



Template 6.3.1: Service Design – Option Generation and Appraisal

Purpose

This template enables you to present options in relation to the design or re-design of your **Service Operational Model** (see [Template 6.2.3](#) which outlines the current description of your service). The components of the model are outlined in this template. The advantages and disadvantages of possible options are explored. They are then assessed in line with agreed design principles, alignment with the change objectives and in relation to ease of implementation. Based on this analysis a preferred option can be presented for consideration by the team and key stakeholders. In some instances you may be re-designing **an element of your service**, in which case you can decide what part(s) of the template are most relevant. Remember, however, to maintain a focus on how these changes will impact on other parts of your service and other services that you interact with.

Please refer to Section 4: Design in the Change Guide (pages 72 to 85) for suggested service design principles and other helpful guidance.

Option A or B or C, etc.

Step 1: Generate option description. Broad description of the option – see prompts below re. components of the Service Operational Model.

How to use it?

Use one Template per option under consideration (label as A, B or C, etc.)

1. Describe the operational model option in broad details – use the components of the Service Operational Model in the template below as prompts.
2. Outline the advantages and disadvantages of this option.
3. Assess the option in terms of alignment with the design principles identified (rate 1-4).
4. Rate the option in terms of alignment to your change objectives (rate 1-4).
5. Rate the option in terms of ease of implementation (rate 1-4).
6. Summarise your findings and compare with other options in order to reach a position on your preferred option.

Template 6.3.1: Service Design – Option Generation and Appraisal (continued)

Components of the Service Operational Model

Model of care or service provision	Human resources
Governance and leadership arrangements	Quality, patient safety and measurement
Pathways and processes of care	Infrastructure (including e-health and ICT)
Business processes	Resource requirements

Step 2: Option appraisal – advantages and disadvantages

Advantages	Disadvantages
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Step 3: Alignment to design principles (higher score signals greater alignment to design principles)				
Criteria	Design option does not align with any of the design principles	Design option aligns with less than half of the design principles	Design option aligns with more than half of the design principles	Design option fully aligns with all of the design principles
Score	1	2	3	4
Tick one score	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Step 4: Achievement of change objectives (higher score signals greater alignment to change objectives)				
Score	1	2	3	4
Tick one score	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Step 5: Ease of implementation (higher score signals 'easier to implement') (See detailed explanation below for scores 1-4)				
Score	1	2	3	4
People impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process and system impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost to implement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Step 5: Total the scores and divide by 5, and use the average score to plot on the axis at Step 6 below.				

Adapted from: HSE – Office of the Director General of the Health Service (2017) – Developed by PwC and HSE [184]

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Ease of implementation (Guidance to assist you to rate ease of implementation)

	1	2	3	4
People impact	Will fundamentally change the roles and responsibilities of those involved in the provision of this particular service	Will have a significant impact on the roles and responsibilities of those involved in the provision of this particular service	Will have some impact on the roles and responsibilities of those involved in the provision of this particular service	Will have no impact on the roles and responsibilities of those involved in the provision of this particular service
Process and system impact	Fundamental changes to the way this particular service is managed	Significant changes to the way this particular service is managed	Some changes to the way this particular service is managed	No change to the way this particular service is managed
Budget impact	Implementation of the new operating model will significantly increase the cost to the health system of providing this service	Implementation of the new operating model will increase the cost to the health system of providing this service	Implementation of the new operating model will have no impact on the cost to the health system of providing this service	Implementation of the new operating model will reduce the cost to the health system of providing this service
Time to implement	Transition will take greater than 3 years	Transition will take between 2 years and 3 years	Transition will take between 1 year and 2 years	Transition will take less than 1 year
Cost to implement	Costs associated with implementation are estimated to be high	Costs associated with implementation are estimated to be moderate	Costs associated with implementation are estimated to be low	Costs associated with implementation are estimated to be negligible

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Step 6: Evaluation Criteria – Overview

The preferred option emerges from plotting on the matrix below (Achievement of Objectives and Ease of Implementation) combined with alignment with design principles.

Alignment to design principles (see Step 3):

(Note the number score and associated explanation)

Outcome – preferred option:

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People's Needs Defining Change – Health Services Change Guide

