



## A GUIDE TO OUR ORGANISATION

September 2015

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# ABOUT US

Michael Batt Foundation is a not-for-profit organisation offering support via Direct Payments and commissioning with Local Authorities to adults and young people 12+ in Devon and Cornwall. The Foundation provides individualised, flexible and person centred support packages to individuals who have a learning disability to help them live safely in their own homes in the community.

Many of the individuals receive support from the Foundation because they are considered to have additional needs.

This could be issues with:

• Their behaviour	• Managing their emotions
• Their vulnerability	• Their social functioning
• Complex Personalities	• Traumatic Life Experiences
• Other services having been unsuccessful in meeting the individual's needs.	

MBF's 4 Directors comprise of a successful businessman within the care sector, the founder partner of a firm of Chartered Accountants, a retired Business Bank Manager for Natwest Bank who prior to his retirement, was the Foundation's Business Bank Manager and a Chief Executive with personnel, contracting and management experience.

MBF's Chief Executive has over 28 years' experience in the field of Personnel and Contract Management in both the commercial sector and not for profit sectors.

MBF's Finance and Office Manager has over 25 years' experience in General and Finance Management in the commercial and not for profit sectors.



The Foundation consults with relevantly qualified and experienced external experts on all matters of a clinical nature for advice, support and intervention.

# THE PEOPLE WE SUPPORT

Michael Batt Foundation (MBF) believes that the people it supports should participate as active and equal citizens both economically and socially. MBF is committed to providing support to individuals, which maximises their choice and control and offers people the opportunity to live the life they want in the community with a level of support that is suited to them. MBF encourages the people it supports to have a say in and influence over the shape of service provision.

MBF uses a variety of methods, developed and adapted over time, to ensure that individuals acquire the necessary skills, knowledge and understanding to live fulfilled and meaningful lives in their communities.

**SOCIAL COMMITTEE:** MBF recognises that, for some, a move to greater independence may lead to a degree of social isolation. MBF facilitates a Social Committee, which meets to agree and plan community based social events. This enables the people it supports to maintain existing friendships, develop new relationships and increase valued community connections. The planning involved in these activities builds upon skills such as budgeting, planning, negotiating, communication, working together and staying safe. The Foundation is committed to the **STAY UP LATE CAMPAIGN**.

**BIKE SHOP (Cycle ReCycle):** MBF supports a Bike Shop project (Cycle ReCycle) providing training & employment opportunities for individuals supported. The service this project provides is highly valued by the local community & enables the people supported by MBF to experience & enjoy positive community connections. Bikes are donated by local Police forces. The Bike Shop also provides individuals the opportunity to contribute to their local community by providing the more deprived areas of the community with bikes at an affordable price.

**SELF ADVOCACY GROUP:** MBF facilitates a Self Advocacy group, which meets monthly and works in conjunction with Plymouth People First. It offers opportunities for the people supported to influence and shape their own lives and services and also influences the wider learning disability community locally and nationally. Recent work undertaken by the group includes, the Safe Place Scheme, Plymouth Mystery Shopper

(consumer rights), Hate / Mate Crime Conference, Bus Pass Campaign, Derriford Hospital Consultation, Keeping Safe and Fire 999.

**PEOPLES' CHOICE:** Two nominated representatives from the Self Advocacy Group meet quarterly with the Directors and Chief Executive of MBF. This forum provides the people it supports the opportunity to influence and shape the service they receive.

**ACCESSIBLE INFORMATION:** MBF uses a range of tools to make information accessible to the reader. This is often individually tailored to meet specific communication needs. The people it supports are involved in reviewing the accessible information used in its generic documentation and are intrinsic to the process of agreeing and implementing change.

**ASSISTIVE TECHNOLOGY (AT):** MBF, wherever possible, uses AT to reduce an individual's dependency on support, maximise independence and improve quality of life. Examples currently used by the Foundation include: 24 hour two tier, Manager on call system; Mobile telephones; Telecare Response Service to reduce the need for 24 hour support; Epilepsy sensor alerts, motion sensors and window/door alarms to reduce the need for waking night support. Equipment within the persons' home.

**MONTHLY MEETINGS:** between the person supported and the responsible Manager to discuss all aspects of the individuals support package / life.

**SKILLS FOR MAXIMISING INDEPENDENCE:** MBF undertakes individually tailored assessments aimed at recognising individuals' skills, strengths and potential for development. These form the basis of support person centred plans. Topics include: safety and risk; emotional well being and mental health; physical health and well-being incorporating Health Action Planning; involvement in work, training or education; home and living situation; mobility; social activities and relationships; day to day activities and personal care.

**SAFETY AND RISK:** MBF recognises the need for individuals to learn through the process of safe risk taking and works in a non risk averse way. It believes that this is essential to an individual's growth and

development. Support will be offered to individuals to enable them to develop skills to cope with new situations and how to keep themselves safe whilst at home, in relationships and in the community. Risks are assessed in accordance with an individual's ongoing development and changing needs. MBF operates an 'appropriate touch' policy. Concerns around issues of safety and risk will be shared with the relevant external agencies as appropriate.

**PERSONAL CARE PROTOCOL:** Developed for people who require support with personal care and aims to maintain a person's dignity and maximise independence whilst safeguarding and protecting their vulnerability.

**TRAINING COURSES:** Individuals supported by MBF have the opportunity to undertake recognised and certificated external training courses such as Health and Safety, First Aid, Diploma in Independent Living Skills, Manual Handling and Keeping Yourself Safe.



## MY LIFE

MBF's 'My Life' guide is a detailed, comprehensive holistic tool which combines elements of person centred planning, person centred assessment, person centred risk assessment and management and includes detailed information about the way an individual wants and needs to be supported. The 'My Life' guide also acts as a tool to help individuals with their life skills development and provides an up-to-date assessment of the person's needs. 'My Life' guide is a working document which forms the basis of the individual's support with MBF.

# COMPLEX NEEDS & BEHAVIOURS THAT CHALLENGE

MBF is committed to the Personalisation Agenda, Citizenship & life skills development of those it supports & works in line with the Challenging Behaviour National Strategy Group Charter (2010). Through its model of support (based on principles of person centred planning) it provides a flexible service that works with individuals in a planned & structured way to enable them to develop & maintain the necessary skills to maximise their independence & to live safe & fulfilled lives in the community as full & active citizens. We work with individuals to reduce behaviours that challenge & recognising the importance of safety both to themselves and to the community.

MBF works with external individuals/organisations to ensure the person has access to additional/external support to enhance their ability to enjoy & achieve a fulfilled life.

- MBF supports individuals to seek/undertake necessary treatment to enable them to achieve positive outcomes, e.g. pharmacotherapy/psychotherapy. MBF encourages & facilitates the use of external professionals to enhance the skills of those providing direct support & to work with individuals on an individual/group basis.
- MBF values its use of the MDT meetings for discussing, sharing & multi-agency support planning around complex issues that may prevent positive outcomes.
- MBF undertakes specific & individualised work with people & those who support them, to enable them to understand & work within the boundaries of any statutory orders/processes, i.e. Mental Capacity Act & Mental Health Act.
- MBF looks at the person's complex issues/behaviours that challenge in context of their environment, communication needs, physical health, sensory needs & relationships developing a holistic approach which is not focused on fixing behaviours but addressing unmet need.



- MBF provides team training around positive behavioural support e.g. patterns of behaviours, a person's optimal proximity to maximise engagement, the function of a person's behaviour & using pre-emptive strategies to replace reactive strategies.
- Recognising individuals use various forms of communication MBF supports people to have their communication needs assessed & formulate detailed, concise plans for direct support.
- MBF has developed training for both the people we support & those who support them around staying safe.
- MBF has processes to address any issues of concern: (for the individual & those who support them) accessible complaints procedure, whistle-blowing procedure, & disciplinary procedure.
- MBF is a registered Domiciliary Care provider.

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# NEEDS, RISK & SUPPORT PLANNING

## Complex Needs & Behaviours That Challenge

MBF regards all people with learning disabilities as individuals, but understands that there are some commonalities in learning disability which could be considered barriers that may prevent successful outcomes for individuals: communication, learning, understanding, sensory & physical disabilities, societal attitudes, comprehension & social functioning. As such, it recognises the importance of incorporating the use of individualised accessible information to aid learning & role modelling as a form of education.

Information is obtained through MBF's initial assessment & planning process which highlights any areas of unmet need & potential barriers that may prevent the individual achieving successful outcomes. This information, along with MBF's My Life pack, helps the individual & those supporting them to develop their person centred support plan. In relation to its support of individuals with complex needs/behaviours that challenge, MBF's experience has shown that there are a number of common experiences that it considers as barriers which have prevented successful outcomes for those it supports who are considered to have complex needs/behaviours that challenge.

These barriers include:

- Lack of choice, control & autonomy to choose to live the life they want.
- Lack of flexibility in services; individuals expected to fit into a service rather than services designed around the person.
- Lack of meaningful, valued relationships & personal relationships.
- Lack of meaningful, positive experiences;
- Lack of appropriate education & meaningful employment.
- Low self-esteem, compounded by lack of fulfilled lives.
- Societal assumptions that people with learning disabilities cannot learn/develop new skills.
- Funding limitations.

- Marginalisation.
- A history of institutional care.
- Societal viewpoints / judgments / prejudice & discrimination.
- Professional's fear of reprisals if something 'goes wrong.'
- Issues relating to social functioning, communication & cognitive impairment.
- Lack of imaginative individualised service design & planning.
- Reliance on compensatory strategies & a focus on fixing behaviours.

## MODEL OF SUPPORT

MBF uses its Model of Support to assist individuals to overcome these barriers & enable successful outcomes, by:

- Individuals having their own home or a home they recognise as their own.
- Support that provides structure & boundaries to individuals who require this to live safely in, and contribute to their community.
- MBF looks at the person's complex issues/behaviours that challenge in context of their environmental, communication, physical health, sensory & relationship needs providing a holistic approach not focused on fixing behaviours, but addressing unmet need.
- Support from qualified professionals & trained support teams to:
  - Work with individuals & those who know them well to undertake an ongoing detailed analysis of the function of the person's behaviour.
  - Develop a person's problem solving & thinking skills by (1) creating opportunities for the person to think about what they need to do & how they might need to do it (2) using structured opportunities that encourage thinking & a sense of success with a focus on building positive & successful episodic memories (3) reducing static communication in favour of dynamic communication (4) taking into account the individual's processing times & communication needs (5) acknowledging that success builds confidence.

- MBF provides team training around positive behavioural support including understanding patterns of behaviours, awareness of the person's optimal proximity to maximise engagement & an understanding of the function of an individual's behaviour.
- Recognising that individuals use various forms of communication & supporting individuals to have an assessment of their communication needs. The outcomes of this assessment are used to formulate detailed, concise plans for direct support.
- The effects of hyper/hypo sensory stimulation caused by environmental factors can have a direct result on an individual's behaviour. MBF will work with external professionals, i.e. Occupational Therapy & Community Behavioural Team to undertake a full & comprehensive assessment of the individual's needs. The outcomes of this assessment are used to formulate detailed, concise plans for direct support.
- MBF operates an appropriate touch policy and uses tried and tested negotiation and conflict resolution strategies taught within Conflict Management Training.
- The use of Assistive Technology to safely promote independence.
- Creating opportunities to engage in activities which are age & culturally appropriate & meaningful to the individual.
- Creating opportunities to connect to their local community through:
  - Role modelling used as a continual, informal & formal teaching strategy, utilising meaningful relationships as a tool for positive personal growth & development.
  - Education & training provided in formal (certificated) & informal ways, delivered both internally & externally, 1:1 or in a group setting, on a range of important educational & life skills matters, e.g. keeping safe, personal relationships, numeracy & literacy, practical skills, social skills & training around housing related issues.

- Supporting people to exercise their rights & understand the rights of others & to have a voice through a Self Advocacy Group & Peoples' Choice. Individuals use these fora to discuss & influence their own lives & the wider community.
- Signposting & supporting people to access the expertise of external specialist professional help as required e.g. pharmacotherapy & psychology.
- Establishing & promoting procedures for all employees/support people to report dangerous, discriminatory, abusive, exploitative behaviour & practice & dealing with reports promptly, effectively & openly.
- Working in partnership with the person & the multi disciplinary team (MDT) to facilitate multi agency support planning. External supervision provided to Team Managers by members of MDT offers advice, guidance & support relating to safe practice issues.
- Working with individuals & those who know them well to plan for & develop clear, concise plans reviewed 3-monthly/as required, as to how the person wants/needs to be supported. These processes facilitate safe risk taking whilst upholding community safety, balancing risk, capacity, choice & duty of care.
- MBF provides core & bespoke training to enable support people to learn the necessary skills to support individuals to learn to achieve positive outcomes in all aspects of their life. Bespoke training includes value based training, Conflict Management, Breakaway training, training around positive behavioural support & any other aspects of their life that may prevent the person from overcoming barriers & the skills to uphold public trust & confidence in social care services.

**Relationships:** MBF believes that enabling people to develop the skills to keep themselves safe stems from the learning that takes place within positive, valued relationships.

MBF has a lasting commitment to the individuals it supports and uses a model of support in which relationships and the role of attachment in wellbeing is of primary importance.

MBF is committed to ensure all those who are supporting the person invest time and effort and get to know them in a deep and meaningful way and that the Foundation considers the development of positive relationships as a strategic resource which will be essential in enabling the individual's positive growth and development.

**Risk:** MBF works with all those it supports on an individual basis. Through its Person Centred Assessment Tools MBF delivers individually tailored support packages which aim to maximise individuals' levels of independence, growth and development taking into consideration the PCC's Risk Enablement Policy.

**Assessment of Needs:** MBF's assessment of an individual's needs starts at the referral stage. When a referral form and supporting information is received it is discussed and a decision is made about whether an assessment is appropriate or not. If appropriate, MBF will undertake an initial needs based assessment with the individual. This process gathers detailed information from professionals and the person identifying their needs, unmet needs, present situation, hopes and dreams and any areas of identified risk. Following assessment, recommendations are drawn up and sent to the referring authority for consideration.

**Agreement:** If MBF is successful, then with agreement of the person to be supported and the Care Manager, the assessment recommendations will form the basis of the individual's package of support and Support Person Centred Plan (SPCP).

**Assessing Needs and Monitoring Outcomes:** The system MBF uses to assess an individual's needs and monitor targeted outcomes in the individual's SPCP comprises of a number of practices including: Statutory & Multi Agency Reviews, Team Meetings, House Meetings (1:1 with Manager), 1:1 clinical supervision, Quality Assurance (QA) reviews, Personal Agreements, Support Team supervisions, individually tailored team training, observation records, a range of independent living skills assessments developed by MBF. Weekly review meetings to review individuals' needs, monitor outcomes and ensure the direction of service is mapped to individuals' support provision. These practices and assessments ensure that an individual's needs / unmet needs are continually monitored, changes are reported to Care Managers/Care Coordinators and that the support provision remains outcome focused.

**Assessment of Risk:** MBF understands that it is essential to undertake risk assessments that are associated with the person's changing needs as they develop the necessary life skills to move their life forward.

MBF believes that a risk assessment is not a discrete one-off piece of work but a continuous process that remains ongoing whilst the person is supported. MBF recognises the need for individuals to learn through the process of 'safe risk taking' and strives to work in a non risk averse way and believes that taking risks is essential to an individual's learning, growth and development.

In order to accurately assess risk MBF has developed a model of person centred risk assessment which considers 9 key points:

1. The availability of reliable information upon which to base the assessment.
2. A detailed description of the issues which may cause concern.
3. The competence of the person undertaking the assessment.
4. The probability of the risk occurring within a particular situation, and/or the influence of unmet needs.
5. Confidence in the ability to estimate the probability of the risks occurring.
6. Consideration of issues relating to the individual's capacity.
7. The probability of outside influences affecting the individual and rendering the assessment invalid (unforeseen change in an individual's personal circumstances).
8. Safeguarding considerations.
9. The balance between risk taking and risk aversion.

MBF recognises that it has a clear responsibility to ensure that risk is properly assessed and managed and this is achieved through MBF's model of person centred risk assessment which takes into account the following:

- Appropriate individual assessments of risks are undertaken for each individual.
- Finding creative solutions for managing complex problems and risk.
- In line with the principles of the Personalisation agenda, all risk assessments are carried out in partnership with the person receiving support.

- Decisions involving significant risks are undertaken by the appropriate people i.e. MBF Managers, the person's Care Manager and other professionals involved with the person, Safeguarding Team, Police etc.
- Guidelines are put in place for all identified risks.
- The identification of unmanageable situations / risks and the development of contingency plans and reactive strategies.
- Working to establish a balance between safeguarding, risk taking and risk avoidance / aversion so that an individual's growth, development and progress can be monitored and maintained.

Relevant information gained from risk assessments is then used to influence support delivery. Risk issues will be shared and considered through Statutory Reviews, multi/inter agency communication (information sharing).

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## **FACILITATING POSITIVE RISK**

There are two distinct strands to assessing risk associated with (1) a person's behaviours e.g. harm to self/others, (2) a person's changing needs. MBF views risk management intervention (RMI) as a continuous process & as an integral part of positive behavioural support. MBF has a responsibility to the person & the community to ensure risk is properly assessed & managed although MBF recognises it is imperative that people are supported to take positive risks. MBF uses a range of individualised / person centred RMI including:

- Risk assessments undertaken with the supported person & shared with relevant others.
- Significant risks/changes are brought to the Multi Disciplinary Team (MDT) to facilitate multi agency, outcome based support planning to establish interventions that balance safeguarding, risk taking & risk avoidance with, community safety & the person's growth & development. This process is also used to discuss unmanageable situations/risks & the development of contingency plans & reactive strategies.
- MBF supports individuals with any treatment & therapeutic interventions they require e.g. Community Behavioural Team, DARTS & facilitates the use of external professionals enhancing the skills of direct support & to work with individuals.
- MBF looks at the person's complex issues/behaviours that challenge in context of their environmental, communication, physical health, sensory & relationship needs. A holistic approach not focused on fixing behaviours or solely reliant on compensatory techniques, but that addresses unmet need & create long term problem-solving skills.

- Where functional analysis/assessment indicates that negative behaviour is linked to environmental, communication, physical health, sensory & relationship needs, RMIs take this into account & ensure both the individual & those supporting them have pre-emptive strategies to minimise the frequency, intensity & duration of behaviours, e.g. understanding/managing the impact of environmental factors upon the person; using total communication strategies; through health action planning, sensory integration assessments and enhancing skills to develop meaningful relationships.
- MBF works with individuals & those who know them well, to develop clear, concise RMIs plans (3-monthly review/as required) which detail how the person wants/needs to be supported, ensuring a consistent approach to facilitate positive risk taking whilst upholding community safety; balancing risk, capacity, choice & duty of care.
- MBF facilitates education/training to those supported formally (certificated) & informally (internally & externally), 1:1 or in a group setting, on a range of educational & life skills areas, e.g. keeping safe, social skills & building relationships.
- MBF provides team training around positive behavioural support including patterns of behaviours, awareness of the person's optimal proximity to maximise engagement, understanding of the function of an individual's behaviour & strategies to minimise risk.
- 24 hour (7 days a week) on call service which is available to supported individuals & support teams & offers advice/guidance/support around matters relating to risk.
- MBF acknowledges 'community life' as **MESSI** (multiple, ever changing, simultaneous, surprising & imperfect) & not all RMIs will be successful in eliminating behaviour that challenges & there may be a need to adopt pre-planned reactive strategies which are always the least restrictive; focusing on techniques such as withdrawal, de-escalation & re-direction, breakaway, safe place to minimise harm to the individual & others.

**Capacity:** MBF understands that in accordance with the Mental Capacity Act (MCA) and Local Authority Risk Enablement – Assessment, Management and Capacity Policy, for individuals with capacity, it must respect their right to take risks but balance this against its own duty of care, safeguarding, issues of vulnerability and community safety. As such, issues relating to capacity are considered as an integral part in the development of any risk assessment and subsequent risk management strategies. All risk management strategies are drawn up in accordance with the Foundation’s restrictive practice checklist which ensures that issues of ‘rights’ and ‘freedoms’ remain a priority.

For individuals who are assessed as not having capacity/fluctuating capacity (around an identified issue), MBF will actively pursue and positively contribute towards any best interest meetings and decisions and will seek the support of an Independent Mental Capacity Advocate, when necessary.

**Effectiveness:** The effectiveness of MBF’s processes for assessing needs/risks that are associated with a person’s growth and development has meant that since January 2000 the Foundation has enabled 48 individuals to move from residential care into supported living and 53 individuals to achieve greater independence with a reduction in their level of support.

## **PRO-ACTIVE**

As a result of the work undertaken by the Foundation, risk is continually monitored throughout the organisation &, where possible, minimised in an attempt to be proactive rather than reactive. Weekly review meetings and quarterly strategy meetings are held when any contingency issues will be addressed, procedures devised & action plans set up & monitored as required.

Working with Clinical Commissioning Groups and The Care Quality Commission to ensure compliance to a high level.

# FORENSIC NEEDS

MBF is committed to the Personalisation Agenda, Citizenship & life skills development of those it supports. Through its model of support (based on the principles of person centred planning) it provides a flexible service that works with individuals in a planned & structured way to enable them to develop & maintain the necessary skills to maximise their independence & to live safe & fulfilled lives in the community as full & active citizens. Working with individuals to reduce recidivism & recognising the importance of safety both to themselves and to the community.

MBF works with external individuals/organisations to ensure the person has access to additional/external support to enhance their ability to enjoy & achieve a fulfilled life.

- MBF actively supports individuals to seek & undertake any treatment they require which will enable them to achieve positive outcomes, e.g. SHEALD programme, medication, attending appointments etc. MBF encourages & facilitates the use of external professionals to enhance the skills of those providing direct support & to work with individuals on an individual/group basis.
- MBF values its use of the MDT meetings for discussing, sharing & multi-agency support planning with complex issues that may prevent positive outcomes for the person.
- MBF produces person specific, accessible tenancy agreements including an accessible deed of variation to support people to maintain their tenancy.
- MBF develops a person's skills to help them manage their tenancies as independently as possible.
- MBF undertakes specific & individualised work with people to enable them to understand & work within the boundaries of any statutory orders/processes in relation to their offending behaviour/offence.

- MBF works with individuals in a way that develops problem-solving skills, emotional control, understanding the consequences of actions, anger management, internal locus of control.
- MBF has developed training for both the people we support & those who support them around staying safe.
- MBF has processes to address any issues of concern: (for the individual & those who support them) accessible complaints procedure, whistle-blowing procedure, & disciplinary procedure.
- MBF holds Team meetings with people supported & their teams (5 weekly).
- Monthly meetings between the person supported and the responsible Manager to discuss all aspects of the individual's support package/life.
- MBF is a registered Domiciliary Care provider.

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# NEEDS, RISK & SUPPORT PLANNING

## Forensic Needs

MBF regards all people with learning disabilities as individuals, but understands that there are some commonalities in learning disability which could be considered barriers that may prevent successful outcomes for individuals: communication, learning, understanding, sensory & physical disabilities, societal attitudes, comprehension & social functioning. As such, it recognises the importance of incorporating the use of individualised accessible information to aid learning & role modelling as a form of education.

Information is obtained through MBF's initial assessment & planning process which highlights any areas of unmet need & potential barriers that may prevent the individual achieving successful outcomes. This information helps the individual & those supporting them to develop their person centred support plan. In relation to its support of individuals who perpetrate harmful behaviour, MBF's experience has shown that there are a number of common experiences that it considers as barriers which have prevented successful outcomes for those it supports who are at risk of perpetrating harmful behaviour. These barriers consist of:-

- Lack of choice, control & autonomy to choose to live the life they want.
- Lack of flexibility in services; individuals expected to fit into a service rather than services designed around the person.
- Lack of meaningful, valued relationships & personal relationships.
- Lack of meaningful, positive experiences.
- Lack of appropriate education & meaningful employment.
- Low self-esteem, compounded by lack of fulfilled lives.
- Societal assumptions that people with learning disabilities cannot learn/develop new skills.
- Funding limitations.

- Marginalisation.
- Societal viewpoints/judgments/prejudice & discrimination.
- Professional's fear of reprisals if something 'goes wrong.'
- Issues relating to social functioning, communication & cognitive impairment.
- Lack of imaginative individualised service design & planning.
- A reliance on containment as opposed to support & treatment.

## MODEL OF SUPPORT

MBF uses its Model of Support to assist individuals to overcome these barriers & enable successful outcomes, by:

- Individuals having their own home or a home they recognise as their Own.
- Support that provides structure & boundaries to individuals who require this to reduce the risk of offending & to ensure the safety of the local community.
- Support from qualified professionals & trained support teams to:
  - Support individuals to develop strategies to cope with their Difficulties.
  - Undertake focused & individualised work with individuals to enable them to gain insight into their offending behaviour & understand their risks & develop strategies to keep themselves safe & work with people to develop their internal locus of control, accepting responsibility for & consequences of their offending behavior.
- Involving the individual, MBF provides a comprehensive risk assessment & establishes clear management strategies that enable the support team & the individual to manage difficult situations. MBF uses tried & tested negotiation and conflict resolution strategies taught within Conflict Management and Non-Abusive Psychological & Physical Intervention (NAPPI) training.

- The use of Assistive Technology to safely promote independence.
- Creating opportunities to engage in activities which are age & culturally appropriate & meaningful to the individual.
- Creating opportunities to connect to their local community (not just to have a presence in it) through:
  - Participation in leisure activities with their peers (Social Committee & Camera Club).
  - A Bike Shop project (Cycle ReCycle) providing training & employment opportunities for individuals supported & providing a means of overcoming the barriers to formal employment & encouraging the development of positive community connections.
  - A Social Committee which provides an opportunity for individuals who are at risk of isolation to meet regularly to learn new skills within the community (occupation, education, recreation). This includes budgeting, working as a team, keeping safe & reflection & learning from experiences.
- A holistic process enabling individuals to be supported to overcome barriers in all aspects of their life, from developing everyday competency, acquiring independent living skills to developing skills for understanding & managing their risks in relation to their harmful behaviour. By working with the person & those who know them well, the person is enabled to design a plan as to how they wish to be supported to overcome any identified barriers.
- Role modelling used as a continual, informal & formal teaching strategy, utilising meaningful relationships as a tool for positive personal growth & development.
- Education & training provided in formal (certificated) & informal ways, delivered both internally & externally, 1:1 or in a group setting, on a range of important educational & life skills matters, e.g. keeping safe, personal relationships, numeracy & literacy, practical skills, social skills & training around housing related issues.
- Supporting people to exercise their rights & understand the rights of others & to have a voice through a Self Advocacy Group & Peoples' Choice. Individuals use these fora to discuss & influence their own lives & the wider community.
- Signposting & supporting people to access the expertise of external organisations where specialist professional help is required e.g. psychiatry, psychology.



- By providing training to our employees to ensure they have the skills to uphold public trust & confidence in social care services.
- Establishing & promoting procedures for all employees/support people to report dangerous, discriminatory, abusive, exploitative behaviour & practice & dealing with reports promptly, effectively & openly.
- Working in partnership with the person & the multi-disciplinary team (MDT) to facilitate multi agency support planning. External supervision provided to Team Managers by members of MDT offers advice, guidance & support relating to safe practice issues.
- Working with individuals & those who know them well to plan for & develop clear, concise plans as to how the person wants/needs to be supported. These processes facilitate safe risk taking whilst upholding community safety, balancing risk, capacity, choice & duty of care. These documents are reviewed 3-monthly or as required.
- MBF provides core & bespoke training to enable support people to learn the necessary skills to support individuals to learn to achieve positive outcomes in all aspects of their life. Bespoke training includes value based training, Conflict Management, Breakaway, training that is specific to a person's needs in relation to their patterns of offending behaviour (offending cycle) & any other aspects of their life that may prevent the person from overcoming barriers.

**Relationships:** MBF believes that enabling people to develop the skills to keep themselves safe stems from the learning that takes place within positive, valued relationships.

MBF has a lasting commitment to the individuals it supports and uses a model of support in which relationships and the role of attachment in wellbeing is of primary importance.

Whilst positive relationships alone are not likely to eradicate an individual's need to display the behaviours that may place them at risk, MBF believes the odds will improve dramatically if that person is surrounded by positive, trusting, stable and informed relationships. MBF is committed to ensure all those who are supporting the person invest time and effort to get to know them in a deep and meaningful way and that the Foundation considers the development of positive relationships as a strategic resource which will be essential in enabling the individual's positive growth and development.

**Risk:** MBF works with all those it supports on an individual basis. Through its Person Centred Assessment Tools MBF delivers individually tailored support packages which aim to maximise individuals' levels of independence, growth and development taking into consideration the PCC's Risk Enablement Policy.

**Assessment of Needs:** MBF's assessment of an individual's needs starts at the referral stage. When a referral form and supporting information is received it is discussed by the SMT and a decision is made about whether an assessment is appropriate or not. If appropriate, MBF will undertake an initial needs based assessment with the individual. This process gathers detailed information from professionals and the person identifying their needs, unmet needs, present situation, hopes and dreams and any areas of identified risk. Following assessment, recommendations are drawn up and sent to the referring authority for consideration.

**Agreement:** If MBF is successful, then with agreement of the person to be supported and the Care Manager, the assessment recommendations will form the basis of the individual's package of support and Support Person Centred Plan (SPCP).

**Assessing Needs and Monitoring Outcomes:** The system MBF uses to assess an individual's needs and monitor targeted outcomes in the individual's SPCP comprises of a number of practices including: Statutory & Multi Agency Reviews, Team Meetings, House Meetings (1:1 with Manager), 1:1 clinical supervision, Quality Assurance (QA) reviews, Personal Agreements, Support Team supervisions, individually tailored team training, observation records, a range of independent living skills assessments developed by MBF. Weekly review meetings to review individuals' needs, monitor outcomes and ensure the direction of service is mapped to individuals' support provision. These practices and assessments ensure that an individual's needs / unmet needs are continually monitored, changes are reported to Care Managers/Care Coordinators and that the support provision remains outcome focused.

**Assessment of Risk:** MBF understands that it is essential to undertake risk assessments that are associated with the person's changing needs as they develop the necessary life skills to move their life forward.

MBF believes that a risk assessment is not a discrete one-off piece of work but a continuous process that remains ongoing whilst the person is supported. MBF recognises the need for individuals to learn through the process of 'safe risk taking' and strives to work in a non risk averse way and believes that taking risks is essential to an individual's learning, growth and development.

In order to accurately assess risk MBF has developed a model of person centred risk assessment which considers 9 key points:

1. The availability of reliable information upon which to base the assessment.
2. A detailed description of the issues which may cause concern.
3. The competence of the person undertaking the assessment.
4. The probability of the risk occurring within a particular situation, and/or the influence of unmet needs.
5. Confidence in the ability to estimate the probability of the risks occurring.
6. Consideration of issues relating to the individual's capacity.
7. The probability of outside influences affecting the individual and rendering the assessment invalid (unforeseen change in an individual's personal circumstances).
8. Safeguarding considerations.
9. The balance between risk taking and risk aversion.

MBF recognises that it has a clear responsibility to ensure that risk is properly assessed and managed and this is achieved through MBF's model of person centred risk assessment which takes into account the following:

- Appropriate individual assessments of risks are undertaken for each individual.
- Finding creative solutions for managing complex problems and risk.
- In line with the principles of the Personalisation agenda, all risk assessments are carried out in partnership with the person receiving support.

- Decisions involving significant risks are undertaken by the appropriate people i.e. MBF Senior Managers, the person's Care Manager and other professionals involved with the person, Safeguarding Team, Police etc.
- Guidelines are put in place for all identified risks.
- The identification of unmanageable situations / risks and the development of contingency plans and reactive strategies.
- Working to establish a balance between safeguarding, risk taking and risk avoidance / aversion so that an individual's growth, development and progress can be monitored and maintained.

Relevant information gained from risk assessments is then used to influence support delivery. Risk issues will be shared and considered through Statutory Reviews, multi/inter agency communication (information sharing).

## FACILITATING POSITIVE RISK

The process of assessing risk has two distinct strands: (1) Assessing risks associated with a person's offending behaviour/harm to self or others. (2) Assessing risks associated with the person's changing needs.

MBF has a responsibility to the person & the community to ensure risk is properly assessed & managed. MBF uses a range of individualised / person centred risk management interventions including:

- Risk assessments undertaken with the supported person & shared with relevant others.
- Systems in place for monitoring mood, motivation & risk through discrete observations which work alongside formalised, structured risk assessment models.
- Significant risks/changes are brought to the Multi-Disciplinary Team (MDT) to facilitate multi agency, outcome based support planning to establish interventions that balance safeguarding, risk taking & risk avoidance with community safety & the person's growth & development. This process is also used to discuss unmanageable situations/risks & the development of contingency plans & reactive strategies.
- MBF supports individuals with any treatment & therapeutic interventions they require which will enable them to achieve positive outcomes, i.e. SHEALD programme. MBF encourages & facilitates the use of external professionals to enhance the skills of those providing direct support & to work with individuals on an individual/group basis.
- MBF works with individuals & those who know them well, to plan for & develop clear, concise risk management interventions/plans which detail how the person wants/ needs to be supported, ensuring there is a consistent approach to facilitate safe risk taking whilst upholding community safety balancing risk, capacity, choice & duty of care. Documents are reviewed 3-monthly or as required. MBF views risk management intervention as a continuous process.

- Qualified professionals & trained support teams, support individuals to develop strategies to cope with their difficulties; undertake focused & individualised work with supported people to enable them to gain insight into their offending behaviour & understand their risks & develop strategies to keep themselves safe. Work with individuals to develop their internal locus of control, accepting responsibility for & consequences of their offending behaviour.
- Education & training to supported individuals in formal (certificated) & informal ways, delivered both internally & externally, 1:1 or in a group setting, on a range of important educational & life skills areas, e.g. keeping safe, social skills & building relationships.
- MBF provides core & bespoke training to enable support teams to learn the necessary skills to support safely in the context of risk management. Training includes value based training (person centred approaches) Conflict Management, Breakaway, patterns of offending behaviour (offending cycle), statutory obligations, i.e. Mental Health Act & MAPPA. External supervision provided to Team Managers by members of MDT offers advice, guidance & support relating to safe practice issues.
- 24 hour (7 days a week) on call service which is available to supported individuals & support teams & offers advice/guidance/support around matters relating to risk.
- Capacity issues are considered as integral to the development of risk assessment & risk management interventions & are drawn up in accordance with MBF's restrictive practice checklist to identify the least restrictive options for the person. MBF will support individuals through the Best Interest process if they are assessed as not having capacity/fluctuating capacity (around a specific issue) and seek the support of an Independent Mental Capacity Advocate, when necessary.

**Capacity:** MBF understands that in accordance with the Mental Capacity Act (MCA) and Local Authority Risk Enablement – Assessment, Management and Capacity Policy, for individuals with capacity, it must respect their right to take risks but balance this against its own duty of care, safeguarding, issues of vulnerability and community safety. As such, issues relating to capacity are considered as an integral part in the development of any risk assessment and subsequent risk management strategies. All risk management strategies are drawn up in accordance with the Foundation’s restrictive practice checklist which ensures that issues of ‘rights’ and ‘freedoms’ remain a priority.

For individuals who are assessed as not having capacity/fluctuating capacity (around an identified issue), MBF will actively pursue and positively contribute towards any best interest meetings and decisions and will seek the support of an Independent Mental Capacity Advocate, when necessary.

**Effectiveness:** The effectiveness of MBF’s processes for assessing needs/risks that are associated with a person’s growth and development has meant that since January 2000 the Foundation has enabled 48 individuals to move from residential care into supported living and 53 individuals to achieve greater independence with a reduction in their level of support.

## **PRO-ACTIVE**

As a result of the work undertaken by the Foundation, risk is continually monitored throughout the organisation &, where possible, minimised in an attempt to be proactive rather than reactive. Weekly review meetings and quarterly strategy meetings are held when any contingency issues will be addressed, procedures devised & action plans set up & monitored as required.

Working with Clinical Commissioning Groups and The Care Quality Commission to ensure compliance to a high level.

# EQUALITY & DIVERSITY

MBF shares the LD Commissioning Strategy's vision for people with learning disabilities to be supported as ordinary citizens, with all the rights, choices and independence regardless of the extent of the person's disability. MBF does this by supporting & enabling people to build upon their independent living skills, developing coping strategies with individuals & allowing individuals to experience real life opportunities. This said, individuals are also supported to understand that having more choice & control over their life also brings with it responsibilities which every citizen has to accept, i.e. responsibilities to pay bills, be a responsible tenant, maintain an acceptable community presence & live within the law.

MBF promotes equality & diversity through the implementation of its comprehensive Equality & Diversity policy (compliant with the Equality Act 2010 & the 9 Protected Characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion & belief, sex & sexual orientation which covers:

- Equal opportunities, diversity, anti-discriminatory practice & harassment.
- Both people supported & employees.
- Recruitment & selection policy that aims to eliminate discrimination in recruitment.

MBF has developed an accessible website:

<http://www.michaelbattfoundation.org>



## **Equality & diversity is promoted internally by:**

- MBF's Personnel Policies & the Operational Standards of Good Practice which are available to all employees & these are covered in the Foundation's Induction programme (completed within 12 weeks of date of commencement).
- MBF's Chief Executive (CE) has overall responsibility for the implementation & promotion of equality & diversity. The CE has over 10 years' experience in Personnel with direct responsibility for equality & diversity for 300+ employees.
- Promoting equality & diversity through its recruitment & selection process.
- The Grievance procedure, Complaints procedure & Disciplinary procedures are implemented assiduously in the promotion of equality & diversity.
- Training takes place during the initial induction, team meetings (5 weekly) & supervisions (4-6 weekly). Issues relating to equality & diversity are discussed & addressed as appropriate. Adhoc updating /training is undertaken as required.
- Support Representatives Committee (meets monthly) to discuss all matters relating to the business of MBF, including equality & diversity for both employees & the people we support.
- MBF's Complaints procedures are provided in accessible format. Any person wishing to raise or express a concern about something or someone would be actively supported to report the matter via the complaints procedure. The matter would then be investigated &, where necessary, remedial/appropriate actions taken.
- MBF operates an 'open door' policy encouraging & supporting people to raise issues relating to their perceptions of inequality (both internally & externally) with the person they feel most able to confide in.
- The use of advocacy services – MBF facilitates a Self Advocacy Group (monthly) which is linked to Plymouth People First (PPF).
- Monthly house meetings between the person supported and the responsible Manager to discuss all aspects of the individual's life/support package.
- Involvement with Plymouth People First.

- Using internal and external measures to ensure Best Practice.
- Wherever possible, documentation is personalised & provided in accessible formats to suit all requirements, e.g. Tenancy Agreements, Budget Schedules, Quality Assurance reports & Quality Audit reports (based on REACH Standards & 6 Keys to Citizenship framework).
- Notices relating to the Social Committee & Self Advocacy activities are provided in accessible formats and displayed on notice boards & sent to the individuals.
- An annual survey gathering the views of the people supported in relation to their support provision. This is produced in accessible formats to enable everyone to participate. Results are disseminated to the people supported, Directors, Senior & Team Managers through Self Advocacy Group, Peoples' Choice forum & Senior & Team Manager meetings & shapes future service delivery.
- The people supported by MBF have devised questions which have been incorporated into the interviews for all Support Persons & actively participate in the recruitment & interview process.

As a learning organisation MBF reflects on outcomes & information collected from a range of sources, e.g. Self Advocacy Group (monthly), Annual questionnaires, 1:1 Meetings with the person supported and their responsible Manager (monthly), meetings with Senior Managers (at least fortnightly), Team Meetings (5 weekly), Quality Assurance & Peoples' Choice meetings (quarterly). Identified improvements are communicated & implemented appropriately e.g. individual, group, accessible formats, written & verbal. This process is coordinated & monitored at all stages during MBF's Senior Management Team's weekly meetings.

# CITIZENSHIP & COMMUNITY CONNECTION

MBF believes the people it supports should participate as active & equal citizens both economically & socially. Recognising the benefits & importance of social inclusion, not only in helping people to achieve fulfilled lives but also in reducing risk indicators, MBF:

- Facilitates activities that offer individuals the opportunity to interact with their peers & the wider communities, e.g. the Bike Shop (Cycle ReCycle), Social Committee & Self Advocacy Group.
- Supports the development of appropriate social networks. MBF has facilitated the development of a Social Committee. This enables the people it supports to maintain existing friendships, develop new relationships & promotes social inclusion/community connections. The Committee meets regularly & activities are discussed/organised and any issues of risk are addressed as a group.
- Enables the people supported to access a variety of social, education & training opportunities through community mapping.
- Supports people to obtain & maintain a variety of voluntary work placements, e.g. Red Cross shop, Dame Hannah Rogers shop, dog walking.
- Actively encourages employees & the people it supports to participate in fund raising events for local & national charities, e.g. parachute jump for Children In Need, cycle rides for Cancer Research.
- Aims to achieve valued roles for those it supports by securing valued work opportunities. Through innovative practices & by working in partnership with employment agencies, over 50% of the people currently supported by MBF are in employment.
- When appropriate, MBF supports individuals to access community groups to develop and maintain relationships, e.g. Plymouth Highbury Trust & Orbit Club.

# OUR RELATIONSHIPS

MBF works hard to develop & maintain links which it feels will be of benefit not only to the people supported & the organisation but also to the local & wider community. MBF values the links it has developed & the opportunity to forge new links that it recognises will:

- Give greater opportunity for those it supports to become connected to their local & wider community by supporting fund raising events, using local resources & groups, participating in local schemes, etc.
- Promote issues of safeguarding for the people it supports, through advocacy projects, implementing safeguarding procedures when necessary, using the VARMM process when required.
- Improve social inclusion for the people it supports & other vulnerable & minority groups.
- Help to promote & develop informal support networks for the people it supports, by supporting the development / maintenance of individuals' relationships.
- Ensure MBF remains an open organisation & avoids becoming insular
- Add value & synergy to its service/support delivery by utilising the expertise of learning disability specialists, e.g. Community Behavioural Team.
- Positively shape services for the people it supports & the wider community e.g. through its involvement with Plymouth People First, Plymouth Partnership Board & the ASC Project Board.
- Help to overcome barriers that may prevent successful outcomes for the people it supports.

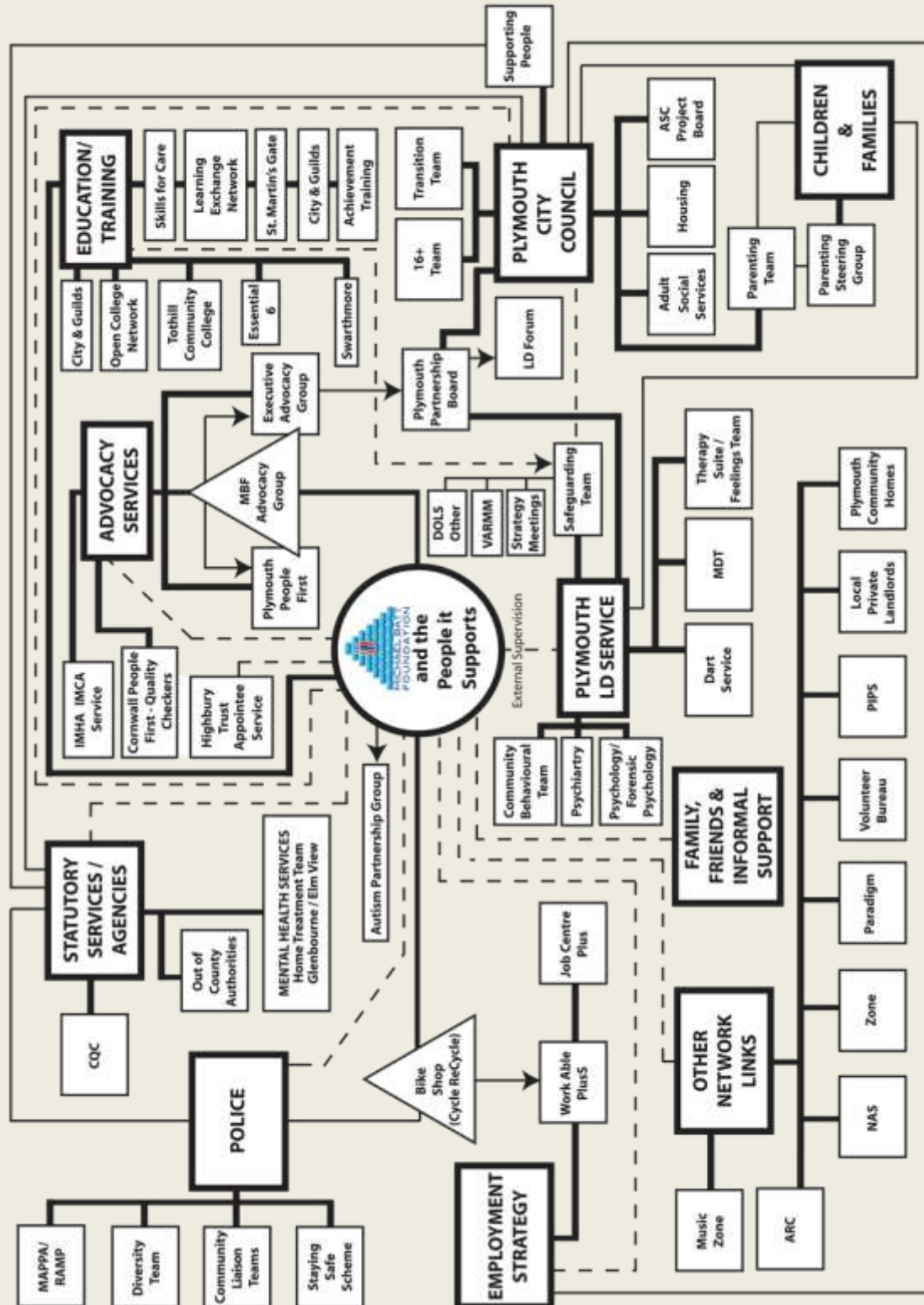
MBF will maintain & strengthen its links in the future by upholding its commitment to:

- Conduct itself in a professional manner.
- Work in partnership & collaboratively with external agencies, e.g. Commissioners, Criminal Justice agencies, including MAPPA & Ministry of Justice.

- Take up any opportunities to become actively involved in any schemes, forums, groups which it believes are likely to improve, influence & positively shape services for the people it supports & the local and wider community e.g. LD Partnership Board, safe place scheme, ASC Project Board & the Parenting Steering Group.
- Diligently pursue opportunities to work with organisations to positively influence their service delivery through consultancy.
- Maintain open lines of communication with key people, professionals & services.
- Work in partnership with the people supported by MBF to influence, maintain & improve the services it provides e.g. Self Advocacy Group (monthly), 1:1 Monthly Meetings with manager, Peoples' Choice Meeting with Directors & Chief Executive (quarterly), involvement in choosing & training their support team & involvement with QA audits.
- Continue to share its knowledge, experience, innovative practice & expertise both locally & nationally (training, conferences, consultancy etc.).
- Utilise the knowledge, expertise & specialist skills of external professionals & agencies both locally & nationally.
- External Supervision, this is provided to Team Managers & Support Teams by members of Plymouth's Multi Disciplinary Team (MDT) to offer advice, guidance & support around issues relating to the individuals supported by MBF.
- Commitment to bring complex issues to MDT for discussion to guide practice & develop multi agency plans to support the person.

# OUR RELATIONSHIPS

NOVEMBER 2014



# OUR SUPPORT TEAMS

Through its recruitment process & ongoing development of those people providing support, MBF ensures the Support Person has the necessary skills, knowledge & competence to undertake their role.

- Providing personal care for the person supported, as required & in line with MBF's Personal Care Protocols based on the principles of Ethics of Touch (Hingsburger & Harber 2000).
- Identifying their own additional training needs to ensure continued professional development & making these needs known to their line manager.

**Expectations of a Support Person:** In addition to those duties & tasks issued within the Support Person's Job Description a Support Person **is** expected to:

- Dress in a manner that is appropriate depending on the identified needs of the person being supported.
- At all times act in a manner which ensures safety for the person supported, themselves, colleagues & members of the public.
- Portray positive role modelling as a continual, informal & formal teaching strategy at all times.
- Support wherever the need is identified.
- Remember that support is being provided in the **person's home** – it is **not their place of work** & should not be treated as such.
- Support in a respectful manner, ensuring the person feels valued & respected.
- Respect & value the opinions, views & beliefs of the supported person & actively encourage the person to achieve full participation in society. Supported persons should expect to receive the same respect as any other citizen.
- Maintain accurate records of the support provided.
- Be polite & courteous to all visitors.
- Be respectful to peers & colleagues.
- Attend supervision when requested.
- Complete induction within 12 weeks of commencement of employment.



- Complete the Core Training within 6 months of commencement of employment.
- Attend all training sessions as identified – attendance is mandatory.
- Follow the operational standards of good practice at all times.
- Maintain professional boundaries.

**Supervision:** (4-6 weekly or more frequently if necessary): 1:1 sessions with the support person's line manager to provide support & guidance in relation to the person being supported as well as discussing/encouraging personal development. Advice, guidance and support in relation to specific instances is also available.

**Team meetings:** (8 weekly): this forum encapsulates discussions relating to both the needs of the person being supported & those providing the support.

**Debriefs:** are offered to all individuals following any significant event. Systems are in place to recognise & address signs of employee stress/burn out.



# RECRUITMENT & TRAINING

The organisation operates a needs led recruitment process.

All employees are required to undergo an **Enhanced Disclosure Check**, the outcome of which must be satisfactory to the Foundation. If the outcome of the Enhanced Disclosure Check is not satisfactory, the offer of employment will be withdrawn.

**EMPLOYEE TRAINING:** MBF believes that quality training is an integral part of ensuring quality support delivery. All support teams are provided with the necessary training to enable them to carry out their roles in accordance with MBF's core beliefs and ethos. This is in addition to the statutory training required.

MBF produces and implements an annual training plan.

All employees attend Plymouth City Council's Vulnerable Adults Alerter's training and receive Disengagement & Conflict Management Training & other statutory training (externally sourced).

Every new employee is inducted using MBF's induction pack which consists of information the employees will need to start work; essential information regarding keeping themselves and the person supported safe; standards expected and record of completed Induction.

Before supporting anyone MBF provides a person specific induction. This ensures that support people have good knowledge and understanding of the needs of the individual they are supporting through a formalised monitored process.

Ongoing support is provided through a 4-6 weekly supervision with their Line Manager during which time training needs are assessed. Support is also on offer via MBF's 24 hour (7 days a week) on call service which is available to supported individuals & support teams & offers advice/guidance/support around matters relating to risk.

# PERFORMANCE MONITORING

MBF currently uses internal and external measures to ensure best practice.

# CONTACT US

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Many thanks for the interest you have shown in Michael Batt Foundation.