



BOARD MEETING

19 June 2019

CHIEF EXECUTIVE'S REPORT - QUARTER 1 2019/20

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 March 2019. It focuses on the four key leadership themes developed by the Chief Executive.
- 1.2 This has been an exceptionally busy period - we have hosted 4 separate quality conversations with colleagues from across all sectors. They have been well attended and we have been able to set out a vision for the Care Inspectorate, including a move to more outcome focused scrutiny and improvement work, as well as an expectation for more robust self-evaluation by services and partnerships.
- 1.3 I gave a presentation to Scottish Care - Care at Home conference which touched on the new and developing methodology for the scrutiny of these services. The offer of collaboration in developing this framework was very well received.
- 1.4 I also spoke at the recent European Social Network conference about our shift to experience lead inspections aligned to the Health and Social Care Standards and this generated considerable interest from partners across Europe.
- 1.5 I have continued to have extensive engagement with colleagues within the organisation attending four recent development days, as well as various groups including the Corporate Parenting group and the LGBT chartered group.
- 1.6 I have continued to work closely with colleagues in the Partnership Forum, where we have recently jointly launched our staff survey. The early results from that survey appear to be very positive and they will form a report to the Board in the near future.
- 1.7 I am looking forward to joining the Early Learning and Childcare Leadership group following a recent invitation by the Minister for Children and Young People to become a member.

- 1.8 I look forward to the commencement of the consultation on the service definitions and fees by Scottish Government and we are about to put in place resources to respond to the roles defined for the Care Inspectorate arising from the recent Safe Staffing Bill.
- 1.9 There has been strong focus in the last few weeks on ensuring pace and delivery in our transformation programmes with a particular focus on checking the arrangements in place through a gateway zero review.
- 1.10 I have an address to give to the annual Social Work Scotland conference, where I intend to, once again, emphasise the operating model for our organisation, based on outcome focus, self-evaluation, intelligence lead scrutiny and focussed and effective improvement work.
- 1.11 We have been recently advised of a change from our lead Minister within Scottish Government from Ms Freeman to Ms Haughey and the Chair and I are shortly to meet with the Minister on an introductory basis. However, I have continued to have contact with the Minister through our common membership of the Ministerial Strategy group for health and care. The Care Inspectorate is continuing to develop its response to the recommendations from the group on new inspection models and improvement activities.
- 1.12 The Officer Board member working groups on the budget and new Board reporting format have been positive developments and I would look forward to further member officer engagement on important matters such as the workforce plan.

2.0 CONSOLIDATING EXCELLENCE

- 2.1 Improvement Advisers have been active participants in several initiatives including The Royal Pharmaceutical Society's recent publication "Putting Residents at the Centre of Care Home Pharmacy Services". Meetings with East Renfrewshire Council and Forth Valley and Clackmannanshire HSCP to develop their care at home medicines policies. Collaboration with NHS Tayside on medication waste and the international Forum on Quality and Safety in Healthcare in Glasgow, presenting on the award winning intergenerational practice improvement project.
- 2.2 CAPA learning events have taken place for over 600 care professionals across 9 partnership areas. The emphasis is on leadership at all levels and on individual responsibility to effect change and move more for the benefit of those experiencing care. There has been positive reaction to our focus on showcasing people experiencing care via video.
- 2.3 The Operational Liaison Group between the SSSC and the Care Inspectorate has identified a number of improvements to the way we regulate the care workforce and services. For example, we jointly published guidance for people working in registered care about raising concerns in the workplace.

During the next quarter the group will be working on improving and aligning how we discharge our responsibilities regarding regulating managers of registered services.

- 2.4 In March 2019 we published one statistical report: Fostering & Adoption 2017-18 Statistical bulletin. Most recently, this report was referenced as an important source of data on the reality of foster care by the Children's Minister in parliament during a members' debate on Foster Care.
- 2.5 The redesigned Hub was launched in March 2019, providing a central resource for a range of good practice, policy and improvement resources. Between 1 and 30 April 2019, The Hub had 8,602 users, of which 6,334 were new visitors. There were 42,577 page views on the site during this period. The Hub also now includes a training directory for early learning and childcare practitioners (a commitment in the Quality Action Plan for delivering the 2020 Blueprint), a self-directed support resource library and a new section on research skills and resources, delivered by Social Services Knowledge Scotland (SSKS).
- 2.6 The Health and Care (Staffing) (Scotland) Bill completed its path through the Scottish Parliament when it was passed on 2 May 2019. The Policy Team engaged with and monitored the Bill's progress comprehensively throughout, culminating with a final briefing for senior management on the Bill's key provisions and implications.
- 2.7 We are currently developing consultation responses to the following:
- Justice Committee Inquiry on the Provision of Mental Health Services in Secure Care Units and in HMP & YOI Polmont
 - Consultation on the Draft National Whistleblowing Standards
 - Gender Representation on Public Boards (Scotland) Act 2018: consultation on implementation
 - Health and Sport Committee consultation on the proposals for the new Independent National Whistleblowing Officer role
- 2.8 In Q1 we have so far published a joint inspection report on child protection services in Fife and a report on community justice in Scottish Borders. In June we are due to publish a report on community justice in West Dunbartonshire; a report on adult protection in East Dunbartonshire; and a joint inspection of child protection services in City of Edinburgh. Also, in June we are due to publish our triennial report on significant case reviews and a review of self-directed support.
- 2.9 We continue to grow our newsletter subscription service with almost 5,000 subscribers and numbers growing steadily every day. So far, our titles are the monthly Care News, ad hoc vacancy alerts and the weekly Twitter Digest.

- 2.10 Following successful completion of Phase 1 of the Scottish Study of Early Learning and Childcare (SSELC), Colleagues in Early Learning and Childcare teams are preparing to undertake Phase 2. The Care Inspectorate assessment of the quality of the provision children are receiving will be a key contribution to the longitudinal study of the impact on children's longer-term health and wellbeing as a result of the expansion of early learning and childcare provision which is a key Government policy.
- 2.11 Work is commencing in respect of a publication to support children to be active and will include collaboration from Scottish Government, CAPA and Strathclyde University. Inspectors from early learning and childcare teams have been identified to progress this work ensuring a broad range of best practice examples from across the sector.
- 2.12 The Care Inspectorate and Inspiring Scotland have published their document "Out to Play" a practical guidance document for creating outdoor play experiences in early learning and childcare. Research has identified the key benefits to children including benefits to mental health and well-being when they have high quality and regular access to outdoor play experiences. This resource will support providers access a range of environments and experiences for children that will contribute to young children's outcomes.
- 2.13 The chief inspector (strategic scrutiny) again chaired a judging panel for the Scottish Social Service awards. This year, the service manager (strategic – adults) was invited to participate in judging the NHS Scotland Event Poster Exhibition, in recognition of the growing prominence of integrated services involving health and social care.
- 2.14 We held a review day with stakeholders from the first three areas whose services for children in need of care and protection were inspected under the new methodology. We have committed to making a number of refinements as a result of their feedback.
- 2.15 The adult teams have piloted the new framework for inspecting care homes for adults across all ten teams. This framework fully reflects and supports the implementation of the health and social care standards. Initial feedback from these inspections indicates that scrutiny practice is more focussed on assessing people's experience of rights, respect and wellbeing. The pilot has been evaluated successfully and following approval from the Executive Group the new framework was launched on the 20 May 2019.
- 2.16 As part of the enforcement review project, we have created a development session for staff including films by inspectors involved in care home closures. These detail their experience, skills and the linking of outcomes to health and social care standards and good practices.

3.0 CULTURAL CHANGE

- 3.1 We will shortly be publishing an overview report on the implementation of self-directed support, following inspections in six Health and Social Care Partnerships (HSCP). This work has highlighted a number of 'wicked issues' with implications across the country. We explored them with our multi-agency stakeholder advisory group and, as a result, will include in the overview report a call for a series of national conversations to help move forward the personalisation agenda and improve experiences and outcomes for people experiencing care. This represents a new way of working with stakeholders.
- 3.2 Following concerns raised by a significant case review, this quarter we are undertaking work to verify action taken by a health and care partnership to make improvements. This work aims to provide both independent assurance and to build capacity for quality assurance in the HSCP, to support the establishment of a culture where there is more robust oversight of practice.
- 3.3. An inspector from the complaints team has worked with our young people inspection volunteers on raising awareness of the complaints procedure for children and young people and advocacy groups who support them. We have produced a new complaints leaflet for children and young people and the ability for young people to make complaints in different ways, for example, by text and this will be piloted in May 2019. We have also facilitated awareness raising events with young people and advocacy groups about our complaints procedure.
- 3.4 The complaints team is reviewing 'complaints received' practice including triage. As part of this we have met with contact centre to understand their role and how we can work together. A focus group to hear staff views on triage has been held and staff were able to share views on how we can improve. Staff felt listened to and an action plan is being developed in conjunction with this consultation and engagement.
- 3.5 The team manager for Glasgow City is working with the adult protection lead to provide joint guidance and development to care homes in Glasgow. This will provide consistency of advice to care homes and a link to Care Inspectorate procedures, practice and expectations.
- 3.6 One of our Improvement Advisers is currently working with the City of Edinburgh Council Care Homes Medication Improvement Group. Work is related to developing a learning culture on reporting and handling of medication incidents and initial feedback suggests it is working well.
- 3.7 The National Care Standards continue to be instrumental in enhancing the culture of care and creating a focus around which the Scottish Model of Care Regulation and Scrutiny is becoming established. The Policy team is continuing to track the impact of the Standards on national policy, but highlights in this quarter include:

- The Scottish Government’s self-directed support change map was published and reflected the Standards, stating that the map “complements and reinforces the outcomes and statements set out in these standards”.
 - Scotland Excel’s commissioning specification guidance for care and support services has been updated to routinely include meeting the Standards as an expectation of local authority commissioners.
 - The Care Inspectorate’s role through the Standards in enhancing Scotland’s reputation as an international leader promoting a compassionate and rights-based approach to care was recognised at the Scottish Parliament’s Equality and Human Rights Committee
 - The Cabinet Secretary for Health and Sport featured the Standards prominently in her keynote address to the Scottish Care conference.
- 3.8 We formally launched our new Culture Strategy and “train” graphic to all staff and continue to work with our Culture Reps group to deliver many of the important projects to support our culture, values and behaviours.
- 3.9 Our middle managers attending the Engage in Change Forum enjoyed a lively presentation from Dr Hans Harting from NHS Ayrshire and Arran on the benefits of Joy at Work. This programme is part of our planned culture strategy work and will be developed and rolled out in the Autumn 2019.

4.0 A COMPETENT AND CONFIDENT WORKFORCE

- 4.1 CAPA and the Improvement Support Team had a development day during this quarter to identify and build on the strengths of both teams and share learning. Colleagues from regulated and strategic inspection came to the day to explore the roles of relationship manager and link inspector in supporting improvement. We also welcomed colleagues from Health Scotland to discuss how we can try to ensure that our improvement support considers inequalities.
- 4.2 Stage two of the Information Governance (IG) Improvement programme of work was amended to reflect the requirements arising from the Infrastructure Modernisation programme of work relating to the Care Inspectorate’s corporate digital record. At the time of writing 25 functional Teams Sites have been identified as a requirement for O365: 5 have been delivered with their associated SharePoint sites and the remainder, including one for the Board, are now underway.
- 4.3 An agile development to assist the Finance team satisfy the end of year audit via SharePoint was also delivered in one week. This has been a combined effort between Information Governance and ICT and demonstrates the secure sharing capability which can be exploited by the organisation.

In parallel, the new Hard Copy Storage and Shredding contract has been

4.4 awarded to Iron Mountain, and the underpinning Information Governance policies can be incorporated into the logistics process and management information reporting for the improved management of the Care Inspectorate's hard copy record. The provision of an online portal will also extend the capability more widely across the geographical locations and provide more control for business support staff.

4.5 We have successfully supported the implementation of LEAD which has been received positively. Staff are now using the Learning Management System and are putting in place their work objectives and goals. Training on the new approach is being actively rolled out through team briefing sessions and a formal training programme supported by an external partner.

4.6 We have successfully delivered our learning and development programme for quarter 1. This includes a range of online and face to face routes on a range of topics. Phase 3 of the coaching programme is being implemented and we are rolling out a programme of coaching support and training to all staff with a focus on direct communication for our middle managers. We are working to update our Dignity at Work, Maximising Attendance and Capability policies in line with internal feedback and to reflect any legislative changes.

4.7 On 26 April 2019, after a competitive interview/selection process from a strong field of internal and external candidates, Marie Paterson was appointed Chief Inspector (Adult Services). Marie, who previously occupied the position of Service Manager – Adults (Inspection & Complaints), officially took up her new post on 1 May 2019. This vacancy arose as a result of Gordon Paterson securing the position of Chief Officer of Perth & Kinross IJB/ Health and Social Care Partnership.

4.8 Team Managers have again provided invaluable support to our colleagues in HR around our latest recruitment campaign. Assessment centres took place at the end of April/beginning of May 2019. A number of successful candidates from early learning and childcare were identified. The quality of applications was lower than previous recruitment drives and therefore the shortlisting exercise was crucial to ensure a quality process.

4.9 A development day was held in February 2019, to support Children's Services team managers with identifying goals and enhancing team communication. A further development day was held for all Scrutiny and Assurance team managers in April 2019 to look at performance management and the use of capability to ensure team managers were aware of the support available if they had to support colleagues through this process. We are optimistic that this will support consistency in applying this process across the directorate.

4.10 Training is being delivered to ELC colleagues in respect of The Solihull Approach in May 2019. The Solihull Approach introduces a model for understanding the impact of relationships on health and wellbeing and the impact of adverse childhood experiences on health and wellbeing. It supports effective and consistent approaches across agencies as a shared framework.

- 4.11 A development day is taking place in May involving all of the strategic inspection teams, service managers, chief inspector and business support colleagues. The aim of the day is to revisit the purpose and principles of reporting and to consolidate our skills in producing helpful, informative reports timeously and in line with new information governance requirements.
- 4.12 All senior inspectors in adults teams attended a development session on the new adult care home framework which they took back to teams. This has ensured all staff are competent and confident in using the new framework. Senior inspectors having had the development input feel confident to support implementation of the new framework.
- 4.13 Team managers received a workshop on the new LEAD process and how this supports staff feedback, development and supervision. This was an interactive session and feedback from team managers is that they now feel confident to use the system and can see how this will support staff within the organisation. Team managers attended a workshop on supporting performance including recognising good performance, how to manage issues with performance of staff, the role of LEAD and support from the organisation. As part of the preparations for reshaping the organisation in line with the capabilities of the new digital applications, a development day was held with all of our business and customer support staff on 11 June 2019.
- 4.14 The Finance and Estates team has continued to develop and improve team culture. They received 'Insights' training which helped them to understand how they can work more collaboratively with others. Since the training the team has started to explore how they communicate more effectively depending on individual communication styles and the style of people they work with. They are continuing their coaching development work as well as exploring and using direct communication and respectful challenge.

5.0 COLLABORATIVE WORKING

- 5.1 The Care Inspectorate ELC staff continue to support the Scottish Government's key policy of extending the entitlement for eligible two year olds and all three and four year old children 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 to support the expansion.
- 5.2 We continue to be represented on the National CSE group, the CSE Data Indicators and Transitions subgroups, the Secure Care Standards group, and the Disabled Children and Young People's Advisory group.
- 5.3 The strategic scrutiny team (adults) has been working with colleagues in Healthcare Improvement Scotland in a series of planned meetings to develop a discussion paper for methodology for future inspections of services for adults. Timescales are challenging around all of the recommendations made by the Ministerial Steering Group.

We are collaborating with both Scottish Government and the Chief Officer Group (Health and Care Partnerships) to agree the basis of the self-evaluation that would underpin future inspections.

- 5.4 We have been supporting Scottish Government in its redrafting of the National Child Protection Guidance, as part of the advisory group and by chairing a short life working group aiming to make proposals about the registration of unborn babies.
- 5.5 We have been working with the Chief Inspector (HMIP) to support a review of mental health outcomes and provision for young people in custodial settings.
- 5.6 We have held a joint event with Chief Social Work Officers to share the learning from the closures of care homes and are working on how we share intelligence between Health and Social Care Partnerships and the Care Inspectorate at an early stage.
- 5.7 We have hosted the RQIA to support their development with inputs on inspection plans, how risk informs scrutiny assessments, new inspection frameworks, improvement and use of SOFI 2. They are keen to use our learning to develop their own methodology.
- 5.8 We have been co-chairing with COSLA and Scottish Care work on a dependency tool for use in older people care homes. We facilitated a recent focus group and have a further focus group planned in June with care home managers to start to build the tool. This work will support the Safe Staffing Bill.
- 5.9 An adults services team manager has taken forward improvement work on Duty of Candour, this includes supporting NES to produce a training pack for staff in care services that will be hosted on our HUB and SSSC website. They have also taken part in a discussion on IRISS FM with partners from SSSC, Scottish Government and NES on Duty of Candour to support learning and understanding across the care sector.
- 5.10 We have undertaken work on the Neighbourhood Care programme which supports new models of care and supporting care in neighbourhoods. This was led by NES and supported by Health Improvement Scotland, Scottish Government and COSLA.
- 5.11 In February 2019 Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities guidance was published by the Scottish Government. This work was led by a short life task and finish group of the National Child Protection Leadership Group chaired by the Minister for Early Years and Children. The Executive Director of Scrutiny & Assurance chaired the short -life working Group. This work underpins the Chief Officers Leadership Event (COLE) taking place on 27 June 2019. The Chief Executive attended the most recent meeting of the National Child Protection Leadership Group on 30 April 2019.

- 5.12 During the past quarter the Executive Director of Scrutiny and Assurance has maintained close contact with the Group Medical Director of Four Seasons Health Care (FSHC) in the lead up to a formal announcement on Tuesday 30 April 2019 of a fully funded independent sales process as part of their financial restructuring. We supported a collaborative approach with a number of agencies and stakeholders which helped to manage the situation so as to reduce the risk of unintended consequences that may have arisen through misinformation in order to allow an orderly sales process to be undertaken and maximise opportunities for continuity of care for, and sustainability of the 48 services in Scotland in the evening period.
- 5.13 Between 10-12 April 2019 the Executive Director of Scrutiny & Assurance represented the Care Inspectorate at the EPSO conference in Portugal and was invited to give a presentation inspect care at home services and how we are developing our inspection methodologies taking cognisance of the Health and Social Care Standards, which generated considerable interest from, our European Partners and which is likely to lead to further collaborative activity.
- 5.14 The Improvement Support Team has been contributing to improvement workshops with colleagues from the SSSC, HIS, NES, the Improvement Service and CYPIC to Chief Officers Groups in Borders and Aberdeen. These sessions explain how the national improvement bodies work together, collaborate and explore future opportunities and to support improvement.
- 5.15 A new improvement resource is being developed by the University of Dundee to promote the use of cinema within a care home setting. This approach will be tested in four care homes across Dundee starting in September and a resource will be published in May 2020. This work is being done in collaboration with the Improvement Support Team.
- 5.16 Improvement Support Team manager has been working with Sue Ryder home care service in Arbroath to successfully develop and test a system to document the key elements of a clients' condition / presentation at each home visit. This will enable staff to pick up on any deterioration in their client's condition and alert their senior to enable faster access to assessment and treatment. This has been produced as a pocket guide and Sue Ryder have adopted this in their everyday practice as well as part of staff induction. With money from the innovation fund, this has been printed and is about to be launched targeted at care at home workers.
- 5.17 The Care Inspectorate was represented at the first meeting of the new Scotland Open Government Partnership (OGP) Commitment 4 Collaborative Working Group (CWG). This first meeting gave a short introduction to Open Government and the current Action Plan 2018-20 was provided, which included setting out the focus and timescales of delivery of Commitment 4.
- 5.18 Collaborative working with the SSSC is increasing, with more joint publications, resources and policy initiatives. As well as issuing guidance on raising concerns in services, we are working together on a compassionate care resource.

This has involved being invited to join a plenary session on compassionate care at next month's Scottish Institute for Residential Child Care conference. We are also setting up a shared service group involving both Chief Executives.

- 5.19 Proposed changes to Disclosure Scotland's criminal record checks has resulted in closer working at a strategic level, including:
- Meeting with the Head of Legal Services and the Head of Professional Practice.
 - Joint workshop planning at the Scottish Care Conference.
 - Planning training sessions for operational staff.
- 5.20 Our intelligence team has developed strong links with a network of analysts working in health and care regulators across the UK, meeting regularly to share our work and learn from others. This work is particularly focussed on developing intelligence capabilities in our respective organisations. It has also led to links with a virtual data science network hosted by NHS Digital, which is an opportunity to learn about data science projects underway across health and care, and to share our own work in this area when we are ready.
- 5.21 The intelligence team presented some of our work to a delegation from the Netherlands. At their request we have followed that up by sharing further details of our intelligence tools and our initial work on developing a data-driven predictive model of declining quality of care with them.
- 5.22 We have hosted Care Inspectorate stands at:
- SIRCC Conference
 - Grampian Pride
 - Childhood Practice Conference
 - Social Work Scotland Conference
 - Scottish Care Conference – Care at Home.
- 5.23 The shared service Finance and Estates team has worked together to discuss the wellbeing of the team and explored the support that could be provided to each other as well as reminding staff of the support the employee assistance programme can offer.
- 5.24 The move to two ICT networks presented challenges for shared services staff in accessing two networks and retaining access to vital external ICT systems. Finance and HR representatives have worked closely with Care Inspectorate and SSSC ICT colleagues to ensure as smooth a transition as possible and ensure shared service staff retained access to the SEAS finance system and HR virtual private network. SSSC shared service staff will remain on the Care Inspectorate network temporarily until solutions are put in place.