

# INDICATORS OF CONCERN

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# WE HAVE A PROBLEM

- The fundamental tendency of services for people to find it difficult to value and accept the full humanity and experience of people
- One outcome of this is the pattern of reports of people being harmed in services that are intended to help them

# PREVENTION

- Research interviews
- Analysis
- Indicators – older people and people with learning disabilities

# RESEARCH INTERVIEWS

- People visiting services found later to be abusive
- Families

# ANALYSIS

- Thematic and IPA
- Confirmation across different groups

# FAMILIES SAID

*The little things*

*It was always something that was kind of like niggling a little bit but ...it wasn't a massive issue really*

AND ...

*The key worker did actually say something to me....so I did something about it....but she actually did tell me, so that was good. So you see there are a lot of good things going on.*

# AND

*Every time staff change you've always got that suspicion in the back of your mind - are they being completely honest with me? Are they going to tell me everything?*



*I just think the complaints procedure is just so...it makes it so formal, it makes it so adversarial, that I would much rather have a conversation with somebody than to get into a position where we're opposing each other*

# AND

*That kind of overreaction makes you think twice the next time you want to raise something because you don't want people to get fired or disciplined - you just want them to put it right.*

# INDICATORS

- Not predictors – no cut off point – collection point
- Basis for reflection and conversation
- Basis for action

# INDICATORS

## Concerns about management and leadership

- The Manager can't or won't make decisions or take responsibility for the service
- The Manager is often not available
- There is a high turnover of staff or staff shortages

# INDICATORS

## Concerns about staff skills, knowledge and practice

- Members of staff appear to lack skills in communicating with individuals and interpreting their interactions
- Communication across the staff team is poor
- Abusive behaviours between residents are not acknowledged or addressed

# INDICATORS

## Concerns about residents' behaviour and wellbeing

- Residents' behaviour changes – perhaps becoming withdrawn or anxious
- Residents' communication and interaction changes – increasing or stopping for example

# INDICATORS

## **Concerns about the service resisting the involvement of external people and isolating individuals**

- There is little input from outsiders/professionals
- Members of staff do not maintain links between individuals and people outside of the service e.g. family, friends,
- Management and/or staff demonstrate hostile or negative attitudes to visitors, questions and criticisms

# INDICATORS

## Concerns about the way services are planned and delivered

- Residents' needs are not being met as agreed and identified in care plans
- The resident group appears to be incompatible
- The diversity of support needs of the group is very great



# INDICATORS

## Concerns about the quality of basic care and the environment

- There is a lack of care of personal possessions
- Essential records are not kept effectively
- The environment is dirty/smelly
- There are few activities or things to do

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|--|--|---|
| <b>Concerns about management and leadership</b>  | <b>Concerns about staff skills, knowledge and practice</b>       | <b>Concerns about residents' behaviours and wellbeing</b>           |
|  |  |   |
| <b>Concerns about the service resisting the involvement of external people and isolating individuals</b> | <b>Concerns about the way services are planned and delivered</b> | <b>Concerns about the quality of basic care and the environment</b> |
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# NOT ON ITS OWN

- Overarching characteristics of a positive culture (cohesive, respectful, enabling, motivating)

Bigby & Beadle-Brown 2016

# DIMENSIONS OF CULTURE

- Perceived purpose
- Working practices
- Orientation to change and new ideas
- Alignment of power-holders' values
- Regard for residents

# IN MELBOURNE

- Supporting well-being
- Factional
- Effective team leadership
- Alignment of staff with organisational values
- Collaboration within the organisation
- Social distance from residents
- Valuing residents and relationships

(HUMPHRIES, 2016)

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# STILL TO DO

- Equipping people to keep themselves safe
- Listening to people who we find challenging
- Support and challenge – keeping each other safe
- Keep the relationship in honest conversations

# REFERENCES AND STAY IN TOUCH

- Bigby C, Beadle-Brown J. Culture in better performing group homes for people with intellectual disability at severe levels. *Intellectual & Developmental Disabilities* 2016; 54, 316-331.
- Humphreys L, Bigby C, Iacono T, Bould E, Humphreys L. Development of a scale to measure organisational culture in group homes. *Journal of Intellectual Disability Research* 2016; 60, 685.

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