Flipping adult social care

Building the next generation ADASS in the West Midlands

West Midlands ADASS Prospectus April 2019
“A region with a sustainable health and care system, that supports thriving economies and communities; promoting independence and social justice”
What is a prospectus?

“Document describing the major features of a proposed business venture in enough detail so that prospective investors, participants or buyers may evaluate it.”

Our Vision

We want to create a region with a sustainable health and care system, that supports thriving economies and communities; promoting independence and social justice.

Why publish a prospectus?

We want to change our approach to build our profile and connect with partners who can help us meet our vision.
Foreword – from Andy Begley, Chair WM ADASS

West Midlands ADASS (WMADASS) and Improvement and Efficiency West Midlands (IEWM) have run a successful improvement programme over the past decade. The approach has been sustained by identifying clear shared priorities, combining and maximising the use of stretched resources and continually refreshing the programme so that it meets the requirements of adult social care as it responds to the changing policy, financial and improvement agendas of the sector.

We think it is time to refocus our approach and this prospectus sets out some key concepts that we want to work with our partners to develop.

Transforming our approach from a deficit model to one that highlights the assets that we have and contribution that the sector makes to the West Midlands economy.”
Solving the adult social care puzzle

The Rubik™ cube has more than one billion possible turns to find a solution.

We have developed a simple model to help us find solutions to the adult social care challenges we all face.

Martin Samuels

Our approach to improvement starts with self awareness and our improvement plan helps us focus on the Why, What, When, How and How Much. This plan helps to keep our objectives consistent and simple.
# Rubic programme management tool

**WEST MIDLANDS *RUBIC MODEL 2019/20**

Summary of resources we have and the changes/results we hope to achieve

**Vision:** A region with sustainable health & care systems, that supports thriving local economies and communities; promoting independence & social justice.

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>OUTCOME</th>
<th>IMPACT</th>
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</thead>
<tbody>
<tr>
<td>14 WM Directors of Adult Social and their teams</td>
<td>Peer Challenge programme</td>
<td>14 Peer Challenges</td>
<td>14 improvement plans</td>
<td>Sustainable adult social care for vulnerable people</td>
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<tr>
<td>Improvement &amp; Efficiency West Midlands (Hosted by Shropshire Council)</td>
<td>Networks focussed on agreed priorities</td>
<td>14 Self-Assessment documents</td>
<td>Safe transfer of 464 Allied Health Care clients</td>
<td>Meeting gap in Adult Social care workforce</td>
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<tr>
<td>Partners: NHSE, LGA, AHSN, PHE, ADCS,ADPH, SfC, CQC, HEE, WMCA, CCN, Solace</td>
<td>Turning data into Knowledge</td>
<td>Regional Balanced Score Card</td>
<td>19% increase in DTOC performance</td>
<td>Reduced numbers of people in hospital</td>
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<tr>
<td></td>
<td>Collaborating for Influence</td>
<td>Regional Use of Resources Analysis</td>
<td>Prospectus – Flipping Social care</td>
<td>Regional influence with partners</td>
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<td></td>
<td>Policy Development</td>
<td>Safe and Timely transfer of care statement of intent</td>
<td>Regional workforce recruitment campaign</td>
<td>Increased national profile</td>
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<tr>
<td></td>
<td>Promoting Adult Social Care</td>
<td>Regional workforce recruitment campaign</td>
<td>Market risk protocol</td>
<td></td>
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<tr>
<td></td>
<td>Transforming Services</td>
<td>Digital risk protocol</td>
<td>Digital transformation Website</td>
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<td>Communicating what we do</td>
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**Planned work**

**Intended results**
Flipping adult social care

How?

Making sure we mitigate our biggest risks and challenges: - finance, safeguarding, market fragility, transforming care, delayed transfers of care. Whilst building a programme that is successful in focusing on transformation, collaboration with our partners and promoting what we do as a sector to support the most vulnerable in our communities.

Jenny Wood

Delayed transfers of care have been one of our biggest risks. Through our statement of intent, we have reduced delays by 19% across the region during 2017/18.
How we are developing new models for efficient and effective social care.

What does good adult social care look like?

Our 4c’s Model

<table>
<thead>
<tr>
<th>Strong Communities</th>
<th>Managed Contacts</th>
<th>Effective Conversions</th>
<th>Efficient Consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset-based community</td>
<td>demand from contacts:</td>
<td>Personalised services</td>
<td>Financial performance</td>
</tr>
<tr>
<td>development</td>
<td>• Digital innovation</td>
<td>• Co-produced with users and carers</td>
<td>Market management</td>
</tr>
<tr>
<td>Early intervention</td>
<td>• Turning data into knowledge</td>
<td>• Social work practice</td>
<td>Safeguarding</td>
</tr>
<tr>
<td>Prevention</td>
<td>• Public-facing information and advice</td>
<td>• Reablement</td>
<td>Transforming care</td>
</tr>
<tr>
<td>Social prescribing</td>
<td>• Maximising community</td>
<td>• At home</td>
<td>Safe and timely transfers of care</td>
</tr>
</tbody>
</table>

David Watts

We want to use our data better to demonstrate what good looks like, working with Impower as our insight partner.
Driven by Sector led improvement

We believe improvement starts from self-awareness and working with peers to find support and challenge.

Our starting point is to understand our own individual council financial and performance challenges and to work together to improve.
Our regional support offer

Through West Midlands IEWM we have a pool of experienced associates able to support the region in focusing on our key challenges.

Our Associates offer in 2019:

**Support to:**
- Drive safe and timely transfer of care
- Provide safeguarding advice
- Implement future workforce planning
- Develop market management and future care homes visioning
- Provide a performance and knowledge hub
- Promote the 3D leadership programme to develop future leaders
- Undertake finance diagnostics
- Promote the social care economy
- Undertake peer challenge / self-assessment
- Communicate our key messages.

Avril Wilson

We have built a pool of trusted and valued associates that provide support and capacity to our programme, all of whom are recruited through the Worcestershire DPS.
Working with our partners on improvement

We recognise the importance of working with our partners and are striving to build new relationships that help bring together our collective resources to focus on improved social care outcomes.

Our partners

- NHSE
- LGA
- Academic Science network
- Public health England
- ADCS
- ADPH
- Skills for care
- Care quality commission
- Health Education England
- West Midlands Combined Authority
- County Councils Network
- Solace

Ian James CHIA LGA

West Midlands ADASS work closely with the LGA and play a key role in bringing together the views of the social care sector as we strive towards a more integrated health and care improvement offer in the West Midlands.
Where?

We recognise the complexity of our organisational boundaries, but recognise the importance of communities and neighbourhood which provides the building blocks for successful place-based planning.

We are 14 upper tier council directors of adult social care based in the West Midlands.

Richard harling

The West Midlands is made up of metropolitan, unitary, and county councils. We see great advantages of working together on the West Midlands’ footprint’ as well as working with our benchmarking councils nationally.
How much?

£2.3billion gross spend in West Midlands

Operating at 4,100 locations

Creating 170,000 jobs

Contributing £4.4b to the regional economy

570,000 unpaid carers contributing estimated £14.6 billion of added value to regional economy

Paula Furnival

If we were a private corporation we would be seen as a major player in the regional economy. The figures speak for themselves.
How are we Performing

As a region our performance varies, and each council recognises the need to continuously improve, based on local, regional and national comparisons.

We know what we are

Our annual balance scorecard provides details of each council’s performance using qualitative and quantitative data.

Graeme Betts

We have some big challenges in our region, but we are all committed to finding new and innovative approaches to ensure the best possible outcomes for the people in our communities.
Who we are

There are 14 Directors of Adult Social Services in the region

We are 1 of 9 regions that make up ADASS in England

We try to use the maxim Create Once, Use Numerous Times (COUNT)

Why produce things 14 times when you can do it once?

East Midlands
Greater London
North Western
South West

Eastern
North East
South Eastern
West Midlands

Yorkshire and Humber

Paul Edmonson-Jones
When I recently moved to the West Midlands I was impressed with the welcome I received from colleagues at WM ADASS and the support they were able to give me as I moved into a new role.
Psychogeography of Care and Health

Many assets that contribute to people’s overall well-being are in the very communities in which they live.

Pete Jackson
WM ADASS
We recognize the importance of places, communities and neighbourhoods. Organisational boundaries don’t always show the full picture or the contribution local government overall plays to improve people’s life chances.

#socialcarefuture
Add description from Twitter
West Midlands ADASS is forging new partnerships to maximise the use of data to revolutionise how care is planned and delivered.

The West Midlands Social Care Data and Technology Collaborative.

“The future is already here – it’s just not evenly distributed.”
William Gibson

Join the Data Revolution (Tech Severn)

Working with AHSN, NHS Digital and LGA
We have designed a bespoke programme during 2018 to provide a 5-day programme for 42 first line managers to prepare them with the practical tools to become future adult social care leaders.

3D Leadership Programme – Future Leaders in Adult Social Care

“ADASS sometimes feels like it represents a different generation of social care leaders”

Disruptive Leadership

It’s time for change!

Graduates from the latest cohort with Andy Begley and David Watts
Using technology to improve communications and build stronger networks

- Skype/teleconferencing
- Social media
- Website

Communications
Promotion
Partnering with BoilerHouse and Shropshire Council

Shelley Madley
WM ADASS

We are using digital technology not only with the communities that we work with but also to improve how we communicate with colleagues nationally and internationally.