

Health and Wellbeing Board Tabled Documents

Date: Tuesday 26 July 2022

8. **Health and Care Integration: national, regional and local changes** (Pages 1 - 9)
9. **Harrow' Health and Wellbeing Strategy** (Pages 10 - 21)
10. **Harrow Borough Based Partnership: Draft Borough Plan** (Pages 22 - 65)
11. **System Pressures and Winter Planning** (Pages 66 - 84)
12. **Better Care Fund Report** (Pages 85 - 98)

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Health and Care Integration: National, regional and local changes

Isha Coombes, Borough Director (Harrow), NHS North West London
Lisa Henschen, Managing Director, Harrow Borough Based Partnership

1st July Statutory Changes: What changed?

- On 30 June 2022 Clinical Commissioning Groups were abolished
- On 1 July 2022 a number of changes to how the NHS is organised and works in partnership across health and care came into force:
 - Integrated Care Systems were placed on a statutory footing
 - Integrated Care Boards came into being
- This means a new organisation in NW London, new governance boards and new acronyms

Integrated Care System (ICS)

- The NW London ICS covers the eight boroughs of NW London and brings together all health and care organisations working to deliver against the four core national objectives of ICSs.
- The ICS does not have a budget or employ staff.

ICS national objectives

1. Improve outcomes in population health and health care
2. Prevent ill health and tackle inequalities in outcomes, experience and access
3. Enhance productivity and value for money
4. Support broader economic and social development



NW London is:

- Eight local authorities
- Nine NHS Trusts - Four acute trusts, four community mental health trusts, one ambulance trust
- 347 GP Practices
- 45 Primary Care Networks
- 276 care homes
- Over 1,500 voluntary organisations
- 50,000 NHS employees
- Over 2.1 million residents (ONS 2019)

Integrated Care Board (ICB)

- In NW London the ICB is known publicly as NHS NW London.
- This is the statutory NHS organisation responsible for developing a plan for meeting the health needs of the population, managing the NHS budget and arranging for the provision of health services in NW London.
- It holds a budget and employs staff (*those in employment of the CCG on 30 June had their employment transferred to the ICB*).

- The NHS NW London Board meets monthly
- It is chaired by Penny Dash
- Membership is set out on the website <https://www.nwlondonics.nhs.uk/about-nhs-nw-london/board>
- The first meeting of the NHS NW London Board was 8.30am 1 July 2022

Integrated Care Partnership

- This is the statutory committee jointly formed between the NHS Integrated Care Board and all local authorities in North West London.
 - The ICP is responsible for producing the overall strategy on how to meet the health and wellbeing needs of the population in NW London.
 - The ICP also does not have a budget or employ staff.
-
- The NW London Integrated Care Partnership Committee will meet quarterly.
 - It is co-chaired by Penny Dash and a local authority leader or CEO.

Borough Based Partnerships (BBP)

- In NW London these are the eight local partnerships who deliver the strategy.
- These partnerships can include primary care, community care, acute trusts, mental health, local authorities and the voluntary sector.

The Harrow Borough Based Partnership

Borough Based Partnerships will be critical drivers of change in the new system.

The Harrow Borough Based Partnership brings together our NHS organisations, Harrow Council, our GPs, and local Voluntary & Community Sector.

Our mission is to work with children, families and communities in Harrow to support better care and healthier lives.

NHS North West
London

Harrow Council

Harrow's Primary
Care Networks

Central London
Community
Healthcare NHS
Trust

Central and North
West London NHS
Foundation Trust

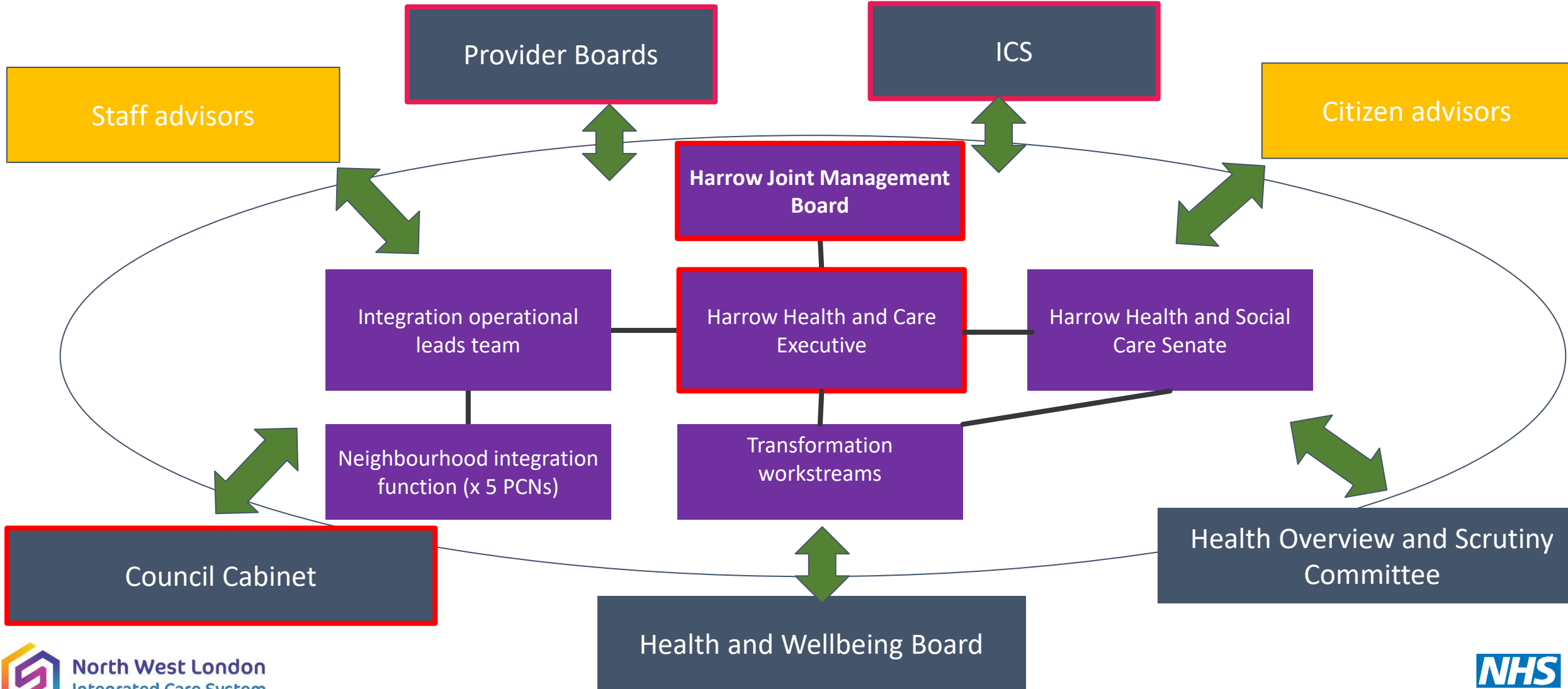
London North West
University NHS
Healthcare

Harrow Together

Harrow Health
Community Interest
Company

St Luke's Hospice

Harrow Borough Based Partnership Governance Structure



Decision-making Structure in the Harrow Borough Based Partnership

Sovereign Organisational Governance and Decision Making

Local Authority

Provider Boards

ICS

Primary Care Networks

Harrow Community Action

St Luke's Hospice

Harrow Health CIC



Agreed level of delegated responsibility (to be defined in Terms of Reference)

Harrow Joint Management Board



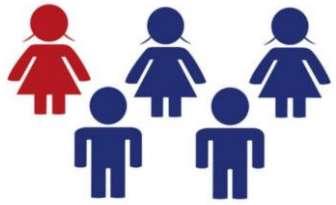
Agreed level of delegated responsibility (to be defined in Terms of Reference)

Harrow Health and Care Executive

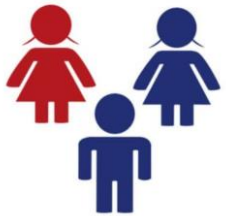
Harrow's Draft Joint Health and Wellbeing Strategy

Health and Wellbeing Board

26/07/2022



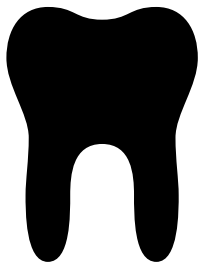
1 in 5 children overweight or obese at reception



1 in 3 children overweight or obese at year 6

42%

England 23.4%



Percentage of 5 year olds with experience of visually obvious dental decay

Hypertension: QOF prevalence (all ages)

| 2020/21



13%

England 14%

35,441 Count

10.1%

England 7.1%



The percentage of patients aged 17 years and over with diabetes mellitus, as recorded on practice disease registers

The difference in life expectancy between those living in the most and least deprived areas



4.4 years



5.6 years

Causes of the inequality 2020 - 21

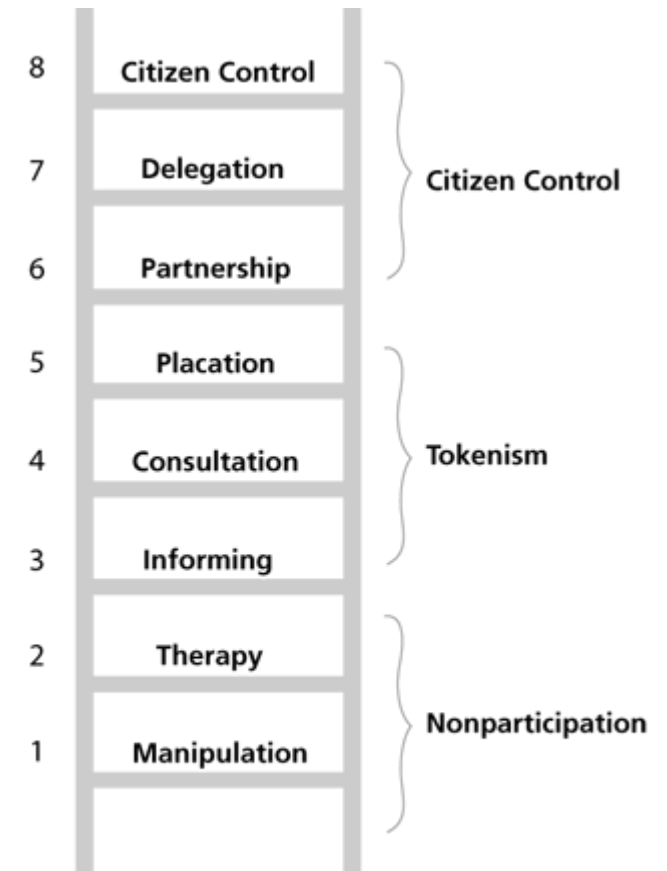
COVID-19 – 24.9%	COVID-19 – 23.9%
Circulatory – 28.6%	Circulatory – 15.5%
Cancer – 29.4%	Cancer 12.2%
Respiratory – 1.7%	Respiratory – 14%
Digestive – 4.3%	Digestive 7.7%

We know many of these behaviours and health outcomes are interlinked and correlate with employment, housing and education outcomes

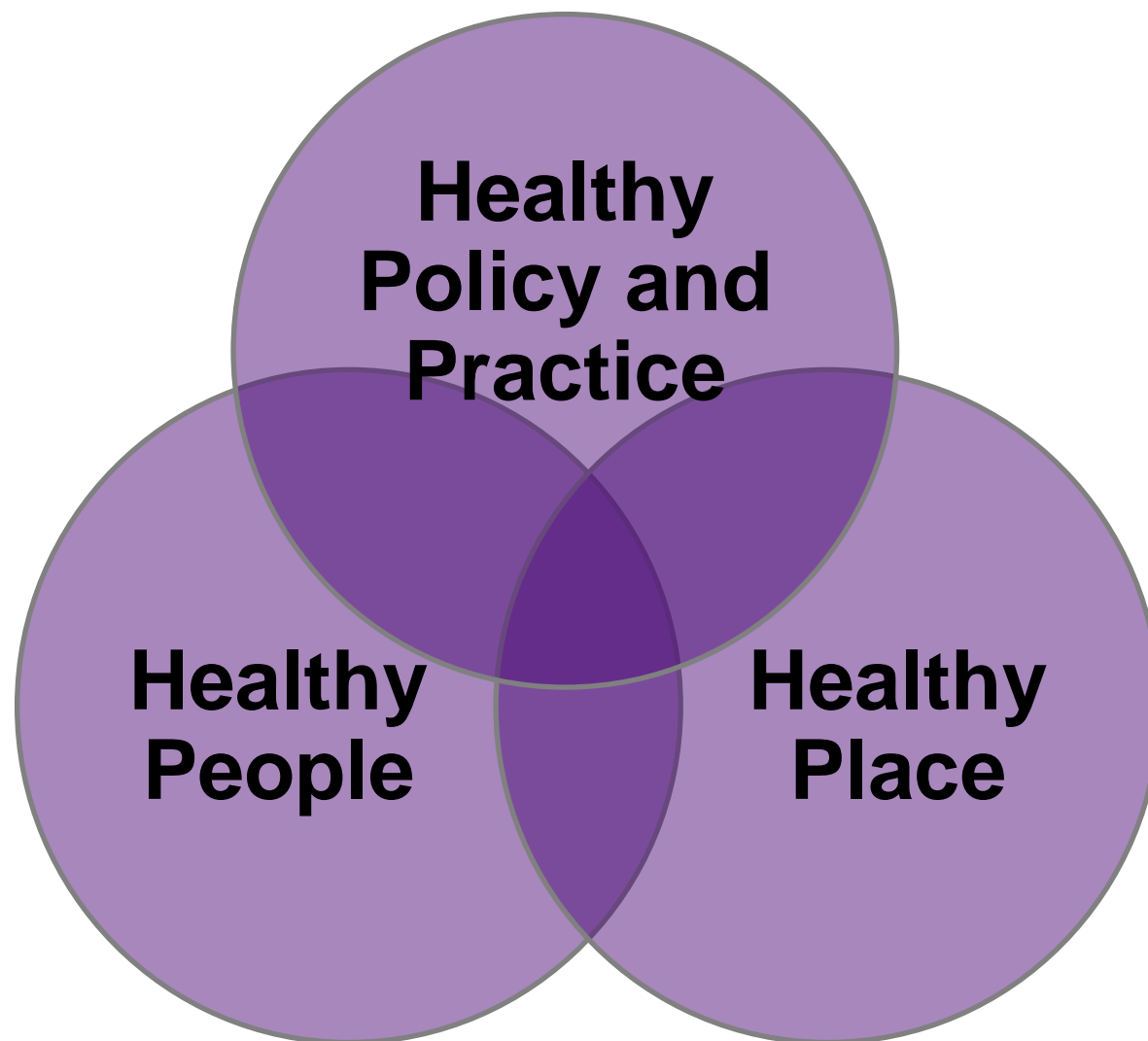
What do our residents think already, how do will build engagement with our residents?

- Standard of health care
- Cost of living, low wages
- Fuel poverty and winter warmth
- School readiness, emotional wellbeing of children
- Young People - vaping, nitrous oxide
- Young and adult carers
- Education Health and Care plan, (SEN) children
- Access to convenience and junk food
- Air quality, active travel
- Women's health, menopause, maternal outcomes
- Loneliness

- Background: epidemiology, comparison, & opinion
- HWS preventative action
 - How citizens know and reduce risks to health is about citizens being engaged and taking control.
- Engagement approach must be an enabler of the HWS
 - Ranges from;
 - manipulation and therapy where citizens are cured or educated, to;
 - partnership where power is shared and delegation where committees are formed with citizen representation
- To consider each JSNA issue and each respective engagement response
- Engagement will need resourcing



Arnstein's Ladder (1969)
Degrees of Citizen Participation



Healthy Policy and Practice

Making Every Contact Count everyone's business and embedding Health Inequalities in All Policies

Ensuring that all commissioning practices, use of intelligence and technologies, and resource allocations are optimised and evidence based

Embedding prevention, emergency preparedness, health protection and infection prevention control principles, into mainstream approaches

Healthy and safe communities

A thriving, multicultural borough where events support our communities continued integration and values

Establish a community capacity building and leadership programme for Harrow to support community groups access to help them address issues which are important to them

Everyone takes an individual and collective responsibility for building good relationships within their community

Instilling a supportive culture that promotes good physical and mental wellbeing in the workplace

A commitment to increasing the quality of new and existing affordable homes

Promoting Harrow as a place to live and work, including a focus on retention within front-line teams

Healthy environment and addressing climate change

Enhancing our sports infrastructure to meet local needs, adopting health impact assessments on major developments. Enhanced parks and accessible open spaces, providing spaces for rest & recreation. A transport infrastructure enabling active travel

Making Harrow environmentally sustainable and healthy

Thriving Economy

Supporting Business Growth and Job Creation.
Developing the Skills of and Prospects of Residents

Create vibrant town centres as community and commercial hubs.
Improving our digital infrastructure & addressing social exclusion.

Healthy People

Giving every child the best start in life by supporting families to enable children to achieve their full potential.

Developing stronger links between schools, health and social care

People are equipped to be more resilient to life events and enabled to live longer and healthier lives

Developing a social position for older people in the community, for example through volunteering, mentoring, or peer group involvement

Children & Young People example

Giving every child the best start in life by supporting families to enable children to achieve their full potential / Developing stronger links between schools, health and social care



What will we do in the short term?

Ensure that our children and young people are safe, including those that are more vulnerable, through early identification, and engagement with key services

Develop family hubs to strengthen early support and prevention including partnership working with schools and other commissioned services (e.g. substance misuse)

Deliver the 0-19 contract, including health visiting & school nursing, and deliver transformation plan to meet the needs Harrows children and young people

Children and young people integrated care workstreams including: Start well, SEND, Emotional & Mental Wellbeing and Resilience, Integration of children's health and social care



What are our aspirations for the long term?

Enabling parents and people from birth to be able to support their children, build resilience and be more reliant on community links – leading to independent adults

Children and young people are empowered to become citizens that contribute to society and develop positive healthy relationships

Improve physical and mental wellbeing outcomes for children and young people, leading to longer healthier lives and emotional stability

Harrow is seen as a choice for parents, carers and families to bring up children and young people

A reduction in infant mortality across Harrow

Education, employment and training opportunities that meet the needs of our children and young people

Building on our understanding of schools as the key partners to improve CYP Health

Adults and older people example

People are equipped to be more resilient to life events and enabled to live longer and healthier lives



What will we do in the short term?

Provide a range of commissioned services that focus on prevention and improving the health and wellbeing of our population

Embed resident centred initiatives and programmes that focus on people's strengths and community assets; strengthening our support to carers

Review, re-design and implement services to meet the needs of population including: sports and leisure review; post dementia diagnosis support; integrated intermediate care services review; integrated frailty model for Harrow.

Embed and deliver enabling programmes that support residents to be more resilient including; addressing digital exclusion; urgent care plan portal; estates development



What are our aspirations for the long term?

Increase life expectancy and reduce the life expectancy inequality gap

Assistive technology and digital solutions will support residents be more resilient and lead more independent, healthier lives

Integrated care and joined up services, ensuring that residents only give their story once

Develop and support a stronger community and voluntary sector, using local community assets to support our residents achieve healthier lives

Improve the value of peoples lives, directly impacting on peoples emotional wellbeing

- Capturing partner initiatives to feature within the principles
- Consultation on the Health and Wellbeing Strategy
- Draft prepared by September 2022
- Approval by Health and Wellbeing Board

Harrow Borough Based Partnership

The Borough Based Partnership Plan and 2022/23 delivery priorities

Lisa Henschen, Managing Director

Building the Borough Based Partnership Plan

What are the needs of the Harrow population, how do we understand them and respond to them?



- JSNA refresh – population health needs
- Analysis of themes from community engagement

What will we be able to achieve as a partnership that we cannot achieve as individual organisations?



- Mapping of partner organisation priorities
- Away day and 1:1 discussions

How are we currently performing as a system in relation to performance, outcomes, quality and finances?



- Analysis of system performance, outcomes and quality completed
- JMB to discuss impact of financial landscape on BBP delivery

What does the future integrated health and care system look like and what will the role of Borough Based Partnerships be within it?



- Live discussions between the ICS and BBPs
- ICS objectives for BBP captured and addressed in the Borough Plan

Our mission

Working with children, families and communities
in Harrow to support better care and healthier
lives

Delivery framework and partnership priorities

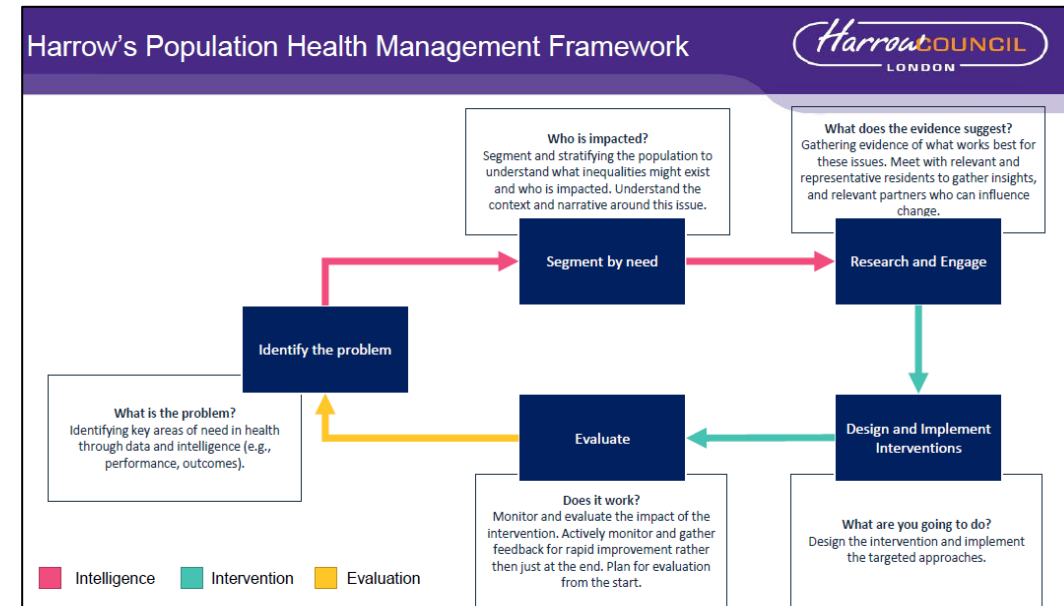
Our mission: Working with children, families, and communities in Harrow to support better care and healthier lives

Our objectives	1. Reduce health inequalities through embedding a robust population health management approach at a borough and neighbourhood level	2. Developing truly integrated out of hospital teams at a neighbourhood level to improve our citizens experience of care and reduce unplanned acute care and intensive social care packages	3. Deliver transformational change in care pathways to deliver high quality integrated care, improving outcomes and addressing variation
Core work programme	<ul style="list-style-type: none"> Set our Harrow Population Health Management methodology and implement at borough and neighbourhood level Aligning data and intelligence across partnership organisations Delivery of core 20 plus 5 programme 	<ul style="list-style-type: none"> Digital integration Estates development as an enabler for integration Integrating our training and education offer across the partnership Strengthening our support to carers Supporting the development of Harrow's Primary Care Networks 	<ul style="list-style-type: none"> Frailty through implementation of the integrated frailty model for Harrow Long term conditions care, with specific focus on diabetes care and hypertension Mental Health and learning disability services transformation End of life care: strengthening integration and ensuring a choice of where to die for Harrow citizens
Delivery priorities for 2022/23	<ul style="list-style-type: none"> Establish a community capacity building and leadership programme for Harrow to support community groups access to help them address issues which are important to them. 	<ul style="list-style-type: none"> Workforce development programme: <ul style="list-style-type: none"> In the long term by promoting, as a partnership, Harrow as a place to live and work In the short to medium term, better engagement and problem solving with our front-line teams to support retention and best use of our resources 	<ul style="list-style-type: none"> Deliver transformational change for our children and young people, through: <ul style="list-style-type: none"> A "think family" approach across all workstreams Strengthening the integration between health, social care and schools Integrated physical and mental health services, across primary and secondary care, aligned at a neighbourhood level

Objective 1: Reducing Health Inequalities

The partnership has agreed three key areas of action, which are detailed in our delivery plan to reduce health inequalities in Harrow:

- To work more closely with communities in Harrow through a community champions programme; training community based leaders in Harrow to lead discussions with Harrow citizens on issues that matter to them, and supporting the delivery of preventative initiatives that support people to stay healthy and well.
- To work across the partnership to better connect data and analytical capabilities that will allow us to link and combine data to support an effective population health management approach.
- Delivery of the *Core 20 plus 5* programme. *Core 20 plus 5* programme is a national NHS England programme of work, designed to support Integrated Care Systems to address health inequalities. Much of the delivery of this programme of work will be through the Borough Based Partnerships in North West London. The programme focuses on 5 key areas for addressing health inequalities:



Core 20 Plus 5 focus areas:

- Maternity
- Severe mental illness (SMI)
- Chronic respiratory disease
- Early cancer diagnosis
- Hypertension case-finding:

Objective 1: Reducing Health Inequalities

Over the coming year we will:

- Set up community conversations on a regular basis in all NW London boroughs
- Develop a targeted, data-driven and comprehensive outreach programme in each borough, working across the NHS and local councils and in partnership with the voluntary sector and Healthwatch
- Work with primary care networks to improve their approach to public and community involvement (with NHSE funding)
- Work with community groups and those with reach into local communities to broaden our understanding of our population
- Produce monthly insight reports highlighting feedback from community conversations

Objective 2: Developing truly integrated out of hospital teams

Through engaging with our front-line teams and citizens using our services, we have set out how we would like our services described in the future, for every person accessing our services.

To achieve this, we have set out action in five areas for the partnership:

Digital integration

Estates development

Training and education

Strengthening our support to carers

Supporting the development of Harrow's Primary Care Networks

These areas will be delivered alongside a central delivery priority of the partnership in 2022/23 to take action in the short, medium and long term to support the retention of our existing workforce through improving their satisfaction with their roles, and to forge partnerships with higher education institutions and employment assistance bodies in promoting careers in health and care within Harrow and championing it as a borough that is a great place to live and to work.

The professionals with me talked to each other. I could see that they worked as a team.

I always knew who was the main person in charge of my care.

When I used a new service, my care plan was known in advance and respected.

The person in charge of my care helped me to get other services and help, to pull everything together.

I was involved in discussions and decisions about my care and treatment as I wanted to be.

My healthcare team understood, valued and responded to my culture, values and beliefs.

It feels like my GP Practice is connected with the local community

Objective 3: Transformation change in care pathways

Specific priorities for our transformation work will relate to children and young people:

- Focusing the efforts of partner organisations in the first 1,000 days of a child's life, from conception to age 2.
- As a partnership, will need to address challenges that families in Harrow are experiencing through closer working with families in Harrow, connections with voluntary and community sector groups supporting those families, alongside high-quality maternity, health visiting services and social care services.
- Strengthening our support for children with Special Educational Needs, complex learning and physical disabilities. In Harrow, the number of children with special needs is increasing, driven by better diagnosis, parental engagement and awareness. Even non-complex cases can have a significant impact on the wellbeing of individuals and families and is therefore a central priority for our partnership. Work will focus on early support and more effective transitions, building on the Harrow Risk Register.
- Continuing to improve our work as a partnership to safeguard our children and young people.
- Exploring how the children's social care services eg MASH, Edge of Care and other services eg Mental Health School Teams could develop a multi disciplinary approach to supporting children and young people locally and with schools , Children's Health Hubs, Community Services through the creation of family hubs.
- Building on the strong relationships with the Young Harrow Foundation to extend and sustain programmes supporting vulnerable children and young people through the HAF Programme, and other initiatives for example support during A&E and discharge.

Objective 3: Transformation change in care pathways

Alongside this central priority focus on children, young people and communities, we will deliver transformation across our other key pathways in the following areas:

Frailty

Implementing a new integrated frailty model providing enhanced proactive and reactive care

Long term conditions care, with specific focus on diabetes care and hypertension

Improving management of these conditions in a community setting and an increased focus on prevention

Mental Health and learning disability services transformation

Focusing on prevention, living with mental illness and crisis management.

End of life care

Strengthening integration and ensuring a choice of where to die for Harrow citizens

Outcomes measures for the partnership

The outcomes delivered through this plan, are considered within the context of the Health and Wellbeing Strategy and the longer-term outcomes that it will deliver.

To support this contextual understanding, we are in the process of developed a logic model detailing the broad outcome and delivery framework for the Borough Based Partnership. Of the outcomes identified, we have identified those that are most impactful for the priorities of the partnership, and those which the partnership can monitor their progress towards on at least an annual basis.

Partnership indicators (pending endorsement)

Objective	Partnership measures	Detail
Reduce health inequalities through embedding a robust population health management approach at a borough and neighbourhood level	1. Reduction in number of children 5 and under with tooth decay.	<p>National measure</p> <ul style="list-style-type: none"> The incidence of dental decay among under fives in Harrow (42.4%) is the worst in London (Average 27%) and 57% higher than the national average (23.4%). Target: To improve the Harrow position by 5%.
	2. Improvements in patient reported access to General Practice Services	<p>National patient survey (national data)</p> <ul style="list-style-type: none"> The percentage of survey respondents that rate their experience of access to primary care as 'good'/'poor' are currently 68%/14%; NWL is 71%/12% and London 76%/7%. Target: To improve 'good' and 'poor' ratings to the NWL average across age, ethnic and socio-economic groups.
Developing truly integrated out of hospital teams at a neighbourhood level to improve our citizens experience of care and reduce unplanned acute care and intensive social care packages	3. Increase in number of citizens reporting positive experience of care.	<p>Annual survey initiated by the BBP.</p> <ul style="list-style-type: none"> Target: Establish baseline in 22/23.
	4. Increase in number of staff reporting satisfaction in their work	<ul style="list-style-type: none"> Vacancy rates across clinical and professional roles in partner organisations. Targets TBC. Annual survey initiated by the BBP. Target: Establish baseline in 22/23.
Deliver transformational change in care pathways to deliver high quality integrated care, improving outcomes and addressing variation	5. Reduction in Non-Elective Admissions for Ambulatory Sensitive Conditions (people with long term conditions)	<p>Definition: Ambulatory care sensitive conditions (ACSCs) are conditions where effective community care and case management can help prevent the need for hospital admission. Even if the ACSC episode itself is managed well, an emergency admission for an ACSC is often a sign of the poor overall quality of primary and community care.</p> <p>Long term conditions: Asthma, Diabetes, Epilepsy, Hypertensive Disease, Dementia & Heart Failure Reporting Measures: Rate of emergency admissions for ACSCs</p> <ul style="list-style-type: none"> Harrow has a rate of admission by weighted population of 11.47 against a NWL average of 9.89. PCNs range between 10.3 and 12.81. Target: To reduce ACSC admissions in all PCNs to the NWL average while reducing variation between ethnic groups.

Harrow Borough Based Partnership

Borough Partnership Plan and 202/23 Delivery Framework

DRAFT v4.0 – July 2022

“Working with children, families and communities in Harrow to support better care and healthier lives”

Harrow Borough Based Partnership Borough Partnership Plan and 2022/23 Delivery framework

1. Introduction

Harrow Borough Based Partnership brings together our NHS organisations, Harrow Council, our GPs, and local Voluntary & Community Sector. We strive to support each other and our communities as equal partners focussing on better health and wellbeing for all.

The partnership has agreed their mission as:

“Working with children, families and communities in Harrow to support better care and healthier lives”.

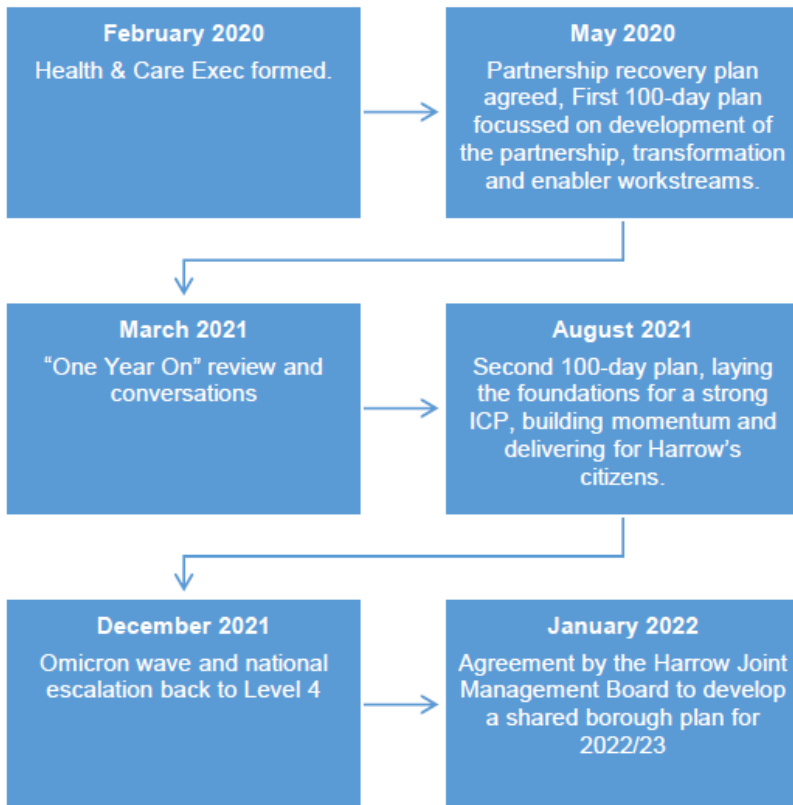
The Harrow Borough Based Partnership operates within the Integrated Care System for North West London and works to both support delivery of the wider system objectives. We do this alongside being clear about the needs of Harrow; what is unique about our borough, what the health needs of our population are and how as a local partnership, we become the engine room for delivery and service reform for Harrow citizens.

Current Legislation that will come in from 1st July 2022 will create new integrated care arrangements for health and care services in England. This cements the long-standing vision for integration that we have had in Harrow and provides a unique opportunity to accelerate how they are adopted for everyone; joining up services, focusing on the needs of individuals and their families. We will seek to build new connections with communities in Harrow; listen more to people about what is important to them and modify or develop new services and improve pathways in response to the feedback. We will strengthen our approach to preventative services, in partnership with our voluntary and community sector, to support our population stay well and support wellbeing, both physically and mentally, ensuring fair access for all and reducing the inequalities that we currently see in health outcomes.

Driven by Harrow’s Health and Wellbeing Strategy, this document sets out the three-year plan for the partnership and our delivery framework for 2022/23.



1.1 The journey of our partnership to date



Progress from the first 100-day Plan (Summer 2020)

- Initial partnership governance, leadership and financial arrangements
- Three meta-risks identified and managed: subsidiarity, finances and resources
- Transformation and enabler workstreams established
- Priority areas of work identified for each.
- SROs and management leads identified
- Progress on improving collaboration and outcomes (e.g. joint SRO roles, VCS partner funding)

Progress from the second 100-day Plan (Summer 2021)

- Engagement with front-line teams through the 'Harrow Conversations'.
- Established an Integration Operational Leads workstream.
- Established a Primary and Secondary Care Interface Group.
- Invested in an intensive programme building integrated frailty teams at a PCN / neighbourhood level.
- Additional winter investment made in primary care, social care and community health services.
- Development of plans to integrate our training and development programmes.
- Progress towards full integration of reablement and intermediate care services in Harrow.
- Taking action to address inequalities working with Voluntary Action Harrow.
- Recruited an analyst to build outcome and impact dashboards for each transformation workstreams.
- Commenced local system oversight to hold ourselves and each other to account.
- Implemented the refreshed borough-based partnership governance including new Clinical Senate.

1.2 Why do we need a Borough plan now?

To-date, there have been a number of short to medium term “sprints” for the Harrow Health and Care Partnership to accelerate our development and set us up for success. Much has been achieved through this approach but the time is now right to set a longer-term view for the partnership, defining what we are seeking to achieve through a strategic planning process and how through a one-year delivery plan.

We have confirmed the importance of the partnership over this period, and the importance of our collective response to the most challenging issues we face. Legislative changes in the health and care landscape that will now come in from 1st July 2022 will set a new policy landscape, alongside the development of a strategy for the Integrated Care System in North West London. In addition, and as partnership, our attention also now is increasingly focusing on system financial controls, managing demand and addressing workforce challenges across all providers.

A plan cannot be delivered in isolation and must build and deliver for the Harrow Health and Wellbeing Strategy well as strategy and operational plans of organisations in the partnership.

The success criteria of such a plan though would be that it is owned and valued by all members of the partnership (including our Primary Care Networks, Local Authority, Harrow Together, CLCH, LNWHT, CNWL, Harrow Health, St Luke’s and the Borough team of the ICS), and our local communities, reflecting what is important to them, relevant to the priorities they have for their health and wellbeing, with addressing health inequalities at its core.

2. Building our plan

As a partnership we have used the following four questions as the foundation for our plan:

What are the needs of the Harrow population, how do we understand them and respond to them?

What will we be able to achieve as a partnership that we cannot achieve as individual organisations?

How are we currently performing as a system in relation to performance, outcomes, quality and finances?

What does the future integrated health and care system look like and what will the role of Borough Based Partnerships be within it?

Our key findings and how these have influenced the plan, our mission and our priorities are as follows.

2.1 What are the needs of the Harrow population, how do we understand them and respond to them

Understand the needs of our population is a live and active process. As a partnership, we will achieve this through listening and engaging with our communities in Harrow, ensuring that our conversations and reach is to all of Harrow's communities. **Working closely with communities, community groups and partners** has been critical to addressing the challenges posed by the pandemic. A coordinated approach to engaging communities through joint working has enabled production of local resources, and greater impact and reach on the ground. The impetus given to tackling inequalities by the Black Lives Matter movement has also strengthened our work with communities of Black heritage. Bringing groups together on a single platform, we held two meetings with Black heritage community leaders in 2021, with the latter one giving a significant focus on improving health inequalities, linking in with the priority to address health and social care inequality. As a result of this dialogue the council and local NHS are currently investing £150k to commission ongoing engagement with these communities to reduce health inequalities.

Some challenges continue to remain, in some cases have worsened, and other cases are new challenges that have evolved over the last couple of years.

The pandemic has shone a light on inequalities and highlighted that much work needs to be done with some communities that are experiencing disparity in social, economic and health outcomes, such as the Romanian population which lags behind in access to health services. Through the efforts during the pandemic, we have been able to map and identify communities that we need to reach better. This conversation and engagement must continue to ensure that communities and residents are at the heart of addressing and tackling these inequalities. Harrow is one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. However, the partnership can do more to enhance the lived experience and better outcomes for all residents.

The partnership recently heard clearly from children and young people through the **HAY Harrow Survey** about some of the issues they are faced regarding emotional health and wellbeing. Most said that they feel loved and supported which is testament to the wonderful families, schools and colleges in our Borough. However, some young people raised concerns around their emotions - feeling down or anxious, some young people feel unsafe in Harrow, and some groups of young people are really struggling. The survey found that young people who identify as non-binary or Chinese find life especially hard with regards to bullying, safety and life satisfaction. The survey also highlighted several areas around violence, gangs, online safety, and the ability to be assertive in relationships.

Messages we have heard are:

- Harrow Council held a meeting with black community leaders in Harrow to address the inequalities among Harrow's black residents. Some of the feedback from the meeting were – black community leaders felt ignored by the current system and did not feel that they were a priority. They felt the system always assumed what the black communities needed instead of engaging with them actually to understand what the community needs.
- We heard from our Romanian community about dissatisfaction with what they felt was a telephone/digital-first approach to GP consultations. They don't feel confident with their English for e-consultations or speaking over the phone.
- Harrow Citizen Forum was launched on the 15th of March 2022. Several attendees' concerns were access to primary care, medical appointments, and elective procedures.

Key themes from our conversations with our communities to date are summarised in Appendix A and our engagement is ongoing as we build trust and confidence in health and care services in Harrow.

The Harrow Joint Strategic Needs Assessment has been refreshed post-pandemic, to ensure that it remains up-to-date and relevant in identifying the current needs of our richly diverse population. The table below summarises the headline findings of the assessment:

Population health needs: the headline findings from the Joint Strategic Needs Assessment.

Start Well	Live Well	Work Well	Age Well
<p>Increasing trends in births noted over the last 10 years & fertility rates in Harrow remain higher than the London and national averages</p> <p>Under 19s reflect increasing ethnic diversity in Harrow with the largest group belonging to Asian Indian population.</p> <p>Infant mortality on downward trend, and Harrow currently has the same rate as England 3.9 per 1,000 live births</p> <p>GCSE and School readiness remain higher than the regional and London averages in Harrow</p> <p>Pupils with Special Educational Needs increased for the 5th consecutive year</p> <p>Prevalence of obesity amongst 10–11-year-olds twice as high as those ages 4-5, 21% compared to 9.5% on 2019</p> <p>Estimated 4861 children and young people between the ages of 5 to 17 with a mental health disorder in Harrow</p> <p>Highest proportion of children aged 5 with tooth decay, rising from 39.6% in 2017 to 42.4% in 2019 and continues to rise, almost double national trends</p>	<p>Half of all adults in Harrow are not meeting minimum required level of physical activity guidelines set by Chief Medical Officer (CMO), and only around 57.2% of adults are active</p> <p>58.5% Harrow adults are either overweight or obese</p> <p>Harrow ranked 26th highest out of 149 upper tier and unitary authorities for new STI diagnoses excluding chlamydia among young people aged 15 to 24 years in 2020, with a rate of 774 per 100,000 residents aged 15 to 64</p> <p>Over 35,000 people in Harrow diagnosed with hypertension; 6,669 / 19% of those people are poorly controlled</p> <p>10.1% of patient overs 17 on GP registers have diabetes, and 13.4% have hypertension*</p> <p>Smoking prevalence in adults with a long-term mental health condition in Harrow is 20.6%, nearly double the general smoking prevalence, and rates of smoking in the most deprived decile is 24%</p> <p>The under 75 years mortality rate from cancer is higher amongst women than it is for men in Harrow</p>	<p>Unemployment in Harrow is overall low 5.9%, however there are areas within the borough with higher rates of unemployment</p> <p>16–17-year-olds not in work or education (NEET) are around 2.6% which has increased in the last year; London rates are 4%</p> <p>Gap in the employment rate between those with a learning disability and the overall employment rate - 67%; on a par with London and nationally</p> <p>Gap in the employment rate for those in contact with secondary mental health services and the overall employment rate – 59%; best in London</p>	<p>Harrow has one of the highest proportions of those aged 65 and over amongst its neighbouring boroughs, at 16.1%, higher than London at 12.2%.</p> <p>In the future, there is a further projected increase in those over the age of 65 in Harrow with an overall increase of around 22% by 2025</p> <p>Both male (82.2) and female (85.7) life expectancy has seen a decline due to COVID in 2020 in line with national trends but in Harrow remain higher than the regional and national averages.</p> <p>The rate of emergency hospital admissions due to falls in people over 65 is 2,380 per 100,000, significantly higher than London and England.</p> <p>Recorded prevalence of dementia in people aged 65 and over is 3.93%, in line with London and national averages.</p> <p>Carer-reported quality of life score for people caring for someone with dementia – worse compared to similar Local Authorities.</p> <p>Patients in need of palliative care/support, as recorded on practice disease registers, irrespective of age – 0.2%, significantly lower than London and England.</p>

The intelligence, through conversations with our communities and public health data has been central to the development of this plan and will remain central to how we deliver and update it.

2.2 What will we be able to achieve as a partnership that we cannot achieve as individual organisations?

The Harrow Borough Based Partnership is a collaborative partnership, comprised of individual organisations serving the health and care needs of Harrow citizens, and those taking action to address the wider determinants of ill health. This plan can only have impact and be meaningful where delivery of it **together as a partnership** will drive greater success and better meet the needs of our local communities. To ensure this is the case, as a partnership we have held discussions across member organisations to capture their priorities. These are attached in Appendix B.

The recognised overarching shared challenge across our partnership is workforce, in relation to current capacity, retaining our workforce and planning ahead for the future. There is strong agreement that this should be an area of collective focus so that we harness efforts, rather than compete for clinical and non-clinical roles. Our partners all have ambitions to work with our communities in new ways, to reach people not currently accessing health services, to support access to care and to reduce the variations in outcomes that we currently see. This has translated through into our delivery plan on action to address health inequalities and support greater levels of integration across the system.

2.3 How are we currently performing as a system in relation to performance, outcomes, quality and finances?

In addition to its long-term goals for improving the health of the population the Borough Based Partnership is developing the measures that it will use to monitor changes in population health and the use, experience and impact of health and care services. The following are likely to be refined over time but are intended to give some indication of the current performance of the health and care system. Detail charts showing performance measures are attached as Appendix B.

Access to General Practice

The GP Practice Patient Survey results below indicate a significant recent improvement in patient satisfaction with access and the process for making appointments, although this remains lower than for NWL and nationally (*figure 1*). Fewer Harrow patients attend A&E than the average across North West London.

Diabetes: 9 Key Care Processes Achieved in Last 15 Months

Harrow performs poorly (23%) against the NWL average (36%). The variation in performance between NWL PCNs is very high: almost a

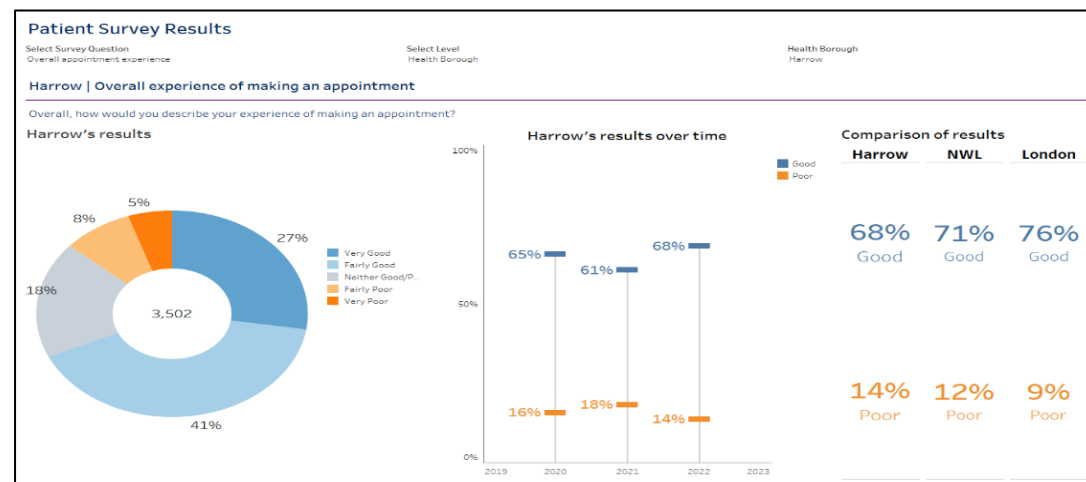


Figure 1: Patient survey results

quarter of PCNs achieve > 50% while a third are < 30%. The performance of all of Harrow's PCNs is in the bottom half of NWL PCNs, with performance ranging from 35-13%.

The BBP is developing an integrated diabetes care model for the borough that will use substantial additional resources to work with patients to prevent patients from becoming diabetic and support those who are diagnosed to reduce complications and maximise health outcomes. We would also be working with individual PCNs and system partners to improve on these targets over the next financial year.

Vaccinations in Harrow

Rates of influenza vaccinations in Harrow were 25% higher than in NWL as a whole. Harrow has also had one of the best uptake levels of COVID vaccination across all ages and in care home settings, in North West London. [placeholder: include childhood immunisation uptake].

Cancer Screening in Harrow

Screening rates for cervical cancer are slightly lower in Harrow (49%) than across NWL (51%). We had introduced weekend cervical cancer screening clinics but the uptake had been low. Although breast cancer screening rates are higher in Harrow (54%) than NWL (43%) there is very wide variation with some practices having rates of < 15%. Bowel cancer screening rates are 97% in Harrow compared to 96% across NWL.

Non-Elective Admissions

The BBP will, in future, monitor the non-elective admission of patients with 'Ambulatory Care Sensitive Conditions' i.e. those long term conditions that can, with self-care supported by primary and community services, be managed so as to avoid the need for unplanned (non-elective) hospital admissions. Unplanned / non-elective admission rates by weighted population are significantly higher in Harrow than the NWL average.

Children Under Five Years Old with Tooth Decay

The Borough Based Partnership is proposing to use the proportion of children under 5 with tooth decay as an indicator of engagement of dietary habits and the engagement of families with health services. The incidence of dental decay among under-fives in Harrow (42.4%) is the worst in London (Average 27%) and 57% higher than the national average (23.4%).

Finance

All partners within our Borough Based Partnership are experiencing increased demand for services against a backdrop of workforce shortages and an increasingly challenging financial picture. Greater integration and collaboration can support the work of all organisations within this context. Developing strong, integrated teams in Harrow's neighbourhoods will better support our citizens to be care for in a community setting, reducing higher cost unplanned care and intensive social care packages. This will mean using our workforce in new ways, to support this as a care model, making every contact count, increasing efficiency, and reducing duplication through collaboration. As a partnership, we know that

we will not see significant additional investment into our system over coming years, and therefore we need to commit to spending the Harrow pound in the most effective and efficient way for our citizens through prevention, early intervention and community based care.

2.4 What does the future integrated health and care system look like and what will the role of Borough Based Partnership be within it?

The Harrow Borough Based Partnership operates as part and within the North West London Integrated Care System. A new Health and Social Care Bill will come into effect in July 2022. The Bill will allow for the establishment of Integrated Care Boards and Integrated Care Partnerships across England. This will be done at the same time as abolishing Clinical Commissioning Groups (CCGs). These new arrangements will formalise arrangements that are already being adopted across most of the country. They are being made to deliver more joined-up care. Every part of England will be covered by an integrated care system (ICS) bringing together NHS, local government and wider system partners to put collaboration and partnership at the heart of healthcare planning.

Arrangements for how services are planned, delivered, and evaluated are currently being established. The landscape will involve the ICS at a North West London level, Provider Collaboratives (currently in North West London for hospital care, community based care and mental health care) and Borough Based Partnership. Each of these forms of collaborative arrangements offer new and innovative ways to deliver high quality care and ensure financial sustainability of the system.

As a Borough Partnership, we will secure our place in these new arrangements, aligned to the principles set out in the Health and Social Care Integration paper; to strengthen the health and care services in places that feel familiar to the people living in them. While strategic, at-scale planning is carried out at the integrated care system, places, such as Harrow, will be the engine for delivery and reform. As Borough Based Partnership, we are excited about this unique opportunity to transform care and recognise the responsibilities we need to deliver for a new system vision.

We have committed as a local partnership to deliver the six ICS objectives for local partnerships (*figure 2*).

2.5 Conclusions and implications for the Borough Plan

The population of Harrow overall enjoys good health and wellbeing, but we have real and important challenges that we need to address; and which we believe we can do best together. These challenges are across preventative services, access to services and in ensuring best outcomes from services. There is an overarching theme in the assessment of our current position to work more closely with our communities to really

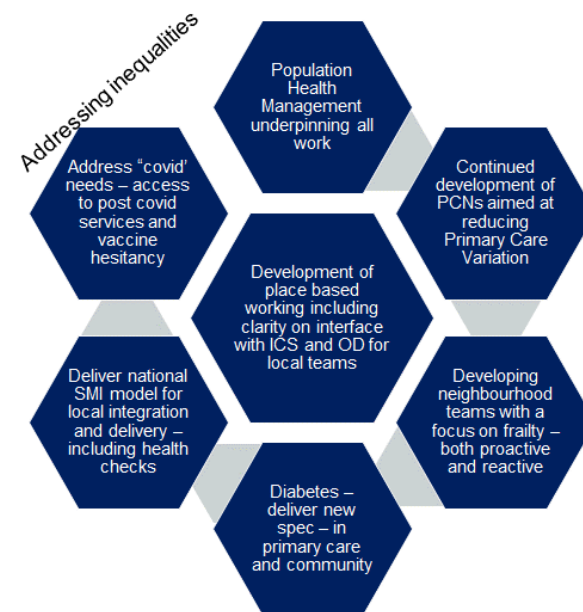


Figure 2 ICS objectives for Borough Based Partnerships

understand what people need to support them to stay well and access our services when they need to in order to address the health inequalities that we see. We need to look at where are challenges are now and where they will be in the future, with an increasing birth rate, increasing levels of obesity and the high prevalence of diabetes in our borough. This is what has shaped the mission and priorities for the partnership in the coming years.

3. The Harrow Borough Based Partnership Strategy: Mission and Priorities

Our mission: Working with children, families, and communities in Harrow to support better care and healthier lives			
Our objectives	1. Reduce health inequalities through embedding a robust population health management approach at a borough and neighbourhood level	2. Developing truly integrated out of hospital teams at a neighbourhood level to improve our citizens experience of care and reduce unplanned acute care and intensive social care packages	3. Deliver transformational change in care pathways to deliver high quality integrated care, improving outcomes and addressing variation
Core work programme	<ul style="list-style-type: none"> Set our Harrow Population Health Management methodology and implement at borough and neighbourhood level Aligning data and intelligence across partnership organisations Delivery of core 20 plus 5 programme 	<ul style="list-style-type: none"> Digital integration Estates development as an enabler for integration Integrating our training and education offer across the partnership Strengthening our support to carers Supporting the development of Harrow's Primary Care Networks 	<ul style="list-style-type: none"> Frailty through implementation of the integrated frailty model for Harrow Long term conditions care, with specific focus on diabetes care and hypertension Mental Health and learning disability services transformation End of life care: strengthening integration and ensuring a choice of where to die for Harrow citizens
Delivery priorities for 2022/23	<ul style="list-style-type: none"> Establish a community capacity building and leadership programme for Harrow to support community groups access to help them address issues which are important to them. 	<ul style="list-style-type: none"> Workforce development programme: <ul style="list-style-type: none"> In the long term by promoting, as a partnership, Harrow as a place to live and work In the short to medium term, better engagement and problem solving with our front-line teams to support retention and best use of our resources 	<ul style="list-style-type: none"> Deliver transformational change for our children and young people, through: <ul style="list-style-type: none"> A "think family" approach across all workstreams Strengthening the integration between health, social care and schools Integrated physical and mental health services, across primary and secondary care, aligned at a neighbourhood level

The mission of our partnership; *Working with children, families, and communities in Harrow to support better care and healthier lives*, will be central to our collective action as a partnership and what drives our priorities and investment. Ultimately, this is about understanding our citizens within their social context and consider people’s families in the broadest sense; the people who are their support network, including people who care for them. We will look at how are preventative services work with people in different ways considering this, and when they interact with the health and care system, we seek to understand these important factors in their lives and how we both work with and adjust our approaches in light these networks as part of the support we are providing.

3.1 Objective one: Reduce health inequalities through embedding a robust population health management approach at a borough and neighbourhood level

Understanding and addressing health inequalities is the central role of the Borough Based Partnership. We are uniquely placed as a Borough Based Partnership to build a deep understanding of the needs of the population of Harrow as a whole, and at a neighbourhood level through our primary care networks, to use the data and community intelligence to deliver a more robust preventative service offer, improve access to care and address variations in outcomes from care that we see in Harrow.

Population health management is an approach being adopted across North West London and empowers partnership working and community engagement, to deliver care that will improve the health and wellbeing of our citizens. It is about using the intelligence that we have as organisations across the partnership to commit to shared understanding of need, collective action to address it and shared outcomes to measure the impact of our success. As a partnership, we have agreed a methodology for a population health management approach (*figure 3*) which has been used successfully in other North West London boroughs.

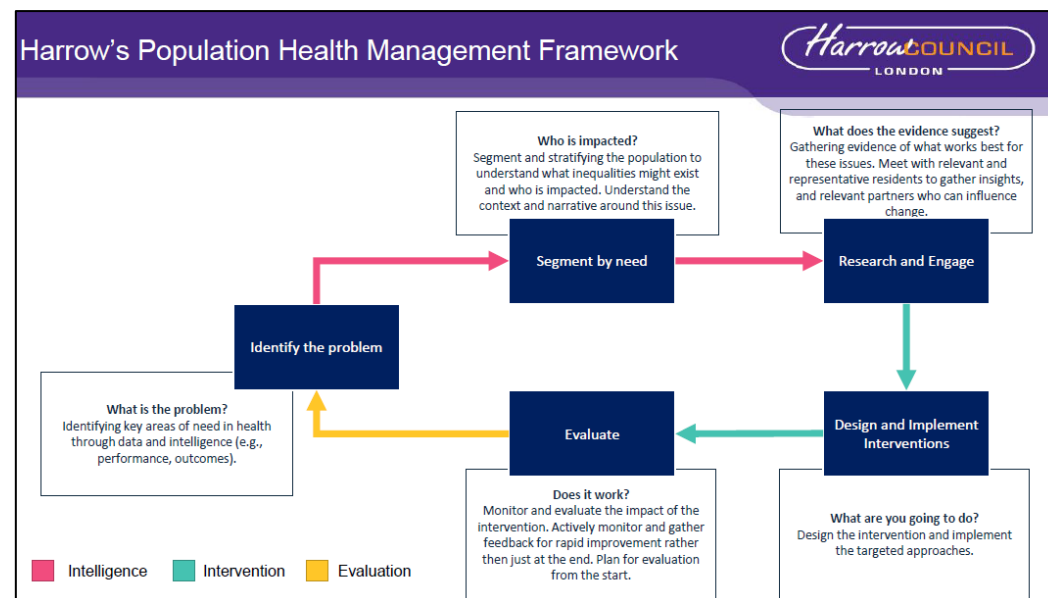


Figure 3: Harrow's Population Health Management Framework

The partnership has agreed three key areas of action, which are detailed in our delivery plan to reduce health inequalities in Harrow:

- To work more closely with communities in Harrow through a community champions programme; training community based leaders in Harrow to lead discussions with Harrow citizens on issues that matter to them, and supporting the delivery of preventative initiatives that support

people to stay healthy and well. This programme is aligned closely to the mission of the partnership to support children, families and communities. This is a central delivery priority in 2022/23.

- To work across the partnership to better connect data and analytical capabilities that will allow us to link and combine data to support an effective population health management approach. The North West London Whole Systems Integrated Care (WSIC) database provides much for the needed capabilities for this. Our objective is to move as a borough from having this data, to collective using this data with shared purpose and intent, in line with our population health management approach, so that the insights it gives us are used to deliver action to address health inequalities. This work will be undertaken at both a borough and neighbourhood level, through our PCNs, and the work of the partnership will be to secure the capabilities and capacity and both levels to implement this effectively.
- Delivery of the *Core 20 plus 5* programme. *Core 20 plus 5* programme is a national NHS England programme of work, designed to support Integrated Care Systems to address health inequalities. Much of the delivery of this programme of work will be through the Borough Based Partnerships in North West London. The programme focuses on 5 key areas for addressing health inequalities:
 - **Maternity:** ensuring continuity of care for 75% of women from Black, Asian and minority ethnic communities and from the most deprived groups.
 - **Severe mental illness (SMI):** ensuring annual health checks for 60% of those living with SMI (bringing SMI in line with the success seen in learning disabilities).
 - **Chronic respiratory disease:** a clear focus on Chronic Obstructive Pulmonary Disease (COPD) driving up uptake of COVID, flu and pneumonia vaccines to reduce infective exacerbations and emergency hospital admissions due to those exacerbations.
 - **Early cancer diagnosis:** 75% of cases diagnosed at stage 1 or 2 by 2028.
 - **Hypertension case-finding:** to allow for interventions to optimise blood pressure and minimise the risk of myocardial infarction and stroke

At a NWL and Harrow level we will look across our programmes with a health inequalities lens to identify if the most deprived 20% differ in terms of access, outcomes and experience and if so test and implement ways to address this. We will also use Core20 to look at key public health outcomes e.g., obesity, dental health

Over the coming year we will:

- Set up community conversations on a regular basis in all NW London boroughs
- Develop a targeted, data-driven and comprehensive outreach programme in each borough, working across the NHS and local councils and in partnership with the voluntary sector and Healthwatch
- Work with primary care networks to improve their approach to public and community involvement (with NHSE funding)
- Work with community groups and those with reach into local communities to broaden our understanding of our population

- Produce monthly insight reports highlighting feedback from community conversations

3.2 Developing truly integrated out of hospital teams at a neighbourhood level to improve our citizens experience of care and reduce unplanned acute care and intensive social care packages

We know the people of Harrow already receive, in the main, high-quality care from our existing services. We also know that people, including our staff, feel frustration by a lack of coordination of services. In addition, some parts of our communities are not using preventative and early intervention services at all, which can lead to people accessing services in an urgent situation when their needs are much more severe. We need to address the causes of why this is happening.

Through engaging with our front-line teams and citizens using our services, we have set out how we would like our services described in the future, for every person accessing our services (*figure 4*).

To achieve this, we have set out action in five areas for the partnership which will be underpinned by the development of integrated neighbourhood teams in Harrow.

Integrated neighbourhood teams

At the heart of our Borough Plan is the vision for integrating primary care; bringing together previously siloed teams and professionals to do things differently to improve patient care for whole populations.

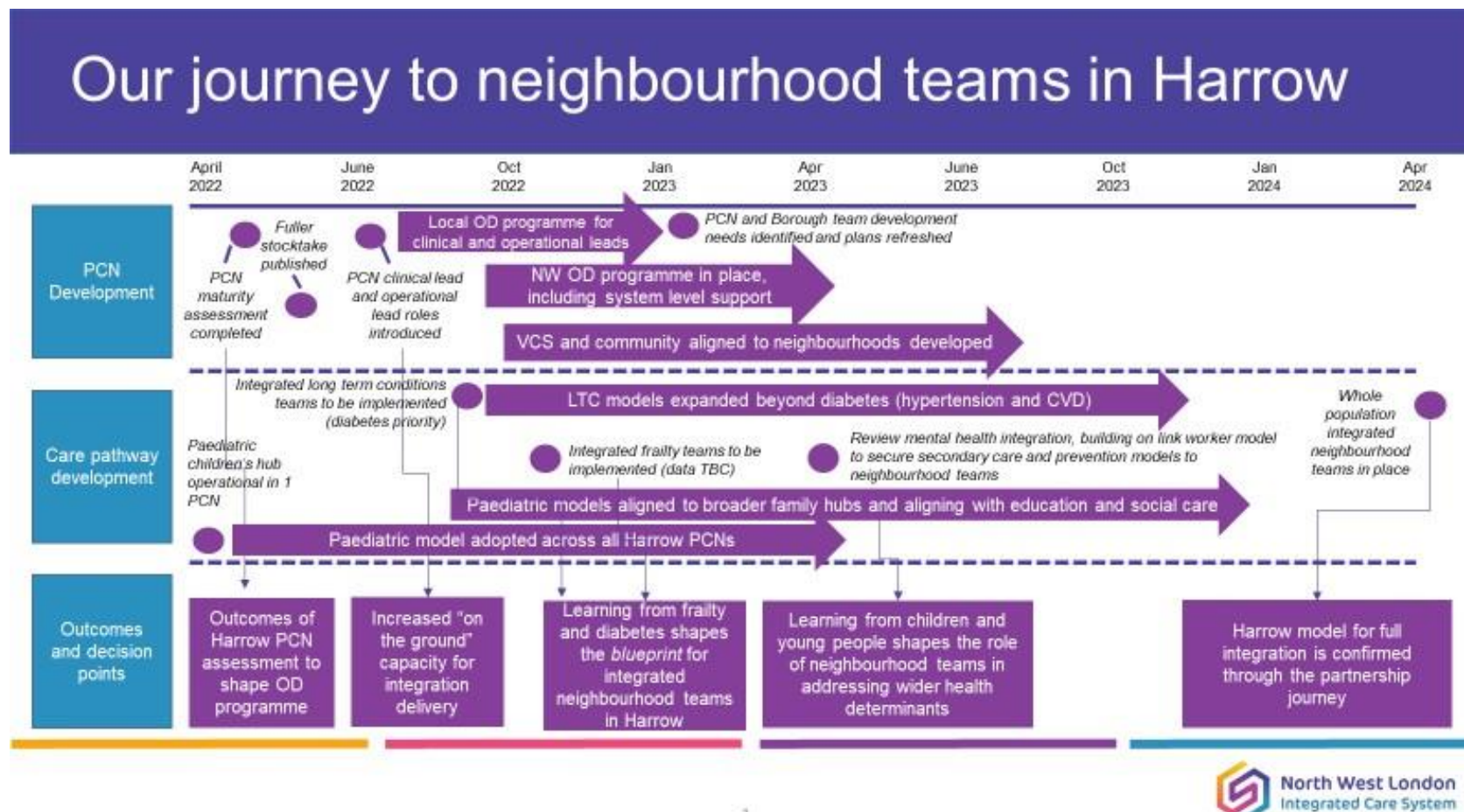
Harrow’s Primary Care Networks are the footprint for neighbourhood-based care delivery. They provide the focal point for multi-disciplinary teams to come together to understand and meet the health and care needs of their populations. As a partnership, we are cognisant of the central importance of these networks, alongside an awareness of them being new organisations, with new leadership and the call made through the **Fuller Stocktake Report (2022)** for the need to evolve the current PCN forms to integrated neighbourhood “teams of teams” – primary care



Figure 4 Our aim for how health and care services in Harrow are described

services fully integrated with community health and mental health services, social care and supported by the acute sector to support people in a community setting.

Harrow is committed to the move to a whole population care model for integration, through the development of our neighbourhood teams. The approach of our partnership will be to build this in incremental steps, starting with our priority pathways based on population health need and setting in place a full system response to developing the capacity and maturity within our existing PCNs. The broad outline for our development approach is as follows:



The partnership has invested in additional clinical leadership support in 2022/23 for each PCN, as well as securing resource from the NWL CCG Borough Team in terms of operational management. An organisational development programme has been invested in alongside this to set the new roles up for success. We are committed to working with the PCNs alongside operational management functions across the partnership, to support development and to adopting a proactive approach to managing population health and assessing the needs of their local population through neighbourhood integration plans

Workforce

Securing our workforce in the short, medium and long term is central to delivery of our ambitions. In the short terms, we will focus on retention of our existing workforce through improving their satisfaction with their roles, and for longer term action, forging partnerships with higher education institutions and employment assistance bodies in promoting careers in health and care within Harrow and championing it as a borough that is a great place to live and to work.

Digital integration

The ability to safely integrate our IT systems across health, social care and extending in the longer term to our voluntary and community sector delivery partnership, is central to unlocking truly integrated care. We believe as a partnership that in the longer term, this should move us away from a system of referrals across services, where care is essentially “handed-off”, often without the full information needed to one where a team of professionals work off of a shared care record to support individuals and secure the care they need meaning patients only need to tell their story once. Securing our Voluntary and Community sector within this would revolutionise pathways into the community and we would strive to work to this model.

Estate development

Having the right estate available in Harrow, that allow our teams across health and care to come together in the planning and delivery of support for our citizens is an essential enabler of integration. Meeting our current and future estates needs with require appropriate capacity planning as well as maximising the opportunities digital working brings to use our space more flexibility.

As our population grows, we need to make sure that we have fit for purpose buildings in place to deliver the care required. In addition, as health and care professionals come together increasingly in multi-disciplinary teams, we need them to be able to use their IT equipment and access records in locations outside of their usual working base. Our estates need to support these new ways of working.

The North West London Integrated Care System has commissioned the development of Borough Based Partnership estates plans, in each of the eight North West London Boroughs. This review will look at opportunities and any void space across partnership organisations and consider options for ensuring our estate can meet our current and future needs.

Training and education

Our workforce at the heart of wrapping care around individuals. Over 2021/22, the partnership has focused heavily on identifying opportunities to further integrate our training and education offer in order to bring professionals from a range of backgrounds together to learn together, make new connections and gain a greater understanding of different roles supporting individuals. Our task in 2022/23 is to implement a new integrated programme through the organisations that make up the partnership. Key priority areas include extending training offers within individual organisations up across the partnership, developing a shared induction programme to working in Harrow and increasingly collaborative activities in recruitment and opportunities to gain experience working in each other's clinical settings.

Strengthening our support to carers

Our mission as a partnership, to work with children, families and communities has carers at the heart – the network of support to an individual, within their community, with very much includes unpaid carers. Without the service they provide to our most vulnerable citizens, our system could not function. The Harrow Borough Based Partnership has committed to a new Strategy for Carers in Harrow for 2022/23, which will set out our commitment that across the partnership we must do all that we can to identify people with caring responsibilities, support those people both in their caring role and their wider quality of life, as well as their own health and wellbeing. This strategy will clearly set out what our offer to carers in Harrow is to achieve this.

3.3 Deliver transformational change in care pathways to deliver high quality integrated care, improving outcomes and addressing variation

Alongside our second objective of getting the foundations right for the delivery of integrated care in Harrow, the partnership will lead and deliver transformational change in care pathways to deliver high quality integrated care, improve outcomes and address variation. The central focus for our service transformation will be on care for children, young people and their families; both in relation to integrating services for children and young people and adopting a “Think Family” approach across all our services. This will be for both health and care services, alongside strengthening our connections with Harrow schools for our partnership so that we can strengthen our mental and physical health care support within education settings.

Specific priorities for our transformation work will be:

- Focusing the efforts of partner organisations in the first 1,000 days of a child’s life, from conception to age 2. The first 1,000 days is a critical phase during which the foundations of a child’s development are laid. If a child’s body and brain develop well, then their life chances are improved. Exposure to stresses or adversity during this period can result in a child’s development falling behind their peers. We will secure a strengthened support offer during this period, which will require a much broader focus than health and care services and support families in the wider social context as it relates to their housing, income and wider community context to promote a safe, nurturing and positive environment.
As a partnership, will need to address challenges that families in Harrow are experiencing through closer working with families in Harrow, connections with voluntary and community sector groups supporting those families, alongside high-quality maternity, health visiting services and social care services.
- Strengthening our support for children with Special Educational Needs, complex learning and physical disabilities. In Harrow, the number of children with special needs is increasing, driven by better diagnosis, parental engagement and awareness. Even non-complex cases can have a significant impact on the wellbeing of individuals and families and is therefore a central priority for our partnership. Work will focus on early support and more effective transitions, building on the Harrow Risk Register.
- Continuing to improve our work as a partnership to safeguard our children and young people.
- Exploring how the children’s social care services eg MASH, Edge of Care and other services eg Mental Health School Teams could develop a multi disciplinary approach to supporting children and young people locally and with schools , Children’s Health Hubs, Community Services through the creation of family hubs.
- Building on the strong relationships with the Young Harrow Foundation to extend and sustain programmes supporting vulnerable children and young people through the HAF Programme, and other initiatives for example support during A&E and discharge.

To support the delivery of these priorities, we will seek to embed the following principles in our work with children, young people and their families:

- The story of our families is told once, and details are shared across our organisations: a single point of contact
- Services speak and share: organisational and professional trust
- Working smarter across our services: a key worker for families and establishing new workforce requirements
- Hearing the voice of Young People and co-producing interventions
- Prevention and Early Support to avoid crisis
- Local services to our residents at provided at a neighbourhood level:
 - Organising our child health hubs and multi-disciplinary teams around Harrow’s Primary Care Networks.
 - Children Centres and Early Support & Youth Services Schools working in clusters
 - Strengthening the provision of social work in schools

Our “think family” approach and the challenge we are setting across all the work of our partnership will focus particularly on:

- Adult and adolescent Mental Health services within a family context.
- For all services to consider their assessment and support considering the social and economic factors affecting families: poor housing, finance, employment and cost of living impact.
- Public health and planning to focus on demographic changes and new populations driven by global events.
- The presence and impact of exploitation and gang activity.
- Challenging behaviour in younger children and school refusers
- The importance of transition to adults: at sometime between 18-25 years and current inconsistency in this support across the system.

Alongside this central priority focus on children, young people and communities, we will deliver transformation across our other key pathways for improvement as follows:

Frailty services

Over 2021/22, the Harrow Borough Based Partnership developed a new service model for the integration of frailty services in Harrow, aligned to our PCNs. This model of care will improve the detection and escalation of frailty, around which interventions can be planned and delivered. It will provide a multidisciplinary, holistic service that is cognizant of the broader determinants of health and well-being of people with frailty, allowing them to set and achieve their goals, and maintain their independence.

Following a procurement exercise, the focus on the partnership in 2022/23 will be the implementation of this new model of care.

Alongside the broad frailty model, we are undertaking focused work to integrate our reablement, rehabilitation and intermediate care services in Harrow. The vision for integrated intermediate care is to develop a person-centric, flexible approach that helps people retain their ability and independence, achieve health and wellbeing goals that matter to them, reduce readmissions, and prevent, reduce or delay the need for long-term care. We aim to do this by creating a single integrated team with a single point of access and a single assessment to support all citizens that are discharged from hospital and are recovering from ill health, and to support their carers. The benefits of this integrated model will be:

- Streamlined services
- Seamless transfers of care
- Care wrapped around the citizen so they tell their story once
- Colleagues that understand the system and find it easy to navigate
- Necessary information is easily shared and accessible
- Reduction in the need for long-term care
- Services that are financially viable and offer value by reducing demand and unplanned activity, and removing duplication

Part of this programme of work includes the development of an integrated falls pathway, with the overall ambitions to:

1. Support patients who have fallen within their community, avoiding A&E attendances and unplanned admissions
2. Focus system efforts on the prevention of falls
3. Ensure citizens who are at risk of falls and their family members are more informed on falls prevention and empowered to do what they can to prevent falls.

Long term conditions care, with specific focus on diabetes care and hypertension

Joining up care for people with long term conditions will deliver direct benefits to Harrow citizens, their carers and system pressures. The vision for our partnership is that long term conditions should be managed within a community setting, with community teams supported by specialist hospital teams when needed. A hospital admission for a long-term condition indicated a break down in the care that we are providing and we will strive to prevent these from occurring.

Our vision for integrated care for long term conditions moves through from prevention to treatment to management. Our neighbourhood teams, through Harrow's PCNs, will be the footprint on which integrated care is delivered, with primary care services coming together with community teams, our voluntary and community sector services, supported by hospital specialists, and of course patients and their carers through appropriate support and empowerment for self-care.

The prevalence of diabetes is high, one of the highest levels in the country. Harrow received much needed additional investment for diabetes care for primary and community services during 2021/22. Following recruitment into clinical roles over this year, our focus moving ahead will be:

- The development of integrated diabetes teams for each PCN in Harrow, supporting those at risk and with diabetes, through a population health management approach.
- A strengthened preventative offer, particularly focus on communities at higher risk of diabetes, to slow the prevalence rate of this condition amongst our population.
- A strengthened preventative offer, particularly focus on communities at risk of hypertension, through engagement with our voluntary and community sector services, and strengthening the relationship between community pharmacies and PCNs.
- Improvement in our targets for achieving 9 key care processes across PCNs.

These areas are a priority for Harrow, alongside delivering improvements in care for other long-term conditions, including respiratory through the introduction of spirometry hubelets in Harrow and improved pathways for heart disease.

Mental Health and learning disability services transformation

Our transformation programme in Harrow for mental health services focuses around three pillar: prevention, living with mental illness and crisis. This work will be key to delivering our mission for children, young people and families. Priority areas in the year ahead are as follows:

Prevention

- Understanding our target audiences (e.g. family units, pupils, older people, carers)
- Developing a whole system partnership approach with tailored messages for key audiences at each risk layer
- Coordinated approach to messaging at risk groups involving Health Schools London and CYP partners (e.g. Young Harrow, Mind, Kooth)

Living with mental illness

- Develop **community based** offer explore a single one stop whole system approach
- An **accommodation pathway** that supports recovery to independent living
- Developing **co-production**—strategic, service level and personal plans
- Supporting **carers** and the role of carers
- Review **employment and training** pathways
- Addressing **inequalities** in experience, access and outcomes from mental health services.

Crisis

- Development of Crisis Alternatives
- Work with VCSE to improve community offers
- Roll out of therapeutic inpatient offers including Trauma Informed Approach and optimised LoS

To underpin our work in developing the integrated mental health offer in Harrow it is proposed that together we agree a shared vision for integrated mental health services. We will work in partnership to explore how we could strengthen the partnership with the Voluntary and Community Sector and consider establishing a Voluntary and Community Sector forum. We will also develop a cohesive approach to co-production across partners so that the voice of the service users are central to planning services to achieve outcomes.

Harrow has in operation a **Learning Disabilities Strategic Partnership Group** and an **Autism Strategic Partnership Group**, striving to deliver integrated, person and community centred care with greater emphasis on early intervention, to deliver the best possible outcomes for its population, in a way which is sustainable into the longer term.

Key priorities are:

- Annual Health Checks for People with Learning Disabilities;
- Reducing the number of service users in secure care and long term placements;
- Monitoring the quality and number of CTRs and CETRs;
- Continue to refine the autism pathways developed and implement these across the partnership;
- Ongoing work with all teams to consider reasonable adjustments that can be made;

- Coproducing and rolling out co-delivered training for staff, service users and carers;
- Develop alternatives to admissions and more suitable inpatient environments;
- Liaison with the voluntary sector (Centre for ADHD and Autism Support) to facilitate joint working for those on the waiting list and in the community.

End of life care: strengthening integration and ensuring a choice of where to die for Harrow citizens

Harrow has participated actively in the North West London Review of Specialist Community Palliative Care Services. This has been a catalyst for a refocus on our services and support to people at the end of their life more broadly, including those for children and their families. We have undertaken engagement with the local community to understand current experiences and how they could be improved, which will be part of an ongoing discussion. We have also mapped our current service offer and integrated approach to understand areas of strength and areas for improvement. As result of this work, our priorities for the coming year are:

- To develop a strategy for the delivery of integrated local end of life care services.
- To develop and monitor outcome metrics for palliative care services in Harrow to understand and address health inequalities, and through this, identify and propose remedies for inequalities in access, experience and outcomes of services
- To build on our local mapping work to identify gaps in local service provision and develop options for comprehensive service provision, in particular the availability of end-of-life care service 7 days a week.
- To identify gaps in learning and development available to health and care staff, patients, their representatives and carers and develop an integrated palliative care learning and development plan for Harrow.
- To build an engagement network of local people involved with these services who can help to develop and assure our plans.

4. Outcome measures for the partnership

The outcomes delivered through this plan, are considered within the context of the Health and Wellbeing Strategy and the longer-term outcomes that it will deliver. To support this contextual understanding, we have developed a logic model (appendix D), detailing the broad outcome and delivery framework for the Borough Based Partnership. Of the outcomes identified, we have identified those that are most impactful for the priorities of the partnership, and those which the partnership can monitor their progress towards on at least an annual basis.

The following five outcome measures will be the shared outcomes for our partnership:

Objective	Partnership measures	Detail
Reduce health inequalities through embedding a robust population health	1. Reduction in number of children 5 and under with tooth decay.	National measure

<p>management approach at a borough and neighbourhood level</p>		<p>The incidence of dental decay among under fives in Harrow (42.4%) is the worst in London (Average 27%) and 57% higher than the national average (23.4%).</p> <p>Target: To improve the Harrow position by 5%.</p>
	<p>2. Improvements in patient reported access to General Practice Services</p>	<p>National patient survey (national data)</p> <p>Analysis by age and ethnicity. Deprivation analysis.</p> <p>The percentage of survey respondents that rate their experience of access to primary care as 'good'/'poor' are currently 68%/14%; NWL is 71%/12% and London 76%/7%.</p> <p>Target: To improve 'good' and 'poor' ratings to the NWL average across age, ethnic and socio-economic groups.</p>
<p>Developing truly integrated out of hospital teams at a neighbourhood level to improve our citizens experience of care and reduce unplanned acute care and intensive social care packages</p>	<p>3. Increase in number of citizens reporting positive experience of care.</p>	<p>Annual survey initiated by the BBP.</p> <p>Target: Establish baseline in 22/23.</p>
<p>Deliver transformational change in care pathways to deliver high quality integrated care, improving outcomes and addressing variation</p>	<p>4. Increase in number of staff reporting satisfaction in their work</p> <p>5. Reduction in Non-Elective Admissions for Ambulatory Sensitive Conditions (people with long term conditions)</p>	<p>Voluntary turnover rates.</p> <p>Target: 10% - 18.4% (NWL target)</p> <p>Annual survey initiated by the BBP.</p> <p>Target: Establish baseline in 22/23.</p> <p>Definition: Ambulatory care sensitive conditions (ACSCs) are conditions where effective community care and case management can help prevent the need for hospital admission. Even if the ACSC episode itself is managed well, an emergency admission for an ACSC is often a sign of the poor overall quality of primary and community care.</p> <p>LTC's: Asthma, Diabetes, Epilepsy, Hypertensive Disease, Dementia & Heart Failure</p> <p>Reporting Measures: Rate of emergency admissions for ACSCs</p>

		<p>Analysis by age and gender. Ethnicity and deprivation TBC.</p> <ul style="list-style-type: none"> • Harrow has a rate of admission by weighted population of 11.47 against a NWL average of 9.89. • PCNs range between 10.3 and 12.81. <p>Target: To reduce ACSC admissions in all PCNs to the NWL average while reducing variation between ethnic groups.</p>
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Our Joint Management Board will hold the partnership accountable for delivery of improvement against these outcomes.

5. Governance, risk management in delivery and review

Over 2021/22, the Harrow Borough Based Partnership has refined and strengthened its governance arrangements. The Harrow Borough Based Partnership Governance operates as a Joint Committee; a committee established between partner organisations, local authorities and statutory NHS providers. This Committee is the Harrow Borough Based Partnership Joint Management Board. Relevant statutory bodies have agreed to delegate defined decision-making functions to the joint committee in accordance with their respective schemes of delegation and a budget to support system transformation is overseen by this Committee. The Governance structure for the Borough Based Partnership is summarised in *figure 5*. Delivery of this plan will be overseen by the Harrow Health and Care Executive who are accountable for its delivery to the Harrow Joint Management Board. The Partnership maintain a risk register which is reported to each Joint Management Board meeting. This plan will be reviewed on an annual basis.

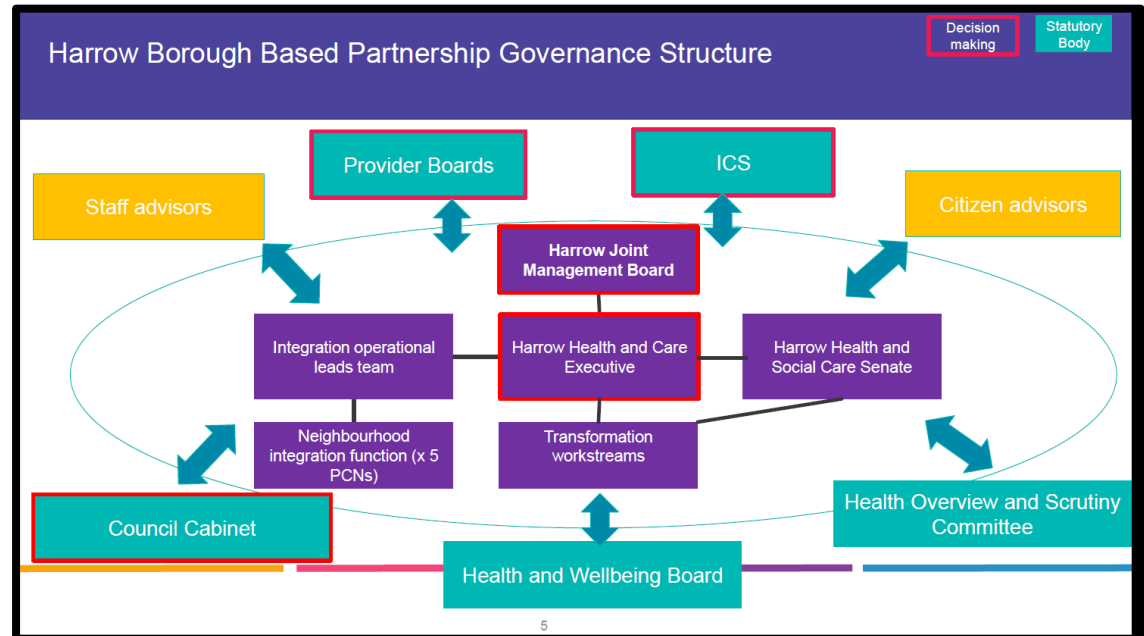


Figure 5: Harrow Borough Based Partnership Governance Structure

6. The Harrow Borough Based Partnership 2022/23 Delivery Plan

Draft in development – to be submitted with final version.

Appendix A - Key themes from our conversations with our communities

Themes	What we heard	What we did
Disproportionate impact of the COVID-19 pandemic across Black communities	<ul style="list-style-type: none"> Lack of Trust from Black Community Leaders Assumption of what the black communities need as opposed to doing evidence-based research The Need for Decisive Action 	<ul style="list-style-type: none"> Worked with VCS organisations to establish process for grant funding and support to local voluntary and community sector groups to enable collaborative research and engagement with Harrow's Black and other minority ethnic communities.
Access to primary care	<ul style="list-style-type: none"> Some people from other countries raised a dissatisfaction in what they felt was a telephone/digital first approach to GP consultations. They don't feel confident with their English for e-consultations or speaking over the phone. Some people from other countries don't understand the health system and don't know where to get this information in a simple manner. Patients would like to know when they will be able to see their GPs face to face. Is there going to be any communications by letter to be informed about this? 	<ul style="list-style-type: none"> Provide clear information about interpreting services available in surgeries for new arrivals. The team is intending to undertake curated work on health inequalities from May onwards, and so the 'right care, right place' messaging will be relevant in developing health literacy across Harrow. Outreach took place in Edgware and Burnt Oak with small business owners within the Romanian community to discuss issues with accessing health care, GP accessibility and scepticism on vaccine.
Harrow Citizen Forum	<ul style="list-style-type: none"> Access to primary care, medical appointments and elective procedures, were all raised as issues, by a number of attendees. Attendees were mostly positive about the launch and remained keen to be involved in the development of the forum. A majority wanted more regular meetings than the mooted quarterly and were in favour of a mixed mode for maintaining the dialogue between meetings. 	<ul style="list-style-type: none"> Follow-up evaluation to add to the solicitation for feedback following the meeting. Timetable and plan for continuing to iterate and develop the forum. Review of internal engagement and equalities teamwork portfolios, to strengthen the emphasis among the team in community outreach and networking. Agree the practical outputs for maintaining the conversation.
Vaccine/booster promotion	<ul style="list-style-type: none"> I have previously contracted COVID so I do not need a vaccine The need for a booster proved that the vaccines were inefficient in the first place Confusion as to who was eligible and where to go for a vaccine. Approximately 40% of those spoken with had not taken up the vaccine offer 	<ul style="list-style-type: none"> Vaccine/booster promotion through December 2021. Romanian Community Outreach engaged in areas with high 'white other' population groups such as Edgware and Burnt Oak, where there is a sizeable cluster of Romanian small businesses. Harrow BBP visited Harrow College's South Harrow campus to speak with students about the ongoing vaccination campaign, approximately 140 students attending in all. Primarily students were aged 17-30, composed of mostly mature students learning English as a second language. The team facilitated a series of positive conversations and provided advice and guidance in support of the vaccine. The team estimated that 10-15% of these conversations with those reluctant resulted in a forward referral to a vaccine site.

The priorities of Harrow Borough Based organisations 2022/23

LNWUHT	Harrow Council	CNWL	Harrow PCNs	Harrow Together	NWL ICS	CLCH
<ul style="list-style-type: none"> • Workforce Development • Digital Transformation – Live with CERNA in August • Improving our financial position post-Covid • recovery and the reduction of backlogs • major focus on virtual wards and remote monitoring • working with partners on streamlining discharges • addressing health inequalities 	<ul style="list-style-type: none"> • Main areas of focus: • Racial disproportionality • Socio-economic inequality and disadvantage. • Priorities: • Improving the environment and addressing climate change • Tackling poverty and inequality • Building homes and infrastructure • Addressing health and social care integration • Thriving economy • Sustaining quality education and training • Celebrating communities and cohesion • Maintaining low crime and improving community safety 	<ul style="list-style-type: none"> • Quality: • Excellent quality, at the heart of all that we do • Clinically led-transformation to deliver best possible outcomes • People: • Our People feel valued and want to work here • Technology that gives staff more time to care • Sustainability: • Focus on outcomes & value for money • Using and sharing our resources responsibly • Partnership: • Trusted partner with our service users, carers and other organisations • Addressing inequalities experienced by our staff and those we serve 	<ul style="list-style-type: none"> • Reducing pressure on staff and securing sustainable workforce • Implementing PCN-level eHubs for online consultations • Identify a priority cohort for tackling neighbourhood health inequalities, and commence engagement with them • Preparatory year for implementation of digitally enabled personalised care and support planning for care home residents • Develop anticipatory care plans for introduction in December • Focus on national diagnosis priorities for early cancer diagnosis • Implement CVD prevention and diagnosis spec • Plan and introduce in October a single, combined extended access service • Structured medicines reviews and medicines optimisation 	<ul style="list-style-type: none"> • Prevention, tackling health inequalities • Health and wellbeing • Focusing on the needs of individuals • Identifying and filling the gaps • Raising standards and practice • Enabling communication and collaboration • Providing a voice for the local VCS • Promoting strategic involvement 	<ul style="list-style-type: none"> • Improve outcomes in population health and health care • Prevent ill health and tackle inequalities in outcomes, experience and access • Enhance productivity and value for money • Support broader economic and social development • Enabler of Place Based Partnerships 	<ul style="list-style-type: none"> • Leading systems: We will take a leading role in shaping and organising out of hospital services to improve population health and wellbeing and to address health inequalities. • Integrating services as local partners: We will work across organisational boundaries, supported by tools, information and training to integrate services for the benefit of users. • Putting our collective CLCH expertise and efficiencies to work: We will develop best practice across the Trust to deploy in our local communities, through our commitment to quality and improvement and equality of opportunity. • Ensuring a sustainable future: We will reduce our carbon footprint and environmental impact and support healthy local communities.

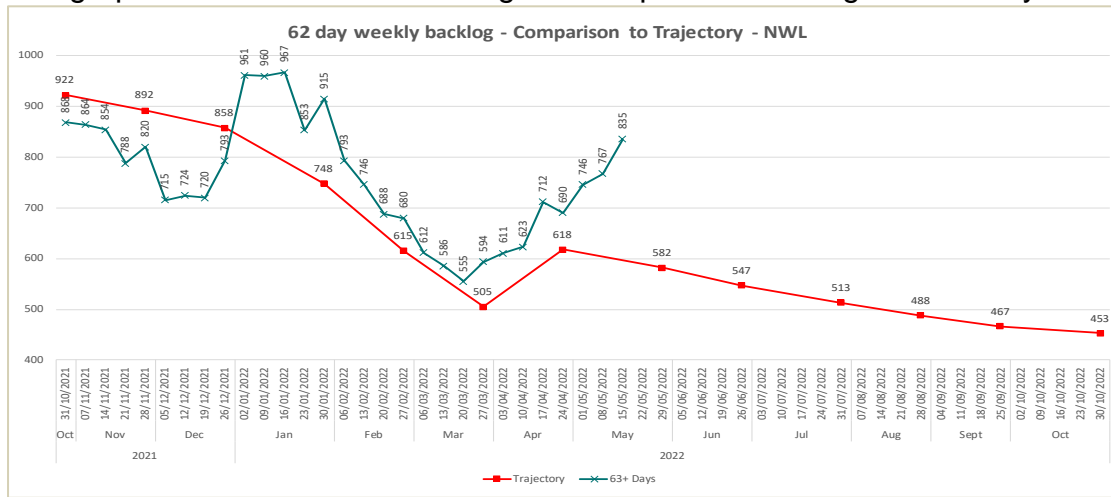
Harrow outcome and performance measures

Diabetes: 9 Key Care Processes Achieved in Last 15 Months

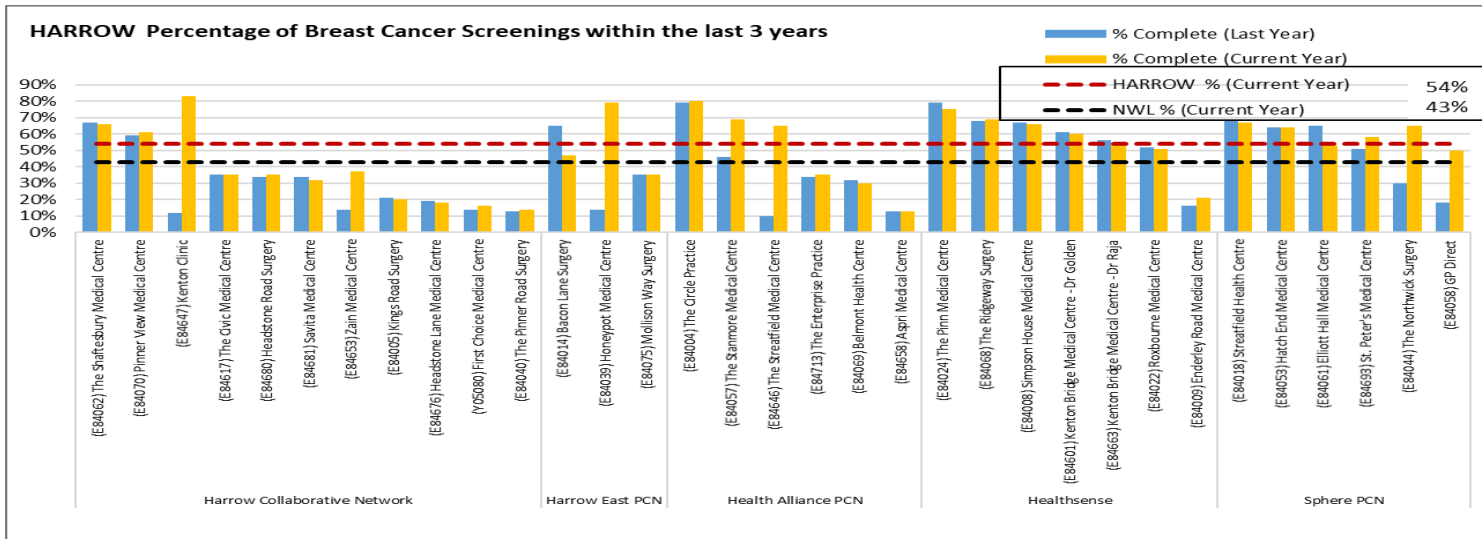
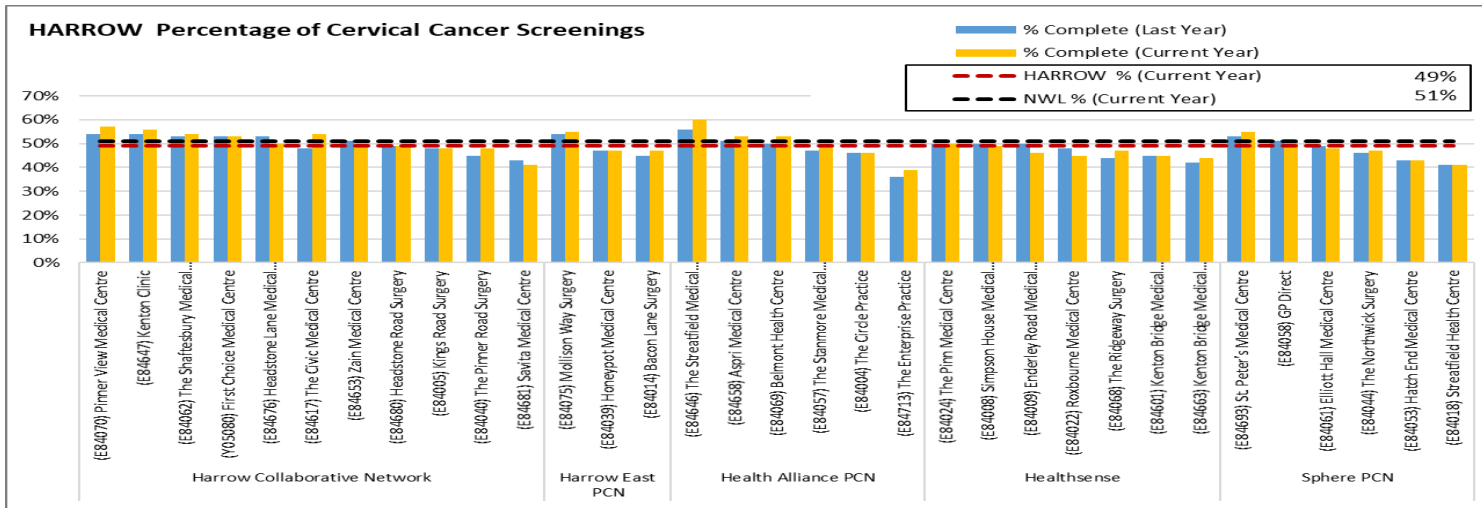
PCN	Practice	Diabetes Register	Diabetes 9 Key Care Process Achieved	% Achieved	Harrow Avg. = 23%				
					Diabetes Register	Diabetes 9 Key Care Process Achieved	% Achieved		
Healthsense	(E84068) The Ridgeway Surgery	1,382	625	45	Harrow East PCN	(E84039) Honeypot Medical Centre	1,439	271	19
Healthsense	(E84024) The Pinn Medical Centre	1,291	583	45	Health Alliance PCN	(E84004) The Circle Practice	777	137	18
Health Alliance PCN	(E84069) Belmont Health Centre	1,195	483	40	Health Alliance PCN	(E84646) The Streatfield Medical Centre	344	52	15
Harrow East PCN	(E84014) Bacon Lane Surgery	700	261	37	Healthsense	(E84663) Kenton Bridge Medical Centre - Dr R.	513	73	14
Harrow Collab. Network	(E84680) Headstone Road Surgery	397	148	37	Harrow Collab. Network	(E84647) Kenton Clinic	409	56	14
Healthsense	(E84009) Enderley Road Medical Centre	1,096	398	36	Sphere PCN	(E84058) Gp Direct	1,843	208	11
Harrow Collab. Network	(E84040) The Pinner Road Surgery	431	148	34	Sphere PCN	(E84044) The Northwick Surgery	708	77	11
Health Alliance PCN	(E84713) The Enterprise Practice	328	104	32	Harrow Collab. Network	(Y05080) First Choice Medical Care	322	25	8
Healthsense	(E84008) Simpson House Medical Centre	1,051	317	30	Health Alliance PCN	(E84057) The Stanmore Medical Centre	1,041	76	7
Harrow Collab. Network	(E84070) Pinner View Medical Centre	370	110	30	Harrow Collab. Network	(E84653) Zain Medical Centre	224	15	7
Healthsense	(E84601) Kenton Bridge Medical Centre Dr Gol	541	158	29	Harrow Collab. Network	(E84681) Savita Medical Centre	288	19	7
Harrow Collab. Network	(E84617) The Civic Medical Centre	391	105	27	Harrow East PCN	(E84075) Mollison Way Surgery	630	40	6
Health Alliance PCN	(E84658) Aspri Medical Centre	509	125	25	Sphere PCN	(E84693) St. Peter'S Medical Centre	415	23	6
Healthsense	(E84022) Roxbourne Medical Centre	695	163	23	Harrow Collab. Network	(E84062) The Shaftesbury Medical Centre	445	20	4
Sphere PCN	(E84018) Streatfield Health Centre	838	183	22	Harrow Collab. Network	(E84676) Headstone Lane Medical Centre	453	20	4
Harrow Collab. Network	(E84005) Kings Road Surgery	615	123	20	Sphere PCN	(E84053) Hatch End Medical Centre	308	2	1
Sphere PCN	(E84061) Elliott Hall Medical Ctr.	906	171	19					

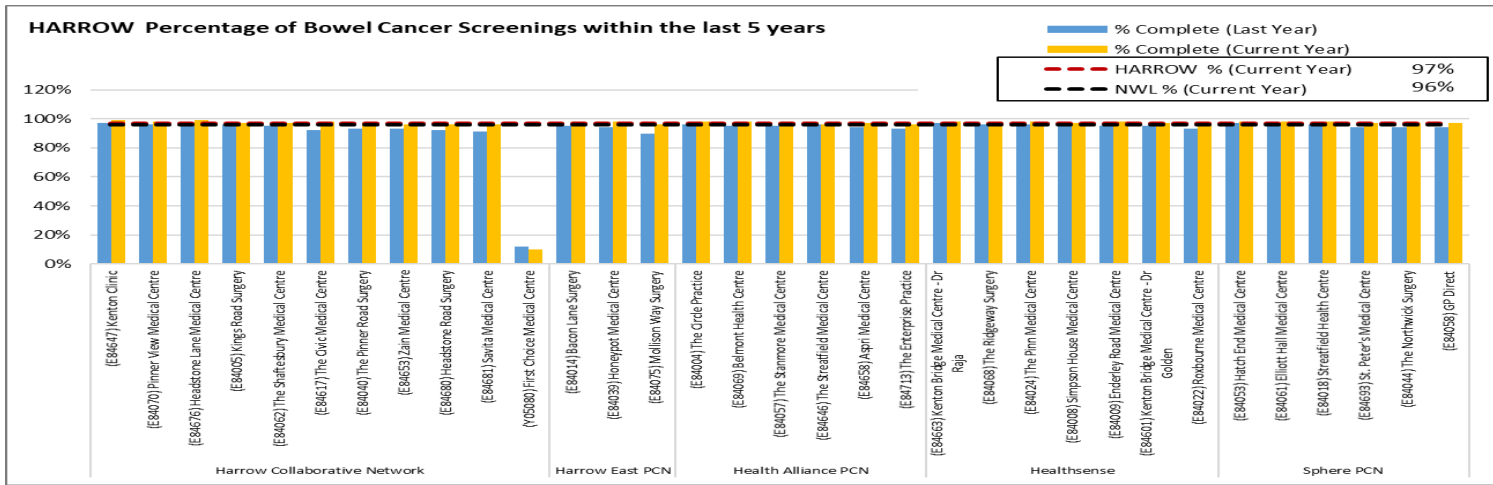
Cancer Diagnosis and Treatment

The graph below shows the backlog of NWL patients waiting > / = 62 days for treatment against the recovery plan.



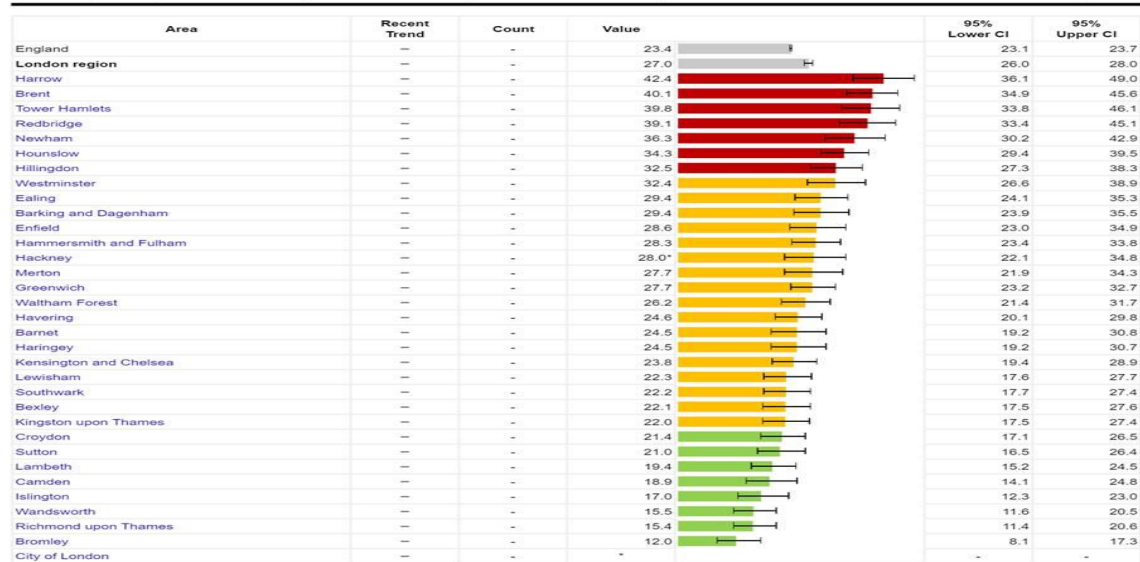
Cancer Screening in Harrow



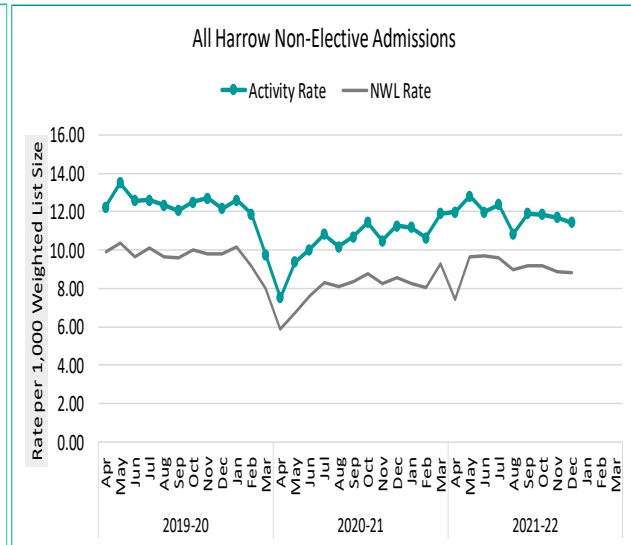
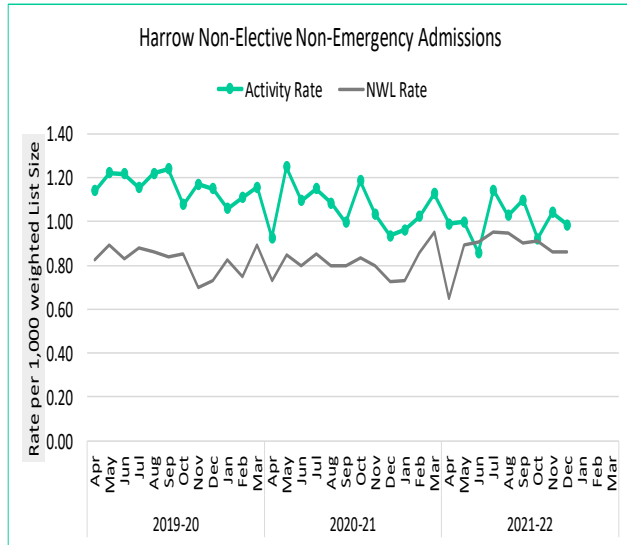
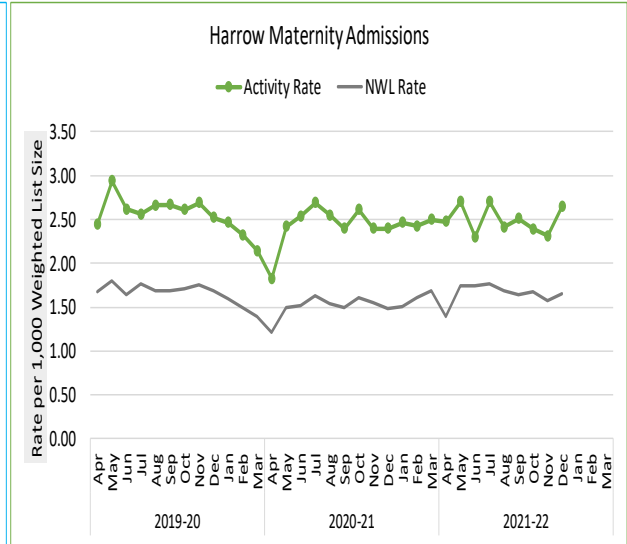
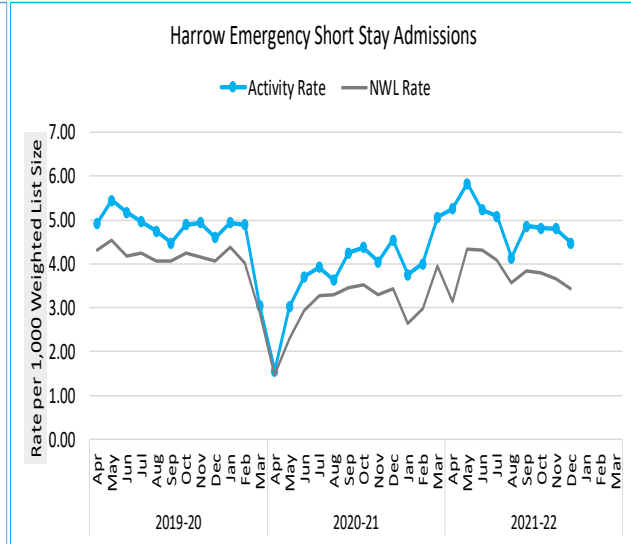
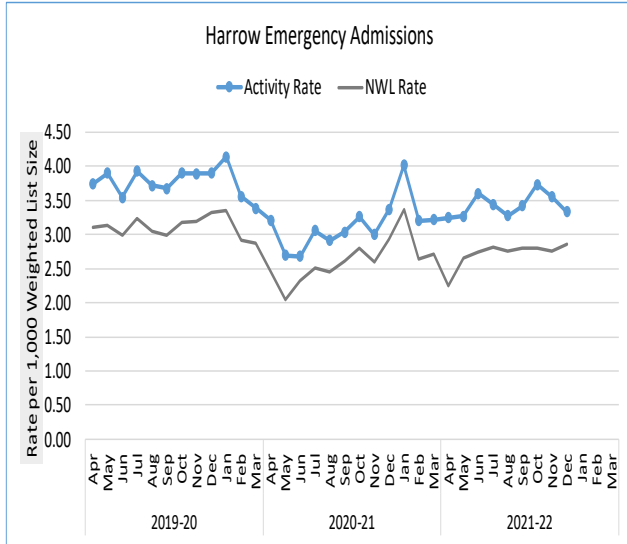


Children Under Five Years Old with Tooth Decay

Percentage of 5 year olds with experience of visually obvious dental decay 2018/19



Non-Elective Admissions



Harrow Borough Partnership Logic Model

Harrow Borough Based Partnership Plan - Pathway from implementation to outcomes (version 3)						
Mission of the partnership: Working with children, families and communities in Harrow to support better care and healthier lives						
	Implementation activities (detailed actions in partnership delivery plan)	Outputs (short term implementation measures)	Short term outcomes	Medium term outcomes (partnership metrics)	Long term outcomes (Health and Wellbeing Strategy measures)	Impact (Health and Wellbeing Strategy measures)
Reduce health inequalities	Implement population health management approach in Harrow (Borough and Neighbourhood level)	Increase in number of WSIC users	Increase in screening rates	1. Reduction in number of children 5 and under with tooth decay. 2. Improvements in patient reported access to General Practice Services	Reduced number of cancers diagnosed in A&E. 75% of cancer cases diagnosed at stage 1 or 2 by 202 Reduction in citizens reporting social isolation Reduction in smoking prevalence Reduced obesity levels	
	Refreshed WSIC training programme for frontline teams	Number of families reached by oral health promoters	Increase in childhood immunisation rates			
	Implement community champions programme	Number of community champions recruited	Increase in COVID and influenza vaccination rates			
	Targeted smoking cessation programmes	Total number setting a quit date on a smoking cessation programme	Broader engagement reach across Harrow communities			
	NHS Health checks programme	Number of NHS Health Checks delivered (ethnicity breakdown)	All Harrow practices offering national standard of appointments per 1,000 population			
	Implement hypertension case finding	Number of staff trained on MECC approach	75% of cases diagnosed at stage 1 or 2 by 2028.			
	Implement child oral health programme	The number of people on the General Practice SMI registers who have received a physical health in the 12 months to assessment to the end of the period	Number of A&E attendances for children under 5 years with tooth decay			
	Implement MECC approach		Number of UTC attendances (by ethnic group)			
	Implement extended access arrangements at PCN level	Proportion of black, Asian, and minority Asian, receiving continuity of care at 29wks Gestation	Annual health checks for 60% of those living with severe mental illness			
Integrated out of hospital services	Integration of training and education programmes	Number of collaborative recruitment initiatives delivered	Voluntary Turnover Rate %	3. Increase in number of citizens reporting positive experience of care. 4. Increase in number of staff reporting satisfaction in their work	Increased workforce retention rates. Shared care records in place across all providers incl VCS. Improved experience of care Improved experience in delivery of care	Improvement in healthy life expectancy Reduce gap in life expectancy by deprivation indices Financially sustainable health and care system Decreased infant mortality Right care, right place, right time
	Implement anchor institutions approach		%age vacancy rates across health and care providers			
	Formalise links with local higher education institutions and employment support services		Increase in number of carers identified with reduction in variation			
	New engagement approach with front line teams		Carers reporting they are well supported			
	Digital integration programme	Utilisation of data sharing initiatives	Shared care records in place across NHS providers and Local Authority			
	Implement findings of estates review	Neighbourhood team strategy in place	Reduction in readmissions			
			Gap between number of clinical roles and required space closed			
	Implement PCN development programmes	PCN delivery plans in place	Integrated care teams standard approach for care delivery at a neighbourhood level			
Transform care pathways	Adopt "think family" approach across the partnership	Number of mothers breastfeeding at 6 weeks	Reduction in A&E admissions for infant feeding	5. Reduction in Non Elective Admissions for Ambulatory Sensitive Conditions (people with long term conditions)	Improvements in parent / child attachment. Decrease in undiagnosed diabetes. Reduction in diabetes prevalence Harrow citizens die in their place of choice Reduction in Non Elective Admissions in last 3 months of life Improved demand management across the system	
	Action plan for first 1,000 days of life	Number of mothers accessing perinatal mental health services	Increase in levels of school readiness			
	Implement child health promotion initiatives (oral health, tier 2 obesity service)	Number of asthma care plans (by PCN)	Continuity of midwife care for BAME communities			
	Implementation of respiratory hublets	Number of asthma reviews (by PCN)	Reduce gap between expected and actual prevalence across LTCs: (1) Diabetes, (2) hypertension (3) heart disease (4) CKD			
	Implementation of integrated child health hubs	Number of integrated children's hubs at PCN level	Increase %age of patient receiving 9 diabetes care process and 3 treatment targets			
	Implement integrated diabetes teams at neighbourhood level	Number of integrated diabetes teams at PCN level	Reductions in falls			
	Implement integrated reablement and intermediate care services		Reduction in care home placements			
	Implement integrated frailty service at neighbourhood level	Number of PCNs operating integrated frailty model	End of life care plans implemented as planned			
	Implemented integrated end of life care model	Increase in number of "Urgent" care plans (end of life care plans)				

System pressures and winter planning

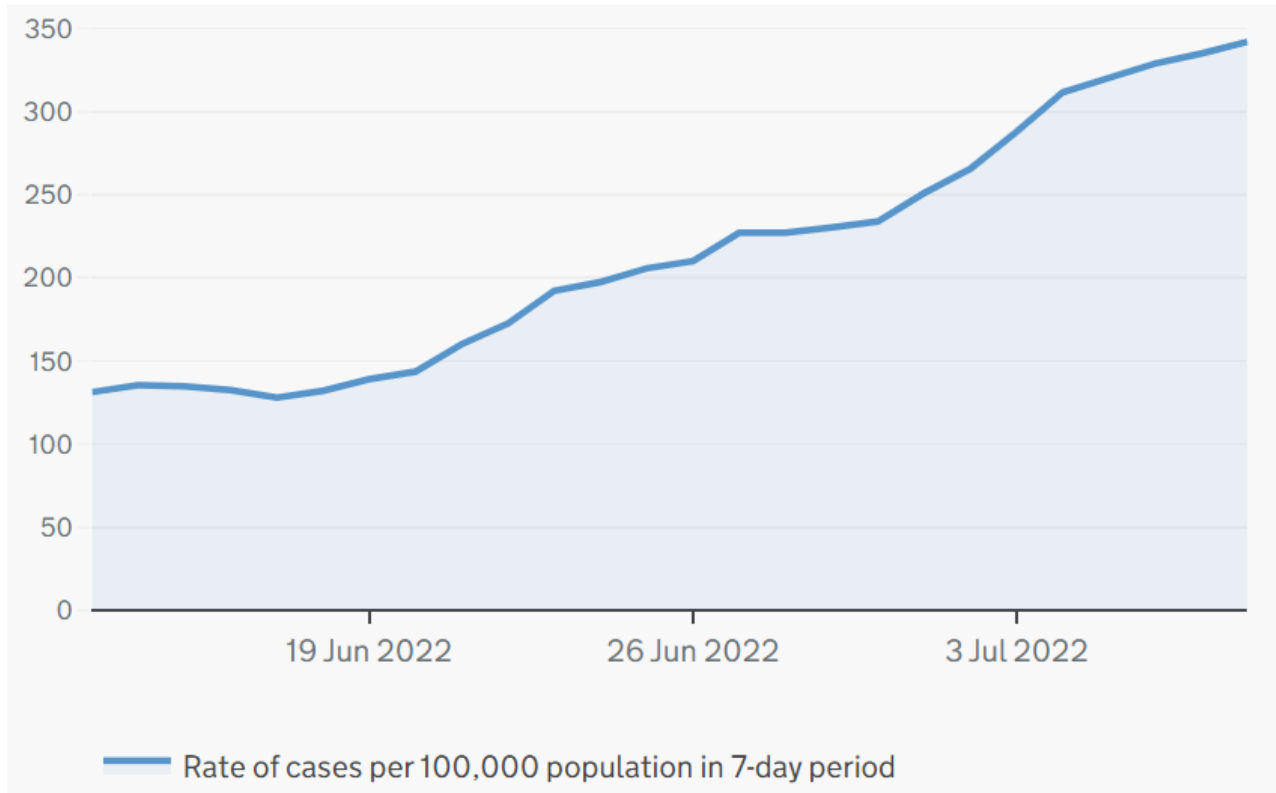
Lisa Henschen, Managing Director, Harrow Borough Based Partnership & system partnership leads

Overview

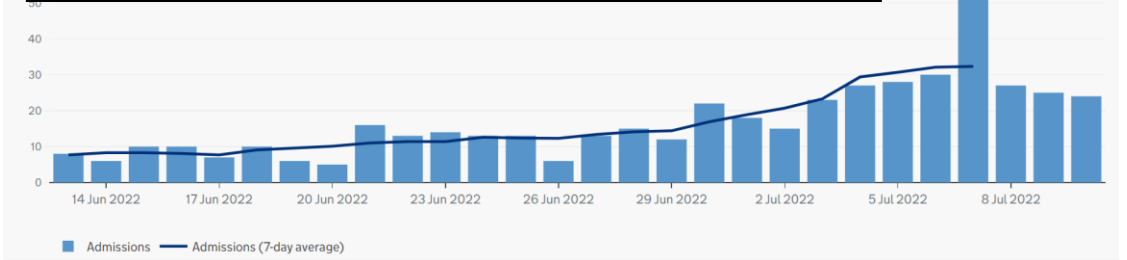
- The purpose of this presentation is to provide the Harrow Health and Wellbeing Board with an overview of the COVID recovery programme, management of system pressures in Harrow and planning for winter.
- The presentation includes information from organisations who form the Harrow Health and Care Partnership and details where system pressures are faced and how recovery is being managed.
- The Harrow Health and Care Executive meet weekly and come together to both collaboratively plan recovery efforts and work to manage system pressures, with the health, wellbeing and experience of Harrow residents at the fore.

COVID rates in Harrow (data accessed 19/7/22)

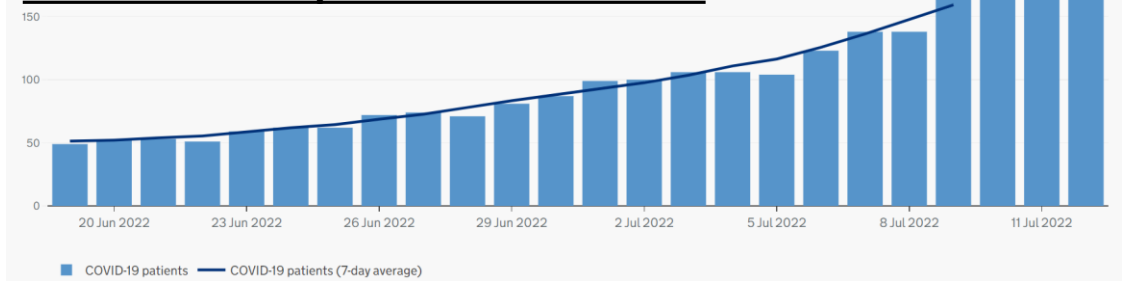
Rate of cases per 100,000 people in the rolling 7-day period ending on the dates shown



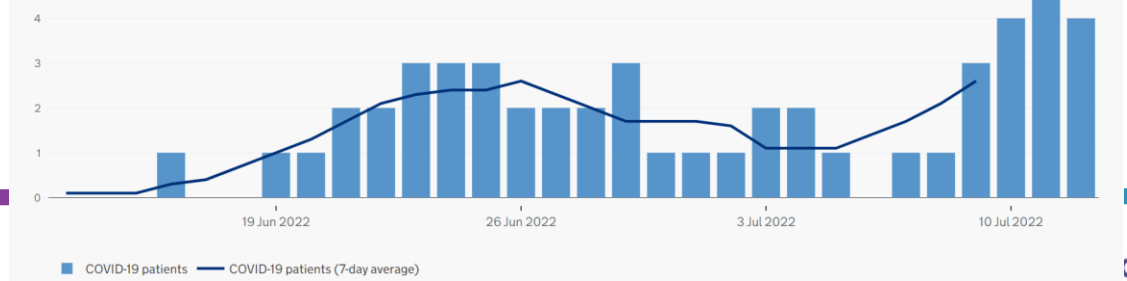
Patients admitted to hospital due to COVID



Patients in hospital with COVID-19

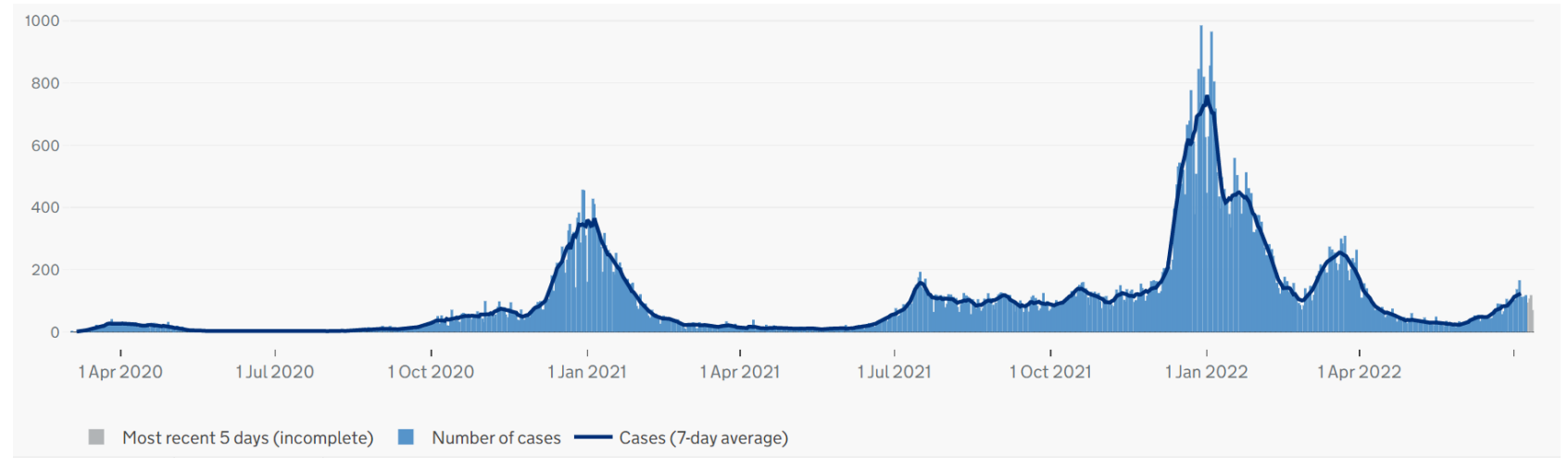


Patients in mechanical ventilation beds

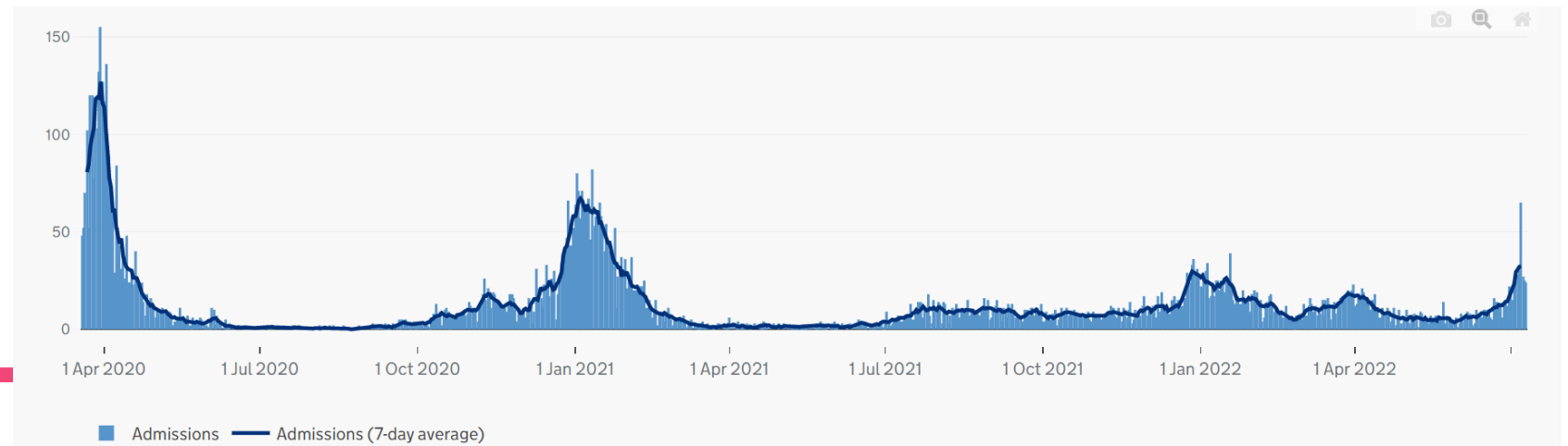


Trend data

Rate of cases per 100,000 people; rolling 7-day average – trend since March 2020

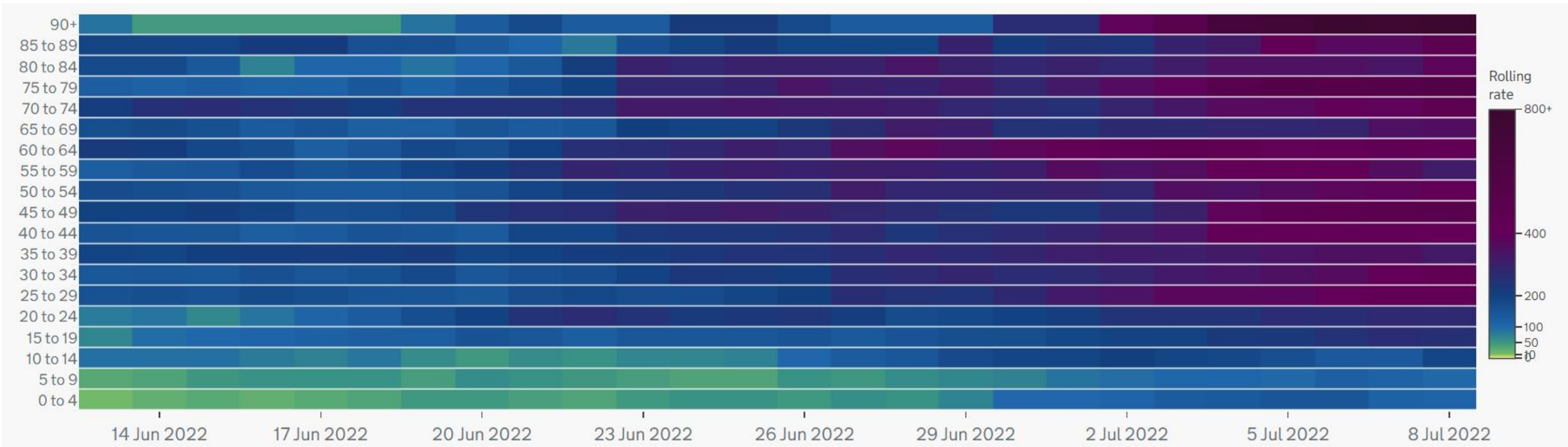


Patients admitted to hospital with COVID-19 – trend since March 2020



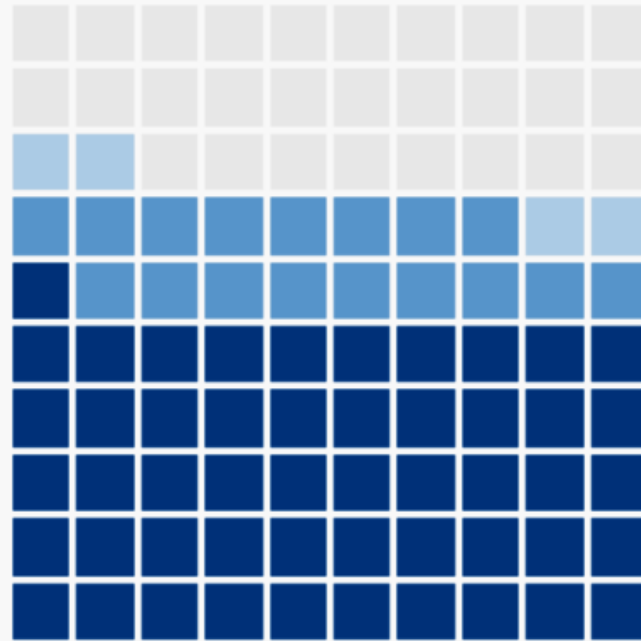
COVID rates in Harrow (data accessed 19/7/22)

Rate of cases per 100,000 people in the rolling 7-day period ending on the dates shown, by age



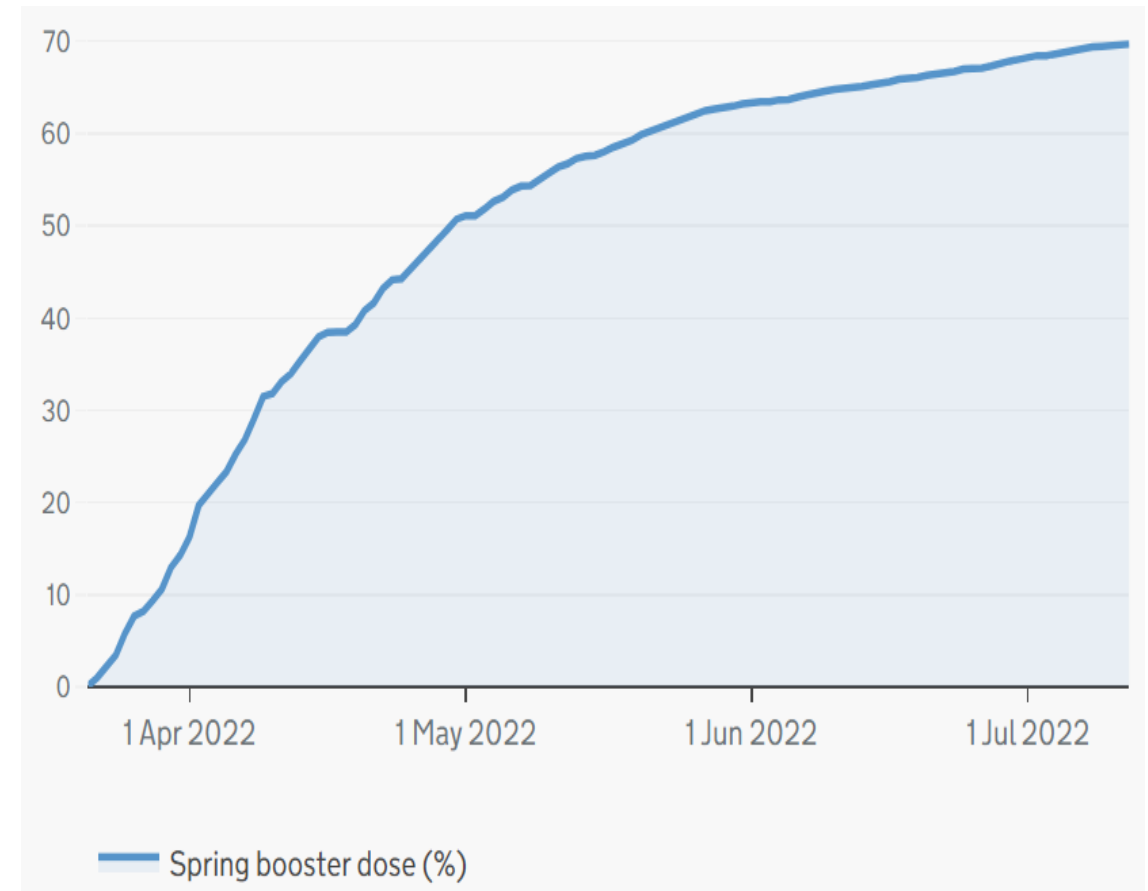
COVID rates in Harrow (data accessed 19/7/22)

Latest vaccination uptake (12+)



- 1st dose: 72%
- 2nd dose: 68%
- Booster or 3rd dose: 51.5%

Spring booster vaccination uptake (75+)



Primary Care

Access

- General Practice in Harrow continues to see increasing levels of demand against a backdrop of an increase in the number of COVID positive cases. GP appointments available in NW London continues to be above the April 2021 baseline with an additional 23.7% appointments in May 2022.
- We are working on ensuring adequate provision of access to meet the needs of the population in the context of the shift to the new national enhanced access specification and mitigating any impact as a result of this. This includes the right balance of face to face and digital appointments are offered

Workforce:

- Recruitment and retention of additional roles as well as GPs and nurses
- Time to train new workforce recruited in PCNs
- Supervision of new roles including definition of what skills and expertise are required and most suitable

Estates:

- Availability and cost of premises to accommodate the additional roles and allow co-location to foster team development and also to support the development of neighbourhood teams and at scale delivery models

Funding

- Efficient use of existing financial resources to support the challenges identified above

Patient Engagement

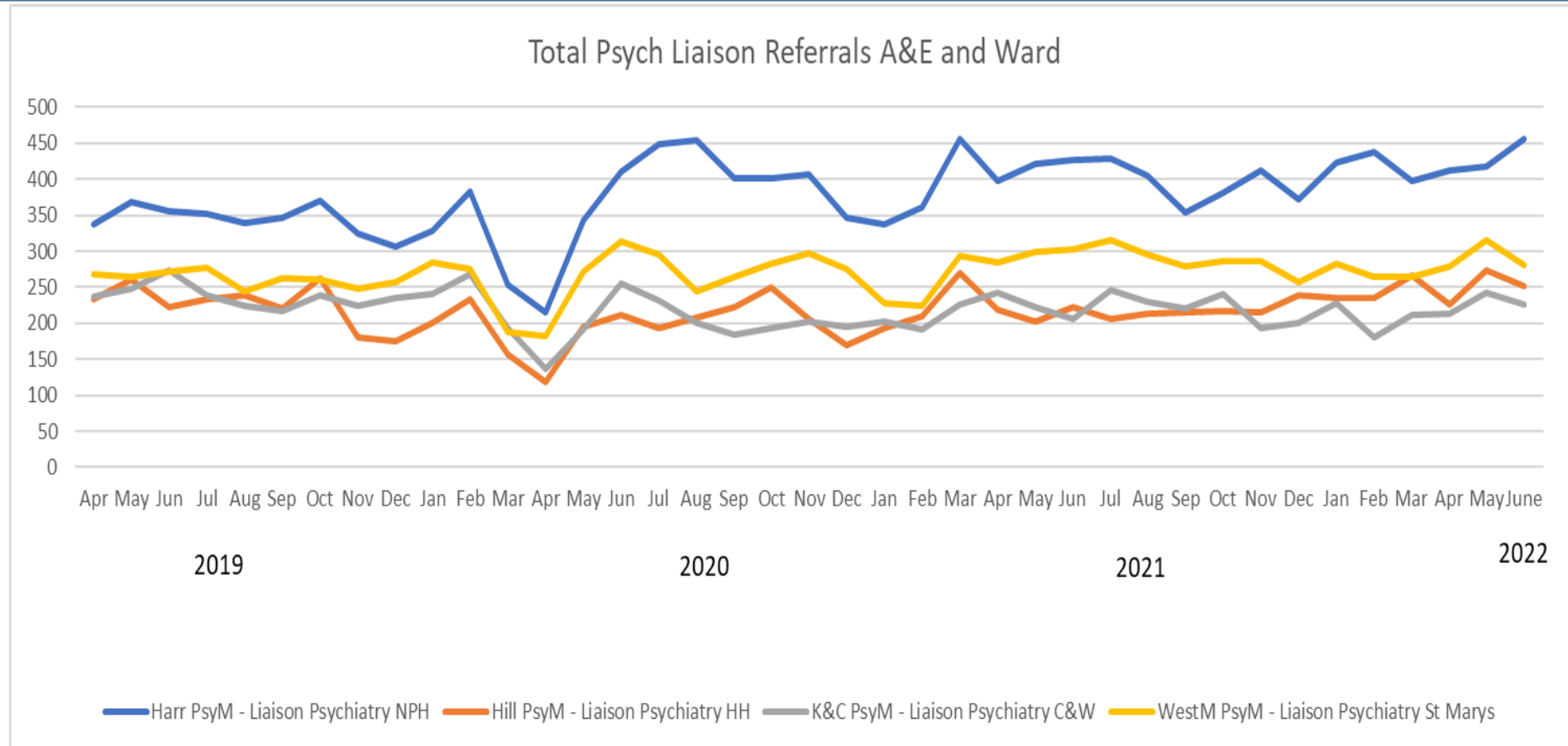
- Appropriate communications with the public to understand the best way to access new models of Primary Care delivery.
- Communications to incorporate voices from those who have felt poorly served by public services in the past

Community Health Services (Adult)

Service	Waiting times			Recovery	Pressure
	Longest wait (weeks)	Total waiting (pts)	Waiting > 40 weeks		
Podiatry	33	1998	0	6 months with additional B6 x 2	<ul style="list-style-type: none"> Domiciliary patient caseload high Recruitment challenges
SALT	46	165	9	One year with additional staffing: B6 x 2 B7 x 2	<ul style="list-style-type: none"> Large waiting list 2wte vacancies Recruitment challenges
Therapy	Oct 21	1202	0	One year with additional staffing: B6 PT x 4 B7 OT x 1 B5 OT x 1 B3 RA x 4	<ul style="list-style-type: none"> Large waiting list for community referrals Increase in Home First referrals 10.5wte Vacancies Recruitment Challenges for PT and OT posts
Community Nursing			0		<ul style="list-style-type: none"> Daily deferrals 20wte vacancy Recruitment challenges Staff retention Complaints and incidents
Phlebotomy		74	0	One month with additional staffing: B2 x 2	<ul style="list-style-type: none"> 2wte Vacancies

- *Community Health services have moved out of IPC restrictions and are now able to offer group sessions which will support waiting list recovery*
- *Services continue to offer a flexible model offering virtual support where it is clinically appropriate to do so and where the patient requests this.*
- *We are looking at new ways to attract staff to work in Harrow and have developed a video to showcase the Borough to potential staff.*
- *We continue to monitor waiting lists to ensure we are not causing anyone harm .*

Community Health Services (Mental Health)



Harrow Psych Liaison team continues to have an increase in referrals from 418 in May to 457 in June.

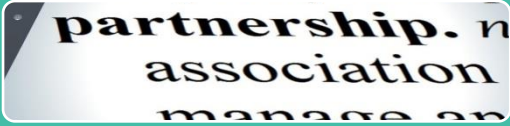
Community Health Services (Children)



Harrow Transformation work across the 0-19 service is underway with support from CNWL transformation team and in collaboration with Harrow Public Health and Harrow CCG.



Positive collaborations with London North West Health Care in regards to Allied Health Professionals



Plans for Paediatric Dietitian to support Children with Home Enteral Feeding is being commissioned by CNWL from LNWUH dietetics department to enhance recruitment and strengthen links with multi disciplinary team



Harrow Special School nursing service has recruited to all three school nursing positions and service on line to start in September 22.



Harrow Children services have seen an increased demand in a number of key services. The services continue to work with school staff and families to provide information and training so as to mitigate risks. Referrals are triaged and prioritised according to clinical needs.



Additional Paediatric Physiotherapy and Speech and Language Therapy service Provision commissioned from CNWL by LNWUH to support Neonatal Unit and family centred care.

Community services (children – mental health)

- Harrow met the national targets for the number of children accessing mental health services in 2021/22.
- Investment has expanded CAMHS workforce by approximately 10%.
- Referrals however are at their highest ever level, which despite growth in workforce has resulted in average caseloads per clinician growing by 10%. This has impacted capacity to see CYP quickly & resulted in a growth in waiting lists.
- Exploring pathway improvements including work with primary care, pharmacy pathways, crisis care and transition in adults.
- Number of initiatives in place to reduce the number of children waiting are having an impact: 20% reduction in number of children waiting for assessment since April:

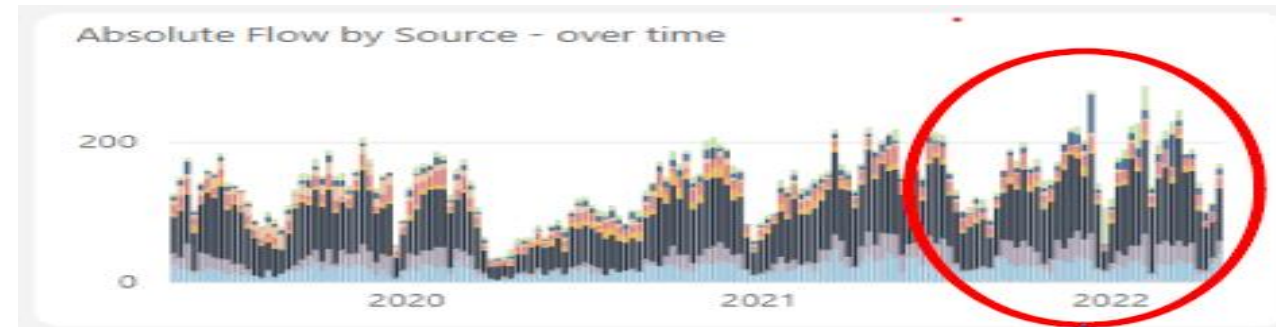
Maximising digital developments

Working with VCSE's – grant scheme

Additional capacity with 75 packages of care commissioned in Harrow

Waiting well initiatives – waiting list reviews, waiting well check;

- Focus on early intervention and support – new models for our 0-5 population, MHST's have been expanded in the borough.
- Improvements in care for young people aged 16 to 25. Harrow Young Adult Pathway Lead appointed and starts 25th July. Various initiatives going live including expansion to the care young people receive, new model for transitioning, pilot schemes with universities and colleges, and a number of schemes commissioned with the third and voluntary sector organisations.



Local Authority and Voluntary and Community Sector

Increase in demand:

- children's social care both in terms of numbers and in terms of complexities - adolescent mental health, contextual safeguarding – criminal and sexual exploitation, domestic violence, unexplained injuries to infants
- Increase in EHCP requests 267 in 19/20, 337 in 20/21, 275 Sept-May 21/22

School and Education

- School readiness - starting school below expected level for communication, speech and language
- Increase assessment and resulting diagnoses with ASD
- Pressure to meet SEND needs, home educated, health needs for children not attending school, presentation challenging behaviour primary schools

Voluntary and Community sector

- Impact of 2 years of covid
- Funding
- Waiting lists
- Emerging needs for primary schools – emotional wellbeing, social and emotional challenges, self care.

Sustainability

1. Shared challenges of workforce recruitment and retention, well-being
2. Managing parental expectations and complaints
3. System impact on children, young people and their family

Adult Social Care: Theme one

Pressure from New Requests at our 'front doors' - community

Pressure Indicators

(12 month rolling average)
generally, lower is better

Baseline
(March 2020)
pre-pandemic

Baseline
(March 2021)
mid-pandemic

Latest

31 March 2022

COMMUNITY NEW REFERRALS

Number of **new support requests** per week
through the community route

49

59

64

No. of **ongoing assessments** (Community)

222

156

242

Est. no. of **new long term service users** starting per week from the
community

5.5

7.2

5.7

Est. **cost of week of community support** for
new community referred clients (excl. LD and reablement)

n/a

£183

£291

- The volume of work coming in to the Early Intervention Team continues to rise
- Workload is the highest since we started measuring in this way
- In 2019 a new approach using 'Three Conversations' began which is holding back the number of new people needing long term services, but new services are costing more now than in the past

Adult Social Care: Theme two

Pressure from New Requests at our ‘front doors’ - Hospital

Pressure Indicators (12 month rolling average) <i>generally, lower is better</i>	Baseline (March 2020)	Baseline (March 2021)	Latest
HOSPITAL NEW REFERRALS			
Number of new support requests per week through the hospital route	40	25	35
No. of ongoing assessments (Hospital)	91	48	51
Days for Community (PIT) Team to begin work after discharge	n/a	n/a	19
Est. no. of new long term service users starting per week from hospital	9.5	12.5	11.1
Est. cost of week of community support for new hospital discharged clients (excl. LD and reablement)	n/a	£259	£337

- During the acute phase of the pandemic, the hospital discharged far fewer people into social care support, but this has now largely reversed and numbers are increasing
- Using ‘Three Conversations’ (since Sept 2021) appears to be reducing the number of new people needing long term services, despite the increased number of discharges into social care
- Crucial to this is the handover to the community (Promoting Independence) team taking place quickly – on average it takes 19 days before PIT can take on the work, and this time has been increasing
 - there is no evidence at present that waiting time affects outcomes

Adult Social Care: Long Term Trends

LATEST

Adult Social Care 'Demand' from New People

No. of New Requests for Support per week (no current services)

	2017-18	2018-19	2019-20	2020-21	2021-22
TOTAL	137	158	148	154	177
of which, hospital (Council)	30	39	40	25	33
of which, community (Council)	52	51	49	60	67
of which, mental health (CNWL)	55	68	59	69	77

No. of New Long Term Service Users starting (per week)*

	2017-18	2018-19	2019-20	2020-21	2021-22
TOTAL	17.8	17.2	14.0	23.7	18.5
of which, hospital (Council)	6.2	8.1	8.9	11.9	10.0
of which, community (Council)	10.9	7.5	4.7	6.7	5.4
of which, mental health (CNWL)**	0.7	1.6	0.4	5.1	3.1

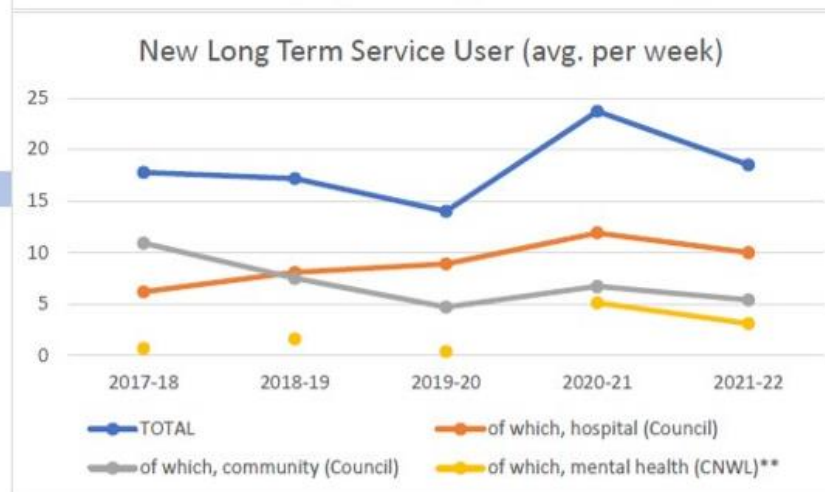
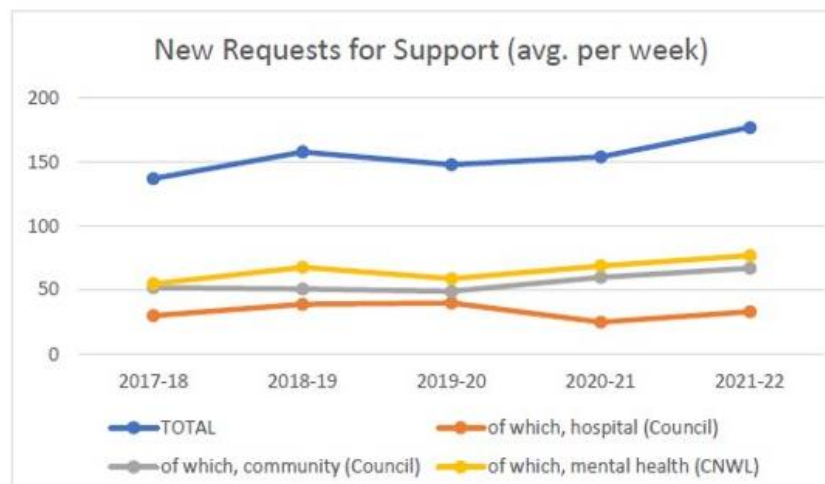
*part or fully funded by the Council

** data considered unreliable for 2017-20

significant factors that year

- Introduction of Early Intervention Team
- 3 Conversations launched in community
- Covid year one, D2A in hospital
- Hospital begins 3 Conversations while D2A continues

This data comes from the statutory data returns (to DHSC). The number of new requests has been gradually increasing, although this has not always resulted in more new long term service users. The creation of an early intervention team and subsequent 3 Conversations approach had some impact before Covid started.



Acute services

LNWHT is currently experiencing a new Covid surge. At the time of writing this slide (11 July 2022) the Trust is expecting c200 covid positive inpatients across all sites (circa 150 at Northwick Park)

Patient presentations are broadly split 50:50 with patients admitted for covid symptoms or covid as an incidental factor
The majority of patient level acuity is treatable through Level 1 general & acute beds but small increases are now showing in Level 2 High Dependency and Level 3 Intensive Care beds as we continue into July
The Trust reviews bed use daily with the Chief Nurse and Infection Prevention & Control to configure the bed base to manage patient flow and safety; creating dedicated wards or bays for patients with covid to avoid contact with non-covid patients
The Trust has re-introduced the compulsory wearing of masks on wards and in clinical areas

Pressures across the Trust are exacerbated due to:

- Continued patient presentations to the Emergency Department and subsequent hospital admissions at peak winter levels
- Northwick Park continues to receive the highest number of ambulances daily compared to any other hospital site in London
- Underlying overall staffing vacancy levels higher as a result of the pandemic
- Staff availability impacted by the seasonal holiday period and rise in covid related staff sickness (similar across NWL ICS)
- Requirement to deliver elective procedures, diagnostics and outpatients above pre-covid levels to reduce waiting lists

Winter planning: Initial Proposals

There is, as yet, no confirmation of what additional Winter Pressures funding of community based and primary care services will be available in 22/23, or of the process for its allocation.

However, in line with a recommendation of Harrow's evaluation of last year's Winter Access Fund, the Borough Partnership has begun to collate proposals for potential schemes.

These potential schemes should therefore have been thought through and locally agreed prior to the announcement of what is usually a very short timescale for the submission of proposals.

Local providers including acute, community health and social care services, mental health services and the voluntary sector have contributed to the draft long list of proposals that follows.

Further work on the development of draft proposals during July and August will be reported to the Harrow Health and Care Executive.

Winter planning: Initial Proposals

Harrow Partnership Winter System Pressure Proposals			
Acute Care	Community Care	Mental Health Care	Primary Care
<p>Additional Beds 27 Additional beds across Northwick Park and Central Middlesex Hospitals</p> <p>Patient Flow Increase assessment, diagnosis, decision making, care and discharge - improving throughput on acute medicine wards NPH</p> <p>Discharge Expansion of STARRS team and consultants to support discharge</p> <p>A&E Support Strengthen management and decision making to improve use of capacity: additional doctors and nursing staff</p>	<p>Support to Discharged Patients in the community Expansion of discharge support to medically fit but vulnerable discharged patients to prevent deterioration in the community, including home cleaning; support in paying bills etc Increase capacity of LA Community</p> <p>Prevention of Illness Strengthen vaccination resource for housebound people Raise awareness of impact on individuals' health and wellbeing of fuel poverty and support income maximisation and fuel efficiency</p> <p>Support to People on Waiting Lists Voluntary Sector to provide support to long waiters for elective and community</p>	<p>Avoid Admissions Review of homelessness / MH pathway to provide alternative to A&E / hospital admission Community Crisis Service / Beds for Adults and Older Adults</p> <p>Avoid A&E Attendances Improve speed of access to drug and alcohol provision for people in crisis.</p>	<p>Increase Access to Primary Care Increased appointment capacity in general practice, GPs and allied healthcare professionals Increase use of online consultations and improve digital literacy amongst patients Additional first contact physiotherapist appointments Data analysis of patients attending UCC/A&E to formulate plan to reduce avoidable attendances and work with frequent flyers MDT working and proactive case management of patients discharged from hospital Patient education and empowerment on self-management of minor illness Tackling vaccine hesitancy and increasing vaccination uptake, including flu/Covid, vaccines/childhood imms. to reduce infection rates and aim to reduce morbidity and GP/UCC/A&E attendance</p>

Summary and close

This presentation has demonstrated that the need for health and care services as a result of the pandemic is significant. Progress in addressing these needs is already being made and will remain a central focus of the Harrow partnership.

Harrow Borough Based Partnership

2020/21 Better Care Fund
End of Year Submission

Harrow Health and Wellbeing Board
28th July 2022

BCF Submission Process

The BCF Plan was endorsed by the Harrow Health and Care Executive.

A draft submission was made on 16th November and approved by the Health and Wellbeing Board on 23rd November.

NHSE considered the submissions from each HWB area and provided feedback in January 2022.

The Year End Submission was made in May and is now being presented to the HWB for retrospective endorsement to meet one of the National Conditions.

Elements of the Plan

The BCF Plan comprises 3 elements:

- 1) **Financial Schedules:** Funding arrangements between the LA and CCG and scheme schedules have been agreed.
- 2) **BCF Outcome Metrics:** Plans for 2021/22 outcome measures and Year End position.
- 3) **Supporting Narrative:** A summary is provided in the slides below.

1. Financial Schedules

The value of the schemes pooled within the BCF in 2021-22 totaled £25,317,782, with health schemes totaling £10,329,723 and local authority schemes £14,988,509.

The local authority schemes comprise the following:

- a. Disabled Facilities Grants - £1,721,553 (paid directly to the Council)
- b. Improved Better Care Fund Grant - £6,467,630 (paid directly to the Council)
- c. Better Care Fund (Protection of Social Care Services) £6,799,326 (contribution from CCG)

2. BCF Outcome Metrics

Each HWB area was required to propose plans for the following Outcome Metrics for the remainder of 2021/22:

- 1a. Percentage of Patients who have been in hospital for longer than 14 days
- 1b. Percentage of Patients who have been in hospital for longer than 21 days
2. Percentage of Hospital Inpatients who have been discharged to usual place of residence
3. Unplanned hospitalisation for ACS conditions
4. Long Term Support Needs of Older People met by Admission to Residential and Nursing Care Homes
5. Proportion of Older People who Were Still at Home 91 Days After Discharge from Hospital into Re-ablement / Rehabilitation Services

Setting and Delivering Outcome Metrics: Percentage of Patients who have been in hospital for longer than 14 / 21 days

Reverting to 19/20 performance would imply a substantial deterioration in current performance, even allowing for increased levels of delays during the winter period.

Harrow has produced a revised forecast that excludes 20/21 activity and has used this to set a target.

		21-22 Q3 Plan	21-22 Q4 Plan	Actual to End Feb
Percentage of in patients, resident in the HWB, who have been an inpatient in an acute hospital for: i) 14 days or more ii) 21 days or more As a percentage of all inpatients (SUS data - available on the Better Care Exchange)	Proportion of inpatients resident for 14 days or more	10.3%	11.1%	10.9% / 10.3% On Track
	Proportion of inpatients resident for 21 days or more	4.9%	5.9%	5.6% / 4.9% On track

	NHSE Forecast: All HWBs		NHSE Forecast: London (sum of 33)		Actual 19/20 Harrow		NHSE Forecast: Harrow		Harrow Proposed Forecast		Actual to End Feb	
	14+	21+	14+	21+	14+	21+	14+	21+	14+	21+	14+	21+
21/22 Q3 Forecast Average	11.9%	5.4%	11.0%	5.1%	11.6%	6.2%	9.9%	4.8%	10.5%	4.9%	10.9%	5.6%
21/22 Q4 Forecast Average	12.2%	5.3%	11.8%	5.0%	12.4%	7.6%	9.8%	4.6%	11.3%	5.9%	10.3%	4.9%
Total	24.1%	10.8%	22.7%	10.1%	24.0%	13.8%	19.7%	9.3%	21.8%	10.8%		

Setting and Delivering Outcome Metrics : Percentage of Hospital Inpatients who have been discharged to usual place of residence

2. Percentage of Hospital Inpatients who have been discharged to usual place of residence

	21-22 Plan	Actual to end Feb
Percentage of people, resident in the HWB, who are discharged from acute hospital to their normal place of residence (SUS data - available on the Better Care Exchange)	94.0%	93.8%

Supported Discharge Services including Home First continue to support discharge from hospital, with the priority being to support patients to live at their home.

Setting and Delivering Outcome Metrics : Unplanned hospitalisation for ACS conditions

8.1 Avoidable admissions	19-20 Actual	20-21 Actual	21-22 Plan to End Feb	21-22 Achieved
Unplanned hospitalisation for chronic ambulatory care sensitive conditions (NHS Outcome Framework indicator 2.3i)	2,030	1,250	1,837	1,728

The guidance describes the purpose of the metric as a measure of, ‘*Progress in preventing chronic ambulatory care sensitive conditions (e.g. diabetes, hypertension) from becoming more serious will be measured using this indicator. Ambulatory Care Sensitive (ACS) conditions are those where effective community care and case-management can help prevent the need for hospital admission*’.

- This represents a sub-set of the NWL Operating Plan indicator for Non-Elective Admissions (NEL), which requires a return to 19/20 activity levels ie a return to pre-Covid levels without growth.
- The proposed plan was equal to the total number of ACS admissions in 19/20: 2,030.
- The performance achieved was significantly better than the plan, with 109 fewer avoidable admissions than the target.

Setting and Delivering Outcome Metrics : Long Term Support Needs of Older People met by Admission to Residential and Nursing Care Homes

Ambition:	No more than 146 actual placements made or intended
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Performance Aim :	Equivalent to 350 placements per 100,000 population
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Data source: Adult Social Care Outcomes Framework

Comments:

- This target was not met
- The number of admissions were higher (197 vs 181 last year) - approx. 400 per 100,000
- Limited availability of alternatives in the local care market (e.g. supported living, extra care)
- Presenting needs were higher than prior years

Plans for the Future

- The introduction of 'Three Conversations' (strengths-based approach) to hospital discharge has prevented some placements made from hospital becoming permanent. This approach will continue to be developed and embedded.
- Increasing availability of alternative placements eg Extra Care
- Developing the Integrated Intermediate Care operating model through the Harrow Borough Based Partnership

Setting and Delivering Outcome Metrics : Proportion of Older People who Were Still at Home 91 Days After Discharge from Hospital into Reablement / Rehabilitation Services

Ambition:	To retain current performance as a minimum
Performance aim:	90%

Comments:

- This target was not achieved.
- 40% more people were discharged into rehab/reablement than last year from an already high rate, but the proportion of people remaining at home has dropped.
- Harrow already had one of the highest rates of discharge into rehab/reablement (7th of 32 in London) and this has grown significantly while still achieving reasonable outcomes.

Plans for the Future:

- Integrated Intermediate Care Project has been agreed by the Harrow Borough Based Partnership. The vision is *'to empower the citizens of Harrow to gain or regain their confidence and skills to achieve their individual health and wellbeing goals, and maximise their functional ability, choice, control and independence.'* A Partnership Steering Group has been established and work is on-going to develop a system operating model working with the hospital, community health providers, the VCS, social care and GPs.
- Developing the use of the Disabled Facilities Grant (DFG) to make adaptations to support people living in their own homes.

Delivery of the BCF Plan

Statement:	Response:	Comments: Please detail any further supporting information for each response
1. The overall delivery of the BCF has improved joint working between health and social care in our locality	Agree	The BCF is aligned with the local system's collaborative approach to the delivery of outcomes. Local commissioning and provider organisations assess and agree improvements to delivery through the Harrow Health and Care Executive, which provides operational leadership to the Borough Based Partnership.
2. Our BCF schemes were implemented as planned in 2021-22	Agree	Local focus on system working has been maintained to manage operational issues arising from Covid that have affected service delivery, including: - High levels of staff sickness; - Redeployment of staff to vaccination programmes; - Reductions in services' capacity resulting from impact on patient flow of enhanced infection prevention and control measures.
3. The delivery of our BCF plan in 2021-22 had a positive impact on the integration of health and social care in our locality	Agree	The planning process and joint agreement of outcome metrics focused discussion of system pressures and measures to mitigate them.

Challenges and Successes

5. Outline two key challenges observed toward driving the enablers for integration (expressed in SCIE's logical model) in 2021-22	SCIE Logic Model Enablers, Response category:	Response - Please detail your greatest challenges
Challenge 1	1. Local contextual factors (e.g. financial health, funding arrangements, demographics, urban vs rural factors)	Short term financial settlements and additional funding streams becoming available in Q3 for use by the end of the financial year is a relatively ineffective approach to meeting system pressures and does not allow for sustainable investment eg: - Reduction in Ageing Well Funding in 22/23; - Planning the use of Winter Access Funding in November 22 for use by April 23.
Challenge 2	Other	National NHS initiatives to incentivise additional secondary care activity that do not include additional resources for social, community and voluntary sector provided care create imbalances in local systems that are hard to mitigate in the short term.

Challenges and Successes

4. Outline two key successes observed toward driving the enablers for integration (expressed in SCIE's logical model) in 2021-22	SCIE Logic Model Enablers, Response category:	Response - Please detail your greatest successes
Success 1	2. Strong, system-wide governance and systems leadership	<p>The Harrow Health and Care Executive meets weekly to assess pressures on the local health and care system, plan mitigations and review the progress of collaborative working in the borough.</p> <p>All local agencies are represented at a senior level, attendance is very good and discussions are invariably constructive and result in agreed action.</p>
Success 2	8. Pooled or aligned resources	<p>Service developments and resource allocation (eg Ageing Well; Winter Access Funding) are discussed and planned through the HHaCE to ensure alignment of resources to integration plans and the pressures on all parts of the system.</p>

Next Steps and Recommendations

Next Steps:

- For the preparation of the BCF 2022-23 Plan, an integrated BCF Working Group will develop plans and present reports to HWB as required.
- The BCF Working Group will be incorporated into the Harrow Place Based Partnership transformation priority on Frailty which includes the Integrated Intermediate Care programme.
- The Guidance for 2022-23 has yet to be published

Recommendations:

1. Note the details of the presentation
2. Endorse the End of Year Submission