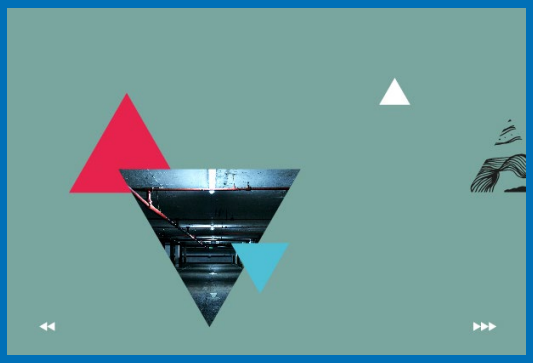
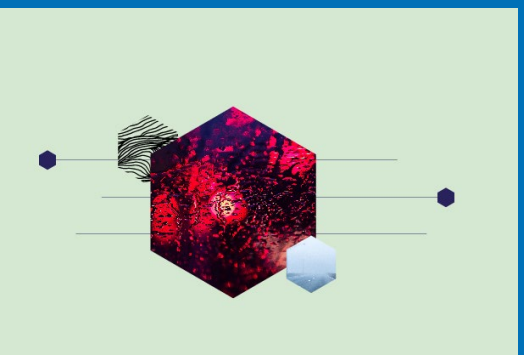
Roadmap for Service Innovation

A translation of *Veikart for tjenesteinnovasjon*, a tool that is, among other things, used within the National Welfare Technology Program (NO)





Veikart for tjenesteinnovasjon is developed by KS (NO)

THE GLOBAL GOALS

Nordic Council of Ministers

Government Offices of Sweden
Ministry of Health and Social Affairs

region västerbotten

Tools for implementing remote solutions

The *Roadmap for Service Innovation* was originally developed by KS in collaboration with the Norwegian Directorate of Health and a number of pilot municipalities in Norway. The original version was launched in 2015 within the National Welfare Technology Program. This document presents a new version that is further developed and updated by KS with several municipalities in Norway. The methodology is general and can be used in all municipal sectors.

The first version of the *Roadmap for Service Innovation* was developed within the National Welfare Technology Program. The municipalities that have participated in the program since 2013 have developed knowledge, strategies and tools that make it possible to initiate necessary processes of change. One of these strategies with associated tools is the *Roadmap for Service Innovation*.

The project *Healthcare and care through distance-spanning solutions* (VOPD) has identified the Norwegian tool *Veikart for tjenesteinovasjon* as the most elaborate and successful tool in the Nordic countries for the implementation of distance-spanning solutions for healthcare and care. In January 2020, VOPD's steering committee decided that the project will translate essential parts of the tool from Norwegian to Swedish and English.

This document contains the English translation of the six phases that make up the tool. Please note that all links to existing sub-tools and websites connected to each phase are in Norwegian.

Veikart for tjenesteinovasjon has been translated into English with the heading *Roadmap for Service Innovation.*

The reader shall be aware of that the initial target group for this roadmap is Norwegian organisations within public sector. VOPD assumes that the majority of this strategy is applicable for healthcare and social care providers in all Nordic countries (which is the target group for VOPD).

National Welfare Technology Program

The program is a collaboration between KS (the municipal sector's organization), the Directorate for e-Health and the Norwegian Directorate of Health. The national welfare technology program is organized into three subprojects:

1. Project service development and testing
2. Project introduction and dissemination
3. Architecture and infrastructure projects

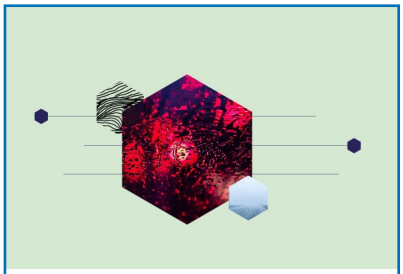
KS has a central role in the project's introduction and dissemination. In total, the program comprises 36 collaborative projects and 270 municipalities. These municipalities receive support through the welfare technology program to; drive necessary change processes, get help with procurement processes and implement services remotely.

Read more →

The text has partly been updated to include both healthcare and social care providers with a regional and/or municipal responsibility.

Roadmap for Service Innovation

Roadmap for Service Innovation is a structured tool containing specific action plans and templates as support. This translation is aimed at you who want to create welfare technology services for citizens regionally or locally.

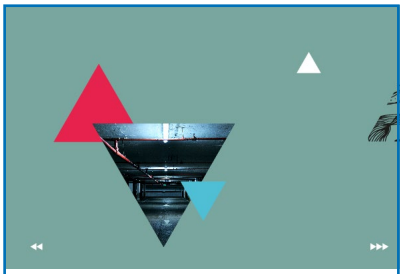


Phase 1 – Anchoring

The purpose of this phase is to define the challenges facing the local authority and to ensure that everyone in the organisation has a common understanding both of the organisation's problems and of its objectives.

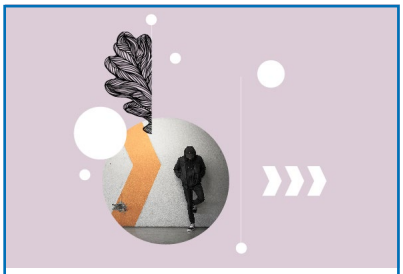
Phase 2 – Insight

Good services are based on a good insight into actual needs. Before choosing a solution, carry out comprehensive work in order to discover actual needs and the causes of the problems. This reduces the risk of creating incorrect solutions.



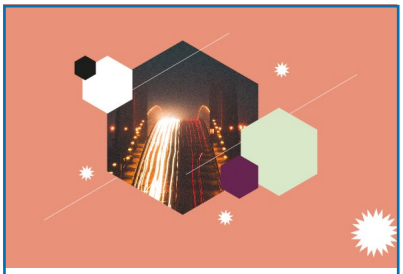
Phase 3 – Service development

In this phase, the insight is converted into ideas, which in turn are further developed to create services that are ready to be piloted. It is important to involve both users and employees along the way to secure establishment and accurate solutions.



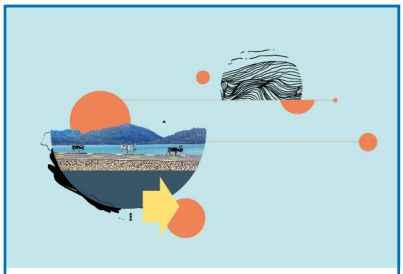
Phase 4 – Piloting

Piloting means testing the action or service on a limited scale over time, in order to ensure that everything is working properly. The aim is to detect errors and shortcomings, to identify unforeseen problems and thus reduce the risk.



Phase 5 – Transition to operations

In this phase, it is important to ensure that the new service is well integrated in the operation. This involves planning and carrying out the implementation process and any acquisitions.

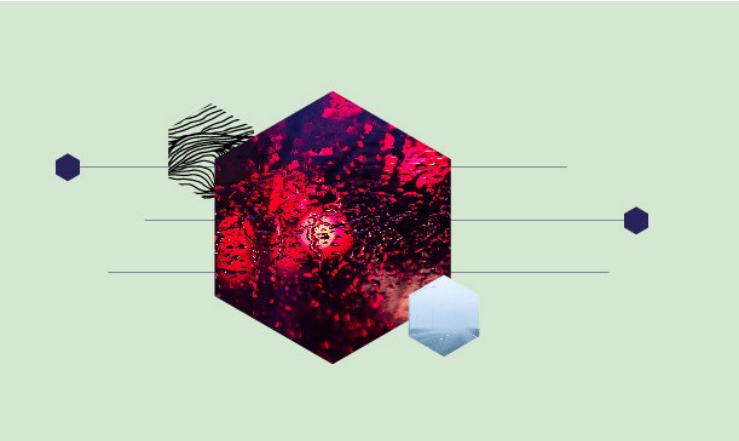


Phase 6 – New practices

In new practices, it is important to ensure that you achieve the desired benefits for users, relatives and the local and/or regional authority. The realisation of gains often takes a long time and requires continual measures and following-up. Visible progress drives motivation.

1 Phase 1 – Anchoring

The purpose of this phase is to define the challenges facing the local authority and to ensure that everyone in the organisation has a common understanding both of the organisation's problems and of its objectives. In order to be successful in the work with service innovation, it is necessary to conduct thorough preparatory work, good planning and a wide-ranging anchoring procedure.



Tips

Anchoring is not only achieved by sending out information. It is important to conduct physical meetings with stakeholders at all levels, to establish a good dialogue from the start of the work and to actively working with anchoring throughout the change process.

1. Define problems and set goals

The first stage in the process is to describe the challenges facing the local and/or regional authority by defining the problems, as well as the goal of introducing welfare and eHealth technology services. Make sure that these are in line with the local and/or regional authorityts strategies and action plans.

Create a presentation that summarises the problem definition and the goal, which can be used to engage and establish the project among managers and employees. Feel free to use images and quotes from users and employees, as well as figures and statistics to make your presentation visual and inspirational.

2. Explore the gains

Carry out early assessments of where the greatest potential exists for the service, for streamlining and achieving positive effects in the short and the long term.

Gains are values and positive effects that are achieved by implementing new solutions within operations. These can be measured through:

1. Cost savings
2. Saved time
3. Increased quality

Examples of innovation

Træna Municipality: Tenk Træna (Think Træna)

Træna municipality is creating cooperation between the business sector and residents through innovative projects based on local knowledge, which is helping to attract people to Træna. Through "Tenk Træna", they won the 2018 Innovation Prize.

Read more →

Familiarise yourself with the gain realisation tool.
The data in the tool should be updated and be relevant throughout the process of mapping, planning, following up and realising the gains.

3. Build the right team

Build an interdisciplinary team that supports innovation efforts and safeguards quality and progress. Include participants from relevant units in the organisation and create meeting places that allow positive cooperation. Identify enthusiasts who can support and complement each other, and create a common understanding of what the local authority and/or regional authority wants to achieve.

4. Identify stakeholders and plan anchoring work

Identify which individuals will be affected by the ongoing work. Set aside time to consider all groups of stakeholders among users, relatives, employees and other stakeholders. Describe how the various parties are affected, what you believe their attitude is to the work and the introduction of a new service, as well as how they should be involved.

In more wide-ranging projects, it may be worthwhile setting up an advisory group comprising affected parties, in order to safeguard the necessary levels of involvement and ownership.

Use the anchoring tool in this work and keep it updated in every phase.

5. Map relevant projects

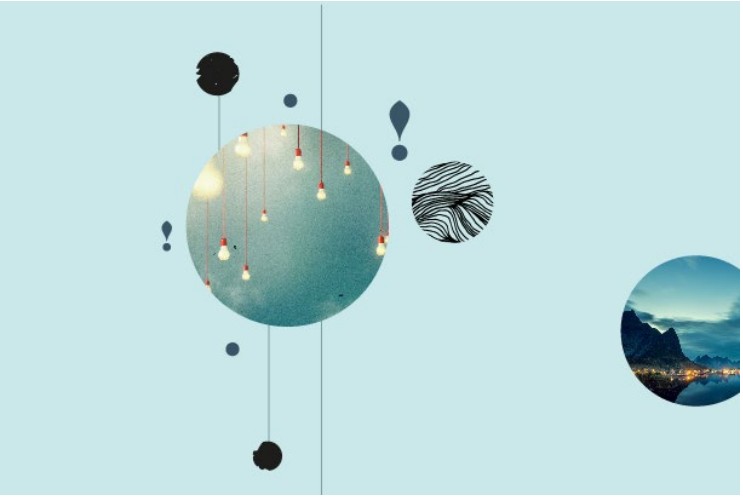
Investigate whether other local authorities, government agencies or private actors are working on the problems you are going to be solving. Consider how you can build on what others are doing, and coordinate your plans with the other projects where appropriate.

Links to relevant tools (in original versions in Norwegian)

- Project presentation →
- Gain realisation →
- Anchoring →
- Planning →

2 Phase 2 – Insight

Good services are based on a good insight into actual needs. Before choosing a solution, carry out comprehensive work in order to discover actual needs and the causes of the problems. This reduces the risk of creating incorrect solutions.



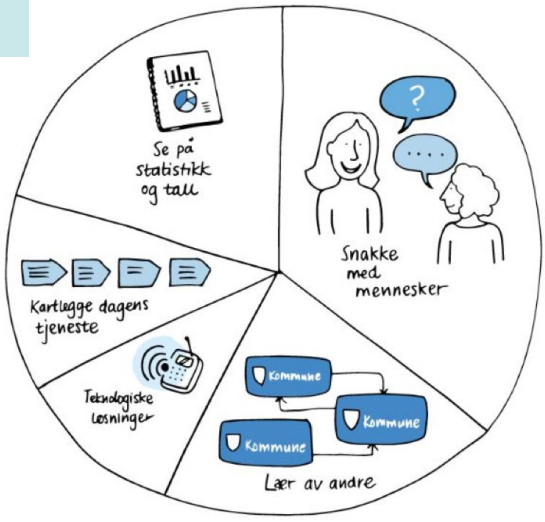
Tips

Insights must be gathered throughout the course of the project. There will always be new things you need to learn more about, so be inquisitive.

1. Map the existing service

Regardless of whether you are going to be improving an existing service or creating an entirely new one, you should start by mapping how the affected services are carried out today. Bring together employees involved in the service at a work meeting, the aim of which is to highlight the context and the weaknesses in the existing service. Look at the tool; current service model steps for guidance in this work.

Once the relevant services have been mapped, you will be able to define which areas you are unsure about and what you need to learn more about through additional insight work.



This figure shows various ways of gaining insights and the proposed weighting between them

Examples of innovation

Sarpsborg Municipality: Service valuation

Sarpsborg involves residents in an open dialogue about the local authority's future services. The citizens can comment on, evaluate and characterise municipal services.

Read more →

2. Conduct interviews

Talk to those affected by the service to discover and understand their actual needs. Set aside plenty of time for investigating the users' life situations and employees' day-to-day working lives.

Through observations and interviews with employees and those who use the services, you can gain an insight into how they perceive the current services, as well as their needs, wishes and expectations in respect of a new solution. Read more about how to acquire this insight in the tool; interview and observation.

3. Learn from others

A good sharing and learning culture is important. By reusing and adapting the solutions used by other local and/or regional authorities, you can save development costs and avoid making the same mistakes others have made. You should therefore spend time studying how other local and/or regional authorities have solved similar challenges. Feel free to visit KomINN (come in) to learn about innovation projects in other local and/or regional authorities and see if you can build on their experiences.

4. Look at statistics and figures

Obtain more concrete statistics, figures and other facts related to the services you are mapping. Supplement general, public statistics with detailed figures from your local and/or regional authority's systems, surveys and other sources. The goal is to achieve a nuanced approach to the problem you have chosen to work on, and to identify tangible areas for improvement. Follow the statistics and figures tool for guidance in this work.

Tips

Remember to anchor the work throughout the entire phase at all levels of the organisation.

Feel free to combine various types of insights. Results from the in-depth interviews can be reinforced with figures. Figures can be underpinned with personal accounts from the in-depth interviews.

5. Explore technology

In order to develop a new service that involves the use of technology, it is important to understand the possibilities and limitations of various technical solutions. Identify which solutions have the most potential to meet your needs. Build on the experiences of other local and/or regional authorities and launch a dialogue with the supplier market at an early stage. Remember to involve the IT department in your own local and/or regional authority.

Tips

Be careful about choosing technology too early. Spend time understanding human needs before selecting technology.

In certain cases, there is no ideal technical solution. In this case, one approach might be to work with one or more suppliers and other local authorities to develop new technical solutions. Projects of this type are extremely demanding, but are sometimes necessary in order to create new solutions where the technology supports and contributes to innovation within the services.

6. Analyse and summarise

The insight you have gained should be incorporated into the systematic work and be summarised in a comprehensive decision-making document, so that it can provide a framework and guidelines for the ongoing work.

Feel free to draw up a simple summary with a colleague immediately after you have completed your insight work. After this, it may be a good idea to analyse the results in a meeting with the entire team, at which needs, problems, opportunities and "gaps" in the existing service offering can be identified.

Further analyse the relationships between the use of resources, organisation, culture and results in the current service offering. See the analysis tool for additional guidance regarding this work.

Conduct new assessments of where the potential for gains may be greatest, and update the gain realisation tool.

Try to to summarise the results in a presentation, which will be taken to achoring meetings and idea-generating workshops in the next phase.

Tips

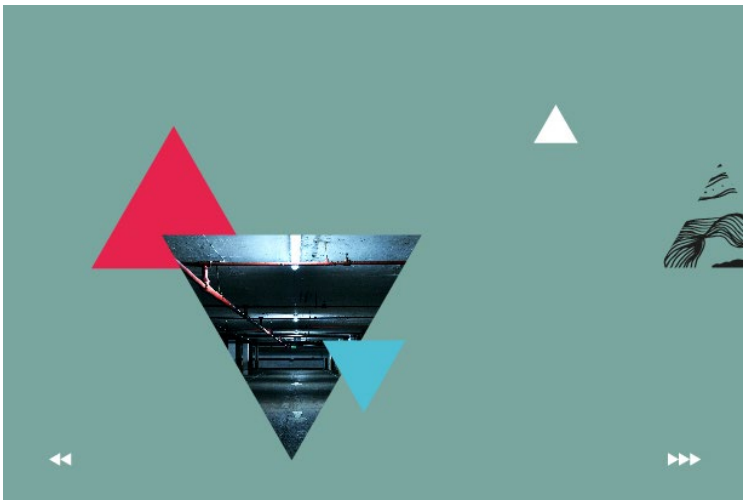
Feel free to refer back to the insight throughout the project to ensure that you maintain a steady course and satisfy your needs.

Links to relevant tools (in original versions in Norwegian)

- Current service model steps →
- Interview and observation →
- Statistics and figures →
- Analysis →
- Gain realisation →
- Planning →

3 Phase 3 – Service development

In this phase, the insight is converted into ideas, which in turn are further developed to create services that are ready to be piloted. It is important to involve both users and employees along the way to secure establishment and accurate solutions.



Tips

Small, everyday improvements, such as better signage in premises, can potentially be implemented and taken into use relatively quickly.

Complex ideas have to be taken further in order to define roles and work processes.

1. Idea generation

Idea generation is a matter of solving problems and thinking along new lines. This is done jointly in order to anchor, identify leaders and determine ownership of potential solutions. Invite various actors to attend a workshop focusing on idea generation and problem-solving. The aim is to work systematically with the knowledge you have gained through the insight work in the previous phase. New ideas for solutions are evaluated and prioritised on the basis of feasibility and anticipated gains.

Use the selected ideas as a starting point and describe the course of events in one or more visual proposed solutions that illustrate the new service process.

2. Test proposed solutions

In order to identify the most promising proposals from the idea-generation process, it is important to test them as quickly as possible on the staff and those using the services. . In the first round, this can be done by testing basic proposed solutions.

Feel free to invite users, relatives and employees in the local authority to get their feedback on the proposals. Use the feedback you have collected to improve the best solutions and discard those proposals you don't want to go ahead with.

Costs and potential benefits should also be assessed.

Examples of innovation

Horten Municipality: HOPP

Health-Promoting Growth (from the Norwegian "HOPP = Helsefremmende oppvekst") in Horten Municipality is an interdisciplinary municipal collaboration that aims to build healthy lifestyles in children and young people by providing better learning conditions, increased wellbeing and preventing lifestyle diseases and inactivity.

Read more →

3. Define procedures and responsibilities

The new work processes should be drawn up in cooperation with the employees who will be providing the services. Invite employees who work with the various services to attend a workshop, where you draw up the mission and associated work processes.

First, define the stages that users will go through. Then identify the work processes for the actors involved, both within and outside the local authority and/or regional authority. Identify who will be the principal, who will be executing the work, who should be consulted if the service provider has any questions and who should be notified during the course of the work. This is known as the role and responsibility matrix, or by the Norwegian abbreviation "HUKI".

Once you have developed work processes and defined roles and responsibilities, you can describe new work procedures. Draw up procedures that are easy to understand, ideally with the aid of drawings and images. You should also develop templates and other tools for the day-to-day work.

4. Identify gains

Gains are generated when people perform services and work processes in new ways. In order to achieve gains, employees in the organisation must be guided through a process of change. Along the way, the employees will build up new skills, develop new attitudes and change behaviours in such a way that they can realise the gains.

After implementing a new mission it is time to identify the gains so that you can link the changes that are going to take place with anticipated results. Perform a survey using the gain realisation tool, where you evaluate all types of gains, weigh them against costs and identify the conditions for realising these gains. Draw up a gain realisation plan that defines how gains should be measured and followed up, as well as who is responsible for doing this.

Tips

It may be a good idea to work in consultation with the system and finance managers, so that you can get help in producing figures for gains and cost estimates, as well as obtain input for good outcome indicators.

5. Developing points of contact

A point of contact is the meeting between the local authority and those who are using the service. Imagine the proposed solution and the mission and identify which new points of contact are included in the new service. These may be digital (e.g. electronic applications or mobile applications), physical (e.g. brochures and application forms) or interpersonal (meetings and telephone calls). If the service you are going to create or modify does not include new or altered points of contact, you can proceed to the next step.

When working to develop points of contact, it is important to visualise the proposals and test them with users and employees. Feel free to prepare a draft application form or information brochures. Include products and technology that are to be used and visualise the digital solutions of the future. The draft service can be quick and easy at first, becoming more advanced as you proceed.

6. Develop or select technology

Many new services will include new digital points of contact, and the local and/or regional authority will often be forced to purchase or develop new technical solutions. The IT department must be involved here in order to ensure a professional assessment as early as possible.

If new digital points of contact are essential, the technology must be procured or developed in order to carry out a pilot. This means establishing a partnership with a supplier.

The needs and requirements of the technology derive from a number of areas. It is important to consider the following areas:

- **Users' needs:** Does the technology meet the needs of users and employees? Does it support the desired service process and work processes? Is it easy to use?
- **Integrations:** Is there a requirement for the technology to be able to exchange information with other systems in the local authority?
- **Scalability:** Can the technology be upscaled easily for multiple users?
- **Information security:** Does the technology satisfy statutory requirements regarding privacy and information security?
- **Costs:** Is it possible to implement the technology within the budget frame?

Examples of innovation

Bergen Municipality: Digifrid

Bergen Municipality: Digifrid
Bergen local authority has developed Norway's first municipal robot, Digifrid, to handle cases and other tasks on its own. The use of new technical solutions such as Digifrid frees up the workforce, making it possible for the local authority to use employees for tasks that the technology cannot solve.

Read more →

See The Agency for Public Management and eGovernment's public procurement subpages (NO)→

See KommIT's toolkit for common municipal ICT architecture →

Links to relevant tools (in original versions in Norwegian)

- Idea generation and problem-solving →
- Proposed solution →
- New mission →
- Role and responsibility matrix →
- Gain realisation →
- Planning →

4 Phase 4 – Piloting

Piloting means testing the action or service on a limited scale over time, in order to ensure that everything is working properly. The aim is to detect errors and shortcomings, to identify unforeseen problems and thus reduce the risk.

Examples of innovation

Fjell Municipality: cooperation between schools and the business sector

Fjell Municipality is encouraging cooperation between schools and the business sector in order to increase knowledge and digital expertise among the students. The emphasis is being placed on close cooperation with the business sector, combined with a focus on continuity between the school subjects and regional social development.

Read more →

1. Plan

There are several levels of piloting. A pilot can be very simple initially, in order to detect and remove the most obvious problems. More extensive pilot projects can gradually be implemented, by including a larger proportion of the service and more users.

The pilot should be firmly established with employees, managers and departments in the local and/or regional authority that will subsequently be operating and managing the service. It may also be sensible to appoint a person to be responsible for monitoring the overall implementation.

It is important to set aside plenty of time to define:

- **Goals:** What are the main goals and interim targets for the pilot? What do you want to learn?
- **Scope:** To what proportion will the service be piloted? Which points of contact, work processes and procedures should be included in the pilot? Should the scope gradually be increased?
- **Time:** How long will the pilot last?
- **Participants:** Which users, employees and third parties will be participating in the pilot? How will the participants be recruited?
- **Information:** What information should be given to the participants?

- **Competence development:** Required competence/skills, what training is needed before the pilot can be launched?
- **Handling errors:** How should errors be handled that occur during the pilot?
- **Measurement:** How can you measure gains during the pilot stage?
- **Observation:** What should you do to observe how users and employees perceive and use the service?
- **Documentation:** How should you document findings along the way in a structured manner?

2. Implement

Implement the pilot as planned and make use of every opportunity to understand how the new or amended service works. There will always be surprises! Time spent on the pilot is time you will save subsequently when you move into the operating phase.

The pilot should include discussions with, and observations by, individuals who are receiving and providing the services. Observe how they are working with the services, where they get stuck and what it is that brings joy. The pilots will show what works and what doesn't work, allowing you to build up knowledge.

How do users experience the service through their points of contact? How does the organisation support the service through work processes, roles and responsibilities? Document what you learn along the way, and feel free to add photos and video. This provides valuable insights to aid in the further development of the solution.

3. Evaluate

After the pilot, you should reflect on what you have learned and evaluate the new service. Through this evaluation, you utilise the experiences gained from the testing to further develop the service, improve impact gains and develop decision-making documents to aid further choices.

Evaluate the service in relation to:

People

- Do those who use the service consider it to be good?
- Is the service perceived positively by the staff?
- Do the points of contact generate positive encounters between the users and the local and/or regional authority?

Organisation

- Are the work processes floating reasonably well?
- Does each stage in the work process create value for the recipients of the service?
- Are procedures, roles and responsibilities clearly defined?

If you have used new technology, this should also be evaluated. Is it working as it should and meeting the needs of users? Is the infrastructure stable and secure, and does the technology communicate well with other professional systems?

Document in detail what you have learned. Follow the tool to evaluate the pilot.

Experiences from the trial should also be used to evaluate whether the service is providing the anticipated benefits. Review the measurements and evaluations from the pilot and evaluate the following:

- Is the new service providing the anticipated benefits?
- Have you discovered any new gains that should be considered?
- Should cost calculations be adjusted?
- How can positive effects best be monitored during operations?

Update the charting of gains and the gain plan and prepare the decision-making document to aid further choices.

4. Decide

After a pilot, you proceed to the operating phase, carry out further tests or halt the changes. In many cases, it may also be a good idea to go back to Phase 3 to generate ideas and further develop the service, based on the new insight from the pilot.

Develop a good foundation for the decision, which includes the finished design of the service, an evaluation of gains and a concise recommendation.

Tips

Bear in mind that the results of the testing must be made known and established at all levels of your organisation.

In certain projects, you may find that you have been proceeding in the wrong direction and have to halt the initiative. That's perfectly OK. In such cases, it is important to understand why things are not working before you terminate the project. If this happens, you will have to go back to Phase 2 to reconsider your plan.

Links to relevant tools (in original versions in Norwegian)

- Evaluation of pilot →
- Gain realisation →
- Planning →

5 Phase 5 – Transition to operations

In this phase, it is important to ensure that the new service is well integrated in the operation. This involves planning and carrying out the implementation process and any acquisitions.

Important for managers

You will achieve lasting improvements and realise gains when employees are motivated to participate in changes. The management has a responsibility to generate commitment and involve employees in the transition to operations.

1. Carry out procurement

If the service is dependent on new technology, new products or other assistance from external partners, the local and/or regional authority must conduct a procurement. Consider whether there is also a need for assistance related to competence improvement and advice.

Start by developing a competition strategy, implementation plan and competitive basis. Make sure the purchasing department is involved and consider carefully how procurement can best be carried out in order to:

- ensure that insights and identified needs are reflected in the procurement documents in a way that the suppliers understand.
- ensure competition between suppliers.
- provide scope for input from the supplier market.
- achieve a reasonable balance between price and quality (cheapest is not always best!).

For further guidance about this process, see:

- The Agency for Public Management and eGovernment's procurement subpages (NO) →
- The national supplier development programme (NO) →

2. Plan gains

Good planning is the key to a smooth and successful implementation process.

Develop a concrete and pragmatic plan for gain realisation in close dialogue with employees who will be applying the new working method. Consider who will be responsible for following up the gains and how this will be done.

Tips

The planning stage is not carried out in isolation, but rather in dialogue with employees throughout the organisation. Remember to provide motivation in the form of reminders about the value the new service will provide to users and for employees' day-to-day lives.

Examples of innovation

Gran municipality: Preschool made of solid wood

Gran local authority has built a preschool out of glulam, which contributes to fulfilling the local authority's energy and climate plan. The gain analysis shows clear reductions in carbon dioxide emissions, savings as regards construction time and significantly reduced construction noise by choosing climate-friendly materials.

Read more →

3. Establish during the transition to operations

Employees don't just need to understand what they are going to be doing. They also need to understand why, what happens before their work begins and what happens afterwards. New work processes, procedures, roles and responsibilities therefore have to be documented in a structured, simple and comprehensible way. With this approach, each employee understands that he/she is an important building block in the new overall service.

When plans for the implementation of new solutions are communicated, it is common for employees to become concerned about what the change will entail for their work situation. How will this affect me? Will I lose my job? It is important to ensure that employees feel that their needs are met. Employees should be continually reminded about why a change is being made and what it means for the individual.

4. Implement new solution

Implement the new solution according to plan. Prepare employees to work with new practices by providing good training.

It is often also necessary to prepare users to receive the new service. Provide them with good information, monitor their expectations of the new service and conduct user training if necessary.

In the event of major changes, the implementation process should take place gradually in order to learn lessons along the way and reduce risks. Start with a geographical area or department, and once stable operations have been achieved, the service can be upscaled.

5. Switch to operations

It is time to wind up the project and allow the daily operation to take over responsibility for the new solution and the realisation of gains. During the handover, you should divide up learning points from the project and make it easier to follow up the new service.

Evaluate and summarise the results

Evaluate whether the project has achieved its original objective, what has worked well and what are the important areas for improvement. Use facts relating to project results and talk to people who have been involved in the project. Document the evaluation in a final report. See the project guide for advice on what such a report should contain.

Plan following-up during operations

Define how the measurement of gains should be carried out during operations. Follow the gain realisation tool. Also define how you can detect errors in the service, follow up suppliers and implement corrective measures. Feel free to start training regarding following-up in operational meetings while the project is still in progress.

Transfer to operations

Transfer the project to operations at a meeting during which the final report, the gain realisation plan and the risk and vulnerability analysis are reviewed. Make preparations so that the daily operation can learn from the most important project experiences. Establish the daily operations

Tips

It is important to discuss jointly whether the organisation is ready to conclude the project and allow the daily operation to take over responsibility. If the challenges are too great, it is a good idea to take a step back.

Links to relevant tools (in original versions in Norwegian)

- Risk and vulnerability analysis →
- Gain realisation →
- Planning →

6 Phase 6 – New practices

In new practices, it is important to ensure that you achieve the desired benefits for users, relatives and the local and/or regional authority. The realisation of gains often takes a long time and requires continual measures and following-up. Visible progress drives motivation.

Tips

Innovation efforts do not always end up with new practices. Feel free to use the lessons learned from this work to establish a culture for gathering good ideas, making continual improvements and launching new innovation projects.

1. Conduct the service

The service is conducted by following documented work processes. The local and/or regional authority owns and is responsible for operating all aspects of the overall service, and must therefore ensure good transitions at all service levels. The local and/or regional authority must ensure that suppliers deliver as agreed and that any problems are addressed.

Perform routine maintenance of the documentation for the service, so that it is easy to keep track of any changes.

2. Measure and follow up gains

The results are measured by means of statistics and figures, as well as through conversations with those who are receiving the service, in order to monitor whether you are really achieving the gains you want to achieve.

Follow up gains during the weekly or monthly operational meetings, so that employees can see the good results and are motivated to continue their efforts.

Feel free to share the results with any suppliers during regular status meetings, and remember to measure and document the suppliers' ability to deliver.

Things don't always go as planned, but that's okay. The most important thing is that you reflect and learn along the way, and follow up any deviations in gains with corrective measures.

Tips

Select a number of performance indicators that are possible to follow up; don't select too many or overly complex target numbers.

Examples of innovation

Asker municipality: Welfare Lab

Asker Welfare Lab provides a coordinated service offering, where relevant municipal services and external partners invest in the individual family in order to improve living conditions and quality of life. Asker won the 2017 Innovation Prize.

Read more →

3. Improve and renew

Once the changes have been implemented, you should continue working with both ongoing improvements and service innovation.

After implementing a new service, it is a good idea to establish an easily accessible communication channel in order to gather input and ideas from both users and employees. Encouraging an innovation culture and incorporating improvement work in the system means that your organisation is better prepared to face the future.

It is sensible to distinguish between ongoing improvements that require less effort directly in operations and ideas that require large-scale innovation projects. When an idea requires a more comprehensive change process, a new innovation cycle is launched. In this case, it is important to spend a decent amount of time identifying genuine user needs, no matter how promising the idea is.

Tips

Implemented service innovation processes can be supplemented with a LEAN approach or other methods for continual improvement work.

Links to relevant tools (in original versions in Norwegian)

- Gain realisation →

The priority project *Healthcare and care through distance-spanning technologies* has identified the Norwegian tool *Veikart for tjenesteinovasjon (Roadmap for Service Innovation)* as the most elaborate and successful tool in the Nordic countries for the implementation of distance-spanning solutions for healthcare and care.

Veikart for tjenesteinovasjon (Roadmap for Service Innovation) was developed by KS in collaboration with the Norwegian Directorate of Health and a number of pilot municipalities in Norwegian year 2015. This document presents a new further developed and updated version by KS with several municipalities in Norway. The methodology is general and can be used in all municipal sectors. The document contains the English translation of the six phases that the tool consists of. The translation of the tool was made within the project *Healthcare and care through distance-spanning solutions*.

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