



North Central London  
Clinical Commissioning Group

# Directorate Staff Briefing

3 November 2021

# In this briefing. . .

- COP26 – A greener NHS and NCL
- Integrated Care System (ICS) transition update
- NCL system winter planning 2021/22
- Improving general practice access – update
- Mental health and wellbeing support in the community – successful bids
- CSU service transition
- New recruitment checklist
- Staff cook along sessions
- Some reminders and upcoming events



North Central London  
Clinical Commissioning Group

# COP 26 – a greener NHS and NCL

# COP26 – a greener NHS



North Central London  
Clinical Commissioning Group

- The UK is currently hosting the 26<sup>th</sup> UN Climate Change Conference of the Parties (COP26) in Glasgow. The COP26 summit brings countries, companies and people on the frontline of climate change with the aim to inspire action against climate change.
- In 2020, the NHS became the first healthcare system in the world to commit to delivering a net zero national health system by launching the 'For a greener NHS' campaign. With around 4% of the country's carbon emissions, and over 7% of the economy, the NHS has an essential part to play in meeting net zero targets.
- It is increasingly recognised that the climate emergency is a health emergency and that the impact of climate breakdown are experienced unequally (deprived areas often have the highest levels of air pollution for example, and globally those polluting the most are suffering the least).
- To achieve these targets, there are many aims across estates, workforce, procurement, medicine, and travel. These aims include building net-zero new hospitals, reducing single use consumables, and using 100% renewable energy by April 2022.
- We have setup a Greener NCL Programme Board so we can focus on working towards a Greener NHS at a local level. The board is leading on developing action plans on how we can encourage local residents and organisations to engage with Greener NCL.

# COP26 – a greener NHS



North Central London  
Clinical Commissioning Group

- The first Greener NCL Programme Board was held on 20 September and included clinical leads from primary and secondary care, sustainability leads from trusts, primary care colleagues, VCS organisations, CCG and local authority staff. The Board discussed:
  - The impact of air pollution on residents' health
  - Pollution related deaths
  - [Greener Practice](#) – a network for North Central London practices, which supports them to become greener. Islington GP, Dr Tamsin Ellis leads on this locally, and provides weekly advice to our practices.
- Across our boroughs, 75% of primary care providers are already taking action to reduce office waste and provide online or telephone consultations. There is also a primary care programme in progress to raise awareness and establish an inhaler switching incentive.
- All of our secondary care providers have already implemented cycle-to-work schemes and facilities for active travel for their staff and a quarter of our trusts only use recycled paper. A milestone in our mission has been Great Ormond Street Hospital becoming the first London hospital to declare a climate and health emergency earlier this year.

# What's next and what can we do?

- Moving forward, the CCG will continue to support our healthcare providers to take steps to become more eco-friendly, our trusts will have their Green Plans approved by January 2022 and our Integrated Care System (ICS) will developed with a signed off Green Plan by March 2022.
- The Greener NCL Programme is managed by Zoë Garbett in the Communities Team – if you would like to get involved please get in touch [zoe.garbett@nhs.net](mailto:zoe.garbett@nhs.net)
- In the meantime, every single small eco-friendly change we make in our daily lives has a positive influence to our overall net zero goal. Here are a few ways you can reduce your own carbon footprint:
  - Swap two of your car journeys a week for walking or cycling and car share where possible
  - Unplug appliances when they're not in use
  - Go plant-based a few times a week
  - Buy pre-loved clothes
  - Carry a reusable coffee cup

# The COP26 pledges

During COP26 from 31 October to 12 November I pledge to:

- Avoid or minimise using my car
- Cycle to work or part of the way to work
- To reduce waste by reducing, reusing and recycling
- Avoid or minimise my meat and dairy intake
- Take no longer than 2-minute showers

**For better health now and  
for future generations.**

The NHS logo, consisting of the letters 'NHS' in white, bold, sans-serif font, set against a dark green rectangular background.

#GreenerNHS



North Central London  
Clinical Commissioning Group

# Integrated Care System transition updates



# Place development and staff engagement in ICS

- A recent procurement exercise was undertaken collaboratively with North Central London CCG, Local Authorities, NCL People Board and our local Healthwatch teams.
- There were two 'lots' that made up the procurement:
  - Part A: work with each borough and across NCL to deliver independent support to place-based design and the ongoing development of partnership working locally.
  - Part B: work with CCG staff and joint teams so they are informed and supported as our ICS and borough partnerships develop.
- This contract has been awarded to The Leadership Centre and Traverse, who will commence work this month.
- If you're contacted by a member of the team involved in this, please do get involved as feedback from CCG staff will be vital for this work.

# Place development and staff engagement in ICS

The Leadership Centre and Traverse have clear expertise and experience. Their approach was well received by the entire panel and focuses on:

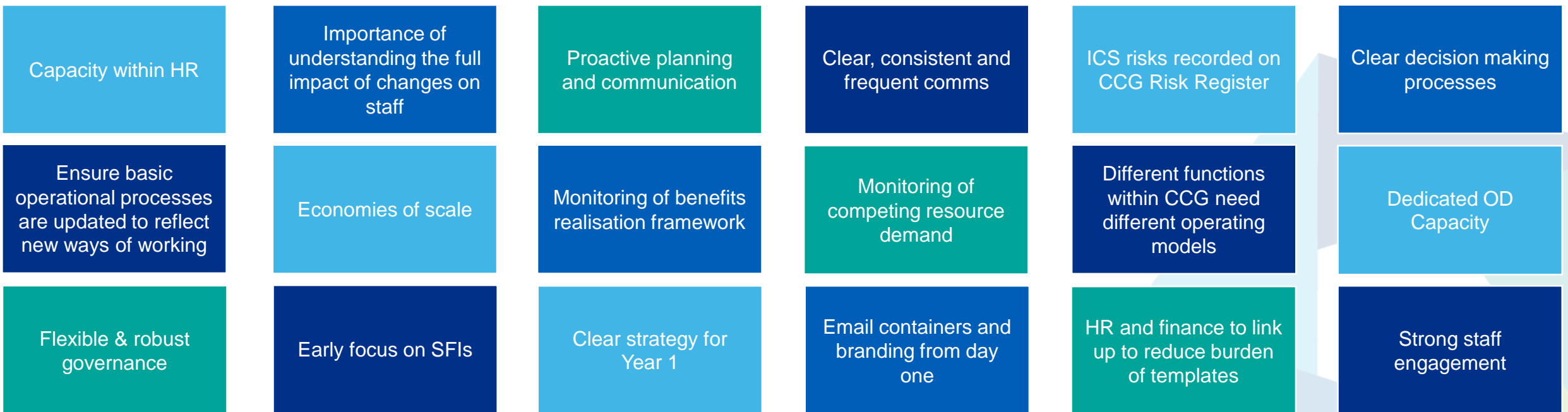
- Developing our narrative around what the ICS is about and how the ICS and place-based partnerships will accelerate integrated care.
- Developing the practice of system leadership, community engagement and partnership working.
- Being enquiry led and working with issues and challenging myths to support sustainable change.
- Embracing lived experience and shifting power to communities via co-design and collaboration.
- Drawing on the experience of our people.
- Exploring how we make the ICS work for local people.

# System Development Plan

- Last week we submitted an updated version of the System Development Plan to NHS England and Improvement.
- This outlines our progress towards becoming a truly integrated care system that helps tackle health inequalities and improves access to health and social care for our residents across NCL.
- This document draws from existing engagement and planning across NCL to help establish a roadmap for our transition as a system.
- This will continue to be a live document and we expect to provide another version before the end of the year.
- Updates to the document included refreshing some content around process, governance and engagement as well as updates on how we are progressing against the 16 key conditions of success.
- The refreshed document is available on the [staff intranet](#).

# Capturing key lessons

- Just a reminder that the ICS transition programme is looking to capture key lessons from previous change programmes, in particular the merger of our five CCGs in 2020.
- We also want to capture existing good practice and what is working well. If you wish to share your thoughts please complete our brief anonymous survey:  
<https://feedback.camdenccg.nhs.uk/north-central-london/7a5beb39/>
- Below is some of the feedback we have had already:





North Central London  
Clinical Commissioning Group

# NCL System Winter Planning 2021/22 headlines

# Context

Our NCL system plans for winter 2021/22 are set in the context of:

- Covid pressures are expected to continue throughout winter. This means that acute hospitals in NCL will go into winter with 2/3 wards for Covid positive patients, and with one third of ICU beds occupied with Covid positive patients;
- Pressures on urgent and emergency care (UEC) systems in primary and secondary care - with primary care appointments and emergency department attendances at above pre-pandemic levels;
- System urgent and emergency care summits that have taken place over recent months where a series of actions were agreed to address pressures
- A focus on areas with poor patient experience including plans to reduce ambulance handover delays and reduce long waits for mental health patients in acute emergency care pathways;
- Continuation of the Think 111 First programme to stream non-urgent patients away from urgent care to more appropriate care settings.

# Service Developments for Winter 2021/22

New additional measures will be in place for winter to help mitigate pressures in the system. These include:

- Ageing Well funding to:
  - Expand the Rapid Response team to support achievement of the 2-hour Urgent Crisis Response minimum standard;
  - Invest in Enhanced Health and Care Homes (targeted in priority areas) to reduce inequity in service provision. All care homes in Barnet and Enfield will receive community in-reach for the first time;
- Integrated Discharge Teams (IDT) now established at each acute hospital to help improve the flow of patients out of hospital beds and maintain bed capacity across the system. These will remain in place for this winter;
- To support the IDT function, there is a well-developed weekly NCL-wide Multi Agency Discharge Event (MADE). The group helps with expediting discharges and simplifying complex discharge processes. During winter 2021/22 the system will continue to use NCL wide MADE events to help resolve complex discharge issues.
- Well developed mutual aid plans with escalation triggers agreed by providers in response to the covid pandemic and to balance managing winter pressures alongside elective recovery;
- Alternatives to A&E for mental health patients not requiring A&E extended to north of the patch and now available across NCL. Plans also focus on accelerated discharge and surge planning for mental health pathways;
- Ambulance handovers - a lead clinician in each Emergency Department; escalation triggers and responses strengthened; Rapid Assessment Teams; Fit-to-Sit (patients are fit to sit whilst waiting to be assessed).
- For Primary Care - SITREPs to identify and support practice capacity constraints; additional extended access hub capacity; system-wide public winter resilience communications and engagement campaign; 111 investment; pilot a resilience partnership between the NCL NHS111 service and the London Ambulance Service (LAS) to better mitigate winter pressures and periods of surge;
- System oversight will be through UEC Operational Group.

# Summary of Key System Winter Risks

The main risks associated with managing winter pressures for 2021/22 are:

- System capacity given the continued level of covid in the system with mitigations focusing on mutual aid across providers and clear escalation triggers;
- Staff capacity and resilience given the continued pressure from covid and recovery of planned care services in primary and secondary care with mitigations focusing on mutual aid across providers, support for health and wellbeing and ensuring staff take annual leave;
- Interdependency of primary care, community, acute, social care partners and London Ambulance Service, with mitigations focused on early warning triggers and processes to monitor agility of each system partner;
- Recovery plans in areas with poor patient experience, in particular for long mental health waits and long ambulance handovers;
- Maintaining elective recovery supported by use of elective hubs and green sites, establishing NCL clinical networks by specialty, and accelerated elective recovery initiatives;





North Central London  
Clinical Commissioning Group

Other updates

# Improving general practice access - update

- In the last briefing, we mentioned that NHS England/Improvement had published a document called 'Our plan for improving access for patients and supporting general practice'. The document focused on outlining a package of support to increase capacity in, and access to, general practice, including announcement of a £250 million 'Winter Access Fund'.
- For NCL this allocation will be approximately £6.8million – monies that we know can help make a difference this winter and help us address some of the pressures and challenges faced by practices, PCNs, Boroughs and across NCL.
- We have been working with our practices to co-produce a plan for how we will use the money in NCL.
- Our draft plan was submitted on 28 October and will now be reviewed by NHS England London before a final submission to the national team in early November. We should find out which schemes have been approved and what funds NCL can access by the end of November.

# Improving general practice access - update

The NCL plan currently includes funding proposals for the following areas:

- **Support for practices and Primary Care Networks (PCNs)** – a support and resource offer for practices and PCNs that will enable for example: innovative PCN models of delivery; access to additional workforce; models that support PCN management of demand; and access for practices to the National Access Improvement Programme/Time for Care.
- **Plans to boost capacity** – to increase the amount of clinical and non-clinical capacity this winter, for example: topping up capacity in extended access hubs now to March; increasing community pharmacy capacity to manage low-acuity patients; supporting practices with Infection Prevention Control and small improvements to sites where needed to enable face-to-face care; training of Healthcare Assistants; training bank admin staff in general practice systems; working with acute partners on front door delivery models for winter.
- **Targeted communications and community-based interventions to reduce inequalities in primary care access** – this includes additional capacity to deliver the primary care elements of the NCL winter resilience communications and engagement campaign, and using insights from participatory research with our communities to develop alternative ways that we can reach the groups that we traditionally find harder to reach in order to address inequalities of access to primary care.
- For more information about the schemes, please contact [adam.backhouse@nhs.net](mailto:adam.backhouse@nhs.net)

# Mental health and wellbeing support in the community – successful bids

- NCL has been successful in two bids for funding for mental health and wellbeing support in the community:
  1. **Money from the NHS London Violence Reduction Fund** to pilot a violence reduction model for young people. The model aims to provide effective and appropriate psychological support in the community for those impacted or at risk of violence, taking a public health approach and linking in with mental health services where necessary. NCL ICS will receive £3,264,362.66 over three years (£1,088,120.89 per year) starting in October 2021
  2. **Money from NHS Charities Together** – NCL will receive £360k to work in partnership across statutory organisations and VCS services to develop integrated models of intensive support for people from BAME communities who have mental health needs, who live in Tottenham and Edmonton, and who are at risk of falling into crisis. Money has also been awarded to provide social support for people with long covid, and to support digital inclusion across NCL.
- The bids were developed in partnership across a wide range of organisations within NCL, and supported by our Communities Team working with Borough and Strategic Commissioning colleagues.

# CSU service transition

- As you will know, our NEL CSU colleagues have recently participated in a consultation exercise.
- On 1 November 2021, following this process, NEL CSU was disaggregated into two parts:
  - London staff services, which are being hosted by NHS England and NHS Improvement London region as 'NHS London Shared Service'
  - Out of London services, which are hosted by NECS (North of England CSU) as 'NEL at NECS directorate'.
- Our colleagues from NEL CSU that have worked with us in a number of teams are now part of the NHS London Shared Service.
- The next stage in this process will be the transfer of staff from the NHS London Shared Service to individual ICSs (North Central London, North East London, South East London and South West London) or host organisations (in the case of Healthy London Partnership and NEL Healthcare Consulting colleagues).
- The proposed changes will be the subject of further engagement, consultation and transition processes.
- It is anticipated that affected staff will transfer to their future end destinations from 1 April 2022.

# Recruitment checklist

- To accompany the new Establishment Control Process (ECP) and to support managers with their recruitment, the HR team have created a recruitment checklist.
- The recruitment checklist is aimed to support recruiting managers prepare and manage their recruitment campaigns in a timely way.
- It can be used as a guide to explain who is responsible for each stage of the recruitment process, what documents are required at each stage and to help recruiting managers to monitor the progress of their recruitment campaign.
- The checklist is available on the [intranet under 'Recruitment Guidance'](#)
- If you have any questions, please speak to your HR Business Partner

# Staff Cook Along sessions

- As part of our staff wellbeing programme, we are planning to run some staff Cook Along sessions, where colleagues will be able to share their cooking and recipes on MS Teams with other colleagues.
- The sessions can be anything from 30 minutes to an hour, during lunch time or after work.
- Here's how it will work:
  - You choose what you would like to cook, and share your ingredients with us
  - Give us the date and time
  - We will send an invite to staff and give the topic (e.g. ethnic food etc.)
  - We will send the list of ingredients and other information two days before
  - We will have a quick pre-meet with the cook to check if everything is in order and if they need any further help.
- Further information will follow in Friday's staff news. If you are interested, please email Emdad Haque at [emdad.haque@nhs.net](mailto:emdad.haque@nhs.net)



# Some reminders and upcoming events

- [Staff awards](#) – last chance to nominate! Help us celebrate our amazing colleagues by nominating them for an award by COP Friday 5 November.
- **NHS staff survey** – don't forget to have your say! The deadline is 26 November.
- **Ask EMT** – the next Ask EMT drop in session is on Thursday 11 November, 4.15-5pm. These sessions are an opportunity to come along and speak directly to members of EMT. The MS Teams links to join the session [are on the intranet.](#)
- **Happy Diwali** to those celebrating! Diwali is also known as the festival of lights and is celebrated by Hindus, Sikhs, and Jains all over the world. The main day of celebrations in 2021 is tomorrow (4 November).
- Finally, a huge thank you to all our BAME staff network members and the other volunteers who put on such an incredible programme of events for **Black History Month**. Slides, recordings and photos of the events [are on the intranet.](#)