



Strategic Planning for Value(s)-Based Care using Design Thinking

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Learning Objectives

- Understand the difference between a strategy, a tactic, a vision, and a mission
- Learn how to apply design-thinking to strategic planning
- Gain a better understanding of how to analyze your clinic's capacity for change



Questions for you

- As your clinic prepares for the movement towards value-based care, are you ready?
- Do you have the right engine for your clinic's chassis of the future?
- Should transforming from volume-to-value involve your organizational values?
- Can change be driven by your engaged employees?



Venice Family Clinic

Mission:

To provide quality primary health care to people in need.

Vision:

To improve the health of people and communities through accessible, quality care.



We Serve

26,000 low-income, uninsured, homeless men, women and children are served each year.



Services are provided at 12 locations across the Westside.



Comprehensive Services

- Primary Medical Care
- Pediatrics & Teen Services
- Chronic Disease Management
- Reproductive Health
- Homeless Health Care
- Specialty Care
- Dental
- Vision
- Behavioral Health
- Health Education & Wellness
- Prenatal Care
- Laboratory
- Pharmacy
- Children First Early Head Start
- Integrative Medicine
- Common Ground HIV/AIDS
- Substance Use Services



Partnerships and Training

VFC has significant partnerships with:

- Quest Diagnostics,
- Cedars-Sinai Medical Center,
- Kaiser Permanente of Southern California,
- Providence Saint John's Health Center
- David Geffen School of Medicine at the University of California, Los Angeles (UCLA).

These partnerships provide vital in-kind services, residents in training and operating funds.



Why strategic planning?

- **Think of the plan as a guidance tool (not a tool to control)**
- **Look for (hidden) disagreements and toward the future**
- **Focus on the organization and key stakeholders, not individual actions**
- **Assume the plan is a work in progress**



<https://hbr.org/2016/06/strategic-plans-are-less-important-than-strategic-planning>

Bruce Lee



“A goal is not always meant to be reached, it often serves simply as something to aim at.”

What is a strategy?

What

Stratos: army or resources
Ago: leading

To lead your resources, a plan, method, or series of maneuvers or stratagems for obtaining a specific goal or results

“Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value.”



What is a tactic?

How and Who

Taktike: the art of organizing an army, a maneuver

A plan for attaining a particular goal



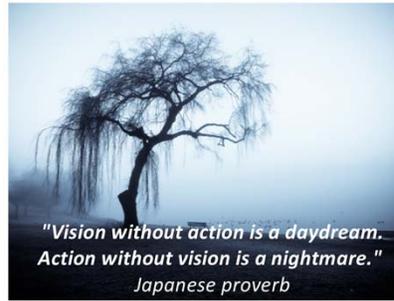
What is a mission?

- Explains the company's (or department's) reason for existence
- Describes the company (or department), what it does and its overall intention
- Supports the vision and serves to communicate purpose and direction to employees, customers, vendors and other stakeholders
- Can change to reflect a company's (or department's) priorities and methods to accomplish its vision



What is a vision?

- Describes the organization as it would appear in a future successful state
Answers this question: If the organization were to achieve all of its strategic goals, what would it look like 10 years from now?
- Creates an aspirational mental image of the future state that the organization wishes to achieve
- Challenges and inspires employees



Value-Based Care

AH4



The Quadruple Aim

1. Value (quality/cost)
2. Patient experience
3. Population health
4. Joy in Practice

Slide 14

- AH3** Great photo of you and Don Berwick. CME may require that you include a photo credit below the photo in small text (even if it's your own photo).
Amanda Holt, 7/23/2014

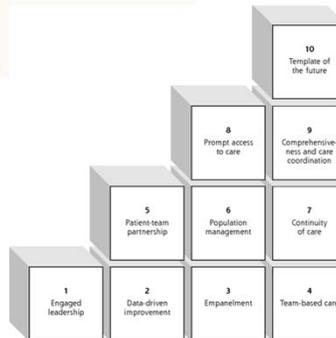
- AH4** You might consider including a source in small print at the bottom of this slide to show where they can go to read more about the triple aim? See Assembly PowerPoint Style Guide for details.
Amanda Holt, 7/23/2014

Joy?



Foundational Building Blocks

To deliver on the promise of the Quadruple Aim



Bodenheimer et al, Annals of FM (2014)

Playing To Win

1. Strategy is about making choices.
2. Strategy is about increasing our odds of success, not guaranteeing it.
3. Strategy-making combines rigor and creativity.

Strategy is the answer to 5 questions:

1. What is our winning aspiration?
2. Where will we play?
3. How will we win?
4. What capabilities must we have?
5. What management systems will we need?



AH10
AH10

What is Design Thinking?

Design thinking is a creative, problem-solving and innovation process. It takes a human-centered approach to improving business models, the customer experience, service delivery or products.

Many organizations already using design thinking are:

- Apple, IBM and Intuit
- Mass Mutual and Fidelity
- Sanofi Pasteur
- NBA
- Governments around the world



Slide 18

AH9 Amanda Holt, 11/13/2017

AH10 Do we want to provide some background for the Children's Center project? And how we originally designed it with a more traditional approach?
Amanda Holt, 11/13/2017

Key Questions in Design Thinking

Venice Family Clinic used design thinking to innovate its pediatric care at the new Lou Colen Children's Health and Wellness Center.

Design thinking questions we explored:

- How might we...? Includes the possibility of being wrong, testing...
- How do people use this space?
- Why?
- What's stopping us?



Key Components of Design Thinking

Brainstorming

Collect ideas and feedback from staff at all levels, prioritizing needs over wants



Key components of Design Thinking

Observations

Observe and learn from parks, museums, retail stores, restaurants, clinics, and more.

Key questions:

- How does this space make you feel?
- How do people navigate this space?
- What works? What doesn't work?



Key components of Design Thinking

Observations

Key questions (continued):

- What's missing here?
- What surprised you? What was unexpected?
- What insights can we gain to inform our work?



A picture is worth a thousand words

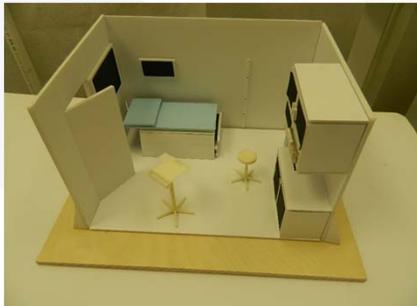


Venice Family Clinic

Key components of Design Thinking

Prototyping

Mock up the idea in the real world for testing and modification



Venice Family Clinic

Lou Colen Children's Health and Wellness Center: A New Vision for Health Care

As part of Venice Family Clinic's holistic approach to comprehensive health care, the Lou Colen Children's Health and Wellness Center (LCCHWC) features innovative design and programming to accommodate cutting-edge pediatric services for 4,500 children each year. The center, VFC's tenth clinic, is the second phase of a multifaceted family wellness complex in Mar Vista, the largest pocket of poverty on the Westside of Los Angeles. The site represents a new vision for health care delivery for Venice Family Clinic and will be the model for VFC and community clinics across the country.

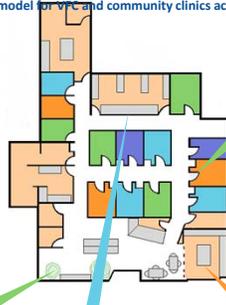
Pediatric Care, Reimagined

Our Vision: To meet an urgent need in Mar Vista while exceeding our patients' expectations.

Our planning process brought together patients, providers, nonprofits and community leaders.



We transformed existing space (next to our Irma Colen Health Center) into a truly unique medical home for children.



Inspired Exam Rooms



Generously sized rooms accommodate entire families and all aspects of a visit, eliminating the need to move from room to room.

Room themes like "Galaxy" and "Desert", LED monitors and a variety of educational activities spark curiosity and help children feel at ease.

Innovative Design, Engaged Patients

Our patients feel welcome as soon as they walk in the door.

Our Forest Book Nook and Virtual Art Wall make waiting time fun.



Shared Team Space

An open floor plan fosters integrated, coordinated care and ease of collaboration between clinical care team members who strive to best serve our patients.



Experiential Learning

Our interactive teaching kitchen makes nutritious (and delicious) food a highlight of every visit, and Helps families discover ways to stay healthy.



Phase III of our vision in Mar Vista will transform the existing Irma Colen Health Center and additional space adjacent to LCCHWC to create a family wellness complex focused on prevention and wellness. The expansion will include dental facilities, pharmacy, additional team spaces for coordinated care and a community room for exercise classes, educational group visits, and more for children and adults.

Design Thinking in Action

Pediatric care was reimagined at the Lou Colen Children's Health and Wellness Center to include:

- Innovative Design
- Inspired Exam Rooms
- Shared Team Space
- Experiential Learning Opportunities



Strategic Design Question

“How might we ensure that VFC is sensitive to emerging opportunities and has the flexibility, capability, capacity and agility to capitalize on them-without destabilizing or undermining quality care and team culture.”



Innovationship
- Silicon Valley



Strategic Design



Opportunity for VFC to engage in a **creative process**, focused on designing the future of community health and primary care.

The design will include consideration of two interdependent perspectives.

Internal and External



Strategic Design

Internal-Focuses on evolution, growth and transformation of the VFC community of employees, care providers, administrators and board members.

External-Focuses on all points of contact and the interface between VFC and the communities it serves.



Expert Interviews-External

Interview outside experts with points of view that will help the working group to think broadly and deeply about the forces at play and emerging trends related to healthcare, legislation, the economy, medicine, politics, etc.



Learning Journeys-External

Generate a list of potential learning journey sites

Small groups will conduct learning journeys and post their insights online



Engaging stakeholders

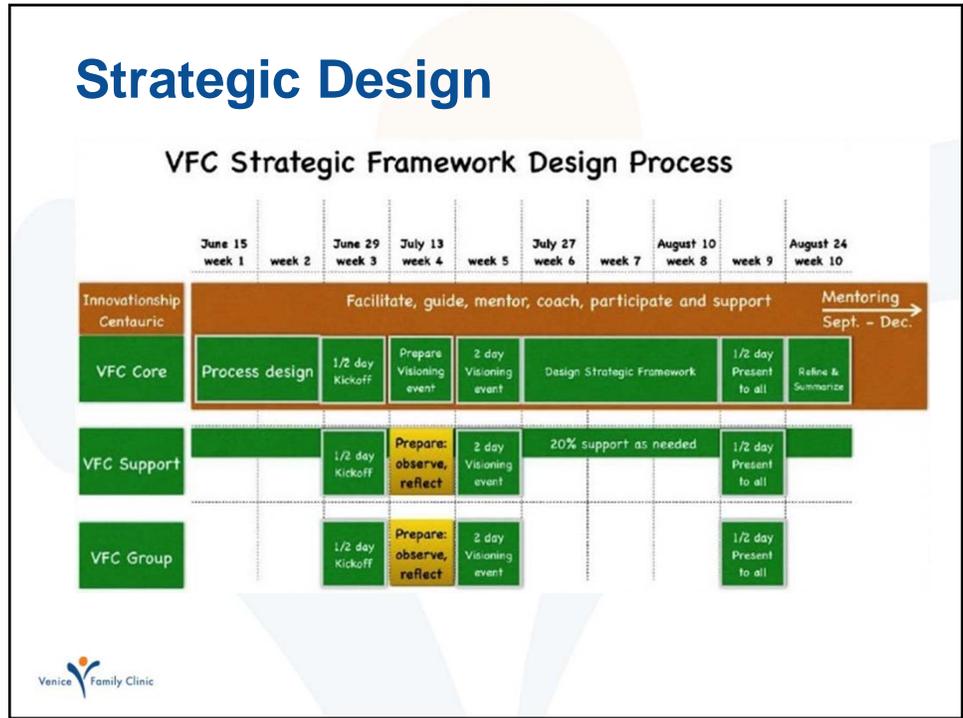
Three Tiers of VFC Teams

The Core Team - The engine driving processes and activities within VFC during ten weeks.

The Supporting Team - Available to the Core team as required.

The VFC Group - The large forum of representatives from various stakeholder groups that will be invited to participate at specific events along the way.

Strategic Design



Strategic Plan Outline

Phase 1: Process Design

- Framing the Design Challenge
- Goals and criteria for success

Phase 2: Kickoff and Tasks

- Introduction to the process and framework
- Introduction to design thinking, with an emphasis on learning through observation

Strategic Plan Outline

Phase 3: Main Event

- Two-day summit
- Visualize the future, including scenarios, characters and prototypes
- Focus on the vision, defer judgement, capture ideas

Phase 4: Design Strategic Framework

- Synthesize the output from Main Event
- Identify key concepts



Strategic Plan Outline

Phase 5: Presentation to VFC Group

- Share the Vision
- Share the Process
- Capture Feedback and new ideas

Phase 6: Refine and Summarize

- Synthesize feedback and new ideas
- Capture and archive essential information and data

Phase 7: Integration, mentoring and validation

- Ongoing communications, and four monthly ½ day meetings



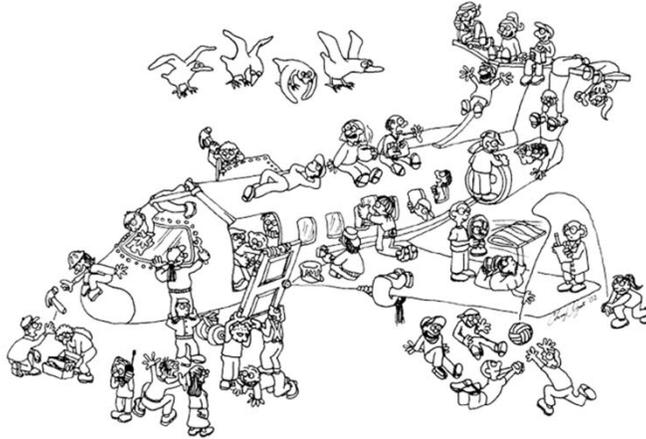
Exercise: Design-thinking

- **Get ready to apply what you've learned and take part in a mini-design-thinking session!**

How are we executing our plan?

- **Board committee**
- **Work groups**
- **Design process (listening/assessing/exploring)**
- **Communication plan**
- **Metrics | Key Performance Indicators**
- **Standard work**
- **Senior management check-in's**
- **Flexibility to response to external environment**
- **Departmental vs Organizational vs Market**
- **What is VFC's model of care?**
- **Cultural shift**

Engine | Chassis



Venice Family Clinic



THANK YOU!

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