

Flipping adult social care

Building the next generation ADASS in the West Midlands

West Midlands ADASS Prospectus April 2019



IEWM

Improvement and
Efficiency
West Midlands



*"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



Director of Adult Services
and Housing,
Shropshire Council

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.

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

Transformation + Collaboration + Promotion

= Success

Mitigation

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.



Getting above the parapet



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

Strong Communities	Managed Contacts	Effective Conversions	Efficient Consumption
Asset-based community development Early intervention Prevention Social prescribing	demand from contacts: <ul style="list-style-type: none">• Digital innovation• Turning data into knowledge• Public-facing information and advice• Maximising community	<ul style="list-style-type: none">• Personalised services• Co-produced with users and carers• Social work practice• Reablement• At home	<ul style="list-style-type: none">• Financial performance• Market management• Safeguarding• Transforming care• Safe and timely transfers of care• Commissioning for better outcomes



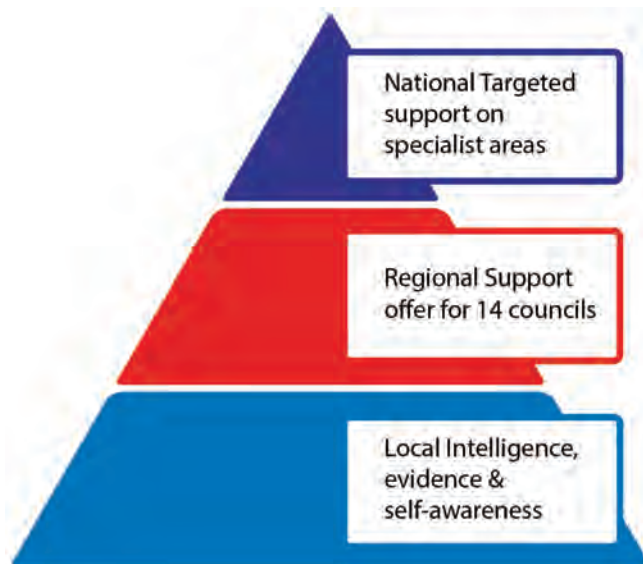
David Watts

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.



Pete Fahy

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
Achedemic Science network
Public health england
ADCS
ADPH
Skills for care
Care quality commission
Health Education England
West Midlands Combined Authority
County Councils Network
Solace



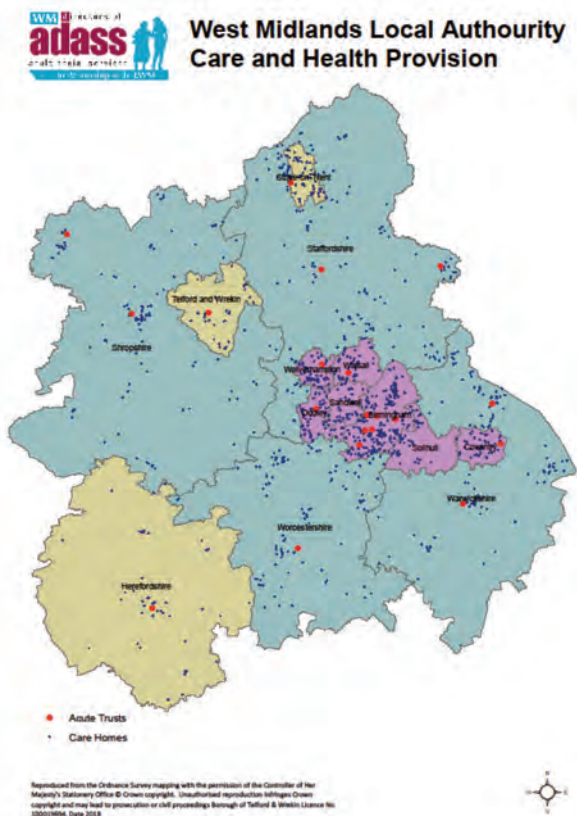
Ian James CHIA LGA

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.

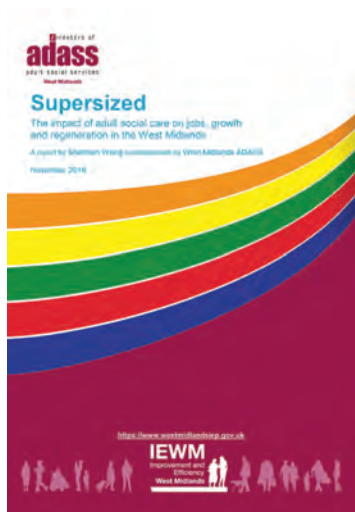
We are 14 upper tier council directors of adult social care based in the West Midlands.



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.councils nationally.

How much?



£2.3billion
gross spend in
West Midlands

Creating
170,000
jobs

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

Operating at
4,100
locations

Contributing
£4.4b
to the 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

Eastern

Greater London

North East

North Western

South Eastern

South West

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.



#socialcarefuture
Add description from Twitter



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.

**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



Graduates from the latest cohort with Andy Begley and David Watts

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

Disruptive Leadership

It's time for change!

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.



Follow on twitter @WMADASS

Look at our Website

<https://www.westmidlandsiep.gov.uk/info/13/wm-adass-adult-social-care>

Email us at smadley@westmidlandsiep.gov.uk



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