Relational Discovery:

A relationally-focused model for systemic culture change in forensic mental health settings

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Overview:

- Context and culture
- Need for culture change
- Relational Discovery model
- Reflections and next steps
Coryton Cove Dawlish
Langdon Hospital, Dawlish, South West England
Culture is........

“The way we do or think about things around here”
Why culture change?

Care Quality Commission

Good

Our organisation has been rated as ‘Good’ by the CQC
"A word of warning: that is not how we do things around here..."
Q: Why culture change?
A: Trauma, emotions, behaviours can be replayed and affect staff, patients and the organization.
Why culture change?

Commissioning for Quality & Innovation (CQUIN ‘16-18)

Decrease length of stay (LoS) + Increase repatriation

vs

Financial penalties

CQUIN Part L:

1) Improve training and skills for staff

2) Increase quality and N therapies for patients
Figure 1: The McKinsey 7S Model

- Structure
- Strategy
- Systems
- Skills
- Style
- Staff
- Shared Values
Diagnostic: SWOT Analysis

**Strengths**
- Service-wide desire for change
- Psychology team: CAT & organizational skills
- Management/finance support
- Positive MDT relationships

**Weaknesses**
- Recruitment & retention, sickness absence
- Lack of training, therapies, supervision, & reflective practice
- Poor risk awareness
- Lack of time to invest in change

**Opportunities**
- To design a service model
- To change the culture
- Geographical and operational independence to innovate
- To improve outcomes for staff & patients

**Threats**
- Changes to funding
- Change in leadership
- Not adhering to planned change
- Change to aims of organization
Defining the Relational Discovery Model

‘ a sustainable culture
where staff and patients can work, learn and develop together
to improve working lives, increase wellbeing and reduce risk ‘
Who is involved?
Who will benefit from Relational Discovery?

Everyone

All staff and patients
DEFINITIONS: Relational Discovery

‘An approach that introduces a relational focus to all activity, noticing how being in dialogue and working together supports positive development‘
Why a relational approach to culture change and clinical practice?

Because problems occur and are solved in the context of relationships:

- family
- friends
- our relationship with ourselves
- the environment (workplace)
- & society
The importance of relational approaches is recognized internationally across settings:

- Psychologically informed planned environments
  \(\text{(PIPEs: National Personality Disorder Programme)}\)

- Enabling environments in mental health settings
  \(\text{(Royal College of Psychiatrists)}\)

- \text{CAT} in forensic settings / organizational change
  \(\text{(Pollock et al 2006; Shannon et al 2017)}\)

- Open dialogue approach for psychosis
  \(\text{(Seikkula et al, 2006)}\)
The Cognitive Analytic Therapy (CAT) model informs Relational Discovery (Ryle & Kerr, 2002)

Because CAT is underpinned by a comprehensive theoretical model that has been used successfully in:

- 1:1 and group therapies,
- formulation,
- reflective practice and supervision,
- consultation and change in organizations
Why use the term **Discovery**?

The term is linked to and supports the aims of the Recovery focused **Discovery Centre** at Langdon where activity builds:

- hope,
- skill,
- independence,
- self-determination.
‘Discovery’ is consistent with the extension of the Recovery literature

recovery in the bin

https://recoveryinthebin.org
recovery in the bin
A service user led movement

“We believe that there are core principles of ‘recovery’ that are worth saving

These principles cannot be found in a one size fits all technique, or calibrated by an outcome measure.

We ask that mental health services should never put anyone under any pressure to ‘recover’, by over emphasizing or even imposing ‘Recovery Stars’ or WRAP’s. “
The concept of ‘Discovery’ promotes equality not pathology

Applicable to all staff and patients
Not diagnosis dependent

Emphasizes daily opportunities:
• to learn about ourselves and others
• to develop skills and build relationships
• to work to set and achieve our goals
# Six Elements of Relational Discovery:

<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
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<tbody>
<tr>
<td>Training</td>
<td>Training across the MDT in DBT &amp; CAT skills &amp; Specialist trainings to build skills - cascaded &amp; updated; Local induction &amp; subsequent therapeutic training (HIIT)</td>
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<tr>
<td>Therapies</td>
<td>Design &amp; implementation of group and 1:1 psycho-education and therapies across diagnoses to prepare for offence focused work (Building Blocks for Change = CBT/Emotions; Life in Balance = DBT skills; Substance Misuse; Understanding Psychosis)</td>
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<tr>
<td>Risk</td>
<td>Training in collaborative risk assessment and management for staff and patients, HCR-20, SAPROF, Relational Security</td>
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<tr>
<td>Reflection</td>
<td>Develop relationally and formulation focused reflective practice across site</td>
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<td>Governance</td>
<td>A quality improvement project; outcome measures; transparency, trust, communication strategy</td>
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<tr>
<td>HR / Line Management</td>
<td>Relationally informed HR and line management, consultative, collaborative</td>
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What are five benefits of RD .......?

1. A relational reflective formulation-focused therapeutic culture
2. Clarity, collaboration, co-production, cohesion and creativity
3. Improved knowledge, skills and confidence
4. Pathways for patients and staff
5. Increased motivation
....and five more benefits of RD?

6. Reduced risk
7. Reduced length of stay
8. Reduced stress and sickness
9. Improvement in recruitment and retention
10. Positive leadership and pastoral care; relationally informed HR
A Model of Good Practice

- The Relational Discovery Model has been commended by the Quality Network for Forensic Mental Health (Royal College of Psychiatrists) as good practice.
Reflections and next steps....

1. Culture change is possible using a relational model implemented by psychologists.

2. Importance of attending to threats to change, (SWOT); (Changes in funding, managers, support and challenge of interdisciplinary working)

3. All elements of the model are required for sustainability and to manage organizational anxiety

4. Need for awareness of Organizational Development Literature e.g. Kotter, 1995
What continues to inform our Relational Discovery model?

“All that is meaningful grows from relationships; it is within this vortex that the future will be forged”

(Gergen, 1994).
"Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and the people that expect quick results, are doomed to disappointment."

(Deming, 1990).
To finish....
• ....If you would like to know more about Relational Discovery....

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References


• Francis, R. (2013), Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry


