

Creating Safer Cultures

A Presentation for Health and Care Settings

Special thanks to Somerset Safeguarding Adults Board and partners, and Teeswide Safeguarding Adults Board, for their helpful resources



Agenda:

- What is a closed culture?
- Creating a safer culture
- Learning from Safeguarding Adult Reviews

SSAB's Vision:

“People in Sunderland are able to live safely, free from neglect and abuse”

Safeguarding Sunderland Together:

Everyone has a part to play in preventing, recognising, and reporting abuse and neglect.

What is a closed culture?

The Care Quality Commission (CQC) describes a closed culture as:

“a poor culture that can lead to harm, including human rights breaches, such as abuse”

Any service that delivers care can have a closed culture. In these services, people are more likely to be at risk of deliberate or unintentional harm.

What is Organisational Abuse?

The Care Act 2014 describes organisational abuse as:

‘Neglect and poor care practice within a specific care setting. This could be a hospital, care home, but also the care received in a person’s own home.’

What is Organisational Abuse?

Organisational abuse can range from a one-off incident to ongoing ill-treatment and can involve one or more perpetrators.

High profile examples of organisational abuse include: Mid-Staffordshire Hospital, Winterbourne View, Whorlton Hall and more recently Joanna, John and Ben

What is Organisational Abuse?

- In some instances, acts of neglect can seem minor, however if neglect continues and a person's needs are continually unmet, this can lead to organisational abuse.
- Experiencing prolonged neglect can have a detrimental impact on a person's physical and mental health.

Case Study

“I’m Jack. I’m 71 years old and in hospital because of a stroke. I can’t speak because of the stroke, but can understand what people say to me. I can’t move anything on my right side and need help to eat, dress, wash and go to the toilet. I have sometimes wet the bed, because I haven’t been able to reach the buzzer to call for a nurse. It’s so embarrassing. I tried to tell staff today what I wanted to eat, but she couldn’t understand me so brought me a jacket potato. I couldn’t use the knife and fork to cut it up and it went cold. She’s taken it away thinking I’m not hungry. I’ve been told by the doctor that I’ve lost a lot of weight recently and need to build my strength up. I’m so hungry, but I can’t explain to staff that I need help”.

What does a closed culture look like?

- Staff don't listen to people's concerns
- Staff don't speak out about concerns for fear of repercussions
- Poor leadership - lack of visible, accessible or supportive senior staff/managers
- Poorly trained staff
- Poor communication and information sharing (internally and externally)
- Resistant to learn from mistakes, complaints, near misses, safeguarding concerns or serious incidents

Creating a Safer Culture

The foundations for building a safer culture are to...

✓ **Listen**

✓ **Learn**

✓ **Lead**

If these basic foundations aren't in place this can lead to organisational abuse.

Creating a Safer Culture – The Adult

- **Seek people's views and wishes** – Ask the individual and others supporting them
- **Make Every Contact Count** – Assessments, reviews, visits, observations and communication.
- **Professional Curiosity: if in doubt, check it out** – Try to understand why someone might be presenting in a certain way or making particular decisions; what might be the root cause of the problem? Can the root cause be addressed?
- **Flexibility** - Support and care should be based on the person's needs and not on the needs of the organisation

Creating a Safer Culture – The Staff

- **Staff support** - Make use of supervisions, debriefs, handovers, peer support and encourage reflective practice
- **Good Communication, Information Sharing and Record Keeping** - Engage with family and professionals too
- **Know how to recognise and report safeguarding concerns** - Visit www.sunderlandsab.org.uk for policies and procedures and information on how to spot the signs of abuse and neglect

Creating a Safer Culture – The Organisation

- **Staff training** – Make sure staff (including agency staff) are up to date with the training required for the role
- **Robust safeguarding policies and procedures in place** – Make use of SSAB's Individual Agency Guidance Template if your organisation does not have one. Ensure to adhere to your own organisation's safeguarding policy which should also align with the Sunderland Safeguarding Adults Board's policies and procedures
- **Robust recruitment checks in place for new and agency staff** – Have you checked that their ID is genuine and they have a clear Disclosure Barring Service (DBS) certificate? Does the person have a right to work in the UK? Have you checked that their qualifications and training is appropriate and up to date in order for them to carry out their role and responsibilities safely and effectively?
- **Staff resources / time** – Make sure there are enough staff to manage the level of need and to carry out their jobs safely and effectively. It also allows staff time to get to know the people they support much better and therefore build trust, a good rapport and be able to recognise if their needs change or if something could be wrong.
- **Poor staff attitudes are addressed** – Any abusive or bullying behaviour should be addressed immediately to prevent escalation and to make staff and service users feel safe.

Creating a Safer Culture – The Organisation

Organisations should promote:

- Supervision and reflection
- Engagement opportunities
- Quality training
- Care planning
- Duty of Candour
- ‘Safeguarding Champions’ within the organisation

Learning from Safeguarding Adult Reviews

SSAB has a statutory duty to carry out Safeguarding Adult Reviews (SARs) where the Care Act 2014 criteria for a SAR is met:

- a) There is reasonable cause for concern about how SSAB, its members or organisations worked together to safeguard the adult **and**
- b) The adult has died and SSAB knows/suspects this was as a result of abuse or neglect **or**
- c) The adult is still alive but SSAB knows/suspects the adult has experienced serious abuse/neglect, sustained potentially life threatening injury, serious sexual abuse or serious/permanent impairment of health or development

Learning from Safeguarding Adult Reviews

It is important that we learn from the most serious instances of abuse and neglect and apply this to our own practice. This is to prevent similar instances occurring again.

Learning from Safeguarding Adult Reviews

The Board publishes their Safeguarding Adult Reviews (SARs)/learning reviews, and also has a range of other learning resources such as 7-minute briefings, self-neglect resources, checklists, guidance and animations on a range of safeguarding adults topics here:

http://www.sunderlandsab.org.uk/?page_id=163

Think about...

- Are you able to have open conversations about what's working well and what needs to improve or change?
- Do you openly talk about safeguarding people and avoiding or preventing harm?
- Do you regularly communicate with colleagues about near misses or complex cases so that you are aware of what to avoid/ how to address similar issues?
- Do you feel able to recognise a safeguarding concern?
- Do you know how to raise a safeguarding concern?
- Do you feel your training is up to date to meet the requirements of your role?

Think about...

- Do you and your organisation have an open mind set to learn and grow?
- Do you have a clear and accessible complaints/ compliments procedure and complaints escalation procedure that is easy for service users and families to navigate?
- Can you spot any trends and address the route cause of problems?

Creating a Safer Culture. What could you do to help?

- Display leaflets and posters in your workplace, so that staff, service users and families know how to report abuse and neglect
- Sign up to be a Safeguarding Champion
- Complete some FREE e-learning or sign up for the SSAB's training courses (charge applies per person) to improve your knowledge
- Share/print SSAB Newsletters in your workplace
- Share any published SARs/learning reviews and reflect on practice

What else could you do to help create a safer culture?

Useful Resources...

- [SSAB's Safeguarding Adults Multi-Agency Procedures](#) (includes the link to the [Sunderland Safeguarding Adults Portal](#))
- A broad range of other guidance, resources, animations/videos and 7-minute briefings on a range of safeguarding adults topics can be found on the SSAB website http://www.sunderlandsab.org.uk/?page_id=231 including:
 - Safeguarding Adults Threshold Guidance and Risk Assessment Tool (assists in assessing the level of risk in relation to safeguarding concerns)
 - Professional Curiosity Guidance
 - Complex Adults Risk Management (CARM) referral form and associated policy and guidance
 - SSAB Newsletters (issued quarterly)
 - Herbert Protocol (missing adults with dementia)
 - Northumbria Missing Adults Protocol
- Other resources:
 - [NICE Quick Guide: Creating a Safeguarding Culture in Care Homes](#)
 - [SCIE Dementia Awareness E-learning course](#) (free)
 - [SCIE Mental Capacity E-learning course](#) (free)
 - [ADASS Safeguarding People in Closed Environments Checklist](#)