



**Report for: Overview and Scrutiny
Committee and Scrutiny
Sub-Committees**

Date of Meeting:

Subject:

Harrow Health and Care System
Pressures and Winter Plans

Responsible Officer:

Lisa Henschen, Managing Director,
Harrow Borough Based Partnership

Scrutiny Lead

Health: Councillor Chetna Halai

Member area:

Exempt:

No

Wards affected:

All

Enclosures:

Slide pack containing detail of Health
and Care System Pressure Indicators

Section 1 – Summary and Recommendations

This report provides an update on the pressures experienced by the Harrow health and care system and the implementation of plans to respond to that demand.

Recommendations:

The Committee is asked to consider the content of the report.

Section 2 – Report

Background

The first part of the report contains data on 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 second part of the report provides an update on measures developed by the Harrow Borough Based Partnership to prepare the system for the Winter Period.

The planned actions aim to support the provision of high-quality care in the community, the prevention of admission to hospital and safe and efficient discharge to the community once patients' acute needs have been met.

This includes the implementation of the Winter Improvement Plan and of additional service capacity resourced through Discharge Funding.

Current situation

Pressure on the health and care system peaked during the first week of January, when the post-Christmas surge in presentations and the Junior Doctors' strike impacted simultaneously.

Although health and care staff in the hospital and community, including primary care, have coped during this period we need to acknowledge and address the impact on patients, staff and services working under this level of pressure.

The planned actions aim to support the provision of high-quality care in the community, the prevention of admission to hospital and safe and efficient discharge to the community once patients' acute needs have been met.

The actions that the system committed to complete in 2023 have been delivered and it is expected that those scheduled for the final quarter of 2023/24 will also be completed as planned.

Financial Implications

The winter improvement plan is funded by a range of sources including grant funding from the Department for Health and Social Care to support Discharges. This grant totals £2.246m (of which £934k allocated to the Council and £1.312m allocated to the Council via the ICB funding) and is pooled within the Better Care Fund and built into the Adult Social Care forecast and budget for 2024-25 on an ongoing basis. These resources underpin a number of the metrics being reported.

Additional funding has been provided by NWL ICB to NHS Providers for additional winter capacity (for example, additional beds).

A data-based evaluation of current schemes' delivery against the aims of the Discharge Grant funding is underway.

This includes a deep dive into the operation of the various Bridging Service models implemented in NWL.

Initial findings from the data analysis and approaches to the future use of the Discharge Grant will be discussed by Directors of Adult Social Care on 22nd February.

Individual meetings will then be held with Local Authorities to discuss the use of the grant in 2024/25

A report on the outcome of these discussions will be considered by the ICS Executive on 1st March.

Performance Issues

- Not applicable

Environmental Impact

- Not applicable

Risk Management Implications

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

- Not applicable

Section 3 - Statutory Officer Clearance

- Not required.

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards.

Section 4 - Contact Details and Background Papers

Contact: Hugh Caslake, Assistant Director of Integration and Delivery, NWL ICB (07958 196271)

Background Papers:

- Harrow System Pressure Metric Report: February 2024

If appropriate, does the report include the following considerations?

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|-----------------|-----|
| 1. Consultation | N/A |
| 2. Priorities | N/A |