FINAL DELIVERABLE

Team 4K

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Introduction

Located in the heart of Seattle, Washington, Virginia Mason (VM) is an acute care medical center which also has satellite locations that serve as ambulatory or primary care facilities. In 2001 VM created a strategic plan, known as the Virginia Mason Production System, which was modeled after the Toyota Production System. This lean management methodology outlines strategies for achieving VM's goal of "becoming the quality leader in transforming healthcare" (VM Mission Statement). A cornerstone of that strategy is Innovation.

Through the recommendation by one of their visiting Japanese sensei's, VM decided to adopt a prototyping system called Moonshine to harness the creative power and ideas of both clinical and non-clinical staff. Their sensei noted that "the hospital staff often expresses frustration about the cost and type of equipment, or lack thereof, available on the market. Staff settle for what they can get instead of developing ideas for what they should have based on how they do their work" (Cutchins, 2013).

The purpose of Moonshine is to give staff the power to quickly create the tools they need to do their work more efficiently and effectively. While Moonshine was initiated in 2006, there have been significant hurdles to its success and acceptance. Only a handful of projects have progressed past project initiation, and even fewer have reached a production stage.

VM selected us to analyze the program and offer recommendations to improve it's adoption by employees, and project completion rates.

Problem Findings/Overview of Project

Over the last 19 weeks our team was given access to Virginia Mason's employees, team leads, and Moonshine workshops to gain an understanding of the Moonshine ecosystem. During our research we found that VM is in a unique position as the only healthcare organization using a lean prototyping system such as Moonshine. While many current and past participants perceived Moonshine as beneficial to the company and its patients, many frustrations and roadblocks were expressed as well. These frustrations and roadblocks were echoed through all areas and methods of our research:

- No one is giving Moonshine their full attention. There isn't enough dedicated time for staff to work through most of the process.
- Too hard to get past initial development; from concept to finished product.
- There seems to be no direct visibility for Moonshine or it's products. There's no way to tell if a product was created by or with Moonshine.
- Recruitment, it's hard to get consistent participation and "content experts" are not always available.
- Lack of clarity around the process.

Given the roadblocks we identified the following opportunity spaces:

- **Moonshine needs to be rebranded to help spread awareness and wider adoption.**
- **Make the most out of everyone's time during Moonshine workshops**. This will help maximize efficiency of the time spent and the process can be streamlined. 90% of people surveyed could only commit 1-2 hours to Moonshine every week—we doubt people will be granted more time to spend on Moonshine, therefore we need to make better use of the time they have.
- **The process needs to be redefined.** The current process is very confusing and burdensome. The effort required to understand the submission and review process is more than an individual staff member can handle in a reasonable amount of time.
- **Define roles and assign some leadership.** Point participants to different people able to provide guidance when they get stuck.
- **The Moonshine Lab needs to be redesigned**
  - Storage—the lab is mainly used as a storage space for projects that are in process or have been abandoned. How can this space be reorganized to be more useful?
  - Climate control—being situated above the boiler room makes the space very warm
  - Space—in its current layout, the room is too small for more than approximately 8 people to be in there at once, and the last session had 14 people in attendance. There was a room down the hall that they pulled extra chairs from that was large enough to seat 35+ people. Can workshops take place in there?
  - Mobile cart—In their supply room they have a "mobile moonshine cart" that participants can use to work on projects. Unfortunately, this cart is not truly mobile in the most helpful sense as it is too big and cumbersome to be taken back to one's office or desk. Can "Mobile Moonshine" be redesigned to be more compact and carryable?
- **Moonshine would benefit from having a dedicated person/people to act as project managers and follow each project from start to finish.** Especially given staff time constraints—not everyone can be a designer, and not everyone should be a designer. Staff should have access to a supportive and knowledgeable product designer to help bring ideas to life.

What we did

We focused our Design phase on the Onboarding process, where many projects seem to "die on the vine". Using the key takeaways from our user interviews and past research on Moonshine to guide ideation, we identified some potential areas of focus for our design efforts:

- Rebranding of Moonshine to enhance visibility, interest, and value.
- Streamline project initiation to keep the creative process from stalling early on.
- Restructure the Moonshine workshops or the mobile kit so they are helpful and an efficient use of time.
- Create an Onboarding Process.
  - The Onboarding process begins by introducing people to what Moonshine is, describing what type of commitment is involved in the process, and providing contact information for dedicated staff to assist as needed.

Rebranding

To address the Moonshine program's lack of recognition among VM staff and some negative perception we have rebranded Moonshine in an attempt to increase visibility and shift attitudes regarding Moonshine towards a more positive and beneficial department. Building off our initial rebranding work, as shown in Appendix A, we revamped the Moonshine image in an attempt to establish a strong identity that would represent the services that Moonshine has to offer as a streamlined, collaborative, and approachable department.

To do this we came up with a new name (Shine), tagline, and logo, as well as developed a clear voice, and defined goals and principles that embody Shine's ethos. Additionally, since we understand that a brand's visual vocabulary will be reflected in its colors, fonts, logo and overall style we began development of a style guide in line with our reimagined brand as shown in Appendix B. This will provide a cohesive aesthetic for all deliverables and messaging associated with Shine.

Since brand identity is more than one single element, below is a list of the elements used to help develop Shine's brand Identity;

• Shine — we renamed Moonshine, Shine since we thought that one of the overarching expressions of Moonshine was that if one person Shines, we all Shine within the process of making workplace improvements and thus benefiting from them.

• Diamond - everywhere you see the Shine logo the diamond icon should accompany it. We employed this diamond as a way to connect to the overall feeling that Moonshine was akin to taking that rock out of your shoe and doing something about it. What do you do? Turn it into a diamond.

• Improving Care for All — we see this tagline as the Shine catchphrase. Shine improves care for the patients and it also improves working situations for staff. It's a win win situation that's important to point to.

• Graphics - along with the logo, we created a series of icons that can be used to communicate complex ideas in a simple way.

• Color - we created a color palette that should be used on all Shine communications. Consistency in this case is key — using the same colors and logo speak to a consistent brand which speaks to a consistent department.

• Voice — Light but purposeful guidance. Whenever there is outward communication that voice should be light but purposeful. The voice's main purpose is to instill a culture of creative confidence and communicate that all VM staff members have the ability to identify solutions to daily work problems.

Process Pathway

Our work since Milestone 1 has produced a clear understanding of the Moonshine Pathway as it currently exists, as well as a preliminary visualization of the improved pathway, which we have officially termed the "Shine Pathway". This can be found in Appendix C. We will continue to refine the pathway to increase efficiency by further eliminating unnecessary steps, and improving ease of use for Shine participants removing steps that can be completed by a Moonshine specialist or through the Shine portal. Our pathway map highlights some key opportunities for the Shine website.

To present a broader overview of the system as we currently understand it, we created a service blueprint, which can be found in Appendix C. The blueprint is intended to highlight the interaction or touch-points between the Project Manager and Project Initiator, as well as any actions or processes happening behind the scenes. By providing this blueprint to VM, we hope to clarify the role of the Shine Portal and Project Manager role, and highlight moments where the site could make the project documentation process more efficient.

Website

Our research clearly indicated Moonshine suffered from a lack of cohesive documentation regarding almost all aspects of the program. Documents currently used to illustrate what Moonshine is and guide participants through the existing pathway are scattered and made available in a multitude of mismatched file formats ranging from single sheet PDFs to multipage excel documents. Despite the voluminous amount of information contained within these documents, they fall short of adequately addressing the many facets of Moonshine. Some aspects, such as the Mobile Kit, are not addressed at all. The lack of an organized central repository limits participants' understanding of the resources available. This also creates a burdensome system of dissemination which requires interested parties to request information from KPO, and KPO to spend valuable time responding in turn. This requires KPO staff, with limited time and resources, to assume the burden of filling in these gaps of knowledge and guidance through transitory word of mouth. This cumbersome process creates an obvious hurdle to getting started with Moonshine, likely contributing directly to the decreasing number of project initiations among staff.

On the back side of things, on-going projects require Project Initiators to obtain, complete, and submit a significant number of forms. Similarly, they are rightfully required to adequately document and review their projects as they progress. The current process demands that Project Initiators accomplish these tasks through back and forth communication with KPO staff, the juggling of a number of documents and forms, and rather archaic methods of documentation such as copy and pasting contents of forms, emails, and other artifacts into the excel spreadsheet used to guide and track projects. The contents of this spreadsheet are then passed back and forth for manual review by Project Initiators and KPO staff to assess the current project state. Here again we've identified a convoluted process placing undue burden on time-strapped Moonshine participants which directly contributes to the high failure rate of initiated projects.

There are a variety of ways to address these issues, both digitally and physically. Given the constraints of VM staff and the functionality needed to address these issues, we determined that development of an all-inclusive Shine website is likely the most effective method to meet these demands. The Shine website is to serve as the centerpiece of the Shine program.

On the front end, content rich pages provide potential participants with all the information needed to clearly understand every facet of Shine in an easily digestible format and contained in an easily accessible centralized location. This includes an overview of Shine, it's roots and how it benefits VM, along with details of the Shine Pathway, current and past projects, Workshops, The Mobile Kit, the KPO Office, and relevant contact information.

On the back end, the website becomes the Shine Portal, a comprehensive guide to the Shine program providing participants with all the resources necessary to effectively execute a Shine project. This includes a series of dynamic nested dashboards presenting participants and KPO staff with all information relevant to project status, from an overview of multiple involved projects, through a single project, that project's steps, those step's tasks, and those tasks subtasks. The Shine Portal facilitates completion of every point of the Shine process through tools such as embedded forms, file upload capabilities, creation of notes and comments, an activity feed, team management, contact book, messaging center, and integrated calendar. With administration rights, KPO staff and Project Managers have the ability to quickly view status of all projects, update project status, and effectively assist in management of on-going projects.

In this initial phase of website development, we have created a sitemap and wireframes of key pages using the revised Shine Pathway service blueprint as a foundation for content and functionality that should be incorporated to ensure success. Each wireframe contains descriptions of a page's purpose and callouts detailing relevant content requirements.
For ease of viewing, we have created an interactive board which can be accessed through a link in Appendix D. You may also download the sitemap and wireframes as individual PDF files through a link in the appendix.

The time constraints of this project prohibited creation of a highly refined sitemap and wireframes. This is an exploratory phase. As such, content placeholders, as presented on each wireframe page, are intentionally done with variation in an effort to provoke conversation about what the content should be and how to best present it. Therefore, the contents of the sitemap and provided wireframes should not be taken as a template or complete solution, but rather utilized as a tool to springboard into further research of feature requirements, authoring of necessary content, and finally development of such a site.

Mobile Kit

Our reimagined Shine Pathway includes a heavier emphasis on the benefits of participant involvement in workshops and utilization of the mobile kit to foster innovation. While our research showed that the Moonshine Workshops needed to be restructured as well, given the time constraints we focused primarily on improving the Mobile Kit. We believe improving the Mobile Kit is most beneficial given the lack of time VM staff members generally have to attend scheduled workshops. This way staff can create in the space they typically work in, and the space where the

problem they brought to Shine is likely occurring, utilizing their valuable time more effectively.

With the new Shine Mobile Kit, staff get the benefit of the workshops on their own schedule at a convenient location of their choosing. The kit contains all of the necessary tools for ideation and low-fidelity prototyping such as Sharpies, colored markers, pencils, sticky notes, colored paper, a glue gun, wooden dowels, pipe cleaner, and more. A full list of the contents as well as images of the kit can be found in Appendix E. Along with these tools, the kit contains a guidebook that presents the Project Initiator with various activities they choose from to conduct their ideating, and walks them through how to approach prototyping. A link to this guide book can also be found in the appendix.

The importance of the Shine Mobile Kit Guide stems from a need to teach design techniques to the clinical staff at VM. Being healthcare practitioners, the staff that take part in Shine typically have no experience with design or prototyping. We created this guidebook as a companion tool to the kit in order to make the design process not only more accessible, but to empower the staff to be self driven through this phase of the process.

Other Opportunities

One issue we do not directly address with our deliverables is the need for a dedicated Shine Project Manager. As mentioned in our Findings section, we believe Shine would benefit from having a dedicated person (or people) to act as a project manager and follow each project from start to finish. We envision that this person has substantial experience in design and prototyping, and can be the go to person for all things Shine. They would manage active projects, and work alongside the Project Initiators in guiding them through the process, helping them make design decisions. Especially given staff time constraints—not everyone can be a designer, and not everyone should be a designer. Staff should have access to a supportive and knowledgeable product designer to help bring ideas to life. One of the biggest obstacles we see for Shine is the lack of dedicated staff able to follow a project through from initiation, to ideation and prototyping, through testing and to completion. A dedicated Shine Project Manager would address this problem.

KPO, the office that oversees Moonshine and hosts the workshops, is a leadership training office within VM. This means that there is significant turnover in the department as employees cycle through to get their training and are then repositioned in the organization. This has been detrimental to Moonshine because vital knowledge of the program structure gets cycled out with the new leadership. Another way the Shine Project Manager would help the success of the Shine Program and Shine Projects is to be a stable position within KPO. This would provide the program with much needed stability, and a clear repository of information.

Another opportunity space we found was redesigning the Moonshine Lab. VM has dedicated space to support Moonshine production, but the space is in need of a remodel to be more conducive to workshops and fostering creativity. Due to time and scope our team was not able to

address this, but we recommend working with facilities on patching holes, updating the paint, and reorganizing the room to maximize space utilization.

Next Steps

Next steps include:
- Test the Shine Mobile Kit and Guide Book with users
  - Refine instructions in guidebook and see if the kit needs more or different supplies
  - Add additional activities
- Implement Branding
- Create a sticker using the brand guidelines that passes infection control. This will help increase visibility. This sticker should go on all products created using the Shine process. You can upload a design at PDC Healthcare (https://bit.ly/2HlFFUa) and and have them print ones that work to VM standards.
- Workshop
  - Research, define, and refine to align with mobile kit. This is really a UCD project in and of itself. But there should be a clearly defined agenda, activities, purpose, goals, place in the shine pathway
- Shine Pathway
  - Further testing and refinement of the steps, tasks, and sub-tasks. What's missing, what can be removed, consolidated, relocated.
  - Defining the information that needs to be captured for each task is essential to development of related forms, whether integrated into the Shine Portal or otherwise.
  - It's not about a rigidly defined process that must be followed exactly. It's about having a clearly defined process to guide PI to completion. The pathway should provide an orderly way to execute, document, and complete a project while also allowing the flexibility needed to accomodate a broad array of project topics and the constraints of the hospital, participants, problem, and possible solutions.
- Website
  - The gist of what needs to be done is more or less springboard off the sitemap and wireframes into a research project to determine what content and functionality is needed and how best to present it. Then develop the needed content and implement the functionality. Sounds easy, but it's a pretty big deal. I'd probably start with just nailing down the front end. VM staff write the informational content for all the frontend pages and lay it out as best as possible in line with style and branding. That way there's a centralized, easily accessible, online presence which describes every aspect of Shine, a very valuable tool to market to and inform users. It's also probably fairly low cost aside from the time needed to generate the content and maybe hire a designer to help layout and polish. Then I would focus on the Shine Portal.

- Generate, review, and refine the content of the pages. They'll need both text, images/graphics for basically the entire website. And a sweet intro video!
    - Overviews of Shine, The Pathway, Mobile Kit, Workshops, About KPO, Contact info, etc
- Use the wireframes to review and refine the styling and layout of content on pages ensuring everything aligns with the brand.
- Determine what content is needed and what can be discarded. Ideally through research with actual users!
- Review and refine the sitemap. Determine which pages are needed, which can be consolidates, which can be discarded. What functionality or content can be combined on one page to limit the number of clicks to accomplish a task. This is all about maximizing efficiency when navigating the site.
    - Create all the missing pages. The wireframes provided are only a fraction of all the pages and parts of pages that would likely exist, especially on the Shine Portal side of things.
- A lot of research and testing into the Shine Portal side of things. Generating informational content for the frontend is probably going to be a lot easier than taking the time to really understand what information should be on the Shine Portal pages. What's important to show PI, KPO Staff, PMs at each page, and how best to display it is a UCD project in and of itself.
    - They'll need to really understand and clearly define the pathway steps, tasks, and sub-tasks and use those in developing the content, functionality, and task flow required of the Shine Portal.
    - They also need to determine the actual work flows that would happen on these pages to accomplish the relevant tasks
    - VM needs to determine what resources are available to take on this project and what's actually feasible to develop. Scoping the features and functionality of the Shine Portal are going to be a big deal.
- Once all that is done, they can move to the development and testing side of things
- Then upon completion, rejoice in an informative and functional website that puts efficiency through the roof and takes pretty much the entire load off of KPO staff.

Appendix

## Appendix A: Initial Rebranding Work and Style Guide Exploration

Names

Taglines

Taglines

Better Never Stops

Product Innovation

Work is play.

Steps toward Heuristic Innovative and New Experiencs

Taking the rocks in your shoes and doing smeghint about it

Designing better patient exeperiences together.

Build to Think

System for Helping Innovate New patient Eexperiences

Taking that proverbial rock in your shoe and turning it in to a diamond.

Practicing design to improve care for all.

Putting employees in charge of the patient experience.

Steps toward Happy Innovative and New Experiences

Building Better Experiences

improving care for all.

Getting Lean

Shine on...

Dream it. Hack it. Build it.

VM's current slogan is "Each person. Every moment. Better never stops."

Desiging better patient experiences

If you can dream it, we can build it.

Keywords
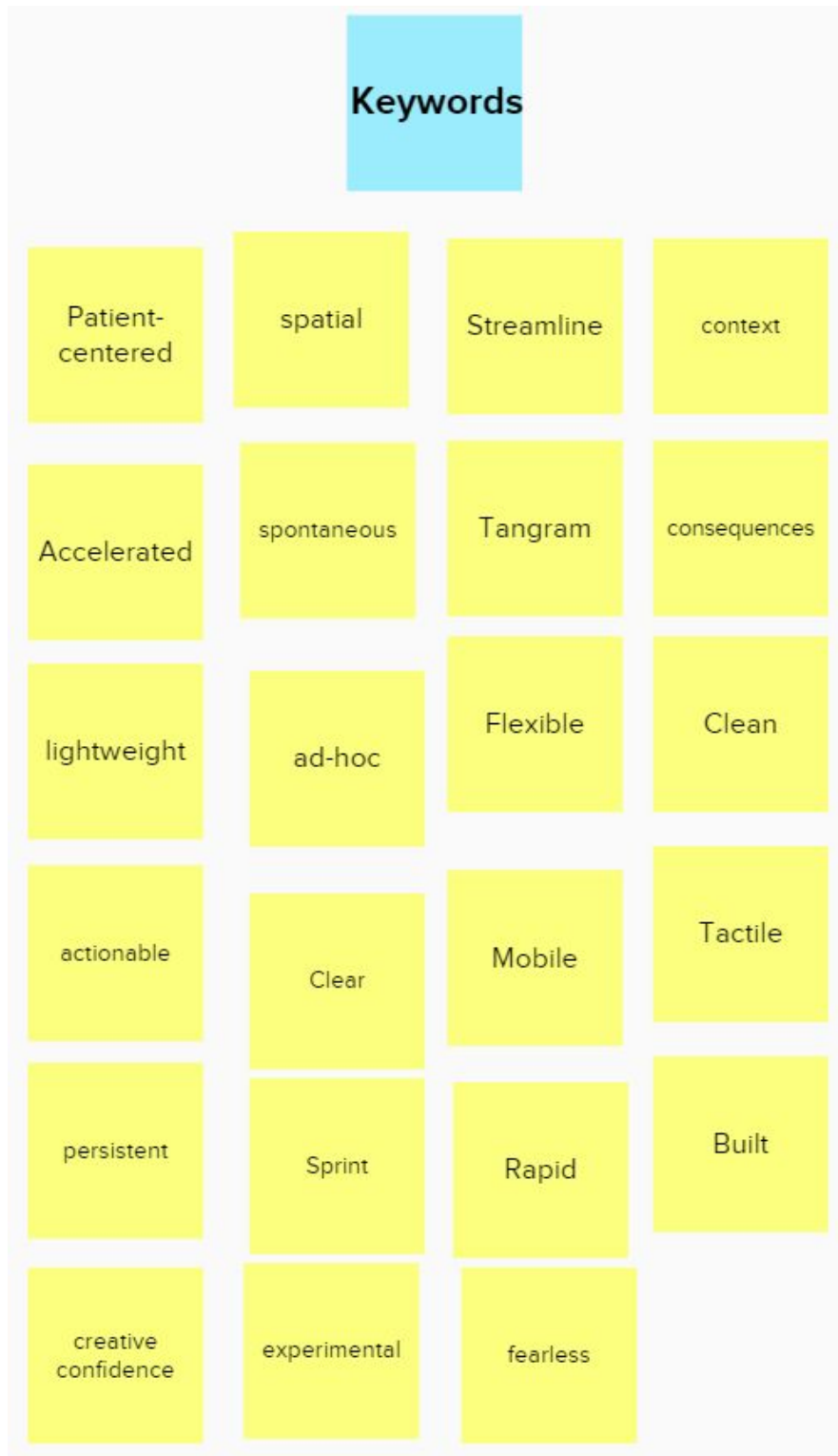
Voice

Goals and Principles

Goals of Moonshine/Lean prototyping @VM:

Culture of creative confidence
Communicate that all VM staff members have the ability to identify solutions to daily work problems.

From ideo:

"What design thinking does do is draw on the mindset that skilled designers cultivate—strategies for unlocking creativity, approaching the unknown with curious confidence, and being unafraid to try new approaches."

Create Community
Staff return to workshops with fresh ideas and support each other. Make it easy to contribute and give actionable feedback on projects through workshops and process. Make it lighter than work.

Find the Rock (State the problem)

To achieve these goals:

Simplify
Language can be pared down, simplified. Get to the point. Initial messaging can be better, and then provide details as needed.

Tell a story
Communicate value to staff through success stories

Appendix B: Style Guide

- Branding Guidelines (page 15)
- Sample Web UI (page 16)
- Initial Style/Branding Mockups (pages 17-23)

Sticker/ Proto Kit Variant

Goals of rapid prototyping at VM

Accessible and Engaging Workshops
Give actionable feedback on projects through workshops and process. Make it lighter than work.

Culture of creative confidence
All VM staff members have the ability to identify solutions to daily work problems.
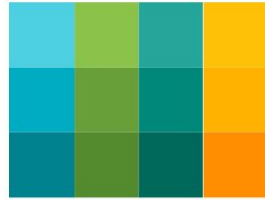
Find the Rock
State the problem, design a solution.

Voice
Lightweight but purposeful guidance.

Keywords
Experimental
Lightweight
Clear
Rapid
Mobile
Actionable

Heading 1: Raleway X Bold 36 px
Heading 2: Raleway X Bold 32 px
Heading 3: Raleway X Bold 28 px
Heading 4: Raleway Bold 28 px
Heading 5: Raleway Medium 26 px

Accessible and Engaging Workshops
Give actionable feedback on projects through workshops and process. Make it lighter than work.

Culture of creative confidence
All VM staff members have the ability to identify solutions to daily work problems.

Find the Rock
State the problem, design a solution.

Text Link
Visited Link

Search resources

| Submit | Save | Cancel |

"It's taking the rock in your shoe and turning it into a diamond..."

PROTOTYPE

PROMOTE   DISCOVER

REFINE   DESIGN   DEVELOP

EXPAND   REVIEW   ITERATE   DEPLOY

Virginia Mason

Shine 💎

Headline

You *Shine*. We all *Shine*.

Subhead

Improving care for All!

Body copy

"What design thinking does do is draw on the mindset that skilled designers cultivate—strategies for unlocking creativity, approaching the unknown with curious confidence, and being unafraid to try new approaches."
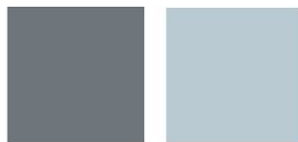
Font

Roboto

In all cases *Shine* is always in Roboto Black Italic and leading is + 5 more pts than the size of the text.

Leading for legal text is + 1 more points than the size of text.

Colors:

Shine logo all blue: **Shine** 💎

Shine logo all black: **Shine** 💎

Shine ◆

Headline

You *Shine*. We all *Shine*.

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Shine logo all blue: *Shine* ◆

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Shine ♦

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Leading for legal text is + 1 more points than the size of text.

Colors:

Shine logo all blue: *Shine* ♦

Shine logo all black: **Shine** ♦

Welcome to

Shine

A department of Moonshine at VM

Ready to Shine?
Begin your new project here.

Start

Better Never Stops!
Continue your project here.

Continue

Welcome to

Shine ◆

A department of Moonshine at VM

Ready to Shine?
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A department of Moonshine at VM
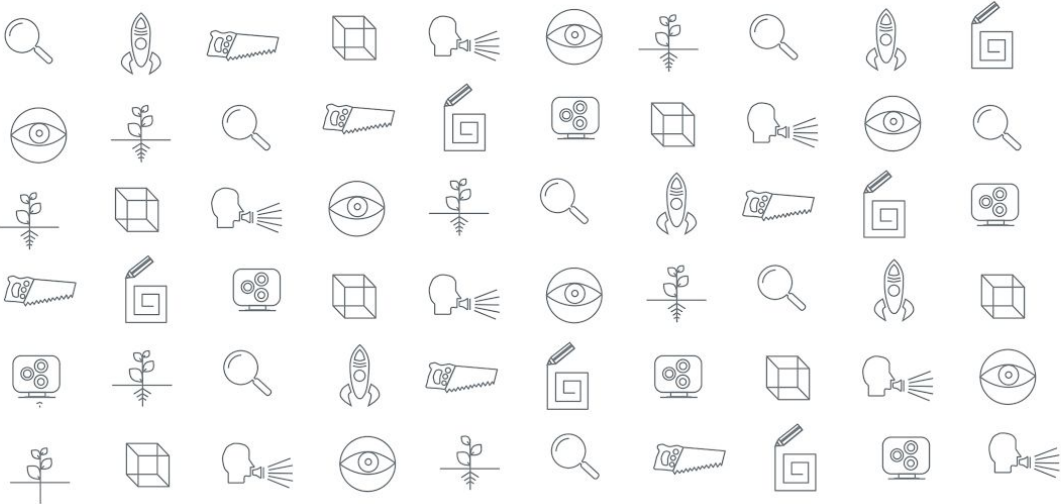
Ready to Shine?
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Better Never Stops!
Continue your project here.

Continue

Icons:

Appendix C: Shine Pathway

[Shine Pathway Process Map](#)
[Shine Service Blueprint](#)

Appendix D: Website

Interactive board: https://sketch.cloud/s/3bP3m

You may also download the sitemap and wireframes as individual PDF files here:
https://drive.google.com/drive/folders/1sQh7lp1HPvcVXRry8EEhcf8LxVnGCN0g

Appendix E: Mobile Kit

Materials List

Sharpies	Pencils
Colored Markers	Colored Permanent Markers
Sticky Notes	Masking Tape
Colored Paper	Scotch Tape
Colored Paper Clips	Tape Measure
Twine	Popsicle Sticks
Glue Gun	Wooden Dowels
Glue Sticks	Scissors
Playdoh	Utility Knife
Ruler	Index Cards

Images of the Kit

Link to Shine Mobile Kit Guide

https://drive.google.com/open?id=1QAH6FZYIF2Tzc9bHRWDrxZVXDGJGHufB