

**Leeds COVID-19 Vaccination
Public Board
May 2022**

Presented for:	Information & Assurance
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Previous Committees:	NONE

Trust Goals	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

Risk Appetite Framework				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Risk
Workforce Risk		Workforce Supply Risk - We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply.	Cautious	↔ (same)
Operational Risk		Business Continuity Risk - We will develop and maintain stable and resilient services, operating to consistently high levels of performance.	Cautious	↔ (same)
Clinical Risk			Choose an item	
Financial Risk			Choose an item	
External Risk			Choose an item	

Key points	
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1. To provide information and assurance on the progress on the West Yorkshire COVID-19 vaccination programme with LTHT in the Lead Provider role	Assurance
2. To summarise the development and proposed changes to the COVID-19 vaccination	Assurance

1. Summary

Leeds Teaching Hospitals NHS Trust (LTHT) is the lead provider for the West Yorkshire (WY) Integrated Care System (ICS) COVID-19 vaccination programme. The programme began the delivery of vaccinations from hospital hubs in December 2020 and then from Primary Care Network sites, community vaccination sites and community pharmacies during January and February 2021.

The Leeds COVID-19 Vaccination Centre (2nd phase) initially delivered a hospital hub site for staff vaccination at the Thackray Medical Museum and then a community vaccination centre from the Elland Road Pavilion from February 2021. The Elland Road centre moved to a purpose-built temporary structure on the park and ride site in July 2021 once the contract to rent the Pavilion had ended. Falling demand resulted in planning for the closure of the site during winter 2021/22, but the roll-out of the winter booster programme delayed closure until March 2022.

The programme now focusses on making a vaccine offer available in locations that are most likely to result in vaccine uptake and in targeting population groups less likely to have taken up the offer of vaccination to date. These groups are more likely to be from deprived areas or from minority and disadvantaged communities.

Within Leeds, more than 1,651,000 doses have been delivered, including 456,000 booster doses.

2. Background

a. West Yorkshire COVID-19 Vaccination Programme Update

The focus for the Programme is to continue to offer access to vaccination to all of our eligible population in West Yorkshire and to reach those who have not yet come forward. As social restrictions have been progressively relaxed, demand has continued to reduce across West Yorkshire.

As previously highlighted, the COVID-19 vaccination offer was extended in spring 2022 to include an additional booster ("Spring Booster") to those aged over 75 and to clinically vulnerable groups and the offer of a first dose to the new (youngest) group, healthy 5-11s. There have also been continuing offers to all eligible groups across our West Yorkshire places and, despite the lifting of social restrictions, there continues to be some demand, although not at the high levels experienced for boosters before Christmas.

Delivery of second doses to those aged 12-15s continued to the end of April "in school" led by School Age Immunisation Service (SAIS) providers, together with on-

going "out of school" offers at vaccination sites. Recent figures show that 61% of this age group has now received two doses of the vaccine.

We are waiting receipt of any guidance from JCVI as to whether a specific offer will be recommended for autumn.

The ICS have commenced work to transfer as much as possible of the lead provider function in relation to the West Yorkshire vaccine programme from LTHT. SRO (Senior Responsible Officer) responsibility will be provided at executive level within the Integrated Care Board (ICB) in relation to the overall vaccine programmes, with appropriate programme support sat within the ICB once this comes into formal existence on 1st July. A Chief Pharmacist is being recruited to and this role will provide support for medicines safety of the vaccine programme.

It is expected that governance oversight of the programme would come from within the new ICB governance structures. Contract management with NHSE will remain with LTHT and will be managed and reported through appropriate LTHT governance.

b. Leeds update

The Leeds Vaccine Service was established at the Thackray Medical Museum in-line with the national response to the coronavirus pandemic, following approval of the Pfizer/BioNTech vaccine on 2 December 2020 and the more recent approval of the Oxford University / Astra Zeneca vaccine on 30 December 2020. The centre delivered vaccinations to health and social care staff from across Leeds and closed in May 2021.

A large COVID-19 vaccination site was also commissioned at the Elland Road Pavilion in Leeds. This began operating as an additional hospital hub site on 20 January 2021 but then opened to members of the public as a community vaccination site on 8th February 2021. The delivery of the service at both the hospital hub and community site is through a team comprised of staff from all NHS providers in the city with recruitment underway to establish a vaccination workforce allowing staff to be returned to employing organisations where possible. The service is co-ordinated by LTHT.

In addition, local PCNs have also delivered significant vaccination capacity ensuring that vaccination provision was available locally to our populations. All PCNs have participated in the programme at key roll-out points for the most vulnerable and for major booster programmes. A number of pharmacy providers have also delivered vaccination services across the city.

This team has also been sub-contracted by the School Age Immunisation Service (SAIS) hosted by Leeds Community Healthcare to deliver vaccination services to children aged between 12 and 15 years. This service has visited every secondary school in Leeds and offered a walk-in service at a number of vaccination sites around the city.

The Elland Road vaccination centre closed at the end of March and the building was decommissioned by the end of the lease agreement of the centre which was 18th April 2022. This was because the supply of vaccine and demand for vaccination meant that the centre had an excess of capacity. Instead, the service has developed a model that

can deliver 'pop-up' vaccination sessions at sites and to populations deemed to be a priority, rather than operating from a single fixed location.

This approach allows vaccination to be offered in areas less well served by other providers or to population groups less likely to access vaccination. A number of sites across the city have been used as well as continuing to offer from city-centre shopping premises. The teamwork in collaboration with the Leeds City Council, Adults and Health Directorate to develop its approach and this informs the approach to tackling inequalities among vaccine uptake.

The team are now based in sites run by Leeds Community Healthcare (LCH) and have a site that enables vaccine and consumables to be stored appropriately and the employment of key staff has transferred to LCH. It is intended that work will continue to transition the lead provider arrangements for the Leeds service to LCH ahead of Autumn / Winter booster campaigns.

3. Activity Update

West Yorkshire:

- Total number of vaccinations delivered across the West Yorkshire ICS is now 5.1m.
 - 49% has been by PCNS
 - 26% by Hospital Hubs and Vaccination Centres combined
 - 25% by Community Pharmacies.
- Over 127,000 spring boosters have been delivered in West Yorkshire, c.60% of those eligible.
- The schools programme has vaccinated c.62% of the 12-15 age group.
- Almost 13k in the 5-11 group have been vaccinated to date, although this reflects a low level of demand.

Leeds:

- In Leeds 581,134 are fully vaccinated (67.2%)
- A further 32,706 have received one dose of the vaccine
- 456,428 booster doses have been administered
- 14,412 children aged 12-15 have been fully vaccinated (35.3%)

4. Finance

To the end of March 2022 and closure of the 21/22 financial year, in our role as Lead Provider and as a Vaccination Service Provider, we have spent a total £12.9m in 21/22. Broken down as follows:

- £0.5m in 21/22 on Lead Provider infrastructure costs
- £0.75m in 21/22 on staff vaccination services on the now closed Thackray Museum Site
- £0.1m in 21/22 on local vaccination services, being delivered in several 'pop-up' locations across Leeds
- £0.3m in 21/22 on the 12-15 year old vaccination programme

- £10.8 in 21/22 on the large population vaccination centres based at Elland Road and 'hosting' of John Smiths Stadium (£0.7m).
- £0.6m on hosting the System Vaccination Operations Centre (SVOC)

The decommissioning of the Elland Road site has now been completed and all costs were captured within the 21/22 financial year. We have included some dilapidation provisions at the year-end for the Elland Road site and the John Smith's Stadium site.

To the end of April 2022, month 1 of the 22/23 financial year, we reported total spend of £0.43m. Broken down as follows:

- £67k on Lead Provider costs
- £86k on hosting the John Smiths Stadium contract
- £279k on supporting the Leeds Vaccination Services

The forecast for the 22/23 financial year has been significantly reduced to £4m. The two main changes in the cost base are the closure of the Elland Road site and the planned transfer of responsibilities to the ICB and Leeds Community Health.

The current plan is for all the Lead Provider costs relating to the System Vaccination Operational Command (SVOC) to transfer to the responsibility of the ICB, combined with Leeds Community Health taking over the operational responsibility of the vaccination services in Leeds. The expectation is that all staffing and non-pay costs relating to the provision of these services will move to Leeds Community Health by month 6 of this financial year.

5. Recommendation

The Board are asked to note the progress made with the vaccination service across Leeds and West Yorkshire to date.

6. Risk

The content of this report do not alter the risk appetite in relation to:
 Workforce – Cautious
 Business Continuity – Cautious

The proposals are also within the Trust's existing risk appetite and are designed to reduce the risk to the organisation by developing a more sustainable vaccination programme within an organisation that has experience in running community services.

The issues covered in this paper are included in Corporate Risks:

- **CRRW3** - Delivery of the Leeds & West Yorkshire Vaccination programme

7. Communication and Involvement

The work undertaken is discussed with city-wide stakeholders and communications lead at the Vaccination Operations Programme.

8. Equality Analysis

The programme work alongside the Adults and Health Directorate within Leeds City Council to develop strategies to reduce the health inequalities created by differing rates of vaccine uptake among different population groups.

9. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000.