



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

Presented for:	Information & Assurance
Presented by:	Dr Phil Wood, Chief Medical Officer,
Author:	Tim Hiles, Director of Operations
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 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 Pavillion 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 Pavillion had ended.

By the end of October the Leeds centres have delivered over 450,000 vaccination doses. The Elland Road site initially opened to use the Oxford / Astra Zeneca vaccine, began to administer the Moderna vaccine from 18 April 2021. More recently the site offered all three vaccines

Within Leeds, more than 1,580,000 doses have been delivered, including 423,000 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 and there is spare capacity across West Yorkshire. There are various offers in place, and to be made, to different cohorts as set out in the following paragraphs.

Delivery of second doses to those aged 12-15s has continued in February combining the "in school" offer led by SAIS providers together with "out of school" offers at specific clinics at vaccination sites. Demand in schools has been impacted by the number of children having Covid infections and so not being eligible for vaccination when visits are being made.

The offer of vaccinations to clinically vulnerable 5-11s has been made mainly via PCNs although there is a reported low level of uptake. An offer to healthy 5-11s has also been announced by government and is now being planned by the programme with an anticipated start date of 1 April 2022 across all delivery pillars.

A further announcement has also been made that further booster doses will be offered to those over 75 and clinically vulnerable groups. In West Yorkshire we anticipate this will begin towards the end of March and our place teams are starting to plan delivery.

System guidance about the future of the programme was received on 24 February 2022 and the team will be working through what this means for our offer across West Yorkshire in the coming weeks.

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.

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 a second visit is currently being delivered to offer first or second doses. Sessions are now also offered at the Elland Road site to those unable to be vaccinated during the schools visit or those who may have initially declined vaccination.

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 and all re-joined the programme to deliver booster doses to the same priority groups.

3. Activity Update

- Total number of vaccinations delivered is now 4.8m across our ICS.
 - 50% have been delivered by PCNS
 - 27% by Hospital Hubs and Vaccination Centres
 - 23% by Community Pharmacies

- Demand for vaccinations has reduced considerably and is currently circa 2,000 per day across the PCN
- The number of people in West Yorkshire who have received a booster when eligible remains at 78%

- In Leeds 570,283 are fully vaccinated (66.3%)
- A further 36,045 have received one dose of the vaccine
- 442,369 booster doses have been administered to 82% of those eligible.
- 93.7% of the Leeds population recorded as being NHS and social care workers have been fully vaccinated.
- Second visits to all Leeds schools started during February to offer first and second doses to eligible students.

4. Vaccination sites

During the initial vaccination of the population PCN providers 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

Demand currently does not support the continued running of a large scale vaccination centre at Elland Road and the most recently announced elements of the programme, vaccination of over 75s and children aged 5-11 would be better serviced by a local vaccination offer to ensure that the more deprived in the city are not disadvantaged by a need to travel for vaccination.

KPMG have recently undertaken an options appraisal as to the future of the programme and it has been proposed that a mixed model of offers by PCNs and local pharmacy providers is supported by a provider delivered programme that can offer additional capacity through a 'pop-up' model that is able to deliver vaccination in areas less well served by these other providers or to specific populations less likely to proactively access vaccination. The recommendation is one supported by the vaccination guiding team and was approved by City Gold on 21 February 2022.

The current lease on the vaccination centre expires on 18 April 2022 and the service have proposed that an alternative model be developed and put into place by this date. This would require the vaccination centre to close to patients and for staff to vacate the building by 25 March 2022 to enable the site to be returned to the park and ride by 18th April 2022.

A number of task and finish groups have been established by the programme to; develop an alternative clinical model; identify a location to house the team, vaccine supply and consumables required for a pop-up service; develop the workforce model required to deliver; plan the decommissioning of the Elland Road site.

It is anticipated that model developed will be delivered through closer working with Leeds Community Healthcare in partnership with the school aged immunisation service and potentially using buildings owned or leased by LCH.

The LTHT team involved in the planning and construction of the Elland Road facilities will lead on the work to decommission the Elland Road site under a group chaired by Director of Operations.

That it is noted that transition to a new model will require review of lead provider arrangements. This is normally undertaken through review at QSAG for the clinical model and clinical governance.

5. Staffing

There are 9 staff who are seconded into the programme with contracts in place until the end of June 2022. A further 122 staff have fixed-term contracts in place that equate to 60.5 wte. These staff will transition as the new delivery model is developed and implemented but numbers required will remain under review and staff returned to host employers where possible if no longer required within the programme.

Vaccination staff are largely deployed through bank shifts and there has continued to be good uptake of the shifts offered. This model will transition as the programme develops new a new model of delivery. It is intended to maintain contact with this pool of staff over the summer months to encourage staff to return to the programme if significantly increased capacity is required in autumn / winter for further vaccination offers or booster programmes.

6. Finance

To the end of February 2022, in our role as Lead Provider and as a Vaccination Service Provider, we have spent a total £11.6m in 21/22. Broken down as follows:

- £0.2m 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
- £0.2m in 21/22 on the 12-15 year old vaccination programme
- £9.8m in 21/22 on the large population vaccination centres based at Elland Road and 'hosting' of John Smiths Stadium (£0.5m).
- £0.6m on hosting the System Vaccination Operations Centre (SVOC)

The rental agreement for the Elland Road site structure is due to expire at the end of March; the decision has been taken to de-commission the Elland Road site.

Alternative 'pop-up' services are being established to continue to provide vaccination services across Leeds. Leeds Community Health is taking a lead on establishing these sites and we're anticipating the costs incurred by Leeds Teaching Hospitals directly to reduce.

The decommissioning of the Elland Road site will not be fully completed before the end of the financial year. We will be including some dilapidation provisions at the year-end for the Elland Road site and the John Smith's Stadium site.

All the equipment associated with the Elland Road site, which remains the property of the NHS, will be re-deployed across the new sites. Any surplus equipment will put into storage should we need to re-establish a large scale vaccination service again. NHS England is in the processing of reviewing the new sites and has approved the storage of any surplus equipment.

The other change to highlight is the SVOC team costs. The SVOC team was previously covered by substantive staff without backfill. In line with the 'pass through recharge' rules, a minimal amount of incremental costs were charge to the programme for these staff. NHS England has approved a programme budget to fund the establishment of a 'supernumerary' programme team to enable substantive staff to return to their substantive roles.

The service remains funded on a 'pass-through' basis with NHS England for the remainder of this financial year. The current funding model is anticipated to remain in place into initial part of next financial year; no formal guidance has been issued to date.

7. Publication Under Freedom of Information Act

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

8. Recommendation

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