OXFORD BROOKES UNIVERSITY

ipc institute of public care

Person-centred commissioning and co-production

When can we involve people in commissioning?

Identify and assess what people want and need

Decide priorities and develop plans

Feedback on services, involvement in governance

Design services and contracting processes

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The person at the centre?

What matters to you?

Imagine you are a person in receipt of care and support

- What is important TO you?
  - What are you good at?
  - What are the personal outcomes that you want to achieve?
  - What are your most important relationships (who, frequency of contact, type of contact / support)?
  - What would you like to do in the future?
- What might be important FOR you?

Reason for being person-centred?

Where are you now?

The Ladder of Participation

Leading

Having a Voice / Influencing

Informing

Doing with
being equal – in partnership

Doing for
engaging and involving people

Doing to
trying to fix people with little or no involvement

Adapted from: Arnstein (1969) Ladder of Citizen Participation

Should 1 engage, consult or what?

Communication
- Providing information

Consultation
- Ideas, suggestions, feedback

Engagement
- Securing agreement

Co-production
- Working together

What is co-production?

"Co-production is not just a word, it's not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, including and working together from the start to the end of any project that affects them"

(NEF)

"A way of working whereby citizens and decision makers, or people who use services, family carers and service providers work together to create a decision or service which works for them all. The approach is value driven and built on the principle that those who use a service are best placed to help design it."

(TLAP)

"Co-production means delivering public services in an equal and reciprocal relationship between professionals, people using service, their families, and their neighbourhoods. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change."

(Nesta)

Principles of Co-Production

- Recognising people as assets
- Building on people's existing capabilities
- Developing two-way reciprocal relationships
- Encouraging peer support networks
- Blurring boundaries between delivering services and receiving services
- Facilitating, not delivering to

Source: NEF: Public Services Inside Out

- Ownership, understanding and commitment of working together by all
- A culture of openness and honesty
- A committment to sharing power and decisions, where possible, with our partners, including local people
- Clear communication in plain English or other communication styles (as required)
- A culture in which partners are valued and respected

Source: NHSE & Coalition for collaborative care: A co-production model

Sharing decision making power

Or informed by listening?

How do I decide?

- What is the objective?
- Who are the stakeholders?
- What stage of the process?
- What resources?

Which level of engagement? It depends…

- No absolute rights and wrongs
- Positives and negatives at every level

Negative context Negative Motivation Limited Capacity Insufficient Assurances	LEVEL OF ENGAGEMENT	**Positive Context** Positive Motivation Sufficient Capacity Sufficient Assurances
Abdication of responsibility	1. CITIZEN CONTROL	Decision making power
Tokenism	2. SHARED POWER	Co-operation
Appeasement	3. CONSULTATION	Influence
Manipulation	4. COMMUNICATION	Information

Developed by Alain Thomas Consultancy (2001 Adapted 2014)

- Needs careful consideration…

Top Tips for Achieving Co-Production

Culture Shift

- Co-production is not part of the job - **it is the job**

Involve people at the beginning of the process or decision

- The earlier you involve people, the more likely you can embed co-production

Time and Resources

- Co-production takes significant time and dedicated resources - and this must be built into timescales and budget management

Flexibility

- The more flexible you can be, the more co-productive your approach can be
- Things won't always go to plan and you need to be able to adapt to this

Understand the Interest

- Generally the more people are impacted by an activity, the more likely they will want to be involved
- If they want to be involved, find out why. This can be just as telling.

Clear Expectations

- Be clear about local people's roles and what is expected of them
- We may not agree on everything but we will be working as a collaborative

Outline scope of decision making power at the beginning

- Be honest how much scope local people have to shape, design and influence and where they do not

Start with relationships

- Ensure you take the time to interact with people on a human or personal level to help breakdown barriers and build relationships

Develop agreements on behaviour

- Encourage openness, honesty and create a safe space for people to share their views

Be Human

- We are people working with other people and we need to give people the space to share their experiences and views

Start with a blank page

- Where possible, come without an agenda and work in partnership with others to build and agree a shared vision for the activity

Support people involved in co-production

- Being involved in decision making may be an emotive experience for people it could affect - support must be available for those who need it

Top Tips for Achieving Co-Production

Think about location / venue

- Pick a location that is neutral, rather than a Council building or similar

Be clear on consent, confidentiality and safeguarding

- Be clear what will be recorded and shared and when you would need to break confidentiality

Make it fun and encourage creativity

- This will support people to want to keep involved but helps to open people's minds to think about new solutions or ideas

Keep people updated as regularly as possible

- Ensure you say what you are going to do and feedback on the progress and outcome of their contributions

Show people they have been valued and listened to

- People want to know their insights and experiences are acknowledged and have been acted upon

Training and skill development for people involved

- Invest and develop in your co-production group - helps people to understand their role and prepare them for the task ahead

Recruitment of local people

- Ensure your co-production group is representative of the target population and that everyone who wants to be involved is able to do so

Skills of public service professionals

- Professionals facilitating co-production must have the right skills and approach to foster co-production

Lessons Learnt

- Identify and share lessons learnt following a co-production exercise and share corporately

Identify barriers and consider how to overcome these

- Investigate and identify what might be getting in the way of effective co-production, working to overcome these where possible

Engaging people in commissioning

- What examples of activities or methods of involvement have you already used or considered?
- At what points in the commissioning cycle?
- What approach(es) might you introduce or improve to ensure the person’s voice and experiences are included in your commissioning activity?

More information

- NHS England (2017) Patient and public participation in commissioning: statutory guidance for CCGs
- RCPCH (2017) Involving children and young people in specialised Commissioning
- LGA (2017) New Conversations: guide to engagement
- Scottish Health Council (2014) Participation Toolkit
- New Economics Foundation (2014) Commissioning for outcomes and co-production
- Nesta (2012) People Powered Health Coproduction Catalogue
- Cabinet Office (2016) Consultation principles
- HM Government (2008) Code of Practice on Consultation
- IPC (2019) Literature Review: Involvement of children and young people in commissioning

Contact us

https://ipc.brookes.ac.uk

ipc_courses@brookes.ac.uk

@ipc_brookes

01865 790312

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