

Arch.

**Annual Report
2018-2019**

Letter from the Chair and CEO



2018-19 was our second full year of providing the integrated healthcare service for homeless patients in Brighton & Hove.

Arch Health CIC took over the contract from The Practice PLC in February 2017 and now run the specialist GP service, various outreach clinics, a hospital in-reach team and work with partners to deliver non-clinical health engagement work and a wide range of health interventions to meet the health needs of homeless people in the city. All of these are detailed within this report and we hope that, as you read it, you will sense the great passion and determination of the Arch team to achieve our vision which is to 'Explore every opportunity to improve the health and well-being of homeless and vulnerable people'.

On January 28th 2019 we underwent our first Care Quality Commission (CQC) Inspection at Arch. You may be aware that these inspections are an extremely demanding and rigorous process which take place at short notice. The three CQC inspectors spent a long day with our team looking at the finer detail of our systems, processes and practices as well as our patient engagement and organisational culture.

A few weeks later we were delighted to hear that we had been awarded the overall rating of OUTSTANDING and also achieved OUTSTANDING in all 5 areas of inspection. We are extremely proud of every member of our team for what they have created at Arch and the service which they provide day in and day out.

It was a great privilege to be able to share with the CQC inspectors the incredible collaborative work which happens across many organisations for the homeless community of Brighton & Hove. We recognise that Arch really is dependent on so many others in the city and are grateful to everyone who is working to support the health & well-being of homeless patients. We believe that by working together we have an opportunity to do something really unique and special in our city which will serve as an exemplar to other areas and have an enormous impact on the way in which we care for our most vulnerable citizens.

Homelessness remains a huge problem across the country. In November 2018 Shelter published a report which suggested that 320,000 people are currently without a home in the UK, a figure which has risen by 13,000 in the last year alone. The Office for National Statistics also reported that Brighton & Hove has one of the highest levels of homeless deaths in the country citing 48 death between 2013 and 2017 and 11 in 2017 alone. At Arch we are all too aware of the many preventable deaths, often of young men and women, and we remain determined to meet the rising needs of our patients with caring and responsive services.

You will read in this report evidence of the high standards of care, excellent patient engagement and the considerable impact which is being made on emergency and secondary care by the work we are doing with partners across the city. We are glad to work so closely with Justlife, SCFT, Inclusion Health Leicester as well as Brighton & Hove CCG and NHS England in order to provide outstanding services which we believe benefit the whole city.

Yours Faithfully,

A handwritten signature in black ink, appearing to read 'Anna'.

Dr Anna Hiley, Chair

A handwritten signature in black ink, appearing to read 'Gary'.

Gary Bishop, CEO

Our Organisation, Governance and Values

Arch Health is a Community Interest Company, this means it runs on a not-for-profit basis and is an asset-locked body which exists for the benefit of homeless and vulnerable individuals.

The board is made up of five executive directors who all hold paid positions within the organisation and five non-executive, or 'volunteer' directors who offer their support to Arch free of charge. The full board meets bi-monthly, under the leadership of non-executive chair Dr Anna Hiley, to provide robust governance and guidance to the organisation.

Our decision making and prioritisation are always informed by our five core values. Visitors to Arch will see our values displayed in various places around the building and we make regular attempts to remind our team about the importance, not just of the things that we do but of the way that we do them.

Vision: Arch Health CIC exists to explore every opportunity to improve the health and well-being of homeless and vulnerable people. Why? Because periods of homelessness can have a devastating impact on a person's life and we believe that excellent, caring, primary health care can prevent long term suffering and save lives.



Our values

EQUALITY & FAIRNESS

Valuing and respecting all our patients, staff and partners.

COLLABORATION & COMMUNITY

Working together, investing in our relationships with others.

EXCELLENCE & CURIOSITY

Striving for outstanding quality of care in our services and our organisation.

HONESTY & INTEGRITY

Being true to ourselves, our patients and our partners

KINDNESS & HUMANITY

Being joyful, respectful and compassionate in all our work

Care Quality Commission

In January 2019 Arch Health CIC underwent its first CQC inspection. Following a comprehensive review of our service by inspectors we were delighted to be awarded an Outstanding rating in all 5 areas of the inspection.



EXCERPT FROM REPORT SUMMARY

We carried out an announced comprehensive inspection at Arch Healthcare on 28 January 2019 as part of our inspection programme. This was a first rated inspection for the service that was registered with the CQC in February 2017.

We based our judgement of the quality of care at this service on a combination of:

- what we found when we inspected
- information from our ongoing monitoring of data about services and
- information from the provider, patients, the public and other organisations.

We have rated this practice as outstanding overall.

We rated the practice as outstanding for providing SAFE services because:

- A proactive approach to anticipating and managing risks to people who use services is embedded and is recognised as the responsibility of all staff. A risk management model had been devised to identify which care pathway within the integrated service was most appropriate for each patient.
- There was evidence of learning from significant events that was shared outside of the practice to improve safety and reductions in harm.

We rated the practice as outstanding for providing EFFECTIVE services because:

- Multidisciplinary working was at the forefront of the model of care for the service. Collaborative working across the integrated service meant that patient outcomes had improved and there was evidence of reduced accident and emergency attendance, and a 32% reduction in unplanned admissions and a 42% reduction in re-admissions to hospital.
- There was a collaborative and holistic approach to transitioning patients to other GP practices when they were more stable and able to work.

We rated the practice as outstanding for providing CARING services because:

- Feedback from patients was consistently positive and was higher than local and national averages in some areas.
- There is a strong, visible person-centred culture. Staff are highly motivated and inspired to offer care that is kind and promotes people's dignity.
- The practice coordinated an annual memorial service for patients, staff and the public to commemorate the lives of homeless patients who had died.

“There is a strong, visible person-centred culture. Staff are highly motivated and inspired to offer care that is kind and promotes people's dignity.”

We rated the practice as outstanding for providing RESPONSIVE services because:

- Services were tailored to meet the needs of individual patients. They were delivered in a flexible way that ensured choice and continuity of care, particularly for patients who were vulnerable and those with poor mental health.
- There were innovative approaches to providing integrated person-centred care that increased access to services for patients, including clinicians visiting patients in the community at hostels, drop-in centres and on the streets in order to meet their needs.

We rated the practice as outstanding for providing WELL-LED services because:

- Strategies and plans are fully aligned with plans in the wider health economy, and there is a demonstrated commitment to system-wide collaboration and leadership.
- Leaders have an inspiring shared purpose, and strive to deliver and motivate staff to succeed. There is strong collaboration, team-working and support across all functions and a common focus on improving the quality and sustainability of care and people's experiences.
- Governance arrangements are proactively reviewed and reflect best practice. A systematic approach is taken to working with other organisations to improve care outcomes.
- These outstanding areas benefitted all population groups and so we rated all population groups as outstanding.

We saw several areas of outstanding practice including:

- A risk management framework was in use across the integrated service. This included clear referral criteria and case management responsibilities for patients based on the assessment of risk.
- The practice monitored key performance indicators and measured performance using a range of metrics. This included measuring the impact of interventions and care and treatment on a reduction in access to secondary care.

Our Patients

At the end of March 2019 the Arch Healthcare surgery had 1,339 patients. We can receive as many as 20 new registrations in a single week and deduct a similar amount

People can register at Arch if they are:

- Street homeless
- Living in emergency accommodation
- Living in a van
- A traveller
- Sofa surfing
- Living in a hostel

Throughout the year we had a monthly average of 53 patients joining and 56 patients leaving the surgery. Patients are required to move on from Arch if they:

- move out of Brighton and Hove, or
- settle in stable accommodation

We offer one-to-one support for patients joining other local surgeries to ensure a healthy transition of care.

Due to the high levels of need and complexity amongst our patients we have a very high level of engagement, this means we treat approximately 470 different patients each month seeing each one 2-3 times per month on average.

The people who we care for are often experiencing poor mental and physical health which are both exacerbated by their living conditions. People can also face problems in accessing and storing medication, have problematic drug and alcohol use and they often require assistance in communicating with DWP regarding their benefits, housing and wider social issues. Our staff try to offer help or steer people in the right direction for the support they need.

“The people who we care for are often experiencing poor mental and physical health which are both exacerbated by their living conditions”



Our Surgery

Arch is much smaller than the average GP surgery, with a small number of patients. Most of our patients are under the age of 60 with only a small number of children.

In order to be responsive to the needs of our patients we offer a combination of ‘walk-in’ and booked appointments every morning and every afternoon, this means that we are able to respond appropriately to the events of the day and ensure that our clinicians are available to see all who need to be seen in a timely manner.

Our team work hard to make the Arch surgery a welcoming and accessible place, visitors often comment on how the reception team know and refer to patients on first name terms and that they are polite, friendly and non-judgemental. This professional but relational approach is vital as we build trust and rapport with patients whose circumstances and health are often complicated and frightening. Arch is a place where people can feel understood and cared for, this starts at reception because we know that a positive experience in the waiting room often helps towards a positive experience in the consulting room.



Clinical Achievements

The Integrated Homeless Health Contract contains a multitude of targets and Key Performance Indicators which we use to measure the effectiveness of the service. We also use the data to help us understand our patients better and improve the way in which we offer care.

On April 1st 2019 Arch Healthcare had 1,339 patients including 630 who had registered during the previous 12 months. During the same period we deducted 678 patients for reasons of moving out of area, no longer needing the specialist service or non-engagement.

1,339
patients

Of our 1,339 patients on average we saw 863 different individuals per quarter which is over 64% of the entire list. The average number of appointments per patient per quarter was 3.6.

different individuals per quarter

We have been able to offer 98.9 % access to same-day nurse appointments and 93.6% of same-day GP appointments. The wait for a GP appointment has averaged 9.5 days. The uptake of GP appointments has been 91.3% and nurse appointments 86.5%.

same-day nurse appointments

Quality of Care
The target set by commissioners was a QOF score of 95% with exception reporting not exceeding 30%. At the close of the year Arch recorded a score of 94.2% with exception reporting at 23.3%.

QOF score

Between April & December 2018 we recorded the following hospital data compared to the same period in the baseline year of 2016-17:

- Reduction in annual A&E attendance per 1,000 patients: 5.4%
- Reduction in annual unplanned admissions per 1,000 patients: 33.0%
- Reduction in annual readmission rate within 30 days per 1,000 patients: 47.8%

reduction in unplanned hospital admissions

reduction in readmissions to hospital



Tom's Story

Tom has been rough sleeping for over 20 years all over the UK. He has been alcohol dependant from a young age due to an alcohol dependant mother and spending his childhood in pubs. After the death of his child he spiralled into antisocial behaviour and after a few stints in prison he started to move around more. Tom arrived in Brighton in 2013 and continued to drink and rough sleep with his health deteriorating. He eventually was placed in a hostel but was evicted for antisocial behaviour as he was still drinking.

After multiple hospital admissions Tom was placed in emergency accommodation. Due to the damage done to his liver Tom was very unwell. We were able to connect Tom with the excellent homeless nursing team from Sussex Community Foundation Trust and engage a social worker and funding in order to support his health long term.

Tom recently moved into a nursing home that cater for all his health needs. Tom is now sober and has been for about 4 months, which is the longest he has been in his adult life. Tom is happy, settled, and well looked after for the first time in a long time.

Tom said to his Health Engagement Worker "you're my rock, I don't know what I'd do without you, I honestly don't."

Hospital Inreach Service

Team

As part of the integrated homeless healthcare contract Arch is involved in the delivery of the Pathway team at the Royal Sussex County Hospital. Arch provides clinical leadership through Dr Chris Sargeant (Arch Director and GP) who heads a team which includes a part-time Nurse and full-time Advocacy and Discharge Coordinator who are employed by Sussex Community Foundation Trust (SCFT) and Justlife respectively.

During the year this team supported over 450 homeless people who used the hospital, receiving referrals from within the hospital and from external services. The team also take a proactive approach to finding homeless patients in A&E and on the wards.

Aims

The Pathway team aims to provide additional support to homeless patients from their admission, throughout their stay and to arrange a safe, managed discharge when the time comes to leave. The kind of support on offer might include the provision of practical goods and advice which enable the person to stay in hospital for the appropriate length of time and lots of liaison with hostels and housing providers, DWP and community support team prior to discharge. Patients are often registered at Arch and referred to the health engagement team for ongoing assistance.

Care plans for patients are created at the fortnightly Multi Agency Homeless Health Meeting (MAHHM) which is chaired by Dr Sargeant and Dr Worthley and attended by a wide variety of stakeholders who work together to establish the best course of action for each patient.

Impact

The team is an important part of the integrated healthcare system and as a result of its efforts is seeing lower rates of self-discharge, this is obviously very valuable as it enables patients to receive the fullness of treatment required for their condition. Furthermore, the team are seeing a reduction in the number of people being discharged to the street.

The service is also enabling a higher level of communication between hospital staff and primary care and together they are reducing the use of A&E, unplanned admissions and the number of people returning to hospital within 30 days.



Inaugural Homelessness & Health Conference

In November 2018 Arch hosted Brighton & Hove's first ever Homelessness & Health Conference in partnership with the St Martin's Frontline Network.

The day conference took place at the Friends Meeting House in Brighton and welcomed almost 100 people for all or part of the day. Morning sessions were designed to equip non-clinical staff with helpful information about different health conditions which their clients may encounter such as COPD, poor mental health, hep C, diabetes, substance misuse and asthma. In the afternoon we were joined by around 30 clinicians who spent time considering a variety of issues related to providing primary care to homeless patients while the frontline workers shared in a session on self-care and a showcase of local homeless health services.

Arch staff provided all the training for this event and the Frontline Network (run by Justlife) organised the logistics and delegate engagement. Feedback from the day was extremely positive and we are planning to hold a second conference on Wednesday 20th November 2019.

Rememberance Event

In February 2017 and 2018 Arch have hosted an event for local workers, patients and the general public to mark the lives of people who have died whilst homeless in Brighton & Hove throughout the year.

On both occasions this has been a poignant and significant event as we have gathered with many others to pay our respects and give a little recognition and dignity to those who often reach the end of their lives so early and yet unnoticed.

The remembrance event will become an annual event for the city.

Teaching & Research

Throughout the year Arch has continued to work closely with Brighton & Sussex Medical School facilitating research and teaching for medical students.

Our work in this area includes:

- hosting and contributing to the student selected component for 3rd year BSMS students: 'Healthcare of Homeless People'
- hosting Brighton & Sussex Medical School medical students junior (Y1/2) and senior GP (Y5) students, plus elective students
- hosting visits from 6th formers, medical students and junior doctors from around the country
- supporting medical student societies for GP and homelessness and health
- hosting hospital team visits from a range of disciplines.

During this year we have been involved in student research projects including:

- 4th year medical student research project: 'Unmet need in people with psychosis re drug and alcohol issues' at Arch
- medical anthropology PhD student from UC Berkeley / UC San Francisco looking at staff coping with service re-configurations.



“These are highly skilled but non-clinical staff who provide a wide range of support to people who have a particular and pressing health need which can be helped with some high-intensity support.”

Health Engagement Work: with Justlife

As part of the integrated homeless healthcare contract we have five Health Engagement Workers working in various homeless settings across the city.

These are highly skilled non-clinical staff who provide a wide range of support to people who have a particular and pressing health need which can be helped with some high-intensity support. This team is provided by local charity Justlife who also provide an Advocacy and Discharge Coordinator for the Pathway team at the Royal Sussex County Hospital and a Hub Coordinator who works to connect services to the Arch Surgery and develop integration.

The Health Engagement Team support around 75 clients at any one time. The work is varied and the primary aim is to support clients to attend medical appointments with their GP or at the hospital but the team do a lot more besides. Regular interventions might include ensuring clients are on the correct benefits, making referrals to foodbanks, housing referrals, connecting with drug and alcohol services or any other relevant organisation in and around the city that will improve their health and wellbeing.

The team also spend a lot of time coordinating their support with other agencies, advocating on a client's behalf with housing providers, benefits agencies and other services which clients connect with. A really important aspect of their work is providing regular welfare checks to ensure that a person's health is not deteriorating in any way. The team mainly conduct welfare checks in person or via the telephone as appropriate.

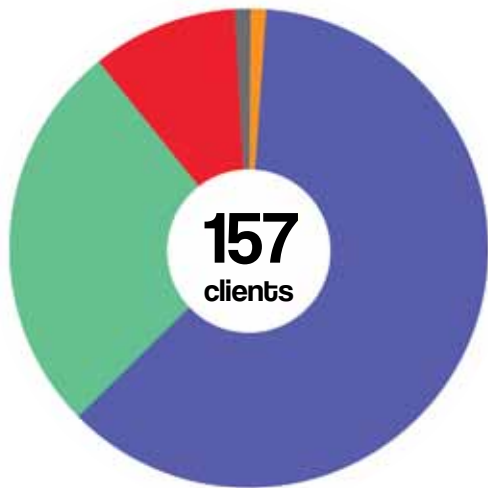


Health Engagement Statistics

We supported 157 clients during the last financial year. To these clients we provided 5,271 recorded interventions. This is intensive work with people who face many, many challenges in life. The demand is ever growing for this kind of support for people who are homeless and extremely unwell in our city.

Of the 157 clients we supported:

- 62% were in emergency accommodation,
- 27% were in supported accommodation (with 24 hour support)
- 10% were in temporary accommodation (longer term accommodation provided by the council)
- 1% were in private rented accommodation
- 1% were rough sleeping



Hub Co-ordination

The Arch Hub & Spoke model is a vital part in improving multi-agency work within the city. Simon Gale the Hub Coordinator launched and now chairs the city’s Temporary Accommodation Action Group (TAAG) which brings together many different agencies across the city such as the council, accommodation providers and residents, and are committed to collaboration and finding solutions around how emergency and temporary accommodation can be improved to better the client experience.

Simon chairs the Homeless Operational Forum and was instrumental in creating the Frontline Network which is a great opportunity for workers to network with other organisations, discuss common themes and experiences of working in the health and homeless sector, and to provide that vital peer support in what is often a challenging environment. The Frontline Network run events on subjects such as ‘Universal Credit’ and ‘Dealing with death on the frontline’ as well as being a partner for the annual Homelessness and Health Conference alongside Arch.



Graham’s Story

Graham was a victim of an acid attack in Croydon resulting in skin grafts on his face, including his eyelids. His vision was damaged beyond repair in one eye but in the other he had partial sight, approximately 20%. Graham presented at Worthing Council due to having a good friend living there after fleeing violence. He was placed in Brighton and then referred to Justlife. When I met Graham he was hardly leaving the building due to fear of falling and getting lost. I supported him to the local shops, showing him all the pedestrian crossings, and not long after he was managing this himself.

I supported Graham to an eye specialist appointment in London but after I adjusted the settings on his phone making the text larger, and his sight improved a little, he was able to attend his London appointments independently going forward. Graham was referred to the Off the Fence Hygiene for All programme to have his clothes washed. He was also supported to apply to Personal Independent Payment and started the process of applying for the higher rate of Universal Credit.

Not long after starting to work with Graham, Worthing Council wanted to move him to Eastbourne where he had some family, but we soon realised that they would not be able to support him in the ways that he needed and he would be further away from his supportive friend. We were fortunately able to access some legal advice and a solicitor wrote to the council who then quickly found Graham a place to live in Worthing. We will continue to support Graham from a distance until his benefits are stabilised and his future housing is secure.



Health concerns for your clients?

There are a variety of health concerns and conditions which clients present to staff. Often the root cause of many health concerns is the clients experience of poor housing, social isolation and substance misuse.

In terms of physical health, often clients have breathing difficulties such as Chronic Obstructive Pulmonary Disease (COPD), heart disease, liver disease and mobility problems linked to back or leg problems. Mental health is a huge challenge as many clients suffer from depression, anxiety and bi-polar disorders which often stems from trauma and negative life experiences. These health problems are often exacerbated because individuals have not engaged with a GP or other health professionals for a long period of time, which has delayed treatment and led to a deterioration in their condition.



Introdu



Nathan Milenkovic

Health Engagement Worker

I’ve been working with the homeless for 10 years in Brighton starting in a hostel, then leading in a ‘move on project’ and now Health Engagement Outreach Work. I love my dogs, allotment, and motorcycle which I use to get around at work helping me to get tasks completed.

Why did you want the job?

I enjoy the varied nature of my job which can be supporting clients with all manner of health concerns from flu to cancer as well as getting positive outcomes with other issues like housing and benefits. Even after so long the client group make me laugh regularly and I appreciate working with such varied people who are extremely thankful for the help.

What do you like about working in partnership with Arch?

Arch Healthcare are brilliant and fluid in their approach to joint working making collaboration towards goals easy. They are always listening, patient and go the extra mile to solve any issues that we as workers or the patients themselves may have.



Dearbhla

Practice Nurse

I moved from Dublin to London three years ago and worked in a busy hospital before moving to work in a Sexual Health clinic in Soho. This was a great place to work – fun and exciting but very busy.

Why did you want to work at Arch Healthcare?

I had wanted a change for a while and had been keeping an eye on jobs that were being advertised. Nothing was really appealing to me but then I saw the advertisement for Arch and thought this is exactly what I want.

The idea of practice nursing appealed to me because it is very varied and you also have the opportunity to really get to know your patients, rather than treating them once and never seeing them again. I also liked that this service was aimed specifically for homeless or vulnerably housed people as I had previously seen how these patients can sometimes struggle to feel listened to and respected in general health systems. The idea of being part of a service that genuinely cares and tries to make life better in some way for vulnerable people really appealed to me.

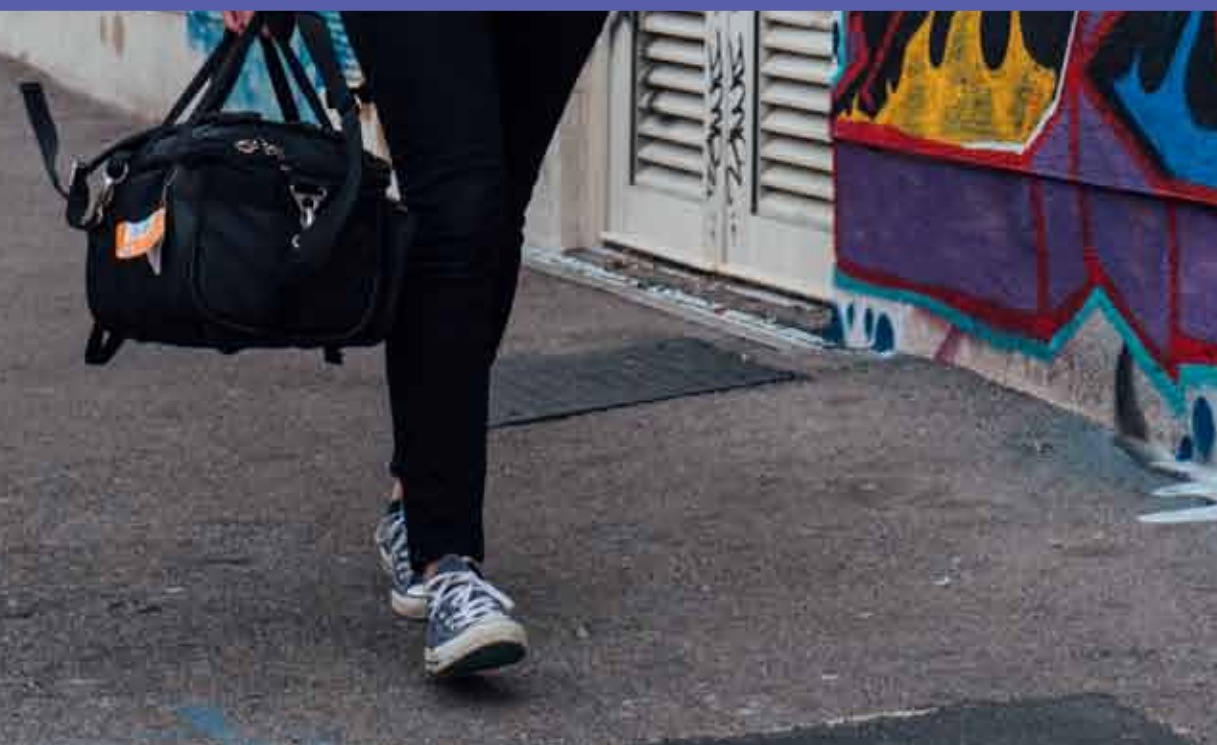
How have you found it since you started?

There’s been a lot to learn but I’m getting there! All the staff members and patients have been brilliant – everyone instantly made me feel welcome and have been really patient while I learn how everything works. Everyone here seems to be really passionate about their jobs so that’s a really nice atmosphere to start working in.

Details

Company Name:	Arch Health CIC
Registered Office:	School Clinic, Morley Street, Brighton, BN2 9DH
CIC Number:	09989518
Company website:	www.archhealthcic.uk
Surgery website:	www.archhealthcare.uk
Non-Executive Directors:	Dr Anna Hiley (Chair) Geraldine Hoban Phil Baldwin Dr James Annis Leila Powell
Executive Directors:	Dr Chris Sargeant Dr Tim Worthley Fliss Purchase Gary Bishop (CEO) Hannah Bishop
Bank:	Coop Bank, Delf House, Southway, Skelmersdale, WN8 6NY
Auditor:	Mayfield & Co, 2 Merus Court, Meridian Business Park, Leicester, LE19 1RJ

Arch Health CIC annual accounts are available at Companies House or on request.



The Future

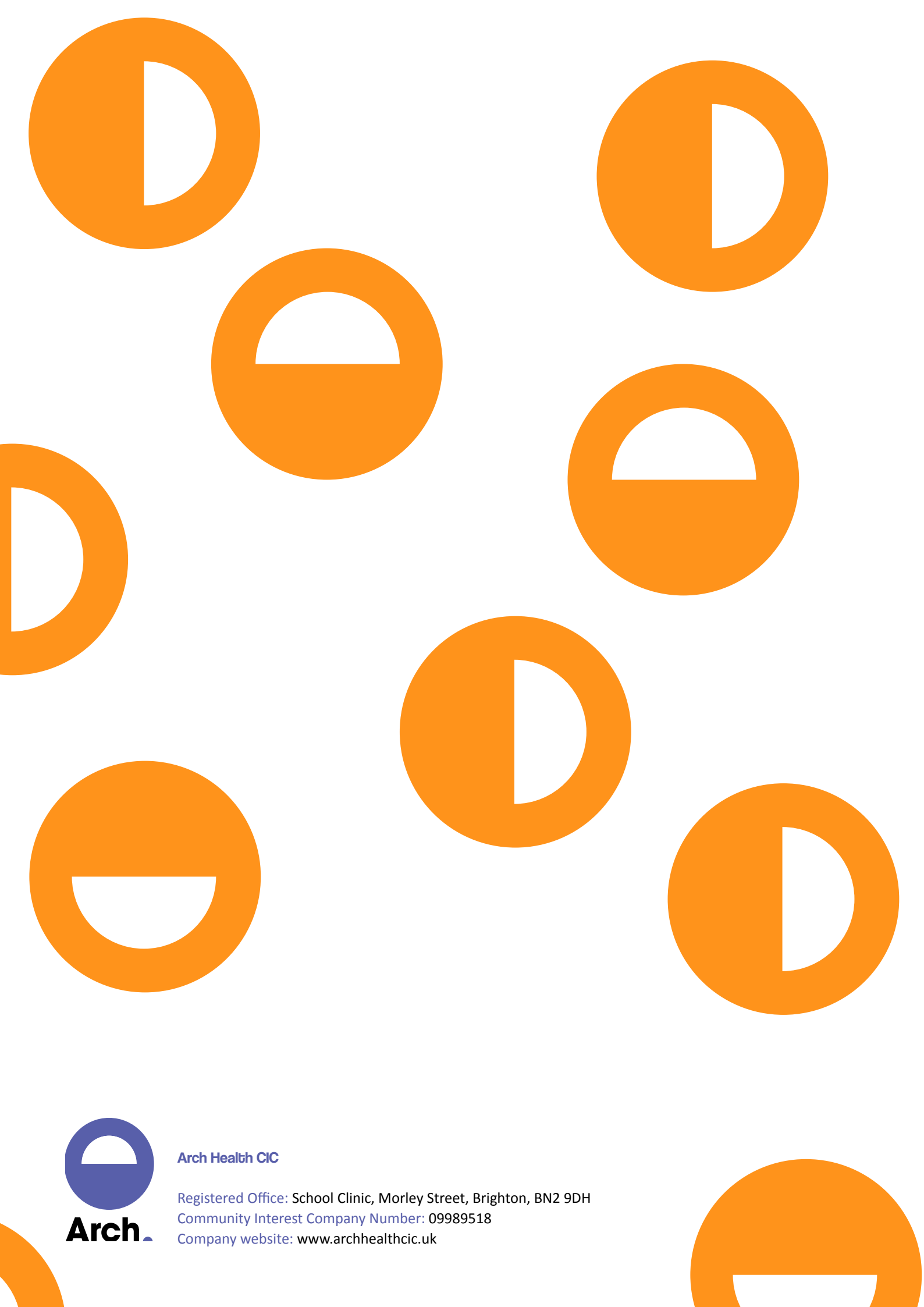
Having established Arch and worked with others to develop the integrated homeless health service for Brighton & Hove we are now working towards the development of our services and hope throughout the next year to make strides towards moving to a new premises which can house a Multi Speciality Community Team in order to further enhance the impact we are making on the health and well-being of homeless people throughout the city.



... And finally, here's what our patients have to say about Arch...

This is the first doctors that listens and doesn't accuse me of being aggressive when in appointments and understands my mental health // Make you feel welcome. Very friendly to everyone, I have seen this every time I come here // Polite; respectful. I hate going to doctors so to feel comfortable here like I do is good // All so friendly and welcoming // Staff are great // Always friendly and know what they are doing // Words do not suffice // Excellent // Always friendly and welcoming. I suffer terrible anxiety and attending appointments is sometime a challenge so getting a welcome helps // Very patient and understanding, always helpful // The nicest staff I have come across in the surgery // They have been extremely supportive during a very difficult time // They are all hard-working // All the staff are the best. I love all of them. They make me happy every time I come to the surgery. Thank you to all the staff. // I think the doctor and staff are really good and give excellent service // They are all lovely // Very friendly // I've been coming to the surgery for 5-6 years and I can't fault it any way // Have no complaints - a great surgery // This is the best surgery I've ever been to // Pray continue as you are // Staff do a really good job // Thank you for your support // Thank you Arch, you are amazing // Keep up the good work // Just keep on keeping on

(Patient Survey, July 2018)



Arch Health CIC

Registered Office: School Clinic, Morley Street, Brighton, BN2 9DH

Community Interest Company Number: 09989518

Company website: www.archhealthcic.uk