

Think Big, Start Small, Move Fast™ - A Book Report

By Jay Arthur

Think Big, Start Small, Move Fast, by Nicholas Larusso, Barbara Spurrier and Gianrico Farrugia, is a manifesto about Mayo Clinic's efforts to transform healthcare through innovation. The result is the Mayo Clinic Center for Innovation (CFI).

The core philosophy is: "The best interest of the patient is the only interest to be considered."
The mission: "Transform the delivery and experience of health and health care."

Where healthcare has traditionally been a "break-fix" model, CFI's focus includes care *before*, *during* and *after* a health event. This means "shifting the center of gravity away from the brick-and-mortar physician's office" to care that is available *here*, *there* and *everywhere*. Where the old model of healthcare was "get sick, go to the doctor"; the new model provides "continuous care, available in a fast, friendly, effective manner at all points of contact."

Mobile technology now has 6 billion users. In India, doctors use cell phone imaging to diagnose skin problems for \$1. Mayo's asthma cell phone app, for example, allows teens to stay connected and monitor their symptoms without visiting a doctor. Mayo prototyped a *microConsult* way to accelerate a patient's diagnosis and treatment by connecting specialists as needed via Apple's FaceTime app. MicroConsults saved 38 appointment minutes and four *itinerary days* per patient.

CFI's Lessons Learned

- Build a discipline of innovation
- Recruit a diverse team
- Embrace creativity and design thinking
- Environments matter
- Co-create with customers and stakeholders
- Organize around Big Idea Platforms
- Collaborate inside and outside
- Consistently share your vision, process and results

Methodology

- **Think Big** – work on things that matter. Scan for and frame the problem.
- **Start Small** – don't try to do everything at once. Try it out in small, manageable environment in incremental steps. Design experiments to solve the problem.
- **Move Fast** – prototype solutions, iterate until an optimal solution is confirmed, and then scale the solution to the rest of the organization.

Innovation Model

Mayo sought a process that's both rigorous and flexible. As such the model seeks to balance, intuition and science, speed and precision, structure and freedom, customer and process, known vs unknown, creativity and constraints, iteration and linearity.

- **Design thinking** to understand the customer (patient, payers, etc.) and frame problems.
- **Scientific method** to use a data-driven approach to experimentation and innovation.
- **Project management** to ensure success.

The Journey

It has taken 11 years to get CFI running smoothly. The authors hope this book will serve as a recipe book for other healthcare systems to jump start their innovations.

Resources

- <http://blog.centerforinnovation.mayo.edu>
- www.youtube.com/mayoclinic