



Chief Executive's Report

Report to: Board
Date: 18 March 2016
Report by: Karen Reid, Chief Executive
Report No: B-05-2016
Agenda Item: 14

PURPOSE OF REPORT

This report provides the Board with an update on key developments since the Board meeting in December 2015.

RECOMMENDATIONS

That the Board:

1. Notes the information contained in this report.

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Version Control and Consultation Recording Form

Version	Consultation	Manager	Brief Description of Changes	Date
1.0	Senior Management	Executive Team	Contributed to report	Feb 2016
1.0	Legal Services	Executive Team	Contributed to report	Feb 2016
1.0	Resources Directorate	Executive Team	Contributed to report	Feb 2016
	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: Karen Reid Position: Chief Executive	
Authorised by Director	Name:		Date: March 2016	

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1.0 INTRODUCTION

This report provides Board members with an update of key developments for the Care Inspectorate since the last report in December 2015. It focuses on the four key leadership themes developed by the Chief Executive.

2.0 CONSOLIDATING EXCELLENCE

2.1 The Care Inspectorate and Healthcare Improvement Scotland review of the inspection methodology for joint strategic inspections of health and social work services for adults/older people is ongoing. This will help ensure that both organisations continue to discharge their current, individual scrutiny and improvement responsibilities as well as their joint responsibilities for inspecting integrated health and social care services/integrated joint boards and strategic commissioning.

The short-life review group has continued to meet regularly and presentations were made to both Boards in December 2015 on progress made.

As part of the methodology review, it was agreed to establish a High Level Advisory Group. The primary role of the High Level Advisory Group will be to provide comment and offer advice and guidance on the proposed inspection model, including its overall purpose and scope, and on the more detailed inspection methodology as it is being developed and implemented. The first meeting of the High Level Advisory Group was held on 1 March 2016. Membership of the group includes a range of health and social work professionals and relevant stakeholders from other organisations.

Participation in the High Level Advisory Group will support the development and implementation of the revised inspection methodology for joint strategic inspections of health and social work services for adults/older people. It will also promote a shared understanding of the overall purpose and scope of the inspections and openness and transparency of the inspection methodology.

2.2 The Care Inspectorate has commissioned Strathclyde University to carry out research to evaluate our new approach to writing childminding reports. Teams have identified a number of childminders who will participate in the research. This research will provide us with clear evidence in relation to how the new report style is being viewed by childminders and the impact it is having in delivering the key messages from inspection and facilitating improvement.

2.3 The Chief Executive opened the Promoting Continence conference held on 22 February and set the theme for the day which was 'Putting Theory into Practice'. The conference was extremely successful, with 300 delegates, a further 300 online participants, and satellite events in the Islands. The resource has been well received and the Health Team are receiving requests to speak across the UK and Europe. The Chief Nursing Officer addressed the conference, for which funding had been obtained by the Scottish Government.

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- 2.4** Work continues on the arts in care resource, including 'recipe cards' which will support improved practice in care homes. This will be issued to all care homes for older people in the coming months, with a formal launch scheduled for Q1 in 2016/17.
- 2.5** The Hub received on average around 5,000-6,000 visitors a month during the last quarter. We have developed an action plan to take forward agreed recommendations for second phase development of the site, including plans for greater promotion, both internally and externally. We have also made significant improvements to the search function on the site and, with relevant colleagues, are developing 'spotlight' pages focusing on areas such as outdoor play and dementia.
- 2.6** A new nurse specialist in infection prevention and control has started with the Care Inspectorate, seconded from HPS and funded by the Scottish Government. They have a remit to support sector improvement HAI practice.
- 2.7** We have produced and published the 'My World Outdoor' resource, launched by the Minister for Children and Young People on 9 March 2016.
- 2.8** We have begun discussions with the Scottish Government about registration categories of care services, with a view to future updating of legislation in this area.
- 2.9** We have been formally asked by the Scottish Government to develop and introduce a childminder induction programme, and have been funded to do so.
- 2.10** We published a report showing how the expansion of early learning and childcare had been implemented in Scotland in August 2014 and thereafter, including an analysis of the significant number of variations the Care Inspectorate undertook to support the expansion.
- 2.11** We are currently working in partnership with Quality Scotland who are delivering facilitated sessions with the Executive/Senior Management Team to self evaluate leadership and customer focused performance. A facilitated session for Board members is also currently being planned, following which an improvement planning session will be arranged to enable the development of an action plan for strategic leadership and commitment to excellence at senior level.
- 2.12** We have produced new information resources on areas of practice to support staff, including foetal alcohol syndrome, drugs and alcohol addiction/recovery services. We are planning comprehensive staff training to support methodology changes for next year. Two temporary Health Advisor posts have developed good practice guidance in specific health areas relating to early years and people with a learning disability.
- 2.13** Accreditation to the Investors in Volunteers award scheme is making good progress and the self assessment has been submitted. We have been advised that we are on target to gain the award in May 2016.

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- 2.14** New enhanced dementia training for Inspection staff is nearing completion and the trained staff will roll this training out to their teams. This is the first enhanced dementia training developed for regulators in Scotland.
- 2.15** We are working to recruit Inspection Volunteers who have a diagnosis of dementia. This is being piloted in some older people's care homes and supported by a Team Manager, in conjunction with the Health Team and Involvement specialists.

3.0 CULTURAL CHANGE

- 3.1** We are continuing to work on the key priority areas for change from the staff survey and shared the progress update with all staff during February. The work continues to be supported by ideas coming through the Bright Ideas mailbox. We are also linking with the Partnership Forum to keep them updated on progress achieved. The Bright Ideas mailbox has now received over 100 helpful suggestions, all of which receive a personal response from the Chief Executive.
- 3.2** A plan for rolling out Unwritten Ground Rules (UGR) and workshops is underway. A Yammer group has been established to support UGR leads to share learning and resources as they talk to their teams and colleagues about UGRs. A Board UGR workshop is planned for September and the Senior Management Team will be working on the UGRs at their monthly meetings.
- 3.3** We have undertaken significant staff consultation to develop our inspection methodology for 2016/17. Two thirds of Inspectors took part in shaping the plans, which will support staff making more proportionate and risk-based decisions. An implementation group with staff from across the Care Inspectorate is taking forward the technical changes necessary to implement this.

We are currently undertaking formal evaluations of our grading approach, our new childminding inspections and the follow up inspections. The views of staff are instrumental in these evaluations and will inform the findings.

4.0 COMPETENT AND CONFIDENT WORKFORCE

- 4.1** Individual project plans are currently being developed to deliver the transformation plan objectives.
- 4.2** Work has been progressing to develop a new award for our Inspection, Registration and Complaints teams. The Professional Development Award (PDA) replaces the previous Regulation of Care Award (RoCA) and satisfies our registration of authorised persons with the SSSC. The driver for the award is to establish a strong continuous development framework for our workforce that can be built on to accommodate different career pathways which are also being developed in parallel. The award is being developed in partnership with the SQA and will lead to a recognised Masters degree qualification.

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4.3 Work is commencing to develop new career pathways and roles to meet the need of our future workforce. The development and introduction of new roles to support our core business will be important for ensuring we make the best of our talent and provide opportunities for new careers. At present we are looking at opportunities for aspiring Managers, Inspection Support Officers and Inspector Practitioners who are professionals with entry level experience and knowledge. We have an exciting opportunity to lead the way in the sector through innovating how we change the shape of our future workforce.

Three of our Contact Centre team have now completed and achieved the Customer Service Professional Qualification (CSPQ) at Certificate level. The CSPQ is delivered at three levels and the Certificate level is intermediate. The Business Support Manager has evaluated the pilot model, made modifications to the way in which the Care Inspectorate support the qualification and developed an implementation plan. We are now in the process of registering a further 15 business support candidates for the qualification. The phased implementation of this qualification means that all support staff will have an opportunity to study and attain it if they wish.

A member of staff has begun a part time Doctorate in Professional Practice at Robert Gordon University exploring the relationship between regulation and service improvement.

4.4 Work is progressing against the Health and Safety action plan to ensure the Care Inspectorate is safeguarding and supporting our workforce's health, safety and wellbeing. A three day Institution of Occupational Safety and Health (IOSH) certificated training programme is being rolled out to all Managers including the Executive Team and Board. Evaluations are positive from those who have completed the training to date.

4.5 The Zero Tolerance Policy has now been considered twice by the Policy Review Group, Partnership Forum, Executive Team and the Resources Committee. The Policy is on the agenda for the 11 March 2016 Resources Committee for final approval. Implementation of the policy will set a clear tone that aggression and violence towards our workforce will not be tolerated and action will be taken where this occurs.

4.6 Recruitment of the Executive Directors has now been completed and are now in post. The re-alignment of the senior team is ongoing and formal consultation with all staff has commenced. Staff have been provided the opportunity to share their views and feedback through a dedicated mailbox which will be open until 25 March 2016.

5.0 COLLATORATIVE WORKING

5.1 The ICT Technical Services Manager attended the Scottish Government data hosting Total Cost of Ownership and strategy roadmap workshop.

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Following the McClelland review on data centres back in February 2013 which recommended a digital/cloud first approach, a survey was circulated across Scottish public sector ICT to better understand the current data centre landscape, issues and cost. This was to identify any technical road map that might already be in place and to identify appropriate solutions and strategy.

ICT colleagues are working closely with Scottish Government and are providing a level of information they require to enable them to provide reasonably accurate estimates of the existing total cost of ownership for each data centre, be it wholly owned, co-located, hosted or already in the cloud.

The Director of Corporate Services and the ICT Technical Services Manager also met with Scottish Government, Office of the Chief Information Officer regarding an ICT Investment Plan Register which may provide ICT opportunities for central government organisations to work collaboratively and validation that ICT investment plans are aligned with the National and Central Government Digital Strategies. The register also facilitates the sharing of knowledge, experience and lessons learned.

- 5.2** We are working with CCPS and Scottish Care to develop guidance on effective professional dialogue between Inspectors and Managers of services. This will support relationship building and improvement working during inspections.

We are also working with Scottish Care and CCPS to identify ways we gather views about our activity and how we use this to make the organisation better.

- 5.3** In partnership with Healthcare Improvement Scotland and the Scottish Government, the Care Inspectorate carried out planned communications to promote and encourage everyone to tell us what they think of the new National Care Standard principles. Over 1700 responses were received, including 33% from people using care services and their carers. The final principles have now been approved by the Cabinet Secretary.
- 5.4** A number of MOUs have been agreed recently including the Health and Safety Executive, HMRC National Savings and Investments and the National Records of Scotland. We are currently exploring the creation or updating of MOUs with IJBs, HSCPs, Health Boards and Local Authorities for strategic as well as service user focused information sharing.
- 5.5** We have worked with Healthcare Improvement Scotland to develop a joint proposal to create a new SIGN Guideline for safe management and screening for alcohol dependency and harmful/hazardous use. This will replace an out of date SIGN Guideline and be of significant use in a number of care services which support people with substance dependency.
- 5.6** A summary of notification data about incidents involving controlled drugs in care services, which started being collected in April 2015, had been presented to the NHS Accountable Officers Controlled Drugs Network meeting. This new area of our

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work will help inform future guidance from the group.

- 5.7** We have responded to a wide range of consultations and calls for evidence, including submissions on changes to social work complaints procedures; the Children and Young People's Commissioner Scotland's draft strategic plan for 2016-2020; draft decision making guidance for foster carers; and proposals for the introduction of a national independent whistleblowing officer.
- 5.8** We have worked with Healthcare Improvement Scotland to plan how we take forward joint recommendations arising from the Scottish Government's review of out of hours care.
- 5.9** The inspection planning process for strategic inspections has been completed for 2016/17, with local authority areas due for inspection identified in collaboration with partner scrutiny bodies.
- 5.10** The Care Inspectorate is chairing a national group reviewing the streamlining of data in relation to early learning and childcare, and a report of the group's work is due.
- 5.11** The Care Inspectorate and SSSC are leading a Programme Board to review safer recruitment guidance on behalf of the Scottish Government. The Programme Board has met and agreed a work plan for the coming year, including significant sectoral consultation.
- 5.12** The Chief Executive presented at the Scotland Policy Conferences Keynote Seminar on Integrating Health and Social Care in Scotland on 2 March 2016. The presentation was on 'Developing Care Standards in Scotland'. The seminar had over 250 delegates with representation from across the Health and Social Care sector in Scotland.

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