

Older Persons and Rehabilitation Services

Operational plan
2009 - 2011



June 2009



Waikato District Health Board Vision statement

Te Hanga Whaioranga Mo Te Iwi – Building Healthy Communities

Health Waikato Older Persons and Rehabilitation Services is committed to the Waikato DHB vision of improving the health, independence and quality of life for the communities it serves by addressing the needs of the population and reducing health disparities.

Older Persons and Rehabilitation Services Vision statement

The provision of effective and appropriate services to the right people, at the right time and in the right locations.

Older Persons and Rehabilitation Services will develop services to reflect demand and need of its users.

Plan purpose

This plan will guide the direction for Health Waikato Older Persons and Rehabilitation Services' development through to 2011. The plan aligns Health Waikato Older Persons and Rehabilitation Services' strategic development with current Waikato DHB plans, Health of the Older Persons Strategy and Ministry of Health policy documents.

Note: This plan illustrates the hospital and disability support linkages but will, in its next iteration, include a population health and primary health contribution as well as current Health Waikato services, and reflect the start of a continuum approach to caring for our rehabilitation clients, older clients and disabled clients.

Waikato District Health Board values

- Put patients/clients first
- Take pride in what we do
- Respect others
- Strive to be the best
- Act with integrity
- Work together

In living these values, Older Persons and Rehabilitation Services' staff will:

Encourage	Discourage
<ul style="list-style-type: none">• Listening to what's most important to the person• Constantly reflecting on practice and service provision• A positive attitude• Supporting colleagues by unity in our approach• Participation in taking services forward and improving care• Acknowledging skills and individual achievements	<ul style="list-style-type: none">• Not sharing relevant or valuable information• Staff complaining and presenting issues, but not willing to be part of the solutions• Reactive care delivery• Ageism• Negative attitude / "don't care"

Service delivery principles for Older Persons and Rehabilitation Services

- Provide a seamless service delivery
- Provide highest quality of service in all we do
- Be responsive to the needs of the people
- Provide equal treatment of all
- Be outcome focussed – know we are delivering the benefit

Actions for Older Persons and Rehabilitation Services for 2009-2011

In order to achieve the above principles and values OP and RS will action the following in the coming two years:

- The delivery of a high quality seamless service to our clients which is outcome focused.
- Services will be responsive to the needs and changing population for the Waikato public and be person centered.
- The provision of services which utilise and maximise the potential for information management and technological support in improving patient care.
- The care continuum will be considered and reviewed with other service providers to ensure the best care for clients.
- Workforce development will be key in the provision of a high performance specialist team with a focus on the patient journey and best outcomes for both patients and families, but also staff.
- Research and innovation will be encouraged in order to improve the patient journey.

Measuring progress for 2009-2012

How will Older Persons and Rehabilitation Services' know the service has achieved its intentions? The following are measures to determine outcomes have been achieved and reported accordingly.

The appointment of the service quality coordinator position will monitor and report on service trends and will work with team leaders to ensure quality initiatives are in place.

- One hundred per cent of treatment plans reflect service users' own outcomes/goals.
- Service users and family feedback informs operational plans.
- Complaints and compliments will be utilised to inform service development opportunities.
- Readmission rates are monitored and reduced.
- A reduction in patient falls.
- A reduction in medication errors.
- Improving our hand hygiene practices which will reflect in a reduction in hospital infections.
- Mortality and morbidity rates are used to inform practice development and improve patient care episodes.
- DSL – a reduced number of requests for review of services under 12 weeks from initial plan.

Action plan for Older Persons and Rehabilitation Services 2009-2011

Action 1: The delivery of effective and coordinated services

Action	Who is responsible?	Team to involve	Timeframe
A nominated IS staff member will be co-opted to the Older Persons and Rehabilitation Services' management team to support information system development in the service.	Group manager	Information Systems	Immediately
A stock take of current information technology within the Older Persons and Rehabilitation Services' occurs.	Group manager/ project manager InterRAI	Information Systems Operations manager IS representative	Six months
Information systems gap analysis developed.	Group manager	Management team Information Systems	Nine months
Implementation of the Baird report recommendations.	Group manager Clinical service leader	Older Persons and Rehabilitation Services' staff Other key staff in Health Waikato Project support – Baird and Parsons	Two years
Review current referral practice and referral access points. Utilise information from the Older Persons and Rehabilitation Services' LEAN project – in partnership with Baird report 2008.	Group manager and clinical services leader [Chief operating officer to clarify services for inclusion]	Regional Coordination Centre and Regional Referral Centre staff Human Resources Older Persons and Rehabilitation Services' staff Management team Rural and Community Services key staff	12 months
Develop a consolidated single hub for all referrals to Older Persons and Rehabilitation Services' – single point of entry. The naming of this hub will be reviewed and amended to reflect to exact activity of the hub and avoid confusion with current entry points.	Older Persons and Rehabilitation Services' management team Baird and Parsons	Management Regional Referral Centre staff Regional Coordination Centre staff Primary health organisation GP liaison Older Persons and Rehabilitation Services' staff	12 months

Development of the Older Persons and Rehabilitation Services' precinct in Hamilton.	Group manager SCR project manager Chow Hill architects	Operations manager Older Persons and Rehabilitation Services' team leaders and senior staff Older Persons and Rehabilitation Services' clinicians representing all disciplines. Staff currently working in acute Organised Stroke Service	Six months
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Action 2: Older Persons and Rehabilitation Services will provide culturally responsive services

Action	Who is responsible?	Team to involve	Timeframe
Develop Maori and Pacific people workforce: <ul style="list-style-type: none"> Continue to develop Maori NASC with view to having Maori COSE worker Explore establishment of Pacific COSE worker Prepare appropriate business case 	Group manager and DSL manager	Te Puna Oranga Human Resources DSL staff Iwi providers Maori PHO	12 months
Removing barriers to accessing care for specific groups, e.g. Pacific/Maori: <ul style="list-style-type: none"> Part of Maori Disability Service development coordinator's role to explore solutions to removing barriers, including those faced by rural communities. 	DSL manager	Te Puna Oranga	12 months

<p>OP and RS will work towards all services for older Maori being clinically sound, culturally appropriate and well coordinated to meet the health care and disability support needs of older Maori. This includes services that:</p> <ul style="list-style-type: none"> • Provide clear information to Maori about government-funded health services available in their communities • Respond to diverse Maori need, including continuous quality improvement and accurate information systems and data collection specific to Maori health • Have culturally and clinically safe policy, practices and procedures 	<p>Group manager and clinical service leader</p>	<p>Te Puna Oranga Management team Senior medical officers Clinical staff Allied teams Clinical nurse director, primary care</p>	<p>12 months</p>
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Action 3: Health Waikato Older Persons and Rehabilitation Services will be people centred

Action	Who is responsible?	Team to involve	Timeframe
<p>Introduction of a patient PC facility to At&R facility occurs</p>	<p>Operations manager AT&R</p>	<p>Senior staff and staff/patient representatives</p>	<p>12 months</p>
<p>InterRAI homecare and contact assessment modules implemented across Waikato DHB</p>	<p>Group manager/ Project manager InterRAI</p>	<p>Project manager Information Systems Older Persons and Rehabilitation Services' stakeholders</p>	<p>Two years</p>
<p>Establish a set of evidence based principles for caring for the elderly in a hospital environment and implement across the Older Persons and Rehabilitation Services' facilities initially</p>	<p>Clinical service leader/ group manager</p>	<p>Older Persons and Rehabilitation Services' staff Clinical nurse specialist Clinical nurse educator Service quality coordinator Senior medical staff</p>	<p>Six months</p>

Following the evaluation of the principles of care, proceed to introduce in a phased manner across Health Waikato.	Clinical service leader Associate director of nursing	Chief medical advisor Director of nursing Senior medical officers Clinical nurse managers Lead allied health practitioners	Two years
Collaborate with rural hospitals to ensure relationship is conducive to the direction of services	Clinical Service Leader Group and Operations Manager	Managers from T- Hospitals Group Manager Rural and Community Funding and Planning Finance Senior Medical Officer's	2 years
Summer studentship initiated with potential focus on functional independence measures/ Northwick Park dependency score	Clinical service leader Clinical nurse director	Practice development/ research unit Waikato Clinical School Clinical nurse educator Management team	Topic selection 2009 Ethic approval 2009 Summer studentships performed 2009/2010 Bi-annual Research Seminar 2010
Develop care continuum model NB: This model should be imbedded into each component of the service introduced	Clinical nurse director Clinical services leader Group manager	Clinical nurse specialists Allied health Senior medical officer Older Persons and Rehabilitation Services' management Older Persons and Rehabilitation Services' Clinical nurse manager and associate clinical nurse managers Orthopaedic senior medical officer and clinical director Emergency Department operations manager GP liaison Primary care Gerontology clinical nurse specialist	Three to six months

Develop models for case management	Clinical service leader Group manager Clinical nurse Director	All staff Management team	12 months
Evaluation of liaison role in general wards	Clinical nurse director Clinical nurse specialists	Clinical nurse specialists Operations manager LEAN team members	Six months

Action 4: Health Waikato Older Persons and Rehabilitation Services will have a workforce to meet the needs of the population

Action	Who is responsible?	Team to involve	Timeframe
Use demographic report provided by Human Resources to inform the development of a workforce development plan for all staff groups across the Older Persons and Rehabilitation Services' Consideration be given to our aging workforce and how we may manage this in the future, i.e. flexible employment packages for staff at retirement age	Group manager Clinical service leader	All staff group senior representatives Human Resources Clinical nurse director Senior medical officers Management team	18 months
Use demographic report along with Baird report, SCR and other pertinent documents to inform forecasting of workforce needs into the future	Group manager Clinical services leader	Management team Older Persons and Rehabilitation Services' working party including reps from nursing, allied health and medical staff Human Resources Clinical nurse director	18 months
A recruitment strategy is developed and implemented targeting the appropriate resources and promoting the Older Persons and Rehabilitation Services' as a high performing discipline in which to work	Group manager and clinical service leader	Management team Clinical nurse director Allied health team leaders Staff representatives	18 months
Raise Older Persons and Rehabilitation Services' profile within Waikato DHB with staff supported in being 'ambassadors' for the service	Clinical service leader and group manager	Communications consultant Management team Staff representatives Director of nursing	Ongoing over the coming two years

Inter-professional Older Persons and Rehabilitation Services' Research Unit developed This will include analysis of: i) What currently exists ii) Best practice nationally iii) Develop business case iv) Implement	Group manager Clinical service leader	Inter-professional Older Persons and Rehabilitation Services' team Nursing practice development and research unit Clinical audit team Waikato Clinical School Health roundtable	Unit established by June 2012
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Action 5: Improve prevention and early intervention

Action	Who is responsible?	Team to involve	Timeframe
Tele-medicine is considered for use within the Older Persons and Rehabilitation Services' and a pilot is developed and implemented	Clinical service leader	Information Systems Director of nursing Clinical medical advisor	18 months
Electronic referrals are initiated within Older Persons and Rehabilitation Services' in line with Health Waikato requirements	Clinical service leader	Information Services Management team Senior medical officers	Two years
Develop wellness/health promotion model for the Older Persons and Rehabilitation Services'	Group manager Clinical service leader Clinical nurse director	Clinical nurse specialist Population Health infrastructure staff	18 months
Linking with Primary Health Organisations Dovetailing into living documents Bringing together fragmented services	Clinical services leader Group manager	Primary Health Organisations Older Persons and Rehabilitation Services' management team	18 months



