

2.5

Personal Protective Equipment Update

Presenter: Mandy Rayani

Item 2.5 Personal Protective Equipment Update

Appendix 1 Gold Command Personal Protective Equipment Report 29.04.20



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	07 May 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Personal Protective Equipment Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mandy Rayani, Executive Director of Nursing, Quality & Patient Experience
SWYDDOG ADRODD: REPORTING OFFICER:	Mandy Rayani, Executive Director of Nursing, Quality & Patient Experience

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The purpose of this report is to update the Quality, Safety and Experience Assurance Committee (QSEAC) on the current status of Personal Protective Equipment (PPE) in Hywel Dda University Health Board (HDdUHB).

Cefndir / Background

In response to COVID-19, a PPE Cell has been established which provides regular updates to Gold Command, with the most recent report attached as Appendix 1. Further to this, Staff Partnership Forum Members receive weekly PPE status updates, in addition these status reports will now also be shared with AMs and MPs.

Asesiad / Assessment

Following concerns regarding the quality of certain aspects of PPE, quality assurance checks will be undertaken within primary and community care, with the findings due to be presented to the Gold Command meeting scheduled for 13th May 2020.

All national guidance received relating to PPE is reviewed to inform local practice. It should be noted that the national PPE guidance differs from the guidance issued by the Resuscitation Council in relation to the use of PPE in the event of a cardiac arrest, and as such work is ongoing to provide further guidance on the use of PPE for staff to follow. This work will include consideration of the appropriate PPE required in community and primary care premises.

Argymhelliad / Recommendation

The Committee is asked to receive the status report on Personal Protective Equipment Update for assurance.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	5.24 Assure the Board in relation to its compliance with relevant healthcare standards and duties, national practice, and mandatory guidance.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not currently on the Risk Register
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Nodau Gwella Ansawdd: Quality Improvement Goal(s):	All Quality Improvement Goals Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	2. Living and working well.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	UK government guidelines https://www.gov.uk/government/publications/wuhan-novel-coronavirus-infection-prevention-and-control
Rhestr Termau: Glossary of Terms:	Contained within the body of the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd, Diogelwch a Sicrhau Profiod: Parties / Committees consulted prior to Quality, Safety and Experience Assurance Committee:	Gold Command PPE Cell

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any issues are identified within Appendix 1
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified within Appendix 1

Gweithlu: Workforce:	Any issues are identified within Appendix 1
Risg: Risk:	Any issues are identified within Appendix 1
Cyfreithiol: Legal:	Any issues are identified within Appendix 1
Enw Da: Reputational:	Any issues are identified within Appendix 1
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	Has EqIA screening been undertaken? No Has a full EqIA been undertaken? No

GOLD STRATEGIC GROUP

DATE OF MEETING:	29 April 2020
TITLE OF REPORT:	Personal Protective Equipment Status
LEAD DIRECTOR:	Mandy Rayani, Director of Nursing, Quality & Patient Experience
REPORTING OFFICER:	Andrew Spratt, Interim Deputy Director of Finance

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

SBAR REPORT

Situation

The purpose of this paper is to set out the proposed approach and status update on the Hywel Dda University Health Board personal protective equipment (PPE) situation in response to the Covid-19 crisis.

Background

In response to the current Covid-19 crisis, a Bronze PPE Cell was established to provide clarity on the appropriate use of PPE across the different user groups and to model and report current and forecasted demand and supply. Appropriate PPE will be critical to protecting frontline workers and patients, and to stop the spread of the virus.

With PPE in limited supply across the UK, clear guidelines for the appropriate use will be paramount, together with a controlled supply chain and stock monitoring process to allow deficiencies to be highlighted and escalated in a timely manner.

Welsh Government have expressed their desire for Health Boards to support Social Care, hospices and private contractors (i.e. care homes, GP Practices, Dental Practices and Optometrists etc.) in coordinating the PPE needs across our localities.

With the need to limit the previously high number of transfer points (delivery destinations), and to consolidate the ordering process into key contacts for service areas, the supply chain process has been altered to ensure those teams who don't normally order via the procurement supply chain are catered for, as well as limiting the number of requisitioners in each of the main service areas that have historically ordered consumables. These changes only apply to Covid-19 PPE items.

Assessment

Items of PPE equipment

As an all Wales approach from Procurement, a prescriptive list of items has been identified that are currently in short supply, and as such, have curtailed the normal ordering process so that

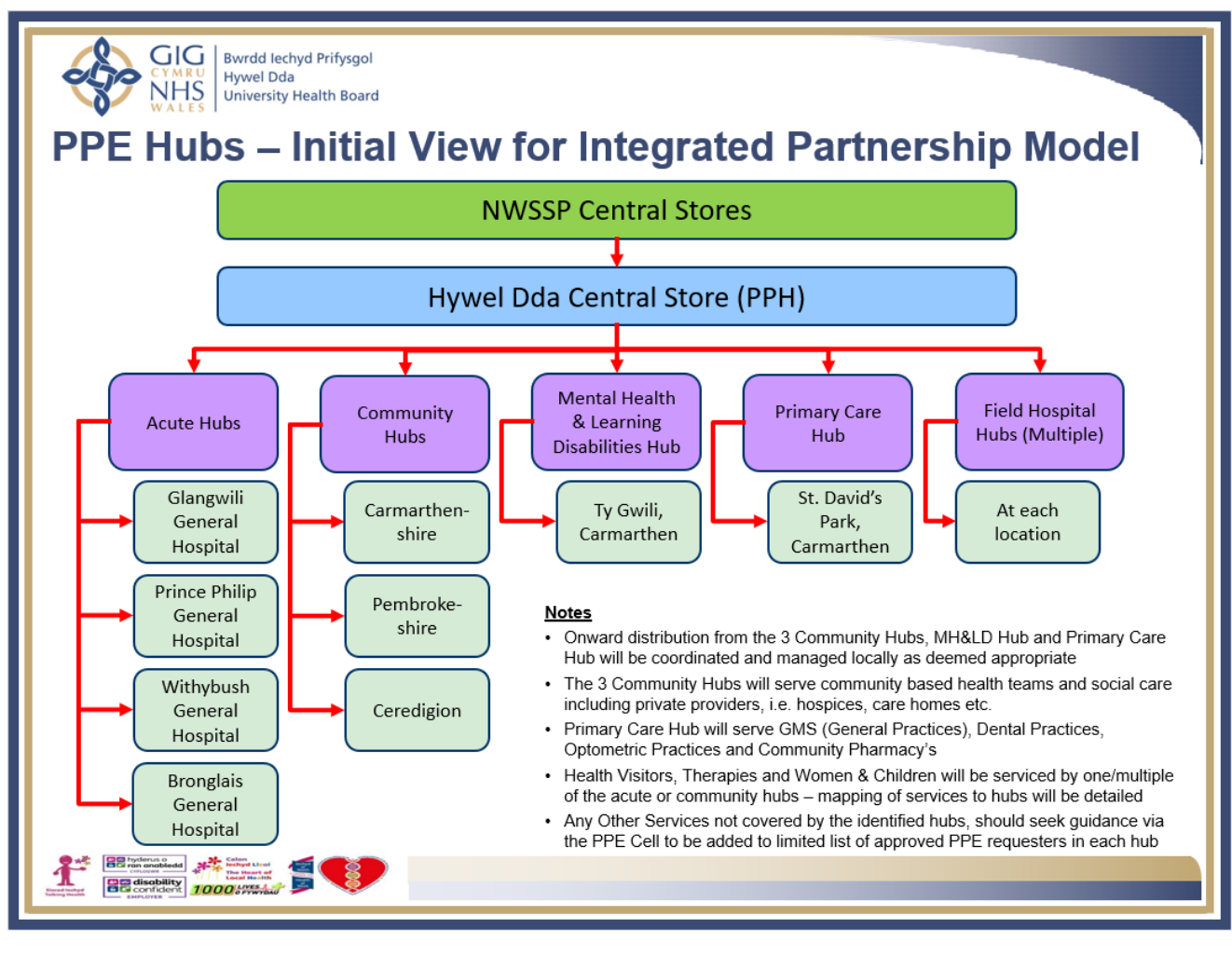
such orders are coordinated by local procurement teams instead of end users directly ordering from central shared services.

This restricted Item list does not include all PPE related to Covid-19 protection, namely short cuff disposable gloves and aprons.

This proposal looks to add these omitted items to our local restricted list to enable teams to simply order all Covid-19 PPE requirements from one revised order form. There is one exception to this currently, which is that all short cuff disposable gloves and aprons on acute sites will continue to be ordered via the normal procurement process, i.e. directly ordered by the services that require them, and should not be included on the PPE order form from acute sites. Due to the normal volume of gloves and aprons used across the acute services, it was deemed inappropriate to whole heartedly change that process, given gloves and aprons are not currently on the restricted list and are in plentiful supply via shared service procurement (SSP).

Initial consideration for consolidated and integrated supply chain arrangements

A draft plan had been developed in conjunction with all PPE Cell key stakeholders. With the initial uncertainty surrounding the health boards need to serve social and primary care teams, the proposal centred on a ‘hub’ approach, with that being expended into the community setting with one hub in each county. These can be summarised with the below flow.

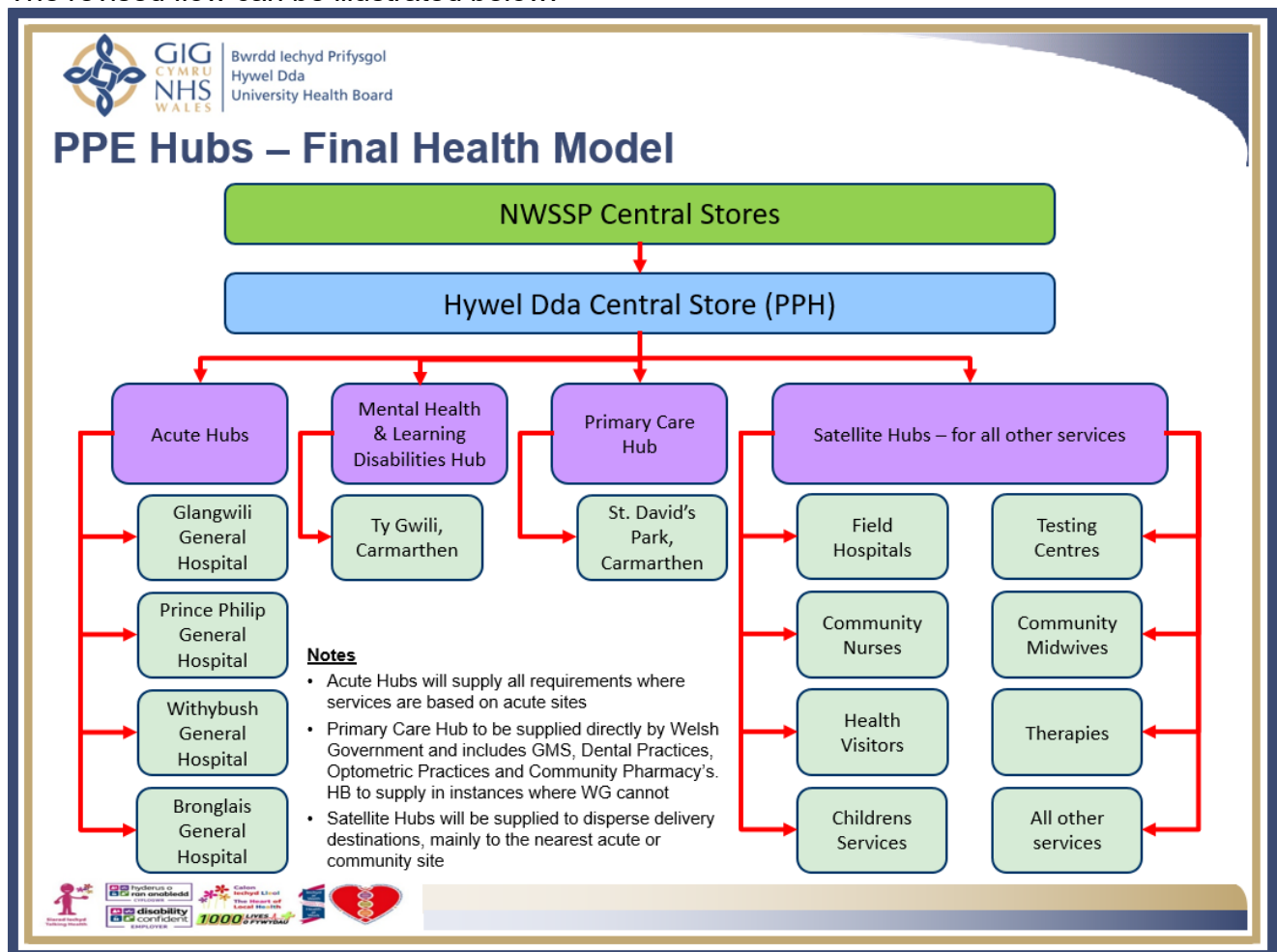


This approach was subsequently decided against, as trying to cater for health and social needs from a joint location when we didn't have a community approach already in existence for PPE ordering was deemed to be more complex than required.

Final consideration for consolidated supply chain arrangements

Following the review of the community hub approach, it was deemed more appropriate that we operate a more service focused supply chain. The large hubs would remain, but they would now be complimented by satellite hubs for those services that fall outside the main hubs, i.e. catering for everyone else that isn't serviced via a hub by aligning our process with the BAU logistics, albeit with a limited number of approvers and transfer points, thus keeping the control that is paramount, yet allowing delivery closer to where it is needed – a downside to the previously proposed community hub approach, which required a further onward distribution process by the local teams.

The revised flow can be illustrated below:



Key elements of each hub and their status are listed below.

1. Central Hywel Dda Stores

A central Hywel Dda stores has been established and will hold a contingency stock of PPE items. Should lead times or supply issues be experienced via the normal requisition process into central shared services, they will be able to support shortfalls quickly, where stock levels allow. The central stores will receive all deliveries from central shared services, and will then distribute with our internal supply chain, having already had the orders picked and packed at

the central shared services stores, therefore minimising any internal handling and processing delay.

2. Acute

Four acute store hubs have been implemented by Tuesday 31st March 2020, and resourced from Finance deployed staff to administer the recording and stock reporting of restricted items. PPE request approvals are owned by each acute site, with a point of contact(s) named for each site to approve requests from all end users on that site before attending the store hub where they will be issued with the supplies requested.

Replenishment of these store hubs are currently undertaken on an ad hoc basis, but will require operational leads on each acute sit to submit a regular weekly or twice weekly order.

3. Mental Health and Learning Disabilities

MH&LD currently store items in a central location at Ty Gwili, the MH&LD HQ in Carmarthen. This will continue and an operational lead will coordinate the ordering of all the demand needs across the portfolio on a weekly basis, which will be delivered via the proposed 'hub' approach. This lead will manage onward distribution to the local destinations as required.

4. Primary Care

A Primary Care hub has been created, with a single transfer point on the St. David's site, should it be required. Prior to Covid-19 there was no need to supply primary care contractors with PPE, as they would have procured their own supplies. Welsh Government are to supply all primary care contractors directly, to their specific locations, but should they fail to do so, the health board would look to support where possible.

Given the geographical diversity of all the contractors, there is a contingency plan to utilise a courier service already in operation for notes/paper transport, should the health board be required to step in to support the supply of PPE in any short term capacity, or if contractors are not be able to collect from their local pickup point. This will be considered by the Primary Care lead should it be needed.

As per the Welsh Government guidelines, the Health Board Primary Care Coordinator should submit a weekly request on behalf of all primary care contractors to shared services and Welsh Government, for PPE items required for the following week. The demand and stock levels will need to be managed by the Primary Care Coordinator and also submitted to the relevant people.

5. Field Hospitals and Testing Centres

As and when field hospitals and testing centres come online, they will each be treated as individual transfer points, and their own satellite hub, with an operational lead contact needing to be nominated to feed into the ordering process.

Should a mobile testing unit be required within the health board, that unit will need to be linked with one of the fixed location testing centres to allow for collection of PPE from that testing centre. It will therefore not have a delivery destination of its own, but a nominated site that it should go to in order to replenish the stock it requires. It is suggested that the largest testing centre should provide the base for any mobile testing unit where they will collect their PPE from.

6. All other non-acute based users

Any further requirements not being met by one of the above should be procured via the normal process, and flagged to Procurement as not being part of the PPE Cell response. These will then be considered by the PPE Cell to see if their needs can be met from the above, or whether they are added as a new lead contact for the service they support.

7. Procurement intervention

Procurement will hold any requisitions or orders created which do not follow the above process, and will feedback to the end users on the appropriate contacts for their area if an end users has requested PPE that has not come through the authorised route. This process will be immediately implemented.

Ordering and delivery process

For all services that require PPE, there has been an identified administrator for ordering, and an authoriser, who is the only person who can submit an order request to procurement for the supply of Covid-19 PPE. Service general managers should confirm to Procurement if they wish these authorisers to be added to, or amended for services, including any services that have not been catered for.

Each administrator is responsible for predicting the modelling following the initial work undertaken by the PPE cell, and forecasting the demand for one week in advance. Orders should ideally be placed once a week, on a Monday by 12noon, for delivery for the following week, thus keeping sufficient items in stock locally for one week's supply. It is the operational team's responsibility to ensure their local stock levels are maintained with this weekly buffer. Due to the increased demand on the supply chain, forward planning will be paramount, as short term planning might not be able to be catered for.

It is the responsibility of the authoriser to ensure they receive, and approve, each order by the required deadline, and they will need to ensure appropriate use guidelines are being observed across the service they are approving on behalf of, and that excessive stock levels don't build up.

It is advised that a recurring weekly order is submitted, as Procurement and Stores can add this to a routine delivery schedule, and thus avoiding the need for a weekly order form to be approved and submitted. If this is confirmed, the authoriser will only need to confirm any amendments to the recurring order as and when they are required.

Deliveries will be made on set days to specific services for recurring orders, thus allowing for a regular and standard process to be established.

Current status of PPE supply and RWC modelling

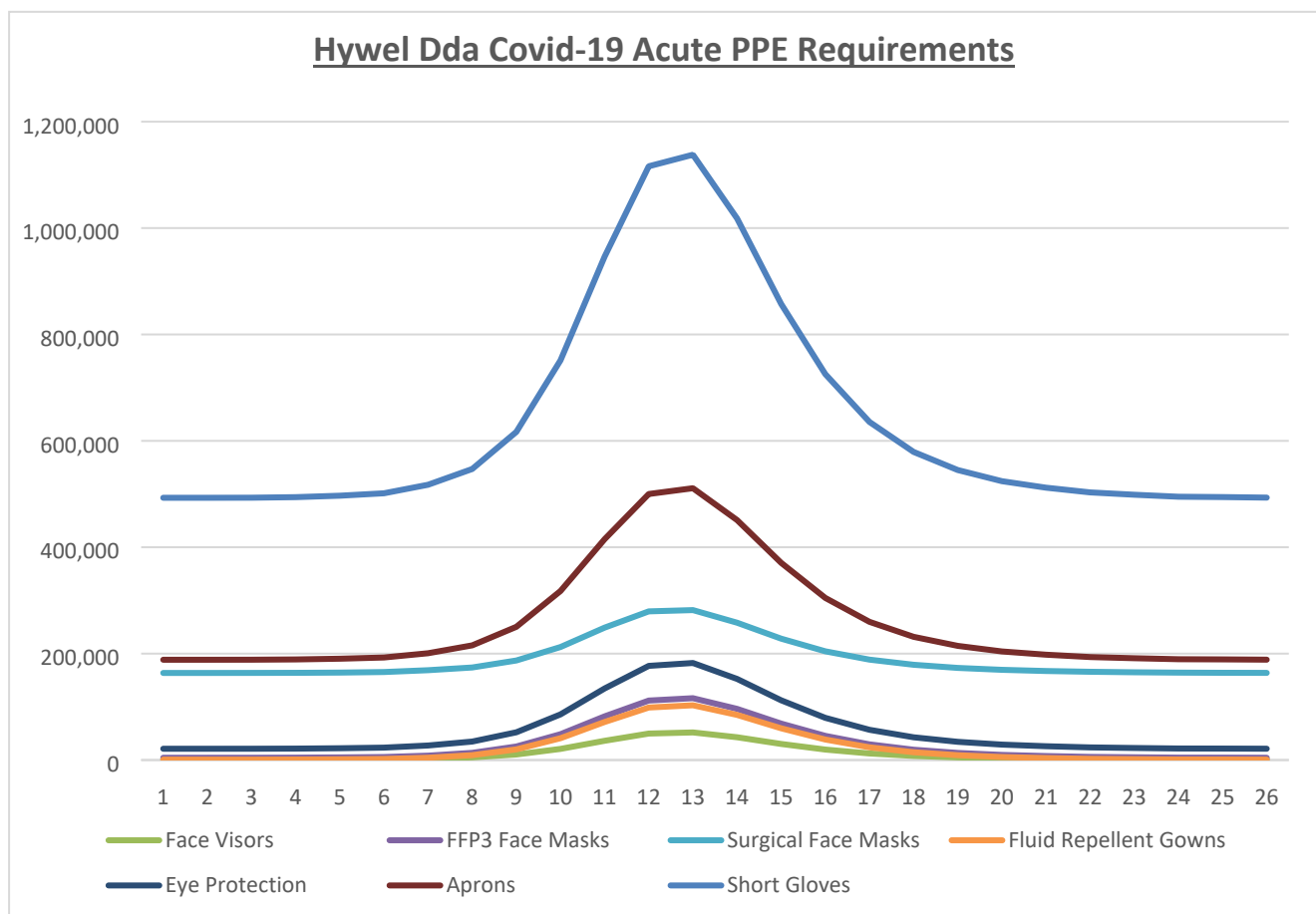
The daily status report is included below from 28th April 2020.



Product Type	Status	Stock Level	Daily Avg	Days Cover	SSP Stock	SSP Orders	Mitigation / Forward Plan
Eye Protection	●	31,463	98	322	172k	103k	
Face Mask IIR	●	40,960	6,728	6	13.2m	126m	Stock levels improving. Clarity given on SSP stock levels which builds significant confidence. Regular deliveries being received
Face Mask FFP3	●	47,105	1,294	36	1.3m	2.2m	Stock levels remain high, with limited Covid-19 patients on our acute sites. Good levels in national stock
Face Visors	●	5,260	142	37	186k	8.4m	Improved stock levels over the last week. More work ongoing to further increase stock and review re-usable options
Gown	●	1,249	141	9	30k	6.7m	Re-useable options being quality assured and delivery received at Cardiff airport 28/4, which isn't reflected in SSP Stock as yet
Sanitizer Pump	●	898	18	49	113k	579k	SSP stock aggregated for pump and personal use bottle
Sanitizer Personal	●	124	9	15			SSP stock aggregated for pump and personal use bottle
Fit Test Spares	●	93	1	93	1.4k	126k	Reviewing supply options with shared services to increase levels
Gloves	●	N/A	N/A	N/A	25m	45m	
Aprons	●	N/A	N/A	N/A	7.7m	11.8m	Non-restricted stock delivered direct from NWSSP and in plentiful supply
Wipes	●	N/A	N/A	N/A	2.6m	193k	

The demand needs have been modelled, based on the Reasonable Worst Case scenario (RWC) and mitigated by 66%. These have been submitted to central shared services. The weekly requirement is included in the below graph. All modelling requirements moving forward, will be required to be undertaken by the service area leads, refining the modelling to allow for accurate reflections of the service they provide and personnel they need to protect with the appropriate PPE, in line with national and local guidelines.

Hywel Dda Covid-19 Acute PPE Requirements



Reporting

Stock reporting has been established for the Restricted Items in the four acute sites, as well as the Central Hywel Dda stores. This information has been summarised and was available from w/c 6th April 2020 to allow for daily reporting. This daily information has been embedded within the Gold Covid-19 Performance Dashboard from w/c 27th April 2020.

Once all leads are requisitioning their PPE needs, the central Procurement team will collate a list of all orders and will track their fulfilment through the supply chain on a daily basis, so they can include the actual demand needs across all areas and confirm whether or not these needs can be met via the shared services procurement process or other locally sourced routes.

All service PPE leads will need to report stock levels remaining in the hub on a daily basis, to allow for a health board daily sitrep to be populated. Reports have been created that will need to be completed, and training will be provided where required.

An extract of the daily command centre dashboard is included below:

Personal Protective Equipment (PPE)		Days supply remaining with RAG & variance to previous day as at Tue 28 Apr 20		Key	
Eye Protection	322 (+104)	Face Mask FFP3	36 (+1)	< 3 days	3 to 9 days
Face Mask IIR	6 (-2)	Face Visors	37 (-3)	>= 10 days	
		Gown	9 (0)		
		Hand Hygiene Pump	49 (-4)		
		Hand Hygiene Personal	15 (-6)		
		Fit Test Spares	30 (-57)		

Usage = 6 day rolling average
[Source: Procurement]

Appropriate use guidance

Following the latest revised UK government guidelines (link as follows:

<https://www.gov.uk/government/publications/wuhan-novel-coronavirus-infection-prevention-and-control>), the Infection Prevention and Control team have coordinated a combined Health, Social and Primary Care communication response to ensure clarity amongst staff and regularly review appropriateness whilst updating with new information, for example, when, locally and nationally, we are deemed to be in 'sustained transmission' and have to consider table 4 as per the PPE guidelines.

The command centre is now live for handling PPE queries from all stakeholders, and this is served via the advice from the Infection Prevention and Control team, amongst others.

Transition to sustainable business as usual model

There are four key activities that will need to be undertaken to move the consolidated PPE ordering and supply chain activities into a more sustainable model, supported and managed by the operational teams within the service, supported by Procurement and shared services stores.

1. Overall lead will remaining with the Director of Nursing, but the ownership of modelling, in line with guidelines, and ordering will reside with the points of contact, with their responsibilities set out above.
2. Procurement will continue to support and control the consolidated PPE ordering process, ensuring no requests are processed from individuals not on the approved list.
3. A resourcing decision is required on whether to continue with an acute hub approach, or whether these sites can move to a weekly/twice weekly replenishment ordering process. Should the hubs be more appropriate to remain, operational discussions will need to be undertaken between stores management and acute operational teams, to be able to resource the administration of the acute hubs, and relieve the finance staff that have temporarily supported.
4. Procurement and/or shared service stores, will be responsible for the reporting on PPE stock levels and appropriate systems will need to be in place to aid this, should the requirement remain to complete a command centre summary dashboard

Future developments to improve the supply chain efficiency and control environment

Following observations made by the PPE Cell and the British Army who conducted a report in the logistical arrangements in place across the all Wales supply chain, there are a number of

recommendations that have been flagged for resolution in the medium term, to ensure that appropriate stock control systems are in place to allow for efficient and effective ordering, reporting and control purposes:

1. Shared Services (with NWIS) consider an integrated stock flow information system from Oracle through to end users, incorporating shared service held stock, locally procured stock, and visibility of all supply chains from cradle to grave
2. Shared Services to supply trained staff to undertake periodic monitoring visits to hospitals to check processes and advise improvements required
3. Review and consolidate the number of requisitioners that have access to raising orders in Oracle across all the service areas in Hywel Dda
4. Review and consolidate the number of transfer points across all the service areas in Hywel Dda

Decisions for consideration

The only decision for consideration, assuming the process we are operating is clear from the above, is how we take forward the resource needed to maintain acute hubs – can this be supported by operational teams whilst there is a short term need for it, before mitigating to a replenishment process at the appropriate time, which Procurement will lead the process for?

Recommendation

It is recommended that Gold Command approve this proposal and allow for a sustainable solution to be embedded within those teams/lead contacts identified, and note the strategic recommendations listed within the future developments section, for future work planning by the corporate functions involved.

Objectives: (must be completed)

Datix Risk Register Reference and Score:	
Health and Care Standard(s):	All Health & Care Standards Apply
Quality Improvement Goal(s):	All Quality Improvement Goals Apply
UHB Strategic Objectives:	2. Living and working well.
UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement	Improve Population Health through prevention and early intervention

Further Information:

Evidence Base:	UK government guidelines https://www.gov.uk/government/publications/wuhan-novel-coronavirus-infection-prevention-and-control
Glossary of Terms:	
Parties / Committees consulted prior to Gold Strategic Group:	Local authority, silver tactical group, PPE cell, Acute, Community and Primary Care Bronze leads

Impact: (must be completed)	
Financial / Service:	e.g. financial impact or capital requirements: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Quality / Patient Care:	e.g. adverse quality and/or patient care outcomes/impacts: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Workforce:	e.g. adverse existing or future staffing impacts: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Risk:	e.g. risks identified and plans to mitigate risks: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Legal:	e.g. legal impacts or likelihood of legal challenge: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Reputational:	e.g. potential for political or media interest or public opposition: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Privacy:	e.g. potential impact on individual's privacy rights or confidentiality and/or the potential for an information security risk due to the way in which information is being used/shared, etc: (if yes, please complete relevant section of the integrated impact assessment template available via the link below) http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906

Equality:

e.g. potential negative/positive impacts identified in the Equality Impact Assessment (EqIA) documentation – follow link below

- Has EqIA screening been undertaken? Yes/No (if yes, please supply copy, if no please state reason)
- Has a full EqIA been undertaken? Yes/No (if yes please supply copy, if no please state reason)

<http://howis.wales.nhs.uk/sitesplus/862/opensdoc/453906>