IN FOR CARE

Service design manual to introduce innovation in public service delivery

Interreg
North Sea Region
In For Care
European Regional Development Fund

EUROPEAN UNION

Contents

Project mandate

Make the decision to carry out the project.

Formulate the first ideas (initiative or question) and describe the project framework. Check whether the project fits within the vision, mission and long-term plan of the organization.

Approval must be sought from the management (management/political level) by means of a project mandate. This mandate shall include at least the reason for the project and the expected result. The content can be variable in quantity and detail[1].

Team

Assemble a project team and appoint a project leader.

- **Project leader:**
  is the coordinator of the project and is responsible for the delivery of the project;

- **Project team:**
  works operationally, is responsible for the project implementation. The end-user (can be a customer/ patient/citizen/informal care giver) is already involved and is part of the team. This team reports to the project leader.

Business Case

This is a template (appendix 1) in order to structure the execution of the cost-effectiveness measurement/ budget planning of your chosen project.

Plan of approach

1. Describe project objective
2. Describe sub-objectives project
3. Map your sorts of costs & effects of the project (based on the defining model)
   i. Direct/Indirect sorts of costs
   ii. Direct/indirect sorts of effects/profits
4. Select effect measurement (output) indicators (max. 3) compared with the effects you want to achieve
5. Select sorts of costs (max. 3) which are important to measure according objective & effects
6. Select measurement instruments (surveys, questionnaires, interviews, monitoring invoices…) for these indicators
7. Design a measurement timing with integrated targets of results
8. Determine the measurement period
9. Evaluation/ Analysis

[1] Van Onna M., King A. (2010). The little Prince 2. Guide to project management. Publisher? P. 201

Project approach

To give shape to the projects, we opt for the method of '**Service design**'.

Service design' is an approach and a method of different tools that helps to develop activities to improve its quality and the interaction between the service provider and its customers. This method is not linear, it is iterative. Be open to making changes to the project depending on what you find out from your users. If a successful method of service design is done, the service will be user-friendly and relevant to the customers, while being sustainable and competitive for the service provider. The method is based on a trial method (also called iterative) to solve challenges based on the user's perspective. The focus is on understanding the users' needs and how these experiences help finding the problem that needs to be solved. Based on this knowledge, new solutions are being developed and tested to create value for both users and organisations[2].

Framing the project

Before starting the service design process, you frame the project. Here you can formulate **a starting problem**, a problem that you will start the project with. The team examines the project framework and examines which questions, problems, ambiguities and ideas there are. We do this for the first time on the basis of experience and available knowledge. Keep in mind that It will most likely change (if you are open to it) after researching user needs together with users and end users.

Example questions to formulate a starting problem:

- Who are the informal caregivers in our region?
- Are people who provide care aware of the fact that they are informal caregivers?
- What needs do informal caregivers have?
- Do informal caregivers know the term 'informal care'?

The results of the first brainstorming of the project team are further substantiated and elaborated on the basis of literature. The literature search gave you a clearer picture of the project topic. The literature search consists of:

- Search in the **library**: look for scientific literature on the subject: "*has this subject already been written about and what is it that has been written about this subject?*"
- Search in **scientific databases** (e.g. PubMed, Cochrane, Cinahl, etc.). Check whether scientific databases can be accessed.
- Search '**grey literature**': "*That which is produced on all levels of government, academics, business and industry in print and electronic formats, but which is not controlled by commercial publishers.*" Specifically, this includes reports, dissertations, conference abstracts, technical specifications and standards, non-commercial translations, technical and commercial documentation and reports and documents from government institutions[3].

[2] https://northsearegion.eu/media/5326/quadruple-helix-guide-version-20180612.pdf
[3] The New York Academy of Medicine. , consulted on 4/02/2019

Write out the **problem definition**. This forms the framework of the project. The problem arises from a specific question that you want to ask about a certain phenomenon or process in reality and an idea of what the answer to your question might be, a hypothesis. The interest in the phenomenon, the question and the hypothesis form the starting point for the project.

Try to define the topic and narrow down the problem. You can do this by using the following 5 questions[4]:

1. **What?** What is the specific phenomenon you want to gain insight into?
2. **Why?** What is your motivation to set up and implement this project? What is the social relevance?
3. **Wherein?** From which perspective will you approach the topic, which (scientific) theories or models do you choose as starting points? What framework do you use?
4. **How?** What is the approach/method? How do you generate data, how do you analyse and interpret them in order to obtain answers to your question and to test your hypothesis?
5. **What specific question do you ask?** And what are your expectations?

Target group

It is important to narrow down your **target group(s)** to know *who we are addressing* with the project. Try to identify your different target groups and describe each one.

Timeline

When drawing up a timeline, it is important to define the **deliverables**, the **duration** and the **order of activities**. Keep in mind that the first phases of the design process can take a longer time than planned. Take into consideration that Empathize and Define take approximately 80% of the time, and Ideation and Prototyping 20%. Use 3 main phases as the first layout of the structure: preparation phase, implementation phase and evaluation phase. Also think about the deliverables, *what do you want to see delivered at the end and in the meantime?*

Identify the various necessary steps in the process and record the key decision points and milestones. This refers to important intermediate steps needed to achieve the end result (you can see this as the connection/step-by-step plan between the deliverables).

Next, determine the order of the activities to be carried out and the timing (per activity find out who is available and what resources are available to implement the project). We then link the available capacities to the various activities[5]. Also consider any influencing (internal and/or external) factors.

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[4] Müller E. (2007), Writing a research proposal based on 'the five-question-pie chart, Institute for Media and Re/Presentation, Utrecht University. , consulted on 4/02/2019

[5] Hedeman B. (2009). PRINCE2® Editie 2009 - Pocket Guide. VW 's-Hertogenbosch: Van Haren Publishing, p.184

Stakeholder analysis

By means of a stakeholder analysis, you can clearly identify *who has an influence on your end user*. It also becomes clear *who is influenced by your project.* A stakeholder analysis is also called ‘**stakeholder mapping**’.

By conducting a stakeholder analysis, you will be able to identify all stakeholders. Make the stakeholder map from the end user perspective. Which stakeholders are influencing your target group/user? What stakeholders are the user talking about, and how can you involve them.

You analyse their interests and see whether the project has a positive or negative impact on the various stakeholder groups. This analysis will give you a clear picture of the need and impact of the project.

Conducting a stakeholder analysis takes time. This is not something that can be done by just sitting at your desk. You need to think about this and talk about it with people who know the field well. Also review your analysis with stakeholders to reduce the risk of forgetting important stakeholder groups or misjudging the impact.

Conducting a **stakeholder analysis**:

1. Make a **list** of all stakeholders that come to mind;
2. Map out the **degree of involvement and influence** of each stakeholder;
3. Create a matrix (appendix 3): place the interests/degree of involvement and influence next to the stakeholders.
    a. **Who?** Who are the stakeholders?
    b. **What?** What is their involvement and influence?
    c. **How?** Which channel do you use?

As the process is iterative, it might be a good idea to keep the stakeholder analysis as a “living document”, that can be adjusted and added to if the project team learns something new/different from end users.

You can also make two stakeholder maps, one from the project perspective and one from the end user perspective.

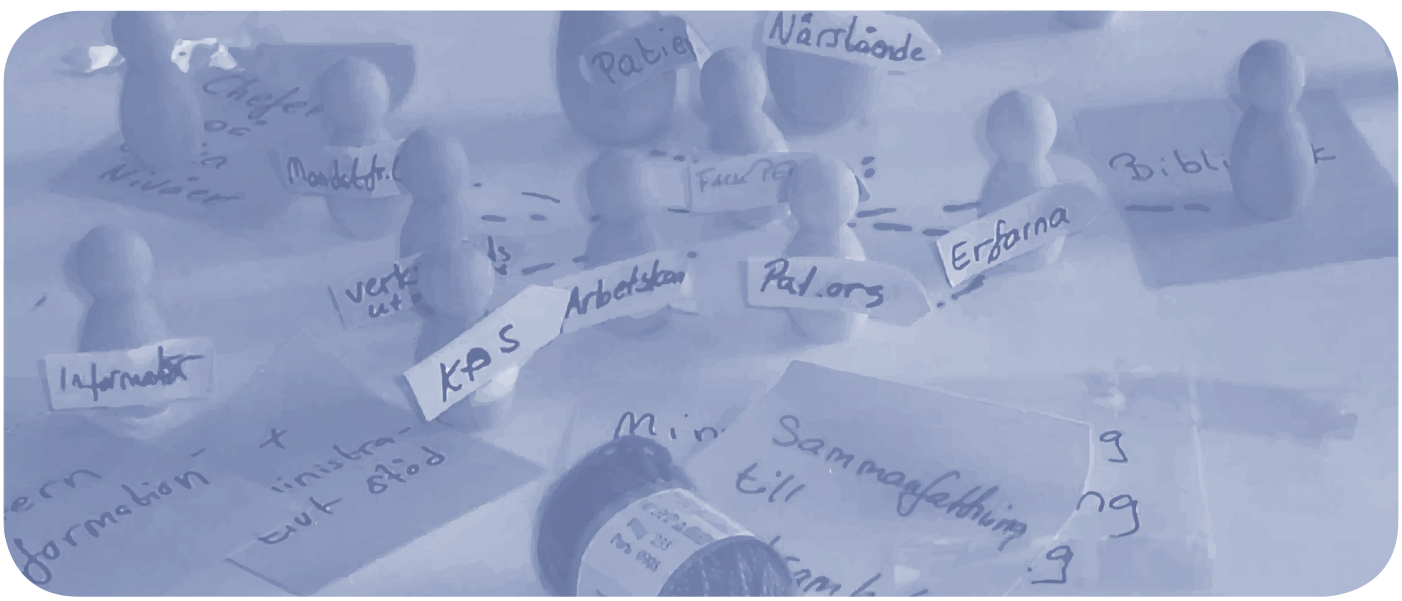

Fig.: stakeholder mapping in Varmland

We distinguish **5 phases** within the design thinking process:

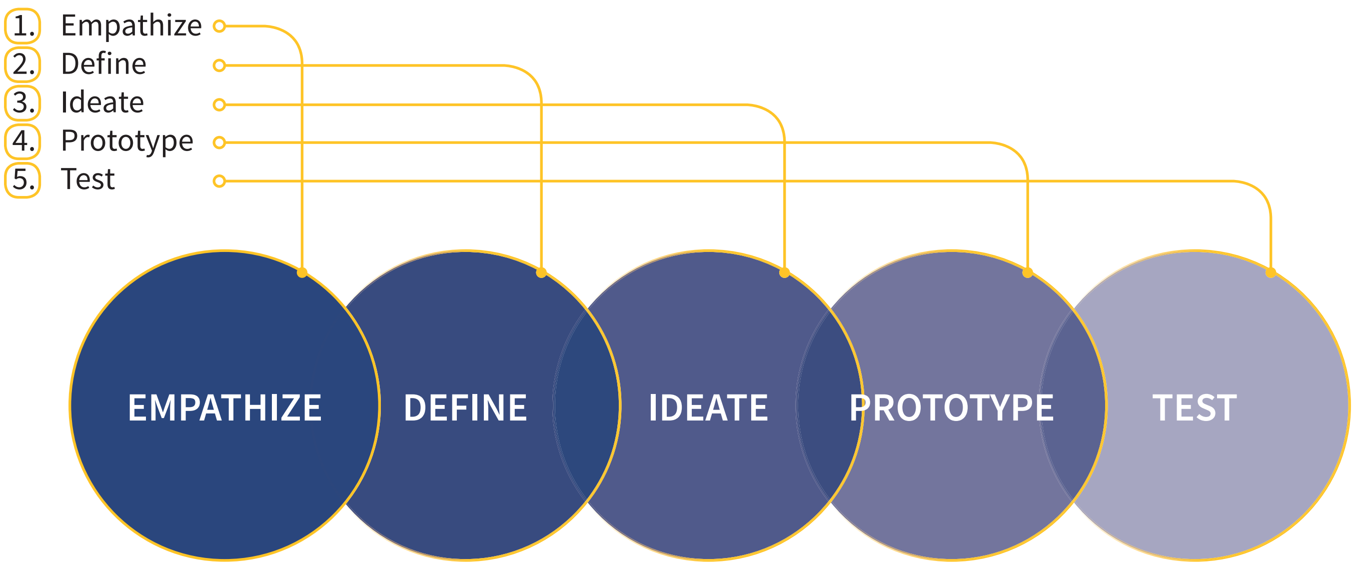

Fig.: Design Thinking Process[6]

Design agency

To support the service design process, you can consider to work together with a design agency:

Collaboration with design agency

In this form of cooperation, there are common objectives in which the outcome and the design material are the property of the design agency. The free cooperation shall be laid down in a cooperation agreement setting out the objectives and the division of tasks.

Assignment to a design agency

When you assign support to a design agency, you are considered as a client of the design agency. You decide what you expect from the designer, what the agency should deliver and when. The outcome, the design materials and services are the property of your organization. The basis of this assignment is a design letter. The previously formulated problems, goals, target group, timeline and stakeholders are discussed in the design letter (appendix 1). The assignment itself is written out in the form of a specification or a public contract.

The design letter and the public contract are sent to a number of design agencies that can apply for the project. They will work out the requested topics in writing and submit their file to the project manager of your organisation.

Selection design agency

The submitted written files will be assessed by the project team of your organization. After this selection, 3 design agencies will be retained and invited for an oral presentation. This oral presentation aims to assess the communication skills and the style of design. In this way, in addition to the paper proposal, you can gain more insight into the expertise and style of the agency. The project team evaluates the oral presentations. During this second selection, the designers present their plan of approach.

[6] consulted on 14/02/2019

One design agency will be selected. This decision is confirmed by the management (and political level) of your organization. Subsequently, the award file (public contract) is signed by the design agency and the collaboration can begin.

A first delineation workshop between the project team of the own organization and the design agency is an important step. The following items are covered:

- introduction
- alignment and pinpointing of the goals
- briefing on the state of affairs (research already carried out, methods, results, etc.)
- transfer of relevant documents / reports / data
- finetuning the expectations

After, the service design can start.

PHASE 1 – Empathize

The empathize phase is about **understanding, getting to know and empathizing** with the user. In this phase you observe and engage with users and immerse yourself to uncover their **needs**. In this step, ethnographic inspired methods and tools to understand people's lives and experiences often are used. It might be necessary to remain in this step much longer than what might feel comfortable, but the more we know about the needs and the problems we are trying to solve, the better the solution will be[7].

We used a **mixed method** (approach) to identify- and understand the needs of the end users:

Mixed methods research is the type of research in which a researcher or team combines elements of qualitative and quantitative research approaches for the broad purposes of breadth and depth of understanding and corroboration[8].

- **Quantitative approach:** strongly focuses on countable or quantifiable answers. Usually these numbers (results/outcomes) are compared with each other or with respect to a certain standard using statistics. It is important that the data or measurements are collected systematically and as accurately as possible according to a project plan. Within our projects we use survey research within a qualitative banding[9].

- **Qualitative approach:** is recommended to describe and try to understand the meaning of psychosocial phenomena. Within this approach, different techniques can be used: in focus discussions, you want to know the different opinions that live in a (specific) group about a certain topic; (in-depth) interviews are more appropriate if you are looking for meanings, opinions of individuals. Participatory observation is recommended if you want to understand living conditions and cultural characteristics[10].

    - More information about qualitative research: *www.kwalon.nl*
    - More information about mixed methods: *O'Cathain, A., Murphy, E., &Nicholl, J. (2010). Three techniques for integrating data in mixed methods studies. BMJ, 341, c4587. Doi: 10.1136/bmj.c4587*

[7] Värmland County Administrative Board (2018). A Quadruple Helix guide for innovations, Sweden.
[8] Schoonenboom J. Johnson R.B. (2017). How to Construct a Mixed Methods Research Design. Kolner Z Soz Sozpsychol; 69(Suppl 2): 107–131.
[9] Dieussaert K., Smits D., Goubin E. (2011). Onderzoek in de praktijk. Een gids voor praktijkgericht onderzoek. Acco
[10] Dieussaert K., Smits D., Goubin E. (2011). Onderzoek in de praktijk. Een gids voor praktijkgericht onderzoek. Acco,

Example:

In the “*Ik Leef Mee(r)*” project in Aalst we conducted focus groups with lonely seniors (end-user), to identify and better understand their needs and wishes.

Fig.: focus group with end users ZorgLab Aalst

Example:

In the project we conducted interviews with end-user to identify and better understand their needs and wishes.

Fig.: interview with end user in Varmland

Fig.: empathy station - testing how it feels to walk around with different eye diseases

Stakeholder needs & engagement

It is important to build up a (local) **network** of stakeholders.

Invite your stakeholders to have a meeting. Inform them about the project, share opinions, experiences and knowledge. Ask specifically about the cooperation opportunities, **needs and wishes** and talk about the way of communicating with each other.

Example:

We conducted several stakeholder meetings in the project '*Informal care hub*' (Aalst), with attention to their specific experience and building on their expertise.

Fig.: Stakeholder meeting ZorgLab (Aalst)

PHASE 2 - Define

The define mode is when you unpack and synthesize your empathy findings into compelling needs and insights, and scope a specific and meaningful challenge. It's critical to the design process because it explicitly expresses the problem you are striving to address through your efforts. Often, in order to be truly generative, you must first **reframe the challenge** based on new insights you have gained through your design work[11].

Personas

Personas are created based on end user data to understand the user and get a better sense of who this person can be. Designers create personas from user data, to understand user characteristics, needs, goals, etc. and gain valuable insights into user journeys, and later, test prototypes[12].

[11] https://www.enterpriseirregulars.com/125085/what-is-design-thinking/, 27/09/2019.
[12] https://www.interaction-design.org/literature/topics/user-personas, consulted on 18/02/2019.

Example:

Personas were used during the '*Ik Leef Mee(r)*' care process on loneliness in which needs were explored more thoroughly.

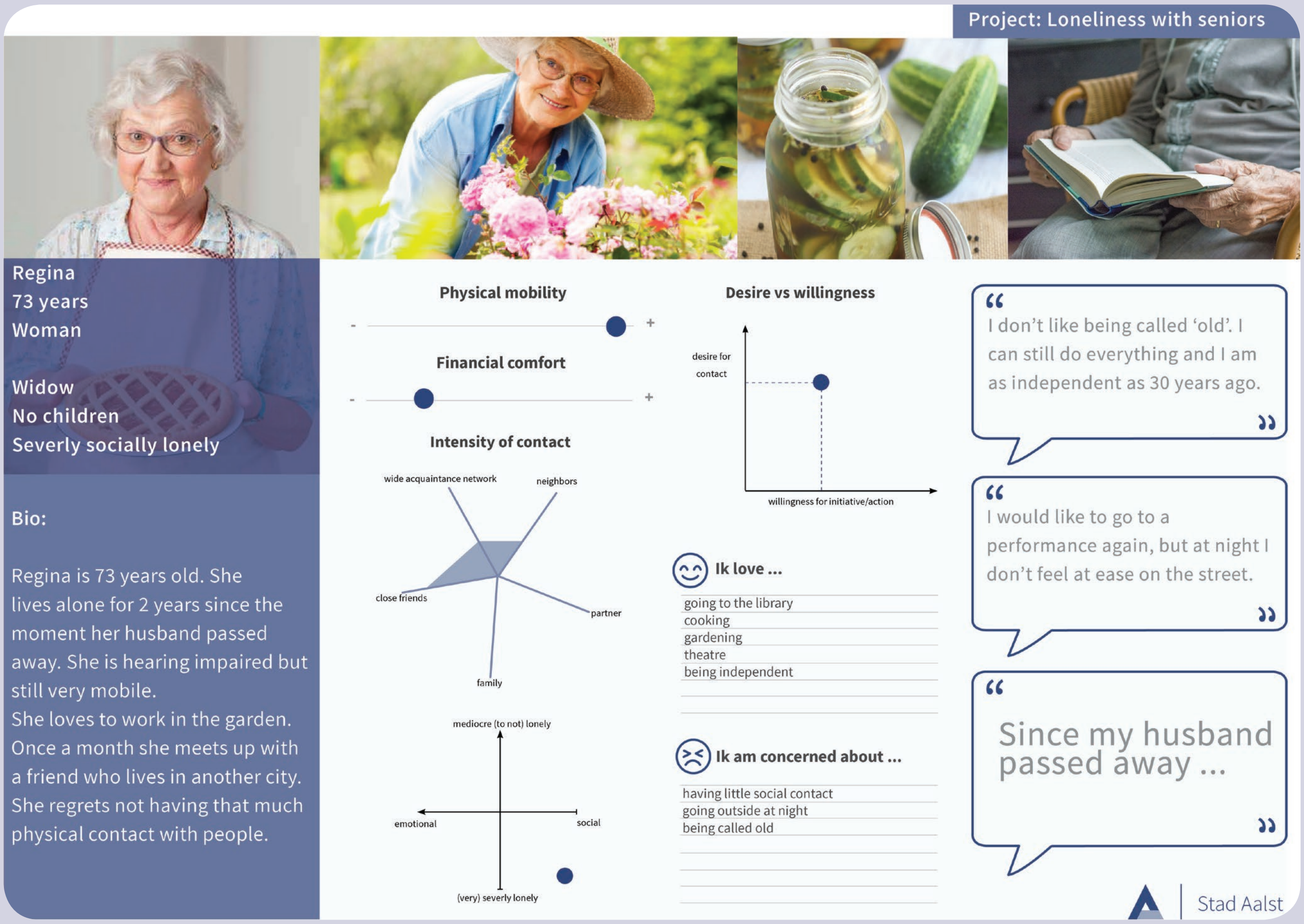

Fig.: Persona 'Regina' from *Ik Leef Mee(r)* care process with regard to loneliness

User/customer Journeys

This is a method that describes the journey of a user and his interaction with services. It provides a visual overview of the specific incidents that takes place, the authorities and people the user is in contact with as well as the user's experiences. This allows us to see what parts of the service work for the end-user and what parts might need improving. It also identifies hidden or new user needs[13].

[13] Värmland County Administrative Board (2018). A Quadruple Helix guide for innovations, Sweden.

Example:

User Journey was used during the ‘*Ik Leef Mee(r)*’ care process on loneliness.

	MONITORING / INTAKE	DETECTION	.....	OFFER	ACTION	EVALUATION
WHAT	observation of seniors for early detection of loneliness	detection of signals of loneliness with seniors	MATCHING?	propose offer to senior. ad hoc matching based on feeling, previous interests	action for participation in initiative	evaluation ad hoc, based on feeling, feedback of peers and mentor.
WHO	LDC WGC WZC	wzc staff wgc staff LDC staff		wzc staff wgc staff LDC staff	wzc staff LDC staff volunteer	wzc staff LDC staff residents council
Experience senior	loneliness, doubt, insecurity	shame, denial		Lack of motivation, lack of interest, denial	Lack of motivation, shame, reluctance	Denial

Fig.: user Journey ‘*Ik Leef Mee(r)*’ care process with regard to loneliness (Aalst).

Example:

Customer journey is frequently used within Experio Lab to give a better picture of the patient.

Fig.: customer journey, feelings and milestones for the patient when experiencing diffuse stomach pain.

Service blueprint

The blueprint is an operational tool that describes the nature and the characteristics of the service interaction in enough detail to verify, implement and maintain it.

A Service blueprint is also a kind of visualization of the service process, from the end user's perspective. However, this also reflects the internal processes that are necessary to provide an optimal experience for the end user. It is now used to identify problems in operational processes and is therefore an efficient tool in the service sector. It is possible to gain advance insight into possible bottlenecks and problems. This can also lead to concrete results, such as work processes and time agreements. A service blueprint can be used to evaluate existing services, but also to develop new services or train new employees (cfr Phase 4 Prototype).

Usually the following elements are displayed in a service blueprint:

- **Customer actions**: the steps taken by end users as part of the service process.
  Example pilot: *the senior gives permission to the general practitioner to report the suspicion of loneliness, so that someone can come by for a home visit;*
- **Front-stage actions**: the steps taken by the contact persons in face-to-face interaction.
  Example pilot*: during a home visit, loneliness is mapped out during a conversation by means of a questionnaire (De Jong-Gierveld), as well as the interests and talents of the person;*
- **Back-stage actions**: the non-visible steps taken by the contacts (e.g. phone calls, e-mails, etc.).
  Example pilot: *after completing the Jong Gierveld questionnaire, the OCMW antenna officers enter these data digitally with a personal reference. The loneliness score is calculated automatically. They can note this in the file to take into account in the next step. The local service centre uses this analysis for the further guidance of the senior;*
- **Support processes**: activities of employees who have no contact with the end users, but whose activities are necessary for the delivery of the services.
  Example pilot: *the support from the local administration, such as bringing together the partners involved in the project to adjust it and to provide the necessary resources;*
- **Physical evidence**: tangible elements associated with every step that may influence the perception of the customer (uniforms, logos, etc...).
  Example pilot: *the pilot project was announced in the local magazine for people over 55 with a logo, this can also be found on the folders used in the home visits;*
- **Inventory**: the amount of accumulated inventory required for each step;
- **Line of Visibility**: if visually represented, this line distinguishes between the frontstage and back-stage actions.

PHASE 3 – Ideate (come up with creative solutions)

Co-creation: **Searching together for creative solutions based on need detection**

"Co-creation is bringing people together". After collecting a large amount of information we need to analyse the material and make it understandable and useful, looking for patterns and connections. Together we create joint insights, identify the most important issues and visualizes this knowledge. This process gives a good picture of the problem area and help to see which challenge to focus on in the next steps.

Examples:

The informal care café '*De Palto*' (Aalst) is the result of a co-creation during 4 interactive workshops with stakeholders and end users.

Fig.: co-creation session informal care core group 'De Palto' (Aalst)

Co-creation sessions with stakeholders about 'Ik Leef Mee(r)' care process.

Fig.: co-creation sessions with stakeholders '*Ik Leef Mee(r)*' (Aalst)

Varmland co-creation sessions

Fig.: design jam to create new formats of meeting places between young adults, professionals and NGO's working against mental illness.

Fig.: new parents and parents who are expecting, share their experience on health care before, during and after pregnancy.

You can use the persona’s developed in Phase 2 to think from the user perspective when co-creating new services/activities, and use these in the development of a new user journey.

Fig.: thinking about services from persona perspective from ‘*Ik Leef Mee(r)*’ care process with regard to loneliness (Aalst).

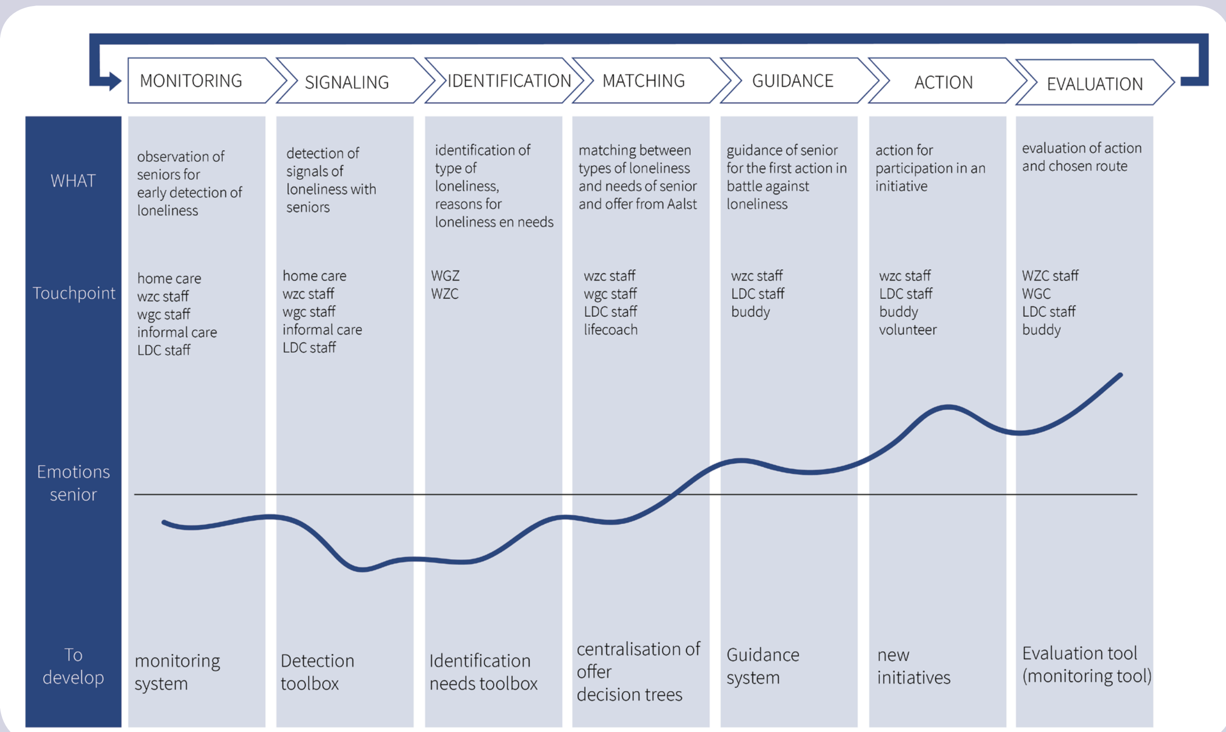

Fig.: new user journey, with additional service provision from ‘*Ik Leef Mee(r)*’ care process with regard to loneliness (Aalst).

PHASE 4 - Prototype

Prototypes are often used in the final, testing phase in a Design Thinking process in order to determine how users behave with the prototype, to reveal new solutions to problems, or to find out whether or not the implemented solutions have been successful. The results generated from these tests are then used to redefine one or more of the problems established in the earlier phases of the project, and to build a more robust understanding of the problems users may face when interacting with the product in the intended environment.

When you have new solutions you can reuse the blueprint, see how it works with new ideas and adjust the service design blueprint to improve existing services, but also to develop new services.

The different components of a service design blueprint are written in 'Phase 2: Define'.

Examples:

This figure shows a schematic overview of the developed design process and the various steps during the pilot project, namely: monitoring, signalling, analysis of needs (possible professional analysis), matching to the local offer, guidance (guidance to an activity or guidance / buddy as an action), taking an action and evaluating the process. This can be seen as the steps that the senior will go through in a process, but this is therefore not so experienced by the senior himself (see costumer journey). This is a more overarching example of a service blueprint, showing the necessary tools and steps.

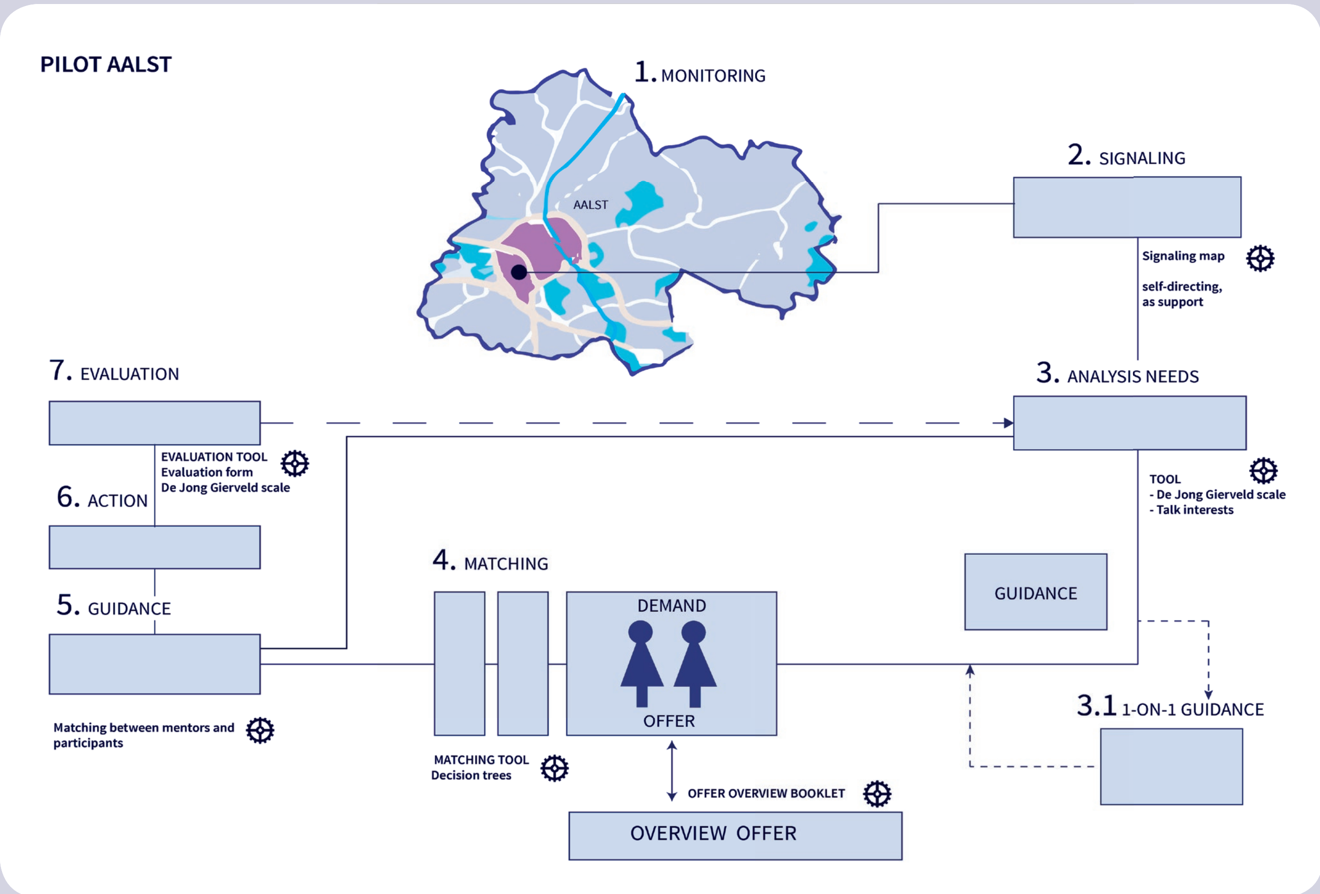

Fig.: pilot care process '*Ik Leef Mee(r)*' with regard to loneliness (Aalst).

Within the prototyping phase, the internal processes referred to above have been written out and provided to the partners involved in a service scenario, with practical agreements and contact details. Also different **specific tools** were developed to support the services, as well as communication material.

Fig.: communication material about the informal care café '*De Palto*' (Aalst)

Example:

Children and youth participation in their care. The goal was to develop a service that can make children and youth more active in healthcare. The education was experiental, learning by doing. They used several different methods, for example observations and interviews to identify the children's and youths needs. From these methods, the participants developed solutions and displayed them using LEGO.

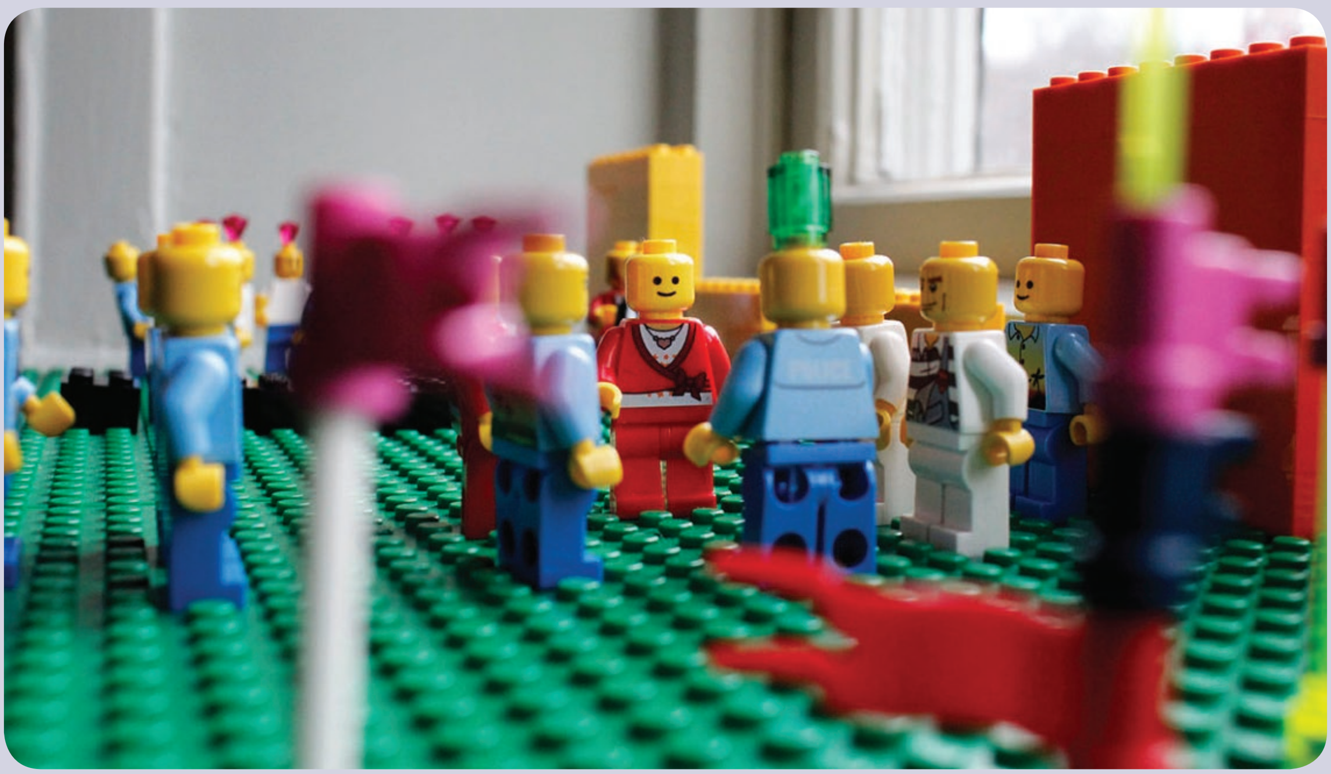

Fig.: Varmland prototype

PHASE 5 – Test

Testing, in Design Thinking, involves generating user feedback as related to the prototypes you have developed, as well as gaining a deeper understanding of your users.

When undertaken correctly, the **Testing stage** of the project can often feed into most stages of the Design Thinking process: it allows you to Empathize and gain a better understanding of your users; it may lead to insights that change the way you Define your problem statement; it may generate new ideas in the Ideation stage; and finally, it might lead to an iteration of your Prototype[14].

- **Informing and engaging participants**

  In the first phase of setting up a test in service design, a crucial step is to provide the departments and staff involved with good information about the set-up and the engagement.

  In the pilot project "*Ik Leef Meer*" (on loneliness) a lot of attention was paid to involving and engaging organisations. Even more so as it concerns the cooperation between formal and informal networks, in which we design a service, in which different organisations see the added value, and that they can also fit in with their own organisation.

  In the context of the '*Ik Leef Mee(r)*' pilot project, the designed trajectory was tested with the potential partners prior to the start of the trial period. They were all personally informed about the service design process that had come about after the co-creation sessions, asking how they see this as workable within their organization. Based on these personal interactions with sufficient time and space, we were able to collect a great deal of feedback to provide adjustments to the final process. It is important for the organisation to understand the added value, and also to start from their engagement and strengths. The personal approach ensures that they feel more involved and also know who the contact person is, this also makes the further communication for support and cooperation easier.

- **Providing opportunities to generate and adjust feedback**

  During the testing of a new service, in which the employees have to (partly) leave their normal functioning, it is important to properly capture the experiences and evaluate the impact on the functioning. This can be done by means of a **logbook or a digital questionnaire**, where employees can pass on their input.

  Adjustments can also be made based on this. In addition, it is very important to keep a finger on the pulse, so that employees with problems and questions can be supported immediately.

  This is done by means of a '**temporary helpdesk**' (a help number of the person responsible for the follow-up and adjustment of the test) and interim feedback moments.

  During the "Ik Leef Mee(r)" pilot project, a bi-monthly intervision moment was recorded, where experiences about the service were discussed and conversation techniques were refined.

  During the test of "*De Palto*", necessary adjustments were discussed with a core group of informal caregivers.

- **Evaluating**

  Talk to End Users to get feedback and gain insights in their experiences regarding the service, and how it has changed. Did the solution create a new/other value, how has it effected the End User? Ad quotes to the numbers.

[14] https://www.interaction-design.org/literature/article/stage-5-in-the-design-thinking-process-test, consulted on 18/02/2019

Lessons learned

Stakeholders

- Get to know their activities;
- Build on relationship of trust;
- Communicate openly;
- Emphasize the non-competitive environment;
- Visit or invite everyone to discuss the commitment;
- Be prepared to encounter resistance;
- The process never ends, make adjustments where necessary;
- Make clear agreements instead of uncertain promises;
- Make a manual available;
- Start from local willingness and engagement;
- Take your time!
- Personal approach and feedback;
- Provide intervision moments during a pilot period.

Working with design agency

- Make clear arrangements and expectations;
- Specify each other's role;
- Specify minimum targets;
- Common ground.

Collaboration:

- Common goals;
- But: no leverage to push partner.

Commission:

- Not always specific expertise in the topic or local setting.

APPENDIX

APPENDIX 1 – Project plan of approach

Project title:

Project description (max. 5 lines)

e.g. Organizing events & workshops about digital awareness & digital inclusion

OBJECTIVE

e.g. We want to increase digital inclusion

SUB-OBJECTIVE(s)

e.g. Increasing the feeling of being comfortable with digitalization

COSTS & EFFECT MAPPING TOTAL PROJECT

Direct cost(s)	Involved parties
e.g. personnel cost, materials, space	*e.g. local authority*
Indirect cost(s)	**Involved parties**
e.g. organized transport	
Direct effects/results	**Involved parties**
e.g. more comfortable with digital tools, digitalization, …	*e.g. informal caregivers*
Indirect effects/results	**Involved parties**
e.g. less loneliness	*e.g.; informal caregivers*

MAIN OUTPUT INDICATORS (max. 3)

e.g. time saved, mental health…

MAIN SORTS OF COSTS (max. 3)

e.g. personnel cost, material cost to organise sessions…

MEASUREMENT TOOLS	
Output indicator 1	
Output indicator 2	
Output indicator 3	
Sort of cost 1	
Sort of cost 2	
Sort of cost 3	

MEASUREMENT TIMING

ANALYSIS

Several possibilities depending on type of analyse and objective:

- Total costs versus results output indicator 1/2/3
- Sort of cast 1 versus results output indicator 1/2/3
- You can compare these results with other approaches and/or projects

Example:

Project digital inclusion sessions;

Total costs 10.000 EURO

Output indicator: the amount of people reached & digital educated (e.g. 250 persons)

Analyse: 40 EUR / person digital educated

APPENDIX 2 – How to make a Service design Letter

Letter service design

Introduction: Project background

Give a short overview of the goals and description of your project

Information about your organisation

Description of your organization

Relevant figures to be included in the framework of cooperation

For example, for the 'Ik Leef Meer' care process: demographic figures, figures on social cohesion and loneliness

Target audience: targeted customers and end users

Design strategy

Problem definition: problem description and limitations

+ preparatory steps already taken to define the problem (summary of part 1 - empathize)

Project objective: scope of work, functional requirements, first list of specifications

What do we expect from the designer?

Description of the role and division of tasks between the designer and the client. It is very important to also clearly define your own role, in order to avoid misunderstandings.

- ANALYSIS: *description of any analysis you expect, to support your own collected information*
- CO-CREATION: *description of the expected co-creation process*
- TESTING: *development of prototype services and setting up test framework. Based on the input of the project, the designer will develop a prototype of support/service, which will be tested in practice with a number of stakeholders. The designer works out a methodology to perform and evaluate the test iteratively.*
- GENERAL FOLLOW-UP OF THE PROJECT:

  For example: During this process, the client provides in close cooperation with the designer:

  - Local communications;
  - Roll out/execute the project locally on the basis of the project set out by the designer;
  - Evaluation and adjustment of the proposed solution;
  - impact analysis and cost-effectiveness analysis;
  - Involving and engaging stakeholders in the process and creating preconditions for further implementation.

Solution analysis: risks/benefits, planned solutions, Sketch (if appropriate), etc.

Project planning: project steps and phases, milestones, deadlines

Budget: expenditure, production cost, product cost price

Measurable results: how will the success of the project be measured?

APPENDIX 3 – Stakeholder analysis

WHO ?	WHAT ?	HOW ?
Keep satisfied / meet needs	**High influence; low involvement**	
steering committee	project management	6 monthly steering committe - progress
mayor and eldermen	decision making	informing and engaging elderman in the project
city council	informing through city council commission	presentation of progress (yearly)
management team	informing through presentations	presentation of progress (yearly)

Monitor	**Low influence; low involvement**	
citizens	general information about the project	article in the city booklet (Chipka), Facebook, Twitter account, communicating activities, leaflet

WHO ?	WHAT ?	HOW ?
Manage closely	**High influence; high involvement**	
care organisations	active involvement, mobilisation to participate in activities	panel management - personal contact, interviews, newsletters, workshops
elderman of social welfare	active involvement	permanent contact - consulation of progress on decision making
local project team	active involvement, working on the project	2-monthly project team, dedicated tasks
Care Innovation Cluster	seeking active collaboration	organising joint activities
Care facilities of Aalst (OCMW Aalst, Care front office, residential care and hospitals)	stimulate to innovate in the public service delivery	personal contact, internal workshops

Keep informed	**Low influence; high involvement**	
living lab test panel	active engagement, mobilisation to participate in testings	panel management - personal contact, newsletter, AIPA Facebook page
businesses	Care Hub activities: Focusgroups, idea generation, supporting new organisation models in care ...	personal contact - Care economist, building local care business network
informal carers	Seeking active engagement, mobilisation to participate in testings	basic information on the project / questionnaire through care front office, Insights in needs Focusgroups, idea generation
Odisee University college - Expertise centre of elderly care	Active engagement, supporting activities of the Care Hub	

Stad Aalst

ZorgLab Aalst

Odisee DE CO-HOGESCHOOL

Region Värmland

YELLOW WINDOW