

MINISTERIAL STRATEGIC GROUP FOR HEALTH AND COMMUNITY CARE

Paper no: MSGHCC/123/2019
Meeting date: 6 November 2019
Agenda item: 6

Purpose:
FOR ACTION

Title:	The Care Inspectorate Corporate Plan 2019 - 2022
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Key Issues:	<p>This paper:</p> <ul style="list-style-type: none">• highlights the ambitions and key changes that will be seen, as a result of achieving the strategic outcomes in the Care Inspectorate corporate plan 2019 – 2022.• provides an overview of the impact of these changes.
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Action Required:	<p>The MSG is invited to:</p> <ul style="list-style-type: none">• note the contents of the paper.• note the contents and publication of the Care Inspectorate’s Corporate Plan 2019 - 2022
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Date:	October 2019



The Care Inspectorate corporate plan 2019 – 2022

The Care Inspectorate corporate plan 2019 – 2022

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

1. Purpose of this Paper

This short paper will highlight the ambitions and key changes that will be seen, as a result of achieving the strategic outcomes in the Care Inspectorate corporate plan 2019 – 2022. These changes will positively impact health and social care in Scotland and improve outcomes for people experiencing care.

2. Introduction

The Care Inspectorate is the independent scrutiny, assurance and improvement support body for social care and social work in Scotland. This includes integrated health and social care, early learning and childcare, justice and adult support and protection. We also carry out joint inspections of services for adults as well as having a statutory duty to deal with complaints about registered care services.

Our core purpose is to provide public confidence in the quality of care provided to people by individual services and across local communities through scrutiny, assurance and improvement support interventions. We work towards ensuring that the quality of care provided is high and always improving. Our expert workforce provides scrutiny and improvement support daily and we offer a wide range of resources to support health and social care partnerships, providers, services and local communities to improve. We also design and lead national improvement programmes which are resourced through specific funding streams.

As an organisation we are fully committed to our vision for world class social care and social work where every person, in every community experience high-quality care and support tailored to their rights needs and wishes. As we further develop our scrutiny and improvement support interventions, we are focused on reducing inequalities and working in partnership through collaborative leadership, to help prevent harm and ill health and meet the needs of people who experience care services.

3. Our Corporate Plan

Our new corporate plan sets out a bold, exciting vision for the next few years. It clearly articulates that our agenda, and the way we will engage across Scotland to deliver on this plan, will be determined by several significant factors. These include public policy changes, the continued integration of health and social care and our role in supporting that, the leadership support we can provide for the Adult Social Care Reform and the many emerging and different models of care as a result. In addition, there are the societal issues facing local communities and we seek, through our scrutiny and improvement support work, to promote the empowerment of communities through asset-based approaches. At the core of our Corporate Plan and reflected in our new business model (page 8 in the Corporate Plan), are

outcomes for people. This is based on high quality care that respects rights, is person led, provides choice and supports people to realise potential and ambition. This approach supports the Health and Social Care Standards which our new inspection frameworks reflect and supports achieving many of the outcomes set out in the National Performance Framework.

There are 3 clear strategic outcomes in the Corporate Plan:

1. **People experience high quality care:** people experience high-quality services and support where needed.
2. **People experience positive outcomes:** the care sector is innovative, carries out high-quality self-evaluation and drives forward improvement.
3. **People's rights are respected:** people experience person-led, outcome-focused care that respects their right and reflects the Health and Social Care Standards.

As well as the 3 strategic outcomes, with related objectives, the plan also identifies the priorities we will work to and sets out some of the changes (page 17 in the Corporate Plan) that will be evident as a result. These changes will positively impact on, support and assist the integration of health and social care across Scotland and help to address the proposals published by the Ministerial Strategic Group earlier this year aimed at increasing the pace and scale of integration. You can read this in further detail at point 7 in this paper.

4. Our Business Model

The Care Inspectorate has moved to a way of working which is more collaborative, with a targeted approach to scrutiny, assurance and improvement support, based on risk. Our new business model will enable us to further modernise this approach to become more intelligence led, using the evidence we gather to target our scrutiny, assurance and improvement support activities to where the need is greatest. We will promote high quality self-evaluation aimed at improvement and support providers and local partnerships through our new Self Evaluation Guide and improvement support activities. We believe that external scrutiny is best applied in conjunction with evidence-based self-evaluation by those providing the care so that care leaders consider their own evidence, know where they require to improve and action that. Our ambition will be achieved through working collaboratively with partnerships, providers, services, local communities and through locality-based approaches, supporting the integration of health and social care. Through using the evidence we gather, which can identify local and national trends, our role in shaping and influencing policy will be key. Our ability, through the work we do, to identify good and innovative practice puts the Care Inspectorate in a position to proactively share, spread and promote improvement in care quality across local partnerships, nationally and internationally.

5. Collaboration

Our corporate plan sets out how we will fulfil our core purpose which is to provide scrutiny, assurance and improvement support where it is needed most. In order to do this effectively it requires excellent collaboration and effective partnership working. We will continue to strengthen our existing collaborations with partnerships across

health and social care, with providers, services and people experiencing care along with other key partners such as local communities and community planning partners, other scrutiny bodies and local authorities across Scotland. We will also seek out and forge new relationships with the clear purpose of improving outcomes for people. Our approach will be flexible and dynamic as we align to changing and different priorities. All of this clearly impacts on the integration of health and social care and supports local leaders to achieve their objectives.

6. Other Key Care Inspectorate Strategies

In addition to the new Corporate Plan there are some other key strategies which support the delivery and ambition of the plan and are also of relevance in terms of the integration of health and social care. These include our first Strategic Workforce Plan 2019 – 22, our new Improvement Strategy 2019 – 22 and our Involvement Strategy. All these strategies describe priorities, objectives and models of delivery which involve people experiencing care and the public and promote partnership working in relation to building capacity and capability across communities, which will ultimately improve experiences for people.

7. Changes as a Result of the Care Inspectorate Corporate Plan and Impact

There are several changes we expect to see as a result of delivering on the strategic outcomes in our Corporate Plan. These changes will help to maximise the benefits of health and social care services and improve people’s experience of care. Targeted and effective scrutiny (regulated care and strategic) and improvement support will be key in order to have that planned impact. Implementing our new business model will enable us to succeed, using intelligence to focus our resources, and continuing to work collaboratively with national bodies such as Healthcare Improvement Scotland, the Improvement Service and NHS National Services Scotland, streamlining our approaches where this is appropriate to do so.

Changes as a result of the Care Inspectorate Corporate Plan 2019 - 2022	Impact
Business and digital solutions embedded providing accessible streamlined processes.	More efficient and effective customer service. Improved accessibility for public and partners, strengthening our collaborative working and partnership approach. More effective and efficient infrastructure focuses our work and provides targeted and effective scrutiny (regulated care and strategic) and improvement support interventions.
Better use of intelligence and evidence to target resources.	Strengthens our public assurance role. Scrutiny (regulated care and strategic) resources targeted where they are needed most across care groups,

	<p>services, partnerships and communities. Provides a platform to develop specific approaches and methodologies and in collaboration with other national bodies which are flexible, responsive and outcomes focused.</p> <p>As an intelligence led organisation, we will be enabled to have more focused and planned improvement support interventions and clarity on the best models of delivery that will support specific needs.</p> <p>More opportunity where appropriate to share data and have intelligence conversations locally and nationally.</p>
<p>Registration of different models of care to support innovation and the use of technology.</p>	<p>Services registered, designed and delivered in ways that address accessibility, availability, choice and fairness.</p> <p>Services registered that support people's rights and choices and enable the development of different and innovative solutions to care which meets the needs of local communities, builds strong communities and maximises the benefits of integrated care.</p> <p>A streamlined registration process, which tries to ensure high quality care.</p> <p>Championing high-quality care, spreading and scaling up improvement and innovation.</p>
<p>Inspection frameworks that are outcomes focused and experience led.</p>	<p>Quality improvement frameworks in place for a wide range of services, aligned to the Health and Social Care Standards to support providers and care services to self-evaluate for the aim of improvement.</p> <p>Improved community planning and appropriate support resulting in the involvement of the local communities and improved outcomes for people.</p>
<p>High quality self-evaluation across the sector and tools to support it.</p>	<p>Capacity and capability to carry out robust self-evaluation across the care sector and a culture of continuous,</p>

	<p>focused improvement in care. Self-evaluation aligned to corporate and strategic planning, supporting partners to meet their objectives.</p> <p>Robust evidence-based scrutiny - diagnosis of local need towards the right, coordinated improvement support.</p>
<p>Greater focus on intelligence at community level identifying emerging themes to address inequalities and public health issues.</p>	<p>Models which integrate scrutiny and improvement support of regulated care services with strategic inspections focusing on local communities or localities.</p> <p>The design and delivery of streamlined pathways to improve health and wellbeing.</p>
<p>Increased capacity and capability for improvement across Scotland.</p>	<p>Learning and development opportunities for providers and partnerships on self-evaluation and methodologies and skills to support improvement.</p> <p>Improved coordination of improvement support across the social care sector and partnerships in collaboration with other national bodies.</p> <p>Sustainability of improvement in care.</p>
<p>Wider collaboration to support improvement in care and knowledge exchange.</p>	<p>Identification, sharing and spread of good practice through our scrutiny and improvement support work locally, nationally and internationally.</p> <p>Leadership from the Care Inspectorate for key national programmes of scrutiny and improvement.</p> <p>Opportunity through the Care Inspectorate to learn and work together towards better care through collaborative workforce development models.</p>
<p>Taking a key role in driving national policy development.</p>	<p>Local trends and themes identified through our intelligence and evidence. which support local planning and community development.</p> <p>Better targeted scrutiny and improvement support activities based on profiles of people's experiences of care.</p>

	Leadership which drives policy development which will improve care across health and social care.
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8. Resourcing

In order to deliver on the strategic outcomes in our new corporate plan we must always make best use of our limited resources. We will target them to where they will have the greatest impact on protecting people and supporting improvement and innovation, towards world class care. As an organisation we are well placed, with a proven track record, to design, lead and delivery successfully on specific national programmes of scrutiny and improvement support which arise from national policy directives with the appropriate resourcing.

Edith Macintosh - Interim Executive Director of Strategy and Improvement

Care Inspectorate

October 2019