



Co-funded by the
Erasmus+ Programme
of the European Union



EDEN

Community Collaboration Concept

Introduction



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Introduction to the Community Collaboration Process Model

In this chapter, the Community Collaboration Concept Process Model will be presented. The model itself, and how it is thought to work, will be presented in the beginning, and after that, the 7 process sections of the model will be presented and explained.

1.1 Introduction to the Process Model

As described in chapter 2, the Community Collaboration Concept builds on all the good experiences that already exist regarding the building up of dementia friendly communities. The Community Collaboration Concept goes a step further and provides a concrete proposal, on how to actually build up communities that are dementia-friendly, creating a close dialogue and understanding between all stakeholders; private as well as public, and promotes empowerment and social inclusion. Hence, the Community Collaboration Concept is developed as a process model, which helps the relevant stakeholders to go from a desired *wish to be* a community embracing dementia, to *actually becoming* such a community.

The process model that supports the Community Collaboration Concept, which is illustrated below, builds on a design thinking model, originally developed by the British Design Council.¹ The original model is called “the double diamond”, which represents two main processes; a first one where time and resources are used to explore (divergent thinking) and a second one, which is used to take action (convergent thinking), based on the exploration that has been made.

The original double diamond model covers 4 main activities which are; discover, define, develop and deliver. To serve the objective of the Community Collaboration Concept, namely to create a Community that Embraces Dementia, these activities have been changed into the following 7 activities;

- 1) Creating the decision making framework that can support a community’s desire to become a community embracing dementia.
- 2) Creating an overview of the relevant stakeholders and designate a role to the different participants in the process to become a community embracing dementia.
- 3) Creating a common understanding of how to understand important factors such as how to embrace dementia and how to understand inclusion.
- 4) Creating insights and common understanding about how the relevant stakeholders experience the challenges and opportunities around dementia.
- 5) Creating ideas and concrete activities and interventions together in a co-creating way.
- 6) Working with the ideas in practice.
- 7) Evaluating the interventions and the community collaboration.

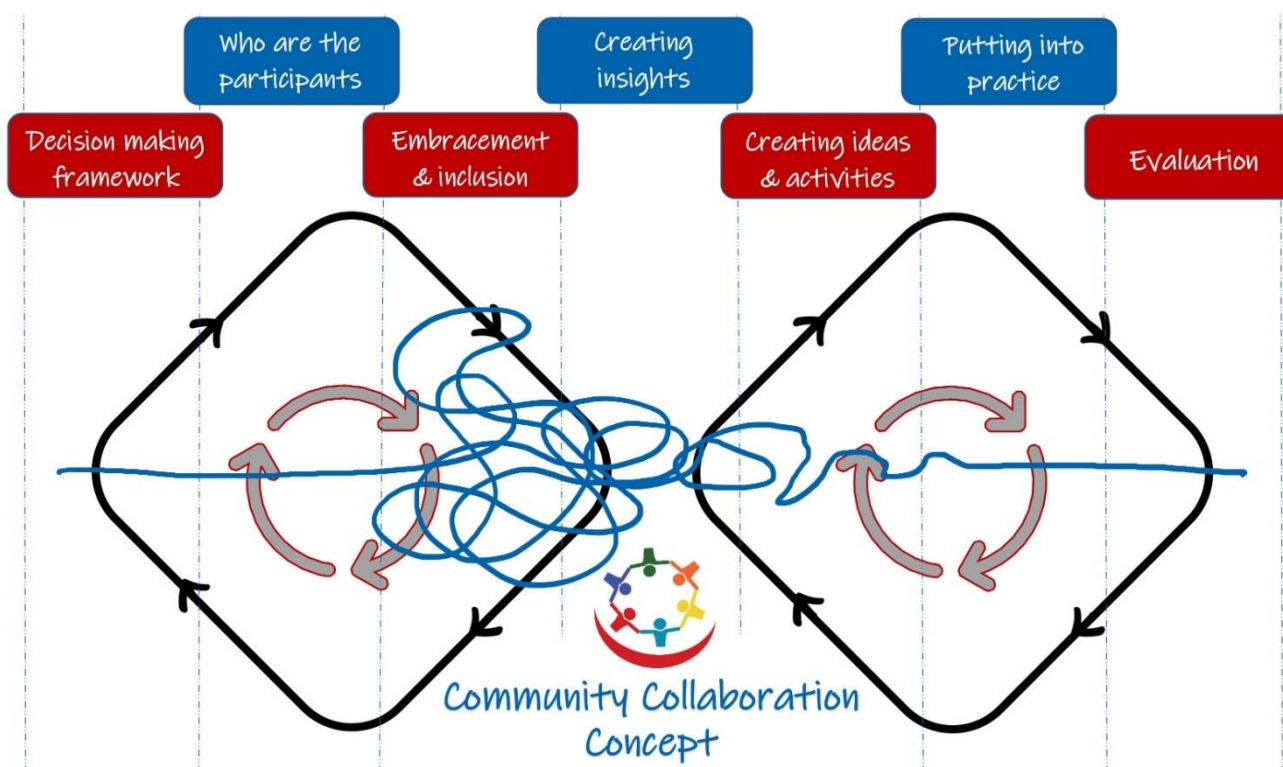
The first 4 activities belong to the first part of the double diamond model, which is devoted to exploring e.g. the context, the environment, the people and the knowledge available. The 3 last activities belong to the second part of the double diamond model, as these activities are all of them devoted to taking action.

¹ <https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond>



The model has been developed to assist local stakeholders; such as politicians, health care professionals, people living with dementia, relatives and friends, civil society organisations and volunteers as well as local business, who through the process model are motivated to work together and reach the desired goal to become a community that embraces dementia in a friendly, inclusive and collaborative way.

The Community Collaboration Process Model



Furthermore, the process model also illustrates that a) co-creation and design approaches are seldom linear processes, b) different stakeholders can participate in the process at different stages, c) the model accepts a “fuzzy front end” in the beginning, which means that it is accepted within the process that the stakeholders are allowed to dream and imagine solutions and activities that do not yet exist, and d) it is accepted to be confused, to ask questions and to search for insights together. Everybody is equal in this process.

The Community Collaboration Concept stands on different kinds of concepts and understandings, which are important to include in the process of becoming a community embracing dementia. These different concepts are presented in the following.

1.1.1 How to understand a community

Communities can be defined based on the purpose that brings the people together, and broadly speaking, five types of communities exist²;

² Richard Millington



- **Interest.** Communities of people who share the same interest or passion.
- **Action.** Communities of people trying to bring about change.
- **Place.** Communities of people brought together by geographic boundaries.
- **Practice.** Communities of people in the same profession or undertake the same activities.
- **Circumstance.** Communities of people brought together by external events/situations.

A community embracing dementia will most often refer to a community of people brought together by geographic boundaries, but it could also be a community of action, as the intention with the Community Collaboration Concept is to foster a change within a specific neighbourhood, village, town, city, region or country into a community embracing dementia. This corresponds with the theories of Gusfield who distinguishes between two major uses of the term community; namely a geographical one and one building on relations.





This poster is part of the Tips and Tricks Posters in chapter 6. It is possible to adapt the poster to a specific local community and how that community wants to be seen and understood as a community embracing dementia.

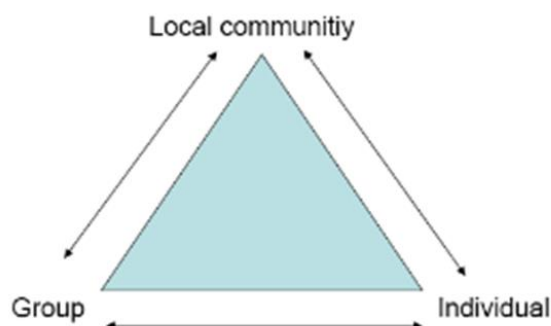
1.1.2 Creating Empowerment and a sense of Community³

Community empowerment refers to the process of enabling individuals, groups and communities gaining control over their lives.

When a community is empowered, people are encouraged to be engaged and active. They feel free to act within the society and at the same time associate a sense of belonging to it. Through community participation and capacity-building, they rediscover their own potential, gain confidence and broaden their (support) networks. When seeking empowerment of the citizens, a person's abilities are recognised before looking into that person's challenges, which is extremely relevant when trying to find the best way to embrace dementia in local communities.

The theory of empowerment is recognized and accepted in the field of health promotion. The relationship between empowerment and health was first described in the WHO's Alma Ata in 1978 declaration and was subsequently expanded in the Ottawa Charter in 1986. Empowerment is described as a process whereby people enhance control over their own health thus improving their own health. Promoting empowerment also builds on a strong sense of trust, which aligns well with what we saw in the needs analysis.

Empowerment can be described as a process of dialogue at three different levels; individual, group and local community level. This is illustrated below.



Empowerment is an action orientated concept with a focus on removing formal/informal barriers and changing power relationships⁴. The concepts of power, powerlessness, suppression and disengagement are important key concepts in this regard. Community challenges and innovation needs are often seen as dilemmas (i.e. not problems), where the solution is found in moral and political choices rather than a problem that requires input from experts⁵.

Empowerment can take many different forms because it is dependent upon participants and different

³ Inspiration gained from the PoHeFa project (an EU project supported by the EU Health program from 2010 to 2013)

⁴ Wallerstein, 2006

⁵ Freire, 1973



contexts and therefore there is no set formula or pattern⁶. However, there is evidence which links ownership to increased involvement. Ownership increases the chances of success of an activity because it leaves an impression on a target groups thinking, practise and action⁷.

A health and social care approach which focuses on a participant's ability to take action and participate, strengthens a target groups interaction with each other and their ability to be self-determining and socially responsible. Participants learn to see new opportunities within a specific setting and timeframe.

Good community collaboration is all about relations and acting together to achieve a common goal, and it is therefore important to create, from the very beginning a sense of community⁸, meaning that all stakeholders experience the following;

- Membership
- Influence
- Integration and fulfilment of needs
- Shared emotional connection

Every individual in this collaboration is considered as equal and participates from their own role and responsibilities. It is important to make sure that all collaborating parties:

1. Feel heard and gain recognition for the knowledge, skills and experience they bring from their different roles from an equal position.
2. Are in dialogue with each other, discuss what is needed for good care and support (with eye for various expectations, wishes, possibilities, motivation and limits).
3. Share knowledge and skills with each other in order to be able to offer care and support by everyone in a safe and responsible manner.

1.1.3 Collaboration through Co-creation and design thinking

Collaboration focuses on identifying a common purpose and working toward joint decisions. Generally, partnerships can be grouped together in two categories: those aimed at resolving conflicts and those designed to develop a shared vision for the future.

Collaborative initiatives tend to be loosely structured, highly adaptive, and creative. By creating spaces where connections are made, ideas are cross fertilized, and collective knowledge is developed, collaborative teams generate rich opportunities for innovation⁹.

When the context and the right conditions have been created for collaboration, the selection of participants is aligned with the aims of the project and they are brought together. Involve a wide range of community leaders, such as city council members, HSCPs, civil society actors, enterprises, and various community members.

When the relevant people are brought together in constructive ways and with the appropriate information, and within the relevant context, they are able to create powerful visions and robust strategies for change.

⁶ Rappaport, 1985

⁷ Jensen, 1997

⁸ Mcmillan and Chavis; *Sense of Community, A definition and Theory*

⁹ scott.london/articles/buildingcollaborativecommunities



For collaboration to be effective, it must be democratic and inclusive. Hierarchies of any kind get in the way of sound decision-making, just as excluding some individuals or groups in the process. Moreover, when you organize a group meeting it is recommended to have a facilitator and a discussion guide to help keep the discussion moving in a productive direction.

To develop a process model for the community collaboration concept, the EDEN partners have found inspiration in Co-creation models and design thinking approaches. Creative, inclusive and interactive processes that challenge the views of all parties and seeks to combine professional and local expertise in new ways always with the person in the centre are suggested. They are approaches that enables people to have a creative contribution in the formulation of common challenges as well as solutions of these challenges. Co-creation and design thinking build on the idea of acting together rather than individually.

Co-creation

The key to co-creation lies in engaging, working with, and empowering people to generate ideas and to collaboratively create concepts. Co-creation is based on the belief that the users' presence and contributions are essential in the creative process, as they provide insight into what is valuable to them. The end goal of co-creation is the same as that of research and concept design: to identify a solution that provides stakeholders with better experiences, and organizations with improved and innovative services.

A great benefit to co-creation is the way in which it increases empathy among those involved and the solutions tend to be more holistic by involving different agents. This collaborative approach promotes constructive reflection and dialogue where all parties involved are equal, and are working together towards a shared goal.

Co-creation processes are often more efficient than traditional settings. A well designed co-creation workshop forces all parties to discuss the problem and solutions together.





Design Thinking methodology

Design Thinking is a solution-focused, problem-solving methodology that helps to get a desired outcome on a problem, or to work forward on a future plan. As a human-centered approach to innovation, its main aim is to (re)design products, processes or services in an efficient and creative way keeping the person in the center.

It is a different way of thinking which focusses combining thinking and doing. An approach to formulate problems in fresh ways and to come up with original and creative solutions by understanding the needs involved and by re-framing the problem. This means asking a lot of questions and challenging the problem with various (visual) tools.

The 5-stage model of Design Thinking was originally proposed by the Hasso-Plattner Institute of Design at Stanford⁹ with the following stages: Empathize, Define, Ideate, Prototype and Test.

1. **Empathize:** This stage is oriented to understand the needs involved and learn about for whom you are designing. It is a crucial stage for the whole process. Some techniques that can be used in this stage are the following:
 - Individual interviews
 - Observations (e.g.: shadowing)
 - Personas
 - Empathy map
 - Role playing
 - Cartographic mapping

How to create an empathy map

<https://www.interaction-design.org/literature/article/empathy-map-why-and-how-to-use-it>

2. **Define:** Re-framing and defining the problem based on the needs and insights. Some techniques that can be helpful in this stage for finding insights and redefine the problem to solve are the following:
 - 5 whys
 - Reframing
 - Mind mapping (who, what, when, where, why, how)
 - User Journey Mapping

How to define the problem: [designthinking-methods.com/en/1Empathie/5-warum.html](https://uxdesign.cc/design-thinking-challenge-reframing-the-question-3b8b5fc025dc)

<https://uxdesign.cc/design-thinking-challenge-reframing-the-question-3b8b5fc025dc>

3. **Ideate:** Brainstorm and come up with new ideas and creative solutions. In this stage, multiple ideas are generated with the aim of solving the problems (re)framed in stage 2. For this, can some techniques be helpful with this:
 - Brainwriting
 - Brainstorming
 - Bodystorming
 - Analogies and/or forced associations

How to brainstorm?



<https://www.interaction-design.org/literature/topics/brainstorming#:~:text=Brainstorming%20is%20a%20method%20design,the m%20to%20find%20potential%20solutions>

4. **Prototype:** Create a representation of one or more of your ideas to show to others. The main idea here is to create prototypes of the product/service designed, tangible representation of ideas, in order to test if it works. Fail soon, fail cheap.
 - Low fidelity prototyping
 - Experience prototyping

Methods to prototype

<https://www.interaction-design.org/literature/article/prototyping-learn-eight-common-methods-and-best-practices>

5. **Test:** Test your ideas with the user group for collecting feedback. After collecting it, redefining the product, service or process can take place. The process is iterative and after the iterations, the results are improved.
 - A/B Testing
 - Design Critique
 - Questionnaires
 - Focus groups

How to test effectively

<https://www.interaction-design.org/literature/article/stage-5-in-the-design-thinking-process-test>



Benefits of co-creation and design approaches

1. It is innovative and aims to create new prosperity in a local context.
2. It creates new qualities through combinations of different resources and skills.
3. It is a dialogue-based processes, where the different actors define the challenge and the solution together.
4. It propagates initiative and the right for all to participate.
5. It creates an understanding of interdependence.
6. It requires openness and willingness to take risks.

Relevant links and inspiration

If you want to know more about co-creation and design thinking approaches, we invite you to visit the following websites;



In English

<https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process>

<https://www.cueinsights.com/wp-content/uploads/2019/06/Cue-Insights-Co-creation-White-Paper.pdf>

<https://interactions.acm.org/archive/view/may-june-2016/expanding-design-possibilities-for-life-with-dementia>

In Danish

<https://www.lederweb.dk/udgivelser/atledesamskabelse/>

<https://www.cabiweb.dk/metoder-og-vaerktoej/kom-godt-i-gang-med-samskabelse/>

<https://southdenmark.be/nyt-vaerktoj-til-innovativ-samskabelse-oplev-resultaterne-af-co-creating-welfare-projektet/>

https://rn.dk/-/media/Rn_dk/Sundhed/Til-sundhedsfaglige-og-samarbejdspartnere/Patientinddragelse/Haandbog-i-samskabelse/Haandbog-i-samskabelse.ashx?la=da

In Dutch

<https://designthinkingworkshop.nl/design-thinking-methode/>

<https://www.makedesignwork.com/blog/design-thinking-methode-eenvoudig-uitgelegd-stappen>

<https://www.fridayoutofthebox.nl/design-thinking-technieken-onze-top-5/>

In Italian

<https://www.casaemmausts.it/diurno-progetto-cuoche>

<https://forward.recentiproggressi.it/it/rivista/numero-16-revolution/articoli/tecnologie-su-misura-per-chi-ha-una-demenza-il-progetto-remind/>

<https://www.fabbricaeuropa.eu/post/al-via-gli-incontri-di-co-creazione-con-socatel>

In Spanish

<https://designthinking.gal/que-es-la-co-creacion-y-para-que-puede-servirnos/>

<https://efectocolibri.com/la-importancia-de-la-co-creacion-para-crear-impacto-positivo/>

<https://designthinking.gal/innovar-a-traves-del-design-thinking-durante-la-crisis-del-coronavirus/>

<https://rockcontent.com/es/blog/design-thinking/>

3.2 Working with the Community Collaboration Process Model

The Community Collaboration Process Model is a generic model that must be adapted to the context and structure in which it is supposed to be used. This means that in each section of the process model, a community, that wants to become a community embracing dementia, has to work with it based on their own specific needs and wishes, cultures, structures and available resources.

In the following the process model and its 7 sections will be explained more in details, and examples will be given on how to implement and work with the sections in a specific community.