

Emergency Preparedness Annual Report

Trust Board	Item: 16
25 th May 2016	Enclosure: L
Purpose of the Report: <ul style="list-style-type: none"> • To update the Board on the regulatory requirements for Emergency Planning placed upon the Trust and how they are currently met through the Trust Emergency Preparedness Group and Emergency Planning Manager. • To fulfil the NHS England (London) requirement to provide assurance to the board that strategies, systems, training, policies and procedures are in place to ensure an appropriate response from the Trust in the event of a major incident or civil contingency event. 	
For: Information <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> Discussion and input <input type="checkbox"/> Decision/approval <input type="checkbox"/>	
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	None
Legal / Regulatory / Reputation Implications:	Civil Contingencies Act 2004.
Link to Relevant CQC Domain: Safe <input type="checkbox"/> Effective <input type="checkbox"/> Caring <input type="checkbox"/> Responsive <input type="checkbox"/> Well Led <input checked="" type="checkbox"/>	
Link to Relevant Corporate Objective:	1-3
Document Previously Considered By:	Emergency Preparedness Group 5 th April 2016 Executive Management Team 4 th May 2016
Recommendations: The Trust Board is asked to note the content of the Emergency Planning annual report.	

Overview

The Trust is required to meet a number of statutory duties in relation to Emergency Planning as detailed within the following documents;

- The Civil Contingencies Act 2004
- NHS England Core Standards for Emergency Preparedness, Resilience & Response (EPRR)
- NHS Commissioning Board 2015/16 NHS Standard Contract Service Condition 30
- The NHS England Emergency Preparedness Framework 2015
- Health and Social Care Act 2012

The purpose of this paper is to remind the Board of the Trust's responsibilities under guidance such as the Civil Contingencies Act and provide assurance that these outline how those responsibilities are delivered by the Trust through the Emergency Preparedness Group and Emergency Planning Manager.

This paper also details how the Trust's preparedness for emergencies is monitored by NHS England and provides an overview of the outcomes of the 2015 EPRR assurance process.

EMERGENCY PLANNING UPDATE

MAY 2016

1. Regulatory requirements for emergency planning

Emergency preparedness is the responsibility of the Trust CEO, the CEO deputises this responsibility to an executive Director who acts as the Trust's Accountable Emergency Officer (AEO). Until June 2015 the Deputy CEO acted as the AEO, but this role was taken over in July 2015 by the Director of Nursing and Patient Experience following their departure. The role of the AEO transferred back to the Chief Operating Officer on 19 April 2016.

The AEO manages the Emergency Planning Manager who delivers the emergency planning requirements of the relevant guidance, which includes:

- The Civil Contingencies Act (CCA) 2004
- NHS England Core Standards for EPRR
- NHS Commissioning Board 2015/16 NHS Standard Contract Service Condition 30
- The NHS Commissioning Board Emergency Preparedness Framework 2015
- Health and Social Care Act 2012

As a Category One Responder under the Civil Contingencies Act 2004 the Trust is required to comply with the following statutory requirements;

1. Assess the risk of emergencies occurring and use this to inform contingency planning;
2. Put in place emergency plans;
3. Put in place Business Continuity Management arrangements;
4. Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
5. Share information with other local responders to enhance co-ordination;
6. Co-operate with other local responders to enhance co-ordination and efficiency;

1.1 Duty 1 - Assess the risk of emergencies

The Trust takes a risk based approach to its Emergency and Business Continuity Planning to ensure that the responses put in place are appropriate. The approach taken look at risks on a national level, informed by the National Risk Register, London Community Risk Register and Kingston Borough Risk Register.

The Trust has an emergency planning and business continuity risk register, which includes local and national risks to the hospital, taking into account the impact on hospital operations and the preparations in place for such events. The highest identified risks are expected to be a Major Incident requiring response by Kingston Hospital, the impact of contaminated casualties coming to Kingston Hospital and the requirement to evacuate part of the hospital site.

This risk register is maintained and reviewed through the emergency preparedness group and can be found on Health Assure.

1.2 Duty 2 - Put in place emergency Plans

The Trust's suite of emergency plans allow those charged with managing and responding to a major incident or other type of emergency to fully understand their roles and responsibilities during emergency situations. Plans are based on a risk approach using both national and local guidance to ensure that plans provide a suitable response. The plans are compliant with Government legislation and are all reviewed annually to ensure their arrangements are accurate. All plans are approved by the Emergency Preparedness Group and ratified by the Executive Management Committee:

Plan	Approved	Next review
Major Incident Plan	July 2015	July 2016
Business Continuity Policy	June 2015	June 2016
Business Continuity Plan	June 2015	June 2016
CBRN & HAZMAT Emergency Plan	November 2015	November 2016
Evacuation Plan	April 2016	April 2017
Fuel Shortage Emergency Plan	June 2015	June 2016
Heatwave Plan	June 2015	June 2016
Severe Weather Plan	November 2015	November 2016
Mass Prophylaxis Centre Plan	February 2016	February 2017
Pandemic Influenza Plan	September 2015	September 2016
Rapid Discharge Plan	September 2015	September 2016
VIP, VVIP & Persons of Interest Plan	February 2016	February 2017
Loss of Medical O2 Emergency plan	February 2016 (first release)	February 2017
CRS Downtime Plan	February 2016 (first release)	February 2017
Loss of telecoms plan	April 2016	April 2017

1.3 Duty 3 - Put in place Business Continuity Plans

The Trust's Business Continuity Plan details the procedures in place to enable the hospital to continue to deliver its critical services, such as the Emergency Department and Maternity, whilst mitigating the effects of a disruption or larger incidents affecting a number of areas. Trust services are required to produce their own Business Continuity arrangements to identify the impact of incidents such as; staff shortages, loss of IT, loss of electricity, fuel shortages etc and the actions the department will take to mitigate the impact of these. In addition, the trust remains fully engaged in the RideLondon Cycling Event which is now in its third year and continues to put in place an operational plan for this event.

During late 2015 a drive was put in place to ensure all outstanding business continuity plans were completed, improving compliance considerably. Now with full compliance, the focus will be testing of plans and understanding interdependencies across services.

1.4 Duty 4 – Put in place arrangements to warn and inform the public.

The Emergency Planning Manager works closely with the Communications Team to ensure that arrangements are in place to make information available about the impact of any emergencies on the Trust available to staff and the public. The Communications Team have in place and maintain a Communications Plan for Major Incidents and Emergency Situations.

1.5 Duty 5 & 6 Multi-Agency Working – Cooperation and Information Sharing

The Emergency Planning Manager works with other local resilience partners to develop, implement and exercise the Trust's emergency arrangements. This partnership working also helps provide an understanding of the risks the Trust could be affected by, including planned events and the capability of partner agencies to respond and provide assistance to the Trust in times of emergency. The Emergency Planning Manager represents the Trust on several multi-agency groups, to enhance joint working and facilitate a co-ordinated approach to fulfilling the Trust's duties under the Act:

- Kingston Borough Resilience Forum
- South London Emergency Planning, Preparedness and Response (EPRR) Network
- London Acute and Specialist Trusts EPRR Learning Set
- RideLondon Health Sub Group
- Kingston Borough Safety Advisory Group
- SW London and Surrey Trauma Network Meetings

In addition, the Trust Accountable Emergency Officer is required to attend the South London Patch Local Health Resilience Partnership (LHRP), which provides a strategic forums for joint planning for emergencies for the new health system and will support the health sector’s contribution to multi-agency planning.

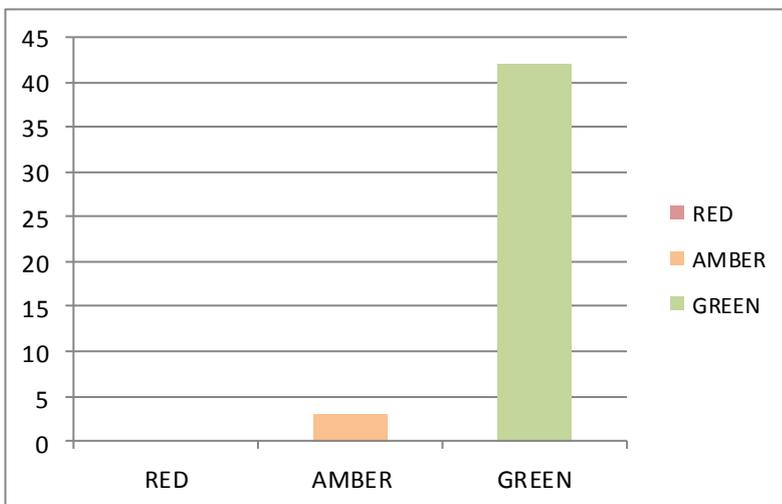
2. Regulation by NHS England (London)

In order to deliver the requirements under the CCA and other legislation and guidance, the Emergency Planning Manager and AEO work against an agreed work plan, which includes the action plan from the annual NHS England (London) EPRR annual assurance process, which audits the preparedness of the Trust to major incidents and other types of emergencies as the commissioning body. The Trust works with NHS England (London) to deliver the EPRR requirements, the links into NHS England are shown below:

2.1 NHS England (London) Annual Assurance Process

2.1.1 Main assurance against EPRR core standards

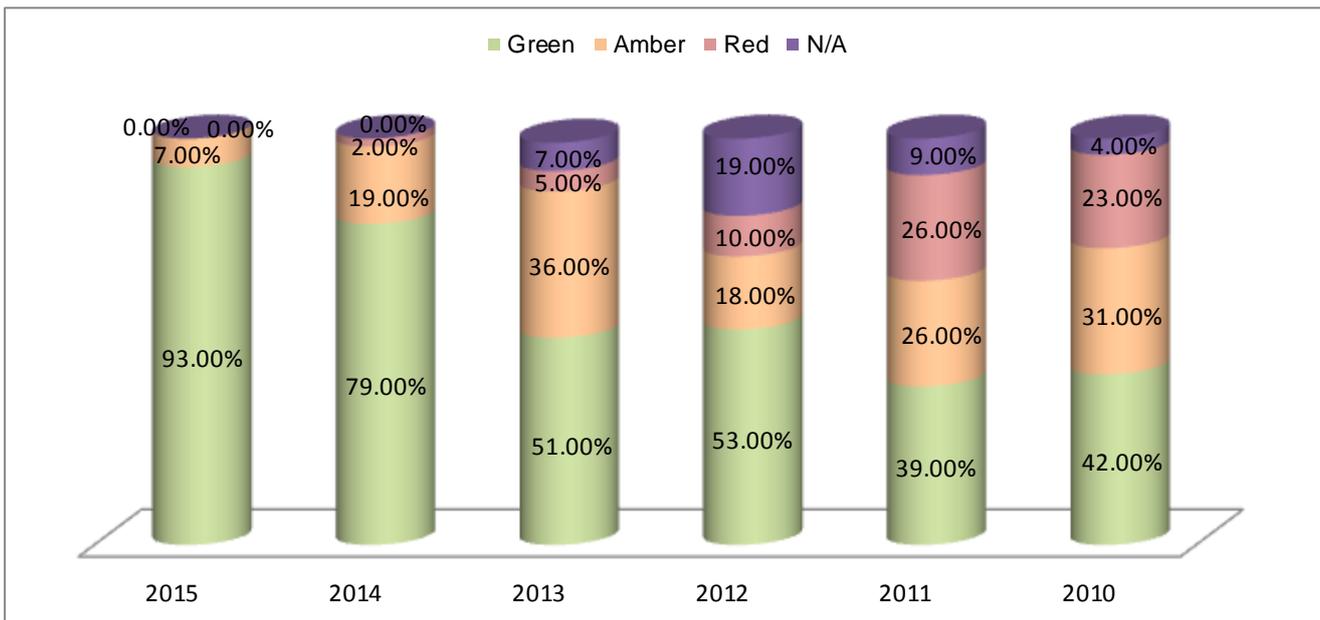
NHS England carry out an assurance audit every year to see how robust the Trust’s emergency preparedness and business continuity arrangements are for each provider across the country. This year the format was much different from previous years, allowing for self-assessment and submission of much less evidence. The assurance visit took place in November 2015 and the results were presented to EMC in January. The overall level of compliance was agreed as ‘substantial’ with the results shown below:



A full assurance report and action plan have been produced to ensure key areas requiring improvement are addressed.

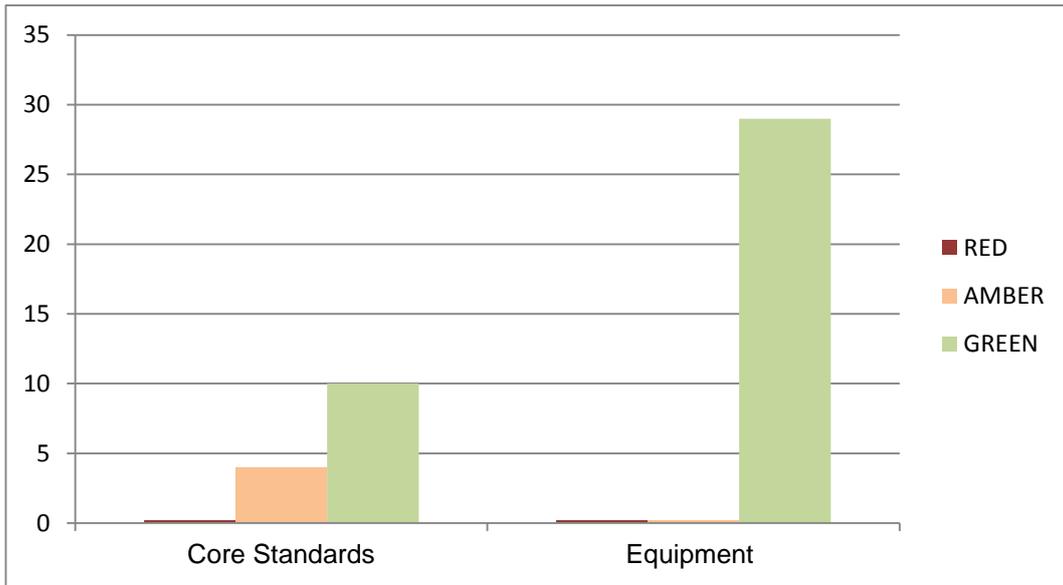
In addition, during the annual audit, a ‘deep dive’ assessment is made for a particular risk each year. In 2015 this was Pandemic Influenza preparedness, for which the Trust was rated 100% compliant.

The percentage compliance results from previous years show an increasingly resilient Trust.



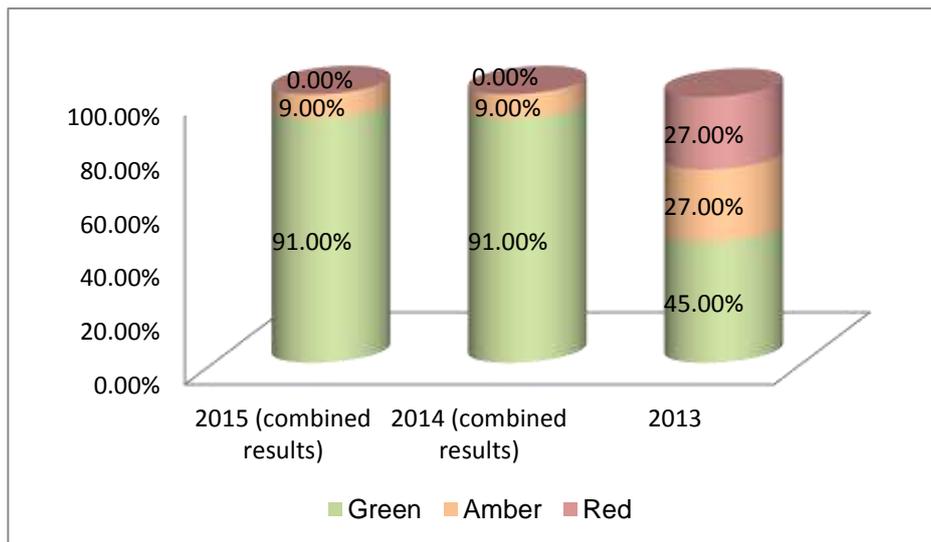
2.1.2 CBRN audit

In addition to the full assurance, each year NHS England carries out a separate audit of each Trust's CBRN & HAZMAT preparedness. The overall level of compliance for CBRN preparedness was agreed as 'substantial'.



Due to the different nature of previous assurance processes the results cannot be accurately compared to previous years. However, they can be analysed with last year's in terms of percentage of reds, ambers and greens over previous years.

The results from previous years show an improvement in the Trust's CBRN preparedness, with equal preparedness to in 2014



Since the CBRN audit took place all feedback / suggestions from NHS England (London) have been put into place and 3 out of 4 ambers have been turned green. The 1 remaining amber is out of the Trust control and requires training dates to be released by NHS England.

3 Emergency Planning in 2015/2016

Within the last year the following progress has been made with regards to the Trust's emergency preparedness:

- Increase in submission of departmental business impact assessments and business continuity plans
- Ensuring plans are in place for the Junior doctor strikes
- Testing of pandemic flu, major incident and evacuation plans
- Testing of lockdown arrangements
- Development of a plan detailing arrangements in the event of a loss of telecoms on site and procurement of new radios to offer increased resilience
- Continued programme of emergency response training and exercising across the Trust, with 50 training sessions delivered throughout the year
- Completion of CRS downtime procedures
- Completion of an emergency plan for the loss of Medical O2
- Review of all other emergency plans, including the implementation of lessons learned following exercises, audits and publication of new guidance and recommendations.
- Working against the action plan for the 2014/15 NHS England assurance and CBRN audit
- Ensuring arrangements were in place to minimise the impact of planned events such as RideLondon and the Rugby World Cup.
- Reviewing procedures in light of international terrorist incidents, such as the Paris and Brussels attacks

Incidents

The Trust has dealt with a number of incidents over the past year, including:

- Contaminated casualties attending ED
- Flooding in theatres
- Junior doctor strikes
- Internal incident declaration in response to a severe pressure surge scenario
- Failure of Clinical IT systems

Debriefs were held following each of these and post incident reports were written to ensure that learning was captured and appropriate action could be taken to reduce the risk and / or impact of future events, with the Emergency Preparedness Group monitoring the implementation of any outcomes and actions.

Training and Exercising of emergency procedures

Training and exercising is used by the Trust to provide assurance that plans are suitable and those with responsibilities for the Trust understand their role within a major incident or service disruption. The Trust's training and exercising programme meets the requirements of the NHS England Core Standards for EPRR, and includes; communications exercises, annual table top exercises and triennial no notice live exercises.

After each exercise a debrief takes place to ensure that any lessons identified can be captured and plans amended accordingly. Post Exercise Reports will be produced and submitted to the Emergency Preparedness Group and the NHS England (London) team.

Within the last year the following exercises have taken place:

Scenario exercised	Type of exercise	Date
Major Incident Cascade	Cascade	14 th May 2015
Evacuation	Desktop	20 th May 2015
Major Incident desktop	Desktop	17 th September 2015
Lockdown	Live	24 th September 2015
Major Incident Commex	Cascade	17 th November 2015
Pandemic	Desktop	27 th November 2015
Lockdown	Live	2 nd December 2015
Lockdown – Maternity	Live	4 th March 2016
Loss of IT	Desktop	21 st April 2016

A planned live evacuation exercise was due to take place in February 2016; however this was postponed due to lack of participants. The Emergency Planning Manager and Fire Safety Advisor are working with London Fire Brigade to plan another exercise to take place in June 2016.

The Trust also took part in a number of externally hosted multi-agency exercises, including:

- Marauding Terrorist Attack Exercise led by London Fire Brigade
- Exercise Unified Response, testing the response to a building collapse affecting several London Underground trains
- Kingston Borough Council RideLondon exercise
- Exercise Dark Star, testing the response to a London wide power outage

Emergency Preparedness Group

The Trust Emergency Preparedness Group continues to meet monthly and is chaired by the Trust AEO. This group oversees the emergency planning programme which is managed by the Emergency Planning Manager.

The Emergency Preparedness Group had been experiencing poor attendance in early-mid 2015 and a small number of meetings have had to be cancelled because of this. A review of the membership took place to include additional clinical representation and no further meetings have had to be cancelled since. In addition, the IT Director has been included in the membership to allow for a specific focus on increasing threats associated with IT systems failure and cyber terrorism.

Plans for Emergency Preparedness, Resilience and Response 2015-16

A work plan for the next year has been developed to ensure that the Trust continues to remain compliant with Government legislation. The work plan details the arrangements required to maintain the emergency preparedness programme, with a focus on the strengthening the business continuity programme by:

- Ensuring Business Continuity Plans for key suppliers are collated
- Producing plans for failure of utilities, including electricity and water
- Ensuring all department Business continuity plans are exercised at a department level, providing support, facilitation and scenarios where required
- Ensuring all Directors meet annual training requirement with the aim of holding a live exercise in the latter part of the year
- Collating all data from department BIAs & BCPs now they have been completed to identify:
 - Most critical services
 - Recovery requirements
 - Impact of different situations across the Trust and response actions that will be taken
 - Mitigation actions being taken and to be taken for each scenario
 - Identified primary and secondary evacuation locations and equipment required across areas to ensure a safe evacuation of patients
 - Identify key dependencies across the organisation and outside of the organisation

Summary

The Trust has continued to improve the emergency preparedness agenda forward during 2015-16. Notable achievements this year include:

- Maintaining the substantial rating during the 2015 annual EPRR Assurance Process but improving on the number of core standards now at a GREEN rating
- Reviewing the Business Continuity Arrangements and substantially increasing the number of services with business continuity plans in place
- Development of a number of new plans and procedures to increase resilience to on-site incidents

There is always room for improvement and the Trust will continue to work against the emergency preparedness and business continuity work plan throughout 2016/17 to increase resilience against both internal disruptions and external incidents.