



**BOARD MEETING**

**28 March 2019**

**CHIEF EXECUTIVE'S REPORT - QUARTER 4 2018/19**

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**1.0 INTRODUCTION**

This report provides Board members with an update of key developments for the Care Inspectorate since the last report in December 2019. It focuses on the organisation's four key leadership themes.

Since taking up post in early January 2019 I have been engaged in a programme of introductory meetings, many alongside the Board Chair, with a large number of key external and internal stakeholders and staff groups. This has also included meetings involving Scottish Ministers. I also attended the Ministerial Strategy Group for Health and Care in February 2019. I have also had the opportunity to attend Board development sessions and the Audit Committee. I have been made very welcome by all concerned and these engagements have allowed me to develop an early sense of organisational priorities and these will be reflected in the Corporate Plan which will be presented to the Board in June.

**2.0 CONSOLIDATING EXCELLENCE**

The CAPA team has completed five engagement events for the second more wide reaching phase of the programme (attended by 265 people from social care, health, leisure, community groups and other stakeholders). These events enabled potential partners to be clear about the CAPA programme and the improvement support coupled with their responsibilities as a partner in the programme. Managers are now signing up and committing to become partners across the regional areas for the improvement work which will take place over the next year.

In Q4, we published:

- two statistical reports: vacancies in care services, published jointly with SSSC for the first time to ensure consistent reporting on this subject; and our annual report on complaints statistics;
- two overviews of inspection findings: from joint strategic inspections of services for children and young people 2012-17; and our findings from inspections of regulated care services for children and young people 2014-17.

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- an improvement support resource, sharing good practice and innovation in intergenerational relationships in care settings.
- the first of our new model joint inspection reports on child protection in Argyll and Bute

Two improvement resources promoting good practice in early learning and childcare were published at the end of Quarter 3: 'Food Matters' and 'Gender Equal Play'. As with other resources, these publications illustrate quality by featuring practical examples of children's actual experience in a range of settings and describing the difference this makes to children's outcomes. This models the change in approach to personal outcomes with the introduction of the standards and the new inspection frameworks.

'Gender Equal Play' promotes gender equality in how practitioners engage with children and complements the Scottish Government's drive to attract more males to enter early learning and childcare. Following its launch by the Minister for Childcare and Early Years, there is evidence that the resource is having a significant impact on policy and improving practice. It is reflected in the Scottish Government's wider action plan to tackle gender inequality and the gender pay gap. The resource launch had significant media coverage and has since been referenced by the Minister for Further Education, Higher Education and Science in a Parliamentary debate on gender equality in education and it also referenced in the Scottish Government's 'A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland'.

Our latest news and updates are now delivered by email, free to subscribers. On 23 January we emailed our very first digital newsletter Care News free to just over 3,000 subscribers who had signed up since subscriptions opened in December 2018. We achieved an excellent 84% engagement rate which exceeds industry benchmarks. Subscription levels are continuing to climb and our second edition in February reached nearly 4,000 subscribers. We also sent the first vacancy alert to just over 2,000 subscribers who had ticked vacancies as one of their subscription preferences, with more than half opening the email and 325 readers clicking through to the vacancy itself.

We have also completed our first inspection of criminal justice social work services focused on community payback orders. This is a critical area of work to support developments around the presumption against short sentences. Governance of justice services in the context of health and social care integration is likely to emerge as a theme across these inspections.

We worked with the eight community justice partners in North Lanarkshire as they evaluated their own work around joint planning, resourcing and leadership, using the self-evaluation guide coproduced by the Care Inspectorate and stakeholders. This collaborative model where inspectors provide support and challenge as partners review and assess their own work is an ideal approach for this early stage of the implementation of the Community Justice Strategy. We are pleased we were able to validate the work done by the partners in North Lanarkshire.

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We are due to publish our first inspection report in this new model (in respect of services in Argyll and Bute) in late March 2019.

We published a final report on the 2012-17 programme of 32 joint inspections of services for children and young people. The key messages highlighted in the report are based on a very strong body of evidence collected over a five year period from all parts of the country, including meetings with 2744 children and young people and 1502 parents/carers; review of 3092 children's records and survey responses from 7016 staff in lead professional and named person roles.

Inspectors from the Early Learning and Childcare teams successfully completed their contribution of the Phase 1 of the Scottish Study of Early Learning and Childcare (SSELC).

### **3.0 CULTURAL CHANGE**

The Health and Social Care Standards continue to influence a wider cultural change across health and social care, as well as impacting on regulatory processes. The new model is not only changing how quality is described and understood, but also having a positive impact on the external reputation of the Care Inspectorate. Several universities and colleges have requested presentations on the standards to staff delivering health, social care and early learning and childcare courses. This is strengthening our relationship with the further and higher education sectors and is resulting in benefits for our reputation and the care profession more widely. Many education providers are reporting that they have adapted their course content to take the standards into account and that the standards are proving a useful tool for inducting new students and giving a focus on compassion and people's rights rather than traditional rules-based compliance.

In terms of shaping policy the standards are increasingly impacting on Scottish Government and wider social policy. Quarter 4 evidence of this influence at a strategic policy level includes:

- The Scottish Government's Ministerial Group for Health and Community Care's progress review on the integration of health and social care states that proposals to share good practice will reflect the standards;
- As part of its Alcohol and Drugs Strategy, the Scottish Government has committed to developing specific national guidance and standards for asset-based assessment and case management, linked to Quality Principles and the Health and Social Care Standards.

The standards continue to generate considerable international interest and in March the Care Inspectorate is hosting a delegation from Dutch regulators and advising regulators from the Irish Republic on developing care standards. We have also been approached to give advice to the Nigerian Government on developing standards for nursing homes.

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Our culture representative group met in January 2019 to review our culture strategy and future actions to progress and promote an empowered culture in our organisation. The reviewed strategy will be published on our intranet in March 2019. At the recent Engage in Change forum, a session was led on how the principles of Joy in Work can be incorporated into our wider cultural programme.

The Children and Young People teams have continued with the review of inspection methodology for care homes for children and young people and school care accommodation (special residential schools) and this is due to be piloted in April 2019.

#### **4.0 A COMPETENT AND CONFIDENT WORKFORCE**

During the year to date there has been extensive recruitment activity, with the HR teams having co-ordinated 50 campaigns and managed 520 candidate applications. There are currently five live and/or anticipated campaigns from February/March however it is unlikely that we will have any new starts resulting from these campaigns before the end of the fiscal year.

To date, there have been a total number of 47 new starts, compared with 70 at the same time last year. The number of leavers stands at 50, which is a slight decrease of two from last year. The employee turnover rate remains unchanged from the same period last year at 8%.

The implementation of the new HR and payroll system, "MyView", has required a significant amount of cross-organisation work with SSSC and our HR and Finance teams. The new self-serve system went live for all staff on 15 October 2018. The initial functionality includes online payslips and expenses claims. Other functionality will be added in the coming months including absence entry (annual leave and sickness absence) and calendar views. The latter will assist managers in determining current staff availability on dates requested. We will also be progressing the reporting functionality to provide managers with HR analytics to enhance business decision making.

We have been successful in maintaining the Gold award for Healthy Working Lives (HWL) earlier this month. In addition, HWL continues to promote and be actively involved in a variety of healthy working lives initiatives. The most recent addition is a menopause factsheet which has been published on the Care Inspectorate website.

A tender process for the delivery of a Staff Survey is underway and it is anticipated this will be published to all employees in April 2019. A working group with representatives from OWD and trade unions have been working to agree format, content and delivery.

Plans are being finalised to roll out training to our ELC colleagues in the SOFI tool (Short Observational Framework for Inspection). Training the trainer sessions will take place to enable colleagues throughout ELC to utilise this

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additional tool in respect of their inspection methodology. Feedback on the tool has been very positive.

The registration teams delivered workshops on Illegally Operating Services to upskill inspectors in this practice in line with the rollout of the new procedure.

The Professional Development Award in Scrutiny and Improvement is progressing well and there has been positive feedback from the first cohort of candidates, as well as the SQA and SSSC. Cohort 1 consisting of 20 regulated service inspectors is due to graduate in May 2019. Cohort 2 is due to start in May 2019 and will consist of 40 regulated service inspectors from the Care Inspectorate and five from Healthcare Improvement Scotland.

Stage 1 of the Information Governance (IG) Improvement programme of work has been completed and was signed off by the Executive Group. The theme for this stage was 'Getting the Basics Right' and has seen some fundamental building blocks delivered to underpin our IG culture. These have included: a baseline GDPR training package which was compulsory for all staff; publication of key policy documents, such as the Metadata Standard; as well as a new suite of management information to underpin future IG business planning and decision making. This has been underpinned by an improved communication and engagement plan that has seen IG attend team meetings to promote the changes and assist our staff to understand their obligations. Stage 2 with the theme 'Safer and More Secure' is now underway and due to deliver by the end of March 2019.

In January 2019, LEAD (Learn, Experience, Achieve and Develop) was launched as the Care Inspectorate's process for managing and supporting individual performance and development. This new process has been designed and tested by staff from across the organisation to support and drive our vision for a culture of collective leadership, empowerment and personal responsibility. It is a flexible model that can be adapted to meet the needs of different roles, teams and individuals. The overall process comprises of four core elements (1 to 1 meetings, feedback, individual development and peer learning) and is supported by online learning and performance records.

A new online learning resource – KnowHow, was also launched for all staff in January. KnowHow contains over 2,000 different resources covering a range of personal skills and management topics.

## **5.0 COLLABORATIVE WORKING**

The Improvement Support Team (IST), strategic inspection colleagues and Dundee City Council are continuing to progress improvement work around adult support and protection - improvements identified during strategic inspection activity.

In partnership with Scottish Care and inspection colleagues in regulated care, the IST is also supporting services in Angus to start quality improvement

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projects through the delivery of three improvement support learning events. Our role in supporting improvement through the inspection process and working with providers to carry out improvement locally and nationally offers the opportunity to positively influence the culture and behaviours in the care sector towards making sustainable improvements.

The IST is beginning work with the improvement service to test the 'Self-Evaluation for Care Homes Tool' with three or four small care home providers (those with three homes or less) who have grades of 3 or below, to understand its impact on grades and providers capacity to improve.

The CAPA team collaborated with providers across Scotland and the Generations Working Together organisation to produce 'Bringing Generations Together' resource which has now been launched. This provides some excellent examples of the impact that bringing generations together can have on the quality of people's lives and acts as a catalyst to spread improvement.

The Care Inspectorate's role in developing standards continues to provide a vehicle for collaborative working as well as shaping national policy. For example, we have been asked by Scottish Government to jointly lead the development of standards for Barnahus with Healthcare Improvement Scotland. Similarly, we have been asked to join the Scottish Government's working group on developing statutory guidance for Integrated Joint Boards on community engagement.

We are further strengthening our collaborative working with the SSSC. Together we are developing an improvement support resource on compassionate care. Also the Operational Liaison Group is working together to jointly produce for example:

- public communication on raising concerns about care;
- guidance to inspectors and SSSC staff on making referrals;
- awareness raising session for SSSC staff.

We are also working with SSSC to inform and support their efforts to develop collaborative leadership tools for staff working in and with justice services.

We continue to build on established, collaborative relationships with the Care Quality Commission's Corporate Provider and Market Oversight department, banks and commissioners to improve predictive intelligence and expertise, identify changes in financial and other risks in the sector and support the mitigation or management of these to protect continuity and improvement in care outcomes for vulnerable people.

Care Inspectorate staff continue to support the Scottish Government's key policy of extending the entitlement for all three and four and eligible two year olds from 600 to 1140 hours by 2020. We are supporting the development of a range of work streams with Scottish Government staff and other stakeholders

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to support the expansion.

To address this, a recent meeting was held with Scottish Government colleagues to look at how we define the support offered.

We are working with our partners in Healthcare Improvement Scotland at operational and senior management levels to consider the implications of the new requirements from the Ministerial Strategic Group for Health and Community Care. The group's final report published in February 2019 outlines clear expectations about both the focus of joint inspections and better targeting and coordination of improvement activity to support effective integration.

In January, we held an improvement session with Edinburgh Health and Social Care Partnership along with colleagues from Healthcare Improvement Scotland, the iHub and Scottish Government. The session took place following the publication of a progress review which highlighted continuing concerns about the partnership's performance in meeting the needs of older people in the city. Agreeing this work is a very significant development given the previous reluctance of the Partnership to recognise the scale of improvement required.

In collaboration with the Chief Officer of the City of Glasgow Health and Social Care Partnership (HSCP), the Executive Director of Scrutiny and Assurance organised a learning event for IJB Chief Officers around recent closures of care homes for older people where the Care Inspectorate has applied to the sheriff court for an emergency cancellation of the service's registration in terms of section 65 of the Public Services Reform (Scotland) Act 2010. The event on 19 February was jointly hosted by the Chief Executive of the Care Inspectorate and the Chief Executive of the City of Glasgow HSCP. It was attended by Chief Officers, commissioners and other senior staff from the HSCPs as well as relevant Care Inspectorate managers and staff. The purpose of the event was to share experiences and learning to inform further collaborative work around information sharing, predictive analysis and self-evaluation. This work links to the ongoing enforcement review and aims to ensure that we make better use of intelligence to intervene earlier and provide or coordinate improvement support.

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