Co-production Framework Development Event 2 July 2024

Feedback Report

On 2 July 2024, Joined Up Care Derbyshire (JUCD) hosted an event at the Derby Conference Centre.

Summary of report:

Key barriers to co-production identified were:

- Bureaucracy
- Enabling Structures: Cultivating a supportive culture, practical tools, and individual empowerment are essential.
- Leadership and direction - Executives
- Accountability - responsibility
- Inclusivity - power imbalance
- Communications
- Resources
- Acting on feedback

- Limited expertise
- Time
- Too late in process
- Environment (allowing people to feel included, safe)
- Lack of understanding of principles of co-production
- Slowing down
- Box ticking
- Silo working
- Funding
- Infrastructure

Key themes regarding co-production were:

Where we are:

- Lack of resources to support and embed co-production
- Issues raised around attitudes and cultures around co-production
- Lack of responsibility and accountability around coproduction

Where do we want to be:

- To have a culture where co-production is everyday business
- To have resources and infrastructure in place that supports, enables and guides people to do co-production

How do we get there:

- **Resources:** training, guidance, networks, joined up working, sharing success, and champions to support and embed co-production
- **Culture changes:** commitment, and make co-production everyone's business
- **Infrastructure:** processes, leadership, accountability, and strategy to support people in doing co-production

Overview:

Around 70 people attended the event from across the Integrated Care System. Some of the organisations and groups that attended were:

- Active Partner Trust
- Derby City and Derbyshire County Councils
- Patient and Public Partners
- Public Health
- Community Action Derby
- Ashgate Hospice
- Derbyshire Healthcare Foundation Trust
- Healthwatch Derby and Derbyshire
- Connected Perinatal Support
- Parent Care Voices

- Derbyshire Mind
- Derbyshire Community Health Services FT Trust
- Disability Direct
- University Hospitals of Derby and Burton FT Trust
- Derbyshire Voluntary Action
- OPUS Music
- Chesterfield Royal FT Trust
- The Elm Foundation
- Derby and Derbyshire Integrated Care Board

This report is the feedback from the activities and the events.

Agenda for the day

Agenda - Co-production Framework Development

Joined Up Care Derbyshire

Topic	Time	
Arrival and wall activities	1pm	Mark Stuart
Introduction	1.15pm	Beth Fletcher
Set the scene	1.20pm	Niki Glazier
Barriers of Co-production	1.40pm	Andrea Kemp
Not one size fits all	2.15pm	Jennifer Worsfold
BREAK		All
Overview of study regarding conditions for embedding a culture of Co -production	2.35pm	Eleanor Wyke
Taking a step back – are we ready for Co-production?	2.45pm	Beth Fletcher
What next?	3.50pm	Beth Fletcher and Karen Lloyd

Wall Activities

There were interactive "wall activities" for people to join in throughout the day.
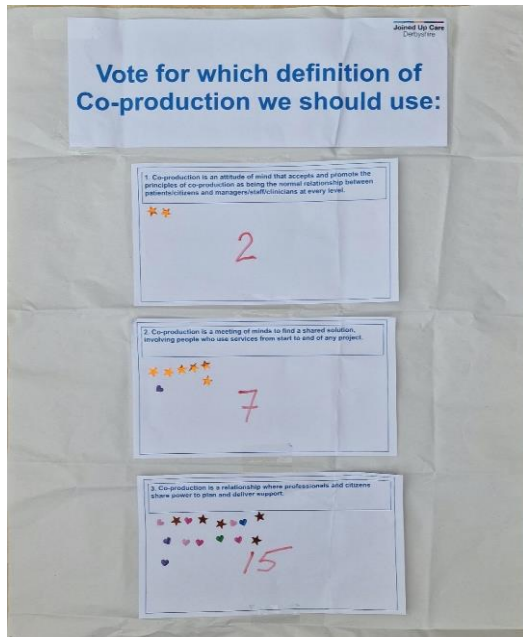
The definition of Co-production was chosen which was:

"Co-production is a relationship where professionals and citizens share power to plan and deliver support."

People voted for how they thought the system and their organisation were doing regarding co-production:

The majority of votes stated that they thought co-production in their organisations and within the systems was:

"Poor"
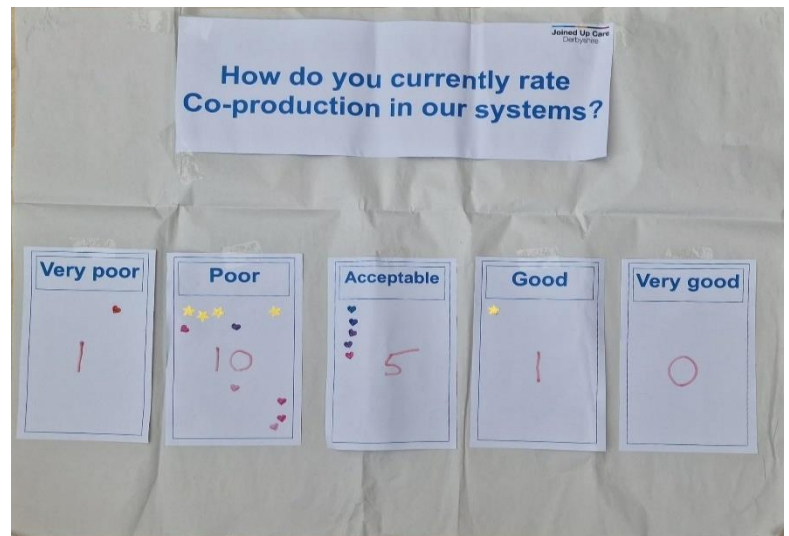
Setting the scene: What is Co-production?

Niki Glazier from Mental Health Together presented a Mental Health Together recording, a great example of co-producing a piece of work. They spoke about what they did, and the key learning and benefits of co-producing the work.

The Mental Health Together Team have recently created some good practice Guidance around how to co-design. This really useful guide can be found on the Co-production website in the "toolkit section".

The [Mental Health Together website](#) contains information about their service as well as useful links.

Barriers for Co-production

Andrea Kemp from the Joined Up Care Derbyshire Engagement Team did an exercise with everyone in the room around what were the key barriers to doing co-productions.

The technique she used is called 'TRIZ', (also known as 'Reverse Brainstorming') and '1,2,4 all' - both can be found on the [Liberating Structures](#) website.

Key barriers to co-production identified were:

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Not one size fits all

Jenny Worsfold a speech and language therapy professional lead from Derbyshire Healthcare NHS Foundation Trust spoke about the need to approach co-production in a holistic way. She spoke about her experience of co-production with people living with a learning disability and has produced some useful guidance that can be found on the [Co-production website](#).

Co-production Research

Eleanor Wyke who had done a research project with the University of Derby, spoken about the work that she has done around "A qualitative study exploring conditions for embedding a culture of co-production in Integrated Community-based Healthcare." Her research interviewed people from the different sectors across the system and her report tells us about the key barriers and key enablers to effective co-production. Full slides of her research can be found on the [co-production website](#).

Taking a Step Back – are we ready for Co-production?

This is a self-reflection tool where everyone is encouraged to reflect on where they are now, where do they want to be, and how do they get there. They did this over

four key areas: as an individual, as a service/project, as an organisation, and as a system. Please see below the question that was asked of the attendees:

Thinking about Co-production:

	Where are you now?	Where do you want to be?	How do we get there?
Individual			
Service/Project			
Organisation			
System			

The full booklet and Instructions can be found on the [co-production website](#).

Everyone took part in this activity and below is the key themes from the feedback.

Where are we now?

Individual:

The biggest areas raised were the challenge and barriers that people found such as:

- **Accountability and responsibility** - It's not measures or a target, not a priority (waiting lists are) outside remit, there's no consequence for not doing it
- **Resources** – No time, lack of opportunities and flexibility, complicated pathways to engagement, no sharing of learning, not face to face with patients and finances versus desire
- **Attitudes and cultures** – it's new, fear of the unknown, risk averse, driven by individuals who value co-production rather than drive by the organisation

Some felt that they were currently doing co-production and some comments were around:

- It aligns strongly with VCSE values
- Features in recruitment
- Confident that people are treated as equals and mindful to ensure everyone is included.

There were also positive comments regarding an enthusiastic attitude toward co-production.

Where are we now?

Service/Project:

Challenge and barriers were the main issues raised about Services /projects, with people speaking about key issues such as:

- **Lack of resources**: time, capacity within teams, specialist knowledge and training
- **Systems** – complicated and lack of joined up working

Other comments received were around its not 'business as usual' and attitudes around lack of respect for non-clinical experts.

Others in the group commented around how they felt that co-production was progressing and was encouraged, that it does happen but varies across projects and areas.

Where are we now?

Organisation:

The key areas people spoke about where:

- **Lack of resources:** specialists' knowledge, staff under pressure, time and funding, access to right information, organisational processes
- **Attitudes and cultures**: not business as usual, fear – risky/ risk aversion, not positive attitudes towards is, not everyone on board, VCSE not treated equally, power imbalance
- **Lack of responsible and accountability**: other teams do the engagement, not part of role, power imbalances, no accountability for budgets

Where are we now?

System:

Key things people spoke about in regards to the system were:

- **Lack of system working:** lack of joined up working, lack of understanding about the system, financial driven, imbalance in decision making power and silo working
- **Attitude and culture:** not used to doing it, non-finical benefits not valued, power struggles, not enough system buy in, encouraged but not embedded, not everyone seems on board
- **Communication** - not good at presenting the economic case

Where do we want to be?

Individual:

People wanted the following around where they would want to be.

- **Culture**: Business as usual and have opportunities
- **Knowledge and support:** to be supported to do it, to feel confident about how to do it and learn from others
- To be in a place where change is driven and decided by communities

Where do we want to be?

Service/Project:

People wanted to be in a place that had:

- **Infrastructure** - deciding on what the focus is, making sure right people are around the table, mandatory training, being involved before services are set on stone, consistency, management involvement, building into project time scales

Other areas spoken about were:

- Culture - making it business as usual
- increased involvement - more patient and public involvement, people feel valued and supported

Where do we want to be?

Organisation:

Key things people wanted to be in place from an organisational perspective were:

- **Culture**: recognising the benefits, motivation, leadership and management doing and supporting, commitment, equal power and autonomy
- **Resource**: sustainability, funding, invest to save, short term cycles
- **Infrastructure:** structures for support, streamlined processes and toolkits, sharing good practice

Where do we want to be?

System:

Key things people wanted to be in place from a system perspective were:

- **Resources:** tool kits, training - teach people, processes, funding, invest to save, short term investments, learning from each other, networking, understanding responsibility
- **Culture**: making it everyone's responsibility, leadership - talking about it, more joined up working, equal power, connect more to providers and service users

How do we get there?

Individual:

- **Culture changes**: commitment, open minded, push back and speak up, create enough safe space to challenging and nourishing invitations and failing and learning.
- **Networks**: peer support, have champions to help, sharing success

Other comments were around having clear leadership.

How do we get there?

Service/Project

- **Culture:** have a vision, change in culture, commitment, open mind, creating safe spaces, being realistic
- **Infrastructure:** planning, clear leadership, accountability, guidance
- **Network:** networking, communication, sharing success learning from others, peer support

How do we get there?

Organisation:

- **Strategy and planning:** clear on roles and what everyone is doing, plan a strategy, understand impact, less red tape, proactive no reactive, accountability - what the consequences of not doing, streamed lined processes, single point of access
- **Cultural change**: not to fear being able to achieve the top of the ladder, aspire and build relationships, if everyone does it the system would eventually change, respect and allow change, more involvement, senior management buy in.
- **Resources**: training and guidance: training advice, tool kits, train everyone, show the value, funding, capacity and allowed time
- **Joined up working**: work more together, more collaborations

How do we get there?

System:

- **Resources:** champions, training, forum, capacity, funding, sharing success, directory of resources to share, have a team/group, define what it means, build people's confidence and expertise
- **Cultural changes:** aspire to use all element of the ladder, make it everyone business, collaborative working, supportive leadership, be brave and honest, proactive and not reactive.
- **Build Infrastructure:** accountability and power - how can you help us when things are not happening or when we need more help, improving local offer so we can access EBE, wave accountability, training, single point of access, evaluate.

What next?

This report will be taken to the Co-production Framework development meeting and an action plan created from it. Please see the website for further updates.

The Engagement Team would like to thank everyone that took part in the event, and for their feedback.