



**BOARD MEETING**

**20 June 2018**

**CHIEF EXECUTIVE'S REPORT - QUARTER 1 2018/19**

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**1.0 INTRODUCTION**

This report provides Board members with an update of key developments for the Care Inspectorate since the last report in March 2018. It focuses on the four key leadership themes developed by the Chief Executive.

**2.0 CONSOLIDATING EXCELLENCE**

**2.1** The Head of Improvement Support recently presented at the Scottish Care, Care at Home/Housing Support Conference on the Care About Physical Activity (CAPA) Programme. A new resource, Moving More Often, has been developed through the programme, working with care at home and housing support services. It was launched at a sheltered housing complex in Greenock in May 2018 and distributed to all 150 care services in the CAPA programme. The CAPA Allied Healthcare Professional module is fully booked and ready to commence through Glasgow Caledonian University. This will be tested and evaluated with a view to opening it up across health and social care.

**2.2** Improvement Adviser, Jackie Dennis, has been awarded the Dorothy Mandelstam Award for her work around continence and promoting bladder and bowel health through an improvement project. This is a very powerful recognition of our developing expertise and ability to support improvement across the care sector. In May, our Improvement Support Manager, spoke at an international conference in Krakow in May to share the excellent improvement work relating to pressure ulcers in care homes done in partnership with Healthcare Improvement Scotland (HIS) and Scottish Care. Four of our staff have now successfully completed their Scottish Improvement Leader programme and will graduate in December 2018 at a celebration event.

**2.3** A small group of staff is taking forward the work in promoting love and compassion in care, including working with the Health and Social Care Alliance and care providers. We are developing an intergenerational practice resource to support providers to understand what effective practice is in this area of work and to spread improvement.

**2.4** There continues to be growing interest in the changes we are making in the Care Inspectorate from fellow scrutiny and improvement bodies and in May I

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was privileged to be invited to speak at the annual conference of EPSO (the network for European social care and health regulators) about our journey from an enforcer of rules to an enabler of quality. The event provided opportunities to share experiences during a number of working group meetings where we delivered a presentation about our Young Inspector Volunteers. It is worthy of note that our work is being increasingly recognised and the broader interest from our international peers is testament to the valuable contribution and dedication to the work of our organisation.

- 2.5** The Strategic Lead, National Care Standards, has been invited to Canada to present on the Health and Social Care Standards and our work supporting positive risk and outdoor play for children and young people.
- 2.6** The Executive Director of Strategy and Improvement will visit the Singaporean ministry of health, at their invitation, to share our experiences of modernising approaches to scrutiny and improvement. The European Commission has recently recommended that Romania considers the Care Inspectorate as a model for developing national quality assurance approaches in social services.
- 2.7** Colleagues have recently returned from the Institute for Healthcare Improvement/BMJ (IHI/BMJ) International Forum on Quality and Safety in Healthcare. We had an opportunity to share our work with others, learn from other organisations, and to raise awareness of our scrutiny and improvement work to support people who experience care. We presented jointly with Healthcare Improvement Scotland (HIS) to over 450 delegates about the Scottish approach to scrutiny and improvement support.
- 2.8** The Children and Young People's teams have finalised the report on Child Sexual Exploitation (Preventing and responding to child sexual exploitation: evidence from inspections of care services for children and young people), and this is due to be published imminently.
- 2.9** Work is underway on the development of the triennial review for Early Learning and Childcare and Children and Young People sectors. These two reports are in the final stages of being drafted, and are on target for publication in the next few months. Once the reports are finalised we will take cognisance of the findings in developing future work streams.
- 2.10** The Service Manager, Complaints and Inspection has developed and launched a new Public Protection Procedure, which will be supported by our digital transformation work and will enable us to work more effectively with protection partners and follow up on the referrals we make. This work links to the new criminal offences by care workers and providers described under the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016.
- 2.11** Service Managers have worked with Organisational and Workforce Development (OWD) colleagues to develop an online resource for staff and services in using the new Health and Social Care Standards. This includes the use of case studies and outcome-focussed decision making.

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### **3.0 CULTURAL CHANGE**

- 3.1** Five staff have completed the Joy in Work course with the Institute of Healthcare Improvement and are now looking at how this can be spread and developed in the organisation in the context of cultural change.
- 3.2** Our internal staff engagement and communication approach is now embedded. A new, easier to use, intranet site has been developed and was launched on 28 May 2018. It provides a detailed range of accessible information for all our staff.
- 3.3** The theme of “Collective Leadership”, following the Engage in Change (EiC) Forum in January 2018, was further developed at the EiC Forum on 30 April. Colleagues considered how we collectively lead as well as how we recognise our employees as part of developing approaches to staff recognition.
- 3.4** The next phase of Chief Executive’s engagement meetings have been scheduled and will continue to drive the importance and impact of relationships, connections and collaborative working. This is part of my ongoing commitment to be open, accessible and engaged with staff at all levels in our organisation.
- 3.5** We are continuing to build on our strategy around coaching conversations in the Care Inspectorate and all of our managers have now completed the coaching conversations training programme. Feedback has been overwhelmingly positive and there are visible signs that different types of conversations are taking place that are more empowering for staff. As a follow-up to the training, all managers have been offered an opportunity for a ‘power hour’ which is an hour of personal coaching as well as establishing a framework for peer learning groups to encourage all to strengthen their practice and skills. We plan to open the coaching conversations programme up to all employees in the Autumn 2018 to build on the shorter briefing sessions that all staff have attended.

### **4.0 A COMPETENT AND CONFIDENT WORKFORCE**

- 4.1** The Improvement Support team has continued to support inspection staff to develop their improvement support role and almost all the inspection teams have been involved in an improvement workshop. There is an interim evaluation available which shows very positive outcomes. We have held drop-in sessions at our offices in Paisley, Dundee, Edinburgh and Aberdeen to provide opportunities for our staff to have improvement conversations, further mentoring and support with an Improvement Adviser.
- 4.2** The final details are being made to our new PDRS approach which will have coaching conversations at its heart. Work is being progressed to develop training to support the PDRS when it is launched in the summer. We are also working to secure an online learning management system to enhance the delivery and accessibility for the PDRS to enable our employees to embrace the new approach. The new approach will empower our staff to be proactive

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participants in conversations with their managers about their performance, achievements, feedback and development.

- 4.3** Work is continuing to make our new learning and development programme attractive to all and align with key training needs. The new learning management system will enable all employees to book, manage and evaluate training activities. It will also allow strong records of learning to be retained. The new programme includes a blend of delivery methods such as online and face to face learning.
- 4.4** The new Professional Development Award in Scrutiny and Improvement (PDA) launched in early May and has been positively received by the first cohort of 20 inspectors. The course includes face to face and online learning activities as well as a range of internal and external speakers.
- 4.5** The Children and Young People's teams attended development days during May 2018 to explore the use of restraint, Trauma Informed Care, Improvement Science, and PRISM. Feedback on these two days was highly positive and we plan to reflect further on implications for practice.
- 4.6** Colleagues from Children and Young People teams held a stand at the Scottish Institute for Residential Child Care conference on 6 June and also delivered a workshop on the Health and Social Care Standards.
- 4.7** Work is continuing on the evaluation of the career pathways project and service managers and OWD colleagues have developed three distinct surveys to collate the views across the teams.
- 4.8** The Short Observational Tool for Inspection (SOFI) pilot for day care of children's services has concluded and inspectors are now submitting their reports for evaluation. We see this as a positive step forward in firming up good practice to enable excellence in an achievable manner.
- 4.9** A Human Resources Shared Service Strategy is currently being drafted and a paper has been presented to the Partnership Forum outlining a new approach to recruitment, including behaviours/values-based questionnaires being developed, the implementation of e-recruitment and a fresh approach to how interviews are conducted.
- 4.10** Human Resources colleagues have hosted a number of HR interns from January to April which provided each of the students with valuable work experience. This activity also meets our commitment to Youth Employment, Investors in Young People, Developing Scotland's Young Workforce and visibly highlights our support for the Year of Young People.
- 4.11** The Care Inspectorate has been successful in achieving the Gold, Silver and Bronze awards in the Healthy Working Lives Award Programme after a rigorous assessment programme and demonstrating its commitment to improving health and wellbeing of all its employees.

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- 4.12** A Healthy Working Lives strategy and action plan has been developed for the next three years that provides a strong framework in guiding the organisation in its future planning and daily operational delivery, together with regular health and wellbeing activities and information campaigns.
- 4.13** The Care Inspectorate achieved Investors in Young People Level 1 accreditation in May 2016 and has adopted the annual rolling assessment approach towards maintaining accreditation. We are reviewing our Youth Employment Strategy and Action Plan to align with our latest Corporate Plan, building on the recommendations from the initial assessment visit and last year's interim review visit.

## **5.0 COLLABORATIVE WORKING**

- 5.1** The Improvement Support team continues to work with providers and partnerships in delivering improvement workshops. A recent event with the Angus Partnership was very well received with around 60 attendees from care services, the Care Inspectorate, Scottish Care, NHS and others.
- 5.2** We have also been supporting the SPS in developing their approach to self-evaluation, using our guide to self-evaluation of community justice, as part of their new corporate plan. The Head of Improvement Support recently met with colleagues from the Scottish Prison Service (SPS) at Perth prison with a view to supporting work to improve the health and wellbeing of older prisoners, completing our engagement with the Scottish Government's health justice board.
- 5.3** The Care Inspectorate/HIS joint improvement work plan and joint working arrangements are in place and will be reviewed three times per year. The plan outlines key leads linking in to specific pieces of work across the organisation.
- 5.4** Our Senior Improvement Adviser is leading a project with HIS, NHS 24, Scottish Care and 11 providers who are engaged in test of change around accessing out of hours care. Prior to the current phase, Erskine Care and NHS Education Scotland (NES) have also participated. The project will contribute to improving the confidence of the workforce when unplanned events occur in relation to the person who is receiving care. This will enhance the competency of the workforce to deal with events and effectively communicate with others at the time and afterwards.
- 5.5** We are working with the Technology Enabled Care section of the Scottish Government, NES, the Scottish Fire Service and four local authorities to develop a guidance document to support business case development for local authorities and other care providers. This is aimed at developing and enhancing the availability of telecare services and responders around Scotland.
- 5.6** We have worked with the Competition and Markets Authority to support the provision of advice to care homes on consumer law and effective practice, following their inquiry in 2017.

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- 5.7** We have begun discussions with the Scottish Social Services Council (SSSC) about how to better align our improvement support activities with their workforce development activities. Informed by scrutiny evidence, this could have a powerful impact on our collective ability to support change.
- 5.8** We are working with IRISS as part of the Scottish Government's Implementation Steering Group for the new health and social care standards. The project consists of two multidisciplinary groups looking at the implications of the standards for care at home; one in East Renfrewshire and the other in Perth and Kinross. The groups comprise of local authority planners/commissioners and care at home providers, with input from IRISS and the Care Inspectorate, and they will focus on new aspects of the standards particularly regarding compassion, human rights and involvement. The project will continue until March 2019 and will inform a range of tools and materials, which are intended to support the care at home sector in implementing the standards.
- 5.9** In April, colleagues from the Children and Young People, Communications and Intelligence teams were involved with the visit of a delegation of 10 scrutiny staff from Sweden, enabling them to take part in shadowing Care Inspectorate inspections. The four Swedish inspectors were very appreciative of having the opportunity to participate.
- 5.10** Discussions with the Scottish Through care and Aftercare Forum are ongoing to support our networking with providers and practitioners in this sector and to share and disseminate good practice.
- 5.11** The Scottish Government has committed to providing an additional graduate-level staff member in settings where children may be at a disadvantage. Initial discussions have taken place with colleagues in Scottish Government with regard to how the Care Inspectorate will contribute to the assessment of the impact of additional graduates within priority areas, commencing April 2019.
- 5.12** We have also been involved in discussions with SSSC colleagues in relation to the structure and content of the course for graduate apprentices.
- 5.13** Consideration is being given to the Care Inspectorate's involvement in producing a document to support the Scottish Government approach to increasing physical activity in children. A project plan is being developed which will include input from CAPA Programme colleagues.
- 5.14** We have been collaborating with the Scottish Government and the Centre for Excellence for Looked After Children in Scotland (CELCIS) to develop a shared data set which is being reviewed following a period of consultation before publication. This development should support partners to demonstrate how well they are working together to keep children safe and delivering on their responsibilities as corporate parents.

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- 5.15** As a member of the Child Sexual Exploitation (CSE) national working group, we have been asked to join its data indicators sub-group. This is to aid its alignment with the shared dataset and as acknowledgement of the contribution we have brought to this area. We are utilising this to better link our work in regulation and scrutiny around CSE.
- 5.16** The first meeting has been held of the reference group for the thematic review of Self-Directed Support (SDS), planned for 2018-19. The purpose of the group is to work collaboratively to support, inform, develop and promote the planned SDS thematic inspection programme across six partnerships in 2018-19.
- 5.17** The Chief Inspector, Adult Services presented at the Scottish Care, Care at Home Conference on the Health and Social Care Standards and our new quality framework.
- 5.18** One of our adult services team managers has undertaken some work for the Department of Health in Northern Ireland. This involved reviewing the Regulation and Quality Improvement Authority's (RQIA) scrutiny work in a care home and providing a report with recommendations. Another of our team managers recently completed a desk-top review on behalf of RQIA of their scrutiny decision-making and enforcement processes, which was extremely well received. All of this work is an endorsement of our credibility and standing as a scrutiny body and reflects well on the Care Inspectorate and colleagues across the organisation.
- 5.19** On 24 April 2017 a scrutiny workshop organised by the Executive Director of Scrutiny and Assurance was held in Belfast for members of the National Preventive Mechanism. The well-attended workshop provided an opportunity for members to learn about developments in approaches to scrutiny and assurance in the Care Inspectorate, the Care Quality Commission and the RQIA. The event was well received and generated much interest and discussion of our work.
- 5.20** Following a recent meeting in Belfast with Olive McLeod, Chief Executive, RQIA, I have agreed with the Chair of our Board to a request for Kevin Mitchell, Executive Director Scrutiny & Assurance, to act as an advisor/critical friend to RQIA who are undertaking a programme of transformation not dissimilar to the journey we have been on in the Care Inspectorate over the past two and a half years. This will be on the basis of full cost recovery. He will continue in his current role, although it is anticipated that this will involve him spending approximately one to two days a week and occasional longer spells in Belfast. It will provide a useful opportunity to share learning, experience and best practice and also allows us to further strengthen our collaborative working arrangements with partner scrutiny bodies, in particular RQIA.

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