



## Update on the Implementation of the Quality Improvement Strategy 2014/18

**Report to:** Policy Committee

**Date:** 11 November 2015

**Report by:** Heather Dall, Development and Quality Officer  
Marie Paterson, Acting Head of Quality and Improvement

**Report No:** P-23-2015

**Agenda Item:** 11

### **PURPOSE OF REPORT**

To provide an update to Policy Committee members on the implementation of the Quality Improvement Strategy 2014/2018.

### **RECOMMENDATIONS**

That the Policy Committee:

1. Considers the content of this report and the updates to the action plan (Appendix 1), reflecting the progress achieved.
2. Comments on the proposed actions to take forward the further development of the Care Inspectorate's quality management and improvement practices.

Version: 3.0	Status: <i>Amended 16.11.15</i>	Date: 16/11/2015
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**Version Control and Consultation Recording Form**

Version	Consultation	Manager	Brief Description of Changes	Date
1.0	Senior Management	G Weir R Peat R Okasha M Paterson J Gibson E Stewart C Guild E Morton	121 progress meeting with managers to discuss the deliverables – enabling update of action plan.	July – September  22.10.15
	Legal Services			
	Resources Directorate			
	Committee Consultation (where appropriate)			
	Partnership Forum Consultation (where appropriate)			

**Equality Impact Assessment**

To be completed when submitting a new or updated policy (guidance, practice or procedure) for approval.

Policy Title:	
Date of Initial Assessment:	
EIA Carried Out	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
If yes, please attach the accompanying EIA and briefly outline the equality and diversity implications of this policy.	
If no, you are confirming that this policy will have no negative impact on people with a protected characteristic and a full Equality Impact Assessment is not required.	Name: H Dall  Position: Development and Quality Officer
Authorised by Director	Name: R Okasha  Date: 3 November 2015

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## 1.0 INTRODUCTION

The Quality Improvement Strategy was agreed in March 2015, with an initial dynamic action plan. This paper provides an update on that dynamic action plan and proposes how the Care Inspectorate's approach to quality management can be, in future, embedded into all aspects of our operations.

The strategy agreed in March 2015 is informed by the Continuous Learning Framework to support the Care Inspectorate's aspiration of being a world class scrutiny and improvement body. It sets out the quality ambitions and the associated actions planned to make improvements across all Care Inspectorate business, scrutiny and improvement functions.

The quality ambitions focus on:

**People:** we will put people at the heart of all that we do so that we deliver customer focussed excellence in all areas of our work

**Partnership:** we will work in partnership with people who use services and their carers, scrutiny, delivery and policy partners so that we maximise quality and innovation in all our scrutiny and improvement activities

**Performance:** we will build a learning organisation that continuously improves its practices, policies and performance

By focusing on these three key quality ambitions the Care Inspectorate is striving for continuous measurable improvements in all areas of work and aligns to the corporate goals of:

Strategic Objective 1: to provide assurance and build confidence through robust regulation and independent evaluation of care settings

Strategic Objective 2: to contribute to building a rights-based world class care system in Scotland

Strategic Objective 3: to support peoples' understanding of high quality, safe and compassionate care by promoting standards and quality of service they should expect and make sure their voices are heard

Strategic Outcome 4: to build capacity within care settings to make sure there is high quality development and improvement of rights based care across Scotland

Strategic Objective 5: to support and inform local and national policy development by providing high quality, evidence based advice and information

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Strategic Objective 6: to perform effectively and efficiently as an independent scrutiny and improvement body and work in partnership with others

### 2.0 PROGRESS

Significant progress has been made across the organisation to take forward the improvement-focused deliverables within the strategy and the dynamic action plan. This has been supported by associated activities as a result of the Review of Scrutiny and Improvement and other change programmes.

An update on each of the deliverables is recorded under each of the areas for improvement (see Appendix 1). In some areas, progress has been more advanced than in others and in some cases, even where work has been undertaken, the performance indicators are not yet ready to be reported on, or the impact has been limited to date.

There is a clear commitment across the organisation, at all levels, to ensure that work carried out is of a high quality and is improvement focused. Notably, there is a healthy recognition that there are further opportunities to improve practice and there is a willingness to develop processes which evidence that activities are fit for purpose and offer best value.

It is important to recognise that this enthusiasm reflects a change in organisational culture to one of openness, reflection and one which is eager to work towards the ambition of being a world class organisation.

In September 2015, the Executive Committee considered an organisational transformational plan. This is to try and tie together, at a high level, key strands of developmental programmes around methodology, culture change, and business improvement. This will support programme supervision, change management, and effective sequencing of interdependent change programmes. Further work is being undertaken in this area and will come forward for discussion by Board members in due course. This work has, in some areas, influenced thinking around how specific workstreams in the dynamic action plan should be taken forward.

### 3.0 NEXT STEPS

Since the Quality Improvement Strategy was approved there have been many broader organisational changes, including a large number of senior management changes, with further structural change expected. Our continued use of Covalent supports improved and robust monitoring of developments, improvements and project management practices across the organisation.

As such, many of the deliverables detailed within the Quality Improvement Strategy action plan are now aligned to existing change programmes.

In addition, each Directorate is producing a Directorate Plan evidencing how each of the functions contribution to achieving the objectives detailed within the corporate plan, which will link to the transformational plan.

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Whilst preparing this update, there was a consensus across senior managers that the quality improvement strategy should evolve and not only focus on the deliverables set out in the dynamic action plan but become a agent for developing the Care Inspectorate's entire quality management system, including quality control, quality assurance and quality improvement.

It is therefore proposed that:

1. The deliverables detailed in the current Quality Improvement Strategy dynamic action plan (Appendix 1) are aligned, monitored and reported through directorate plans.
2. The activities associated with these deliverables detailed continue to be worked towards and reported on, as part of a quality management system. This would include:

A process of evaluation across all operational and business functions – building on existing systems of self-evaluation, audit and peer reviews, including the exploration of how we are achieving the Quality Improvement Strategy ambitious key goals – People, Performance and Partnership.

Improving existing systems to evidence effective quality management practices across all operational and business functions in order to focus on continuous improvement.

Building on staff commitment to create a total quality management culture with opportunities where all staff contribute to organisational improvements and embed in practice the Care Inspectorate as a learning organisation.

Establishing a Care Inspectorate quality improvement forum with a range of staff and involved people committed to continuous improvement. The quality improvement forum will be led by the Head of Quality and Improvement. The group will work to identify a Care Inspectorate quality management framework and support directorates to develop quality management practices across the organisation including dissemination of good practice.

3. The quality improvement forum will report on progress quarterly to the Executive Team (or relevant decision making forum following the review of decision making)

The Executive Team will also be engaging with Quality Scotland to support improved governance and leadership actions to strengthen its focus on continuous improvement and consolidating excellence.

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#### **4.0 RESOURCE IMPLICATIONS**

The cost of quality is a crucial element of efficient and effective quality management. In order to achieve quality and continuous improvement it is important to make the necessary investment to militate against the implications of poor quality, which is essentially reputational risk or litigation.

Progressing our quality improvement approach will be met from existing resources, which will be more clearly articulated in directorate plans and other management documents.

#### **5.0 BENEFITS FOR PEOPLE WHO USE SERVICES AND THEIR CARERS**

People who use services and their carers deserve and expect the Care Inspectorate to provide the highest quality. There will be direct and indirect benefits for people who use services, and their carers, as we continuously improve our own practices and policies. Consistent delivery of high quality services are essential to becoming the excellent customer-focused organisation we aspire to be.

#### **6.0 CONCLUSION**

Progress has been made across the organisation to take forward the improvements agreed in the action plan. These are on-going developments with many inter-dependencies of which many are part of the methodologies programme due to be completed by April 2017.

However as an organisation focussed on continuous improvement and excellence it is important that we further develop the Quality Improvement Strategy to evidence our approach to quality management. It is crucial that we are confident that our performance across all functions is of a very high standard, in order to achieve our aspiration of being a world class scrutiny and improvement body that puts people at the heart of all that we do.

#### **LIST OF APPENDICES**

**Appendix 1 -** Updates on the Quality Improvement Strategy dynamic action plan

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