3R Outcomes: Relief, Reach and Resilience

	RELIEF	**REACH**	RESILIENCE
	Does this reduce or just move burden?	Does this expand who gets services, or automate who gets excluded?	Does this make your organization stronger under pressure, or more brittle?
Done Well	Increases efficiency while reducing frontline strain Preserves professional judgment and discretion Aligns responsibility with decision authority	Expands equitable participation in services Designs for real populations, not ideal users Identifies and removes barriers to access	Strengthens long-term institutional trust and stability Performs reliably under operational strain Adapts to surges, turnover, and funding shifts
Done Poorly	Displacement Improves metrics while increasing staff burden Narrows discretion and increases surveillance Shifts risk and accountability to frontline staff	Misalignment Designs for ideal users, rather than real communities Embeds barriers into automated decisions Reinforces exclusion under the appearance of neutrality	Erosion Performs in pilots but fails under operational pressure Breaks during surges, turnover, or funding shifts Accelerates burnout and weakens institutional trust
Decision Filter	Increase stress or liability for staff ⟶ not relief	Require “ideal users” to succeed ⟶ not reach	Break under strain or surprise ⟶ not resilience