Process Overview

When faced with challenges involving people, moving through these five questions will guide your team's problem-solving approach. The variance in contexts, communities and challenges requires a process that adopts to each challenge. Evidence-supported answers to each will help your team understand and respond to the challenges facing users and holding immunization programmes back from improved outcomes.

The steps we take to answer each question are listed below. At the bottom of each column is a final output that serves as a check-point before moving on to the next question.

Building a Team

While input from many parties is important, it can lead to a slow process that tries to appease too many people along the way. Start with a core team of 3-5 members that will participate in the entire process. Ideally, each person holds a different role so your team has diverse and complementary perspectives. In general, activities are divided as follows:

- Individual
- Core Team of 3-5
- Invite Additional Participants *(community leaders, health-care workers, colleagues, NGOs and government partners)*

Think in Weeks, Not Months

Work fast and nimble. This entire process may be completed in a short amount of time. It should never drag on for months. Estimated time needed is indicated by the circle around each sub-step:

- hours
- days
- weeks
- more than a few weeks

Allowing for Iteration

This process occurs in short sprints, using economical trials that may not always work out. Instead of agonizing over the perfect answer, try many possibilities. Check-points along the way (the final outputs) allow for mistakes and iteration. If we cannot confidently complete these, we repeat the step. If we can, we move forward.

1 What is our objective?

PROBLEM DEFINITION

We start with the user—the child we are trying to reach, the caregiver we are trying to help and health workers. From there we define the intended programme outcome as a measurable goal and focus on the biggest obstacles we will set out to address and further research.

Prioritize a User-group

Clearly delineate exactly which community we are concerned with.

Define the Improved State

Specify the change in immunization outcomes that the team is capable of influencing.

Describe the Biggest Obstacle

Explain how the group is or is not engaging with services.

Final Output:

Objective Statement

Document the final objective statement to reference throughout the process. It is written as the desire for the prioritized user-group to change from an existing state to an improved state by addressing the biggest obstacle.

2 What do we think we know?

CRITICAL REFLECTION

This phase is about downloading the local knowledge that already exists and determining what we still do not know. What might we be assuming? What might we suppose we know more about than we really do? What 'best practices' can we question?

Assemble Existing Knowledge

Gather available information about the challenge, past efforts and the individual or community in question. Mark key pieces of information that show what we have learned and what we should keep in mind.

Recognise Assumptions

To help avoid bias, document the possible assumptions that you and your team might carry with you. Talk through assumptions, expectations, closely-held beliefs, perspectives, hypotheses, and contradictions.

Compose Learning Goals

Using the "Journey to Vaccination" as a guide, clarify what you hope to get out of the research. These learning goals will help you to choose the research methods to use during Question 3.

Final Output:

Learning Goals

Place your main learning goals on a wall or board in a shared space. Document the possible assumptions that you and your team might carry with you next to each learning goal. Continue to reference throughout user research (Question 3).

3 What stands in our way?

USER RESEARCH

What prevents users from using services? What do they do now and what do we want them to do? To find out, we conduct user research. The result is a set of specific challenges to solve.

Explore The User's Environment

Collect information in the field. Choose which activities, including observations and interviews, should be used for research. Record what is seen, heard, felt, and said.

Interpret Collected Stories

Share information from the field. Prioritize the most important information by identifying patterns, surprises, and commonalities. Analyse these findings to hypothesize why this is happening, which may require returning to the field to gather more information.

Propose Opportunities for Design

Translate diagnoses of the root causes of the challenge into creative prompts.

Final Output:

Creative Prompts

This phase concludes with "How might we" statements that respond to the challenges witnessed in the field and are focused enough to inspire specific concepts, but broad enough to not dictate a solution.

4 How could we respond?

EXPERIMENTAL SOLUTIONS

Given what we know about users, how can we shape their environments and influence their behaviours to achieve our objective? This is a creative and collaborative process: generating ideas and testing them out.

Conceptualise Solutions

With an extended team, quickly generate many possible solutions for each prompt. Assess the solutions to identify 2-3 promising ideas per prompt.

Design Quick Examples

Make ideas concrete through initial outlines, models, or rough sketches of ways to implement promising concepts. Prepare teams to test creative solutions in collaboration with communities, directly responding to the actual challenges.

Protoype Designs with Users

Define learning goals for each design, then select activities that will test (prototype) the design in the field. Take draft ideas into the field to trial with, and get feedback from, users.

Final Output:

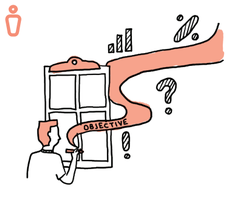
Tested Solutions

At the end of this phase, you have designs that respond to initial user research and have been tested with the user in their environment. Initial prototypes have been evaluated and necessary adjustments have been made.

5 How could we improve?

CONTINUOUS LEARNING

Good ideas are not only innovative, but also effective. This last phase is about continuous inquiry—measuring how the ideas respond to the challenges identified during user research and making adjustments to improve their efficacy.



Plan for Iteration

Devise an Adaptation Plan for each draft initiative. Define the key evaluative questions, possible risks, measurable criteria and corresponding indicators to track progress over time.

Evaluate Effectiveness

Assess each revised idea in the field using the Adaptation Plan as a guide. Evaluate the accuracy of diagnoses and determine what we still don't know much about.

Improve Initiatives

Revisit the initial Adaptation Plan to reflect what we are learning, adjust what we are measuring, and continue to improve the execution of our ideas. Implement adaptive changes that respond to findings as you scale the improved idea.

Final Output:

Revised Adaptation Plan and Proven Solutions

If the idea is working, the final output is a revised Adaptation Plan and proven ideas that can be scaled. If the idea is not working, step back into the conceptualising and design exercises from Question 4, then re-deploy.