

Pathway Press

NHS/NOMS Offender Personality Disorder Programme

Issue 13 – September 2016



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This thirteenth edition of the *Pathway Press* is themed around one of the key principles of the OPD pathway: **shared responsibility and joint operations**. This principle permeates everything we do: our programme's funding and governance arrangements are the joint responsibility of NOMS and NHS England; each regional pathway is commissioned by a pair of NOMS and NHS co-commissioners; and it is our ambition that every one of the services that operates across the pathway involves partnership working between health, criminal justice and often third sector providers. We are already well on the way to realising that ambition!

The key advantages of this collaborative approach are that it avoids duplication of effort, and, through the pooling of knowledge, skills and experience, enables shared problem solving and more effective navigation of two complex systems (health and criminal justice). Importantly, by NOMS and NHS England taking shared responsibility for offenders with personality disorder through the commissioning process, we also hope to ensure that offenders with personality disorder are less likely to be rejected by, and bounced between, services.

In this edition, we include a number of articles providing different perspectives on this theme: from the [community pathway in Yorkshire](#), to the [CAMEO](#) service for women at Foston Hall, to the [Enabling Environments](#) team at the Royal College of Psychiatrists. We also consider the role of [charitable and third sector partners](#) in the OPD pathway. Throughout the edition, we showcase recent good news stories from around the country – OPD pathway colleagues continue to clock up well-deserved awards and nominations! Research is the focus of pages 8-10, including a call for research participants, and summaries of two recent research studies conducted by OPD pathway colleagues.

Latest programme news

- An expression of interest has been advertised for the Dialectical Behaviour Therapy and related OPD pathway services at HMP Downview, and the preparation and progression PIPEs at HMP & YOI Send
- Evaluation activity gathers pace:
 - The first stage report has been agreed from the OPD national evaluation research team (known as NEON and led by Bristol University) and the team has now begun the impact evaluation
 - Data collection for the PIPEs evaluation (Queen Mary University) has begun, with in-depth qualitative interviews being carried out in the first stage
 - An evaluation led by NatCen on Democratic Therapeutic Communities (DTC) is coming to its final stages of analysis
- Following a review of the KUF three-day awareness course, we have asked the Institute of Mental Health to adapt the course to a two-day product. This responds to feedback about the difficulty of releasing staff for three days
- And finally... **welcome to Dr Carine Lewis**, who joined the OPD team in July 2016 as OPD Research Manager. Carine's early tasks include refreshing the research strategy and looking at the quality requirements of the programme.

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National Offender
Management Service

Triaging in Yorkshire & Humberside

By Philip Malone, Psychotherapist, OPD Pathway Development Service, Leeds Personality Disorder Clinical Network

For a number of years the Leeds Clinical Network has worked in consultation with Offender Managers (OMs) to assist them in bringing psychologically informed thinking to their management of offenders who exhibit traits consistent with personality disorder.

Fundamental to the efficient working of this partnership is a screening process which identifies offenders who may have personality difficulties. In the Yorkshire & Humberside region, we have already screened in over 5,000 cases. For the OM, deciding which of these cases to prioritise for case consultations can be difficult.

In order to target our resources more efficiently we have created and trialled a **triage questionnaire**, designed to identify the cases which should be prioritised. We have designed the questionnaire so that it focuses on identifying those individuals whose pathways are the most obstructed and those who have the most systemic impact. Sample questions include:

- Has the service user had a disproportionate number of adjudications, ACCTs, segregations, or any other difficulties?
- Are there significant differences of opinion around the needs and/or risk regarding the service user amongst professionals?
- Do you find yourself experiencing difficult emotions when you think about this service user?

Several thousand questionnaires had to be administered, and the process took a number of months to complete.

The findings have been fascinating. By actively cross-checking our results with other probation data, it appears that the **triage process is identifying those cases which should be regarded as most critical**. It is also interesting to note that we are not identifying a cohort of people who are unsuitable for the pathway but we are assertively identifying people whose needs, for a number of reasons, have not yet been highlighted.

We are now working with Team Managers across the region to develop an effective protocol for managing these priority cases. NPS manager and OPD Operational lead, Tanya Cockerill, reflected:

“Triaging is allowing OMs the reflective space to consider their most challenging cases, and it is bringing the OPD pathway to the forefront of their minds.”

We have learned from our ongoing partnership that the **most effective way of managing complex cases is a combination of workforce development, consultation and the mentoring/support of OMs**. We now have the means to target these efforts more effectively at individuals with the most complex needs.



Tanya Cockerill (NPS) and Bryony Crisp (psychologist) undertake a consultation

PIPE Joint Leadership Forum

Joint operations and shared responsibility are themes that underpin each and every one of the OPD services across England and Wales – and PIPEs are no exception. Each PIPE has an operational and a clinical lead, and twice per year, those leads come together at the PIPE Joint Leadership Forum. The most recent Forum took place on 10th May 2016 in London, and was themed around balancing clinical and operational perspectives.

The keynote presentation provided a non-PIPE perspective on this issue, and was given by Vikki Baker (lead psychologist) and Caroline O'Brien (police officer) from the Resettle IIRMS (Intensive Integrated Risk Management Service) in Merseyside. Vikki and Caroline spoke about the challenges of wearing two hats and the boundary see-saw. They stressed the need for **effective joint approaches to managing the population**, considering both clinical and operational perspectives, and the **importance of creating opportunities to make sense of this through clinical supervision**.

The next Forum takes place on 15th November.



Pathway partners

Shared responsibility and joint operations are not limited to health and criminal justice partners. The following two articles celebrate the role that charitable and third sector partners play in the OPD pathway.

Hoads of Helping Hands

By Terry, a patient at Waddon Ward medium secure unit, Bethlem Royal Hospital



Many prisoners and patients up and down the country, as well as prison officers and nurses, are asking themselves what the future holds for the criminal justice system.

My view is that, whatever happens within the prison system and the secure units of the NHS, there will always be people willing to plug the gaps and to support the ongoing rehabilitation of both prisoners and patients.

Charitable organisations, whilst experiencing their own budget cuts, will continue to support prisoners and patients reintegrate back into society. Organisations such as Mind, Nacro and New Bridge, and victim support groups such as Aftermath and Consequences, will continue to give their support to those of the system, helping them to re-join society as better people.

Behind each of these organisations which support the system are **a hoard of helping hands – ordinary members of society who selflessly sacrifice their own time and energies**. All the time we have this army of helping hands supporting this country's organisations, our justice system will not diminish as so many fear.

London Co-Commissioners Trade Places at First Step Trust

By Laura d'Cruz, NOMS Co-Commissioner for the London region, and Mary O'Donnell, NHS Co-Commissioner for the London region

In May 2016 we took part in Trading Places – where commissioners and executives from local and national government, trade and housing associations, and the worlds of politics, health, media and industry, worked alongside the First Step Trust workforce to gain an insight into the work of the charity.

First Step Trust aims to create sustainable work and employment opportunities for people unable

to manage mainstream opportunities due to mental health or other disadvantages. **First Step Trust works with up to 15 offenders identified for the OPD pathway in London**, supporting them to gain experience and qualifications within the automotive and catering industries. The project is part of the community OPD pathway in London, jointly delivered by NPS London Division and the London Pathway Partnership (a consortium of four NHS Trusts).

Laura worked at Abbevilles restaurant in Clapham:

“Under the watchful eye of Head Chef Sean, himself formerly a First Step Trust volunteer before being recruited as a paid employee, I made parmesan biscuit canapés and a pasta sauce that was a recipe of Executive Chef Luigi's very own Italian mama. I also de-stalked several kilos of spinach, so I hope I earned my lunch! While I was pleased to learn some new culinary skills, the most important part of the experience for me was to witness the professionalism of the team and to hear people's stories of how First Step Trust had



helped them change their lives. It reinforced to me **how important real work can be in contributing to our sense of wellbeing and purpose**, and how meaningful employment can support offenders to engage in their community and lead crime-free lives.”

Meanwhile, Mary was getting her hands dirty at First Step Trust's SMaRT garage in Woolwich, learning how to change a tyre and brake pads:

“I cannot stress enough how impressed I was with the staff and apprentices at the garage. I was in



the unusual position of experiencing problems with my own, old car on the way to the garage, so not only had the experience of working alongside this amazing team, but also having my old car fixed, and I have had no problems since. The service my car received, I felt like I was the owner of a top of the range Mercedes Benz! I can say with confidence that the **services of First Step Trust are a positive addition to the London OPD pathway** and the service users who have had the opportunity to access its schemes."

Please consider First Step Trust for your motoring and catering needs:

*First Step Trust runs four **SMaRT Garage Services**, which provide servicing and repairs for cars, vans and minibuses. Three of the garages are VOSA approved MOT test centres.*

***Abbeilles restaurant** is open for lunch, Monday-Friday, serving a modern European menu. It also offers outside catering, providing freshly prepared food for a range of functions.*

Partnership working at the CAMEO service, HMP & YOI Foston Hall

By Dr Roslyn Campbell, Clinical Psychologist and Clinical Lead, CAMEO OPD service, HMP & YOI Foston Hall

CAMEO is a partnership between Birmingham and Solihull Mental Health Foundation Trust, HMP & YOI Foston Hall and Anawim Women's Centre. The service was developed to provide a two-year, gender-sensitive treatment programme for female offenders.

Developing a clinical service within a prison setting has provided great opportunities and some challenges for joint working.

For health professionals, working collaboratively with prison staff **widens our repertoires of using psychological models within prison systems**, and enables close liaison with various different agents within the prison, strengthening boundaries and communication and offering offenders a unified approach to their care and treatment.

CAMEO officers have commented:

"Being part of a multidisciplinary team enables us to share ideas together for the ultimate benefit of both staff and prisoners."

"It has helped us better understand where the women are coming from."

"Being present in therapy groups has enabled us to realise why the women behave in the manner they do and how better to address their issues."

From an ANAWIM perspective, the joint approach has meant that **alternative perspectives and support can be offered to complement clinical and prison decision-making**.

When asked about joint working, the CAMEO women commented:

"I think it's positive that the wing officers are present in some of the sessions, otherwise how would they know what I'm experiencing at CAMEO and how would they understand my behaviour or how I present sometimes?"



"It's positive that the NHS are involved in my sentence otherwise a whole chunk of my medical life would be missing from my NHS records".

This joint approach can also offer challenges, particularly in relation to maintaining a good balance between the security needs of the prison and therapeutic priorities of the service, for example, when managing antisocial behaviour in the service. Working as a system within a system can also prove challenging when trying to align policies and procedures to ensure compliance. What we've found overcomes these challenges is, above all, **good communication**.

Date for your diaries...

A workshop bringing together colleagues working in OPD treatment and intervention services nationally is taking place on **3rd November 2016** in Birmingham. Themes of the day include quality standards and developing a consistent approach to providing relational environments.

To apply, please [click here](#) or email nwnps.resettle@probation.gsi.gov.uk.

Working jointly and sharing responsibility for developing Enabling Environments

By Anna Cook, Royal College of Psychiatrists

We see the positive impact of joint working every day in the Enabling Environments (EE) team here at the Royal College of Psychiatrists. There are multiple relationships where this applies: for example with and between commissioners, the EE team and the individual services. But the most important, and perhaps the hardest to achieve, is a sense of joint working and shared responsibility between the staff and service users of our member services.

So how do services approach the task of getting from the stereotypical 'us and them' dynamic to a more joint working, enabling, point of view?



Support is at hand in the form of our Enabling Environment Leads (EELs) who advocate that EE work can be done **with**, rather than **to**, service users. They encourage joint training for staff and service users, and have many examples of what has

worked well for others. The EELs work to support individual services and can also create links between services to broaden the range of ideas and approaches available, for example through area meetings and joint learning events.



Our EELs regularly encourage services to **use the skills of the people who have the most time and often the most**



knowledge about the service: the service users. One meaningful way service users have been engaged with the EE process is through FareShare (where services receive surplus supermarket food for free and can

use this to run a café for peers or start cooking lessons). This has proven to be a great way to get everyone on board and to see the value of the EE approach.

Most importantly, by challenging any 'us and them' attitudes and by seeking and valuing the views of service users as well as the views of staff, our EELs support services to change attitudes, build bridges and create their own individual Enabling Environment.

The three EELs are Roland Woodward (top), EEL for the North Region; Caroline Schofield (middle), EEL for the London, South and Wales Region; and Drew Agnew (bottom), EEL for women's services.

... Stop Press ...

Congratulations to Amy Wollny, social integration lead at Douglass House supported housing Project (DHP) in Brockley, South East London, who has won the 'Professionals' category of the BBC Radio 4 All in the Mind Awards.

Amy works for Turning Point, one of the partners that delivers DHP – the others are Oxleas and London Division NPS. She was nominated for the award by John (not his real name), a DHP resident screened in to the London OPD pathway, so it's a particularly special achievement.

John was released from custody at the age of 50, having spent more than two and half decades in prison. He has been supported by a range of pathway services and as part of his pathway plan went to DHP, where Amy became his social inclusion worker.

There is much to be learned from listening to John talk about his journey and **how empathy, compassion and a non-judgmental approach allowed him to open up** to Amy. He talks about "testing" her and how he was able gradually to develop trust and allow himself to be supported. He conveys eloquently the positive impact of feeling someone believed in him for the first time in his life.

John, with the help of the pathway interventions, has made remarkable progress in changing his life and demonstrating the aims of the pathway in reducing re-offending and improving wellbeing. **His ability to recognise the role of Amy in helping him to change shows the progress he has made** and we pass on our sincere congratulations to Amy for this well-earned award.

You can listen to John and Amy's interview [here](#).



Radio 4's All In The Mind Awards recognise the achievements of individuals and groups who have made a real difference to the lives of people with mental health difficulties. There are three categories of award and the Professionals Award is for a mental health professional whose dedication, help and support made a really significant difference to the service user.

Primrose Service marks ten year anniversary

By Dr Annette McKeown (Highly Specialist Forensic Psychologist) & Ellen Harvey (Higher Assistant Forensic Psychologist)

In September 2016, the Primrose Service at HMP & YOI Low Newton celebrates its 10 year anniversary. To commemorate this achievement there will be an array of activities focusing on the journey the Primrose Service and its participants have been on.

A celebratory Open Day hosted by Primrose women and staff will take place in the coming months. Presentations, art work and stands will reflect on how Primrose has evolved and what the service has achieved over the last 10 years. A gym event is also planned to encourage volunteers to walk ten miles over ten days to mark the celebration and promote physical well-being.

The Primrose Service was introduced in September 2006, with 12 places for high-risk women presenting with severe personality disorder. The 12 Primrose places are integrated within a 40-bedded wing in the prison establishment. Now part of the OPD pathway, the Primrose Service is the highest tier national OPD service for women in prison. The service offers



gender-sensitive and individually responsive interventions, including Life Minus Violence

– Enhanced (Ireland et al., 2009), Art Therapy, the Trauma Recovery Empowerment Model (Harris, 1998), Wellness Recovery Action Plan (Copeland, 1997) and an array of other individualised and group interventions.

The Primrose Service also offers the Women and Anger programme and was the first female prison to introduce the *FIP-MO* firesetting intervention. The service is also further developing trauma treatment directions and is offering Eye Movement Desensitization and Reprocessing as one component of the treatment model. The service has also won an array of awards over the years including the World Health Organization award for best practice in 2009. It also recently achieved the Enabling Environment award.

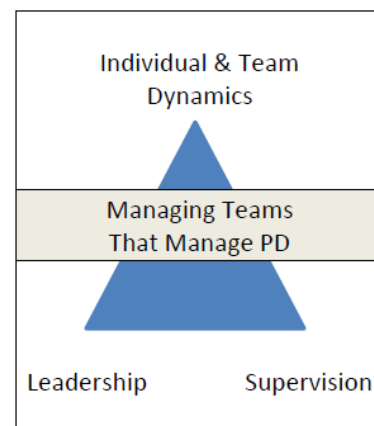
The ten year anniversary represents a historic achievement for women involved in the service, staff and the OPD pathway. In the words of one of the Primrose women:

“I’m thankful Primrose made it to 10 years; if not I would not be where I am today.”

Training for the Managers: Managing Teams that Manage Personality Disorder

By Louise Minchin & Brian Solts, Consultant Psychologists, Sussex Partnership NHS Foundation Trust

For the second year running, Surrey and Sussex community OPD service has run a successful series of workshops for NPS managers who manage Local Delivery Units and Approved Premises. Attachment theory prevalent throughout, the half day workshops included exploring the definition of personality disorder; the interpersonal consequences for the person (self-defeating and damaging interactions with others); the emotional impact on staff working with people with this diagnosis; the effect on team dynamics if this is not managed well;



models of supervision; and defining leadership. The workshops aimed to provide people with space to explore their own styles of management and to reflect upon particular concerns about individual and team dynamics. Peer reflection and discussion made the workshops relevant to current practice and strengthened the role of the OPD formulation in assisting offenders and staff.

... Stop Press ...

Congratulations to Kayleigh Holden, complex needs manager at the EOS OPD service at HMP & YOI Bronzefield, who was one of the two **shortlisted finalists in the public protection category of the Prison Officer of the Year Awards 2016**. Kayleigh’s nomination referred to her “professional, resilient and positive attitude,” which helped “ensure progression for those in her care.”



Poetry corner

Thank you to two service users at Oswin Medium Secure Unit at St. Nicholas Hospital in Newcastle-upon-Tyne for contributing the following two poems.

Tattered Covers

By Derek

My life feels like a book
With torn and tattered covers

Someone picks me up to read
Then I'm passed to others
They never seem to read what's inside
So they will never see

All the heartache that I feel inside the real me
So next time you pick me up to read

Don't pass me to another
Make sure you read what's inside
Don't judge me by the cover



The birds are singing

Anonymous

The birds are singing graceful songs, while I stand
still with the wind blowing wildly in my face.

The white clouds in the sky drifting slowly by as
the world goes around.

People are laughing while they are playing
games.

All of this is happening as I am listening to the
ticks and tocks on my watch which is on my wrist.

I look up and I see planes flying above me. My
only wish would be that you can see what I see,
which is my small world spinning around me, and
you can be awake to see all this happen.



... Stop Press ...

Congratulations to Heather Evans, a specialist probation officer for the OPD pathway in Wales, who has **won the Interventions Category at the National Probation Awards 2016**.

Heather's work with the Mentalization Based Treatment team from Llanelli helped secure her the award. Heather's nomination referred to her unique ability to engage, which has seen attendance rates swell to over 78%. Whether it's helping to develop a One Stop Shop in Swansea for victims of domestic abuse, or challenging stigma and raising awareness across South West Wales, Heather is rightly considered to be a champion of the OPD pathway.

The Judging Panel commented: "Heather delivers an impressive breadth of interventions with strong multiagency working."



One of the two runners-up in this category was also an OPD pathway colleague: **Angela Corcoran**, who works as a Probation Officer at the Resettle Intensive Intervention and Risk Management Service in Merseyside.

Angela's nomination referred to her "can do" attitude, which always shines through, whether organising psycho-educational groups, individual offence-focused work, or community-based integration to improve the social skills of offenders. Angela is also part of the team that helped achieve the Enabling Environment award for Resettle, reinforcing her ability to adopt a psychological approach to get the best results possible for the offenders she manages. With a capacity to put her values into operation, Angela encapsulates the very spirit of excellence.



Referrals of violent male offenders with ASPD sought for new research

By Nicky Howard, Implementation Project Manager from the Portman Clinic, Tavistock and Portman NHS Foundation Trust

A new research project aiming to evaluate the effectiveness of a treatment for men with antisocial personality disorder (ASPD) is seeking referrals to the project.

The research, which is being led by UCL and is funded by the National Institute of Health Research, will assess the outcomes of men who receive Mentalization Based Treatment (MBT) through the OPD pathway.

This research project, known as MOAM, or Mentalization for Offending Adult Males, is the **first ever large-scale randomised controlled trial of treatment for offenders with ASPD in the community and will provide key evidence to inform treatment options for this group.**

Offenders who are suitable for the research will be allocated at random to either probation services as usual, or MBT on top of probation services as usual, which they will receive for 12 months. This is to ensure that UCL achieves the fairest and least biased assessment of the potential effects of MBT. Referrals are sought for cases that meet the following criteria:

- Male, aged 21 or over
- Have a history of violent behaviour
- Subject to statutory provision by the NPS
- Have at least 6 months remaining on their licence or community sentence.

All 14 existing MBT groups will be joining the research trial by the autumn. Groups are run in probation premises in Bristol, Exeter, Leeds, Lincoln, Liverpool, Llanelli, Nottingham, Preston, Tamworth, Torbay and four locations in London.

Professor Peter Fonagy is leading the research team. He explains:

“ASPD is highly prevalent among the UK offending population and is associated with an increased likelihood of violence. The costs to society are significant: physical and emotional damage to victims, criminal justice system involvement, substance misuse, lost employment opportunities, relationship breakdown and family disruption.

“This research funding presents us with a unique opportunity to test if MBT can help reduce aggressive and violent behaviour.”

The project is also innovative in that Peer Researchers will be working alongside Research

Assistants to collect research data. Peer Researchers, who are ex-offenders, are fully trained to undertake the role, and their background may be helpful in engaging research participants and encouraging continued participation in the project. The Peer Researchers are being recruited by the third sector organisation User Voice, which has a strong track record of collaborating on and conducting projects aiming to improve services for those most marginalised within the criminal justice system.

Magdalena Tomaszewska, Research and Evaluation Coordinator from User Voice said:

“We are so happy to be part of this project – service users diagnosed with ASPD have a set of very specific needs and yet there are few interventions aimed at this group to support their desistance from offending.

“MOAM has so much to offer, and the contribution of Peer Researchers will be especially important – they are the living proof that change is possible.”

UCL aims to carry out a pragmatic trial that will inform policy makers, commissioners and professionals about the potential of MBT as an intervention for ASPD. The trial will answer the question of whether MBT can contribute to significantly reducing the rate of aggressive behaviour. UCL will also investigate whether MBT is associated with:

- A decrease in offending and antisocial behaviour
- A decrease in substance misuse and self-harming behaviour
- Improved interpersonal relationships and general health and wellbeing.

The research team also aims to establish the cost of MBT in comparison to usual services provided by probation, and the cost-effectiveness of providing this form of intervention.

Please contact Liz Simes, MOAM Trial Coordinator on e.simes@ucl.ac.uk or call 0203 108 3254 to find out more about referring into the project.

The research project is funded by the National Institute for Health Research, HTA (14/186/01). Delivery of the MBT service is funded by the OPD programme



Evaluating the impact of case consultations and formulations with probation staff in the West Midlands Community AFFIRM project

Research carried out by Trevor Flowers (research assistant) & Hollie Richardson (assistant psychologist), supervised by Eleanor Haddock (Clinical & Forensic Psychologist) and Karen Bailey (Forensic Psychologist), overseen by Ashley-Christopher Fallon (Consultant Clinical Forensic Psychologist, Clinical Lead for AFFIRM)

An evaluation was completed to explore how case consultations and formulation discussions impacted on Offender Managers' knowledge and awareness, confidence, case management and wellbeing, and whether the AFFIRM (Advice & Forensic Formulation to Inform Risk Management) community OPD pathway project in the West Midlands was meeting its initial aims.

Offender Managers from all ten participating Local Delivery Units (LDUs) who received a formulation-focused consultation were asked to complete the Consultation Impact Questionnaire (CIQ) before and after the consultation. A total of 83 CIQs were received from a variety of LDUs. The CIQ assesses a number of factors across four subscales: knowledge/awareness, confidence, case management and staff wellbeing.

Improvements on all subscales were found – knowledge & awareness, confidence, case management and wellbeing – indicating formulation-focused consultations were able to support staff in a number of areas.



Written feedback provided further support for these findings. Themes included working collaboratively with the offender, communicating with the offender and other services, greater awareness of personality disorder, an improved relationship with the offender and increased knowledge, awareness, confidence and psychological wellbeing for the offender manager.

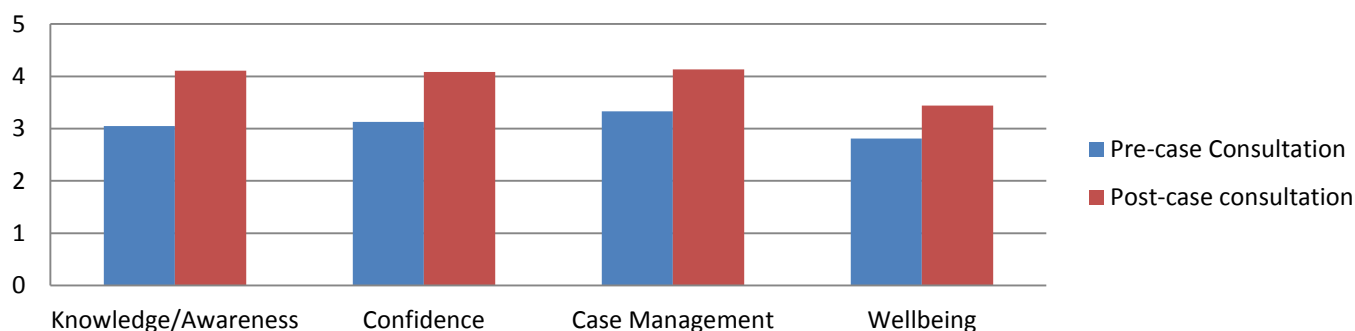
“My wellbeing at work has improved, I feel better about how I manage the case.”

“Following consultations I’ve had lots of positive interactions with the offender.”

“I will offer [the offender] more control – ask which pieces of work he would like to complete.”

Overall, the findings are consistent with research undertaken by Ramsden *et al.* (2014), which found formulation-focused consultations increased staff members' feelings of competency, knowledge and understanding. Importantly, the evident improvement in case management activity from pre- to post-consultation suggested that positive changes in thinking about cases extended to practice.

Evaluating the impact on staff of case consultation



Over to you: *Pathway Press* brings you the latest offender personality disorder programme updates, stories from our pathway services and wider personality disorder developments. Previous editions are available on Kahootz [here](#), on the NOMS intranet [here](#) and on the internet [here](#). If you have a story to share, please email pd@noms.gsi.gov.uk.