

3 CONVERSATIONS

Birmingham Taking the Initiative – Changing the nature of what we do!

March 2018 – October 2019

18 Month Highlights

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Strengths based conversations,involving people and communities in designing and commissioning support, is part of what social workers should be influencing. *Lyn Romeo, Chief Social Worker for Adults (England)Annual Report 2019*

Key Element from National Good Practice Guidelines to develop Strength Based Practice

Whole system change is required just changing social work practice without strengthening the support for communities will create blocks and challenges within other parts of the system.

Moving from traditional social work practice requires more than delivering training. Culture change depends on a change of behaviour

A clear vision by senior management of how the culture within the organisation will be shaped is essential in order to move towards a strengths and asset-based approach.

Develop and promote a culture of collaborative and joint working where staff and members of the community maximise their strengths in a co-productive way.

Enabling flexibility in processes and procedures so that they can be adapted to meet individual circumstances and can therefore be appropriate and proportionate to them.

Traditional Systems and Processes must change – workers need the right information, tools, processes and systems to support working in a strengths and asset-based way.

Story of Difference

Jas' story

We were put in touch with Jas because a support worker was concerned that he was always intoxicated, his flat was unkempt, and he was not looking after himself. Sharon was asked to visit Jas as he was not caring for himself or his surroundings. On this visit Jas stated that he was unable to clean his flat because of his epilepsy and wanted to move out of his flat and have 24-hour care.

Jas also said he was having suicidal thoughts and wanted to kill himself but didn't know why. This raised concerns for his mental well-being, but he didn't want to go to his GP about it. Sharon suggested that in working together, he could be supported to continue to live at home. Sharon agreed to keep in touch with him regularly by phone and arranged to visit him again to encourage and motivate him. During the phone calls they discussed cleaning his flat and making a connection with mental health services through his GP. When Sharon next visited Jas, his flat was cleaner and tidier. Jas told Sharon her visit and contacts had prompted him to try and it had taken him two weeks to tidy his flat.

Jas continued to maintain his flat and seemed less withdrawn. He agreed to visit the GP and asked to be connected to the right place to discuss his suicidal thoughts and agreed to be connected to the Mental Health Team. An appointment was also made for Jas to see an advisor at the Asian Resource Centre.

Listening to Jas which helped him to making changes for himself.

The services Jas linked with supported him to move to more suitable accommodation and they kept in regular contact with him. Through these regular conversations Jas is now going out and is more motivated. He is looking after himself, his flat and has stopped drinking.

Jas wrote a compliment stating *"she is a good girl and she has worked very hard. Four, five weeks ago she saved my life. Came to my flat and she tried to help me, my flat was very dirty and I tried to kill myself. She motivated me to clean my flat, she helped me go to a new flat, a better place. She has changed my life. I am going to start a new life, I have stopped drinking, keeping bad company and will go straight home. I feel better and safe now. I want to say thank you to Sharon and her manager"*

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- In 2017 Dr Graeme Betts Director Adult Social Care set the vision for work with Adults within Birmingham.
- The transformation of adult social care practice taking place in Birmingham was launched in March 2018.
- The 3 Conversations Framework and Family Group Conferencing focus on social work practice. Local Area Co-ordination and the commissioning led Neighbourhood Networks focus on co-production with citizens and communities.
- Birmingham committed to a phased rollout approach to the 3 Conversations framework.
- Teams were encouraged to directly report any issues, concerns and potential solutions in live time throughout roll-out. In following this methodology frontline workers have directly developed all paperwork, processes and guidance through reflection in and on practice and appreciative enquiry.
- Birmingham is proud of the progress that has been made from point of adoption to the point of 18 months into implementation.

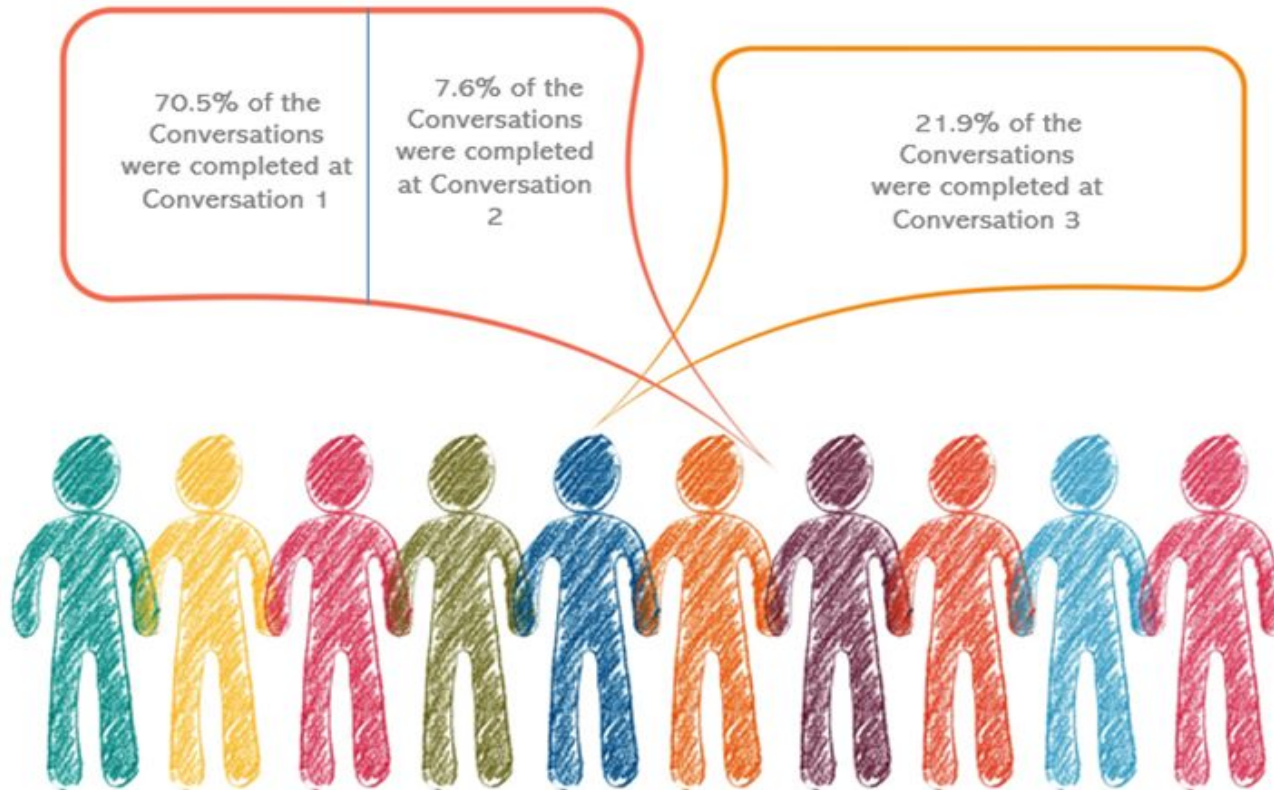
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- ✓ Conversations Completed at 6 months - 1497
- ✓ Conversations Completed at 12 months - 4043
- ✓ Conversations Completed at 18 months - 14588



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In 18 months.. 14588 conversations were completed



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Long Term Services Taken Up By New Clients

3 Conversation March 2018 to October 2019

Assessment March 2017 to March 2018

					Assessments			
Constituency	Requests for Service	LT Services Provided	No LT	% LT		Constituency	LT Services	No LT Services
Hall Green	941	78	863	8.3%	Phase 1	Hall Green	38.5%	61.5%
Hodge Hill	929	71	858	7.6%		Hodge Hill	42.3%	57.7%
Erdington	951	87	864	9.1%	Phase 2	Erdington	46.5%	53.5%
Ladywood	892	74	818	8.3%	Phase 3	Ladywood	33.4%	66.6%
Northfield	946	83	863	8.8%		Northfield	36.7%	63.3%
Selly Oak	848	85	763	10.0%		Selly Oak	41.0%	59.0%
Yardley	945	100	845	10.6%		Yardley	46.9%	53.1%
Edgbaston	800	67	733	8.4%	Phase 4	Edgbaston	38.1%	61.9%
Perry Barr	938	75	863	8.0%		Perry Barr	41.0%	59.0%
Sutton	787	59	728	7.5%		Sutton Coldfield	41.0%	59.0%
Other / OLA	227	29	198	12.8%		Citywide	40.4%	59.6%
Grand Total	9204	808	8396	8.8%				

Impact of Three Conversations

- Percentage of new people taking up long term support:
 - Old World 40.4%
 - 3 Conversations world after almost 15,000 conversations 8.8%

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This has resulted in almost £5 MILLION savings - recurring.

This figure has been verified by corporate accountancy

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Where we have provided support there has been a significant increase in Direct Payments.

Our service is moving in a positive direction of travel regarding Direct Payments. However, workers have reported that the 3 Conversations methodology lends itself to being more Direct Payment friendly versus the Care Management Model way of working.

Constituency	Apr-18	Dec-18	Sep-19	
AD Hall Green	26.0%	29.2%	36.7%	Phase 1
AD Hodge Hill	23.3%	28.4%	36.4%	
AD Erdington	22.5%	27.4%	33.2%	Phase 2
AD Ladywood	30.5%	34.5%	38.9%	Phase 3
AD Northfield	21.6%	22.7%	29.0%	
AD Selly Oak	20.5%	24.2%	32.2%	
AD Yardley	18.2%	23.6%	31.3%	
AD Sutton	27.2%	32.1%	36.9%	Phase 4
AD Edgbaston	23.7%	25.7%	29.1%	
AD Perry Barr	32.4%	37.1%	37.6%	
Citywide Total	24.8%	29.0%	33.4%	

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Practice Change 1

Innovation Meetings (Huddle)

- Built into the new framework is the importance of a team support and challenge meeting. Innovators discuss what has gone well, what has been challenging, share information about communities and stories of difference. This is a critical meeting that supports cultural change where reflection in and on practice embeds the new framework.
- While sharing stories of difference, workers are actively sharing knowledge, options and solutions to assist one another in achieving the greatest impact for the person.

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Good Practice Example – Conversation one

- *An excellent example of this is where a team had two stories that intermingled and were very moving, both involving individuals with alcoholism at various stages of deterioration.*
- *John was moving to Sheltered housing, he had furniture which he no longer required, and Frank was living in squalid conditions with only a chair and mattress and required furniture. The workers between them began looking to swap over this furniture from one person to the other.*
- *As the team unpicked both stories the worker for John shared that 3 Conversations had really helped her, she had previously worked with the John under the old process and he was not eligible for support so she was not able to spend time resolving the situation with him – whereas now with the conversation she has had the time to talk to John and put solid plans and informal support in place. John was also pleased he was able to support Frank.*
- *Without the opportunity for reflective discussion in the innovation meeting, as agile workers on a busy team, workers prior to 3 Conversations did not have the time to share or the opportunity to resolve situation together in this way.*

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Practice Change 2

Conversation 2 - Sticking to people 'like glue'

- Conversation 2 is an opportunity for workers to recognise that someone's wellbeing is at risk and with some innovative thinking while sticking with the person, the worker can act as a key resource to the person and stop the revolving door.

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Good Practice Example – Conversation 2

- *Denise has five daughters who had all fallen out and were not supporting the her or each other. Denise had care and support needs and she was at risk of losing her home and independence.*
- *Having identified the key ‘one thing’ Denise wanted – contact with her family - the worker maintained contact with each of the daughters, discussing the concerns while having arranged a meeting with the pastor from the family’s church. The family is now meeting as a group each week and are being more supportive of the adult and one another.*
- *Most importantly with this one additional step and a small time commitment, has resolved the situation in a way that has enhanced the adults life and prevented a move into ‘service land’ with the associated development of dependence.*
- *This is a true win : win situation.*
- *The adult has re-establishing her relationship with her family and the support they could provide which in turn prevented and delayed a need for commissioning support.*
- *In the old world the worker admitted she would have purely looked at putting in a service for additional care and highlighted the family unrest – and possibly removing the woman from her home*

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Practice Change 3

Know your Community

- In each constituency Birmingham has commissioned a Neighbourhood Network Lead Organisation (NNS) who over the last 6 months have working closely with their local social care team in mapping what is currently available and identifying gaps in resources.
- This activity also enabled the gaps in service provision to be identified. Moving forward, NNS and social care teams will work together to build up their local community offer, fill the gaps and look to link people in to local solutions, only bringing people into statutory services where absolutely needed.
- Social Work Teams and the Neighbourhood Network are working closely together.

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Good Practice Example

- One example of this type of working is from north Birmingham where members from NNS attend the social care teams weekly innovation meetings. The team raised a gap in the activities and support offer for LGBTQ older adults. As a result of this, NNS has developed a focus group bringing together social workers, local members of the LGBTQ community and representatives from community groups and the town council to begin to explore how they can work together to address this issue, with support from Birmingham LGBT.
- Working together when gaps are identified means that the issue is 'owned' by all parties and joint solutions are identified and explored rather than flagging the issue to another agency.

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Practice Change 4

Social Care Community Drop-ins

- Teams have begun to hold community drop-ins where members of the local community can access advice and support without having to phone the council or wait in a queue. This allows communities to get to know their social care team while enabling the team to act in a proactive, preventative manner.

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Good Practice Example

- *In South Birmingham Sadia visited the drop-in due to a deterioration in her mental health and was experiencing very low mood and struggling to cope. She was previously with a service but due to her mental health improving her case was closed.*
- *During the drop-in Sadia was enabled to speak about her feelings and the reasons for her deterioration in her mental health. Sadia just needed someone to listen to her and along with social worker support she was able to complete a referral back to her previous service.*
- *As another community resource was also present at the drop-in, the team was able to ask them to speak to Sadia whilst she was there. Sadia was made aware of the leaflets that were on display at the surgery and helped herself to relevant ones.*
- *At the end of the conversation Sadia was very optimistic for the future but identified that she could not do this on her own. She was encouraged to recognise and build on her strengths and follow through with the community support that had been identified within the community.*
- *At the end of the meeting Sadia was asked to return to the drop-in to tell the team if her life had improved.*
- *Two months later Sadia returned and advised the team that she was now engaging with mental health services and her mental health is improving and was thankful for the support the team had initially provided.*

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Practice Change 5

▪Team Budget Decisions

- The innovation meetings are playing a role in budget management.
- Budget decision should be made in a timely manner and in a way that ensures workers and managers are able to take ownership of the whole process. Initially teams were given a P card with £500 that they could use on creative non commissioned support which would prevent or delay the need for care. Decision on money spend on these cards was made in the innovation meetings.
- Innovation meetings also agree and sign off recurring spend up to the authorised limit – as an alternative to remote, management led panels, These discussions aim to:
 - Support the cultural change from management control to team ownership and peer challenge.
 - Give the message that workers are trusted to take responsibility for a small budget.
 - Encourage creativity and resourcefulness.
 - This approach is in the early stages of implementation.

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Example of Good Practice

- The P card has not been used extensively. One example was when Ted, Ann's husband and carer was admitted to hospital a referral for respite care for Ann was received for. In the old world this would have automatically been processed and arranged. When the worker visited and had a conversation with Ann, she explained she did not want to go into a care home, her own home was set up for her. She said she wished her daughter, Gill was nearer so she could help but Gill could not afford the train fare. Following discussion in the innovation meeting it was agreed that the P card could be used to buy Gill a train ticket to Birmingham.
- Re recurring support requests, one team manager stated that discussing budget requests to the innovation meeting had been embraced by his team. Situations were explored thoughtfully, with increasingly imaginative and creative solutions being explored. In half the requests considered workers went back to discuss other options with the people they were working with and few came back to the next innovation meeting. The manager added that one positive and significant impact has been that presenting your budget request to your colleagues has improved the quality of the written budget requests!