



# The Manager's toolkit: Covid-19 Vaccine



# Purpose of the Managers Toolkit

- The covid-19 vaccine programme is the largest vaccination programme the NHS has ever undertaken.
- We want to ensure all care staff have easy access to the vaccine and accurate information to be able to make an informed decision
- The vaccine doesn't save lives on its own; it is through vaccinating large parts of the population
- We know that employers supporting staff is a key factor in promoting uptake
- Managers are key local leaders who have a key role to play and the toolkit aims to set out some guidance, examples and practical tips that will help you increase uptake

## Key Information: Social care staff are a key priority group

At this stage you should provide access to your staff that meet this definition:

*'frontline social care workers directly working with vulnerable people who need care and support irrespective of where they work ( example: those working in hospitals, clients own homes, day centres, or supported living/housing); or who they are employed by: local government, NHS, independent sector or third sector in face to face roles'.*

## Here are some examples of eligible roles...



- Privately employed carers (such as personal assistants), people who work in refuges, homeless services and housing support; carers; and ancillary staff (cooks, cleaners etc) that work directly in care services etc...



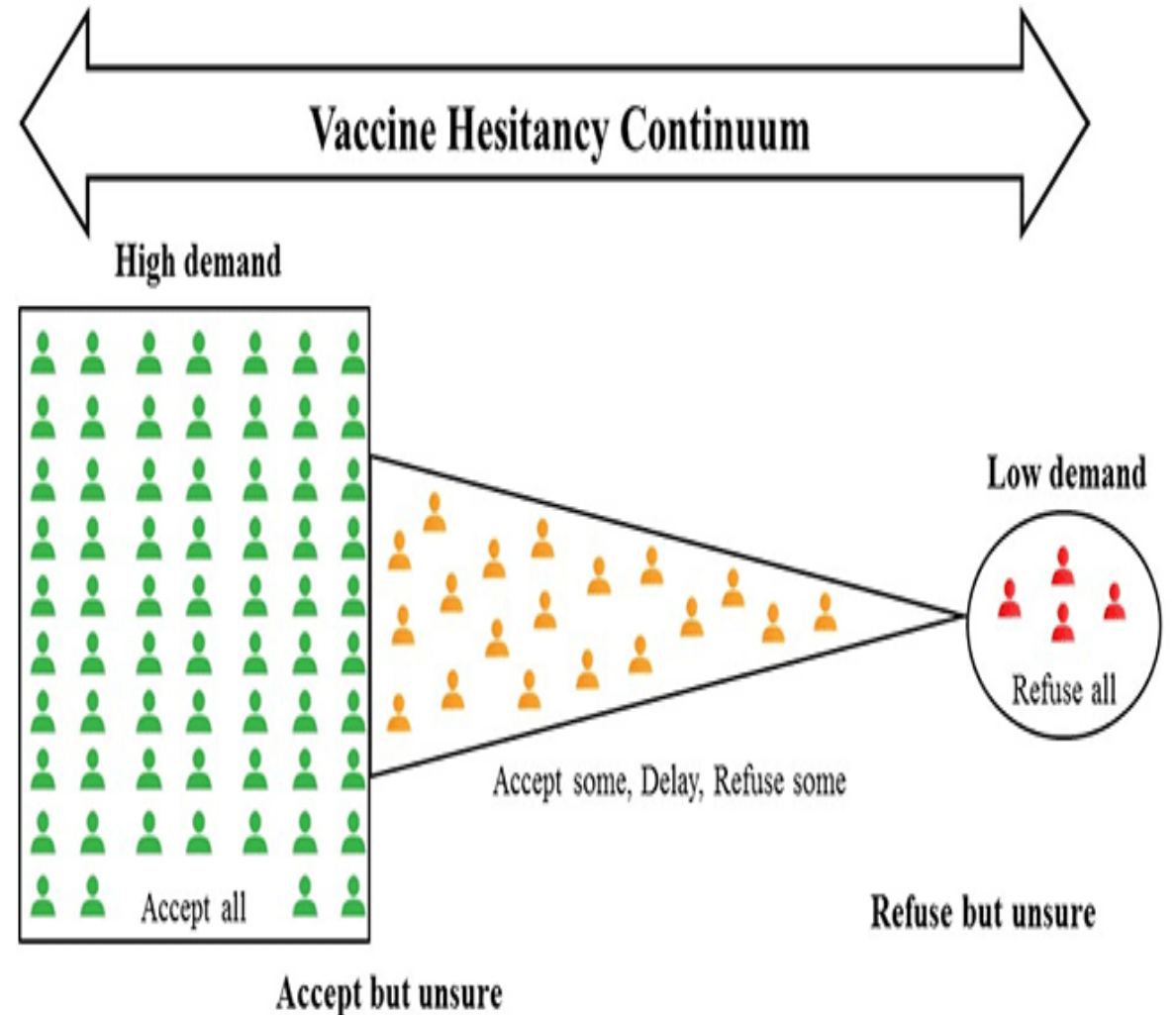
- Staff that work only in an office, or supporting the general population (rather than vulnerable people) or that can work remotely (such as telephone advice) are not included and must not be given access at this stage. They will have the opportunity in the future.

If you are unsure of whether your staff are eligible then please ask for advice from your local authority.

# Vaccine take up

With all vaccines people have a range of views about whether they want to take it.

- Typically there is a large group that **accept all vaccines**; a small group that **refuse all vaccines** and a fairly large group in the middle which are **hesitant** that have some questions.
- Therefore, it is normal for some people to be **hesitant** and it is this group that need to have access to credible information to help them make an **informed decision**.
- **Managers are key to enabling this.**



# Why are people hesitant?

There are generally 3 core areas why people may not want the vaccine:

1. **Perception about the safety or effectiveness of the vaccine.**
2. **Perception risk of covid is low (for you).**
3. **People are not contacted, do not know how to get the vaccine or perceive it to be difficult to get / not worth the effort.**

It is important to understand people's individual reasons for hesitancy and to address these sensitively. The following slides look at the 3 reasons detailed above and provide some information and advice about how you might address each.

1. Perception about the safety or effectiveness of the vaccine.

## Key Information: The vaccines are safe and effective

- Please continue to share reputable sources of information (including the NCL webinars and presentation):  
<https://www.proudtocarenorthlondon.org.uk/covid-vaccination-faq>
- We have developed frequently asked questions that we have heard from care staff – please use these – if you get asked new questions then please tell us and we will work with GPs to answer them.
- By mid February over 300,000 people have had the vaccine in our 5 North London boroughs. This includes people from all ethnic backgrounds, social economic status and tens of thousands of care workers and NHS staff.



# Case study 1: Frontline Staff Working in the London Borough of Barnet



**“ I am very proud to have had the vaccine and believe the benefits to vaccinate against covid19 far outweigh the risks, having lost a family member to the virus. Having it, I believe has made it safer for my family, my clients and me. ”**

**Laura**  
Occupational Therapist - Barnet

**STAY HOME & SAVE LIVES**

**BARNET**  
LONDON BOROUGH

Frontline healthcare worker Camilla has recently had the COVID-19 vaccine. She talks us through the process of how easy it is to get the jab when it's your turn, to protect yourself from the threat of coronavirus. Vaccines are the most effective way of preventing people from getting serious infectious diseases – including coronavirus. Nothing goes into a vaccine unless it is absolutely needed.

[Camilla's vaccine experience - YouTube](#)



2. Perception risk of covid is low (for you).

**Key Information: Covid-19 is a serious condition and all care staff are safer once they have been vaccinated:**

Those who work within **social care** are more likely to be exposed to covid-19 and (sadly) **have higher rates of death** from covid-19 than the general population.

- People of **Black, Asian and other Minority Ethnic** origins are also generally at **higher risk**.
- We are also finding that a **small, but significant proportion** of people have **long covid** (long terms symptoms) which can affect people of **all age and fitness levels**.
- Some people have **caught covid-19 twice** and we **DO NOT** know how long after contracting covid how long it will be before you are able to be reinfected.
- We expect that **having the vaccine is likely to increase protection** to your close contacts, such as family, friends and the people you care for.

## Case study 2: Ensuring the vaccine reaches all communities

Haringey's Director for Adults and Health Beverley Tarka discusses her personal experience with the COVID-19 vaccine, and urges everyone to get their vaccination when it is offered by the NHS, especially those in Black, Asian and minority ethnic communities.

[Beverley Tarka talks COVID-19 vaccine on Vimeo](#)



### 3. Accessing the vaccine

**Key information: Getting the vaccine in North London is easy:**

#### **How to get the vaccine:**

- Frontline social care workers: [Registration](#)
- Please share this with your **eligible** staff for them to register. Staff should try online booking first but if this is not possible, they can phone 119 free of charge, 7am to 11pm, 7 days a week.
- It quick and simple (5 minutes) – only tricky question is to have NHS number
- Registrants will be able to book appointments quickly via email or phone
- There are over 10 sites for care and NHS staff in north London so everyone should be able to access one.

## As managers can support with accessibility:

Please be as flexible as possible in enabling staff to attend:

- you can pay staff for their time and expenses using the **Infection Prevention and Control Fund** (if you have this) or you can contact the Council if you need funding support
- Please confirm with staff you will pay their full wages in the unlikely event they need time off due to side effects
- Help staff to understand that getting the vaccine is simple and convenient and that they are a priority.

Booking staff in:

- Make laptops, tablets or phones available to staff to book in the office (e.g. after a staff meeting where you've discussed the vaccine)
- It is possible to book on behalf of staff (with their consent) – this may be helpful for staff that don't have access to a laptop or mobile phone or who are less confident with their English, for example.

At this stage we do not recommend seeking to make vaccination a condition of employment or for staff to feel forced – evidence says this tends to increase resistance to vaccination across staff groups

## Case study 3: Good practice from one of our care homes

### As of January 2021 – Lennox House Care home

- 80% of their staff consent to having the COVID Vaccination
- 5% of their staff unfit for vaccination
- 15% Vaccine remained hesitant

### Lennox House: Critical Success Factors and Vaccination Strategy

- Know your audience / staff
- Own the campaign
- Engage all stakeholders
- Repetition & Consistency
- Genuine empathy
- Make time to listen
- Lead by example
- Multiple comms channels
- Understand each individual
- Generate and sustain momentum (from flu campaign)
- Work with opinion formers
- COVID awareness activities



[Islington Council - Lennox House Care Home staff celebrate receiving the Covid-19 vaccine | Facebook](#)

## As managers you can help by supporting access to creditable information and encouraging safe spaces to discuss the vaccine

Where staff have concerns it is important to take the time to listen respectfully, acknowledge the concern and provide information from credible sources to help them to make the right decisions for them.

- Please talk to your staff about the vaccine – use group sessions; 1-1s; informal chats; Whatsapp groups etc. Think about who the key influencers are within your staff group as they may be willing to help or become champions
- Managers and key influencers having the vaccine can set an example for other staff
- Staff may take some time to change their mind whilst we want to vaccinate people as soon as possible, if people change their minds in future they will still have access
- People often find seeing/hearing from people from their communities that are taking the vaccine (community champions, i.e. faith leaders etc) helps to give them confidence
- Provide staff with the time to join the NCL webinars or to read the information we have provided online <https://www.proudtocarenorthlondon.org.uk/covid-vaccination-faq>



# Case Study 4: Managers Leading by Example

## My Five-day Pfizer Covid-19 Vaccine Diary

By Lindi Urubusi, Local Service Manager in London



### Saturday 2 January

I went to have my Pfizer Covid-19 vaccine at the Royal Free Hospital. When I arrived at the hospital I had to fill out a few forms about my medical history and to give consent. Don't forget your ID as they will ask to see that before you fill out any forms.

After this the doctor went through the forms with me and said he would answer any questions I have. He went through my medical history in detail. I spent about 10 minutes asking the doctor all the questions that staff in my team had been asking me.

One important point he made was that the reason most people have symptoms or side effects after having the vaccine, is because they already have Covid-19 (although they may not realise it) when they are given the vaccine.

After you have the vaccine, you go to a waiting area where you are observed for 15 minutes and book your next appointment. They also give you information on potential side effects and who to contact if you experience any side effects.



Me outside the Royal Free Hospital in London, where I had the vaccine.



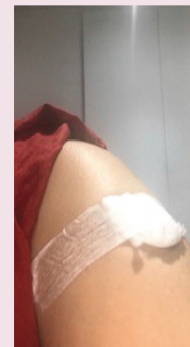
Having the vaccine!

It was very quick and was not painful. I'm taking the picture at the same time as having the vaccine so it can't be painful!!!!



This is me when I got home. Feeling ok, my arm was a bit sore but I was able to move it ok.

### Sunday 3 January



No swelling or pain. No fever or symptoms.

I'm feeling good and back to normal.

This is my arm just before I took the tape off.

### Monday 4 January



Back to work on Monday and feeling okay.

This is me on my way to work on Monday morning.

No side effects or pains. My arm is not hurting and I can move it fully.

### Tuesday 5 January

I woke up today with a headache but I checked my temperature and it was 37.1, so I didn't have any concerns about a fever.

I took some paracetamol and the headache went.

### Wednesday 6 January

Nothing to report today.

No side effects or symptoms at all. Feeling as normal.

### In summary

6 days after I had the vaccine I have no concerns about my health or reactions to the vaccine.

I am pleased I had it. I feel the information discussed and shared with me at the time was sufficient, and I was given the opportunity to discuss any concerns I had. I didn't experience any side effects, but if I had, I was told who to contact and how to report them. I'm now looking forward to getting my second dose and feeling even more protected.

We would love to feature photos or videos of you or staff having the vaccine

Tweet Us: @ProudtocareL or send them to [ProudToCare@camden.gov.uk](mailto:ProudToCare@camden.gov.uk)





## Administration for Managers:

1. Please keep staff lists that include direct, bank & agency staff
2. Remind Staff to take they are required to take either a photographic ID badge to their appointment or provide a letter confirming their employment in the care sector.
3. Keep a record of all your staff who have been vaccinated (*first and second dose*)
4. Report overall staff uptake as directed by your local authority (this will probably be weekly). For example, for care home managers this will be on Capacity Tracker

***Note: No personal information relating to staff is required/requested by Councils.***

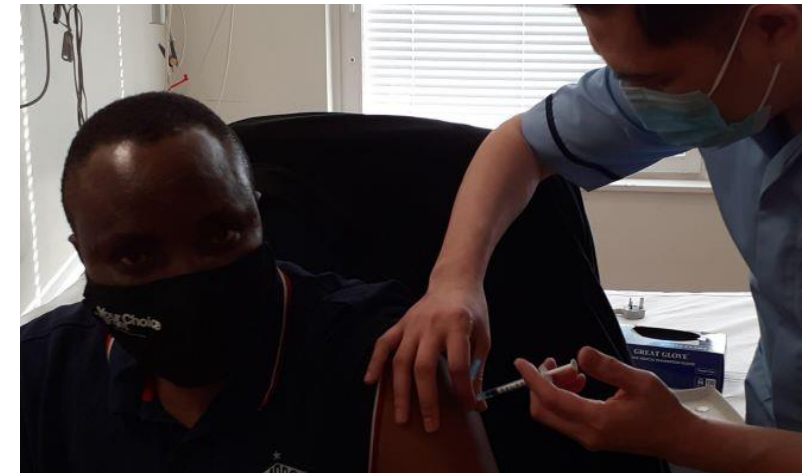
## Key contacts:

If you have questions about any aspect of the vaccination programme please get in touch with your local Council lead:

Barnet	Camden	Enfield	Haringey	Islington
<a href="mailto:Carequality@barnet.gov.uk">Carequality@barnet.gov.uk</a>	<a href="mailto:socialcarevaccinationinfo@camden.gov.uk">socialcarevaccinationinfo@camden.gov.uk</a>	des.o'donoghue@enfield.gov.uk	<a href="mailto:Sujesh.Sundarraaj@haringey.gov.uk">Sujesh.Sundarraaj@haringey.gov.uk</a>	<a href="mailto:Russell.Jones@islington.gov.uk">Russell.Jones@islington.gov.uk</a>

We'd also love to hear from care providers about other examples of good practice that have helped increase uptake that we can share and celebrate.

Staff In adult social care in NCL having the vaccine – more on <https://www.proudtocarenorthlondon.org.uk/vaccinations-gallery>



# Resources

Please see below a series of links to resources we consider maybe of value to you and your colleagues. If there are any additional credible resources, you wish to recommend for us to review/share please do not hesitate to contact us.

1. Letter to care homes: <https://www.gov.uk/government/publications/covid-19-vaccinations-and-care-homes-programme-launch/covid-19-vaccinations-and-care-homes-programme-launch>
2. PHE COVID-19 vaccination [patient leaflet](#)
3. Public Health England COVID-19 vaccine health and social care staff  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/951763/PHE\\_COVID-19\\_vaccination\\_guide\\_for\\_social\\_care\\_workers\\_English\\_v2.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/951763/PHE_COVID-19_vaccination_guide_for_social_care_workers_English_v2.pdf)
4. Leaflet what to expect after your COVID-19  
Vaccine[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/951769/PHE\\_COVID-19\\_vaccination\\_guide\\_what\\_to\\_expect\\_after\\_your\\_vaccination\\_English\\_v2.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/951769/PHE_COVID-19_vaccination_guide_what_to_expect_after_your_vaccination_English_v2.pdf)

# Resources

5. Pfizer vaccine [patient information leaflet](#)
6. <https://www.healthpublications.gov.uk/ViewArticle.html?sp=Swhattoexpectaftermycovidvaccinationleaflet8pdla5>
7. Leaflet what to expect after your COVID-19 Vaccine [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/951769/PHE\\_COVID-19\\_vaccination\\_guide\\_what\\_to\\_expect\\_after\\_your\\_vaccination\\_English\\_v2.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/951769/PHE_COVID-19_vaccination_guide_what_to_expect_after_your_vaccination_English_v2.pdf)
8. <https://www.healthpublications.gov.uk/ViewArticle.html?sp=Swhattoexpectaftermycovidvaccinationleaflet8pdla5>
9. Pfizer vaccine [patient information leaflet](#)
7. Consent [forms and letters](#) – residents with capacity, Power of Attorney and best interest decisions
8. General vaccine fact sheets, which can be downloaded [here](#)
9. [Information covid-19 pregnancy and breast feeding https://www.gov.uk/government/publications/covid-19-vaccination-women-of-childbearing-age-currently-pregnant-planning-a-pregnancy-or-breastfeeding](https://www.gov.uk/government/publications/covid-19-vaccination-women-of-childbearing-age-currently-pregnant-planning-a-pregnancy-or-breastfeeding)
10. <https://www.rcog.org.uk>

# Resources

11. [www.uktis.org](http://www.uktis.org)
12. Download a zip file which has short videos (designed for social media) about the JVCI, what vaccines are, and the oxford vaccine [here](#)
13. Video about the Oxford vaccine can be viewed [here](#)
14. Video on [how the vaccine was made so quickly](#)
15. BMJ article regarding evidence for extending dose interval <https://www.bmj.com/content/372/bmj.n18>
16. [Pregnancy and breast feeding https://www.rcog.org.uk www.uktis.org](#)