

# Positive Behaviour Support Policy

Policy implemented: December 2020

Last reviewed: January 2025

Next review due: January 2027

At Salutem our policies are regularly updated and reviewed. However, occasionally policies may be reviewed after the set next review date after some consultation and research. In these rare occasions, the out-of-date policy will remain **VALID** until it is reviewed by the policy sponsor.

## 1. Summary

Positive Behavioural Support (PBS) is a person-centred approach aimed at improving the quality of life and reducing challenging behaviours as a side effect of effective intervention. PBS focuses on understanding and addressing their underlying causes of distress. Some of the aspects of PBS include:

- **Person-Centred:** PBS focuses on the individual's unique needs, preferences, and strengths, ensuring that support is tailored to them, the approach firmly places the person at the centre of all strategies.
- **Functional Assessment:** Involves understanding the reasons behind challenging behaviours through functional behavioural assessments.
- **Proactive Strategies:** PBS emphasises proactive strategies to minimise the likelihood of challenging behaviours occurring by utilising antecedent interventions, modifying the environment, and teaching new skills.
- **Collaborative Approach:** It involves working with the individual and their support network, including family, staff, and professionals.
- **Evidence-Based:** PBS uses evidence-based practices and is often guided by frameworks and guidelines to ensure effective support.

PBS is widely used to support individuals with learning disabilities, autism, and other conditions.

## 2. Document Control

Initial purpose and scope of the new policy/procedure agreed by:	Gary Laville, Chief Quality Officer, January 2025
Sponsor Technical review carried out:	Group Head of Positive Behaviour Support, January 2025
Final Information Governance quality check carried out:	Melinda Glover, Quality Assurance Inspection & Regulation Director
Date implemented:	January 2025
Version Number:	V3.0
Date of the next review:	January 2027
Department responsible:	Quality
Job Title of Lead Person:	Group Head of Positive Behaviour Support
Author / Main Contact, including their job title (if different from above):	Hania Tasiemska

In addition to this policy, local authorities and other commissioners may have their own policies, procedures and guidance which Services must comply with. These policies should complement this policy.

However, there may be additional requirements put in place by local authorities and other commissioners and these must be adhered to. Changes must not be made to Salutem's policies and procedures without corporate approval but, where needed, local procedures should be developed to accompany these.

### EQUALITY AND DIVERSITY STATEMENT

The Salutem Group is committed to the fair treatment of all in line with the Equality Act 2010. An equality impact assessment has been completed on this policy to ensure that it can be implemented consistently regardless of any such factors and all will be treated with dignity and respect.

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This policy must be brought to the attention of all employees.

The controlled version of this policy and its associated documents are available on Blink. Printed or downloaded copies are uncontrolled and may not be up to date.

## 4. Definitions

### Challenging Behaviour

Two of the most widely used definitions of 'Challenging behaviour' are:

- 'Culturally abnormal behaviour(s) of such an intensity, frequency or duration that the physical safety of the person or others is likely to be placed in serious jeopardy, or behaviour which is likely to seriously limit use of, or result in the person being denied access to, ordinary community facilities.' Emerson, 2001
- 'Behaviour can be described as challenging when it is of such an intensity, frequency, or duration as to threaten the quality of life and/or the physical safety of the individual or others and it is likely to lead to responses that are restrictive, aversive or result in exclusion.' RCP 2007

Salutem Care and Education are committed to delivering effective Positive Behavioural Support to the people using our services. The foundation of Salutem's Positive Behavioural Support is based in the following principles (which align with the core elements of PBS as described by Gore et.al, 2013):

### Values

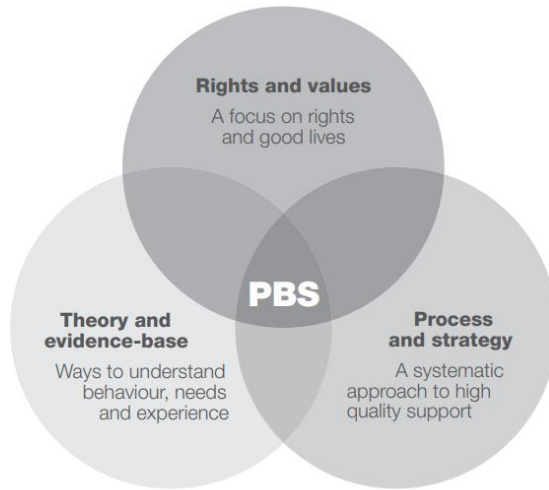
- Prevention and reduction of challenging behaviour occurs within the context of increased quality of life, inclusion, participation, and the defense and support of valued social roles.
- Constructional approaches to intervention design build stakeholder skills and opportunities and avoid aversive and restrictive practices.
- Stakeholder participation informs, implements and validates assessment and intervention practices.

### Theory and evidence base

- An understanding that challenging behaviour develops to serve important functions for people.
- The primary use of applied behaviour analysis to assess and support behaviour change.
- The secondary use of other complementary, evidence-based approaches to support behaviour change at multiple levels of a system.

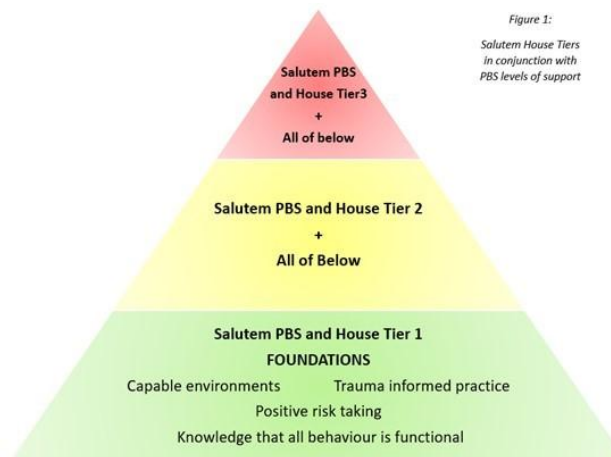
### Process

- A data-driven approach to decision making at every stage.
- Functional assessment to inform function-based intervention.
- Multicomponent interventions to change behaviour (proactively) and manage behaviour (reactively)
- Implementation support, monitoring and evaluation of interventions over the long term



## 5. Principles

Salutem provides different levels of support to individuals with a range of diverse needs, therefore Salutem locations will have different PBS and staff development needs at different times. To address this the PBS team adopts a 3-Tiered approach to identifying the need of the houses and the individuals to ascertain the level of PBS input required. Salutem’s approach to PBS is not about behaviour change, it focuses on minimising distress and effective person-centered support that leads to improvement of quality of life of the individuals and minimises the difficulties and distress they may experience.



**Foundation of good support** All our locations are expected to employ **Proactive Universal Strategies** to prevent the onset or continuation of difficulties through location wide strategies and methods of working. Salutem locations will work with the person and their advocates to create environments that are able to meet the persons individual preferences, choices, and needs. Adaptations are made to reduce the likelihood of conflict and distress and increase the safety of the individual and others. We work collaboratively with the person, their team, family, and other agencies to create a

transparent multiagency approach to shared goals, successes, and challenges. Proactive Universal Strategies include:

**Capable Environments** - The environment is not just the physical space that a person occupies, but also the people, culture, social factors, and opportunities that surround and influence the person. These factors are not mutually exclusive and will need to be considered when thinking about the right environment for a person. The physical environment will need to be capable of meeting the person's needs and that the people within the environment will need to be provided with the tools to deliver person-centered care and support effectively.

**Positive Risk Taking** - Encourages individuals to make informed choices about their lives, even if those choices involve some level of risk. It focuses on empowering people to take control of their own decisions, promoting independence, and enhancing their well-being. Positive risk taking needs to be person centered involve informed decision-making, collaborative planning and effective risk assessment and management. This helps people to lead more fulfilling and autonomous lives by balancing their right to make choices with the duty of care from professionals and caregivers.

**Trauma informed practice** -Trauma-informed support is an approach that recognises the widespread impact of trauma and integrates this understanding into all aspects of care and support. It aims to create environments that promote healing and recovery while preventing re-traumatisation. Our PBS approaches are trauma informed, ensuring the persons narrative remains at the centre of their unique support plan. This approach helps staff create supportive environments that fosters safety, trust, and empowerment for individuals who have experienced trauma.

Other essential parts of foundation of good support also include effective total communication approaches, sensory integration strategies, meaningful activities, and skill teaching and active support principles.

**Person Centered Active Support (PCAS)** - is an approach designed to help individuals engage in meaningful activities and social relationships. The core idea is to enable everyone, regardless of their abilities, to make choices and participate fully in their lives.

**PBS Focused Support Principles** - At times the people we support will require more focused and robust PBS input, when this is the case the following principles and support apply:

- Quite often a person's disability or diagnosis may impact on their access to healthcare support that they require, PBS framework focuses not only on mental and emotional wellbeing but also physical wellbeing. Often when a person first starts to experience episodes of distress, exploration of their physical wellbeing is needed.

- We will revisit our universal strategies to ensure the foundation principles of support are in place and create responsive and individualised strategies to avoid the escalation of distress and reinforce success.
- Create personalised and predictable routines and timetables of activities that they have chosen with consistent and predictable support.
- Support with development of communication strategies to enable the person to communicate their needs and wishes more effectively.
- Link Teams and regular facilitated debriefing will be available to enable detailed and reflective support plans and learning.
- Positive Behaviour Support Plans, or PBS Wellness Plans will be formulated in collaboration with the person, their team and circle of support by the appropriately qualified PBS practitioner and where required based on functional assessment.
- Support from specific professionals may be required i.e. psychologist, OT, SALT etc. to inform PBS approaches and strategies.
- Any strategies implemented are data and/or functionally informed.

### **Positive Behavioural Support Plans**

- People we support have PBS plans when required.
- PBS Plans will be functionally informed as per Saludem functional assessment Pathway.
- The assessment of the need and level of support required will be discussed and agreed by the PBS practitioner supporting the location with oversight from the Group Head of PBS or PBS Lead.
- PBS plans will be developed by suitably qualified PBS Practitioners and use the agreed format.
- The reviews will be undertaken by the PBS practitioner at agreed intervals in collaboration with the person, staff, and key stakeholders.

**Reactive strategies** - At times we may support people who experience intense or protracted periods of distress and harm. They may have complex needs and significant trauma due to their previous experiences of services and personal histories. These individuals require specialist assessment and bespoke support systems due to frequent episodes of distress that pose significant risks of restriction and harm. Where this is the case, the planned reactive strategies will be considered as part of the person's PBS plan. Where this is the case, appropriate physical intervention training will be delivered to the staff teams. (refer to Challenging Behaviour and Physical Intervention Policy). Reactive strategies may also include restrictive practices as part of the management of distress to ensure the safety of the person and others. (refer to Reducing Restrictive Practice Policy).

**Data Analysis** - Saludem uses a number of electronic platforms which informs PBS support. These include Nourish and Power BI, the staff have the responsibility to ensure that their record keeping is detailed and factual. The data will inform the PBS plans and allow analysis of any trends and patterns to inform proactive strategies and will form part of the functional assessment process.

**Debriefing** - Effective debriefing and reflection on the episodes of distress allows evidencing, continuous reflection and learning for the staff teams but also informs any future PBS strategies and changes to the person's plan. It enables evaluation of the PBS plan, identifies actions and changes to the support, training needs and approaches to optimise the support for the individuals. (ref to Debriefing Policy).

## 6. Areas of Governance

This policy has been written with expert contribution from appropriate stakeholders. The Information Governance Team will monitor, reflect on and gain organisational learning from the implementation of this policy. This policy will be reviewed and updated two years from implementation unless legal changes demand a timelier amendment.

The application of this policy and its associated documents is mandatory for all Salutem staff, volunteers, agency staff and all other Salutem representatives. Staff understanding of this policy and associated documents will be assured through training, assessment of competency and supervision.

Staff understanding of this policy will be assured through training and the delivery of awareness raising workshops as deemed necessary by SLT. The people we support will be involved in the review to ensure it captures the important issues for them.

## 7. Areas of Responsibility

### Senior Leadership Team and Board

- Ensure availability of resources to ensure the implementation of this policy, completion of training and systems to ratify, communicate and review this policy.
- Ensure there are clear disciplinary process in place and other measures for staff who do not adhere to this policy.
- Ensure the policy is monitored and organisational learning is enabled by systems of data collection and analysis as appropriate.

### Registered Managers, Regional Directors and Education Principals

- Ensure that all support staff including agency workers are trained, have the appropriate skills and knowledge and are supported.
- Consult with PBS Team as needed to ensure staff and the people we serve are being supported in the most optimal way.
- Audit to ensure policy has been embedded effectively.

## Individual Staff

- Learn about the person and their and support plan prior to supporting them.
- If further explanation is needed, then the staff member must raise this and receive training to understand their role in the support plan.
- Seek guidance from appropriately qualified professionals if required.
- Ensure that you are adequately trained and competent to manage the requirements.

## 8. Learning and Development

Salutem is committed to ensuring that all staff are aware of what is expected of them so that everyone is appropriately supported. Staff should speak to their line manager in relation to their learning needs using supervision and through the appraisal process.

Salutem are committed to embedding the PBS Academy Competency framework to set our standards for role specific training across the group, ranging from e-learning to national accredited awards, to level 5 specialisms in PBS and associated subjects.

PBS is not a standalone 'topic' and is included in a suite of core associated subjects.

- Positive Behaviour Support: eLearning and/or face to face training
- Reducing Restrictive Practice Workshop
- Person Centered Active Support Training
- Physical Intervention Training – Positive Behavioural Management or PRICE.
- Capable Environment Workshop
- Debriefing Workshop

## 9. Associated Documents

1. Positive Behaviour Support Procedure
2. Debrief Policy and Procedure
3. Reducing Restrictive Practice Policy and Procedure
4. Challenging Behaviour and Physical Intervention Policy and Procedure (In development)

## 10. Useful Links

### Legislation and Guidance

Care Quality Commission (2017) Brief guide: Positive behaviour support for people with behaviours that challenge [https://www.cqc.org.uk/sites/default/files/20180705\\_900824\\_briefguide-positive\\_behaviour\\_support\\_for\\_people\\_with\\_behaviours\\_that\\_challenge\\_v4.pdf](https://www.cqc.org.uk/sites/default/files/20180705_900824_briefguide-positive_behaviour_support_for_people_with_behaviours_that_challenge_v4.pdf)

Department of Health (2014) Positive and Proactive Care: Reducing the need for restrictive interventions, London: DH. Available at

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/300293/JRA\\_DoH\\_Guidance\\_on\\_RP\\_web\\_accessible.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300293/JRA_DoH_Guidance_on_RP_web_accessible.pdf)

Department of Health, Skills for Health and Skills for Care (2014). A positive and proactive workforce. A guide to workforce development for commissioners and employers seeking to minimise the use of restrictive practices in social care and health, London: DH. Available at

<http://www.skillsforcare.org.uk/Document-library/Skills/Restrictive-practices/Apositive-and-proactive-workforce-WEB.pdf>

NHS England & Local Government Association (2014) Ensuring quality services: Core principles for the commissioning of services for children, young people, adults and older adults with learning disabilities and/or autism who display or are at risk of displaying behaviour that challenges. London: NHS England & LGA. Available at <https://www.england.nhs.uk/wp-content/uploads/2015/10/service-model-291015.pdf>

Mencap. Death by Indifference: 74 deaths and counting. 2012. Available at:

<https://www.mencap.org.uk/sites/default/files/2016-06/DBIreport.pdf>

PBS Academy. Positive Behavioural Support Competence Framework. 2015. Available at:

<http://pbsacademy.org.uk/wp-content/uploads/2016/11/Positive-Behavioural-Support-Competence-Framework-May-2015.pdf>

## 11. References

[Positive Behavioural Support in the UK: A State of the Nation Rep...: Ingenta Connect](#)

Emerson E, Bromley J. The form and function of challenging behaviours. *Journal of Intellectual Disability Research*. 1995; 39:388–98.

Gore, NJ, McGill, P, Toogood, S, Allen, D, Hughes, C, Baker, P, Hastings, RP, Noone, S, Hughes, JC and Denne, L (2013), 'Definition and scope for positive behavioural support' Definition and Scope for Positive Behavioural Support. *International Journal of Positive Behavioural Support* 3 (2) 14-23.  
[https://www.researchgate.net/publication/263527513\\_Definition\\_and\\_scope\\_for\\_positive\\_behaviour\\_support](https://www.researchgate.net/publication/263527513_Definition_and_scope_for_positive_behaviour_support)

Horner, R. H. (1994) Functional assessment: contributions and future directions. *Journal of Applied Behaviour Analysis*, 27, 401–404.

McGill P, Bradshaw J, Smyth G, Hurman M, Roy A. (2007) Capable Environments. In: Banks R, Bush A, editors. *Challenging Behaviour: A Unified Approach*. London: Royal College of Psychiatrists;  
[https://www.rcpsych.ac.uk/docs/default-source/improving-care/better-mh-policy/college-reports/college-report-cr144.pdf?sfvrsn=73e437e8\\_2](https://www.rcpsych.ac.uk/docs/default-source/improving-care/better-mh-policy/college-reports/college-report-cr144.pdf?sfvrsn=73e437e8_2)

## 12. Version Control

This is a controlled document. As a controlled document, any printed copies of this document, or saved onto local or network drives should be actively monitored to ensure the latest version is always available.

Version Number	Date	Status	Changes
V1.0	December 2020	Implemented	New policy
V1.1	November 2022	Reviewed	Small changes
V 2.0	January 2025	Updated	Changes made to majority of the policy, in line with new best practice and current Saludem approaches.