Service Design

Full Set of Templates

Template 6.2.3: Description of the Current Situation (Service Operational Model)

Purpose

This template assists you to define and describe your current Service Operational Model, to outline the current baseline and to describe the measures that are in place. It acts as a foundation to guide change activities.

How to use it?

Describe the current situation/baseline of your service in Column 2 based on the prompts outlined in Column 1. Indicate measures that are in place or agreed in Column 3.

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
Model of Care or Service Provision		**Model of Care or Service Provision**
▶ Overall philosophy of care (medical, psychosocial, therapeutic, holistic, etc.)		
▶ Who will use the service?		
▶ Who will deliver the service?		
▶ Who will the service interact with most, i.e. referral sources, other teams or agencies, etc.?		

Template 6.2.3: Description of the Current Situation (Service Operational Model) (continued)

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
▶ Eligibility and access criteria		
▶ Service delivery arrangements – location, time, opening hours, etc.		
Governance and Leadership Arrangements		**Governance and Leadership Arrangements**
▶ Service team purpose, structure and reporting relationships		
▶ Leadership and decision-making arrangements (including governing groups and legal or regulatory requirements)		
▶ Clinical governance arrangements: Supervision practice Monitoring of professional standards, policies and procedures		

Template 6.2.3: Description of the Current Situation (Service Operational Model) (continued)

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
▶ Business governance including finance, human resources, etc.		
▶ Service level agreements, memorandums of agreements or other inter-agency agreements		
Key activities required to deliver the service:		**Key activities required to deliver the service:**
Pathways and Processes of Care		**Pathways and Processes of Care**
▶ Referral, assessment, diagnostic, intervention pathway		
▶ Shared care arrangements or protocols		
▶ Transfer or discharge pathway		

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
▶ Supporting process, i.e. booking arrangements, pharmacy systems, notification to other services, etc.		
Business Processes		**Business Processes**
▶ Service planning		
▶ Policies, procedures, protocols and guidelines (PPPG)		
▶ Budget and financial processes, procurement arrangements		
▶ Costing model for the service (income generation, etc.)		

Template 6.2.3: Description of the Current Situation (Service Operational Model) (continued)

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
▶ Information and data management processes (data bases, etc.)		
▶ e-Health and ICT requirements		
▶ Communication and information sharing processes (internal and external)		
▶ Administrative support processes and services		
▶ Procurement Processes		

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
Human Resources		**Human Resources**
▶ Workforce planning, talent management succession planning		
▶ Roles and responsibilities		
▶ Individual and team performance		
▶ Work practices and methods		
▶ Work distribution, caseload management		

Template 6.2.3: Description of the Current Situation (Service Operational Model) (continued)

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
▶ Learning and development requirements – knowledge, competencies and skills		
▶ Human Resources business processes – time and attendance, performance systems, etc.		
▶ Staff engagement processes		
▶ Scheduling, rostering and work flow		
▶ Staff health and wellbeing		

Template 6.2.3: Description of the Current Situation (Service Operational Model) (continued)

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
▶ Health and safety arrangements		
Quality, Patient Safety and Measurement		**Quality, Patient Safety and Measurement**
▶ Quality, standards and measurement processes (including compliance arrangements, dealing with service feedback/complaints, etc.)		
▶ Indicators – performance measurement (quantitative and qualitative)		
▶ Key performance indicators		
▶ Risk management processes		

Template 6.2.3: Description of the Current Situation (Service Operational Model) (continued)

Service:		Date:
Current Service Operational Model	**Baseline of the service – describe the current situation** Your answers in this column will auto-fill into Baseline column in 6.3.3	**Measures – outline what is in place**
Infrastructure		**Infrastructure**
▶ Utilisation of space/facilities, location of service delivery, service settings (capital expenditure plans, etc.)		
▶ Environmental changes		
▶ Equipment (assessment, diagnostic and intervention requirements)		
▶ ICT infrastructure		

Resources

Comment on the overall situation with regard to current resources for the service. Identify any anomalies or funding issues that need to be addressed:

Template 6.3.2: Detailed Design of the Service Operational Model

Purpose

This template enables you to describe the detail of your preferred Service Operational Model, i.e. how the future service will be organised and delivered. You can also use the template to focus on an element of your service.

How to use it?

Complete this template for the preferred option

Describe the detail – how the service will be organised and delivered (future vision/design for the service). Use the prompts to guide you. Complete for all parts of the service that are changing and/or note if no change is planned.

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3
Model of care or service provision	
▶ Overall philosophy of care (medical, psychosocial, therapeutic, holistic, etc.)	
▶ Who will use the service?	
▶ Who will deliver the service?	
▶ Who will the service interact with most, i.e. referral sources, other teams or agencies, etc.?	

Template 6.3.2: Detailed Design of the Service Operational Model (continued)

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3
▶ Eligibility and access criteria	
▶ Service delivery arrangements – location, time, opening hours, etc.	
Governance and leadership arrangements	
▶ Service team purpose, structure and reporting relationships	
▶ Leadership and decision-making arrangements (including governing groups; legal or regulatory requirements)	
▶ Clinical governance arrangements: Supervision practice Monitoring of professional standards, policies and procedures	

Template 6.3.2: Detailed Design of the Service Operational Model (continued)

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3
▶ Business governance including finance, human resources, etc.	
▶ Service level agreements, memorandums of agreements or other inter-agency agreements	

Key activities required to deliver the service:

Pathways and processes of care	
▶ Referral, assessment, diagnostic, intervention pathway	
▶ Shared care arrangements or protocols	
▶ Transfer or discharge pathway	

Template 6.3.2: Detailed Design of the Service Operational Model (continued)

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3
▶ Supporting process, i.e. booking arrangements, pharmacy systems, notification to other services, etc.	

Business processes

▶ Service planning	
▶ Policies, procedures, protocols and guidelines (PPPG)	
▶ Budget and financial processes, procurement arrangements	
▶ Costing model for the service (income generation, etc.)	

Template 6.3.2: Detailed Design of the Service Operational Model (continued)

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3
▶ Information and data management processes (data bases, etc.)	
▶ e-health and ICT requirements	
▶ Communication and information sharing processes (internal and external)	
▶ Administrative support processes and services	
▶ Procurement processes	

Template 6.3.2: Detailed Design of the Service Operational Model (continued)

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3
Human resources (people strategy)	
▶ Workforce planning, talent management (skill mix), succession planning	
▶ Roles, responsibilities	
▶ Individual and team performance	
▶ Work practices and methods	
▶ Work distribution, caseload management	

Template 6.3.2: Detailed Design of the Service Operational Model (continued)

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** **Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3**
▶ Learning and development requirements – knowledge, competencies and skills	
▶ Human resources business processes – time and attendance, performance systems, etc.	
▶ Staff engagement processes	
▶ Scheduling, rostering and work flow	
▶ Staff health and wellbeing	
▶ Health and safety arrangements	

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3
Quality, patient safety and measurement	
▶ Quality, standards and measurement processes (including compliance arrangements, dealing with service feedback/complaints, etc.)	
▶ Indicators – performance measurement (quantitative and qualitative)	
▶ Key performance indicators	
▶ Risk management processes	
Infrastructure	
▶ Utilisation of space/facilities, location of service delivery, service settings (capital expenditure plans, etc.)	

Template 6.3.2: Detailed Design of the Service Operational Model (continued)

Service:	Date:
Component of the Service Operational Model	**Describe the detail of the Service Operational Model, i.e. how the future service is organised and delivered** Your answers in this column will auto-fill into Future Service Operational Model design column in 6.3.3
▶ Environmental changes	
▶ Equipment (assessment, diagnostic and intervention requirements)	
▶ ICT infrastructure	

Overall resource requirements

Based on describing how the future service is organised and delivered, how will the resources required to implement these changes be assessed?

Who could assist in providing this costing analysis to deliver on the preferred option?

Template 6.3.3: Service Design – Gap and Impact Analysis

Purpose

This template assists you to identify the gap between your current service and the future Service Operational Model so that actions can be identified to assist you to get from the current situation to a better future.

How to use it?

▶ Transfer the data from Template 6.2.3: Description of the Current Situation (baseline data) into the left-side column (prompts can be deleted once detail is completed).

▶ Transfer the detailed data from Template 6.3.2: Detailed Design of the Service Operational Model into the right-hand column below (Future Service Operational Model design).

▶ Identify the gaps and complete the middle column. This column will contain the actions required to get from the current state to the future design. It will also outline key actions required to address the impact of the changes and the enabling actions.

Service: **Date:**

Current Service Operational Model (baseline)	Actions based on gap and impact analysis	Future Service Operational Model design
Your answers in this column will auto-fill from Baseline column in 6.2.3	Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	Your answers in this column will auto-fill from Service Operational Model in 6.3.2
Model of care or service provision		**Model of care or service provision**
▶ Overall philosophy of care (medical, psychosocial, therapeutic, holistic, etc.)		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Who will use the service?		
▶ Who will deliver the service?		
▶ Who will the service interact with most, i.e. referral sources, other teams or agencies, etc.?		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Eligibility and access criteria		
▶ Service delivery arrangements – location, time, opening hours, etc.		
Governance and leadership arrangements		**Governance and leadership arrangements**
▶ Service team purpose, structure and reporting relationships		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Leadership and decision-making arrangements (including governing groups; legal or regulatory requirements)		
▶ Clinical governance arrangements: Supervision practice Monitoring of professional standards, policies and procedures		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Business governance including finance, human resources, etc.		
▶ Service level agreements, memorandums of agreements or other inter-agency agreements		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
Key activities required to deliver the service:		**Key activities required to deliver the service:**
Pathways and processes of care		**Pathways and processes of care**
▶ Referral, assessment, diagnostic, intervention pathway		
▶ Shared care arrangements or protocols		
▶ Transfer or discharge pathway		

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Supporting process, i.e. booking arrangements, pharmacy systems, notification to other services, etc.		
Business processes		**Business processes**
▶ Service planning		
▶ Policies, procedures, protocols and guidelines (PPPG)		

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Budget and financial processes, procurement arrangements		
▶ Costing model for the service (income generation, etc.)		
▶ Information and data management processes (data bases, etc.)		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ e-Health and ICT requirements		
▶ Communication and information sharing processes (internal and external)		
▶ Administrative support processes and services		

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Procurement processes		
Human resources		**Human resources**
▶ Workforce planning, talent management succession planning		
▶ Roles and responsibilities		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Individual and team performance		
▶ Work practices and methods		
▶ Work distribution, caseload management		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Learning and development requirements – knowledge, competencies and skills		
▶ Human resources business processes – time and attendance, performance systems, etc.		
▶ Staff engagement processes		

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Scheduling, rostering and work flow		
▶ Staff health and wellbeing		
▶ Health and safety arrangements		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
Quality, patient safety and measurement		**Quality, patient safety and measurement**
▶ Quality, standards and measurement processes (including compliance arrangements, dealing with service feedback/complaints, etc.)		
▶ Indicators – performance measurement (quantitative and qualitative)		
▶ Key performance indicators		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Risk management processes		
Infrastructure		**Infrastructure**
▶ Utilisation of space/facilities, location of service delivery, service settings (capital expenditure plans, etc.)		
▶ Environmental changes		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2
▶ Equipment (assessment, diagnostic and intervention requirements)		
▶ ICT infrastructure		

Template 6.3.3: Service Design – Gap and Impact Analysis (continued)

Service:		Date:
Current Service Operational Model (baseline) Your answers in this column will auto-fill from Baseline column in 6.2.3	**Actions based on gap and impact analysis** Based on an assessment of the gap between the 'current state' and the 'future state', identify the **actions needed to deliver on the future Service Operational Model**. **Based on an assessment of the impact** of the future design on individuals, teams and the service, what actions are needed to address these factors? Your answers in this column will auto-fill into Actions column in 6.3.4	**Future Service Operational Model design** Your answers in this column will auto-fill from Service Operational Model in 6.3.2

Overall resource requirements to deliver the change

Based on describing how the future service is organised and delivered, how will the overall resources required to implement these changes be determined?

Who could assist in providing this costing analysis?

What action is required to complete a full assessment of the resource requirements to support the Action Plan?

Template 6.3.4: Action Plan

Purpose

This template is the Action Plan that will guide the change process. It outlines the outcomes you want to achieve, the actions required to deliver on the outcomes, resources required, persons responsible and timeframes. It is based on the culmination of all your work on defining the need for change and designing a better future. In addition to identifying key actions to get from the current situation to the future, key enabling and sustaining actions also need to be included.

How to use it?

1. Summarise the key outcomes agreed for the change in Column 1 to anchor the Action Plan.

2. Transfer the actions agreed in **Template 6.3.3: Service Design – Gap and Impact Analysis** into Column 2 and align to the outcomes.

3. Identify the **key performance indicators** that will be used to track and measure progress on change actions.

4. Identify **dependencies** and specify the **resources** required to implement the change.

5. Identify **key people responsible** for actions.

6. Identify realistic **timeframe** for delivery of actions.

Service: **Date:**

Outcome*	Actions Your answers in this column will auto-fill from Actions column in 6.3.3	Key performance indicators**	Dependencies and resources	Person(s) responsible for action	Timeframe
	Include detailed **actions** Also actions to **address risks, to support enablers of the change and address any dependencies**				

Template 6.3.4: Action Plan (continued)

Service: **Date:**

Outcome*	Actions Your answers in this column will auto-fill from Actions column in 6.3.3	Key performance indicators**	Dependencies and resources	Person(s) responsible for action	Timeframe

Template 6.3.4: Action Plan (continued)

Outcome*	Actions	Key performance indicators**	Dependencies and resources	Person(s) responsible for action	Timeframe
	Your answers in this column will auto-fill from Actions column in 6.3.3				

Service: Date:

Template 6.3.4: Action Plan (continued)

Outcome*	Actions Your answers in this column will auto-fill from Actions column in 6.3.3	Key performance indicators**	Dependencies and resources	Person(s) responsible for action	Timeframe

Service: Date:

Template 6.3.4: Action Plan (continued)

Service: **Date:**

Outcome*	Actions Your answers in this column will auto-fill from Actions column in 6.3.3	Key performance indicators**	Dependencies and resources	Person(s) responsible for action	Timeframe

Service:				Date:	
Outcome*	**Actions** Your answers in this column will auto-fill from Actions column in 6.3.3	**Key performance indicators****	**Dependencies and resources**	**Person(s) responsible for action**	**Timeframe**

Service:				Date:	
Outcome*	**Actions** Your answers in this column will auto-fill from Actions column in 6.3.3	**Key performance indicators****	**Dependencies and resources**	**Person(s) responsible for action**	**Timeframe**

Template 6.3.4: Action Plan (continued)

Service:				**Date:**	

Outcome*	Actions Your answers in this column will auto-fill from Actions column in 6.3.3	Key performance indicators**	Dependencies and resources	Person(s) responsible for action	Timeframe

Template 6.3.4: Action Plan (continued)

Service: **Date:**

Outcome*	Actions Your answers in this column will auto-fill from Actions column in 6.3.3	Key performance indicators**	Dependencies and resources	Person(s) responsible for action	Timeframe

People's Needs Defining Change – Health Services Change Guide

* **Outcomes:** What is the expected result or benefit of the change? Use a specific change term to assist measurement and analysis, i.e. increased efficiency …, reduced number of …, faster delivery of …, increased satisfaction with …, reduced waiting times …, etc. ('improved' or 'better' are not specific enough).

** **Key performance indicators:** Measures used to track delivery of the outcomes.