



Oxleas NHS Foundation Trust

A seven day integrated admission avoidance service to improve care for older people

LEVEL 2

Seven day services,
limited provision
on a Saturday
and Sunday

Overview

Oxleas NHS Foundation Trust has worked collaboratively with Greenwich Local Authority to redesign local services, with the aim of offering more proactive services for older people with urgent health and social care needs. An integration project was established in response to an identified need to improve outcomes for vulnerable older people, and in recognition of the fact that existing services for older people were often inefficient, disjointed and reactive, and not always providing quality outcomes for older people. A multi-professional team of health and social care professionals mapped existing pathways to identify service gaps and system blockages, and developed the redesigned model of care. A Joint Governance Board, including commissioners, has been set up to oversee the work.

A key outcome of the redesign work has been the establishment of a Joint Emergency Team (JET team), which offers:

- An integrated health and social care responsive admission avoidance service, operating from 07.30 to 20.30 seven days a week
- Nursing, physiotherapy and occupational therapy input seven days a week, with social care input Monday to Friday. There is an agreement in place, and training has been given to ensure that the team can arrange packages of care on a weekend when social care input isn't available. On bank holidays and during busy periods, social care input is scaled up so there is seven day availability to provide additional capacity
- Single point of access for referrals – GPs, paramedics and staff from the Accident and Emergency Department can directly refer patients to the JET, who respond within two hours.

Impact

Patients

- Rapid access to health and social care support, enabling people to remain at home and avoid admission to hospital when this is not necessary. 2771 admissions have been avoided since April 2011
- Shorter length of stay in hospital, with speedier and safe transfer home, when benchmarked to other local boroughs

Staff

- Fully functioning integrated health and social care teams in place
- One point of access for GPs, paramedics and staff from A&E to refer patients for responsive support to enable them to be cared for in their own home

Overall system

- Significant savings in the Social Care budget as a result of redesigned older people's services - £900,000 was saved on Domiciliary Care in 2011/12. These savings have been sustained in 2012/13

Challenges and solutions

Team working, and recognition of the need to improve patient care were key in supporting staff to change their working patterns. All staff signed up to the seven day service working model because they all recognised the significance for improving patient care, and of the shared responsibility to manage that across the team.

Emerging themes and principles

Critical success factors were:

- Commitment to a shared vision, underpinned by good team working to implement the changes required
- Strong clinical engagement from the outset – this enabled there to be a common language developed, which helped build shared values and beliefs and helped to alter attitudes
- Having the right systems and processes in place to support integrated working – including a joint governance board that enables joint risk management, and integrated performance management systems
- Continual stakeholder engagement throughout the process, including with patients, service users, staff and staff unions.

TOP TIPS

- Start with the premise that anything is possible, always focusing on the service user experience
- Co-location of teams can help support with access and building relationships – the JET team is based on the acute site and close to the out of hours GP base
- Good leadership makes a difference – keep everyone motivated and feed back the successes
- Engage with your staff and teams to help shape and model what services should look like, and factor in time for these discussions
- Electronic systems for data collation are essential but they do not replace the need for people to manage daily and routine other data, that can enrich understanding of a service and support ongoing improvement

Contact

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