Human-Centered Design in Emergency Public Health Response

LESSONS LEARNED
AGENDA

About IDEO.org + NRC-RIM

What is co-design and how do we do it?

What community-led has looked like for this program

Learnings + reflections
1. IT’S NICE

TO MEET YOU

About IDEO.org, The National Resource Center for Refugees, Immigrants and Migrants (NRC-RIM), and why we’re gathered here today
Funded by the CDC to support health departments + community orgs working with refugee, immigrant, and migrant communities that have been disproportionately affected by COVID-19.
Leveraging a human-centered design approach to co-creating with communities
We follow a human-centered process where those who will benefit, deliver, or use a solution are an integral part of its creation.
The pandemic has underscored the potential of co-design in health.

**Relevant**

By centering community needs, we aim to better understand and design for specific community needs, concerns, and myths surrounding COVID-19.

**Culturally-Affirming**

We recognize that developing moving messaging goes beyond accurate translations. By working closely with community leaders we’re building customizable tools that can be adapted to serve hyperlocal needs.

**Co-Owned**

The process of co-designing with communities also means co-ownership, where solutions are developed with the change agents that will implement and scale them.

**Inclusive of Diversity**

Our hope is to engage everyone with various vaccine perspectives in conversations. To help shift mindsets, we need tools that make everyone feel heard and validated.
As part of our Vaccine Confidence work, we have co-designed:

**Mothers x Mothers**

Mothers for Mothers (MxM) is a peer health meetup hosted by mothers, for mothers to discuss the COVID-19 vaccine. The toolkits enable organizations to easily plan, budget, and host MxM meetups.

**Makespace**

Vaccination Is consists of a series of templates that can be used to create hyperlocal messaging including posters, social media posts, fact sheets, and more that encourage refugee, immigrant, and migrant communities to consider the COVID-19 vaccine.

**#NoJudgment**

#NoJudgment was developed with a youth collective, and includes tools that help youth from refugee, immigrant, and migrant communities engage in judgment-free conversations around the COVID-19 vaccine. These tools help foster and navigate conversations.
TOGETHER, WE’LL EXPLORE:

1) Principles that guide our approach to co-design
2) Guidelines on how we set up co-design experience with our partners
3) Activities we did to co-design community driven messaging
4) Reflections on an evolving process
2. WHAT IS CO-DESIGN

WHY and HOW do we do it
Co-design is a participatory approach that aims to design with, not for, people.

The goal of co-design is to involve people in shaping decisions about future services, programs, systems, and/or policies that directly impact them. In this way, it seeks to redistribute and shift power.
We’re exploring what it means to shift our work towards meaningful co-creation and self-determination.

DONE FOR

CRAFT-CENTRIC
Designers craft ideas from their frame of reference and their interpretation of the people’s needs.

DONE WITH

CO-CREATION
Those who will benefit, deliver or have the power to influence the solution create the design solution at each stage of the project progression.

DONE BY

SELF-DETERMINED
The manifestation of solutions are led and determined by people who serve to benefit.
How have you worked with collaborators?
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What does co-design feel like? How do we practice it?
Your task for the next 20 minutes is to learn, and design for/with the person sitting next to you. For the sake of time, the person whose birthday is earlier in the year will represent their community, and the person whose birthday is later in the year will represent the designer.

**STEP 1:** take 4 minutes to get to know each other. Share your name + describe what you would consider to be your community (i.e. “east coast parent,” “Venezuelan immigrant woman”, “grassroots healthcare advocate” Describe what the vaccine represents in your community (both positive and negative)

How might we create messaging campaign that advocates for the COVID-19 vaccine, and addresses reasons for vaccine hesitancy in your partner’s community?
Step 2: Designers, given what you’ve heard from your partner, fill in the poster on the left. Add a word for the vaccine and type in your call to action.
Where would you place what you’ve just done on this spectrum?

DONE FOR

HUMAN-CENTRIC
Those who are impacted by the solution are consulted to inform or inspire the final output.
Step 1: This time, create 2-3 slogans (“Vaccination is ___”) based on what your partner shared.

Step 2: Share these slogans with your partner and ask them to pick the one that would best resonate with their community.
Where would you place what you’ve just done on this spectrum?

DONE FOR

DONE WITH

DONE BY

PARTICIPATORY
Designers invite active participation and engagement from the end user in generative moments of making.
Step 1: This time, show your partner the Vaccination is ___ poster. Ask your partner to wonder out loud on what could fill in the blank.

Step 2: Capture what was said.
Where would you place what you’ve just done on this spectrum?

DONE FOR

DONE WITH

CO-CREATION
Those who will benefit, deliver or have the power to influence the solution create the design solution at each stage of the project progression.

DONE BY

NACCHO
As co-creators our role is to create the conditions for community members to bring their full selves to the work we do.
What are the implications of moving further towards community-led work?

As power and ownership of decisions shift, the time investment required of co-designers also increases.

As ownership over ‘making’ shifts, we need to ensure that participants are positioned to show up in ways that match willingness, desire, and expertise.

Simply because greater community involvement has benefits, we do not assume that every community partner has the desire or availability to be a co-creator, OR that every project should be in a particular place on the co-design spectrum.
Promoting ownership and hyperlocalization inevitably means community leaders are taking on more work, in addition to the (often unpaid) work they are already leading in their communities. As a team, we have witnessed the value of taking a community-led approach, but are also asking ourselves:

- How can we effectively transfer ownership without making it more work?
- How can this community-driven design approach better serve leaders’ visions for community health and well-being?
- How can we leverage these approaches to design more inclusive public health services and initiatives for marginalized communities?
Informed by existing resources on co-design, we use this spectrum within our program as a guiding tool to understand the type of co-design that is practiced in a particular project and to define partnerships with our partners.

**A CO-DESIGN SPECTRUM**

- **Craft-Centric (CC)**: Designers craft ideas from their frame of reference and their interpretation of the people's needs.
- **Human-Centric (HC)**: Those who are impacted by the solution are consulted to inform or inspire the final output.
- **Participatory (P)**: Designers invite active participation and engagement from the end user in generative moments of making.
- **Co-Creation (CO)**: Those who will benefit, deliver or have the power to influence the solution create the design solution at each stage of the project progression.
- **Self-Determined (SD)**: The manifestation of solutions are led and determined by people who serve to benefit.

The diagram illustrates the spectrum from *Strongly Held Done “for”* (CC) to *Strongly Held Done “by”* (SD), showing the progression of user involvement and control in the co-design process.
4. CO-DESIGN IN PRACTICE

What community-led co-design has looked like for our work
HOW WE SET-UP AND ENGAGED CO-DESIGNERS

Recruiting co-designers
- We look to people with lived experience who are well-connected in the community. We often rely on our community partner to help us identify great co-designers.

Setting expectations
- Generally we ask for for 2-3 hours per week spent with the design team, and 2-3 hours spent with the community gathering inputs.

Payment
- We typically extend flat fee stipend for each co-designer, $2000 for 10 week project = ~$33/hr. Additional involvement beyond ~4 hours a week is compensated separately.
Examples of evolution

Youth-Centered Info Source

Imagine a virtual website that is designed to engage youth. This is a space that empowers youth to share their experiences and learn from each other. The website could include forums, blogs, and social networking features that simplify content creation, engage fellow youth, and drive conversation. It could be a resource for youth to gather, share, and discuss important topics. A key feature could be a tool that allows users to create and share their own content, fostering a sense of ownership and responsibility.

Conduct a survey to determine the key areas of interest and the format that would be most engaging for youth. Consider creating a beta version of the website and seeking feedback from a group of test users to refine the design and features.

How it works:

1. User-generated content: Encourage users to share their experiences and insights. This could include blog posts, videos, and other multimedia content.
2. Interactive elements: Incorporate interactive features such as quizzes, polls, and games to keep users engaged.
3. Social sharing: Allow users to share their content on social media platforms.
4. Feedback mechanisms: Include a feedback system to gather user input and improve the website.

Reference example:

WesAnderson.com uses interactive text conversations to explain different kinds of partner-based violence.
Examples of evolution
A snapshot of the myriad thinkers who are informing and inspiring our work.

- Refugee Women’s Network
- Liberatory Design Cards
- Creative Reaction Lab’s Field Guide to Equity Centered Community Design
- Design Justice Network’s Zines

Are there any resources you would recommend to the group?
4. SUMMARY OF LEARNINGS

A few takeaways from our team
Invest time to build relationships.

While the urgency of the pandemic was making us want to work in faster, more top-down ways, this campaign process taught us that grassroots approaches were quicker to pivot and more precise, because they built off of a foundation of trust that leaders had spent years, even decades, cultivating with their communities. As we began bringing community members into the design process, that foundation of trust became evident: community members quickly provided opinions, tore apart bad ideas, and imagined their desired futures.
In a rapidly evolving emergency response, having a small team of designers control the production of print and digital materials would be a bottleneck to getting the information out. So rather than stay locked up in inaccessible software programs, we used tools like Google Slides so leaders could easily and quickly add their slogan, choose from an expansive image bank, and craft a call-to-action that guided them to a state-specific resource. These templates allowed community leaders to focus on what was important and create with minimal support from a designer. It’s given leaders an opportunity to practice their creativity in new ways.
Start with what's familiar

- **Ground in what’s already working in communities**: instead of duplicating or reinventing the wheel. Chances are - people have created systems that are already working for them (such as WhatsApp group) that you can tap into.
- **Start with visuals, language, and tone that are familiar**: For example, write content in Dari and then translate to English.
- **Find ways to leverage your leaders to take leaps instead of steps**: Leaders often have great intuition around what works well for their community. Trust in their instinct.
We strongly believe in bad first ideas.

We’ll often hold brainstorms where quantity > quality. If we can get big, broad, and divergent, and then narrow on quality ideas, we can often get further, faster.

Putting your ideas down on paper, in a low-fidelity way (a quick sketch, a draft paragraph), can allow you to get quick feedback on the core idea and help you build it out.
Be intentional about where you are on the spectrum

We know that engaging and embarking on a co-creation approach takes time, alignment, investment and trust. While a co-creation setup may not be the best approach for all projects, we fundamentally believe in the value of approaches that center community needs in augmenting healthcare service delivery. So we encourage you to explore opportunities to make work human-centric, participatory or co-created depending on the needs, capacity, availability and trust that exists between partners in any given project.
We’re continuing to work towards a world where we make room for co-designers to co-create while also balancing the fact that co-creation requires more time, energy, commitment.

How can we effectively transfer ownership without making it more work? How can this community-driven design approach better serve leaders’ visions for community health and well-being? How can we leverage these approaches to design more inclusive public health services and initiatives for marginalized communities?
What’s resonating with you? What’s inspiring you?

Given what you’ve heard today, how are you inclined [or not] to rethink the way you approach your work?