

Chief Executive's Report

Report to: Board
Date: 30 September 2016
Report by: Karen Reid
Report No: B-26-2016
Agenda Item: 19

PURPOSE OF REPORT

This report provides the Board with an update on key developments since the Board meeting in June 2016.

RECOMMENDATIONS

That the Board:

1. Notes the information contained in this report.

Version Control and Consultation Recording Form

Version	Consultation	Manager	Brief Description of Changes	Date
	Senior Management	Executive Team		Sep 2016
	Legal Services	Executive Team		Sep 2016
	Corporate and Customer Services Directorate	Executive Team		Sep 2016
	Committee Consultation (where appropriate)			
	Partnership Forum Consultation (where appropriate)			
Equality Impact Assessment				
Confirm that Involvement and Equalities Team have been informed			YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
EIA Carried Out			YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
If yes, please attach the accompanying EIA and appendix and briefly outline the equality and diversity implications of this policy.				
If no, you are confirming that this report has been classified as an operational report and not a new policy or change to an existing policy (guidance, practice or procedure)			Name: Karen Reid Position: Chief Executive	
Authorised by Director	Name: Karen Reid		Date: 21/09/19	

1.0 INTRODUCTION

1.1 This report provides Board members with an update of key developments for the Care Inspectorate since the last report in June 2016. It focuses on the four key leadership themes developed by the Chief Executive.

2.0 CONSOLIDATING EXCELLENCE

2.1 We are developing and planning work to look at wellness and resilience for people living with advanced dementia and those supporting them, looking to see how identity, growth, autonomy, security, connectedness, meaning and joy can be enhanced. This will complement the work we have done with the King's Fund around the physical nature of environments for people with dementia.

2.2 The Hub received, on average, around 7,000 visitors and 35,000 page views per month in the last quarter, continuing to be a key improvement resource for staff, providers and people who use services. We continue to make significant improvements to the site following the agreed second phase implementation plan. In recent months we have launched a number of new sections highlighting improvement resources, both internal and external. These include a section dedicated to our Arts in Care resource, as well as a spotlight section on Dementia, which brings together a range of information and improvement resources on the subject.

2.3 We have responded to seven consultations and calls for evidence since June 2016. These include consultations on Children's Rights and Services Planning; the Minimum Age of Criminal Responsibility; a review of learning disability and autism in Scottish mental health law; changes to Registration and Fitness to Practice Rules and Decision Guidance; and future reporting and publication of ISD Delayed Discharge data. We have also provided information on delayed discharge, the social care workforce, and recruitment/retention to support the work of the Health and Sport Committee in the Scottish Parliament. We have agreed a revised consultation procedure which will consolidate and build on recent improvements delivered in the way we respond to external consultations. The new streamlined process is accompanied by a user guide to help people fulfil their role in writing or contributing to consultation responses, ensuring our responses are rooted in scrutiny evidence.

2.4 We have worked with Healthcare Improvement Scotland (HIS) on a programme to reduce pressure ulcers in care homes. Five participating health and social care partnerships have each identified five care homes to participate in the improvement project. Training is being organised by the partnerships on project/improvement methodology over the coming months. A session for inspectors who have a participating care home is also being planned to ensure they have an understanding of the project. This is an important opportunity for staff from the Care Inspectorate and HIS to share ideas about different

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improvement methodologies and support the role of the Scottish Patient Safety Programme.

2.5 I launched a new edition of the falls resource pack for care homes on Care Home Open Day at Catmoor House, Scone which has been well received.

2.6 The Arts in Care resource pack was launched by Aileen Campbell in July in Moncrieffe care home, Bridge of Earn, with support from Luminare and Creative Scotland.

Following the success of the development of “Arts in Care” we are establishing a project group to develop a resource “My Creative World” for early years services.

2.7 We launched an awareness and endorsement campaign around the Playlist for Life resource, supported by Sally Magnusson. The initial launch was conducted on social media, with extensive engagement. Awareness is now being rolled out in more traditional ways.

2.8 We have produced a summary of controlled drug notification data for the first time, and shared this with the Controlled Drug Accountable Officer network. We have also worked with the network on issues around the use of medicated patches and waste medicines. We have participated in a Healthcare Improvement Scotland working group around the safe use of medicines, looking at ways to strategically improve the use of medicines across Scotland.

2.9 We have improved and streamlined our enforcement practices where it is necessary to commence formal enforcement action. Because this is a rare occurrence, we have concentrated administrative expertise in supporting enforcement and will provide clearer faster public reporting of when we have taken enforcement action.

2.10 We have considered recommendations for the Care Inspectorate made by the Mental Welfare Commission for Scotland in respect of their investigation in the case of Mrs MN, in order to ensure our registration of care services is appropriate. At the same time, we have continued to discuss the statutory categories of registration with the Scottish Government in order to be more flexible in the pursuit of innovation.

2.11 We have worked to develop a consultation on the joint draft Care Inspectorate/SSSC procurement strategy.

2.12 We continue to develop strategic inspection methodology in respect of services for adults through a series of activities designed and developed with our scrutiny partner Healthcare Improvement Scotland. We now have engagement with a high level advisory group comprising a wide range of professionals from health and social care.

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- 2.13** This quarter we have published two influential national reports in respect of services for children and young people – an interim report on the findings on child protection from joint inspections conducted between 2012 and 2014, and a report on significant case reviews undertaken in Scotland between 2012 and 2015. Both reports are already being used to inform discussions in the child protection improvement programme, led by Scottish Government.
- 2.14** We have appointed an inspector to work three days per week with colleagues in Scottish Government, Scottish Futures Trust and Local Authorities to develop building design principles for day care of children’s settings. The online resource will support providers and commissioners in planning and delivering high quality environments that support positive outcomes for children. The development of this resource will support the expansion of early learning and childcare to 1140 hours for every eligible child by 2020.
- 2.15** Following our appointment of a Project Lead (Childminding Induction) to take forward the work requested by Scottish Government to develop a quality pathway or framework for new childminders, the project lead has been consulting widely with a range of stakeholders. To date 900 childminders and 700 parents have responded to an online survey giving their views. In addition there has been extensive consultation with Local Authorities and Care Inspectorate staff.
- 2.16** A small group of registration inspectors have attended a workshop with Quality Scotland to undertake a structured review on the registration process. The event considered how the registration process could be streamlined. As a result there have been some recommendations from the group, this is being taken forward and an action plan will be developed.
- 2.17** We have reviewed our shared inspection methodology for day care of children’s services with Education Scotland. The revised approach has been aligned with the Care Inspectorate approaches to inspection that was implemented on 1 July 2016.
- 2.18** The transition to Adult Services teams, through the merging of the former 'Adults' and 'Older Peoples' teams has been completed and been well received. This will enable inspectors to retain their specialism, but work more flexibly and share learning and experience, working across a smaller number of partnership areas. With the Complaints function transferring into the Adult Services sub-directorate from 1 July 2016, we are now considering how we achieve further synergy and improve effectiveness and responsiveness, while reducing duplication.
- 2.19** We are delivering on the revised methodology, including the Inspection Focus Area on dementia care. As we have not alerted service providers to which particular homes will fall to be inspected this way, we are seeing early evidence

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of some improvements in how people with dementia are being cared for beyond the 150 homes that are included in the IFA.

- 2.20** Two applications for cancellation of registration of childminders are ongoing under S65 of the 2010 Act. The legal team has provided support to various internal groups including the Enforcement group, the Equalities Implementation group and other specialist expert groups. The legal team also continues to provide training across the organisation. In the last quarter, training has been provided on self directed support and legal aspects of record keeping.
- 2.21** A new customer service strategy is currently in draft stage and will be submitted to the Senior Management Team for discussion.
- 2.22** Following lengthy discussions with the SPSO changes have been identified to streamline and simplify the Care Inspectorate's approach to handling complaints about the organisation that will primarily lead to swifter complaints resolution and will also increase staff confidence in the process. Simplified guidance will be made available to staff at the end of September 2016.
- 2.23** Three Inspectors from Adult Services have been working with the Communications team to develop the Care Inspectorate's social media presence. This will include issuing proactive information on our approach to unannounced inspections and our expectations in relation to staffing levels. It will also convey information on our improvement work, use of volunteers, inspector's qualifications, the SSSC Codes and The Hub. This small, but important piece of work, provides a useful illustration of staff being engaged with our vision, values and priorities and putting themselves forward to positively promote the organisation.
- 2.24** We have started the process of integrating the E-forms Helpdesk with the Contact Centre. This has involved staff training and development, introducing new initiatives and streamlining processes to deliver an improved customer service to those who contact us. The integration process will be complete by December 2016 when we will move to having one 0345 number for the organisation.

3.0 CULTURAL CHANGE

- 3.1** The Care Inspectorate's 40 leads on Unwritten Ground Rules (UGR) met in July to share practice and to discuss the Chief Executive's vision and commitment to making visible changes to our culture. UGR leads are engaged in a programme of workshops where they help each team to raise awareness and ask employees to think about their UGR's and how they can change to produce a positive effect. This programme is running between June and December with regular evaluation so that we can assess what employees are doing to embed changes needed. The Senior Management Team took part in their first UGR session in August where they discussed UGR's around

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'Empowered People' – this is a key cultural attribute that our workforce voted as being important to the cultural change within the organisation. Over the next 9 months the SMT will look at a different attribute in order that they have covered all 10 that were identified as priorities at our last staff conference.

- 3.2** We have begun to develop a strategy to embed a coaching culture within the organisation. This is aimed at changing the traditional relationship between the manager and the employee to focus on creating the conditions which allow employees to flourish, with a particular focus on empowering inspectors to use the same approach in care services. We have appointed a consultant to support the development of this strategy with consolidated learning and development sessions for SMT in November 2016, and will support three staff members to undertake a diploma in business coaching.
- 3.3** We continued to publish and promote the new 'People like us' staff microsite which allows staff to share ideas and projects they are working on.
- 3.4** The Bright Ideas initiative has now received 171 helpful suggestions, all of which receive a personal response from the Chief Executive.

4.0 A COMPETENT AND CONFIDENT WORKFORCE

- 4.1** Work continues on restructuring the workforce at team manager level now that all scrutiny and assurance service manager posts have been appointed. This is being influenced by outcomes of a team manager role review which has explored ideas from team managers themselves about their future role.
- 4.2** Work has been progressing quickly on developing a new Professional Development Award for staff. We are continuing to work in partnership with the SSSC and SQA to develop the content of the award alongside a group of our own staff who bring key skills, experience and knowledge. The award units have been agreed and are to be validated by the SQA and approved by the SSSC by October.
- 4.3** The career pathways pilot which seconded an inspector from the children and justice national team to the children's strategic team has been in place for eight months. An evaluation of the role is underway and will make recommendations on how the future role and development opportunity could work. A group of staff are currently developing pilots for other career pathways, including practitioner inspectors who may come to the Care Inspectorate with supervisory rather than management experience, inspection support assistants to support inspectors in gathering evidence, and senior inspectors who wish to develop their careers and role but are not seeking to enter into a management role.
- 4.4** Chief Inspectors and the OD team have started to shape a new approach to develop a learning and development programme for the next 18 months that

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encompasses professional and practice based development opportunities as well as professional registration support for all staff. Further work is underway to develop this across support functions also.

- 4.5** We have continued to work with the Royal College of Nursing to develop collaborative approaches to supporting our nursing colleagues to pursue their mandatory Nursing and Midwifery Council (NMC) revalidation. We are looking to co-ordinate a comprehensive programme of development from external sources, including National Education Scotland (NES) and the Royal College of Nursing (RCN), to ensure our nursing staff can access the necessary CPD to both revalidate and develop professionally.
- 4.6** We have developed a new health-focused training and support package for all early years inspectors in collaboration with the National Nutrition Trainers Network (NNTN) round Nutrition, Getting it Right for Every Child, and the Setting the Table document, are currently developing links between early years inspection team leads and the NNTN to deliver training throughout all early years inspection teams and ensure teams are kept up to date with changes in policy and practice. We have begun to develop a resource to promote creativity in early years services, due for publication early in 2017.
- 4.7** Our nurse consultant in infection control, seconded from NES, has worked to develop, plan, contribute to and participate in bespoke training sessions for care inspectors and the registration team to raise awareness of the 'Preventing Infection in Care' resource for the care sector, and the role and remit of infection prevention and control. Two sessions took place in June 2016 with around 35 participants attending. Sessions were delivered on legislation of notifiable diseases, organisms and the prevention, management and control of outbreaks within the care home setting.
- 4.8** We have commenced a review of the competencies required by strategic inspectors. The aim is to create a closer interface between the competencies being developed for social workers (work being undertaken through the Review of Social Work Education) and competencies required for Chief Social Work Officers. This should assist us in future recruitment and career progression, as well as ensuring that our workforce has the necessary skills to inspect and quality assure social work practice.
- 4.9** As part of the improvement plan for the adults strategic inspection model, overseen by a joint CI/HIS operational group, we have agreed a development plan for the strategic inspectors and HIS inspectors working on the adults inspections. Some learning and development actions on the plan have already been put into place.
- 4.10** We have continued to support quarterly professional dialogue sessions between inspectors from the Care Inspectorate and Education Scotland. The sessions provide inspectors from both organisations the opportunity to have

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professional discussion outwith inspection on key areas that would support better outcomes for children. The next session will consider “creativity – what does it mean for young children?”

- 4.11** A development event is planned mid September 2016 titled “Babes in the Wood”. The session will help staff working with children to understand and support positive experiences for children in outdoor nurseries. Inspectors will have the opportunity to spend time exploring an outside environment while observing staff interacting with children to support and enhance their outdoor experience.

5.0 COLLABORATIVE WORKING

- 5.1** We have begun work with Scottish Government colleagues and analysis from NHS National Services to see if we can link our data sets to allow partnerships and policymakers to track the quality of care experienced by individual people, as well as the type of care they are using.
- 5.2** We are working with Social Work Scotland to support a member of staff being seconded for three days a week for the remainder of this financial year. They are developing induction and support materials for Chief Social Work Officers and also undertaking some project work around mental health officers.
- 5.3** We have continued to support joint work between Scottish Government’s Chief Social Work Advisor, SSSC and a wide range of partners to develop new national guidance on safer recruitment in care. The project board is chaired by the Executive Director of Strategy and Improvement and the materials are due to launch on the Care Inspectorate’s Hub in November.
- 5.4** Work has started on scoping out what would be required to develop the Care Inspectorate’s approach to the management and development of intelligence. At the moment his work is being carried out with the assistance of Police Scotland, Scottish Environment Protection Agency and Food Standards Scotland. As the work develops it is envisaged that collaborative links with other organisations will be developed.
- 5.5** We have made links with the new V&A Museum in Dundee to explore how design can play a role in supporting care homes, and to make visiting the museum a meaningful experience for a wide range of older people, including people with a diagnosis of dementia.
- 5.6** We have registered the Care Inspectorate with a number of relevant cross party groups in the Scottish Parliament, with representation at the next meeting of the Cross Party Group on Carers.
- 5.7** Our Health Improvement Team is supporting The Alliance at four forthcoming events with nursing students in universities. This is to make the link between

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the pledges and demonstrating how individuals can be supported to turn their good intention into a positive action.

- 5.8** We continue to support the development of Scottish Government policy around the implementation of the duty of candour. The monitoring and reporting subgroup, chaired by the Care Inspectorate, has met twice to develop a way of ensuring that maximum learning can be shared following the introduction of the duty.
- 5.9** We have concluded supporting the current phase of developing new National Care Standards, with the development group co-chaired by the Care Inspectorate having recommended a set of standards to the Scottish Government for consultation. The existing standards comprise 23 different sets of standards across regulated health and care settings, with a total of 2,402 separate statements. The proposed seven standards apply across all health and social care provision, rather than just regulated settings, and are significantly more outcome-focused.
- 5.10** We continue to work with partnership organisations, recently exhibiting and speaking at various events. These include:
- Alzheimer's Scotland annual conference
 - Getting it right in out of school care
 - SIRCC annual conference
 - Social Work Scotland annual conference
 - Scottish Care – Care at Home conference
 - Pride Glasgow
 - Pride Edinburgh
 - Five Nations Heads of Inspectorate and Regulators Forum
 - National Adult Protection Day
 - National Strategic Leadership Summit on Child Protection
- 5.11** A number of Memorandums of Understanding have been agreed including the Health and Safety Executive, HM Revenues and Customs, Nursing and Midwifery Council, Office of the Chief Social Work Adviser and the Scottish Public Services Ombudsman.
- 5.12** Through the Chief Inspector (Strategic Scrutiny), the Care Inspectorate is leading on the Understanding Service Quality and Performance work stream of the Vision and Strategy for Social Work. To support this, we are working with Scottish Government, the Office of the Chief Social Work Adviser and SSSC to develop a summary of qualitative evidence which could be used to give an overview of performance across the sector.
- 5.13** We are strengthening our links with the Chief Social Work Officers group through negotiating a discussion slot at their routine meetings. We are exploring together how we could refocus our link inspector role to provide more effective support and challenge to the chief social work officers, which is a

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critical role within new integrated structures.

5.14 The Care Inspectorate is represented on the Child Protection Systems Review Group by the Director of Scrutiny & Assurance and the Chief Inspector Strategic Inspection. The Review Group is being led by Catherine Dyer (former Head of the Crown Office and Procurator Fiscal Service) with support from Scottish Government and CELCIS (Dr Louise Hill). The remit of the Group is to examine what changes or improvements may be needed to underpinning processes and structures in order to protect children effectively. The review will focus on three key areas of the child protection system:

- Child Protection Committees
- Child Protection Registers and case conferences
- Significant Case Reviews & Initial Case Reviews

The review group will report in December 2016 and Scottish Government will respond to any recommendation, which may include recommendations for scrutiny and assurance work by January 2017.

5.15 We have been working closely with COSLA and Scottish Government to support a planned programme of resettlement of unaccompanied asylum seeking and refugee children and young people in Scotland. This is a complex and highly sensitive piece of work involving colleagues from registration, inspection of regulated services for children and strategic inspection.

5.16 The findings of our joint inspections regarding integrated children's services planning continue to influence the drafting of guidance on part 3 of the Children and Young People (Scotland) Act. Following earlier discussions and the publication of our interim findings review, the lead writer from CELCIS has asked us to assist in redrafting sections of the proposed guidance document.

5.17 As members of the National Implementation Support Group for Getting It Right For Every Child, we have played a role in developing a strategy to respond to the Supreme Court judgement on the information-sharing implications of the Named Person scheme.

5.18 We continue with our work on developing a self-evaluation model to support the redesign of community justice. The Care Inspectorate led on developing the model in collaboration with a reference group comprising all eight statutory partners for community justice (plus additional health representation) and has received very positive feedback about the collaborative nature of the process. We are currently consulting on the model which is due to be published to coincide with the launch of the national community justice strategy launch on 24 November 2016.

5.19 We continue to host the Early Years Forum for national partners of early year's services. Key stakeholders such as umbrella organisations; Early Years

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Scotland, SCMA, ADES, AHDT, Education Scotland, NDNA, SOSCN, Children First, Children in Scotland and Save the Children attend the bi annual events. The forums cover a range of early year's policy and development areas which impact on services for children. This is also an opportunity to engage partners in the work of the Care Inspectorate.

- 5.20** We are supporting the important work that is being undertaken by Scottish Care, COSLA and the Scottish Government to reform the National Care Home Contract and to explore the potential for developing a National Care At Home Contract. As well as sitting on the over-arching group, along with these three main partners and with IJB Leads and Scotland Excel, we have representatives on the three sub-groups that are looking at 'Nursing Care', 'Quality and Standards' and 'The Cost of Care'.
- 5.21** We have recently met with the Scottish Government to explore how we can further support the implementation of Self-Directed Support and their efforts to monitor progress on its impact across the country. We will be supporting their work in two partnership areas and have staff from inspection and registration participating in an introductory workshop in September. Also, following a further meeting with SSSC on their work around Self-Directed Support we have identified some development opportunities for our staff.
- 5.22** At their meeting on 19 August 2016 the Strategic Scrutiny Group, led by Audit Scotland and comprising Chief Executives of public service scrutiny bodies in Scotland, unanimously approved a report on the Role of Scrutiny in the 21st Century identifying how external scrutiny should adapt in response to Scotland's public service reform agenda, including how scrutiny can best support improved outcomes and more citizen-focused public services. The group also considered how the SSG can drive more efficient and effective use of resources across the scrutiny sector through streamlining scrutiny approaches, strengthening collaboration and consistently embedded risk-based and proportionate scrutiny approaches. It effectively signals a shift in the role of the SSG from a coordinating role to one of greater collaboration.
- 5.23** We have been liaising with NHS National Education Scotland (NES) regarding the digital changes they have made in the past year. We are looking to learn from NES and look at how digital approaches can help to inform the Care Inspectorate's approaches. I will be meeting with NES again to continue discussions, particularly around collaborative working.
- 5.24** Our Rehabilitation Consultant has been invited to give the opening address to the Agile UK conference, having recently been made the honorary president of this professional physiotherapy group. She will also address the International Rehabilitation Congress in October about our arts in care work.
- 5.25** Direct feedback from a care home resident following an inspection was received by one of our inspectors in the format of a poem. The resident wrote

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the poem in 2014 during an inspection and held onto it until our next inspection to give it to the inspector personally. Please see appendix 1.

LIST OF APPENDICES

Appendix 1 – Care home resident feedback