

**Health and Wellbeing Overview and Scrutiny Report
Health and Adult Social Care System COVID-19 Response
System responses - Mid and South Essex Foundation Trust**

4.2 Mid and South Essex NHS Foundation Trust

4.2.1 The response of the Trust has followed a number of stages, key elements of our response are set out below:

Stage 1: Preparation

4.2.2 The vast bulk of routine activity including routine outpatients, diagnostics and elective operations were ceased. A risk assessment was undertaken of all patients affected was undertaken and for patients who required time critical assessment or treatment, this was continued. Software to support virtual consultations was rolled out across all services.

4.2.3 The Emergency Departments of all hospitals were split with separate routes and areas put in place for patients suffering from suspected COVID and for other patients where COVID was not suspected.

4.2.4 We developed a multi-stage surge plan for each hospital site which outlined how COVID capacity would be expanded for patients across the categories of level 1 (standard oxygen support), level 2 (non-invasive ventilation and level 3 (mechanical ventilation).

4.2.5 Clinical staff were all provided with ventilator and PPE training in preparation for redeployment to provide care to COVID patients.

Stage 2: Response

4.2.6 A single 24/7 command structure was activated across the Trust to link into the NHS national command and control arrangements and the Essex Resilience Forum.

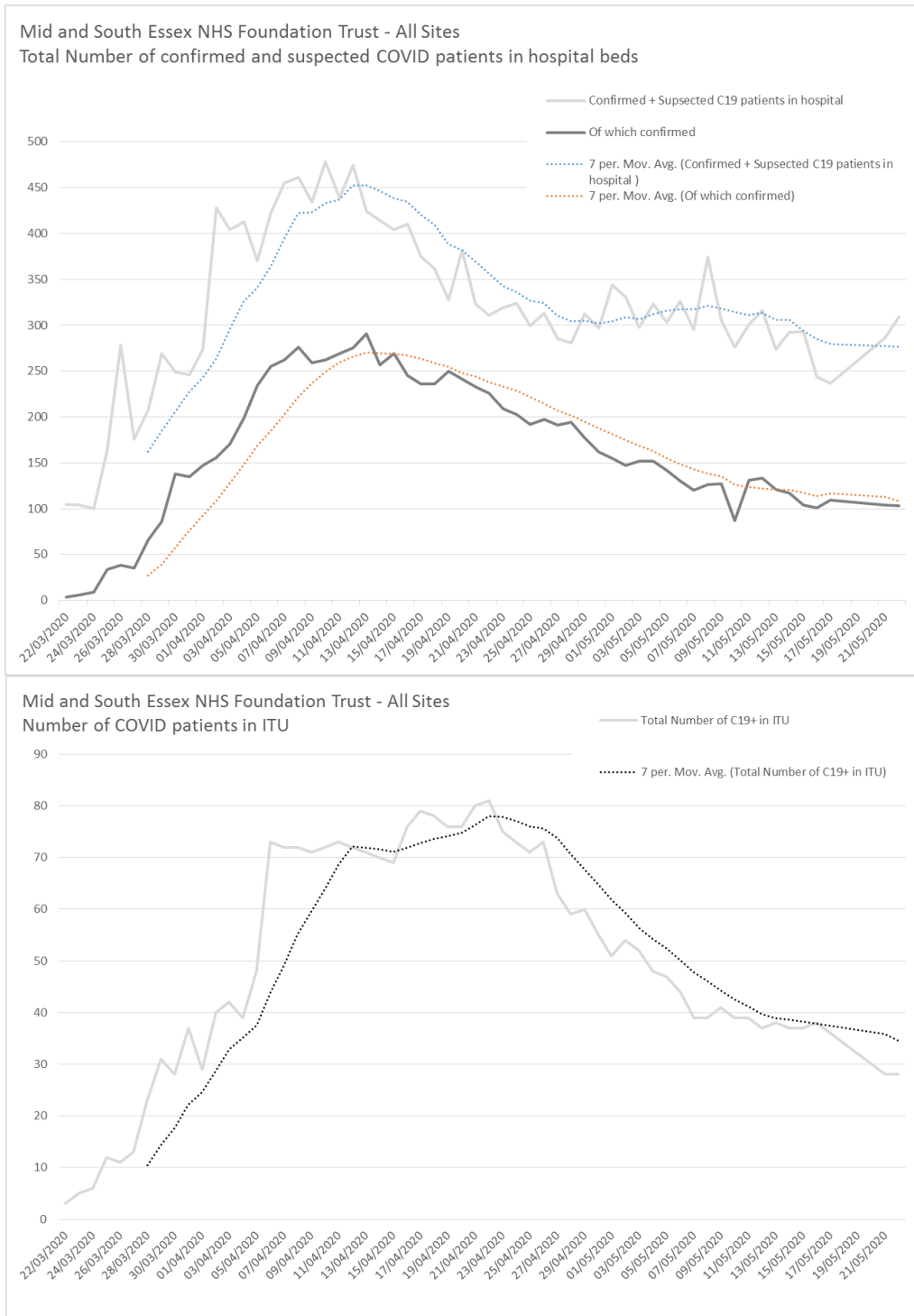
4.2.7 The surge plans were activated by site with formal operational check points being undertaken 3 times per day.

4.2.8 A 7 day transfer service was put in place to support the transfer of COVID patients between the three hospitals to balance out differential load between the individual hospital sites on a day to day basis to ensure best possible quality of care.

4.2.9 For non-COVID time critical elective patients we made use of the national arrangement with the Independent Sector to treat these patients in these hospitals.

4.2.10 We created 'wellbeing' centres for staff in all three hospitals to provide support to staff members.

4.2.11 The figures below show the daily number of patients with COVID in hospital across the Trust and the number receiving mechanical ventilation between 22nd March and 21st May.



Stage 3: Recovery

- 4.2.12 Given that COVID activity is now reducing we are re-starting as much clinically urgent non-COVID work that we are able to whilst maintaining separation between COVID and non-COVID areas and providing sufficient capacity headroom should we experience a second peak in demand.
- 4.2.13 We have also put in place psychological support services to provide ongoing staff support.
- 4.2.14 Alongside this we are developing a longer term plan for implementation this summer on where we provide services in order to support a broader range of business as usual services alongside managing COVID demand for the next 18-24 months. Where possible we are considering whether we can accelerate our clinical strategy through this process.