

CORPORATE PLAN 2019-2022



**VISION, PURPOSE, AMBITION: WORKING TOGETHER
TOWARDS WORLD-CLASS CARE**



HAPPY TO TRANSLATE

VISION

The Care Inspectorate's 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.

CORE PURPOSE

We are a scrutiny body that provides public assurance, has a duty to further improvement, and we are a key contributor to the aspiration for world-class social care and social work in Scotland.

VALUES

Our values drive all that we do. We always strive to practice and demonstrate these values daily and show compassion in everything that we do.

Our five values:

- person-centred
- fairness
- respect
- integrity
- efficiency

PRINCIPLES

To achieve our strategic objectives we will follow seven key principles. These are:



Decision making through engagement, empowerment and development



Effective gathering, analysis and use of intelligence to influence all that we do



Staff development and wellbeing



Customer-focused



Co-operation and collaboration



Well-governed



Diversity and equality

WHO WE ARE AND WHAT WE DO

The Care Inspectorate is the independent scrutiny, assurance and improvement support body for social care and social work in Scotland. We provide public confidence in the quality of care delivered to people by individual services and across local communities.

We help ensure the quality of care being delivered is high and always improving. We support improvement where care is not good enough and take action when we find outcomes are poor. Our expert workforce provides scrutiny and support for improvement to services every day, with information, guidance and ideas for sustainable improvements that lead to high-quality care. We offer a wide range of resources to support services to improve. All care services in Scotland must be registered with us and we investigate complaints about registered care services, with powers to enforce change where needed.

We champion the high-quality care we find among the thousands of inspections we carry out each year. Increasingly, we work collaboratively with other organisations and the care sector to share good practice, support and spread improvement and innovation across Scotland.

Our work helps reduce health and social care inequalities across communities. People across Scotland rely on us to keep people safe and protected from harm. We inspect every registered care service in Scotland and our inspection reports provide public information on the quality of care being provided by each of them. We also inspect the range of social care and social work services, and early learning and childcare services, being provided across community areas by local partnerships, reporting on performance and identifying improvements they need to make.

The evidence and intelligence we gather through our scrutiny and improvement support work shapes and influences local and national policy and practice so that services and communities are safe places for people to live well and flourish, with their needs and choices respected. We are proud to have been involved in creating the national Health and Social Care Standards that help us ensure our work, more than ever, puts people and human rights at the heart of all that we do.

Involving people who experience care in our work is essential to influence and improve what we do. We take seriously our duties and responsibilities and strive to be a high-performing organisation that helps drive up the quality of care across Scotland. We strive to put equality and diversity at the heart of all we do as we continue to embed our duties of co-operation, user focus and public sector equality.



88%

of care services we inspected were graded good or better



Our core purpose is to contribute to world-class care in Scotland, where every person, in every community, experiences high quality care and support, tailored to their rights, needs and wishes.

A FUTURE VISION

Paul Edie, Chair

Our Corporate Plan 2019-2022 sets out our vision, purpose, ambition and priorities for the next three years.

It articulates our aim to be an influential organisation that develops talent, grows leaders, identifies, develops and shares good practice, drives improvement and innovation in care, and proactively shapes local and national policy. Our corporate plan has been developed based on what we have learnt from our scrutiny, assurance and improvement support work over the past few years, working collaboratively with providers, health and social care partnerships, partners locally and nationally, people who experience care, and our staff.

Through our core purpose of providing scrutiny, assurance and improvement support we will contribute towards world-class care in Scotland, where every person, in every community, experiences high-quality care and support that is compassionate and tailored to their rights, needs and wishes. In doing this, all our staff will continue to play a crucial role in protecting people, and importantly, provide assurance of this for those who care for them, such as relatives, friends and local communities.

The Care Inspectorate is a modern, values-based and collaborative organisation that has an ambitious, clear, strategic vision reflecting local and national policy and responding to many societal challenges. We do this while maintaining a focus on personal outcomes and the things that matter most to people and local communities. Through the important work that we do, we will continue to support the integration of health and social care, the expansion of early learning and childcare and through our collaborative working we will, together with partners, improve outcomes for people who experience care.

We will do this by maintaining our commitment to our core purpose and statutory duties and delivering with determination and energy, the three high-level strategic outcomes in our corporate plan. These outcomes support our vision and values and positively promote equality, improved health and wellbeing and social justice for all.



This corporate plan will enable us to realise our vision of world-class care, that is based on rights and driven by values.

WORKING TOGETHER TOWARDS WORLD-CLASS CARE

Peter Macleod, Chief Executive

Many people in Scotland will experience health and social care services at some stage in their lives. Everyone has the right to experience high-quality care that meets our national Health and Social Care Standards, is compassionate, rights-based, respects choice and helps to realise people's hopes and ambitions.

Care is changing and will continue to over the next few years. The main drivers of this are public policy changes, the potential impact of Brexit, the continuing integration of health and social care, the expansion of early learning and childcare and new community justice delivery partnerships in local areas. In addition the adult social care reform priorities include delivering social care support that is focused on human rights and is person led and the importance of recognising the value of those who provide social care and social work in Scotland. There is also a demographic trend in Scotland where people are living longer and are a great asset to our communities. There are emerging, different models of care and support as a result of all this.

We also recognise that disadvantage, in terms of finance and opportunity is still a feature of our

society and issues such as child poverty still have a big impact on some of Scotland's communities.

We do not underestimate these and other challenges. This means that our organisation must have a different way of engaging in order to carry out our duties of protecting people from harm, providing assurance and supporting improvement in care. Our agenda will be determined by such issues.

In order to respond to public sector reform and the specific, locally based needs within communities, the model of local service delivery is also undergoing change. We know from the recent consultation on the 'local governance review' that local communities can flourish when they have involvement and influence over decisions that will

affect them most. We have witnessed the importance of this involvement in our work through our strategic inspections in local areas, the work of our relationship managers and in our improvement programmes.

As well as developing new ways of working to provide quality care that is based on choice, we recognise that an appropriately skilled workforce, with a strengthened role in empowering communities, through asset-based approaches will be key. This moves closer to community-led decisions becoming integrated into our Scottish society.

This forward looking, bold approach seeks to reduce inequalities, increase opportunity and target resources, and subsequent impact, in the right place.

This fits well with the approach set out in our new business model and supports achieving many of the outcomes set out in the Scottish Government's world leading National Performance Framework, helping to improve greatly the experience people have of care and their quality of life.

NATIONAL PERFORMANCE FRAMEWORK

Focusing our scrutiny and improvement on providing assurance on the quality of early learning and childcare and other children's services: by driving up improvement. We will identify areas for improvement, encourage community planning partners to prioritise early intervention and prevention and through that support partners to deliver their objectives.

We will also work with delivery and scrutiny partners to support and promote the design and delivery of integrated care pathways, early learning and childcare and other children's services across health and social care. This will mean that people will experience streamlined services across local areas that reflect their needs and promotes their rights leading to positive outcomes. Our successful CAPA programme continues to support people to be active and healthy.

We grow up loved, safe and respected so that we realise our full potential

We are healthy and active

How we support the National Performance framework

We will evidently reflect our values in all that we do: person-centred, fairness, respect, integrity and efficiency through our workforce; placing the voice of people who experience care and their carers at the heart of our activities while being responsive and inclusive to our partners.

Our public services are high-quality, continually improving, effective and responsive to local people's needs

We will work with partners to ensure services are registered, designed, commissioned and delivered in ways that address accessibility, availability, choice and fairness. We will promote affordability and equity within and across communities to reflect individual needs and promote their rights.

We tackle poverty by sharing opportunities, wealth and power more equally

We live in communities that are inclusive, empowered, resilient and safe

We value, enjoy and enhance our environment

Focusing our scrutiny and improvement support activities based on evidence and intelligence to support local integration authorities, services and partnerships to deliver positive outcomes for people in local communities. We will provide constructive challenge where required to develop capacity in building strong, resilient communities.

We will support delivery partners and policy colleagues to develop innovative solutions to care provision by delivering a flexible, responsive, outcomes-focused approach across all our scrutiny functions.

LOOKING BACK AND MOVING FORWARD

Over the last few years, we have radically changed our approach to scrutiny, assurance and improvement support.

Standards, scrutiny and self-evaluation – tools for improvement

We have become more intelligence-led, which means we are better targeting our resources and activities where they are most needed. We have supported services across Scotland to embed a human rights-based approach that reflects the Health and Social Care Standards. This approach empowers both services and our inspectors to think differently and develop innovative ways of providing care that is safe, compassionate, promotes rights and is responsive to people's needs and wishes. We have produced new inspection frameworks that are outcome-focused and experience-led in the evidence they gather and reflect and support the Standards. These frameworks support services with self-evaluation that helps them identify their good practice and areas for improvement.

With good understanding of specific challenges and the right support focusing on areas for improvement, the right outcomes can be achieved for people who experience care services across communities. We will continue to collaborate with the care sector and health and social care partnerships to develop further inspection frameworks and tools for self-evaluation during 2019-20.

Our evidence from inspections and thematic reviews shows that the quality of care has generally improved over the past few years. This is a significant achievement given the pace of change and financial challenges in the public, private and third sectors. However, there are still services where performance is not good and does not support positive personal outcomes for people. Scrutiny provides the diagnostic tool that helps identify where improvement is needed and so promotes and supports continuous improvement in care. We will continue to identify and support improvement to help services make the positive changes they need to. We will involve people who experience care and their carers in this work so they have a strong voice in shaping improvements that will make a positive difference to their lives.

Our strategic-level scrutiny assesses how well partners are working together across local community areas to meet the needs of a range of people including children and young people in need of care and protection, adults and older people, and people involved with the justice system. We also carry out inspections around

specific themes to identify good practice and barriers to positive outcomes, that everyone can learn from. In all our strategic-level scrutiny, we explore how individuals' rights are promoted and upheld, and the extent to which people are enabled to exercise choice and control in how their support is provided. We work with a range of scrutiny partners who also collaborate with us in providing improvement support and will continue to do so.

We have worked with providers, partnerships and local community supports to build capacity and capability for improvement in many areas in Scotland. Evaluation shows this has had a positive impact and there is evidence of sustained improvement. We will build on this as we implement our refreshed improvement strategy 2019-22.

Involving people and being a good corporate parent

It is important for people who experience care, their families, carers and local communities to be involved in the planning and delivery of services. We ask for and listen to people's experiences and promote and share these to help achieve positive outcomes for all. Our 'involving people group' and our inspection volunteers continue to influence and shape what we do. As well as being involved in regulated care and strategic inspections they make valuable contributions throughout our work, for example, in developing new methodologies and policies, and in shaping



improvement interventions. Our new involving people strategy and corporate parenting strategy both help to ensure the voice of those experiencing care continues to be heard and influences how we plan and evaluate our work.

Our improvement strategy sets out how we learn from our experiences and spread good practice and innovation. Through this strategy, we collaborate to build opportunities



Transforming systems and strategies for future success

Our digital, business and intelligence transformation programmes are radically changing how we carry out our work, with new systems and digital solutions. Our new complaints software application is delivering a more efficient and effective customer service both externally and internally. More software applications will be implemented during the life of this plan, with registration and inspection apps by 2020.

Our culture strategy has improved our working environment, reinforcing the importance of healthy working lives, a good work-life balance and the Care Inspectorate being a safe and happy organisation to work in. We will continue to embed this through our new strategic workforce plan and learning and development plan. These plans will see us investing in our workforce and supporting staff to have the right skills, knowledge and expertise to support our new business model and the strategic outcomes of this corporate plan.

for learning within the care sector. For example, our Care about Physical Activity (CAPA) improvement programme builds skills and confidence in the sector to support older people experiencing care to be more active. We will further consolidate and extend our work with academic institutions over the next three years and continue to collaborate nationally and internationally.

Both our strategic scrutiny and our work with registered care services enable us to monitor advances in technology and other innovations that enable people to live more independently and safely, and experience care where and when they need it. We will consolidate our role as a person-led, high-performing, learning organisation and this corporate plan will enable us to work with others to realise our vision of world-class care that is based on rights and driven by values.



Our information and intelligence can help shape and influence national policy.

OUR BUSINESS MODEL:

We have developed a new business model that will enable us to deliver our corporate plan and which responds to new ways of working and the current and emerging policy landscape. The model represents how we will further modernise our approach to be risk-based, intelligence led, targeted and proportionate in the way that we provide scrutiny, assurance and improvement support. We will enhance our locality-based approaches in the work that we do.

We will maintain our independence as the national scrutiny body but the changes to our business model mean we will work in a different way. We will use the intelligence and evidence we gather to better target our activities. This will include developing profiles of the care sector, communities and people's experiences of care. We will use the scrutiny intelligence and evidence we collect to identify national and local trends and themes that will help to shape national policy and identify and promote good practice exchange between communities and across Scotland. This way of working will use our resources efficiently and add value to the work we do.



- We will keep people at the heart of everything we do, including the business model.
- We will deliver a targeted, proportionate, risk-based approach to scrutiny, assurance and improvement support.
- We will promote robust evidence-based self-evaluation aimed at improvement.
- We will promote the Health and Social Care Standards in all we do.
- We will target our scrutiny, assurance and improvement support interventions to where the need is greatest.
- We will achieve our ambition through collaborative working relationships.
- We will proactively shape and influence policy and practice.



2019/2020

£35.6m

Care Inspectorate
approved budget

£21.9m

consists of grant funding
from Scottish Government

£11.9m

income from fees

RESOURCING OUR BUSINESS MODEL

As a publicly funded body, we must target and use our resources wisely to add value, respond to changes in the public sector landscape and contribute towards the outcomes set out in the National Performance Framework.

This is important in an environment of increasing pressure and demand on public services, an increasing older population and higher expectations of public services within a tighter public sector budget. We will continue to carefully project and monitor spending through our financial strategy and

demonstrate good value. Our business and digital transformation programmes will deliver efficiencies and effective working practices that deliver innovation and improvement in care and provide excellent customer experience.

In addition to our own outcomes-focused approach, we are committed to collaborating with scrutiny and improvement partners and others to share, learn and work to realise our vision that people experience the best care in the world.

Care Inspectorate Corporate Plan summary:

Vision, purpose and ambition: working together towards world-class care

CORE

PURPOSE

We are a scrutiny body that provides public assurance with a duty to further improvement and we are a key contributor to the aspiration for world-class social care and social work in Scotland.

VISION

The Care Inspectorate's 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.

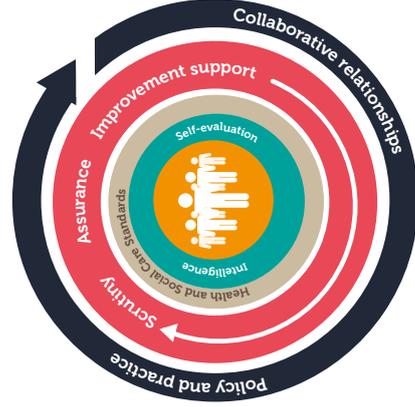
STRATEGIC OUTCOME 2: People experience positive outcomes

The care sector is innovative, carries out high-quality self-evaluation and drives forward improvement.

STRATEGIC OUTCOME 1: People experience high-quality care

People experience high-quality services and support where needed.

BUSINESS MODEL



KEY PRINCIPLES

To achieve our strategic objectives we will follow seven key principles. These are:

- decision making through engagement, empowerment and development
- effective gathering, analysis and use of intelligence to influence policy and practice
- staff development and wellbeing
- customer-focused
- co-operation and collaboration
- well-governed
- diversity and equality.

STRATEGIC OUTCOME 3: People's rights are respected

People experience person-led, outcome-focused care that respects their rights and reflects the Health and Social Care Standards.

VALUES

Our values are at the heart of and drive all that we do. We always try to practice and demonstrate these values daily and show compassion in all that we do. We have five key values that we live by, these are:

- person-centred
- fairness
- respect
- integrity
- efficiency.

Health and Social Care Standards
My support, my life.



TOWARDS WORLD-CLASS CARE

DELIVERING OUR CORPORATE PLAN

Our corporate plan sets out three strategic outcomes with a set of strategic objectives underpinning each of them, as described on the following pages. The outcomes are aligned to a set of measures that we will monitor and report on quarterly to our board through our performance reporting. Each year, we will review our performance measurement framework and business activities to ensure they remain relevant to achieving our strategic outcomes.

Our board will continue its effective governance of our organisation and continue to focus on our financial performance in a challenging financial environment, as well as overseeing the delivery of key outputs from our transformation programmes. Although we operate independently from Scottish Ministers, we remain accountable to them.

Delivery of this corporate plan will be underpinned by detailed directorate plans, team plans and planned approaches to manage and deliver our major change programmes. Our key strategies, plans and programmes support the success of this corporate plan. Our principal and driving documents are listed here. The detail of these, other relevant documents and the detail of our measures are available on our website.

KEY STRATEGIES, PLANS AND PROGRAMMES



STRATEGIC OUTCOME 1: People experience high-quality care



People experience high quality services and support where needed.

Strategic objectives

- Our scrutiny, assurance and improvement support work will lead to improved quality of care and wellbeing for people.
- Poor-quality care will be addressed quickly, through a wide range of scrutiny assurance and improvement support interventions.
- Scrutiny, assurance and improvement support interventions will be influenced by the views and expertise of people who experience care and their carers.

We will measure this by:

- % services with good or better grades
- % of people telling us that our scrutiny will improve care
- % of statutory inspections completed
- average time a service continues to have a grade of less than adequate
- % of complaints about care that were investigated within the relevant timescales
- % of complaints about care that were resolved within the relevant timescales
- % staff absence.

How will we deliver this outcome?

- We will deliver a national programme of scrutiny, assurance and improvement support activity that is risk-based, proportionate and intelligence-led.
- We will use intelligence to focus our resources where we believe they will have the greatest impact on people's experiences.
- We will provide easily accessible information on the quality of care which will identify and share effective practice and areas for improvement.
- We will continue to be an accessible organisation, providing the best possible customer experience.
- We will publish improvement support resources and guidance based on identified areas for improvement and national policy.
- We will, when we need to, take enforcement action and we will work with other organisations to help make sure people experiencing care and their loved ones are safe, supported and their needs met.
- We will through learning, development and opportunity support our staff to be well equipped.

STRATEGIC OUTCOME 2: People experience positive outcomes



The care sector is innovative, carries out high-quality self-evaluation and drives forward improvement.

Strategic objectives

- Care providers and commissioners will be supported to self-evaluate and build capacity to improve.
- Intelligence and evidence gathered from scrutiny, assurance and improvement support work will inform and assure the public and our stakeholders, contributing towards addressing health and social inequalities.
- Based on intelligence, we will focus our scrutiny, assurance and improvement support activity to where it will have the greatest impact.
- Our registration of services will support the development of high-quality and innovative services.

We will measure this by:

- % of services with good or better grades at first inspection following registration
- % of registration applications completed within timescales
- level of investment in learning and development for our workforce
- % of inspection hours based in high and medium-risk services.

How will we deliver this outcome?

- We will continue to promote high-quality self-evaluation and collaborate with care providers to develop a range of tools to support the process.
- We will build capacity and capability for improvement internally with our staff, and with care providers, by providing learning opportunities, mentoring and support.
- We will deliver on our transformation programmes – digital, business and intelligence – providing an efficient and effective infrastructure to focus our work and deliver our strategic objectives.
- We will use our information and intelligence to proactively shape and influence policy and learning at local and national level, identifying emerging themes and areas of priority.
- We will complete the review of our registration and variation process, make it accessible and supportive of high-quality care and innovation through our digital transformation programme.
- We will collaborate with services, partnerships, local communities, academic institutions and experts to improve care, building ongoing relationships.

STRATEGIC OUTCOME 3: People's rights are respected



People experience person-led outcome-based care that respects their rights and reflects the Health and Social Care Standards.

Strategic objectives

- We will develop quality frameworks for inspection that are outcomes-focused and experience-led, promote self-evaluation and care based on the Standards.
- Our work will inform the development of person-led care and support, including the effectiveness of social work practice.

We will measure this by:

- % of people telling us they are happy with the quality of care and support they receive
- % of people telling us they make decisions about their own care
- the days per quarter that inspection volunteers and care experienced people are involved in our work
- the number of service types with a new inspection framework.

How will we deliver this outcome?

- We will collaborate with providers of care and other stakeholders to develop further inspection frameworks, that take account of the Standards, and promote a self-evaluation process for continuous improvement.
- We will continue to promote and focus on the Standards, through our methodology, guidance and improvement support resources.
- We will further develop our knowledge website The Hub to exchange good practice to support our staff and improvement in care. We will improve ways to make information available to the public through our website.
- We will continue to find better ways to encourage and facilitate feedback from people experiencing care and the public about care and what needs to be improved.
- We will implement our new involvement strategy, maximising the impact from the involvement with people who experience care and their families in our work and making sure we act on their views.
- Our joint inspections will continue to report on the extent individuals' rights are supported, and how health and care partnerships are promoting personalisation.

WORKING TOGETHER TOWARDS WORLD-CLASS CARE

This corporate plan sets out our strategic objectives and describes our new business model through which we will deliver scrutiny, assurance and improvement support interventions which are more targeted, proportionate, risk-based and intelligence led, provided where they are needed most. Through this we fulfil what is our core purpose. We must do all this through effective partnership working and excellent collaboration.

We will continue to work closely and forge new relationships with people experiencing care, their carers, the public, providers of care, local communities and community planning partners, other scrutiny bodies and many different organisations including health and social care partnerships and local authorities across Scotland. This will support the integration of health and social care, umbrella groups and policy makers.

We fully embrace our role as a corporate parent and continue to strengthen our approach to involving people, which includes all our inspection volunteers. We will be flexible and dynamic in our approach to scrutiny and improvement support as we align to priorities across care delivered by the public, private and third sectors. We will continue to evolve our role, from being an enforcer of rules, to an enabler of quality assurance and continuous improvement in care.

We will share our learning and experience, providing support and advice where appropriate to others locally, nationally and internationally and seek out current research, good practice, information and collaborative opportunities with the key focus of improving care.



EMPOWERING OUR WORKFORCE

Our whole workforce is highly experienced, skilled, dedicated and fully committed to improving outcomes for people who experience care. Through the implementation of our strategic workforce plan and our learning and development plan, which will support our new business model, we will be clear on the development opportunities to enable our staff to be the best equipped to deal with a changing environment.

We will invest in our staff to have the right level of skill they need to deliver successfully the ambitions in this corporate plan and to be leaders in the field of scrutiny and improvement support. All of this will be done in a learning environment where staff feel safe, and there is a supportive, helping, stimulating and compassionate culture which we will strive to maintain. To support all this we will continue our positive working relationship with our Partnership Forum

We will also work with providers, partnerships locally and nationally and educational establishments to identify opportunity for our workforce in Scotland to learn and grow through research, practice education and models of talent sharing such as secondments or developing associate inspectors, through accessing our Professional Development Award (PDA) and providing specific learning events. All of this will strengthen our collective ability to drive up the quality of care in Scotland.



**Health and
Social Care
Standards**
My support, my life.

HOW THE HEALTH AND SOCIAL CARE STANDARDS DRIVE OUR WORK

The Health and Social Care Standards set out what people have the right to expect when using health, social care and social work services in Scotland.

Using language and statements which directly address people's experiences they seek to provide better outcomes for everyone and ensure that people are treated with dignity and respect and their human rights are upheld.

The Standards drive improvement, promote flexibility and encourage innovation in how people are cared for and supported. All services and support organisations should refer to and meet the Standards when planning and delivering care.

The Standards drive what we do. Our new inspection frameworks promote the Standards and we are now seeing improvements in care that are more outcomes-focused and supports people's rights and citizenship. When we develop national scrutiny and improvement resources and guidance for the care sector, we relate these to the Standards, which supports services and providers to evidence that they are using the Standards to improve care.

The principles of the Standards:

Dignity and respect

Compassion

Be included

Responsive care and support

Wellbeing

WHAT DOES THIS PLAN MEAN FOR PEOPLE WHO EXPERIENCE CARE SERVICES?

Outcomes for people are at the heart of everything that we do. Our aim is that the quality of care in Scotland is of a high standard and where it is not to support improvement.

We are passionate and committed to improving the quality of care for those who experience it. Our plan is quite clear, in that we will continue to listen to the views of people experiencing care and act on them, protecting the rights of people who are, at times, in vulnerable situations and provide the assurance the public require about the quality of care.

Our new frameworks focused on self-evaluation take account of the Health and Social Care Standards will help providers of services and people experiencing care to understand the quality they have a right to expect. We will continue to work collaboratively with the sector, our partners, as well as involving people who experience care and local communities to continually inform what we do. We believe firmly in the importance of building community capacity and coproducing with our partners and the wider public sector, at local and national level, to help to make the changes needed to improve care

As a corporate parent we take seriously our role in working with our care experienced young inspection volunteers and creating opportunities to support them gain valuable experience leading to further study and paid employment. Points of access to our organisation, information and support is important to us and we work hard to make sure we offer that to everyone via social media, our website as well as our customer contact centre.

Our processes are easily accessible and provide a good customer service whether this be making a complaint, registering a service, finding an inspection report or sharing the outcomes from our improvement support activity. There are many ways that the public can get involved or access our information. Through this we reflect on people's experiences, so we continually improve our services and information is accessible to all.

REAL STORIES ABOUT THE REAL DIFFERENCE WE MAKE

IMPROVEMENT SUPPORT THAT IMPROVES LIVES



I start with my steps within the home and then I set off in my power chair to join the Active Stirling walking group. It's great!"

Every day, 71 year-old Isobel is up and about. However, it wasn't always like this for Isobel, who has various health difficulties after a stroke. Our Care about Physical Activity improvement programme advisers worked with care staff, helping them explore ideas and develop ways to promote moving more with older people in their care home.

Staff identified what mattered most to Isobel and how best to build opportunities into each day. Isobel really wanted to be mobile enough to get away for a night with her husband in their caravan.

This was her motivation to move more. Care staff worked with Isobel and other professionals so that she learned the skills she needed, taking small steps and moving more each day to achieve her goal and have a trip with her husband in the caravan. She is now encouraging others to move more and has taken up gardening.



THE NEW STANDARDS BRINGING A COMPASSIONATE APPROACH

We have embedded the new Health and Social Care Standards in our inspection approach, to try to ensure services understand how they can enact them in their service delivery and how we will inspect against them.

We are now seeing evidence of this. On a recent inspection in a care home for older people, one of our inspectors described a care home with a family environment, which has started achieving higher grades under our outcomes-focused approach.

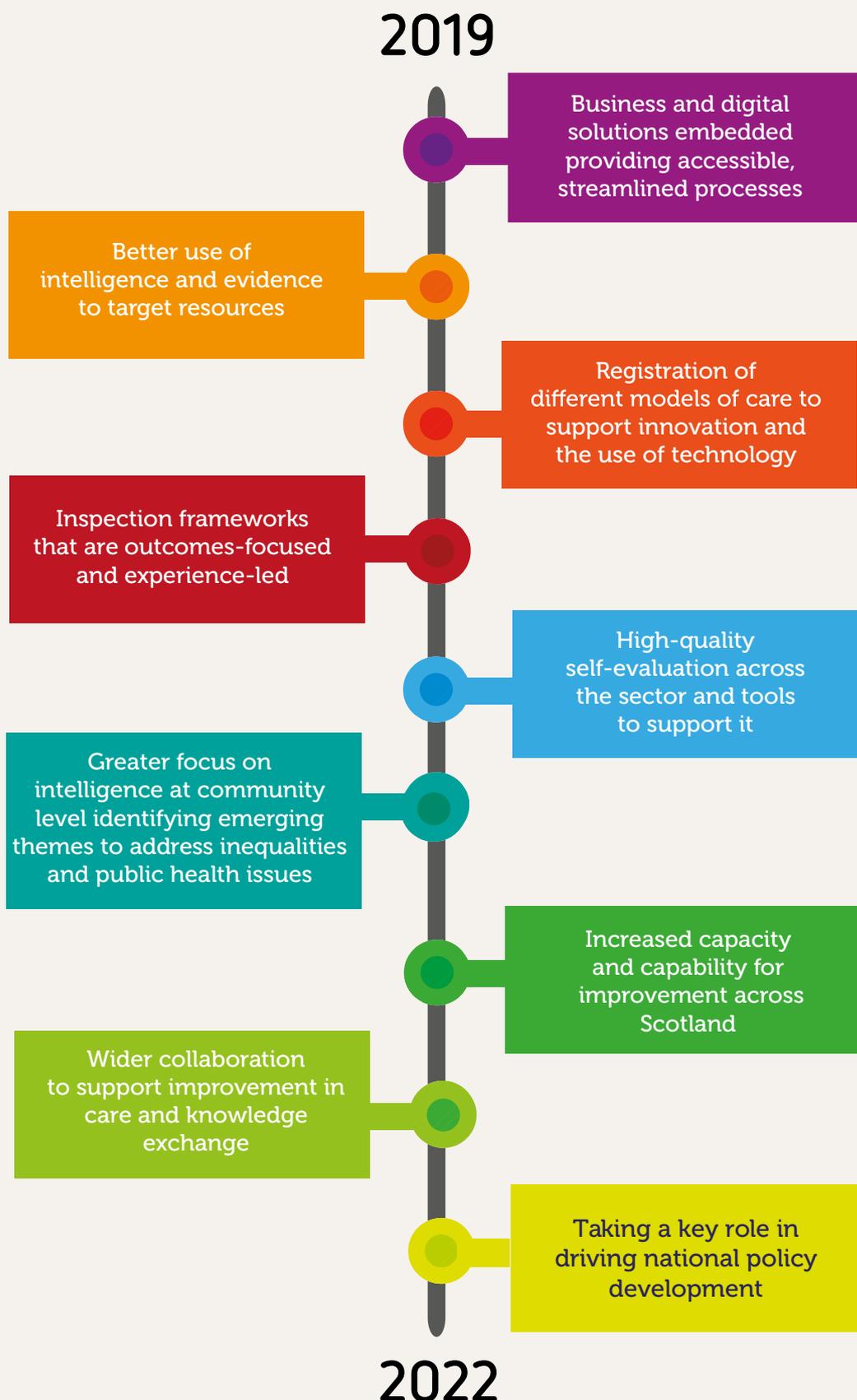
Previously, a resident being given access to the communal kitchen or laundry would have been considered a health and safety issue. Now, this is seen as a positive thing and it demonstrates the Standards in action.

Our inspector was impressed to see:

- a gentleman who enjoys being in the kitchen cooking and using it freely
- a lady who enjoys helping with the laundry doing her own washing and sometimes helping with others too
- during the winter, staff brought the snow indoors in buckets when residents were unable to go out, which they enjoyed.

SOME CHANGES AS A RESULT OF THIS CORPORATE PLAN

Over the next three years we aim to measure and evidence improvement in the following areas:



Headquarters

Care Inspectorate
Compass House
11 Riverside Drive
Dundee
DD1 4NY
Tel: 01382 207100
Fax: 01382 207289

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Website: www.careinspectorate.com

Email: enquiries@careinspectorate.gov.scot

Care Inspectorate Enquiries: 0345 600 9527

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànanan eile ma nithear iartras.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

هذه الوثيقة متوفرة بلغات ونماذج أخرى عند الطلب

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