

Good Boost Transcript

Prior to March 2020, good boost was a social enterprise specialising in digital aquatic rehabilitation software to enable public swimming pools to offer personalised aqua-rehab exercise programmes on waterproof tablet computers. Our clinical artificial intelligence designed individually tailored programmes by recommending the most appropriate aqua exercise following their information submitted throughout a digital consultation form. Our evidence-based clinical system selects exercises based on the user's complaint, body region of the complaint, their confidence and ability. The system has been designed by specialist physiotherapists and musculoskeletal researchers – we provided training for volunteers and staff to deliver group and individual therapeutic aquatic exercise sessions that improves pain, function and quality of life in low cost sessions that are locally accessible. We offered through a b2b license model, enabling the pool venues to have the software, equipment, training, support and data analysis to deliver a community aqua rehabilitation programme directly from their pool without an on-site physiotherapist.

The good boost app on the waterproof tablets display the exercise programme in clear animation videos. Good boost has won awards for our community AI services that showcased our ability to adapt and respond to participant feedback, so exercise changed and evolved session-to-session, week-to-week, just like a personal PT or therapist. We co-designed the good boost app with older adults living with joint and pain conditions to ensure it was easy-to-use and fit-for-purpose. Importantly, enables pools to offer groups sessions and individual sessions that required no staff members and could take place during any public timetabled session. And because we gather data and outcomes, we provide a great dashboard to pools so they can evidence their impact on community health.

And to make all this possible, we've designed and built out custom waterproof tablets that overcome many of the barriers with any of the off-the-shelf waterproof tablets on the markets. With one of the highest waterproof ratings, simple clip-connect charging, they float as people are not keen to pick up their tablet from the bottom of the pool, they have built-in stands so they can be propped up easily on the side of the pool, and they're impact resistant to minimise the risk of breakage.

At good boost, our focus has been supporting older adults to be more active in pools to manage their joint and pain conditions.

We have hugely positive feedback from our users. That they can ride their bike again, easing the pain and stiffness, regaining the strength and coordination to walk up steps, reducing medication, sleeping better and being active in ways they couldn't on land.

And through the data we gather, we're able to evidence the health impact we have that transforms people lives every day. We see meaningful improvements in pain, function and quality of life from zero – four weeks, and zero to 24 weeks. And our independent health economic evaluation highlighted that good boost creates £90k of health savings in each pool through avoided GP and outpatient departments and delayed or cancelled hip and knee replacement surgery.

Then we hit February. News report coming in, number increasing and tensions rising. We were due to launch in 40 new swimming pools over spring/summer 2020 in a joint project with swim England, and we are working at full speed to have everything prepped and ready. Summer 2020 was to be a core element of our growth, future income and all the development and learning we had completed to date.

We had a feeling pools were going to close from early march and after much debating, predicting and speculating over numerous cups of tea, we took the decision on March 16th to pivot to focus on land exercise. On March 23rd the PM's announcement, pools closed, and it solidified our decision. It was some educated thinking, but lots of guess work and rolling the dice too. It was the right decision in the end; however, this was the hardest part, deciding which path to take. Do we continue developing all our aquatic technology, or go down the path for land exercise? Making the decision as a team based on the best information and intuition, we could be the first step. Now we had to make it happen. By Monday 23rd of March we were prepped and ready to launch full steam into developing a completely new part of the business regardless of everything that was changing and the office closing.

We went back to basics. As part of our discover phase we mapped out all our assets and capabilities: software developers and ai specialists, physiotherapists and MSK researchers and a remote working set-up to make it all possible, partnerships and collaborators for launch visibility and more. This formed step one of the innovation process – knowing what we had at our disposal. We then followed the double diamond methodology to begin understanding the problem of land-exercise at home for people with MSK conditions.

As we explored this there were some key elements that supported this: video calls (so many team and working group calls), flurries of emails/ and cloud working documents and plenty of desktop research of what had already been done, because when you're developing something, always learn from what's others have done before you.

Communication: re-assure, create certainty in uncertainty. Paper-trails: version control – we had so many documents, having everyone working on the correct version was essential to minimise duplication and errors. Desktop research: utilising team members through re-deployment where their tasks no longer existed because of lockdown and pool closures to gather the knowledge the wider team needed.

The other elements that supported us to adapt quickest was repeating the direction we were moving in and delegating the goals for teams and team members to achieve the new goals in this direction going head first into co-design, running virtual focus groups with our users, new potential users that fit our user demographic, patient representative charities to better understand the problem to discover and define what a land-exercise version of good boost needed to do. This has been an ongoing process since and some of our more valuable existing and new developments have

occurred through our co-design sessions. And as we were all working completely remote, to have easy access to use digital project management systems - we use asana, but there are plenty of options out there.

What I found, is particularly in a crisis, people often value direction over group diplomacy and decision making. Certainty is important to reduce anxiety and purpose is essential to ensure team members know how they contribute, and in a time when turning on the news was bleak, having a clear purpose and how the team tackles a small part of the crisis unfolding around us was important. Deep problem understanding is critical in all times of innovation and development, we had to move virtual to complete this and it's an approach we will continue to do. And again, good project management systems ensure continued day-to-day certainty and purpose. On top of digital system, I ensure that every team member had a morning call with me every day to check in how they were and where their focus was. We also set up 'Friday drinks' to maintain that team feeling, where we all have a glass of something and have a video call where we wouldn't talk about work.

And we did it. Within 4 months we had designed, built and deployed our first every publicly available app with a new library of land-exercise animations. We launched a social media campaign with support from partners and supporters that achieved almost 20k social media impressions in the first week. The app was released for both apple and android devices and through the co-design workshops it's easy to navigate, simple to use and as accessible as possible. What we're proud of, is that we have been reviewed by Orcha, who are the international medical app reviewer at 74%, making good boost one of the highest rated physiotherapy apps on the planet in Orcha's joint/bone and muscle category.

Over this process we learned a lot – some successful and some elements that were incredibly difficult. That it was essential to create an environment where it was okay to take risks to develop something new, where things may fail. Overall, we increase our risk tolerance and ability to both predict and mitigate risk so that the team could crack on with development. Clear communication was needed every week and sometime every day in the direction. I thought that everyone 'got it', they knew where we were going because I mentioned it in a meeting. But it is critical to remind people regularly where we are all going and what we are doing to get there. This has evolved into a monthly team update on our direction, strategy, achievements, - much of it is repeated from the previous month, but it creates clarity and consistency that's valued by the team. It's important to set timelines – and when you're in the midst of innovation and changing work practices, making them realistic and achievable isn't each. But people need a goal to work to and it's better to set a timeline than 'wait and see'. And to define and keep defining roles. When everything changes, and you work in new and adaptive ways, people can start to feel lost. There's role-creep just like-mission creep in this process. Catch up with people one-on-one, check in with where they believe their role is and how they are contribution to make sure they are where they are meant to be (any they are happy with this too).

Yes. We've gone through an evolution, literally evolving from water to land. We now offer more for leisure centres than ever before to support people with musculoskeletal and health conditions to

take part in tailored programmes both wet-side and dry-side, making good boost more accessible to more people. It also means that for leisure centres, were more valuable, as good boost enables them to support more members and more customers, creating more revenue that isn't restricted to a pool timetable.

The last 6-months has also enabled us to develop new future functions and features. Some that have been user-led in our virtual focus groups, such as a new way for goal settings and group goals and some which have been expertise-led through our team and collaborators developing novel and world-leading digital MSK rehabilitation technology and computer-vision.

Good boost overview now has both land and water in its offering. We continue to provide a b2b license solutions for leisure centres, swimming pools, spas and retirement villages. In addition to our new direct to consumer subscription model through our public apps that can be downloaded on phone or tablet.

However, if we're going to embed these changes, our new development to ensure it is adopted and stays relevant we've had to consider a few more elements. We've updated our messaging to reflect our expanded offering. We've re-engaged with previous clients., partners and collaborators to highlight where we are now and the direction we're moving in and we contacted new opportunities and potential clients to create new revenue streams that didn't exist before Covid. The new messaging creates clarity for the market and our users re-engaging ensures our diversified portfolio create re-newed interests and contracts and our new opportunities is encompassed in our new commercial strategy to ensure we maximise our growth and impact through our new technology.

And what's critical to embed the changes and keep them relevant, is to return.... To the double diamond. You could say if it isn't broke, don't fix it. And that may be true with the methodology behind the double diamond, but the truth is that consumers are changing, markets are changing, and environments are changing. If it isn't broke, it doesn't mean it won't become obsolete.

Design thinking is a continuous loop to improve products, services and models of delivery. It a process that shouldn't stop during time with or without a pandemic as part of an innovative culture.

And finally – what needs to happen is to make sure the team are: recognised for input and what they've achieved, thanked and rewarded in whatever way possible for their efforts. And achievements are celebrated.