

## Chief Executive's Report

**Report to:** Board  
**Date:** 30 March 2017  
**Report by:** Karen Reid  
**Report No:** B-09-2017  
**Agenda Item:** 20

### **PURPOSE OF REPORT**

This report provides the Board with an update on key developments since the Board meeting in December 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		March 2017
	Legal Services	Executive Team		March 2017
	Corporate and Customer Services Directorate	Executive Team		March 2017
	Committee Consultation (where appropriate)			
	Partnership Forum Consultation (where appropriate)			
<b>Equality Impact Assessment</b>				
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: 22/03/17	

**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 December 2016. It focuses on the four key leadership themes.

**2.0 CONSOLIDATING EXCELLENCE**

**2.1** During this quarter we started on the foundations of methodology for scrutiny of adult support and protection. We aim to undertake a thematic review of this important area during the forthcoming year, with the aim of identifying key issues on a national basis on which to agree the shape of any ongoing scrutiny.

**2.2** The service manager (strategic, children's services) contributed to a Child Protection conference in Fife. This was an important all-staff event aimed at disseminating learning from a number of recent high profile significant case reviews. It forms part of the work being done by Fife to strengthen its child protection systems, to which we are contributing through our Link Inspector.

**2.3** Our complaints teams have carried out a pilot on a new risk assessment tool that will support the introduction of a new Complaints Handling Procedure. Inspectors received a half day development session on 'risk'. This supported them to assess what proportion of complaints;

- might be best recorded as intelligence to inform future scrutiny
- could be remitted back to the provider for them to address
- require to be investigated routinely by a complaints inspector
- require an urgent investigation

Team managers had a quality assurance role in this pilot. The outcome of which has been evaluated and will be reported to the senior management team in due course.

**2.4** Our complaints team are undertaking a review of our Complaints Handling Procedure in line with feedback from our public consultation and to ensure we are compliant with the Scottish Regulators' Code of Practice.

**2.5** The initial 12 month scoping period for the development of a framework for a career pathway for childminders has been completed. Scottish Government has agreed to an additional 12 month funding for the Care Inspectorate to consider the implementation phase of the project. The project will provide a learning journey for childminders; before they apply for registration, what they need to know before they become registered and a continuous learning and development framework to support the on going professional learning for childminders.

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- 2.6** A development session for managers from the children’s inspection and the registration teams was held to consider the quality assurance of inspection and registration reports. The session considered how our reports were consistent with the report writing guidance and evidenced outcomes for people who use care services. The group considered key learning points and what actions could be strengthened for the future. The group have agreed to combine the work with those in adults services to support an organisational approach.
- 2.7** We were asked in 2015 to audit the arrangements for the registration and inspection of early years services in Northern Ireland. This resulted in a report being published in December 2015 with a number of recommendations. The Care Inspectorate will now be supporting a national event in Northern Ireland with staff to support the effective implementation of the recommendations.
- 2.8** An inspection focus area on dementia has now been completed and a short life working group has been set up by our Dementia Consultant to analyse the findings and write the report. The report will be published in 2017.
- 2.9** The Care About Physical Activity improvement programme was formally launched by Aileen Campbell, Minister for Public Health and Sport on 7 March 2017 at Viewlands Care Home in Perth. Eight Integration Joint Boards have been selected to take part in the programme from across Scotland. The programme team is being recruited at present, the two managers have been appointed and will start in April 2017 and interviews are taking place for the adviser and assistant posts at present.
- 2.10** We have been working with the National Early Years Nutritional Network to update guidance on nutrition for children up to five years. This work will support providers to have a better understanding of how to implement the ‘Setting the Table’ document and demonstrate good practice. The joint guidance will give examples of good practice, case studies and stories of experiences.
- 2.11** We have published a number of new and revised publications including:
- Practice guide on Chronologies
  - West Dunbartonshire children’s joint inspection report
  - Moray children’s joint inspection report
  - Orkney adults’ joint inspection report
  - Shetland children’s joint inspection - progress review
  - Guide to self-evaluation for community justice services
  - Our annual report 2015/16
- 2.12** We are continuing to develop and innovate with regard to signposting excellence, reaching out to co-produce practice guidance and forge new partnerships across traditional professional boundaries. Following successful

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collaboration with Play Scotland, in January 2017 we jointly produced 'Getting Ready to Read' guidance with another voluntary sector organisation, Save the Children, in order to promote literacy in registered services. Similarly, following the success of the 'My World Outdoors' resource promoting outdoor play, we are currently developing a resource promoting creating play in partnership with Creative Scotland and voluntary organisations such as the Care and Learning Alliance and Starcatchers. We expect to publish the 'Our Creative Journey' resource in September 2017.

For these resources, we have been working with the early learning and childcare sector to share and celebrate good practice in order to promote innovation and improvement.

In April, we will publish 'My Childminding Experience', which is being produced in collaboration with the Scottish Childminding Association. Rather than just sharing good practice in our own words, we have been working with practitioners, children and parents to tell their own stories and thereby modelling an empowered and person-centred approach.

**2.13** Our social media platforms have been active with 11,655 Facebook likes and we have reached 5,352 Twitter followers. In particular, our National Care Standards post in December 2016 had 753 likes, 132 shares with a reach of 70,000; and our Care News promoted post in January 2017 had 778 likes, 88 shares with a reach of 35,000.

**2.14** Our Public Sector Equality reports have been completed in line with our legislative responsibilities and will be published on our website by 30 April 2017. These reports give a review of our progress in this area over the past two years, set new outcomes and actions for the next two year period and give a detailed breakdown of our employee monitoring information by protected characteristic. Further to this, work continues on our Lesbian, Gay, Bisexual and Transgender (LGBT) charter award and a meeting was held with LGBT Youth in February 2017 to discuss accreditation which is in progress and should be achieved by summer 2017.

**2.15** We achieved accreditation for Investing in Volunteers (iV), which is the UK quality standard for good practice in volunteer management, in January 2017. We started the process in the Autumn of 2015 with a presentation from Volunteer Scotland who assessed the process. An iV Steering Group was formed from all different areas of the Care Inspectorate and our involved people to help produce the policy and guidance. Following that, we have produced Comments and Concerns Process, Problem-Solving Process and Volunteer Expenses Guidance, as well as other smaller procedural documents in relation to volunteering. The assessment process was informed by 30 stakeholder interviews.

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**2.16** We have been successful in gaining accreditation as a Living Wage Employer in March 2017. We will work to include the Living Wage Employer Mark on our materials and website to promote this achievement.

**3.0 CULTURAL CHANGE**

**3.1** Our Health and Wellbeing Improvement team has been delivering specific health care sessions to Care Inspectorate staff and also externally to providers, recently HC1 and Barchester. The team have been looking to review this format with the Head of Improvement Support to have more of a workshop approach that captures good practice and evidence of improvement. It will also help providers better understand the application of improvement methodology so that they can apply this.

**3.2** We have made considerable progress to enhance operational working arrangements with the SSSC. A series of jointly hosted awareness-raising sessions about the SSSC have been held for the first time along with more proactive communication with our staff in the form of a webinar and updated guidance. This effort to improve the way we work together at an operational level matches a more collaborative approach strategically, as demonstrated by our joint statement to launch the new Codes of Practice. Work is now underway to establish an operational liaison group to ensure these advances are sustained.

**3.3** We have continued to enhance our approach to staff engagement and communication, and have established a small, discrete team of staff to take this forward. Our 'People Like Us' staff microsite continues to be an important platform for sharing information. We produced, distributed and uploaded to People Like Us, a suite of new posters and three short films, which feature colleagues' views, to support our work on unwritten ground rules across all offices.

**3.4** Our first quarterly 'Engage in Change' forum held in February 2017 was attended by 65 of the 75 managers invited. This was a very interactive day where managers were engaging in how we deliver and put into our practice the Care Inspectorate's vision, National Care Standards and proposed methodology changes. We have been developing a 'Managers' Charter' as part of the Engage in Change Forum where four volunteers of the group will work with Organisational Development to build on a charter of manager behaviours. This will be shaped by the forum and colleagues across the organisation will be asked to comment as we focus on having a clearly described set of expected behaviours and style of management across the organisation.

**3.5** We conducted and received a positive stocktake of the Unwritten Ground Rules (UGRs) experienced by staff across the organisation. We have improved on each of the five identified key cultural attributes that colleagues selected at our last staff conference. Phase two of the programme of work will

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be developed to build on this positive progress. We have trained new UGR leads to support the existing group of 40 and now have 55 leads.

- 3.6** I have organised breakfast meetings at various offices across the country designed to empower staff to speak out and assure the workforce that we are listening as well as consulting. No agenda is set in advance of these meetings, they are open for staff to raise anything they wish.
- 3.7** We are continuing to build on our strategy around coaching conversations in the Care Inspectorate. The senior management team recently completed their training on developing coaching conversations and direct communication. The governance framework for coaching has also been discussed by the senior management team and will be implemented once a cost of the future roll out programme for coaching conversations is agreed.

**4.0 A COMPETENT AND CONFIDENT WORKFORCE**

- 4.1** We have arranged a short term secondment of one of our strategic inspectors with a background in practice learning to our Organisational Development team to support the development of the Professional Development Award.
- 4.2** Service managers in the Scrutiny and Assurance Directorate, with responsibilities for regulatory inspection, registration and complaints have developed an induction programme for new team managers and senior inspectors. This will be developed on Moodle our virtual learning environment as we create a suite of management modules. The induction will include 'Step into Leadership' modules developed by SSSC.
- 4.3** Methodology updates were delivered to all staff in adult services during this quarter. These were well attended and received by staff. Feedback will be used to develop future updates for staff.
- 4.4** We have completed four development and learning sessions for all early learning and childcare staff. The sessions covered a range of relevant topics for staff including , key national policy updates, childminding learning framework, positive environments for children and an update on the new national care and health standards.
- 4.5** A member of our health and wellbeing improvement team commenced the Scottish Improvement Leader programme in March 2017. This course will run until summer 2018. Three others in the team have applied to complete the course.
- 4.6** We will be presenting at the European Partnership of Supervisory Organisations for Health and Social Care working group on observation on 24 April 2017 in London. This activity builds upon our relationship with the Dutch Inspectorate and we are currently planning our return visit to the Netherlands.

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- 4.7** Our Head of Improvement Support has been asked to speak at a number of conferences in May 2017. This will include showcasing a short film of inspectors sharing good practice in the areas of osteoporosis, independent living, falls and fractures.
- 4.8** We have successfully recruited new team managers and senior inspectors who we will be engaging with through a bespoke induction programme in April and May 2017. Work is underway to develop an interactive approach which will ensure our new managers and senior inspectors feel confident and supported as they embark on their new challenges.
- 4.9** We have put in place initial development support for our workforce to sharpen interviewing and job application skills. This is being expanded in the coming months and will help many of our staff to feel confident when they seek new challenges and roles through recruitment.
- 4.10** We have received SQA validation of our Professional Development Award and are putting in place a clear programme for the first cohort to progress their learning in April 2017. We have also jointly delivered three sessions with the Royal College of Nursing to identify how we can support our nursing staff to maintain their clinical nursing skills.
- 4.11** We have progressed our new career pathways pilot ready for recruitment in April 2017. The new role of practitioner inspector and inspection assistant will be piloted and closely evaluated for 18 months. Should the success of these posts be clearly evident beforehand we will review as part of workforce redesign planning.
- 4.12** We have been reviewing current learning and development approaches and programmes as well as our approach to the Personal Development and Review Scheme (PDRS). Both approaches will be shaped through a cross representative working group to fit the needs of our new structure and to ensure we have achieved best value for money in our learning and development budget.
- 5.0** **COLLABORATIVE WORKING**
- 5.1** We reached agreement in principle to work collaboratively with HMICS to take forward a thematic review of adult support and protection. This is an important step forward and significantly strengthens our partnership working.
- 5.2** Strategic inspectors and colleagues from the registration team have continued to work collaboratively to support a number of local authorities who have received unaccompanied asylum seeking and refugee children and young people from disbanded camps in Europe.

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- 5.3** We are supporting Audit Scotland's work on self-directed support (SDS). This work will form a platform for our own work on SDS in 2017/2018. We supported Audit Scotland's work by running a series of focus groups in Glasgow for people with learning disabilities, about their experiences of SDS and their views about what could be improved.
- 5.4** The secondment of a colleague to the Scottish Government to deliver the "Design Principle" resource for day care of children's services has been extended for six months. The draft resource will be available from April for consultation with the sector. Once available the resource will support and guide providers to develop high quality environments that will support good outcomes for children.
- 5.5** The Chief Inspector, adult services will be representing the Care Inspectorate on the national review announced by the Cabinet Secretary for Health and chaired by Professor Sir Lewis Ritchie, looking at the resilience of health and social care services during the festive public holiday period.
- 5.6** The Chief Inspector, adult services has met with representatives of the Health and Safety Executive to consider the findings of a study that they have carried out into burns and scalds in care settings for adults with disabilities. This will inform some further joint development work, guidance for inspectors and for services.
- 5.7** The service manager for complaints participated on the Scottish Public Sector Ombudsman's working group to develop the new approach to dealing with social work complaints, in the context of integration. The new framework for social work complaints has now been published.
- 5.8** Two adult services inspection teams are undertaking work with IRISS, which is assessing and reporting on '*what characteristics of inspection lead to improvement?*'. The study, which included inspectors and managers from care homes from older people, will report in April 2017 and will be used to inform how we support improvement and will be shared with all inspection staff.
- 5.9** The adult services inspection teams participated in a successful visit from the Dutch Inspectorate. The purpose of the visit was to learn how we use SOFI2 in our regulatory functions. The Dutch inspectors met with inspectors who use SOFI2 and visited services to observe the use of SOFI2 in practice. They also met with managers of services to discuss their views. In May 2017, three inspectors will be making a trip to Holland to continue this shared learning.
- 5.10** We are working with Education Scotland to develop a shared approach to the inspection of childminders. Where childminders are funded to provide early learning and childcare they may be inspected by both organisations. This integrated approach to self assessment and scrutiny approaches should

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reduce any duplication and support a common understanding of high quality learning environments within a childminding setting.

- 5.11** We have developed a shared inspection methodology for school care and secure care services for children and young people with Education Scotland. To support the implementation of the new methodology we are delivering workshops at a national learning event organised by the Scottish Council of Independent Schools in Perth.
- 5.12** We have held a further early years forum attended by a range of national bodies including SCMA, SOSCN, Early Years Scotland, NDNA, Children First, Children in Scotland and national parents organisations. The event provided sessions on the revised complaints procedure and updates on a number of Care Inspectorate initiatives and policy positions. Attendees also provided updates on key aspects of their organisations work that supports the delivery of early learning and childcare settings in Scotland.
- 5.13** We continue to contribute to the Scottish Governments initiative to expand the entitlement of early learning and childcare to 1140 hours by 2020. In addition to the key working groups already established; the Strategic Forum, Strategic Evidence, Workforce Review and Skills Development we have been asked to contribute to two further strands of work including monitoring and evaluating the expansion and asked to sit on the National Advisory Group.
- 5.14** Our health and wellbeing improvement team has been working with NHS Tayside around the reduction of medicine waste, and have produced information and guidance jointly for care homes for older people. We have also provided advice to the NHS Tayside Local Adverse Event review, following pharmacy dispensing and administration error in a care home. We have been discussing with the Scottish Government Deputy Chief Pharmacist about new polypharmacy guidance (3<sup>rd</sup> edition). This will allow information on actions care staff can take about the monitoring and evaluation of medicines and is due spring/summer 2017.
- 5.15** The food and fluid in care short life working group continues to meet to review relevant best practice associated with all things food and fluid. The aim is to develop a microsite that will hold all the relevant information to make it easy for health and social care staff to do the right thing first time. Funding is being sought from the Scottish Government to take this work forward with partners.
- 5.16** Work is on-going with Healthcare Improvement Scotland on the Out of Hours Programme. Our Head of Improvement Support sits on the advisory group, and our organisations have been funded to undertake a small piece of exploratory work during March 2017 with two care at home services and two care homes for older people to look at the out of hours journey of care, relationships with the wider team in the local areas, good practice and areas for improvement. This potentially could form the basis for future work to look at a

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guide for the care sector as part of the standards review recommended through the Ritchie report.

- 5.17** The review of the National Care Standards models a collaborative and integrated approach to our work with Healthcare Improvement Scotland (HIS). This positive partnership working has been set to continue as the review has been completed and the Scottish Government establishes working groups to implement the Standards. As well as collaborating with other scrutiny bodies, the new Standards have been co-produced with organisations representing people who use as well as provide care.
- 5.18** Interviews for new inspection volunteers and young inspection volunteers took place in January and February with training in March 2017. This will result in around 20 new involved people joining our volunteer schemes and working with us on inspections to gather the views of people who use care services and their informal carers.
- 5.19** We were key in the need for a National Catheter Passport and this is now ready to go to print in preparation for the first round of testing. In conjunction with our NHS and third sector colleagues we have been heavily involved in its development to make sure it would be appropriate for use in social care settings. It will go a long way in helping social care staff to manage and care for people who have an indwelling catheter. It will also support the previous work we did with NES around a catheter plan of care so strands of bladder care work are slowly joining up. It is being tested in some of our care home settings before hopefully wider roll-out as the aim is for it to be used across all health and social care settings in due course.
- 5.20** We have been working with Dumfries and Galloway Health and Wellbeing team in relation to physical activity. Quality and testing of the resource has been undertaken and a training pack will soon be published.
- 5.21** We have continued to engage in parliamentary activity, including myself and the Chair giving evidence to the Health and Sport Committee on 17 January 2017 and attending the Cross-Party Group on Carers and the Cross-Party Group on Older People, Age and Ageing.
- 5.22** We are working with researchers from Stirling University to establish appropriate ways to share some sensitive data. The researchers have specific interests in the use of administrative data to examine workforce trends, and approached us to support a research project into workforce flows across registered social care services. The information we hold about the workforce is sensitive data that we would not share externally due to the risks of identifying individuals. Therefore we will work with an independent data safe haven using approaches they have developed to share, amongst other things, confidential health information in a non-disclosive way. This means that researchers can access information about individual people, without there being any risk of

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identifying them. As well as supporting their research, this will provide us with a blueprint for sharing sensitive data for research in future. Following our agreement to support their work, the researchers are currently in the process of applying for funding and, assuming that is successful, the work will commence later this year.

**5.23** We have been invited to judge the posters at the NHS Scotland two-day event in June 2017, and to present at this event. This will be the first time that the Care Inspectorate has presented at this event and reflects our central role in supporting health and social care integration.

**5.24** Along with Healthcare Improvement Scotland and Scottish Care, as part of the pressure ulcer prevention in care homes project for the Scottish Patient Safety Programme, we are producing two downloadable pocket guides and a website for carers, residents and staff for grading pressure ulcers and the excoriation/moisture lesion tools.

**5.25** Our secondment to Social Work Scotland has been in place since July 2016. During the last nine months work has involved two core strands. These are:

- Supporting the leadership of the social work profession by designing and delivering development materials for Chief Social Work Officers.
- Supporting the understanding of the capacity and challenges of the Mental Health Officer role.

Along with these two core strands work to support the newly qualified social workers conference, SSSC leadership strategy group and Health and Social Care Integration; making it work for vulnerable families has also been undertaken.