

# Roadmap for service innovation

National program – technology enabled health and care – Norway

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**Welfare technology is  
not about technology,  
it is about people**

**..and innovate in how  
we deliver care**





# Program objective



## Omsorg 2020:

Welfare technology will be an integrated part of how we deliver health and care services within 2020



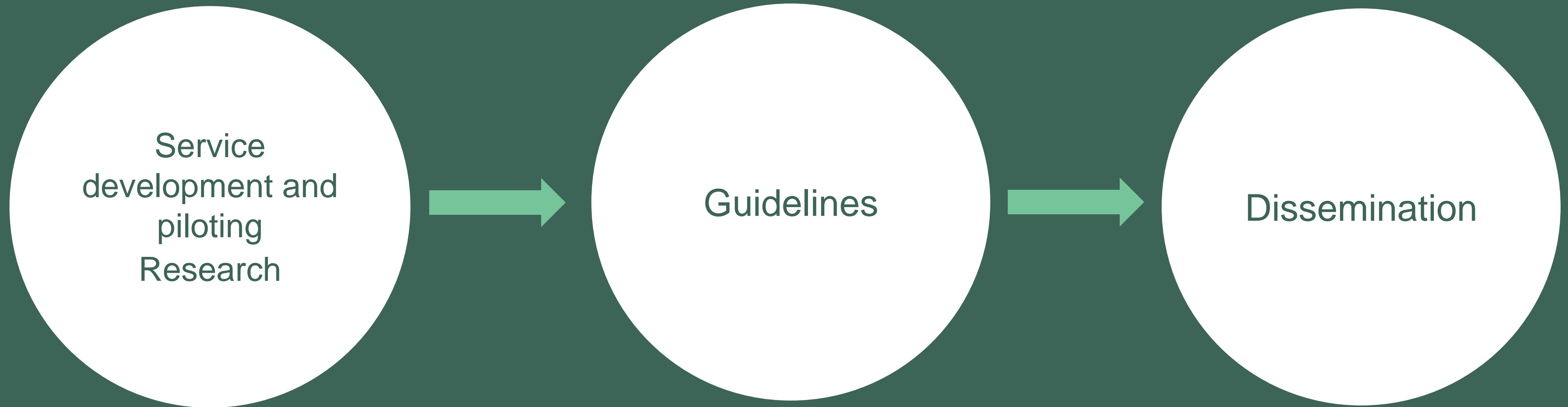
HelseDirektoratet



Direktoratet for  
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# Facilitate change of practice



## Our means

- Grants
- Tools
- Process-support

- Arenas for networking
- Research/evaluations
- Counselling (legal advice, technical++)
- Tech. Architecture and infrastructure



How do we support the municipalities to reach the goal of nationwide dispersal by 2020?

- ✓ Grants
- ✓ Process-support in the municipalities
  - ✓ Service innovation and implementation
  - ✓ Leadership
- ✓ Increase the knowledge of health workers (ABC learning-packages and tools)
- ✓ Create national spaces for networking and sharing experiences
- ✓ Close follow-up



# Educating material for staff

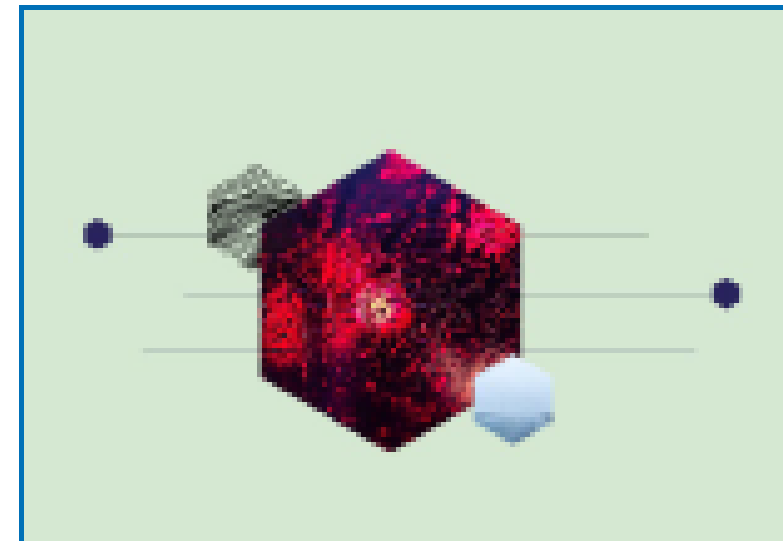
Velferdsteknologiens ABC



# Roadmap for service innovation

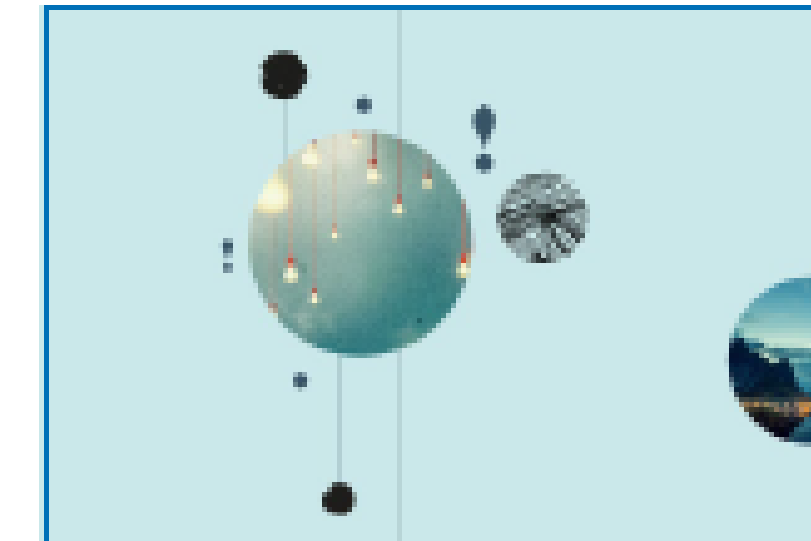
## Key elements in service innovation

- Service design
- Benefit realization
- Anchoring



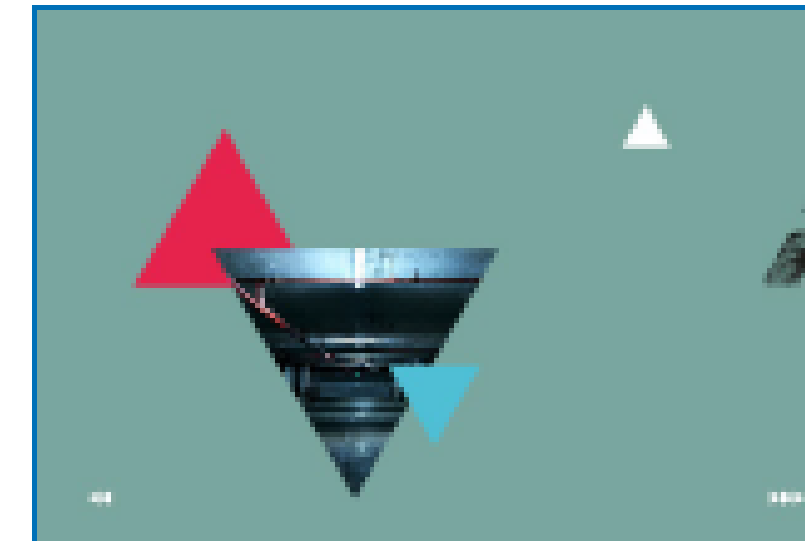
### Phase 1 – Anchoring

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.



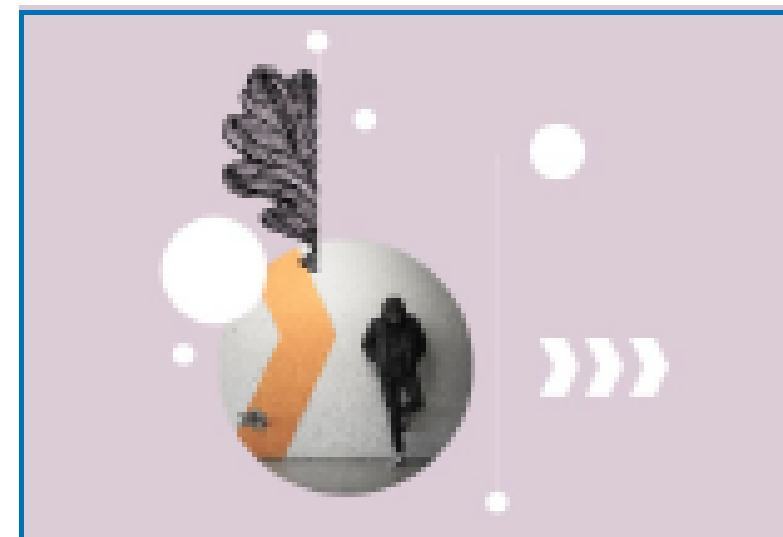
### Phase 2 – Insight

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.



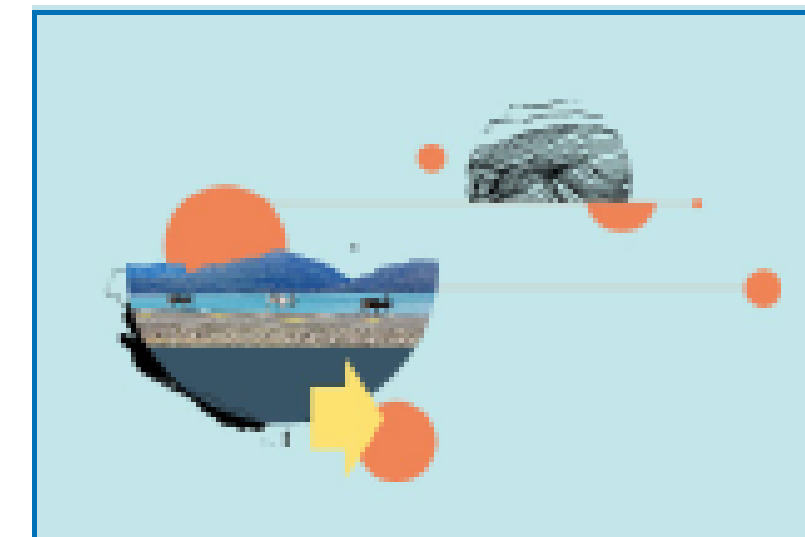
### Phase 4 – Piloting

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

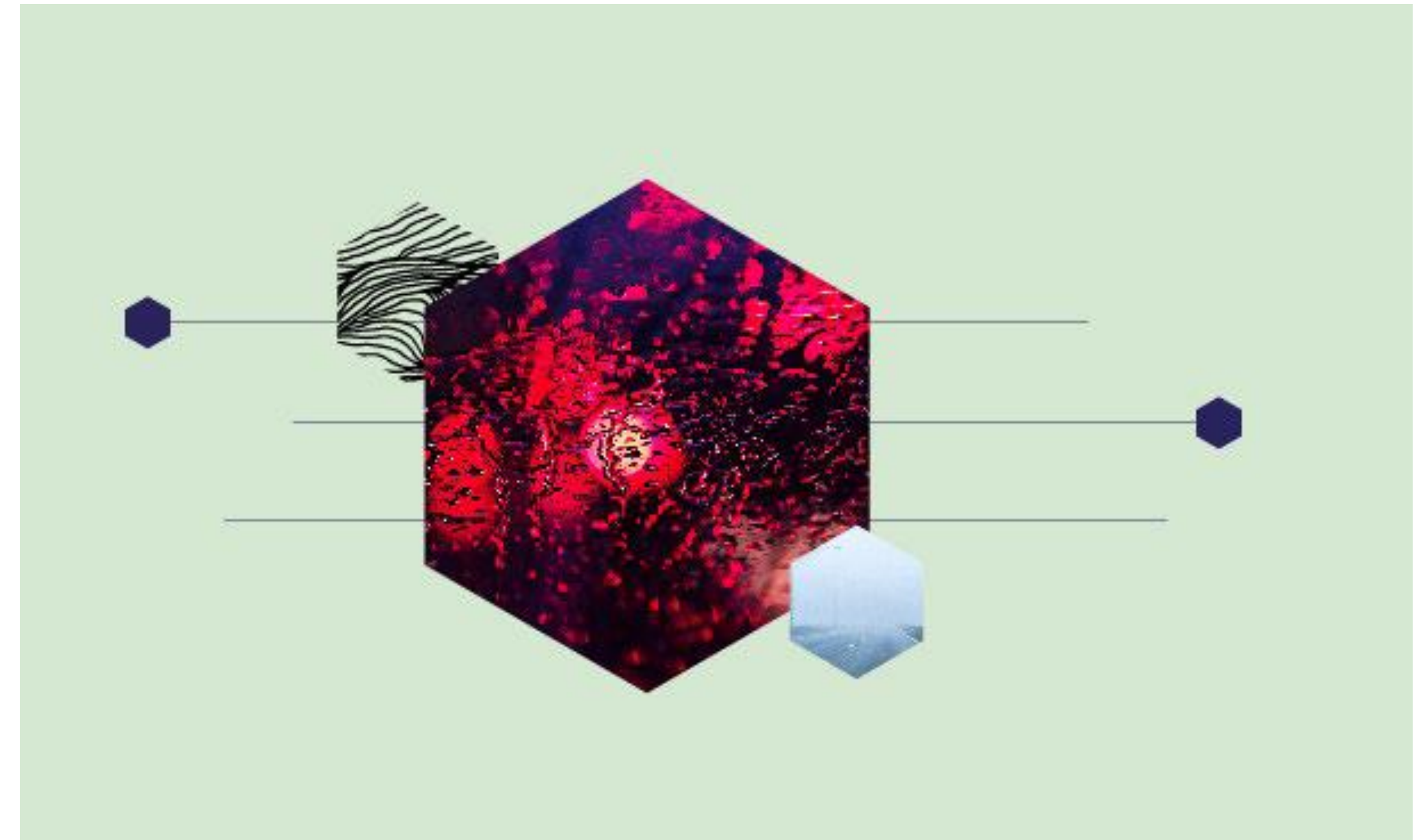
In new practices, it is important to ensure that you achieve the desired benefits for users, relatives and the local and/or regional authority. The realisation of gains often takes a long time and requires continual measures and following-up. Visible progress drives motivation.





# Phase 1 - Anchoring

1. Define problems and set goals
2. Explore the gains
3. Build the right team
4. Identify stakeholders and plan anchoring work
5. Map relevant projects



# A project managers daily life

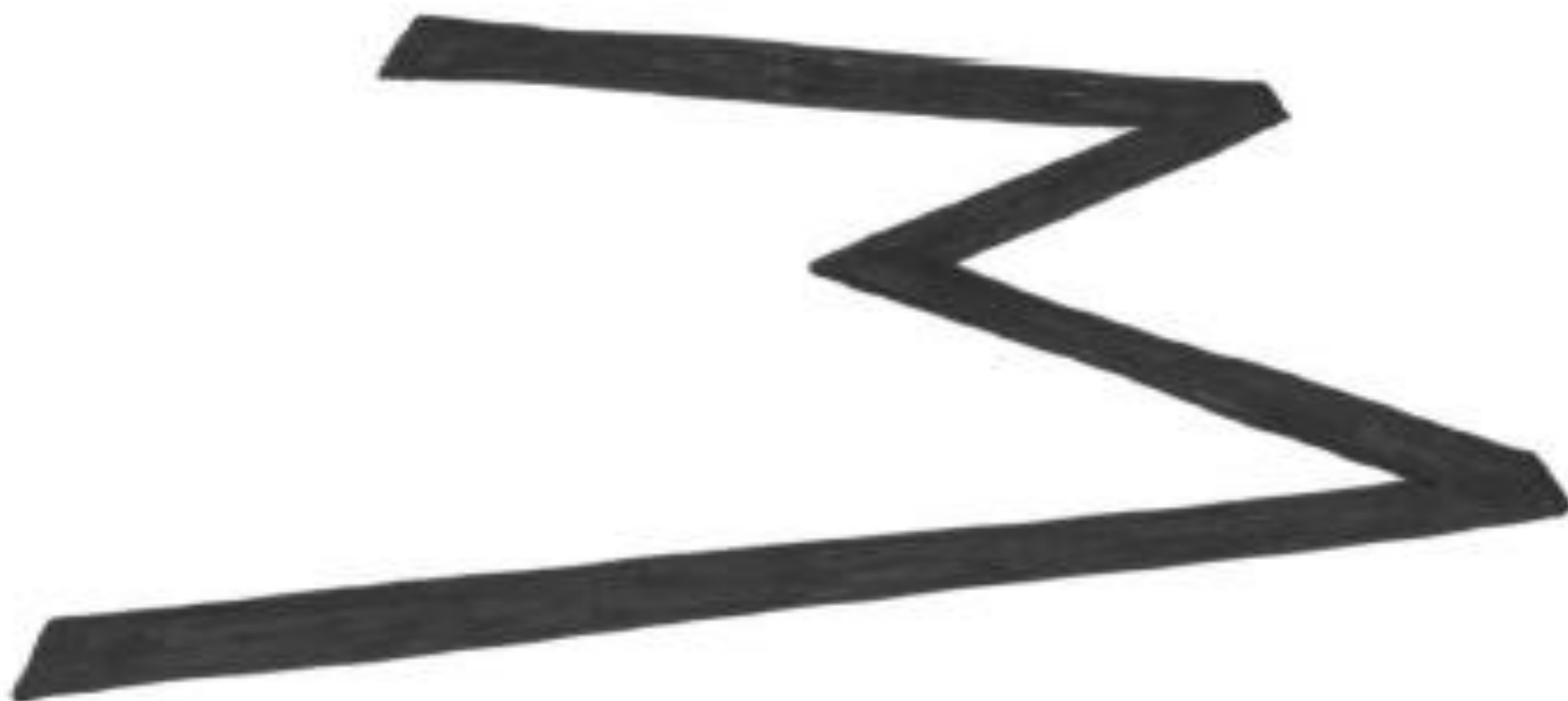




# Phase 2 - Insight

1. Map the existing service
2. Conduct interviews
3. Learn from others
4. Look at statistics and figures
5. Explore technology
6. Analyse and summarise



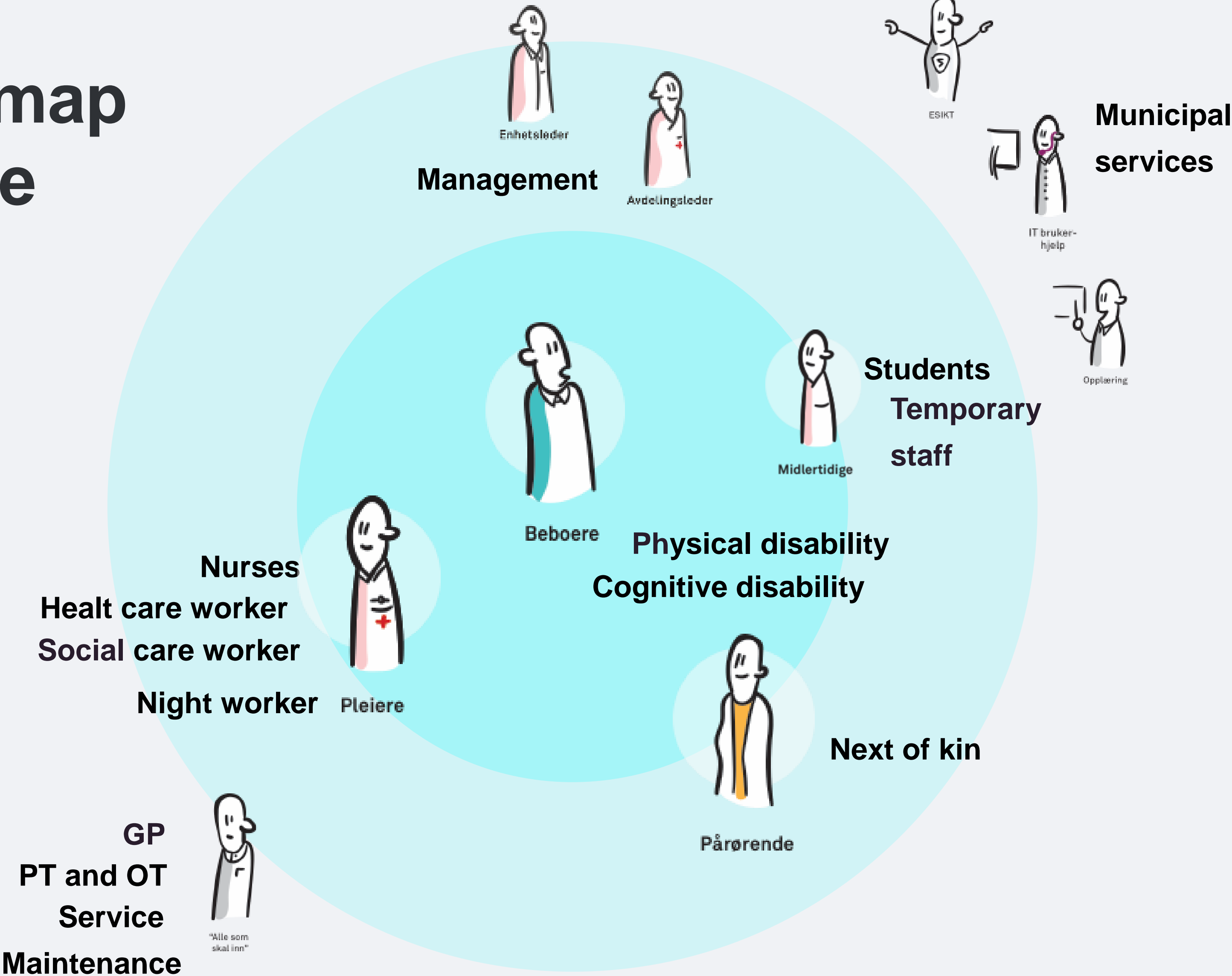




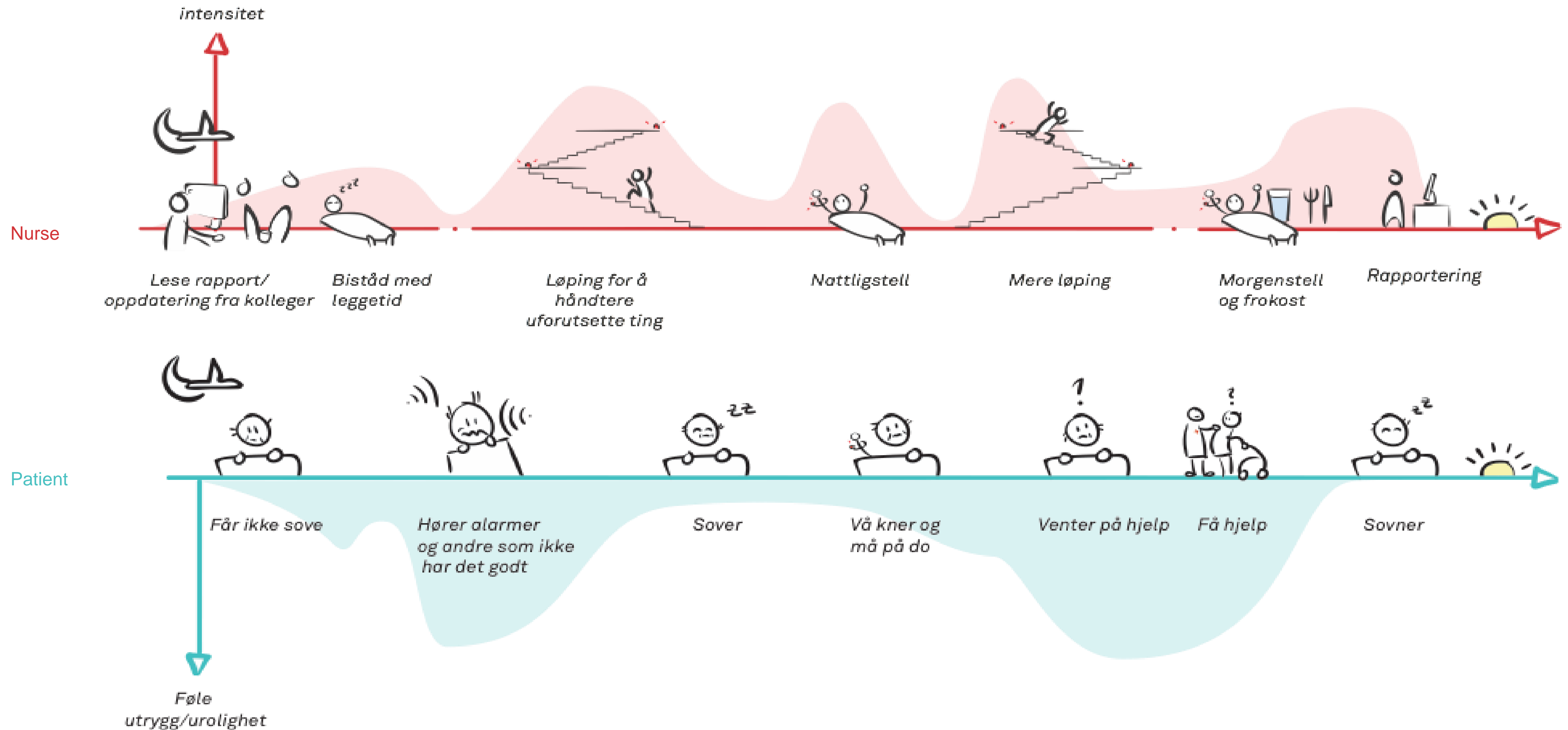
# User types

## Stakeholder map

### Nursing home



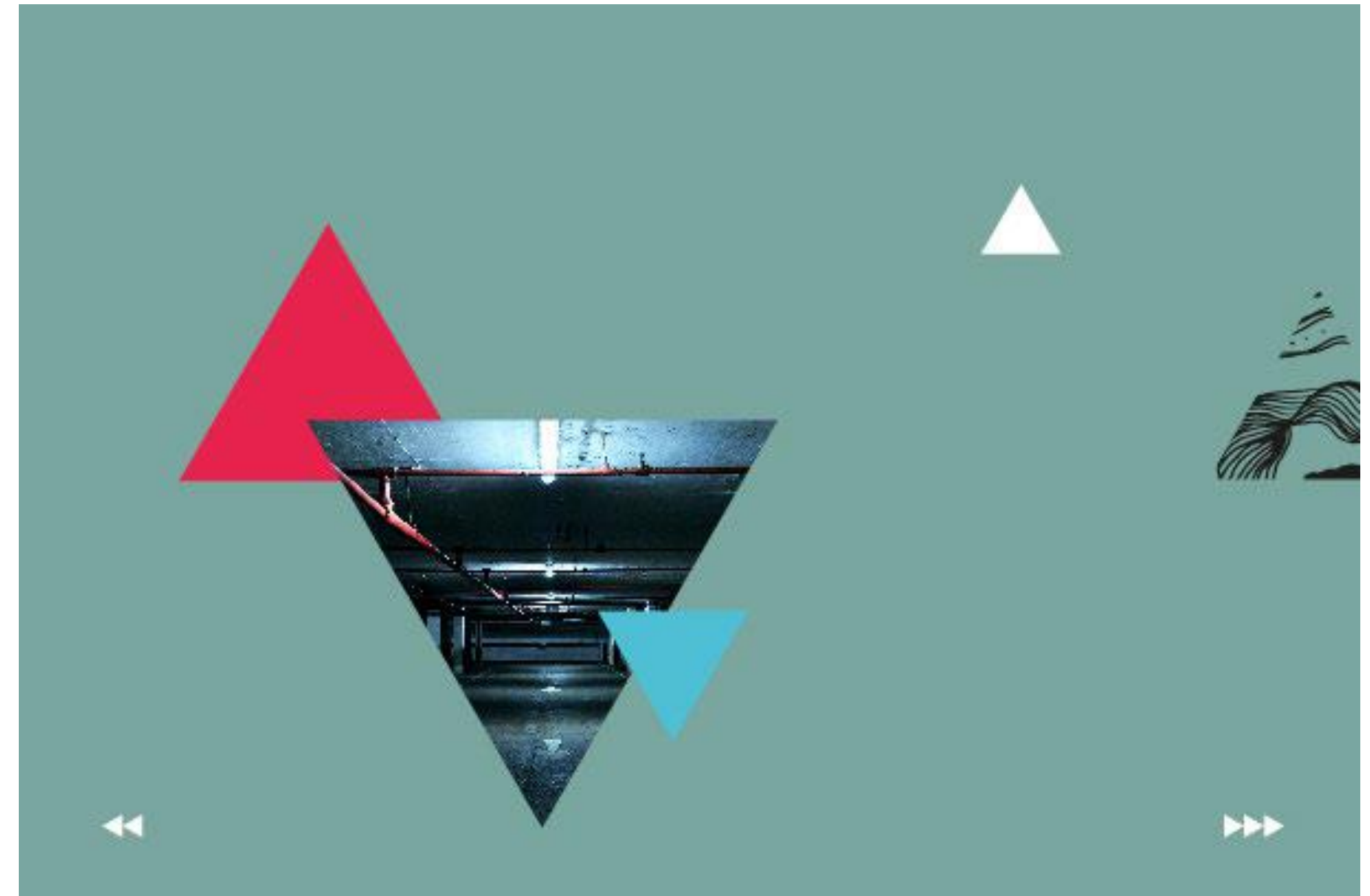
# Insights shows patterns and helps us understand





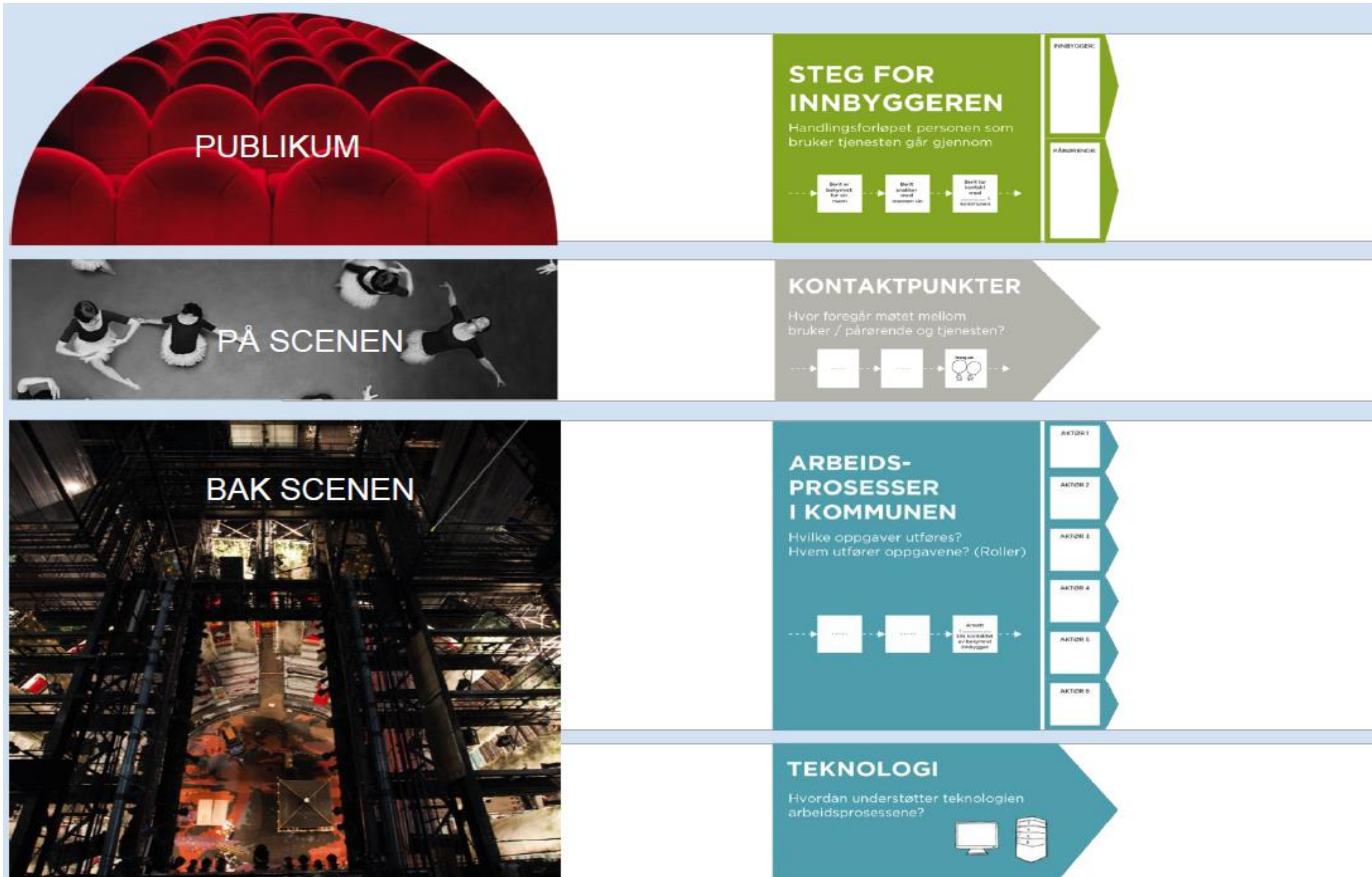
# Phase 3 – Service development

1. Idea generation
2. Test proposed solutions
3. Define procedures and responsibilities
4. Identify gains
5. Developing points of contact
6. Develop and select technology





# User journey – the concept



Steps for the user

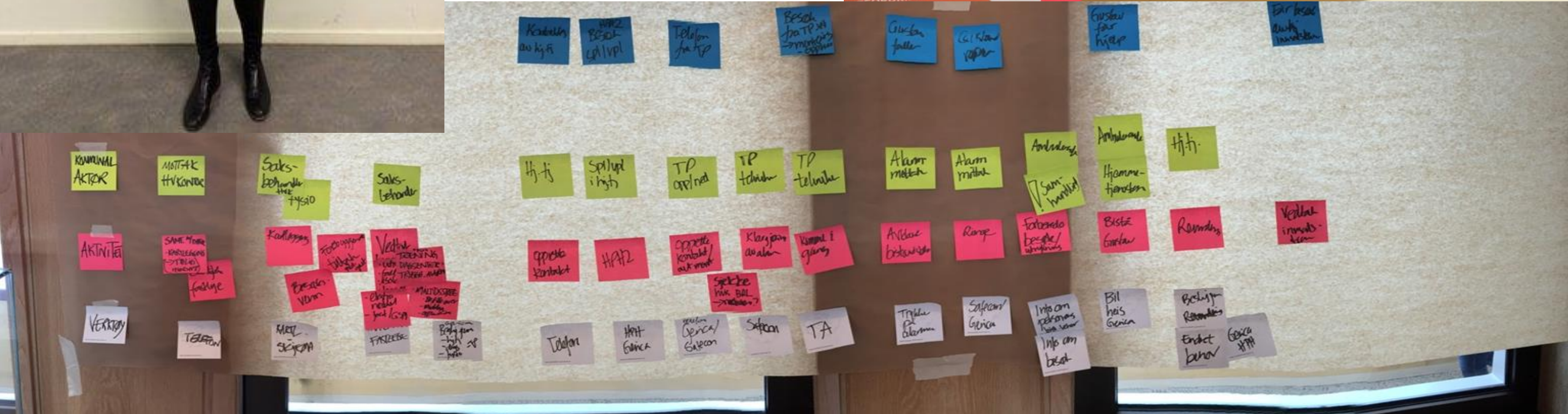
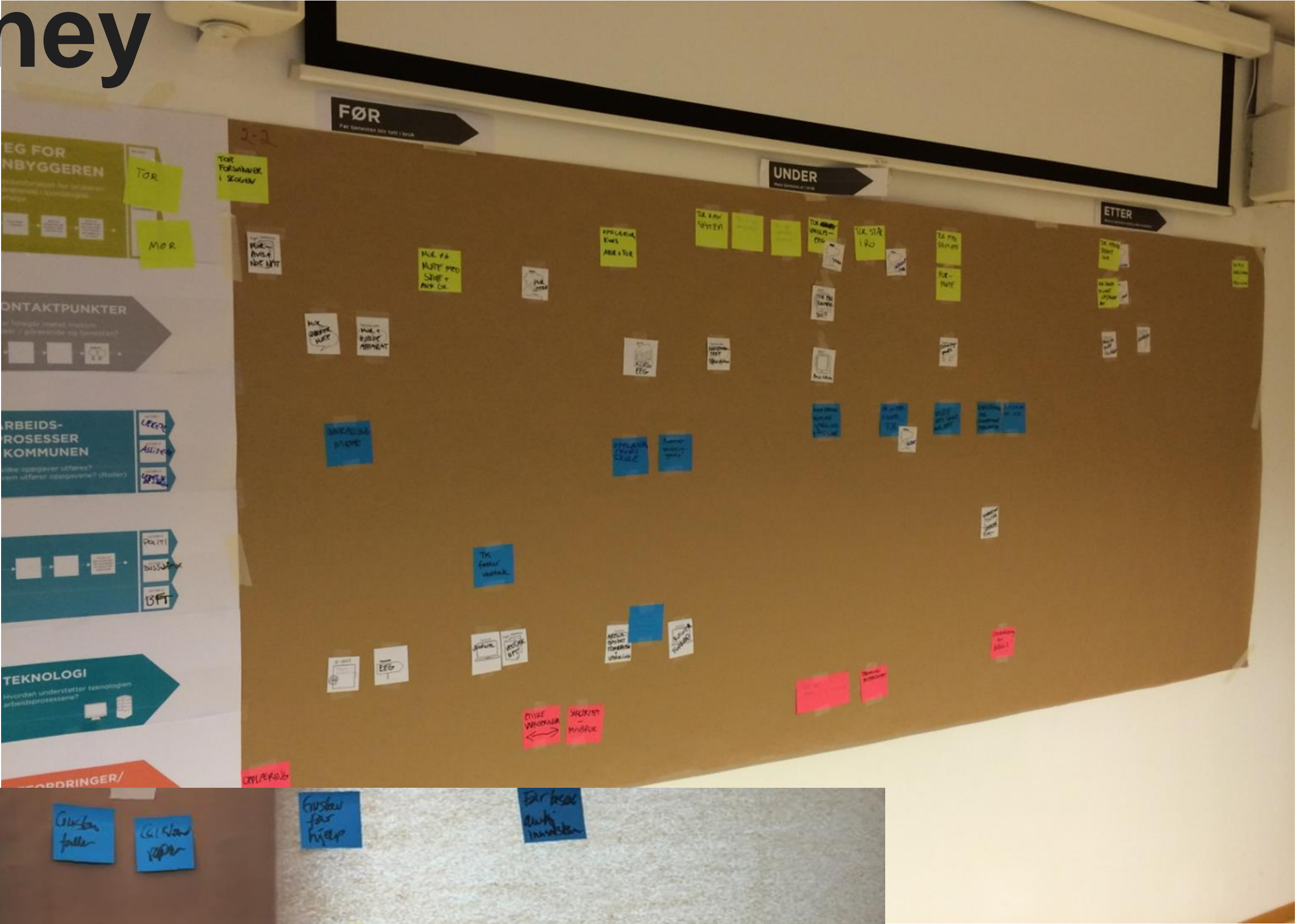
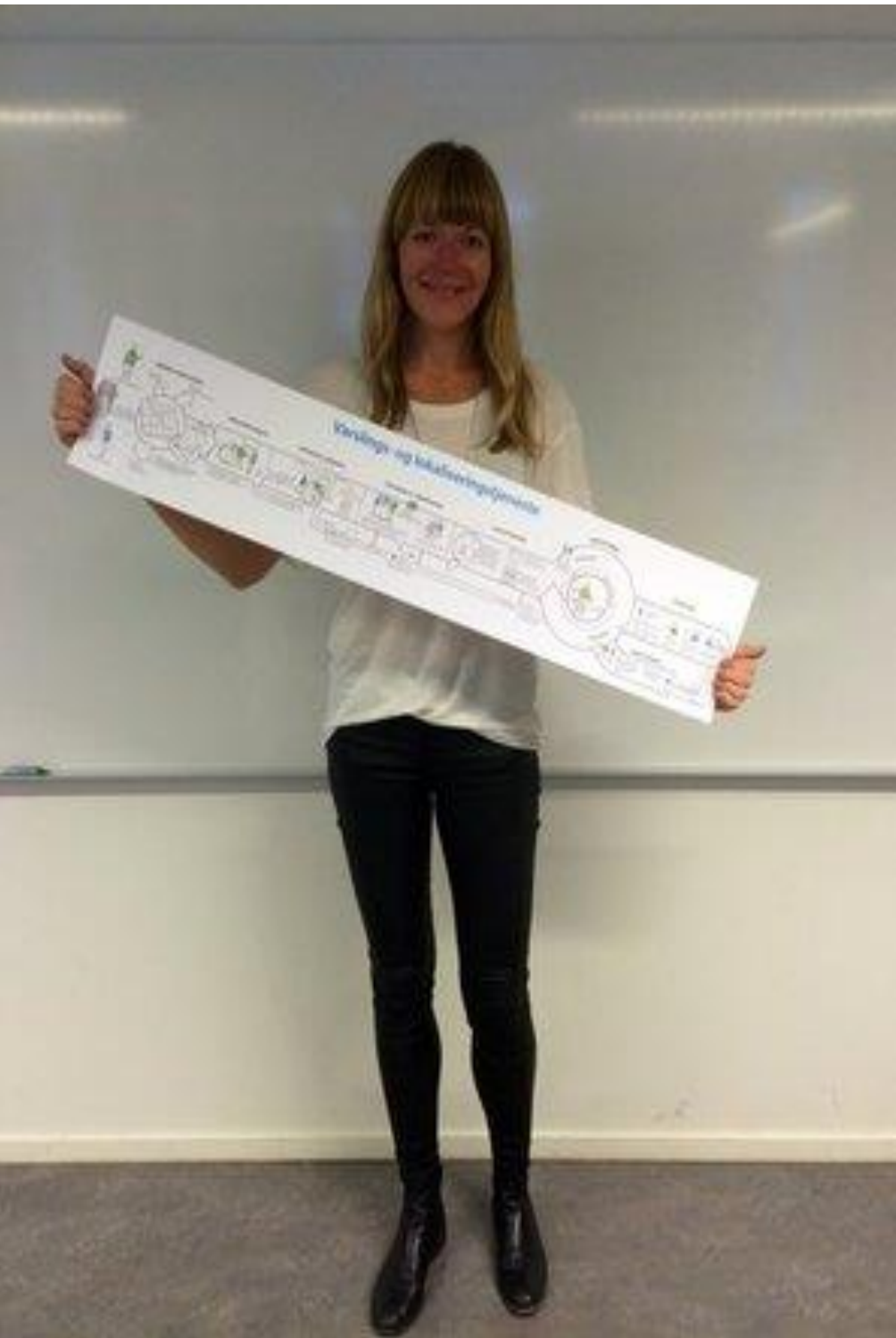
Points of contact

Workflows in the municipality

How does technology support workflows



# Example of a user journey





# Phase 4 – Piloting

1. Plan
2. Implement
3. Evaluate
4. Decide





# Phase 5 – Transition to operations

1. Carry out procurement
2. Plan gains
3. Establish during the transition to operations
4. Implement new solution
5. Switch to operations



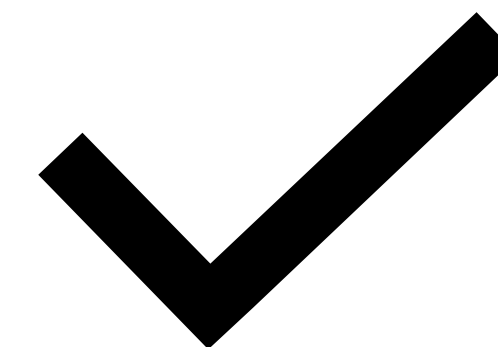
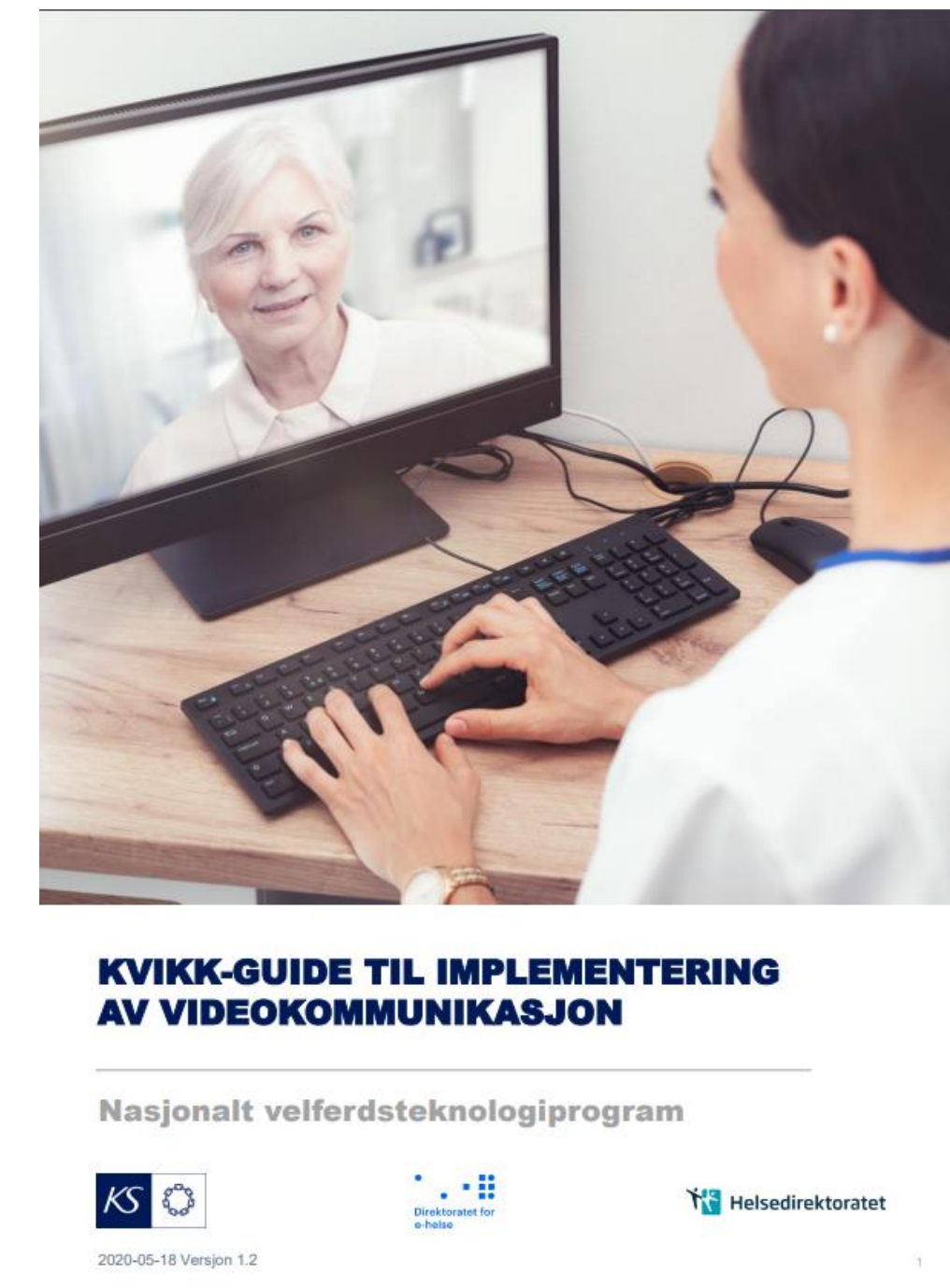
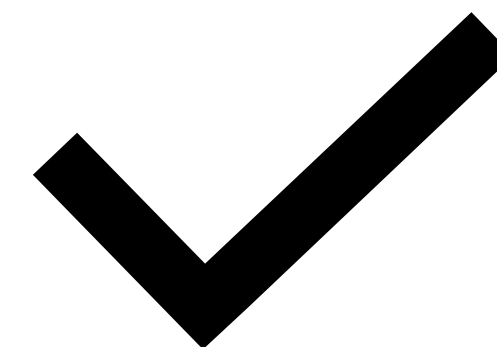
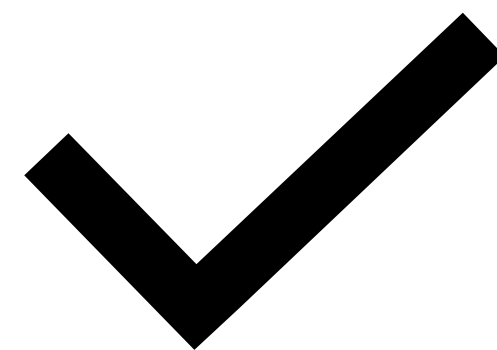
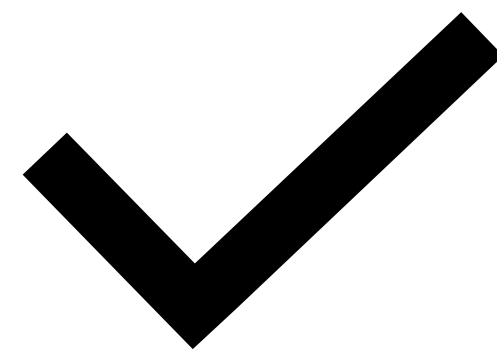
# Phase 6 – New practices

1. Conduct the service
2. Measure and follow up gains
3. Improve and renew





# Additional guidance



# Our latest «invention»

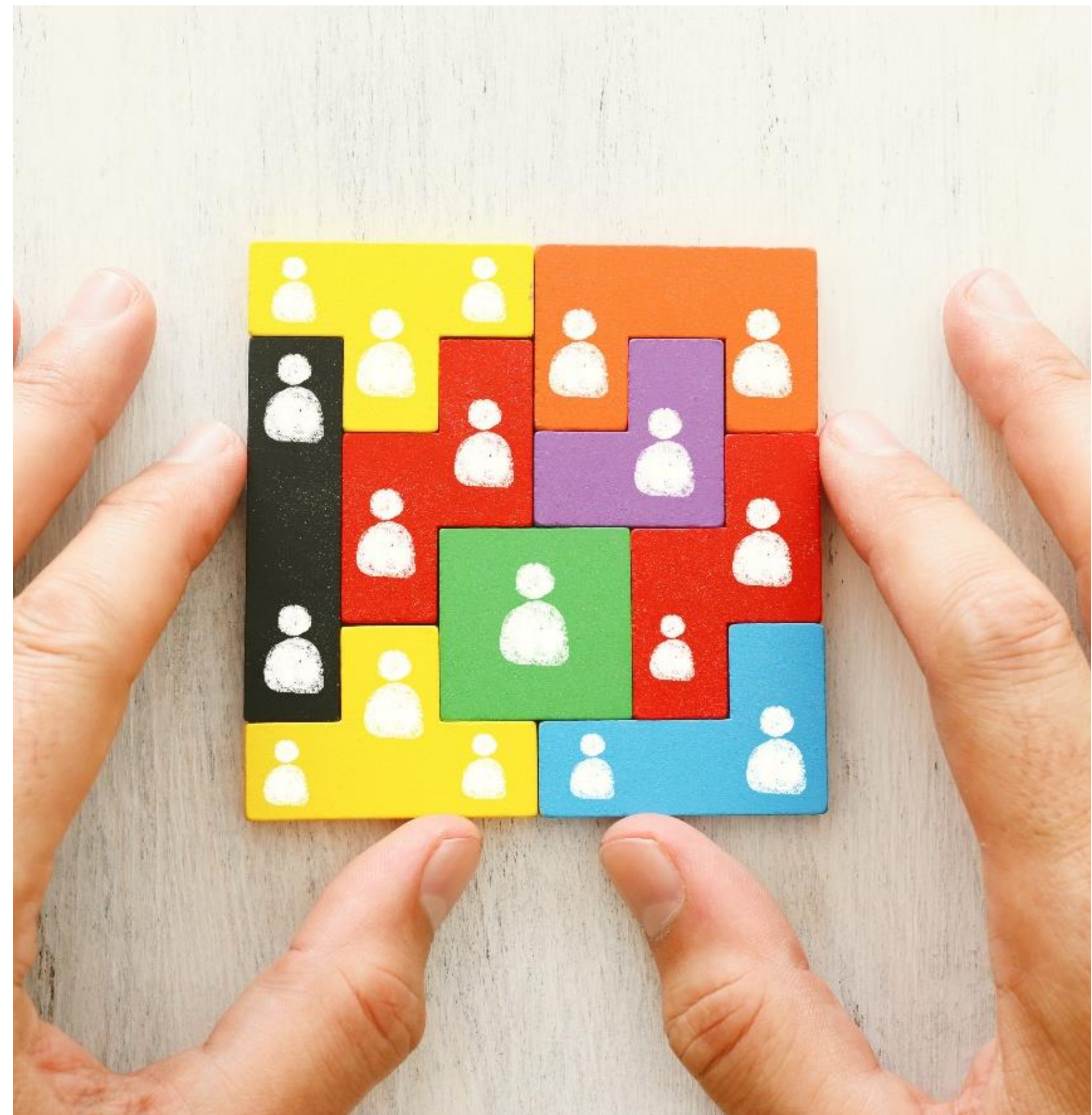
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# Welfare technology demands a comprehensive service model

- Across municipal sectors
  - Health and care sector
  - IT department
  - Housing department
  - Procurement
  - Education
- Vendors
- ++
- Demands cooperation

The municipality is in charge of the service!



# Tasks in the service model

## Oppgaver for å sette teknologi ut til bruker, sørge for respons, utrykning og evaluering

Henvise, kartlegge og tildele



Gjøre tilpasninger og installere



Sørge for respons og utrykning



Evaluere og avslutte tjeneste

## Løpende kommunale oppgaver

### Vedlikehold av tjenesten

Gjennomføre kommunikasjons-tiltak

Lede og gjennomføre opplæring

Vedlikeholde tildelingskriterier

Forvalte rutiner for behandling av person-opplysninger

Avklare tjenestens behov og implementere nye løsninger

Endre på tjenesteforløp og rutiner

Vurdere risiko og planlegge beredskap

Følg opp gevinster

Budsjettere

Administrere system- og utstyrs-porteføljen

### Support, lager og utstyr

Håndtere support på systemer og utstyr

Drifte utstyrlager og logistikk

### IT-drift

Drifte systemer, plattformer og infrastruktur

Drifte rolle- og tilgangsstyring

### Oppgraderinger og vedlikehold på løsninger

Planlegge tekniske endringer og vedlikehold

Styre oppgraderinger og konfigurasjoner

Teste nye løsninger

Oppdatere teknisk dokumentasjon

### Anskaffelser og avtaleforvaltning

Gjennomføre anskaffelser og avrop på avtaler

Forvalte avtaler



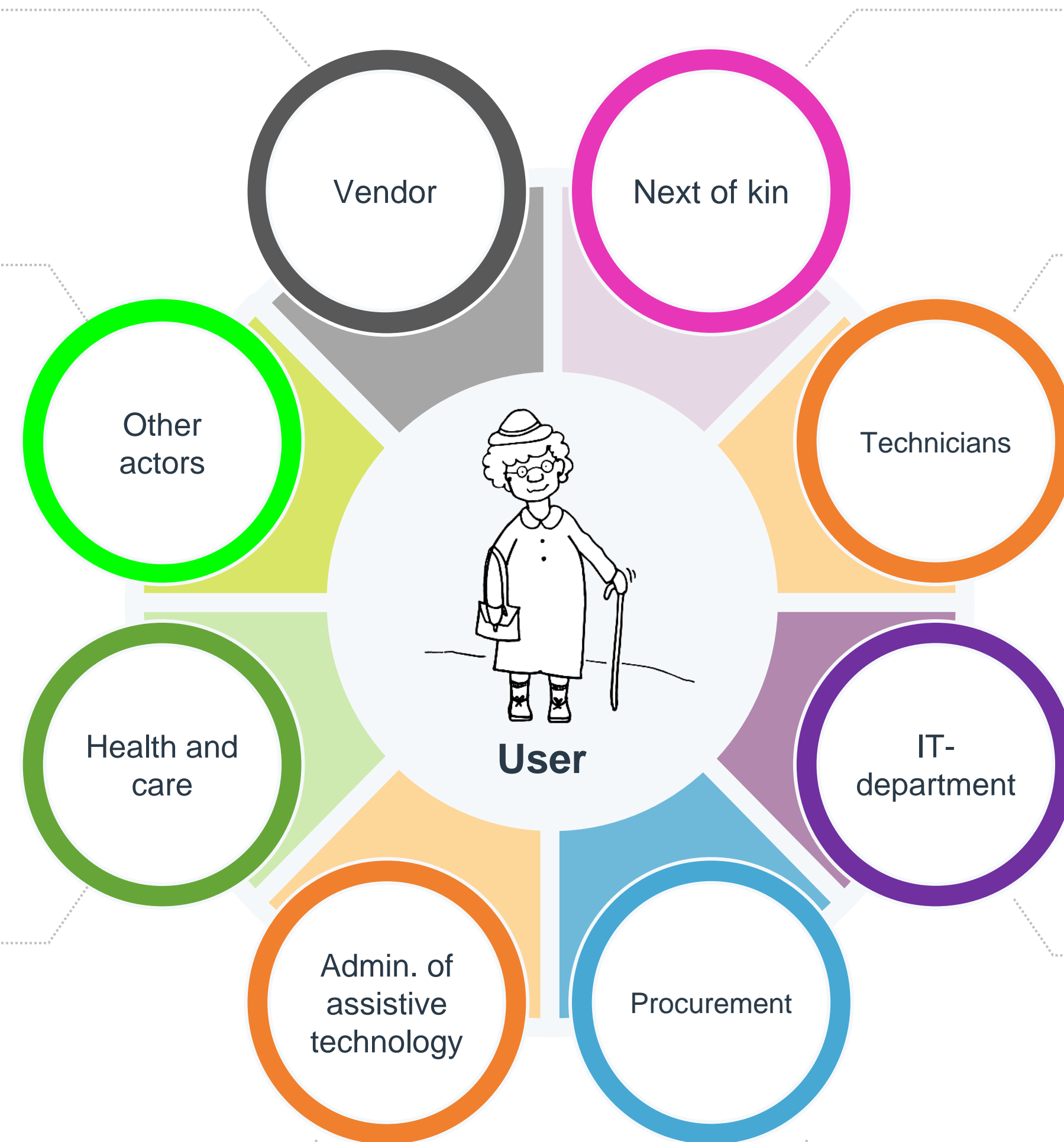
# Different actors influence the service model

Vendors offers more than technology. They can offer training, call-center, installation and cooperate with the municipality in innovation of new solutions

The user is in contact with many different actors/services outside the municipality ex hospital, psychiatric dep

Health and care service are working closely with the user and defines what services with technology. Different parts of the mun. health service are involved

The assistive technology administration in the municipality can assist with the operation of equipment warehouses and handle logistics and maintenance of equipment.



Family and friends relate to the user's services in everyday life, and can contribute when needed

Technical dep contributes to the service with installation, support on equipment and facilitation of buildings. In many municipalities, the technician has support on equipment and installation in the users home.

The IT department is an important support function and facilitates upgrades, maintenance, technical operation and support. They have an important tasks ensuring that technical infrastructure and systems work as expected

Procurement dep assists with procurement and contract management

# Status

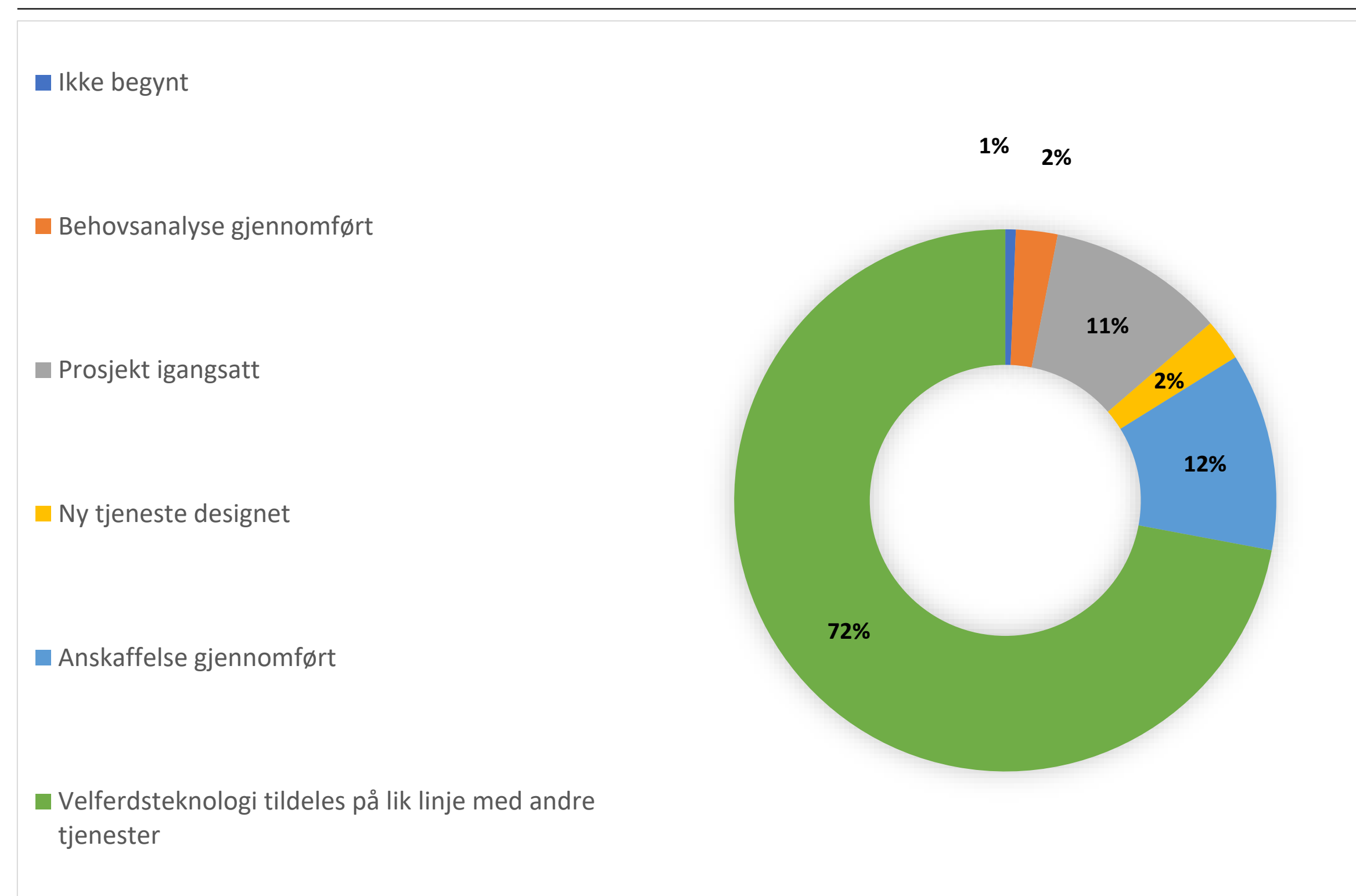
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# Status pr september 1st 2020

Welfare technology is an integrated part of how 72% of the municipalities deliver health and care services

## Implementering av velferdsteknologi



Status i prosjekter og kommuner per Q3 2020.