



North Central London
Clinical Commissioning Group

Directorate staff briefing

13 January 2021

In today's update:

- System response to COVID pressures
- Call for CCG staff volunteers
- Committee adjustments during Jan/Feb
- COVID communications and engagement
- Adapted CCG processes for MP/Cllr enquiries, media enquiries, public enquiries
- Vaccination roll out update
- Workforce realignment update
- CCG and NCL response to NHSE/I integrating care consultation (8 Jan)
- Wellbeing activity
- OH provider – opt out deadline

When possible, the slide deck is uploaded to the intranet staff briefings page (usually 4pm the day before): <https://intranet.northcentrallondonccg.nhs.uk/working/staff-briefings.htm>

COVID pressures system response



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- COVID-19 cases at their highest, and significant demand for services.
- Ongoing high levels of pressure on the system in NCL and across London
- Last Friday the Mayor of London declared a major incident in London – important in emphasising the seriousness of the situation to Londoners, but not materially changing our response at an NCL level
- Providers are working with huge flexibility to increase capacity, including new critical care beds, high dependency and acute units, and step-down facilities
- Exceptional support from the specialist providers in our system
- Royal National Orthopaedic Hospital opening 64 COVID-19 beds
- Scores of Moorfields staff redeploying to provide care in other Trusts

COVID pressures system response



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- We have increased our adult critical care bed capacity from 152 to 255 as of 5 January and will have increased to 283 by the beginning of this week, exceeding our target by five beds.
- We have increased NCL general and acute beds by 409, an increase of 19% and are planning to increase further.
- We are working to open an additional 36 community beds to help step-down COVID-19 patients and relieve pressure from hospitals across NCL.
- We are very grateful to all the staff who have been working very hard over the Christmas and New Year period, particularly those who have cancelled leave and/or volunteered for extra hours.

Call for CCG staff volunteers

- EMT wrote to everyone last week urgently seeking volunteers from our CCG workforce to support a variety of non-clinical and clinical activities.
- The letter set out details regarding some of the roles volunteers are needed for (although more are anticipated) and links to further information on the intranet.
- **To volunteer:**
 - ✓ Discuss with your Executive Director
 - ✓ If agreed, email nclccg.hrcovid19@nhs.net
 - ✓ Providing: name, contact details, particular role(s) you are volunteering for, and confirmation of Exec Dir agreement.
- The HR Team will get in touch with staff as soon as possible to confirm arrangements of the volunteer placement.
- As part of the follow-up discussion, staff and line managers will be required to revisit the Demographic Risk Assessment information.

Committee adjustments

To release CCG capacity, CCG Committees will be suspended for January and February – with the following exceptions:

- Strategy and Commissioning Committee (14/1) - virtual comments and key decisions to be co-ordinated through the Board Secretary Team
- Finance Committee in January and February – one-hour meetings on critical business (if required, clinical involvement kept to a minimum)
- Primary Care Committee will meet in February focusing on critical business.
- Governing Body Seminars kept (21/1 and 18/2) enabling collective check-ins on the COVID position

Committee attendees will be notified. Committee Chairs and lead Executives can contact Ian Porter and Board Secretary Team to discuss critical business that would normally be progressed through Committee decision-making.

Public communications & engagement

- Communication teams across NCL – including CCG – are working together
- Activity is focused on reaching residents with latest campaign messaging on:
 - Following national Lockdown guidance
 - Seeking help appropriately (111, general practice, pharmacy)
 - Attending appointments / seeking help for urgent issues (e.g. Cancer)
 - Information on what services have been paused (e.g. in general practice)
 - Vaccine safety and efficacy
 - Vaccine roll out plan in NCL (incl. media filming of vaccine sites)
 - Waiting to be called for vaccination (not calling your GP)
- Community engagement of flu vaccine, Covid vaccine and support available to residents in ongoing

Process for COVID and vaccine enquiries

A high volume of enquiries on the system response and vaccination programme being received. Staff are asked to **forward to the CCG Comms inbox** (nclccg.communications@nhs.net):

All media enquiries on Covid response or vaccination programme

- The Comms team will manage informing NHSE and then coordinating interviews/filming etc.
- No CCG-led media activity can go ahead prior to discussion with NHS England
- Assistance notifying the comms team about media activity happening at general practices

All MP/Councillor requests/correspondence on Covid response or vaccination programme

- The team will log, and manage drafting and approval of responses.
- This includes meeting requests from MPs or Councillors.

General public enquiries on the vaccination programme (only)

- **Important note:** BAU processes remain in place for any patient/public enquiries re: other matters, and complaints handling.

COVID-19 Vaccine roll-out update

- The NCL vaccination programme is going well
- 15 GP sites are now live, with two additional this week (PCN-led sites).
- First pharmacy in London going live this week in Barnet – with more sites across NCL to go live early in the new year.
- Nine NCL hospitals have confirmed supply of the vaccine – ‘buddied’ with LA, community, mental health trusts and LAS to vaccinate their staff.
- Community providers CLCH, CNWL, BEH and Whittington took delivery of Oxford-AstraZeneca vaccine supply to support roving models and staff vaccinations.
- Five roving vaccination teams supporting high-priority vaccinations. These teams have been to 57 care homes, reaching nearly a quarter of our care home residents and many staff.

Vaccine roll-out update

- Hornsey Central large-scale site launched Monday 11 January, focusing on wider health and care staff.
- The Royal Free Rec Club will also launch this week. It will initially be a PCN-led site, to be scaled up further after a couple of weeks.
- The Crick Institute will follow next week.
- Work continues jointly with PCNs, community teams and local authorities to coordinate this at a borough level.

Latest information: <https://northcentrallondonccg.nhs.uk/covid-19-vaccination-information/>

CCG workforce realignment

- The publication of the NHSEI '[Integrating Care](#)' paper at the end of November 2020 which set out a renewed ambition for greater collaboration between partners in health and care systems and options for a firmer legislative basis for Integrated Care Systems.
- In order to ensure stability of service delivery and the business continuity required to deliver our CCG priorities in the immediate term, the Executive Management Team have been considering how best to re-align our workforce to Executive Management Team Responsibilities. This would result in a number of staff reporting into a different directorate and/or different line management arrangements
- This exercise is now near completion and the next stage is for the Executive Director to have discussions with service Directors in order to ensure sufficient information/discussions with those teams and staff that require re-alignment to another Director and/or changes in line management arrangements take place in a seamless way.

Re-alignment Arrangements

- As previously described the realignment of staff will be achieved with minimal change and disruption.
- For the majority of our staff, no realignment changes will be required and they will remain in their current Directorate, with no changes to reporting lines.
- The realignment arrangements include those staff within the CCG that are currently employed on a temporary Fixed Term Contract.
- For those staff that do require realignment, the arrangements may result in one or more of the following changes:
 - Realignment to another Directorate with no other changes
 - Change in reporting lines
- The re-alignment arrangements will not result in changes to roles and responsibilities and should be in place early February 2021

Our continued commitment to staff



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- The Executive Management Team is committed to providing as much clarity and detail as possible as we move forward over coming weeks.
- We recognise this will mean an ongoing period of change, following an already difficult year. We would like to assure staff that we are committed to minimising disruption and anxiety for staff during this national change process.
- We will carefully consider what future changes related to the wider NHS direction of travel mean for our staff, and are fully committed to supporting everyone through this period of transition.
- We understand that everyone responds differently to change and that people have different individual circumstances and needs. We are committed to providing all staff with continued support during the transition programme. In addition to the existing support that is available to staff, we are encouraging staff to discuss what support they would find most helpful during this time with their line managers and Directors.

CCG and NCL response to NHSE/ *Integrating Care* consultation

- 8 January was the deadline for responses to engagement on the proposals from NHSE/I on the development of integrated care systems (ICSs), *Integrating care: Next steps to building strong and effective integrated care systems across England*.
- Responses were submitted by the NCL ICS and NCL CCG - available on the intranet [here](#).
- The NCL ICS response was submitted on behalf of the system by Mike Cooke, independent chair. This confirmed support for option 2 in the proposals, to establish ICSs as statutory bodies from April 2022 and to press on at pace with the necessary transition to the new arrangements.
- The CCG response highlights in particular the achievements and commitments of NCL CCG and its predecessor CCGs, and the important legacy which they will leave for the ICS to take forward.
- We emphasised the vital importance of supporting the expert and experienced staff of the CCG, who will form the core of the workforce for the ICS.

CCG and NCL response to NHSE/ *Integrating Care* consultation

- The headline issues covered in the NCL CCG response – which recognised the important of working closely with Local Authorities - were:
 - reducing health inequalities
 - population health and population health management
 - primary care development, leadership and oversight
 - clinical leadership; working at place and locality level
 - strategic commissioning
 - management of the system during the COVID pandemic
 - the need for public accountability for the ICS
 - and ways of consulting and delivering on major service changes in a timely way.
- Following the end of the national engagement, we expect to receive a summary of the key themes raised, together with guidance on next steps to implement agreed changes.
- Locally, we are developing a transition plan with our partners across the ICS.

Wellbeing activity

We had planned a 'Get Active Challenge' week in January. Given our need to free up as much CCG staff time to support the COVID response – which may mean some staff redeployment – we will look to run this at a later date. But.....

- Everyone is encouraged to take time to exercise (in line with Lockdown guidance) and/or participate in anything that helps with good mental and physical health
- With short Winter days, do try to get outside during daylight hours over your lunch break etc.
- Virtual mindfulness sessions continue on Friday mornings
- More information on: [Winter Wellness Programme | NCL Intranet \(northcentrallondonccg.nhs.uk\)](https://northcentrallondonccg.nhs.uk/winter-wellness-programme)
- You will find more health and well-being apps in [Winter Wellness Programme | NCL Intranet \(northcentrallondonccg.nhs.uk\)](https://northcentrallondonccg.nhs.uk/winter-wellness-programme)
- New yoga taster sessions are planned for end of January. More information about these sessions will follow soon.

OH Service & opt out deadline

- From 1 February our occupational health (OH) service will be provided by PAM Group Occupational Health and Wellbeing Services UK
- They will also provide our Employee Assistance Programme (EAP) and counselling services, and DSE and work station assessments.

Opting out of OH data being transferred – deadline 5pm today (Wed 13)

- The HR/OD team wrote to all staff on Monday
- Any staff being supported by the current OH service, who do not want their OH data transferred, should email nelcsu.csuhrbp@nhs.net (this email is correct)

OH service provider change

- Further information on how to make a referral with PAM will be shared soon through the staff briefing and on the NCL intranet.
- Managers can no longer make any new referrals to the current provider while we transition. Current open cases will continue to be supported.
- We are asking managers to ensure that they have downloaded any documents from the HML system before the 31st Jan 2021.
- Staff will still be able to access the EAP service until the 31st Jan 2021