time	\$50.00	\$20.81	\$0	\$0	\$26.19	\$0	\$26.19 XCO
01/25/15 - OP LAB Thyroxine	\$45.00	\$31.66	\$13.34	\$0	\$0	\$0	\$0 XCO
01/25/15 - OP LAB Complete blood cell count	\$42.00	\$30.27	\$0	\$0	\$11.73	\$0	\$11.73 XCO
<b>TOTALS †</b>	<b>\$461.00</b>	<b>\$366.00</b>	<b>\$31.76</b>	<b>\$0</b>	<b>\$147.24</b>	<b>\$0</b>	<b>\$147.24</b>

Remarks: XCO - Service provided was not covered. Amount was provided.

Amount Applied to:  
 \$1,100 individual out of pocket maximum: 1 \$102.04  
 \$1,100 individual deductible: 1 \$102.04  
 \$6,600 Family out of pocket maximum: 1 \$1,263.02

Member: James (Dependent) ID: 150193777200 PROVIDER: ALDER, MICHAEL J.

Date & Type of Service	Charges and Providence Payments			Your Responsibility			Remarks
	Subsequent Charge	In-Network Savings	Plan Pay	Out-Of-Pocket	Deductible	Preventive Care	
01/25/15 - SURGERY	\$342.00	\$52.96	\$0	\$0	\$182.04	\$0	\$182.04 XCO



# EOB REFERENCE DESIGN

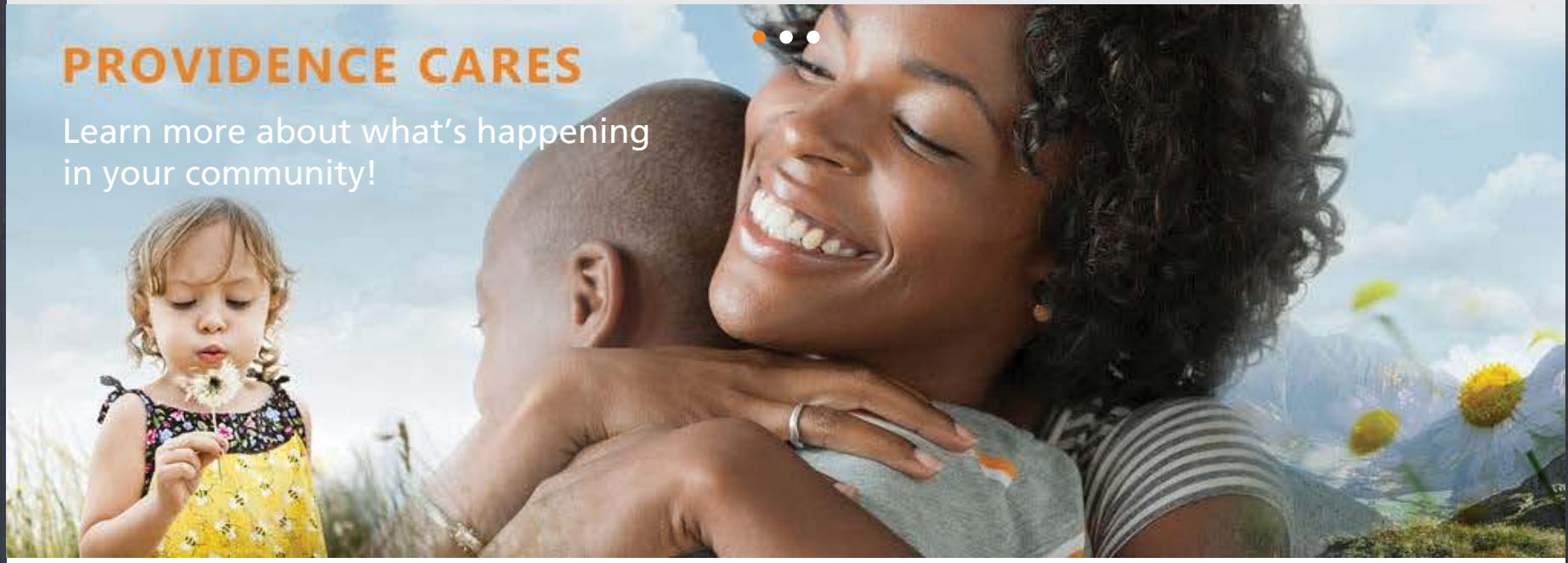
iPad 8:08 AM 75%

Hello Melissa!

This Statement Period	Number of Claims	Amount Charged	Your Responsibility
March	2	\$1,011.00	\$366.80

## PROVIDENCE CARES

Learn more about what's happening in your community!



Family Out-of-Pocket \$6,000.00  
\$2037.76

Melissa  
Individual Annual Deductible \$500.00  
\$301.89

Annual Out-of-Pocket \$2,000.00  
\$237.76

Tom  
Individual Annual Deductible \$500.00  
\$118.23

Tom  
Individual Annual Deductible \$500.00



### Your Statements

Here's a short list of you most recent statemnts. You can view your statements claim by claim, or send them in a email, or print them for your records.

- March 2015 Statement
- February 2015 Statement
- January 2015 Statement
- 2014 End-of-Year Summary
- December 2014 Statement
- November 2014 Statement
- October 2014 Statement







“**Evolve Collaborative was an integral part of our Explanation of Benefits redesign project. They guided us through a series of inspiring and enlightening workshops and activities that helped us better understand our customer and ideate in new ways to deliver a ‘wow’ experience for our members.**”

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JILL NOWAK  
**MANAGER GROUP SALES**





# Thinky's THINKY Makey's MAKEY

evolve