# Recognising and responding to closed cultures

# What is a closed culture?

# Closed Cultures defined

A closed culture is a poor culture in a health or care service that increases the risk of harm. This includes abuse and human rights breaches. The development of closed cultures can be deliberate or unintentional – either way it can cause unacceptable harm to a person and their loved ones.

# Closed Cultures defined

Closed cultures are more likely to develop in services where:

- people are removed from their communities
- people stay for months or years at a time
- there is weak leadership
- staff lack the right skills, training or experience to support people
- there is a lack of positive and open engagement between staff and with people using services and their families

In these services, people are often not able to speak up for themselves - this could be through lack of communication skills, lack of support to speak up or abuse of their rights to speak up.

# Quotes from people with lived experience of closed cultures

"I was scared to speak out. People didn't believe me. You can be punished. They shunned my family and made them out to look deranged."

"If I complain you know they'll take it out on him. It'll make things worse. In the end, I was nice to them as I realised. And now I have this trauma about that. That I was nice, and I basically colluded with them and sold my son out."

"I have been prevented from speaking to CQC, services only pick people and family members who will speak positively, giving a false positive of a service."

'I felt like a science experiment. Nobody saw me for who I was: a person that was struggling and needed care.'

# Closed Cultures: Where are we now?

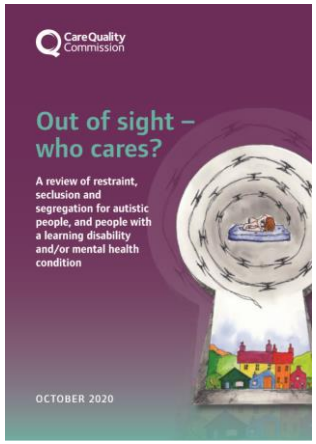
**March 2020:** Glynis Murphy report 1 published and inspecting based on risk due to COVID-19 pandemic

**October 2020:** Restraint, Seclusion and Segregation thematic review published

**December 2020**: Glynis Murphy report 2 published

**January 2021:** CQC's draft strategy and consultation on a flexible approach to regulation

**NOW**: Strategy implementation and development of our future regulatory model



# Update on closed cultures

**So far we have:**

- Produced comprehensive guidance for our inspectors on what to look for when inspecting closed cultures services.
- This can be found on our website here:closed cultures guidance
- Publication of Home for Good report (8 September)

**Coming soon:**

- We have developed a quality of life tool with the aim to support inspectors and mental health act reviewers to be able to know what good, positive care planning and delivery looks like for people who have a learning disability.
- We are developing guidance for inspectors and providers on assessing the use of surveillance including CCTV, through a human rights perspective

# Transforming our regulation of learning disability and autism services

**This work is focusing on 3 key things:**

1. Making sure we only register the right services
2. Making sure we support services to improve and take the right action where they don't
3. Making sure we influence the improvement of pathways and wider healthcare
    - We are carrying out pilot visits to mental health hospitals and adult social care services.
    - The approach being taken puts people using the service and their needs and outcomes at the centre. We are spending more time speaking to people who use services and their families so their view can better inform the judgement we make.

# What we will do in our monitoring

Monitoring and intelligence

Notifications

Complaints, whistle blowing, safeguarding alerts

Trends and patterns

Response to complaints and incidents

Be aware of conflicting information

Look at the use of language, tone and inference

# What we will do before inspection

Review the intelligence we hold

Prioritise a review of the care of people

Gather stakeholder feedback

Tailor inspection team

Consider communications aids

Specialist support ie medicines team

Consider whether to use SOFI

Ask for relative and others contact details

# What we will do on an inspection visit

Talk to as many people as possible

Make conversations informal and private

Talk to people outside of the inspection if preferred

Speak with staff

Review CCTV on case by case basis – guidance being developed

Unannounced inspections where possible

# Workplace culture

Developing a values-based culture in your organisation **#cultureforcare**

**@skillsforcare**

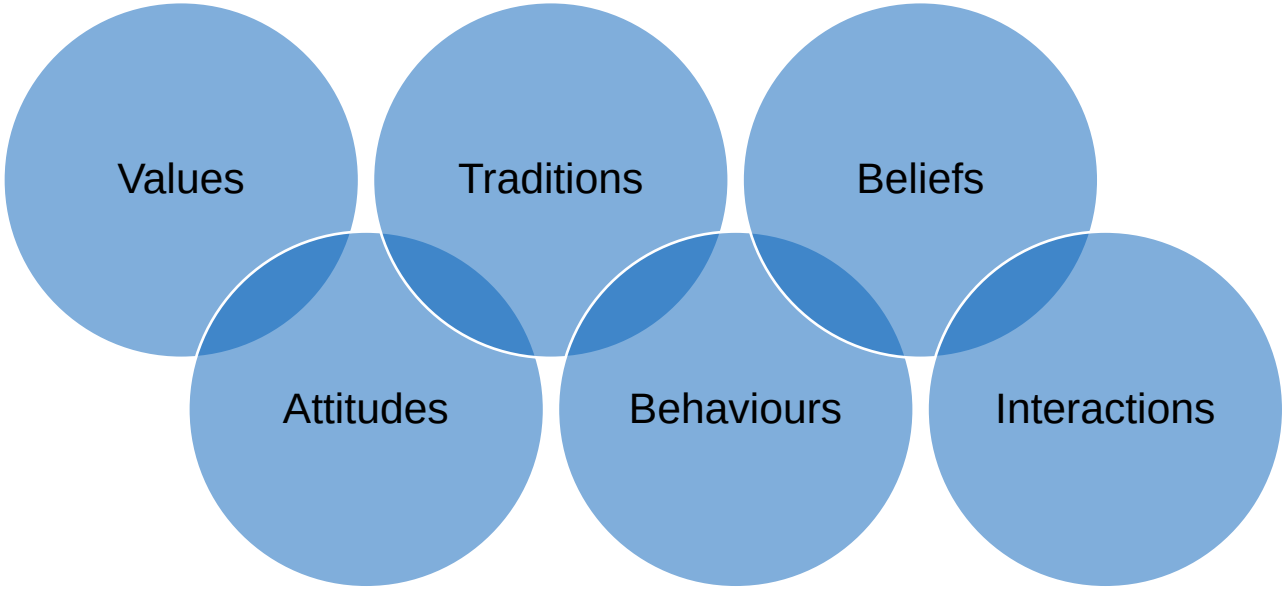
# An Introduction to workplace culture

- This session will explore and support you to:

- understand what workplace culture is and why it's important
- how to use the 'Culture for care' toolkit to identify practical ways of creating a positive workplace culture
- know where to access free resources to help you develop a positive workplace culture. This includes a self assessment tool to create an action plan.

# What is workplace culture?

- It's the **character** and **personality** of your organisation. It's what makes your organisation unique.
- It's made up of people's:



# What is a positive workplace culture?

- Our research found that services with ‘good’ and ‘outstanding’ CQC ratings had a culture that’s fair, inclusive and transparent, for example they:

- put people who need care and support at the heart of the service
- ensure managers and leaders are open, visible, approachable and empower others

# Cont…

- ensure managers and leaders encourage and support a strong focus on inclusion, equality, diversity and human rights
- embed a person-centred culture of fairness, support and transparency
- ensure problems and concerns are always a priority and are committed to resolving them.

- ***Taken from Skills for Care's 'Good and outstanding care guide'***

# Definitions of Workplace Culture

"Our culture is about mutual respect and good organisation"
**Care 4 you**

"A great culture is the lifeblood of the organisation and reflects a common purpose"
**Heathfield Residential Home**

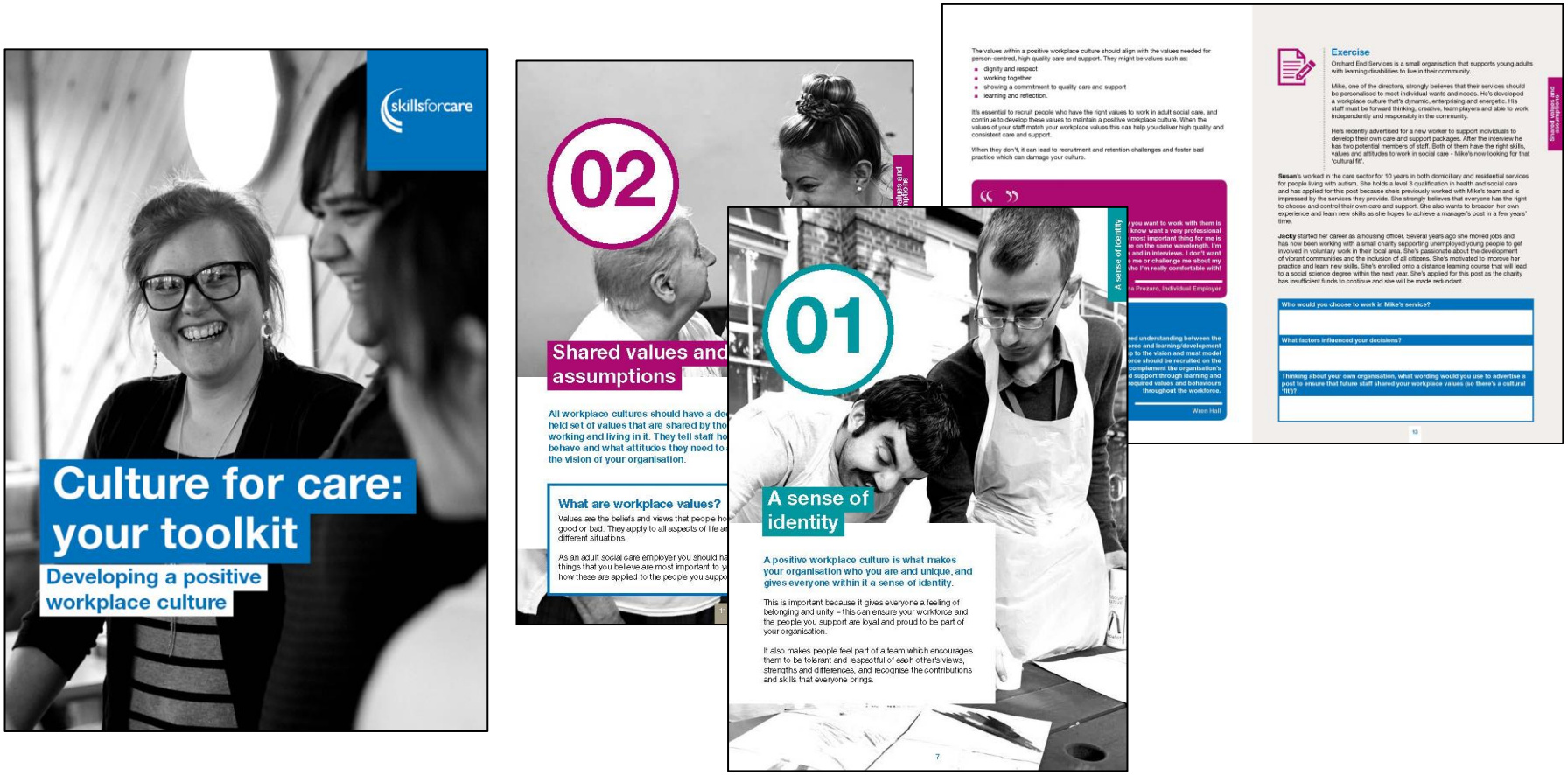
"Our culture embraces openess, transparency, honest, professionalism and positivity"
**Wren Hall**

# Why is culture important?

- **A positive workplace culture can bring lots of benefits:**

  - improve the quality, consistency and personalisation of care and support
  - help you recruit and retain a stable and skilled workforce with the right values
  - reduce costs – retention of your workforce
  - improve health and wellbeing
  - improve your reputation and market share
  - help you to meet CQC regulations.

# ‘Culture for care’ toolkit




www.skillsforcare.org.uk/culture

# What can influence your workplace culture?

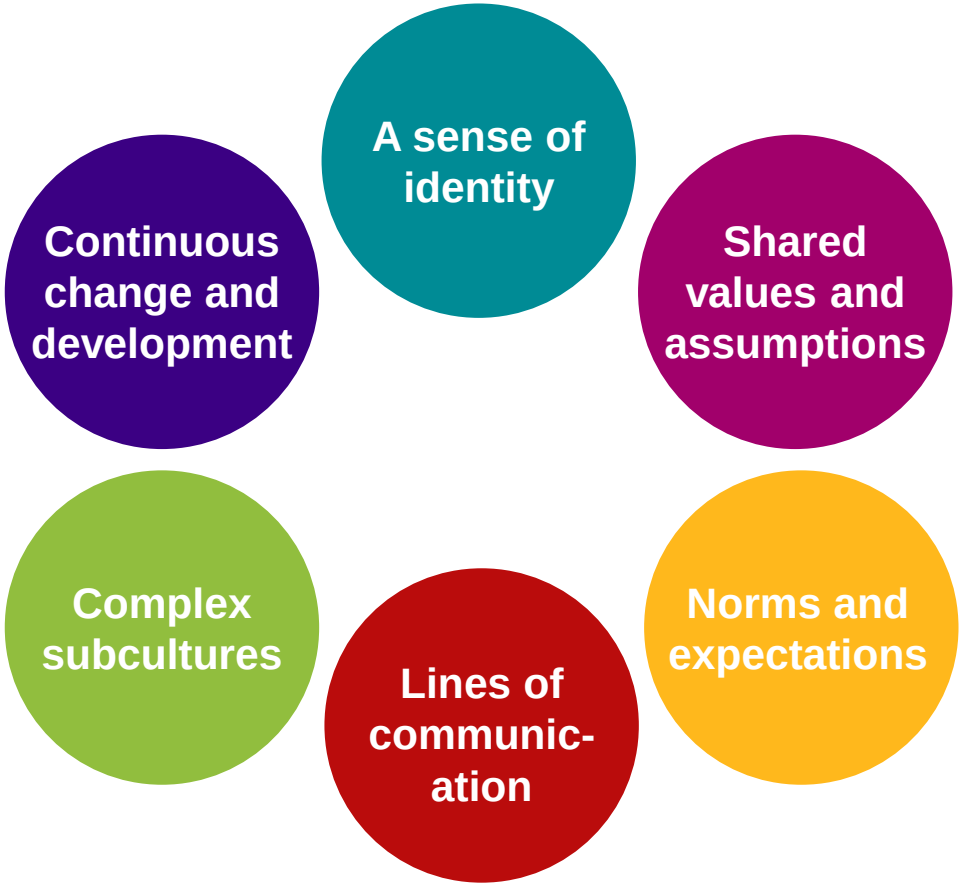
Environmental influences

- Structure of the building
- Accessibility
- Atmosphere e.g. lighting, noise and experience
- Aspirations
- Decor and responsibilities

- Vision, ambitions and objectives
- Leaders and managers
- Systems and processes
- Workplace practices
- Legislation
- Political factors

# Influences and elements

# How to develop a positive workplace culture



# A sense of identity

# Shared values and assumptions

# Norms and expectations

# Lines of communic-ation

# Complex subcultures

# Continuous change and development

# Leadership for culture

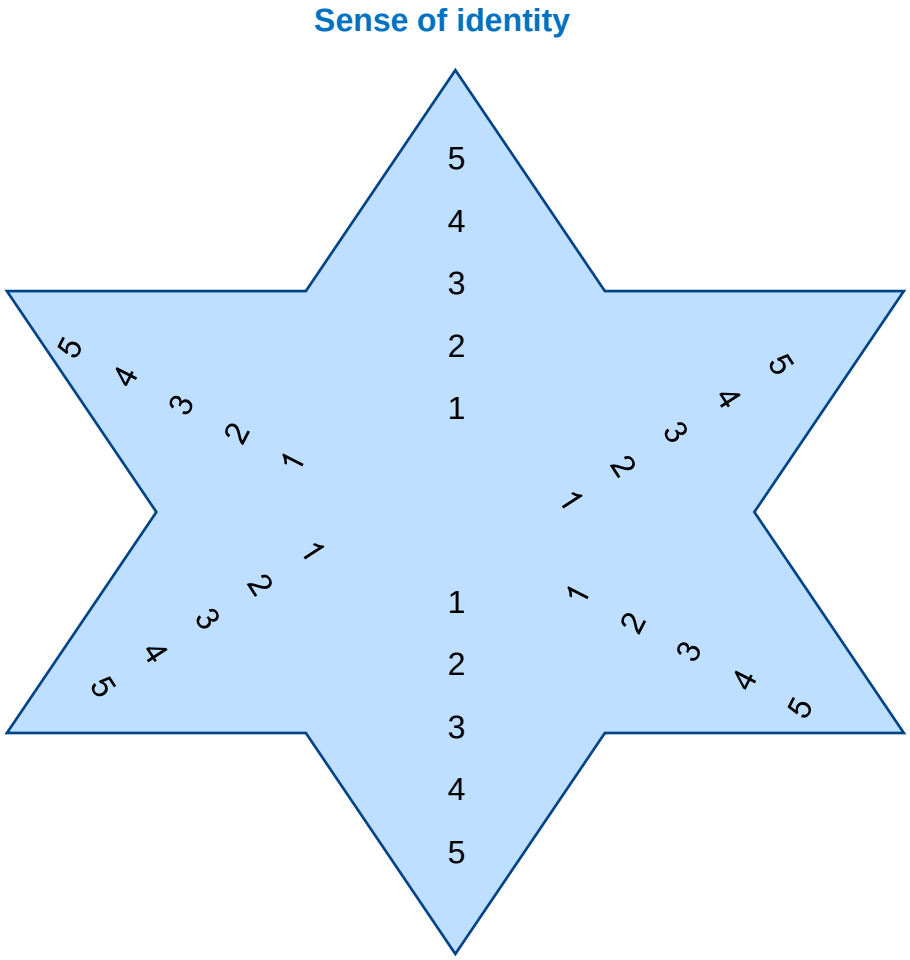
- Leaders and managers are vital to developing a positive workplace culture. To do this, they need to:
  - be approachable, open and visible
  - demonstrate vision and values
  - celebrate achievements of staff and people who need care and support
  - challenge and change policies
  - keep people who need care and support at the heart of the service
  - strive for improvement and sustainability
  - learn from incidents and feedback.

# Skills for Care resources to help you change/promote positive workplace culture

- Culture for Care Toolkit
- **Well led programme**
- **Understanding Workplace Culture- CPD module**
- Culture for improvement
- Valued Based recruitment and retention
- Values-based approaches: online workshops
- People Performance Management toolkit
- Create a positive place to work
- **Digital learning for managers**
- **Learning from Events**

**Bold** – Access to Workforce Development fund

# The culture star




1: poor

2: average

3: good

4: very good

5. excellent

# ANY QUESTIONS?

www.cqc.org.uk

www.skillsforcare.org.uk