

Emergency Planning, Response & Recovery Annual Report 2015-2016



1 Introduction

- 1.1 This report summarises the work of the Emergency Planning Team, key aspects of the organisations emergency preparedness over the past year and how the trust maintains its readiness to prepare, respond and recover from both emergencies and disruptive challenges.
- 1.2 The trust as a Category One responder under the Civil Contingencies Act 2004 has specific statutory duties in relation to emergency planning and response. In addition the organisation has other obligations as required by contracts and performance standards set by NHS England.
- 1.3 Throughout the year a continuous process of exercising, testing, training, assurance has taken place.
- 1.4 This year the Trust has enjoyed a student working with the team allowing the team to shape future talent and the next generation of emergency planning professionals.
- 1.5 The Trust continues to work with other NHS Organisations and this has started closer working with East Kent Hospitals University Foundation Trust along with existing work with Dartford & Gravesham and Surrey & Sussex Health NHS Trust.

2. Incidents

- 2.1 On June 10th thirteen vehicles were involved in a collision with a heavy goods vehicle in Tunbridge Wells. The South East Coast Ambulance Service initially declared a Major Incident and alerted the Trust accordingly. The Switchboard activated the major Incident plan in accordance with their standing instructions. The Ambulance Service once a more thorough assessment of the scene was possible then stood the Incident down. This gave the Trust the opportunity to test its Communications Cascades for real. It was a good reminder to staff to make sure all contact details are kept up to date with the Switchboard.
- 2.2 During the last week of December 2014 and into the first week of January 2015 Business Continuity arrangements were tested as an unprecedented surge in admissions to the hospitals meant additional response arrangements had to be put in place. The Trust responded well and staff were commended for their commitment to care under significant pressure.
- 2.3 On 29th April there was an IT failure at Tunbridge Wells Hospital resulting in Business Continuity Arrangements being activated. This was followed on May 4th with a Power Failure at Maidstone Hospital also requiring Business Continuity Arrangements to be put in place. Investigations and Action Plans have been completed through the Resilience and Health and Safety Committees.
- 2.4 On April 9th a vulnerable patient went missing from the Maidstone ward requiring a multi-agency response and the opening of an Incident Command Centre. The patient was found safe and well. The Incident allowed the trust to test its new missing persons policy which was updated following a multi-agency debrief.
- 2.5 In the first part of 2015 Industrial Action was called by a number of unions representing staff working in the NHS. Business Continuity Arrangements were considered but not needed however considerable work was completed in order to get the necessary Situation Reports to the Department of Health on time. Later in December Junior doctors took part in a series of periods of Industrial Action requiring additional planning.

- 2.6 Throughout the summer the Emergency Planning Team were involved in looking at the issues facing the Trust from the prolonged use of Operation Stack on the M20. Additional contingency planning became necessary as new operational responses were needed on the ground very quickly by Kent Police and other partner agencies especially during hot weather.
- 2.7 In July the Met Office issued a Level 3 Heatwave requiring activation of short term Heatwave Response Plans.
- 2.8 In November, Business Continuity Plans were activated when boilers at the Trust Laundry failed. The plans put in place enabled no loss of service to patients and staff.
- 2.9 On the 24th of November Virgin Media cut through a major incoming phone cable resulting in loss of phone services. This required activation of business continuity plans to ensure that key responses remained operational. Plans were able to be activated quickly and enabled critical communications to be maintained.

3. Training & Exercises

- 3.1 Exercise Carbine was the Trust's major tabletop exercise this year held on June 25th involving all areas of the Trust. This involved Kent Police and South East Coast Ambulance Service working through a firearms scenario testing all areas of the Major Incident Response.
- 3.2 Exercise Paratum Communitas held in April was regional exercise held by NHS England and the Trust was represented by a number of staff to work through scenarios with other agencies including the Military, Blue light services and Trauma Networks.
- 3.3 The Trust also conducted a Communications Exercise on November 13th
- 3.4 Exercise Polar – this tabletop looked at Winter Resilience Plans for the organisation in conjunction with West Kent CCG, out of hours providers and SECAMB.
- 3.5 Exercise Neptune was carried out in October which tested the Business Continuity plans relating to Pathology and Blood Transfusion Services.
- 3.6 The Trust hosted a major workshop in November for all Trusts in Kent & Medway to examine acute hospital evacuation plans in conjunction with partner agencies including Police, Fire & Rescue, Local Authorities and SECAMB.
- 3.7 In February the Trust was took part in an exercise to examine plans for a Flu Pandemic in conjunction with NHS England, CCGs, Public Health England and other NHS organisations.
- 3.8 In April various exercises examined plans to look at relocation of the Emergency Departments to other parts of the estate in the event of an internal emergency allowing services to continue.
- 3.9 In July the Trust took part in a tabletop exercise with partners in the Mental Health Trust to test their plans for Priority House adjacent to the Maidstone Hospital Site.

4. Command Accreditation Scheme

- 4.1 Following on from the success of the pilot command training courses which the Trust ran last year. The majority of Tactical Level Command managers have completed this essential training and sessions are now being rolled out for Operational Command Level Managers.

- 4.2 The Resilience Committee have approved a Command Accreditation Scheme so that all managers who are likely to have to manage incidents are accredited to do so by completing a set standard of training and take part in Exercises.
- 4.3 Following training managers are issued with a portfolio which contains National Occupational standards relating to their role and how they meet those standards. It also allows managers at appraisal sessions to identify training needs and compliance with the standard.
- 4.4 The team in conjunction with the Communications Team have also provided Emergency media training in two parts so all managers in charge of an incident can work with the media appropriately. This also includes the use of Social Media in emergencies.

5. Command Support Team

- 5.1 The Emergency planning Team have set up a Command Support Team allowing those staff with skills but not a primary role to engage in emergency response by supporting the Command Teams in the Hospital Incident Command Centre. This has been popular with the first 12 staff members already completing training.

6. Public Safety and Partnerships

6.1 LHRP

The trust continues to be represented at the Local Health Resilience Partnership (LHRP) with other parts of the Kent & Medway Health Economy contributing where required.

6.2 LRF

The trust continues to support the activities of the Kent Local Resilience Forum through membership of sub groups and working groups to support multi agency planning, training and response.

6.3 SAG

The trust continues to represent the NHS on local authority safety advisory groups in Sevenoaks District Council, Tonbridge & Malling, Maidstone and Tunbridge Wells Borough Councils. These groups contribute to community safety by screening licensing for large public events allowing the NHS to monitor medical provision and crowd welfare and thus reduce the potential affects to A&E as well as other admission avoidance measures such as recommending on site pharmacy provision or inclement weather precautions. This year has been busy with high profile events such as the Elton John Concert and Social Festival requiring additional planning with colleagues in other agencies.

8.4 Emergency Planning Leads Group

The trust continues to meet and engage with other NHS emergency planning teams across Kent, London and East Sussex. It also remains part the NHS Kent & Medway emergency planning group. It is also an active member of the National Performance Advisory Group for NHS Resilience.

8.5 Railcare

The team has continued to support Railcare Volunteers in their work to provide support to the NHS in a railway incident. These are staff volunteers from the Railway Industry who can respond to hospitals and other locations to assist hospital staff and emergency services in providing support and resources to help those affected.

8.6 Trauma Network

Emergency Planning remain a core member of the Trust Trauma Board and also work with the Trauma Network. An excellent relationship with Emergency Planning Staff at Kings College Hospital has led to the establishment of South East London, Kent & Medway Trauma Network Emergency planning Committee which allows the whole network to look at seamless planning and response across the network including London Ambulance Service and South East Coast Ambulance Service along with all the Acute NHS Trusts in the Network.

8.7 Emergency Services

The team continue to work closely with both Kent and East Sussex Emergency Services in training, exercising, planning and response. This year with the emergence of MERS in parts of the world the Trust collaborated with Public Health England and South East Coast Ambulance to give additional training to Paramedics to avoid the need for patients to have to go to the Emergency Department for testing.

Additional work has been undertaken with all emergency service partners during the last twelve months to ensure the Trust remains a key player in local resilience planning.

8.8 Helipad

The team continue to manage the helipad plan as required under the Department of Health HTM and work with Kent Surrey and Sussex Air Ambulance, RAF, HM Coastguard and other providers such as the Children's Air Ambulance to ensure safe use of the landing points in the trust. This year with the opening of the new HM Coastguard Search & Rescue base at Lydd Airport in Kent the Trust were the first in the South East to engage with them in training of their staff and to familiarise Trust staff including critical care staff, security, Porters and managers with the special arrangements for their helicopters. Since the base has opened both Maidstone and Tunbridge Wells Hospitals have seen them landing and have a very good relationship. The Trust will also be working to provide training for the flight paramedics at Search & Rescue Bases across the South of England next year and working in partnership to train hospital staff in helicopter transfers. The team have worked with our helicopter providers to produce a DVD to highlight the safety procedures during helicopter operations which is available on our You Tube channel.

9. Assurance

9.1 CCG Assessment of Emergency Planning & Response Arrangements

The Commissioning Support Unit audited the Trust against the National Core standards and has reported that the Trust is fully compliant with the standards and has formally reported the same to NHS England and the CCG.

9.2 Following the Attacks in Paris, NHS England wrote to all Trusts asking them for further assurance on a number of elements attached to this report.

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10. New Policies

10.1 During the year the team updated or provided new policies for:

- Site Lockdown
- Management of VIP and protected persons
- Emergency Planning Policy
- Flu Pandemic response

12 CBRN/Hazmat Team

- 12.1 The trust has had a CBRN/Hazmat team for over twelve years trained to deal with hazardous incidents. Training is on going and the team can respond and work across West Kent. Considerable time is spent ensuring that this team receive quality training and that the approach is safe.
- 12.2 It is extremely important that the Emergency Departments take time to ensure all ED staff are booked on to the training and that this is planned throughout the year. The Emergency Planning Team will continue to recruit staff from outside the ED and managers are asked to continue to support releasing staff to attend training.
- 12.3 This year the Trust ran a Kent & Medway wide study day with aim of standardising the approach in the county.

13. Business Continuity

- 13.1 During the year considerable investment in Business Continuity led to the Estates & Facilities Directorate gaining the ISO standard 22301 in Business Continuity – only the second Trust in the UK to achieve it. This represents a major achievement.
- 13.2 During the Summer the Trust undertook various support to Medway NHS Foundation Trust as part of Operation Indigo while improvements and training were undertaken at that site.

13 Conclusion

- 13.1 The trust remains well prepared for emergencies.
- 13.2 The board is asked to support the concept that staff must be released for training and attendance at training is regarded as a key priority.
- 13.3 The trust remains in strong position but can only maintain this with continued adequate funding and commitment from the Directorate Senior Management teams. Directorates need to ensure that Business Continuity and Resilience is high up on their Directorate Work plans.



South East
Commissioning Support Unit

MAIDSTONE AND TUNBRIDGE WELLS NHS TRUST

EPRR Assurance Audit Report

September 2015

SOUTH EAST / CSU

Date	Version	Author	Notes
10.09.15	1	Josh Tarling SECSU	

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Assurance Visit

South East CSU Business Resilience Team conducted a visit to Maidstone and Tunbridge Wells NHS Trust to conduct an audit of their Emergency Planning Response and Recovery (EPRR) preparedness against the NHS England EPRR Core Standards. The purpose of the visit was to enable the trust to provide assurance to their commissioner as to the level of their preparedness

Audit Details

Date of audit	09 September 2015
Location of Audit	Pembury Hospital
Auditors	Josh Tarling (SECSU) on behalf of West Kent CCG
Provider representatives	John Weeks, Julie Elphick

Areas Investigated

The audit looked for evidence against the cores standards identified by NHS England as being required to be in place by Acute Healthcare Providers. The four investigated areas were:

- EPRR Core Standards
- Pandemic Influenza “deep dive” additional standards
- HazMat/ CBRN Core Standards
- HazMat/ CBRN Equipment Checklist

Audit Results

MTW were able to provide evidence to demonstrate the following rates of compliance:

	Green (full compliance)	Amber (plans to address gaps on annual work programme)	Red (significant gaps with no plans to address)
EPRR Core Standards	33/33	0/33	0/33
Pandemic Flu Deep Dive standards	4/4	0/4	0/4
Hazmat/ CBRN Standards	13/13	0/13	0/13
Hazmat/ CBRN equipment check	32/32	0/32	0/32

Full audit results are appended to this report.

Based on the NHS England levels of assurance below we conclude that Maidstone and Tunbridge Wells NHS Trust meets the requirements for full compliance.

Compliance Level	Evaluation and Testing Conclusion
Full	Arrangements are in place that appropriately addresses all the core standards that the organisation is expected to achieve. The Board has agreed with this position statement.
Substantial	Arrangements are in place however they do not appropriately address one to five of the core standards that the organisation is expected to achieve. A work plan is in place that the Board has agreed.
Partial	Arrangements are in place, however they do not appropriately address six to ten of the core standards that the organisation is expected to achieve. A work plan is in place that the Board has agreed.
Non-compliant	Arrangements in place do not appropriately address 11 or more core standards that the organisation is expected to achieve. A work plan has been agreed by the Board and will be monitored on a quarterly basis in order to demonstrate future compliance.

Audit Narrative

MTW continue to demonstrate among the highest levels of compliance across the providers in Kent. The Commissioner can be assured that the trust has in place all necessary and reasonable measures to respond appropriately to both external major incidents and internal business continuity and service disruptions.

In addition to this assurance process MTW were recently subject to a CQC audit which focused heavily on emergency preparedness. The CQC report identified high levels of competency and staff awareness as well as up to date procedures and extensive training.

The commissioner should also be aware that MTW demonstrates good practice in a number of EPRR related area including;

- Developing Strategic and Tactical hospital commander courses in collaboration with NHS England
- Leading multi-agency work around hospital evacuation
- Providing CBRN training services to other hospital trusts
- On track to achieve ISO 22301 Business Continuity Accreditation for their Estates functions.