



North Central London
Clinical Commissioning Group

Staff Briefing 2 July 2020



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NHS Annual Staff Survey Results

NHS Annual Staff Survey Results

- The 2019 staff survey took place between December 2019 and January 2020.
- The staff survey was administered by Picker on behalf of all individual NCL CCGs (Barnet, Camden, Enfield, Haringey and Islington).
- A bespoke survey was administered broadly based on the national staff survey themes and questions, together with some tailored questions. There was a total of 23 core questions.
- The Central Teams Directorate is new to the 2019 survey and therefore there is no comparison data against the 2018 data. Central Teams include the Executive Team, Corporate Services, STP and Performance and Assurance Directorates.
- The 2019 national average results presented in this report are based on the results of 66 CCGs across England.
- National average results are only available for those questions which the CCG have based on the 2019 national staff survey questions (not for the bespoke questions).
- The response rate for the 2019 staff survey was 61%, which was less than the 2018 average of 76% across the NCL CCGs.

Highlights from 2019 survey results

Areas that have improved in comparison to the 2018 results and/or are above the national average.

- Effective communication between senior managers and staff.
- Managers giving clear feedback on work.
- Ability of staff to meet conflicting demands.
- Staff have clear work objectives.
- Staff have realistic time pressures.
- Staff always know what their work responsibilities are.
- Appraisals helped staff undertake their role.
- Managers asking for opinions before making decisions that affect my work.

Highlights from 2019 survey results

Areas that have improved in comparison to the 2018 results and/or are above the national average.

- Staff satisfaction with recognition for good work.
- Staff satisfaction with the extent organisation values their work.
- Staff satisfaction with support from line managers.
- The organisation acts fairly in relation to career progression.
- Staff would recommend the organisation as a place to work.
- Staff feel they can make improvements in their area of work.
- Staff don't often think about leaving the organisation.

Areas for improvement from 2019 survey results

Areas that have regressed in comparison to the 2018 results and/or are below the national average.

- Encouragement from manager at work.
- Support from manager in a crisis.
- Support from manager with difficult tasks.
- Increase in staff experiencing harassment, bullying/abuse from managers.
- Involvement in changes that affect work.
- Satisfaction with flexible working opportunities.

Areas for improvement from 2019 survey results

Areas that have regressed in comparison to the 2018 results and/or are below the national average.

- Staff are often/always enthusiastic about their job.
- Organisation takes positive action on health and wellbeing.
- Reduction in staff accessing training and development in the last 12 months.
- Increase in staff coming into work when not well.
- Increase in staff working additional hours above contracted hours.
- Increase in staff likely to look for a job in the next 12 months.

Additional key findings from 2019 survey results

- The most important health and wellbeing initiative for staff is maintaining a good work/life balance, followed by improving physical and mental health through workplace initiatives.
- Over 70% of respondents do not consider that the set up of their equipment and work space provides an adequate work environment.
- Over 80% of respondents feel that it is important for there to be shared values and 70% of respondents would like to be involved in developing shared values.
- Less than half the respondents felt there is a clear vision for the future.
- Over half the respondents consider that the Leadership Team creates an inclusive culture that values diversity.
- 70% of respondents feel they are kept up to date with developments and changes across the CCG.
- 60% of respondents feel that communication from the CCG is delivered in a timely way.

Next steps

- Full results from the 2019 Annual NHS Staff Survey will be published on the intranet and linked from the staff newsletter this week.
- <https://intranet.northcentrallondonccg.nhs.uk/working/staff-briefings.htm>
- Develop and implement an Action Plan Forward Planner to address the areas of improvement.
- Some of the areas that were identified as requiring improvement were also identified in the supporting staff during Covid-19 survey and therefore will be addressed imminently in the short term by the supporting staff during Covid-19 action plan, with these actions focussing on supporting staff to work from home.
- Develop and launch Engaging our People and Staff Diversity Network Forums to address areas of improvement that need to be put in place in the medium–long term.
- Ongoing updates and communication to all staff.

Next steps

Action	Timescales
Begin implementation of immediate actions from the Supporting Staff during Covid-19 action plan	June – July 2020
Develop Engaging our People and Staff Diversity Network Forums	June – July 2020
Launch Engaging our People and Staff Diversity Network Forums	August 2020
Engaging our People Forum and Staff Diversity Network to determine actions to be put into place in the medium to long term	August 2020 – March 2021
The Engaging our People Forum and Staff Diversity Network Forum will provide regular updates to staff on development and implementation of their respective action plans	From August 2020



HR transition FAQs

HR Transition FAQs

- Following the consultation update from Frances O’Callaghan, Accountable Officer, that we will be stopping the current restructure in order to restart the process, we received a number of questions from staff.
- FAQs have been prepared and will be published on the staff intranet later today.
- The FAQs have been grouped into the following themes:
 - Consultation process and timelines
 - Future operating structures
 - Staff on secondments/fixed term contracts/interim arrangements
 - Recruitment to posts during the change programme
 - Staff support
 - Financial savings.



NCL CCG Executive Management Team restructure

NCL CCG EMT restructure

- As collaborative commissioning arrangements increasingly look to influence population health, we will need to work differently by taking a more relational – rather than a compliance – approach with providers, focusing on continuous improvement support rather than performance monitoring to reflect the new changing role of the commissioner.
- Refocusing our purpose will mean that some of the roles and functions we currently perform in the system will need to change.
- Changes to our roles will require different behaviours, new skills, and ultimately a wholesale review of how we organise ourselves.
- These changes will need to happen rapidly; we will need to foster a new culture of partnership, innovation and value.

NCL CCG EMT restructure

- This also means facilitating the continued development of integrated delivery partnerships at a Borough level.
- We need to take into consideration the changing role of the commissioner, our priorities and thinking through the best approach to delivery. This includes our ongoing focus on those areas best undertaken once for NCL and those areas that are best undertaken at Borough level and within integrated care partnerships.
- The communication from Frances O’Callaghan, Accountable Officer, a couple of weeks ago stated that the change process will begin over the summer.

NCL CCG EMT restructure

- The first stage – a review of the current NCL Executive Management Team structure – has been undertaken.
- A consultation on a new proposed NCL CCG EMT structure will commence during the month of July.
- The consultation will take place with those staff (NCL CCG EMT) directly affected by change only.
- On completion, the final EMT structure will be shared with all staff, in accordance with the CCG's Change Management Policy.
- Following the implementation of the NCL EMT structure, the newly appointed Executive Directors will commence a review of the size and composition of the workforce for their areas of responsibility.

NCL CCG EMT restructure

- Following this review, a consultation process will commence in accordance with the HR policies and procedures.
- The date for the remainder of the organisation has not yet been set, however, staff will be updated as early as possible.
- The consultation period will be in line with the CCG's Change Management Policy.



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Restarting services across North Central London

Restarting services in NCL

- Urgent elective care has restarted in the past few weeks across NCL.
- Our clinicians have been prioritising care for patients based on clinical need.
- Our infection prevention and control leads across NCL have been working together to implement robust and consistent infection prevention and control measures, including physical distancing, face masks for all staff, patients and visitors, and appropriate use of PPE.
- These measures will ensure our health and care settings are as safe as possible for staff and patients.
- Within 4-6 weeks we aim to have treated the most urgent patients across NCL, or put in place care plans for their future treatment, and we will then be able to offer care to the next cohort of patients. We will use clinical prioritisation so that we are offering care based on clinical need.

Restarting services in NCL

- We are working with clinicians across NCL to use a consistent clinical prioritisation process to ensure care is provided fairly and equitably, based upon clinical need and making the best use of our resources including theatre capacity, beds, workforce and PPE.
- It is anticipated that we will expand beyond the most urgent patients in July.
- As we restart planned hospital services, we are also looking at the best way to restart community services across NCL.
- We need to ensure that we have sufficient resources for the key priority areas, we are aligned to national guidance and that services are accessible across NCL.
- Another priority is increasing our capacity for diagnostic testing to reduce the amount of time that patients are waiting for tests.
- Phlebotomy hubs are being set up across NCL to address this immediate need.
- We're also looking at ways the independent sector could support our efforts.

Restarting services in NCL

- Due to services being paused or offered in reduced ways throughout the Covid-19 response, some of our routine referral processes have been affected.
- To help facilitate onward referrals to secondary care, an overarching operating model for referrals is being implemented across NCL.
- There will be limited changes for practices in Barnet, Camden and Enfield as they already have a referral support service in place.
- A referral support service will be introduced across Haringey and Islington practices, with some practices selected to test the model in the coming days before wider, rapid rollout.
- The introduction of a consistent operating model is one action that will support patients across NCL to have equitable access to care while services begin to come back online.



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Mental Health in North Central London

Camden and Islington NHS Foundation Trust

- Planning permission was last week approved by Islington Council's planning committee on Tuesday 23 June for a new, purpose-built mental health facility in Highgate.
- The new site will have five wards, a gym, dedicated activity spaces and a community café, and will replace the mental health inpatient wards at St Pancras Hospital which are ageing and no longer fit-for-purpose.
- As well as providing the best possible environment for patient recovery, the two hospitals at Highgate will work together as a single campus, for example, to improve the way that clinical cover is organised and how facilities are managed.
- Subject to approvals from NHS Improvement, the Department of Health and Social Care and HM Treasury, onsite construction will begin in winter 2020.