PWYLLGOR IECHYD A DIOGELWCH
HEALTH & SAFETY COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	03 July 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Major Incident Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Dr Ardiana Gjini, Executive Director of Public Health
SWYDDOG ADRODD: REPORTING OFFICER:	Sam Hussell, Head of Emergency Preparedness, Resilience & Response (EPRR)

Pwrpas yr Adroddiad (dewiswch fel yn addas) **Purpose of the Report** (select as appropriate)
Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

The Major Incident Plan (Appendix 1) has been revised and updated to reflect current structures, command and control mechanisms and response processes.

To provide assurance regarding compliance with the testing criteria of the Welsh Government NHS Emergency Planning Core Guidance (2015) by detailing Exercise Tendley, (Appendix 2) a live multi-agency major incident exercise.

Cefndir / Background

The Civil Contingencies Act 2004 provides a framework for integrated emergency management to ensure civil protection across the U.K. Hywel Dda University Health Board (HDdUHB) is classed as a Category 1 Responder under the Act. This means that in partnership with the Local Authorities, Emergency Services, Natural Resources Wales and other health bodies, HDdUHBis part of the first line of response in any emergency affecting its population.

The Health Board is required under the Act to undertake risk assessments and produce emergency plans. Additionally, within the Welsh Government's Emergency Planning Core Guidance 2015, Health Boards are required to have up to date plans to deal with major incidents and emergency situations that are compliant and tested, in accordance with national guidance.

A comprehensive review process has been undertaken via the Emergency Preparedness, Resilience & Response (EPRR) Group which has involved multi-disciplinary and partner agency participation. Consultation of the revised plan has been undertaken with partner agencies and with Welsh Government and NHS Wales Performance & Improvement prior to presentation for approval.

Major Incident Plan response action cards are also updated on an on-going basis to reflect current organisational structures and are published on the intranet and amended as necessary.

Asesiad / Assessment

The main areas of change within this years' review of the Major Incident Plan are:

- Change to notification and activation process for major incidents – moving to use of a single switchboard, and immediate assessment of the incident, prior to wider site(s) activation, in order to reduce duplication and increase situational awareness across sites.
- Change to executive response roles – moving to 24/7 use of Gold on-call.
- Update to site arrangements.
- Update to scene response processes
- Inclusion of lessons identified within Exercise Tendley (live major incident exercise held in February 2025) and the Powys train crash (October 2024) debrief.

Exercise Tendley: multi-agency live major incident exercise conducted from 04-07 February 2025, which tested the Health Boards' response to a simulated major incident on Glangwili Hospital (GGH). The focus of the hospital element of the exercise was:

- Major Incident Notification and Activation
- Emergency Department (ED) Response
- Hospital Coordination Centre (HCC) Operations
- Mortuary Preparedness and Communication with Dyfed Powys Police Disaster Victim Identification (DVI) teams.

The objective was to evaluate the effectiveness of hospital major incident notification and activation procedures, response arrangements, staff preparedness, communication channels, and resource allocation during a large-scale emergency. Recommendations from the exercise report are being progressed and monitored via the EPRR Group.

Lessons Identified: The changes within the Major Incident Plan also include recommendations from debrief reports following a number of incidents/events (Powys Train Crash – October 2024; Storm Darragh – December 2024; WGH Bomb Hoax – December 2024). These mainly focus around command and control structures, role of Gold on-call and notification/activation procedures).

Argymhelliad / Recommendation

The Committee is asked to

- **APPROVE** the Major Incident Plan prior to onward recommendation to the Health Board.
- **NOTE** the content of the Exercise Tendley report
- **TAKE ASSURANCE** regarding our compliance with Welsh Government NHS Emergency Planning Core Guidance (2015).

Amcanion: (rhaid cwblhau) **Objectives: (must be completed)**	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.6 Provide assurance to the Board that the Health Board's Emergency Management Plan is underpinned by policy and protocols, planning and performance targets and strategies to address risks to business continuity.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol:	Not Applicable

Datix Risk Register Reference and Score:	
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	3. Effective Care 4. Dignified Care
Amcanion Strategol y BIP: UHB Strategic Objectives:	3. Striving to deliver and develop excellent services
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Civil Contingencies Act (2004) NHS Wales Emergency Planning Guidance (2015)
Rhestr Termau: Glossary of Terms:	Contained within the Major Incident Plan
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd Iechyd a Diogelwch: Parties / Committees consulted prior to Health and Safety Committee:	• EPRR Group • Welsh Government • NHS Wales Performance & Improvement • Wales Ambulance Service Trust (WAST) • Executive Director with lead for EPRR

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The main costs associated with the Emergency Planning agenda are staffing; training; exercising and equipment.
Ansawdd / Gofal Claf: Quality / Patient Care:	Major Incident Plan revised with relevant multi-professional input across the sites.

Gweithlu: **Workforce:**	On-going training issues form part of the UHB's Civil Contingencies Act preparedness and subsequent exercises test its response, plans and communication systems.
Risg: **Risk:**	The whole Emergency Planning agenda is based on risk and taking every practical step to mitigate against the risk of an event occurring. Identification of the highest risks, and development of plans and procedures to address and respond to them places the Health Board in a better state of preparedness.
Cyfreithiol: **Legal:**	The Major Incident Plan forms part of our response to the requirements of the Civil Contingencies Act and our duty as a Category One responder under the Act.
Enw Da: **Reputational:**	Potential. The Major Incident Plan demonstrates our level of preparedness to respond effectively to a major incident event and safeguard the reputation of the organisation.
Gyfrinachedd: **Privacy:**	No issues identified.
Cydraddoldeb: **Equality:**	Impact Assessment completed May 2025 with no negative impacts identified.

MAJOR INCIDENT PLAN 2025/26

Carmarthenshire, Ceredigion & Pembrokeshire

Plan information:

Supersedes: MIP 2024/25
Version number: MIP 2025/2026

Approval information:

Endorsed by Executive Team (18 June 2025)
Approved by Health & Safety Committee (scheduled for 03 July 2025)
Recommended by Board: (scheduled for 31 July 2025)
Date of approval:
Date made active:
Review date: July 2026

Summary of document:

An operational plan that details the Hywel Dda University Health Board response to a major incident event. This plan has been prepared in consultation with Dyfed Powys Local Resilience Forum (LRF) partner health agencies, and in accordance with the Civil Contingencies Act (2004), NHS Wales Emergency Planning Guidance (2015), Medical Care at the Scene of Major Incidents (2010), Guidance on Access to UK Reserve Stock for Major Incidents (2024) and other related guidance.

Scope:

Organisation wide

To be read in conjunction with:

Major Incident Plan Action Cards (opens in a new tab)
Business Continuity Plans
Departmental Major Incident Plans
Dyfed Powys LRF Joint Major Incident Procedures Manual
Mass Casualty Arrangements for NHS Wales v5

Owning group:

Emergency Preparedness, Resilience & Response (EPRR) Group → Formal Executive Team (18/06/25) → Health & Safety Committee (03/07/25) → Board (31/07/25)

Executive Director job title:
Executive Director of Public Health

Reviews and updates:
2015/2016 – approved 28.05.2015
2016/2017 – approved 02.06.2026
2017/2018 – approved 27.07.2017
2018/2019 – approved 27.09.2018
2019/2020 – approved 26.09.2019
2022/2023 – approved 28.07.2022
2023/2024 – approved 27.07.2023
2024/2025 – approved 25.07.2024
2025/2026 – approved

Keywords:
Major Incident, Civil Contingencies, Emergency Planning, Lockdown, Mass Casualties

CONTENTS

STOP

IF THIS IS A MAJOR INCIDENT SITUATION AND YOU HAVE NOT READ THIS DOCUMENT…

DO NOT READ IT NOW!

- **IF YOU ARE IN THE HOSPITAL, REPORT TO YOUR NORMAL WORK AREA AND CONTACT YOUR MANAGER**
- **IF YOU ARE REPORTING FROM A CALL-IN, REPORT TO YOUR NORMAL WORK AREA, UNLESS YOU ARE A KEY MANAGER, IN WHICH CASE REPORT TO THE HOSPITAL CO-ORDINATION CENTRE**
- **REFER TO YOUR ACTION CARD AND BE PREPARED TO BE RE-DEPLOYED IF NECESSARY**
- **UNDERTAKE ASSIGNED DUTIES OR READ THE CARD AND IMPLEMENT THE ACTIONS**

STATEMENT ON HEALTH AND SAFETY

In a major incident it is very easy to become absorbed by the events unfolding around you and to forget that the usual rules and regulations regarding health and safety still apply.

It is essential that these regulations are observed during a major incident and that the same thought processes with regard to risk assessment and management are adhered to in the same manner as any other task during the working day.

Appropriate Personal Protective Equipment - PPE (opens in a new tab) and procedures will be provided, and must be used and followed, as must the Health Board's Policy and Procedures for issues such as responding to an infectious disease emergency, infection control, manual handling or the safe use of hazardous substances. As with any other task, if you are unsure of anything during a major incident seek advice from the nearest appropriate person.

INTRODUCTION

The Civil Contingencies Act (2004) defines a Major Incident as:
'An event or situation which threatens serious damage to human welfare in a place in the UK, war or terrorism which threatens serious damage to the security of the UK.'

(Ref: Civil Contingencies Act, 2004)

Within the NHS:
'Any occurrence that presents a serious threat to the health of the community, disruption to the service or causes, or is likely to cause, such numbers or types of casualties as to require special arrangements to be implemented by hospitals, ambulance trusts or primary care organisations'.

(Ref: NHS Wales Emergency Planning Guidance 2015)

At Hywel Dda University Health Board, responsibility for amending, updating, and testing the Major Incident Plan has been delegated by the Chief Executive to the Executive Director of Public Health and the Head of Emergency Preparedness, Resilience & Response (EPRR), together with the EPRR Group.

This Plan has been prepared in consultation with Dyfed Powys Local Resilience Forum (DPLRF) partner agencies and reviewed by the NHS Executive. It is only a guide and those NHS personnel on duty at the time of an incident should use their discretion regarding any need for which provision has not been made.

This Plan should be read in conjunction with the Health Boards' current Risk Management, Health, Safety and Environment Protection Strategy and relevant Business Continuity Plans. Additionally, many departments have well developed major incident response plans specific to their service, which will be activated in conjunction with this over-arching major incident plan. External risks, as identified in the Wales Risk and Preparedness Register and the Dyfed Powys LRF Community Risk Register (dplrf-crr---english.pdf (dyfed-powys.police.uk)) have also been considered in the development of the Health Boards' major incident preparedness and response. Specific Welsh Government guidance is also available on a range of issues to support a major incident response and should also be consulted where appropriate. The Welsh Government, in conjunction with the Department for Health and other UK Health Departments, has established a UK stockpile of health countermeasures for use in the event of a deliberate or accidental release of chemical, biological, radioactive, or nuclear materials. The "Access to CBRN Health Countermeasures" protocol is held in the Hospital Co-ordination Centre(s) and by the Medical Controllers and Head of Medicines Management.

Departments should review their Action Cards at regular intervals and new personnel must be made aware of the existence of such plans, and their roles and responsibilities within them. Any suggested amendments to this Plan should be made by staff to the Head of EPRR. Action cards are "live" documents and will be amended as necessary to ensure validity, and are available on the EPRR Intranet Page.

As a minimum requirement, the Health Board is required to undertake:

- A 'live' exercise every three years
- A 'table-top' exercise every year
- A 'communications' exercise every six months

(Ref: NHS Wales Emergency Planning Guidance 2015)

A training and exercising programme has been developed to assist with the development and roll out of appropriate training opportunities to support a resilient and robust major incident response.

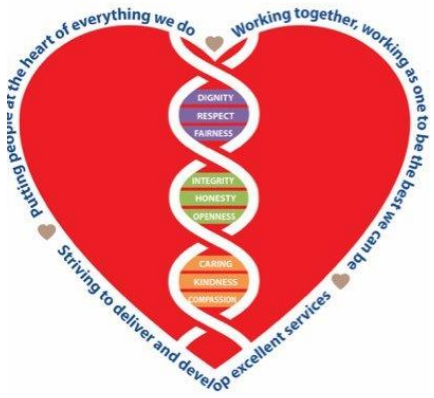
Recommendations and lessons identified from a range of incidents, public inquiries and debriefs have also been reflected within the plan (for example: RAAC Internal Major Incident 2023/4; Hillsborough Inquiry; Withybush Internal Incident June 2023, Health Prepared Wales, Exercise Red Kite, Exercise Celtic Consolidation, Kerslake Report, Manchester Arena Inquiry, Powys Train Crash 2024 and Exercise Tendley 2025).

AIM

The aim of the Major Incident Plan is to save life and mitigate injury in circumstances where routine services may prove inadequate and to provide co-ordination to ensure that limited resources are deployed most effectively.

This Plan is based on the use of Glangwili Hospital (as a designated Trauma Unit) and Withybush & Bronglais Hospital (as designated Rural Trauma Facilities). Prince Phillip Hospital will act in a supporting role during a major incident. All the facilities of the Health Service would be available in the event of a Major Incident. If the number of casualties exceeds the available capacity at the time, it may be necessary, in order to release beds, to call other hospitals to assist by accepting casualties from the incident and/or patients transferred from these hospitals. Equally, the Health Board may assist neighbouring Health Boards in responding to incidents that do not originate within the Hywel Dda catchment area. All major incident notifications will be communicated to all Health Boards by WAST (where there are casualties involved) to enable the Major Trauma Network model of casualty dispersal to be activated.

The Major Incident Plan has been developed, incorporating the organisation's values at the core of the response.



Additionally, the Charter for Families Bereaved by Public Tragedy developed following the Hillsborough Disaster to ensure the lessons of the disaster and its aftermath, from the perspective of the bereaved families was not lost, was signed up to by the Health Board in 2021 and who reaffirmed its commitment to the Charter in 2025. The Health Board agreed to adopt the principles below and supports staff to strive towards:

1. In the event of a public tragedy, support the activation of emergency plans and deployment of resources to rescue victims, to support the bereaved and to protect the vulnerable.
2. Place the public interest above our own reputations.
3. Approach forms of public scrutiny – including public inquiries and inquests – with candour, in an open, honest, and transparent way, making full disclosure of relevant documents, material and facts. Our objective is to assist the search for the truth. We accept that we should learn from the findings of external scrutiny and from past mistakes.
4. Avoid seeking to defend the indefensible or to dismiss or disparage those who may have suffered where we have fallen short.

5. Ensure all members of staff treat members of the public and each other with mutual respect and with courtesy. Where we fall short, we should apologise straightforwardly and genuinely.
6. Recognise that we are accountable and open to challenge. We will ensure that processes are in place to allow the public to hold us to account for the work we do and for the way in which we do it. We do not knowingly mislead the public or the media.

COMMAND AND CONTROL

During a Major Incident, Hywel Dda University Health Board will participate in the multi-agency hierarchical framework known as "Command and Control". The process for the activation of these structures is detailed in the Dyfed Powys Local Resilience Forum's Emergency Command Protocol. This framework works on the basis of three levels of response:

- Strategic (also known as Gold)
- Tactical (also known as Silver)
- Operational (also known as Bronze)

Strategic Co-ordinating Group (Multi-Agency Gold)

This multi-agency Director level group will meet either virtually (using MS Teams) and/or at the Strategic Co-ordination Centre in Police HQ, Llangunnor, Carmarthen. The group will initially be led by the Police Gold Commander, but depending on the type of incident, the chair may move to another agency. The group will make the strategic level decisions relating to the incident (i.e. what is to be done). For Hywel Dda, the Gold on-call will attend with EPRR and Loggist support. Welsh Government will also be notified of any SCG activation in response to a major Incident.

Health Board Gold (Strategic) Response

Dependent upon the nature of the incident, and in addition to a Strategic Co-ordinating Group, an internal Gold (Strategic) Group may be convened if necessary. The decision to convene a Health Board Gold Command will be made by the Gold on-call at the time of the incident and following a review of the incident details. The aim of the group will be to provide the strategic management and co-ordination of Health Board resources during the emergency by ensuring secondary, community and primary care service delivery for both the incident and for normal operational delivery. The Gold (Strategic Group) would consist of the Gold on-call together with members of the Executive Team, EPRR, Loggist, and a Communications Team representative, together with any additional personnel as requested at the time.

The Gold (Strategic) Group would be based in Corporate Offices, Ystwyth Building, St. David's Park, Carmarthen. The Board Room is the designated Health Board Gold Command facility, but meetings may also be convened utilising MS Teams.

Tactical Co-ordinating Group (Multi-Agency Silver)

This multi-agency Senior Manager level group is responsible for formulating the tactics to be adopted by their organisation to achieve the desired goal (i.e. how to do it). Silver should not become personally involved with activities close to the incident but remain detached. These meetings will normally be located in the County Police Stations, but other venues may also be utilised if more appropriate. Meetings may also be convened virtually via MS Teams. For Hywel Dda, the Gold on-call will task an appropriate Executive Director/Senior Manager with attendance at this group.

Health Board Silver (Tactical) Response

The Health Board Silver Command will provide the tactical management and co-ordination of resources (including staff) during the emergency by directing secondary, community and primary care services. Based in the Hospital Co-ordination Centre(s), and activated on receipt of a declared major incident with casualties, this team will comprise of:

- System General Manager or on-call
- Hospital Head of Nursing or Deputy
- Hospital Clinical Lead or Deputy
- Clinical Site Lead/Manager
- Loggist
- Additional managerial, nursing, support & administrative staff as required
- HALCO (Hospital Ambulance Liaison Control Officer) – activated by WAST

The Hospital Co-ordination Centre at Glangwili Hospital will act as the lead HCC for ensuring Health Board wide co-ordination of the response. The Carmarthenshire System General Manager (or deputy) will convene a multi-site Teams call immediately following receipt of the major incident declaration to provide a system wide approach to casualty allocation and receipt, repatriation of patients, possible medical and surgical diverts and if required temporary boundary changes. Information and updates will also be provided to the Gold (Strategic) Group (if activated), or relevant members of the Executive Team/Gold on-call as appropriate.

The Hospital Co-ordination Centre will endeavour to maintain and support routine services throughout the incident whilst promoting a rapid return to normal service where possible.

Operational Response (Multi-Agency Bronze)

The Operational response (Bronze) refers to those who provide the main ‘hands on’ response to an incident, at the scene, implementing the tactics defined by the Tactical Co-ordination Group (Silver).

Health Board Operational (Bronze) Response

For Hywel Dda, the Bronze level response will mainly be provided on the acute hospital sites where the hospital has been designated as a “Receiving” or “Supporting” hospital. The Operational response is our front-line services which will be managed via the relevant Hospital Co-ordination Centre. Information/updates will be fed into the Hospital Co-ordination Centre(s) to ensure comprehensive situational awareness.

Joint Major Incident Procedures Manual

To complement, and inform the above structures, Dyfed Powys Local Resilience Forum has produced a guide that details the framework used to respond to, and manage, on a multi-agency basis, a major incident that occurs within or affects the Dyfed Powys Area. The manual describes the responses and responsibilities of key responders during a Major Incident and outlines how responding organisations will work in collaboration as part of a coherent multi-agency effort to coordinate the response, implement the measures necessary to control and contain an incident and protect people, emergency responders, and the environment from the effects of such an event.

TYPES OF INCIDENT

There are five types of incident which require varying levels of response, both by the Health Board, and by partner agencies.

Mass Casualty Incident – a much larger-scale event affecting significant numbers of casualties and potentially multiple scenes. These will require a collective response by NHS Wales organisations and potentially mutual aid from other UK (and wider) countries.

Major Incident – an occurrence that presents a serious threat to the health of the community, disruption to the service or causes, or is likely to cause such numbers or types of casualties as to require special arrangements to be implemented. Any agency can declare a major incident, and notification will be cascaded to all LRF partners via DPLRF (for all incidents) and from WAST (for incidents with casualties). A Health Board response will be required.

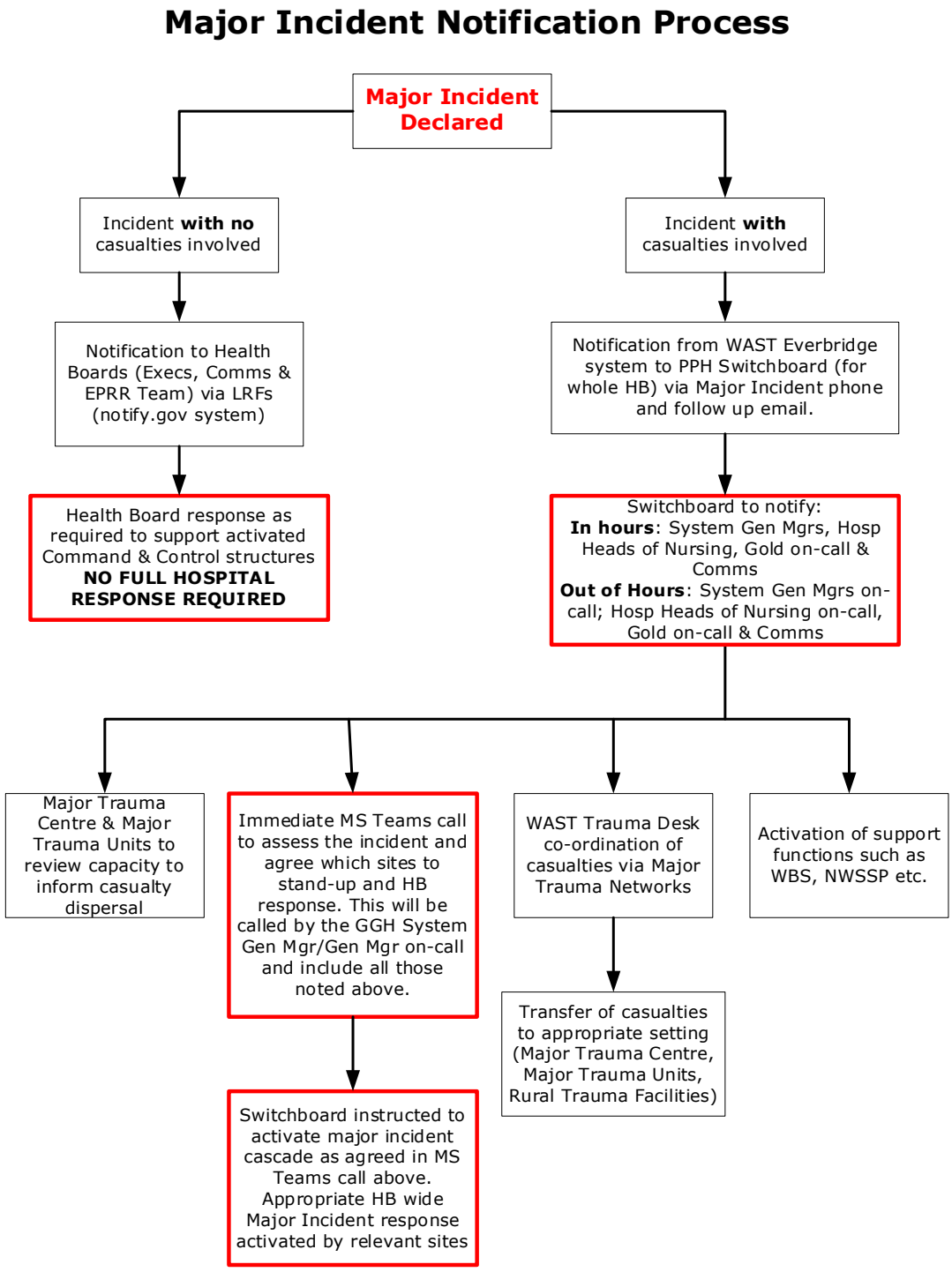
Internal Major Incident – a significant internal incident that requires the set-up of a Management Response Group together with a multi-agency response (e.g. large fire, flooding, large scale evacuation), and may also require additional resources to respond.

Internal Incident – a specific occurrence that requires the set-up of a Management Response Group to respond to, and co-ordinate the Health Board response, but that can be managed internally.

Business Continuity Incident – an occurrence that interrupts routine service delivery and requires a response to enable critical functions to the restored within maximum tolerable periods. Locally developed Business Continuity Plans will be activated to inform and support the response. For further details see Business Continuity Planning Policy (opens in a new tab).

ACTIVATION & RESPONSE PROCEDURES

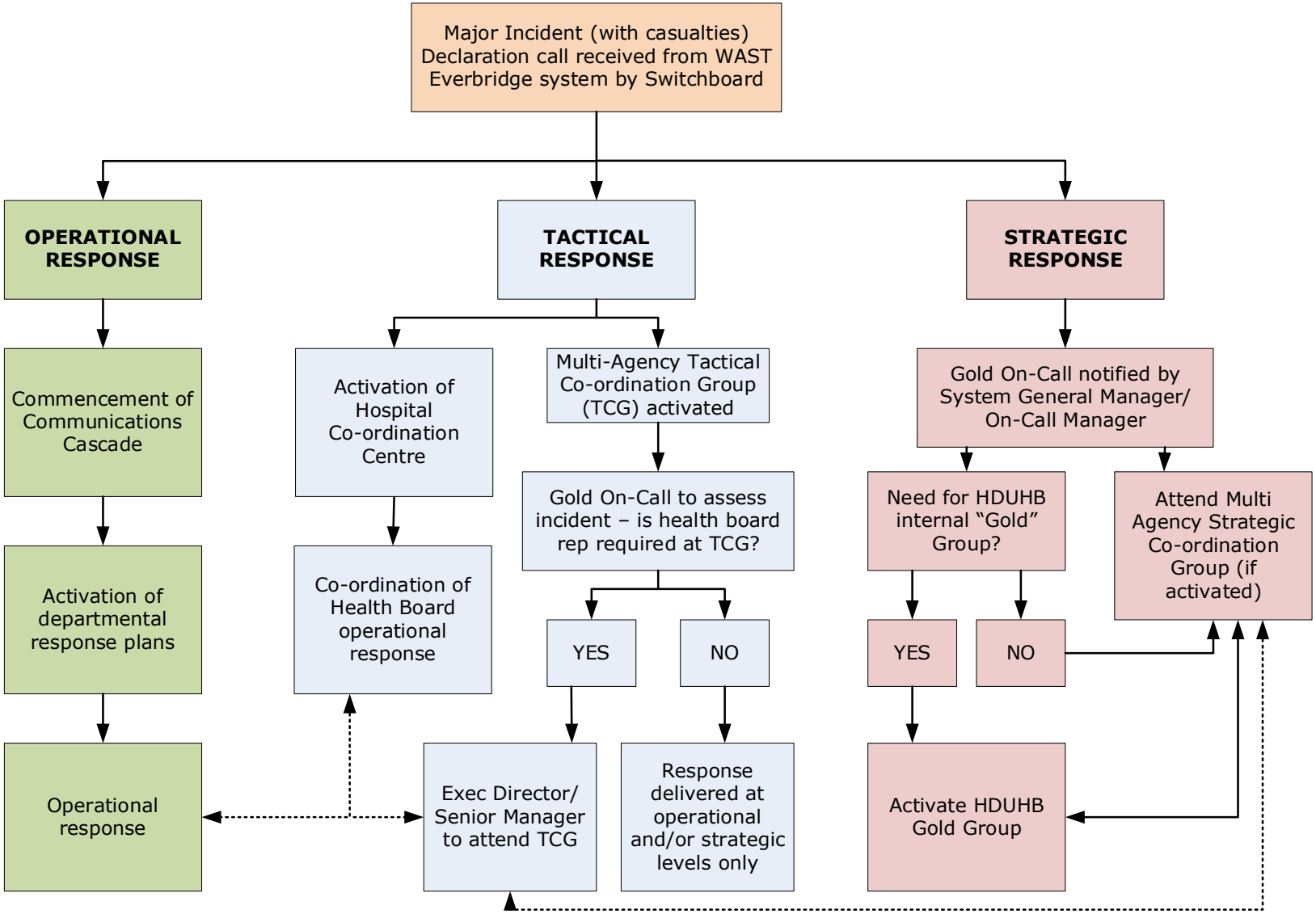
A major incident notification is received in the following way:



* At the time of writing the WAST Trauma Desk only services the South Wales Trauma Network

Following receipt of the notification, and commencement of the hospital communications cascade, the following response is activated:

Major Incident with Casualties - Response Flowchart



ALERT LEVELS

There are five levels of alert:

1. **Major Incident Standby -** this is when the incident does not require an immediate response, but there is the potential for the incident to escalate and a decision will be made to send out a 'stand by alert' to the Health Board and the incident will be monitored and if necessary, a major incident can be declared.

2. **Major Incident Declared –** this is when the incident requires an immediate response, and the Health Board major incident plan is activated.

3. **Major Incident Declared: Mass Casualty Incident –** when the threshold of the mass casualty definition has been met (where the number/type of casualties overwhelms the conventional major incident response) and the activation of the Mass Casualty Incident Arrangements for NHS Wales is required.

4. **Major Incident Cancelled –** Cancels either the first or second message.

5. **Major Incident Stand Down –** notifies us when an incident is over at scene. It is the responsibility of all responding agencies to determine when their organisation should stand down.

MAJOR INCIDENT - STANDBY

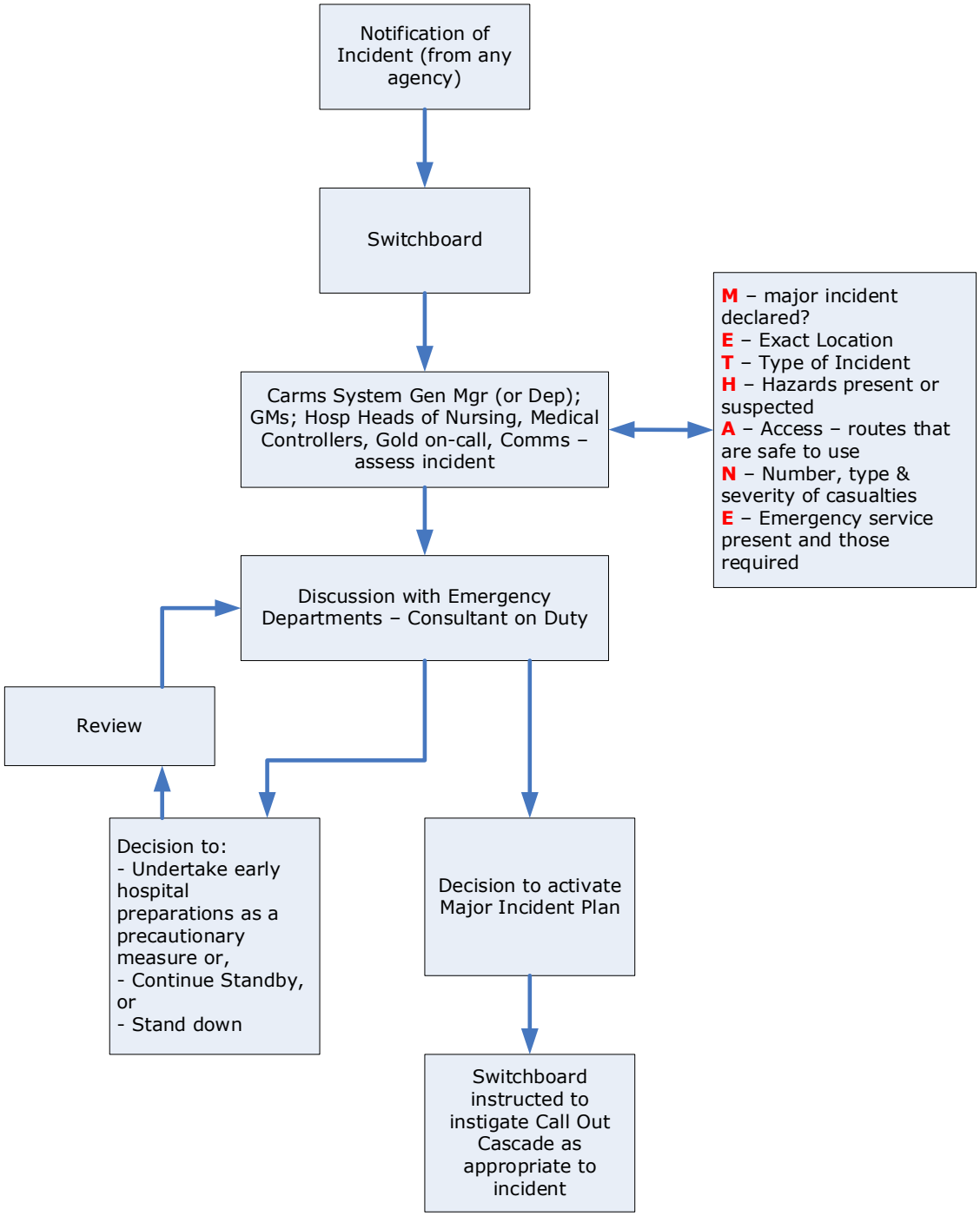
The decision on the action to be taken on a standby alert will vary depending on the incident location and whether the hospital is likely to be required as a receiving or supporting hospital.

In all cases, an initial limited response will be instigated i.e.

- Switchboard will notify:
    - System General Manager/On-Call Manager
    - Hospital Head of Nursing/deputy (Nurse Controller)
    - Hospital Clinical Lead/deputy (Medical Controller)
    - Clinical Site Lead/Manager

Who will:

- The General Manager – Carmarthenshire System (or deputy) will call an immediate Teams call to assess the incident and agree early preparations. Participants will include Hospital General Managers, Hospital Heads of Nursing, Medical Controllers, Gold on-call and Communications Director (or deputies, depending on the time of day).
- Consider the need to establish a Hospital Co-ordination Centre (H.C.C.)
- Establish the current bed state.
- If required, instigate commencement of the Call Out Cascade – this will be decided by the above group following liaison with the Emergency Dept/Unit Consultant on duty.
- Switchboard will await this decision and further instruction before commencement of the full cascade.



HOSPITAL CO-ORDINATION CENTRES

With a Major Incident, there will be a need to ensure a co-ordinated approach to on-going service provision. The Health Board will need to ensure that key decisions are made by a group of managers and staff with the necessary skills and authority. The core group will co-opt other managers and staff dependant on the type and scale of the emergency.

Key functions:

1. Ensure a co-ordinated response to emergencies by all departments and services.
2. Ensure communications with tactical and strategic co-ordination groups, emergency and other health agencies is timely, accurate and managed.
3. Ensure all resources & equipment (phones, radios, emails, runners etc.) are utilised in the most effective and productive way in terms of the ongoing emergency.

4. Ensure that all emerging risks to safe service delivery and health and safety are identified and managed within the available resources including:
    - Staff
    - Patients
    - Public
    - Other agencies
5. Ensure that all staff are briefed with timely and accurate information regularly.

The core membership should include:

- Hospital Head of Nursing or Deputy
- System General Manager or on-call
- Hospital Clinical Lead or Deputy
- Clinical Site Lead/Manager
- Clinical Leads/on call consultant as appropriate.
- Other Service Leads as required
- WAST Hospital Ambulance Liaison Control Officer (HALCO) *[activated by WAST]*

MAJOR INCIDENT DECLARED

This section details the actions that the hospital is required to take in the event of a major incident being declared. Upon receipt of the declaration call from WAST, Switchboard will print out the Everbridge Notification email, which will detail the METHANE information.

M	Major Incident declared? Yes/No
E	Exact Location
T	Type of Incident
H	Hazards present or suspected
A	Access - routes that are safe to use
N	Number, type & severity of casualties
E	Emergency services present and those required

Initial notification details of the casualties may be very scant but further details will become available as the Ambulance Service make an assessment at the scene.
The telephonist's next action is to call for assistance at the hospital switchboard, and commence the communications cascade to alert staff, stating:

Switchboard at ----- Hospital here, a Major Incident has occurred. This is not an exercise. I repeat ***NOT*** *an exercise. Report to your place of duty in the Major Incident Plan, informing the Hospital Co-ordination Centre of your arrival, and follow the instructions on your Major Incident Action Card. You should attend in uniform and/or carry hospital identification.*

MAJOR INCIDENT STAND-DOWN AND ASSOCIATED FUNCTIONS

When all live casualties have been evacuated from the Incident Site, the emergency services will agree the Site Incident Stand Down. The Ambulance Service will notify the designated and supporting hospitals of the Site Incident Stand Down. Where possible, the Ambulance Incident

Officer will make it clear whether any casualties are still en-route. However, the Medical Controller in the Hospital Co-ordination Centre will decide whether it is appropriate for the hospital to go to Stand Down at this time, or at a later stage. The Medical Controller will ensure that the stand-down message is communicated to all Departments when appropriate. Consideration should be given however to the potential for a further influx of incident related casualties to self-present in subsequent days (as experienced in previous incidents). This should be reflected in staffing numbers and response arrangements.

THE CLINICAL CAPACITY GROUP is a scalable group that is established for a declared major incident/ mass casualty incident, to provide a real time conduit between NHS Wales organisations, to share situational awareness on casualty numbers and priorities and map these against appropriate hospital capacity across NHS Wales and beyond.

Chaired by the EMRTS Strategic Medial Advisor, the Clinical Capacity Group will establish capacity at each potential receiving hospital and ensure that the appropriate networks are involved in the conversation.

Upon declaration of a Mass Casualty/Major Incident and the invocation of this plan, appropriate representatives from all stakeholder organisations will join the Clinical Capacity Group through a virtual meeting link. The link is contained within the relevant key staff's Action Cards.

The group will convene 30 minutes after a declared mass casualty or major incident, to coordinate the response.

This group will be attended by staff from each area (WAST, HBs, WBS, NHS Wales Performance & Improvement, networks etc) who are empowered to make rapid decisions regarding capacity.

Once the picture is clear in terms of capacity, arrangements will be put in place to stand down the dispersal plan.

Where the Clinical Capacity Group has been set up to respond to a major incident, it will assess the incident and where appropriate escalate to a mass casualty incident if the triggers are met.

SCENE MANAGEMENT

Incident Site Action

Co-ordination of operations at the site of the incident will normally be in the hands of the Police. In the case of a major fire, this co-ordination will be in the hands of the Senior Fire Officer. If the incident is within the premises of a major industrial concern (e.g. the oil industry) co-ordination may be in the hands of a Senior Officer of that industry.

If required, the Welsh Ambulance Service NHS Trust will call in appropriate Voluntary Aid Societies to the site of the major incident and/or the receiving hospitals.

Medical Advisor

Overall responsibility for the management of medical resources at the scene of the major incident will be that of the first Doctor and Ambulance Operational Commander. The Emergency Medical and Retrieval Transfer Service Cymru (EMRTS) will fulfil the Medical Advisor role remotely from the scene.

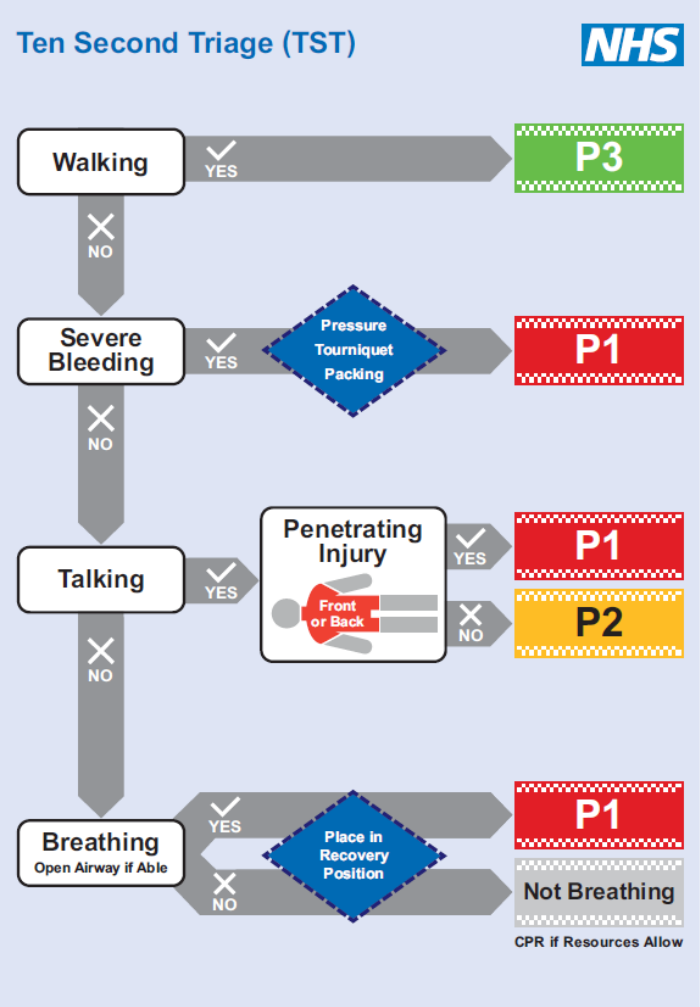
Casualty Clearing Point/Station

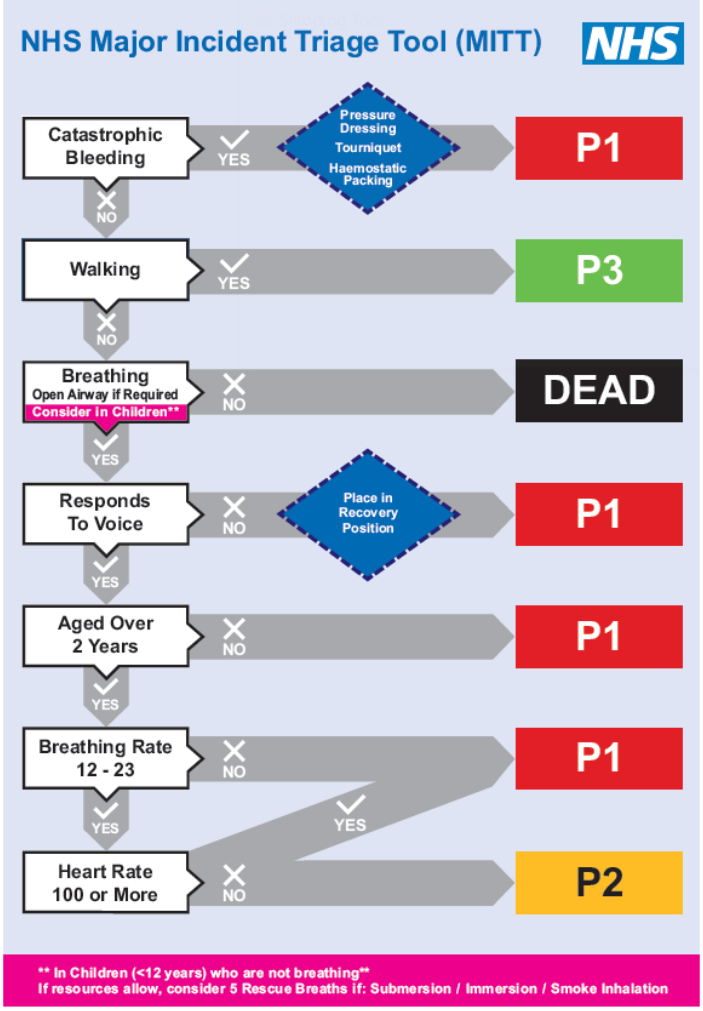
The WAST Casualty Clearing Officer and EMRTS CCS Medical Lead Doctor will establish a Casualty Clearing Point/Station to treat, sort and arrange ongoing transport for casualties. Priorities for evacuation should follow the following coding. Each casualty to be colour coded according to their injury / severity.

Triage Priority	Order of Treatment	Description of Casualties Needs
P1	1st	**IMMEDIATE** – Severe injury or illness likely requiring immediate life saving clinical interventions.
P2	2nd	**URGENT** – Significant injury or illness likely requiring urgent clinical interventions in the next few hours
P3	3rd	**DELAYED** – Mild to moderate injury may or may not require clinical intervention but not on a time critical basis.
Not Breathing		Unconscious and not breathing - This triage category is temporary until re triage using MITT
Dead		No signs of life on clinical assessment.

Triage

Casualties will be triaged at the incident site utilising the major incident Ten Second Triage (TST) model together, where appropriate with the Major Incident Triage Tool (MITT). TST Tags and SMART cards are utilised for recording triage status and medical information/interventions.





Major Trauma Network

The South Wales Trauma Network (SWTN) was launched in September 2021. Serving the population of South Wales, West Wales and South Powys, the network is made up of hospitals, emergency services and rehabilitation services across the region, working together to ensure patients with life-threatening or life-changing injuries receive the best possible treatment and care.

Within the network there is an Adult & Paediatric Major Trauma Centre (at the University Hospital of Wales, Cardiff) and the following:

Trauma Units:

- Morriston Hospital (with specialist services)
- Grange University Hospital
- Princess of Wales Hospital
- Prince Charles Hospital
- Glangwili Hospital

Local Emergency Hospitals/Rural Trauma Facilities:

- Royal Glamorgan Hospital
- Withybush Hospital
- Bronglais Hospital

An Operational Delivery Network (hosted by Swansea Bay UHB) and a Trauma Desk (based in Ambulance Control 24/7) together with a robust governance structure complete the network.

Decisions on casualty dispersal from the scene of a major incident will be taken in conjunction with the SWTN to facilitate casualty transfer to the most appropriate facility.

HOSPITAL ARRANGMENTS

BLOOD

The Regional Blood Transfusion Centre in Cardiff has a Major Incident Procedure and will be informed of the major incident by WAST and may be requested to assist if required. The Consultant Haematologist will update the Blood Transfusion Centre in accordance with the Department's Action Card. Where appropriate the agreed Major Haemorrhage Protocol should be activated.

INTENSIVE CARE

The Adult Intensive Care Teams will make as many beds available as possible following arrangements detailed in their unit response plans and ensuring implementation of the All Wales Critical Care Escalation Guidance and Plans.

INFECTIOUS DISEASE EMERGENCIES

Arrangements will be made for suitable isolation facilities for self-referring infectious patients within the Emergency Department, as appropriate, following consultation with IP&C and Microbiology teams. This area will be identified at the time of the incident and according to numbers. This will link into Incident Management Team processes were appropriate.

VOLUNTARY AID SOCIETIES

The title "Voluntary Aid Society" is taken in this context to mean the British Red Cross, Cruse, League of Friends and St. Johns Ambulance Brigade, all of whom have skills and resources, which may be relevant to the health care and welfare of casualties.

If the Incident involves large numbers and/or is likely to be prolonged, the Voluntary Aid Societies can provide much valuable support to the Health Board. This support would be requested through the Hospital Control Centre and co-ordinated by the Partnerships, Diversity & Inclusion Team.

INCIDENT CARE TEAMS

Following a major incident involving Transport for Wales vehicles, an Incident Care Team may be deployed to provide logistical assistance to casualties involved. The Incident Care Teams will attend the scene and also follow up casualties at Survivor Reception Centres and in hospitals.

RELIGIOUS AND CULTURAL SENSITIVITY

The Health Boards response in a major incident must continue to respect the religious, ethnic, and cultural background of patients who may present for treatment. Staff should continue to display sensitivity in working with patients and their families in the event of a major incident.

The Chaplaincy Service can advise where required and has access to the regions Faith Communities Major Incident Response Plan. They will support the Health Board in responding in the most appropriate way to the distinctive needs of patients, carers, and staff. The Chaplaincy Service will be able to draw on multi-faith personnel to comply with and to consider the wide spiritual, religious, sacramental, ritual, and cultural requirements during, and after the incident. They offer full consideration to the needs, background, and traditions of those who practice a faith and people of no specified faith. Hospital Chaplains will report to the Hospital Control Centre where they will be deployed to either the Relatives' Reception Area or the Chapel.

INTERPRETATION AND TRANSLATION SERVICES

The Health Board will provide access to appropriate interpretation services to communicate effectively and safely with people who do not speak English. This can be accessed via the Partnerships, Diversity, and Inclusion Team.

STAFF WELFARE

Responding to incidents puts staff under more pressure than normal. It is therefore vital that staff welfare issues are given a high priority. In order to achieve this, those staff with management responsibility will ensure that the following issues are continually addressed:

- Health and safety
- The availability of food and other refreshments
- Working hours
- Rest breaks
- Travel arrangements
- Consideration of personal circumstances
- Emotional support during and after the incident including access to Staff Psychological Well Being Service

To assist staff in the response to an incident, regular briefings will be given by senior staff, particularly at the start of a shift at shift changes and handovers.

HEALTH AND SAFETY

A major incident may involve staff working in areas they are unfamiliar with. During the response to an incident, members of staff will not be expected to compromise their personal health and safety and the Health Boards' Health & Safety Policy (opens in a new tab) will continue to apply. Appropriate PPE will be provided to support this (including for CBRN incidents)

COMMUNICATIONS TEAM

In a multi-agency Major Incident, we have a duty under the Civil Contingencies Act to warn and inform the public. This not only protects the dissemination of accurate information (countering potential misinformation), but can be a tool for protecting lives, reducing harm and help manage the incident when live and in its aftermath.

The Communications Team will activate their departmental major incident plan that covers all elements of their response from multi-agency working, to media and social media monitoring and handling. They will be responsible for informing and advising all staff of the response level to the incident as well as key information relating to it, as appropriate and depending on the nature of the incident. This may require the development of communication materials including press statements, social media posts and internal messages via the intranet, all staff emails, Viva Engage, and pop-up desktop messaging as needed, as well as face to face briefings/printed materials, depending on the incident.

Staff, stakeholders, and the public will likely receive updated on the incident from social media. This information may be speculative and inaccurate. The communications team will ais
m to establish itself at the earliest opportunity as a trusted source of information on the incident, issuing timely statements or pointing to statements from the lead agency in the instance of a multi-agency response. This will need to be maintained through regular, sharing of information.

Any media calls received by Switchboard (9am-5pm Monday to Friday) should be re-directed to the dedicated communication/media line – 07464 523370 unless directed otherwise by the Communications Director. Out of hours, Switchboard can direct media enquiries through the Direct of Communications. A reactive statement will need to be drafted as soon as is practically possible so that there is a holding line, this should also help to prevent the dissemination of misinformation. If a spokesperson is required the Communications Team will be responsible for identifying this person, briefing them, and liaising with media outlets. To ensure consistency of messaging and alignment with official health board communication, members of Hywel Dda staff should not speak to the press or media during a major incident without the support and approval of a member of the Communications Team. The Communications Team will work in partnership with other agencies and agree the appropriate messaging and lead agency, depending upon the nature of the major incident.

Depending on the nature of the major incident, additional offline and local communication methods may be required e.g. posters, in-person staff briefings.

LOCKDOWN

A lockdown of individual buildings or a specific location may be required to either contain the major incident or prevent an external threat from gaining access to Health Board facilities. Lockdown can only be effective if is conducted quickly, either in response to a localised incident or intelligence received. More information is contained within the Health Board Lockdown Policy (opens in a new tab).

For a localised lockdown to be effective, standard operating procedures need to be understood and practised by staff. Any decisions to lockdown should be taken by the Chief Operating Officer or Hospital Management Team. Factors to be included are Risk; Duration; Communication and Multi-agency involvement/liaison.

CHILDREN AND MAJOR INCIDENTS

Children have specific needs, both physiological and psychological. Advice and support must be obtained initially from the Nurse in Charge, Children's Ward/Unit and the Paediatric Consultant on call. A Senior Nurse/ Manager can be contacted through the Major Incident cascade process.

If children are uninjured but accompany casualties, support from the play leader/nursery nurse should be sought to minimise any distress experienced during the hospital episode. The child's GP/School Nurse/Health Visitor must be informed of any child involved in an incident.

In-patient children`s services are provided 24 hours a day in both Glangwili General Hospital, Carmarthen and Bronglais General Hospital, Aberystwyth. Where adults and children from the same family are involved in a major incident, and the facilities for adults and children are in separate hospitals, the following guidance should be used:

- If both adults and children are seriously injured, they may need to be taken to separate facilities, but a balance needs to be struck between the benefits to children of being kept close to their parents, and their distress at seeing severely injured patients.
- If adults are seriously injured, but children are uninjured or have only minor injuries, then the family should be taken to the hospital receiving the adults where arrangements for the care of the children should be made.
- If the children are seriously injured, but the adults uninjured or have only minor injuries, then the family should be taken to the children's hospital (Children's Hospital for Wales), where the adults can be treated and help in the children's care.

Dyfed Powys does not have a separate children's facility but with the use of the air ambulance the above separation may occur. Liaison should take place with the Ambulance Service and if separation has occurred non injured parties may require transport to the other sites. Appropriate transport should be arranged to facilitate this via local taxi firms, voluntary services etc. If transportation is inappropriate communication links should be established with the other sites so that family members can be kept informed.

MATERNITY SERVICES

Following assessment at the scene, any casualties that are pregnant and require further specialist maternity care will be prioritised and transferred directly to the Maternity Unit at Glangwili Hospital. Those casualties requiring emergency treatment as well as maternity care will be transferred to the Emergency Department where the Maternity Team will attend to provide care as appropriate.

POLICE HOSPITAL DOCUMENTATION TEAM

Depending on the scale and nature of the incident, a Police Documentation Team may be deployed to the Hospital(s). They will be established in one or more of the three rooms allocated for this purpose within the hospitals identified for Dyfed-Powys Police use, which are:

- Withybush: CCTV room/Police room, Reception Area, Emergency Department
- Glangwili: ED Seminar Room, Emergency Department
- Bronglais: CCTV room/Porter's room (rear of the Dining room)

The Police Documentation Team will pass generic casualty information electronically via the Police Holmes4 system to the Police Casualty Bureau which will be established at Police Headquarters, Carmarthen.

POLICE CASUALTY BUREAU

The Police Casualty Bureau information will be collated from the hospital and the general public. To assist this process, a unique Casualty Bureau telephone number and website address for the major incident public portal (https://mipp.police.uk/) will be publicised by the Police through the media for members of the public to enquire regarding their missing loved ones and provide

information. This unique Police Casualty Bureau number will be issued as soon as practically possible during incidents.

The Police will refer all enquiries about the medical condition of identified casualties to the special ex-directory numbers at the relevant hospital. The Police have the responsibility for informing relatives of the location of their family member and will inform the next of kin of any deceased victim.

ARRANGEMENTS FOR VIP VISITS

In the event of a major incident occurring in the catchment area of the hospital, it is likely that a VIP (or VIPs) will ask to meet with casualties. The normal arrangements will be required (i.e. early notification to Director of Communication and Engagement and Assistant Director of Corporate Legal Services and Public Affairs who will liaise with the Police etc) as with any other visit. However, the hospital will be under abnormal operating pressure so consideration must be given to calling in additional staff in order to minimise the impact on operational services. A designated reception area will be identified area for any VIP(s).

Potentially, there will be a high level of media interest on such occasions. The Communications Team will deal with the media and will liaise with the Senior/On-Call Manager (as appropriate) in identifying support staff to undertake various duties in connection with the increased press and public interest.

General security matters will be dealt with by the Head of Hotel Services/Head Porter in liaison with the Security Advisor and Head of Health, Safety & Security together with the Police. As appropriate, the Police Press Officer will liaise with the Hywel Dda UHB Communications Teams in dealing with the press and media.

Post Incident Follow Up/Counselling Support For Patients/Relatives

For patients managed within the Emergency Department a copy of their patient notes will be sent to the patient's GP for appropriate follow up. This will include a letter informing the GP of the patients' involvement in the Major Incident. For in-patients, GP's will be notified via the patient's discharge letter.

C.A.L.L. Helpline

Community Advice and Listening Line offers emotional support and information/literature on Mental Health and related matters to the people of Wales. **C.A.L.L. Helpline** offers a confidential listening and support service 24 hours a day, 7 days per week:
Freephone: 0800 132 737 or Text ‘help’ to 81066
http://www.callhelpline.org.uk

Incident Debriefing

A hot de-brief will be held with the main responding staff within 48 hours of the end of the incident. A more inclusive debrief for staff will occur within two weeks, with the option of a follow-up if the team requests it. Debriefing not only gives people a chance to talk through their own emotional feelings but also helps staff to review the operational processes and check to see if any changes need to be made. It also enables recognition of a job well done.

The outcomes of the internal debrief are likely to be fed into a wider multi-agency debrief which will be facilitated by the Dyfed Powys Local Resilience Forum Partnership Team. Lessons learned/identified will inform future planning and highlight opportunities for future training and exercising.

Further guidance on supporting staff after a critical incident can be found on the Staff Psychological Well-Being Services pages on the Intranet. Managers needing additional advice can contact the Service directly.

If there is a need for any ongoing team or individual psychological support, this support can be obtained from the Staff Psychological Well-Being Service and/or Occupational Health Department

COMMUNITY INCIDENT

Hywel Dda Community staff may be involved in a Major Incident situation when the rest of the Health Board Major Incident Plan has not been invoked. A request may be received from the Local Authority Emergency Planning Team for health service support at uninjured Survivor Reception Centres and Evacuation Centres, e.g. a flooding incident or a large fire where there are no casualties, but local residents have been evacuated from their homes; or an evacuation of a Nursing / Residential Home.

In any community there are likely to be groups of vulnerable individuals. Information may be sought in relation to chronically ill patients and frail/disabled persons within a given community, where evacuation may be considered by the Police.

In particular, we may be called upon to provide:

- Nursing and Pharmacy support at Survivor Reception Centres and Rest Centres.
- Nursing support for patients discharged early.
- Assistance in the administration of vaccines and/or emergency antidotes.

Where the Hywel Dda Major Incident Plan has not been activated, activation of Community Services will be from the Local Authority Emergency Planning Team to the Community Manager on-call or relevant Locality Office.

Pharmacy may be asked to also assist with the provision of medication in such an event and should be contacted via the Lead Pharmacist during office hours and via Switchboard out of hours.

CYBER INCIDENTS

Much work is currently being undertaken at national and local levels to respond to the increasing risk and levels of cyber-attack on public organisations. It is likely that in the future, cyber resilience and response will be aligned more with Civil Contingencies. Currently though, in the event of a cyber-attack within the Health Board, the technical response will be led by Digital Services whilst the service level response will be led from a business continuity perspective. However, if the impact is significant the Major Incident Plan and declaration of an Internal Incident could be activated to respond to the incident.

Further information is detailed in the Cyber Security Incident Response Plan which details the steps that should be taken in the event of an incident that may affect the confidentiality, integrity and availability of the Health Boards information and information processing assets. This should also be read in conjunction with Digital Health and Care Wales “NHS Wales Cyber Attack and ICT Incident Response Communications Framework” and “NHS Wales Cyber Incident Notification”.

INTEROPERABILITY

Joint Emergency Services Interoperability Programme (JESIP)

In order to improve a multi-agency response JESIP establishes five principles which organisations need to be aware of, including:

1. Co-location of commanders as soon as practicable at a single, safe, and easily identified location near to the scene.
2. Communicate clearly using plain English.
3. Coordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timings of further meetings.
4. Jointly understanding risk by sharing information about the likelihood and potential impacts of threats and hazards to agree potential control measures.
5. Establish shared situational awareness by using METHANE and the Joint Decision Model (JDM).

If the principles are followed then the result should be a jointly agreed working strategy where all parties understand what is going to happen when and by who, this strategy should include:

• **What** are the aims and objectives to be achieved?
• **Who by** – police, fire, ambulance and partner organisations?
• **When** – timescales, deadlines and milestones
• **Where** – what locations?
• **Why** – what is the rationale? Is this consistent with the overall strategic aims and objectives?
• **How** are these tasks going to be achieved?

Joint Decision Model (JDM)

The Joint Decision Model will be used by multi-agency partners and the Health Board Gold and Silver Commanders to ensure a consistent approach to assessing the situation and planning the response to an incident.

Gather Information and Intelligence	Assess Threats & Risks	Power & Policies	Identify Options and Contingencies	Action & Review
Defining the situation	**Assessing the situation**	**What is applicable to the situation**	**Consider options with least risk of harm**	**Make & implement action, then review**
What is happening? What do you know so far? What further information/ intelligence do you want/need?	Do you need to take action immediately? Do you need to seek more information? What could go wrong? What could go well? How probable is the risk of harm? How serious would it be? Is that level of risk acceptable? Is this a situation for the Health Board alone to deal with? Are you the appropriate person to deal with this? What are you trying to achieve?	What legislation applies? Does the Health Board have the power to initiate action? Is there any guidance covering this situation? Do any NHS, LRF or WG plans or guidance apply?	What options are open to you? Will the response be proportionate, legitimate and necessary? Will the response be reasonable in the circumstances facing you at the time? What will you do if things do not happen as anticipated?	Implement option selected Does anyone else need to know what you have decided? Record what you did and why Monitor What happened as a result of your decision? Was it what you wanted or expected to happen? Review your decisions using the JDM What lessons can you take from how things turned out? What might you so differently next time?

	Develop a working strategy to guide subsequent stages.			

BUSINESS CONTINUITY

Business Continuity is a process which compliments the Major Incident Plan and extends beyond it. Business Continuity Management is an essential tool in establishing the organisation's resilience to maintain critical activities and provides a framework for identifying and managing risks that could disrupt normal service. It addresses potentially serious disruptions in the services provided by the Health Board that may not be of sufficiently high risk to trigger the Major Incident Plan.

Each service will have identified critical services within their Business Impact Analysis that must be maintained during a disruption or interruption.

Further information on dealing with a wide range of events can be found in Service level Business Continuity Plans.

Mutual Aid

Mutual Aid is an agreement to lend assistance across neighbouring boundaries and partner organisations. This may occur due to a significant incident response that exceeds local resources. It can involve offering resources to help support partners e.g. man-hours, materials etc. Prior to Mutual Aid being agreed, the Health Board will take reasonable appropriate steps to assess that all services and supplies are self-protected during a Major Incident or emergency.

RECORD KEEPING

Casualty Documentation

Documentation packs will be available at the Casualty Reception Area/Triage Points. Each pack contains an identity bracelet, a Police documentation form and a property bag, all uniquely numbered. These will be issued on triage and take precedence over existing documentation. Casualties arriving with a completed SMART or Cruciform card detailing any pre-hospital triage sort & sieve and treatment will need to have the cards' Unique Reference Number attached to all further documentation to ensure all records can be collated.

The SMART or Cruciform card and the property bag will remain with the patient until admitted to ward or discharged. If the Police require the property as evidence, it must be signed for - see Health Board Patient Property & Monies Policy (opens in a new tab). The Police will be responsible for the completion of the Police documentation form.

Preservation of Documents

Following a major incident, the Health Board may be invited or required to provide evidence to an appropriate enforcement agency (e.g. HSE), a judicial inquiry, a coroner's inquest, the Police or a civil court hearing compensation claims. During any or each of these, we may well be obliged or advised to give access to documents produced prior to, during and because of the incident. Under no circumstances must any document which relates or may in any way relate (however slightly) to the incident, be destroyed, amended, held back or mislaid.

Definition of "Documents"

For these purposes "documents" means not only pieces of paper but also photographs, video, CCTV footage, Teams/Zoom recorded calls, Teams Chat, WhatsApp/Text, and digital information held on computers. It also includes internal email. The vital message 'Preserve and Protect' – needs to be

spread very quickly during a Major Incident and must reach those who might quite unknowingly hold significant documents.

Incident Log Sheets

It is especially important that a record is kept of all key decisions, including the date and time they are made, who made them and the reasons for so doing. All information, including actions and reports relating to the running of the Incident must be recorded on Incident Log Sheets (page 64). The log sheets should provide a single comprehensive record of the action card holders actions and involvement in the Incident, details actions taken and information both sent and received. It is not necessary that incoming information be transcribed fully onto the Log record. It is sufficient that reference is made to such document on the Log. A stock of these log sheets will be held at the Hospital Co-ordination Centre. Each Department is encouraged to photocopy this Log Sheet, so that Departmental decisions can be documented from the outset of an Incident being declared.

It is also essential that when attending multi-agency command and control structures, the Health Board representatives at the Strategic Co-ordination Group (Gold) and the Tactical Co-ordination Group (Silver) record their decisions contemporaneously. As a minimum, the record should contain:

- Date
- Time
- Situation
- Hazards and Risks
- Options Available
- Option Chosen
- Rationale for Option Chosen and those Not Taken

Each responsible manager should also keep their own records, whether personally or assisted by a trained Loggist.

Decisions and actions also need to be recorded within internal command and control structures. It is recognised however, that for longer protracted incidents it may not be possible, or necessary for a trained Loggist to be in attendance for an extended response. In such circumstances, where it is deemed that Loggists and decision logs are not necessary, any alternative means (including command-and-control group minutes) must ensure that key decisions are easily identifiable and captured clearly and concisely in order to demonstrate transparency and accountability. In order to achieve this, it is recommended the decisions are identified in the same was as actions and a tracker/log kept to comply with the requirement detailed.

Incident recording

All Action Card holders must keep a record of all instructions received, actions taken and other incidents which may enable the Health Board to assess the success of the emergency response and provide evidence to any enquiry which may follow. The records should remain intact; no part should be destroyed, removed or erased because, no matter how trivial notes may appear, the total content may form an important contribution in assessment of the continuity of response. The records must be handed on if the holder is relieved during the incident and following stand-down they must to be returned to the Hospital Co-ordination Centre team for safe storage.

MANAGEMENT OF BURNS

Burn care is organised using a tiered model of care (centres, units and facilities). The most severely injured are cared for in burn centres with those requiring less intensive support being cared for in burn units. Patients with smaller burn injuries are cared for in facility level burn care services.

- **Burn Centres** – This level of in-patient burn care is for the highest level of injury complexity and offers a separately staffed, geographically discrete ward. The service is skilled to the highest level of critical care and has immediate operating theatre access.

- **Burn Units** – This level of in-patient care is for the moderate level of injury complexity and offers a separately staffed, discrete ward.

- **Burn Facilities** – This level of in-patient care equates to a standard plastic surgical ward for the care of non-complex burn injuries

The Welsh Burns Centre is situated at Morriston Hospital, Swansea and offers:

- Adults: Centre, Unit & Facility level care
- Children: Unit & Facility level care

Children who sustain burns which require centre level care require transfer to the Paediatric Burns Centre at Bristol Children's Hospital.

The criteria for referral to burn services has been agreed by the National Network of Burn Care and has been widely circulated to all Emergency Departments.

- (Ref: National Network for Burn Care: National Burn Care Referral Guidance (2012)

The Burns Centre at Morriston Hospital forms part of the South West UK Burn Care Operational Delivery Network which includes burn care services at Southmead Hospital, Bristol; Salisbury District Hospital, Salisbury and Derriford Hospital in Plymouth.

In the event of a major incident involving patients with burns the Co-ordinating Medical Officer in the H.C.C. will liaise directly with the on-call Burns Consultant at Morriston Burns Centre to discuss patient care/treatment.

Relatively small numbers of burn-injured patients can overwhelm burn care capacity particularly if children and young people are involved.

It is important that those patients admitted to the Centre are those who are likely to benefit most from the specialised facilities.

The Burns Centre in Morriston hospital can admit a maximum of 10 major burns cases (>30% body surface area) but this would be dependent upon the bed occupancy rate of the centre at the time and the availability of staff.

This may mean that in the event of an incident involving multiple burns, all casualties arriving at the Receiving Hospital will require admission and stabilisation prior to transfer to a specialist burn service appropriate for their level of injury.

Acute Phase (24 hours) - Admit all patients to hospital. Inform on-call team at Morriston Burns Centre. Depending on the number of casualties a Burns Incident Response Team (BIRT) may be sent to assist with triage and advise on initial treatment.

As many patients as possible will be transferred to Morriston Burns Centre up to capacity. When capacity is reached the on-call Burns Consultant will advise on availability of beds within the South West UK Burn Care Operational Delivery Network and will have liaised with clinical colleagues in Burns services throughout the UK. Patients should be transferred to a level of care that is appropriate for their level of injury.

It is anticipated that patients with minor burns would remain at the Receiving Hospital or be discharged and be treated locally by Emergency Department /Surgical staff with subsequent advice and assistance of a Burns Specialist Care Team (BSCT).

After 24 hours - The Emergency Department/Surgical Staff of the Receiving Hospital together with the Burns Incident Response Team (BIRT) from Morriston Burns Centre (or other Burns Network facility) will confer and decide on the management of patients remaining at the Receiving Hospital.

In the event of a burns major incident within the SWUK network, the on call Burns Consultant at Morriston (for adults) and Bristol Children's Hospital (for children) and Burns Liaison Manager will advise where patients should be transferred to.

The National Burns Bed Bureau (NBBB) can be contacted 24 hours a day on 01384 679036 to ascertain where there are available burn beds.

Further information can be obtained from:

- NHS Emergency Planning Guidance: Planning for the management of burn-injured patients in the event of a major incident (2011)
- NHS-E Concept of Operations for the management of Mass Casualties (Burns Annex) (2019)
- South West UK Burn Care Operational Delivery Network: Burn Major Incident Plan Guidance Document (2012)
- National Network for Burn Care: National Burn Care Referral Guidance (2012)

copies of which are held in the Emergency Departments and the Hospital Co-ordination Centres, and on line at: southwest-burncare-network.nhs.uk

MANAGEMENT OF CHEMICAL INCIDENTS

In the event of a major incident involving chemical decontamination, consideration should be given to activate the Hospital Lockdown Procedure, to prevent contaminated personnel entering the Hospital building and potentially spreading the contamination.

Hywel Dda has a responsibility of care to provide facilities for the decontamination of any persons involved in an incident, where that person or persons, may become contaminated by a substance known or unknown. Hywel Dda has therefore a responsibility to ensure the decontamination of casualties is undertaken in a safe and responsible manner.

Personal Protective Equipment (PPE)

Hywel Dda Emergency Departments and the Ambulance Service are equipped, and are able to deal with contaminated casualties, utilising appropriate PPE throughout. All casualties at the scene will be decontaminated by the Ambulance Service, prior to transfer to hospital.

Both Ambulance and Fire Services are equipped with mobile decontamination equipment for mass casualty chemical decontamination. Valero Refinery at Pembroke, also has a Decontamination Unit. When patient numbers exceed local capacity, liaison will take place between the HCC and local Fire Service to provide extra decontamination facilities.

The hospital decontamination unit must be utilised in the event of any chemical, radiation or biological incident, this may be necessary for patients self-presenting from the scene that have not been decontaminated by the Ambulance Service.

Advice must be sort from the On-call Public Health Consultant (AWaRE Team) Tel: 0300 003 0032 Email: aware@wales.nhs.uk

Once the nature of the chemical contamination has been ascertained further advice may be obtained from the 24-hour Chemical Incident Hotline Tel: 0344 8920 555.

Other Sources of Information/Advice

UK Health Security Agency Radiation, Chemical & Environmental Hazards Directorate (Wales)
In hours Tel: 02920 256216 or (not for public use out of hours Tel: 0344 8920555)

Provides support and advice to local authorities and health bodies in the event of an acute chemical related incident and related issues such as contaminated land. 24-hour advisory service on environmental, chemical, medical toxicological, epidemiological and public health aspects of chemical health hazards.

CHEMSAFE: Tel: 01235 836002 (24hr line)

The 'Chemsafe' scheme is operated by the British Chemical Industry and aims to provide accurate information on the nature of spilled chemicals, and practical assistance when required from incidents involving the transportation of dangerous chemicals.

National Focus for Chemical Incidents: Tel: 0541 545654

The National Focus provides a telephone specialist advice and is available 24/7. It can provide direct specialist advice, usually for incidents of national significance, or will direct callers to the appropriate sources of expertise and advice.

National Poisons Information Service: Tel: 0344 892 0111

This service is only available to NHS professionals, and is staffed 24-hours a day, 365 days a year by trained NPIS specialists in poisons information.

Water Research Centre: Tel: 01793 865000 available Monday to Friday 08.30-17.00

The Water Research Centre through its national Centre for Environmental Toxicology, offers advice on a wide range of issues concerning the potential effect of chemical contaminants.

Known Hazardous Sites in the Hywel Dda area:

Top Tier COMAH Sites (Control of Major Accident Hazards):

- Puma Refinery, Tiers Cross, Milford Haven (formally known as Murco)
- Valero Pembroke Refinery (previously known as Chevron refinery)
- VPOT Fuel storage site, Waterston, Milford Haven, (formally known as Petrol Plus/SemLogistics),
- Dragon LNG Terminal, Waterston, Milford Haven. (Located on SemLogistics site)
- South Hook LNG terminal, Herbrandson, Milford Haven.
- Tata Steel Plant, Trostre, Llanelli, Carmarthenshire.

The Notification of Installations Handling Hazardous Substances (Amendment) Regulations 2002 (N.I.H.H.S.)

- Ministry of Defence, RAC Range Castle Martin, Pembroke

MANAGEMENT OF RADIATION INCIDENTS

1. Management of radioactively contaminated/ irradiated casualties in hospital

These incidents may result from a Chemical, Biological, Radiation, and Nuclear (CBRN) terrorist attack such as a "dirty bomb" or result from a non-terrorist incident such as an accident involving transport of nuclear materials.

Radioactive material can harm individuals if:

- contaminated material is inhaled
- there is direct contact with a radiation source;
- contaminated material is ingested;
- contaminated material is allowed to ingress through cuts and open wounds.

Unlike chemical or biological hazards, radiation resulting from such events is easily measurable and quantifiable.

Radioactively contaminated casualties are those that have been exposed to contaminated radioactive material. Although such casualties should be decontaminated in the same manner used for chemical incidents, they are *highly unlikely* to emit radiation that is harmful to rescuers and staff and *provision of lifesaving treatment must always take priority over decontamination.*

Radioactively irradiated casualties are those that have been exposed to a radioactive source and radiation has passed through them. The irradiated casualty *does not* re-emit harmful radiation and *does not* pose a hazard to staff.

Contaminated/irradiated casualties with injury or requiring treatment will normally be taken to the Emergency Department at Glangwili Hospital. Those with life-threatening injuries will be taken to the nearest Emergency Department.

The Hospital Co-ordination Centre (HCC) will make the necessary contact with the agencies required to support the management of the incident including:

a) Medical Physicists (including a Radiation Protection Adviser) based in Medical Physics at Singleton Hospital in Swansea can attend and perform radiation monitoring of casualties and to provide advice on decontamination requirements. Medical Physicists can be contacted via the Singleton hospital switchboard emergency call-out on 01792 205666.
b) The UK Health Security Agency (UKHSA) Radiation Emergency Response Group is available to provide support via their on-call officer on 01235 834590/ 01235 831818.

Public Health Wales will provide appropriate advice to the Strategic Co-ordination Group (Gold) who are responsible for co-ordinating mobile media information.

As soon as possible, information must be obtained from the incident scene regarding numbers and medical condition of expected casualties. Affected persons should be split into 3 groups:

a) **Uninjured persons** should be decontaminated at the incident scene using conventional fire and rescue/ ambulance materials and methods
b) **Non-critically injured** persons should be decontaminated at incident scene using conventional ambulance service materials and methods before transfer to the most appropriate treatment unit

c) **Critically injured persons** should be treated at the nearest Emergency Department. ***Treatment and stabilisation of injuries for these persons should be the first priority followed by decontamination***

If Biological Sampling Kits are required, five are stored in the Emergency Dept - WGH, and a further five are kept in the Biochemical Laboratory at WGH. However, if more kits are required, they can be obtained from the Chemical Pathology Laboratory at Morriston Hospital. (During working hours: contact Secretary to Consultant Chemical Pathologist on 01792 703988, out of hours: the on-call Chemical Pathologist / Clinical Scientist via Morrison Switchboard 01792 702222).

Hospital staff involved in the management of casualties should wear standard hospital biohazard precautions plus double gloves. No other specialist PPE will be required.

As soon as casualties are stabilised and decontaminated where required, they should, in liaison with the Medical Team and the Radiation Protection Advisor, be transferred to an appropriate facility which is suitably equipped to deal with them.

It will be necessary to perform radiation monitoring and establish, where possible, movements of all staff who have had contact with contaminated patients (including Ambulance personnel). Once their immediate duties have been completed, they should be kept in a separate prepared area of the Emergency Department for monitoring and be subject to decontamination where required. This area will be identified at the time of the incident and according to numbers.

Staff who are, or may be, pregnant must be informed of the situation. A decision will then be made, based on the specialist advice obtained, whether they can participate in the patient(s) care.

The HCC must ensure that notices are posted, and the Hospital Information/ Media Centre utilise local media to advise any self-referrals to the Emergency Department that a decontamination process will be required prior to entering the hospital building. This may also require the support of the Police controlling large numbers of people / patients.

The HCC must ensure that advice is obtained and implemented in relation to any contamination of the hospital environment by means of biological/ chemical/ radiation agents. The HCC will need to liaise with Public Heath Wales/ Ambulance Control to access supplies of antidotes as appropriate to the situation.

Public monitoring

There may be a requirement to establish a temporary radiation monitoring unit (RMU) to undertake radiation monitoring of the public (public monitoring). An RMU is used to determine levels of radioactive contamination in or on people and any subsequent requirement for decontamination. It will also inform decisions regarding need for any medical interventions for persons contaminated with radioactive material. The emergency planning team with the support of a Radiation Protection Adviser, based at Singleton hospital will establish the location and requirements for the RMU.

2. Management of other types of radiation incident

2.1 National Arrangements for Incidents Involving Radiation (NAIR)

The NAIR scheme is coordinated by the UK Health Security Agency and intended to provide timely advice and assistance **to the civil police** in the event of an incident involving radioactivity which might give rise to a hazard to the public.

NAIR is not intended for situations where pre-planning for emergencies already exist (e.g. management of irradiated/ contaminated casualties in hospitals).

Medical Physicists based in Singleton hospital in Swansea provide a voluntary stage 1 NAIR response and can be contacted by the emergency services through the UK HSA or directly via the hospital switchboard emergency call-out list.

2.2 Conventional transport accident involving radioactive materials

RADSAFE is a company that has been established to provide assistance to the emergency services in the event of a conventional transport accident involving radioactive materials belonging to a RADSAFE member. It does not cover the movement of nuclear weapons or transport of radioactive materials made by non-members.

MANAGEMENT OF BIOLOGICAL INCIDENTS

Public Health Departments are responsible for preparing and maintaining their plans for the management of incidents of communicable diseases including clusters or outbreaks. This excludes incidents of food and water borne infections for which plans are maintained by local authority environmental health departments.

Public health legislation for the control of communicable diseases is vested in local authorities;

- Public Health (Control of Diseases) Act 1984
- Public Health (infectious Diseases) Regulations 1988

Within Hywel Dda, the Infection Control Departments in conjunction with the Consultant Microbiologists are responsible for Infection Control Policies.

In cases of outbreaks of Smallpox or SARS, a specified area within the Emergency Department will be used and cordoned off for self-referral patients. This area will be identified at the time of the incident and according to numbers.

The Infection Control team led by the Consultant Microbiologist should be contacted for isolating these and other patients in a designated area of the hospital. This area will be identified at the time. These patients will be held in the designated area for a short time. After stabilisation, these patients will be transferred to the Infections Ward, University Hospital of Wales, Cardiff.

The Consultant Microbiologist (or Infection Control Team) will inform the HCC and the Executive Director of Public Health of an outbreak. Public Health Wales has a lead role in the managing an outbreak of infectious diseases.

If requested by the Strategic Co-ordination Group, Public Health Wales will establish and chair a Scientific and Technical Advisory Cell (STAC). Public Health Wales is responsible for appointing members of the STAC. This would not necessarily be a local group but is more likely to be a virtual group or based in Cardiff.

In major biological incidents in which large numbers of people need treatment, the Heath Board may be under pressure to maintain services. In such situations arrangements will need to be put in place to ensure adequate resources are in place. This may include invoking emergency planning procedures.

Where investigations lead to suspect that clusters of a communicable disease may be due to bioterrorism, the Police should be informed, and arrangements for handling deliberate release should be put in place.

MORTUARY FACILITIES AND DECEASED PERSONS

No deceased at the scene should be brought to the hospital without prior agreement with the Hospital Co-ordination Centre and Mortuary Manager.

The deceased are the responsibility of His Majesty's Coroner (via the Police). As a general rule, no such persons shall be moved without the advice of the Police.

NOTE: Where a large number of fatalities occur at an incident site, there will be covered temporary body storage, known as **Body Holding Area** (not to be confused with a Temporary Mortuary).

Temporary Mortuary

The Coroner may request a Temporary Mortuary. In this case, no deceased person should be transferred from the incident site to the hospital mortuary, except in circumstances where a small number of fatalities occur. In these circumstances, it may be possible to accommodate them at a Hywel Dda mortuary. However, the confidential footprint of the Mortuary perimeter would need to be assessed to maintain dignity for the deceased and/or confidentiality of incident.

Dyfed Powys Mass Fatalities Plan

The temporary mortuary arrangements within Dyfed Powys are facilitated via the **Dyfed Powys LRF Mass Fatalities Plan**. This plan details the multi-agency arrangements. Local Authorities have the statutory duty to provide temporary mortuary facilities on behalf of the Coroner. The four Local Authorities within Dyfed Powys maintain contracts with specialist providers of such services (e.g. Blake Emergency Services) and are the identified licence holders. The Coroner will request the commissioning of a Temporary Mortuary at one of the designated sites within the county. This is specifically intended to reduce pressure on the hospital mortuaries.

As such, a temporary mortuary facility will be jointly operated by the Police and the Local Authority on behalf of the Coroner in premises arranged by the Lead Local Authority, in whose area the incident takes place.

Hywel Dda University Health Board supports the Designated Individual (D.I.) responsible for overseeing the activity within the Temporary Mortuary whilst operational. Hywel Dda mortuaries have only a limited capacity to expand to accommodate fatalities (subject to existing occupancy).

National Emergency Mortuary Arrangements (NEMA)

The UK NEMA capability has been decommissioned. As a result, additional body storage facilities have been acquired, and located within the Dyfed Powys LRF area. These include:

- Nutwell Storage Unit – located with Dyfed Powys Police
  Access via Specialist Operations on 01267 226352

- NEMA Unit – serviced and maintained and available for deployment.
  Access via NWSSP

These units are available to partner agencies to provide additional body storage capacity in the event of a major incident.

Forensic Considerations

Any major incident (which is not a natural occurrence) where fatalities occur, will be the subject of a criminal inquiry and every effort must be made to preserve forensic evidence for subsequent investigation.

All forensic material including clothing, personal effects and any other artefacts brought to the receiving hospital in relation to a patient/victim of a major incident must be **retained in a clear plastic bag** and labelled with details, if known, of the owner. Any material not identifiable as being the property of an individual must also be clear bagged and labelled with the date, time and location where it was found. Dyfed Powys Police Forensic Officers will collect material from hospitals.

Under the authority of the Coroner, Dyfed Powys Police will undertake work relating to identification of bodies and management of their belongings etc. known as **Disaster Victim Identification (DVI)**.

MASS CASUALTY INCIDENTS

Definition of a mass casualty incident

A mass casualty incident is defined as “a disastrous single or simultaneous event(s) or other circumstances where the normal major incident response of several NHS organisations must be augmented by extraordinary measures in order to maintain an effective, suitable and sustainable response”. (Welsh Government “Wales Emergency Planning Guidance: Mass Casualty Incidents: A framework for Planning. Nov 2015)

A mass casualty incident will consequently be defined by the circumstances and apparent nature of the episode and not by the initial assessment of numbers of casualties. Numeric assessments are not possible in such incidents often for hours or days. It will generally be recognised by its scale and the fact that normal major incident responses will be insufficient.

General information

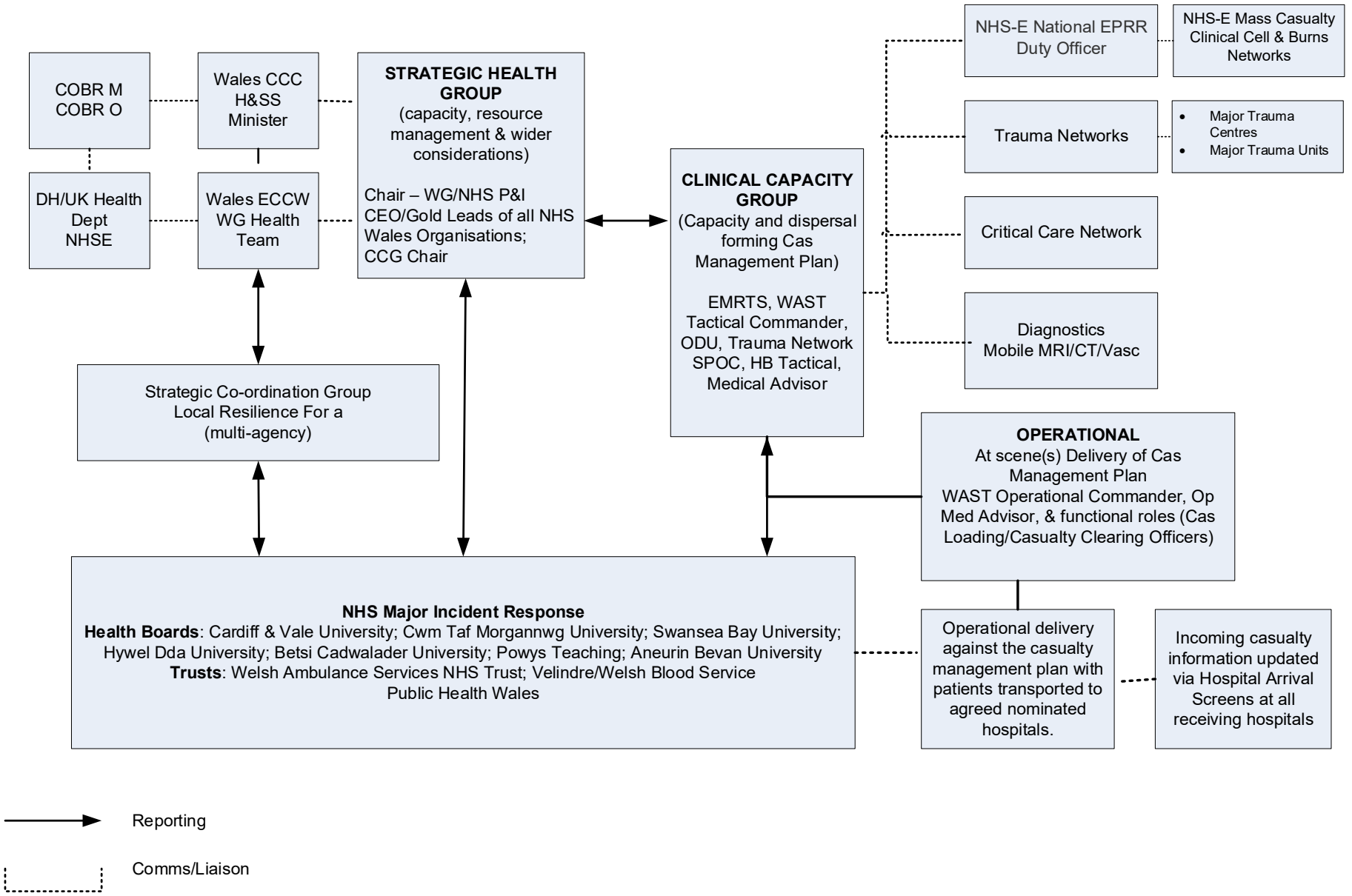
Responding effectively to a mass casualty incident requires an integrated approach to service delivery by the Health Board, working in partnership with WAST, South Wales Trauma Network, other Health Boards, Trusts and partner Category 1 and 2 responders. In planning their response to these types of incidents, all Health organisations will need to ensure business continuity and escalation processes, and the on-going provision of services for patients who require urgent medical attention but not associated with the incident/s.

Command, control and co-ordination arrangements of NHS Wales for dealing with a mass casualty incident, building on existing major incident plans, are set out in the “Mass Casualty Incident Arrangements for NHS Wales” document issued by Welsh Government. *(Version 5 is currently progressing through the governance/ratification process and will be published Summer 2025).*

The arrangements provide a response framework for NHS Wales organisations to escalate and combine their capabilities, while allowing each of their respective major incident plans to address internal capacity, staffing and resource issues and/or local multi-agency arrangements.
The content of this Major Incident Plan dovetails with the Mass Casualty Arrangements for NHS Wales and response structures and casualty dispersal arrangements are reflected throughout both documents.

HYWEL DDA UNIVERSITY HEALTH BOARD

NHS Wales Mass Casualty Response Structure



HYWEL DDA UNIVERSITY HEALTH BOARD

BRONGLAIS HOSPITAL SITE ACTIONS

Staff will, on notification of a Major Incident, carry out the instructions on their Major Incident Action Cards unless modified by instructions from the Hospital Co-ordination Centre.

	General Site Arrangements
Hospital Co-ordination Centre	MDT/Meeting Room, 1st Floor, Management Offices, BGH The Hospital Co-ordination will be required, early in the incident, to join a multi-site Teams call (co-ordinated by GGH HCC) to provide a system wide approach to casualty allocation and receipt, repatriation of patients, possible medical and surgical diverts and if required temporary boundary changes.
Parking	On arrival at the hospital, staff should park in the Frongoch car park – the shuttle bus will be operational to transport staff to site.
Hospital Preparations	Senior Manager on site will inform all ward areas/departments and services to **prepare** for possible discharge/transfer and receipt of additional patients. If further clearance does prove necessary on the wards they will be notified by the HCC.
Hotel Services	Hotel Services staff are to provide portering, traffic control and security activities along with other areas of activity at a very early stage in the alert and in the preparation of the hospital. Staff, including domestic, catering and portering will proceed in accordance with the detailed current departmental plan. This entails an early attendance at the Emergency Department by a Duty Porter whether in working hours or out of working hours. The first Duty Porter is to make sure that the doors in the Postgraduate Centre and Reception entrance are opened, and that the main entrance to the Horseshoe entrance, Penglais Hill is locked. Allocation of additional Porters is arranged in the departmental plan, providing assistance in a variety of areas. Appropriate arrangements will be made in terms of catering, dependent upon information received from the Hospital Co-ordination Centre and similar activities should follow in terms of availability and usage of domestic staff. A designated person will be responsible for traffic control duty at the Ambulance Discharge Point, to prevent blocking access by vehicles.
Post-Operative	The post-operative admission ward/area(s) will be nominated by the HCC, based on the beds available after decanting etc.
Relatives	Relatives arriving at Bronglais Hospital should be directed to the Dining Room via lower ground entrance, Caradog Road (Pharmacy entrance). This entrance should be manned by 2 staff members/volunteers. The dining area will act as a point of contact for the Voluntary Services and other agencies involved. Hospital Chaplains should be asked to assist in this role. Relatives will be asked to give information to assist in locating/identifying their relative who may be involved in the incident. This should be clearly documented. Person to be designated by HCC to be based by door between Dining Room and DSU to prevent unauthorised access to the DSU from Dining Room and from the top floor car park to the rest of hospital.
Intensive Care Unit	The ICU Consultant Anaesthetist and Senior Nurse in Charge will advise on ICU & HDU bed availability. The ICU Consultant Anaesthetist will advise on the patient's that need to be admitted to ICU/HDU for treatment
Media	The designated area for use by the media is the **Postgraduate Lecture Theatre,** noting however, that media may request access to other areas of the health board site, which will be considered and dealt with by the Communications Director and team.

	General Site Arrangements
	Media may also film from the highways (as is their right and particularly if the major incident site is on hospital grounds itself), the Communications Director will arrange for a Communications Team member to be present as staffing and situation allows, to manage filming permissions and interaction with the press and media. Staff should not share photos, information or film, from the site of the incident, nor should they take recording devices on to the site of the incident on behalf of the media/press. Otherwise, media representatives will be directed to the Postgraduate Lecture Theatre. Beverages will be made available by Hotel Services staff. A senior manager or nominated deputy will be responsible for liaison between media, the HCC and the LRF Media Cell until the arrival of the Communications Team. The LRF Media Cell will usually take the lead in joint-agency co-ordination of media information. Liaison must occur between the Communications Team and the other agencies to agree media involvement and press statements. Only the On-Call Executive (or nominated deputy) should give media interviews. Interviews will be under the guidance of the Communications Team member on site and in agreement with the Communications Director or deputy. Outside broadcast vehicles will be sited in the access road to the National Library (adjacent to the Hospital).
Communication with staff	Staff will be kept informed of the incident response at appropriate intervals via existing communication and I.T. systems.
Radio	A communication link will be provided between Bronglais Hospital and Ambulance Control by the Ambulance Liaison Officer. If necessary, an additional link will be set up in the Emergency Department by Ambulance Personnel. Care should be taken regarding interference with medical devices. Copies available in HCC and ED.
Helicopter Landing Facilities	Helicopters carrying casualties can be landed in the Penglais School and/or Blaendolau fields prior to transfer by WAST to the Emergency Department. Helicopter transfers from Bronglais to other hospitals e.g. Morriston will also be co-ordinated by the Ambulance Service/EMRTS. In hours of darkness, lighting will be placed on landing areas by Maintenance & Engineering personnel.
Discharge Holding Area	Will be in the Medical Day Unit and supported by Occupational Therapy staff (detailed on relevant action cards). The following information will be recorded: 1. Patient name on arrival; ward of origin; any planned mode of transport; whether for transfer or discharge. 2. On discharge; time of leaving; mode of transport, where discharged or transferred to. These records should be held until completion of the incident and then forwarded to the HCC.

	General Site Arrangements
	Patients may be transferred to Community Hospitals or other neighbouring Health Board hospitals. Inter-hospital transfers will be arranged in conjunction with the Ambulance Service, and Central Transport Unit.

CASUALTY HANDLING

All hospital sites in Wales have predetermined capacity figures that can be utilised during a major incident. These figures represent the number of patients a hospital will accept within the initial two hours following a major incident declaration.

Hospital	P1		P2		P3	
	D	N	D	N	D	N
Bronglais Hospital, Aberystwyth	2		4		10	

Because of this limit to the hospital's capacity, it will be important for the Medical Controller to liaise with the Triage Officer so that prior to saturation point, notification is made to WAST Trauma Desk in order for casualties to be dispersed to other hospitals.

	Emergency Department Arrangements
Triage	The Emergency Department will be converted into a facility for the handling of casualties, however emergency admissions for non-incident patients will also be maintained where possible. Triage will be carried out, as the casualties arrive, by the Triage Doctor, or if not available, the Senior ED Nurse. The details of the preparation and conversion of the ED to this role are held in the EUCC Department Major Incident Plan.
Non incident Emergency Department Patients	Any patients arriving who need treatment but who are not part of the major incident will be advised of the current situation, assessed and informed of appropriate alternative treatment options. If they decide to wait, they will be treated as incident patients but recorded as not so in their documents on triage. CDU Room C will be utilised for serious non-incident patients and Out-patients used to support non-serious injury patients.
Out Of Hours Service	**Normal Working Hours:** During normal working hours the unit is not functional. **Out Of Hours:** Out of hours the unit is functional and is located in Out-Patients. The aim will be to continue to function as normal. Non incident Emergency Department patients to be redirected to the GP in the unit where possible to alleviate any extra burden on the Emergency Department. If incident numbers/type is such that unit cannot continue then HCC to be informed immediately
Emergency Ambulance Release	To enable WAST to respond to the incident with an appropriate number of resources to provide clinical care to patients at the scene, the following release of emergency ambulances from outside hospital emergency departments has been agreed: • 50% of vehicles released within 10 minutes. • 75% of vehicles released within 20 minutes. • 100% of vehicles released within 30 minutes. Further details contained within ED Major Incident Action Cards.

PATIENT FLOW/ALLOCATION FROM EMERGENCY DEPARTMENT

The planned allocation of patients is as outlined below however the Hospital Co-ordination Centre may deviate from this plan as dictated by the nature of the Incident (numbers and case mix of casualties). Following Triage, patients will be allocated as follows:

HYWEL DDA UNIVERSITY HEALTH BOARD

BGH EMERGENCY DEPARTMENT MAJOR INCIDENT PATIENT FLOW

MAJOR INCIDENT TRIAGE IN AMBULANCE BAY

If possible, casualties requiring end of life care will be directed to, and cared for in, an alternative environment within the ED – CDU Rooms A/B

This environment will be dependent on the nature of the Major Incident and the number of casualties requiring end of life care

P1
RESUS / MAJORS 3, 4, 5 & 6

Once stabilised ➔ Intensive Care Unit, Main Theatres (or Endoscopy: holding area), Day Surgery Unit (for minor surgical procedures) or best placed ward area

As per individual Action Cards

P2
CDU Rooms D,E & F
(Alternative location: CDU corridor /best placed ward area)

Once stabilised ➔ Main Theatres (or Endoscopy: holding area), Day Surgery Unit (for minor surgical procedures) or best placed ward area

As per individual Action Cards

P3
EMERGENCY DEPARTMENT

Once assessed, stabilised and treated ➔ to best placed ward area or to be discharged

As per individual Action Cards

PAEDIATRICS

PAEDIATRICS P1
RESUS

Once stabilised ➔ PAA, Main Theatres or DSU (for minor surgical procedures)

PAEDIATRICS P2 / P3
MINORS

Once stabilised ➔ PAA, Main Theatres or DSU (for minor surgical procedures)

PATIENTS CURRENTLY IN THE EMERGENCY DEPARTMENT

The Nurse in Charge is to briefly inform members of the public of the situation and to clear the department. Instructing patients to return to their own GP, attend the ED the following day, or if they have minor injuries requiring treatment – **In Hours**: patients can be redirected to the Outpatients Department

Out of Hours: patients can be redirected to call the NHS 111 Service – see below

Existing CDU patients to be re-located to ward C / Existing core ED patients to be re-located into the CDU / Existing Paediatric patients to be re-located to Paeds Room 8

IN HOURS:

Outpatients' staff (after clearing their department) will assist with the treatment of ED patients / minor injuries. However, serious non-incident patients will re-locate to CDU3

Once assessed and treated ➔ to the best placed ward area or to be discharged

As per the Outpatients Action Card

OUT OF HOURS:

Link with the Out Of Hours Service to assist with current ED patients within the Outpatients area, please be aware of the current availability/capacity of the OOH Service

Once assessed and treated ➔ to the best placed ward area or to be discharged

As per the Out Of Hours Services Action Card

HYWEL DDA UNIVERSITY HEALTH BOARD

GLANGWILI HOSPITAL SITE ACTIONS

Staff will, on notification of a Major Incident, carry out the instructions on their Major Incident Action Cards unless modified by instructions from the Hospital Co-ordination Centre.

	General Site Arrangements
Hospital Co-ordination Centre	Meeting Rooms 1&2, Ty Nant, Glangwili Hospital. The Hospital Co-ordination Centre at Glangwili Hospital will act as the lead HCC for ensuring Health Board wide co-ordination of the response. The General Manager (or deputy) will convene a multi-site Teams call early in the incident to provide a system wide approach to casualty allocation and receipt, repatriation of patients, possible medical and surgical diverts and if required temporary boundary changes
Parking	On arrival at the hospital, all staff must avoid parking in the immediate vicinity of the Emergency Unit.
Hospital Preparations	Key personnel (including General Managers and Senior Nurse Managers) should report their arrival or presence at the hospital to the Hospital Control Centre (Meeting Room 1/2, Ty Nant, extension 8743). Emergency Department staff will report direct to the Emergency Department. Middle Grade Doctors should go to the Emergency Department Staff Base and report to the Senior Emergency Department Doctor. FP1& 2 Post Holders should report to their specialty wards. The On-Call Orthopaedic and General Surgery Consultants should report to the Senior Emergency Department Doctor in the Emergency Department Staff Base. Once casualty numbers have been estimated/determined and they exceed the current capacity of the Emergency Department, then existing patients may be moved to the Endoscopy Unit to release capacity. This will be determined by the Senior Emergency Department Doctor and the Nurse in Charge in conjunction with the Hospital Co-ordination Centre. The Hospital/On-Call Manager will establish regular liaison with the Ambulance Liaison Officer, situated in the Outpatient Department. The Nurse Controller will inform senior nursing staff of the incident and assess nursing resources. The Nurse Controller will call in the Night Nurse Practitioners and Senior Sister OPD as required and arrange for the recall of nursing and essential administrative staff as necessary. If requested by the Medical Controller, the Nurse Controller will ask the Operating Theatres Department to make arrangements for the cessation of non-emergency surgery and to prepare the Theatres for the treatment of the injured.
Organisation Of Beds	The organisation of beds will be the responsibility of the Medical Controller, who will be the Hospital Clinical Lead who will be based in the Hospital Control Centre. The Medical Controller will assume responsibility for co-ordinating the discharge of patients nearing convalescence or waiting for non-urgent surgery, in order to make beds available to accommodate casualties from the incident. They will decide on the cancellation of routine admissions and advise on any matters of medical priority as necessary.

	General Site Arrangements
Bed State	The Site Manager (holder of Bleep 070) will be responsible for keeping the Medical Controller up to date with the bed state in the hospital and for establishing the bed state at neighbouring hospitals. In Glangwili General Hospital beds may be needed in several wards and Ward Sisters (or senior nurse on the ward) should liaise with their respective FP1 & FP2 post holders in order to advise on patients suitable for discharge. All inpatients suitable for discharge from specialty wards will be sent to Out-Patients Reception for collection. Patients from Ward Blocks 1, 2, 3 and 4 should be directed to use Out-Patients exit. (Discharge sheet to be completed on patients discharged – see Page 63).
Theatres	If required, the Senior Theatre Nurse on duty will prepare operating theatres for substantive treatment of the injured.
Intensive Care Unit	The ICU Consultant Anaesthetist and Senior Nurse in Charge will advise on ICU & HDU bed availability. The ICU Consultant Anaesthetist will advise on the patient's that need to be admitted to ICU/HDU for treatment
Helicopter Landing Facilities	Helicopters carrying casualties can be landed in the field adjacent to the roundabout prior to transfer to the Emergency Department. Helicopter transfers from Glangwili to other hospitals e.g. Morriston will be co-ordinated by the Ambulance Service.
Relatives	Relatives arriving at the hospital should be directed to the Relatives' Reception Area located in the **Cardiac Respiratory Unit**. This area will act as a point of contact for the voluntary services and other agencies involved. Beverages will be made available by Hotel Services staff.
Communications	**Communication with Staff** Staff will be kept informed of the incident response at appropriate intervals via existing communication and I.T. systems. **Internal Communication** Volunteer and off-duty staff will be used as runners between the Hospital Control Centre and hospital departments. The current system of internal radio links will also facilitate effective two-way communication. If necessary, hand-set radios may be issued to the Medical Controller, Nurse Controller, by Head of Hotel Services or deputy. **Media** The Hospital Co-ordination Centre will arrange for an area to be set aside for the use of the media - the **Post Grad Centre,** noting however, that media may request access to other areas of the health board site, which will be considered and dealt with by the Communications Director and team. Media may also film from the highways (as is their right and particularly if the major incident site is on hospital grounds itself), the Communications Director will arrange for a Communications Team member to be present as staffing and situation allows, to manage filming permissions and interaction with the press and media. Staff should not share photos, information or film, from the site of the incident, nor should they take recording devices on to the site of the incident on behalf of the media/press.

	General Site Arrangements
Communication	Otherwise, media representatives will be directed to the Postgraduate Lecture Theatre. Beverages will be made available by Hotel Services staff. A senior manager or nominated deputy will be responsible for liaison between media, the HCC and the LRF Media Cell until the arrival of the Communications Team. The LRF Media Cell will usually take the lead in joint-agency co-ordination of media information. Liaison must occur between the Communications Team and the other agencies to agree media involvement and press statements. Only the On-Call Executive (or nominated deputy) should give media interviews. Interviews will be under the guidance of the Communications Team member on site and in agreement with the Communications Director or deputy. Outside broadcast vehicles to be sited in the parking area to the rear of the Cambrian Room.

CASUALTY HANDLING

All hospital sites in Wales have predetermined capacity figures that can be utilised during a major incident. These figures represent the number of patients a hospital will accept within the initial two hours following a major incident declaration.

Hospital	P1		P2		P3	
	D	N	D	N	D	N
Glangwili Hospital, Carmarthen	3	2	8	6	40	25

Not all life-threatened casualties would require surgery as the condition of some could be life-threatening by virtue of, for example, the need for airway management rather than surgery.

Because of this limit to the hospital's capacity, it will be important for the Medical Controller to liaise with the Triage Officer so that prior to saturation point, notification is made to WAST Trauma Desk in order for casualties to be dispersed to other hospitals.

If the number of patients exceeds the maximum capacity of the Emergency Unit, patients in lower priority categories will be treated in the following locations:

- Green Suite, OPD (Priority 3 patients only)
- Appropriate Specialty Wards

Decisions on the location of patients will be determined by the Triage Officer. All patients found to be dead on arrival will be sent to Mortuary.

The needs of children will be recognised as far as practical with the resources available. Paediatric expertise will be called as required.

If there are paediatric casualties, the Nurse in Charge/Deputy Nurse in Charge will notify the Hospital Co-ordination Centre who will inform the Consultant Paediatrician On-Call.

	Emergency Department Arrangements
Triage	A Triage Area will be established at the Emergency Department Ambulance Entrance Foyer. The Triage Officer will be the Emergency Department **Consultant On-Call** (supported by a Senior Emergency Department Nurse) Deputy – Senior Emergency Department Doctor. The Triage Officer will divide the medical and nursing staff into teams so that patients can be assessed as soon as they enter the hospital.
Non incident Emergency Department Patients	Any patients arriving who need treatment but who are not part of the major incident will be advised of the current situation, assessed, and informed of appropriate alternative treatment options. The Medical Day Unit will be used, in hours, to assist with the treatment of minor injuries.
Out Of Hours Service	**Normal Working Hours:** During normal working hours the unit is not functional. **Out Of Hours:** Out of hours, the unit is functional and is located in the Medical Day Unit. The aim will be to continue to function as normal. Non incident Emergency Department patients to be redirected to the GP in the unit where possible to alleviate any extra burden on the Emergency Department. If incident numbers/type are such that unit cannot continue, then HCC to be informed immediately.
Emergency Ambulance Release	To enable WAST to respond to the incident with an appropriate number of resources to provide clinical care to patients at the scene, the following release of emergency ambulances from outside hospital emergency departments has been agreed: • 50% of vehicles released within 10 minutes. • 75% of vehicles released within 20 minutes. • 100% of vehicles released within 30 minutes. Further details contained within ED Major Incident Action Cards.

HYWEL DDA UNIVERSITY HEALTH BOARD

GGH EMERGENCY DEPARTMENT MAJOR INCIDENT PATIENT FLOW

MAJOR INCIDENT TRIAGE IN AMBULANCE BAY

If possible, casualties requiring end of life care will be directed to, and cared for in, an alternative environment to the ED

This environment will be dependent on the nature of the Major Incident and the number of casualties requiring end of life care

P1
RESUS
(Alternative location: ED)

Once stabilised → Intensive Care Unit, Main Theatres, Day Surgery Unit or best placed ward area

As per the individual service's Action Cards

P2
EMERGENCY DEPARTMENT
(Alternative location: MIU/best placed ward area)

Once stabilised → Main Theatres, Day Surgery Unit or best placed ward area

As per the individual service's Action Cards

P3
MIU
(Alternative location: Green Suite, OPD /best placed ward area)

Once assessed, stabilised and treated → to best placed ward area or to be discharged

PAEDIATRICS

PAEDIATRICS P1
RESUS
Once stabilised → PACU, Main Theatre or DSU

PAEDIATRICS P2
INJURY DEPENDENT
RESUS / PACU
Once stabilised → PACU, Main Theatre or DSU

PAEDIATRICS P3
PACU

PATIENTS CURRENTLY IN THE EMERGENCY DEPARTMENT

The Nurse in Charge is to briefly inform members of the public of the situation and to clear the department. Instructing patients to return to their own GP, attend the ED the following day, or if they have minor injuries requiring treatment - **In Hours**: patients can be redirected to the Medical Day Unit
Out of Hours: patients can be redirected to call the NHS 111 Service – see below

IN HOURS

Medical Day Unit staff (after clearing their department) will assist with the treatment of minor injuries

Once assessed and treated → to the best placed ward area or to be discharged

As per the Medical Day Unit Action Card

OUT OF HOURS

Link with the Out Of Hours Service to assist with current ED patients within the Medical Day Unit area, please be aware of the current availability/capacity of the OOH Service

Once assessed and treated → to the best placed ward area or to be discharged

As per the Out Of Hours Action Card

SUPPORTING HOSPITAL - PRINCE PHILIP HOSPITAL

Staff will, on notification of a Major Incident, carry out the instructions on their Major Incident Action Cards unless modified by instructions from the Hospital Co-Ordination Centre.

	General Site Arrangements
Hospital Co-ordination Centre	Management Offices, PPH (the Board Room may also be utilised). The Hospital Co-ordination Team will be required, early in the incident, to join a multi-site Teams call (co-ordinated by GGH HCC) to provide a system wide approach to casualty allocation and receipt, repatriation of patients, possible medical and surgical diverts and if required temporary boundary changes.
Hospital Role	Prince Phillip Hospital's main role in a Major Incident would be to continue the intake of medical emergencies from Carmarthenshire, provide a decant facility from Glangwili General Hospital, and where appropriate management of walking patients involved in the Major Incident.

	General Site Arrangements
Hospital Capacity	Prince Phillip Hospital has no capacity to stabilise causalities requiring definitive surgical management but could in extreme circumstances manage patients requiring airway management prior to transfer for definitive treatment. At Prince Philip Hospital the maximum capacity to stabilise “serious casualties” by resuscitative treatment is 2 in a two-hour period.
Hospital Alerting Procedure	Any notification of a major incident will be received from GGH General Manager/Manager on call as part of their action card responsibilities. If the call is received via any other external route, the call **must** be directed to GGH Switchboard for verification and determination of the nature and scope of the incident. If the Hospital/On-Call Manager is not present on the PPH site, they should immediately arrange for an alternative senior manager to deputise in this role.
Parking	On arrival at the hospital, all staff must avoid parking in the immediate vicinity of the Minor Injury Unit (MIU) and Acute Medical Assessment Unit (AMAU). The car parking areas in front of the MIU and AMAU Units must be cleared and reserved for ambulances. Head of Hotel Services (or deputy) will arrange for the clearing of the area as soon as possible.
Hospital Preparations	Key personnel should report their arrival or presence at the hospital to the Hospital Co-Ordination Centre (Management Offices Co-ordination Hub Ext. 3709, 3530, 3073 or 3450). MIU and AMAU staff will report directly to their respective units. Medical staff should report to their normal place of work and await further instruction (unless action card holders). Staff with no particular departmental duties should make themselves available to be called by the Hospital Co-ordination Centre, to assist in the provision of a system of “runners/messengers”. When a major incident is declared Paediatric casualties of any type **should not** be admitted or received by Prince Phillip Hospital.
Organisation of Beds	The organisation of beds will be the responsibility of the Site Manager/Bleep 600 Holder The Medical Controller will be based in the Hospital Co-ordination Centre. The Medical Controller will assume responsibility for co-ordinating the discharge of patients nearing convalescence or waiting for non-urgent surgery, to make beds available to accommodate for casualties from the incident. They will decide on the cancellation of routine admissions and advise on any matters of medical priority as necessary. The Site/Bed Manager (the holder of bleep 600) will be the Nurse Controller until relieved by the Head of Nursing or Senior Nurse Manager and will be based in the Hospital Co-Ordination Centre.

	General Site Arrangements
	The Nurse Controller will inform senior nursing staff of the incident and assess nursing resources. The Nurse Controller will call Emergency Nurse Practitioners, as required.
Bed State	The Site/Bed Manager (holder of bleep 600) will be responsible for keeping the Medical Controller up to date with the bed state in the hospital and for establishing the bed state at neighbouring hospitals. In Prince Philip Hospital beds will be needed in several wards and Ward Sisters (or senior nurse on the ward) will liaise with their respective medical teams to advise on patients suitable for discharge. All inpatients suitable for discharge from specialty wards will be sent to the Discharge Lounge/Gerontology Day Hospital for collection
Intensive Care / High Dependency Unit	The ICU Consultant Anaesthetist and Senior Nurse in Charge will advise on ICU & HDU bed availability. The ICU Consultant Anaesthetist will advise on the patient's that need to be admitted to ICU/HDU for treatment
Helicopter Landing Facilities	There are no helicopter landing facilities on site, however it may be possible to land locally in Dafen. Helicopter transfers from Prince Phillip to other hospitals will be co-ordinated by the Ambulance Service.
Relatives	Relatives arriving at the hospital should be directed to the Post Grad Lecture Theatre.
Communications	**Media Facilities** The Hospital Co-ordination Centre will arrange for an area to be set aside for the use of the media - the **Caebryn Conference Room,** noting however, that media may request access to other areas of the health board site, which will be considered and dealt with by the Communications Director and team. Media may also film from the highways (as is their right and particularly if the major incident site is on hospital grounds itself), the Communications Director will arrange for a Communications Team member to be present as staffing and situation allows, to manage filming permissions and interaction with the press and media. Staff should not share photos, information or film, from the site of the incident, nor should they take recording devices on to the site of the incident on behalf of the media/press. Otherwise, media representatives will be directed to the Postgraduate Lecture Theatre. Beverages will be made available by Hotel Services staff. A senior manager or nominated deputy will be responsible for liaison between media, the HCC and the LRF Media Cell until the arrival of the Communications Team. The LRF Media Cell will usually take the lead in joint-agency co-ordination of media information. Liaison must occur between the Communications Team and the other agencies to agree media involvement and press statements. Only the On-Call Executive (or nominated deputy) should give media interviews. Interviews will be under the guidance of the Communications Team member on site and in agreement with the Communications Director or deputy. Outside broadcast vehicles will be sited in the Consultants car park at the front of the hospital

	General Site Arrangements
	Communication with Staff Staff will be kept informed of the incident response at appropriate intervals via existing communication and I.T. systems. **Internal Communication** Volunteer and off-duty staff will be used as runners between the Hospital Co-ordination Centre and hospital departments. The current system of internal radio links will also facilitate effective two-way communication. If required, hand-set radios will be issued to Medical Controller and Nurse Controller by Head of Hotel Services or deputy.

WITHYBUSH HOSPITAL SITE ACTIONS

Staff will, on notification of a Major Incident, carry out the instructions on their Major Incident Action Cards unless modified by instructions from the Hospital Co-ordination Centre.

	General Site Arrangements
Hospital Co-ordination Centre	Patient Flow Office, 1st Floor (above EUCC), WGH. The Hospital Co-ordination will be required, early in the incident, to join a multi-site Teams call (co-ordinated by GGH HCC) to provide a system wide approach to casualty allocation and receipt, repatriation of patients, possible medical and surgical diverts and if required temporary boundary changes.
Hospital Preparations	The Switchboard operator will call out key staff in accordance with the cascade system. If on-call personnel of a department are unavailable this should be reported to the Hospital Co-ordination Centre (Tel. No. 3547, 3548 or 3576) on completion of calls as listed. The Senior Manager/On-Call Manager will establish the Hospital Control Centre. On arrival at the Hospital, all Action Card holders must either attend or report (action card will specify) to the Hospital Co-ordination Centre where a record of their attendance will be maintained and a brief incident update given.
Hospital Discharges / Maximising Bed Availability	The organisation of beds will be the responsibility of the Medical Controller. The Medical Controller will assume responsibility for co-ordinating the discharge of patients nearing convalescence or waiting for non-urgent surgery, in order to make beds available to accommodate for casualties from the incident. They will decide on the cancellation of routine admissions and advise on any matters of medical priority as necessary. Arrangements will be made for the discharge or transfer to South Pembrokeshire Hospital, Health & Social Care Resource Centre, Tenby Cottage Hospital, commissioned beds within the community and Community Services of patients from the relevant wards, depending upon the type of Major Incident. This will be co-ordinated by the Bed Manager / Senior Nurse in charge of each ward supported by the medical staff. Patients nominated as Discharges / transfers from wards will be relocated to the facilitated Patients' Discharge Waiting Area in the Physiotherapy Treatment area. The staff in the Patients Discharge Waiting Area will co-ordinate and document all inpatient movements via the Discharge / Transferred Patients log (page 63) and ensure that the Hospital Co-ordination Centre is kept informed. The Bed Manager (holder of bleep 2138) will be responsible for keeping the Medical Controller up to date with the bed state in the hospital and for establishing the bed state at neighbouring hospitals. All patients leaving the hospital will exit the hospital via the Physiotherapy Department entrance.
Intensive Care Unit	The ICU Consultant Anaesthetist and Senior Nurse in Charge will advise on ICU & HDU bed availability. The ICU Consultant Anaesthetist will advise on the patient's that need to be admitted to ICU/HDU for treatment

	General Site Arrangements
Relatives And Friends Reception Centre	Relatives arriving at Withybush should be directed to the Ante-Natal area. This area will act as a point of contact for the voluntary services and other agencies involved. Hospital Chaplains will be asked to assist in this role.
Communications	**MEDIA CENTRE** The Hospital Co-ordination Centre will arrange for an area to be set aside for the use of the media - the **Auditorium at the Conference Centre,** noting however, that media may request access to other areas of the health board site, which will be considered and dealt with by the Communications Director and team. Media may also film from the highways (as is their right and particularly if the major incident site is on hospital grounds itself), the Communications Director will arrange for a Communications Team member to be present as staffing and situation allows, to manage filming permissions and interaction with the press and media. Staff should not share photos, information or film, from the site of the incident, nor should they take recording devices on to the site of the incident on behalf of the media/press. Otherwise, media representatives will be directed to the Postgraduate Lecture Theatre. Beverages will be made available by Hotel Services staff. A senior manager or nominated deputy will be responsible for liaison between media, the HCC and the LRF Media Cell until the arrival of the Communications Team. The LRF Media Cell will usually take the lead in joint-agency co-ordination of media information. Liaison must occur between the Communications Team and the other agencies to agree media involvement and press statements. Only the On-Call Executive (or nominated deputy) should give media interviews. Interviews will be under the guidance of the Communications Team member on site and in agreement with the Communications Director or deputy. Outside broadcast vehicles will be sited in the parking area adjacent to the Conference Centre and/or other suitable area of the hospital grounds. **COMMUNICATION WITH STAFF** Staff will be kept informed of the incident response at appropriate intervals via existing communication and I.T. systems. Radios will be held by core staff members to ensure effective and timely communication. A list of designated holders is maintained in the Switchboard. **EXTERNAL COMMUNICATIONS LINK** A communications link will be provided between the Co-ordinating Medical Officer, Ambulance Service Major Incident Vehicle and the Medical Incident Commander as a priority and should be kept open at all times. Radio users need to be aware that sensitive information should not be transmitted on radio links, as these are insecure and can be scanned by public and media scanners. All sensitive information should be transmitted by landline or face to face and not mobile communication.

	General Site Arrangements
Helicopter Landing Facilities	Helicopters carrying casualties can be landed on the helipad to the rear of the Emergency Department and/or Withybush Airport. Helicopter transfers from Withybush to other hospitals e.g. Morriston will be co-ordinated by the Ambulance Service. WAST will notify Switchboard if a helicopter is to land on the helipad, Switchboard with notify the Fire Service and the Creche (located adjacent to helipad).

CASUALTY HANDLING

All hospital sites in Wales have predetermined capacity figures that can be utilised during a major incident. These figures represent the number of patients a hospital will accept within the initial two hours following a major incident declaration.

Hospital	P1		P2		P3	
	D	N	D	N	D	N
Withybush Hospital, Haverfordwest	2	1	4	2	12	20

Not all life-threatened casualties would require surgery as the condition of some could be life-threatening by virtue of, for example, the need for airway management rather than surgery.

Because of this limit to the hospital's capacity, it will be important for the Medical Controller to liaise with the Triage Officer so that prior to saturation point, notification is made to WAST Trauma Desk for casualties to be dispersed to other hospitals.

	Emergency Department Arrangements
Triage	A Casualty Triage point will be established inside the Ambulance entrance to the Emergency Department. Triage will be carried out as the casualties arrive by the allocated experienced Nurse and the Emergency Department Middle-Grade Doctor.
Patient Flow/Allocation From Emergency Department	The planned allocation of patients is as outlined below however the Hospital Co-ordination Centre may deviate from this plan as dictated by the nature of the Incident (numbers and case mix of casualties) Following Triage, patients will be allocated as follows: a) Minor casualties and apparently non-injured will be directed to the waiting areas designated within the Outpatients Department or treated within the Emergency Department and discharged. b) Casualties requiring Urgent/Emergency surgery should be transferred to Main Theatres (after being stabilised). If Theatre capacity is full, patients are to be placed in the most appropriate facility to await transfer to Theatre (e.g. Day Surgery Unit / Same Day Admit / High Dependency Unit).

	Emergency Department Arrangements
	c) Casualties requiring hospitalisation but not urgent surgery will be allocated ward beds as appropriate. d) Casualties requiring end of life care will be directed to and will be cared for in an alternative environment to the Emergency Department. The environment (e.g. Endoscopy, Medical Day Unit, CDU) will be dependent on the nature of the Major Incident and the numbers of casualties requiring end of life care.
Out Of Hours Service	The Out of Hours service is based in the out-patient corridor adjacent to the Emergency Department. Therefore, the service will continue to function as normal during a major incident. The aim will be to continue to function as normal. Non incident Emergency Department patients to be redirected to the GP in the unit where possible to alleviate any extra burden on the Emergency Department.
Emergency Ambulance Release	To enable WAST to respond to the incident with an appropriate number of resources to provide clinical care to patients at the scene, the following release of emergency ambulances from outside hospital emergency departments has been agreed: • 50% of vehicles released within 10 minutes. • 75% of vehicles released within 20 minutes. • 100% of vehicles released within 30 minutes. Further details contained within ED Major Incident Action Cards.

HYWEL DDA UNIVERSITY HEALTH BOARD

WGH EMERGENCY DEPARTMENT MAJOR INCIDENT PATIENT FLOW

MAJOR INCIDENT TRIAGE IN AMBULANCE BAY

If possible, casualties requiring end of life care will be directed to, and cared for in, an alternative environment to the ED

This environment (e.g. Endoscopy, MDU, PHODU) will be dependent on the nature of the Major Incident and the number of casualties requiring end of life care

P1
RESUS
(Alternative location: ED)

Once stabilised → Intensive Care Unit, Main Theatres, Day Surgery Unit or best placed ward area

As per the individual service's Action Cards

P2
EMERGENCY DEPARTMENT
(Alternative location: MIU/best placed ward area)

Once stabilised → Main Theatres, Day Surgery Unit or best placed ward area

As per the individual service's Action Cards

P3
MAJORS / MIU / SDEC / PUFFIN UNIT

Once assessed, stabilised and treated → to best placed ward area or to be discharged

PAEDIATRICS

PAEDIATRICS
P1 RESUS
Continuation of care to be discussed with Paediatric Team

PAEDIATRICS
P2 / P3 MIU
Continuation of care to be discussed with Paediatric Team

PATIENTS CURRENTLY IN THE EMERGENCY DEPARTMENT

As per the Action Card, the Nurse in Charge is to briefly inform members of the public of the situation and to clear the department. Instructing patients to return to their own GP, attend the ED the following day, or if they have minor injuries requiring treatment - **In Hours**: patients can be redirected to the Outpatients Department
Out of Hours: patients can be redirected to call the NHS 111 Service – see below

IN HOURS:

Outpatients' staff (after clearing their department) will assist with the treatment of ED patients / minor injuries

Once assessed and treated → to the best placed ward area or to be discharged

As per the Outpatients Action Card

OUT OF HOURS:

Link with the Out Of Hours Service to assist with current ED patients within the Outpatients area, please be aware of the current availability/capacity of the OOH Service

Once assessed and treated → to the best placed ward area or to be discharged

As per the Out Of Hours Services Action Card

INTERNAL INCIDENTS AND INTERNAL MAJOR INCIDENTS

An incident within Health Board premises that warrant special arrangements for the co-ordination, command and control of the situation, by a management response group.

Serious situations affecting small numbers of patients and/or staff may also be co-ordinated in this manner, if deemed appropriate.

However, **responses to escalating emergency pressures are not covered by this plan.**

HDUHB must plan to handle incidents in which its own facilities - or neighbouring ones – may be overwhelmed. The organisation itself may be affected by its own internal major incident or by an external incident that impairs its ability to work normally. Fire, breakdown of utilities, major equipment failure, hospital acquired infections, violent crime or the need to deal with one or more contaminated person(s) may paralyse the provision of services and jeopardise safety arrangements. This plan should be considered in conjunction with service level Business Continuity Plans.

There are three levels of internal incident that the relevant Senior Manager(s) can consider during their assessment of the situation.

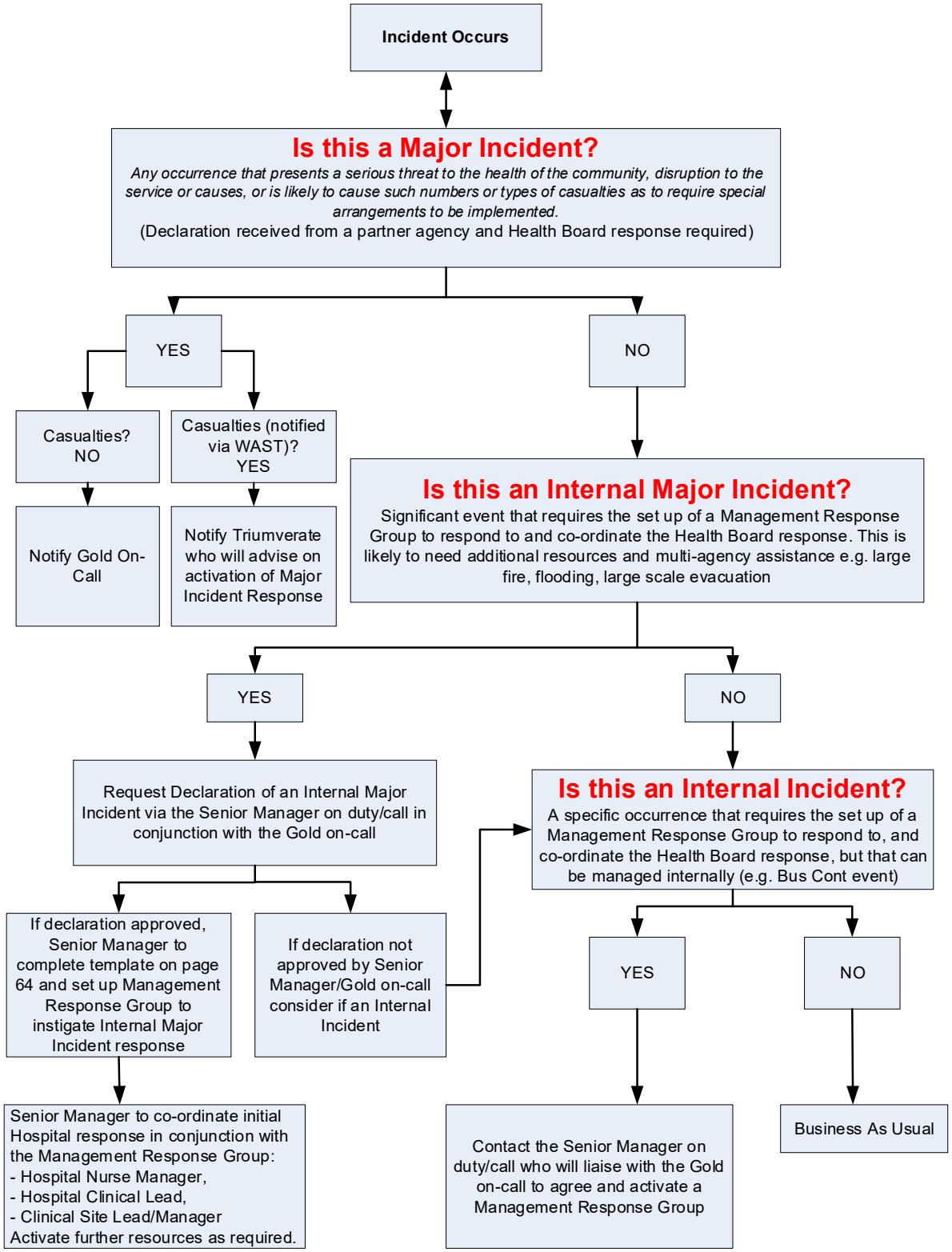
- **Internal Major Incident** – significant event that is likely to require additional resources and multi-agency assistance
- **Internal Incident** – specific occurrence that can be managed internally
- **Business Continuity event** – can be managed via activation of relevant business continuity plans

SELF DECLARATION OF A MAJOR INCIDENT

In the RARE event of the hospital needing to self-declare its own major incident, the most Senior Manager on duty/call shall:

- Assess the situation and discuss with the relevant Executive Director (In hours: Director of Public Health – lead for EPRR, or Out of Hours: Executive Director on-call (rota held in switchboard).
- Advise the Switchboard to activate the communications cascade to notify staff.
- Advise Ambulance Control of the situation on 01267 229476 (Duty Manager) or 999 if unavailable)
- Advise Dyfed Powys Police control of the situation (Tel 01267 226144, identify yourself and ask to speak to the Control Room Duty Inspector urgently).
- Set up a Management Response Group to co-ordinate the response.

The following flowchart highlights the process required following assessment of the incident, and agreed level of declaration, and response.


Incident Occurs
Is this a Major Incident?
Any occurrence that presents a serious threat to the health of the community, disruption to the service or causes, or is likely to cause such numbers or types of casualties as to require special arrangements to be implemented.
(Declaration received from a partner agency and Health Board response required)
YES
NO
Casualties? NO
Casualties (notified via WAST)? YES
Notify Gold On-Call
Notify Triumverate who will advise on activation of Major Incident Response
Is this an Internal Major Incident?
Significant event that requires the set up of a Management Response Group to respond to and co-ordinate the Health Board response. This is likely to need additional resources and multi-agency assistance e.g. large fire, flooding, large scale evacuation
YES
NO
Request Declaration of an Internal Major Incident via the Senior Manager on duty/call in conjunction with the Gold on-call
Is this an Internal Incident?
A specific occurrence that requires the set up of a Management Response Group to respond to, and co-ordinate the Health Board response, but that can be managed internally (e.g. Bus Cont event)
If declaration approved, Senior Manager to complete template on page 64 and set up Management Response Group to instigate Internal Major Incident response
If declaration not approved by Senior Manager/Gold on-call consider if an Internal Incident
YES
NO
Senior Manager to co-ordinate initial Hospital response in conjunction with the Management Response Group:
- Hospital Nurse Manager,
- Hospital Clinical Lead,
- Clinical Site Lead/Manager
Activate further resources as required.
Contact the Senior Manager on duty/call who will liaise with the Gold on-call to agree and activate a Management Response Group
Business As Usual

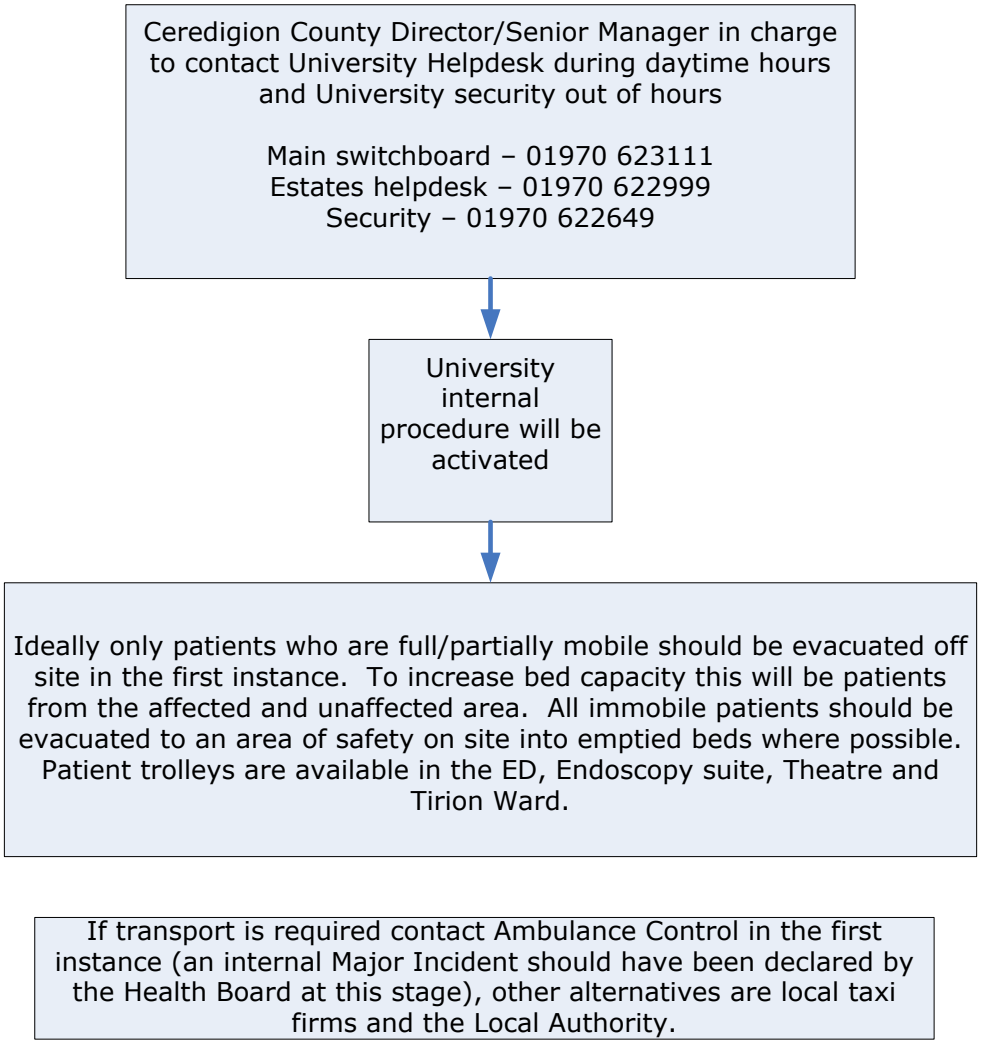
INTERNAL INCIDENT REQUIRING EVACUATION

FOR BRONGLAIS HOSPITAL ONLY:

Use of Aberystwyth University

Aberystwyth University has kindly agreed to assist us if possible, in providing temporary patient holding facilities if we need to evacuate part/whole of the hospital. The degree of assistance will depend on their circumstances e.g. examinations etc. It is anticipated that the Sports Cage/Hall or Pantycelyn would be the initial areas of choice due to access, size and services available.

Procedure to request assistance:



HYWEL DDA UNIVERSITY HEALTH BOARD

CONTACT TELEPHONE NUMBERS

Dyfed Powys Hospitals:		
Glangwili General Hospital Carmarthen		01267 235151
Prince Phillip Hospital Llanelli		01554 756567
Withybush General Hospital Haverfordwest		01437 764545
Bronglais General Hospital Aberystwyth		01970 623131
Other Hospitals in Wales:		
Ysbyty Gwynedd		01248 384384
Wrexham Maelor General Hospital		01978 291100
Ysbyty Glan Clwyd		01745 583910
University Hospital of Wales		02920 747747
Prince Charles Hospital		01685 721721
Llandough Hospital		02920 711711
Royal Gwent Hospital		01633 234234
Nevill Hall Hospital		01873 732732
Morriston Hospital		01792 702222
Princess of Wales Hospital		01656 752752
Welsh/English Border Hospitals/Trusts:		
Royal Shrewsbury Hospital		01743 261000
Hereford Hospital		01432 355444
Gloucester Royal NHS Trust		08454 222222
East Gloucester NHS Trust		08454 222222
Local Authority Emergency Planners:		
Ceredigion County Council		07970 261425
Carmarthenshire County Council		07900 570431
Pembrokeshire County Council		07964 577671
Powys County Council		07970 005072
	Emergency (24 hours)	01597 825275/08450 544847
Duty Emergency Planning Officer for Carms, Ceredigion & Pembs – 24/7	Contacted via Careline out of hours	01558 824283
Directors of Environmental Health:		
Ceredigion	Daytime	01545 572105
	Out of Hours	08457 566766
Carmarthenshire	Daytime	01267 234567/228736
	Out of Hours	01267 224398
Pembrokeshire	Daytime	01437 764551
	Out of Hours	08456 015522
Powys	Daytime	01597 826659
	Out of Hours	08450 544847
Directors of Social Services:		
Ceredigion		01545 572562
	Out of Hours	08456 015392
Carmarthenshire		01267 224697
	Out of Hours	0300 3332222
Pembrokeshire		01437 775831
	Out of Hours	08708 509508
Powys		01597 826906
	Out of Hours (via Brecon Hospital switchboard)	01874 622443

National Bodies:		
Welsh National Poisons Unit	24 hours	02920 709901 / 02921 825554
National Blood Transfusion Service (Wales)	Daytime	01443 622000
Welsh Water	24 hours	0800 0520130
Natural Resources Wales	Anytime	0800 807060
Ministry of Agriculture Food & Fisheries (Wales)		
BASIS Registration Ltd (Pesticides)	Daytime	01335 343945
Health & Safety Executive	Daytime	01267 244230
	Emergency	08453 009923
Public Analyst (Cross Hands)		01269 833990
Military – Joint Regional Liaison Officer	Daytime 24 hours	01874 613381 07766 420496
RVS Emergency Services	24 hours	02476 681369
Coroners Offices:		
Ceredigion		01970 612567/617931
Carmarthenshire		01558 822215
Pembrokeshire		01646 698129
Dyfed Powys Local Resilience Forum:		
Partnership Team		01267 248454
Strategic Co-ordination Centre		01267 226201

BRONGLAIS INTERNAL CONTACT NUMBERS

Key Activity Centres used in the event of a major incident	Location	Tel Ext.
Hospital Co-ordination Centre	MDT/Meeting Room, 1st Floor, Management Offices	**5432** **01970 617006**
Emergency Department	Reception Nurse Office Plaster Room Resus Room Team Leader Doctors Room Base Station 1 Base Station 2	**5753** **5736** **5740/Bleep 3302** **5502** **7615** **5738/7810/5450** **5736/7807** **7809**
Operating Theatres **Main Theatres**	Main Number Back Office/Manager Staff Room	**7114** **7117** **7113**
DSU 2	Main Number Recovery	**8866** **8865**
DSU 3	Theatre Office Theatre 1/2 Theatre 3 Recovery	**5606** **5611** **5612** **5608**
HSDU		**5701**
Wards	Endoscopy ITU Ceredig Rhiannon Short Stay Gwenllian Angharad Meurig Dyfi East Dyfi West Dyfi Reception Ystwyth Enlli	**5925/8876** **5621/2** **5644/5646/8847** **5640** **5633** **5757** **5752** **5941** **5746** **5745** **5986** **5932**
Radiology	Reception CT - Reception	**5681** **5697**
Medical Records		**7038 /5664 / 8892**
Pathology	Blood Bank Coagulation Laboratory Biochemistry Histopathology Laboratory Mortuary	**5945** **5712** **5786 Sec. 5934** **5715** **5743**
Press Centre	Postgraduate Centre	**5806**
Porters	 Head Porter	**5570/7026 Bleep 3506** **5349**
Information	Senior person	**7001**
IT Helpdesk		**01267 232000**
Pharmacy		**5732/5733**
Clinical Engineering		**5926**

GGH INTERNAL CONTACT TELEPHONE NUMBERS

Key Activity Centres used in the event of a major incident	Location	Tel Ext.
Hospital Co-ordination Centre	Based in Meeting Rms 1&2, Ty Nant	8743
Media Reception Area	Based in Cambrian/Coracle Rooms	6270
Family Reception Area	Based in Cardiac Respiratory Unit	
Staff Rest Centre	Based in Staff Restaurant	2053
Patients Discharge Area	Based in Out-Patients Department	
Ambulance Liaison Officer	Based in Out-Patients Department	2022
Police Documentation team	Based in 2nd Consultant Office in EU	3979/68
Key Departmental Numbers		
Emergency Unit	Navigator	Bleep 194
	Reception	3961
	Nurse's Main Duty Office	3987
	Staff Base	3960
	Sisters Office	3971/72
	Resuscitation Rooms	3980,3966
	Plaster Room	3969
Operating Theatres	Reception	2333
	ODP - Bleep	107
	Theatre Senior Sister/ Manager - Bleep	176/2424/226
	Theatre – 1	2571
	Theatre – 2	2572
	Theatre – 3	2573
	Theatre – 4	2574
	Theatre – 5	2776
	Theatre – 6	6092
	Recovery	2576
	Day Surgical Unit	2372
	Endoscopy Unit	2355
Wards	CDU	8721
	Adult Critical Care	2043
	CADOG	2624
	CCU	2760
	TOWY	2621
	PADARN	2612
	STEFAN	2950
	PICTON	2784
	PRESELI	2963
	SAU/CLEDDAU	2606
	TEIFI	6491
	MERLIN	2418
	TYSUL	2173
	DINEFWR	2591
	CERI	2600
	COTHI	2624
	Y LOLFA	2403
Radiology	X-RAY (Bleep 125)	2092,2645
	CT SCAN	2556
Pathology	Reception	2453
	Biochemistry Lab -Out of Hrs Bleep – 110	2456
	Haematology & Blood Bank - Out of Hrs Bleep – 109	2458
	Microbiology	
	Infection Control (Bleep 100)	2502
		2596,2422
Pharmacy		2465
Physiotherapy	(Bleep 118 / 119)	2808
Physiological measurements		2084

CSSD		2369 2061/ 62/ 63
Occupational Health		0300 3039674
Clinical Engineering		2793, 2499
Estates		2942-Hotline 2332 -Secretary
Fire Officer		2107
Medical Records		2097 / 8490

PRINCE PHILLIP CONTACT NUMBERS

Key Activity Centres used in the event of a major incident	Location	Tel Ext.
Hospital Co-Ordination Centre	Management Offices Co-ordination Hub	3709/3530/3073/3450
Press Room	Based in Postgrad Conference Room	1385
Relatives Reception Area	Based in Postgrad Lecture Theatre	6662
Volunteers Reception Area	Based in Seminar Room 2	6663
Staff Rest Centre	Based in Staff Restaurant	3029
Patients Discharge Area	Based in Discharge Lounge/Geriatric Day Hospital	3213
Key Departmental Numbers		
Minor Injuries Unit	Reception	3230
	Sisters Office	3237
Operating Theatres	Reception	3088
	Theatre Senior Sister/ Manager	6690
	Theatre – 1	3096
	Theatre – 2	3095
	Theatre – 3	3094
	Theatre – 4	3527
	Recovery	3093
	Day Surgical Unit	3551/6763/6762
	Endoscopy Unit	3117
Wards	Ward 1	3217
	AMAU	3303
	Ward 3	3131
	Ward 4	3136
	Ward 5	3105
	Ward 6	3108
	Ward 7	3380
	Ward 9	3313
	Critical Care	3121/3118
Radiology	X-RAY	1416
	CT Scan	3268
Pathology	Reception	3520
	Biochemistry Lab	3062
	Haematology	3056
	Microbiology	3068
	Infection Control	3066
Pharmacy		3212/3209
Physiotherapy		3204
Physiological measurements		3157
HSDU		3299
Occupational Health		0300 303 9674
Clinical Engineering		0300 303 6115 Option 1
Estates		3689

WITHYBUSH CONTACT NUMBERS

Key Activity Centres used in the event of a major incident	Location	Tel Ext.
Hospital Co-ordination Centre	Based in 24/7 Room, E&UCC	3547/3548/3576
ED Triage Area	Based in ED-Ambulance Entrance Foyer	3081
Relatives Reception Area	Based in Ante-Natal Area	3286
Press Room	Based in Conference Centre Auditorium	3150
Patients Discharge Area	Based in Physiotherapy Treatment Area	3263
Ambulance Liaison Officer	Based in Out-Patients Department	3666
Police Documentation Team	Based in Consultant's Office in ED	3380
Additional Staff Reception	Based in New Outpts Ophthalmology Reception	2435
Communications Team	Based in the Springfield Block	4476/4482
Key Departmental Numbers		
Emergency Department	Reception	3446/3142
	Sisters Office	2364/2492
	Staff Base	3447/3503
	Staff Office	3380
	Staff Rest Room	3457
	Resuscitation Rooms	2369
	Plaster Room	3276
Operating Theatres	Reception	3500
	Theatre Manager	3577
	Theatre One	2416
	Theatre Two	2415
	Recovery	3141/3274
	Theatre Supply Office	3294
	Central Department	3551
	Theatre Bleep	2159
	ODP Bleep	2233
	Day Surgical Unit	3277
	Day Theatre Manager	3316
	Endoscopy Unit Reception	3421
	Endoscopy Nurse Station	3477
	Endoscopy Recovery	2547
	Endoscopy Sister	2548
Wards	Ward 1	3201/3001
	Ward 3	3203/4284
	Ward 4	3204/2455
	Ward 7	3707
	Ward 8	3868/3062
	Maternity	3306
	PACU	3209
	Ward 10	3210/3580
	Ward 11	3211/3911
	Ward 12	2352/3212
	ACDU (Adult Clinical Decision Unit)	3214/2471
	CCU	3558
	ITU	3337/3440
Radiology	X-RAY	3279
	Radiology Manager	3178
	Radiology Office	3385
Pathology	Blood Transfusion	3230
	Haematology	3271
	Biochemistry	3293
	Microbiology	3318
Pharmacy		3137
Physiotherapy		3260
HSDU		3475
Clinical Engineering		3130/3076
Estates		3463
Medical Records		3108 / 3106

SWITCHBOARD LOG SHEET FOR MAJOR INCIDENT CALL
NOTIFICATION OF A MAJOR INCIDENT FOR:

Bronglais Hospital ☐ Glangwili Hospital ☐
Withybush Hospital ☐ Prince Phillip Hospital ☐

Major Incident Stand-By ☐ Major Incident Declared ☐

Identity of Caller (Agency)	
Tel No	
Name	
Title/Rank	
Time of Call	Time of Incident

M Major Incident?	**YES**	**NO**
E Exact Location		
T Type of Incident		
H Hazards present		
A Access		
N Number, type & severity of casualties		
E Emergency services present		

Any additional information?	

Authenticity verified by ringing caller back	Yes ☐ No ☐

Signature & name of person receiving call:……

……Date……..……...

INCIDENT LOG RECORD SHEET

Date:	**Incident:**
Role being carried out:	**Name of Person undertaking role:**

Time	Message/Decision/Action	Signature

HYWEL DDA UNIVERSITY HEALTH BOARD

DISCHARGE/TRANSFERRED PATIENTS LOG SHEET

Name of Patient	Hospital Number	Transferred/ Discharged from:	Transferred/ Discharged to:	Escort Required? Yes/No	Notes, X-Rays to go with patient? Yes/No

REPORT FOR DECLARATION OF INTERNAL MAJOR INCIDENT

Incident Site:	
Date/Time:	
Name of Person initiating request for internal Major Incident declaration:	
Name of Duty Manager receiving request:	
Time of discussion with County on-call/Executive Director:	
Time of alert call to Ambulance Control:	
Time of alert call to Dyfed Powys Police Control Room:	
Other agencies notified:	
Nature of Incident:	
Number of known casualties:	
Nature of injuries:	
Decision process that led to Major Incident request: - who was consulted: e.g. other colleagues/external agencies - bed state at time (if relevant) i.e. incident due to volume as opposed to type of injury - additional resources required to respond to incident - any other relevant information	

Signature & name of person completing form:……

……Date…….……..

Example Major Incident Alert to Day Patients/Visitors:

We have received notification that a major incident has occurred and this hospital is on standby to receive casualties.

It is policy to cancel all clinics and procedures. Day patients, outpatients, and visitors must be evacuated immediately. Our medical teams will be proceeding to their designated areas to take up their roles in a major incident.

We apologise for the inconvenience of this situation and ask you to do the following:-

- If you are able to leave the hospital by your own means, please do so without delay.
- If you came to the hospital by ambulance, please wait in the designated area in the Outpatients department. A member of staff will be in attendance shortly to make arrangements.
- If you have any problems with your transport, please wait in the Outpatients department until a member of staff arrives to assist.

You will need to reschedule your appointment by contacting the relevant area in 2 working days' time (contact numbers to be handed out by all clinic areas)

Enghraifft Digwyddiad Mawr Rhybudd I Gleifon Dydd/Ymwelwyr:

Rydym wedi cael ein hysbysu bod digwyddiad mawr wedi digwydd a bod yr ysbyty hwn wrth gefn i dderbyn y rhai a anafwyd.

Mae'n bolisi gennym i ganslo pob clinig a thriniaeth. Rhaid ceisio gwagio'r ysbyty o gleifion dydd, cleifion allanol ac ymwelwyr yn syth. Bydd ein timau meddygol yn mynd i'w hardaloedd dynodedig i ymgymryd â'u rolau mewn digwyddiad mawr.

Ymddiheurwn am anghyfleustra'r sefyllfa hon a gofynnwn i chi wneud y canlynol:

- Os oes modd i chi adael yr ysbyty ar eich pen eich hun, gwnewch hynny yn ddioed.
- Os daethoch i'r ysbyty mewn Ambiwlans, arhoswch yn yr ardal ddynodedig yn yr adran Cleifion Allanol. Bydd aelod o staff yn dod atoch cyn bo hir i wneud trefniadau.
- Os oes gennych broblemau gyda'ch trafnidiaeth, arhoswch yn yr adran Cleifion Allanol hyd nes bod aelod o staff yn cyrraedd i'ch helpu.

Bydd angen i chi aildrefnu eich apwyntiad drwy gysylltu â'r adran berthnasol ymhen 2 ddiwrnod gwaith

DEFINITIONS

EMERGENCY SERVICES

The Ambulance, Fire, Police, Mountain Rescue & Coast Guard services. (Military personnel deployed in support of civil powers are not included in this designation).

POLICE CASUALTY BUREAU

A bureau set up by the Police to maintain a list of casualties resulting from a major incident (including casualties dealt with at the site without referral to hospital).

POLICE DOCUMENTATION TEAM

A team provided at a Receiving Hospital by the local Police Force to pass information regarding casualties to the Police Casualty Bureau.

COMMAND SUPPORT UNIT

The vehicle on site provided by the Ambulance Service, which acts as the base for the Medical Incident Commander/Medical Advisor and the Ambulance Incident Commander. It will serve as the Health Service communication centre on site.

MEDICAL ADVISOR

The Medical Officer with overall responsibility, in close liaison with the Ambulance Incident Commander, for the management of medical resources at the scene of a major incident. He/she **should not** be a member of the MERIT (Medical Emergency Response Incident Team) during the incident.

AMBULANCE STRATEGIC COMMANDER

The Senior Ambulance Officer who manages, in close liaison with the Medical Incident Officer/Medical Advisor, the NHS resources at the scene of the incident

LISTED HOSPITALS

Hospitals equipped to receive casualties on a 24-hour basis.

RECEIVING HOSPITALS

Hospitals selected by the Ambulance Service to receive casualties in the event of a major incident.

DESIGNATED HOSPITAL

The **first** Receiving Hospital designated to receive casualties.

SUPPORTING HOSPITALS

A hospital which receives casualties after the Designated Hospital or receives patients transferred from the Designated Hospital to allow for a larger number of casualties to be accepted.

HOSPITAL CONTROL TEAM

The Team, led by the Hospital/On-Call Manager and including the Medical Controller and Nurse Controller, that manages the Hospital's response to a major incident. The Hospital Control Team will be based in the Hospital Co-ordination Centre.

HOSPITAL CO-ORDINATION CENTRE

A centre set up at a Receiving Hospital to collate details of casualties received, their condition and location, hospital bed status, theatre availability, and all necessary information to assist the hospital's response to the incident.

TRIAGE OFFICER

The Doctor who receives and assesses all casualties as soon as they enter the hospital and then decides priority for treatment.

AMBULANCE LIAISON OFFICER

An Ambulance Officer at a Receiving Hospital who is responsible for the provision of mobile radio communications between the hospital and Ambulance Services; for the supervision of Ambulance Service activity and for liaison at the Receiving Hospital.

MEDICAL CONTROLLER
The Doctor responsible for co-ordinating all hospital medical arrangements relating to the major incident.

NURSE CONTROLLER
The Senior Nurse responsible for co-ordinating all hospital nursing arrangements relating to the major incident.

RELATIVES RECEPTION AREA
An area allocated to relatives or friends involved in the major incident, which will be attended by the appropriate specialist personnel, Counsellors, Hospital Chaplain etc.

INCIDENT RESPONSE TEAM
A team of Senior Representatives from Hywel Dda University Health Board, Public Health Wales and other nominated agencies which will usually only be activated in certain circumstances, i.e. communicable disease, radiation incidents, chemical incidents, flu pandemic or other unforeseen circumstances.

TRAUMA NETWORK
A network of hospitals, emergency services and rehabilitation services across the region, working together to ensure patients with life-threatening or life-changing injuries receive the best possible treatment and care.

LOGGIST
Person responsible for recording decisions made, and the time/date and rationale behind the decision.

GLOSSARY

A&C	Acute and Community
AIC	Ambulance Incident Commander
ALO	Ambulance Liaison Officer
AMAU	Acute Medical Assessment Unit
BGH	Bronglais General Hospital
BIRT	Burns Incident Response Team
BSCT	Burns Specialist Care Team
CBRN	Chemical, Biological, Radiational and Nuclear
CCS	Casualty Clearing Station
ChaPD	Chemical Incident Hotline
CIMSU	Chemical Incidents Management Support Unit
CNC	Clinical Night Co-ordinator
COMAH	Control of Major Accident Hazards Regulations
DH	Department of Health
DI	Designated Individual
DoTH	Director of Therapies and Health Science
DPH	Director of Public Health
DSU	Day Surgery unit
DVI	Disaster Victim Identification
ED	Emergency Department
EMRTS	Emergency Medical Retrieval and Transfer Service
EPRR	Emergency Preparedness, Resilience & Response
EU	Emergency Unit
GGH	Glangwili General Hospital
EUCC	Emergency & Unscheduled Care Centre
GP	General Practitioner
HALO	Hospital Ambulance Liaison Officer
HCC	Hospital Co-ordination Centre
HDU	High Dependency Unit
ID	Identification
IP&C	Infection Prevention & Control
ITU	Intensive Therapy Unit
JDM	Joint Decision Model
LRF	Local Resilience Forum
MIO	Medical Incident Officer
MIP	Major Incident Plan
MIU	Minor Injuries Unit
MOU	Memorandum of Understanding
NAIR	National Arrangements for Incidents involving Radioactivity
NBBB	National Burns Bed Bureau
NEMA	National Emergency Mortuary Arrangements
NHS	National Health Service
NNP	Night Nurse Practitioner
NWSSP	NHS Wales Shared Services Partnership
OCM	On Call Manager
OPD	Outpatients Department
PPE	Personal Protective Equipment
PPH	Prince Phillip Hospital
RMU	Radiation Monitoring Unit
RTC	Road Traffic Collision

SAR	Surgery, Anaesthetics & Radiology
SCG	Strategic Co-ordination Group
SPH & HSCRC	South Pembrokeshire Hospital and Health & Social Resource Centre
STAC	Scientific and Technical Advisory Cell
SWTN	South Wales Trauma Network
TCG	Tactical Co-ordination Group
VIP	Very Important Person
WAST	Welsh Ambulance Services NHS Trust
Wd	Ward
WG	Welsh Government
WGH	Withybush General Hospital

GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Exercise Tendley

4 -7 February 2025

Live Major Incident Exercise Report

1. Introduction

This report outlines the findings of the multi-agency live major incident exercise conducted from 04-07 February 2025, which tested the Health Boards response to a simulated major incident on the Glangwili Hospital site. The focus of the hospital element of the exercise was:

- Major Incident Notification and Activation
- Emergency Department (ED) Response
- Hospital Coordination Centre (HCC) Operations
- Mortuary Preparedness and Communication with Dyfed Powys Police Disaster Victim Identification (DVI) teams.

The objective was to evaluate the effectiveness of hospital major incident notification and activation procedures, response arrangements, staff preparedness, communication channels, and resource allocation during a large-scale emergency.

2. Exercise Overview

Scenario – Day 1

The exercise simulated a passenger train derailment incident on the main Carmarthen to Cardiff line (scenario set up on the Gwili Railway in Carmarthen). Casualty numbers, injury types, and logistical challenges were designed to test response notification and activation, ED major incident response, ED decontamination procedures, surge capacity, communication efficiency, and hospital co-ordination centre response.

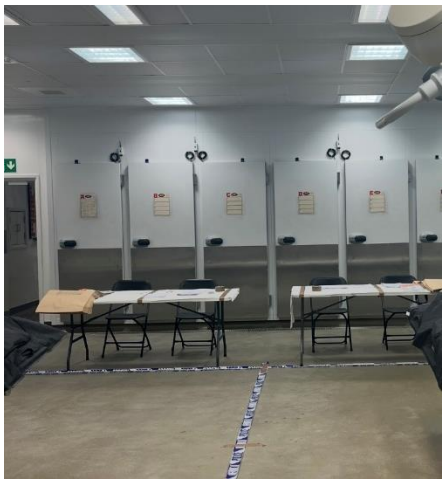
Scenario – Day 2

Health Board Mortuary and EPRR staff attended the "incident scene" and observed Urban Search & Rescue (USAR) assessment of, and solution to, the logistical challenge of accessing the trains carriages without use of a platform.

Once achieved, the DVI team commenced retrieval and processing of the deceased.

Scenario – Day 3

Exercise play moved to the Mortuary at Glangwili Hospital where the DVI team worked with Mortuary colleagues to process the deceased in line with UK DVI procedures and standards.



Participants

- Exercise Facilitators
- Switchboard Staff
- Emergency Department Staff (Doctors, Nurses, Healthcare Support Workers, Administrators)
- Hospital Co-ordination Centre (Major Incident Action Card Holders, Loggist, Admin Support)
- Mortuary Staff
- External Agencies (WAST, EMRTS, Dyfed Powys Police, Mid & West Wales Fire & Rescue Service, Coroner's Office, Local Authorities, Transport for Wales, British Transport Police, 4x4 Response Wales, Red Cross)

3. Key Objectives and Findings

3.1 Major Incident Activation

Objective: Test the notification process between WAST and Glangwili Hospital Switchboard and the ability to activate and escalate a major incident response in an effective and timely manner.

Findings: The notification was received, and key personnel were notified efficiently.

Strengths:

The major incident notification was received by Switchboard from WAST and the escalation process followed the major incident communications cascade process. A condensed cascade was utilised for the exercise. However, a full hospital cascade was undertaken the week before the exercise to test the full cascade process.

Areas for Improvement:

Staff to be familiar with cascade process of all sites.

3.2 Emergency Department (ED) Response

Objective: To test Glangwili Emergency Department response arrangements to a major incident event and the ability to manage a surge of casualties, triage efficiently, and coordinate patient care. Decontamination procedures were also tested.

Findings: some objectives were difficult to assess due to the limitations of the environment (ED portacabin) and exercise scope. However, the exercise has provided a valuable opportunity to test the ED's response strategies, improve coordination, and identify gaps in preparedness. Insights gained should help build resilience and ensure a more effective response to actual incidents

Strengths:

- Clear establishment of Lead Consultant with early discussion around preparation of department, with considerations of staffing, equipment and other resources.
- Good working relationship established at front-door; triage process worked well.
- Initially clear allocation of doctor roles.
- Updates clearly communicated by Lead Consultant throughout exercise.
- Good support and communication from Hospital Ambulance Liaison Officer (HALO).
- Ambulances cleared swiftly.

- Once established, clear record keeping and communication to HCC by Loggist.
- Additional scribes were quick to learn and maintained accurate records of clinical scenarios.
- Good clinical assessments observed with the majority observed having clear intervention and treatment plans.
- Prepacked patient records available and accessible.

Areas for Improvement:

- Raise awareness of major incident trolley and resources available there.
- Clarification of role allocation process.
- Communication between the team, in particular the feedback loop from within the "department" to the Leads at the "front door".
- Consideration of staff fatigue.
- Initial log and record keeping to be reviewed (until Loggists/scribes arrive). Number of trained Loggists to be increased.
- Review of decontamination process activation within ED.
- Stock levels of critical emergency supplies were adequate for the exercise, but some concern for availability of quantity of consumables needed in a real incident.

3.3 Hospital Coordination Centre (HCC) Operations

Objective: Assess the effectiveness of the HCC in overseeing hospital-wide response, resource allocation, and external coordination.

Findings: The HCC was activated via the Communications Cascade process and was set up and operated effectively throughout the exercise.

Strengths:

- The HCC was activated promptly, and key personnel/action card holders assembled.
- Digital systems worked well, linking HCC with the ED.
- Communication between the HCC and services areas was effective.

Areas for Improvement:

- No Hospital Ambulance Liaison Control Officer (HALCO) allocated by WAST for exercise, but the HALO located in ED did attend the HCC to provide an update.
- Additional casualty information required to facilitate decision making.
- Action cards need updating to reflect organisational re-structuring.
- Communication - mobile signal in the Ty Nant building limited.

3.4 Mortuary Preparedness

Objective: Test the mortuary's capacity to handle mass fatalities and coordinate with the DVI Teams and Coroner's Office.

Findings: the exercise provided an excellent opportunity to test Mortuary arrangements for responding to an incident of this type and has enabled a number of challenges to be recognised. Additionally, relationships with Police, DVI and the Coroners' Office have been strengthened greatly by the opportunity to exercise collaboratively.

Strengths:

- The mortuary team were able to observe the deceased retrieval process at the scene of the incident prior to the exercise moving to the mortuary.
- The mortuary was able to accommodate the simulated influx of deceased.
- Briefing was informative and debrief provided good feedback, strong communication throughout – Police staff willing to answer questions, good communication both ways between HM Coroner, Senior Police Staff, DVI Officers and Mortuary staff.
- Excellent multi-disciplinary relationship/team-building – involvement of all exercise members as part of one training team.
- DVI documentation and body identification procedures were followed efficiently and supported by the mortuary team.
- Staff have received training in DVI procedures and major incident response.

Areas for Improvement:

- Storage capacity would be insufficient in a real large-scale disaster; contingency planning needed in additional to business-as-usual surge capacity planning.
- Confidential footprint in the Mortuary perimeter to maintain dignity for the deceased and/or confidentiality of incident.

4. Recommendations

1. An action plan of issues identified within the exercise be developed and progressed via the EPRR Group.
2. The Health Board to participate in the multi-agency exercise debrief to ensure key lessons identified feed into the wider exercise report.
3. Learning from the exercise be incorporated into the Major Incident Plan during its annual review process.
4. Learning from the exercise be incorporated into the ED Major Incident procedures.
5. Learning from the exercise be incorporated into appropriate Local Resilience Forum plans.
6. Scoping of options for increasing the Mortuary footprint in the event of a mass fatality incident be undertaken.

5. Conclusion

The exercise successfully tested Glangwili Hospital's ability to respond to a major incident, identifying both strengths and areas for improvement. While staff demonstrated commendable teamwork and adherence to protocols, specific challenges in communication, role allocation, stock availability, space/capacity management, and digital incident response systems need addressing.

Prepared by: Sam Hussell

Designation: Head of Emergency Preparedness, Resilience & Response, Hywel Dda University Health Board.

Exercise Participants

Exercise Facilitators

Sam Hussell, Head of EPRR

Claire Conroy, Emergency Planning & Business Continuity Co-ordinator

Claire Hathway, Trauma Lead Manager

Fern Wilson, Practice Educator

Dylan Jones, Emergency Nurse Practitioner

Switchboard

Nesta Evans, Switchboard Operator

Kelly Beynon-Thomas, Switchboard Manager

Hospital Co-ordination Centre

Trish Butchers, Service Manager, Paediatrics

Iona Evans, Head of Nursing

Louisa Standeven, Interim Deputy Head of Nursing

Robbie Ghosal, Hospital Director

Stephen Bryer, Loggist

Mel Jones, Loggist

Caryl Bowen, Service Delivery Manager – Unscheduled Care

Sarah Perry, General Manager – Carmarthenshire System

Abbi Daniel-Thomas, Senior Nurse Manager

Diane Knight, Service Delivery Manager – Theatres/DSU/PAC

Laura Tipping, Business Manager – Unscheduled Care

Emergency Department

Sarah Letheren, Scribe

Mo Nasser, ED Consultant

Allen Roby, ED Clinical Teaching Fellow

Sandra Hopkins, Major Trauma Practitioner

Vicki Brown, Major Trauma Practitioner

Emma Green, Exercise Loggist

Ling Tan, ED Consultant/Observer

Kostas Karmpaliotis, ED Consultant

Fatma Aly, ED Registrar

Akler Asibey-Berko, ED Registrar

Mussab Shaker, ED Registrar

Allen Roby, Clinical Ed Fellow/Observer

Aled Thomas, B7

Jess Thomas, B6

Ashif Asharan, B6

Damian Muszal, B6

Anna Phillips, B5

Leah Jonathan, B5

Caitlin Jodrell-Bell, B5

Jo Griffith, B5

John Mackrell, B2

Amanda Kelly, Receptionist/Scribe

Mortuary

Yasmin Brown, Regional Mortuary Manager

Cathy Cenayko, Mortuary Manager

David Morris, Mortuary and Cellular Pathology Technician

Molly Saunders, Lead Anatomical Pathology Technologist

Shaun John, Assistant Mortuary Attendant

Observers

Mark Ransom, Switchboard Operator

Dr. Ardiana Gjini, Executive Director of Public Health

Jason Evans, Head of EPRR, NHS Executive

Gareth Lewis, Senior Coroner – Carmarthenshire & Pembrokeshire

Lauren Williams, Dyfed Powys Police Casualty Bureau Manager

Craig Baker, Cellular Pathology Service Manager

Maurizio Brotto, Regional HTA Designated Individual/Consultant Pathologist