

**AGENDA FOR THE SPECIAL MEETING OF THE BOARD OF DIRECTORS
 TUESDAY 17TH DECEMBER 2019
 VENUE: THE BOARDROOM, WEST PARK HOSPITAL,
 DARLINGTON
 AT 9.30 A.M.**

Apologies for Absence

Standard Items

- | | | |
|---------------|---------------------------|---------------|
| Item 1 | Declarations of Interest. | - |
| Item 2 | Chairman's Report. | Verbal |

Quality Items

- | | | | |
|---------------|---|-----------|-----------------|
| Item 3 | To consider a report on the Trust's Flu Campaign 2019/20. | DL | Attached |
|---------------|---|-----------|-----------------|

Items for Information

- Item 4** To note that the next ordinary meeting of the Board of Directors will be held at 9.30 am on **Tuesday 28th January 2020** in The Durham Centre, Belmont Industrial Estate, Durham, DH1 1TN.

Confidential Motion

Item 5 The Chairman to move:

"That representatives of the press and other members of the public be excluded from the remainder of this meeting on the grounds that the nature of the business to be transacted may involve the likely disclosure of confidential information as defined in Annex 9 to the Constitution as explained below:

Information relating to any particular applicant for, or recipient or former recipient of, any service provided by the Trust.

Information which, if published would, or be likely to, inhibit -

- (a) the free and frank provision of advice, or*
- (b) the free and frank exchange of views for the purposes of deliberation, or*
- (c) would otherwise prejudice, or would be likely otherwise to prejudice, the effective conduct of public affairs.*

Any advice received or information obtained from legal or financial advisers appointed by the Trust or action to be taken in connection with that advice or information.

Miriam Harte
Chairman
11th December 2019

Contact: Phil Bellas, Trust Secretary Tel: 01325 552312/Email: p.bellas@nhs.net

ITEM NO. 3

FOR GENERAL RELEASE

Board of Directors

DATE:	17 th December 2019
TITLE:	Staff Flu Campaign 2019-20 – Healthcare workers flu vaccination best practice management checklist assessment
REPORT OF:	Director of Human Resources and Organisational Development
REPORT FOR:	Assurance and Decision

This report supports the achievement of the following Strategic Goals:	✓
<i>To provide excellent services working with the individual users of our services and their carers to promote recovery and wellbeing</i>	
<i>To continuously improve to quality and value of our work</i>	✓
<i>To recruit, develop and retain a skilled, compassionate and motivated workforce</i>	✓
<i>To have effective partnerships with local, national and international organisations for the benefit of the communities we serve</i>	
<i>To be recognised as an excellent and well governed Foundation Trust that makes best use of its resources for the benefits of the communities we serve.</i>	✓

Executive Summary:

There is a significant degree of consistency between the approach being taken by TEWV to its 2019-20 staff flu vaccination campaign and the issues described within the NHS England healthcare worker flu vaccination best practice management checklist. Though some differences are highlighted these are not believed to be of great concern. This year's flu campaign has included a much greater reliance upon service based Chief Flu Fighters than in previous years. Progress to date has been better than at this stage last year despite a particularly challenging environment.

Recommendations:

- To note the contents of the report, to comment accordingly.
- To endorse NHS senior leaders ambition for 100% of healthcare workers with direct patient contact to receive a flu vaccination.
- To endorse the Staff Flu Campaign 2019-20 – Healthcare workers flu vaccination best practice management checklist assessment subject to any agreed amendments that are made.

MEETING OF:	Board of Directors
DATE:	17 December 2019
TITLE:	Staff Flu Campaign 2019-20 – Healthcare workers flu vaccination best practice management checklist assessment

1. INTRODUCTION & PURPOSE:

1.1 The purpose of this report is to inform the Board of Directors about the progress of the Trust’s 2019-20 staff flu vaccination campaign assessed against the best practice management checklist (Appendix 2) produced by NHS senior leaders on 17th September 2019.

2. BACKGROUND INFORMATION AND CONTEXT:

2.1 Senior NHS leaders wrote to Chief Executives of NHS Trusts on 17th September 2019 (Appendix 1) to highlight the importance of healthcare workers protecting themselves, their patients, colleagues and their families by being vaccinated against seasonal flu, because the disease can have serious and even fatal consequences, especially for vulnerable patients. The letter advised how organisations should plan to ensure every staff member is offered the vaccine which will enable NHS organisations to achieve the highest possible level of vaccine coverage this winter. The letter added that senior leader’s ambitions were that 100% of healthcare workers with direct patient contact would be vaccinated.

The letter also advises that this year Trusts are required to report uptake of the vaccination on a monthly basis (unless otherwise stated). This information will be published monthly on the Public Health England website.

The achievement of a target flu vaccination uptake rate for frontline clinical staff also remains a CQUIN indicator (1c) with a value of up to £749,712 in 2019-20.

2.2 The target rate for CQUIN payment to achieve maximum payment is 80% of frontline clinical staff being vaccinated by 28th February 2020. Minimum uptake levels of 60% will an initial resource being released by Commissioners, with maximum payment being received should the 80% uptake rate target be is achieved.

3. KEY ISSUES:

3.1 The Trust’s flu vaccination uptake rate for frontline clinical staff in 2018-19 was 66.60%. An increase in vaccination up take during the 2019-20 campaign compared to 2018/19 is being pursued. As at 9th December 2019, 59.13% of frontline healthcare workers in the Trust have had a flu vaccination. This is 4.86% ahead of the same date in 2018-19. The flu campaign closes on 28th February 2020.

3.2 A Staff Flu Vaccination plan for 2019-20 was approved by the Executive Management Team (EMT) in June 2019 and is the basis for implementation of the 2019-20 Flu campaign within the Trust. The 2019-20 staff flu vaccination programme commenced on 1st October 2019 and vaccinations have been administered since then across the Trust by a total of 115 Infection Prevention

Control (IPC) nurses, registered mental health nurses and clinical pharmacists (known as 'Chief Flu Fighters') working across all Localities and Directorates in the Trust.

- 3.3 A multi-disciplinary Flu group meets each month, chaired by the Director of Human Resources and Organisational Development to plan and monitor progress of the Trust's Flu vaccination campaign. Any significant decisions or issues of concern are taken to the EMT meeting for consideration.
- 3.4 A Staff Flu Operational Plan for the 2019-20 campaign is in place to ensure all necessary steps in conducting a successful Flu campaign will be in place. A number of challenging developments have been experienced during the 2019-20 campaign, including a planned supplier imposed three stage delivery of flu vaccines which meant that the Trust had to implement a clinical service prioritisation plan for the first two deliveries of the vaccine, a pharmacy service re-provision taking place during late October/early November which added to the logistical complexities of vaccine delivery and introducing a competency-based standards approach introduced for Chief Flu Fighters across the Trust as well as enhancing the training provided to staff undertaking the role (including face to face Flu Fighter training for all staff – a change to previous years when only staff undertaking the role for the first time were required to complete training)
- 3.5 During November, the Flu team, Heads of Nursing and Director of Operations have been undertaking analysis of % vaccination uptake reports for wards and teams within Localities to target efforts to increase vaccinations for staff where uptake is low. Opportunities for all staff who would like a vaccination will continue to be provided in December and there will also be a further push to vaccinate staff in January and February 2019.

IMPLICATIONS:

- 4.1 **Compliance with the CQC Fundamental Standards:** None identified.
- 4.2 **Financial/Value for Money:** As previously agreed by EMT, the cost of vaccinations is expected to be up to £43,680 and the costs of incentives and additional Flu campaign resources are approximately £27,000. CQUIN funding of up to £749,712 can be secured should the 80% vaccination target be met.
- 4.3 **Legal and Constitutional (including the NHS Constitution):** None identified.
- 4.4 **Equality and Diversity:** None identified.
5. **RISKS:** Failing to vaccinate as many TEWV staff as possible could increase the risk of transmission of flu viruses amongst staff, service users and families.

6. CONCLUSIONS:

- 6.1 Following an assessment of how the Trust's 2019-20 Flu campaign is progressing against a checklist suggested by NHS

senior leaders it is considered that the Trust is meeting the majority of the suggested required elements of an effective Flu campaign and have been assessed as 'green' (see Appendix 2 RAG-rated assessment). There are three elements where the assessment has been concluded to be 'amber': **the use of screensavers** in the Trust is not usually undertaken ; **having representatives from all staff groups attend the Trust's Flu Group**, there is a wide range of Multi-disciplinary staff involved in the group already, attempts are being made to recruit a Medical and Allied Health Professional representative ; **having 24 hour vaccinations**, some early morning and night-time vaccinations are provided in some Localities across the Trust, however there is not an established programme of mobile 24 hour vaccinations.

As the 2019-20 Flu campaign continues any learning/improvements identified will be noted and taken forward into the 2020-21 campaign planning and implementation. An evaluation event with Flu group members and Chief Flu Fighters will also take place in March 2020.

7. RECOMMENDATIONS:

- 7.1 To note the contents of the report and to comment accordingly.
- 7.2 To endorse NHS Senior leader's ambition for 100% of healthcare workers with direct patient contact to receive a flu vaccination
- 7.3 To endorse the Staff Flu Campaign 2019-20– Healthcare workers flu vaccination best practice management checklist assessment subject to any agreed amendments that are made.

Russell Smith
Project Manager – Health and Wellbeing

David Levy
Director of Human Resources and Organisational Development

Background Papers:

Appendix 1 – NHS England healthcare worker flu vaccination letter, 17th September 2019

Appendix 2 – Updated TEWV Staff Flu campaign 2019-20 best practice management checklist as at 17th December 2019 and exception reporting narrative

Appendix 1

NHS England and NHS Improvement

Pauline.Philip@nhs.net

17 September 2019

Mr Colin Martin Chief Executive,
Tees; Esk and Wear Valleys NHS Foundation Trust
CC: Ms Miriam Harte, Chair, Tees; Esk and Wear Valleys NHS Foundation Trust

Dear Colin,

Healthcare worker flu vaccination

The vaccination of healthcare workers against seasonal flu is a key action to help protect patients, staff and their families. Provider flu plans for 2018/19 saw a national uptake rate amongst front line staff of 70.3%, with some organisations vaccinating over 90% of staff. Our ambition is to improve on this through the actions outlined in this letter.

In March 2019, the Department of Health and Social Care (DHSC), NHS England and Improvement and Public Health England (PHE) wrote to all trusts setting out the appropriate vaccines for adults up to 64, the egg and cell-base Quadrivalent influenza vaccines (QIVe and QIVc) and for over 65s, the adjuvanted trivalent influenza vaccine (aTIV) as well as QIVc.

Today, we are writing to ask you to tell us how you plan to ensure that all of your frontline staff are offered the vaccine and how your organisation will achieve the highest possible level of vaccine coverage this winter.

Background

Healthcare workers with direct patient contact need to be vaccinated because:

- a) Flu contributes to unnecessary morbidity and mortality in vulnerable patients
- b) Up to 50% of confirmed influenza infections are subclinical (i.e. asymptomatic). Unvaccinated, asymptomatic (but nevertheless infected) staff may pass on the virus to vulnerable patients and colleagues
- c) Flu-related staff sickness affects service delivery, impacting on patients and on other staff – recently published evidence suggests a 10% increase in vaccination may be associated with as much as a 10% fall in sickness absence

d) Patients feel safer and are more likely to get vaccinated when they know NHS staff are vaccinated

Whilst overall uptake levels have increased every year since 2015/16, there is significant variation in the uptake rates achieved as some trusts have developed excellent flu programmes that deliver very high level of vaccination coverage, however others have not made the same progress.

An evaluation of last year's flu season showed that trusts that have developed a multicomponent approach have achieved higher uptake levels. Innovative methods to reach staff, going ward-to-ward, holding static and remote drop-in clinics and encouraging staff to contact vaccinators directly have been established. Trusts also used incentives to encourage staff, and even small incentives, such as badge stickers, worked to reinforce positive messages. Above all, board and ward leadership are critically important to promote vaccination to staff, providing visibility and transparency.

In order to ensure your organisation is doing everything possible as an employer to protect staff and patients from flu, we would strongly recommend working with your recognised professional organisations and trade unions to maximise uptake of the vaccine within your workforce. You can also access resources including National Institute for Health and Care Excellence (NICE) guidelines: <https://www.nice.org.uk/guidance/ng103> and Public Health England's Campaign Resource Centre: <https://campaignresources.phe.gov.uk/resources/campaigns/92-healthcare-workers-flu-immunisation>

We are now asking that you complete the best practice management checklist for healthcare worker vaccination [appendix 1] and publish a self-assessment against these measures in your trust board papers before the end of December 2019. Your regional lead will also work with you to share best practice approaches to help support an improvement in your uptake rates. It is important that we can track trusts' overall progress towards the 100% ambition and all trusts will be expected to report uptake monthly during the vaccination season via 'ImmForm'.

As discussed, there is variation of uptake rates between trusts. Many trusts have made successful progress and have achieved near full participation, whilst other trusts are not increasing uptake rates quickly enough to protect staff and patients. It is important that improvements are made in those trusts. To support this, the healthcare worker flu vaccination CQUIN is in place again this year. New thresholds for payment have been set at 60% (minimum) and 80% (maximum).

We are also increasing requirements for trusts who have had low uptake rates. Each trust that was in the bottom quartile for vaccination uptake (at 61.7% or below) in the published data (Immform in 2018/19) will be required to buddy with a higher uptake trust. Working with them will provide an opportunity to learn how to prepare, implement and deliver a successful vaccination programme.

For trusts in this quartile progress will be reviewed weekly during the flu season by regional teams in addition to the monthly reporting that is provided to PHE via Immform. In 2018/19, your trust achieved a frontline healthcare worker flu vaccination uptake rate of 66.6%. This does not put your trust in the lower quartile of trusts.

Organisations should use the Written Instruction for the administration of seasonal 'flu vaccination developed by The Specialist Pharmacy Service. NHS trusts vaccinating their own staff may consider that a PGD is more appropriate if it offers a benefit to service delivery e.g. provision by healthcare practitioners other than nurses, who may legally operate under a PGD. Health and social care workers should be offered either the egg or cell-based quadrivalent influenza vaccine. For the small number of healthcare workers aged 65 and over, if you are unable to offer the cell-based flu vaccine, these staff should ask their GP or pharmacy for an adjuvanted trivalent influenza vaccine (aTIV) which is prefer

Finally, we are pleased to confirm that NHS England and Improvement this year is offering the vaccine to social care and hospice workers free of charge this year. Independent providers such as GPs, dental and optometry practices, and community pharmacists, should also offer vaccination to staff. There are two parallel letters to primary care and social care outlining these proposals in more detail.

Yours sincerely,

Pauline Philip

National Director of Emergency and Elective Care
NHS England and NHS Improvement

Ruth May

Chief Nursing Officer
NHS England and NHS Improvement

Professor Stephen Powis

National Medical Director
NHS England and NHS Improvement NHS England and NHS Improvement

Appendix 2

Healthcare worker flu vaccination best practice management checklist

A	Committed leadership	Trust Self-Assessment (RAG rated)
A1	Board record commitment to achieving the ambition of 100% of frontline health care workers being vaccinated and for any healthcare worker who decides on the balance of evidence and personal circumstance against getting the vaccine should anonymously mark their reason for doing so.	The BOD report of December 2019 formally endorses this ambition (as contained in the 17 th September 2019 letter from senior NHS leaders). In relation to gathering data about staff opting-out of having a flu vaccination, an opt out form can be made available on the Trust's intranet to be completed by staff if they wish. Historically in the Trust the top3 reasons for staff not wanting a vaccination commonly relate to: I don't like needles ; I don't believe the evidence ; I am concerned about side effects
A2	Trust has ordered and provided the quadrivalent (QIV) flu vaccine for healthcare workers.	Quadrivalent vaccine was ordered and has been in use across the Trust since 1 st October 2019
A3	Board receive an evaluation of the flu programme 2018-19, including data, successes and lessons learnt.	This evaluation was attached to the Staff Flu Vaccination 2019-2020 plan which was approved by EMT in June 2019
A4	Agree on board champion for flu campaign	David Levy as Director of HR/OD is the Trust's senior board champion for Flu ; the Flu campaign is also championed by Lisa Taylor, Forensic Services Director who has responsibility for Staff Health and Wellbeing
A5	All board members receive flu vaccination and publicise this.	All board members were offered a Flu vaccination and a specific clinic offering vaccinations took place in November

		<p>2019 ; there is no guarantee that all board/EMT members will have a flu vaccination, however this is offered to all members; the Flu campaign is endorsed and promoted by the Trust's Chief Executive both in person and via Trust media on many occasions throughout the campaign ; also via Chief Executive's message in Core Brief which all staff should hear/see ; The Communications Team are drafting some awareness raising about non-executive directors and Chief Executive/Director of Nursing endorsing the flu campaign by highlighting that they have had a vaccination and thereby encouraging staff to have a vaccination too</p>
A6	<p>Flu team formed with representatives from all directorates, staff groups and trade union representatives.</p>	<p>The Trust's Flu team/Flu group is multi-disciplinary and includes representatives from different Trust Localities, a Head of Nursing (representing all trust Localities) and professional groups, including a staff-side representative, Pharmacy, Infection Prevention Control, Communications team ; during 2019 efforts have been made to recruit a medical representative and a member from Allied Health Professional staff group without success to date, this will be pursued again as this the 2019-20 Flu campaign continues.</p>
A7	<p>Flu team meet regularly from September 2019.</p>	<p>The Trust's multi-disciplinary Flu</p>

		group meets every month each year (apart from March) and the group has met each month during 2019 and will continue to do so
B	Communications plan	
B1	Rationale for the flu vaccination programme and myth busting to be published – sponsored by senior clinical leaders and trade unions.	This information is contained within the Trust's dedicated Flu in Touch pages and via other Trust Communication platforms such as Core brief, e-bulletin and social media ; it also features in the face to face training provided to Chief Flu Fighters (peer vaccinators) ; it is also referenced in the 2019-20 Staff Flu vaccination and Operational plans
B2	Drop in clinics and mobile vaccination schedule to be published electronically, on social media and on paper.	This information is detailed on the dedicated Flu in Touch pages and included in other Trust documents such as the weekly electronic e-bulletin and also on paper via noticeboards etc..
B3	Board and senior managers having their vaccination to be publicised	All board members were offered a Flu vaccination and awareness raised about this by the Communications Team (as above)
B4	Flu vaccination programme and access to vaccination on induction.	There is an established Trust-wide Flu vaccination programme of clinics and vaccination opportunities from October until February each year; Infection Prevention Control nurse has attended November and December Trust induction to offer Flu vaccinations and will also be attending the planned induction in January 2020
B5	Programme to be publicised on screensavers, posters and social media.	Whilst the use of screensavers in the Trust are not used, the Flu campaign is publicised using a banner on the front

		page of in Touch and via posters and social media
B6	Weekly feedback on percentage uptake for directorates, teams and professional groups.	CQUIN Flu Project Team circulates weekly flu uptake data to Flu group members, operational directors, heads of nursing and to Chief Flu Fighters ; information is also published on in Touch and by the Communications team
C	Flexible accessibility	
C1	Peer vaccinators, ideally at least one in each clinical area to be identified, trained, released to vaccinate and empowered.	The Trust has a well-established network of Chief Flu Fighters across each Locality of the Trust ; for the 2019-20 campaign, 115 Chief Flu Fighters have been actively vaccinating staff from a total number of 149 staff initially trained in the role ; this is the highest ever number of active Chief Flu Fighters the Trust has had and the widest coverage ; this includes 7 Infection, Prevention Control Nurses also ; in time for the 2020-21 Flu campaign an evaluation will be made to assess whether any specific clinical areas of the Trust were without a Chief Flu Fighter (which would need to be rectified) ; no specific concerns have been raised about staff not being released for the role from their substantive positions, however at times there is inevitably pressure for staff undertaking both roles
C2	Schedule for easy access drop in clinics agreed.	The Trust's Infection Prevention Control Nurses and Chief Flu Fighters across the Trust have ran a schedule of easy access clinics since October and will continue until

		February (if needed later in the campaign) ; clinics have also been run at large scale Trust events such as the 2019 Nursing Conference , Recovery event, Quality Improvement event
C3	Schedule for 24 hour mobile vaccinations to be agreed.	In some areas, such as in Forensic services and Adult Mental Health in West Park Hospital there are a couple of Chief Flu Fighters who are regular night staff ; the Trust's Infection Prevention Control Nurses also offered a clinic for staff at the start and end of a shift early on a morning ; a formal and regular programme of vaccinations for staff who work night shifts is not formally established at the current time
D	Incentives	
D1	Board to agree on incentives and how to publicise this.	EMT agreed within the Staff Flu Vaccination plan 2019-20 the type of incentives to be offered to staff as a 'thank you' for having a flu vaccination – this year the items were lanyards, pens, air fresheners and 7 weekly prize draws for Love to Shop High Street vouchers ; the incentives have been widely publicised by the Communications team, on in touch and in the e-bulletin, by Chief Flu Fighters, the Flu Team/group
D2	Success to be celebrated weekly.	The Communications Team regularly publish vaccination uptake data and celebrate achievements throughout the Flu campaign e.g. when % vaccination milestone percentages are reached

