

The BILD Positive Behaviour Support International Research and Practice Conference 2014

Defining PBS and promoting evidence based practice

8-9 May, Glasgow





Bill Mumford

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MacIntyre

Providing support...your way

Culture and Change

What does good practice look like?

Culture

Through tradition, history and structure, organisations build up their own culture – a sense of identity – ‘who we are’, ‘what we stand for’, ‘what we do’. It determines, through the organisation’s legends, rituals, beliefs, meanings, values, norms and language, the way in which ‘things are done around here’.

Francis Report

“Right” culture of care

- Openness and transparency
- Listening to patients and families
- Focus on the right things
- Engaged and accountable leadership
- Cultural barometer

Winterbourne View

The opposite of the above – a closed and punitive culture

“A culture of ill-treatment developed and as is often the case, cruelty bred cruelty. This culture corrupted and debased, to varying degrees, these defendants, all of whom are of previous good character, “Judge Neil Ford.

Health Warning:

Abusive practices can and will happen everywhere.

Individual, sub-group and organisational.

It is the exception or the norm?

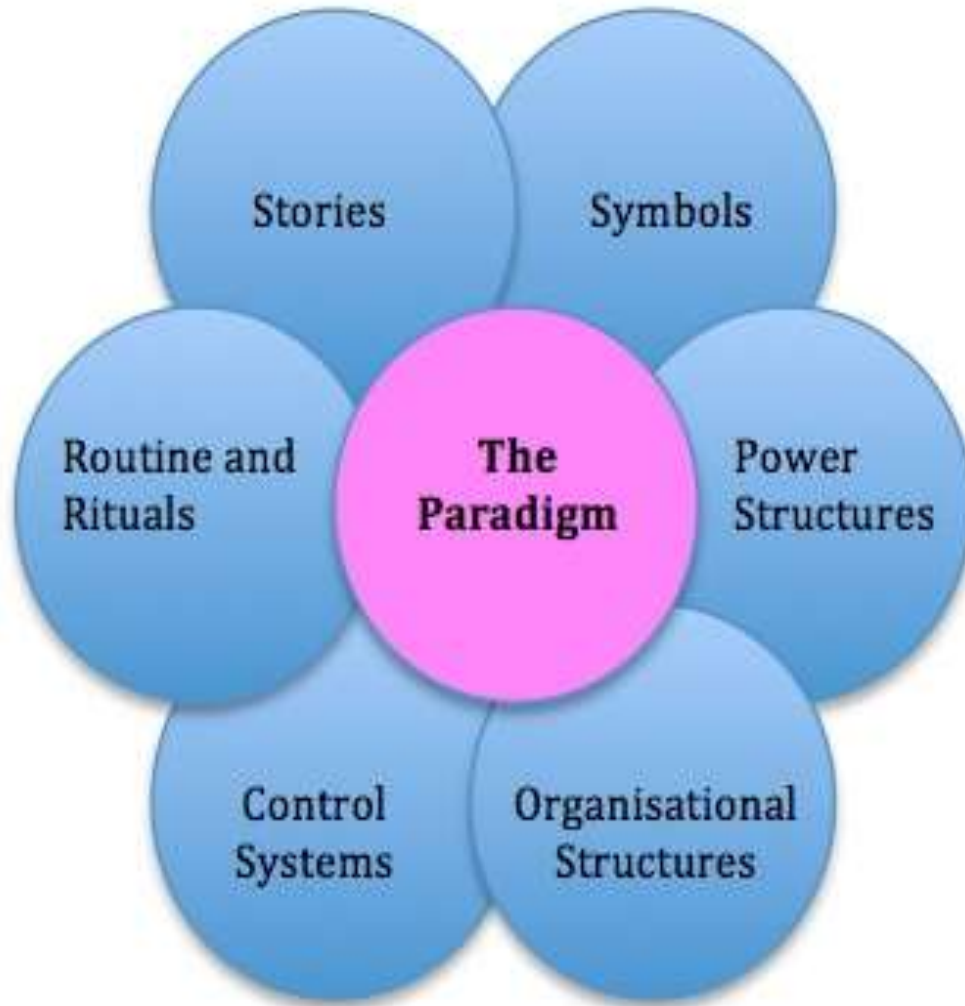
Factors

Are there pre-disposing factors?

- Model of service
- Institutions v home care
- Good and bad wards in the same hospital
- Pay and qualifications
- Money and quality

The reality is complex and therefore culture is so important

Culture Map



Growth Mindset Organisations

Fixed Mindset – problems are to be feared – feedback is pass/fail and promotes fear of failure, aversion to risk and a closing down of systems.

Growth Mindset – problems are to be embraced – feedback is proportional and encourages learning and promotes open cultures.

Organisational Resilience

We need to work in a way that moves the odds more in our favour: to minimise vulnerabilities and maximise value.

Cultural Resilience

Resilient culture: to build up a reputation for competence in safety, compliance and innovation – non remarkable – just part and parcel of how we go about our daily work.

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