AGING BY DESIGN
FREQUENTLY ASKED QUESTIONS

Part 1. Aging by Design: Program Overview

1. What is Aging by Design?

Aging by Design is a multi-year grant program that uses a process called Design Thinking and is targeted toward older adults and their caregivers who reside in western and central New York. The Health Foundation launched Aging by Design in 2016 to find out what is possible when we create solutions **with** people, rather than **for** them. The goal of Aging by Design is to improve the health and well-being of older adults and their caregivers.

2. What is Design Thinking?

Design Thinking is an approach to problem solving that starts with the people you're designing for and ends with new solutions that are tailor made to suit their needs. Aging by Design will create an environment in which older adults, informal caregivers, and community-based providers work together to apply principles of design thinking to develop, test and implement effective interventions, processes or programs that can address triggers of decline among older adults.

3. What are Triggers of Decline?

Triggers of decline precipitate a decline in physical, cognitive, or mental health for otherwise healthy older adults living in the community. In addition to the risks older adults may face individually, like poor mobility, malnutrition or chronic illnesses; triggers of decline can also result from challenges older adults may face in the context of their families and communities, such as weak social networks and caregiver stress, within the health care system, and at the societal level, including lack of transportation and medication mismanagement. To learn more about the Triggers of Decline, click here or visit hfwcny.org.

4. Is a focus on Triggers of Decline required in Aging by Design?

Yes. The Aging by Design project team spent six months engaging with older adults and caregivers in the region to better understand their experiences. Local providers worked with the team to capture the needs and experiences of the older adults and caregivers they serve. What the team found was that many of the needs they identified speak to triggers of decline, including for example:

- I need help navigating healthcare bureaucracy
- I need accessible transportation
- I need to overcome pain and mobility challenges to be active
- I need better balance and stability
- I need to feel connected to others

The Aging by Design process will focus on addressing the needs of older adults in reducing triggers of decline. As we continue our Aging by Design work, we will look to design solutions that can address triggers of decline.

5. What are the project design principles? How will they guide and inform Aging by Design?

Grounded in Design Thinking, design principles of Aging by Design were developed to guide the work of grantees. The Foundation anticipates grantees will apply these design principles in their work with older adults in Aging by Design:

- *Start with real needs*
- *Welcome and make time for storytelling*
- *Champion and enable meaningful social connection*
- *Simplify. Again.*
- *Use language people understand*
- *Nurture the mind regardless of physical limitation*
- *Reduce impact on already strained routines*
- *Absorb discomfort so the people we serve don't have to*
- *Celebrate life and have a little fun*
- *Spread dignity*

RFA question received:
What do you mean by "Simplify Again" - the application, the proposed plan, all of it? Is that just to stress the need we recognize to "keep it simple?"

ABD Project Team Answer:
Yes - 'keep it simple' is an over-arching design principle intended to guide Design Team thinking and activities in Aging by Design.

6. What are the phases of activity in Aging by Design?

Aging by Design includes three phases of activity over three years:

1) Community Learning Phase (launched in October 2016, ongoing) - During this phase, the Aging by Design project team spent six months engaging with older adults and caregivers in the region to better understand their experiences; local providers worked with the team to capture the needs and experiences of the older adults and caregivers they serve. Through this effort, a dual focus on triggers of decline and the design principles (above) emerged to guide future Aging by Design activity.
2) Project Planning Phase (October 2017 to March 2018) - described below.
3) Implementation (July 2018 to October 2019) - described below.

7. What type of Aging by Design grants and levels of funding will be awarded?

Planning Grants:
Through the Aging by Design Request for Applications (RFA, released on April 19), up to ten applicants will be selected to receive an initial grant of $25,000 for Aging by Design Project Planning Phase participation. Awardees will be notified by the Foundation in early September 2017.

Implementation Grants:
Additional financial support will be provided to grantees to implement selected prototypes during a 15-month Aging by Design Implementation Phase. The Foundation will invest a total of up to $750,000 in Implementation Phase grants. Grant amounts individual grantees receive for the Implementation Phase will be based on selected prototypes and their anticipated costs. Awards may vary depending on the specifics of each project plan. We anticipate that all Planning Phase grantees will want to participate in the implementation phase, and will have at least one prototype awarded additional funding.

8. What TA support will be available to Aging by Design grantees?

In all phases of Aging by Design, grantees will be supported by Overlap Associates, which is contracted to provide coaching, mentoring and process support at regular and frequent structured intervals during the Planning Phase and Implementation Phase of Aging by Design.

Overlap's role as technical assistance provider will be to train grantees in approaches and methodologies associated with design thinking, and support organizations in creating programs that include input and guidance from end users.

9. What role will grantees play in evaluation of Aging by Design?

At several points throughout the initiative, grantees will be required to participate in an evaluation of Aging by Design conducted by the O'Halloran Group, experts in developmental evaluation and human-centered design. Participation will involve providing periodic feedback and information on grantee's design thinking, process, and prototype implementation in Aging by Design.

10. *Are Community Learning Phase outputs accessible for review? Specifically, is the Aging by Design study report for western and central New York available prior to the RFA deadline and broken down by county?*

The insights gathered through the Learning Phase are being summarized in a variety of ways, including the initial insights brochure and the design principles that were included in the RFA. Insights gathered during the learning phase are also being incorporated into materials for the intensive learning retreat. Please keep in mind however, that the RFA is designed to assess an organization's potential to work with older adults and caregivers using human centered design principles, and does not require the applicant to address information gathered during the learning phase.

11. *Learning Phase Participation: Is it possible to share a list of agencies that participated in the 2016 Design Workshop trainings in each region to support collaborative submissions?*

The Aging By Design project team does not plan to share a list of organizations that participated in Design Days Workshops. The Foundation encourages organizations that attended to lead collaborations with organizations that did not, as long as the lead applicant attended Design Days.

Part 2. Aging by Design Project Planning Phase and Grantee Selection

12. *How can we participate in Aging by Design?*

The Aging by Design RFA invites agencies that participated in Design Days to complete the following three RFA components in order to apply for funding to participate in the Aging by Design Project Planning Phase:
- Application narrative
- Design Workshop activity
- Budget

The RFA can be downloaded at www.hfwcny.org.   All required application components are explained in greater detail in the RFA. Submit completed RFAs to agingbydesign@hfwcny.org by 12 p.m. on Monday, June 19, 2017.

13. *How will Project Planning Phase grantees be selected?*

RFA responses will be reviewed by an Aging by Design project team made up of Health Foundation staff and experts in Design Thinking. The project team may request a site visit to discuss the applicant's Design Workshop, plans and goals for Aging by Design. By September 2017, up to 10 applicants will be selected to receive an initial grant of $25,000 to participate in the Aging by Design Project Planning Phase.

14. *What can grantees expect in the Aging by Design Project Planning Phase?*

During the six-month Project Planning Phase, Aging by Design grantees will learn how to apply design thinking to re-imagine how they might address identified needs and reduce triggers of decline among older adults.

The Planning Phase will begin with a **mandatory four-day Design Thinking Training** hosted by the Health Foundation on October 2-5, 2017 at Bristol Harbor in Canandaigua, NY. Two people from each organization are required to attend this training. If a grantee is a collaboration or coalition, two people total from all involved organizations are required to attend.

After the required intensive training, participants will take what they have learned and apply it back at their organizations. By November 1, 2017, each grantee must **convene a project Design Team** consisting of staff, volunteers, and members of the community they serve. Grantees will apply what they learned at the intensive training by working with their project Design Team to produce **three project prototypes** by the end of the Project Planning Phase. How teams do this is flexible as long as the process includes older adults/caregivers, leverages design thinking techniques, and addresses triggers of decline and design principles from the Learning Phase.

15. *Who should attend the mandatory 4-day Design Thinking Training?*

RFA Question Received:
Are two people from each organization or each design team required to attend?

ABD Project Team Answer:
If more than one organization is involved in a successful application, the organizations involved will send a total of two people to represent the multi-organization design team.

RFA Question Received:
If one design team consists of a collaboration of multiple organizations, are two representatives from each participating organization on the design team expected to attend?

ABD Project Team Answer:
Two people per design team, and each grant will fund only one design team.

RFA Question Received:
Is there a maximum number of how many people from each organization and/or each design team can attend the four-day training?

ABD Project Team Answer:
Yes - the intensive training retreat can only accommodate two people per grantee. No more than two per grantee (whether individual organization or coalition) will be able to attend the training.

RFA Question Received:
Can you offer an idea of what would be done during the four-day mandatory retreat in October to give us a better idea of who would be best to go?

ABD Project Team Answer:
The four-day intensive training retreat is designed to immerse participants in the theory, tools and techniques of human-centered design. During the workshop you will complete: stakeholder analysis, empathy building activities, journey mapping, and problem framing exercises, generate new ideas, build prototypes, and solicit feedback. These are the essentials of design thinking and human-centered design and you will learn how they apply to your organization.

16. *What is the focus of the 4-day Design Thinking Training?*

The training will focus on 1) building organizational capacity to use and apply design thinking (including tools, methods and mindset), and 2) designing an Aging by Design project prototype. Directed by clients, organizations will decide on a problem they want to tackle that addresses the needs of older adults and caregivers in the community. Grantee teams will then build ideas into prototypes (a rough idea of what the project might look like) while getting coaching and feedback.

Two people from each grantee organization must attend this training. Appropriate staff would include individuals who routinely work with the public (patients, clients, program participants), as well as those involved in program development and evaluation within their organizations. Staff members who attend this mandatory training will be responsible for sharing human centered design techniques and principles with others on the organization project team. See also question #15 (above) for more information about who should attend Design Thinking Training.

17. *Will training participation costs be covered in Aging by Design?*

Yes. Hotel costs for the required training in Canandaigua, NY and other learning sessions that may be scheduled in western and central New York (throughout Aging by Design) will be covered by the Foundation. Ground transportation may be included as a covered grant expense in Aging by Design.

18. *What is the role of the Design Team in the Project Planning Phase?*

In the Project Planning Phase, Design Teams will work together to:

1) Identify a problem.
2) Empathize with the people impacted by that problem and what they need.
3) Come up with possible solutions to better meet the needs identified.
4) Build three different prototypes ranging from low cost solutions to ambitious bold new ways to support older adults and caregivers that respond to the needs identified.
   a. The prototype needs to be a visible and/or physical representation of your idea. A prototype could be: a video, a thing made from whatever you have, a drawing, or all of these put together. This really could be anything as long as it visibly and/or physically represents your solution.
5) Bring prototypes to a Foundation-hosted community event in March 2018 where teams will pitch prototypes to members of the community, including older adults and caregivers.

19. *Who should participate on the Design Team?*

Members of the Design Team should include grantee organization staff, partner organization representatives, dedicated volunteer(s), and an executive liaison/project champion. The composition of the Design Team may evolve over time as different skill sets or perspectives are required to help projects advance from prototype to successful and sustainable implementation. Design Team stipends are recommended to support older adult and caregiver participation in Aging by Design.

20. *What is an Aging by Design Project Prototype?*

Planning Phase grantees will develop three different prototypes, ranging from low cost solutions to ambitious bold new ways to support older adults and caregivers that respond to needs identified by the Design Team process. By prototype, we mean a visible, physical representation of your idea. A prototype could look like: a video, a skit, a thing made from whatever you have, a drawing, or all of these put together. This really could be anything as long as it visibly and physically represents your solution. Grantees will be asked to bring prototypes to a Foundation-hosted community event in March 2018 where they'll pitch it to members of the community, including older adults and caregivers.

RFA Question Received:
This process and the mention of a durable portable prototype seems to be more easily applied to developing a thing – such as a fall-out-of-bed monitor or medication dispenser – than a system or procedure to improve care. Is that what you are seeking?

ABD Project Team Answer:
No. The Foundation is primarily seeking improved processes, interventions, and services in Aging by Design; we are not seeking "product" proto-types such as the ones mentioned (above).

RFA Question Received:
Can you please offer some examples of the range of prototypes that might emerge from the process, even if it is from a different field.

ABD Project Team Answer:
A prototype is a vehicle for generating feedback and evolving potential solutions. In the early stages of design, rough prototypes help us think about aspects of the proposed solution that we may not have considered yet. As ideas become more concrete, prototypes may become more refined. Prototypes of improved processes, interventions and services could take the shape of, but are not limited to, flowcharts for new programs, job descriptions and possible work schedules, molding clay models, or a cellphone video mocking-up how a new service would operate. Whatever shape the prototype takes, it should represent an element of the proposed solution that the team is trying to learn about so they can test that prototype with appropriate older adults, caregivers and, potentially, service staff.

Part 3. Aging by Design Implementation Phase and Grantee Selection

21. *How will implementation phase grantees be selected?*

Planning phase grantees will receive additional funding for implementation. Feedback from the community event will be used to help inform the selection of prototypes that will move ahead to the Aging by Design implementation phase. Implementation funding will be based on the prototypes developed by teams, however, the foundation will require supplemental information as well, including a short narrative and an implementation phase budget. Grantees will not need to submit a formal application similar to the one they are completing for the RFA; however they should budget for sufficient staff time to provide the required deliverables for implementation phase funding. Implementation award amounts will vary based on results of the project planning phase and the unique funding requirements of each prototype for implementation.

22. *What can grantees expect in the Aging by Design implementation phase?*

During the 15-month implementation phase, organizations will implement their prototype(s). This will involve testing, refining and measuring their re-imagined programs, services and approaches to addressing triggers of decline. The Foundation will provide additional financial support to grantees to implement selected prototypes. Grant amounts individual grantees receive for the implementation phase will be based on selected prototypes and their anticipated costs. Awards may vary depending on the specifics of each project plan.

Grantees will be required to participate in up to three learning sessions during the implementation phase focused on training in human-centered design, sharing grantee learning and best practices. At a regional Aging by Design capstone celebration in October 2019, grantees will be able to showcase their achievements and process of human-centered design.

23. *How do teams transition from prototype to implementation?*

Relevant Design Team staff, grantee staff, and stakeholders should play a role in helping to transition projects from prototype to implementation. Prior to implementation, the Foundation will seek to learn more about grantee organization's readiness and capacity to advance projects from prototype to implementation (i.e., organizational capacity to implement Aging by Design prototypes). As needed, TA and other assistance will be provided to grantees to support successful prototype implementation.

24. *What happens after Implementation?*

Aging by Design will conclude with a capstone celebration in October 2019 - a regional showcase of grantee achievement, Aging by Design process, and impact of the program on triggers of decline.

Part 4. Aging by Design - Grantee Eligibility

25. *Who is eligible to participate in Aging by Design?*

Aging by Design is targeted toward older adults and their caregivers who reside in western and central New York. The Foundation is primarily interested in directing funding to organizations that are working with older adults living in poverty; those with limited access to services, including older adults and caregivers living in rural communities; and populations who are likely to experience difficulty accessing services due to cultural or other reasons, including immigrants and refugees, LGBT seniors and caregivers, and ethnic/racial minorities.

Applicants:

- may include public sector and not-for-profit health and human service organizations located in the Foundation's 16-county funding area that serve older adults and caregivers.

- may include single organizations, two or more organizations partnering together, or coalitions.

- must have participated in one of the two Design Day sessions held by the Health Foundation in September-October 2016. In the case of partnering organizations and coalitions, the lead applicant must have attended a Design Day.

26. Is participation in one of the Design Day sessions required for funding?

Yes. Participation in one of the two Design Day sessions held in September-October 2016 is required for Aging by Design funding. In the case of partnering organizations and coalitions, the lead applicant must have attended Design Day. Lead organizations may include in their budgets expenses of partnering organizations who may not have attended Design Day.

27. What characteristics will the ideal grantee candidate have or demonstrate?

The ideal grantee will have:

- Authentic engagement with the Foundation's older adult target population, informal caregivers, and stakeholders. There should be an ongoing practice of inviting input and collaboration from older adults/caregivers in program and service improvement, or serious intent and a plan to embed this practice.

- A principled and demonstrated commitment to work as a collaborative team member with older adults, other agencies, and TA advisors toward a shared goal.

- Applied knowledge of the health and functional issues affecting older adults and their health behaviors.

- Demonstrated competency in adapting programs and services (practices, processes, policies) based on input received or lessons learned.

- Ability to collect feedback from older adults to support the Aging by Design evaluation.

28. RFA questions received about grantee eligibility

RFA Question Received:
I don't think we attended a Design Day...is there any way to still do that?

ABD Project Team Answer:
No, there will not be another Design Day.

RFA Question Received:
We have only just learned about Aging By Design and see that we are too late to be attend workshops and participate. Would it be possible for you to align us with one of the groups participating so that we could partner with their program/plan?

ABD Project Team Answer:

The ABD Project Team does not plan to facilitate collaborations between organizations. The Foundation encourages organizations that attended Design Days workshops to lead collaborations with organizations that did not, as long as the lead applicant is the organization that attended.

RFA Question Received:

Can an agency serving both regions put in two unique RFAs? We have several branches across the state of New York; but we all share the same EIN. The branch in central New York is different from the one in western New York and functions with two completely different leadership teams currently offering unique programs for seniors.

ABD Project Team Answer:

Yes an agency can submit more than one application, however, each region has to have its own design team and complete its own Design Workshop.

29. *RFA questions received about lead applicant eligibility*

RFA Question Received:

Please clarify what you mean by "organizations." Must you be a traditional, direct service provider to apply (e.g. health care or social services)? Would any of the following be eligible: advocacy organizations, patient/caregiver engagement organizations and research organizations that focus on and engage older adults.

ABD Project Team Answer:

The foundation is open to a broad definition here. We would embrace applications from self-organized groups of older adults/caregivers, advocacy groups, and from community based organizations that support older adults and caregivers. However, successful applicants must be affiliated with an eligible organization type who can act as fiscal agent for the grant.

RFA Question Received:

Depending on the response to the previous questions, can the lead applicant be other than a direct service agency skilled in patient/citizen engagement (that attended a Design Day) that partners with a direct service organization (that did not attend a Design Day)?

ABD Project Team Answer:

Yes, however, the lead applicant must be an eligible organization type—a not for profit, community based organization, or public sector organization.

Part 5. Aging by Design RFA: Content, Submission & Timeline

30. How do I apply for the Aging by Design project planning phase? What does the RFA require?

The planning phase RFA includes three required parts:
- Application narrative
- Design Workshop activity
- Budget template

All three parts must be completed and submitted to the Foundation in order to apply for Aging by Design funds.

The RFA can be downloaded at www.hfwcny.org. All required application components are explained in detail in the RFA. Submit completed RFAs to agingbydesign@hfwcny.org by 12 p.m. on Monday, June 19, 2017.

31. What is the RFA Design Workshop Activity?

As part of the planning phase RFA, we're asking organizations to host their own Design Thinking Workshop and providing applicants with a [Design Thinking Workshop Kit].

This digital toolkit includes:

- A guide on how to use the kit
- A workshop session design plan
- A [video] with a walk-through of the session and some tips
- Two reflection documents (one for providers and one for older adults/caregivers)
- Submission guidelines on how to get everything back to us Workshop

Instructions include:

- Host a Design Thinking workshop with older adults and caregivers using the Design Thinking Workshop Kit. Take at least one picture of each step of the process as you go (no more than 15 pictures total).

- Complete two reflection documents:
    - Providers complete the Provider Reflection
    - Older Adults/Caregivers complete the Older Adult/Caregiver Reflection
    - Scan or take pictures of the two documents

- Submit the completed reflection documents with your application narrative and project budget to agingbydesign@hfwcny.org by **12 p.m. on June 19, 2017**.

32. *Questions received about the Design Workshop*

RFA Question Received:
If and when we do a workshop, can the question we address be modified to address our small non-profit goals and objectives or do you want everyone to use the same question so it is easier to compare results?

ABD Project Team Answer:
Ideally everyone will use the same broad overarching question, "How might we improve the experience of older adults and their caregivers?" This focus question is phrased to be applicable to all organizations.

During the intensive training, we will guide grantees in generating new and more specific questions in response to this focus question. This is a great way to explore what this question means to your individual organizations, regardless of size.

RFA Question Received:
If we do a regional approach (let's say looking at two to three counties in your service area for western New York) - should we do multiple design workshop activities (in those two to three areas we plan on serving) for the RFA?

ABD Project Team Answer:
Only one workshop is required per application.

RFA Question Received:
Would you want pictures for each unique design workshop activity or just a compilation of pictures from all of the activities covering the specifications in the RFA?

ABD Project Team Answer:
A compilation. We do not need more than one picture per activity. We are looking for a set of pictures that convey the workshop as a whole.

RFA Question Received:
In Step 7, we will ask workshop participants to dot vote for their favorite "question/cluster." Are "questions" and "clusters" interchangeable here (i.e., They can vote for either a favorite question or a favorite cluster), or should we direct our group to choose only questions, or only clusters?

ABD Project Team Answer:
Either is fine in this case. If participants like the idea of a certain cluster, but aren't quite set on a particular question within that cluster, then a vote cast for the cluster overall is fine. If other participants are set on how a particular question is written and want to cast their vote for that question specifically, that's great too. There are less rules than you think.

RFA Question Received:
Some of the questions in the reflection activity appear to ask for similar information. For example, participants are asked to write about how participation made them think differently, and about what they learned. Can you provide alternative language for these questions (and other complementary questions), so that we can guide participants if questions arise?

ABD Project Team Answer:
Yes, these questions are a bit similar but they ask about different aspects of the workshop kit. They are worded and designed as a reflective writing exercise. They are written to address specific aspects of the design thinking workshop kit and your experience with it. This means that your interpretation of question and how you decide to respond *is* the important aspect. If you find that some questions have the same answer, then you write it down a second time. There are no wrong answers.

33. RFA questions received about the RFA Budget:

RFA Question Received:
With regard to the budget submission, should this include costs of personnel attending the four-day training (such as payment for staff time) as well salary costs (payment for staff time) for the identified team to participate throughout the project planning phase?

ABD Project Team Answer:
These costs may be included in the budget, and we would anticipate most organizations will want to include these costs. However, applicants can choose to make these costs an in-kind contribution and allocate the funds in other ways.

RFA Question Received:
With regard to the non-personnel costs, are these projected costs for the duration of the project planning phase only?

ABD Project Team Answer:
Yes. Separate grant awards will be made in 2018 to support implementation of selected projects.

RFA Question Received:
Without immersing in the Aging by Design process, it seems as though the most likely billable expenses for the planning phase of this grant will be staff time and mileage (and/or possibly subcontracting). If, during the planning phase, new ideas and expenses emerge, is it possible to submit a mid-term budget modification request?

ABD Project Team Answer:
It will be possible to submit a budget modification. However, we encourage applicants to think about the costs associated with engaging older adults and/or caregivers, building the prototype, and any activities the applicant would anticipate to support that process. If this is overestimated, the organization will be allowed to do a budget modification to allocate additional dollars to staff time.

34. How can I ask additional questions about the RFA?

- The Foundation will host an Aging by Design Q&A Conference Call on Wednesday, May 17 at 11 a.m. Call 1-800-308-7796, Code: 436305

35. What RFA requirements are due on June 19?

Before submitting your application to agingbydesign@hfwcny.org, confirm that you have:

- Completed the application narrative
- Hosted a Design Workshop
    - Taken pictures
    - Completed your two reflection documents
- Completed the proposed budget template

Submit completed RFA materials via email to agingbydesign@hfwcny.org by: 12 p.m. Monday, June 19, 2017

36. What is the Aging by Design project timeline?

Wednesday, April 19, 2017	Aging by Design RFA and Design Workshop materials released to organizations that participated in Design Day
Friday May 5, 2017	Deadline for questions submitted to agingbydesign@hfwcny.org
Friday May 12, 2017	FAQ document posted in response to submitted questions (at www.hfwcny.org)
Wednesday, May 17, 2017 at 11 a.m.	Aging by Design Q&A conference call to clarify and address questions. Call 1-800-308-7796, Code: 436305
Monday, June 19, 2017 by 12 p.m.	RFA narrative, budget and Design Workshop materials due to agingbydesign@hfwcny.org
June 19 to Aug 1, 2017	Applications reviewed. Site visits if needed.
August 2017	Final Foundation review and approval
September 2017	Notify grantees of Aging by Design project planning phase selection
October 2017 through March 2018	Aging by Design project planning phase
October 2-5, 2017	**MANDATORY** Intensive Training retreat at Bristol Harbor in Canandaigua (www.bristolharbour.com)
March 2018	Aging by Design implementation phase project prototypes due and community pitching event
July 1, 2018	Grantees notified of selection and funding for Implementation Phase
July 1, 2018 through October 2019	Aging by Design implementation
October 2019	Capstone celebration - regional showcase of grantee achievement, Aging by Design process, and impact on triggers of decline.