

# **Health and Wellbeing Board Tabled Documents**

**Date: Thursday 2 November 2023**

## **Agenda - Part I**

7. **Harrow System Pressures Metrics Report** (Pages 3 - 8)  
Presentation attached.
  
9. **Health and Wellbeing strategy Update: Healthy Places** (Pages 9 - 18)  
Presentation attached.

## **Agenda - Part II - Nil**

Scan this code for the electronic agenda:



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## Harrow Winter Pressures

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

2) Draft System Pressures Metric Report

October 2023



**Harrow Borough  
Based Partnership**

Supporting better care and healthier lives

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

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



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

How can borough partners help?

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



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



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# Harrow System Pressures Metrics

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

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

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

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

## Success of Prevention Measures

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

## Demand pressure

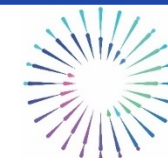
- Number of referrals to drug and alcohol service
- Number of referrals to Harrow Housing pathway for homeless patients with mental health issues
- Number of people contacting the Local Authority about Damp / Mould
- Primary Care Online consultations
- Delayed Transfers of Care by pathway at Northwick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

## Pathway Improvement

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

## Utilisation of community resources

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



# Harrow System Pressures Metrics (1/2)

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



# Harrow System Pressures Metrics (2/2)

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





# Housing Update

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David McNulty

Director of Housing



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**HARROW**

- Housing features in the Healthy Place domain of the Health & Wellbeing Strategy
- Housing has an impact on the health and wellbeing of residents
- Housing Update on:
  1. Homelessness
  2. Damp and mould
  3. Increasing the quality of existing council homes
  4. New affordable homes

# 1. Homelessness

## **Severe housing affordability crisis**

- Cost of living and changes in the Private Rented Sector (PRS)
- Increase in average rents
- Limited housing options locally for families who need help with housing costs (HB/UC/Benefit Cap)
- Most common cause of homeless in Harrow = loss of private rented accommodation
- ⇒ Small social housing stock so PRS accommodation is the main housing solution
- Important to seek help early and try to prevent homelessness
- Over 1000 households now in temporary accommodation
- B&B elimination strategy
- Outreach programme of housing advice in the community
- Refresh of housing needs leaflets.

# 1. Homelessness

## **Rough Sleeping initiatives:**

- Outreach Team with specialist council officers
- First Stage Rough Sleeping Hub- a safe place to stay for 28 days (5 bedrooms)
- Rough Sleeping Accommodation Programme (RSAP) scheme- 9 flats with Housing First style support service delivered by EACH Counselling & Support- project funded by GLA.
- ↗ Annual street count- night of 23 November.

## **Partnership Working**

- Harrow Homelessness Reduction Board (including Public Health and Health/NHS)
- Operational Sub-Group of Harrow Homelessness Reduction Board
- Partnership working with statutory and VCS orgs on single homelessness and rough sleeping
- Close working with Adult Social Care and Children's Services on hospital discharge, mental health, move on from supported housing, care leavers, etc.

## 2. Damp and Mould

- Toddler Awaab Ishak died in 2020 because of a severe respiratory condition caused by prolonged exposure to mould in his home environment, leading to respiratory arrest.
- His father said he repeatedly raised the issue with his landlord Rochdale Boroughwide Housing (RBH).
- The Regulator of Social Housing (RSH) said RBH had failed to "treat Awaab Ishak's family with fairness and respect" and that it had found "significant failings in the way Rochdale Boroughwide Housing deals with damp and mould across the organisation".
- The case has focused attention on:
  - the responsibility of all registered providers of social housing (councils and housing associations) to ensure that the homes they provide are well maintained and of a decent standard
  - the serious effects that having damp and mould in homes can have on people's health
  - the importance of listening to the concerns of social housing tenants, understanding their diverse needs, removing barriers to accessing services and responding promptly.

## 2. Damp and Mould

- Condensation, damp and mould can have a serious effect on people's health, especially if they have respiratory problems/illnesses, allergies and asthma. Can affect immune system.
- Damp can be caused by condensation (from cooking, bathing, drying wet clothes indoors) or by issues such as leaks or blocked gutters. Damp can lead to mould growth.
- There are basic steps that residents can take to reduce condensation and to address damp and mould.
- Problems with damp and mould should be reported to the landlord (private, housing association or council).
- If the landlord does not address the issue the resident should contact Environmental Health.
- Environmental Health also use residential licensing to drive up standards in the private rented sector (mandatory and additional HMO licensing across the borough, selective licensing for PRS in specific wards)

## 2. Damp and Mould

- Processes already in place- not a new issue.
- New Cross-Council Damp and Mould Working Group with representatives from different services including Housing, Environmental Health, Public Health and Health/NHS.
- New Communication Plan- new materials and guidance for staff and residents, new leaflet being sent to all council tenants as an insert in Homing In magazine
- Support with energy efficiency and costs, including:
  - Seasonal Health Intervention Network (SHINE)- fuel poverty referral network and free energy advice service for Londoners: <https://shine-london.org.uk/>
  - New Harrow Energy Advice and Support with the Cost-of-Living project- free service to households and eligible organisations in Harrow to help with reducing energy usage and bills, delivered by Groundwork Green Doctors. Via 0300 365 3005 or [online referral form](#). Funded by the UK Shared Prosperity Fund.

### 3. Increasing the quality of existing council homes

- Ambition for all council tenants to have good quality, secure, well-maintained homes
- Successful bid to the government's Social Housing Decarbonisation Fund for £2.1m (and £3m investment by the London Borough of Harrow) for a 2-year programme targeting more than 236 council homes
- 3-year Capital Investment Programme to improve energy efficiency and bring EPC rating up to band C and above
- Improvements such as new windows, doors, roofs, and ventilation
- <sup>1</sup> Programme of new kitchens and bathrooms
- 'Homesafe 3' (security and compliance programme)
- New green technologies (solar panels, under floor insulation and low energy lighting)
- Council tenants will benefit from lower energy bills and warmer homes.



### 3. New Affordable Homes

Increasing the amount of affordable housing in Harrow:

- Homes for Londoners Affordable Homes Programme
- Grange Farm Estate housing regeneration project
- Harrow Strategic Development Partnership (HSDP) with Wates
- Partnership working with Registered Providers of Social Housing (also known as housing associations or registered social landlords)
- Close working with Planning on the Affordable Housing Policy and Section 106 agreements to ensure provision of affordable housing on private developments is maximised.

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