



St Martins  
more than a home  
for the homeless

March 2018

# Highwater House Annual Review 2017

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Registered Manager



## Introduction

Highwater House is a 22 bed dual diagnosis registered care home.

It is a 'wet' unit catering for single men and women with ongoing mental health and substance misuse issues aged 18 - 65. Residents at Highwater House will have been homeless or vulnerably housed, may have experienced abusive and traumatic events in their lives and been unable to cope with independent living. Every resident at Highwater House will have ongoing mental health and drug or alcohol issues they are contending with as they take steps towards recovery.

Highwater House is an integral part of a network of care services provided by St Martins Housing Trust which has been providing housing, care and support to the homeless and vulnerable of Norwich since 1972.



## The service

Opened in 2008, Highwater House is a purpose built unit designed to cater for this complex client group.

Every resident has an en-suite bedroom, and three home cooked meals are served in the communal dining room every day.

The city centre location means residents can easily access shops and community groups and with Under-1-Roof training and development centre next door there is always a number of activities available to residents.

During 2017 the home has adapted into a Psychologically Informed Environment (PIE) creating a progressive and innovative service (see pages 6 - 8).

Use of shared spaces is key to the care provided at Highwater House - a dedicated activity room is available for meetings, one-to-ones with keyworkers or courses during the day and is opened as a communal space for staff and residents to socialise in every evening.

Breaking down the barriers of more traditional carer roles and seeing relationships as a motivating tool for change means residents and staff eat meals and socialise together every day.

There is a quiet lounge and a 'wet' lounge - this is open throughout the day to reduce the risk to alcohol dependant residents as it means they do not have to drink on the streets. There are gardens overlooking the river Wensum.

Using the shared areas, staff promote the use of peer support which is important in aiding recovery.

In 2016 Norfolk County Council re-tendered the provision. St Martins' bid was successful leading to a new contract starting in April 2017. Subject to satisfactory performance the contract could endure until 2025.

## Under-1-Roof

St. Martins also runs Under-1-Roof (U-1-R), a training and development centre based in the same building complex as Highwater House. It provides courses and social activities open to the wider community that residents of Highwater House can make use of. Activities at U-1-R include cookery classes, a Trusted Tenants course, IT, relaxation, film nights, a welfare toolkit course, Tai Chi, literacy, music and art.

## Our residents

Every resident living at Highwater House has been funded by Norfolk County Council and has been referred into the service by a social worker. Their placement at the home will regularly be reviewed by the social worker and funding panel. Everyone living at Highwater House will have links to Norfolk and a dual diagnosis.

The service recognises the breadth of issues that may affect a resident and the difficulty they may have making change in their lives. They may suffer from poor physical health, have experienced multiple tenancy breakdowns, spent time on the acute mental health wards and struggle with drug or alcohol addiction. Every resident will have experienced traumatic and damaging events in their lives.

The service aims to address each individual's issues in a holistic way recognising that there is no 'one size fits all' approach. Each resident takes the lead in their recovery which is advocated by a designated link worker in the home.

## The staff team

The team is made up of:

- 1 Registered Manager
- 1 Assistant Manager
- 6 Senior Support Workers
- 4 Support Workers
- 2 Waking Night Staff
- 3 Chefs
- 4 Domestic Workers
- Maintenance

All our support workers are trained to NVQ 3 or above.

The home also employs a chiropodist who comes in every 12 weeks.

A regular drop-in service by the drug and alcohol service on site helps create an integrated care package for the residents.

All staff have a wide range of training including Trauma Informed Care, talking therapies (CBT, DBT) and positive risk management. The team work holistically and are dedicated to providing a comprehensive person centred care package for each resident. They are all determined to create best outcomes for this highly complex client group.



## The Care Quality Commission report (CQC)

Highwater House was last inspected in February 2016. The home was found to be 'good' in the 5 key areas of inspection – which are that a service is Responsive, Safe, Well led, Caring and Effective.

Some of the feedback from CQC:

- **People benefited from a staff team who were motivated, worked well as a team and felt supported. Staff were happy in their work and supported people with kindness, compassion and thoughtfulness.**
- **Staff had good knowledge of the people they supported and they maintained people's independence and dignity whilst encouraging choice.**
- **The service had an open, supportive and transparent culture and people felt they were listened to.**
- **People were enabled to live their lives how they wanted and develop their recovery at their own pace.... Staff acknowledged the different needs of people and worked with them to develop a support plan for recovery if that was what the person wanted.**
- **Some people had experienced a great deal of trauma before moving to the home and found it difficult to trust others. The staff acknowledged this and treated people accordingly until they were more able to trust the staff.**

These comments support St Martins' values of being Open, Tenacious, Nurturing and Progressive.

Focusing on community integration, building strong relationships, respecting choice and promoting recovery, Highwater House aims to create an environment where even the most damaged individuals may find safety and take steps towards recovery.

## Environmental Health Inspection

The Environmental Health Inspection was on 22<sup>nd</sup> February. We were granted our 5 star award for the eighth consecutive year.



## Mental health recovery star

**The star has 10 areas:**

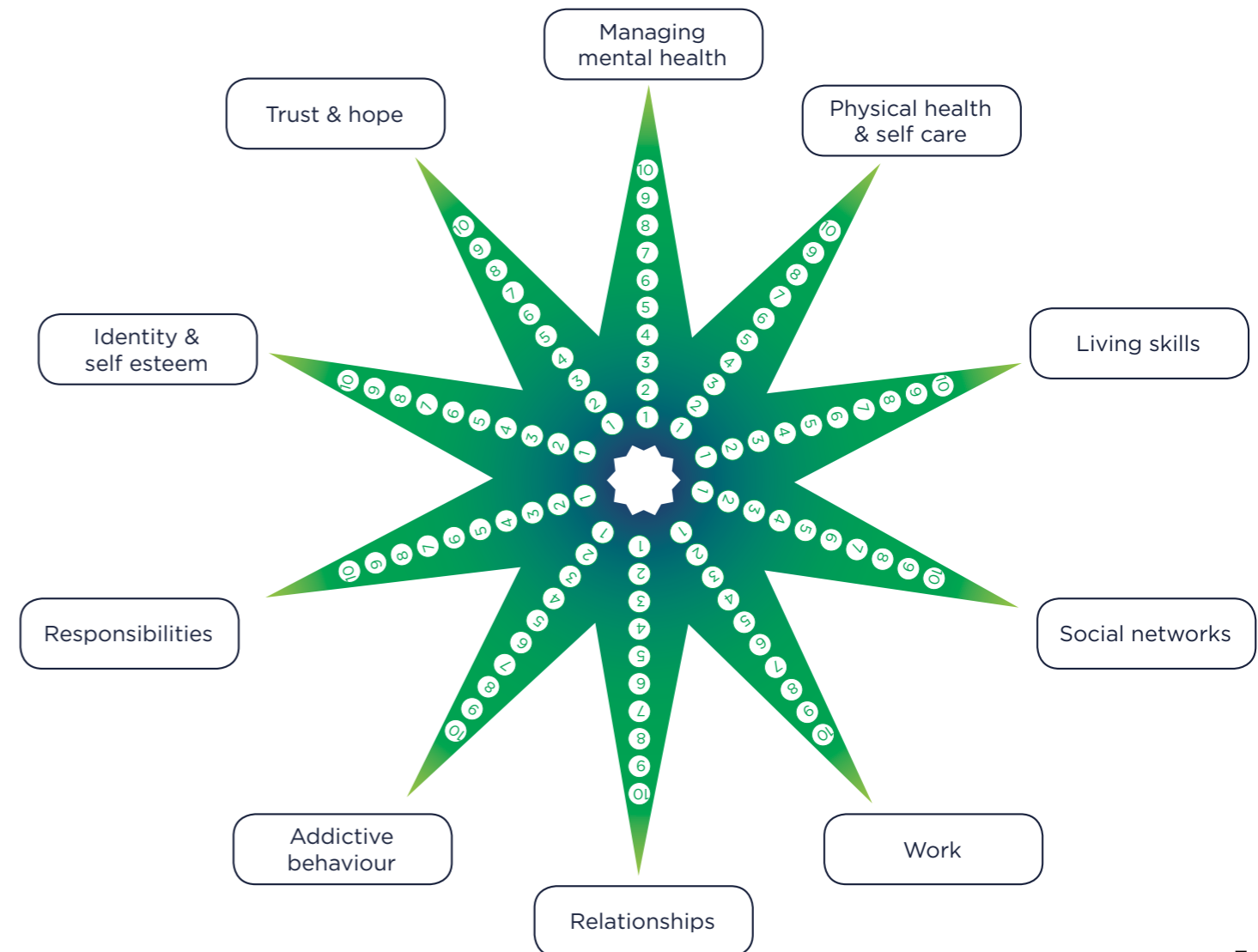
1. Managing mental health
2. Physical health and self care
3. Living skills
4. Social networks
5. Work
6. Relationships
7. Addictive behaviour
8. Responsibilities
9. Identity and self esteem
10. Trust and hope

In 2010, Highwater House started using the Mental Health Recovery Star system as a key working assessment tool and will continue to use this tool. It enables staff to support residents to understand and evidence where they are now, and to plot their progress.

Each of the ten areas has a scale from 1 - 10 with a clear definition and explanation of where they are on each number. Residents and staff would then pick the definition which states where they are and place it on the star.

After the star is plotted we can then identify areas residents would like to improve, and set goals. Every 3 months there will be a review and after 6 months the star will be re-plotted.

The Mental Health Recovery Star is a nationally approved assessment tool. This tool has been an asset, especially with a chaotic resident group, as it will identify quite small changes eg. "Will talk to staff". This empowers and raises the self esteem of our residents as they can see their progress.



## Highwater House – A Psychologically Informed Environment

During 2017 Highwater House adopted a Psychologically Informed Environment (PIE) approach to caring for its residents.

A PIE is one that takes into account the psychological makeup – the thinking, emotions, personalities and past experience - of its participants in the way that it operates.

It is an approach to supporting people out of homelessness, in particular those who have experienced complex trauma or are diagnosed with a personality disorder. It also considers the psychological needs

of staff: developing skills and knowledge, increasing motivation, job satisfaction and resilience.

Many of the clients may have difficulty managing their emotions, appear impulsive and to not consider the consequences of their actions. Some may be withdrawn, isolated and reluctant to engage or exhibit anti-social behaviour.

The purpose of a PIE is to help staff understand where these behaviours are coming from and therefore work more creatively and constructively with

challenging behaviours.

*(Psychologically Informed Environments No One Left Out, 2015)*

Due to the complex needs of the people who use our service, they will from time to time become verbally and physically aggressive. Highwater House uses 'elastic tolerance' to help the resident retain their placement at the home.

Elastic tolerance is a concept that encourages creative and flexible ways to dealing with issues that would normally result in a warning or eviction. The aim

is to address disruptive and negative behaviour without re-enforcing the client's sense of rejection or abandonment. The home uses temporary bans from the premises when residents become volatile rather than letting behaviours escalate to the point of eviction – this gives the resident time to calm down and reflect before returning to the home without fear of further repercussions.

## 5 key Elements to a PIE

**The psychological framework** Highwater House uses a framework of Trauma Informed Care to understand and work with the resident's behaviours and action.

**The environment** The home has been renovated to create a large activities room which is used for structured sessions and informal socialising in the evenings. There is also a quiet lounge and a designated wet lounge. Staff eat their meals in the dining room with the residents and spend as much time as possible accessible to residents for impromptu as well as structured chats.

**Staff training and support** As well as being trained in Trauma Informed Care, all staff are trained in cognitive behavioural therapy and dialectical behaviour therapy. Staff have formal supervision sessions every 12 weeks to discuss personal development and casework and the manager has an open door policy with staff encouraged to access support whenever it is needed.

**Evidence generating practice** The service uses the Mental Health Recovery Star to assess resident's progress in 'soft' outcomes (see page 5). The home also collates data including reduction of emergency services use, arrests, criminal justice involvement, incidents of self-harm and incidents of anti-social behaviour to prove the success of the service in reducing these disruptive and costly incidents.

**Relationships** Staff see the relationships they build with the residents as the principle tool for change. They aim to develop trust and to build on a resident's strengths by being accessible and supportive. It is through trusting relationships that a resident can be helped to understand the concept of personal boundaries and the consequences of inappropriate behaviour.



## Outcomes

The transition into a PIE is a fluid process – there is no finite way of proving that a service has 'achieved' the goal of becoming a PIE. Rather, it is through evidence generating practice that a service can be seen to be succeeding.

## Key statistics

Event	2016	2017
2 hour 'time out'	104	68
24 hour 'time out'	7	2
Police called by staff	28	14
Untoward incident	67	53
On-site activity	560	959
U-1-R unique activities	48	288
Total activities	918	1658

These statistics show a fall in use of emergency services and 'time outs' – ie incidents of violence or aggression, and a vast increase in positive and enhancing interactions.

Whilst these are only the first year's statistics since becoming a PIE, they corroborate staff and residents' anecdotal evidence that the service has felt more inclusive and homely over the last 12 months.

Highwater House will continue to adapt and adopt resources and ideas as they present themselves and remain focussed on providing a progressive service that is determined to provide best care and outcomes for its residents.

## Activities at Highwater House

The amount of resident activity sessions recorded for the year 2017 was 1,658.

The breakdown of the 1,658 activity sessions gives an overall picture of the type of activities residents take part in, and how they spend their time.

### Under-1-Roof (training and education centre activities): 288 - 14 different people.

Activities included cooking, music, guitar lessons, pottery, body and balance, aerobics, first aid, Tai-chi, Karaoke, quiz night, literacy courses, film nights, craft classes, art classes, classes in English and Maths. For work - a job club, computer, internet, email access, and 1:1 mentoring.

### Highwater House caravan holidays: 18

Caravan trips from 18 April to 31st September 2017: Days/nights spent at the caravan: 18

### Highwater House on site activities: 959

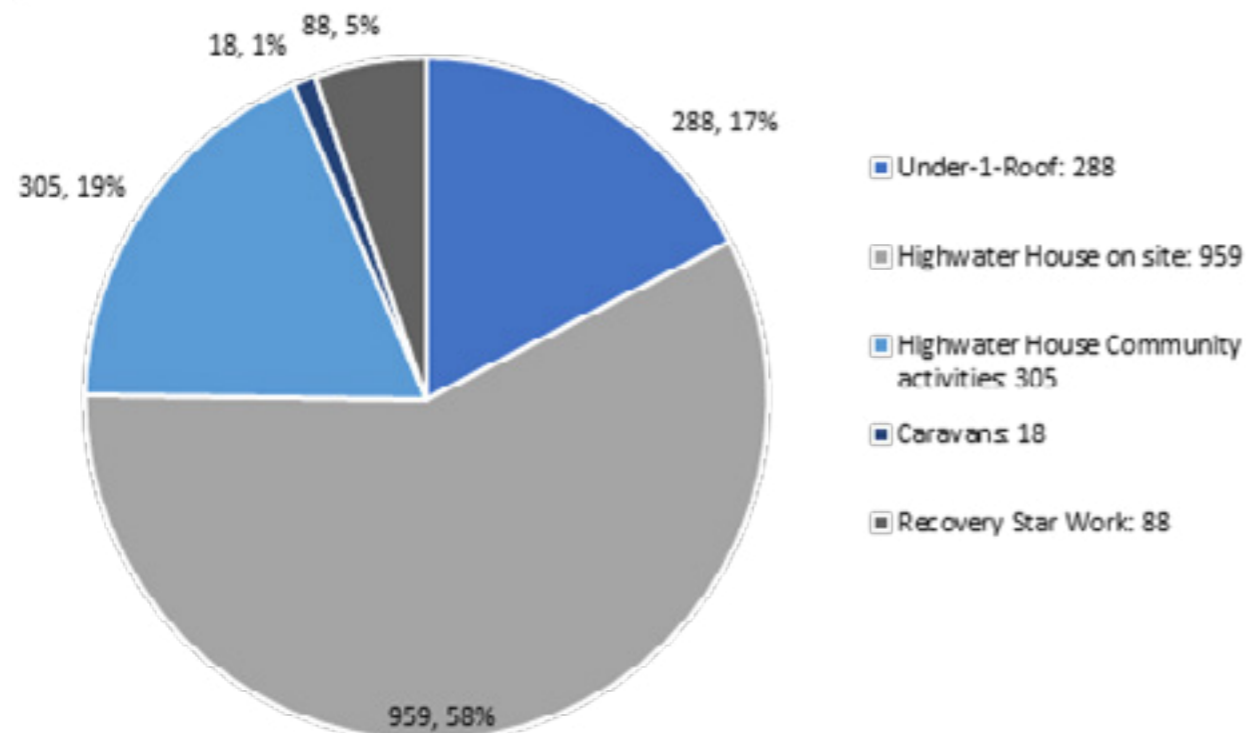
Reflexology, craft lessons, chiropodist, music-guitar-band entertainment, darts, board games, residents meetings, discussion groups, table tennis.

### Highwater Community orientated activities: 305

Coffee, shopping, breakfast club, swimming, classical concerts, Christmas meal, Christmas lights visit, theatre, cinema, festivals, car boot sale, bowling, nail accessory, hair dressing, pedicure, painting, art gallery, poem reading, visiting friends and family.

### Additional

Mental Health Recovery Star work: 88 hours



## Case study

Mr S was always a lone drinker, he isolated himself and found it difficult to connect with people. He had a history of being abusive towards staff in previous placements. Mr S had spent most of his adult life in a cycle of alcohol abuse, broken tenancies and time on the mental health wards - this had led to him not trusting the system or professional workers.

During Mr S's time at Highwater House, he was given space and time to acclimatise to the home environment - staff used impromptu chats to start to break down the barriers he had to opening himself up to change.

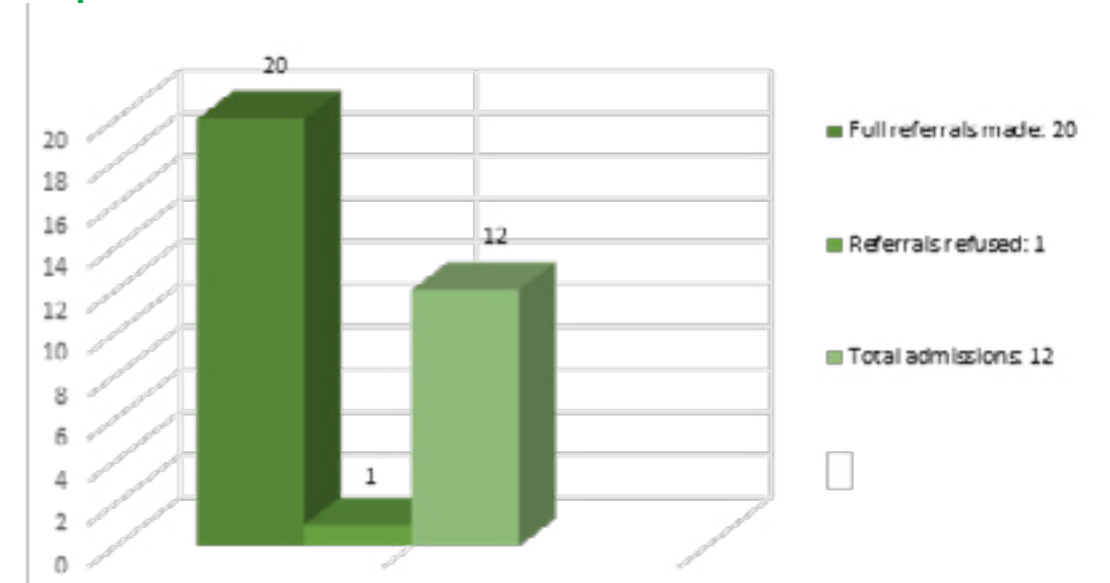
Mr S became interested in the home's activities room - a social space that is open every evening where staff and residents chat, play games do art projects and watch TV. He started to sit outside the room listening to the conversations inside - after about 3 weeks he went into the room for a snack and watched a game of darts.

Over the next 3 months, Mr S slowly became involved in the activities, particularly enjoying playing board games. He began to choose spending time in the room over going outside to drink alcohol.

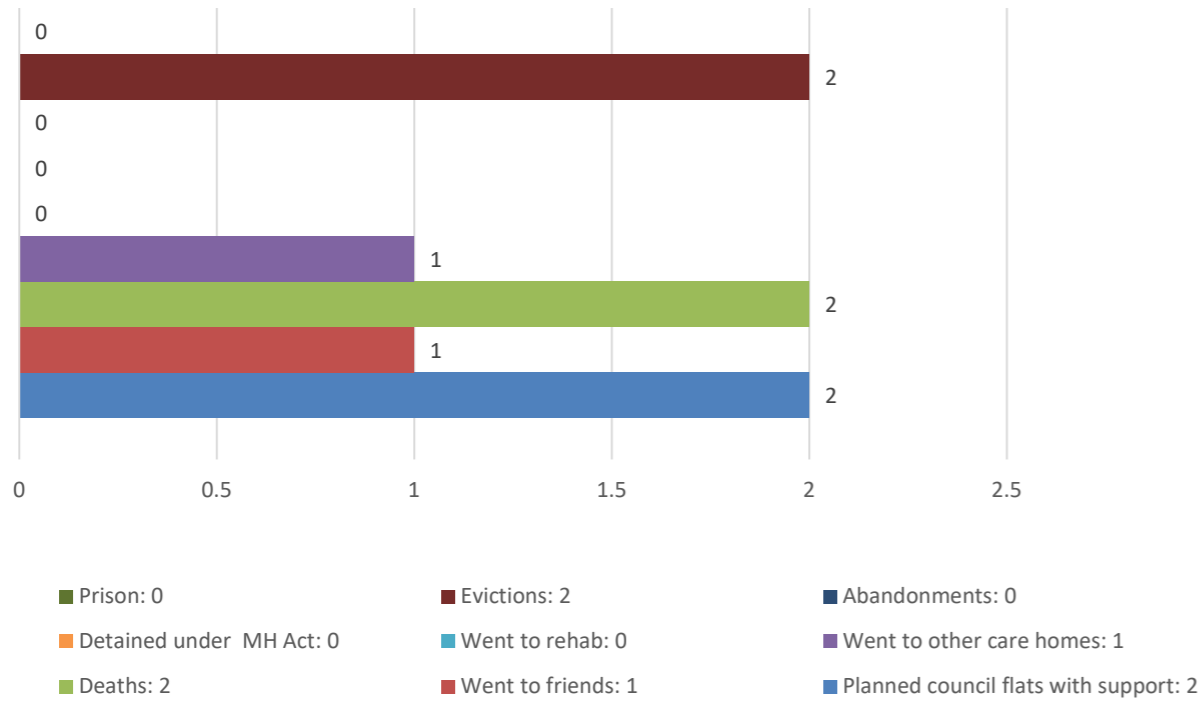
It is through spending time playing games and gently starting conversations with Mr S that staff found out about his past. He had had a very troubled childhood which had led to a cycle of substance abuse and failed relationships. He found it difficult to trust people and accepting help made him feel vulnerable.

Mr. S continues to drink heavily but he is beginning to focus on changing his habits. He has started to talk about using other services to address his alcohol intake. He feels like he would cope better with a tenancy now and will work towards this goal with the staff.

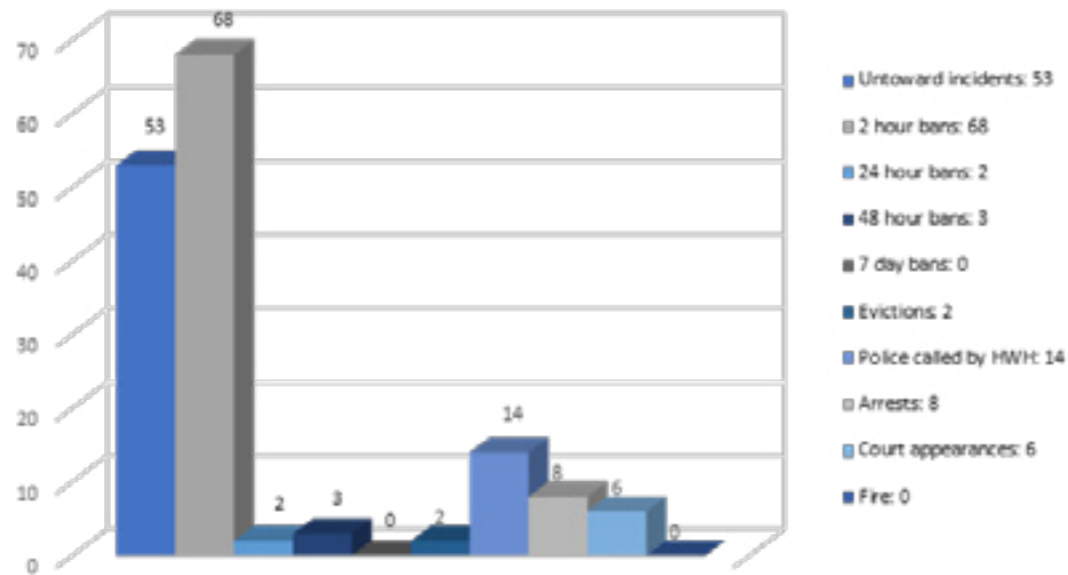
### 1st Jan - 31st Dec 2017 Admissions profile



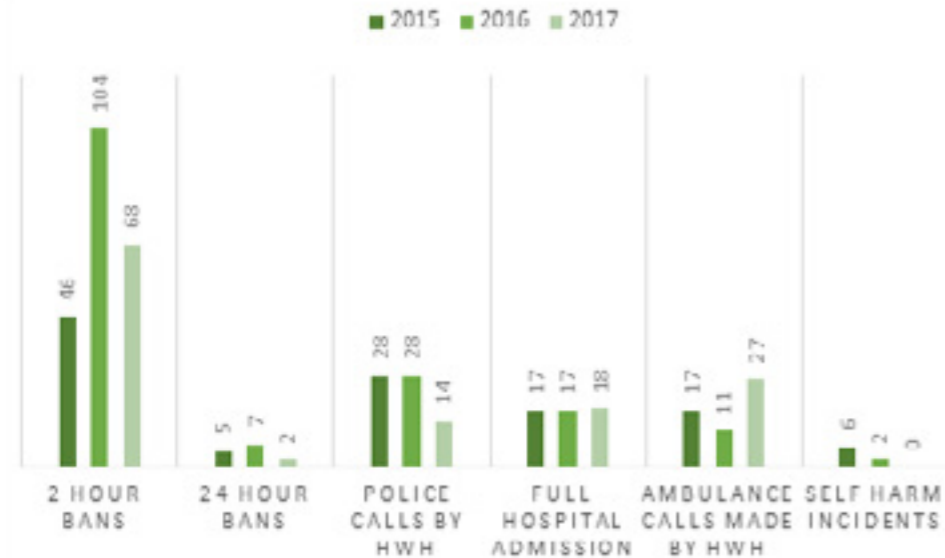
### Move-ons 2017 : 8



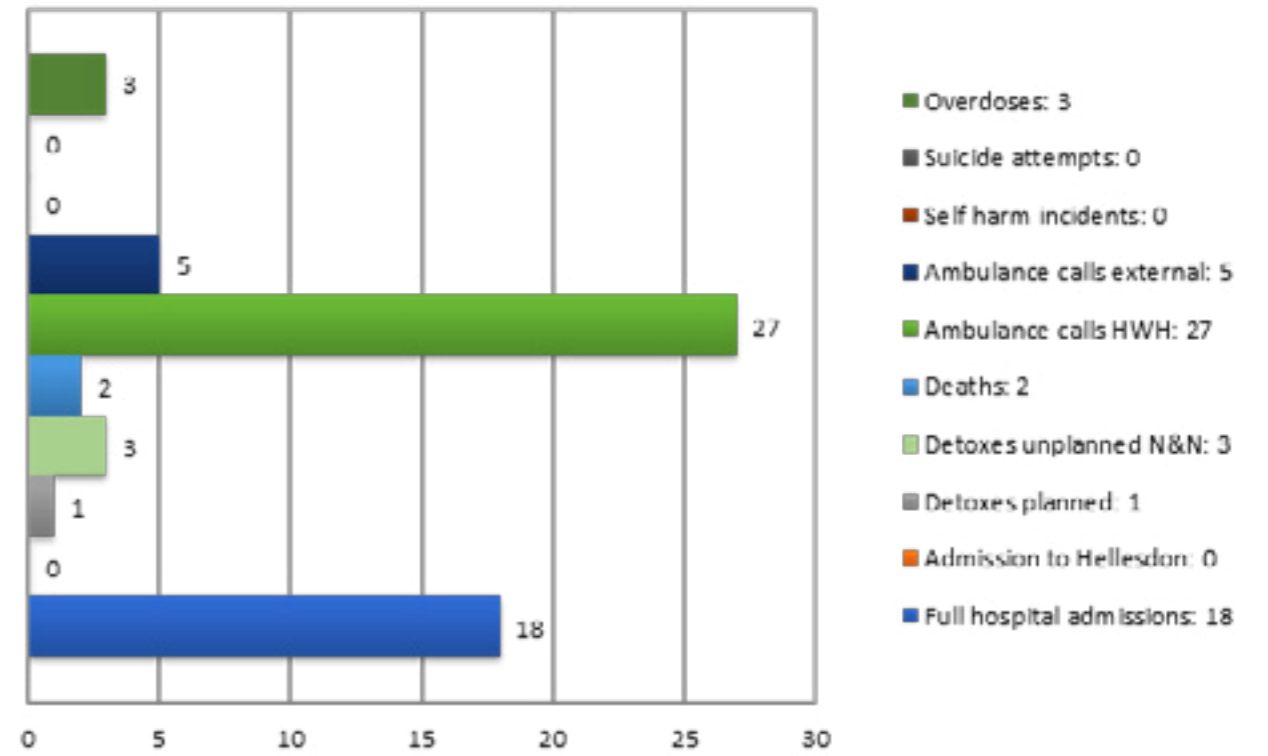
### Exclusions 1st Jan - 31st Dec 2017



### Exclusion and health comparisons: 2015, 2016, 2017

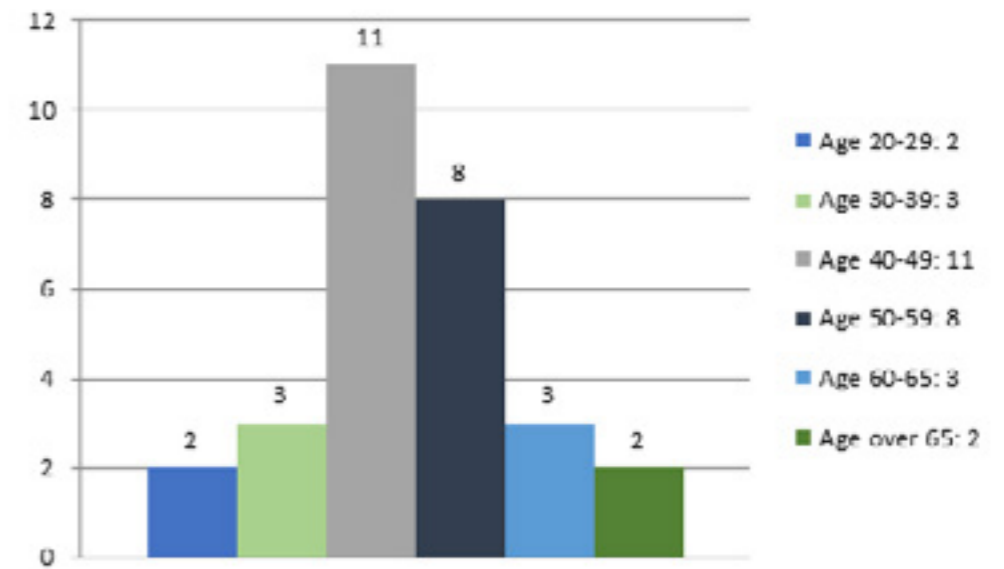


### Health



Note - overdoses drug induced. Same person on 3 occasions.

### Age of residents





# St Martins Highwater House



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