Recovery From Addiction

MOBILIZING SCIENCE TO ACCELERATE SOCIAL INNOVATION

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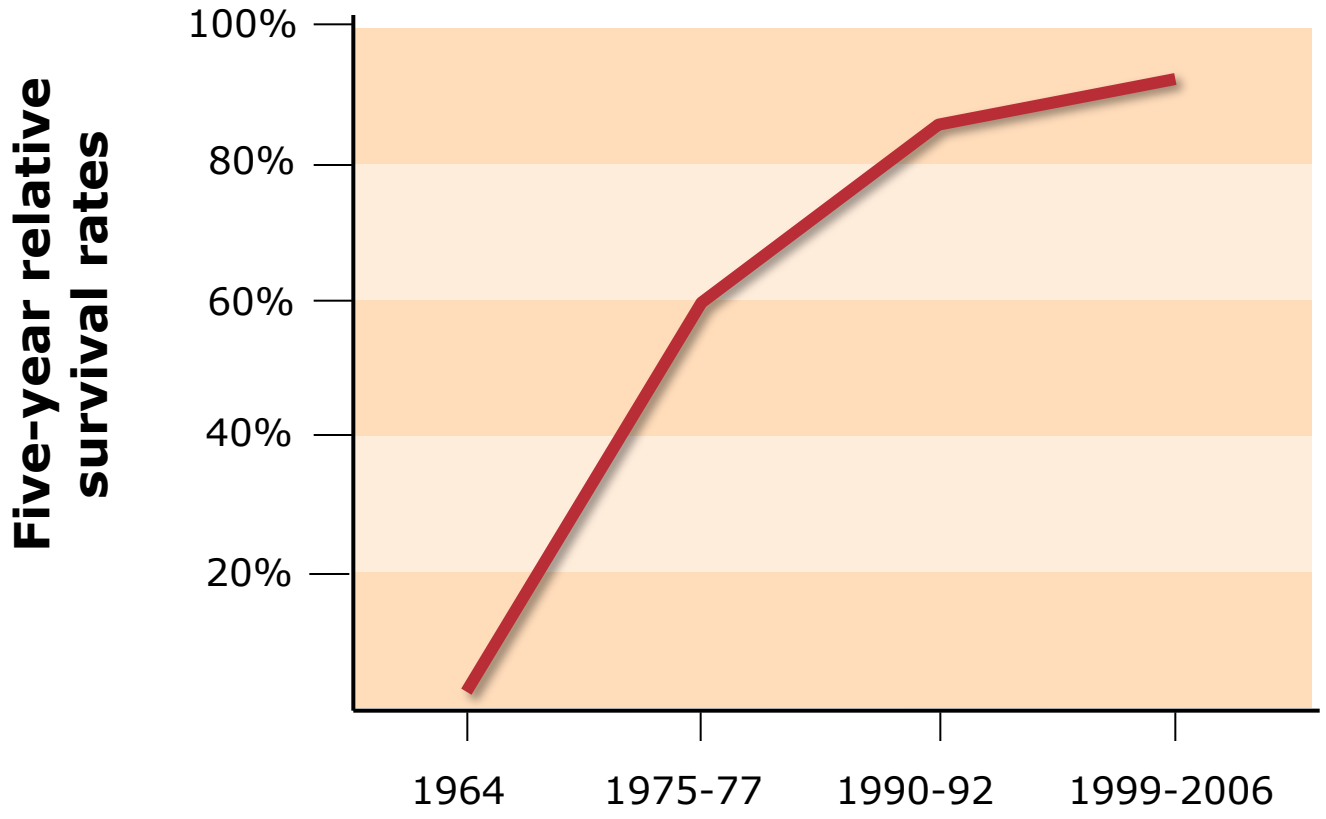
Alberta family wellness initiative

Stretch outcomes: measurable results representing high but potentially achievable aspirations for the well-being of a defined population.

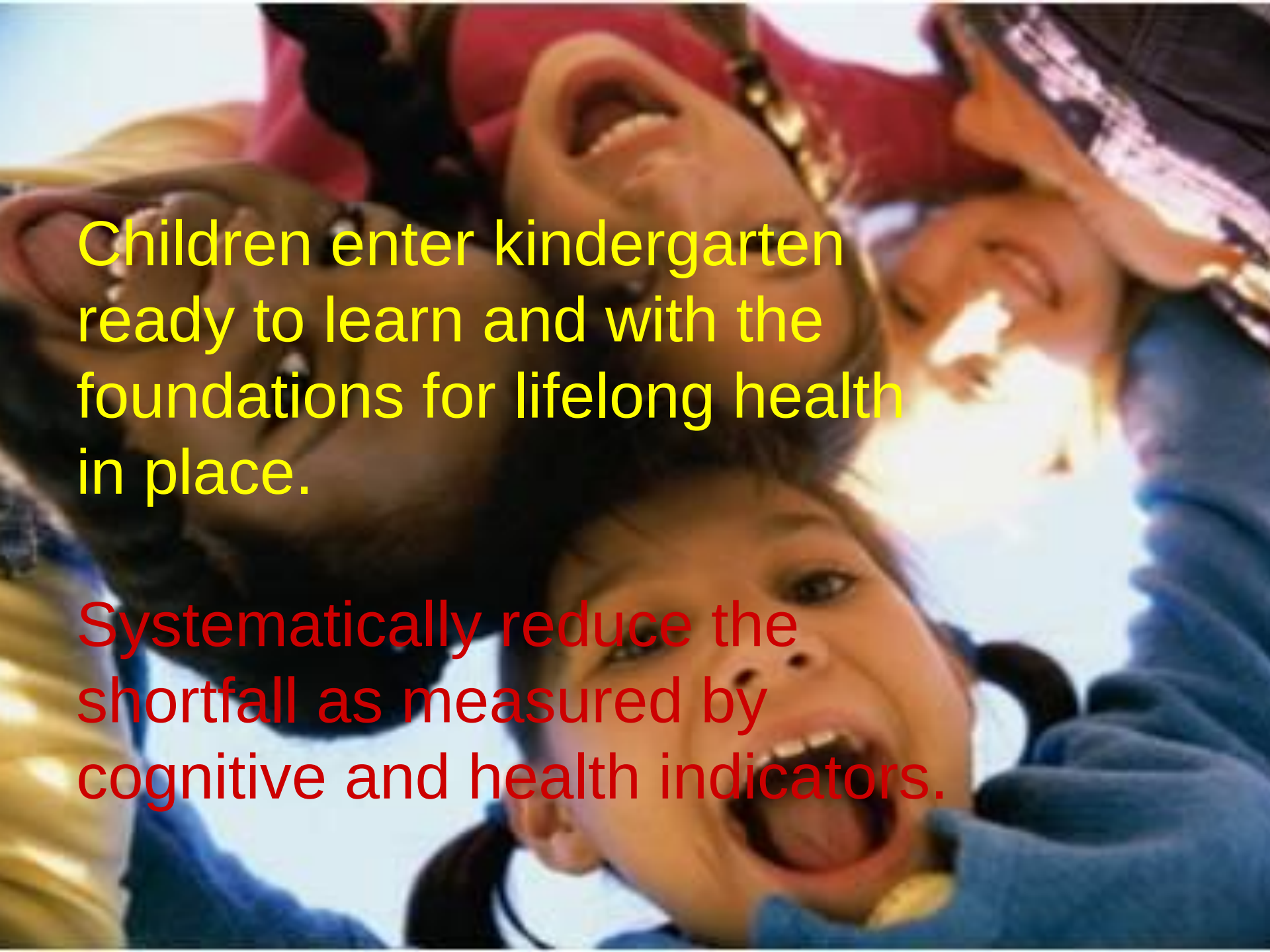
Program → Population
Outputs → Outcomes
Met needs → Unmet needs

Photo: Travis Nep Flickr Creative Commons

Survival Rates for Acute Lymphocytic Leukemia Under Age 15 Have Increased Exponentially Over 4 Decades



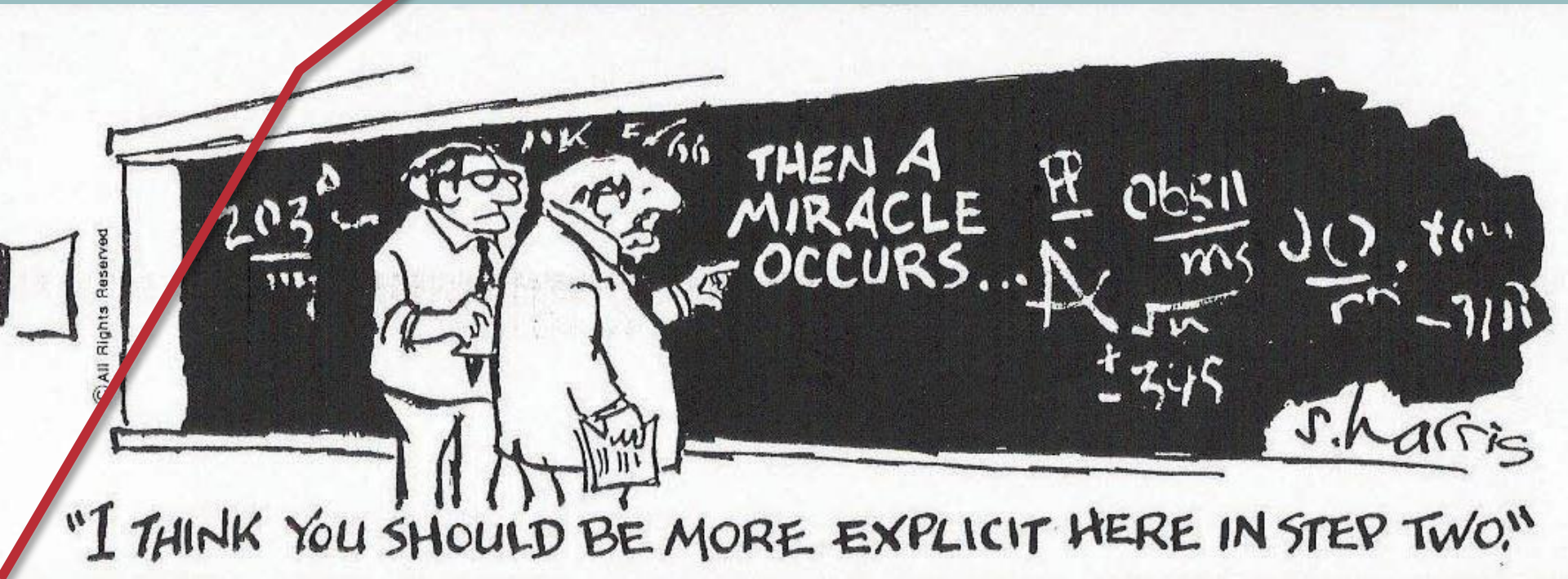
Hunger, Lu, Devidas (2012)


Children enter kindergarten ready to learn and with the foundations for lifelong health in place.
Systematically reduce the shortfall as measured by cognitive and health indicators.

Stretch Outcomes

Today's Outcomes

?

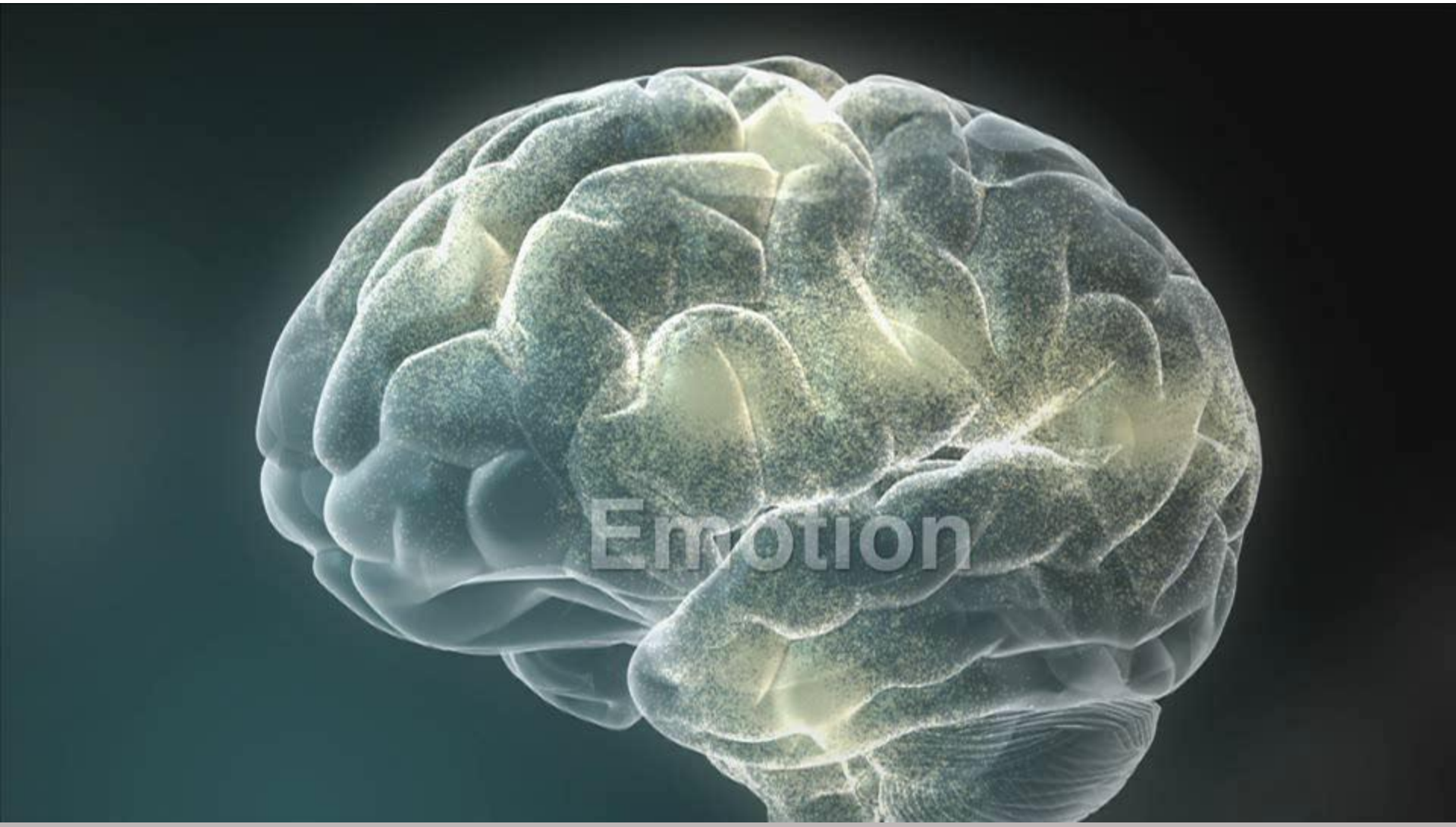


"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

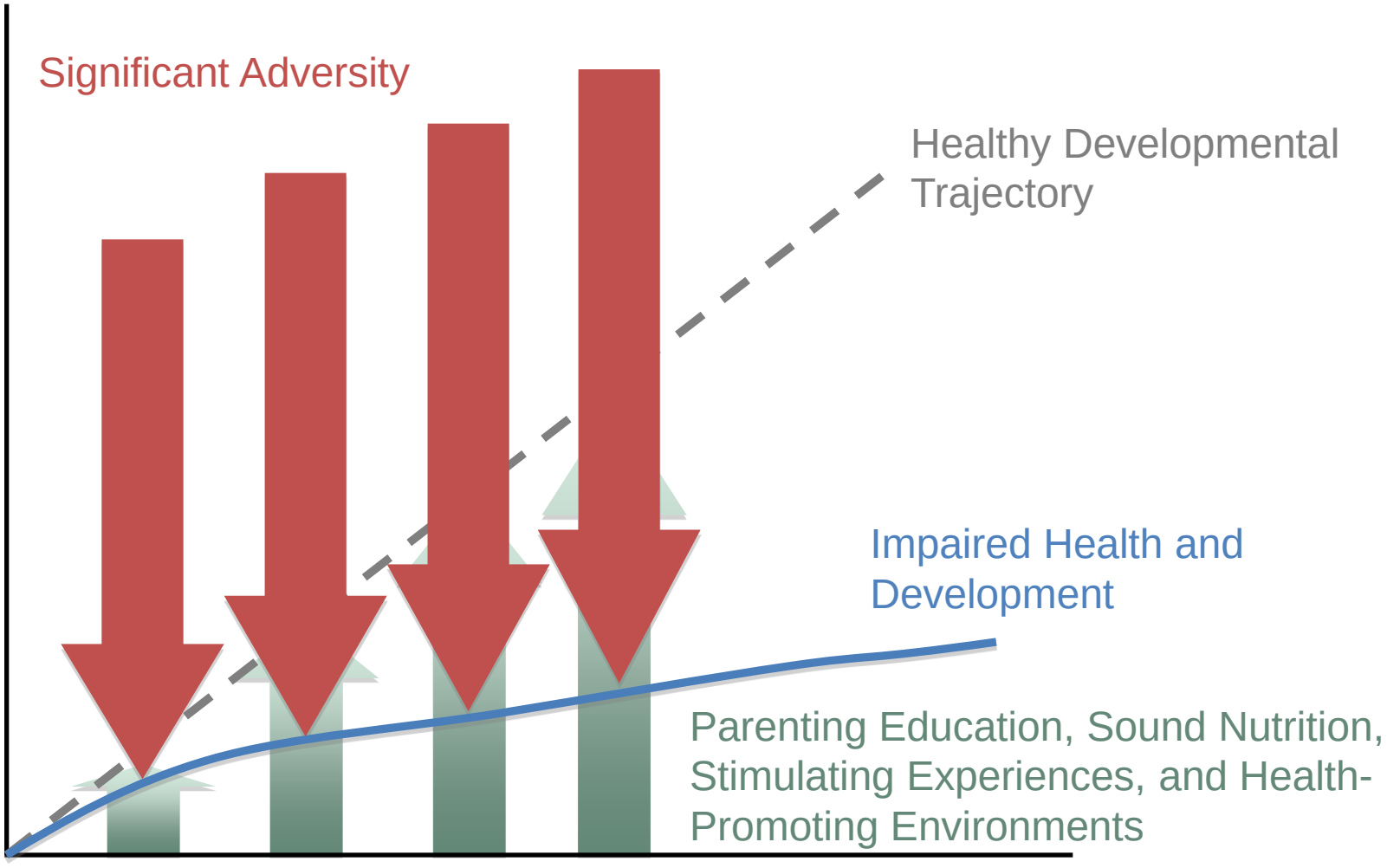
Theory of Change: Testable pathways to specific stretch outcomes.

Explicit assumptions
Knowledge base broad: science, practice
Hypotheses narrow: testable
Evolves based on fast feedback

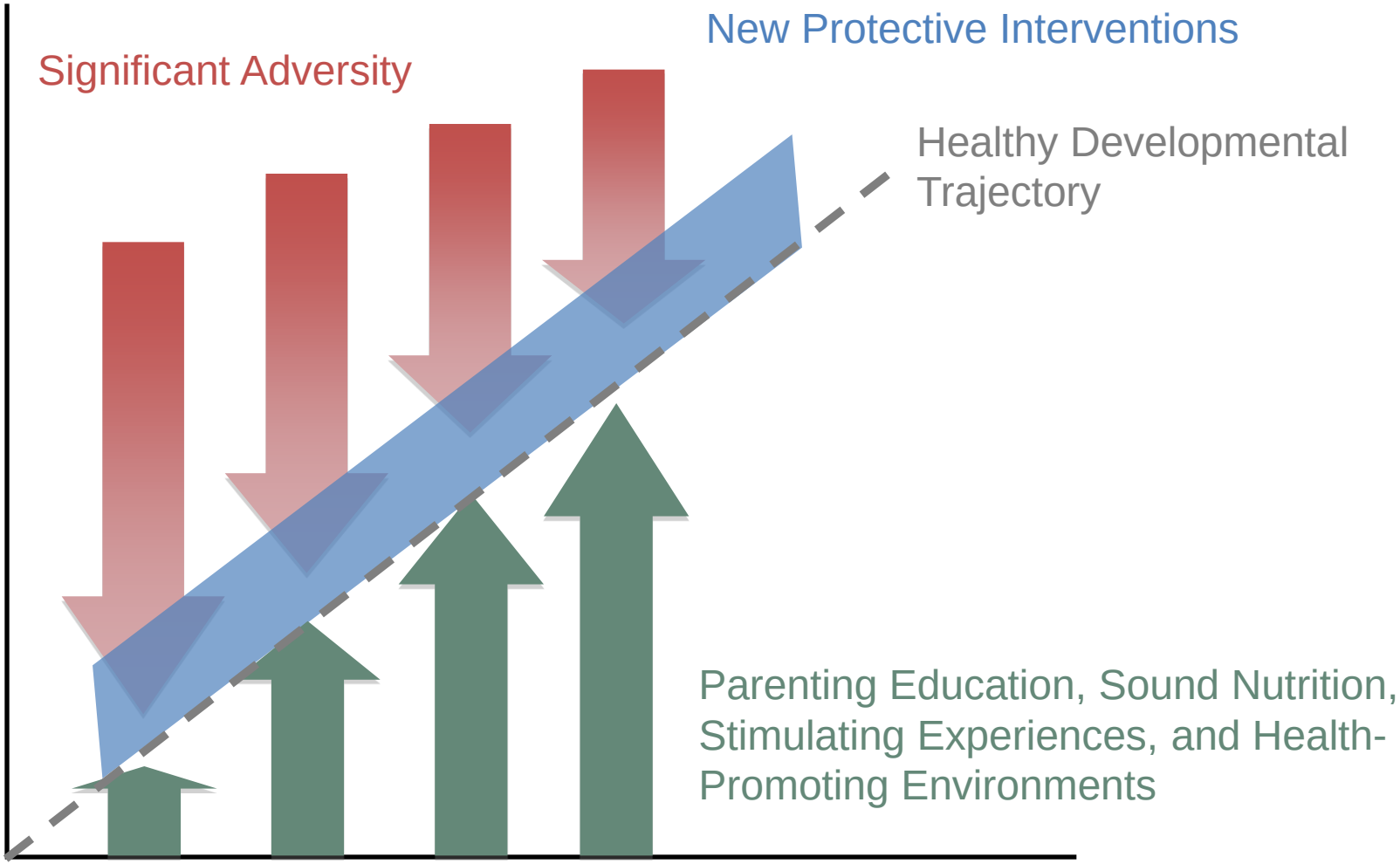
Toxic Stress Derails Healthy Development



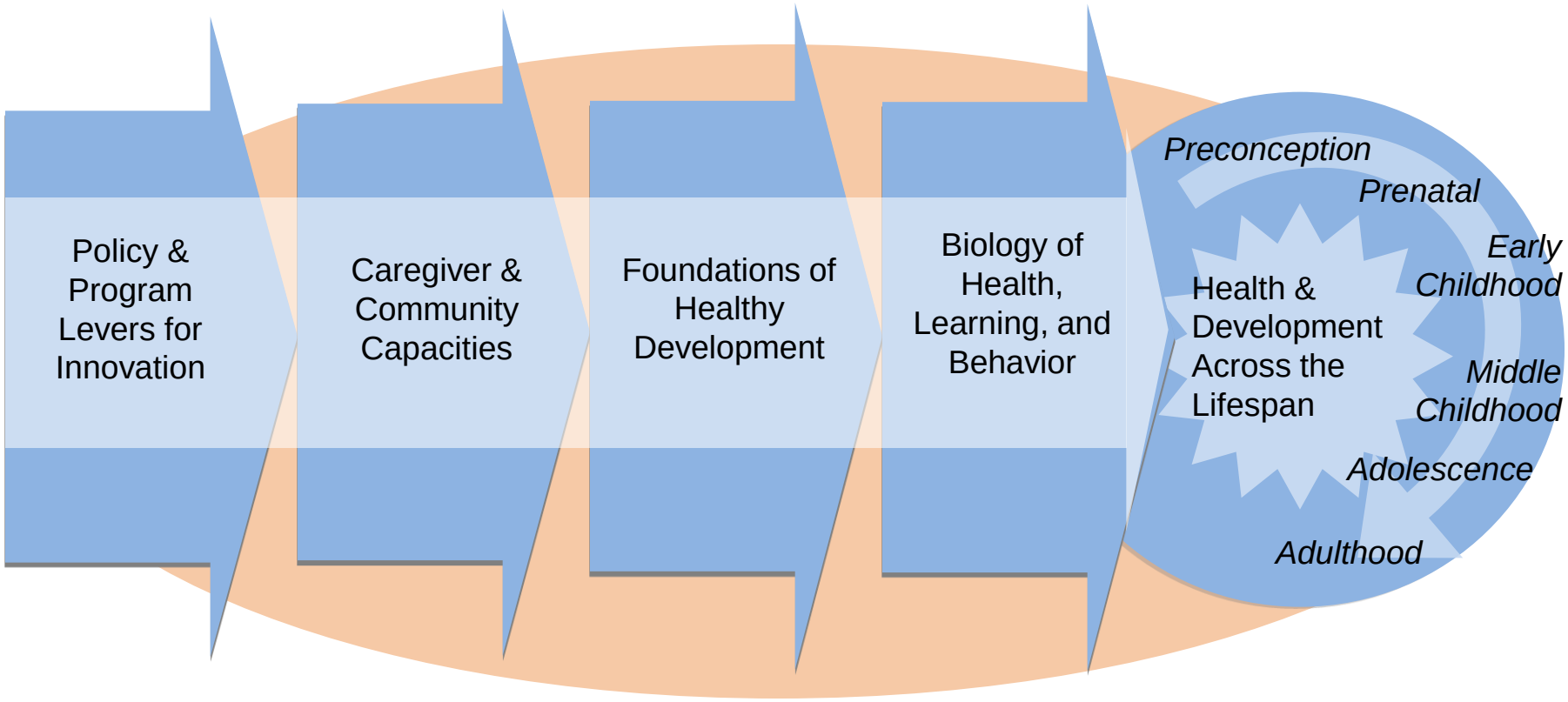
Current Conceptual Framework Guiding Early Childhood Policy and Practice



Building an Enhanced Theory of Change to Protect the Developing Brain



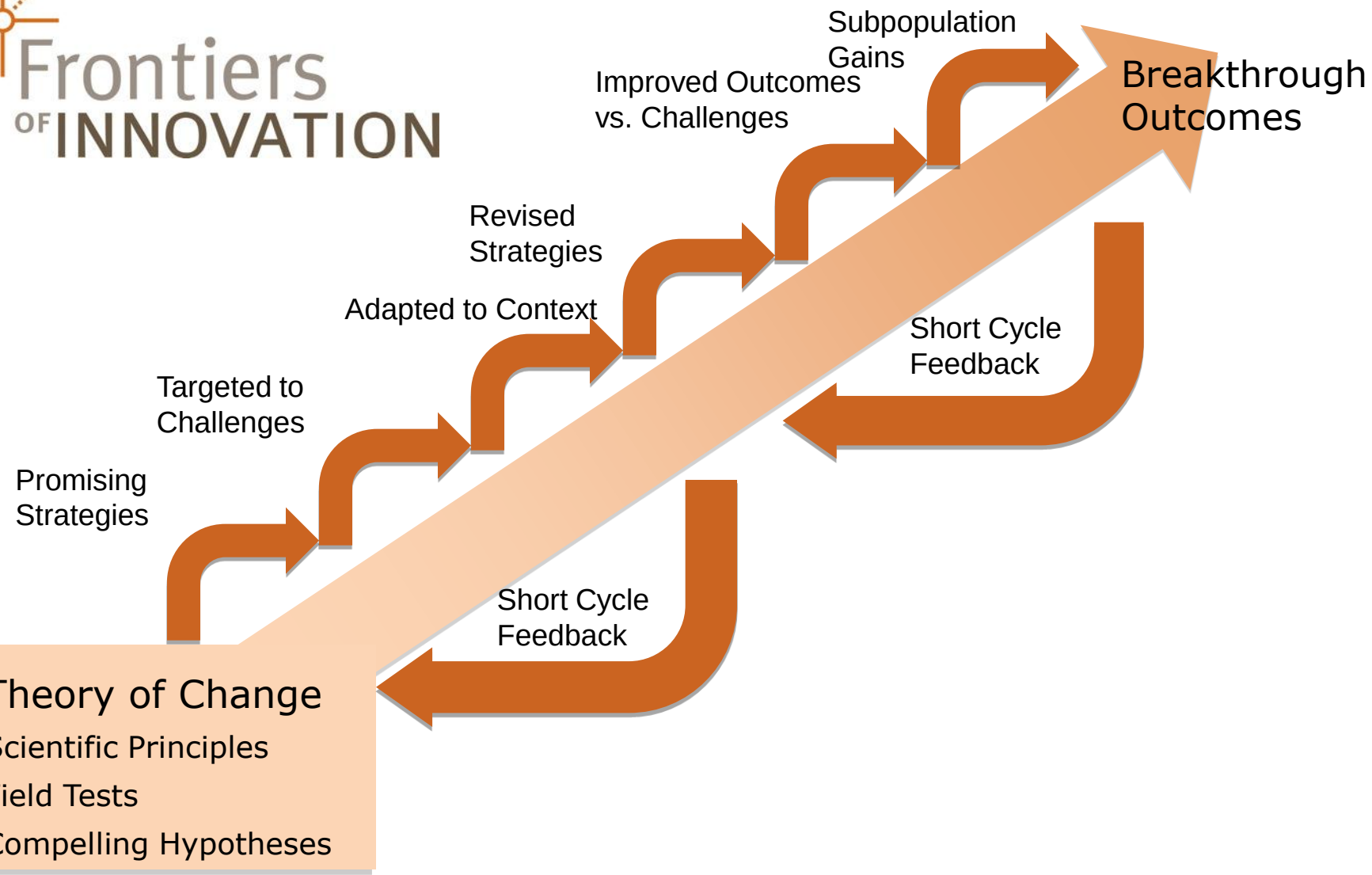
An Integrated, Science-Based Logic Model Could Inform More Effective Early Childhood Policies and Programs



Source: Center on the Developing Child (2010)

A New Way of Working to Drive Innovation

Frontiers OF INNOVATION



Observations from a Private Sector Example of Successful Innovation in Healthcare

Constant iteration and improvement

- 6 major innovations
- 20+ minor innovations

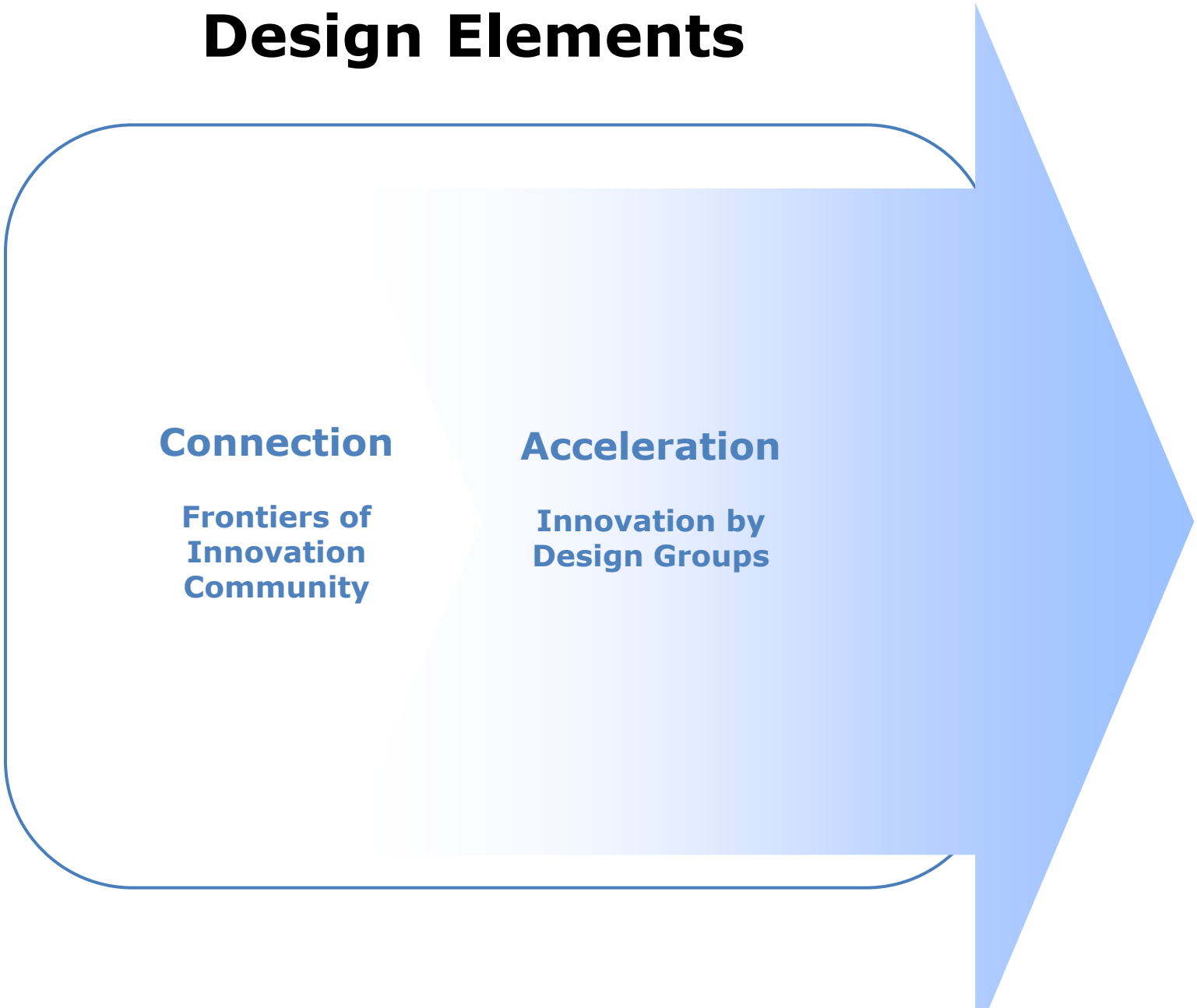
Relentless focus on unmet needs

Systematic search for best-in-class solutions

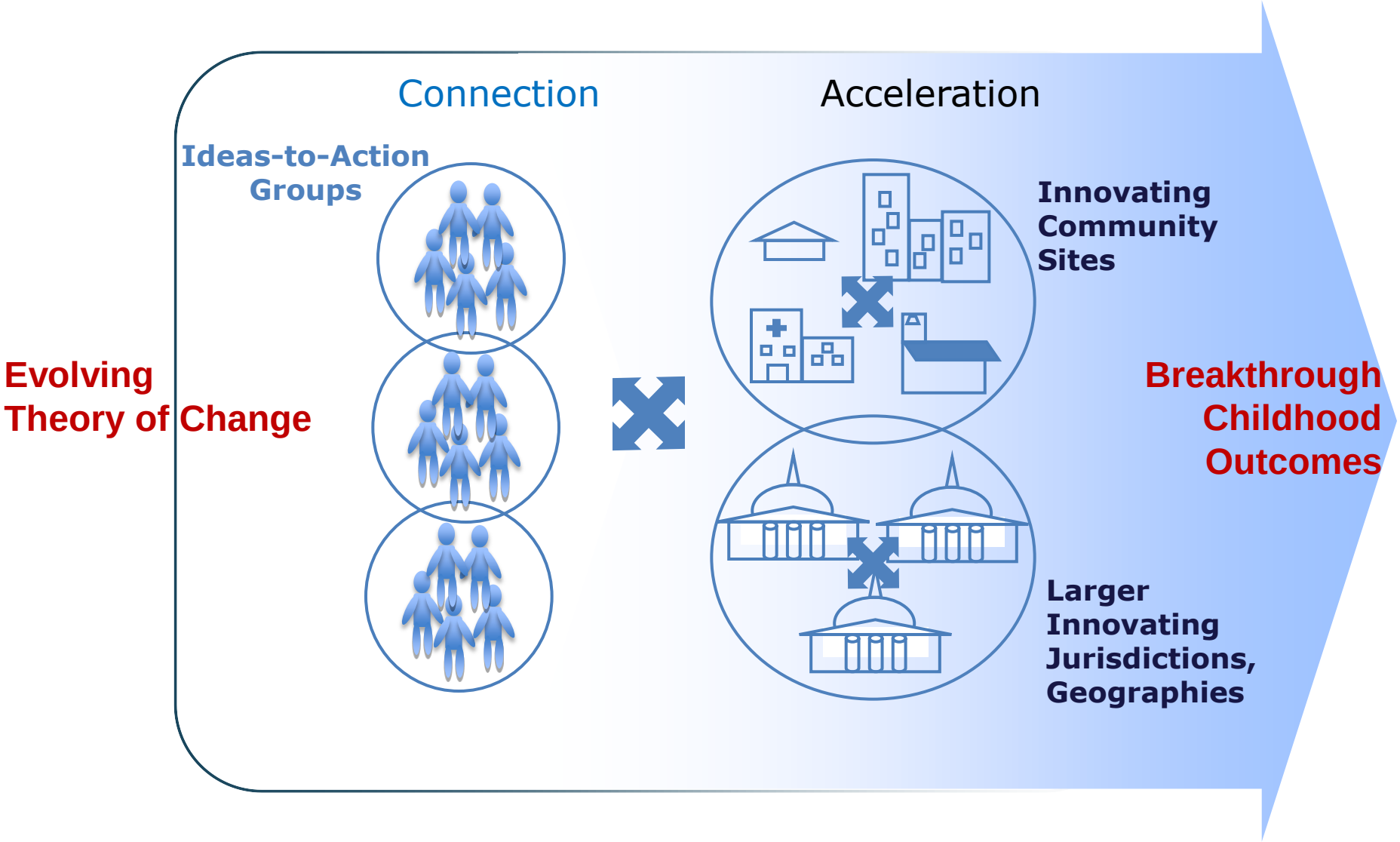
Focus on both near-term and long-term improvements in outcomes

Disciplined approach to learning from failure

Frontiers of Innovation Design Elements



Frontiers of Innovation (FOI)



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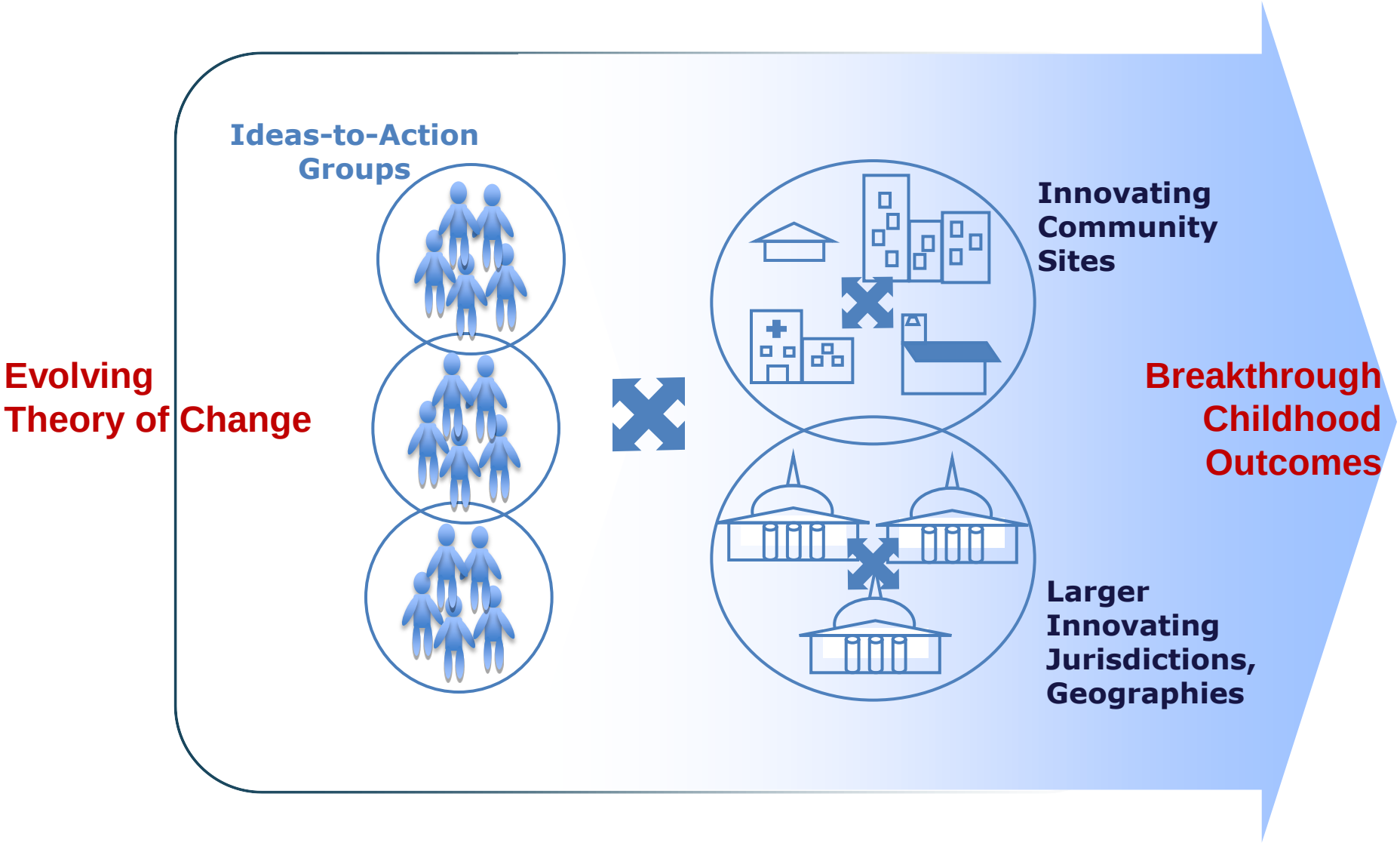
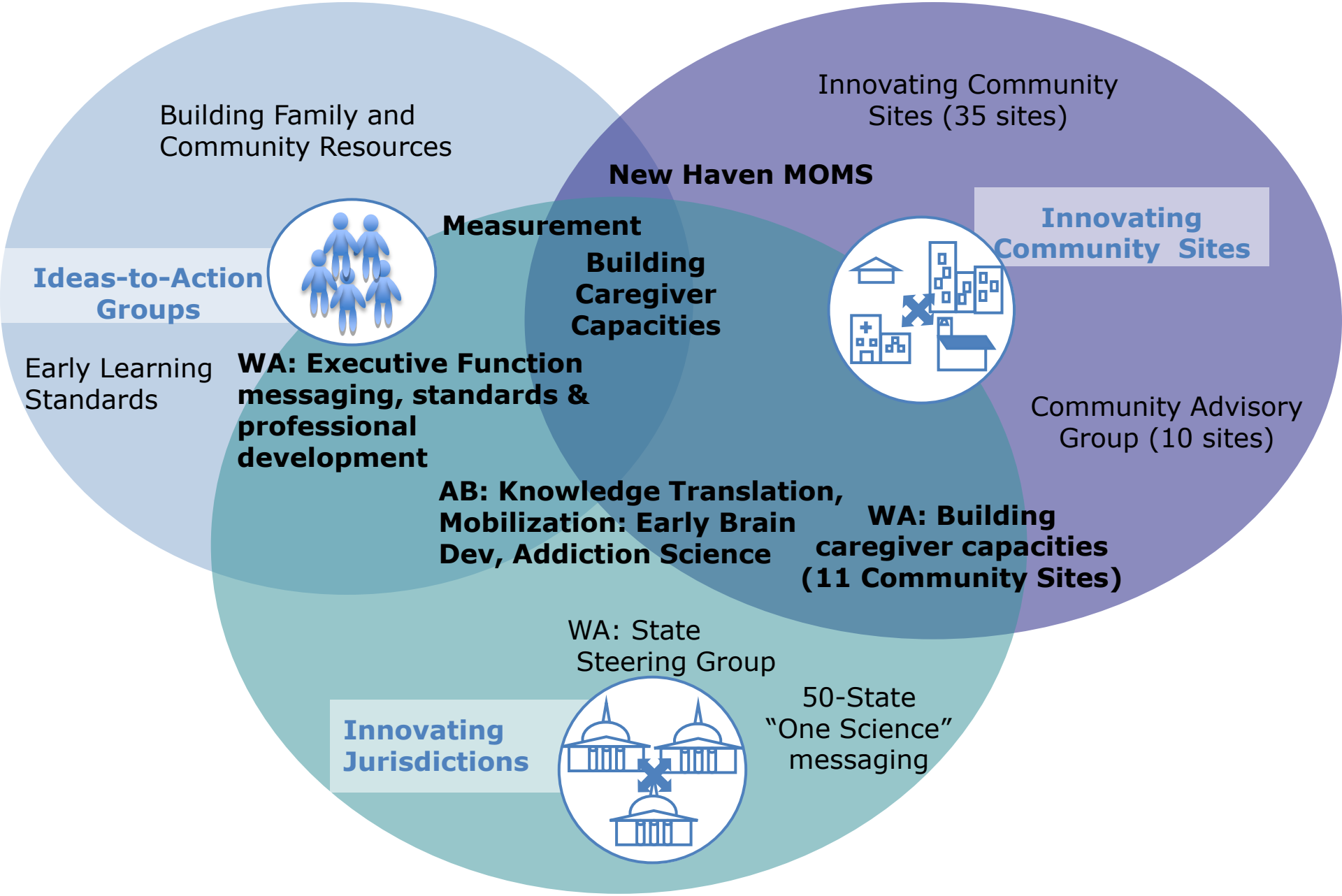



Building Family and Community Resources
Innovating Community Sites (35 sites)
New Haven MOMS
Measurement
Building Caregiver Capacities
Ideas-to-Action Groups
Innovating Community Sites
Early Learning Standards
WA: Executive Function messaging, standards & professional development
Community Advisory Group (10 sites)
AB: Knowledge Translation, Mobilization: Early Brain Dev, Addiction Science
WA: Building caregiver capacities (11 Community Sites)
WA: State Steering Group
Innovating Jurisdictions
50-State "One Science" messaging

Social Capital

- Shared language and knowledge base
- Cross-boundary relationships and trust
- Institutional commitment
- Simultaneous, multilevel engagement
- Shared understanding of science-based “core story”

Ideas → Big Impact?

Knowledge focus	Outcomes focus
Shared science understanding	Shared theory of change
Social capital	Communities of purpose

Communities of Practice

"Groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis"

(Source: Wenger E., McDermott, ☑. & Snyder, W.M., *Cultivating Communities of Practice*, Boston: Harvard Business School Press, 2002)

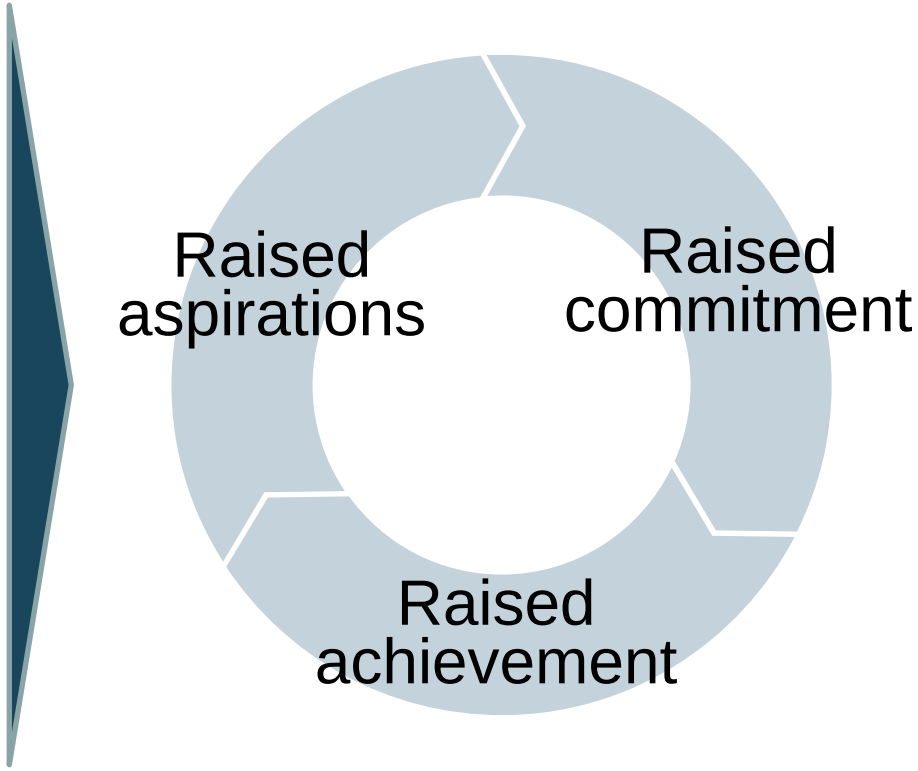
☑ Discovery

☑ Dissemination

➡ Metric?

Communities of Purpose

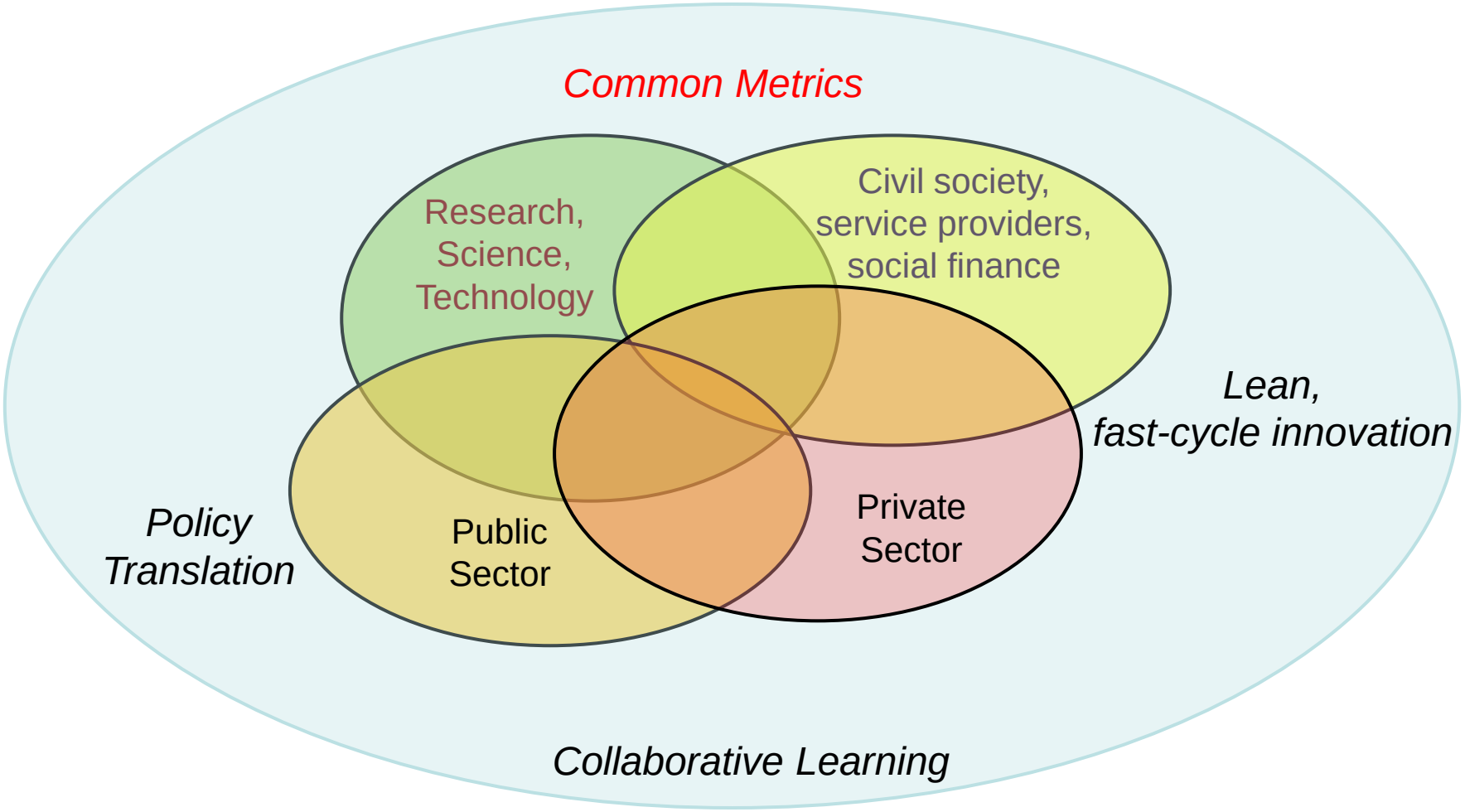
- Community out of diversity
- Meaningful shared purpose and inspiring goals
- Mutual commitment to perform and to learn
- ‘Bifocal’ drive for both short- and long-term results
- Shared language and distinctive levels of trust



Source: *Higher Ambition: How Great Leaders Create Economic **and** Social Value*, Beer, Eisenstat, Foote, Fredberg and Norrgren (HBR Press: 2011)

Scalable, Outcome-Driven Learning

Shared Goals for Breakthrough Outcomes at Population Level



Shared Theory of Change

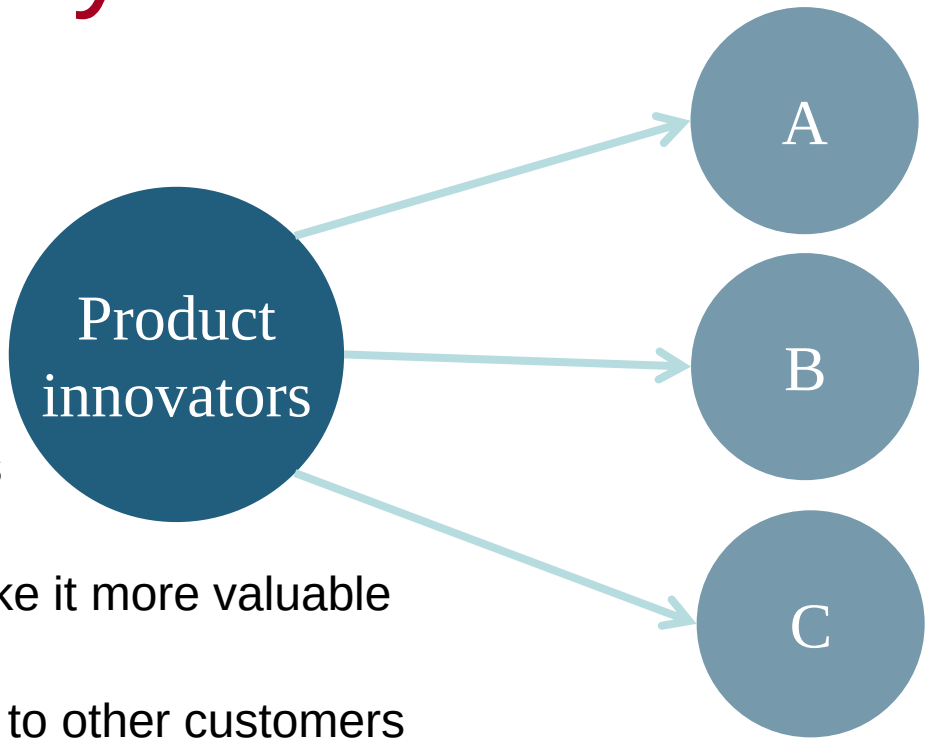
Innovation Models

Innovation ecosystems: lessons from business

North American Example: “Frontiers of Innovation” (FOI)

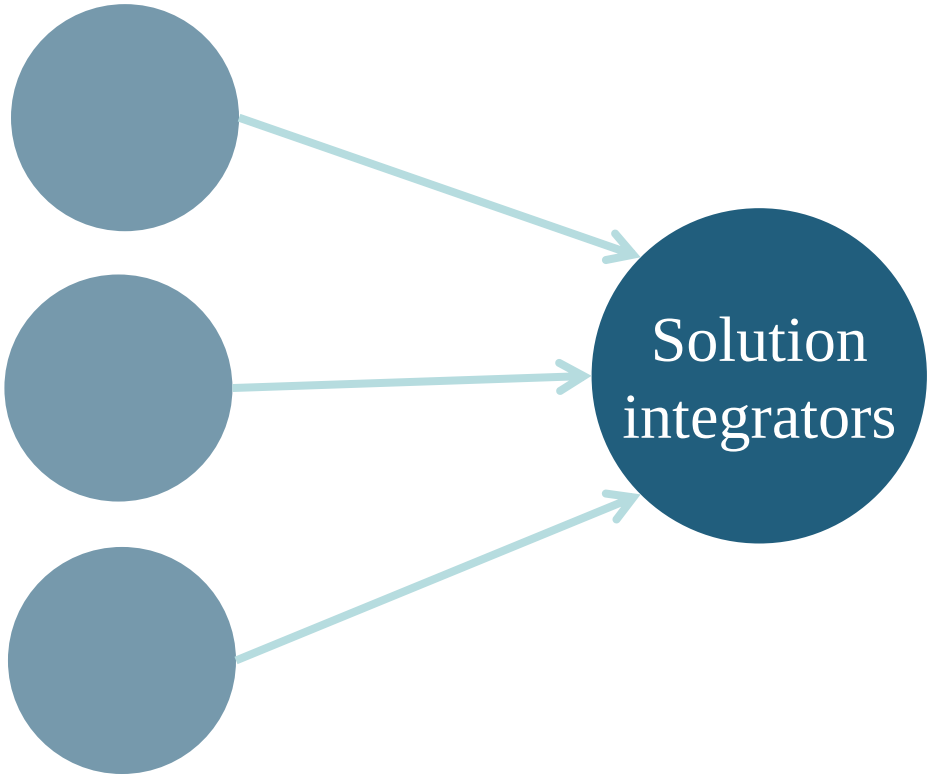
Innovation Ecosystems

Customers/customer segments *(Populations)*



- For what customers or segments is my product valuable – i.e., achieves outcomes superior to competitive offerings?
- How to improve the product to make it more valuable to those customers or segments?
- How to make the product valuable to other customers or segments?
- What new products to develop that would be valuable to current or new customers or segments?

Innovation Ecosystems



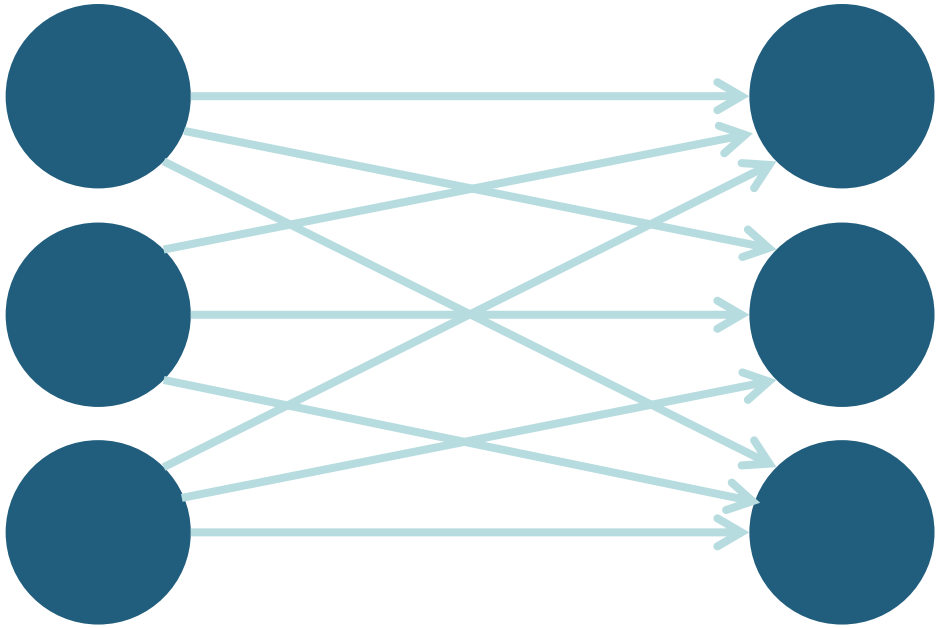
Product Innovators

(Bold Ideas)

- What outcomes am I trying to achieve?
- What are most important challenges to address to improve outcomes?
- To meet these challenges …
  - How to upgrade existing solution elements?
  - What new elements to incorporate?
  - How to integrate elements more effectively?

Drive for Ambitious Outcomes Energizes and Focuses Innovation

Product/technology breakthroughs

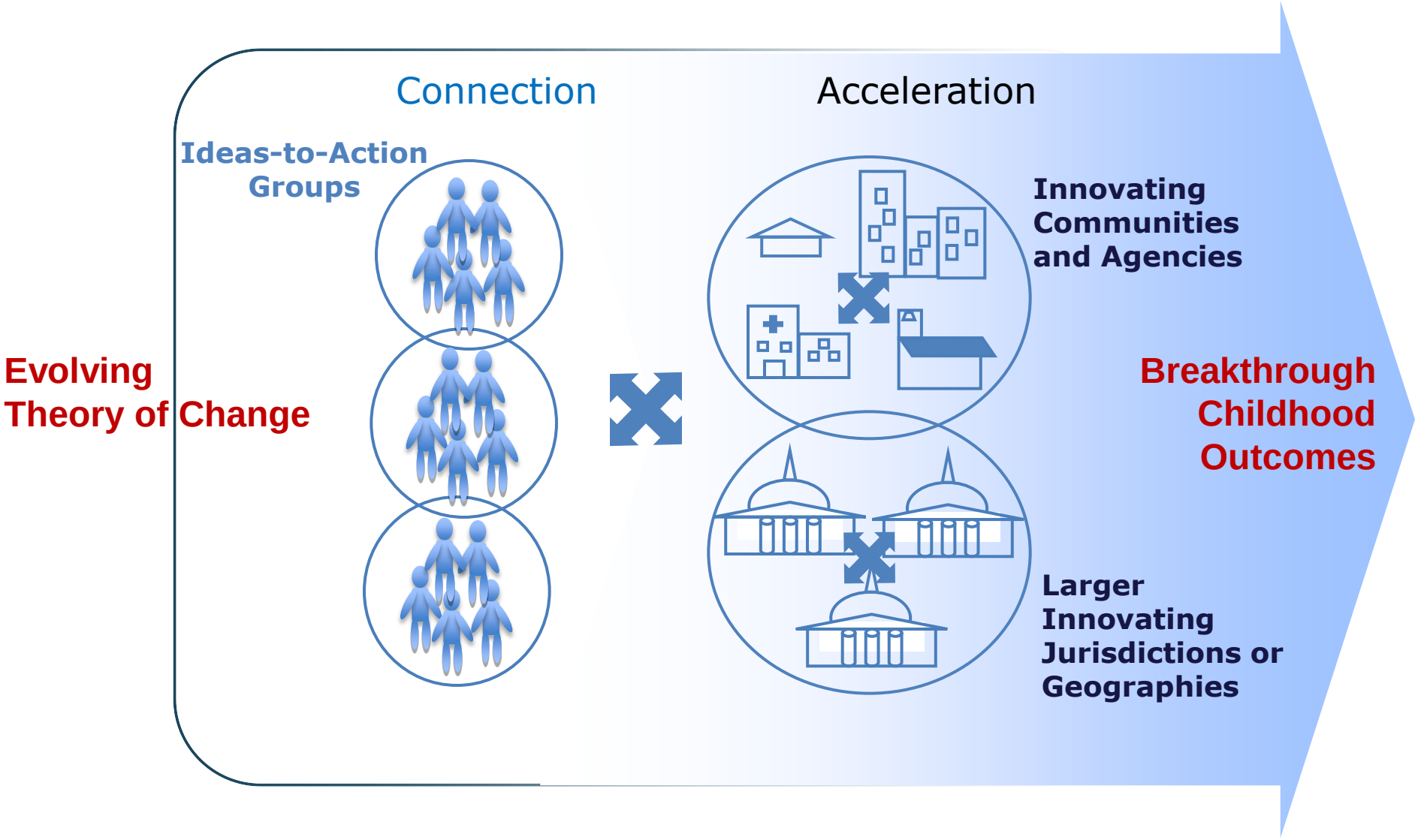


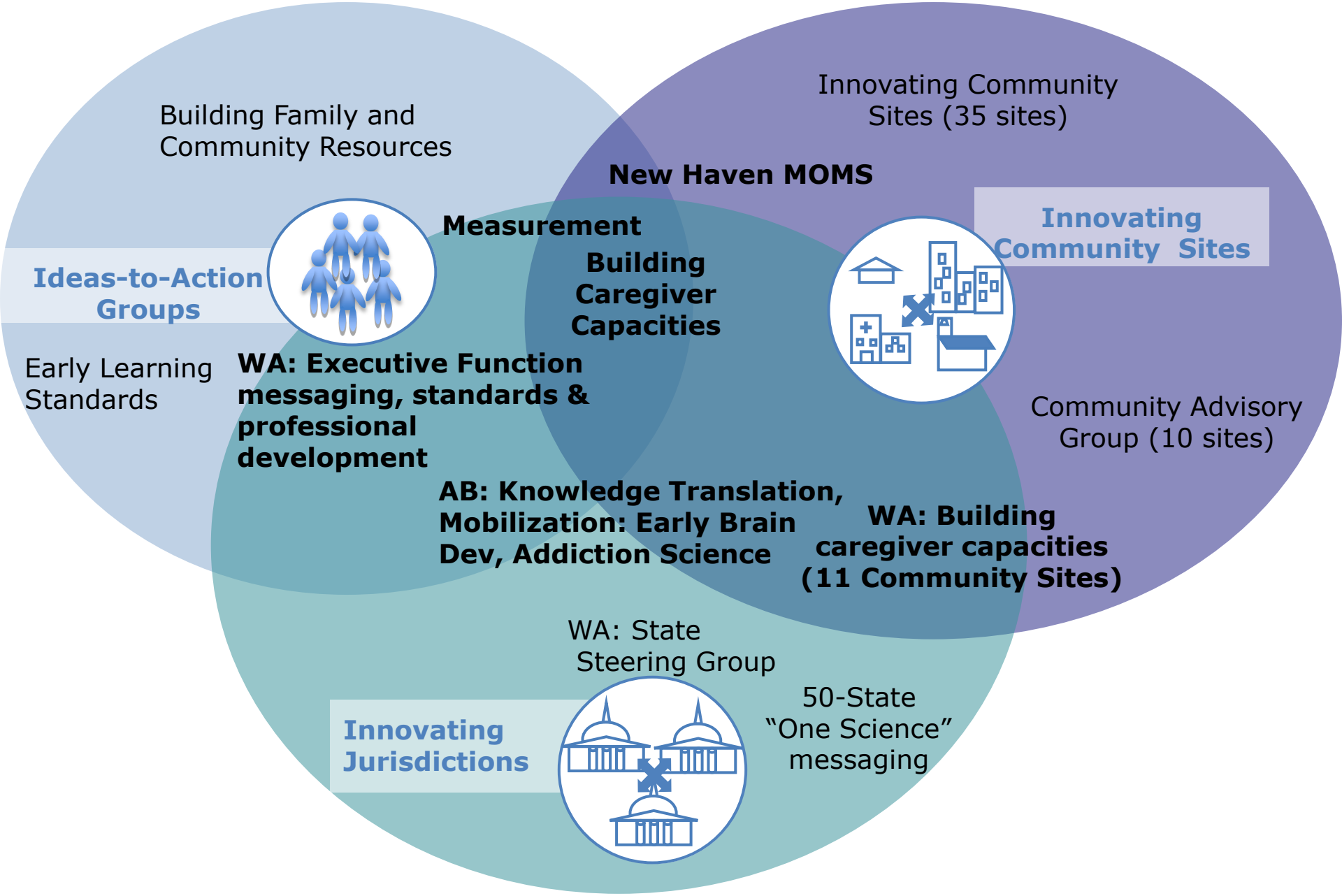
Demanding lead customers

Transformational objectives, e.g.

- Eradicate smallpox
- Protect brains of X million vulnerable young children

Frontiers of Innovation (FOI)

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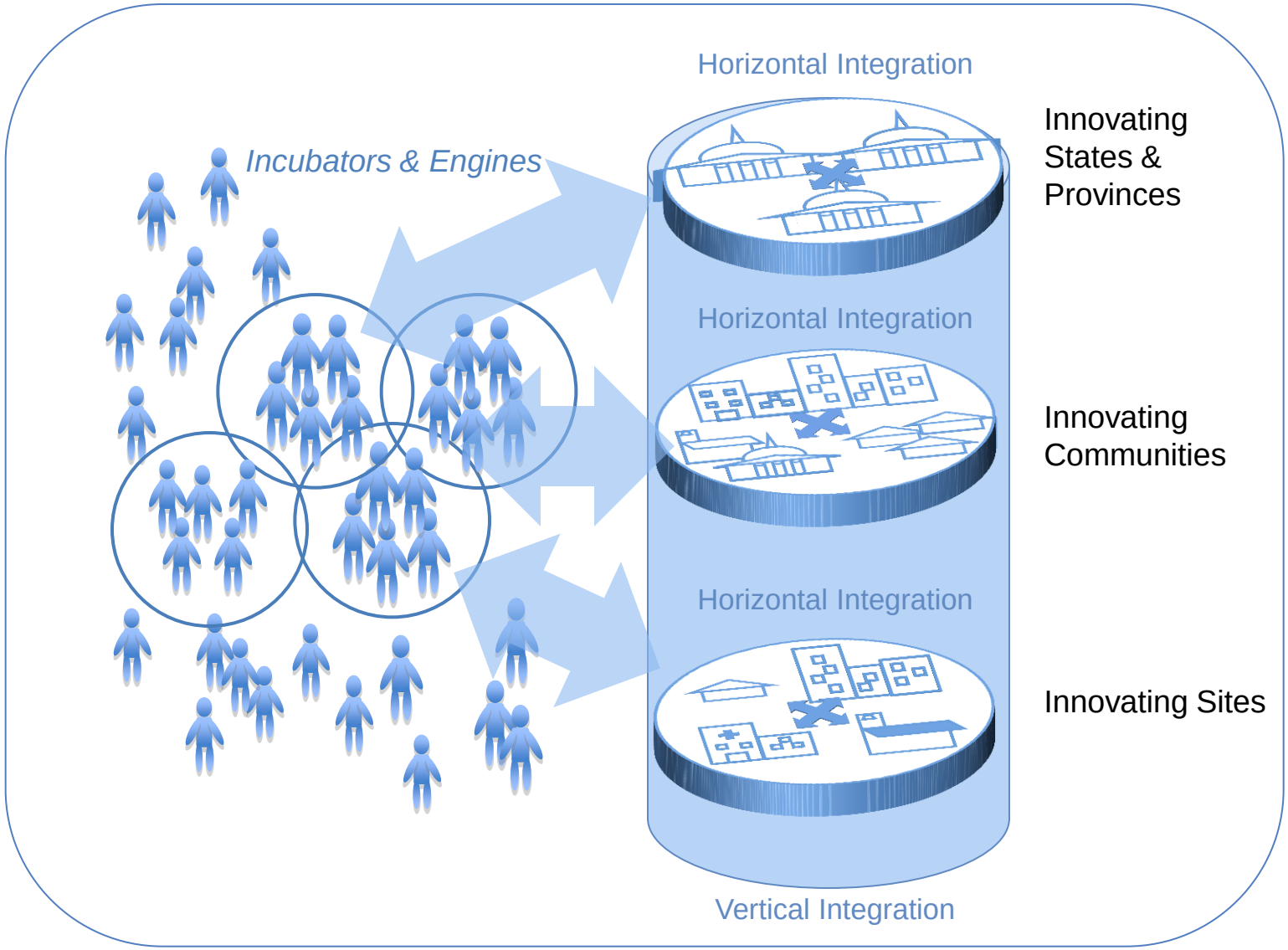
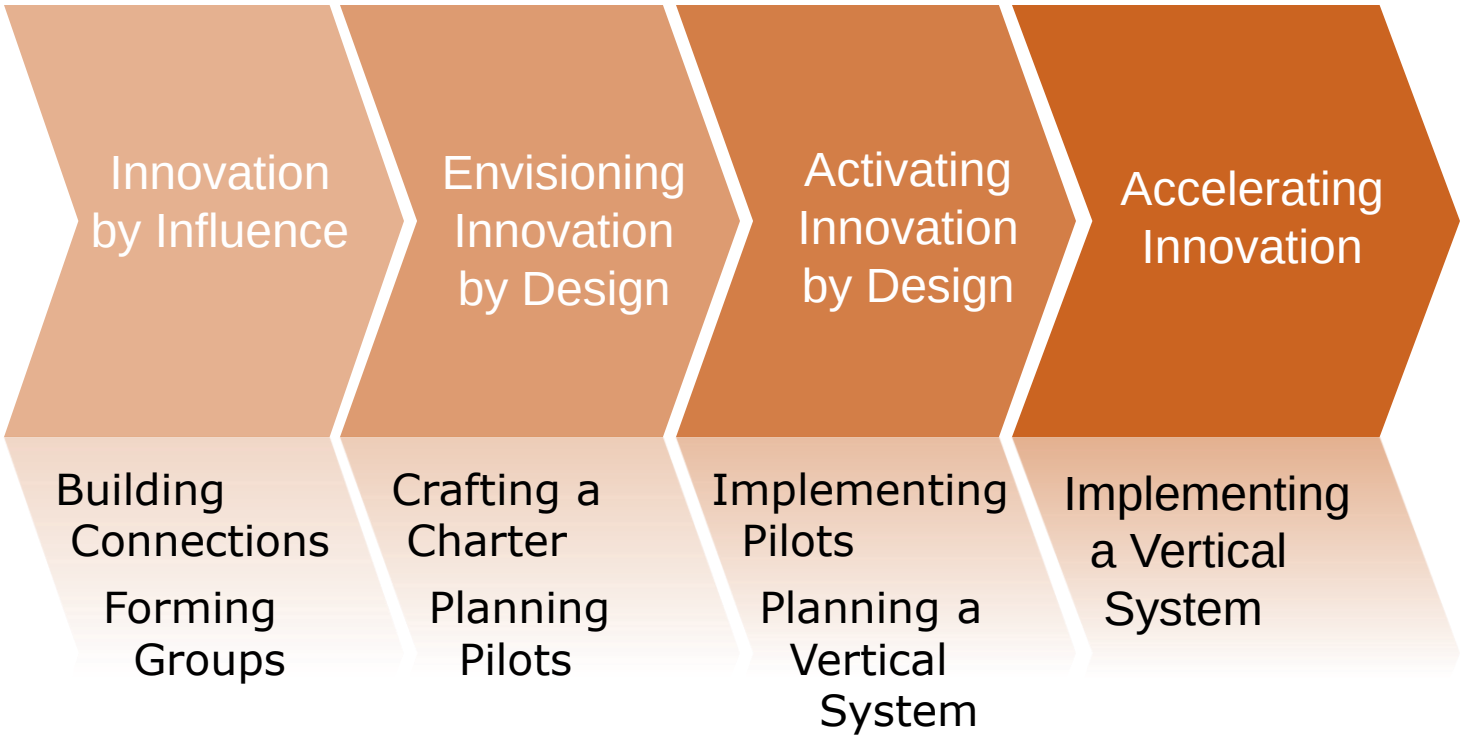
FOI Architecture 2012



Levels of Engagement in FOI



Success Factors for Big Impact

- Ambitious goals for improved outcomes
- Shared metrics, population view
- Explicit impact strategy and innovation agenda: theory of change
- Transparency in sharing progress
- Disciplined approach to learning from failure
- Shared aspiration for mutual success and collective impact
- Relentless focus on unmet needs