OLDER PEOPLE’S RE-DESIGN PROJECT

Project Proposal

1 Background and principles

Health and care services for older people across the Bolton area require a comprehensive strategic framework that improves services for older people and delivers better outcomes. Central to this redesign would be a new balance in the model of care within which the role of the secondary care sector would be to ensure a focus on acute, complex, high technology and specialist short stay work.

Community based provision would provide the full range of services covering preventive, chronic and enduring illness and post acute care. This would be through continuing the development with the Local Authority of a managed network of locally based services and ensuring the integration across the health care economy of primary, community and acute skills and capacity within a plurality of local settings.

The service principles on which these developments would be based are:

- Ensuring that older people remain healthy and independent for as long as possible;
- Ensuring that older people remain at home for as long as is possible unless clinical need dictates;
- Ensuring that older people have a single assessment resulting in a single system of health and social care services;
- Ensuring that older people are discharged to home safely and appropriately;
- Ensuring that older people have easy and equitable access to services based on need and without unnecessary organisational barriers;
- Ensuring that older people receive, where necessary, the highest standard of residential and nursing home care that promotes individuality and maintains levels of independence;
- Ensuring that older people receive care as close to home and their local community as is safe and appropriate;
- Ensuring that carers and users are fully engaged in the decisions and choices throughout the whole pathway of care;
- Ensuring equity of access and equality of provision for older people.

2 Drivers for change

This paper therefore identifies a proposed approach to the development of a comprehensive, partnership based, strategic framework within which services for older people could be developed. The framework should recognise the already existing strengths, skills and services commissioned and provided by a
range of organisations. The need for the strategic framework has arisen from a number of factors including:

- The commitment of the Primary Care Trust, Bolton Metropolitan Borough and the Acute Trust to the redesign of services for older people ensuring an emphasis, wherever appropriate, in safe, local community and ‘at home’ provision together with specialist care (a balanced model of care);

- The need to ensure compatibility and integration of current elements of an emerging older people’s strategy, including Intermediate Care (S. Brophy), services for older people with mental health needs (Kings College) and the configuration of mental health services provided through the suggested arrangements of Salford, Trafford & Bolton (Sainsbury Centre) and finally commissioned work on services for Asian Elders (S. Brophy & Associates);

- The growing capacity pressures, particularly experienced in the acute sector, that risk regular failure to meet access targets, but which also provide an opportunity to consider how and where both preventative and post acute and continuing care services could be provided;

- The reprovision of the current functions at Hulton Lane Hospital and particularly the need to provide a strategic context in which these functions can, and should, be reprovided.

3 Themes of work

Having considered the draft project specification and undertaken an initial round of discussions with key individuals we propose to carry out three parallel streams of work:

1. An analysis of the ‘as is’ situation (including recent and projected trends where relevant) with regard to services for older people provided by the Acute Trust, the PCT, the Local Authority and the Independent and Voluntary Sector that will map existing services in the context of an understanding of the needs of the local population and with due regard to geographical cross boundary flows. This will be undertaken by means of:

   a. Identification of existing sources of information through individual discussions and desk research;

   b. Gathering additional information where needed through individual discussions and requests;

   c. Building a joint understanding of the local system of care through an initial facilitated workshop;

   d. The production of a detailed analysis that will inform the development of alternative future models.

2. The development of options for the managed network of care and, where appropriate the integration of acute, community and primary provision consistent with an agreed set of principles and in the context of relevant recent work and local policies. This will be undertaken by means of:
a. Producing an overview of relevant policies and reviews in recent years and current work being undertaken on Intermediate Care (Kings Fund), services for older people with mental health needs (Kings College) and the configuration of mental health services provided through the suggested arrangements of Salford, Trafford & Bolton (Sainsbury Centre) and finally commissioned work on services to Asian Elders (S Brophy & Associates);

b. The facilitation of a workshop designed to identify future aspirations for services for older people in Bolton and begin to identify alternative models based on a set of principles and a managed network of care;

c. The production of options for different service models with the implications for different service elements, including Hulton Lane Hospital, clearly identified.

3. The identification and presentation of individual (anonymised) pathways of care for older people to illustrate good practice where it exists and highlight shortfalls in services that will need to be addressed. This would be achieved in liaison with professionals caring for older people.

4. Development of the proper process that would need to be undertaken in the event of the reprovision of services currently provided at Hulton Lane Hospital. This should ensure the early and appropriate consideration of individual need of those currently receiving care in this facility.

4 Approach to be adopted

The approach adopted relies on the involvement of key parties and a process of confidence building and joint learning. We will maintain regular liaison with key stakeholders to ensure issues are identified and addressed at the earliest possible point. To achieve this it is suggested a Steering Group meets on three occasions with the following objectives:

1. To meet at the start of the process in late August/early September to discuss project outline and the best ways of achieving the desired outputs;

2. To meet in early October to discuss the emerging findings/options identified in the initial stages of the work;

3. To meet in mid November to formally receive the output of this phase of work.

The overall approach and elements of work are illustrated in Figure 1.

5 Outputs

The output of the work to November will be in the form of a compendium of resources including:

- An analysis of the whole system at a strategic level to identify capacity issues including cross-boundary flows and capacity utilisation;

- Presentation material that outlines options for the model of the managed network of services;
- A paper that sets out options for Hulton Lane in the context of the wider review including a process for achieving a wide consensus on reproviding and/or developing the functions currently carried out together with a critical path for implementation;
- Recommendations for the Steering Group to progress work, targeting early wins and building on the outputs of the initial phase of work.

In the timescale available it is felt important to ensure a broad based participation rather than deliver on detailed analysis that may not be fully owned. It will not therefore be possible by November to identify the full resource implications of the options although this could be early work to be undertaken at the start of any subsequent phase.

![Figure 1 Proposed work programme](image-url)