



North Central London
Clinical Commissioning Group

North Central London CCG

Staff Briefing

9 April 2020

Thank you!

Firstly, thank you to everyone for your ongoing, outstanding support throughout this challenging period. We are incredibly grateful for all the hard work, commitment and magnificent efforts our staff have demonstrated on the Covid-19 response. The impact of the COVID-19 outbreak continues to escalate and the response from all staff continues to be exceptional in these difficult circumstances.

EMT is meeting more regularly at the moment and we just wanted to pass on our incredible gratitude to all of you. We understand and appreciate the challenges that you're all facing in both your home lives and that working in new ways can cause additional stress.

On behalf of EMT and all of our colleagues across North Central London, we just wanted to say thank you.

Your dedication has been absolutely incredible so far and we couldn't be more proud of each and every one of you.

Support for all staff

Support for staff

We understand that the current unpredictable landscape across the country and indeed the world can result in uncertainty and anxiety.

We want to encourage all staff to please keep in close contact with your line manager or Director throughout this challenging time.

We have added some health and wellbeing guides to the intranet:

[General staff wellbeing guide](#)

[Looking after your mental health](#)

[Looking after your health and wellbeing](#)

[Managers guide to supporting staff.](#)

Employee Assistance Programme (EAP)

The EAP for all NCL CCGs' staff provides proactive, practical information and emotional support to help you to manage and reduce the impact of all of life's events, both at home and at work. The service is available 24/7 and is completely free and confidential.

What can you get?

- 24/7/365 access to telephone counsellors
- Manager support helpline
- Post-trauma critical incident support
- Legal, debt and practical life management helpline
- Online self-help EAP portal
- Day 1 intervention for stress manager referral
- Structured counselling over the phone, face to face or online
- Telephonic career coaching
- Stress management

Telephone: 0800 1116 387

For Manager Support: 0800 1116 385 (9.00am – 6.00pm, M – F)

To access your EAP Online: www.my-eap.com

Username: CSUwell

Wellbeing support

Unmind

Unmind is a mental health platform that empowers staff to proactively improve their mental health and wellbeing. Unmind is available free for all NHS staff until the end of December 2020.

How NHS staff can get access

Go to nhs.unmind.com/signup

Sign up with your NHS email address

Download the Unmind app from your appstore – your organisation name is ‘NHS’.

Headspace

Headspace is a science-backed app in mindfulness and meditation, providing unique tools and resources to help reduce stress, build resilience, and aid better sleep. They are offering free access to all NHS staff with an NHS email address until 31 December.

How to access Headspace

Go to: <https://www.headspace.com/nhs> and click ‘Sign up now’. Select clinical or non-clinical.

You will need to create a profile using your NHS email address.

Wellbeing support

Sleepio and Daylight (developed by Big Health) – access for free

Sleepio is an evidenced-based sleep improvement programme that is fully automated and highly personalised, using cognitive behavioural techniques to help improve poor sleep.

Daylight is a smartphone-based app that provides help to people experiencing symptoms of worry and anxiety, using evidence-based cognitive behavioural techniques, voice and animation.

How to access Sleepio

- Visit sleepio.com/redeem on your laptop or desktop computer.
- Enter redeem code NHS2020 and sign up for an account using your name and NHS email address.
- Complete the sleep test.

How to access Daylight

- Click on the following link: daylight.com/NHSaccess
- Answer a few short questions to tailor the programme to you.
- Sign up for an account using your name and email address.
- Download the Daylight smartphone app (search 'Daylight – Worry Less', available on both iPhone and Android).

Covid-19 updates

Information for our staff

- Information, including supporting staff during this critical period, will regularly be posted on our intranets so please check here regularly for updates.
- There are four different Covid-19 pages on the NCL CCG staff intranet.
 - Covid-19 latest information:
<https://intranet.northcentrallondonccg.nhs.uk/news/covid-19-updates.htm>
 - HR information:
<https://intranet.northcentrallondonccg.nhs.uk/news/covid-19-hr-information.htm>
 - Infection prevention and control:
<https://intranet.northcentrallondonccg.nhs.uk/news/infection-prevention-and-control.htm>
 - National guidance:
<https://intranet.northcentrallondonccg.nhs.uk/news/covid-19-national-updates.htm>

Planning Horizons for COVID response

Emergency response

Immediate actions to ensure system resilience and critical capacity is in place to minimise loss of life or loss in quality of care.

Sustained response

Ongoing activities to provide robust, high quality health and care services in a context of high demand.

Post response

Embedding ways of working that support improvements to health and care.

**Working in new ways
throughout the Covid-19
response**

Working in new ways...

We are working incredibly closely with Trusts, primary care, community care and local authorities.

This an amazing achievement and a huge step towards establishing an integrated care system across North Central London.

Many staff across our CCG are already working differently and undertaking new duties to support the CCG priorities aligned to Covid-19.

As the Covid-19 response continues, staff duties and priorities will be revised to ensure resource is allocated where it is needed most to support the system response.

As the need to continue to work flexibly evolves in the coming weeks, Line Managers and Directors will continue to discuss with staff any changes to priorities / activities.

The following slides summarise some of the ways staff may be asked to work differently.

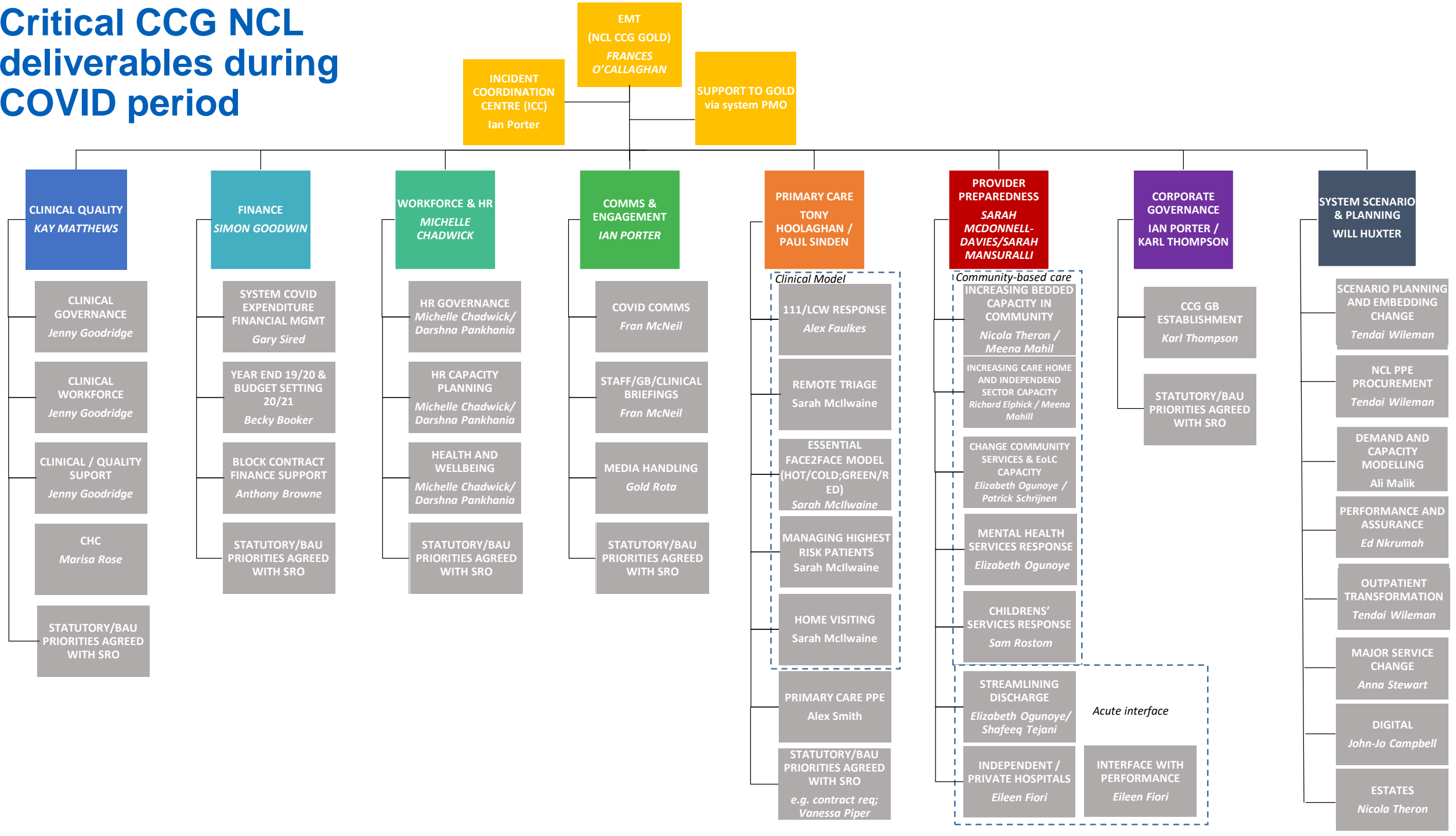
As always, do speak with your Line Manager or HR Business Lead with any immediate questions.

Consolidation of essential CCG business

Following guidance from NHS England, EMT has reviewed CCG BAU work that will be paused to free staff up to work on Covid-19 priorities. In summary:

- Our planned Governing Body and Committee meetings will be reviewed and only those deemed essential will take place, over video.
- Emergency decision making process to be confirmed by Governing Body at first meeting later this month.
- Deadlines for end-of-year finance requirements (preparation and audit of accounts) have been extended.
- Long term plan operational planning has been paused.
- Long term plan commitments around mental health, learning disabilities and autism, and cancer will be maintained.
- The Family and Friends test won't be reported to NHS E/I during this time.
- Some data collection requirements for NHS E/I and NHS Digital will be paused.
- CHC assessments will be paused.
- No new public consultations will take place, unless they are related to Covid-19.
- NMC and GMC revalidation has been postponed.

Critical CCG NCL deliverables during COVID period



EMT (NCL CCG GOLD)
FRANCES O'CALLAGHAN

INCIDENT COORDINATION CENTRE (ICC)
Ian Porter

SUPPORT TO GOLD via system PMO

CLINICAL QUALITY
KAY MATTHEWS

FINANCE
SIMON GOODWIN

WORKFORCE & HR
MICHELLE CHADWICK

COMMS & ENGAGEMENT
IAN PORTER

PRIMARY CARE
TONY HOOLAGHAN / PAUL SINDEN

PROVIDER PREPAREDNESS
SARAH MCDONNELL-DAVIES/SARAH MANSURALLI

CORPORATE GOVERNANCE
IAN PORTER / KARL THOMPSON

SYSTEM SCENARIO & PLANNING
WILL HUXTER

CLINICAL GOVERNANCE
Jenny Goodridge

SYSTEM COVID EXPENDITURE FINANCIAL MGMT
Gary Sired

HR GOVERNANCE
Michelle Chadwick/Darshna Pankhania

COVID COMMS
Fran McNeil

Clinical Model
111/LCW RESPONSE
Alex Faulkes

Community-based care
INCREASING BEDDED CAPACITY IN COMMUNITY
Nicola Theron / Meena Mahil

CCG GB ESTABLISHMENT
Karl Thompson

SCENARIO PLANNING AND EMBEDDING CHANGE
Tendai Wileman

CLINICAL WORKFORCE
Jenny Goodridge

YEAR END 19/20 & BUDGET SETTING 20/21
Becky Booker

HR CAPACITY PLANNING
Michelle Chadwick/Darshna Pankhania

STAFF/GB/CLINICAL BRIEFINGS
Fran McNeil

REMOTE TRIAGE
Sarah Mcllwaine

INCREASING CARE HOME AND INDEPENDENT SECTOR CAPACITY
Richard Elphick / Meena Mahil

STATUTORY/BAU PRIORITIES AGREED WITH SRO

NCL PPE PROCUREMENT
Tendai Wileman

CLINICAL / QUALITY SUPORT
Jenny Goodridge

BLOCK CONTRACT FINANCE SUPPORT
Anthony Browne

HEALTH AND WELLBEING
Michelle Chadwick/Darshna Pankhania

MEDIA HANDLING
Gold Rota

ESSENTIAL FACE2FACE MODEL (HOT/COLD;GREEN/RED)
Sarah Mcllwaine

CHANGE COMMUNITY SERVICES & EoLC CAPACITY
Elizabeth Ogunoye / Patrick Schrijnen

STATUTORY/BAU PRIORITIES AGREED WITH SRO

DEMAND AND CAPACITY MODELLING
Ali Malik

CHC
Marisa Rose

STATUTORY/BAU PRIORITIES AGREED WITH SRO

STATUTORY/BAU PRIORITIES AGREED WITH SRO

STATUTORY/BAU PRIORITIES AGREED WITH SRO

MANAGING HIGHEST RISK PATIENTS
Sarah Mcllwaine

MENTAL HEALTH SERVICES RESPONSE
Elizabeth Ogunoye

STATUTORY/BAU PRIORITIES AGREED WITH SRO

PERFORMANCE AND ASSURANCE
Ed Nkrumah

STATUTORY/BAU PRIORITIES AGREED WITH SRO

HOME VISITING
Sarah Mcllwaine

CHILDRENS' SERVICES RESPONSE
Sam Rostom

STATUTORY/BAU PRIORITIES AGREED WITH SRO

OUTPATIENT TRANSFORMATION
Tendai Wileman

PRIMARY CARE PPE
Alex Smith

STREAMLINING DISCHARGE
Elizabeth Ogunoye/Shafeeq Tejani

Acute interface

MAJOR SERVICE CHANGE
Anna Stewart

STATUTORY/BAU PRIORITIES AGREED WITH SRO
e.g. contract req; Vanessa Piper

INDEPENDENT / PRIVATE HOSPITALS
Eileen Fiori

INTERFACE WITH PERFORMANCE
Eileen Fiori

DIGITAL
John-Jo Campbell

ESTATES
Nicola Theron

NCL-wide response leads for deliverables

- Some CCG directors are leading on NCL-wide system deliverables. These time limited projects and deliverables will require members of staff to work with them in task and finish groups on particular tasks. They will act as system facilitators ensuring a system/partnership approach to the project, working with the SRO for particular areas.
- You may be asked to contribute to this work and asked to prioritise this for a period of time. Please talk to your line manager so you understand the requirement and ensuring you have the right support to do this.

Borough coordination of partnership working

- At a borough level, CCG directors of integration will be the senior point of coordination supporting the Executive Managing Directors. They will leading on the coordination of actions at a borough level for the CCG and realigning CCG capacity to system actions.
- Staff working in boroughs will need to work flexibly to support the actions required, such as helping with a single point of discharge or working differently with the councils and care homes.

Reassignment

- As the CCG stands down BAU to create capacity across the CCG, some staff will be asked to realign their priorities and focus to meet the demands of Covid-19 – including CCG Covid-19 workstreams and the Incident Coordination Centre (ICC).
- The EMT and Directors are currently mapping Covid-19 resource requirements to ensure effective focus on key issues.
- Once this has been completed, line managers will discuss in detail with their individual staff members any requirements for changing the current work activities to align with Covid-19 priorities.

7-day working rhythm

- Due to the level of demand required across the system, a number of CCG teams and Covid-19 workstreams are moving to a 7-day working pattern.
- To support staffing requirements across a number of disciplines, some members of staff may be asked to consider working their normal hours (e.g. 37.5) across 7 days instead of 5 days.
- Payment at an increased rate would be applied to Saturday and Sunday as “unsociable hours”, in accordance with the Agenda for Change terms and conditions of employment.
- For example: if you work 7.5hr days from Wed – Sun, you would be paid at your normal rate for Wed – Fri, increased rate for Sat – Sun, and would have 15 hours off the following week.
- Some staff may be asked to consider undertaking shifts outside normal working hours on week days too, covering an 8.00am – 2.00pm or 2.00pm – 8.00pm shift.

Bank holiday working

- We have looked to keep the number of staff working this Bank Holiday to a minimum. However, most of the NHS is working a normal 7-day week and some staff have kindly agreed to work over the Easter weekend.
- If you have been asked by your Director to work over the Bank Holiday, you will receive enhanced pay for these hours, in line with the Agenda for Change terms and conditions (normal time plus 60% and those hours in lieu to be taken off in the future).

Annual leave

- We encourage staff to continue to book annual leave throughout the Covid-19 response.
- This will be our new 'normal' for a while and it is important that everyone has sufficient time off work to remain healthy, both physically and mentally.

Appraisals

- Due to the level of demand and the hard work our staff are already undertaking to meet Covid-19 priorities, NHS England have given guidance that we can suspend appraisals.
- This means that the appraisal process can be conducted later this year.
- The CCG would like to assure our staff that there will be no adverse impact on any pay increments being applied as a result of this decision.
- Please contact the HR team if you would like to discuss your personal circumstances in more detail: islccg.nclworkforce@nhs.net

Changes to NHS services across NCL

GP bulletin and System briefing

We are keeping in touch with stakeholders via two key regular emails.

- GP Bulletin - twice weekly to all NCL practices
- NCL System Briefings – weekly to Providers, LAs, MPs, HOCS, HWBB, Healthwatch etc.

Both posted on CCG intranet – so staff can also keep up to date with changes and guidance: <https://intranet.northcentrallondonccg.nhs.uk/news/covid-19-updates.htm>

To include updates in these, please send **approved** information to: ncl.covid-19enquiries@nhs.net – clearly marked (e.g. FOR GP BULLETIN – see below)

Covid-19 Product	Deadline	Process to submit content
GP Bulletin – Tues and Fri	Mon 12 noon Thur 12 noon	Send to ICC inbox – email marked "FOR NCL GP BULLETIN"
System Briefing – Wed	Mon 5pm	Send to ICC inbox – email marked "FOR NCL SYSTEM BRIEFING"

Changes to hospital services

We are taking action to make sure the NHS is able to provide care to patients who are admitted to hospital because of coronavirus, and also to ensure patients with other urgent health problems get the treatment they need.

To do this, we are introducing some temporary changes to how patients may access hospital care, we may need to change some locations where care is provided.

This will help us make the best use of our hospitals and staff.

Changes to hospital services

Cancer services

We will continue to deliver urgent cancer services across North Central London, however, patients may be asked to go to a different hospital for a limited time. All urgent surgical procedures for cancer will be co-ordinated by a specialist 'Cancer Hub' led by The Royal Marsden and University College London Hospitals.

Urgent radiotherapy and chemotherapy will continue as planned but may be moved to a different hospital. The Royal National Orthopaedic Hospital will continue to provide a regional urgent sarcoma and national bone tumour service including paediatrics.

Patients who are referred by their GP for cancer investigations will still be assessed within 14 days.

If patients are currently receiving cancer care or have been referred for cancer investigations the relevant NHS trust will be in touch to explain what this means and if patients are worried they should contact their GP.

Changes to hospital services

Paediatric inpatient care

All inpatient paediatric patients from hospitals across NCL (University College London Hospitals, North Mid, Whittington Health and Royal Free London) are now being cared for at Great Ormond Street Hospital.

Trusts will be in touch with all patients and families who are affected by these changes and will provide all the support they need to ensure there is no disruption to their child's care

Paediatric emergency services

Local hospitals are working together so we can continue to give the best and safest care possible. The children and young people's emergency department at UCLH is being temporarily diverted to the Whittington Health NHS Trust. Anyone aged under 18 needing care for an accident or an emergency should go to the Whittington Hospital Emergency Department. London Ambulance Services have been informed of the need to divert paediatric A&E activity away from UCLH during this period.

Changes to hospital services

Trauma and minor injuries

Patients with minor injuries that can be treated by a GP or a minor injuries unit should not come to hospital emergency departments.

Patients with serious injuries that need specialist care should come to A&E and will receive treatment. If surgery or a hospital admission is needed the patient will be admitted to the Royal National Orthopaedic Hospital.

Changes to hospital services

Maternity services

All NHS trusts in across London are temporarily suspending home birth services to ensure trusts can continue to deliver safe maternity care to all women having a baby under their care.

In addition, maternity services at Edgware Birth Centre will be temporarily suspended. This suspension is likely to remain in place up to the end of August 2020, at which point it will be re-assessed to determine if it may need to be extended.

All NCL hospitals will directly contact any women who will be affected to explain what these changes will mean for them.

Other key system updates

Hospital visitors: we are not currently allowing visitors in NCL hospitals except under very exceptional circumstances. Visitors should contact the hospital ward or unit before travelling to the hospital.

Frontline staff testing service: NCL COVID-19 frontline staff testing service started last week and the wider NHS staff testing service also allocates tests for NCL staff every day. This will allow frontline staff to return to work sooner if they do not need to be self-isolating.

Personal Protective Equipment (PPE): Collective work across NCL is being carried out to support and improve the supply and distribution of PPE.

For queries, questions or information about PPE supplies, or to escalate PPE issues and shortages, contact the dedicated NCL email address: ncl.covidprocurement@nhs.net
To place orders for PPE contact: Vijaya Ravindran vijaya.ravindran@nhs.net

NCL CCG Channels

New website and intranet

New website and intranet launched last week. We had some teething problems with Direct Access, but all staff should now be able to access both sites.

IT will add the intranet as your homepage in due course. Please don't make requests as the IT team are stretched with so much home working. This will be resolved collectively as soon as possible, but this might be several weeks.

New North Central London CCG website:

<http://www.northcentrallondonccg.nhs.uk/>

Staff intranet:

<https://intranet.northcentrallondonccg.nhs.uk/>

Any requests for content additions or changes should be sent to:

nclccg.communications@nhs.net

New logo and templates

Logo

- The new NCL CCG logo has been finalised and is available on the Intranet.
- Please do not continue to use old borough CCG logos on any new documents
- There is information on the intranet about how to use the logo correctly.
- Please update your email auto signature in the correct format – see intranet for more information and an example:

<https://intranet.northcentrallondonccg.nhs.uk/toolkits/ncl-ccg-style-guide.htm>

Templates

- Templates will be available on the intranet next week – we will include a link to where in the newsletter next Friday. If you need letterhead before then, please contact nclccg.communications@nhs.net