

Quality Improvement and Involvement Interim Strategy 2021-22

Quality Improvement and Involvement at the Care Inspectorate – 2021/22.

A mature, tried and tested whole-systems approach to improving outcomes for people who experience social care

In these unprecedented times, the key aspect of this recalibrated strategy and delivery plan is ensuring our work continues to improve outcomes for people who experience social care. Our vision, values and strategic objectives remain the same as the [Improvement Support Strategy 2019-2022](#).

Inevitably work priorities and delivery plan outputs contained within this strategy have been recalibrated or reprioritised in recognition of the changed landscape since it was launched in 2019. Our Involvement Strategy comes to the end of his current cycle October 2021, and this interim strategy will act as a bridge to take us through 2022 for both Quality Improvement (QI) and Involvement. At that point we will be looking to align the next Quality Improvement and Involvement strategy to the three-year time as the Corporate Plan. By further integrating quality improvement and involvement practices, will increase the opportunities to widen and strengthen the impact to get it right, every time, everywhere for people who experience care.

As we move through an evolving Covid-19 landscape and the recommendations from the Independent Review of Adult Social Care start to come forward, further priorities for quality improvement and involvement support will be identified. We will follow good practice in quality improvement and involvement practices through both our understanding of social care and building on established improvement alliances.

This interim strategy and delivery plan incorporates the Corporate Plan (2019–2022) and threads through other organisational strategic plans, for example, Scrutiny and Assurance plan (2021/22), Equalities, Diversity, and Inclusion Strategy (2021 – 2025) and Corporate Parenting Plan (2021–2023), and fully contributes to realising our vision and supporting our common purpose which is contributing to the delivery of world-class care. This interim strategy, is grounded by the Health and Social Care standards, uses intelligence-led practice, and has a strong focus on the involvement of people, exploring opportunities for QI and testing innovative models of care.

This strategy and delivery plan recognises internal developments:

- Involvement and Equalities team moving into Improvement Support (2020)
- The inception of a Health and Social Care Improvement team (2021)
- Increased number of externally commissioned quality improvement programmes and projects
- Updating of inspection quality frameworks
- Inception of the first Equality, Diversity, and Inclusion strategy (2021-2025)

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This interim strategy will:

- Navigate the evolving Covid-19 landscape and the associated lessons learnt and provide flexibility to recalibrate work where required
- Continue to ensure the voice of people who experience care and acted on
- Work towards supporting the implementation of the Adult Social Care Review
- Strengthen the alignment between scrutiny, QI, and involvement to ensure we prioritise quality improvement and involvement to people and care settings in greatest need of support, aligned to the Scrutiny and Assurance plan (2021-22)
- Continue to grow the structures to make the Care Inspectorate a leading public sector quality improvement and involvement organisation, recognising the Care Inspectorate's strong commitment to both areas
- Promote the 'Growing a Good Life' vision from conception to later life

Vision:

Our vision is for world-class social care and social work in Scotland, where every person, in every community, experiences high-quality care and support, tailored to their rights, needs, and wishes.

Values -

Integrity Respect Fairness Efficiency Person-Centred

What are we trying to achieve? Strategic Objectives (SO)

This refreshed interim strategy builds on the Improvement Strategy 2017-2019 and 2019-2022 with a continued focus on three key strategic objectives:

- **Strategic Objective 1. Grow person-led innovation** – testing out, supporting, and spreading **innovative practice** and influencing policy will support the development of world-class care and develop models of care fit for the future.
- **Strategic Objective 2. Grow person-led QI capacity and capability** – integral to the core purpose of our work; we have a duty to support improvement in care.
- **Strategic Objective 3. Grow person-led involvement and equalities** – Ensure people's voices are heard and equity across all our work to reduce inequalities in social care, particularly for the most disadvantaged groups and communities.

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Our strategic priorities listed below for 2021 – 2022, directly support the delivery of our key objectives outlined above.

- Continue to embed intelligence-led quality improvement and involvement to enable a proactive and prioritised QI approach in social care to the emerging health and well-being themes and trends (Strategic Objective 1 and 2)
- Build QI and involvement capacity and capability internally and widely across social care (1, 2 and 3)
- Develop and support a multi-disciplinary Health and Social Care Improvement Team providing specialist improvement support (1, 2 and 3)
- Respond in a timely and flexibly way to the needs of the social care sector, empowering the workforce to test the changes which can result in sustainable improvement (1 and 2)
- Ensure fairness, equity, and equalities, through delivering the first Care Inspectorate Equality, Diversity, and Inclusion strategy (2021 – 2025) [Equalities, Diversity and Inclusion Strategy](#). Particularly equality of opportunity and fostering good relationships. (1, 2 and 3)
- Ensure fairness, equity and equalities for children and young people who experience care, through full commitment to the Promise, UNCRC and Corporate Parenting (3)
- Support the development and commit to the ongoing delivery of a Care Governance group, that will provide a further level of assurance QI and Involvement activities are targeted to the areas of greatest need (1, 2 and 3)
- Apply a whole systems approach as an organisation, to further embed QI and Involvement methodologies into Scrutiny and Assurance frameworks (1 and 2)
- Continue to build QI and involvement alliances internally and externally to achieve the widest impact for people who experience care (1, 2 and 3)
- Continue to raise the profile of QI and involvement impact (1, 2 and 3)

How will we deliver the Interim Strategy for 2021-22?

We have a mature model for Quality Improvement, Involvement and Equalities support. We will use the Care Inspectorate's Intelligence Model to identify priorities, themes, and topics and listen to the voices of people who experience care using an asset-based approach. This enables us to develop and build intelligence around quality improvement and involvement support and take risk-based proportionate action. In June 2021, the Improvement Support section developed [Improvement Support Identification Pathways and Levels of Support consultation1](#) that provides the overview of how work is identified and prioritised.

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What are the changes that can result in improvement?

Strategic Objective 1 – Grow Innovation

- Align QI support with the Scrutiny and Assurance Plan 2021/22
 - o Very good and Excellent are targeted with generic QI support
 - o Good and Adequate, receive targeted support for QI support
 - o Unsatisfactory and Weak, enforcement or multi-disciplinary targeted QI
- In collaboration with Healthcare Improvement Scotland and other stakeholders, initiate the project team and design work to take forward the National Improvement Programme for Social Care.
- Restart and recalibrate area QI collaboratives e.g., Highland & Angus
- Provide ongoing QI support to the continuing development of Scrutiny and Assurance inspection frameworks, e.g., self-evaluation development
- Increase QI support to Scrutiny and Assurance Strategic Scrutiny, ELC and Children's Services
- Establish a multi-disciplinary Health and Social Care Improvement Team
- Implement phase two and three of the Appropriate Adults improvement programme
- Promote the Growing a Good Life vision through all work
- Establish and deliver a psychoactive medicines improvement programme with care homes
- Support the implementation of the Infection Prevention and Control care home manual (internal/external)
- Undertake phases 3 and 4 of the Safe Staffing programme
- Deliver improvements in Personal Plans for children and young people
- Deliver the Early Learning and Childcare Improvement Programme
- Arts and Film in care improvement projects
- Increasing digital technology accessibility across the care sector through technology enabled care improvement work

Strategic Objective 2 – Grow QI capacity and capability

- Deliver QI support, coach and mentor Care Inspectorate colleagues undertaking national QI skills-based programmes
- Map our organisational QI skills and qualification mapping and execute an organisational QI strategy entitled 'building and sustaining a QI organisation of the future'
- Scope and develop a QI consultancy model

Strategic Objective 3 – Grow Involvement and Equalities

- Review the young people's volunteer inspection programme and retender for the external support arrangements for the programme
- Strengthen the existing Inspection Volunteer programme
- Develop and embed a Volunteer Inspection framework that enables us to reach out to those experiencing care using a variety of engagement methods
- Work collaboratively to test the Care Experience Improvement Model
- Deliver on the Equality, Diversity, and Inclusion Strategy (2021–2025), eg, ensuring Equalities Impact Assessments are part of everyday business.
- Provide support to the ongoing organisational strategic and operational work plans of the Promise, UNCRC and Corporate Parenting Plan

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How will we know if change results in improvement?

Within each organisational strategy and delivery plan where QI and Involvement have designated business responsibility, eg, Corporate Plan, Corporate Parenting Plan or Equalities, Diversity and Inclusion strategy, there are key metrics in place to track ongoing progress. Similarly, each QI and Involvement support programme, project or work output will have a robust measurement plan. Improvement Support monthly progress reporting enables a strategic overview. All work is aligned to the three strategic objectives of this Interim Strategy and Delivery Plan, creating the 'golden thread' linking the strategic organisational objectives with measures of success.

Quality Improvement and Involvement –

We are building on solid foundations to grow and nurture our Quality Improvement and Involvement support. There are significant challenges ahead moving through an evolving Covid-19 landscape and a period of national reform through the Adult Social Care Review. This includes the recommendation for both a National Improvement Programme and the development of a National Care Service. The National Improvement Programme can strengthen ways in which quality improvement can be offered on a need led targeted basis. By creating a workstream in the National Improvement Programme centred on improving 'Safety and Quality' in Care Homes', can build momentum to achieve collective national improvement. This process has already started in collaboration with Healthcare Improvement Scotland.