



Making Care Better – Better Quality Health and Social Care for Everyone in Scotland

**A strategy for supporting better care in Scotland
2017-2022**



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Foreword

Supporting better quality health and social care for everyone in Scotland is the unifying aim of all parts of Healthcare Improvement Scotland (HIS). That is why we often describe our organisation as having many parts, with one single purpose.

We work with a wide range of partners across health and social care – which is a complex and fast moving world of policy, ideas and considerable pressures. Our mission requires us to be flexible, adaptable, and able to offer support and advice across all levels: at the frontline, the boardroom, to national and local government.

In this context, we have produced this strategy setting out our work and priorities from 2017 to 2022. This builds upon our previous strategy: *Driving Improvement in Healthcare*, published in 2014. Since then, our remit has expanded and we are working with a new set of partners across social care, following the historic integration of health and social care services.

As our role develops and the strategic context changes, we are clear we must adapt and change our offering to better support improvement across the whole system. We have engaged with stakeholders and staff to create a fresh vision for how we will make a difference for people across Scotland.

There are few things as precious to us as individuals, or as a country, as our health and wellbeing. Every pound we spend on improving health and social care is a pound that has vast potential to help improve people's lives. This principle is at the heart of everything we do.

Our corporate workforce development and finance plans underpin the delivery of this strategy. They will be sharply focused on achieving the maximum impact for our resources, and deliver on our unifying aim of improving services for the people who depend on them across Scotland, 365 days a year.

We are in the privileged position of being able to look across the whole picture and not see just one piece of the jigsaw that is health and social care services. We can see how all parts fit together. We can supply the evidence and support to deliver the best possible solutions and provide assurance to the public about the quality of their services. Our unique position enables us to look across services at all levels and understand the issues they face.

Thank you for taking the time to read our strategy. We aim to provide regular updates on our progress, so please check back with us to see how we are doing.



Dr Dame Denise Coia
Chair



Robbie Pearson
Chief Executive

Introduction

Our aim is better quality health and social care for everyone in Scotland.

We are ambitious about our organisation's role in supporting the successful integration of health and social care to provide high quality and compassionate services for people in Scotland. *Making Care Better – Better Quality Health and Social Care for Everyone in Scotland*, is our strategy for 2017-2022 and reflects the changing strategic context within which we support improvement in health and social care.

During 2016, the implementation of the Public Bodies (Joint Working) (Scotland) Act 2014¹, the publication of the Scottish Government's National Clinical Strategy² and the Chief Medical Officer's annual report 2015-16, Realising Realistic Medicine³, all built upon the 2020 Vision and the principles of the Quality Strategy⁴. The Scottish Government's recently published Health and Social Care Delivery Plan⁵ clearly sets out changes to the environment in which we operate and the ambition to move significant resources from institutional models of care provision towards services that support people to live longer, healthier lives at home or in a homely setting.

In response, we will reflect in our work:

- a stronger focus on outcomes for people and communities
- the importance of the overall lived experience of care
- the need for a greater understanding and realism about the limitations of medicine – especially with further advances and complexity, and
- the right care, in the right place, at the right time.

Our five strategic priorities

We will measure the progress we make towards our aim of better quality health and social care against five strategic priorities.

- Enable people to make informed decisions about their own care and treatment.
- Help health and social care organisations to redesign and continuously improve services.
- Provide evidence and share knowledge that enables people to get the best out of the services they use and helps services to improve.
- Provide and embed quality assurance that gives people confidence in the quality and sustainability of services and supports providers to improve.
- Make best use of all resources.

These are aligned with the National Health and Wellbeing Outcomes⁶, which set out what health and social care partners are working to achieve through integration. We will measure our progress against an agreed evaluation framework which will show the impact that our work has for people in Scotland.

Our annual budget of around £30million supports nearly 500 staff to deliver our strategic priorities. Within our work, we will consistently uphold our organisational values and will lead by example to act with:

- care and compassion
- dignity and respect
- openness, honesty and responsibility, and
- quality and teamwork.

Our response to the changing strategic context and health and social care environment

We have made considerable progress in how we operate since our inception in 2011. In particular, during the last three years we have positioned ourselves to be able to respond to the changing health and social care environment and have:

- adopted a broader role in supporting improvements in the quality of health and social care
- begun to establish a more sophisticated approach to inspection through quality assurance, which considers the diversity of factors that impact on the delivery of health and social care services
- enhanced our approach to the analysis, use and sharing of intelligence
- demonstrated our independence in the way we set out the findings of our work in order to provide a fair assessment of the quality of health and social care
- strengthened our approach to independent health technology assessments
- broadened our way of working with the people of Scotland, with the development of the *Our Voice* initiative
- further embedded the voice of the public, clinicians, and others working in public services as part of our work, and
- begun to measure our impact on outcomes.

These changes provide a firm foundation from which we can build a quality management system across Scotland: a clear and intentional approach to the planning, improvement and management of quality.

As an organisation we will respond to the changing strategic context by:

- adopting a relentless and consistent focus on adding value – less about volume of activity and more focus on impact
- demonstrating our direct and indirect impact in supporting advances in the quality of health and social care
- embedding our approach to driving improvement in the quality of health and social care services that intelligently harnesses the many parts of our organisation
- reviewing our name and branding to ensure our identity reflects who we are and what we do, and
- ensuring every pound we spend is explicitly connected to value for money and a return on investment demonstrated through better outcomes.

Our stakeholders

We have an extensive reach and work with 31 Integration Authorities, 32 local authorities, 21 NHS boards, and a wide and diverse range of housing, third and independent sector organisations. The *Our Voice* initiative will be critical to our success and we will not shy away from sharing the views of those who experience care – whether it be examples of the very best practice or where services could have responded better.

A key role in our future will be to inform and influence government policy as a result of our research and learning and this strategy incorporates how we will do this. Our stakeholders, including Scottish Government, Local Government and the public are important to us and we value our relationships and partnerships with them. Understanding their priorities and responding to them is fundamental in our role and how we operate.

Making a positive impact

This strategy is predicated on making the most of every pound invested in our work to make a positive difference for the people of Scotland. Our decisions will support Scotland's ambitious goal of providing world-class services and high quality health and social care, focused on the needs of individuals. In *Making Care Better – Better Quality Health and Social Care for Everyone in Scotland*, we are clear that our value is measured through the positive difference that we make and we will establish measures that can demonstrate our consistent focus on adding value and making a positive impact.

Our functions

Many parts, one purpose,

We describe our organisation as having many parts, with one single purpose. We have set out the range of our functions below – all of them helping to deliver our aim of better quality health and social care for everyone in Scotland.

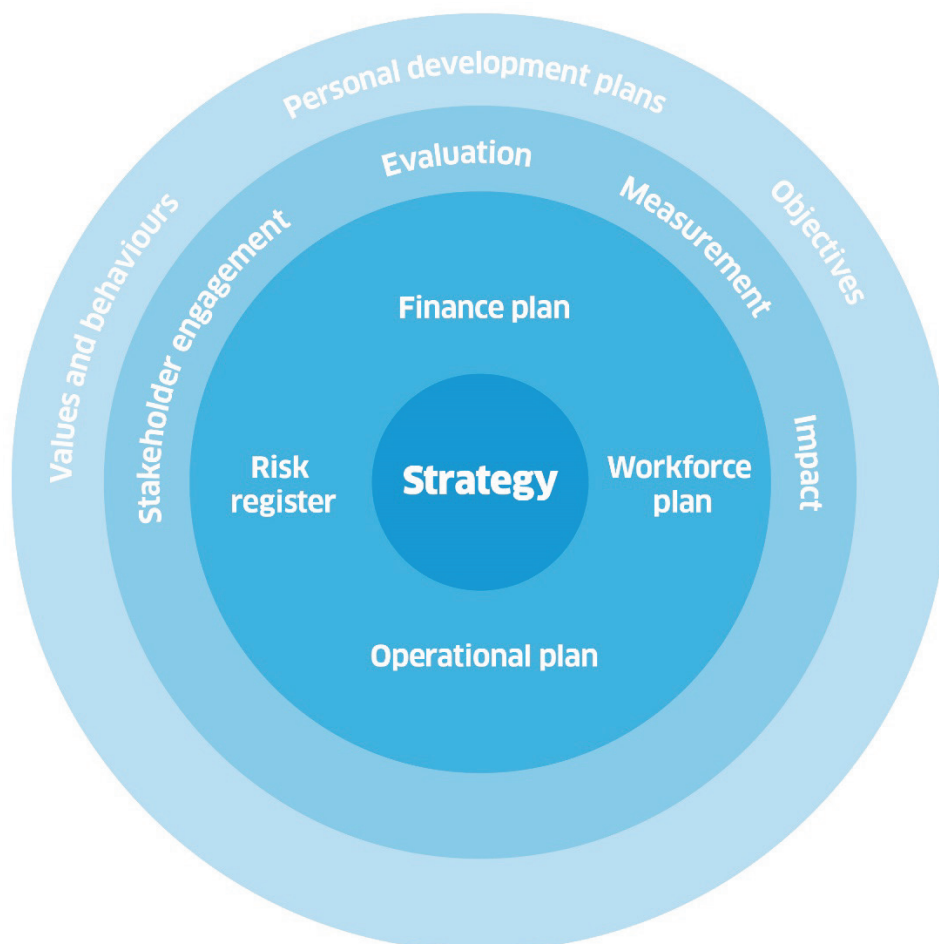


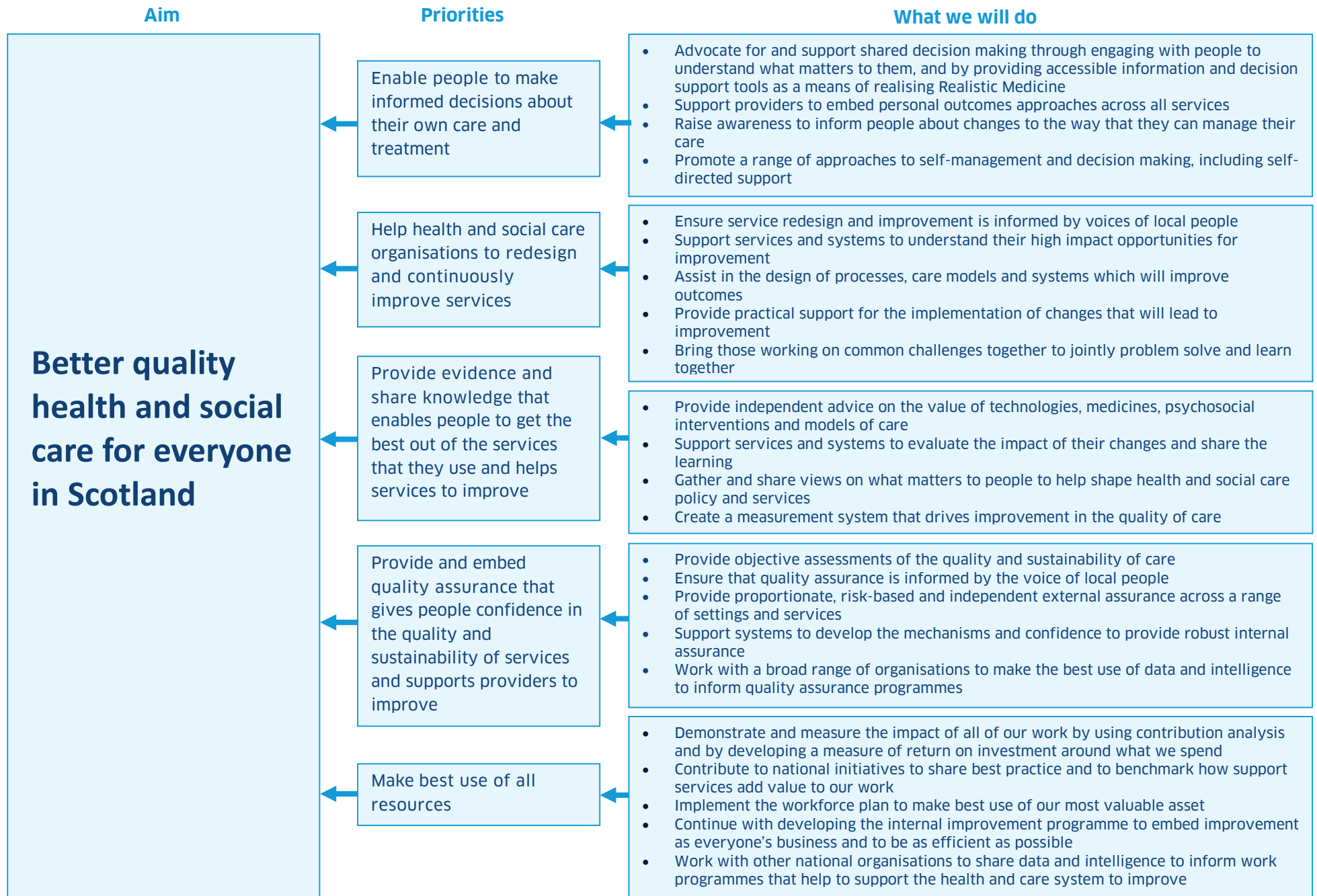
Our plan

The detail of how we will achieve our aim is shown in the driver diagram set out on the next page. This sets out clearly our priorities to achieve our aim. A more detailed operational plan underpins the delivery of this strategy and maps out our work programme for the first 12 months. We will build on this in future years to ensure that our strategy is delivered. The operational plan is available on our website.

How the strategy will be delivered

This strategy sits at the heart of our corporate plans for the coming years. It is complemented by our Risk Register, Finance Plan, Workforce and Development Plan and Operational Plan, which are the practical ways we will deliver the strategy. It is based on evaluation and the measurement of the impact of our work, with our staff objectives and personal development plans also feeding into achieving the aims we have set out. All aspects of delivery of this strategy will flow through the appropriate governance structure prior to being reported to our Board.





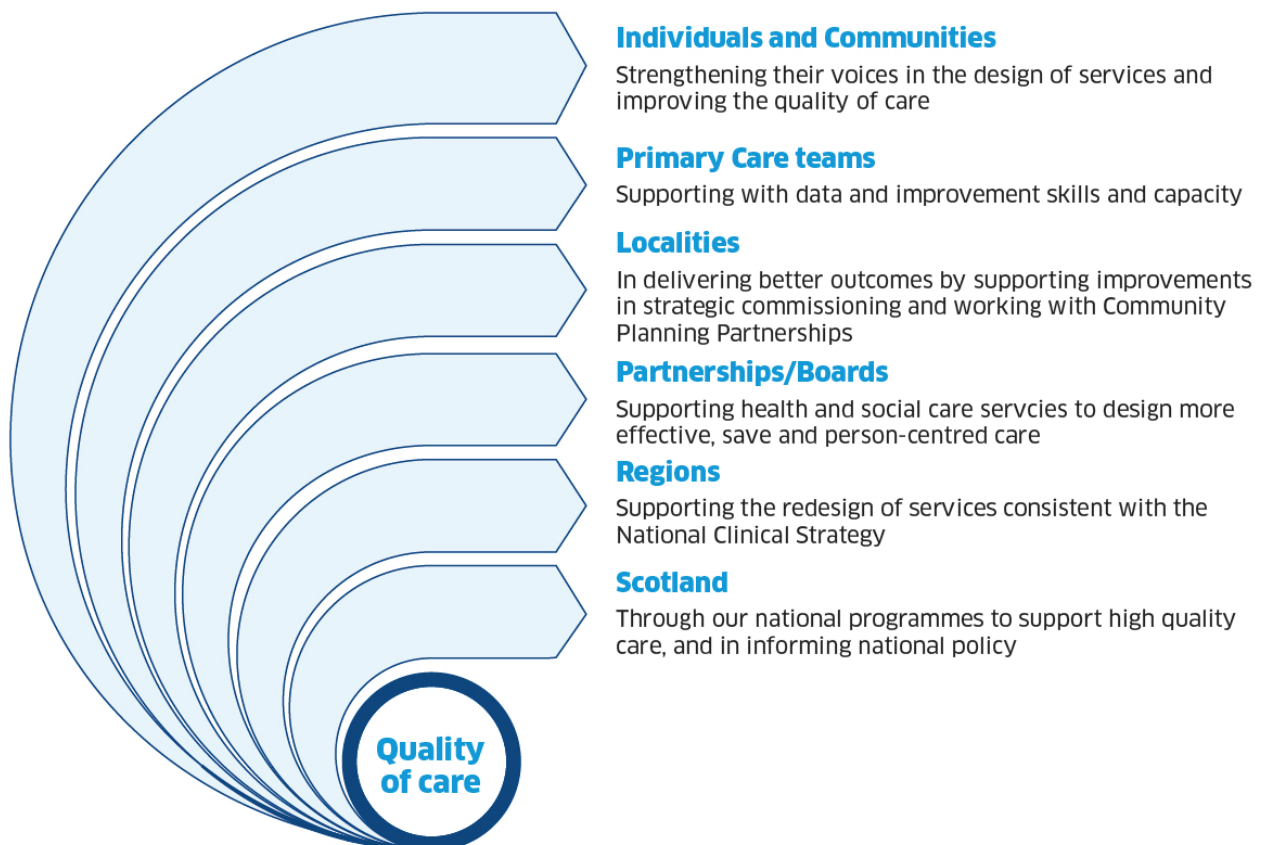
Our reach

We have extended our responsibilities to include supporting improvement in the quality of integrated health and social care services in Scotland. We have also enhanced our role in supporting people and communities to have a stronger and more consistent voice in sharing their experiences and help shape their health and social care services.

We work at every level in the health and social care system in Scotland which means we are well placed to identify common challenges across Scotland and to work with professionals, practitioners, the public and communities to make and share improvements.

By having a foothold in every level of the system, we are able to ensure that policy is informed by the experience of those in frontline service delivery and the people of Scotland, and help to turn policy into everyday practice.

To help us design and deliver our work, we work closely with the public and stakeholders from across Scotland, at six levels.



Our approach

A quality management system

Our strategic priorities will be delivered by using the following approach:
*Understand, Advise, Enable and Assure*¹.

We will develop how we use this approach throughout the delivery of our plan and ensure that we will engage and involve those providing services and those using services to fully understand what the issues are, and where we can best add value.

This approach in supporting the health and social care systems across Scotland will add value and make the necessary steps to deliver improvements against the nine health and wellbeing outcomes. We will focus on reducing harm, unwarranted variation and waste.

This whole approach will be underpinned and informed by evidence and data, and the involvement and views of the public and health and social care professionals.

Understand

We will ensure that we understand the context in which care is being delivered.

We will help to identify the barriers to improvement and the factors which will enable sustainable continuous improvement.

Assure

We will support organisations to conduct their own internal assurance to allow them to continuously improve.

We will conduct robust and independent assurance of the quality of care, with rigorous and systematic follow-up whenever necessary.



Advise

We will provide advice on the most up-to-date evidence from which to design high quality care.

We will provide intelligence on the quality of care, which can guide and inform best practice.

We will work with people to ensure that the design of services meet their needs.

Enable

We will use a range of approaches to enable service providers to design and implement high quality systems of care.

We will ensure meaningful approaches to engagement with those that need care.

¹ This reflects a distinctive approach by Healthcare Improvement Scotland and also captures the essence of the Juran Trilogy - linking quality improvement, quality control and quality planning in our single organisation.

Delivery and measurement of our strategy: 2017-2022

The resources required to deliver on the aims of this strategy on a sustainable basis have been identified and are set out in separate plans for our Workforce and Development and Finance. The sustainability of our finances and workforce are critical to the continued success of our work and these plans focus on making sure that the right resources are in place.

Our workforce is our biggest asset and we will focus on maximising the potential of all of our people to ensure that they are engaged, well informed and effective. These plans are available on our website.

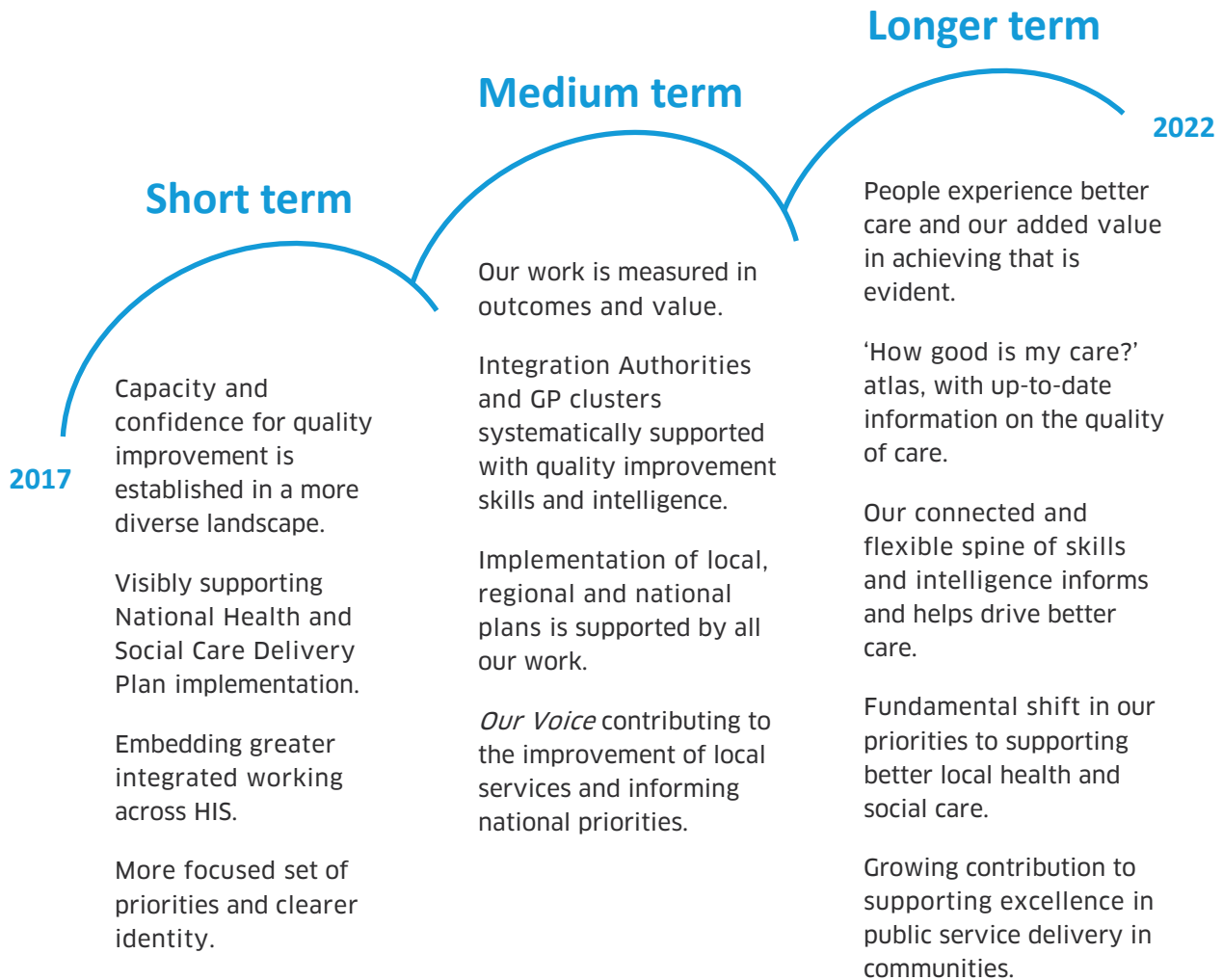
We will measure achievement of this strategy by using our evaluation framework. The framework is based on contribution analysis and shows the logical route to achieving the nine health and wellbeing outcomes in the longer term.

By 2022, we will have:

- established a stronger presence, in localities and communities, to do our work
- rebalanced our priorities with a greater focus on supporting improvements in health and social care services, which is tailored to help people to lead independent lives at home or closer to home
- strengthened the use of data and intelligence to provide earlier and more focused support to those delivering health and social care services
- created a broader approach to the assembly and dissemination of evidence to inform the design and delivery of health and social care
- provided a more comprehensive assessment of the quality of health and social care across Scotland, informing policy and priorities at a national, regional and local level, and
- embedded a network of effective and meaningful engagement through the *Our Voice* initiative, ensuring a fairer and more inclusive approach for people to influence and inform the design and provision of health and social care.

Strategic horizons

We have identified three strategic horizons which set out our ambitions over the course of delivering this strategy.



Our strategy map

Our aim

Better quality health and social care for everyone in Scotland

Our priorities

- Enable people to make informed decisions about their own care and treatment.
- Help health and social care organisations to redesign and continuously improve services.
- Provide evidence and share knowledge that enables people to get the best out of the services they use and helps services to improve.
- Provide and embed quality assurance that gives people confidence in the quality and sustainability of services and supports providers to improve.
- Make best use of all resources.

Our approach


- Understand the context in which care is being delivered and help to identify the barriers to improvement, and the factors which enable sustainable continuous improvement.
- Advise by providing intelligence on the quality of care which guides and informs best practice, and by working with people to ensure the design of services meets their needs.
- Enable service providers to build high quality systems of care, through a range of approaches, and ensure meaningful engagement with those that need care.
- Assure by supporting organisations to conduct their own internal assurance to allow them to continually improve and conduct robust and independent assurance of the quality of care, with rigorous and systematic follow-up wherever necessary.

Our values

- Care and compassion
- Dignity and respect
- Openness, honesty and responsibility
- Quality and teamwork

References

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