

Co-production as the default approach across a system



What is the vision?

The Nottingham and Nottinghamshire Integrated Care Board (ICB) is committed to working with communities through engagement, patient experience and co-production work.

This project aims to facilitate long-term cultural change within the system, where co-production is the default position for all aspects of design and delivery. The outcomes will be a co-production strategy and toolkit, and a strategic co-production group. The vision for the strategic group is to support embedding co-production within the ICB and wider system. The toolkit and training will increase confidence, understanding and ability to co-produce.

How is the work being co-produced?

Infrastructure set-up

A temporary working infrastructure was created to facilitate the start of the project, which consisted of a:

- **Steering Group**, links to the ICB and executive level, and is chaired by a voluntary sector partner. Its members are those with lived experience and others from across the ICB. The group aims to oversee the co-production agenda.
- **Working Group** with membership mainly from those with lived experience, but with some representation from the ICB. The group's remit is to carry out co-production tasks associated with the project, such as creating the co-production strategy.

All ICB system partners are involved; this utilises the existing knowledge about co-production already in place. The groups will have an equal voice alongside professionals in the system when co-designing and co-commissioning services.

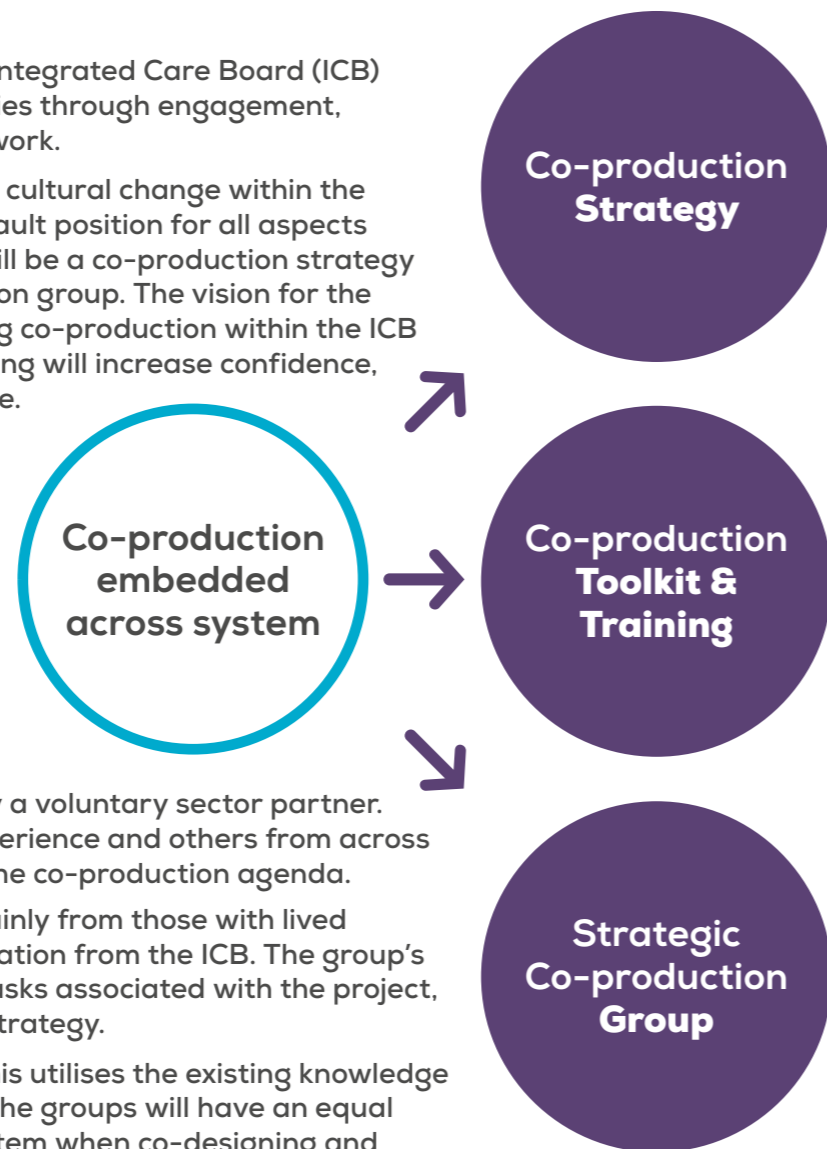
How were people recruited?

People with lived experience were recruited to the working group from existing local groups and networks, including:

- 'My Life Choices' – a strategic co-production group supporting the universal personalised care programme.
- 'Our Voice' – a steering group of people with lived experience and carers, focusing on co-production within adult social care.
- 'Maternity Voices Partnership' – equal partners in the Local Maternity and Neonatal System programme.
- 'Small Steps Big Changes' – a lottery-funded project with parent champions.
- 'Healthwatch' – an independent statutory body that enables people to have a voice in their health and social care systems.

Having people with lived experience from existing groups meant the project could build on best practice from previous co-production work. They also shared the insight from their existing groups giving access to a broader range of experience and views.

"I think it's worth learning from what we've done and found doesn't work and what does." (Carer, working group member)



How are meetings run?

- The working group meet virtually every month for 90 minutes to discuss different aspects of the project through facilitated sessions.
- The agenda for the meetings are co-produced with the group and cover topics such as reimbursement policy and the co-production strategy, and toolkit content.
- Feedback from the working group is used to contribute and inform discussions at the steering group so that the actions are co-produced at all levels.

"The information and ideas that have come out of it are fantastic, and really motivating for you as a staff member." (Project Manager, working group member) ..





Progress so far

- Increase in project scope: the initial aim was to embed co-production across the quality department within the CCG, but senior executives suggested it should be developed as an approach to be embedded across the whole system.
- There are multiple, and diverse voices within the working group and membership has continued to increase.
- There is system-wide representation in the working and steering groups (health, social care and voluntary sector) to maximise learning and sharing of best practice.
- The linkage between different steering groups and learning from others aligns with the ICB 'Working with people and communities strategy'.
- The new approach is starting to spread throughout the ICB – staff are reaching out to the working group for co-production ideas.
- The working group is developing the co-production strategy. This includes the definitions and principles of co-production, developing a reimbursement policy, and designing the role, remit and governance structure for a new strategic co-production group aligned to the ICB.
- The working group have generated ideas about the type of training and support people will need to co-produce well – this will inform the toolkit and training that will be developed.



"The equal partnership is massive. It gives empowerment. It makes the hugest difference. It's nothing like engagement." (Carer, Working Group member)

Challenges

-  Getting the membership balance right for the working group to ensure that professionals do not outnumber people with lived experience.
-  Carrying out a large-scale cultural change is a challenge. To support this change, it is essential to build the confidence of staff and the public in their knowledge of co-production and how to carry it out.
-  Agreement on how to reimburse people with lived experience for their time and ensuring it is fair across the local authority, health and voluntary sectors.
-  There is a need for good-quality resources, allowing people to increase their knowledge about co-production, with a clear distinction on how it is a different but complementary approach to engagement.



What has helped?



Senior Executives are powerful advocates of a co-production approach. This has provided the necessary steer to progress the project.



The co-production steering group is linked to executives and will be connected to the ICB board, enabling infiltration of the project at all levels.



Shared learning from across the system – health services, social care and voluntary sectors – has been invaluable.



Utilising the existing knowledge already in the system about co-production has been integral to the project; the group did not have to start from scratch.



Having a clear definition of co-production and using consistent terminology is important for better understanding.



The enthusiasm for co-production has kept up the momentum for the project; people are ready to think differently.



Support from NHS England and the peer support via the monthly meetings has helped to problem solve with others grappling with similar challenges.

Possible outcome measures

What will success look like?

- Service improvements will be routinely achieved through co-production
- The toolkit is helpful and is used by staff and those with lived experience.
- People taking part in co-production represent the diverse population
- Positive feedback from patients about services



How will it be measured?

- The number of service developments that come through the Strategic Co-production Group.
- Staff knowledge measured before and after using the toolkit/training.
- Number of Equality Impact Assessment forms indicating transformation was co-produced.
- Feedback from people using services obtained via Patient Experience data

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