



North Central London
Clinical Commissioning Group

Staff Briefing Thursday 27 August 2020



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NCL CCG operating model development

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- There have been a range of opportunities made available across directorates over the last few weeks.
- Thank you to all staff who have been participating in these sessions and providing feedback that has been captured and also fed back directly.
- Please continue to share feedback via these sessions, your team meetings and regular one-to-ones.
- All feedback should be captured and shared via the central inbox (nclchangeprogrammes@nhs.net) or [the online questionnaire](#).
- Feedback will be accepted until Friday 4 September and reviewed the following week.

NCL CCG operating model development

- Two NCL-wide sessions have been scheduled for those staff wanting to participate in a wider discussion and feedback session.
- These sessions will be on a first come, first served basis.
- The two sessions will be held on:
 - Wednesday 2 September, 9.00am – 10.00am
 - Thursday 3 September, 2.30pm – 3.30pm
- Register for these sessions via email: ncfchangeprogrammes@nhs.net.
- Please specify which session you would like to attend (if you're available for both, please highlight this in your email as there are limited spaces).
- MS Teams invites will be circulated prior to the session.



Transition to new EMT structure

Transition to new EMT structure

- The new EMT structure comes into place from next week – 1 September.
- Borough teams will be supported by Paul Sinden as Chief Operating Officer (COO) and Sarah McDonnell-Davies as Executive Director of Borough Partnerships.
- We are working on transition plans at present focused on practical questions including:
 - how we will run DMTs
 - Borough specific meetings
 - all staff briefings
 - work with GB, GPs and clinical leads
 - covering meetings with key stakeholders (HWBBs, HASCs, ICP etc)
 - Oracle approvals.

Transition to new EMT structure

- There will be some changes to line management for direct reports to EMT members, but for most staff there will be no change.
- Paul and Sarah are working together and with MDs – including of course Tony Hoolaghan who retires in September – to support a smooth transition.
- Communications are being drafted to key stakeholders about the transition.
- Initial meetings with Council senior leaders have been booked for Frances and Paul/Sarah.
- Q3 will be a transition so bear with us and with business support colleagues as we work it through.
- We will provide more information in due course. Do get in touch with Paul and Sarah should you have any questions or key points you would like to highlight.



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Clinical lead update

Clinical leads update

- A range of Clinical Lead roles are agreed annually to support the delivery of the CCG's priorities for the year. A recruitment and selection process was undertaken in March as part of the transition to the new single NCL CCG.
- The majority of the roles for 2020/21 were recruited to at this time, however a number remained vacant. We have now completed the second round of recruitment and confirm we have finalised appointments for almost all of the vacancies.
- We are delighted to welcome a number of new clinical leaders who are joining the CCG as a result. We will continue to explore options for filling the remaining vacant roles.

Clinical leads update

New clinical leads appointed

Role	Appointed Clinical Lead
NCL Mental Health Lead	Jasmin Malik
Borough Digital Transformation Clinical Lead: Barnet*	TBC*
Borough Last Phase of Life Clinical Lead: Camden	Jonathan Sheldon
Borough Integrated care Clinical Lead: Camden	Sarah Morgan
Borough Frailty, Dementia and Community Services Clinical Lead: Enfield	Abirame Sambasivan
Borough Integrated care Clinical Lead: Enfield	Hetul Shah
Borough Medicines Optimisation Clinical Lead: Haringey	Johan Byran
Borough Pathway Redesign/Implementation Clinical Lead: Haringey	Johan Byran
Borough Clinical Lead for Domestic Violence: Haringey	Julie Thomas
Borough Children and Young People Clinical Lead: Islington	Isobel El-Shanawany
Borough Mental Health Clinical Lead: Islington	John McGrath
Borough Adults / LTCs / Prevention Clinical Lead: Islington	Karl Roberts
Borough Urgent & Emergency Care Clinical Lead: Islington	Eugene O'Connor
Borough Pathway Redesign/Implementation Clinical Lead: Islington	Foluso Oluwajana

**Tal Helbitz in post on interim basis until 30 September*



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Covid-19 Phase 3 response

Covid-19 Phase 3 response

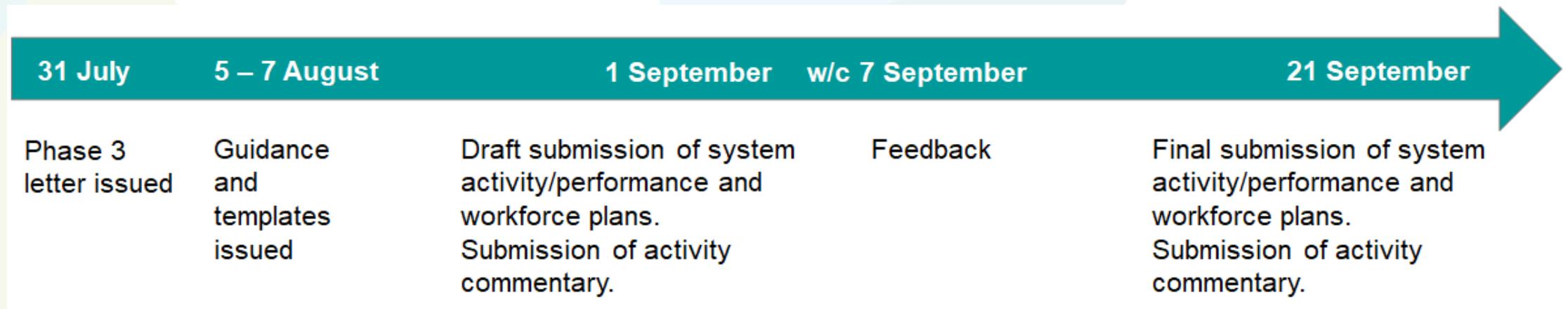
- At the end of July, NHS England and Improvement shared a letter from Sir Simon Stevens and Amanda Pritchard, outlining the next phase of recovery and response to Covid-19.
- The letter sets out priorities for the next phase of recovery. These are:
 - Accelerating the return to near-normal levels of non-Covid health services, making full use of the capacity available in the ‘window of opportunity’ between now and winter.
 - Preparation for winter demand pressures, alongside continuing vigilance in light of further probable Covid spikes locally and possibly nationally.
 - Doing the above in a way that takes account of lessons learned during the first Covid peak; locks in beneficial changes; and explicitly tackles fundamental challenges including: support for our staff, and action on inequalities and prevention.

Covid-19 Phase 3 response

- NCL is expected to develop a response as a system covering the key actions set out in the letter, with a draft summary plan expected by 1 September, and a more detailed final plan using the templates provided by 21 September.
- Where possible, these plans will build on existing recovery plans and in most cases will require a refresh of the activity and performance submissions for our Operating Plan made prior to the Covid-19 pandemic response.
- The following principles will guide our system response:
 - ✓ Everything we do through this process has a positive benefit for our system / residents / patients as well as meeting requirements for NHSE/I.
 - ✓ We put the resident / patient view at the forefront all our plans.
 - ✓ Where possible, we draw on / point to existing work and only carry out additional work where this is required.

Covid-19 Phase 3 response

- NCL Gold agreed that there would be a single coordinated approach to developing an NCL System Plan for Phase 3, led by Will Huxter, Executive Director of Strategy.
- To support a system response, there will be an overarching NCL action plan with system leads assigned to each area.
- Work is underway to meet the below timeline and with many CCG staff supporting the response.





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NCL paediatric services review

NCL paediatric services review

- In response to the COVID-19 pandemic, temporary changes were made to children and young people's services across north central London (NCL) to ensure that patients received the very best care.
- To make sure we can continue to provide the best care possible throughout the winter and are prepared for a potential second surge in COVID-19 cases, a review of children and young people's services across NCL has been taking place.
- The review concluded that staffing levels are a challenge to being able to maintain safe and resilient services for children and young people and has recommended bringing together a smaller number of emergency departments and inpatient units.
- Temporary changes (to April 2021) will be implemented following the review.

NCL paediatric services review

In the coming weeks the following temporary changes will be made to children and young people's services across NCL:

- Barnet Hospital emergency department and inpatient unit will reopen on Monday 24 August, including child and adolescent mental health services crisis support.
- Royal Free Hospital emergency department and inpatient unit will be closed.
- Whittington Health emergency department and inpatient unit will be expanded.
- Great Ormond Street Hospital will provide an enhanced role for elective inpatient services and some – but not all – day surgery, building on existing arrangements.
- The emergency department and inpatient unit at North Middlesex University Hospital will remain open.
- University College London Hospitals will continue to provide specialist inpatient and day case services, including cancer haemato-oncology and complex adolescents.
- The UCLH children and young people's emergency department will remain closed over winter.

NCL paediatric services review

- The proposals have been agreed by the senior and clinical leadership of NCL and NHS England and Improvement London.
- A group of senior operational and clinical leads from across NCL are working together on implementation plans.
- We are in the process of talking to all staff affected and continuing to work on some pathways which remain unresolved.
- These changes are likely to be implemented in the next month and we will of course keep you updated.
- Other stakeholders including patients, the public and key partners will be also informed as the implementation schedule is finalised.
- These changes are temporary and will be in place until April 2021 and evaluated throughout this period.



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ICS leadership team

ICS leadership team

- As part of continuing our development of the ICS for NCL, an ICS leadership team is being established. The remit of the team is to:
 - ✓ Continue to ensure that Major Incident Gold ICS decision-making processes are in place to ensure the operational incident response to Covid-19 level 3 major incident is running effectively.
 - ✓ Make the decisions required to be made at ICS level to re set health and care services in line with planning guidance 'The Journey to a New NHS'.
 - ✓ Oversee the refresh of the STP Long Term Plan response and the system financial plan, and the co-production of refreshing the ICS vision and strategy.
 - ✓ Approve the establishment and objectives of ICS projects and programmes.
 - ✓ Oversee and assure the delivery of programme objectives.

ICS leadership team

- The membership of the leadership team will evolve in response to circumstances, with formal review every six months.
- A number of members of the leadership team are well known to staff:
 - Rob Hurd, ICS lead
 - Frances O’Callaghan, NCL CCG Accountable Officer
 - Dr Jo Sauvage, NCL CCG Chair and medical lead
 - Will Huxter, Executive Director of Strategy.
- The leadership team will align with other elements of ICS design that are ongoing, including developing Strategic Commissioning, the potential provider alliance, and local borough-based Integrated Care Partnerships.
- We are keen to promote diversity on the team, and to have members who are drawn from a range of organisations.

ICS leadership team

The Gold/ICS roles filled to date for the next phase ahead are:

- **Finance:** Tim Jaggard, Chief Financial Officer at UCLH
- **Community:** Siobhan Harrington, CEO at Whittington Health
- **Care settings and adult social care:** Zina Etheridge, Chief Executive at London Borough of Haringey
- **Mental Health:** Jinjer Kandola, CEO at Barnet, Enfield and Haringey NHS Trust
- **Corporate:** Maria Kane, CEO NMUH
- **COVID Gold support:** Kate Slemeck, Royal Free
- **Urgent and Emergency Care:** Kate Slemeck, Royal Free
- **Workforce:** David Grantham, Royal Free
- **Lead Nurse:** Chris Caldwell, Director of Nursing at the Tavistock & Portman NHS Foundation Trust

Several leadership roles are in the process of being filled:

- Children and Young People, and Maternity
- Planned Care
- Innovation, digital and new landscapes of care



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HR updates

Appraisals

- Last week, all staff were sent an update on the appraisals process for 2020/21 in light of the interruptions resulting from our collective Covid-19 response.
- Key dates for this year's approach to appraisals is as follows:
 - **August – October 2020:** informal review discussions – short-medium term objectives/priorities
 - **November 2020 – March 2021:** ongoing review and conversations
 - **April – May 2021:** appraisal meeting – end-of-year review/setting objectives for the year ahead.
- Full details about appraisals for this year [can be found here](#).

Appraisals

- Appraisal drop-in sessions have been scheduled to support managers and staff to have effective appraisal conversations.

Date	Time
Wednesday 2 September 2020	9.30am – 11.00am
Wednesday 9 September 2020	3.30pm – 5.00pm
Wednesday 16 September 2020	11.00am – 12.30pm
Thursday 17 September 2020	2.00pm – 3.30pm
Thursday 24 September 2020	2.00pm – 3.30pm
Friday 2 October 2020	10.00am – 11.30am

- If you would like to attend one of the above briefings, please email islccg.nclworkforce@nhs.net

Working arrangements survey

- Thank you to all staff that have already taken time to complete the Working arrangements survey. We have had more than 300 responses to date.
- This has been extended to COP Friday so if you haven't yet had a chance to complete it, please do so before the end of the week.
- [You can access the survey here.](#)

Change programme FAQs

- The change programme FAQs have been updated to provide answers to questions that have arisen since the announcement of the outcome of the recent EMT consultation and timeline for the future staff consultation.
- The FAQs can be found on the [staff intranet](#).