



LONDON BOROUGH OF  
**HARROW**

**Report for: Health and Wellbeing Board**

---

**Date of Meeting:** 25<sup>th</sup> January 2024

**Subject:** Harrow Borough Partnership Winter Improvement Plan and System Pressures Metrics Report

**Responsible Officer:** Lisa Henschen, Managing Director, Harrow Borough Based Partnership

**Public:** Yes

**Wards affected:** All

**Enclosures:** Winter Improvement Plan Update and System Pressures Metrics

## **Section 1 – Summary and Recommendations**

---

The Winter Improvement Plan was developed by the Harrow Borough Based Partnership to prepare the system for the Winter Period.

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

The report provides an update on delivery of those actions.

The second part of the report contains system pressures metrics that are designed to indicate:

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

The data in the report reflects the system position just prior to Christmas, a time when demand on health and care services is usually relatively low.

Further data will become available between the submission of this report and the meeting of the Health and Wellbeing Board, which will cover the first week after New Year, when the health and care system usually experiences a surge in demand.

Early indications (Wednesday 3<sup>rd</sup> January) are that the combination of a surge in demand and the impact of the Junior Doctors' Strike is having a severe impact on services.

A briefing on the latest position will be prepared for discussion by the Board.

### **Recommendations:**

The Board is requested to note the contents of the report.

## **Section 2 – Report**

The Harrow Partnership's 2023/24 winter planning included a Winter Improvement Plan and the development of an expanded list of metrics that inform the system's response to increased demand during the winter period.

The Winter Improvement Plan actions that the system committed to complete in 2023 have been delivered and it is expected that those scheduled for January will also be completed as planned.

The System Pressures Metrics are now established and are used to inform discussion at the System response Group and Health and Care Executive as well as the Health and Wellbeing Board.

## Financial Implications/Comments

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

The table below details the additional NWL funding totalling £29.1m across the 8 local authorities to provide additional winter capacity. Some of this funding has been passported to Councils through the agreed BCF such as the bridging service where in Harrow £650k has been provided within the ICB funding of £1.312m.

|  |               |
|--|---------------|
| Delivery of 182 General and Acute Beds (all Trusts)  | <b>£14.5m</b> |
| Bridging services (Local Authorities)  | <b>£5.1m</b>  |
| Complex Care Local Authority Bedded Capacity   | <b>£5.1m</b>  |
| Discharge Hubs (all Trusts)  | <b>£3.1m</b>  |
| Single Point of Access / Urgent Community Response (part funded by Community Provider Collaborative) | <b>£0.2m</b>  |
| Admission Avoidance – (THH & LNWH – Frailty)   | <b>£1.1m</b>  |
| <b>Total</b>   | <b>£29.1m</b> |

## Legal Implications/Comments

The Health and Wellbeing Board's responsibilities include

3.1.5. To ensure that Harrow Council and the Integrated Care Board's commissioning plans have had sufficient regard to the Joint Health and Wellbeing strategy

3.1.6. To consider how to best use the totality of resources available for health and wellbeing, subject to the governance processes of the respective partner organisations as appropriate.

## **Risk Management Implications**

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

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

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

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

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

## **Equalities implications / Public Sector Equality Duty**

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

### **Council Priorities**

Please identify how the decision sought delivers this priority.

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported x**

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

**Statutory Officer: Donna Edwards**

Signed on \*behalf of/by the Chief Financial Officer

**Date: 11/01/2024**

**Statutory Officer: Sharon Clarke**

Signed on \*behalf of/by the Monitoring Officer

**Date: 09/01/2024**

**Chief Officer: Carole Furlong on behalf of Senel Arkut**

Signed on behalf of the Corporate Director/by Director of Public Health

**Date: 05/01/2024**

## **Mandatory Checks**

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

## **Section 4 - Contact Details and Background Papers**

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

### **Background Papers:**

- Winter Improvement Plan and Winter System Pressures Metrics

If appropriate, does the report include the following considerations?

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