

# **Sustainability:** The Role of Innovation, Creativity & Diversity

**NICHQ**  
National Institute for  
Children's Health Quality

HEALTHY  
**start**  
TA & SUPPORT CENTER



*Estoy muy feliz  
de que hayamos  
podido verte en  
esta reunión.*

“The best way to predict the future is to create it.”

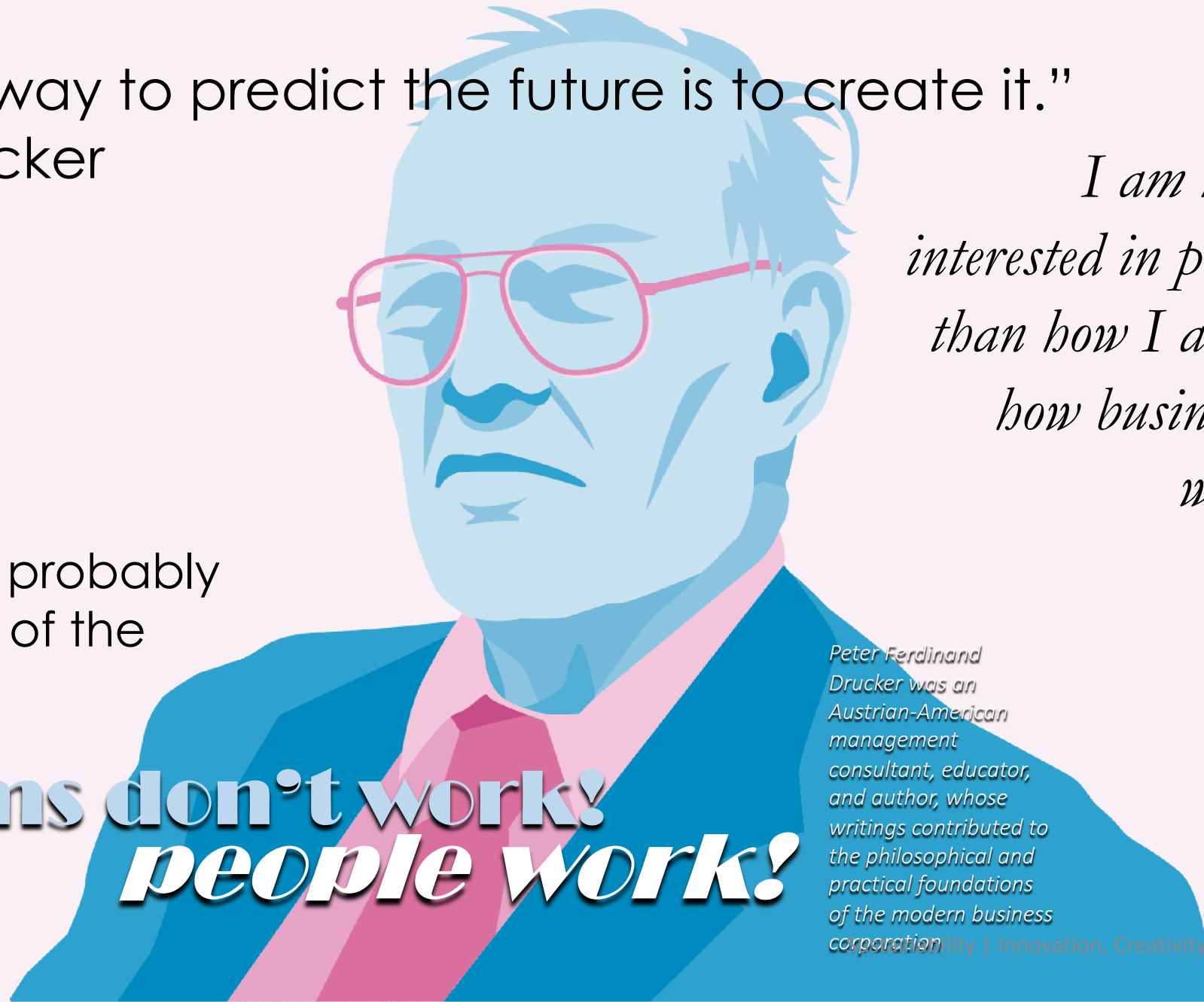
-Peter Drucker

*I am more  
interested in people  
than how I am in  
how businesses  
work!*

the businesses probably  
work because of the  
people

**programs don't work!**  
***people work!***

*Peter Ferdinand  
Drucker was an  
Austrian-American  
management  
consultant, educator,  
and author, whose  
writings contributed to  
the philosophical and  
practical foundations  
of the modern business  
corporationality | Innovation, Creativity and Diversity*



# drucker-mindset

One must appreciate the historical universe of traditions and structures out of which they emerged and the cultural universe of norms and values in which they participate.

One must know about what has happened over time and the particular strengths.

One must be aware of competing economic ideologies and their underlying premises.

In short, one must be able to recognize major shifts in human aspirations as well as the fixed limits of human adaptation





Then, too, one must be sensitive to the speed, direction, and logic of those technological and demographic changes that will make the future very different from the present.

One must, at the same time, carefully ascertain what in the present will last. Not least, one must supplement an understanding of management with insights from other fields of knowledge, regularly comparing it with the summary experience of other large-scale organizations and different cultures.





look **back** | *leap forward*

A **role** is a set of connected behaviors, rights, obligations, beliefs, and norms as conceptualized by people in a social situation.

**Sustainability:** The Role of  
Innovation, Creativity & Diversity

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sus·tain·a·bil·i·ty

*the ability to be maintained at a certain rate or level.*



*One of the biggest indicators of unsustainability  
is in the misdistribution of wealth (resources)*



# *let's just consider motivations for exploring sustainability*

The following are three viewpoints for sustainability:

- ✓ *Ecological*
- ✓ *Environmental*
- ✓ *Economical*

It is helpful to ask ourselves what our motivations are for seeking sustainability.

This can help us in articulating our understanding of sustainability and our commitment (or not) to achieving it.

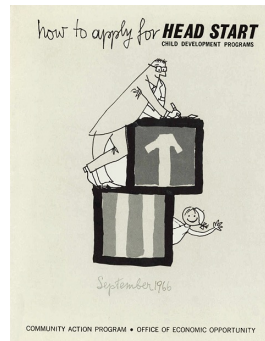
The Economic Opportunity Act of 1964 is enacted and includes programs such as: Job Corps, Urban/Rural Community Action, VISTA, Project Head Start and many more.

## 1964

War on Poverty: On Jan. 8, President Lyndon Johnson takes up the cause of building a "Great Society" by declaring "War on Poverty" in his first State of the Union Address. The goal of the War on Poverty is to eradicate the causes of poverty by creating job opportunities, increasing productivity, and enhancing the quality of life.

## 1965

"Recommendations for a Head Start Program": On February 19, 1965, a panel of experts produced a report entitled, "Recommendations for a Head Start Program: Improving the Opportunity and Achievements of the Children of the Poor."



## 1967

Infants and toddlers: The Parent and Child Centers demonstration project is established. It offers Head Start services to families with children birth to 3. This program eventually becomes Early Head Start, first funded in 1995.

## 1970

Parent participation as policy:

## 1975

10th Anniversary: Head Start celebrated its 10th anniversary.



# HEAD START

## 1991

Multicultural Principles: The Head Start Bureau publishes the Multicultural Principles for Head Start Programs. Its purpose is to stand as a challenge for programs to focus efforts on individualizing services so that every child and family feels respected and values, and is able to grow in accepting and appreciating different. These principles are revisited and updated in 2010.

1991-1996

2001-2005

2005-2009

2009-2014

2014-2019

2019-2024

- ❑ Share responsibility for the identification and maximization of resources and community ownership to sustain project services beyond the project period.

l e v e r a g e | m a x i m i z e | g e n e r a t e



institutionalization  
*(it has to live somewhere)*



Moving beyond surviving to *thriving* in times of transition

# Sustainability and Transition Planning Tools for Healthy Start



# sustainability

*people*

*policies*

*program*

*partnerships*

institutionalization

*integration*



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in·no·va·tion

the action or process of innovating.

*think of  
innovation as a  
process, not  
outcome*

make changes in something established,  
especially by introducing new methods, ideas,  
or products.

*innovation is the practical  
implementation of ideas that result in the  
introduction of new goods or services or  
improvement in offering goods or  
services.*

four types of innovation that stand out and seem to be  
the consensus among organizations looking for a  
groundbreaking idea, concept, or product.

*1. Sustaining, or  
incremental innovation  
(continuous improvement)*

Sustaining innovation occurs when both the problem and the domain it exists in are well defined. It refers to when a company constantly makes small improvements on its products to sell them at higher prices to its best customers in order to sustain its competitive advantage and position as a market leader in an existing market.

Moreover, incremental innovation is an especially participative approach engaging staff, partners, community members as development leaders building a collective culture of improvement.



## 2. Breakthrough innovation

Breakthrough innovation is a kind of radical innovation that occurs when the problem you are trying to solve is well-defined, but the domain it exists in is still only operating at part of its potential.



**iPhone**

**ANNOUNCED:** Jan. 9, 2007

**RELEASED:** June 29, 2007

**KEY FEATURES:**  
3.5-inch diagonal screen;  
320 x 480 pixels at 163 ppi;  
2-megapixel camera

**PRICE:** 4GB model, \$499;  
8GB version, \$599 (with  
a two-year contract)

When Apple released the first iPhone they essentially created a totally new product that has now become ubiquitous







### *3. Disruptive innovation*

Disruptive innovation occurs when a new product offering transforms the market it enters into.

# NETFLIX



The Ford Model T is a good example: it wasn't designed to compete with the expensive cars owned by the wealthy elite, but to target a new segment of lower-income customers. **It began as a low-end disruption targeting a new market and totally disrupted the automobile industry.**



Coming together is a beginning,  
staying together is progress, and  
working together is success.

Henry Ford (1863-1947)



# pivoting!

(COVID-ing)



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## *4. Basic research*

Of course, almost every great innovation requires deep knowledge in a specialized area, and this is where research innovation comes in.

Basic research refers to **the discovery of a new phenomenon that enables new problem solving techniques.**



*imagination*  
in between innovation and creativity



About 3,220,000,000 results (0.35 seconds)



cre•a•tiv•i•ty

the use of the imagination or original ideas, especially in the production of an artistic work.

*4 Characteristics:*

*Imaginative.*

*Purposeful.*

*Original.*

*Of value.*



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Google

di·ver·sity

the state of being diverse; variety; the practice or quality of including or involving diverse people and backgrounds diversity, through a framework equity and inclusion

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methods **ideas**

*pathways*

approaches

*perspectives*

*partners*  
staff





GREASE

*rama lama lama ka dinga da dinga dong*

sustainability, innovation, creativity, diversity



# [ technology ]

*role* – grew with COVID

*value* – increased with COVID

*utilization* (essential)

*maximization* (now and beyond)



**Sustainability:** Projects should foster community partnerships and build capacity and/or program resources that continue as needed in that community after federal funds discontinue. A sustained project is one that demonstrates the continuation of key elements of program/service components started under the HRSA-supported project.

*Source:* Health Resources & Services Administration. Maternal and Child Health Bureau. Division of Healthy Start and Perinatal Services. Healthy Start Initiative: Eliminating Disparities in Perinatal Health. Funding Opportunity Number: HRSA-19-049. September 2018.



*build with  
community*

**tap into innovation, creativity  
diversity**



Communication is recognized as the most important aspect of leading change. A successful transition depends upon effective internal and external communication strategies.




*the color of reality - alexa meade*

5.11





A close-up photograph of a child's hand, heavily coated in various colors of paint (blue, yellow, red, purple, green). The hand is resting on a light-colored wooden surface, possibly a table or a piece of art. The background is a blurred, colorful pattern, suggesting a creative or artistic environment.

this work is hard  
this work is beautiful  
this work is healthy start

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# momentum

*keep it going*

*staff*

*program*

*funding*

