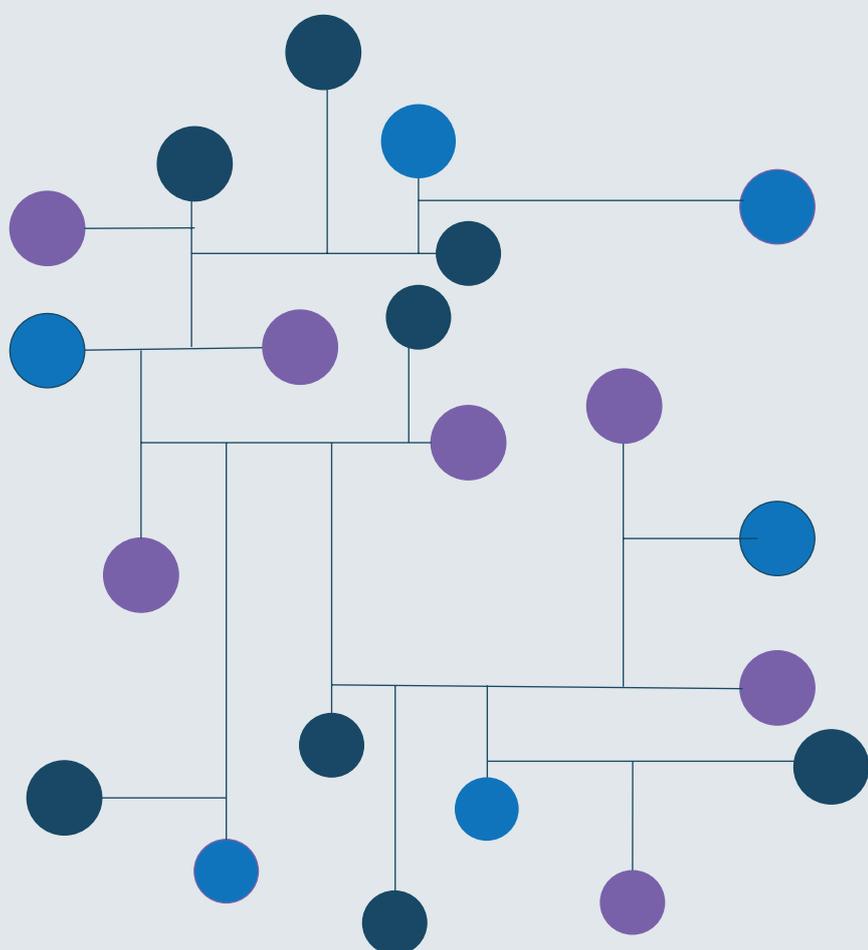


Our Intelligence Model:

how the Care Inspectorate will use intelligence to prioritise its organisational activities



Foreword

The Care Inspectorate has always made use of data and information to inform our work. This approach describes how we move to become even more intelligence-led, ensuring we focus our scrutiny and improvement work where it can have the greatest impact.

It will help us to think holistically about risk and uncertainty, speak a common risk language, and effectively use forward-looking risk concepts and tools in making better decisions, focusing our attention on the risk factors in care, and creating lasting value for people who experience care and their carers.

This way of conducting our business will:

- target our scrutiny and improvement work in ways which can have greatest impact for people experiencing care and their carers
- maximise the effectiveness of business and digital transformation
- and strengthen and differentiate the Care Inspectorate's work in the sector we work
- help us inform local and national policy, working collaboratively with partners.

Our intelligence model helps makes us one of the most innovative regulators in the UK in respect of how we use intelligence. Even as the model has been developed, there has been significant interest from other organisations in Scotland, the UK and abroad about our thinking on intelligence. Using the model described here is a change in our thinking, but over time, this will become an important way of making sure that all our work is risk-based, intelligence-led and directed at where we can have the greatest impact. The model represents a different way of working in the Care Inspectorate, and will of course take time to bed in as we become used to thinking about how all the work we do contributes to the intelligence base we hold about care.

This way of working is firmly rooted in our desire to improve experiences and outcomes for people. That means we need to make decisions based on evidence, and ensure the work we do is targeted in the right way.



Karen Reid
Chief Executive

An Intelligence Model for the Care Inspectorate

Organisations that are truly 'risk and intelligence driven' have the ability to think holistically about risk and uncertainty, speak a common risk language, and effectively use forward-looking risk concepts and tools in making better decisions, alleviating threats and harms, capitalising on opportunities and creating lasting value. In the Care Inspectorate, this is designed to ensure that the work we do is directed at supporting improvements in the quality of care.

The Care Inspectorate Intelligence Model (CIIM) is a organisational way of working that is compatible with the National Intelligence Model used by: police services in the United Kingdom; the Security Industry Authority; Food Standards Scotland; and Trading Standards Scotland. The intention behind it is to provide focus to scrutiny and improvement activities and to achieve a greater impact from the resources applied to any scrutiny activity or to any problem. It is dependent on a clear framework of analysis of information and intelligence, together with a mature approach to risk, enabling application of a problem solving approach to the Care Inspectorate's core work. Risk and intelligence are key to supporting the design, commissioning and delivery of high quality, safe and compassionate care. Risk and intelligence sit at the heart of this and will strengthen how the Care Inspectorate provides assurance, supports improvement, and delivers innovation activities to contribute to improving care in Scotland for people who use services, their families and carers.

The CIIM is a more intelligent means of conducting Care Inspectorate business and will help us move from a cyclical approach to scrutiny interventions to an intelligence led approach which reflects known risk.

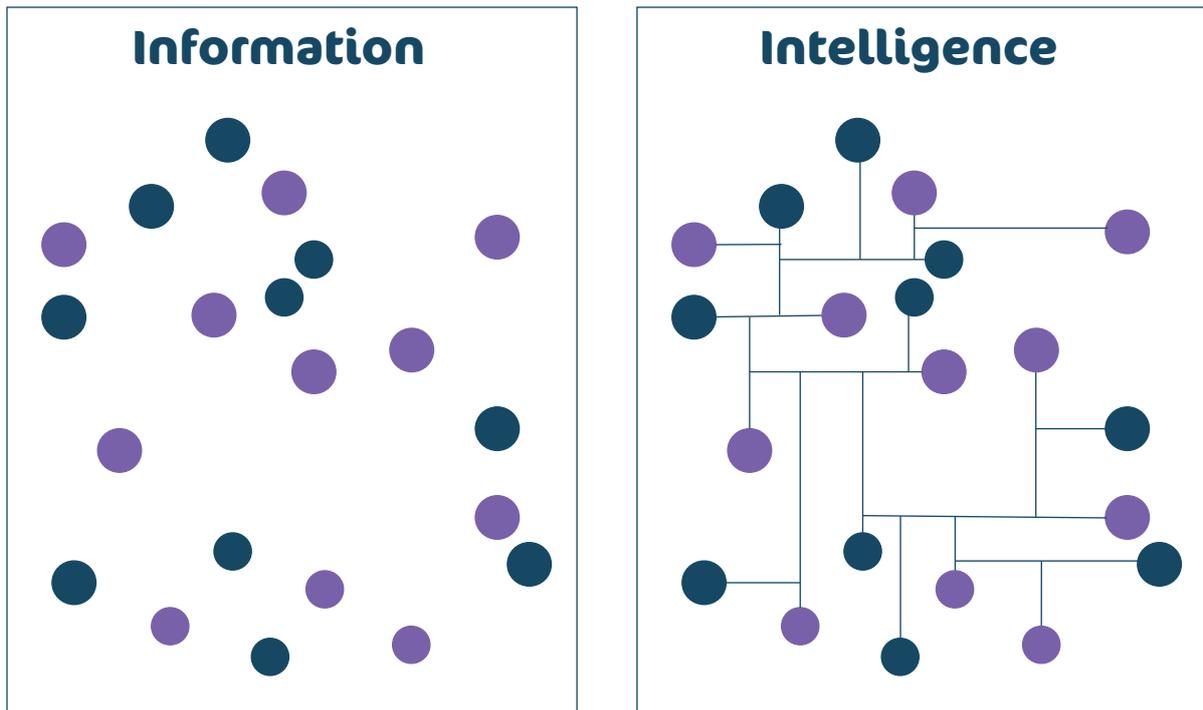
CIIM is an information-based system that promotes a cooperative approach and many of the solutions to problems will require the participation of other agencies and bodies. It is further strengthened when used in conjunction with other partner agencies such as the Scottish Social Services Council, Healthcare Improvement Scotland and Education Scotland.

CIIM improves the opportunities to share intelligence between agencies and reduces barriers to effectiveness by producing standardised processes and language and helps create a more cooperative working environment.

An intelligence-led organisation, by its very nature relies on information. Capabilities must be built which enable information to be gathered, recorded, evaluated, disseminated, retained and disclosed as necessary from a range of available information sources in ways which are clear as to their potential relevance and use. CIIM allows the Care Inspectorate to direct resources to collect information to fill identified knowledge gaps. It also requires the Care Inspectorate to consider how and why it collects information and to identify ways to convert this information into intelligence.

Information refers to all forms of information obtained, recorded or processed by the Care Inspectorate, including personal data. **Intelligence is defined as information that has been subject to a defined evaluation and risk assessment process in order to assist with Care Inspectorate decision making.** In addition to being evaluated, information is analysed. Analysis involves identifying critical links and associations that assist in understanding patterns in social care and social work provision and delivery, and problems occurring/likely to occur in services.

The picture below demonstrates the difference between 'information' and 'intelligence'.



The CIIM, ultimately, shall **more effectively**:

- capture information already gathered through our registration, inspection and complaints work, from partner bodies and about social care and social work
- coordinate and control the analysis of this information to produce intelligence and make recommendations for action
- use this intelligence to focus our work at strategic, tactical and operational levels in line with our corporate objectives and the new Health and Social Care Standards
- focus our limited resources to achieve the greatest improvement in social care and social work delivery in Scotland
- inform and influence policy at a national and local level
- build alliances to work collaboratively with other organisations.

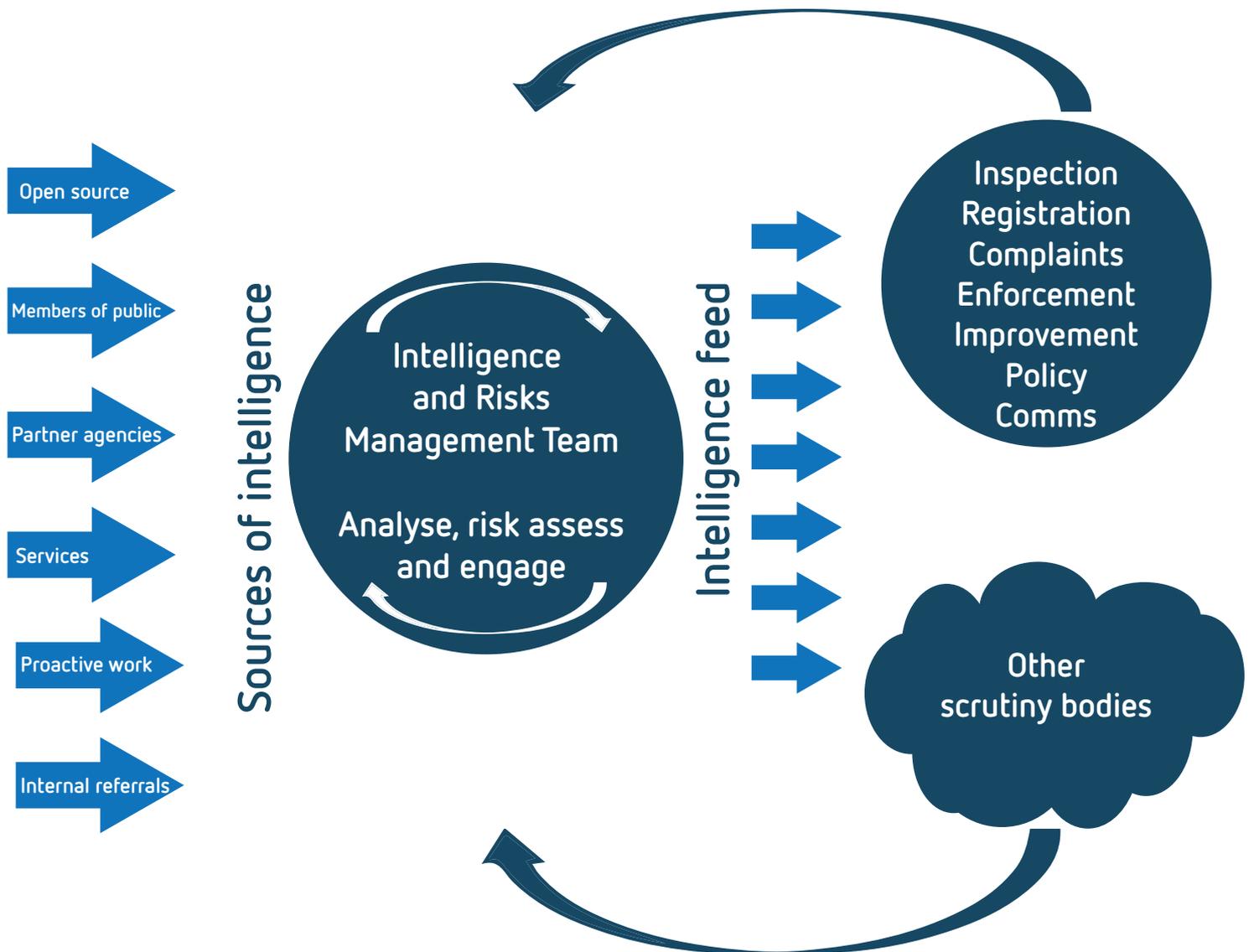
This shall be achieved through an intelligence focussed approach, a clear intelligence governance structure where there are clear lines of responsibility, and evidenced decision making.

With a more efficient system and a defined structure, the CIIM shall: focus resources on priorities; adopt a more risk based approach to scrutiny; cut waste; free resources to focus on areas of highest risk; create a better mechanism to capture and act upon organisational learning; and better enable the Care Inspectorate deliver its priorities.

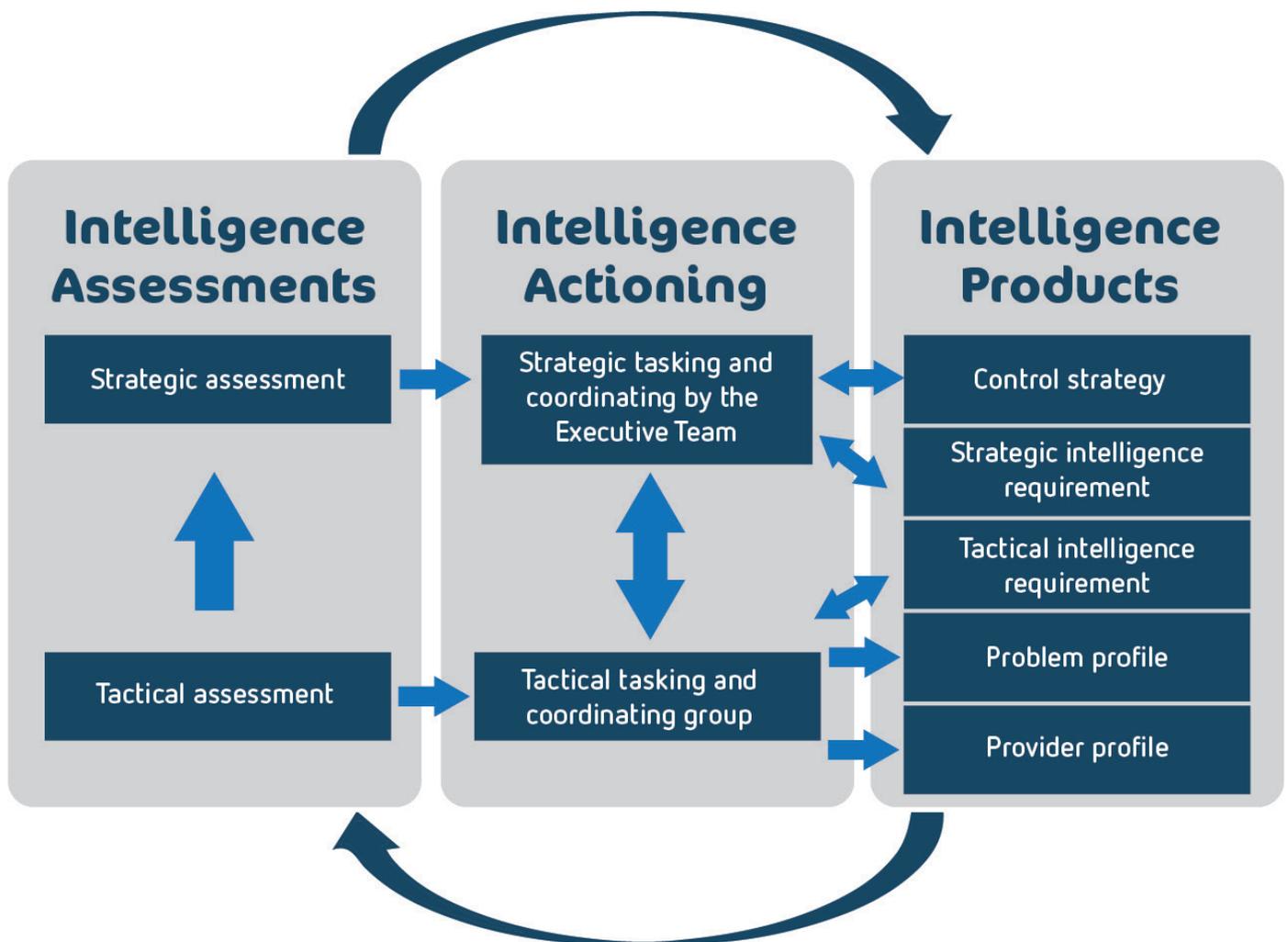
Making best use of intelligence

The arrows in the picture below depict the flow of intelligence into the Care Inspectorate; where 'processing' is carried out by the Intelligence and Risk Management Team; intelligence is fed to Care Inspectorate functions and to relevant strategic partners; and intelligence is fed back into the Intelligence and Risk Management Team.

Intelligence flow



How the Care Inspectorate will use intelligence to prioritise its business will be by using the CIIM whose key components are depicted in the picture below.



How things will work:

- In addition to existing data gathering systems information shall be gathered via **intelligence reports** (a computer template that is easy to complete and accessible to all members of staff).
- This document will inform strategic tasking and coordination to be undertaken by the Executive Team, or another appropriate group, chaired by the Chief Executive every six months to determine organisational priorities and allocate appropriate resources. This process sets out what are to be the intelligence priorities in a document called the **intelligence requirement**.
- Organisational priorities as determined by the strategic tasking and co-ordination by the Executive Team shall be delivered by the **Tactical Tasking and Coordination Group** (TTCG) which is made up of senior managers, chaired by a chief inspector or other senior manager, and meeting monthly. The TTCG shall oversee the delivery of organisational priorities determined through the strategic tasking and co-ordination by the Executive Team.

The chief executive will agree appropriate names and titles for all groups, following a review of operational governance.

- A **problem profile** is a structured report that analyses a particular issue and makes recommendations on possible courses of action for decision makers to consider for example, in the Care Inspectorate a problem profile might be commissioned to examine 'delayed discharge'.
- A **provider profile** is a structured report that analyses a particular provider and makes recommendations for decision makers to consider. In the Care Inspectorate a provider profile might be commissioned where the registration process or other intelligence suggest that consideration is needed about the activities of a specific provider.

Detail about the processes involved is held by the Intelligence and Risk Management Team.

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420

