

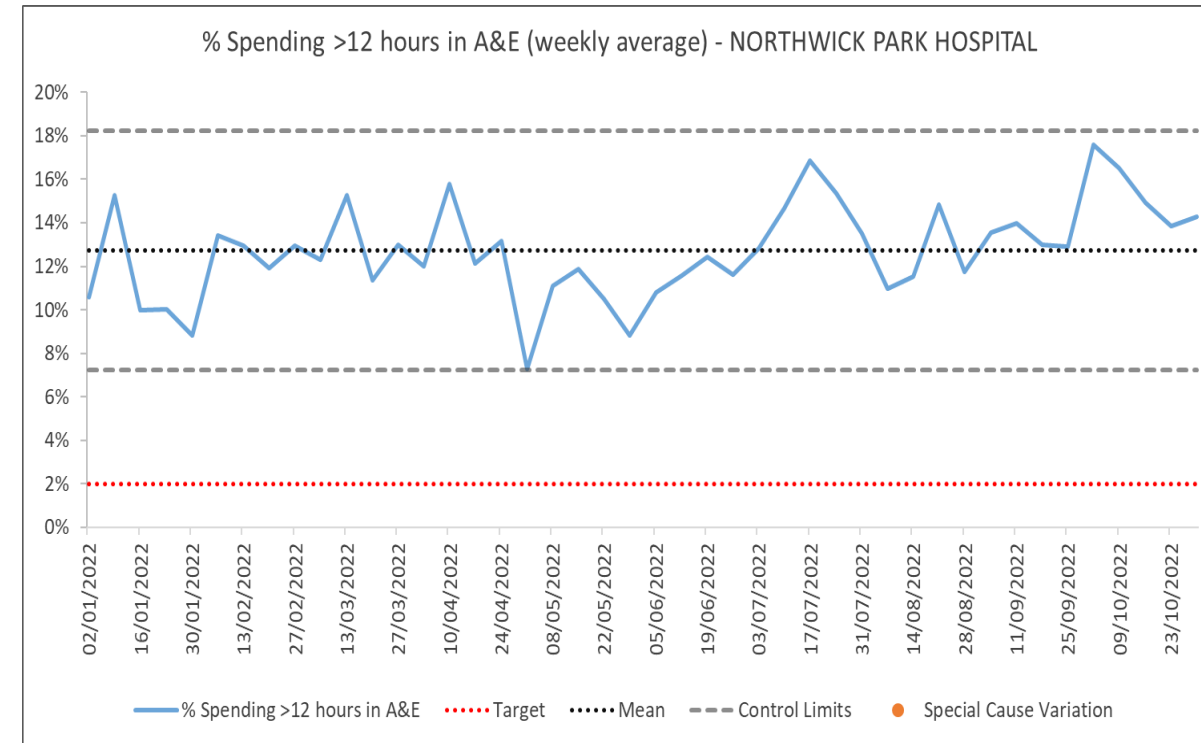
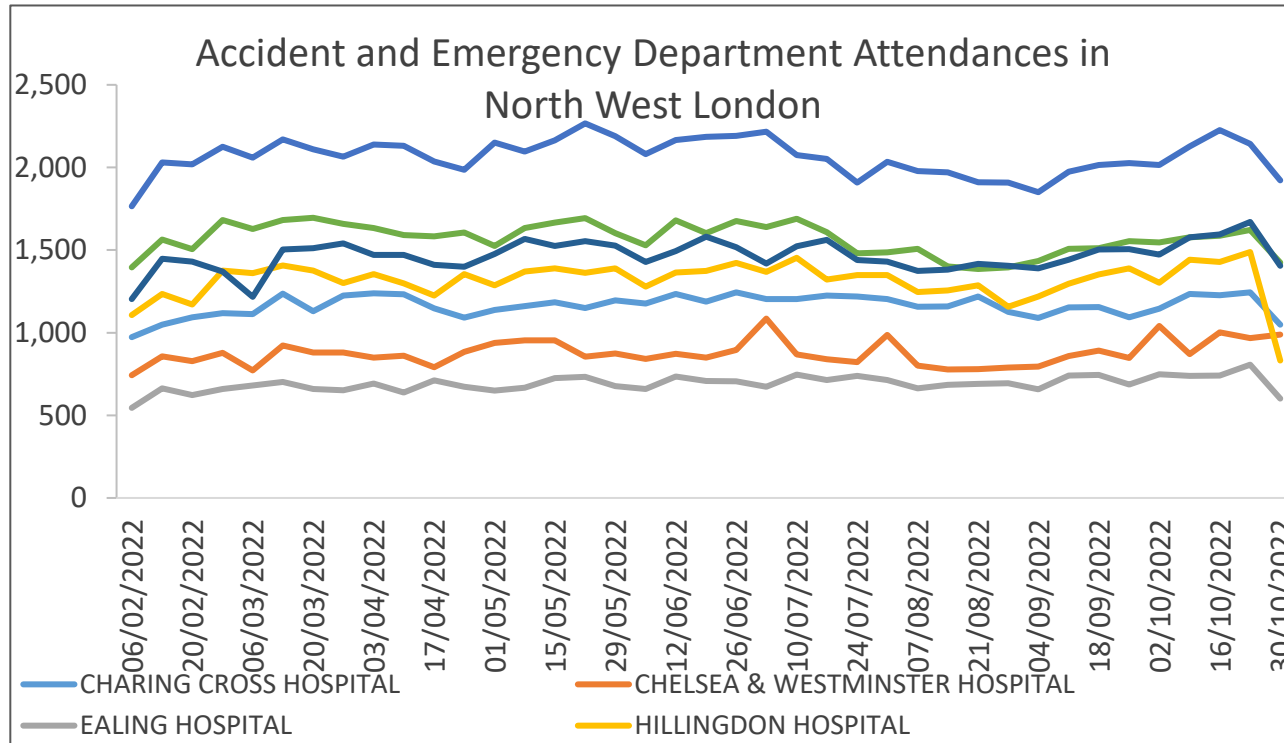
Winter resilience and winter pressure management

Harrow Borough-Based Partnership

Summary position: winter pressures

Northwick Park Accident and Emergency Department Park has, by some distance, the highest demand of any Accident and Emergency Department in NWL.

- From April to November Accident and Emergency Department (AED) attendances have averaged more than 2,000 per week, much higher than any other AED in NWL



Pressure on the Health and Care System

Winter Pressure is Increasing

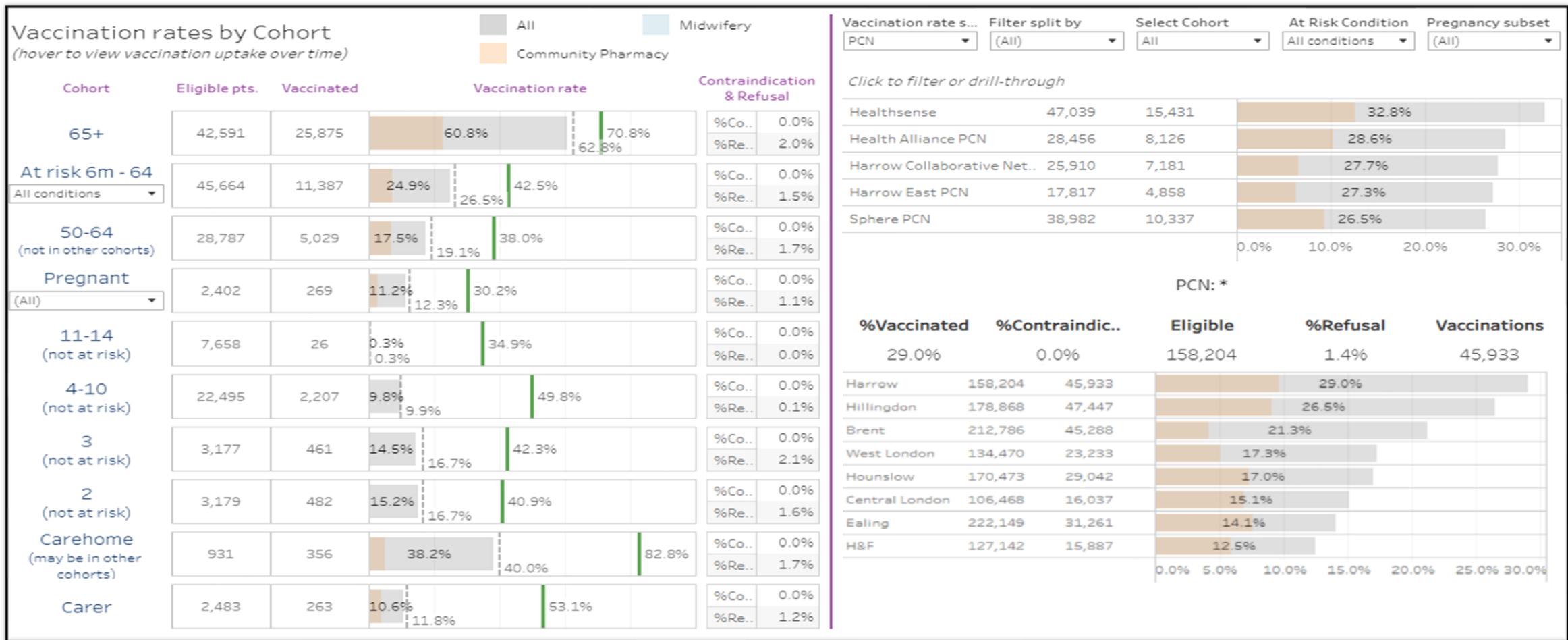
- 60 minute waits for ambulances to transfer patients to A&E are 17% higher for September / November than April to August.
- Average weekly admissions have increased by 5% in September-October over April – August.
- 12 hour waits in A&E have increased since September from 12.4% to 14.4%.
- The hospital has placed an extra patient on some wards, which is planned against discharges, 7 days a week
- The hospital has the 2nd highest bed occupancy rate in all of London.

Pressure on the Health and Care System

Despite the Pressure the Hospital and Out of Hospital system in Harrow is performing efficiently:

- LAS conveyances have reduced from an average of 699 per week to 637: evidence of success in identifying better alternatives to care for patients in the community
- Length of stay overall is increasing but as a result of more patients being treated in Same Day Emergency Care and not having to be admitted
- The hospital is the 3rd best in London for having the lowest number of inpatients that should have been discharged (not meeting the criteria to reside).
- The efficiency of the hospital system and the health and care support in the community is reflected in the lowest lengths of hospital stay in North West London and the 2nd best in London for +21 day LOS performance

Summary position: Flu vaccination



*Data at 28/10/22

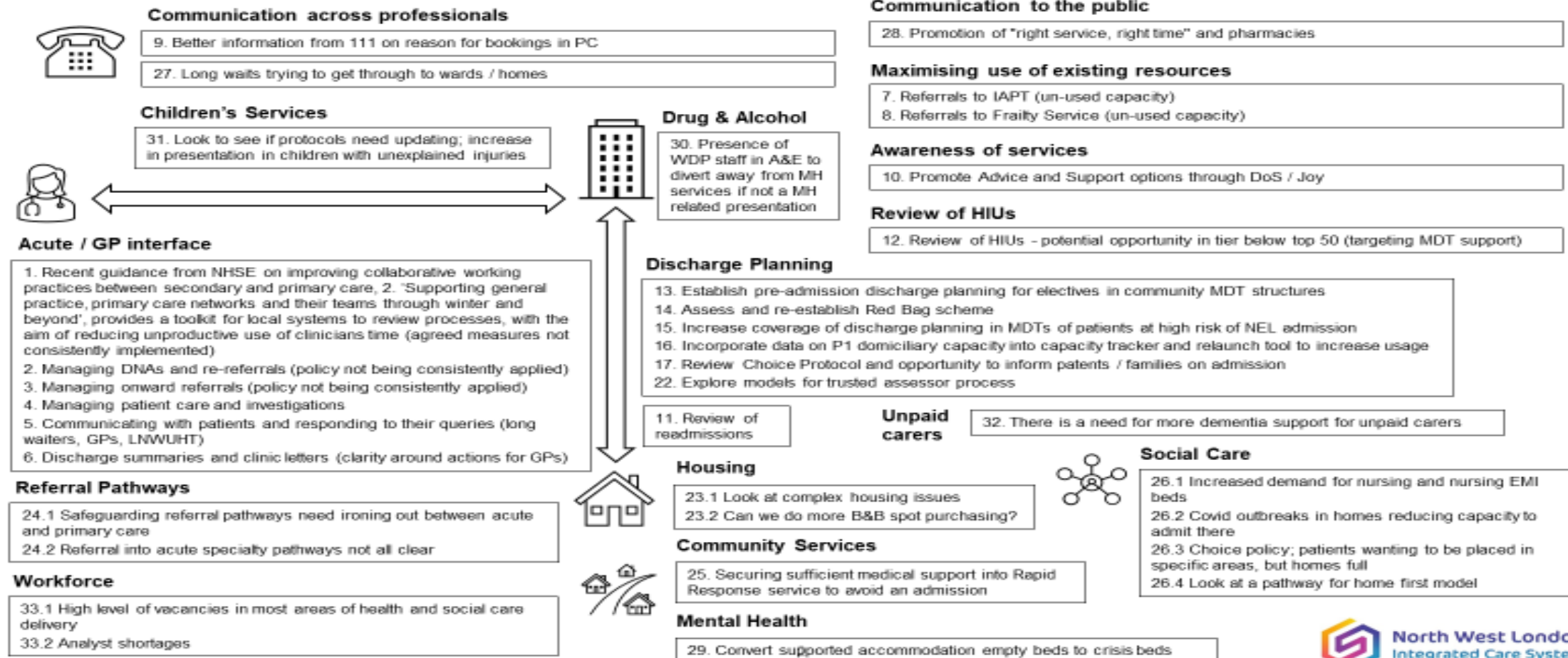
Current position: COVID Seasonal booster dose

Borough	No of patients who have received the seasonal booster dose	%
Brent	37,687	8.3%
Central London	27,760	10.2%
Ealing	47,343	10.3%
H & F	26,416	7.6%
Harrow	47,124	16.3%
Hounslow	40,659	11.6%
West London	28,855	10.0%
Total	304,720	10.0%

(% vaccinated in comparison to eligible cohort) from 5th Sept to 1st Nov inclusive Across NWL

System action on winter pressure management

Maximising the potential and efficiency of our core service offer



Wellbeing in Winter

MECC is the opportunity to do something fast that prevents ill health

Eat



Have a daily hot meal, drink at least 6/8 cups of fluid a day

Heat



Know what you are entitled to, be careful of fire risks, layer up your clothing

Beat



Where to get help. Vaccinate. What is happening in the community. Keep talking and moving

- Making Every Contact Count programme
- Winter messages
- Open to all staff in LA, NHS and the CVS
- Links to other initiatives

• Sources of information: [SHINE](#), [SWISH](#), [Help Harrow](#), [CAB Harrow](#), [Turn2Us](#)

ICB Sector Communications

- There is a range of communication activity supporting NW London this winter.
- Many activities have launched earlier this month, with more to follow. This includes:
 - All winter communication resources and messages are on the resource page: [Communications resources for staff :: North West London ICS \(nwlondonics.nhs.uk\)](https://nwlondonics.nhs.uk)
 - This has been shared through the NWL staff bulletin, primary care bulletin and with LA and provider comms leads.
 - The [NW London ICS winter website page](#) also contains key messages and information for the public.
 - The following activities outlined in the table have been launched/planned using these resources.
All activities are outlined in the [winter communications plan](#).
- Alongside this, key activity planned in October: Google adverts, pharmacy digital ads, website updates, Council magazine content, pharmacy digital adverts, paid for social media, procurement of grass routes organisations

Allocation from £15.54m winter funding

The table below summarises an overview of the funding for: acute, mental health, integrated community and social care, primary care, ICB communications and Urgent Community Response (Rapid Response) implementation.

Prioritised proposals (£'000)	£'000					UCR Implementation					Total
	C&W	ICHT	LNW	THH	Total Acute	Mental Health	Community	Primary Care	ICB Comms	Support	
Physical Beds	£1,554		£2,195	£1,619	£5,368	£1,827	£1,013				£8,208
Discharge/Flow initiatives		£834	£337		£1,171	£325	£1,300				£2,796
SDEC/Frailty Unit				£161	£161						£161
Other non bedded provision						£568	£2,800	£750			£4,118
Winter communications								£0	£165	£96	£261
Total	£1,554	£834	£2,532	£1,780	£6,700	£2,720	£5,113	£750	£165	£96	£15,543
<i>Beds</i>	28		68	24			43				163
<i>NWL BAU Beds capacity</i>	2800										
<i>% increase</i>	5.8%										

* 4 MH schemes not factored into the table above are proposed to be covered by regional MH Winter Funding of £568k

Out of hospital based services

Increased capacity commissioned at a **North West London level**

Mental health

- Mental health winter funding has been allocated to NW London-wide schemes that will enable improvement in flow, additional capacity in community crisis teams and remaining monies for discharge schemes.
- This includes improvements in the Rehab pathway across Brent, Harrow, Hillingdon, Westminster and K&C boroughs to support the flow in rehab and acute wards
- Additional resource in community crisis teams across all 8 boroughs to manage demand and higher acuity of presentations; gatekeeping admissions to mental health beds and enabling meeting of response times and better flow. This will include a new MH Crisis Assessment Service based at St Charles.

Community services

- Escalation beds
- Increasing step down beds for P3
- Additional community capacity for admission avoidance
- LAS access to senior decision maker
- System coordination function

Primary Care services

- The £750k will provide additional unplanned appointments in each borough Monday to Saturday, in Q3 and Q4 – due to affordability/limited funding, we will prioritise provision of additional capacity during high pressure points over the winter period.
- The unplanned appointments will also support flow from A&E attendances for patients that are deemed appropriate to be seen in a primary care setting.
- This will support additional planned appointments during core hours Monday – Friday.

Out of hospital based services

Harrow Borough schemes

Rapid response to discharge	£138,180	<ul style="list-style-type: none">• Expansion of Harrow Together Discharge Support, including transport, home cleaning, support in paying bills etc - existing service at full capacity.• Home First: Expansion of D2A packages from 3 to 5 days• Mental Health Reablement: additional packages of care to facilitate D2A provided by Hestia / Care Compassion.
Reablement	£78,360	<ul style="list-style-type: none">• Increase capacity of LA Community Review Process, in Promoting Independence Team / NPH AED, including, potentially, seven day working
Preventative / VCS Support	£78,960	<ul style="list-style-type: none">• Strength and Balance Training and Falls Prevention
Total for Harrow	£253,139*	

**non-recurrent health inequalities funding also being scoped to extend the Harrow offer*

LNWHT Hospital services

- **3 new Standard Operating Procedures ahead of winter**
 - Admissions Against Discharge
 - London Ambulance Rapid Release
 - London Ambulance led Cohorting
- **Key operational changes**
 - Admissions Against Discharge moves the next patient in from A&E/acute wards before the last one has left, to reduce ambulance handover time and plan the discharge of patients earlier in the day (preparing for the busy evening for LAS and A&E) .
- **Additional winter capacity**
 - Planning to open 68 additional beds across all 3 sites (12 at CMH, 24 at NPH, 32 at Ealing)
 - Hospital Ambulance Liaison Officer rota
 - Expanding home settlement capacity
 - Increasing Hospital staffing across medical, nursing, therapies, diagnostic and support services

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