



Chief Executive's Report

Report to: Board
Date: 16 December 2016
Report by: Karen Reid
Report No: B-31-2016
Agenda Item: 19

PURPOSE OF REPORT

This report provides the Board with an update on key developments since the Board meeting in September 2016.

RECOMMENDATIONS

That the Board:

1. Notes the information contained in this report.

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Version Control and Consultation Recording Form

Version	Consultation	Manager	Brief Description of Changes	Date
	Senior Management	Executive Team		Dec 2016
	Legal Services	Executive Team		Dec 2016
	Corporate and Customer Services Directorate	Executive Team		Dec 2016
	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: Karen Reid Position: Chief Executive	
Authorised by Director	Name: Karen Reid		Date: 02/12/16	

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 September 2016. It focuses on the four key leadership themes.

2.0 CONSOLIDATING EXCELLENCE

2.1 In Strategic Scrutiny, our ongoing collaboration with Healthcare Improvement Scotland (HIS) to improve and streamline the methodology for joint inspection of services for older people has focused on the development of a new approach to scoping, to ensure inspections are proportionate and transparent; realigning review of records with a greater focus on those individuals with high care needs; testing out new ways of engaging with people who use services and key stakeholders in advance of and during inspections; and modernising the report format to provide a clearer and more easily followed narrative about performance in each partnership and the impact on people and communities.

2.2 The children’s and justice strategic team reviewed their approach to quality assurance to support the increased expectations of their own work, and to embed a “right first time” approach.

2.3 We have now fulfilled our commitment to produce a guide to self-evaluation for community justice in Scotland, which is a key element of the new National Strategy for Community Justice. This guide will be part of the OPI Framework (Outcomes, Performance and Improvement Framework) that was launched along with the national strategy on 24 November 2016 by Scottish Government.

2.4 We have provided inputs on the key findings of our significant case reviews national report to the Social Care Institute for Excellence (SCIE) and Child Protection Committee Chairs Scotland.

2.5 In Adult Services, we have initiated a Quality Assurance Group to consider our approach to report writing. This is convened by Team Managers, who are considering the extent to which our reports are consistent and outcome focussed. The group have provided some exemplar reports and statements. They will be sampling reports, using an agreed framework and will collate findings which they will feedback into the Adult Services Management Team, before developing some guidance for staff on report writing.

2.6 Our Complaints Teams are piloting a new risk assessment tool that will support the introduction of a new Complaints Handling Procedure. Inspectors have received some development input to enable them to risk assess all complaints received within a two week period to determine what proportion;

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- might be best recorded as intelligence to inform future scrutiny
- could be remitted back to the provider to address
- require to be investigated, either routinely or urgently, by a complaints Inspector.

Team Managers will quality assure this pilot, which will help inform the introduction of a new Complaints Handling Procedure.

- 2.7** The Children’s Inspector that we have appointed to work with the Scottish Government, Scottish Futures Trust and Local Authorities has taken up post to develop the building design principles for early learning and childcare. The Inspector has undertaken a programme of consulting with a range of stakeholders across all sectors of childcare. To support the development of high quality environments for children the work of the project has established international links to look at best practice across different countries.
- 2.8** We have allocated a Team Manager to work with colleagues in Scottish Government to support the development of a national dependency tool to support the deployment of appropriate staffing levels and skills mix across a range of adult care settings.
- 2.9** We have established a steering group to support the development of a range of tools and approaches to support the quality of early learning and childcare in childminding services. The key partners of Education Scotland, Association of Directors of Education in Scotland (ADES) and Scottish Childminding Association (SCMA), are contributing to this ongoing work.
- 2.10** We are currently collating statistical information from our annual returns from services caring for looked after and accommodated children and young people around child sexual exploitation. Currently around one third of services have or are working towards developing a policy to protect children from this type of risk. During inspection of residential childcare we are undertaking a focused piece of work in a selection of services to support an analysis of staff awareness of child sexual exploitation and associated risks.
- 2.11** The Active Scotland Division at the Scottish Government, with ministerial agreement, has commissioned the Care Inspectorate to develop and deliver a major physical activity improvement programme across the care sector. This will begin in December 2016. It will provide the opportunity to consolidate and spread the improvements made through the implementation of our resource pack “Care...about physical activity”. The funding is in the region of £1m over two years. Improvement advisors will be recruited to resource the programme which will be led by our Rehabilitation Consultant. The Improvement programme will be based on the Care... About Physical Activity (CAPA) resource pack developed by the Care Inspectorate in partnership with the British Heart Foundation National Centre (BHFNC) and follow, to a degree, the IHI Breakthrough model which is all about making improvements through

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collaborative working. Learning sessions will be used to bring people together to learn about quality improvement, physical activity and how to be more active and share good practice. Specific support will be given to services and there is the possibility that discrete pieces of work will be carried out.

There are 5 work streams in the programme:

1. Care homes for older people in 6 partnership areas
2. Care at home and other adult services in 6 partnership areas
3. Care Inspectorate staff development
4. Developing a module for physical activity for AHPs with an identified university
5. National physical activity conference focusing on sharing good practice and innovation in the care sector.

- 2.12** In partnership with the Scottish Government and HIS, the Care Inspectorate carried out planned communications, events and a roadshow to promote the public consultation on the new draft national care and health standards. This included extensive social media engagement, organising consultation events across the country, generating media coverage, and developing suite of new films featuring the personal experience of individuals who use care and health services. More details are available at www.newcarestandards.scot.
- 2.13** The pilot of people with dementia as Inspection Volunteers (IVs) has now completed. Three people with dementia were trained as IVs and they took part in 12 care home inspections. We have gathered feedback from the IVs, the Inspectors and we are in the process of getting feedback from the care home managers. The feedback so far has been extremely positive, an example of this includes “as a person living with dementia, it was good being listened to by the manager of the care home, helping them to look at things in a different way... it was good seeing family members being happy with the care home where their relative lived”. An Inspector involved said: “I think the benefits were their views about the environment, the activities taking place and the dining experience. Their views gave an added insight into how the home was providing for people on their dementia journey”.
- 2.14** We published a summary report of complaints about care, showing trends and patterns over the last five years and showing the relative performance of different types of care and provider.
- 2.15** We published a statistical report on social work spend in Scotland over time. This shows how different elements of social work spend has increased and decreased in each local authority area. This is an important evidence base for planning public policy.
- 2.16** In partnership with SSSC, we published new national safer recruitment guidance which is hosted on the Care Inspectorate’s Hub. This is delivering on an action from the Scottish Government’s Vision and Strategy for Social

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Services. The Care Inspectorate chaired the programme board responsible for overseeing the work.

- 2.17 As part of the Vision and Strategy for Social Services, we have engaged with the Office of the Chief Social Work Advisor about the use of evidence in care and social work planning, delivery, and improvement.
- 2.18 We have developed simplified guidance on complaints about the Care Inspectorate to ensure that our approach is consistent with the SPSO's model complaints handling process.
- 2.19 The migration of Lotus Notes to Microsoft Outlook has successfully been completed ahead of schedule. Over 675 users were migrated over a six month period with training, guidance and support available to all users.

3.0 CULTURAL CHANGE

- 3.1 We have embarked on a formal consultation exercise with Team Managers in relation to proposed changes to their role, to our structure, taking into account the proposal that we will also introduce Senior Inspector posts in every team.
- 3.2 We continue to publish and promote the new 'People like us' staff intranet.
- 3.3 We have continued to undertake work around Unwritten Ground Rules (UGR), including sessions with the Board and staff teams. This exercise has included developing a series of posters inspired by staff who have undertaken UGR work which will help develop a positive workplace culture by describing the behaviours and approaches they expect to see.
- 3.4 We have begun to embed a strategy around coaching conversations in the Care Inspectorate. Three managers are undertaking the professional diploma in business coaching which will support them to undertaking coaching with staff. All members of the senior management team have undertaken initial training in coaching conversations, direct communication and respectful challenge. This is a different approach to leadership, decision-making and collaboration internally to support delivery of the Transformation Plan.
- 3.5 The Bright Ideas initiative has received 197 helpful suggestions to date. Work is currently being completed to establish the current status of each of the ideas suggested to me through this initiative.

4.0 A COMPETENT AND CONFIDENT WORKFORCE

- 4.1 Our new recruits to the strategic inspection teams have this quarter embarked on accredited training in the EFQM approach, along with their three fellow Inspectors from HIS. This will ensure that all inspection staff working on the

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joint inspection of services for older people programme will, for the first time, have a common foundation in the agreed inspection framework.

- 4.2** Our Service Manager (strategic scrutiny, children and justice) benefitted from attending a conference on women in leadership. Our Service Manager (strategic scrutiny, adults) participated in a very interesting event on health and social care integration, bringing back perspectives to influence our joint inspection development work.
- 4.3** We are delivering 'bitesize sessions' for staff on the new resource on Physical Activity in Care Homes.
- 4.4** In response to a complaint and following a review of practice, Service Managers in Adult Services are planning some development input to teams around our new methodology, focussing on improvement, personal outcomes and proportionality.
- 4.5** A member of our Health and Wellbeing Improvement team has been accepted to undertake the Scottish Improvement Leader programme commencing March 2017. A member of our Information Governance team has successfully completed a professional qualification in information governance. A member of our Health and Safety team has successfully completed a professional qualification to become the designated competent person for our health and safety responsibilities.
- 4.6** We have run four sessions with Inspectors to develop their knowledge of falls prevention and management and inform them of the changes in the new edition of the resource pack launched at care home open day this year.
- 4.7** We have worked with NHS Education Scotland as part of a short life working group (SLWG), to develop, plan, contribute to and participate in bespoke training sessions for Care Inspectors and the Registration Team & other CI & care home staff, to raise awareness of the 'Preventing Infection in Care' resource for the Care Setting and the role and remit of infection prevention and control. Two sessions took place with around 35 participants attending. Sessions delivered on legislation of notifiable diseases, organisms and the prevention, management and control of outbreaks within the care home setting.
- 4.8** The initial cohort of our Professional Development Award has met to commence its enhanced induction, as SQA accreditation continues. We have met with the RCN to identify how we can support our nursing staff to maintain their clinical nursing skills.
- 4.9** We have continued to progress with structural changes to our staffing, in order to ensure we are aligning our resources to organisation priorities and to reduce the cost of our activities to meet our budgets. We have significantly reduced the number of senior managers in the Care Inspectorate, successfully

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implemented a VER scheme for Team Manager posts and some support staff to allow workforce restructure, and have developed new career pathways. A Senior Inspector role has been developed which will commence early in 2017, with additional recruitment around other career pathway opportunities in early 2017 too.

- 4.10** The Scrutiny & Assurance Directorate held a management team planning day on 3 November 2016 which was attended by 31 of our 32 team managers, the six service managers and three Chief Inspectors. The Inspection Planning team managers and our business support staff were also in attendance. This allowed the Executive Director of Scrutiny & Assurance to share some of the emerging views from the Board Development event on 28 October 2016. The focus was on our response to the financial challenges we face, the directorate restructuring and developing radical new approaches to our scrutiny and assurance.
- 4.11** The Corporate and Customer Services Directorate also held a directorate planning day which was held on 25 November 2016. This was attended by all managers within the directorate. The focus of the day was on the Directorate Plan and the Directorate Scheme of Delegation. Many actions were agreed on the day which will be taken forward by the Heads Of within the Directorate.
- 4.12** Scottish Government carried out a Procurement Health Check at the end of November and has graded us with “greens” across all nine categories of procurement activity.

5.0 COLLABORATIVE WORKING

- 5.1** We have agreed with Audit Scotland that our Service Managers (Strategic Scrutiny) will become Local Area Network leads, and will take the lead role in managing the shared risk assessment and development of the Local Improvement Plan for two local authority areas.
- 5.2** The Executive Director of Scrutiny & Assurance and the Chief Inspector Strategic Scrutiny are working with Audit Scotland and Education Scotland to oversee arrangements for the 2016 shared risk assessment (SRA) process and development of the National Scrutiny Plan 2017-18.
- 5.3** We have continued to participate in the systems review work stream of the national child protection improvement programme, contributing important perspectives about the role of independent scrutiny and oversight in child protection processes and in the dissemination of learning on a national level.
- 5.4** Our Service Manager (Strategic Scrutiny and Adults) supported the Review of the Regional Emergency Social Work Service in Northern Ireland. This provided her with a valuable opportunity as well as helping to cement our relationship with RQIA.

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- 5.5** We have been working together with COSLA and Scottish Government to support a number of local authorities in providing a helpful response to the refugee crisis in Europe and provide safe refuge for young people coming to Scotland from France following the disbandment of the transit camp in Calais. The Registration team are supporting innovative practices to support and accommodate these vulnerable young people in high quality care settings that meet their individual needs.
- 5.6** We have started work with colleagues in HMICS to review progress on the recommendations from the thematic review of multi-agency public protection arrangements (MAPPA).
- 5.7** Three Inspectors from Holland are visiting Scotland for 3 days from 19-21 December. The purpose of their visit is to observe the use of SOFI2 in services we inspect and to discuss with Inspectors the value SOFI2 has added to their inspections. We have two Inspectors observing SOFI2's use in an inspection of a service for older people and one in a service for adults with a learning disability. The three Inspectors hosting our Dutch colleagues will make a return trip to Holland in 2017.
- 5.8** In Adult Services, we are hosting visits from a number of student nurses and arranging for them to shadow Inspectors in local services. This will provide the student nurses with greater knowledge of the scrutiny and improvement work that we carry out, which will inform their future practice once qualified.
- 5.9** The Service Manager for Complaints is participating on the Scottish Public Sector Ombudsman's working group that is developing a new approach to dealing with social work complaints in the context of integration.
- 5.10** Two Adult Services inspection teams are planning some work with IRISS, which aims to assess and report on '*what characteristics of inspection lead to improvement*' this will be carried out with four Inspectors across six services and will report in April 2017.
- 5.11** We are supporting the Scottish Government in the key policy development of increasing access of early learning and childcare from 600 hours to 1140 hours for all eligible children by 2020. There are a number of key national working groups which the Care Inspectorate has a key role including Strategic Forum, Strategic Evidence, Workforce Review and Skills Development.
- 5.12** We are working in partnership with Save the Children to develop an inspection prompt that will enable services and Inspectors to support early language skills and literacy for young children. We are hoping to publish the resource by December 2016.

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- 5.13** Feedback from the Arts in Care pack is very positive. Many services are reporting it has made a difference to care staff and they feel more confident and able to engage residents in the creative arts. There is also feedback from professional artists in that it has opened up opportunities for them to support care staff as the resource pack is used as the starting point. We have had conversations with Creative Scotland and Luminare since the launch of the pack in order to progress this work and further support the implementation through the work of professional artists.
- 5.14** We attended the Carers Parliament at Heriot Watt University in November. There were opportunities to share our resources and give advice to carers and various voluntary services.
- 5.15** Our Rehabilitation Consultant led an Insight Session at the Scottish Care care home conference on the 18th November. She shared our resources for falls prevention and promoting physical activity and good practice from some areas in Scotland.
- 5.16** Working with the Scottish Commission for Learning Disability, we have looked at how we can share good practice and support learning disability services in Scotland. We have agreed to share our Care...about physical activity resources with care homes and other services for learning disabilities and hope to be able to look at developing a bespoke resource through the physical activity improvement programme.
- 5.17** We are represented on the HIS Living Well in Communities improvement stream and advisory group. This work stream includes intermediate care, falls and frailty, enablement, anticipatory care, pathways work, palliative care and end of life and the Buurtzorg model of care delivery. There will be opportunities identified through this for collaborative pieces of improvement work.
- 5.18** We have undertaken health and wellbeing improvement development sessions with care staff from Dundee City Council, Bon Accord and the Mungo Foundation. These days were well attended and are constantly changing to cover the health topics and improvement methodology based on the needs of the provider and scrutiny evidence. A more workshop type approach is now being taken, with longer sessions to promote learning and staff discussion.
- 5.19** We have worked with Tommy Whitelaw from the Alliance to input to his road shows. Tommy asked us for support as he felt that his presentation inspired the audience to make a pledge and become ready for change but need to more support to make changes. Various Health Improvement Advisors and our Dementia Consultant have supported Tommy at six recent events with university students where we were able to continue to build on Tommy's presentation by giving an overview of change and improvement methodology and real life examples of improvement in care situations.

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- 5.20** We have secured a further £5,000 funding from the Scottish Government to further roll out our 2016 continence improvement resource, designed for care settings but widely endorsed across the health service also.
- 5.21** We have been involved in the National Oral Nutritional Supplement (ONS) SLWG being led by Scottish Government. This work is reviewing the use/access of nutritional supplements across the NHS board areas including usage within care services. We are sharing Care Inspectorate data to help inform thinking around this work.
- 5.22** We are also part of the National Catheter Passport which is being developed with Health Protection Scotland, NHS continence Leads, Scottish Care and the NHS.
- 5.23** A group of our staff are developing guidance for providers, staff and Inspectors on promoting a tobacco free culture in residential children and young people's services. This work has been carried out in collaboration with ASH (Scotland) and a provider. In addition to this the Care Inspectorate has signed up to the ASH Scotland charter.
- 5.24** We have continued to work in partnership with HIS, including developing, endorsing and promoting new standards around pressure ulcers which will be relevant across health and social care, and jointly delivering aspects of the Scottish Patient Safety Programme in care homes.
- 5.25** Following on from the work that we did with the Caring for Smiles team, we are working to develop a focused improved resource on mouth cancer. The target audience for this work is care home staff and we will be supporting and endorsing their learning resources.
- 5.26** We are working with HIS on the Specialist Dementia Unit improvement work, three pilot sites have been selected from NHS inpatient units and the fourth site is to come from a care home with NHS commissioned beds. This improvement programme will run for the next 18 months and will link into commitment 10 of the national dementia strategy.
- 5.27** We held a session in December in 2017 for Chief Officers of IJBs to support a shared understanding of future priorities for the Care Inspectorate and HIS
- 5.28** I have been invited to sit on the review of targets and indicators for health and social care, chaired by Sir Harry Burns.
- 5.29** I was also invited to sit on a panel session at the Scottish Regulators conference in October.

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- 5.30** Two quality conversation events were held on 10 November 2016 for providers of adult and older people services. Feedback was very positive and a number of providers noted a more collaborative approach to their engagement with the Care Inspectorate.
- 5.31** Along with the Chair and the Chief Executive of HIS, I attended a meeting with SOLACE to discuss approaches to scrutiny and respective roles and responsibilities for the CI and HIS.
- 5.32** I participated in a Social Work Scotland seminar to promote the identity of the social work/care profession in the context of Health and Social Care integration.
- 5.33** I attended a meeting with the Chair of Heads of Social Work Education to discuss the use of CI intelligence in programme development and potential awareness raising of scrutiny for social work students.
- 5.34** I attended the Coalition of Care and Support Providers Scotland (CCPS) annual conference on 25 November 2016 with the Chief Inspector: Adult Services. At the conference I sat on a panel looking at funding and sustainability.
- 5.35** We are exploring developing shared HR services with the SSSC similar to the model that is currently in place with the Finance team – this has the potential to take effect from April 2017. The Resources Committee will be kept apprised of any developments.