Oxford Health NHS
NHS Foundation Trust

28 Years of Homeless Healthcare

The Story of Luther Street Medical Centre, Oxford

Dr Sally Reynolds (GP, Luther Street Medical Centre)

Luther Street 1985- 2013

Luther Street is a purpose-built medical centre in the heart of Oxford, a city with the second highest incidence of homelessness outside London.

Since 1999 it has housed a full primary care specialist homelessness team.

Luther Street Medical Centre

- A specialist health service for patients experiencing various stages of homelessness since 1985
- Approximately 900 patients seen every year.
- A "hub" where patients can access a variety of healthcare professionals.
- Directly commissioned by the NHS.
- Fully embedded in the wider Oxford network.

LUTHER STREET CENTRE
Consultations Year to September 1988

Daily Problems

The solution

Patient care

Aug 2012

May 2012

Nov 2012

Requirements of a successful service in deprived area:

- Comprehensive, co-ordinated care over a long period of time
- Practitioners who are known and trusted
- Cumulative knowledge in the team
- Services which are not unfamiliar or distant

From: "GPs at the Deep End",

Prof Graham Watt, University of Glasgow, 2011

How to provide continuity?

- Provide a multi-disciplinary team
- Time – 20-minute consultations, admin time
- Prevent staff burn-out – flexitime, flexible roles
- Team lunch
- Peer support – significant event meetings etc
- Protocols – developed by the team
- Supervision

Daily lunchtime meeting

The healthy staff team

Staff Differences

Enmeshed	**Nurturing Style**	**Limit-setting style**	**Withholding**
Over-involved (identification with "victim" dimension of client. (unhealthy difference)	(healthy difference)	(healthy difference)	Punitive (identification with "perpetrator" dimension of client). (unhealthy difference)

From "Borderline Personality Disorder – a practical guide to treatment"
by Roy Krawitz and Christine Watson
OUP 2003

Luther Street: Working Together for the Health of Homeless People

- Collaborative
- Holistic
- Responsive
- Empowering

Working together

- With the patient
- With each other – the primary healthcare team
- With other health workers – visiting specialists
- With other agencies – the network, statutory & voluntary
- Charity and NHS partnership provides flexibility

.. for the Health

Health is much more than absence of disease.

- Physical
- Mental
- Social
- Spiritual

"A home is more than a physical structure. It is a sense of belonging and of personal affirmation." – 2002 RCGP statement on Homelessness and Primary care.

… of People Experiencing Homelessness

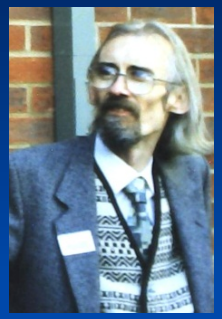
- Patient-centred
- Empathic
- Relationship-based
- Empowering

Luther Street milestones

- 1981 GP sessions twice a week in hostel
- 1983 Branch surgery in Salvation Army Citadel
- 1985 LSMC in Portakabin outside Night Shelter
- 1988 Acupuncture and podiatry sessions start
- 1989 Practice nurse joins team
- 1990 OHMF becomes charity
- 1991 Outreach worker and hostel nurse added
- 1992 DoH funding for medical director post

Luther Street Medical Centre – 1989

Practice nurse



Project director

GP

Part-time receptionist

TOTAL STAFF TEAM 2.5 + GP sessions

Alcohol Detox

- Chlordiazepoxide to people withdrawing severely
- Drinkers would come from London to dry out
- "Dry" environment and experienced hostel staff of Simon House essential
- Study comparing detox in Simon House and in psychiatric hospital showed identical outcomes (Max Marshall BMJ 19??)

Luther Street Medical Centre - 1992

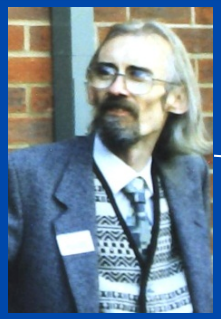
Night Shelter nurse

Practice nurse

Patient Care Co-ordinator

Medical Directors
1 wte, job-share

Reception Hub



Project Director

1 reception
1 admin

TOTAL STAFF TEAM 7

Outreach worker

Daily methadone bus

Acupuncture clinics weekly

Visiting SHO in psychiatry weekly

Podiatry clinics monthly

Bricks and Mortar

Building target

Working with the press

6 OXFORD MAIL, Friday September 29, 2006

Bill Heine A STING IN THE TALE

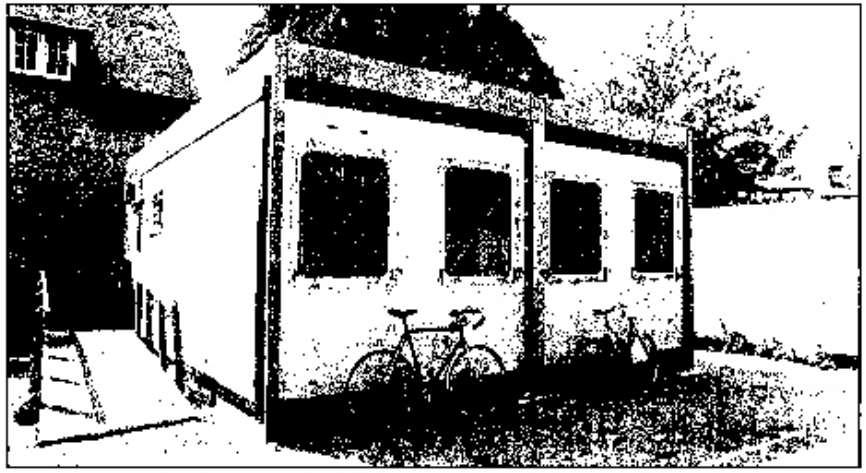
Medical magicians deserve better HQ

I HATE birthdays, but the tenth anniversary of the Luther Street Clinic in central Oxford last week was special because it is the only clinic that offers medical care for the people who need it most. The homeless.

The staff of three doctors are providing ordinary medical care for extraordinary people.

Here is the profile of a typical Luther Street clinic user:

- male users make up 80 per cent of patients with an average age of 38 years three months
- he comes to the clinic ten times per year
- 51 per cent of the users are resident in Oxford for over six months
- 100 per cent are unemployed, can't find work
- 86 per cent smoke
- 51 per cent have an alcohol problem
- 71 misuse drugs
- 27 per cent have injected drugs in the last six months
- 22 per cent have a risk of mental health difficulties
- the average age of death is 48 years and two months.



Poor show: the cramped conditions of the temporary building in 1997

This service to the homeless is one of the most courageous and creative in Oxford, and it is all done from a temporary building.

The staff are like magicians doing tricks from a small, wonderful case.

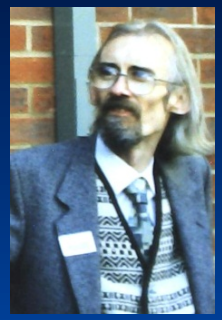
Last week they were given a very happy birthday, and perhaps next year they won't have to celebrate in the cramped quarters of a temporary building.

Luther Street milestones (2)

- 1993 Evening nurse and needle exchange start
- 1996 Development worker appointed to fund-raise for building
- 1997 Outreach worker becomes drug worker, methadone prescribing starts.
- 1998 PMS pilot project, delivered by "Luther St Primary Care Ltd". Building starts.
- 1999 New building opens. Dental clinic starts.
- 2000 Practice Manager appointed

New building reception

Luther Street Medical Centre - 2000



CEO of "Luther Street Primary Care Ltd"

Hostel nurse

Practice nurse

Liaison Nurse

Night Shelter Nurse

Salaried GPs 1.1wte

Practice Manager

Receptionists x2 + 0.5 admin

Reception Hub

TOTAL STAFF TEAM 11 wte

Substance misuse support worker

Drugs worker

Dentist clinic

Acupuncturist

Visiting podiatrist

Visiting psychiatrist +SHO

Liver clinic – visiting consultant & nurse

Luther Street milestones (3)

- 2001 Substance Misuse Support Worker post

- Psychology sessions

- Drug Recovery Project set up

- Partnership Agreement between OHMF and Oxford City PCT . Closure of LSPC Ltd.

- 2002 "PMS plus" bid brings 2 extra GPs & 3 Nurse Practitioners.

- Pre-basic skills project, women's support worker

Substance Misuse Support Worker

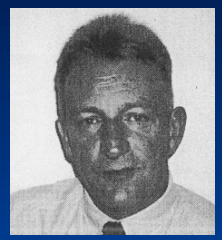
Drug Recovery Project 2001

- Response to young rough sleeper population
- 7-bed hostel for rough sleepers with addiction
- Dogs accepted
- Partnership between Luther Street and English Churches Housing
- ECH provided housing services
- L.St. provided medical care and detox (opiate and/or alcohol) via addiction nurses and GP

Drug Recovery Project outcomes

- Highly successful - of 27 entrenched rough sleepers admitted in the first year:
- 8 went on to rehab or to their own flat
- 2 other successful detox
- 8 moved to hostel or Night Shelter
- only 7 returned to rough sleeping

Luther Street Medical Centre - 2003



CEO

Hostel nurse

Practice nurse

Liaison Nurse

Nurse practitioners x2

Salaried GPs 3wte

SMSW

Women's support worker

Practice Manager

Reception Hub

Receptionists x2 + 1 admin

TOTAL STAFF TEAM 17 wte

Addiction Team Leader + 2 addiction nurses

Liver clinic – visiting consultant & nurse

Dentist clinic

Acupuncturist

Podiatrist

Clinical psychologist

Psychiatrist fortnightly

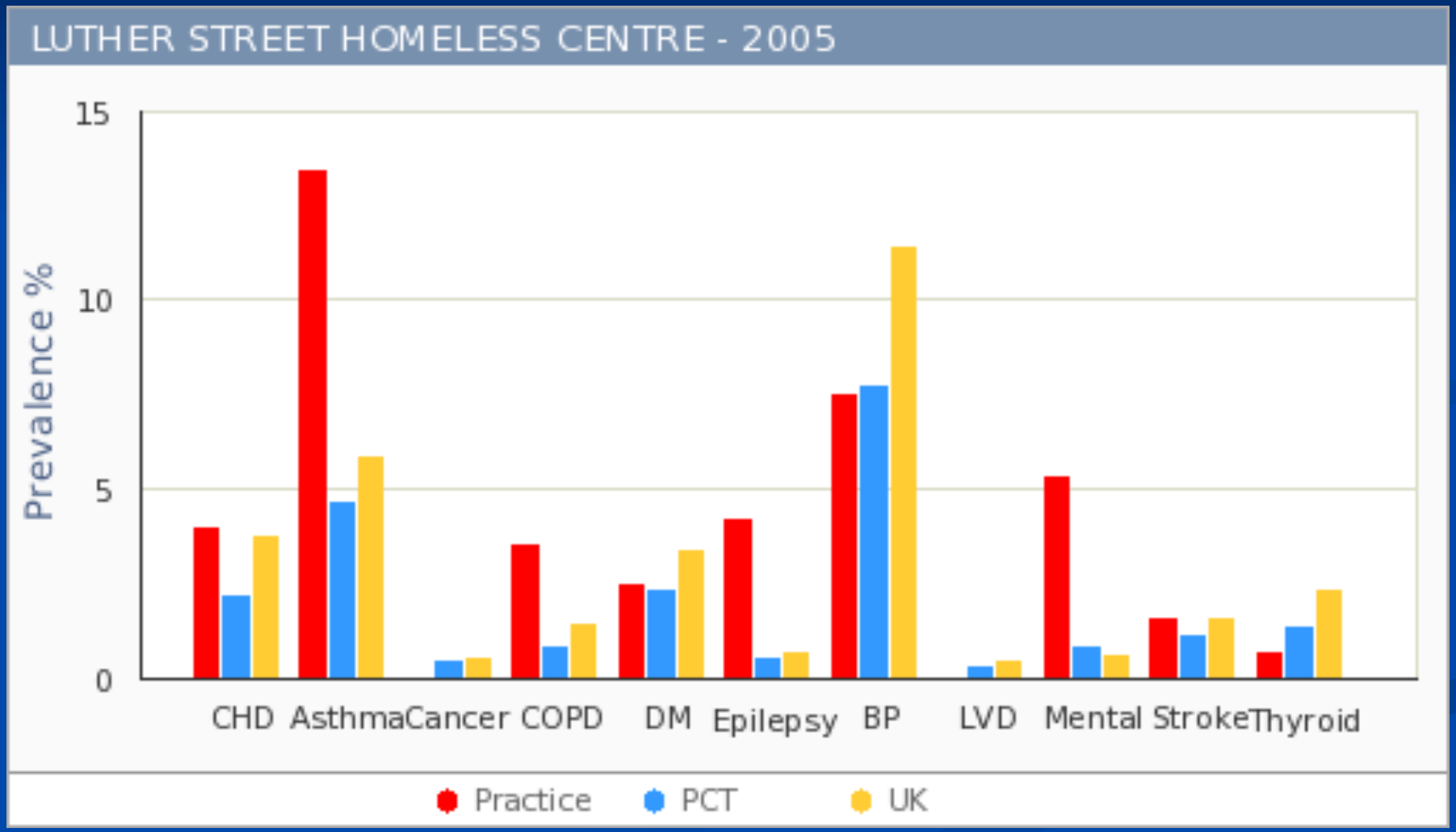
Luther Street Milestones (4)

- 2002 Death of Dave Collett.
- Nurse-led outreach and chronic disease management.
- 2004 Crack cocaine pilot project
- 2005 Building extension. "Luther St Decant".
- 2006 OHMF merges with Oxford Night Shelter
- 2007 Medical Student teaching formalised
- 2008 Mental Health Practitioner post created

Treatment room

Treatment room

An atypical pattern of illness



Mental Health Practitioner

Mental Health Practitioner

- Improve patient access to mental health care
- Promote mental well-being
- MH training & support for Luther Street & hostel and network staff
- Outreach to isolated individuals
- Fully embedded in Luther St and CMHT
- Initially funded by Oxfordshire PCT and Oxford City Council

Luther Street milestones (5)

- 2009 PATHS – Promoting Access to Health Services using volunteers
- 2010 "TB van" commences annual visits
- 2011 Veterans Mental Health practitioner post
- 2011 & 2012 GP Clinical Leadership Fellow attachments
- 2013 Work goes on!

PATHS project

- Promoting Access to Health Services
- Volunteers trained by co-ordinator
- Accompany patients to appointments
- Reminding, accompanying, feedback
- Reduced DNA rate by 50%
- Now extended to include accompanying to health-promoting activity e.g. fun-run, book club, quiz nights.

Luther Street Medical Centre – 2013

Hepatitis nurse

Practice nurses

Alcohol nurse

Nurse Team Leader

Salaried GPs 2.3 wte

Substance Misuse Support Worker

Reception Hub

TOTAL STAFF TEAM 14.5 wte

Mental Health Practitioners 1.1wte

Practice Manager

Reception/admin

PATHS worker and volunteers

Addiction Nurses

Visiting Psychiatrist

Podiatrist

Acupuncture (charity funded)

Dentistry

Alcohol Detox – current protocol

- Work-up (bloods, urine screen, history)
- Deal with physical health problems if poss
- Pabrinex IM if accepted, otherwise thiamine
- Pre-load with Carbamazepine if history of fits
- Chlordiazepoxide up to 40mg qds if required
- Daily BAC and re-assessment (twice daily for first 2 days if necessary)
- Follow-up – acamprosate, antidepressants, AA?

What common problems do we see?

- Chronic alcohol use often requiring detox
- Substance abuse complications & substitute prescribing
- Mental health issues
- 'Dual diagnosis' = drug or alcohol misuse AND a mental health diagnosis
- Contraception, pregnancy & sexual health issues
- Public health/infectious disease.
- Difficult or challenging consultations
- Multiple problems in one consultation
- Benefits certification
- Normal primary care topics!

Luther Street: Working Together for the Health of Homeless People

- Collaborative
- Holistic
- Responsive
- Empowering

This is how we work

- NHS/Charity synergy
- Variety of funding streams
- High-level input into strategic planning by Health Authority and City Council
- Excellent team nurture, education & supervision

Luther Street, the next 25 years?

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