

**Leeds COVID-19 Vaccination
Public Board
Sept 2021**

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	
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 of the COVID-19 vaccination service provided by LTHT	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 Pavillion from February 2021.

By the early September 2021 the centres have delivered over 367,259 275,000 vaccination doses which is over 92,000 more than last reported figure at the end of July 2021. The Elland Road site initially opened to use the Oxford / Astra Zeneca vaccine, but began to administer the Moderna vaccine from 18 April 2021 and is now able to also offer the Pfizer vaccine.

Within Leeds, more than 1,060,000 doses have been delivered. Over 75% of the eligible population have received at least one dose and more than 71% are now fully vaccinated.

2. Background

a. West Yorkshire COVID-19 Vaccination Programme Update

The West Yorkshire Programme is led by Leeds Teaching Hospitals NHS Trust, on behalf of the West Yorkshire and Harrogate Health and Care Partnership. With coordination and support at WY level, it is delivered at place level by multi-agency teams (CCG, primary care, NHS trusts, local authorities and VCSE) led by a single Place SRO in our five local places (Bradford District and Craven; Calderdale, Kirklees, Leeds and Wakefield).

The West Yorkshire Covid-19 Vaccination Programme is currently transitioning from the first phase of roll-out to the anticipated autumn booster. At the time of writing the formal announcement has not been made by central government however the Programme Team are planning on the assumption that an autumn booster will be required.

Over the summer months uptake has slowed down, particularly in the older age cohorts. However, we continue to promote the evergreen offer and are utilising a range of mechanisms to target our harder to reach and 'reluctant' communities. Initiatives such as workplace clinics, pop-up vaccination sites and 'drop-in' sessions being just some of the techniques being used to drive uptake.

For phase III of the programme LTHT will remain as the Lead Provider for the West Yorkshire ICS, but operational delivery oversight will be managed by the ICS, and Carol McKenna, Chief Officer, Kirklees Clinical Commissioning Group, has taken over the programme SRO role from 1st September. Hilary Thompson has also joined as programme director, replacing Matt Graham who is moving to a new role at Harrogate and District NHS Foundation Trust. The place-based delivery structure will remain but arrangements are progressing to align more closely with the regional Flu

programme. The introduction of a joint Covid-19/Flu SRO is the first phase of this change alongside closer working between the two teams to explore the opportunities for, and exploit the benefits of closer working with this team. This partnership is already demonstrating the benefits of this approach by facilitating smoother planning for the potential school-aged Covid-19 vaccination roll-out.

Work is currently ongoing to ensure the continuation of reporting processes around contracts, financial control and clinical quality assurance from each place through to LTHT. These assurance reports will continue to be reviewed within our internal governance structures.

a. 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. Local PCNs have also delivered significant vaccination capacity to their local populations. All PCNs participated in the programme to vaccinate the top 9 priority groups in Leeds.

Focus is currently on increasing uptake among younger cohorts while maintaining an 'evergreen' offer to any unvaccinated person over the age of 16. Additionally planning is underway to roll-out a booster programme to cohorts once approved by JCVI and government.

3. JCVI Prioritisation

Prioritisation for vaccination in all centres has run in-line with the Joint Committee on Vaccination and Immunisation (JCVI) guidance dated 30 December 2020. The current JCVI priorities groups are outlined below:

1a. Employed by Care Home
1b. Lives in Care Home
3. Aged >=80
4. Aged 75-79
4a. Aged 70-74
4b. CEV 16-69
5. Aged 65-69
6. Aged 16-64 in an at-risk group
7. Aged 60-64
8. Aged 55-59
9. Aged 50-54
10. Aged 40-49
11. Aged 30-39
12. Aged 18-29

All priority groups are now open for bookings and all 16-17 year olds have now also been invited to book for vaccination.

4. Leeds Activity Update

The eligible adult population of the city is 716,573. By 6 September 2021, 549,549 people had received their first dose of the vaccine (76.8%) and 511,354 had received a complete course of two vaccine doses (71.4%).

Uptake for first doses has slowed but there has been significant progress in delivery of second doses in recent weeks. Progress against the JCVI cohorts is shown below:

Data from the National Immunisation and Vaccination System (NIVS) shows that vaccine uptake among NHS and Social Care staff recorded for Leeds is 92.3% (first dose) and 90.0% (full course).

From 11 November 2021 all staff working in Care Homes must be fully vaccinated. This means that NHS staff will only be able to work in Care Homes if they have received both doses of vaccine. Work is underway to ensure that management teams are aware of these restrictions and that we have confirmed the vaccination status of staff who may be asked to visit care homes as part of their professional role.

Cohort Name	Cohort Size	1st Vaccine	Completed Course
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	n	n	%	n	%
1a. Employed by Care Home	245	228	93.1%	218	89.0%
1b. Lives in Care Home	3,560	3,425	96.2%	3,331	93.6%
2. Aged >=80	33,712	32,623	96.8%	32,428	96.2%
3. Aged 75-79	25,276	24,367	96.4%	24,225	95.8%
4a. Aged 70-74	35,229	33,687	95.6%	33,468	95.0%
4b. CEV 16-69	29,477	26,100	88.5%	25,193	85.5%
5. Aged 65-69	31,562	29,411	93.2%	29,163	92.4%
6. Aged 16-64 in an at-risk group	98,598	83,239	84.4%	79,906	81.0%
7. Aged 60-64	24,064	21,515	89.4%	21,296	88.5%
8. Aged 55-59	32,443	28,368	87.4%	27,934	86.1%
9. Aged 50-54	37,831	31,889	84.3%	31,059	82.1%
10. Aged 40-49	89,105	66,689	74.8%	63,190	70.9%
11. Aged 30-39	120,948	77,353	64.0%	68,510	56.6%
12. Aged 18-29	153,693	90,655	59.0%	71,433	46.5%
All	715,743	549,549	76.8%	511,354	71.4%

Across West Yorkshire there had been more than 3.2m vaccinations delivered across the West Yorkshire region, including over 1.7m first doses and over 1.5m second doses. This has delivered 90% uptake in the priority cohorts 1-9 and an overall uptake across West Yorkshire of 80% for all adults. Progress is also being made in vaccinating 16-17 year olds, following the JCVI's recommendation at the start of August and there is now almost 40% coverage across the region

National uptake at 5 September 2021 was 88.8% for first doses and 80.1% for the completed course. It should be noted that vaccination rates are significantly higher in many rural areas with urban conurbations generally seeing lower rates of delivery.

The 25 local authority areas with lowest uptake are all London Boroughs and Manchester, Birmingham, Luton and Liverpool with first dose uptake ranging from 57.1% to 68.9%. Conversely the top 25 local authority areas for vaccine uptake are all county council areas. (Source - <https://coronavirus.data.gov.uk>)

In this context uptake in Leeds and across all of the West Yorkshire areas is better than might be expected.

5. Vaccination sites

During the initial vaccination of the population PCNs delivered 65.5% of vaccinations for priority groups 1-9, supported by the Thackray Hospital Hub delivering staff vaccinations and the Elland Road site which delivered 3,000 doses per day when vaccine supply allowed.

The majority of PCNs did not have the capacity to continue to deliver vaccinations to cohorts under 50 years. This activity was then delivered through local pharmacies in locations where PCN capacity has been withdrawn, and the community vaccination centre at Elland Road has delivered an increasing proportion of vaccinations during this period.

However, uptake among younger cohorts has been lower and so there has been and increased focus on delivering vaccination in locations that are convenient to our patient groups.

Two new sites were developed in East Leeds and Woodsley where PCNs had withdrawn, uptake was low and the area was not covered by community pharmacy. The East Leeds site opened on 1 July 2021 and Woodsley opened on 5th July 2021. A mobile vaccination service delivered from two LCC mobile units and known as the Vaccine Bus. A number of pop-up sites have also been developed and run by either by PCNs or a team led by staff hosted in LYPFT. This has ensured vaccinations are available in areas where uptake is low and promoting higher uptake has been difficult.

Most recently these pop-up offers have included a new regularly delivered service from a unit hosted in the Trinity shopping centre in Leeds city centre, delivering vaccine and advice on vaccination at Leeds Festival and a service being provided at sixth-form colleges. A service will also be delivered at the University when students return to the city in the coming weeks.

At the end of July the vaccination service moved from the LUFV Pavillion into a temporary building installed onto the Elland Road park and ride site. The team involved in the initial development of the service planned and delivered this move which enabled an almost seamless transition.

This move was required to deliver sufficient vaccination capacity for the team to deliver second doses to the large number of patients who attended for first doses during June and July 2021, to allow a continued offer of vaccination to younger cohorts and to provide capacity for the delivery of Phase III of the programme.

6. Phase III Planning

The requirements of Phase III of the vaccination programme are yet to be confirmed but teams have been asked to make third vaccine doses available to immunocompromised patients identified by clinical teams.

The team have also been asked by the national programme to plan for the delivery of a booster programme to key priority groups and to plan for a potential requirement to offer vaccination to children aged 12-15 in conjunction with the schools immunisation team.

Within Leeds the PCNs have expressed a desire to take a lead on Phase III of the programme. The PCNs will therefore deliver the booster programme to patient groups prioritised by age and those living in care homes and the clinically extremely vulnerable groups.

The vaccination service is therefore working with LCH colleagues on plans to deliver a programme of vaccination to 12-15 year olds if this is required. This will be predominantly working in line with the schools immunisation team by visiting schools. A limit to the roll-out of this aspect of the project will be the need to seek parental consent prior to any school visits.

Planning is also underway to offer a third vaccine dose to NHS and social care staff should this be offered. This offer will initially be made from the current Elland Road site to provide an offer to the 45,000 staff working across all the city's providers.

7. Staffing

The vaccinator workforce can be unregistered (using the national protocol for prescription and administration of the vaccine), as long as they are supported by a core team of registered practitioners who supervise and undertake patient clinical assessments prior to vaccination. This model is in place at the Elland Road, using a large team of Band 3 vaccinators.

However, smaller sites require a greater proportion of registered practitioner and supporting the staffing for community sites has presented some challenges. However, capacity has been released because the Elland Road site reduced from 10 to 7 pods in moving to its new location. Staffing capacity will remain a potential constraining on the ability of the programme to rapidly deploy new models required for booster doses while continuing to support 'pop-up' sites in key locations around the city.

8. Finance

To the end of August 21, in our role as Lead Provider and as a Vaccination Service Provider, we have spent a total £12m (£7.1m in 21/22). Broken down as follows:

- £1.9m (£0.6m in 21/22) on Lead Provider infrastructure costs
- £1.7m (£0.6m in 21/22) on running the hospital hub centre at the Thackray Museum
- £6.2m (£3.6m in 21/22) on directly running the population vaccination centre at Pavilion Elland Road site
- £2.4m (all in 21/22) on the establishment and running of the new Park & Ride Elland Road centre, and the 'pop-up' vaccination sites

The costs have increased slightly below our expectations since the last report, this is mainly due to lower than anticipated staffing costs. The full costs of establishing the new Park & Ride site are included in the position detailed above.

Plans are now being submitted and reviewed for the phase 3 of the programme and we expect to be able to provide a forecast of the costs for the next report to the board.

Looking forward we are also expecting the Lead Provider infrastructure costs to increase above the current run rate level of spend. The programme to date has been supported by people alongside their substantive roles, this won't be continuing. A 'substantive' programme team will be put in place to support its on-going delivery.

9. Publication Under Freedom of Information Act

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

10. Recommendation

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

Tim Hiles
Director of Operations, Leeds Vaccination Programme