

VISION 2021

SUSTAINABLE MARKETS
SUSTAINABLE SYSTEMS
SOCIAL JUSTICE

**SECTOR LED
IMPROVEMENT**

directors of
adass
adult social services
West Midlands

Pause and Learn Telford and Wrekin Adult Social Care

March 2021

“there was a whole council approach and everybody stepped up to help people shielding and vulnerable residents”

Proud to be part of
Telford Adult Social
Care

We have never had an occasion
where the market has not
responded

What is the 'Pause and Learn' Approach?

The COVID-19 pandemic has and continues to impact on a whole range of service delivery and planning functions across health and social care, systems and communities are now trying to find a way of balancing the ongoing COVID response whilst also transforming local services

WM ADASS has an enviable record in delivering Adult Social Care peer reviews with all 14 councils participating in three cycles over a 6-year period with sharing of good practice, learning from peers and a critical friend approach embedded across the region – developing a 'Pause and Learn' offer to provide a more flexible response during the pandemic undertaken remotely has enabled the culture of learning to be maintained.

Using a 'Pause and Learn' approach allows different groups of stakeholders and teams to come together and through a facilitated discussion with a team from another area think about how opportunities for the future can be grasped to accelerate improved outcomes for local residents

Telford and Wrekin are the 3rd council to use this approach, council's build a programme that allows the participants to have discussions and reflection that will help them build the next stage of their recovery and transformation

The visiting team's focus on encouraging and supporting participants to have facilitated reflective discussion framed around four key questions with the council identifying in advance an themes they would like to be explored

1. What sort of team/group/partnership are you already? Reflection on your actions
2. When are/were you at your best?
3. What do/did you anticipate well and what surprised you?
4. What will/do you want to build on going forward?

Feeling our value as a
Making it Real Board, we
need to work up our own
confidence

West Midlands Pause and Learn Context

- Part of the wider sector-led challenge and continuous Improvement Offer
- Telford and Wrekin Council had been due to have a peer review in 2020 and were keen to use the Pause and Learn offer to help them reflect on the next phase of change that will be required as COVID 19 and the new White Paper will require further transformation. The focus has included ;
 - The shape and nature of leadership opportunities in the context of the Integrated Care system
 - Refreshing the contribution that adult social care makes to the council, and the wider system in the context of Place Based working
 - identifying and reflecting the best practice opportunities that can be further developed
- A Practice Review (Pause and Learn) was undertaken via the Principal Social Worker Network with a reflective discussion with key stakeholders including the Director led by the WM ADASS Practice Review lead Mark Godfrey in November 2020
- The Pause and Reflect team consists of Paula Furnival (Strategic Director People Worcestershire County Council), Cllr Adrian Hardman (Cabinet Lead and Deputy Leader Worcestershire County Council), Frances Kelsey (Lead Commissioner Worcestershire County Council), Seanna Lassetter (Principal Social Worker Walsall Council), Meena Dulai (Head of Service Wolverhampton Council) and supported by Helen Coombes (WM ADASS Peer Challenge Lead)



We had more
volunteers than we
knew what to do with

What sort of team/system are you ?

The **focus on social care practice, values, and professional curiosity** was evident in many of the discussions particularly in exploring how people can be supported to live independently

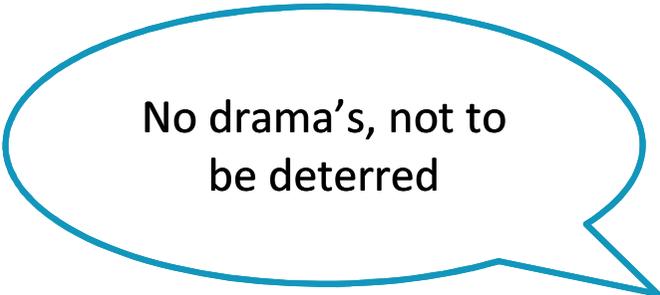
The relationships between Telford and Wrekin staff, and partners in primary, community and acute health care on an operational basis are very strong, and the senior managers **demonstrated how much they respected each others priorities and contributions**

There is **regular, effective communication across teams**, aided by e.g. allocated social workers for each care setting and it was clear in the conversations that care providers, different parts of the council and across adult social care had a strong team ethos focused on outcomes

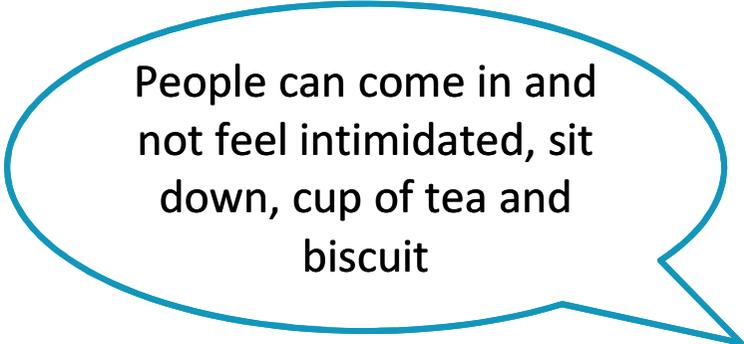
Weekly meetings for both care homes and domiciliary care agencies have been particularly useful to manage the changing situation during COVID, and the range of support from different parts of the system has **been appreciated by the market during a very difficult time**

Inclusivity challenges facing the Experts by Experience were tackled by **individual leaders efforts** for example making sure that Zoom was used rather than Microsoft teams

Sarah Dillon (DASS) is recognised as embedding a **values driven leadership and team relationship based ethos** ; “**do the right thing**” Proudness about working in and for Telford was very tangible across all of the meeting including those external to the council and Experts by Experience



No drama's, not to
be deterred



People can come in and
not feel intimidated, sit
down, cup of tea and
biscuit

When you are you at your best ?

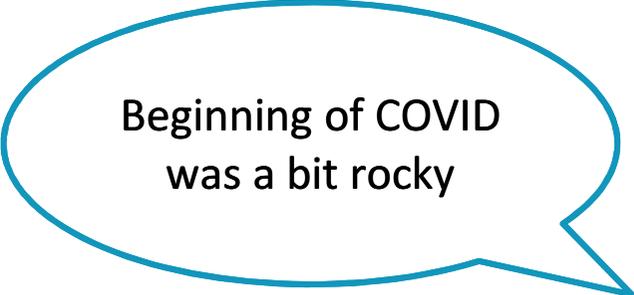
The **on line and digital offer, including Live Well Telford** has reportedly helped to reach out to people who the council had previously not had contact with, including those people who were shielding reporting they found it a useful tool to access help and support

High staff engagement has continued through the COVID pandemic, and regular welfare checks, well being offer and continuing the focus on staff involvement has clearly helped to protect morale and led to outcomes such as 90% of staff feeling they can influence services

Though for some the beginning of COVID was a difficult time, particularly adults with a disability the **commitment to inclusion and transformation** based on co production has been valued by the Making it Real Board. The co production work that has led to the design of the virtual house and the eventual opening of its physical presence is really impressive in the context of COVID

Experts by Experience are supporting conversations with people and professionals around hospital discharge to aid communications with statutory services which is a good example of best practice

Despite all of the risks in the wider care market, which is mainly made up of small providers the team work across care providers and health and social care staff has meant the Care Market has successfully been able to respond to commissioning needs for additional capacity due to COVID. **Good examples of partnership working getting new services up and running effectively.**



Beginning of COVID
was a bit rocky

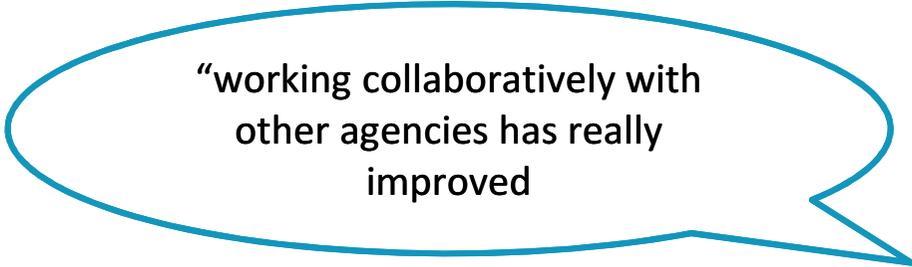
What do you anticipate well ?

At a very early stage it was recognised that there needed to be a **wide scope** to the COVID response that included housing issues, and how this can provide an opportunity to build into an ambitious specialist housing and accommodation strategy.

Whilst recognising the need to focus on the immediate COVID response the adult social care team appears to have maintained a **focus on the broader and longer terms issues** such as developing a Learning disability strategy and making sure that the strengths based practice in reviews was continued

The care market resilience was identified as a key risk, and a range of interventions including the deployment of public health to focus on infection control support, using data to target resource's and mobilising very quickly with partners to offer an integrated offer was key to helping manage in each wave of the pandemic

The strength of community and voluntary sector resource was recognised and focus given at a leadership level to work alongside the voluntary sector rather than to try and direct it, the flexibility individuals, and teams have shown in all sorts of different organisations and groups has been outstanding



“working collaboratively with other agencies has really improved

What do you anticipate well ?

Keeping a **focus on the future** despite all of the challenges of COVID 19 has clearly been a priority for the Chief Executive and the senior political team, this has meant that the relationships with the developing Integrated Care system, continuing to develop the governance structures such as TWIP and maintaining the momentum of the technology strategy has been prioritised

Co production, enhancing the role of the Making it Real Board and keeping focused on the strategy based practice and the importance of strong clear leadership across adult social care to make sure Telford is in a good position to move into a post pandemic phase ensures that adult social care is in a good position to lead place based developments as part of the White Paper implementation. The Learning Disability Partnership Board shows a good co-production ethos

Market development, commissioning strategy and adult social care practice has started to become more integrated, during the COVID pandemic and this will help ensure that hidden and new demand can effectively be managed in this next phase and the resources available for adult social care are sufficient to meet need

The need to identify **common ground with Shropshire** and to play this into the COVID response and discussions with the wider health system have helped to mature relationships with health partners that work across the two place based areas and help embed an acceptance of Telford and Wrekin as a key player in the wider system

The focus on **climate change and economic regeneration**, alongside developing the specialist housing and a strong digital offer are all really good examples of the unique offer that Telford and Wrekin brings to the local Place and the broader system

The market has gone against all expectations, fantastic Everything else should be a breeze

What will you retain and build upon ?

- The responses by the **local voluntary sector and communities groups** has been phenomenal over the last 12 months, the enthusiasm and commitment from this sector, and its offer to work closely with local business is clearly something stakeholders want to build on.
- The rapidly strengthening Making it Real Board, the energy and strong sense of **mutual respect** with the Experts by Experience is valued across the system, maintaining this level of co production was articulated as a priority by many Co production and involvement
- The **strong relationships** across the directorate and the council, with partners and across the system including with primary care are something that people want to retain, further promoting a culture of ‘ we are in it together’ is very much an ethos that people want to maintain Fab relationships
- Adult social care senior leaders, and the wider workforce feel that they have demonstrated to the council and to the wider system the contribution they bring to the system, they want **to continue to have a stronger influence in shaping the health and well being strategy** to tackle inequalities and lead work that ensures the care market is resilient, economically thriving and actively promoting early help and prevention

The council protects Telford as a place, Its Live Well site and ILC are excellent

Key themes to maximise opportunities

Be really clear on the **strategic opportunities and priorities** and use those with the operational team, council team, Members, and partners

In that narrative, use your rationale that the council's contribution is to get to **the heart of the community**, to work in partnership with customers and local organisations, and this builds the strengths based approach

You told us that the council is about prevention, public health management and recovery – don't underplay this **OFFER**

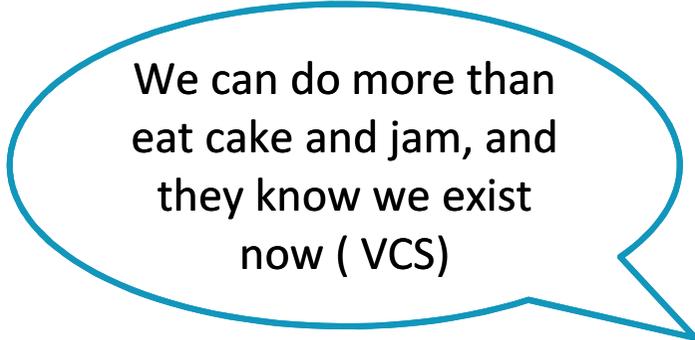
Make the connection for health colleagues in particular about managing DEMAND, the OFFER, and better OUTCOMES

You told us that the **ASC budget** (which is lower in comparison to other LA's in the region as a % of overall spend) is supported by wider initiatives (e.g. housing, transformation funds, reserves) and can overspend. Consider if this will meet the demographic demands of the growth in the older people population

The **switch to technology** as a way of working has been dramatic. Really stress test with customers and workforce their experience to get the balance understood and ensure digital inclusion is maintained

The approach on the **use of data** to predict and support population health management could be further explored. Your CYP told us they would benefit from sharing the needs based knowledge you have gained

Your **commissioning approach** is strengthening and can be built upon



We can do more than
eat cake and jam, and
they know we exist
now (VCS)

In summary

Telford has exceptional adult social care operational delivery and partnerships relationships during an incredibly difficult time and is a strong position to position itself as the leader of the population health, economic restoration and maximising the digital inclusion offer at the local place

The TWIP gives an strong foundation for a governance structure that ensures the health and well being board and selected members are enabled to fulfil their roles in civic leadership to tackle health inequalities and have sustainable health and social care local offer

The different elements of a strategic narrative of the council offer to the Integrated Care System is in place and need to be clearly articulated internally and externally demonstrating the impact on outcomes, demand and cost of services

Continuing to achieve deeper leadership integration across commissioning and operational adult social care will ensure that the strengths based practice and co production will be shared and developed across the whole place based pathway for all ages, and improve efficiencies. Understand what key partnerships will manage future demand and needs and develop those now

Further reflection on how adult social care leadership can best influence and support the ICS and Covid legacy work

“the council is continually connected with partners to make sure we do the right thing together”

Practice Review (Pause and Learn) - Methodology

The Practice Review was undertaken in Telford and Wrekin during November 2020. At the request of the Director, Adult Social Care this Practice Review was a hybrid between a review focusing on strengths-based practice and the Pause and Learn post-Covid-19 review.

The Practice Review consisted of virtual meetings and a review of case files. Virtual meetings were held on 10 November 2020 with five Team Leaders and on 11 November 2020 with the Director, three Service Delivery Managers and the host Principal Social Worker; and another with eleven practitioners.

The three Principal Social Workers (including the host Principal Social Worker) examined fifteen case records provided by the council.

“team spirit has been amazing”
and closer relationships have
been built up between the
teams and Team Leaders”

Practice Review – Case files

- The three Principal Social Workers (including the host Principal Social Worker) examined all 15 cases provided the council (five cases each) and audit forms were completed for each case
- Principal Social Workers considered that the council has a good baseline for strengths-based practice throughout adult social care, and that the ‘Making it Real’ Board is central to co-production and developing practice
- Overall, all of the case records examined were considered to be consistently good with 86% either good or outstanding
- There were no cases causing significant issues of concern that needed to be returned for review
- The audit tool comprised thirteen questions, twelve of which were rated using a scale of outstanding, good, requires improvement and inadequate. The ratings are made by Principal Social Workers based on components of good practice they have identified and their experience. In total there were 180 questions rated (15x12), (although four questions were considered to be not applicable as they were completed by Occupational Therapists), so 176 questions were rated and the overall numbers and percentages are as follows:

Outstanding	33 (19%)
Good	118 (67%)
Requires improvement	25 (14%)
Inadequate	0 (0%)

“practitioners were really creative in how they undertook assessments”

“some outcomes have not been fully achievable” due to issues of safety and risk as practitioners have not been able to make visits

Practice Review - Key Strengths

A good baseline for strengths-based practice throughout adult social care

Director and management team (including the host Principal Social Worker) worked closely regarding easements and communicating messages

Good support provided to staff throughout the pandemic from all managers, including the Chief Executive

Excellent response from IT in launching Microsoft Teams quickly

Individualised approach to home and office working, and staff needs for equipment taken into account to support staff to work at home

Good examples of integrated arrangements and joint working e.g. Integrated Discharge Team across Telford and Shropshire, Integrated Autism hub, Integrated Place Partnership and Integrated Admission Avoidance Team and the voluntary and community sector

Evidence that the 'Making it Real' Board is central to co-production and developing strengths-based practice

Management - "very much a human touch and it's very much appreciated by all of the staff"

"the ICT Team were amazing and put Microsoft Teams in place overnight"

Practice Review - Opportunities for development

Improving the articulation and appropriate recording of individual strengths and outcomes in assessments and support plans

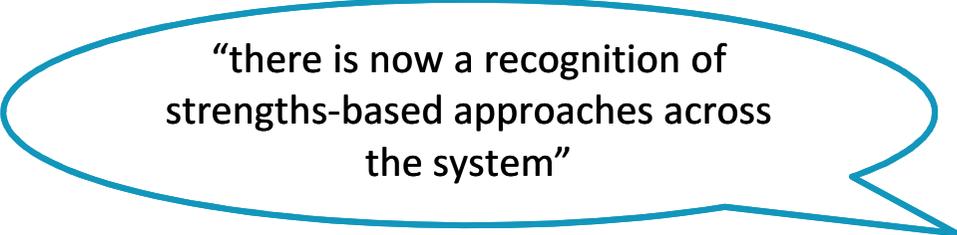
Reviewing the risk assessment and developing a more enabling approach

Examining practice to ensure that 'Making it Personal' is understood and there is a strengths-based approach to safeguarding

Completing the Learning Disability Strategy and further developing opportunities for people to access community activities in the longer-term rather than the provision of building-based services

Developing widespread access to virtual platforms for people

Working with the NHS to further develop strengths-based and asset-based practice across the system



"there is now a recognition of strengths-based approaches across the system"