

Design Council

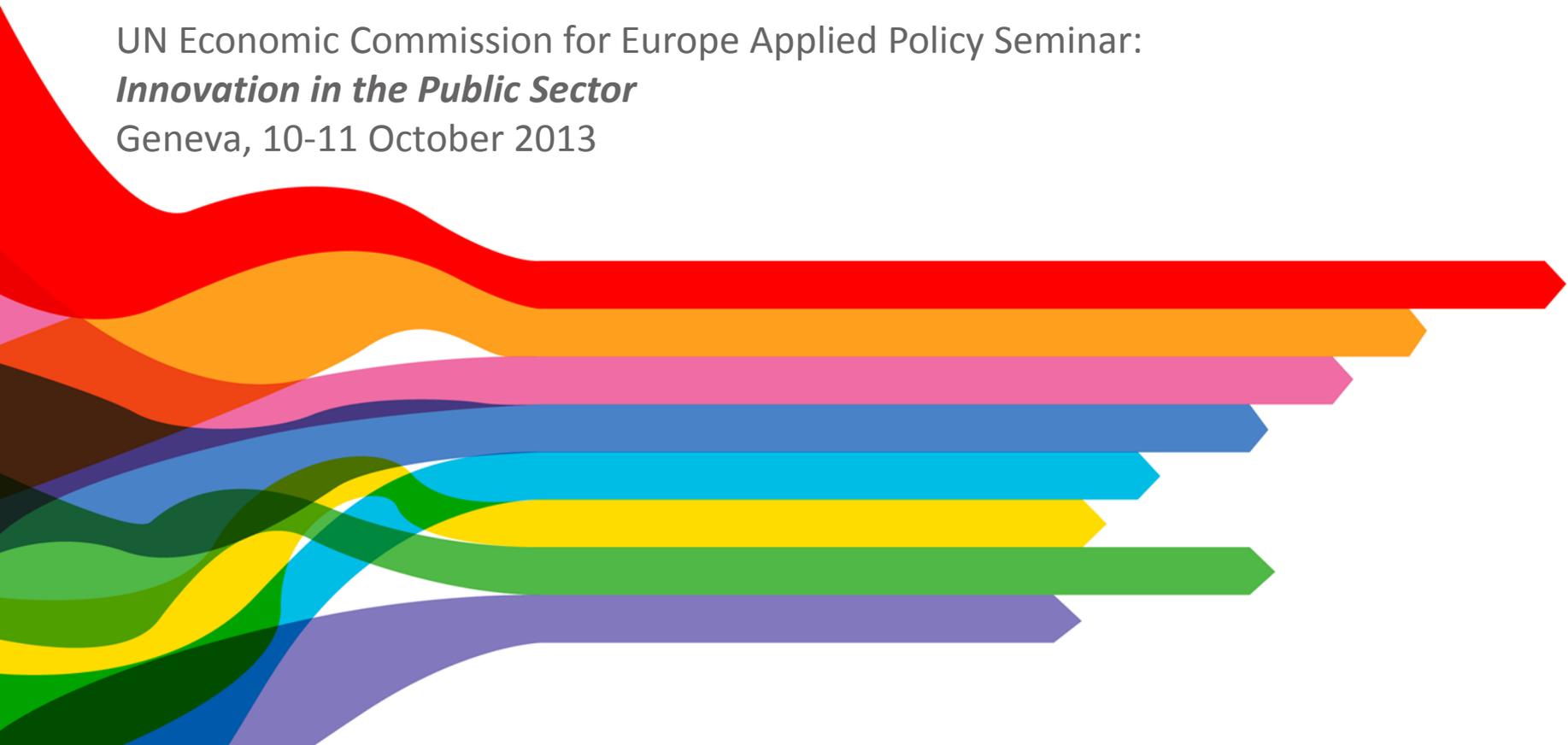
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UN Economic Commission for Europe Applied Policy Seminar:

Innovation in the Public Sector

Geneva, 10-11 October 2013



**Championing
great design
to improve lives**

Bringing design-led innovation to the public sector



Moving from incremental fixes to **systemic innovation**

Design as an innovation method

- Traditional policymaking relies on data, impact assessments, and a defined policymaking cycle; but can miss **user insights**
- Service delivery in the public sector, whilst driven by different goals, can learn much from private sector best practice
- Design methods can support the generation of better policy and service delivery – removing **risk**

Design as an innovation method



And so the role of designers is changing:

A designer “tended to be solely focused upon the making of things in the industrial economy ... [now] a facilitator, researcher, co-creator, communicator, strategist, capability builder and entrepreneur”

Yee J et al. 2009

Design as an innovation method

Discover

Insight into the problem

Define

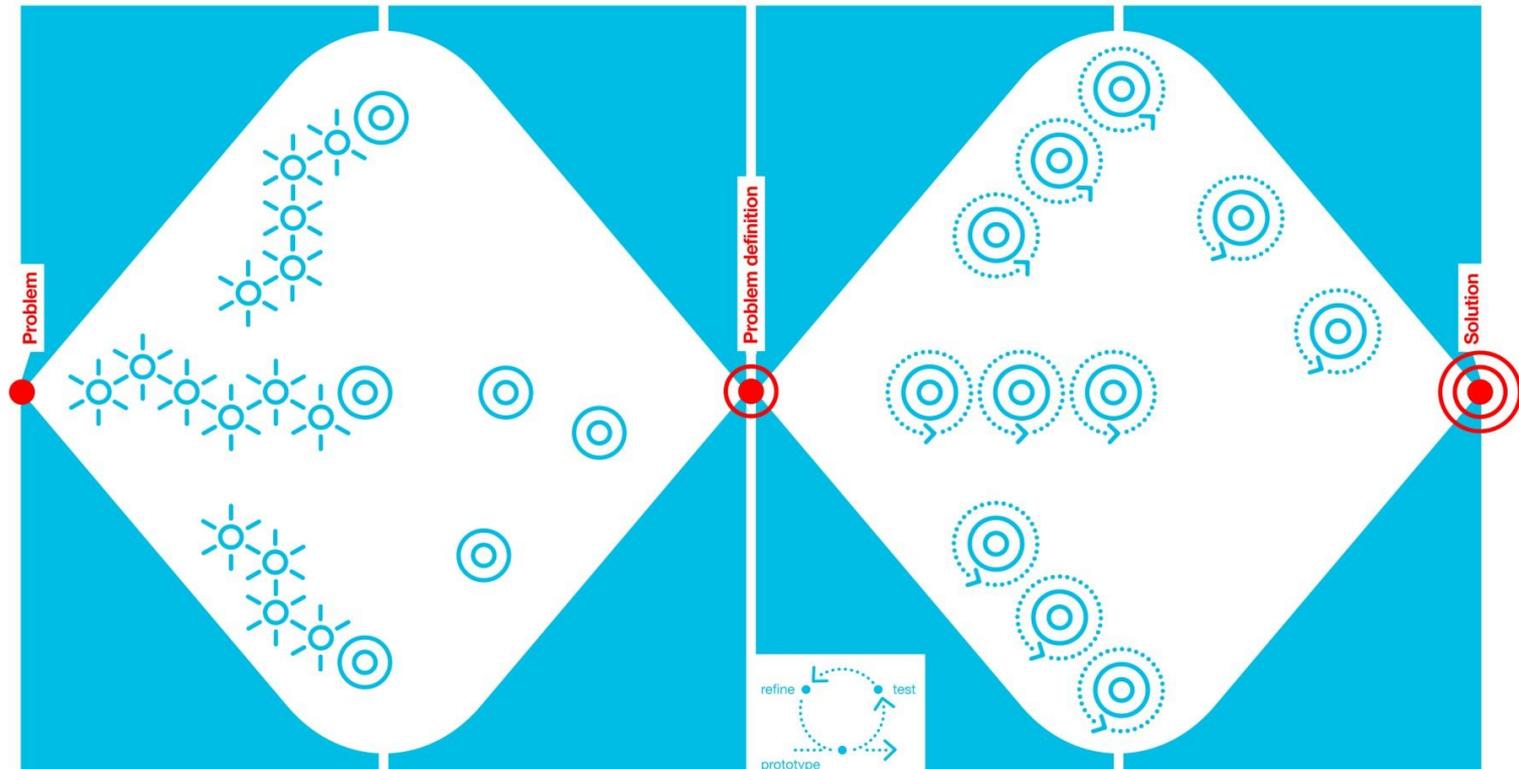
The area to focus upon

Develop

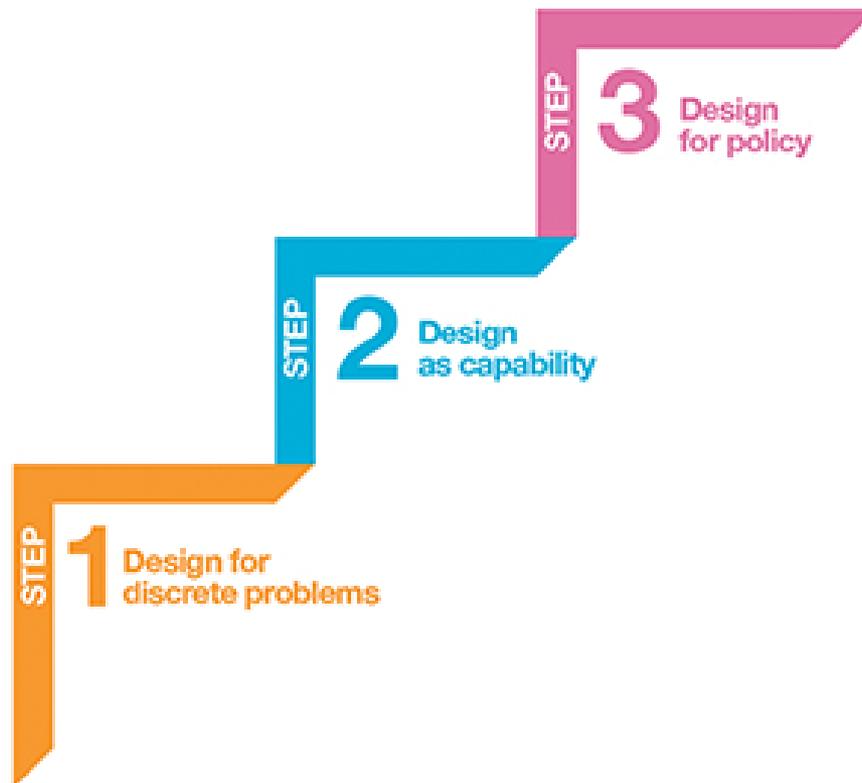
Potential solutions

Deliver

Solutions which work



Public Sector Design Ladder



What the Design Ladder represents:

Step 1: Design for discrete problems

Designers are hired for one-off jobs

Step 2: Design as capability

Design becomes part of the culture of public sector organisations.

Step 3: Design for policy

Design is used at the highest levels to help create policy

Some case studies: UK & international

Denmark – The Good Kitchen



UK – Reducing violence and aggression in A&E



The Good Kitchen

DET
GODE **KØKKEN**

MAD. SMAG. VELVÆRE.



A redesigned food service

- 125,000 older people dependent on food services in Denmark
- 60% poor nutrition in assisted living, 20% are malnourished
- Service design team worked with the municipality to understand the experience of the older “customers” and to make the service that fit their needs
- 6 months of joint working with lots of testing



- Better menus, more choice
- Better designed packaging
- Vans that don't say “food service” – embarrassing the users

The difference it made?

- 22 % increase in customers
- Improved customer satisfaction

22%

- 78% increase in sales of healthy dishes

78%

- Image boost for Holstebro Municipality both nationally and internationally – winners of the prestigious **Danish Design Award**



- Design-led “challenge” run over a period of months
- Bringing designers together with healthcare professionals to innovate new solutions to a recurring problem
- Overseen by the Design Council but open to anyone to participate and bid for development funding
- **One team** commissioned to develop and test a solution:

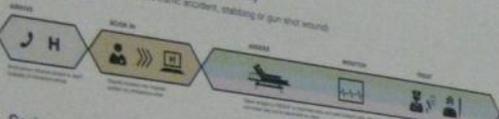
PearsonLloyd, Helen Hamlyn Centre at the Royal College of Art, Tavistock & Portman NHS Foundation Trust, University of the West of England’s Centre for Health and Clinical Research, University of Bath School of Management, Tavistock Institute of Human Relations.

Ethnographic research

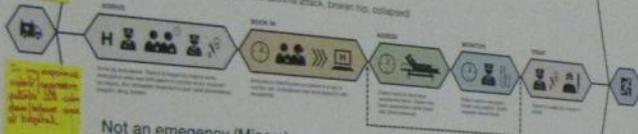
- **Six hospitals** visited
- **Over 300 hours** ethnographic research at three sites
 - Guys and St Thomas', London
 - Southampton
 - Chesterfield
- **Over 60 interviews** with staff and patients

Ambulance Arrivals

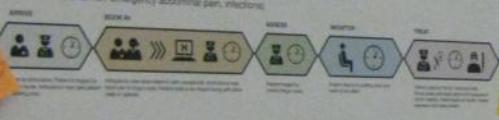
Life threatening emergency (Resus)
(Known heart attack, serious road traffic accident, stabbing or gun shot wound)



Serious illness or emergency (Majors)
(Shortness of breath, TV bleed, serious asthma attack, broken hip, collapsed)

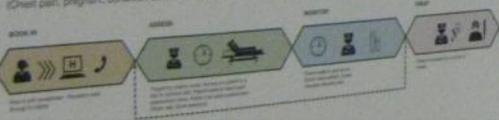


Not an emergency (Minors)
(Aches and pains, non-emergency abdominal pain, infections)



Walk-in Arrivals

Serious illness or injury (Majors)
(Chest pain, pregnant, condition deteriorates in waiting area, arrive by other means than ambulance)



Minor illness or injury (Minors)
(Non-emergency abdominal pain, broken ankle, infections, aches and pains)



Minor injury (See and treat)
(Small cuts and grazes, minor infections)



A&E patient journeys mapped

CLASH OF PEOPLE



DETERMINING CAPACITIES



EFFICIENT ROUTING & PRACTICAL USE



FAST OPERATIONS



USE OF SPACE



The solution in development



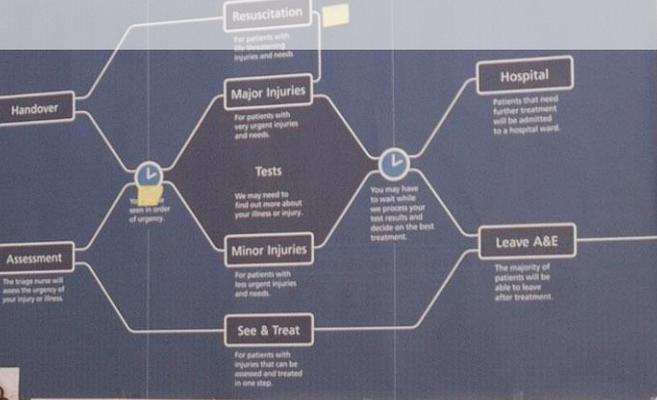
1. Check in
2. Assess
3. Treatment
4. Result

See & Treat

Seating area

See & Treat is where we treat minor injuries, such as cuts and sprains.

In See & Treat the same nurse will assess and treat your injury. You will be treated as soon as possible. But at busy times, you may need to wait. Please be aware that other people with injuries are waiting too.



Hello!

Welcome to the A&E department, where we treat urgent cases and emergencies.

Please look out for these signs where you will find useful information about how the department works.

We will try to make your journey through A&E as smooth as possible. Please talk to a member of staff if you have any questions.

Hello!
Hello!
Hello!
Hello!
Hello!
Hello!
Hello!
Hello!

Check in	Check in	Check in
Please take a ticket. Reception staff will call you and ask for details like your name, address, date of birth and next of kin.	Please take a ticket. Reception staff will call you and ask for details like your name, address, date of birth and next of kin.	Please take a ticket. Reception staff will call you and ask for details like your name, address, date of birth and next of kin.

The solution in situ



And the impact?

Early evaluation results show substantial improvement in patient experience

Full results available 28th November

<http://www.designcouncil.org.uk/our-work/challenges/Health/AE/>

Policy reflections

Recommendations of the Design for Public Good report:

- **Use the Ladder** to analyse national needs, to benchmark, and to decide where to start using design methods in public services or policymaking
- **Embed** these ways of working into traditional public sector teams and ways of working; design becomes part of the solution
- Show leadership to your **design sector** to encourage it to develop in this way, and to see the public sector as a potential client

Where to start?

- In the UK, design is recognised as part of the national Innovation Strategy (2011)
- The European Commission has recognised the role of design for innovation in public and private sector in its related Communication and Action Plan; future funding programmes will support this activity.
- The Design Council is a pioneer in this area and works with public authorities to make it real
- The Design for Public Good report contains examples to help any public authority to get started

Thank you

[@designcouncil](#)

www.designcouncil.org.uk