Innovative System for Urban Aging Health Development

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Abstract

This study on "The Innovation driving health policies and urban development for the Older Persons in the Bangkok community area" has the purpose of analyzing factors affecting the practice of health policies and urban development for older persons in the community of Bangkok by analyzing documents and in-depth field data collection by the staff from the BMA Social Development Office through the framework of decentralization and model of the policy implementation process. This study reveals that under the transfer of the mission to the agency (BMA Social Development Office), policy resources in terms of 1) budget 2) personnel 3) premises, and 4) materials and durable articles, are sufficient to support the implementation of the project to achieve the policy objectives. And the policy resources and policy objectives are relevant to communication between organizations since communication is a mechanism for ordering and receiving commands to recognize the operational guidelines by using the resources of the agency for operating following policy purposes. while the integration of work within the agency and the attitude of the operators who are aware of the operational guidelines result in a mechanism that drives the practice or action to allocate housing welfare for older persons in the Bangkok areas to be achieved.

Keywords: health policy, decentralization, putting policies into practice

Introduction

All countries around the world are facing the stepping of an aging society. It is thus necessary that Thailand prioritizes its healthcare system for older persons in an aging society that tends to be more aging. According to the statistical data of the Registration System of the Department of Provincial Administration as of December 31, 2021, it was found that Thailand had a total population of 65,190,610 people, of 12,170,864 people 60 years or more, representing 18.7 percent of the total population where Bangkok has the highest number of 1,155,978 older persons (Department of Provincial Administration, 2022) This information is a challenge at the national level and for the local agencies to formulate policies and public services to cope with such challenges. The formulation of health policies and strategies is an important tool in implementing activities to strengthen and develop the quality of life of older persons.

However, in the dimension of the administration of the state affairs of Thailand, it is in the form of decentralization from the central government to the local government to achieve flexibility in policy formulation and public administration following the needs of the public in the area or locality. Such principle of decentralization results in the structure of relations between the central, provincial, and local governments being clear, not redundant where mission-critical transfers help increase the governance role of local government organizations which is in line with the national strategy of balancing and developing the public administration system aiming to strengthen communities and localities and public services can be accessible thoroughly with quality and fairness (Pithuwan Kitikhun, n.d.)

And as for the operation related to the health policy for older persons, especially in the aspect of housing in the dimension of social welfare and assis-

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tance for the elderly, the Social Development Office of Bangkok is, therefore, considered one of the agencies that have been transferred for the mission related to social welfare and assistance for the elderly.

In this article, the process of decentralization and implementing policies into practice are presented by analyzing documents and collecting insights in the area by staffs from the BMA Social Development Office using the framework of decentralization and model of the policy implementation process to demonstrate factors affecting the operation in health policy issues and urban development for older persons in the communities of Bangkok.

Objective

To analyze factors affecting the operation of health policy and urban development for older persons in community areas of Bangkok.

Research Methods

This study is qualitative research, and the research techniques used are 1) documentary analysis by collecting documents and 2) field observation and collecting in-depth information by 8 staff from the BMA Social Development Office. The qualitative content analysis and policy critique were used to demonstrate factors affecting the operation of health policy and urban development for older persons in community areas of Bangkok.

Study Results

The dimension of the State Administration of Thailand is in the form of decentralization from the central government to the local government to achieve flexibility in policy formulation and public administration following the needs of people in the areas or locality. For health policies and urban development for older persons in community areas, the BMA Social Development Office has been transferred for the housing mission from the Department of Social Development and Welfare, Ministry of Social Development and Human Security. Currently, there are Ban Bang Khae II Home and the Din Daeng Services Center for the Elderly and the

concept used as a framework for understanding health policy issues and urban development for older persons in Bangkok is the fundamental concept of a model developed by Van Meter, Donald S. & Van Horn, Carl E. (1976: 445-488), which contains related issues and details of factors affecting the operation in health policy and urban development for older persons in Bangkok as follows

1) Authorization and Duties of the BMA Social Development Office

Authority of the BMA Social Development Office related to policy implementation for health policy and urban development for older persons are ; promote and support the operation of community development in all dimensions; promote participation in the learning process of the community to be strong; coordinate and support the implementation of the specified strategies and policies by defining guidelines as action plans for the district offices or related agencies; promote and support the provision and development of housing by coordinating with government agencies and organizations, state enterprises, other government agencies, foundations, NGOs, and foreign organizations; manage the housing projects for low-income people; create fairness and equality in life, protect and maintain the rights of individuals; promote and provide social welfare to the people in Bangkok by focusing on welfare and social welfare for children, women, families, older persons, the disabled, the underprivileged, and those experiencing social problems; arrange welfare in the form of an emergency shelter, screening center to help the underprivileged, Children's Opportunity Center for Welfare, and provide assistance to help and solve problems systematically. Due to such authorization and duties, the transfer of missions related to social welfare and assistance to the elderly has been achieved according to the objective of promoting the quality of life of older persons in the area since the mission of housing has been transferred from the Department of Social Development and Welfare, Ministry of Social Development and Human Security. Currently, there are Ban Bang Khae II Home and Din Daeng Services Center for the Elderly which have the following operational features.

Ban Bang Khae II Home

Ban Bang Khae II Home, the Elderly and Disabled Affairs is a government agency under the Office of Social Welfare of Bangkok having the main mission of providing foster care for older persons by taking care of 4 requisites and providing various social welfare for service recipients who live together 24 hours a day. Due to different backgrounds and experiences of status, economy, education, and career, including problems that each person experiences that cause psychological trauma or behavioral problems in living with others, it is therefore required to be healed, restored physically by physical therapy, medical treatment, mental counseling or behavioral adjustment by organizing supplemental activities in various forms such as music therapy, singing, recreational activities, organizing groups of various handicraft production or occupational therapy. This will make the older persons realize the value and their abilities and use their existing potential to benefit by encouraging older persons to participate in off-site activities in various occasions, as well as being aware of information including promoting the operation of the elderly network from all sectors, both from public and private organizations and the public to participate in improving the quality of life to older persons to live in the end of life happily.

Its objectives are 1) to provide assistance and development to all groups of older persons both in Ban Bang Khae II Home and nearby communities according to social welfare principles; 2) to provide welfare, therapy, and rehabilitation of physical, mental, emotional, and social rehabilitation for older persons in Ban Bang Khae II Home and nearby communities, and 3) to create a process of social network participation in improving the quality of life for older persons.

Din Daeng Services Center for the Elderly

Din Daeng Services Center for the Elderly operates in two parts: 1) Providing general services to older persons. It is a proactive social service that enables Din Daeng Services Center for the Elderly to be a place for older persons to meet, talk, exchange knowledge and experiences and arrange various activities together and encourage older persons to have good physical and mental health 2) Providing emergency home services for older persons. It is a care service for older males and females aged 60 years and over. The emergency home will serve as assistance or helper to the older persons who face immediate difficulties, being homeless, lack of caregivers, strays, homelessness, or being transported from various agencies such as hospitals, police stations, government or private agencies, etc. to later track for relatives or forward to an elderly home if they have no relatives. The elderly will receive services in four requisites, nursing, health care, physical therapy, and being able to join activities with the other older persons who also come to receive the service, without having to pay for service fees, with details of activities including;

- Providing services in the form of an elderly club (Day Center) consisting of mental development activities, body development activities, health promotion activities, handicrafts, vocational training, playing Petanque, Tai Chi dancing activities, Thai music activities, international music (singing), etc.

- Providing preventive and rehabilitation services for older persons, including physical therapy and hydrotherapy services for older persons to have good health, and gain self-care skills in everyday life.

- Providing services in the form of taking care of the elderly during the day (Day Service) for free. The objective is to lighten the burden of families in taking care of older persons in their daily activities. It is also to provide alternative services for older persons in Bangkok to use appropriate services, consisting of providing services for daily activities such as muscle stimulation, practicing getting up, walking, sitting, sleeping, etc., and memory development such as games, drawing, artworks, etc., and so-

cial activities such as exercise, recreation, etc. - Providing services in the form of emergency homes for older persons suffering from immediate difficulties for 15 days, and then will be forwarded to relevant agencies for further help. - Being a source of learning and exchanging useful information for older persons and encouraging network partners to participate in providing older persons the welfare services.

2) Organizational Behavior Perspectives and Policy Implementation

Public policy implementation or policy management by pointing out actions that depend on administrative mechanisms to make the policy be seriously implemented or implemented by the responsible organization to achieve according to the objectives. As such, policy implementation is the search for methods and guidelines to improve policies, plans, and projects. This covers the performance of the organization, organizational behavior, interactions between individuals and groups, use of all administrative resources including the cooperation of government agencies and the private sector, the environment, and other factors that affect the performance to achieve the specified objectives of the policy. Those involved in the implementation of public policies are the legislative and the executive parties or the bureaucratic system, community organization, pressure group, or civil society.

The theoretical models of public policy implementation are classified into 3 groups : (1) Top-down Theories of Implementation (2) Bottom-up Theories of Implementation) and (3) Hybrid Theories of Implementation. As for this study, a Top-down Theory of Implementation is used. Such theory focuses on the ability of policymakers to clearly define policy objectives and monitor and control policy implementation. The hypothesis of this theory is as follows (1) Policy implementation starts with a decision by the central government (2) The political process is emphasized based on the system theory (3) The impact of the implementation of policy practitioners on the provision of policy-based services is usually ignored (4) Policies are inputs and policy implementation is outputs and (5) a study approach

emphasizes the role of leaders in exercising power (Sanya Kea Napoom and Burachat Chandang, 2019)

The concept used as a framework for understanding health policy issues and urban development for older persons in urban areas of Bangkok is the basic concept of the model developed by Van Meter, Donald S. & Van Horn, Carl E. (1976: 445-488), which describes a model of the policy implementation process called "A Model of the Policy Implementation Process" that depicts key elements of the policy implementation process model, including;

1. Policy Standards and Objectives; the main fundamental elements in determining policy compliance are policy standards and objectives because objectives and policy standards are the factors that determine the details of policy objectives. In some cases, objectives and policy standards themselves make it easier to assess. However, how clearly the policy implementation can be measured will depend on the clarity of the policy standard setting and the clarity of the policy objectives.

2. Policy Resources; policy resources are facilities for the administration of policies. Policy resources may include finance and auxiliary assets. All auxiliary items defined in these resource plans will be complementary or facilitate the effectiveness of policy implementation.

3. Inter-organizational communication and reinforcement activities; inter-organizational communication is the communication related to work standards and objectives of policy so that policy leaders implement in each unit can be responsible for project plans with consistent knowledge and understanding.

4. Characteristics of Implementing Agencies include; the competence and scale of work teams in the level of intensity of supervision of sub-divisions in the policy implementation process; agency political resources; legal and administrative support; activeness of the organization at the level of open system communication in the organization; and the formal and informal relationship between the policy implementing organization and the policy maker or policy implementing organization.

5. Economic, social, and political conditions must consider whether the allocation of economic resources to policy-implementing agencies is sufficient to promote the success of the project program; what is the nature of public opinion? ; how do policy highlights relate to policy issues?; policy elites like it or not?; are policies that are implemented opposed or supported? by various groups in the society, including private interest groups.

6. The disposition of Implementers is as follows 1) understanding of the policy, 2) attitude towards the policy, and 3) intensity of attitude. The conceptual framework of the study is shown in Figure 1

According to the intent of the Constitution of the Kingdom of Thailand 1997, Section 284, which stipulates plans and processes for decentralizing authority to local government organizations, 1999, which has content related to the determination of authorization and responsibilities in arranging public services between the state and the local government by transferring several of current duties of the state. Meanwhile, local government organizations can take responsibility for the implementation, and social welfare operation is regarded as one of the missions in promoting good quality of life for older persons. As for the arrangement of welfare and promotion of older persons with a role in welfare provision and service for helping older persons living in Bangkok under the mission of the Social Welfare Office, BMA Social Development Office which is an agency in operation related to Ban Bang Khae Elderly II Home and Din Daeng Services Center for the Elderly where the mission has been transferred from the Department of Social Development and Welfare, Ministry of Social Development and Human Security, it is in accordance with the framework of the law on the formulation of plans and procedures following the Distribution Act. Powers to Local Administrative Organizations, B.E. 2542

The study of public policy implementation will be a conclusion that reflects the ability to propel all mechanisms to achieve the goals as defined. This study uses the framework of the policy implementation process of Van Meter, Donald S. & Van Horn, Carl E. (1976) to reflect the performance and behavior of the organization in utilizing administrative resources to achieve its goals of building well-being for older persons and to improve the quality of life for older persons concretely through the operations related to Ban Bang Khae II home and Din Daeng Services Center for the Elderly. The key elements of the policy implementation process model can be summarized in each aspect as follows:
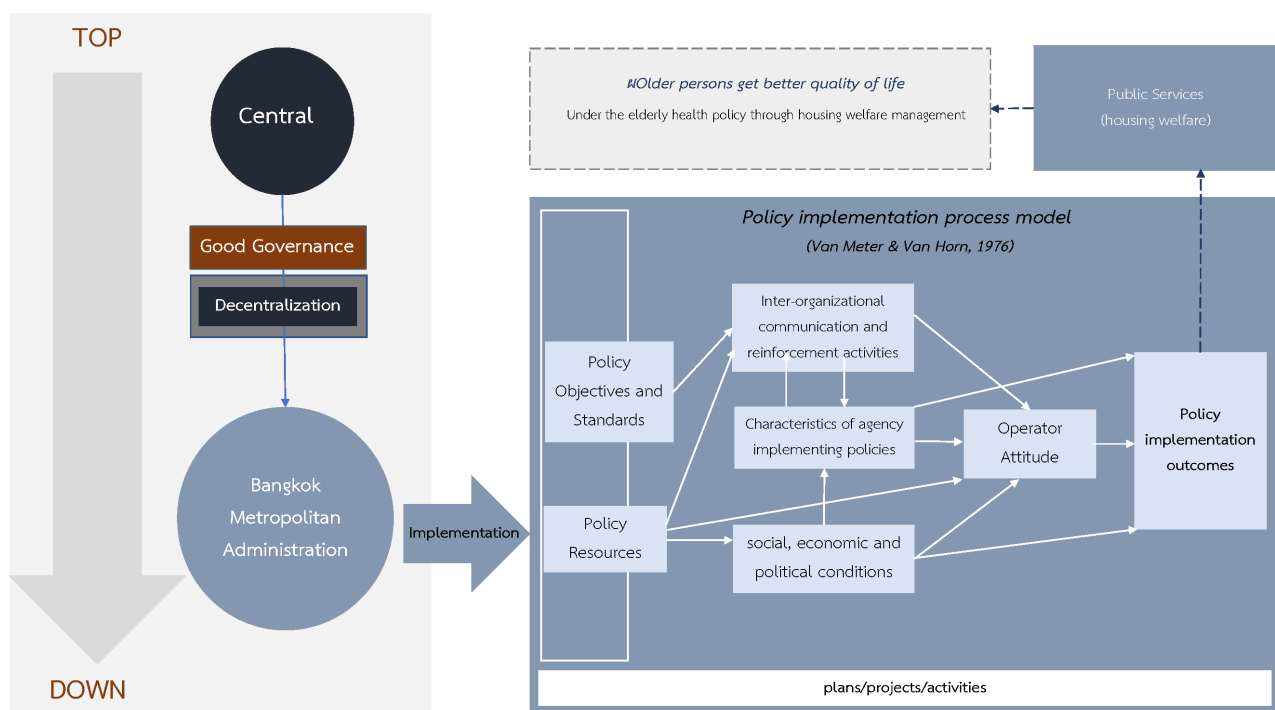

Figure 1. Conceptual framework for the study

1. Objectives and policy standards; it was found that in the operation related to Ban Bang Khae II Home and Din Daeng Services Center for the Elderly, it is regarded as a guideline consistent with the driving of operations on older persons following the 2nd National Plan on the Elderly (2002 - 2021) and the Act on the Elderly, B.E 2546. Older persons are eligible to receive protection, promotion, and support in various fields including the driving of policy of the elderly group on the issue of elderly-friendly cities whether it is a 20-year national strategy for creating opportunities and social equality or the master plan under the national strategy under issue 15 on social empowerment which defines goals for older persons to have a better life continuously. Department of Older Persons, The Ministry of Social Development and Human Security has a common goal of "Older persons are active-aging power" in driving the development. In addition, BMA has policies for the works on older persons in many dimensions covering physical, mental, social, and policy standards according to the 20-year Bangkok Development Plan in Phase 3 (2023 - 2027), Strategy 3, in reducing inequality by using city civilization administration for everyone. In sub-strategic issue 3.1, for the elderly, the disabled, and the underprivileged, in objective 3.1.3, the appropriate social welfare system for the elderly, the disabled, and the underprivileged is provided. And this is the operation following the policy of the Bangkok Governor setting 9 policies out of 216 policies, with 1 of the important policies being the promotion of physical health and development of mental health for older persons (Active Aging)

The above conclusions indicate the implementation of a decentralized framework in the dimension of mission transfer. It also shows that it is consistent with the 20-year national strategic plan including the driving of policies for older persons in various aspects to achieve the objectives for older persons to have a better living. And the operation related to Ban Bang Khae II and Din Daeng Services Center for the Elderly has achieved the objective of creating well-being for older persons aiming in providing support and development for elder persons in all groups by arranging welfare, therapy, and

rehabilitation of physical, mental, emotional, and social rehabilitation for the elderly, and create a process of participation of social networks to improve the quality of life for older persons. This operation principle is also consistent with the Concept of Active Aging, which is a process of increasing health opportunities, participation, and having stable securities to raise the quality of life of older persons which will result in older persons realizing their potential in terms of physical, social and mental well-being as well as participate in society according to their needs and their abilities while having protection, safety and care when help is needed. The pillars of Active Aging consist of 1) Good health (Healthy); 2) Having stability or having life insurance (Security); 3) Participation (World Health Organization, 2002)

2. Policy Resources; it was found that; 1) In terms of budget, the agency receives a budget support by government subsidies and budget from the Bangkok Metropolitan Administration 2) Personnel; some positions have been transferred and restructured following the workforce from various agencies such as the Social Welfare Office, Elderly and Disability Affairs Division, Department of Health, Medical Service Department, public health networks, etc 3) Premises have been completely transferred and improved to increase the utility areas and 4) Materials, equipment, and durable articles have been partially transferred, and additional budget allocations have been requested. The above information reflects the capacity of agencies that have sufficient resources to achieve policy objectives.

3. Inter-organizational Communication and Reinforcement Activities; It was found that communication between organizations both from executives and the hierarchy of executives to operators is the communication through the meeting to receive policies from the central executive from the central government and Bangkok. In addition, the concepts of Van Horn and Van Meter (1975)addressed the interagency communication factor, communication between managers and operators to operate following the objectives of the policy including guidelines for implementing the policy. In communication, clarity, accuracy, and speed must be considered for the effectiveness of the policy implementation. The

agency communicates through meetings and circulars as well as receiving direct orders from the Head of the Centre making the communication effective enough so the operators can achieve project objectives successfully.

4. Characteristics of policy implementing agencies; it was found that the authorization of the Social Development Office Bangkok focusing on promoting and providing social welfare for people in Bangkok by aiming at welfare and social welfare for children, women, elderly families, the disabled, the underprivileged, and people experiencing social problems, the welfare provided is in the form of an emergency shelter, a screening center to help the underprivileged, and a children's opportunity center to provide welfare and assistance to help and solve problems systematically. Under such authority, the transfer of missions related to social welfare and assistance to older persons has been carried out to achieve the objective of promoting a good quality of life for older persons in the area making the operation follow the objectives of the transferred mission. Some parts of the policy have been distributed into practice at the district office to help older persons who are experiencing difficulties, by visiting older persons in their homes and communities, for example, giving advice, consulting, helping as appropriate, and providing useful information to older persons and giving consumables for the poor older persons

5. Economic, social, and political Conditions; It was found that according to the situation of the corona virus 2019 (COVID-19) pandemic, since older persons who suffering were increasing, the application to receive help from Ban Bang Khae II home requires additional measures to prevent the spread of COVID-19, both in entry visits by using communication technology via the Zoom meeting application and all admission required Antigen Test Kit (ATK) process and quarantine for 7-10 days, etc. However, despite the economic, social, and political conditions, it still needs to be adjusted accordingly to enable policy to be implemented. Moreover, Din Daeng Services Center for the Elderly was affected, for example, some services must be implemented to control the spread of Corona virus Disease 2019

(COVID-19), while some services must be suspended, such as physiotherapy services, hydrotherapy, etc., or certain activities required to limit the number of people using the service.

6. Implementer Disposition; for the disposition of practitioners such as the understanding and the attitudes towards the policy, it was found that practitioners have a good willingness and understanding of policy and attitudes towards the policies. The Office of Social Development recognizes the importance of understanding and attitudes toward policies, thus, creates a knowledge management (KM) project on integrated social development to increase knowledge and understanding of policies for practitioners to have better knowledge and ability to improve their operation.

Considering overall the operation related to Ban Bang Khae II home and Din Daeng Services Center for the Elderly through the policy implementation process model, it was found that it reflected the ability in driving all mechanisms to achieve the objectives as defined. However, economic, social, and political conditions related to the spread of the COVID-19 virus have resulted in operational obstacles, namely 1) target groups are complex and unclear, not in line with the intended purpose. 2) The number of accommodations for elderly bedridden patients is insufficient. However, there are other forms of help, such as volunteers taking care of bedridden patients at their residences and 3) The area of premises is quite limited and insufficient for the increasing number of older persons. The aforementioned problems and obstacles are the guidelines that the agency must take to improve and address the efficiency and effectiveness of the operation.

From the components of policy implementation, it is considered the model that this study considers the project implementation of the Social Development Office, Bangkok to reflect the relationship and connection of elements in terms of factors affecting the policy implementation results as shown in Fig. 2.
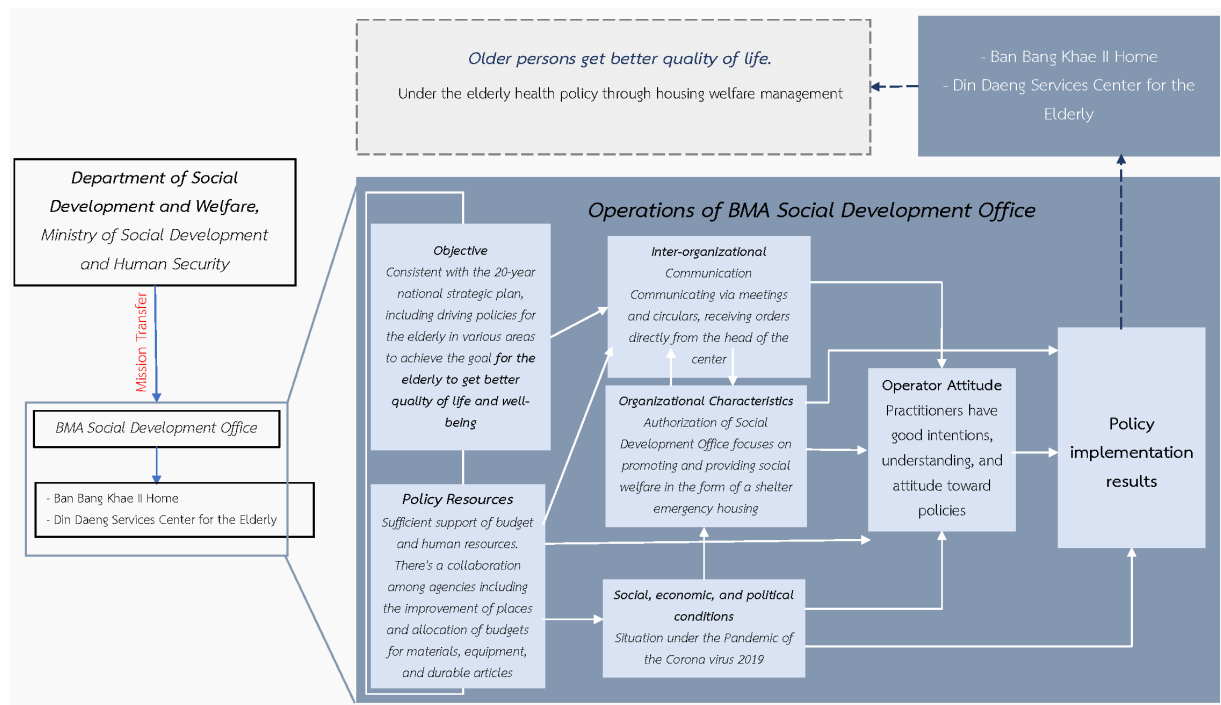
Figure 2. Perspectives on Organizational Behavior through the policy implementation process model

Summary

Innovation driving health policy and urban development for older persons in the communities of Bangkok is a policy perspective in the form of a driving mechanism. The concept of Van Horn and Van Meter describes the implementation of policies as the operation of individuals or groups in the public sector. Such action aims to achieve the objectives of the policy directly, which is a perspective toward the relationship and connection of the elements of policy implementation. From the perspective of organizational behavior and the implementation of the policy, it indicates the association of such elements, that is, under the transfer of missions to the agency (Office of Social Development Bangkok) policy resources in terms of 1) budget 2) personnel 3) premises and 4) materials and durable articles, are sufficient to support the implementation of the project to achieve the policy objectives. Policy resources and policy objectives are related to inter-organizational communication since it is for communication to be considered as a command mechanism and receiving commands, acknowledging the operational guidelines by relying on agency resources to operate according to the policy objectives. According to the authorization and duties of the Bangkok Social Development Office that focuses on promoting and providing social welfare, organizing welfare in the form of an emergency shelter, this indicates that the operational potential due to mission transfer related to social welfare and helping older persons make operations following with the received policy effectively. In addition, the integration of work within the agency and the attitude of operators who have been aware of working guidelines result in a mechanism that drives the achievement of the practice or operation to allocate housing welfare for older persons in the Bangkok area. However, despite encountering problems and obstacles in terms of economic, social, and political conditions, the implementation of the project can still carry on which requires policy resources in the dimension of integrating various agencies to support operations to achieve the policy objectives.

The concepts of Van Horn and Van Meter were used to describe policy implementation, for example, Prapto et al. (2019) studied the policy implementation of community police in creating safety and order in Bandung, Indonesia which reflected all six variables that determine the relationship between the policy and the effectiveness of the implementation. And the im-

plementation of the policy must be able to adjust the conditions and circumstances of the policy objectives to the dynamics. However, there are factors that hinder the implementation of the community police policy, namely, insufficient personnel, insufficient budget resources, lack of community police policy, and lack of local cultural empowerment. On the other hand, Laksana Siriwan (2017) has developed a conceptual framework for factors affecting performance following government performance certification from the point of view of organizational behavior and public policy that is consistent with Van Horn and Van Meter's concepts emphasizing communication and potential of leaders and personnel who have proposed guidelines for implementation, as follows 1) Knowledge and competence of personnel; knowledge, abilities, and competencies should be developed related to operations for personnel at all levels 2) Leadership of the executives; the success of government operations depends greatly on the support and propelling of the executives. Therefore, to achieve the goals, each year, the organization's management should focus on supporting relevant plans related to resources such as budgets, personnel, etc 3) Communication; relevant information should be communicated so that personnel at all levels are aware of the relevant information to achieve the project objectives and participate in the operation from start to finish 4) Awareness; workshops should be held continuously to provide motivation to drive the indicators to success, being an opportunity for executives and personnel to share ideas in driving the indicators to success 5) Motivation: patterns of assessment and reward should be improved to allow operational personnel to participate in defining indicators and incentives based on their actual needs.

However, although the views of Van Horn and Van Meter on organizational behavior through the policy implementation process model have reflected the relationship of constituents affecting the results of policy implementation, it can be seen that an issue that is not raised as a highlight of the model is the integration of collaboration. As such, a collaborative perspective can be used which is co-working and collaborating to achieve a common goal, a purposeful relationship designed to solve a problem by creating or discovering a solution within a set of constraints. (Agranoff & McGuire, 2003, cited in Rich Lilac, 2015) Or it is to work together and collaborate to achieve common goals by working across boundaries in the form of multi-sector relationships(O'Leary, Gerard, and Bingham, 2006). And that the coordination will cause access to resources eventually. And various organizations, with limited resources, can coordinate cooperation to overcome resource limitations and resulting in operational efficiency, avoiding redundancy or extravagance, etc. (Huxham & Vangen, 2013).The results of the study showed that under the authority of the Office of Social Development Bangkok, it is aimed to support the implementation of strategies and policies determined as a guideline for action plans for district offices or related agencies. And such operation has joint integration of internal departments playing a role in the work and problems and obstacles arising from the limitations of social conditions caused by the spread of the COVID-19 virus with the Social Welfare Office, the Elderly and Disabled Affairs Division, the Health Office, the Medical Office, and the Public Health Network, etc. Therefore, this is an important indication for the perspective of implementing the policy on the issue of coordination that affects policy implementation results. The form of cooperation may occur in terms of coordination between agencies (Coordination) and joint mission operations. (Collaboration)

Additionally, the concept of public-private partnership (PPP), the operational model in which the government sector allows the private sector to participate in the implementation of public service projects to increase the efficiency of operations and services by focusing on providing efficient and worth cost service (The Secretariat of the House of Representatives, 2016) so as can be used as a framework for considering policy implementation since it is a form of cooperation framework. Although the Social Development Office Bangkok plays relevant roles in promoting and supporting the provision and development of housing by coordinating with government, state agencies, state enterprises, other government organizations, foundations, NGOs,

and foreign organizations in which this study does not present the implementation of such projects, however, under the implementation of the health policy for older persons with the procurement and development of housing. One of the approaches often used by the government is an open opportunity for the private sector to participate in project implementation in public service and acts as an operator on behalf of the state. It is a combination of strengths between the public and private sectors in reducing various restrictions helping lower operating costs for both the state and private investors while the public will benefit in terms of efficient services (Rapee Muangnont et al., 2021). However, in the preparation of public service and infrastructure projects, decision-makers should consider and determine the appropriate public-private partnership for each project in allowing the private sector to invest in government missions for the benefit of service recipients and providers and worthiness for the government.

Using Van Horn and Van Meter models as a perspective to consider organizational behavior in the policy implementation process, reflects the relationship between the constituents that affect policy implementation outcomes. However, many other perspectives to determine the outcome of policy implementation are various, especially from those of collaborative perspective which can be seen through the coordination and cooperation of the mission to achieve the goals or objectives of the policy and potential of sub-divisions within the organization including agencies linked with the missions. Describing the integration of collaboration is a perspective that reflects the constituents that provide insights that will influence policy implementation outcomes. In addition, if the operation is related to public-private cooperation, the concept of public-private partnership (PPP) can also be used as a framework for joint consideration.

In addition to the policy framework that will lead to effective implementation, the administration of the city of the local authorities can be a mechanism to drive the development of quality of life together. Damrongsak Chanthothai et al. (2014) proposed to amend the laws of various government agencies related to the design and provision of an appropriate and safe environment for older persons according to Universal Design principles, which should provide a platform for social participation of older persons in every community and focus on accessibility and having lively activities based on principles of respect the honor and dignity of an urban human being. A home for older persons should be built for multi-purpose service. The economy, employment, and savings of older persons are taken care of. And what is the strength should be promoted to create job opportunities and income from products for the elderly group, etc.

Therefore, to create innovations in driving health policies and urban development for older persons in community areas, BMA must consider the performance of the organization along with creating cooperation both within the organization and between other organizations and integrate the concept of cooperation in public-private partnerships to create process innovation of operation and cooperation in the urban development for older persons to achieve the sustainability.

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