

MAKING AGEING BETTER



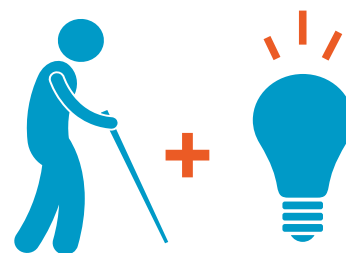
A look at how service design can innovate senior care

This guide is the final report of Project DAA, **DESIGN LED INNOVATIONS FOR ACTIVE AGEING**. DAA was co-funded by European Regional Development Fund, helping to gather together expertise from eight European cities.

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DESIGN LED INNOVATIONS FOR ACTIVE AGEING



The DAA project is co-financed by the European Regional Development Fund and made possible by The Interregional Cooperation Programme INTERREG IVC. INTERREG IVC, financed by the European Union's Regional Development Fund, helps regions of Europe work together to share experience and good practices in the areas of innovation, knowledge economy, environment and risk prevention.

TOOLS FOR INNOVATIVE SENIOR SERVICES

One of the fundamental challenges facing Europe is the ageing of its population. Europe needs innovative solutions and improved policies that enable efficient social and health care services.

The Design-led Innovations for Active Ageing project (DAA) brought together eight cities that were determined to develop sustainable solutions for demographic ageing. The project's goal was to contribute to social innovation and public sector transformation in the field of senior care.

New solutions were sought by sharing best practices and utilising the process of service design – a user-centered method of innovation combining the experience of senior care specialists with the expertise of service designers. Service design brings together various stakeholders and creates innovations through cooperation, prototyping, and assessment

This Guidebook summarises and discusses the results of the DAA project. It gives new insights to senior care by presenting all the eight partner cases from Antwerp, Barcelona, Berlin, Helsinki, Oslo, Sofia, Stockholm and Warsaw. The guidebook

describes the contexts, the challenges, the design methods, and solutions and presents the implementation plan in each city.

Service design incorporates certain basic methods, such as involving stakeholders in innovation and prototyping different solutions. The process is divided into different parts (see pp. 4–5), the execution of which can be followed in the context of different partner cases.

Design is a simple and powerful tool to tackle tough societal challenges

OUR CHALLENGE: AGEING EUROPE

Demographic ageing is one of the major challenges Europe is facing in the coming decades. In 2060, the share of people over 64 years is anticipated to be almost 30% of the EU population. This will increase the burden on the social and health care sectors, meaning that less people will be active in the workforce.

As a successor of the Lisbon Strategy, the Europe 2020 Strategy aims to address major structural challenges facing Europe today, including climate change, globalisation, ageing population, and economic downturn. Demographic ageing is identified by the EU 2020 Strategy as one of the main long-term challenges that Europe is facing post-crisis. One of the answers to demographic ageing identified by the Innovation Union is the imminent launch of the European Innovation Partnership on Active and Healthy Ageing (EIPAH). In line with EIPAH, the DAA project contributed to improving the quality of life of an ageing population by new innovative solutions and the development of products and services specifically suitable for the elderly.

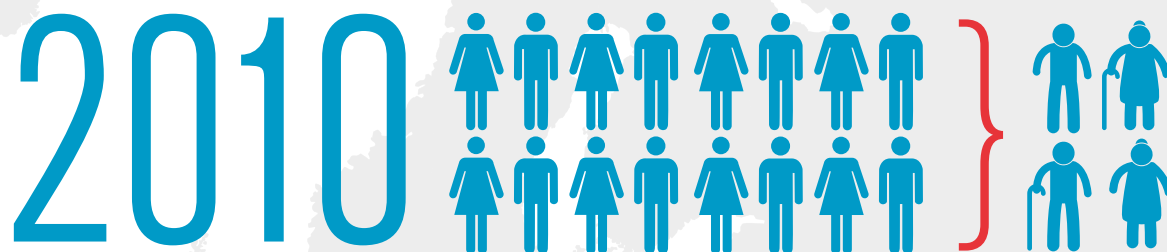
It is vital that European countries and cities create frameworks to provide healthy and caring environments for the ageing population. The challenge is even more severe as cities and regions in Europe are currently facing budget deficits that may continue to rise in the future. Also a large number of care work-

ers in some regions will retire in the coming years.

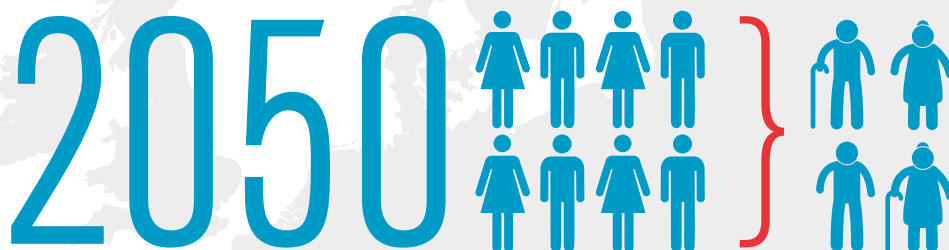
In order to tackle the challenges of the ageing population, European cities, regions, and national governments need to find sustainable solutions to:

- 1) Inspire people to live healthier
- 2) Keep ageing people both physically and socially active so that they can live independently in their homes for as long as possible
- 3) Make the models of care more economically sustainable

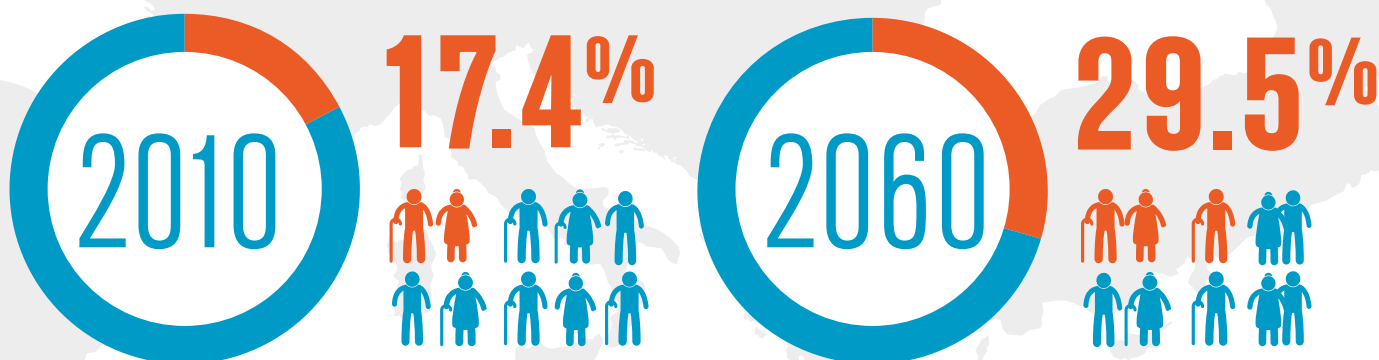
Cities need to put more focus on innovative and cost efficient solutions for senior care in order to handle growing demand in economically challenging situations. The cities participating in the DAA project have each acknowledged the urgency of the need for new solutions. All partners feel that the new innovative collaboration models and service design methods present useful and strategic tools for future challenges.



Old-age dependency ratio 25.9% = four working aged people per one senior.



Old-age dependency ratio 50.2% = two working aged people per one senior.



In 2010 the share of persons of age 65 or older was 17.4% in the EU countries.

In 2060 the share is anticipated to be 29.5%.

WHAT IS SERVICE DESIGN?

How can new services be created? How can services be improved with limited resources?

Service design seeks answers to these questions. It is a methodology of improving the quality of services and processes as well as using innovation to develop new ones. The improvements are directed at both service users and providers.

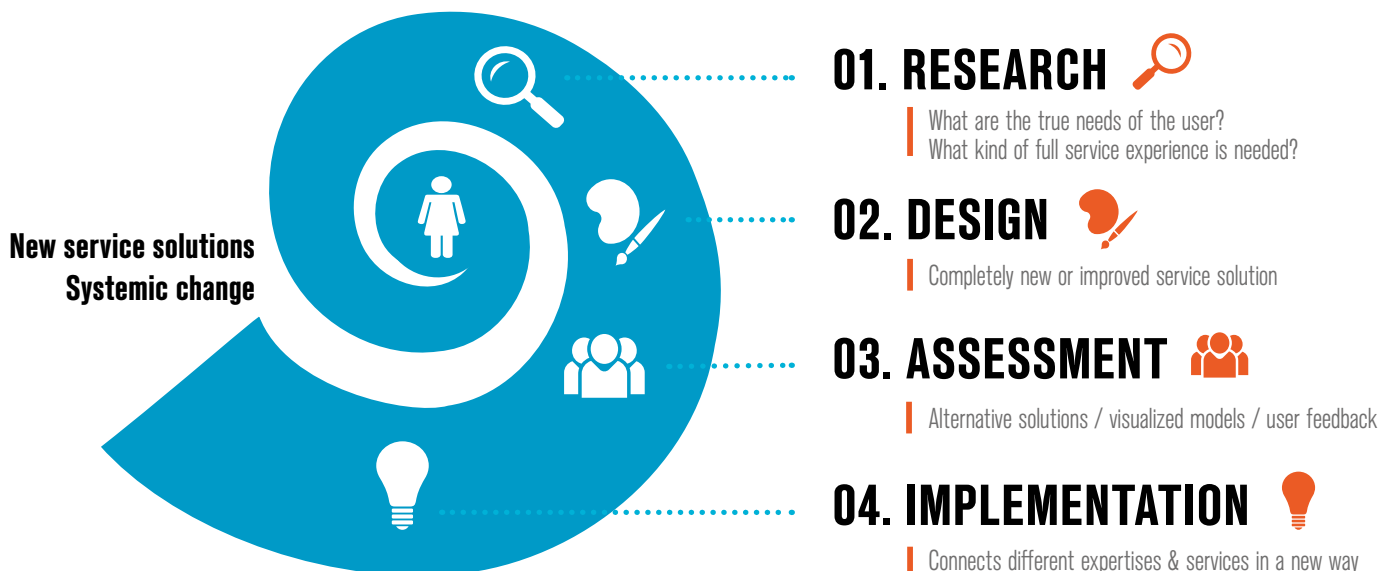
Innovating in services is not new: every organisation that provides services wants to improve them and many accomplish this regularly. What is new, however, is innovation based on design thinking, processes, and tools.

Service design puts people at the center of its approach. It brings the users' point of view to innovation processes. This distinguishes service design from other drivers of innovation,

such as technological breakthroughs, legal requirements, or unchecked profit-making. Taking a design approach ensures that solutions are suited for everyday life and meet the needs and demands of the users. These include not only customers or end-users, but all the people involved in the ecosystem, such as stakeholders and staff who provide the services.

Involving users and stakeholders

Service design is a user-centered, human-driven, and flexible method which is adaptable to different situations or problems. This can lead to tailored working processes in which the phases



or tools can differ from one process to another. The service design method is ideally suited for organisations in the public domain; those that provide important services and work in different, often complex, contexts.

Service design looks at the complete experience of how a service is delivered. It is a holistic approach that considers all the various factors and touch points that influence the context in which a service is rendered.

The design process starts from observing the prevailing situation and identifying problems. To determine new solutions, service users and other stakeholders are involved in the innovation process from the onset. This is called "co-designing" or "co-creating". "Empathy" is a core concept in service design, and what better way to empathise with your users than to let them participate in the shaping of your services?

Interdisciplinary ideation and development

The service design process includes distinct phases such as mapping stakeholders and existing best practises, ideating, blueprinting and prototyping new practices, and testing the service. Feedback and opinions from stakeholders are gathered in every phase of the process. This is why the process needs to be reassessed to accommodate new insights in a continuous feedback cycle.

Service design is based on interdisciplinary work groups to include all kinds of insights. The method may combine expertise from various disciplines such as psychology, sociology, anthropology, marketing, and the arts. Methods from different fields such as surveys, ethnographic interviews, and visual planning can bring new insights into the process.

Some methods point to the core of what service design is all about, such as the use of "personas". Personas are "typical" users made concrete. They help you empathise with your target groups and get a first-hand experience of their needs and desires. Service design also puts a strong emphasis on visualisation tools to communicate ideas more effectively.

In the end, service design should become a way of doing things, a specific way of looking at your day-to-day service delivery. Service design is not an end-point, but a process of constantly analysing, defining, and re-evaluating your service and searching for ways to improve it. "Design" should always be a verb.

Key words

Service design incorporates certain basic methods. Here is a short introduction to the terminology related to the most common practises and principles of service design.



User-centered

Service design aims at delivering services that meet the needs and the demands of users. The methodology acknowledges humans as drivers of service innovation and focuses on gaining insights from users.



Contextual and diverse

Service design looks at the complete experience of how the service is delivered. Interdisciplinary work groups include all kinds of insights and forms of expertise – even contradicting ones.



Stakeholder involvement

Stakeholders participate actively in the process, which also helps strengthen their future commitment.



Dialogue tools

Dialogue in co-design workshops and brainstorm sessions is encouraged to inspire new ideas and explore different options.



Visualisation

Often ideas can be communicated most effectively when they are visualised into drawings, models, schemes, or icons. Visualisation is not just reporting, it can simplify complex ideas during the process.



Iterative process and feedback cycle

Often the process must be reassessed to accommodate new insights in a continuous feedback cycle during the design work.



Prototyping, trial and error

Just as in product design, services can be prototyped and tested, using research, analysis, trial and error testing, and simulations. A design brief can be the starting point of the design process, but it can also be its result and open up roads for new design processes.

ACTIVE SENIORS IN URBAN ENVIRONMENTS

WHY **Helping seniors find more meaning in their lives**

The main trigger for becoming an active senior citizen is to feel meaningful to themselves and to other people. In urban environments such as Antwerp there are typically seniors who do not utilise and are not aware of the services available. This means they fail to build and maintain vital social connections to peers and others. The significant social isolation of elderly people is often difficult to detect and combat with stretched outreach programmes in densely populated cities everywhere.

Isolated seniors rarely express their feelings of loneliness and are often hesitant to establish a new social network. Because they are unaware of the existing services and lack these important social connections, the direct impact on their quality of life impacts their health and happiness in a seriously detrimental manner.

The goal was to bring a sense of purpose to the lives of lonely seniors through empowerment and self-determination.

GOAL **Improving senior lives with extended social networks**

The design team consisted of design consultancies Namahn and Yellow Window. They were commissioned by Care Company Antwerp and design support organization Design Flanders. Their goal was to help each local care centre engage with more seniors in a more meaningful manner to ultimately prevent social isolation and improve the quality of life. In order to accomplish this, it was vital to create a new system and manner of dialogue that would empower each local service centre in a cost-effective and optimum manner.

The solution could not necessitate additional social workers or budget; it needed to be impactful and engage more seniors with the services. Ultimately each service center needed to be equipped to extend its channels of communication to bring a sense of purpose to the lives of lonely seniors.

METHODOLOGY **Senior-centric solutions via collaborative service design**



The starting point for the team was to identify the triggers that would make seniors become more active. Rather than seeking to enhance information or channels, and instead placing the focus on how this group would be motivated, it allowed the project team to use intelligent service design in a creative new manner.



Service design is optimised when it is grounded in collaboration with partners. Firstly, working closely with the Care Company Antwerp meant the details of the issues and then the potential design solutions were carefully discussed and considered. Then via workshops with stakeholder groups, the design and creation of the potential solutions were explored together.

Methods used during the design study ranged from benchmarking of existing projects; cultural probes to provide user insights; creative and collaborative techniques; and the concept of self-organisation itself. Cultural probes were used to gather qualitative data about people's lives, their values, and thoughts. In this case, seniors recorded their thoughts, feelings, and perceptions to a diary which guided the user-centric design. Creative and collaborative techniques such as the "lotus blossom" and different "personas" provided new ideas during the co-design workshops whereas "Customer journey" mapping provided a depth of understanding.

The concept of self-organisation was central to the discovery and service design; the design team understood very quickly that the senior-centric approach was leading them to understand that the end solution must involve closer, ongoing collaboration and dialogue with the seniors themselves.

RESULTS



Seniors need some self-control in their networks and lives

Unfortunately many of the elderly participating in the study lacked a sense of meaning in their lives. This is a more fundamental problem than activating senior citizens to meet other people. To solve this problem it was important to understand what motivates people to become and stay active and involved. Some members of the design team even spent a weekend "living as a senior" to try to see the care and services more closely.

A key learning was that by engaging seniors in the functions and day-to-day operations of the service centers it encourages them to see the center as their own and thus have a closer affiliation with the center itself. This will then lead to seniors to develop healthy and meaningful relationships with others, explore new interests, learn new skills, and increase their sense of purpose in life.



The user-centred approach of the service designers has led to an increased awareness of user needs and throughout our whole organisation.

WHAT'S NEXT

Tools to engage and empower seniors in a new way

This study will develop a tool for service centers to create new activities for seniors. The initiative will be piloted in a local service center where seniors are supported and stimulated to exchange ideas and information, co-decide on an activity programme, and co-create actual, specific activities. This tool can create a context within the local service center that allows for seniors to self-organise themselves. Self-organisation supports seniors to regain a sense of purpose in life, leading to meaningful social contacts.

ALZHEIMER'S - USING SERVICE DESIGN TO IMPROVE LIVES

WHY

User-centered solutions for Alzheimer's patients

The region of Catalonia has many initiatives related to Alzheimer's disease. Similar to most cities, these programmes offer information about the disease as well as psychological and emotional support and networks. Often after diagnosis it can be a complicated journey to understand where to go for help and support amongst the myriad of options. In addition, it can be difficult to engage patients and families in a consistent manner that would help the patient long-term within a framework of disparate systems.

Adding additional urgency is the fact that the ageing population is rapidly expanding and economic cuts on health and social services are inevitable. The demand for cost-effective and user-centric solutions is growing and requires some rethinking of services and service design within this urgent context.

GOAL

Catalonia needs an efficient service model

The design study driven by Barcelona Design Center (BCD) sought to provide a social service model resulting from embedded design to have an impact on the lives of senior citizens suffering from dementia. The practises in the care system in Catalonia needed to be optimised and the new model must be self-sustaining and need as little public funding as possible due to the budget cuts to social and health care services.

The services and solutions must be equipped to sustain themselves and expand in an organic fashion as they evolve – which meant that they must first be user-centric as a design principle.

METHODOLOGY



Inside out design—patient centric service design that considers all disciplines

To achieve the goal, the expertise of different stakeholders were combined in a collaborative learning environment. This included patients and their families, senior care specialists, service designers, policymakers, case-companies, and universities. The team spent time in hospitals listening to and learning from patients and their families about their lives – what they need, how they felt about services, and what would have the biggest impact for them. The project team knew that this must guide the process and the solutions.

Our aim is to create a social service model that is self sustainable and covers the unmet needs of the senior citizens suffering from dementia and all the stakeholders involved.



BARCELONA

Often in service design it is this wider, collaborative context that ultimately has the biggest impact on the success of the solution.

What made this project unique is how it built on and strengthened this user-centric approach by collaborating with an extensive array of experts across disciplines such as psychology, engineering, PhD students, and others to create an open and well-guided environment that considered all angles. This included new ways of prototyping and testing that took into account very diverse concepts and ideas. Different design methods were also used to collect diverse perspectives on the problem and potential solutions. These methods included ethnographic interviews, a co-design workshop with all the stakeholders, and an online tool to get stakeholders better involved. A stakeholder map was created to help identify and bridge the array of services and parties so that the solution would create synergy. The team organized a two-day workshop together with project partners including other European project teams. This empathic multidisciplinary workshop aimed to generate a wide range of ideas based on inspirational stimuli that addressed the relevant unmet needs and motivations of patients and their carers.

RESULTS



Balancing needs with economic constraints—enabling efficiency through intelligent service design

It is important that the innovation within the new service models not only meets better the unmet needs of the stakeholders, but also does not compromise the sustainability of the public system. Allowing an Alzheimer's patient to stay at home as long as possible, extending the autonomy of the patient, and supporting those caring for the patient will minimise the use of public care services and vastly improve the quality of life for the patient.

Importantly, the model must attract new stakeholders (such as universities and investors) to participate and allocate more resources in the services. This integration will make the model more sustainable and valuable because of the synergies between the services provided and the vital knowledge generated during the use of these services.

WHAT'S NEXT

Streamlined service access to create a cohesive services community

The design team created a new inclusive system that integrates several services offered under one model. One of the new services in the proposed model is the creation of facilitators, meaning key agents that interpret the unmet needs of the patients and offer guidance and emotional support to the patients and families.

The integrated service model allows the patients and families to have one unique access point to all services. This access is possible through the GPs or by a digital platform that integrates the services proposed.

The project is now entering the phase of co-creation sessions with different stakeholders to test the viability of the model and its possible implementation.

CREATING ACCEPTANCE OF ASSISTIVE TECHNOLOGIES

WHY



Encouraging an older generation to try new technological solutions

Due to a rapidly expanding older demographic and the shortage of care personnel, technology that encourages older people to live independent lives is growing more significant. Several research initiatives are focusing on creating robots and other assistive technologies in the field of Ambient Assisted Living (AAL). These intelligent assistance systems aim to help provide for a better, healthier, and safer life in a preferred living environment.

Although these solutions show much promise, gaining acceptance and adoption of new technologies is never simple, particularly with an older generation. When it comes to assistive technologies and robotics, the issue of acceptance is crucial.

GOAL

Developing the user environment—from innovation to acceptance

As with any technological development, it is critical that the innovation moves into acceptance and eventually adoption and desire. At this stage of development, the AAL research has focused on end-user requirements and not yet turned the focus to acceptance needed by other stakeholders. The project team driven by International Design Center Berlin identified that only by engaging with and encouraging support by all stakeholder groups will the technology phase move to the next level.

A framework outlining what is necessary for this to happen as well as the collaboration model it would require proved the objective of the project. The goal was to make concrete recommendations for action that will be crucial to the future success driving adoption in the field of AAL.

Only when all stakeholders work together will future innovations in the field of AAL be successfully implemented.



BERLIN

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Design led innovations for active ageing

METHODOLOGY



Multi-disciplinary collaboration to create future pathways

A co-creation workshop was held in Berlin to bring together different European stakeholders from private and public sector with those involved in research on ageing, technology, and design. This included people who work for municipalities, city councils, insurers, SMEs, organisations, social services, and care institutions. By discussing these different perspectives the workshop created an ideal environment in which to build on the existing acceptance model based on the end users' perspective.

With the help of creative techniques, stakeholders explored acceptance criteria and barriers in AAL/robotics from their perspectives. Participants then presented their individual work to the team, after which the results from each group were discussed.

By creating this inclusive environment, the team was able to utilise several creative methods to explore acceptance issues and create a roadmap for the future. Taken from the fields of creativity and design thinking, the model fulfilled specific criteria: 1) produce new results 2) utilise creativity 3) create a collaborative environment 4) provide ways to track and measure the impact/results and 5) motivate, engage, and secure the commitment stakeholders.

RESULTS



Adoption and acceptance requires a robust framework

The workshop resulted in well-considered guidelines and service design principles to drive adoption. In order to implement innovations in the field of AAL, the following issues must be considered:

- Improve planning reliability for all stakeholders
- Reduce uncertainty about user acceptance
- Develop feasible and affordable products and services
- Create sustainable financing models

Improving planning reliability can be accomplished by involving all relevant stakeholders in the early phases of product development and simultaneously encourage research on legal frameworks for AAL. Realising more pilot projects and increasing awareness of AAL technologies will reduce uncertainty. Also integrating AAL products into existing frameworks and publishing guidelines on personal safety data could impact acceptance. The focus should be in developing and funding reliable, cost-efficient products and services that can enter the market first.

Service design is a unique way to merge different perspectives and work together to develop innovative, life changing new approaches.

WHAT'S NEXT

Creating a user environment, practical pathways

The project's final report summarises the research and workshop results. It is disseminated to relevant stakeholders and all interested parties. The report presents recommendations for action that will be crucial to the future success of innovations in the field of AAL.

NEW SERVICE DESIGN: INFLUENCING MULTI-STAKEHOLDER DECISION MAKING

WHY

Changing services in a complicated landscape

It has been reported that the public sector in Helsinki (and all of Finland) will need radical changes in the near future. The impact of this is likely to involve significant changes ranging from creating and implementing new services and also eliminating existing ones. The thought processes, attitudes, and appetite for such change is typically deeply-rooted in political systems and any lasting changes to this process will happen under very close introspection.

New and innovative service concepts are often created in different development projects in Helsinki, where municipalities create their own services for the elderly. However, these new service concepts only rarely become a part of the actual service palette. It is very complicated to implement new service concepts into the public sector, especially if they require changes higher-up in administration and budgeting.

In order to successfully scale up and implement new service concepts, development projects need to be aligned with political and budgetary decision-making.

GOAL



Outlining guidelines for success

The city of Helsinki wanted to focus primarily on decision-making processes and to gain a deeper understanding of the obstacles that impede new innovation. This meant helping the policy makers and managers on strategic level to understand their importance and roles in an innovation ecosystem. The goal was to find key criteria that would make it easier to implement new service concepts in the future, even when they require changes in the rather complex public system.

METHODOLOGY



Gaining deeper insights about decision making

The ongoing Customer-Oriented Service Network Project was used as a pilot case study for this design analysis. The pilot case aimed to develop a new care management model and personal budgeting tools to equip elderly people to organise their own support and services in an optimum

way. The project began by identifying the stakeholders and key persons in the management related to the case. Later these people were interviewed in order to gather views on personal budgeting and other issues which could have an influence on their decision-making. These interviews provided a depth of insight about the target group and their priorities, then an influence was created that detailed pathways for change. This led to a greater understanding of how to support the implementation of new service concepts.

Lastly, the project team organised a policy design workshop together with the partners to identify universal opportunities and approaches on how to develop innovative services for ageing.



RESULTS

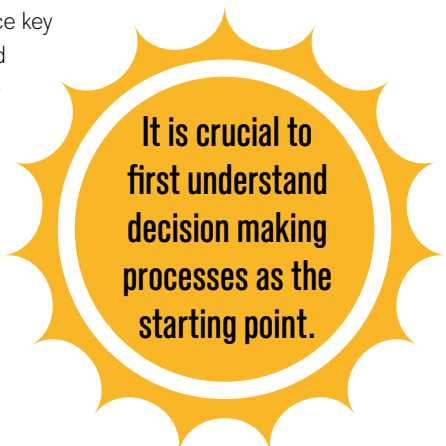


Planning, considering, and mapping

The design study itself was an ambitious attempt to address key problems in public services and to create practical new tools for identifying and designing mechanisms of decision-making.

This study revealed several issues that should be kept in mind in the for planned public service projects and key success factors such as measurement, people, timings, and communications. Some key findings:

- Measurement indicates the project's success and helps to solve the right issues. Having the right people aware of and committed to the project is essential from the onset, it is important to identify the key decision-makers and have their support.
- Every project should have a communications plan on how to influence key stakeholders from service design concept, through to awareness and later adoption. Only by the systematic mapping and tracking of these basic elements can a project team ensure the project is keeping the multiple stakeholders and decision-makers on track toward acceptance.
- Understanding of the overall political situation and likelihood of the project being considered is essential. There is often only a small window for a project to fit within political and budgetary decision-making. Knowing when this is likely and what it looks like will determine the success of the project.

A yellow sunburst-shaped callout box with a white border. Inside, the text reads: "It is crucial to first understand decision making processes as the starting point."

It is crucial to first understand decision making processes as the starting point.

Stakeholder and influencer relations as a key service design component

The results of this exploration illustrate that it is crucial to map and plan how to influence stakeholder groups when considering service design; and also how to take their perspectives and goals and incorporate them into the overall design planning to ultimately gain the support of key stakeholders and influencers. Outlining the optimum process to achieve this along with a practical list of key performance indicators for each step of the service design can help navigate the waters in a challenging political environment.

NEW SERVICE DESIGN TO ENABLE WELFARE TECHNOLOGIES

WHY **Welfare technologies as a part of the future care model**

The development and implementation of welfare technology is considered to be an important strategic tool in addressing demographic challenges and elderly care. Adapted housing with technological solutions and support to live at home is part of the solution. Welfare technology can keep ageing people both physically and socially active and contribute to longer independent living, thus making care models more economically sustainable.

In planning for the future it is not only the technology that must be considered, but also how the information and communication channels will create a better overall system and how rich data environments will help improve healthcare. It is with this viewpoint that the City of Oslo set about rethinking its optimum service design methodology to enable future welfare technology solutions for the elderly.

GOAL **Rethinking elderly care**



The goal of the Oslo project was to better understand the future of welfare technology and then think about how service design can help reach the goal of senior citizens living longer at home or in adapted housing facilities. It was important to consider factors such as the necessary technology infrastructure that will enable different scenarios as the technology evolves. Another key aspect was how a new data environment will allow for service design to renew itself in a very organic manner. This project was aimed at studying the future, how data is transferred, how it will be utilised, and how it will improve life – all as steps toward cost-effective solutions that will be accepted and embraced. With the understanding that some of the technology is ready, now it is time to map out how to better use the information to create the right services with this technology, eventually creating better lives for the elderly.

Welfare technologies present a new paradigm as both the solutions and information will be in a constant cycle of change so the services need to help get the most benefit from this.



METHODOLOGY



Service blueprint

In order to understand the specific services situation in Oslo, a team of designers developed a Service Blueprint. The purpose of the Service Blueprint is to give both a detailed and an overall picture of the 'user experience'. In this case the designers documented a typical day in the life of an elderly person and took a deep look into the person's needs, actors involved, and technologies already in use.

It involved considering the existing solutions as well as how the needs of elderly people could be better met. Need-mapping was a critical component in the process as the needs formed the basis of solutions. Workshop participants also helped to clarify the overall picture and challenges faced when looking to implement new technologies in the future.

RESULTS

Identifying roadblocks is a necessary part of development

Furthermore, the research and the Service Blueprint identified a number of challenges when implementing and using welfare technology which will help plan for the future. These challenges included technology, privacy, and staff related problems. Current technology is still unstable and vulnerable as well as difficult to adjust and therefore causes many problems. Lack of ethical and privacy definition in regards to data has made large scale implementation of welfare technology challenging. These elements will need to be addressed.

WHAT'S NEXT

Embedding service design methodology into working practises

Oslo's project team found the introduction of service design as a method to solve problems in the public sector very helpful. It made the team consider issues across sectors and knowledge areas. After the workshop the design method was used in other projects: complicated building projects, energy efficiency projects, and sustainable building projects.

Omsorgsbygg Oslo KF is currently refurbishing a building complex to transform an old building into adapted apartments for seniors that is carefully designed with smart solutions, technology, and design for all. Welfare technology used in the apartments can be transferred to private homes later. Another project in which welfare technology plays an important role is looking at utilising technology in the care for people with dementia. The pilot is called Noras house and will be implemented in the city district of Frogner.

By using new ways of looking at projects and design it helped ideas develop sooner and solutions be more applicable to real-world settings.

CREATING A SENIOR-FRIENDLY CITY

WHY **Helping elderly citizens lead active lives**

The city of Sofia desires to be an age-friendly city where policies, services, and structures support people to age actively. Currently senior services are not well integrated in Sofia's policies and practices. Senior care is structured in the city differently than in many other European cities. The city doesn't have any special departments or policies considering senior citizens and senior care is organised through other types of social services. In this project, Sofia Development Association used service design as a tool to identify and assess practical solutions along different aspects in order to create services that will have a real impact on elderly citizens.

The project managed to pool together significant resources, including private sector, community, and media.

GOAL **Designing services to meet real-world needs**



The project team investigated barriers and opportunities in the city's strategy to become an age-friendly city. The goal was to better meet the needs of Sofia's residents by integrating an ageing perspective in urban planning and designing age-friendly city policies. The study aimed to create and test prototypes of user-centered services, practices, and physical structures and utilise underused city and community resources.

METHODOLOGY **From ideas to testing - a lifecycle of service design**



Following a needs assessment, the team selected to focus on key areas including public space and buildings; mobility; social involvement and respect; communication and information; health care; active participation; and employment.

It was also important to set realistic goals for the project that would have an impact on elderly lives as well as considering underutilised resources. In order to do this the team used collaborative and participatory design methods and involved stakeholders with diverse backgrounds.

The concepts that resulted from this step were then put through an ideation process that is a critical component of design thinking. This resulted in more than 50 new ideas, a few of which were chosen for prototyping. Prototyping was implemented through a city platform for information exchange. A variety of stakeholders gave their mutual support and shared their experience in the platform.



● SOFIA

RESULTS

Creating a design-centric environment

This was the first time a design process was applied to create solutions for city issues and policies in Sofia, which in itself was considered a positive result. During the process the team established a city platform for information exchange and mutual support through sharing experiences.

The project managed to pool together significant resources, including private sector, community, and media. Also corporate sponsors participated in the project in new ways which was an added, and unexpected, benefit.

WHAT'S NEXT

Putting ideas into action

Many concrete actions were taken during the project to make the city of Sofia more age-friendly. Five major and several smaller prototypes were designed and tested to create accessible urban environments and to promote active ageing in Sofia.

One of the prototypes created new learning opportunities for seniors. A partnership agreement was signed between Sofia Municipality and Sofia University, resulting in new life-long learning opportunities for senior citizens. Other prototypes included new possibilities for different generations to meet each other, age-friendly public space seating, as well as awards and programs for senior entrepreneurs. To promote healthy lifestyles, a sports festival for the elderly people was organised for the first time in the city's history.

Currently the project team is testing the prototypes at which point the service design project will have gone through a full design and testing cycle—showing the significant influence and power that harnessing service design can bring to projects.



Collaborative design yields practical solutions to improve elderly life for seniors.

BRIDGING STAKEHOLDER NEEDS WITH SERVICE DESIGN

WHY **Creating an inclusive collaboration environment**

There are currently numerous development initiatives taking place in the welfare sector by different stakeholder groups. Many of these projects receive public funding from local, national, or international agencies. The City of Stockholm studied these initiatives in order to understand how to best implement various models in elderly care. The objective was to use service design to improve the implementation environment and associated pathways.

GOAL **Aligning for success**

The goal for the City of Stockholm was to identify how processes for implementing new methods or technologies can be facilitated and expedited across different stakeholder groups. The aim was to increase understanding on how the City of Stockholm can pave the way for new concepts specific for elderly care.

METHODOLOGY **What defines success—identifying obstacles and enablers**



Stockholm's process began with a pre-study through structured focus groups with experienced project managers from different stakeholders including local government, private sector, and non-profit organisations. During the pre-study period three workshops were organised where participants devoted time to working on specific issues and preparing data from each project. During the first workshop, discussions focused on the characteristics of the projects and their dependence on different types of stakeholders. The second session focused on facilitators and obstacles to implementation and the third session identified standard problems and potential implementation strategies. The pre-study was followed by an international co-design workshop in order to understand and extract the multicultural opinion and expertise.

An implementation process that considers existing overlaps between projects and the surrounding operational processes, as well as other priorities and interests are more likely to have a broad and lasting impact in practice.

STOCKHOLM

Design methods used in the process were proactive system analysis; SWOT; and group discussions on obstacles and enabling factors for successful implementation at policy, systems, and project levels. A systems perspective was used to interpret the participants' experiences of implementation. This meant moving beyond the project work and its challenges internally in order to understand the diverse dependencies that exist between projects and their stakeholder networks.

RESULTS



Everything is local

The study revealed that enablers and obstacles to implementation exist on several levels in the system. When choosing an appropriate implementation strategy, local problems should be taken into consideration. Successful implementation does not depend on detailed plans or more elaborate implementation models, but instead on understanding the local environment and building collaborative models.

To succeed in the implementation process it is important to identify the diverse dependencies that exist between projects and their stakeholder networks. An implementation process that considers existing overlaps between projects and the surrounding operational processes, as well as other priorities and interests are more likely to have a broad and lasting impact in practice.

WHAT'S NEXT



Frameworks for the future

The study outcome provided a number of implementation strategies designed to enable a pathway for new initiatives. These implementation strategies include communication; repositioning and new alliances; dealing with conflicts of interest; customisation of content and design; and the presentation of the project.

Innovation is not just dissemination; it is change that embraces a new method or a new approach.

SERVICE DESIGN HELPS WARSAW ENCOURAGE ACTIVE SENIORS

WHY **Need for a new intergenerational space**

Senior citizens in Warsaw do not fully use all the municipal and non-governmental services available in the city as they are often unaware of the array of options and there is no centralised location where actions take place. Seniors have expressed interest in various kinds of activities and would willingly participate in them if they had more coherent information about them. The need for a solution such as a new activity center for senior citizens has been identified by residents, non-governmental organisations, and other stakeholders. Service design methodology was employed to help create a workable solution.

GOAL **Nowolipie: new activity center designed for seniors**

The City of Warsaw had two main goals for the project. Firstly, to activate and integrate older people in their local communities and to improve the communications and dialogue with senior citizens. Consequently, the City of Warsaw commissioned the redesign of an existing social center for seniors with the purpose of transforming it into a new activity center. The center aims to improve the lives of senior citizens by bridging generations and initiating social dialogue.

METHODOLOGY **A multi-step process to rethink solutions**



Warsaw's design team involved all stakeholders in the process in order to consider the array of different needs and vantage points. The design process was divided into four stages including research, focus, development, and delivery. The research stage aimed to understand the context and environment of the study. This consisted of reviewing literature and documents, analysing the market, and meeting with different stakeholders. In the focus stage the team started to work together with actual service users. They conducted sociological research with the focus group and the resulting interviews played a vital role in defining the needs and functional possibilities of a senior citizens' centre. The focus stage included ethnographic observations and a strategic workshop. The first two stages revealed the potential

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and critical areas which can work as the basis for the new service. The stages defined users and conditions which will prove important for functionality.

In the development stage ideas and impressions were used to create concrete solution scenarios. The design team created service user profiles, first scenarios, organised a workshop, and prepared initial design briefs. At the final delivery stage, previous assumptions and gathered opinions were verified with users and the final design brief was created.

RESULTS



A roadmap is defined

Data collected during the process enabled the design team to create a "Personas Model" – a key tool for the design process. This model presents the users as individual customers, defines their needs, and determines specific solutions for them.

The design team created a strategy for the new service – Intergenerational Activity Center – and defined its mission relating to the needs of the customers. The main goal is to activate seniors according to their capabilities and needs so they will be able to live independently in society for as long as possible.

WHAT'S NEXT



Better activities and communications for seniors

The outcome of the project is a new strategy for the senior activity center. The strategy includes a redesign of the existing space; new ways of organising activities; new ideas for attracting people; and a revised communications strategy.

The designers proposed short, medium and long term strategies for the center. Special attention was paid to the actual implementation of the plan. Among various ideas, the following solutions were put forward: an internet website, a hub for non-governmental organisations, cooperation with students and youth, workshops, sport activities, outdoor fitness and many more. All these ideas will be soon implemented in the new intergenerational center.



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IDENTIFYING NEW SOLUTIONS FOR AGEING EUROPE

The goals of DAA were to learn from the best senior service practices across Europe; increase the understanding of the complexity of senior care; and show how service design can create real pathways for innovative services and solutions that help address the demographic challenges in Europe.

Each of the participating eight cities brought forth a diverse array of senior needs and unique complexities in stakeholder interests and viewpoints. By exploring ways to utilise design as a tool for innovation for cities' administrative structures and day-to-day practices, it is hoped that these methodologies will be further embedded into the working cultures.

The project's design approach combined the expertise of senior care specialists in cities with the expertise of service designers. Design competence was an integral part of the innovation process from the beginning. It concentrated on rigorous development and monitoring of services with a deep understanding of user needs. Design approach emphasises that service innovations can be realised in various fields such as technology, ICT, housing, procurement, and public-private partnerships.

Understanding different contexts

The DAA project utilised a holistic and integrated methodology with a strong emphasis on cooperation between partner cities. During the project partners met each other every three months to learn about each case, best practices, and share experiences

about the design-led innovation approach.

In the beginning of the project each city provided a system analysis describing their own context of senior care, the policies affecting the system, and their best practice example. Field visits and collaborative workshops using design methods were arranged in each city to introduce different themes and understand the complexity of senior care. The workshops considered technical, human, IT, structural, and infrastructure points of view.

Co-design brings together stakeholders

Service designers facilitated cross-disciplinary interactions by leading co-design sessions and introducing visual and emphatic methods. Local design briefs helped stakeholder reach a shared understanding about local, cultural, and contextually relevant issues. The design brief process was also used for building local ecosystems including different stakeholders such as technology and service suppliers, public sector departments and utilities, volunteer workers, policy makers, and lead users.

The partners gained many new insights by working together and sharing their views. They found that there are many similarities but also differences between different administrative and

cultural contexts. Common practices and problems of senior services had some geographical variation.

Fundamental change needed on policy level

Changes at the strategic and policy level will be more systemic and sustainable than changes made only at the operational level. Besides concrete services and solutions for senior care, the project sought to develop new networked operational models and structures and to renew the policy-making and decision-making processes of participating cities or regional authorities. The project gave new ideas on how to involve different stakeholders and some partner cities have already put service design methods into practice in other projects as well.

Moving forward

The DAA project increased the partner cities' knowledge of service design and showed that it can be a valuable tool in developing public services and administrative practices. After the project all teams agreed that design methods were logical and brought concrete results. In particular, prototyping and testing new concepts was considered very useful. It provides the opportunity to modify the service before launch and thus saves time and effort.

The design-led innovation approach can be applied to many social challenges from school drop-outs to marginalisation of immigrants. Some partners have already used service design in

other projects and incorporated it in their day-to-day work.

The network of cities created for the project gives possibilities for new kinds of cooperation in the future. The partners are actively seeking to strengthen interregional cooperation and to continue sharing best practices in order to tackle today's shared challenges.

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TESTIMONIAL

"DAA-project event in Barcelona was a good experience. We received service design training to improve care of various memory disorders, including Alzheimers. It's great that these kinds of forums exist, it was nice to be able to meet enthusiastic people. I got plenty of new thoughts and energy for my work."

MARJA-LIISA LAAKKONEN, Deputy chief physician,
Geriatric care, City of Helsinki

TESTIMONIAL

"I had used the service design method in some earlier projects but I didn't think it could be used in the public sector. For me it isn't all that new but for many people in Oslo it was and they had never taken part in it before. People were open-minded to the idea and the feedback has been positive."

LENE LAD JOHANSEN, Senior Executive Officer,
Omsorgsbygg Oslo

MORE INFORMATION

The project **Design Led Innovations for Active Ageing (DAA)** brought together eight cities that were seeking sustainable solutions for demographic ageing. Innovations for senior care were developed through service design. The method focuses on the needs of users and emphasises stakeholder involvement in the design process. The partner cities concentrated on different problems, learned new methods of innovation and gained a deeper understanding of senior care problems.

To learn more about DAA, please visit the project website www.daaproject.eu or contact us through email info@daaproject.eu.

PROJECT PARTNERS

City of Helsinki

www.hel.fi

Design Flanders

www.designvlaanderen.be

City of Stockholm

www.international.stockholm.se

Care Company Antwerp

www.zorgbedrijf.antwerpen.be

Culminatum Innovation Ltd

www.culminatum.fi

Sofia Development Association

www.sofia-da.eu

Municipal Undertaking for Social Service Buildings (City of Oslo)

www.omsorgsbygg.oslo.kommune.no

IDZ | International Design Center Berlin

www.idz.de/en

City of Warsaw

www.um.warszawa.pl/en

Barcelona Design Centre

www.bcd.es