



# 2021/2022 ANNUAL REPORT

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Activities & Achievements



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[www.scottishcare.org](http://www.scottishcare.org)

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25 Barns St, Ayr



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# FOREWORD

**Professor Alan Baird**

Scottish Care Honorary President

It gives me great pleasure to provide the opening statement for this year's annual report.

It was another challenging year, with Covid-19 continuing to have a serious impact on both care home and care at home sectors for residents, service users, their families as well as nursing and social care staff. Social care staff have continued to place the needs of care home residents and those supported at home at the heart of their responsibilities. I would like to thank everyone for their continuing dedication to ensuring the needs of our most vulnerable citizens are met.

Scottish Care continues to be superbly led by Chief Executive, Donald Macaskill, Deputy Chief Executive, Karen Hedge and the whole team at Scottish Care. I thank all in the organisation for the sustained hard work undertaken to support members often on a regular basis and to continue to develop learning through a range of online events throughout the year. There can be little doubt that the excellent communication provided has helped support and sustain members at a time of crisis. Unfortunately, our national conferences could not take place during 2021. However, we continued to recognise the extraordinary skills and dedication of staff online with the help of the irrepressible Michelle McManus.

As we move forward, attention will turn to the public inquiry on care homes, more detailed proposals in relation to the National Care Service and the immediate and critical challenges of recruitment and retention facing both social care and nursing professionals. We can be confident that whatever lies ahead, our leadership, strong and articulate voice as well as a resolve to place the needs of our staff in supporting the most vulnerable at the forefront of what we do, Scottish Care is well positioned to influence the much-needed changes in the sector.



# 1.1 BUSINESS SUMMARY

The voice of the independent care sector in Scotland

Scottish Care is a charity and registered with OSCR. It is the membership organisation and the representative body for independent social care providers in Scotland.

We represent just over 400 organisations - around 970 individual services, delivering residential care, nursing care, day care, care at home and housing support services.

Membership covers private, voluntary sector and employee-owned 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. We work with members and stakeholders across the social care landscape, with the aim of creating the conditions for sustainable human-rights based care and support and in doing so, meet our charitable purpose.

The Scottish independent social care sector contributes to:



The employment of over  
**104,000** people

The employment of approximately

**4,530** nurses



The provision of  
**89%**  
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

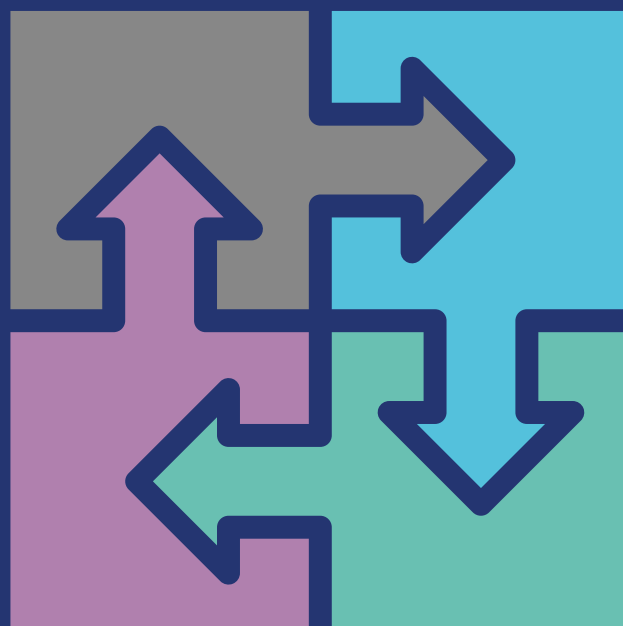
Scottish Care is committed to supporting a quality orientated, independent sector that offers real choice and value for money.

## 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.*



### INTEGRATION

*The independent sector is an equal partner.*



### WORKFORCE

*Representing the voice of the social care workforce.*

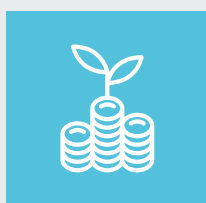


### NATIONAL CARE SERVICE

*Scottish Care co-produces the programme for reform in line with Social Care futures.*



## 1.3 ADDITIONAL WORKSTREAMS



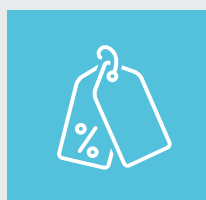
**Business Sustainability  
& Investment**



**Care Inspectorate Joint  
Working Group**



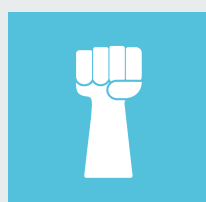
**Climate Change Action**



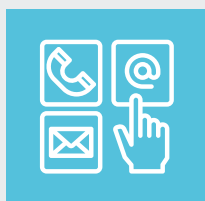
**Commercial**



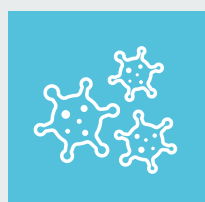
**Finance & Staffing**



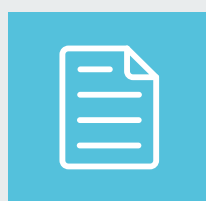
**Human Rights**



**Communications**



**Pandemic Response &  
Recovery**



**Policy & Research**



**Technology & Digital  
Innovation**



**Transforming  
Workforce (Nursing)**



## 1.4 ACHIEVEMENTS



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



Continued use of IT systems such as Microsoft Teams to improve collaboration and communication.



Increased support to members in pandemic through direct support, and influence at a strategic level.



Significantly increased communication and media presence, particularly around Covid-19 response and sector sustainability related to workforce and financials.



Weekly surgeries for members, alternating care home and care at home and housing support, to respond to all member questions.

# 30+

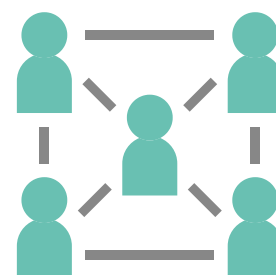
webinars held in partnership with decision-makers and partners on key issues including pandemic response and legal issues.



#### 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'
- Bounce Back Better: Bespoke HR & Recruitment support Grant
- Digital Social Care Impact

Progressing working relationships with Scottish Government, Local Government and Health and Social Care Partnerships (HSCP) and other stakeholders to influence policy e.g. on resources 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:

**UWS** UNIVERSITY OF THE WEST of SCOTLAND



THE UNIVERSITY of EDINBURGH

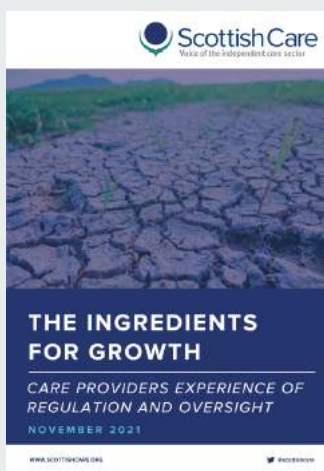
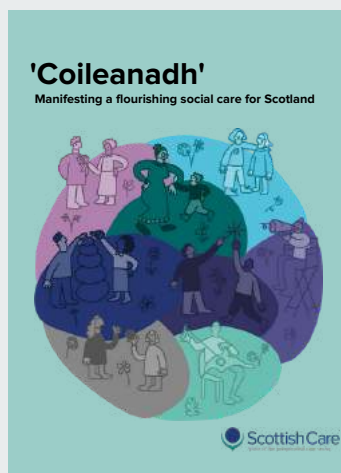
UNIVERSITY of STIRLING



UNIVERSITY of BIRMINGHAM

## Release of following publications:

- 'Scottish Care Manifesto' (April 2021)
- 'Coileanadh - Manifesting a flourishing social care for Scotland' (May 2021)
- 'Seeing the diamond in social care data: a human rights-based perspective on creating value in social care data' (June 2021)
- 'A look into the future – achieving the nursing vision: Independent Sector Nursing Data 2021' (June 2021)
- 'Time for Change: Conceptualising a National Care Framework' (July 2021)
- 'Workforce Recruitment & Retention Interim Report' (September 2021)
- 'The Ingredients for Growth: Care Providers Experience of Regulation & Assurance' (November 2021)
- 'Climate Action & the Social Care Collective Series Report' (December 2021)



**Conferences and Awards:**

- Care Home Awards 2020 (May 2021)
- Homecare Festival (June 2021)
- Care at Home & Housing Support Awards 2021 (June 2021)

**Other events:**

- Care Tech 4 event (August 2021)
- Climate Change and Social Care Collective Roundtable Series (in partnership with the ALLIANCE) (July - October 2021)



Timely processing of Disclosure as Lead signatory.



Updated membership database.

12

surveys issued between April 2021 - March 2022.

**Submission of 9 consultations:**

# 2021

- Scottish Government Consultation: Heat in Buildings Strategy – Achieving Net Zero Emissions (April)
- Scottish Government Adult Support and Protection (Scotland) Act 2007: Updated Code of Practice and Guidance for Adult Protection Committees (September)
- Covid-19 Inquiry Aims and Principles (September)
- Scottish Fire and Rescue – Automatic Fire Alarms Consultation (October)
- Migration Advisory Committee – The impact of the ending of freedom of movement on the adult social care sector (October)
- Anne's Law Consultation (November)
- Assisted Dying Bill Consultation (December)
- UK Bereavement Commission (December)

# 2022

- Right to Food Bill Proposal by Rhonda Grant MSP (February)



A blue-tinted photograph of a person's hand writing in a notebook on a desk. A laptop and a smartphone are also visible on the desk.

# STRATEGIC PRIORITIES

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# MEMBERSHIP

## ACTIVITIES & OUTPUTS

Membership Support offers a range of activities to help support our membership base from:

- Solidifying the goal of providing our members exactly what they need from Scottish Care; advocating for them on issues that impact them at a national level, with governing bodies & local authorities; also identifying new/different resources they need.
- Reviewing current communications channels for relevance and impact, creating new channels to encompass specific member audience's needs; expanding our reach so members understand the value we offer.
- Continuing data analysis on how we interact with our members, what themes arise on consistent basis, which providers utilise our resources and where we need to make inroads with members who are not taking advantage of our services.

## OUTCOMES & IMPACT

The outcomes of our membership support efforts have been demonstrated as follows:

### Greater understanding of and engagement with member benefits:



Expansion of webinar series with regulatory bodies (Care Inspectorate, Scottish Government, Disclosure Scotland, NHS) and Preferred Suppliers topics (energy brokerage advice, digital planning, recruitment & staffing).



Growth of new resources from membership drop-in sessions to 2x monthly emails distributed to Executive, National and Independent Sector Lead (ISL) Teams, outlining strategic and tactical updates across the organisation.



Negotiated with UK-wide Blue Light Card Scheme to partner with Scottish Care Inspectorate as regulatory body for the sector. As of Nov, 2021, all Scottish Care members eligible for a Blue Light Card.



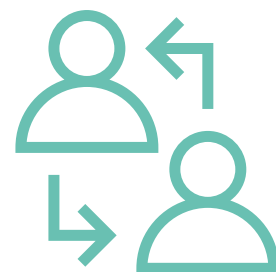
Branch Chair Network expansion in scope and resources with nearly 95% of all positions filled across the country; highest level since programme began. Strategic approach to 4x yearly National Committee meetings, now focused on grass roots insight and issues.

Stronger connectivity with national team colleagues to receive timely, relevant answers to our members enquiries - ranging from workforce policy, nursing, technology, regulatory issues, commercial and business advice.



**With the growing awareness of how Membership Support offers value to members, we have seen a parallel growth in participation and engagement:**

- In communication channels (webinars, surgeries, drop-in sessions).
- In the growth of inbound enquiries from existing members and interested non-members & general public on what Scottish Care has to offer.
- In how members are utilising the Membership Support team to answer more complex queries affecting their businesses - on governmental guidance, regulatory body oversight, legal issues and more.



## MEMBERSHIP TESTIMONIALS

“The membership support team at Scottish Care have been brilliant over the past year. They have been supportive and knowledgeable. The email update summary they send out every 2 weeks also provides a wealth of information in one easy to access place which I have found really useful. I send on the relevant parts to the local branch members which they too have found invaluable. The addition of the membership support drop in meetings has been a good one. I find it both supportive and a place to find out what’s going on elsewhere in the sector. All in the team have been so very helpful and I’m ever grateful.”

— Rachel Payne - Managing Director, Bandrum Nursing Home

“It’s great having the Scottish Care Membership support team. They are on hand to help and support with any problems a provider might encounter, either for the issue to be raised on a local or national level or to signpost to other members who may be able to provide support and advice. The branch chairs also support members where they can and they link into the membership support team who help provide chairs with admin and meeting support.”

— Anna Houston - Director, HRM Homecare



# WORKFORCE

## AIMS & OBJECTIVES

The Workforce Matters project aims to support the social care workforce from when they enter the workforce as a new staff member and throughout their career. This is achieved by regular engagement with the workforce using forum groups to discuss their concerns and challenges with sector regulators, the SSSC and the Care Inspectorate. Workforce events are open to all staff working in the social care sector and focus on topics and themes that are a priority for the workforce including their work experience and learning and development requirements. This engagement ensures that we can represent the voice of the workforce when in discussion with key social care stakeholders including Scottish Government and to influence social care policy decisions.

## OUTCOMES & IMPACT



Workforce Matters Regulatory Forum meetings are held regularly with members and have been invaluable for discussing real time concerns and issues impacting on the sector. This has been seen through the increased membership of the group which has continued to grow over the last year.



Direct conversation with the sector regulators, the Scottish Social Services Council has enabled a flexible approach to service delivery during the pandemic response with various measures being implemented to reduce pressures at critical points.



Scottish Care members feedback they find the updates helpful and the meetings sources of peer support and reassurance on challenging issues.

**Members Feedback:**

*“Thoroughly enjoyed update, have a good day.”*

*“Thanks Caroline and all. Great meeting lots of info.”*



Workforce Matters has attended the Senior Health Workforce Leadership Group over the last year to ensure that issues and concerns of the workforce are raised and discussed.



We carried out research around recruitment and retention with Scottish Care members and wider social care sector and the published report was presented to Scottish Government. This ensures that solutions are driven by the sector and focus on the specific areas that are agreed challenges and barriers to social care recruitment.



Workforce Matters have worked with Scottish Government, SSSC and other key social care stakeholders to develop a National Induction Framework for Social Care. Standardised transferable accredited training aims to positively impact on the retention of staff and increase the professionalisation of the social care sector.



We worked collaboratively with the social care workforce to create a learning and development framework that the sector can use with confidence when training their staffing teams. This resulted from conversation with the sector in discussions around induction training that will help to retain staff members in social care.



Engagement with the SSSC Employability Group resulted in a free online Introduction to Social Care course being developed by the College Development Network (CDN) and being delivered by local colleges.



The creation of an area on the MySSSC website was also agreed during meetings of the employability group. This is to connect care providers who have staff vacancies with their local college lecturers and applicants who have completed the course and are looking to work in social care.

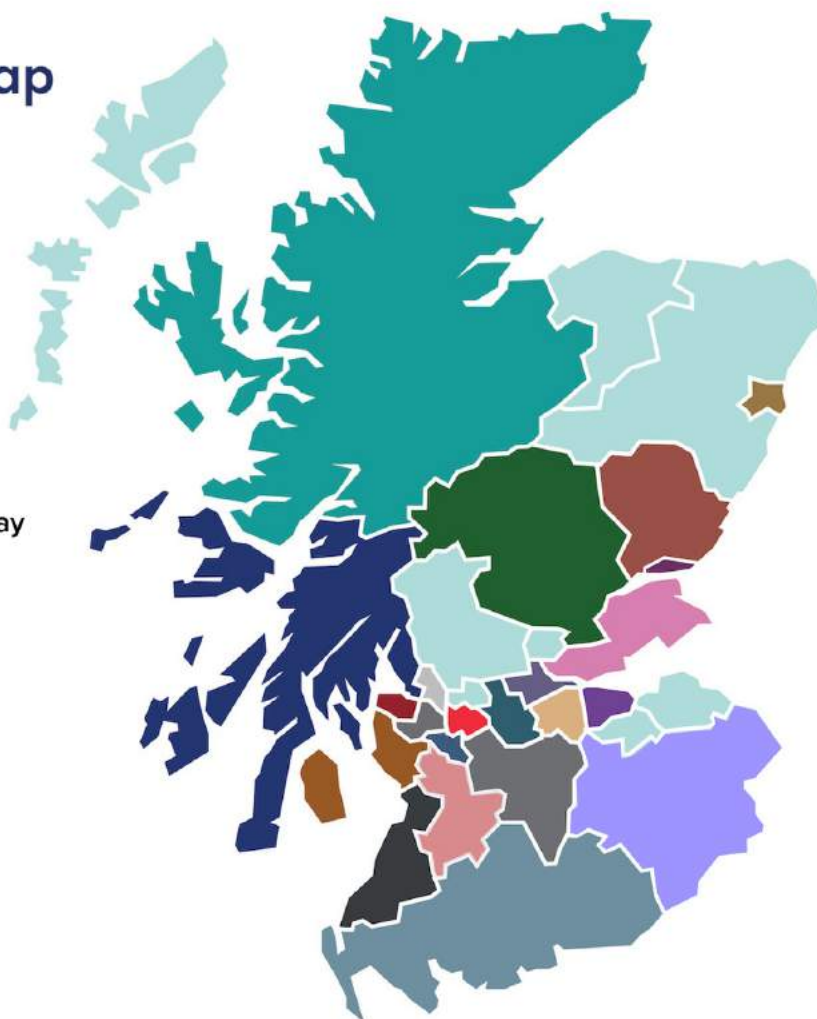


# PARTNERS FOR INTEGRATION

The National Leads are funded by the Scottish Government and the Partners for Integration (Pfi) team are employed by Scottish Care but funded by local HSCP's. Their role is to ensure local effective representation of all independent sector care providers.

## Partners For Integration Map

- East Ayrshire
- North Ayrshire
- West Lothian
- Dundee
- Renfrewshire
- West Dunbartonshire
- Aberdeen
- Edinburgh
- Dumfries and Galloway
- Glasgow
- North Lanarkshire
- Fife
- South Ayrshire
- Angus
- Inverclyde
- Highland
- Perth and Kinross
- South Lanarkshire
- Argyll and Bute
- Falkirk
- East Renfrewshire
- Scottish Borders



## ACTIVITIES & OUTPUTS

The Partners for Integration team have engaged in a variety of activities and produced outputs:

- Regular team meetings held; support was provided for Integrated Sector Leads (ISLs) in work planning and engagement.
- Coordinated input from relevant national and local partners such as COSLA.
- Attended and influenced a range of National Groups, examples include - Adult Support and Protection Reference Group, National Steering Group for Sustainability, contributing to the National Guidance for Scotland.
- Data bases in development, e.g. impact of energy crisis on sustainability of the sector.
- Systems in place to support the escalation of issues to national groups.
- National Leads/ISL's have fed local issues, barriers and good practice into national planning.
- ISL's supported a survey of establishing specific challenges on Recruitment and Retention.

## OUTCOMES & IMPACT



Increased recognition and understanding of issues faced by homecare providers at national and local level.



Revised guidance, co-produced and informed by perspectives of the independent sector and increased support for providers and partnerships.



Supported the rollout of a variety of guidance in its various forms and reiterations.



Influenced and raised the voice of people using or working in services across a range of strategic groups and partnership activities.



Created and supported significant collaborations such as the "Proud to Care" Toolkit.



100% of the 31 Integration Authorities have received information packs as to the advantages and increased effectiveness of ISL representation. This led to an increase in team capacity of approximately 504 days per year.





Increased funding = increased capacity.



Intelligence gathering - via the repository and weekly bulletins ensures access to the most up-to-date information from the National Leads, Scottish Care and the Health and Social Care sector. This has created a more efficient team, enabled to access and utilise the information they need, allowing for the escalation of issues, resulting in collaboration on and revision of current guidance and Scottish Government initiatives – National Care Service, Self-Directed Support, Adult Care and Protection, 'Framework for the Implementation of Isolation Exemptions for Health & Social Care Staff' etc.



Contact with the Scottish Government has ensured that there is a workplan and outcomes for the Pfl Project that are closely aligned to current consultation, guidance, and legislation. ISL's workplans have been developed in conjunction with and aligned to the individual HSCPs Strategic Plan enabling effective responses to national and local needs. Service users needs are identified, collated, and fed into National Planning - ISLs offer added value to the HSCPs and Providers by bringing the voice of lived experience and the benefit of their knowledge and skills offering an informed rights-based approach to care in strategic planning and development.

## EVENTS

Hosted online clinics and webinars, as well as four National Road Shows which were attended by all HSCP's.



## REPORT

For more information, please read the [Partners for Integration Annual National Report](#).



# NATIONAL CARE SERVICE



The [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, made recommendations for improvements to adult social care in Scotland.

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

## ACTIVITIES & OUTPUTS

Out of Scottish Care's '[Collective Care Futures](#)' project created the report '[Coileanadh](#)' on manifesting a flourishing social care future for Scotland. Scottish Care has promoted this work as a key reference point for the NCS as it was co-produced across the sector and lists the actions for change required. This was then further conceptualised in the paper '[Time for Change, conceptualising a National Care Framework](#)', positing the notion that a service is based upon relationships of providing and receiving rather than empowering. Both papers make a powerful commitment to the future of care and support in Scotland.

## OUTCOMES & IMPACT

Scottish Care is a member of the stakeholder reference group for the NCS, as well as other working groups, but it is likely that the pace of engagement will increase in coming years after the Bill has gone through Parliament in 2022, laying out the components of the NCS. It is at this point when there will be more opportunities for provider engagement too.

A background image showing several hands assembling white puzzle pieces on a light surface. The image is overlaid with a semi-transparent dark blue rectangle containing the text.

# ADDITIONAL WORKSTREAMS

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# BUSINESS SUSTAINABILITY & INVESTMENT

## AIMS & OBJECTIVES

Scottish Care established Business Sustainability and Investment Groups – one for Care homes and one for Care at Home and Housing Support members. The purpose of these group is to collate challenges and explore opportunities of financial sustainability and investment. The group also acts as a sense check for reporting to external stakeholders such as COSLA, the Scottish Government, the Competition and Marketing Authority and the Trade Unions, in addition to formal groups such as the National Care Home Contract Negotiation Team.

## OUTCOMES & IMPACT

This has supported:



Policy and troubleshooting on pandemic response financial sustainability arrangements.



Troubleshooting around issues in relation to implementation of winter pressures uplift to the social care workforce.



Gathered concerns and data on rising cost of living such as - insurance costs leading to increased coverage in NCHC.



Guest speaker – Derek Breingan of Virgin bank

# CARE INSPECTORATE JOINT WORKING GROUP

## AIMS & OBJECTIVES

To create a collaborative working place where the Care Inspectorate and Scottish Care, alongside provider members, can come together on issues of regulation and improvement. Membership of this group also contains members from the Workforce regulatory forum to ensure appropriate connection and governance. In the mist of the pandemic, this group had all but stood down as activity was diverted elsewhere. There was a need to reinstate and reinvigorate the group.

## OUTCOMES & IMPACT

The Care Inspectorate funded an external facilitator to support the group in setting the following workplan:



Culture and sustainability – to agree working terms and principles for the group.



Regulation and Oversight – to explore opportunities for connections across the organisations on agreed key issues.



Communication and Connection – governance mechanisms for reporting into each organisation, methods for engaging and communicating with providers.

# CLIMATE CHANGE ACTION



In October 2021, Glasgow was host to COP 26, the United Nations Conference on Climate Change. The eyes of the world were on Scotland. In the lead up to the event, Scottish Care and The Health and Social Care Alliance co-hosted a series of roundtables called the Social Care Climate Change Action Collective.

## AIMS & OBJECTIVES

The roundtables were to foster dialogue and explore the crucial role that social care must play in the context of climate change – in addressing, adapting to and taking action to mitigate the impacts.

Scottish Government has pledged to be a net-zero nation by 2045 and industry and investments are going green. There is a need for the social care sector to be involved in supporting sustainability effort as it is both affected by and contributes to climate change. Presently, there is little policy and action being taken to deliver social care in a changing climate. Given the mixed economy of care provision in Scotland, the impact of climate change will need to be acted upon by a range of different bodies, including local authorities, health and social care partnerships and care providers.

## ACTIVITIES & OUTCOMES

Events explored the current context, the barriers to action as well as solutions that can be taken forward by the sector as a call to action. It is our hope that these roundtables start to foster innovation, inspire action in the sector and ensure that social care is recognised as an equal partner in tackling climate change. The report '[Climate Change Action and the Social Care Collective](#)' was published and should be revisited annually to assess progress.

# COMMERCIAL

## ACTIVITIES & OUTPUTS

The role of the Sales, Marketing & Events department has been to continue to maximise opportunities for Scottish Care and our members. While this involves many different activities, some key areas of focus include:

- The introduction of Gold Tier Preferred Suppliers, with 4 companies committing to a higher level of support and engagement.
- Increasing the number of Preferred Supplier companies and business areas.
- Continuation and expansion of virtual activities, including events, webinars and meetings to maximise engagement for members and supplier companies.
- Planning of activities for a return to in person events in 2022.
- Specific focus on key areas impacting membership.

## OUTCOMES & IMPACT

The Sales, Marketing and Events department oversees many of the Scottish Care commercial activities, including management of Preferred Supplier relationships, planning of event exhibitions and sponsorships and identification of new areas of opportunity for Scottish Care and our members.

Our Preferred Supplier relationships are vitally important to Scottish Care and our members, and we continue to develop these to provide the best support across a range of business areas. In addition to increasing the number of suppliers involved, this year we have introduced a new Gold Tier opportunity for those who wish to engage at an increased level. We are delighted to have welcomed 4 companies to our Gold Tier Preferred Supplier level and have worked with them on a variety of projects and activities to support members within their areas of expertise.





Our events are vitally important to Scottish Care and our members, the wider social care sector and those who support us. We have enjoyed another very successful year of virtual events, including our Care at Home and Housing Support Conference and Awards, and our dedicated Technology event. Scottish Care events offer our members a place to come together to network, share ideas and experiences and look ahead to the future of the sector, and they are a wonderful opportunity for suppliers to support and meet our members. While we have been utilising and expanding our virtual activities throughout the year, we have also focussed on plans to allow us to move back to in person events in 2022. Our Care Home Conference and Awards for 2021 was postponed to April 2022 to allow a return to venue, and this will be the first of several events returning to venue in 2022.



Throughout year, it has been vitally important to communicate with our members to identify specific areas where our team can offer support. In recent months, there have been significant increases in the costs for insurance and utilities, and continued concerns around recruitment and retention. Our team have worked to expand our network of suppliers in these areas to assist wherever possible, and to connect members with contacts who may be able to assist. We have hosted numerous webinars and meetings and created materials with experts in these areas and will continue to focus on key areas which our members identify.



# COMMUNICATIONS

## ACTIVITIES & OUTPUTS

The Communications and Media team strives to raise the profile of Scottish Care and the independent care sector whilst ensure that members receive messages through appropriate channels. This year saw a range of activities and outputs:

- Maintained streamline approach for member communications.
- Redesigned the Covid-19 Members News Area on the website to include different news categories for easy navigation.
- Refreshed and sent out new Branding and Communications Pack to members and colleagues.
- Increased social media presence and explored the possibility of using other social media channels.
- Maintained media presence.
- Promoted and organised virtual events such as the Homecare Festival and Care Home Awards in June and May 2021. Planning for return to in-person events in 2022.
- Started planning for care home and care at home campaigns.

## OUTCOMES & IMPACT



Scottish Care's communication strategy continues with a streamlined approach to ensure that members are receiving the right messages at the right time. Our communication channels include tri-weekly e-bulletins, urgent or specific issues newsflashes, quarterly bulletins, and using different areas of the website to share relevant news/information.



E-bulletins are continually sent out to all members every three weeks, containing a mixture of Scottish Care news/events as well as other relevant information from across the social care sector

In December 2021, we started to include a section titled 'Media Roundup' within the e-bulletin to showcase a snapshot of issues/stories raised by Scottish Care on behalf of members. This inclusion was made because of feedback from members who suggested that it was important for them to see all the work that the Scottish Care team are doing.

Our website traffic has decreased from the year before. This is reflective of the pandemic slowing down and the reduced need for people to look for new guidance and information on our website. However, our website traffic has still increased tenfold in comparison to pre-pandemic levels. This shows that both members and the public view Scottish Care and our website as a credible source of information. Moving forward, we need to maintain these levels of engagement.

The Scottish Care website saw a

**27%** 

decrease in visits from the previous year but a

**113%** 

increase in visits since pre-pandemic.

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

**45%** 

Our media and social media presence remains strong, with weekly media enquiries on topics such as Covid-19 restrictions, workforce, vaccinations, and PPE. We are also starting to see non-Covid enquiries such as Brexit and fuel prices. We have continued engagement on social media with an increase of followers year on year for both our Twitter and LinkedIn accounts.

Twitter followers:



**8,994**  **12,950**

LinkedIn followers:



**1,111**  **1,727**



We have looked at branching out on new social media platforms, specifically Facebook and Instagram. This work will continue, and we will launch these platforms in 2022. We hope to engage more audiences, especially since a high number of providers, workforce and relatives are on these platforms, whilst not all are on Twitter and/or LinkedIn.

In late 2021, we started monthly campaign meetings with a group of care at home and care home members. These campaigns aim to raise awareness of the independent social care sector and to educate those who aren't familiar with the sector. This work is ongoing with materials and resources being produced for members to disseminate in 2022. This work is essential for us to showcase all the positive and hard work that social care provides/staff do and bust myths held by the society/media/politicians.

This year has been another busy year for the Communications and Media department in Scottish Care, we must continually revisit our communications strategy to ensure that members are receiving messages at the right place and right time.



# HUMAN RIGHTS

## AIMS & OBJECTIVES

Human rights are at the centre of all the work undertaken by Scottish Care and this continued to be the case throughout the current year. As an organisation, we consider that a human rights framework is critical for ensuring dignified and equal care, for ensuring the ability of those who use services and supports to find voice, and for reforming the dynamic between those who use care and support services, those who provide services and commission these. Human rights are therefore like the writing in a stick of rock, evident in every part of the work of Scottish Care.

## ACTIVITIES & OUTCOMES

This critical importance was evident in several ways:



In 2021, we started the year with the publication of a report which explored the potential of developing a human right to social care and what this could mean for the delivery of social care support and the reform discussions which were taking place.



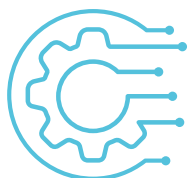
The year also saw our ending of direct involvement in the Rights Made Real project which has left us with a legacy of resources and tools. These resources and tools enable those who provide services to better utilise human rights-based models in the delivery of care support to the extent that individuals are able to be more involved and autonomous in their care support.



Our contribution to the developing thinking for the National Care Service, 'Coileanadh: Manifesting a flourishing social care for Scotland' sought to embed core human rights principles in some key areas for consideration and operationalising new approaches.



In the field of technology, a report, '[Seeing the diamond in social care data: a human rights based perspective in seeing value in social care data](#)' offered a critique of current approaches to data and presented the potential for a rights- based approach.



Technology continued to be an area of particular focus in terms of human rights with the development, in partnership with Vox Scotland and the Health and Social Care Alliance, of core human rights principles in terms of the use of technology and digital in the lives of those who use support services. In addition to the publication of the principles a series of workshops were delivered together with the development of supporting media.



Work also undertaken in partnership with the Health and Social Care Alliance resulted in the delivery of a series of reports under the heading of Climate Action and Social Care to address the merging issues of climate change as it relates to the social care sector from a human rights perspective.



Throughout the year there continued to be a number of blogs which focussed on issues of human rights, and which sought to mainstream a rights-based approach in the work of the organisation. Our Chief Executive continues to deliver a wide range of talks and lectures on the themes of human rights as they relate to social care, palliative and end of life care and bereavement support.



# PANDEMIC RESPONSE & RECOVERY

## AIMS & OBJECTIVES

The social care and support sector continued to be disproportionately affected by the coronavirus pandemic. Whilst other parts of society moved to recovery, the sector remained in pandemic response and under what felt like continued scrutiny from care home oversight models.

The Lord Advocate has been tasked with investigating every care home death related to coronavirus. This has been an incredibly lengthy process with no date for closure. Scottish Care has made representation to the Lord Advocate which has resulted in a reduction in the amount of paperwork and bureaucracy that homes are required to undertake as part of that process. We continue to lobby on timescales on the recognition that this has significant impact on the staff, residents and families involved.

Scottish Care called for a Public Inquiry into the response to the pandemic and are working with Brodies to prepare for this.

## ACTIVITIES & OUTCOMES

Scottish Care continues to support the sector in pandemic response and recovery by:



Contributing to policy on PPE hubs.



Acted as Subject Matters Experts in meetings such as the Clinical and Professional Advisory Group, Care Home visiting, and the Pandemic Response Action Group, with Scottish Government and other stakeholders in the development of various guidance.





Exploring concerns around care home oversight and the sectors experience of it moving into the regulation space, to undertake research and produce the following report which has led to intervention from Scottish Government to undertake an appreciative inquiry approach to improving the system.



Working with COSLA, Chief Finance Officers and the Scottish Government to maintain financial support.



Directly supporting providers to navigate the system



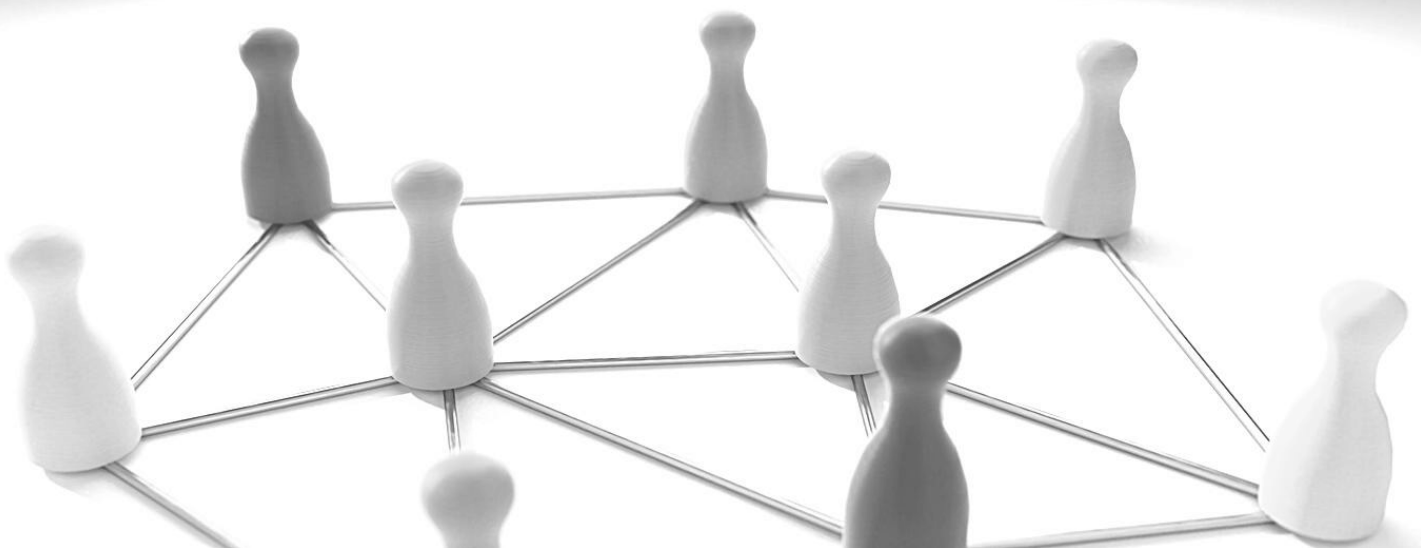
Hosting webinars to support members through the process and offer opportunity for Q&A.



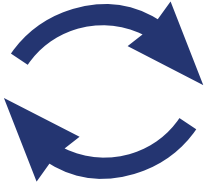
# POLICY AND RESEARCH

## ACTIVITIES & OUTPUTS

- Regular monitoring of political announcements, debates and briefings in order to update members, engage with stakeholders and prioritise Scottish Care activity.
- Tracking of coronavirus updates and changes to guidance in order to inform members.
- Development of Scottish Care Manifesto in advance to 2021 Scottish Parliament Elections.
- Collaboration with Studio Andthen on design and artefact production for Care Futures project .
- Publication of Coileanadh & Time for Change: Conceptualising a National Care Framework.
- Collaboration with the Health & Social Care Alliance on Climate Change & Social Care Collective project .
- Development and submission of a range of Government and Parliamentary consultation responses, including stakeholder engagement to inform these responses.
- Formation on new working partnerships with a diverse range of organisations, including on collaborative campaigns such as the Scottish Food Coalition and the call for a National Outcome on Care.



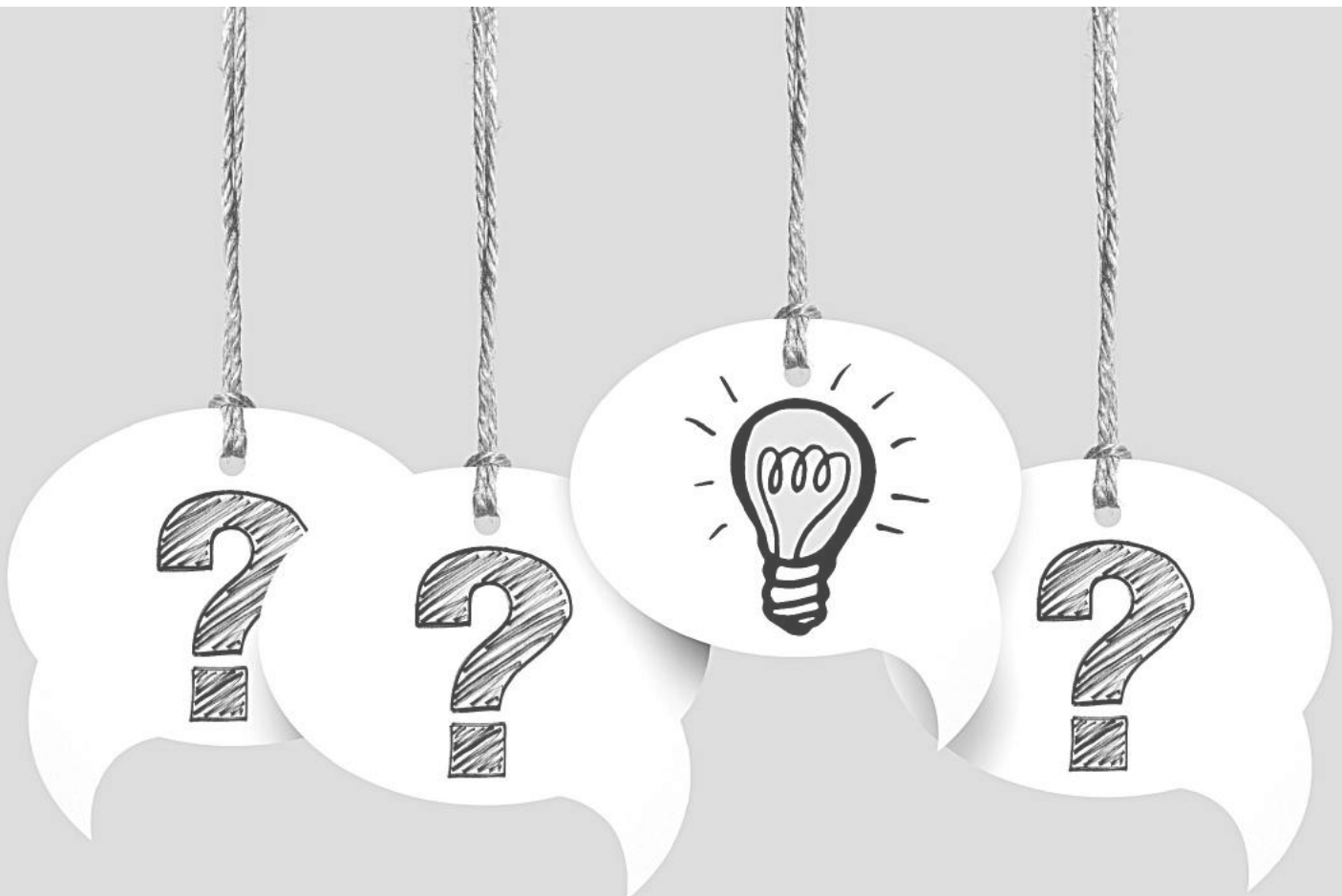
## OUTCOMES & IMPACT



The development of resources and tools around the future of care has enabled Scottish Care to articulate a clear vision and pathway for change in line with our priorities, and to use these to inform planning and review processes as well as wider stakeholder engagement.



New partnerships and collaborations with a range of organisations have supported Scottish Care to continue thinking and working creatively. The work with AndThen has resulted in new ideas for designing and sharing engagement and research. Partnerships with organisations including Oxfam Scotland and the Scottish Food Coalition has presented positive opportunities to shape wider areas of policy that impact Scottish Care members and articulate our vision and priorities in new spaces.





# TECHNOLOGY AND DIGITAL INNOVATION

## ACTIVITIES & OUTPUTS

### Conferences:

- Digital Health and Care Scotland
  - Expert panel | Title of session - 'The Role of Digital in Supporting the Workforce'
- Health & Care Transformation
  - Presentation and panel contribution | Title of session - 'Why interoperability isn't working'

### Provider Representation:

- Building Digital Leadership and Skills programme board, NHS Education for Scotland (NES) Healthcare Framework for Adults and Older People Living in Care Homes, Digital/Technology subgroup.
- KIND Learning Network, NHS Education for Scotland (NES).
- Data Intelligence Network, Scottish Government.
- Health and Social Care Design Community of Practice, Health Improvement Scotland (HIS) Equalities and Inclusion Group, Directorate for Digital Health & Care.
- Data Strategy for Health and Care, Engagement sessions, Directorate for Digital Health & Care.

### Partnerships:

#### Shaping Digital Health and Social Care – Innovation Challenge

We are working with The Scotland 5G Centre, the national platform accelerating the adoption of 5G to realise it's economic and societal potential for Scotland. As a Challenge Owner we have helped to identify the challenges within the Health and Social Care sector and provided insight into the sectors need of innovative technology. Scottish Care will support the activity taking place at the testbed from inception through to post challenge completion with the winning companies supporting our members/providers to work towards solving some of the core challenges currently faced, through new solutions enabled via advanced connectivity. The prize of technical support

and business accelerator programme equates to a value of £65,000.

### **Social Care Systems and Approaches Landscape Technology Review**

Scottish Care is to partner SOCITM and SNOOK on a 400k tender to establish the breadth of the services, software systems and supporting organisations across Scotland. This work will inform the delivery of the National Care Service in Scotland.

The contract was awarded in March and work will begin in May 2022. We will provide support intensively around Work package 2 – Independent Sector and we will support our members to fully participate in this review, ensuring their interests are represented on this high-level piece of work. The Work package will be delivered through an additional a Development Officer post, 0.4FTE for 6 months (11k).

### **Human Rights Principles in Digital Health and Social Care**

Scottish Care, the ALLIANCE and VoX Scotland are progressing work in embedding human rights principles in digital health and social care. We published a document detailing the principles and highlighting existing examples of good practice.

Next steps are to work with the Digital Health and Care directorate to ensure the principles are adopted in the delivery plan for the refreshed Digital Health and Care Strategy, and to with SMEs who develop digital health and care tools to adopt these principles in all of their work.

### **Care Homes Data Sharing**

The implementation of digital care planning for care home residents in Dumfries and Galloway has presented an opportunity to undertake further exploration of the potential of social care data and data sharing for person-centred care. During the pandemic, care home data sharing has been supported through the development of tools such as Turas Care Management. However, such tools have tended to provide a 'one way' flow of information with limited value for care home staff and residents.

Discovery workshops with stakeholders in Autumn 2021 led to a proposal for work commencing Spring/Summer 2022 supported by the Digital Health and Care Innovation Centre (DHI). DHI will contribute £30,000 in funding. We will bring together a consortium of partners, including Care Homes, Mydex CIC, Person Centred Software and Storm ID, to explore care home data and simulate the sharing data, building on the opportunity of digital care planning implementation across Dumfries and Galloway. The learning from the project will provide insights on the data collected, the value and impact of sharing data and the wider potential of social care data in promoting positive care interactions and experiences, as well as integration of health and social care. The project will identify tangible scenarios of care home data sharing and will also provide insights on rights-based approaches to capturing, recording and sharing data.

### Care Tech 4

Our fourth technology event 'Care Tech 4' took place on Thursday 26th and Friday 27th August 2021, sponsored by Person Centred Software.

This virtual event brought together a range of perspectives to discuss developments and impacts of technology and the future potential of technology across the Scottish social care sector. It featured a range of panel discussions, and speakers including Chaloner Chute, Chief Technology Officer at the Digital Health and Care Innovation Centre (DHI), and Dr Kate Hamblin, Senior Research Fellow at the Centre for International Research on Care, Labour and Equalities (CIRCLE), University of Sheffield.

### Care Futures – Care Technologist

The Care Technologist role was conceived through work undertaken on the future of social care carried out with the Glasgow School of Art School of Innovation and Design. Funding from the Scottish Government's TEC Programme, of £53,236, enabled a 6-month trial of the role by Scottish Care and Specialist Resource Solutions (SRS) in Aberdeen City, which ended in March 2022.

The project focus was on exploring new roles in the care sector to diversify career pathways and create opportunities that would lead to a robust, sustainable workforce that would be able to meet future care needs. The project successfully evidenced the need for the Care Technologist role as well as the desire from service users for choice that includes digital or technology-based components in their care package.

Next steps are to demonstrate that the role can work in different service areas and geographical locations, and we have received further funding from TEC, of £138,500, to continue the trial of the Care Technologist role and extending the trial to take place within both Care at Home and Care Homes, in Aberdeen City and other areas. The project is due to commence in June 2022 for a period of 12 months.

In addition, this work will be supported by a Facilitator role provided by Stirling University and IMPACT ('Improving Adult Care Together'), which is a UK-wide centre for implementing evidence in adult social care, funded by the Economic and Social Research Council (ESRC), part of UK Research and Innovation, and the Health Foundation. The role is 0.5FTE for 12 months and will support the use of specified evidence gathering methodologies and be the conduit between front line delivery and academia. Affiliation with Stirling University and the IMPACT programme will bring academic rigour to the work and a deeper understanding of the conditions required for spread and scale, bringing opportunities for further Care Technologist roles to the Social Care sector.



## OUTCOMES & IMPACT

There are years, such as 2021-22, when the pace of change picks up and we make haste to capitalise on the momentum gathered.

2021 saw the refreshed Digital Health and Care Strategy - Enabling, Connecting and Empowering: Care in the Digital Age; Scotland's Artificial Intelligence Strategy – Trustworthy, Ethical and Inclusive; and work began on the Digital Health and Care Data Strategy.

In the case of technology and digital in Social Care, we have seen a paradigm shift in how we deliver and sustain services, largely necessitated by the pandemic. The ability to use technology to stay in touch and to be there, albeit remotely, has opened the door to further digital approaches and a cultural shift in attitudes to technology.

Technology's place in our lives and the lives of those we care for may be contested ground and it has perhaps, never been more necessary to assert the need for a person-centred human rights approach. For the Human Rights Principles in Digital Health and Social Care publication, we worked with the ALLIANCE and VoX to define 5 principles with examples of their application in practice.

Making the right choices about technology can be difficult and we may need support to navigate the complex and ever-changing technology landscape. In our Care Futures project, we trialled the role of a Care Technologist, who was embedded in the multidisciplinary care team and able to support informed choices, and to set up and enable meaningful use of technology for people supported in their own homes. 23 service users were actively involved in the 6-month project.

### Care Technologist Project Feedback:

*“The role has begun to change the way we think about the future of care service delivery. The role adds value to the service by attracting candidates who would typically not consider a role in social care. The benefits of technology have already begun to enhance the delivery of services we provide to individuals as well as their quality of life, and as such I believe we need to continue supporting this role and building on the work undertaken on the project...”*

— Marcus Nisbet - Director, SRS Homecare

Moving into 2022-23 we are taking what has worked well forward. The Care Technologist project will be scaled up and we will be working with academic partners to understand the opportunities for replicability and wider adoption in social care.

# TRANSFORMING WORKFORCE (NURSING)

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## ACTIVITIES & OUTPUTS

- Published the results of the survey – '[A look to the future – Achieving the Nursing Vision](#)'.
- Scottish Care Nursing Event – The future vision for health & social care nursing - this was a great event and was well attended.
- Commenced research to capture the voice to help define the role of nursing and change the perception of nursing in social care (due for completion May 2022).
- Interviewed 17 nurses and nurse managers across the sector to gather research evidence about the nursing role in social care, along with a focus group and interaction and opinion through social media.
- Provided expert input into the new Health Improvement Scotland - Infection Prevention & Control Standards for Health & Social Care.
- Refreshed and reviewed the Terms of Reference for the Strategic Nursing Group and widened access to include more Scottish Care Lead Nurses in the group.
- Developed Terms of Reference for a Nursing Network for social care nurses, as part of the process of developing a network in the future, which will be launched this Summer.
- Updated and refreshed work plan for Transforming Nursing Roles post, which now includes a focus on supporting sector led nursing and care assurance in care homes.

## OUTCOMES & IMPACT

Interviews with nurses and insights – enabling nurses who work in the sector to share their experience and expertise within the field of social care nursing. The request for participants was well received and people gave up their time to take part in this valuable research. Identifying the value of nurses and defining the role will assist with developing models of care in the future. This should also go some way to assist with promoting the role of nursing in social care.





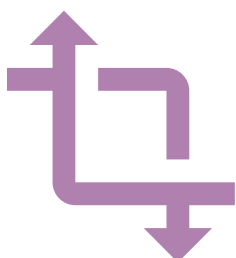
In order to promote the role of nursing in social care it is necessary to start at the beginning and attract newly qualified nurses into these roles. This will only actualise by increasing the number of care homes that become practice learning environments. Working in partnership with NES we have a short life working group which is developing 'Talking Heads' to share the experience of managers, nurses and students. This work will continue through to 22/23 starting with an event on International Nurses Day on 12th May, aimed at increasing the number of care homes as practice learning environments.



Care Home Oversight and Assurance teams were developed in 2020 following instruction by the Cabinet Secretary for Scottish Executive Nursing Directors to take on oversight and responsibility for care homes during the pandemic. As the Transforming Workforce Nursing Lead for Scottish Care, Dr Jane Douglas, has been invited on to the Steering Group of the Care Home Collaborative for Greater Glasgow and Clyde (GGC). The oversight and assurance of care homes through these teams has been complicated as there is a cross over between the regulator and these teams. Following feedback and evidence through the survey, which was collated into the report '[The Ingredients for Growth](#)', we are working in partnership with the Chief Nursing Officer Directorate, the Care Inspectorate and Assurance and Oversight Leads to work together to define the roles and have an agreed perspective drawing on the examples of best practice utilising an Appreciative Inquiry approach. This work will continue through 2022.



Represented and fully contributed to the Healthcare Framework My Health My Care My Home - as part of the reference group and the writing group. There is minimal contribution from care homes themselves so it has been very important to ensure that care homes are represented and that the final document acknowledges the value and skills existing in our care homes.



Transforming roles – due to the pandemic the transforming roles group was paused. A short life working group name - Care Home Task and Finish Group Nursing - was commissioned by CPAG to look again at nursing models for care homes, due to the nursing crises in care homes. Scottish Care are actively involved in this group, as the Transforming Workforce Nursing Lead brings vast experience and knowledge of nursing and the sector to help inform and develop future models.



# KEEPING SOCIAL CARE REAL

**Dr Donald Macaskill**

CEO, Scottish Care

In my annual report comment last year I remarked that the previous year had been one 'unlike any other' and I could have written exactly the same words for the year on which this report is focussed.

2021-22 has been a year of extraordinary circumstances significantly influenced by our continued pandemic response as vaccinations and then new strains of Covid-19 impacted on the social care sector. For Scottish Care's membership, the acute reality of staffing shortage, of retaining and attracting a skilled and dedicated workforce and of ensuring a dignity-infused, human rights based care and support delivery - have all been considerable.

I hope, like me, as you have read the previous pages you will have been inspired by the continued professionalism and dedication of all who work for Scottish Care across Scotland. There has been a hard task as we have sought to recover, reshape and reform. It is one that has been fulfilled with creativity, innovation and entrepreneurship. But it has always been real.

Keeping social care real, I think, neatly summarises the focus of a great deal of the work of Scottish Care in the last year.

The priority of our workforce work upon well-being and recruitment whether of nurses or social care staff has continuously faced up to the real day to day challenges members have experienced. The importance of valuing frontline staff has never been more important. You will have read of the work of our independent sector leads keeping care real at local level, of our technology and digital innovation and design work which again rooted innovation in the reality of care delivery and challenge. Our renewed programme and system of membership support has resulted in enhanced engagement and involvement of our members, and our communication, policy and research work have, as you will have read, been motivated by a desire to enhance the quality of care whilst at the same time articulating and evidencing the real challenges facing social care in Scotland today.

In terms of governance and leadership, Scottish Care Directors and Senior Management are committed to meet the challenges of continued pandemic response, emerging threats to sustainability and delivery and the creation of a new National Social Care Service, all with focus and realism.

Thank you for reading this report and please continue to engage with us in our work in the year ahead so that together we can continue to keep social care real for all the citizens of Scotland.



If you have any questions relating to this report, please contact Scottish Care:

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