



Harrow Winter Pressures

1) Impact of Strikes on Winter Pressures at London North West University Hospitals Trust

2) Draft System Pressures Metric Report

October 2023

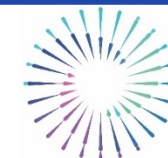


**Harrow Borough
Based Partnership**

Supporting better care and healthier lives

Impact of Strikes on Winter Pressures at London North West University Hospitals Trust

- No future industrial action dates confirmed since 2-5 October walk-out
- 2023/24 Winter plan remains the basis of our response to seasonal increases in demand, principles of which are:
 - maintain bed occupancy at a level that optimises flow
 - protect the elective bed base and ability to provide planned care
 - reduce time patients spend in A&E, and get patients needing admission to the right bed first time
- Any periods of industrial action will assume Christmas day cover
- Key elements of the 2023-24 Winter plan
 - Two phase expansion of bed-capacity, including new 32 bedded ward on-top of the NPH A&E
 - Expansion of the discharge lounge
 - Additional clinical capacity to expedite ambulance handover and turnaround (Cohorting)
 - New senior discharge lead post
 - Increase in the capacity of multi-disciplinary teams: therapies, pharmacy, radiology, acute medicine
 - Increase in out of hours and weekend clinical capacity
 - Deployment of digital tools to drive flow and discharge



Impact of Strikes on Winter Pressures at London North West University Hospitals Trust

How can borough partners help?

- Encourage COVID/FLU vaccination uptake by vulnerable population groups
- Full engagement in collaborative improvement schemes
- Streamline processes and decision-making to enable timely discharge of patients requiring care packages or placements and optimise use of community beds
 - Simplify community bed admission criteria
 - Extend admission cut-off times
 - Weekend admissions
 - Boost staffing of discharge hub
- Optimise community bed use and turnaround borough-wide Targeted actions for high risk groups, such as the homeless, those facing fuel poverty



Collaborative effort to improve discharge is the single most impactful mitigation of Winter pressures. Even more so in the run-up to, during and immediately following industrial action.



**Harrow Borough
Based Partnership**

Supporting better care and healthier lives

Harrow System Pressures Metrics

The purpose of the dataset is to support the Harrow Borough Partnership to manage pressure on the health and care system and to plan remedial actions.

Further indicators will be added to the dataset contained in the following slides.

In addition, trend data will be added to provide context for current levels of activity.

Data for the following system indicators is in the process of being collated and validated, and will be included in further iterations of the report,

Success of Prevention Measures

- Paediatric Asthma Reviews within 48 hrs of AED attendance and ED Admissions
- Winter Wellness 'Making Every Contact Count' training sessions uptake

Demand pressure

- Number of referrals to drug and alcohol service
- Number of referrals to Harrow Housing pathway for homeless patients with mental health issues
- Number of people contacting the Local Authority about Damp / Mould
- Primary Care Online consultations
- Delayed Transfers of Care by pathway at Northwick Park Hospital
- Community Equipment Delays

Pathway Improvement

- Complete FIT notes in secondary care
- Discharges to Care Homes at Weekends
- Onward referrals (C2C referrals)
- Discharge Letters sent to GP Practices

Utilisation of community resources

- Additional Primary Care capacity
- Utilisation of: Enhanced Primary Care Services
- Utilisation of Community Rehabilitation / Intermediate Care Beds
- Number of contacts at Community Pharmacy Consultation Service redirection
- Virtual Ward contacts for Cardiology (Heart Failure and AF), Respiratory and Diabetes



Harrow System Pressures Metrics (1/2)

	System Indicators	Cohort	Frequency	Data Period	Current Period	Previous Period
Success of Prevention Measures						
1	Autumn Campaign - Covid vaccination uptake by cohort	Harrow	Weekly	WE -22/10	27.01%	23.25%
2	Autumn Campaign - Flu vaccination uptake by cohort (including years 7 and 11)	Harrow	Weekly	WE -19/10	26.96%	22.98%
Demand pressure						
6	AED Attends	NPH	Weekly	WE -22/10	1,860	2,276
7	AED Attends Paeds	NPH	Weekly	WE -22/10	414	550
8	UTC Attends	NPH	Weekly	WE -22/10	1,091	1,305
9	AED Emergency Admissions	NPH	Weekly	WE -22/10	609	590
10	Community/District Nursing - Number of visits completed (in hours)	Harrow	Weekly	WE -21/10	1,555	1,702
11	Community/District Nursing - Number of rostered staff (in hours)	Harrow	Weekly	WE -21/10	1,437	1,560
12	Number of hospital discharges in month that required social care input	Harrow	Monthly	Sept 23	147	147
13	Number of patients being worked with by social care	Harrow	Monthly	Sept 23	513	454
14	MH Liaison AED Referrals	Harrow	Weekly	WE -22/10	72	65
15	MH Liaison AED Referrals - 1 hour response	Harrow	Weekly	WE -22/10	87.0%	85.7%
16	MH Liaison Ward referrals	Harrow	Weekly	WE -22/10	37	37
17	MH Liaison Ward referrals - 24 hour response	Harrow	Weekly	WE -22/10	81.8%	94.4%
18	Rapid Response - Number of visits completed (in hours)	Harrow	Weekly	WE -21/10	261	287.5
19	Rapid Response - Number of rostered staff (in hours)	Harrow	Weekly	WE -21/10	391	322
26	Covid Related 111 Calls	Harrow	Weekly	WE -22/10	59	40



Harrow System Pressures Metrics (2/2)

	System Indicators	Cohort	Frequency	Data Period	Current Period	Previous Period
Pathway Efficiency						
28a	Delayed Transfers of Care - Pathway 0	NPH - Harrow	Weekly	WE -24/10	9	6
28b	Delayed Transfers of Care - Pathway 1	NPH - Harrow	Weekly	WE -24/10	23	22
28c	Delayed Transfers of Care - Pathway 2	NPH - Harrow	Weekly	WE -24/10	8	5
28d	Delayed Transfers of Care - Pathway 3	NPH - Harrow	Weekly	WE -24/10	7	8
	Delayed Transfers of Care Total	NPH - Harrow	Weekly	WE -24/10	47	41
28e	Delayed Transfers of Care - Unstated Pathway	NPH - Harrow	Weekly	WE -24/10	21	18
40	Enhanced Frailty service - Current Caseload	Harrow	Monthly	Sep-23	188	191
41	Enhanced Frailty service - Step ups	Harrow	Monthly	Sep-23	48	69
42	Enhanced Frailty service - Step down	Harrow	Monthly	Sep-23	58	47
System Stress						
56	Hospital Capacity Status	NPH	Weekly	WE -24/10	FCP	Black
57	12 Hour AED Waits	NPH	Weekly	WE -22/10	266	337
58	LAS Handovers - Total number of 60 min Breaches	NPH	Weekly	WE -22/10	3	14
59	Community/District Nursing - Total number of visits deferred once	Harrow	Weekly	WE -21/10	0	0
60	Community/District Nursing - Total number of visits deferred more than once	Harrow	Weekly	WE -21/10	0	0
61	Rapid Response - Number of referrals with a 2 hour response time	CLCH	Weekly	WE -21/10	48	55
62	Rapid Response - Total number of initial visits triaged for a 2 hour response that were not completed within 2 hours of acceptance into service	CLCH	Weekly	WE -21/10	7	8
63	Rapid Response - Total number of referrals rejected due to capacity	CLCH	Weekly	WE -21/10	0	0
64	Community Services Sickness Absence	Harrow	Weekly	WE -21/10	1.2%	0.0%

