

Service Design in Health and Social Care Community of Practice | October 2020

This session aimed to stimulate discussion around how the role of service patterns and the ongoing work around the Key Action Areas identified at our previous events.

Developing our community of practice

Well, that felt like the fastest three months! We've blinked and already arrived at our next Design Community of Practice session! Previously we heard from NHS Digital in England about how they developed their user research profession and the role of a Community of Practice.

In this session, **NES Digital Service presented their thinking on the importance of Service Patterns** and how they might be used to scale re-design in health and social care. We also caught up with the groups working on our six Key Action Areas.

Throughout this challenging year, the visibility of the value of user research, service design and other user centred design roles have come to the fore – and demand for design skills is high. We've been so lucky to be joined by such a wide range of people at our sessions; across design, research, engagement, improvement, leadership... your input into discussions has been so insightful and will only help to grow and develop design-led practice across health and social care in 2021.

As we've been saying all along - this is just the beginning. We're looking forward to exploring our aims and our practice further with you all in the new year!

Aims of the community of practice

How might we develop a consistent approach to service design across all organisations?

How might we build awareness, knowledge, capabilities and confidence in implementing service design approaches across health and social care?

How might we utilise our COP to support senior level buy in, so that we can get on with 'doing the doing'?

How might we better collaborate to ensure we have access to the skillsets needed to allow us to focus on designing services around the needs of the people who need them, with meaningful involvement of citizens/users throughout?

What do we mean by Service?



“Really good session thank you - getting a feeling of community already!”

“[Liked a] combination of the presentation of a practical aspect of service design... with a wider discussion about the practicalities of the way the COP will work.”

Service Patterns

Giulia Fiorista and Ute Schauburger, Service Designers at NES Digital Service (NDS) outlined their approach to developing a Pathway Design System through identification of service patterns – and the potential this could have for designing services across health and social care.

What do we mean by a 'service'?

- It is an end-to-end experience
- From the person's point of view it is an ongoing journey, **not just a series of interventions**
- It is **everything** that needs to be done to achieve a health outcome(s), front stage and back stage

Why talk about 'service patterns'?

- Service patterns describe elements of services that are common across a range of services – creating consistent experiences
- By understanding these patterns and exploring improvements within them, these can be replicated across a number of different services
- Service patterns tend to focus on transactional elements of services, that have a big impact on a person's experience

Components of NHS pathways

There are five common components present across all NHS pathways; **consultation, treatment, investigation (testing), referral, discharge**. These are the service patterns that we want to make visible, explore and improve upon.

Using a service pattern approach

- The approach can be used to analyse a range of current pathways, especially for those that are not always linear
- Service patterns can be used to compare pathways and spot patterns – e.g. which components are involved in a GP visit?
- They help to identify 'jobs to be done' – things we can look to improve the experience for our users
- Service Patterns also look at who else is involved in the different pathway components to highlight the role of individual choice and the third sector in the journey

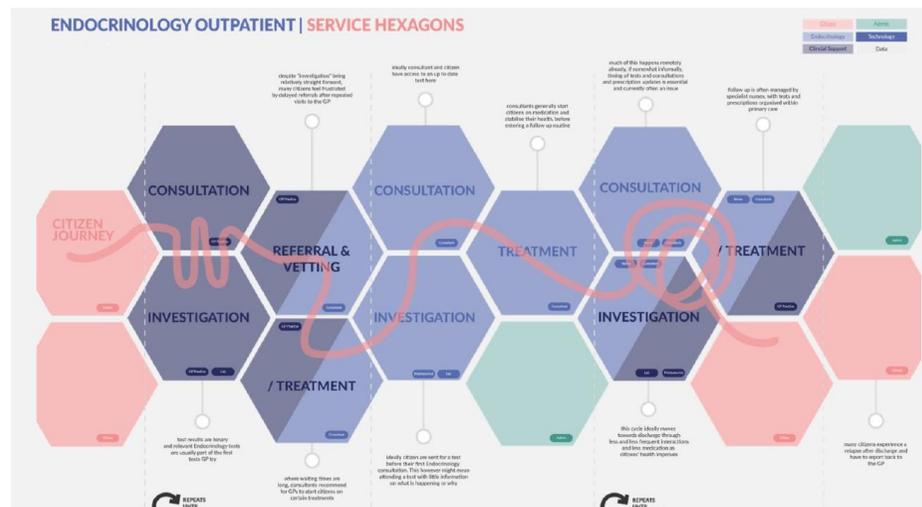
Comments from Participants

"These components could be easily adjusted to apply in social care and social work settings as well."

"This approach provides a clear 'science' style approach - which counterbalances the critiques I hear about co-production that it is based on flawed 'intuition or individual stories."

"How might we include holistic needs when designing clinical pathways? Improving end-to-end experience."

"How might we all create a consistent narrative and visual brand that is used across health and social care? Public sector?"



Community Reflections on the 6 Key Action Areas

The slides for the update on these areas can be found on the [Design Community of Practice MS Teams page](#), along with space for further discussion. Feel free to request to join this page if you are not yet a Member or Guest.

Generating leadership buy-in

- *"The benefits of this community are fantastic however agree that a leadership group/ongoing discussion around policy/strategic approach....cutting across all of these key actions areas I think is critical if we are to achieve any traction."*
- *"Design isn't brought in early enough to actually make a difference is a big problem - and very frustrating for designers." – how might we share evidence of the value of early involvement to leaders?*
- *"What examples do we have of successful application of service design - digital and non-digital - that we can share?"*

Connect with us and contribute to our thinking: <https://trello.com/invite/b/TMGqqf5Y/ba9f81e90410870017678f42227e2192/leadership>

User Research processes

- How could we raise awareness of **what User Research is and what it isn't?**
- Share and collaborate on how we define and adhere to the ethics of engaging with users – *"we need simple ways to help others understand the ethical risks."*
- *"Getting key stakeholders to change their mindset of designing by department, rather than designing for users is still a challenge in the NHS." - What are the challenges we come up against when trying to design for users?*
- For those who aren't trained in user research, *"there is a need for a clear process, ... and share key templates, e.g. ethics."*
- *"It's the discussion of insights that add value to the design process."*

Engaging with seldom heard voices

- **Embedding engagement with seldom heard voices at the beginning of service design projects and processes.**
- Agreement that there needs to be *"closer connection with engagement and particularly user research."*
- *"Really like the idea of case study/directorate of research." - what might this look like as a cross-organisational resource?*

Develop job descriptions

- **We need to have development frameworks in place to support development and upskilling of existing staff.**
- *"Really keen that we focus on upskilling of staff, as well as dedicated professionals and networks of SATSD Champions learning from each other."*
- *"As a Senior Content Designer, I find others in the organisation don't always understand this means. Perhaps having more visibility of the JD's across the NHS would help with this?"*
- *"Highly recommend a chat with the Scot Gov Talent team who brought in design roles through DDaT - uses a different recruitment process!"*

Building a design marketplace

- "Need to start talking amongst ourselves - could a Teams place be good? If we use external systems/tools this will push this into a personal interest outside of work, and potentially reduce involvement."
- Have we captured everyone who was on the 3 day Champs course and followed up about what they are doing/how they are using design?
- Can we pair people up for mutual supports/have regular trouble shooting meetings?
- **Develop systematic/standardized processes that can be adopted by many organisations working toward the same goals.**
- Important that Healthcare doesn't silo itself and continues to cross-pollinate with non-public sector.
- **"Really love the idea of a Teams Community for connecting."** – done! Join the [Community of Practice Teams page!](#)
 - Perhaps with clear topics/themes for keeping it organised?
 - A weekly topic people can connect on?

Turning evidence into action

- People are interested in exchanging knowledge through a formal cross-organisation assets sharing project
- How might we better create end-to-end design teams across organisations?
 - Knowing the projects that are being worked on from early stages
 - Develop a common understanding across organisations and other stakeholders about what evidence is to overcome some of the challenges mentioned.
- **There also needs to be a more robust process in place to conduct desk/background research so that research isn't replicated, and how this can inform our engagement and approaches with users.**
- *"Misunderstanding at different levels about what counts as evidence from a UR/SD perspective"*

Where do we go from here?

We asked for people to let us know if there were **any topics or connections we could explore, relating to the key action areas and more generally.**

Sharing, exploring and developing ideas:

"I think it would be important to develop systematic/standardized processes that can be adopted by many organisations working towards the same goals."

"It would be good to hear short vignettes of design in practice."

"Bringing a case study and discuss it in depth so that we can all see how all the elements are coming together."

"There is a real need for a clear process and to share some of the research already done rather than reinventing the wheel and to share key elements such as ethics templates."

Raising the profile of user research:

"We've succeeded in conducting user research and getting the insights, but often come up against challenges when trying to design for users. I like the idea of having a group that can advocate for user research across the organisation."

User research and engagement:

"How might we start embedding engagement with seldom heard voices in at the beginning of service design projects and processes."

Some of our session attendees shared some useful resources on the call. We've included them below so that you can access them again. You can use the Slack Channel or our MS Teams Design Community of Practice page to find and share useful resources or articles with others.



Introduction to Policy Lab: Both of these links are exploring the value of integrating design with policy, something ScotGov are keen on too.



Researching Design for Policy: Prof. Lucy Kimbell, a pathfinder for design thinking in policy and a critical voice in the field.



Design with All event Summary: A write up of the 2019 Alliance Scotland event exploring the sensitive topics of service design.

Save the Date!

Our next Community of Practice Session will be on the **27th January 2021** between **1000-1200!** Please sign up on [Eventbrite](#).

Scott Methven and Mary Carrera work in the Content Design Team at NHS24 will talk to us about what content design is and how to create content that meets your user needs.

We will also hear from Robert White, from the Golden Jubilee Hospital in Glasgow. about the process of involving users meaningfully in the design process.



A reminder, if you're wanting to engage with the wider design community in Scotland, remember to sign up to the [Design in Public Sector Slack](#) channel.