

Title: POSITIVE CULTURE (KLOE)

1.0 INTRODUCTION

- 1.1 There is often a lack of understanding of what culture really means A useful care home definition can be seen as ‘staff having a way of thinking, behaving and working that complies to our ethos and values’.
- 1.2 Why is culture so important? Research shows that the culture of a service directly affects the quality of life of Service Users. (My Home Life) It has become increasingly recognised that staff and Service Users are interdependent and this needs to be considered when fostering positive cultures in care homes.
- 1.3 The Care Quality Commission have also recognised the importance of a positive culture. In the Key Lines of Enquiry ‘Well Led Services’, the inspectors prompts focus upon how a care service promotes the importance of culture. Skills for Care have also addressed the issue and have introduced a Culture for Care Tool Kit.
- 1.4 Research into job satisfaction and motivation for care home staff stresses the interdependence of staff and Service Users wellbeing. It recognises the importance of a management that listens and asks the right questions, and it shows that the development of a learning environment for both staff and Service Users is necessary to person-centred care and the best possible wellbeing.
- 1.5 Evidence from a range of care settings suggests that working with people who use services and their families, can improve experiences of care. At an individual level, this includes joint decision-making and involving Service Users in planning care and managing personal risks. At an organisational level, this means greater links with the community.

2.0 POLICY

- 2.1 To create a positive relationship culture that recognises the contribution of staff, Service Users, families and other stakeholders to a person centred services that is underpinned by our and ethos and values.

3.0 CREATION OF A POSITIVE CULTURE (ETHOS)

- 3.1 Our ethos is to provide a person centred service that achieves planned outcomes for Service Users within a safe and friendly environment through the efforts of valued competent staff, and the support of families and other stakeholders.
(This ethos can be replaced by the services own ethos)

The central characteristics of our ethos are:

- To be a service that seeks to learn and evolve, aiming to implement what is considered to be best practice in all aspects of our service provision.
- Recognising that Service Users and their families have a right to a high standard of service.
- To support and empower families in achieving a fulfilling life for their family member.
- We will support staff members to work to our ethos and to achieve fulfillment in their working life.
- We will establish strong links and work in partnership with statutory bodies and other stakeholders in the community.

4.0 CREATION OF A POSITIVE CULTURE (VALUES)

4.1 The core values that underpin our service that form part of the interdependent relationship between staff and Service Users are as follows:

- Service Users and their families will be actively involved in decisions effecting their care, treatment and support.
- We will provide a service where management and staff see safety and security of paramount importance.
- All Service Users will be treated equally and provided with equality of opportunity.
- Staff will always show compassion when providing care treatment and support.
- Service users will always be treated with dignity and respect.
- Staff will encourage Service Users to retain their independence.

4.2 The achievement of a positive culture will depend upon staff who shares the values of our service. To achieve staff commitment to our values, the manager will:

- Promote and encourage a united feeling of identity where there are cooperative, supportive and appreciative relationships among staff who feel valued and are treated with trust, integrity and respect.
- Ensure that management and staff together have a clear and shared understanding of the key challenges, achievements, concerns and risks?
- Encourage a feeling of belonging.
- Promote a culture of shared responsibility where staff work together to speedily and constructively resolve conflict.
- Obtain a commitment from all staff to work together for the benefit of Service Users and their families.
- Promote a culture of honesty openness and transparency and fairness when mistakes occur.
- Invest time and energy into maintaining a positive workplace culture.

5.0 PUTTING OUR VALUES INTO PRACTICE

5.1 We recognise the importance of putting the Service User at the center of the service and will demonstrate our commitment to these values by adhering to the following framework:

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- Listening and communicating with our Service Users.
- Encouraging independence.
- Providing a choice in lifestyle opportunities.
- Active participation in community activities.
- Promoting opportunities to develop and maintain personal relationships and social contacts.
- Encouraging and supporting Service Users to be involved in the development of the service.
- Involving Service Users and families in evaluating the quality of the service.
- Working in partnership with families, and professionals who provide services to achieve the best possible outcomes for our Service Users.
- Ensure our staff are trained to provide a service that is based upon our ethos and values.
- The recruitment of staff who share our values.

6.0 SHARING OF MUTUAL GOALS

- 6.1 Service Users and staff should recognise that they share mutual goals within the service. They both have a need to:
- Feel safe.
 - Feel physically comfortable.
 - Experience a sense of control.
 - Feel valued as a person.
 - Experience optimal stimulation.
 - Experience pleasure.

7.0 COMMUNICATION

- 7.1 All staff are required to communicate with all people who use the service, their family, friends, other carers, staff and other stakeholders, taking account of their protected and other characteristics?
- 7.2 Open and transparent communication is a vital element in a positive workplace culture. Every act of communication must be clear and understandable. Staff should avoid as far as possible the use of jargon, acronyms and other practices that potentially exclude others.
- 7.3 We recognise that communication is much more than the spoken word. Attention must also be given to how staff communicates in non-verbal ways. This is of particular importance where Service Users have difficulties communicating, for example if they are living with dementia or a learning disability.
- 7.4 Good internal communication is modelled by management who set the standard for staff to copy in their interactions with others, including colleagues, Service Users carers and professionals. However, every individual is personally responsible for the tone, content and the style of delivery of the communication.

8.0 COMMITMENT

- 8.1 To achieve a positive culture we will sign up to Social Care Commitment. This is an agreement from employers and employees to improve workforce quality, by focusing on the values and behaviours needed to work in a care service.
- 8.2 The manager and staff by signing up, acknowledges their responsibility for ensuring workforce quality, and opening up to a more transparent way of working. It focuses on key issues such as upholding dignity, staff development, and whistleblowing.
- 8.3 It's a way of employers and employees mutually agreeing to take responsibility for driving up standards.
- 8.4 The Commitment, which involves signing up to a series of 'I will...' statements and tasks that put those statements into practice, is a Department of Health initiative that has been developed by the sector, so that it is fit for purpose and makes a real difference to those signing up.
For more information on the Social Care Commitment visit www.thesocialcarecommitment.org.uk.

9.0 EMBEDDING THE POSITIVE CULTURE INTO THE SERVICE

- 9.1 Management acknowledge that it will take time for our positive culture to become embedded in the service. We will overtime develop management strategies with the aim of ensuing that our ethos and values become an integral part of our person centred service.
- 9.2 Part of our strategy will be to challenge any negative attitudes to our positive culture. We will stress the importance of requiring all staff to share the values of our service. To take responsibility
- 9.3 Items relating to our positive culture will be discussed at staff meetings.
- 9.4 Our ethos and values will be included in information provided by our home including the Service User Information Handbook.

10.0 INDUCTION AND TRAINING

- 10.1 The importance of our positive culture including the ethos and values of our service will form part of staff induction and staff training programme.
- 10.2 All staff will be made aware of this policy as part of their induction.

11.0 MONITORING AND REVIEW

- 11.1 The manager and senior staff will monitor the induction of new staff to evaluate their understanding and commitment to the ethos and values of our service.
- 11.2 Any issues relating to staff attitudes to our positive culture will form part of staff supervision
- 11.3 Our positive culture will form part of our annual management review of the service.

Guidance for managers

What the Care Quality Commission requires

Key Lines of Enquiry 2018 - **Well-Led 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?**

Prompt	Compliance Evidence
W1.1 Are managers aware of, and do they keep under review, the day-to-day culture in the service, including the attitudes, values and behaviour of staff and whether they feel positive and proud to work in the organisation?	This policy addresses the prompt. Refer to QP-61 Duty of Candour policy
W1.2 How does the service promote and support fairness, transparency and an open culture for staff?	This policy addresses the prompt. Refer to QP- 61 Duty of Candour
W1.6 Does the service have, and keep under review, a clear vision and a set of values that includes a person- centred culture, involvement, compassion, dignity, independence, respect, equality, wellbeing and safety? How do leaders make sure these are effectively embedded into practice? Do all staff understand and promote them?	This policy addresses the prompt. Section 9.0 of this policy addresses the prompt. Para 4.2 of this policy addresses the prompt.
W1.8 Do managers and staff have a shared understanding of the key challenges, achievements, concerns and risks?	Para 4.2 of this policy of this procedure addresses the prompt.
W1.10 Are there cooperative, supportive and appreciative relationships among staff? Do staff and teams work collaboratively, share responsibility and resolve conflict quickly and constructively?	Para 4.2 of this policy addresses the prompt.

(NAME OF HOME)

QUALITY POLICY STATEMENT

QP-60

Key Lines of Enquiry 2018 - Well-Led W3: How are the people who use the service, the public and staff engaged and involved?

Prompt	Compliance Evidence
W3.1 How are staff actively involved in developing the service? Are they encouraged to be involved in considering and proposing new ways of working, including ways of putting values into practice?	Section 8.0 of this policy addresses the prompt Section 5.0 of this policy addresses the prompt.
W3.2 Are there strong links with the local community? How has the service strengthened relationships beyond the key organisations?	Paragraph 1.5 of this policy addresses the prompt
W3.4 How does the service enable and encourage accessible open communication with all people who use the service, their family, friends, other carers, staff and other stakeholders, taking account of their protected and other characteristics?	Section 7.0 of this policy addresses the prompt.

Managers will need to demonstrate to CQC that they are complying with the regulation and Fundamental Standard by following the procedure or policy that provides the evidence.