

3.1

Field Hospital Update

Presenter: Andrew Carruthers

Item 3.1 Field Hospital Update

Appendix 1



**PWYLLGOR ANSAWDD, DIOGELWCH A SICRHAU PROFIOD
QUALITY, SAFETY AND EXPERIENCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	07 July 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Field Hospital Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Executive Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Andrew Carruthers, Executive Director of Operations

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The purpose of this report is to provide the Quality, Safety and Experience Assurance Committee (QSEAC) with an update on the use of Temporary Field Hospitals (TFH) and how the quality, safety and experience of these will be monitored and reviewed.

Cefndir / Background

Within Wales, there was a clear intention at the outset of the COVID-19 outbreak, to ensure that all Local Health Boards would have sufficient capacity to deliver the best quality care possible for everyone who needed it and to ensure NHS capacity was protected in order to deal with the reasonable worst case scenario in order to save lives.

The development and commissioning of additional temporary field hospital capacity provided reassurance for clinicians, Welsh Government (WG) and the public that any additional surge required to maintain and protect capacity within acute hospitals would be available if and when needed.

A field hospital is a temporary, self-contained, self-sufficient health care facility. It can be rapidly deployed for a specified period, and its capacity expanded or contracted to meet immediate emergency demand requirements. It is also further defined as additional surge capacity where care is provided in facilities outside the traditional NHS acute or community hospital setting, for example, a local authority leisure centre, sports stadium or industrial unit. All or some of this capacity will be available for the duration of the COVID-19 pandemic, and maintained to provide the agility and flexibility required within the health and care system to respond to subsequent waves of coronavirus

As part of reviewing the ongoing potential implications of COVID-19 through 2020/21, HDdUHB has scoped alternative uses for the field hospitals in order to support the wider acute, community and social care system. Developments will continue through our Quarter 2 Annual Operating Framework response with respect to demand and capacity modelling; the potential reversion of some sites to their original usage; and any workforce, contractual, and equipping issues. To aid this process, weekly calls are now taking place with WG and we are developing both hibernation and decommissioning plans. In addition, each field hospital now has its own risk register in place.

Asesiad / Assessment

During May 2020, a draft guidance document, relating to TFHs was issued to the NHS in Wales by WG. Whilst the guidance is not prescriptive, it sets out some key considerations for Health Boards to support planning and decision making.

It is assuring to note that the models of care (MOC), outlined within the guidance are ones that HDDUHB is also actively progressing.

MOC	Who will be in the bed?	What is the MoC
MOC 1	Patients recovering from COVID-19	A 'step-down' model with a strong emphasis and focus on rehabilitation. A supportive care pathway providing active management of COVID-19 in those with a ceiling of treatment (CoT) and end of life care for those who deteriorate. A low acuity active management pathway for those with no CoT requiring level 0 and level 1 care ¹⁰ , including provision for those who deteriorate and may require escalation and transfer back to level 2 & 3 care (refer to essential definitions above for levels of care).
MOC 2	Subject to much greater variation and will be influenced to a much greater degree by regional versus local factors and influences. It is also more likely to include both COVID-19 and non COVID-19 patients	Directed towards 'system support'. The variation within this scenario is therefore greater and likely to be mixed in nature in order to respond to local population and possibly regional population needs.

The following information presents an update on the nine TFH's created across 7 sites within Hywel Dda. The update specifically focuses upon:

1. Phased Operational Opening Plan;
2. Current risks;
3. Processes being adopted in which to measure, both patient experience and outcomes.

1. Phased Operational Opening Plan (see table below)

Which ones are operational

The temporary hospital in Carmarthen is known as Ysbyty Enfys Caerfyrddin, and is based at the Carmarthen Leisure Centre (CLC), Llansteffan Road, Johnstown. Three ward areas will provide the University Health Board with an extra 74 beds. However, in order to maintain 80% occupancy across the site, it will open in phased way, with Ward 2 opening first followed by Ward 1.

¹⁰ The ability to provide level 0 or level 1 type care will be dependent on the functional capacity of each individual TFH, and specifically their capability regarding the administration of oxygen. If there is no oxygen available only level 0 type care can be provided. This also means that admission/transfer criteria needs to be cognisant of the status of patients entering level 0 facilities to minimise risks associated with deteriorating patients with no CoT.

- Ward 2, with a capacity of 24 beds, is due to receive its first patient's week commencing 29th June 2020.
- Patients will flow from Glangwili General Hospital (GGH);
- The patients who will be transferred will be those who no longer need medical intervention in hospital, however will require some additional help with rehabilitation or are waiting for a care package in the community;
- Each patient will need to have tested negative for COVID-19;
- In preparation for transfer, both patients and relatives have received verbal and written communication in both English and Welsh (attached at Appendix 1).

Pending remedial works, both Selwyn Samuel and Bluestone field hospitals could also become operational within 14 days of being notified. Workforce demand modelling is running alongside this with system meetings scheduled to take place in Pembrokeshire & Carmarthenshire week commencing 29th June 2020. Llanelli Leisure Centre will become operational next, although no dates have been identified as yet, and will be demand-led according to pressures within the system at any given time.

Due to the current 2 metre social distancing rules the capacity at each site has had to be reviewed. The table below highlights the revised functional capacity for each site. At this stage, the assessment assumes perspex will be installed to mitigate the number of beds that could be lost.

The team involved is working with Infection Prevention and Control (IP&C) to agree the bed reductions in accordance with IP&C guidelines. This is due to take place on sites week commencing 29th June 2020.

Which ones are being hibernated

The UHB has undertaken a staged response by completing hibernation plans for the following sites:

- Ysbyty Enfys Selwyn Samuel – based at Selwyn Samuel Centre, Llanelli
- Ysbyty Enfys Carreg Las – based at Bluestone, Pembrokeshire
- Ysbyty Enfys Llanelli – based at Llanelli Leisure Centre
- Ysbyty Enfys Aberystwyth – based at Plascrug Leisure Centre
- Ysbyty Enfys Aberteifi – based at Cardigan Leisure Centre
- Ysbyty Enfys Scarlets – based at Parc Y Scarlets, Llanelli Barn
- Ysbyty Enfys Scarlets – based at Parc Y Scarlets, Llanelli Stadium

Which ones are being decommissioned

The UHB has agreed to proceed to decommission Ysbyty Enfys Aberystwyth – Penweddig Comprehensive School. This is due to be completed by 2nd August 2020; the building will then be handed back to the Local Authority.

Phased Operational Opening Plan for TFH		Bed Complement	
		Original Volume	Reduced Volume *
1	Ysbyty Enfys Caerfyrddin – based at Carmarthen Leisure Centre	93	74
2	Ysbyty Enfys Selwyn Samuel – based at Selwyn Samuel Centre, Llanelli	120	107

3	Ysbyty Enfys Carreg Las – based at Bluestone, Pembrokeshire	123	TBC
4	Ysbyty Enfys Llanelli – based at Llanelli Leisure Centre	95	69
5	Ysbyty Enfys Aberystwyth – based at Plascrug Leisure Centre	52	52
6	Ysbyty Enfys Aberteifi – based at Cardigan Leisure Centre	48	37
7	Ysbyty Enfys Scarlets – based at Parc Y Scarlets, Llanelli Barn	266	149
8	Ysbyty Enfys Scarlets – based at Parc Y Scarlets, Llanelli Stadium	80	64
9	Ysbyty Enfys Penweddig Comprehensive School	51	NA

Key – Operational timelines	<i>Ready</i>	<i>Hibernating but could be operational within 14 days of being notified</i>	<i>Hibernating</i>	<i>Decommission</i>
* Capacity reduced due to both social distancing measures (with Perspex) and 80% occupancy				

2. Current Risks

Corporate risks actively being managed are as follows:

- Administrative and management support has become more challenging after original staff deployments have returned to substantive posts;
- Storage facilities for excess equipment/ or alternative reallocation of equipment not in place prior to decommissioning commencing;
- Delivering the required workforce model may delay commissioning plans or prove to be unachievable.

Local TFH risks actively being managed are as follows:

TFH are all located in sites that are not owned by the Health Board and therefore carry some risk as to their ongoing availability, which will largely be driven by Government decisions to lift lock down restrictions. There are 2 sites of particular concern:

- PYS – Stadium and Training Barn

There are rumours that professional rugby will return in August/September 2020 behind closed doors and therefore it is likely that the Scarlets rugby club will imminently request the return of the area in the stadium that has been converted to a ward. This area is the least appropriate clinically for use and it is therefore suggested de-commissioning plans are prepared to support the return of the site when the request is made.

There is a similar issue with the training barn, which provides a significant level of capacity in our surge response although the intentions around this seem less clear than the stadium. Other professional clubs (Cardiff Blues and the Ospreys) have already requested the return of their equivalent facilities from their Health Boards however no indication has been received by HDdUHB from the Scarlets. The Local Authority who brokered the original deal to use the site are

liaising with the rugby club to understand their planning assumptions for a restart of professional rugby. Once this is understood, there will be more clarity on the impact this will have on the wider Health Board capacity plan.

- **Bluestone**

The Health Board continues to work with Pembrokeshire County Council and Bluestone to ensure the higher water quality standards required for the provision of care in a health care facility, are met.

The Executive Directors of Finance and Operations meet fortnightly with the owners and senior management team of Bluestone. Those discussions indicate that the owners are content at this stage to allow the Health Board to continue to occupy the adventure barn for as long as the modelling indicates there is the possibility the capacity is required. Plans are being developed by Bluestone to re-open the site once WG issues further guidance to the tourism industry in Wales; however at this stage the barn will still be available as a field hospital facility.

3. Processes being adopted in which to measure, both patient experience and outcomes

Integral to the WG guidance is the population health outcome approach, indicating the importance of maintaining a focus on people and their outcomes, and within the context of the guidance, the following performance measure are outlined as a measure to evaluate how well a service is working.

The Outcomes We Want for People in Wales

- People in Wales remain healthy and protected from the four harms associated with coronavirus and COVID-19.
- If they are affected, they recover and enjoy a return to maximum levels of independence, health and wellbeing.
- For those at the end of life, they and their loved ones feel supported and cared for.

In terms of performance measures, these are directly attributable to specific services and support understanding of how well services, such as TFHs, are working and contributing to the outcome and indicators. As such, WG advises it will be necessary to collaboratively develop performance measures for TFHs in order to identify their unique contribution to outcomes. This work is being led nationally.

In preparation for treating patients within TFHs, the following have been developed with the aim of ensuring both patient experience and patient outcomes can be measured and reviewed:

1. Patient Outcomes Framework for Field Hospitals;
2. Patient experience of NHS care during the Coronavirus emergency will be sought before patient's transfer, during their stay at a TFH and after discharge via Survey Monkey.

The following measures have been agreed with the clinical multi-disciplinary team, to be collected to inform the outcome framework for TFHs.

Patient Outcomes Framework Field Hospitals

Measure	Domain	Method and data collection Tool
Number of falls per week	Quality/safety	Normal reporting
Number of patients diagnosed with delirium per week*	Quality/safety	4AT in documentation
Number of patients being treated for HAT (newly diagnosed) per week	Quality/safety	Normal reporting
Avg level of functional mobility per week*	Quality	Elderly Mobility Scale in documentation
Number of discharges per week	Effectiveness	IRIS
Number of patients being treated for a HIA (newly diagnosed) per week	Quality/safety	Normal reporting
Number of newly developed pressure damage areas per week**	Quality/ safety	Normal reporting
Number of newly developed moisture damage areas per week**	Quality/safety	Normal reporting
Avg Hand Grip Stenght per week*	Quality	Dynamometer, documented in notes
Number of reported medication errors per week- prescribing	Safety	Normal reporting
Number of reported medication errors per week- dispensing	Safety	Normal reporting
Number of reported medication errors per week- administration	Safety	Normal reporting
Number of reported incidence of violence/aggression per week	Safety	Normal reporting
Avg level of anxiety and depression per week*	Quality/safety	HADS score, electronic by Patient experience team
Frailty	Quality	Rookwood score in documentation
Number of transfers to acute hospital per week, plus reasons for transfer	Quality, safety, effectiveness	IRIS, ward based data collection template (ward clerck)
Use of anti-psychotic / anti-depressant medication per week*	Quality/safety	Pharmacy stock /prescription by ward on system

* new measures for field hospital

** not been through scrutiny panel

A further report will be presented to QSEAC in August 2020 to include an update against the measures, following the opening of Ysbyty Enfys Caerfyrddin.

Argymhelliad / Recommendation

The Quality, Safety and Experience Assurance Committee (QSEAC) is requested to note the current Field Hospital Update.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.5 Provide assurance that the organisation, at all levels, has the right governance arrangements and strategy in place to ensure that the care planned or provided across the breadth of the organisation's functions, is based on sound evidence, clinically effective and meeting agreed standards.
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Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risk Reference 854
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	2. Safe Care 3.1 Safe and Clinically Effective Care 5. Timely Care
Nodau Gwella Ansawdd: Quality Improvement Goal(s):	Protect Patients From Avoidable Harm From care Focus On What Matters To Patients, Service Users, Their Families and Carers, and Our Staff Reduce Unwarranted Variation and Increase Reliability
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners. 5. Deliver, as a minimum requirement, outcome and delivery framework work targets and specifically eliminate the need for unnecessary travel & waiting times, as well as return the organisation to a sound financial footing over the lifetime of this plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	WG Field Hospital Guidance
Rhestr Termiau: Glossary of Terms:	Contained within the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd, Diogelwch a Sicrhau Profiod: Parties / Committees consulted prior to Quality, Safety and Experience Assurance Committee:	None

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Using resources set up to deal with COVID-19 will alleviate acute site pressures

Ansawdd / Gofal Claf: Quality / Patient Care:	Included within the report
Gweithlu: Workforce:	Referenced within the report where applicable
Risg: Risk:	Risk Reference 854 Likelihood recognises that limits to our ability to grow our bed base reduce the risk of over-capacity and our modelling is informing the scale of gap. Field hospital development is also staged so later stages may be able to be postponed as real world data becomes apparent.
Cyfreithiol: Legal:	Referenced in the report where applicable
Enw Da: Reputational:	Included within the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable



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YSBYTY ENFYS CAERFYRDDIN

Over the past few months, in response to the Covid-19 Pandemic, we have developed a number of new field hospitals (temporary hospitals) across the Hywel Dda Health Board area.

Whilst the number of Covid-19 cases currently remains low across our region, it is expected that the patient numbers will continue to rise and fall over the coming months. The way in which our hospitals operate across Hywel Dda has been changed to ensure that patients who have tested positive for Covid-19 are kept separate from patients who do not have Covid-19, to minimise the risk of infection. This means that we do not have the same level of capacity to treat patients and deliver services in the same way. We will therefore be using the temporary hospitals to allow us to restart urgent services, including cancer care and important surgery for our patients.

The temporary hospital in Carmarthen is known as Ysbyty Enfys Caerfyrddin, and is based at the Carmarthen Leisure Centre, Llansteffan Road, Johnstown.





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Patients who no longer need medical intervention in hospital, but who need some additional help in recuperating, or are waiting for a care package in the community, will be transferred from Glangwili Hospital to Ysbyty Enfys Caerfyddin. Only patients who have tested negative for Covid-19 will be transferred.

We are committed to ensuring that all patients have a positive experience during their stay at Ysbyty Enfys Caerfyddin and across all of our hospitals and facilities.

There is an experienced team of nurses, doctors, consultants and therapists who will continue to provide you with excellent care.

We have been fortunate in being able to use facilities in the Hywel Dda community, such as the Carmarthen Leisure Centre, allowing us to create additional temporary hospitals quickly, so that we could respond to the demands of the pandemic.



Ysbyty Enfys Caerfyddin will therefore look and feel a little different to what you would normally expect from a hospital, such as Glangwili Hospital. It will care for up to 28 patients at one time, but this number may need to be increased or decreased during certain periods. Most will be cared for in ward 2 of Ysbyty Enfys Caerfyddin pictured below:



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There may be a need for some patients to be cared for in the smaller ward 3 of Ysbyty Enfys Caerfyddin, pictured below:



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Ysbyty Enfys Caerfyddin will have designated facilities for treatments and therapy:





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We understand that patients and their relatives will have some questions about the transfer and will want reassurance about the care and treatment to be provided.

Below we have answered some of the questions you may have, but please do not hesitate to ask us for any further information:

Will I receive the same level of care as I did at Glangwili Hospital, and will my Consultant still be responsible for my care?

Patients who transfer to Ysbyty Enfys Caerfyddin will no longer need treatment in a hospital, but need some further help in recuperating before being discharged.

However, please be assured that an experienced team of doctors, nurses and therapists will continue to provide your care. This team includes a Consultant who will oversee the care of the patients in this hospital.

Will there be doctors based at Ysbyty Enfys Caerfyddin?

Yes. Doctors will be speaking with the nursing staff throughout the day and will be undertaking ward rounds in the same way as they do when you were at Glangwili Hospital.

What if I become unwell and my clinical condition gets worse?

Our Consultant and nursing team will be closely monitoring all patients, and if the need arises, any patient can will be transferred back to the care of another hospital if needed. Transport will be available to enable this to happen when needed.



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Will there be other patients at Ysbyty Enfys Caerfyddin who have Covid-19?

Only patients who have tested negative for Covid-19 will be transferred to Ysbyty Enfys Caerfyddin.

Will my family still be able to visit?

Currently, the visiting policy does not allow visiting, only in exceptional circumstances.

The Covid-19 virus presents significant risks to patients who are unwell, and it is in your interests that restrictions to the visiting policy have been made. However, our Family Liaison Team will ensure that there is regular contact between you and your family members and will assist you in speaking to them by phone or by video calling or passing on letters and messages.

Information on the visiting policy can be provided or can be obtained by accessing the following web address

<https://gov.wales/hospital-visiting-during-coronavirus-outbreak-guidance>

How many patients will be at Ysbyty Enfys Caerfyddin?

There will be up to 28 patients at any one time - the number of patients will range at different times.

Will Ysbyty Enfys Caerfyddin have the same facilities as Glangwili Hospital?

Ysbyty Enfys Caerfyddin is based at the leisure centre, it does look very different to what you have experienced at Glangwili Hospital.

As the layout will be different, you will be accompanied by a member of staff, at all times, when accessing any of the facilities including toilet and shower rooms.



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What if I want to go back to Glangwili Hospital?

If you are a patient who is suitable for transfer to Ysbyty Enfys Caerfyddin, this means that you do not have any medical needs to remain in hospital for treatment.

Once you have transferred, only patients who have a clinical need, will return to the care of another hospital. However, please be reassured that our staff will be on hand at all times and will assist you with any concerns or needs that you have.

Will I still receive meals, drinks and snacks?

You will still be provided with all meals, drinks and snacks as you have done during your time in hospital. Any special dietary needs will be accommodated.

How long will I need to stay at Ysbyty Enfys Caerfyddin?

This will depend on your individual circumstances and will be discussed with you by the clinical staff looking after you, before your transfer.

Will my discharge be delayed because of my transfer?

Your discharge will not be delayed due to your transfer.

Discharge arrangements will be discussed and planned with you before your transfer and reviewed with you during your stay.

Will I still have access to all my required medications?

Yes, there will be no delay in providing your medications.



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How will I be transferred to Ysbyty Enfys Caerfyddin?

Suitable hospital transport will be arranged to transfer you and you will be accompanied by a member of staff.

Will Ysbyty Enfys Caerfyddin be safe, is there security in place?

Ysbyty Enfys Caerfyddin safe and will be staffed 24 hours per day, 7 days per week. All necessary security and safety precautions will be taken at all times.

Are any recreation facilities available?

Due to the temporary nature of Ysbyty Enfys Caerfyddin, there are no recreation facilities available. However, there will be an area for patients to sit together at food times, or to undertake activities together.

There will also be an area where patients can sit outside.

TV, radio and ipads will also be available.

What telephone number should be my family ring if they want to speak to me or ask questions about my care?

The telephone number for Ysbyty Enfys Caerfyddin, ward 2 is 0300 3047338

We will ensure that we regularly update each day, the person who you have agreed we can talk to about your care. We will make every effort to ensure that you will be able to speak personally to your family and friends.



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Will my belongings come to Ysbyty Enfys Caerfyddin safely with me?

Yes, all of your belongings will transfer with you to Ysbyty Enfys Caerfyddin. Where you will have a bedside locker.

Will my family and friends know I have moved?

Yes, we will ensure that your family or nominated person is contacted to discuss the transfer arrangements.

What if I want a change of clothes, or can my members send in clothing or other gifts?

Our family liaison officers can make arrangements for any items to be collected or delivered such as clothing or other essential items, including gifts.

Your family and friends can contact our Family Liaison Team on 0300 0200 159 to make the arrangements for this. We will be making contact and advising of the ways in which we can support contact with your family and friends throughout your stay.



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Our staff will look forward to welcoming you soon.

