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WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board

# COVID-19 Test, Trace & Protect Response Plan

Swansea Bay Outline Plan – Tuesday 19<sup>th</sup> May



Cyngor **Abertawe**  
**Swansea** Council



# Background

- Based on Welsh Government Plan – Test, Trace & Protect
- Provides a multi-agency outline plan for the Swansea Bay COVID-19 Test, Trace & Protect Response Plan
- Anticipated that associated programme will need to operate for next 12 months
- Plan to be refined as additional guidance / information becomes available
- Plan aims to operationalise response from Monday 1<sup>st</sup> June 2020
- Based on Health Board footprint at Regional level & localised teams organised around 2 Local Authority areas using the 13 USOAs
- All linked to the National programme
- LRF are supportive of using Health Board Footprint for coordination of our Plan

# Governance Structure

HB Response Structure

Multi-Agency Response

Health Board GOLD

National Health  
Protection  
Programme

Emergency Regional  
Partnership Board

Health & Social Care Interface Group GOLD

Scientific Technical  
& Advisory Cell

Multi-Agency Test, Trace &  
Protect Silver

Multi-Agency  
Community Silver

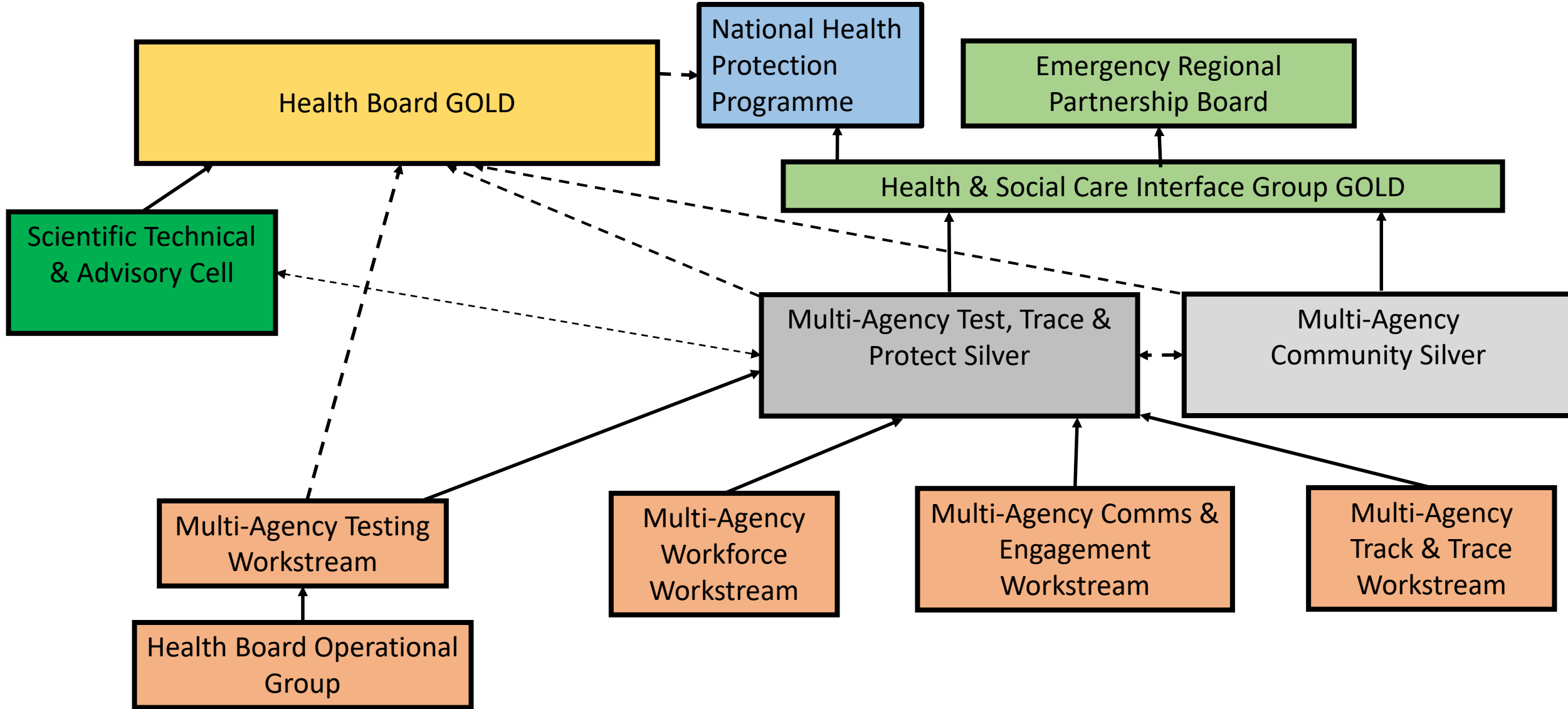
Multi-Agency Testing  
Workstream

Health Board Operational  
Group

Multi-Agency  
Workforce  
Workstream

Multi-Agency Comms &  
Engagement  
Workstream

Multi-Agency  
Track & Trace  
Workstream



# Multi Agency Test, Trace & Protect Silver Membership

- Health Board Director of Strategy – Siân Harrop-Griffiths (Chair / HB Executive Lead)
- Health Board Director of Public Health – Keith Reid
- Public Health Consultant - Jennifer Davies
- Health Board Assistant Director of Workforce - Sharon Vickery
- Swansea LA Deputy Chief Executive - Adam Hill
- Swansea LA Head of Housing & Public Health – Mark Wade
- Swansea LA Director – Place – Martin Nicholls
- Neath Port Talbot LA Director of Environment & Regeneration - Nicola Pearce
- Neath Port Talbot LA Deputy Chief Executive – Karen Jones
- Neath Port Talbot LA Head of Human Resources - Sheenagh Rees
- Neath Port Talbot LA Head of Planning & Public Protection – Ceri Morris
- Health Board Deputy Chief Information Officer – Sian Richards
- Assistant Director of Strategy & Engagement - Joanne Abbot Davies (Programme Lead)
- Health Board Senior Project Manager - Patricia Jones (Programme Support)
- Military Liaison Officers – Major Tom Howley & Major Calvin Smith
- Health Board Assistant Director of Finance – Michelle Shorey
- Primary & Community Services (lead for Testing in HB) – Andy Griffiths / Julie Morse

# How we are working

- Regional - Health Board lead with Local Authorities to own the plan and develop an appropriate response structure through Silver Cell
- Workstreams led by Health Board or Local Authorities as agreed
- Executive Lead agreed – Health Board Director of Strategy working with Director of Public Health
- Agreed reporting to Health and Social Care Interface Group GOLD
- Updates to Health Board GOLD Command
- Dedicated Programme Lead and support staff identified from Health Board for multiagency Test, Trace & Protect Programme:
  - Programme Lead – Joanne Abbott-Davies
  - Programme Management – Trisha Jones / Julie Morse
  - Programme Support – Paula Picton

# Work to Date

- Multiagency SILVER Test, Trace & Protect Cell established with wide membership from HB / LAs
- Twice weekly meetings of Silver Cell held from Monday 4<sup>th</sup> May
- Workstreams agreed to underpin work of Cell:
  - Workforce (Lead: Adam Hill, Swansea LA)
  - Trace & Protect (Lead: Martin Nicholls, Swansea LA)
  - Communications / Public Engagement (Lead: Karen Jones, NPT CBC)
  - Testing (Lead: Keith Reid, SBUHB)
- Task & Finish Groups met 5<sup>th</sup> – 6<sup>th</sup> May to inform outline plan
  - Workforce
  - Digital
  - Call handling
- Briefing with Leaders & Chief Executives of Councils & Health Board to gain support for outline plan prior to submission to Welsh Government

# Aims & Objectives

- Aims of the Test, Trace & Protect Programme are:
  - Prevent the spread of disease in the Swansea Bay area
  - Early intervention with cases and contacts to prevent onward transmission
  - Keep essential services in Swansea Bay operational
- We will achieve this through:
  - Contact tracing and case management
  - Sampling and testing different people in the Swansea Bay area
  - Expanding our testing capacity (via Drive Throughs, Mobile Units & Home Testing)
  - Introducing blood tests to check whether people have had the disease

# “The Ask” - Contact Tracing & Case Management

- Based on “assertive” approach to reducing COVID-19 transmission
  - Identifying individuals in the population who have / are suspected of having COVID-19
  - Confirming the diagnosis
  - Contact tracing
  - Asking contacts to modify their behaviour & reduce contact with others by self-isolating
- Delivered by:
  - National health protection leadership, coordination & enablement by PHW
  - Regional leadership & coordination by LAs & HBs supported by PHW
  - Local teams of non-specialist contact tracers under regional direction & managed by LAs and other partners
- Requirement that full capacity is stood up from required implementation date



# “The Ask” - Sampling & Testing

- Sampling
  - Swabs from the back of the throat to detect antigens & whether someone has COVID-19
  - Blood samples from people to check for antibodies which show if someone has had COVID-19
- Test capacity utilised for
  - Case finding & contact tracing
  - Key worker testing
  - Hospital screening
  - Population sampling
- Testing capacity will need to be expanded and will be a constraint in implementing any plan

# Assumptions underpinning this Outline Plan

- Call centres will operate a minimum of 9am to 6pm, 7 days a week
- National role descriptors will be utilised to recruit / redeploy staff
- National e-learning will be utilised to train staff
- Test, trace & protect response will be operational from 1<sup>st</sup> June (depending on availability of associated digital portal)
- Call centres will be virtual, utilising staff who can work from home in most cases
- Regional team will be established on Health Board footprint, led by Health Board
- Local teams will be organised by each Local Authority, linked to USOAs

# Additional Assumptions agreed locally for this Outline Plan

- Implementation of plan will commence from 1<sup>st</sup> June (dependent on decisions regarding digital solutions) with initial teams in both Swansea & Neath Port Talbot LA areas, scaled up over time (there is no opportunity locally to implement ahead of this timescale)
- Health Board and Local Authority staff will be redeployed as manpower for test, trace and protect in Swansea Bay initially, dependent on discretion being granted by Welsh Government over core roles
- Second phase of staffing likely to be necessary as Health Board & Local Authority staff increasingly are required to return to core roles with staff recruited externally to replace them
- Need consistency of relative priorities from Welsh Government – we have one pool of staff and so as other council and NHS services come back online this reduces the staff available for TTP

# Additional Assumptions agreed locally for this Outline Plan (continued)

- Contact Tracing Teams will operate using SOP / scripts / JDs / flowcharts from PHW which are being provided w/c 18<sup>th</sup> May
- All Wales Digital solution for test, trace & protect will be utilised provided this is provided, with time available for training of key staff, by 1<sup>st</sup> June
- Firm commitment to funding this outline plan will be required before the planning stage can progress to implementation so that organisations are not committing resources at risk

# Workforce

- Draft workforce delivery plan developed. Based on establishment of some teams initially to test operating model and then expansion as demand requires
- Based on assumption of redeploying health, local authority and voluntary sector staff in first instance
- Impact on business as usual activities need to be understood by Welsh Government
- As more business as usual reintroduced in organisations supplying staff, will be a need to introduce staff from external sources
- Initial estimated costs based on lower range of activity are in excess of £1m potentially up to £3m over 12 months based on delivery plan
- Higher range of activity could cost £6m over 12 months

## Workforce Delivery Plan

### Contact Tracing

May 2020



Version	Produced/updated by	Date	Released to
Draft v1	Adam Hill	05/05/20	Workforce Cell
V2	Adam Hill	05/05/20	Workforce Cell Approved Sit Rep - Public Health Protection Response Plan Meeting
V2.1	Adam Hill	06/05/20	Standardised and corrections
V3	Adam Hill	10/05/20	Updated (PHW Public Health Protection Response Plan 5/9/20)
V3.1	Adam Hill	11/05/20	Amendments after Workforce Cell Meeting



# Telephony / Call Handling

- Work to date:
  - Identified current arrangements in NPT and Swansea with regard to call handling
  - Agreed based on this the proposal to develop existing call handling arrangements in place for “shielded” members of the population to deal with contact tracing / follow up
  - Confidence that existing call centre infrastructure in Swansea & NPT can be expanded to include COVID tracing requirements

# Communications & Engagement

- Lead for Communications and Engagement agreed
- Membership of group agreed and initial meetings held
- Initially will focus on key messages, with guidance from National Programme, to be included in digital platforms to reduce demand for direct conversations / advice
- Will include voluntary sector and other partner organisations as conduit for wider public engagement and communications

# Digital

- Confirmed confidence in existing call centre infrastructure across Swansea & NPT to be able to cope with COVID requirements
- Need for clarity from WG digital cell over All Wales contact management & tracing system for COVID – options paper received and provider selected
- Understand system will be available from 8<sup>th</sup> June so plan to use this from day one operating (unclear if interim solution is required)
- National data set requested so that collection of data can be developed
- Digital information first principle to reduce call volumes (successfully delivered for shielded group)
- Ramp up teams as required and as demand grows, allowing model to be tested and refined



# Testing

- Testing Cell led by Health Board, now overseen by strategic multiagency group agreeing relative priorities for testing for Swansea Bay
- Range of different priority groups / settings identified by Welsh Government / Public Health Wales for testing and numerous changes in policy / guidance have led to plans for testing being updated on a daily basis
- Additional capacity has been established at Liberty Stadium from 8<sup>th</sup> May (extra 450 tests per day) plus Margam (existing 150 tests per day) plus military mobile testing units and soon the availability of home testing kits
- Key priorities are:
  - Roll out of testing in care homes for clients and staff
  - Opening up testing from health and social care workers to wider range of critical workers

# Current Risks

- Potential impact on key workers sickness / need to self isolate as result of track / trace, so undermining core services
- Redirection of environmental / communicable disease staff to track & trace will divert them from business as usual activities, so need assurance from Senedd Cymru that there will be leeway for this
- Difficulty achieving full capacity of track & trace teams from day one (i.e. 1<sup>st</sup> June) and need for gradual implementation linked to demand
- Availability of kit to deploy to call centre staff to enable home working

# Current Risks (continued)

- Timescale to deploy All Wales digital solutions which may not be quick enough for implementation to start using this from 1<sup>st</sup> June
- Availability of funding to enable partner organisations to go at risk on appointments required
- Availability of testing capacity to meet demand
- Availability of sufficient “clinical leads” to support the number of teams required
- Availability of laboratory capacity to enable testing to be carried out in a timely way

# Next Steps

- Revise and refine implementation plans as further guidance emerges from Welsh Government / Public Health Wales
- Implement workforce plan and recruit staff at pace once funding agreed
- Implement agreed testing plan, aligned to TTP plan to ensure testing for key groups as identified in All Wales plan can be delivered
- Development of detailed, day by day implementation plan for Test, Track & Trace across Swansea Bay

# Conclusions

- Early rapid progress in mobilising our response via broad agreement on approach and direction
- Commitment from both LAs and Health Board to multi-agency approach
- Governance structure established
- Leads and support for programme identified and agreed
- Outline plan submitted to Welsh Government and updated as new information and further guidance is made available
- Confirmation of funding will be required before proposals progress from planning to implementation stage