

Co-design Playbook

Using integrated care partnerships to design
better health

www.ahs.ca/info/Page15353.aspx



Acknowledgments

In the spirit of co-design, this playbook is set up to be an iterative learning approach. If you have feedback or ideas on what's worked for you, what you found challenging, or adaptations you've tried, please connect with us at sarah.singh@albertahealthservices.ca.

Project Leads

Alastair Linds, Advisor, Primary Health Care
Sarah Singh, Sr. Planner, Primary Health Care

Design and Editorial Contributors

Bretton Davie, Advisor, Primary Health Care
Cristina Moniz, Advisor, Primary Health Care

Content Contributors

Andrew Kennedy, Sr. Consultant, Primary Health Care
Ceara Cunningham, Assistant Scientific Director, Primary Health Care
Julie Robison, Sr. Advisor, Primary Health Care
Julie Schellenberg, Executive Director, Primary Health Care Integration and Innovation and
Primary Health Care Integration Network
Kathryn Coutts, Sr. Advisor, Primary Health Care
Mona Delisle, Acting Director, Primary Health Care
Shandra Taylor, Psychologist, Primary Health Care
Shantel Farncombe, Sr. Consultant, Primary Health Care
Shawna McGhan, Sr. Planner, Primary Health Care
Tammie Nahas, Health Promotion Facilitator, Primary Health Care

Is this playbook for you?

If you are a healthcare, community or social services professional who wants to co-design an integrated care partnership, then this playbook is for you.

What is an integrated care partnership?

When Primary healthcare, multiple healthcare providers, community and social service professionals work together with patients and families to improve integration, it is called an integrated care partnership.

These partnerships aim to produce tangible, positive impact by:

- involving patients and families as codesigners
- integrating care at a community level
- adapting local context solutions to scale and spread across the province.

How to use this playbook:

Use this guide to learn the mindsets, tools and templates you'll need to successfully change the way you work with other healthcare, community and social services providers.

Mindsets – Creating Success Together



FOCUS ON HUMAN VALUES

Identify real user pain points and ground solutions in their needs.



RADICAL COLLABORATION

Amazing ideas come from diverse people, backgrounds and viewpoints!



BE VISUAL

Diagram, sketch - always aim to visualize your ideas & concepts to create clarity.



BIAS TOWARDS ACTION

Don't just come up with solutions, test them out quickly!



DEFER JUDGMENT

Trust is the fertile soil for creativity; imagine first, evaluate after.



EMBRACE EXPERIMENTATION

Ambiguity is inherent in the creative process; run experiments to learn.



Integrated Care Partnerships

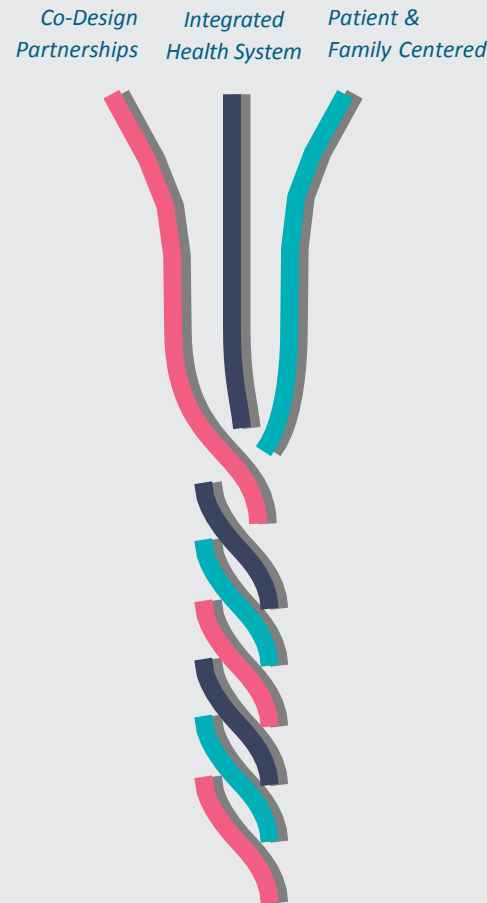
Keeping Albertans well in their communities – on their terms

Patients deserve the best care possible as close to home as possible. To do this, we need strong integrated care partnerships all across Alberta.

The Primary Health Care program in Alberta Health Services fosters discussions between the social, health and community supports that make up a person's health ecosystem. By connecting the different services available to Albertans, patients and families can find the support they need because providers and other organizations are working together to deliver coordinated care that is easy to access.

Integrated care partnerships require the involvement of primary health care plus other multiple stakeholders to **co-design solutions that truly make an impact on patients and families.**

This guide provides a step-by-step process of defining the problem and iterating solutions so that initiatives that are most impactful are more easily and successfully spread across the system.

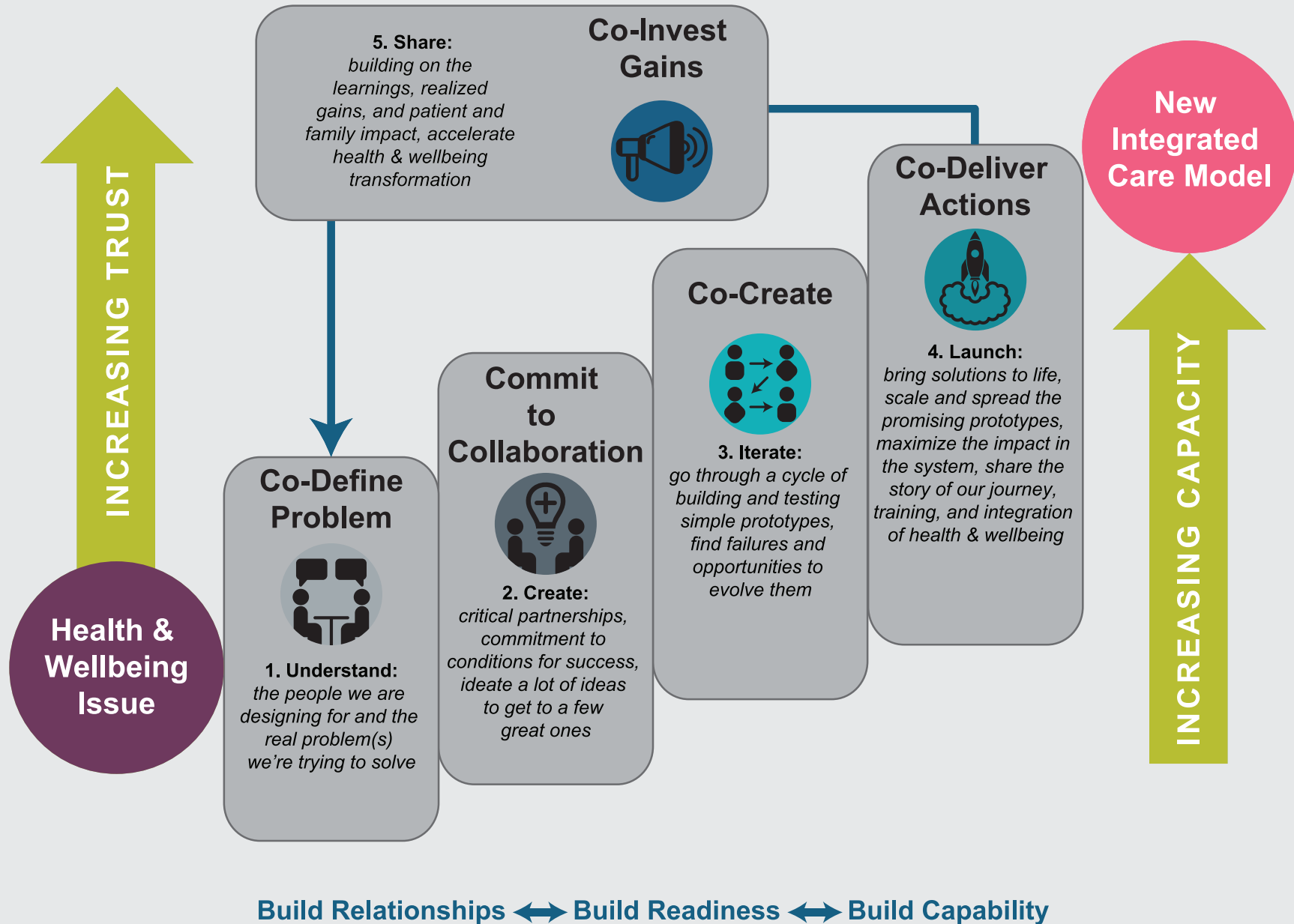


Evidence shows health systems oriented around the needs of people and communities are more effective, cost less, improve health literacy and patient engagement, and are better prepared to respond to health crises.¹

That is why we are working towards more integrated, people-centred health services where people and communities, not diseases, are at the centre of system. This approach will empower people to take charge of their own health rather than being passive recipients of services.¹

1. World Health Organization. (2019). Service delivery and safety: What are integrated people-centred health services? Retrieved from: <http://www.who.int/service-delivery/safety/areas/people-centred-care/ipchs-what/en/>

Integrated Care Partnerships: Co-Design Approach



Modified from: Design Institute for Health. (2018). Design in Health Approach. Retrieved from: <https://www.designinhealth.org/approach>; Dengate, John; Hardy, Max; Twyford, Vivien; Waters, Stuart (2012). The Power of Co: The Smart Leaders' Guide to Collaborative Governance. Vivien Twyford Communication Pty Ltd.

When not to move forward

You've already determined the solution

- ❑ It is important you create a conversation with multiple partners, patients and families to start looking at the problem

The sponsor or leader is not fully on board with this new model of care.

- ❑ The sponsors and leaders working with you should be fully committed to this new way of working

You think of it as a one time magic pill.

- ❑ There are no easy solutions. It requires long term commitment to make this new way of working stick.¹

Adapted from: Vetan, J., Vetan, D. Lucuta, C, Kalbach, J. (2018) Design Sprint Master Facilitator's Guide. Retrieved from: <https://designsprint.academy/what-is-a-design-sprint/>

Types of Issues you may be tackling



Product Design

New tools and capabilities



Space Design

New physical environments



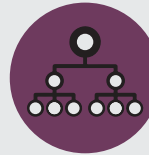
Communications Design

New messages, information, wayfinding, and campaigns



Service Design

New services and integrated care **models**



Organization Design

New structures and cultural norms



Systems Design

New value exchanges and directions

Adapted from: Design Institute for Health. (2018). Design in Health Approach. Retrieved from: <https://www.designinhealth.org/approach>



Do you have a hard and quickly approaching deadline?

A **healthcare sprint** may be your best approach. Find out if it makes sense for your opportunity here: <https://bit.ly/2RABFIK>

Steps to System Transformation

Be evidence based. Be user centred. Be health and wellbeing focused.

PREP STAGE - Before you dive into the work, create conditions for success. Make sure you have the right partners around the table, you understand why you're together and how you will work, ensure key leadership is invested and committed, and you have an agreed upon plan and what success looks like.



1. UNDERSTAND

Start by developing empathy for the people you are designing with.

Observe and listen to users, feel what they experience, and synthesize their needs. What's easy for them? What's difficult? What workarounds have they created?

Watch for patterns and trends, and distill what you've learned into insights and strategy.



2. CREATE

Build critical partnerships, commit to conditions for success, and get to a great idea by starting with a shared commitment to each other.

Grounded in understanding, move into brainstorming and quickly develop a large set of potential solutions.

The best way to have a good idea is to have a lot of ideas.



3. ITERATE

Strategically select potential solutions and build and test simple prototypes to try out the ideas in real settings with real people.

Testing not only helps validate specific concepts, it teaches us more about our users.

Use both failures and opportunities to evolve and refine.



4. LAUNCH

Launching a tested idea involves everything required to sustain prototypes in the real world.

This includes production, manufacturing, programming, financing, and more.

Plan to introduce your idea to people through storytelling, training, integration, and marketing.



5. SHARE

Build on the partnerships, new integrated care models, learnings to date, realized gains, and patient and family impact.

Accelerate health & wellbeing transformation by tackling the next opportunity or issue.

Spread successful integrated care models and/or pursue new initiatives to better integrate care for patients.

Co-design Playbook - Resources

Working differently to design
better healthcare

www.ahs.ca/info/Page15353.aspx



Prep Stage

What will happen if you don't preplan?

- ❑ If a commitment isn't made to the time and resources required, the project may stall before you have a chance to launch
- ❑ The process will fall flat if leadership isn't invested in the change and it's success
- ❑ Without defining success at the beginning, it will be difficult to identify milestones and recognize signs of success

TRIGGER: HEALTH & WELLBEING ISSUE

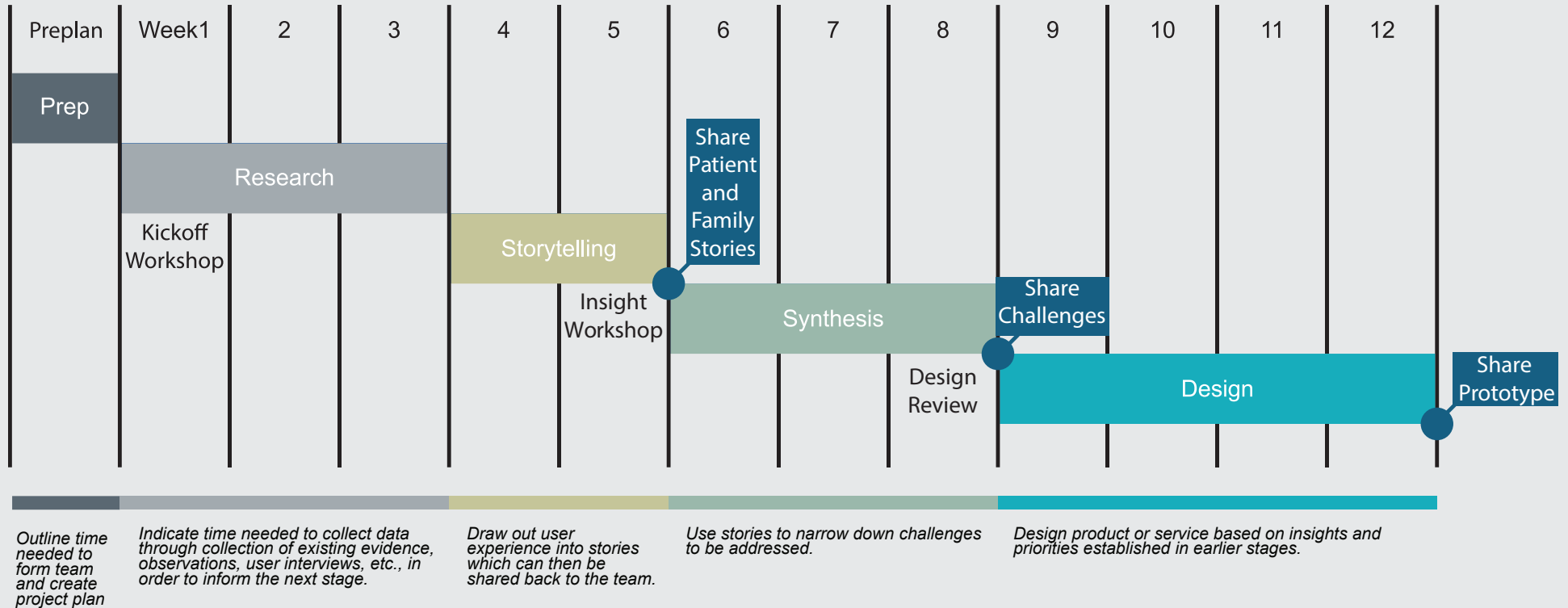
Click on the icons or see section 3 to access tools.



Adapted from: IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>

Planning

Use this as a sample template to plan your own project.



Outputs at the end of this step:

- Required resources are identified
- Leadership support confirmed
- Goals, values and team roles are developed

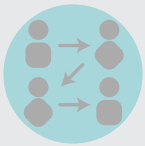
Co-Define the Problem



UNDERSTAND



CREATE



ITERATE



LAUNCH



SHARE

Why should you co-define the problem?

What is the real problem we are trying to solve? No one person in the system can fully understand all facets of an issue. By co-defining the problem with those who are living it you can unearth assumptions, identify root causes and avoid reactionary fixes.

Outputs at the end of this step:

- Existing research review
- A collection of user experience data
- A better understanding of the challenge!

What will happen if you don't co-define the problem?

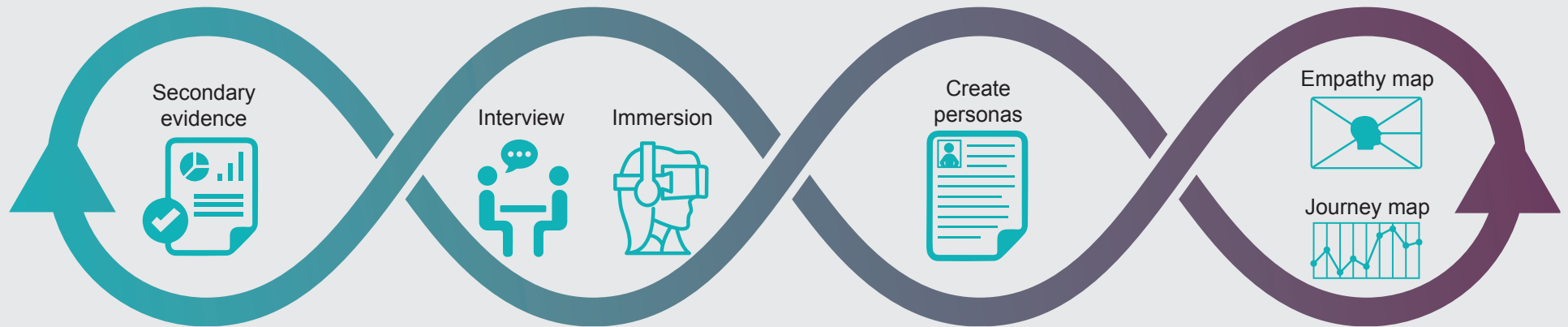
- You risk having a redundant solution. If you do not adequately explore the problem from the users' perspective, the solution you find may not meet user needs.
- Time and money may be spent trying to design the perfect solution to the wrong problem. This breaks trust and demotivates teams to try again.



Define the challenge

Through an iterative process, define the problem you are trying to solve.

Click on the icons or see section 3 to access tools.



Secondary evidence



Interview



Immersion



Create personas



Empathy map



Journey map



Existing evidence:
Use secondary research to inform your initial understandings of the challenge.

Talk to people:
Dive into the user experience to better understand their needs.

Make sense of the data:
Identify compelling insights, visualize patterns and map key relationships.

Commit to Collaborate

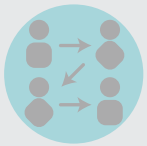
Click on the icons or see section 3 to access tools.



UNDERSTAND



CREATE



ITERATE



LAUNCH



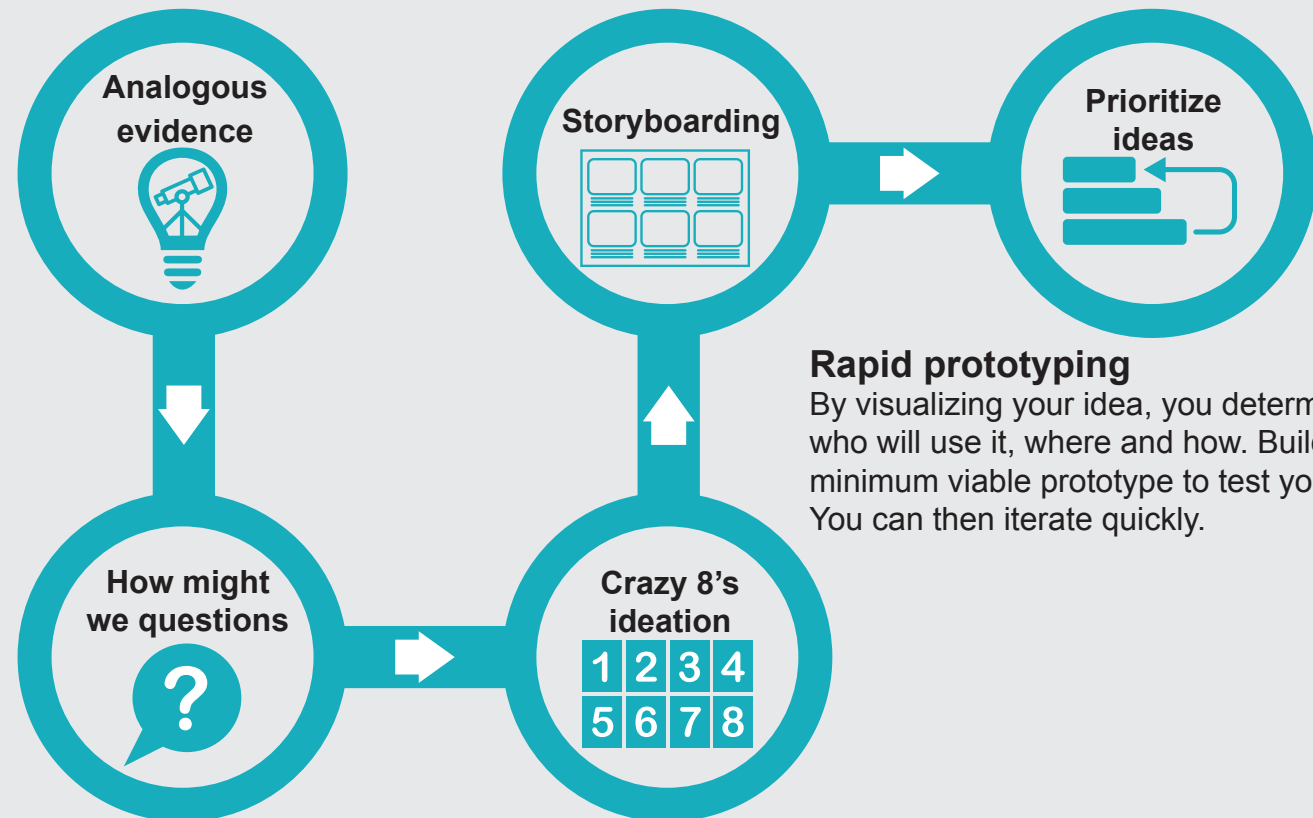
SHARE

Learn from others

Don't reinvent the wheel by duplicating solutions and wasting resources. Examine existing research that has solved your problem, including from other industries.

Ideate potential solutions

Focus on quantity over quality! Generate a lot of potential ideas based on what you understand now and the diverse viewpoints of the team. Choose ideas to prototype.



Rapid prototyping

By visualizing your idea, you determine who will use it, where and how. Build a minimum viable prototype to test your idea. You can then iterate quickly.

Outputs at the end of this step:

- An initial list of possible solutions based on comparable solutions and user experience
- A prioritized list of solutions that will be prototyped and tested

Why should you commit to collaborate? ■

Use honest and open communication to tactfully discuss willingness to move forward and ensure a true commitment to prototype and test solutions. This will build shared agreement among the team about **WHY** they are doing this work and **HOW** they are going to do the work.



What will happen if you don't commit to collaborate?

Without collectively making sense of the data and discussing potential solutions, the group never achieves a shared understanding and investment in the solution which ultimately impacts the commitment to the project.



No commitment is an option!

If there is not shared commitment to the idea selected, revisit Step 1 – Co-Define the Problem!

[Click here to assess commitment:](http://bit.ly/2Fg44t4)
<http://bit.ly/2Fg44t4>

Co-Create



UNDERSTAND



CREATE



ITERATE



LAUNCH



SHARE

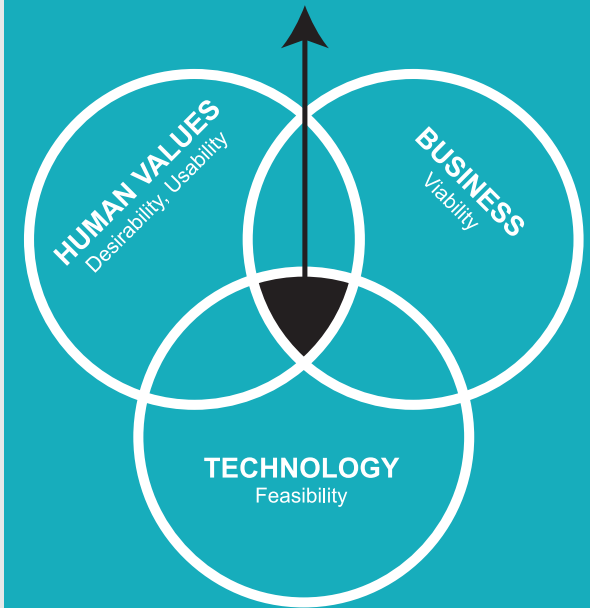
Why should you co-create?

Which solutions might work? Which might not work? Validate your solutions against the design elements of desirability, feasibility and viability. It is only after working through building and testing a prototype with users that the team can develop an understanding of what can be delivered and executed by organizations.

What will happen if you don't co-create?

- ❑ Without iterating prototypes based on user input, there is a risk of implementing solutions that are not viable, desirable and feasible, and that are costly to redesign.
- ❑ Without exploring what would work in a particular environment and serves the needs of users, you risk creating rigid solutions that fail to truly solve problems and are ultimately rejected, and not spread and scalable.

DESIGN INNOVATION



IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>



Prototype VS. Pilot

Prototype

- Used when you have a hypothesis about the solution
- Learning if your concept fulfills a need
- Evolving a solution from concept to final product

Pilot

- Used when you have a solution
- Test feasibility of a solution
- Preparing to scale the solution

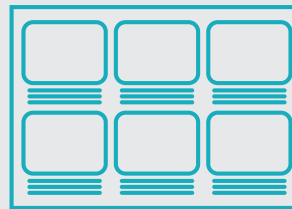
Adapted from: IDEO. (2017). Designing for Public Services. Retrieved from: http://designforeurope.eu/sites/default/files/asset/document/Nesta_Ideo_Guide_Jan2017.pdf



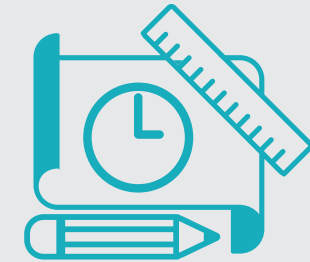
User testing:

It only takes five users to test a prototype! Iterate until your prototype is ready for the real world.

Build prototype



Live prototype



User-testing of prototype



Click on the icons or see section 3 to access tools.

Fail forward and learn quickly:

Integrating feedback from users in the contexts you are designing for will help you assess if your prototype will work in the real world.

Outputs at the end of this step:

- Prototype solution
- Tested a solution
- Started to iterate with users

Co-Deliver Actions



Co-create the roll-out

Once the solutions are tested and iterated, it's time to bring together all the key partners and resources that will make it possible to create a rollout timeline. It's easy to get lost in all that needs to happen, so think about your calendar in chunks.

Roadmap



Click on the icons or see section 3 to access tools.

Stabilize the change

Quantify and clarify why your prototype is successful and what the impact is.

Monitor and evaluate

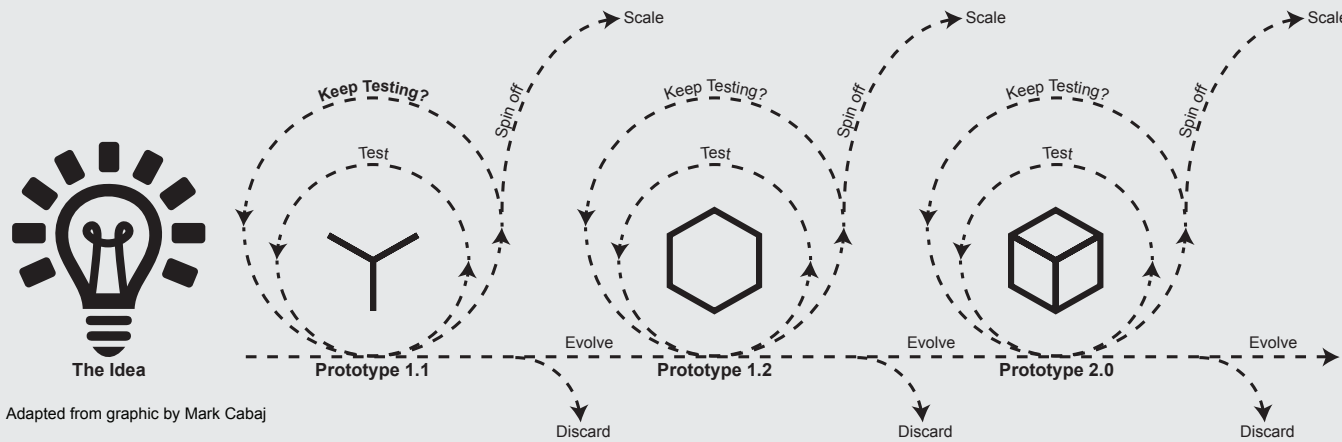


Outputs at the end of this step:

- Continue to improve the prototype by testing with users
- Commit to an implementation plan to spread and scale
- Identify evaluation metrics and collect data

Prototyping and Iterating

Similar to plan, do, study, act cycle



Adapted from graphic by Mark Cabaj

Why should you co-deliver actions?

Throughout the design process you've constantly been learning, evaluating and improving your solution based on feedback from your users. Now that you're on the verge of getting your solution out into the world, determine what you will need to support implementation.

This could include technological, financial, training and resourcing support and introducing people to the solution through storytelling and marketing. You'll also need a plan to find out if you're having the impact you want. By doing so, you'll clarify the key elements that make your solution a success and refine how you talk about that success.

What will happen if you don't co-deliver actions?

- ❑ Without a rollout plan, there is a risk that timelines will be delayed, milestones will be unmet and the resources required will become unavailable.
- ❑ If feedback from users is not integrated into the prototype throughout testing, the solution cannot be improved to better serve the needs of users.
- ❑ You risk wasting of resources and potential harm to the patient if you don't fully evaluate and capture how and why it works.

Co-Invest Gain

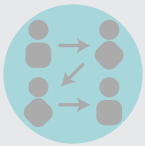
Click on the icons or see section 3 to access tools.



UNDERSTAND



CREATE



ITERATE



LAUNCH



SHARE

Spread and scale

It is important to communicate your learnings about the solution. Identify how the solution works, who benefits and why it counts so others can adopt it.

Re-invest gains

Now that you have successfully created a new integrated care model and enhanced trust, capability and integrated care partnerships across the system, it's time to identify the next prioritized solution to test. This enables perpetual improvement, reinvestment of saved resources and integration leading to a better health and care system for Albertans.

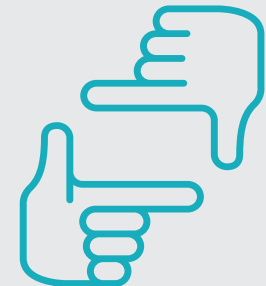
Create a pitch



Prioritize ideas



Frame the challenge



Why should you co-invest gains?

Now that your solution has been refined and shown to be effective and efficient, you will need to package the learnings, gains and patient and family impact into a pitch so it can be scaled to have greater impact. This is also an opportunity for you to leverage the partnerships that have been cultivated to tackle other prioritized opportunities for improvement.

What will happen if you don't co-invest gains

- ❑ If the learnings are not shared outside the team, the same mistakes will be repeated resulting in costly duplications of effort
- ❑ You risk squandering the partnerships you have created if you do not co-invest in working on the next challenge

Outputs at the end of this step:

- ❑ Craft the story of your solution and provide the tools to spread and scale
- ❑ Commitment to co-invest found gains in new opportunities for change





Co-Design Playbook - Tools & Tactics

Working differently to design
better healthcare

www.ahs.ca/info/Page15353.aspx



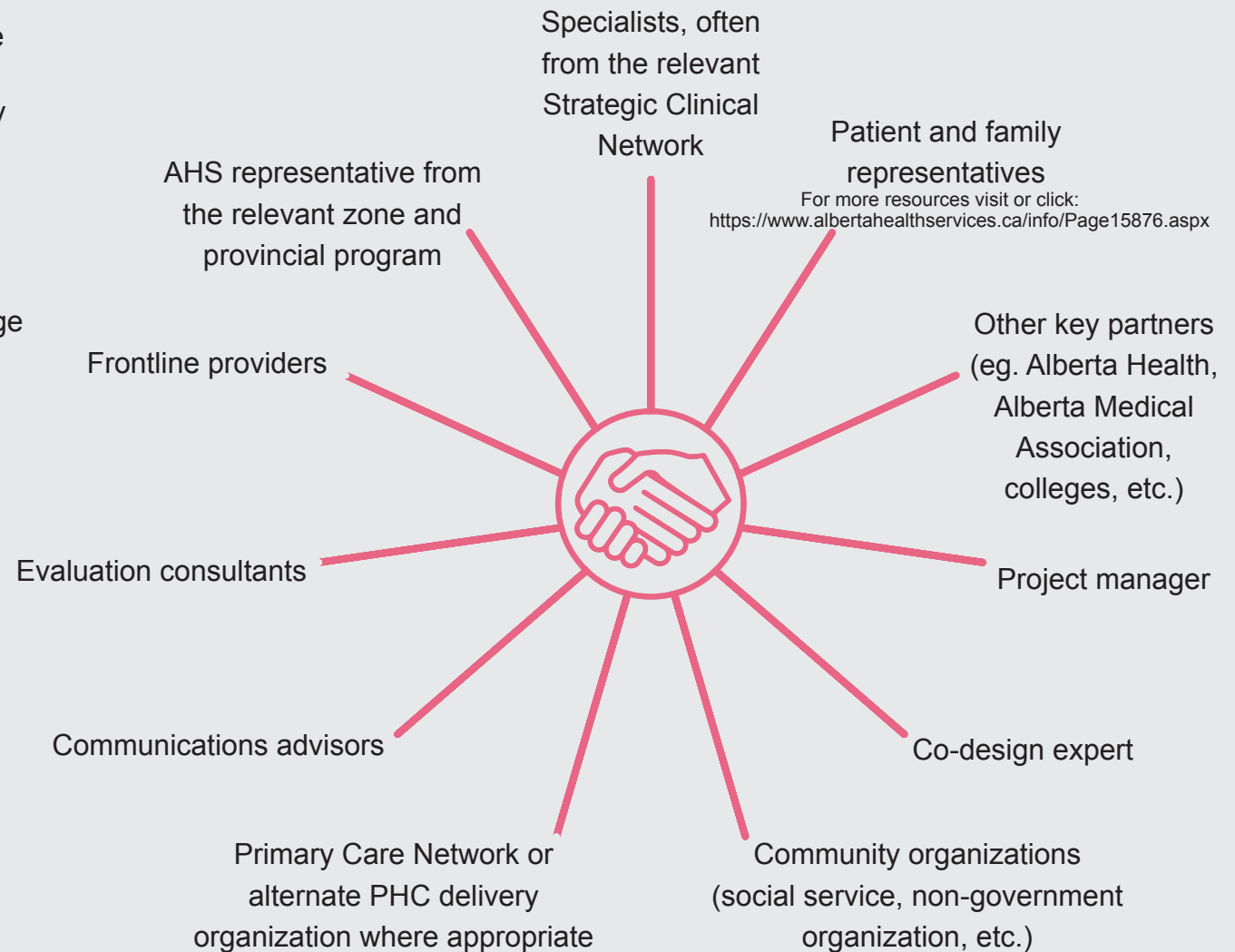
Steps:

1. Selectively engage primary care and other partners to build your team
2. These partners may come from inside and outside traditional healthcare
3. Attributes of these partners commonly include:
 - Authority to develop new models
 - Internal capability to deploy new model
 - Renewable funding
 - Motivation to make profound change

Must have partners:

- Invested Leader / Decider
- Primary Health Care
- Patient / Family Member
- Co-Design facilitator

Each partnership will be unique, but typically include:



Click the image below to use the Team Canvas tool at <http://theteamcanvas.com>

Team Canvas Basic

Version 0.8 | theteamcanvas.com | hello@theteamcanvas.com

Most important things to agree on to kick off effective team project and get members to know each other better

Team name

Date

<p>GOALS</p> <p>What we want to achieve as a group? What are our key goals that are feasible, measurable and time-bounded?</p> <p>What are our individual personal goals?</p>	<p>ROLES & SKILLS</p> <p>What are our names? What skills and strengths do we have on board of our group? What composition of roles would help us get where we want to be?</p>
<p>VALUES</p> <p>What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?</p>	<p>RULES & ACTIVITIES</p> <p>What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?</p>

PURPOSE

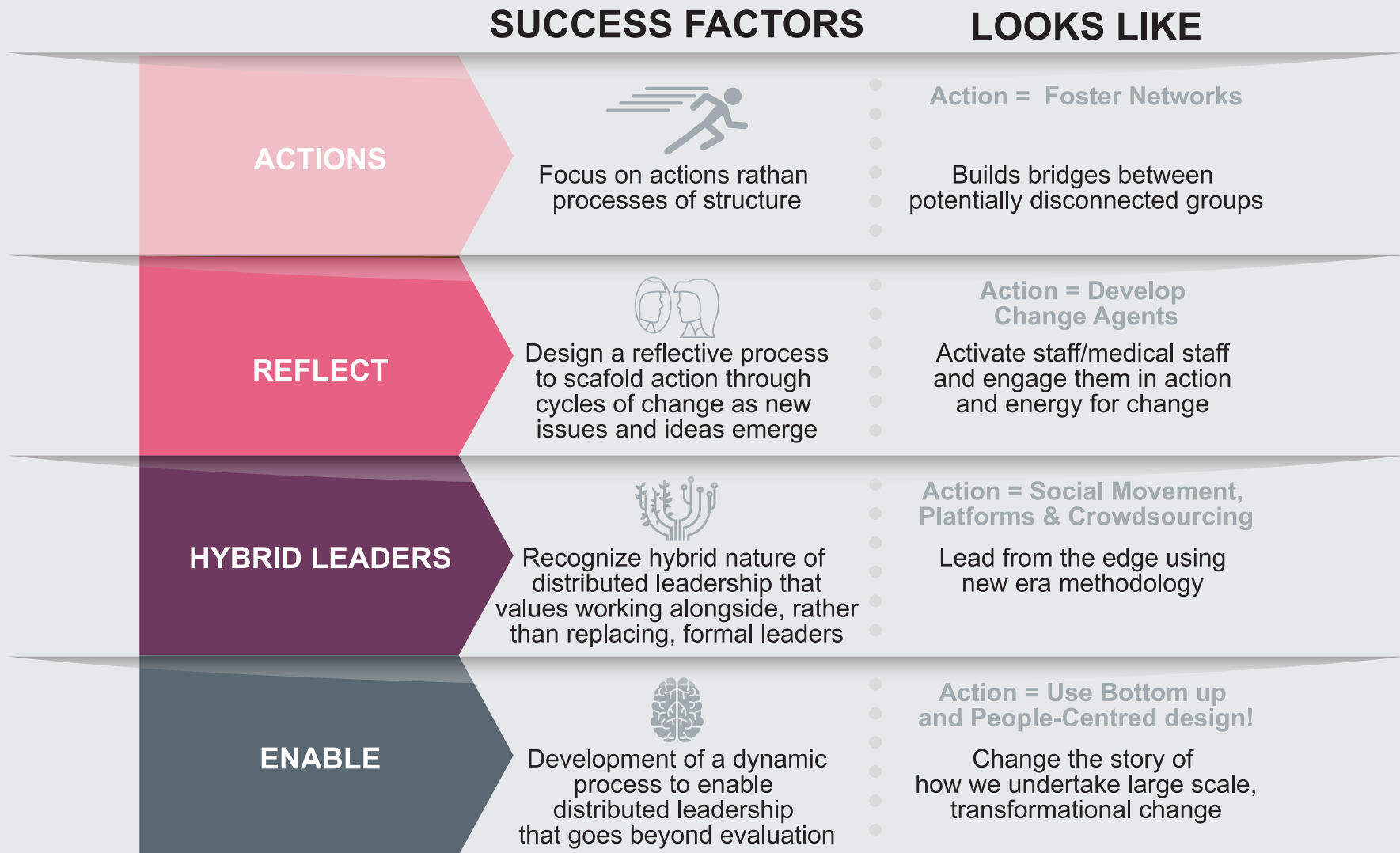
Why are we doing what we are doing in the first place?

What are we called as a group?

[This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.](https://creativecommons.org/licenses/by-sa/4.0/)

Alex Ivanov and Mitya Voloschuk. (2018). Team Canvas - <http://theteamcanvas.com>






[This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.](https://creativecommons.org/licenses/by-sa/4.0/)

adapted from: Sandra Jones et al. (2016). Distributed Leadership. Retrieved from: www.distributedleadership.com.au















Project Canvas

Get organized, understand your strengths, and start identifying what your team will need to come up with innovative solutions. Click the image below to use the Project Canvas tool at <http://projectcanvas.dk/>



Project name _____ Project owner _____

Purpose <small>What is the intent of this project? Why are we doing this project?</small> 	Scope <small>What does this project contain? What does this project not contain?</small> 	Success Criteria <small>What do we need to achieve in order for the project to be successful? How can the Success Criteria be measured?</small> 
Milestones <small>When will we start the project and when is the final deadline? What are the key milestones and when will they occur? How can the milestones be measured?</small> 		Outcome <small>What is the end result?</small> <ul style="list-style-type: none"> - A book - A website - An event 
Actions <small>Which activities need to be executed in order to reach a certain milestone?</small> 		
Team <small>Who are the team members? What are their roles in the project?</small> 	Stakeholders <small>Who has an interest in the success of the project? In what way are they involved in the project?</small> 	Users <small>Who will benefit from the outcome of the project?</small> 
Resources <small>What resources do we need in the project?</small> <ul style="list-style-type: none"> - Physical (office, building, server) - Financial (money) - Human (time, knowledge) 	Constraints <small>What are the known limitations of the project?</small> <ul style="list-style-type: none"> - Physical (office, building, server) - Financial (money) - Human (time, knowledge, political) 	Risks <small>Which risks may occur during the project? How do we treat these risks?</small> 

Copyright © Project Canvas
www.projectcanvas.dk

Use this template to reframe your problem.

Reframe your problem

Consider the problem from multiple perspectives



2 Write your problem in one sentence. (Then reframe as indicated)

Families don't spend enough time together.

Frame your challenge into a "how might we: (HMW) question.

HMW help families spend more time together?

Define the impact that you would like to have in light of your challenge. This is your goal.

Families will want to spend time together.

Take a look at your goal. Write three things you could do to PREVENT the goal from being realized.

- 1. Force everyone to attend,
- 2. Don't let kids be a part of planning.
- 3. Make sure events are long, monotonous and filled with chores.

Reframe those three things into additional goals for your challenge.

- 1. Everyone is invited to attend.
- 2. Involve kids in the planning.
- 3. Make sure events are short, interesting/exciting and filled with fun.

Let's take a look at your original problem. Can you restate with deeper insight?

HMW spend more family time doing things that are fun for everyone and include everybody in the planning?

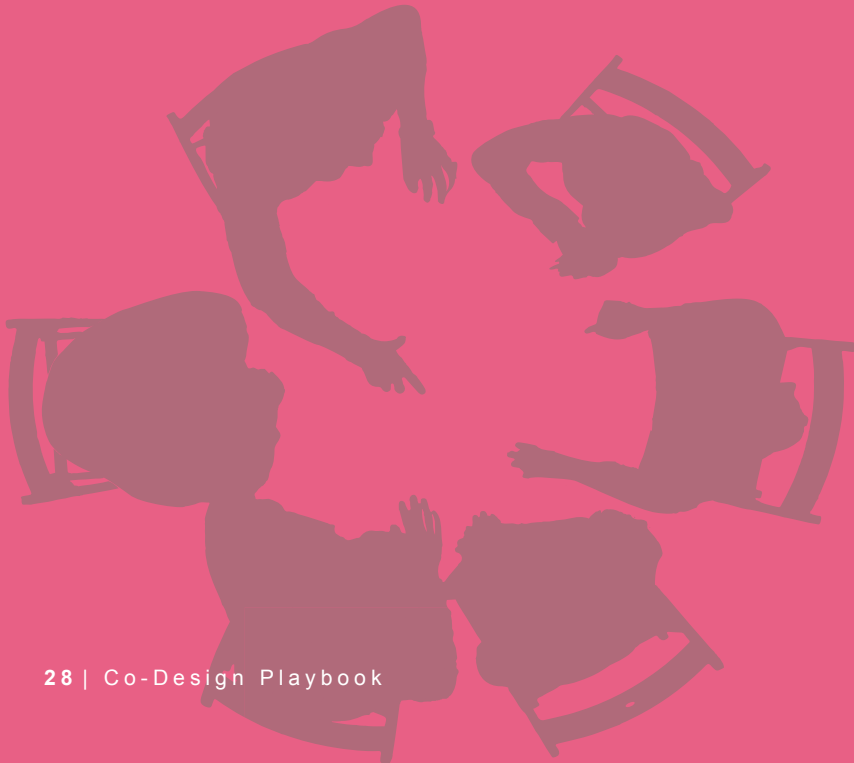
Secondary Evidence

Human-centred design is all about talking with people about their challenges, ambitions and constraints. But as you move through the understand and create steps you will need more context, history or data than your users can provide, which is where secondary evidence comes into the design process.

Types of secondary research that could help inform your challenge

- Published research and reviews
- Health data
- Reports
- Environmental scans
- Legislation
- Policy documents

IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>



Steps:

1. Brainstorm

Write down all of the potential questions your team can generate. Try to build on one another's ideas to flesh out meaningful subject areas. Use sticky note notes for this activity.

2. Identify and order themes

Identify themes or subject areas into which most questions fall. Use additional sticky note notes to name these areas - try to limit it to 4 maximum.

3. Identify the flow

Once you've identified the themes of your question-pool, determine the order that would allow the conversation to flow most naturally. This will enable you to structure the flow of your interview, decreasing the potential for hosting a seemingly scattershot interaction with your user.

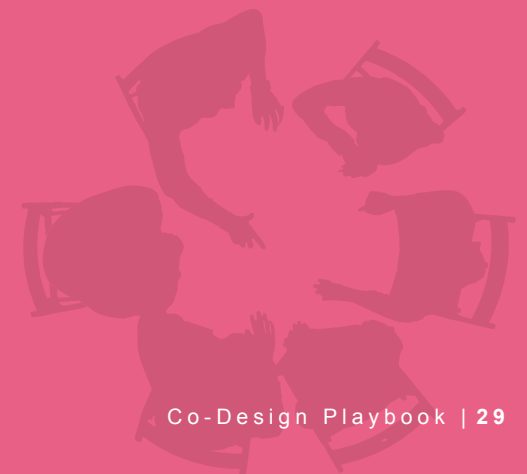
4. Refine questions

Once you have all the questions grouped by theme and order, you will find the redundancies and out-of-place questions. Take a few moments to make sure that you leave room in your planning to ask plenty of why? questions, plenty of tell me about the last time you _____? questions, and plenty of questions that are directed at how the user FEELS.

Quick Tips

- Ask why.
- Ask about a specific instance or occurrence, such as “tell me about the last time you _____”
- Encourage stories—they reveal how people think about the world.
- Look for inconsistencies, they can hide interesting insights.
- Don't be afraid of silence.
- Ask questions neutrally.
- Make sure you're prepared to capture.

We suggest trialling these questions with other members of the group to see how they work



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.



Institute of Design at Stanford. (2013). Stanford d.school: The Bootcamp Bootleg. Retrieved from: <https://bit.ly/2AFEBYD>

Immersion

There is no better way to understand the people you're designing for than immersing yourself in their lives and communities. Talk to your users in person - where they live, work, and lead their lives.

1. Discuss which users each team members will observe and when
2. Arrange a time to observe that is most convenient for your users
3. Record exactly what you see and hear. It's easy to interpret what's in front of you before you've fully understood it, so be sure you're taking down concrete details and quotes alongside your impressions
4. Ask them all about their lives and how they make decisions

What to look for



What people care about



Adaptations



Behavioural Prompts



Body Language



Patterns



The Unexpected

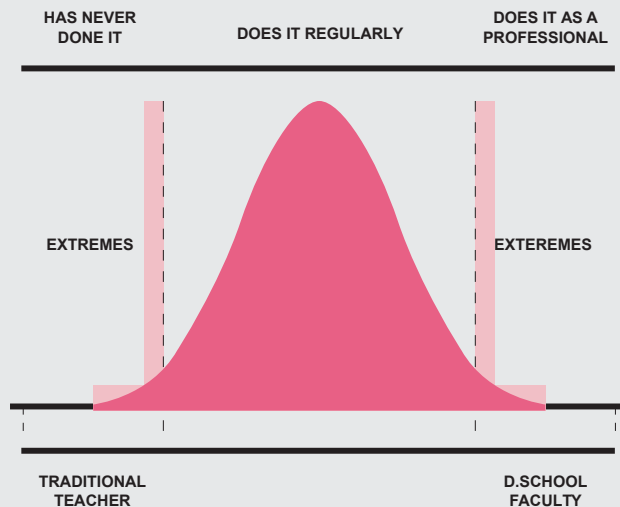
d.school. (2016). Design Thinking Playbook for Change Management in K12 Schools. Retrieved from https://issuu.com/normantran2001/docs/design_thinking_playbook




Steps:

1. Assemble the team and have them bring any data and insights collected through interviews and immersion
2. Re-create the template provided to create personas from the data
3. Make sure you consider your extreme users

LEARNING FROM EXTREMES



Build Personas Template

	INTEREST [Empty box for interests]	POWERS [Empty box for powers]	
	QUOTE: [Empty box for quote]	GOALS [Empty box for goals]	DAILY ROUTINE [Empty box for daily routine]
	Name: [Empty box for name]	LIKES/DISLIKES [Empty box for likes/dislikes]	MOTIVATION [Empty box for motivation]
	Age: [Empty box for age]		
	Profession: [Empty box for profession]		
Bio: [Empty box for bio]			

Notes:

Instead of looking at the “average” user in your local context, extreme users provide novel insights to your problem space. Ways to identify extremes in your local context:

- Demographics: age, gender, ethnicity
- Behaviors: experts vs. newbies
- Motivations: what drives a user to do something

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/). Retrieved from: <https://bit.ly/2AFEBYD>



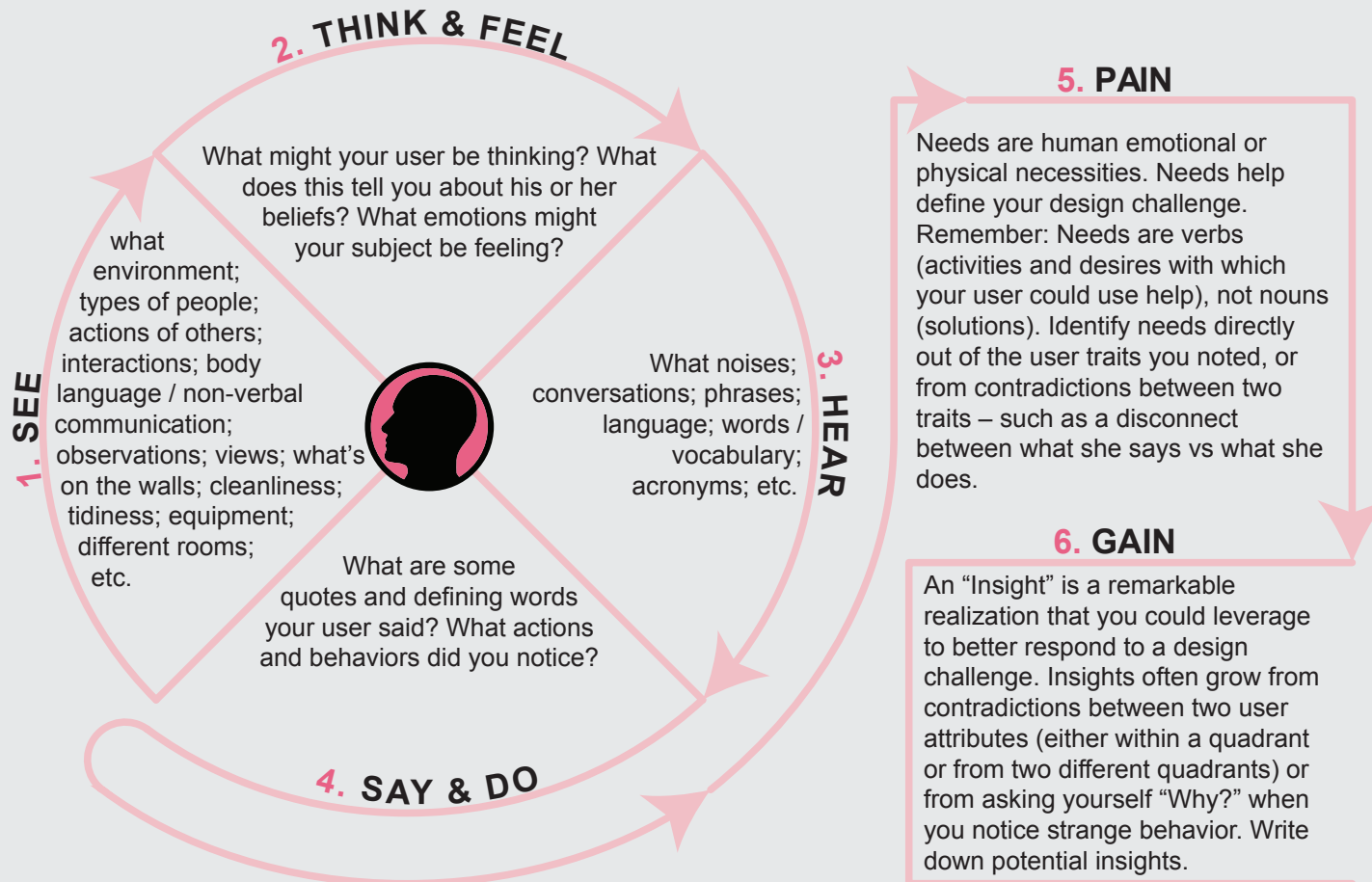
Institute of Design at Stanford. (2013). Stanford d.school: The Bootcamp Bootleg. Retrieved from: <https://bit.ly/2AFEBYD>

Empathy Map

An empathy map is a simple, easy-to-digest visual that captures knowledge about a user's behaviors and attitudes and can allow us to come up with more tailored and specific interventions.

Steps:

1. Assemble the team and have them bring any data and insights you collected through interviews and immersion
2. Tack the empathy map template on a large piece of paper or whiteboard
3. Hand each team member sticky notes and a marker
4. Each person should write down their thoughts on stickies. Ideally everyone would add at least one sticky to every section
5. PAIN
6. GAIN



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.



A journey map can help you to visualize user experience from beginning to end and help you strategize key moments for improvement. This simple template can help you think through key moments in the user's experience.

Your goal is to gain insight to the problem at hand.

User Experience Mapping

Fill in this chart according to your group's problem and specific persona

stages of user's interaction 						
User Actions						
User Goals						
User Experiences						
User Emotion 						
Opportunities						

Analogical Evidence

Most of the design challenges we work on won't be unique problems, meaning other domains and fields are likely to have thought about it, and have even solved it for their context. Think about what solutions exist in other domains, and how they might apply to healthcare. Creativity comes from cross-pollinating ideas from different contexts!

Steps:

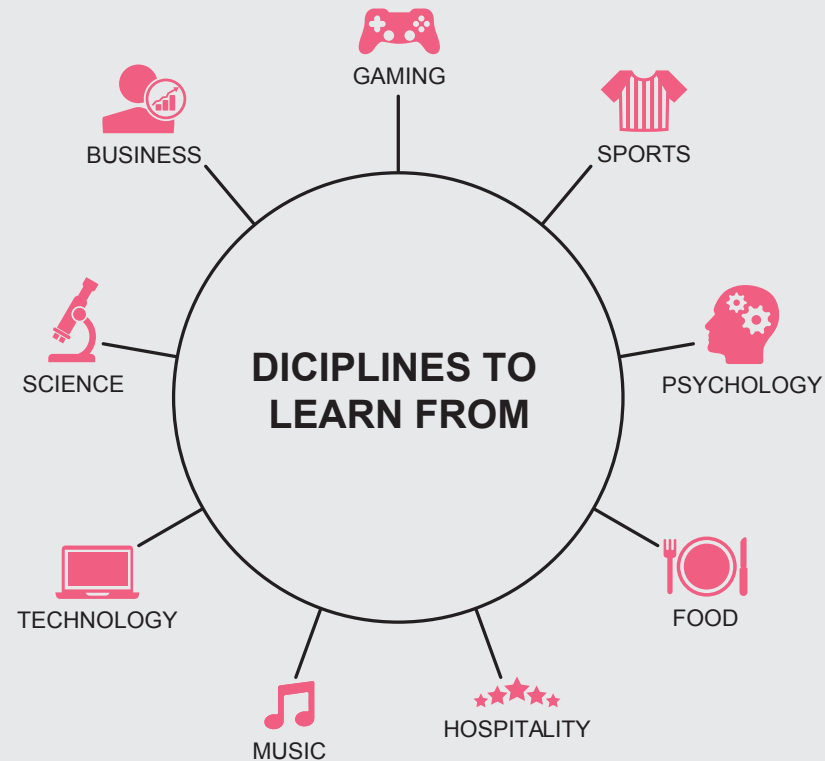
1. Discuss which searches each member of the team will conduct
2. Do search using key terms to find reports documenting processes and programs in other jurisdictions or fields
3. Do an academic scholar search of published research using key words
4. Reach out to experts and leaders in other fields and explore how they have solved the challenge

Norman Tran. (2016, July 31) Design Thinking Playbook For Change Management in K12 Schools. Retrieved From: https://issuu.com/normantran2001/docs/design_thinking_playbook

Questions to ask yourself

- Who else is already doing this in our space, and what can we learn from them?
- What analogous fields/domains have related concepts/processes/tools that we can learn from?
- whether this can simply be adopted or adapted to solve your problem

Inspirations from different disciplines



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.



Norman Tran. (2016, July 31) Design Thinking Playbook For Change Management in K12 Schools. Retrieved From: https://issuu.com/normantran2001/docs/design_thinking_playbook

How Might We...

By properly scoping the challenge you can ensure the creation of 1+ solutions that will solve the users' identified problems. Questions are worded as "How Might We" because it encourages imagination, exploration and is ultimately solutions oriented. The goal is to create a HMW question that is broad enough to explore possibilities but specific enough to give direction.

Steps:

1. Assemble the team and bring the personas, empathy maps, journey maps and analogical evidence
2. Review the insights captured by the personas, empathy maps, journey maps and analogical evidence
3. Use sticky notes to generate HMW questions— one per sticky
4. Post the HMW questions on the wall and group them by themes







Source: Norman Tran. (2016, July 31) Design Thinking Playbook For Change Management in K12 Schools. Retrieved From: https://issuu.com/normantran2001/docs/design_thinking_playbook

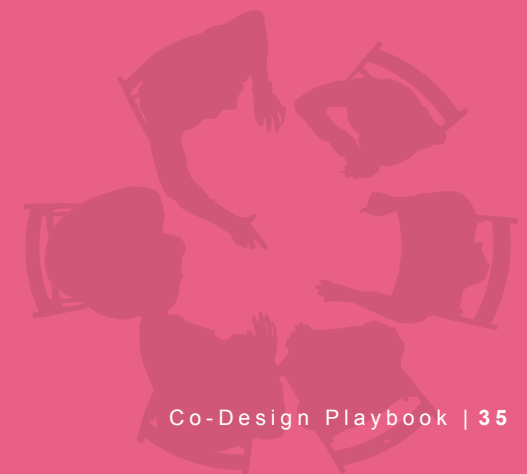
Proper scoping: the question pyramid



Norman Tran. (2016, July 31) Design Thinking Playbook For Change Management in K12 Schools. Retrieved From: https://issuu.com/normantran2001/docs/design_thinking_playbook

Guidelines for a good how might we question

-  Focused on a user group
-  Addresses a real problem
-  Not a solution in question form
-  Invites multiple solutions
-  Doable in six week timeline
-  Feels inspiring to go work on

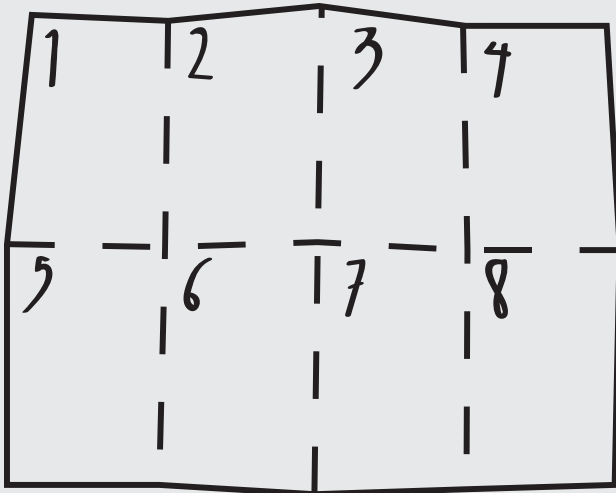


Crazy 8's Ideation

Crazy 8's is a fast sketching exercise that challenges people to sketch eight distinct ideas in eight minutes. The goal is to push beyond your first idea, frequently the least innovative, and to generate a wide variety of solutions to your challenge

Steps:

1. Fold a piece of paper into eight sections
2. Use a timer and have each team member quickly sketch an idea in the first section
3. Create urgency by having sketchers move on to the next section after one minute
4. Encourage sketchers to use as little text as possible



Google. (2018). Crazy 8's Core Method. Retrieved from: <https://designsprintkit.withgoogle.com/methodology/phase3-sketch/crazy-eights>



Storyboard

A quick, low-cost prototype. Storyboards can help you visualize and think through your idea from start to finish. Use this template to help you visualize your solution.

Steps:

1. Individually or in small groups what idea you want to storyboard. You may find it useful to test a component of your idea from beginning, to middle, and end
2. Spend no more than 10-15 minutes drawing how your ideas work. Use the template provided
3. Don't get hung up on your drawing abilities. The storyboard helps you think through your ideas
4. Once you're done, prioritize the storyboard to your team for feedback

IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>

The challenge

Who is this for?
What age? Socio-economic status? Interests?

Why this group?
What factors make this group need this product/system/service/experience?

How will you do it?
Key partnerships? Community volunteers?

What are your next steps?
How could you expand on this prototype?

what else is there to consider?
Are there possible challenges that don't have a solution yet?

Tell the story

Create a storyboard describing how your prototype or describe the beginning, middle and end elements of your prototype visually.

The big idea

Prioritize Ideas

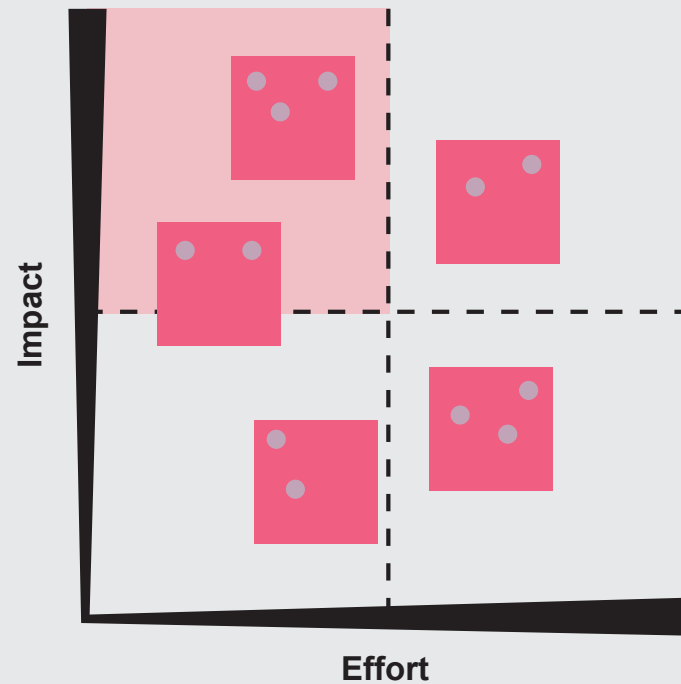


After storyboarding solutions, it's important to decide which ones to prototype. This may be difficult if there are a lot of good ideas to choose from.

Steps:

1. Assemble the team and draw a graph using 2 axis: technical complexity and user value
2. Now organize your solutions by mapping them on this graph
3. It will become clear which ideas are low-hanging fruit, and which ones are harder to implement but still valuable

Norman Tran. (2016, July 31) Design Thinking Playbook For Change Management in K12 Schools. Retrieved From: https://issuu.com/normantran2001/docs/design_thinking_playbook



Storyboard

A quick, low-cost prototype. Storyboards can help you visualize and think through your idea from start to finish. Use this template to help you visualize your solution.

Steps:

1. As a team determine what idea you want to storyboard. You don't have to storyboard the entire thing and you may find it useful to test a component of your idea
2. Spend no more than 30-45 minutes drawing how your ideas work. Use the template provided
3. Don't get hung up on your drawing abilities. The storyboard helps you think through your ideas
4. Once you're done, act out the storyboard to your team for feedback

IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>

What Service, Product, Model, etc.

I went to use this service because I wanted to

Before I connected with the service	First contract with service	Then what happened?	Then what happened?	What was the last interaction?	What happened after?
I was thinking:	What happened?	What did the experience look like?	What did the experience look like?		What did you do?
I was feeling:	What did people say?		I was feeling:		
I was hoping:	What did people do?	What did you say and do?	What did you say and do?		
	What did you think and feel?	What did you think and feel?	What did you think and feel?	What did you think and feel?	What did you think and feel?

Before the service



During the service



What Happend?

Build a Prototype

There are endless numbers of ways you can build prototypes to test your solution(s). Here are the 6 most common prototyping methods. It is best to use more than one prototyping method as you iterate your solution.



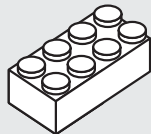
Sketches and Diagrams: Sketch simple illustrations of your solution(s) so that they don't exist only in your mind. Even the messiest scrawls can allow you to share your ideas with your team and refine until you come up with a useful solution.



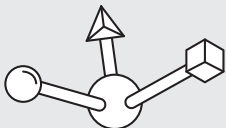
Paper Interfaces: You can create paper interfaces by sketching them out, or by drawing and cutting out usable parts of a user interface. Paper interfaces can uncover multiple areas for improvement that can help you make improvements to your design.



Storyboard: When you draw a storyboard, try to imagine the complete user experience, and then capture it in a series of images or sketches. By drawing out a user's experience, we are better understand their world and needs.



Lego: You can take advantage of Lego's versatility to create quick and simple prototypes of your ideas. By using Lego bricks to create rough prototypes of products or to simulate a user's journey, you are able to quickly set up your scenarios and solve problems with your solution.







Physical Models: You can use a wide range of materials to build mock-ups for testing such as computer software programs such as PowerPoint, Word, Visio, KeyNote, etc., or more basic tools such as cardboard and foam. A physical model allows for much better testing with users, and it can spark discussions about aspects of the design.



Role-Playing: By re-enacting scenes and situations you are attempting to improve, you can get a better sense of what the experience may actually feel like and where you need to concentrate your main focus on improvement. We can use role-playing with varying levels of detail, but the best experience happens when you simulate the physical environment of the user.

Adapted from: Rikke Dam and Teo Siang. (2019) Prototyping: Learn Eight Common Methods and Best Practices. Retrieved from: <https://www.interaction-design.org/literature/article/prototyping-learn-eight-common-methods-and-best-practices>

Feedback for..

 Things I like most	Things that can be improved 
 Things I don't understand	New ideas to consider 

User Testing of Prototype

Share what you've made with the people you're designing for and see what they think. Let the feedback guide the next iteration of your solution.

Steps:

1. Reach out to at least 5 users and share the prototype you have created
2. Using the test card template gather feedback from your users
3. Assemble the team and share the feedback you have collected
4. Start building the next version of your prototype to reflect the feedback from your users
5. You will need to do this a few times to work out the kinks

IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>

Live Prototyping

A live prototype is a chance to run your solution for a couple of weeks in the real world.

Steps:

1. The first thing to do is to determine what it is you want to test of your prototype
2. Once you've decided on what you're testing sort out the logistics. Do you need physical space, technological supports, additional staff, etc.
3. If you have capacity, think about running a few live prototypes at once to test a variety of ideas quickly and how they work together
4. Never stop improving. If something went wrong in Day 1, try a new approach on Day 2
5. Use the learning card template to capture feedback after each testing session to capture any insights into their behaviors, cases, and needs

IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>

Norman Tran. (2016, July 31) Design Thinking Playbook For Change Management in K12 Schools. Retrieved From: https://issuu.com/normantran2001/docs/design_thinking_playbook

Learning Card

Test Name: Date of Learning:

Person Responsible:

Step 1: Hypothesis

We believed that...

Step 2: Observation

We observed...

Data Reliability:

Step 3: Learnings & Insights

From that we learned...

Action Required:

Step 4: Decisions & Actions

Therefore we will...

In order to be intentional about our prototypes, it is important to note the hypotheses we have (assumptions we are making), the questions we are trying to answer, and the pass/fail condition(s) for the prototype. By having these three things in mind, prototypes can be an excellent way to learn. To use the card, fill one out per prototype by simply following the prompts.

Once all the design work is done, it's then time to create a time line for rolling out the solutions. This is best done by scheduling with all staff present, so that dates and needs can be determined together.

Steps:

1. Discuss Steps: Discuss with the team and key stakeholders what are all the steps needed to implement the prototypes

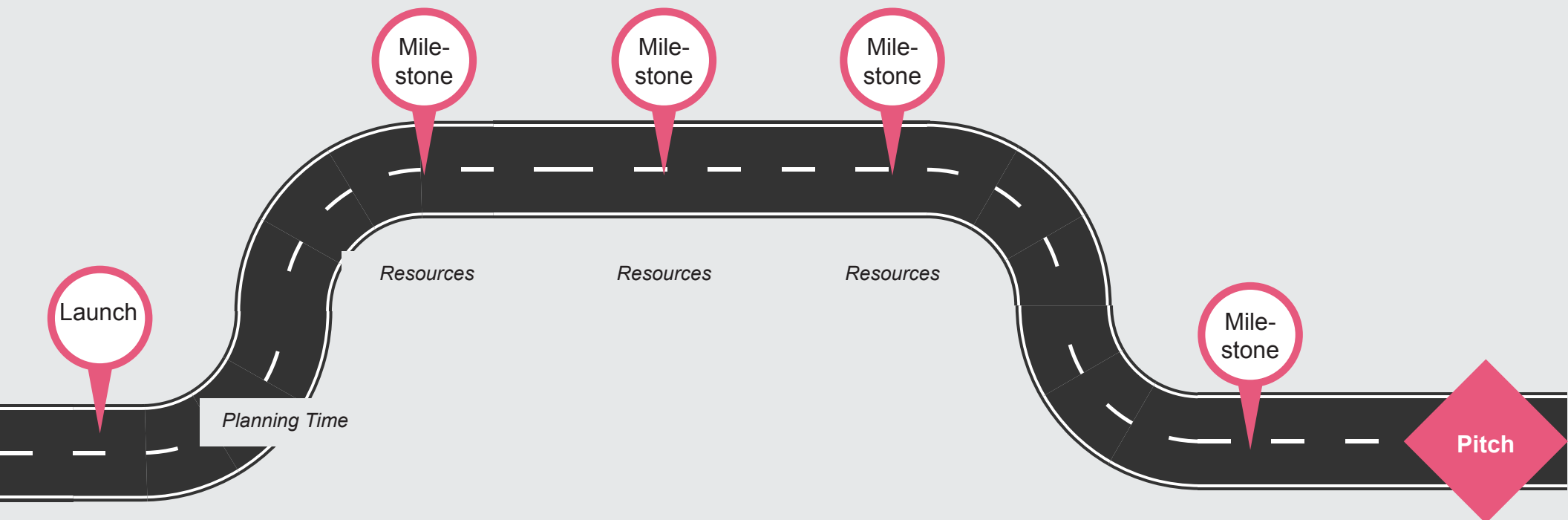
2. Distribute Materials: Write those steps in large sticky notes and at the start of the staff meeting, distribute the sticky notes to different staff in the room

3. Create Milestones: Have the staff discuss how to sequence the steps in accordance with milestone dates

4. Identify Needs: Have all participants share their needs in order to execute/ implement those steps (i.e. what resources, tools, and skills would they need). Use different colored sticky notes for resources, skills, and tools

5. Documentation: Take a picture of the roadmap and digitize it.

Source: https://issuu.com/normantran2001/docs/design_thinking_playbook



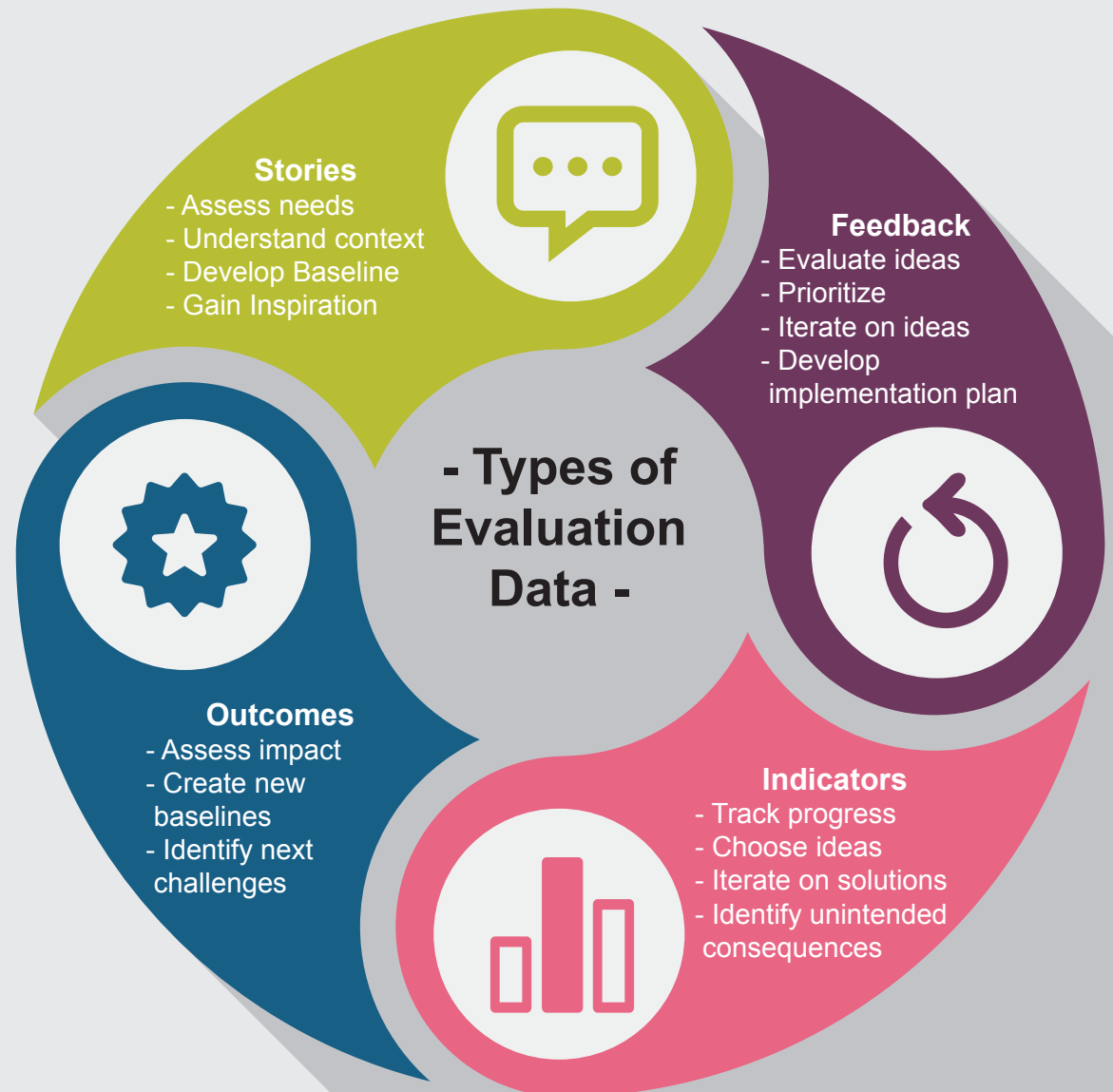
Monitor & Evaluate

Your goal has always been to solve the problem. Design the ways that you'll measure and grow it into your solution.

Steps:

1. The first thing you want to determine is what you need to monitor and evaluate to ensure that your solution works in real life
2. Be sure to bring key partners and stakeholders into this process. They might have been monitoring and evaluating your topic for years and might have key insights
3. Ensure you have the right type of evidence depending on your solution. Some solutions might require more qualitative than quantitative data and vice-versa
4. Take a prototyping attitude to your measurement. You can always tweak it if you find something is missing

IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>







Innovation Canvas

Pitch:

Team:



What's in it for the customer?		
Problem	Customer segment	Solution
Problem context	Customer value	Existing alternatives
	What added value can we provide? 	
Key enablers & competences:	Partners:  	What's in it for us? 

Create a Pitch

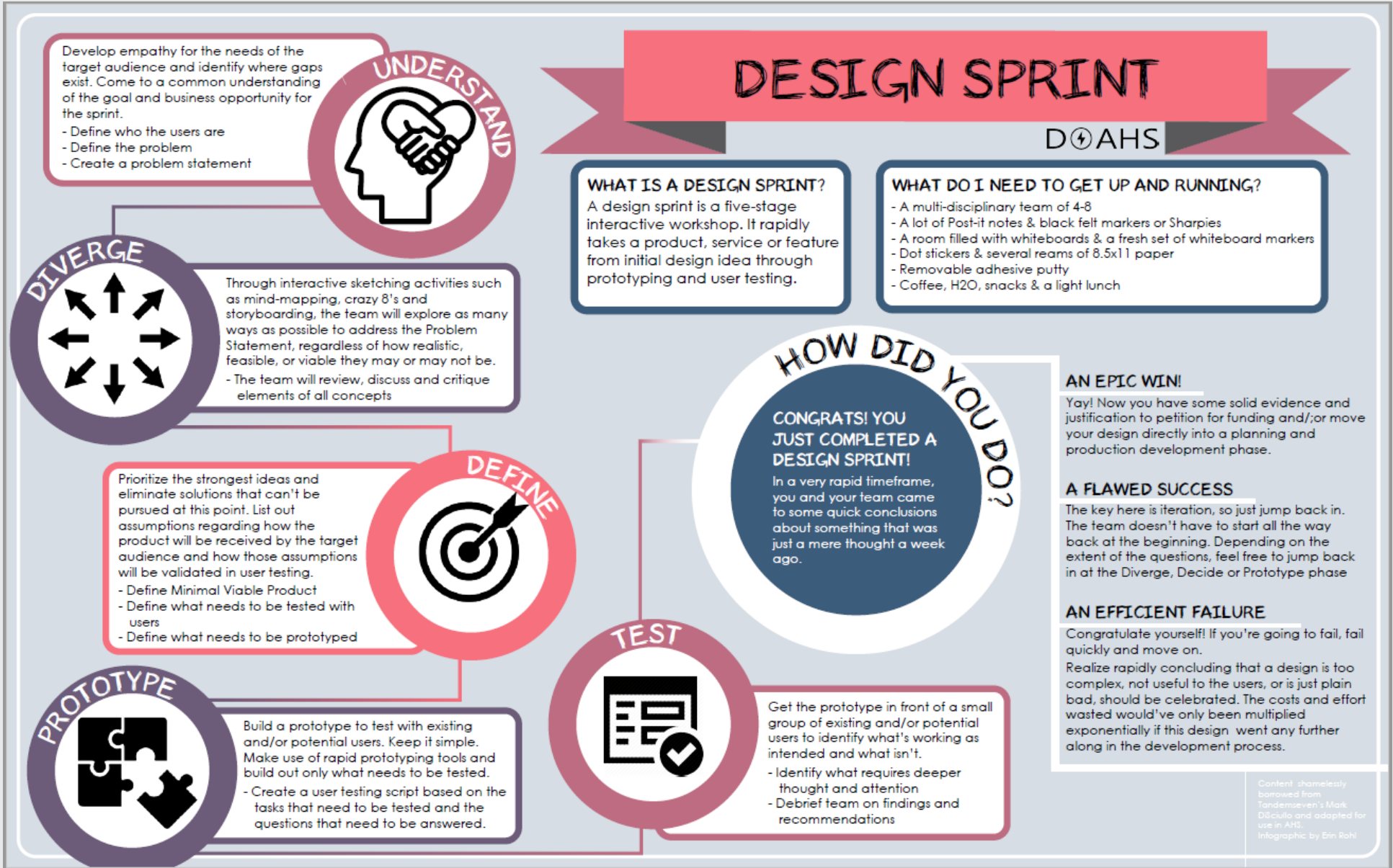
Now that your idea is working, you'll want to communicate it to others who might benefit from it.

Steps:

1. This first thing you want to articulate is the essence of your integrated care model. Offer context, the main thrust of your model and why it is better and any call to action you are making
2. You'll want your pitch to be clear so don't get into too many details
3. Next you'll want to get that story into some kind of format. It could be a pamphlet, website, video or presentation

Source IDEO's Field Guide to Human Centred Design - <https://bit.ly/2a0RISK>

Design Thinking



- Design Institute for Health. (2018). Design in Health Approach. Retrieved from: <https://www.designinhealth.org/approach>
- Dengate, J., et al. (2012). The Power of Co: The Smart Leaders' Guide to Collaborative Governance. Vivien Twyford Communication Pty Ltd.
- IDEO. (2017). Designing for Public Services. Retrieved from: http://designforeurope.eu/sites/default/files/asset/document/Nesta_Ideo_Guide_Jan2017.pdf
- IDEO. (2015) The Field Guide to Human Centered Design. Retrieved from: <https://bit.ly/2a0RISK>
- Institute of Design at Stanford. (2016). Design Project Scoping Guide. Retrieved from: <https://static1.squarespace.com/static/57c6b79629687fde090a0fdd/t/589baa7d579fb3fd7fddbdee/1486596733764/Design-Project-Scoping-Guide-V4-pages.pdf>
- Institute of Design at Stanford. (2013). Stanford d.school: The Bootcamp Bootleg. Retrieved from: <https://static1.squarespace.com/static/57c6b79629687fde090a0fdd/t/58890239db29d6cc6c3338f7/1485374014340/METHOD CARDS-v3-slim.pdf>.
- Google. (2018). Crazy 8's Core Method. Retrieved from: <https://designsprintkit.withgoogle.com/methodology/phase3-sketch/crazy-eights>
- Jones, S., et al. (2016). Distributed Leadership. Retrieved from: www.distributedleadership.com.au
- Tran, N. (2016, July 31) Design Thinking Playbook For Change Management in K12 Schools. Retrieved From: https://issuu.com/normantran2001/docs/design_thinking_playbook
- Vetan, J., et al. (2018) Design Sprint Master Facilitator's Guide. Retrieved from: <https://designsprint.academy/email/facilitation-guide.pdf?v=2>
- Velji, A., & Weinlick, B. (2016). Social Innovation Lab Field Guide. Retrieved from: <https://thinkjarcollective.com/tools/social-innovation-lab-field-guide/>
- World Health Organization. (2019). Service delivery and safety: What are integrated people-centred health services? Retrieved from: <http://www.who.int/servicedeliverysafety/areas/people-centred-care/ipchs-what/en/>

