



PBS4 Strategy for 2021



Introduction

The PBS4 strategy for 2017 - 2022 is still in place. However, we cannot ignore the significant impact that has happened in 2020 with the Coronavirus pandemic and the challenges this has placed on all areas of our work and personal lives. It has been a challenge to plan what we are doing week to week, let alone to have a long term vision for what we do.

This strategy is to detail what PBS4's objectives are for 2021. This will be a year of recovery, whilst still living with the threat of harm from the pandemic. There will be mixed messages about being bold, but being cautious. We are aware that the pandemic will add to the local authorities and NHS already existing significant financial pressures, whilst challenges remain to increase the quality of support available to people with learning disabilities.

In preparation for the development of this strategy we have carried out an Employee Satisfaction Survey and an Enablement Manager's Satisfaction Survey. We have conducted detailed analysis of our quality audits and our financial reports. We have also held an internal away day with our management and business support colleagues. Finally, we held a Board away day to consolidate this data and identify key themes for our strategy for the year ahead.

Whilst this strategy is in place for 2021 we will be working on our next five year strategy that we aim to launch by the end of 2021.

Our Mission

To apply all of PBS4's expertise and assets to provide personalised Positive Behaviour Support. This will enable us to support people to achieve their potential and live enriched and purposeful lives.

Our Vision

We aim to cause disruption to social care.



Our Values

Enabling

Enablement underpins everything we do. Our goals are to empower people to try new things, to learn new skills, and to develop greater independence. We celebrate ability and support people to build on existing skills with just the right support to be successful and build confidence. We are privileged to be invited to support the people we work for, and our outcomes are focussed on supporting people to achieve the life they want.

Proactive

Working proactively gives people opportunities, helps us to plan how we effectively meet people's needs and how we can avoid situations that can be distressing for people.

We all need a reason to get out of bed in the morning, to know we make a difference and to know that people value what we do. We have a role in supporting people to achieve this purpose in their lives.

Working proactively can also support us in creating enabling environments for people and help teams have the skills they need to be effective. Our ambition is to introduce people to new opportunities that will enrich their life and we should not be afraid to take risks that will add to people's experiences.

We focus on promoting meaningful engagement. Everyone needs positive relationships and the people we support are no different. Building rapport and trusting relationships with the people we support is essential. We all want to be around people who understand us.

Disruptive

Being disruptive is often associated with being challenging. We want to turn "challenging" on its head to being something that is celebrated.



The term “disruptive” is commonly used to describe technologies that replace out-dated approaches. For example, a sat nav is a disruptive technology that replaces reading maps.

Being disruptive is fundamental to Positive Behaviour Support. We don't look to stop challenging behaviours. We look to understand what the function of that behaviour is (what people get from it). Our goal is then to give the person more effective, quicker, better ways to meet this function. People will then have more ways of getting what they need. This makes the challenging behaviour redundant.

In addition to using disruptive technologies in our support, we aim to cause disruption to health and social care. We want to create new ways of working, led by passion and drive for doing what is right, and promoting innovation from our teams. We want to challenge long held beliefs on how things should be done.

We provide genuine Positive Behaviour Support from skilled staff, and this challenges a lot of what is falsely being described as Positive Behaviour Support by other providers. We will publicly challenge poor practice and be a voice for evidence based support from competent staff.

Personalised

We design support for each person we support individually. Our name, PBS4, is a prefix we use to ensure that the focus for each team is on how they are providing Positive Behaviour Support for that person, rather than be focussed on delivering things a corporate way. For example PBS4Keith describes how we are providing Positive Behaviour Support for Keith.

Personalised support helps people to feel safe and confident. It ensures everyone understands the way this person likes to be supported, and ensures that everyone involved in providing support appreciates that person for who they are and what is important to them.

Working in partnership with the people we support and their families is essential in achieving personalised support. We need open and transparent communication with families and we fully appreciate that they have more expertise in their family members needs than we do.



PBS4's Current Position

Purpose

PBS4 provide specialist social care to people with learning disabilities whose behaviour may be described as challenging. We aim to support people in their own tenancies or living with their family to prevent the need for hospital admission.

Positive Behaviour Support underpins the support we provide by design. We have a team of clinicians in our management structure who provide clinical leadership to ensure we provide evidence based Positive Behaviour Support

Current profile

At the time of writing PBS4 are supporting 38 people. 18 are in Hampshire, 10 are in Dorset, 5 are in Berkshire, 4 are in Oxfordshire, and 1 is in North Somerset. We are close to employing 250 people.

We are on local frameworks in Southampton, Hampshire, and Dorset. This means that we have met their quality standards and are eligible to apply for support contracts that they advertise through these frameworks. We have strong links with commissioning in all areas that we operate in, though our infrastructure is less developed in Berkshire, Oxfordshire, and North Somerset. Our main office is in Southampton and we have recently opened a "branch" office in Dorset. A similar office space will be needed soon for Oxfordshire and Berkshire.

Policy context

The current policy priorities affecting the work of PBS4 are:

- Transforming Care/Building the Right Support: Although these workstreams effectively finished in 2018 there remains a lot to do still as CCG's remain under pressure to reduce the number of people with learning disabilities in specialist hospitals.
- The Care Act: This is largely driving the personalisation agenda. In addition to services being personalised it emphasises enhancing choice and control for people and their families. There is the underlying aim of reducing care package



costs as part of this. There is the opportunity to develop third party budget management services and a PA introduction agency with this movement.

- CQC: Right Support, Right Care, Right culture and Identifying Closed Cultures. This is building upon the previous work, Registering the Right Support, and driving for a decline in registration of hospitals and large care homes. The closed cultures work is moving towards a human rights focus in health and social care.
- Post pandemic. We are aware that the pandemic has been a huge expense to public spending. It is highly likely that the funds available for social care will be reduced.

Strategic Objectives

For 2021 we have grouped our objectives under three headings:

- Be engaging
- Be organised
- Be present

Be engaging

For us to be effective we have to ensure we are listening to all of our stakeholders. This includes people we support, their families, our employees, and those who purchase our support.

We aim to achieve the following objectives in 2021:

- We will ensure all people we support and families have had our publications about giving feedback, raising concerns and making complaints
- We will increase the social events we have in each area.
- We will work with commissioners to diversify the model of support we offer. Local commissioners often request “core and cluster” type services. We aim to establish a block of flats where each person has their own front door and their own personalised support, but they are able to benefit from some shared support options with their neighbours. This will also require us to improve our links with housing associations to deliver this.
- We will explore coaching sessions for our management team on creating an enabled and empowered workforce.



- We will ensure our values are highly prominent in our recruitment and induction processes. We will also be introducing culture audits to ensure that each team is supporting people in a way that priorities their human rights.
- We will aim to make progress on our ambition to develop an employee council. We would like nominated employee representatives to be available to all employees so they can raise questions, suggestions or concerns and these can be anonymous if they wish.
- We will review how we report on progress for the people we support and ensure we have ways of celebrating their achievements, privately and publicly based upon their wishes and the views of their families.

Be organised

We have experienced a lot of changes in recent years and 2020 has been particularly challenging for a number of reasons. We need a focus of consolidation and embedding ways of working in 2021.

We aim to achieve the following objectives in the next year:

- We will review the work of our task and finish groups for recruitment and training. We will ensure any developments from these workstreams are cascaded throughout the organisation.
- We will improve our recruitment and onboarding processes to ensure employees have an improved “welcome” experience when they join PBS4. This will include strengthening our local induction processes and ensuring good candidate communication throughout our recruitment.
- We will be considering changing our e-learning provider to a locally developed resource where we will have greater input into the quality and content of the platform.
- We will continue to improve upon the quality and consistency of internally delivered training, and increase our offer of personalised training sessions related to the needs of the people we support.
- We will be considering the development of an IT infrastructure engineer. This will enable us to ensure we are getting the most from the systems we use and look for improvements and efficiencies with our technologies.
- We will ensure our instant messaging policy has been fully shared and embedded for our employees to support people to have time off undisturbed.



- Area Managers will review processes for rota planning to ensure this is consistent and meeting the needs of the people we support and their teams.
- We will develop a pay and rewards strategy to ensure our offer to employees is appealing and competitive, whilst ensuring it is fair.
- We will improve the data we hold on diversity and ensure our working practices are non-discriminatory.
- We will ensure our processes for reviewing and updating policies and procedures are effective.
- We will strengthen our financial controls and cash flow to build security in our resources.
- We will review internal meetings to ensure they are efficient and effective.

Be present

In order for us to make a difference and to have an impact for the people we support we need to ensure we are doing things that make a difference, and that what we do is seen. This will support our development and our recruitment and ensure we are continuing to have a positive impact for the people we support.

We aim to achieve the following objectives in 2021:

- We will continue to build upon the career development opportunities in PBS4. This year we have introduced Deputy Enablement Managers and Practice Leaders. We have also had our first Learning Disability Nurse Apprentice commence her studies. We need to further define these roles and celebrate the internal development opportunities we offer.
- We aim to increase our presence in local communities by being present at local events. We need to increase people's awareness of PBS4 as a local employer to increase the number and quality of candidates we receive.
- We will review when to acquire an office in Berkshire/Oxfordshire
- We will seek to increase our presence in and around North Somerset.
- We will develop resilience training for our employees to support wellbeing.
- We will improve our recruitment. In some areas we have had long standing concerns about recruitment. We will ensure there are effective plans in place to address this.
- We will continue to champion for high quality Positive Behaviour Support. This will include ensuring that we have presence at local and national developments and generating our own data about the effectiveness of what we do.

