



Improvement Strategy 2019-22

Report to: Care Inspectorate Board
Date: 15 August 2019
Report by: Heather Edwards, Interim Head of Improvement Support
Report No: B-27-2019
Agenda Item: 5

PURPOSE OF REPORT

This report highlights the requested amendments by the Board to the draft refreshed Improvement Strategy 2019-22 (appendix 1) and requests that the Board approve the strategy for publication.

RECOMMENDATIONS

That the Care Inspectorate Board:

1. Approves the publication of the refreshed Improvement Strategy 2019-22.

Version: 2.0	Status: <i>Final</i>	Date: 05/08/2019
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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
Care Inspectorate Board	Board meeting June 2019	Comments from Board members	Strategy Amended
Corporate and Customer Services Directorate			
Committee Consultation (where appropriate)			
Partnership Forum Consultation (where appropriate)			
Equality Impact Assessment			
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: 26/07/2019	

Version: 2.0	Status: <i>Final</i>	Date: 05/08/2019
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1.0 BACKGROUND

- 1.1 In 2017 we produced the very first Care Inspectorate Improvement Strategy 2017-19. With agreement from our Board we have used the “Model for Improvement”¹ as our improvement methodology.
- 1.2 This updated 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 detail on 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 the skills, confidence and capacity for improvement support with our own staff and across the social care sector and early years sector in Scotland. It will support the outcomes of our new corporate plan and contribute to realising our vision and pursuing our common purpose towards world class care.
- 1.3 The refreshed strategy was presented at the Board meeting in June and Board members requested some amendments which have now been addressed. These amendments are as follows:
- Section 2- Introduction – it has been clarified that the improvement strategy is aimed at the Care Inspectorate and will consolidate and strengthen the role of improvement support across the organisation
 - Section 3- Reference to staff being skilled in EFQM, page 8.
 - Section 3- Building Blocks, this section has been reordered to have the Corporate Plan first, as the key strategic document for the organisation which this strategy supports.
 - Section 3 - Intelligence-led improvement support on page 5 has been changed to reflect that the business and digital transformation programmes have given us an opportunity to clarify the role of improvement support as part of the regulatory business model. We have also clarified what we mean by improvement in this section.
 - Section 5- “What are the outcomes from the Improvement Strategy 2017-19?” This section has been divided to make it clearer about outcomes and activities, and what has been achieved and next steps for the updated strategy from 2019-2022.

¹ The Institute of Healthcare Improvement uses the Model for Improvement as the framework to guide improvement work. The Model for Improvement,* developed by Associates in Process Improvement, is a simple, yet powerful tool for accelerating improvement.

Version: 2.0	Status: <i>Final</i>	Date: 05/08/2019
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2.0 INTRODUCTION

2.1 This refreshed strategy provides a focus on three specific areas of growth: growing improvement support; growing innovation; and growing involvement. This focus 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 out, supporting and spreading **innovative practice** and influencing policy across social care will support the development of world class care by providing 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.

2.2 The refreshed improvement strategy describes 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.

2.3 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

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

3.2 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 of note are:

- To further strengthen the effective regulatory and improvement support relationships between inspection staff and providers. This will be progressed through work on role definition and defining the key contributions from inspectors, team managers, link inspectors and

Version: 2.0	Status: <i>Final</i>	Date: 05/08/2019
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improvement advisors. Inspectors identified that one of their most significant strengths is to influence and support improvement was dependent on establishing and sustaining an effective regulatory relationship, with providers, 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” for the organisation which would also offer the opportunity for the care sector and key organisations to collaborate with us, in the same way as is the case in some health boards areas. 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 and perhaps early years sector. Innovation and good practice could be, researched and developed and implementation supported. This academy would also provide the opportunity, along with intelligence and our experience to proactively shape and influence policy. This would have to be fully scoped out and a proposal set out and brought back to the Board for consideration.

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, and to consider resource allocation and staffing.

5.0 RESOURCE IMPLICATIONS

Our improvement support function has strengthened, and we are recognised 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 existing resources efficiently and effectively and work with others collaboratively to support improvement where possible to deliver on this strategy. Where additional resource may be required for example to lead or support national programmes of improvement such as the expansion of Early Learning and Childcare or supporting improvement in relation to the integration agenda this will require to be considered fully in line with priorities and included in business cases.

Version: 2.0	Status: <i>Final</i>	Date: 05/08/2019
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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. 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 published and communicated widely outwith the organisation and used to promote our collaborative work with partners.

8.0 CONCLUSION

As a scrutiny, assurance 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 - Improvement Strategy 2019-22

Version: 2.0	Status: <i>Final</i>	Date: 05/08/2019
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