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Designing for systems of service in NYC homeless shelters

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Radywyl, Natalia (2019) Designing for systems of service in NYC homeless shelters. In: Proceedings of Relating Systems Thinking and Design (RSD8) 2019 Symposium, Oct 13-15, 2019, Chicago, USA. Available at http://openresearch.ocadu.ca/id/eprint/3204/

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DESIGNING FOR SYSTEMS OF SERVICE IN NYC HOMELESS SHELTERS

NATALIA RADYWYL

THE PUBLIC POLICY LAB

RSD8
2019

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65,000 in shelters
42,000 families
21,000 children
PUBLIC POLICY LAB

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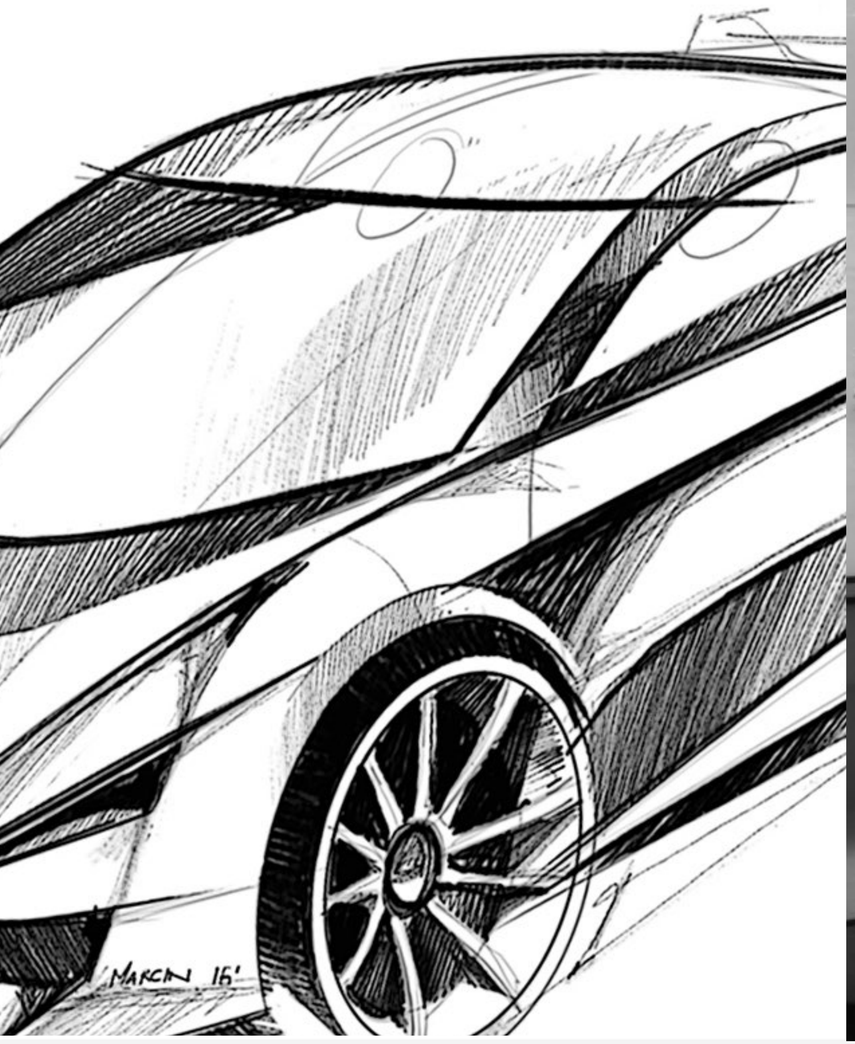
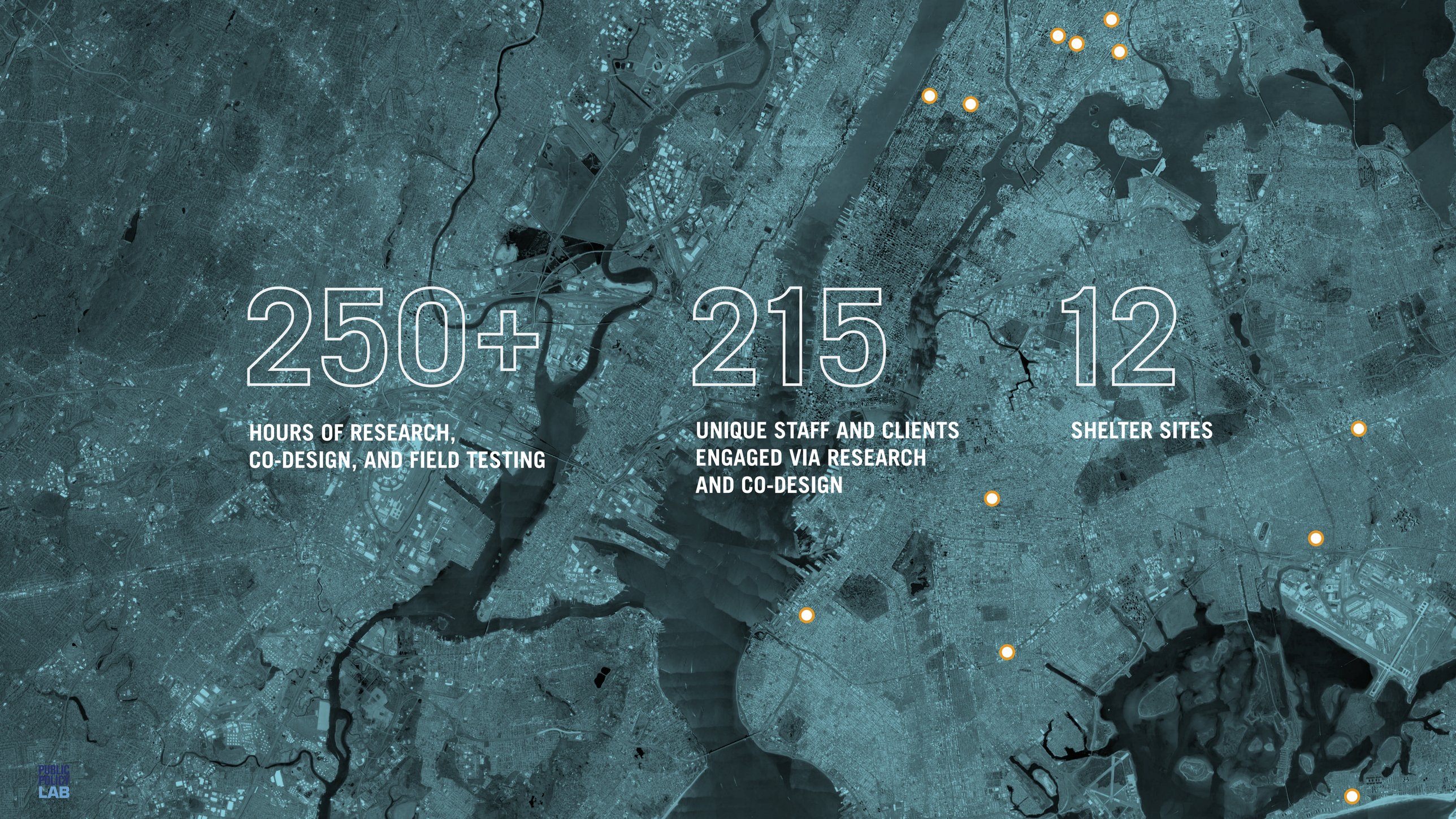
PROJECT AIM

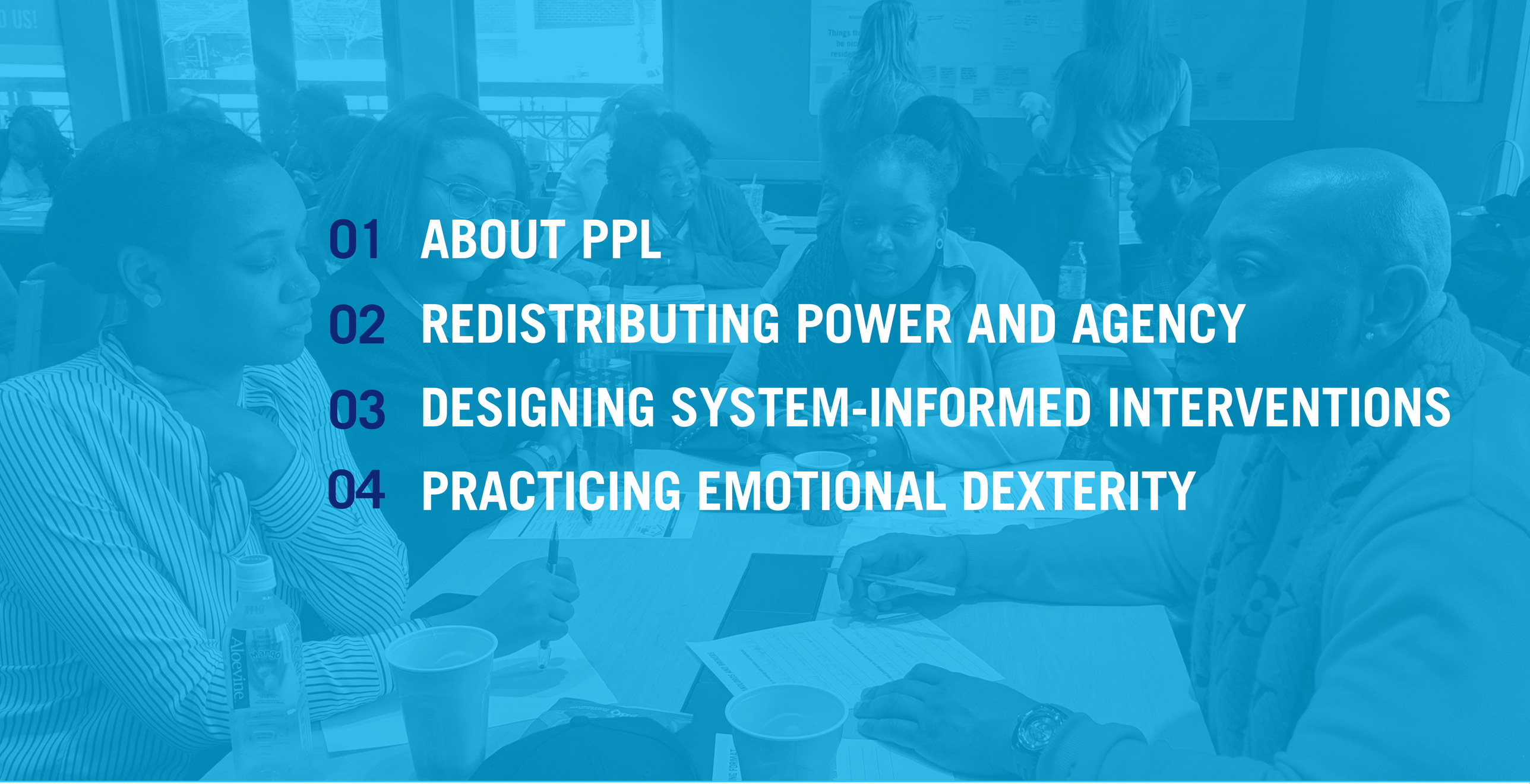
Test, implement, and evaluate new tools and programs to help homeless New Yorkers find permanent housing.

Phase 1 aimed to identify and validate areas of intervention that can improve move-out rates.

PROOF OF CONCEPT




250+
HOURS OF RESEARCH, CO-DESIGN, AND FIELD TESTING
215
UNIQUE STAFF AND CLIENTS ENGAGED VIA RESEARCH AND CO-DESIGN
12
SHELTER SITES
PUBLIC POLICY LAB



01 ABOUT PPL

02 REDISTRIBUTING POWER AND AGENCY

03 DESIGNING SYSTEM-INFORMED INTERVENTIONS

04 PRACTICING EMOTIONAL DEXTERITY

ABOUT PPL

ABOUT PPL

First design lab for US government

Non-profit & non-partisan

Focus on poor & at-risk

Design policies and services

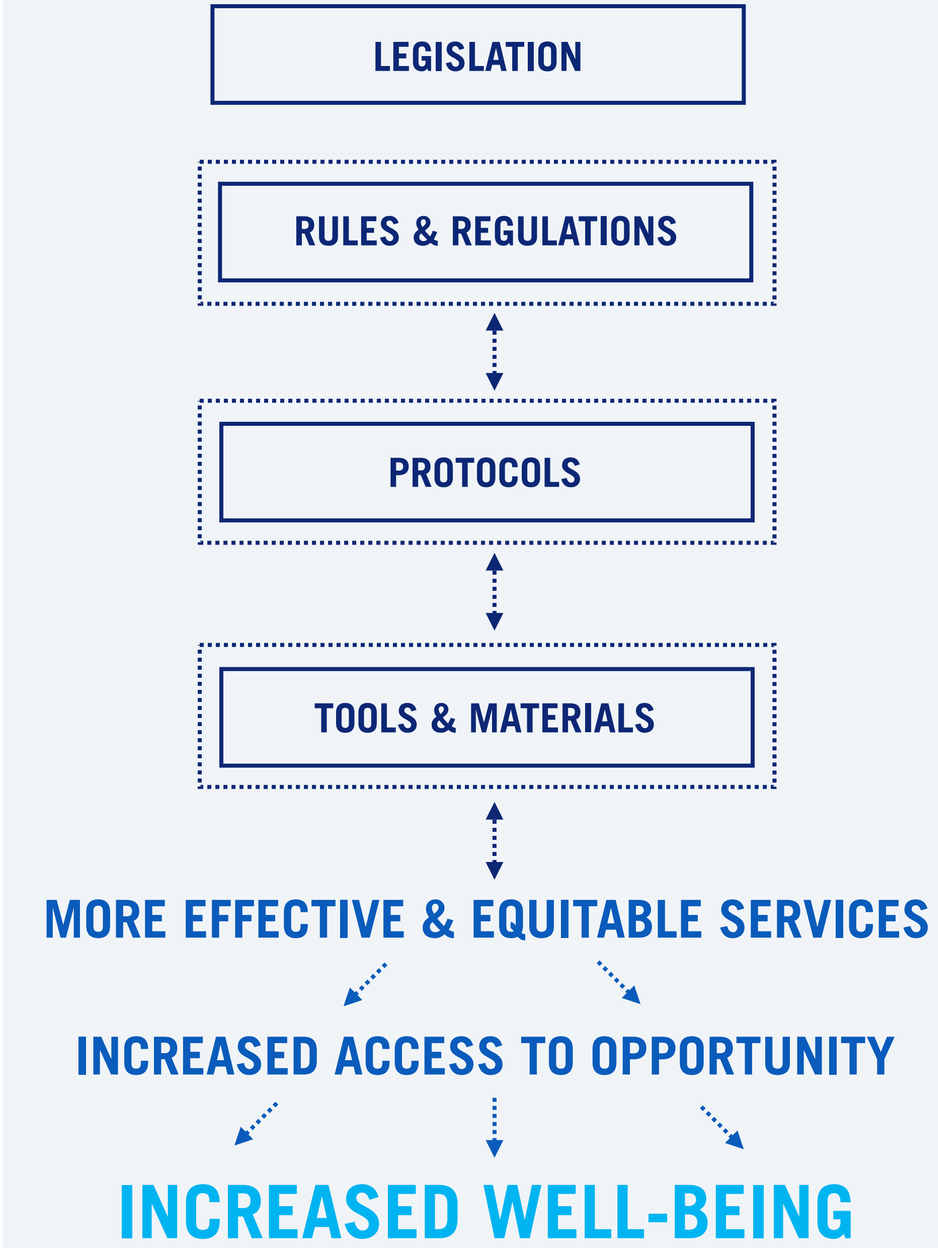
THEORY OF CHANGE

ELECTEDS

POLICY-MAKERS

OPERATIONAL MANAGERS

FRONTLINE STAFF
MEMBERS OF PUBLIC



PROJECT INFLUENCE

OUTPUTS

SHORT-TERM OUTCOMES

LONG-TERM OUTCOMES

IMPACT

APPROACH

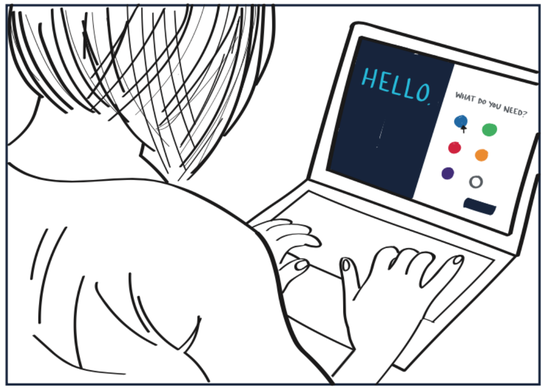
User-Centered

Co-Creative

Visual & Iterative

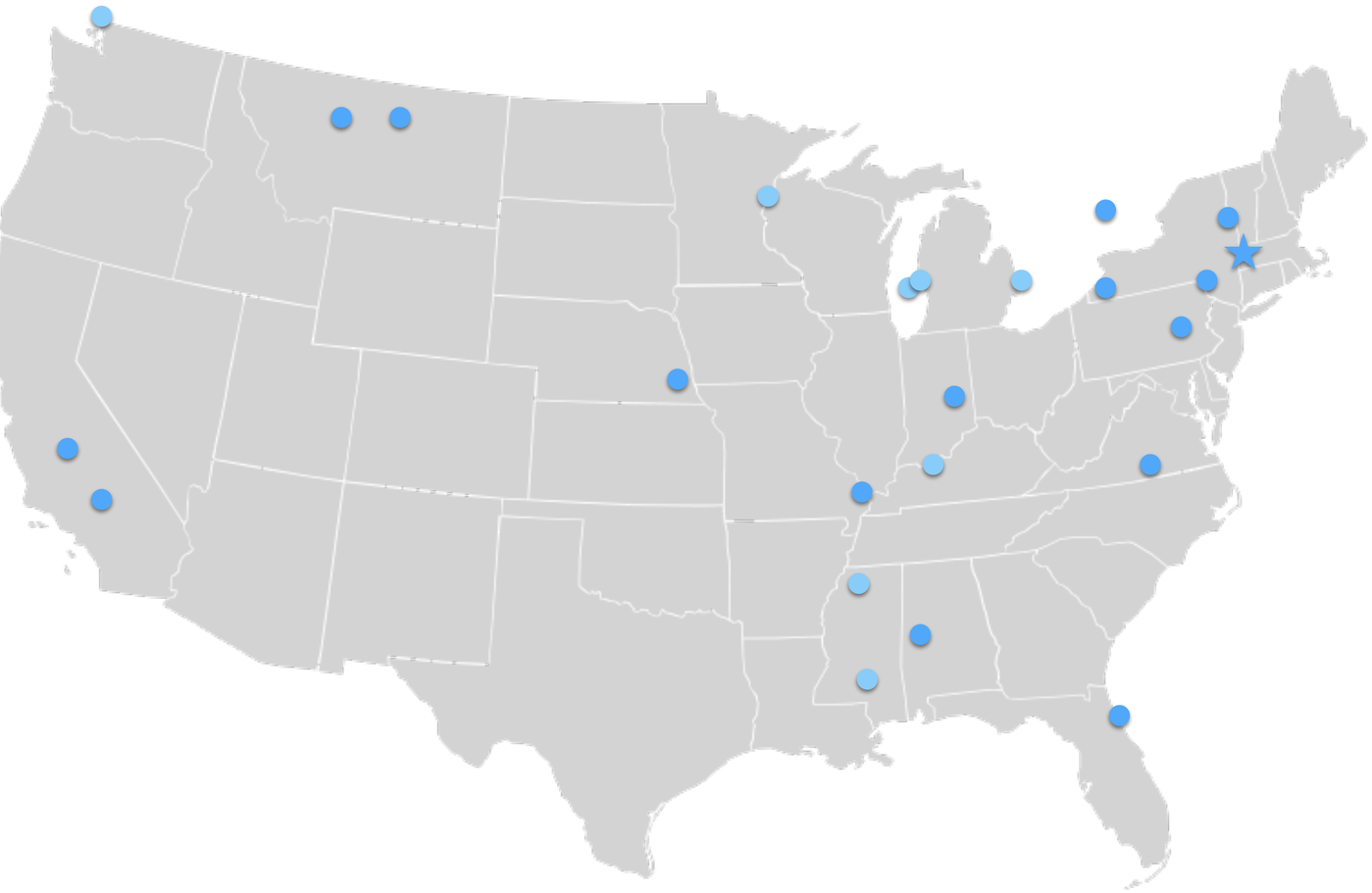
Time-Based

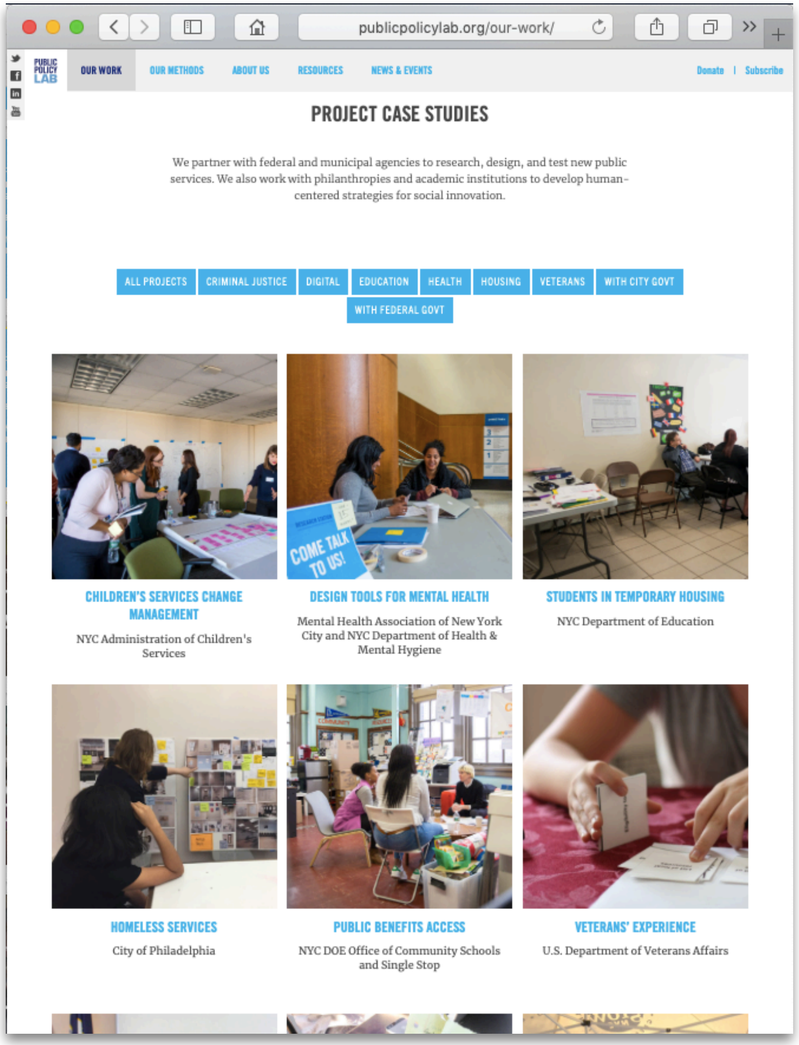
Holistic



Adapted from Stickdorn, M., & Schneider, J. (2011). *This is service design thinking: basics, tools, cases.* Hoboken, N.J: Wiley.

WHERE WE WORK





SUBHEAD

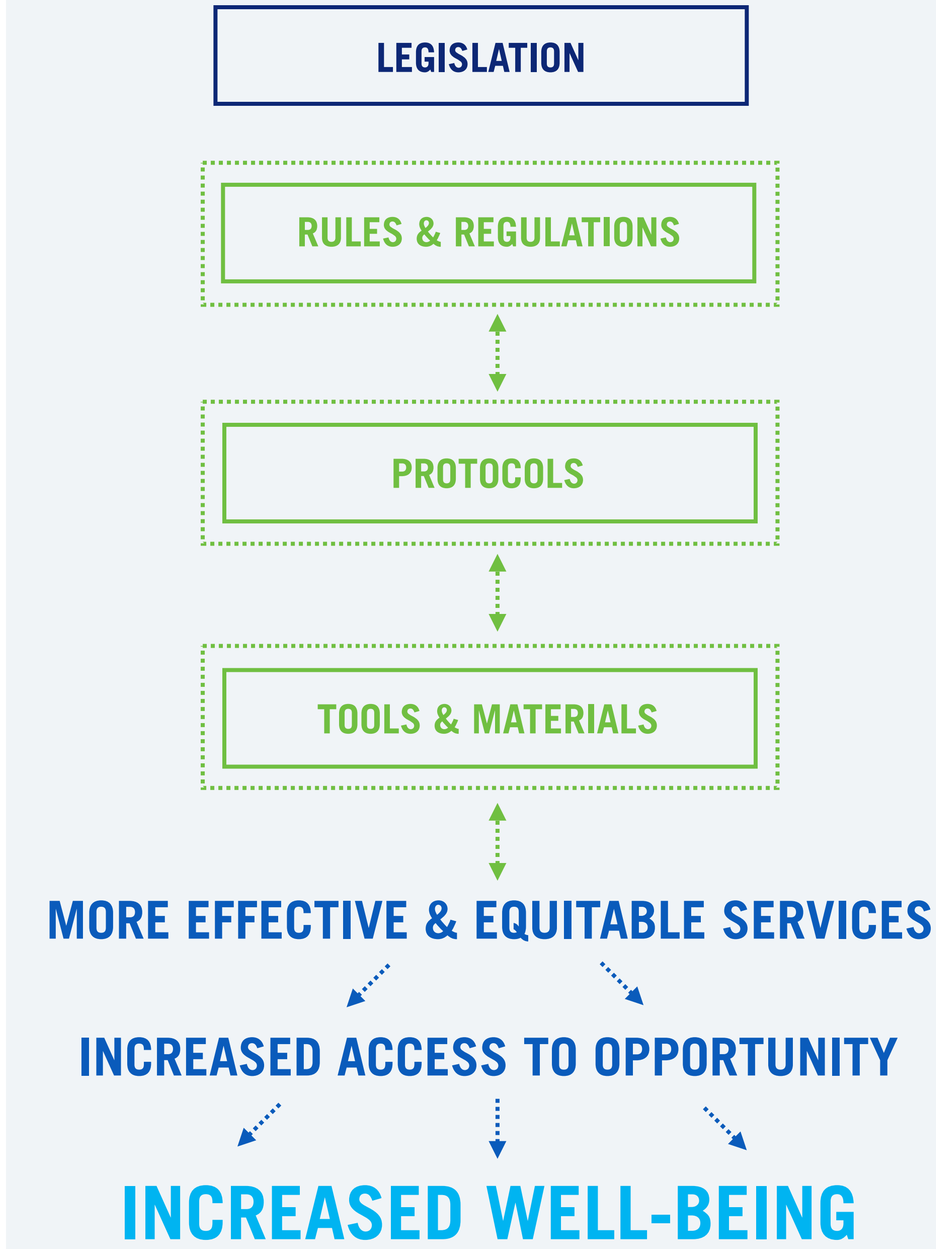
1. REDISTRIBUTING POWER & AGENCY

ELECTEDS

POLICY-MAKERS

OPERATIONAL MANAGERS

FRONTLINE STAFF
MEMBERS OF PUBLIC



WORKING WITH CLIENTS

ELECTEDS — LEGISLATION

POLICY-MAKERS — RULES & REGULATIONS

OPERATIONAL MANAGERS — PROTOCOLS

FRONTLINE STAFF
MEMBERS OF PUBLIC — TOOLS & MATERIALS

WORKING WITH CLIENTS

Partnership

System immersions

Pin-ups

Reporting

REPORTING ARTIFACT

GET READY

Client is prepared f

Client Arrives at Program Shelter | **Case Manager Conducts Triage** | **Client Meets Regularly with Case Manager** | **Client Prepares for Housing Search**

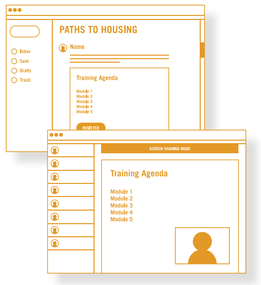
- WORKS AND SAVES MONEY
- APPLIES FOR AND MAINTAINS PA
- GATHERS DOCUMENTS

g Workshops

public assistance, and
learn about building networks,
ts.

Paths to Housing Invitation, Materials & Webinar

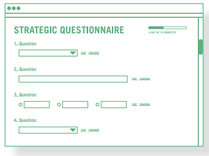
Housing specialists receive digital flyer, sign up, and download training materials. Housing specialists participates in webinar if they cannot attend in-person workshop.



Client Arrives at Program Shelter

Case manager assesses client for eligibility. At families-with-children shelter, case manager assesses client for eligibility at intake; at all other shelters, ILP and full assessment take place within 48 hours.

Case Manager Conducts Triage



Strategic Questionnaire

Case manager determines client's case complexity by reviewing key client assessment responses, asking brief additional questions, and inviting a self-assessment.

INTERVENTION AREA: TRIAGE

Client Meets Regularly with Case Manager

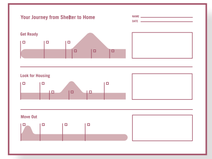
Case manager and client complete a comprehensive ILP and define a move-out strategy.

Service Journey Poster

Case manager explains move-out strategy using the service poster.

Service Journey Worksheet

Case manager and client discuss both move out and general life goals. Next-step activities are set using the journey worksheet.



INTERVENTION AREA: THE JOURNEY

Case Manager Tracks Progress

CARES Integration

Case manager logs client's journey goals in CARES.

Staff Meet for Progress Planning

Shelter staff convene to make strategic and tactical decisions based on triage data.

Triage Data Report

To better understand and manage caseload, case manager generates reports about case complexity and client progress. Shelter director reviews triage data to understand shelter-level progress and, as challenges arise, make requests to DHS.

**Evidence-
Service Str**

*Shelter staff meet r
evidence-based dec
improving move-out*

INTERVENTION AREA: TRIAGE

g Workshops

s training through various channels.

Staff Meet for Progress Planning

Based on shelter assessment data, DHS develops strategies fo

WORKING WITH MEMBERS OF THE PUBLIC

ELECTEDS → **LEGISLATION**

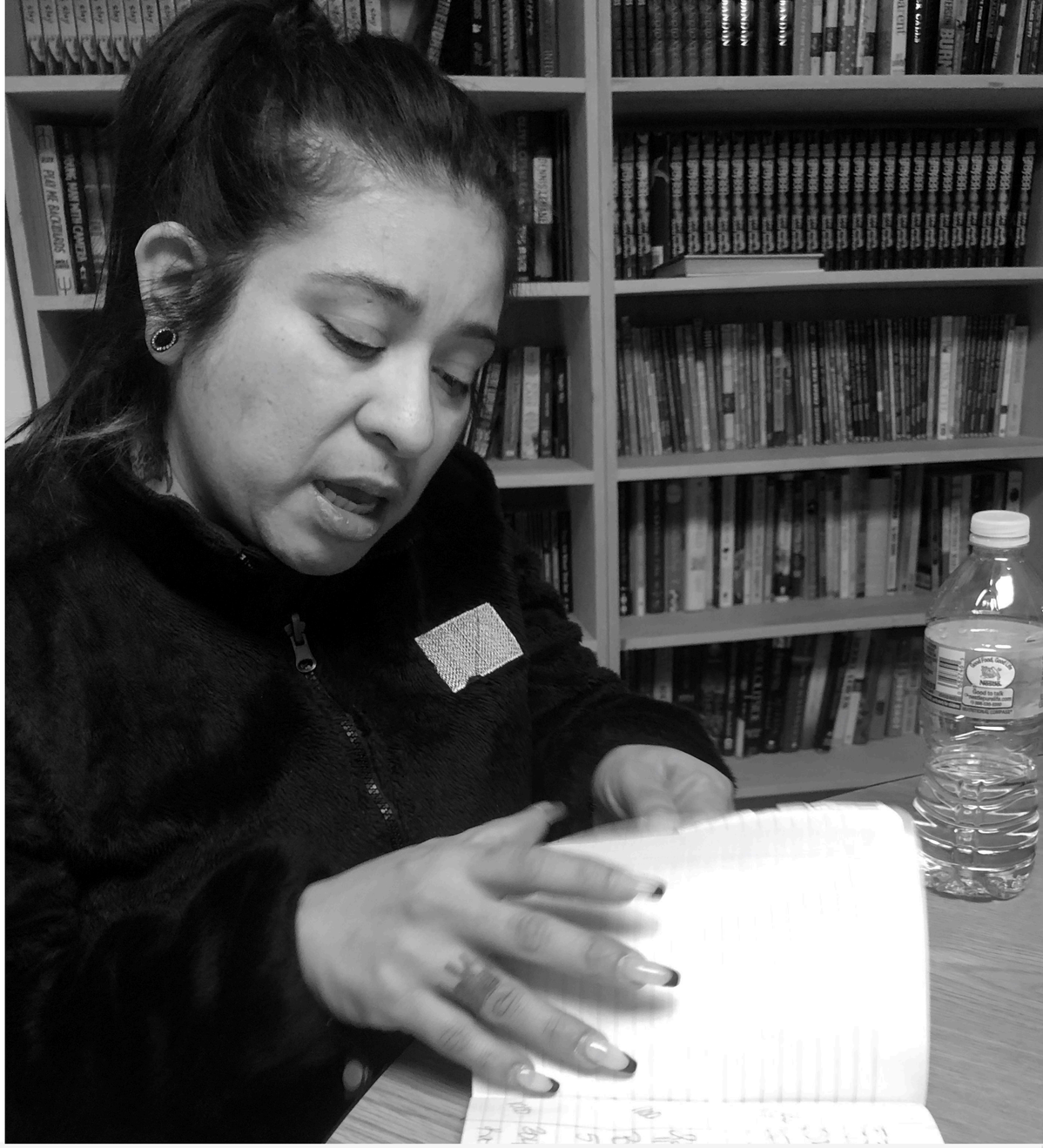
POLICY-MAKERS → **RULES & REGULATIONS**

↕

OPERATIONAL MANAGERS → **PROTOCOLS**

↕

FRONTLINE STAFF
MEMBERS OF PUBLIC → **TOOLS & MATERIALS**

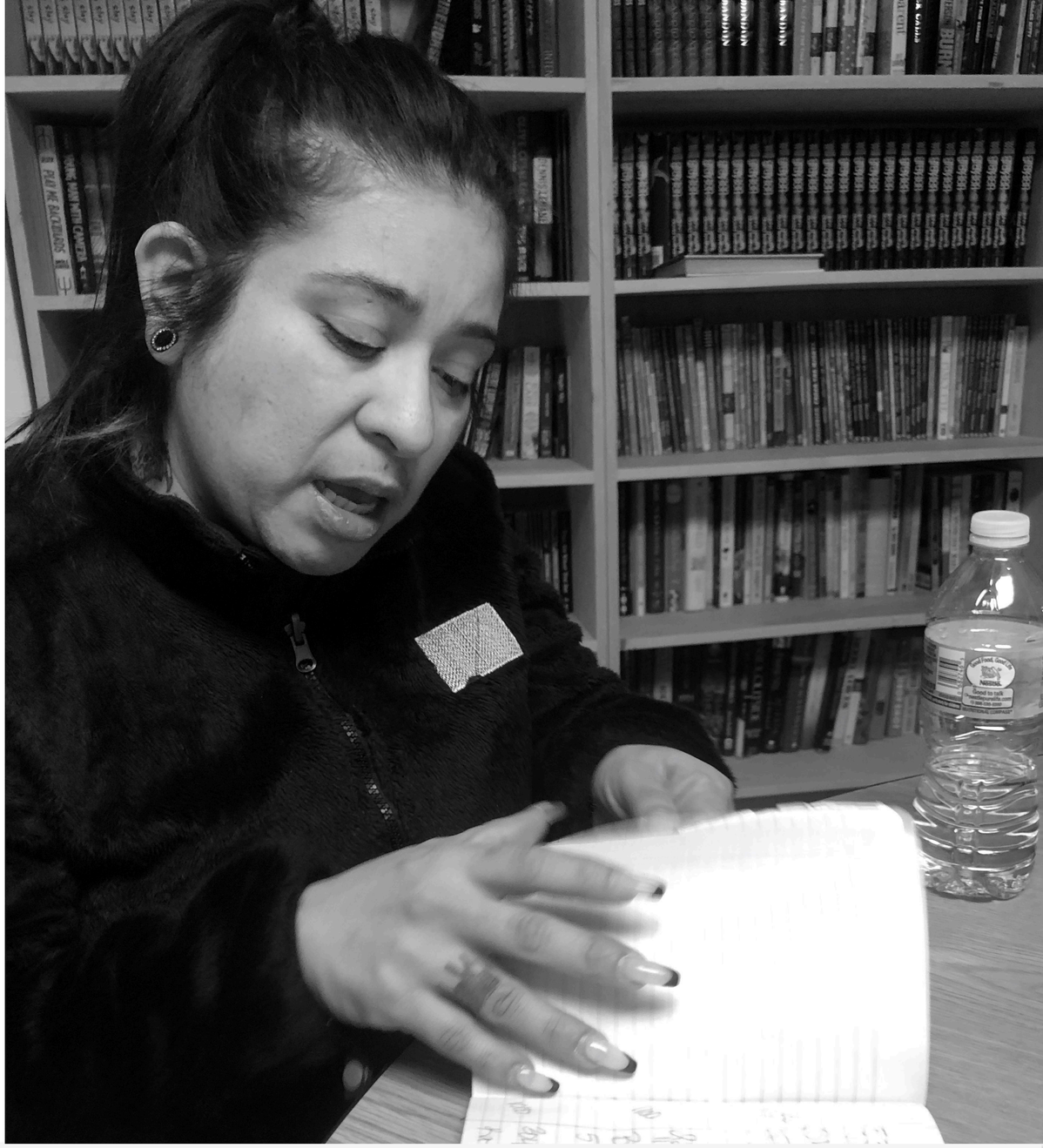


WORKING WITH MEMBERS OF THE PUBLIC

Sampling

Research ethics protocol

Co-design



INFORMED CONSENT

THANK YOU FOR SPEAKING WITH US!

Who are we?
We are independent researchers and designers from the Public Policy Lab. PPL is a non-profit organization. We help government agencies provide better public policies and services.

Today we are working with the NYC Department of Homeless Services (DHS) and NYC Department of Social Services (DSS). We're exploring how DHS, DSS, and shelter providers can better help shelter clients find permanent housing.

Do you have to talk to us?
No, you don't have to participate. If you are a DHS or DSS client, your application, eligibility, or continued receipt of DHS services will not be affected, whether you talk to us or not.

What will you be asked to do today?
We'll ask you about finding and transitioning to permanent housing. Our session will take 60–90 minutes.

What happens with the information you share with us?
We will use what we learn from you, and from other people we speak with, to ma reports and materials for DHS and DSS. We may also talk about this project on th Internet or at conferences or presentations.

If it is okay with you, we might use quotes, images, and recordings of you in wha we make. If you let us take photographs during our conversation, we will show them to you so that you can delete any you don't like.

Will you keep my participation totally confidential?
No, we can't promise you complete confidentiality. We will share stories and insights from the people we talk to. Someone who knows you might recognize yo from things you tell us or from images and recordings.

We will avoid collecting identifying information. We will avoid including it in our publicly shared materials. We will also try to limit your exposure by combining information from different research participants. Usually, no single person is the obvious source of the information we share. We will never use your name or likeness without your permission.

When our project is over, we'll delete identifying information from our non-publ notes and materials. We will save your signed consent form in a different place from our internal notes and materials.

PUBLIC POLICY LAB CONSENT TO PARTICIPATE IN RESEARCH

PARTICIPANT CODE

CONSENT TAKEN BY

CONSENT

HOW MAY WE CAPTURE YOUR STORY?

May we take notes while we talk?	**Yes / No**
May we directly quote things you say?	**Yes / No**
May we audio-record our conversation?	**Yes / No**
May we take photographs/videos where your face cannot be seen?	**Yes / No**
May we take photographs/videos where your face can be seen?	**Yes / No**

HOW DO YOU WANT TO BE DESCRIBED?

What pronouns should we use to describe you? **He / She**

Other:

MAY WE CONTACT YOU?

May we contact you if we have follow-up questions?	**Yes / No**
Do you want a nice photo of yourself from today?	**Yes / No**

If yes to either of the above, what is your email or cell phone number?

I have read the above information and received answers to any questions I have asked. I consent to take part in this interview and to have any information I provide be used in the manner described above. I expressly release the Public Policy Lab and the City of New York from and against any and all claims which I have or may have for invasion of privacy, defamation, or any other cause of action arising out of the production, distribution, display or publication of the results of the project, so long as the conditions of use described above are met.

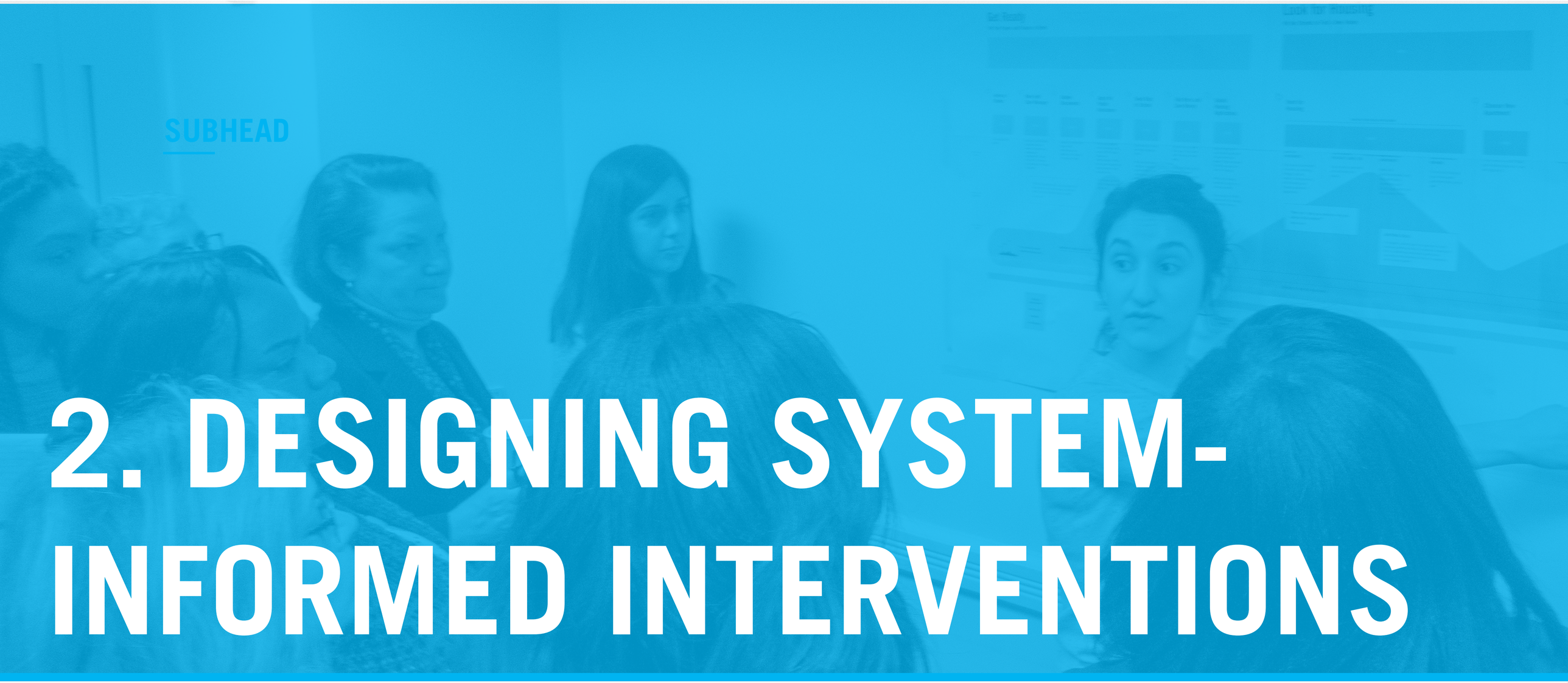
Your Signature Date

Your Name (printed)

PUBLIC POLICY LAB CONSENT TO PARTICIPATE IN RESEARCH MEMBER OF THE PUBLIC

CO-DESIGN

CO-DESIGN

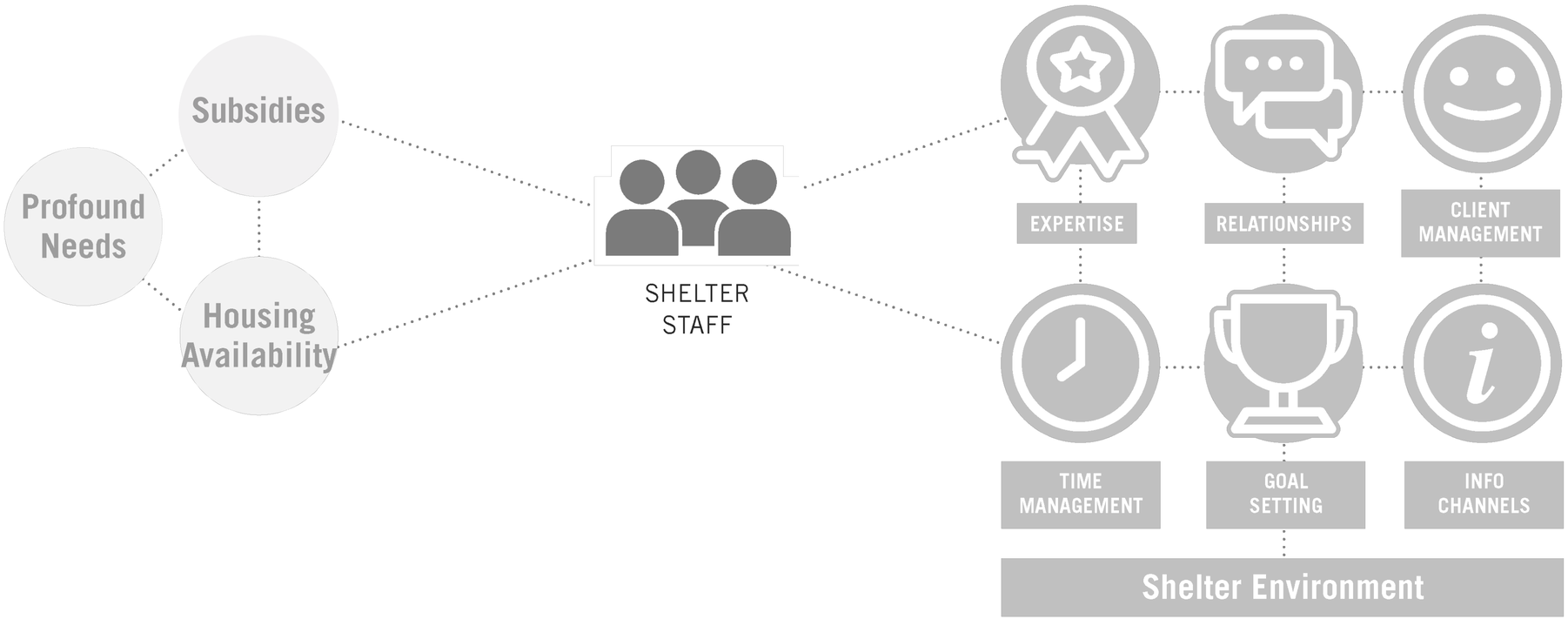


SUBHEAD

2. DESIGNING SYSTEM-INFORMED INTERVENTIONS

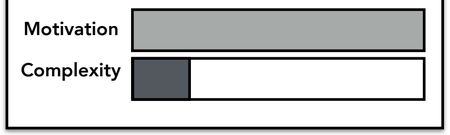
SYSTEMIC BARRIERS

SERVICE FACTORS

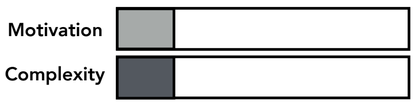


MINDSETS

1.
The shelter is a quick pitstop



2.
Could move…
But won't



3.
Doing everything right - but no movement

4.
No move out in sight

MINDSETS

1.
The shelter is a quick pitstop

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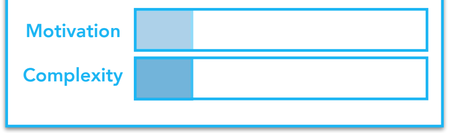

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Doing everything right - but no movement

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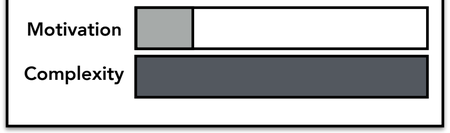
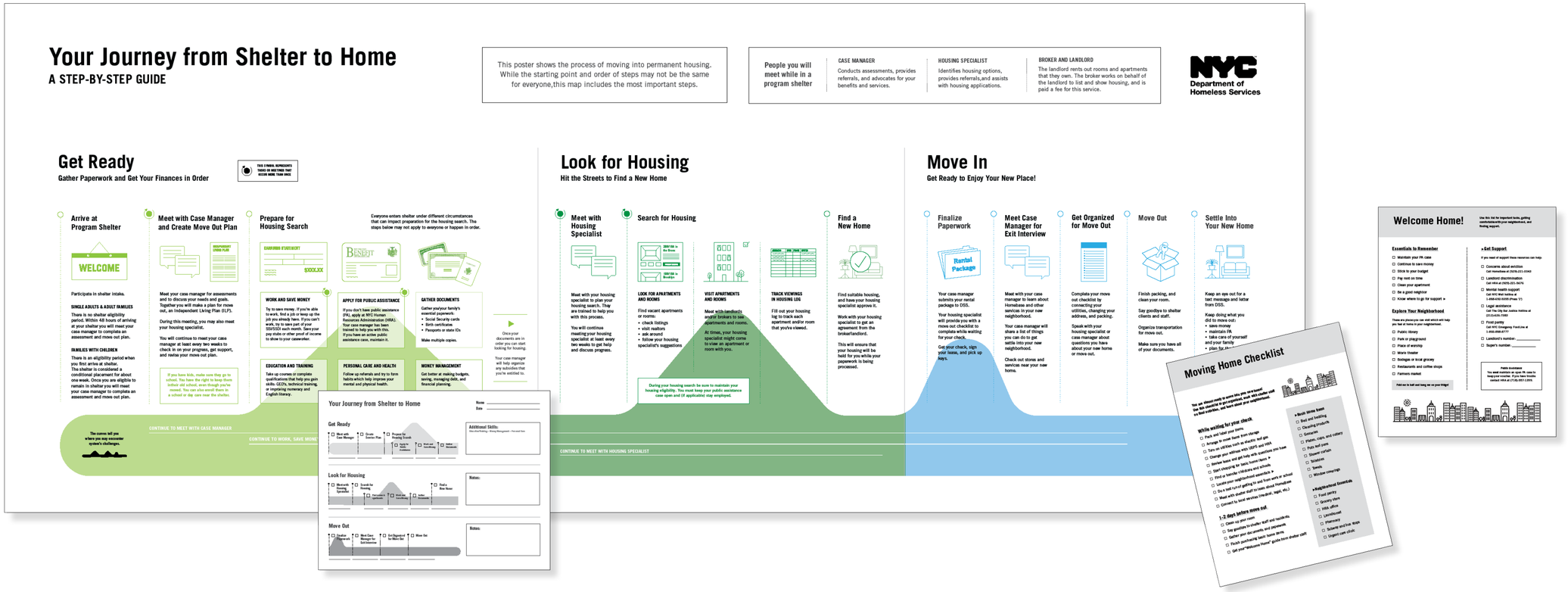


SERVICE CONCEPT



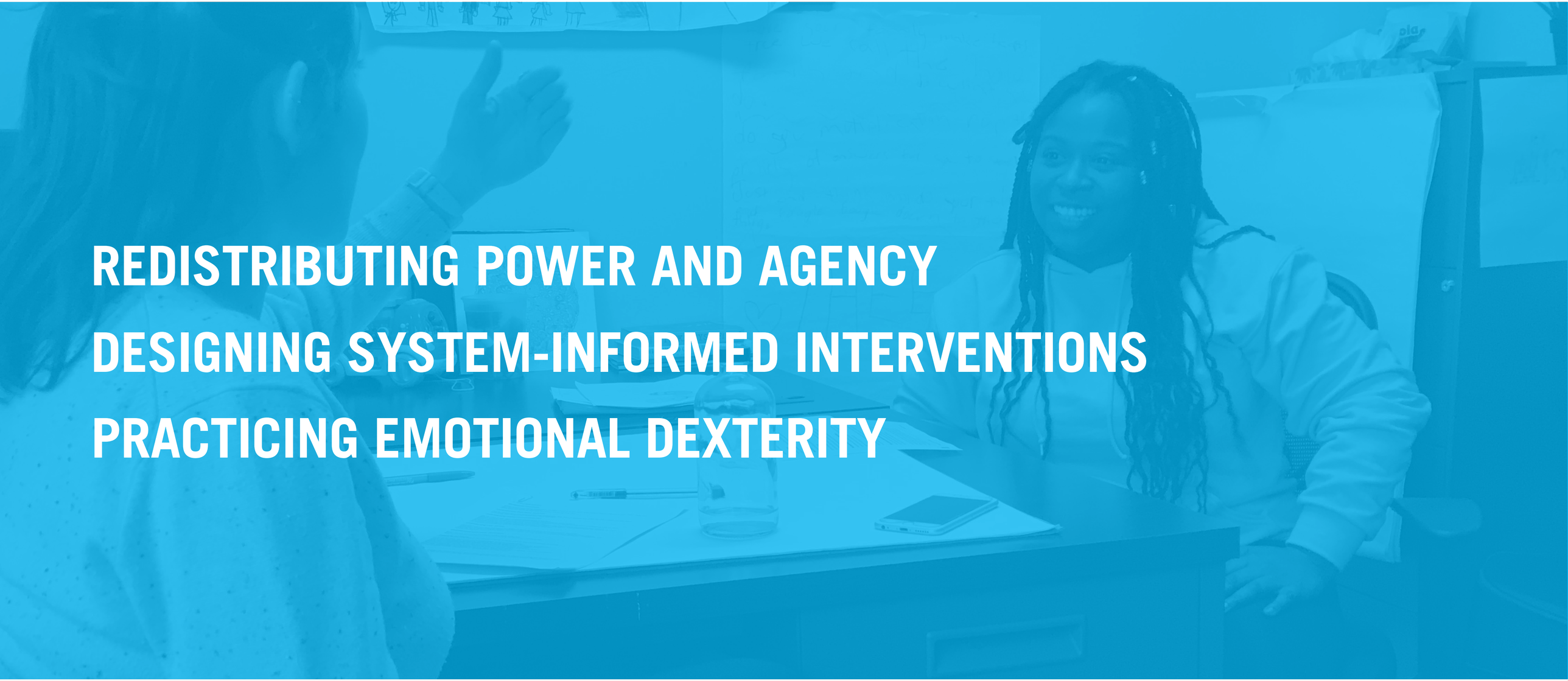
3. PRACTICING EMOTIONAL DEXTERITY

CREATING REFLEXIVE SPACE

Accepting limitations

A trauma-informed approach

THANK YOU



REDISTRIBUTING POWER AND AGENCY
DESIGNING SYSTEM-INFORMED INTERVENTIONS
PRACTICING EMOTIONAL DEXTERITY