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|  | <b>CORPORATE</b>                   | <b>PRHA Ways of Working</b> |
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## The PRHA ways of working

### Introduction to this document

#### **What** is “The PRHA ways of working”?

This document sets out the PRHA “way of working” with residents. It is based on PRHA’s core beliefs and values and explains how we want staff and volunteers to work with residents, each other and partners.

There are three key sections:

- About PRHA
- Our service offer
- How we work

#### **Why** have we developed “The PRHA ways of working” document?

We want to create a vibrant, “psychologically informed” environment where people feel safe, and are able to benefit from the opportunities and services available, exercise choice and control and take the steps they need to improve their lives.

To achieve this, it is important for people using PRHA's services to experience consistent approaches and high quality services from all staff and volunteers. It is therefore important that everyone working for PRHA understands how we want to work with our residents and are supported and guided to work in this way.

#### **Who** is “The PRHA ways of working” document for?

This document is for all staff and volunteers. It is particularly designed to help new staff and volunteers understand PRHA’s ways of working from the outset.

We will also share it with residents – and have ensured their views have been included – as well as with commissioners and other partners so they understand how we work.

#### **How** should “The PRHA ways of working” document be used?

This document should be read by all new staff and used to inform ongoing conversations between staff, residents and managers, identify training and development needs and help drive continuous improvement.

The PRHA ways of working document is informed and supported by PRHA's suite of policies, procedures and core training that will provide more detail and guidance on how we work with our residents (see Appendix 1).

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## About PRHA

PRHA has been helping homeless people in East London since 1860 and now provides social **housing** along with services that aim to **support** those who are homeless and enable **recovery**.

**Our vision** is that *everyone has a home and the support they need to thrive*

**Our mission** which explains how we will achieve this vision, is that *PRHA is a place where residents and staff work together to improve lives, providing housing, support and community.*

**Our belief** which we want all PRHA staff and volunteers to share is in *the potential of every resident to achieve recovery - and we will support our residents to develop this self-belief.*

**Our values** inform how we work, and shape our practice, policies, procedures and the way we evaluate our impact and the difference we make to our client's lives and the communities in which we operate. Our values are:

- Empowerment
- Respect
- Inclusion
- Compassion
- Justice

It is important that all staff and volunteers understand PRHA's ethos, as sharing our values, mission and beliefs this will help us work together effectively.

## Our service offer

Our service offer describes the services, activities and interventions that we offer to help people achieve recovery from the trauma of homelessness, so that they can lead their best life.

Our service model is designed to build personal, social and community capital to enable residents to successfully make the transition from supported housing to independent accommodation. Our model also provides support to those who may never be able to live independently to stay safe and stable, preventing crisis with their life choices and working jointly with our stakeholders to source appropriate higher support accommodation.

The model is focussed on a **strengths-based approach**- utilising an individual's skills, abilities and unique qualities to spark change. It is also a **personalised approach** as all recovery pathways are individual and unique. Recognising

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this provides people with **choice and control** over the support they need, in keeping with our values of **empowerment and respect**.

**The Momentum Programme** provides residents with opportunities to develop their skills to become move-on ready. The programme enables residents to design their personal recovery journey and successfully complete their resettlement pathway. It is PRHA's **offer** to all residents and they can **expect** that we will provide access to these opportunities

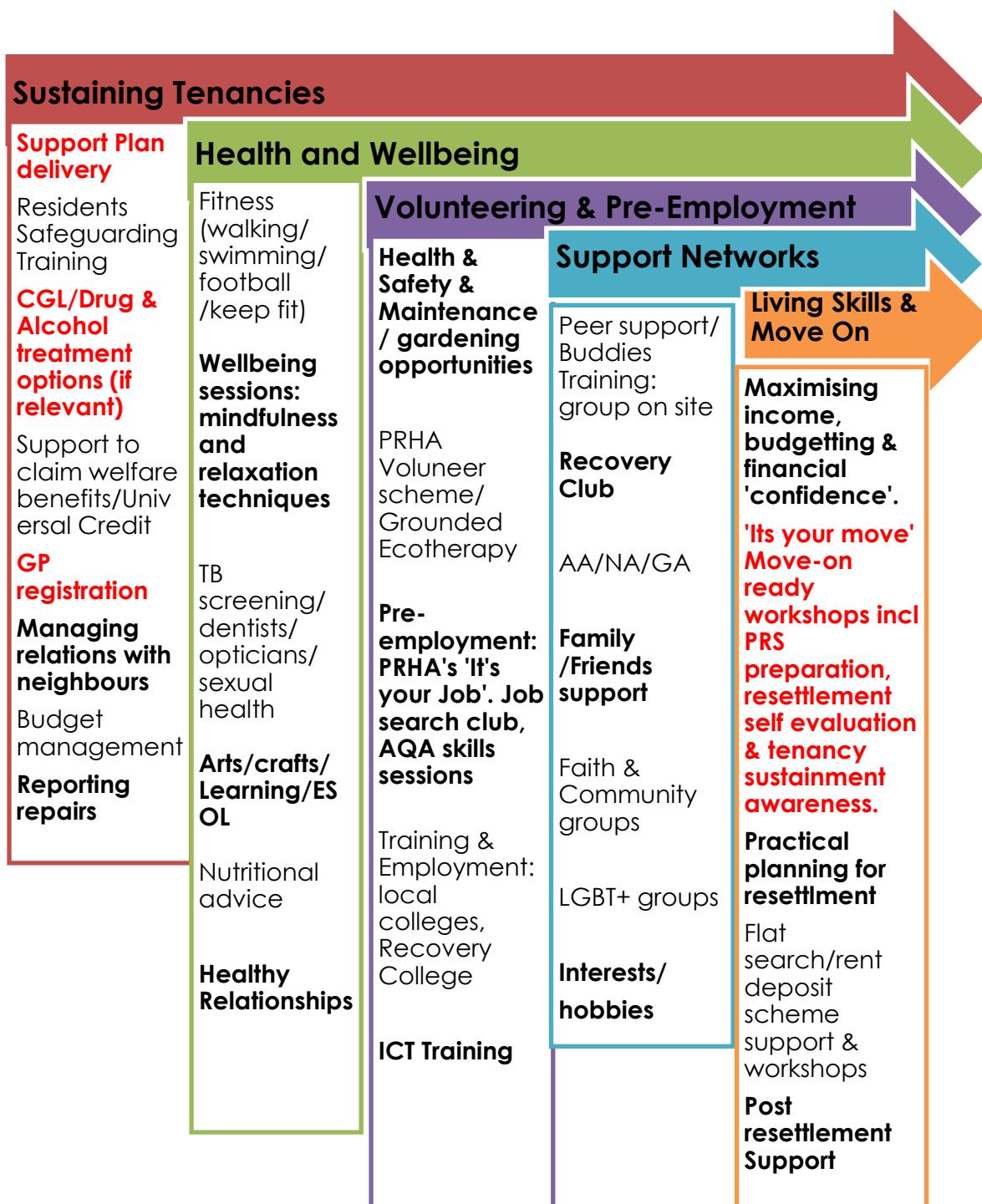
The five key elements in the Momentum Programme are designed to help residents develop personal, social and community capital, and meet their wellbeing needs:

1. Sustaining Tenancies
2. Health & Wellbeing
3. Volunteering and Pre-employment
4. Support Networks
5. Living Skills & Moving on

There are “core” elements (in red in the diagram below), which we encourage every resident to engage with, as we have learnt that these are important to help residents achieve the outcomes they tell us are important.

Other services and activities are available as a “menu” to reflect the priorities and interests of each individual.

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**Housing** is a key part of our service offer for many residents. We provide both permanent and temporary homes for PRHA tenants and residents, although we also provide support for people in homes provided by other organisations and landlords.

Ensuring the homes we provide are of a high quality, safe, clean and welcoming, and that residents can personalise their accommodation is very important. It is also important that these environments are not institutional in appearance and are as home like as possible.

**Key Working, Assessment & Support Planning** are very important activities that many staff and volunteers will be involved in delivering **alongside** residents.

Key working is the establishment of a one to one professional relationship based on trust which allows residents to identify both their support needs and **strengths** and agree a plan with their keyworker to address their support needs.

An assessment is an ongoing process of finding out – with the resident – their needs, strengths, risks and aspirations. This will involve talking with the resident, and (with their consent wherever possible) seeking insights and information from other professionals involved in their care and support. See also person centred planning toolkit below

The purpose of an assessment is to inform plans that help keep residents and others safe whilst they work with us, and agree the activities and services that will help them meet agreed outcomes. These activities help us meet our values of **inclusion and justice**.

PRHA has detailed policies that cover key working, assessment and support planning – and it is important that staff are familiar with these and the range of tools that support and record this activity.

## How we work

How we work, which is the way we interact with residents when providing services, activities and interventions – is as important as the services, activities and interventions themselves.

## The six “Cs” of delivering person-centred care & support

At PRHA we have identified six key attributes that we believe are important with providing care and support to residents:

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- **Care:** having someone's best interests at heart and doing what you can to maintain or improve their wellbeing.
- **Compassion:** being able to feel for someone, to understand them and their situation.
- **Competence:** to understand what someone needs and have the knowledge and skills to provide it.
- **Communication:** to listen carefully but also be able to speak and act in a way that the person can understand.
- **Courage:** not to have fear to try out new things or to say if you are concerned about anything.
- **Commitment:** dedication to providing care and support but also understanding the responsibility you have as a worker.

### Trauma-informed practice

Many (although not all) people who are homeless have experienced trauma. Trauma includes experiencing or witnessing violent or abusive behaviour, often over a period of time. It may have been experienced when the individual was young and was unable to protect themselves or others, or more recently.

Experiencing trauma can affect people's ability to trust others, and themselves, and build positive relationships. It can result in behaviours that can be difficult or upsetting to experience or witness.

Trauma-informed practice (or psychologically-informed approaches) involves understanding the reasons behind the behaviour, and responding with strategies that address these, and avoid labelling the individual themselves as difficult or "a problem". Compassion and understanding the person, and through this keeping them included and achieving positive outcomes and social justice are key elements of trauma informed practice and align with PRHA's values.

Trauma-informed practice recognises **the importance of relationships**; building professional relationships that are based on **mutual trust, respect and equality** with residents can bring about positive change. This can take time and commitment. It is important that a "whole team" approach is adopted so there is consistency in how people are treated so they can begin to feel safe, and learn strategies to manage their emotions and the behaviours that arise from these.

PRHA provides training to support staff to understand trauma informed practice and to incorporate this in their working practice.

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## Psychologically Informed Environments (PIEs)

A PIE is a practical way of delivering trauma-informed care to people who are homeless and may be living in shared accommodation settings.

A PIE has five key ingredients:

1. **A Psychological Framework** – this describes the theories and “frames” we use to understand people’s experiences and behaviours
2. **Social Spaces** – these include all areas of someone’s home; for PRHA residents, reception areas and communal areas are shared spaces and it is very important they are welcoming, calm places where people can move freely and not feel constrained or hemmed in.
3. **Managing Relationships**- this recognises the importance of relationships, and asks people working in a PIE to be aware of how their experiences and actions impact on the relationships they build with colleagues and residents alike.
4. **Staff Training and Support** – is an essential part of a PIE. It is not always easy to work in a trauma-informed way and we all need support and training to develop and maintain these skills. A very important part of support is Reflective Practice, which helps us understand our interactions with others, and how we affect each other. Reflective Practice is designed to help us learn and develop together.
5. **Evaluation of Outcomes** – this refers to the importance of being confident our work and services are having a positive affect for residents. It is important because knowing you are making progress is motivating, and reviewing and evaluating our work helps us be accountable to ourselves, our residents and the funders.

PRHA has a PIE working group made up of staff from different services and PRHA’s clinical psychologist. They produce a regular bulletin “slice of PIE” and take forward initiatives. We also encourage reflective practice and provide support to our 24 services from a psychologist.

## Personalised services: choice and control

It is important that residents are engaged, encouraged and motivated to work with us and use the support available. This is so that they can move forward but also justifies the funding we receive to provide this support.

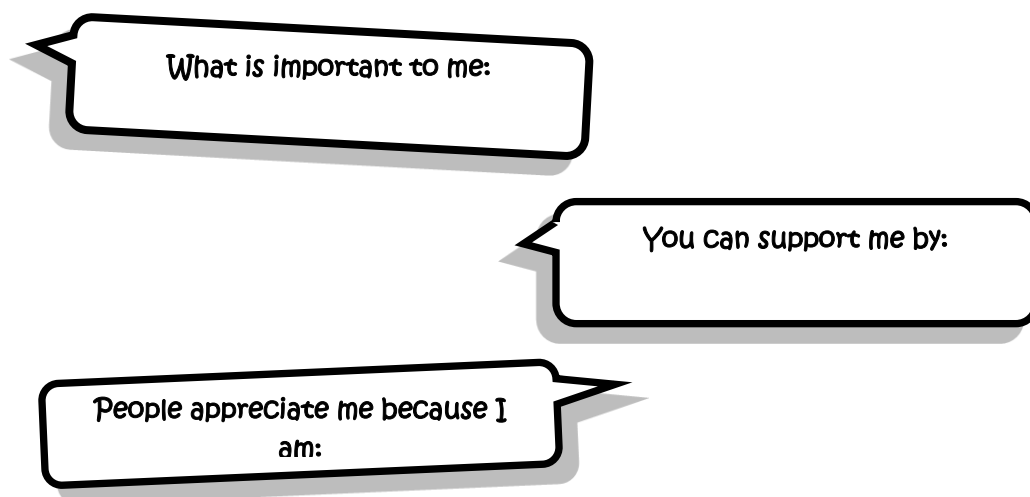
Within this, PRHA seeks to personalise the support and offer residents **choice and control** over how they work with us. This is important to meet our values of empowerment, respect and inclusion.

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People often don't know how to identify what they would like to address in their lives. PRHA has developed a range of person centred tools that staff introduce residents to. These help them to identify their needs, strengths, risks and aspirations.

PRHA supports residents to create their own One Page Profile expressing clearly to staff:



What is important to me:

You can support me by:

People appreciate me because I am:

The **One Page Profile** will inform staff engagement with the resident.

Staff also complete one page profiles and these are made available to residents so that they get to know their keyworkers better. This also reflects PRHA's values of inclusion and empowerment.

Residents will also have a choice of:

- Who is their keyworker
- When and where they have key work meetings
- Different activities and services to reflect their needs, interests and priorities
- Communication preferences (e.g. language, face to face meetings or on-line/ phone contact, visual or written documents)

## Co-production

PRHA's mission is to be a place *where residents and staff **work together** to improve lives, providing housing, support and community*

Co-production – where residents share responsibility for designing, delivering and governing the services they use – is very important to achieve this and demonstrate our values of empowerment, respect and inclusion.

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At PRHA we take **proactive and positive steps to involve residents in all aspects of the organisation**. This includes providing support and training for residents to take on a wide range of roles including:

- auditing services with managers
- helping with reception or the garden
- running activities
- health and safety /building inspections
- recruiting staff
- providing peer support
- becoming representatives feeding back residents' views as well as Board members.

By taking a personalised approach that maximises choice and control over the services they receive, residents can **co-produce their own support**. This approach promotes self-confidence, increasing resilience and decision-making skills and encourages residents to subsequently seek greater independence.

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## Appendix 1- Supporting you to deliver “The PRHA ways of working”

### Key policies & procedures

- Service user Involvement and Empowerment Policy **CS61**
- PRHA PIE Standards
- Keyworking Guidelines **CS34**
- Service User Participation Strategy **CS46**
- Safeguarding Adults at Risk Policy **CS48**
- Equal Opportunities & Diversity Policy **C4**
- Physical Environment Policy
- Code of Conduct **ES02**
- Professional Boundaries
- Supervision and Reflective Practice procedures

### The training offer

PRHA offers support team and other relevant staff an internal training programme which is based on a combination of:

- Coaching from PRHA managers and learning from other staff
- E-learning
- Training courses (remote or face to face)
- Self-learning resources

At Induction new staff will receive training on:

- Code of Conduct
- Professional Boundaries
- Health And Safety policies and local procedures ensuring health and safety
- Lone Working procedures and risk assessments
- Medication procedures / training
- Infection Control procedures
- Data protection procedures
- Safeguarding
- Principles of Psychologically Informed environments
- All policies and procedures needed to be able fulfil their role.

During the probationary period new staff will complete training on:

- First Aid (basic or full )
- Fire Marshall Training
- Domestic Abuse
- Mental Health
- Substance misuse / Dual diagnosis
- Trauma Informed Care

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- Person-Centred planning
- PRHA resident engagement strategy/training
- Motivational Interviewing/coaching

Staff will also receive refresher training modules and - through discussions with their managers - may agree other training and development opportunities to aid their professional development and bring additional value to the service.

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