

Care Inspectorate

Draft Corporate Plan 2019 – 2022

A future vision – Paul Edie, Chair

The Corporate Plan (2019-2022) sets out the vision and priorities for the Care Inspectorate over this three year period. It articulates the aim for the Care Inspectorate of being a powerful organisation that develops talent, shares good practice, drives innovation in care and influences policy and practice. The Care Inspectorate is a modern, collaborative and values-based organisation. Our core purpose is to contribute to the vision for world class care in Scotland, where every person, in every community, experiences high-quality care and support, tailored to their rights, needs and wishes. In doing that, our staff will continue to play a crucial role in protecting people who experience care and providing assurance of this for those who care for them such as relatives, friends and communities.

The organisation has an ambitious, clear, strategic vision to ensure a focus on personal outcomes - the things that matter most to people and local communities. Through our work we will continue to support the integration of health and social care, and through our collaborative working, improve outcomes for people who experience care. We will do this by delivering on three high-level strategic outcomes that support our vision and positively promote equality, improved wellbeing and social justice for all.

Achievements and looking forward – Peter Macleod, Chief Executive

Almost everybody in Scotland will experience health and social care services at some stage in their lives and have the right to experience care that is based on their hopes, choices and ambitions. We have supported services to embed a human rights-based approach across the sector that reflects Scotland's health and social care standards. We have done this by developing quality frameworks that enable care services to embed a process of self-evaluation. We would actively encourage services to carry out self-evaluation in order to identify what is good quality care and where it needs to improve.

Self-directed support continues to change the way people choose and experience care services and the way in which care is designed and delivered. Also, advances in technology enable people to live more independently and safely and experience care where and when they need it. We will continue to respond to these and other developments, which provide innovative service provision, through our collaborative approach. We will consolidate our role as a person led, high performing, learning organisation and our Corporate Plan will enable us to work with others to realise our vision of world class care that is based on rights and driven by values.

Everybody has a right to high-quality, safe, effective and compassionate care that meets their needs and promotes their choices in order to live life well. It is important for people who experience care, their families and carers to be involved in the planning and delivery of services. We take a proactive approach to listen to people's experiences and promote and share these to help achieve positive outcomes for all.

Our evidence from inspections and thematic reviews shows that the quality of care has generally improved over the past few years. This is a significant achievement given the pace of change and financial challenges in the public, private and third sectors. However, there are still services where performance is not good and does not support positive personal outcomes for people and, where this is the case, we will identify this and continue to support improvement to help them to make the positive changes that they require to. When we do this, we will involve people who experience care and their carers to give them a strong voice in shaping improvements that will make a positive difference to their lives. Our approach to scrutiny is more intelligence-led, risk-based and proportionate than it was previously and this has several benefits. We are now able to take a more responsive and focused approach to scrutiny and improvement support and by doing so, we can more effectively direct our resources and support to those services that are not offering the quality

of care, social work services and support we expect and provide public assurance. This also means maintaining appropriate scrutiny of better performing services to ensure they meet the needs and wishes of people who experience care and their carers. Scrutiny provides the diagnostic tool that helps to identify where improvement is required and so promotes and supports continuous improvement in care.

I am keen that the Care Inspectorate continues to demonstrate good public value and through business and digital transformation programmes, which are ongoing, we will deliver efficiencies and have effective working practices that can respond positively to and enable innovation in care. In addition to our own outcomes-focused approach, I am committed to working actively in partnership and collaborating with scrutiny and improvement partners and others to realise our vision that people experience the best care in the world.

Our new involving people strategy and corporate parenting strategy play a crucial role in ensuring the voice of those experiencing care continues to be heard and influences how we plan and evaluate our work.

We also shape local and national policy in the way that we work. We use our experience, evidence and intelligence to influence matters of national importance where our work reveals significant issues relating to the standards of care, policy or practice. We will strengthen this over the next three years.

Case Studies (To be laid out with photos and quotes)

1. Improvement support to live well

Forthbank Care Home in Stirling: collaboration and partnership working towards improved health and wellbeing for Isobel.

Seventy-one year-old Isobel Jordon tells us that she is up and about every day now: "I start with my steps within the home and then I set off in my power chair to join the Active Stirling walking group. It's great!" However, it wasn't always like this for Isobel, who has various health difficulties after a stroke. The Care Inspectorate 'Care about Physical Activity' improvement programme worked with care staff, helping them to explore ideas and develop ways to promote moving more with older people in their care home to support people to live well. Staff identified what mattered most to Isobel and how best to build opportunities into each day. Isobel really wanted to be mobile enough to get away for a night with her husband in their caravan. This was her motivation to move more. Taking a collaborative approach, care staff worked with Isobel and other professionals so that she learned the skills required, taking small steps and moving more each day to achieve her goal to have a trip away with her husband in the caravan. She is now encouraging others in the home to move more and has taken up gardening.

2. Complaints – a compassionate response

Our complaints procedure sets out that complaints must be made within six months of an event as issues become more difficult to investigate with the passage of time. Documents are often unavailable, and staff may have either left the service or are unable to remember the details of events.

Managing complainant's expectations is one of the most challenging aspects of a complaint inspector's role. Recently, we were contacted by someone whose father had died suddenly in a care home for older people almost six months earlier. This was a very emotional situation for the complainant, and this was why it had taken them so long to contact us. We decided it would be most helpful to meet in person with the complainant and their family to explain the challenges of investigating so long after their father had died.

One of the complaints was that there had been no discussion about end-of-life care or what would happen in the event of a sudden collapse. We contacted the person's GP who told us they had agreed with the family that in such an event, there would be no active resuscitation. The service manager accepted that the do-not-resuscitate agreement could have been more clearly documented. The service subsequently reviewed how such conversations are recorded.

Ultimately, the complaint was not upheld. Informing complainants that their complaint is not upheld can be very difficult and we always strive to be sensitive and empathetic when we communicate an outcome that is not what they were seeking. The complainant was grateful that we agreed to investigate and said "Thank you for all your hard work and professionalism. It is comforting to know that complaints whether successful or not are taken very seriously."

Putting compassion first in the way we approach our work and respond to individuals has a powerful impact and helps us make sure that the difference we make, even in difficult circumstances, can be a positive one.

3. Supporting the implementation of the Health and Social Care Standards – making a difference to people's lives

The new Standards and our inspection framework are designed to support people to have more power, choice and control over their care. Through our work we are starting to see evidence of this.

For example, the impact of the Standards and our more personal, compassionate and rights-based approach to scrutiny was demonstrated on a recent inspection of a care home for older people. Mina Cassidy inspected Thistleknowe Care Home in Beith, Ayrshire in April 2019. She describes Thistleknowe as a small care home with a 'large-family' atmosphere, which has started achieving higher grades under our more personal-outcome-focused scrutiny model. At previous inspections, a resident being allowed access to the communal kitchen or laundry would have been considered a health and safety issue. Now this access is seen as positive, providing specific examples of the standards being implemented in practice. Mina was impressed to see:

- a gentleman who enjoys being in the kitchen cooking for the whole house, making chillis or curry and using the kitchen freely, being part of his home
- a lady who enjoys helping with the laundry, which allows her to do her own washing and sometimes help with other people's too
- when residents were unable to go out in the snow during the bad winter, staff brought the snow indoors in buckets and they enjoyed a snowball fight in the lounge.

Care Inspectorate Corporate Plan 2019-2022

SEE DIAGRAM (TO BE ADDED IN FINAL LAYOUT)

Our focus

To deliver our three strategic outcomes and related objectives, and to realise our ambitious vision, we will continue to work in partnership with people experiencing care, the public, care services, providers and many different organisations including health and social care partnerships. We do this

to support the process of integration to improve outcomes for people and communities. This is particularly important as we more strongly influence and shape national policy and help build capacity and capability within the sector.

Our governance is robust, and our workforce is highly experienced, skilled, dedicated and fully committed to improving outcomes for people who experience care. We fully embrace our role as a corporate parent and continue to strengthen our approach to involving people, which includes all our inspection volunteers. We will be flexible and dynamic in our approach to scrutiny and improvement support as we align to priorities across care delivered by the public, private and third sectors. We will continue to evolve our role, from being an enforcer of rules, to an enabler of quality assurance and continuous improvement in care.

In order to realise our vision, the following priorities will be progressed over the next three years:

- Our values will be at the heart of all that we do: person-centred; fairness; respect; integrity; and efficiency. We will demonstrate compassion in all that we do, with a person-led approach.
- We will strengthen the quality assurance of our work and practice. This will allow people who experience care, and their carers, to continue to place trust in our findings. It will allow providers and commissioners of care to be supported with their own improvement journeys.
- We will support the learning and development of our staff, to help them to maintain and develop their professional skills, knowledge and expertise. Our strategic workforce plan will set out how our workforce will be supported to deliver the objectives in our corporate plan.
- Through business and digital transformation, we will modernise our methodology and business processes, to deliver efficiencies and improve the customer experience.
- We will develop our approach to risk and intelligence to better target our scrutiny and improvement support activity.
- We will proactively shape local and national policy using our intelligence and experience and be a leading voice within the public sector.
- Through our long-term financial strategy, we will prioritise and focus resources towards our core activities as a scrutiny and improvement support body.

The delivery of our corporate plan will be supported by detailed directorate plans and underpinned by programme management approaches to deliver our major change programmes.

Equality and diversity will be at the heart of our decisions and we will continue to embed our duty of co-operation, duty of user focus and public sector equality duty in all our work.

Measuring the Corporate Plan 2019-2022

Our corporate plan sets out our three strategic outcomes, the results we want to see and the underpinning strategic objectives. These will be aligned to a set of key performance and outcome indicators. We will also develop a performance measurement framework that will give further detail on the work we will do.

To support this plan, we will revise our directorate plans to outline in more detail some of the specific change programmes. Each year we will review our performance measurement framework and business activities to ensure they remain relevant to achieving the outcomes from the corporate plan. Although we operate independently and at arms' length from Scottish Ministers, we remain accountable to them.

How our corporate plan supports the Health and Social Care Standards and the National Performance Framework

Our corporate plan not only supports delivery against the Health and Social Care Standards but can also be mapped to outcomes in the National Performance Framework. Please click on the links below to see how our work directly contributes to these national outcomes.

Add links to key documents including the diagram Lindsey has done which links our work to the NPF.