

# User-centered strategy development

Continuous quality improvement (CQI) office hours

August 22, 2023 | 2:00 – 3:00pm ET



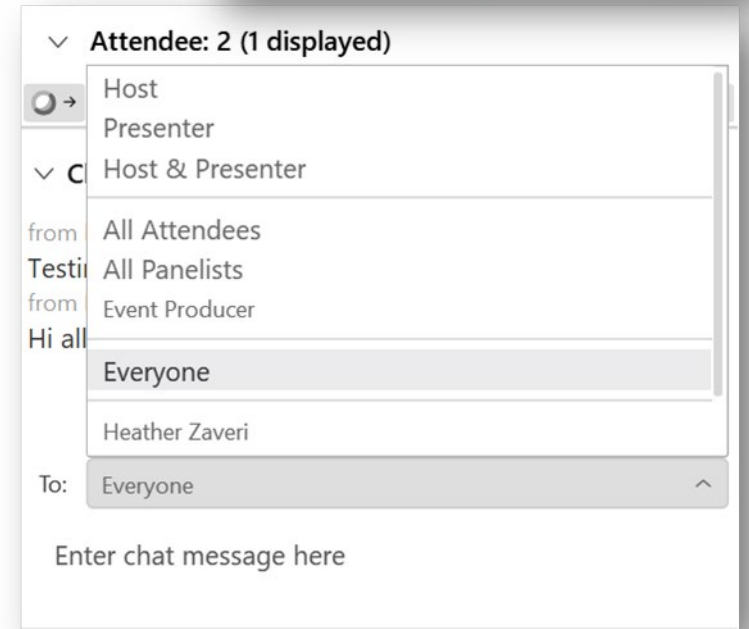
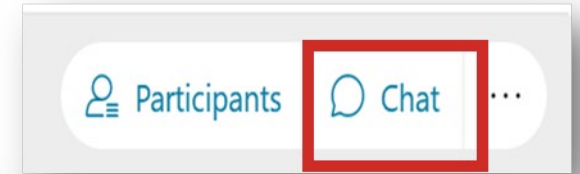
**OFFICE OF FAMILY ASSISTANCE**  
An Office of the Administration for Children & Families





# How you can participate

- / **Use the chat to ask questions**
- / **Ask questions or share verbally using the hand raise feature**
- / **REMINDER: Never text or email client personally identifiable information (PII), including during office hours or when contacting the TA teams**





# Focusing on your CQI challenges

**A common CQI challenge:  
Getting into a rut with  
improvement strategies**





# Today's agenda

/ **How user-centered design supports innovation**

/ **Activities to support empathetic innovation**

- Empathy mapping
- Journey mapping

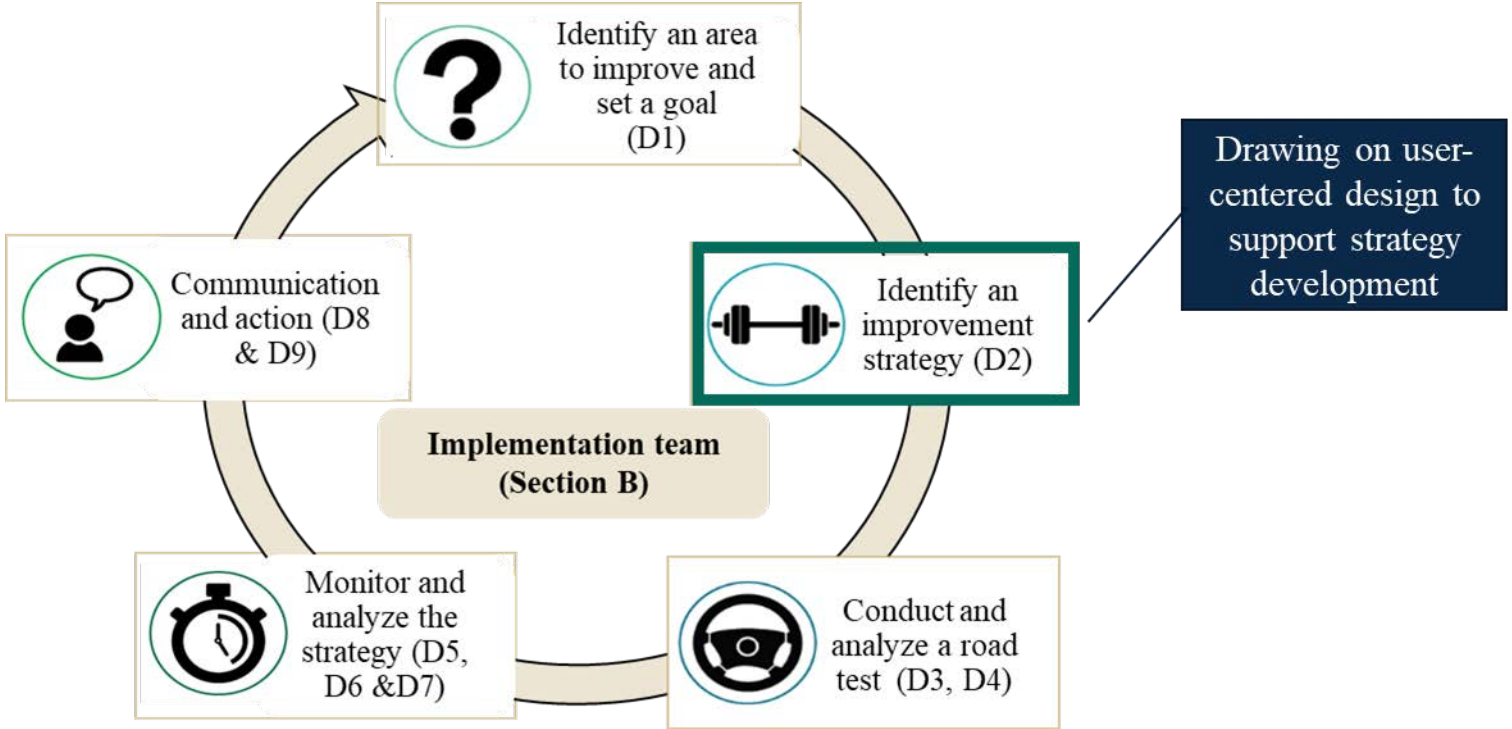
/ **Activity to support collaborative innovation**

- Round Robin



# Where are we focused on the cycle today?

## / Identifying improvement strategies





# What are key skills to support innovation?

## / **Opportunity skills**

- Openness to trying something new

## / **Relationship skills**

- Openness to other perspectives

## / **Scientific reasoning skills**

- Openness to being objective, impartial

## / **Presencing the future skills**

- Ability to envision and communicate possibilities outside your experience base

## / **Reflection skills**

- Awareness of biases and ability to reflect on strategies by drawing on multiple perspectives



# Techniques that tap into relationship skills and opportunity skills



Empathy-centered design

Considering the perspectives of the user when designing strategies



Collaborative design

Drawing on a range of collaborators (staff, clients) to generate ideas for improvement

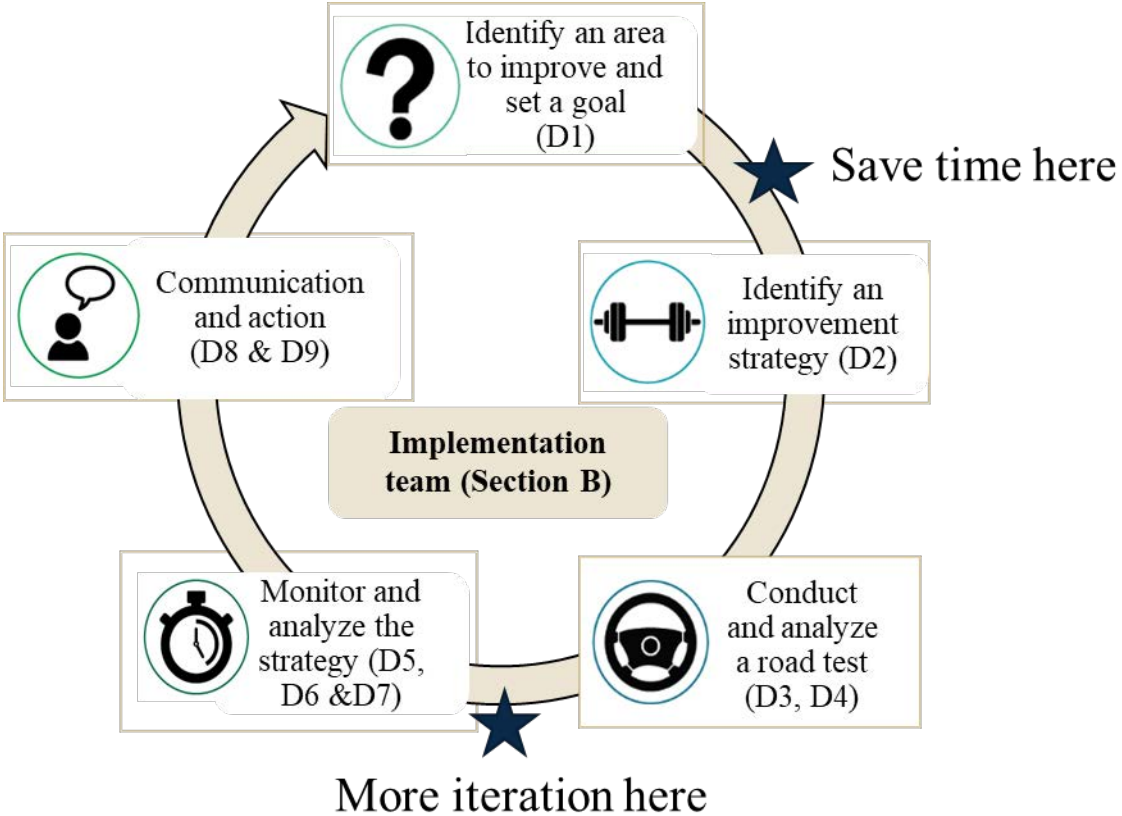


# Sounds like this takes more time!

## / Business as usual approach: / Empathetic design

- Tossing spaghetti against the wall to see what sticks!

- Consider staff and client perspectives to inform solutions





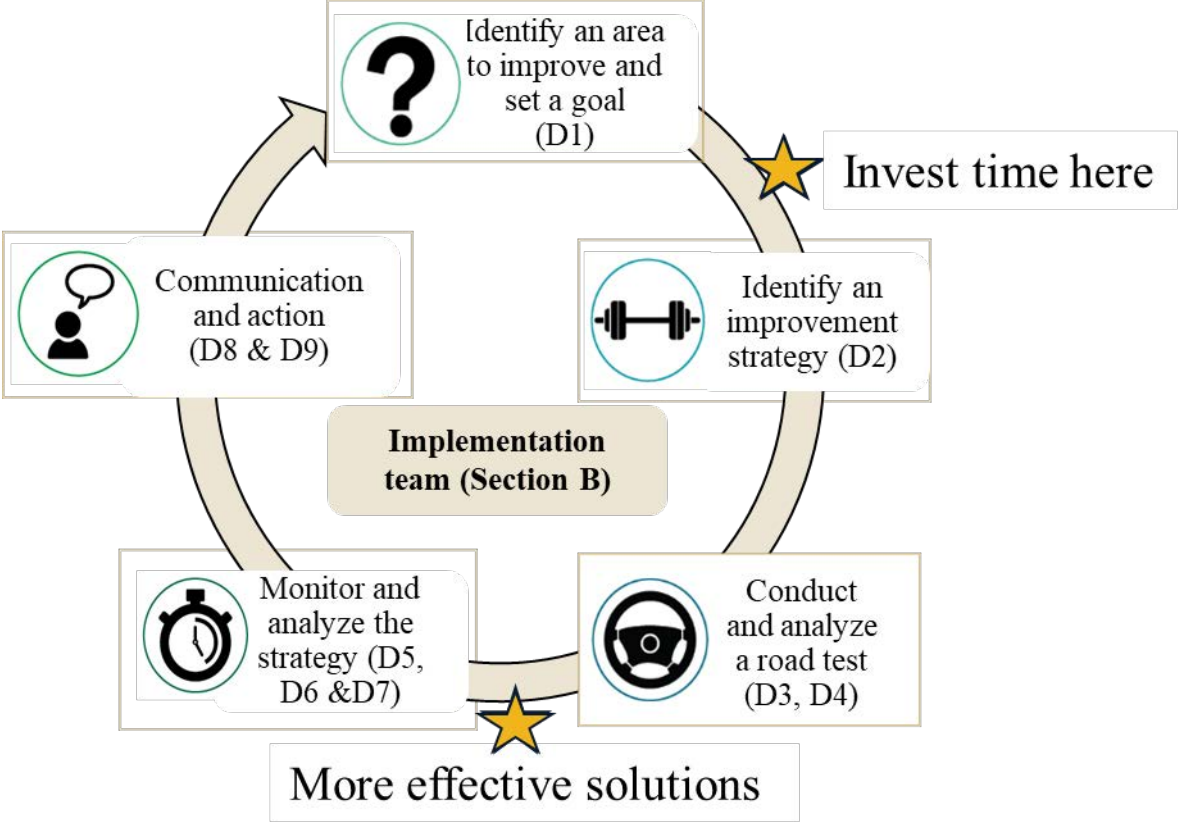


# Sounds like this takes more time!

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# Human-centered design tools to support empathy and collaboration

## Integrating empathy



### Empathy mapping

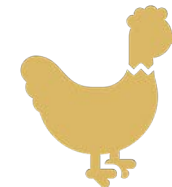
Consider the perspectives of the clients you serve and identify knowledge gaps to explore further



### Journey mapping

Document steps in a process and assess how users interact with those steps

## Fostering collaboration



### Round Robin

Draw on the team to develop and refine improvement ideas



# Empathy mapping





# What is empathy mapping?

- / **Everyone is an expert in their own experience**
- / **Empathy mapping is a tool to understand a user's experience from their perspective**
  - Shifts the focus from the solution to the people who will benefit from it
  - Define your target population (or subgroups), so that you can design program activities and ideas that respond to their needs





# How do we do it?

- / **Empathy maps can be completed by drawing on existing knowledge from your CQI team**
- / **The standard empathy mapping template is, what do users: Say, do, think, feel?**
- / **Label quadrants with factors that are useful to the team**
  - Consider characteristics (demographics, hobbies)
  - Consider values (motivations, goals)

## Illustrative labels

Demographics	Community/family context
Goals/motivations	Needs



# Empathy mapping should be iterative

## / **Your conversation with your team is a starting place**

- Create an initial map based on assumptions, data, and existing knowledge
- Then, identify knowledge gaps and collect additional information from users
  - As a reminder, consider IRB requirements for any new data collection
- Example: We don't have a good understanding about what motivates clients to want to strengthen relationships

## / **Knowledge gaps can be addressed through engagement with clients and observation**

- Empathy interviews are informal conversations with staff or clients to learn more about a specific challenge
- Observations can be informal; for example, observing and documenting what prospective clients say and do at a recruitment event



# Using empathy mapping to consider recruitment improvements

## / **Example challenge: Direct recruitment in the community has been challenging**

- What do clients say? *We don't need marriage counseling*
- What are their hobbies? *Soccer, watching sports*
- What are their goals? *Main priority is to earn money to support family*

## / **Consider these factors when brainstorming new recruitment strategies**

- Example: *Clients view our program as counseling. How can we improve messaging to correct that misperception to help them see this is for any couple who wants to improve communication?*



# Share with us!

**/ How might you use empathy mapping to strengthen your user-centered approach?**







# How might you use empathy mapping ?

Retention strategies based off of participant feedback

Survey completion

Help identify specific needs in the community and engage

Recruiting strategies

Exploring why folks drop before or early in workshop series

We are wondering why we see drop-outs increase around lesson 3. Using empathy mapping might help us determine what about lesson 3 is challenging

Pace of incentives – example, what would be more helpful a few throughout series or one big monetary incentive at the end

Help identify specific needs in the community and engage



# Journey mapping



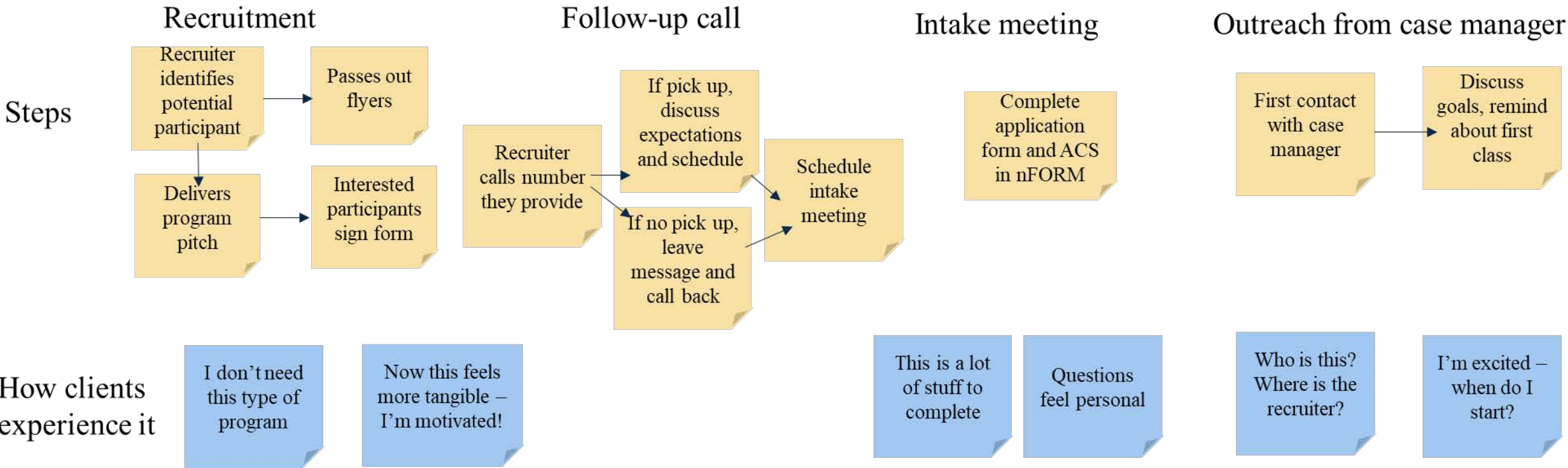


# What is journey mapping?

- / Journey maps document the steps in a process (e.g. enrollment, attending a workshop) and then assess how users (e.g., staff or clients) interact with those steps**
- / Helps teams to narrow in on specific challenges that users face within a process**
- / Have the CQI team document steps in a process related to a challenge**
  - For example, if attendance at the first session is a challenge, document the steps from first contact to attendance at the first session



# Sample journey map: First contact to first workshop



Improvement questions



# Documenting improvement questions

## / **Finally, document knowledge gaps and improvement questions**

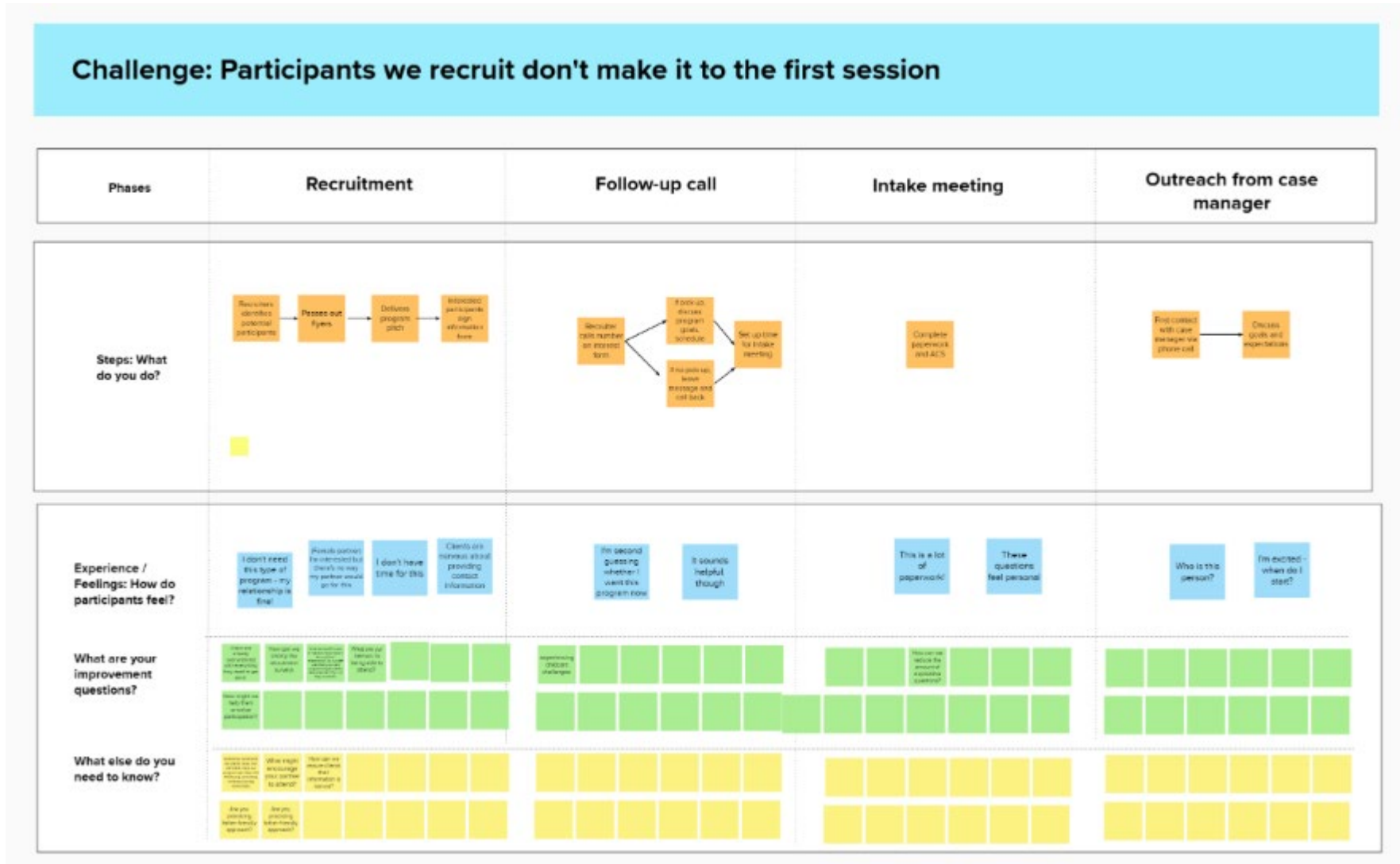
- Knowledge gap: How do clients feel about the intake meeting?
- Improvement question: Are there opportunities to start building a relationship between case manager and client earlier than a week prior to class? For instance, at the recruitment step?

## / **Improvement questions can help to frame strategy development**

- For example, develop a How Might We ... question to frame a brainstorming session; How Might We ... ensure clients feel connected to the program before they attend even one workshop?



# Mural: Develop improvement questions





# Share with us

**/ How might you use journey mapping in your program to be more user-centered?**





# How might you use journey mapping in your program?

We plan to have our participant board reach out to drop outs with a survey to help us understand why they are dropping out

Identify the reason and at what point did fathers disengage from our program

When figuring out how best to pitch our curriculum to teachers (who invite us to do the curriculum during their class time) and also to pitch to parents so they do not misinterpret our curriculum

Coworkers and other managers





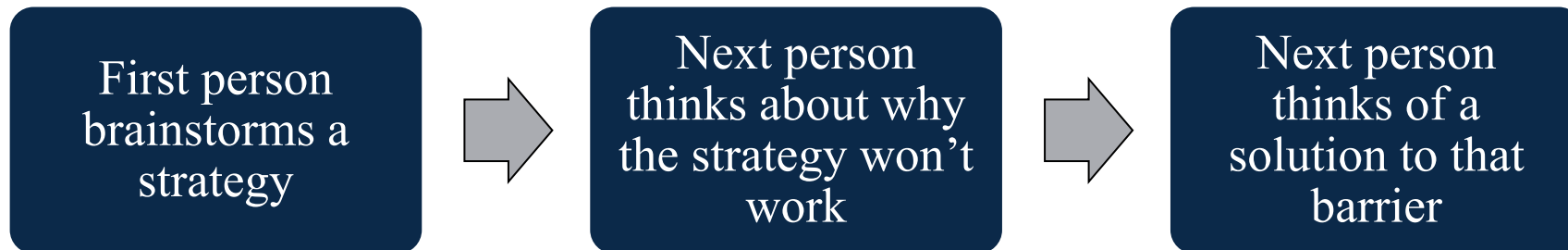
# Round Robin





# What is Round Robin?

- / **A collaborative design activity for generating and developing improvement ideas as a group**
- / **An iterative process of building on each other's ideas**
- / **Builds opportunity and relationship skills: Don't be satisfied with the first solution; draw on the group**





# How to do a Round Robin

- / Step 1: Start with a framing challenge**
- / Step 2: Have each person write down an improvement idea**
- / Step 3: Pass your idea to another person; write down a reason that the idea you were given might not work**
  - Use constructive and not critical language to describe the reasons the idea might not work
- / Step 4: Pass the idea and barrier to another person who should write down a solution to the barrier you identified**



# How to do a Round Robin

## / **Step 1: Start with a framing challenge**

- Example: We see a big drop off from our intake meeting to the first workshop session

## / **Step 2: Have each person write down an improvement idea**

- Idea 1: Do reminder calls 2 days before the workshop

## / **Step 3: Pass your idea to another person; write down a reason that the idea you were given might not work**

- Barrier 1: Clients usually don't pick up their phone

## / **Step 4: Pass the idea and barrier to another person who should write down a solution to the barrier you identified**

- Solution 1: Send personalized reminder texts and mention the attendance incentive



# What to do with results

- / Round Robin produces a number of strategies that have been vetted by the group**
- / Ask the group to vote on one idea to test first; save the other ideas for future testing**





# Share with us

- / Who do you typically involve in strategy development?**
- / Where do you see potential to bring others into the group? Who could you be bringing into the process?**





# Who do you typically involve in strategy development?

CQI team

Supervisor and data manager

Project director, program manager and data manager which makes up our cqi team

Facilitators, case managers, data team, and supervisors

Educators

We include all stakeholders in the CQI team – this does not include participants or alumni of the program

Managers, frontline staff and sometimes even parents in the program

We have a participant board that we include, also are formers participants

Visions, objectives

Help identify specific needs in the community and engage



# Announcements





# Announcements

## / Join us for the September CQI office hours

- September 26, 2023, 2-3 p.m. ET
- Invitation is coming soon!

## / For more resources:

- The HMRF Grantee Resources site (<https://hmrfggrantresources.info/continuous-quality-improvement>) contains CQI template, worksheet, office hours slides, tip sheets, and other CQI resources
- Tools on OPRE's website
  - [Walking in Participants' Shoes: Customer Journey Mapping as a Tool to Understand Barriers to Program Participation](#)
  - [Four Tips to Recruit Spanish-Speaking Immigrant Men into Healthy Marriage and Relationship Education Programs](#)
  - [Developing Strong Recruitment Practices for Healthy Marriage and Relationship Education \(HMRE\) Programs Serving Adults](#)



**Thank you!**