



North Central London
Clinical Commissioning Group

Directorate Staff Briefing

18 November 2020

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North Central London
Clinical Commissioning Group



Engaging our
people forum

Engaging our people forum

- A very positive first meeting of the Forum was held on Friday 6 November.
- The Forum has representation from all Directorates and the newly established staff networks.
- There was good discussion on the role of the Forum and key priority work areas through to April 2021.
- It was agreed to have an initial focus on developing organisational values. A task and finish group will lead this, with views from all staff sought to develop these.
- Staff engagement continues to be a priority for the organisation and the Forum will look at ways to build on the work we are already doing.

Reminder of membership

Please feel free to get in touch with any members of the Forum if you have questions or feedback:

- Chair – Ian Porter, Executive Director of Corporate Services
- Clinical Quality (CHC) Representative – Allan Mhalso
- Clinical Quality (Quality & Safety) Representative – Miranda Tapfumanei
- Communications & Engagement Team Representative – Martin Emery
- Staff Network Chair Representatives
 - BAME Staff Network Chair – Stacey Kennedy
 - LGBTQ+ Staff Network Chair – Adam Backhouse
 - Disability Staff Network Chair – Victoria Wicks
- Borough Directorate Representatives
 - Barnet – Sophie Powling
 - Camden – Naa Akle Noi
 - Enfield – Tasha Chiew
 - Haringey – Shanita Cesaire
 - Islington – Haider Al-Shamary
- Finance Directorate Representative – Sunny Kathuria
- HR Team Representative – Raksha Merai
- Staff side Representative – Christiana Fadipe
- Strategic Commissioning Representative – Eileen Fiori
- Strategy Directorate Representative – TBC



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Strategic Commissioning Update

Strategic commissioning update

The Strategic Commissioning directorate has been progressing a number of key priorities, including:

Fertility Policies Review

- There are five fertility policies in operation across NCL, setting out what treatments are available and eligibility criteria for some specialised fertility services (e.g. IVF).
- The NCL Fertility Policies Review has been established as the first stage of a two-step process to develop a single policy for NCL CCG.
- The Review will undertake research, analysis and engagement activities to develop recommendations to inform the drafting of a single policy.
- The NCL Fertility Policies Review Steering Group is chaired by Dr John McGrath and is supported by two NCL clinical leads, two community members and a Governing Body Lay member.
- The Steering Group has met twice to agree scope and principles underpinning the review.
- A Communications and Engagement Strategy has been developed. Informal engagement with Healthwatch and the Health Overview and Scrutiny Committee (HOSC) chairs, along with a workshop with representatives from Healthwatch and Community Members, has helped shape the detailed engagement plan.
- A Clinical Reference Group is to be established to oversee the detailed research and analysis work, including best practice review and clinical literature review.

Strategic commissioning update

NCL Stroke programme – NHSE Pilot and COVID preparations

NCL have secured funding from NHSE/I to mobilise a stroke discharge pilot to support COVID-19 preparations.

- The CCG and UCLH are in the processes of signing a MoU with NHSE/I to secure the first tranche of funding for immediate mobilisation of an integrated stroke discharge pilot.
- The funding (6 months at £420k) will enable the immediate development of a system-wide Stroke Discharge Coordination Team that acts as a bridge between the five borough based community 'Early Supported Discharge' (ESD) teams and acute/community bed settings.
- The next tranche of funding is in the process of being finalised with NHSE/I but we anticipate there will be funding for 2021/22.
- The funding will deliver a new team of 10 care coordinators (in phases) that will provide dedicated in-reach to 'pull' patients out of the UCLH Hyper Acute Stroke Unit (HASU), Acute Stroke Units (ASU), and inpatient rehab wards.

In addition, work to ensure stroke rehabilitation services are maintained during any second surge are being progressed.

Strategic commissioning update

Borough Contracts Review

- There are a total of 457 programmes sitting on Borough Contract Registers with a total value of £253m.
- In scope for Phase 2 are 100 schemes (value of £74m) that are expiring or expired, are not part of the S75 arrangements and have an annual value >£10k as summarised in the table below.
- Of the 100 Schemes in scope for Phase 2 we have received 86 Evaluation Documents and have 26 that have gone forward to the Approval Phase with the rest awaiting clarification of questions.
- Given the CCG's deficit position, which needs to be recovered during the remaining five months of the year, there is an expectation the borough contracts review process will realise efficiencies.
- There is an aim to have all schemes assessed by the end of November 2020.
- Following this work on S75 contracts will commence.
- The work is also identifying a number of strategic decisions and actions that need to be taken and to deal with these we are establishing a Strategic Review Group to address these.



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COVID-19 vaccine update

COVID-19 vaccine update

- The Government has asked the NHS to be ready to deliver a COVID-19 vaccination programme as soon as one becomes available.
- Further details and timeframes are to be confirmed, but considerable work is being undertaken across NCL.
- There was media coverage last week about a vaccine developed by Pfizer and BioNTech that has some positive efficacy results from Phase 3 studies.
- More positive results from various vaccines have been shared since. There are two UK-led vaccines – from Oxford University and Imperial University – in Phase 3 at present.
- These results are very promising but robust checks are required before the Medicines and Healthcare products Regulatory Agency (MHRA), the official UK regulator, can consider vaccines being made available.
- It is not certain yet when the first COVID-19 vaccine will be available. The NHS will not offer COVID-19 vaccinations to the public until it is safe to do so.

Preparation activity

- The NHS has well established plans for delivering vaccinations across the country, for example the annual flu jab and routine immunisations for children and pregnant women.
- Building on these tried and tested approaches, plans will support existing available services in primary care.
- As we understand more about the requirements of the vaccine – such as storage, transportation and how it is administered – we will continue to refine our plans to ensure we have the right resources in the right place.
- The independent Joint Committee on Vaccination and Immunisation (JCVI) will advise Government on which vaccine/s the UK should use, and priority groups to receive the vaccine based on the best available clinical, modelling and epidemiological data.

Preparation activity

- The Government has purchased large quantities of a number of vaccines in development to ensure when approved, a comprehensive vaccination programme can commence.
- Once approved, the NHS stands ready to begin a vaccination programme for those most at risk, as recommended by JCVI.
- The North Central London ICS is rapidly mobilising vaccine programme plans across our five boroughs, so we are ready to deliver the vaccine in our area.
- A comprehensive communications and engagement approach – understanding the significant challenges – is being developed in line with NHS London and NHS England.
- We will keep all staff updated via briefings, the staff newsletter and the staff intranet as more information comes to light.



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Anti-Bullying week

Statement from Frances O’Callaghan, NCL CCG Accountable Officer:

“Since joining the CCG I have been immensely impressed by the team work and camaraderie shown by everyone here. But, it is important that we take stock during Anti-Bullying Week. As Accountable Officer, I will not tolerate bullying in our organisation. If you have experienced or witnessed bullying please report it and you will be listened to and supported.

“This has no doubt been an incredibly difficult year, but I encourage us all to be kind. None of us get it right all the time; we are human but our organisation can only be truly successful if we respect one another to deliver our common goals. Our support for one another is more essential than ever. Thank you again for everything you have done this year.”

Anti-bullying week

Bullying (ACAS Guide)

Defined as an abuse or misuse of power OR behaviour that is:

- Offensive
- Intimidating
- Malicious
- Insulting
- Intended to undermine, humiliate, or injure the recipient.

Cyber bullying

Bullying that takes place using digital communication, such as internet, email, social media and mobile phones. Cyberbullying includes sending, posting or sharing negative, harmful, false or mean content about someone else. It can include sharing personal or private information about someone else causing embarrassment or humiliation.

Anti-bullying week

Harassment

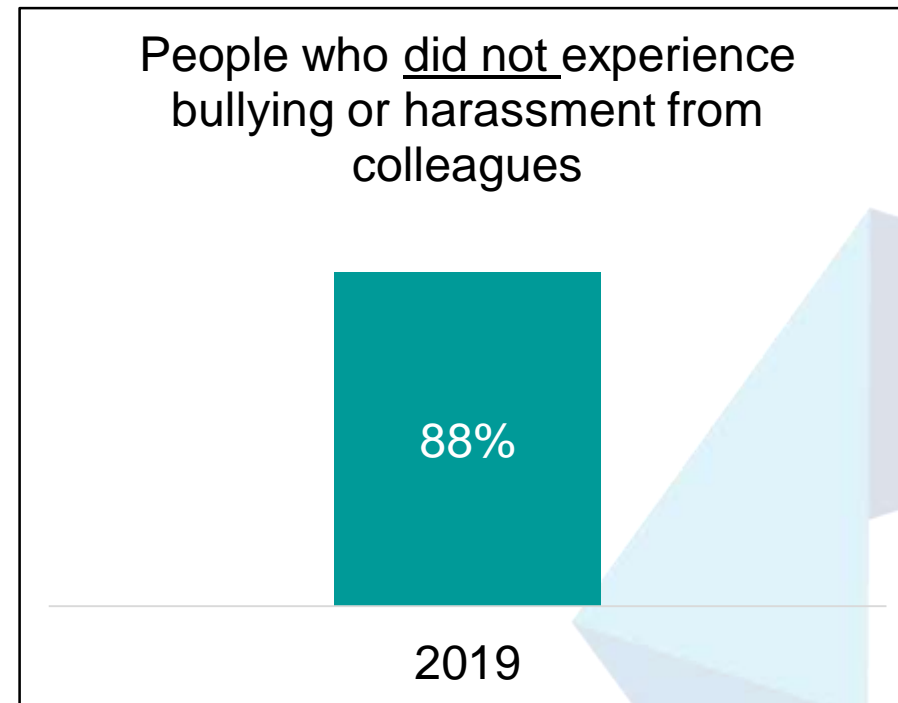
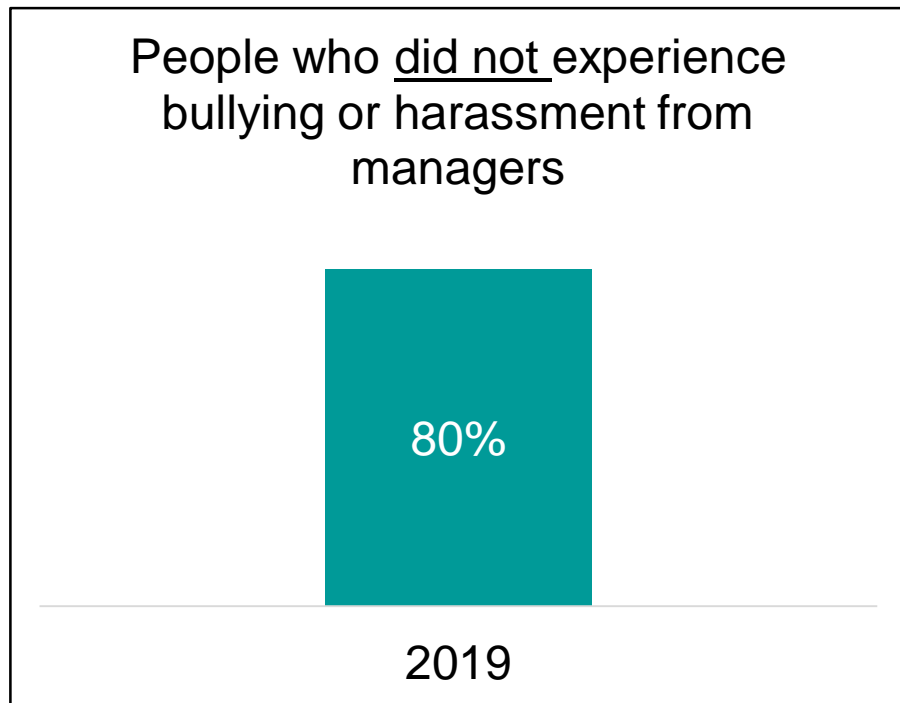
Unwanted conduct (either persistent or an isolated incident) relating to:

- Age
- Race
- Sex
- Disability
- Religion or belief
- Sexual orientation
- Gender reassignment.

The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient.

2019 Staff Survey Results (NCL data)

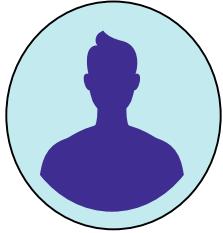
The CCG has a zero tolerance policy on bullying. Although it is positive that the large majority of staff reported not experiencing bullying, we will be looking carefully at how we can further improve this.



What is NCL CCG doing?

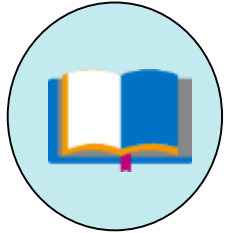


Created a policy to develop and promote a positive culture



Bring awareness to managers and staff

- Staff briefings
- Training in bullying and harassment being planned



Investing in Organisational Development

- Recruiting an OD Business Partner



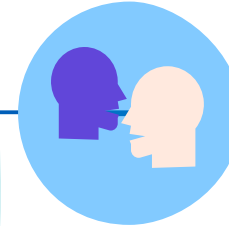
Monitor organisational data to identify patterns to target interventions

- Staff Survey 2020
- Staff Networks and Engaging Our People Forum

What can you do?

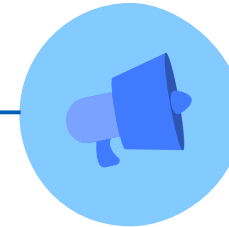
Ask them to stop

- Be firm, not aggressive
- Stay positive and calm
- Stick to the facts



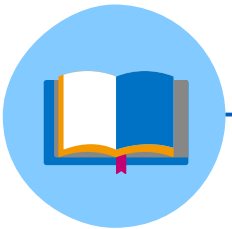
Speak to someone

- Manager
- Colleague
- Union Representative
- HR
- Freedom to Speak Up Guardian (Ian Porter)



Speak out against unacceptable behaviour

Keep a record of any incident(s)



Complete the 2020 Staff Survey so we can continue to identify issues and support solutions

Resources

- [Prevention of Bullying and Harassment Policy and Procedure](#)
- [Employee Assistance Program](#)
- [Tackling Cyberbullying in the NHS](#)
- [ACAS website](#)



White Ribbon Day 25 November 2020

*International Day for the
Eradication of Violence
Against Women and Girls*

White Ribbon Day



- 25 November marks White Ribbon Day.
- International Day for the Eradication of Violence Against Women and Girls.
- Men and boys are encouraged to wear the white ribbon too – to support and highlight that pledge “*for never taking part in, condoning or staying silent about violence against women and girls*”.
- This year the campaign is more pivotal when considering the impacts of COVID-19 on families.
- A Women’s Aid survey (April 2020): 67.4% of survivors who are currently experiencing abuse told them that it had got worse since COVID-19.
- The CCG is planning to run a lunch and learn with our Safeguarding colleagues in the coming weeks – keep an eye out for more information in the staff newsletter.

Key facts

- In the year ending March 2019, an estimated 2.4 million adults aged 16 to 74 years experienced domestic abuse (1.6 million women and 786,000 men).
- Prevalence of domestic abuse reduced from 8.9% in the year ending March 2005 to 6.3% in the year ending March 2019.
- There are 4 million victims of domestic abuse a year aged 16 to 74.
- More than 10% of all offences recorded by the police are domestic abuse related.
- A worldwide surge in domestic abuse was noted by the UN in April 2020.
- Between 23 March and 12 April, 16 domestic homicides occurred in England (more than double the average).
- Calls to the Domestic Abuse Helpline ran at 66% higher than normal during the first lockdown.
 - 61% of survivors were unable to reach out to for support during lockdown as their partner was with them all the time.
 - 76% were concerned for their mental health.
- We are seeing this reflected across North Central London.

Signs of domestic abuse and power and control

- Domestic abuse in a family is child abuse.
- Any reports of domestic abuse must generate a MASH referral to the local authority.
- Police automatically do so when called to incidents with children and adults with support needs.



NCL partnerships: Domestic abuse awareness

- Pushing out messages across our boroughs to raise awareness of the support available for victims, survivors and families of domestic abuse.
- Various campaign posters have been shared with frontline staff to display in GPs, hospitals, other medical settings, our hostels, temporary accommodation and other relevant areas.
- Promoting **Silent Help**: If you need help but are unable to speak, ring 999. When they answer press **55**. This alerts the operator and the police will be sent to help you.



END VIOLENCE AGAINST WOMEN AND GIRLS
Haringey LONDON

Is it dangerous for you to #stayhome?

If you or someone you know is at risk of Domestic Abuse at home, help is available.

Haringey Domestic Abuse Helpline
(Mon-Fri 10am-5:30pm):
0300 012 0213
HaringeyIDVA@niaendingviolence.org.uk

24/7 National Domestic Abuse Helpline: 0808 2000 247
If in immediate danger, always ring the police on **999**
If you are unable to speak, press **55** and the police will assist you



Are you worried about domestic or sexual abuse?

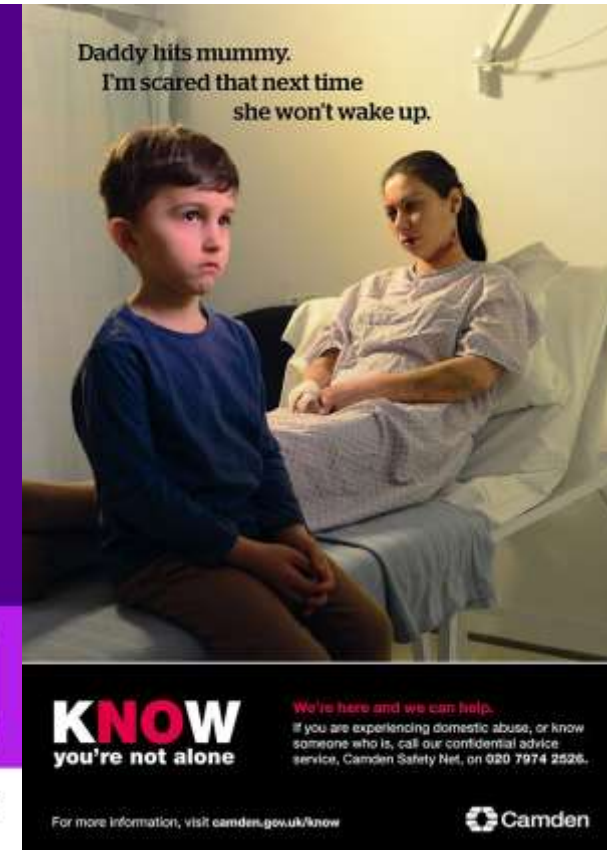
If you are at home due to Coronavirus, then remember you can still get the support that you need. You are **NOT** alone.

- If you are in immediate danger, then call the police on 999
- **Silent Help** – if you need help but are unable to speak, then ring 999, when they answer press **55**. (This alerts the operator and the police will be sent to help you)
- You can call the National Domestic Abuse Helpline for free, confidential support 24 hours a day on 0808 2000 247
- Solace provides free and confidential support for women and men in Barnet affected by domestic abuse. Call 0203 874 5003 or email barnet.advocacy@solacewomensaid.org

AT HOME SHOULDN'T MEAN AT RISK

#YOUARENOTALONE

METROPOLITAN POLICE solace BARNET LONDON BOROUGH



Daddy hits mummy.
I'm scared that next time she won't wake up.

KNOW
you're not alone

We're here and we can help.
If you are experiencing domestic abuse, or know someone who is, call our confidential advice service, Camden Safety Net, on 020 7974 2526.

For more information, visit camden.gov.uk/know

Camden

NCL Domestic Abuse Services

- **Barnet:** <https://www.barnet.gov.uk/community/community-safety/help-and-support-domestic-or-sexual-abuse>
- **Camden:** <https://www.camden.gov.uk/contact-camden-safety-net>
- **Enfield:** <https://new.enfield.gov.uk/services/community-safety/domestic-abuse/#5>
- **Haringey:** <https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-against-women-and-girls>
- **Islington:**
<https://directory.islington.gov.uk/kb5/islington/directory/service.page?id=RHGYP3OJG44>
- **National Domestic Abuse Helpline** Freephone 24-hour 0808 2000 247
<https://www.nationaldahelpline.org.uk/>
- **Safeguarding Advice:** <https://northcentrallondonccg.nhs.uk/about-us/safeguarding/>

- [Gov.uk Domestic Abuse Factsheet: Statutory Definition of Domestic Abuse](#)
- [Counting Dead Women project](#)
- [Safe Lives: Ending domestic abuse](#)
- Walby S. *The cost of domestic violence: Update 2009*. Lancaster: Lancaster University; 2009
- Ulrich Y et al. Medical care utilization patterns in women with diagnosed domestic violence. *AM. J. Prev Med* 2003; 24(1): 9-15
- Evan Stark: **Coercive Control: How Men Entrap Women in Personal Life** (Interpersonal Violence): The Entrapment of Women in Personal Life Oxford University Press, U.S.A.; 1st edition (1 Mar. 2009) – also YouTube contains many lectures by Evan Stark.



Update on Working Arrangements

Continued home working

- Given the second national lockdown and current Government guidance on working from home wherever possible, we wanted to update staff on CCG working from home arrangements.
- For the significant majority of staff, home working should continue throughout January and we will continue to keep staff updated on a regular basis.
- By exception, and in agreement with your line manager, individuals can arrange to work from an office – or travel to an office to collect equipment.
- Please ensure, if coming to an office, you follow the processes in place and read all the relevant documents – available on the intranet.
- All staff are warmly encouraged to take up all the support in place to help you stay well this winter.
- Information on the Winter Wellness Programme is available on the staff intranet: <https://intranet.northcentrallondonccg.nhs.uk/health/winter-wellness-programme.htm>



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CCG Restructuring Programme Update

Reminder of key milestones and timescales

Critical Activities

- HR to provide guidance / templates for new JDs & workforce impact assessment template
- Executive Directors to submit initial proposed structures
- HR to undertake due diligence
- Finance to undertake reconciliation to ensure affordability of proposed structures

October
2020

Executive Directors to submit the following completed documents to HR:

- New / amended JDs for roles in the proposed structure
- Completed workforce impact assessment templates
- HR to provide advice and support on proposed pooling arrangements
- Work in Partnership with staff side colleagues on issues regarding proposed pooling arrangements

Early
November
2020

Consultation Process

- Commence 45- day consultation process at the beginning of January
- Ensure appropriate mechanisms for meaningful consultation and feedback processes are in place

January/
February
2021

Consultation Outcome

- EMT to review feedback received during consultation
- Draft consultation outcome document
- Communicate outcome of Consultation to staff
- Allow time for appeal's process prior to implementation

February /
March
2021

Implement
Consultation
Outcome

From
April
2021

Mid-
November/
early December
2020

December
2020

Critical Activities

- HR Due diligence of Workforce Impact information
- Undertake analysis of proposed pooling arrangements, resolving issues of pooling exercises with Directors, where necessary.
- Discuss pooling issues with staff side, where required
- Undertake job evaluation matching panels with staff side, where required
- Undertake Equality Impact Assessment

Preparatory Consultation Activities

- Draft Consultation Document
- Undertake final Equality Impact Assessment
- EMT Approval of final Consultation Document
- Share Consultation Document and accompanying documents with staff side

Where are we now?

- Existing structure charts have been updated to take account of new line management arrangements, following implementation of the new Executive Management Team Structure and to incorporate any changes, including new appointments/leavers over the past few months.
- Updated structure charts have been published on the staff intranet and will continue to be updated on a monthly basis.

<https://intranet.northcentrallondonccg.nhs.uk/working/ncl-ccg-structure-charts.htm>

- The Job Description audit is near completion for all staff to ensure that current job descriptions on file are reflective of substantive roles and responsibilities.
- Executive Directors are continuing to review the size and composition of the workforce for their areas of responsibility to ensure that services / functions are developed and fit for purpose in line with the newly merged CCG and evolving commissioning landscape.

Where are we now?

- Staff support: To support staff during this time the CCG has put in place a range of support for staff as detailed on the staff support section of the staff intranet <https://intranet.northcentrallondonccg.nhs.uk/working/supporting-staff-through-transition.htm>
- It is also recognised that staff have different needs and therefore staff are encouraged to discuss any specific needs and suggestions of further support that the CCG may be able to offer with their line managers and Directors.
- This will ensure that we have a blended approach to support our staff during this time.

Building resilience workshops

- We've had some great feedback from our first online workshops.
- Each workshop will be delivered via two separate 2-hour sessions (one in the morning and one in the afternoon in order that staff have the requisite breaks throughout the day). It is advised that you attend both sessions on the same day.
- Each session will be facilitated by two trainers.
- Click [here](#) to book your place on any of the below dates:

Date	Session 1	Session 2
24 November	9.30 – 11.30am	2.00 – 4.00pm
30 November	9.30 – 11.30am	2.00 – 4.00pm
10 December	9.30 – 11.30am	2.00 – 4.00pm

- If you have any queries regarding booking a place on the workshop, please contact HR on nclccg.nclworkforce@nhs.net



North Central London
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2020/2021 National Staff Survey and Mandatory Training

NHS Staff Survey closes next week

- Nearly 60% of staff have now completed the survey – thank you!
- Highest returns are from the Clinical Quality Directorate (74.3%) and Haringey Borough team (62.9%).
- If you have not already done so, please take 10 – 15 minutes to complete the survey before it closes on **Friday 27 November**.
- All submissions are anonymous and treated confidentially.
- We particularly want to hear about your experiences during the pandemic, this includes working from home.
- Your views are really important in making improvements for the future.

A couple of reminders. . .

Mandatory training

- Please take time to review your current training performance on your Workforce dashboard.
- There are a number of training modules that need to be completed annually and these can all be found in workforce.

Fraud Awareness Month

Please take time to read the communications issued and complete the survey about gifts and hospitality:

<https://forms.gle/634MNym6YvtHhdow8>



North Central London
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Check your junk
email

Junk email

- We have been notified by a number of staff members that important emails (for example, notifications from Workforce, Oracle, staff newsletters, etc) have been ending up in people's junk folder following the recent Outlook upgrade.
- If you'd like to prevent this from happening, you will need to add the sender of the relevant emails to your safe senders list.
- To do this...
 - ✓ Go to your Junk Email
 - ✓ Select an email from the sender you would like to add to your safe senders list
 - ✓ Right click on the email
 - ✓ Select 'Never block sender's domain (@example.com)'
 - ✓ Drag and drop the relevant email to your Inbox.

**Ho-Ho-Hold the date for our staff Christmas Event
Friday 18 December, 2.30 – 4.15pm**

Although we can't come together in person this year, the event will be packed full of fun. A diary invite will be sent out this week.

We Ho-Ho-Hope you can make it!

