

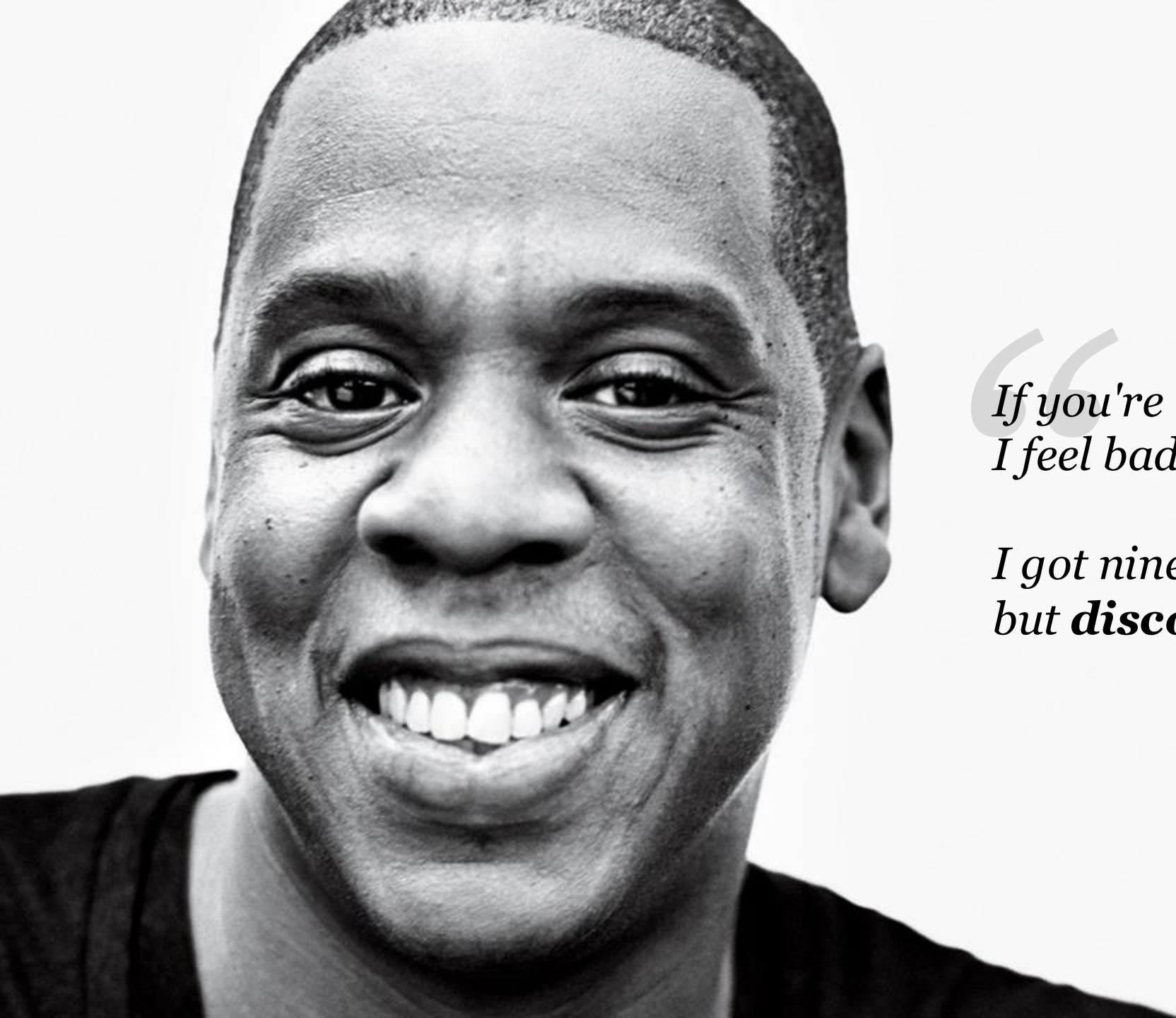


99 Problems but Discovery Ain't One: Finding the Right Problems to Solve

Alex Courtney and Travis Duncan
BJC Health System

2024

**INSPIRE INNOVATION CONFERENCE
& JPIM RESEARCH FORUM**



*If you're having **discovery** problems
I feel bad for you son*

*I got ninety-nine problems
but **discovery** ain't one*

- Jay-Z*



Alex Courtney

Director & Head of Product
BJC HealthCare



Travis Duncan

Director & Head of UX
BJC HealthCare

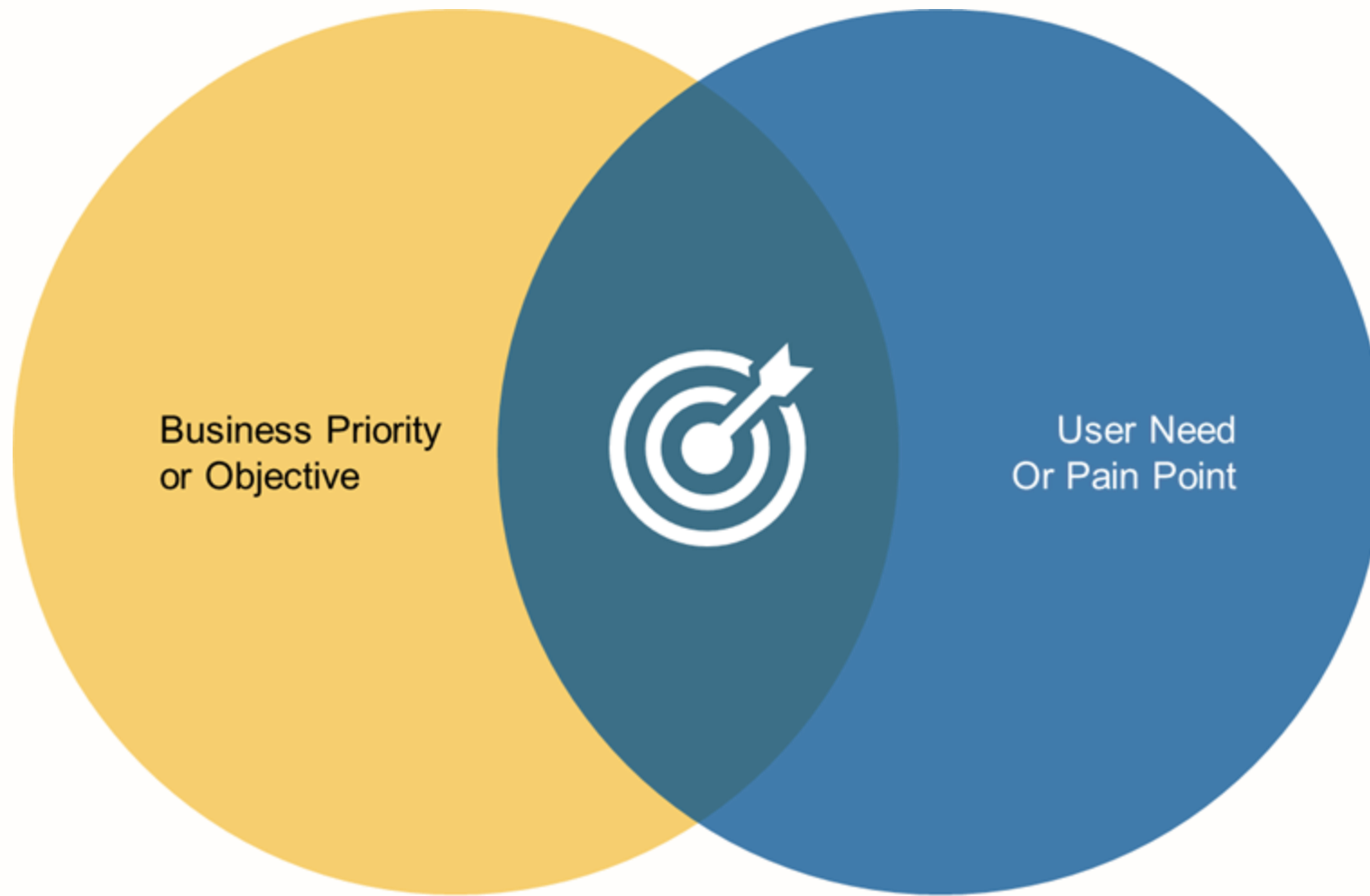
Problems often show up as **solutions**...

How do you get back to the **root problem**?

Audience Participation

What is a **problem** and **when** is it
worth solving?

Audience Participation

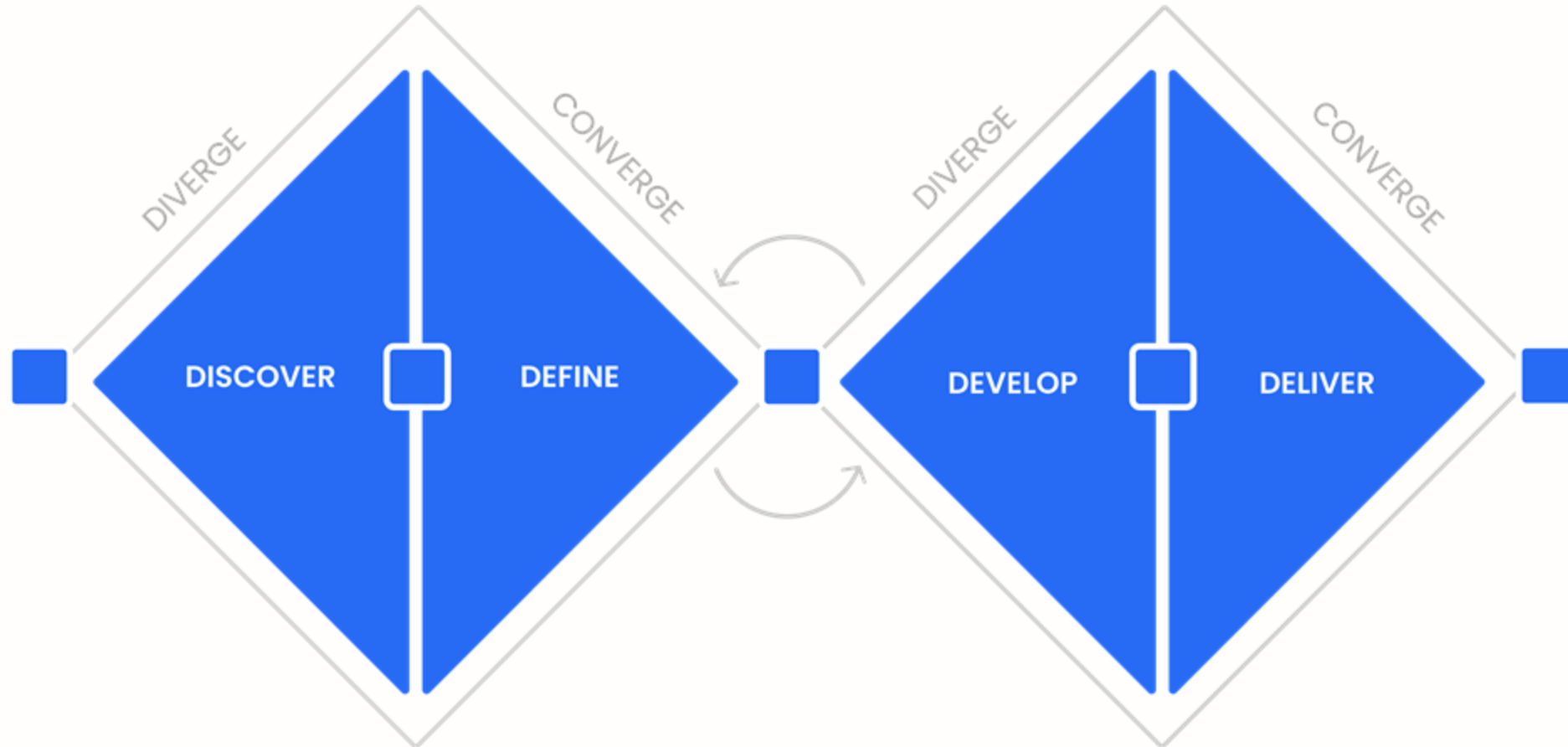


Capability does not equal Usability
(or Adoption)

How can we **identify a problem worth solving?**

PROBLEM DEFINITION: **DOING THE RIGHT THINGS**

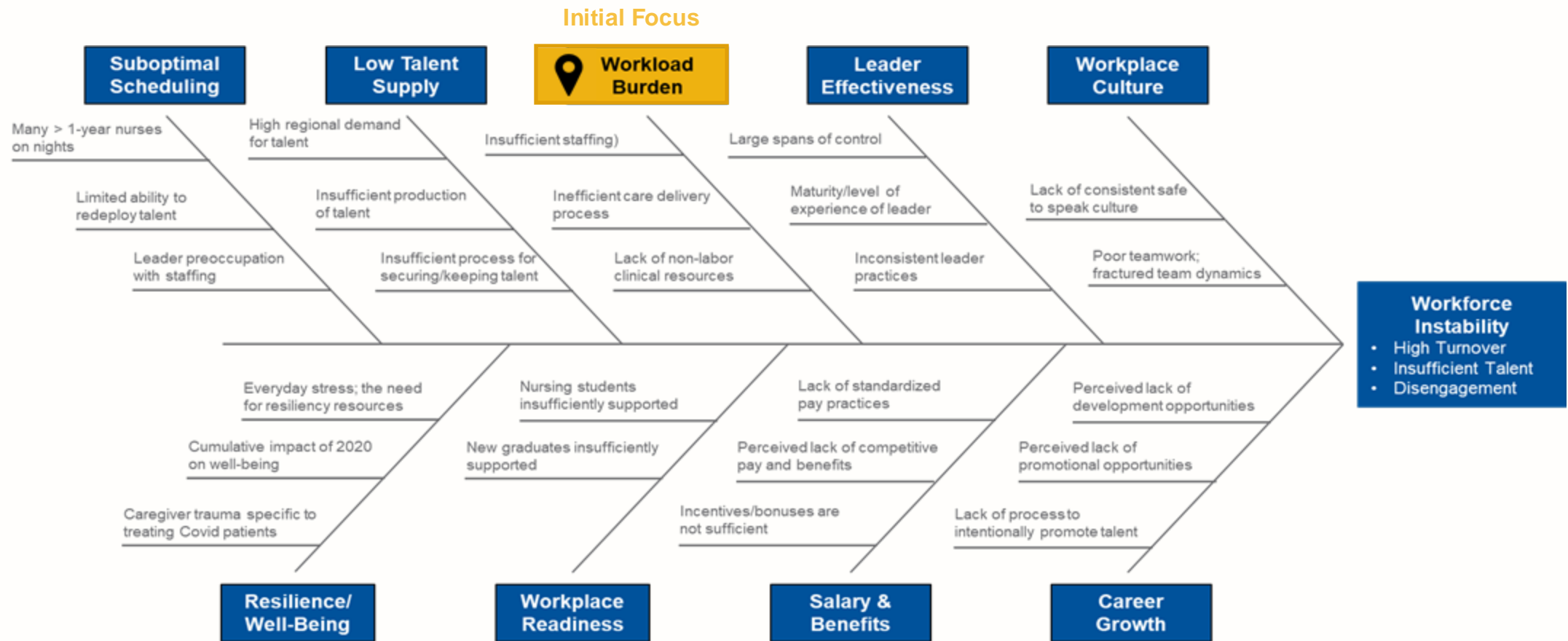
SOLUTION DELIVERY: **DOING THINGS RIGHT**



How have we **identified a problem worth solving?**

Case Study

The Business Problem: High Nurse Turnover, High Shift Vacancy, and High Agency Spend



The Solution: 300+ solutions identified to solve multiple “root cause” problem

What We Did



Structured Interviews

1:1 with front-line nurses to get their perspective.



Ethnographic Research

Contextual inquiries / job shadowing to understand pain points along their clinical journey.

Who We Talked To



42

Frontline Nurses



5

Hospitals



17

Units



100+

Hours of Shadowing



Madison

Sink or Swim

New grad nurse, was onboarded during Covid. Still excited about the job but feels nervous, anxious and stressed most days. Was pushed out of comfort zone too quickly and is now unsure if nursing is for her.

- During onboarding, preceptors were very inconsistent in approach
- Constantly worried she could miss something and cause harm to patients
- Doesn't feel connected to coworkers
- Pushed into charge and preceptor roles very early on and without proper training

- Continuity in mentorship
- Structured support that continues after preceptorship
- Support managing anxiety

Low

-high

BJC is constantly losing individuals that align to this persona.

How might we better support her with education and mentorship?



Peter

Want to Make Everything Better

Cares about family and work community. Excited about a career at BJC. Wants to be a NP. Motivated to get involved but doesn't think he can do it long term without burning out

- Community erosion at work
- Significant amount of time onboarding travel nurses
- Compensation gap with travel nurses
- Inability to provide upward feedback and peer reviews

- Constant opportunities to grow and learn from other experienced nurses
- Active involvement in improving environment for others e.g., onboarding new nurses
- Signs of positive change down the line

Low

High

BJC can retain individuals aligned to this persona through professional development opportunities.

How might we provide him with more opportunities to learn and grow?



Noelle

Back to the Good Old Days

Community and work family are very important. Currently experiencing a profound sense of loss of community. Doesn't feel her job is different to a travel nurse's.

- Unsustainable workload
- Inability to take breaks
- Compensation gap with travel nurses
- Lack of recognition and support from leadership
- Lack of recharge and recovery time

- Compensation increase
- Opportunity to rest during shifts and days off
- Leadership support and consistent engagement
- Greater sense of teamwork

—OW

High

Though fiercely loyal, BJC is at high risk of losing individuals like this due to inaction.

How might we preserve her work community?



Lisa

Anywhere Can Do

Pragmatic about her job, looking for a flexible schedule to accommodate her lifestyle. Less connected to the overall organization, can do the job from anywhere and recently took a job as a travel nurse.

- Lack of schedule flexibility
- Opportunity cost of better roles
- Constant comparison of what she could be making elsewhere

- A place to land post travel
- Good financial incentives e.g., sign on bonus, welcome package
- More control over her schedule

OW

High

BJC has largely already lost individuals aligned to this persona and should focus more on flexible scheduling, improving lifestyle, and supporting boomerangs.

How might we enable her to live life on her own terms?

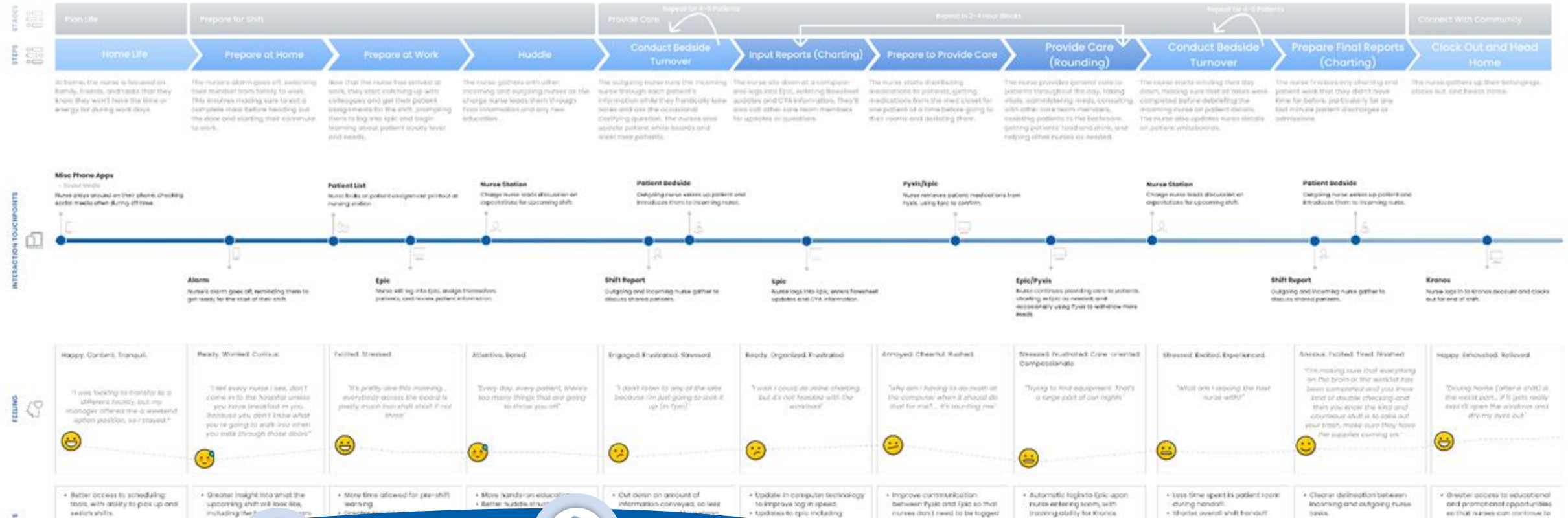
INSPIRE INNOVATION, IMPROVING lifestyle, and supporting boomerangs.

Our Nurses Journey....

Nurse Experience Map

PERSONA REPRESENTED: ICU Nurse

MAIN GOAL OF THIS PARTICULAR EXPERIENCE: To guide the nurse through their day, with an emphasis on their shift work, and demonstrate the impact of digital interactions.



Getting Started

Plan Life

Prepare For Shift

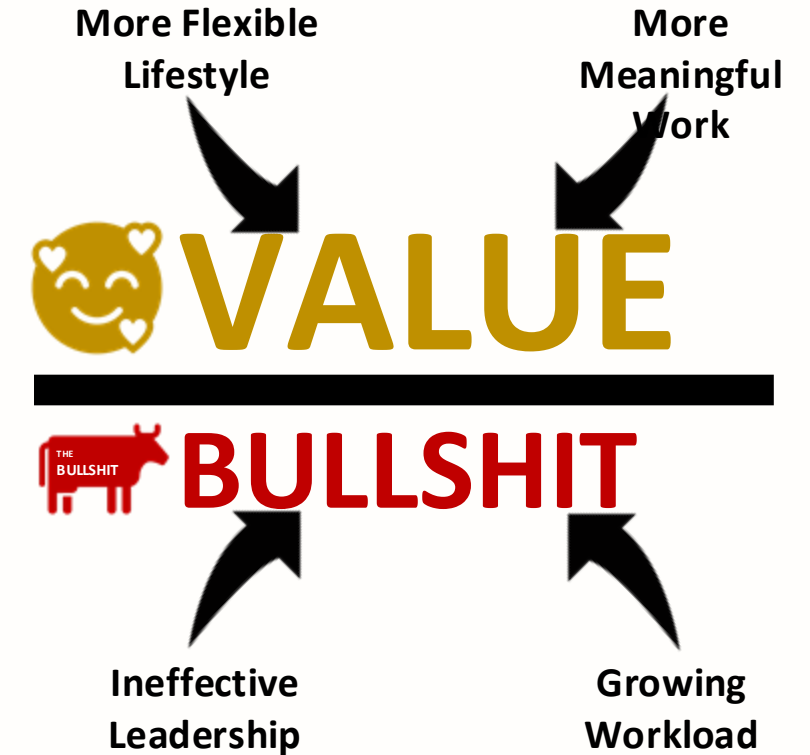
Provide Care

Connect with community

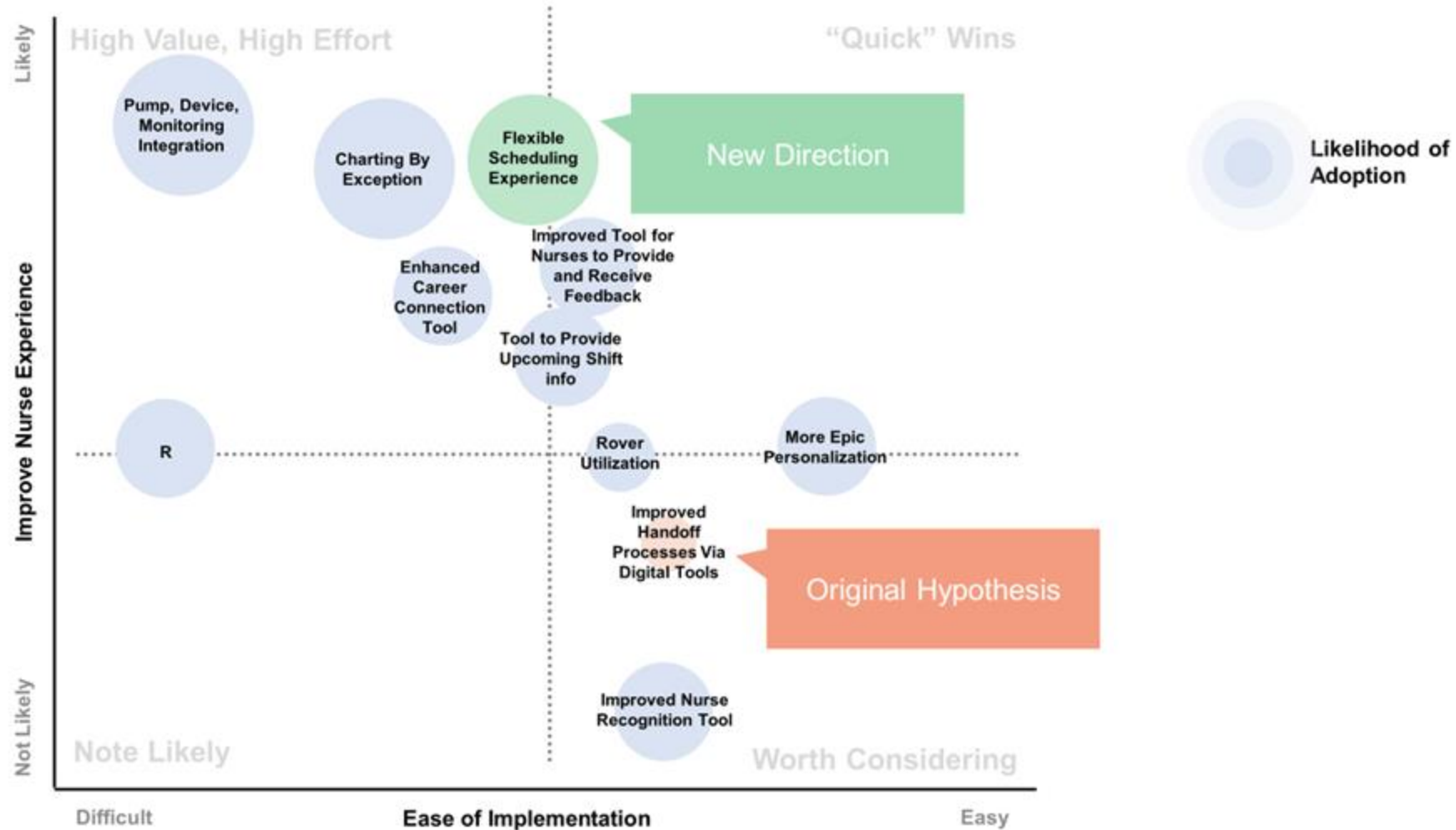


Our Insight....

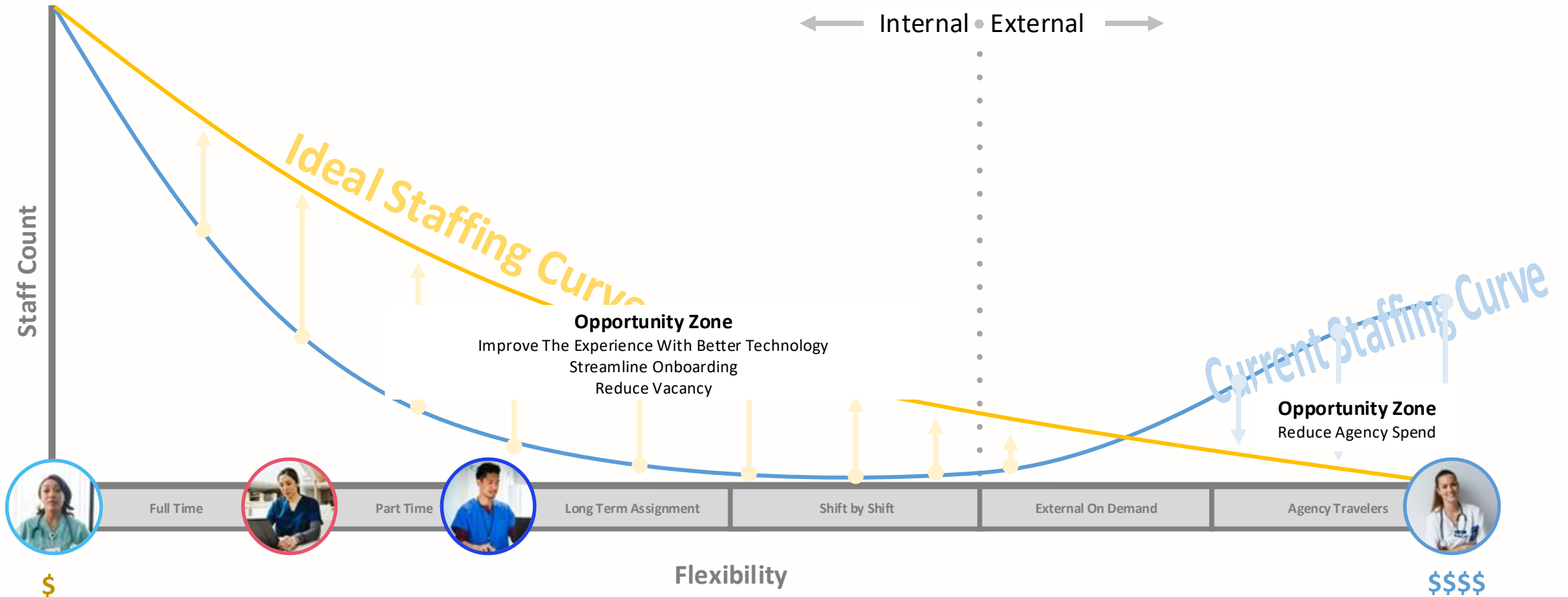
REDUCE
 **TURNOVER**
VACANCY & AGENCY SPEND



Charting A New Course....



Humanizing the Flexible Scheduling Problem Space...



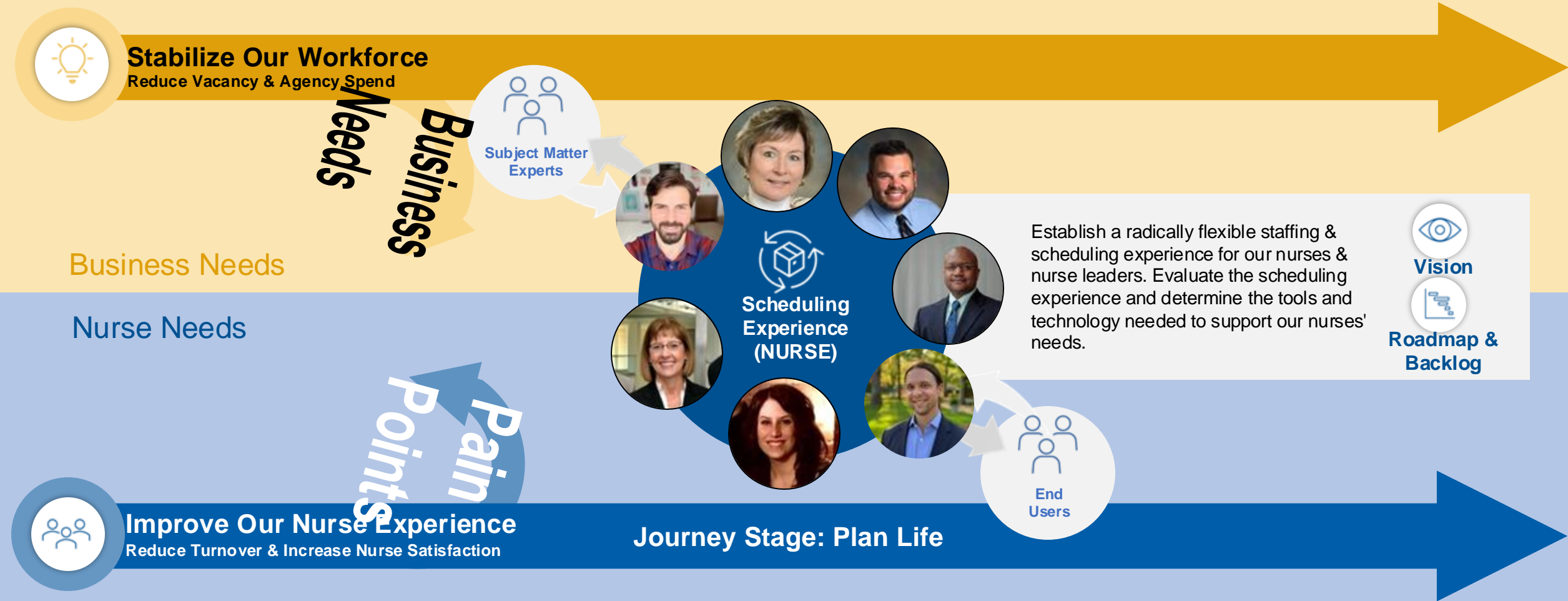
How did we **solve it?**

Case Study

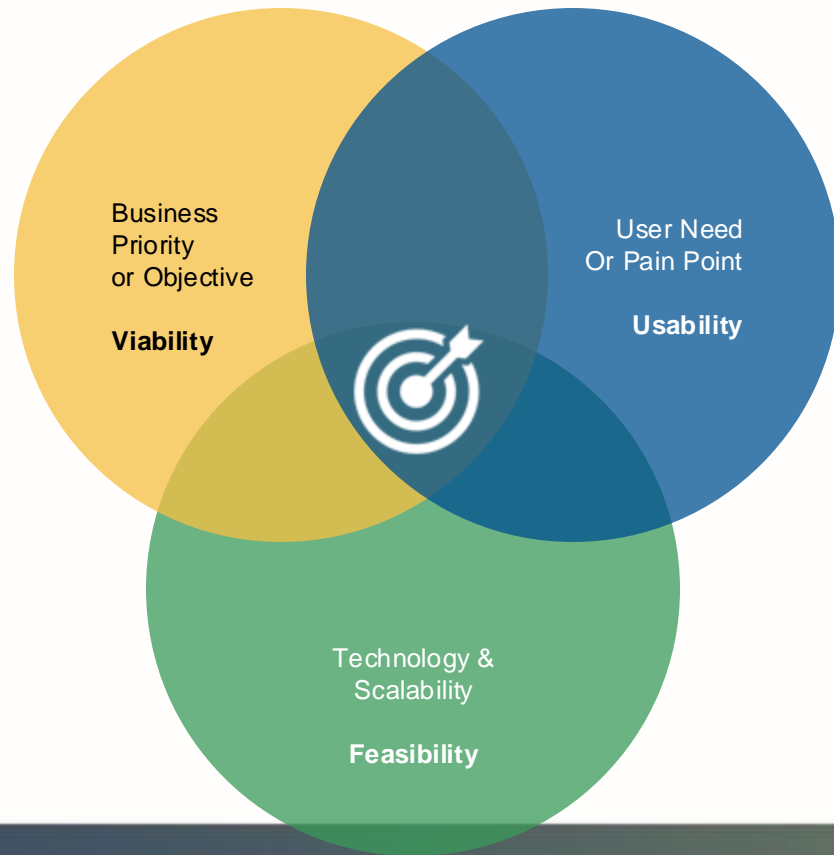
Establishing A Long-Lived Team Around the Problem Space....



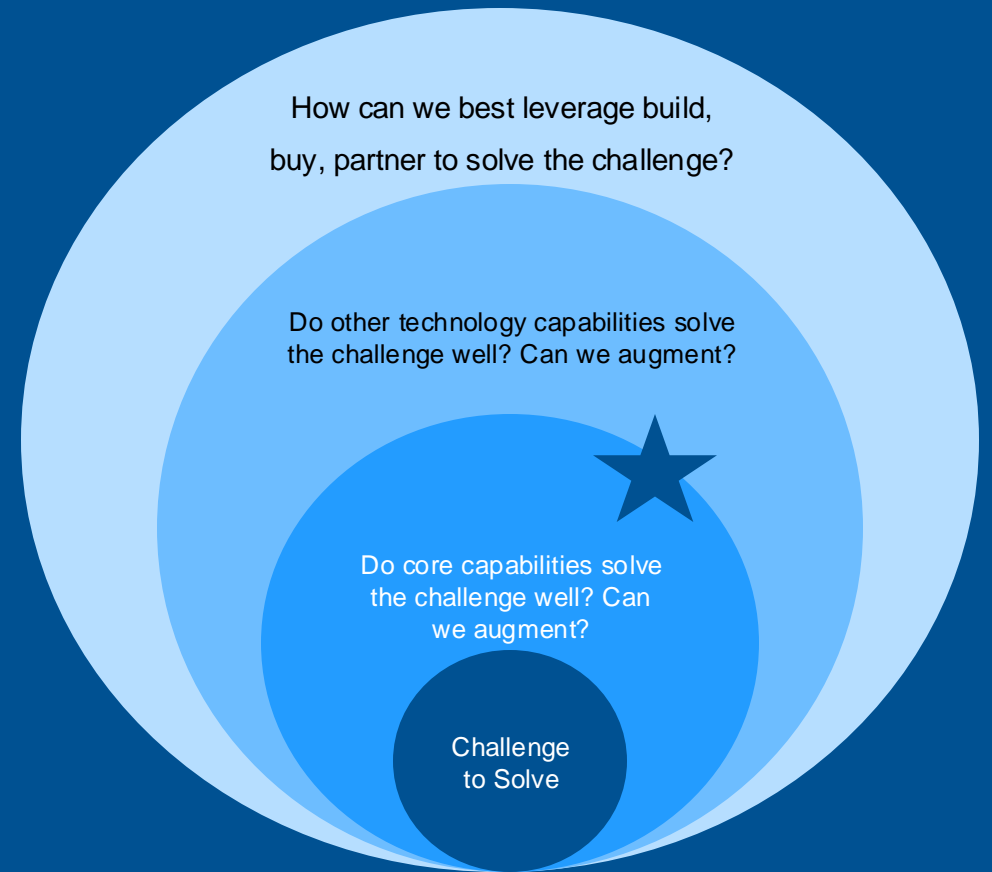
Establishing A Long-Lived Team Around the Problem Space....



Getting to the Right Solutions



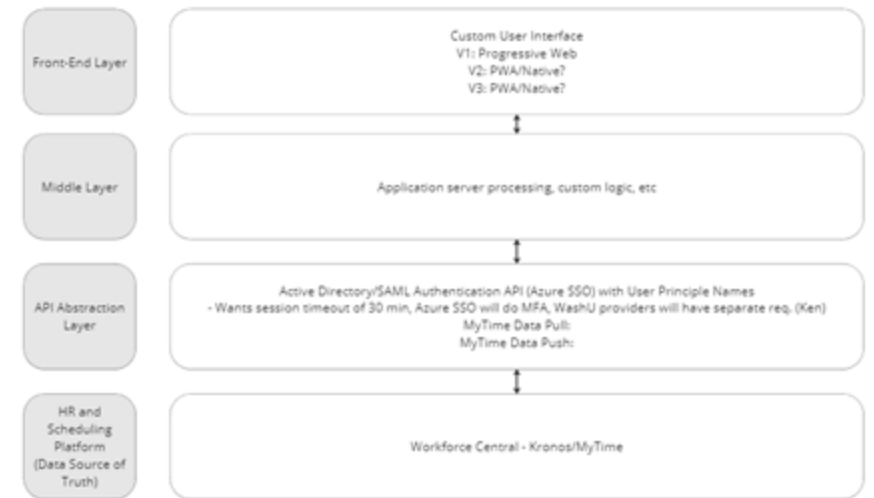
Making the Right Strategic Investments



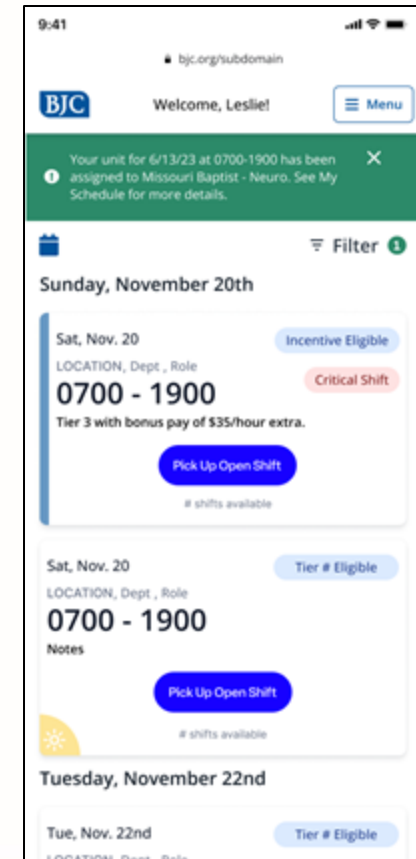
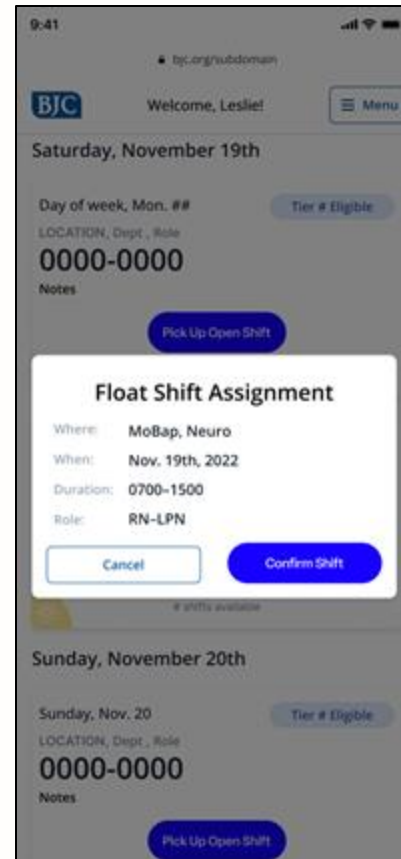
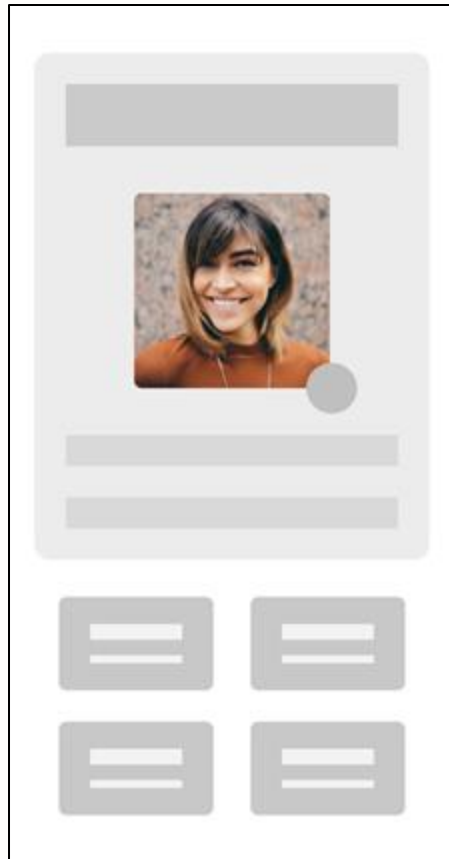
Starting Small, Experimenting, Learning and Scaling



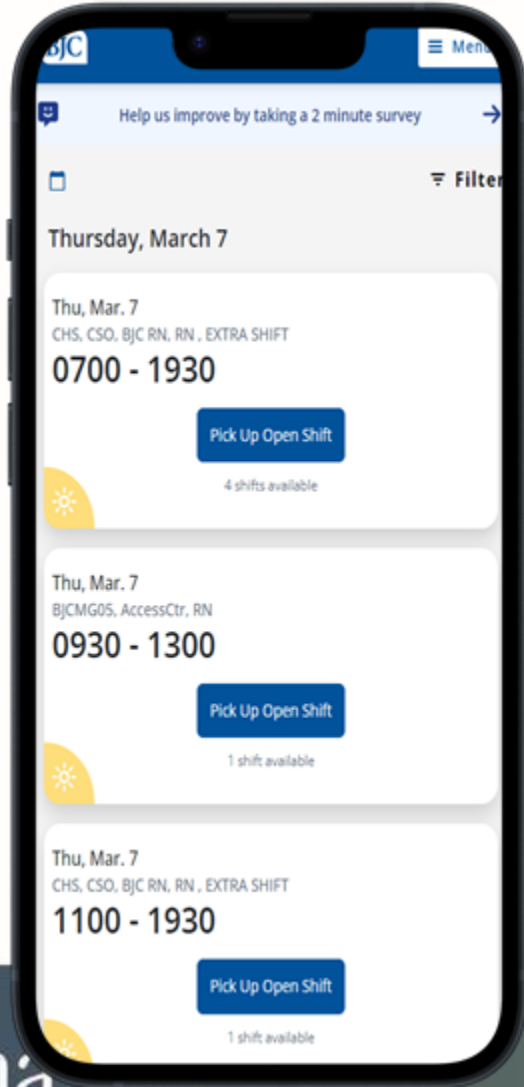
Draft Architecture



Iterative Design and Product Development



Experience



Outcomes



“Nursing is full of difficult things – Flex is easy.”

Frontline Nurse

“It’s a recruiting selling point – BJC is trying new things, implementing change that impacts nurses in positive ways.”

Recruiter

“I can spend time elsewhere because I work less on scheduling.”

Nurse Manager

“It’s opened up a newer level of creativity in allowing for alternative shift times, shift lengths, and shifts that work for our staff.”

Nurse Leadership

How would **YOU** solve it?



What are you doing?

Using the content and examples, we are going to see if you can apply what you learned to a fictional situation. Make sure you identify someone to represent your team during the Shareout



Breakout

As a team, pick a scenario and discuss what you'd do to determine if the problem is worth solving. What questions would you ask? Who would need to be involved?



5-7 minutes



Break Out

Scenarios

Scenario 1

You run an online store and have been successfully serving customer orders for awhile now. With the recent surge in phone usage, your boss tells you that you need an app and he has a vendor who will deliver it for 2 million dollars which is a sizable portion of your budget/capacity for the year. What do you do?

Scenario 2

You have an established business and continually spend a significant portion of your budget to staff a call center. With the recent shortage of employees and the rise of calls, a friend at a similar company suggests you get a chatbot with AI capabilities to deflect callers so you don't have to staff as many people. What do you do?

Scenario 3

You own a retail store that serves the local area (like an ace hardware) and noticed your big box competitor launched an order online pick up at store capability. Since then, there has been a small downtick in foot traffic, but sales are still in line with estimates. What do you do?



What'd you talk about?

Tell us which scenario you had, what you discussed, what you decided and what questions you still have



2-3 teams share

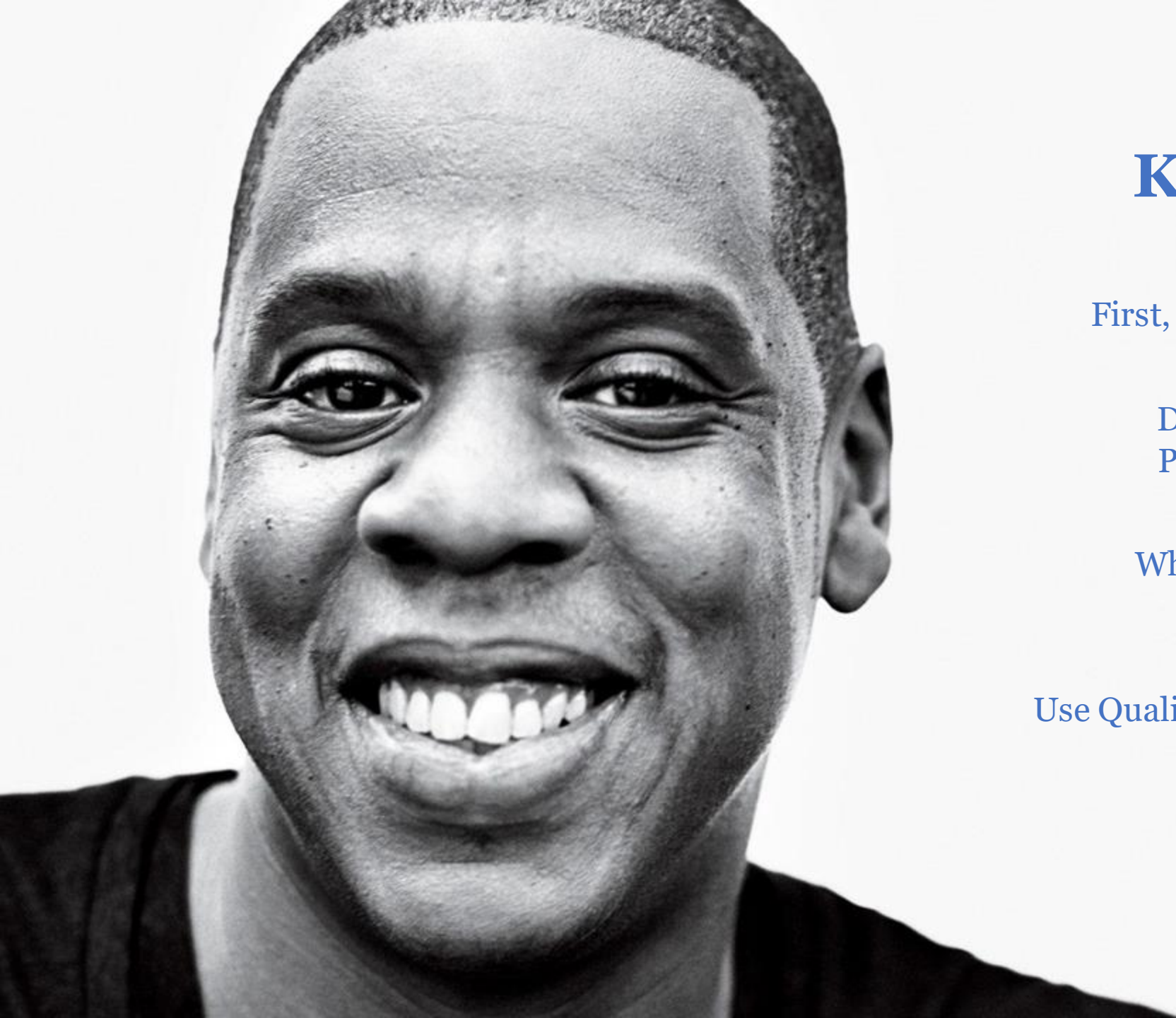
Each team will have 3-4 minutes



15 Minutes



Share Out



Key Takeaways

First, Understand the Problem Space

Dedicate Team(s) to Solving
Problems within That Space

When Solutioning, Start Small:
Experiment and Learn

Use Qualitative and Quantitative Methods to
Rapidly Test & Learn