

## Draft Improvement Strategy 2017/19

**Report to:** Care Inspectorate Board

**Date:** 28 September 2017

**Report by:** Edith Macintosh, Head of Improvement Support

**Report No:** B-22-2017

**Agenda Item:** 17

### PURPOSE OF REPORT

This report highlights the draft Improvement Strategy 2017/19 to the Care Inspectorate Board for its consideration and agreement.

### RECOMMENDATIONS

That the Board members:

1. Read, consider and agree the draft Improvement Strategy 2017/19.
2. Note that consultation took place at the Engage in Change forum and discussion at the Quality and Strategy Committee in August 2017 which further shaped the strategy.
3. Note that the draft implementation and measurement plan is an emerging document with a dynamic plan. This will evolve and change in response to improvement priorities and opportunities, along with the exploration of the most appropriate measures of success.
4. Note that there are some small but important pieces of work related to supporting the implementation of the strategy that will be done concurrently, such as a definition of improvement support and guidance for inspection staff, defining what mentoring to support improvement would consist of and developing public facing information to communicate our contribution to supporting improvement through the spotlight area on our Hub and printed materials.

Version: 3.0	Status: <i>Final</i>	Date: 04/09/2017
--------------	----------------------	------------------

**Consultation Log**

Who	Comment	Response	Changes Made as a Result/Action
Senior Management	SMT 02/08/17		Strategy revised
Legal Services			
Corporate and Customer Services Directorate			
Committee Consultation (where appropriate)	Quality and Strategy Committee 24/08/17		Strategy revised
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: Edith Macintosh Position: Head of Improvement Support		
Authorised by Director	Name: Rami Okasha	Date: 4 September 2017	

## 1.0 INTRODUCTION

To date the Care Inspectorate has not had an Improvement Strategy which clarifies our approach and contribution to supporting improvement. The draft Improvement Strategy 2017/19 addresses this and presents the direction and focus of the Care Inspectorate's developing approach and contribution to supporting improvement in social care and social work in Scotland for the next two years.

The strategy applies across the whole organisation; it sets out what our improvement offer is and indicates what our improvement support should be internally and externally and how we can do that well. It describes and suggests ways in which the learning and development needs for our workforce can be supported in order to develop and empower confident agents and leaders of improvement. It also emphasises the importance of working with others and developing improvement alliances in order to support improvement.

In the strategy it stresses how as an organisation we will continue to use the essential diagnosis provided through the scrutiny process to offer public assurance about what works well, identifying what needs to improve and where it needs to improve. It talks about the importance of; identifying and disseminating good practice to support improvement, evidencing to others where good practice is developing as a result of improvement locally and nationally and being open to and growing innovation.

The strategy is designed to intrinsically support the cultural and strategic changes in the organisations' approach to scrutiny and improvement where there is an increasing focus on outcomes for people and the impact of care. It also reflects the component parts of the Care Inspectorate's transformational plan:

- Consolidating excellence
- Cultural change
- Collaboration
- Confident and competent workforce

## 2.0 RESOURCE IMPLICATIONS

The draft Improvement Strategy is based on current resources (see Appendix 2 to the Strategy) which comprises the Improvement Support Team (IST) including bringing in improvement support for specific pieces of short term work as required and the CAPA programme team. In addition our inspection staff are a rich and essential resource for improvement support. They will be supported to develop their confidence and skills further in improvement during the next year. During the implementation of the strategy opportunities will be taken to review subject matter expertise, portfolios and resources in general and it may be identified

Version: 3.0	Status: <i>Final</i>	Date: 04/09/2017
--------------	----------------------	------------------

through that process that there are gaps. If this arises it will be addressed through formal processes and structures.

### **3.0 CUSTOMER SERVICE IMPLICATIONS**

The Improvement Strategy 2017/19 clearly supports the Customer Service Strategy. Taking an improvement approach has the needs of people at the heart and should always be done in collaboration with all those who will be impacted by any improvement. Improvement is a process of learning from what works well and what doesn't work well through tests of change and making the necessary adjustments.

### **4.0 BENEFITS FOR PEOPLE WHO EXPERIENCE CARE**

The following intended outcomes from the Improvement Strategy 2017/19 can benefit people who experience care:

- The Care Inspectorate workforce will be more confident and skilled in improvement support
- The care sector will have a greater understanding of the Model for Improvement and tools available
- Our improvement support will be targeted in response to available intelligence and national priorities therefore be effective in addressing specific improvement needs
- Evidence of good practice will be identified, shared and developed
- The Care Inspectorate will design and lead national improvement programmes using tried and tested models for sustainability and spread
- Strong and varied improvement alliances including those experiencing care their families and local communities.

### **5.0 CONCLUSION**

This Improvement Strategy 2017/19 is key to and provides an exciting opportunity to support and accelerate the change in the way we work in the Care Inspectorate to provide scrutiny and support improvement. It aligns with and supports other strategies in the organisation particularly cultural change and learning and development and will be important to the implementation of the Health and Social Care Standards. In order to see successful implementation of this strategy it will be essential to work closely and in partnership with colleagues across Directorates.

## **LIST OF APPENDICES**

**Appendix 1 -** Draft improvement strategy

Version: 3.0	Status: <i>Final</i>	Date: 04/09/2017
--------------	----------------------	------------------