

CWM TAF MORGANNWG

COVID19 - CONTACT TRACING AND CASE MANAGEMENT OPERATIONAL PLAN

1 BACKGROUND

- 1.1 The Public Health Protection Response Plan developed by Public Health Wales (PHW) on behalf of Welsh Government proposes three key elements:
- preventing the spread of disease through contact tracing and case management,
 - population surveillance, and
 - sampling and testing different people in Wales
- 1.2 This plan identifies the key actions required by partners across the Cwm Taf Morgannwg Region to operationalise the contact tracing and case management requirements of the Response Plan.
- 1.3 The Response Plan identified a three-tiered approach; national, regional and local. This operational plan concerns the implementation of the regional and local tiers in Cwm Taf Morgannwg.
- 1.4 The regional tier requires the establishment of a “Regional Response Cell” to operate on the UHB footprint. This cell would use information from surveillance to identify geographical hotspots or clusters of high transmission rates requiring enhanced infection control.
- 1.5 The regional cell (from here called the Regional Response Team) will manage complex issues in the region, manage, support and supplement the local Contact Tracing Teams with expert advice and oversight. In addition, the regional team will build upon the existing work led by the region providing enhanced proactive support to care homes and closed settings. The team would have specialist resource drawn from the local authority public protection services and UHB public health team.
- 1.6 The Community Contact Tracing Teams will deliver contact tracing intervention and public health advice to cases and contacts in the area. The teams will follow up identified contacts and escalate complex cases/contacts of concern to the regional teams.

2 AIMS

- 2.1 The purpose of contact tracing and case management is to interrupt chains of transmission in the community by identifying cases of COVID19 (confirmed and suspected), tracing the people who may have become infected by spending time in close contact with them, and then requiring and supporting those close contacts to self-isolate so that they are less likely to transmit it to others.

2.2 The aims of this plan are therefore:

- To establish an effective contact tracing and case management system in Cwm Taff Morgannwg to prevent the spread of COVID19 infection, and in doing so,
- Contribute towards reducing the reproduction number (R – the average number of secondary cases per infectious case) to below 1.

3 WORKFORCE REQUIREMENTS

- 3.1 The national tier will be the responsibility of PHW and will therefore not be considered in this plan other than in respect of any interdependencies for which it may be necessary to develop a local or regional contingency (specifically the ability for residents to self-refer and the development of a case management database system).
- 3.2 The practical implications of putting in place an effective and comprehensive contact tracing and case management approach at the regional and local level for a pandemic of this scale predominantly concern workforce. It will be necessary to identify/recruit a significant number of staff to undertake the work of both the regional response team and the contact tracing teams.
- 3.3 Although the Response Plan sets out some projections around likely demand for the contact tracing teams and identifies the resource requirements to meet this demand, there remains a great degree of uncertainty regarding actual demand. The projections do not take into consideration the specific circumstances of the region – demography, underlying health – nor do they consider the variable extent of the spread of infection across Wales.
- 3.4 Therefore it is reasonable to assume that there will be some variability in the demand for contact tracing and case management in the region and we will need to build in flexibility to scale up or scale down our resource according to demand and to respond proportionately to the incremental easing of restrictions imposed during the lockdown.
- 3.5 It is proposed that both the regional and contact tracing teams are in operation seven days a week between 8am and 8pm each day. It will therefore be necessary to operate a shift pattern or rota to enable staff to have time off and breaks.
- 3.6 Given the nature of the tasks assigned to the regional response team it will be necessary to draw on specialist staff from existing teams – environmental health, health protection and infection prevention specialists for example. It is expected that the CCDCs will provide expert support to the Regional Response Team. The regional team will comprise of the following staff:

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Table I – Regional Response Team

Role	Requirement per shift	Total (FTE)
Specialist Manager	1	2
Specialist EHO	5	10
Infection Prevention/Health Protection Specialist	5	10
Public Health Consultant	1	2
Total Staff Requirement:	12	24

- 3.7 The Contact Tracing Team can be drawn from non-specialist staff. The Response Plan suggests that each Contact Tracing Team should be organised around Upper Super Output Areas (USOA). These are standardised geographies routinely used for official statistics and comprise an average population of 31,000. This would require thirteen contact tracing teams across Cwm Taf Morgannwg. This will present a significant recruitment and training challenge for implementation within such a short time period.
- 3.8 If restrictions are incrementally eased over time, it makes sense to increase our resource proportionately in response to the risk and demand. It is therefore proposed that priority be given to establishing the regional team and six contact tracing teams within which the thirteen USOAs are covered. This would represent phase 1 of the operational plan. The model can then be scaled up or down to meet increasing or decreasing demand through a flexible approach to redeployment and recruitment of staff to a maximum of thirteen teams across the region. This would be phase 2 of the operational plan and may include a wider recruitment exercise.
- 3.9 The staffing requirement for the Contact Tracing Teams are detailed in Table II. In total phase 1 will require the identification of 306 staff across the Cwm Taf Morgannwg region. Given time constraints it is proposed to initially seek staff from within the public sector organisations through redeployment. This may be supplemented by students drawn from the environmental health training programme or through Health Education & Improvement Wales (HEIW).

Table II – Contact Tracing Teams

		In CTM (6 teams) per shift	In CTM (6 teams) to cover shifts (1.7 multiplier)	In CTM (13 teams) per shift	In CTM (13 teams) to cover shifts (1.7 multiplier)
Clinical/Professional Lead	1	6	10	13	22
Contact Tracer	4	24	41	52	88
Contact Adviser	12	72	122	156	265
Total	17	102	173	221	375

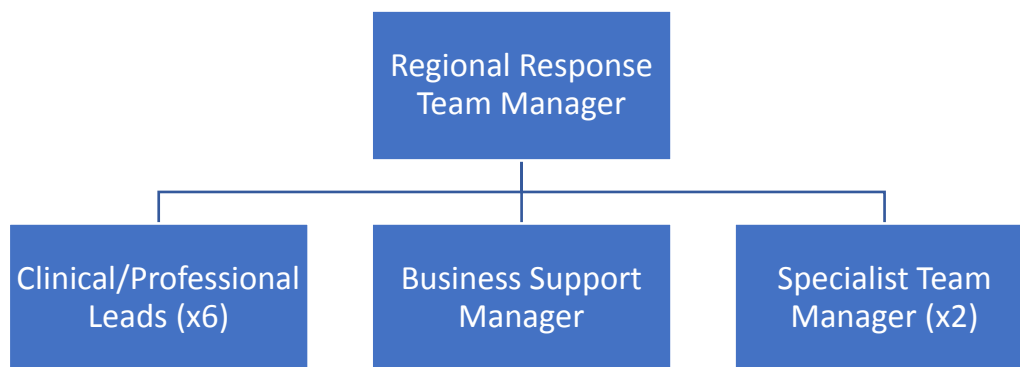
*commitment secured from local authorities for 6 EHOs to the clinical/professional lead roles

- 3.10 PHW have produced role descriptions for the business support and contact tracing team roles and these will be adapted for recruitment purposes across the region.

4 OPERATIONAL MANAGEMENT

- 4.1 It is proposed that the regional response team has a manager role to oversee the operational management of regional team and the contact tracing teams. The contact tracing team clinical/professional leads will report to the regional team managers who together with the business support manager will constitute the management group for the services answerable to the Planning Cell/Incident Management Group.

Figure I - Management Group



5 INFRASTRUCTURE, SUPPORT & INTERDEPENDENCIES

- 5.1 There will be a need for a small regional support team to support both the regional and contact tracing teams with recruitment and staff management (rotas, shifts), ensuring collection and flow of data and to provide any administrative support such as procuring and delivering PPE for closed settings or ensuring IT and telephony requirements are met. It may be possible to meet this requirement from the existing arrangements already in place in each local authority or UHB but it will necessary to identify a Business Support Manager role to facilitate this.
- 5.2 The successful delivery of the regional and local arrangements has two interdependencies with the national tier. Firstly, the necessity to have a case management database system. PHW have indicated that the existing system, TARIAN, will not be able to meet the requirements of this pandemic. If PHW are unable to secure a new national case management system and deploy this by the end of May 2020, it will be necessary for each region to either develop a local solution or to utilise existing systems until such time as a new national system becomes available.
- 5.3 The success of the Response Plan is dependent on the ability of people to easily and promptly self-report if they are showing potential symptoms of COVID19. This is in turn dependent on several potential referral routes – a web-

based platform, development of an App and a national contact centre. PHW propose to extend their contact centre to provide a self-referral route. If this is not available in time or cannot handle the volume of contacts it may be necessary for each region to utilise its own contact centre arrangements until such time as the national contact centre is fully operational.

- 5.4 It is therefore sensible that the Cwm Taf Morgannwg region develop contingency plans for both these interdependencies.
- 5.5 This plan will also need to closely align with the COVID19 testing strategy developed by the UHB. This will need to be expanded to cover a wider population and the PH laboratory service will need to increase its capacity significantly to meet increased demand.

6 GOVERNANCE & ACCOUNTABILITY

- 6.1 It is proposed that a small management group oversee the operational delivery of the contact tracing and case management arrangements. This management group will take responsibility for resolving any barriers to delivery and any operational issues faced by the regional and local teams. The group will be accountable to work stream lead for the Planning Cell/Incident Management Group.
- 6.2 The Planning Cell/Incident Management Group will be responsible for overseeing all aspect of the delivery of the response Plan; Contact Tracing and Case Management, Surveillance and Testing Strategy and will be chaired by the UHB Executive Director of Public Health and/or Director of Public Health, protection & Community Services who will both report to weekly Local Authority & UHB CEOs/Council Leaders meetings.
- 6.3 The organisation of the teams and governance arrangements are shown in the chart at Appendix II

7 TIMESCALES

- 7.1 It is proposed that the regional team and six contact tracing teams are in place by the 18th May 2020. This will allow the enhanced approach to closed settings to be implemented at the earliest opportunity and allow the model to be tested in advance of full implementation on 31st May 2020.
- 7.2 An action plan setting out the key milestones and deadlines is presented at Appendix I.

8 COMMUNITY ENGAGEMENT & COMMUNICATIONS

- 8.1 Underpinning this approach will be the effective communication of risk and clear messages to our residents on the arrangements being put in place for contact tracing and case management so people know what to expect. A communication and engagement plan will be required to support this.

9 FINANCIAL IMPLICATIONS

- 9.1 The financial implications of putting these arrangements in place have yet to be quantified. In the initial phase, as staff are drawn from existing resource this is likely to be an opportunity cost although it is likely that roles will need to be back filled to cover core duties, particularly as services gradually return to normal. If it proves necessary to undertake a wider recruitment exercise then there will clearly be potentially significant revenue implications. In addition there are likely to be capital costs associated with ICT, infrastructure and telephony. As the plan is implemented it will be necessary to ensure all costs associated with the approach are captured and quantified.
- 9.2 The national response plan includes a section on finance and resources which indicates that the additional costs for contact and trace will now have to be coordinated by Welsh Government and that further clarity will be required on the financial support arrangements that will be provided to partners.

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ACTION PLAN

Ref.	Action	Milestone	Person/Organisation Responsible	Deadline
1	Prepare an Operational Plan setting out the resource requirements, governance and actions required to establish the contact tracing and case management arrangements across Cwm Taf Morgannwg.	<ul style="list-style-type: none"> Plan developed and agreed by the Planning Cell. 	Paul Mee	07/05/2020
2	Identify and allocate staff for the regional team and 6 contact tracing teams.	<ul style="list-style-type: none"> Identify managers for the regional team. Allocate specialist staff to the regional team. Revise role descriptions for contact tracing team. Advertise roles amongst staff who are available for redeployment in each local authority. Allocate identified staff to the contact tracing teams. Clarify the support team arrangements for the regional and contact tracing teams. 	Louise Davies (RCT) Dave Holland (SRS) Sue Gow (MT) Kelly Watson (Bridgend) Peter Cushion (RCT) <i>HR representatives from each organisation.</i>	18/05/2020
3	Put in place telephony and ICT requirements to support diffuse workforce arrangements in contact tracing teams.	<ul style="list-style-type: none"> All staff are enabled to work from home remotely and have appropriate equipment to enable them to do so. 	Tim Jones (RCT) <i>ICT representatives for each Organisation</i>	18/05/2020
4	Train all staff in the contact tracing teams to undertake their roles.	<ul style="list-style-type: none"> E-learning package developed by PHW rolled out to all staff. Interview scripts prepared. Regional Team leads to provide direct training and support, as necessary. 	Louise Davies (RCT) Dave Holland (SRS) Sue Gow (MT) Kelly Watson (Bridgend)	21/05/2020
5	Test & review the model to inform additional staff and resource requirements and provide system assurance.	<ul style="list-style-type: none"> Commence enhanced support for closed settings. Commence contact tracing arrangements and case management. 	Management Group	31/05/2020

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		<ul style="list-style-type: none"> Review experiences and report to Planning Cell. 		
6	Develop a contingency plan for a case management system if PHW are unable to provide this.	<ul style="list-style-type: none"> Determine if TARIAN can continue to be used as a short-term option. Develop alternative options for case management if TARIAN not fit for purpose. 	Louise Davies (RCT) Dave Holland (SRS) Sue Gow (MT) Kelly Watson (Bridgend) Tim Jones (RCT) ICT Leads	31/05/2020
7	Develop a contingency plan for contact centre provision if PHW contact centre is unable to support self-referrals.	<ul style="list-style-type: none"> Develop a contingency plan for a single contact centre for Cwm Taf Morgannwg to receive self-referrals from residents. 	Tim Jones (RCT) James Vale (RCT) ICT and customer care leads.	31/05/2020
8	Establish recruitment plans should it be necessary to recruit additional staff for thirteen contact tracing teams.	<ul style="list-style-type: none"> Job descriptions and grades agreed. External advertisement agreed across region. Advertise and appoint staff. 	Louise Davies (RCT) Dave Holland (SRS) Sue Gow (MT) Kelly Watson (Bridgend) Peter Cushion (RCT) HR representatives from each organisation.	31/05/2020
9	Communicate approach and risks to residents.	<ul style="list-style-type: none"> Develop and implement a communication plan for the Cwm Taf Morgannwg Region 	James Whitehurst (RCT) Communication Leads	31/05/2020
10	Identify and mitigate risks to delivery of the contact tracing and case management approach.	<ul style="list-style-type: none"> Develop a risk register. Monitor and manage risks. 	Planning Cell/Incident Management Group	18/05/2020