

is one of the original approach. Ideo in the past ten years, service design. Its six people in Ideo's six approach that service

do, and we treat it as a discipline,' says Samalio. 'Lots of 'moments', design, through to a

product design stops itself. Service design is – product, environment – much deeper

service called Keep it simple who save loose ends in a Bank of America 'change' is tucked

'We will definitely see more design consultancies doing service design. If you scratch the surface of digital design and branding groups now, they are all really starting to talk about what they can do in terms of service design,' says Samalio.

NHS INSTITUTE FOR INNOVATION AND IMPROVEMENT **www.institute.nhs.uk**

Led by its head of innovation practice Dr Lynne Maher, the NHS Institute for Innovation and Improvement has put design at the heart of its processes. Three years ago, Maher embarked on an examination of a range of 'innovative' companies, seeking to understand how they operated. Among these were Starbucks, Yahoo! and Wieden & Kennedy.

'I came back and tried to synthesise the ways these companies worked into our own processes so that we were genuinely being innovative. I then became very interested in the design industry and we have tried to understand, in a naive way, how the design process works and have drawn heavily on this,' explains Maher.

Based at Warwick University, the institute now has three rosters – for improvement, innovation and user-centred design – featuring design groups such as Ideo, Thinkpublic, Livework, Engine and independent consultant Jan Casey. It also previously worked with Red on a scheme to help people cope with diabetes by giving patients an 'agenda' card to aid interaction between patients and professionals. ●