

Mentor Training Outline

1. Expectations for availability
2. Mentor Networking
3. Familiarity with communication tools/requests for supports from the teams
4. When to Mentor
5. When to apply expertise or refer to another mentor
6. Basic Human Centered Design/Customer Experience approaches and tools



APPENDIX B:

Open-Ended Question Examples

NO LEADING

NO PROMPTING

NO INTERRUPTING

Examples of Information Gathering

- What prompted you/your company to look into this?
- What are your expectations/requirements?
- What process did you go through to determine your needs?
- How do you see this happening?
- What is it that you would like to see accomplished?
- Describe the experience (good or bad) you have had with similar events/partnerships.
- What does that mean?
- How does that process work now?
- What challenges does that process create?
- What are the best things about that process?
- What other items should we discuss?

Examples of Qualifying

- What do you see as the next step?
- What is your timeline for implementing this service?



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- What other data points should we know before moving forward?
- What budget has been established for this type of work/partnership?
- What are your thoughts?
- Who else is involved in this decision?
- What could make this no longer a priority?
- What concerns do you have?

Examples of Establishing Rapport, Trust & Credibility

- How did you get involved in...?
- What kind of challenges are you facing?
- What is the most important priority to you with regard to this event? Why?
- What other issues are important to you?
- What would you like to see improved?
- How do you measure that?



Additional Examples: Transitioning from Closed-Ended to Open-Ended

Closed-ended questions	Open-ended questions
What's your main business goal?	What are the top priorities of your business at the moment?
What did you focus on last year?	What are some of the best decisions you've made related to ___?
How are you doing?	How are you feeling about your current situation related to ___?
What's your five-year plan?	If we were meeting five years from today, what needs to happen for you to feel good about your situation related to ___?
What are your long-term goals?	What opportunities do you see on your horizon?
What are your roadblocks?	What challenges do you see to making those opportunities happen?
Why are you looking for [service]?	If we were to work together, what are the top two or three outcomes you'd like to see?
What are your kpis?	How will you be measuring our success related to those outcomes?
What if we don't hit our goals?	What's the biggest risk of you not making progress on this situation?



APPENDIX C:

Health Care Hackathon Communication and Staffing Guidelines and Information

Pre-Event Planning

In the lead up to any health care hackathon event, preparation and planning are vital. Below is a rough timeline of information to gather, meetings, and products that should be prepared in order to take the greatest advantage of each event.

Eight to Ten Weeks to the Event:

- Begin weekly coordination calls with VHA, including the local Public Affairs Office (PAO). These calls should focus on collecting as much information about any VHA personnel who will be attending as volunteers, mentors, or participants (with a focus on participants!).
- Provided a venue has been selected, begin to map out the space, particularly for the following areas:
 - Identify a quiet, well-lit interview space where VHA and partners can film interviews.
 - Identify a location for the VHA Informational Booth (if applicable).
 - Identify where the breakout areas for each track will take place.
- Resources permitting, begin working to reserve a film team for the days of the event.
- Update materials like one-pagers or post card materials to reflect the appropriate venue, background, participants, and goals of the upcoming event.
- Work with the PAO at your facility and depending on the scale of your event, reach out to the Office of Public and Intergovernmental Affairs (OPIA) and VHA Communications to provide them with as much information as possible, the target audience, message, and get an understanding of their interest/capacity to support with VA Central Office (VACO)-level communication resources.

Six Weeks to the Event:

- Begin to add communication coordination to the weekly calls, which will serve to align all the event partners playing a communications or coordination role. The goal of these calls will be to ensure that the communication teams understand the event, space, resources, and can coordinate efforts, pitching targets, and messaging accordingly.
- Work to identify VHA volunteers, mentors, or participants whose background, expertise, personal story, or the challenge they bring to the event are particularly unique, inspiring or noteworthy. These individuals should be cleared with the appropriate channels for pitching to media over the next two weeks.
- Identify the appropriate venue to ship any collateral materials to prior to the event.

Four Weeks to the Event:

- Begin coordinated media pitching and media invitations to the event. Continue coordination calls.



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- Depending on the scale of your event, meet with OPIA and VHA Communications again to solidify any plans or preparations that involve larger VHA Communication efforts, speakers, partnerships, and their role in the event.

3 Weeks to the Event:

- Continue the weekly coordination calls.
- Establish volunteer schedules based on the following task areas:
 - **Booth Support:** This schedule will run the duration of the event and ensure that the VHA booth is always staffed with at least two team members during the event.
 - **Media Relations:** This schedule will run the duration of the event and feature at least one individual who will handle media from the arrival of the media to their departure, including their interaction with any stakeholder.
 - **Film Schedule:** This schedule will manage the film crew covering the event, their interview schedule with any individuals, as well as distinct times for filming presentations.
 - **Front Desk Schedule:** This schedule will ensure that someone is registering participants, identifying their affiliation, providing appropriate documentation.

Two Weeks to the Event:

- Begin social media messaging highlighting the event and previous health care hackathon successes to promote public interest.
- Begin daily communication coordination calls. These calls will focus mostly on pitches and media relations. Additionally, they will also serve as a venue to perform social media coordination.

One Week Until Event

- Continue to coordinate schedules, communications, collateral, and social media daily.



<<FACILITY NAME AND PARTNER(S)>>PRESENT:

<<NAME OF EVENT>>

PARTICIPATE TO SOLVE VETERAN CHALLENGES

Enter Date

Enter Location

Goals

Example Goal from MIT Grand Hack: This initiative is already helping VHA to design and scale innovative solutions to Veteran challenges and to establish mutually beneficial relationships that foster sustainable innovation networks.

Participation Opportunities

Example Descriptions of Event Roles:

- **Participant:** create a team (or join one at the event that can include engineers, students, industry designers, and other health care professionals) to develop solution(s) for Veteran challenges.
- **Mentor:** Participate in the Veteran-focused team of mentors to provide support and guidance to teams
- **Speaker:** Set a Veteran-focused tone to the entire event or in smaller breakout sessions
- **Sponsorship:** Consider sponsoring a meal, snack, activity or the event to create awareness

Why Participate?

- Engage the brightest minds to address Veteran challenges!
- Create awareness for your organizational goals and focus areas!
- Develop new opportunities for partnership!
- Increase access to innovation!

To register please go to [your link here](#), for sponsorship opportunities, contact jsmith@va.gov

VHA PARTNERS WITH MIT TO SOLVE VETERAN CHALLENGES

PLEASE JOIN YOUR FELLOW VHA EMPLOYEES AND PATIENTS AT THE UPCOMING
MIT GRAND HACKS TO CREATE REAL SOLUTIONS TO REAL PROBLEMS

Friday, August 2 – Sunday, August 4, 2019

Samsung Solutions Center
700 Pennsylvania Avenue SE, Washington, DC



Opportunities

- **A Different Kind of Hack:** MIT Grand Hacks are focused on hacking medicine—not computers. Working with a diverse team of entrepreneurs, students, and healthcare professionals, you and your team will work to develop and innovate solutions to real healthcare solutions.
- **Participant:** create a team (or join one at the event that can include engineers, students, industry designers, and other health care professionals) to develop solution(s) for Veteran challenges.
- **Pitch a Veteran Challenge:** As a participant, you can pitch a Veteran challenge for teams to create potential solutions
- **Mentor:** Participate in the Veteran-focused team of mentors to provide support and guidance to teams

Register Today!

- To register and for more information, visit <http://grandhack.mit.edu/>.

DEADLINE EXTENDED!!!!



APPENDIX D:

Event Debrief

Date:

Attendees:

REVIEW

-

ISSUES

-

LESSONS LEARNED

-

NEXT STEPS

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APPENDIX E:

PRE-EVENT CHECKLIST

- Define the problem
- Identify stakeholders
 - Planning team
 - Event facilitator
 - Participant
 - Mentor
 - Speaker
 - Judge
 - Sponsor
- Engage stakeholders
 - Communicate
 - Consult
 - Plan
 - Develop relationships
 - Compromise/manage the risk
 - Define roles and responsibilities
- Set evaluation criteria
- Shape tracks
- Develop a path forward for winning solutions
- Budget and logistics Venue



- Wi-Fi
- Tools for Planning and Designing
- Food and beverages
- Schedule
- Develop a communication strategy

EVENT CHECKLIST

- Keynote speeches
 - Align with overall goal
 - Make speakers aware of mission
- Form teams
 - Multidisciplinary
 - Access to understanding of the problem
 - VHA understanding
- Setup/logistics
 - Group work space
 - Wi-fi
 - Whiteboard space
 - Media staging/quiet space
 - Power strips
 - Food
- Media engagement
 - Run of show
 - Identify teams with innovative ideas for interviews

- Mentor engagement
 - Create mentor space
 - Deliver mentor training
 - Mentor tools
- Provide guidance for practice pitches
 - Assign speaker
 - Assign demo driver
 - Restate vision and business opportunity
 - Do not call out challenges to solution
 - Keep slides to a minimum
 - Prepare for Q&A
- Partner-led presentations and workshops
 - Partners asked to highlight their work
 - Schedule structured breaks

POST-EVENT CHECKLIST

- Post-event debrief
 - Encourage constructive criticism
 - Establish a clear plan for following up with winning solutions
 - Establish a clear plan for following up with all participants
 - Divide responsibilities for post event activities between internal and external stakeholders
- Provide a warm handoff of winning solutions to/with output owners or innovation champions
 - Determine necessary resources
 - Identify the innovation champion



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- Identify key themes and outcomes you want to highlight in communications
- Identify the person(s) responsible to coordinate these communications
- Determine methods to continue to engage partner(s), even outside of health care hackathons

APPENDIX F:

Cooperative Research and Development Agreement

Between

U.S. Department of Veteran Affairs
("VA")
Veterans Health Administration Innovation Ecosystem
("VHA:IE")
810 Vermont Avenue
NW Washington, D.C.
20420

and

Massachusetts Institute of Technology
77 Massachusetts Avenue
Cambridge, MA 02139-4307
For MIT Innovation Initiative

This is a Cooperative Research and Development Agreement (CRADA or Agreement) between Massachusetts Institute of Technology, and the US Department of Veterans Affairs (VA) Veterans Health Administration Innovation Ecosystem (VHA:IE). When referred to independently or collectively, Massachusetts Institute of Technology ("MIT") and the VA/VHA:IE, locally are referred to as the "Parties" or "Party" as appropriate.

1. Program Overview

VHA:IE maintains an Innovation Partnerships Program to support teaming between VA and similar organizations to address shared challenges. The Innovation Partnerships Program focuses on tapping into and cultivating ideas from outside VA. The Partnership Program is where innovative ideas are co-developed between VHA:IE and external organizations that seek to explore mutual interests.

VHA:IE Partnerships are designed to allow VHA:IE to pool resources and ideas with strategic partners to solve large, complex, and shared problems. The program enables more agile research, ad-hoc discussions, and quick course corrections as ideas mature or fail to come to fruition. This is an alternative level of engagement with external organizations where VHA:IE contributes to finding solutions that otherwise could not be resolved or discovered alone.

2. Authority

This Agreement is supported by 15 U.S.C. § 3710(a) and VHA Directive 1098 “VHA Public-Private Partnerships.”

This agreement is for the Massachusetts Institute of Technology to provide and facilitate hackathon events focusing on Veterans’ challenges, through its MIT Innovation Initiative on behalf of MIT Hacking Medicine.

3. CRADA Overview

The scope of this project is memorialized in Appendix A (attached).

4. Expenses

Each Party shall bear its own costs, risks, and liabilities incurred by it arising out of its obligations and efforts under this CRADA. Nothing in the agreement obligates either Party to expend funds on behalf of the other Party.

5. Confidentiality

5.1 The Parties may anticipate the need to exchange Confidential Information to fulfill their requirements under this Agreement. Confidential Information means scientific, business, or financial information so marked or otherwise identified by notification (in the case of information disclosed orally or visually, is identified by the disclosing Party as confidential at the time of disclosure and is summarized in a writing delivered to the receiving Party within 10 days following such disclosure), provided that the information is not:

- (a) publicly known or available from public sources; or
- (b) Any information that, after disclosure to the recipient Party is published or becomes known publicly or otherwise becomes part of the public domain, through no fault of the recipient Party; or
- (c) made available by its owner to others without a confidentiality obligation; or
- (d) already known by the receiving Party, or independently created or compiled by the receiving Party without reference to or use of information provided under this CRADA; or
- (e) related to potential hazards or cautionary warnings associated with the production, handling, or use of the subject matter of the SOW.

At times the Parties may either be the recipient or the provider of such Confidential Information.

5.2 Each Party, using a reasonable degree of effort, shall keep Confidential Information of each other confidential and shall use Confidential Information only for the purposes described under this Agreement and to the extent consistent with applicable legal authorities. Recipient Party shall treat Confidential Information as it would its own Confidential Information and take all reasonable precautions to prevent the unauthorized use, disclosure, dissemination, or publication such information. A Party's obligations with respect to use and non-disclosure of the Confidential Information shall survive for a period of three years following receipt of the Confidential Information.

5.4 VA is subject to various confidentiality and disclosure laws, including but not limited to the Privacy Act, 5 U.S.C. § 552a; Freedom of Information Act, 5 U.S.C. § 552; 38 U.S.C. §§ 5701, 5705, and 7332. Additionally, VA employees are bound by the Federal Trade Secrets Act, 18 U.S.C. § 1905, which prohibits them from disclosing confidential and proprietary information disclosed to them in the conduct of their official duties. Nothing in this Agreement bars disclosures to Congress pursuant to an oversight request, or to an authorized official of an executive agency or the Department of Justice that are essential to reporting a substantial violation of law. Requests for disclosure of Confidential Information will be handled in accordance with 5 U.S.C. § 552, E.O. 12600, and VA regulations, in particular VA's procedures for disclosure of business information, 38 C.F.R. 1.558. Nothing in this Agreement may be construed to prevent MIT from disclosing Confidential Information as required by law or legal process.

6. Publicity; use of name; press releases

Any press releases issued by either Party concerning this CRADA or any resulting relationship to be carried out hereunder, will be subject to prior approval of the other subject to VA and other federal laws and regulations as may be pertinent.

By entering into this Agreement, neither Party shall state or imply that the other Party or any of its organizational units or employees endorse any product or services of another Party. Where publicity references VA, publicity will be accompanied by a disclaimer that no VA endorsement is intended. The Parties shall provide proposed press releases related to this CRADA to each other for review and comment at least five (5) business days before release.

Any Party may

disclose the title of this Agreement to the public without the approval of the other Parties.

MIT

may use VA's logo, seals, flags, and other symbols only pursuant to a written determination by VA that the proposed use by MIT advances the aims, purposes and mission of the Department. VA approval is not guaranteed.

VA shall not otherwise use or allow the use of the name of "Massachusetts Institute of Technology," "Lincoln Laboratory" or any variation, adaptation, or abbreviation thereof or of any of its trustees, officers, faculty, students, employees, or agents, or any trademark owned



by MIT, or any terms of this Agreement in any other public announcement or disclosure without the prior written consent of MIT (via tlo-uon@mit.edu), which consent MIT may withhold in its

sole discretion. In the case of an individual trustee, officer, faculty, student, employee or agent, such consent must also come in writing from the individual.

7. General

7.1 This CRADA shall become effective upon the date of the last signature below, continuing through December 31, 2020, unless earlier terminated in accordance with Article 7.7.

7.2 Nothing in this CRADA shall be deemed or implied to create a joint venture or legal partnership of any kind between the Parties. No Party shall have the right to contract on behalf of or bind the other Party or make any commitment, representation or warranty for or on behalf of the other Party.

7.3 This CRADA does not restrict either Party from collaborating with any other third parties in the areas specified in this Agreement.

7.4 All notices, requests, consents and other communications hereunder shall be deemed to have been duly given if delivered or mailed first class, postage prepaid, or by commercial courier to each Party at the address of the Authorized Representative given below.

7.5 This CRADA may not be assigned or otherwise transferred by any Party, in whole or in part, without the express prior written consent of the other Party, which shall not be unreasonably withheld. No provision of this CRADA may be waived or modified except by a written statement executed by all Parties.

7.6 If any term, provision, covenant, or condition of this CRADA is held to be invalid or unenforceable by a court of competent jurisdiction, it is to that extent deemed omitted and the remainder of this CRADA shall continue in full force and effort.

7.7 This Agreement may be terminated with 30 days' written notice sent to the authorized representative of the non-terminating Party.

7.8 This Agreement is the entire agreement between Parties hereto which supersedes all prior agreements, written or oral, relating to the subject matter hereof. Amendments may only be executed per the terms and conditions in ¶10, *infra*. There are no agreements, warranties (express or implied), liabilities (negligence or otherwise), or understandings other than those written or specified in this CRADA.

Nothing contained herein shall commit either Party to perform any specific obligation whatsoever, including but not limited to, research development effort or provide specific educational services, but merely indicates the Parties' intention to enter into separate agreements. This Agreement shall not be construed as granting any rights to any third party based on any third party beneficiary or otherwise. This CRADA may not be transferred without the express consent of both Parties hereto.



8. Intellectual Property:

This Agreement does not contemplate the creation, transfer, license or sale of any intellectual property as a result of performance of this Agreement. Any such creation, transfer, license or sale of intellectual property shall only be done in accordance with a separate written agreement between the parties.

9. Injuries or Harm:

The parties shall be responsible for the acts and omissions of their respective employees and agents. The liability, if any, of the United States for injury or loss of property, personal injury or death shall be governed exclusively by the provisions of the Federal Tort Claims Act.

10. Amendments:

Amendments must be bilaterally executed in writing, signed by authorized representatives of both parties. No oral or unilateral amendments will be effective. Only terminations done in accordance with the terms of this agreement may be done unilaterally. This Agreement may be modified only by a written instrument executed by an authorized signatory for each Party. Any project statement of work may be modified by mutual written consent of the Parties

11. Notices:

All notices shall be in writing and signed by an authorized representative of the notifying Party. Parties shall send notices by registered or certified mail by U.S. Postal Service with return receipt, or by an express/overnight commercial delivery service, with delivery prepaid. Notices shall be properly addressed to the Parties at the addresses provided below or to any other address designated in writing by the receiving Party.

Project managers for this CRADA are as follows:

VA:

Partner: