



Report for: Health and Wellbeing Board

Date of Meeting:	2 November 2023
Subject:	Harrow System Pressures Metrics Report
Responsible Officer:	Lisa Henschen, Managing Director, Harrow Borough Based Partnership
Public:	Yes
Wards affected:	All
Enclosures:	Appendix A: Winter System Pressures Metrics Appendix B: Harrow Borough Based Partnership winter plan

Section 1 – Summary and Recommendations

This report sets out a draft schedule of an expanded set of system pressures metrics that are designed to indicate:

- Demand pressure on the Harrow health and care system;
- The effectiveness of the system's response to that demand.

The first set of data will be circulated during October, although further work may be required after that date to secure data for some indicators.

Recommendations:

The Board is requested to note and comment on the contents of the schedule.

Section 2 – Report

The Harrow Borough Based Partnership currently discusses a set of indicators of demand pressure on the local health and care system at its fortnightly meetings.

The scope of these indicators is limited and largely reflects pressure on hospital based health services.

The Partnership's 2023/24 winter planning has included the development of an expanded list of metrics that will inform the system's response to increased demand during the winter period. Most of these indicators will be reported weekly or monthly, depending on the frequency with which the data is reported.

The report will be used to inform discussions at the Harrow Health and Care Executive of necessary mitigations when services are under high levels of pressure and of potential service improvements.

These indicators seek to illustrate the following aspects of the state of the system:

- Success of Prevention Measures eg vaccinations; Winter Wellness MECC training.
- Demand Pressure e.g., discharges to social care; A&E attendances; referrals to community health.
- Pathway Efficiency e.g. Delayed discharges from hospital
- Pathway Improvement e.g. Interface between GPs and the hospital
- Utilisation of Community Resources e.g., Use of community rehab beds
- System Stress i.e. indications that the effectiveness of part or parts of the system has deteriorated.

The set of measures are attached to this report as Appendix A and will be populated as an up to date system position and shared 5 days in advance of the Health and Wellbeing Board meeting.

The Harrow Borough Based Partnership winter plan is attached for reference in Appendix B.

Ward Councillors' comments N/A

Financial Implications/Comments

Whilst this report does not have any direct financial implications, the increased support is funded through targeted allocations (such as the winter pressures funding allocated through the BCF) with the metrics helping to ensure scarce organisational resources are being targeted to maximise value for money and achieve system outputs. The use of these metrics may, in time, support targeting of any additional resource allocations and consideration of wider system budget requirements as part of the annual budget setting process for partner organisations

Legal Implications/Comments

Terms of reference for the Health and Wellbeing Board include:
To promote integration and partnership across areas, including through promoting joined up commissioning plans across NHS, social care and public health.

Risk Management Implications

The indicators will support the monitoring of potential risks relating to increased demand for services during the winter period.

Risks included on corporate or directorate risk register? **N/A**

Separate risk register in place? **N/A**

The relevant risks contained in the register are attached/summarised below. **N/A**

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
The continuation of Junior Doctor and Consultant strikes over the winter period will impact the resilience of the system to manage winter pressures	Business Continuity Planning within Acute Trusts	Amber

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **N/A**

Council Priorities

A place where those in need are supported.

Section 3 - Statutory Officer Clearance (Council and Joint Reports)

Statutory Officer: Donna Edwards

Signed on behalf of the Chief Financial Officer

Date: 17/10/2023

Statutory Officer: Sharon Clarke

Signed on behalf of the Monitoring Officer

Date: 18/10/2023

Chief Officer: Senel Arkut

Signed by the Corporate Director

Date: 19/11/2023

Mandatory Checks

Ward Councillors notified: No, as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Hugh Caslake: AD Integration and Delivery (07958 196271)

Background Papers:

None

If appropriate, does the report include the following considerations?

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|-----------------|----|
| 1. Consultation | NO |
| 2. Priorities | NO |