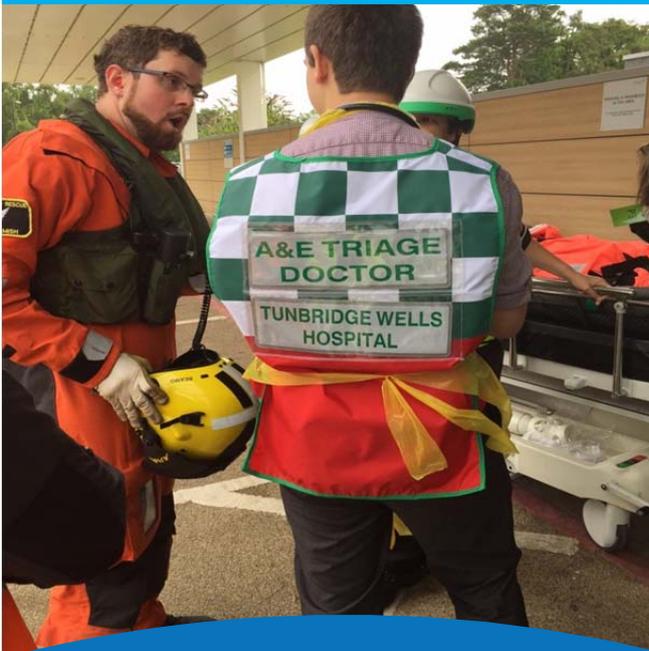


Emergency Planning, Response & Recovery Annual Report to Trust Board 2017



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1 Introduction

- 1.1 This report summarises the work of the Emergency Planning & Response team for 2017. It also contains the outcome of the NHS England & CCG assurance process and the work plan for the 2018 period.
- 1.2 The Trust is a Category One responder as defined by the Civil Contingencies Act 2004 which defines a number of legal duties in addition to those set by NHS England and the CCG as contractual duties.

2 Emergency Response

- 2.1 During the year a number of responses have been mounted including the cyber-attack which affected the NHS in May. Although the trust was not directly affected there were extensive actions and communications taken by the IT directorate to ensure services were able to continue.
- 2.2 2017 was marked by the shocking terrorist attacks in the UK starting with Westminster in March, Manchester in May, London Bridge in June and Parsons Green in September. The national threat level went to Critical on two occasions in both May and September requiring the trust to implement additional measures and review security. The lessons identified in national debriefs were quickly shared and the Trust has considered all of the advice in changing emergency plans. The team through its extensive networks has had the opportunity to talk directly to some of those involved and understand the issues they faced.
- 2.3 During the year a number of highways issues have caused business continuity issues for the trust. The team have worked hard with multi agency partners to ensure the needs of the NHS are understood by those undertaking the works.
- 2.4 In January sudden snow caused business continuity challenges overnight and the trust activated its agreement with South East 4x4 Volunteers to assist in getting staff into the hospitals. The agreement worked well and the hospitals did not reduce any services.

3 Training & Exercising

- 3.1 The trust has a full year of exercises. The first was a trauma network exercise on March 8th which looked at casualty distribution from a mass casualty incident in conjunction with other trusts in the South East London Kent & Medway Trauma Network.
- 3.2 On April 5th a live no notice fire exercise took place at Maidstone Hospital in conjunction with Kent Fire & Rescue Service. This smoke logged the trust management block allowing a live unannounced test of evacuation and incident command arrangements.
- 3.3 During May unannounced exercises were started in both Emergency Departments including out of hours exercises. These allowed staff to familiarise themselves with lockdown, triage, access to equipment and procedures for clearing the ED.
- 3.4 In June a tabletop exercise was carried out with the Maternity Unit to ensure arrangements for managing incidents within this specialist area and its birthing centres were adequate.
- 3.5 On July 27th Exercise Lockgate was carried out at Tunbridge Wells Hospital in conjunction with Kent Police, South East Coast Ambulance and HM Coastguard. This exercise consisted of a full activation of the Major Incident Plan following a declaration by Ambulance Control. The hospital was expecting one Priority One patient by helicopter but when it was landing a minibus arrived with a further 12 casualties on unannounced and un-triaged. This aimed to bring in some of the issues

identified in recent terrorist incidents where patients arrived without notice in busses taxis and private transport. The exercise took place on a very busy day in the ED and staff did very well in managing not only the normal activity but a major incident response as well.

- 3.6 On August 17th a live lockdown was carried out at Maidstone Hospital in the morning to coincide with maximum footfall – this tested lessons identified in some of the recent terrorist incidents.
- 3.7 On 25th of October - Exercise Neptune was a live Business Continuity Exercise at Maidstone Hospital which tested a complete failure of water supply to the hospital in conjunction with South East Water. The exercise tested command & control, live connections to tankers to fill holding tanks, delivery and distribution of thousands of bottles of water and communications both internally and with partner agencies along with media handling.
- 3.8 On 26th of October – Exercise Polar was a tabletop exercise to review arrangements for winter. This took place with partner agencies and neighbouring NHS organisations.
- 3.9 A series of short films are being made to give short sharp learning opportunities' to key staff such as ED teams based on delivering key important information not lasting more than five minutes. The short DVD awareness films are in production including triage and casualty reception which was released in December.
- 3.10 The Command Accreditation Courses and CPD for on call teams has gone from strength to strength and continues in to 2018. Awareness training for non-specialist staff is provided by a DVD which is available on both the intranet and the trust YouTube channel.
- 3.11 On November 2nd a live exercise tested relocation of the Trust Switchboard room with staff establishing a fall back room with call handling ability.

4 Public Safety & Partnerships

- 4.1 The trust continues to play a full part in Safety Advisory Groups in the local authorities around the trust catchment area. These multi agency groups play an important part in protecting public safety at large events. During the year members of the team have done multiagency site visits at the War & Peace Event at the Hop Farm, the Kent County Show and various music festivals and concerts all with the aim of reducing attendances at Emergency Departments.
- 4.2 During the year the Trust presented two partnership awards firstly to the Kent Event Centre & County Show for work in successfully reducing hospital attendances from large events and then to the crew of the HM Coastguard Rescue Helicopter Team for their support in live training and exercising.
- 4.3 The trust is also part of the Kent Resilience Forum made up of all multi agency partners, military and voluntary sector organisations.
- 4.4 The trust formed the first independent sector emergency planning group in 2005 and this has been reinvigorated to ensure the independent sector can play a vital part in a major incident response.

5 Helicopter Operations

- 5.1 The trust has continued an excellent relationship with all helicopter providers at both its hospitals. This has meant the added realism of live helicopters during exercises, valuable training provided to both ground staff who make landings safe and the critical care teams who might receive or transfer by air is of a very high quality. In 2018 a new larger HM Coastguard helicopter will be tested at all sites. In addition work the team are doing with the RAF means military helicopters will test land at the hospitals in 2018 to enhance our capability.

5.2 Partnership options are being explored to make the landing site at Maidstone more permanent.

6 Assurance

6.1 The West Kent CCG endorsed the trust board submission to NHS England that the trust was fully compliant following the 2017 round of EPRR assurance visits. The SECAMB peer review of Chemical and radiation preparedness did not highlight any areas that required action.

7 Chemical, Biological, Radiation & Nuclear Incidents

7.1 The trust continues to work with EKHUFT and DGS Trust to maintain a team of interchangeable staff trained to the same standard able to support at any of the hospitals in an Incident.

7.2 A new innovative workshop method of training will take place in 2018 at central locations allowing staff from the three trusts to learn from the team but also from Kent Fire & Rescue Service, Public Health England and South East Coast Ambulance Service.

7.3 New suits are gradually coming through to replace the old stock as part of the national replacement strategy.

8 Business Continuity

8.1 In 2017 there has been a renewed focus on Business Continuity Plans which started during Business Continuity Awareness Week in March.

8.2 At each Trust Resilience Meeting chaired by the Chief Operating Officer each division presents aspects of their plans and opens them up to scrutiny and challenge by peers and other departments.

8.3 Divisional tabletop exercises were supplemented this year by a major live test of arrangements during Exercise Neptune.

9 Co-operation between organisations

9.1 The trust is once again supporting East Kent Hospitals University Foundation Trust and working collaboratively with Dartford & Gravesham NHS Trust to work as one team with joint training and planning where possible.

9.2 During 2018 the three trusts are jointly funding a student emergency planning post for a year from Coventry University.

10 Forward Work Plan

10.1 In March the Trust will take part in a live multi agency exercise to test arrangements for Dungeness Nuclear Power Station.

10.2 Staff already working on mass casualty responses will conclude the planning work ready for testing during the first half of the year during a tabletop exercise.

10.3 A training prospectus has been published on the Intranet for 2018.

10.4 The trust will continue to take an active part in various national groups during the year.

11 Conclusion

11.1 The trust remains well prepared with a good programme of work. The team are making good progress in providing training in different ways to meet the challenges of the modern NHS.

Exercise Lockgate
Tunbridge Wells Hospital





Exercise Execs
Maidstone Hospital



Exercise Neptune Maidstone

Emergency Department Exercises



Presentation of award to HM Coastguard



Helicopter Training