



Who Needs To See This Bulletin?

Please ensure that this bulletin is circulated to ALL STAFF.

Please print out copies of this bulletin for distribution around your establishment. You may also wish to distribute it to Managers at your morning meeting.

Quick-Time Learning Bulletin

Managing Challenging and Disruptive Prisoners using Enhanced Case Management process

This Quick Time Learning Bulletin aims to reiterate the Enhanced Case Review process. It is to help staff in managing those prisoners whose behaviour is so challenging and disruptive that they need additional levels of case management in order that their risk of harm to self, others and/or from others is managed appropriately within the normal custodial regime.

Chapter 8 of PSI 64/2011 describes the Enhanced Case Management process. This is an essential tool for staff and managers to deal with challenging and difficult to manage behaviour by prisoners, including those subject to Assessment Care and Custody and Teamwork (ACCT) procedures and/or perpetrators or victims of violence.

A number of recent self-inflicted deaths have highlighted that the option of Enhanced Case Management is not always used regularly by prisons when managing complex behaviours. PPO investigators have found a lack of senior management involvement and oversight of open ACCT documents where the following features were present.

- Challenging behaviour was not recognised by staff and managers as a sign of vulnerability.
- Multiple offences against Prison Rules whilst the prisoner was simultaneously being supported under ACCT procedures.
- Anti-Social Behaviour and harassing behaviour or bullying (whether as a victim or perpetrator).
- Those receiving support for mental health issues.
- A lack of understanding about complex behaviours, particularly in young people.

Enhanced case management enables staff to respond more effectively to a prisoner's individual needs. The essence of case management is to provide a flexible but consistent approach to achieve the desired changes in a prisoner's behaviour. Multi-disciplinary teams are able to better identify challenging behaviour and provide appropriate support or interventions through plans that address all of the relevant factors. When managed effectively, enhanced case management ensures that the prisoner and staff clearly understand the individual's needs and how these are to be met.

Further useful information can be found in the Chapters 8 (Enhanced Case Management) and 9 (Complex Behaviours) of PSI 64/2011 (Risk of Harm), Quick Time Learning Bulletin 8 (Managing Violent Behaviours) and the Self Harm Guidance issued in April 2013.

PSI 64/2011 mandates that an enhanced case review must include a duty manager or above and the prisoner must be involved in case reviews, as far as is practicable. The essence of case management is to provide a flexible but consistent approach to achieve the desired changes in a prisoner's behaviour.

KEY LEARNING POINTS:

- Prisoners may display anti-social behaviour during periods of distress and, whilst this could be deemed as poor behaviour, it is also a sign of increased risk of vulnerability and should be fully explored.
- The Enhanced Case Review Team will need to involve colleagues from relevant disciplines and include specialists (as appropriate to the individual case) and a higher level of operational management than a typical ACCT Case Review Team. Those involved should be known to the prisoner, involved in their care and be able to positively contribute to the case management review.
- Every effort must be made to secure attendance at meetings and in exceptional circumstances, where a member of staff is unable to attend and their contribution is vital, a written account should be submitted.
- Consistent, integrated care by all staff involved with the prisoner is critical and the case review will need to ensure care planning enables staff to provide this.
- The care provided must include an active, on-going, determined attempt to engage the individual.

PROMPTS FOR ACTIONS

- What processes do you have in place to manage prisoners who display challenging and difficult to manage behaviours whilst being managed on ACCT?
- What processes do you have in place to ensure that plans and actions are co-ordinated and consistent? For example, are adjudications recorded in the ACCT CAREMAP
- What arrangements do you have in place to regularly engage with an appropriate manager to ensure they are aware of prisoners who are subject to ACCT procedures?
- How do you ensure that the relevant information has been considered during the preceding case reviews as well as the enhanced case review in the ACCT Plan (e.g. physical and/or mental health triggers, severity of self-harm, family interaction, medication, disruptive behaviour, vulnerability, personal issues, prison regime, etc)
- What arrangements do you have in place to manage prisoners subject to ACCT procedures, with complex behaviour?
- How often do health and mental health care teams revisit assessments to ensure changes are noted and acted upon?
- What arrangements do you have in place for family members to be involved in enhanced case reviews? E.g. through telephone contact with the case manager; via the Offender Manager, or in person at the enhanced case reviews.
- What support mechanisms do you have in place for staff, prisoners' families and other prisoners exposed to those prisoners with complex, disruptive and persistent self-harming behaviour and suicidal intent?

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