

Working Together to Transform Outcomes in Social Services: An Introduction to Co-Design

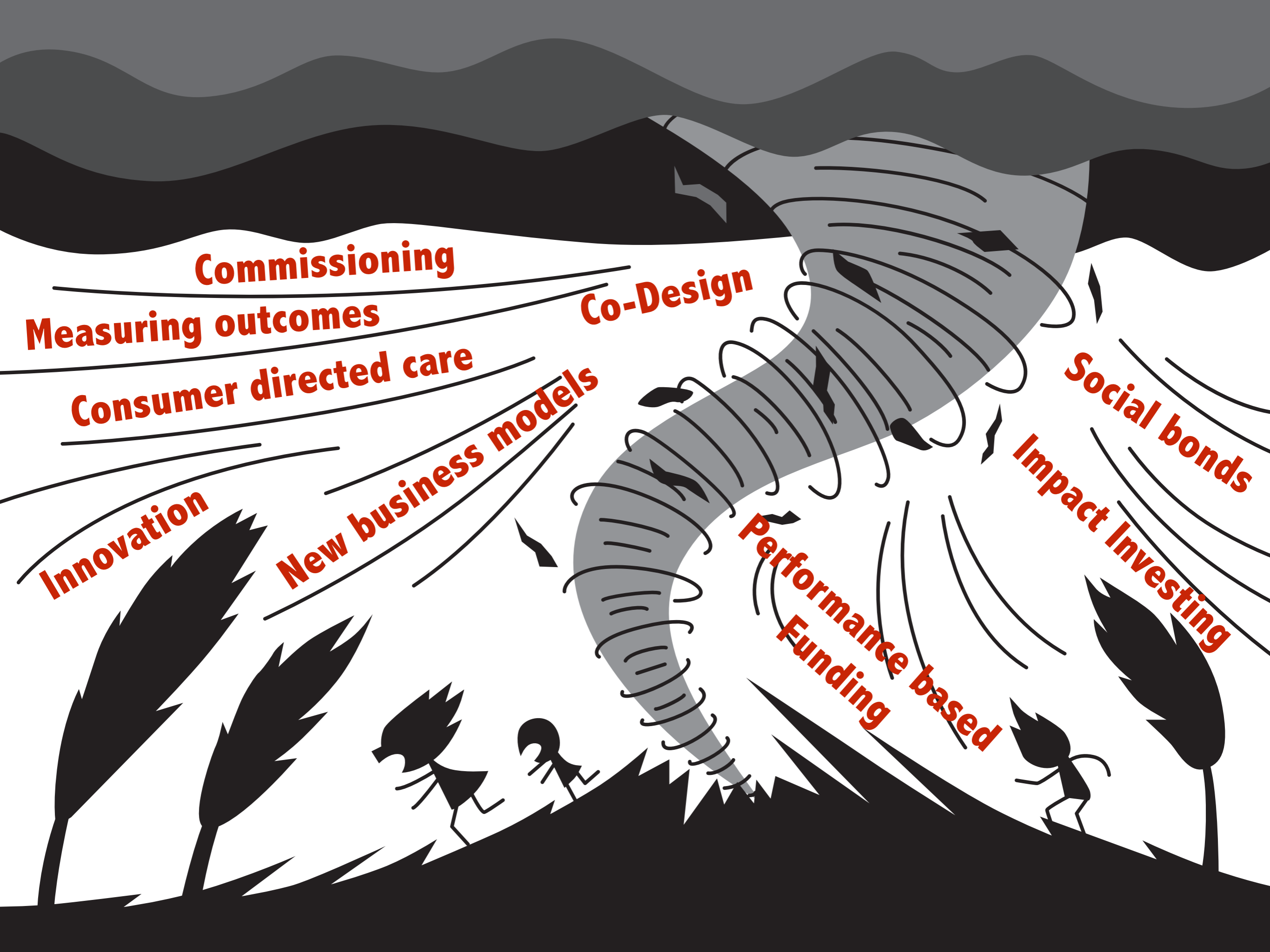


Dr. Ingrid Burkett

Managing Director, knode

Social Design Fellow, Centre for Social Impact, UNSW

Director, Learning & Systems Design, The Australian Centre for Social Innovation



Commissioning

Measuring outcomes

Consumer directed care

Innovation

New business models

Co-Design

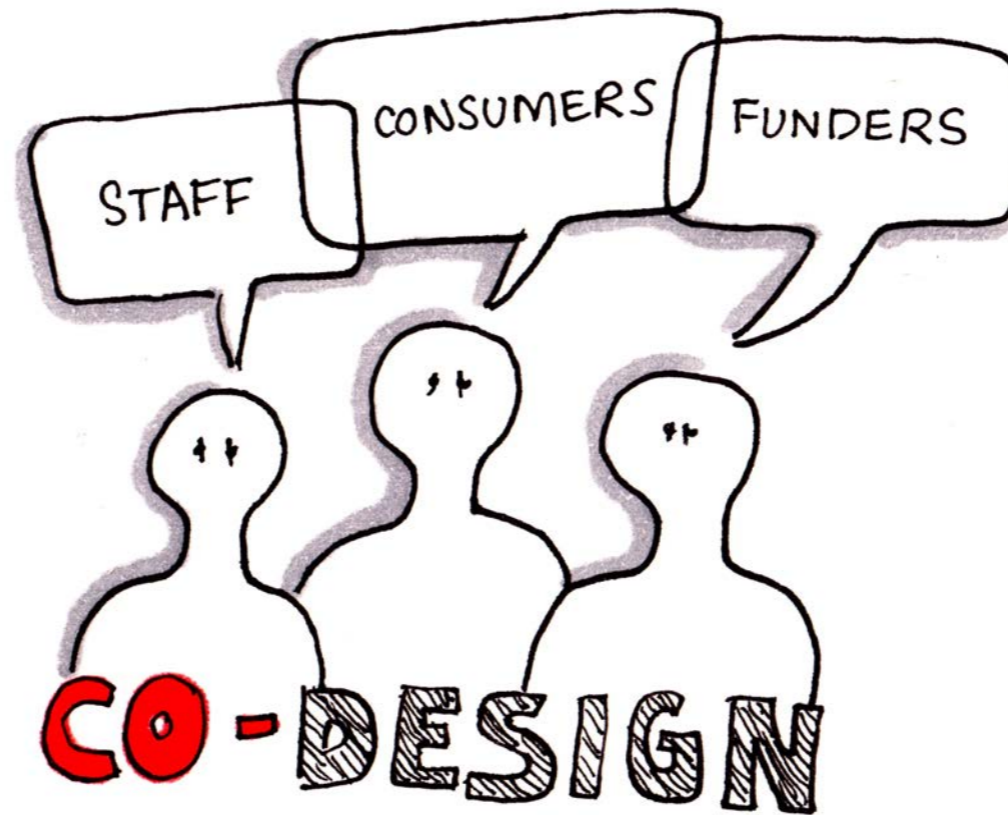
**Performance based
Funding**

Impact Investing

Social bonds



The challenges are not only technical or theoretical....they are inherently about how we ensure that our practices engage people and create real and lasting outcomes.



Co-Designing: collaborating, including and designing

WITH

people who will use, deliver or engage with a service or product.

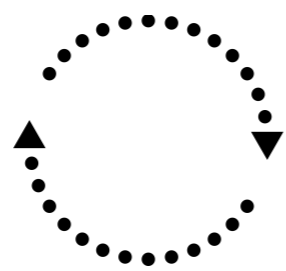


COLLABORATIVE
COLLECTIVE
CONSULTATIVE

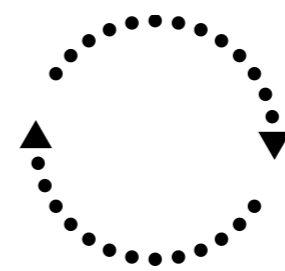
**INTENTIONAL PROCESS TO CREATE
SOLUTIONS, INNOVATIONS &/OR
IMPROVEMENTS THAT LEAD TO
BETTER OUTCOMES**



Learning from
people

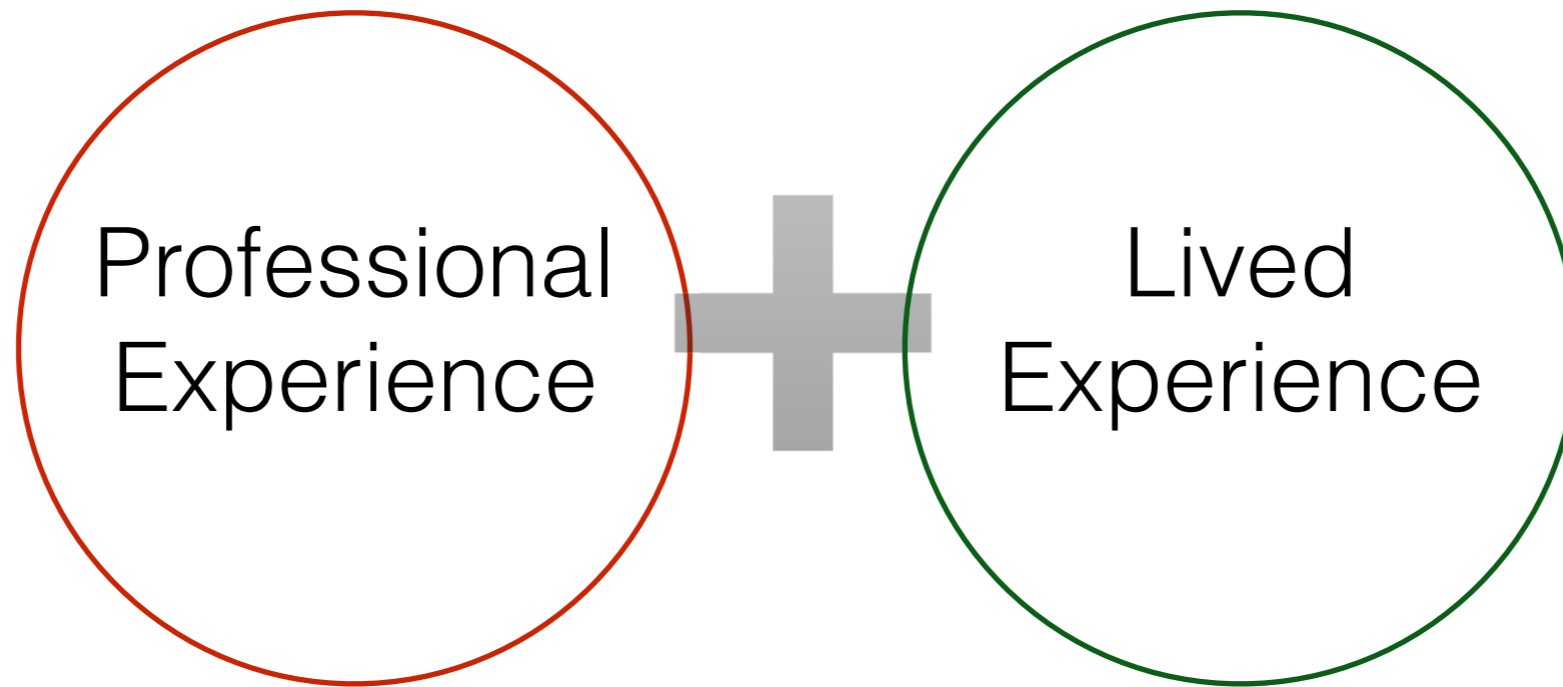


Exploring
alternative
solutions



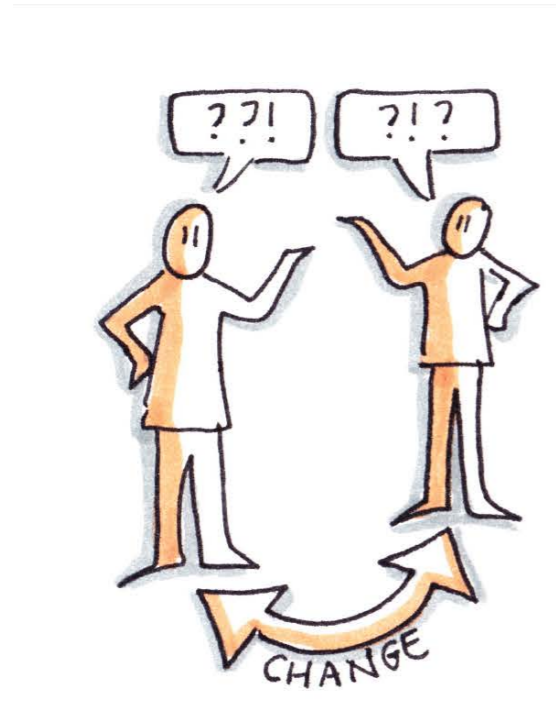
Testing with
people

Co-Design



“...challenges the notion that government is the (only) authority and recognises that citizens are experts because they experience the service system in ways that only they can understand”.

Mark Evans, 2015, University of Canberra



“Co-design = working side by side. Not Top Down. Not Bottom Up”

The Australian Centre for Social Innovation (TACSI)

Benefits of Co-design

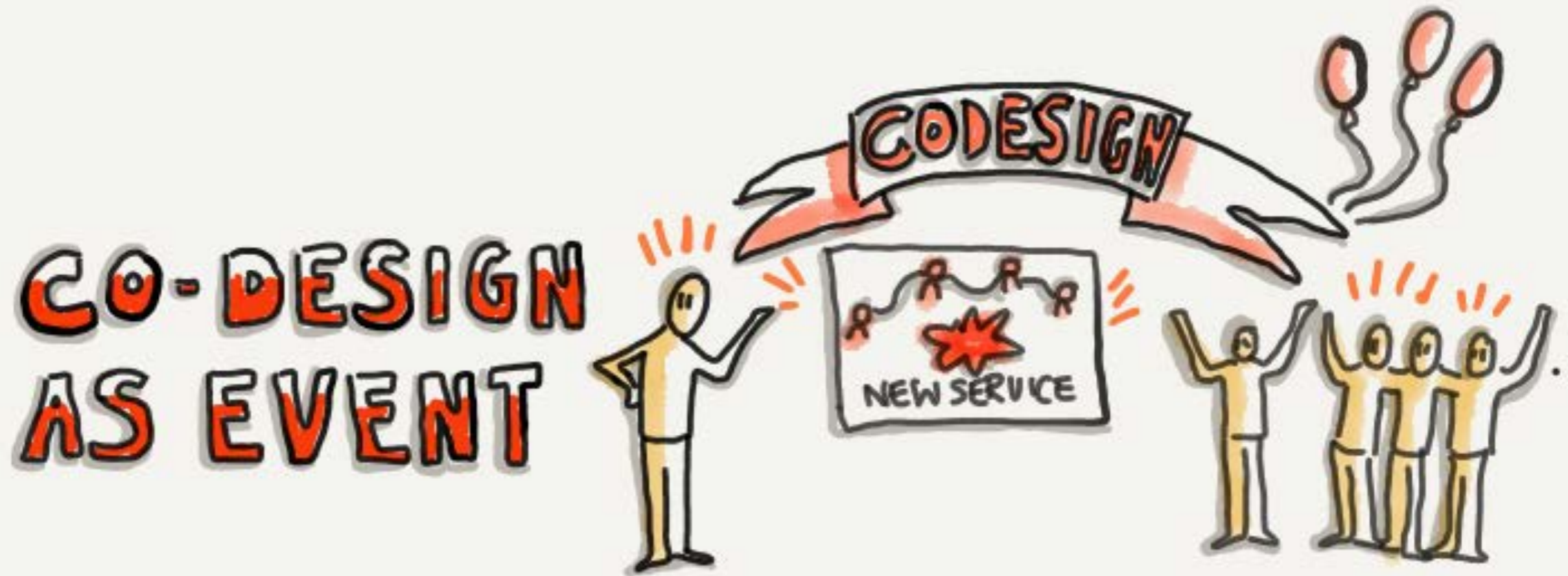
	Benefits for service users	Benefits for organisations
Improved Idea Generation	<ul style="list-style-type: none">- contribution of better ideas from service users as experts in the use of the service- participation in generating ideas about their world	<ul style="list-style-type: none">- improved creativity- improved focus on users & outcomes- better cooperation across the organisation and disciplines
Improved Service	<ul style="list-style-type: none">- better fit with users needs- better service experience- higher quality of service- more differentiated service	<ul style="list-style-type: none">- improved customer relations- better outcomes- contribution to brand & reputation
Improved Outcomes	<ul style="list-style-type: none">- higher satisfaction levels- capacity building of user- improvement across a range of other outcomes - eg. health, mental health	<ul style="list-style-type: none">- better relationships between providers & users- more successful innovations- improved innovation practices, processes & capabilities- higher staff satisfaction levels

Based on Steen, M., Manschot, M. and DeKoning, N. (2011) Benefits of Co-Design in Service Design Projects, International Journal of Design, vol. 5, no. 2, pp53-60



“co-design has an essential role to play in building social capital amongst the hardest to reach members of our community. However, the success of co-design is all in the doing. Done badly it can exacerbate social exclusion and destroy trust systems; done well it can help stabilize turbulent lives, improve life chances and foster trust systems”.

Mark Evans, University of Canberra, 2015



“Oh yes, we held a focus group for clients to give us feedback about the new program - so we are doing co-design”

The most common experience and interpretation of co-design....and the least impactful.



Co-Production

*Collaboratively
delivering and
evaluating services with
participants*

Co-Design

*Collaboratively
designing and testing
services with participants*

Engagement

*Engaging people in
more detailed feedback
about service design
and delivery (but not the
design and delivery
itself)*

Consultation

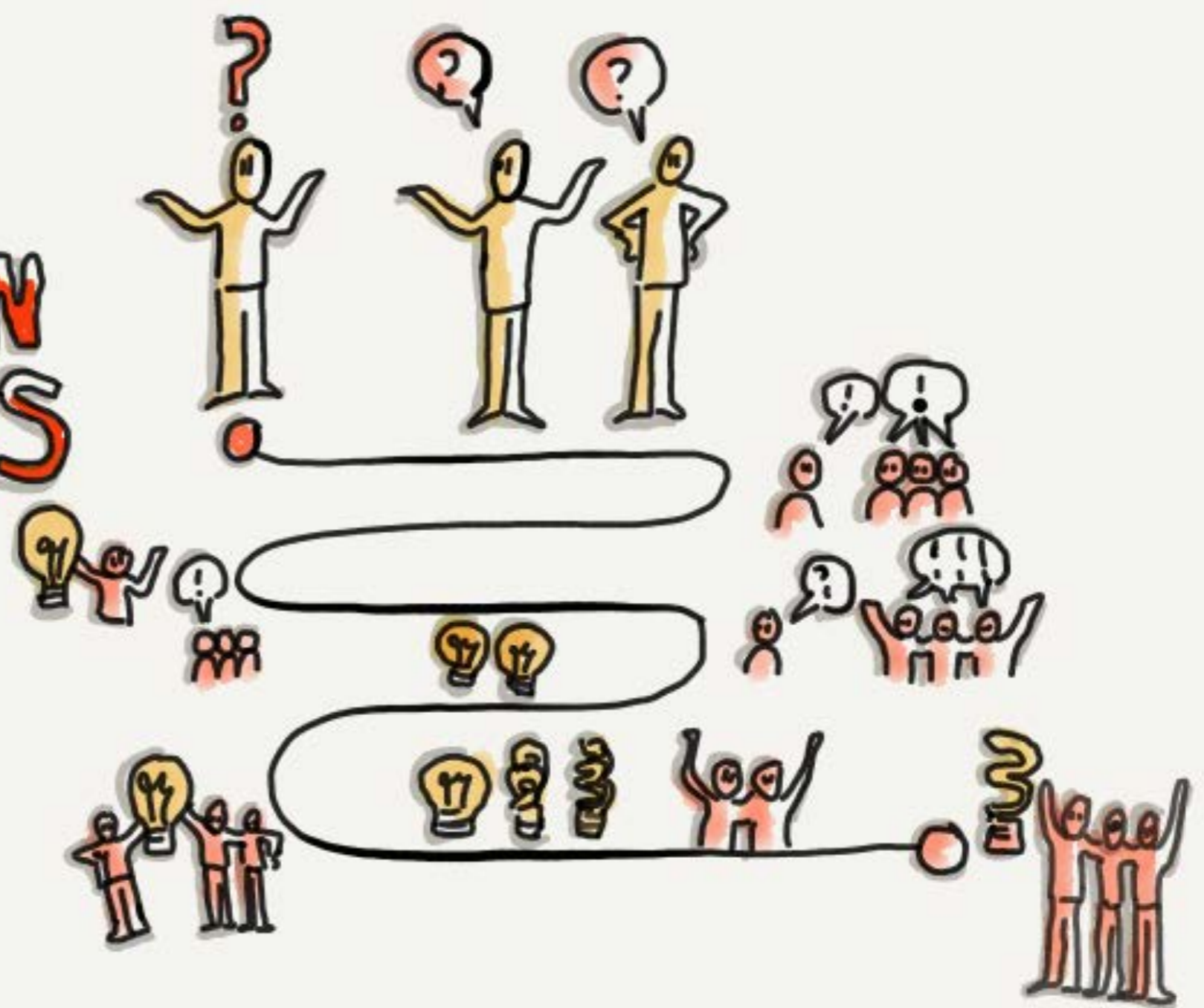
*Seeking responses from
people about aspects of
services or issues of
concern with a view to
developing
improvements*

Informing

*Sharing information
about service intentions
or processes. No
feedback is sought.*

Is co-design just a new word for
better participation of people over
time?

CO-DESIGN AS PROCESS



Co-design as involving a more rigorous process...research plus experimentation that leads to better outcomes.

Continuum of Co-Design

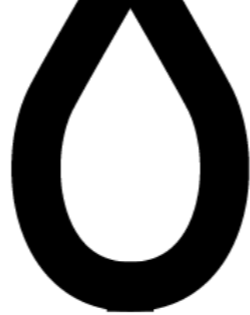
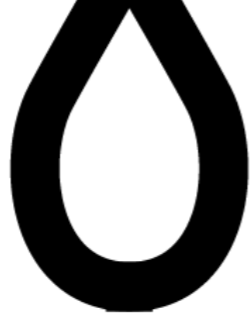
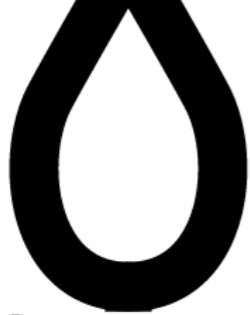


From All-In = co-designing together
across the whole design cycle

Preparation

Analysis 1

Analysis 2



Sprint 1

Sprint 2

Sprint 3



etc

FOR

FOR

FOR

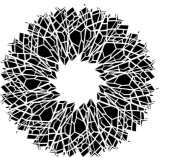
WITH

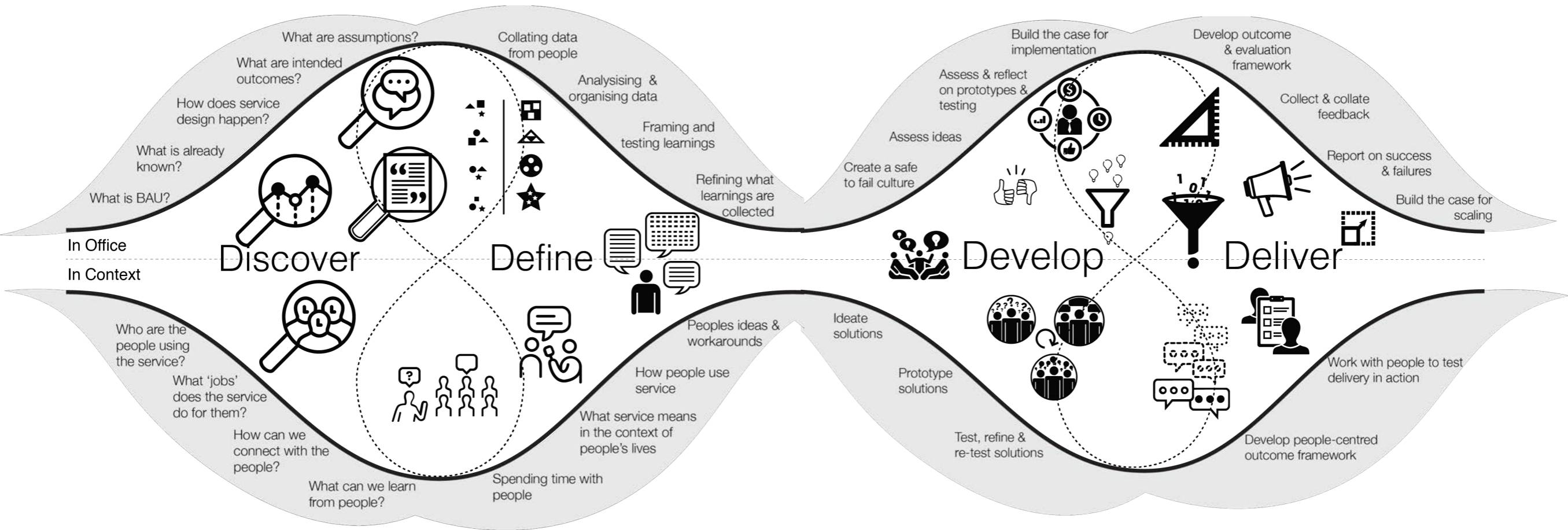
WITH

WITH

WITH

Knode

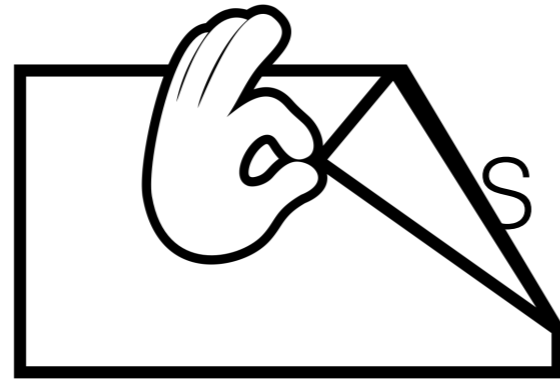




Generative Research Phase

Developmental Design Phase

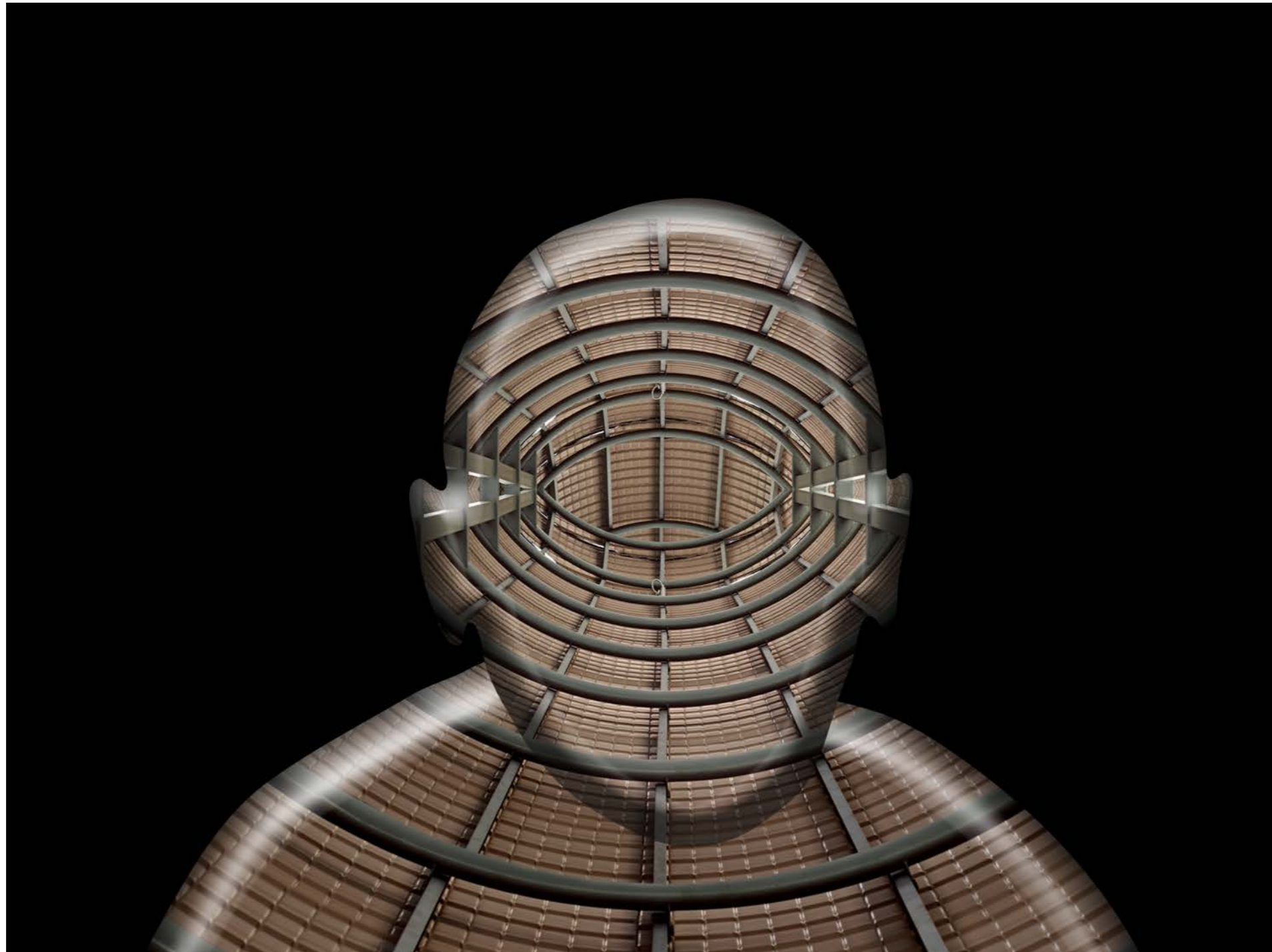
Two Principles of Generative Research



Uncovering
Assumptions



Learning
from People



Assumption: A proposition that serves as the foundation for a system of belief or behaviour or for a chain of reasoning (TACSI)

Millions spent on health promotion....

eat healthy
save money



? why are we not seeing change amongst low income communities?

Spending time with people: “rigorous hanging out”



How service providers see the experience of a 'client'



What service providers saw needed to change:

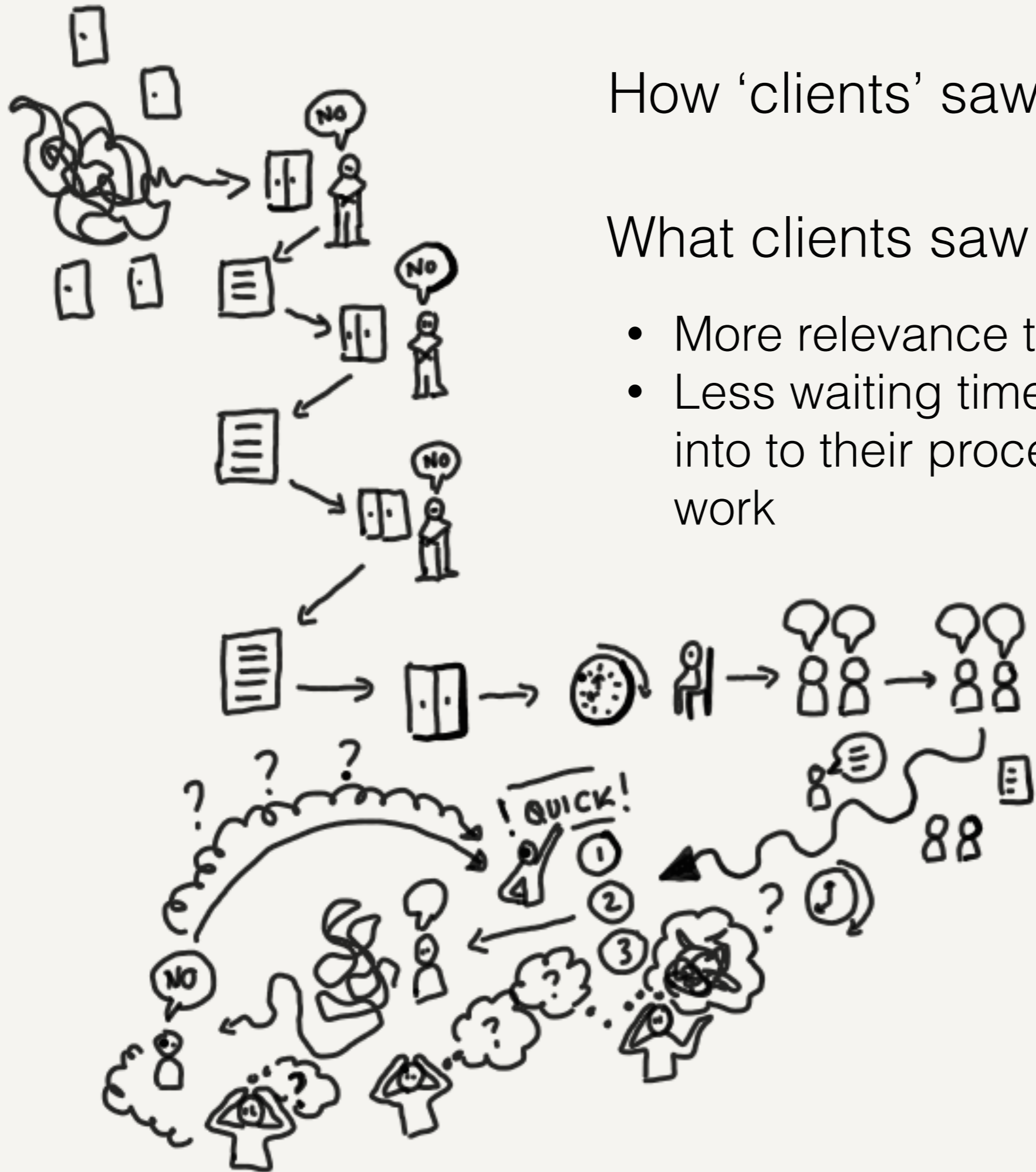
- Better information about the services, and how to find them
- More resources and more funded time for people to complete the program
- More follow-up and more embedding of the practices into people's lives outside the time they spent with the service providers

How 'clients' saw the experience

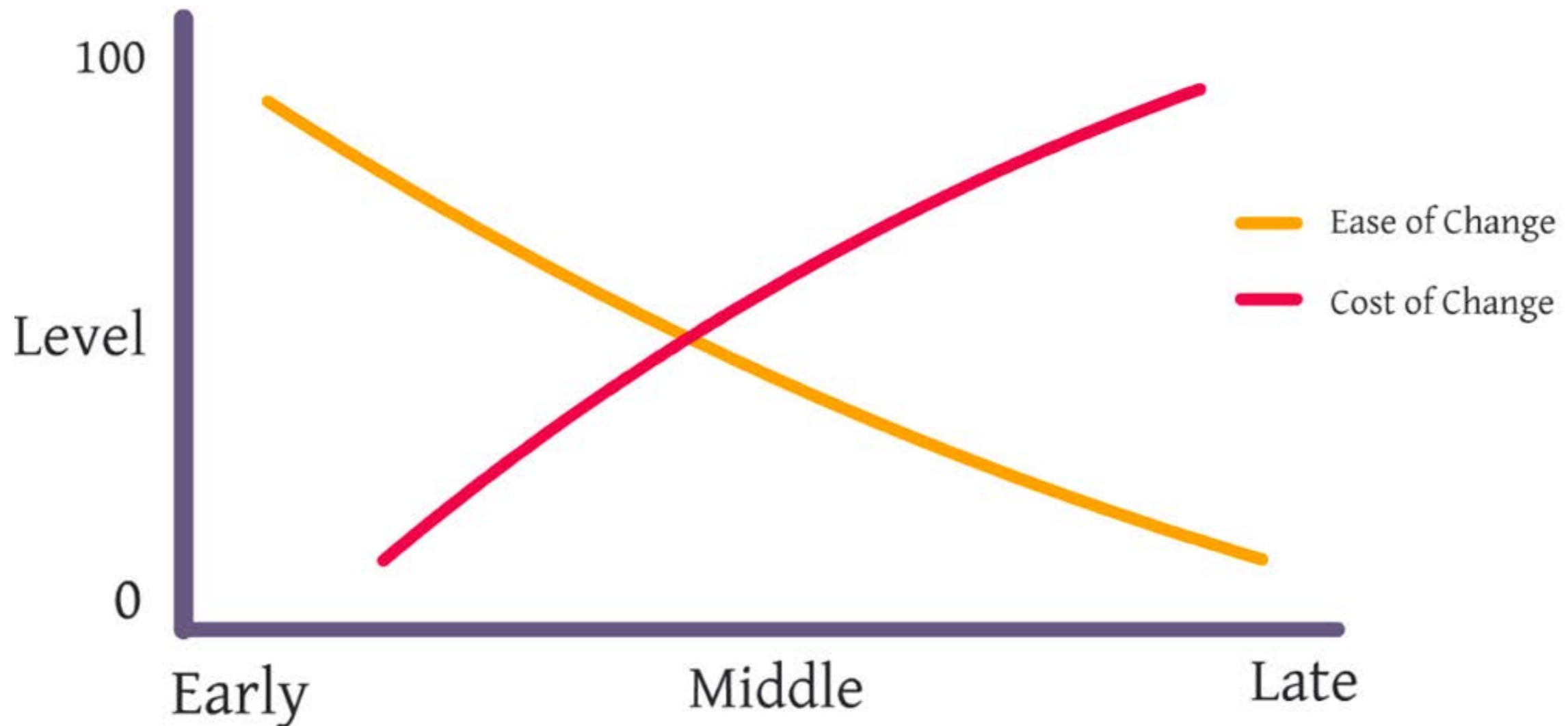
What clients saw needed to change:

- More relevance to my life
- Less waiting time and less fitting me into to their processes...so much paper work

- More staff like me
- Talk with me not at me
- Too hard
- Too slow and too fast
- Less referrals & more support
- Let me show you what could work for me rather than fitting me in to the one size fits all program



WHY strengthen client-centred research and design upfront in service design for social innovation?



Assumptions are the termites of
(good) Intentions...





In the office....

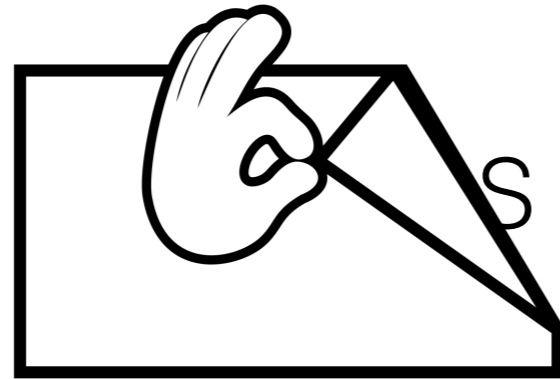
**FRAME CHALLENGE
& NAME ASSUMPTIONS**

TEST ASSUMPTIONS



Out and about....

Two Principles of Generative Research



Uncovering
Assumptions



Learning
from People

Learning from People: Generative Research



Open and exploratory

Small sample size (eg 8-12)

Deep research (Hours or days)

Range sample (not representative)

Inc. positive deviance / extremes

Quantitative Research

100 People



10 Truths



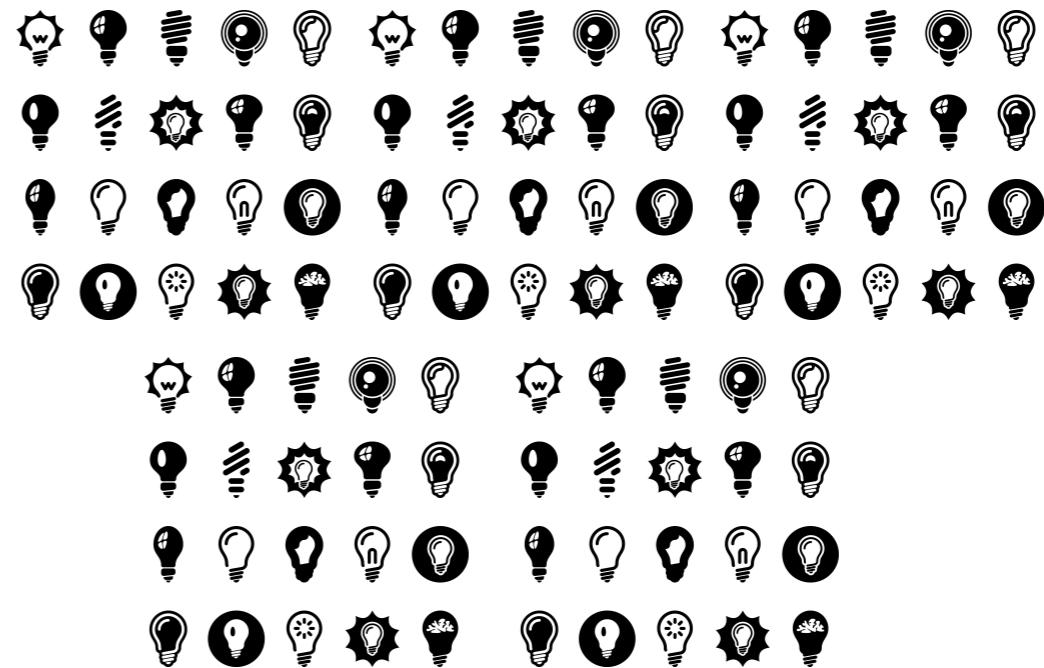
Do people prefer to be contacted by phone or online?

Co-Design Research

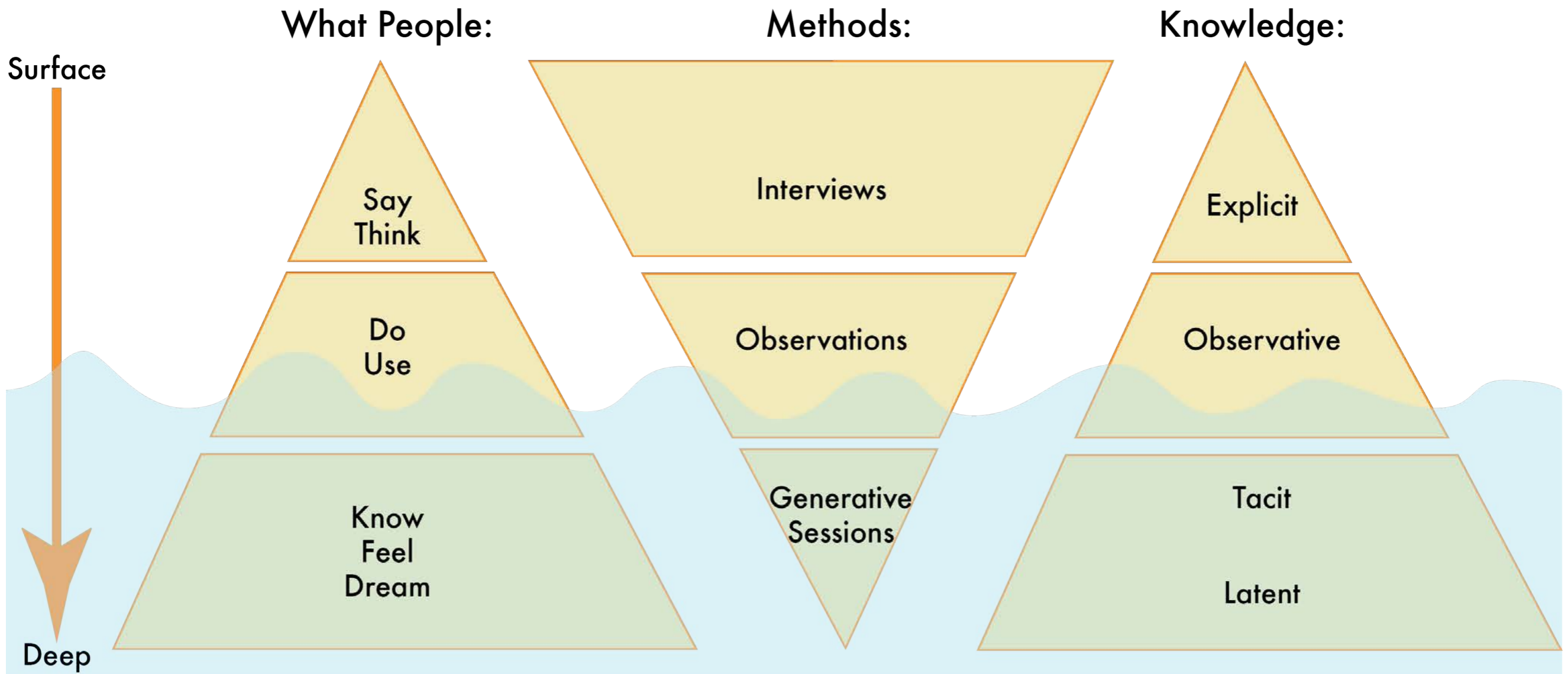
10 People



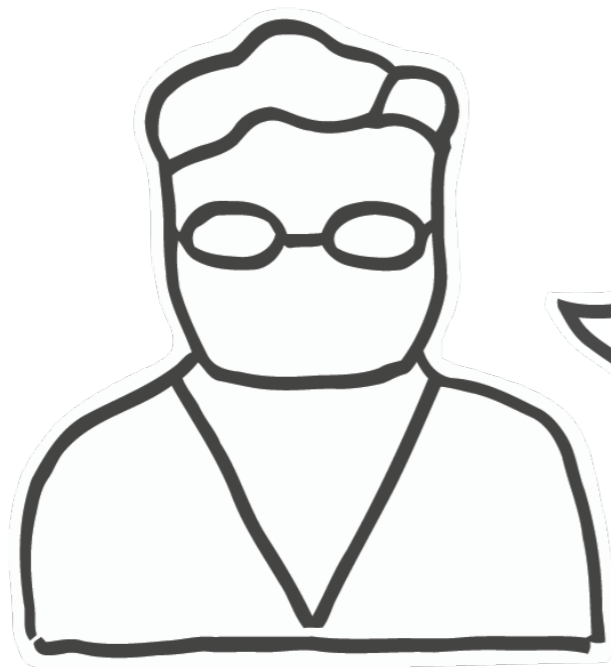
100 Insights



How do people make sense of the service in the context of their lives?



Source: Liz Sanders and Pieter Jan Stappers, *Convivial Toolbox: Generative Research at the Front End of Design*, BIS Publishers, 2012



Could you tell me a little about how you view aged care?

I am quite fearful of aged care. I hope I don't ever have to consider that as an option.





Generative Research

Generative methods are focussed on working alongside people to ‘make’ and ‘create’ in order to explore and unpack what people know, feel and dream, so the insights can be deeper and often tacit or latent in nature. Generative research methods include role playing, collages, making, building, and other kinesthetic activities that occur alongside structured conversations and observations.

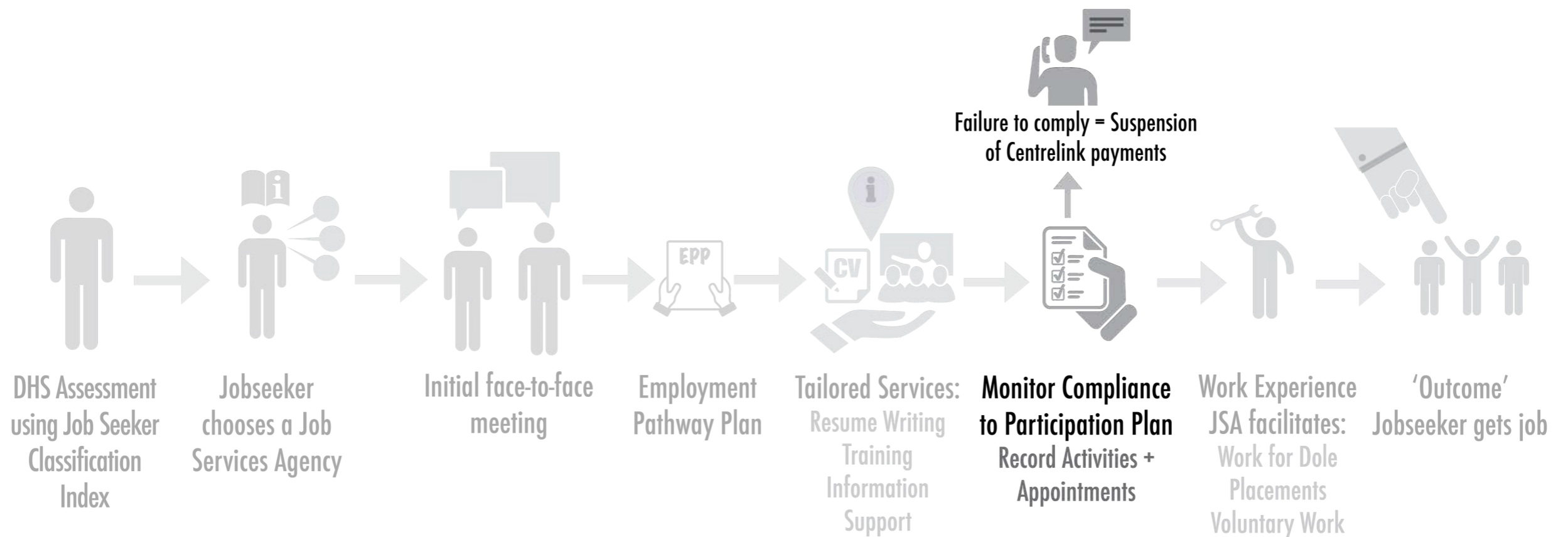


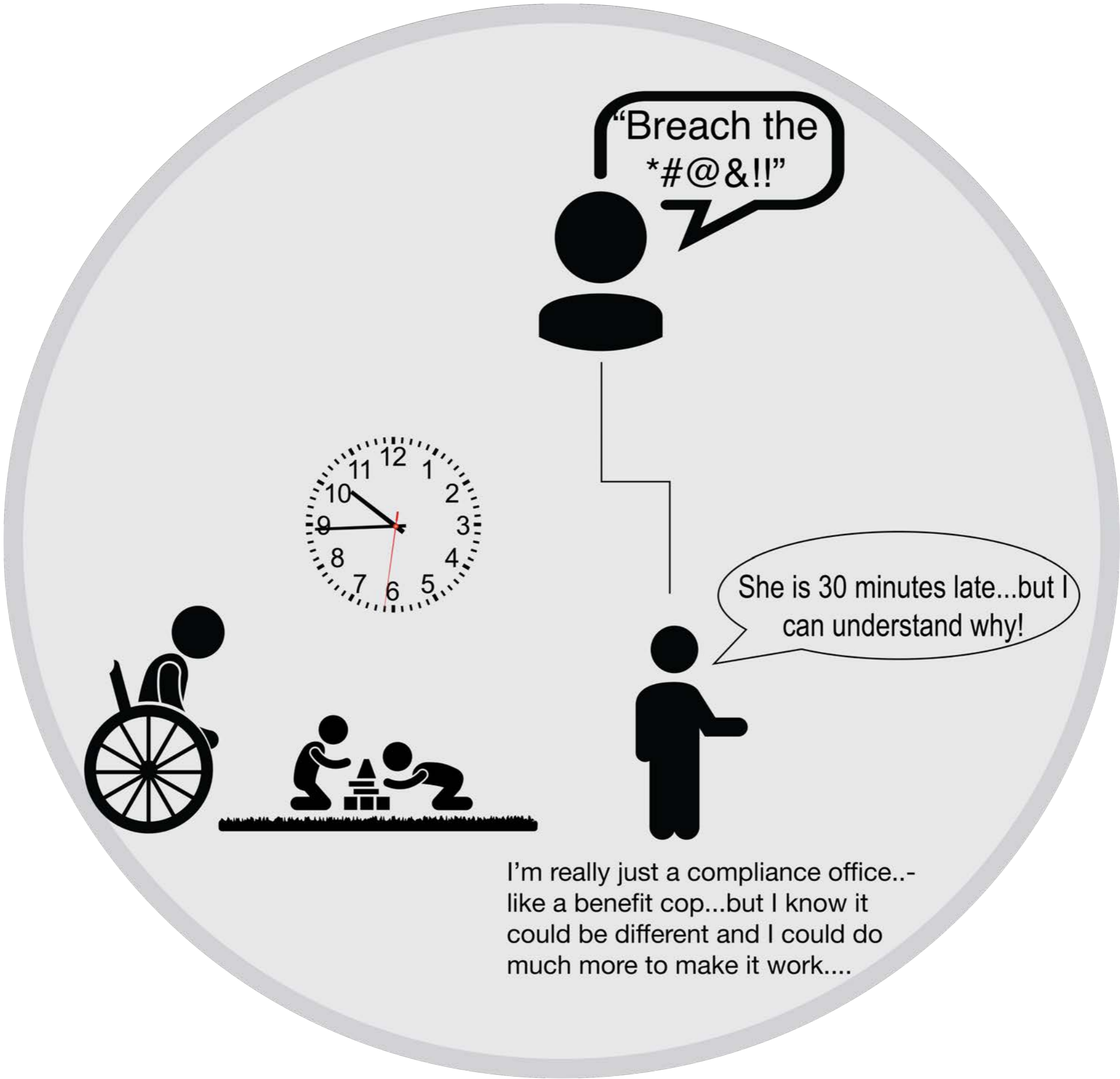
‘Experiencing’ the world from the users perspective



Patricia Moore

Frontline Worker Journey Map





“Breach the *#@&!!”



She is 30 minutes late...but I can understand why!

I'm really just a compliance office..- like a benefit cop...but I know it could be different and I could do much more to make it work....

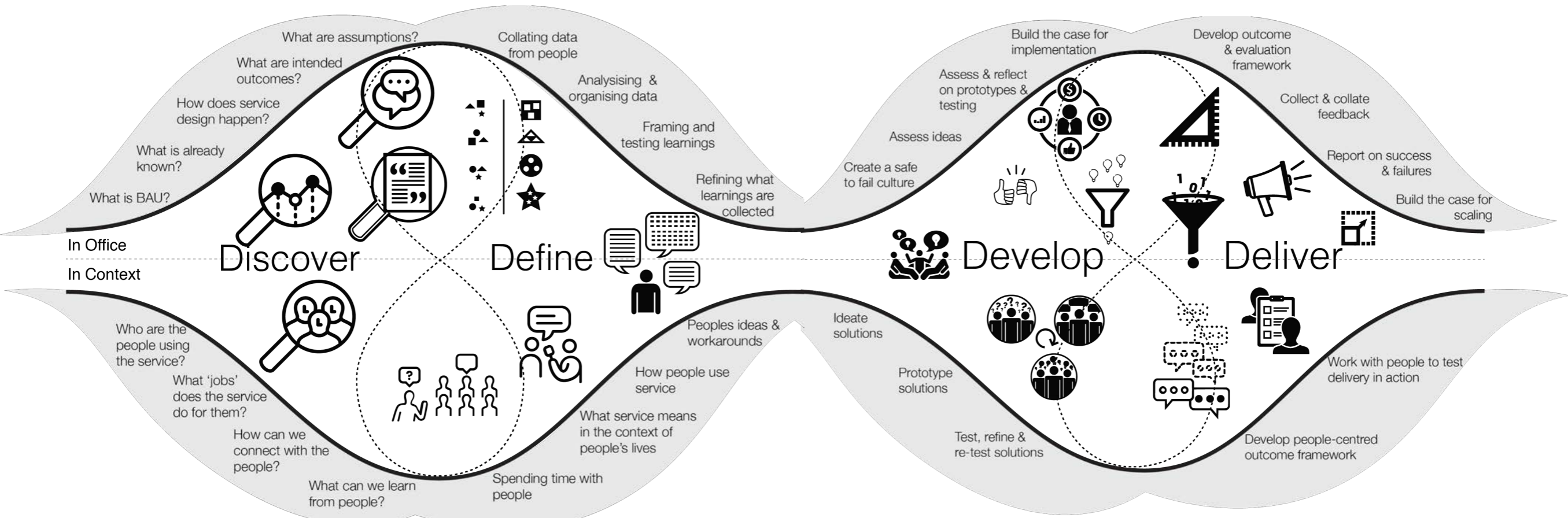
Insights from Users:

- Context
- Meaning of Service Concepts
- How people engage with and use services
- Value that people are looking for - jobs to be done

Insights from Service Provider:

- Context
- Culture to support co-design
- Intentions for service use and engagement
- Assumptions built into service designs
- Potentials for supporting service innovations based on user insights

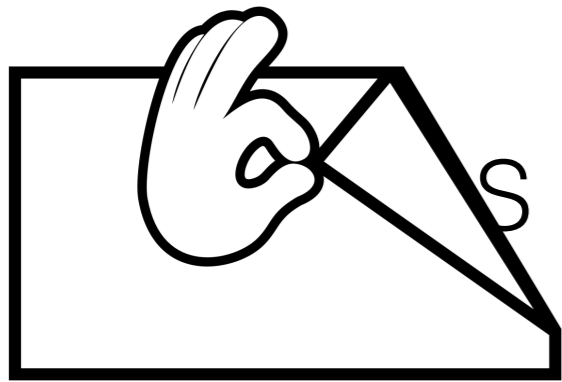
Service Innovations,
design imperatives
and experience /
outcome risks
informed by users
and service provider
realities



Generative Research Phase

Developmental Design Phase

3 Principles of Effective Co-Design



Uncovering
Assumptions



Learning
from People



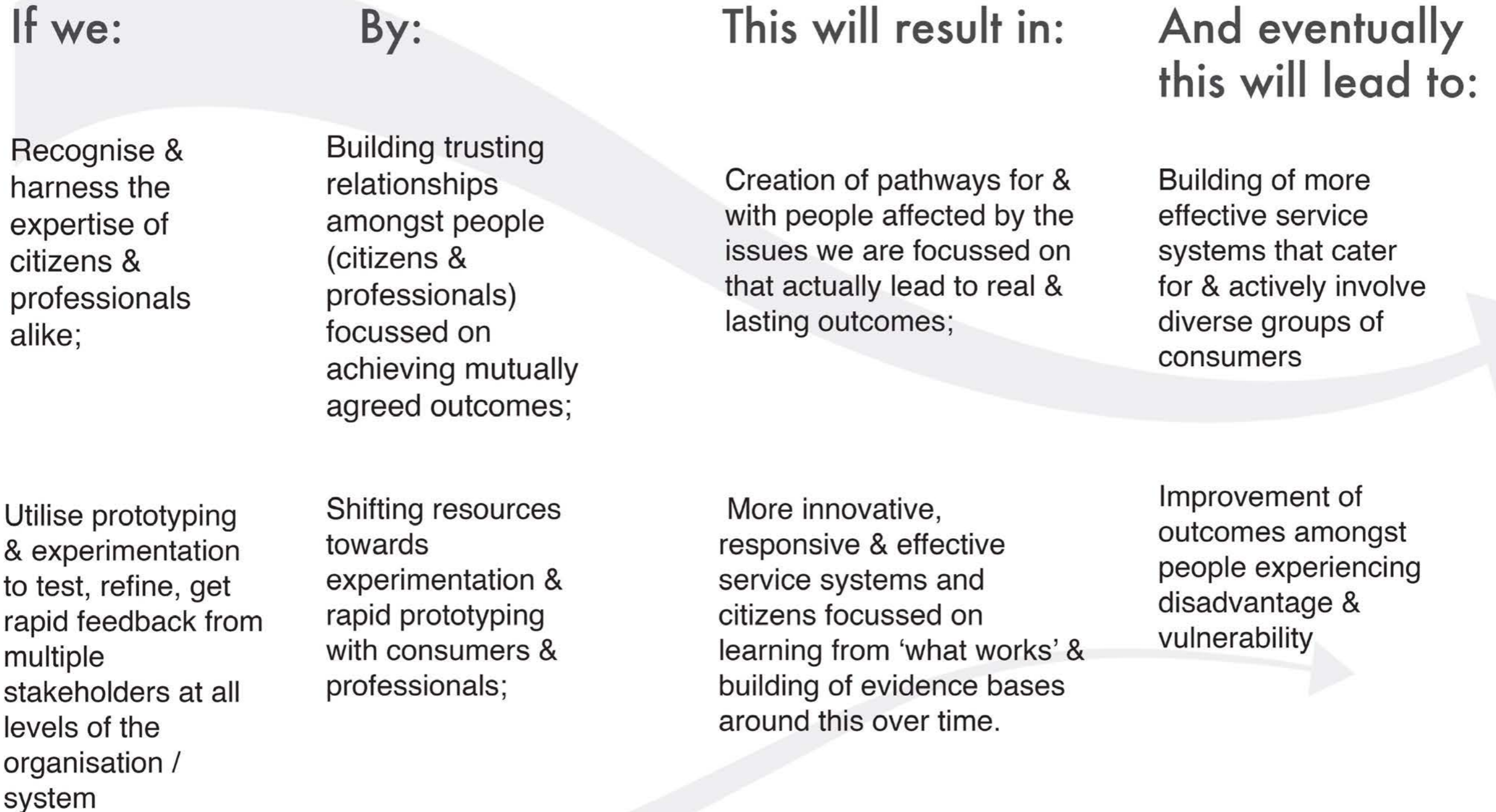
Experimenting
& Testing

TACSI





Theory of Change for Co-Design



tacsi

*We help develop, test and spread
innovations that change lives*

Ingrid Burkett
Director of Learning and
Systems Design

The Australian Centre for Social
Innovation

ingrid.burkett@tacsi.org.au

