

Working Together To Create Positive Cultures

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Our purpose



The Care Quality Commission is the independent regulator of health and adult social care in England.

We make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve.



Our model of regulation



Register

We **register** those who apply to CQC to provide health and adult social care services

Monitor, inspect and rate

We **monitor** services, carry out expert **inspections**, and judge each service, usually to give an overall **rating**, and conduct **thematic reviews**

Enforce

Where we find poor care, we ask providers to improve and can **enforce** this if necessary

Independent voice

We provide an **independent voice** on the state of health and adult social care in England on issues that matter to the public, providers and stakeholders

Tackling Bullying – A Call to Action and how we can link with the well-led domain

Our shared goals on encouraging positive cultures



SPF Call to Action

Agreed goal

For NHS organisations to provide excellent, compassionate leadership in a supportive culture where staff can flourish and problem behaviours such as bullying disappear.

Agreed ambition

For all NHS organisations to respond to the collective call to action on how they will:

- *achieve the overarching leadership and cultural change to tackle bullying in partnership with staff
 - *support staff to respectfully challenge problem behaviours in the meantime
 - *publish their plans and progress so staff, patients and the public can hold them to account.
- To achieve measurable change in NHS organisations...by 2020.

CQC inspections can

- ✓ Ask whether Trusts are signed up to the CtA
- ✓ Look at what measurable action Trusts are taking
- ✓ Look at how they are monitoring progress

The well-led framework for trusts: Key Lines of Enquiry



<p>Does the leadership have capacity and capability to deliver high quality, sustainable care?</p>	<p>Is there a culture of high quality, sustainable care?</p>	<p>Is there a clear vision and credible strategy to deliver high quality sustainable care to people, and robust plans to deliver?</p>
<p>Are there clear responsibilities, roles and systems of accountability to support good governance and management?</p>	<p>Are services well-led?</p>	<p>Are there clear and effective processes for managing risks, issues and performance?</p>
<p>Is robust and appropriate information being analysed and challenged?</p>	<p>Are the people who use services, the public, staff and external partners engaged and involved to ensure high quality sustainable services?</p>	<p>Are there robust systems, processes for learning, continuous improvement and innovation?</p>

Tackling Bullying within Well-Led (NHS Trusts) - W3: Is there a culture of high-quality, sustainable care?



- **W3.1** Do staff feel supported, respected and valued?
- **W3.3** Do staff feel positive and proud to work in the organisation?
- **W3.4** Is action taken to address behaviour and performance that is inconsistent with the vision and values, regardless of seniority?
- **W3.5** Does the culture encourage openness and honesty at all levels within the organisation, including with people who use services, in response to incidents? Do leaders and staff understand the importance of staff being able to raise concerns without fear of retribution, and is appropriate learning and action taken as a result of concerns raised?
- **W3.6** Are there mechanisms for providing all staff at every level with the development they need, including high-quality appraisal and career development conversations?
- **W3.7** Is there a strong emphasis on the safety and wellbeing of staff?
- **W3.8** Are equality and diversity promoted within and beyond the organisation? Do all staff, including those with particular protected characteristics under the Equality Act, feel they are treated equitably?
- **W3.9** Are there cooperative, supportive and appreciative relationships among staff? Do staff and teams work collaboratively, share responsibility and resolve conflict quickly and constructively?

W1: Is there a clear vision and credible strategy to deliver high-quality care and support, and promote a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people?

- W1.2: How does the service promote and support fairness, transparency and an open culture for staff?
- W1.3: How do managers make sure that staff are supported, respected and valued; have their rights and wellbeing protected; and are motivated, caring and open?

W2 Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?

- W2.1: Do staff receive feedback from managers in a constructive and motivating way, which enables them to know what action they need to take?
- W2.6: Are there clear and transparent processes for staff to account for their decisions, actions, behaviours and performance?

Any comments or questions?

Thank you!
