

TRANSFORMING THE CARE INSPECTORATE

TRANSFORMATION PLAN PROGRESS 2018

2018



Collaboration

Investing in a confident,
competent workforce

Culture change

Consolidating excellence
in all that we do

2015

CONSOLIDATING EXCELLENCE IN ALL WE DO

Commitment

With partners, produce new national care standards focused on human rights and wellbeing that describe the experience on high-quality care.



The Health and Social Care Standards are fully rolled out and being implemented across Scotland. Our new methodology is currently being developed to fit in with these standards. They focus on what people should experience from care and support, and are relevant across planning, commissioning, assessment and delivery. They are based on human rights and wellbeing, and firmly focused on outcomes. The Care Inspectorate and Healthcare Improvement Scotland have led the development of these standards, with wide input. There has been significant international interest in them.

Undertake agile development to ensure our scrutiny reflects the new national care standards and positive outcomes for people who experience care, their families and carers.



We have started our new approach to ensure that inspection methodology for regulated care and strategic scrutiny is aligned to the new care standards. Since 1 April 2018, all care service inspectors refer to the new care standards when making requirements and recommendations.

All new regulated and strategic quality frameworks, for use in our scrutiny work, are linked to the new care standards.

Test and implement new scrutiny methodologies on a phased basis as the new national care standards are being rolled out nationally.



For regulated care services, we are rolling out new inspection frameworks and inspection methodologies which focus very much on the new standards and the experience of families and carers. The first tranche of changes, for care homes for older people, have been the most tested changes to inspection methodology made by the Care Inspectorate, with three cohorts of tests across three separate teams.

Ensure our scrutiny approaches are as efficient, effective and rigorous as they can be.



Our new quality assurance process for our scrutiny work is designed to ensure that activities are effective, efficient and rigorous. We have re-designed our complaints process to be more efficient and effective, and have used lean approaches to improve our registration progress. Our new methodology and digital systems will help with this also.

Commitment

Progression

Write our public reports with a clear focus on impact and outcomes.



As we introduce our new methodology for care services, a revised inspection report template is being used. Our communications team has been supporting teams to reflect on report-writing, as one part of our on-going staff development sessions. We have tested approaches to peer review within teams. Our major thematic reports are reviewed by senior managers prior to review.

Develop new ways of hearing the voice and experience of people who experience care and their families and carers, providers, commissioners and other key stakeholders.



We have continued to expand our inspection volunteer programme, recruiting more young inspection volunteers, involving inspection volunteers in complaint investigations, and running a programme to involve people with a diagnosis of dementia as inspection volunteers. We have expanded our SOFI2 observations into early learning and childcare. We have begun to redesign care standard questionnaires, and strengthened our collaborative relationships with commissioners through relationship managers.

Devise new approaches to identifying and assessing risk to help inform decisions.



As part of the Care Inspectorate's governance, risk is fully embedded across the organisation and is now an item on all agenda's for meetings with escalation procedures in place. A new risk template has also been created. As part of our scrutiny and improvement work, we have begun work on developing a revised risk model and will test this in Autumn 2018.

Build a new intelligence model that will set out the information and data we will collect and how we will use, share and publish it.



The Care Inspectorate Intelligence model was published in May 2018. This sets out how we collect information and data and analyse it in a way which provides intelligence. Our tactical tasking and co-ordinating group allows senior managers to commission intelligence products and use these to plan scrutiny and improvement interventions. All our intelligence team have completed, or are working towards, an SQA-accredited professional development award in intelligence analysis.

Set out an annual publications plan that will inform our stakeholders of future thematic reports.



A publications plan is in place, regularly reviewed by the Executive Group, to provide a forward view of the improvement support resources, thematic reports, and major publications.

Commitment

Progression

Provide regular intelligence reports that evidence the quality of care.



Statistical bulletins are published regularly, including around complaints, early learning and childcare, and adoption and fostering. Arrangements are now in place for senior colleagues to commissioning intelligence products about specific aspects of care quality, and this happens regularly.

Develop a strong quality assurance process across our scrutiny and improvement and our corporate functions to ensure our work remains robust.



An internal and external audit programme is in place. We have successfully gained Cyber Essentials accreditation, Quality Scotland Committed to Excellence and CIPFA Governance Mark of Excellence. A scrutiny quality assurance process has also been agreed and in place.

Develop a vision for a new ICT system, including identifying appropriate resources and undertaking agile development and testing for implementation which will better support all our work.



Digital Transformation Programme developed, implemented and ongoing. Up-front loan funding has been obtained from Scottish Government. The digital delivery team is in place and work on our first app (for complaints) is advanced.

Define how we support and report on our contribution to improvement across the sector, including how we work with other improvement bodies.



The Improvement Strategy was launched in early 2018. The strategy sets out how the Care Inspectorate will provide improvement support, pursuant to the statutory requirement to further improvements in social services. It also has a strong focus on building capacity about supporting improvement and fostering confidence about using the Model for Improvement whilst recognising the need to build knowledge and confidence in improvement approaches amongst Care Inspectorate staff.

Publish at least three best-value reviews each year about our own work.



Work on this has not commenced in the planned timescale for very legitimate reasons, but will do.

Develop and implement new success measures which evidence our overall organisational performance.



In 2016, the board began to use new success measures which focus not on the quantity of activity, but seek to assess the impact of that activity.

Commitment

Undertake an independent review of our corporate governance to help us identify what works well and help us address any areas for improvement.



Progression

The Care Inspectorate was successful in gaining the CIPFA Governance Mark of Excellence accreditation in December 2017 – the first public body in Scotland and the first regulator in the UK to do so. The board has modernised its corporate governance approach, with more business going directly to the board and retaining the audit committee as the sole committee of the board.

The Care Inspectorate was also successful in gaining Quality Scotland's Committed to Excellence accreditation in September 2017. We are now progressing our continuous improvement journey working towards applying for the Recognised for Excellence accreditation.

CULTURE CHANGE

Commitment

Progression

Complete our work on unwritten ground rules to change positively the way we do things in the Care Inspectorate.



Phase 1 of the unwritten ground rules was successfully completed in February 2017 and the stocktake measuring phase 1 activity showed positive signs of improvement around perceptions of unwritten ground rules amongst staff. Phase 2 focused on using the information from Phase 1 and the key cultural attributes to plan future work.

Review our values in light of our unwritten ground rules work and define expected positive behaviours for each value.



We asked our staff to vote on whether or not to change our values, and they were completely split. Colleagues are now defining the values associated with each of these values: the Engage in Change Forum developed and through consultation with staff, the positive leadership behaviours which apply to all as we are all leaders within the Care Inspectorate.

Model a different style of supportive leadership by senior and middle managers, where together we focus on improving organisational culture.



Coaching conversations and direct and respectful challenge training has been delivered to all senior managers, including follow-up observation and feedback. Coaching conversation training has been delivered to all managers across the Care Inspectorate, and information sessions made available for all staff.

Continue our Bright Ideas scheme for all staff to suggest ideas and innovative changes to the chief executive.



The Bright Ideas scheme is still in place and is also supported by breakfast meetings across the country which allow staff to discuss issues and any bright ideas in person with the chief executive. Actions and ideas coming from these meetings were highlighted and have been mainstreamed into work plans for delivery.

Implement a new coaching culture to support managers to have coaching conversations with their teams and staff.



Our Coaching Framework has been developed and is being implemented. Coaching conversations training has been delivered across the organisation. Coaching conversations is a key tool of the new professional development review system model, to commence from late summer 2018.

Develop a new Engage in Change forum for all middle managers to help all teams engage in collective problem solving and leadership.



The Engage in Change forum is fully implemented. All managers attend, with one being held every quarter. Feedback is sought on these and used to inform the agenda.

Commitment

Progression

Develop and implement an innovation challenge fund, overseen by colleagues not managers, that provides funding for teams to develop innovative or different ways of working.



Coverage in People Like Us and New Today has ensured that all staff are aware of the scheme and some of the successful bids that shared the £5K pot of funding to further the achievement of bright ideas that could be implemented to make a real difference to the wider workforce. This includes a new boardgame-style tool for training new inspectors in regulation, a new resource on the therapeutic use of animals in care, and healthy working lives initiatives.

Continue to develop management policies about enabling people, which will underpin the changes in our culture shifting from 'can't do' to 'can do'.



A programme of policy development is agreed by the Executive Group and Resources Committee. The process is mature and has been well received by staff via evaluations. The policy review group which is refreshed annually continues to report that the experience of being in the group as a positive one. Newer policies have been shorter, providing key principles for managers and staff to empower our staff. The scheme of delegation has been revised to empower staff more.

Develop and highlight the many ways we recognise and value colleagues, through a new reward and recognition strategy.



The Engage in Change Forum will be actively and collectively shaping our new Reward and Recognition Strategy. Some work has started on this, and more will continue in 2018/19.

Aim to achieve formal accreditation for areas of our work, including health and safety at work and the way we behave as an employer in supporting our workforce to deliver our objectives.



We have achieved the second level of the carers award, successfully maintained our investors in young people award, and successfully gained the LGBT charter for the organisation. We have progressed to Gold in the Healthy Working Lives Award.

Review and improve the way we engage and consult internally across our organisation, to ensure all teams can be involved in setting our future direction.



We changed our communication team into separate teams for external and internal communications, in order to provide a stronger focus on this. Our internal engagement plan and strategy is in place and we are successfully and actively promoting Yammer, social media and other key routes like the intranet, People Like us and New Today to ensure that staff are kept informed. The internet has been completely revised to improve colleagues' experiences.

INVESTING IN A CONFIDENT, COMPETENT WORKFORCE

Commitment

Progression

Test and introduce three new career pathways for inspection support assistants, entry level inspectors, and senior inspectors



Three pathways have been recruited to with teams supporting them. A steering group is actively monitoring and evaluating the steps within the pilot. These are for practitioner inspectors, inspection support assistants, and transitioning from regulated care inspections into strategic inspections. We have also developed and mainstreamed the senior inspector role.

Develop other career pathways for our corporate support workforce



Career pathways have been offered in intelligence, improvement support, communications, facilities management, the contact centre, and policy analysis.

Develop a new workforce plan that sets out clearly the skills, knowledge, size and type of workforce we need over the next five to seven years, and how we will recruit, retrain and develop them



We held several planning sessions to help inform our thinking on this, but have decided to align the development to our new corporate plan.

Replace our existing system of performance development review and supervision with a new approach of supporting colleagues and their personal and professional development



A new professional development review system has been developed and tested with nearly 100 colleagues (one sixth of the workforce). Work is underway to develop training and promotion of the new approach, and ensure we have a secure online platform to operate this. This moves away from an annual appraisal to a more modern form of goal-setting, tied to personal and organisational learning and development.

Test, evaluate and embed our new Professional Development Award for inspectors, with modules developed for other staff too



The first 20 staff have started on the professional development award. The professional development award has been remodelled to ensure that knowledge and subject expertise is shared across a delivery team rather than invested in an individual. This provides opportunity to draw on key strengths when required in a matrix management approach. This keeps the award content current and fresh. The professional development award will require evaluation and further work will need to be commissioned to develop modules to support other staff, namely strategic inspectors and career pathways staff.

Commitment

Progression

Support short-term secondments of inspectors to maintain their skills in practice



A new Secondment Policy has been implemented. Work has been ongoing to actively manage and encourage secondments and placements, and will continue, but it is not always possible to support all proposed secondments in or out due to work demands. The new policy makes the process for decision-making clearer and more transparent.

Develop a new approach to learning and development guided by the professional needs of our staff, linked to our strategic objectives and career pathways



A new workforce development strategy has been agreed and is now being implemented. A new learning and development programme has been developed and new underpinning processes are in place for staff to be clear on what opportunities they can access and how they do this. Work is underway to strengthen the choices of learning and development on the programme, and to make a single online portal for staff to access.

Provide strong support for those of our workforce who need to be registered with a professional body and provide opportunities for relevant continuous professional development



Strong links with the Scottish Social Services Council registration have been team established, including to support the professional development award. Contact made with Nursery and Midwifery Council and worked with the nurse revalidation lead in the organisation to develop a new approach to maintaining a proper register for inspectors who are nurses. Work is underway with human resources colleagues to develop a more robust system of registration lists to enhance checking this for new and existing staff. Discussions have been underway with Scottish Social Services Council for supporting post registration training and learning development for our staff.

Move towards a virtual learning environment that will allow more direct online workplace learning and collaboration, without the need to continually travel to learn



We are using webinars, Moodle and other routes to shift learning to an online experience. We are finalising the procurement for an online system that will bring together all the learning and development and professional development review system activities in one simple-to-use place.

COLLABORATION

Commitment

Progression

Develop new ways of scrutinising and supporting improvement with our inspection partners in health, policing, education, mental welfare and criminal justice, both in regulated and strategic inspections.



We have developed new approaches for strategic scrutiny with Healthcare Improvement Scotland in respect of health and social care partnerships. We have led the development of a new model of strategic scrutiny for children and young people. We have worked with Her Majesty's Inspectorate of Constabulary in Scotland on scrutiny of Multi-agency public protection arrangements (MAPPA) arrangements and a review of adult support and protection. We have supported Her Majesty's Inspectorate of Prisons inspections.

In regulated care services, we have strengthened our links with Education Scotland in respect of early learning and childcare, and school care accommodation.

Work with a wider range of partners to support improvement in care services, not just to promote positive health outcomes, but to promote positive social and emotional outcomes too.



We have developed a joint work plan with Healthcare Improvement Scotland to support improvements in adult social care settings. This clarifies the respective roles, and contribution, of each organisation and how each add value. We have also developed new partnerships with Her Majesty's Inspectorate of Prisons, Education Scotland and Scottish Social Services Council which all include jointly developing and delivering external interventions.

Develop a new customer care strategy that embeds a customer focus across all our work, including a redesigned contact centre and a customer service charter that demonstrates how we will do this.



We have agreed and are implementing a new customer service strategy, with internal and external customer standards. Our contact centre has been remodelled to provide a better customer experience and gather intelligence from external customers, whilst supporting the work of the digital transformation team.

Embed our involvement strategy to help us involve more people in setting our policies and priorities



We have worked on our involvement strategy, growing the number of involved people including from seldom-heard groups. We have involved care-experienced young people in supporting our corporate parenting responsibilities. We have held joint events for involved people across the Care Inspectorate and Healthcare Improvement Scotland.

Commitment

Progression

Seek and learn from improved feedback on complaints, including asking the key question of whether a person's care improved as a result of their complaint to us.



We have put in place a new complaints process. We have not yet built in a process to see whether a person's care improved as a result of their complaint to us, but intend to do this.

Define new roles for contact managers and link inspectors that will ensure we can effectively share intelligence and support improvement in care practice.



Link inspectors are involved in formal intelligence-sharing activities, including through Audit Scotland-led local area networks, and the Sharing Intelligence for Health and Care group chaired by Healthcare Improvement Scotland and NHS Education for Scotland. We have aligned staff to regional improvement collaboratives.

Headquarters

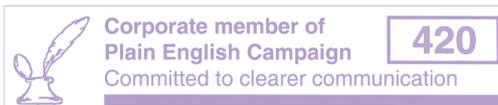
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