

## **Bringing It Together: Workshopping Developing Action Plans For Change**

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### **Summary**

In our final session, we will begin by identifying what exponential medicine is and how it is changing veterinary medicine for the better. We will end by workshopping ideas for how to bring some of the telemedicine trends, business model trends, and consumer trends to fruition in each of the attendee's practices.

### **Exponential Medicine**

One of the strongest drivers of change within medicine has been the digitization of information. Once information becomes digitized, then it becomes part of an exponential growth curve rather than a linear curve. This change happens because of the effects that digitization is able to accelerate and multiply. As a simple example, having an understanding of revenue flows through digital record keeping and expense management within a clinic allows for the prediction of workflow shortages and the prioritization of resources (people and other assets) that maximizes effort and creates higher returns on revenue. The movement from passive data collection and post-event synthesis is being replaced by real-time predicalytics that are creating better opportunities for making real-time evidence-based decisions. All of this is incredibly interesting, but how do clinics evolve with exponential changes in medicine?

One of the keys to this is the development of a nimble team. The nimbleness of a team is determined by how quickly the team can adjust to changing environmental conditions. There is a lot that can be learned from Design Thinking workshops in this regard.

Design thinking workshops create a space for creative, structured thinking. One of the best sources of information for new product development and deployment that follows this methodology is the book *Sprint: How to Solve Big Problems and Test New Ideas*. This book presents a detailed roadmap for the development of solutions to difficult problems. It starts with understanding the nature of the problem that your customers or team members are experiencing. It does this by mapping out the current experience of your clients to really understand what their experience looks like and to deeply understand the nature of the problem and all the people involved with that problem. This results in a customer journey map that is a visual representation of the current experience. Each of the points along the customer journey are broken down into different phases. From there, time is spent utilizing the term "how might we" to create statements in order to brainstorm solutions that create a better experience. Those possible "how might we" solutions are put on a wall with sticky notes. Participants can then vote on the best possible outcome with checkmarks or sticky dots. Participants then spend time doodling rough solutions to the problem. After the initial sketch, there is a structured section called "Crazy 8s" where multiple iterations of the solution are sketched in a brief period of time. These multiple iterations help the participants understand the solution from multiple angles in order to produce the most comprehensive solution possible. After that, participants are given ample time to create a final sketch of their solution that should be intuitively obvious, that is, not require any further explanation than what is contained on the sheet. That sheet is then posted on walls around the room. As a final step, participants then spend time wandering around the room and voting on the solution that they think is best. They have three dots that they can use to vote. They can put one vote on each of the three best or they can put all three votes on one solution; it is entirely up to the voter to determine. The solution that receives the most votes gets the go-ahead from the entirety of the team.

Some of the value associated with this approach has to do with the fact that it engages the imagination and visualization of the result, it creates a structured process that everyone can buy into, it democratizes the voting process which thereby creates buy-in from multiple stakeholders simultaneously, and also, it's kind of fun. This kind of liminal experience creates a different place for creative problem solving that is participatory and engaging. Not only does it create quick solutions to complex problems, but it allows people to think differently about their work environment that allows everyone to focus on client experiences rather than on their own subjective interpretation of events.