Q5

Our approach to Service Design

Transforming your services for user centricity, value and resilience

A service is where your organisation meets the world

To a user, a service is very simple. It is something that helps them to do something. That 'something' can be as complicated as onboarding someone into a new organisation, or as simple as buying a coffee.
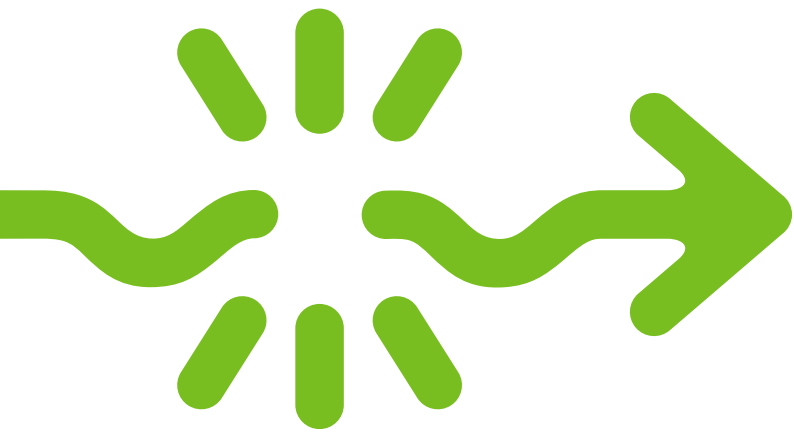
The thing that unites them all, no matter how big or small, is that they help us a achieve a goal.

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What your customer* needs to achieve

The purpose of your organisation

Your service
(this can be internal or external facing)

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*Customer can be interchangeable with "user" or "patient"

An organisation's services don't necessarily map with a user's

As organisations, we tend to categorise the things we do in a way that work for us. They provide a neat filing system to organise all our people, systems, policies and processes into groups that make sense for us to deliver.

The problem is, for our users, a service is one continuous set of actions towards an end goal, regardless of who is providing it. That is radically different from how most organisations see services. When we think about services in this way, they tend to be much longer and involve other teams and sometimes other organisations.

Health: Patient's problem
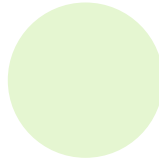## "I feel unwell and want to get better"

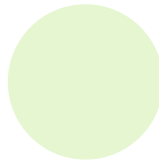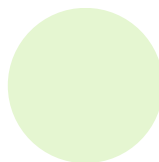| Service steps	Service area that handles step
Search online for symptoms	Department of Health website
Visit GP's surgery and given referral	GP
Get scan on chest	Private X-Ray Specialist
Get blood tests	Blood clinic
Get test results	GP
Get a prescription	Pharmacy

Nearly all of these steps are provided by different parts of the health service

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Support Services: User's problem
"I want to recruit new staff to my team"

Service steps	Service area that handles step
Draft rationale for role and request approval	Line manager
Determine recruitment strategy and process	HR BP
Place job ad up on selected platforms	Digital/social media team
Brief partners to conduct broader search	External recruitment agency
Conduct interviews	HR BP
Seek approval for new hire	Line manager
Consult references	Clearances & checks
Conduct onboarding	Finance & IT

Whilst the manager may have the single job of wanting to recruit someone, they will usually have to interact with several different function reps along the way
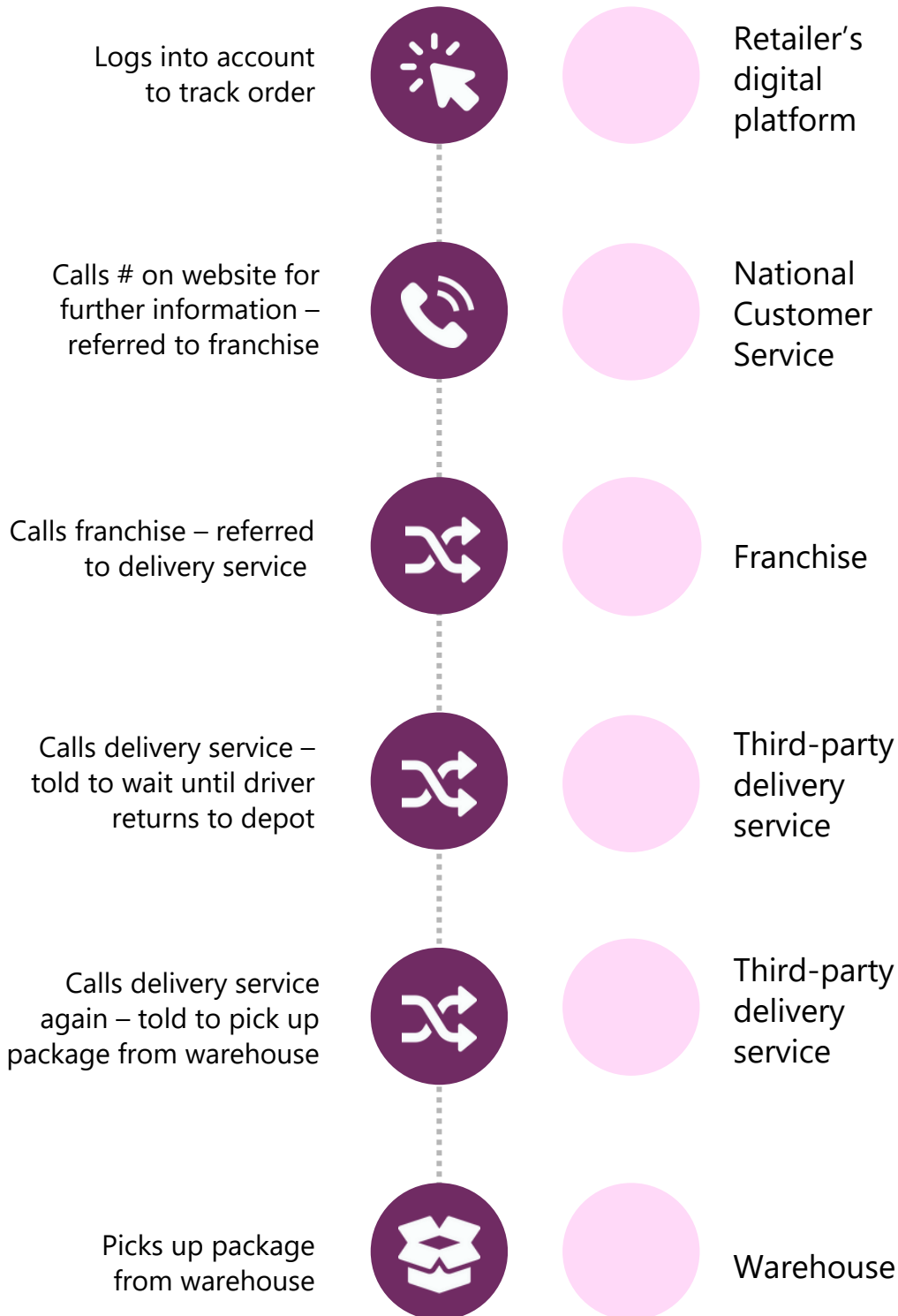
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Retail: Customer's problem
"My delivery hasn't arrived.
I want to know where my deliver is."

Service steps | Service area that handles step

Service steps		Service area that handles step
Logs into account to track order		Retailer's digital platform
Calls # on website for further information – referred to franchise		National Customer Service
Calls franchise – referred to delivery service		Franchise
Calls delivery service – told to wait until driver returns to depot		Third-party delivery service
Calls delivery service again – told to pick up package from warehouse		Third-party delivery service
Picks up package from warehouse		Warehouse

With a relatively common problem, the customer must engage with the entirety of the retailer's go-to-market chain, leading to a poor, costly and time intensive experience
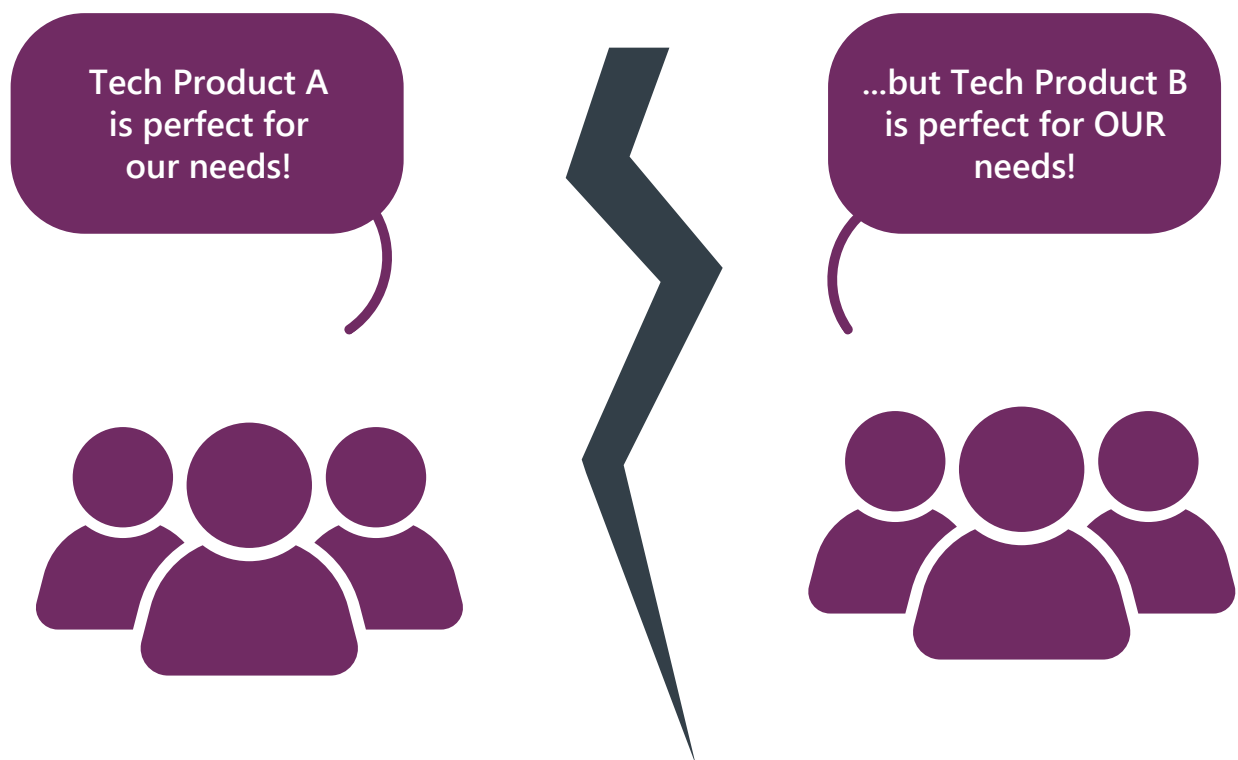
This mismatch leads to a poor experience

They shouldn't have referred you here. You need to go there.

That's not my role, sorry. You need to see them over there.

They're wrong - you were in the right place. Just tell them I sent you.

By designing services that don't align with the user, the user can be passed between services without anyone taking responsibility for the outcome.

Important parts of their journey can fall between the cracks, things get missed and the user can get frustrated having to navigate a system that doesn't make sense to them.

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Internally, it also leads to wasteful handovers and inflated costs

Tech Product A is perfect for our needs!

...but Tech Product B is perfect for OUR needs!

This fragmented service makes it very difficult for organisations to manage costs across the customer journey as handoffs create inefficiencies and waste.

It can also lead to poor investment decisions as siloed internal teams can create conflicted processes or invest in tech that doesn't fit together at huge cost.

This requires designing services with the user **at the centre**

Oh, I didn't realise us doing that made your life difficult!

Lets come up with a solution that works for both parties

By starting with the user first, we create services that improve the user experience, de-risk investment decisions and breakdown organisational silos to share understanding between teams of their role and challenges, and collaborate to find solutions.

This means the user is kept at the forefront of our design through a rigorous understanding of their needs, desires and wants.

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How **we** think of service design

We recognise that service design happens in 'brownfield' environments where many other services already live.

As experts in organisational health, we're perfectly placed to design services that are practical and can be put in place with minimal disruption. We understand how the components of a system, including its governance, policy, culture and infrastructure function and interact to deliver impactful services

Art

User-centric Service Design

Science

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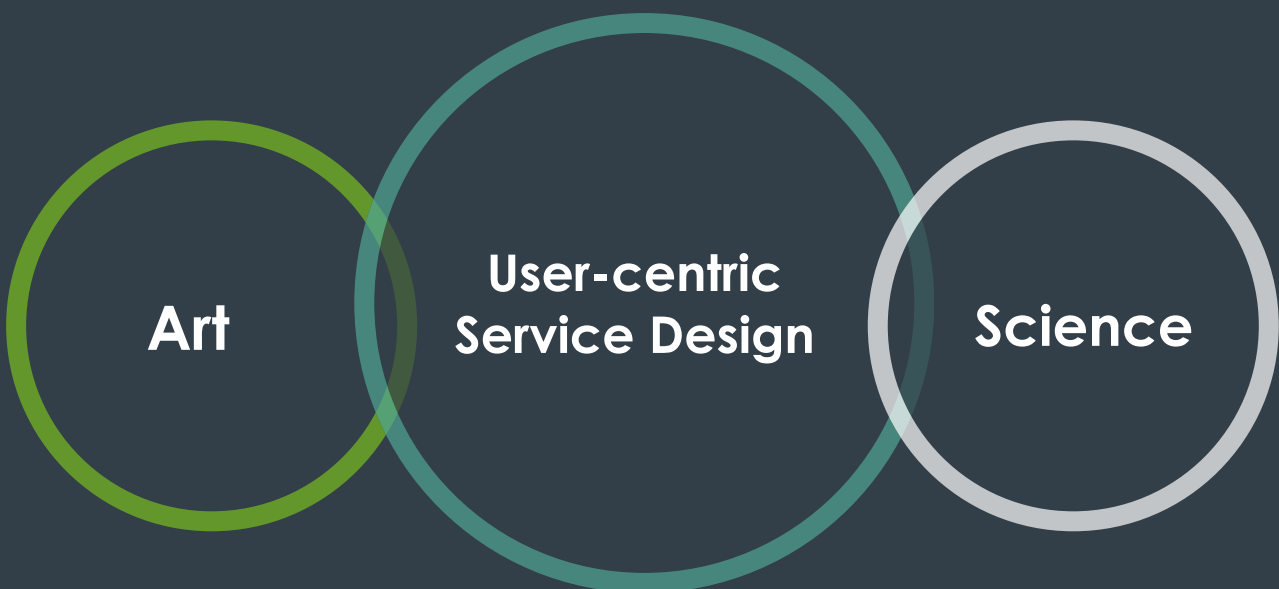
How we do it

Our 4-stage approach to Service Design

Using this methodology, we examine challenges holistically, placing individual issues within a broader context. Recognising that nothing occurs in isolation, we move past symptoms to identify the patterns and root causes that, once addressed, will create significant change.

Stage 1
Understand

Listen to the experiences of people and analyse service-usage data to discover how services are interacted with today.

Stage 2
Align on ambition

Articulate a common desired-future for the service, based on what we have discovered, and tie it to the strategy.

Stage 3
Design & pilot the future

Ideate on how might we get there, map our future service and pilot subsections of the service to learn and iterate through feedback.
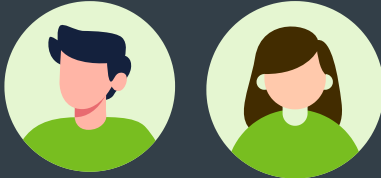
Stage 4
Realign

Define, prioritise and plan the activities required to establish the new service including leadership, ways of working, operating model and capability requirements.

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Typical outputs:

What our customer* sees, feels, does

What we do to serve our customer*

1

Personas – Who are we serving?
We create indicative personas of the key user groups to understand their needs, motivations and challenges

2

Customer Journey Maps – What's their experience?
We map typical scenarios from the persona's point of view, including each interaction they have with us

3

Service Blueprint – What are we doing to deliver that experience?
We map the activities we need to do to deliver the ideal user journey, mapping the user interface, the front, the back and the system required

4

Concept Cards – What do we need to do that we aren't doing today?
We develop some of the key ideas to deliver the future service and user experience

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*Customer can be interchangeable with "user" or "patient"

Design of virtual care deliver for a major tertiary hospital provider in Australia

The challenge

The provider aimed to revolutionise health service delivery and understand how hospitals can better adapt to the dynamic needs of patients and care models. To achieve this, they focused on enhancing virtual care, extending beyond mere digital technology to transform the entire care model and partner network.

Our approach

- Worked with select members of the ELT to define the ambition for virtual care
- Analysed relevant patient research and used pre-existing personas
- Formed a design team to develop the vision, define the future-state patient journey and design a high-level service blueprint
- Tested and refined the ambition and emerging high-level design with senior clinical and operational stakeholders, small groups of consumers and staff
- Reviewed concepts and service blueprints with members of the digital team to sense check feasibility of the concepts and service blueprints

What we achieved

Created a strategic narrative outlining the ambition, big shifts and principles for virtual care.
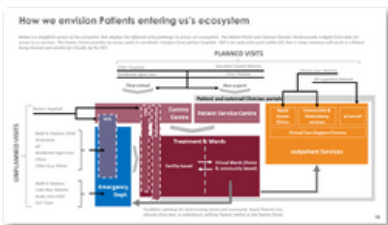
Developed virtual care operating model and ecosystem defining entry points and relationships with partners.

Created future-state patient journeys identifying key points of interaction and desired patient experience

Prioritised opportunities for piloting based on qualitative and quantitative analysis and sizing.
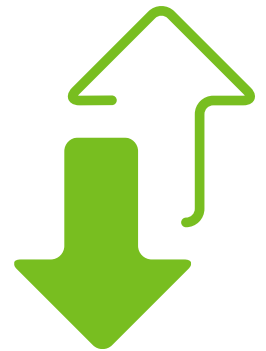
We tested with patients, staff, clinical leaders and operational leaders at each step

The hospital provider is now piloting the service

Transforming the HR services of a global service provider

The challenge

The organisation is a global service provider, deploying c. 50,000 workers from hospital porters to lab scientists, at scale into diverse public service organisations. Their business model relies on the ability to deploy, manage and develop their human resources effectively, they needed help to improve their employee data, systems and workflows – seeking to:

- Improve the experience of users
- Reduce cost to serve
- Enable the business to achieve its growth goals

Our approach

- Conducted an in-depth current state assessment integrating 202 user interviews, 700 survey responses and analysis of service data (e.g. service usage, error rates etc.), with recommendations developed to rethink the HR service model
- Developed a service vision through co-designing a detailed view of each of the 26 HR service lines, bringing together a cross functional team to create a vision for the service that met customer needs, detailed the channels, value proposition and key costs
- Created a detailed service design, developing service blueprints for priority services with complete user journeys and requirements for the new service
- These requirements were then fed into the development of a new Employee Experience platform

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What we achieved

Defined the current state
We mapped the employee experience of all HR internal services across their lifecycle in the organisation.

Segmented customers
Defined the key needs of the different customer segments that informed the design of the future service.

Defined the service ambition
We co-defined the service ambition using the Service Model Canvas to capture all components of the future service.
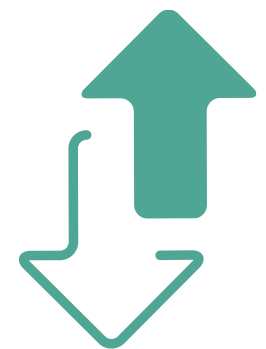

Designed the future structure and ways of working
We reworked the structure to enable the teams to deliver the future service and created clear roles and responsibilities to do so.

We tested with internal customers and staff at each step, iterating and validating as we went

Outcomes

- Designed and rolled-out a new Employee Experience platform
- Simplified services, with reduced wait time through automation
- Reduced time burden on operational managers
- Enhanced dataflows and integrations
- Reduced cost-to-serve

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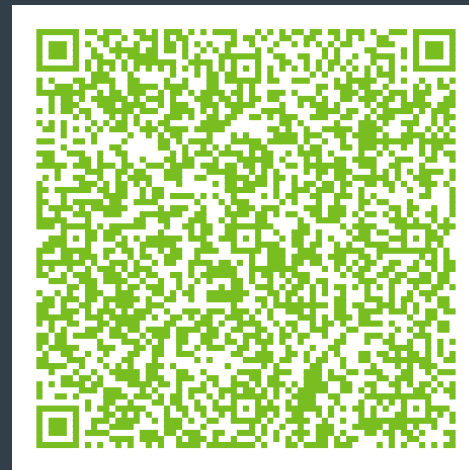# Q5

Thanks for reading this article!

If you're interested in learning more or working with us, feel free to get in touch

Alex Dodds
Principal Consultant
(Sydney)

Lyndal Hughes
Head of Q5 Australia
(Sydney)

Q5. The art and science of organisational health.