

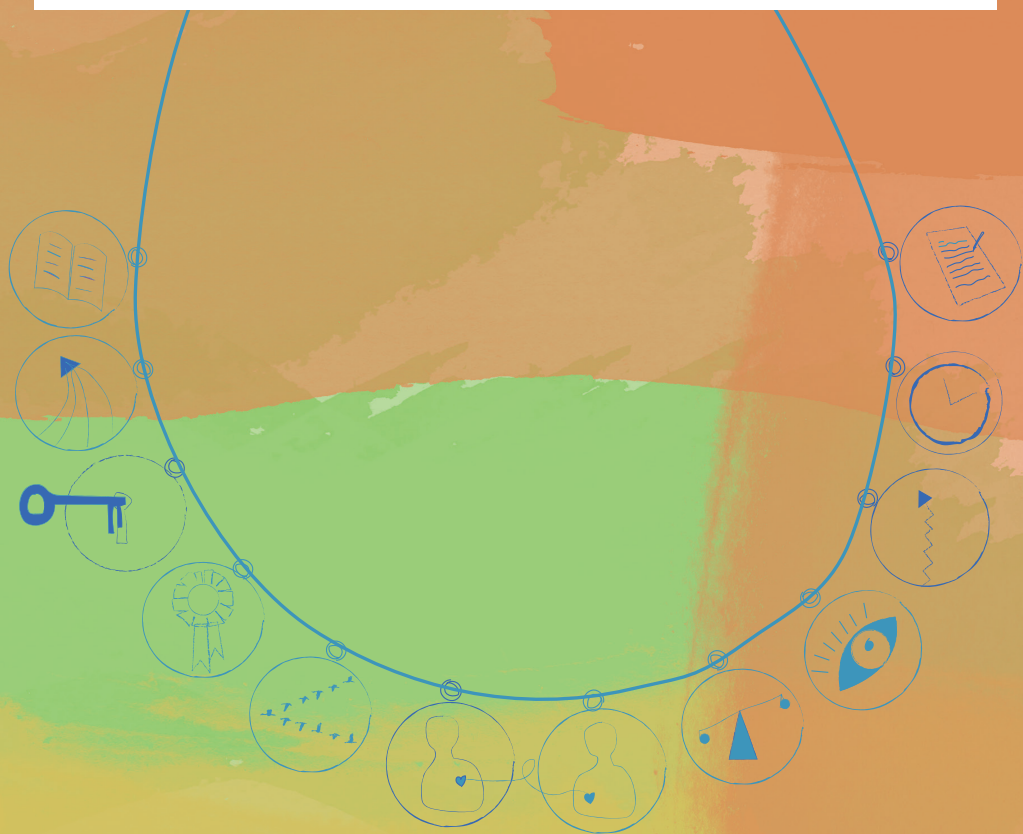


Inspection
& Improvement

Working Together

Learn more by visiting our blog

www.blogs.iriss.org.uk/risk-innovation



About this guide

In 2016/17, Iriss worked in partnership with the Care Inspectorate to explore...

What are the characteristics of an inspection process that leads to improvement?

We undertook this inquiry in partnership with inspectors and registered care home providers.

The inquiry consisted of three parts

- An internal Care Inspectorate staff survey which gained 67 responses.
- An analysis of a random sample of inspection reports.
- Two workshops with care home providers and Care Inspectorate staff.

The following cards

show the findings of

our inquiry and suggest

approaches that could

enhance opportunities for

improvement through the

inspection process.

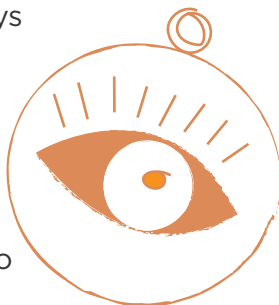
Introduction

From Linda Kemp,
Care Inspectorate

As part of the Care Inspectorate's review of methodology, we have sought to develop approaches to scrutiny which support improvement.

As an organisation, we are on a journey from compliance to collaboration. Moving away from a traditional regulatory role to one that collaboratively supports improvement – while maintaining our independence and rigour – requires us to develop trusting, respectful relationships. That means 'working with' and not 'doing to' providers, commissioners and people who use services and their families and carers.

We have a specific duty under section 44 of the Public Service Reform (Scotland) Act 2010 to further improvement in the quality of social care services, and we do this in a variety of ways through our inspections. We need to be able to identify what aspects of care need to improve, and show how this can help evidence improved outcomes for people who use care services and their carers.



Partnership working is an imperative priority for the Care Inspectorate, and we are committed to collaboration and joint working.

We embrace the opportunity to work in the most efficient and effective way possible, utilising knowledge, skill and expertise within and outwith the Care Inspectorate to bring about delivery of high quality services.

We are delighted to have undertaken this piece of work jointly with Iriss and care service staff. We hope this tool can help generate ideas, and be a useful component in internal processes such as supervision, induction and peer review.

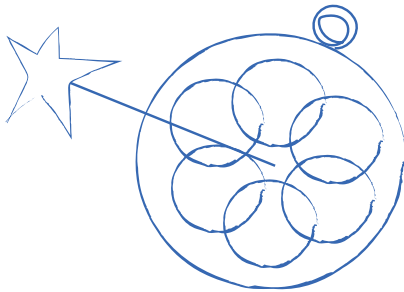
**Our vision is that
the people across
Scotland receive
high quality care
that meets their
need, rights and
choices.**

A shared definition of improvement

Iriss supported a group of inspectors and providers to develop a shared definition of improvement with their employees, people they support and families.

The group undertook this in different ways: by conducting surveys, having in-depth conversations with residents and colleagues, and interviewing visitors.

It is important to note that this exploration included all of the people who come together to make great care, including window cleaners, visitors, cooks and trained carers.



This group of providers and inspectors then came together to create a definition that reflected these conversations.

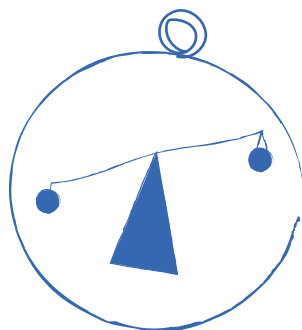
Making improvements is about working together to achieve a shared vision that results in positive interactions and outcomes for people.

A shared definition of improvement

Everyone agreed that improvement was not just about making things better.

It was recognised that the process was an important component as it changes the culture and the spirit in which things are done.

The group agreed that improvement needed to be agreed and planned by all stakeholders working together for a common purpose.



It was also agreed that improvement needed to be documented in a balanced way that captured learning organically.

This exercise was illuminating for our workshop team, so we suggest that you may want to work with colleagues, services and families to explore different definitions of improvement, and think about how you could use these in the environment in which you foster improvement.

Learning

Which inspection themes have the most impact on sustainable improvement?

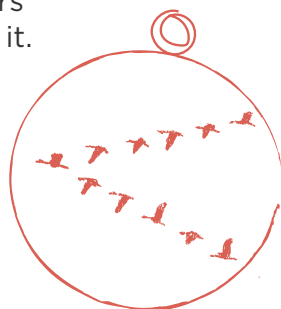
As part of our survey, we asked Care Inspectorate staff to reflect on which inspection themes had the most potential to influence sustainable improvement. This is our learning.

Environment

Inspectors felt that environment was the least important theme when it came to sustained improvement. However, both the survey and our workshops revealed that environmental changes were often the easiest for care services to make (particularly superficial changes to facade or the use of space), and that they can provide a quick and easy boost to staff morale.

Leadership and Management

Leadership and Management were rated as first and second most important factors in sustainable improvement by the majority of respondents. More than 80% of respondents said that an open, positive attitude to change on the part of managers was key to making improvement happen. The survey responses showed that culture and ethos of providers was seen as a 'make or break' element in the process of improvement, and that this attitude was almost always down to leadership and management. Issues on management were also intertwined with issues of staffing; frequent turnovers in management often hindered improvements, while consistent managers ensured it.



Learning



Which inspection themes have the most impact on sustainable improvement?

Staffing

The issue of staffing was rated as being of moderate importance in our survey, and rated highly in our workshops. Care professionals agreed that having consistent, long-term, appropriately trained staff who were involved at every step of an inspection process led to continuous improvement. Staff turnover due to poor pay and working conditions was often cited as a challenge to improvement.

Care and Support

This inspection theme was the single highest rated theme in both our surveys and in our workshops. Nearly all respondents said that disseminating clear, concise, and up-to-date information on best practice and person-centred care, as well as other developments in care practice such as dietary provision, hygiene standards and even new conventions for recreational activities ensured that care facilities were knowledgeable about new ways to improve care and support. Ensuring that care facilities were aware of, and had access to, convenient and realistic training opportunities was key to ensuring continued improvement in care and support. The need for clear direction from inspectors on how improvements to care and support should be made was seen as vital in the survey and our workshops.

Learning

Relationships between inspectors and providers

Our inquiry revealed that within an inspection context, and following an inspection, providers benefit from having reciprocal relationships with their inspectors. Both inspectors and providers highlighted the importance of honesty, mutual respect and ongoing communication which happened outside of the inspection process.

The survey and workshops revealed that having a consistent inspector is the most effective way to ensure a positive and effective relationship between care services and the Care Inspectorate.

However, the relationship between an inspector and provider does not exist in isolation. Providers noted that they had a myriad of complex relationships with local authorities, parent companies and care home owners. Often, these external relationships were seen as limiting to care homes' ability to change. There are also internal relationships between management and staff within a care home that can have an enormous impact on a service's ability to improve.

Managing internal and external relationships is a continued challenge for providers, and it presents additional complexity for the inspector who supports sustained improvement within a service.

Working towards a common purpose and shared priorities can be the first step to ensuring a relationship that supports improvement.

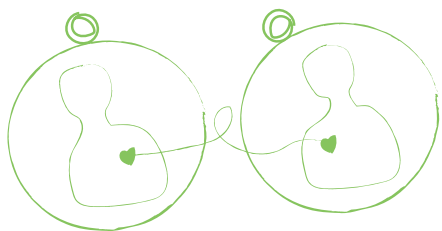
Opportunity

Relationships between inspectors and providers

It was agreed that reciprocal shadowing would be of benefit to both providers and inspectors, but would require considerable planning and outcomes setting and measuring. This was, therefore, taken forward as a strategic recommendation.

Our workshops revealed that relationships between inspectors and providers benefited from working together outside of the inspection processes. In fact, the group suggested several approaches to build trust including:

- Having communication outwith inspection to share achievements, ask for input and share good practice.
- Participating in local and national projects together, to meet each other on different ground.
- Inviting inspectors to be part of ongoing engagement activities within the service (such as open days, events for families).
- Engaging more directly with staff (See cards 6A & 6B).



Participants also recommended the My Home Life resource and in particular, Caring Conversations as a tool to support effective communication. More details at:

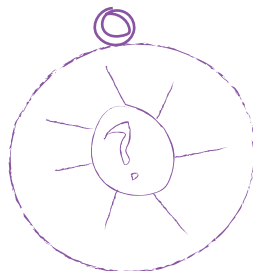
<http://myhomelife.uws.ac.uk/scotland/caring-conversations/>

Learning

What are the steps that inspectors can take to best support services to improve?

These approaches were identified in our survey and workshops as beneficial to supporting improvement.

- Considering ways to kickstart improvement outside of requirements and recommendations.
- Using an improvement template to explore what needs to change and set clear parameters for how this should happen (See card 8A).
- Taking an appreciative approach to identify what services are doing right, highlighting good practice before identifying areas for improvement.
- Ensuring that feedback and recommendations are enabling and link through to good practice examples.
- Recognising that services may have limitations outside of their control, and working with them to understand the parameters within which change can happen.

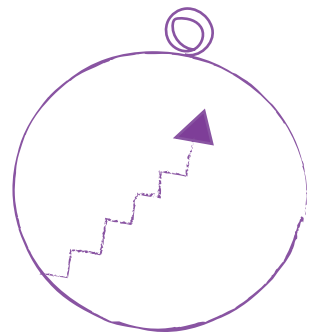


Learning

What are the steps that providers can take to support improvement in their own setting?

These approaches were identified in our survey and workshops as beneficial to embracing improvement.

- Embracing the idea that all services are always in the process of improvement, and that ongoing improvement is part of every role.
- Using the inspection process as an opportunity to showcase the service's good practice, and highlight areas where they are seeking support.
- Recognising the care service's limitations and pressures and effectively communicating this to care inspectors, working with them to understand the parameters within which change can happen.
- Engaging staff in the inspection process so that they feel confident and valued, as well as responsible for their own role in improvement.



Innovation

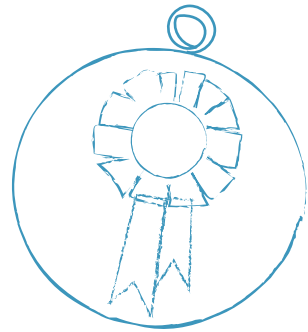
Identifying & nurturing
good practice

Idea

During the inspection process, the inspector identifies 2-3 members of staff with great practice. During feedback, the inspector highlights the good practice examples they have seen and can recommend that other members of staff are mentored by these practitioners for a period of time.

Activities include

- 2-3 members of staff mentor small groups.
- These members of staff and their groups are encouraged to feedback on learning during team meetings.
- Progress made by mentees is captured through supervision and shared with the inspector at the next visit.



Outcomes

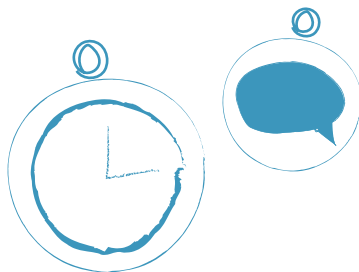
Improving practice (knowledge, understanding and communication) and staff engagement.

Innovation

Staff engagement sessions led by inspectors

Idea

Inspectors create protected time with a service (outside of inspection) to explore potential benefits of using joint working. During feedback at an inspection, the inspector asks the service whether they could bring staff together for an engagement session to discuss areas of improvement and ask staff to generate ideas.



Outcomes

All parties feel competent and confident to explore areas for further improvement.

Activities

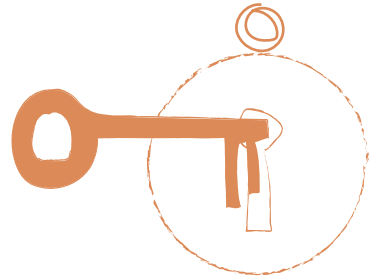
- Staff from all parts of the service are invited to an engagement event led by the care inspector.
- Staff are encouraged to bring along their own thoughts for areas of improvement and ideas of how they could improve this (nothing is too big or too small). Card 8B can be used as a template for staff.
- The engagement session is used to prioritise areas of improvement and select ideas to test in practice. Staff are invited to reflect on the impact of these ideas at team meetings, supervision and future engagement events.
- The inspector gives a clear indication of how they will engage with staff in the future.

Tools

Planning improvement together

Together, you may want to explore:

- What is the outcome you are seeking?
- What needs to happen?
- How should it be done?
- Who needs to be involved and what role will each person have in this change?
- Timings/duration
- How will you know it has worked? (Is there anything tangible that we can measure?)



These questions can help you plan improvement with providers and understand mutual expectations.

Template for areas of improvement

Use the template overleaf to explore areas of improvement



I think we can improve in this area:

What I have noticed...

What I think could be improved...

My idea for improving this is...

I would need help from...

I would know that things have improved when...

Request

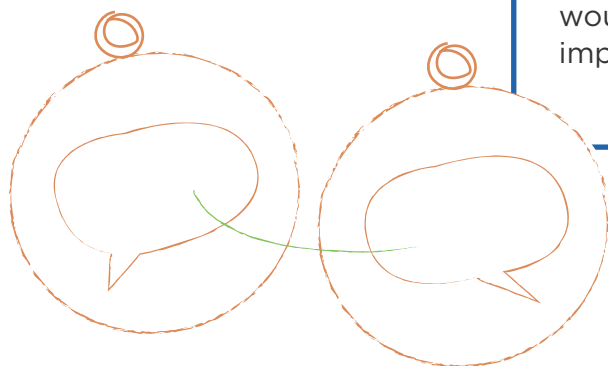
Improvement stories

We believe that we should capture and share stories of improvement for learning and celebration.

The stories we share should capture the context, nature and impact of improvement. We have included some prompts for telling your story which may be useful to you.

If you would like to share your story of improvement, please contact
enquiries@iriss.org.uk

- Tell us about the provider and service they deliver (what are they most proud of?)
- What did the provider hope to improve?
- What did the provider need in order to improve?
- What was the role of the inspector in this improvement process?
- What was the process or improvement method used to support this change?
- What were the outcomes for the provider, people accessing support, care inspector and other stakeholders?
- What three key lessons would you share about this improvement journey?



Acknowledgements

This resource was developed by

Rikke Iversholt and

Rhiann McLean (Iriss).

Survey analysis by Rebecca Dodd.

Illustrations by Josie Vallely.

Care Inspectorate project lead: Linda Kemp.

**Special thanks to the inspectors who
participated in our staff survey,
and to the providers and inspectors
who attended our workshops.**

**Want to find out more or get involved in future
collaboration? Contact enquiries@iriss.org.uk**