

Why co-design is important

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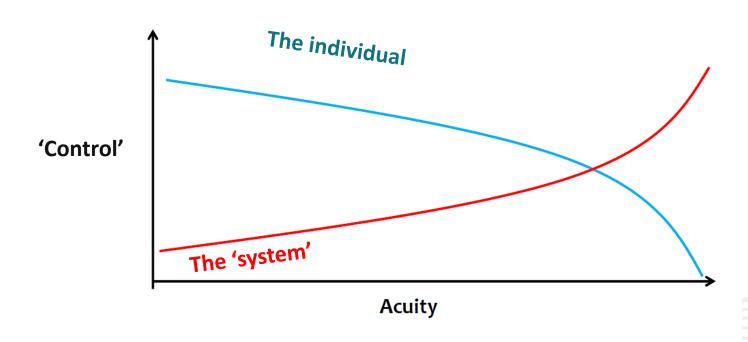
Clinical lead, Mental health and addiction quality improvement programme

Why is co-design so important?

- 'What matters to me?'
- Inequity understanding why and solutions that will work
- Unexpected solutions

Why is co-design so important?

Who really makes the <u>decisions?</u>



Begin with the end in mind

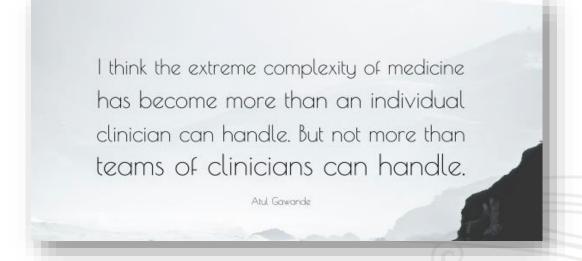
Karen O'Keeffe

Quality improvement advisor, Mental health and addiction quality improvement programme



Introduction – the problem

- Maximising physical health a topic that is well researched.
 Interventions are available that could have significant impact on outcomes for those with serious mental health issues
- Gaps in care
- Complexity



Purpose of session

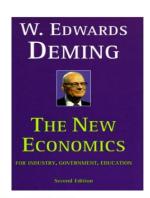
- Planning to achieve the objectives: closing the gaps, eliminating inequities
- Think reliability in care delivery
- Equitable care outcomes
- Care that matters co-design
- Consider potential challenges
- Timeframes/milestones
- Collaboration

'We can't know it all, we can't do it all.'

Atul Gawande

Improvement science

Steps in an improvement project



6. Learn and spread

· Collaboratives

Implementing and sustaining

- · Planning for sustainability
- · NHS sustainability score
- MUSIQ
- · Sustainability scoring

4. Testing ideas

PDSA

Theory of knowledge

Improvement by learning and studying facts to learn about the system to develop and test theories, results and improve

Appreciation of a system

- People
- Processes
- · Roles, aim and purpose, and how relates to a whole

Psychology of change

- · Understanding people and motivations
- · Understanding teams and organisations

profound knowledge

Variation

 Common cause and special cause variation

Developing a strategy (generating ideas)

- AIM statements
- Change concepts
- Driver diagrams
- Sources of ideas
- MFI
- Understanding & implementing change
- · Coaching others
- · Reactions to change
- Creativity tools

1. Identify a quality issue

- Data sources
- Team formation
- Project charter
- Codesign
- Stakeholders and comms
- · Patient experience

2. Understanding and diagnosing the problem

- Data sources Run charts /
- · Process maps
- control charts
- Histograms
- · Pareto charts · Understandin g variation
- Fishbone
- Advanced SPC
- 5 Whys
- 7 Wastes +1
- Problem statements
- Project scoping
- Measurement

Project timeline



Te whakanui ake i te hauora ā-tinana | Maximising physical health project timeline



Preparation:

- Evidence review
- Communications plan
- Project plan
- Partnerships
- Engagement
- Early signal to MHA sector
- National data capture
- Communication to sector

Local team pre-work:

- Assemble local team(s) including project sponsor, consumer and Māori engagement, primary care, NGOs
- ioin 'setting the scene' online session on Wednesday 14 Sept 12.00pm-1.30pm

Co-design workshop 1, supra-regional

18 October 2022, Wgtn 20 October 2022, Akld

- Co-design methods and tools
- Consumer experience
- Equity
- Aim statement draft

Engage co-design participants, capture experience and themes, understand emotions, define what good looks like

Explore data options

End Nov 2022 regional coaching

Action period 1

Co-design workshop 2, supra-regional

Early Feb 2023

- Co-design
- Develop change ideas
- Prioritise change ideas ready for testing
- Learn from others

Senior leader engagement

Engage co-design participants, capture experience and themes, understand emotions

> Explore data availability and options

Action period 2

Pre-work and engagement

Initial co-design phase - establish change ideas and consider opportunities for improvement



5ix-weekly

regional

coaching

Learning session 1 Supra-regional

June 2023

- Project charter
- Quality improvement tools
- Developing change ideas
- Data collection



Learning session 2 Supra-regional

November 2023

- Review of driver diagrams
- Plan-do-study-act (PDSA) cycles
- Measurement



Six-weekly

regional

coaching

Action period 4

Learning session 3 Supra-regional

February, 2024

- Updating theory
- Share learning
- Maintain momentum
- Scale-up and spread



Spread

Local leadership

- Sustainability
- Share learning
- Long-term monitoring

Project close

Project evaluation, close and celebration May 2024

Six-weekly regional coaching

Action period 5

Action period 3

Six-weekly

regional

coaching

Quality improvement phase - testing, modifying, implementing change ideas, spreading change ideas and sustaining changes

Maximising physical health project teams

Participating agencies/organisations

Action periods



What challenges can we expect?

Potential challenges

- Time
- Service user/provider recruitment/co-ordination
- Power imbalances
- Project team consistency
- Competing priorities
- Project drift

Tools or opportunities

- Pre plan meetings/sessions
- Utilise huddles, distributed leadership, weekly activity
- Conversation cafes, consumer groups
- Plan for changes orientation, commitment and support from managers
- Visibility of project
- Clear objectives, project charter, use of parking lots

Key milestones

- Change package completed
- Change ideas tested high degree of belief that they lead to improvement – data (outcome, process, balancing measures)
- Theory for improvement (process measures established)
- Change ideas prioritised for testing
- Change ideas harvested

Key milestones

- Diagnostic phase understanding system influences why things are this way, inequities found
- Identifying what good looks like and how we will know (outcome measures)
- Capture experiences
- Engagement
- Identify key stakeholders
- Project team established

Early thinking – how will we assess progress?

The measurement mantra



18 months from now

- Define what good will look like
 - Additional outcomes
- Robust understanding of the barriers to achieving 'good'
- Identify processes to be changed or transformed
- Identify inequities
- Co-designed change ideas tested
- Data that captures learning what works, equity, unintended consequences
- Ability to contribute to a change package

'One common mistake is to think of change as only a technical issue ... For every technical change in the system, there are usually social and economic changes as well.'

The Improvement Guide, p. 187

Have we got the power to change things?

Research with groups shows a 25%-10%-3% pattern:

When a minority group pushing change was below 25% of the total group, its efforts failed. But when they reached 25%, the majority of the population adopted the new way of thinking very quickly.

10% When just 10% of a population holds an unshakeable belief, their belief is likely to be adopted by the majority.

Typically in organisations, around 3% of people (the informal influencers) drive conversations and influence 85% of other people. They are not typically the senior leaders.

Source: Harold Jarche, 2018: 25-10-3

HORIZONS