



North Central London
Clinical Commissioning Group

Directorate staff briefing 27 January 2021

In today's update:

- NCL COVID-19 system pressures
- COVID-19 vaccination programme
- CCG workforce re-alignment
- New Occupational Health (OH) service provider
- Looking after yourself - working from home during coronavirus
- Developing a set of NCL CCG Values

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

Update on NCL COVID-19 system pressures



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- There are early positive signs emerging that Lockdown is beginning to have an impact – but the pressure on the London NHS and care system remains high
- Staff across our acute and community providers, and primary care are working together to maximise capacity, including critical care beds, high dependency and acute beds and step-down facilities.
- Exceptional support from our specialist providers, helping to relieve pressures on our busy hospitals.
- Independent sector colleagues have supported NCL by creating space for COVID critical care patients and providing staff who can be redeployed.
- We are very grateful to all the CCG staff who have been working very hard over particularly those who have cancelled leave and/or volunteered for extra hours.

Redeployment volunteer placements

- Thank you to everyone who has offered support so far.
- 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 (large scale vaccination sites, such as The Crick Institute for example, as well as smaller primary care network led GP sites).
- Non-clinical roles available include operational site leads, site administrators, ward support officers, voluntary drivers, runners and more. Majority of the roles are located on site and 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 CCG salary in line with their substantive role with the CCG. Staff will also continue to receive all benefits and staff support from NCL CCG.
- Role descriptions will be published on the NCL CCG staff intranet and a link will be included in this week's staff newsletter.

Redeployment volunteer placements

- If you wish to volunteer, please discuss with your line manager and director in the first instance.
- Prior to any staff commencing a voluntary redeployment, staff and line managers will be required to revisit the previously submitted Demographics Risk Assessment information.
- If your release is agreed, please send the following information to the HR COVID-19 email address at nclccg.hrcovid19@nhs.net:
 - Name and contact details
 - Any particular role(s) you would like to volunteer for. If you are willing to be redeployed to any role, please specify non-clinical or the type of clinical role(s)
 - Preferred locations (if applicable)
 - Whether you would like to be redeployed on a full or part-time basis
 - Confirmation that you have agreement from your Executive Director to be released
- Your details will be sent to the NCL Redeployment Hub, which will then contact you directly.

COVID-19 vaccination programme



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- Work continues across all settings to ensure that the priority cohorts receive their first vaccinations ahead of 14 February.
- The four priority groups are:
 1. residents in a care home for older adults and their carers
 2. all those 80 years of age and over and frontline health and social care workers
 3. all those 75 years of age and over
 4. all those 70 years of age and over and clinically extremely vulnerable individuals.
- We have now delivered first doses to all older person care homes in North Central London.
- The completion of these first jabs will save lives and has been delivered through partnership working across primary care, community services and councils.
- Capacity in the system is continually improving.
- There are now 17 PCN-led sites across NCL and our first community pharmacy site – Cullimore Chemist in Edgware – went live last week.

COVID-19 vaccination programme

- Additional pharmacy sites will be coming online in the coming weeks, and this will be an important addition to our local model as we continue to ramp up our efforts.
- We now have five teams working as roving vaccination teams, supporting high-priority vaccinations, for example, in care homes and housebound residents.
- Work continues jointly with PCNs, community teams and local authorities to coordinate this at a borough level to support residents in each borough who cannot travel for a vaccine.
- Large scale vaccination centres at the Francis Crick Institute and Hornsey going live on the national booking system this week.
- Two more large scale vaccination centres are due to go live – at Enfield's Dugdale Centre, and the Islington Business Design Centre. These will support us in continuing to roll out the programme to a wider audience over the next phase of work.
- These larger capacity venues are in addition to the housebound model that launched this week in all boroughs to support residents in each borough who cannot travel for a vaccine.

COVID-19 vaccination programme

- We have added additional information to the North Central London CCG website to make it easier for members of the public to find out information about the programme - [here](#)

We have had some great coverage of the work going on across NCL:

- The Vaccines Minister, Nadhim Zahawi, visited Cullimore Chemist on launch day (14 January), to thank the team for their fantastic achievement. Our Chair, Jo Sauvage, was also there to celebrate their achievement. A video is available on the official 10 Downing Street Twitter account, [here](#).
- [Watch a news item](#) from Friday, 22 January of Channel 4 presenter Jon Snow receiving his first dose at the Royal Free Rec Centre.

Resident volunteers

- There is an ongoing need for volunteers to support the smooth roll out of the vaccination programme
- Over 70 individuals have already signed up for the role in Haringey, but around 300 per day are needed across NCL over the next few months.
- Would-be volunteers can either sign up via their [local voluntary organisation](#) in Barnet, Camden, Enfield, Haringey or Islington or via the [NHS volunteer responders](#).
- A [role description for volunteer marshals](#) outlines the tasks volunteers could be asked to carry out.
- Please help us recruit more volunteers by sharing the [role description](#) and [contact details for the borough leads](#).
- NHS organisations working across NCL that need volunteers to support the COVID-19 response should contact Sabine Whincup sabine.whincup@nhs.net . Alternatively, you can [contact the borough volunteer leads](#).

Building vaccine confidence through community engagement

- The success of any vaccination programme depends on high uptake.
- Vaccination uptake likely to be significantly lower among some 'groups'; including some Black, Asian, Minority Ethnic, Refugee and Migrant (BAMER), some faiths, Gypsy Roma and Traveller communities, as well as communities who live in areas of high deprivation
- Likelihood of taking the vaccine also decreases with age.
- Additional minority groups that have highlighted access concerns are deaf communities who use British Sign Language (BSL), people with learning disabilities and homeless and refugee communities.

Building vaccine confidence through community engagement

- Where community groups already experience barriers to accessing health or statutory services or face systemic inequalities within services – they are more likely to mistrust the services delivering the vaccine programme.
- Our joint engagement programme with our partners, therefore, has to focus on addressing community concerns and overcoming vaccine hesitancy.
- Misconceptions can lead to missed opportunities to vaccinate, contribute to unnecessary deaths, cause severe health problems and unplanned hospital admissions.

Strategic Engagement Plan

The engagement campaign aims to provide community and faith groups with the necessary information and support to promote uptake of the vaccination.





Workforce re-alignment

CCG workforce realignment

This week marks the start of the re-alignment discussion with teams/individual staff that will be required to be re-aligned to a different Directorate.

Today's briefing covers the following:

- Background and an overview of teams/staff that will be required to be re-aligned to a different Directorate/Executive Director
- Informal 1:1 meetings with staff, where required
- Overview of workforce re-alignment movements
- Matrix working
- Key milestones and indicative timeline
- Staff support.

Workforce re-alignment arrangements

- The re-alignment of staff will be achieved with minimal change and disruption.
- The re-alignment arrangements include staff within the CCG that are employed on a Fixed Term Contract.
- For the majority of our staff, no re-alignment changes will be required and they will remain in their current Directorate, with no changes to reporting lines.
- For those staff that do require re-alignment, the arrangements may result in one or more of the following changes:
 - Re-alignment to another Directorate with no other changes
 - Change in reporting lines.
 - The re-alignment arrangements will not result in changes to your current Job Description.

Team meetings and informal 1:1 meetings

- In addition to discussions at team meetings, Directors will arrange to have informal 1:1 meetings with staff where re-alignment arrangements require a change in reporting line management arrangements
- If a member of staff would like to have a further discussion or has any questions regarding the re-alignment arrangements, they should speak to their current Director in the first instance.

Overview of workforce re-alignment movements

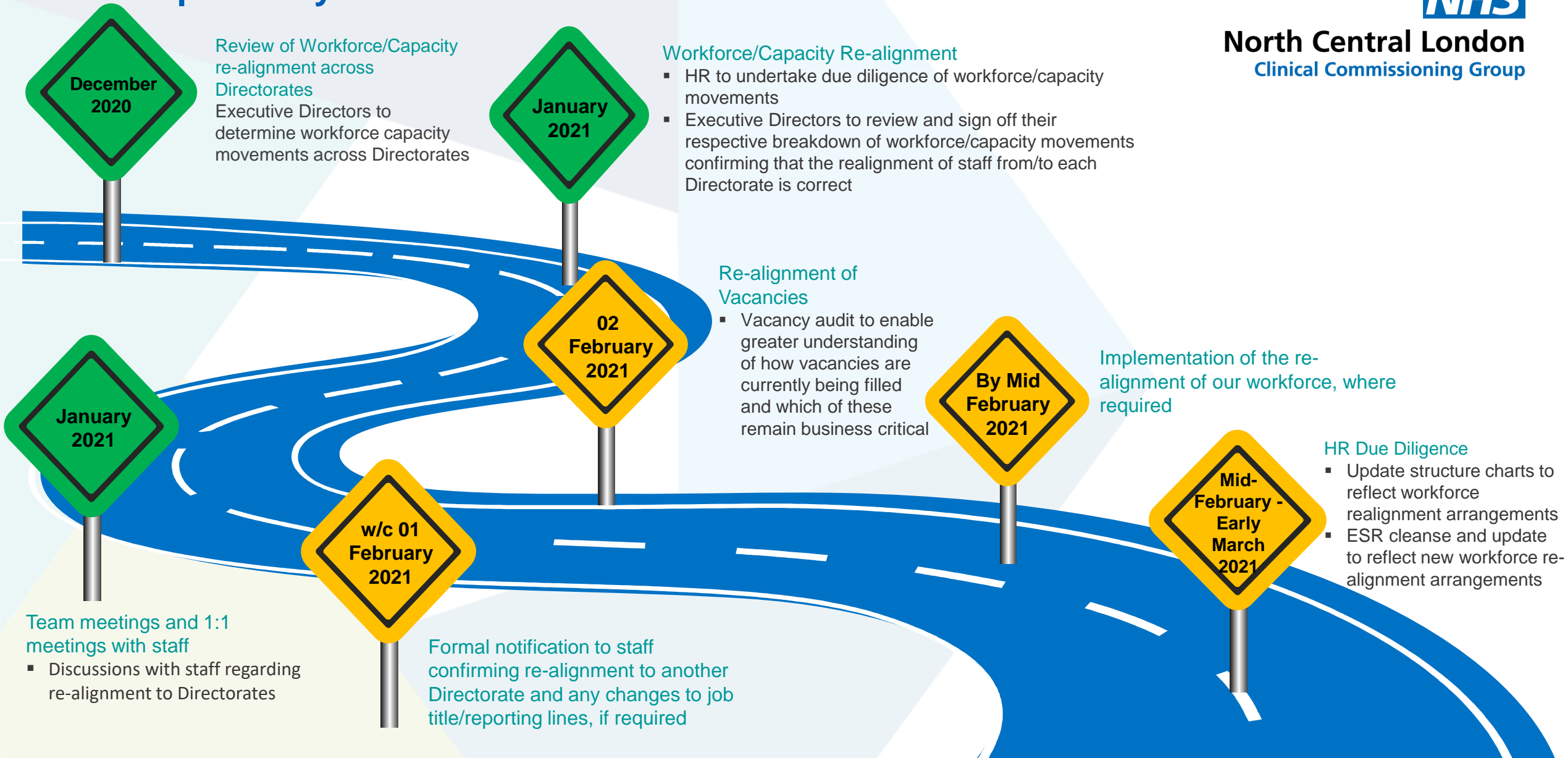
Whilst there will be re-alignment of roles to/from each Directorate, the majority of the re-alignment movements will be from the Borough Directorate to other Directorates. The following table summarises the re-alignment of functions from the Borough Directorate:

Borough Directorate Team/Function	Directorate that the Team/Function will be re-aligned to
Commissioning, including Joint Commissioning	Strategic Commissioning * those who commission individual care packages will also have a dotted line to quality
Pathway Redesign	Strategic Commissioning
GPIT	Strategy
QIPP	Strategy
Programme Management	Strategy
CHC/Individualised Commissioning	Quality
Some Business/Office Support Roles	Corporate Services Directorate

Priorities and matrix working

- Given the evolving change in requirements, directed from NHS England and Improvement, both regionally and nationally, the CCG may need to re-prioritise activities from time to time.
- Therefore, there may be a requirement to re-prioritise capacity to activities aligned to COVID-19 and any other priority areas.
- Staff and line managers will be required to regularly review, discuss and agree on priority areas together, which will be kept under review.
- There will be a requirement for some posts and teams to work in a continued matrix-style approach. This way of working is currently utilised across the CCG to ensure adequate resources across functions to meet demand.
- In a matrix management system a staff member will be aligned to a Directorate, including their line management arrangements, but may also have a dotted line to another manager in another Directorate (as responsibilities may sit across two Directorates at the moment).
- Matrix-working will continue to be discussed at 1:1 and team meetings.

Roadmap for Key Milestones and Indicative Timescales



Further information and support

- **Frequently Asked Questions (FAQs):** An FAQ document on the workforce re-alignment arrangements has been prepared and available for staff to view on the intranet. The FAQs provides further information on the following areas:
 - Workforce re-alignment
 - Line management arrangements
 - Office location
 - Staff on secondments/fixed term contracts/interim arrangements
 - Recruitment to posts during the transition programme
 - Staff support

The FAQs document will be updated on a regular basis.

- **Individual questions and further information:** If a member of staff would like to have a further discussion or has any questions regarding the re-alignment arrangements, they should speak to their current Director in the first instance.

Further information and support

- **HR drop-in sessions:**

- HR drop-in slots are available for staff to book if they have any individual questions or would like any information on the HR process
- Dates and times are published on the [Intranet.](#)

- **Wellbeing Support:**

- Available via the Employee Assistance Programme
- The health and wellbeing support that has been rolled out nationally from NHSE/I continues to be available to staff during this time.
- Full details about what is offered from EAP and NHSE/I is available on the Intranet.

Our continued commitment to staff

- The Executive Management Team is committed to providing as much clarity and detail as possible as we move forward over the 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 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 transition period.
- 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 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.

New Occupational Health Service Provider



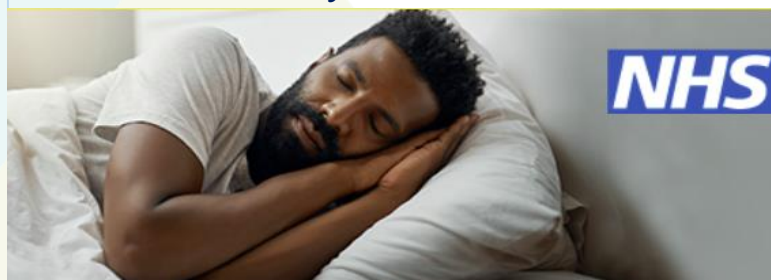
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- From 1st February 2021, our Occupational Health (OH) service will be provided by the PAM Group Occupational Health and Wellbeing Services UK.
- In preparation for the transition from the current provider (HML), **managers are asked to download any reports/communication relating to staff referrals from the HML portal**
- **The deadline to download all records is 29th January 2021.**
- All documents downloaded from the portal must be saved safely - password protected and saved in a location only the manager has access too.
- Further details of PAM Occupational Health Services including, how to make referrals will be available on the intranet soon.
- Any questions relating to this please contact the HR team at nlccg.nclworkforce@nhs.net

Looking after yourself- working from home during coronavirus

7 TIPS

1. Set and stick to a routine
2. Make a dedicated workspace
3. Give yourself a break
4. Stay connected
5. Set boundaries
6. Think longer term
7. Be kind to yourself



Source: www.nhs.uk/oneyou/every-mind-matters/7-simple-tips-to-tackle-working-from-home



[Coping during pandemic](#)

- [Relate NHS Hub](#)- staff can access free 30 minute WebChats or phone calls with a Relationship and Wellbeing Advisor to offload and talk about whatever is on their mind
- [Living Well](#)- information about physical and emotional health



[NCL CCG Wellness Programme](#)

- ▼ Knock-out FA Cup style team quiz
- ▼ Friday morning mindfulness sessions
- ▼ Health and Wellbeing resources
- ▼ Building Resilience events



More information on wellbeing

- NHS Employers- help and support on [wellbeing](#) and supporting [staff at home and at work](#)

Please contact HR if you need any specific information regarding wellbeing or visit our CCG intranet page

COVID-19 updates	COVID-19 HR information You will find all relevant HR and support-related information on this page. Please note, some of this information is being frequently updated, so please keep checking back.
COVID-19 HR information	
COVID-19 national updates	
Infection prevention and control	

Development of CCG Values

- The Engaging Our People Forum (EOPF) has led the work to develop a proposed set of values for the NCL CCG
- A Forum Task and Finish group has reviewed the values from the 5 legacy CCGs, benchmarked against partner organisations, and has developed a draft set of 6 NCL CCG values – with statements aligned to each value
- The Forum members agreed that the draft values should be disseminated to staff for discussion / feedback

- The Forum is asking staff to provide their thoughts on the draft values and share any feedback – including via the staff network chairs or their Engaging our People Forum directorate representative **by 22 February 2021.**
- Following feedback, the finalised set of draft values will be reviewed by EMT and then presented for approval at the March meeting of the CCG's Governing Body.

Proposed Values

- **We will work collaboratively** - *“We will strive to connect with and listen to all our stakeholders and system partners so that we represent everyone’s needs and reflect the community we serve”.*
- **We will be open, honest and accountable for our work** – *“We will be truly accountable to our local populations, stakeholders, system partners and staff. We will ensure that we have appropriate arrangements in place to discharge our functions. We will do this openly so that we can bring all our stakeholders along with us on our journey”.*
- **We will be efficient in the use of our resources** - *“We are committed to commissioning a wide range of priority health services in ways which are cost-effective; environmentally sustainable and accessible-making the best use of public money, our workforce and technology”.*

Proposed Values

We will recognise and embrace diversity - *“We celebrate the diversity of our staff and our communities and actively stand up to discrimination and inequality”*

We will continuously improve and develop the CCG and its staff – *“We will invest in and develop our staff to reach their full potential to be the best in what they do. We will ensure that the workplace is supportive to individuals’ needs, remains safe and is an enjoyable place to be. We will embrace new ideas, technology and ways of working and take opportunities to test, learn and improve”*

We will deliver excellent high quality services – *“We will strive to be the best in all we do, promoting the reputation of the CCG as a leading-edge commissioning organisation. We will commission services which are evidence-based, follow best practice and are of a demonstrably high quality”.*