Session Objectives

1. Identify examples of innovation and creativity outside health care that can be applied to local context.
2. Recognize approaches to staffing and team engagement to accelerate innovation.
3. Distinguish methods for keeping pace with customer preferences.
4. Identify system components, including culture, necessary for advancing innovation from prototype through implementation.
5. Develop actionable ideas of change for improving innovation and creativity in your work environment.
Welcome

Jill Duncan, RN, MS, MPH
Executive Director
Institute for Healthcare Improvement

Lisa Schilling, RN, MPH
National Vice President, Health Care Performance Improvement & Director of Kaiser Permanente’s Center for Health System Performance
<table>
<thead>
<tr>
<th>Time</th>
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What’s the biggest challenge you have with innovation & what do you hope to take-away from today’s Excursion to EA Sports?
EA Sports

From Wikipedia, the free encyclopedia

EA Sports (stylized as EA SPORTS) is a brand of Electronic Arts that creates and develops sports video games for people. Formerly a marketing gimmick of Electronic Arts, in which they tried to imitate real-life sports networks by calling themselves the "EA Sports Network" (EASN) with pictures or endorsements with real commentators such as John Madden, it soon grew up to become a sub-label on its own, releasing game series such as NBA Live, FIFA, NHL, Madden NFL, and NASCAR. The best selling EA Sports series is FIFA series with over 100 million units sold.[3]

Most games under this brand are developed by EA Canada, the studio of Electronic Arts in Burnaby, British Columbia, as well as EA Blackbox, Vancouver, British Columbia and EA Tiburon in Orlando, Florida. EA Sports' rivals are 2K Sports.

EA Sports motto is EA SPORTS: It's in the game.

Unlike some other sport video companies, EA Sports has no special ties to a single platform, which means that all games are released for the best-selling active platforms, sometimes long after most of the other companies abandon them. For example, FIFA 98, Madden NFL 98, NBA Live 98, and NHL 98 were released for the Sega Genesis and the Super NES throughout 1997. Madden NFL 2005 and FIFA 2005 had PlayStation released in 2004 (FIFA 2005 was also the last PlayStation title to be released), and NCAA Football 08 had an Xbox released in 2007. Madden NFL 09 also had Xbox and GameCube releases in 2007. and was the final title released for the GameCube, with Madden NFL 09 following as the final Xbox title. Additionally, NASCAR Thunder 2003 and NASCAR Thunder 2004 were released not only for the PlayStation 2, but for the original PlayStation as well. EA Sports brand name is used to sponsor English Football League One team Swindon Town F.C. from the 2008–09 season onwards and the EA Sports Cup in the Republic of Ireland.
Our Mission
To improve health and health care worldwide.

Our Vision
Everyone has the best care and health possible.

Who We Are
IHI is a leading innovator in health and health care improvement worldwide, joining forces with the IHI community to spark bold, inventive ways to improve the health of individuals and populations.

Why IHI Focuses on Innovation?
Other industries have something to teach healthcare
Systems are designed to achieve the results that they are achieving
More ambitious aims: old ideas aren’t good enough
**Theory – Bridging**

Innovating for Impact @ IHI

**Invention**
- Therapeutics
- Diagnostics
- Services
- Technologies

**Implementation**
- Widespread Practice
- Spread & Scale-up
- Improved Process
- Changed outcomes

---

**Our Initial Innovation Process**

- Integrated into project teams
- Created great ideas
  - Bundles
  - Reliability
- ‘Move Your Dot’
- Good, but not good enough
What Was Missing

• Pace
• Staff with dedicated time
• Predictable results
• A forum for problems that needed innovation
• A reliable mechanism to transfer an idea into program development

A Test: Autumn 2006

Create a small team with dedicated resources

- Based on Huston and Sakkab’s *Connect and Develop* description of Proctor and Gamble’s innovation method Work in 90-day increments
- Implement “waves” of at least five projects
IHI Innovation Process

- A specific challenging question to be answered
- A network of innovators, along with other traditional methods (literature search, prototype testing)
- A specific timeline, in this case 90 days
- A set of recommendations at the end of each cycle

90-Day Learning Cycles

<table>
<thead>
<tr>
<th>Scan</th>
<th>Focus</th>
<th>Summarize</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review, conduct interviews &amp; select an angle</td>
<td>Visits, tests, analysis &amp; concept design</td>
<td>Validate, write up &amp; handoff to projects</td>
</tr>
</tbody>
</table>
What goes into the Translational Step?

- **Frameworks**
  - Triple Aim
  - Execution Framework
  - Pop health business model
  - High Impact Leadership

- **Tools**
  - Bundles & Checklists
  - Trigger tools
  - Waste removal tool
  - Whole system measures

- **Improvement Methods**
  - Real-time demand capacity for flow
  - BTS Collaborative
  - Innovation Relay

- **Applying Improvement Science to new fields**
  - Pre-hospital Emergency care
  - Policy & government

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### Three General Themes for Projects

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<th>Sound ideas for improvement exist outside of health care</th>
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<td>Business case</td>
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<td>Production system design</td>
<td>Safe transitions for elderly patients</td>
<td>Integration of behavioral health and primary care</td>
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<td>Transitions for health systems</td>
<td>Remote monitoring of patients</td>
<td>Physician Optimization for population health</td>
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<td>Risk resilience</td>
<td>Antibiotic stewardship</td>
<td>Execution Framework</td>
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<tr>
<td>High reliability systems</td>
<td>Real-Time Demand Capacity for Flow</td>
<td>Primary Care 3.0</td>
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### What Happens To These Projects?

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IHI Innovation Methods Spectrum

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<tr>
<th>Innovation Lab</th>
<th>90-day Learning Cycle(s)</th>
<th>Innovation Relay</th>
</tr>
</thead>
<tbody>
<tr>
<td>• With Client: Client has dedicated time for engagement</td>
<td>• For Client: Client has limited time for ongoing engagement</td>
<td>• For Client: Client has limited time but desires engagement at all levels</td>
</tr>
<tr>
<td>• Need a solution quickly: 6 weeks</td>
<td>• Not immediate need: 3-6 months</td>
<td>• Clarity in the problem that needs a solution</td>
</tr>
<tr>
<td>• Clarity in the problem that needs a solution</td>
<td>• Problem still needs definition and articulation</td>
<td>• Problem needs a team-based approach to finding a solution</td>
</tr>
<tr>
<td>• Problem needs a design solution</td>
<td>• Problem needs a research solution</td>
<td>• Prototype is emphasized over principle</td>
</tr>
<tr>
<td>• Prototype is emphasized over principle</td>
<td>• Principle is emphasized over prototype</td>
<td>• Building and exercising prototypes leads to learning</td>
</tr>
<tr>
<td>• Building and exercising prototypes leads to learning</td>
<td>• Articulating/validating theories inspires/informs developers</td>
<td>• Produces an energized set of creative teams</td>
</tr>
<tr>
<td>• Produces a tailored solution</td>
<td>• Produces a broader deliverable</td>
<td>• Converge to a set of solutions</td>
</tr>
<tr>
<td>• Converge to a solution</td>
<td>• Converge to a theory</td>
<td><em>FORUM</em></td>
</tr>
</tbody>
</table>

Problem Statement: Innovation at KP

*Taking Innovation and Improvement to the Next Level*

KP as large and successful organization has led the industry in care management and preventive screening.

The external environment has required us to develop new capabilities organizationally (affordable, personalized, convenient, manage growth), develop an ability to adapt and learn quickly and make clear decisions about solutions required at scale.

We need to understand what skills in our staff and structures/approaches in our organization are essential to success. And to determine the roles of national innovation and improvement as partners with regions and facilities.
“Innovating requires identifying the **problems that matter** and moving through them **systematically** to deliver **elegant solutions.**”

- Ten Types of Innovation

---

### Moving from Innovation to Impact

<table>
<thead>
<tr>
<th>Question</th>
<th>Problem</th>
<th>Solution</th>
</tr>
</thead>
</table>
| How does an organization identify problems to solve? | Culture where anyone along the leadership levels can make an independent decision | • Problem definition with data  
• Decision making approach  
• Resource, structure, incentive and funding support |
| How do organizations effectively engage staff in innovation? | Innovation reserved for the few “wild ones” often at a top level | • Use of incentive based engagement in prototype and testing, reward those with early success  
• Use of “hackathons” or “jams” or rapid solution design with eager front line |
| How do innovations effectively transition into operations? | Many innovation efforts fail or are narrow and small to ensure success – don’t move the needle on business value | • Design  
• Leadership culture of adoption  
• Consistent funding at multiple stages of development  
• Clear decision points and data |
| How do you derive business value from innovation? | Lots of great, independent innovations and pockets of innovation | • Align innovation and improvement capability  
• Focus on multiple types of innovation with one problem  
• Invest business resources  
• Instill discipline |

“**Brainstorming doesn’t work, parallel learning does.**”

-Roy Rosin, Penn Medicine
Framework To “X”celerate Learning and Spread

<table>
<thead>
<tr>
<th>Phases</th>
<th>Identify &amp; Prioritize</th>
<th>Operationalize</th>
<th>Implement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem</td>
<td>Solution Set</td>
<td>Scalable Unit &amp; Playbook</td>
<td>Test Scale-up</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spread &amp; Scale</td>
<td>Sustain</td>
</tr>
</tbody>
</table>

**Adoption Mechanisms:**
- Cultural engagement, performance improvement, learning networks, knowledge management, oversight

**Operational Infrastructure:**
- Human resources, technology, training, operations, sustainability plan

**Systems**
- Start with WHY
  - Problem statement
  - Baseline metrics
  - Aspirational and quantified goals (includes end state, target audience, and timeframe)
  - Prototype solution set
  - Stakeholder analysis

**Deliverables**
- Determine WHAT & HOW
  - Scalable unit (e.g., physician, nurse, patient, caregiver, & financial counselor)
  - Playbook (including workflow integration) for full implementation allowing for contextual adjustment
  - Standardized technology, products, & staffing models

**Decisions**
- Are we aligned in solving the problem?
- Does the solution seem transferable?
- Should we prototype?
- Where/when should we prototype?

**Learning Tools**

<table>
<thead>
<tr>
<th>Population</th>
<th>Intervention</th>
<th>Comparison</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prototype</td>
<td>PDSA</td>
<td>Efficacy</td>
<td>ROI</td>
</tr>
<tr>
<td>Safety &amp; Reliability</td>
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</table>

Adapted from: Barker, Reid, and Schall, 2015; Bellows, Schilling, 2013
EA Sports

- How does EA Sports innovate?
- What makes EA Sports successful at innovating?
- What is the company structure to support innovation? (formal/informal)
- What challenges does EA Sports face?
- How does EA Sports test new ideas?

How would you answer these questions?
### CHANGE CONCEPTS TO KEEP IN MIND

<table>
<thead>
<tr>
<th>Eliminate Waste</th>
<th>Eliminate Things That Are Not Used</th>
<th>Reduce or Eliminate Overkill</th>
<th>Reduce Controls on the System</th>
<th>Recycle or Reuse</th>
<th>Use Substitution</th>
<th>Remove Intermediaries</th>
<th>Match the Amount to the Need</th>
<th>Use Sampling</th>
<th>Change Targets or Set Points</th>
</tr>
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<tbody>
<tr>
<td><strong>Improve Work Flow</strong></td>
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<tr>
<td>Synchronize</td>
<td>Schedule into Multiple Processes</td>
<td>Minimize Handoffs</td>
<td>Move Steps in the Process Close Together</td>
<td>Find and Remove Bottlenecks</td>
<td>Use Automation</td>
<td>Smooth Work Flow</td>
<td>Do Tasks in Parallel</td>
<td>Consider People as in the Same System</td>
<td>Use Multiple Processing Units</td>
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<tr>
<td><strong>Optimize Inventory</strong></td>
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<tr>
<td>Match Inventory to Predicted Demand</td>
<td>Use Pull Systems</td>
<td>Reduce Choice of Features</td>
<td>Reduce Multiple Brands of Same Item</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Change the Work Environment</th>
<th>Give People Access to Information</th>
<th>Use Proper Measurements</th>
<th>Take Care of Basics</th>
<th>Reduce Demotivating Aspects of Pay System</th>
<th>Conduct Training</th>
<th>Implement Cross-Training</th>
<th>Invest more Resources in Improvement</th>
<th>Focus on Core Processes and Purpose</th>
<th>Share Risks</th>
<th>Emphasize Natural and Logical Consequences</th>
<th>Develop Alliance/Cooperative Relationships</th>
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<tbody>
<tr>
<td><strong>Enhance the Producer/Customer Relationship</strong></td>
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<tr>
<td>Listen to Customers</td>
<td>Coach Customers to Use Product/Service</td>
<td>Focus on the Outcome to a Customer</td>
<td>Use a Coordinator</td>
<td>Reach Agreement on Expectations</td>
<td>Outsource for &quot;Free&quot;</td>
<td>Optimize Level of Inspection</td>
<td>Work with Suppliers</td>
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<table>
<thead>
<tr>
<th>Manage Time</th>
<th>Reduce Setup or Startup Time</th>
<th>Set up Timing To Use Discounts</th>
<th>Optimize Maintenance</th>
<th>Extend Specialist's Time</th>
<th>Reduce Wait Time</th>
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<tr>
<td><strong>Manage Variance</strong></td>
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<tr>
<td>Standardization (Create a Formal Process)</td>
<td>Stop Tampering</td>
<td>Develop Operational Definitions</td>
<td>Improve Predictions</td>
<td>Develop Contingency Plans</td>
<td>Sort Product into Grades</td>
</tr>
<tr>
<td><strong>Design Systems to Avoid Mistakes</strong></td>
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<tr>
<td>Use Reminders</td>
<td>Use Differentiation</td>
<td>Use Constraints</td>
<td>Use Affordances</td>
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<tr>
<td><strong>Focus on the Product or Service</strong></td>
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<tr>
<td>Mass Customizes</td>
<td>Offer Product/Service Anytime</td>
<td>Offer Product/Service Anyplace</td>
<td>Emphasize Intangibles</td>
<td>Influence or Take Advantage of Fashion Trends</td>
<td>Reduce the Number of Components</td>
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**Observation Tool**

**Institute for Healthcare Improvement**

**IHI Excursion: EA Sports Innovation & Creativity**

What design principles and organizational strategies did you observe or experience on today's Excursion that can be applied to or adapted to discussions, training, innovation, and operations in your home organization?

<table>
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<tr>
<th>EA Sports</th>
<th>Challenge</th>
<th>Observation / Discussion Notes</th>
<th>Planning &amp; Next Steps</th>
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<tbody>
<tr>
<td>1. How does EA Sports innovate?</td>
<td>How do you identify problems in your organization that need a solution?</td>
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<td>2. What makes EA Sports successful at innovating?</td>
<td>How do you engage staff in solutions &amp; innovation?</td>
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<td>3. What is the company's internal support mechanism for innovation?</td>
<td>How do you move from innovation to operational?</td>
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<tr>
<td>4. What challenges does EA Sports face?</td>
<td>How do you deliver business value from innovation?</td>
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<td>5. How does EA Sports meet new ideas?</td>
<td>What management systems and structures are necessary for innovation to be impactful?</td>
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*Institute For Healthcare Improvement®*
We have agreed to the following:

- Please no photography or video.
- Visitors must with the group at all times.
- Please do not enter the EA Sports Employee Store. The employee store is for employees only.
- Respect that innovation is hard work. Please do not interrupt staff at work stations.
Break & Board Buses
Buses will depart for EA Sports at 10:15 AM

EA Sports Orlando website: http://www.easports.com/careers/orlando

Welcome to EA Sports
IHI Excursion: EA Sports Innovation & Creativity

EA Sports Orlando website: http://www.easports.com/careers/orlando
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#27FORUM

## Returning to Health Care

End of Day Debrief & Planning for Home

Aim

1. Harvest what we observed during our visit to EA Sports.
2. Identify the core concepts and themes behind our observations.
3. Use those concepts & themes to generate new ideas for use in our health care settings.
How would you answer these questions?

- Identify problems that need a solution?
- Engage staff in solutions & innovation?
- Resource innovation?
- Move from innovation to operations?
- Deliver business value from innovation?
- Manage systems & structures for innovation to be impactful?

Core Concepts vs. Specific Ideas

- Vague, strategic, creative
  - Improve process to reduce anxiety
    - Give patients & families access to information
    - Use beepers for family & friend waiting
    - Make beepers available to families of all surgery patients 1 day next week
- Specific, actionable ideas
What Change Can We Make

Core Concept: A general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement

Concept
An opportunity to create a new connection

Observations

Specific idea A
Specific idea B

... that Will Lead to Improvement?

Brainstorming Observations

- Independently
  - Make space for any and all ideas
  - Write down your ideas or observations, 1 per post-it
  - Be creative – use both sides of your brain
What Change Can We Make

Core Concept: A general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement

Concept
An opportunity to create a new connection

Observations
Specific idea A
Specific idea B

. . . that Will Lead to Improvement?

Core Concepts – Generating Lists

- At Tables: Start to identify the core concepts behind your observations
  - Rapidly share “round robin” style (1 person share sticky and put on flip chart, then next person shares one, etc.)
  - Seek clarity – not agreement
  - Record core concepts on a flip chart
  - Organize your group’s post-its on the flip chart
  - Prepare to share with the group

#27FORUM 10-minutes
How would you answer these questions?

- Identify problems that need a solution?
- Engage staff in solutions & innovation?
- Resource innovation?
- Move from innovation to operations?
- Deliver business value from innovation?
- Manage systems & structures for innovation to be impactful?

Innovation
What Change Can We Make

Core Concept: A general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement.

Concept
An opportunity to create a new connection

Observations

Specific idea A

Specific idea B

... that Will Lead to Improvement?

Concepts → Ideas

At Tables:
1. Go for quantity
2. Encourage wild ideas
3. Defer judgments
4. Build on the ideas of others
5. One conversation at a time
6. Stay focused on the topic
7. Be visual (draw pictures)
Returning Home

• What are some tests you can try when you get home?
  • Think small
  • How will you evaluate?
• What are some other industries you could visit?
• Have you identified an area in which you would use this technique of observation and idea generation?

Board Buses
Buses will depart for Gaylord Palms at 4:00 PM

EA Sports Orlando website: http://www.easports.com/careers/orlando
Thank you!

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