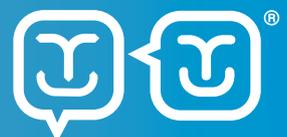




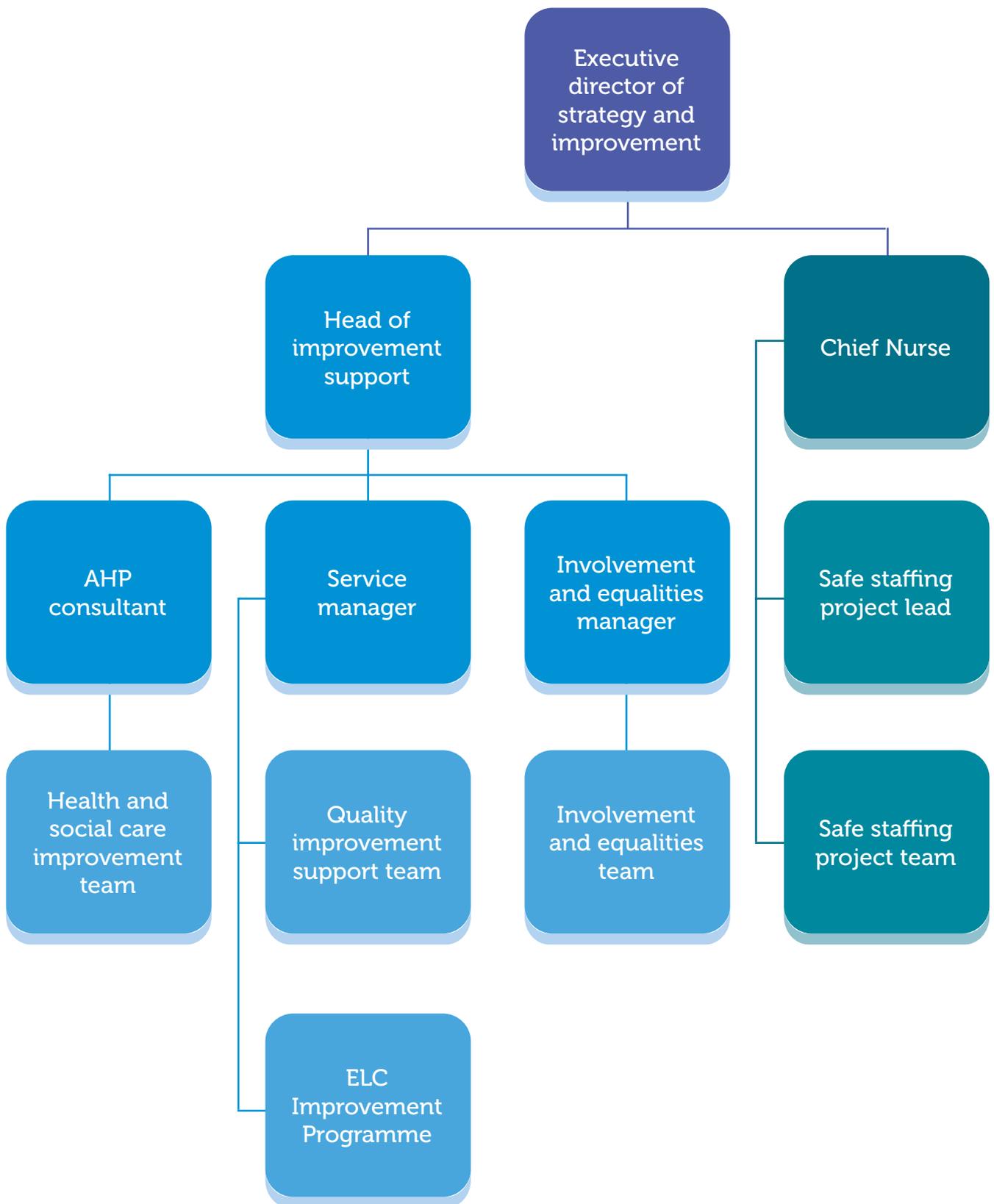
care
inspectorate

Quality Improvement and Involvement Strategy 2022-2025



HAPPY TO TRANSLATE

Improvement and Involvement structure



Strategy and improvement directorate

The strategy and improvement directorate supports the Care Inspectorate to fulfil its remit to improve outcomes for all those who experience care. The directorate develops and delivers quality improvement support, involvement, communications, organisational workforce development and supports policy development. We work with a wide range of internal and external stakeholders to ensure the voices of those experiencing care and their carers are sought, heard and taken into account. We provide quality improvement support to providers, services and partnerships to help improve the quality of social care and social work across Scotland.

Quality improvement, involvement and equalities teams

Over the last five years, the quality improvement and involvement support function has evolved to meet the requirements of the social care sector. Quality improvement and involvement support comprises: quality improvement support; involvement and equalities; and the health and social care improvement team. Since our first strategy was launched in 2017, we have expanded our capacity to develop our quality improvement offer locally and nationally to support improved outcomes for those experiencing care.

Our teams

Quality improvement support team

The quality improvement support team provides support to our staff and care providers to build confidence and develop their knowledge of quality improvement science and quality improvement tools. They provide quality improvement support to care providers and local partnerships in collaboration with local networks and other organisations to enhance the quality of life and care experiences for infants, children, young people and adults.

Health and social care improvement team

This team of senior improvement advisers play a critical role in supporting services to provide safe, high-quality care and support. This includes health-related clinical needs, alongside the safety and wellbeing of those experiencing care, while maintaining a human rights focus. They provide professional skills and knowledge in specific topic areas, such as infection prevention and control, dementia, pharmacy information, along with general health and wellbeing issues across the life span of those experiencing care. This will facilitate improvements in practice in care services and improve outcomes for those experiencing care.

Involvement and equalities team

The involvement and equalities team ensures quality improvement, co-production, equality and fairness are integrated into all our work across the organisation.

Involvement and equality are at the heart of all we do and support the realisation of our vision for world-class care through positive outcomes and rights respected by delivering positive outcome and respecting rights. This team support a cohort of Care Inspectorate volunteers. We have a duty to further improvement in the quality of social care and social work, and our volunteers and the involvement of those who experience care, many of whom will have protected characteristics or face disadvantage and exclusion, are critical to this work.

The Chief Nurse

The chief nurse is a member of the Strategy and Improvement directorate but works across all directorates to support our staff and provide advice on health care and nursing practice. They work closely with the Improvement Support teams to further improvement in the quality and safety of care and the health and wellbeing of the people of Scotland. As we progress toward the implementation of the National Care Service, the chief nurse will support collaborative, continual and sustainable activities that make a difference to those who experience care. Externally, the chief nurse participates with partners on strategic groups and quality improvement projects established to influence and shape positive outcomes for everyone.

Quality improvement and involvement strategy objectives

This strategy is aligned to our [Corporate Plan 2022-25](#), which sets out how we will contribute towards world-class care, support and learning opportunities in Scotland, where everyone, in every community, experiences high-quality social care and social work that is compassionate and tailored to their rights, needs and wishes.

The delivery of the strategic outcomes and key priorities outlined in the Corporate Plan will be supported through the activities outlined in this strategy.

Our objectives to meet these outcomes



High-quality care for all



Improving outcomes for all

- We will sample and test out new ways of working, new approaches to tackling complex issues and work with partners across the health and care sector to influence policy. This includes using intelligence and the listening to the voices of those who experience care to guide our approach.
- We are committed to strengthening our role in supporting the care sector to build quality improvement capacity and capability, so the sector has the knowledge and skills to identify and make quality improvements that are relevant for their area of work.
- Our quality improvement support functions are responsible for a range of quality improvement programmes and projects. We will continue to design and deliver local and national programmes of quality improvement.
- We will provide quality improvement support at all levels, which includes targeted and specialist support, through our Quality Improvement Support and Health and Social Care Improvement teams.
- It is vital that the voice of those who experience care, their families, and carers shape what we do and how we do it. It is critical that everyone has the choice and control over their support and care. We will continue to listen to these views and act on them to review our approaches and identify good practice that improves the quality of care, support and early learning experiences for those who use services.

Our objectives to meet these outcomes (continued)



Everyone's rights are respected and realised

- Our equalities, diversity and inclusion work will continue to promote an organisational culture where everyone feels included, respected, and valued. Similarly we will do this with the social care and early learning and childcare sectors.
- We will support our volunteers who have personal experience of social care and social work services to deliver and shape our work. We will support all our volunteers to be involved in all aspects of organisational activities, to facilitate feedback from as wide and diverse a group as possible of those experiencing care and the public about care and what needs to be improved.
- This quality improvement and involvement strategy will continue to support the social care sector to spread and sustain quality improvement, effective practice and ensure everyone's voices are heard and acted on.



Our people are skilled, confident and well supported to carry out their roles

- We will continue to support and develop a cohort of Care Inspectorate volunteers to support the successful delivery of our everyday work. We will continue to listen to the views of those who experience care and act on them to review our approaches and identify good practice that improves the quality of care, support and early learning experiences.

Our quality improvement and involvement strategy 2022-25

The Care Inspectorate is the national body that provides scrutiny, assurance, and quality improvement support across social care in Scotland. The Care Inspectorate has a specific duty for improvement. Section 44(1) b of the Public Service Reform (Scotland) Act 2010 places upon us:

‘the general duty of furthering improvement in the quality of social services.’

Scrutiny drives continuous improvement and acts as a diagnostic tool for planning our improvement support activity. We have a commitment to collaborative quality improvement, working in partnership with our stakeholders and strengthening those relationships. Our quality improvement and involvement support is shaped by what those experiencing care tell us is working and not working well, alongside the intelligence that we gather.

This quality improvement and involvement strategy 2022-25 builds on our previous strategies. Since the last strategy the involvement and equalities team has been integrated into our improvement support section and the health and social care improvement team has also been established.

This strategy sets out how, over the next three years, we will support social care and social work in Scotland to improve the outcomes for those who experience care. It should be considered within the context of the current complex and fluid policy landscape. As this landscape changes, this strategy may be reviewed and adapted accordingly.

We will support social care and social work in Scotland to improve the outcomes for those who experience care by focusing on our four pillars of quality improvement and involvement.

These pillars describe how we aim to support social care services, providers and partnerships to develop more skills to make lasting improvements and involve those who experience care and support throughout the process.

- Quality improvement capacity and capability
- Innovation
- Involvement and equalities
- Quality improvement support.

Our Scrutiny and Assurance plan 2022-23 identifies that both scrutiny and quality improvement activities are key drivers in improving outcomes for everyone. We will partner with our colleagues across the organisation to further strengthen the work across scrutiny and improvement. Doing this collaboratively, using intelligence and a human rights-based approach we will develop pathways to enable care providers to access the relevant levels of quality improvement support for their needs.

All our scrutiny, quality improvement and involvement activity is informed by the ethos set out in the Health and Social Care Standards: My Support, My Life. These are the standards of care that everyone has a right to expect.

Changing policy context

The strategy should be considered within the context of a complex policy landscape, with notable ongoing and upcoming developments with significant implications for the Care Inspectorate and the services we inspect, regulate and support.

The Covid-19 pandemic continues to impact all areas of the care sector. As this continues, a range of review and reform processes are underway across social care. For example, the Scottish Government's proposals for a National Care Service, following the Feeley review of Adult Social Care in Scotland in 2021, will impact upon the Care Inspectorate's work and the delivery of social care and social work services in Scotland. As the National Care Service is developed and implemented in the coming years this is likely to have a significant impact on social care and social work, with implications for our role and function.

A framework Bill to establish a National Care Service was introduced by the Scottish Government in June 2022, with a commitment to establishing a functioning National Care Service by the end of the parliamentary term in 2026. In addition, a National Improvement Programme Steering Group has been established to progress the Feeley recommendation that, along with the creation of a National Care Service, there should be "a new approach to improving outcomes – closing the implementation gap, a new system for managing quality".

Depending on the scope of the National Care Service, it may need to interact and overlap with the ongoing process of reform underway through The Promise and its various workstreams.

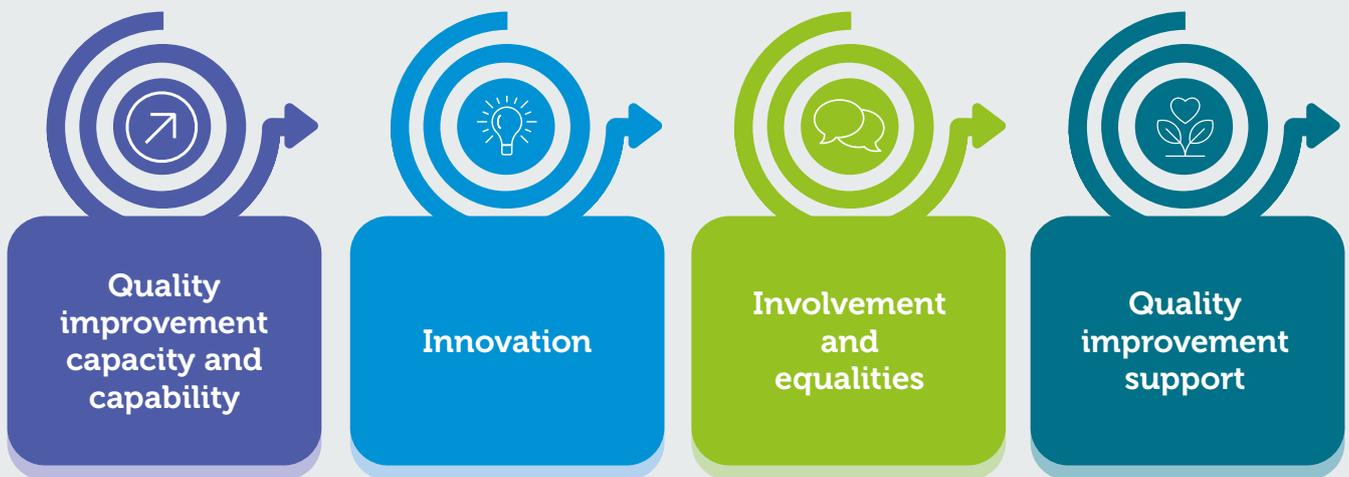
Professor Ken Muir's report to the Scottish Government on education reform will also likely have significant implications. Published in March 2022, it proposes the creation of three national organisations, including a new inspectorate body. The Scottish Government has since consulted on the inspection of early learning and childcare and school age childcare services, to inform how the new independent education inspection body will carry out its duties with regard to ELC and seeking views on a shared inspection framework.

The journey so far



Our objectives

The four pillars of quality improvement and involvement



Quality improvement capacity and capability

We are committed to strengthening our role in supporting the care sector to build quality improvement capacity and capability, and to grow knowledge and skills to make relevant improvements across the sector. We are also committed to supporting the care sector to identify and share strengths, spread good practice and support staff to feel valued.

We will:

- provide customised workshops that introduce quality improvement approaches to the care sector
- increase the knowledge and confidence in the sector to make positive changes in services to improve outcomes for everyone
- work with our national partners to coordinate quality improvement interventions and provide opportunities to further develop quality improvement practices across the care sector
- work directly with services and service providers to support the implementation of new standards and guidance
- explore skills pathways in partnership with our organisational workforce development team and colleagues across the organisation linking to our strategic workforce plan
- develop our workforce through the delivery of the devolved National Education Scotland's Scottish Improvement Facilitators (SIFs) programme
- support the delivery of the professional development award in scrutiny and improvement practice
- work with oversight teams in partnership areas to support adult social care with a consistent approach to quality improvement and sharing of good practice
- measure the impact of our approach using corporate key performance indicators and evaluations.



Innovation

Using a quality improvement approach, we will test out new ways of working and approaches to addressing complex issues and work with partners across the health and care sector to influence policy and practice. This includes using our intelligence and listening to the voices of those who experience care to guide us.

We will:

- engage with the [Centre for Sustainable Delivery](#) to support its expansion into the care sector - this a centre of excellence, promoting and embedding best practice through a 'Once for Scotland' approach and enabling redesign programmes to support a sustainable health and care system
- engage with [Improving Adult Care Together](#) (IMPACT) to explore opportunities for collaboration - IMPACT is an implementation centre drawing on knowledge gained from different types of research, those with lived experience of care and their carers, and the practice knowledge of social care staff
- test [PainChek](#) to measure and demonstrate the value that using a pain monitoring app, which uses automated facial analysis supported by artificial intelligence, can have to those who are not able to verbalise their pain levels and the improvements this can have to their quality of life
- test and measure the impact of the Care Experience Improvement Model developed by Healthcare Improvement Scotland in social care. This is a framework that supports health and social care teams to make improvements that are directly related to feedback in a person-centred way
- use intelligence and engage with the sector to explore regional quality improvement collaboratives with stakeholders to support improvements in care
- work with three health board areas to test out the contribution and measure the impact of Allied Health Professions supporting adult care homes
- contribute to and support the design phases of the National Care Home Contract Redesign
- measure the impact of our approach using corporate key performance indicators and evaluations.





Involvement and equalities

It is vital that the voices of those who experience care, their families, and carers shape what we do and how we do it. It is critical that everyone has the choice and control over their support and care. We will continue to support and develop our cohort of Care Inspectorate volunteers to support the delivery of our work.

Our Equalities, Diversity and Inclusion work will continue to promote an organisational culture where everyone feels included, respected, and valued. It is equally important to do this with care services and providers, to support the best possible outcomes for those who experience care.

In our Corporate Plan 2022 - 2025, our Corporate Parenting Plan 2021 – 2023 and our previous involvement strategy, Involving You 2018-2021, we have valued the voices of those who experience care in developing our work. We work with volunteers who have personal experience of social care and social work services, and they play a crucial part in our processes.

We will continue to listen to these views and act on them to review our approaches and identify good practice that improves the quality of care, support and early learning experiences.

We will:

- work towards our vision and strategic outcomes within our [Equality, Diversity and Inclusion strategy 2021-2025](#)
- review our progress after one year into the activities identified in our [Corporate Parenting plan 2021-2023](#) - this is our pledge that we will listen to our children and young people and will do our best to act to improve their life chances
- play a key role in pioneering and supporting necessary shifts in policy, practice, and culture so Scotland can [#KeepThePromise](#) it made to care experienced infants, children, young people, adults and their families – that every child grows up loved, safe, respected and able to realise their full potential
- maintain our commitment to the United Nations Convention on the Rights of the Child (UNCRC) implementation through representation on the national strategic implementation board and the development of our internal UNCRC reference group
- support volunteers of all ages to participate in and co-design our core scrutiny and improvement activity
- strengthen the way we work by continuing to involve and engage with those who experience care and those important to them in our plans and processes
- work with organisations that represent those who experience care to help improve the quality of care
- measure the impact of our approach using corporate key performance indicators and evaluations.



Quality Improvement support

Our quality improvement support teams are responsible for supporting a range of quality improvement programmes and projects that differ in size, scale, and scope, and have specific areas of focus. These include involvement and equalities, adults and older people, health, justice, children and young people, and early learning and childcare. We also work on specific programmes of quality improvement, which are funded by the Scottish Government. We will design local and national programmes of quality improvement and respond, when appropriate, to requests for quality improvement support.

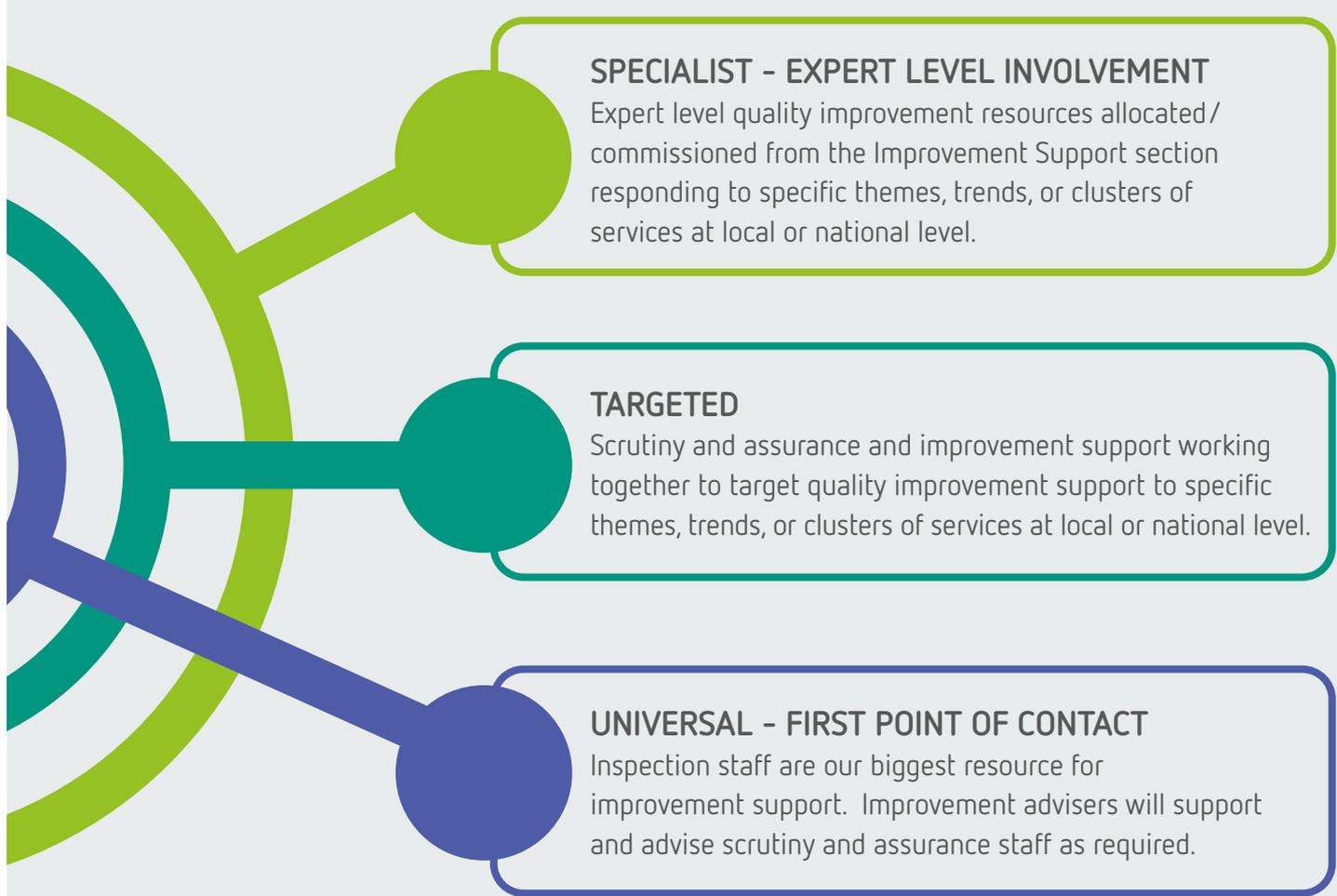
We will:

- continue to deliver, within funding timescales, the early learning and childcare (ELC) improvement programme that is supporting over 250 ELC settings across Scotland to achieve the Scottish Government National Standard for ELC expansion
- support the development of self-evaluation tools for appropriate adult services in Scotland - we have received funding to lead the development of a self-evaluation model with the primary purpose of building capacity for self-evaluation for improvement
- continue to deliver on the Safe Staffing Programme that has the vision of ensuring that for everyone in Scotland there are the right people, in the right place, with the right skills at the right time working to ensure everyone experiences the best health and care outcomes
- continue to develop the role and contribution of the Health and Social Care Improvement Team, consisting of professionals from across nursing, social care, pharmacy, and allied health professionals that focus on specific areas of health and wellbeing topics through a quality improvement lens
- continue to develop the role and contribution of the quality improvement support team - improvement advisors providing specialist, targeted and universal quality improvement support across a range of settings at multiple levels
- continue to develop the Technology Enabled Care workstream, which focuses on activities to support embedding technology and digital solutions to support positive outcomes for those experiencing social care
- measure the impact of our approach using corporate key performance indicators and evaluations.



Levels of quality improvement support

There are many ways which quality improvement support can be provided and tailored to support improvements within health and social care. We recognise that there are quality improvement assets at provider, local and national levels which can be utilised to strengthen and support quality improvement interventions. With the high level of skills, knowledge, and experience across the quality improvement support section, there is a vital role to supporting colleagues across the organisation.



SPECIALIST - EXPERT LEVEL INVOLVEMENT

Expert level quality improvement resources allocated/ commissioned from the Improvement Support section responding to specific themes, trends, or clusters of services at local or national level.

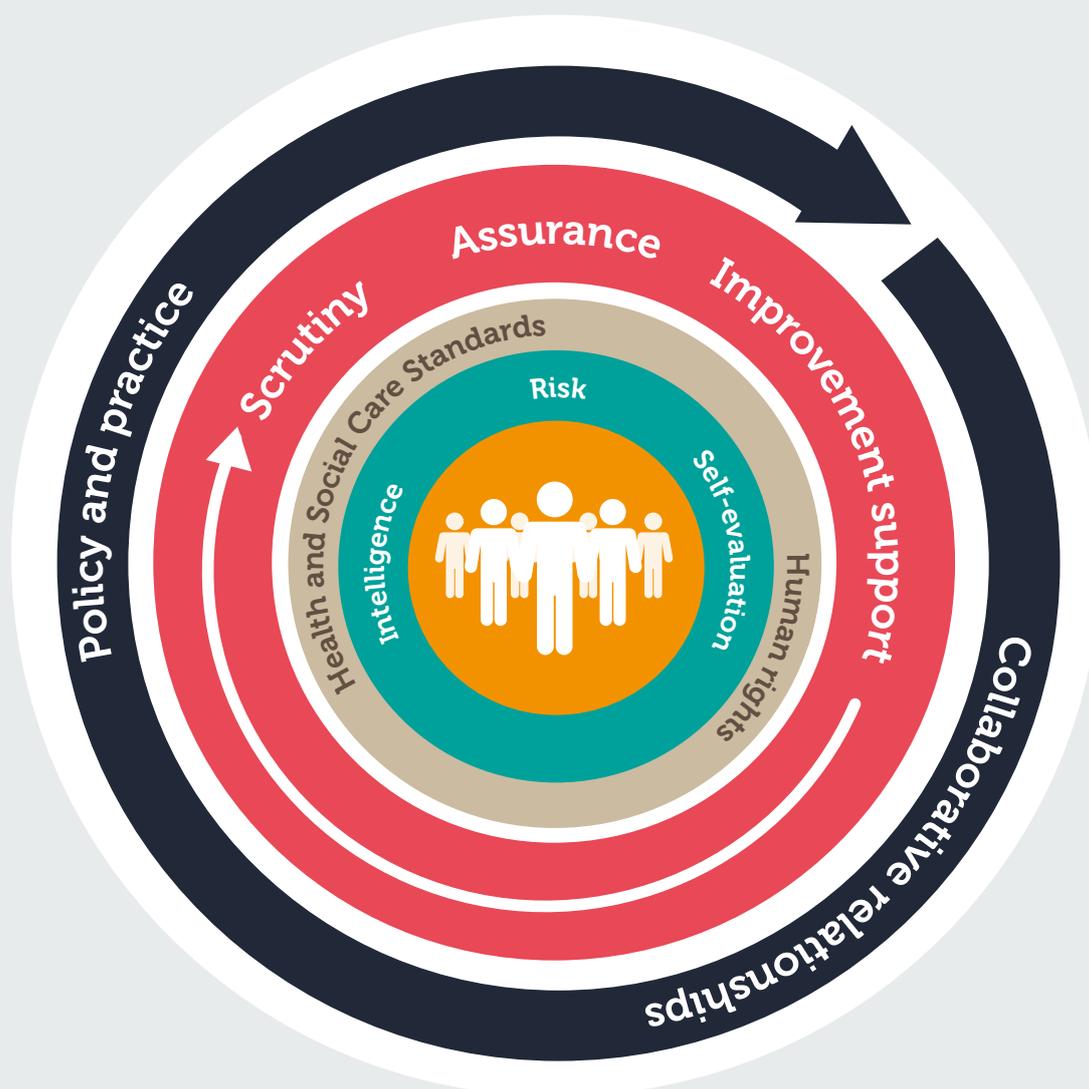
TARGETED

Scrutiny and assurance and improvement support working together to target quality improvement support to specific themes, trends, or clusters of services at local or national level.

UNIVERSAL - FIRST POINT OF CONTACT

Inspection staff are our biggest resource for improvement support. Improvement advisers will support and advise scrutiny and assurance staff as required.

How we will work collaboratively to deliver this plan



As we develop a world-class approach to scrutiny and quality improvement, we continue to remain focused on the outcomes for those experiencing care.

Collaboration with many different partners is key to bringing different experiences and perspectives to the conversation. Through our joined up strategic approach our vision is for Scotland to have the most advanced system of care scrutiny and quality improvement support in the world that results in better outcomes for those experiencing care.

Quality improvement support and involvement is not the responsibility or remit of one individual or team, but of the whole organisation. This is a key feature in all our strategic documents and is a key driver for our approach to quality improvement support, scrutiny and involvement. Everyone has a part to play.

We are committed to building on the strong foundations across the Care Inspectorate so that our expert workforce can continue to support services and those experiencing care to achieve better outcomes.

Quality improvement support and involvement is a key part of our business model and has a significant role to play across registration, inspection, complaints, and enforcement. We are involved in several successful collaborations with many stakeholders across social care. We have nurtured our relationships with national improvement bodies and agencies such as Healthcare Improvement Scotland, the Improvement Service and the Scottish Social Services Council. We connect regularly at the National Organisations Integration Huddle with organisations such as Education Scotland, Public Health Scotland, National Services Scotland and Scottish Government to coordinate quality improvement support which is relevant for the social care sector. We work with communities to co-produce ideas and new ways of working and build alliances with national and international partners to identify opportunities to support quality improvement.

Continued collaboration at all levels is a core objective of the Care Inspectorate and the quality improvement support team as we move into the next phase to achieve our strategic aims and delivery of our business model.

We support quality improvement and want to empower services to evaluate their own performance. We believe that self-evaluation can be a powerful tool to identify what is working well and to identify and target efforts to support quality improvement. It is a dynamic and continuous process that leads to the development of improvement plans and identifies areas to take forward and test that lead to improvements.

We are committed to supporting the development of self-evaluation tools and guidance that complement the quality frameworks our inspectors use to evaluate the quality of care.

This strategy sets out how over the next three years, we will work with partners to deliver our core objectives to grow quality improvement capacity and capability, innovation, involvement and equalities, and quality improvement support.

We are committed to measuring our progress in these areas through corporate key performance indicators and data collected through our local delivery plans.

The approaches we take will help providers and partnerships across Scotland to provide values-driven, world-class care which meets the needs, rights and choices of everyone to have the best quality of life that is possible.

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