

Implementation of a Co-Production approach for Mental Health in Harrow- January 2021

1. Introduction

1.1. Harrow Council has committed to the development of a co-production approach with Harrow citizens for the future commissioning of adult mental health services. Mind in Harrow's User Involvement Project has an important role to play in supporting this co-production approach. This document outlines our evidence-based core principles of co-production and how we intend to jointly begin to implement these.

1.2. This will be achieved by building better relationships based on mutual trust, respect and understanding to create services that work for all that require additional support to live their lives to the full.

2. Co-production definition and principles

2.1. Co-production means working together as equal partners to make the best use of resources through pooling our strengths to find ways of both designing and delivering services that benefit the community in Harrow.

Co-production is the relationship where professionals and citizens share power to plan and deliver support together, recognising that both partners have vital contributions to make, in order to improve quality of life for people and communities.

(New Economics Foundation)

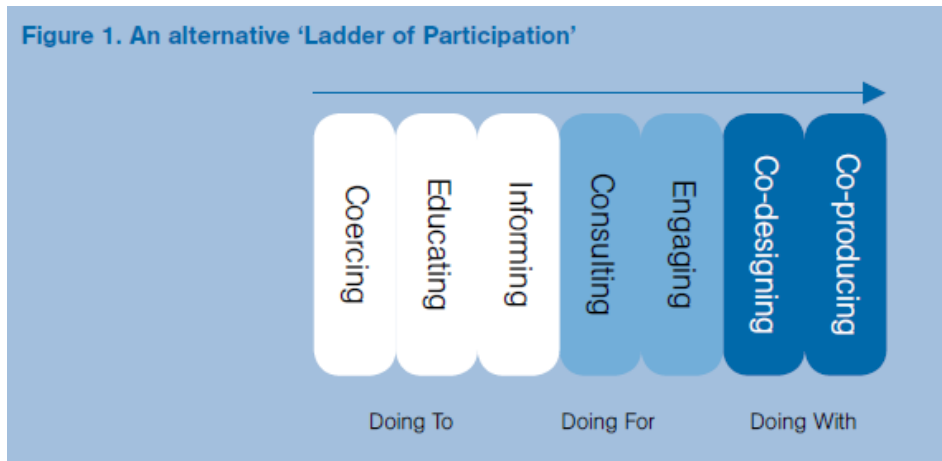
Experts by experience are partners in design where their perspective is valued equally to the staff (experts by training) perspective in making decisions.

(Rethink)

2.2. The public sector partners have made a commitment in working to address the power imbalance in their relationships with citizens and VCS organisations, by sharing decision-making in the development of local services

The Ladder of Participation

2.3. The statutory sector organisations in Harrow such as the Council, CNWL Trust and Harrow CCG have traditionally engaged with members of the public in the development of services in the 'Doing for' stage of the ladder of participation (diagram below).



From 'Doing for'

This is when the 'Experts by training' design how services are delivered and share these plans with local citizens with the reasons for any proposed change to the current service arrangements. Citizens are then invited to provide their comments on these plans.

To 'Doing with': The most advanced stages of the pathway represent a much deeper level of service user involvement that shifts decision-making power towards people. These require a fundamental change in how service workers and professionals work with service users, recognising that positive outcomes cannot be delivered effectively to or for people. They can best be achieved with people, through equal and reciprocal relationships. Co-designing a service involves sharing decision-making power with people. This means that people's voices must be heard, valued, debated, and then – most importantly – acted upon. Coproduction goes one step further by enabling people to play roles in delivering the services that they have designed. In practice this can take many forms, from peer support and mentoring to running everyday activities or making decisions about how the organisation is run. What really matters is that people's assets and capabilities are recognised and nurtured, that people share roles and responsibilities to run the service, and that professionals and services users work together in equal ways, respecting and valuing each other's unique contributions.

2.4. Co-production principles

The Council and CNWL working in partnership with Mind in Harrow will establish new ways of working together with the citizens of Harrow based on:

- **Equality**- a culture of honesty value and respect between each person committed to sharing responsibility for decision making. No one group or person is more important than another.
- **Diversity**-people from every background should have their voice heard
- **Flexibility**- a willingness by all participants to begin to develop and adapt the local approach to co-production based on shared learning
- **Accessibility**- adapting processes to enable people to participate fully

The local principles agreed by stakeholders in Harrow at a workshop in October 2020 are

- People with lived experience of mental illness including family carers co-produce the design, delivery, commissioning, and monitoring of local mental health support services.
- Creating an umbrella of support services working together, to provide a network of support that people can move between
- Local Services that value and reflect the diversity of Harrow communities
- Transparency and honesty in all service planning and decision making
- Respect for each other and the different points of view
- People who use services and local citizens are included at every stage in the co-production process including participation in service delivery.

To achieve this approach in Harrow the statutory sector partners will commit to

- **Greater transparency** -so that all stakeholders involved in the co-production of a service are informed of the Council's governance and commissioning timeframes which may provide the parameters of any associated work.
- **Clarity** -to communicate those decisions that are in scope of the co-production process and those that are not.
- **Equality of access** that channels for participation will need to be designed around what works for citizens, with adequate notice of activities and addressing inequalities in access.

Co-production implementation

3.Experts by Experience Advisory group

3.1. For Harrow Mental Health services this requires a shift in approach from engagement and consultation, to co-design and co-production. The first phase of establishing this change is the joint recruitment and training of a group of Expert by Experience (EbE) Advisers that will form the core element of working together.

3.2. The EbE advisers will be equal partners in the development and decision making on the future commissioning and review of services. Training will be provided jointly by Mind in Harrow and Harrow Council that will cover

- Co-production and teamwork
- Commissioning process and governance
- Mindfulness and Self Care
- Advisory Group Mission statement and dealing with challenges

3.3. The Advisory group will be supported by the User involvement co-ordinator and the Council Commissioning project manager, to ensure that the advisers have both the information and knowledge they require to contribute fully in the co-production of services.

3.4. The Advisory group will agree the work programme based on areas of work that are required for contractual purposes, and those that they have identified from lived experience or conversations with peers.

3.5. For any commissioning related development work, the council will be transparent from the onset on the scope of decisions which can be made jointly, and clarify those that for legal or financial reasons cannot.

3.6. The voice of Citizens will be included at every stage in the co-production of services, including exploring the potential for greater participation in service delivery.

4. Role of the Mind in Harrow(MiH) User Involvement Project

4.1. The MiH User Involvement Project has a recognised role to be an enabler and support for service users/citizens voice within the co-production approach, to ensure that they are equipped and supported to provide an independent impartial and informed contribution.

4.2. In summary, the support provided by MiH will need to:

- Jointly work with the council to both train and support the Advisers in their role.
- Hold the duty of care for the Expert by Experience Advisers
- Provide individual supervision and support for each of the Expert by Experience Advisers in their role
- Ensure that Expert by Experience Advisers understand their role and collaborate with other stakeholders in the co-production model.
- Ensure that there are clear channels of communication for any activity that the advisers engage in
- Arrange payment for Expert by Experience Advisers for their attendance at meetings and stakeholder consultation activity.

4.3. The Council will work with MiH as an equal partner in developing and delivering the co-production and integrated care model and recognise the impact of timelines on the project delivery capacity.

5. Harrow Co-production Board

5.1. The focus for the implementation of co-production in Harrow will be the Co-Production Board which will meet quarterly. The Chair for each meeting will rotate between the different sector representatives attending the Board meeting.

5.2. The purpose of the Board will be to

- provide constructive challenge advice and support to the council and health partners in their co-production work
- work collaboratively to problem solve and remove any barriers to the successful implementation of a co-production approach in Harrow
- facilitate connections with the wider community to extend the co-production network

- initially focus on co-designing support with people that assists with mental health and wellbeing, as the basis of an approach which will then be modified as the basis for working together with all local citizens.

5.3. The core Board membership will have equal representation from key stakeholders and be a combination of 'experts by experience' and 'experts by training' as follows:

- EbE Advisers
- Carer Advisers
- Adult Social Care
- CNWL Mental Health Trust
- Mind in Harrow Council
- Harrow Carers centre
- Harrow Healthwatch
- Public Health
- Harrow CCG
- Rethink

5.4. The proposed lines of communication and reporting structure for the EbE Advisory group and Board are attached as appendix 1.

5.5. The quorum for any Board meeting to proceed will be a minimum of 4 individual representatives from across each of the constituent organisations, and 4 EbE advisers from people with lived experience and carers of peoples accessing mental health support.

5.6. The Board will be open to wider stakeholder attendance to either present on particular discussion items or contribute to such.

5.7. All Board minutes and forward agendas will be placed on-line in the public domain.

6. Evaluation of co-production approach:

6.1. It is important that the effectiveness of this new co-produced approach to service development be evaluated as to whether citizens begin to experience a different relationship with public bodies.

6.2. This will be done in several ways through the work of EbE advisers and wider peer engagement.

- Baseline evaluation by EbE Advisory group at the start of the work, to fully understand the current position of Harrow on the ladder of participation.
- Evaluation by EbE participants and contributors at the end of each workstream as to how involved people were in the decision making.
- A more in-depth evaluation after 6 months to review the experiences of the involvement of people using services, and to allow for changes resulting from workstream feedback to be incorporated in a meaningful way.

6.3. The workstream evaluation will be conducted with the Expert by Experience Advisers involved in the work.

6.4. The 6 months' review of co-production will be conducted by members of the Advisory group with the wider group of citizens with lived experience, to co-produce a written report to include recommendations for any adjustments to the co-production approach needed.

6. Reference documents

- 1) Co-production in mental health A literature review (Commissioned by Mind with the New Economics Foundation NEF)
- 2) Co-production in mental health - Not just another guide (Skills for Care in association with NDTi)
- 3) Co-production in social care: What it is and how to do it (Social Care Institute of Excellence SCIE)

Appendix 1

