

Working with Personality Disordered Offenders

*London Pathways Partnership & National Probation Service (London Division)
Intermediate and Advanced Courses*

Student Handbook

2015/16

Course leaders:

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Together with:

Experts by Experience

Course administrator:

Joan Woolcock

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1 Welcome

1.1 As Course Leaders, in association with our London Pathways Partnership (LPP) and National Probation Service (NPS) London Division colleagues, as well as Experts by Experience, we would like to welcome you to the Intermediate level and Advanced level courses we will be running from May 2015.

1.2 Both courses have been especially created to help you, as LPP and NPS staff working with personality-disordered offenders in London, develop your knowledge, skills and confidence in what can be exacting professional roles. Having been very much guided by the LPP Competencies Framework, we have designed the courses to be stimulating, rewarding and relevant to your everyday practice.

1.3 We are very pleased to be able to include Experts by Experience, who are familiar with the criminal justice system and secure mental health services, but from a very different perspective. We know from having run previous courses, that their insights will be extremely helpful to you in terms of developing self-awareness and acumen when carrying out your professional role.

1.4 We therefore trust that you will enjoy our courses and, in turn, we look forward to receiving your feedback.

2 Background to the courses

2.1 Approximately two-thirds of prisoners meet the criteria for at least one type of personality disorder, and a high proportion of cases are managed by the probation service. For a relatively small number of offenders, in its most severe forms, personality disorder is linked to a serious risk of harm to themselves and others. These offenders have highly complex psychological needs that create challenges in terms of management, treatment and maintaining a safe working environment. This can be very stressful for all members of staff involved in their care.

2.2 The Offender Personality Disorder services you work in were developed following the independent review by Lord Bradley in 2009, of the support offered to people with mental health problems and learning difficulties in the criminal justice system. It made several recommendations regarding the then Dangerous and Severe Personality Disorder (DSPD) programme managed by the Department of Health and Ministry of Justice, and the wider personality disorder (PD) provision in the Criminal Justice System (CJS). This led directly to a new strategy, the Offender Personality Disorder (OPD) strategy, which was publicly consulted on, and signed off by ministers, in 2011.

2.3 The OPD strategy confirmed that high-risk personality-disordered offenders would from then on be managed largely within the criminal justice system, and that responsibility for overseeing sentence planning and progression along a defined "pathway" would rest with the probation service. Input by specialist NHS clinicians would contribute to psychologically informed risk assessment and formulation, in order to guide management. Funds released from the closure of the DSPD unit in Broadmoor Hospital were reallocated, both to prison-based services for inmates suffering from severe personality difficulties and also to the supporting probation officers (once these individuals were released into the community on license).

2.4 These pathways services are now well-established. In London, a consortium of four mental health Trusts (Oxleas; Barnet, Enfield and Haringey; East London; and South London and the Maudsley) called the London Pathways Partnership (LPP) gives psychological and other relevant input to: a progression unit in HMP Belmarsh; an engagement and treatment unit in HMP Swaleside; a young offenders' service in YO1 Aylesbury; and probation officers across the capital. There is a small role for forensic psychiatrists where diagnosis and mental state are in question, and for a psychodynamic approach to supporting staff. The latter is provided by the Portman Clinic in the form of supervision and reflective practice. In practice, this means that in every NPS Local Delivery Unit (LDU) in London, an NHS psychologist and a probation officer specialist in personality disorder are working in partnership to share their knowledge and skills, and to cascade this expertise to probation officers who manage these high risk cases.

2.5 The OPD strategy also recognises that "the quality and capacity of the staff is the biggest single factor in determining the success of the pathway approach". A major aim of the strategy, therefore, is

that of developing the confidence and skills of the workforce. It is this ambitious aim that these new courses have been developed to address. LPP has already developed a “Competencies Framework”, which defines the core knowledge and skills LPP Psychological Therapists and the NPS Specialist Probation Officers need to fulfil their roles. These are laid out in four domains:

- i) Assessment and formulation.
- ii) Case consultation.
- iii) Workforce development.
- iv) Leadership.

The Intermediate level course addresses the training needs pertaining to the first two competencies and the Advanced level course addresses those relating to the latter two.

3 Aims

3.1 The combined aim of the two courses is to develop students’ knowledge, understanding and/or skills in the following areas:

- i) The important explanatory theories and research evidence for how severe personality difficulties develop, their link to offending, which treatment approaches are effective, and the process of desistance. These include genetic influences, the bio-psychosocial model, attachment theory, the long-term impact of childhood abuse, and social and cultural influences.
- ii) Personality-disordered offenders’ emotional, interpersonal and behavioural difficulties, in order to match their needs with their pathways, so enhancing the safety and efficacy of the work.
- iii) The academic and professional competencies essential to a range of psychosocial treatments and management settings.
- iv) The interpersonal, systemic and organisational factors that can help or hinder safe and effective working relationships with personality-disordered offenders, within teams, and with colleagues from different agencies.
- v) The application of this learning to influence and support the professional development of students’ colleagues in their particular work setting.
- vi) The importance of fostering a culture within students’ organisations, which promotes the safe and effective management of personality-disordered offenders, and reflects a sensitive awareness of interpersonal, group and systemic factors.

4 Intermediate level course

4.1 This course has spaces for up to 20 ‘students’ per year, and covers the LPP competencies in Domains I and II: Assessment and Formulation, and Case Consultation.

4.2 Eligible students include:

- Newly appointed Specialist Probation Officers.
- Newly qualified Psychological Therapists.
- Interested Probation Officers and/or those thinking of becoming Specialist Probation Officers.
- OTs and Senior Prison Officers working in London Pathways services.

4.3 Typically, students relevant professionals will have completed an introductory training in personality disorder, such as the Knowledge and Understanding Framework (KUF) Basic Awareness Modules, or the new LPP Induction Training (for more information, please contact the Course Administrator).

4.4 Structure of the course – see Appendix A

The course is taught on 12, monthly, study days spread throughout the year. Each study day is organised around a series of themes, which include:

- What is personality disorder: sub-types and presentations.
- What is personality disorder: its links to offending and co-morbid mental disorders.

- The origins personality disorder and offending behaviour.
- The meaning of problematic behaviour such as violence, deliberate self-harm and breaches of boundaries.
- How to build a positive working alliance.
- Case identification and formulation.
- Understanding the impact of personality disorder on self, staff team and organisation.
- Assessing and managing risk: when to worry and what to do about it.
- Psychological treatment approaches to personality disorder: what works for whom?
- Understanding protective factors and promoting desistance.
- Relevant services, agencies and how to plan appropriate pathways.
- Introduction to teaching skills and facilitation of reflective practice.

4.5 Each Study Day follows a similar format, beginning with a formal lecture by an invited expert, followed by a reading seminar discussing relevant classic or new, important papers. The order in which these topics are taught follows a logical sequence, with later themes building on your learning from earlier ones. However, this is subject to change, if this means our being able to bring in a particularly renowned or experienced lecturer. The mornings are facilitated by the Course Leaders.

4.6 The afternoons focus on developing students' skills in case presentation, formulation and consultation, with the opportunity to practice in small groups under expert supervision. Up to six students will be allocated per Supervision Group, each of which is facilitated by a senior LPP clinician and two Advanced level course students, one of whom will lead the group and one of whom will be observing. During the year, each Intermediate Level student will have several opportunities to bring a "live" case example from his or her current caseload, ideally one that has a link linked to the theme of the day. Students are asked to give a formal presentation of their case to the group, and then lead the group on developing a Formulation and planning a pathway for the offender. The focus of the discussion will be on developing presentation and facilitation skills, via direct practice under supervision and vicariously from observing other students and taking part in the discussion.

5 Advanced level course

5.1 This course has spaces for up to 15 students per year, and covers the competencies in Domains III and IV: Workforce Development, and Leadership.

5.2 Eligible students include:

- Experienced Specialist Probation Officers.
- Experienced Psychological Therapists.
- Experienced OTs and Senior Prison Officers working in London Pathways services

5.3 Typically, students will have completed the Intermediate level course or equivalent training such as the previous Postgraduate Certificate Course on Working with Personality Disorder (for more information, please contact the Course Administrator).

5.4 Structure of the course – see Appendix B

The course runs bi-monthly, over six Study Days through the year, each with a broad theme. The mornings focus on knowledge and theory, with reading seminars, direct teaching, and in depth presentations by students of challenges within their workplace. These might involve difficulties with an individual offender, a team or inter-agency working. The aim is to understand the personal, interpersonal and group processes that might be at play. The mornings are facilitated by the Course Leaders and an invited expert.

5.5 The themes of the Study Days will include:

- Managing interactions between personality-disordered offenders and practitioners: difficulties, causes and responses.
- Organisations and cultures: what hinders and what helps effective inter-agency working.
- Working in teams: group processes, splits and conflict, and how to address them.
- Effective teaching on complex psychological difficulties: skills, methods and approaches.

- Leading case consultations and formulations with teams: skills and challenges.
- Acquiring and practicing advanced reflective practice skills.

5.6 We have planned the order in which these topics are taught so they follow a logical sequence, and later themes build on your learning from earlier ones. However, we might change the order occasionally, if this means being able to bring in a particularly renowned or experienced lecturer.

5.7 In the afternoons, students facilitate the small group case consultations and formulations being presented by students on the Intermediate level course, under supervision by the course staff. This provides “live” practice and experience in leading the group. A fellow Advanced level student acts as a “critical friend”, and provides valuable and constructive feedback.

5.8 The afternoons conclude with a supervision session, in order to develop and refine students’ skills in leading groups of staff; as these are students on the Intermediate level course, they are “real” colleagues whose case material and the conundrums it throws up are both authentic and current.

6 Experts by Experience

6.1 The courses benefit from Experts by Experience playing a central role in the teaching. They who have lived with “personality disorder” – and with the criminal justice system – and can offer insights into the human side of this label, which complement those of professionals and those which are expressed in theoretical terms. We believe our Experts by Experience introduce unique perspectives that both enrich and augment students’ learning.

7 Location of the courses

7.1 The courses are both based at the NPS London Division headquarters, at 151 Buckingham Palace Road, London, SW1W 9SZ.

8 Course management and staff roles

8.1 The overall management of the courses is through a Steering Group, which delegates authority for their organisation and administration to the Course Leaders and the Course Administrator. The latter is responsible for the registration of, and effective communication with, students who are enrolled on the courses. The Course Leaders and the Course Administrator are available to meet with students on the Study Days or at other times, by arrangement. Feedback to the Steering Group from those enrolled is welcomed, via verbal or written means, to any of the course staff (for staff names, roles and contact details, please see Appendix C).

9 Course operation and student registration

9.1 Student selection

9.2 Students will be put forward for the relevant course by joint agreement between Angus Cameron (Assistant Chief Officer for Personality Disorder Strategy Implementation) and Phil Minoudis (LPP Clinical Lead). They will provide the course Administrator with final list of students and their contact details.

9.3 Enrolment

The Course Administrator will then contact those identified to confirm their enrolment and provide them with further details about the courses and attendance requirements.

9.4 Support

The Course Leaders will be available to students on each Study Day. Those wishing to make contact with them at other times should e-mail or telephone the Course Administrator in the first instance, who

will pass on messages to the relevant person at the earliest opportunity. Course staff meet regularly during the study days to address any emerging difficulties. They also undertake regular reviews at the end of each Study Day, in conjunction with students, through group discussion. Students experiencing difficulties with their course are expected to discuss them initially with Course Leaders. Very occasionally it might be necessary for course staff to discuss the matter with the LPP Clinical Lead and/or the NPS London Pathways Lead (see section 11.2 below).

9.5 Course materials and resources

Students will be provided with a Study Pack for their course.

The Millfields Unit Personality Disorder Library contains a copy of most of the core texts, which can be borrowed on a first come, first served basis. Students who lose, damage or fail to return a book will be asked to replace it. We also have an extensive collection of relevant papers on personality disorders, risk assessment and management, forensic mental health, criminal justice and related subjects, to which students will be given access.

9.6 Change of home and/or work address

Occasionally the Course Administrator or Leaders might need to contact you at home at short notice, e.g. in relation to absence – yours or ours – or last minute changes (although we will do our very best to avoid these). It is important, therefore, that you inform us of any change in your home and/or work address, mobile number, or e-mail address. The best way of doing this is to put any changes in an e-mail, as soon as possible, to, the Course Administrator: Joan.Woolcock@eastlondon.nhs.uk.

9.7 Attendance Policy

Attendance is vital to your ultimate success. We will keep a record of your attendance at the Study Days, which should not fall below 80%. If it does with no reasonable cause or circumstance, you might not be able to continue with your course. A final decision about this will be made jointly by the Course Leaders, the Assistant Chief Officer for Personality Disorder Strategy Implementation, Angus Cameron, and the LPP Clinical Lead, Phil Minoudis.

9.8 Whenever possible notification of absence with reason(s) should be made in advance and, if extended, be negotiated with the Course Leaders.

10 Student assessment and course evaluation

10.1 Student assessment

At the end of each Study Day, students will be asked to complete a “self-assessment” of their own performance, and a “peer assessment” of the supervising student from the Advance Level course, based on the LPP Competencies Framework. This will complement assessments of students’ performance made by the Course Leaders, LPP Clinicians, and the LPP Training Lead as part of his or her non-course role.

10.2 Course evaluation

At the end of each Study Day, students will be asked for their feedback on its content and delivery. At the end of each Course, a more detailed evaluation will be undertaken, which involves both a questionnaire and a focus group discussion.

11 Confidentiality and responsibility

11.1 The content of all case discussions, whether directly pertaining to individual offenders, or in relation to students’ disclosures, must be kept confidential within course as a whole. The same standard applies to material about individual and/or organisational difficulties in the work place. It will, of course, be entirely appropriate for students to discuss other aspects of their experience of their course outside it.

11.2 If a member of the course staff has cause for concern in relation to a student's professional practice, he or she will discuss these with Angus Cameron or Phil Minoudis, according to professional background. Responsibility for offender management and/or health care will remain that of the practitioner and his or her employing organisation.

12 On completion of the courses

12.1 Students who successfully complete their course will be given formal certificates, which will be awarded at an annual event to celebrate the occasion. This will be organised by Course Leaders, with details to follow.

Appendix A: Structure of the Intermediate level course study days

Time	Format	Led by	Content
09:00	Business meeting with LPP	Clinical Lead and NPS London	Division Pathways Lead
09:30	Lecture followed by discussion	Invited expert, PD expert or senior LPP clinician	<ul style="list-style-type: none"> ▪ What is PD: definition; sub-types; typical presentations; impact on self and others; links to types of offending; common co-morbid mental disorders. ▪ What is PD continued. ▪ How and why personality disorder and offending develop. ▪ The meaning of problematic behaviour, e.g. relationship to “care”; deliberate self-harm; violence; boundary breaches; institutional behaviour. ▪ The working alliance: what to do and what not to do, including interviewing skills, boundary setting, and responses to problematic behaviour. ▪ Case identification, formulation and presentation. ▪ Introduction to impact on individuals, teams and organisations. ▪ Approaches to risk assessment: when to worry; why; what to do about it; and defensible practice. ▪ Approaches to interventions/treatment: what works for whom, and what does progress look like? ▪ Desistance and protective factors in personality disorder. ▪ Government strategy; services and agencies in health and criminal justice; pathways planning. ▪ Introduction to training and principles of reflective practice.
11:00	Coffee Break		
11:20	Reading seminar	Senior LPP clinician or PD expert	Two classic/important papers linked to theme of lecture and distributed in advance.
12:45	Lunch		
13:30	Small groups of up to 4: Case presentation, formulation, pathways planning	Advanced level Student	Case presented by an Intermediate level student, with relevance to theme of the day; facilitated by an Advanced level student; supervised by PD expert or senior LPP clinician. A second Advanced level student will observe as a “critical friend”.
14:45	Tea Break		
15:15	Small Groups of up to 4: Case consultation	Advanced level student	Case presented by a different Intermediate Level Student, with relevance to theme of the day; facilitated by the second Advanced level student; supervised by PD Expert or senior LPP clinician. The first Advanced level student will observe as a “critical friend”.
16:30	Plenary	Senior LPP clinician or PD Expert	Course, self and peer evaluation. Final questions, arrangements for next study day.
17:00	Close		

Appendix B: Structure of the Advanced level course study days

Time	Format	Led by	Content
09:00	Business meeting with LPP Clinical Lead and NPS London Division Pathways Lead		
09:30	Group teaching/reading seminar	<i>Invited expert or PD expert</i>	<ol style="list-style-type: none"> 1. Personality-disordered offenders and individual professionals: difficulties, causes and responses. 2. Personality-disordered offenders and organisations: structure, culture and anxieties in probation, health and prisons; inter-agency working. 3. Teams: group processes, resistance, splits and conflict; factors promoting good team functioning. 4. Teaching about personality-disordered offenders and complex psychological difficulties: skills, methods and approaches. 5. Case consultation and formulation with teams: skills and challenges. 6. Advanced reflective practice skills.
11:00	Coffee Break		
11:20	Work based discussion	Advanced level student	In depth presentations by students of challenges in their workplace, supervised by PD Expert.
12:45	Lunch		
13:30	Small Group (up to 4): Case presentation, formulation and pathways planning	Advanced Level student	Case presented by an Intermediate level student, with relevance to theme of the day; facilitated by an Advanced level student; supervised by PD Expert or senior LPP clinician. A second Advanced level student will observe as a "critical friend".
14:45	Tea Break		
15:15	Small Group (up to 4): Case presentation, formulation, risk assessment and pathways planning	Advanced level student	Case presented by an Intermediate Level Student, with relevance to theme of the day; facilitated by an Advanced Level Student; supervised by PD Expert or senior LPP clinician. A second Advanced level student will observe as a "critical friend".
16:30	Group supervision	PD expert	Group discussion, primarily focussed on the experience of leading the case presentations and formulations.
17:20	Evaluation form.	PD expert	Course, self and peer evaluation.
17:30	Close		

Appendix C: Programme of Study Day dates and lectures for the Courses

Intermediate Level Course				Advanced Level Course		
	Date	Lecture	Lecturer		Lecture	Lecturer
1	21.05.15	What is PD? Subtypes and presentations.	Rob Halsey			
2	18.06.15	What is PD? Links to offending and co-morbid conditions.	Jeremy Coid	1	PD offenders and practitioners: solutions to interpersonal difficulties.	Estelle Moore:
3	16.07.15	How and why personality disorder and offending develop.	Felicity de Zuluetta			
4	20.08.15	The meaning of problematic behaviour.	Anne Aiyegbusi:	2	Organisations and cultures: promoting effective inter-agency working.	Jessica Yakeley
5	17.09.15	Building a positive working alliance.	Gwen Adshead			
6	15.10.15	Case identification, formulation and presentation.	Caitriona Higgins	3	Promoting good team-working: identifying and resolving conflicts.	John Schlapobersky
7	19.11.15	Introduction to impact on individuals, teams and organisations.	Jessica Yakeley			
8	17.12.15	Approaches to risk assessment.	Phil Minoudis:	4	Supervising complex cases: useful approaches.	Anna Motz
9	21.01.16	Approaches to treatment.	Colin Campbell:			
10	18.02.16	Desistance and protective factors in personality disorder.	Corinne Spearing and N-Gage XbX	5	Case consultation and formulation with teams: skills and challenges.	Jackie Craisatti
11	17.03.16	Government strategy; services and agencies in pathways planning.	Nick Joseph			
12	21.04.16	Introduction to the principles of reflective practice.	Heather Wood	6	Delivering reflective practice sessions.	Rob Hale

Appendix D: Reading Lists

Appendix E: Course staff roles and contact details

ROLE	NAME AND CONTACT DETAILS
Course Administrator	Joan Woolcock Course Administrator, based at Millfields Unit T: 020-8510 2632 E: joan.woolcock@eastlondon.nhs.uk
Course Leader	Kingsley Norton Consultant Medical Psychotherapist in Forensic Psychiatry T: 020-8510 2646 E: kingsley.norton@eastlondon.nhs.uk
	Angus Cameron Assistant Chief Officer for Personality Disorder Strategy Implementation
Course Leader	Caitriona Higgins LPP Training Lead E: Caitriona.Higgins@nhs.net
Course Leader	Dr Celia Taylor Lead Clinician & Head of Service , Millfields Unit T: 020-8510 2624 E: celia.taylor@eastlondon.nhs.uk
Experts by Experience	TBC
Course Supervisors	The Supervisors will be drawn from: <ul style="list-style-type: none">▪ Phil Minoudis, Clinical Lead Community Pathways & Millfields Unit▪ Pamela Attwell, Clinical Lead HMP Swaleside Pathways Service▪ Siobhan Quinn, HMP Swaleside Pathways Service▪ Rebecca Rose, HMP Swaleside Pathways Service▪ Dr Celia Taylor, HMP Swaleside Pathways Service & Millfields Unit▪ Nikki Jeffocte, Clinical Lead, HMP Belmarsh LPPU▪ Chantal Scaillet, HMP Belmarsh LPPU▪ Dr Colin Campbell, HMP Belmarsh LPPU & FIPTS▪ Rob Halsey, Clinical Lead, YOI Feltham Pathways Service▪ Jake Shaw, YOI Feltham Pathways Service

Appendix F: Useful addresses:

Millfields Unit Forensic Personality Disorder Library
John Howard Centre,
12 Kenworthy Road,
Hackney,
London E9 5TD.

Appendix G: Useful web sites:

LPP web site (demo version): <http://demo.garnay.co.uk/history-pathways/>

Appendix H: Terms of reference for Steering Group

Title

Steering Group, Working with Personality-Disordered Offenders Intermediate and Advanced Level Courses

Reports to

LPP Steering Group

Terms of Reference

To take overall responsibility for the LPP/NPS London Intermediate and Advanced level courses by:

- Designing and ensuring delivery of the courses in accordance with the LPP Competencies Framework.
- Ensuring high quality teaching, supervision and student support.
- Ensuring high quality, valid assessments of the students' performance.
- Ensuring high quality and valid evaluation of the courses.
- Providing a forum to which students can represent their views about the management of the courses (including their content and delivery), and of the assessment process.
- Ensuring that appropriate action is taken in response to matters raised.
- Giving students the opportunity to give formal feedback at each Study Day and annually at the end of each course.
- Reviewing the course feedback and making recommendations and changes arising from it, where appropriate.
- Resolution of complaints.

Membership

Course Leaders (including Chair)

Course Administrator

Course staff (up to 3) making a significant teaching contribution to the courses.

Two Experts by Experience

The meeting is held every two months, and is quorate if 40% of the members are present.