

Recognising and responding to closed cultures



Out of sight – who cares?



What is a closed culture?

Inherent Risk Factors Associated With A Closed Culture



Poor experience
of people
receiving care

Weak leadership
or management

Poor skills,
experience and
training of staff
providing care

Lack of external
oversight

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 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



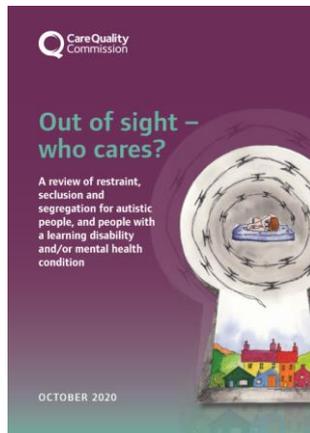
“I was scared to speak out. People didn’t believe me. You can be punished. They shunned my family and made them out to look deranged.”

“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?



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
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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

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



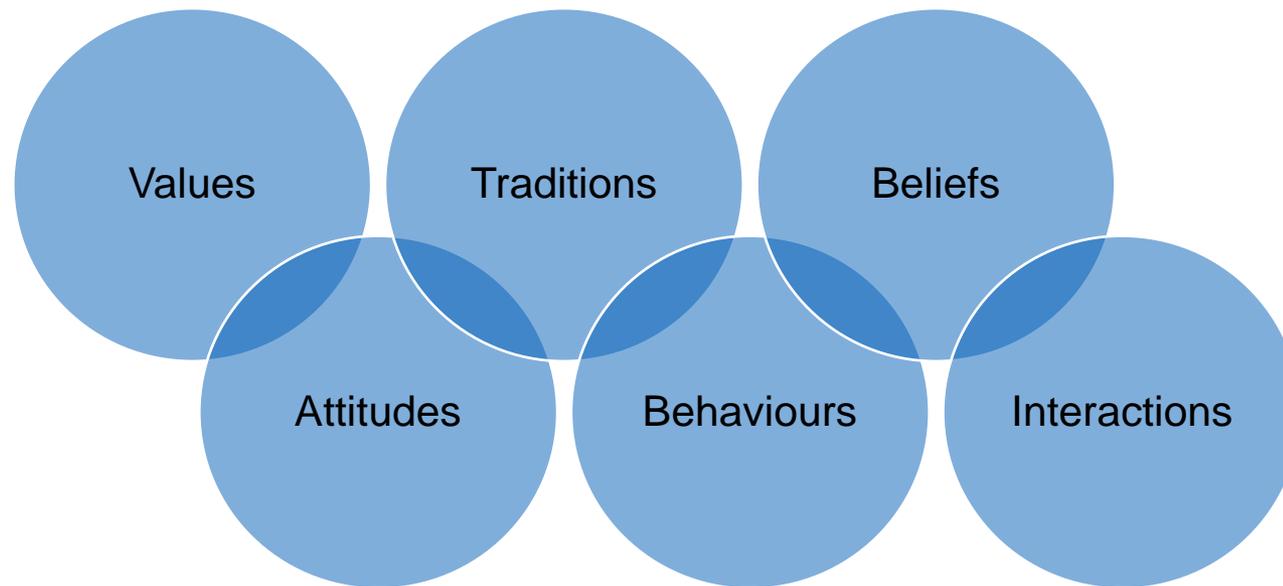
An Introduction to workplace culture



- 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

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- 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 openness, 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



Culture for care: your toolkit

Developing a positive workplace culture

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Shared values and assumptions

All workplace cultures should have a defined set of values that are shared by the working and living in it. They tell staff how to behave and what attitudes they need to the vision of your organisation.

What are workplace values?
Values are the beliefs and views that people hold good or bad. They apply to all aspects of life in different situations.

As an adult social care employer you should find things that you believe are most important to you how these are applied to the people you support.

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A sense of identity

A positive workplace culture is what makes your organisation who you are and unique, and gives everyone within it a sense of identity.

This is important because it gives everyone a feeling of belonging and unity – this can ensure your workforce and the people you support are loyal and proud to be part of your organisation.

It also makes people feel part of a team which encourages them to be tolerant and respectful of each other's views, strengths and differences, and recognise the contributions and skills that everyone brings.

The values within a positive workplace culture should align with the values needed for person-centred, high quality care and support. They might be values such as:

- dignity and respect
- working together
- showing a commitment to quality care and support
- learning and reflection.

It's essential to recruit people who have the right values to work in adult social care, and continue to develop these values to maintain a positive workplace culture. When the values of your staff match your workplace values this can help you deliver high quality and consistent care and support.

When they don't, it can lead to recruitment and retention challenges and foster bad practice which can damage your culture.

Exercise

Christine First Services is a small organisation that supports young adults with learning disabilities to live in their community.

Mike, one of the directors, strongly believes that their services should be personalised to meet individual wants and needs. He's developed a workplace culture that's dynamic, enterprising and energetic. His staff must be forward thinking, creative, team players and able to work independently and responsibly in the community.

He's recently advertised for a new worker to support individuals to develop their own care and support packages. After the interview he has two potential members of staff. Both of them have the right skills, values and attitudes to work in social care - Mike's now looking for that 'cultural fit'.

Rosam worked in the care sector for 10 years in both domiciliary and residential services for people living with autism. She holds a level 3 qualification in health and social care and has applied for the post because she's previously worked with Mike's team and is impressed by the services they provide. She strongly believes that everyone has the right to choose and control their own care and support. She also wants to broaden her own experience and learn new skills as she hopes to achieve a manager's post in a few years' time.

Jacky started her career as a housing officer. Several years ago she moved jobs and has now been working with a small charity supporting underdeveloped young people to get involved in voluntary work in their local area. She's passionate about the development of vibrant communities and the inclusion of all citizens. She's motivated to improve her practice and learn new skills. She's enrolled onto a distance learning course that will lead to a social science degree within the next year. She's applied for the post as the charity has insufficient funds to continue and she will be made redundant.

Who would you choose to work in Mike's service?

What factors influenced your decision?

Thinking about your own organisation, what wording would you use to advertise a post to ensure that future staff shared your workplace values (use Jane's a cultural fit)?

What can influence your workplace culture?



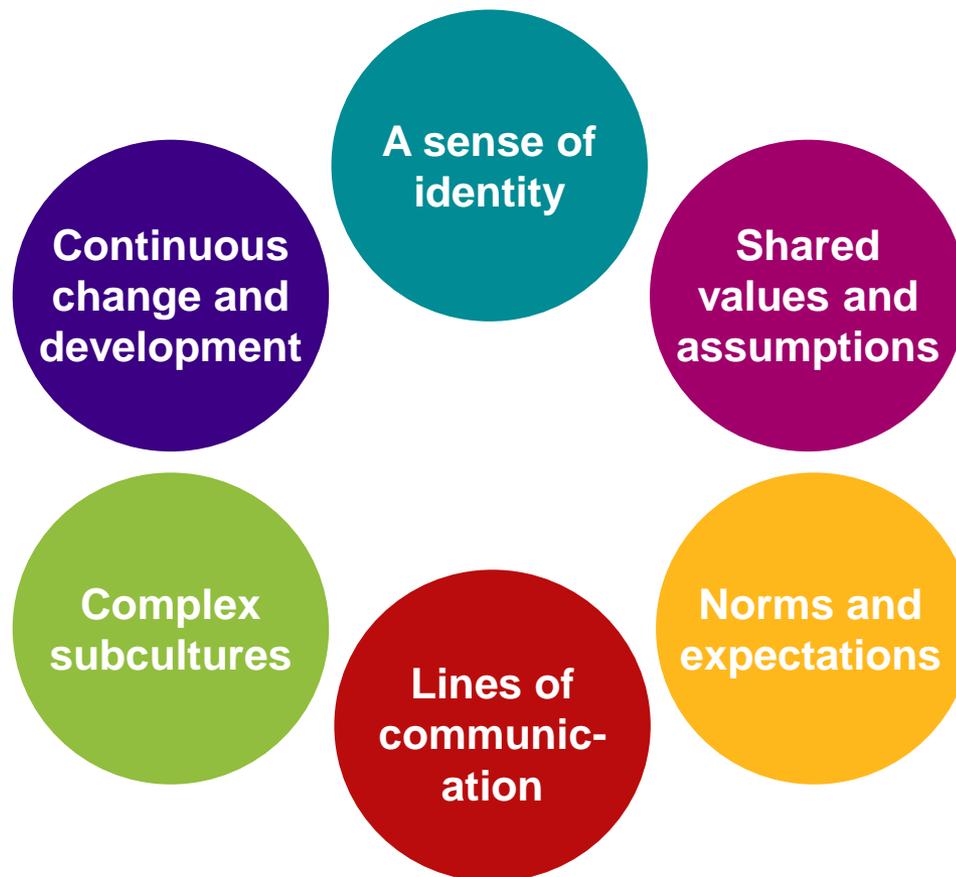
Environmental influences

- Vision, aims and objectives
- Accessibility
- Systems and processes
- Atmosphere e.g. lighting, noise and temperature
- Workplace practices
- Skills and experience
- Legislation
- Reputation
- Political factors
- Roles and responsibilities

Influences and elements



How to develop a positive workplace culture



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A sense of identity

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**Shared
values and
assumptions**

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Norms and expectations

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**Lines of
communic-
ation**

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Complex subcultures

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**Continuous
change and
development**

Leadership for culture



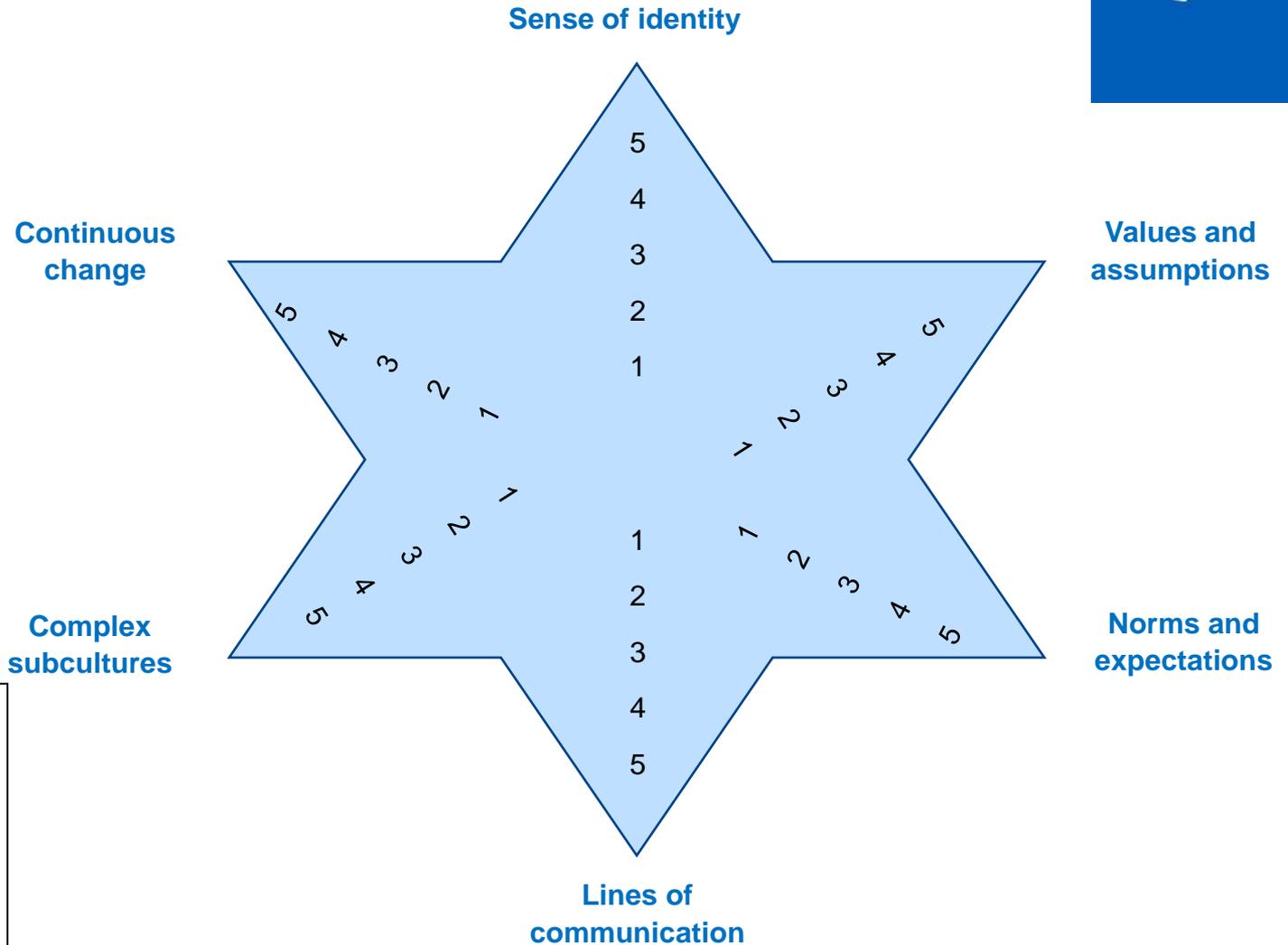
- Leaders and managers are vital to developing a positive workplace culture. To do this, they need to:
 - be approachable, open and visible
 - demonstrate vision and values
 - celebrate achievements of staff and people who need care and support
 - challenge and change policies
 - keep people who need 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

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