



2020/2021 ANNUAL REPORT

Activities & Achievements



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FOREWORD

Professor Alan Baird

Scottish Care Honorary President

I am delighted to have the opportunity to provide the opening remarks for this year's annual report. It is a report which reflects the most challenging of years for staff working across the nursing and social care sectors and I would therefore like to recognise and thank staff for the tremendous work undertaken in care homes and the community during the past eighteen months. It is work which is now beginning to receive the recognition which many of us in the sector have been seeking for many years. It is therefore vital that Scottish Care and many partners continue to work hard on behalf of all those who work tirelessly to care for our most vulnerable citizens.

I would also like to pay tribute to the work of Donald, Karen and the team at Scottish Care for the exceptional work undertaken in the early days and throughout the pandemic. Their voice made a massive impact and not only helped to protect residents and those supported in the community, but also the many staff across Scotland's diverse communities. As you will read in the report, staff have continued to provide regular support in many forms through a variety of communication tools and I have no doubt this network of support has helped to sustain individuals and organisations throughout the pandemic.

In such times it would have been all too easy to concentrate only on the pandemic, however the report highlights that Scottish Care has continued to work hard on key fronts including the Independent Review of Adult Social Care and technology and innovation. As President and Chair of the Care Home and Care at Home conferences, I witnessed how staff continued to support both online conferences and awards with excellent speakers, panel discussions and recognising the fantastic work of individuals and teams. I look forward to us all being together, face to face again next year. As we look ahead, we know there will be no shortage of challenges but as we reflect on the work of Scottish Care in the Annual report 2020/21, we can have confidence that as an organisation we are ready to meet whatever lies ahead.

1.1 BUSINESS SUMMARY

The voice of the independent care sector in Scotland

Scottish Care is the membership organisation and the representative body for independent social care providers in Scotland.

We represent just under 400 organisations - almost 900 individual services, delivering residential care, nursing care, day care, care at home and housing support services.

Membership covers both private and voluntary sector provider organisations.

It includes organisations of varying types and sizes, single providers, small and medium sized groups, national providers and not-for-profit voluntary organisations and associations.

Members deliver a wide range of registered services for older people and those who access care and support with long term conditions, learning disabilities, physical disabilities, dementia, or mental health needs.

The Scottish independent social care sector contributes to:



The employment of over
100,000 people

The employment of over
4,600 nurses



The provision of
72%
of care home places in
Scotland



The delivery of
55%
of home care hours for
older people

OUR VISION

To shape the environment in which care services can deliver and develop the high-quality care that people and communities deserve.

OUR AIM

Scottish Care is committed to supporting a quality orientated, independent sector that offers real choice and value for money.

OUR OBJECTIVES ARE:

- To develop a positive partnership with key stakeholders
- To support members in key areas of business and professional activity
- To effectively lobby, negotiate and represent the sector
- To support providers' ability to develop and deliver quality care services

To do this effectively, we are keen that the value of high-quality independent care services is understood by commissioners, partners, people who use services and their families. Within an integrated setting, providers need to be seen as part of the collaborative and co-production processes, contributing to the overall strategic direction of integrated health and social care services.

Care services must be fairly funded and resourced with public care service funding sustained at a level which meets the true cost of providing a safe and quality service for all, that allows the care sector workforce access to Fair Work conditions.



1.2 STRATEGIC PRIORITIES

MEMBERSHIP

Our membership feels supported

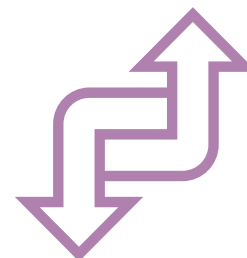


COMMUNICATIONS

The right messages get to the right people in a timely and interactive way

ADULT SOCIAL CARE REFORM (SUBSUMED INTO THE INDEPENDENT REVIEW OF ADULT SOCIAL CARE)

Scottish Care co-produces the reform programme



INTEGRATION

The independent sector is an equal partner



1.3 ADDITIONAL WORKSTREAMS

- COMMERCIAL 
- CONTRACTS & COMMISSIONING 
- PANDEMIC RESPONSE 
- FINANCE & STAFFING 
- NURSING 
- TECHNOLOGY & INNOVATION 
- WORKFORCE
(INCLUDING REGULATORY FORUM) 



1.4 ACHIEVEMENTS



Continued support to members, both nationally and locally via independent sector leads.

Increased support to members in pandemic through direct support, and influence at a strategic level on matters such as workforce and funding.



Continued use of IT systems such as Microsoft Teams to improve collaboration and communication, and the use of Zoom for surgery sessions and webinars.



Significantly increased communication and media presence, particularly around Covid response. Stakeholders also 'bought-in' to Scottish Care led initiatives such as homecare day. Collaboration with Health and Care Scotland including focus groups with members across Scotland.



Bi-weekly webinars responding to Covid-19, later replaced by weekly surgeries to respond to all member questions relating to the pandemic and social care.



70+

webinars held in partnership with decision-makers and partners on key issues including pandemic response and legal issues.



Reinstatement of Scottish Care and Care Inspectorate meetings.

Research grants:

- TEC Programme - Exploring future workforce roles in care at home; Introduction of digital care planning for care homes in D&G
- Care Futures - Pro Bono engagement design support with Studio Andthen
- UKRI – Scottish Care as a co-designer for Edinburgh University project 'The 'Healthy Working Lives'



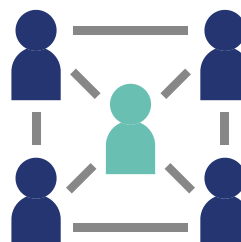
Revitalised Strategic Nursing Group working to transformation agenda and Workforce regulatory forum with Scottish Care and SSSC.



Maintained working relationships with Scottish Government, Local Government and Health and Social Care Partnerships (HSCP) and other stakeholders to influence policy e.g., on resource for the sector, including weekly Fair Work Group agenda meetings.



Sustained and developed better partnership working across HSCPs.



Quarterly bulletins, triweekly e-bulletin and monthly workforce matters e-bulletin.



University collaborations with University of the West of Scotland.

Release of following publications:

- A Vision for Technology and Digital in Social Care (August 2020)
- Independent Review of Adult Social Care: Scottish Care Priority Areas of Focus (September 2020)
- 'What If and Why Not?': Making the Future of Social Care A Reality (November 2020)
- 'What does a human right to social care look like?: A perspective for Scotland' in 2021 (January 2021)

Conferences:

- Homecare Festival (October 2020)
- Care at Home and Housing Support Awards 2020 (October 2020)
- Care Home Gathering (January 2021)

Timely processing of
Disclosure as Lead signatory.



Updated membership database.

Other events:

- Care Tech 3 (August 2020)
- Social care data forum series (August – December 2020)



13

surveys issued between
April 2020 - March 2021.

**Submission of 15 consultations:**

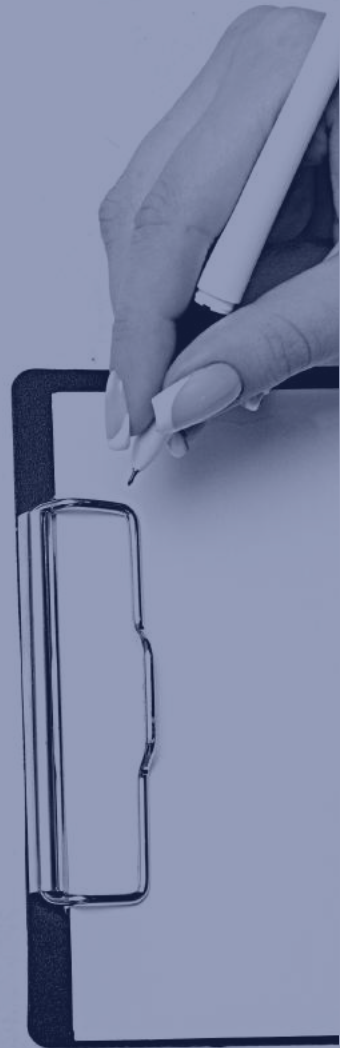
- Health & Sport Committee: Covid-19 Testing (May)
- Covid-19 Committee: Options for Refining or Reducing the Current Lockdown Arrangements (May)
- MAC: Call for Evidence SOL Research (June)
- Covid-19 Committee: The Care Homes Emergency Intervention Orders (Coronavirus) (Scotland) Regulations 2020 (July)
- Covid 19 Committee: The Social Care Staff Support Fund (Coronavirus) (Scotland) Regulations 2020 (July)
- Health & Sport Committee: How Well is the Care Inspectorate Fulfilling its Statutory Roles (August)
- Health & Sport Committee: How has Covid-19 Impacted on Care and Support at Home in Scotland (September)
- TEC Scotland: Draft Digital Approaches in Care Homes Action Plan (November)
- Scottish Government: A Consultation on the Digital Strategy for Scotland (December)
- Economy, Energy & Fair Work Committee: Procurement Reform (Scotland) Act 2014 – Post-Legislative Scrutiny (January)
- Public Audit and Post-legislative Scrutiny Committee: Leadership and workforce challenges - health and social care sectors (January)
- Public Petitions Committee: Consideration of Petition PE1841 Allow a designated visitor into care homes (January)
- Response to the Independent Review of Adult Social Care (February)
- About Dementia Manifesto Response (March)
- Scottish Government Net Zero Consultation (March)



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STRATEGIC PRIORITIES



MEMBERSHIP

AIMS AND OBJECTIVES

The top strategic priority for the Membership Support team is to have our membership feel supported. This is accomplished through:

- Building on current membership support infrastructure
- Reinforcing membership benefits
- Expanding awareness of membership support shared role and what this means for members
- Creating new data and analytics processes to showcase activity, gather insights, and become more efficient in outreach with members
- Developing reporting structure to share ongoing findings and insights, and solidifying the value of membership support to all providers

ACTIVITIES AND OUTCOMES

The role of Membership Support has been solidified through promoting ourselves to members as their advocates and working to provide a difference to them and the people who access our members for care and support.

Reinforcing awareness of and access to the membership support function, including the communications and tools available and how we help those providers within our existing membership base are just some parts of the role. With 771 care home members and 159 care at home/housing support members, we target members with information for their business needs through a wide range of approaches:



Weekly surgery sessions hosted by the CEO and National Director.

Members can ask questions about any relevant topic and sessions are recorded and made available within the Members-Only section of the Scottish Care website.

Themed webinars on issues that matter to members, hosted by key organisations, ranging from but not limited to: NHS Education for Scotland (NES), Public Health Scotland, NHS vaccination programmes, Care Inspectorate webinars, Royal College of Nursing (RCN) and nursing resources and support, insurance and more.



Specific membership support channels involving 1:1 support based on provider needs; outreach campaigns to all members for key initiatives; and partnering with Scottish Care's commercial group to create compelling membership benefits.

Scottish Care communications channels providing seasonal bulletins; monthly e-bulletins; e-mail newsflashes on high impact issues; social media messaging on Twitter and LinkedIn; and our Members-Only section of the Scottish Care website.



Liaising with and for members and with local councils, social work departments, health boards, HSCPs, regulatory bodies and other professional groups. Negotiating, representing, and providing conflict-resolution when needed especially as it has related to Covid-specific funding e.g., £500 bonus, under-occupancy payments etc.

Developing an inbound contact tracking model to better understand which members have been contacted when, how often, around which key topics and areas of support they have needed, and why. This model will quantify assumptions, identify insights and act upon them to create more transparency.



Combined, these initiatives help solidify what it means to be a Scottish Care member. We are seeing increased participation from Care Home, Care at Home and Housing Support providers across our communications channels in both the number of enquiries we receive from existing members, as well as those interested in joining. We will continue to build on these efforts.

MEMBERSHIP TESTIMONIAL

Baillieston Community Care was founded in 1992, and is a charitable organisation providing a range of services including care at home, housing support, short breaks and day services within Glasgow and the surrounding areas.

We became a member of Scottish Care in June 2011, and the support, guidance and advice we have been given during the last 10 years has enabled us to expand our organisation with confidence, ensuring that we continue to meet the needs and expectations of our diverse client group.

In the current challenging policy, procurement and fiscal climate, our organisation has made significant progress, and we can honestly say that being a member of Scottish Care has helped us achieve this. We have been involved in a number of projects with Scottish Care including Self Directed Support, Workforce Matters, SSSC Regulatory Forum, Dementia and Palliative Care, Technology Enabled Care and Human Rights. Being part of these projects has encouraged us to make radical and transformational changes to our core services, embedding a personalised, compassionate and rights-based approach to all we do.

I would like to take this opportunity to thank Scottish Care for everything they have done for us.

David Reilly
Chief Executive Officer

COMMUNICATIONS

AIMS AND OBJECTIVES

The main communications aim is to get the right messages to the right people in a timely and interactive way:

- To support member engagement with Scottish Care
- To ensure that relevant parties are aware of Scottish Care's work and messages as required
- To clarify communication purposes and improve use of communication tools
- To contribute to better internal and external information sharing

ACTIVITIES AND OUTCOMES

The main focus of 2020/2021 was to support members through the pandemic with regular communications and ensuring any urgent updates were shared promptly.

Several changes have been made to the Scottish Care website for a more user-friendly and efficient website journey experience. The Covid-19 pandemic meant that there was a need for more information to be communicated to members, hence a Covid-19 members' news area was created for members to look out for regular updates. An information area including useful resources and news was also created for the public on the homepage.

Other notable changes on the website included the creation of Covid-19 discussion boards. The forum for care homes has seen a particular increase in engagement with many members posting topics and answering each other's questions. Scottish Care colleagues have also started to use the discussion boards to post updates related to

their work and to answer member's questions. This is a great channel for colleagues to interact with members without the need to send out multiple emails.

The surge in information shared on our website meant that traffic has dramatically increased over the past year:

The number of users signed up to the members' area has increased by

74.6%

The website saw

80,337

visits, up from 19,603 from the previous year

The use of care homes members area has increased by

105%

The use of care at home members area has increased by

405%



Scottish Care's media presence has also increased - the first 3 months of the pandemic saw daily media enquiries, with our CEO and National Director being engaged with interviews frequently on topics such as care home visiting, PPE, Covid-19 testing, and vaccinations.

Most of the media enquiries were to identify care home staff, managers, residents, or relatives for interviewing or filming. We supported this where possible, whilst offering support and guidance to members who chose to participate in press activities. As providers were experiencing increased media interest during Covid-19, we developed a [Media Toolkit](#) to offer members advice on handling media enquiries.

A [Good News Story area](#) was then developed on the website with the aim of gathering positive stories from the social care sector to try to balance against many negative stories in the media about care homes and social care.

Additionally, awareness-raising events like Care Home Day and Homecare Day played a part in promoting positivity within the sector. These are online events on Twitter to encourage providers, staff, individuals and partners to share positive stories about the care home and homecare sector.

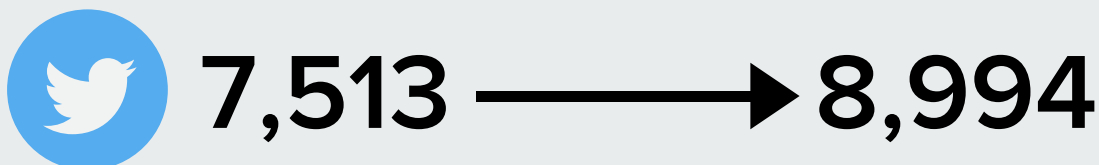


#carehomeday20
trended at number
2 in Scotland, with
1,424,644
impressions

#homecareday20
gained
1,345,996
impressions

Furthermore, our presence on social media has increased in terms of followers and engagement:

Twitter followers:



LinkedIn followers:



The pandemic meant that our usual conferences and events had to be held online via HopIn. Pre and post-event communications were vital to ensure that delegates and speakers were able to access the event platform and explore aspects such as exhibitors and networking.

Moving forward, it is important that Scottish Care communications are as comprehensive as it has been for the last year - ensuring that members are getting the right messages at the right time.

PARTNERS FOR INTEGRATION

AIMS AND OBJECTIVES

Partners for Integration (Pfi) is a national network of development staff with wide-ranging backgrounds who work to ensure the effective integration of independent sector agencies within HSCPs. They build on experience, knowledge, and relationships to support providers and partners to meet the opportunities and challenges ahead, which has been no more important than in this time of pandemic response and recovery. Key aims include:

- Engaging with and building the capacity of the independent sector to contribute to the integration of health and social care
- Creating the conditions for partnership working
- Contributing to strategic and locality planning
- Developing models of support and enabling access to resources in the independent sector

ACTIVITIES AND OUTCOMES

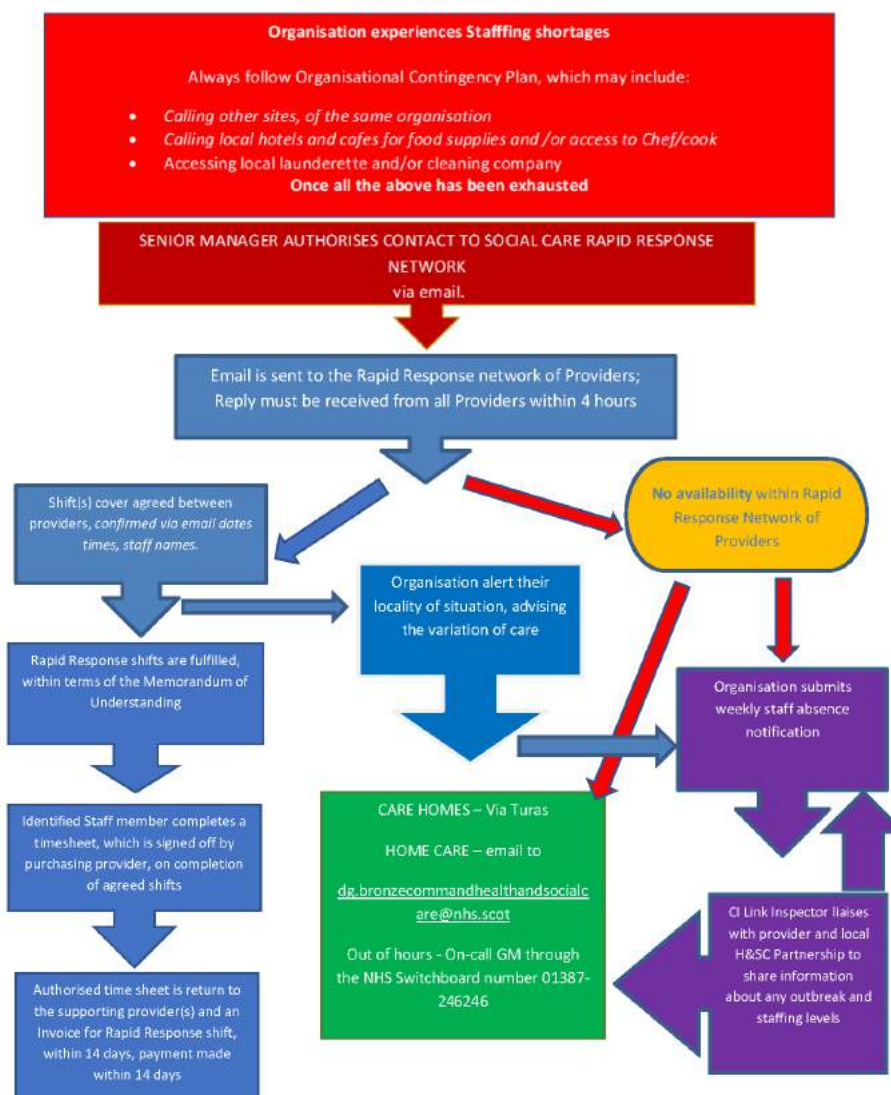
Pfi has achieved significant improvements across Scotland towards key Government objectives by embedding an integrated approach and making significant savings for HSCPs and improving outcomes for people accessing care and support in particularly difficult circumstances. National leads have access to intelligence from local frontline level to Integrated Joint Board (IJB) level, placing them in a unique position to contribute to effective and strategic improvement. Leads work with providers and experts, enabling them to engage and represent the sector with the ability and capacity to access local knowledge.

CASE STUDY

RAPID RESPONSE NETWORK

In Dumfries and Galloway, increased absence brought about by shielding, self-isolation or sickness as a result of Covid-19 meant there were challenges in delivering care and support. Recognising that guidance set out by COSLA and the Scottish Government in December 2020 supported the 'Potential for staff to deliver another service/support temporarily' - a short life working group was established with partners to investigate this. Consequently, Scottish Care developed an SBAR (Situation, Background, Assessment, Recommendation) and engaged with individuals and organisations both at a local and a national level.

ACCESSING HEALTH & SOCIAL CARE STAFF DURING COVID-19



KEY OUTCOMES:

A team of social care staff will be established to work efficiently and effectively to deliver support for providers across Dumfries & Galloway during times of emergency situations, for example, pandemics, outbreaks, or severe weather conditions.

Potential for the SBAR model to be developed to provide support

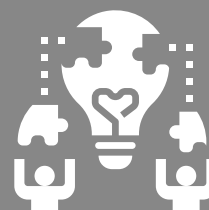


Improving the public profile of social care, the HSCP, and driving transformational change.

Strengthening and establishing a solid regional network across the social care sector

Delivering social care services within the area by ensuring no individual, even during extreme circumstances, will be left without a provision of basic care and therefore ensuring human rights are met.

Learning from lived experiences and delivering best practice



GOOD PRACTICE

The Pfl team has been involved in various initiatives to ensure provider wellbeing is maintained. In East Ayrshire, the ISL (alongside other stakeholders) has been particularly innovative in their approach to ensure staff wellbeing.

Over the Christmas period, departments in one [East Ayrshire] council had volunteers come together to make up mindful bags for every care home staff member in the area. These bags had a selection of items, including personalised messages and a hand-painted pebble to virtually 'wrap' arms around every care home and to let individuals know how much they were valued. Gifts were delivered on the same day that the Vibrant Communities department held a virtual Christmas tea dance with invites extended to all care homes to participate. The event was opened by HRH Prince Charles who gave special thanks to everyone, and the First Minister also acknowledged the work that they had done and continued to do.

ADULT SOCIAL CARE REFORM

(subsumed into the Independent Review of Adult Social Care)

AIMS AND OBJECTIVES

Scottish Care co-produces the reform programme.

ACTIVITIES AND OUTCOMES

As the pandemic hit, all work on adult social care reform was dropped and focus was rightly shifted to pandemic response for the sector. However, this needs to coalesce around a shared vision exposed longstanding weakness in the system. This resulted in an [Independent Review of Adult Social Care](#) led by Derek Feeley, former Director General for Health and Social Care and Chief Executive of the National Health Service (NHS) in Scotland. The core remit of the review was to recommend improvements to adult social care in Scotland.

Scottish Care had already embarked on a project called '[Collective Care Futures](#)' the results of which were used to inform a [submission](#) to the review team. In addition, Scottish Care hosted a series of virtual meetings between members and the review team.

The resulting report recognises the value in social care and calls for the creation of a National Care Service. Scottish Care welcomes the coming work collaborating with key stakeholders to realise this vision. This pivotal point in social care history will become a key priority for the coming year(s).



ADDITIONAL WORKSTREAMS

COMMERCIAL

AIMS AND OBJECTIVES

The Sales, Marketing and Events role includes the management of Scottish Care commercial activities and external supplier relationships, including:

- Event sponsorships, exhibitor booths, and award sponsors
- Increasing membership benefits available through external supplier relationships
- Supporting members to access supplier benefits exclusive to Scottish Care
- Preferred Supplier agreements, both existing and new
- Legal Resources Select Group agreements
- Advertising opportunities within Scottish Care communications
- Increasing revenue streams and exploring new opportunities for engagement

ACTIVITIES AND OUTCOMES

There are a variety of key activities which help us to support members, partner organisations and people who access care and support:

We work with a number of carefully selected Preferred Suppliers to bring our members benefits including discounted pricing and exclusive offers, in addition to support and experience across a range of business categories.

Members are provided with a list of carefully selected organisations who are engaged and active within the social care sector in Scotland. Preferred Suppliers support Scottish Care in a variety of ways too - over recent months, many organisations have expanded their services, or indeed adapted to support social care, and new opportunities for collaboration with Scottish Care will continue to benefit the sector.

This year, we have significantly increased the number of Preferred Supplier agreements and will continue to develop this area further.

Our Legal Resources Select Group has been introduced this year and we are delighted to have the support of carefully selected legal firms throughout Scotland. Legal teams have shared their expertise with Scottish Care and our members on several key issues impacting the sector and continue to provide support as required.

Scottish Care events have always been key to allow us to connect and share experiences, recognise and raise awareness of our vital sector and explore new innovations and opportunities for the future. Over the past year, we have successfully hosted each of our events virtually, and these have been very well supported by members, partners and suppliers.

Our annual Care Home Awards and Care at Home and Housing Support Awards are a wonderful opportunity to celebrate the fantastic individuals, teams, service users and providers in the social care sector in Scotland. Awards ceremonies have moved to an online platform this year, and we continue to recognise the achievements of those working in social care, and those receiving support.

New opportunities for engagement between our members and suppliers have been introduced this year, including:

- Preferred Supplier webinars
- Regular Preferred Supplier updates
- Sharing of information via the Members Area of the website
- New ways of networking during virtual events

GOOD PRACTICE

Throughout the pandemic, the Scottish Care team continued to support wherever possible with new challenges and issues impacting our social care sector. Our team worked closely with a local distillery to help them launch production of hand sanitiser during the early stages of the pandemic when supply was particularly scarce. Colleagues supported this project in a variety of ways from the early stages, and the success provided the opportunity for distilleries across the country to begin essential production of hand sanitisers during this crucial time.

CONTRACTS & COMMISSIONING

ACTIVITIES AND OUTCOMES

Contracts and Commissioning is one of Scottish Care's key workstreams as it has significant impact upon provider's ability to deliver continued quality care and support and to offer Fair Work conditions to their employees. In the last year we have:

- Met regularly with Scotland Excel and COSLA on the National Care Home contract. This work is supported by a working group of Scottish Care Members.
- Raised issues around the National Procurement Framework with Scotland Excel
- Worked with Scottish Government on support for Covid costs (see Pandemic Response below).
- Implemented a Business Sustainability and Investment working group to be more proactive on issues.
- Contributed to the Fair Work Group to create better conditions for staff in the social care sector. This work is ongoing and will include rate of pay, terms and conditions, zero hours contracts, and effective voice.



PANDEMIC RESPONSE

ACTIVITIES AND OUTCOMES

This year has undoubtedly been the worst that the social care sector has ever experienced. The Covid-19 virus led to significant restrictions on the way that care and support is delivered and Scottish Care has shared in and adapted to new circumstances, walking alongside our members and their staff on the frontline and changing our workplans and activity.

In the early days, we experienced a shift to a collegiate model, coalescing around the shared vision of pandemic response. This led to troubleshooting at senior level with colleagues across the government, statutory and other sectors. A key example of this is response to PPE shortages, where we:

- Supported consortium purchasing of PPE by a group of providers.
- Created a PPE section on the members area of our website which our Events, Sales and Marketing Officer updated on a weekly basis re supply and cost.
- Lobbied government and subsequently worked with National Services Scotland (NSS) to establish a system for the delivery of PPE to providers.
- Diverted the production of alcohol to hand sanitiser by distilleries on the back of a call out on LinkedIn which was responded to by colleagues from our network with the Institute of Directors.

We transitioned from quarterly national meetings to a weekly surgery format to reflect the pace of change and allow for regular contact with members. Our membership support function and our ISLs became a lifeline for members, helping them to navigate their way through the many changes. Nationally we worked with partners to influence policy and guidance ensuring where possible that it was fit for purpose and working with people new to the sector to keep them informed on rapid changes.

Latterly, as oversight and assurance practices were introduced, in some places this became less about support and more of an experience of scrutiny and blame led by people inexperienced in the rights-based approach to social care as outlined in the Health and Social Care Standards. This was furthered by the call for an investigation into care home deaths – Operation Koper. As a result, the system began to shut down and in the worst cases staff lost autonomy and became afraid to make decisions in case they were called to court. Many skilled and experienced care managers felt pushed to leave the sector whilst carrying the guilt of leaving colleagues behind.

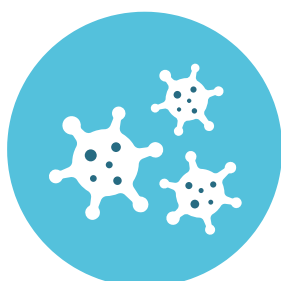
Support to the social care workforce has been critical throughout the pandemic. More information is detailed in the Workforce Matters section.

Scottish Care also responded by providing pastoral support and working to promote a rights-based approach to the delivery of care and support within the context of pandemic response.

We found ourselves at the scrutiny of politicians and the media and addressed this through knowledge mobilisation from the sector, focusing on evidence and experience and raising this through appropriate channels. We increased our media presence during this time.

A considerable proportion of our time was also spent on the financial sustainability of the sector to ensure continuity of care by:

- Working with COSLA, Chief Finance Officers and the Scottish Government to introduce systems of financial support.
- Directly supporting provides to navigate the system.
- Collating numerous opportunities to explore funding and posting on our website.
- Hosting webinars to support members through the process and offer opportunity for Q&A.



TRANSFORMING WORKFORCE (NURSING)

AIMS AND OBJECTIVES

The nursing workstream aims to highlight the significant role care home nursing provides in the wider community and ensure investment into the social care sector to ensure a sustainable future. Key objectives include:

- Working in collaboration with authorities and key partners to develop and cultivate the conditions, space, and support for people to learn in care organisations to enable providers to build nursing and care workforce capacity and leadership.
- Promoting awareness of social care nursing and highlighting it as a positive career choice.
- That independent sector workforce research evidence positively influences the development of social care workforce policy that supports providers to recruit and retain a compassionate, qualified workforce.

ACTIVITIES AND OUTCOMES

Social care nursing has been at the centre of the pandemic, with care homes being responsible for many considered to be at considerable risk from Covid-19. This required our staff to be at the forefront of delivering safe, effective, quality care under the most challenging circumstances.

Prioritising staff health and wellbeing and valuing the safety-critical role they provide to continue to attract nurses into the sector remains a key priority.

To address staff burnout and the large vacancies, Scottish Care has:

- Continued to call for nursing staff in the independent sector to have parity with colleagues from NHS to ensure that resources to support our staff in their roles are made available through the provision of relevant guidance, updates, and resources.
- Lobbied for change in relation to fair pay and for a well workforce to play a significant role in the health and social care workforce plan.
- Celebrated nurses during 'International Year of the Nurse and Midwife' to ensure staff felt valued and supported. We encouraged staff to 'take T break' at the end of that week, where the letter 'T' stood for 'thank you' to all staff.
- Published monthly nursing blogs around several topics, such as leadership, student nursing, recruitment, wellbeing, and workforce issues.

Further, we are working across various workstreams:



With Nursing, Midwifery and Health Professions (NMaHP) Perioperative Education and Development site to ensure social care nursing is part of the future nurse experience, increasing the number of student placements in social care.

With universities to ensure curriculum for pre- and post-registrations are reflective and inclusive of the sector. Promoting upskilling dementia courses for staff.



With NES to fund post-registration courses for care staff (such as the Integrated Community Graduate Diploma).

For parity of access to learning and development opportunities and resources to ensure staff have the skills to deliver safe effective care.



Supporting pilots to promote and implement the use of digital and technology to provide nurses with access to medical cover to ensure prompt decision-making through the use of apps (such as the CHAT TOOL).

Provided clinical and nurse-based webinars on safe effective care, Infection Prevention Control (IPC) and contributed to the steering and implementation of the safety huddle tool to provide safety and oversight within care homes.





Hosting the Scottish Care strategic nursing group which brings together internal and external strategic nursing leads enabling partnership working.

Worked with NHS staff around the production and implementation of a new national Infection Prevention Control Manual for care homes across Scotland.



Worked with Scottish government to ensure access to a free flu vaccine for care staff.

Promoted access to nursing and return to practice programmes.



Involvement in research studies spanning topics such the use of antibiotics, analgesia and workforce data and planning.



TECHNOLOGY AND INNOVATION

AIMS AND OBJECTIVES

The role aims to support the strategic priorities of Scottish Care through the lens of technology and digital innovation to:

- Explore how technology can enable integration.
- Develop a technology-enabled and confident workforce.
- Enable members to be engaged in technology and digital innovation opportunities.
- Understand how technology can be embedded to support adult social care reform.

The role supports the strategic leadership of Scottish Care in shaping, driving, and embedding a human rights-based approach to technology and digital innovation and works collaboratively in partnership with other organisations across the UK. It provides strategic input to activities of the TEC programme and represents Scottish Care on several Scottish Government technology and digital working groups and additionally the role aims to support engagement and profile of technology and digital in social care through thought leadership publications, participation in and design of events, and engaging with industry partners, academics, and innovation centres.

ACTIVITIES AND OUTCOMES

The role has enabled perspectives of members to be visible and provide evidence/expertise to underpin future developments. For example, the opportunity to inform the care homes digital action plan, the digital health and care strategy refresh and through engagement in the Collective Care Future programme which has led to key publications to inform the Independent Review of Adult Social Care. The role has

provided opportunities for members to engage in and benefit from projects/initiatives related to technology and digital such as vCreate (pilot video diary service), digital inclusion (testing devices) and the Open Ambient Assisted Living project (exploring robotic technology).

The role also secured funding to explore 'Future Workforce Roles' in care at home and 'Digital Care Planning and Care Home Data Sharing' which will be key projects in 2021-22. The activities of the role have also led to increased partnership and collaborative working with academia, representative organisations, industry partners, HSCPs and organisations such as the Digital Health and Care Innovation Centre.

The human rights focus across all activities of the role has also facilitated and emphasised the importance of choice in terms of engagement with services via technology or digital. Reinforcing the importance of engaging people in the process of developing technology or digital enabled services and forms of support continues to be crucial to promoting the Scottish Care vision for technology and digital in social care and ensure people who access support can have choice to experience care and support through digital.

Stakeholders engaged:



150+

Providers; workforce; partners; people accessing support; families; academics; industry; policy leads

Sector engagement:

The role of digital for resident wellbeing (June 2020)
Technology Advisory Group (Ongoing) Data Forum
(November 20 - January 21)

Scottish Care Representation:

Digital Approaches
in Social Care

Silver Command
Applications & Systems

Connecting care homes
working group

GOOD PRACTICE

Through supporting the Learning and Sharing Network for care homes who have received iPads as part of the Connecting Scotland's Care Homes initiative, we have heard many positive stories related to intergenerational activity with residents and children sharing letters, residents being able to video call family overseas, and using apps to play weekly game of chess with a family member when visiting was not possible. These are just a few examples and as part of the Learning and Sharing Network we are also able to build an experienced-based repository of websites, apps and uses of the devices based on how residents and staff experience.

WORKFORCE MATTERS

AIMS AND OBJECTIVES

The Workforce Matters project is responsible for representing the social care workforce, highlighting the complexities of their work and widely promote them as highly skilled workers. It is important that the voice of the frontline worker is listened to, and their experiences recorded so that this qualitative evidence can be discussed with Scottish Government and other key social care stakeholders to influence policy decisions.

For staff and employers to access appropriate funding for learning and development opportunities and to obtain qualifications for registration it is vital that the Scottish Government and funding bodies receive accurate information around the workforce, their current skills, abilities and their future learning needs. We help provide this information through:

- Collating data through various workforce groups and forums
- Research collected via focus groups, workshops, interviews and surveys sent to the workforce
- Summarising data in reports for Scottish Government and the wider social care sector to assist with identifying areas for improvement, skill gaps and how to better support care organisations to deliver high quality care and support services.

Workforce Matters embeds integration between health and social care to gain parity between workforces where possible and to facilitate cross-sectoral learning. Increased partnership working over the pandemic has required multi-disciplinary approaches to working in HSCPs and organisations.

Workforce Matters works collaboratively with regulatory bodies including the Scottish Social Services Council (SSSC), the Care Inspectorate and other key social care stakeholders. This work is ongoing and assists the quality improvement of care services.

The role aims to support successful recruitment and retention of social care staff by promoting social care employment as a positive career choice, encouraging others into the sector by creating clear pathways into social care, and demonstrating the opportunities available to staff and care organisations.

The three main strategic aims of the Workforce Matters project are:

- Increase provider engagement by using technology to hold workforce meetings with focus on topics specific to care providers and care services for accurate representation
- Develop workforce planning to maximise student intake to HEI's, improve links to increase student placements and review of recruitment process to reduce barriers to individuals entering the sector.
- Support workforce upskilling and placing staff are at the centre of future care delivery planning, promote leadership at all staff levels and develop connections to ensure equal access of [cross] training learning between health and social care sectors.

ACTIVITIES AND OUTCOMES

Many care providers feel they are represented by Scottish Care which gives them a voice to discuss and challenge decisions being made for the sector. Methods to voice their concerns include the Scottish Care workforce regulatory forum group which has seen an increase in membership since the pandemic began; providers were able to raise issues they were experiencing particularly with the introduction of new guidance and systems including staff testing. The group was separated to allow for one dedicated to care home providers and another for care at home which has enabled a greater focus on the different challenges being faced by each care setting.

Ongoing collaboration with partner organisations such as CCPS, workforce unions and statutory services ensures that the experiences of our members are in line with social care organisations in different sectors whilst addressing any challenges in an integrated manner. Working collaboratively ensures that people who access care and support receive continuity in their care services and that their specific needs are addressed in a timely and appropriate manner.

We have seen an increase in the opportunities for engagement with social care policy makers, thus improving the collaboration between HSCPs, demonstrated by the request for nominations from care organisations to have a representative attend different sub-groups. This has helped ensure that measures being implemented within social care services do assist with protecting the workforce and keeping individuals receiving care and support services safe.

Workforce Matters will continue to represent members and the independent and third social care sector through important workforce groups in the future. We look forward to working collaboratively with the whole health and social care sector to effectively plan for the future of social care workforce and to make the provision of social care services robust and person-led to ensure a high standard of care and support delivery.

GOOD PRACTICE

The project has worked closely with care providers and the regulatory bodies to create measures to reduce pressures on staff and organisations where possible and to support the workforce to continue to deliver safe care and support services. Some of these measures included:



Regulatory bodies to make adjustments to some of the safer staffing requirements to enable quicker recruitment of staff.

Disclosure Scotland created a bespoke Covid channel for social care application forms for positions and waived the PVG fee to facilitate individuals being recruited quicker.



Workstreams we have been involved in include:

- Secondment opportunity for someone from a care home and someone from care at home to join the group reviewing the IPC-SIPCEP module. This paid secondment for a short period of time will ensure that the resource produced is aimed at the social care workforce in addition to health colleagues. IPC measures are becoming more standardised, with NES learning resources are widely available and free for care providers to use when training their social care staff.

- National Workforce Planning Group: as part of developing the next iteration of the Integrated Workforce Plan, we joined a sub-group developing the interim workforce planning template for all HSCPs, highlighting the importance of having a section contained within these plans detailing the partnerships' engagement with independent and third sector organisations. This was to ensure greater collaboration and transparency between local authorities, health boards and care provider organisations and more efficiency within social care systems. There is also an increased role for digital platforms to reduce duplication of work in recording staff information and to assist workforce planning and scoping of learning needs.
- Wellbeing Champions Network: we were involved in the development of the Promis wellbeing website and members contributed wellbeing videos to this, which discussed the impact of Covid-19 on front line workers as there is a lot of recognition of the impact of wellbeing on staff retention, attendance levels and quality of care being delivered. Ongoing workstreams are looking to create appropriate support measures for staff within challenging circumstances to facilitate and support their wellbeing.
- Workforce Matters is a co-designer with Edinburgh University and has been awarded funding from the UKRI research grants. The 'Healthy Working Lives' project will focus on what measures and support can be developed to address the challenges in recruitment, retention and enhancement of the health and wellbeing of older workers in social care.
- National Trauma Programme: through the wellbeing champion network, we are now sharing the learning and development resources with the social care workforce and how this can be embedded into their roles. The pandemic has highlighted the need for social care staff training and for them to be trauma informed. This can increase their wellbeing and create support for staff in caring roles, particularly those working in palliative and end of life care.





UNLIKE NO OTHER

Dr Donald Macaskill

CEO, Scottish Care

As you read this Annual Report like me, I am sure you are struck by the awareness that this last year has been a year unlike any other. As an organisation Scottish Care has been at the heart of our nation's pandemic response through the work of our members in providing direct care and support, in protecting our citizens and in advocating for appropriate support and intervention. I hardly need to say that this has been immensely challenging, stretching of our capacity and draining the energies especially of those who have been at the frontline in supporting our member organisations.

Nevertheless, a reading of this report will evidence that in a crisis people of ability and ingenuity, of creativity and innovation, rise to the challenge. Whether that be in our workforce programme in social care and nursing, in fostering technological and digital innovation, in addressing major policy and practice challenges, and fundamentally in supporting our membership at local level through our invaluable Independent Sector Leads and membership teams, Scottish Care staff have been the backbone of our organisational response to the pandemic.

We end the year aware of the ongoing and continual challenges posed not just by the pandemic but by the effects this has had on both ourselves as a membership organisation and on our member bodies. We are aware of the impact that restricted funding has had on us and are positively seeking to diversify our income streams so that we remain robust as an organisation. But with that awareness of challenge comes the desire to ensure not only robust governance and appropriate caution in these uncertain days, but a strong determination as a Board of Directors, leadership team and staff group, to ensure that the strong partnership work developed in the last year is built upon, that the organisation continues to be the voice of adult social care for older people, and that we robustly contribute to the formation of a future yet uncertain.

The next year may indeed be equally another like no other but Scottish Care will continue to be on the frontline promoting and protecting the human rights and dignity of all who work in and access social care support through our member bodies.

Thank you for reading this report and please continue to support us by staying connected with what we are doing both through our social media platforms and our website.



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