Update on Business and Digital Transformation

Report to: Board

Date: 27 September 2018

Report by: Rami Okasha, Executive Director of Strategy and Improvement

Report No: B-64-2018

Agenda Item: 23

PURPOSE OF REPORT

This report provides the Board with an update on key developments in our business and digital transformation work.

RECOMMENDATIONS

That the Board:

1.   Notes the information contained in this report.

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Consultation Log

Version	Consultation	Manager	Brief Description of Changes	Date
	Senior Management			
	Legal Services			
	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	☐	NO	X	
EIA Carried Out	YES	☐	NO	X	
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: R Okasha Position: Executive Director of Strategy and Improvement				
Authorised by Director	Name: Rami Okasha	Date: 27 August 2018			

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1.0   INTRODUCTION

The Care Inspectorate has embarked on an ambitious programme of business and digital transformation. This is designed to deliver two key priorities from the 2016-18 corporate plan:

- our inspection methodology and business processes in strategic and regulated care scrutiny will develop to support the new National Care Standards, using a human rights and wellbeing based approach to help ensure the highest standards of safe, compassionate care for people using services.

- develop effective and efficient ICT systems, digital services, and processes and practices, tailored to the needs of different stakeholder groups, which strive for excellence, putting the internal and external customer at the heart of all our business activities.

These two priorities are being undertaken in close concert to ensure that our new digital solutions are capable of delivering future business needs, including supporting the delivery of more modern approaches to scrutiny and improvement support. That said, changes to our inspection methodology and business processes are being made now where they are not contingent on a new ICT solution.

Whilst the development of our new business systems is being undertaken using existing resources, including the use of inspector, team manager and strategic development time, significant additional up-front funding to support the digital infrastructure has been provided by Scottish Government. The financial implications of this have been considered by the previous Resources Committee in detail.

The Board considered developments at its meeting in June 2018. This paper updates the Board on progress made since then.

2.0   DEVELOPING APPROACHES FOR BUSINESS TRANSFORMATION

Business transformation refers to the work being undertaken to modernise our scrutiny and improvement activities. This encompasses a variety of change projects, across our registration, inspection, complaints-handling, improvement support, and strategic scrutiny activities. Senior-level governance oversight is provided through the Care Inspectorate's Programme Board, chaired by the Interim Chief Executive, as set out in the paper considered by the Board in June 2018.

2.1 Investigating complaints

Work to modernise the business processes around the investigation of complaints about care was completed in 2017/18, and is now being embedded in practice. The Board and previous committees have previously considered these approaches in some detail. The new procedures allow greater flexibility for the Care Inspectorate in resolving complaints and prioritising areas of concern. Work is being undertaken to quality assure decisions being taken as part of the new process, to ensure it works in the way intended. This quality assurance activity, coupled with the opportunities presented by the development of a new digital system, may lead to some refinements, efficiencies and improvements.

2.2 Inspecting registered care services

The Board considered the new approach to be taken across registered care services in June 2018, and an advanced version of the quality framework for care homes for older people following the Programme Board approving the new framework, and its methodology for use, in care homes for older people for use from July 2018. This framework and methodology will be used as the basis for the scrutiny of other care services, but will be developed and adapted as necessary for other settings; its value is that the illustrations are setting-specific.

Inspections using the framework commenced as planned in July 2018. At the time of writing, there is limited quantitative feedback available, but the initial qualitative feedback suggests that the experience of the framework mirrors the findings during the testing, namely that there is wide support for the transparency provided by the quality illustrations and strong support for the new approaches. We are working to develop materials to support self-evaluation using the framework, and ensuring that online improvement support materials are presented in a way which aligns to the framework itself. The introduction of the framework coincided with an intensive communications and engagement campaign to raise awareness of the new approach. We also invested in multi-day development sessions for our staff to ensure their familiarity and confidences in the new approaches.

The Programme Board has now approved an outline project plan to roll out the new approach to other care settings. In children's settings, we have agreed to commence the new approach in care homes for children and young people initially, before rolling out to other settings. In adult settings, we have agreed to adapt the framework to care homes for adults initially, and then care at home and housing support services. In each case, appropriate internal and external consultation is being planned. We are internally recruiting inspectors to support this work at present. We have also agreed, in respect of care at home

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being commissioned as volume contracts, to test a more innovative, person-led approach which allows us to examine individual care services and how the service is commissioned. This will align to the vision being developed through our new corporate plan of being able to comment on the experiences of people within communities.

2.3   Joint work with Education Scotland

Our approach for early learning and childcare is somewhat different, in that we are responding to a request from the Scottish Government that we develop a shared inspection framework for ELC across both the Care Inspectorate and Education Scotland. This will reflect the quality expectations of both organisations. Work is on-going to deliver this by the end of the calendar year. The application of scrutiny methodology by the Care Inspectorate using this framework will be congruent with the broader approach considered by the Board in June 2018 and now in place for some settings, as described above.

2.4   Registration of care services

The Care Inspectorate has formally sought agreement from the Scottish Government for support in altering the definitions of registered care services. If this happens, this may radically change our approach to registration of care. We have also engaged with the SSSC who have an interest in this area, and are supportive of the proposed changes.

In the meantime, however, there is still a need to improve our registration processes. We have held three large events for care service providers to understand their experience of our registration process and track their customer journeys through it. Following this, we have developed a more granular survey to obtain the views of people who have used our registration process. This asks questions about how we can improve the customer experience, ensure we are proportionate in our approach (particularly for known providers), and improve the alignment between our registration and subsequent scrutiny activities.

The feedback from this consultation exercise will inform revised business processes and the digital applications to be used to support this work, as set out below.

2.5   Strategic scrutiny

Work has continued on our approach to strategic scrutiny, including the development of a new model of joint inspections for children's services, the embedding of the revised approach to adult inspections in health and social care partnerships, and the introduction of thematic scrutiny reviews. Since June 2018, we have strengthened our team to undertake new strategic scrutiny

of community justice and criminal justice social work. We have also published a revised quality framework for use in the new model of joint inspections for children's services and commenced this inspection programme.

3.0 NEW DIGITAL APPROACHES TO SUPPORT THESE BUSINESS REQUIREMENTS

Delivering the approaches above are not all contingent on a new digital system, but efficiency and effectiveness will be driven by one. It is also important to recognise that these are not the only drivers for needing a new system: current systems are reaching the end of their working life, better customer service can be achieved with newer approaches, our intelligence strategy requires this, and our contribution to future national and local policy requires us to be able to respond more nimbly to change than our current systems allow.

Work continues on the development of Care Inspectorate apps on the Turas system developed by NHS Education for Scotland. This allows us to reuse system architecture and code to meet our business requirements. We have retained, for a fixed period, an external delivery team to support us in setting up this agile project and their initial work is now nearing a conclusion. Their retention is explicitly designed to transfer knowledge and skill to the Care Inspectorate. During this time, we have recruited a wide range of technical staff to ensure we can progress this work without the need for significant contractor support. There are some specific posts to which recruitment has been particularly challenging. We are now reviewing whether we require to extend external support for a further period to complete this knowledge transfer.

The project is being sequenced to allow us to turn off our older ICT systems first. This means we are starting with the development of the complaints app, and then moving to the registration app. Completion of the complaints and registration app, and the technical architecture which supports them, will significantly reduce reliance on older systems. Staff and other stakeholders are closely involved in the development of the apps through the agile process. This ensures the software is continually developed and maintained with the user need in mind.

4.0 RISK MITIGATION

Complex projects with many external drivers and internal dependencies carry inherent risk, and the public sector has been challenged by digital delivery in recent years. The Board considered key risks and mitigation in June 2018 and the project risks are built into our corporate risk management approach.

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5.0   NEXT STEPS – BUSINESS TRANSFORMATION

Even as the current changes are being developed and embedded, the Executive Group has commenced the envisioning of further changes to our scrutiny and improvement approach. These are centred on empowering inspectors with a wider range of scrutiny and improvement interventions which can provide assurance about the quality of care and support for people and communities. This will be underpinned by an understanding of risk in, and intelligence about, care provision. We are currently testing new approaches to improvement support interventions delivered by inspectors. These proposals are at an early stage and the Board will receive further updates in the coming months.

6.0   RESOURCE IMPLICATIONS

Development activities for business (methodology) development are largely drawn from seconded scrutiny posts, which creates a resource pressure in this area impacting on the numbers of scrutiny and improvement interventions. Additional costs are drawn from the Strategy and Improvement Directorate budgets.

The Scottish Government has agreed £2.3m to partially fund the system development work required to provide one integrated scrutiny system. The additional cost of this work is estimated to be £3.2m. This creates a budget pressure of £0.9m spread over financial years 2018/19, 2019/20 and 2020/21. A further £1.8m of internal resources have been re-directed to this project.

The expenditure on business transformation is expected to deliver savings and the Scottish Government require the additional funding supplied to be repaid over the four year period 2021/22 to 2024/25, ie £0.575m per annum. Our baseline grant in aid figure is to be permanently reduced by this amount from financial year 2025/26. Our long-term financial strategy and workforce strategy plans for the impact of loan repayment. Detailed analysis is ongoing and a scenario plan will be presented at a future Board meeting.

7.0   CUSTOMER SERVICE IMPLICATIONS

Many tens of thousands of people use the Care Inspectorate digital systems on a regular basis, including staff, providers, and people who experience care and their carers. Improving their user experience is a key part of the transformation work and built into the planning for it.

8.0   BENEFITS FOR PEOPLE WHO EXPERIENCE CARE

The new care standards set out what people who experience care should experience as result of their care and support. Modernising our methodology

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to reflect these new standards is therefore of direct benefit for people who experience care, and their carers. It will allow the Care Inspectorate to better target our work, report on it more clearly, and better support improvements where these are necessary.

9.0   CONCLUSION

The Board is invited to note this paper.

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