

Masteroppgave for studenten Beate Romslo

Identifisering av arbeidsprosesser i Barnevernvakten med fokus på områder med forbedring- og innovasjonspotensial.

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Industriell design

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' Identifying work processes in Barnevernvakten
with a focus on areas with potential for
improvement and innovation.'

*'Identifisering av arbeidsprosesser i Barnevernvakten med fokus på
områder med forbedring- og innovasjonspotensial.'*

- Master thesis written by Beate Romslo, Department of Product Design,
Norwegian University of Science and Technology (NTNU), spring 2015.

ABSTRACT

Services today are facing major challenges when it comes to the expectations of the user and the society. The common user today is surrounded with more and more services and solutions, and expects them to be intuitive, effective and helpful.

This also applies to services provided by the public sector in Norway - where advanced systems and numerous of different actors, units, organizations and legally bodies each play their role in how well the service work. This means that faults and inefficiency in one part could be visible further down the service chain. It also means that cooperation and information flow, as well as tools and work processes performed by each actor, play an important role in the end result of how the service is experienced.

This master thesis is about the municipal unit, Barnevernvakten. Barnevernvakten is the emergency unit of the Child welfare service in Norway, normally open when the Child welfare service is closed. It is written in collaboration with

the IT-company Visma that provides the IT-solution for Barnevernvakten today.

Goal

The thesis wishes to map out work processes in Barnevernvakten with use of methods from service design. It aims to identify areas for improvement and innovation potential, where useful solutions can be designed to support the work process. This so Barnevernvakten can provide the best service as possible, and at the same time, work in the way they find most desirable and intuitive.

Methods

The thesis draws inspiration from service design and applies service design methodology when mapping out Barnevernvakten's work process and the effect it has on other users and actors.

The employees at Barnevernvakten were important contributors throughout the whole process - from the research phase to the design of the final solution. They have participated in in-depth interviews, workshops and invited me to

observe their daily routines. In the late phases of the project they were candidates for user tests.

Other actors have also contributed in explaining how the service affects them, and how they affect the service. Examples on other actors are the police, the governmental unit BUFETAT, organizations that works for children in the Child welfare system and various actors that have notified about children in need.

I have also spoken to legal attorneys, innovating companies working with the Child welfare service, and researchers in the field of service design.

Result

The research and analyses reveal gaps between how Barnevernvakta most desirable would like to perform their job, and the tools and resources they have available to actually perform it. This especially counts for the digital solutions they have available today. These do not support an effective and intuitive information flow, which is important for a fast case procedure.

The thesis also reveals other challenges regarding to how the service is run in Norway, and confidentiality issues and challenges that might come in the future.

SAMMENDRAG

Tjenester i dag møter store utfordringer i forhold til brukerens og samfunnets forventninger. Brukere i dag er omgitt av mangfoldige tjenester og løsninger, og forventer at de skal være intuitive, effektive og hjelpsomme.

Dette gjelder også tjenester fra den offentlige sektoren i Norge hvor avanserte systemer og en rekke ulike aktører, etater, organisasjoner, og lover spiller hver sin rolle i hvordan tjenesten oppfattes.

Dette betyr at feil og ineffektivitet i en del, kan bli synlig lenger ned i verdikjeden. Det betyr også at samarbeid og informasjonsflyt, samt verktøy og arbeidsprosesser utført av hver aktør, spiller en viktig rolle i hvordan sluttresultatet av tjenesten oppleves.

Denne masteroppgaven handler om den kommunale etaten, Barnevernvakten. Barnevernvakten er barneverntjenestenes akuttberedskap, og er som regel tilgjengelig når barnevernet har stengt.

Masteroppgaven er skrevet i samarbeid med Visma som er leverandør av IT-løsningen Barnevernvakten bruker i dag.

Mål

Formålet med oppgaven er å kartlegge arbeidsprosesser i Barnevernvakten ved bruk av metoder fra tjenstedesign. Oppgaven ønsker videre å identifisere problemområder med innovasjonspotensial, hvor det kan utvikles nyttige verktøy som støtter arbeidsprosessen.

Dette så Barnevernvakten kan levere enn best mulig tjeneste og samtidig jobbe på en intuitiv og ønskelig måte.

Metoder

Masteroppgaven er inspirert av tjenstedesign og bruker tjenstedesign-metodikk i kartleggingen av Barnevernvaktens arbeidsprosess, og påvirkningen den har på andre brukere og aktører. De ansatte ved Barnevernvakten var viktige bidragsyttere gjennom hele prosessen - fra undersøkelsesfasen til den endelige løsningen. De har

deltatt i dybdeintervjuer, workshops og invitert meg til å observere dem i deres arbeid.

Andre aktører har også bidratt med å forklare hvordan tjenesten påvirker dem, og hvordan de påvirker tjenesten. Eksempler på andre aktører er politiet, den statlige etaten BUFETAT, organisasjoner som jobber for barn i barnevernssystemet, og forskjellige aktører som har levert bekymringsmelding.

Jeg har også snakket med jurister, nyskapende selskaper som jobber med barnevernet, og forskere i tjenestedesign-feltet.

Resultat

Undersøkelse- og analysedelen avslører utfordringer i forhold til hvordan Barnevernvakten egentlig ønsker å utføre tjenesten, og de verktøy og ressurser de har tilgjengelig for å faktisk utføre den. Dette gjelder spesielt i forhold til digitale løsningene de bruker i dag. Disse løsningene støtter ikke en effektiv informasjonsflyt som er viktig for å få til en rask saksgang.

Oppgaven avslører også utfordringer i forhold til hvordan tjenesten utføres i Norge, utfordringer i forhold til taushetsplikten og utfordringer som kan komme i fremtiden.

PREFACE

This report is the result of a master thesis the spring 2015, at the department of Product Design at the Norwegian University of Science and Technology (NTNU). The thesis concerns the emergency unit of the Child welfare service, called 'Barnevernvakten'. It aims to use methods retrieved from service design to identify areas in Barnevernvakten's work process with a focus on areas for improvement and innovation potential.

The service provided by Barnevernvakten is a complex public service, involving numerous of different users, organizations and political stakeholders. It has been both interesting and valuable to use a service design-approach

in this thesis. I wish to thank my collaborative partner Visma, my supervisors and the people who contributed, for help and support. The complete list can be found on page 173.

The report is divided into an introduction and four parts. The introduction and first part describe the purpose of the project, and the methods and tools used. The second part describes who Barnevernvakten is, how they work and important aspects linked to the service. Part three presents important insights and the development of solutions, before a reflection will follow in part four.



Beate Romslo
Trondheim, 11.06.2015

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Abbreviations used in the Master thesis:
(TBR) = Translated by Beate Romslo



Masteroppgave for studenten Beate Romslo

Identifisering av arbeidsprosesser i barnevernsvakta med fokus på områder med forbedring- og innovasjonspotensial.

Identifying work-processes in Barnevernsvakta with focus on areas for improvement and innovation-potential.

Masteroppgaven utføres i samarbeid med Visma. Visma er leverandør av tjenester innen programvare, outsourcing og konsulentvirksomhet, og en av deres store kundegrupper er den offentlige sektor. Visma leverer blant annet løsninger til barnevernsvakten i Norge. Disse er det i dag planlagt å modernisere både fordi det er ønskelig med en Cloud-basert løsning, og for å møte brukerens behov i større grad.

Barnevernsvakta er barnevernets akuttberedskap på kveldstid og helger. Deres hovedoppgave er å bistå barn, unge og familier i akutte situasjoner. Barnevernsvakten finnes i dag i ca. 130 kommuner i Norge, og mange av disse er interkommunale. Barnevernsvakten er ulikt organisert i Norge. Enkelte tar kun imot akutte henvendelser og åpner når barneverntjenestens kontor stenger. Andre er åpne på dagtid og tar også imot og følger opp bekymringsmeldinger som ikke er akutte. Barnevernsvakten samarbeider med barn og unges nettverk og offentlige ansatte.

Formålet med masteroppgaven er å kartlegge og identifisere arbeidsprosesser og behov i barnevernsvakten. Dette for å muliggjøre identifisering av områder for innovasjonspotensial og forbedring hvor Visma også kan utvikle gode, støttende IT-verktøy. AT ONE-metoden vil bli brukt som et verktøy for både kartlegging og identifisering.

Resultatet av oppgaven vil inkludere:


- Kartlegging av barnevernsvakten arbeidsprosesser ved hjelp av AT ONE-metoden hvor aktører, berøringspunkter, tilbud, behov og opplevelser blir identifisert.
- Identifisering av forbedrings- og innovasjonspotensial i barnevernsvakten, med fokus på steder Visma kan støtte opp med gode løsninger.


Oppgaven utføres etter "Retningslinjer for masteroppgaver i Industriell design".

Ansvarlig faglærer: Martina Maria Keitsch, NTNU
Faglig veileder tjenstedesign: Berit Lindquister, AHO
Faglig veileder og bedriftkontakt: Maren Helle og Morten Lossius, Visma

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Martina Maria Keitsch,
ansvarlig faglærer


Casper Bokks,
instituttleder

THE GOALS OF THE MASTER THESIS

And some changes related to the thesis' text.

- 1** To get a holistic picture of the service Barnevernvakten performs, and to understand where they are placed in the hierarchy of actors, organizations and political stakeholders.
- 2** To explore how different actors in a service affect each other, and explore how focusing on the work- process of Barnevernvakten will affect other actors in the hierarchy.
- 3** To try out different methods and tools retrieved from service design, with an extra focus on AT-ONE in the research part and analytic part. Linked to this, a goal is to participate in, or facilitate for, a workshop where the tools can be tested.
- 4** With the methods and tools, the aim is to identify problem areas in the work process of Barnevernvakten where useful solutions can be developed and tested.
Visma will be one of the main sources for the development

of a digital solution that can support Barnevernvakten in their work.

Changes related to the thesis' text

The thesis' text says: 'The AT-ONE method will be used as a method for mapping and identifying the work process of Barnevernvakten'. The thesis uses the AT-ONE method to some extent, but it also incorporates other methods retrieved from service design and similar design fields, such as system-oriented design. A reason for this, was that the service proved to be such a complex service, and I found it valuable to use other methods such as GIGA-mapping and ZIP-analyse.

MY COLLABORATIVE PARTNER, VISMA

Visma has been a valuable partner in my Master thesis.

Visma is the Nordic region's leading provider of business software and services, and a leading provider of business critical software solutions for the Public Sector in Norway. They have also made the IT-solution, 'Vaktdata', for Barnevernvakten.

The reason for the collaboration was primarily because Visma is planning to upgrade many of their IT solutions, including Vaktdata in the upcoming years (most likely in 2016). Their goal is that their solutions shall enter the cloud. My research for this thesis will naturally be valuable regarding providing a solution that also will match the work process of Barnevernvakten in the best possible way.

That being said, there has not been any limits from Visma's side, regarding how I should angle my thesis.

Visma has provided me with valuable information about everything from digital and technical specifications, answer to questions about legal issues, and provided me

with users, location and help when organizing a workshop.

A special thanks to Morten Lossius and Maren Helle that have proven to be excellent supervisors, and provided me with the most valuable help and support for my thesis.





INTRODUCTION

Illustration image: Karin Beate Nøsterud/norden.org

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WHO IS BARNEVERNVAKTEN?

Barnevernvakten is the municipal emergency unit of the Child welfare service. They are operating normally at times when the Child welfare service is closed; at weekends, evenings and nights.

Their primary task is to help children and families in acute situations.

When they do so, all actions and measures are authorized in the laws of the Child welfare service.

Barnevernvakten have no national regulations regarding how they should run the service. Some are inter-municipal, meaning that they are responsible for more than one municipality. Some are also run by the host-principle, where one municipality are economically responsible for the service.

Some are open during daytime, some are open all the time, and some have shift where they are on call at home.

In 2013, 135 of 428 municipalities had access to this service in Norway. The other municipalities have different types of on-call shifts or cooperation-solutions ran by the Child welfare service.

Tasks performed by Barnevernvakten

The unit's daily routines consist of different types of work.

- 1 Acute missions:** Missions that include sudden placement of the child either voluntary or through involuntary authorizations.
- 2 Ordered and planned missions:** Include missions usually ordered by the Child welfare service, and often include checking up on a family after the Child welfare service has closed. It can also be police-operations where there is a need for Barnevernvakten's competence.
- 3 Advising & counselling** are today usually performed on the phone or in person.
- 4 Other* :** Can include finding missing children, being guardian for children in meetings with the police, administration work and meetings.

TASKS PERFORMED BY BARNEVERNVAKTEN

Acute 1	Ordered, and planned missions 2	Advising & counselling 3	Other* 4
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Legal issues

Barnevernvakten has no laws that only apply for them, but must obey the same laws as the Child welfare service.

Neither of them have the authority to make compulsory measures, but they can suggest that that sort of measure is necessary. This means that the parents can refuse to receive help from the Child welfare service, even when Barnevernvakten says that this kind of help is necessary. The authority to force them to do so belongs to the County welfare social boards. But there is an exception, and that are the emergency-cases:

The emergency cases involve acute placements. These could be voluntarily, meaning that the user consents, and are authorized under the law of **§ 4-6,1** :

'If the child is without care because the parents are sick or for other reasons, the Child welfare

service should initiate measures immediately. Such measures must be consented by the parents.' [1]

Involuntary placements are authorized under other laws:

§4-6.2: This law says that Barnevernvakten (or the Child welfare service) could place the child outside the home, if the child is in danger, or the situation will be dangerous.

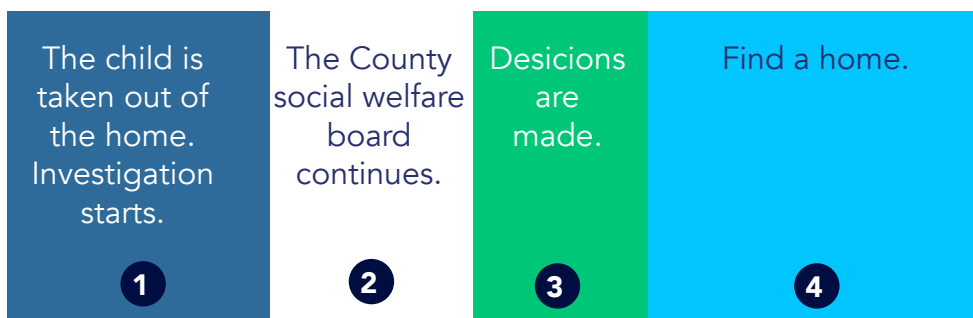
§ 4-24 1.-2, and **§ 4-25** : These laws say that Barnevernvakten can place the child outside the home because of behavioural issues, often linked to involvement with crime or drugs.

§ 4-29 4: This law say that the child can be placed outside the home if there is a danger of trafficking.

Acute placements should not last for a long time. I will now explain the proceedings in such cases.

[1] All information about laws are from 'Akuttarbeid i kommunalt barnevern', BUFETAT, 2014

A possible proceeding after an acute placement decided by Barnevernvakten [1].



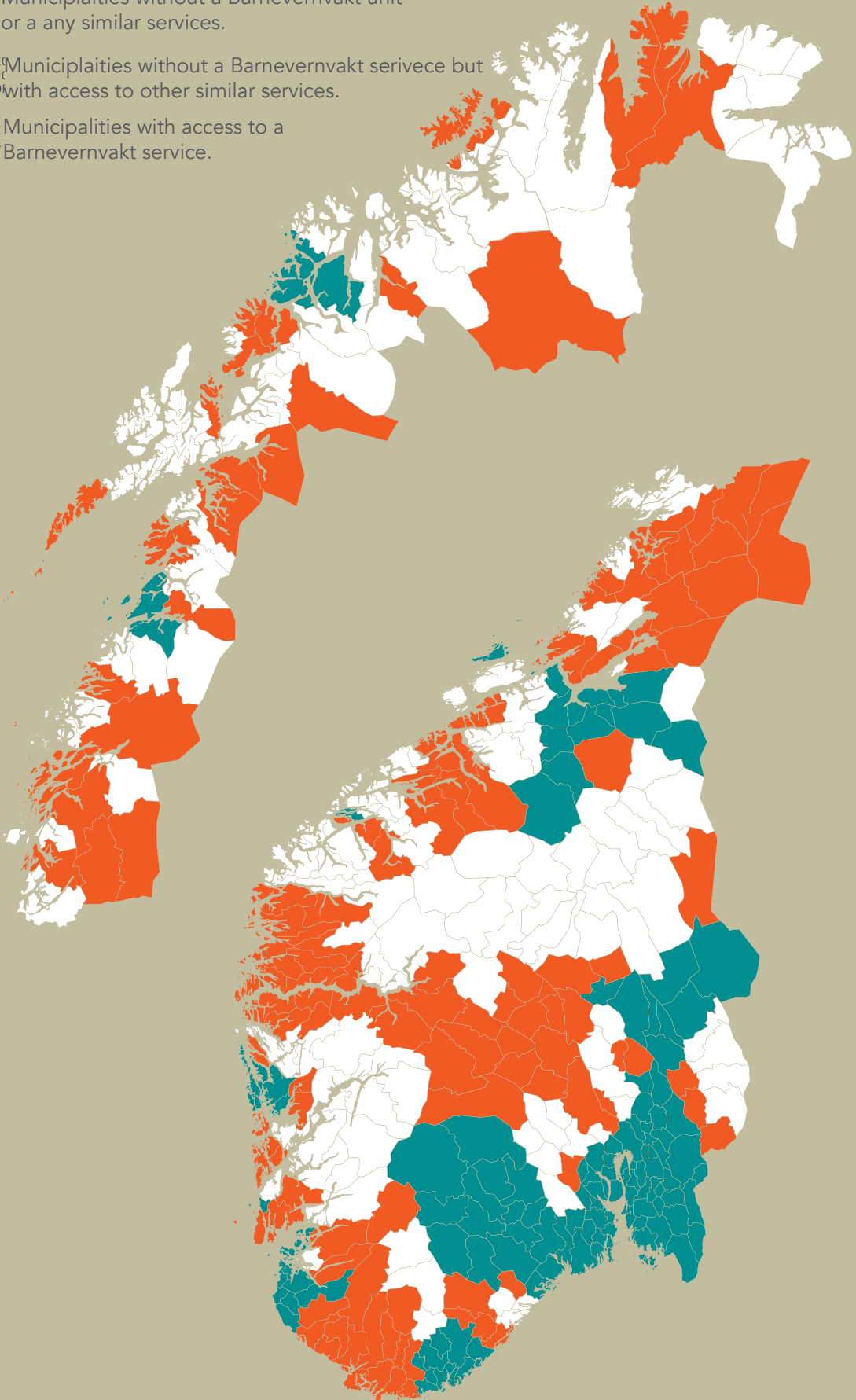
- 1** If a decision is involuntary, it must be sent to the County social welfare board within 48 hours. The Child welfare service will start an investigation of the child and family, and decide if the decision should be rescinded. Deadline: 6 weeks.
- 2** If the decision is not rescinded, the County social welfare board must make the final decision. Deadline: None, but should be around 4 weeks.
- 3** The County social welfare board have made their decision, but the document must be printed and given to the actors involved. Deadline: None, but should be two weeks.
- 4** The foster care service have received the decision, and will start looking for a suitable home for the child. Deadline: None

Of all the acute placements in 2012, 23 % lasted longer than 7 months [1].

⬜ Municipalities without a Barnevernkvat unit
or a any similar services.

🟠 Municipalities without a Barnevernkvat serivece but
with access to other similar services.

🟢 Municipalities with access to a
Barnevernkvat service.



HISTORY OF BARNEVERNVAKTEN

Today's Barnevernvaken was established in 1982 in Oslo. Before that, there was just occasional involvement of the Child welfare service in cases concerning children under the legal age.

In the 60's the Child welfare service in Oslo offered to meet the police morning-patrols at Victoria Terrasse to discuss cases involving children. But this practice was not exploited and a minority even knew about it [1]. Police-cases involving children under the age of 18, the §57-cases, were sent in stacks to the Child welfare service after being in the possession of the police for a long time. This meant that the Child welfare service would often be granted access to the information after the cases were already closed.

At the same time, the crime-rate among young people was

increasing through the 60ties and 70ties .

The relationship between the police and the Child welfare service was also expressed as tensed during this time. The police implied that the Child welfare service were too dilatory in the work with young people. In a report from 1982 they also stated that 'In many years the relationship between the police and Child welfare service has been affected by the resistance against cooperation to develop and improve the relationship [2].' At the same time the Child welfare service expressed their concern around the §57-cases involving children, and said that the police were too harsh and brutal when handling children and families.

The media also focused highly on the troubled relationship between

[1] Report Barnevernvakten from 1985, referred to in the master thesis of Norunn Vorland: 'Samarbeid over alle grenser', University of Oslo, 2011.

[2] Report from the police, 1982, referred to in

in the master thesis of Norunn Vorland: 'Samarbeid over alle grenser', University of Oslo, 2011.

the two instances, and wrote many articles about troubled children under the age of eighteen.

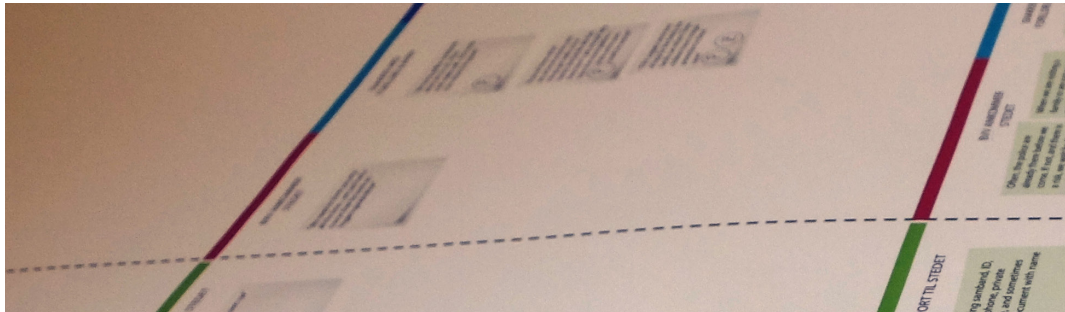
After a while, a commission where appointed to have a closer look into the existing work routines around the §57 cases. They suggested establishing a department at the police station where Child welfare-employees could be available most of the time.

In 1981, the former Attorney General gave her approval to a trial project with a duration of three years, and the Ministry of Social Affairs granted funds.

The department officially became Barnevernvakten in 1982 [3].

[3] All information are from "Samarbeid over alle grenser", University of Oslo, 2011, written by Norunn Vorland.

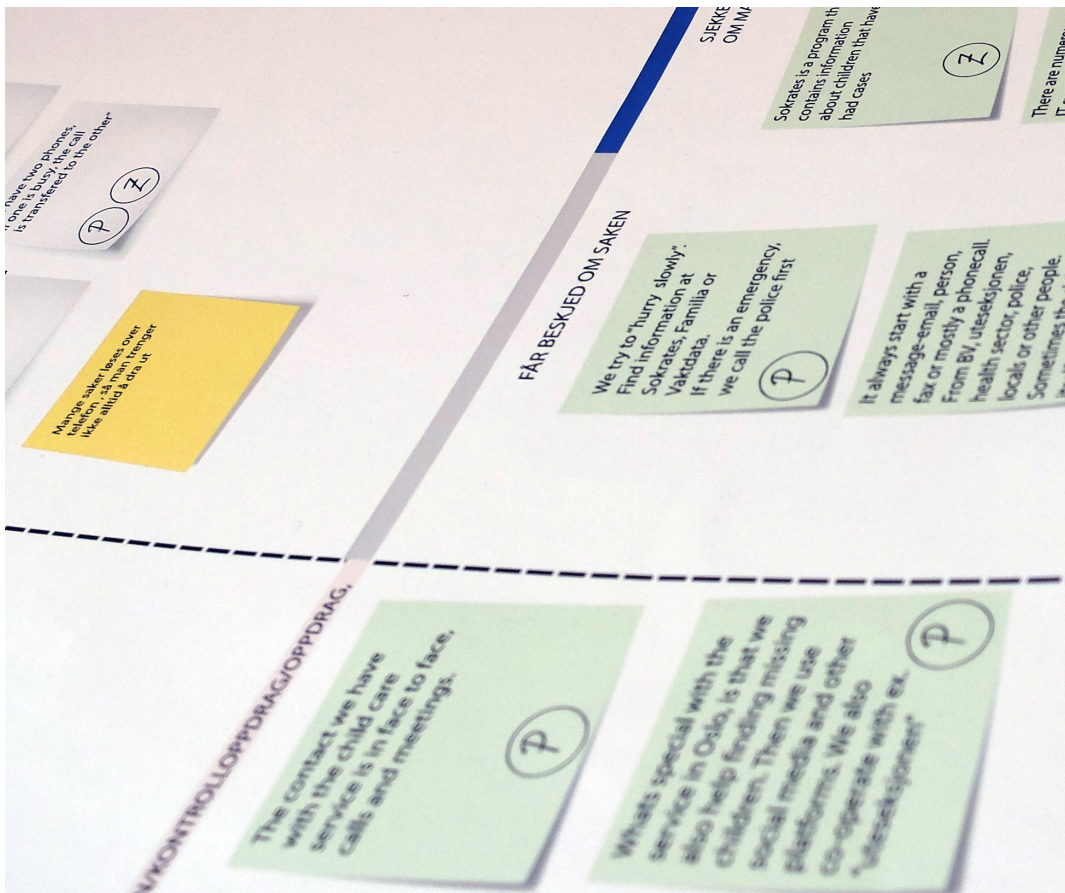




'I think in the past there's been an assumption that if it is in the public sector it does not have to be as good as in the private sector. That is ridiculous. As designers, we're working to make people's lives better, we're working to save billions of pounds.'

The ambition should be sky high.'

Ben Terrett, Head of Design, UK Government Digital Service



SERVICE DESIGN

A service is defined as an action, deed, or effort performed to satisfy a need or to fulfil a demand [1]. According to the article 'Exit services marketing enter service marketing' a service can be explained as a dynamic activity or process, and differs from products, which are described as static and tangible things [2].

Currently in Norway the service providing industry correspond to 2/3 of the gross domestic product, and 71% of all Norwegian employees are located in the services sector: 42% in the private service sector and 29% in public [3]. Service providing companies and organizations have increased continuously and figures show that the value added has experienced a growth of 60 pct. during 1979-1996. Simultaneously, the focus on a more user-friendly approach to services has experienced a similar growth.

Innovation in the public service sector

The word innovation emerges from the latin word "innovare" that means renew or make something

new. According to IDEO, Innovation is not simply a one-time project or a new online tool. It is a learned process that requires a shift in thinking, a disciplined approach and strong leadership [4].

A known limitation of the public sector, which also applies for Barnevernvakten, is that large public systems are typically not an effective environment for the diffusion of innovation. Barnevernvakten are not part of a competitive marked (international or national), and will therefore not experience the same degree of exchange of new innovating ideas and solutions as in the private sector. This is also highlighted in a mini study by INNO GRIPS stating that 'Quite often, something considered as innovative for a public service organization or a range of public services in one place, has been experienced by another for several years.' [5]

But there are success stories also from the public service sector; some of them still on-going projects. An example linked to Child welfare service is Patchwork, a system

developed in England that allow interaction between different actors working with a child (page 108).

Innovation is often a result of an interaction between different actors, and will often occur in the border between users and providers. User-driven innovation means when a company utilizes the user's requirements, knowledge, experience and behaviour when developing or renewing a new products, process or service [4].

Service design in the public sector

The Norwegian Government's web page states that ' The Government aims to increase the use of design as an innovation tool' and 'The Government want to facilitate for service innovations, for example by inviting organisations from the service sector to meetings where the goal is to develop efficient tools to improve innovation' [6].

In recent years, more and more public companies have involved service designers in their processes [7]. Service designers focus on both the setting and the system surrounding the service, and analyse each unit involved. This means looking at the service before, after and during the actual service delivery, and take account of the perspective of the user, those providing the service and other involved. This is achieved by the use of various methods. Some familiar from other fields, like interviews, observation and surveys, but service designers also make use of analytical tools such as the design of a customer journey map, blueprint, and AT ONE method to mention some.

At-one

AT-ONE, developed by Simon Clatworthy, is a methodology typically used in the research and

[1] The business dictionary, <http://www.businessdictionary.com/>

[2] ' Exit services marketing enter service marketing ' Gummesson, Evert

[3] <http://www.nifu.no/publications/958725/>

[4] "Innovation in Government" by IDEO and

the Partnership for Public Service.

[5] INNOGRIP, 2010 'Global Review of Innovation Intelligence and Policy Studies'.

[6] St.meld. nr. 7 (2008-2009) : 'Et nyskapende og bærekraftig Norge', www.regjeringen.no

[7] Katarina Wetter Edman, "Design for Service", 2014

conceptual phase of the design process. It aims to find all the actors interacting with the service, their needs and experiences with the service, touch points between the service provider and user and the service's offerings. The following section describes key elements in the AT-ONE method [8].

Actors

'Actors' means all the actors behind a service, including the end-user (often the customer).

New ways of interacting and collaborating between actors are important for developing a service, and especially the value exchange between them is interesting. I will explain more about actors later in the section 'Service design and the user focus'.

Touch-point

Touch-points are the small windows from where the user can experience

the service. It can be tangible things, digital media and indirect touch points like word of mouth, P.R and reputation. Each time a user relates to or interacts with a touch-point, they have a service-encounter. According to Simon Clatworthy, touch-points are one of the central aspects of service design. They describe one of the major differences between products and services, and are the link between the service provider and the customer [9].

Offerings

A service must be perceived as true to its brand. Offerings are something valuable the company offer the customer. It can be something functional, emotional, or maybe even self-expressive benefits. It makes the service project a strong image of what it stands for, and can be traced back to the company DNA (The core

[8] All information about the AT-ONE method is from the book, AT-ONE: HOW TO DESIGN BETTER SERVICES, Simon Clatworthy,

[9] 'Service innovation through touch-points: the AT-ONE touch-point cards', Simon Clatworthy, AHO.

of the company). The AT ONE method explains that a customer's brain is like a storage of post boxes containing information about experiences related to services, and that the worst and best service will take up the most space. Because of this, it is important that the offerings have both long term and short-term value, and they should never stagnate. This means that an important change in the market should preferably lead to a development of the service.

Needs

Needs can be described as needs that are easy to express, and hidden needs. Needs can also be physical needs, need for self-esteem, need for identity, need for love and affection or a need for self actualization. To be able to understand the needs of all actors involved with a service, the AT-ONE method suggest four methods:

1. See and observe the user
2. Hear the user through one-to-one interview
3. Use the service yourself
4. Describe the user through personas.

Experiences

Experiences are events or occurrences that leaves an impression in someone. Our emotions are also triggered by the earlier experiences we have. The AT-ONE method explains that the brain can experience in three levels of emotional processing: Visceral (deep feeling- instinct), behavioural (cultural, something we have learned) and reflective (own mind and memories). When designing or developing a service one has to look at all of the factors.

Service design as a tool for my master thesis

This thesis has used service design tools when analysing the work process in Barnevernvakten and when finding areas with improvement-and innovation potential. The actors involved with the service have been identified, as well as touch-points, needs, experiences and offerings linked to the service.



Picture 1: Simon Clathworthy is the founder of the AT-ONE method; a method that focuses on a service's actors, touchpoints, offerings, needs and experiences.

Barnevernvakta: Actors, needs and experiences

Barnevernvakten's work process includes interaction and collaboration with different external actors, such as the Child welfare service, private people who report a concern, the police, political agencies, placement-services, the psychiatry, the health-care service and of course the family and child.

At the same time there exist a close cooperation between the different units of Barnevernvakten, and also among the employees in each Barnevernvakt-office. One challenge is that Barnevernvakten does not have any national regulation to guide them, and one unit can operate a bit differently from another. This also includes which actors they interact with and how this interaction occurs. The consequence is different needs and experiences among each unit, as well as among the external actors.

Barnevernvakten: Different touch-points

The different units of Barnevernvakten perform a service, which includes various touch-points between them selves and all actors they interact with. These range from different channels

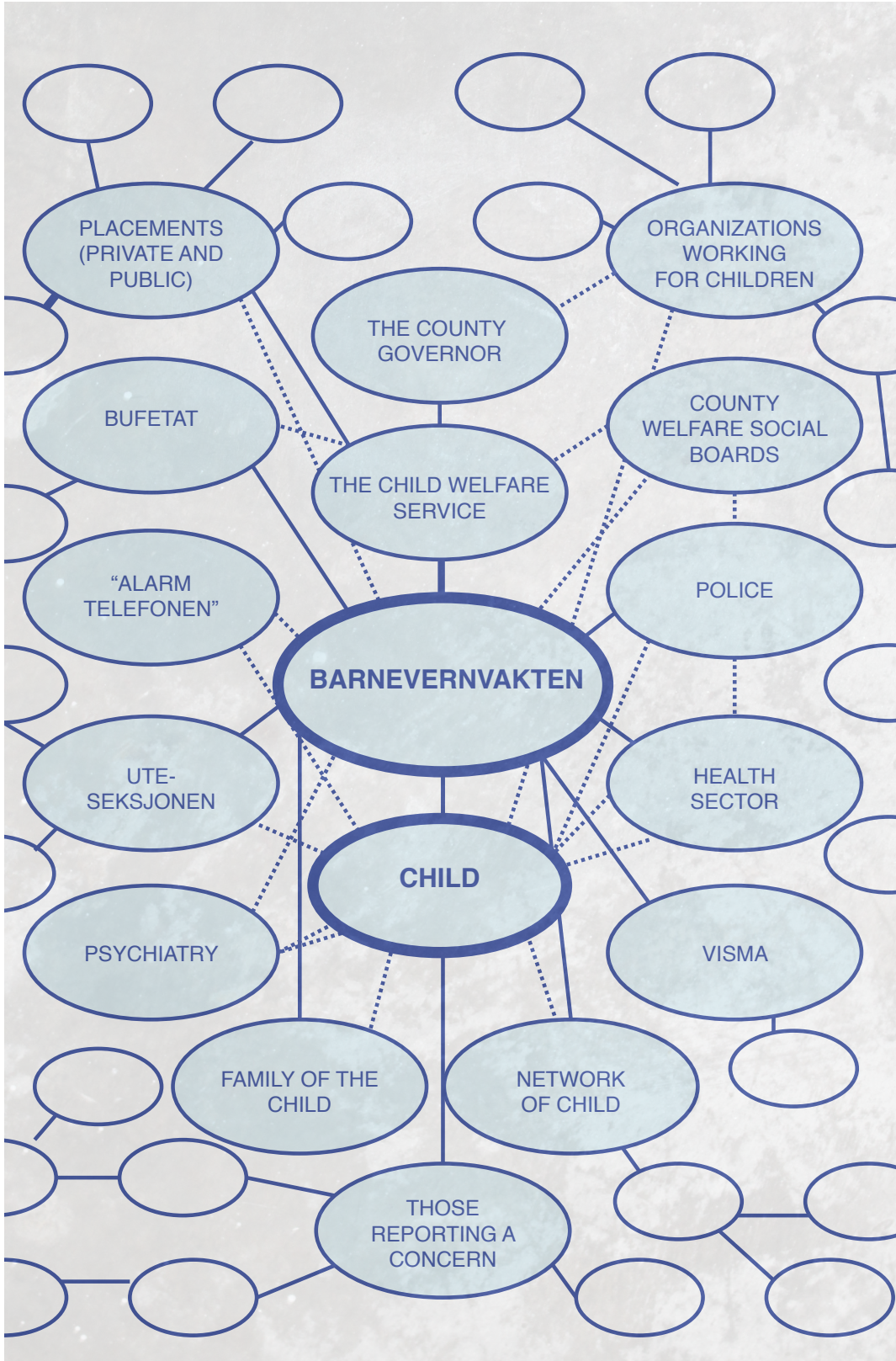
for retrieving and handover information, media for taking notes and log, various channels where actors can reach and experience Barnevernvakten, but also means of transport and belongings they carry out on missions. I will explain more about the touch-points in part 2 (page 78).

Barnevernvakten: Offerings

Barnevernvakten is a public unit, and as mentioned before, there are no competitors present that perform the same service. But nevertheless it is important that they are perceived as a well-functional and important service that other actors find trust-worthy. Because they are a part of the Child welfare service but at the same time cooperate closely with the police, there could be a challenge to show their true identity and core values.

Service design and the user focus

There has been a challenge finding which user I should preferably focus on in my thesis. Since the topic is about work-processes in Barnevernvakten, it would be naturally to think that the



Barnevernvakt-employees were the main-users. But at the same time, Barnevernvakten is also providing a service for the Child welfare service and other actors, with the main-focus on children and families.

The last group are the *end-user* of the service, and the success rate of the service is measured up against how well the work with this group is performed.

Usually, service designers are focusing on the end-user of a service. This being the bank-customers for a bank-service or the patient for a health-service.

I asked the founder of the AT-ONE method, Simon Clatworthy, about focusing on the employees providing the service instead of the end user, and got some interesting information in return [9].

He says it is worthwhile thinking of actors as an ecology and a network of networks, where the value exchange between actors is

important. The value can be money, resources, knowledge or status (or something else).

Relevant literature on the field confirms that focusing on the network is useful when understanding and designing a complex service. The article '**New service development, a network perspective**' states that a new service developer must consider far more than just the design of the service *per se* [10]. Attention must also be drawn to the actions of the individuals involved, both employees and customer and the management. The article states further that the incorporation of disparate perspectives and knowledge can give rise to a greater ability to solve problems, increase creative potential and enhance communication to mention some.

There are a multiple number of different networks within the service of Barnevernvakten. The end-users, the child and family, have a

[9] Email-interview with Simon Clatworthy, the founder of the AT ONE-method Appendix 17

[10] 'New service development: A network perspective', Fiona Syson and Helen Perks, 2004

network of family, friends and others surrounding them. Barnevernvakten have an internal network, but also several external networks consisting of organizations, companies and political parties that either interact directly or indirectly with the service. Clatworthy compares the different actors in the networks with a mixing desk - for every project, one has to understand which mixer channel needs to be turned up to 11 - and its not always the end user.

As a service designer you are designing together with and for the employees, and you are designing with and for the end-users. Some situations may also require that you are designing with, and for the politicians since the perfect solution may require a law change. Clatworthy says that this is why the actors part is incredibly important when working with public services, maybe more so than with commercial services.

Part 2 will present how Barnevernvakten work today and the actors involved directly or indirectly with the service, as well as relevant touch-points.

But first the methods and tools used in the research, the analysis and the development phase, will be presented.



PART 1

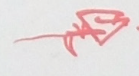
methods & tools

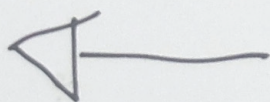
Kontrollbesøk / tilsyn er scanr

Mobil router, Ice Net

Automatisk lagring på data

Portable skrivebord / printer

Elektronisk arkivering 



In this part I will present who contributed with information and how, and methods and tools used in the different phases of the project.

The approach	p.36
Who contributed, and how	p.38
The different phases of the project	p.40
Methods used in phase 1	p.41
Methods used in phase 2 and 3	p.46
Workshop 23.03.2015	p.50

THE APPROACH

Service design thinking

After a semester at AHO (School of design and architecture in Oslo) in the fall 2014, I got to experience a different kind of academic environment compared to NTNU. I took classes in service design and system oriented design, and saw the value of focusing on both the complex picture, as well as analysing each little touch-point linked to a service.

In the work with this thesis I have tried to bring some of the methods and tools from my semester at AHO that I found especially useful. Mainly to first get a holistic picture of Barnevernvakten, the service they perform and how they work, and then narrow it down to needs, problems and solutions. I found it especially useful to design a big GIGA-map with the information I collected from the interviews, organized between actors and actions. This was primarily meant for me as a tool, and not something to show Barnevernvakten or other actors. It became an useful overview of all information, and made it easier to find problem areas and areas with innovation potential.

Process

The process included interaction with several different actors. I started by first looking at the service with a "top down, bottom up"-approach, where Barnevernvakten became a part in a hierarchy of politicians, organizations and different stakeholders. In this way I could more easily understand how complex a service like this really is , and how all actors affect each other.

This part will explain more about who I talked to and the tools and methods used.



Photo: Johannes Jansson/norden.org

WHO
HAVE CONTRIBUTED WITH
INFORMATION REGARDING
BARNEVERNVAKTEN
AND
HOW?



Organizations

'Landsforeningen for barnevernsbarn':

Leader Jonas Østvik

In depth-interview

Governmental units

Children, youth and family affairs (BUFETAT):

Leader Romerike, Asker & Bærum and Follo Kristin Ullern

In depth-interview



Companies

Smartskill and legal professionals: Legal affairs in the Child welfare service.

Structured interview

Visma:

Provider of the IT-solution for Barnevernvakten today.

Supervising, conversations.

Patchwork:

Designer of a tool to help professionals connect across public services to deliver better results.

Structured interview

Other actors

- Police Øystein Thoresen, police station Follo.
- Doctor Tonje Baardsen, hospital in Voss
- General practitioner Linn Helljesen, Bergen.

-Teacher Preben Slengesol, Bergen

In depth interview and literature studies

Other that can report a concern about a child or the child itself.

Survey, conversations and literature studies.

Barnevernvakten

- Oslo
- Romerike
- Follo
- Trondheim
- Asker & Bærum
- Former Barnevernvakt-employee Bente Lise Holte



In depth-interviews

Observation

Structured interviews

Literature and reports

User testing

Workshop

Presentation of Barnevernvakten

-held by them selves

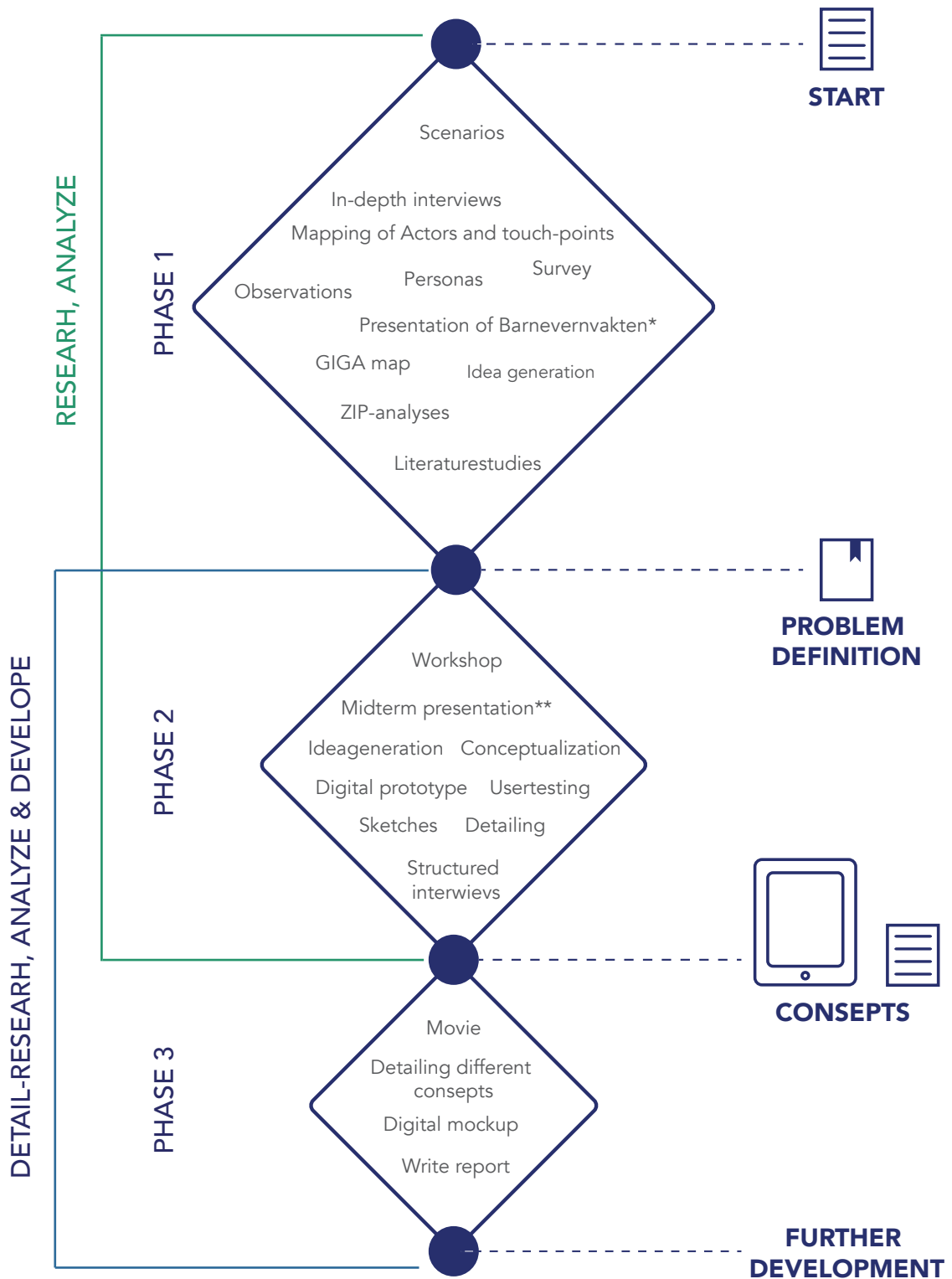


Figure: Different stages in the project.

METHODS PHASE 1

In depth interviews in the context of the interview candidates

In depth contextual interviews are useful when the goal is to get detailed information about a person's thoughts in the context where he or she performs the service.

This method was used especially in the beginning when I needed to understand how Barnevernvakten operated and the system around. I had made some interview guides before the interview so I could direct the interviewees in to certain topics, but the interview candidates were still encouraged to talk freely. According to "This is service design thinking" [1], interviewing people in their context is especially useful because there are a number of environmental prompts that might help provoke a more in-depth discussion. In my case, this way of interviewing got me into more

detailed conversations about the tools Barnevernvakten has available, their schedule and tasks and we also discussed challenges regarding their location and resources.

In depth interviews

Sometimes there is not possible to perform the interview in the context of the service due to practical reasons. I performed some interviews on the phone or through e-mails.

Observation

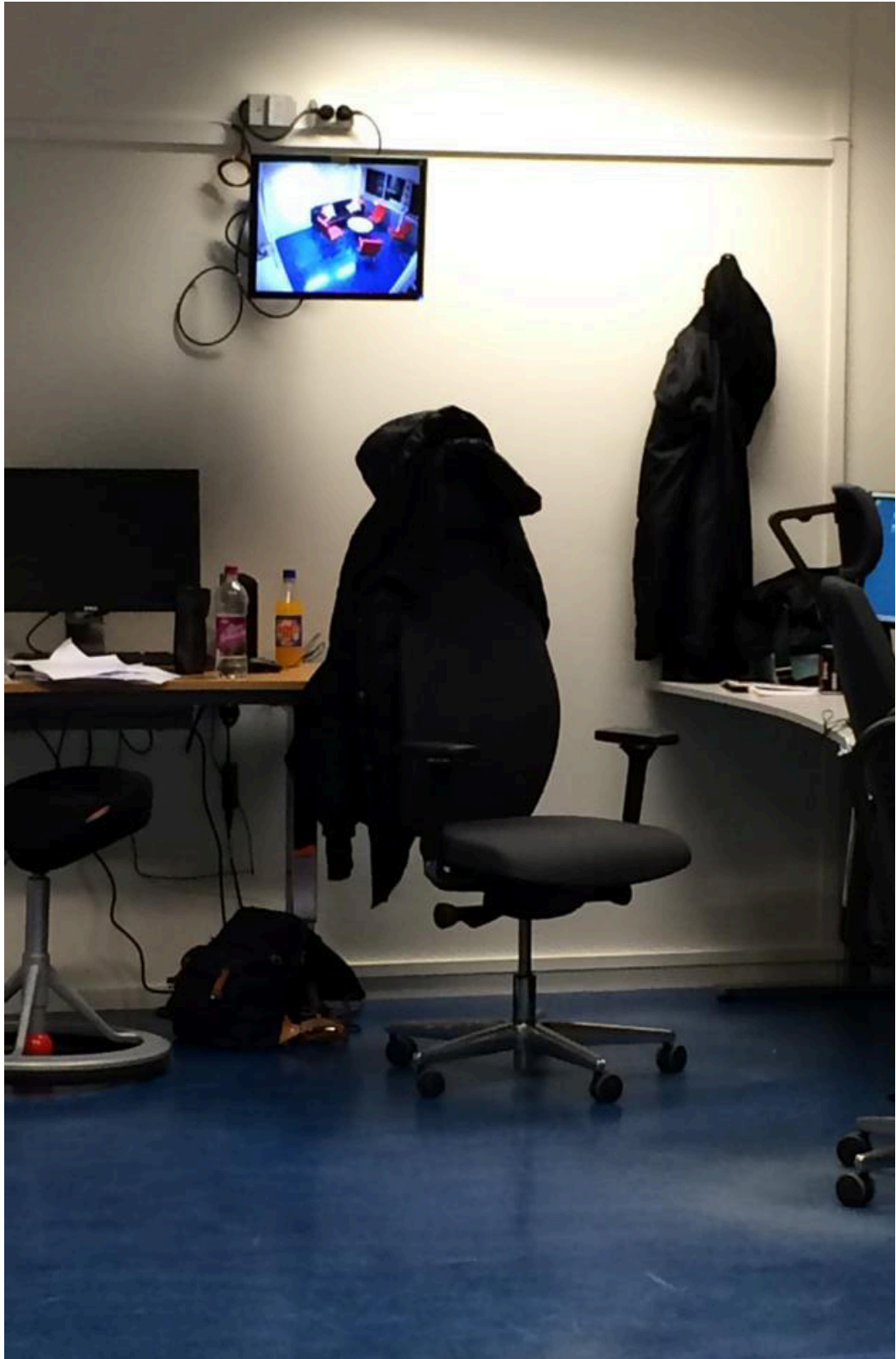
Observation is about observing the user's behaviour in their context, without disturbing.

A lot of the insight for my research I got from observing Oslo Barnevernkvakt in their work for two whole days. I joined them in meetings, day- and night shifts and participated in a presentation they held for the police about their work.

(From the figure)

* Presentation of Barnevernvakten: When visiting one of the Barnevernkvakt-units I got to participate in a presentation where the employees presented who they were and what they did and how they wanted to be perceived.

** Mid-term presentation were used as a method to get feedback from the audience. I presented some problems and asked for ideas. [1] This is service design thinking, Stickdorn/ Schneider.



Scenario

A scenario is a hypothetical story, created with sufficient detail to meaningfully explore aspects of a service offering [1]. I visualized different scenarios with actors, touch points and tasks performed by the employees (page. 62). I also used scenarios as a discussion-tool in interviews or for verifying that my information was correct.

Personas

Personas are fictional figures representing needs and behaviour of the people you are designing for. It can be both primary users (In my case, Barnevernvakten-employees) and secondary users (other actors involved in their work-process).

When analysing the work-process of Barnevernvakten, I had to understand who they were and how they worked. Jared Spool, founder of User Interface Engineering and popular UI speaker mention the

importance of basing your personas on your research: '(...) focus primarily on your target audience's behaviours. The more people you visit, the more likely your personas will reflect real audiences and produce the great design insights you seek.'[2].

My personas can be found on the pages 58-61.

Literature studies

Throughout the whole process I have used literature as a source for information. Reports, media-articles, letters to the editor, and other master thesis are examples of literature I found useful.

GIGA-mapand ZIP analyse

A GIGA-map is a way of visualising complexity, and is a tool used commonly in system-oriented design [3]. I constructed a 3 x 3 meter map containing a line representing the work process of Barnevernvakten, with focus on

[2] 'Web UX design best practice' UXPin, 2014

[3] <http://www.systemsorienteddesign.net/Giga-map>



'All information, even the smallest detail, is interesting in its own right. Search and hunt for it. Be interested in the findings as such.'
 Birger Sevaldson ,
 'How to GIGA-map' , 2012

the part about acute work. Color-coded post-its were attached and represented different actor's comments regarding the different tasks in the work process. The different actors were units of Barnevernvakten, the police, children, families, people that have reported a concern and BUFETAT.

The map almost became a scenario, containing information about everything that might happen during a day in Barnevernvakten. I later organized all comments in

Zoom-points (for information to be researched more), potential-points (for problem areas) , and innovation-points (where there is an area with innovation-potential). This way of analysing is called a ZIP-analyse.

The map also contained information about laws, and visualised different work processes for different units of Barnevernvakten.

The pictures above and on the right side show the GIGA-map.

OM SAKEN

We try to "hurry slowly".
Find information at
Sokrates, Familia or
Vaktidata.
If there is an emergency,
we call the police first

P

It always start with a
message-email, person,
From BV, uteseksjonen,
health sector, police,
locals or other people.
Sometimes the child
itself.

We are trained to hear
if there is an emergency

SJEKKER DATA OM SAKEN OM MAN IKKE HAR DETTE

Sokrates is a program that
contains information
about children that have or
had cases

Z

If a child move from one
municipality to another,
we don't get the
information about the
child. But of course, we
have the Population Registry,
but that don't contain
any data from the child
service.

P

We're careful about
printing out information.
Population Registry we have
access of from
the phone. We try to bring
as few things as possible.

P

There are numerous of new
IT systems and digital
platforms to adapt to. I
think it is good. We need to
be where
the children are. Ex. at social
medias.

P

SJER IFRA TIL POLITI

Oslo is a much bigger
city than the rest. We
have many policesta-
tions, and patrol. We
co-operate with. Almost
never me meet the same
patrol.

P

We are not familiar with
their names (police),
because we
have never met before.
Only on this station, 140
people
work

TRANSPORT TIL STEDET

We bring samband, ID,
work phone, private
phone, and sometimes
the document with name
etc.

P

We usually bring only
one document with us,
containing name, p
identification number, and
phonenumber.

P

Picture : A small section of the GIGA-map

METHODS PHASE 2 and 3

Phase 1 and Phase 2 are both research and analyse oriented. In phase 2, the development of solutions also started, and the research became more detail-oriented. Phase 3 continue this work. I will explain more about how my findings resulted in the solution, in part 3.

Prototype

After an insight phase-I started developing simple mock-ups, first in paper, then digitally in Adobe illustrator.

With the first mock-ups I focused only on the functionality and usability of the solution. Later I introduced colours and more detailed elements.

In the late phases of prototyping, the tool 'Proto.io' where used to make a prototype where the user actually could click on the buttons. My experience with this tool was that it was easy and intuitive to understand, but the transition from one page to another was really slow. After reading more about other types of tools available, I decided

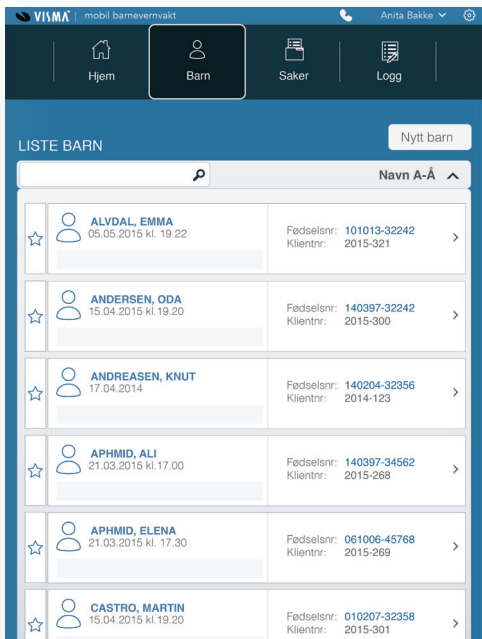
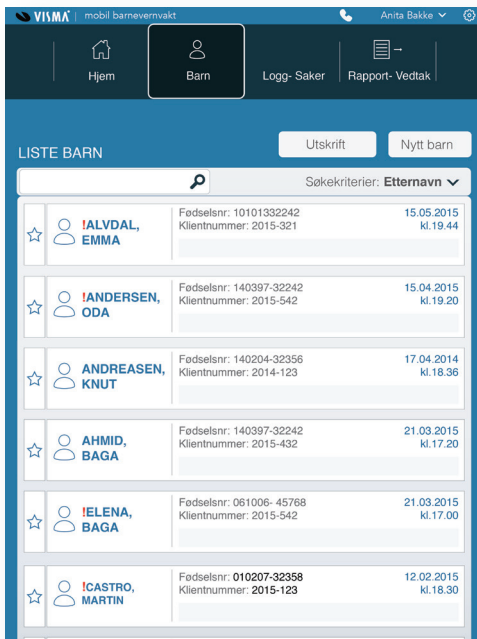
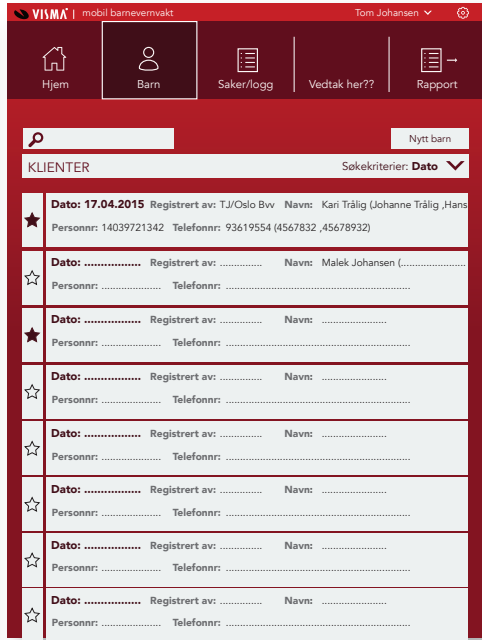
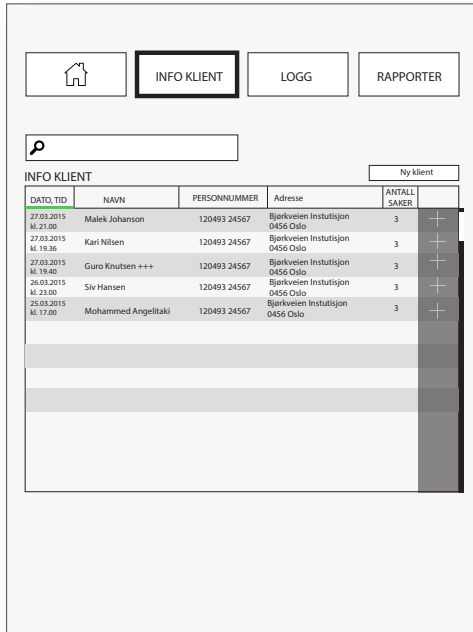
to make the final prototype in 'Justinmind' . This tool worked really well, and the transition from one page to the other was much faster.

Both tools were easy and intuitive, and are built after almost the same principles as 'Axure', which I'm already familiar with.

Usertests

I performed four rounds of user tests. The first two focused only on the functionality and usability, before also focusing on the design in the two last. The test- candidates were first two people that are familiar with digital solutions but do not work in Barnevernvakten, and the last two with a former employee and a current employee of Barnevernvakten.

After each round, the solution became bit more developed.



Picture : Development of the same screen ('List Child') after the user-tests,

'Client' should maybe be named 'child' ? It is about children, why not just call it that?'

User in test 1 about 'List child' ('Liste barn') in the solution.



User, test 1



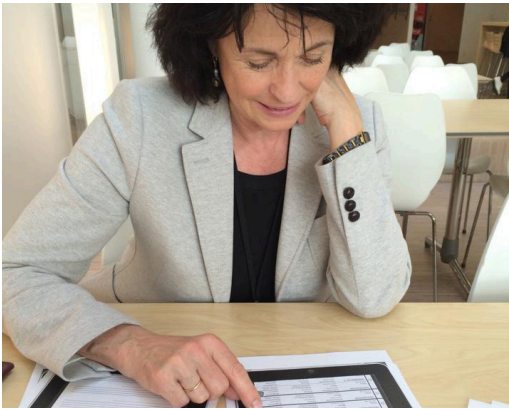
User, test 2

' The search-option should be more visible, and all buttons should be on the top of the screen so I can use it horizontally and vertically.'

User in test 2

'' The log' contains all cases, also the little conversation with the police. Sometimes just to show what we did that day. 'Cases' are all cases that can be linked to a child'.

User in test 3



Former employee in Barnevernvakten, test 3



Employee in Barnevernvakten, test 4

'I like that I have the ability to upload photos from a home where it looks awful. These pictures could potentially end up in court later'.

User in test 4



Picture: Assignment 1. The employees are discussing

Workshop 23.03.2015

After several rounds of interviews and research, I got asked if I wanted to facilitate a workshop with about 20 employees from different units of Barnevernvakten in Norway.

The timing was challenging. The research phase was more or less over, but I had not started on developing anything that could be shown for feedback. But what I needed was to confirm that my insights were accurate, and I also wanted to try out some tools retrieved from service design that included tangible elements.

According to an article from AHO and Delft University, recent developments within co-design have focused upon tangible objects in co-design processes. This could be gaming, using tangible pieces, or tangible objects in group processes for business model innovation.[4]

Using tangible tools are popular among service designers, and the AT ONE-method uses cards that represent touch points, in a workshop setting. According to research into design and collaborative teams, and from other literature, card games are seen as an innovation support tool [5].

[4] 'How to get a leader to talk: Tangible objects for strategic conversations in Service Design', Simon Clatworthy, Berit Lindquister and Oorschot.

[5] Molin-Juustila 2006 and Brandt

2008, Brandt and Messeter 2004, Halskov and Dalsgård 2006, referred to in ' Service innovation through touch-points: the AT-ONE touch-point cards', Simon Clatworthy.

The article, 'Service innovation through touch-points: the AT-ONE touch-point cards' explains 6 different methods the tangible cards can be used in a workshop setting [6]. I will explain three of them here:

The first method is that they can be part in describing how the service works today. The participants can go through each stage of the service, and discuss the touch-points that are relevant.

Another is that the participants can discuss which touch-points that didn't work well, so called 'pain-points', after mapping out the service.

A third method is to find out if it could be a better touch-point alternative that can be used as a replacement or addition to a current touch-point. According to the same article, this is particularly

relevant when it comes to use of technology and discussions regarding self service.

The first assignment at the workshop aimed to cover these three methods, but in a slightly different way: The touch-points were linked to how Barnevernvakten experience their own work process, instead of how the end-user experience the service they perform.

The participants were given touch-points in a toolbox, and the goal was to come up with new innovative ways they could perform their service with the help from these tools. The assignment also aimed to start discussions about tools that might replace the old ones and tools that didn't work well.

[6] Service innovation through touch-points: the AT-ONE touch-point cards', Simon Clatworthy.

edag kveld: Tidslinie

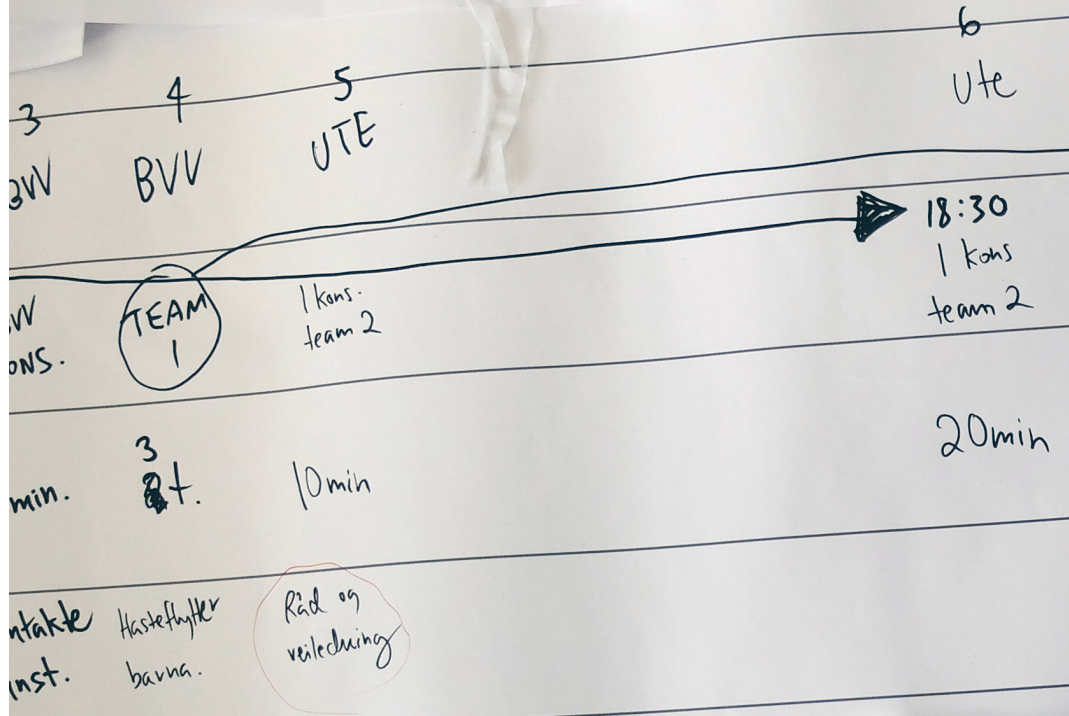
kt. De har nå en far og ei datter til avhør. Jenta, Oda, har tidligere fortalt
 noen på skolen at hun blir slått hjemme. Hun ble plassert på
 trekker siden alt. Presset fra familien ble for stort. For i dag kom hun
 og fortalte at volden har blitt verre. Hun er redd for å dra hjem.
 Hun bor 20 min unna med bil

Far ringer inn og er sint. Mamma har byttet lås på døra, og stengt far og sønnen,
 Andreas, ute. Gutten kan få slippe inn, men ikke pappa. Seksåringen vil heller være med
 pappa.

Ekstra informasjon: Det er ikke første gang denne faren eller moren ringer
 barnevernvakten. Det er samme type historie hver gang.
Avstand fra der du/dere er nå: 15 min bil

18.00

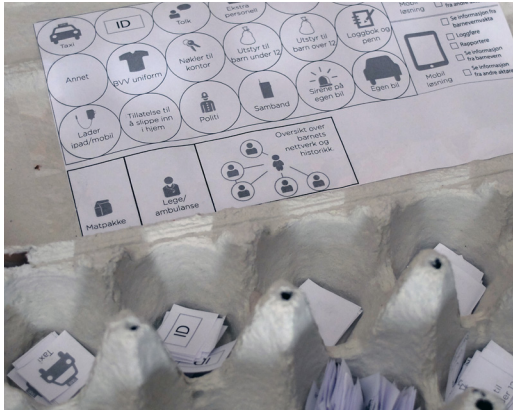
Sint kvinne ringe
 skolen. Det er m
 gledet seg til å h
 er ødelagt for øy
 hvis de ikke kom
Ekstra informas
Avstand fra der



Tools and Information Cards:

- Nøkler til kontor
- Innlagt mobil
- Oversikt over barnets nettverk og historikk
- Loggføring og rapportering
- Vakttelen fra barnevern...
- Mobil løsning
- Mobil løsning

Picture : Assignment 1. Timeline with cases and tools.



Picture 1: The touch-points designed by me for the workshop.



Picture 2: Touch-points in the AT-ONE toolkit.

The assignments at the workshop

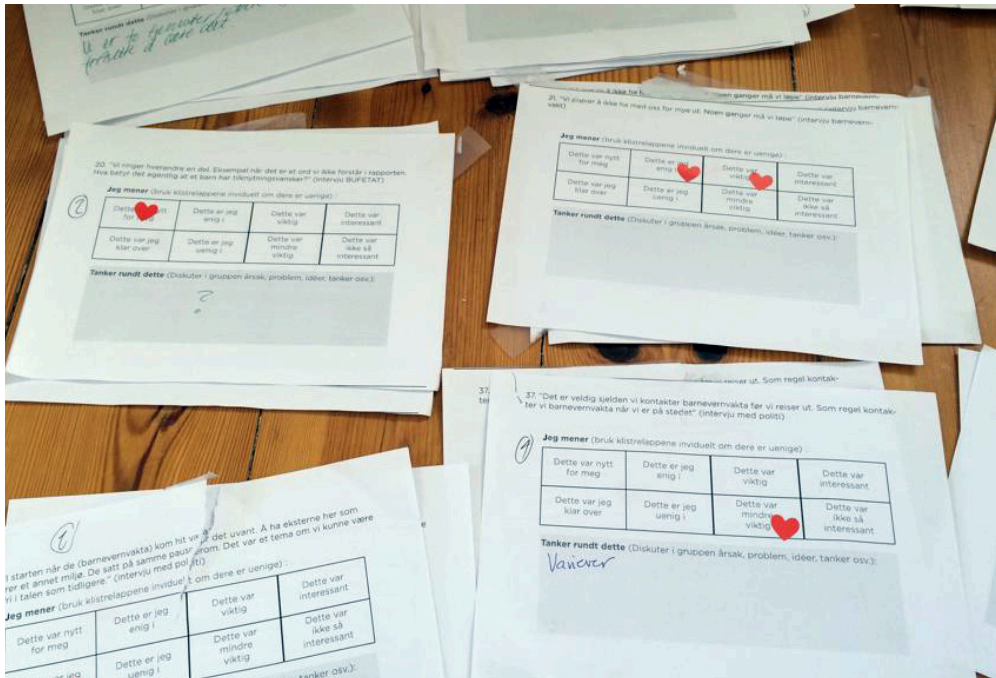
At the workshop, I had two different assignments for Barnevernvakten. The first was to design the ideal Barnevernvakt-shift; how they preferably would like to work on a Friday night. The groups were handed a bunch of cases, and had to pick as many as they found natural without looking at the content. Then they had to work their way through the shift, and open one and one case, while they were answering some questions. The cases were placed at a line according to time.

The touch-points used at the workshop

The different groups got handed the touch-point box, explained about on the previous page. This included all

the tools they have today, and some new ones. The tools were visualised on paper-cards, and it was also a possibility to make your own tools. I could have used the touch-points cards from the AT-ONE kit, but I chose to make my own that were more customized for the service. This was also practical when getting answers to specific questions, for example how important a visualisation of the network is, or if Barnevernvakten preferred a mobile or a tablet solution.

After the assignment, each group had to present the perfect shift and emphasize on creative solutions and innovative tools used.



Picture 3: Assignment 2. Statements taken from the research.

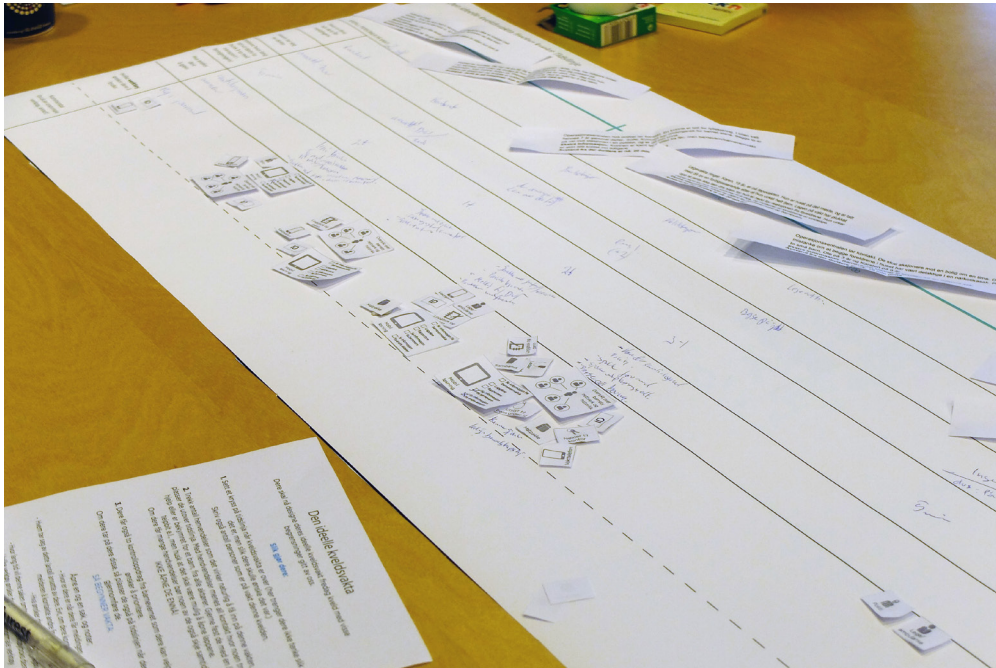
The second assignment

The second assignment aimed to get answer to some questions and confirmation about some insights I had found. Two and two employees got 11 statements, retrieved from the interviews and research. Then they had to label the statements, saying if they agreed, if this was interesting and if they were aware of this or not.

The feedback from the workshop was varying. Some were really happy, while some had a hard time understanding why this was necessary.

Thoughts about the workshop

- It would be more beneficial to have fewer groups. I did not have time to gain insight from all of them. However, the one group I spent most time with gave me useful information.
- The first assignment was enough. It is hard to keep such a big group focused for so many hours.
- It is important notifying all participants in advance about what will happen at the workshop, and how this will help the process.



Picture 4: I gained useful information from assignment 1 , which I used in the later phases of the project.

- Those who think it is challenging to work this way might still process important information and ideas. It is important to find a way to talk to them. For example take them out of the workshop and perform a short interview instead, if possible.
- Before the workshop, it is important to have a short presentation about how we work as designers. It is easy to forget that many are not familiar with the tools and methods we use as designers.

Besides from insights about how to run a workshop with so many participants, I gained important insights related to my project. I especially got confirmed how different the units in Norway operate, and the need for new innovating tools to support their work process [7].

[7] Appendix 18

A photograph of a man and a woman sitting in the front seats of a car at night. The woman is on the left, wearing a dark jacket and a blue and white patterned scarf, looking down at a document. The man is on the right, wearing a dark jacket, looking at the same document. The car's interior is dimly lit, and the background shows a city street at night with blurred streetlights and buildings.

PART 2

Barnevernvakten today

Foto: Jon Ingemundsen

After a lot of research I had enough information to start analysing the content.

In this part I will present who the Barnevernvakt-employees are, how they work and other actors involved with the service. In the end I will present the touch-points linked with the service they perform today.

Personas	p.58
<hr/>	
Scenarios	p.62
<hr/>	
Other actors involved with Barnevernvakten	p.68
<hr/>	
Touch-points linked with the service they provide today	p.78
<hr/>	
A presentation of Vaktdata	p.85
<hr/>	

PERSONAS

According to my research and a report from BUFETAT [1], there are some key words that can explain who an employee of Barnevernvakten is:

- He /she possesses the understanding of relations, knowledge, law, politics, psychology, crisis, trauma, pedagogy and professionalism.
- Experts in acute intervention.
- Knows how to work in a team.
- Possesses communication skills and knows how to calm a situation.
- Has the ability to reflect about and understand if a situation is serious.
- Does not get easily frustrated.

In the following pages I will present six personas, and three scenarios that explain how they work. The personas and scenarios are based on information retrieved from my research.

[1] 'Akuttarbeid i kommunalt Barnevern', BUFETAT, 2014

ANITA, 40

- MARRIED
- THREE CHILDREN
- LEADER OF A BARNEVERNVAKT-UNIT

' What is so exciting about this job is that we arrive, do what we need and then suddenly, we're done! There is no long, protracted process.'

Interview Barnevernvakten (TBR)

Anita used to work in the health-sector within the drug abuse-department. After some time she got sick of all reorganizations and applied for a job in Barnevernvakten. She soon became the leader of a Barnevernkvakt-unit.

Despite for some usual shifts, Anita also has the responsibility for the administration work at the unit. She is okay with doing this, but sometimes she just can not find the time.

Anita is calm and patient, but she can also act tough when required by



the situation. She has what is called gallows humour, which she and her colleagues find important when a situation seems hopeless.

Anita never knows how her day will turn out, but she is good in dealing with challenges as they come. After been working here for some time, she knows how to distinguish a serious case from a less serious, and she is therefore able to calm the callers and solve a lot of the cases on the phone.

Development is important for Barnevernvakten, and Anita feels that the employees should read up on relevant academic literature if they find the time. But they rarely do.

On her leisure-time, she likes to travel and work out.

TOM, 36

- MARRIED
- TWO CHILDREN
- RUN TO WORK EVERY DAY

'If we never were stressed, we hadn't really been doing a good job. People need to feel the seriousness that is linked to a job like this. But we also need employees that are able to balance and regulate them selves. They must be able to live under pressure.'

Interview Barnevernvakten (TBR)

Tom works at Barnevernvakten, Oslo. He is the youngest of the employees. Usually the employees have some experience from the Child welfare service, but Tom is one of the few that got hired almost right after graduation.

Tom is what the employees like to call an 'emergency-worker'. This means that he is able to act calm and professional when required, but it also means that he is able to



move on after a case. He like that working here allows him to move on, because the responsibility for following up the child belongs to the Child welfare service and not Barnevernvakten.

Tom feels the development of Barnevernvakten is important, both how they work and the tools and resources they have available. He is a wizard when it comes to digital solution, and uses Facebook actively in the work of finding missing children.

Working in a service like this can include some running, and Tom feels it is necessary to keep fit. He also feels that it is important to have a positive mind, and like that the employees are able to laugh together.



STIAN, 48

'We are trained to hear if there is an emergency-case or something that can wait.'

Interview Barnevernvakten (TBR)



MARI, 50

'We have noticed that when we increased the opening-hours, we got more cases'.

Interview Barnevernvakten (TBR)



KNUT, 38

'When we are out, we try not to bring too many personal belongings. We might need to run.'

Interview Barnevernvakten (TBR)



ELENA, 43

'We see the worst side of the situation. (..) We are needed because dad calls saying mom is wasted again'.

Interview Barnevernvakten (TBR)

* All images in this chapter are illustration-images



This is Anita and Tom. They are working at Barnevernvakten, Oslo. In the beginning of the shift they will meet at the office located at the police-station.

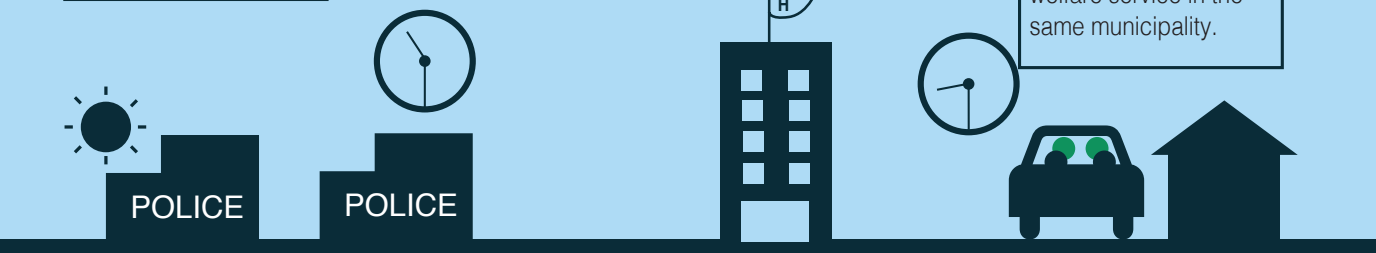
There are 4 employees working together this evening.

It has been a busy day for the previous shift. Before Tom and Anita start working, they will have a quick meeting with the others.

An institution is calling: Two boys have ran away, and they are probably on a bus heading for the city-center.

Tom and Anita check Vaktdata, the IT-solution used by Barnevernvakt-units in Oslo, for information about the boys.

If they can't find any information, they will also check the IT-solution of the child welfare service in the same municipality.



The following morning the employees working will read through the cases and sent them to the next actor (ex. the child welfare service) by fax or mail.

Back at the office, the other two employees tell that they also had a busy night. Since the shift is almost over, they are heading home. Anita and Tom remain to log and register the children and cases.

At the hospital, Anita and Tom need to wait a while for the child to be examined.

Luckily there are no injuries, and they can take the child back to the aunt.

On the way to the aunt, Anita tries to make a conversation with the children, but she gets interrupted by phone calls.

After delivering two of the children, they drive to the hospital.

Note-book, pen,
work-phone,
police-radio and keys.

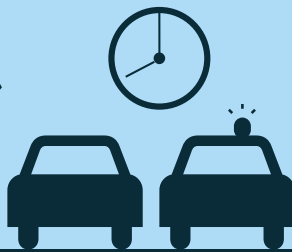


There are no risk linked with this mission, so the police don't need to join them. They tell them where they are going, and bring some necessary belongings.

The boys will soon arrive, and Tom and Anita want to be in the city-center by then. They are in a hurry.

On the way to the city-center they talk to the employees at the institution to get more information about what happened and plan how to approach the situation.

When finally arriving, they need to chase down the boys who are running away again. When finally catching both of them, they are able to convince them to follow the employee back to the institution.



When arriving, Barnevernvakten decide that it is not safe for the children in the family to sleep at home that night. One of the children is even hurt. It is not serious but enough for a hospital-visit. They try to arrange for a placement for the two others. After some time, they are able to reach an aunt that can take the children for the night.

Tom and Anita are heading back to the office to report the incident, but on the way they receive a phone call from the police. There is a case of domestic violence reported in a neighborhood not far from where they are. There are three children living in the house. The police are on their way, and they want Barnevernvakten to join them. Barnevernvakten are not able to check any information on the family from the car, and there are no-one back at the office to check for them.



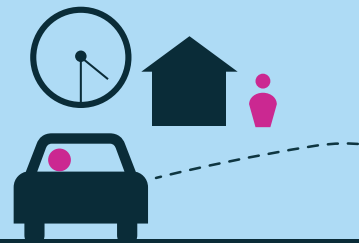
Meet Stian and Mari. They are working at Barnevernvakten, Follo.

This evening Mari starts working in the office, while Stian is on call (working from home)



The phone is ringing. It's the hospital. A young girl showed up and says she has been beaten by her dad. The police is already on the case, but the doctor want Barnevernvakten to take care of the girl.

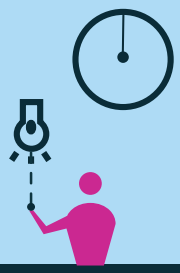
Mari checks for information in Vaktdata, the IT solution that Barnevernvakten are using. She also checks Familia[1], but she only have the permission to see the information from Follo.



Mari drive through Stian's place to pick him up on the way.

With them, they have the police radio so they can communicate with the police all the time.

They also bring notebooks, keys and the work-phone.



At 00.00 Stian can also go home.

Now both Mari and Stian are on call from home the rest of the night.

If something happen they need to go back to the office.



The rest of the evening its quiet at the office. Stian and Mari register the child and case in Vaktdata, and print the information and the signed authorization. This needs to be sent to the county welfare social board within 48 hours.

At 23 o'clock, Mari leaves the office. She is on call from home the rest of the night.



After delivering the child, and handing over the signed authorization to the institution, Barnevernvakten drive back to the office.



At the hospital they need to wait for the child to be examined. The girl says that the violence has been going on for some time. She has no nearby family or no other people she can stay with.

The information Barnevernvakten can't remember, they will write down in small yellow notebooks.

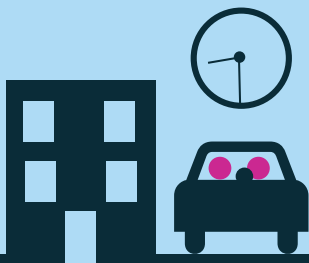
Even though it happens rarely, sometimes a child needs to stay at a Emergency placement or assessment institutions if Barnevernvakten can not find any reliable people within the network.

The child can not sleep home that night.

Stian and Mari have one number they need to call to find homes for children under the age of 12 and one number to call for older children. This service is run by BUFETAT [2].

Such a decision needs to be approved by the parents. If they don't consent, Barnevernvakten can act under the law §4.6.2 : Placement without the parents consent.

Stian calls the dad, but he claims that the girl is lying and refuses her to stay somewhere else that night.



The police attorney signs the document and fax it back to Barnevernvakten.

Luckily there was a institution close by that were able to offer a place for the girl to sleep that night. On rare occasions, it could be full, and the only option is to drive to example Hamar (some hours away). Barnevernvakten and the girl drives to the institution.

Stian and Mari bring the girl back to the office, write the required authorization and fax it over to the police attorney on call responsible for approving such a decision.

[1] Familia, the IT-solution many of the Child welfare services are using.
 [2] BUFETAT = Children, youth and family affairs



Meet Knut and Elena. They are working at Barnevernvakten, Asker and Bærum.

At 15.00 they will meet those who have been working day-time to have a little meeting.

The others leave, and Knut and Elena are planning to head out to a planned mission, ordered by the Child welfare service.

The planned mission is about a girl who told the school she was hit by her parents. The Child welfare service have been having meetings with the family today, and want Barnevernvakten to check if everything is okay in the evening,

The Child welfare service have written a document about what they want Barnevernvakten to look and ask for. They faxed this to the office before today.

Before they leave, they want to read about the planned mission one more time.



On the way to the family, the work-phone is ringing.

It is a man saying that he came to the school to pick up his son, when the SFO told him that his ex-wife already picked him up. It is his week with the boy, and he is furious! Knut tries to calm him, and say that it is nothing they can do, but he recommend the parents to visit the Family counselling service in the morning.

The planned mission

At the house, the situation seems calm. Knut and Elana talk to the parents, that do not understand why the girl said what she said. But they think it has something to do with them moving alot, and the girl has a hard time finding new friends.

Knut and Elana decide that the situation is under control, and leave the house.

Back at the office Elena registers what they just experienced, while Knut logs the phone call with the man.

Some planned missions happen on a regular basis within a time interval, f.ex. once a week or even more often. Then they can register the events together in one report. But this planned mission was one time only. After registering, they both read through. They will fax the report to the Child welfare service tomorrow.

The rest of the night is calm, and they do some other planned missions and take some phone calls. At 23.00 they leave the office.





Governmental
part of the Child welfare service.

Ministry of children, equity and social inclusions

- Management of the Child welfare act.
- Give directions, instructions, do research and develop the Child welfare service.

Children, youth and family affairs (BUFETAT)

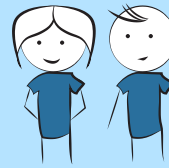
- 5 regional units, one central called BUFDIR.
- Responsible for providing short-term and long-term homes for children, and assisting in placements.
- Responsible for giving foster homes training and guidance.

The county governor

- Makes sure that the Child welfare service do their tasks.
- Provide counselling to the municipalities.
- Supervise the short-term and long-term homes.

County welfare social boards

- 12 in Norway, each covering one or two counties.
- Administrative body with decision-making authority in cases involving care orders and forced intervention in the case of children.



Municipal
part of the Child welfare service.

The Child welfare service

- Primarily there to provide assistance for families and children.
- Investigate if a report is received.
- Decide to implement voluntary assistance measures and emergency orders.
- Follow up children and families, f.ex. after work done by Barnevernvakta.
- Prepare cases for the county social welfare board.
- Closed on weekends, evenings, nights and public holidays.



Barnevernvakten

- The emergency unit of the Child welfare service is usually open when the Child welfare service is closed.

All information on this page are from <https://www.regjeringen.no/en/topics/families-and-children/child-welfare>

Barnevernvakten and the Child welfare service

Barnevernvakten is the emergency unit of the Child welfare service but still they are separated from each other both by location, tasks and work processes. The Child welfare service own the cases of Barnevernvakten, meaning that they are responsible for continuing the work with the children/families when Barnevernvakta has passed on the information after each work-shift.

The Child welfare service and Barnevernvakten interact through meetings, post, by phone and fax. Usually, Barnevernvakten is also granted access to the some IT-programs of the Child welfare service so they can get access to some of the information about the children/families.

Barnevernvakten and the police

Since the establishment in 1982, Barnevernvakten had a close cooperation with the police, and is normally located at offices at the police station.

The cases of Barnevernvakten often involves children/parents with behavioural issues, children/parents with psychological issues, cases with violence involved, cases with drugs involved, cases with other types of crime involved, sexual abuse and trafficking. Thus, the cooperation with the police is both for security-reasons, to provide an effective information flow, consultation and the use of the other`s competence.

The interaction is mainly with:

- The operation central at the station
- The patrols at missions
- The police legal representative
- The crime unit
- Casually with others

It can happen through medias like

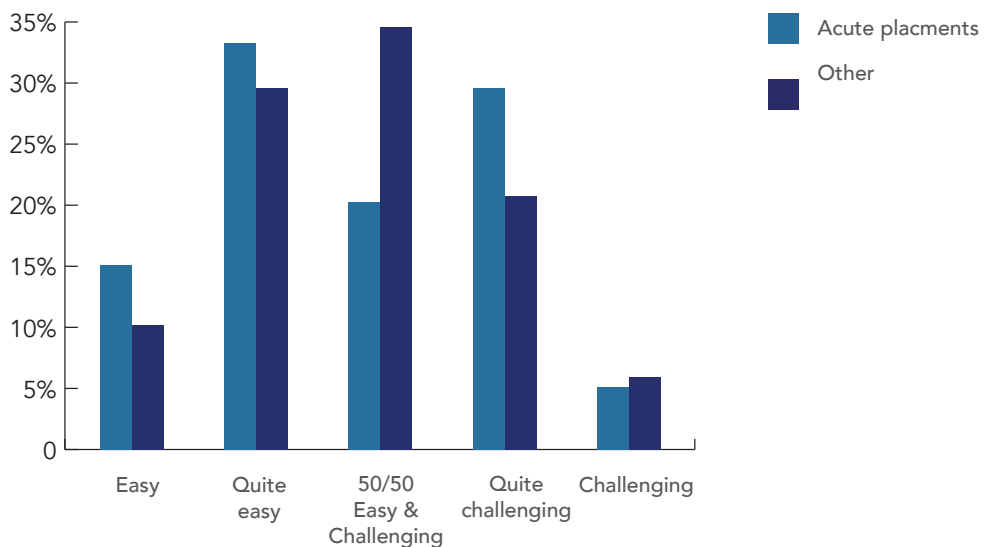
- The police radio
- Phone
- Security alarm
- Fax
- In person
- Police log (that only some of the Barnevernvakt-units are granted access to.)

Barnevernvakten and BUFETAT

Bufetat is part of the governmental Child welfare service, and their main responsibility is to assist when a child needs to be placed outside the home. For Barnevernvakten, this means that they are responsible for providing emergency placement and assessment institutions. The Oslo Barnevernvakt unit is an exception to this collaboration, because Oslo municipality have the responsibility regarding these matters.

Not all units of Barnevernvakten is happy with the work of BUFETAT, Numbers from the report, "Akuttarbeid i Norsk barnevern" indicates that both the relationship and the collaboration is challenging [1].

The figure below is from this report and shows different opinions about the cooperation with BUFETAT regarding acute placements of children and other cases.



Graph 1: Opinions regarding the collaboration with BUFETAT in cases

Barnevernvakten and psychiatry

Currently, there are only a few municipalities in Norway that have a cooperation between psychiatry and the Child welfare service. In the rest of the municipalities there are challenges regarding both acute placement and work with children that are mentally ill in some way. According to numbers from 2009, only 13 % of the leaders in the Child welfare service were happy with the collaboration with the psychiatry in the hours that Barnevernvakten operate [2]. In a interview with the leader of BUFETAT in Asker and Bærum, I asked about the relationship with the psychiatry. BUFETAT answered:

'Currently, children with psychological problems, will be offered a psychologist, but mental institutions are not obligated to take them. The children need to stay at such a institution, but they

are also in need for extra care. When the psychic says no, the police say no, then we are left with the responsibility.' (TBR) [3]

According to numbers from the hospital in Levanger, 77% of the children that were acute hospitalized in a psychiatric home were involved with the Child welfare service, either directly or it had been reported a concern around their situation [4]. Because of this close link between psychiatric disorders and the Child welfare service, three municipalities in Trøndelag started a collaboration with the youth psychiatry (BUP), BUFETAT and the Child welfare service called "Akutten i Nord-Trøndelag" in 2014. The goal is now that other municipalities will follow.

Graph 1: From the report "Akuttarbeid i kommunalt Barnevern, BUFETAT 2014.

[1] "Akuttarbeid i kommunalt Barnevern, BUFETAT 2014.

[2] NOVA report nr. 5

[3] Interview, Appendix 8

[4] Article Adressa 20 april.2015, 'Slo sammen barnevern og psykiatri'.

Table 1: Statistic Oslo Barnevernvakt, Appendix 14

Barnevernvakten and the emergency telephone, Alarmtelefonen

'Alarmtelefonen' is hosted by Barnevernvakten in Kristiansand municipality. It is a free phone-service for children and young adults open from 3 pm. to 08 am. and during weekends. An authorized staff answer questions and help in issues regarding children in need.

Barnevernvakten and uteseksjonen

Some units of Barnevernvakten, like Oslo Barnevernvakt, have a close collaboration with Uteseeksjonen, and help in the search for missing children. Uteseeksjonen provides street-based social work and healthcare for all age groups but especially children and young adults up to the age of 25.

Who	2013	2014	%
Barnevernvakten, Oslo (when they follow up cases on their own initiative)	1715	2282	33%
Institutions (often report missing children)	2049	2187	7%
Child welfare service	1389	1553	12%
Police	1336	1384	4%
Parents	1216	1141	-6%
Private	515	654	27%
Other public employees	491	486	-1%
Children	252	281	12%
Health sector/ social sector	151	202	34%
Uteseeksjonen	105	103	-2%
Fostercare or emergency homes	59	95	61%
Unknown	12	6	-50%

Table 1: Who reported a concern about a child in 2013 and 2014 to Oslo Barnevernvakt.

Barnevernvakten and other actors reporting a concern about a child

Besides from the actors already mentioned, there are a number of people that are reporting concerns about children everyday. These are employees in the health sector, teachers, kindergarten teachers, neighbours and people like you and me. Graph 1 on the previous page shows what kind of people that reported concerns in 2013 and 2014 in Oslo municipality.

Besides from some factors, I believe that the numbers speak for the majority of the other municipalities in Norway.

Barnevernvakten and placements

Placing a child outside the home can happen either by voluntary or involuntary authorizations (page 18). Preferably the placement should happen in the child's own network, and it is the job of Barnevernvakten to find out if there exist any reliable people that can take care of the child for the night. If not, different types of emergency placement and assessment institutions are the only option.

Barnevernvakten and children/families

The clients of Barnevernvakten are primarily children from the age of 0-18 that currently are staying within the responsibility-area of a Barnevernvakt-unit. In other words, the children do not necessarily need to be resident in the area, but they could just be there for a short time.

Older children that are in the care of the Child welfare service are also clients of Barnevernvakta up to the age of 23.

In case of gender, numbers from Oslo Barnevernvakt show that 61% their clients are boys. But this does not necessarily conform to numbers from other Barnevernvakte-units in Norway.

Statistics show that the majority of children that are taken out from their homes are girls, but among children with behavioural issues, boys were overrepresented. Regarding acute placements and behavioural issues, 80% of the children have Norwegian mothers [1].

The families and children Barnevernvakten meet have different problems and difficulties. In 2014, 11 % of the cases in Barnevernvakten-Oslo involved domestic violence, 6.8% of the cases involved parents under the influence of drugs, and 5% involved children with behavioural issues. The rest of the cases involved either children/parents with mental illnesses, missing children, custody dispute or sexual violence among others. Some of the families have been in contact with the Child welfare service for a long time before Barnevernvakten meet them, while some are completely new clients [1] [5].

Barnevernvakten and the Family counselling service

The Family Counselling Service is part of the Children, Adolescents and Family Department (Bufetat). Quite often, parents who are

not longer together, call to Barnevernvakten with problems regarding custody and visitation. Barnevernvakten can not act in these cases, but they often recommend the person to contact the Family counselling service in the morning.

Barnevernvakten and 'Acute family counselling'. Acute family counselling' is a service that gives the extended family the authority and responsibility to find solutions themselves, that they are committed to follow up. The child's needs are in focus.

Barnevernvakten and Visma

The IT-company Visma is the provider of the solution used by all units of Barnevernvakta in Norway (Vaktdata). They are also provider of 'Familia', an IT-solution that many of the Child welfare services are using, and many of the units of Barnevernvakten have access to. (see page. 85)

Table 1: The numbers are from Oslo barnevernvakt's internal statistic, Appendix 14

[5] The statistic are from the report "Akuttarbeid i kommunalt Barnevern", BUFETAT, 2014 and Oslo barnevernvakt's internal statistic Appendix 14

' A lot of times when we arrive at a home, and things got really out of hands, the family tell that they have not got enough help from the Child welfare service. I think some cases could be averted if they had.'
Employee in Barnevernvakten about the Child welfare service (TBR)



CHILD WELFARE SERVICE

Illustration image



TEACHER

Illustration image

'I think it is really uncomfortable to not get to know anything about the situation, after I have delivered the report of the concern. I wish it was a better dialogue'
Teacher, elementary school about reporting a concern (TBR)



DOCTOR

Illustration image

'When I call Barnevernvakten about a patient I always notify the patient They will find out anyway. They often say that it is 'only this time', but I know it is not.'
Doctor at a hospital about reporting a concern (TBR).

BARNEVERNVAKTEN

Illustration image



' We always run by the operation-central at the police station before we go out. It is really busy there. But we have one person we can approach, and that takes care of us when we are out.'

Employee at Barnevernvakten about the cooperation with the police (TBR).

'We see the worst side of the situation.'

Employee at Barnevernvakten about meeting the child and family (TBR).

'Communication through the police radio benefits Barnevernvakten in the matter of safety, and it is an advantage that the patrol and Barnevernvakten can discuss cases. But in the matter of confidentiality, they also will get access to conversation about other cases.'

- Police officer , Follo (TBR).

'Children often ask us what will happen next, and we can not really say that much. We usually tell them that they will know more in a couple of days.'

Employee at Barnevernvakten about the conversations in the car with the child (TBR).

'Do not forget Barnevernvakten. I cooperate with them quite often. '

- Police officer to new police-students in Oslo (TBR).

'A lot of uncertainty around what is going to happen next. The child often does not feel like getting new friends and involved when he is only staying for a while. But a while can often become a year.'

Landsforening for barnevernsbarn about acute placements (TBR).



POLICE

Foto: Krister Sørbø / SCANPIX



CHILD AND FAMILY

Illustration image



Interpretation of the term, Touch-point

When it comes to touch-points, I have interpreted the term as the channels where others can experience the service of Barnevernvakten, and where Barnevernvakten can experience their own service and the other actors involved. I have also included other tools and solutions they use to perform their task.

These tools and solutions are part of creating the holistic image of how they appear and work as a service.

Some units of Barnevernvakten may operate differently when it comes to how they communicate with other actors and what they bring with them on missions. It could also be some differences in routines regarding finding, retrieving and sending information about a child, which make them prefer the use of some touch-points before others.

But all of the units use the already mentioned IT-solution 'Vaktdata', provided by Visma.

The following list will explain a bit more about touch-points found in their work process.

HOW TO REACH THEM



Norwegian homepage www.barnevernvakten.no & internet in general.



Can be reached by phone.



At their office at the police station, or when on a mission.



Some units of Barnevernvakten use a police-radio.



Can be reached by post sent to one specific unit.



The emergency-phone for children and youth, 116 111.



Through other actors like the police, doctors, the school nurse, media and *the word on the street*.

HOW THEY RETRIEVE INFORMATION



By fax (each office has a fax.)



By phone.



In conversation with other workers or actors.



Through their own IT-program "Vaktdata" at the office.



By post.



Some also have access to:

- The police log
- IT-program of the Child welfare service.
- Population Registry



Different amounts of use of the internet and social media in search of a missing child, or to get more information.

HOW THEY LOG INFORMATION



In their own IT-program, 'Vaktdata' in the office.



In small note books which some of them bring on missions.

HOW THEY PASS ON INFORMATION



By post.



By fax.



In conversations with others.



Can happen through the police-radio when they are out on a mission.



By phone.

HOW INFORMATION IS STORED



In the IT-program, 'Vaktdata'.



In archives at their office.



For a while in their note books, before the information is logged digitally and the pages shredded.

WHAT THEY BRING ON A MISSION



Work-phone.



Notebook to note ex. personal id-number.



Some bring a police radio.



They always carry a work-ID.



Some units bring a security alarm.



When they are at a home-visit, they use blue plastic slippers.



Keys to the office.



(Personal belongings.)

EXTRA



They do not use any kind of uniform except the ID-card.



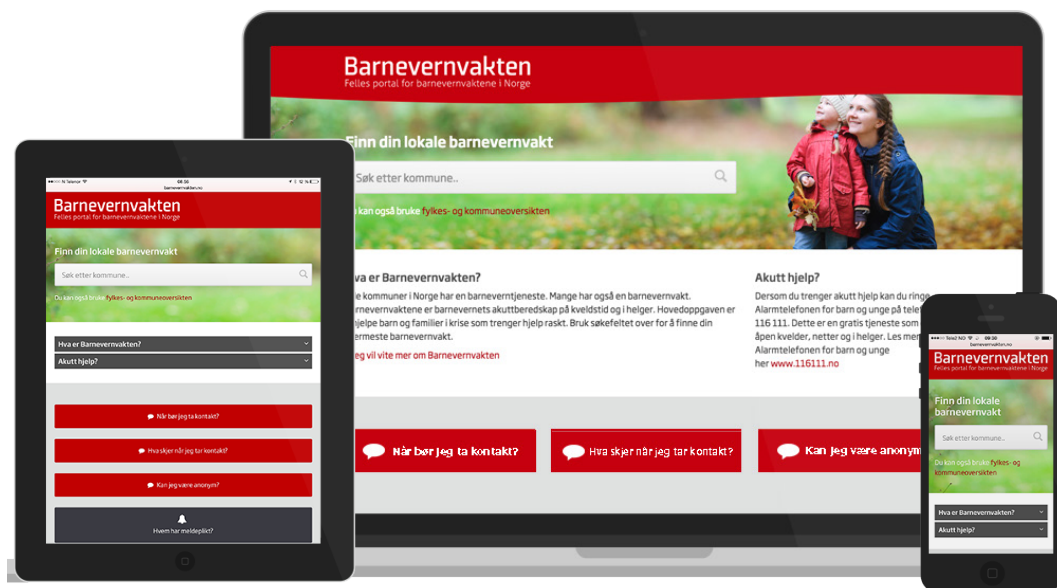
They print/copy numerous of papers, and sometimes they bring copies on missions containing information they need.



They usually drive their own car, or they can get a lift with the police. The car has a parking patch where it says 'Barnevernvakten'.



Some bring necessary equipment for children, like diapers etc.



Picture: www.barnevernvakten.no

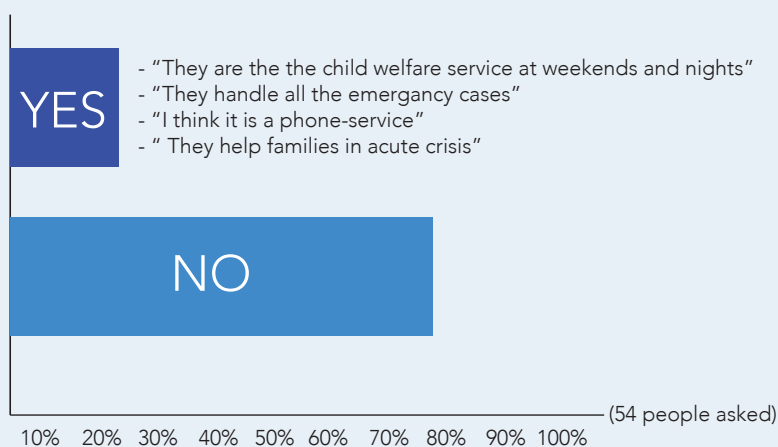
www.barnevernvakten.no

The webpage of Barnevernvakten, www.barnevernvakten.no, are focusing mainly on getting people in touch with a Barnevernvakt-unit as fast as possible. The web page was made in 2014 by the company Netlab. In my opinion the information is easy to understand, and the web page intuitive. But the information can only be found in English.

Barnevernvakten in the media

Barnevernvakten, as any other public unit, could naturally be facing some criticism. But the most of the media cases are directed towards the Child welfare unit. Occasionally, in big news-cases with children involved, they could be mentioned, but the comments are often from the Child welfare service in the same municipality.

Do you know who Barnevernvakten is, and what do you know about them?



Graph 1: From a survey with 54 participants.

Barnevernvakten and the common man

When asking people in a survey how they would prefer to contact the Child welfare service, almost 90% answered by phone [1]. About 80% of the same group did not know who Barnevernvakten was, which means that they either contact the police or other actors,

or that they will wait until the Child welfare service are back at work in the morning.

[1] Survey, Appendix 19

A PRESENTATION OF VAKTDATA

Even with some differences concerning routines, all units of Barnevernvakten are users of the IT-program, Vaktdata.

Vaktdata is provided by the IT-company Visma and was made in 1995.

Vaktdata is a desktop-solution that enables:

- Registration of children and new cases.
- Printing of reports that are later sent to the Child welfare service.
- Printing of legal decisions sent to the Child welfare service, the Social welfare board, and often given to placement-solutions (if necessary).
- Writing and printing of templates for feedback to parents and those who report the concern.
- The possibility to see statistic.

Vaktdata is protected with a user-personality and password. It is a desktop solution, and therefore does not enable work outside the office.

Another key-factor is that it does not exist any possibility for sharing registered information with other Barnevernvakt-units or actors.

There exist many opinions about this program among the users in Barnevernvakten. These are some of them:

'It should be possible to send information safely electronically to those it is meant for.'

'We need a mobile solution. Sometimes the police call us when we are in Lillehammer at an institution, and then we are two hours away from Vaktdata.'

'It is like a dinosaur. I mean, how un-intuitive can a program be!'

'I like the fact that we are able to change the reports after they are written.'

* All quotes are taken from interviews with the employees at different Barnevernvakt-units.

Vaktdata - [Oppdatere barn]

FI Rediger Kartotek Oversikt Statistikk Drift Vindu Hjelp

Registrert: 29.03.2006

Om barnet Bvv Nr.: 0/0010

Fornavn: Lille Etnavn: HAMMER
 Født dato: 08.08.1991 Personnr.: 00100 Kjønn: Jente Gut
 Adresse: Banken 1 Kommune: 0501 Lillehammer
 Postnr: 2609 LILLEHAMMER Kontor: 1 Mitt kontor
 Telefon: 22 44 66 99 Tlf 2: 44 98 22 58 Distrikt: 10 Ande
 Tlf 3: 00 00 00 00 Etnisk tilh.: 56 Peru

Mor / føresatt Far / føresatt **Viktig info** Registrert i Banevnet Mappe?

Fornavn: Mellom Etnavn: HAMMER
 Adresse: Banken 1 Født dato: 04.06.1960 Tlf.: 22 44 66 99
 Postnr: 2609 LILLEHAMMER Tlf2: 00 00 00 00 Tlf3: 00 00 00 00
 Relasjon: 7 Fosteremor

Div. info: Jenta er adoptert og kom til Norge da hun var 3 år. Hun har en biologisk yngre bror, som også ble adoptert av samme familie.

Andre personer Søken Skole/b.hage Etnisk tilh. Omgissituasjon

Navn, adresse, telefon m.m.: Jenta har nærsorgstilsk. Nærsorgsarbeideren heter Even Benås og kan ringes til i alle situasjoner. Tlf 99457385.

Picture 1: Register a new child: There are also possible to register information about siblings and to note comments.

Vaktdata - [Liste barn]

FI Rediger Kartotek Oversikt Statistikk Drift Vindu Hjelp

Hent arkivert barn

Barn

Søk ved å taste inn de første bokstavene i etternavnet etterfulgt av tabulator

Søk på: Etternavn Fornavn Født Bvv Nr Født dato Mor e.navn Mor L.navn Far e.navn Far L.navn

Bvv Nr	Navn	Født dato	Mor e.navn	Mor L.navn	Far e.navn	Far L.navn
2007/0007	BLIKKET, Solveig	01.01.2003	BLIKKET, Håll	BLIKKET		
2007/0005	BLIKKET, Wally	01.01.2003	BLIKKET, Håll	BLIKKET		
2007/0017	FREDRIKSEN, Tom	01.04.1990	FREDRIKSEN, Trine	FREDRIKSEN		
2006/0003	Gutt 3 År, Anonym					
2006/0028	HAMMER, Lille	08.08.1991	HAMMER, Mellom	HAMMER		
0/0010	HAMMER, Lille	08.08.1991	HAMMER, Mellom	HAMMER		
0/0007	HRYTEM, Lina	12.01.1990	HRYTEM, Liv	HRYTEM		
2007/0006	NNDØ, Per	01.01.1989				
0/0003	OLSEN, Egil Drillo	03.01.1989	OLSEN, Lise	OLSEN, I		
0/0006	PETTERSEN, Else	02.12.1991	PETTERSEN, Trine	PETTERSEN		
0/0008	PETTERSEN, Jan Einar	12.09.1991	PETTERSEN, Lise	PETTERSEN		
0/0002	SAGSTUBB, Arne	12.09.1990	SAGSTUBB, Lise	SAGSTUBB		
0/0021	TEST, Tone	01.04.1999	TEST, Trine	TEST, T		
2007/0004	TEST, Tone	01.01.2004	TEST, Trine	TEST, T		
2006/0017	TEST, Tor	01.01.2005	Fdslna	TEST, T		
2007/0011	TROLL, Trine	01.01.2003	TROLL, Tone	TROLL, T		

Picture 2: After registered, the child will end up in the list with all other children registered by this specific Barnevernvakt-unit.

Vaktdata - [Oppdater saken]

Fil Rediger Kartotek Oversikt Statistikk Drift Vindu Hjelp
 Overvakt Rapporter Støvekontroll

Bvnr: 0/0000 Barne: **Om barnet** | Barn
 Meldt Dato: [] Klokke: []
 Type melder: []
 Meldt av: []
 v/ person: []
 Henvend.: []
 Sign.1: [] Sign.2: []
 Hovedkat: []
 Type sak: []
 Type sak: []
 Rap nr: [] Rap sendt: []
 Første sak med rapport dette barn:

Egens: [] Født: []
 Gatead.: []
 Distrikt: []
 Mø/fores.: []
 Telefoner: 00 00 00 00 00 00 00
 00 00 00 00
 Fax/toner: []
 Telefoner: 00 00 00 00 00 00 00
 00 00 00 00
 Hovedtittel: []
 Ekstertittel: []

Tilbakemelding til melder: **Beskrivelse** Vurdering Tilbakemelding til foseatte Tilbakemelding fra barnevern

Picture 3: Register a new case on a child: There are many drop-down menus containing predefined information that can later be translated to statistic.

Vaktdata - [Liste saker]

Fil Rediger Kartotek Oversikt Statistikk Drift Vindu Hjelp
 Journal denne sak Journal dette barn

Liste saker

Sak ved å taste inn de første bokstavene i etternavnet etterfulgt av tabulator

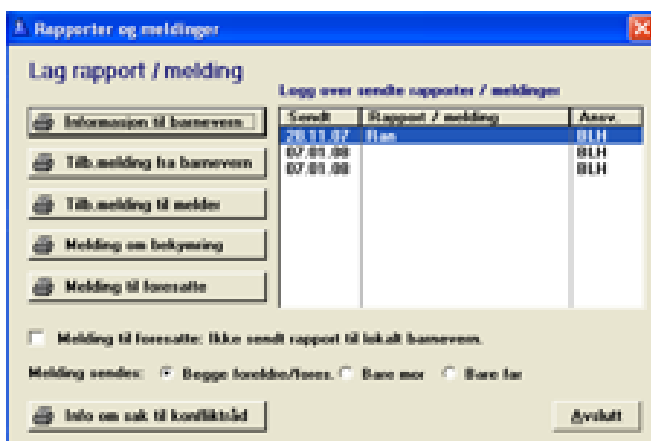
Meldt dato	Etternavn	Fornavn	Født	Adresse	Person nr.	Bvnr	Sak nr.
10.01.06	HØYEM, Erling		12.09.90	Reberudvegen 345	00000		
29.03.06	HØYEM, Erling		12.09.90	Reberudvegen 345	00000		
27.06.06	1	NN07, Per	01.01.89		00000		2
27.06.06	1	NN07, Per	01.01.89		00000		2
29.08.05	OLSEN, Egil Dvallo		09.01.89	Storgata 45	99999		
29.08.05	OLSEN, Egil Dvallo		09.01.89	Storgata 45	99999		
30.08.05	OLSEN, Egil Dvallo		09.01.89	Storgata 45	99999		
27.06.06	OLSEN, Egil Dvallo		09.01.89	Storgata 45	99999		
27.06.06	OLSEN, Egil Dvallo		09.01.89	Storgata 45	99999		
04.01.08	1	OLSEN, Egil Dvallo	09.01.89	Storgata 45	99999		
27.06.06	OLSEN, Egil Dvallo		09.01.89	Storgata 45	99999		
10.01.06	PETTERSEN, Eise		02.12.91	Storgt 23	00200		
14.02.06	PETTERSEN, Jan Einar		12.09.91	Gate 34	12221		
27.06.06	PETTERSEN, Jan Einar		12.09.91	Gate 34	12221		
30.08.05	1	SAGSTUBB, Arne	12.09.90	Weidmannsgate 34	12345		
27.06.06	TEST, Tone		01.04.99	Revestien 12	22334		
07.07.06	TEST, Tor		01.01.05	Stidsal	00000		2

14 | << < > >> | 11 | < >

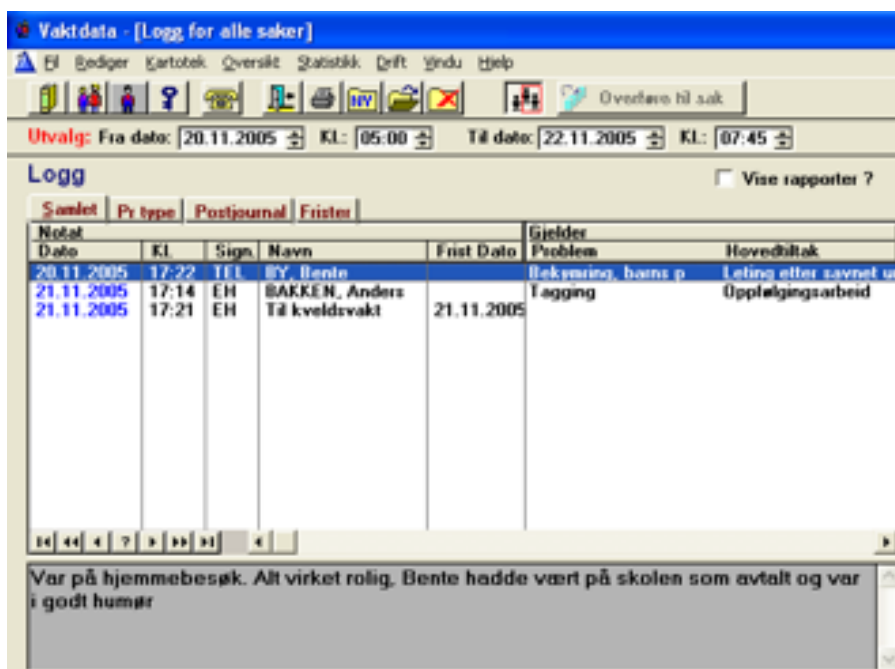
✓ = Rapport sendt
 1 = Første sak med rapport til barnevern

Totalt antal saker: []

Picture 4: All case will end up in "List cases". A green mark signifies that a report is sent. This is done by either post or fax (never digitally).



Picture 5: Menu for the different predefined templates to choose from when registering and sending a case.



Picture 6: All registered children, cases, phone calls, events, planned missions and similar events will be logged, and end up in "List log".



PART 3

Findings, insights & solutions

After the research and the analysis, I found some interesting problem-areas with a possible innovation potential. The problem areas include needs and expectation of the actors involved (directly or indirectly) with the service.

I will in the following chapters present my findings, insights and solutions.

1. Problem area: Designing for one holistic service vs. 16 different units	p.91
2. Problem area: Informationflow vs. confidentiality.	p.100
3. Problem area: Designing tools that support the work process.	p.114
Solution - The new Vaktdata, <i>Mobile Barnevernvakt</i> .	p.118
Details and functions	p.154
Other solutions	p.158

1 . PROBLEM AREA:
Designing for one holistic service
vs.16 different units.

*Are there common problem-areas that
can be solved despite differences in
how the service is run?*





STORE INFO.

"We do not store any papers here. You can find everything in Vaktdata. When the child is 18 we will delete the data"
Interview Barnevernvakten (TBR)*

"Many of the units of Barnevernvakten store cases in archives, and it is not prudent when the piles, containing really old cases just are getting bigger and bigger!"
Interview Bar,nevernvakten (TBR)*

PLACEMENT

"When we need a place for the child we call one number for those under 12 years old, and one for those older"
Interview Barnevernvakten (TBR)*

"Around 15.30 we receive an email with all available beds that night from the institution"
Interview Barnevernvakten (TBR)*

INFORMATIFLOW

"We will send the report to the Child welfare service, and they will send it to the others" .
Interview Barnevernvakta, (TBR)*

"We will send all cases containing acute placements without the parents consents to the Social welfare board ourselves. We will notify the Child welfare service."
Interview Barnevernvakta, (TBR)*

STAFF

"We are three working together, one is inside operating the phone, and two can go out if we get a case where that is necessary . Then they can do the job without anyone calling"
interview Barnevernvakt (TBR)*

"We are two people working here at night, and have two phones. So we need to take calls when we are out on a mission."
Interview Barnevernvakta (TBR)*

ON-CALL

"Working on call from home is not something we want. It decreases growth. The child welfare service will be perceived more available than it really is."
Barnevernvakt interview, (TBR)*

"We work on call from home at nights. We think it is okay, have not had many quitting their job yet."
Barnevernvakt interview, (TBR)*

* All quotes are from the interviews, see Appendix



'There are no regulations on how we should run this service, and the units are organized differently from one place to another. Maybe it has be like this in our elongated country. However, this leads to different offers provided depending on where you are located. Different organization-models and economy have consequences for availability and how fast Barnevernvakten will be able to give help.'

Interview Barnevernvakten (TBR)

As mentioned in the beginning of this thesis (page 16) , Barnevernvakten has no national regulations to guide them, and is run a bit differently from one unit to another. This was a challenge when trying to find common problem areas for all the units. The variations are visible in the area of responsibility, staff, opening-hours, organizational structure, number of acute placements and if they are municipal or inter-municipal to mention some.

In 2009, NOVA divided different ways of running the service into four models: The big city-model, inter-municipal, Barnevernvakten as a part of the Child welfare service and Barnevernvakten as a part of a Child welfare service-institution [1].

One reason for why the service is ran so differently, is linked to the amount of cases. Because Oslo Barnevernvakt has naturally a larger

population-base than the others, they only have the responsibility for cases within Oslo Municipality. Follo Barnevernvakt on the other hand, have the responsibility for 7 municipalities. Thus, the driving-distance between one end to the other is longer, and the work process will also vary.

Many of the employees I have talked to, say it is necessary to run the service a bit differently because of circumstances just explained. But at the same time, it is important that the service provided by Barnevernvakten is perceived as one holistic service, instead of 16 different ones.

In this chapter I will focus on three small problem areas with innovation potential. These problem-areas could possible be solved despite of organizational differences, and differences related to location or amount of cases.

[1] Report: Akuttarbeid i kommunalt barnevern, BUFETAT 2014

1. When reporting a concern

'Experiences are what customers have when they use your service, and when they recall it afterwards' [2].

If a doctor notified about a case in one municipality, and got a note back saying if the case is dismissed or not, the doctor might think this is the routine everywhere. When doing the same in another municipality, and not getting any feedback, the doctor could in the worst case think that the information got lost somewhere because of the previous experience.

When an employee in the public sector report a concern, like a teacher or a doctor, they are entitled a message back explaining if the case was dismissed or not. Private people reporting a concern could however not expect such a message due to the confidentiality. The Child welfare service in the same municipality is the owner of all the cases of Barnevernvakten, and should be the one sending this message back. But after interviewing public employees that all have reported

concerns several times, it is clear that this routine is not being adhered [3]. This can give a negative impression around reporting a concern about a child, which also might affect Barnevernvakten negatively.

Identifying the user's expectations is important for delivering services; customers compare perceptions with expectations when judging a firm's service [4].

It exist many methods for finding customers expectations. For this thesis, I simply asked 54 people what they though would happen if they reported a concern. 27% answered they expected they would get a notice back about what happened to the child they reported to Barnevernvakten. This was not related to if they were public employees or private people. [5]. When asking Barnevernvakten about this matter they answered: *' If someone have reported a concern and wish for more information, I ask them to contact the Child welfare service. The routine indicates that it is their responsibility. But I do not know if*

the Child welfare service do this or not.'

Interview Barnevernvakten (TBR) [6]

2. Storing and deleting information

Documents and other materials containing confidential information should be kept safe according to § 13 c.2 [7]. Because the information Barnevernvakten possesses often is highly personal and sensitive, it is important with routines that effectively prevent unauthorized access and follow laws about storing and deleting.

There are different routines regarding storing information about cases and children in Barnevernvakten. Some units have large archives at the office while others store information digitally

in Vaktdata. One of the employees in Barnevernvakten expressed her concern about these archives:

"(...) it is not prudent when the piles, containing really old cases just are getting bigger and bigger!" [8].

Because the child could need the information later, it should be stored for 80 years, the same number of years the confidentiality applies.

A report of concerns that are clearly groundless should be shredded right away. An example is when there is a report of concern for a person above the age of 18. A report of concern that is later dismissed can be stored in a period of one year [7].

[2] 'This is design thinking', Stickdorn/ Schneider

[3] Interview of adoctor and a teacher, Appendix 10 and 11

[4] "The Marketing Aspects of Service Quality," in Emerging Perspectives on Services Marketing, L.L. Berry, G.L. Shostack, and G. Upah ,1983

[5] Survey, Appendix 19

[6] Interview, Appendix 7

[7] All information about laws are from " Barnevernet og taushetsplikten, opplysningsretten og opplysningsplikten", Q-24, mars 2005, Ministry of children, equity and socail inclusions.

[8] Interview, Appendix 2

Barnevernvakten possesses a large amount of information, some of it never sent to the Child welfare service and some might also be groundless (for example notes in the log).

It is also difficult to predict if cases sent to the Child welfare service will be dismissed or not. It exist an option in Vaktdata to ask for a note back from the Child welfare service, but this option is rarely used today. Routines where sensitive information are deleted or stored in the right amount of time and in the right way are important for the child's sake and safety.

3. Handover and receiving information

Barnevernvakten, and other actors involved with the service, use different medias for handover and receiving information (page 78). Scanning, printing, faxing and sending documents by mail are

currently parts of their everyday routine. This is time consuming, un-economical and environmentally un-friendly.

The governmental Norway send 125 million letters pr. year, and uses 1 billion NOK on postage, and it is reason to believe that the numbers are similar in the municipalities [9]. From 2016, all post sent from the state to citizens, will be sent digitally. After a while, also the municipal Norway will be a part of this solution. In other words, the development points towards a solution that will allow the public Norway to send sensitive information digitally in a secure way.

Other sectors already a part of this development, is the health sector. Bærum hospital have been running a pilot project from February 2012, where letters containing health and personal information about

the patient are sent encrypted to the receiver. The solution requires that the recipients must verify their identity by either BankID or Buypass to open the letter and access the content. The recipients were later asked for feedback, and the feedback was almost without exception positive [10].

Besides from sending post this way, there is also a need for signing electronically. When Barnevernvakten is out on a mission and need a decision to be signed by the Police legal representative on call, they need to perform a rather protracted process: The routine involves that they first print the document, then fax it over to the Police representative, before the Police representative print it, sign it, and fax it back to Barnevernvakten. In the end Barnevernvakten must print it one more time, and deliver it to the next actor. A former

Barnevernvakten- employee explained that this process also had to be done within a certain time frame:

'If a child needs to be placed without the parents consent, preferably the document containing this decision needs to be signed before they arrive at the institution. This is because the institution govern by the state, will not receive any money for the child without this signed document.'

Interview, (TBR) [11]

[9] www.regjeringen.no, " Digital kommunikasjon: Statlig post digital i 2016"

[10] <https://www.digipost.no/bedrift/case/vestreviken>

[11] Interview, Appendix 2

2 . PROBLEM AREA: Information flow vs. confidentiality.

In which degree should information about a child be shared between those who work with the child?



'I would really wish I could get notified if one of my patient are involved with the Child welfare service. I have kind of an objective view on my patient, but to help them is much easier when you know what they are going through.'

Interview doctor (General Practitioner) (TBR)

Illustration image

'We do not really need to know what will happen to the child after our involvement. It is something Barnevernvakten can manage. We respect that they can not give information about everything.'

Interview with the police (TBR)

Illustration image, Krister Sørbo / SCANPIX



'It feels uncomfortable not to receive any information about what happened to the child or family I reported a concern about. I really wish it could be a better dialogue.'

Interview with a teacher, (TBR)

Illustration image



'We have access to the police log, requested by the police. This is because we maybe know something about a family or child they are working with. In this way, we can pay an extra attention.'

Interview Barnevernvakten (TBR)

Illustration image

'The confidentiality in Barnevernvakten is suppose to be strict, but the laws are not always adhered.'

Interview Barnevernvakten, (TBR)

Illustration image



'We do not have permission to read about the Child welfare service-cases from the 7 municipalities we are responsible for. So we call them instead.'

Barnevernvakt interview, (TBR)

Illustration image

'Sometimes the Child welfare service call us about cases we should pay an extra attention to.'

Interview Barnevernvakt (TBR)

Illustration image, Magnus Fröderberg/norden.org



'We do not know enough about the network of the child. This makes placement extra hard sometimes.'

Interview Barnevernvakta (TBR)

Illustration image, Yadid Levy / Norden.org



* All quotes are from the interviews done by me. See Appendix.

INFORMATION FLOW BETWEEN ACTORS

In this chapter I will present information from conversations with legal professionals working in the company SmartSkill [1] and information from conversations with the company Patchwork. SmartSkill are currently settling some rules and standards concerning confidentiality-issues in the Child welfare service. This job is yet to be completed, and my facts are from the work done so far.

Different units, different routines

The different units of Barnevernvakten possess confidential and less confidential information about their children and families. This information includes mainly information about:

- Their clients written by them selves.
- The cases of their clients that they attended.
- Network of the clients that they have come across.
- Decisions made by them about their clients.
- Post sent to them regarding their clients or decisions.

Additional information is today given through phone calls or in person between the different Barnevernvakt-units, between Barnevernvakten and the Child welfare service and between Barnevernvakten and other actors. What kind of information that is shared or given varies from one Barnevernvakt-unit to another. It depends on factors like routines and which other actors they cooperate with, and how this cooperation occurs.

But much of this information is actually confidential and should by law not be shared between different units of Barnevernvakten or between different actors.

Laws and regulations

Confidentiality means to remain silent about certain information and a duty to prevent others from getting access to it [2]. The reason behind the laws is to protect the individual's integrity, and for a public unit it is important for building a relationship between the public professional and the person seeking/needing help.

There are a number of rules to follow, but some can be experienced as a bit vague. In the case of Barnevernvakten, they are a unit governed by the Child welfare service and must theoretically obey the same rules (page 18). But because they have a different work process and do not need the same amount of information to do their job, many times the decisions are now made on discretionary assessments.

The confidentiality-laws are divided into:

Duty of confidentiality

Everybody that do work for an administrative body are subjected to obey the Public Administration Act §§ 13 to 13 e, which are general rules. But the Child welfare service and Barnevernvakten also need to follow stricter rules required by the Child Welfare Act § 6-7, which is called occupational confidentiality.

The rights of disclosure

This right says that the information is initially confidential, but whoever processes the information are in some cases permitted to pass the information to the next actor on own initiative.

Duty of disclosure

This duty can imply a duty to pass the information on a own initiative, OR when imposed by others.

Who are bound by these laws in Barnevernvakten

The laws apply to everybody that works in Barnevernvakten, regardless background or position. All information that is received through their work about a child's or families personal matters are confidential. Also, if somebody pass information about a child to an employee during their leisure time, this is confidential if the person did so with knowledge that

[1] <http://www.visma.no/smartskill/> and email-interview with Ingunn Wiig, Appendix 15

[2] Veileder.no, a solution by smartskill where the Visma-employees can find information about laws and regulations.

the employee worked with these matters.

Confidential information

Some information that are not confidential by the Public administration act, are on the other hand confidential by the Child Welfare Act § 6-7. In the list that follow I have listed some information, and which law that counts.

The list reveals that all information is actually illegal to share.

This includes sharing information

between employees at the same Barnevernvakt-unit, between the unit and the Child welfare service and between the unit and other actors like the police.

BUT there are some exceptions, which I will present in the next page.

INFORMATION ILLIGAL TO SHARE

MISSIONS THEY ATTEND	ILLIGAL BY BOTH ACTS	CHILD WELFARE ACT
<ul style="list-style-type: none"> Planned missions ordered by the Child welfare service 		×
<ul style="list-style-type: none"> Police operations with children involved they are attending 	×	
POST		
Sent to them		
<ul style="list-style-type: none"> Regarding their clients or decisions. 	×	

CLIENTS DETAILS	ILLGAL BY BOTH ACTS	CHILD WELFARE ACT
• Client name		×
• ID-number		×
• Nationality		×
• Adress as in the Population register and temporary address		×
• Phonenumber		×
• Care situation and public actions	×	
• Family situation	×	
• Optional information*	Must not be linked to the confidential information	
• Documents: Picture, passport etc.	×	
• Connection to the C.W-service		×
• Health and handicap	×	
• Education/work	×	
NETWORK OF THEIR CLIENTS		
• Name		×
• ID-number		×
• Nationality		×
• (Adress as in the population register and temporary address)		×
• Phonenumber		×
• Optional information*	Must not be linked to the confidential information	
• Network of network?	Must not be linked to the confidential information	
CASES OF THEIR CLIENTS		
• Category and subcategory		×
• When and where		×
• What happened		×
• Who notified		×
• Other involved		×
DECISIONS MADE BY THEM		
• About acute placements , voluntary or involuntary.		×
• Decisions to pass the case to other actors like f.ex the Child welfare service		×

EXCEPTIONS TO THE CONFIDENTIALITY

The public administration act § 13 a nr. 1:

If the child above the age of 15 consents, the information could be shared or given. If the child is younger than 15, the parents have to consent.

injury to someone's health.'

The third exception could theoretically mean that a more open information flow could be legal, but there are both pros and cons regarding this issue (see page 112).

The public administration act § 13 a nr. 1:

Children have a legal right to get access to the information about them selves. Even though there are information that reveals details around somebody in relation to the child, the child should still be granted access.

Administration § 13b, paragraph 5 and 6 and The Child Welfare Act § 6-7, third paragraph:

Information can be shared or given if it is 'necessary for promoting Child welfare service or institution tasks' or to 'prevent significant risk to life or serious

* All information on this page and the previous:
- Email-interview with Ingunn Wiig and the tool: Veileder.no, a solution by smartskill where the Visma-employees can find information about laws and regulations.

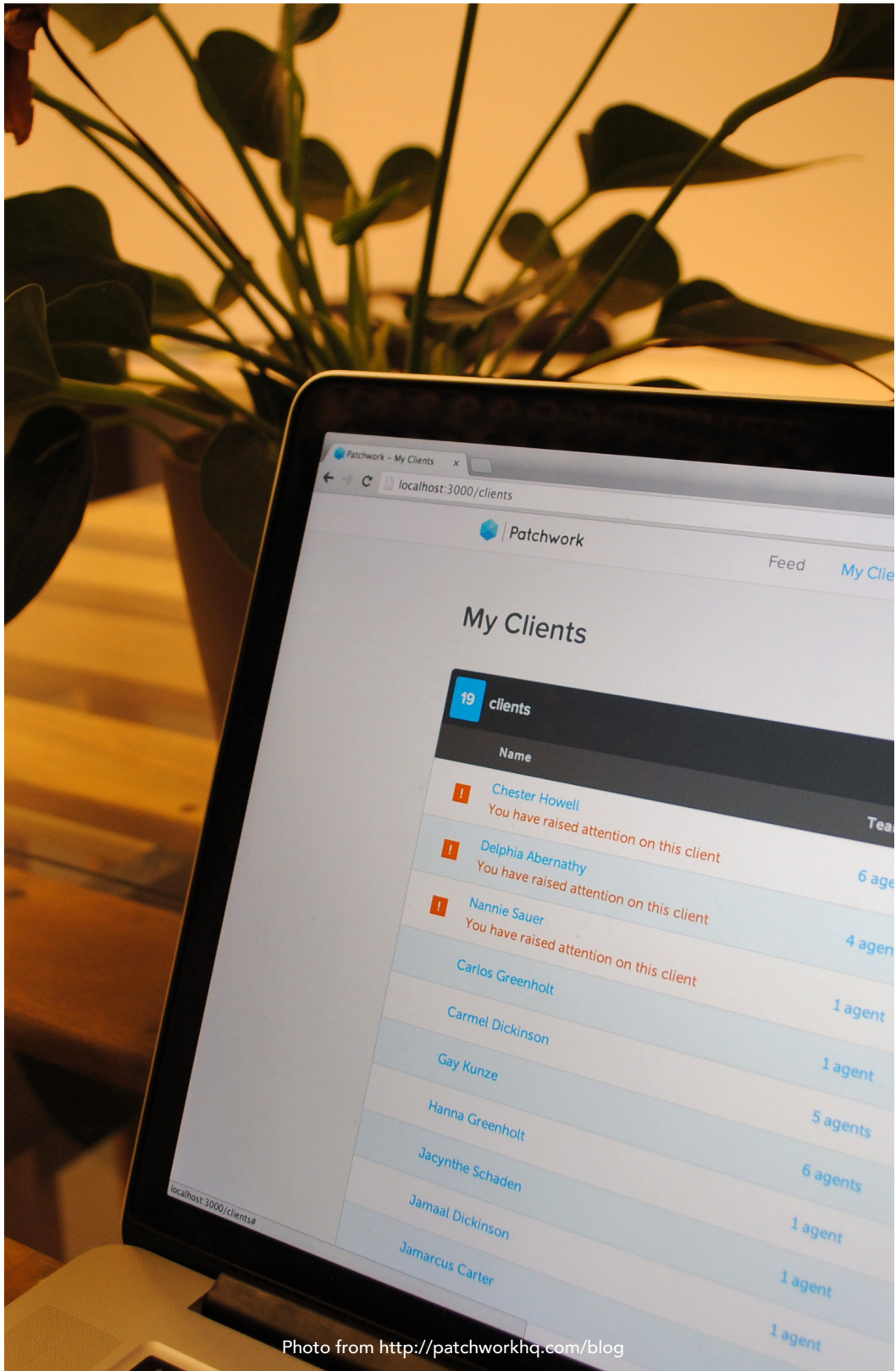


Photo from <http://patchworkhq.com/blog>

PATCHWORK

Promoting a more open information flow.

Baby Pete was a 17 month old boy from England that suffered child abuse during which he was repeatedly seen by Haringey Children's services and NHS health professionals. After his tragic death in 2007 the creation of Staffordshire county council's contact details system, *Patchwork* started up.

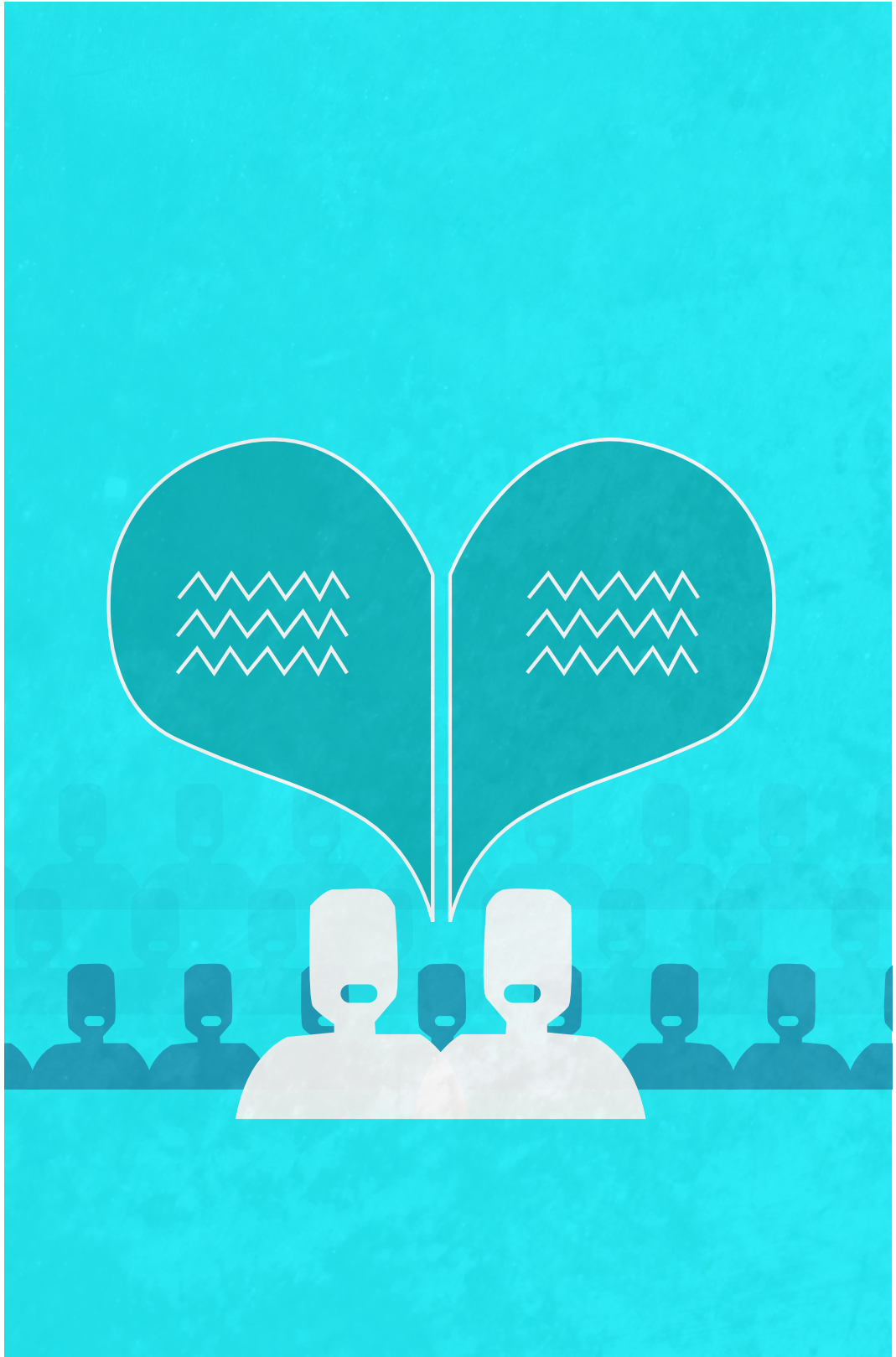
Patchwork is a solution that enables frontline staff working with children and families to discover others involved in those they care for. Frontline staff, like for example county council contacts, fire service and social workers, can log on to the web-based system and enter the name of a client. They immediately see which other agencies and professionals are supporting their client and are alerted to the best way to communicate with them, whether mobile, landline or email. Patchwork is currently based in both UK and Australia [1].

How this affect my master thesis

This solution opens up for a more open information flow between actors, in spite of the strict

confidentiality laws that also exist in these countries. I contacted Kirsty Elington at the Australia-based office, and discussed the border between revealing too much or too little information about a child.

- **How did the actors respond related to the confidentiality issues?** ' This varies from place to place, but in general there are provisions in legislation to share information about a child or client when it is in the interest of the child or the family to do so. This type of provision usually exists in either health legislation or children and families legislation. Of course none of this replaces consent from clients. In my experience practitioners who work in this space usually have an ethical stance that means they would get consent from a client before sharing any of their data.'
- **What do the families and children have to say about a solution like this?** 'Mostly children and families think and expect practitioners from different organisations to be



sharing information and working together in their best interests. And are often surprised when they are not. Of course there are some clients who are more concerned or very deliberately want to keep some practitioners away from others. Our position would be that sharing of information should always be done with the informing the client as best practice.'

As seen from Kirsty's answers, the families and children often expect it to be a better communication between the different actors working with their case. This was also mentioned by Sissel Åraker, the head of the national program, SOS- children Villages in Norway. She said:
"A plan-child outside of Norway has one sponsor. A plan-child in Norway has about 17 sponsors (= actors working with their case) and none of them are communicating with each

other" (TBR) [2].

When asked about proofs of positive results for Patchwork, Kirsty answered that the solution;

- saves practitioners time in finding other practitioners.
- challenges the information sharing culture
- can help at transition points in a clients life by adding and handing the information over to whoever comes next (from kindergarten to primary school for example).

Workers can invite the next worker and have a handover conversation speeding up the child getting the support they need [3].

[1] <http://wearefuturegov.com> - "Patchwork and Staffordshire County Council Runners Up in The Guardian Public Service Awards 2013"

[2] Told by Jonas Ohlgren Østvik, coordinator for Landsforeningen for Barnevernsbarn,

Norway in an in-depth interview Appendix 12
[3] E-mail conversation with Kirsty Elington, Appendix 16

PROS AND CONS & PERSONAL OPINION

Regarding a strict confidentiality

Pros regarding a strict confidentiality in Barnevernvakten

- A child's/family's right to privacy and to control the information about them selves.
- Helps build a trustworthy relationship between Barnevernvakten and the person seeking or needing help.
- Prevent people from being scared of notifying about a child, because sensitive information can go awry.

Cons regarding a strict confidentiality in Barnevernvakten

- Limitations regarding sharing valuable information between different actors. In the case of Barnevernvakten this means that they wont get access to information that could potentially help them act in the best favour of the child, and promote a close cooperation with other actors.

- The children and parents might already expect it to be a closer collaboration between the different actors (as told by Kirsty in the previous page) and will be surprised when they find out there are not.

My thoughts around this issue

In the work with this thesis, I gained some insights regarding this subject:

- Barnevernvakten needs the information that will help them to deal with the situation here and now. They are often in a hurry and would not always have time to check information from potentially other units of Barnevernvakten, the Child welfare service and other actors.
- Despite from this, there is still a need for more information. This is for example related to information about the network of the child, information about placement options, sometimes the history of the child or involvement with the Child welfare service.

- Numbers from my own survey shows that 20% think that people around the child will get noticed about a potentially involvement of the Child welfare service [4]. This can be part in confirming that many people, including the child and family, already might expect it to be a more open information flow between the actors.
- A lot of the sensitive information is already being shared, often in person or by phone. There seems to be an open, healthy culture between Barnevernvakten and their closest collaborative partners regarding this.

“We promote openness, no nosing around.”

Interview Barnevernvakten (TBR)
[5]

- There are different needs among the different units of

Barnevernvakten and the actors involved regarding getting more information about the child.

In my point of view a more open information flow is not such a bad thing, IF done it the right way and with the right interest. Routines for this are important. One example is when an employee is granted access to extra information, this should be logged and the employee should identify him/herself. This would be beneficial because of security reasons, later check-up, but also so one could get information about where there is a bigger need for a closer collaboration.

Barnevernvakten could also benefit from knowing which other units are working with the child, without getting access to the content of the case. By getting this access, they will be able to contact the responsible if more information about the case is needed.

[4] Survey, Appendix 19

[5] Appendix 7

3 . PROBLEM AREA: *Tools that support the work process of Barnevernvakten.*

According to Stefan Moritz, Service design helps to innovate or improve services to make them more useful, usable, desirable for clients and efficient as well as effective for organisations [1].

Deep understanding of your users' needs is crucial when designing supporting tools for a service. From the methods used (Part 1), I gained insights about how Barnevernvakten work, and most desirable would like to work.

At the same time it is important to not only focus on Barnevernvakten, but also the wide range of actors involved with the service. Supporting tools should support the work process Barnevernvakten performs, but most important be part of promoting a more successful service. In this chapter I will present some problem-areas I found linked to their work process.

They are often on the move

'We need a mobile solution. Sometimes the police call us when we are in Lillehammer at an institution, and then we are two hours away from Vaktdata.'

Interview Barnevernvakta, (TBR)[2]

The need for checking information about a child when they are on the move can in some cases be crucial to make the best decision. Currently, Barnevernvakten only possesses a stationary IT-solution at their office that enables them to check own data, or in some cases; data registered by the Child welfare service. When they are out on a mission and in need for such information, there could be employees back at the office that could help them out. But in many cases, there are not.

'We want the ability to log and report outside the office. In 12 years we have asked for this, but have not got it yet.'

Interview Barnevernvakten (TBR) [2]

The employees often want to finish the job, which includes registering the case and child, before they go home. Sometimes they are working outside the office the whole shift, and need to either work overtime or finish up the next morning. During the time outside the office there are often "brakes" where they could

be able to work. For example when waiting at the hospital or driving between destinations.

Barnevernvakten also needs tools that promote effectiveness and support them in a hurry. I got many proofs of this; this is an example from the observation at Oslo Barnevernvakt:

'19.00 : I am on my way to a planned mission with the Barnevernvakt- employees, when they suddenly get a call from an institution. Two boys have run away, and they are on their way to Oslo city on a bus. A worker at the institution asks for assistance. The employees must hurry; they need to catch the bus before the boys can get off.'

From my notes when observing at Oslo Barnevernvakt.[3]

The information should meet a purpose

The information they register and possess have different purposes. One purpose is that the information needs to be sent to the next actor so they are able to continue the job. This should be done within a reasonable limit of time so the proceedings can carry on fast. Tools should support in a way that allow them to do that, and at the same time makes the information understandable.

' I do not get this. This is categorized as a case about violence, but there are almost no information about the violence!'

From observing at Barnevernvakten (TBR) [3]

The information should be easy to find when they do not have that many search options. Sometimes they need information about a case

[1] Stefan Moritz 2005, from 'This is service design thinking', Stickdorm/Shneider

[2] Interview Appendix 7

[3] Appendix 6

[4] Interview Appendix 5

or child, but only have a phone-number or the sister's name. Alternative, fast ways to find the information is important.

Another purpose is that the information is needed for statistical reasons. Intuitive ways to collect the information can be important for the further development of Barnevernvakten. For example can the amount or type of cases be part of the decision about how much money the unit will receive.

'I do not think our office works well. Sometimes we have people here, and the railing outside is too short if people try to jump, and the police is too far away'
Interview Barnevernvakten (TBR)
[3]

The information could also be part of the decision about how Barnevernvakten is organized. Lets say that the information shows that they perform a lot of the work from the office, and sometimes even bring children and families. Then, such information could be an argument for re-organizing the

office, get extra security or an extra bed for the child.

' Sometimes we have placed a child and heard later (from the Child welfare service) that a placement should have been avoided'
Interview Barnevernvakten (TBR)
[4]

A third purpose of the information is to help them make the right decisions. Barnevernvakten works with the situation here and now, but it is still important to know part of the history of the child. So besides from the *ability* to get access to this information from everywhere, the information also needs be valuable. This especially goes for finding someone in the child's network that is able to take care of the child that night.

'If the boy is safe at uncle's place, we will place him there, even though mom does not like uncle. It is important for us that this information is registered somewhere.'
Interview Barnevernvakten (TBR)
[4]

SOLUTION 1
*- A new 'Vaktdata', the
'Mobile Barnevernvakt'*



INTRODUCTION : THE MOBILE BARNEVERNVAKT



In this chapter I will present a a mobile solution that aims to solve many of the problems and challenges previously explained. In addition to this, the chapter will focus on the overall navigation and functionality of the solution. The solution will be presented through the eyes of the Barnevernvaekt-employees Anita and Tom.

WHAT, WHY AND HOW

WHAT is it

This solution will be a supplement for a stationary solution located at the office, and the two of them together will replace the IT-solution Barnevernvakten use today ('Vaktdata'). The stationary solution will include some more functions and alternatives than the mobile solution, like the possibility to scan, retrieve statistics and upload new predefined templates for registering children, cases and log-notes. But the overall design and experience will be the same for both the solutions.

The designed mobile solution is still a prototype, and not a finished product. It aims primarily to emphasize the functionality and usability of the solution.

WHY is it necessary

Both from Visma and Barnevernvaktens' point of view, as well as from my research, I experienced a strong need for a development of the existing solution. When I asked some of the employees about specific functions, they could often tell me

that they in a sense adapted their work process to Vaktdata, instead of Vaktdata adapting to their work process. Some of the employees had also written down lists of the functions they missed, which they sent to Visma. These lists and my research for this thesis were the foundation for the design, usability and functionality of the solution.

HOW can it help

The mobile Barnevernvakten aims to support Barnevernvakten in several of the challenges they face. I have presented the main ones below:

- The solution aims to support Barnevernvakten in their work outside of the office.
- The solution aims to help finding, receiving and sharing information in a fast, efficient and intuitive way - both for the different units of Barnevernvakten and with other actors. By doing so Barnevernvakten is able to perform their job satisfactory, and the other actors can continue the work as fast as possible.

- The solution aims to help the Child welfare service prioritize important cases by notifying if they are urgent.
- The solution aims to encourage an increased openness regarding information flow between the units and other actors, while still respecting the confidentiality, and laws about storing and deleting information.
- The solution aims to be part in encouraging people to continue reporting cases by giving them a small default feedback when they do.
- The solution aims to promote a paper-free environment where everything will be stored and logged digitally by all the units.

A more specific explanation will be given in the scenario.

Design and usability

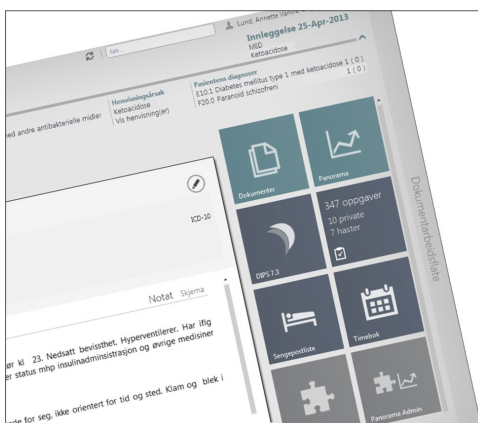
The design of the mobile solution aims to express the fact that it is a solution often used in a stressful situation.

Large buttons, a large font (Helvetica 16 pt and 14 pt), and only showing the information necessary, will help the user find, receive, and send information fast and intuitively. The different choices, 'Hjem' ('Home'), 'Barn' ('Child'), 'Sak' ('Case') and 'Logg' ('Log') are built the same way. In this way, the user immediately will understand where to register a new child, case or note, or perform other tasks that are similar for the pages.

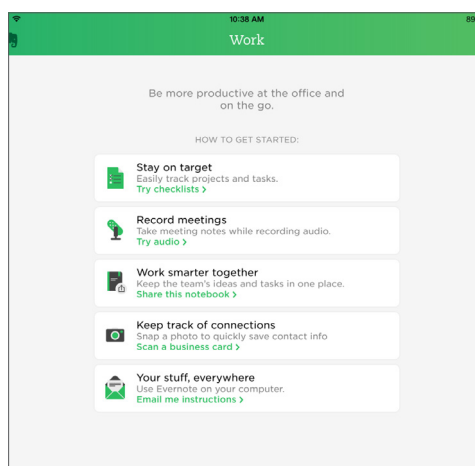
' Internal consistency is a thankless feature. Only its absence is noticed.' [1]

[1] ' Consistency in UI Design: Creativity Without Confusion', UXPin, 2015

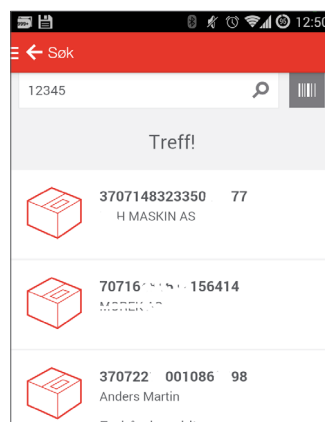
The information in the predefined templates ('Report of concern', 'Legal decision' etc.) are often to be found in drop-down menus, both for functional - and statistical reasons. The design is influenced by some examples below, and existing solutions of Visma. The design have also developed through several user tests, and from feedback from Visma-employee and UX-designer, Maren Helle.



Picture 1: Medical records for patients, 'DIPS'. Inspiration in what way: To be used in a stressful environment. Large buttons, easy to read text.



Picture 2: The application 'Evernote' Inspiration in what way: Intuitive way to show items in a list.



Picture 3: Application from Posten. Inspiration in what way: Hierarchy in which information that should be most visible.



SCENARIO

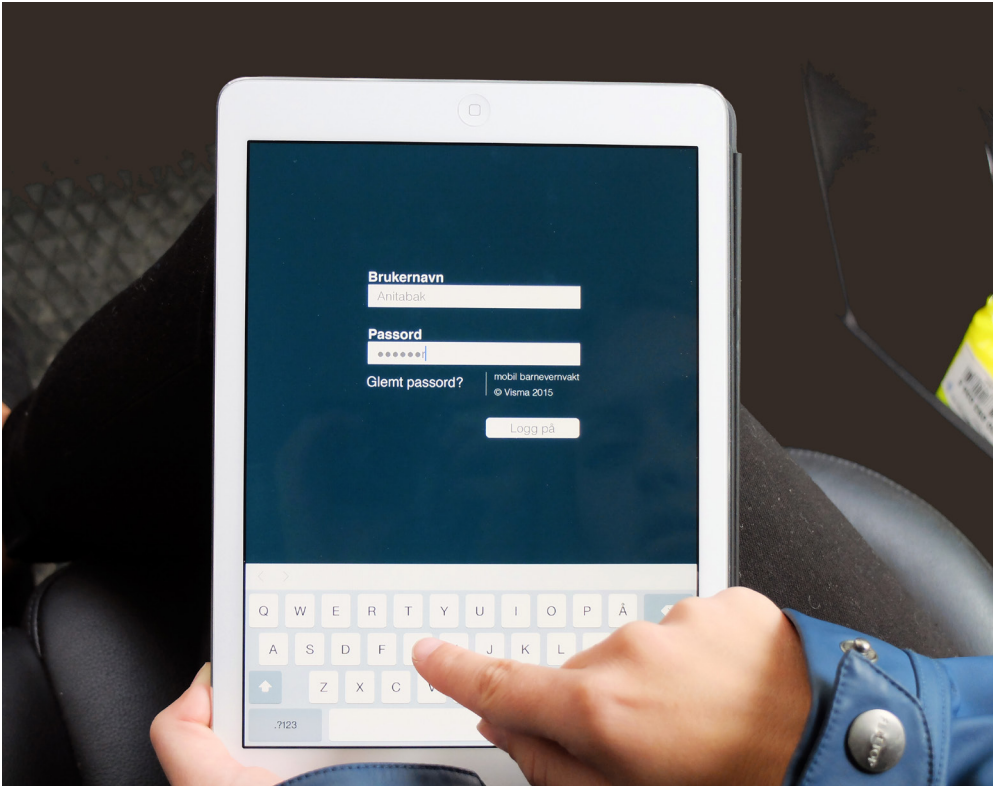
It is a late evening at Barnevernvakten, Oslo. Anita and Tom are on their way to the office after an ended mission when the phone rings.

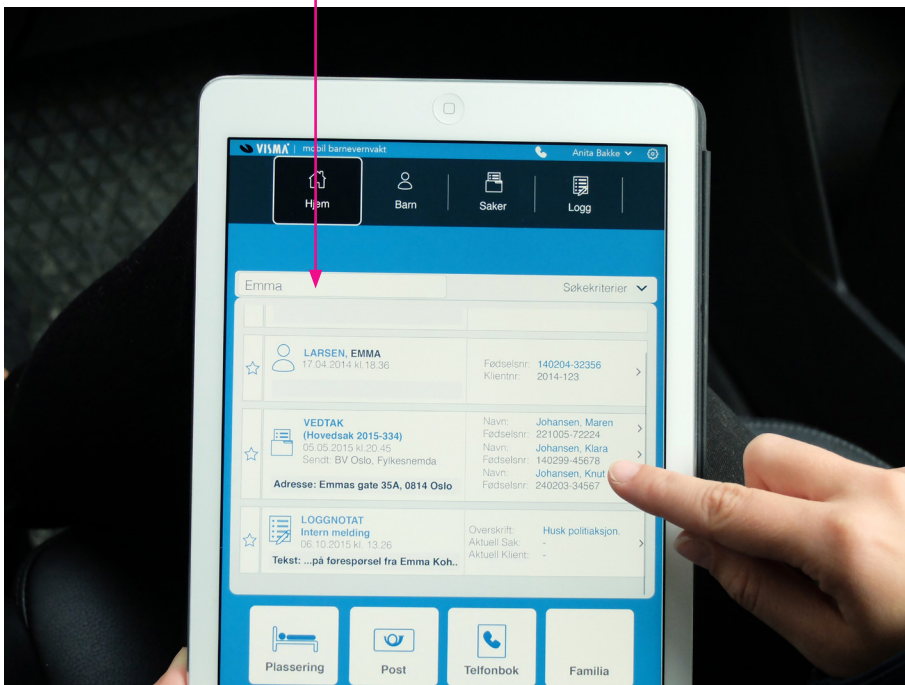
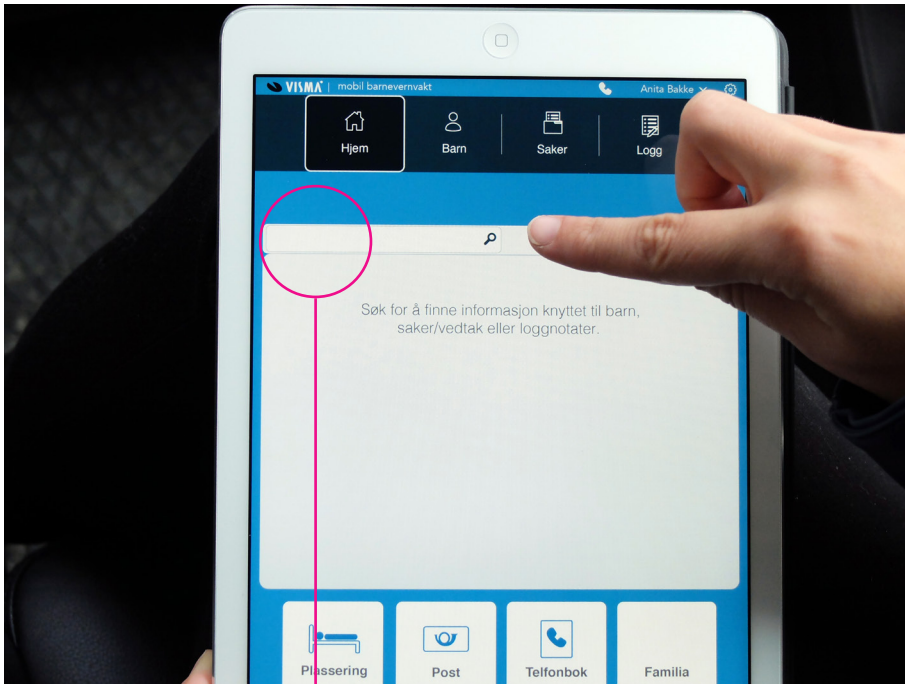


It is the police. There has been reports about screaming, bottles crashing and possible domestic violence from the Alvdal family in Opphaugsgata 9b . Emma, 2 years old, lives in the house. The police are on their way and they need assistance from Barnevernvakten.

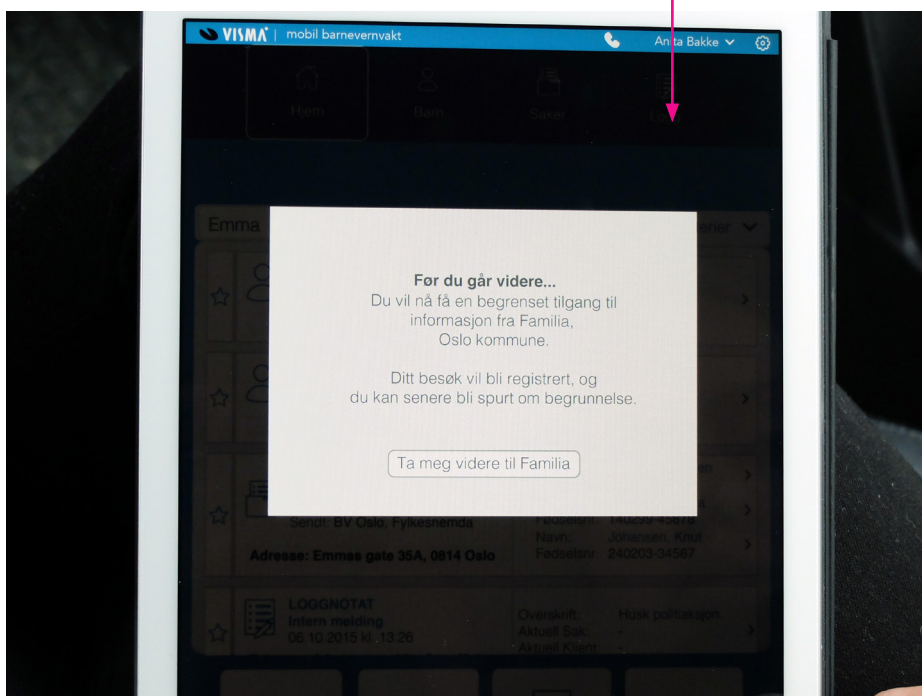
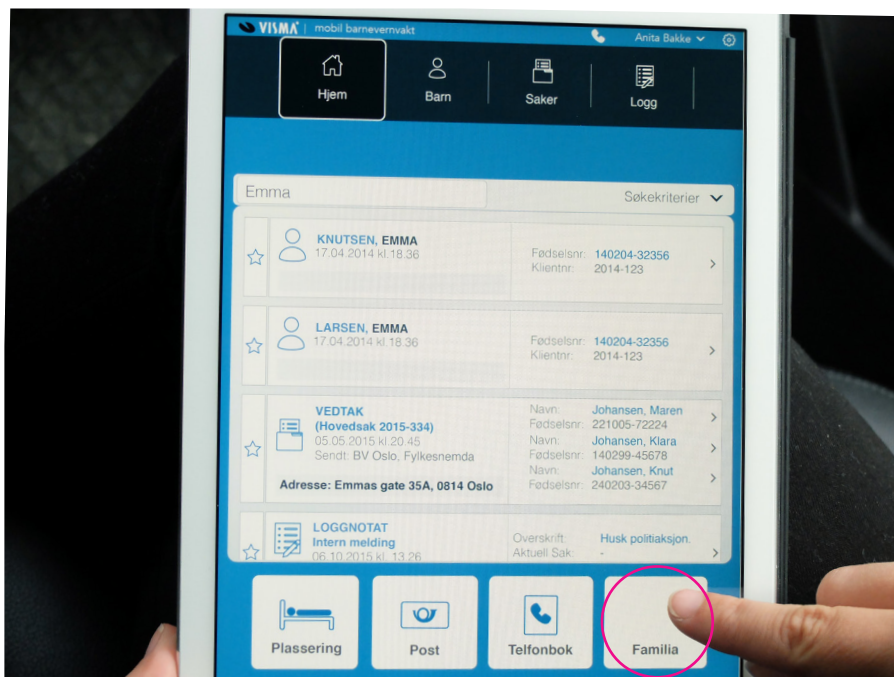


Anita and Tom hurry back to the car. On the way to the given address, they check for information in *Mobile Barnevernvakt*.

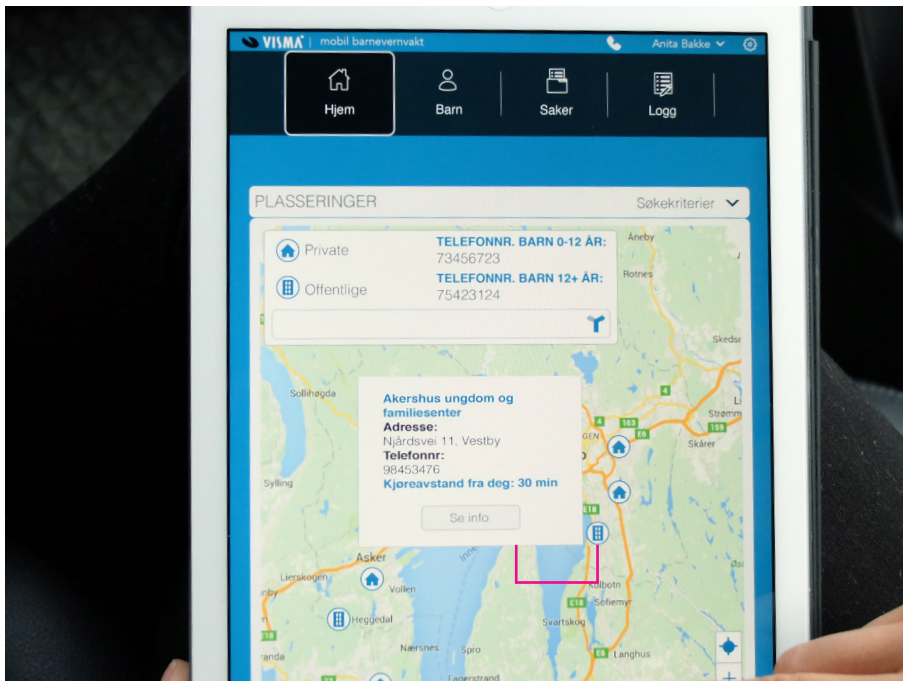
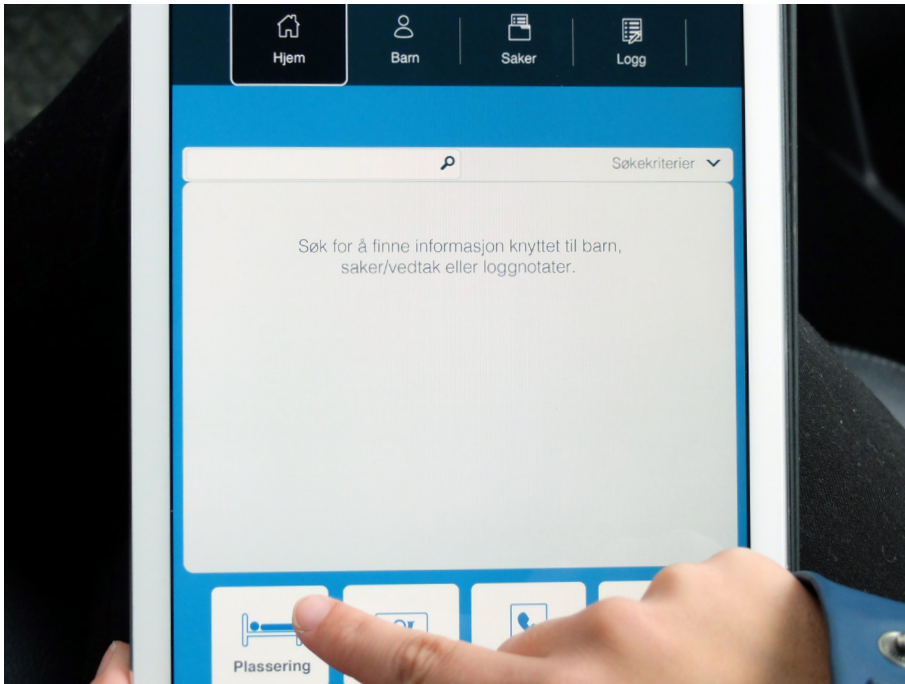




HOME PAGE (HJEM) : The homepage contains a search-function that allows the user to search through the whole program, even with limited information available. Anita enter the name Emma, and receive both children, cases and log-notes containing such a name (page 156).



HOMEPAGE (HJEM) : Anita can also check for information in Familia (without an extra login). Familia is the IT-solution of the Child welfare service in Oslo. She will get limited access and her visit will be registered.



HOMEPAGE (HJEM) : The homepage also contains information about private and public placement options. Anita checks for options in case it will be necessary later. By choosing one of the icons for private or public homes, she can see more information about the placement option.



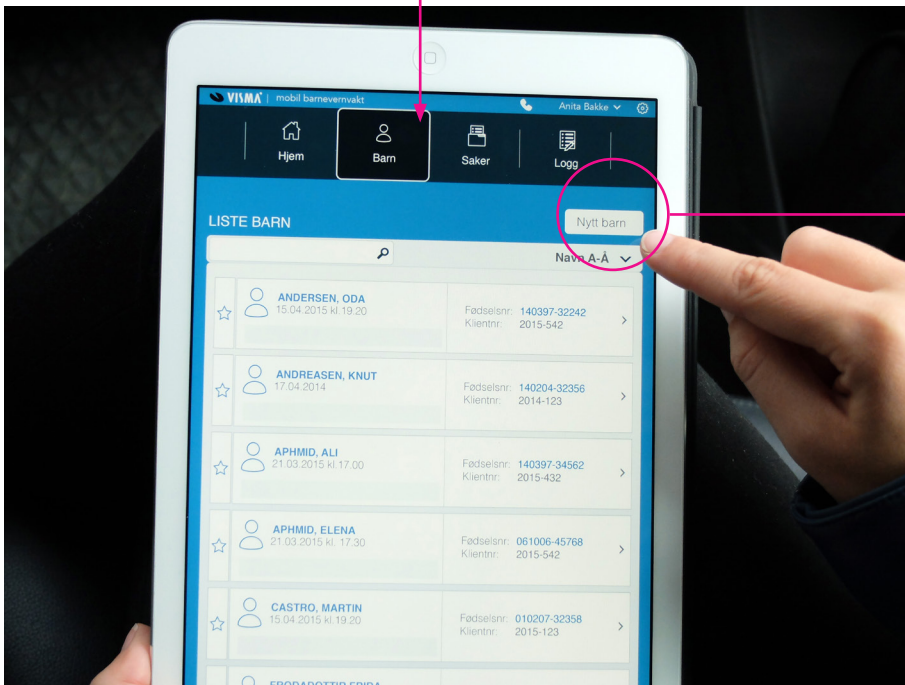
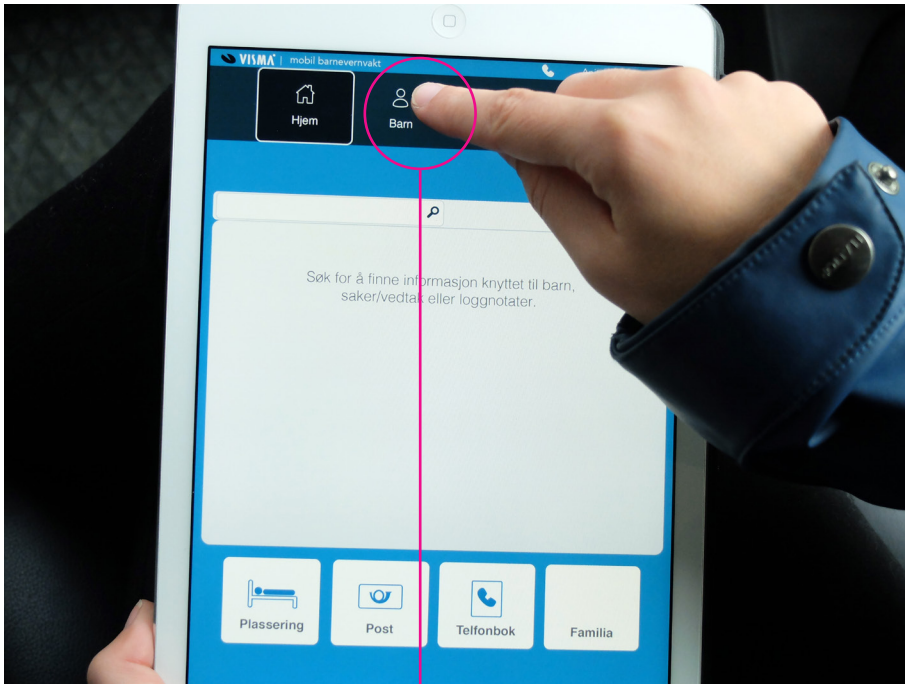
20 min. later at the Alvdal family:

The parents of Emma drink heavily through the meeting with Barnevernvakten. Tom and Anita decide it is not safe for Emma to stay with them that night. The parents say that Emma can stay with her aunt. This is a voluntary placement.

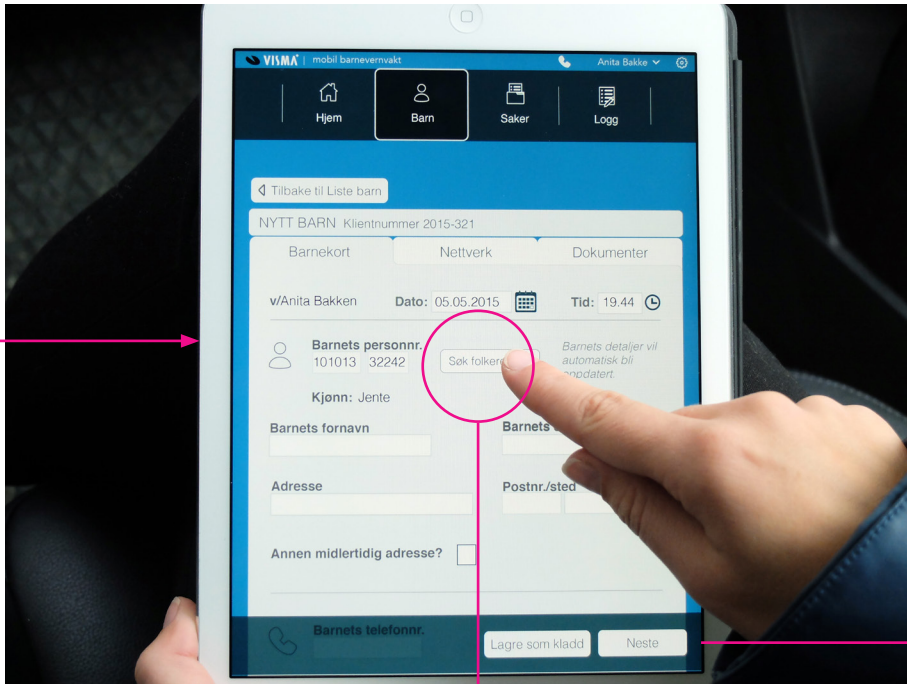


When driving to Emma's aunt, Emma falls asleep. It is a long drive and Anita starts registering Emma's information in *Mobile Barnevernvakt*.

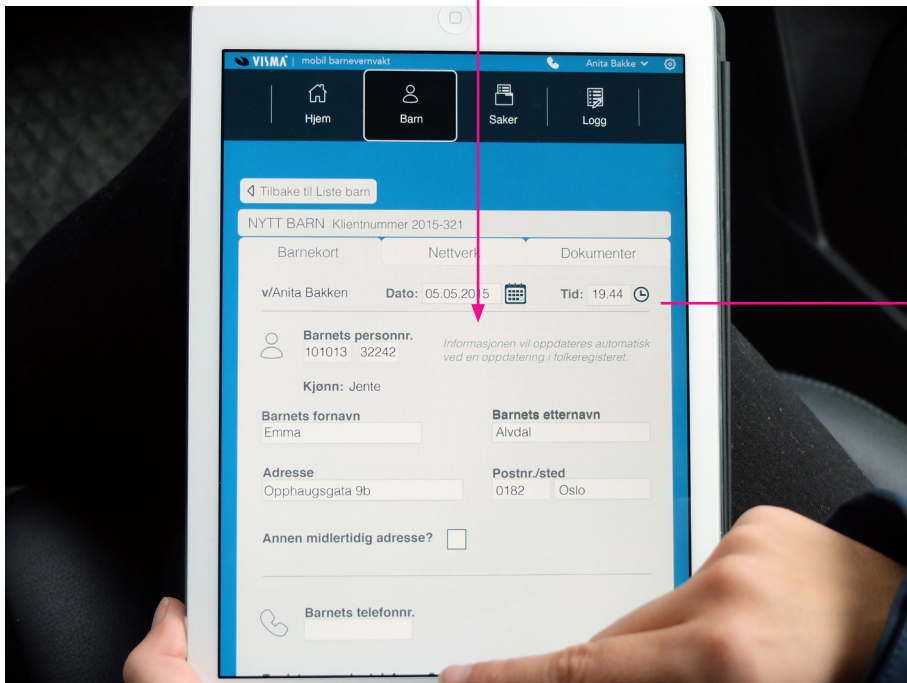
Picture from Lou Levit, www.unsplash.com



CHILD (BARN) : The bottom picture shows the list of all children registered by Oslo Barnevernvakt. 'Navn A-Å' (Name A-Å) means that the children are listed alphabetically (see page 155). When choosing 'Nytt barn' (New child), Anita can register Emma in the system.

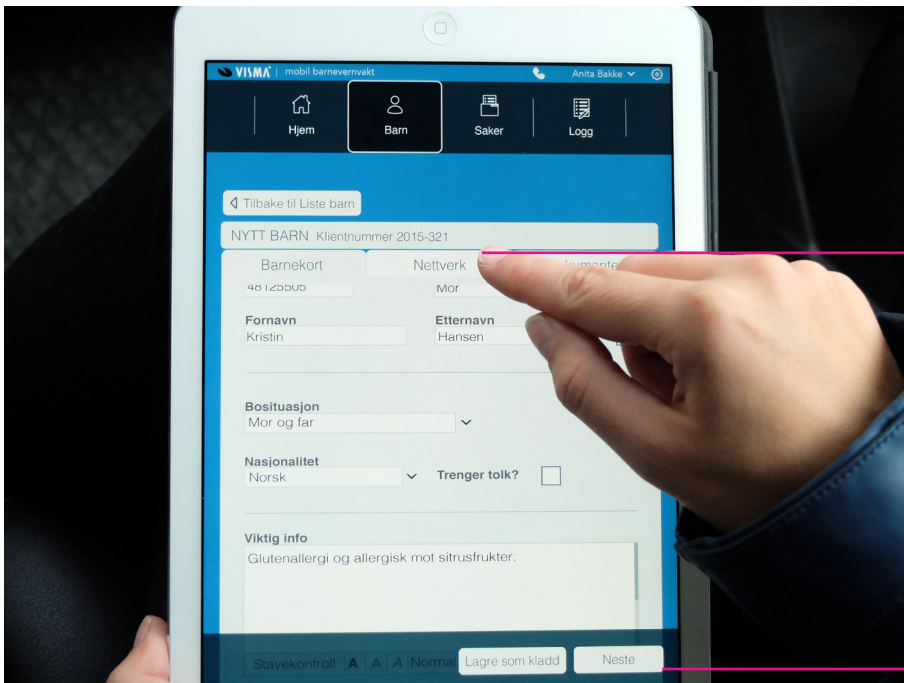
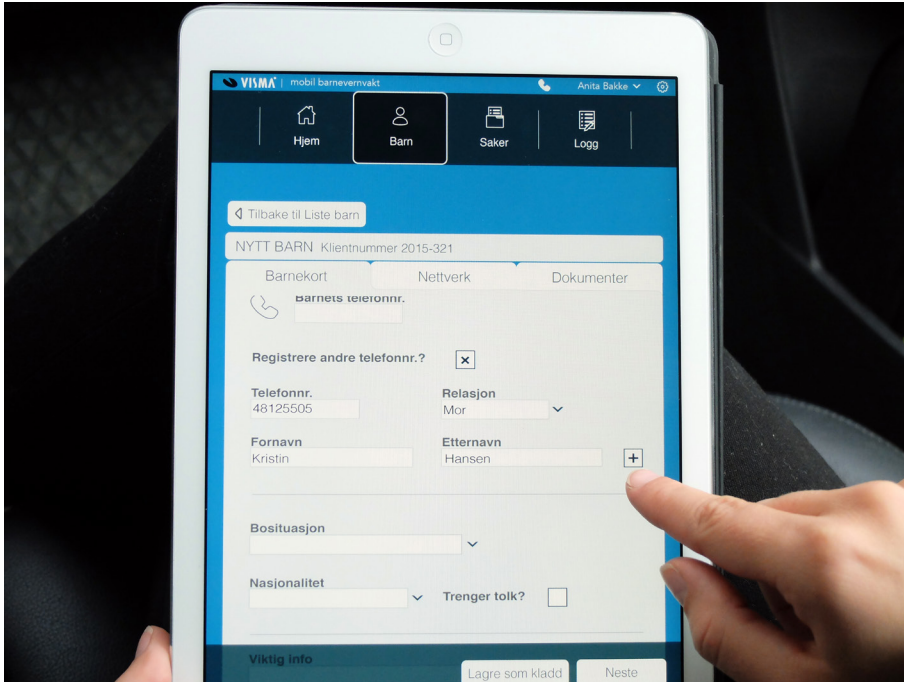


STATIC



SCROLL

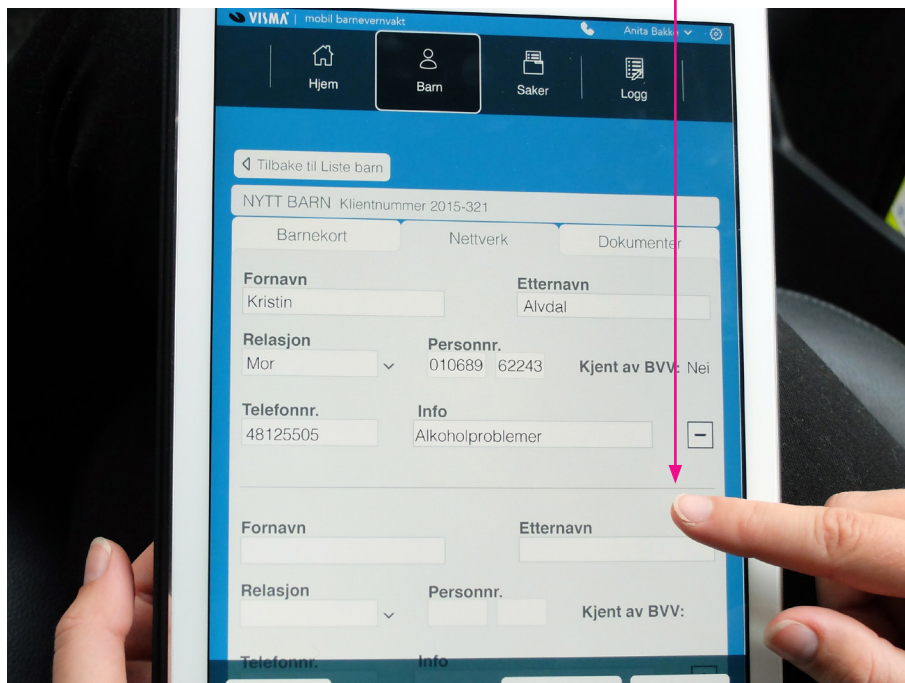
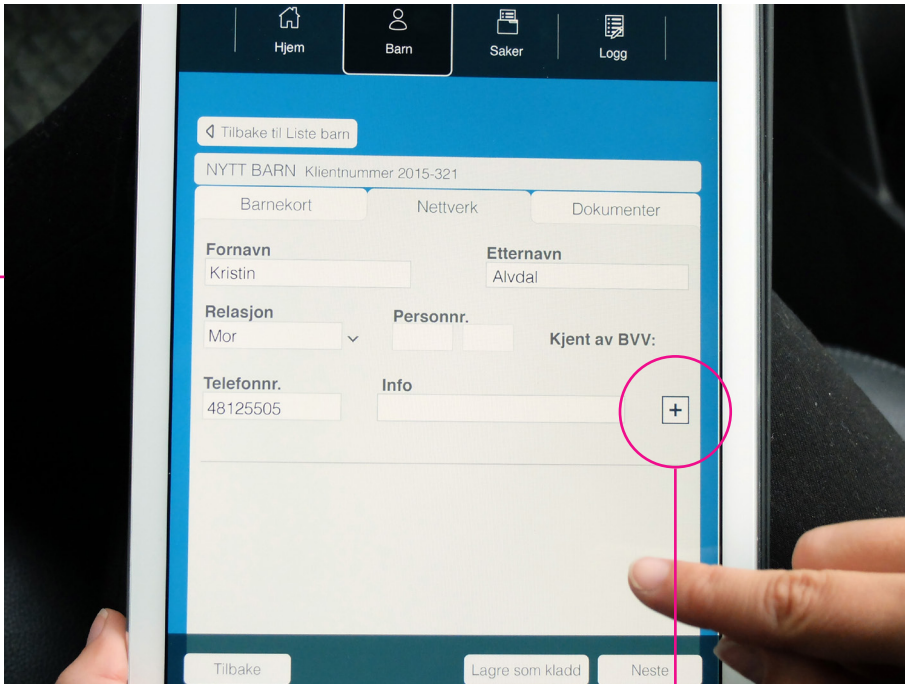
NEW CHILD (NYTT BARN) : When tapping ' Søk i folkeregisteret' ('Search in the Population registry') after writing the personal identification number of Emma, the information about her name and address will update automatically. If this information will be changed in the Population registry in a later time, it will automatically update in *Mobile Barnevernvakt* (the user will be notified).



TO
NETWORK

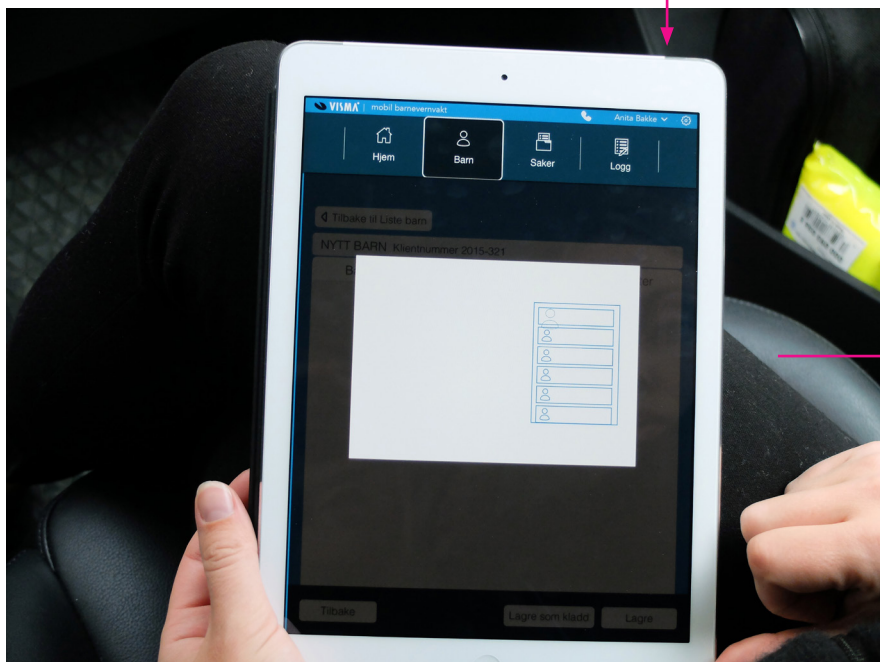
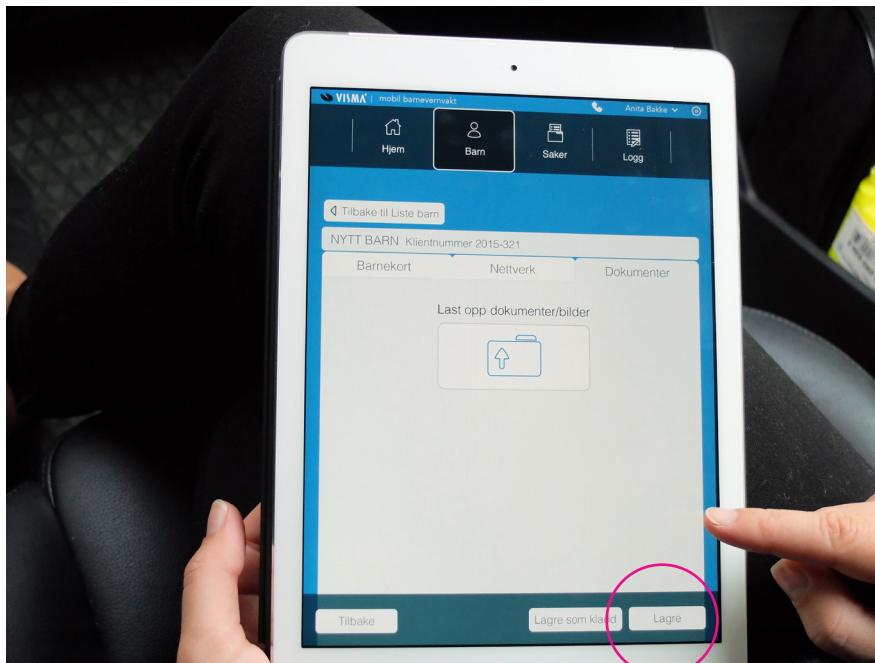
TO
NETWORK

When choosing to register other phone numbers (' Registrere andre telefonnumre') in the top picture , it will be possible for Anita to register the number, relation and name of the mother of Emma. She can register as many numbers she wants. Phone numbers are a search criteria in the list of children ('Liste barn'), and can help finding Emma on a later occasion.



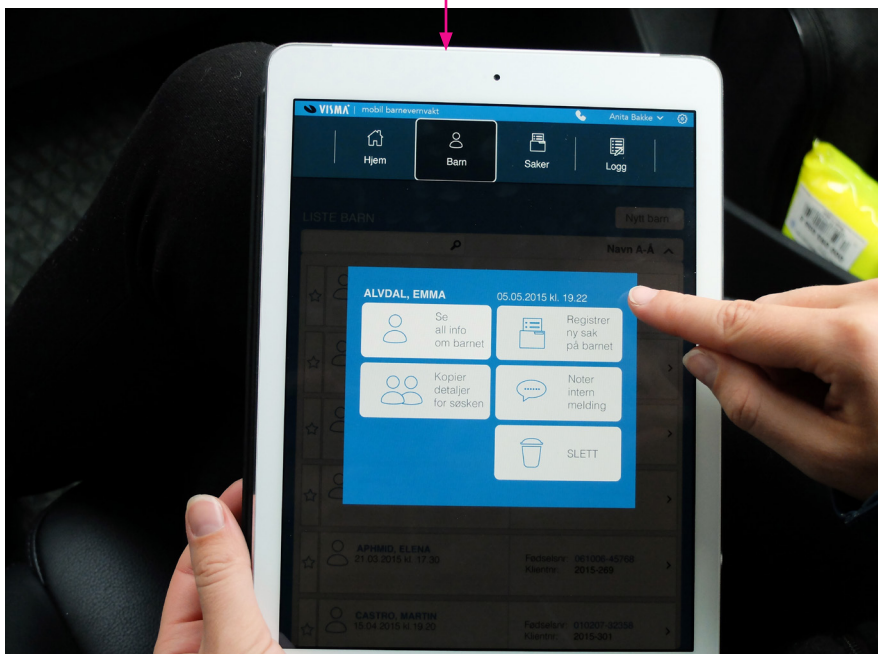
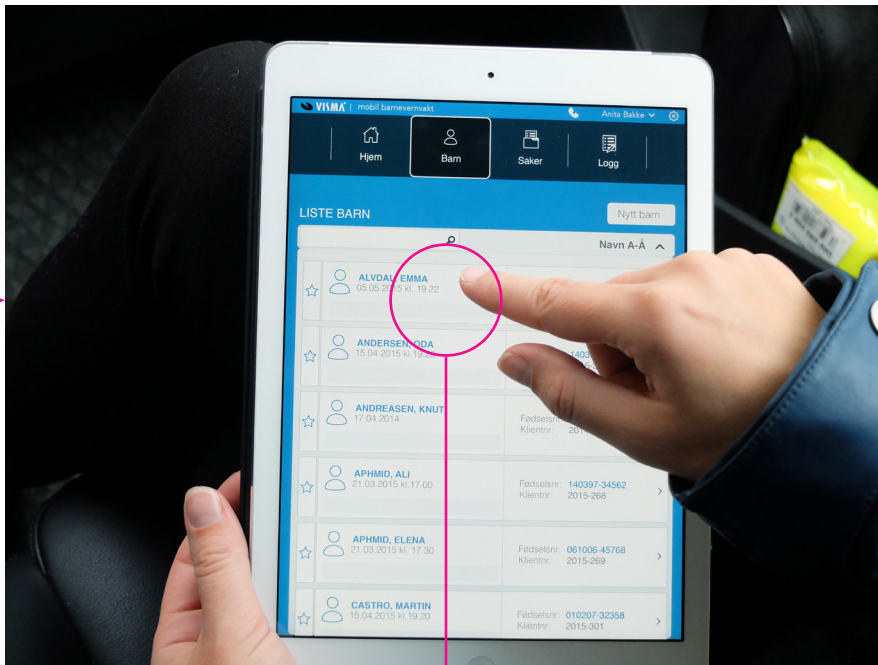
Top picture: When registering the network of the child, information already written will automatically be retrieved.

Bottom picture: Anita can register as many people she wants.



5 sec. animation

It is possible to upload photos or documents related to the child if needed. When saving the registered child in *Mobile Barnevernvakt*, it is an option to save as a draft if the user didn't have time to register properly. The other option is to save in the normal way, but it is still a possibility to edit later.



LIST CHILD (LISTE BARN): Emma has now ended up as a registered child in *Mobile Barnevernvakt* and the stationary solution. When Anita taps Emma's name in the list, she will get the option to for example register a case on Emma.

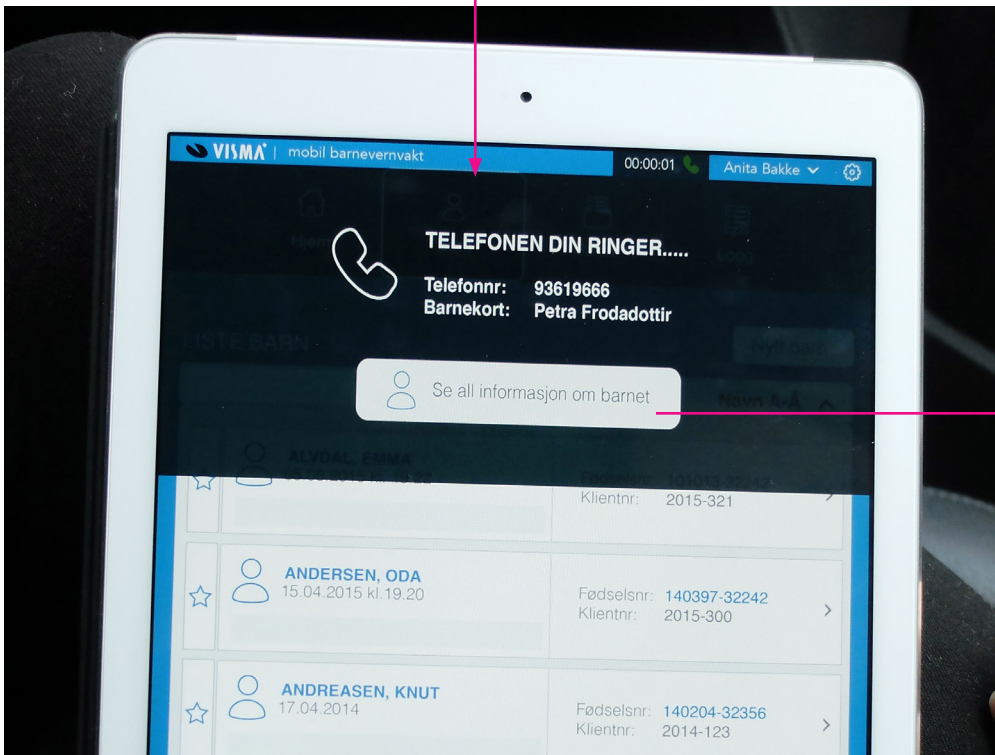


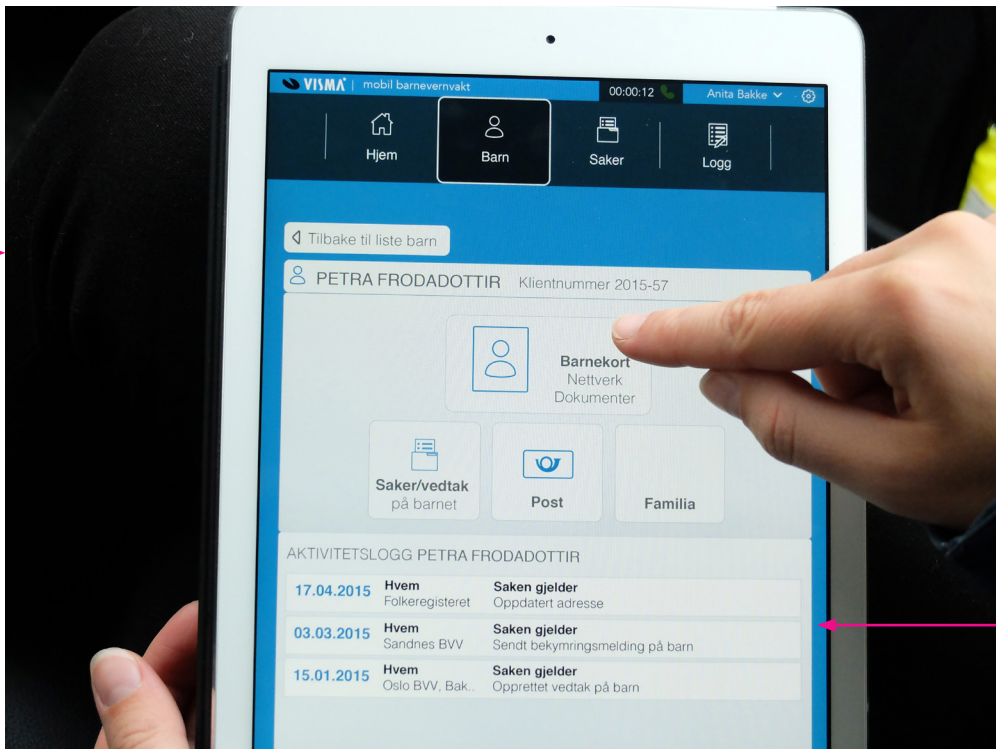
Anita and Tom deliver Emma at her aunt's place.

Picture from www.picjumbo.com

A fast, intuitive information flow is important for getting a case worker on Emma's case. Anita and Tom want to send the case right away so the Child welfare service are able to continue working on Emma's case in the morning.

But just when Anita is about to start registering the case, her phone rings.

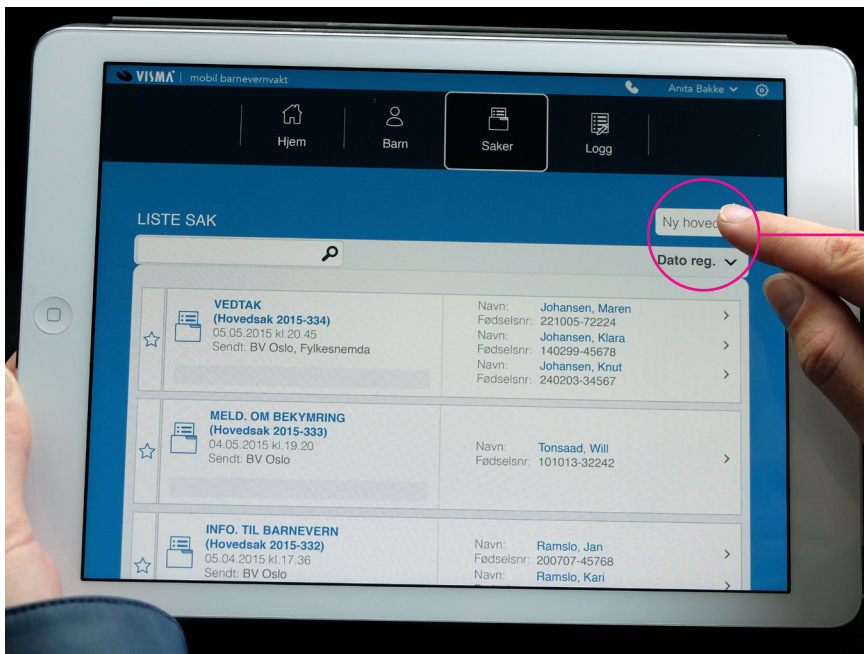
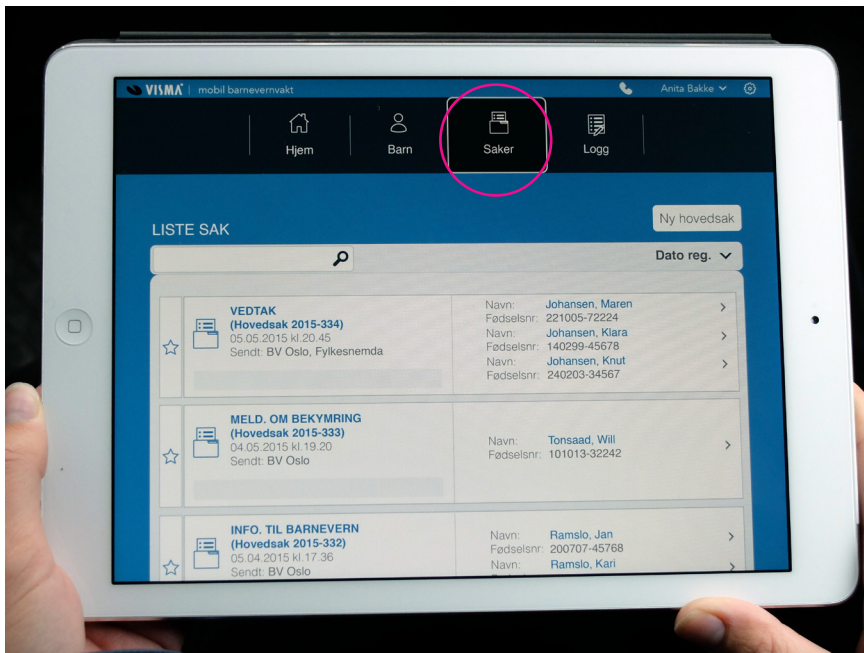




It is the child Petra Frodadottir. She has been registered before, and the phone-number she is calling from is linked to *Mobile Barnevernvakt*.

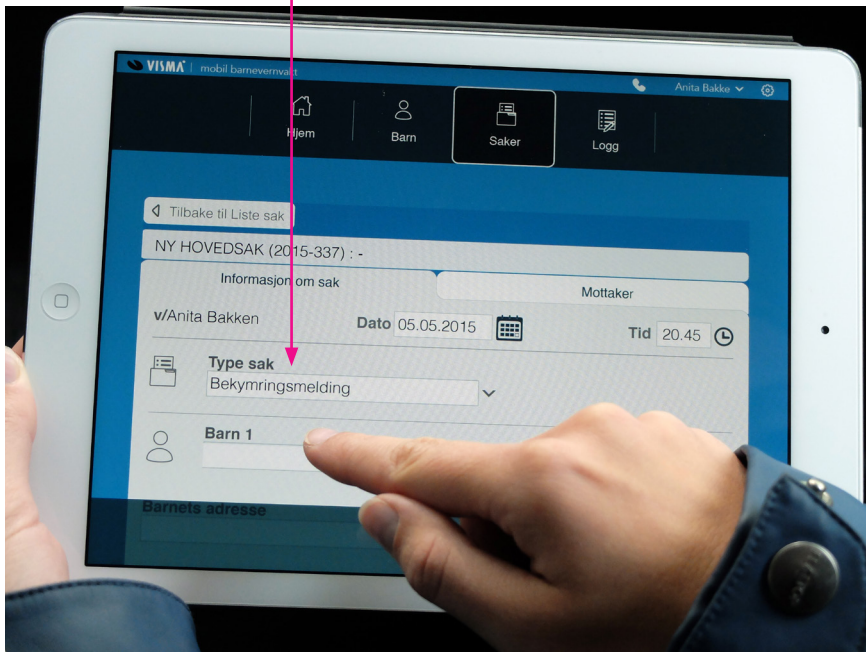
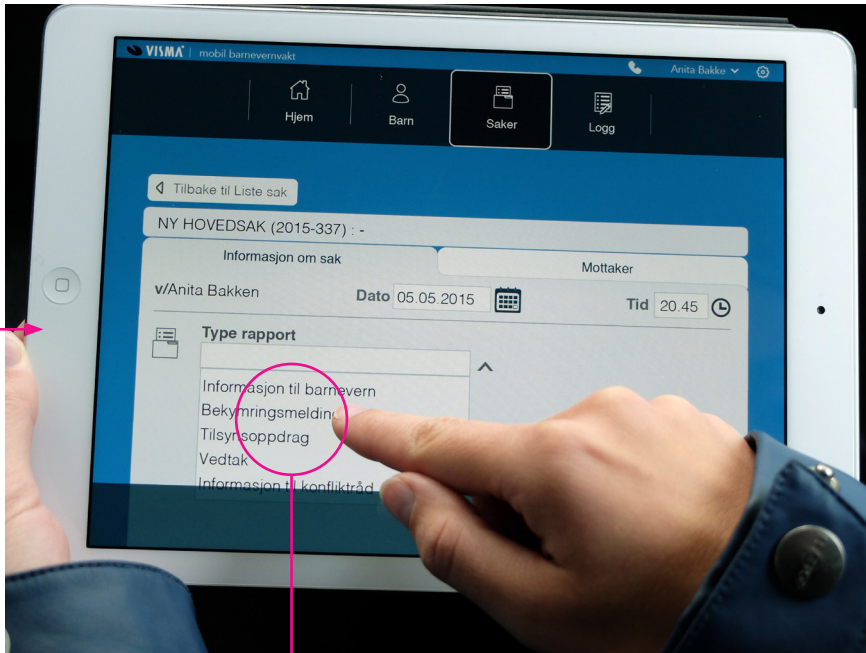
In this way, Anita can talk to her, while she checks for information.

The activity log on the bottom of the screen, shows all activities related to registration of new cases on Petra. This includes registration from other units of Barnevernvakten too. Anita will not be able to see the content of the cases, but she can contact them if necessary.

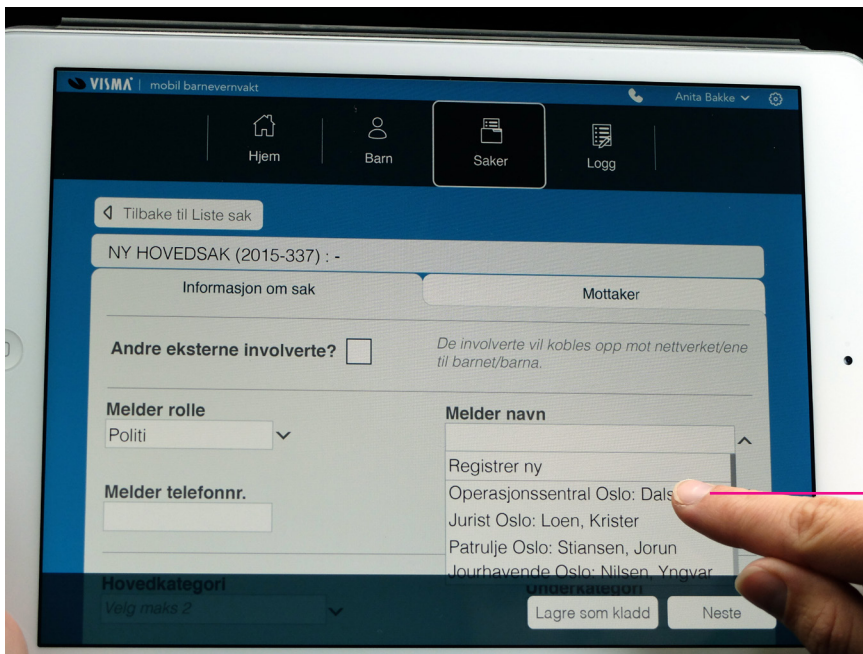
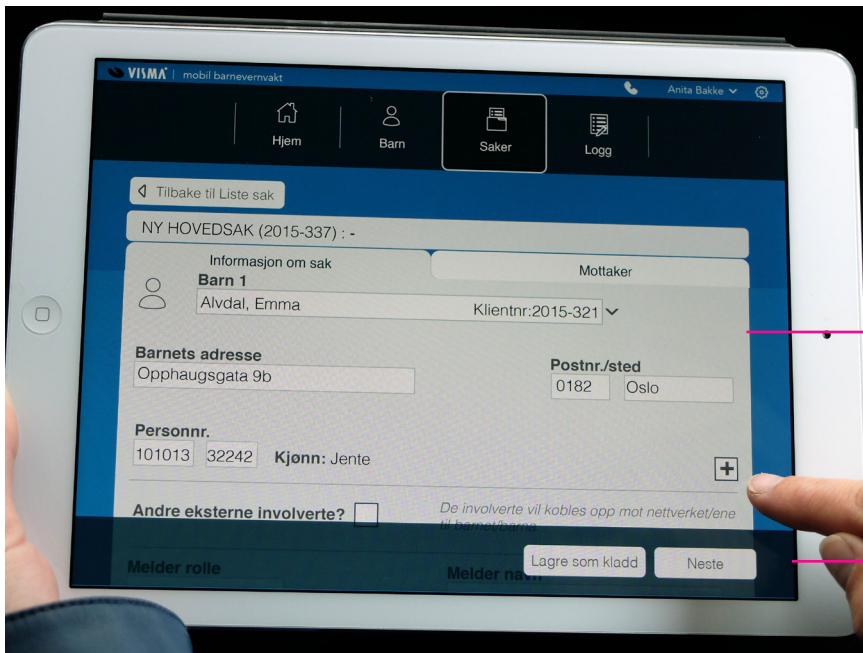


After the conversation, Anita can start registering Emma's case.

LIST CASE (LISTE SAK) : *Mobile Barnevernvakt* enables both a horizontal and vertical view. A horizontal view is useful if Anita wants to write with a keyboard.

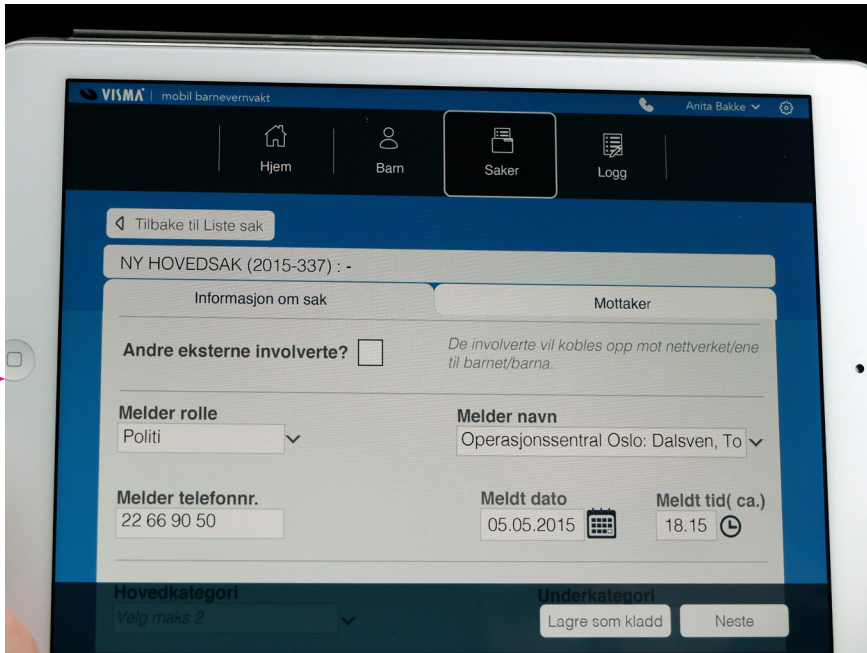


NEW CASE (NY HOVEDSAK) : Similar to registering children, registering cases are templates with many drop down menus. This makes the solution simple for the user, and it is also useful for statistical reasons (see page 117).

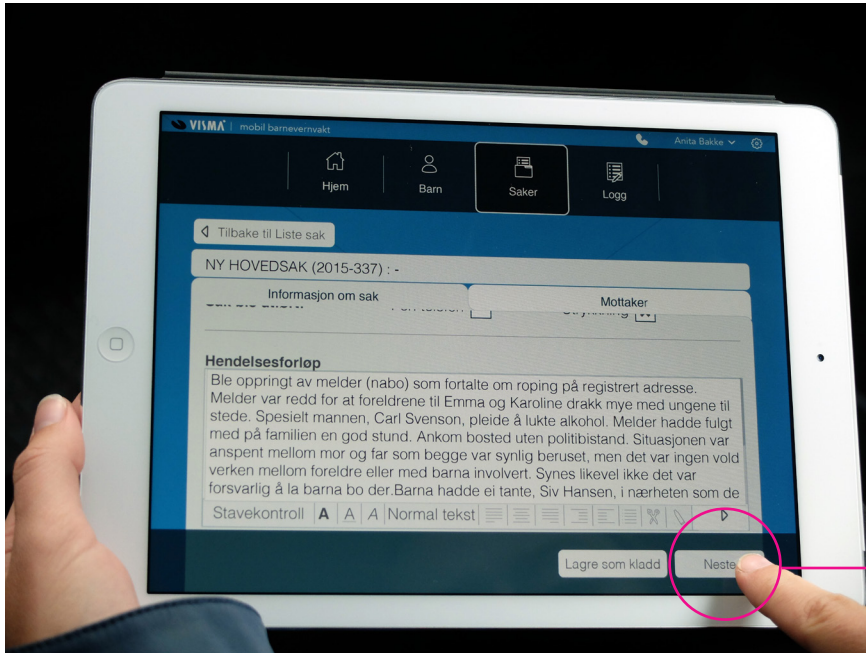


In the top picture Anita chose Emma's name from the drop down menu of all children registered. Her address, and personal identification number are then automatically updated. Anita can also register more children in the same case (ex. siblings).

In the picture below, all regular notifiers can be found.

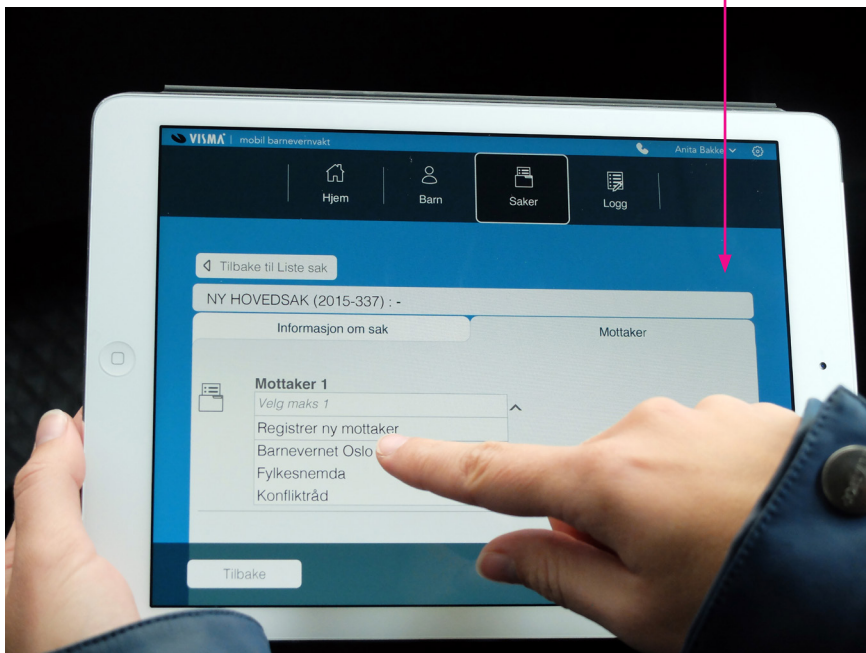


More drop down menus, both for information and statistical reasons.

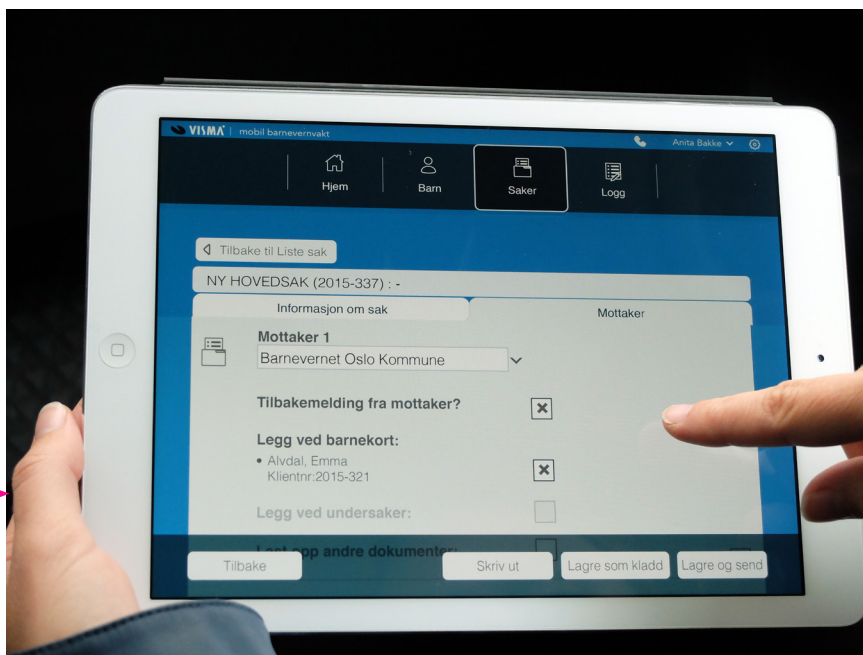


'It is important with different views on the report. So we ask each other questions like ' how did you experience this?' and 'was it like this?' '

Interview Barnevernvakten (TBR)



The picture below: Choosing the receiver



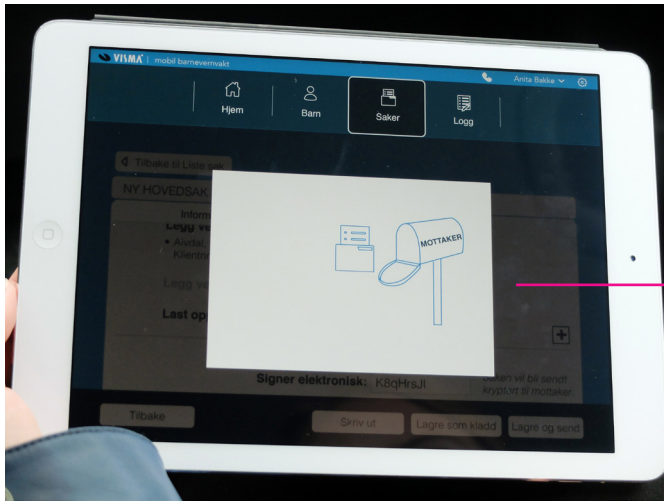
When the receivers are chosen (It is possible to choose more than one), Anita gets these options:

- Get a feedback from the receiver?**
(Relevant when the case will be sent to the Child welfare service.)
- Attach information about Emma?**
(The information registered earlier in this scenario.)
- Attach possible sub-cases?**
(When receiving information after the case is registered, this can be registered as a sub-case.)
- Is this case urgent?**
(A way of quicken the process if the case seems urgent.)
- Attach other documents?**
(Picture of the house, or other documents. Can be used in a court-situation later.)

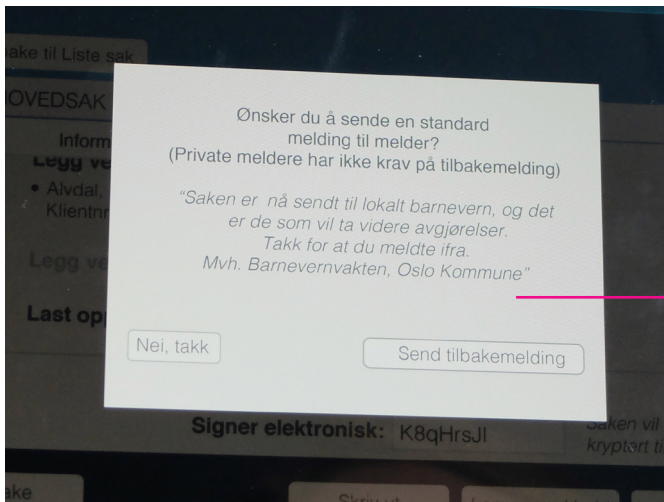
Anita will then get the chance to save as a draft, save and send (encrypted and signed electronically) or print the case.

The print function is only meant to be a temporary option while other actors still can not be part of a paperless system.

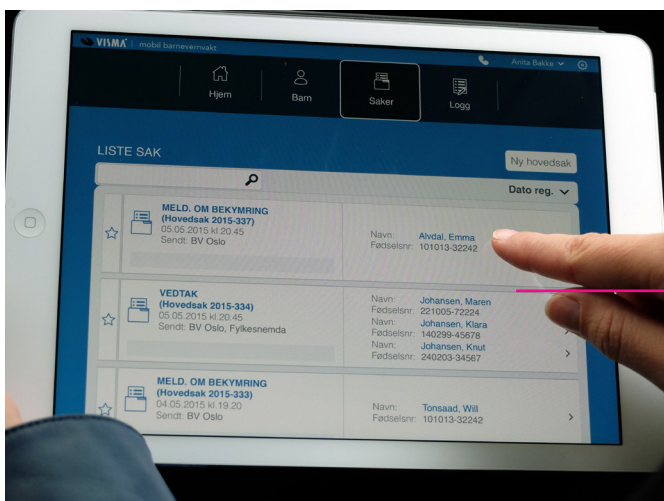
The intent is that all documents will be sent electronically in the future.



5 sec. animation



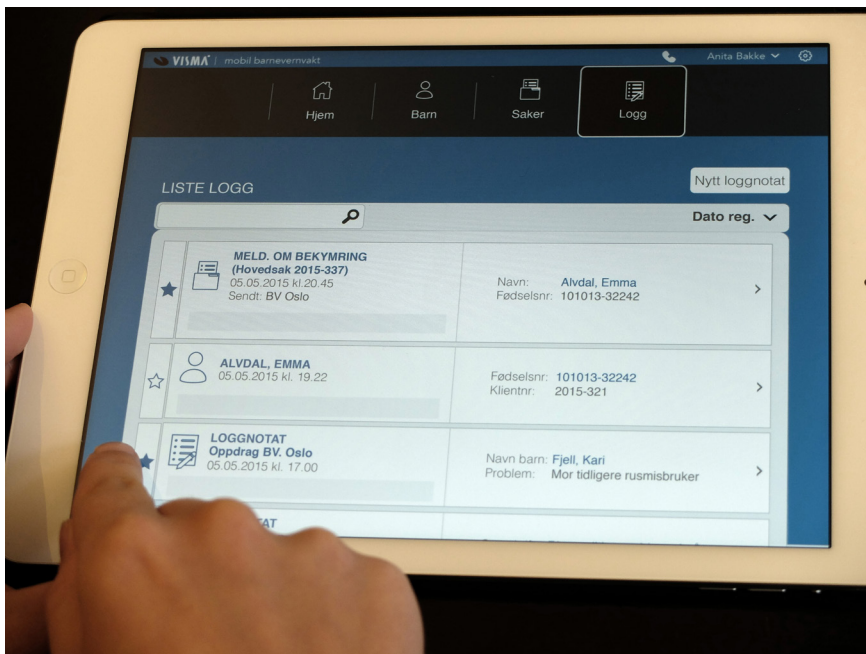
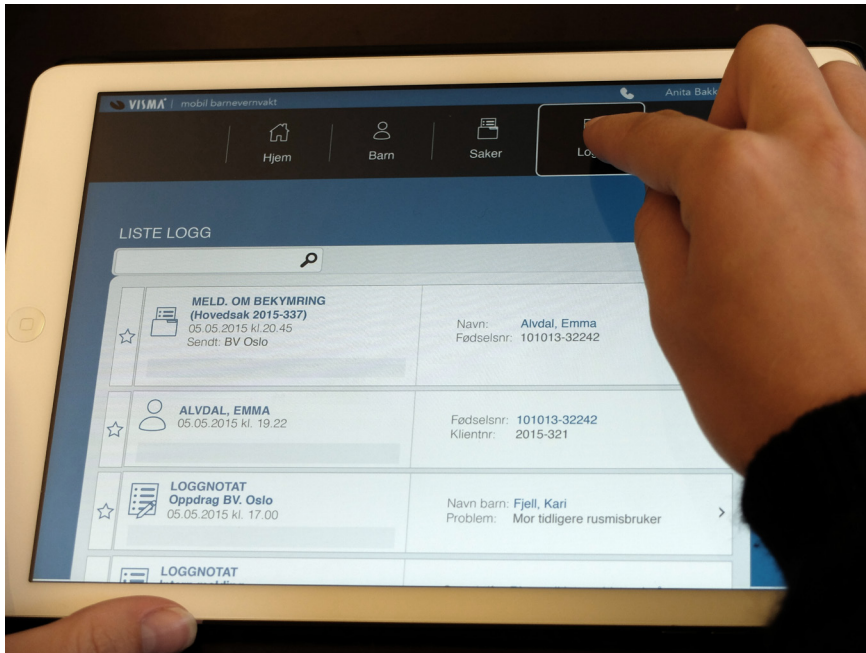
Send a default message to the person reporting the concern (s.144), explaining that the case is sent to the Child welfare service



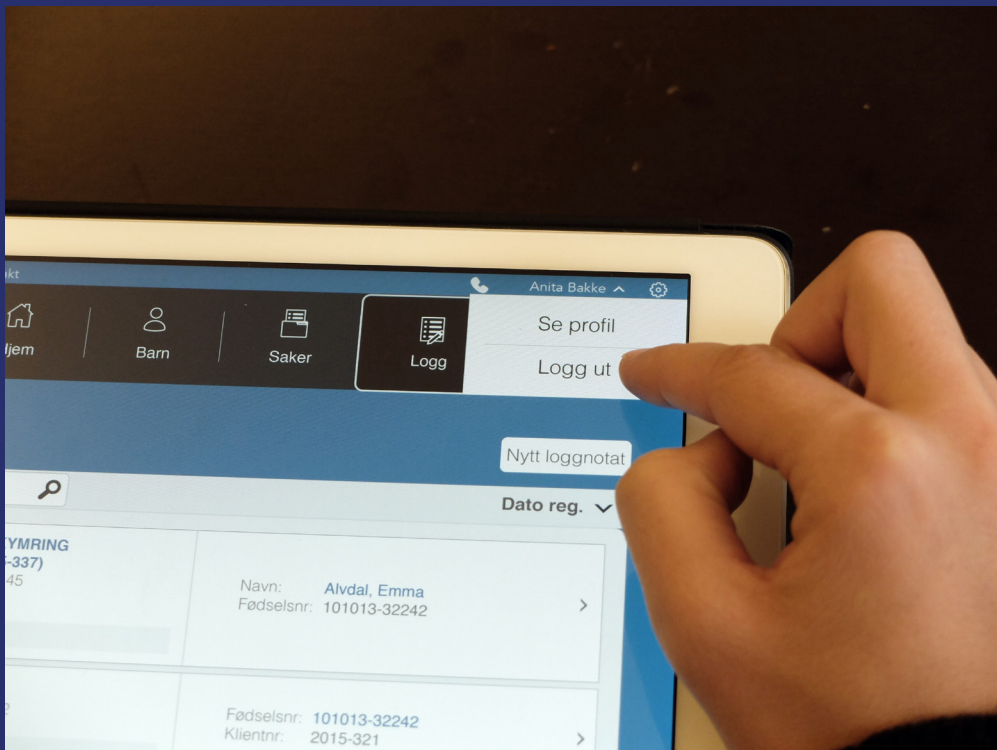
Emma's case is now registered in 'list cases' ('liste sak')



Anita and Tom are done for the night.
They arrive at the office to get their stuff.
But before Anita goes home, she just wants to check the log
and lable important cases she wants to discuss with
the other employees.



In the bottom picture Anita labels all cases she wants to discuss the following morning. If she wants, she can separate them from the rest by using the sorting option (see page 155).





Hjem



Barn



Saker



Logg

PLACEMENT (PLASSERING)

- Necessary information and phone numbers

PHONE BOOK (TELEFONBOK)

- Synchronized with your phone

POST

- Planned missions from police and the Child welfare service
- Post saying they must testify in court
- etc.

INTEGRATION WITH THE SOLUTION OF THE CHILD WELFARE SERVICE

- In this example I have used Familia
- Limited permission
- The visit will be registered

SEARCH OPTION

- Search through 'Hjem', 'Barn', 'Saker' and 'Logg', even with only limited information available.

LIST CHILD (LISTE BARN)

- All children registered
- Search options: search for a child, even with limited information

BERGSTØLEN, HANNE 13.12.2006 Kl. 18.14	Fødselsnr: 140302 34345 Klientnr: 2014- 324
--	---

See all info about the child	Register a new case	Copy details for siblings	Internal note	Delete
------------------------------	---------------------	---------------------------	---------------	--------

See/edit basic information, information about network and uploaded documents

Go to all cases registered at the child

Post sent and recived about the child

Integration with the Child welfare service

Activity log: A limited integration with other units

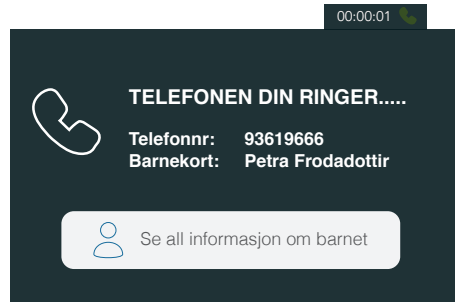
REGISTER NEW CHILD (NYTT BARN)

- Basic information (called 'Barnekort' by the employees)
- Information about network
- Upload documents/pictures

Intergration with the Population Registry


INTEGRATED WITH PHONE

The user can talk to the child while he/she checks for information about the child and registered cases.



LIST CASES (LISTE SAK)

All cases registered
- Search options: search for a case, even with limited information

 INFO. TIL BARNEVERN (Hovedsak 2015-332) 05.04.2015 kl.17.36 Sendt: BV Oslo	Navn: Ramslo, Jan > Fødselsnr: 200707-45768 Navn: Ramslo, Kari > Fødselsnr: 200707-65868
---	---

See/ edit case	Register sub-case	See all info about the child	Internal note	Delete
----------------	-------------------	------------------------------	---------------	--------

LIST LOG (LISTE LOGG)

All cases
All children
All internal notes
All log-notes

Search options:
search even with limited information

REGISTER NEW CASE (NY HOVEDSAK)

Different templates, here are some examples:

- 'Informasjon til Barnevernet'
- 'Bekymringsmelding'
- 'Vedtak'

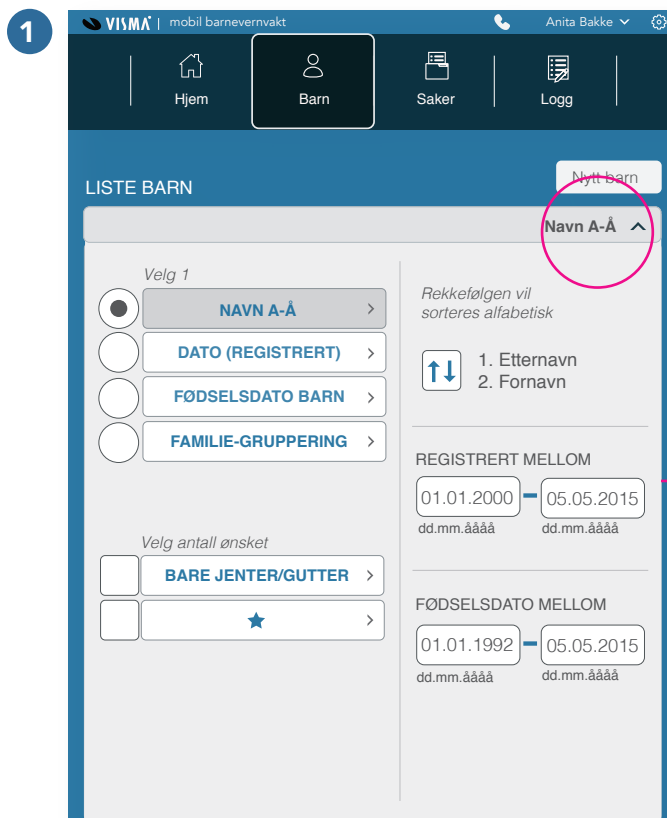
Register information	Register receiver
----------------------	-------------------

REGISTER NEW LOG-NOTE (NYTT LOGGNOTAT)

- Ask to get notified about the outcome
- Notify if the case is urgent
- Attach the information about the child/children
- Attach other documents
- Attach sub-cases

- Save as a draft OR save and send (encrypted) OR/AND Print

DETAILS AND FUNCTIONS



Find a child or a case, with only limited information

Sometimes the employees of Barnevernvakten only have a phone number or an address available when looking for information in their IT-solution.

Apart from the ways already shown in the scenario, I have developed a search and sort option that aims to help find information more easily. The option is divided in two: One to sort out information (Picture 1), and one to search for information (Picture 2).

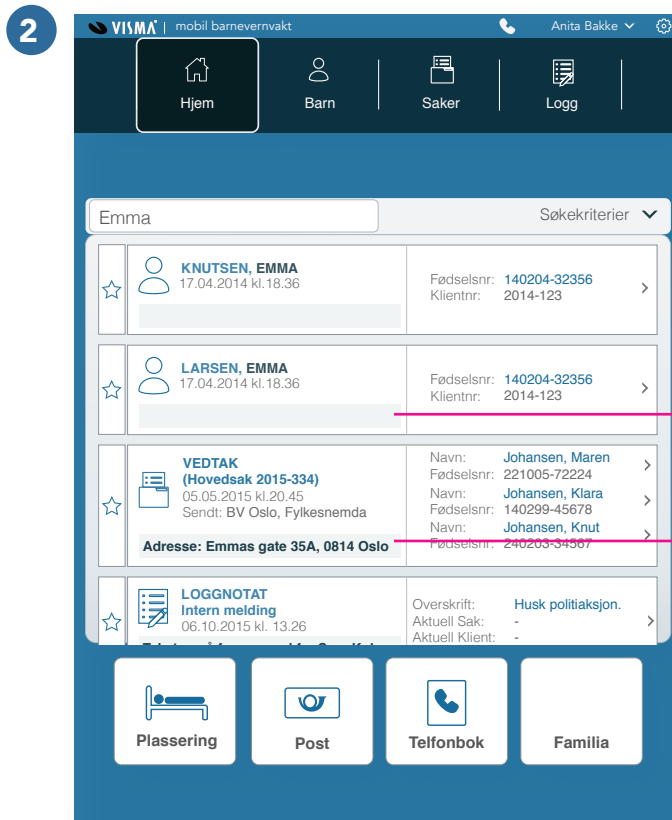
- 1 Sort out information: From all lists, the user can choose to see the information

either sorted by name (alphabetically), by date registered, by the birth-date of the child, or grouped in families.

All options include other options too, that are listed on the right side of the screen.

For example, by choosing the information to be sorted alphabetically, the user can also choose to see only those registered within a certain interval, or children with birth dates within a certain interval.

Apart from the four listed options, the user may also choose to see only boys/girls or



only those labeled with a star.

All information are retrieved from information registered in the program.

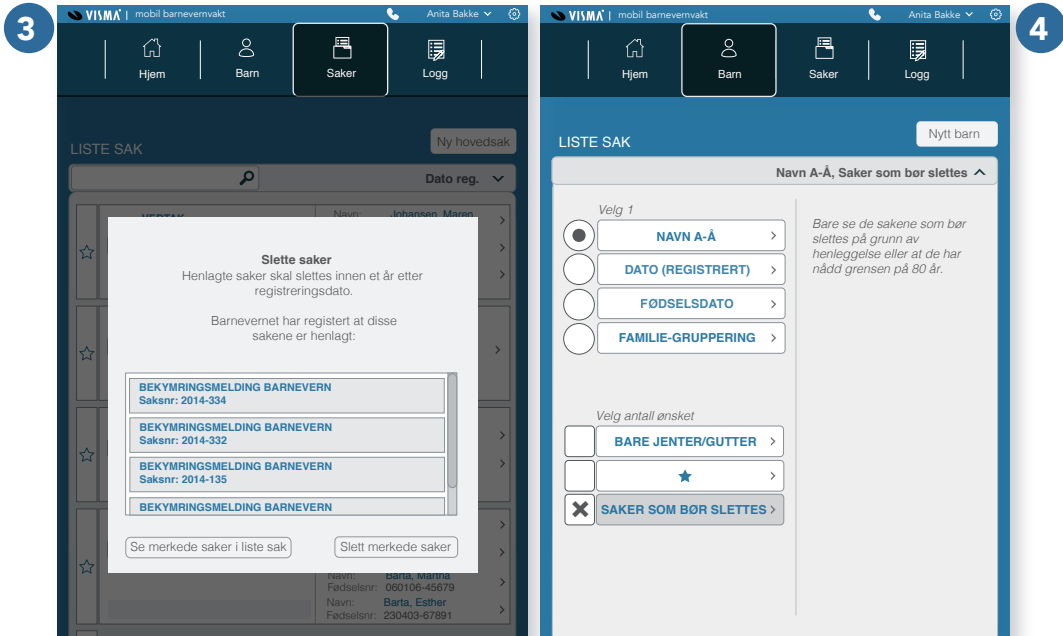
- 2** Search for information: The search option allows the user to search for information only by using keywords. It will then show the result as all cases, children or log notes that include this key word.

In the example above, the user searched with the key word 'Emma' , and the result was

Children with the name Emma, but also cases which include 'Emma's gate', or children with acquaintances named Emma in their network.

The lists of children, cases or log notes include visible information, but also a grey field where non-visible information can be shown.

The search option can be used in a combination with the "sort option" if wanted.



Deleting information

As explained earlier (page 97), good routines for deleting and storing information are important for the child's sake.

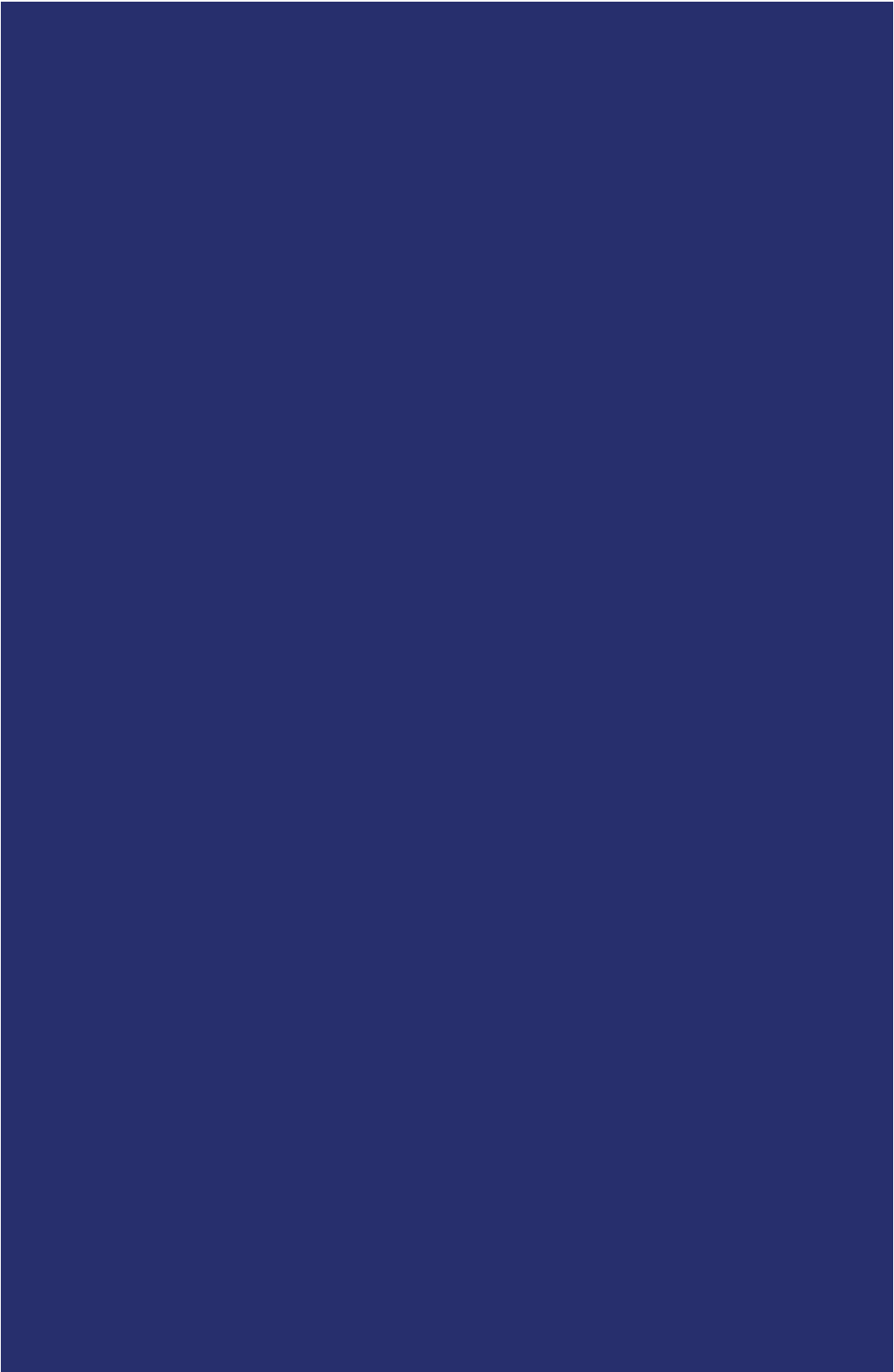
With the amount of work at Barnevernvakten today, it is not realistic to assume that Barnevernvakten can use valuable time on finding and deleting old cases.

An option is to help them digitally. This demands a certain involvement from the Child welfare service's program, but it does not need to be more difficult than that the system the Child welfare service use and the one Barnevernvakten use, can communicate.

If Visma will be the provider of both systems, (which they often are today), they could think of functions that cover both programs.

When cases Barnevernvakten has sent to the Child welfare service is dismissed, there can be several ways to notify Barnevernvakten. I will present two of them:

- 3 Barnevernvakten could get a default message, like the one shown in picture 3, that ask them to see or delete the obsolete and dismissed cases.
- 4 Or *Mobile Barnevernvakt* can have it as an sort-option to show only those cases that should be deleted. This demands routines for checking this from time to time.



OTHER SOLUTIONS

The solution just presented will be rather easy to implement, except for some aspects, including economic (Barnevernvakten needs to buy the solution from the provider and buy the tablets).

There are also other problem-areas linked to Barnevernvakten and their work process, which will include solutions with a much higher implementation degree. These are either current challenges, or challenges that might occur over time. Solutions to keep the workload stable, and tools to support the work process, is not just important now, but will be crucial for being able to provide a satisfactory service in the future. I will now present some of these challenges and possible solutions, without going into detail.

Increase the offer

There are no reasons to believe that

the demand will decrease, or the workload decrease in the future. On the contrary, numbers can tell that the amount of cases have increased from 2008-2012. This especially goes for the number of emergency placements after § 4-6, 2. These placements have experienced a growth of 66% [1]. This does not necessarily mean that there are more violence or abuse in families, but with longer opening hours and a better offer, Barnevernvakten and the Child welfare service are able to discover and help more children in need. When I talked to the employees at Barnevernvakten they confirmed that there was an correlation between the offer and demand. An employee said :

' When the opening-hours increased with 31% the amount of cases increased with 32%. A lot of these cases came from families.'
Interview Barnevernvakt (TBR) [2]

[1] 'Akkuttarbeid i kommunalt barnevern', BUFETAT 2014

[2] Interview Barnevernvakten, Appendix 3

There could be different ways to solve the growing amount of cases that Barnevernvakten might have to deal with.

One is to increase the number of Barnevernvakt units. An article published in 2013 in Norway, states: 'Academics and the municipal politics states that it is important with a satisfactory Child welfare service that can meet the full spectrum of cases in all municipalities, regardless of size.' [3]. As mentioned, not all municipalities in Norway are covered by a Barnevernvakt unit or a similar service, and those who are, experience a difference in offers depending on their location. The report 'Akuttarbeid i kommunalt barnevern' does however state that it is not logical to believe that all municipalities can get their own unit, but they could rather co-operate with one [4]. But this will again lead to longer driving distances for these specific units.



Implementation degree:
A solution like this will demand extra resources and involvement from a political stand.

Psychiatric care-homes

" We've experienced that if we are at the hospital with the child, the responsibility can be put on us instead of getting the child a place in the psychiatry."

Employee Barnevernvakten (TBR) [4]

Currently, there is a problem concerning the lack of the involvement of the psychiatry as explained in page 72. BUFETAT stated that it was not only about getting a child into such a home, but the child also needed extra care. A cooperation with an institution that is able to facilitate for children of the Child welfare service, WITH mental problems, would benefit both the child and make placements easier for Barnevernvakten.



Implementation degree:
This solution would demand involvement of a new actor, extra resources and involvement from a political stand.

Preventive work

Both the report from BUFETAT[4] and the interviews confirmed that the child and family often had been involved with the Child welfare service for a long time before the situation escalated. The authors of the report further states that ' We think that the Child welfare service knows well which child or youth are in a life situation that is becoming acute. The Child welfare service should make it as the routine to risk-analyze these cases' [5] (TBR).

A solution that would involve a high implementation degree would be for the Child welfare service to increase their prevention work, which would demand more resources. More municipalities could also enter the 'Acute family counselling'-arrangement (page 75), that have showed good results.

But another solution could be a higher degree of involvement by the network and the actors around, when a

situation seems to escalate.

If this is done with a high degree of involvement from other actors, like in the example of Patchwork, this means that the confidentiality will be challenged. A lower degree could be to have as a routine to notify Barnevernvakten when a situation is becoming acute. For example by labeling the child in their program, or sending out an alert. In that way Barnevernvakten can be extra aware of the situation.



Implementation degree:
Depends if the solution would be to increase the preventive work in the Child welfare service, 'Acute family counselling' , or an involvement of many or few other actors.

[3] Quote from 'Akuttarbeid i kommunalt barnevern, BUFETAT, 2014, originally from Norges barnevern nr. 2 2013.

[4] Interview Appendix 3

[5] Report 'Akuttarbeid i kommunalt barnevern', BUFETAT 2014

A parental cooperation and custody phone-service

In 2014, Oslo Barnevernvakt had 291 cases about problems regarding parental cooperation, custody and visitation [6].

Barnevernvakten can not act in these situations, even when one of the parents have failed to hold their part of the custody deal. In an interview at nrk.no, the leader of Barnevernvakten in Tønsberg explains: ' Barnevernvakta can't take the child with force in such cases.(..) We can only do that if the child is in some kind of danger' [7]. The leader in Follo Barnevernvakt explains further that ' These cases are often solved on the phone. We often recommend them to contact the Family counselling services the next day. The calls can sometimes take some time'.

By letting Barnevernvakten concentrate about the job they are meant to do, it could make their job

easier.

One solution could be an open phone service, similar to 'Alarmtelefonen' explained in part 1. This service could be open at evenings when the 'Family counselling service' is closed, and help Mum and Dad in these matters. Experiences with Alarmtelefonen indicates that it is a valuable service that supplements Barnevernvakten in a good way [8].

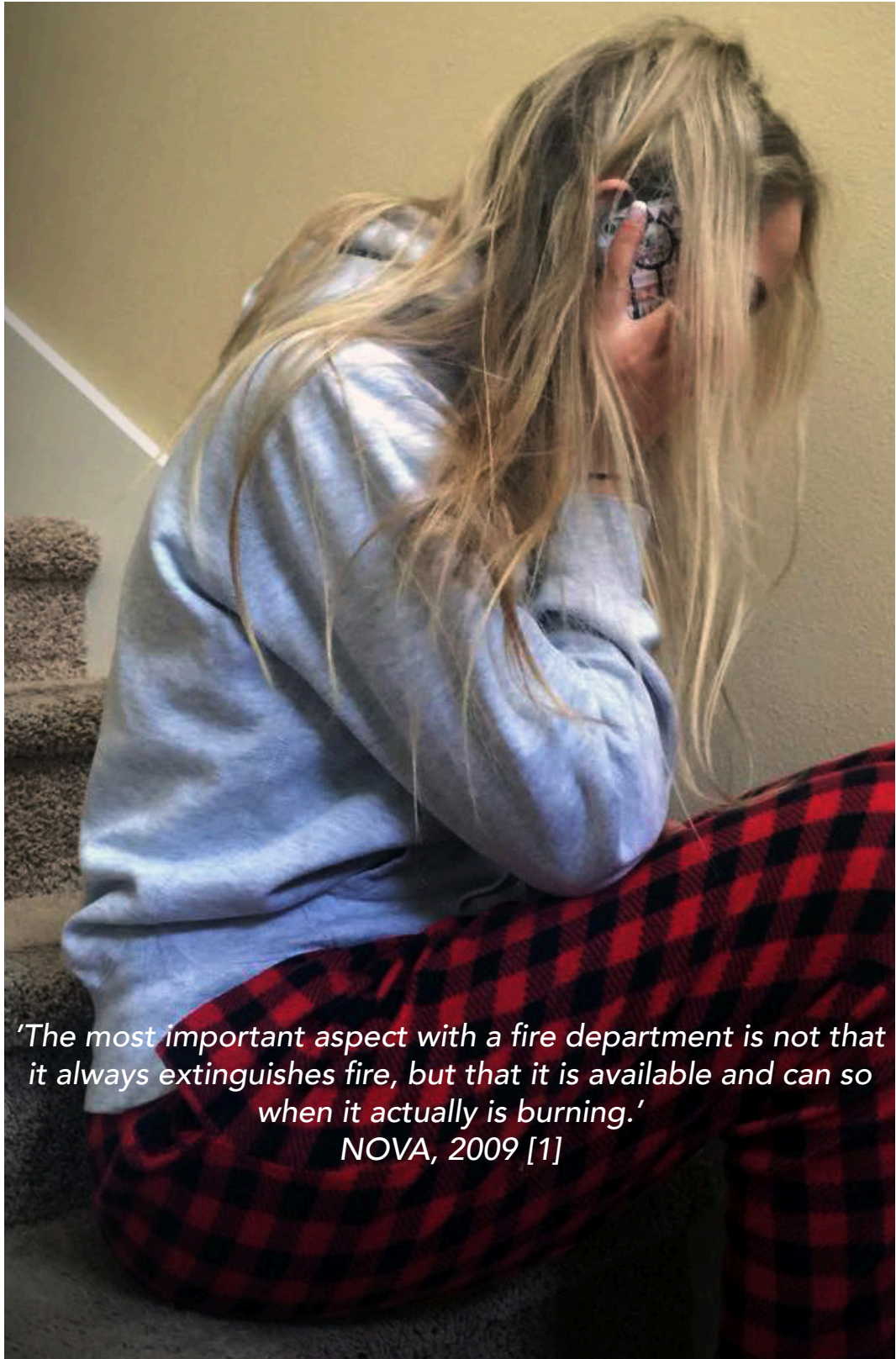


Implementation degree:
This solution would demand a involvement of a political stand, and extra resources.

[6] Statistics Appendix 14

[7] Interview with Mette Vikan Andersen in an article: <http://www.nrk.no/vestfold/familie-kritiserer-barnevernvakta-1.7291407>

[8] The report 'Akuttarbeid i kommunalt Barnevern', BUFETAT, 2014.



'The most important aspect with a fire department is not that it always extinguishes fire, but that it is available and can so when it actually is burning.'

NOVA, 2009 [1]



PART 4

Reflections & the next step

Photo: Karin Beate Nøsterud/norden.org

Reflections
regarding my goals for this project. p.166

The next step
For the solution *Mobile Barnevernvakt* p.171

Reflections
regarding working as a designer on this thesis p.172

Thanks to p.173

REFLECTIONS

Regarding my goals for this project.

A master thesis is a project where one can be as selfish as picking one optional topic and use 5 months exploring it. When starting this thesis I had personal and practical reasons and demands for choosing a topic like Barnevernvakten.

The personal demands were that I wanted to work with a project within the public sector, which could improve *something for someone*, and make use of a service design approach. The reason for this demand was because of earlier work with a service design approach on companies in the private sector (DnB and the company Powel). The goals in these projects were often to either improve the company reputation, raise capital, find new market segments, or a combination of the three.

In the public sector, the goals are often more in the level of exploiting the resources they have in the best possible way, more than to earn more money or finding new market segments. The services also often include a broader range of different stakeholders, which would be

interesting to explore.

The practical reason for working with Barnevernvakten, was that Visma told me they were about to develop a new solution for the Child welfare service and were going to continue with Barnevernvakten in 2016. This meant that I would be able to use knowledge and resources present in the company, and that they (or other competitors) could benefit from the insights I collected.

Because of this last fact, this thesis with the involvement from all those who contributed, can actually lead to a real project in the future.

As explained in page 11 , there were some goals related to the master's task description.

The first goal focused on getting a holistic picture of the service Barnevernvakten performs, and to understand where they are placed in the hierarchy of actors, organizations and political stakeholders.

The second aimed to explore how different actors in a public service affect each other, and how focusing on the work process of Barnevernvakten would affect the other actors in the hierarchy.

The third goal intended to try out different methods and tools retrieved from service design, with an extra focus on AT-ONE in the research and analytic part. Linked to this, a sub-goal was to participate in, or facilitate for, a workshop where the tools could be tested.

With use of the methods and tools, the fourth goal aimed to identify problem areas in the work process of Barnevernvakten where useful solutions could be developed and tested.

Visma would be the main-source for the development of a digital solution that aims to support Barnevernvakten in their work.

I will now explain to which degree, and how, I reached these four goals, and what I would do differently.

The first and second goal

When mapping out all actors I quickly understood how complex a service in the public sector really is. It is more or less impossible to get a comprehensive view of all the actors' needs and experiences related to the service in the time I had available. But I would say I got a good understanding of where Barnevernvakten are placed in the hierarchy among all the others, and some of the challenges that follows.

But what is most important, is that Barnevernvakten provide a service where the end-user often is a person facing serious problems. Decisions made by the employees can have a strong affect on the child later. These decisions are again affected by the choices, work-processes, rules and regulations of other actors. What you are left with, is a spider web of actors, or a network of network, all contributing to the service being like it is today. Because of this fact, improving the work process for Barnevernvakten, will most likely have a ripple effect on the holistic service (including an effect on the end-user).

By letting a wide spectre of people contribute, the thesis has discovered some important problem areas.

However, with more time, this is what I would do:

- To get more into detail in the cooperation between the police, units of Barnevernvakten and the Child welfare service. These actors run their own services, as well as providing a service together for the child. It would be interesting to look closer into the value exchange between these actors, and see how they benefit and affect each other. There might be a need for a more common digital solution or other types of solutions that could improve the interaction between them, or maybe the units and agencies should be more separated from each other.

- Another possibility could be to focus on a collaboration with a new actor to improve the service. Some new actors are mentioned in part 3 (page 158-162). This would involve talking to many more actors in the research -and analytic phase. One example would be to look closer into the health sector (including mental health), because many of the reports of concerns are dealing with children with physical or mental injuries and problems [1]. This could also affect the concept, the *Mobile Barnevernvakt*, if the result from the research showed that more actors should work closer together around the child.

The third and fourth goal

Related to number 3, the thesis has succeeded in using methods retrieved from AT ONE and service design to gain insights and find problem areas. It could have dug

[1] Statistics Appendix 14

deeper into research about the topic, but this would also mean that it would be less time for actually using and testing the methods.

I also got to try out some tools and methods when facilitating the workshop, and gained some valuable insights from this experience, both negative and positive (page. 50).

The research and analysis enabled me to develop a digital solution that I got to user test on real employees of Barnevernvakten. However, with more time I would also involve programmers and explore even more around the topic of sending encrypted sensitive information signed electronically.

I would also perform many more rounds of user test with the employees, also in the context of their work.



Photo: S.Sigbjørnsen/ norden.org

THE NEXT STEP

For the solution Mobile Barnevernvakt

Mobile Barnevernvakt needs to be more detailed and tested related to design, functionality and overall usability. The *stationary Barnevernvakt* must also be developed, and the two solutions must communicate in an efficient and intuitive way. Programmers need to be involved early in the process to obtain an ownership to the solution. The same goes for the employees in Barnevernvakten that should continue to be involved until the end.

Because Visma is developing a new solution for the Child welfare service, and have promised Barnevernvakten a new solution in 2016, they will hopefully take use of the information in my thesis. This will also be an opportunity for them to explore if these two solutions for the different agencies should communicate in any way. I have already started this research by looking at the information flow vs. the confidentiality in chapter 3 (page 100), but they would need to dig even deeper into this topic before deciding.

That being said, the current development in Norway points towards a more digital society. This means that one might think differently around sharing sensitive information between different actors in the future. The example of Patchwork (page 108) will maybe become a natural next step in the services provided by Barnevernvakten and the Child welfare service. This means that *Mobile Barnevernvakt* and other digital solutions must develop to meet the new needs. But as efficient and intuitive the service of Barnevernvakten can become, one always have to remember that the safety of the child is the most important in the end. Thus, involving the end-user in such a process is important.

A less extreme side effect of the digital society is that sending information by post and fax will probably soon be history. *Mobile Barnevernvakt* must ensure that sending this information electronically is done in a secure and intuitive way.

REFLECTIONS

Regarding working as a designer on this thesis

It has been both a challenge and a pleasure working as a designer in this thesis. In the beginning I experienced scepticism when explaining about my background. I have to take some self-criticism because one tends to forget that our ways of working can be unfamiliar for other fields. It is always a good idea to explain how we work as designers, and how the involvement of others can help us in the design process, without getting too much into detail about service design and other design disciplines. By doing this, the others will see clearer how their involvement will help the process, and in that way experience a bigger ownership with the finished solution.

One also has to remember that services like Barnevernvakten often involve work in a stressful environment, and it can be hard for the employees to find time to participate in a master thesis. Working with the public sector also includes bureaucratic decisions that can take some time. If doing my thesis over again, I would have contacted the candidates as soon

as I had my topic ready, to organize the interviews and speed up the process.

That being said, I have also experienced so many positive, supporting people among the employees of Barnevernvakten and others, which provided me with lots of useful information and ideas. After getting to know Barnevernvakten, I was so impressed by the work they perform, that it really motivated me in developing supporting tools that would help them provide an even more efficient and intuitive service in the future.

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APPENDIX