

HPOG Annual Grantee Meeting | November 30, 2016 |
Washington, D.C.

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Behavioral Diagnosis and Design

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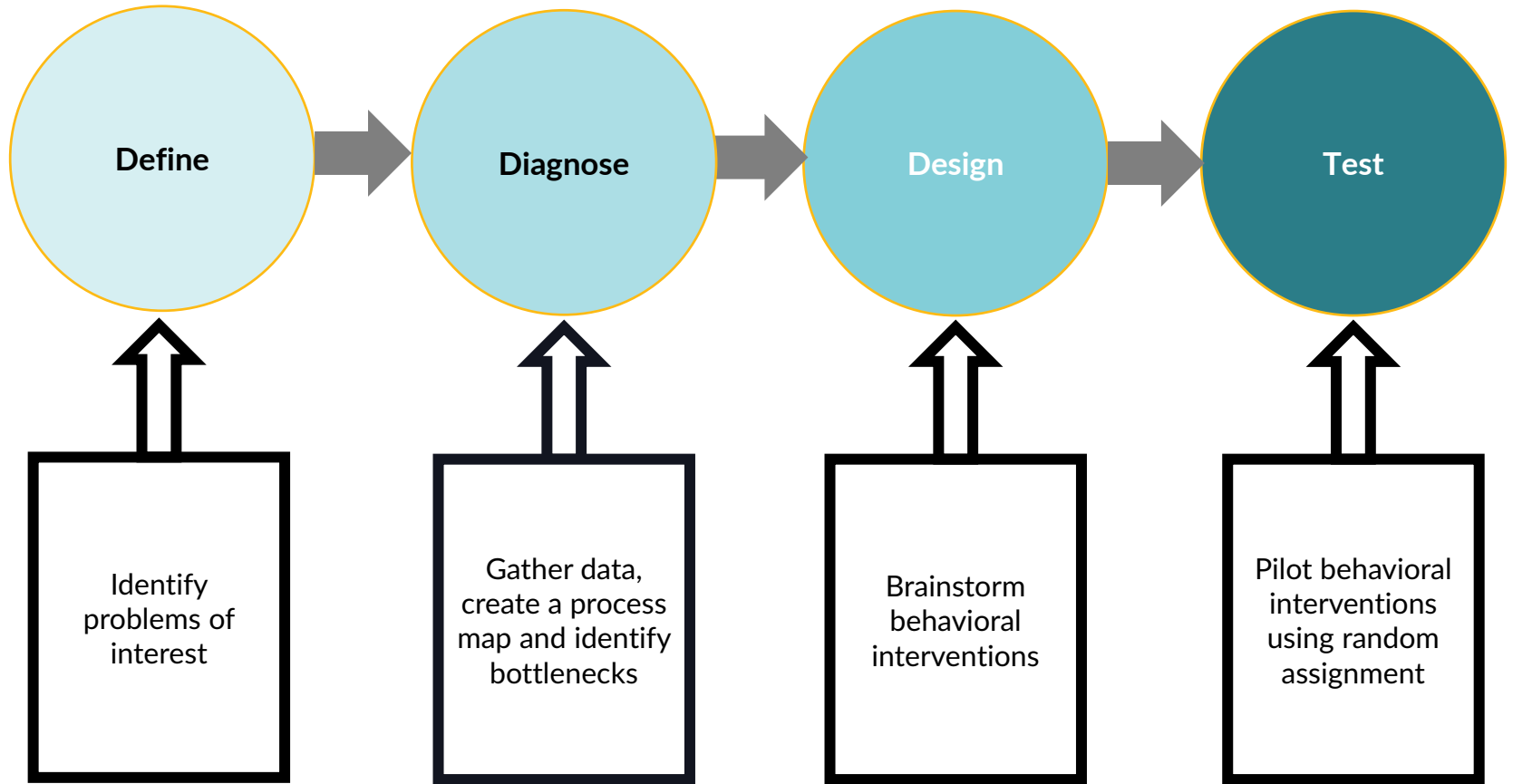
MDRC's Center for Applied Behavioral
Science (CABS)



Agenda

- Understanding behavioral diagnosis and design
- Case Study: How can an urban child support program get more mothers on TANF to open child support orders?
- Using SIMPLER to apply behavioral insights to your programs

Behavioral Diagnosis and Design



Define - Focus on *Behavioral* Issues

Behavioral issues relate to problems of **decision-making** and **action**:

- ✓ Understanding options
- ✓ Paying attention
- ✓ Deciding between options and setting goals
- ✓ Following through on goals until they are attained (note: could be one-time behavior or habit)

Common indicators: Drop-off, delay (friction), underutilization, high rates of errors, outcomes that don't match with intentions/ best interests

What is *Not* a Behavioral Issue?

- × Supply or quality of options
- × Dealing with structural problems (E.g., loss of manufacturing jobs)

HPOG Grantee Problem Statements

Intake

- How can we get more clients who express interest in the program by filling out a brochure/survey to attend the orientation (“HealthCare 101”) session?
- How can we reduce the percentage of students-25%- who cancel their initial intake appointment?

Training

- How do we improve decision-making about which occupational program to enter?
- How can we increase attendance among all program participants?
- How do we increase the completion rate / reduce the drop out rate for training?
- How do we increase participation in supplemental learning activities?

Employment

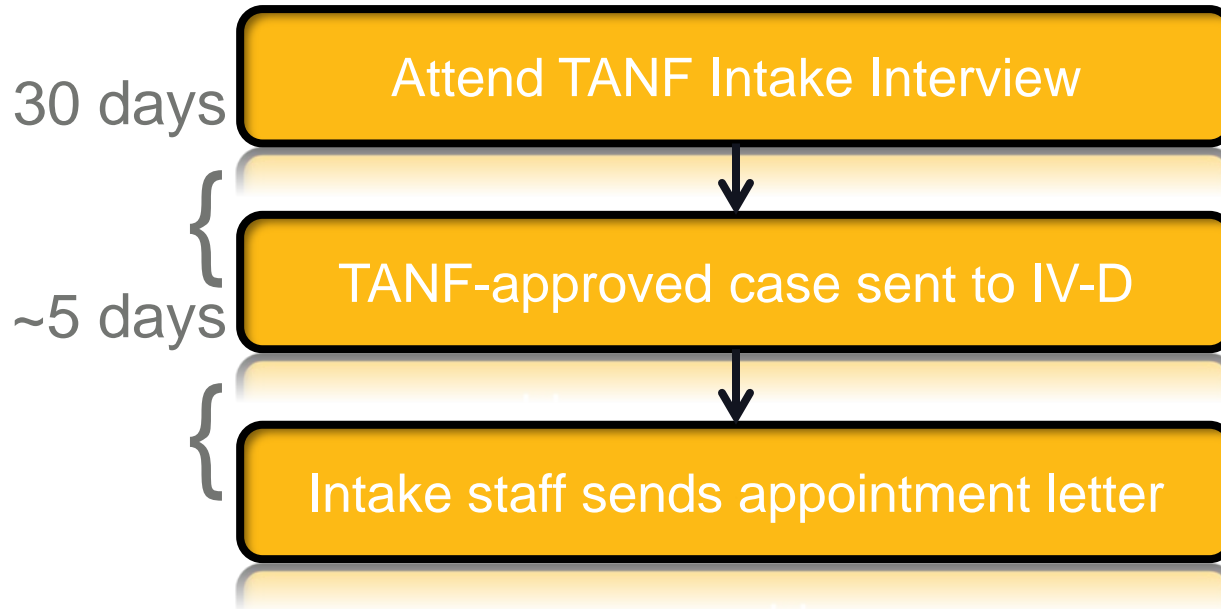
- How can we increase the number of completers who earn required occupational credentials?

Diagnose— Investigate Context Using Data

- Gather quantitative data
 - Outcome and process
 - Cohort analysis is especially helpful
- Interview everyone involved in a process with a special focus on the users (participants)
- Look at documents
 - Policies, forms, websites, etc.
- Do observations of staff-participant interactions
- Create a process map and apply hypothesized behavioral bottlenecks to the map

CASE STUDY EXAMPLE

Case Study Process Map



Original Appointment Letter

FPAI01

form

May 06, 2015

NON CUSTODIAL PARENT:
CASE NO:

██████████
Dear

You have been scheduled for an appointment on 05-14-15 at 11:30AM with the Office of the Attorney General, Child Support Services Division, ██████████ regarding the matter of child support. You must attend this meeting. The following documents are needed to file your case, and you must bring them with you to your appointment. Failure to do so may delay or cause your appointment to be rescheduled.

- * Photo Identification
- * Marriage Certificate, Separation Agreement, Divorce Decree
- * Court or Administrative Support Orders
- * Proof of Paternity: Signed Paternity Acknowledgements, Genetic Testing Documents, Court Orders for Paternity
- * Child(ren)'s Birth Certificates with Parents Name(s) listed
- * Child(ren)'s Social Security Cards
- * Day Care Verification
- * Receipts for Child(ren)'s Medical Expenses
- * Proof of Current Medical Insurance Coverage (if applicable)
- * Three Current Pay Stubs (if applicable)

If you are receiving TANF benefits and you fail to appear for this appointment, your benefits will be stopped. If you are not receiving TANF and fail to appear, your case will be closed.

If you believe that obtaining child support or medical support would be against the best interests of your child(ren), or might cause harm to you, your child, your family, or a member of your household, you must come to your appointment and explain your concerns. Please bring any documents you have that relate to your situation (court orders, police reports or medical reports, etc. with you to the appointment.

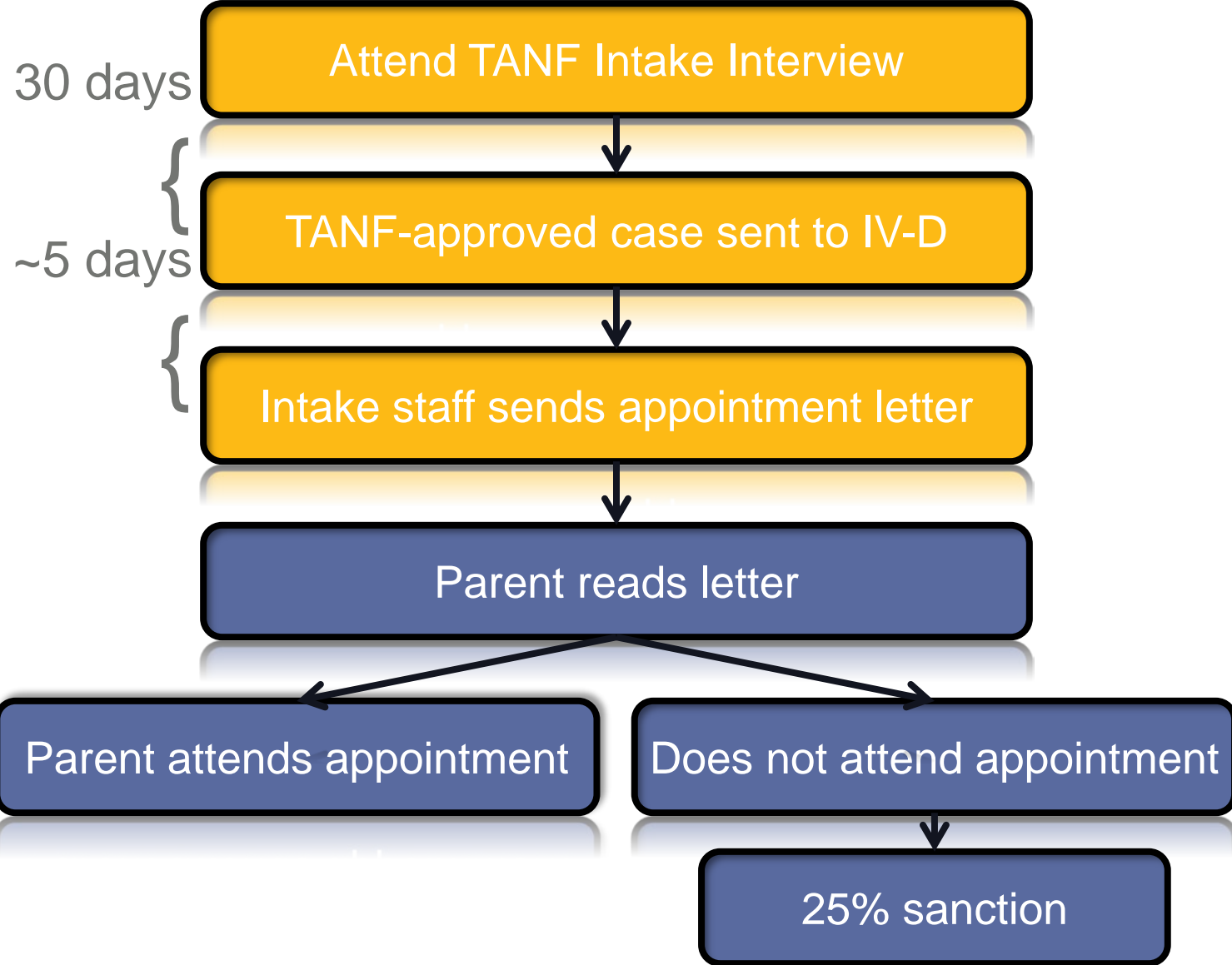
If additional information is needed, please contact your case worker at (202) 724-7740.

Sincerely,
██████████

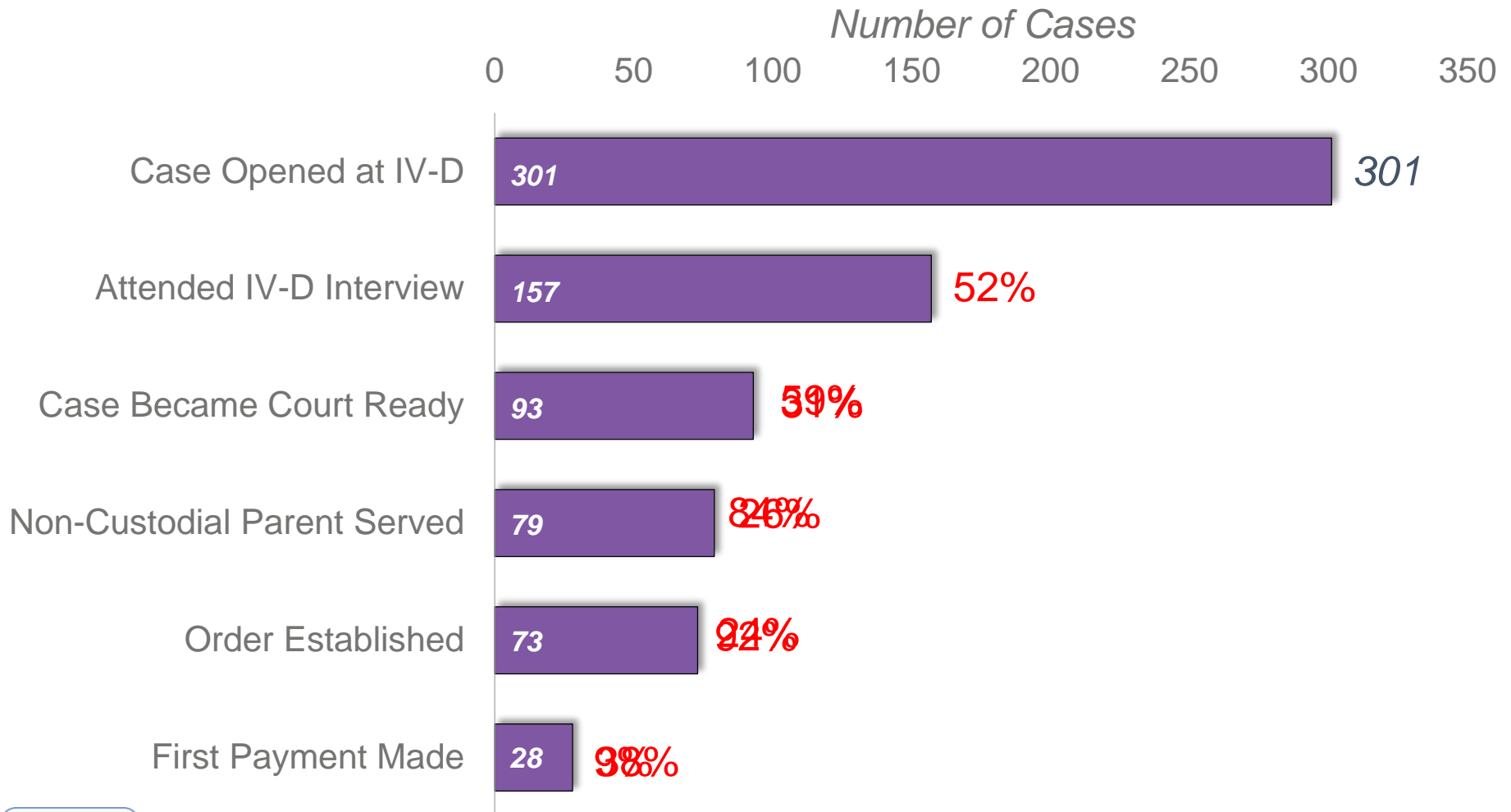
██████████
PHOTO ID is required to enter the building

Dated puede solicitar totalmente gratis servicios de interpretacion por telefono o en persona, asi como pedir que se le traduzcan algunos documentos. Si tiene alguna pregunta sobre este documento, por favor llamesco al (202) 724-7740.

Case Study Process Map



Results of Cohort Analysis- All TANF cases opened January 2014

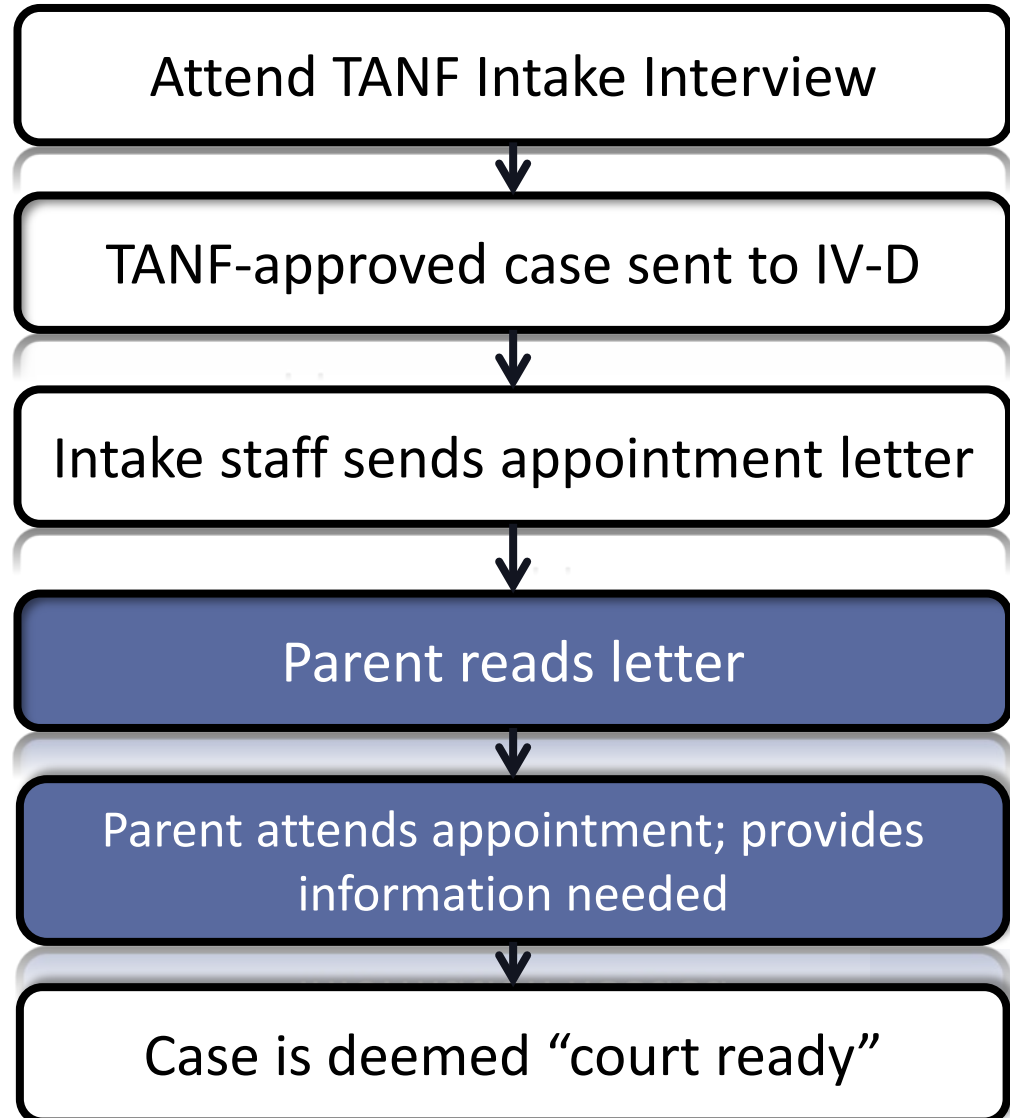


Design – Use behavioral science to systematically respond to bottlenecks

- If possible, prioritize bottlenecks
- Review literature or talk to experts about the psychological processes and existing studies related to your hypothesized issue
- Be creative in generating solutions!
- Identify the data you will use to a) monitor proper implementation of your solution and b) see if it is making a difference

Case Study Problem: only **50%** parents attend mandatory child support appointment

- Hypothesized reasons:
 - May **not know** about appointment
 - May **not be available**
 - May **not understand** what need to bring
 - Not sure **what is in it for them**
 - **Ambivalent** due to interpersonal dynamics with child's other parent
 - **Suspicious or distrustful** of agency



Core Intervention Concepts

- Simple, visually compelling communication
- Frame the request in terms of parents' interests and concerns, rather than focusing on mandates
- Increase the frequency and channels of communication to get parent's attention and keep them moving forward
- Help parents plan for the meeting and manage the documentation requirements
- Build trust
- Emphasize parental identity

Personalized with parent's and child's name – invoking social influence (child support is for children)

Positive tone – invoking reciprocity, building trust

Visually salient information about what they stand to lose/gain – invoking loss aversion and self-interest

Personalized with sender's contact information – invoking reciprocity, building trust

Date _____

Dear _____

Welcome to the child support program! I have scheduled an appointment for you on _____ to discuss your case. I will work hard to make sure you do not lose any of the benefits _____ deserves.

GET MORE MONEY FOR YOUR CHILD NOW

If you miss this appointment, you will be sanctioned. That means you lose 25% of your TANF check. For mothers receiving \$400 from TANF that is a loss of **up to \$250 per month or \$3,000 per year.**

Attend Meeting	\$400	up to \$150	\$550/month
	KEEP FULL TANF CHECK	+ CHILD SUPPORT	
Don't Attend Meeting	\$300		\$300/month
	LOSE 25% OF TANF CHECK		

By establishing paternity and child support, you can add up to \$150 to your TANF check every month. You also protect your child's rights to social security and other benefits.

The key information for your appointment is below and the 3 simple steps to success are on the next page.

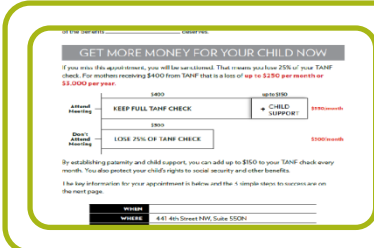
WHEN	
WHERE	
WHAT TO BRING	Your Photo ID, Child's birth certificate, and Child's social security card (see Page 2 for more information)

Sincerely,

Questions? Need to reschedule? Habla espanol?

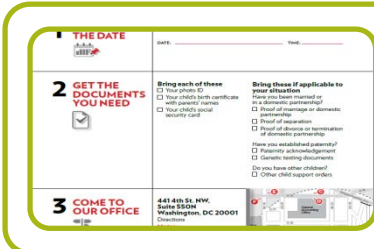
Simple, short, to the point – makes it easier to understand

Case Study Intervention Components



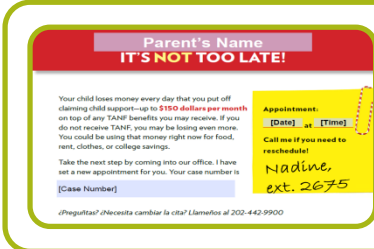
New appointment letter

- Uses graphics and color to highlight key information
- Makes the document list easier to understand



Reminder

- Sent two days after letter
- Contains map, and reminder about important documents to bring



Follow up after missed appointment

- BICS staff will try to reschedule and will conduct meeting
- Doesn't change what you do- send to Locate, initiate sanction



Eventually, Texting too!

The BIAS Team developed a framework to help practitioners when designing behavioral solutions

S I M P L E R

Social Influence

Persuasion by society, peers, or a person of influence can affect people's decisions and actions. People tend to follow what they think other people are doing.

S I M P L E R

Implementation Prompts

Encouraging people to plan the steps they will take to complete a task can move people from intention to action.

S I M P L E R

SIGN UP FOR PAYCHECK PLUS – DONE!

Follow these 3 easy steps to get your \$50 gift card and much more...

Implementation Prompt

Choose a location and time to visit by March 29

Check off one location:

Community Kitchen & Pantry of West Harlem
252 W. 116th St., New York, 10026

Northern Manhattan Improvement Corp.
76 Wadsworth Ave., New York, 10033

MON	TUES	WED	THU	FRI	SAT
closed	9-3	9-3	9-3	closed	9-3

MON	TUES	WED	THU	FRI	SAT
closed	12-7	12-7	12-7	closed	9-5

Write down when you will go: Date Time AM/PM

Stop by and have a short conversation with Food Bank staff to learn how you can earn a \$2000 bonus next year

Get your \$50 gift card!

For other locations or questions call 646-981-6111

S I M P L E R

Implementation Prompt

Time Plan Condition

[Company Name] IS HOLDING A FREE FLU SHOT CLINIC.

Many people find it helpful to make a plan for getting their shot. You can write yours here:



, at
 (day of the week) (month) (day) (time)

Flu shots will be available on site at the [location of relevant free flu shot clinic] at the following times:

Monday, October 26th	7:00 am – 3:30 pm
Wednesday, October 28th	7:00 am – 3:30 pm
Friday, October 30th	7:00 am – 3:30 pm
Tuesday, November 3rd	7:00 am – 3:30 pm
Thursday, November 5th	7:00 am – 3:30 pm

S I M P L E R

Make Deadlines

Framing a future action as important and urgent by setting a due date discourages the tendency to prioritize today's needs over tomorrow's needs.

S I M P L E R

Personalization

Efforts to personalize information or give customers personal assistance through a difficult task can improve outcomes.

S I M P L E R

Loss Aversion

Humans tend to prefer avoiding losses to achieving equal-sized gains, relative to a reference point. Framing the same policy or opportunity as a loss can drive behavior more strongly than framing it as a gain.

S I M P L E R

Ease

Reduce complexity through, for example, defaults, simplification, removing hassles, and color-coding.

S I M P L E R

Reminders

Reminders reduce mental effort by providing a cue that the task still needs to be completed.

Thank you!

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