Improvement Support
Collaborative working
## Improvement strategy 2017-2019

### Key messages

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Improvement support team

We support you to work towards improvements. We can give you help and advice so you are more confident in applying and carrying out improvements.

We recognise confident & empowered care leaders are important in being able to implement successful sustainable improvements. We encourage improvement conversations.

We go beyond inspections + support you with future development ideas you might have. We support the development of your improvement capability.

We can provide you with practical guides, resources + materials. We also share improvement knowledge and help you transfer this into practice.

If you just need some advice or a conversation about putting an idea into action, we are here for you. We aim to empower & equip you with all the tools you need to carry out improvements.

We can also signpost you to best practice resources for topics you want to focus on improving. We can also put you in contact with other services + networks.

We also run improvement workshops with providers, partnerships + others to help develop improvement capability and capacity.

We are involved in + lead on national improvements programmes as well as local programmes. We also facilitate local networking + create environments that allow collaborative working.

We help develop improvement leaders, coaches + ambassadors who can continue to spread improvement across teams, departments, and organisations.

We support the workforce to be capable + confident in carrying out improvements. To be proactive in making the changes they want that will lead to improvement.

Local inspectors are also available to contact for improvement advice, guidance + support. We want to create a system of knowledge exchange across staff groups and organisations.

For further advice, guidance, and useful information, there is a central improvement Hub website.

Change
Model for Improvement

- What are we trying to accomplish?
- How will we know that a change is an improvement?
- What change can we make that will result in improvement?

Act
Plan
Study
Do
The thinking part – 3 questions

• What are we trying to accomplish?

• How will we know that change is an improvement?

• What change can we make that will result in improvement?
PDSA tests the doing part

PDSA Cycles

Future
What’s next?

Act 1-3-5

Act
- What changes are to be made?
- Next cycle?

Plan
- Objective
- Predictions
- Plan to carry out the cycle (who, what, when, where)
- Plan for data collection

Study
- Analyse data
- Compare results to predictions
- Summarise what was learned

Do
- Carry out the plan
- Document observations
- Record data

Act
- What changes are to be made?
- Next cycle?
Some examples of improvement support

- Building improvement support relationships with services providers / care services / staff
- Improvement support conversations eg feedback and helping to prioritise improvements and suggesting change ideas from inspection / complaint findings
- Signposting to the Model for Improvement and PDSA cycles as tools for positive change - liaise with Improvement Team
- Signposting to good practice resources locally and nationally and improvement resources, Hub
- Supporting services and providers to have the knowledge to collect data to evidence improvement
- Sharing providers / services good and effective practice across the sector and the organisation
Local Integration Lead: Angus Improvement
Workshop Session – 7 February 2018

In Partnership with Ivan Cornford, Scottish Care Integration lead for Angus, the Care Inspectorate Improvement Support Team (IST) delivered the largest external improvement support workshop to date, with around 60 delegates joining us from various services in the community.

Ivan introduced the day as an opportunity for delegates to share and learn about the Care Inspectorate’s improvement approach. Aidan McCrory delivered a session on the history of quality improvement and the model for improvement and PDSA testing and how this can be used in practice. Joyce O’Hare spoke about the nature of collaboration and how human factors and our systems contribute to failures.

Yvonne Leathley spoke about her work to improve GP out of hours, and sought feedback from the room about their experiences. Shona Adam described an improvement in outcomes for service users who tested new medications and Jacqueline Walker (provided an insight into the improvement work on going regarding oral nutritional supplements.

The IST provided a simple and user-friendly awareness of quality improvement methodologies, where these methodologies have come from and what they are used for. A full day tailored workshop equipped delegates with beginner level knowledge and skills in QI Inspection.

The Care Inspectorate supported participants to:
- Recognise improvement in services
- Support services with improvement

The aims of the workshop:
- Develop an understanding of Quality Improvement
- Increase confidence to use Quality Improvement

Who attended:
Representatives from - Angus Health and Social Care Partnership; Ballhouse; Four Seasons HC; HC – One; Kennedy Care; Barchester; Independent Care Homes; Sue Ryder; Gowrie Care; Care About Angus; Richmond Fellowship; Turning Point; Kirriemuir Day Care Centre.

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PARTNERSHIP FOR IMPROVEMENT: FOUR SEASONS HEALTHCARE (FSHC) IMPROVEMENT WORKSHOP SESSION
23 MAY 2018

In partnership with John Kirk, FSHC Director for Scotland and Victor Dawson, Regional Manager of FSHC, the Care Inspectorate Improvement Support Team (I5T) led the largest external improvement support workshop to date, with around 70 delegates from FSHC attending from across Scotland.

John introduced the day as an opportunity for delegates to hear and learn about:
- the Model for Improvement (MfI) and how to use it in a practical way to improve outcomes for people experiencing care
- the Care Inspectorate’s improvement strategy
- the development of the quality framework for inspecting care homes for older people

The day was also an opportunity to build relationships that will foster collaborative working between both organisations.

The aims of the day:
- equip delegates with beginner level knowledge and understanding in quality improvement (QI)
- increase confidence to use the MfI and test changes using Plan Do Study Act (PDSA)
- share experiences and learn from one another

Angela Fulton, Team Manager and the CI’s FSHC relationship manager, gave an overview of the development of the CI’s quality framework being tested in some care homes for older people.

Aidan McCrory, Improvement Adviser, covered the history of quality improvement, the model for improvement, how to use the PDSA approach to test changes and how this can be used in practice. Jackie Dennis, Improvement Adviser spoke about the nature of collaboration and how human factors and the systems in which people work can either help or hinder service developments as well as impacting on the outcomes of people experiencing care.

Joyce Murray, Improvement Support Team manager spoke about the Reducing Pressure Ulcers in Care Homes Improvement project.

Edith Macintosh, Head of Improvement Support, presented some of the outcomes to date of the Care About Physical Activity (CAPA) Improvement programme.

The afternoon ended with staff of FSHC being asked to discuss and respond to three questions that would help inform the CI’s improvement support approach. Here are some examples of what was said:

Q1) How can the Care Inspectorate support FSHC to sustain improvement?
- Keep up regular visits - work with home to ensure progress maintained.
- Interim evaluation points identified - agreed timescale - bite sized chunks.
- Continued relationship with CI - keep regular contact.
- Mentorship - updates/trial alignment.
- More goalposts - timelines not guidelines.
- Business constraint acknowledgement.

Q2) How can the Care Inspectorate support FSHC in delivering their improvement initiatives?
- Leadership - strong&Dedication.
- Regular feedback.
- Support from outside - CI.
- To work on a small number of projects.

Q3) What are the priority areas for improvement within FSHC?
- Activities - meaningful.
- Format new care plans to fit the new health and social care standards.
- Outcome-focused.
- Medication.
- Person-centred approach.
- Working closely with local community.
- Better funding.
- Involvement and participation.
- Clear communication about expectations. Recognition of achievements.

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Our Impact So Far
Improvement Workshop Evaluations Aug 17 – April 18

14 internal workshops- 154 delegates

93% said it has increased understanding of quality improvement

78.6% have increased confidence to participate in and contribute to improvement projects

8 external workshops - Over 150 delegates

93.2% have an increased awareness of the improvement models which may help to improve service delivery

88.2% have increased understanding of PDSA testing and how this contributes to development of daily practice
CCPS Improvement Workshop Session - 15 February 2018

Asked the audience

3 Questions
1. How do we work together to support providers to improve?

- Have consistent inspectors, people can change every year
- Ongoing relationships with inspectors throughout year in order to measure improvement and share good practice
- Role of contact manager
- Help providers to self-evaluate, make it easy. Use shared language
- Acknowledge potential to get it wrong and learn from it. Understanding unexpected pressures
- More involvement and visibility outwith inspections: events like workshops but not just senior staff in provider organisations – frontline staff
2 How do we work together to sustain improvement?

- Engage with Commissioners
- To be realistic
- Consistency and objectivity
- Sharing of good practice
- Expectation vs funding reality
- Participate in providers own QA/improvement processes
3 What are the priority areas for your organisation CCPS?

- Management - night support for people
- Developing the workforce
- Engaging front line staff in the process
- Recruitment and retention of staff
- Clarity of a common language
- Reducing medication errors – processes/systems
- Embedding outcomes approach
- Procurement and tendering
- Raising profile of social care
Supporting Improvement
It's everyone's business