

**MAYO CLINIC
AND RURAL
COMMUNITY
HEALTH CARE**

**ASPEN
DESIGN SUMMIT**

ASPEN MEADOWS, COLORADO | NOVEMBER 11 TO 14, 2009
SPONSORED BY AIGA AND WINTERHOUSE INSTITUTE WITH SUPPORT FROM ROCKEFELLER FOUNDATION

INITIATIVE

Rural Americans are on average more impoverished and in worse health than their urban counterparts. They are less likely to have health insurance to help cover the costs of health care and are also more likely to be underinsured. It is also more difficult for rural residents to obtain specialty services, most notably mental health services, than it is for those in urban areas.

The impact of these access barriers is stark. Rural residents are less likely to have a usual source of care for children under the age of six; less likely to have had a health care visit in the past year; more likely to have had an emergency department visit in the past year; less likely to have had a dental visit in the past year; and more likely to report that they did not get medical care, delayed medical care, or did not get prescription drugs due to cost.

The Mayo Clinic initiative at Aspen would envision what a massive, local rural community healthcare intervention might look like. It would explore what kinds of design-led programs and structures would lead to early success and be feasible and fundable. The goal is to organize a coordinated program that works across Mayo Clinic's Center for Innovation platforms to accelerate impact in local communities, with their collaboration, in researching, prototyping, and building healthcare delivery concepts and systems of care.

BACKGROUND

It is estimated that there are 50 million rural Americans who make up 17 percent of the U.S. population and live on 80 percent of the land. Overall in the past decade, the rural population has grown, rural employment and educational attainment have risen, and the rural poverty rate has declined. These aggregated data, however, mask important regional and demographic differences. In fact, rural America is far less homogeneous

than most Americans realize, with wide variations in population density; distance from urban districts; and economic, environmental, social, and political traits. Even so, a number of crosscutting topics are under discussion in rural communities of all types. These include economic and demographic changes, shifting civic institutions and leadership, environmental concerns, and investment in infrastructure.

Economic changes are important to consider. Farming and manufacturing industries are on the wane in rural regions. Between 1997 and 2003, more than 1.5 million rural workers lost their jobs because of transformations in industries that had long been the foundation of the rural economy. Agriculture and factory jobs are being replaced by an emerging service industry. These new jobs often call for retraining in areas without well-developed training and education infrastructure.

Chronically poor areas — like Kentucky's Harland and Letcher counties in the center of Appalachia — have a long tradition of adversity and suffering. Over extended periods, both the people and the places have been stripped of resources without equitable compensation, resulting in damaged regions where services are in short supply and infrastructure is weak or crumbling. Underinvestment, failed leadership, and struggling schools have disadvantaged wide swaths of the population, with no end in sight. Unattractive to new residents and noticed only when tragedy — whether it is a hurricane or a mining accident — occurs, these communities are, for the most part, discounted and overlooked.

There are a number of pressing rural health policy priorities, including establishing and maintaining access to professional health services in rural communities, assuring continuation of essential local services, maintaining adequate payment for rural providers, continuing support for public

rural health programs, and continuing to ensure equity in benefits between rural and urban places and people.

In many ways, the Mayo Clinic and its Center for Innovation (CFI), as well as its See Plan Act Refine Communicate (SPARC) design and research studio, have a deep capability to address such issues, including research focused on people and patients, and experience mobilizing groups with different agendas to collaborate on the co-creation of services. All are critical to launching a new rural healthcare initiative.

Mayo Clinic is the first and largest integrated, not-for-profit group practice in the world.

At the Clinic, doctors from every medical specialty work together to care for patients. They are joined by common systems and a philosophy of “the needs of the patient come first.” More than 3,300 physicians, scientists and researchers and 46,000 allied health staff work at Mayo Clinic, which has sites in Rochester, Minn., Jacksonville, Fla., and Scottsdale/Phoenix, Ariz. Collectively, the three locations treat more than half a million people each year. This integrated practice model in which teams of specialists work together to provide care was one of many innovations developed at Mayo that have been utilized by health care organizations across the globe to improve health care delivery.

Mayo Clinic launched the Center for Innovation (CFI) in June 2008. The center’s goal is to bring together a multidisciplinary team to transform the way health care is experienced and delivered and to foster a culture of competency of innovation.

The CFI’s work is focused on 5 platforms.

- 1. Mayo Clinic Connection** — focused on delivering specialty care outside the boundaries of Mayo Clinic
- 2. Destination Mayo Clinic** — improving the care experience for patients at Mayo Clinic
- 3. Prediction and Prevention**
- 4. Wellness**
- 5. Culture and Competency of Innovation** — enabling innovation across Mayo Clinic

The CFI’s work falls into two primary categories. The first is its critical role in generating knowledge. The pathway from human complexity to innovation runs directly through research, but not the type of research typically done in medicine. To revolutionize the delivery of healthcare requires a deep understanding of humans and their intimate connection to their health and their healthcare.

In short, healthcare innovation needs people knowledge, which is generated by the CFI’s SPARC Design Studio; a team of designers and researchers who use human-centered, participatory methods to study the people and conversations that form the foundation of all medical practice. SPARC designers and researchers are responsible for bringing an understanding about people; their needs, their values, their preferences and their motivations to bear on every platform and project and then turning that understanding into systems of services and products and roles and environments that speak to those needs and opportunities. For more than 5 years SPARC has been researching and developing concepts around topics such as patient-provider decision making, patient-centered experiences in the hospital, outpatient spaces and care teams, patient

understanding, and clinical integration and coordination.

The CFI's second role is as a collaborator and translator of knowledge. New insights and concepts must be made actionable to a population who has not done the research first hand. To that end, a significant focus of the CFI's innovative work is on how to bring together people from across the institution in a co-creation effort around new health-care services.

Over the last year, through its Mayo Clinic Connection platform, the CFI has focused on establishing an external consultation service for providers outside of Mayo Clinic Rochester as a way of providing access to our specialty care resources. While this effort has met with success, CFI recognizes that any single concept can only have minimal impact and there is a strong desire to extend our capability for designing and experimenting with systems of care in real world environments to a location that embodies the very real and complex needs of a rural community.

CASE STUDY

Mayo Clinic Center for Innovation/eConsult with Blue Cross Blue Shield

CFI and Blue Cross Blue Shield of Minnesota (BCBS), the largest provider and payer organizations in the state of Minnesota, met in late 2006 to identify opportunities to collaborate in transforming care delivery. One focus area was selected, that of non-visit specialty care or "eConsults," defined as non-visit, rapid turnaround consultation between remote primary care providers and subspecialty physicians offering a cost effective alternative for patients that is locally delivered and advances the Institute of Medicine principles (patient-centered, safe, timely, efficient, effective, equitable).

CFI and Blue Cross Blue Shield developed a prototype eConsult care delivery model, connecting primary care providers from BCBS' Superior Health Clinics in three remote areas in northern Minnesota with sub-specialists at Mayo Clinic in Rochester, located 300 miles away.

The objectives included the following:

- 1.** Enhance a patient's relationship with their primary care provider
- 2.** Offer patients 'Mayo care' locally by removing geographic boundaries
- 3.** Provide patient with fast, convenient and cost effective care
- 4.** Showcase Mayo Clinic's specialty care core competency beyond the Mayo Clinic system
- 5.** Provide primary care practices an opportunity to differentiate themselves from other regional practices

In testing a new care delivery model, both CFI and BCBS agreed that it was important to consider innovative reimbursement models which reflect new ways of doing business in health care. Both organizations are deeply committed to making health care more affordable and enhancing access for Minnesota residents. The parties conceded that a practice-based 'subscription fee' would be appropriate.

Outcomes from this partnership are promising. To date (from rollout in mid 2007 to Sept 2009), 110 eConsults have been completed. There are eight primary care providers (five MDs and three NPs/PAs) from the Superior Health Clinic who have participated along with 40 Mayo Clinic sub-specialists (volume was greatest in cardiology, endocrinology and neurology). Patient

and physician satisfaction scores have been very high and Mayo Clinic has completed the eConsults in less than 48 hours (the targeted turnaround time) over 90 percent of the time.

This model could serve to extend Mayo Clinic's subspecialty expertise to patients in remote and rural locations that do not have the opportunity or resources to visit the physical site for traditional consultations. Mayo Clinic specialists have noted that upwards to 30 percent of traditional face-to-face consultations could appropriately be done in this 'e-mode.'

RESOURCES

<http://centerforinnovation.mayo.edu>

<http://centerforinnovation.mayo.edu/transform>

Atul Gawande, "The Cost Conundrum,"
The New Yorker

www.newyorker.com/reporting/2009/06/01/090601fa_fact_gawande

Jerome Groopman, "How Doctors Think about Remote Care," *The New Yorker*

www.newyorker.com/reporting/2007/01/29/070129fa_fact_groopman

**NEWDESIGN
FOUNDATION**

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NEWDESIGN FOUNDATION

NewDesign is a concept proposal that will allow foundations, NGOs and other organizations to access and engage with design firms efficiently and effectively to foster collaboration on large social impact design projects. New Design responds to issues voiced by many design firms and philanthropic organizations about how they can work together to advance social change.

In a TED-like world, design firms, philanthropies, and a growing number of NGOs “get” that they need an element of drama, as well as tangible and inspiring ideas and demonstration programs that work as unforgettable narratives in 20-minutes or less.

But the philanthropies and the NGOs can't afford the first-tier design firms at anything close to their normal market rates. And the design firms would quickly go broke if they use their “A” team personnel on these types of showcase projects.

For participating design firms, NewDesign changes the business model for doing work for the public good. It delivers genuine efficiencies and an attractive fee and financial structure. It does not interfere with a design firm's operations, professional work, or its ability to promote or be recognized for its accomplishments.

For philanthropic organizations, NewDesign provides access to top design firms and a way to match programs with design resources.

Such a system would completely alter the economics and impact of this form of work. Broadly, it incorporates many of the concepts we originally developed with the support of the Rockefeller Foundation and makes them routine, systemic and effective, while altering the economics of participation for all parties.

It would create organizationally lean, streamlined connections between foundations and design firms which want to work for social change. The result would open the way to efficient and low-cost innovation and high impact projects.

PARTICIPANTS



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Renna Al-Yassini is a design strategy consultant and adjunct instructor at Carnegie Mellon University in Pittsburgh PA. Prior to receiving her Masters in Design from CMU, she founded and ran a communication strategy consultancy for non-profits and social justice initiatives in the Bay Area. Al-Yassini's research and writing focuses on what the field of design can offer and learn in working across cultures during moments of change. She is in contract negotiations to bring her thesis project of a women's entrepreneurship and innovation center in Qatar to life.



MARC ALT

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Marc Alt + Partners is a design, research and strategy agency dedicated to sustainability and social innovation. Alt was founding co-chair of the AIGA Center for Sustainable Design and serves on the advisory boards of The Designers Accord and Design Ignites Change. He is also partner in Opportunity Green Enterprises, a platform to advance social entrepreneurship and accelerate the transition to a clean energy economy through training, education, events and competitions. In 2010, Alt will launch a pilot project to demonstrate and promote sustainable urban vertical farming and food systems in New York City.



MARIANA AMATULLO

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Through Mariana Amatullo's leadership, Art Center is the first design institution to be affiliated as a non-governmental organization with several United Nations agencies and development organizations. The award-winning and tangible outcomes of the Designmatters portfolio unite educational objectives with advocacy and social innovation outcomes that are disseminated globally by Designmatters partners. Amatullo was born in Buenos Aires, Argentina; she holds an M.A. in Art History and Museum Studies from the University of Southern California and a Licence en Lettres Degree from the Sorbonne University, Paris.



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The Healthy Aging Program at the CDC serves as a focal point for programs on older adult health. Anderson is responsible for leading innovative projects to facilitate the translation of research to practice to improve the lives of older adults. She is also an Adjunct Associate Professor at the Rollins School of Public Health at Emory University. Anderson received her doctorate from the University of North Carolina, School of Public Health and a two-year NIA Postdoctoral Fellowship in aging at the Duke University Center for the Study of Aging and Human Development.



ALLISON ARIEFF

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Allison Arieff writes, lectures and consults on design and sustainability, most recently for the global design firm IDEO. She contributes to the "By Design" blog for the New York Times and is a content strategist and editor at large for *Sunset* magazine. Arieff was the editor-in-chief of *Dwell*, which was a National Magazine Award for General Excellence in 2005, and was the magazine's founding senior editor. Arieff received her BA in history from U.C.L.A.; a MA in art history from U.C. Davis; and completed her PhD coursework in American Studies at NYU. She lives in San Francisco.



ERNEST BECK

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Ernest Beck is an award-winning journalist with extensive writing and editing experience at prestigious newspapers, magazines, and web sites. A veteran staff reporter for the *Wall Street Journal* for almost a decade, he covered politics and economics in Eastern Europe and a corporate beat in London focusing on marketing and advertising, before returning to New York to work as a freelancer. He is also a media consultant, helping companies with editorial content and media relations. Beck has written about design, innovation, business, and sustainability for outlets including *Businessweek.com*, *MSNmoney.com*, and *The New York Times*.



JOHN BIELENBERG

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In 2003, John Bielenberg created a program called Project M that is designed to inspire and educate young designers by proving that their work can have a positive and significant impact on the world. Project M has developed initiatives to help a conservation area in Costa Rica, Micro-financing in Ghana, the city of New Orleans after Hurricane Katrina, the community of East Baltimore and connecting households to fresh water in Hale County, Alabama.



MAGGIE BRESLIN

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Maggie Breslin was the first designer/researcher hired into the SPARC Group at Mayo Clinic in 2005. In her role, she has led research, design and development efforts around topics that include patient decision-making, integration and practice models, patient-centered hospital experiences and remote care. Breslin came to her career as a designer through a love for stories. Her early work in film, television, motion graphics and animation shaped her ideas about narrative, dialogue, audience and design. Breslin holds a Masters of Design from Carnegie Mellon University and a BS in Mass Communications, Film and Television, from Miami University, Oxford, Ohio.



GABY BRINK

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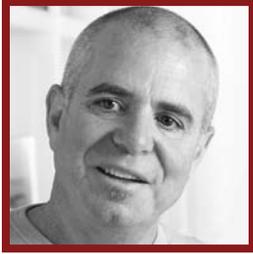
Gaby Brink is the Founder and Executive Creative Director of Tomorrow Partners, where she leads an interdisciplinary team that designs communications to connect and accelerate progress toward a brighter future. Brink has worked closely with many leading global marketers and non-profits and has a particular passion for using her agency's talents to help organizations, which have sustainability as a core principle, thrive and move in new directions. Brink is also Co-Chair of AIGA's Center for Sustainable Design, where she helps chart the organization's long-term vision and promote the integration of sustainability strategies to design and business communities.



TIM BROWN

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Tim Brown speaks regularly on the value of design thinking and innovation to business and design audiences around the world. He participates in the World Economic Forum at Davos, and his talk "Serious Play" can be seen on TED.com. Brown advises senior executives of Fortune 500 companies and serves on the Board of Trustees for the California College of the Arts, the Mayo Innovation Advisory Council, and the Advisory Council of Acumen Fund, a not-for-profit global venture fund focused on improving the lives of the poor. His recently published book, *"Change By Design"* (HarperBusiness), explains how design thinking can transform organizations.



DAN BUCHNER

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Dan Buchner is an award winning designer, entrepreneur, and innovation consultant. For nearly 30 years he has been developing innovative new products, creating compelling new services and helping organizations establish design and innovation capabilities to drive their success. In leading a project to address water and sanitation issues facing rural South African communities, Buchner became convinced that the power of design thinking could have a profound impact on society. His recent work has involved using design thinking as an economic, leadership and social development tool in emerging markets.



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Grant Cambridge is a senior researcher on the Digital Doorway project, which focuses on deploying ICT systems into rural environments, at the Meraka Institute, an independent research center managed by the CSIR, the Council for Scientific and Industrial Research in Pretoria, South Africa. He has deep experience in design for manufacture, human computer interactions, and building ICT solutions that are robust enough to survive in rural conditions in Africa. Cambridge previously worked for communications and electronics systems companies.



CHARLIE CANNON

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Charlie Cannon co-founded the Innovation Studio at RISD to confront pressing issues of our day through interdisciplinary collaboration, social entrepreneurship and design research. The studio's projects have been supported by the National Endowment for the Arts, the Rhode Island Renewable Energy Fund, the RISD Research Foundation and the City of Denver. He Cannon is also co-founder of *LOCAL Architecture Research Design*, a design firm in Providence, Rhode Island that focuses on projects that develop and sustain local communities.



VALERIE CASEY

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Valerie Casey is a globally recognized designer and innovator. She works with startups, governments, and organizations all over the world on challenges ranging from creating new products and services, to transforming organizational processes and behaviors. Casey founded the Designers Accord, a global coalition of designers, educators, and business leaders focused on creating positive social and environmental impact. Her work has been highlighted in multiple publications, and she has been named a "Guru you should know" by *Fortune* magazine, a "Hero of the Environment" by *Time* magazine, and a "Master of Design" by *Fast Company*.



TED CHEN

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In this position Ted Chen harvests knowledge and learning from the Kellogg Foundation's grants and social investments, and then designs innovative ways to make this knowledge and learning valuable to others, both within and outside the Kellogg Foundation. In his previous role, Chen served as a Program Director in Youth and Education where he designed and managed programs that improved learning outcomes for vulnerable children and youth. Before joining the Foundation in 2003, Chen was the executive director of the Big Idea Foundation, the charitable arm of the entertainment company that produces programs for children and families.



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Allan Chochinov is a partner of Core77, a New York-based design network serving a global community of designers and design enthusiasts. He is the editor-in-chief of Core77.com, the widely read design website, Coroflot.com design job and portfolio site, and DesignDirectory.com, a design firm database. He teaches in the graduate departments of Pratt Institute and the School of Visual Arts in New York City, and writes and lectures widely on the impact of design on contemporary culture.



MICHAEL CONARD

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Michael Conard has directed applied and academic urban design research for over twenty five years in five continents in both the private and public sectors. His work has bridged urban and architectural design and environmental sustainability with public health, local economic develop and equal access. Conard is a registered architect and is a Fellow of the Institute for Urban Design. His most recent publication *The Carbon Studio: Bangkok* (2008), addresses urban sustainable redevelopment in the historic core of Bangkok.



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Nathalie Destandau is a partner and the lead strategist at Tomorrow, where she directs programs that help clients generate and realize programs for a brighter future. Her work includes integrating sustainability into existing business practices and developing business plans for start-ups with sustainable principles. Destandau also crafts communication and messaging strategies for many of Tomorrow's green and social impact clients. She is Strategy Committee Chair for AIGA's Center for Sustainable Design, helping to develop and disseminate the organization's sustainability vision.



PAM DORR

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Dorr founded HERO as a rural grass roots non-profit in Greensboro, Alabama that supports 1,500 underserved families with housing and community resources in Hale, Sumter, Perry, Wilcox and Marengo Counties in Alabama. HERO provides information on homeownership, home repair and rental information; community resources include food pantry, thrift store, and utility assistance. HERO has completed construction of 67 energy efficient, innovative, cost effective homes. Dorr grew up in Half Moon Bay, California and left San Francisco after a successful career in the apparel industry to find a way to contribute more. She is also the founder of Habitat for Humanity, Black Belt.



WILLIAM DRENTTEL

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William Drenttel is a partner at Winterhouse, a design practice in Falls Village, Connecticut, focused on social innovation, online media, and educational institutions. He is also design director for *Teach For All*, an international education network. Through the Winterhouse Institute, he is leading a series of initiatives funded by the Rockefeller Foundation to develop models for design and social innovation, including this Aspen Design Summit. Drenttel is president emeritus of AIGA and a senior faculty fellow at the Yale School of Management. He is the editorial editor of Design Observer, a leading website focused on design, social innovation, urbanism and cultural commentary.



VANESSA ECKSTEIN

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Through Bløk, her design studio headquartered in Mexico City, Vanessa Eckstein brings a passion for dialog and engagement to an increasingly diverse array of projects. Bløk is a space for ideas that is international in character and scope and dedicated to advancing both business and society. Having launched INTENTO 1, a critically acclaimed line of dishware created in collaboration with Canadian industrial designer Davide Tonizzo, Eckstein has recently turned her focus to two new initiatives: a children's publishing house and a public awareness effort dedicated to global social, political and environmental issues.



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Jaan Elias oversees the development of a research team that produces cases for the Yale curriculum, including "raw" cases that draw together Internet links, interactive exhibits, text and video on a multimedia Web platform. Prior to joining the staff at Yale, Elias was an independent consultant providing reports, case studies and written analysis for large national foundations, professional associations and corporations. He received a Ph.D. in Organizational Behavior from Harvard University, with a dissertation on the career paths of PhD scientists.



CHAPPELL ELLISON

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Chappell Ellison is currently an MFA student in the Design Criticism program at the School of Visual Arts. She received her BFA in 2007 at the University of Texas, where she majored in design. While completing her undergraduate studies, Ellison was a participant in the Land Arts of the American West program. After graduating, she worked at web and graphic design companies before moving to Manhattan. Most recently, she was a recipient of the 2009 AIGA Winterhouse Student Award for Design Writing and Criticism.



CHRISTOPHER FABIAN

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Christopher Fabian is the co-lead of UNICEF's Innovation Unit in New York, which focuses on how strategic innovation can benefit the organization and improve the lives of children. Areas of focus include use of new and existing technologies, new types of partnerships, and development of communities of experts who can advise and take action against some of the major challenges facing children. Prior to joining UNICEF in 2005, Fabian studied philosophy at the American University in Cairo, and philosophy of literature at Trinity College, Dublin. He also founded media, entertainment and online information companies in Tanzania and Egypt.



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Robert Fabricant works with a global team of strategists, interaction designers, industrial designers, technologists and design researchers. He is charged with helping to extend frog's capabilities into new markets and offerings in areas like healthcare and transportation. Fabricant also leads frog's Design for Impact initiatives such as Project Masiluleke, which focus on transformative opportunities to use mobile technologies to increase access to information and accelerate positive behavior change. He is on the adjunct faculty at NYU and the School for Visual Arts, and his work has been recognized by organizations including AIGA and IDSA.



HEATHER FLEMING

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Catapult Design is a non-profit product design firm serving developing world markets. Its clients are organizations working in impoverished communities with design and technology needs, including: rural electrification, water purification and transport, food security, and health. Before starting Catapult, Fleming worked as a product design consultant in Silicon Valley for a diverse range of clients. In 2005 she co-founded and led a volunteer group focused on design programs for developing countries through Engineers Without Borders. Heather also teaches *Design for Sustainability* at Stanford University.

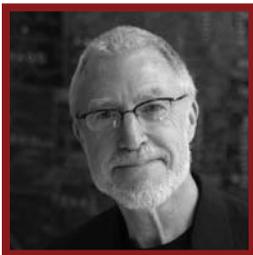


ANDREW FREEAR

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Andrew Freear, from Yorkshire, England, is the Wiatt Professor at Auburn University Rural Studio. After the untimely death of Samuel Mockbee, Andrew became the Director of the Rural Studio in 2002. Having moved to Alabama ten years ago, he lives in the small rural community of Newbern, West Alabama where his main role, aside from Directing the Rural Studio, is thesis project advisor to fifth-year undergraduate students and their building projects. The Rural Studio works within a 25 mile radius of Newbern, has been established in Hale County for 17 years and prides itself on being a good neighbor.



RICHARD GREFÉ

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Under Ric Grefe's leadership, AIGA, the professional association for design, has become the leading advocate for the value of designing, as a way of thinking and as a means of creating strategic value for business. Following an early career in urban design and public policy consulting, Grefe' managed the association responsible for strategic planning and legislative advocacy for public television and led a think tank on the future of public television and radio in Washington. He also wrote for *Time* magazine on business and the economy and then earned an MBA from Stanford Graduate School of Business.



CHRIS HACKER

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Chris Hacker's role at Johnson & Johnson is to make design a competitive advantage, through strong brand identity and sustainable design practices. In this position, Hacker leads all creative processes for brand identity, packaging design and brand imagery. His passion is bringing awareness to designers of their power in the business world to make sustainable design a key paradigm of design process and therefore make the products and materials produced lighter on the planet.



DANIELL HEBERT

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J. Daniell Hebert is the co-founder and CEO of MOTO Development Group, a product strategy, technology and development firm with offices in San Francisco and Hong Kong. Under his leadership, MOTO has developed and shipped high volume consumer electronics products for Virgin, Intel, Logitech, Sirius, Livescribe and many other startup companies. Prior to founding MOTO, Hebert was a researcher in MIT's Artificial Intelligence Laboratory and later joined Apple Computer as a researcher of advanced manufacturing systems.



KATHRYN E. JOHNSON

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Kathryn E. Johnson served for 25 years as the President/CEO of Health Forum based in San Francisco, California, before retiring from that position in 2002. Prior to the Health Forum, Johnson was the Director of Management Development at Massachusetts General Hospital in Boston, Massachusetts. In addition to the UN World Food Programme, Johnson serves on several boards, including the Health Technology Center, the Global Women's Leadership Program, and the International Leadership Association and Omni Med. She is the co-founder of the Center for Global Service Currently (CGS) and is an active consultant to healthcare and nonprofit organizations.



KENNETH KAPLAN

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Ken Kaplan became an architect after an earlier career as a psychiatric social worker. These two professions give him a unique perspective on how systems and people work and interact. His experience includes architectural design, teaching, writing, and research; social work; and healthcare system design. Kaplan received his Masters in Psychiatric Social Work from New York University. He later earned a Masters in Architecture and a Masters in Historic Preservation from Columbia University. Kaplan has held professorships at the Graduate School of Architecture, Planning and Preservation at Columbia University as well as the Graduate School of Design at Harvard University.



JEREMY KAYE

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In his role as creative director, Jeremy Kaye oversees the global brand strategy programs at Ziba. He has led teams to develop innovative solutions for clients in consumer products, healthcare, finance, education, hospitality, and retail. Kaye is especially interested in the intersection of business, design and the social sciences. He has traveled extensively to help establish offices in seven countries and has been instrumental in the execution of corporate strategic initiatives to leverage unrealized market potential.



LARRY KEELEY

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Larry Keeley is a strategist who has worked for thirty years to develop more effective innovation methods. Doblin, an innovation strategy firm he co-founded, is known for pioneering comprehensive innovation systems that materially improve innovation success rates. Doblin is now a member of Monitor Group, Cambridge MA, where Keeley is a Group Leader. Since 1979, Keeley has worked with many global companies on innovation effectiveness. He lectures frequently and publishes regularly on strategic aspects of innovation.



HENRY KING

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Henry King is a global relationship manager at Doblin, with responsibility for heading up some of the firm's most valued accounts and for leading the development of new methods, tools and techniques. Prior to joining Doblin he held the CIO role at Skidmore, Owings & Merrill, the architecture firm, and earlier at various technology startups, ecommerce dotcoms, and professional services organizations. King previously spent 12 years with Accenture and Deloitte Consulting where he led large scale IT strategy and systems development projects. Henry holds MA and BA degrees in Classical Greek and Latin Studies from Oxford University, England.



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Polly LaBarre is the co-author of the bestselling book *Mavericks at Work: Why the Most Original Minds in Business Win* and was a member of the original team at *Fast Company* magazine, where she was a senior editor. More recently, LaBarre has been a business and innovation correspondent for CNN. She also curates and moderates conversations around the ideas and important questions that will shape the future of business and success. LaBarre is at work on her second book and a storytelling platform around sustainable success and social innovation.



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Dr. Nicholas F. LaRusso, Charles H. Weinman Endowed Professor of Medicine, is Medical Director of the Center for Innovation at Mayo Clinic and a Distinguished Investigator of the Mayo Foundation. Prior to becoming Center Director in 2008, he held positions as Vice Chair for Research of the Department of Medicine, Chair of the Division of Gastroenterology and Hepatology, and Chair of the Department of Medicine, all at Mayo Clinic. He received his undergraduate degree (magna cum laude) from Boston College, his M.D. degree from New York Medical College, and his training in internal medicine and gastroenterology at Mayo, the latter as an NIH fellow in the laboratory of Alan Hofmann.



JULIE LASKY

Editor, Change Observer

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In 2009 Julie Lasky helped launch Change Observer, a web site which focuses on design for social innovation and is a channel of Design Observer. Prior to that position, she was editor-in-chief of *I.D.*, the award-winning magazine of international design, and of *Interiors* magazine, which she led to several national honors. She was also managing editor of *Print* magazine. Lasky is a widely published writer and critic, and the author of two books on design, including "Some People Can't Surf: The Graphic Design of Art Chantry." She recently joined the MFA design criticism faculty at New York's School of Visual Arts.



CAROL J. MCCALL

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Carol J. McCall leads Tenzing Health's efforts to create innovations in products, services, technologies and business models, including expanded notions of health, healthcare services, community, sustainability and human-centered design. Tenzing Health, a subsidiary of Vanguard Health Systems, is creating community-based health cooperatives — bottom-up communities of buyers and sellers, healthcare organizations, and community resources — to enhance people's health, improve the experience of care, and reduce the costs and burdens of today's healthcare system. Cooperatives link people, organizations and resources, stimulating and facilitating their integration.



STEVE MCCALLION

Executive Creative Director, Ziba Design

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Steve McCallion is a skilled innovation architect and brand strategist who balances design sensibility and strategic thinking. At Ziba, his primary charge is to foster the firm's consumer experience practice. McCallion founded the company's award-winning Design Research and Planning practice group which has developed many proprietary research and design planning methodologies. Prior to Ziba, he worked for Richard Meier and Partners Architects and started his own furniture company. He holds a Master's of Science in Architecture and Building Design from Columbia University, and a Bachelor's in Architecture from California Polytechnic State University.



JEN VAN DER MEER

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Jen van der Meer's work is focused on developing sustainable relationships between people, products and brands. Formerly a Wall Street analyst, van der Meer has held executive management roles at Organic and Frog Design. She has served as a consultant to companies including Toyota, Target, Nestle, MTV, Interface Inc., Disney, and GE. Presently working on brand collaboration communities with Drillteam, van der Meer is also an Adjunct Professor teaching sustainable interaction design at New York University's ITP school, and serves on the boards of o2NYC and Designers Accord. She received her BA from Trinity College and her MBA from HEC in Paris.



NISA MIRANDA

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Nisa Miranda has been the director of UCED since 1995. Her responsibilities include providing technical assistance and applied research to economically distressed areas in the State of Alabama to enhance local economic development efforts that diversify the State's economy, and ensures sustainable economic growth in Alabama's rural communities. Prior to this appointment, she served for ten years as the Director of the William R. Bennett Alabama International Trade Center, a premier research and trade development program. A native of Brazil, Miranda holds an M.B.A. from The University of Alabama.



CHERYL MORGAN

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Cheryl Morgan has over 25 years of teaching experience in architectural programs at Georgia Tech, Oklahoma State and CCAC. As director of the Urban Studio in Birmingham, her Small Town Design Initiative has worked with over 55 small towns in Alabama. Morgan also practiced architecture and urban design in San Francisco for over eight years, working with Environmental Planning & Research, Gensler, the Gruzen Partnership and ELS/Elbasani and Logan. She is a graduate of Auburn University and received a Masters in Architecture from University of Illinois.



ANNA MUOIO

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Leading Design Continuum's Social Innovation initiative since 2007, Muoio focuses on how design thinking can provide transformational and sustainable value to communities of need. Her work at Continuum spans the globe, from projects in India's microfinance sector to remapping and redesigning the social service system for a city in Rhode Island. Prior to Continuum, Muoio built a consultancy creating Learning Journeys for major companies in which executives were immersed in other business cultures.



MARGEIGH NOVOTNY

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Margeigh Novotny is Vice President and leader of the MOTO Strategy & Experience Group, a cross-disciplinary team of design and technology professionals that develop next generation product/service platforms for entrepreneurs and Fortune 100 companies. Margeigh began her professional life as an architect with a focus on digital information and physical interaction with the environment. Prior to joining MOTO, Margeigh founded the interaction design practice at Smart Design, where she lead the development of a wide range of user-focused products from housewares, mobile devices and media servers to interfaces for automobiles, airplanes and buildings. She is currently working on initiatives around mass behavior modification and patient advocacy.



JAY PARKINSON

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Dr. Parkinson is a preventive-medicine specialist turned health care designer. He creates smart products, processes and services that meet the needs of patients, doctors, and the public health. In 2007 Parkinson started a practice in Williamsburg, Brooklyn, which evolved into Hello Health, a Facebook-like platform that uses technology — including instant messaging and video chat — to restore the traditional doctor-patient relationship updated for today's lifestyle.



HANNE BAK PEDERSEN

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Hanne Bak Pedersen is a health and pharmaceutical sector development specialist with broad international experience. At UNICEF, she is responsible for coordination of policy and strategy for procurement and supply management of strategic, essential products (vaccines, medicines, nutri-food); integration of supply into UNICEF supported programs; and oversees the work of four departments with a procurement portfolio covering vaccines, medicines, medical equipment and supplies, water and sanitation, and education related supplies.



JOHN PETERSON

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John Peterson, AIA, created Public Architecture in 2002 and joined its staff fulltime in October 2008. He serves as the chief spokesperson and strategist for Public Architecture as well as design director and a member of the board of directors. His small private architectural practice, Peterson Architects, has dedicated an extraordinary amount of pro bono work for over 15 years, serving arts institutions, city agencies, community development corporations, nonprofit organizations, and social service agencies. Peterson earned his Bachelor of Fine Arts and Bachelor of Architecture from the Rhode Island School of Design.



PORNPRAPHA PHATANATEACHA

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Originally from Thailand, Pornprapha Phatanateacha has been teaching at Virginia Commonwealth University School of the Arts in Qatar since 2002. She received her Bachelor of Fine Arts from the University of Utah and Master of Fine Arts from Virginia Commonwealth University Richmond, Virginia. In addition to her academic career she has worked on numerous international design projects in the U.S.A, London, Japan and Thailand. Her professional design work spans a variety of disciplines including environmental design, exhibition design, branding, publication design and design strategy development.



DOUG POWELL

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Doug Powell is a designer, entrepreneur, and business strategist. Together with his wife Lisa Powell, Doug founded the Minneapolis-based Schwartz Powell Design. In 2004, following their daughter Maya's diagnosis with Type 1 diabetes, the couple launched Type1Tools to bring well-designed, kid-friendly tools to the daily experience of managing this complex disease. The success of Type1Tools led to the expansion of the business into HealthSimple® with a vision to help the millions of people living with chronic health problems. HealthSimple was acquired by McNeil Nutritionals, a division of Johnson & Johnson, in 2007.



RICK ROBINSON

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Rick Robinson is an interdisciplinary social scientist with a Ph.D. in Human Development from the University of Chicago. He was a co-founder of E.Lab, a research and design consultancy, and then Chief Experience Officer at Sapien. Both firms pioneered development and application of ethnographic and observational research approaches for clients such as BMW, Ford Motor, General Mills, General Motors, McDonald's, Sony, and Warner-Lambert. Robinson is the co-author of *"The Art of Seeing,"* as well as numerous articles on design and research. He is currently an independent consultant.



ELIZABETH SCHARPF

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Elizabeth Scharpf is an entrepreneur who creates start up ventures and advises businesses on growth strategies in the health care industry. She is the Founder and Chief Instigating Officer of Sustainable Health Enterprises (SHE), a social venture that uses market-based approaches to address the world's most pressing social problems. SHE's first spin-out business is sanitary pad franchising to address the significant costs of girls and women lacking access to affordable sanitary pads. Harvard Business School named Scharpf their first Social Enterprise Fellow.



EDGARD M. SEIKALY

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Originally from Lebanon, Edgard Seikaly has had a diverse international experience in the field of manufacturing and social-standard setting. He joined UNICEF in 2004 as a production control specialist in the Private Fundraising and Partnerships division and has been a key player in setting social and environmental compliance standards for UNICEF vendors world wide. His passion for the mission of UNICEF and his experience brings a unique perspective to this year's education challenge. He is currently based in Copenhagen.



SAM SHELTON

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Sam Shelton is a Founding Partner of KINETIK, Inc., a design firm in Washington, D.C. He is a past AIGA National Board member as well as a past Board member and Past President of the Washington, DC Chapter of AIGA. Shelton is also an adjunct faculty member at the Corcoran Museum College of Art and Design, a former adjunct faculty member at The American University, and a member of the design curriculum advisory committee for Communication Design at the Alexandria campus of the Northern Virginia Community College. He earned a Bachelor of Fine Arts in Communication Arts and Design from Virginia Commonwealth University.



FABIO SERGIO

Creative Director, frog design milano

Fabio Sergio is Creative Director at frog design in Milan, Italy, where he has led tactical and strategic innovation programs for clients such as Vodafone, HP, BBC, Telecom Italia and J&J's Lifescan. He is happiest working with clients at the intersection of design, technology and (social) connectivity, wrapping business scenarios around people's desires and dreams. Sergio is a visiting professor at the Politecnico di Milano, Domus Academy and Copenhagen Institute of Interaction Design, and was an Associate Professor of Interaction Design at Interaction Design Institute Ivrea.



DOUGLAS SHENSON

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SPARC is CDC-supported organization focused on broadening access to preventive medical services such as vaccinations, cancer screening, and the prevention of heart disease and stroke. Dr. Shenson is also a director of Vote and Vax, a national SPARC initiative funded by the Robert Wood Johnson Foundation and designed to expand access to influenza vaccinations at polling places on Election Day. Dr. Shenson is an Associate Clinical Professor of Epidemiology & Public Health at Yale University School of Medicine, and an Associate Director of the Yale-Griffin Prevention Research Center.



AMY B. SLONIM

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Amy Slonim is CDC-AARP Liaison functioning as a conduit for CDC and AARP to work collaboratively on an array of health and prevention issues and activities. From 1999 to 2007, she was Director of Programs and Senior Public Health Advisor at the Michigan Public Health Institute, acting as a special assistant to the Michigan Chief Administrator for Public Health and providing administrative oversight to all MPHI Programs. Slonim received her Ph.D. in Nutrition from Michigan State University. Throughout her career, she has had extensive experience in program management, national and international policy development, applied research, program development and evaluation.



BARBARA SPURRIER

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Barbara Spurrier joined Mayo Clinic in Rochester in 1997 and served as an Operations Administrator of the Divisions of Rheumatology, Hematology, and Cardiovascular Diseases and hospital operations in the Department of Medicine. She was named Vice Chair of the Department of Medicine at Mayo Clinic in 2003 and served in this capacity until 2008, when she was named to her current position. Spurrier received a B.A. in Economics from St. Olaf College and a Masters in Health Care Administration (MHA) from the University of Minnesota.



GONG SZETO

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Gong Szeto was formerly director of design at PEAK6 Investments, LP; chief creative officer of Rare Medium Inc.; and Principal at i/o 360 digital design. He has lectured worldwide, and is a recipient of numerous international design awards, including *I.D.* Magazine's Top 40 Designers in U.S. and Europe. His work is in the permanent collections of SFMoMA and Smithsonian's Cooper-Hewitt Design Museum. Szeto holds a B.A. in architecture and has studied business, finance, economics, and intellectual property law at NYU and Harvard. He lives in Santa Fe, NM.



MANUEL TOSCANO

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For the past 12 years, Manuel Toscano has helped his clients bridge business and design by combining a deep expertise in developing and implementing communication strategies with an unmatched ability to craft compelling visual story-telling. In 1998, he joined Zago and helped shape the design consultancy into a world-class Corporate Identity and Visual Communication practice. Under his leadership the studio broadened its scope of services, industry reach and its creative vision, reaching clients including Fortune 500 companies, international non-profits, start-ups and global brands.



INGA TREITLER

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Inga Treitler works internationally as an independent research consultant under the name Anthropology Imagination (www.anthropologyimagination.com). She consults on consumer products, environment, communications, and healthcare. Treitler brings anthropology into design and decision making in a way which is respectful of the long view of the environment. She works in areas including consumption, food, energy, and clothing — the basics of survival. Treitler has long been active in the National Association for the Practice of Anthropology, a section of the American Anthropological Association for which currently she chairs the Ethics Committee.



DIANA VELASCO

Innovation Officer, UNICEF Supply Division
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In her role as Innovation Officer at UNICEF Supply Division, Diana Velasco focuses on social innovation by building an efficient process for identifying challenges from the field and creating sustainable solutions in collaboration with industry and academia — with high impact and that benefits children. She has an academic background in anthropology and communication and has worked as an independent consultant for different international companies including Lego, and as a Design Anthropologist at Microsoft.



HELEN WALTERS

Editor, Innovation and Design, *BusinessWeek*
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Helen Walters writes about the intersection of design and business. She oversees the Innovation channel of the magazine's Web site, chronicling new tools for creativity and collaboration and documenting new ideas that have the power to change the way things are done. Walters is also a contributing editor to the design magazine *Creative Review* and the author of several books, including a survey of experimental animation short films, a monograph of a Brooklyn design agency, and a series of titles featuring contemporary T-shirt graphics. Helen is from Sheffield in northern England, but now calls Brooklyn her home.



JOCELYN WYATT

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Jocelyn Wyatt brings a business perspective to a variety of social innovation projects with clients including social enterprises, foundations, NGOs, and multinationals. She also teaches social enterprise at the Haas School of Business at UC Berkeley. Prior to joining IDEO, Wyatt worked in Kenya as an Acumen Fund fellow, and served as VisionSpring's Interim Country Director in India. She received an MBA from Thunderbird School of Global Management and a BA in Anthropology from Grinnell College.

ASPEN PROJECT STUDIOS

CDC 12

Renna Al-Yassini
Lynda Anderson
Ernest Beck
Gaby Brink
Dan Buchner
Robert Fabricant
Nicholas LaRusso
Doug Powell
Fabio Sergio
Douglas Shenson
Amy B. Slonim
Inga Treitler

HALE 13

John Bielenberg
Charlie Cannon
Pam Dorr
Chappell Ellison
Andrew Freear
Chris Hacker
J. Daniel Hebert
Jeremy Kaye
Nisa Miranda
Cheryl Morgan
Sergio Palleroni
John Peterson
Sam Shelton

UNICEF 14

Mariana Amatullo
Grant Cambridge
Nathalie Destandau
Vanessa Eckstein Arrioja
Christopher Fabian
Heather Fleming
Julie Lasky
Pornprapha Patanataecha
Hanne Bak Pedersen
Elizabeth Scharpf
Edgard Seikaly
Manuel Toscano
Diana Velasco
Jocelyn Wyatt

FOOD 12

Marc Alt
Allison Arieff
Valerie Casey
Ted Chen
Michael Conard
Kathryn E. Johnson
Ken Kaplan
Polly LaBarre
Steve McCallion
Anna Muoio
Rick Robinson
Jen van der Meer

MAYO 12

Maggie Breslin
Tim Brown
Allan Chochinov
Jaan Elias
Terry Irwin
Henry King
Carol McCall
Margeigh Novotny
Jay Parkinson
Barbara Spurrier
Gong Szeto
Helen Walters

FLOATING 3

William Drenttel
Richard Grefé
Larry Keeley