



SHINE

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SUMMARY

Moonshine is a lean prototyping process that Virginia Mason (VM) implemented in 2006. Although it's undergone numerous revisions, there are still significant barriers to its successful adoption. VM selected us to research the pain points of this system, and determine ways to increase visibility and adoption within the organization, and minimize lead times.

Our team took a deep dive into the Moonshine process at VM. We found that the process was prohibitively complex with multiple redundancies and overlaps between steps. From our research efforts and collaboration, we devised a set of design recommendations that focus our vision for a leaner prototyping process:

- » **Rebranding**—Promote that the system has been changed by rebranding it to **Shine**. The goal of this new identity is to represent the services that Shine has to offer as a streamlined, collaborative, and approachable department.
- » **Sitemap and Wireframes**—A new Shine website acts as a centralized location for information, as well as tracks the process of projects in one cohesive place.
- » **Process Mapping**—We overhauled the process to make it more streamlined and easier to onboard new participants.
- » **Mobile Kit & Guide Book**—VM staff have little-to-no experience with design. A kit and guidebook were developed as a method for teaching staff with limited time, and no prior knowledge of design, to go through the ideation and prototyping process.



Virginia Mason™

MEET THE TEAM

Our team consists of researchers, designers and an engineer who are also award- and grant-winning artists, analysts, developers, small business owners, and educators. As a team we combine relevant experience in product prototyping, visual communication, marketing, advertising, and computer programming. Together we are committed to turning ideas into actions that solve problems and create value.



KRISTEN DEMARJIAN

UX Researcher with a background in fine art and interior design. She is passionate about ways in which we can design technology to help individuals and communities achieve wellness.



KRIS EVERSON

UX/UI Designer with a background in educational publishing and digital media. Interested in improving educational and productivity tools, with the goal of making users more creative, happy, and engaged with their daily work.



DAVE KENNEDY

UX/UI Researcher + Designer with experience working in fine arts, arts education, advertising and design technology. He is passionate about inclusive design, and making accessible products that help serve a more diverse audience.



KYLE WITT

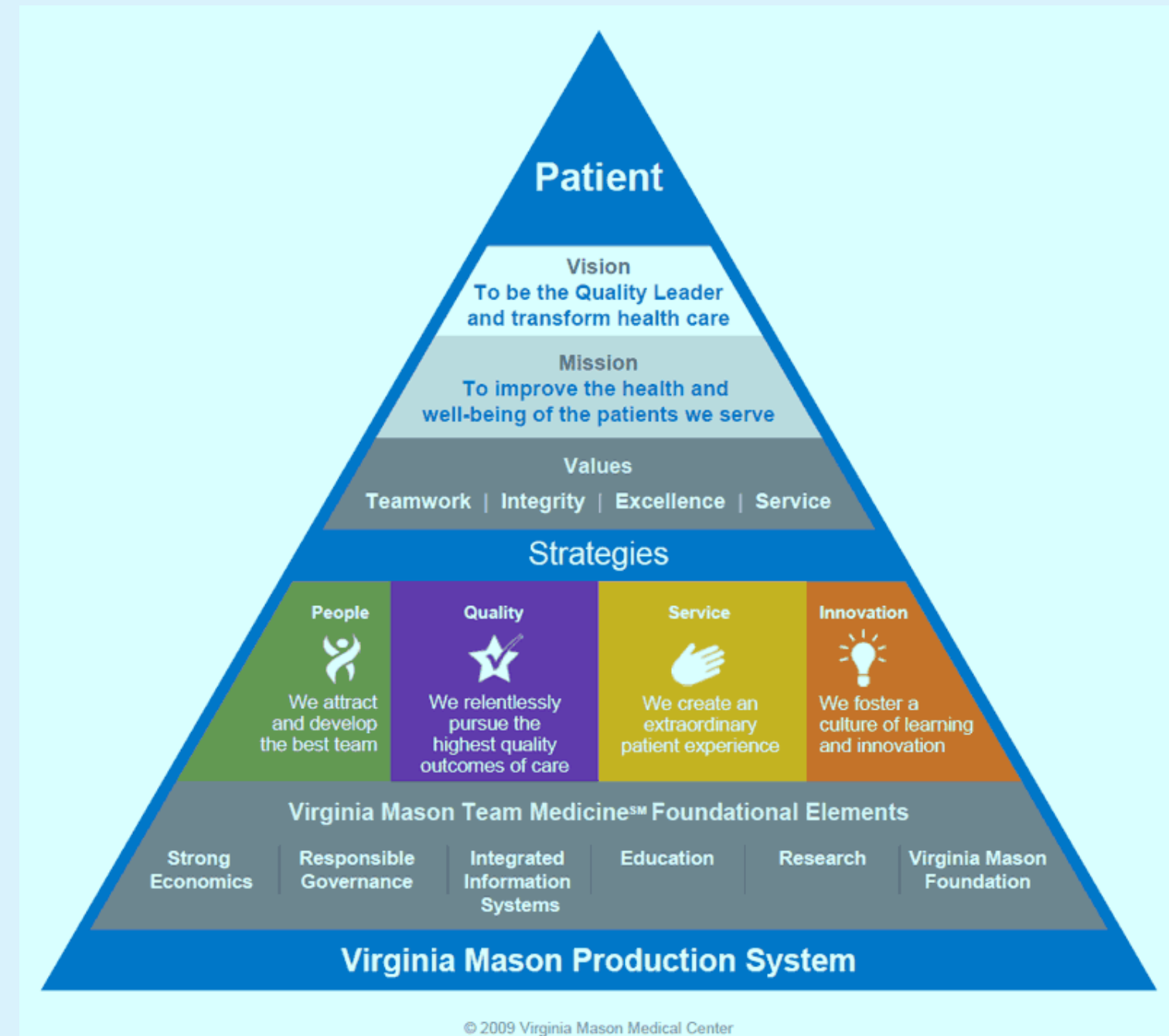
UX Designer with experience in business management, custom integration, and programming. Passionate about user experience and all things tech.

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 (VMPS).

As part of the new VMPS, VM decided to adopt a prototyping system called Moonshine to harness the creative power and ideas of both clinical and non-clinical staff. 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 its adoption by employees, and project completion rates.





“Moonshine is like taking that rock in your shoe, something that’s been bothering you, and doing something about it.”

— P3

PROBLEM SPACE

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. While many current and past participants perceived Moonshine as beneficial to the company and its patients, many frustrations and roadblocks were expressed as well:

- » No one is giving Moonshine their full attention. There isn’t enough dedicated time for staff to work through the process together.
- » It’s too hard to get past initial the initial idea or pitch. The current workflow stalls out at the earliest stages.
- » There seems to be no visibility for Moonshine or its 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 and time commitment to go from concept to execution.

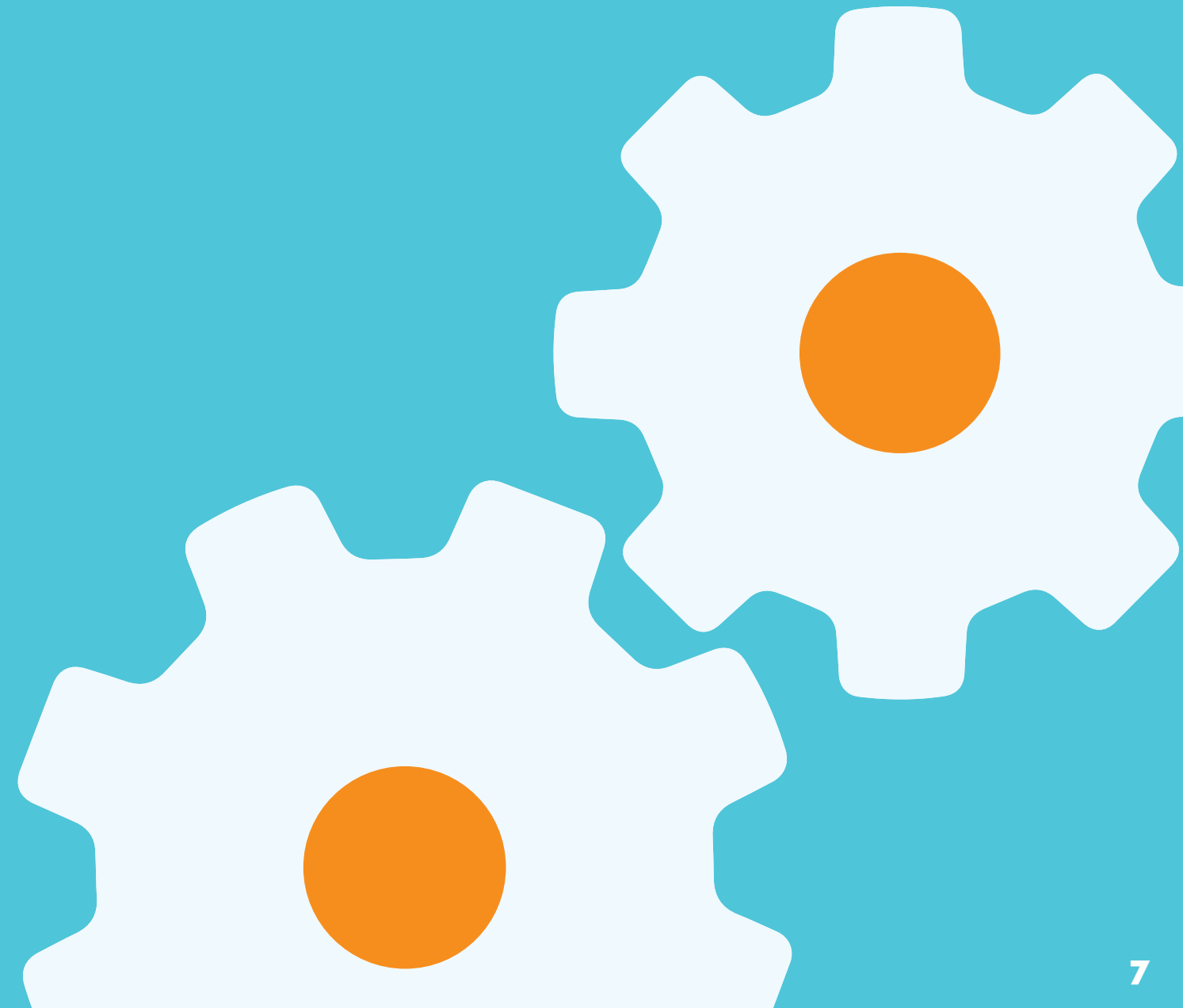
PROJECT RATIONALE

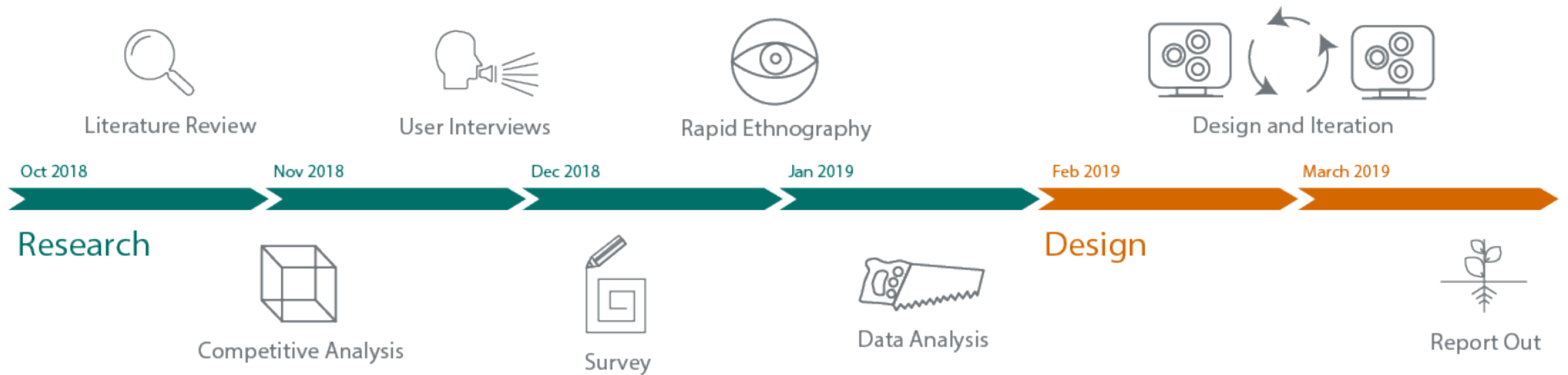
VM lacks the resources, program design, and technical expertise to meet the expectations of their innovation strategy, resulting in an uninspired workforce and lost opportunities to transform health care.

PROJECT GOALS

- » Understand the complex VMPS system and where Moonshine fits in
- » Understand the current Moonshine process
- » Identify opportunities for improvement
- » Design innovative intervention to mitigate shortcomings

DESIGN QUESTION ***“HOW MIGHT MOONSHINE BE BETTER UTILIZED AT VIRGINIA MASON?”***





PROCESS

We spent four months researching how people felt about Moonshine, and learning exactly how the current Moonshine system functioned at VM. We conducted a review of Moonshine's documentation, a competitive analysis, user interviews, a survey and rapid ethnography. Once we completed our research process, we analyzed our data and decided on the problems we wanted to address with 4 design recommendations and prototypes.

INVESTIGATION



RESEARCH OVERVIEW

Before we could address improving the process we needed to understand how Moonshine does and doesn't work in its current form.

Reviewing Past Reports and Process Documentation

We sifted through multiple documents about the Moonshine program, and oriented our research approach and interview questions around two internal reports on Moonshine. The first was from 2013 (Reaching for the Moonshine, Debbie Cutchin) with the other following in 2017 (Moonshine Program Analysis, KPO team).

Interviews

We conducted four interviews with VM staff, each of whom had a minimum of five years experience with Moonshine. We wanted to hear about their firsthand experiences with Moonshine and their ideas about the challenges and future of the program.

Ethnographic Observation

Kristen and Kyle attended a Design and Prototyping session at VM led by the Kaizen Promotion Office. This provided insight into how the workshops are run and the level of staff engagement.

We also distributed a survey through KPO's list of contacts to collect perceptions on perceived benefits and challenges of the Moonshine program.

Comparative Analysis

Our first comparative analysis focused on how and why VM applied Lean methods to their health care service. We planned a second comparative analysis to compare quality improvement and cost reduction programs at other healthcare organizations.

While there are other hospitals focused on Lean methods, we learned from our interviews and VM's past reports that Moonshine is in fact a unique implementation of rapid prototyping as a productivity tool. For that reason, we skipped the second comparative analysis to concentrate on other research efforts.





RESEARCH INSIGHTS

» **Moonshine needs to be rebranded to help spread awareness and wider adoption.**

Few people outside of the workshops have heard of Moonshine or knew of any products built using the process.

» **Make the most out of everyone's time during Moonshine workshops.**

90% of people surveyed could only commit 1-2 hours to Moonshine every week. We need to make better use of the time they have.

» **The process needs to be redefined.**

The current process is confusing and burdens the project initiator. 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 who are 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.
- 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.
- Mobile cart—In their supply room they have a “mobile moonshine cart” that participants can use to work on projects. The cart is not truly mobile as it’s too big and cumbersome to be taken back to one’s office or desk.

» **Moonshine would benefit from having a dedicated person/people to act as project managers and follow each project from start to finish.**

Staff should have access to a supportive and knowledgeable product designer to help bring ideas to life.



DESIGN PRINCIPLES

Based on our research, we devised these design principles:

Create Accessible and Engaging Workshops

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

Encourage a Culture of Creative Confidence

All VM staff members have the ability to identify solutions to daily work problems.

Find the Rock

State the problem, be open to different ideas and challenge assumptions.

CONCEPT ITERATION

UNDERSTANDING THE PATHWAY

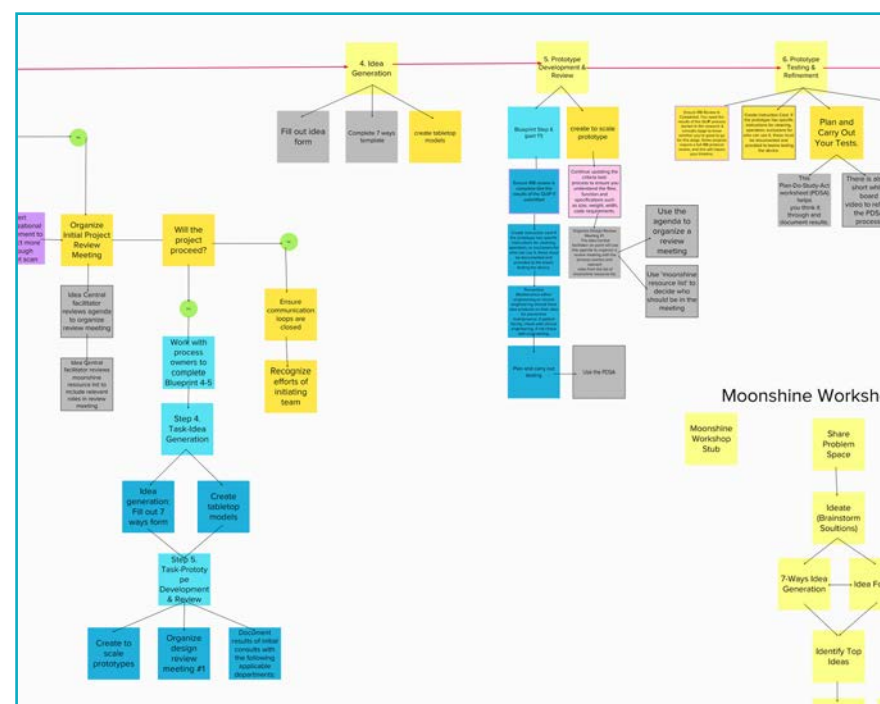
After months of research we were able to identify multiple opportunity spaces around Moonshine. However, the complicated Moonshine Pathway remained an enigma. The next logical step was to make sense of the bouquet of PDFs, Word Documents, Spreadsheets, and other handouts used by Virginia Mason. We began the process by cataloging the provided documents to understand the purpose of each and how they fit together. We created a flowchart of the

pathway while eliminating redundant and irrelevant content to form a single comprehensive process.

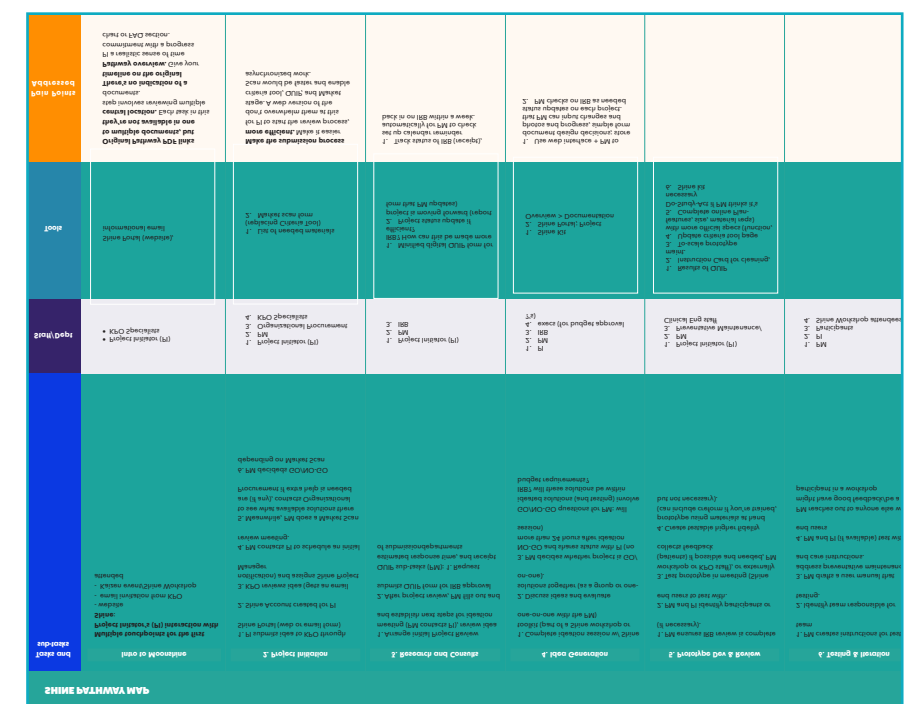
Building upon the flowchart, a process map was created to illustrate the Moonshine Pathway at an even higher fidelity to maximize our ability to comprehend this complex process.

	A	B	C
50	Task-Prototype Development & Review	Create to-scale prototypes-continue to use the Criteria Tool to ensure you understand the flow, function and specifications such as size, weight, width and code requirements	
51		Design Review Meeting #1 Outcome/Go/No-Go	
52		Attendees:	
53		Recommendations from the team, advisors and other stakeholders:	
54		Next steps:	
56		Document results of initial consults with the following applicable department	
57	Click Here for Contact Info	Risk Management:	
58	Click Here for Contact Info	Regulatory Compliance	

VM'S BLUEPRINT SPREADSHEET



OUR FLOWCHART



OUR PROCESS MAP

Website portal to guide through entire process step by step

Step 1 of 10
Est. time: 1 week

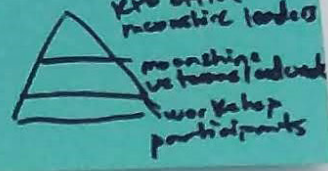
Edge
Signature

START

Moonshine Mentor program

Website to allow moonshine initiator to create team, manage project, store documents, communicate w/ members.

Define moonshine participant roles



Assign KPO officer to each step of process for multiple projects i.e. test phase, prototype phase.

Teach staff about moonshine even when they don't actually need it - no pressing issue

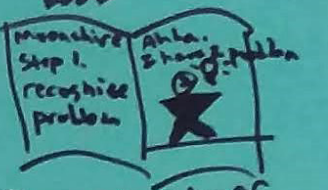
Kickass video intro to moonshine & how awesome it is.

Moonshine handbook

- process outline
- design thinking overview
- activities
- tips
- vm resources

Moonshine activity hand book for different phases of project

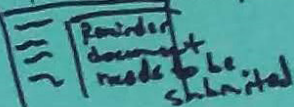
Moonshine Picture book



To make staff aware of moonshine & help them recognize problems.

Website portal that is simply repository of documents w/ process outline

Automated reminders/ status updates via email to entire completion



Design thinking seminars to teach design skill & activities.

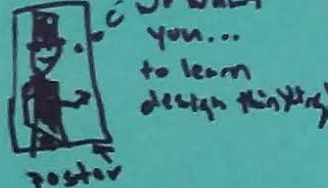
Posters that let staff know moonshine can solve their problems

- provide example problems.

Online repository for moonshine documents

- searchable
- useful for discovering similar projects, saves time

Public list of ongoing projects for



poster

online form submission for ideas to quickly determine if

OPPORTUNITIES AROUND

Finally, with a clear picture of the Moonshine Pathway along with our previous research findings we began ideating on ways to address the many opportunity spaces we uncovered. Through a combination of brainstorming sessions, sketches, and storyboarding we generated well over 60 ideas. From these ideas we prioritized and selected four we believed would have the largest positive impact on Moonshine if brought to fruition. These included a centralized website providing information and guidance, a fresh rebrand, a streamlined process, and a convenient mobile prototyping kit.

7 steps to success

"7 minute abs" comes to mind

Instead of open ended projects, define closed time constraints

- P&A initiator gets 5 weeks, here are the steps

re brand to just "shine"

- "innovate now"

Moonshine contests w/ prizes.

Weekly check-in times for initiators

Include mandatory progress reports

Try an

working w/ reform

use the

DESIGN ITERATION

A WEBSITE TO GUIDE THE PROCESS

Our research clearly indicated Moonshine suffered from a lack of cohesive documentation regarding almost all aspects of the program, creating an obvious hurdle to getting started with Moonshine, likely contributing directly to the decreasing number of project initiations among staff.

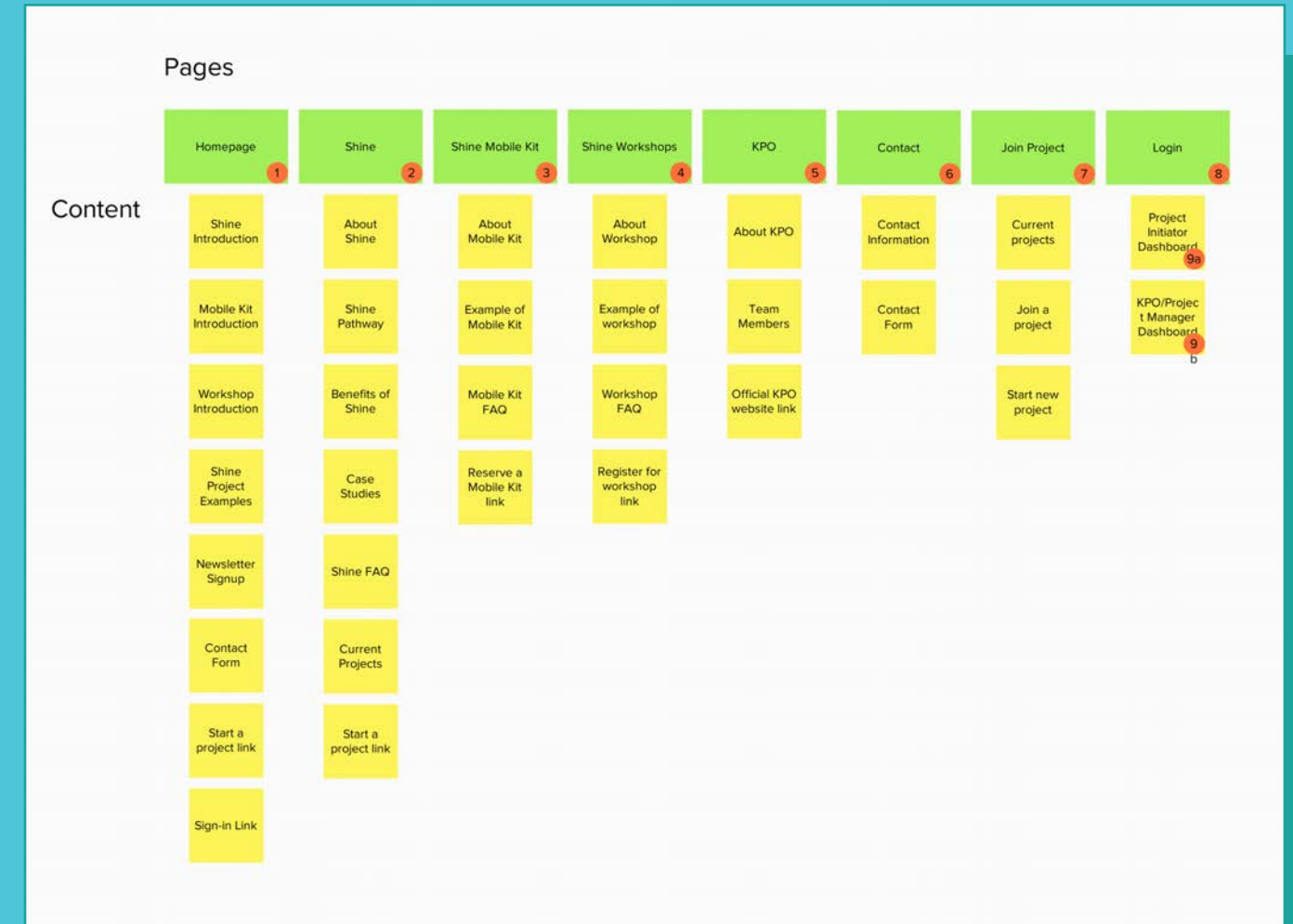
The current process also demands Project Initiators accomplish tasks through back and forth communication with KPO staff, juggling a number of documents and forms, and partaking in a rather archaic method of documentation such as copy and pasting contents of forms, emails, and other artifacts into the excel spreadsheet used to guide and track projects, likely contributing directly to the high failure rate of initiated projects.

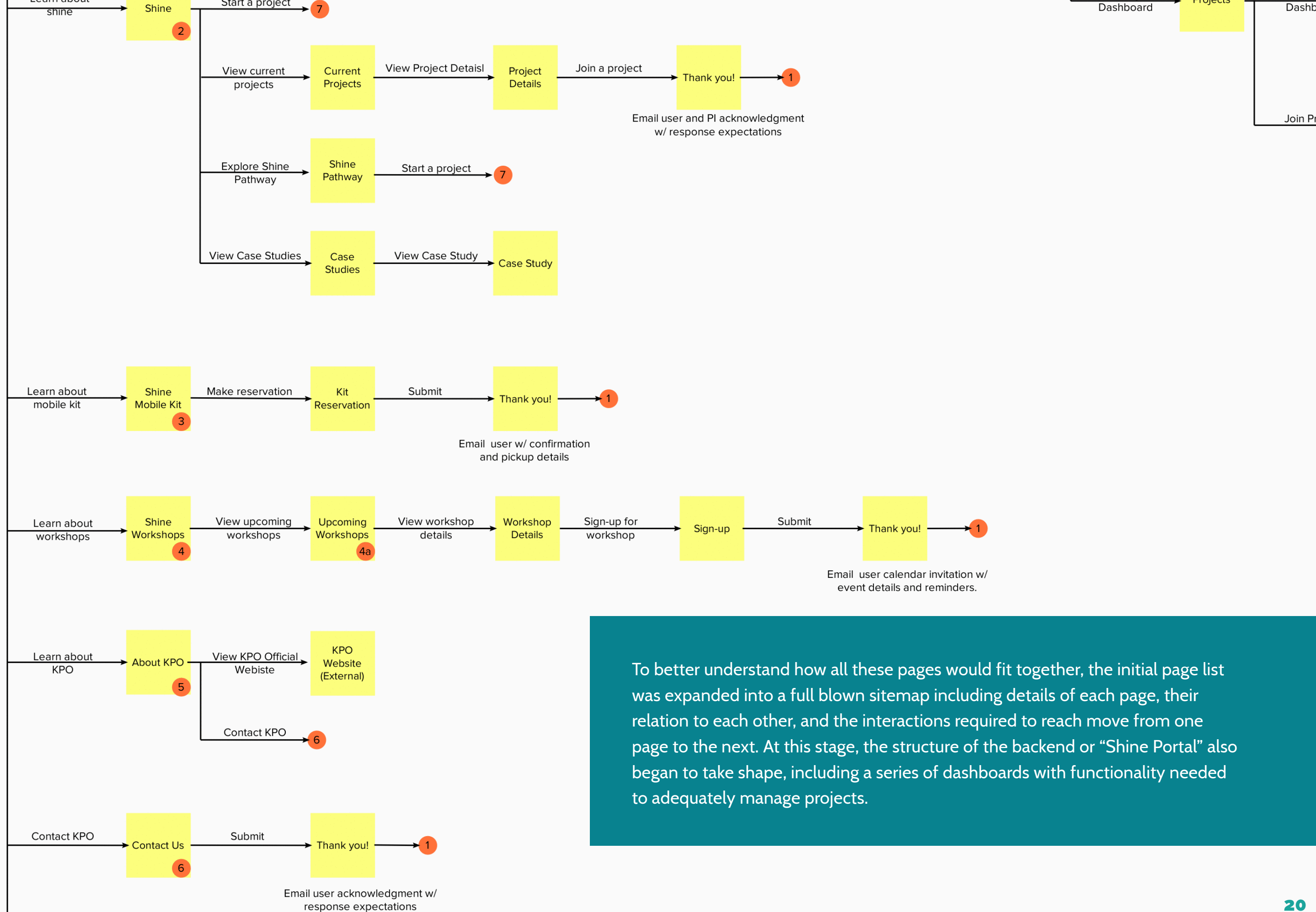
Given the constraints of VM staff and the functionality needed to address these issues, we determined that development of an all-inclusive Shine website is likely the most effective method to meet these demands. The Shine website is to serve as the centerpiece of the Shine program.



SITE MAPPING

The first step in conceptualizing the new website was to create a sitemap to illustrate the pages and flow of the website. Extrapolating from the tasks we agreed website visitors should be able to complete, we created a list of potential pages and the content they would likely contain. The frontend included a homepage providing an introduction to the various parts of Moonshine such as the pathway, workshops, and the mobile kit along with in-depth explanations on subsequent pages.

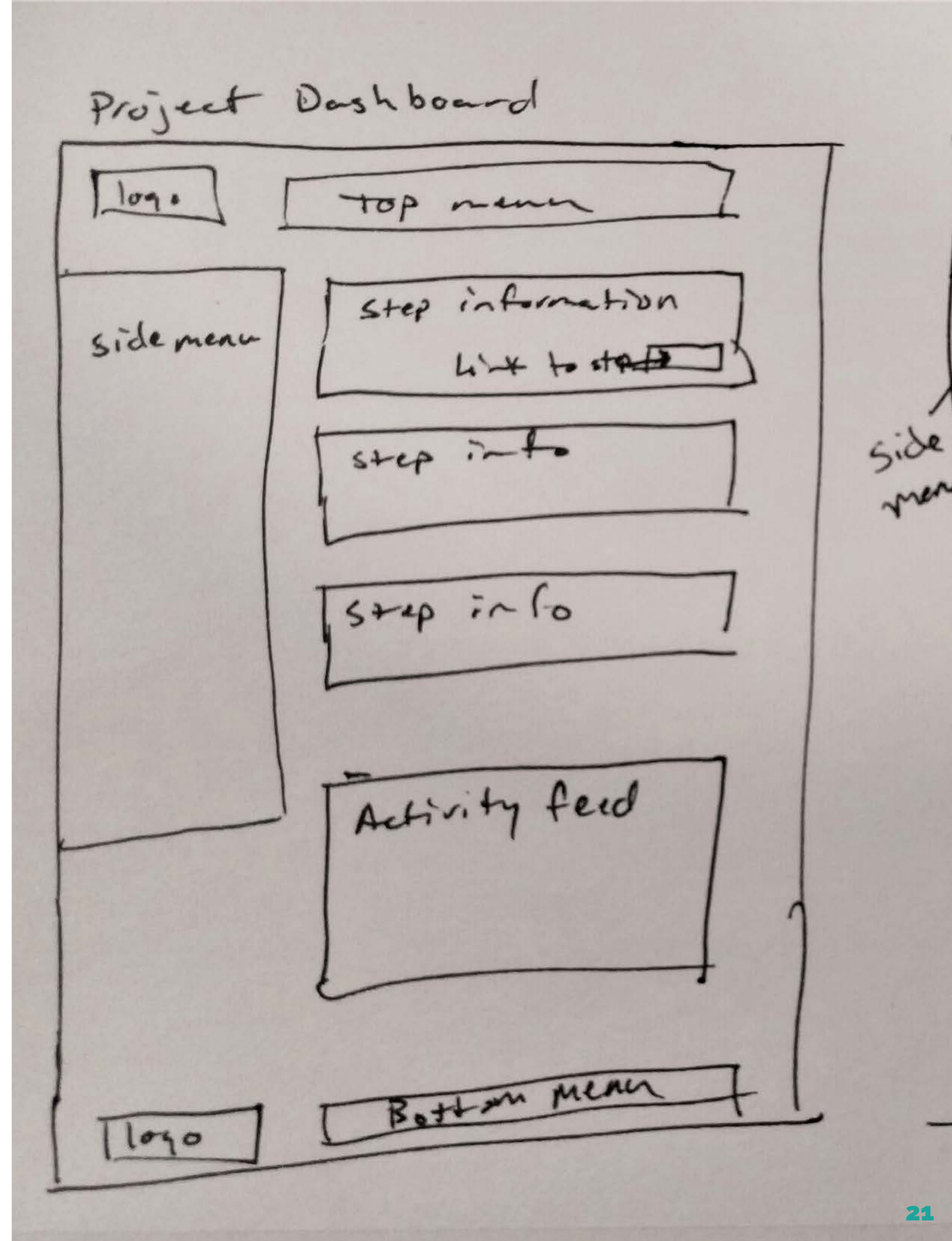




To better understand how all these pages would fit together, the initial page list was expanded into a full blown sitemap including details of each page, their relation to each other, and the interactions required to reach move from one page to the next. At this stage, the structure of the backend or “Shine Portal” also began to take shape, including a series of dashboards with functionality needed to adequately manage projects.

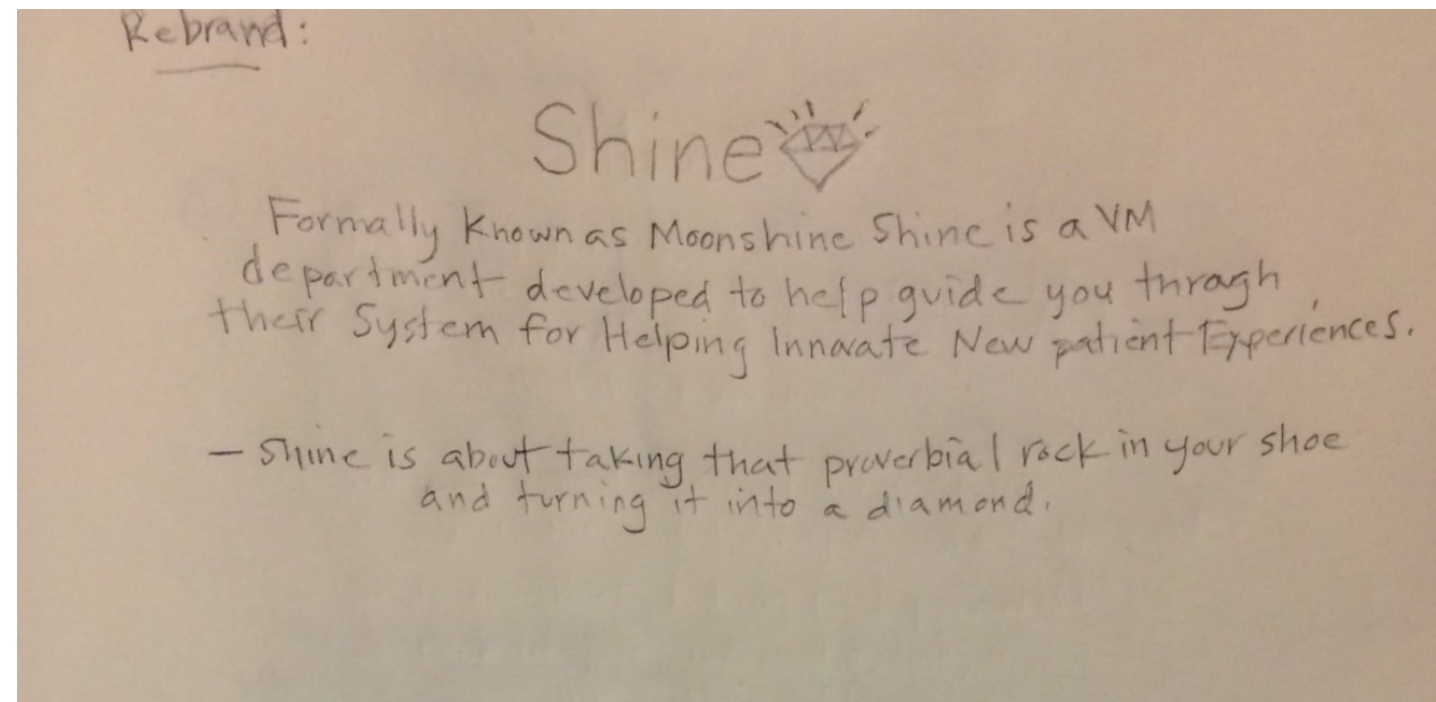
WIREFRAMES

After prioritizing the content and functionality needed to effectively inform visitors about Moonshine and guide participants through the process, we began designing the individual pages. Mindful of time constraints, we selected a subset of the pages that we felt were necessary in order to effectively meet the needs of Moonshine participants. To visualize these pages, we opted to sketch first to keep the process moving quickly. We developed these sketches into higher fidelity wireframes.



REBRANDING

To address the Moonshine program's lack of recognition among VM staff and some negative perception, we rebranded Moonshine in an attempt to increase visibility, shift attitudes regarding Moonshine and establish a strong identity. The goal of this identity is to represent the services that Moonshine has to offer as a streamlined, collaborative, and approachable department.



Initial concept sketch

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 logo all black:





A REDESIGNED PROTOTYPING KIT

We concluded that improving the Mobile Kit over the workshops would be 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.

Ideas for what to put in the kit came from the team's personal experiences in ideation and prototyping sessions, as well as through research of what other companies with a prototyping or ideation tool kit included in theirs.

FINDING THE RIGHT FIT

After some deliberation and much perusing of Amazon, we decided to use a tackle box as the housing for the kit. The tackle box not only has more storage space than Art Boxes but they are significantly cheaper, by approximately 50%.

We perceived that keeping down cost would be crucial to successful implementation at VM. The entire kit, including the tackle box and all of the supplies it carries came to a total of \$40.





SHINE

Mobile Kit Guide

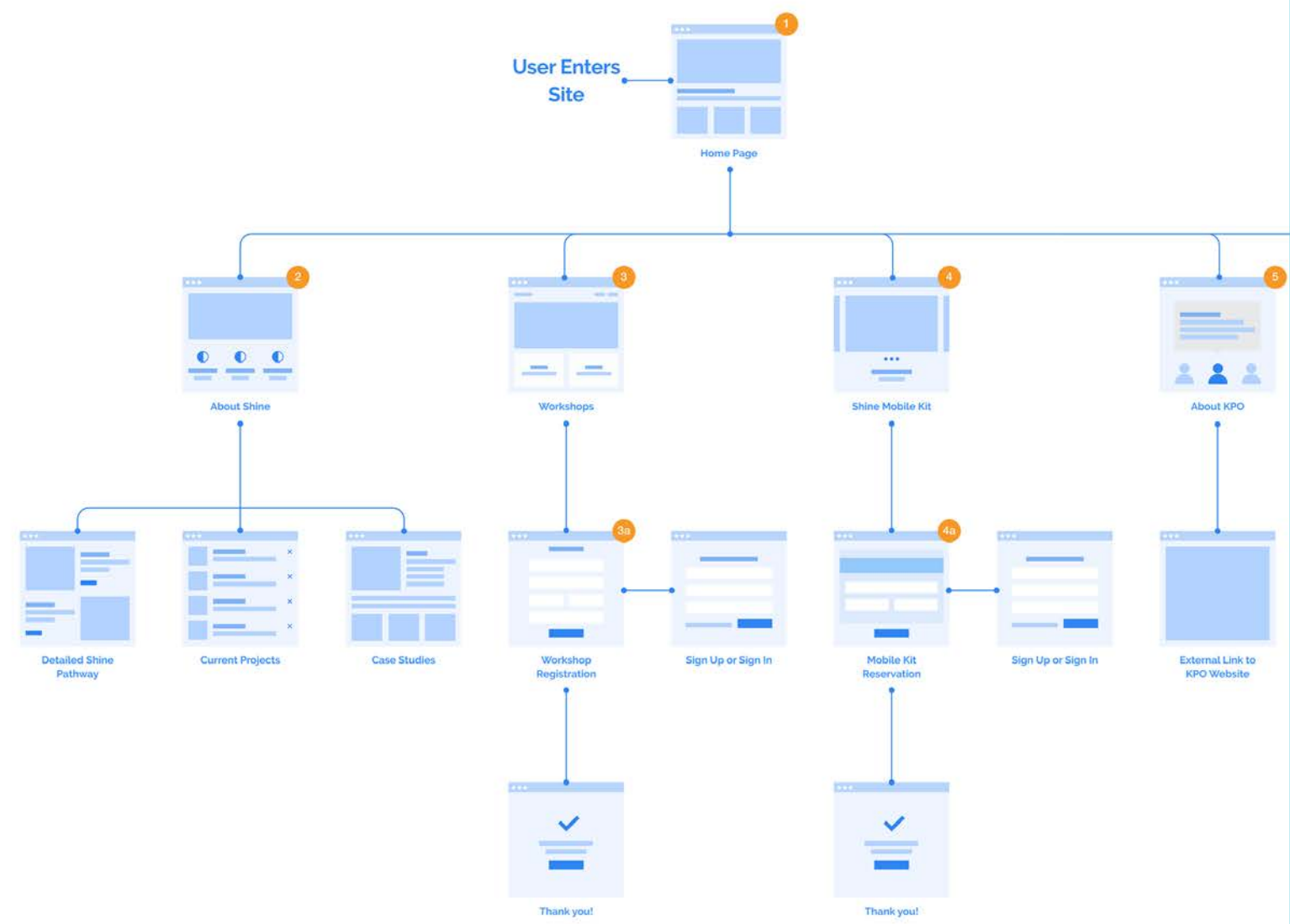
Ideation & Prototyping

MOBILE KIT GUIDE

Because we focused on the onboarding process, it was crucial to devise a method for teaching staff with limited time and no prior knowledge of design how to go through the ideation and prototyping process. The Shine Mobile Kit Guide went through many iterations. Finding the balance of providing enough information to staff without overwhelming them proved challenging.

We anticipated using activities from well known Toolkits and Guides such as the IDEO Method Cards, IDEO Field Guide, Stanford HCD Mode Guide, and the Microsoft Inclusive Toolkit. Upon review of all of these toolkits, we found that the exercises and instructions did not fit our unique setting and audience— hospital staff with no prior design experience. Therefore, we wrote our own guide with content specifically geared towards VM.

FINAL DESIGN REVIEW



Notes

- 1** The Shine Homepage is the primary entry point and should contain content to facilitate a brief introduction to Shine with a general overview of the program with a link to learn more details about Shine. An introduction to the Mobile Kit with a link to learn more, an introduction to the Shine Workshop with a link to learn more, examples of Shine projects and a contact form for convenience.
- 2** The About Shine page should contain all pertinent information regarding Shine at Virginia Mason including an introduction to Shine, it's roots, how VM staff benefit from Shine, a thorough introduction and breakdown of the 6 Steps of the Shine Pathway, and an FAQ relevant to general Shine questions.
- 3** The Shine Workshops page should contain all pertinent information regarding Shine Workshops including the purpose and goals, general process, workshop agendas and expected activities, a list of upcoming workshops with the ability to sign up for attendance, as well as an FAQ specific to the Workshops.
- 3a** The Workshop Registration page is not included in the wireframes as the concept is beyond project scope. However, the research clearly indicates that Shine Workshops would benefit from a centralized workshop management platform allowing registration akin to an event planner. Many off the shelf solutions exist that could be easily integrated into the Shine website.
- 4** The Shine Mobile Kit page should contain all pertinent information regarding the Shine Mobile Kit including the purpose and goals, general process, components of the kit, and an FAQ specific to the Mobile Kit. There should be emphasis on the ease of use and convenience. Ideally, a link to a reservation page is available.
- 4a** The Mobile Kit Registration page is not included in the wireframes as the concept is beyond project scope. Similarly to Workshop registration, we believe a usage and maintenance of the new Shine Mobile Kit would benefit from a centralized reservation and tracking system. Many off the shelf solutions exist that could be easily integrated into the Shine website.
- 5** The About KPO page should contain pertinent information regarding KPO staff and functions, especially as pertaining to Shine. This could include a brief history as well as brief team member profiles. Ideally KPO staff photos are included as this would increase visibility around Virginia Mason.
- 6** The Contact Us page should include a convenient contact form with supplementary contact information such as KPO address, and a general KPO phone number and email address. The contact form should always validate the information upon submission alerting the user appropriately. A thank you page or modal should be used to communicate a successful submission.
- 7** The Projects Dashboard page is the first dashboard among a nested set of dashboards that traverse all points of the Shine Pathway. Once signed in, the team member is able to view a dynamic list of active projects while team members see only projects they belong to. The dashboard includes an activity feed across all projects and a dynamic menu linking to utility pages contained in 7a. From this page, users are able to enter a specific project dashboard.
- 7a** 7a is a generalized collection of useful utilities available to the user at every screen including: message center, team management, file storage, and contacts. The breadth of content for each of these utilities is bound to the scope of the calling dashboard. For example, while the message center from the Projects Dashboard will contain messages from all projects, accessing the center from the Task Dashboard will show only those that are task relevant.
- 7b** The Project Dashboard page is the second dashboard among a nested set of dashboards that traverse all points of the Shine Pathway. Once signed in, the team member is able to view a dynamic list of steps pertaining to the selected project. The dashboard includes an activity feed across all steps and a dynamic menu linking to utility pages contained in 7a. From this page, users are able to enter a specific step dashboard.
- 7c** The Step Dashboard page is the third dashboard among a nested set of dashboards that traverse all points of the Shine Pathway. Once signed in, the team member is able to view a dynamic list of tasks pertaining to the selected step. The dashboard includes an activity feed across all tasks and a dynamic menu linking to utility pages contained in 7a. From this page, users are able to enter a specific task dashboard.
- 7d** The Task Dashboard page is the fourth and final dashboard among a nested set of dashboards. Once signed in, the team member is able to view a dynamic list of sub-tasks pertaining to the current task of the current step of the current project. The dashboard includes an activity feed across all sub-tasks and a dynamic menu linking to utility pages contained in 7a. From this page, users are able to complete forms, upload documents, create notes, and receive relevant guidance.
- 8** The Sign up or Sign In page is gatekeeper to the Shine Portal and related functionality. The ability to sign in is key to the dynamic nature of the website as outlined here. Without such functionality, the frontend of the site will likely remain the same, while the backend would be limited to functionality akin to a wiki.

FINALIZED SITE MAP

Continuing our effort to conceptualize a centralized, easily accessible, online presence which describes every aspect of Shine, we created a well organized and more presentable version of the rough sitemap that better illustrates the website pages and how they are connected. The pages for which we developed high fidelity wireframes are noted by orange callouts along with a detailed write-up describing the content and purpose of each page. As a bonus this layout allows the viewer to quickly discern the frontend from the "Shine Portal" backend and the hierarchy of pages.

WIREFRAMES

From our initial wireframe sketches, we produced high-fidelity versions of 11 pages with the purpose of initiating an exploratory phase and providing a springboard into further research of feature requirements, authoring of necessary content, and finally development of such a site. 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. Included callouts along the margin specify additional information for added clarity regarding recommended features of each page.

The wireframe shows a website layout for 'Shine'. At the top, there is a navigation menu with links for 'About Shine', 'Workshops', 'Mobile Kit', 'About KPO', and 'Contact Us', along with a 'Shine Portal' button. The main header features the 'Shine' logo and a large hero section with the headline 'Shine helps you solve problems.' Below this, there is a video player with a play button and a 'Get Started!' button. A 'Steps to Shine' section follows, containing six numbered steps with descriptive text and icons. Below the steps is a central image placeholder and a paragraph: 'The Shine Pathway is the key to success, helping VM solve so many problems.' This is followed by an 'Action' button and a 'Tools of Shine' section. At the bottom, there is a 'Shine Workshops' section with a video player and text.

1 Back to Map

Main navigation menu with appropriately named menu links. Link to current page is highlighted.

Logo in top menu always links to homepage

Catchy introduction to Shine as a whole with short intro video

Links to Shine Portal. User required to sign-in prior to access

Get Started! Start your own Shine project or join one started by someone else

Steps to Shine

Step One
Far far away, behind the word mountains

Step Two
ar from the countries Vokalia and Consonantia, there live the blind texts

Step Three
Separated they live in Bookmarksgrove right at the coast of the Semantics

Step Four
A small river named Duden flows by their place and supplies it

Step Five
It is a paradisematic country, in which roasted parts of sentences fly into your mouth

Step Six
Even the all-powerful Pointing has no control about the blind texts it is an almost unorthographic life

The Shine Pathway is the key to success, helping VM solve so many problems.

Action

Tools of Shine

Shine Workshops

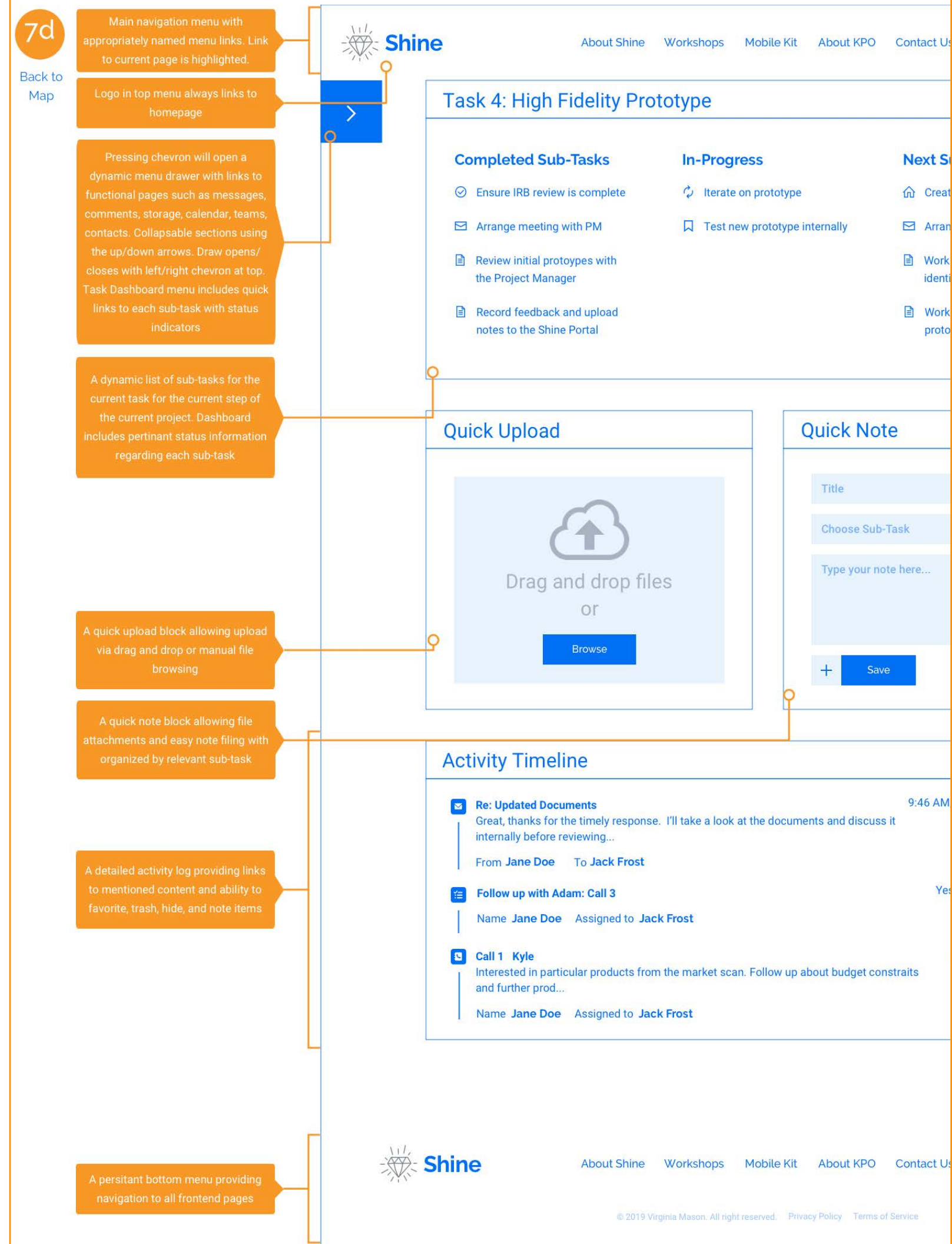
Separated they live in Bookmarksgrove right at the coast of the famous Semantics, large language ocean
Separated they live in Bookmarksgrove right. Large language ocean
Separated they live in Bookmarksgrove right

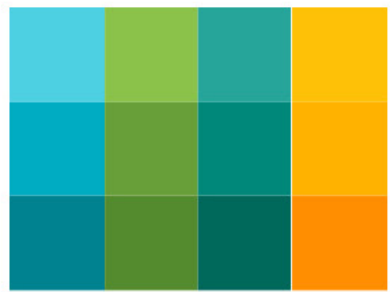
Links to Shine Overview page for more in-depth information

WIREFRAMING THE BACKEND

5 of the 11 wireframed pages specifically address the backend of the website. This Shine Portal consists of a series of nested dashboards designed to provide Project Initiators and KPO staff with a consistent interface containing status metrics and guidance across all aspects of the Shine Pathway.

We envision the portal pages to directly correlate with the Pathway to make for easy navigation and clearly segmented tasks. The structure of the portal is such that the user is able to progressively drill down through the entire scope of a project to a single step of the Pathway, to individual tasks comprising each step, and finally to a task page providing key functionality required to successfully complete tasks. By presenting the pathway as a hierarchy with such granularity, the Project Initiator is always presented with appropriate context without being distracted by irrelevant information or overwhelmed by colossal tasks.





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

“It’s taking the rock in your shoe and turning it into a diamond...”

Search resources



FINALIZED BRANDING

We 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 to establish a cohesive aesthetic for all deliverables and messaging associated with Shine.

The importance of this rebrand is to showcase the new process and to ensure visibility throughout the hospital. VM had no visual branding for Moonshine, so it was impossible to tell if a product in the hospital was created through Moonshine or not. With the Shine branding, staff and patients will be able to tell which products were created through Shine, garnering more attention and support for the program.

Shine Service Blueprint

Above the line of interaction are actions taken by/things done from the perspective of the Project Initiator (PI) whose journey is mapped. Below the line of interaction are actions that are occurring that involve the PI and are done by other stakeholders (primarily the Project Manager). Below line of visibility are actions that are done to allow the user to continue their journey but are not direct interactions with the PI, aka tasks behind the scenes.

TIME ESTIMATE PER TASK (FROM PI 'S PERSPECTIVE)	15 Minutes - 1 hour	15 - 30 Minutes	30 Minutes	60 min/session	1-2 hours	1-2 hrs/session	60 min		
PROJECT STAGE	Introduction to Shine Concepts and Support		Project Initiation		Research & Consult	Idea Generation	Prototype Development &	Prototype Testing	Final Project
EVIDENCE/ARTIFACTS	Shine Workshop flyer, email invite, Shine Portal landing page	Shine Portal FAQ	Sign-Up page	Account page, Projects Page	Project Initiation email to KPO/SH Manager, email confirmation of s				
PROJECT INITIATOR JOURNEY	Attends Shine Workshop and decides to submit an idea. Directed to the Shine Portal by workshop lead	Reads more about the Shine process, time commitment	Decides to submit a project idea, creates account by providing name and email contact	From new acct page, reviews Projects page. Finds and selects "Create New Project"	Fill out submit PI Initiation form de problem space, r needs and resou whether or not it facing. receives confirmation and of response time				
PROJECT MANAGER ACTIONS					Receive intial documents/form meeting with PI start Market Sca				
Shine Portal	Shine public homepage, details about Shine Pathway, Workshops, Mobile Kit		Registration, login page, new account page, Project Submission/Initiaton pa which helps PI list materials/needs/resources, confirmation of submission page/popup		documentation, Market Scan and status update to Shine Portal	documentation of workshop; pictures, successes and next steps	documentation of workshop; pictures, successes and next steps	documentation of workshop; pictures, successes and next steps	
BACKSTAGE ACTIONS					PM contacts IRB to start process of analyzing proposal;	PM contacts Infection Prevention to review project			

PROCESS MAPPING

To build out our vision of the Shine process, we drafted a service blueprint, which is effectively a “zoomed out” version of the Shine process map. This artifact was created to communicate to VM how we think support would flow from Project Managers and “backstage” actors (i.e. IRB, Shine Portal) to Project Initiators.

This method is typically used to describe customer-merchant relationships, but we felt that there were parallels in the relationship of Project Initiators to Managers. PM’s are providing a support service in this example. Also, distilling the actions and interactions of multiple actors was a useful visualization exercise.

SHINE MOBILE KIT

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.

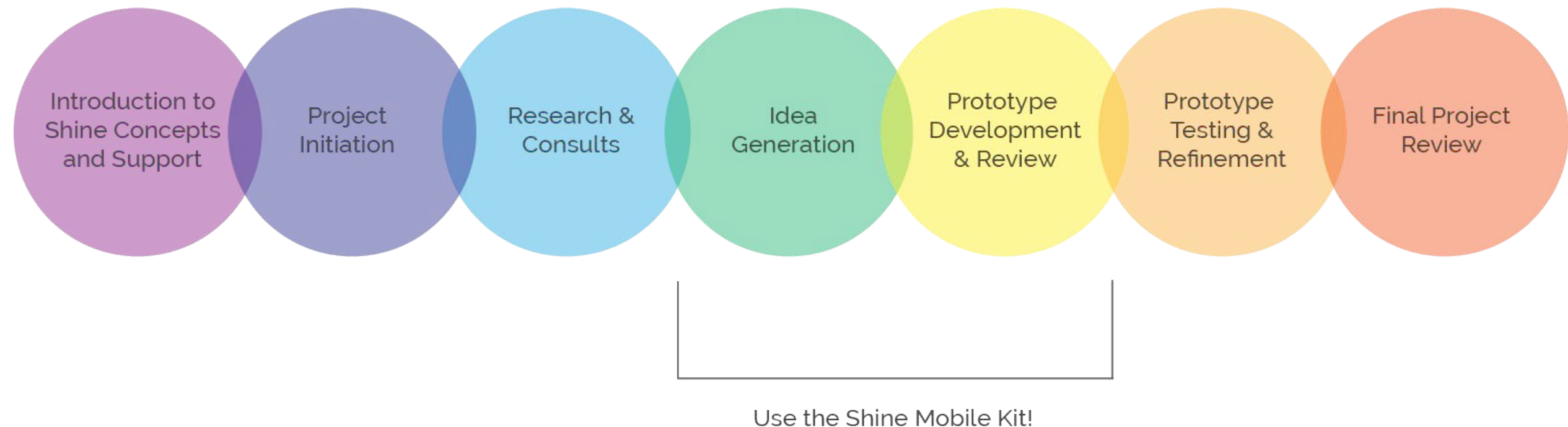


The Shine Mobile Kit also benefits the Workshops. Project Initiators can request to have one of the activities in the Guide Book as the focus of a Shine Workshop so they can work in a group to iterate on or refine their ideas. The Guide Book calls out specific activities that would be beneficial to bring to KPO to focus on in the workshops.



SHINE KIT MOBILE GUIDE

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 these phases of the process. Below is a graphic from the introduction to the Guide which calls out the steps in the Shine process that you would use the kit for.



QUICK START PROTOTYPING!

As mentioned in our research findings, the staff that participate in Shine are clinical and non clinical healthcare staff that have no prior experience with design or prototyping. Our guide book introduces them to the design process, and provides a guide for Project Initiators on how to utilize the tools in the kit to effectively ideate and prototype.

Because we recognize that staff have such a limited amount of time to dedicate to projects, we included a Quick Start activity at the beginning of the book that takes the Project Initiators through a rapid ideation and prototyping process.

Quick Start

Don't have much time? If you only have about 30 minutes to spare, here's an introduction on how to get started with your Shine Mobile Kit. Each step corresponds to a section of this guide book, where you can find a more in depth explanation of the exercises and activities to do.

- 1) Start.** 2 min. - Get acquainted with the items in your kit.
- 2) Ideate.** 10 min. - Write down every idea that you can think of that would solve your problem. Don't judge any of your ideas, no matter how silly or inconceivable they may seem. The goal is to think of as many unique ideas as possible.
- 3) Evaluate.** 2 min. - Look through the ideas you just came up with. Pick the most actionable one you can work with now). Move to step 4.
- 4) Prototype.** 15 min. - Use other materials in the kit to make a physical thing to represent your idea.
 - a. It doesn't have to be perfect, it just has to get your idea across.
 - b. What works well or doesn't work well with the prototype you have created?
 - c. What works well or doesn't work well with the prototype you have created? How can it be improved?

Why Iterate

means to build, and rebuild something multiple times to make it better and
goals of your project. There is not a set number of iterations you do
r you iterate until you have a design that you're comfortable and
roduction. By continually iterating, refining, and improving your
ideas, can try a variety of approaches, unlock your creativity,
successful solution. It's equivalent to the saying, "measure
sure that what you're designing effectively solves the
ilding, testing, and iterating, you can advance your
rces until you're sure that it's the right one.

"Make it:
process by
first. And you a
- Krista Donalds

TERMS AND METHODS EXPLAINED

We explain not only the ideation and prototyping process, but the difference between Low-Fidelity and High-Fidelity Prototyping, why we test, and the importance of iterating.

A link to the full guide book can be found [here](#).

FINAL REFLECTION

CONTRIBUTIONS

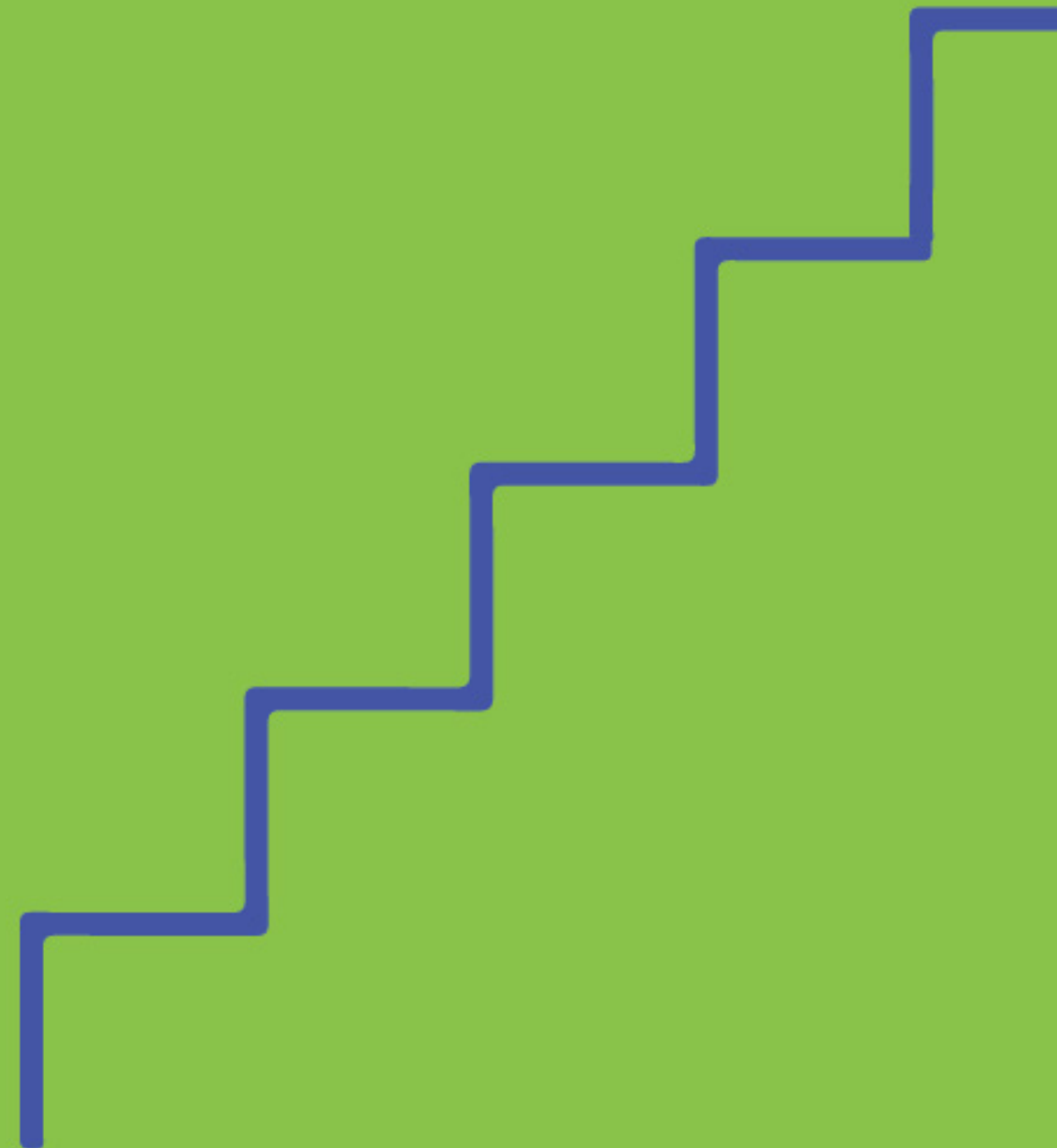
Our biggest contribution to Moonshine was re-establishing Moonshine's brand. As a team when we think of branding a company, that brand extends far beyond one simple logo. Extending beyond that single element, our team created a new name (Shine), tagline, and logo, as well as developed a clear voice, 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 re-imagined brand. This rebrand extended to overarching creative direction and production of innovations such as the Shine Mobile Kit, Website, and design recommendations for Shine's ideation workshops.



IMPLICATIONS, LIMITATIONS AND OPPORTUNITIES

Throughout our process of evaluating Moonshine our team observed that the success of it's lean practices in varying degrees is contingent upon the environment established by it's hosts... leading to unproductive outcomes such as the long lead times, lack of visibility, and lack of interest. Our brand guidelines spoke toward a "practice what you preach" mentality. As such, we took the opportunity to help Moonshine present itself as a fast and approachable guide that was easy to use.

Our evaluations were limited in scope. Due to time constraints and limited access, our team was only able to interview a handful of people, most of whom were familiar with Moonshine since it's beginning. Users who are too familiar with the process gave us deep insight into Moonshine but did not give us a full view of how to make Moonshine more visible, approachable, and easy to use for those unfamiliar with Moonshine. Given more time our team would like to broaden our research beyond a few frontline staff members familiar with Moonshine, toward employees who had never used it before.





PERSONAL GROWTH

As a team we each came in to this project with a variety of skills, however it was established early on that each of us would be involved in every stage of the process. Artists became researchers, researchers and programmers took on design projects, and designers helped pave the way for integration and programming. Since Virginia Mason had such a vast problem space, we found this both exciting and challenging. With each of us analyzing a business structure that we don't normally work in while stretching past our comfort spaces of known skills.

The demands for comprehension seemed like a constant stretch that caused self doubt that could be summarized in the question of "Will I ever understand this?" i.e; "Will I understand how design fits in to this?" or "Will I ever understand the pathway?"

But rather than give up or get frustrated our team talked it through every step of the way believing that in essence "For every step we take toward our goal, our goal will take one step toward us." Thus, each of us realized that even some of the most convoluted structures can become knowable and knowledge can be accomplished over time.

FUTURE DIRECTION

PHASE 2 AND BEYOND

The next phase of the project should continue work to further refine these four deliverables. Moving forward, each of these are worthy of their own dedicated project. This would include:

- » Additional research into the website to determine the content and it's presentation as well as necessary functionality to best meet participant needs
- » Field testing the Shine Mobile Kit to ensure the contents and documentation best meet participant needs
- » Soliciting feedback to further refine the brand and develop a strategy for implementation
- » Continue to define, refine, and test the Shine Pathway to maximize effectiveness.
- » Given their breadth, it's likely a third phase will be necessary for reasonable implementation of these deliverables, followed by continuous iteration into the future.

THE PROBLEM ✨

How can a hospital implement a process of continual improvement from the bottom up? Virginia Mason's answer is Moonshine—a Lean process that empowers all staff to prototype solutions to reduce inefficiency and waste.

Only a handful of Moonshine projects have moved past project initiation, and fewer have reached production. Virginia Mason engaged us to evaluate the process and identify opportunities for improvement.

SHINE IS OUR VISION FOR A LEANER PROTOTYPING PROCESS

Through research into Moonshine's history and current implementation, as well as staff interviews, we learned that the redesigned process needs to be flexible with busy staff schedules, easier to initiate with less paperwork, and it should have a centralized repository of resources. From these findings, we built a set of design recommendations for Virginia Mason.



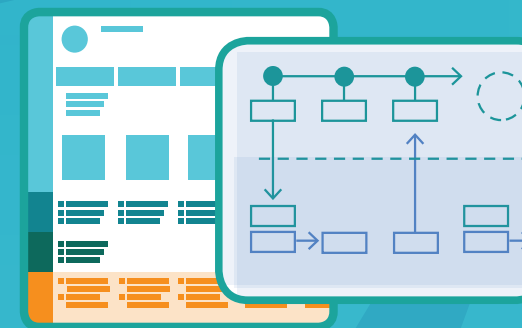
A Centralized Website

Optimize workshops and reduce project initiator's time spent filling out paperwork. We created a site map, wireframes, and a user flow to demonstrate how the Shine Portal could work as a learning and project management tool.



A Convenient Mobile Prototyping Kit

We reinvented the Mobile Moonshine Kit with a new start guide, activity cards, and enough supplies to get anyone started with prototyping.



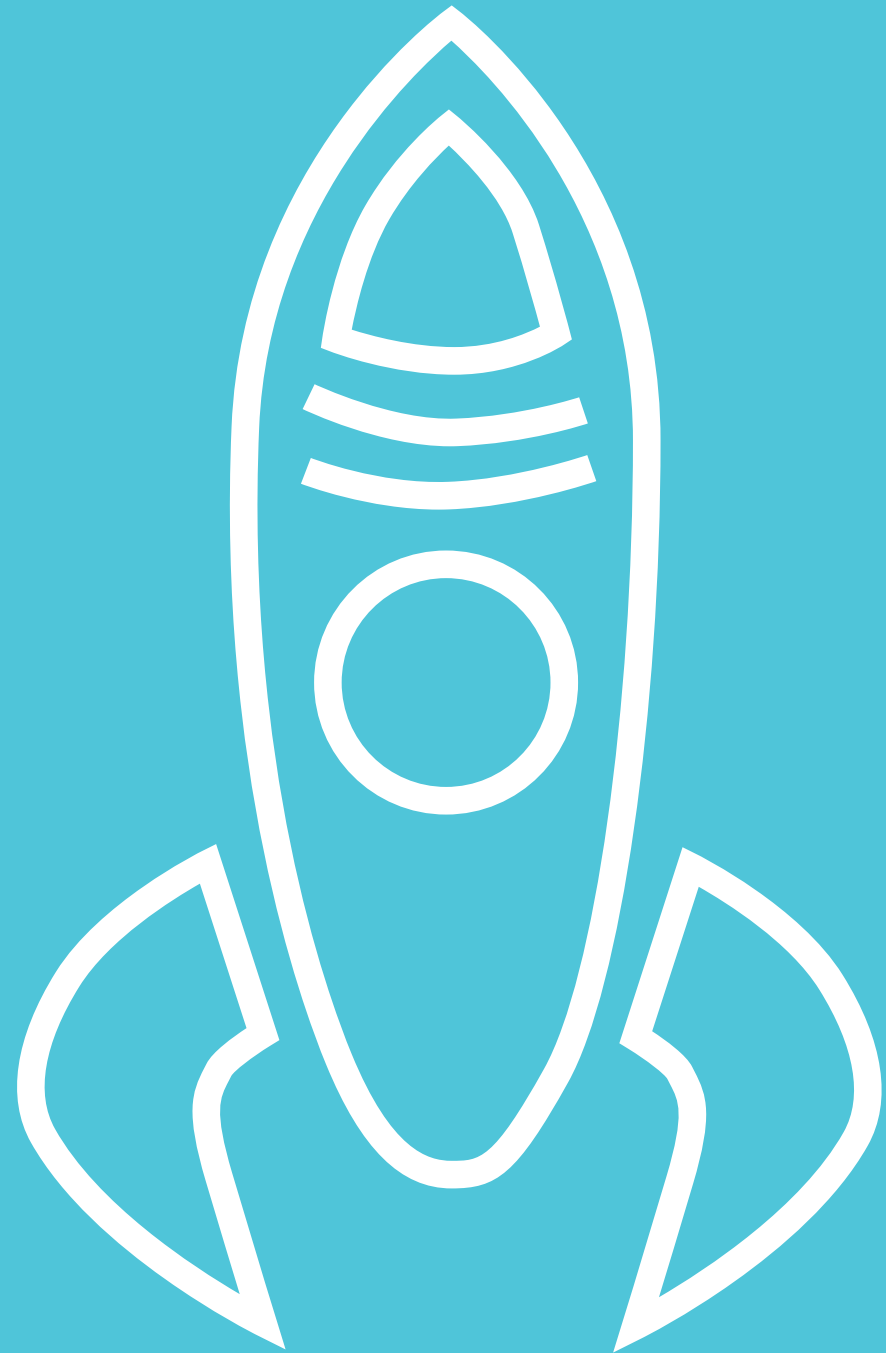
A Streamlined Process

A simple and clearly defined process for project initiation will ensure participants are able to follow through and start ideating. We created a detailed journey map of the Shine Pathway and a service blueprint of the entire system to present VM with a clearly defined process for project initiation.



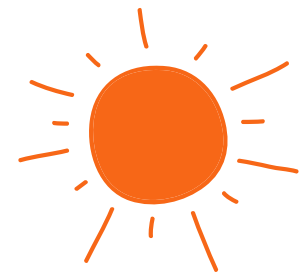
A Fresh Rebrand

There's no clear way to identify Moonshine products "in the wild" and it's hard to explain the mission or purpose of Moonshine to new team members. To increase visibility of Shine we created a preliminary style guide, logo, and drafted a set of guiding principles.



CONTINUED EXPLORATION

Additionally, we recommend continued exploration of the multitude of opportunity spaces identified through our research that we were not able to address through our project, such as revising the Workshops to include a clear agenda, purpose, and activities in line with the Shine Mobile Kit; having dedicated person (or people) to act as a project manager to facilitate each project from start to finish; and redesigning the Shine Lab to be more conducive of a productive workshop and aid in fostering creativity.



THANK YOU

We would like to thank Virginia Mason for this opportunity, as well our sponsors at VM, Amy London and Liz Moisan, for their support and work with us throughout this project.

Thank you to the University of Washington and our professors, Tyler Fox and Jared Bauer, for connecting us with Virginia Mason and mentoring us through this process.

We would also like to thank each of our teammates for their hard work and dedication throughout the last 6 months.



SHINE