



St Martins
more than a home
for the homeless

March 2019

Highwater House Annual Review 2018

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Registered Manager



 **St Martins**
Highwater House

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 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 8 - 9).

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 learning 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 tenancy 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
- 3 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. People's



The staff like a chat and don't stress me out



Highwater House rated outstanding by the care quality commission (CQC)

Highwater House was last inspected on March 1st 2019. The home was awarded an overall rating of 'outstanding', and found to be outstanding in the key areas of a Caring and Well-led service.

Ratings	
Overall rating for this service	Outstanding ☆
Is the service safe?	Good ●
Is the service effective?	Good ●
Is the service caring?	Outstanding ☆
Is the service responsive?	Good ●
Is the service well-led?	Outstanding ☆



I go out shopping with my keyworker and we have a good time



Some of the feedback from the CQC inspection:

- People at Highwater House received outstanding care and were supported by a staff team that were committed, passionate and knowledgeable. People were treated with exceptional kindness and people were extremely positive about the care they received.
- The staff team were highly motivated and there was a strong commitment from the organisation on the development of their competence and knowledge and on ensuring that they felt valued.
- People were at the very heart of the service and staff were really proud of what people had achieved. People had strong relationships with their keyworkers. There was a mutually respectful culture and people were involved in how the service was run at every opportunity.
- The staff team embraced new initiatives and the feedback that we received evidenced that outcomes people experienced on their physical and mental wellbeing were exceptional.
- The service worked in partnership with other organisations to share awareness of the client group and to ensure effective, joined up care.
- Staff encouraged and supported people to take part in a wide range of activities which promoted their self-esteem and wellbeing. Staff were creative in ensuring that people were engaged and stimulated. There were good community links and people accessed the community regularly.
- Effective management systems were in place to safeguard people and promote their wellbeing. The management team provided a high-quality, person led service with a strong emphasis on continual improvement and best practice.



I would give the staff ten out of ten for their kindness and compassion. The staff are brilliant and listen to what I want.



Environmental Health Inspection

The Environmental Health Inspection was on 22nd February 2018. We were granted our 5 star award for the eighth consecutive year. At Highwater House we believe that food and mealtimes play an important role in creating a community as well as ensuring individual's health and wellbeing.

We understand that residents at Highwater have often had a difficult relationship with food through neglect as a child, homelessness or mental health issues.

The care team and the catering department work closely to offer warmth and support and an understanding that people may find mealtimes challenging.

The catering team have a strong role in the home and often create themed evenings around events such as sport and music as well as food from around the world. We enjoy barbeques in the summer and the 2018 Christmas Party was a great success.

By making meals inclusive and interesting we help our residents find a new, positive relationship with nutrition and self-care, one that is such an important part of keeping healthy and well.



Christmas buffet



Summer BBQ



**I'm not judged.
No one has ever taken this much interest in me**



Mental health recovery star

The star has 10 areas:

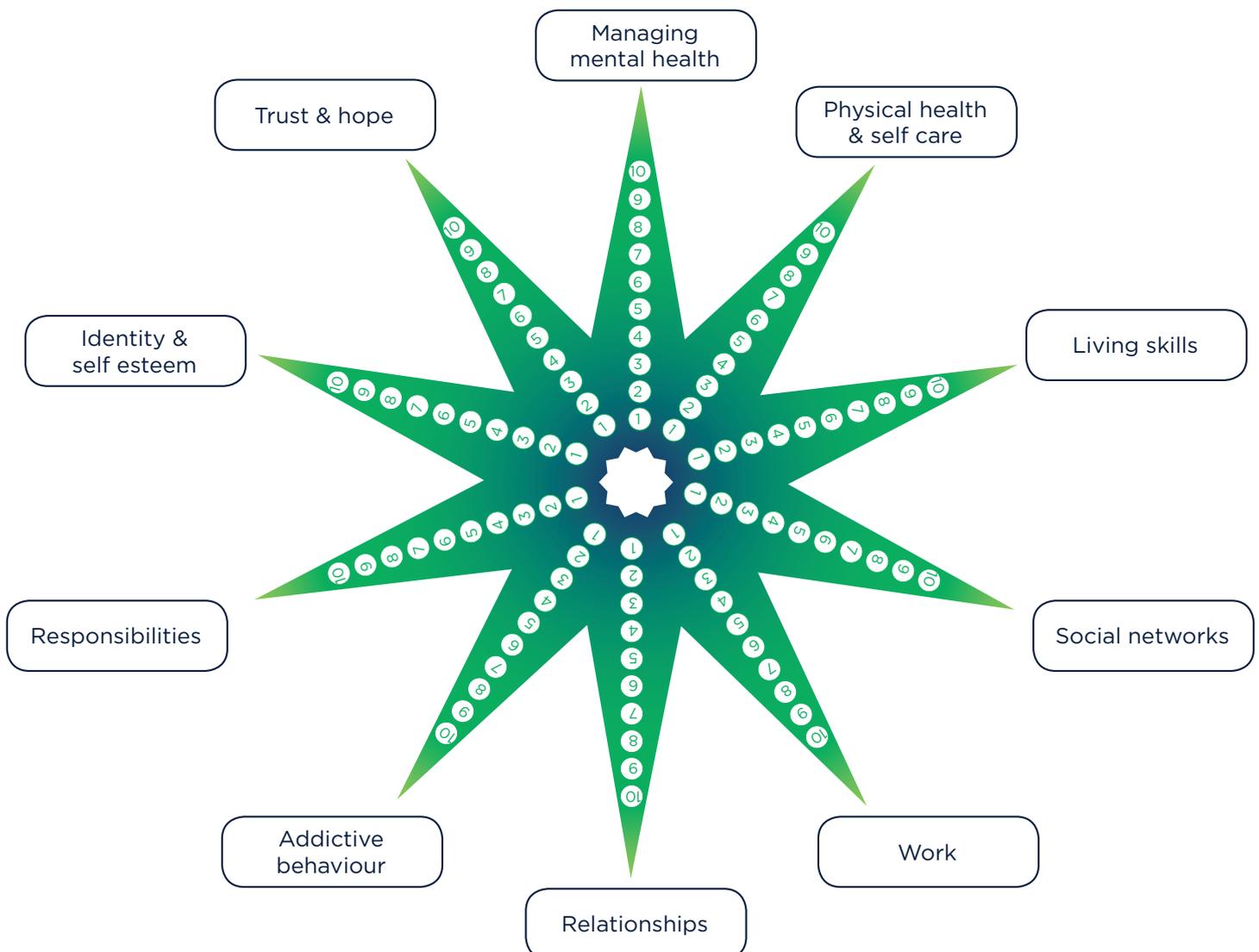
1. Managing mental health
2. Physical health and self care
3. Living skills
4. Social networks
5. Work
6. Relationships
7. Addictive behaviour
8. Responsibilities
9. Identity and self esteem
10. Trust and hope

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

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.



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.

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. The service changed to a PIE in 2017.

Key statistics

Event	2016	2017	2018
2 hour 'time out'	104	68	60
24 hour 'time out'	7	2	2
Police called by staff	28	14	2
Untoward incident	67	53	20
On-site activity	560	959	2293
U-1-R unique activities	48	288	383
Total activities	918	1658	3059

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.

The statistics for our second year of operating as a PIE has reinforced our first year's outcomes - namely that the service has become more inclusive and homely. There has continued to be a marked reduction in use of emergency services and a large increase in residents taking part in activities.

It is important to note that staff use these activities as a chance to build stronger relationships with the residents - they are not just a means to an end. It is through forging strong relationships that our residents feel a secure base from which they can make positive change in their lives.

Our second year has again shown the effect this way of working is having positive outcomes on our residents.

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 2018 was 3,059.

The breakdown of the 3,059 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): 383.**

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 on site activities: 2,293**

Reflexology, craft lessons, chiropodist, music-guitar-band entertainment,

darts, board games, residents meetings, discussion groups, table tennis.

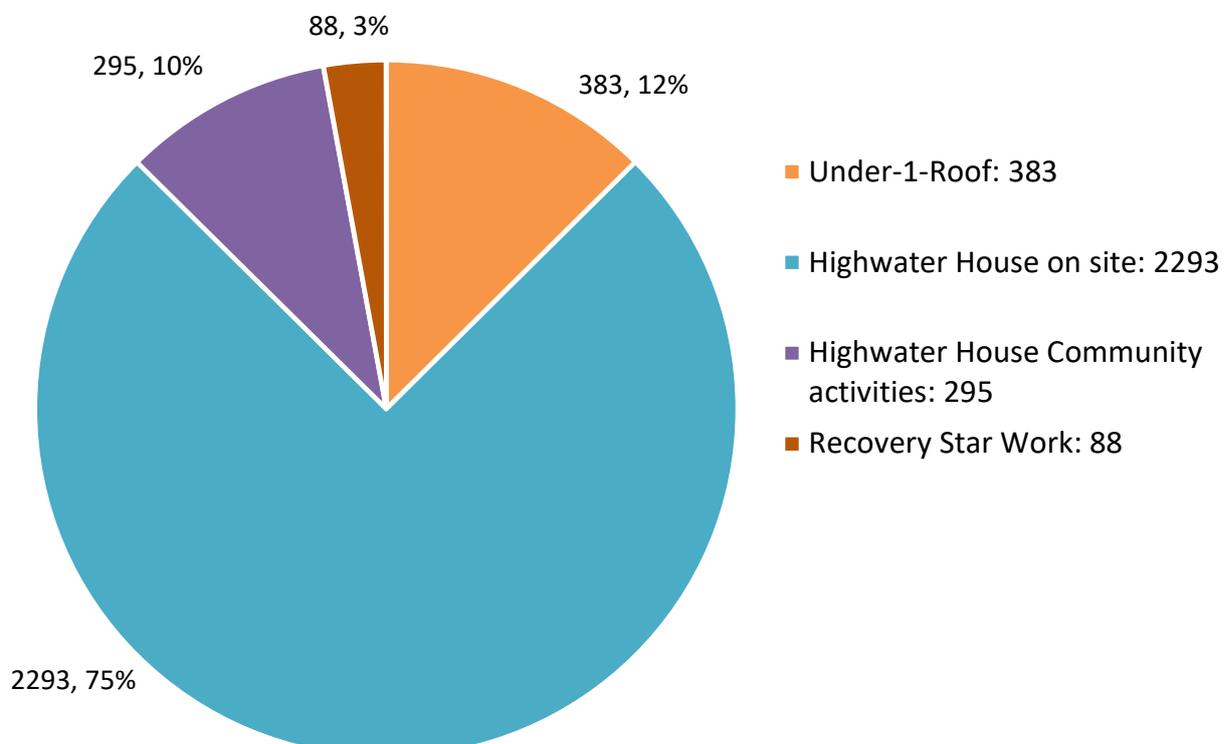
➤ **Highwater Community orientated activities: 295**

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

Activities: 3,059



I like it here. I can just be myself



Case study

Mrs B lived at Highwater House for 21 years; for her the home was the consistent place of safety and support that she so needed. She was well known and liked by staff and other residents and found she could live successfully at the home while coping with her mental health and social problems.

Mrs B had a difficult childhood and struggled throughout her life with mental health issues. She suffered from severe social anxiety and schizophrenia. Despite finding things hard sometimes she lived a fulfilling life – she got married whilst at the home and was supported to keep good contact with her family, she enjoyed going shopping and decorated her room in really colourful ornaments and pictures. She loved browsing charity shops for eclectic, colourful clothes and was never scared to haggle!

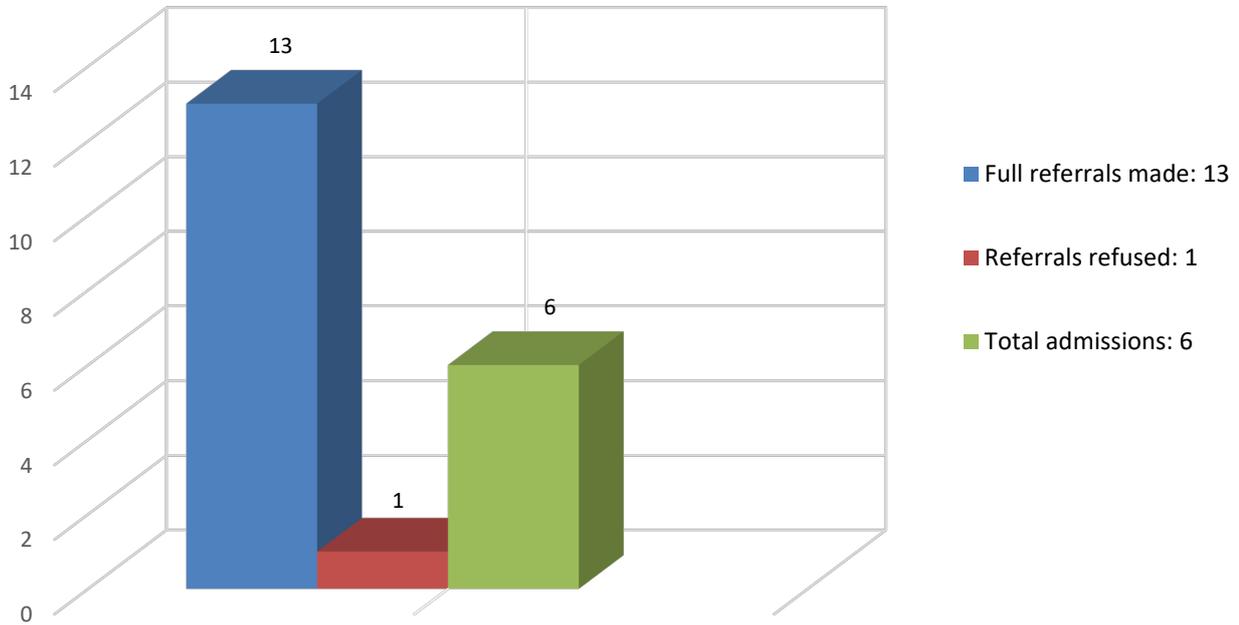
As Highwater House's remit changed over the years to focus on dually diagnosed clients, Mrs B was asked if she would like to move to a quieter environment, maybe one seen as more suited to an older lady, but she always declined saying Highwater House was her home. She was supported by staff to remain there until her death in September 2018 from cancer.

In order to fully support Mrs B, staff were retrained in end of life care and, led by the community nurse team, provided palliative care for her over the last months. Despite this being far outside the home's remit, the staff team wanted to honour Mrs B's decision to remain at the home until her death.

Mrs B is a legend at Highwater House. We are proud to have supported her throughout the different stages of her life and are pleased to have respected her wishes to stay at Highwater House in her last years.

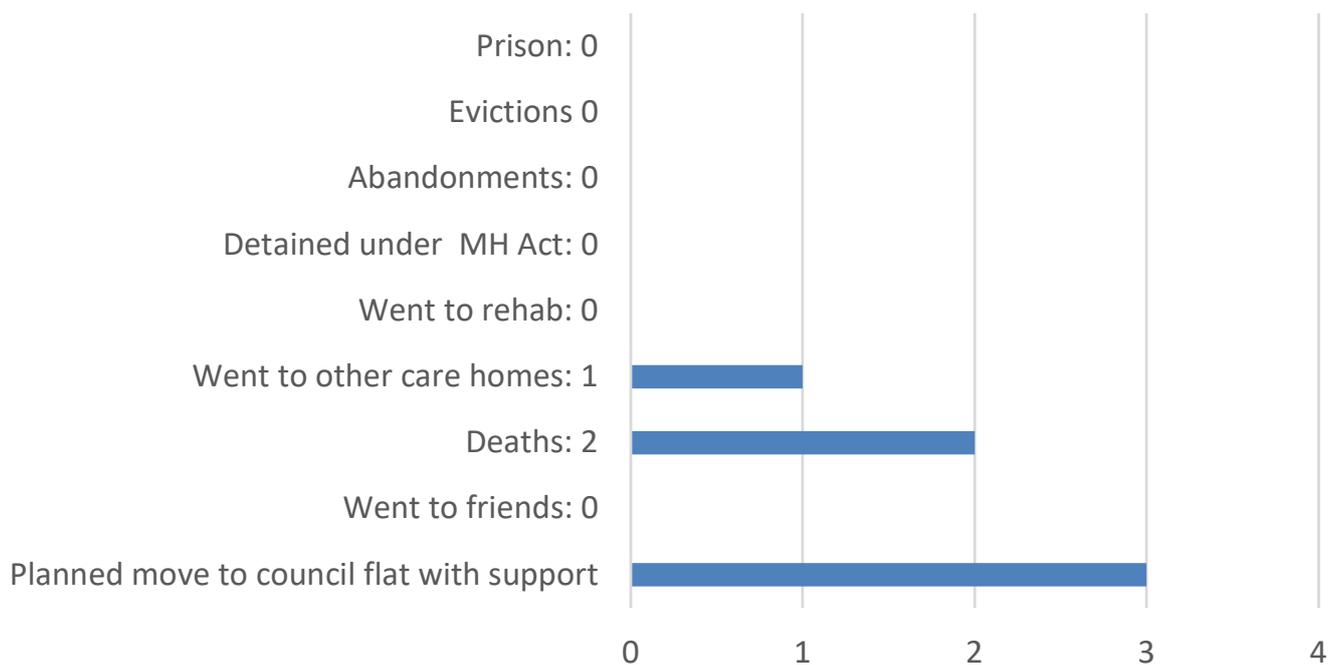


1st Jan - 31st Dec 2018 Admissions profile

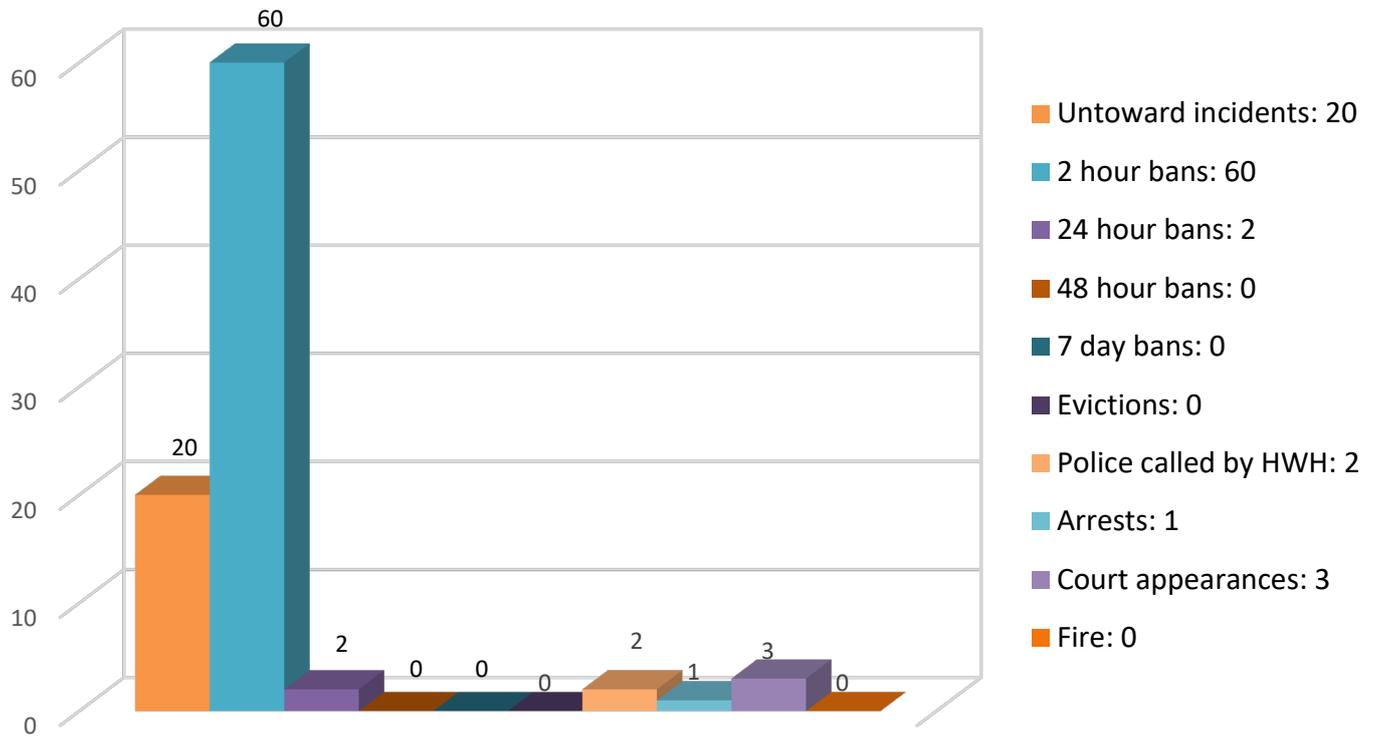


Move-ons 2018: 6

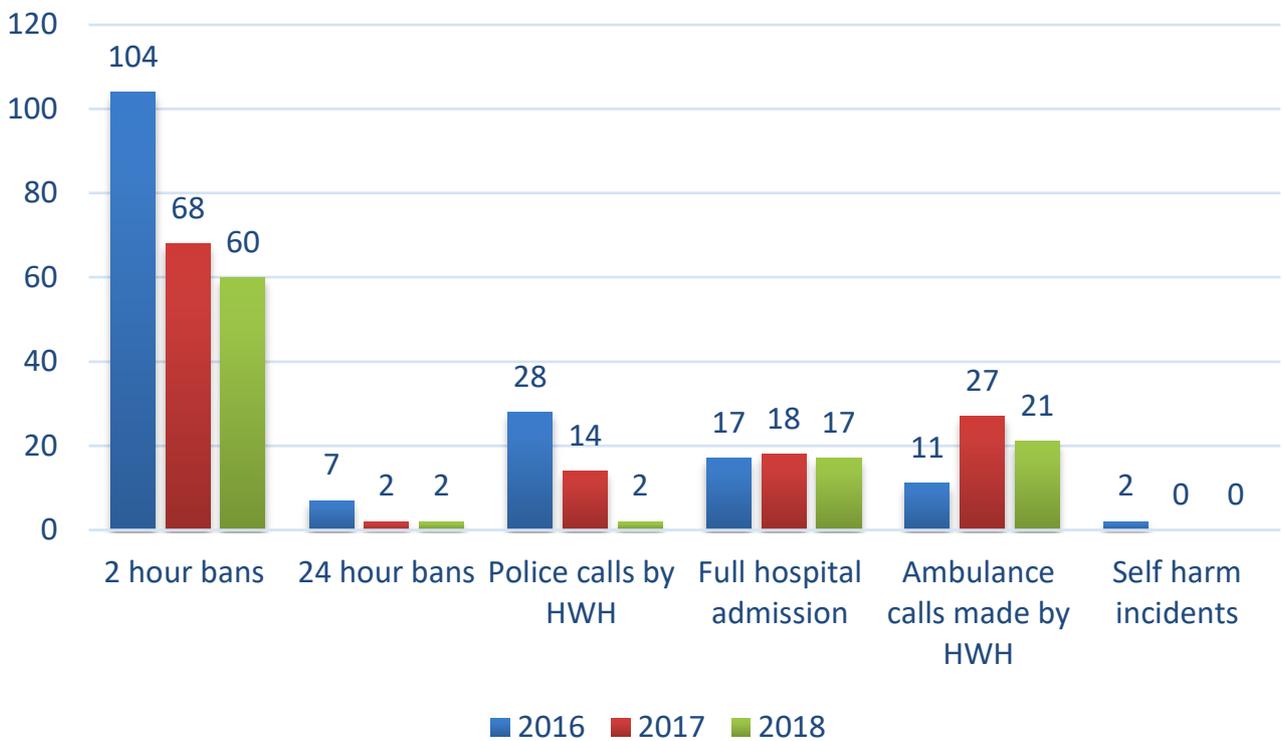
Total move-ons: 6



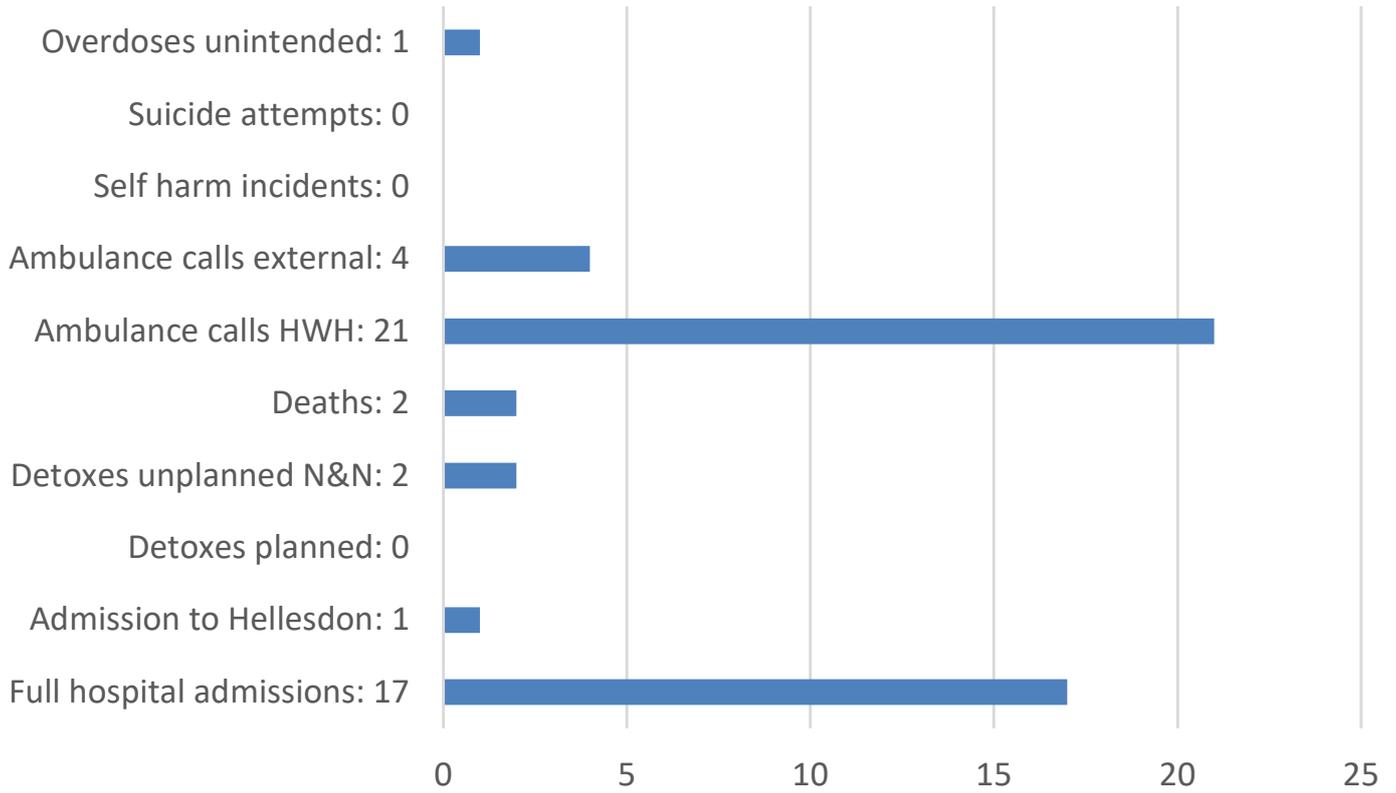
Exclusions 1st Jan - 31st Dec 2018



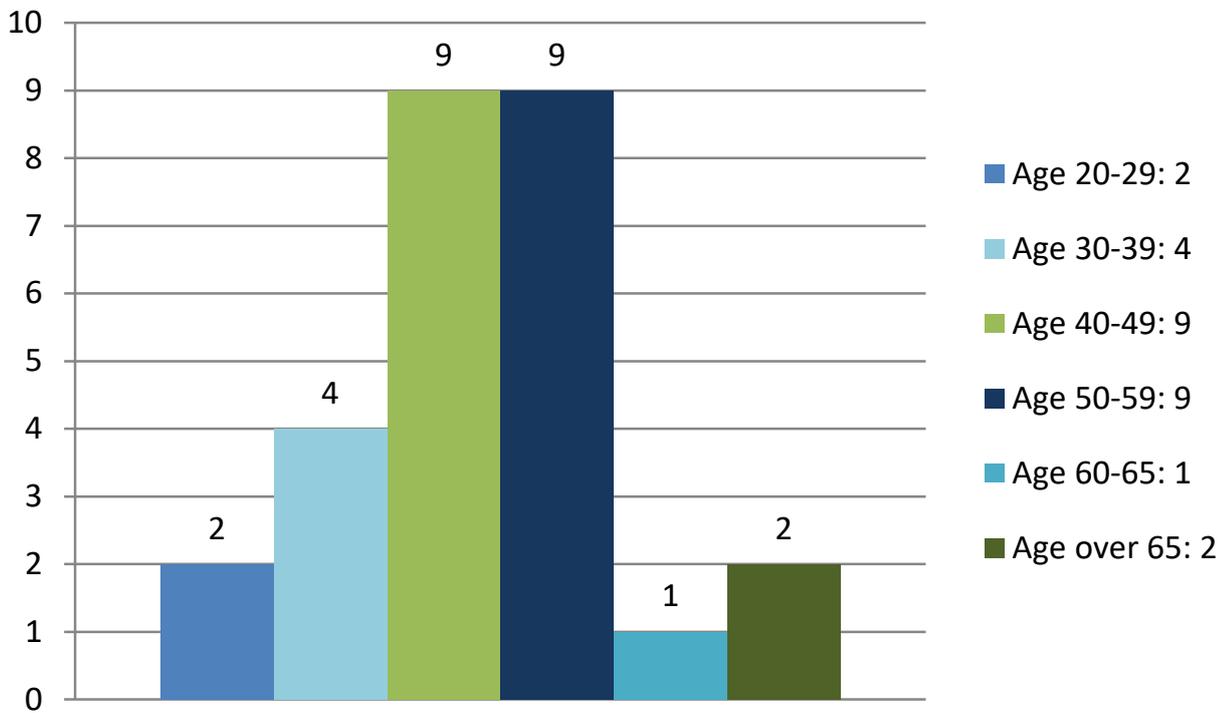
Exclusion and health comparisons: 2016, 2017, 2018



Health

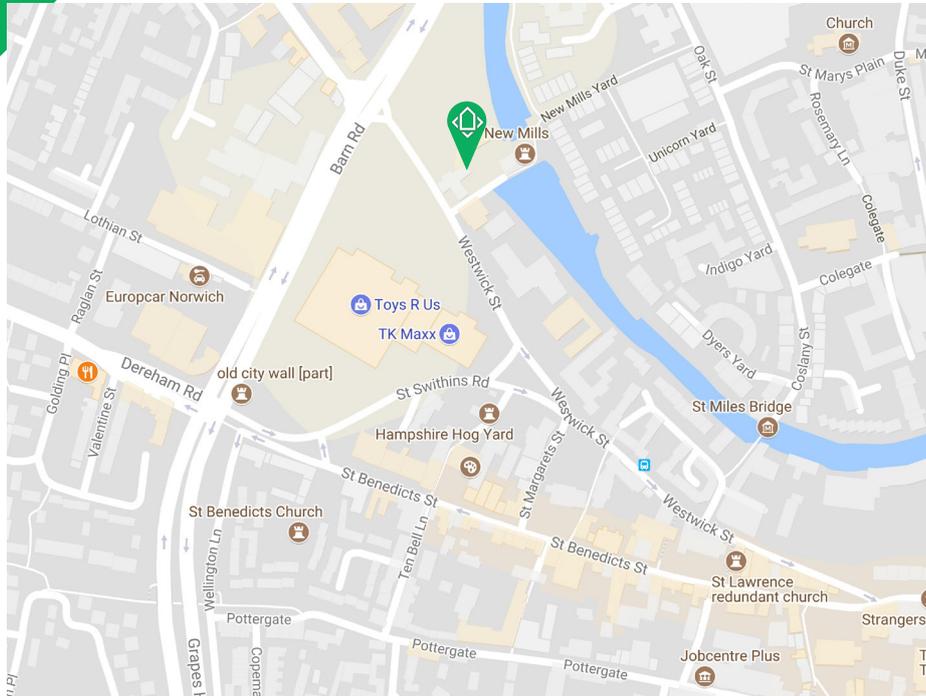


Age of residents





St Martins Highwater House



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