

To Get There



Systemic Design Tools

For Sustainable
Healthcare Education

The *ToGetThere* toolkit offers five practical tools tailored for the healthcare sector, addressing its challenges and dynamics. Developed for both individual and collaborative use, these tools facilitate a structured, step-by-step approach to navigating complex healthcare projects. They support seamless integration into diverse healthcare settings, enhancing collaboration and decision-making.

Index

Introduction	04
How to use it?	06
Tools	
Dataset	08
Stakeholders map	12
Opportunities selection	26
System map	36
Roadmap	42

Introduction

ToGetThere toolkit was created out of the need to provide some of the tools from the Systemic Design methodology and make them easily understandable and applicable to healthcare settings.

It consists of digital tools, which can be used through online platforms, and has been designed for individual use as well as for cases where the possibility of conducting the co-creation exercise is subject to barriers such as physical distance, availability, time.

On the other hand, there are physical tools to be used on paper, designed for co-creation and for use by multiple users simultaneously. Each tool includes instructions on the recommended print format for optimal use.

The two types of tools can be used either simultaneously or independently, depending on the context of application and the user's needs. The tools are designed to be used consecutively, guiding the user step by step through the sustainable transition process, starting from the research and identification of system data, all the way to scheduling and prioritizing the designed activities.

Topics

1

Understanding and managing complexity.

2

Research and coordination of system actors.

3

Addressing the challenges encountered in the research context.

4

Definition and evaluation of the newly developed system.

How To Use It?

For a proper systemic approach, the five tools within the toolkit must be followed in order, starting with the dataset and concluding with the roadmap.

This structure enables users to build their analysis step by step and ensures a cohesive and well-structured process.

Each tool is available in either physical, digital, or both formats to maximize accessibility and adaptability. The physical versions are provided in .pdf and .svg formats, allowing for easy printing and editing. The digital tools can be downloaded in .xlsx format, ensuring compatibility with any available software. All resources are stored in an online folder, accessible via the QR code provided below.

https://drive.google.com/drive/folders/1tLIHNirzV_tjSH_jExkJ87zbOkj92AUE?usp=sharing



Tools

01

Dataset

The first resource available in the toolkit is the dataset, designed to analyze and monitor the current state of the system in question.

The dataset's structure has been designed for ease of use, organizing it into categories and subcategories with detailed descriptions and instructions for data entry. It also includes measurement units, the year and source of the information, update frequency, data scale, and useful links for further analysis.

As a key tool for analysis and monitoring, the dataset supports the initial phase of projects by providing a general diagnostic of the system through data correlation and an understanding of its connections and interdependencies. By collecting and tracking data, it becomes possible to identify the system's strengths, weaknesses, and potential anomalies, aiming to optimize project performance.


It is the only resource within *ToGetThere* available exclusively in digital format, making it easier to collect, manage, and analyze a large volume of information that would be difficult to handle with other format forms.

Digital Tool

The tool includes two independent spreadsheets. One designed for hospital structures and another dedicated to companies in the sector. The dataset is divided into five main categories (territory, demographics, staff, services, economy, and environment), with each category further subdivided into various subcategories.

For its compilation, it is important to know that: each column represents a variable, each row represents an analysis category and each cell contains a single value.

Overview

 ToGetThere	<p>Data relevant for a holistic analysis of a MedTech company divided by category Some data may be omitted or additional data may be added as appropriate</p> <p style="text-align: right;">Year: _____</p>				
Category	Description		Data	Unit of measurement	
Territory	DETERMINE THE REFERENCE TERRITORY AND INSERT IT IN THIS CELL				
	Area served by extension of the served area in km ²			km ²	
	Territorial vulnerability natural hazards affecting the territory	Extreme weather events			
		Seismic and volcanic risk			
		Landslides			
Sea level rise					
Level of risk associated with the presence of industries based on distance from industrial zones or production sites					
Demography	If it is considered useful for their own analysis, demographic data related to their territory can be linked with national data.				
	Age distribution percentage of population divided by age groups	Served Area	0 - 14 years		%
			15 - 64 years		
			> 65 years		
		National Data	0 - 14 years		%
			15 - 64 years		
			> 65 years		
	Prevalence of chronic diseases percentage of people with diseases such as diabetes, hypertension, heart disease, etc	Served Area		%	
		National Data		%	
	Rate of disability Percentage of people with disabilities in the total population	Served Area		%	
National Data			%		
Staff number and distribution of employees	Total employees			n	
	Total Department X			n	
		Role X		n	
		Role Y		n	
	Total Department Y			n	
		Role X		n	
		Role Y		n	

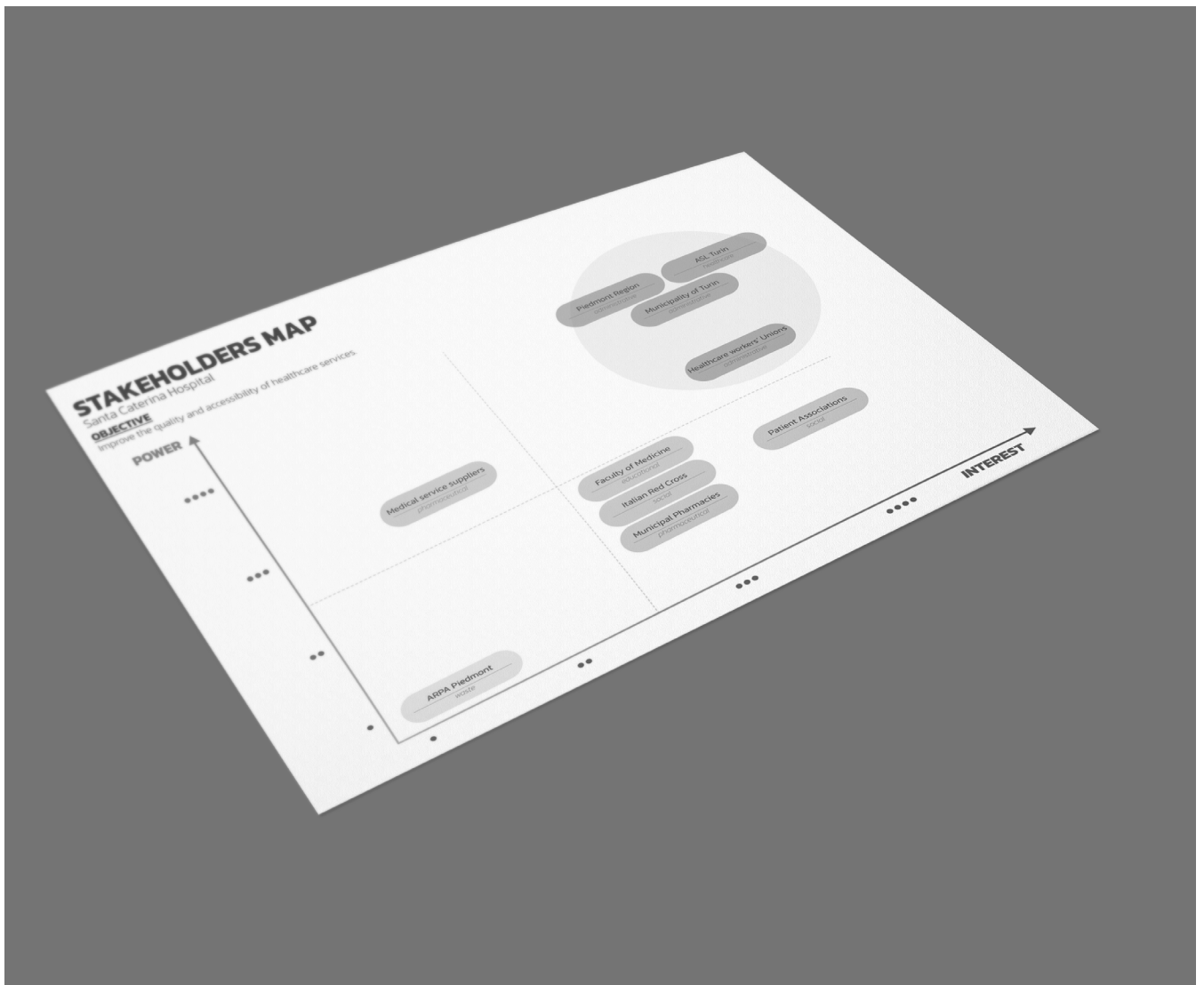
<p>It is recommended not to edit cells with gray background. The fields in red should be completed according to the analyzed context.</p>				The entire dataset is freely modifiable to fit its context.
Year	Source	Update rate	Data's scale	Useful links and sources for further information
		Annual		Analyses the reference territory to obtain these quantitative data
		Annual		Risk Data Hub - ATLAS
		Annual		The Effect of Air Pollution on Work Accidents Direttiva Seveso III - 2012/18/UE
		Annual		Use the links below in order to find your data
		Annual	National	EUROSTAT (European Union) ISTAT (Italy)
		Annual		GEOPORTALE NAZIONALE (Italy)
		Annual	National	INE (Spain)
		Annual		STATBEL (Belgium)
		Annual	National	SCB (Sweden)

To keep in mind

Each spreadsheet was created following an evaluation based on relevance and ease of accessing information, taking into account the reality of each stakeholder (the healthcare industry vs hospital structures)

02

Stakeholders map



Alongside the compilation of the system's Dataset, it is necessary to identify and categorize all the actors surrounding it, including organizations and individuals involved in the processes and activities of the company, or whose interests may be positively or negatively influenced by the execution of the project. These include suppliers and partners, distributors and resellers, competitors, logistics companies, and customers.

It is important to identify stakeholders and develop appropriate management strategies to effectively engage them throughout the project lifecycle, based on the analysis of their needs, interests, and potential impact on the project. By following this process, it becomes easier to resolve any issues and adjust strategies and plans accordingly to meet the stakeholders' needs.

Members of actors within a system may have different roles and responsibilities, varying capabilities, and may participate and influence all stages of the project or only certain ones. It is essential to properly analyze the stakeholder network to reduce the number of conflicts between interested parties.

Co-design Tool

The tool is subdivided into two complementary components: the first one, includes the stakeholder cards, with spaces for the name, industry sector, power and interest scores (assigned based on the project's objectives), and a field for additional notes. At the bottom, the corresponding stakeholder card numbers are listed. The second component is a diagram divided into four quadrants, into which stakeholders will be placed.

STAKEHOLDERS

Follow the instructions in order
Recommended size: A4



ToGetThere

1. Fill in the ID card of each stakeholder involved in your system.

1/2

1 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes	2 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes	3 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes
4 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes	5 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes	6 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes
7 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes	8 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes	9 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes
10 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes	11 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes	12 name _____ sector _____ score POWER ○ ○ ○ ○ ○ INTEREST ○ ○ ○ ○ ○ notes



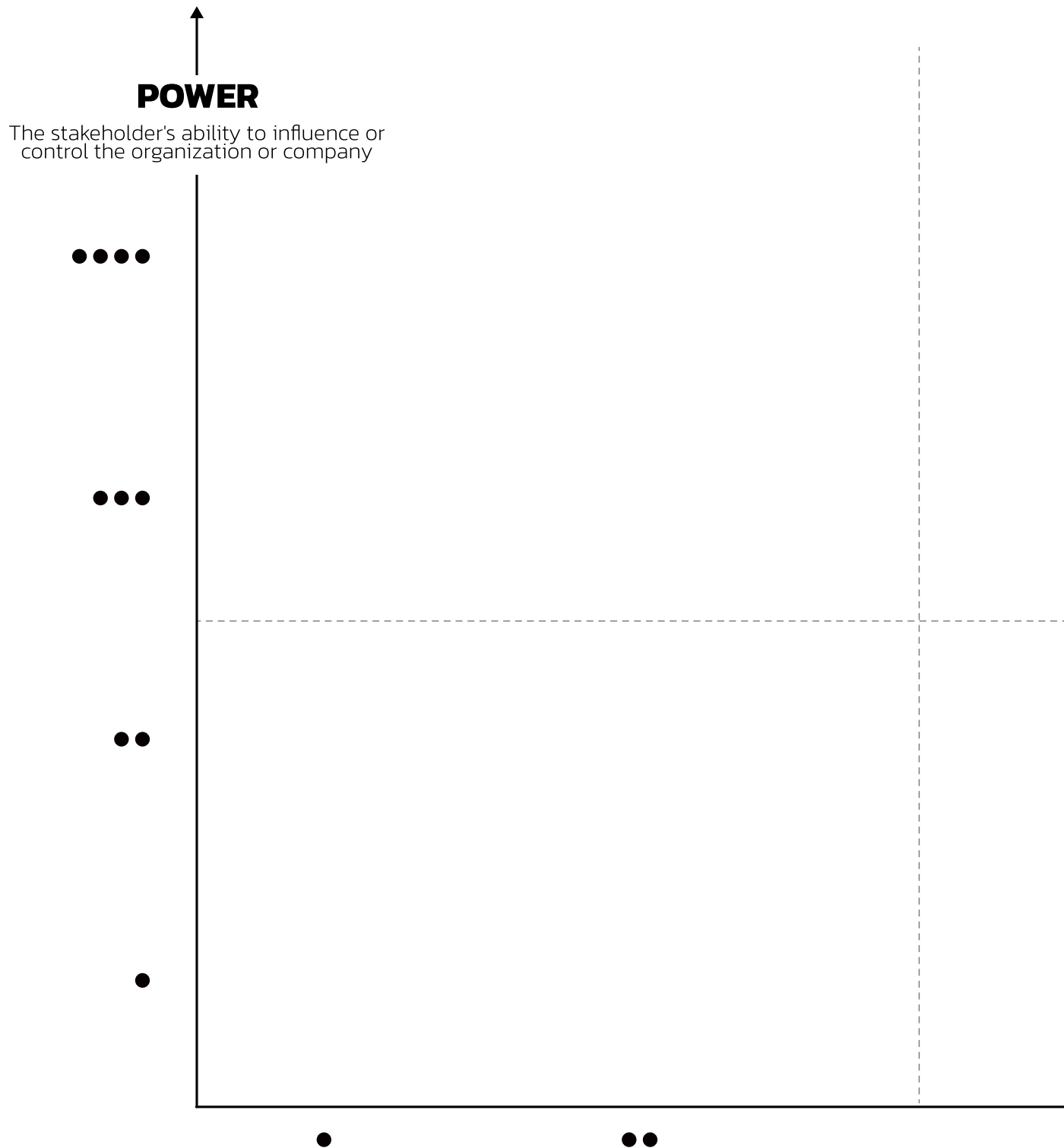
2. Cut the individual numbers.

1	2	3	4	5	6	7	8	9	10	11	12
----------	----------	----------	----------	----------	----------	----------	----------	----------	-----------	-----------	-----------

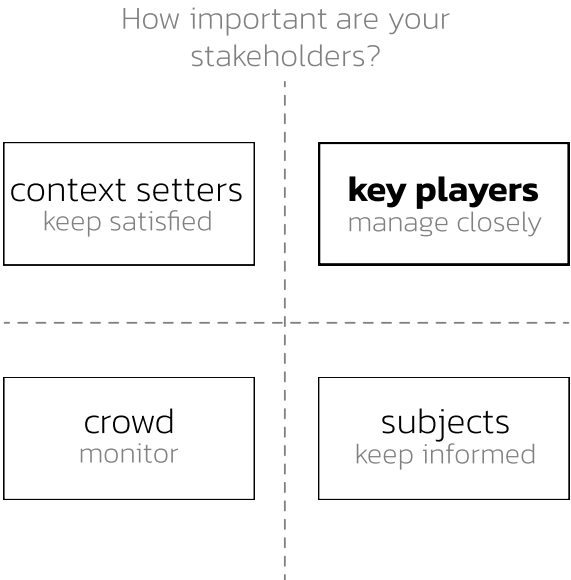
STAKEHOLDERS MAP

Follow the instructions in order
Recommended size: A2

3. Discuss and position the stakeholders in the matrix.



Tool's goal: engage the actors who influence the system and reduce the number of conflicts among the stakeholders.



The level of involvement or concern of the stakeholder in the project

INTEREST →

● ● ●

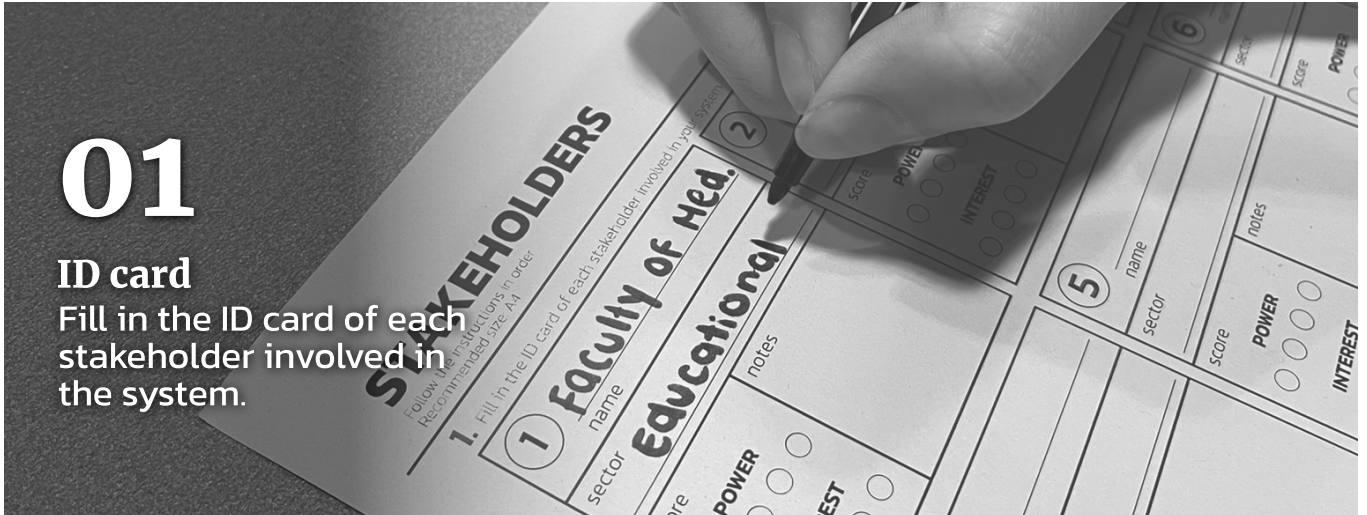
● ● ● ●

How To Use It?

01

ID card

Fill in the ID card of each stakeholder involved in the system.



The image shows a hand writing on a stakeholder ID card. The card is titled 'STAKEHOLDERS' and has a section for '1. Fill in the ID card of each stakeholder involved in your system'. The card is divided into sections for 'name', 'sector', 'POWER', 'INTEREST', and 'notes'. The card is labeled '1 Faculty of Med. Educational' and '2'. The hand is writing in the 'POWER' section.

02

Numbers

Cut the respective individual numbers from each stakeholder ID card.



03

Matrix

Discuss and position the stakeholders in the matrix.



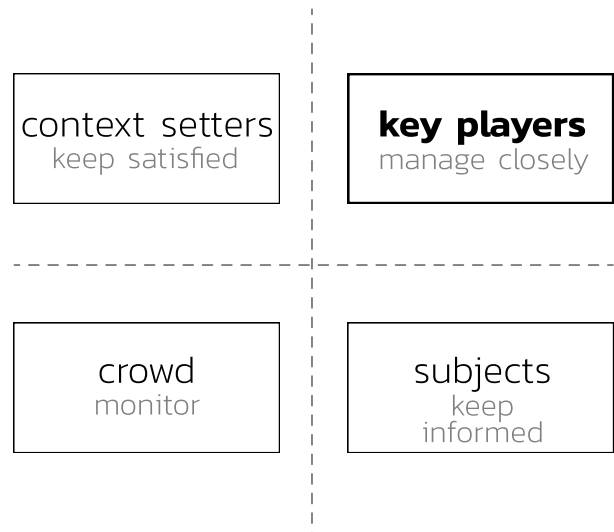
The stakeholders are positioned according to the scale of interest and power obtained in the ID card.

score

POWER

INTEREST

In the top left part, there is a diagram that explains the common names given to the actors based on the quadrant they are in and what should be done with them.



To keep in mind

Stakeholders can move between quadrants and therefore between groups depending on the objective.


For example: from crowd to context setters, subjects or key players.



Digital Tool

It consists of two spreadsheets. The first table is a data collection table with designated spaces for its completion (name, locations, contacts, areas of intervention, among others). The second table is designed for constructing a power-interest matrix, with fields to include objectives, an initial yes/no evaluation, and a second assessment regarding power and interest. Stakeholders are automatically placed in the matrix within the spreadsheet.

Overview


	Relevant data for the organization and categorization of stakeholders Some data may be omitted or additional data may be added as appropriate			
	DETERMINE THE ANALYZED SYSTEM AND INSERT IT IN THIS CELL			
	Name	Location place where the stakeholder is established	Tipology classification of the stakeholder as public or private	Category
Stakeholder 1				
Stakeholder 2				
Stakeholder 3				
Stakeholder 4				
Stakeholder 5				
Stakeholder 6				
Stakeholder 7				
Stakeholder 8				
(add the number of rows needed for your analyses)				

[illegible]

To keep in mind

The stakeholders are linked to the following table, so once the spreadsheet is completed, their names are automatically inserted into the next table.

Overview

 ToGetThere	Relevant data of stakeholders to build the Power-Interest Matrix Additional data may be added as appropriate			
	Year:			
	DETERMINE THE ANALYZED SYSTEM AND INSERT IT IN THIS CELL			
	Name	Objective 1 define and enter the objective of the operation in this cell		
		Preliminary assessment	Power	Interest
Stakeholder 1	0			
Stakeholder 2	0			
Stakeholder 3	0			
Stakeholder 4	0			
Stakeholder 5	0			
Stakeholder 6	0			
Stakeholder 7	0			
Stakeholder 8	0			
Stakeholder 9	0			
Stakeholder 10	0			

To keep in mind

For each objective, a matrix will be automatically generated based on the scores entered in the fields. The user can add as many objectives as needed.

<p>It is recommended not to edit cells with gray background.</p> <p>The fields in red should be completed according to the analyzed context.</p> <p>The entire dataset is freely modifiable to fit its context.</p>		
<p>Objective 2</p> <p>define and enter the objective of the operation in this cell</p>		
Preliminary assessment	Power	Interest

03

Opportunities selection

In this phase of the methodology, the collection of potential opportunities is carried out, starting from the challenges faced by the company and the territory, which can be identified through data analysis.

Each challenge can be viewed as an opportunity for the system's transition to a new virtuous model. Through thematic and extensive research, multiple opportunities for each challenge are identified. The results of this phase are collected into an opportunity repository through desk research and field research.

The selection matrix allows for analyzing and selecting various opportunities linked to a specific challenge. Each set of opportunities is evaluated based on different criteria to determine a final score for each opportunity. The criteria are always contextual and defined on a case-by-case basis, taking into account specific parameters and insights derived from the previous analysis.

Co-design Tool

The designed tool consists of a table that is completed row by row, from left to right, starting with the challenges and their respective opportunities. The second section is dedicated to evaluation, where three predefined criteria are established, with space for two additional criteria. Finally, at the far right side of the table, there is the total, and a final column designated to highlight the top opportunities.

OPPORTUNITIES SELE

Follow the instructions in order
Recommended size: A2

1. Discuss and fill in the gaps, starting from the challenges.

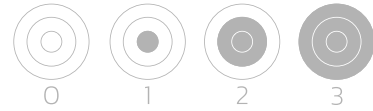
CHALLENGES	OPPORTUNITIES	SOCIAL SUSTAINABILITY <small>Consider the impact on the local society.</small>	ENVIROMENTAL SUSTAINABILITY <small>Consider the impact of the proposal on the environment.</small>
<div></div>	<div></div>	<div></div>	<div></div>
	<div></div>	<div></div>	<div></div>
	<div></div>	<div></div>	<div></div>
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	<div></div>	<div></div>	<div></div>
	<div></div>	<div></div>	<div></div>

CTION

Tool's goal: choose the best opportunities to implement in the system.



ToGetThere































































RELATIONS

Consider the possibility to promote collaborations among stakeholders.

TOTAL

TOP OPPORTUNITIES

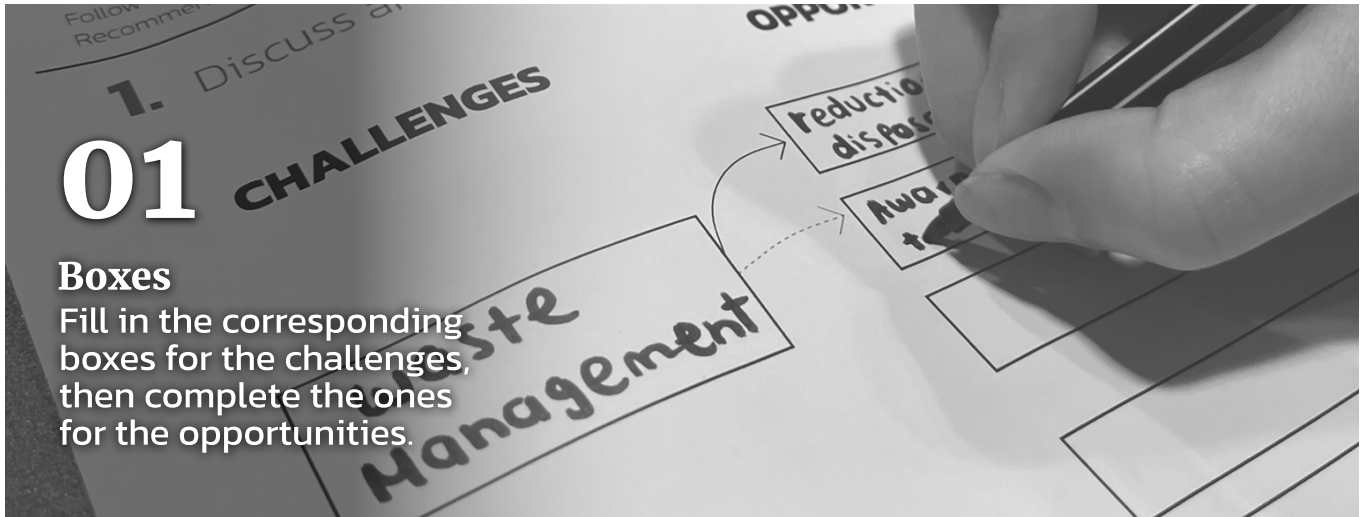
				
				
				
				
				
				
				
				
				
				
				
				

How To Use It?

01

Boxes

Fill in the corresponding boxes for the challenges, then complete the ones for the opportunities.



02

Criteria

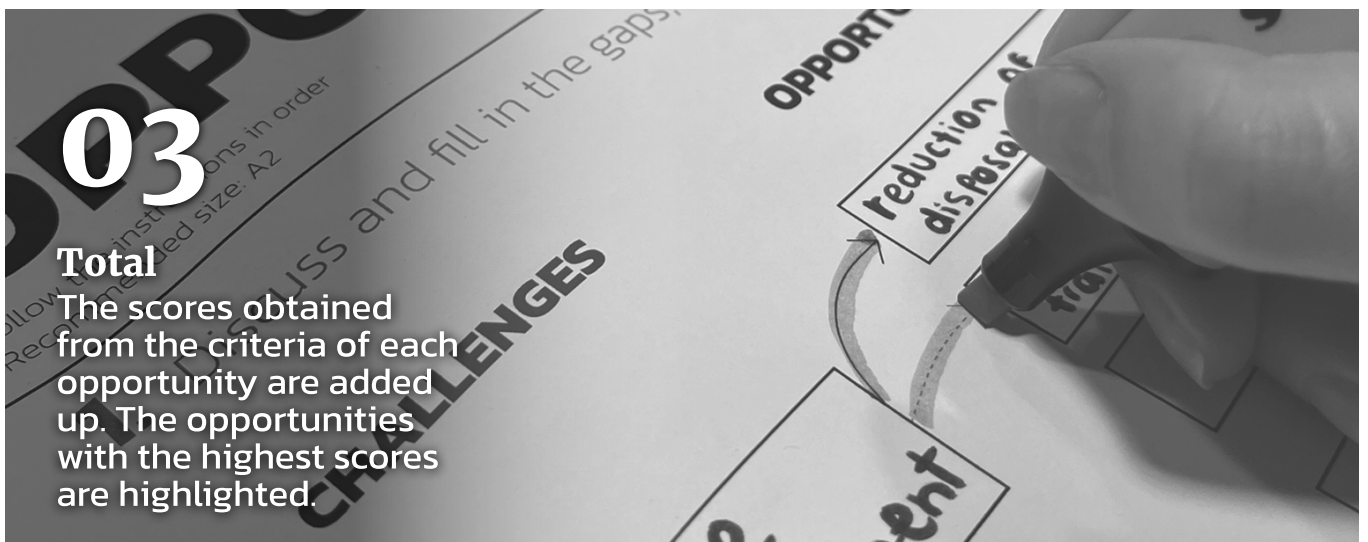
Add the criteria, then fill in the outline according to the score from 0 to 3.



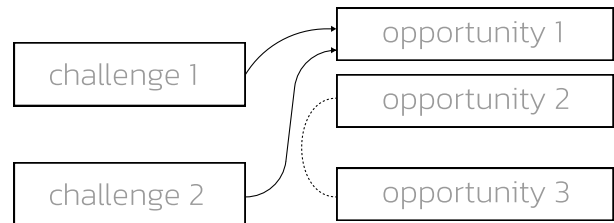
03

Total

The scores obtained from the criteria of each opportunity are added up. The opportunities with the highest scores are highlighted.

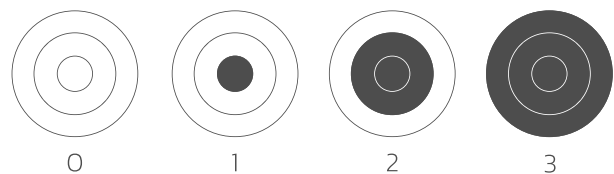


Opportunities can be connected to each other or to other challenges, either because they complement each other or because they are significant for both challenges.



The number of colored circles corresponds to the criterion score:

- *0 colored circle = 0 point.*
- *1 colored circle = 1 point.*
- *2 colored circles = 2 point.*
- *3 colored circles = 3 point.*



To keep in mind


The criteria could have different weights in the final score depending on the focus and objective of the project. The tool is a flexible guide, so an opportunity with a low weighted score but the highest score in the most important criterion could still be among the top opportunities.



Digital Tool

It is a pre-filled table with designated fields to enter the challenge and its respective opportunities. The second section includes evaluation criteria, with two additional columns for extra criteria, and finally, a column for the total score for each opportunity. The spreadsheet automatically evaluates, sums up, and selects the top opportunities.

Overview

 ToGetThere	Relevant data for constructing the opportunity selection matrix Additional data may be added as appropriate Year:				
DETERMINE THE ANALYZED SYSTEM AND INSERT IT IN THIS CELL					
Challenges	Opportunities	Criteria			
		Relations	Social sustainability	Enviromental sustainability	Criterio 4
Challenge 1	Opportunity a	-	-	-	-
	Opportunity b	-	-	-	-
	Opportunity c	-	-	-	-
Challenge 2	Opportunity d	-	-	-	-
	Opportunity e	-	-	-	-
	Opportunity f	-	-	-	-
Challenge 3	Opportunity g	-	-	-	-
	Opportunity h	-	-	-	-
	Opportunity i	-	-	-	-
Challenge 4	Opportunity j	-	-	-	-
	Opportunity k	-	-	-	-
	Opportunity l	-	-	-	-
(add the number of rows needed for your analyses)					

04

System map



The selected opportunities can now be implemented into the system, grouped into intervention strategies, highlighting new connections, flows, actors, and system boundaries, expressed at different scales: micro (individual initiatives), meso (actions involving communities and organizations), and macro (large-scale actions).

The strategies are sets of activities that lead to the achievement of an expected outcome, taking into account available resources, external conditions, and internal dynamics of the system.

The system map helps to understand how different elements work together, identify key points of influence, and visualize dynamics that may not be immediately obvious.

Co-design Tool

The designed tool is a chart divided into three main areas (technology, behavior, and infrastructure) that is further segmented into micro, meso, and macro scales. It includes designated spaces to define the relevant scales for each project. The chart will display various opportunities, allowing them to be visualized and enabling different connections between them.

SYSTEM MAP



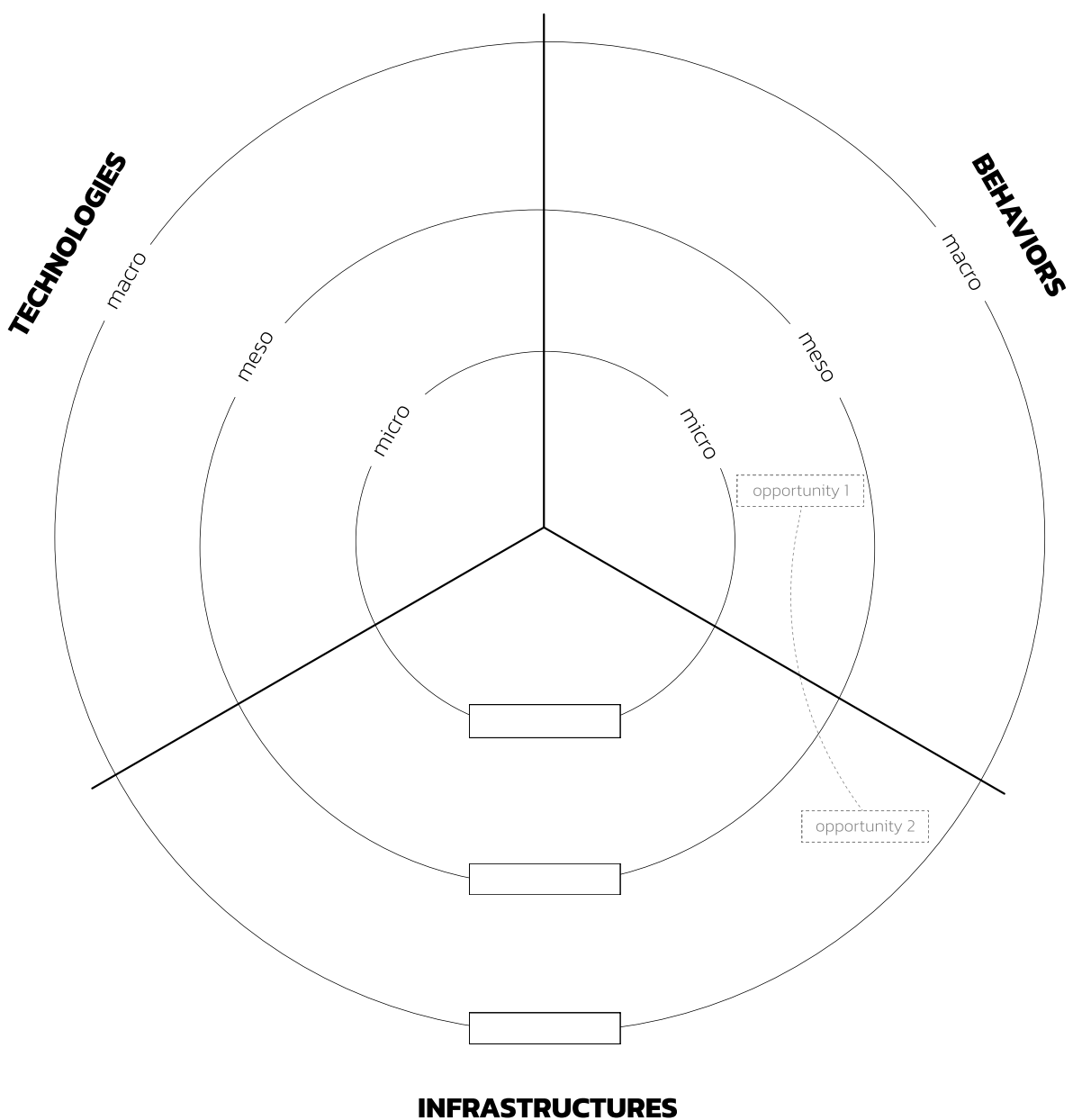
ToGetThere

Tool's goal: identify strategies for sustainable transition.

Follow the instructions in order

Recommended size: A1

1. Insert the scales of your system, arrange the opportunities and derive the action strategies.



How To Use It?

01

Scales

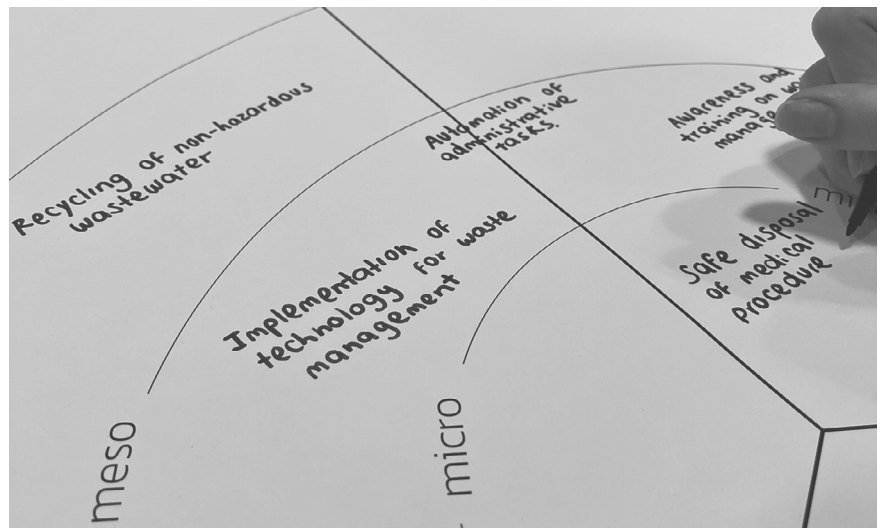
Complete the scales from micro to macro according to the reality of the project.



02

Opportunities

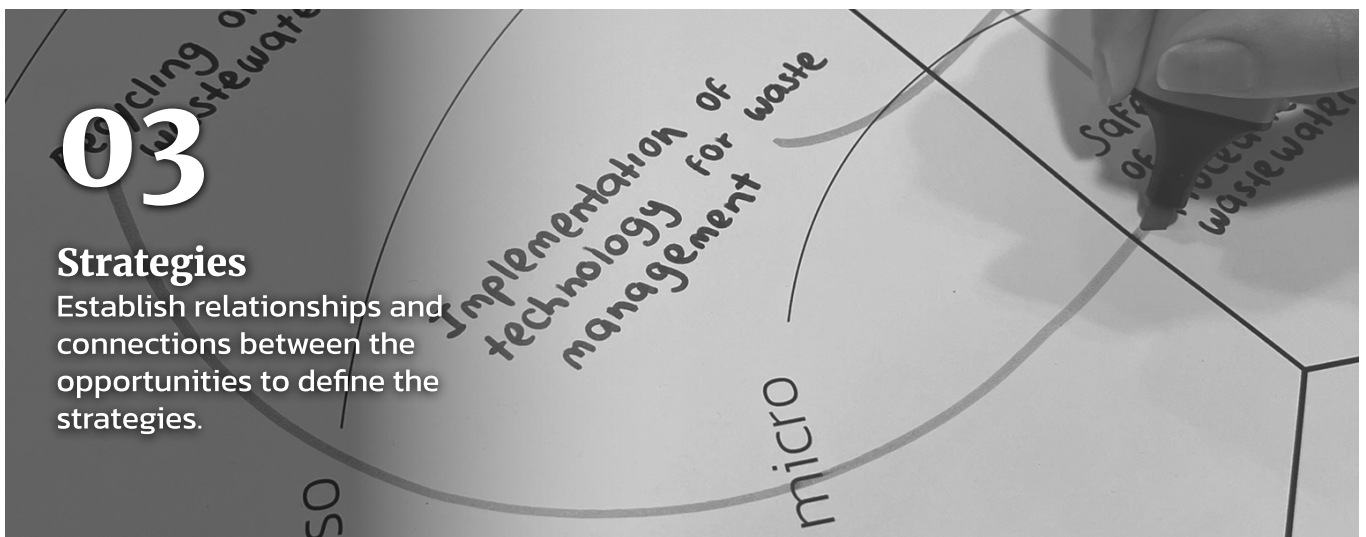
Organize the opportunities within the framework at the scale and area level (behaviors, technologies, infrastructures).



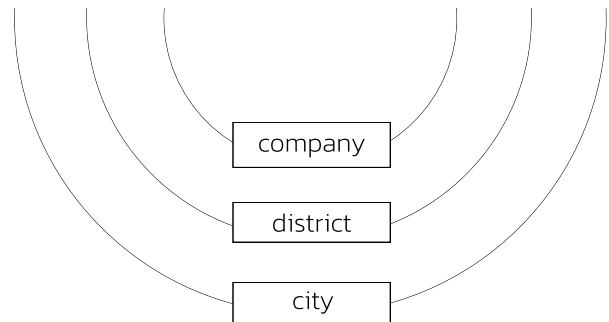
03

Strategies

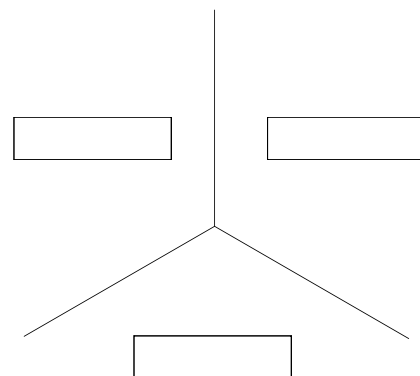
Establish relationships and connections between the opportunities to define the strategies.



The scale spaces can be customized according to the reality of the project. *For example:* in some cases, the macro scale could be a hospital, while for an industry, it could be a territory as a city.



The three main suggested areas (behaviors, technologies and infrastructures) were designed to cover the widest range of categories within the system. However, they can be adjusted according to the needs of each project.



To keep in mind

The framework is designed to map opportunities within the project's context, therefore, providing a clear, high-level view of the system.

When defining strategies, it is important to balance the three dimensions of sustainability: economic, social, and environmental. Opportunities should be distributed across dimensions rather than being concentrated in just one.

05

Roadmap

After defining the strategies, the Roadmap is designed to guide the transition from the current model to a new systemic approach.

The roadmap is a tool of vision that, while structuring the tasks and aligning all the actors toward long-term goals, allows the planning, communication, and execution of strategies. This provides a logical and functional order of steps to be progressively integrated for new opportunities, outlining a series of implementation steps over time.

The shift from a linear model to a systemic one has significant impacts, affecting everything from the value chain to the broader territory.

Co-design Tool

The tool is a simplified template for project planning, designed as a table to organize the various activities to be carried out. At the top, there are designated spaces to define short, medium, and long term timeframes. On the left side, the template includes sections for strategies, followed by activity descriptions and an evaluation framework for required resources and stakeholders.

ROADMAP

Follow the instructions in order
Recommended size: A2

1. Insert the starting strategy and the activities throughout the implementation period, highlighting any milestones. ◆

STRATEGIES

SHORT TERM

activity

◆

resources

○ ○ ○

stakeholders

○ ○ ○

activity

◆

resources

○ ○ ○

stakeholders

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activity

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resources

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stakeholders

○ ○ ○

activity

◆

resources

○ ○ ○

stakeholders

○ ○ ○

Tool's goal: provide a clear and strategic guide to achieve a specific goal or outcome.



1/2

MEDIUM TERM

LONG TERM

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

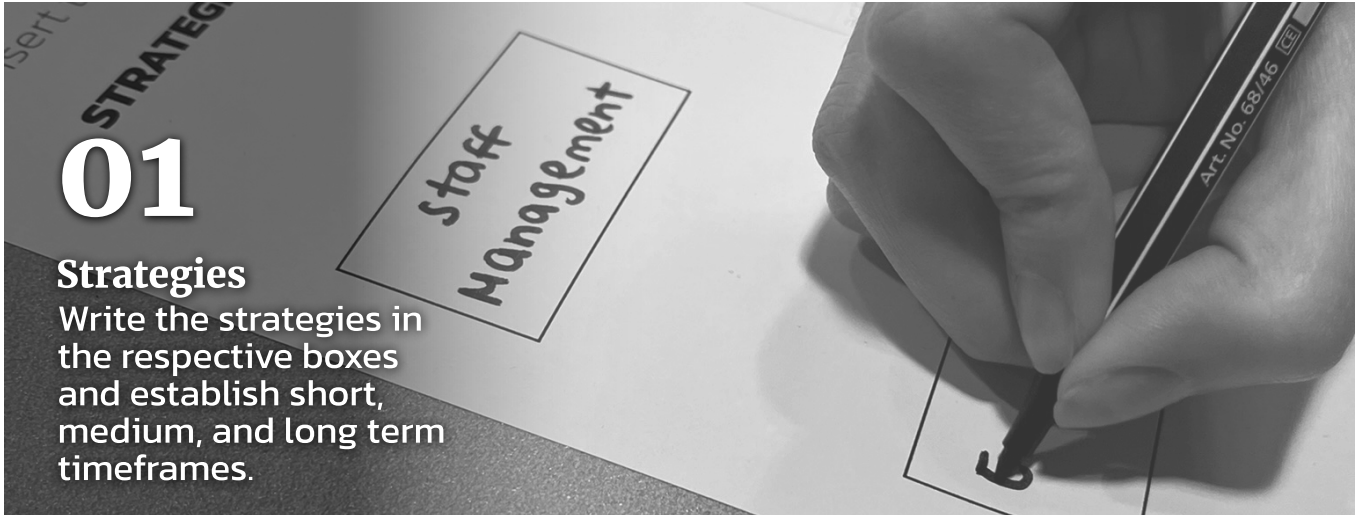
_____	◇	resources ○ ○ ○
activity		stakeholders ○ ○ ○

How To Use It?

01

Strategies

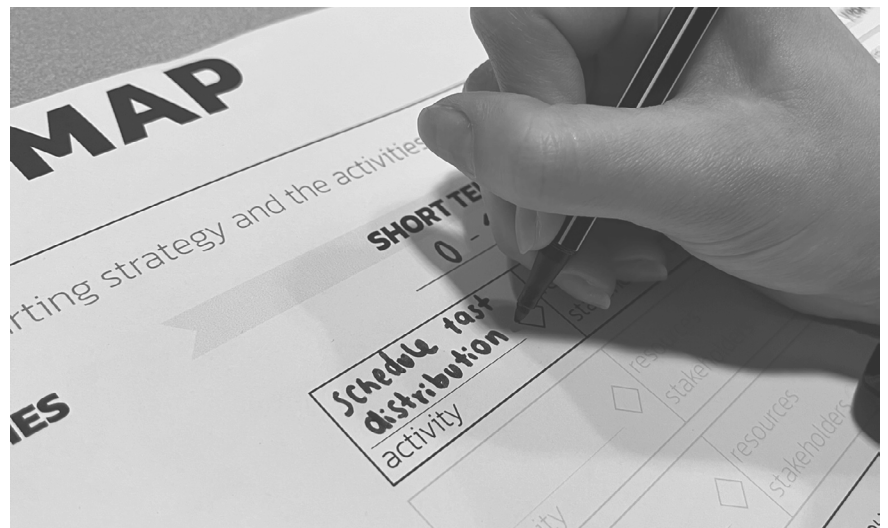
Write the strategies in the respective boxes and establish short, medium, and long term timeframes.



02

Activities

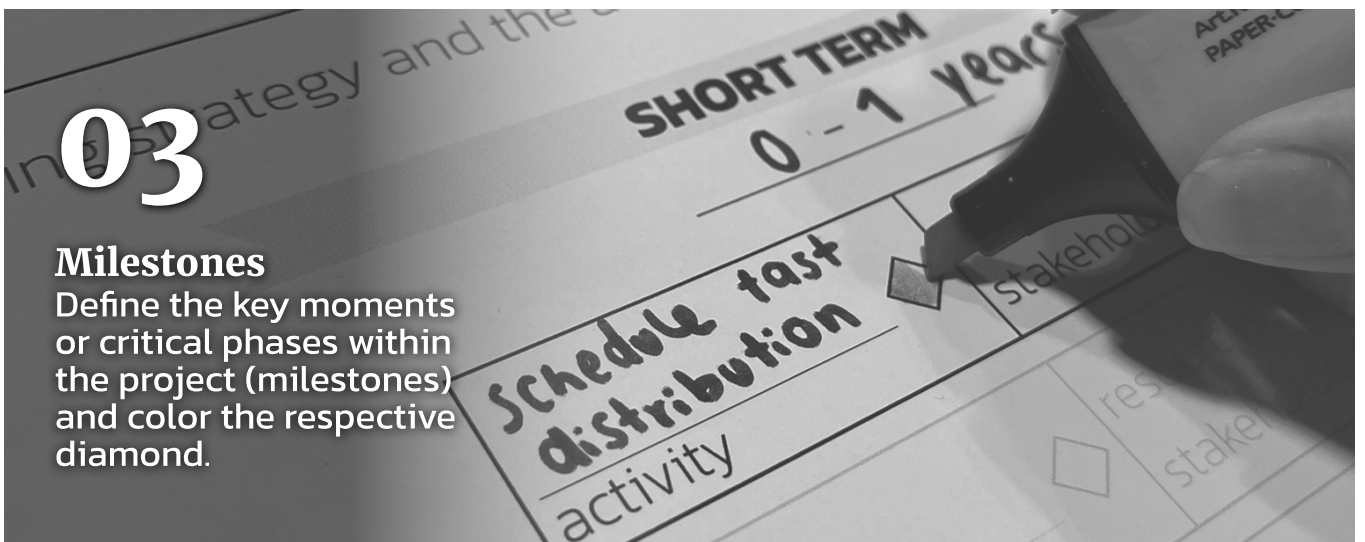
Describe the activities by entering the necessary resources and actors for each one.



03

Milestones


Define the key moments or critical phases within the project (milestones) and color the respective diamond.



Digital Tool

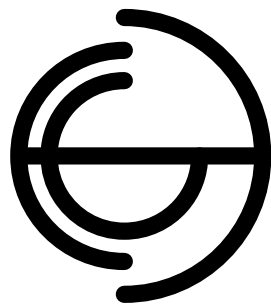
The digital tool features a table that highlights the transition from strategies, derived from opportunities, to specific activities. Each activity can be analyzed along the row, with corresponding fields to capture key information such as involved stakeholders, implementation priority, system impact, potential risks, and more.

Overview

		Relevant data for the organization and categorization of activities Some data may be omitted or additional data may be added as appropriate		
		DETERMINE THE ANALYZED SYSTEM AND INSERT IT IN THIS CELL		
		Description	Category the main functional areas of activities	Responsible
Strategy 1	Activity 1			
	Activity 2			
	Activity 3			
	Activity 4			
	Activity 5			
Strategy 2	Activity 6			
	Activity 7			
	Activity 8			
	Activity 9			
	Activity 10			
Strategy 3	Activity 11			
	Activity 12			
	Activity 13			
	Activity 14			
	Activity 15			
(add the number of rows needed for your analyses)				

Suggestion

As a digital tool, the use of specialized software such as the Gantt Chart is recommended. This instrument offers multiple advantages and functionalities in project planning. The diagram helps organize activities, their duration, the progress status, who is in charge of it, among other key aspects, turning it into a comprehensive and suitable tool.



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