

## Experience Innovation: Leading Innovation Game

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innovate



cultivate



connect

## Leading Innovation Game

KAISER PERMANENTE

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## Our Challenge

Why don't successfully  
prototyped ideas spread  
'more quickly'?  
- Leaders

Why doesn't anyone  
understand how my idea can  
make a difference? I feel like I  
am hitting my head against  
the wall.  
- Innovators

KAISER PERMANENTE

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## Our Idea

*Design an immersive experience that is engaging and changes the conversation from “how come” to “how might we”*

**Im-mer-sion:**  
The state of being deeply engaged or involved; absorption.

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## Our Journey

- Design an immersion that would allow leaders and innovators
  - to step into a persona
  - experience the innovation lifecycle
  - and discuss strategically what to do differently



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## Our Outcome

We “gamified” the innovation lifecycle creating a safe space to explore and examine innovation from different points of view. Through collaborative “play”, teams are able to generate more meaningful insights, take smarter risks, and test different strategies.

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Personas based on team participants are selected

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**INNOVATION CHALLENGE:**

**HEALTH CARE TO YOU:**

**Business Case:**  
Despite major efforts to bridge the digital divide, individuals and families in rural areas in addition to KPI's Community Health Center continue to have limited access to digital health services. This is especially true for those in underserved communities.

The opportunity to bridge this gap lies in leveraging the local health care workforce to provide digital health services to those in underserved communities with limited access to digital health services. This is especially true for those in underserved communities with limited access to digital health services.

**Objectives:**

- 1) Test and refine using a community care model, coupled with tele-consultation technology leveraging public/community spaces in underserved communities.
- 2) Test various solutions for scale across different test sites for scalability.
- 3) Prepare and spread the innovation across the region.
- 4) Prepare and spread the innovation across the program-making improvements to the go.

**Customer (Stakeholders):**  
Families and individuals in underserved communities, health educators, nurses, primary care providers, public health partners, educators and child support services, and formal / informal caregivers.

**Competitive Solutions:**  
Emergency departments, rural health, non-traditional, virtual care delivery models, community support care solutions, and primary care solutions.

**Customer Benefit Expectations:**  
Improved communication and care as well as access to health care and preventive resources. Additionally, technology opportunities might be limited in rural areas. Underserved children and families often go without care or do not have easy access to KPI's online services.

**Requirements:**  
The prototype should map out workflow, space requirements and enable health solutions to provide both prevention and treatment services for underserved families. The pilot should include more than one site. The implementation must spread at least across the region.

**INNOVATION PARTNERS:**

1. Compliance	2. Members
3. Finance	4. Caregivers
5. KPI Health Connect	6. IT Security
7. Procurement	8. Communications
9. HR	9. Program Improvement
10. Human Resources	10. Training
11. Legal	11. Vendor/Supplier

**SPONSORS:**  
Based on your strategy and stakeholders, please list the sponsors required to champion this initiative.

An Innovation Challenge creates a real world scenario that requires the team to plan and implement innovative solutions

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**DEVELOP BUSINESS CASE**

Clearly articulate the problem you are solving and define success. Define the data and metrics that will be impacted by your efforts. Define core requirements.

Innovation Strategy Cards allow the team to plan and agree on the elements required to lead the innovation

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Partner Cards require tough choices for creating an extended project team

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As the team moves through the innovation lifecycle Reality Check cards are drawn impacting the innovation's success

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The team pauses at Sponsor Stops to review their Status Report and reflect on challenges, progress and action plan

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**Sponsor Cards** provide direction or feedback

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**CASE STORY 1: Labor Management Partnership**

Game day used to experience innovation and practice influencing “sponsors” for resources and support (content adapted to better reflect audience frame of reference)

**Takeaway**  
*Adjust game to meet different needs and focus on the most relevant elements, in this case influencing sponsorship*

*“Initially skeptical that a 90 minute session would lend to their learning, by games’ end participants were engaged and more informed about the lifecycle of the innovation process.”*

- Facilitator



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**CASE STORY 2: Performance Management Institute**

During deeper training for graduates of the Improvement Institute, the game is used during the 4-hour Change Management session as part of their certification

**Takeaway**  
 Including the game into a larger learning program can reinforce skill building and desired behaviors, in this case, recognizing impact of innovation and change on people.

*“It was engaging and a fun way to understand the questions, issues and concerns to have in mind when implementing a new change or innovation. There was a lot of laughter trying to figure out the game and act out our assigned personas”.*

- Program Director



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### CASE STORY 3: Finance Leadership Challenge

Finance leadership team came together to play the game as a way to cultivate their understanding of the future of KP through innovation

**Takeaway**  
Integrating the game into a leadership forum opens the conversation about how leaders can create and support an environment that is open to innovation, risk taking and change.

*"The innovation focus caused people to really think about what it would be like to lead thru innovation and what will be our future at KP."*

- Finance Leader



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**Let's Lead an Innovation!**

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