

## North Central London ICB CIC Provider Newsletter – February 2023

# Welcome to the February edition of the NCL Integrated Care Board Complex Individualised Commissioning (CIC) Team newsletter

#### This month's busy newsletter – at a glance!

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#### Your celebrations and promotions

Whilst we are keen to share our news with you, we would really welcome your good news, feedback, details of any events you are holding and would like others to know about, any success stories etc. Your contributions to the monthly newsletter will help make it informative, celebratory and as interesting as possible.

Please send your articles and news to us via email: <a href="nclicb.cicprovidercontracts@nhs.net">nclicb.cicprovidercontracts@nhs.net</a> or <a href="nclicb.chcinvoice-queries@nhs.net">nclicb.chcinvoice-queries@nhs.net</a>

#### **Invoice team update**

In addition to processing thousands of client payments via schedules each month, the invoice team receives approx. 900 new individual and consolidated invoices per month from our providers. As we validate and process the new ones, we continue to resolve queries against the aged invoices. In some cases, invoices are considered as 'duplicates', and occurs where providers submit individual invoices but are already paid for those clients via CHC and FNC schedules each month.

The team is planning to undertake an invoice ledger cleanse in time for the new financial year. We hope our providers will help with this cleanse by sending 'statements of account' to your account manager in the next week or so. This will ensure that the invoices on our ledger match what you have as outstanding on your ledger.

Once your account manager has conducted a 'statement reconciliation', it will help us to agree the balance that our ledger says we owe you, with yours, and we can request copies of any missing invoices.

An NCL template is used, if you don't have a copy, please contact your account manager or email our invoice queries mailbox: nclicb.chcinvoice-queries@nhs.net

#### **Billing information**

Please remember to send all invoice queries to the below email address to ensure a prompt response:

nclicb.chcinvoice-queries@nhs.net

Billing address for invoices:

NHS NORTH CENTRAL LONDON ICB
QMJ PAYABLES N155
PHOENIX HOUSE
TOPCLIFFE LANE
WAKEFIELD, WEST YORKSHIRE
WF3 1WE



The **billing address** must be clear on all invoices when submitting to SBS or via Tradeshift. If you know the name of your Account Manager, you can also add:

FAO: xxxxxxx xxxxxxx (Account Manager)

Any supporting backing data/timesheets etc. should be emailed to your Account Manager or the generic invoice team email address.

Invoices naming the legacy organisation (NCL CCG), using old payables code or any other invalid billing element, will be rejected by SBS.

Please also ensure that your invoices **do not include any PID** (patient identifiable data) as SBS will reject this invoice. If you would like a reminder of the do's and don'ts of PID, please contact us with your questions, or request a copy of the presentation slides we shared at a prior provider workshop.

If you are concerned that your invoices may have been mislaid, and if they were sent to SBS, please email SBS to raise your uploading /missing invoice enquiries: <a href="mailto:sbs.apinvoicing@nhs.net">sbs.apinvoicing@nhs.net</a>

If you have any queries relating to **Trade-shift** please contact Trade-shift directly on:

Tel: **0303 123 1177** 

#### Payment Dates - February 2023

		Expected Bank Acct Clearance (allow up to 5 working days)			
Pay Run Date	Day	Date	Day	Type of payment	
02/02/2023	Thu	09/02/2023	Thu	Individual invoices	
07/02/2023	Tue	14/02/2023	Tue	Dom Care Consolidated Invoice Payments	
10/02/2023	Fri	17/02/2023	Fri	Scheduled payments for Jan Activity – CHC & FNC	
14/02/2023	Tue	21/02/2023	Tue	Individual invoices	
16/02/2023	Thu	21/02/2023	Tue	Dom Care Consolidated Invoice Payments	
21/02/2023	Tue	24/02/2023	Fri	Individual invoices	
23/02/2023	Thu	02/03/2023	Thu	PHB Payments	
28/02/2023	Tue	07/03/2023	Tue	Individual invoices	



#### PHB team update

The PHB team in the Complex Individualised Commissioning (CIC) Directorate has received the green light to begin planning the Co-production PHB Procurement Framework. The objective of the PHB Procurement Framework, which will resemble a service directory, is to support ICB service users to have the confidence to take up a Direct Payment and choose a PHB support service provider to work with to assist them to organise, manage and sustain it, long-term. We anticipate that the Framework will have a range of providers who have tendered to feature on it to deliver a variety of PHB support services, which currently represents a gap in the NCL ICB PHB local delivery offer.

At this stage, we are unable to inform you of timescales for the procurement, because we are in the process of recruiting lived experience members who have the first-hand experience of receiving and managing a PHB, Social Care Direct Payment or Integrated Budget, to volunteer to co-produce the project. Service user workshops will be held with the ICB, enabling lived experience members and ICB service users to shape and influence the procurement and the types of services that will feature.

Once we have more information about the tender, we will present at the spring 2023 provider dropin session.

Any queries concerning this project, please feel free to contact the PHB Team on: nclicb.personalhealthbudgets@nhs.net. Thank you.

#### **Lived Experience Volunteers**

NCL ICB is recruiting Lived Experience members to volunteer on its Co-production PHB Procurement Framework project.

We are keen to attract people and carers/representatives who have lived experience of receiving and managing a PHB, adult social care direct payment or integrated budget.

Please circulate the attached advert and role profile for the Lived Experience role to circulate to all interested persons.

Please note the deadline for submission of applications is 5pm on 13 February 2023.

All responses to the advert and /or queries should be sent to the PHB mailbox nclicb.personalhealthbudgets@nhs.net





#### **Opportunity for Personal Health Budget Lived Experience Members**

Are you an individual, carer, parent or representative with lived experience of receiving or supporting someone to manage their Personal Health Budget (PHB), Social Care Direct Payment or Integrated Budget?

Are you interested in supporting other people to take up a PHB to have a better quality of life, flexibility, choice and control about how their care and support is received and health outcomes are achieved?

If so, would you like to volunteer as a Lived
Experience Member and join the Lived Experience



Group? This is a small working group created to shape and influence the development of a person-centred PHB project for NHS North Central London Integrated Care Board (NCL ICB).

If you are interested in being a Lived Experience Member, please request the role description and summary of responsibilities by emailing:
<a href="mailto:ncircle-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-response-re

Deadline for applications is: Monday 13 February 2023 at 12pm.

#### Requirements for the Lived Experience Member

#### **About the Lived Experience Group**

- We are recruiting between 6 and 8 Lived Experience Members.
- The Lived Experience Group meetings will be made up of Lived Experience Members, PHB Programme Manager, PHB Officer and NCL ICB staff.
- You will need to have lived experience of receiving or supporting someone to manage a PHB, Social Care Direct Payment or Integrated Budget.

#### What NCL ICB will offer you in return

- £150 cash payment or gift voucher every two months.
- Travel and carer costs reimbursed for attendance at meetings and project activities.
- Support to develop leadership, influencing and decision-making skills.
- Opportunity to become a Peer Leader, through completing a Peer Leadership self-development programme, with mentoring support.



#### **Time commitment required by Lived Experience Members**

- Approximately 10 hours each month however this may increase during the peak of the project.
- The PHB project will run for approximately 9 months.
- The length of meetings are between 90 minutes and 2 hours; most meetings will be held via MS Teams, so you must have access to a computer with internet.
- Training will be provided and must be completed to fulfil the role.

#### Provider drop-in session timetable

Our provider drop-in sessions are held fortnightly, with guest speakers presenting on a variety of topics. We highly recommend you attend or nominate a deputy to attend. The sessions provide further insight on invoice and commissioning management plus various projects and programmes that we are currently undertaking as an organisation that may impact on how we work with you as providers, to deliver the best care across NCL.

By attending, you will an opportunity to raise any questions you may have, directly with our team members.

#### **Next provider drop-in session**

Wednesday 08 February 2023, 4pm

Mental Health Team

**Section 117 Aftercare Funding Section 117 Aftercare Funding** 

Click here to join the meeting

#### Followed by:

_	Date	Time	Topic
	22-02-2023	4:00pm – 4:30pm	Finance Team
			Finance Year End Approach

#### NCL Joint Complex Care Home Programme - Care Home Coproduction Group

Thank you for your continued support to our care home colleagues who attended the NCL Complex Care Homes Co-production Workshop held on 11 January 2023. This enabled great discussion and feedback. If colleagues were unable to attend, we would be happy to send you a copy of the recent presentation.

NCL Joint Complex Care Home Programme: our most recent Care Home Co-production Group was held on 11 January 2023 and featured a number of presentations on the Complex Care Home Programme, including the following areas:



- End of Life-Urgent Care Plan/NCL Palliative Advice Team;
- Acute In-reach Nurse Pilot;
- Mental Health Care Home In-reach Team (Barnet);
- Recuperative1:1 Care Pilot;
- Trusted Assessors Process and Template.

Our next NCL Complex Care Homes Co-production Workshop will be held on **22 March 2023 from 3pm-4:15pm**.

Should you wish to include topics for discussion or attend our next session and receive the next issue of the newsletter, please send an email to: <a href="mailto:nclicb.barnetpmo@nhs.net">nclicb.barnetpmo@nhs.net</a>

#### **CIC** contracts team update

By the end of March 2023, all providers with current service users will have received an NHS Standard Contract, this is in addition to each Service User Placement Agreement (SUPA). If you have yet to be contacted or we've contacted you and you're not the right person in your organisation to assist the contracts team with drafting the contract, please let us know via email nclicb.cicprovidercontracts@nhs.net

Having a current, in date **NHS Standard Contract is not optional, but is a mandatory requirement for all provider organisations**. NHS England mandates that ICBs must have contracts in place for all commissioned care. Not having these contracts in place makes NCL non-complaint and therefore liable for penalties.

#### Contract Issue Process - NHS Standard Contract





\*OOF is the Organisation Overview Form which incorporates useful guidance and further information via weblinks about the NHS Standard Contract.

#### **Engaging with the contract team**

#### 1:1 Contract Query Meetings

- 15 min meeting
- Discuss contract issue

#### Contract Review Meetings

- 60 minute meeting
- Discuss contract performance and reporting

#### Webinars

- 30 or 60 minute webinar
- 5 webinars on different contract topics

#### Contracts Q&A Drop In Session

- Monthly 30 minute meeting
- Short topic, providers to ask questions

#### One-to-one contract query meetings

If providers have a query that is easier to discuss in person via Microsoft Teams, rather than by phone call or email, please book a short 15-minute meeting with a team member.

These short slots are useful for discussing any issue relating to contracting with NCL ICB. Please register to book a meeting here – Registration Page

#### **Contract review meetings (CRMs)**

The Contracts Team is required to meet with providers to discuss activity, reporting and any agenda items that providers would like to discuss on a regular basis. When notified, providers are requested to book their next CRM using <a href="Book CRM page">Book CRM page</a>

#### **Contract webinars**

As part of the contract issue process, there are webinars delivered via Microsoft Teams and cover various topics.



#### Webinar sessions:

- An overview: introduction to contracting with NCL 2022/23
- Contract issue process
- NHS Standard Contract
- Reporting and contract management

There is also a consolidated webinar of one hour which covers all four topics. <u>Please register here</u>, if you would like to attend a webinar.

#### Contracts Q&A drop-in session

At the end of the month, the CIC Contracts Team host a drop-in session. **These sessions are open to ALL providers**, not only those who have been or are currently being issued with a contract. This is an opportunity for providers to discuss any concerns or ask questions relating to the NHS Standard Contract and the contracting process with NCL ICB for 2022/23.

The next contracts Q&A drop-in session is on Monday 27 February 2023 at 11:30 – 12noon Please book here to if you wish to attend.



#### **Provider registration of regulatory bodies**

Question: who does this apply to?

**Answer: all providers** 

Please supply the orga	Further Information	
CQC registration number	ration number CQC The Care Quality Commission monitors, inspects and regulates care providers	
ICO registration number	istration number  ICO - The Information Commissioner's Office, the UK's independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy. Your registration details can be found on the ICO certificate or is viewable on the ICO register	
Organisation Data Services (ODS) code	ODS code. is used to identify organisations across health and social care. ODS codes are required in order to gain access to national systems like NHSmail and the Data Security and Protection Toolkit. If you do not have an ODS code you will be requested to register for one	https://odsportal.digital.nhs.uk/
Data Security and Protection Toolkit	The Data Security and Protection Toolkit is an online self-assessment tool that allows organisations to measure their performance against the National Data Guardian's 10 data security standards.  All organisations that have access to NHS patient data and systems must use this toolkit to provide assurance that they are practising good data security and that personal information is handled correctly	https://www.dsptoolkit.nhs.uk/

#### **Next month's Contracts Team highlight**

We want to hear what contracting topics you would like us to cover, and to receive feedback from you regarding your experience with the contract issuing process.

Please complete our anonymous survey using the following link: Provider Feedback Survey

CIC Contracts Team email: <a href="mailto:nclicb.cicprovidercontracts@nhs.net">nclicb.cicprovidercontracts@nhs.net</a> Telephone: 0204 531 1550

#### Pan London Any Qualified Provider - (AQP) framework

North Central London ICB uses the AQP framework as its primary route to purchase both nursing and domiciliary packages of care. We recommend that providers consider joining the framework as there are many benefits to being a member, such as: business information about the pan-London care market; consistent/standard and transparently set care rates; provision of support with data; and quality reporting.

#### Nursing home providers

Applications for the Pan-London Nursing Homes AQP are now closed. Please contact the following email address <a href="mailto:lph.nursinghomesaqp@nhs.net">lph.nursinghomesaqp@nhs.net</a> if you have any queries or require assistance.



#### **Domiciliary care providers**

For domiciliary care providers who are interested in joining the Pan-London Domiciliary Care AQP contract, please contact the following email address <a href="mailto:lph.domcareAQP@nhs.net">lph.domcareAQP@nhs.net</a> for more information.

#### **New PPE Guidance**

New guidance has been released on PPE in social care settings from the Department of Health and Social Care – please go to this <u>link</u> for the updated guidance.

This guidance should be used to help reduce the spread of COVID-19 in adult social care settings.

This guidance applies to adult social care settings and services in England and should be read in conjunction with the <u>infection prevention and control (IPC)</u>: resource for adult social care guidance, which should be used as a basis for any infection prevention and control response. The devolved administrations will each set out their own guidance. If an infection in the setting is not due to COVID-19, guidance for the particular infection should be consulted (if available) to determine whether any specific additional IPC measures are appropriate.

This supplement provides additional information regarding safe working when caring for people with COVID-19 in the provision of adult social care services.

#### **Training opportunities**



NCL Nurses forum for social care nurses - – 8 February 2023 2- 4pm

To book, please contact nclicb.digitaladultsocialcare@nhs.net Mobile: 07888 255 927



#### **Useful training websites**

#### **Keeping Well NCL**

https://keepingwellncl.nhs.uk/

KeepingWell NCL is a staff mental health and wellbeing initiative that seeks to connect and support the North Central London health and social care workforce.

#### **Proud To Care North London**

https://www.proudtocarenorthlondon.org.uk/

Proud to Care North London was set up to aid recruitment and retention in the local Health and Care sector.

#### **North Central London Training Hub**

https://www.ncltraininghub.org/

We enable delivery of high-quality health and care for our communities across North Central London. We build, support and develop a skilled, diverse and inclusive workforce who are empowered to reach their full potential.

#### The Workforce Development Fund (WDF)

Workforce Development Fund (skillsforcare.org.uk)

The Workforce Development Fund (WDF) is funding from the Department of Health and Social Care (DHSC) disseminated by Skills for Care. It is a fund offering help to providers with training/education/qualification costs support.

It supports the provision of high-quality care and the continuing professional development (CPD) of staff across the adult social care sector by providing a contribution towards the costs of vocational learning. The fund allows you to claim back money towards the costs of workers completing a broad range of adult social care qualifications, learning programmes and digital learning modules.

To claim up to £2,000 funding per eligible worker, an organisation must provide an adult social care service and directly employ care staff within England.

Please email Mike. Bailey @skillsforcare.org.uk for further information or click on this link.



#### **Article**

#### How to help your heart this Heart Month

To mark Heart Month this February, here are some simple steps to improve your heart health.

Currently, there are around 7.6 million people in the UK living with heart and circulatory diseases and 1 in 2 of us will experience a heart or circulatory condition during our lifetime.

However, making small changes to your daily routine can make a big difference to your heart health, which in the long term could help reduce your risk of heart and circulatory related conditions such as diabetes, stroke, vascular dementia or heart disease.

Here are some of the ways which you can improve your heart health during Heart Month:

#### Keep track of your numbers

If you're concerned about your blood pressure, speak to your GP or a pharmacist. You can normally get it checked at your GP surgery or local pharmacy. Having high blood pressure means you're at an increased risk of having a heart attack or a stroke, so it's really important that you know your numbers.

Around 28 per cent of adults in the UK have high blood pressure, which can be caused by unhealthy habits. Being overweight, drinking too much alcohol and not doing enough exercise are all examples of factors which can increase your risk of getting high blood pressure.

For more information, click here to find out how to monitor your blood pressure.

#### Get moving

Whatever your age or ability, exercising can help to improve your general wellbeing. In fact, regular physical activity can help to reduce the risk of developing heart and circulatory disease by up to 35 per cent. Just taking 20 to 30 minutes from your day to exercise, whether that is going for a run or a walk, can help make such a difference to your heart.

#### Eat healthy

A healthy and balanced diet can help to reduce your risk of heart and circulatory diseases, such as type 2 diabetes and high blood pressure and can help you to maintain a healthy weight. It can also help to lower your cholesterol levels.

Even if you already have a heart condition, eating healthily can still be of benefit to your heart health. Try to eat plenty of fruit and vegetables, nuts, seeds, pulses and wholegrain varieties of bread, rice and pasta. You should also look to choose options that are lower in saturated fat, salt and sugar where you can.

If you need some tasty recipes to get you started, check out online magazine, <u>Heart Matters</u>, which has plenty of delicious options.



#### Take on the Dechox challenge

Sign up to take on the Dechox challenge this March. Challenge yourself, your family, or your friends to give up chocolate, cake and biscuits, or all three, for 31 days, to help raise money for life saving research. The money that you raise from the Dechox challenge will help to fund life saving research into conditions such as heart attack, stroke and vascular dementia.

#### Become a BHF lifesaver

The survival rate for out of hospital cardiac arrests in the UK is less than one in 10, and every minute without CPR or defibrillation can reduce the chances of survival by up to 10 per cent. You can learn how to save a life by performing CPR in just 15 minutes.

If you're experienced in CPR why not help to train others including friends, family and work colleagues. Training more people in life saving skills such as CPR, defibrillator awareness and the recovery position will help to create a nation of life savers, meaning that in an emergency, you'll know what to do.

If you have a defibrillator, register it on The Circuit, the national defibrillator network developed by the BHF which maps defibrillators so that ambulance services across the UK can direct bystanders to the nearest device at the crucial moment. Register your defibrillator on <a href="https://example.circuit.com/">The Circuit</a> today – it could end up saving a life.

#### Be kind to yourself

Stress alone won't cause heart and circulatory diseases, but it can lead to unhealthy habits that may increase your risk. Making sure you get plenty of rest, eat a healthy balanced diet, exercise regularly and keep in touch with friends and family for support can really help improve your wellbeing.

It's important to understand that it's normal and okay to feel stressed at times and there is support out there if you need it. If you need additional information on understanding stress and how it affects the heart click here.

Source: BHF.org

#### February celebrations



Apprenticeships
National Apprenticeship Week
6th to 12th February 2023





















## Welcome to the CIC directorate employee spotlight



Melanie Pettitt
Head of Service Complex Individualised Commissioning (CIC) Adults.

"Hi, I am Mel and I joined NCL ICB as their Adult Head of Service for CIC in January 2023. I am a registered nurse by background and have worked in health and social care for the last 25 years. Prior to joining NCL ICB I worked in Enfield and Haringey for 10 years setting up the Care Homes Assessment Team (CHAT) who were awarded the RCNi team of the year 2020 and in 2019. I was selected to meet the then Prince Charles at Clarence House to discuss supporting end of life care via domiciliary care at home and in care homes.

I was also supporting Enfield Community Services (ECS) as a clinical, operational, and service lead for NMUH Integrated Discharge Team (IDT), Unplanned Care, Long-Term Conditions and Anticipatory Care. I am excited to be part of NCL ICB and the CIC team and look forward to the challenges and opportunities this new role will bring."

#### **Provider feedback**



"Hi Kia,

May I take this opportunity to thank you for the magnificent work you have done since you took over our account.

Not only, the monthly reports are dealt with promptly, but the invoices are followed up and paid on time within a week or two, while previously, the whole process use to take a month or two to get sorted.

"John Practical Care"

On top of that, you managed in this period to clear all the outstanding invoices from 2021 and bring the whole process, that we were trying to sort out for more than a year, to a satisfactory conclusion for all involved.

You are doing a remarkable job, and I just want to thank you for that, and especially, I want to thank you for the way you communicate with your clients to get things sorted. All the best. John"



#### Your ICB contacts: our staff are here to support you!

Please note that some invoice account manager alphabetical responsibilities have changed.

Please take a note of their name if this change affects your business.

MDT Katherine Paddock Assistant Director of Market and Business

Yusuf Hussain Development Transformation

**Interim MDT Programme Transformation** 

Lead

Manj Bains Interim Business & Admin Support Officer

Invoice (MDT) Amandeep Rai Senior Processing & Reporting Manager

Francoise Deveden Finance Business Manager (LA invoices)
James Crossley Reconciliations Manager
Temporary cover by A-C Invoice Account Manager

James Crossley

Kyaw Hein

Control Con

PHB/BI (MDT) Steven Deller Personal Health Budget & CareTrack

**Specialist (Business Transformation)** 

Jennie DeLord Business Intelligence and Systems Manager

Fiona Atkinson Interim Personal Health Budgets (PHB)

**Programme Manager** 

Asad Rehman Interim CIC Performance Lead Theodora Nakpodia Personal Health Budget Officer

Contracts Team Tina Akande Senior Contracts Manager

Aaron Kiss CIC Contracts Manager CIC Contracts Manager

Ann Stapley CIC Contracts & Admin Officer

Brokerage Barbara Korszniak Assistant Director CIC (Adults)

Melanie Pettitt Head of Service Complex Individualised

**Commissioning (CIC) Adults** 

Nyarai Imafidon Senior Commissioner

Bakison Kansinde Commissioner
Mitra Unmar Commissioner
Sue Munemo Commissioner

Munir Abdullahi Senior Commissioning Officer

Esther Amos Commissioning Officer
Dean Hounslow Commissioning Officer
Donald Ikpeama Commissioning Officer
Tandeka Bonani Commissioning Officer
Erica Bassett Commissioning Officer
Cynthia Shoyemi Commissioning Officer



Vicky Cox
Ann Moorhouse
Khansa Shaukat
Emmanuel Adegboye
Madrina Denys
Janice Mclean
Liridona Banjica

Senior Commissioning Officer
Commissioning Officer
Commissioning Officer
Commissioning Officer
Commissioning Officer
Commissioning Officer

#### **Useful NCL ICB contact information**

Issue	Contact		
Service User Placement Agreements (SUPA)	nclicb.ciccontracts@nhs.net		
Brokerage Team	nclicb.cicchccommissioning@nhs.net		
NHS Standard Contracts (Provider Contracts)	nclicb.cicprovidercontracts@nhs.net		
Brokerage Approved Packages	nclicb.cicchcapprovedpackagesofcare@nhs.net		
Invoice Queries Scheduled Payments Consolidated Domiciliary Billing	nclicb.chcinvoice-queries@nhs.net		

### NCL ICB website: www.nclhealthandcare.org.uk

#### **Thank you** for reading this month's newsletter.

We would really welcome your feedback to this newsletter. You can share your thoughts with the team members directly, or via the team email address, and don't forget to give us your permission to publish your comments in our next newsletter. <a href="mailto:nclccg.chcinvoice-queries@nhs.net">nclccg.chcinvoice-queries@nhs.net</a>