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Fri, Jun 28, 2024 10:10AM • 7:03

**SUMMARY KEYWORDS**

grants, solution, phase, service, theater, older adult, community, assumption, mike, focus, transcripts, human centered design, smartphone, test, team, pilot phase, work, customers, senior centers, spatter

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but just to give you a little bit of context, how many people have ever applied for our grants out there, somebody that I definitely see some of our grantees out there. So we use, again, what we call human centered design, also called design thinking. And it really has that focus on those three areas that Phirun talked about. To have, well, I'll get to that in the next I'm going to hit myself a bit. So here's how we've applied them. The phases of human centered design, when we do our planning grants, we have that phase one with this discovery phase. And this is not surveys, this is not focus groups, this is literally going out and having one on one interviews with people. What what do you need? What would you like to see, tell me about a time when you couldn't get where you needed to go. And we really, really listened these interviews go for about an hour, I've done several of them myself, I absolutely like Bruce Robinson said, this is one of my favorite parts of this job is literally being in the community with people. During that planning grant, we also have an idea generation phase where we walk the communities through generating the leafs three potential concepts. And then they test their assumptions. So those the blue, the green, and the yellow are all part of our planning grants. And then we do as I say, phase four up there is our learning launch, which you can do a trial launch of your concept, so you can learn what works and what doesn't work. And then then we have our pilot grants after that. So those are kind of the phases. And again, we're getting to that solution spot, that that sweet spot that Perone kind of referred to. It's there been a few times you guys can probably think of them in your own work, where somebody starts a new service, you're like, oh, okay, that sounds kind of cool. And then it falters. Because they probably were very good on the operational feasibility. They say, yeah, we can do this, we can stand this up, right. financial viability, they maybe maybe not have a sustainable financial plan. But customers are ability will customers use it? Do they want it? Oh, we forgot to ask. And there I have several slides that I will not share right now. But of services that have been put in place, and that have basically not been used by individuals. And so they pulled it. So we look at each of those three parts equally. In order to get to a what would be the best solution. I'm just calling the Power Team design center design. The reason we like it, it's honest. You create ideas, but then you go back and you test them. You test them again, in those three areas. Will they work? Can we will people fund it? And will people use it? It? You cannot go through one of our grants and not develop empathy with one with your customers. I worked with Mike spatter for from Kansas. I think we were in tears when time reading one of the transcripts from not having a signal no just teasing from radio when the transcripts. And Mike helped me out that what did you Oh, I remember now exactly. She was older adult. And she used to go to theater all the time. And then she I can't remember for her. I think her driver and family died and she wasn't driving. I don't remember exactly. But she stopped. She started using the public transit correct Mike to go to theater. And one of her friends said to her, you shouldn't be doing that. And she's like, Well, why not? And and her friend said, well, because that serves us four really important places that people have to go to. Further, I broke my heart for this woman going to the theater was very important. And it was a piece of keeping her connected to her community. And for someone to say to her maybe well meaning, you know, you should have stopped, she stopped using the public transit service to go to theater. And so it really broke my heart. So that was that empathy. And I would never have had that empathy with that individual if I had not heard that story. Our solutions are grounded in research. Again, not our guest is not what we think would be best, but it's what we hear. And then we have a process where we kind of develop insights from those. Our solutions are created by partnerships. working again with Kansas Mike's team. He has two senior centers, his area agency on aging. And I'm trying to move we have Millie who was fantastic or older adult who's on the team. And I'm trying to think, Jennifer, we have a three town mayors, we have the health health care system, all of our grants are multisector. And then last, we build around testing to de risk your solution so you don't put out that service that nobody is going to use. So what is your assumption about the service you are Gonna put out. And let's test and see if your assumption about that's true. The easiest example I give people is if you're creating a solution that uses smartphones, you test you if your key audiences are older adults, you test how many of your key audience are actually comfortable and connected via smartphone. Because if that assumption is not true, that turns out to be false, then your solution is going to fall apart if has been built around smartphone news. So it's a very honest process. So just quickly, our impact we've worked with in since 2013, and our grant started 2015, we worked with 49 communities initiated 69 different grants. In the beginning, we were only doing planning and then with that flexibility that I talked about FTA gives us we were able to add in the learning launch and the pilot grants, we have distributed $2.258 million in grants over the 10 years, and 100% of our pilot grants, those who get through to the pilot phase have started a new service, and many have now received are receiving sustainable service for their state do tape. So we're very proud of that record. This just gives you a sense of it's probably too small to read. But we have quite a just consider each of those pie pieces a diverse audience on our teams. Again, different addresses I'm see I can't even read it. Dana there go my eyes, you know. So let's see the 57% of our grants have focused on healthcare access 27% on just access to the community in general 8% on food access and 8% on jobs and training. So our grants have really hit a lot of different areas. And just a quick plug you know all of our courses are free. This is the course unfortunately have to hear my voice but this is where we talk you through every single phases of human centered design. If you're of interest