



Safe Organisations & Cultures

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London Safeguarding Conference, Nov 2023

Aim of this session

- CQC's strategy
- What is culture?
- How do we develop safety and improvement cultures?
- Why does speaking up matter?
- Reflections on practice – Newham case study
- Discussion



Reflect through the session

Think about your team and workplace:

How can you create an environment where everyone is confident their concerns are welcomed, listened to and addressed appropriately:

- What is working well?
- What are the challenges?
- What would you change?



Our strategy



What do we mean by culture?

“Everyday actions of every individual”

“The way things are done around here”

“The pattern of shared basic assumptions”

“What happens when nobody is looking”

Key features of a good safety culture*

“[a good patient safety culture is] one where the environment is collaboratively crafted, created, and nurtured so that everybody (individual staff, teams, patients, service users, families, and carers) can flourish to ensure brilliant, safe care”. **NHS England**

- Behaviours and relationships of staff
- Open communication
- Psychological safety
- Organisational practices
- Involvement of those who use services

* [Rapid Literature Review: The characteristics of safety cultures - Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk/resources/publications/rapid-literature-review-the-characteristics-of-safety-cultures)

Enablers of a good safety culture

Sector	Enabling factor
All sectors	<ul style="list-style-type: none">• Leaders being responsive / open to feedback• Equal partnership working• Use of key performance indicators including holistic measures• Informal spaces, mentoring to discuss safety incidents• Effective incident reporting systems
Primary and community care	<ul style="list-style-type: none">• Psychological safety
Adult social care	<ul style="list-style-type: none">• Bottom-up change, allowing staff and managers to embed a culture of openness and transparency• Stakeholder engagement including staff, families/ carers and residents• Using inclusive language - Terms such as 'culture' and 'safety' were unfamiliar to staff members

Barriers to a good safety culture

Sector	Enabling factor
All sectors	<ul style="list-style-type: none">• Staff fatigue• The fear of compliance or performance monitoring amongst staff members• High staff turnover• A lack of clarity on how to implement ideas and reflect on challenges• Blame culture• Limited resources
Primary and community care	<ul style="list-style-type: none">• Poor staffing levels
Adult social care	<ul style="list-style-type: none">• Low levels of training and qualification opportunities• Staff feeling isolated

Key features of an improvement culture*



- **Reassurance and safety:**

- an environment where individuals can raise concerns without fear



- **Quality and effective:**

- Empowering and engaging with staff
- Supporting teamwork, collaboration, and strong interpersonal relationships
- Impact is measured and assessed



- **Caring and person-centred:**

- Commitment to compassion, civility, respect and person-centred care
- Involving people in improvement efforts

* [Rapid Literature Review: Improvement cultures in health and adult social care settings - Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk)

Key features of an improvement culture



- **Learning organisations:**

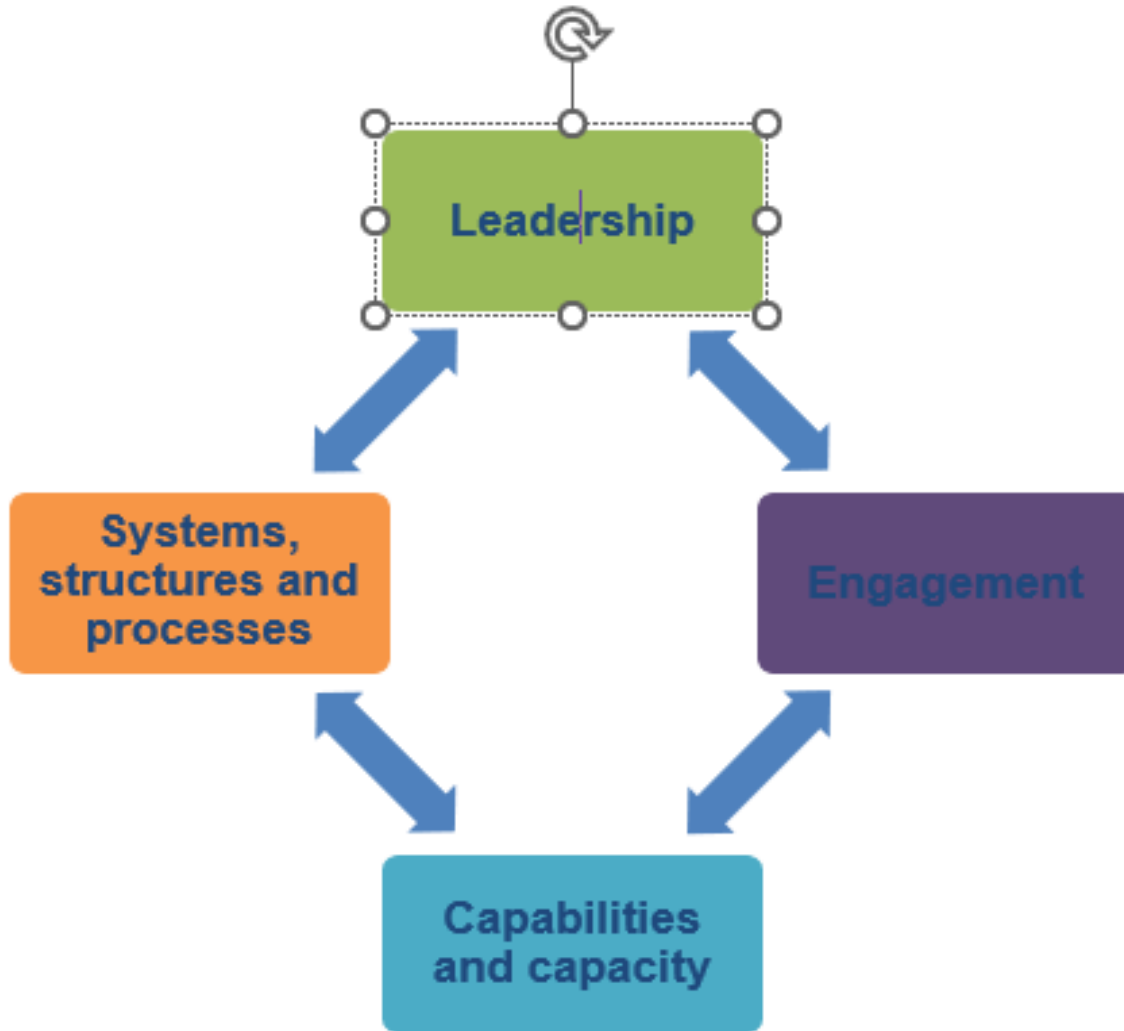
- Commitment to compassion, civility, respect and person-centred care
- Involving people in improvement efforts



- **Leadership:** Compassionate, diverse and inclusive leadership

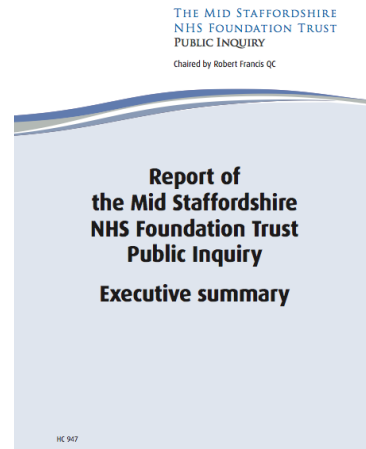
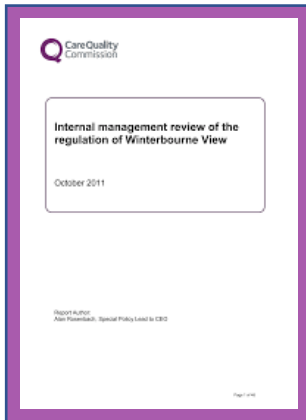
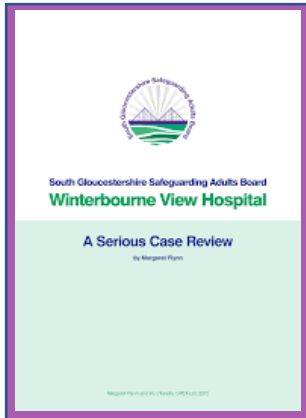
- Open, honest and transparent leadership
- Facilitating mutual trust between leaders and staff
- Leadership buy-in to (and championing of) improvement

Development of an improvement culture



Factors work in conjunction to create an environment for a good improvement culture to develop

Why does speaking up matter?



Listening, Learning and Responding to Concerns Review – March 2023

- Holding the mirror up to review our own practice and culture
- Taking steps to learn and improve
- Need to create safe cultures across health and social care to empower people to speak up

Each one of us has a responsibility to be aware and alert – we must speak up and share when things are not right.

