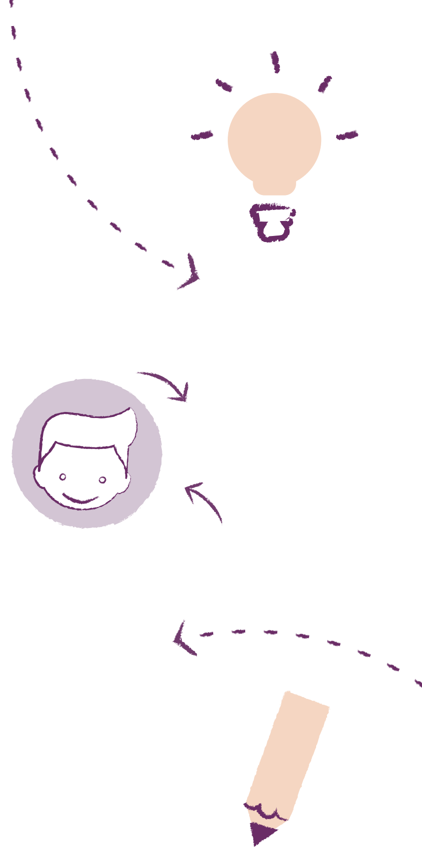
Co-production toolkit

Co-production



Co-production starts with the people we support and ends with solutions that are tailor-made to suit their needs.

Developing solutions in this way is all about:

- building empathy with people who will use the solutions
- generating lots of ideas
- developing prototypes
- asking for and acting on feedback as you finalise your solution
- sharing your solution with the whole MS community.

We follow the Design Council's double diamond method, which divides a project into four steps:

- discovery
- define
- develop
- deliver

Discover

Discovery is about understanding the problem or issue from a fresh viewpoint – the viewpoint of people living with MS.

This is the time to examine the problem from different perspectives, to talk and truly listen to the MS community to identify people's needs, generate insights and develop initial ideas.

Define

Defining is about taking everything we've learnt in the discovery phase, and working out what's most important to focus on as the project progresses.

Taking the time to properly frame the challenge is vital to developing successful solutions.

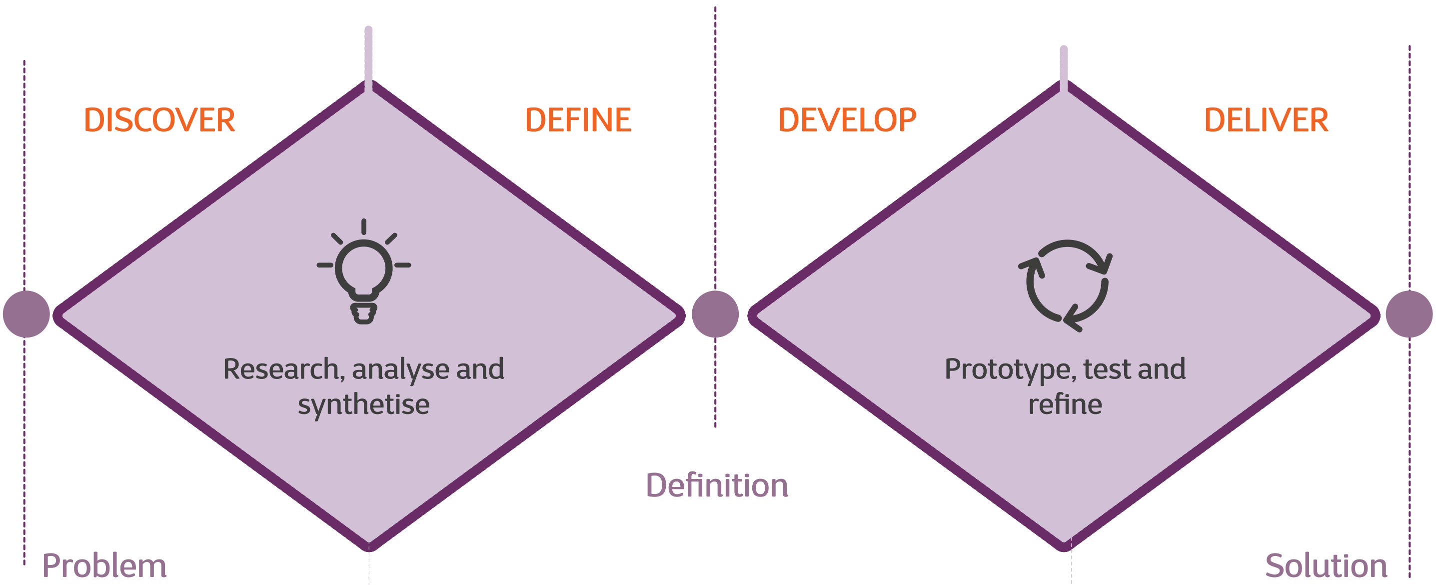
Develop

The develop phase is where we start to think again about possible solutions. As in the discovery stage, you want a wide range of perspectives. Don't discount any ideas at this stage.

Deliver

It's important to keep co-producing throughout the delivery stage. Keeping people who might use the solution involved will give you instant feedback and help you understand where things are not working and fix them quickly.

The double diamond and the tools



In this toolkit:

Engagement or involvement opportunity	Journey maps	Fast idea generation	Tomorrow's news
Empathy map	Storyboards	Dot voting	Our project management toolkit
Personas	Affinity mapping		Service blueprint
			Paper prototyping
			Bodystorming

External tools:

Trello	Zoom	RealTime Boards

Other useful toolkits:

NESTA People Powered Health

IRISS Co-production Project Planner

Campaign Accelerator Toolkit

Service Design Toolkit

Engagement or involvement opportunity

DISCOVERY

What is it?

A form that will help you explain your project to people living with MS who you would like to take part.

When to use it

Before you start to reach out to people living with MS, take some time to be clear about:

> what it is you are trying to do

> why their involvement matters

> how you will support the process to ensure their input is meaningful.

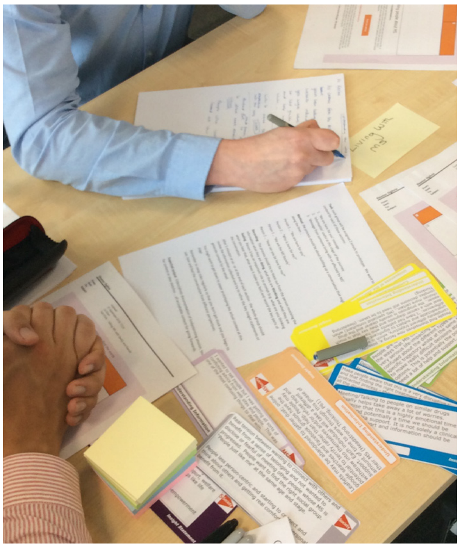
Once you're ready, fill in the engagement or involvement opportunity form to use during the recruitment process.

How to use it

If you already have a project team, bring them together to think about how you will manage and support the involvement and engagement of people living with MS. If you're unsure where to start, ask a member of staff who is experienced in co-production or the Engagement, Involvement and Empowerment Manager.

Work through each section of the tool with your team to reflect on what is needed for this work, what level of involvement will be appropriate and the benefits for those you wish to engage.

Once you've filled in the form, the Engagement, Involvement and Empowerment Manager will support you to recruit the right people and help your co-production project run smoothly.



Engagement or involvement opportunity

MS Society

What you need to know

We can only deliver our goals by engaging and involving people living with MS. Your experience of MS makes you an expert who can shape our work.

We offer a range of opportunities to get involved, including this one. Read on to find out more about the opportunity, how you could contribute, and what we'll offer to those taking part.

Opportunity title

Location

Time commitment

Description

This document was based on the 'Parkinson's Voice Opportunity' document, kindly shared through The Knowledge Network

What you could get out of being involved

What we're looking for

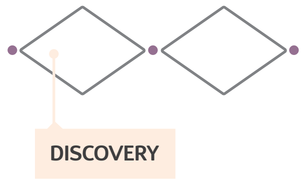
Training and support

Expenses

The level of involvement for this role is:

Feedback and evaluation ☐	Consultation ☐	Co-production ☐	Delegated power ☐
Examples	Examples	Examples	Examples

Defining the challenge



What is it?

An exercise to help you understand the challenge your project is aiming to solve.

When to use it

Our projects should always begin with a clear understanding of the needs of our community and the people who will be using the service or solution we're developing.

But before we talk to the community, we need to define what it is we are trying to do and why. Use this tool before you start your research with people living with MS, to frame your key question or challenge.

How to use it

When framing our challenge we should be asking lots of 'why', 'how' and 'so what' types of questions. This tool takes you through a series of steps that will help you think about and clarify your challenge.

Defining the challenge

What is the problem you're trying to solve?

1) Start by framing your problem as a "How might we...?" question. Try to keep it simple and to the point.
2) Now, think about the ultimate outcome or impact we're trying to have.
3) Think about some potential solutions to this problem. This isn't about offering solutions but is a way to refine a broad subject.
4) Think about the context you're working in or some of the constraints you might have and note them down.
5) Now look back at the original question again and reflect on whether it needs some changes. Try it again if necessary.

You may also want to refer to our project management scoping tool

Stakeholder interviews

DISCOVERY

What is it?

A stakeholder is anyone with an interest in the outputs of your project. These tools will help you work out who your stakeholders are and the questions to ask them to understand what they need from your project.

When to use it

Use stakeholder interviews as part of your research. They will help you find out more about how members of our community, or other stakeholders, are affected by the issue you are trying to solve or the challenge you are working on.

How to use it

The secret is preparation. If you don't know what you want to get out of the interview, then you're very unlikely to get it. You don't want to be doing this on the fly, so no matter how experienced you are, prepare your questions beforehand.

You might also want to think about how you will prepare your interviewees. This is not a test, don't keep them in the dark. Share your objectives and questions and allow people to get ready. Make plenty of time for the interview and arrange times and places that work for the people you want to speak to. You could speak using Zoom, over the phone or face-to-face.

Getting the best out of the people you're interviewing is the first stage in understanding what our community needs.

Where are the tools?

- To decide what stakeholders you need to engage with, take a look at our project management toolkit

- To co-design your questions and process, use the IRISS co-production toolkit

- You might also want to refer to our project management stakeholder engagement document.

Empathy map

DISCOVERY

What is it?

An exercise to help you explore an issue or problem from the perspective of a person living with MS (or another stakeholder).

When to use it

This tool is useful whenever we need to explore an issue or problem from the perspective of someone else. It's about walking in their shoes and recognising that everyone's experience is different but equally valid.

"Everyone has a different contribution to make."

Charlie, one of our experts by experience

How to use it

You can use the template either as a paper document or you could recreate it as a Google document to use in an online workshop.

First, put the person you're designing the service for at the centre. You may already have a persona that you can use (go to the peronas tool) or some existing research.

Working as a team or individually, work around the template section by section offering insights, but always contributing from the perspective of the person in the centre.

Additonal tools > Online empathy mapping

Empathy map

What is the person feeling?

What is the person thinking?

What are they saying or doing?

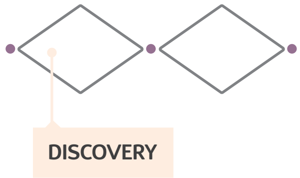
What are they hearing?

What makes them happy?

What might they be worried about?

What do they need or want?

Personas



What is it?

A template to help you build a representative profile of the group of people you want to engage with or support.

When to use it

Personas help us explore an issue or problem from the perspective of a person living with MS (or another stakeholder).

A persona represents a particular group of people that we engage with or support (e.g. people newly diagnosed with MS or MS nurses).

But we don't just guess or assume their attributes.

Personas should be constructed after we've done our initial user research (such as stakeholder interviews) and have real data to base them on.

They are very useful tools to share findings and insights and are particularly useful when we want to preserve people's anonymity.

Of course, not everyone we work with will align with the persona we create, so always keep an open mind.

How to use it

You could build your persona on your own, using the results of your research. But it's best done with your co-production group working together.

Make sure everyone has access to the research in good time to read it, reflect and absorb the information.

You could hold the meeting using Zoom, and either use the whiteboard on Zoom or a Google document to gather the key insights for each section of the persona.

Using Zoom's break-out rooms will allow larger groups to be split up into groups of three or four, which will lead to more productive conversations.

Try to avoid using personas that are not relevant to the issue you are working on.

Persona

Jenny

About: Jenny is in her 20s and lives in Manchester. She has worked for a travel agent for two years and was diagnosed with relapsing remitting MS 12 months ago

Relevant facts:

eg. Jenny has been searching online for information to make sense of her MS. She still feels anxious about telling people, especially her employers

Where are they on their journey?

Diagnosis journey stage:

eg. Jenny has her DMT sorted but is still trying to come to terms with her MS

Supporter journey stage:

eg. Jenny would benefit from emotional support and relevant information.

Needs and priority:

eg. Relevant information to her age, the stage of her journey and feeling part of MS community.

Needs and priority:

eg. Ensure Jenny is getting the right information and emotional support e.g. through a newly diagnosed digital information service or MS Active Together tweets

Future actions:

eg. Information in good time to process. Prefers to look at information on her phone

Insight from MS Society data:

eg. Jenny is confident in finding information and seeking services

Primary actions:

eg. Keep connected to the MS Society for relevant services and support. Potential fundraising volunteer

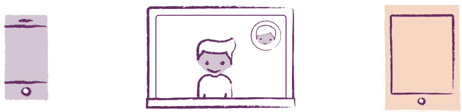
Accessibility needs:

eg. Needs information at least a week in advance to process

Personas

Jenny:

Drevice usage (Tick or circle):



- [ ] Is a member
- [ ] Visits our website
- [ ] Is part of a local group
- [ ] Is a supporter
- [ ] Is part of our online MS community

Key needs, expectations, opportunities	Persuasion drivers	Persuasion blockers
eg. Looking for answers on symptoms. Reluctant to get involved in local groups	eg. Someone like her, at the same stage to speak/hear from	eg. Too much information will overwhelm. Might not be ready to disclose

Personas

Name

Relevant facts:

Where are they on their journey?

Diagnosis journey stage:

Supporter journey stage:

Needs and priority:

Needs and priority:

Future actions:

Insight from MS Society data:

Primary actions:

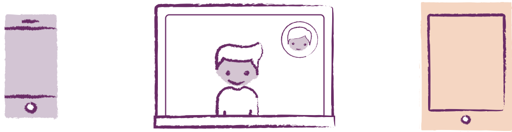
Accessibility needs:

Personas

Name

e.g. Jenny is in her 20s and lives in Manchester. She has worked for a travel agent for two years and was diagnosed with relapsing remitting MS 12 months ago

Drevice usage:



- ☐ Is a member
- ☐ Visits our website
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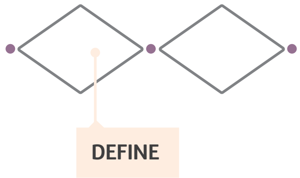
Key needs, expectations, opportunities	Persuasion drivers	Persuasion blockers

Journey maps



What is it?

A chart to help you map out someone's experience of a service or product, or of living with MS.

When to use it

We would use a journey map to start to refine our research findings and record someone's experience over a period of time. This could be someone's experience of using one of our services or products or their experience of living with MS or caring for someone living with MS.

It will also help you to:

> understand how the person is interacting with us as an organisation

> work out what the touchpoints are with the service or product we're developing

> explore the person's emotions at different parts of the journey.

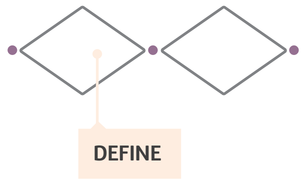
How to use it

You can use the tool to break the journey down into key steps from the point the person became aware of the service or product, through their key steps in using it, to when they left the service or stopped using it.

But you can also use it to map someone's experience of living with MS by interviewing them and recording what they are or were doing, thinking and feeling at each stage of the journey.

The journey map is also a useful tool when you're trying to visualise a completely new service or product. It can help you think through (perhaps with your persona) and map out the experiences from start to finish.

Affinity mapping



What is it?

An exercise to help you come up with lots of ideas and look for connections and relationships.

There's no specific tool, you just need different coloured sticky notes and felt-tipped pens if you're in the same room, or a piece of collaborative software like Trello if you're working together online.

When to use it

Affinity mapping can be used at any part of the co-production process when you need to think of lots of ideas or clarify an issue so you can move onto the next steps.

It could help you review the output of a brainstorming session or at any point where you want to gather lots of ideas from your group and then theme them.

It encourages people to think creatively and make connections and relationships. It also promotes greater ownership of results, allowing themes to emerge naturally.

How to use it

Participants may be surprised that the thinking and sorting is done without speaking – this is done to prevent anyone dominating and allows creative thinking to flourish.

You might want to follow this process:

1. Express the issue under discussion clearly in one sentence, framed as a question, for example, 'Why are people newly diagnosed with MS not staying connected to us?'

2. People silently record their views on sticky notes and randomly stick these onto a flipchart or wall. Or you can do this with software such as a Trello board.

3. Without discussion, the group sorts the sticky notes or Trello cards into five to six groups. If someone disagrees with a grouping, the note or card can be moved, but without discussion - as can any duplicates.

4. Create a summary or header post-it (using a different colour) or Trello list with a header for each group to identify the main themes. Avoid one word headers.

5. Review the result with the co-production team and other key people (stakeholders).

Storyboards

DEVELOP

What is it?

A template to help you think about the 'flow' of a service.

When to use it

Use storyboarding when you want to share ideas between the team and put some structure into the 'flow' of the service. It would probably work best after you had done some brainstorming and affinity mapping.

Storyboarding is a low-tech way of structuring your ideas using simple text or drawings.

Once you've done your affinity mapping, you should have your main themes. Getting those themes structured into a logical flow is where storyboarding comes in.

You could think about it as recording the main actions the person using the service would take. For example, if their first contact is with the website, that would be our first step with a note that you expect them to "click through to the newly diagnosed pages" and so on.

How to use it

When your co-production group are ready to start storyboarding, ask each of them to record or draw six main steps in the service journey. Look back at your initial proposal to check that you're starting and ending at points that make sense and haven't spun off on a tangent. When you have your first and last post-it, you can fill in the middle ones.

Taking it in turns, ask each person to share their six points by placing them in a row. Give each person about 30-60 seconds - this should be a quick process.

If you're doing this in a room, pop the notes up on a whiteboard in neat columns, one row after the other. If you're doing this online, you might want to nominate a scribe with a spreadsheet set up with boxes matching the template provided, or you could use software like RealTime Board which simulates sticky notes. Or you could use Canva, a free online tool that helps make graphics and storyboards.

Once all the rows are complete, each person gets one vote to choose the row they think best represents the journey/process to go onto prototyping and development.

If there's no clear first choice after voting, then the person who holds most knowledge about the service might want to make a casting vote. Or, if there's a strong suggestion from another row that just can't be left behind, that should be included.

When a row has been chosen, you're ready to storyboard. Lift the individual ideas and share these with your group to start putting more depth and content into each stage.

Canva is a free online tool that helps make graphics and storyboards.

Storyboard

Design challenge

DEVELOP

What is it?

A template to help you understand why some of the themes have emerged and why they are important.

If you're collaborating online, you could convert the template into a Google document or circulate it to the co-production group to complete individually.

Trello is also a useful tool for reviewing themes and creating separate lists for the insights, which can then be voted on or ranked.

When to use it

When you have generated the key themes that need to be worked on, it's time to dig a little deeper to understand why they have emerged and why they are important.

This could follow on from an affinity mapping exercise when you have clustered your ideas and given them headlines or themes.

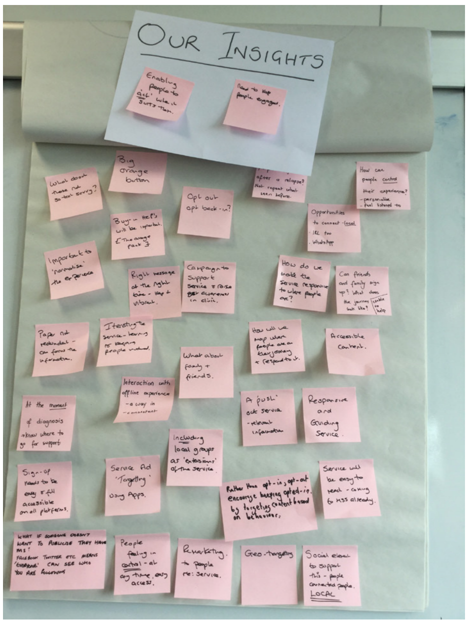
How to use it

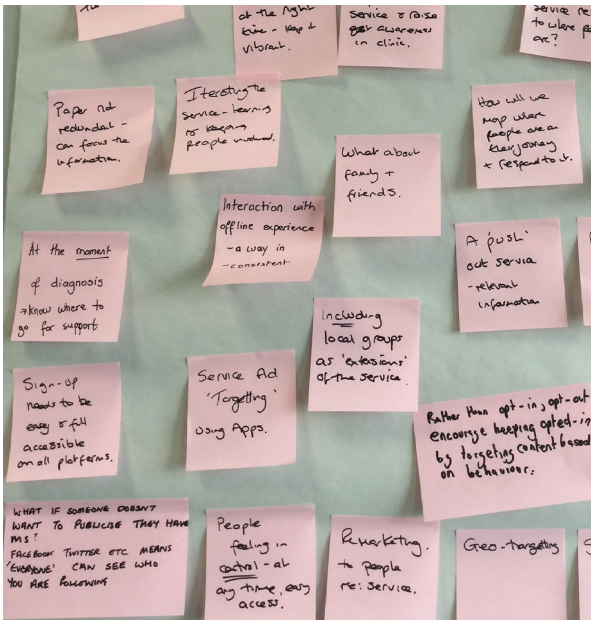
You should go back to your original project or challenge definition to make sure you are staying on course. Write this at the top of the tool. This will keep your insights focussed and connected to the original challenge you are trying to solve.

Now write your themes or cluster headlines from your affinity mapping exercise on the template. Try to write three concise sentences that explain why the theme describes a challenge for the community or people with lived experience.

This can be done individually or as a group.

Once you've done this, the whole team should reflect and write insight statements capturing the most unique and compelling points for each theme.





MS Society

Design challenge

MS Society

Theme:

Disclosure

Insights:

I want to be emotionally ready to understand MS and my future but I'm scared and I'm not sure how to deal with it. I want support not only for me but also for my family and friends but not sure how to speak to them.

Theme:

Insights:

Theme:

Insights:

Design challenge

MS Society

Theme:

Insights:

Theme:

Insights:

Theme:

Insights:

Fast idea generator

DEVELOP

What is it?

The fast idea generator is a worksheet developed by global innovation foundation NESTA that helps you develop an idea by looking at it from a range of perspectives.

When to use it

Use the fast idea generator as a team when you need to develop an existing or new service or idea by looking at it from a range of different perspectives.

How to use it

Working with the whole project team or smaller groups, you can work through the template from top to bottom or just pick the parts that resonate most with what you're trying to achieve and feel most useful.

You don't have to use all of the parts and you can pick and mix to drive ideas forward and stimulate further discussion and creative thinking.

Downloaded the materials and instructions from the NESTA diy toolkit page.

Service blueprint

The tool

A chart to map out the steps involved in providing and using a service.

If you'll be working with all your group in the same room, print out the template at A1 size - it's been designed to fit one square sticky note in each box, making it re-usable. You'll also need square sticky notes and felt-tip pens.

If you're collaborating online, you can use RealTime Board or Trello to create a similar structure and capture your collective thoughts.

When to use it?

Service blueprints can be very large and detailed depending on the size of the service. Ours tries to keep the process quite simple and hopefully can be used for any kind of service or support to help explore how current services are operating or envision an entirely new one.

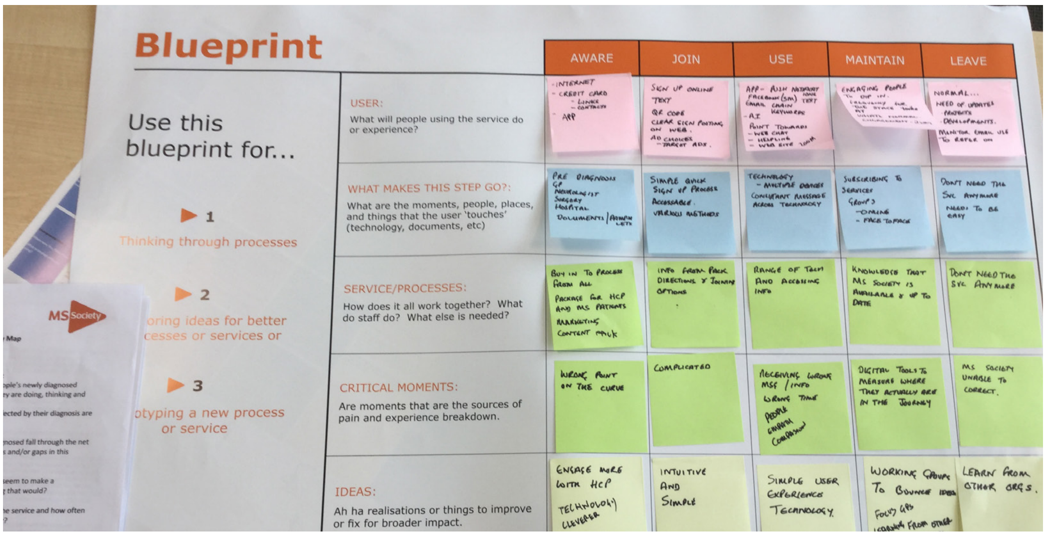
How to use it

Work through the template with your co-production team, from the viewpoint of the person who would be using the service and the people that would deliver the service.

The aim is to explore the different elements of the service from when the person first becomes aware of it until they leave and everything in-between. This moves you from left to right across the rows of the template mapping out the user experience. You might want to refer back to your user journey if you have one.

We also work up and down the columns to explore the deeper levels of the journey, considering the different systems, processes and people that need to be involved in delivering the service – the 'back of house' elements.

Blueprinting is best done with both these perspectives involved and in that sense truly benefits from a co-production approach.



Service blueprint

Use this blueprint for...

1 Thinking through processes

2 Exploring ideas for better processes or services

3 Prototyping a new process or service

	AWARE	JOIN	USE	MAINTAIN	LEAVE
USER: What will people using the service do or experience?					
WHAT MAKES THIS STEP GO? What are the moments, people, places, and things that the user 'touches' (technology, documents, etc)					
SERVICE/PROCESSES: How does it all work together? What do staff do? What else is needed?					
CRITICAL MOMENTS: Are moments that are the sources of pain and experience breakdown.					
IDEAS: 'Ah ha' realisations or things to improve or fix for broader impact.					
DATA: Data that helps to illuminate the steps' context or importance.					

Bodystorm

DELIVER

What is it?

Bodystorming is a way to creatively engage in a hypothetical situation to derive new ideas. It requires you to conjure up an experience – complete with necessary props and people – and physically “test” it out. The focus is on interacting with your environment and noticing the choices you make while in it.

When to use it

To test or prototype ideas in a real life simulation. For example, for testing out content for information or digital resources and with people with lived experience in the co-production group. You get immediate feedback - you can’t get more agile than that.

How to use it

The co-production group should already have a diverse range of people involved. Some will be people living with MS, some will be staff who will be developing and delivering the services and others might have specific knowledge to share.

Work in groups of three to simulate a scenario for the service that you are prototyping or testing. For example, it could be a conversation between someone newly diagnosed and our new digital information service. There are three key roles:

1. person receiving the communication

2. person sending the communication

3. person recording and observing

Use any or all of the props available to help you, and be as creative as you like. It will probably be useful to set up three chairs in a triangle – two facing each other. Don’t assume roles, mix them up and swap them throughout the session to get as many diverse perspectives as possible.

After five minutes or so the whole group should review the information collected and try to refine the key insight statements for the resource or service. You might want to get down to paper prototyping the actual content or service detail at this stage. With permission, you might want digitally record the conversations for reflection later or for sharing with other stakeholders.

Remember to swap roles regularly so that you don’t get stuck and you begin to see, hear and feel the conversation from different perspectives.

Tomorrow's news

DELIVER

What is it?

Tomorrow's news is a fun tool that asks people to imagine what stories would look like in the future, and to think about what kind of outcomes a new co-produced service or product might deliver.

When to use it

You could use this tool at the beginning or end of a project as a way of helping people to brainstorm ideas and imagine the future they want.

How to use it

You can use this tool with groups or individuals to get them to create a news story that is set in the future, thinking about the positive effects that the service or product that's being co-produced will have for the people who will use it.

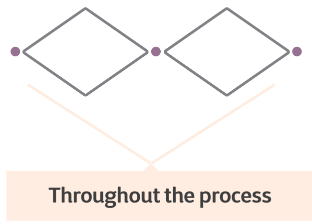
You should encourage people to think like a journalist with eye-catching, engaging headings that summarise the main point of the story, some pictures and even quotes to support the narrative.

The story should use simple and easy language to explain what the problem was, what changed as a result of your project and people using the service or product feel about it.

Where is it?

Find the tool in the IRISS Toolkit

Dot voting



What is it?

Dot-voting is a quick and simple method for prioritising a long list of options.

It's less demanding than having to perform full ranking of all the options, and is easy and quick to do. Participants can also choose more than one option at the same time.

It uses the collective wisdom of the group, and provides a way for everyone's voice to be heard in prioritising key issues.

It also makes people feel included and have a sense of ownership over the process as they can see in real-time how the collective decision-making has generated the final choice.

You'll need a pack of coloured sticky dots, Trello or Dotstorming software. An alternative to using dots would be to simply ask people to tick their preferences as this may be easier if people have dexterity issues or you don't have any dots.

When to use it

In any good brainstorming session, there will come a time when there are too many good ideas, too many concepts, and too many possibilities to proceed.

When this time has come, dot voting is one of the simplest ways to prioritise and converge upon an agreed solution.

How to use it

Decide on how many dots each person will get. This is usually up to three.

Explain that you can spread the dots over different options or, if you feel very strongly, can place all your dots on one option.

Everyone takes time to engage and review the information before making their decision and should be left uninterrupted to do their own voting.

Once all the dots have been used, you should see clearly where the priorities and most popular themes are emerging and be able to take these forward to the next stage.

There are online tools like Dotstorming which you can use for a short period for free which will allow you to collaborate and vote online. Trello also allows participants to vote or 'like' cards on a list.

Paper prototyping

DELIVER

What is it?

A method to create a paper template, usually of a digital interface like a web page or an email, to quickly sketch out the structure and content for testing.

To get ready for prototyping with your co-production group, you should prepare hand-sketched versions of the key elements of the service (with all the buttons and content).

The process is best done in a group of three, with one person acting as the user, one person the service (computer) and one person observing and keeping notes of all the barriers, bugs, insights and ideas that arise from the process.

After each session – probably 5-10 minutes – the group of three should reflect on the process and discuss what they thought worked well and not so well. They can then edit and improve the prototype before trying it again.

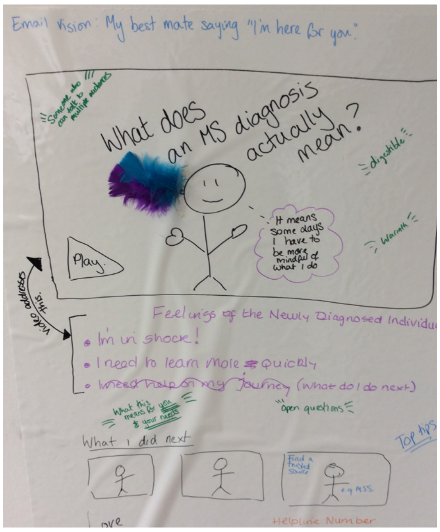
With the appropriate permissions sought to comply with GDPR you might want to video the process to enable the team to reflect at a later stage or to share with others in the co-production team.

When to use it

You would need this tool when you are ready to start prototyping and testing your ideas and concepts before going into production.

How to use it

You can ask users to interact with the prototype, clicking and moving around the screen as they would with the real object and the 'tester' can feed in different pages or templates depending on the actions taken.



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