

Good morning!



Let's talk about you.

1 in 4

people across the globe
will struggle with mental
illness at some point in
their lives

11.2 m

American adults had a
serious mental illness
(2017)

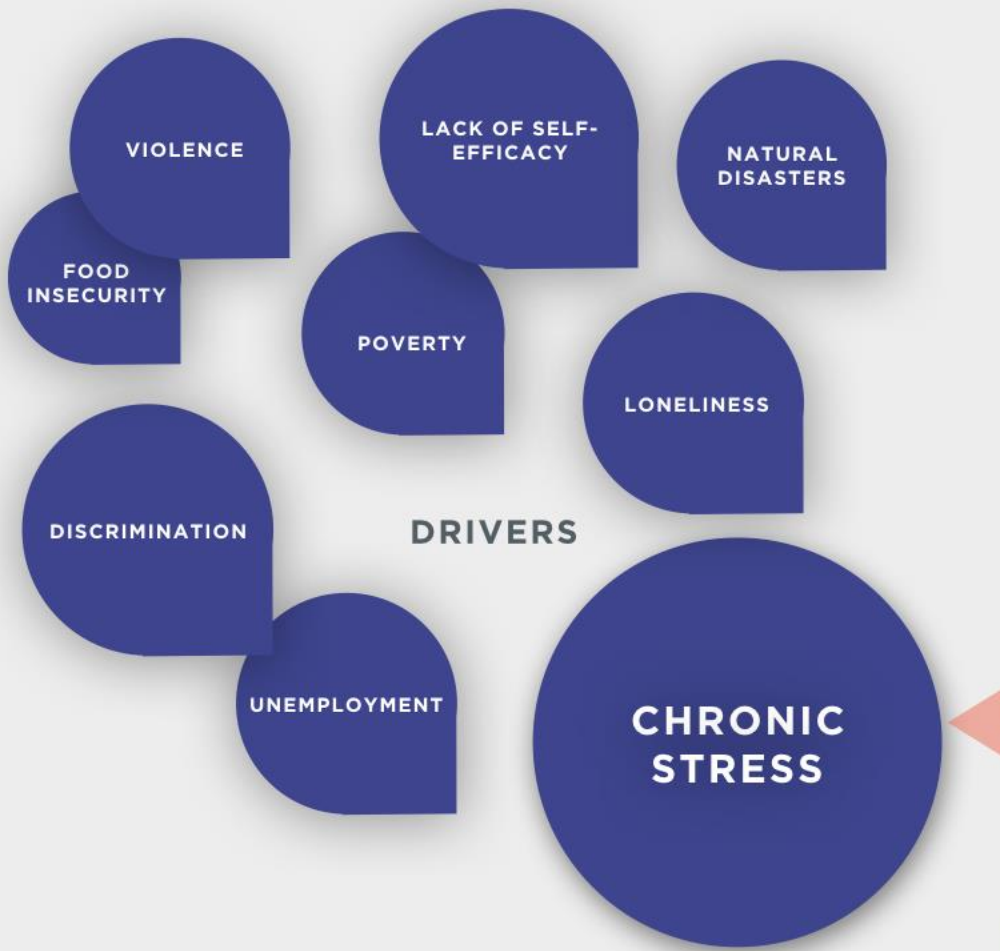
2/3

of those in need will never
seek help from a health
professional





The demand for services is far greater than the supply. Depression and suicide rates are rising among young Americans. Americans are among the most stressed people in the world. Kids are overlooked. Workforce shortages and turnover and burnout.



- OUTCOMES**
- REDUCED LIFE SPAN
 - HEART DISEASE
 - SUBSTANCE USE DISORDERS
 - DEMENTIA
 - ANXIETY
 - DEPRESSION & SUICIDE
 - SOCIAL DIVISION & DISCORD
 - CIVIC DISENGAGEMENT
 - FAMILY DYSFUNCTION
 - REDUCED PRODUCTIVITY
 - POOR ACADEMIC PERFORMANCE
 - INCREASE VIOLENCE

DRAFT



- OUTCOMES**
- INCREASED LIFE SPAN
 - FASTER ILLNESS RECOVERY
 - DISEASE RESISTANCE
 - RESILIENCE
 - GREATER TASK PERFORMANCE & CREATIVITY
 - STRONGER FAMILIES
 - CIVIC ENGAGEMENT
 - SOCIAL COHESION

FROM

Separated
Undervalued
Burned out
Waitlisted
EDs & prisons
Crisis
Stigmatized

TO

Integrated
Valued
Talent magnet
Accessible
Upstream
Prevention
The new normal



FROM

Separated
Undervalued
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Let's talk about *design thinking*.

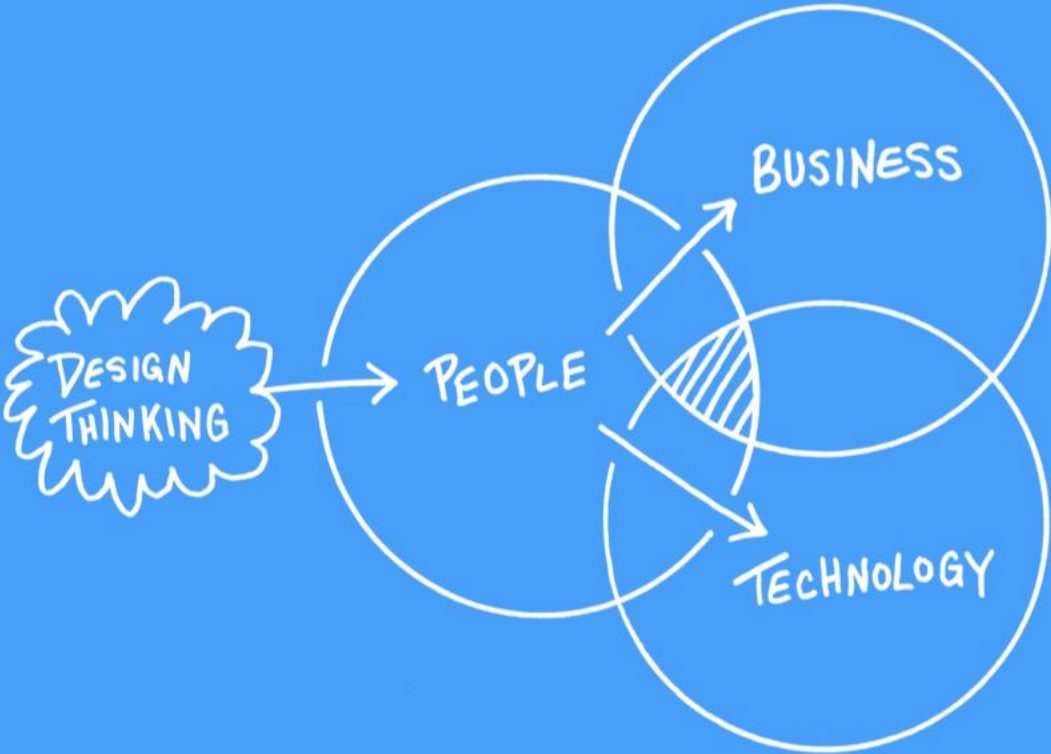




What is it?



A human-centered approach to innovation





IDEO



Our purpose is to create
positive impact in the world
through design.



INTERACTION DESIGNER

ORGANIZATION DESIGNER

CODER

ARCHITECT

FOOD SCIENTIST

PROTOTYPER

INDUSTRIAL DESIGNER

DATA SCIENTIST

WRITER

SYSTEMS DESIGNER

MECHANICAL ENGINEER

DESIGN RESEARCHER

COMMS DESIGNER

BUSINESS DESIGNER

BRAND STRATEGIST

PHYSICIAN

INFORMATION TECHNOLOGY

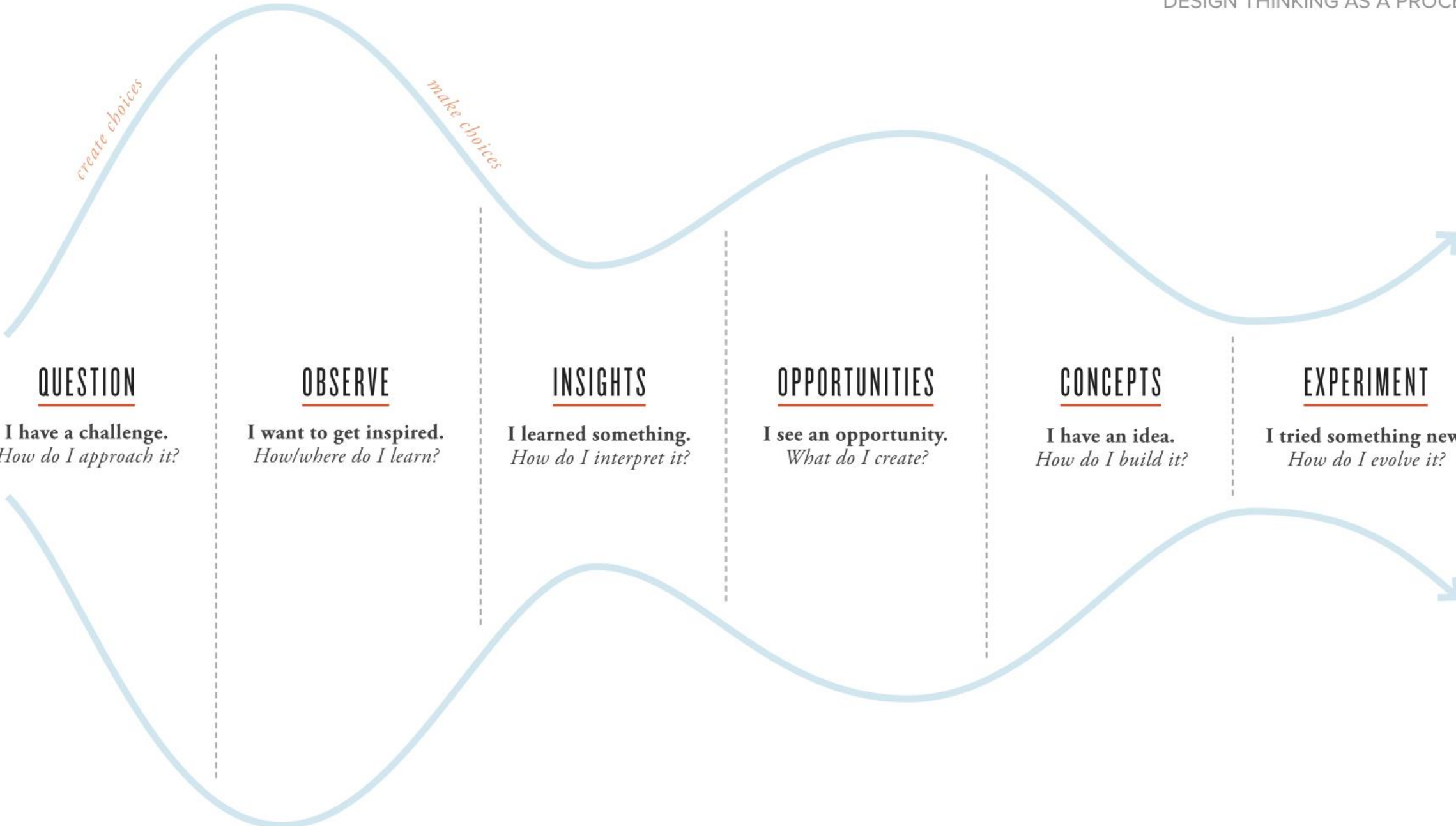
A cross-disciplinary Approach

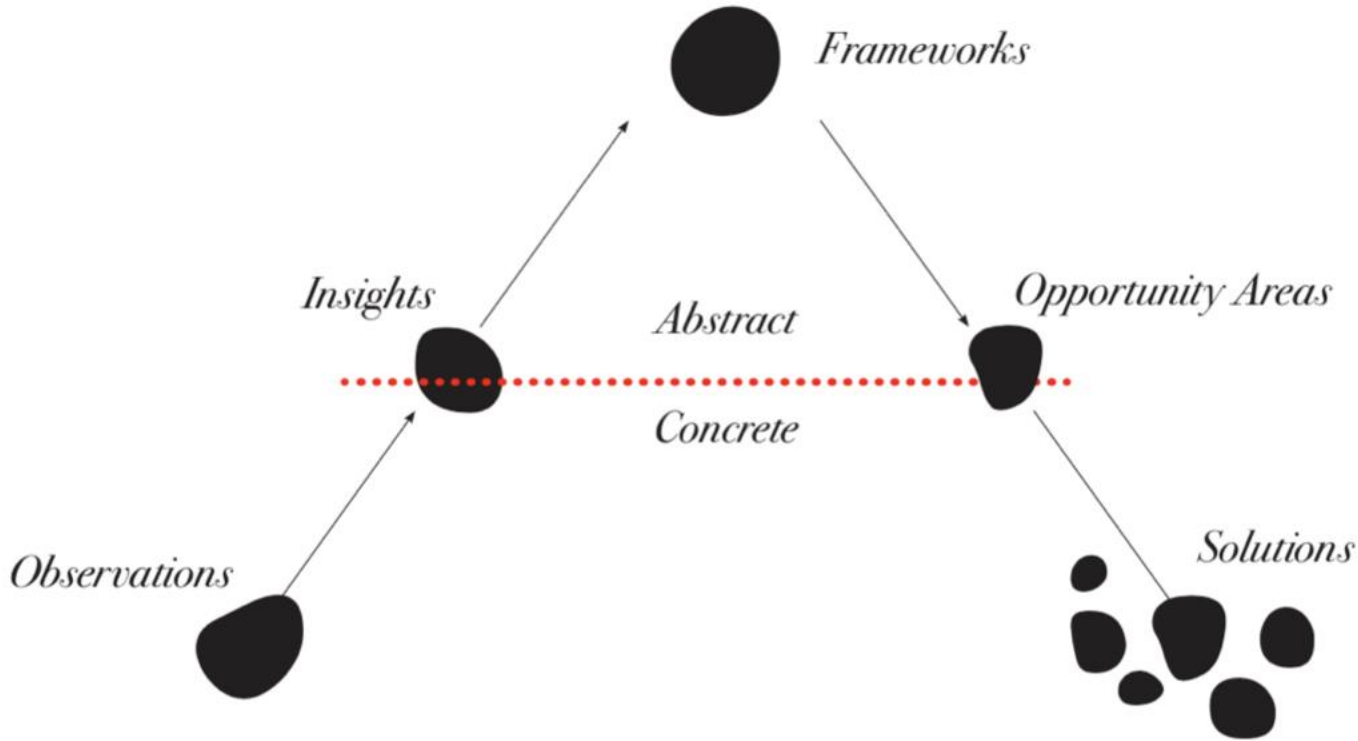






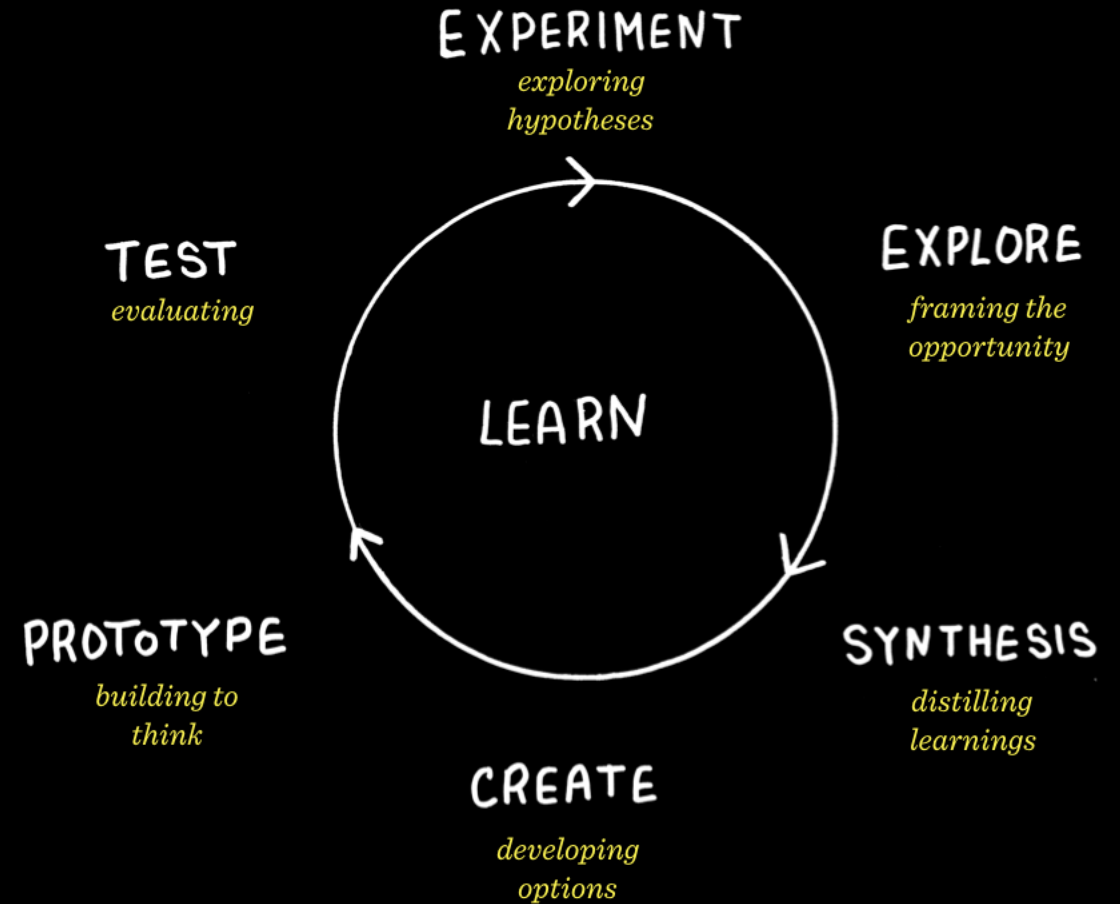
Design Thinking as a *process*.





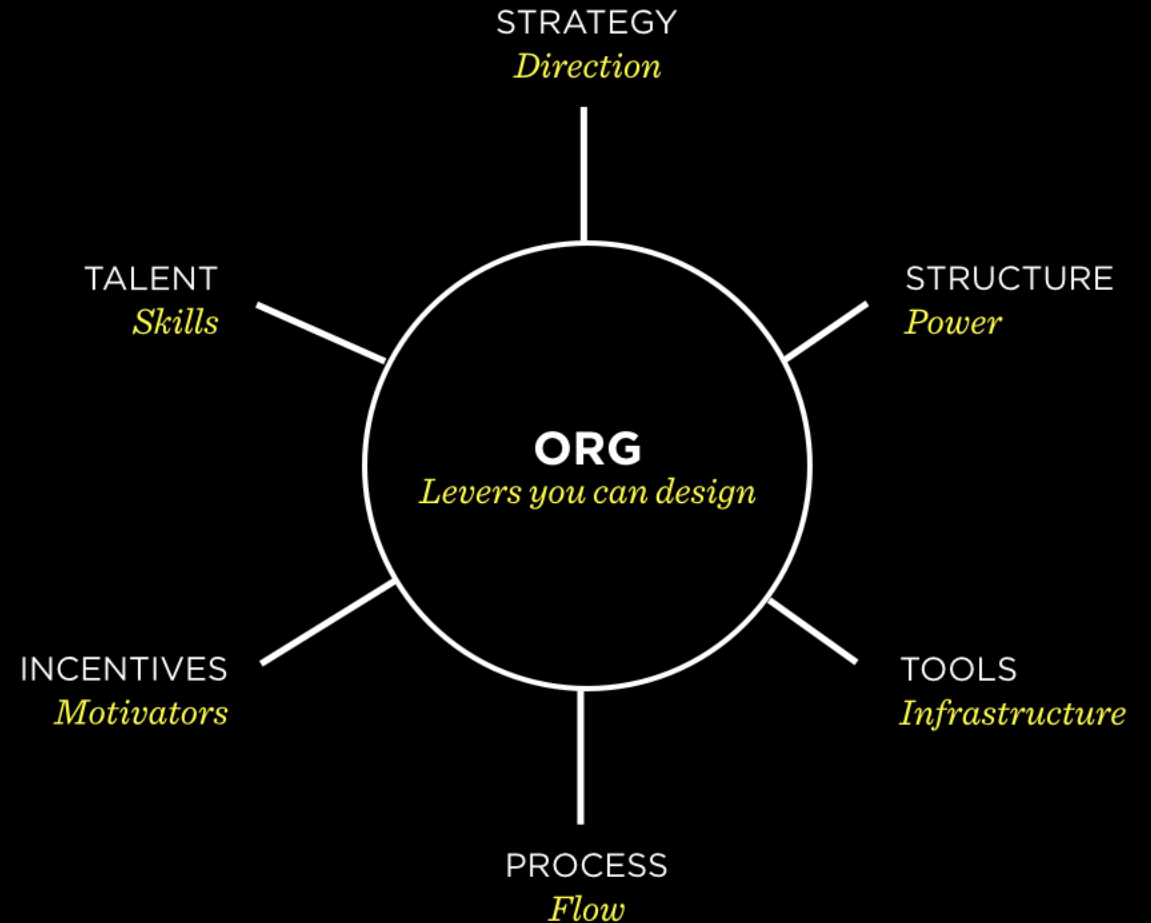
Our Process Is Iterative and Cyclical

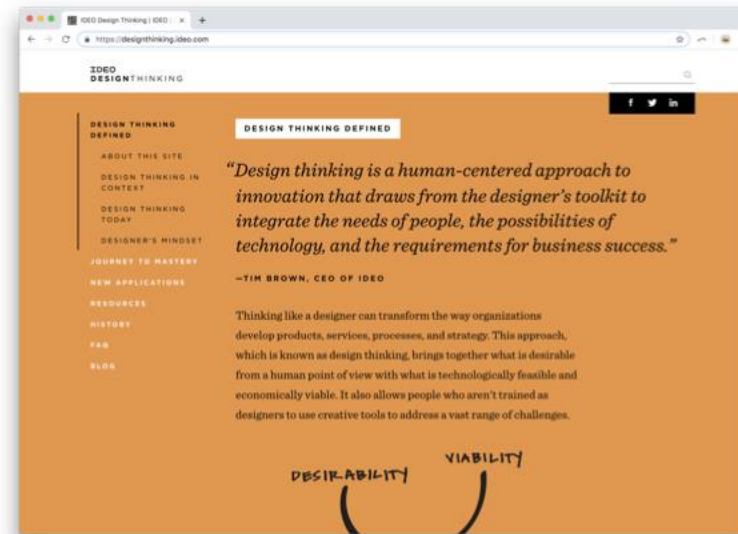
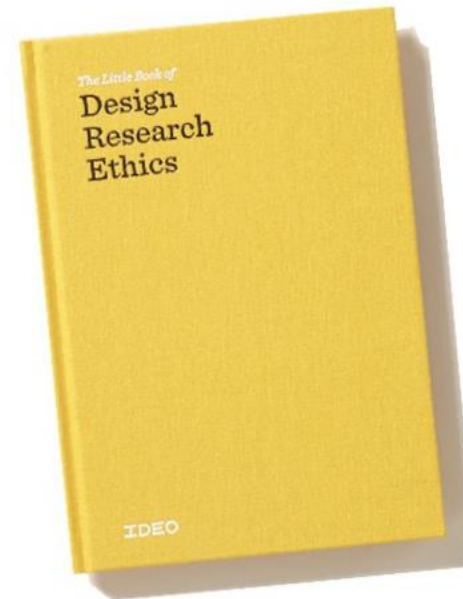
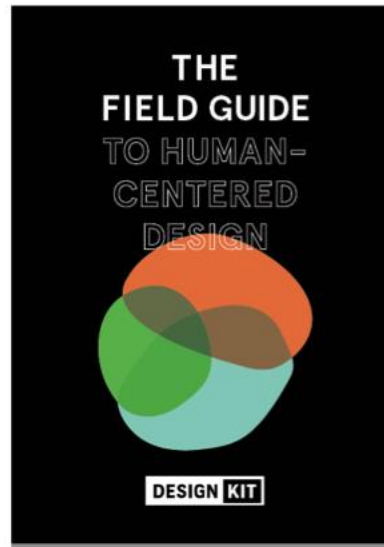
Design thinking relies on our ability to be intuitive, to recognize patterns, to construct ideas that are emotionally meaningful as well as functional, and to express ourselves through means beyond words or symbols. IDEO's design thinking process is iterative and best thought of as a virtuous cycle of exploring opportunity areas, creating potential solutions and testing those creations to quickly gather feedback to move ideas and prototypes to solutions and plans that can be implemented.



Taking a Systems View

Co-creating new ventures, products and services demand that they work and organize in new ways. Then we enable our partners to work differently by redesigning internal systems, structures, processes and tools to better support and promote new ways of working.







Design Thinking as a *mindset*.



CREATIVITY

\$28.00
(hardcover \$35.00)



DAVID KELLEY is the founder of IDEO, one of the world's leading innovation and design firms, as well as the creator of the d.school at Stanford University.

TOM KELLEY is a partner in IDEO and the author of the bestselling *The Art of Innovation* and *The Ten Faces of Innovation*. He is also an executive fellow at UC Berkeley's Haas School of Business.

WWW.CREATIVECONFIDENCE.COM

DISCOVERABLE IS AN
EXPERIENCE AND AN IDEA
FROM KANDAM
IN 1978

QUESTIONS
MEETIN' EAT

BEYOND
PROBLEMS
HUMANITY
PROBLEMS
EARTH
CITY


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"Creative Confidence is a myth-busting, morale-building gem of a book. It shatters the false belief that only some people are creative. Then it provides smart, practical ways to plan for boosting your innovative capacities. If you want to be more creative, read the Kelley brothers' words, follow their advice, and then—as they'll tell you—do something!"

—Daniel H. Pink, author of *Drive*, *A Whole New Mind*, and *To Sell Is Human*

"David Kelley has unleashed the power of design thinking for thousands of Stanford students and hundreds of influential Silicon Valley entrepreneurs. In *Creative Confidence*, he and his brother, Tom, share their secrets about how each of us can find our creative powers. They describe a way of thinking that will change your professional and personal life."

—Charlie Rose, national news anchor and broadcast journalist

"This book changed me. *Creative Confidence* is that rare combination of thought leadership, useful storytelling, and real-life examples that inspires you to reclaim your creative passion and courage. I feel better already."

—Brenda Brown, PhD, author of the #1 New York Times bestseller *Strong Opacity*

U.S. \$28.00 / \$35.00 CAN.
Random House
Division: Strategy & Business Selling

ISBN: 978-0-307-34766-0



CREATIVE CONFIDENCE TOM KELLEY & DAVID KELLEY

CREATIVE CONFIDENCE

UNLEASHING THE CREATIVE
POTENTIAL WITHIN US ALL

by TOM KELLEY

BESTSELLING AUTHOR OF *THE ART
OF INNOVATION*

& DAVID KELLEY

FOUNDER, IDEO & STANFORD D.SCHOOL

An insightful, compelling narrative on how to unlock, nurture, and strengthen the innate creativity that lies within us all, by two leaders at the forefront of innovation—David Kelley, the founder of IDEO, and Tom Kelley, the author of the bestseller *The Art of Innovation*

Innovation and creativity are now widely accepted as the driving forces behind business success, and are among the most highly prized qualities in today's leaders. But most of us tend to abdicate the mantle of creativity to the "creative types"—those who paint, sculpt, design, or write for a living. We forget that as kids, we were all creatives, making things out of clay and taking careers with abandon. Over time, so many of us were discouraged in our creative endeavors and eventually focused our energies on more traditional pursuits. In *Creative Confidence*, the Kelley brothers remind us that we all have ideas and insights to offer. They demonstrate that creativity is a mindset, a way of thinking, and a practical approach to finding new solutions. We may not all be artists, but we can be more creative lawyers, doctors, managers, or salespeople.

Drawing on stories from their work at IDEO and the d.school at Stanford, the Kelleys show us how to tap into that wellspring of creativity and imagination when tackling the problems we encounter. Moreover, they reveal specific strategies to unleash that creative spark within us. Creativity and the ability to innovate, their experts, are like muscles—the more we use them, the stronger they get. *Creative Confidence* gives us the courage to make a difference in the world around us and inspires us to combine breakthrough ideas with action in a way that improves our companies, our careers, and our lives.



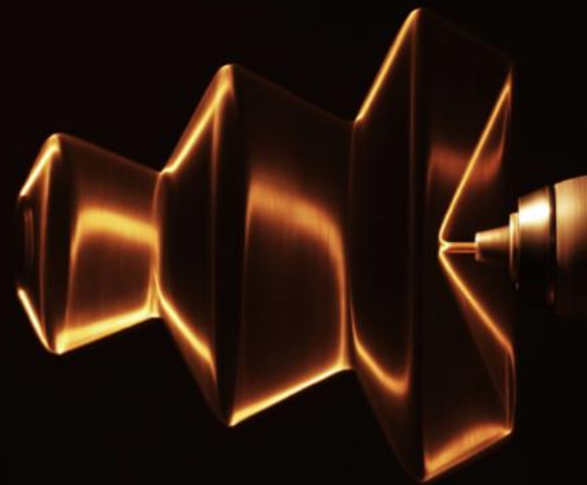
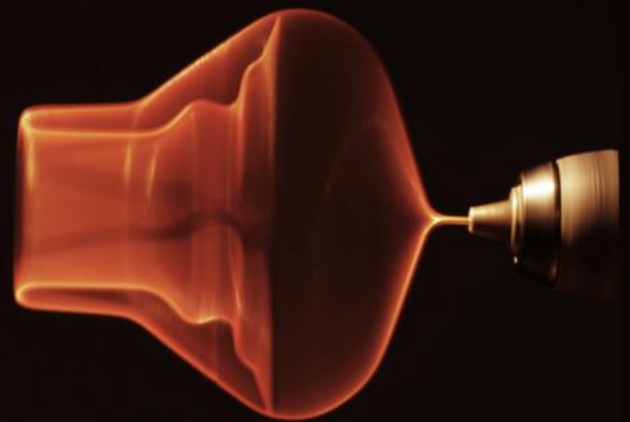


Future Cities





Ghost Vases



The Little Book of IDEO

Learn
From
Failure

Nobody ever got fired from IDEO for trying, or for being reflective about why something didn't work out and learning from it. We always encourage people to "ask for forgiveness, not permission," and we are really lucky that people take this at face value and live it. Let's be honest, what we do is really hard, we are constantly going into uncharted territory and if we were not trying new things that failed occasionally, we wouldn't still be in business. When it happens to you, (which it will), own up, take a deep breath, have a glass of wine with your team and try to figure out what you have all learned and how to help others learn from it, so that we can all, well, learn together.

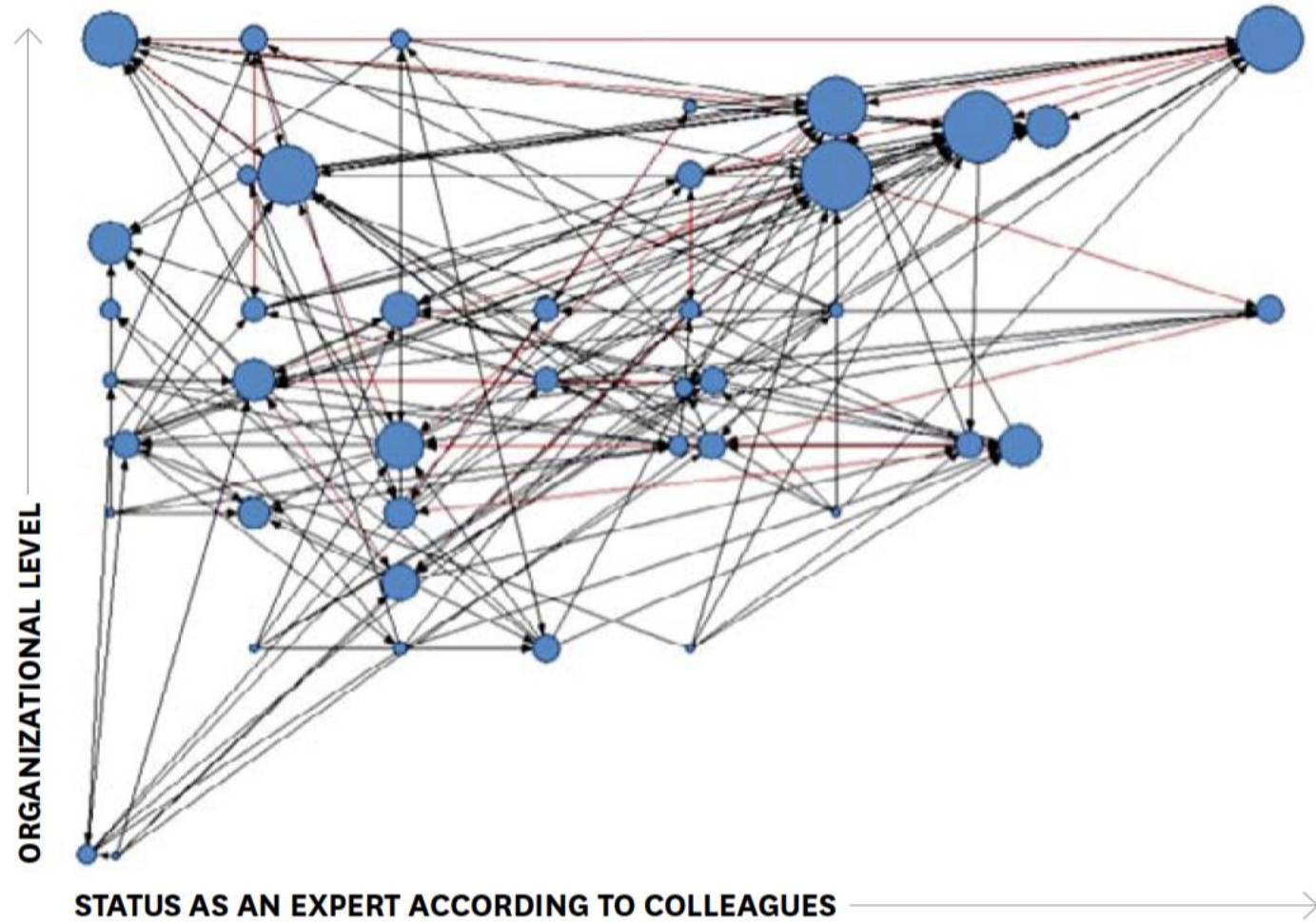
30

Make Others
Successful

This is the mother-load of all IDEO values – genuinely wanting success for others and going out of your way to help them get there is the secret sauce. It is something that can't be replicated, that nobody else can copy and all of us will benefit from at some point in our careers here. When someone else, without asking, goes out of their way to make sure that you are seen, helped, acknowledged, and recognized – it's powerful stuff, and like Christmas, is as good to give, as it is to receive.

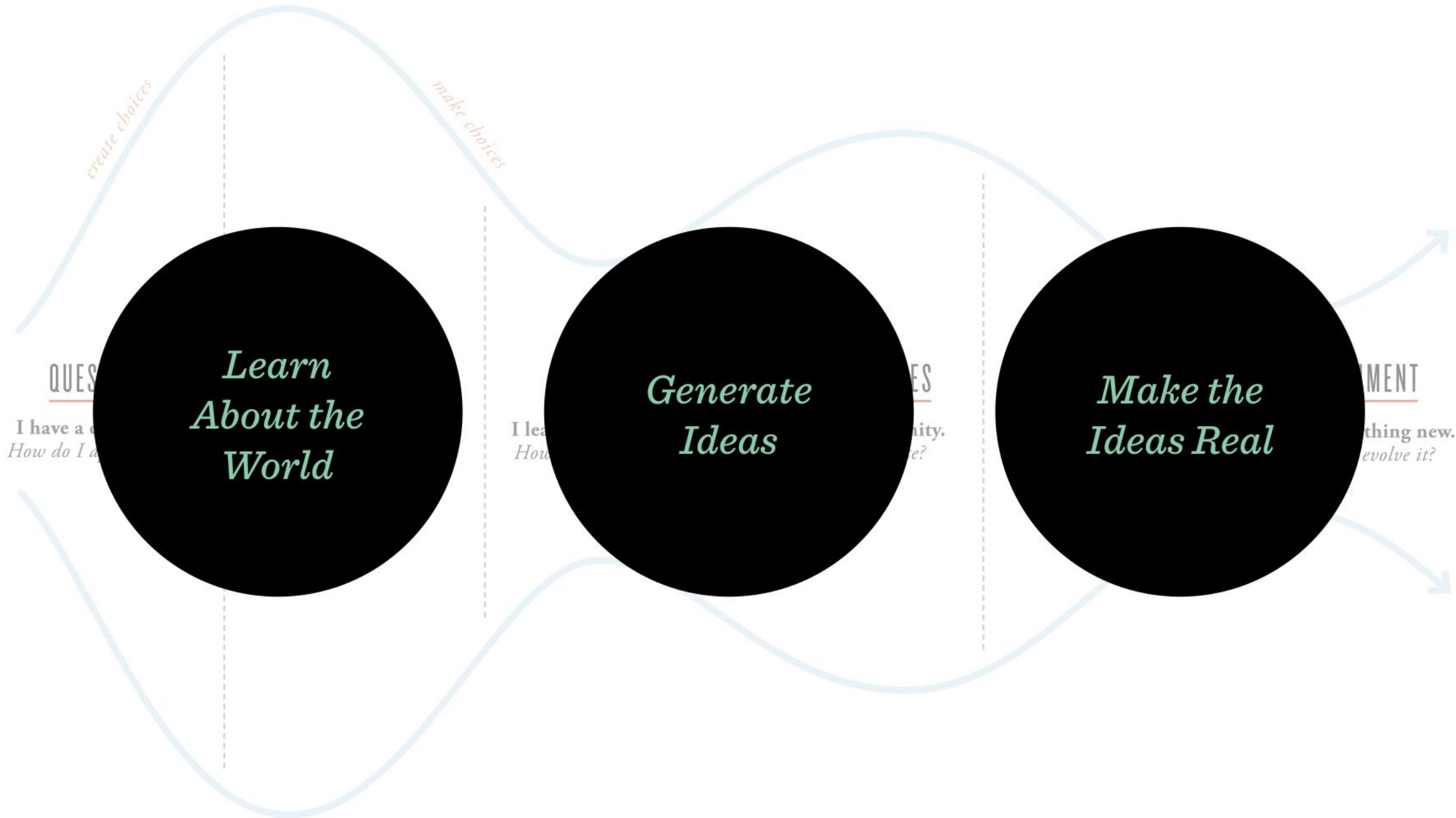
31

1. *Be optimistic*
2. *Collaborate*
3. *Take Ownership*
4. *Embrace Ambiguity*
5. *Talk less, Do More*
6. *Learn From Failure*
7. *Make Others Successful*





Let's get back to you.

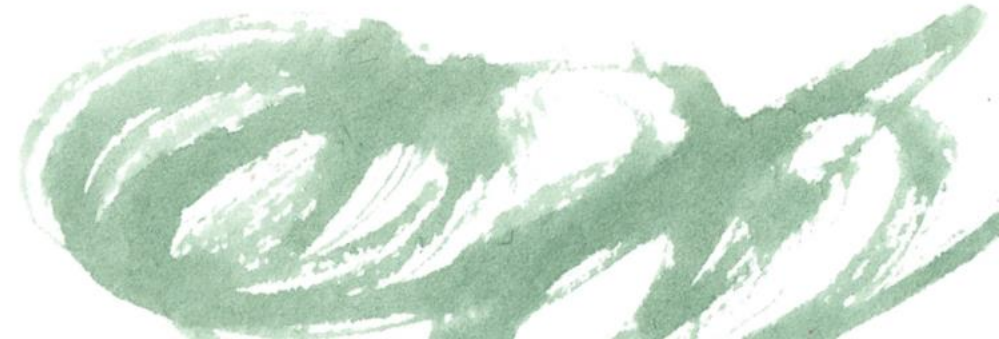




Design Principles

One

**Don't just get the facts;
Get inspired.**





Top Wait Events

119.61s	DIAG IDLE WAIT
108.83s	DB FILE SCATTERED READ
60.09s	SPACE MANAGER: SLAVE IDLE WAIT
60.03s	SHARED SERVER IDLE WAIT
60.02s	DISPATCHER TIMER
51.07s	READ BY OTHER SESSION
7.62s	DB FILE PARALLEL READ
5.24s	DIRECT PATH READ
3.88s	DB FILE SEQUENTIAL READ
1.13s	CONTROL FILE SEQUENTIAL READ
0.14s	DB FILE PARALLEL WRITE
0.14s	ENQ: KO - FAST OBJECT CHECKPOI
0.02s	CONTROL FILE PARALLEL WRITE

SQL Monitor

Configure Session Tracing

General

Days Up Time	0.06
Calculated Days Busy	0.01
Calculated Days Idle	0.05
CPUs (Includes Hyperthreading)	8

Session Contention Activity

Number of Connected Sessions	49
Requests for a Lock on a Row or Table	592
Conversion of the State of a Lock Row/Table	57
Deadlock Obtaining a Lock on a Row or Table	0
Requests for a Lock that were Delayed	9
Requests for a Lock that Failed Due to Delays	0
Login, Parse, Fetch, and Execute Requests	126756
Round Trip Communications to/from Client	126599
Commits Executed by Clients	3
Rollbacks Executed by Clients	0
Transaction Rollbacks	0

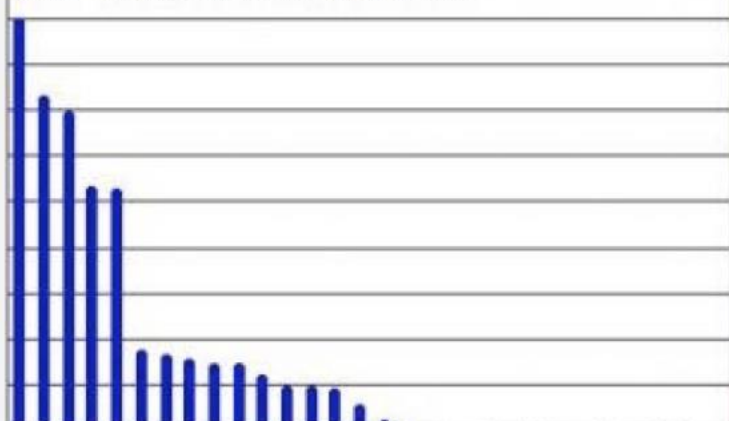
20000 CPU USED BY THIS SESSION



Show Delta Values

System Level by Log Interval

2000 CPU USED BY THIS SESSION



Session Level by Current Log Interval

Redo/Workload

Changed Blocks that will Generate Redo on Commit	115
Checkpoint Write Dirty Blocks	9
Redo Blocks Written to Disk	36
Redo Bytes Written to Disk	11824
Requests to Switch to a New Redo Log	0
Time Required to Write Redo Buffer to Disk	0.28s
Time Required to Flush Redo Buffer on Commit	0.00s
Time Required to Switch to a New Redo Log	0.00s

Undo/Rollback Activity

Undo Records Applied to Provide Consistent Read	0
Undo Applied to Block for a Consistent Read	0
Requests for a Block in Consistent Mode	6376296
Requests for a Block in Current Mode	23
No Undo/Block Cleanout Required for Cons. Read	3504162
Undo/Block Cleanout Required for Cons. Read	0
Undo Blocks Written	0

SQL Processing Activity

CPU Used by Sessions	94.51s
CPU Used for Parsing SQL Statements	1.30s
CPU Used for Trigger Code and Space Man.	1.38s
Number of Trigger Code and Space Man. Calls	1504
SQL Statements Parsed	394
SQL Statements Requiring a Hard Parse	48
Session Cached Cursors at the Server	7263
Session Cached Cursors Accessed	197
Sorts Performed in Memory	631058
Sorts to Disk (Temporary Tablespace)	0
Sorted Rows	1554164
Rows Read by Index Lookup	6690344
Rows Read by Table Scan	10687200
Migrated or Chained Rows Encountered	0
Data Blocks Read from Disk	240236
Data Blocks Read from Disk for Cache	45303
Number of Read Requests	83
Data Blocks Written to Disk	15
Data Blocks Written to Disk from Cache	15
Index Branch Splits Due to Inserts	0
Index Leaf Node Splits Due to Inserts	0

Left-click a statistic value above to see the last 30 minute history of the statistic and the current contributors to the statistic. Double-click a statistic value to monitor the statistic for all sessions. Left-click a bar in the chart at the top right to see the statistics for just that session. Right-click a bar at the top right to see active contributors to the wait events for the session. At the start, values since instance/session start are displayed, and then as statistics are gathered once a minute, the delta values for the previous minute are displayed.





TRIBECA
FILM
FESTIVAL
2018

ISLAND OF THE HUNGRY GHOSTS

A FILM BY
GABRIELLE BRADY



NET PRESENTS ISLAND OF THE HUNGRY GHOSTS. WRITTEN AND DIRECTED BY GABRIELLE BRADY. PRODUCED BY JONAS JONASSEN. CO-PRODUCED BY TRISTAN THOMPSON, ANNEKE BRADY AND GABRIELLE BRADY. A PRODUCTION BY WDR
SUPPORTED BY FILM- UND MEDIENSTIFTUNG NRW, MEDIENHILFE BERLIN-FILMFONDS, SICKFESTIVITÄT, FETTER FOUNDATION. DIRECTOR OF PHOTOGRAPHY MICHAEL LUDWIG. COSTUME DESIGNER KATHARINA FRIEDLE. EDITOR LEO BRILGAN. EXECUTIVE PRODUCERS
CHRISTOPHER KÖRNER, JUTTA KRUG (WDR). EXECUTIVE PRODUCERS LOUIE FRANCKE, SARAH PIERS. CO-PRODUCERS ANNE WETZENDORF, JENNIFER SACHS, SARAH WOLLMAY, ANNE-KRISTIN WITTE, ANJA WILHELM. PRODUCED BY ALEXANDER WANDER

CHROMOSOM GetUp! HOME medienboard WDR



Two

**Explore themes
through analogy.**













Three

Use the power of the reframe.







UNITED STATES SURGEON GENERAL
Vivek H. Murthy, M.D., M.B.A.

July 2016

Dear Colleague,

I am asking for your help to solve an urgent health crisis facing America: the opioid epidemic. Everywhere I travel, I see communities devastated by opioid overdoses. I meet families too ashamed to seek treatment for addiction. And I will never forget my own patient whose opioid use disorder began with a course of morphine after a routine procedure.

It is important to recognize that we arrived at this place on a path paved with good intentions. Nearly two decades ago, we were encouraged to be more aggressive about treating pain, often without enough training and support to do so safely. This coincided with heavy marketing of opioids to doctors. Many of us were even taught – incorrectly – that opioids are not addictive when prescribed for legitimate pain.

The results have been devastating. Since 1999, opioid overdose deaths have quadrupled and opioid prescriptions have increased markedly – almost enough for every adult in America to have a bottle of pills. Yet the amount of pain reported by Americans has not changed. Now, nearly 2 million people in America have a prescription opioid use disorder, contributing to increased heroin use and the spread of HIV and hepatitis C.

I know solving this problem will not be easy. We often struggle to balance reducing our patients' pain with increasing their risk of opioid addiction. But, as clinicians, we have the unique power to help end this epidemic. As cynical as times may seem, the public still looks to our profession for hope during difficult moments. This is one of those times.

That is why I am asking you to pledge your commitment to turn the tide on the opioid crisis. **Please take the pledge at www.TurnTheTideRx.org.** Together, we will build a national movement of clinicians to do three things:

First, we will educate ourselves to treat pain safely and effectively. A good place to start is the enclosed pocket card with the CDC Opioid Prescribing Guideline. Second, we will screen our patients for opioid use disorder and provide or connect them with evidence-based treatment. Third, we can shape how the rest of the country sees addiction by talking about and treating it as a chronic illness, not a moral failing.

Years from now, I want us to look back and know that, in the face of a crisis that threatened our nation, it was our profession that stepped up and led the way. I know we can succeed because health care is more than an occupation to us. It is a calling rooted in empathy, science, and service to humanity. These values unite us. They remain our greatest strength. Thank you for your leadership.

*“Addiction is not
a moral failing,
but a disease of
the brain.”*

Four
**Make your
ideas
tangible.**

And get feedback.





UNDERGO
PROCEDURE /
DIAGNOSTIC

FROM
PROCEDURE

FACILITY

- - games
- online pay
- lab con
- - internet
- = Family
- health
- - Ma

211 00
Pumpkin

11/10

Y ? II
How much more?

Red
Hub

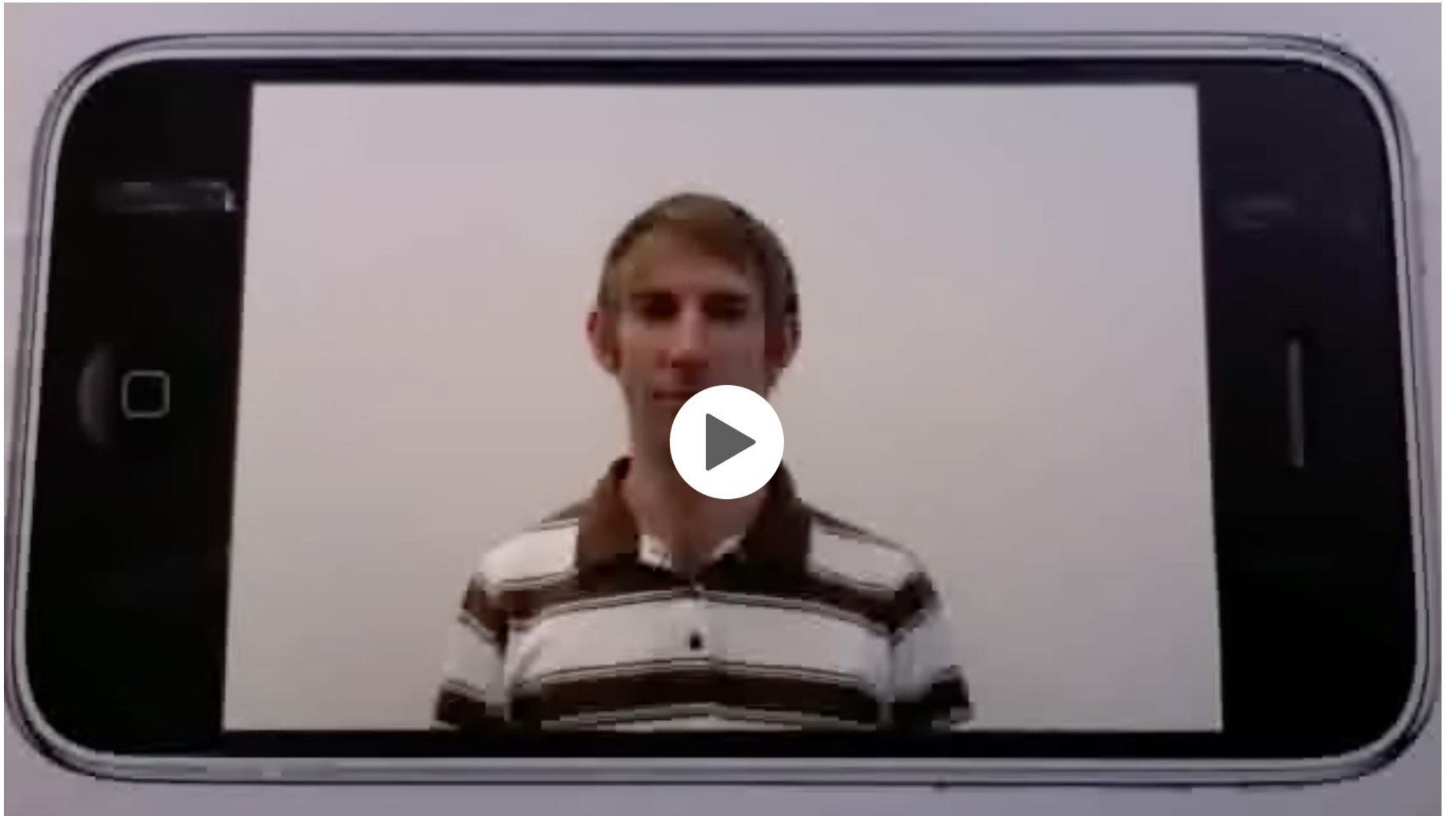
11/10

Final Round
11/10

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CASE STUDY PILLPACK

Launching an Online Pharmacy, from Startup to Sale

THE CHALLENGE

Help PillPack, an IDEO startup-in-residence, build a venturing strategy for its prescription home-delivery system

IMPACT

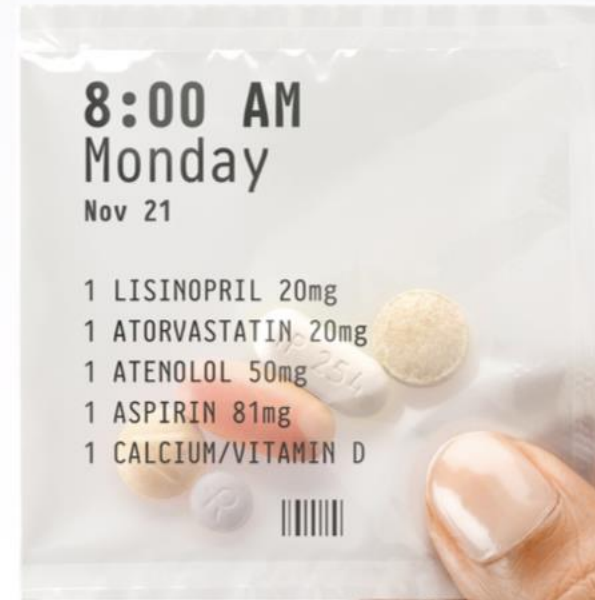
PillPack now delivers hundreds of thousands of prescriptions per month. Their team has grown to more than 500 members and revenue is on track to exceed \$100 million in 2017.

THE OUTCOME

IDEO refined the company's brand vision, strategy, and identity across channels and used this framework to redesign PillPack's website, a private dashboard for customers, and a suite of physical products.

PillPack was named by TIME magazine as one of the 25 Best Inventions of 2014, and received the IDSA 2014 Gold award for Service Design.

In June of 2018 Amazon purchased



Five
Co-design.

Improving Quality of Life for Young Adults with Schizophrenia

THE CHALLENGE

Design the key product and interaction features of a digital platform to address the symptoms that profoundly affect quality of life for young adults with schizophrenia.

THE DESIGN

PRIME (Personalized Real-time Intervention for Motivational Enhancement), a digital platform that empowers young people with schizophrenia with the tools, motivation, and community of support they need to achieve their

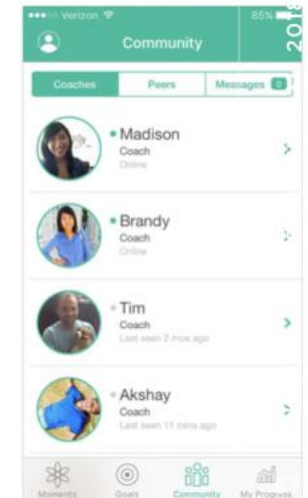
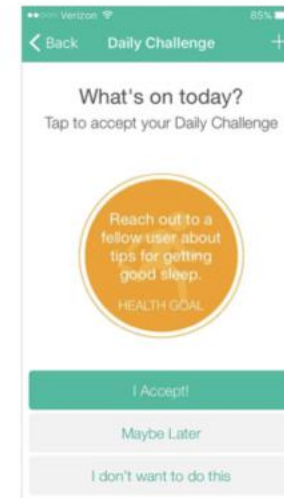
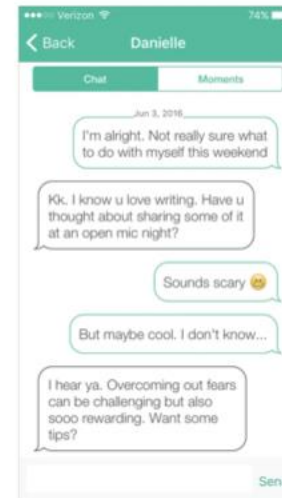
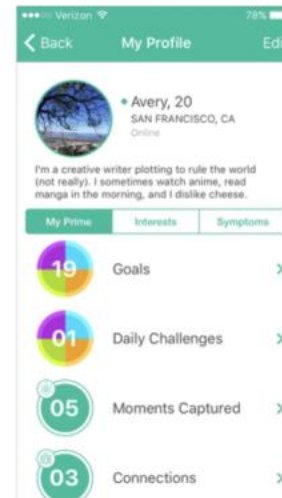
goals. The easy-to-use mobile app helps patients stick with behaviors that boost their health, social skills, and productivity.

THE IMPACT

In this 2016 peer-reviewed, clinical study, 80 percent of patients with schizophrenia achieved their daily goals, and users logged into the app an average of 4.5 times a week, far more than the expected rate of once a week.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4865654/>

<https://www.ncbi.nlm.nih.gov/pubmed/28419621>



NEUROMOTION LABS

Designing Video Games that Build Kids' Emotional Strength

THE CHALLENGE

Mental and emotional well-being is a fundamental part of overall wellbeing. How might we help help kids, especially those who struggle with "big emotions" and live with ADHD, anxiety, and other challenges, help transform their emotions from a weakness and vulnerability to a strength?

THE DESIGN

IDEO worked side-by-side with Neuromotion to study how parents and children experience Mighteor. From home visits to group interviews to a summer camp-style design session with kid players, live feedback fueled the next iteration of the platform and better product-market fit.

With IDEO, Neuromotion is releasing its next generation Mighteor experience, with a growing suite of Mighteor games and more integrated supports for parents and kids.

THE IMPACT

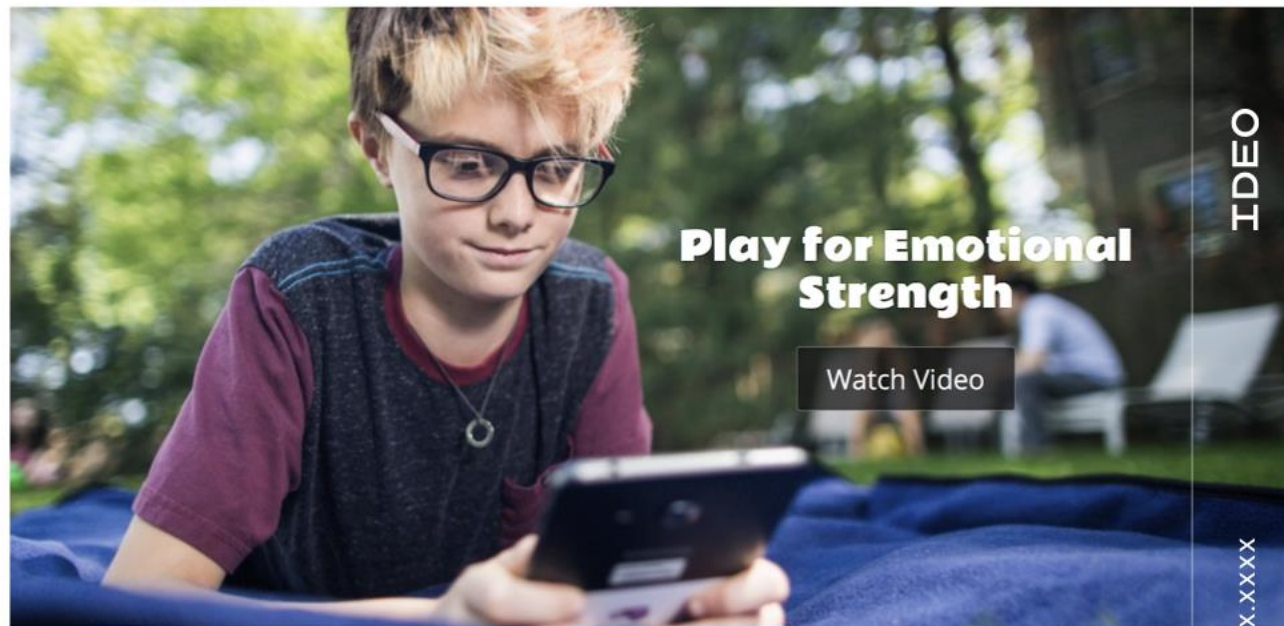
Early [peer-reviewed studies](#) showed that playing Mighteor reduced outbursts by 62 percent, oppositional behaviors by 40 percent, and parental stress by 19 percent.

After 12 weeks of using Mighteor, a survey of kids and parents showed 96 percent of parents saw positive behavior changes in their children, while 92 percent of kids learned new coping skills.

[When Children Can Benefit from Playing Video Games](#) – The Wall Street Journal

ENGAGEMENT MODEL

Design sprint



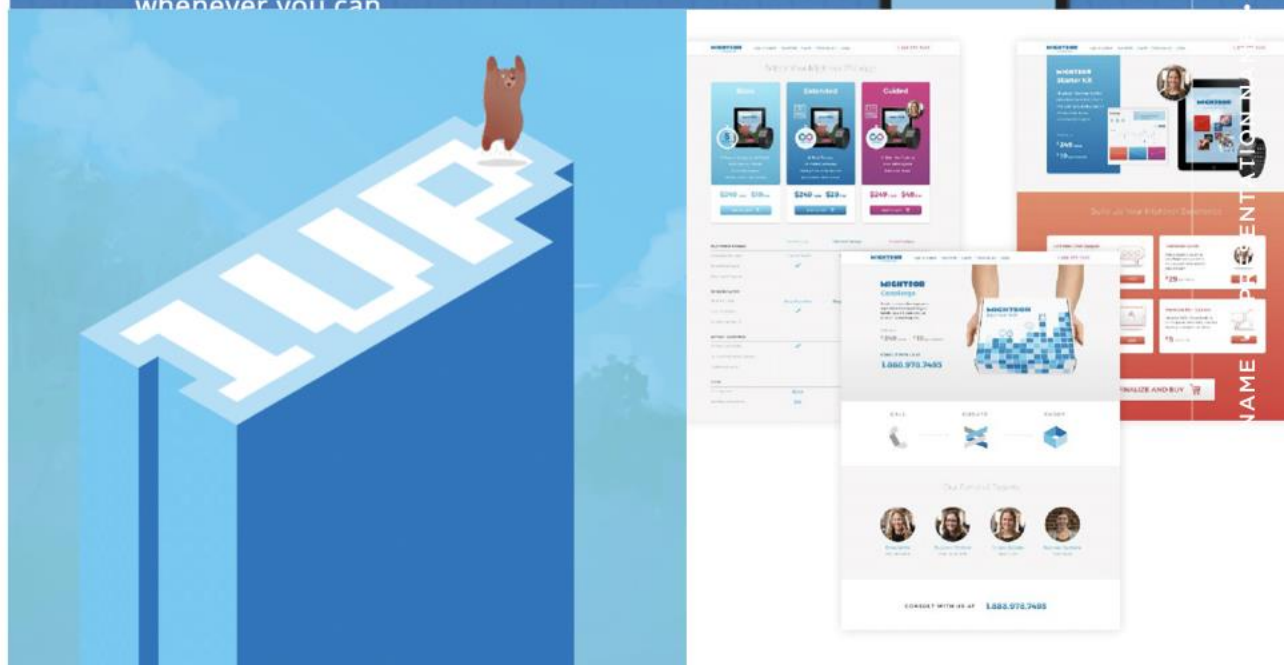
Play for Emotional Strength

Watch Video

IDEO

.. XX.XX.XXXX

Just 45 minutes per week, wherever you are, whenever you can.



.. XX.XX.XXXX

NAME

EMAIL

PHONE

ADDRESS

CASE STUDY:

Martin Luther King Jr. Community Hospital & Ford



THE CHALLENGE

How might we design for mobility in order to transform the health and wellbeing of a community?

Miller King' beca of the future

A tough Los Angeles neighborhood shuttered its hospital, and embraced so

By VICTORIA COLLIVER | 11/08/2017 05:06 AM EST

The A
AGENDA

Creating mobility and access solutions as the first step to community well-being

THE CHALLENGE

How might we design for mobility in order to transform the health and wellness of a community?

THE DESIGN

Greenfield Labs, a partnership between IDEO and Ford Motor Company, and Martin Luther King Jr. Hospital came together to address access in one of the one of the most medically-underserved areas of the nation.

Using live prototyping GFL & MLKCH went out in the community, setting up pop-ups in different areas to hear directly from the community as to what they need in terms of their health, wellbeing, and their context.

THE IMPACT

Using insights gathered from the field, health and mapping data, the GFL and MLKCH team developed a community based service that provides customizable mobile health environments to healthcare providers and payers.



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[ABOUT US](#)
[OUR FOUNDATION](#)
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Newsroom
Contact Us

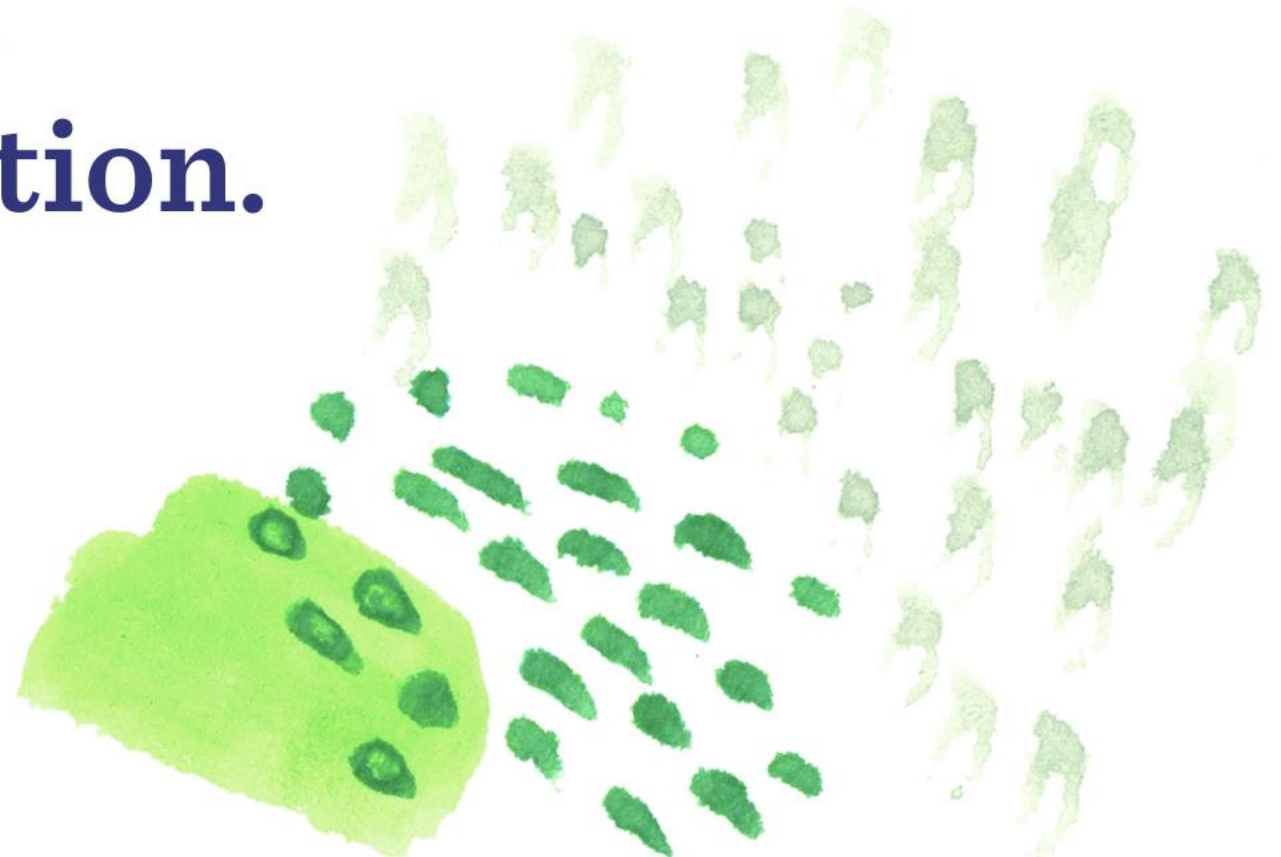
EXPLORING MOBILE SOLUTIONS TO 'BOOST HEALTH'



CAT
AMER
AWAR
DIAB
EVEN
HEAR
HEA

Six.

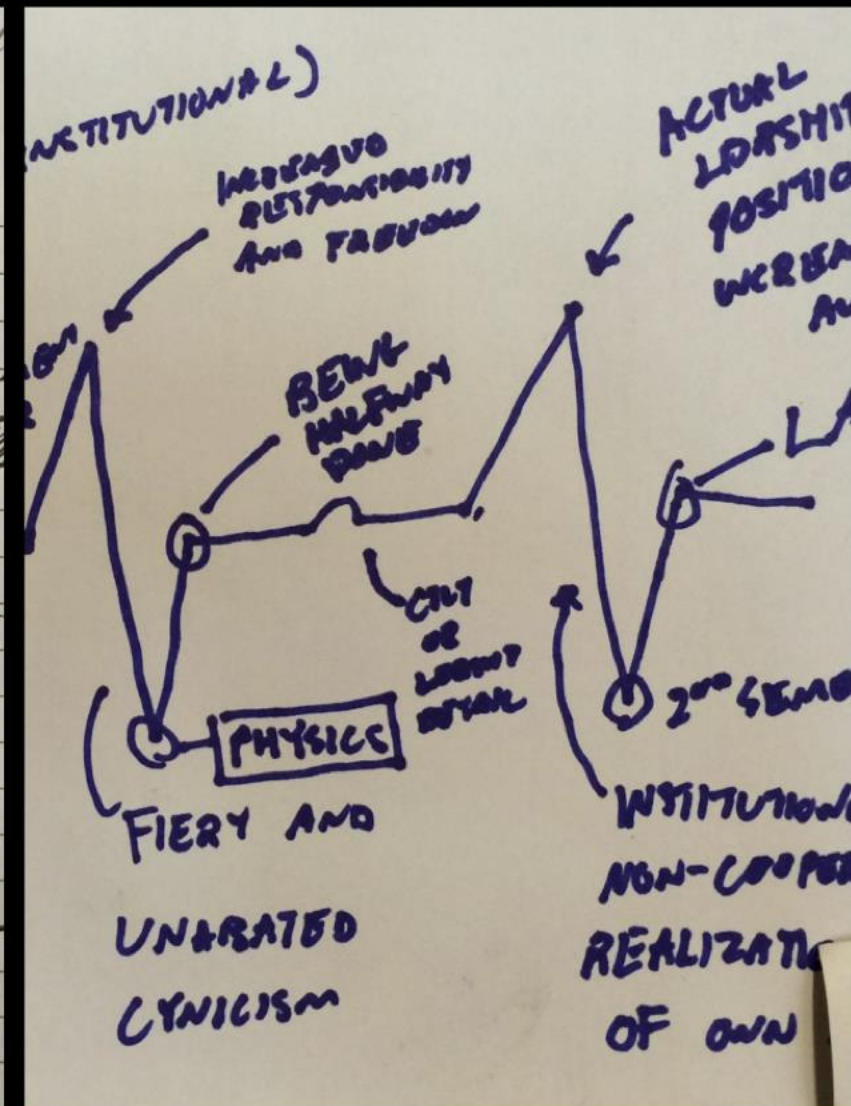
**Create momentum
through connection.**



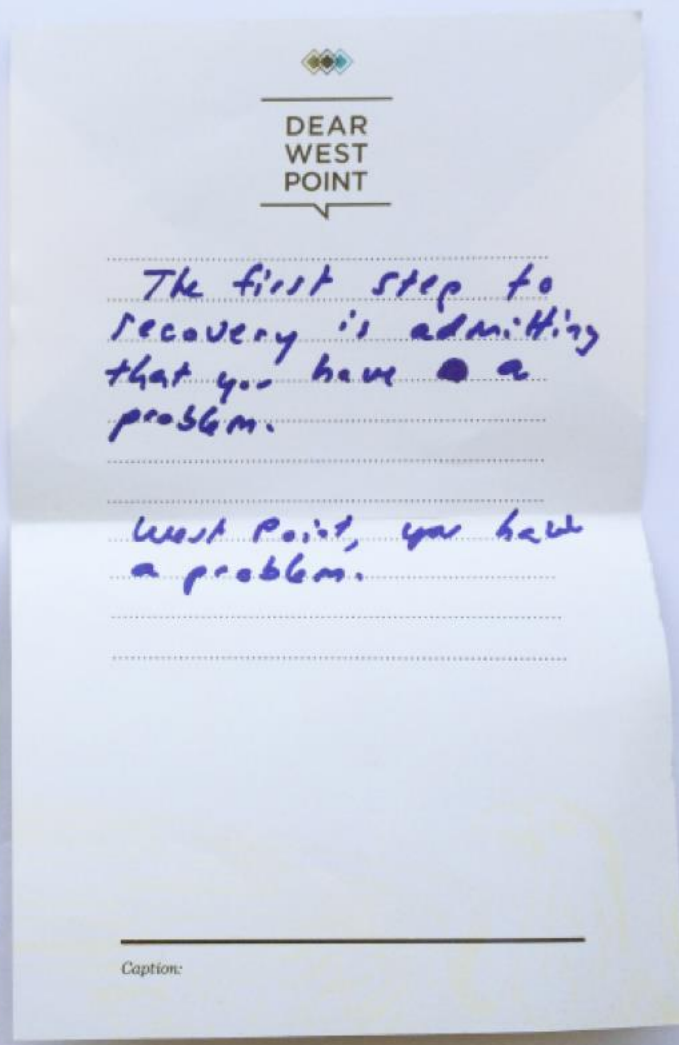
BREAK / R-P-S



Research / Looking In



Storytelling Experiments



Behind the Scenes



Seven.

Create space.





WE ARE HERE

IT'S ABOUT MORE THAN A DESK

HELLO Facilities

COLLABORATION

POINT OF VIEW

FAILURE IS THE BEST WAY TO LEARN


HAPPINESS AT POINT IS





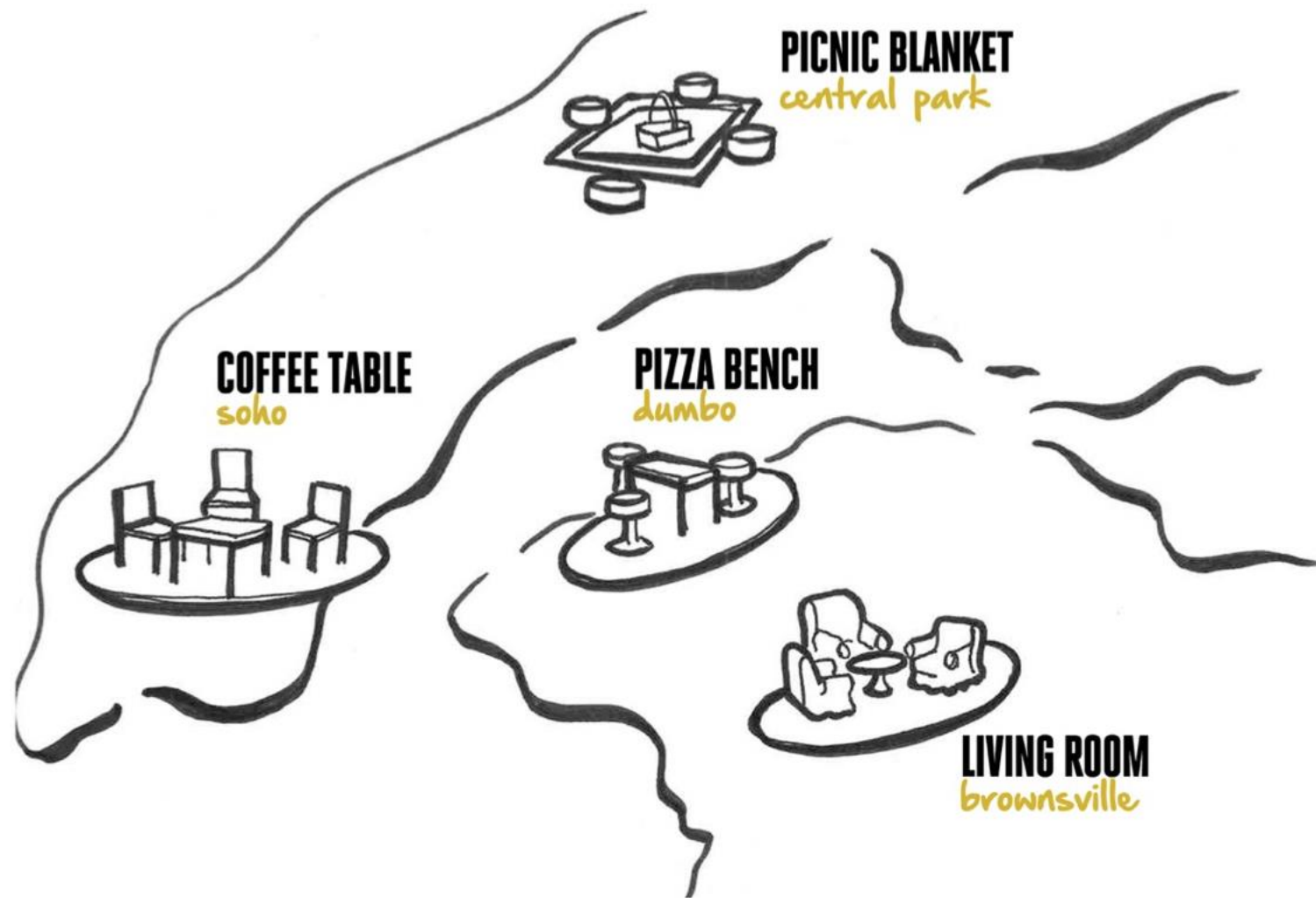
Seven

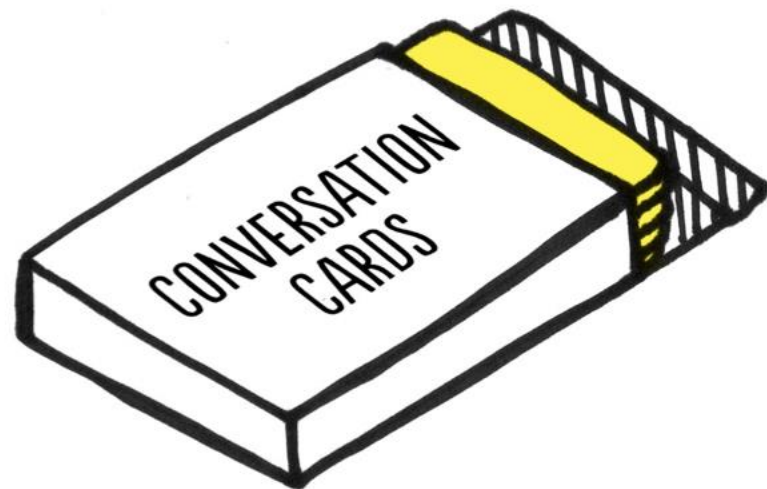
Iterate.

 **Iterate**

I T E R A T E

**NEW YORK CIVIL LIBERTIES
UNION**

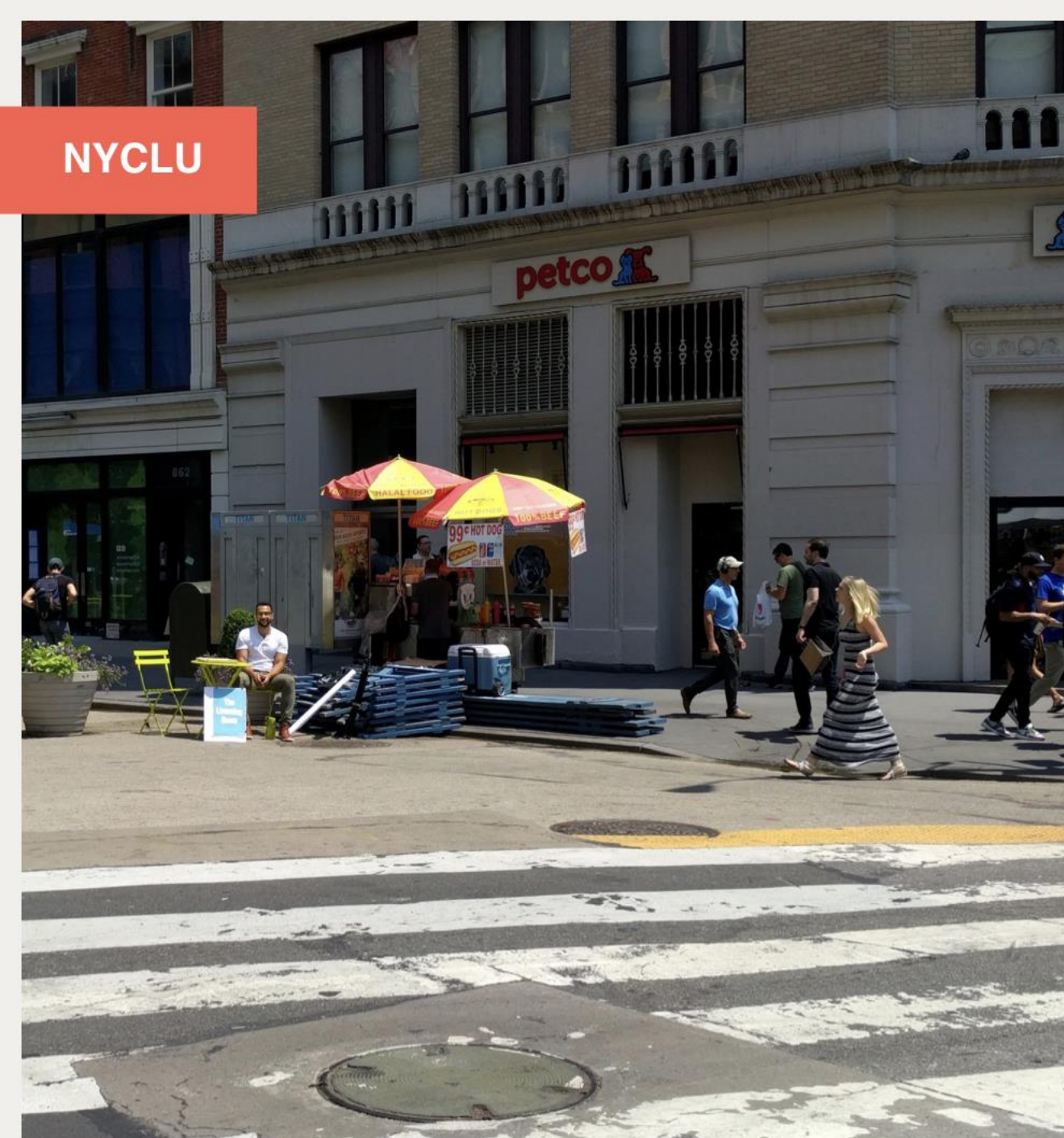




NYCLU



NYCLU



NYCLU



NYCLU

THE LISTENING ROOM





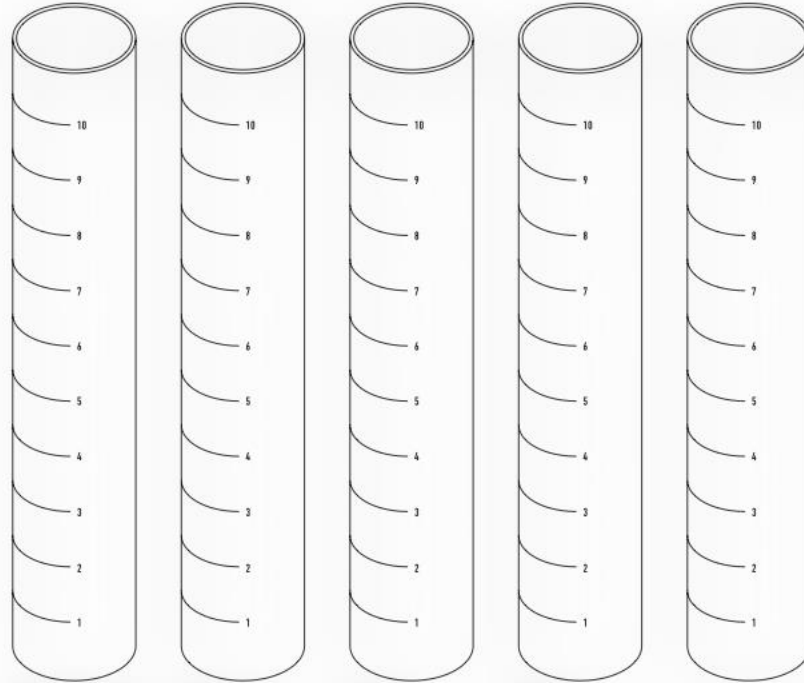
Eight

**Remember your anchors
& celebrate
your victories.**

HOW FULL ARE YOUR LIFE BARS?

Name: _____

On a scale of one to ten, how would you rank these areas of your life? Is there another area of your life that isn't represented here? If you had five points to give to any of these bars, where would you put them?



**Connection to
Colleagues**

NOTES:

**Sense of
Greater
Mission**

NOTES:

**Pride in
Work**

NOTES:

**Patient
Impact**

NOTES:

NOTES:



There is change coming.

Design Pursuits

Relationships & Connection



Purpose & Resilience



Connected & Transforming Systems





The Purpose Project is a course and digital platform that helps high school students design their lives by prototyping purpose.



ThePurposeProject.org

United States of Mind

How a new movement of emotional well-being is ushering us into the post-anxiety age. Just in time for the 2020 elections.

YOU MEET MICKEL, you can't sleep, you're numb, you're rescues abused dogs; you cry a son; over his stepfather's supposed abuse; the loss of his brother to cancer and his dogs to old age; the failure of his marriage to the actress Carey Otis. He admits he destroyed his own career, because, as he puts it: "I was arrogant.... I wasn't smart enough or educated enough" to deal with stardom. He is candid about the people he has crossed paths with: Nicole Kidman is "an ice cube"; Michael Cimino, the director of "Heaven's Gate," "is crazy" and "nuts"; and the producer Samuel Goldwyn Jr. is "a fat."

So what if he cries at the same moment in the same story in every interview? So what if his candor sometimes sounds like the bad dialogue from one of his many bad movies ("I have no one to go to to fix the broken pieces in myself") or that his self-deprecation seems culled from the stock stories of so many fading actors ("I was

Photograph by Inez van Lamsweerde and Vinoodh Matadin



You are the heroes of healthcare.



Thank you.