



North Central London  
Clinical Commissioning Group

# Directorate Staff Briefing

10 February 2021

# In today's staff briefing:

- Update on staff engagement, support and HR services:
  - Staff Network update
  - Values development
  - Mental health and wellbeing session
  - Employee Assistance Programme
  - EU Settlement
  - Home working and annual leave carry over
- CCG realignment work and ICS development
- C-19 response, recovery and vaccination update

The core deck for the fortnightly staff briefings is uploaded to [the intranet staff briefings page](#) (usually 4 pm the day before).

# Staff Networks update

New pages for our three Staff Networks have been created on the intranet, where meeting dates, activity updates and other information will be regularly updated.

## **LBGT+ Network:**

- February is LBGT+ History Month – with the theme ‘Mind, Body and Spirit’.
- Quiz running in the staff newsletter throughout February
- You can help to promote inclusivity by using your pronouns e.g. in your email signature, when introducing yourself, on your name badge etc.
- Further information about the LBGT+ Network and pronoun use can be accessed on the intranet or by emailing the Network group via [nclccg.lgbt@nhs.net](mailto:nclccg.lgbt@nhs.net).

# Staff networks update

## BAME Network

- Upcoming events:
  - BAME Staff Network meeting on will be held 10 February 2021 between 10am and 11:30am
  - BAME Safe Space Conversation and Book and Film Club on 26 February 10:30am-12:30pm.
- Please visit the new staff network section on the intranet
- Further information or to join the Network and Safe Space Conversations, please email [nclccg.bame@nhs.net](mailto:nclccg.bame@nhs.net).

# CCG values development

- A set of draft values and statements were shared at the last Directorate Briefing, developed by our Engaging our People Forum
- Everyone is encouraged to feedback – via their Forum representative or Staff Network chairs **by 22 February 2021.**
- Following feedback, the finalised set of draft values will be reviewed by EMT and then presented at the March meeting of the CCG's Governing Body.

# Mental health and wellbeing session

## – 25 February

- We have teamed up with Tavistock and Portman NHS Trust to organise a session on taking care of your mental health and wellbeing.
- The session will offer tips and techniques for looking after your mental health and wellbeing - such as understanding stress, mental health first aid, resilience and reducing stress.
- You will get a chance to ask questions and share your experiences. The session will be suitable for everyone working at the CCG.
- An invitation will be sent shortly: **09.30 – 10.30, 25 Feb (- do save the date)**
- Please do email the HR team if you have any other suggestions on wellbeing support that you would find helpful

# Employee Assistance Programme



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- Employee Assistance Programme service is available to all staff
- A free, confidential service offering guidance, information, specialist counselling and support 24 hours a day, any day of the year, over the telephone or online.
- Where appropriate, the EAP can also provide you with up to six sessions of face-to-face counselling.
- You can self-refer by calling 0800 882 4102 or online on [www.pamassist.co.uk](http://www.pamassist.co.uk)
- Username CSUPAM / Password CSUPAM1
- PAM assistant advisor will answer your questions promptly or refer you to the most appropriate advisor, counsellor, or source of information, including legal, financial, consumer and personal - all in confidence.

# Registering with our new OH Provider

- Our new Occupational Health service with the PAM Group Occupational Health and Wellbeing Services UK went live on 1 February 2021.
- All occupational health referrals will now be made via a portal called OHIO.
- **Managers should email the HR team at [nclccg.nclworkforce@nhs.net](mailto:nclccg.nclworkforce@nhs.net) to register themselves as new users and receive OHIO log in details**
- Once registered, managers are then able to complete a referral on the OHIO system using the following link: [www.ohiosystems.co.uk](http://www.ohiosystems.co.uk)
- The portal has a range of user guides in various formats from step by step guides and videos. The user guides are also available via the HR pages of the [intranet](#).



# EU settlement scheme

- **From 1 July 2021** all EU nationals need to have ‘settled status’ to remain in the UK for living, working and studying.
- Staff who are EU nationals have until **30 June 2021** to apply
- You can apply via the UK Government website: <https://www.gov.uk/settled-status-eu-citizens-families/applying-for-settled-status>
- Once you have received confirmation of your settlement status, you must inform HR ([nclccg.nclworkforce@nhs.net](mailto:nclccg.nclworkforce@nhs.net)) to update ERS system
- There are Q&A about the process and key deadlines the HR intranet pages
- If you need any support, please do speak to your line manager or HR

# Other HR updates

- **Home working:** the majority of staff continue to work from home. EMT monitors this position closely and will keep staff updated.
- **Annual leave carry over:** you can carry up to 10 days into 2021/22. Line managers must record 'carried over' leave entitlement for each staff member on Workforce

# What's new on the intranet

Some key intranet pages have recently been refreshed. We wanted to provide quick links so everyone can access these easily.

- Directorate Briefings (core slides) – [here](#)
- HR FAQs page (Jan 2021 version published last week) – [here](#)
- HR drop-in sessions (Feb/March dates now available) - [here](#)
- CCG workforce realignment page – [here](#)
- NCL Integrated Care System development (CCG and NCL response to NHSE/I Integrating Care paper available) – [here](#)

We aim to publish Directorate Briefing core deck on Tuesday afternoon each fortnight to give everyone time to consider in advance of Wed briefings.



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# CCG staff realignment & ICS development

# Realignment objectives

- Balancing the need for an organisational model that supports clarity, continuity and delivery across boroughs and NCL, with minimise disruption for CCG staff
- **Key objectives:** building strength in each Borough and NCL-wide to ensure we are:
  - Operating as a single CCG post-merger and making best use of capacity
  - Focusing on and supporting delivery of short and medium term priorities, including recovery from COVID
  - Further developing integrated working and delivery across NCL CCG
  - Aligning development of the ICS and ICPs
  - Embedding matrix working and ‘two-way’ communication and support between borough and NCL-wide teams
  - Modelling an approach that favours collaboration over competition
  - Working ever closer with our communities
  - Driving meaningful change where we see persistent inequalities in access or outcomes

# Recap

- Whilst most of the movement is from 'Boroughs' to NCL-wide teams, our collective task is to:
  - Build on the current good work and strong relationships in each of the Boroughs
  - Continue to build integrated working between CCG, Provider and Council teams
  - Enhance Borough level commissioning and delivery with NCL support, capability and scale where helpful
  - Share best practice and innovation across Barnet, Camden, Enfield, Haringey and Islington.
- The process has been discussed with Directors, teams and individuals where needed.
- Feedback has been broadly positive - though with lots of interest in how we will work in practice (operating model) and what our priorities will be over the next 0-12 months.
- All staff (permanent and fixed term) have been aligned on the basis of their substantive roles and responsibilities. The approach has been shared with unions, staff and with Councils during December and January.
- The pandemic and many challenges of 2020/21 mean we must remain flexible and focused on priorities at hand and we recognise we have seconded, deployed / redeployed and otherwise reprioritised the work our staff are doing.

# Matrix working model

**We must all take responsibility for our ‘System’ (NCL) and ‘Place’ (Boroughs), and play a role in ensuring there is an effective relationship between these different focal points.**

## **Dotted lines should be in place where:**

- Staff are supporting duties/projects/programmes where the ‘dotted’ line manager or Director retains some responsibility
- Staff continue to have a direct responsibility to the Borough and/or function to which they have a dotted line
- Successful delivery of that role / function is heavily reliant on matrix working between the teams / directorates to which they report

# Matrix working model

- Dotted line managers will need to jointly agree with hard line managers, priority projects or tasks for that staff member (reflecting balance of local and NCL wide priorities). Dotted line managers should join 3 way meetings, and contribute to objective setting and appraisals.
- Hard line managers will be responsible for formal line management (HR processes, final approval for leave, performance management, formal communications to staff). Dotted line managers feedback to staff is also required and of particular significance.

## **Dotted lines do not mean:**

- Matrix working is only relevant where a dotted line is drawn
- Staff can be tasked 2 or more times over or should resolve questions of prioritisation alone



# Workforce realignment - completion

- The realignment process is not a restructure and therefore substantive roles, responsibilities and current agenda for change bandings will remain unchanged.
- All staff were sent a letter confirming their Executive Director, Director and Directorate and where applicable any dotted line arrangements.
- If you did not receive this, or believe the re-alignment arrangements detailed were not correct, please email [nclccg.nclhrtransition@nhs.net](mailto:nclccg.nclhrtransition@nhs.net)
- Current secondment and acting up arrangements will continue until their end date. As the end of a secondment approaches, this will be reviewed in line with business need and extended where needed via the usual CCG process.
- Fixed term posts have been re-aligned in the same way as permanent roles and will continue to be reviewed on a case by case basis and extended in line with business needs, where appropriate.

- **Introductions between line managers and staff** – where line management has changed meetings are recommended involving the staff member, and their old and new line managers
- **Refreshed Organograms** – showing formal alignments and areas of responsibility, and staff in NCL directorates working in a ‘hub and spoke’ as part of Borough teams
- **Onboarding within each Directorate** - sessions should include:
  - Welcome to the directorate (incl. directorate meetings, key communications)
  - Recap of core functions and accountabilities of directorate, key relationships and interdependencies with other directorates
- **ESR ‘data cleanse’** – to reflect new staff structures, which will also ensure Workforce is updated (e.g. so new line managers can approve annual leave requests etc.)
- **Directorate Briefings** – fortnightly invites will be updated to new staff groupings
- **Transition group** – subgroup of Execs, Dirs, HR, Business Support to resolve any issues during transition and to further develop our Operating Model

## Ongoing:

- **Priorities** – post-pandemic review of CCG wide priorities to inform directorate / team priorities and individual objectives and interdependencies between our teams
- **Making matrix working ‘real’** -
  - Building relationships between staff, teams and directorate
  - Building understanding of skills and priorities so our collective capacity is utilised to best effect.
  - Ensuring all staff remain fundamentally connected to Boroughs
  - Ensuring groups supporting key priorities reflect our matrix model with ‘multidisciplinary’ input wherever needed, and that this is a fundamental part of our model as a single CCG.
- **Timeline** – set out for the transition to an Integrated Care System

# Further information and support

- **Individual questions and further information:** if you have any questions please speak to your current Director in the first instance.
- **HR drop-in sessions** available for any individual questions or further information on the HR process. Dates and times on the [Intranet](#).
- **Frequently Asked Questions (FAQs)** on the workforce re-alignment arrangements are available on the intranet.
- Wellbeing Support available via the Employee Assistance Programme, and the support rolled out nationally from NHSE/I – information here.

# NCL ICS development

- We engaged widely with stakeholders, and staff, on our response to the Long Term Plan throughout 2019.
- The NHSE/I document '[Integrating care - next steps](#)' is a continuation of development journey that started with the NHS Long Term Plan
- It focuses on legislative change or a statutory framework for ICSs to support closer collaboration, rather than an entirely new way of working or significant change to governance and scrutiny.
- The timeline is being determined at a national level, reflecting the legislative timeline.
- We expect to hear more from NHS England on the timeline later this month.

# NCL ICS development

We discussed ICS development with the JHOSC chair (January) and confirmed that local relationships and oversight and scrutiny will continue.

Over the next year we will need to :

- Establish system financial governance arrangements for 2021/22.
- Engage with NHS, council partners and residents.
- Stand down work that is not aligned with priorities.
- Revise ICS senior leadership structure.
- Agree on regulation and oversight with NHS London.
- Begin working as a 'shadow ICS' ahead of establishing a statutory body.

We will ensure CCG staff are informed about, and have opportunities to contribute to, planning throughout 21/22.



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# COVID-19 response and vaccine update

# Volunteer placements

- We are still looking for more staff, who may be able to redeploy across a number of different settings to support a variety of non-clinical and clinical activities.
- Roles are available at Trusts and vaccination sites
- Non-clinical roles available include operational site leads, site administrators, ward support officers, voluntary drivers, runners and more.
- CCG staff will be offered vaccination if redeployed on site.
- The appropriate personal protective equipment (PPE) will be provided for the roles that staff undertake.
- Training will be offered where relevant.
- CCG staff will continue to receive their salary in line with their substantive role.
- Staff will also continue to receive all benefits and staff support from NCL CCG.



# NCL community services recovery



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- On 24 December, community providers stepped down a number of NHS services to release staff capacity to maintain resilience for priority services during Winter pressures and COVID.
- Services were stepped-down according to the clinical prioritisation community framework agreed by CAG.
- Building on the learning from the first COVID peak, more activity has been maintained during the second peak. Services were scaled back to deliver high clinical priority work, screening and triage function (referrals) to manage red flag or urgent referrals.
- As providers begin to recover community services, there is the additional challenge to maintain staff capacity for priority services and new services stood up for COVID (e.g. Integrated Discharge Teams, Post-COVID Pathway and Roving Vaccine Model).

# Community Recovery objectives

## Objectives of joint NCL Community Services recovery plan (BEH, CLCH, CNWL, Whittington Health):

- To ensure sufficient resource for the following key priority areas

<b>Existing services where additional capacity is required to meet demand</b>	<b>New services</b>
<ul style="list-style-type: none"><li>• Rapid Response</li><li>• Discharge services</li><li>• Pathway 2 community beds</li><li>• Urgent community nursing</li><li>• Phlebotomy</li></ul>	<ul style="list-style-type: none"><li>• IDTs</li><li>• Post-Covid Rehab Pathway</li><li>• Vaccine Roving Model</li></ul>

- To ensure a consistent offer of service across NCL to minimise a postcode lottery.
- Aim to recover services at the same time as embedding any productivity efficiencies/new ways of working (e.g. virtual working/monitoring when clinically safe and appropriate).
- Maintain priority services and how this can be safely managed.

# Approach

- Align service prioritisation list of services and identify any areas inconsistency and agreeing actions to mitigate this.
- Priority services (cat A) services to be maintained to meet demand
- Agree list of priority services taking into account clinical prioritisation and waiting lists
- COG to monitor recovery via the recovery dashboard:
- Collaborative approach bringing together the NCL community providers and commissioners to work through solutions which benefit the NCL population.
- Use of analytics to support decision making with a recovery dashboard developed to provide demand, waiting time and capacity profiling for key service lines
- Consensus on key services to recover and when (agreeing local triggers with thresholds)
- Fosters a mutual aid approach across our providers.

# NCL paediatrics service changes

- Last year we made several temporary changes to children and young people's services as an important part of our system pandemic response, over autumn and winter.
- The biggest change has been the creation of a 'southern hub' for paediatric emergency and general inpatient services at Whittington Health, and the closure of paediatric A&Es at Royal Free Hospital and University College Hospital.
- We are now considering as a system how to transition from these temporary changes and reopen services that have been temporarily closed.

# Paediatrics service changes

- The safety of patients and staff will remain our top priority and we will only begin the transition once the pressures created by the pandemic have reduced to agreed levels.
- A group of operational leads from across Whittington Health, UCLH and Royal Free London are developing a detailed transition plan.
- We anticipate the transition to reopen paediatric A&Es at RFL and UCLH will take several weeks and will begin after 31 March, subject to the pandemic criteria being met.
- We'll be working with partners to communicate with staff, patients, parents and families to ensure everyone is aware of the transition plan.

# COVID-19 vaccination programme

- We are progressing well across North Central London on the first 4 priority groups.
- We are confident all known individuals in these groups will receive an offer for a COVID-19 vaccination by Sunday.
- Housebound patients have been a key focus in recent weeks and will continue to be as the roll out continues to even more priority groups.
- NHS England and Improvement are now publishing weekly statistics, available here: <https://www.england.nhs.uk/statistics/statistical-work-areas/covid-19-vaccinations/>
- Our progress against the measures are in the table below:

Under 70	70-74	75-79	80+	% of 70-74 population	% of 75-79 population	% of 80+ population
68,064	29,394	25,361	37,528	62.9%	76.0%	73.3%

*(Under 70 numbers cover health and social care workforce and clinically extremely vulnerable).*

# COVID-19 vaccination programme

- The significant progress made so far means we are now looking to the next priority groups in the coming weeks and months:
  - All those 65 years of age and over
  - All individuals aged 16 years to 64 years with underlying health conditions which put them at higher risk of serious disease and mortality
  - All those 60 years of age and over.
- The first doses commenced in early December, so in line with the guidance to deliver the second dose 12 weeks after the first, we are now approaching this timeline.
- Plans are being put in place to ensure successful recall of all those who came forward for their first dose, to make sure this is as smooth as possible