

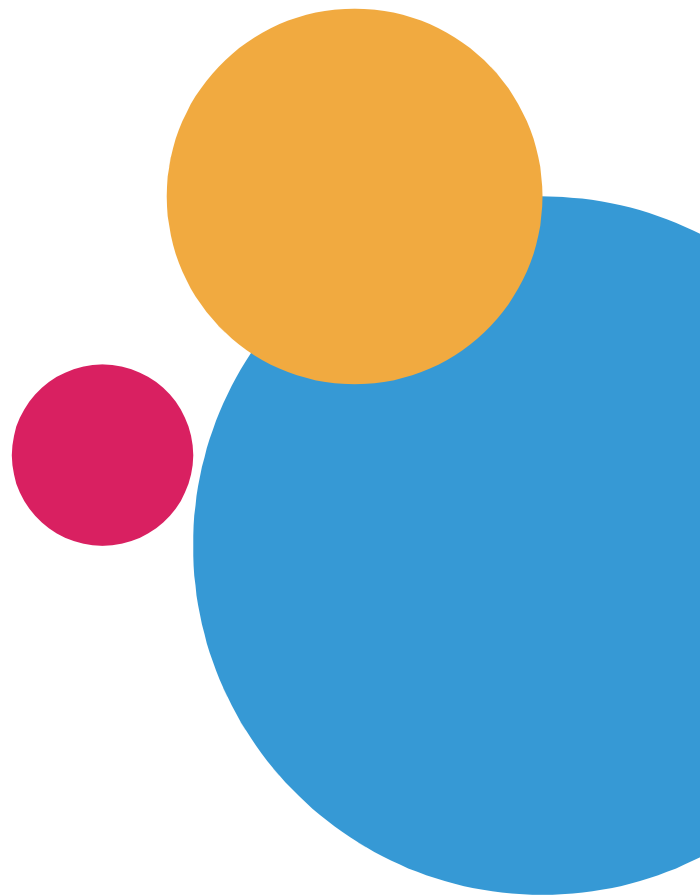


UNIC

TOWARDS USER-CENTRED
FUNDING MODELS
FOR LONG TERM CARE

Transferability Guidelines

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1. Glossary

1. Personal budgets (PB) - Individualised Funding which is (a) transparent to the person (b) which can be managed directly or with assistance and (c) which can be used flexibly.¹
2. Self-directed support (SDS) - A total system of funding, decision-making, advocacy, and practical support designed to ensure all people who need support can direct that support.²
3. Social innovation - Social innovation refers to the design and implementation of new solutions that imply conceptual, process, product, or organisational change, which ultimately aim to improve the welfare and wellbeing of individuals and communities.³
4. Independent living – Equal right of persons with long term care and support needs to live in the community, with choices equal to others.
5. Long-term care and support (LTCS) - Support people need to enable independent living and to be safe, well and fully involved in the life of their community, whatever their support and care needs.
6. Knowledge brokering - Knowledge brokerage is usually viewed as an intermediary activity that bridges the divide between knowledge producers and users. Knowledge brokers can be individuals or organisations who facilitate knowledge exchange or sharing between and among various stakeholders (for example, researchers, policymakers, and practitioners).⁴
7. Transferability - If something is transferable, it can be passed or moved from one person or organization to another and used by them.⁵
8. Scaling-up – What is being scaled can be broad, big, and complex or specific, small, and simple. Scaling can include policies, systemwide innovations, methodologies, services, tools etc. Being evidence-based is the most common requirement for an innovation to be scaled-up.⁶

¹ UNIC-project.2021. Challenges responsive guidelines: Roadmap on User-Centred Funding Models for Long-Term Care.

² UNIC-project.2021. Challenges responsive guidelines: Roadmap on User-Centred Funding Models for Long-Term Care.

³ OECD. Website content. Read 9/2021. Link: <https://www.oecd.org/regional/leed/social-innovation.htm>

⁴ UNIC-project.2021. Challenges responsive guidelines: Roadmap on User-Centred Funding Models for Long-Term Care.

⁵ Collinsdictionary.com

⁶ What Works Scotland. 2015. Scaling-UP Innovations. Evidence Review. <http://whatworksscotland.ac.uk/wp-content/uploads/2015/06/WWS-EB-evidence-review-Scaling-Up-Innovations-June-2015.pdf>

Terminology, such as self-directed support or scaling-up, do not mean the same thing to all stakeholders, languages, systems, and cultures. It is therefore important to recognize that language can shape perceptions, expectations, and processes. Clear communication is crucial, and leaders/makers of the change need to make sure that different concepts are explained, understood, and linked to the existing culture, organisation, or process.

2. Foreword

In the UNIC-project the goal is to help public authorities to implement user-centered funding models. The project is also aimed at helping service users in long term care and support (LTCS) to move to these funding models, as well as their service providers.

The main goal of these guidelines is to create set of theoretical and practical guidelines on how to transfer and scale up the UNIC-project outcomes:

UNIC Framework Settings:

- Report on promising practices in user-centered funding models
- Roadmap with guidelines to overcome the long-term care and support challenges.

UNIC Toolbox:

- Tool monitoring the quality of services
- Tool supporting support services to provide person-centred services using a user-centred funding model
- Tool helping public authorities to develop a user-centred funding model

The transferability guidelines are most of all aimed towards professionals working with people who need LTCS. The guidelines are also aimed towards the public authorities implementing user centred funding models as well as to people in need of LTCS and their family members and friends.

At the same time, we hope that these guidelines help individuals and organisations to reflect on how to make positive changes happen in organisations, communities and in people's lives. These guidelines will hopefully give ideas on how to do things better together with other people, so that our actions have more positive impacts at individual, community, and societal level. The goal of the UNIC-project is to promote user-centered funding models also at horizontal level, so we encourage to look at how to adopt the model and UNIC-tools in other countries but also to other population groups, like elderly people, homeless people, people with mental health issues and children. A strong focus on citizenship, participation and involvement of people are the fundamental elements of the change. For that we need stronger cooperation between actors and networks. We need to enable dialogue for the

replication of practical know-how from people to people, from one community to another. We'll hope you find the guidelines useful and inspirational.

At the end it's all about human rights.

*" The process of ensuring that people with disabilities enjoy their human rights is slow and uneven. But it is taking place, in all economic and social systems. It is inspired by the values that underpin human rights: the inestimable dignity of each and every human being, the concept of autonomy or self-determination that demands that the person be placed at the centre of all decisions affecting him/her, the inherent equality of all regardless of difference, and the ethic of solidarity that requires society to sustain the freedom of the person with appropriate social supports."*⁷

3. Self-Directed Support & UNIC-project

3.1 Self-directed Support and Personal Budgeting

Self-directed support (SDS) shall be viewed as an approach which puts the person in the centre of planning and can encompass different elements, and one of those elements is a user-centred funding model. Therefore, SDS indicates personalised support controlled by the person who receives it. For instance, persons with long-term care and support needs can choose what kind of support they wish to receive and how they wish to use it. It is a new way of organising services dedicated to people with care and support needs. SDS can improve their life because the system respects their right to active citizenship and an independent life is ensured. Through Self-Directed Support persons with care and support needs can be fully included in society.⁸

Personal budgeting means the way social services are organized, where people themselves are the key determining which services or other support would help them in their lives. A personal budget is a sum of money with which it is possible to organize a person's services individually. Personal budgeting (PB) is not a simple innovation. It is not just a structural reform, but can include many changes in funding models, services, the role of professionals and our local communities.⁹

Self-directed support and personal budgeting, when the budget is tailored to meet individual needs, enables people to choose and to have control over their support and services. Personal Budgets are seen as a good vehicle for helping persons with long-term care and support needs

⁷ Quinn & Degener. 2002. Human Rights and Disability. The current use and future potential of United Nations human rights instruments in the context of disability.

⁸ Disability Leaders of Tomorrow. Skills for Self-Directed Support. Available here: www.dlot.eu

⁹ Rajalahti & Duffy. 2016. Kokemuksia henkilökohtaisen budjetoinnin kehittämistyöstä. https://suunta.fi/wp-content/uploads/2018/08/KVPS_HB_kokemukset_raportti_2016.pdf

to exercise their rights under the UN Convention on the Rights of Persons with Disabilities UNCRPD.

3.2. UNIC-project

The UNIC Project aims to support public authorities to develop user-centred models of funding for Long Term Care and Support (LTCS). Long-Term Care and Support (LTCS) is a broad term that includes the many different forms of support that enable a person to live a good life, as a valued citizen. It is important to note that this is fully inclusive of children, adults and older people who need LTCS. It also includes people who need support for any number of different reasons and is not limited to people with disabilities, diagnoses, conditions, impairments, or other factors. In this guidance we refer to people who need LTCS either as people who need support or, where there is no risk of ambiguity, just as people. In particular the project aims to help public authorities understand the possible advantages of using Personal Budgets. A Personal Budget is an entitlement to money that is clear, which the person can control (with support, if necessary) and which can be used flexibly to meet the person's needs and life situations. This approach is increasingly being used to help move LTCS away from a service-centred approach and towards a user-centred approach, where support fits around the person and where the person is enabled to live independently and maximise their participation in community life.¹⁰

There are many potential benefits to using Personal Budgets, and many of these have been reinforced by the experience of the COVID-19 pandemic where people and families were able to cope much better when resources could be used flexibly and decisions could be made by the person, with their supporters and allies. It also seems likely that Personal Budgets could play an important part in helping public authorities tackle the four major challenges facing LTCS today:

- Access and affordability - To enable more people to benefit from LTCS and to share the costs of support more fairly.
- Sustainability - To create an efficient and effective system of LTCS that is widely valued and gets democratic support from public.
- Workforce - To make work in LTCS more attractive and to ensure that there is a sufficient number of people willing to work in LTCS.
- Quality - To improve the standard of LTCS, minimise the risk of abuse and increase innovation and Inclusion.¹¹

¹⁰ www.unicproject.eu

¹¹ UNIC-project 2021 Challenges responsive guidelines: Roadmap on User-Centred Funding Models for Long-Term Care.

It is crucial to know what experiences in user-centred funding models we already have in order to find the best practices for reaching our goals.

The aim of the UNIC document “Models of Good Practice report” is to build solid understanding of user-centred funding models for long-term care and support (LTCS), with a particular focus on personal budgets. It provides an overview of promising practices on the implementation of personal budgets (or similar user-centred funding models) in Europe and across the world. However, it is important to note, that the report also acknowledges some of the weaknesses of these practices and suggests on improvements that could be made.¹²

3.3 Stage of development

The states involved in developing self-directed support and personal budgeting should recognize the phase of development they are in. In Personal Budgeting it is possible to recognize four different phases of development of the good practices in accordance with the diffusion of the innovation:

1. Initial experimentation, which makes it possible for people to pilot Personal Budgeting
2. Policy direction, which is to encourage using the Person Budgets by offering guidance, training, research, and information
3. Increase uptake, which ensures the availability of Personal Budgets in terms of accessibility and availability
4. Complete transformation, which is replacing the old system with the new Personal Budgets system by defining a suitable strategy or scheme to transition.¹³

To build up self-directed support systems and personal budgeting successfully the process should be social and done at the local level with people who need long term care and support (LTCS). This is because it is crucial to public authorities to recognize the expertise of the people rising from their own experience. There is also need for the work of public authorities, administrators, and social workers at the local as well as the regional and national levels who is responsible for funding and coordinating resources. They should work together in synergy to create new ways of planning and implementing services that have more positive impact on people’s lives.

“In many activities for support and services for persons with disabilities, many within the professions have worked for a long time and in many activities, there are still old conceptions and norms present. A key part of the implementation of the CRPD is that there should be

¹² UNIC-project 2021. Models of Good Practise Report.

¹³ UNIC-project 2021: Challenges-responsive Guidelines: European roadmap for user-centred funding for Long-Term Care and Support

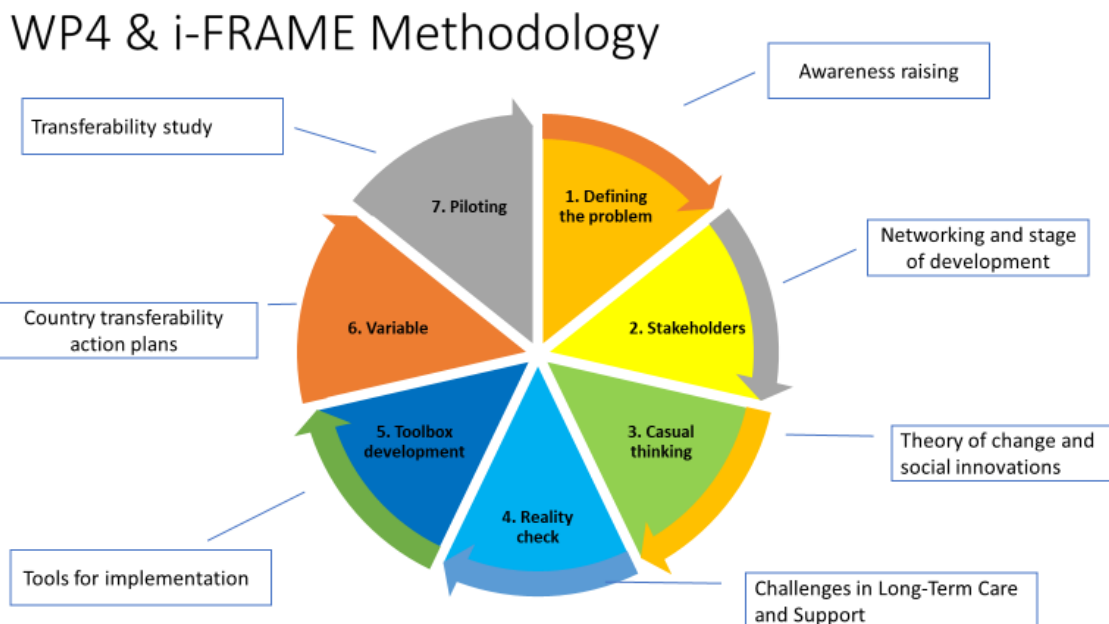
change in paradigm, from seeing persons with disabilities as objects for charity to bearers of rights with the same rights as everybody else. Personal budgeting and individualised working methods, together with efforts such as competence development and awareness, may speed up the change in paradigm.”¹⁴

3.4 i-FRAME Methodology

To develop, test and validate innovative tools to assist the relevant stakeholders to implement the Personal Budgets funding system, the UNIC-project is based in a Counterfactual Impact Evaluation (CIE) and be built upon the European Commission’s i-FRAME, with the adequate adaptations to fit the aim and objectives of our project.

During the project UNIC will engage stakeholders involved in the Personal Budgets system from all the different levels: service providers, people with long term care and support needs, research bodies and public authorities. This will facilitate discussions on solutions for the engagement of the different actors in this system.

Social innovation is rarely a simple process. Thus, a multidisciplinary and international approaches are needed to fully address its problems, allowing the convergence of different expectations, communication approaches and working cultures in a single solution adapted to the different needs. The transferability guidelines follow the i-FRAME methodology to meet the challenges of scaling-up social innovations.



¹⁴ Nordic Welfare Centre 2021. Personalised Support and Services for Persons with Disabilities – mapping of Nordic models.

4. Transferability - How to catalyse change?

Transferability means that if something is transferable, it can be passed or moved from one person or organization to another and used by them. ¹⁵ Transferability needs a systematic process, that should be evaluated before and after an intervention is implemented. Therefore, decision-makers need systematic and practically relevant knowledge on transferability. ¹⁶

These guidelines give theoretical and practical guidelines on how to transfer and scale up the UNIC-project outcomes, not self-directed systems, and personal budgets as such. However, the outcomes of the UNIC-project are based on social innovations, such as self-directed support and personal budgets, and therefore these guidelines are based on the key question: why and how to catalyse change?

4.1. What are social innovations and why social innovations are so important?

“Social innovations are innovations that are social both in their ends and their means. They are social in their ends because they are motivated by the end goal of meeting a social need. They are social in their means because they leave behind a stronger social capacity to act.”¹⁷

There is a need in the current systems for simplified thinking and the need for cooperation ¹⁸. There is also clear need to speed up the change in paradigm in long term care and support, as recognised in the UNIC-project report “Challenges responsive guidelines: Roadmap on User-Centred Funding Models for Long-Term Care.” The question is on how to speed up? How to catalyse change? It is important to recognize the existing social innovations in the communities because social innovations also tend to boost each other. Already existing innovations (like personal budgets, community based and led support, neighborhood movements), initiatives and movements that have enough common ground (human rights, individualised support, independent living) may work together in strengthening the overall flow of human rights based actions, ideas and ideologies the new social innovations bring up.

Self-directed support has been identified as a social innovation in many countries ¹⁹, because it shifts the power and the way people with care and support needs are seen. It gives people power to choose and design their own support and services. On broader scale this means an international paradigm and power shift in the roles of the public authorities, service providers and people using services.

¹⁵ Collinsdictionary.com

¹⁶ Schloemer & Schröder-Bäck. Criteria for evaluating transferability of health interventions: a systematic review and thematic synthesis.

¹⁷ Mulgan. 2019. Social Innovation. How societies Find the Power to Change

¹⁸ Nordic Welfare Centre 2021. Personalised Support and Services for Persons with Disabilities – mapping of Nordic models

¹⁹ UNIC-project 2021. Models of Good Practice Report

Self-directed support is also seen as a social innovation because it is motivated by need of people to gain more power of the planning and execution of their own care and support. The self-directed support is also a social innovation in its means as it can lead to the social empowerment of people and thus creating a new social paradigm where people can gain more power for themselves and to seek for a change for the existing and non-satisfying situation. This applies both the people with care and support needs as well as the professionals and the decision makers.

Self-directed support needs a system change and the crucial component of successful systems change is scaling-up the innovation in co-creative way, together with the people for whom the system and services are for. Scaling-up rarely occurs automatically: it requires vision, collaboration, resources, research, and experts by experience. At the same time as it is important to focus on what to scale (like self-directed support and personal budgets), it is also important to think on how to scale – and that is what these guidelines are about to explore. Focusing on how to scale can improve the skills in communities to experiment and innovate together.

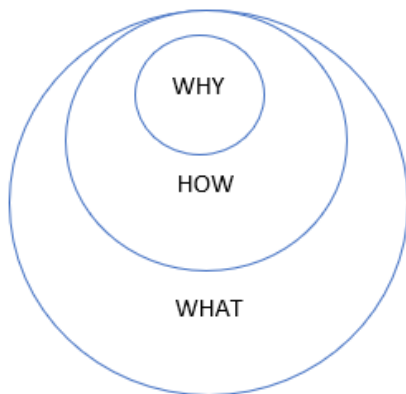
“Catalyzing the change is not only about what you do, but also about how you do it”²⁰

²⁰ Sitra. 2021. Engage with storytelling. <https://www.sitra.fi/en/cases/engage-with-storytelling-2/>

4.2 Step by Step – Why and how to catalyse change

4.2.1. First Step: Defining the Problem

Start with why²¹



“We often assume, that we know, why we do what we do”, Simon Sinek has said. The one thing we need to ask ourselves is why some communities, organisations or people can catalyse change better than others? Why the change is sometimes success and sometimes not? Simon Sinek argues that usually everyone in different organisations know what they do. Some people know how they do it. But very few people in organisations seem to know why they do the things they do: What is the purpose? Therefore, in social sector development work, it is important to start with the question why, so that everyone has the opportunity to experience the sense of the significance of the process and to understand the basic values and human rights that are the foundation of every development activity.

Defining the problem is often the first step of the transferability process, but the problem should not be seen only as a problem, but the catalyst for action: Why do we do this? What is the purpose of this? Why is this change important? Why the change is urgent?

In the UNIC-project report “Challenges-responsive Guidelines” there are several reasons to move towards a user-centred funding model for LTCS: human rights, inclusive communities, and coproduction. People who need support must be central partners and actors in developing, managing, and evaluating any changes in their support systems.

Social change and scaling-up innovations is never done alone. That is why we need networks and communities to promote the change: persons with support needs, their families and loved ones, public authorities, NGO’s, service providers, entrepreneurs etc. Being able to reach different stakeholders to the process of change is a good start, but the first real step is to start with why. Why we need different stakeholders to join to make the change happen?

When developing LTCS-systems it is all about human rights as a driver for the system change. During the process of “why” we need to exam our own and system values to be able to accelerate innovations and change. Substantial change is possible only if we unearth the

²¹ Sinek, Simon. 2011. Start with Why. How the great leaders inspire everyone to take action.

values and assumptions beneath our work and open them up to ongoing critiques, because if we don't we end up reproducing the same power dynamics and outcomes.

Innovations rarely inspect the values because they tend to focus on coordination, efficiency, or new technologies. That is why we need to define what really matters. What is important for those we serve, or ourselves and to the organisations we represent? ²²

4.2.2. Second Step: The Role of the Stakeholders

The role of the stakeholders is essential in transferring social innovations. In social sector development activities this is often referred as co-creation or co-production. It is described as an inclusive working practice between experts by experience and their loved ones, organisations providing support, public authorities, and other stakeholders. The goal of this approach is the creation, design and delivery of a service, policy or activity that will meet the needs, wishes and preferences of individuals with care and support needs in line with the UN CRPD. ²³ In the UNIC-project report "Models of Good Practices -report there are plenty of good examples of co-production, such as Local Area Coordinator model.

The co-production models are united by a few factors that are important to identify when starting the transferability processes: inspiration, trust and finding the change makers.

Inspire and be inspired

*"Inspiration is a surprising interaction between your current knowledge and the information you receive from the world."*²⁴

Our cultures often overlook the important role of inspiration. Inspiration allows us to transcend our ordinary experiences and awakens us to new possibilities and capabilities. Inspiration is often seen elusive, but inspiration can be activated and triggered. Inspiration involves approach motivation, in which the individual strives to transmit, express, or actualize a new idea or vision. An easy first step to activate inspiration is to recognize the potency of inspiration, and its potential impact on everything we do. ²⁵

Inspiration is an important fuel for networking and transferability of ideas and innovation. Inspiration can be triggered in many ways:

- Identify advocates for change and can inspire others – invite them to the network or learn from their experiences.
- Think of the person who have inspired you the most and why. Why and how this person inspired you? What things inspired this person?

²² Tulloch & Schulman.2020. The Trampoline Effect, Redesigning Our Social Safety Nets.

²³ UNIC-project. 2021. Models of Good Practices Report.

²⁴ Kauffman, Scott Barry 2011 Why Inspiration Matters <https://hbr.org/2011/11/why-inspiration-matters>

²⁵ Kauffman, Scott Barry 2011 Why Inspiration Matters <https://hbr.org/2011/11/why-inspiration-matters>

- Create open mind, approach-oriented and creative spaces.
- Empower and encourage people to share their ideas and inspirations.
- Listen to people and be open to be inspired by other people and their stories.

Build trust

Building trust between people may be a short or a long process but carrying out a common mission and achieving a vision is difficult without it. The whole idea of personal budgets is based on the trust because it shifts the point of decision-making closer to the person who needs support and to those who support them and enabled them in choosing their own support and services.

There are many ways to build trust, but the most important thing is to understand its significance. Last years the pandemic has changed our communities, social environments, and relationships. Pandemic has challenged people's belief in future, which will have a long-term impact on the feeling of mutual trust to communities. To be able to create trusting relationships in the networks we need to strengthen the idea that each citizen is an important and that everyone has an important role in the communities.

Trust is linked with mental wellbeing, and it is one of our basic needs. The need for mental well-being is increasingly emphasised. The ability to confront uncertainty and conflicting needs and to deal with the feelings they cause is a difficult skill and we are far from always being able to cope on our own. We need ways of building new kinds of trust between people. It requires networks: people who are different to meet and co-operating with one another and thereby deepening their understanding of each other's motives, values, and ways of acting.²⁶

It is crucial to identify the ways to build trust in different networks, cultures, communities, and organisations. Creating trust is surely a question of how, which is a natural continuum to the question of why.

Find the change makers, connect people

Social innovations are spread in an "S-curve"²⁷ In the beginning there is a slow growth among a small group of committed supporters. Then there is usually a rapid take-off and then a maturation is achieved. The idea of an S curve is to find the change makers in the communities who are willing to make a stand. For change to happen in the societies, some people (often referred as innovators) must define the problem or challenge, develop an idea of solution(s) and get others involved.

²⁶ Sitra. 2018. The Next Era of Well-Being <https://media.sitra.fi/2018/02/07154905/the-next-era-of-well-being-ideals-vision-and-solutions.pdf>

²⁷ Mulgan. 2019. Social Innovation. How societies Find the Power to Change.

To be able to scale-up innovations one must combine different perspectives of early adopters to majority of people. It is essential to find ways on how to orchestrate coordination across multiple stakeholders and to combine top-down processes with bottom-up processes²⁸.

We need to focus on who the changemakers (innovators and early adopters) are, but that is not enough. Successful social change depends on many people, who are committed to taking change forward. To achieve the level of maturation communities must be able to also achieve policy and system change.

Because it's a long process, we should identify the needs of the changemakers: What kind of support change makers need to be able to create wider impact?

Ashoka interviews ²⁹ makes clear that the changemakers need

- stronger networks and focus on inclusion
- to showcase the impact, they achieve and inspire others to act
- development of more flexible funding models for systems-changing work.

There are a lot of similarities in this list to the self-directed support systems which also need networks, impact analysis and flexible funding systems. An important consideration here is the fact that UNIC-project is promoting change also at the horizontal level. Transferability of the self-directed system includes thus a wider perspective than just disability services. It is a system change of long-term care and support. The difficulty is that the public authorities in different sectors at the horizontal level doesn't necessarily work in the same networks. It would be difficult, for example, to create changemaking networks that would combine local and province levels. Or international, national, and local level development activities. In can be difficult to find ways to create networks between the actors in elderly people's support and services and disability services.

The challenge in the transferability is that it can be fairly simple to find the local change-makers or the change-makers in some specific sector, such as disability sector. But who are the change-makers that can combine the local and province levels? Disability sector to homeless people's support and services? Who are the change-makers in long-term care and support that can combine the different sectors and people?

4.2.3. Third step: Casual thinking

Wicked problems, such as four major challenges facing LTCS today, are problems that cannot be solved literally. The likelihood of survival with the problems can be improved by ensuring that that decision-making is based on a multidimensional understanding of information ³⁰

²⁸ Mulgan, Geoff. 2019. Social Innovation. How societies Find the Power to Change.

²⁹ Sitra. 2021. Who are the Finnish changemakers? <https://www.sitra.fi/en/news/who-are-the-finnish-changemakers-take-a-look-at-the-finnish-changemaker-map/>

³⁰ Sitra. 2018. Kesä, sotkuinen vain pirullinen ongelma. <https://media.sitra.fi/2018/11/26102309/kesy-sotkuinen-vai-pirullinen-ongelma.pdf>

Wicked problems are complex which means we cannot just go and tackle them in the traditional linear fashion, but instead we must look at the structure of the system around the issue which is creating the underlying dynamics that result in that emergence outcome. All complex systems are highly inter-connected, and this gives them a networked architecture, the structure of this network of connections comes to be more important to the system state and behavior than any individual component. With a complex problem you must change the whole system by affecting multiple different areas within the network.³¹

One form of information is the information that is generated in co-creation together with persons with LTGS need, their families, public authorities, and other change-makers. Co-creation networks need human, accessible and inclusive ways of working and wicked problems-solving need co-creation networks to get the multidimensional information. How to make it happen in real life? By making it easy, believing in people, and by using the power of storytelling.

Make it easy

Our world is complex and often difficult to understand. Many social service systems and support models are difficult to navigate for many of us. Our systems are filled with complex talk, terms, and forms. The first and most important thing to accelerate change is to make it easy – both practical and emotional levels, even if the processes seem sometimes difficult.

Encourage and allow people to be creative. The use of arts, creativity, methods replacing speech or text, pictures and games can make participation easier for many. In co-creation processes, the purpose is that people work together towards a common goal. In this case, we cannot use only one method, but we must use all opportunities to participate, hear and connect people.

Making it easy can also be more emotional. It means recognizing the emotions of people: power relations between people and organizations, fear of change, enthusiasm for something new, feeling of losing control, feeling of power, insecurity about one's own state, difficulty of being understood or joy of working together.

Making people feel welcome, safe, heard, and appreciated is important for anyone. If you wish to co-create together something new or make new visions for the future, you must make sure that people feel safe to open their minds and hearts.

³¹ Colchester. 2019. Tackling Wicked Problems with Complexity Theory <https://www.sitra.fi/en/blogs/tackling-wicked-problems-with-complexity-theory>

Believe in people, believe in change

While it is necessary to define problems, it is also necessary to create a positive mindset, vision, and collaboration to be able to see the possible solutions. Create spaces where people can free themselves from their everyday roles, routines, and power relations.

A positive change can only be made by strengthening the capacity of people and communities. Change doesn't happen through top-down policies or individual heroes. That helps, but the successful change need communities and people. Co-creation processes must always start from the fact that experiments must increase community and strengthen relationships between people.

Use the power of positive storytelling

Use the power of positive storytelling to catalyse discussion and actions. Positive storytelling doesn't mean that the story should be positive or that we should avoid critical discussion - on the contrary. Positive storytelling is a perfect tool to discuss about wicked problems or complex needs because the focus is on solution-oriented discussions and encouragement to act. To be able to achieve this there is a strong need to focus on the positive changes we can achieve together.

Most people find stories much easier to grasp than numbers, trends, or models – our history has often been shaped by compelling stories of the future. Stories are neither logical nor analytic, but they do help to make sense of confusing information. The important thing is on how can we use stories to think about the future? ³²

4.2.4. Fourth step: Reality check

Be patient, but not always

“If you want to understand the future by changing it, you should calibrate your feel for the pace of change. Some things happen very fast, but anything that requires fundamental changes in behavior or cultures will almost certainly take a long time.” ³³

Substantial change is possible only if we're willing to unearth the values and assumptions and open them up to ongoing critique, testing values is an important precondition to any change³⁴. Organisations have their own written values, principles, and guidelines. When developing in networks it is impossible to combine all these different values and principles, but sometimes people might feel that they need to stick to their own ways of working. That is why we need to value critical discussions and exam our values, to be able to create something new together or to find common ways of doing things better together.

³² Mulgan. 2019. Social Innovation. How societies Find the Power to Change.

³³ Mulgan, Geoff. 2019. Social Innovation. How societies Find the Power to Change.

³⁴ Tulloch, Gord & Schulman, Sarah. 2020. The Trampoline Effect. Redesigning Our Social Safety Nets.

System change creates tensions, because often our organisations and processes are built around stability: organisational charts, specific roles, reporting duties, evaluation methods, standards, and rules. Stability is not wrong: it often nurtures also the existing good things on the systems. That is why it is necessary to identify the things that need to be maintained in change and the things that need to change.

Innovations and change often require time, many efforts, and some failures. Processes of scaling-up innovations are processes of learning and understanding. Time must also be left for people to learn from the previous ways of doing thing. An in many times, systems don't change from one to another, but there are parallel systems and combinations of systems.

The difficulty in social sector innovations is that people don't often have so much time because we are dealing with their individual, every day and unique lives and social innovations that are connected to them, like individual support and services. It is therefore important to make a clear distinction between whether social innovation concerns a system or a person's unique life - and influence the pace of change accordingly.

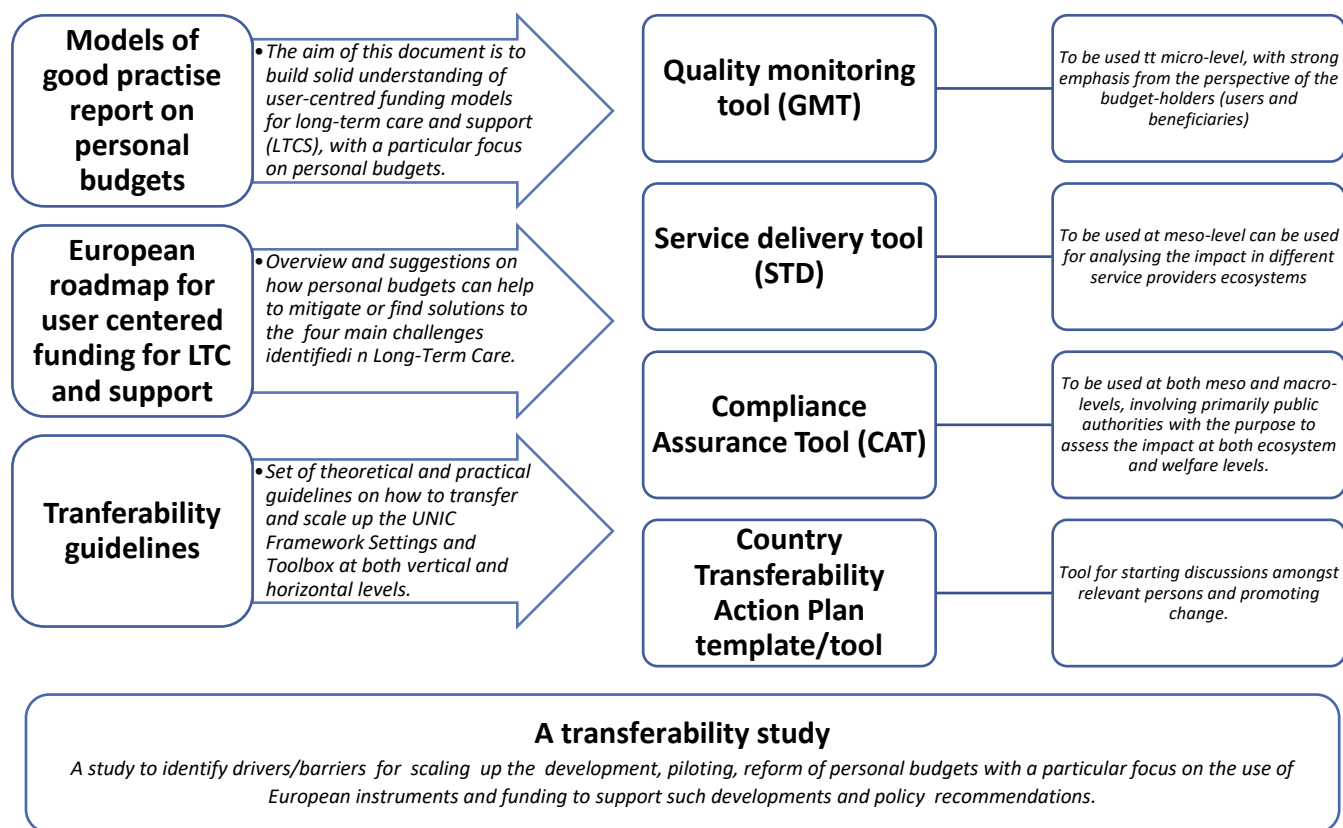
4.2.5. Fifth step: Tools for implementation

Co-creations and transferring innovations require tools and motivation to use them. The tools - be they paper, digital, thinking aids or group work - help to achieve concrete results, stimulate discussion, process tasks, create new ideas, unleash creativity, identify risks and implementing new ways of doing things. Tools for implementation can be selected according to the 3-A principle:

- Accessible: tools should be accessible for all, to allow people to participate
- Adaptable: tools should be adaptable to different cultures, organisations, and situations
- Adorable: tools used should be adorable – something that motivates people to use them

The UNIC-project tools are designed to help public authorities to implement user-centred funding models and helping service users in long term care and support (LTCS) to move to these funding models, as well as their service providers. UNIC Toolbox allow users to collect data and provide guidance at different levels.

UNIC tools for the implementation of user centered funding models



4.2.6 Sixth step: Variables

Scaling-up innovation is a process with plenty of variables, depending on the people, communities, societies, and cultures involved.

Understanding how cultures change can help during the co-creation processes. Hierarchical cultures see the world as controllable if the right structures and rules are in place. In an egalitarian worldview the problems usually arise from too much hierarchy and inequality, and not enough solidarity. In an individualistic worldview the answer is more freedom – people should determine their own choices. The fatalistic worldview is most common among people with little power and little experience of power. All of these views can be found in every level of human organisations. They are constantly in tension with each other, merging and combining in different ways. And they also need each other: hierarchies need creativity and passion of individuals, egalitarian cultures need hierarchy to resolve disputes, individualistic cultures need some hierarchy to enforce rules etc. Understanding these different cultures and variables don't give easy answers or precise methods, but they can be powerful tools for thinking about achieving social change.³⁵

³⁵ Mulgan, Geoff. 2019. Social Innovation. How societies Find the Power to Change.

Scaling-up processes can be complex with many ‘moving parts’ that need managing and attention. There may be variables in resources, energy, partnerships, work styles, skills, commitment etc. Important talking points during processes can be:

- Have you identified and understood the likely differences between partners, cultures, and communities? Have these been incorporated into the scaling strategy?
- Is there a consensus across all partners on the expectations, aims and goals?
- Has the scaling-up of the innovation been situated within a broader continuum of services or practices of the setting(s)?³⁶

4.2.7. Seventh step: Piloting

Piloting is a crucial part of every process where innovations are scaled up. Piloting shows the strengths and weaknesses, gives change-makers and experts of experience an opportunity to be involved. The pilot of the UNIC-project was implemented in Flanders, to test the UNIC Toolbox together with different stakeholders.

Motivate

When piloting social innovation, the first you must figure out, what things motivate those people with whom you work with. Every person has his own motives, which drive them forward. Those motives could be very different than yours, so if you want to make changes, don't think your motives, think theirs. These mixed motivations make piloting social innovations challenging, but at the same interesting, because these mixed motivations describe the complex system change. To really achieve the maturity level for the social innovation we must be able to combine the different motives to make it a reality.

There are two ways to be motivated. In *outer motivation* we must do some tasks to achieve our goal, but it feels like we are forced to do that, because we don't have any other choice. We can feel that we are very passive, and our colleague or manager usually must push us to do the task. When we have *inner motivation*, we become very inspired about the task, and we want to figure out how to succeed. We don't need anyone to force to do the task. If we want to get a person moving and getting excited about the piloting phase, we must find the inner motivation and set it on fire.³⁷ Asking the question Why? is a good start for the motivation.

³⁶ What Works Scotland. 2015. Scaling-UP Innovations. Evidence Review. <http://whatworksscotland.ac.uk/wp-content/uploads/2015/06/WWS-EB-evidence-review-Scaling-Up-Innovations-June-2015.pdf>

³⁷ Martela. 2014. Itseohjautuvuusteoria – Eli onnellisen elämän kolme keskeisintä tekijää <https://frankmartela.fi/2014/04/04/itseohjautuvuusteoria-eli-kolme-vastausta-siihen-mika-tekee-ihmisen-onnelliseksi/>

Celebrate self-determination and motivate by communicating

The self-determination theory is most researched and used theory. The basic thing is that human being is active, motivating, and self-guiding. The person doesn't pursue its own interests but wants to be engaged to other human beings. It's not important how much the person is motivated, the quality matters.

The self-determination theory has three parts: autonomy, competence, and relatedness ³⁸.

- Autonomy means that person is free to decide his/her own things. A Person feels inner motivation and appreciates the goals he wants to achieve.
- Competence means that the person has the experience that he/she knows what he/she is doing, gets things done and can perform the task, even without all necessary skills.
- Relatedness means the situation when person has a community or network, which is encouraging and psychologically safe.

If we want to inspire other people to pilot the actions, we must ensure that the environment supports their voluntariness, persons can use their skills and they are part of the active community.

When our communication is successful, people don't think that they must do something, but they want to do that. In communication it is important to remember the self-determination theory: autonomy, competence, and relatedness. Clearly justify the reason for actions, appeal persons values, wishes and goals, tell them ground rules and give them possibility to make decisions, within the rules of the action. Give concrete instructions, expectations, and shared goals. Give feedback. Offer options on how to exceed barriers. Show people that you have noticed their point of view, feelings, and potential conflicts. When your communication is open and transparent, you build confidence between you and other people. Identify trusted people from inside of different groups and harness them as messengers. ³⁹

³⁸ Seppänen. 2019. Motivaatio, perseelle potkimisen käsikirja.

³⁹ Martela. 2020. Joulu vs. koronavirus. <https://frankmartela.fi/2020/12/18/joulu-vs-koronavirus-miten-viranomaisten-tulisi-viestia-joulua-koskevista-rajoituksista-omaehtoista-motivaatiota-vahvistavalla-tavalla/>

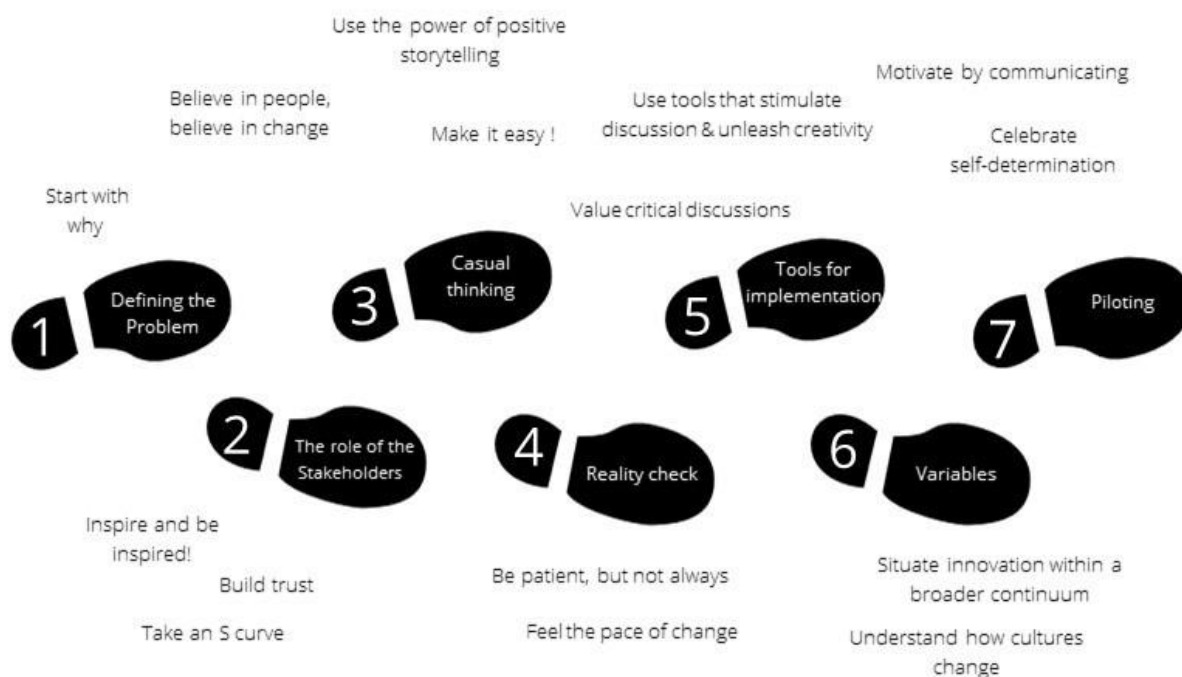
5. Conclusion

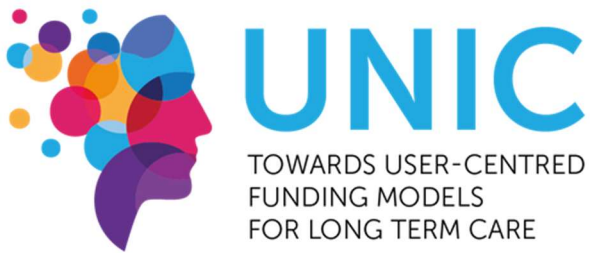
The UN CRPD, the European Strategy for the Rights of Persons with Disabilities (2021-2030), the EU Care Strategy and the UN Guidelines on deinstitutionalisation aim to ensure that persons with long-term care and support needs enjoy their human rights and have equal opportunities. For many people with LTCS needs, social services are enabling them to enjoy those rights – or making it more difficult. Service systems are often perceived as obscure or bureaucratic, but there are many good and promising practises across Europe on how to develop systems differently.

A strong focus on human rights, citizenship, participation, involvement of people with long term care and support needs and their families, individualised services and person-centered ways, such as personal budgets, to organize services – these are the fundamental elements when developing social services. It is crucial to think about what kind of social services and support we are developing in Europe. Now we must ask, how can persons who receive long term care and support be actively participating in organizing their own support, based on their individual needs and preferences.

Services and support must be flexible and face the needs and hopes of individuals. To make this reality we have to work together: we must learn from each other, we must co-create support and services to build stronger communities.

Step by Step – Why and how to catalyse change





The goal of the UNIC project is to help public authorities to implement user-centred funding models. The project is also aimed at helping service users in long term care and support (LTCS) to move to these funding models, as well as their service providers. User-centred funding models can include Personal Budgets.
www.unicproject.eu

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