

UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST
BOARD OF DIRECTORS
THURSDAY 26 APRIL 2018

Title:	UPDATE ON EMERGENCY PREPAREDNESS
Responsible Director:	Kevin Bolger, Director of Strategic Operations
Contact:	Lynn Hyatt, Head of Emergency Preparedness and Resilience

Purpose:	To present the six monthly update to Board of Directors on progress with Emergency Preparedness.
Confidentiality Level & Reason:	N/A
Annual Plan Ref:	Aim 1: Always put the needs and care of patients first.
Key Issues Summary:	<p>As a category 1 responder, University Hospitals Birmingham (UHB) has a statutory duty to ensure that it can respond to emergency situations and continue to provide essential services at times of operational pressure or in the event of an internal emergency.</p> <p>This paper provides an update on the progress with emergency preparedness and associated major incident and business continuity plans</p>
Recommendations:	<p>The Board of Directors is asked</p> <ol style="list-style-type: none"> 1. To accept this update on Emergency Preparedness 2. Agree to receive another update in 6 months' time.

Approved by:	Kevin Bolger	Date:	26 April 2018
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UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST

Queen Elizabeth Hospital Birmingham

BOARD OF DIRECTORS

THURSDAY 26 APRIL 2018

UPDATE ON EMERGENCY PREPAREDNESS

**PRESENTED BY THE EXECUTIVE DIRECTOR OF STRATEGIC
OPERATIONS**

1. Introduction

As a category 1 responder the Trust has a statutory duty under the Civil Contingencies Act 2004 to ensure that it has adequate arrangements in place to ensure it can respond to an emergency, support emergency response partners and continue to provide essential services to the public at times of operational pressure in the event of an internal emergency and as is reasonably practicable in the event of an external emergency.

2. Executive Summary

This paper builds on the report presented to the Board of Directors in October 2017. It reports on the progress made over the last 6 months to provide assurance that the Trust is fulfilling its statutory duties, and can demonstrate resilience in relation to emergency planning and preparedness. All emergency planning processes are completed under the umbrella of the Emergency Preparedness Committee, but for clarity each section is broken down to demonstrate progress to date and future work required.

3. Emergency Preparedness Policy

The Emergency Preparedness Policy is available on the Trust intranet and acts as a framework to support the procedures which outline practical steps to ensure an adequate response by the Trust. This policy was due to be revised in June 2018 however in light of the merger with Heart of England Foundation Trust; a new overarching policy is currently being developed.

(All existing emergency plans will still apply to each site across the whole Trust)

4. Major Incident plan and testing

4.1 Major Incident Plan

Extensive training and awareness of the Major Incident plan remains on going throughout the Trust with a number of staff attending for refresher training. The plan is complemented by a video which is available on the Trust Intranet that shows how to set up the Command and Control centre. Further video footage has been produced which demonstrates other significant roles within the plan and is also available on the Trust Intranet.

The Trust Major Incident/mass casualty plan is currently being revised and will reflect lessons learned from recent events such as the terrorist events in both London and Manchester, and a Trust wide tabletop and live exercise

4.2 Major Incident Testing

There is a requirement under the Civil Contingencies Act to exercise the Major Incident plan every 6 months for communication call out only, yearly as a table top exercise and every 3 years as a live exercise.

4.2.1 Call out Testing

The Trust has a statutory duty under the Civil Contingencies Act to carry out a communication call out test every 6 months. A test was carried out on 9th January 2018 at 20.00 hours. The test was carried out for 5 departments and involved a call being made to 85 staff.

Results

Department / area	No/ staff called	Positive response	% staff responded
Medical	30	21	70%
Haematology/ Blood bank	6	5	83%
Loggists	18	13	72%
Volunteers	3	3	100%
ED Reception	28	12	43%
Total	85	54	64%

Although the response rate from ED reception staff was below 50%, it has been some time since a data cleansing exercise has been carried out. A data review will take place in due course. In

the event of a real incident 43% positive response (12 staff) would be sufficient.

Of the 54 positive responses, 34 (63%) could attend the hospital within 30 minutes.

4.2.2 Table Top Exercises

Three table top exercises were carried out between September and December 2017.

- Exercise Sparkle, held on 13 December 2017 involved participants from BBraun, who worked through a scenario to test their ability to respond to the Trusts requirements during a major incident.
- Exercise Ticking Fish, held on 29 November 2017 which involved the Trust pharmacy department working through a scenario that had a major impact on the Trust premises and resulted in a number of casualties requiring significant supplies of vital medicines.
- Exercise Pandora was carried out on 27 September 2017 and reported at the last board report. This exercise has now been evaluated by a formal debrief which has enabled key departments to update their responses to a major/mass casualty incident.

4.2.3 Live Exercise

The Live exercise Pandora was held as planned on Friday 8th December 2017. In total approximately 250 Trust staff participated in the exercise. It was also attended by a number of external observers, NHS England and the Cross City CCG.

Twenty Six Medical students volunteered to be 'casualties' and they were delivered to the Emergency Department which was 'mocked up' in the therapies north suite. These students were then regenerated to provide a total of 58 'casualties' delivered to the Emergency Department.

Command and Control was set up in the Major Incident room and casualties were delivered to the corridor outside the CT scanning rooms, the recovery area in theatres and the annex inside Critical Care area B. These casualties were progressed through the areas on trolleys and time limits were placed on the areas e.g. they had to wait 15 minutes outside CT scanning. This prevented staff from being unrealistic with the timescales of treating patients.

The exercise lasted for 4 hours and was followed by a formal debrief which took place on 17th January 2018.

The formal debrief resulted in identifying actions that were required by each of the areas that took part. The resulting action plan will be followed up by the emergency planning team to ensure actions identified are embedded into the major incident/mass casualty plans for the Trust.

4.2.4 Preparing for Chemical, Biological, Radiation and Nuclear Emergencies (CBRN)

Training for a CBRN incident continues to take place in the Emergency Department on a rolling monthly basis when staff are available.

West Midlands Ambulance Service are due to undertake an assessment of the Trust decontamination procedures on April 17th 2018 the results of this assessment will be reported in the next board report.

5. **Business Continuity Planning**

The Business Continuity plan is available on the Trust intranet as a supporting document to the Emergency Preparedness policy. Training and awareness sessions are now being rolled out in the Trust.

5.1 Risk Assessments and Service Interruptions

The risk assessments and the accompanying operational plans are available on the Sharepoint system with more areas identifying risks to their service and formulating operational plans to mitigate such risks.

The business continuity plans continue to be revised and updated following lessons learnt from both live and tabletop exercises.

5.2 Table top exercises

All Major Incident exercises now include an element of Business continuity. The only table top exercise that has taken place over the last 6 months is a black start test which took place on Tuesday 30th January 2018. A black start test is where the power is switched off to QEHB and left to run on generators for 1 hour.

This test was carried out at 09.30 hours and this highlighted a number of issues which are currently being addressed.

5.3 Live incidents

There have been 2 significant incidents during the last 6 months.

12 March 2018 power outage

At 11.30 am a High Voltage power cable fractured resulting in loss of power to Morris House, some areas of the Heritage building and the Wolfson building.

The Queen Elizabeth Hospital also suffered some loss of power which was thought to be unrelated to the fractured cable.

A formal debrief is due to take place week commencing 16 April and the results will be available in the next board report.

The power was rerouted and the Trust was back to normal working by 14.55 hours.

19 March 2018 flood in Ambulatory Care Theatres

At 09.00 hours a flood was noticed in 2 of the Ambulatory care theatres. This was found to be due to a fractured valve which was replaced and the theatres were up and running after two and a half hours.

Business continuity plans have also been invoked over the winter due to heavy snow on a number of occasions which resulted in a significant number of staff experiencing difficulties in travelling to and from work.

6. Reception Arrangements for Military Patients (RAMP)

The RAMP plan has been revised and the draft revised plan was scrutinised by the MOD, NHS England (National, Regional and Local), West Midlands Ambulance Service and the Head of Emergency Preparedness at the Trust on 29 March 2018. The result of this meeting was that the plan required some amendments which should be completed over the next 3 months.

Once the plan has been ratified by both the NHS and the MOD it will be tested at the Trust as a table top exercise.

7. Additional Emergency Plans

There are other plans available which form part of the Trust's wider emergency planning and these are:

- The Heatwave plan, which has been approved by the Emergency Preparedness steering group and is available on the Trust Intranet. There was no requirement to activate this plan during the summer of 2018.
- The Inclement Weather plan, is available on the Trust Intranet and this has been invoked a number of times during the winter months due to the

severe weather conditions, which involved a number of staff requiring overnight accommodation due to travel difficulties.

- The suspicious package plan, which has been approved by the Emergency Preparedness steering group, is available on the Trust intranet.
- The workforce approval plan, which has been approved by the Emergency Preparedness steering group, is available on the Trust intranet.
- The lock down procedure which has been approved by the Emergency preparedness steering group is available on the Trust Intranet.

8. Conclusion

Over the last 6 months a significant amount of work has been undertaken by the revision of the Major Incident/Mass Casualty plan. The assumptions have been tested by both table top and live exercises which have informed the changes required by the relevant departments. The Major Incident/Mass Casualty plan should be completed in the next 2 months.

Following the Merger with Heart of England Foundation Trust the board report in 6 months' time will be a combined report that will cover all 4 sites that come under the University Hospitals Birmingham NHS Foundation Trust.

9. Recommendations

The Board of Directors is asked to:

- 9.1 Accept this update on Emergency Preparedness
- 9.2 Agree to receive another update in 6 months' time.