

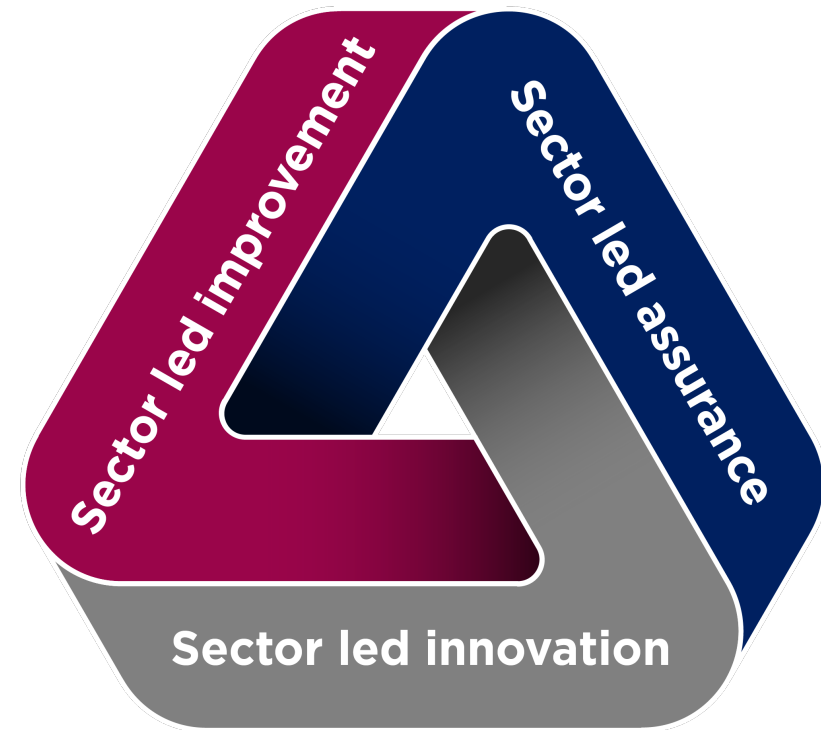


West Midlands Regional Account:

Proving assurance, improvement and innovation to adult social care in the West Midlands

February 2022

directors of
adass
adult social services
West Midlands





directors of
adass
adult social services

West Midlands

*“Striving to have the best
regional improvement
programme in England”*



“Striving to have the best regional improvement programme in England”

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“Striving to have the best regional improvement programme in England”

Foreword

Welcome to our West Midlands ADASS 21/22 programme review, which we have developed in recognition of our achievements and to help us plan activity for the forthcoming year.

2021 will be remembered as a year of national emergency for social care, with phenomenal increases in the amount of care needing to be delivered, COVID-19 cases continuing to rise and unprecedented pressure on our paid and unpaid carers.

At West Midlands ADASS we will also remember it as a year to be proud of our collective and ongoing response to meeting these challenges in partnership with citizens, staff and partners.

This year more than ever, we want to take the opportunity to celebrate our progress and thank all of you involved in our regional work.

The next twelve months bring new opportunities for improvement and collaboration as government’s vision for adult social care reform is progressed, Integrated Care Systems become statutory bodies and new regulatory and assurance regimes are introduced.

We will continue to be on the front-foot locally, regionally and nationally to influence and implement approaches that best meet the needs of people in our communities, as told by people in our communities.

And we will also ensure that we maintain an important and continued focus on innovation, transformation and data - areas we have seen huge interest and activity in throughout 2021/2022.

As always, feedback and input on what we set out in this document are welcome. In addition, if you have ideas or know of upcoming opportunities that might contribute to our vision and proposed activities, we invite you to get in touch.



“Striving to have the best regional improvement programme in England”



About us

West Midlands ADASS represents the 14 directors running adult social care services for local authorities across the region. We exist to provide **regional support to councils**, which can be broadly described in the following ways:

SECTOR LED IMPROVEMENT: driving improvements in outcomes for people through collaborative working, co-production, the exchange of knowledge and practice and constructive challenge and learning. Our SLI and innovation activity go hand in hand.

SECTOR LED ASSURANCE: co-ordinating & responding to urgent national requests, collectively identifying & managing risk with our NHS & care provider partners and preparing for / implementing new regulatory & legislative requirements.

SECTOR LED INNOVATION: working with each other, our partners and citizens to continually improve and transform the planning, delivery and experiences of health and social care, often looking at untried or untested opportunities including through better and more secure use of digital, data and technology.

We take improvement seriously. That is why we set ourselves the bold ambition to have the best regional improvement programme in England. We know this is an ambitious charter, but one that social care in the West Midlands is well equipped to deliver.

About this report

This draft document has been developed as an opportunity to **review progress** we have made this year against the objectives we set ourselves, and to help **us plan our priorities and resources** for the forthcoming year.

The activities and achievements are structured according to our regional framework of **sector led improvement, sector led assurance and sector led innovation**.

The document also gives an overview of **West Midlands ADASS Branch infrastructure**, including DASS lead roles, Network Chairs and our wider team of support.

It has been developed for all those who participate in our regional improvement programme, including our **citizens, colleagues and partners**, and includes input and feedback from:

Directors of Adult
Services
Network Chairs
WM ADASS Associates

Regional experts by
experience

Partner organisations

Following this feedback and engagement, the report and priorities for 22/23 will be finalised by **end-March 2022**.

At a glance: Adult Social Care in the West Midlands

Over **4.5 million** adults living in the West Midlands & **86,465 people** receiving long term care and support

- ❖ **47,194** care home beds
- ❖ **50,893** people receiving home care
- ❖ **336** supported living locations
- ❖ **79%** CQC registered locations good or outstanding



Value of unpaid care by over **661,000** carers = **£760m**

Provides **150,875** jobs

| Gender | Age Range |
|--|---------------|
| <p>84.03%</p> | <p>15.97%</p> |
| <p>The Average age is: 45</p> <p> ● Under 25 ● Age - 25 - 54 ● Age - 55 Over </p> | |

£ **£2.1bn** gross expenditure on adult social care...
...adding **£4.3bn** to the economy each year

| | |
|--|---|
| <p>85% Urban 4.76m people</p> | <p>15% Rural 846k people</p> |
|--|---|

Recap: Vision, objectives and outcomes 2021/2022

Our Vision Statement: A region with a sustainable health and care system, that supports thriving economies and communities; promotes independence and social justice and ensures an effective response to the challenges posed by COVID-19.

1. A sustainable care market and workforce

2. Positive, integrated relationships with the NHS

3. Promoting social justice

4. The best regional improvement programme in England

A sustainable market

Unplanned change & negative impact mitigated

Valued, retained and developed workforce

Integrated health & care systems & working

Modern, technology enabled care

Inequalities reducing

A champion for fairness and social justice

Local, regional and national influence

A leader in SLI

Branch improvement activity

Data, Peer Challenge and assurance programme

Research, improvement and innovation



Branch Plan updated July 2021

Vision: Sustainable social care and health systems providing better care and support across the West Midlands, promoting independence and social justice, supporting thriving local communities and economies and ensuring an effective response to the new challenges posed by Covid-19

Objectives:

- (1) To support a sustainable care market and workforce in the West Midlands;
- (2) To ensure the resilience of local care and health systems to support the needs of people requiring support to live purposeful and active lifestyles;
- (3) To promote social justice and narrow the gap in health outcomes for people facing inequality;
- (4) To have the best regional improvement programme in England.

| Inputs | Activities | Outputs | Impacts | Outcomes |
|--|---|--|--|---|
| <p>14 Directors of Adult Social services and their teams</p> <p>WM-ADASS Thematic Networks</p> <p>WM-ADASS Improvement Director & Programme Manager</p> <p>WM-ADASS Associates pool & commissioned resources</p> <p>Key Partners: ADASS/LGA/CHIP/DHSC NHSE/I, AHSN, PHE, ADoPH NHS Midlands & Lancs CSU Strategy Unit, NHS Confed University of Birmingham TLAP</p> <p>Care Provider Associations Workforce Alliance, SfC WMCA, LEPS</p> <p>Programme Budget 3rd Party Funding</p> | <p>Thematic Networks Work Programme Delivery, sharing & extending best practice</p> <p>Market Fragility & Provider Risk Information Sharing Commissioner/Provider Forum</p> <p>Redefine HWBB support programme</p> <p>Deliver Joint ASC/NHS priorities (Home First / D2A / BCF/iBCF) Financial Oversight Digital Programme</p> <p>Embed Social Justice principles across Networks</p> <p>Establish Mental Health Network Identify Inequalities priorities Implement TLAP IC recommendations</p> <p>Influence local environments to better support inclusivity</p> <p>Peer Challenge programme Research projects Experts by Experience Network</p> | <p>Market Position Statements Care Provider Risk Profiles Service Continuity & Market Resilience Plan TEC Plan Workforce Commissioning Plan</p> <p>Joint Social Care & Health Strategic Plan (Out of Hospital; Ageing Well; Better Care; Digital)</p> <p>ASC Equalities Action Plan Health & Wellbeing Boards review Mental Health Plan Social Justice Position Statement</p> <p>Peer Challenge recommendations Revised Balanced Scorecard Keynote briefings, reports & analysis</p> | <p>Care Market</p> <ul style="list-style-type: none"> - Change in no. type & quality of provision <ul style="list-style-type: none"> - Domiciliary care - Continuity of care - Improvement in recruitment & retention <p>Integrated Care</p> <ul style="list-style-type: none"> - D2A & Hospital Discharge performance - Prevention & Wellbeing value added <ul style="list-style-type: none"> - Budget outturn <p>Social Justice</p> <ul style="list-style-type: none"> - Health inequalities - Workforce inequalities <ul style="list-style-type: none"> - LD&A Provision - Safeguarding <p>Improvement Programme</p> <ul style="list-style-type: none"> - 8 Peer Reviews completed - High performing councils - Data Hub use by ASC teams - Innovation Funding attracted - Key issues escalated & actioned | <p>A sustainable Care Market inc Dom care for the region</p> <p>Unplanned change & its negative impacts are mitigated</p> <p>A workforce that is valued, retained & developed</p> <p>Social Care & Health systems are aligned and improving to provide better, more efficient care & support</p> <p>Modern, technologically enabled care</p> <p>Health & other inequalities are reducing</p> <p>A champion for fairness & social justice</p> <p>Local, regional and national influence</p> <p>Recognised leader in sector-led improvement</p> |

10 things we are proud of in 2021/22...



Co-ordinated approach to rapid interpretation & implementation of COVID-19 key guidance, the escalation of key issues nationally and sharing of good practice



Effective preparation, major risk identification and weekly oversight of key issues and strong leadership with NHS Midlands and care provider partners



150+ hours of volunteer contributions to Networks & more cross-activity & collaboration between Networks



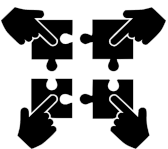
Peer, Practice and Assurance Reviews completed for each council – externally reviewed as ‘extremely good use of resources’



£150k of new NIHR funding into the region to support social care research development – the largest amount awarded



Enhanced our approach to co-production including regional commitment to Making it Real and TLAP Digital Partnership



New joint projects, partnerships and/or pooled resources with a range of partners – TLAP, West Midlands Employers, NHSX, AHSN, NHS Midlands



Utilisation and further development of the Data & Intelligence Hub to align to emerging ASC Assurance framework and support risk management



Developed a library of 100+ minutes of on-demand video case study and good practice content. Raised our profile and reach locally, regionally, nationally



Successful co-ordination and delivery of Midlands Digital Leadership Pilot – now with a mandate to scale across the country

Feedback from our partners and citizens

‘...It was a pleasure to be able to convey my perspective; it was also great to meet with people from health and social care...it reassures me that you are trying to achieve good things...’

Family carer working on the Small Support Providers Programme

“WM ADASS has opened its arms to co-production... not just a tick-box but values based approach”

Member of the National Co-production Advisory Group - TLAP

“My regional role with WM ADASS enables me to canvass a range of views which are fed into emerging developments and policy”

Regional Assurance Lead – DHSC

“It is encouraging that we have shared views in terms of the effective close working of social care and NHS teams and also that Local Authorities are fully engaged in Multi-Agency-Discharge-Events (MADE). Please pass on my thanks to your WMADASS colleagues”

Regional Director – NHS Midlands

“Our collaborative partnership with West Midlands ADASS is new and exciting. Integrating a representative of the sector to help shape this work through insight and positive challenge is a major step change in the way we work together.” **West Midlands Clinical Research Network**

“Our approach as a region is to understand our own individual council financial and performance challenges, and use this to work with and support each other to improve”

Paula Furnival, Strategic Director of People – Worcestershire County Council

“Brilliant” input from social workers to Multi Agency Discharge Events, “bridging the gap in knowledge for NHS staff”

Midlands ECIST Lead

Peer Challenge... “it’s a process that gives [councils] realityit asked them to question themselves while being questioned by others, which is a good thing”

Expert by experience – Regional Peer Challenge



Looking forward: key risks and issues in 2022/23

1. Statutory compliance

Key issues:

1. Care Act compliance
2. ASC reform
3. Care and health integration
4. Delay to LPS

WM ADASS mitigations

1. Regional co-ordination and support
2. ICS involvement and influence
3. Evidence to support assurance
4. Dedicated LPS resource and support

2. Finance

Key issues:

1. Corporate budget pressures
2. Funding to meet demand
3. Delivering against budget (inc. savings targets)
4. Leveraging system funding

WM ADASS mitigations

1. Access to relevant regional/national benchmarking info
2. Bespoke financial advice
3. Finance and capacity modelling and support to regional Finance Network

3. Safety and quality

Key issues:

1. Delivering White Paper vision
2. Keeping people safe
3. Diverse, high-quality care market

WM ADASS mitigations

1. Strengthen programme of Practice Reviews
2. Regional SAB Chairs' Group
3. WM ADASS / Provider Forums and commissioning practice peer support

4. Capacity to improve

Key issues:

1. System leadership and decision making inc. corporate support
2. Strategic and longer-term focus
3. Focus on learning and innovation

WM ADASS mitigations

1. Establishing strong research culture
2. Support for Lead Members, Safeguarding Adults Board etc
3. Leading sharing of best practice

Our objectives for 2022/23 [DRAFT]

- 1. Adult social care reform** and effective implementation of national mandatory requirements;
- 2. A sustainable care market and workforce** – key focuses on home care, ICS relations and finance;
- 3. Promoting social justice** and supporting thriving local communities and economies;
- 4. Assurance and improvement** – preparing for CQC and continuing to provide opportunities for peer-led improvement;
- 5. Innovation** with continuing focuses on digital, data and research.

10 things we are looking forward to in 2022/23...



A co-ordinated and effective approach to implementing reform – with DHSC, LGA and ADASS



Make our programme more participatory and develop and support a regional experts by experience group – building on work with TLAP



Develop and appoint to a new social care workforce lead role in partnership with West Midlands Employers



Improve the way we identify and provide preventative support to unpaid carers – through our regional pilot with Mobilise & Carers' Network



Enhance our health & care data collation, visualisation and modelling capabilities through our partnership with the Strategy Unit



CQC assurance preparation building on 14 pre assurance interviews – with DHSC, LGA, ADASS



Create and appoint three new social care research champions – part of our partnership with WM Clinical Research Network & University of Birmingham



Champion and promote social justice through collaborative work with people with a learning disability and autistic people – with NHS Midlands



Support the development of Market Sustainability Plans and cost of care models – via Commissioning Network & Provider Forum



Embed regional digital pilot into core programme and support the national scaling of this new model of digital leadership – with NHSEI (formerly NHSX)



“Striving to have the best regional improvement programme in England”

Appendices

1. Sector-led improvement:
 - *Progress against Logic Model (slide 15)*
 - *Network activity and highlights (slide 16)*
 - *Improvement enablers (slide 17)*
2. Sector led assurance: progress against Logic Model (slide 20)
3. Sector led innovation: progress against Logic Model (slide 21)
4. Proposed Logic Model 2022/23 – draft (slide 22)
5. Branch positions and infrastructure (slide 24)
 - *DASS roles*
 - *Improvement support*
 - *Network Chairs*

Sector-led improvement: progress against Logic Model

We said...

- Thematic Networks delivery and sharing and extending good practice
- Establish Mental Health Network
- Peer Challenge Programme
- Develop research projects
- Co-production and experts by Experience Network
- Health and Wellbeing Board support programme
- Embed social justice principles across Networks
- Equality, diversity and inclusion

We did...

- ✓ **150+ hours of volunteer Network contributions** and increased joint activity between Networks. New Networks inc Mental Health and Digital
- ✓ Delivery of successful **regional learning and best practice events** incl. LPS Conference, POT and PSW conference, Regional Research Launch Event
- ✓ **Peer Challenge and Practice Reviews** completed for all councils
- ✓ Developed and appointed to new **regional social care research** posts with West Midlands Clinical Research Network (CRN)
- ✓ A **regional commitment to co-production**, and TLAP’s Making it Real including new partnership with TLAP as ‘critical friend’ to Digital Network, lived experience input to events / Peer Challenge
- ✓ Conducted a **HWBB review** to shape development of ICS arrangements
- ✓ Collated available **equality demographic data** for the region to our Knowledge Hub

Sector-led improvement: Our Networks

Commissioning

Chair: Frances Kelsey
Lead DASS: Paul Smith

Successes 2021-22

- Rapid sharing of good practice through consistently strong attendance at Network meetings and with key partners
- Improvements in rapid identification and mitigation of risks – individual and wider market – cross sharing in region
- Further development of use of regional data and dashboards

Priorities 2022-23

- Develop clear products from home care workshops and scale application of LGA/ARCC costing model
- Continued application of residential care MPS toolkit
- Collaboration with other Networks include workforce, digital and finance
- Intro of mandatory requirements around cost of care, LPS, MH legislation etc

Workforce

Chair: Marc Greenwood
Lead DASS: Pete Fahy

Successes 2021-22

- Sharing and documenting best practice
- Joint project with WM Employers to scope workforce support activities
- WMADASS Wellbeing Survey presented at National Joint Strategic Wellbeing Board

Priorities 2022-23

- Valued - continue to share good practice and work towards parity of esteem (and pay)
- Retained - build on regional wellbeing survey and take forward joint WM Employer activities
- Developed – collaboration with key groups inc commissioners, providers, Sfc, POT & PSWs

Carers

Chair: Gordon Strachan
Lead DASS: Paul Edmondson-Jones

Successes 2021-22

- Ongoing collaboration within Network and joint working with other Networks
- Progress with digital innovation to support carers
- Partnership working with NHS and partner organisations

Priorities 2022-23

- Further Direct Payment use to support carers
- Regional digital project with Mobilise to identify/support carers
- Develop repository of sharing & previewing draft/unpublished commissioning intentions, specifications and strategies

Principal Social Worker

Chair: Andrew Errington/Seanna Lassetter
Lead DASS:

Successes 2021-22

- Completed Practice Reviews to support Pause and Learn approach
- Focused on mental health priority in two practice reviews and surveyed all councils in region
- Delivered joined conference with OT Network

Priorities 2022-23

- Support implementation of Liberty Protection Safeguards
- Support establishment of WM Mental Health Network
- Support work to develop research culture and evidence based social work

Sector-led improvement: Our Networks

Principal OT

Chair: Andrea Gronow
Lead DASS:

Successes 2021-22

- Evaluation of strengths-based practice started by University of Birmingham
- Professional support and mentoring to fellow OT leads
- Joint activity and events with Principal Social Workers

Priorities 2022-23

- Implement regional approaches to training & equipment transfer
- Commit to student placements and advocate social care as a career with Higher Education Institutions
- Develop and plan a Peer Review in line with social work

Mental Health

Lead: Mark Godfrey
Lead DASS: Kerrie Allward

Successes 2021-22

- Practice Review programme started on adult mental health
- ‘Key Drivers’ paper produced identifying main adult mental health guidance & legislation
- Facilitated regional workshop leading to appetite for formal Network

Priorities 2022-23

- Develop report detailing findings from Practice Reviews and surveys
- Launch Mental Health Network
- Elect a Chair and develop a Network work programme

Learning Disability & Autism

Chair:
Lead DASS: Paula Furnival

Successes 2021-22

- Active involvement from adult social care to NHS Provider Collaborative initiative
- Highest number of LAs in country accepted on to the Small Support Providers programme
- First LDA Partnership in country (BSol) to pilot provision of legal fees and deposits for people to purchase own homes through Shared Ownership

Priorities 2022-23

- Growing our capacity and capability to support autistic people
- Supporting the development of high quality and skilled providers
- Extending the pilot to identify physical health decline in people in their own homes (supported living)

Safeguarding

Chair: Deb Webster
Lead DASS: Nigel Minns

Successes 2021-22

- Established a Preparing for Adulthood professional interest group – also attended by parents
- Developed a regional Exploitation Toolkit supporting managers and practitioners’ guidance
- Reviewed Self-Neglect Guidance to reflect impact of drugs and alcohol

Priorities 2022-23

- Review West Midlands Safeguarding Adults policies and procedures (last reviewed 2016)
- Maintain current workstreams
- Support implementation of Liberty Protection Safeguards

Sector-led improvement: Our Networks

Performance & Knowledge

Chair: Pete Sidgwick
Lead DASS:

Successes 2021-22

- Councils beginning to submit pilot data to NHSD as part of national Client Level Data collection
- Contribution to national and regional development of assurance framework
- Collaboration with Midlands Decision Support Unit

Priorities 2022-23

- Continue support to Peer Review and Assurance Programme
- Finalise development of local metrics for in year collection
- Continued support on new data reporting requirements

Digital

Chair: Marc Greenwood
Lead DASS: Pete Fahy

Successes 2021-22

- Launch of new Network and high levels of participation
- Co-produced work programme and support from TLAP
- Raised profile of digital progress in region – work with NHSX, published case studies and articles

Priorities 2022-23

- Further joint work and collaboration with other Networks
- Working with ICSs to secure digital innovation funding
- Targeted innovation activity on regional priorities: home care & workforce

Finance

Chair: Ewan Dewar
Lead DASS: Pete Fahy

Successes 2021-22

- Engagement on adult social care reform
- Sharing of knowledge / best practice in response to policy change and interpretation of LGA Use of Resources Reports
- Peer support on grant management and reporting incl. escalation nationally of key issues

Priorities 2022-23

- Work with Commissioning Network to progress fair cost of care work and preparation of proposed Market Stability Plans
- Develop and test efficient and effective Care Cap / Account systems' solutions
- Assist WM councils with prep for assurance and inspection of financial issues and risk

University of Birmingham: WM ADASS Peer Challenge 'extremely good use of resources'

SOCIAL CARE
Our regional peer review model spread social care best practice

The public commitment of 14 directors meant improvement action was taken in the full glare of professional accountability

WM ADASS Associate Lorraine Currie wins at LGC Awards

11th October 2021 | England & Wales | Health and social care, Technology

The West Midlands is investing in adult social care digital leadership – and you can too

Sector-led improvement: Enablers

Co-production

Lead: Abby Vella
Lead DASS: Sarah Dillon

Successes 2021-22

- Formal regional commitment to TLAP’s Making it Real
- Partnership with TLAP as ‘critical friend’ in development and launch of Digital Network
- Lived experience input into improvement programme – Peer Challenge, research activity

Priorities 2022-23

- All Network activity to align with Making it Real Framework
- Develop and support regional expert by experience group
- Develop more and wider opportunities for lived experience input in regional improvement

Research

Lead:
Lead DASS:

Successes 2021-22

- New partnership with West Midlands Clinical Research Network to support research development
- Joint development and recruitment to new ASC research posts
- Successful ‘Building a culture of social care research’ launch event

Priorities 2022-23

- Develop infrastructure required for newly NIHR funded project to develop a culture of research
- Appoint three regional research champions
- Deliver further events and develop a training programme with MPFT NHS Trust

Equality, diversity & inclusion

Lead:
Lead DASS:

Successes 2021-22

- Collated available equality demographic data for the region to our Knowledge Hub
- Initial reviewing and testing approaches to equality impact assessments (BCF, AHSN)
- Survey of WM ADASS regional EDI initiatives

Priorities 2022-23

- Supporting all regional networks and workstreams to include EDI in their plans
- Continue to champion EDI nationally with ADASS / LGA
- Identify opportunities to support further EDI research, evaluation and action in response to identified areas

Social justice

Lead:
Lead DASS: Graeme Betts

Successes 2021-22

- Birmingham, Stoke ASC/BCT WRES pilots
- Commissioned and published with NIHR literature review on ‘Exploring good practice in meeting the sociocultural needs & preferences of adult BAME citizens in care settings in West Midlands;
- Developing joint Statement of Intent between WMADASS and WMDPHs.
- Establishing EDI Network with Skills for Care and Health

Priorities 2022-23

- Ensure that the 5th 2022-2025 workforce priority ‘enhancing social justice, equality, diversity and inclusion’ is embedded in all priorities
- Safeguarding / LPS addressing inequalities
- A more diverse workforce

Sector-led assurance: progress against Logic Model

We said...

- Care provider risk profiles / commissioner and provider forum
- Service continuity and market resilience Plan
- Joint NHS and adult social care NHS priorities
- Financial oversight
- Keynote briefings, reports and analysis

We did...

- ✓ **Effective preparation, major risk identification and weekly oversight** of key issues with councils, care providers, NHS, including for service continuity and resilience using Data and Intelligence Hub
- ✓ Extended regional **COVID-19 communication Hub** to provide rapid interpretation and briefings on urgent key guidance and issues, share good practice, escalate and feedback on key issues nationally
- ✓ Prompt and co-ordinated (where necessary) responses to increasing volumes of **national surveys, requests and priority requirements** – often at short notice
- ✓ **Strong leadership** with NHS Midlands and care provider associations, including to ensure that adult social care principles, pressures and key issues (such as Home First) are understood, adhered and responded to.
- ✓ **Enhanced WM ADASS reputation** nationally and strengthened ADASS' national delivery and lobbying voice on key issues including finance, Home First, safeguarding.

Sector-led assurance: progress against Logic Model

We said...

- Digital Programme
- Information sharing
- Workforce commissioning plan
- Capturing and sharing good practice
- Third party funding and support

We did...

- ✓ Developing a new **home care modelling tool** to support councils and partners to understand and model future home care demand, including implications for workforce, commissioning the NHS and COVID-19 recovery.
- ✓ Successfully hosted and piloted a brand new **regional digital lead role** with NHSX, LGA, NHS Midlands and East Midlands ADASS, which the sector will see extended and scaled in 2022/23.
- ✓ Curated a library of **on-demand video case study and good practice content** across a range of areas such as commissioning, digital transformation & co-production.
- ✓ **Secured innovation funding and/or expert third party support** including LGA Strengthening Sector Capability Programme, NHSX Joining up Care & Better Security, Better Care and ADASS/Microsoft Innovation Challenge
- ✓ Raised our profile locally, regionally, nationally – WM ADASS articles in **Local Government Chronicle** and **LGiU**



Proposed Logic Model
2022-2023
Draft for comment



Branch Plan March 2022

Vision: Sustainable social care and health systems providing better care and support across the West Midlands, promoting independence and social justice, supporting thriving local communities and economies and ensuring an effective response to the challenges of COVID-19

Objectives

1. **Adult social care reform** and effective implementation of national mandatory requirements (LPS, integration)
2. **A sustainable care market and workforce** – with key focuses on home care, ICS relations and finance
3. **Assurance and improvement** – preparing for CQC and continuing to provide opportunities for peer-led improvement
4. **Social justice** and supporting thriving local communities and economies
5. **Innovation** with continuing focuses on digital, data and research

| Inputs | Activities | Outputs | Impacts | Outcomes |
|---|---|--|--|---|
| 14 Directors of Adult Social services and their teams | <p>Reform</p> <ul style="list-style-type: none"> • Help LAs prepare for reform & legislative changes including LPS • ICS development via HWBB review | <ul style="list-style-type: none"> • Regional oversight of key changes, with guidance, support and templates • Joint projects with ICS partners | <ul style="list-style-type: none"> • Co-ordinated, safe implementation of reform, risks mitigated • More effective interface between health and social care | <p>I can live the life I want and do the things that are important to me as independently as possible</p> |
| WM-ADASS Thematic Networks | <p>Sustainability</p> <ul style="list-style-type: none"> • Market fragility, workforce & provider risk management • Cost of care and MSP support • Home care and workforce demand and supply modelling | <ul style="list-style-type: none"> • Service continuity & market resilience arrangements in place • FCC exercises complete and MSP templates and tools • New modelling tool and skills to support commissioners | <ul style="list-style-type: none"> • Key market / finance issues escalated and responded to • Effective market shaping/oversight • Improved commissioning and delivery of home care | <p>I have care and support that enables me to live as I want, as a unique person with skills, strengths and personal goals</p> |
| WM-ADASS Improvement Director & Programme Manager | <p>Assurance and Improvement</p> <ul style="list-style-type: none"> • Thematic Network Delivery • Assurance reviews & preparation • Co-production and Making it Real support | <ul style="list-style-type: none"> • Work programmes & cross Network learning • Data Hub & Assurance toolkit of resources • Experts by experience group | <ul style="list-style-type: none"> • Improvements across Priorities • LA readiness for CQC assurance • Improvement co-produced with lived experience experts | <p>I feel safe and I am supported to understand and manage any risks</p> |
| WM-ADASS Associates pool & commissioned resources | <p>Social Justice</p> <ul style="list-style-type: none"> • LD&A focus on research, commissioning and quality • Regional Programme Equality Impact Assessment | <ul style="list-style-type: none"> • New research, quality standards and support for LD&A providers • Completed report and recommendations for improvement | <ul style="list-style-type: none"> • Improved care quality & outcomes for individuals & families • More inclusive regional improvement programme | <p>I can keep in touch with people who are important to me, including family, friends and people who share my interests, identity and culture</p> |
| Care and Health Improvement Adviser (CHIA) | <p>Innovation</p> <ul style="list-style-type: none"> • Identify, capture and share good practice – particularly care tech • Develop innovation & new housing models, approaches and partnerships • ASC research development | <ul style="list-style-type: none"> • Online repository of good practice • New innovation projects, support or funding underway • Strengthened research capacity & initiatives planned | <ul style="list-style-type: none"> • Best practice scaled and replicated • More capacity and resourcing to trial & embed innovation • Research-based practice improvement | <p>I have care and support that is co-ordinated and everyone works well together and with me</p> |
| Better Care Manager | | | | <p>I can get information and advice that is accurate, up to date and provided in a way I understand</p> |
| Key partners – locally, regionally and nationally | | | | <p>I live in a home which is accessible and designed so that I can be as independent as possible</p> |
| Experts by experience | | | | <p>I have a co-produced personal plan setting out how I can be as active in my community as possible</p> |
| Programme budget 3rd party funding and/or support | | | | |



directors of
adass

adult social services

West Midlands

*Branch positions and
infrastructure*



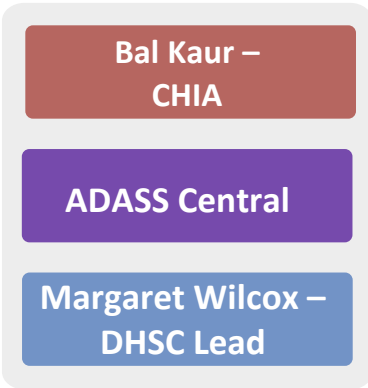
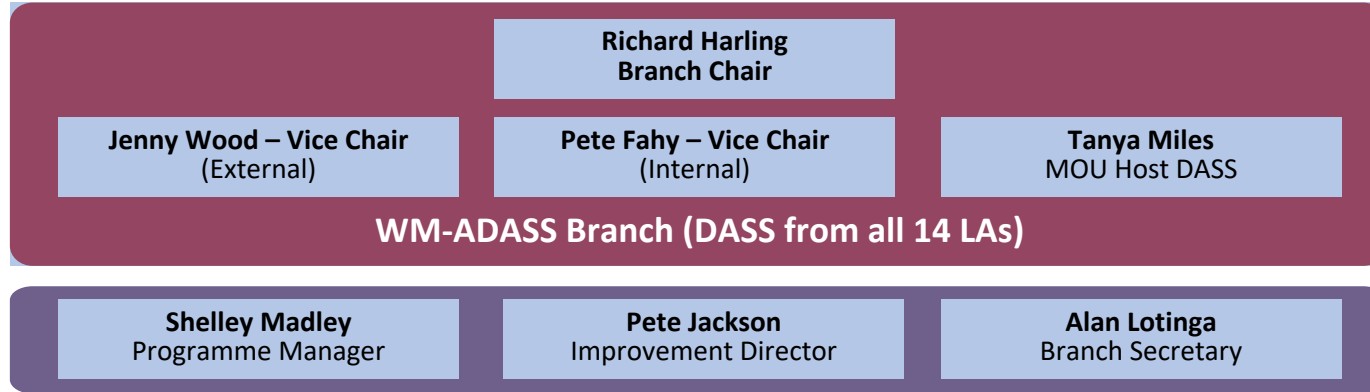
“Striving to have the best regional improvement programme in England”



WM-ADASS Improvement Infrastructure

February 2021

Midlands
NHSE/I



WM-ADASS Associate Pool **WM-ADASS Thematic Networks**

Commissioning - Workforce - Performance & Knowledge - Carers - Learning Disabilities & Autism - Safeguarding - Principle OT - Occupational SW – Mental Health – Digital

Funding:

- DASS contributions
- LGA/ADASS pooled funding
- Regional NHS grants
- Partner contributions
- Legacy funding

Outputs:

- Regional data hub and improvement dashboard
- Communications and information hub
- Peer challenge programme
- Network facilitation
- Regional Improvement plan

Relationships:

- ADASS / CHIP/ DHSC
- Midlands NHSE/ AHSN/ CSU etc
- Workforce Alliance – Sfc UoB HEE CRN etc
- ADPH/ ADCS/ PHE/ NHS Confed

WM-ADASS Programme Delivery

DASS Roles – January 2022



Branch Chair

Richard Harling
Staffordshire
County Council



**Vice Chair
(External)**

Jenny Wood
Solihull Council



**Vice Chair
(Internal) & Digital**

Pete Fahy
Coventry City
Council



Hosting Arrangements

Tanya Miles
Shropshire Council



Social Justice

Graeme Betts
Birmingham
City Council



Carers

Paul Edmondson- Jones
Stoke City Council



**Learning disability and
Autism (TCP)**

Paula Furnival
Worcestershire
County Council



Co-production

Sarah Dillon
Telford and Wrekin



**Sector led
Improvement**

Matt Bowsher
Dudley Council



Commissioning

Paul Smith
Herefordshire Council



TBC

Rashpal Bishop
Sandwell Council



**Safeguarding and
ADCS link**

Nigel Minns
Warwickshire
County Council



ADCS Liaison

Emma Bennett
Wolverhampton
City Council



Mental Health

Kerrie Allward
Walsall Council

Each role has a description and will be reviewed in 2022 to reflect revised priorities

Improvement support – January 2022

The improvement programme is designed to flex to meet changing priorities and resource availability. Shropshire Council provide HR support for core employees of WM ADASS and associates are employed through their dynamic purchasing system.

Partner resources are included to reflect the close working relations between the different aspects of the improvement capacity provided by partners.



**Improvement
Director**

Pete Jackson
Employed



**Programme
Manager**

Shelley Madley
Employed



**Learning Disability
& Autism**

Catherine Nolan
Employed



Digital Delivery

Abby Vella
Employed

Improvement support – January 2022

The improvement programme is designed to flex to meet changing priorities and resource availability.

Shropshire Council provide HR support for core employees of WM-ADASS and associates are employed through their dynamic purchasing system.



Policy and risk management

Alan Lotinga
Associate



Peer Challenge Programme

Helen Coombes
Associate



Data & Commissioning Support

Paul Johnston
Associate



Workforce & ED & I Support

Lynne Bowers
Associate



Performance & Carers Support

Raj Chauhan
Associate



Strategic Communications

Paul Masterman
Associate



Digital Communications

Vicky Sargent
Associate



Practice Reviews, PSW & MH Support

Mark Godfrey
Associate

Improvement support – January 2022



HWBB Review

Brendan Clifford
Associate



Physical Health Deterioration (LDA)

Kit Roberts
Associate



Physical Health Deterioration (LDA)

Chris Sholl
Associate



Data & Research

Richard James
Secondee

Partner resources are included to reflect the close working relations between the different aspects of the improvement capacity provided by partners.



Ageing Well Team

Steve Corton
NHS Midlands



Better Care Manager

Sarah Mahoney
NHS Midlands



Care Market

Peter Hay
Associate



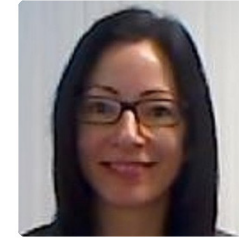
Liberty Protection Safeguards

Lorraine Currie
Secondee

WM-ADASS Network Chairs – January 2022

The purpose of the West Midlands Improvement Networks is to:

- Focus on improving performance across the region;
- Share good practice, knowledge and support where required;
- Provide networking opportunities to enhance personal and professional development.



**Learning Disability
& Autism**

Becky Hale
Warwickshire Council



**Equality, Diversity
& Inclusion
Vacancy**



Commissioning Co-Chairs

Fran Kelsey
Worcestershire Council



Paul Smith
Herefordshire Council



Amanda Allcock
Stoke City Council



Darryl Phillipowsky
Walsall Council



Deb Ward
Sandwell Council



Sarah Hollinshead-Bland
Shropshire Council

Mental Health Co-Chairs

Safeguarding Leads Co-Chairs

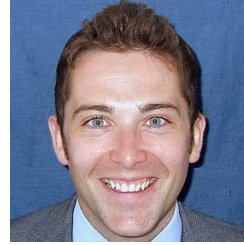
Each network has a terms of reference and role description for the Chair(s)

WM-ADASS Network Chairs – January 2022



Principal Occupational Therapists

Andrea Gronow
Walsall Council



Workforce & Digital

Marc Greenwood
Coventry Council



Principal Social Workers Co-Chairs

Andrew Errington
Coventry Council



Seanna Lassetter
Walsall Council



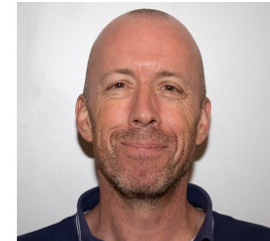
Finance

Ewan Dewar
Coventry Council



Performance & Knowledge

Pete Sidgwick
Warwickshire Council



Family Carers

Gordon Strachan
Birmingham Council



Lead ASC members

Cllr. Paulette Hamilton
Birmingham Council

Each network has a terms of reference and role description for the Chair(s)