



London COVID-19 Homeless Health Operations Centre

This document provides an overview of the Homeless Health Operations Centre and its role in supporting a multi-agency response to managing the health needs and minimising the transmission of COVID-19 within the homeless population in London. For wider information and guidance on the homeless health response in London, please visit <https://www.healthy london.org/resource/homeless-health-during-covid-19/>.

1. Introduction

Many people who experience rough sleeping will be unable to access secure and appropriate accommodation to enable self-isolation during the COVID-19 pandemic. Moreover, most of these individuals present underlying health conditions, are high users of emergency services, experience delayed discharge due to unmet needs, or are discharged onto the street without access to appropriate accommodation. Together, these factors omit the self-isolation of symptomatic or clinically vulnerable individuals and increase the likelihood of spreading the virus.

In response to the COVID-19 pandemic, Healthy London Partnership (HLP) has redeployed a number of staff to form an operations centre to assist and support the efforts of the Greater London Authority (GLA), Ministry of Housing Communities and Local Governments (MHCLG) and London's NHS and Local Authorities in providing temporary accommodation and healthcare support to London's rough sleepers.

2. London COVID-19 Homeless Health Operations Centre

The Operations Centre is staffed by the Healthy London Partnership and is responsible for the management and escalation of incidents as they occur in real time, brokering communication between accommodation sites and each STP / service area and where possible, troubleshooting issues and connecting the system. It does this through:

- Providing sites with updated clinical guidance and relevant information as it is received or developed to effectively manage and care for COVID Care & Protect clients. Where possible this will be available on the following webpage <https://www.healthy london.org/resource/homeless-health-during-covid-19/>
- Proactively managing health related incidents, risks and issues in conjunction with the local systems as they surface ensuring mitigations are actioned and escalation pathways are clearly defined and accessible
- Supporting, influencing and engaging key stakeholders ensuring positive relationships are formed and maintained while building trust, respect and integrity
- Ensure the effective delivery of responses and actions to address stakeholder requests
- Convening regular strategic and operational meetings with key partners in the system to discuss issues, priorities and develop guidance including:
 - Regular liaison with the GLA and MHCLG
 - Regular liaison with STP and clinical leads
 - Regular liaison with the sites
 - Connecting hospital discharge teams with the triage team where required

Disclaimer:

The content presented in this publication is distributed by the London COVID-19 Homeless Health Operations Centre (HHOC), staffed by the Healthy London Partnership (HLP) as an information source only. The HHOC makes no statements, representations or warranties about the accuracy, completeness or reliability of any information contained in this publication.

-
- Providing regular pan-London reports and ensuring responsiveness to a range of evolving, ambiguous and complex matters

The Operations Centre **does not** supersede the normal action which should be taken if a client or staff member is unwell (e.g. contacting 999/111 and/or reporting to relevant healthcare professionals onsite or at partner health services). any health-related issues, risks or incidents will follow existing pathways and are to be managed by the appropriate clinical and/or STP lead. However, health-related issues, risks and incidents should be reported to the Operations Centre via the shared mailbox - hlp.homelesshealthcovid19team@nhs.net. This includes:

- COVID +ve/symptomatic clients identified at any hotel and hostels
- Absence of required medical input onsite
- Issues with accessing healthcare, medications or equipment
- Other queries, risks or incidents arising related to the health of clients or staff at the hotel

The role of the Operations Centre is to support in proactively managing health related incidents, risks and issues as they surface, ensuring mitigations are actioned and that there is a clear escalation pathway within the health system for any unresolved issues.

For issues and incidents which fall outside the remit of the Operations Centre but require immediate escalation, the provider should contact the designated site lead in the GLA rough sleeping commissioning team. If the lead is absent or unavailable, they should contact another member of the team or email roughsleepingcommissioning@london.gov.uk. This includes very serious incidents which are not health related but for which the GLA should be immediately notified e.g. fire which caused damage or injury, serious assaults, deaths or any issues which carry significant reputational risk.

3. Key Meetings

The success of the Homeless Health response depends on effective multi-agency working between the NHS, local and national government and the voluntary sector

A governance structure has been rapidly developed to support appropriate decision making and facilitate information sharing between sites and statutory partners. This does not override any formal incident structures already in use by partners and functions in a strictly complementary/ supplementary manner.

3.1 London COVID-19 Homeless Health Delivery Group

The Delivery Group oversees the planning, requirement setting and development of a pan-London model of care for implementation across temporary accommodation sites for London's homeless population. It will ensure that planned facilities are fit-for-purpose and aim to minimise the transmission of COVID-19 and reduce mortality through early identification of clinical deterioration providing supportive care and rapid escalation to critical care NHS facilities if needed. The Delivery Group provides advice and direction on:

- Development of pan-London model of care, referral pathways and discharge planning
- Oversight and direction to the service planning process; ensuring a methodical approach is taken to inform program scope, approach, key priorities, schedule/timeframes, project governance, risks and outcomes, views on national and international guidance as it changes
- Implementation of the COVID-19 Homeless Sector Plan; ensuring a sustainable and robust approach is in place for each element of implementation

The Delivery Group is chaired by the Acting Incident Director and meets three times per week. Membership includes:

- NHS England/Improvement London Region
- GLA Health / Public Health
- GLA Rough Sleeping / Accommodation
- STP Leads
- Westminster CCG / LB lead
- Joint GLA/NHS Operations Centre
- MHCLG (to feedback to PHE, DHSC)
- HHOC Team Operations Lead and Secretariat
- London Councils
- Primary Care
- Mental Health
- Drug and Alcohol
- Step Up/Step Down & Palliative Care
- NHS E/I National
- Communications
- ADASS lead(s)

3.2 London COVID-19 Homeless Health Strategic Oversight Group

The Oversight Group oversees the strategic planning and development of a pan-London model of care for implementation across temporary accommodation sites for London's homeless population. The Strategic Oversight Group provides advice and direction on:

- Strategic oversight and advice on technical issues related to the goals and objectives of implementing temporary accommodation sites for London's homeless population including consideration to exit strategy planning
- Provide independent evaluation at a strategic level of the activities and efforts undertaken by partners to address homeless health, including strategic emphasis and priority-setting of the response
- Identify and advise on new opportunities to collaborate and international initiatives and learnings

The Oversight Group is Chaired by the Acting Incident Director Homeless Health and meets daily.

3.3 London COVID-19 Homeless Health STP Leads Group

The STP Leads Group oversees the STP planning, requirement setting and development of a pan-London model of care for implementation across temporary accommodation sites London's homeless population including the following activities:

- Oversight and direction to the service planning process from a including clinical workforce resourcing and allocation
- Implementation of the COVID-19 Homeless Sector Plan and any National guidance; ensuring a sustainable and robust approach is in place for each element of the implementation

The STP Leads Group is chaired by the Acting Incident Director and meets twice weekly.

3.4 London COVID-19 Homeless Health Clinical Leads Group

The Clinical Leads Group oversees the development of the pan-London model of care for implementation across temporary accommodation sites for London's homeless population including the following activities:

- Oversight and direction to the service planning process including the development of clinical protocols or guidance required
- Clinical oversight including issue escalation and management
- Implementation of the COVID-19 Homeless Sector Plan, National guidance and [primary care standards](#); ensuring a sustainable and robust approach is in place for each element of the implementation

The Clinical Leads Group is chaired on a rotating basis and meets three times a week.

4. Team Roles & Responsibilities

Name	Contact	Position	Responsibility
Jane Milligan	Please contact HHOC	Senior Responsible Officer	
Jemma Gilbert	jemma.gilbert2@nhs.net	Acting Incident Director Homeless Health	Liaison and development of links with GLA and other partners
Sara Nelson	sara.nelson@nhs.net OR via Ph: 07960 046611	Operations Centre Team Lead	Liaison with GLA and other partners and managing team
Steve Solasta	steven.solasta@nhs.net	Programme Manager	SEL STP relationship manager; support to Acting Incident Director
Jess Drummond	jess.drummond@nhs.net	STP Relationship Manager	North Thames Team Lead and NEL STP relationship manager; part-time support to overarching Lead
Christine Kirkpatrick/ Georgie Herskovits (job share)	christine.kirkpatrick@nhs.net g.herskovits@nhs.net	STP Relationship Manager	Joint NWL STP relationship manager and Clinical Leads secretariat
Jason Tong	jason tong@nhs.net	STP Relationship Manager	SWL STP Liaison Lead, smoking cessation link
Pahlia Kenny	pahlia.kenny@nhs.net	STP Relationship Manager	NCL STP Liaison support and overnight coverage
Natalie Priestly	n.priestley@nhs.net	Project Support	Minute taking for meetings support to north sites, checking shared email and forwarding to site relationship managers
Natasha Cutler	n.cutler@nhs.net	Project Support	PA to Jemma Gilbert, team co-ordination and support to south sites, checking shared email and forwarding to site relationship managers

Ross O'Brien	Contact HHOC	Digital expertise	Digital support
James Thornton	james.thornton1@nhs.net	Communications Lead	Media coverage, liaison with statutory partner communications teams

4.3 Homeless Health Partnership Leads

Name	Position	Organisation
Alex Bax	Chief Executive	Pathways
Alex Davis	Head of Rough Sleeping	MHCLG
Emma de Zoete	Interim Consultant of Public Health	GLA
Samantha Dorney-Smith	Nursing Fellow	Pathway
David Eastwood	Rough Sleeping Lead	GLA
Vicky Hobart	Head of Health	GLA
Gill Leng	Health & Homelessness Advisor	MHCLG / DHSC
Dino Motti	PH Registrar	GLA
Olivia Butterworth	Lead on Homeless Health COVID- 19 response	NHS England and NHS Improvement

4.4 Homeless Health STP/Clinical Leads

STP Area	STP lead*	Clinical lead*	Primary care lead*	Mental health lead*	Drug and alcohol lead*
NEL	Selina Douglas	Rhiannon England	Contact HHOC	Rhiannon England	Contact HHOC
NCL	Clare Henderson	Jasmin Malik/ Jill Britton	Contact HHOC	Sara Tiplady	Contact HHOC
NWL	Joe Nguyen	Natalie Miller/ Dana Beale	Natalie Miller/ Dana Beale	Katie Horrel/ Catriona Darling	Jody Lombardini
SEL	Martin Wilkinson or Kenneth Gregory	Adrian Mclachlan	Caroline Schulman/ Zana Khan	Fran Busby	Gareth Earnest
SWL	Tonia Michaelides	Contact HHOC	Hasan Alogaily/ Mark Creelman	Contact HHOC	Sarah Warman