

## Refreshed Improvement Strategy 2019-22

**Report to:** Board

**Date:** 19 June 2019

**Report by:** Heather Edwards, Interim Head of Improvement Support

**Report No:** B-19-2019

**Agenda Item:** 11

### **PURPOSE OF REPORT**

This report highlights the draft refreshed Improvement Strategy 2019/22 to the Care Inspectorate Board for its consideration and agreement.

### **RECOMMENDATIONS**

That the Board:

1. Considers and approves the publication of the refreshed Improvement Strategy 2019/22.

**Consultation Log**

Who	Comment	Response	Changes Made as a Result/Action
Edith Macintosh Interim Director of Strategy and Improvement			Strategy Revised
Marie Paterson Chief Inspector Adult Services			Examples of improvement support from Scrutiny and Assurance
Improvement Support Team	Input from the team to develop the new strategy		
Executive Group	Taken to EG 16/05/19	Discussion and comments from EG for amendments to strategy	Strategy Revised
Legal Services			
Corporate and Customer Services Directorate			
Committee Consultation (where appropriate)			
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: Heather Edwards Position: Interim Head of Improvement Support	
Authorised by Director	Name: Edith Macintosh	Date: 16/05/2019	

Version: 2.0	<i>Final</i>	Date: 28/05/19
--------------	--------------	----------------

## 1.0 BACKGROUND

In 2017 we produced the very first Care Inspectorate Improvement Strategy 2017-19 with agreement from our Board to use the Model for Improvement as our improvement methodology.

This refreshed strategy demonstrates how we have successfully strengthened our improvement support role and function across the Care Inspectorate and celebrates the difference that has made, ultimately, to the lives of people experiencing care. It also provides an insight in to what our improvement support offer will be over the next three years, how we will identify where improvements are required, and how we will build further the skills, confidence and capacity for improvement support with our own staff and across the social care sector in Scotland. It supports our new Corporate Plan and contributes to realising our vision and pursuing our common purpose which is world class care.

## 2.0 INTRODUCTION

You will find in this refreshed strategy a focus on three specific areas of growth; growing improvement support, growing innovation and growing involvement. This will be underpinned by the development of more in-depth workshops to build improvement capacity, and capability with a view to spreading and sustaining effective practice.

- **Growing improvement capacity and capability** - this is integral to the core purpose of our work; we have a duty to support improvement in care.
- **Growing innovation** - testing, supporting and spreading **innovative practice** and influencing policy to inform the development of models of care which are fit for the future.
- **Growing involvement** - the involvement of people who experience care and support will help to direct improvement support to where it matters most for people and the communities, they live in.

The refreshed improvement strategy will tell you how we aim to support social care services, providers and partnerships to develop more skills to make lasting improvements, innovate and involve those who experience care and support throughout the process.

The refreshed strategy highlights what we have accomplished as an organisation and in collaboration as a result of our first improvement strategy.

## 3.0 FINDINGS FROM THE INSPECTION/IMPROVEMENT SCOPING PROJECT

A scoping project across Scrutiny and Assurance and Strategy and Improvement Directorates was carried out with four inspection teams from

Version: 2.0	<i>Final</i>	Date: 28/05/19
--------------	--------------	----------------

## Agenda item 11

Report Number  
B-19-2019

across the organisation during 2018. The purpose of this was to explore how improvement support was currently being carried out by inspection staff, if there were any learning and development requirements, what opportunities may be being missed for improvement support and what could be further developed. This highlighted several important areas for action through the life of this improvement strategy which will require specific attention from colleagues across directorates and should be noted.

Please refer to page 15 of the strategy for the details of actions to be taken forward during the life of the refreshed strategy as a result of the scoping project. Two actions to note are:

- To further strengthen the effective regulatory and improvement support relationships between inspection staff and providers through work on role definition, defining the key contributions from inspectors, team managers, relationship managers, link inspectors and improvement advisors from the Improvement Support Team. Inspectors identified that one of their most significant ways to influence and support improvement was establishing and sustaining an effective regulatory relationship, with providers, care service managers and frontline staff working in social care. This is compatible with research carried out by the King's Fund and the Alliance Manchester Business School which highlighted the relational importance of scrutiny to drive successful improvement.
- To explore the possibility of developing an "improvement academy" in the organisation which would also offer the opportunity for the care sector and key organisations to collaborate with us, in the same way as some health boards have successfully done. This academy could potentially support the key themes of the improvement strategy, building improvement capability and capacity both within the Care Inspectorate and across the social care sector. Innovation and good practice could be researched, developed and implementation supported. This could also provide the opportunity along with other intelligence and our experience to shape and influence policy. This would have to be fully scoped out.

### 4.0 INTELLIGENCE LED IMPROVEMENT

We have an emerging model for improvement support which will use the Care Inspectorate's Intelligence Model to identify improvement priorities, themes and topics. This will allow us to develop and build intelligence around improvement support initiatives and take forward risk based proportionate action. The current Tactical, Tasking and Co-ordination Group will provide a platform for us to evaluate and plan future improvement support initiatives with consideration to resource allocation, staffing and our business model.

### 5.0 RESOURCE IMPLICATIONS

Our improvement support function has strengthened, and we are recognised

Version: 2.0	<i>Final</i>	Date: 28/05/19
--------------	--------------	----------------

as the organisation which is best placed to support improvement in the social care sector, using the diagnostic of scrutiny to identify where the need is. This in turn means that we need to use our resources efficiently and effectively. The organisation does need to consider where additional resource may be required to fulfil the aspirations of the strategy; especially where we are asked to be involved in national initiatives, supporting improvement in relation to the integration agenda and improvement support following joint inspections.

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

The recommendations outlined in this paper will deepen the improvement support offer to services from the Care Inspectorate which will promote positive outcomes for people experiencing care.

We will actively encourage people to get involved in influencing and shaping our improvement programmes. Improvement, by the very nature of the process, requires us and all our partners to work differently and to be united and optimistic in our approach. In order to see success, the experience, knowledge and input of everyone involved must be valued and respected while working on the principles of co-production and collaboration such as ‘we all teach, and all learn’. We will strengthen the links to the involving people team to explore ways of engaging with people who experience care as well as our inspection volunteers.

## **7.0 NEXT STEPS**

If the Board approves this refreshed Improvement Strategy 2019-22 it will be passed to colleagues in external communications for final proofing, design and layout. Hyperlinks will be inserted to film clips and resources which have been highlighted within the strategy.

## **8.0 POLICY CONSIDERATIONS**

The period covered by the Improvement Strategy will see a continued focus on the implementation of health and social care integration and self-directed support, and how they are changing how people choose and experience care services and the ways in which services are delivered. As noted in the refreshed Strategy, there is an opportunity to review how our work contributes to integration and how improvement bodies can work more collaboratively to further support integration.

A key driver of the objectives in the Improvement Strategy is the continued implementation of the Health and Social Care Standards, which embeds a rights-based approach in the care sector. The increased prominence of human rights is likely to continue across the policy landscape in Scotland, with the Scottish Government intending to incorporate the UN Convention on the Rights of the Child into domestic law.

Version: 2.0	<i>Final</i>	Date: 28/05/19
--------------	--------------	----------------

Other relevant policy drivers of major significance over the period of the Improvement Strategy include the expansion of funded early learning and childcare (ELC) to 1,140 hours from August 2020, with quality established as the 'driving force' by the Scottish Government, and the Child Protection Improvement Programme, launched in 2016 to make improvements in all areas of child protection.

## **9.0 CONCLUSION**

As a scrutiny and improvement support body, through our regulatory role, we are uniquely positioned to provide public assurance and assess quality while supporting improvement, identifying and spreading innovation and influencing and shaping national policy. This refreshed improvement strategy helps us to improve how we do that and provide focus and direction on specific areas. The approaches we take help providers and partnerships across Scotland to provide values driven, world class care which meets the needs, rights and choices of people to have the best quality of life that is possible.

## **LIST OF APPENDICES**

**Appendix 1 -** Draft of the Refreshed Improvement Strategy 2019-22

Version: 2.0	<i>Final</i>	Date: 28/05/19
--------------	--------------	----------------