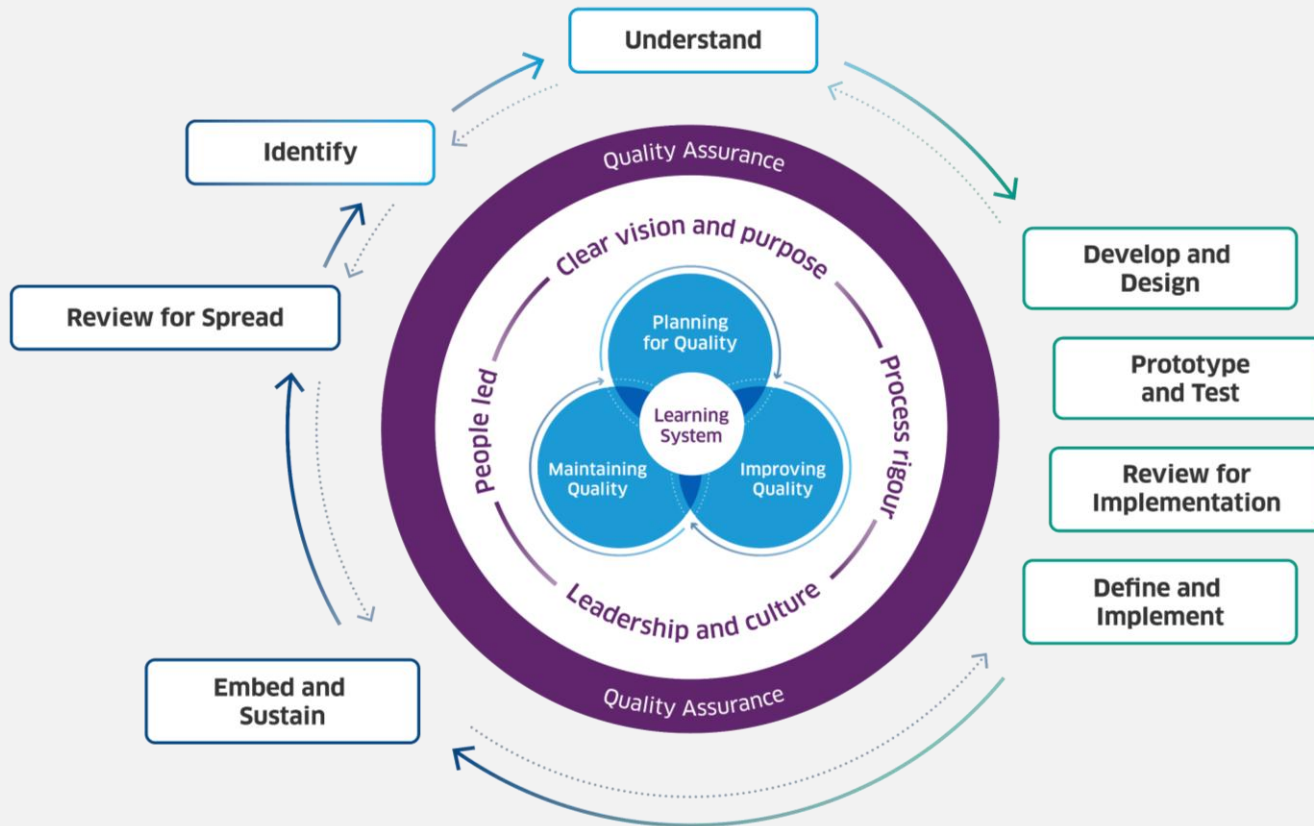


Scottish Approach to Change

Case Study: Care Home Improvement
Programme (CHIP) – Cohort 1

November 2025

The Scottish Approach to Change



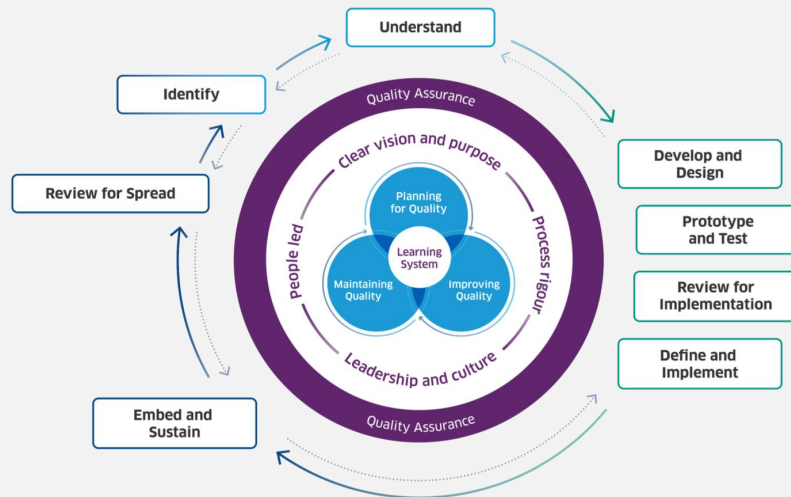
The Scottish Approach to Change includes two aspects:

- the **Steps of Change** – which outline the process that should be undertaken when delivering change, and
- the **Enablers for Change** – the other aspects that are essential to enabling successful change.

The Scottish Approach to Change is integrated with the HIS Quality Management System Framework. It explains how to use a quality management system approach through a change process.

Care Home Improvement Programme (CHIP) – Cohort 1

This Case Study provides an example of the Scottish Approach to Change, showing how the steps of change and the enablers of change can be used in practice to deliver change.

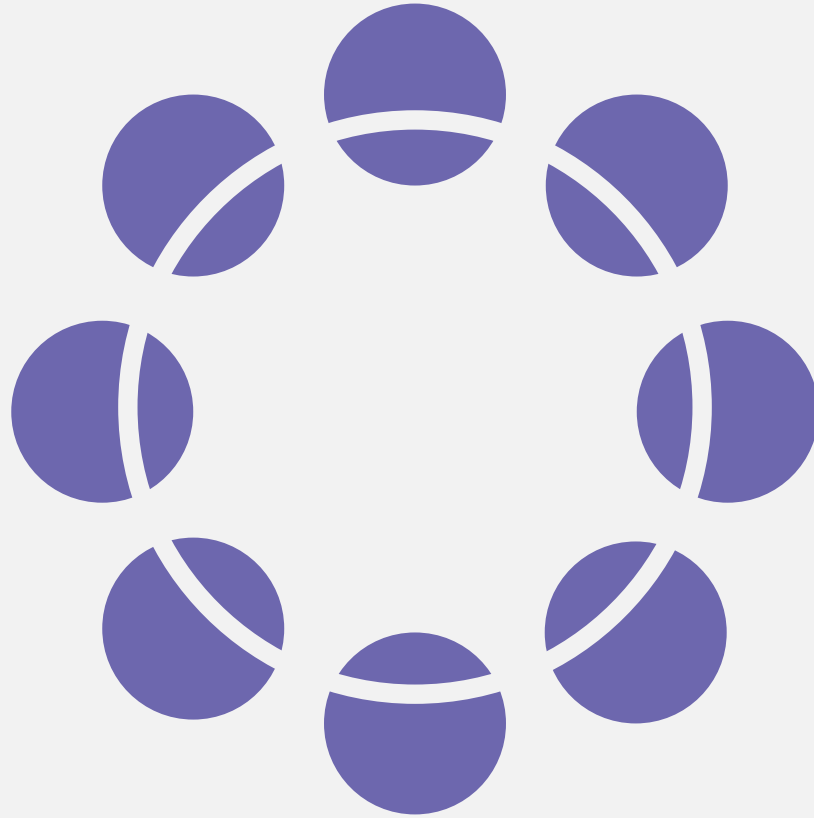


The Care Home Improvement Programme (CHIP) – Cohort 1 was led by the Care Inspectorate.

The programme aimed to **support care home staff to apply quality improvement to improve outcomes for people experiencing care.**

The Steps of Change

How did they make the change?



Identify



The Care Home Improvement Programme identified the problem.

- Care homes with a Grade 3 (“adequate”) rating from their most recent inspection were **not consistently applying quality improvement methods**, which limited their ability to improve outcomes for residents.
- There was a need to **build capability and confidence in quality improvement** across the sector.

Understand

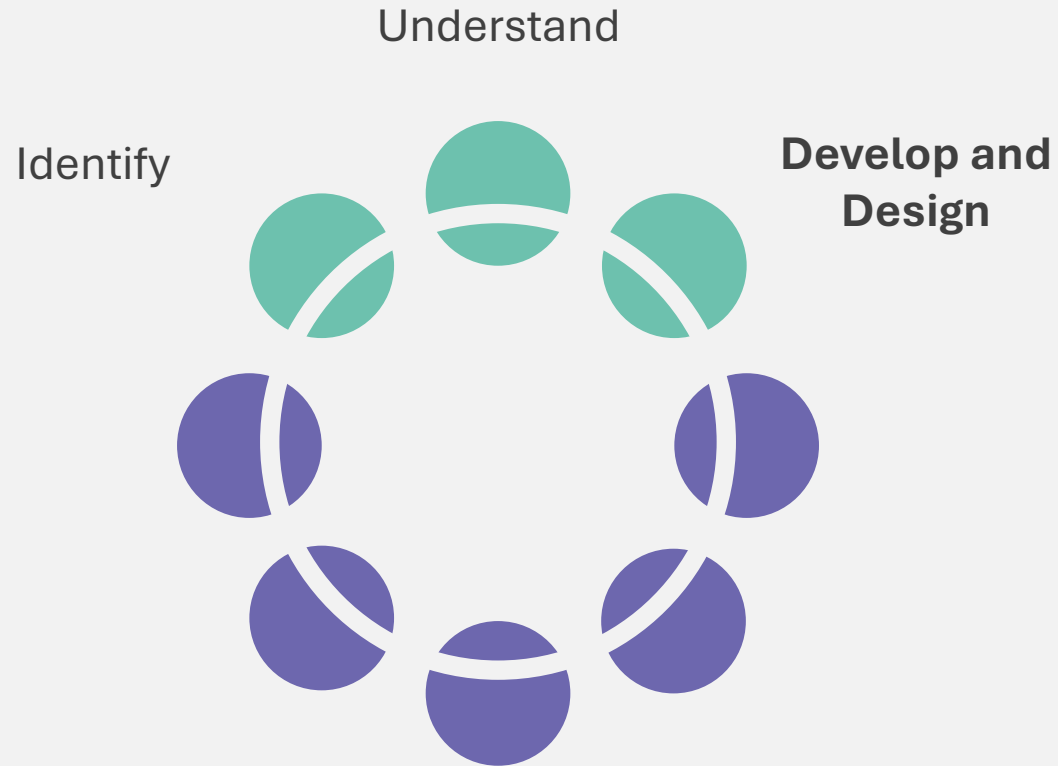
Identify



To further understand the problem an evidence review and needs assessment were completed.

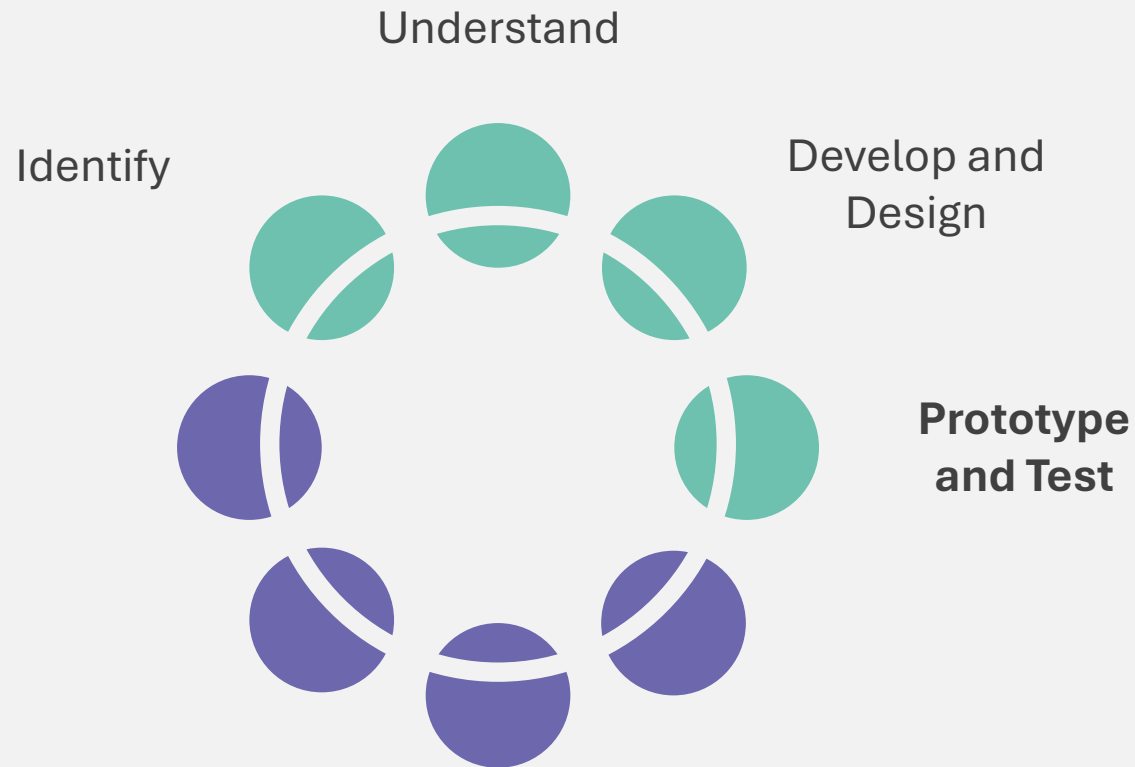
- The Care Inspectorate identified that **targeted support could help care homes better understand and apply improvement approaches.**

The programme focused on Greater Glasgow and Clyde and Forth Valley to foster local peer support and collaboration.



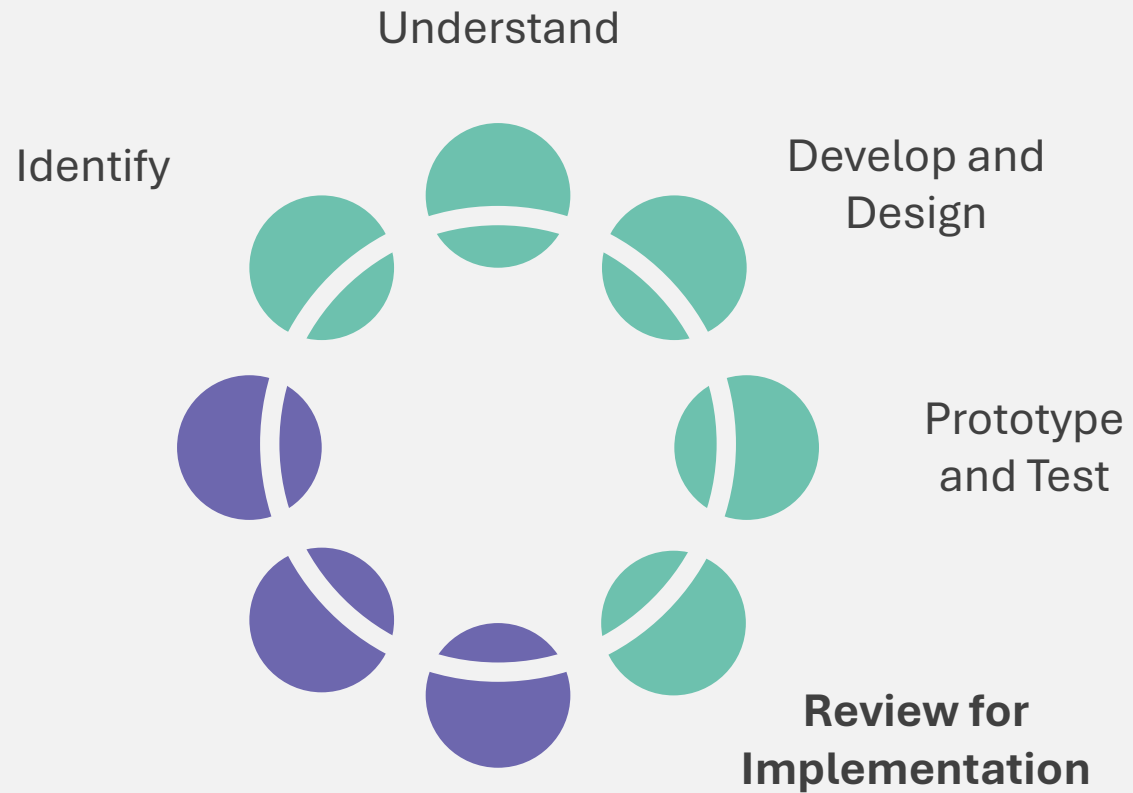
The Care Home Improvement Programme used service design approaches to develop and design a solution.

- The programme was structured around **four themed in-person events**—self-evaluation, quality improvement, leadership, and celebration.
- **Improvement Advisors were assigned** to each care home to provide tailored support.
- **Care homes selected improvement topics based on their inspection reports**, ensuring relevance and alignment with local needs.



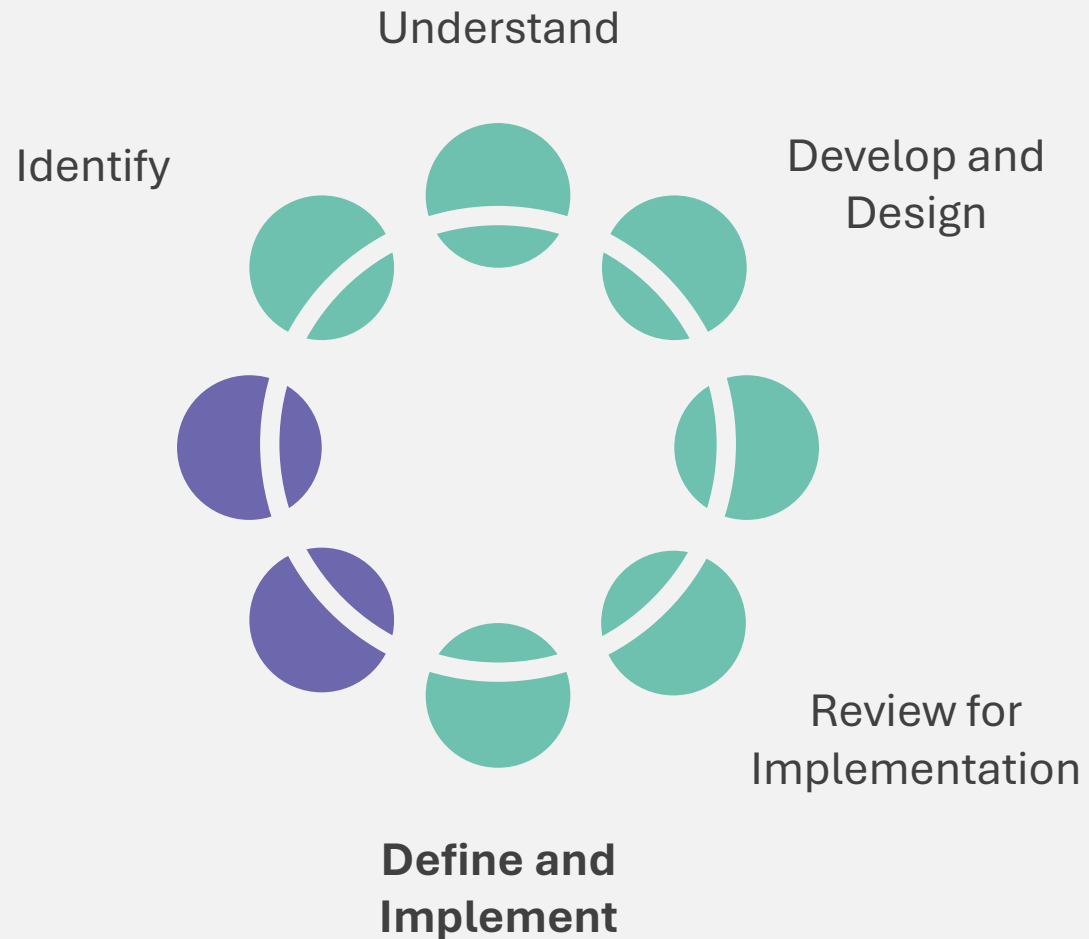
Improvement projects were prototyped and tested.

- Each participating care home undertook a bespoke **improvement project using quality improvement methods.**
- Topics included mealtime experience, meaningful activity, and documentation.
- **Improvement Advisors supported testing** through individual and group sessions.



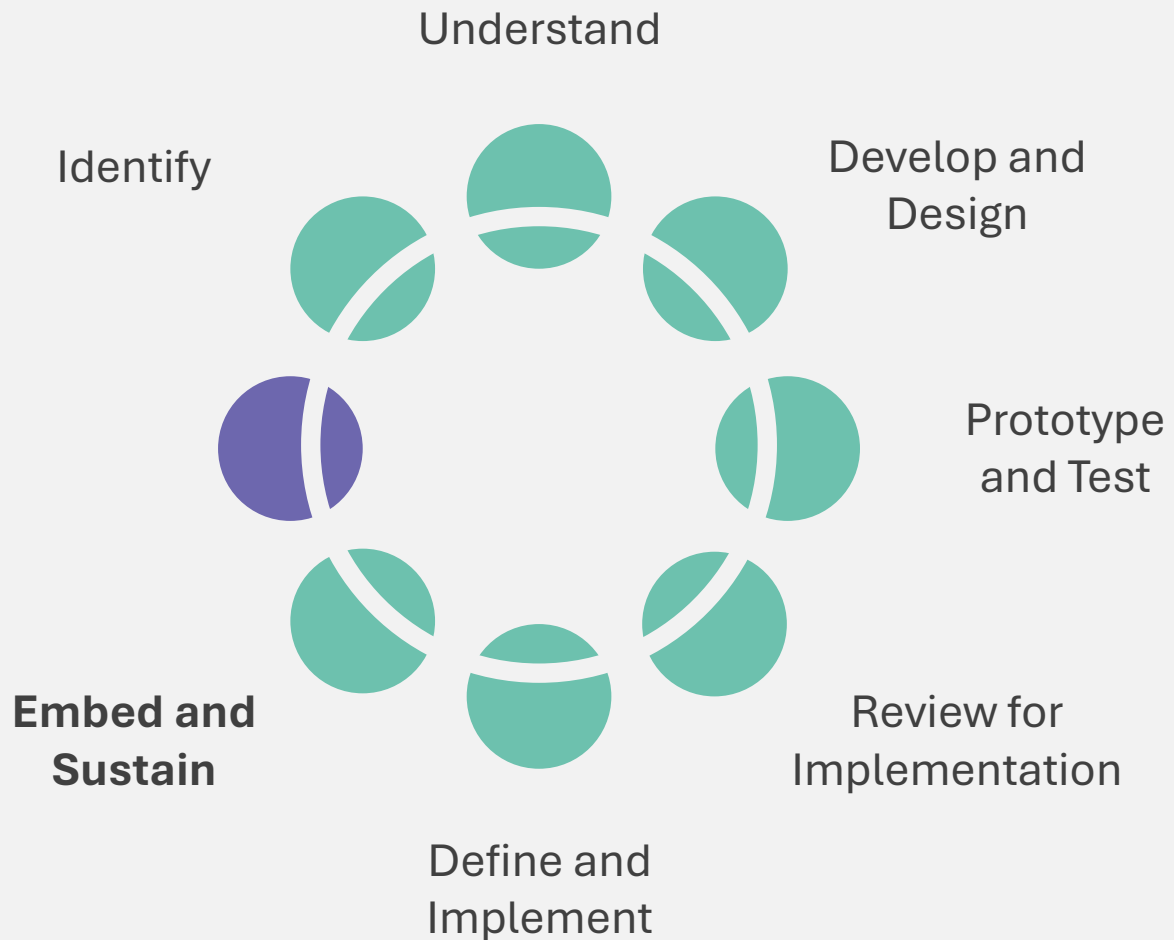
The Care Home Improvement Programme was reviewed for impact.

- Evaluation data showed strong results:
 - **91% said learning would improve care**
 - **100% reported increased knowledge of quality improvement, and**
 - **94% felt more confident applying improvement methods.**
- **Positive relationships with the Care Inspectorate increased from 51% to 85% over the programme.**



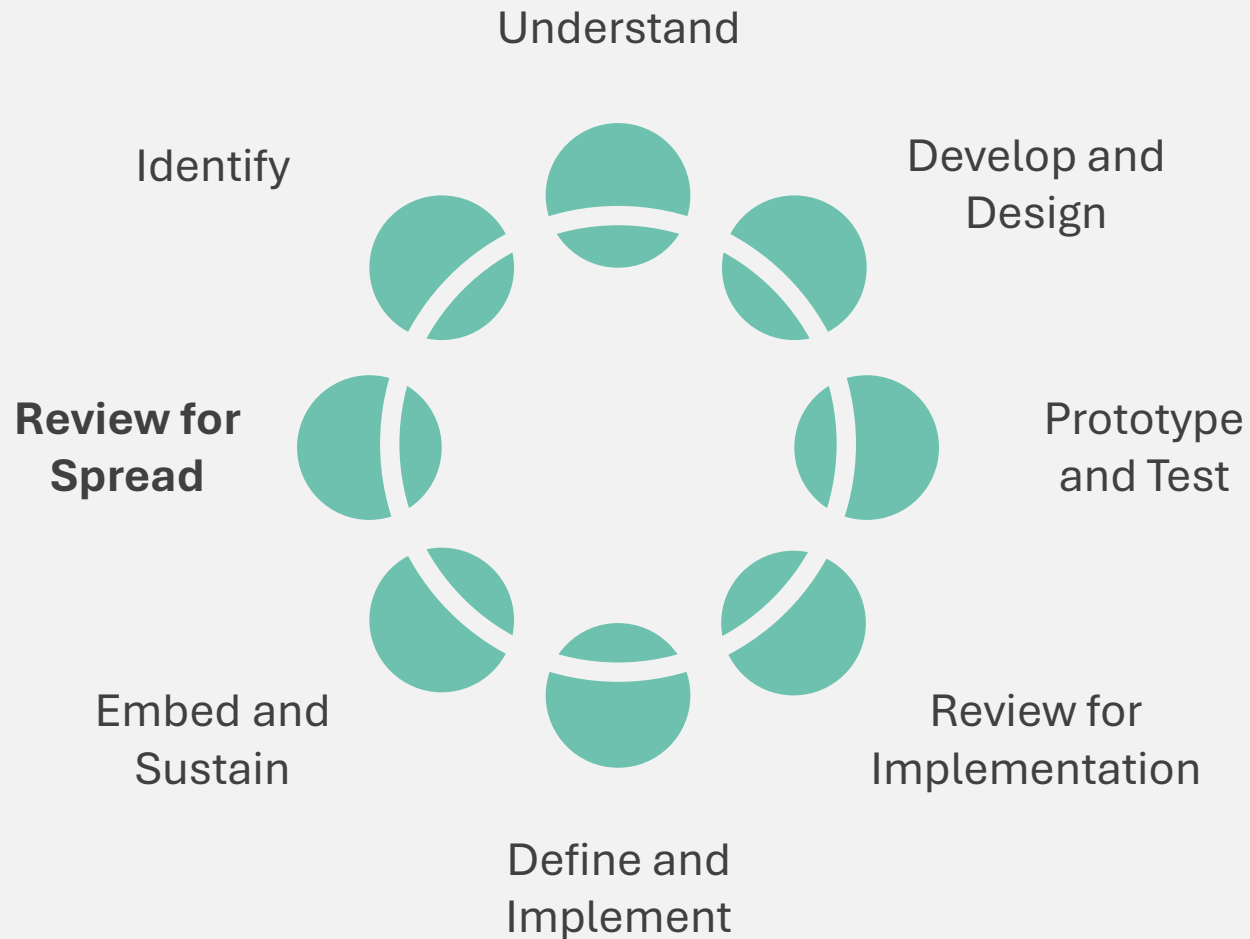
An iterative approach to implementation was adopted.

- The programme ran from April to August 2024, with **follow-up sessions** between events.
- Care homes were supported to **embed learning and apply it in practice**.
- **Leadership development** was supported by the Scottish Social Services Council.



Sustainability of improvement was supported.

- Twenty-eight care homes completed the programme.
- **Peer support** and **local networking** were key enablers.
- Participants reported **increased confidence, improved relationships with regulators, and enhanced resident wellbeing.**
- The programme helped embed a **culture of improvement.**



Preparation for spread and wider adoption has been undertaken.

- **Participant feedback** strongly endorsed the programme.
- The structure and support model provide a **replicable framework** for future cohorts.
- The success of Cohort 1 **lays the groundwork for broader rollout** across Scotland.

Process rigour

People led

Leadership and culture

Clear vision and purpose

The Enablers for Change

Why did it work?

Process rigour

People led

Leadership and culture

Clear vision and purpose is necessary to provide direction, motivation, and alignment for everyone involved, ensuring efforts are focused and effective.

- Within the programme there was a **shared goal** to improve care through quality improvement.
- There was **clear alignment with Care Inspectorate's strategic priorities**.
- There was a focus on **practical, resident-centred improvements**.



Clear vision and purpose

Leadership, culture, and a whole system approach are key to ensuring changes are sustainable.

- **Leadership development** was embedded in the programme.
- The programme fostered a **culture of collaboration and openness** through peer support
- The programme **built trust and engagement** through strong Improvement Advisor relationships.



A people led approach to change is crucial to ensuring the result of the change is also people led.

- **Improvement topics were chosen by care homes** based on inspection feedback.
- **Improvement projects were staff led** to ensure relevance and ownership.
- **Peer learning and shared experiences** throughout the programme enhanced engagement.



People led

Leadership and culture

Clear vision and purpose

Process rigour means deliberately and systematically going through a structured process to ensure high-quality and reliable outcomes are achieved.

- To ensure a rigorous approach the programme was **structured with defined stages and support**.
- **Use of improvement methodology** ensured consistency.
- **Evaluation and feedback mechanisms** tracked progress and impact.



What outcomes have been achieved?

The following outcomes were achieved:

- 91% of respondents who participated in the programme said learning would improve care.
- 100% of respondents who participated in the programme reported increased knowledge of quality improvement.
- 94% of respondents who participated in the programme felt more confident applying improvement methods.
- Positive relationships with the Care Inspectorate increased from 51% to 85% over the programme.