



North Central London  
Clinical Commissioning Group

# Directorate Staff Briefing

4 November 2020

# In this week's briefing. . .

- System working in NCL – an update on our emerging ICS
- Finance update
- NCL Winter Plan
- NCL Flu vaccinations update
- Engaging our people forum
- HR and OD updates
- FAQs

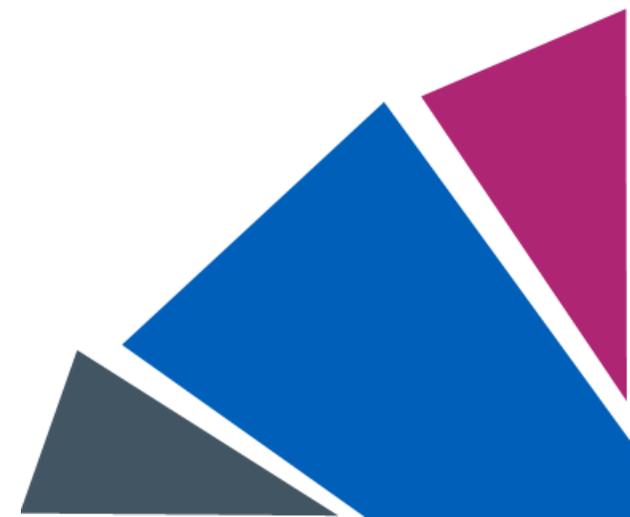


**NORTH LONDON PARTNERS**  
in health and care

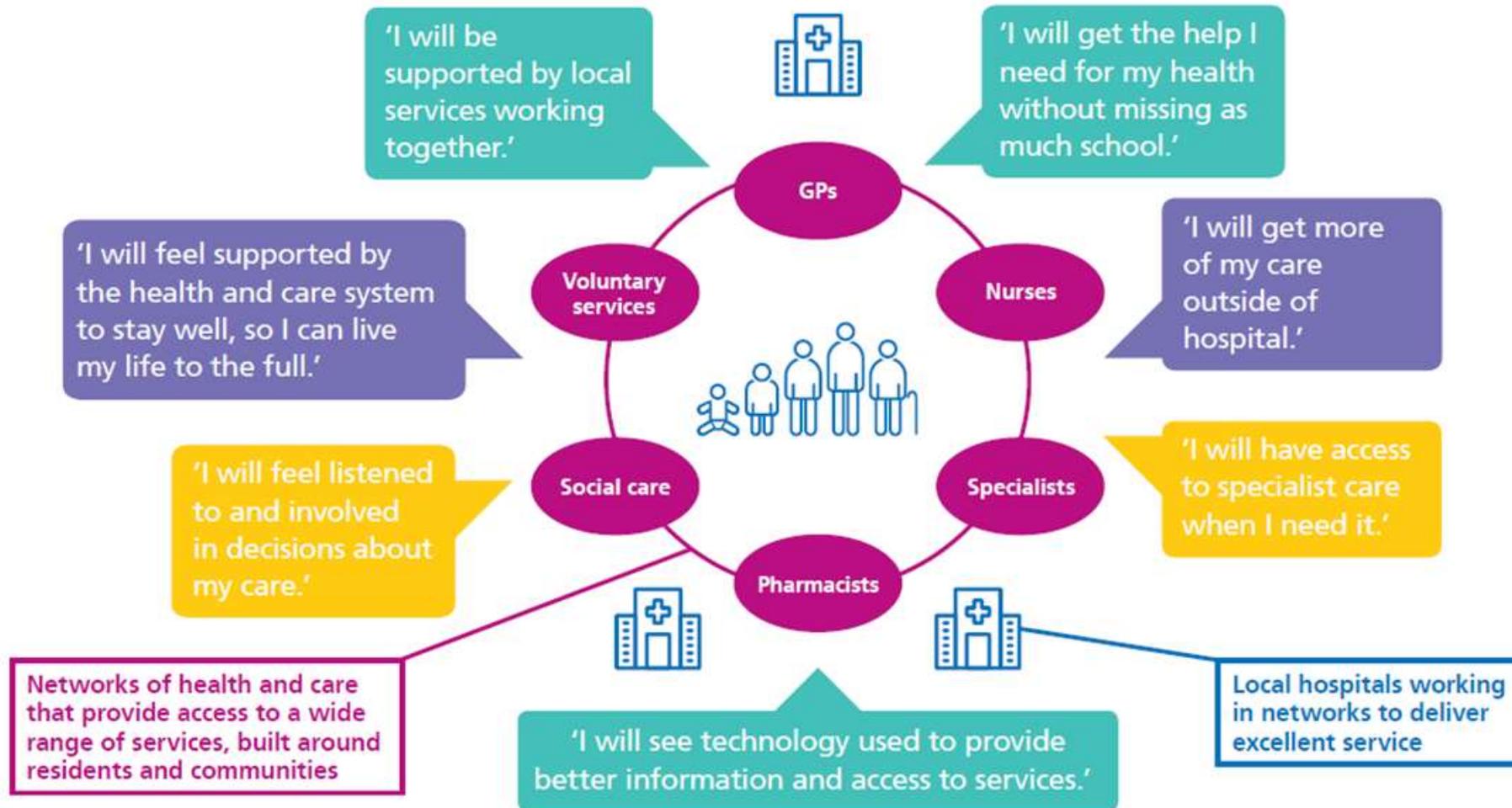


# System working in North Central London

Our emerging story



# Our vision for an integrated care system in NCL



# The foundations of our Integrated Care System

- NHS organisations and local councils are joining forces to coordinate services around the whole needs of each person. We want all our residents to live healthier lives and get the care and treatment they need, in the right place, at the right time.
- Our vision for integrated care is enabled by a focus on three key pillars which will represent a marked change in that we work together to plan, deliver, and monitor health and care services.
  1. **Tackling Health Inequalities** will make a measurable impact on health disparities by addressing the wider determinants of health and adopting ‘person and community-centred’ approaches in all that we do.
  2. **Whole-person Personalised Care** gives people choice and control over their mental and physical health, and means health and social care partners working together to deliver more person-centred care.
  3. **Population Health Management** allows our partnership to use data to design new models of proactive care and deliver improvements in health and wellbeing that makes best use of the collective resources.



# Our ambition and purpose is to improve lives

We are working to deliver improvements in outcomes for local people – through changes in the way we plan and deliver health and care services

The future success of our health and care system depends on the health and wellbeing of local people. We have made good progress in recent years but there are still too many health disparities and inequities within and between North Central London communities that prevent our residents getting the **same opportunities to start well, live well and age well.**

We know that, in particular, we have the need and the opportunity to improve children and young people's health. Focusing on public health and the quality of health and care services for children and young people means we can help **make a real difference to key determinants of good health such as reducing childhood obesity and increasing immunisation rates.**

We know that the economic climate impacts health. Poor health and care, in turn, affects individuals, their quality of life and their ability to contribute to the local economy. Health and care services and the staff and carers that work in them can impact and help break this cycle. This can help avoid urgent or long-term care for problems that could have been **identified earlier, managed better, or prevented altogether.**

**Our purpose is:** To improve outcomes and wellbeing, through delivering equality in health and care services for local people. **Supporting them to Start Well, Live Well and Age Well.** We also want to support the many local people who are employed by health and social care to **Work Well.**

**We will be guided by** a shared set of outcomes based objectives (an 'Outcomes Framework'), **setting out the difference we will make for the population in NCL** and how we will be monitoring that we are achieving our strategic aims.

# The way we organise ourselves in NCL

To deliver on these outcomes, North London Partners is organising itself within our health and care system across five key components:

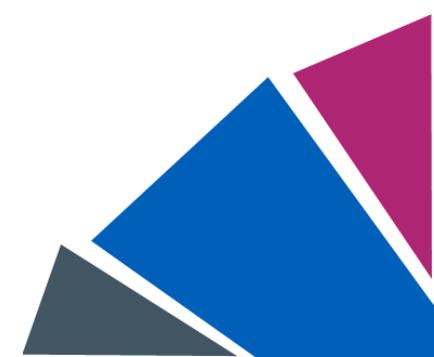
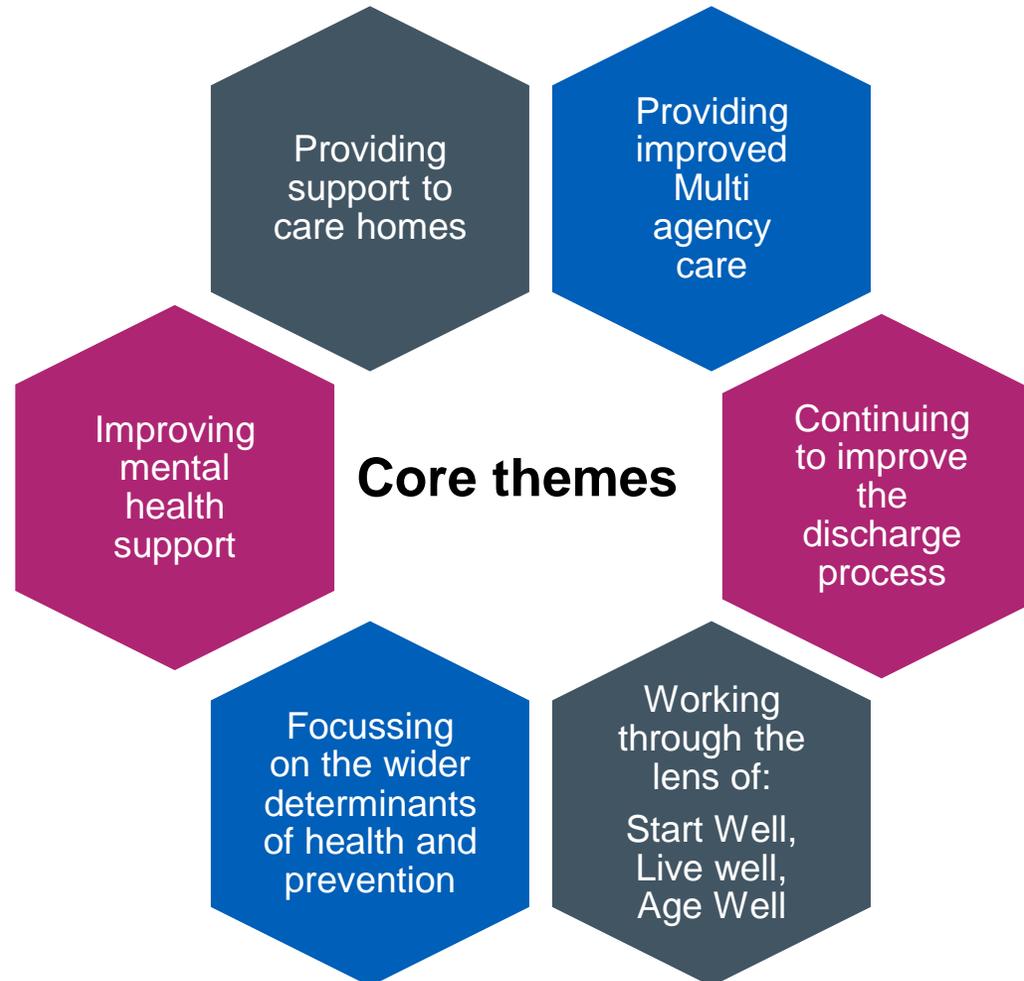
Transformation and change through ICS leadership	Strategic Commissioning (NCL CCG)	Integrated Care Partnerships	Networks	Providers working collaboratively
<p><b>Aims:</b>  <b>Leadership across NCL to transform ways of working across organisations</b> to improve the health and wellbeing of residents in North Central London. This will be through networks, programmes of work, and organisational development.</p>	<p><b>Aims:</b>            Assessment of <b>population needs and setting plans to prioritise resources to address these needs</b> in line with our priorities for local people.</p>	<p><b>Aims:</b>            Local <b>borough-based Partnerships that bring together local authorities, health and care services</b> including primary care, local community care, and the voluntary sector to deliver person-centred, community focused care.</p>	<p><b>Aims:</b>            Working in new ways to enable <b>greater provision of proactive, personalised, coordinated and more integrated health and care</b> for our communities across social care, primary care and hospitals. e.g. Primary Care Networks</p>	<p><b>Aims:</b>            Health and care providers, organising themselves through provider alliances to ensure that <b>high quality services are being provided for all.</b></p>

# Overview of priorities across NCL integrated care partnerships (ICPs)

- During the spring and summer, multi-agency working between CCGs, local authorities, providers and voluntary sector has become commonplace.
- As we moved past the emergency phase, attention has turned towards recovery and responding to the next stage and requirements set out nationally.
- Boroughs have been restarting partnership groups and meetings as part of their local ICP arrangements.
- Discussions are also emerging around what should be done at NCL level vs local level, subject to national and local planning.
- There is a high degree of consistency in core themes identified across the boroughs, as well as a range of priorities specific to local circumstances.



# Overview of priorities across NCL ICPs





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# Finance update

# Finance update

- The CCG continues to face significant financial pressures.
- Due to the pandemic, the financial regime for 2020/21 changed and the CCG is being fully funded for all cost pressures for the first six months of the financial year.
- The planning process is currently underway (and therefore subject to change) for October 2020 through to March 2021 and the estimated CCG position is a deficit of circa £27m.
- The CCG deficit forms part of the estimated NCL system deficit of circa £83.2m, compared to a target of breakeven.
- This is one of the most financially challenged positions in London and is due to a number of issues, the largest components of this are technical issues (issues with the way nationally derived system envelopes had been set outside of our control) (£54.2m), loss of private income to providers (£40.8m).

# Finance update

- The financial planning requirements for 2021/22 are not yet known but again this is expected to be highly challenging.
- In order to meet the financial challenge it is critical that the CCG, along with the NCL systems, deliver efficiencies to control and reduce costs.
- Planning has now started on 2021/22 efficiencies. This requires the CCG to look at all CCG controllable spend and identify cost reducing schemes.
- These schemes relate to expenditure that is directly managed and incurred by the CCG, for example CHC, Complex Care, Primary Care, Prescribing and Corporate Costs etc.
- Opportunities for system cost reductions are also being looked at as part of the system response.

## **2020/21 management cost reduction:**

- As previously published in the FAQs, a 20% MCR has been achieved for 2020/21 as part of the CCG merger.
- This includes efficiencies achieved through the restructure of the Governing Body (£1.2m), EMT and Directors (£0.4m).
- Due to Covid-19 there is no additional restructure savings target in 2020/21.

## **2021/22 corporate efficiencies:**

- We will need to deliver savings through corporate efficiencies in 2021/22
- A savings target of £5.2m (c.12.1%) of the CCG establishment (c.£43m) has been set.
- Our new structures are being developed to meet this target. The actual saving delivered will depend on the outcome of the consultation.
- The recent EMT structure has delivered £0.6m of this target (31% of the EMT budget) which then reduces this target to £4.6m (11%).



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# NCL Winter Plan

- Our approach to winter 2020/21 is predicated on local system management with Trusts and CCGs working with LA partners, community and mental health services, LAS and the voluntary sector.
- The five A&E Delivery Board (AEDB) plans take a system wide approach and incorporate all key elements of winter.
- The establishment of the NCL Urgent and Emergency Care (UEC) Restoration and Recovery programme oversees the development of winter planning.
- Winter planning will be reviewed through the wider NCL governance structure.
- Capital investment into NCL for UEC will further support delivery of safe emergency care during winter 2021.
- Delivery of the seasonal flu vaccination programme is being progressed.

# NCL Winter Plan

- NCL escalation process with executive and clinical oversight developed to support system coordination of surge plans and actions if/as required.
- Additional capacity and service changes in place this year to support a more robust response to winter pressures.
- All NCL hospital sites have active capacity protocols, which are regularly reviewed.
- Mutual aid actions continue for winter, building on plans in place for COVID-19.

# Changes in the NCL system for winter 2020/21

- Plans in place for additional acute beds – Barnet Hospital Modular Ward (35 beds) and the opening of UCLH Phase 4 (135 beds) – with associated revenue requirements.
- There will be 45 more community beds in NCL than last winter.
- Elective care capacity and clinical prioritisation process to stand up/stand down activity.
- Increased Rapid Response (Urgent Community Response) capacity to support increased admission avoidance in advance of winter 2020 and to meet anticipated increases in demand.
- Establishment of Integrated Discharge Teams ( IDTs) for each Acute hospital in line with the March 2020 guidance. We aim to ensure all IDTs are operating at maximum capacity for Winter demand and any additional pressures during the same period.

# Changes in the NCL system for winter 2020/21

- Investment in community models, crisis resolution home treatment teams and crisis alternatives to prevent admission. Funding for Mental Health Liaison teams based in Acute Trust EDs to increase flow and prevent admissions.
- Mental Health Crisis Assessment Centre (South of NCL) diverting patients from Emergency Departments.
- Mental Health 'Place of Safety' in place and will mitigate pressures in Emergency Departments.
- Stronger collaboration between mental health providers to maximise inpatient capacity.
- Better defined system escalation process and governance with Action Cards.



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# NCL Flu vaccinations update

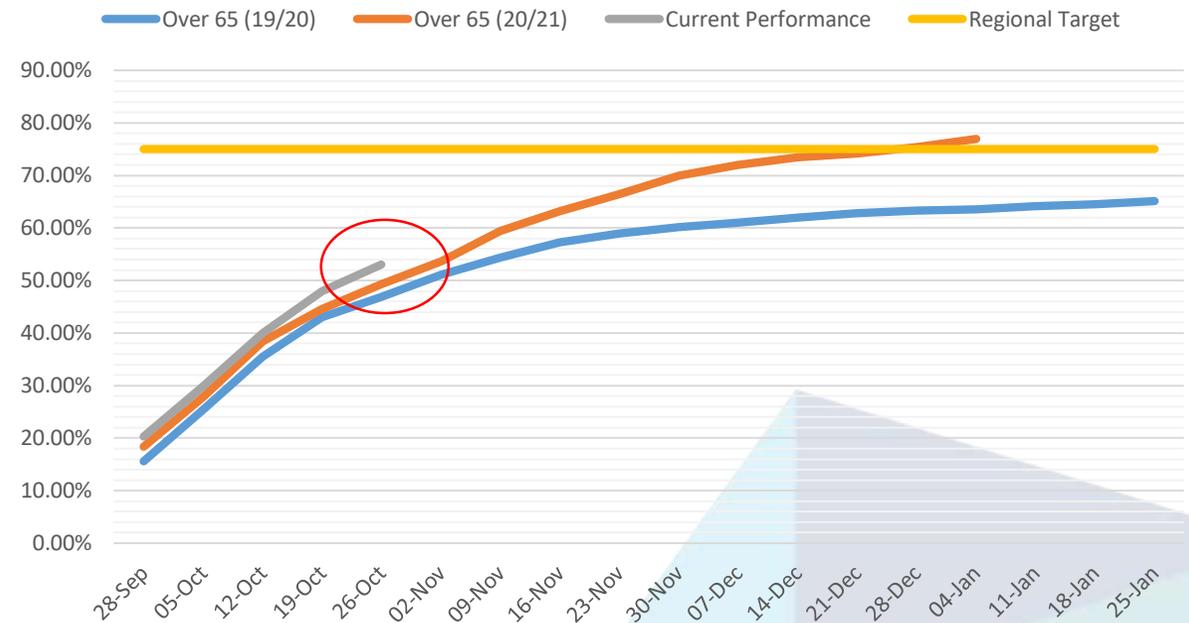
# NCL flu vaccinations programme

- This year is the largest influenza campaign ever undertaken across the country and we are asking for a concerted effort to significantly increase influenza vaccination coverage and achieve a minimum 75% uptake across all eligible groups.
- In order to achieve these incredibly ambitious targets, we introduced a number of new measures, including:
  - ✓ Working as a system to achieve these ambitious targets, with all providers playing a role in “Making Every Contact Count”.
  - ✓ Introducing an LCS in Barnet, Enfield and Haringey borough directorates, bringing them in line with local incentives offered in Camden and Islington.
  - ✓ Provide all primary care networks (PCNs) with infrastructure funding to support them to undertake what will be the largest vaccination programme in history.
  - ✓ Developed a HealthIntent dashboard to support delivery and address inequalities in our boroughs, specifically targeting those population groups who traditionally do not receive vaccinations, as well as those at greatest risk as a result of flu and COVID-19.
  - ✓ A communications and engagement plan that is designed to support North Central London residents to ‘Stay Well and Seek Help during winter’.
  - ✓ A vaccination programme that vaccinates NCL CCG staff, who are not eligible for a vaccine under the NHS E and I health and care workers scheme.

# NCL influenza performance

- Performance is ahead of the previous year across all boroughs based on Week 5 of the campaign last year and ahead of the planned trajectory.
- Our measures are having a positive effect on performance this year across the system and this has resulted in the best ever start to an influenza campaign and we are significantly ahead of our previous performance.
- There have been issues with vaccine stock supply which have now been resolved and stocks across the system are now being replenished.

## Over 65s

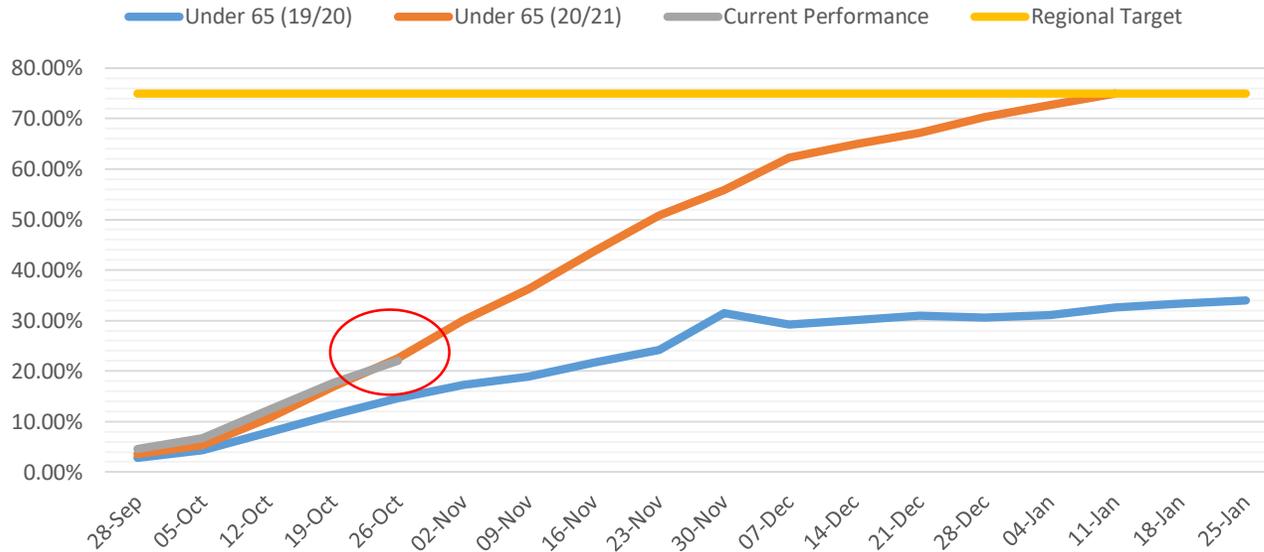


# NCL influenza performance

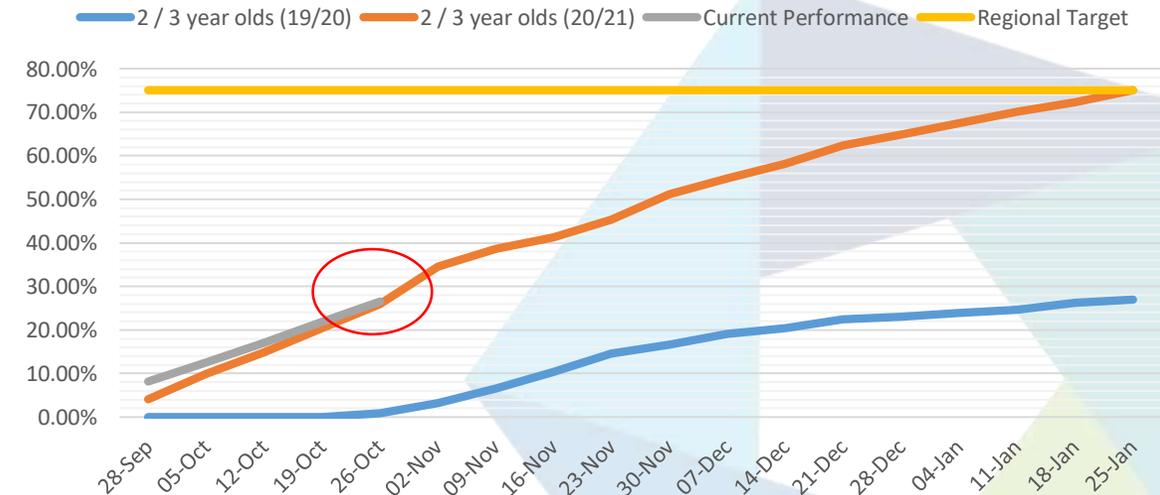


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## Under 65s

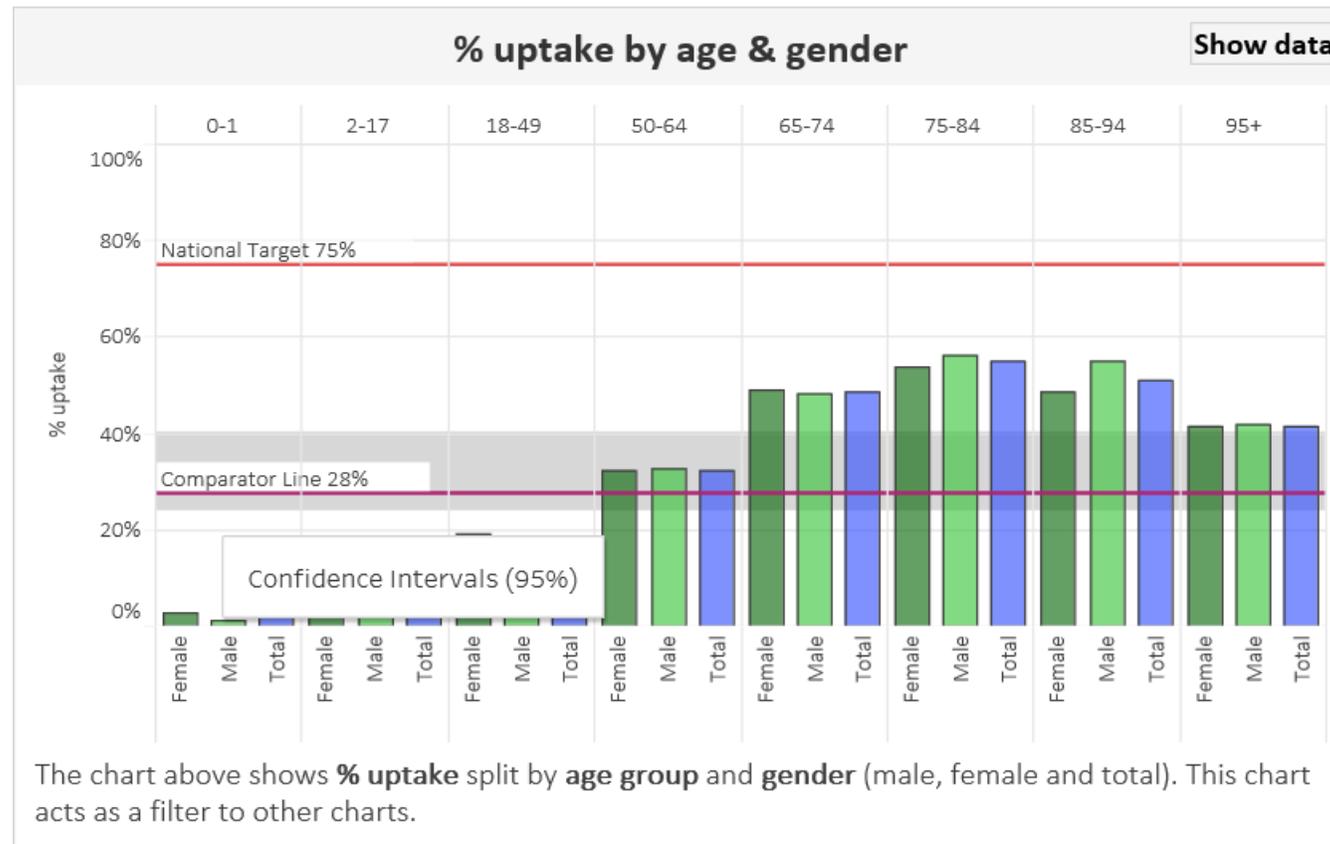


## 2 – 3 year olds



# NCL influenza performance – focus on inequalities across NCL

Through HealthIntent, we can now track our performance and have a real focus on Health Inequalities.



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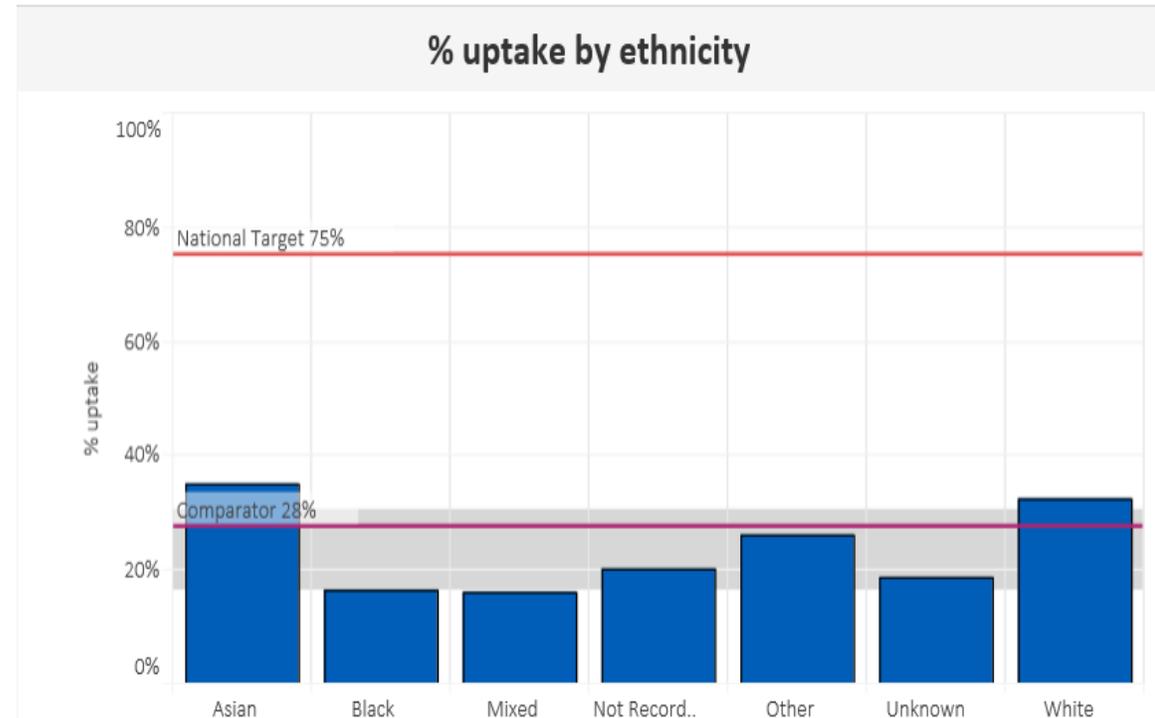
23.5% of Black, Asian or Minority Ethnic population vaccinated

Asian ethnicity has the highest uptake (35%)

22.3% uptake living in the most deprived quintile

Out of the Top 5 languages spoken, Greek has the highest uptake (40%)

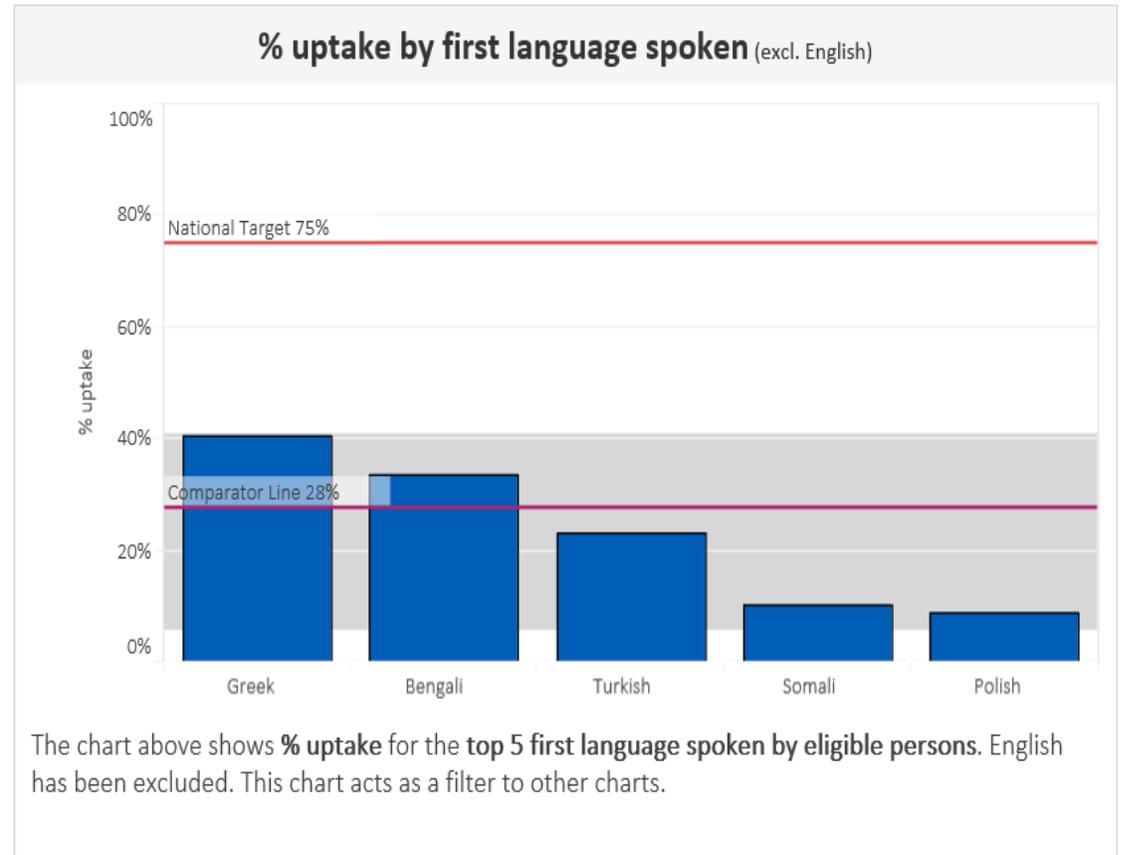
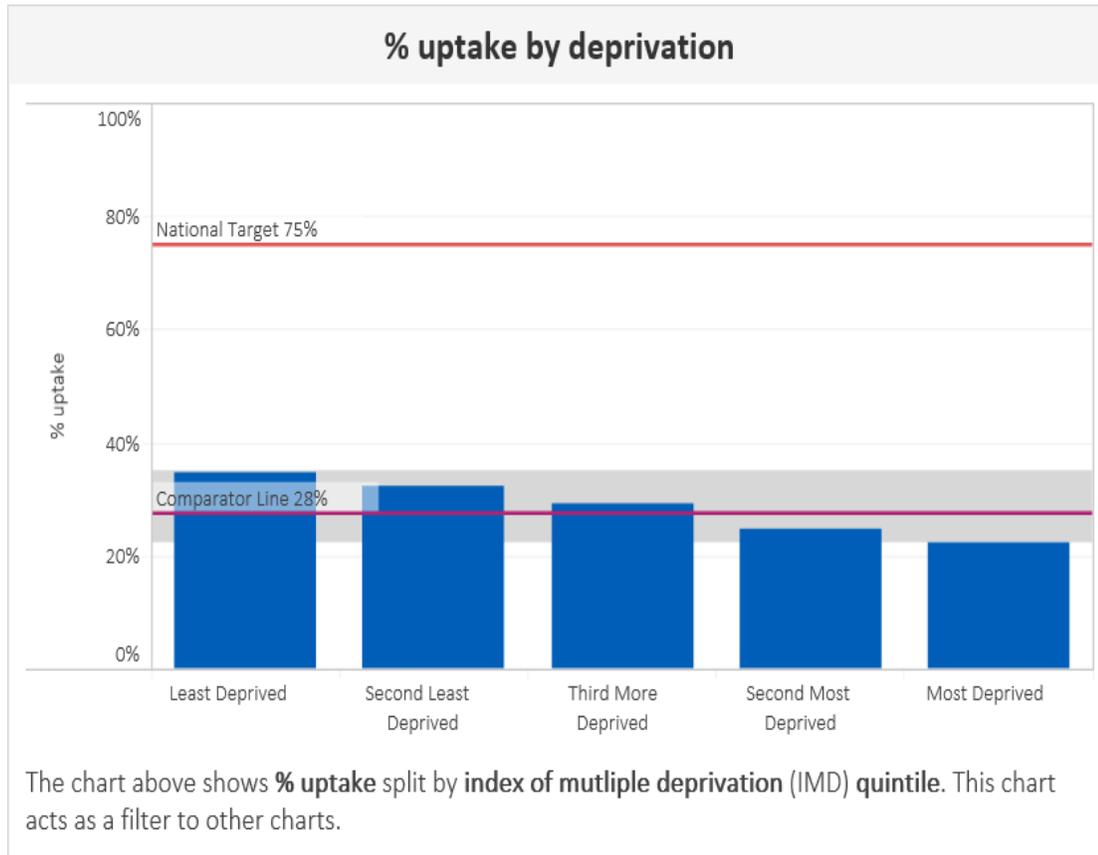
Out of the Top 5 languages spoken, Polish has the lowest uptake (9%)



The chart above shows % uptake split by ethnicity. To drill down select the + symbol which appears when hovering on the x axis. To return to the main category select - symbol which appears when hovering on the main categories. This chart acts as a filter to other charts.

# NCL influenza performance – focus on inequalities across NCL

Through HealthIntent, we can now track our performance and have a real focus on Health Inequalities.





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Engaging our  
people forum

# Engaging our people forum

- Following the merger of the five CCGs, NCL CCG has committed to the development of an Engaging our People Forum.
- The Forum will ensure effective engagement and involvement with our staff, that will support the development of a shared strategic direction.
- The Engaging our People Forum has been formed as a key component of the CCG's approach to Organisational Development (OD):
  - ✓ To contribute to the development and delivery of key HR and OD activities and serve as a vehicle to improve internal engagement with our staff.
  - ✓ Provide a platform to involve and engage employees across the CCG to contribute to key staff initiatives and ultimately, the success of the CCG.
  - ✓ Provide a platform for staff to provide their views and influence key initiatives that affect them at work will result in greater influence and in turn a more satisfied, engaged and motivated workforce.

# Engaging our people forum membership

Following an informal expression of interest process, staff representatives from each Directorate and staff side have been identified. The Engaging our People Forum is formed of the following representatives:

- Chair – Ian Porter, Executive Director of Corporate Services
- Clinical Quality (CHC) Representative – Alan 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

# Engaging our people forum activities

- The first meeting of the Engaging our People Forum will be held on 6 November 2020.
- The forum will develop a work programme that will support the CCG in the following areas:
  - ✓ Organisational approach to Health and Wellbeing (including a winter health and wellbeing programme)
  - ✓ CCG Events, including a CCG Christmas Event
  - ✓ Development of shared values across the CCG
  - ✓ Implementation of the Staff Survey Action Plans developed from staff feedback
  - ✓ Effective Line Management and Support
  - ✓ Approach to agile and flexible working
  - ✓ Appraisal discussions
  - ✓ Access to training and development
  - ✓ Adequate work environment (set up of work equipment and work space)
  - ✓ Ensuring that Equality, Diversity and Inclusion underpins the Forum's action planning and priority setting informed by the Staff Diversity Network Forum and the CCG's wider policy and strategy development on Equality, Diversity and Inclusion.
- Critical activities agreed by the networks will be incorporated into a forward planner.



# HR and OD updates

# Building resilience workshops

- Building resilience workshops were rolled out earlier this year and we received positive feedback from staff.
- As we near the commencement of the consultation period, and to support the wellbeing of our staff we will be rolling out virtual building resilience workshops.
- The areas that will be covered in the building resilience workshops will be as follows:
  - ✓ Understand what we mean when we talk about resilience
  - ✓ The changing landscape of the NHS and associated challenges
  - ✓ Identify the effects of stress on performance
  - ✓ Develop positive thinking habits
  - ✓ Learn how to condition thinking to focus on the positives
  - ✓ Understand how personality effects our reactions to pressure
  - ✓ Recognise the signs of emotional overload in self and others
  - ✓ Identify strategies for coping with pressured situations
  - ✓ Understand which areas of life require most resilience
  - ✓ Explore how change affects individuals
  - ✓ Identify potential reactions to change
  - ✓ Reflective Practice
  - ✓ Mental health and wellbeing

# Building resilience 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
10 November	9.30 – 11.30am	2.00 – 4.00pm
16 November	9.30 – 11.30am	2.00 – 4.00pm
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](mailto:nclccg.nclworkforce@nhs.net)

# Mandatory training

- Please take time to review your current training performance on your workforce account.
- There are a number of training modules that need to be completed annually and these can all be found in workforce.
- We are expecting an audit in the coming weeks of our overall performance against mandatory training requirements, so please do log in to workforce as soon as possible this week to determine if you have any outstanding training to complete.
- This includes:
  - Fire safety
  - Information governance
  - Safeguarding

# Mandatory training: Fire safety

- Multiple sessions up to the end of the current financial year have now been added to Workforce for those members of staff who need to complete the Fire Safety 'face-to-face' Training. These sessions will be facilitated by Gavin Clarke (Fire, Health & Safety Manager, NEL CSU) and will be run through MS Teams with a maximum attendance of 12 people per session.
- In addition to the basic fire safety information, the session will also cover health and safety topics such as home working, lone working and agile working.
- We encourage staff to proactively sign up for one of these sessions.
- A few days prior to the session, Gavin will send you a calendar invite with the MS Teams link.
- If you have any questions regarding Fire Safety training, please contact Marta Arias on [marta.arias@nhs.net](mailto:marta.arias@nhs.net).

# Mandatory training: Information Governance

- Thank you to everyone who has completed and returned their Declaration of Interest forms over the last couple of months; the staff register is now in a shape ready for inspection by our Internal Auditors, RSM.
- Only 60% of staff have completed Conflicts of Interest Training – this means around 170 members of staff need to refresh their learning.
- Please can all staff check their workforce account to refresh.
- It may be useful to take a screen shot as supporting evidence when any modules are completed, as sometimes the update does not always register on the system.
- If this happens, please inform Andrew Tillbrook or Karl Thompson.
- The deadline to complete Conflicts of Interest training is **Friday 6 November**.
- Please contact [Andrew.Tillbrook@nhs.net](mailto:Andrew.Tillbrook@nhs.net) or [Karl.Thompson@nhs.net](mailto:Karl.Thompson@nhs.net) if you have questions.

# Mandatory training: Safeguarding

- Safeguarding adults and children is everyone's business.
- Adults and children safeguarding training is mandatory for all CCG staff, including staff on fixed term contracts.
- Please ensure your safeguarding training is up to date.
- The training can also be accessed via Workforce.

# Winter wellness programme

- As we head into a second national lockdown it is more important than ever to stay connected and look after your own health and wellbeing.
- Our winter wellness programme has commenced and there is still opportunities for you to get involved.
- Knock-out FA CUP style team quiz
  - We are looking for teams of 4 from across the organisation to come together in a weekly quiz (held at lunchtimes). The first knock out round will be held later this month.
  - You can submit your team up to next Friday 13 November by emailing Ami Antilla: [amina.antilla@nhs.net](mailto:amina.antilla@nhs.net).
- Keep Active Week
  - 7 days. Directorate against Directorate.
  - Which Directorate is most active? Who will be crowned Champion?
  - Get ready to get active!
  - More details to follow soon.

# Winter wellness programme

- Weekly mindfulness sessions
  - These sessions, held every Friday, have already commenced and we have had some great feedback already.
  - Suitable for all levels of experience, they are conducted over Teams and are a great way to start your Friday!
  - Email [nclccg.communications@nhs.net](mailto:nclccg.communications@nhs.net) if you don't already have the MS Teams invite in your diary.
- Yoga sessions
  - Set to commence soon, online Yoga sessions will be held over MS Teams by Lizzie Stimson from the Comms and Engagement team.
  - Lizzie is an experienced yoga instructor and people with all levels of experience are invited to attend.
  - Dates will be confirmed and shared via the staff newsletter and intranet soon!



# Frequently asked questions (FAQs)

# Frequently Asked Questions (FAQs)

- The FAQ document on the staff intranet has been updated this week.
- We have set up a brand new page to host the most up to date document:

<https://intranet.northcentrallondonccg.nhs.uk/working/ncl-change-programme/frequently-asked-questions-faqs.htm>

- New questions / answers that have arisen are shaded in grey.
- Questions that came up in the Directorate briefings last fortnight are covered on the following slides.

# Frequently Asked Questions (FAQs)

## **Will more staff networks be established?**

Currently there is no plan to set up additional staff networks. However, if anyone volunteers to set up and run a staff network, then it may be considered.

## **What is the relationship between the staff networks and the People board?**

The networks are CCG based support and safe space for staff to share lived experiences, raise issues and advise the organisation on discrimination and inclusion matters. Whereas the People Board is a multi-agency strategic partnership group working on wider workforce issues facing the health and social care sectors.

## **Who is/are the EMT lead(s) for these networks and the governing body members with responsibility for "actioning" their work?**

Ian Porter is the EMT SRO and Arnold Palmer is the Chair of the Diversity and Inclusion Steering Group and GB Lay Member.

# Frequently Asked Questions (FAQs)

**Can the various networks/committees members and their papers please be shared on the intranet?**

Some documents and information will be share on the intranet by individual networks including meeting dates, terms of reference, events, useful and educational information.

**Will BAME staff assist in recruitment panels?**

This is one of the actions that is currently under discussion with the Network and HR.

**Are there plans for the CCG to share and publish progress against the WRES?**

The WRES report will be made available on the CCG website.