

# Digital Service Delivery Challenge Brief

For program areas interested in **partnership with the Exchange Lab**, or to get **support from the Digital Delivery Network** in resolving a service delivery challenge, rapid and otherwise.

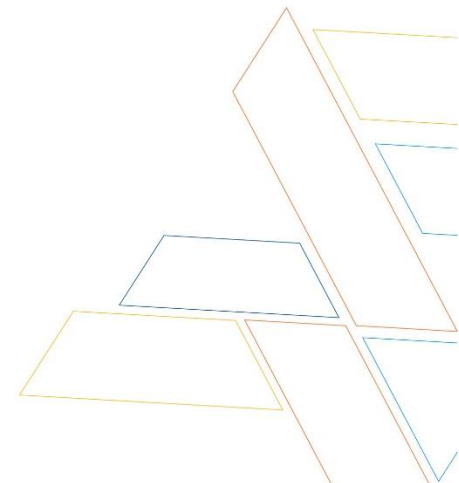
**Ministry:**

**Business/Program Area:**

**Contact(s) submitting the brief:**

## The purpose of this brief is to:

- Communicate what we currently understand about a challenge with service delivery that might be improved with digital approaches and/or tools;
- Identify agencies and individuals that play a role in responding the overall challenge and user centered service delivery needs; and
- Indicate what the level of readiness is for addressing the challenge.



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# Instructions

- 1) Review the general approach to learn how this Challenge Brief may result in your program getting support.
- 2) Complete the Challenge Brief Intake Analysis (feel free to replace/delete the grey highlighted inline instructions).
- 3) Submit the brief to the Exchange Lab team, who will share it with the Digital Delivery network and convene a review session.

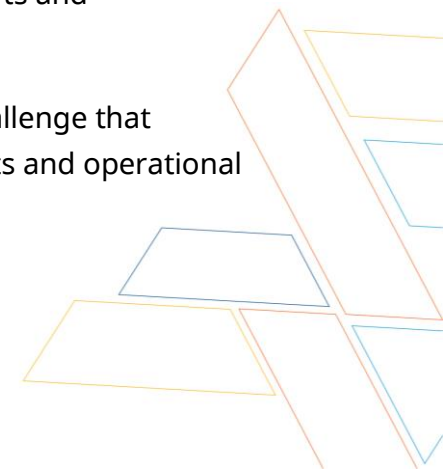
# General Approach

Programs seeking help to solve a service delivery challenge also may be addressing one or more of the following digital themes:

<b>Agile</b> product development for continuous business transformation.	<b>Automation</b> of business process to improve efficiency and citizen experience.	<b>Data</b> capabilities to improve sharing, reuse or analysis for decision making.	<b>Citizen experience</b> improvements regarding access to services.	<b>Legacy</b> system modernization.
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There are three tracks a program area may take as a result of submitting this challenge brief to work towards a solution:

- 1) **Exchange Lab Partnership:** Take a focused, Agile and long term view towards organizational development that enables your program to develop digital capabilities, while building a high value digital delivery product to resolve an important and complex service challenge, within a year.
- 2) **Digital Delivery Network (DDN) Support:** Build on your organization’s existing inclination for collaboration, innovation, and service delivery excellence to resolve a service delivery challenge with the support of innovation experts and mentorship from others with digital delivery experience to determine solution options.
- 3) **Rapid Digital Delivery:** Respond to an urgent and important (has Minister’s attention) service delivery challenge that requires rapid (days to weeks) coordination of innovation experts, corporate services, and program experts and operational staff to build and implement a digital solution.



## Setting Expectations for What Comes Next

After you submit this Challenge Brief to the Exchange Lab and DDN, depending on the track that fits your program's need, you might expect to engage in the following activities. (This list is illustrative, not comprehensive, or definitive).

	Lab Partnership	DDN Support	Rapid Delivery
<b>Diagnose</b>			
Meet with digital delivery network peers to review brief	Recommended	Required	Required
Follow up with Lean practice or additional problem definition work	Optional	Optional	N/A
<b>Align for Readiness to Deliver</b>			
Take digital training	Required	Optional	You don't have time!
Identify a Product Owner	Required	Recommended	Required
Alignment session (4-8 hrs) with program & stakeholders to proceed with significant scope of delivery/org change.	Required	N/A	Required
Service Blueprint workshop for end to end service design (2-6 hrs)	N/A – Team does this	N/A	Required
Determine digital delivery approach: custom development or commodity.	Lab assumes custom	Optional	Required
Assess technology options to implement immediately	N/A	Optional	Required
<b>Develop Capacity and Deliver</b>			
Build team to address challenge	Required	Optional	Required
Build a prototype to test with real users	Required	Recommended	Required
Present results to Executive to secure support	Required	Optional	Required
Proceed with beta and live product implementation.	Optional (but likely)	Optional	Required

For additional details about what is involved in partnership with the Exchange Lab, please email the team at [ExchangeLab@gov.bc.ca](mailto:ExchangeLab@gov.bc.ca).



# Challenge Brief Intake Analysis

[This section is to be completed by the program area and may be refined during the review session with Digital Delivery Network experts.]

## Service Delivery challenge description

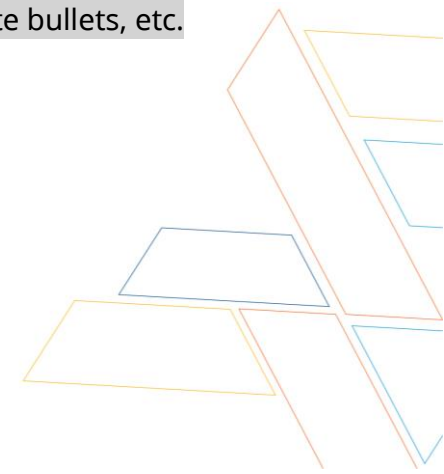
*[In 300 words or less, please describe the nature of the service that is not meeting expectations of the people it should be designed for. The brief should be centered around a specific service (e.g. youth mental health counselling) and may broadly refer to needed business capabilities that are more generic in nature (e.g. secure and remote video calling) or mandate priorities.]*

## Critical Service Delivery Questions

This section describes specific results and experiences people are expecting from this service that they are unable to achieve with satisfaction. This may include unacceptable cost or cycle time of internal processes, or a lack of capacity to deliver.

List as many types of service needs or expectations that are new, not being met, are at risk, or that may be impacted in the near future, for specific people (citizens, people in BC, users of the service) , associated with the program's challenge.

1. Indicate associated impediments or problems with achieving those results: what are people not able to do? Why are they not satisfied?
2. Indicate what you believe is specifically causing the problem. Is something missing? Why is this not already solved?
3. Indicate what evidence you have that confirms this is a problem. Examples might include direct user research, website or service analytics, auditor general reports, Provincial Health Officer directives, Ministerial requests, mandate bullets, etc.



### Service Need or Expectation 1:

[EXAMPLE \_ Youth need appointments with clinicians that enable them to receive support and guidance; Mental Health Clinicians are best able to support with you when they can see their body language]

Impediment/Problem	Why is this a problem?	How do you know?
<b>Youth cannot attend offices in person due to COVID-19</b>	Risk associated with COVID-19 is leading to physical distancing and inability to travel on public transit	Public health order; Demographic analysis of travel habits
<b>There is no clear option for video conferencing that supports privacy and security</b>	We have not yet discovered or built a tool that can adequately meet user needs and address privacy and security concerns	We've looked through government policies & consulted privacy office

### Service Need or Expectation 2:

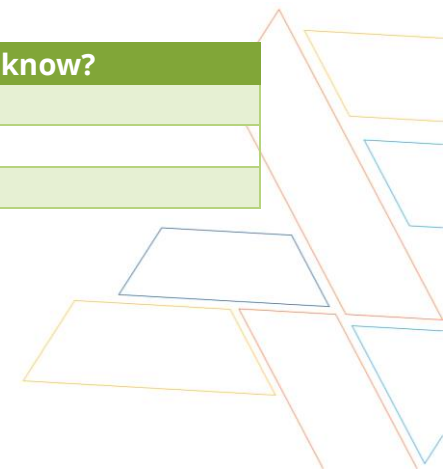
Describe the need or expectation. What result is a person seeking from this service?

Impediments/Problems	Why is this a problem?	How do you know?

### Service Need or Expectation 3:

Describe the need or expectation. What result is a person seeking from this service?

Impediments/Problems	Why is this a problem?	How do you know?



## Related Agencies

What Agencies might be responsible for or related to addressing the problems identified above? List them here.

## Resources

This information helps the Exchange Lab and DDN be prepared to direct the right people and processes to help. The list below represents resources and support that organizations typically seek or need for a successful digital response. Put any that may apply below table headings of “resources we need” and “resources we have” and add any others that are relevant.

- Capital funding or an increase to capital funding
- A skilled delivery team to build or fix a product
- Service design or user research (more understanding of the problem)
- Organizational alignment around the problem and who should be involved in solving it
- Willingness to examine existing policy and/or process
- An empowered, full time Product Owner
- A technical architect
- A data scientist
- Support with the procurement process
- Expert assessment of technology options
- Others?

Resources or support we need	Resources or support we have

## Other Considerations

What else should we know about to support a successful digital response to this service delivery challenge?



## Appendix: Report Out to Executive

[This section is completed after the Challenge Brief is assessed and may be used to report to executive responsible for the outcomes associated with the service in question. Paste this section at the top of the document, under the Table of Contents]

### Executive Summary of the Challenge

[1-2 paragraphs summarizing the challenge to resolve, noting key stats and figures that illuminate the acuity of the issues.]

### Recommendation Summary

[To be completed post challenge brief - research and insight from the Digital Delivery Network and/or Exchange Lab will be shared here.]





## Authors & Change Control

- *Heather Remacle, template creation for rapid digital response to COVID service delivery challenges, May 20, 2020*
- *Heather Remacle, updated template based on improvements made with the Employment Standards Branch team, Aug 23, 2020*
- *Heather Remacle, updated template for generic use by the Exchange Lab and Digital Delivery Network, February 2021*

