

# A Compassionate Intervention for Problematic Organisational Cultures:

## A Cognitive Analytic Therapy Approach to Reducing Restrictive Practice.

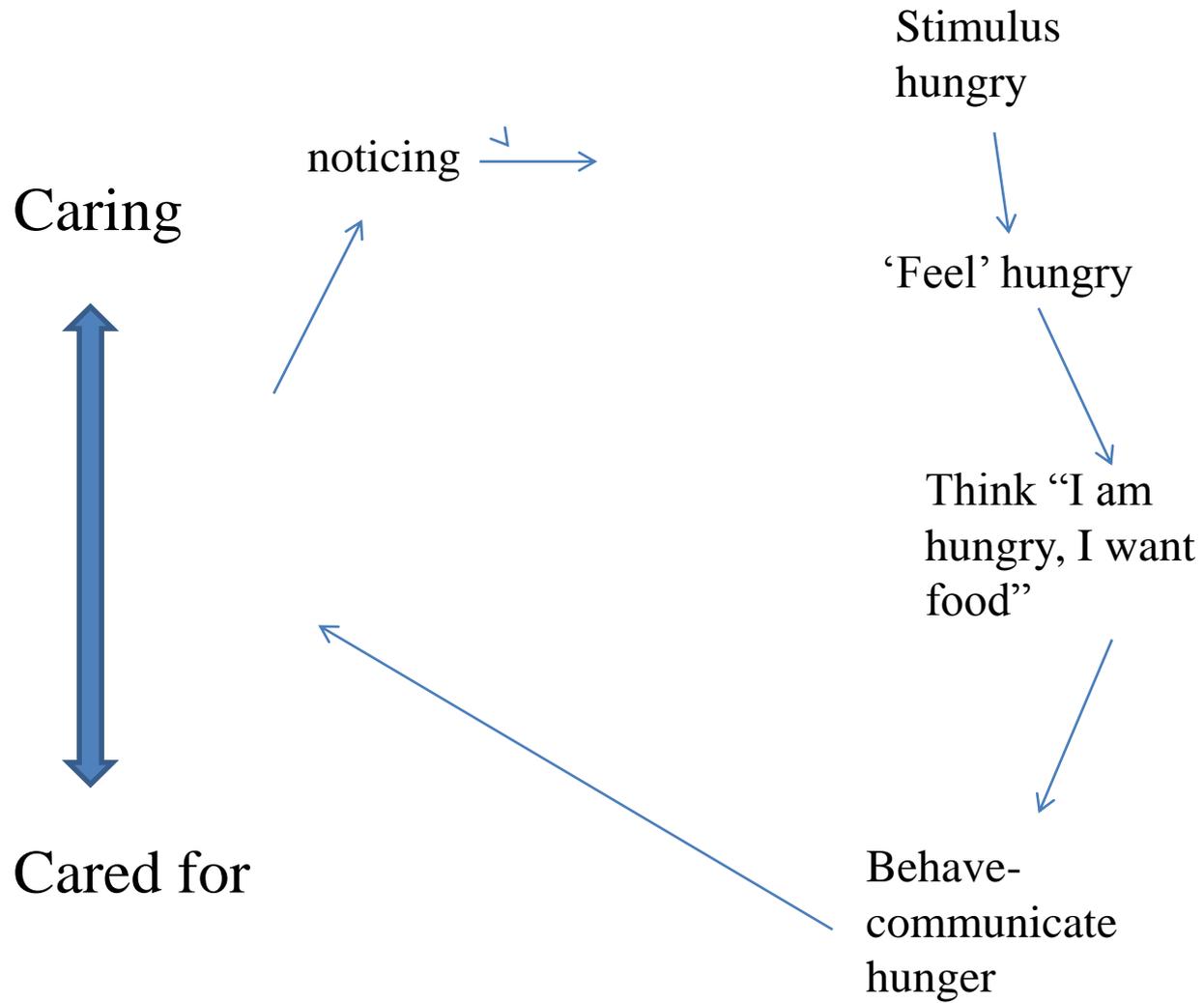
Jo Varela & Phil Clayton

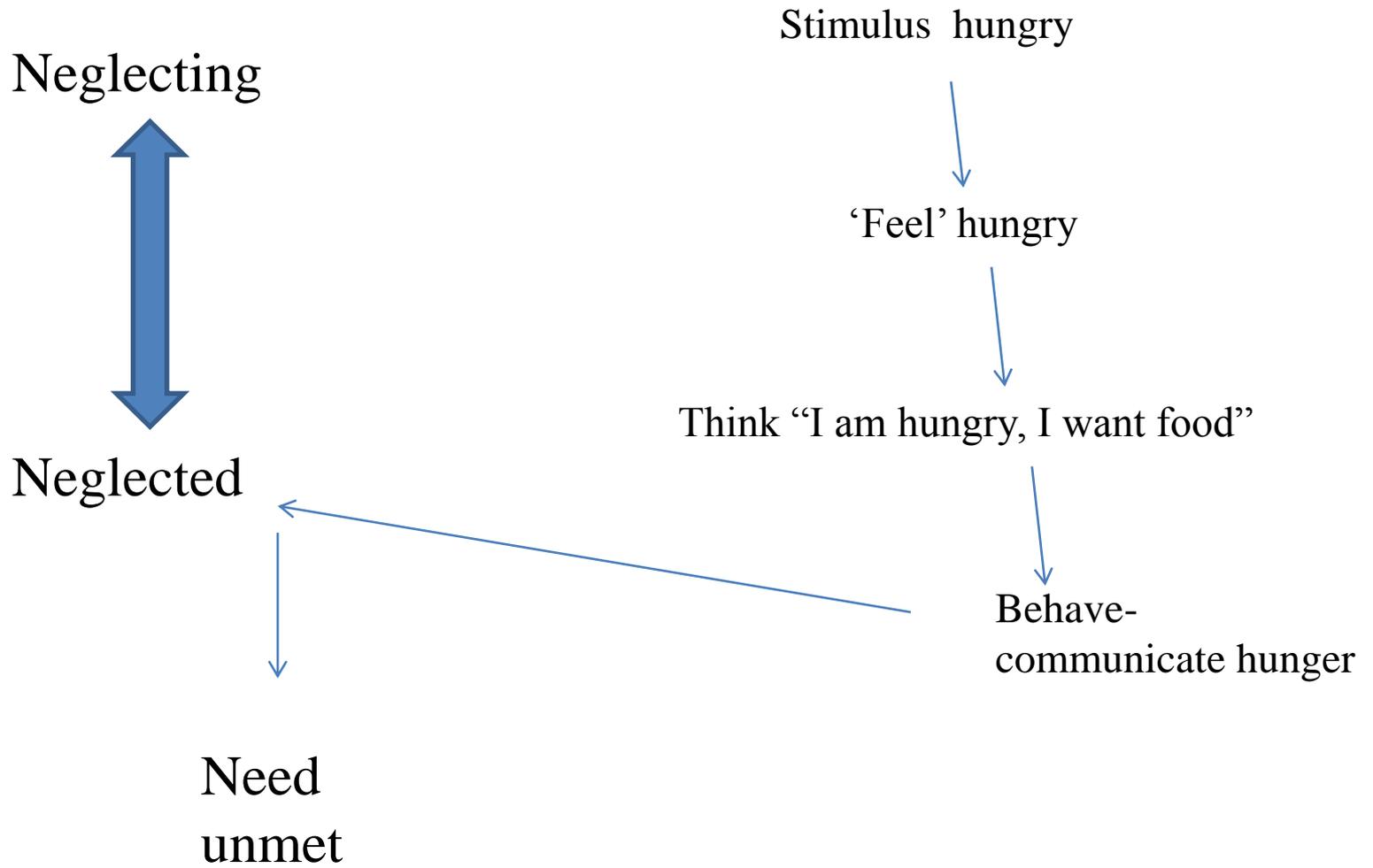
# Organisations and Culture

- *'The Inquiry has heard a great deal about culture as the explanation for many of the deficiencies existing at the Trust'*. Francis report, 2013.
- *The trouble with culture is everyone blames it when things go wrong but no-one really knows what it is or how to change it.* Professor John Glasby to the Francis enquiry

# What is CAT

- Cognitive analytic therapy is a way of helping people understand and predict how they think feel and behave, but puts this in the context of the **relationships** that have characterised their life.







The  
British  
Psychological  
Society



RC  
PSYCH  
ROYAL COLLEGE OF  
PSYCHIATRISTS

FR/ID/08

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# Challenging behaviour: a unified approach – update

Clinical and service guidelines for supporting  
children, young people and adults with  
intellectual disabilities who are at risk of  
receiving abusive or restrictive practices

Report from the Faculties of Intellectual Disability  
of the Royal College of Psychiatrists and the British  
Psychological Society on behalf of the Learning  
Disabilities Professional Senate

FACULTY REPORT



Learning  
Disabilities  
Professional  
Senate

# Definition of 'Challenging Behaviour'

behaviour can be described as challenging when it is of such frequency and intensity, frequency or duration as to threaten the quality of life and/or the physical safety of the individual or others, and is likely to lead to **responses** that are restrictive, aversive or result in exclusion

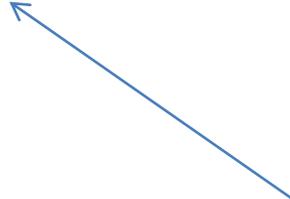
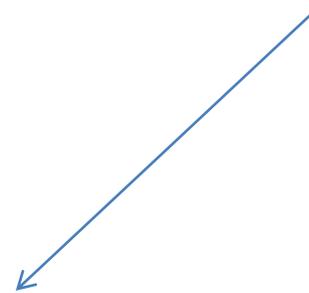
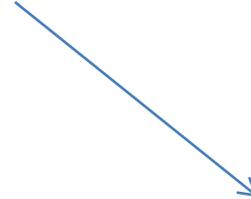
Challenging Behaviour, A Unified Approach (RCP, BPS and RCSLT, 2016)

Challenging

We then find it hard to meet the person's needs, react unhelpfully so respond in ways that are

The person challenges us so we become stressed and

Challenged



# What is Positive Behavioural Support (PBS)?

**PBS is an approach that blends values about the rights of people with disabilities with a practical science about how learning and behaviour change occur. The overriding goal of PBS is to enhance quality of life for individuals and their support providers**

Horner (1999)

# PBS and Values

- consider (someone or something) to be important or beneficial; have a high opinion of.
- the regard that something is held to deserve; the importance, worth, or usefulness of something.
- principles or standards of behaviour; one's judgement of what is important in life.

# AROUSAI

How do we know X is here?

Red behaviours

Make Safe

Make safe and Reduce Arousal

Amber behaviours

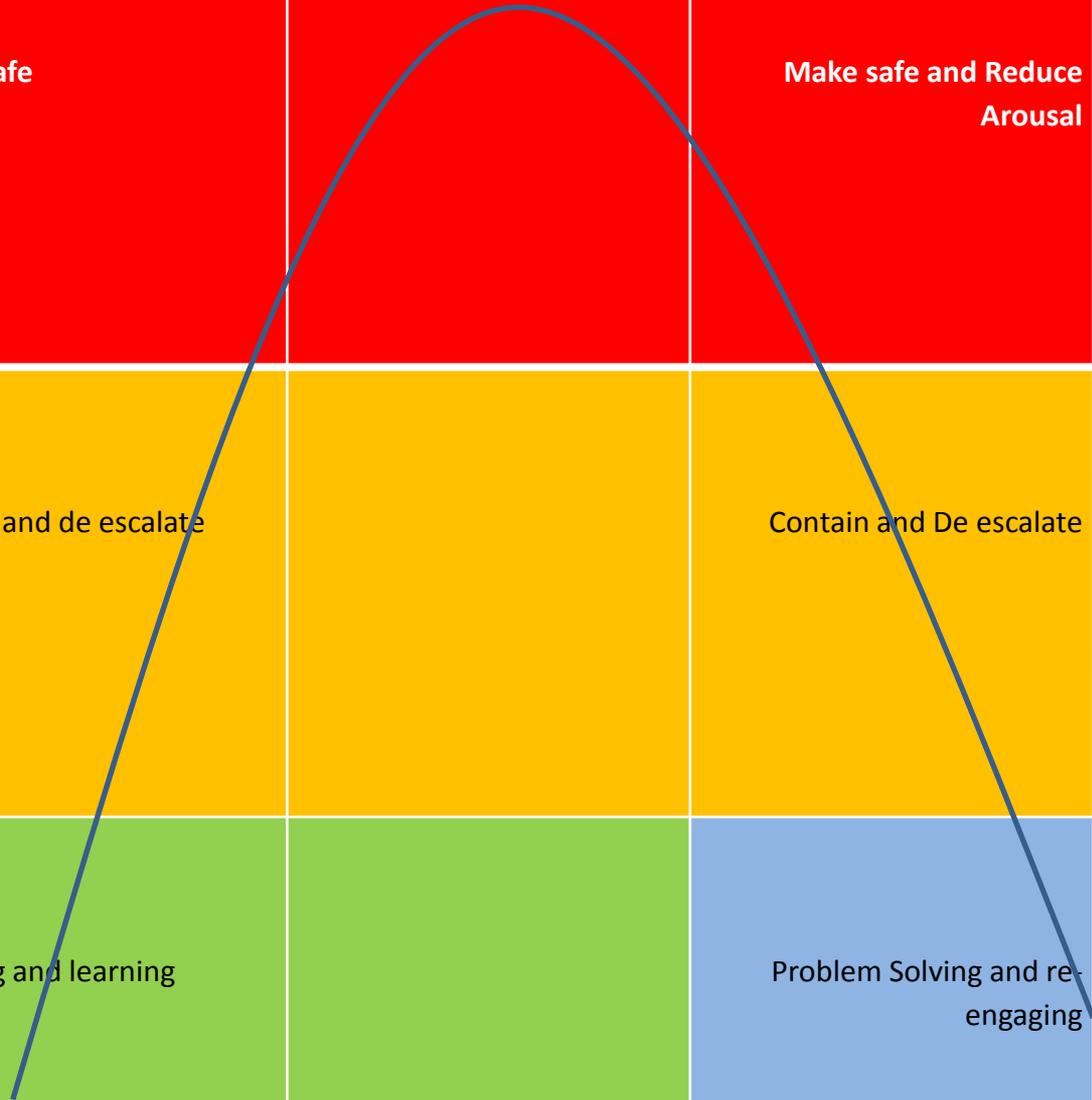
Contain and de escalate

Contain and De escalate

Green behaviours

Thinking and learning

Problem Solving and re-engaging



# Challenging Behaviour is Challenging!!!

- I am challenged in how to:
- Think
- Feel
- Relate
- React
- Respond

# AROUSAI

How do we know X is here?

Red behaviours

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Make safe and Reduce Arousal

Amber behaviours

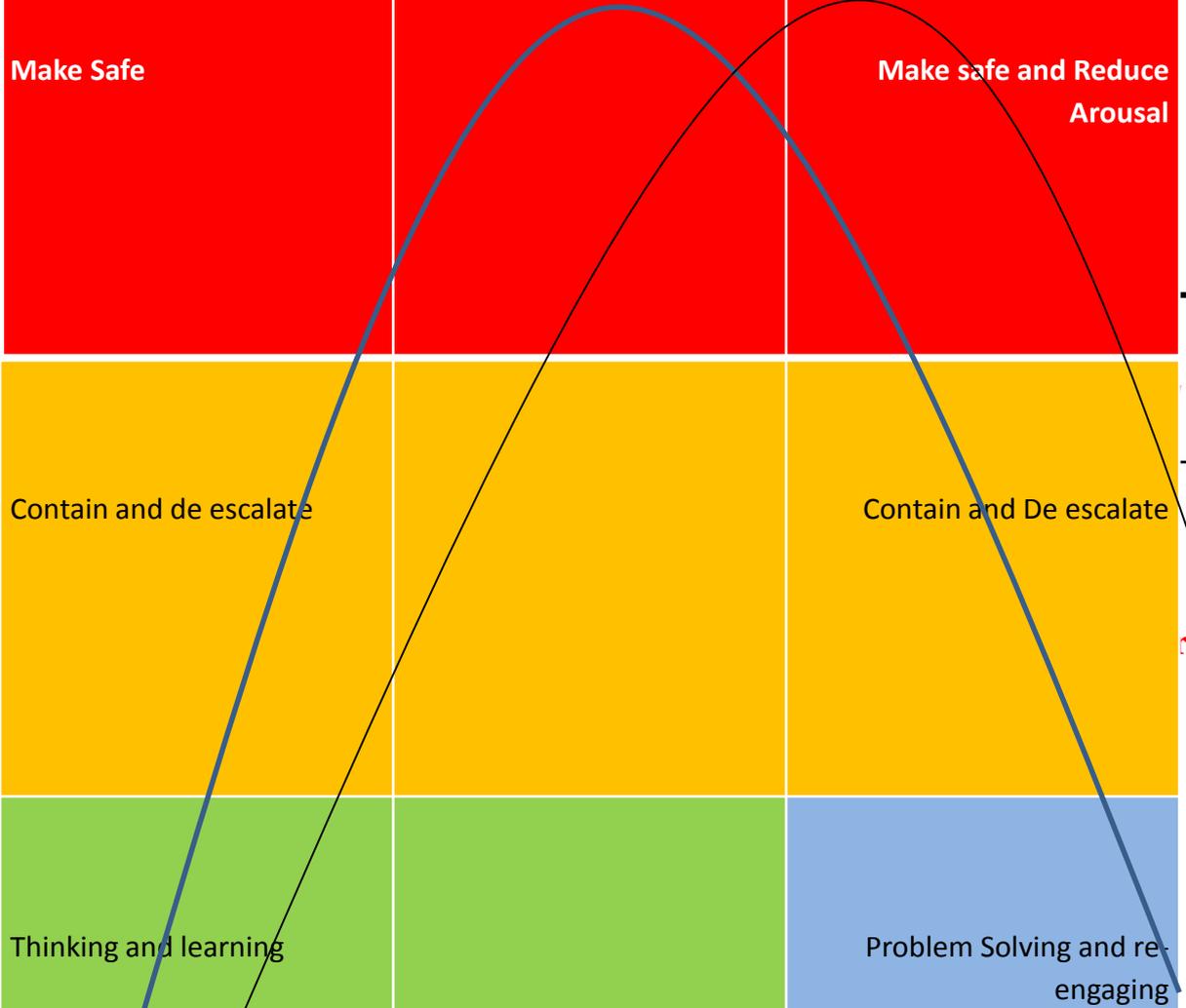
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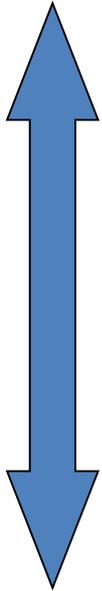
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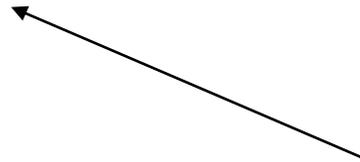
Problem Solving and re-engaging



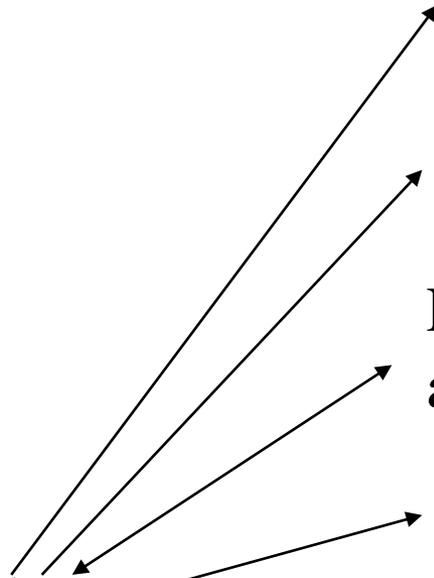
Challenging



Challenged



Fight (react,  
gain control)



Flight- (leave)



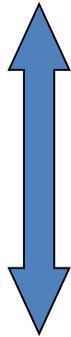
Freeze (traumatised  
and ineffective)



Assimilate (this  
is adapting but  
is it adaptive?)

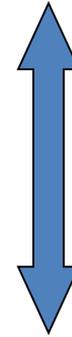
# What is challenged? Our ability to integrate?

Challenging



Challenged

Valuing



Valued

Staying with your knowledge and values  
is hard when you are challenged

“ ....One might ask what kind of assessment is it that doesn't notice people being assaulted every day. What kind of treatment goads and humiliates people at the end of their tether?”

Mansell in the guardian, June, 2011

# Recent court case.

- "It was about giving them a better quality of life"
- ***"They had been in hospital or locked units. We wanted them to be free to be part of a community set up and be free to go to the shops or the pub."***

# Eight charges of false imprisonment

- "organised and systematic abuse,"
- left in a room, known as either the "garden room" or the "quiet room"...often without food or water.
- "effectively imprisoned in that room against their will"
- "culture of care that was in effect abusive".

