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## BHSCT REBUILDING PLAN PHASE 1 JUNE 2020

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### Our Plan: Delivering the Right Care, in the Right Place and at the Right Time

We are now past the first peak of the Covid-19 outbreak in Northern Ireland. As we refocus on how we deliver our services during June 2020, we recognise that Covid-19 is likely to be with us for some time. Our plans will therefore need to take an incremental staged approach and ensure flexibility should we need to respond to a further surge.

Over the past 10 weeks, we have had to prioritise our services and resources in response to Covid-19. This enabled us to treat over 850 people with Covid-19 in our hospitals. Within the care homes across Belfast, which are home to more than 2,300 residents, 360 residents have tested Covid positive. Our community teams have been working with the staff and residents across these homes, providing PPE, testing, training and infection control support. As we work to deliver services for those most in need, our absolute priority will be to keep our patients, service users and staff safe. This calls for a careful balance with safety requirements, including maintenance of social distancing guidelines and the impact this will have on physical space, workforce availability, theatre capacity and PPE availability. Data relating to all these factors will continue to be scrutinised on a daily basis to inform our management decisions.

### In our Stage 1 Plan (June 2020) our immediate focus will be on:

- **Delivering services to the most vulnerable people in our community**
- **Ensuring patients who urgently require acute care and planned cancer surgery are treated in a safe environment**
- **Continuing to provide safe compassionate care to all those who need it, even if this means delivering services in a different way because of social distancing.**

### What will this look like?

Everyone will continue to be able to access emergency care and urgent services at all times. The way services are delivered may look and feel different because of social distancing and PPE requirements, for example, people may be given specific times to access services because waiting spaces can only be available for a small number of people at any one time. Staff may be wearing masks and other protective covering to keep the public and themselves safe. It is likely that there will continue to be restrictions on visitors to care facilities to keep everyone safe. Outpatient appointments with clinical teams may happen by telephone, or virtually, and you should be reassured that the doctors and nurses will have your information available to them electronically to support your online conversation. Staff who have moved into different roles during the last few months to meet changing service demands, are now returning to their previous role in most but not all instances. Some services may step-up later than other services, depending on the assessed needs of the community, the individual and their family and carers.

### Looking Ahead:

During June 2020, as we prepare for our Stage 2 plan for July, August and September, we will be using the opportunity to build on new ways of working to continue to provide safe, compassionate care. This will involve enhanced local system working, strong clinical leadership, flexible and remote working where appropriate and rapid scaling of technology-enabled service delivery options. We are engaging with our frontline staff to reflect on the many 'lessons learned' and further work on this will be crucial to inform our plans. This learning and sharing of best practice will inform our longer term operational and strategic planning as well as the wider regional priorities. This further plan will be developed across the region and will be published by the Department of Health at the end of June 2020.

**Our services**

**What we did during the Covid-19 pandemic**

**What we plan to do in June 2020**

**Service Area : Hospital Services**

**Urgent & Emergency Care**

- Belfast City Hospital became the NI Nightingale Hospital for regional Covid-19 emergency care. The first phase ended on 19th May 2020.
- Mater Hospital remained the BHSCT Covid-19 Hospital for BHSCT Covid-19 emergency care.
- Royal Victoria Hospital continued as Regional Trauma Centre and Emergency/Unscheduled Care hospital for non-Covid-19 care, including regional services. Emergency Surgery, as well as surgery for patients with cancer, continued to be delivered.
- Musgrave Park Hospital became the base for ambulatory fracture surgery (polytrauma and fragility fractures continued in RVH).
- Royal Belfast Hospital for Sick Children Emergency Department temporarily lifted the age of children seen up to the age of 16 and continued to provide emergency surgery. A designated area was identified for potential Covid-19 patients.

- Belfast City Hospital will switch to support the regional Nightingale role as required.
- Mater Hospital continues as BHSCT Covid-19 Hospital, with plans in development should there be a further surge.
- Royal Victoria Hospital continues as the non-Covid-19 Emergency and Trauma Hospital. We are actively exploring measures to redesign services and patient pathways to comply with the latest Government guidance on social distancing.
- Musgrave Park Hospital continues as described.
- Royal Belfast Hospital for Sick Children will continue with same arrangements and increase surgery for time-critical patients, supported by private hospitals.

**Cancer & specialist medicine Services**

- Individual patient-doctor discussions were held to agree future treatment plans.
- A regional cancer plan for sustaining cancer services enabled diagnostics, radiotherapy and oncology treatment to be maintained, with some site delivery changes. Any changes to individual patient treatment plans were in line with national guidance and local assessment.
- The Support & Information Centre switched to virtual delivery for counselling and classes with limited availability.

- In line with the regional plan for sustaining cancer services, focus on delivering planned cancer surgery for patients (prioritised in line with national guidance) and increasing treatment capacity eg. radiotherapy for prostate patients.
- We will support public communications to seek GP referral to specialist teams as appropriate.
- Increase virtual delivery of counselling and classes.
- Regional specialist medicine eg. renal, transplant, oncology and haematology care normally delivered from BCH and all other specialist services will continue, albeit on alternative sites.

**Planned Surgery**

- Planned Surgery, including surgery for patients with cancer, was prioritised in line with national guidelines, and delivery supported by private hospitals.

- Belfast City Hospital, Royal Victoria Hospital, Musgrave Park Hospital and Royal Belfast Hospital for Sick Children will undertake some additional prioritised planned surgery for patients with cancer and/or patients who require time-critical surgery during June, supported by private hospitals. However, we continue to keep the duration of this under review in anticipation of a further Covid-19 surge, at which stage surgery would again be impacted. It is not planned to restart routine Elective Orthopaedic surgery in June.

Our services	What we did during the Covid-19 pandemic	What we plan to do in June 2020
Diagnostics (X-Ray, MRI, CT, cardiac investigations, Endoscopy)	<ul style="list-style-type: none"> <li>We have continually reviewed existing diagnostics resource for red flag and urgent capacity whilst also supporting unscheduled and inpatient diagnostic demands. We have identified and implemented separate facilities and pathways for patients suspected/ diagnosed with Covid-19.</li> </ul>	<ul style="list-style-type: none"> <li>We are actively reviewing and increasing bookable diagnostic lists for patients on red flag, urgent, planned and, where possible, routine pathways. We will ensure maximum utilisation of all our diagnostic resources.</li> </ul>
Maternity & Neonatal Care	<ul style="list-style-type: none"> <li>Maternity &amp; Neonatal services have continued via the Royal Jubilee Maternity Service (the Mater Midwifery-led Unit has also been based here) with antenatal &amp; postnatal care delivered virtually. Home births continued.</li> </ul>	<ul style="list-style-type: none"> <li>No change to existing revised arrangements. A helpline for women is in place to resolve any service issues arising during this time.</li> </ul>
Neurorehabilitation Services	<ul style="list-style-type: none"> <li>Our neurorehabilitation service at Musgrave Park Hospital was unable to admit patients for respite care in neurology MPH or to provide rehabilitation in amputee services.</li> </ul>	<ul style="list-style-type: none"> <li>Neurorehabilitation service has begun planned admissions for prioritised patients to neurology and the amputee service.</li> </ul>
Regional Disablement service	<ul style="list-style-type: none"> <li>For prioritised patients, we continued to virtually deliver Outpatient services through telephone and video calls and, only where required, with face to face attendance.</li> </ul>	<ul style="list-style-type: none"> <li>For prioritised patients, we will continue to offer virtual appointments while establishing measures for more face to face appointments across all services in line with Government guidance.</li> </ul>
Outpatients	<ul style="list-style-type: none"> <li>We continued to virtually deliver Outpatient services through telephone and video calls and, only where required, with face to face attendance. We have seen over 58,000 patients since 14th March 2020, including over 31,000 through tele-calls and virtual contacts. We now have 65 services using virtual clinics, an increase from 25 services in February 2020.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to offer virtual appointments while establishing measures for more face to face appointments across all services in line with Government guidance.</li> <li>We have established innovative arrangements to enable ongoing monitoring of patients, including a Glaucoma drive-through facility at the Shankill Wellbeing &amp; Treatment Centre and a Rheumatology Phlebotomy drive-through service at Musgrave Park Hospital, and will continue to innovate to meet the needs of patient and service users.</li> </ul>
GP OOH service	<ul style="list-style-type: none"> <li>Belfast Trust GP Out-of-Hours service continued, with reduced face to face contact where possible.</li> </ul>	<ul style="list-style-type: none"> <li>No change – GP Out-of-Hours service continues.</li> </ul>

Our services	What we did during the Covid-19 pandemic	What we plan to do in June 2020
Screening programmes	<p>Regional screening programmes were paused temporarily:</p> <ul style="list-style-type: none"> <li>• Abdominal Aortic Aneurysm screening and surveillance monitoring;</li> <li>• Routine breast screening;</li> <li>• Bowel cancer screening;</li> <li>• Routine cervical screening; and</li> <li>• Routine diabetic eye screening and surveillance monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional screening programme will recommence in line with Public Health Agency recommendations.</li> <li>• New Born Hearing Screening continues to be delivered.</li> </ul>
Dental Services	<ul style="list-style-type: none"> <li>• Hospital Dentistry and Community Dental services - emergency only and red flag continued.</li> <li>• School of Dentistry - all QUB dentistry patient treatments ceased.</li> <li>• The urgent dental clinic in Carlisle Wellbeing &amp; Treatment Centre was available for all patients who could not be managed by their local dentist.</li> </ul>	<ul style="list-style-type: none"> <li>• Services continue as described.</li> </ul>
<b>Service Area : Adult Community &amp; Disability Services</b>		
Adult Safeguarding service	<ul style="list-style-type: none"> <li>• Telephone screening was undertaken for all service referrals, with face to face contact in an emergency or where required.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans are being developed to resume Care Home reviews involving residents and families. Urgent Carer assessments will also resume.</li> </ul>
Acute Care at Home & Care Homes	<ul style="list-style-type: none"> <li>• Our multidisciplinary team has reached into Care Homes to support sick residents and provide PPE, training and Covid-19 testing for both residents and staff.</li> </ul>	<ul style="list-style-type: none"> <li>• We will work with the regional task and finish group to develop a common approach to the expansion, redirection and repurposing of acute care at home models to provide the necessary care and support into Care Homes and the community.</li> </ul>
Primary Care Assessment Centre	<ul style="list-style-type: none"> <li>• Patients who self-referred or were referred by their GP or GP Out-of-Hours service were assessed by the Primary Care Assessment Centre at Beech Hall Wellbeing &amp; Treatment Centre. A total of 1700 patient assessments have been completed.</li> </ul>	<ul style="list-style-type: none"> <li>• The Primary Care Assessment Centre at Beech Hall Wellbeing &amp; Treatment Centre will continue until no longer required.</li> </ul>
Connected Communities Hub(s)	<ul style="list-style-type: none"> <li>• The hubs have coordinated support to the most vulnerable people in the community, working with partners across the city.</li> </ul>	<ul style="list-style-type: none"> <li>• The Connected Community Team will resume primary responsibility for this work. The learning from the enhanced multiagency working will be captured and, where appropriate, will be maintained.</li> </ul>

## Our services

### What we did during the Covid-19 pandemic

### What we plan to do in June 2020

#### Day Centres

- Day Centres have been temporarily closed to service users, except in exceptional circumstances, and have continued to support service users with activity packs and telephone calls.

- In line with regional guidance, we will plan the reopening of some Day Centres for the most vulnerable service users, including Learning Disability and Dementia.

#### Community Teams

- Community Teams have continued to provide home visits to those people most at risk and support arrangements are in place for the most vulnerable. Tele-calls were held with those referred into services to assess their needs and provide initial support.

- Our Community Teams will continue to assess, prioritise and support the most vulnerable in our community.
- Psychiatry of Old Age will plan safe restart of face to face assessment where essential.
- Urgent respite services will be provided.
- Planning for the restart of Domiciliary Care packages, suspended during the pandemic, will be completed. The waiting list for domiciliary care will be reviewed as well as the preparedness of domiciliary care services to meet service user needs post Covid-19.

#### Residential & Supported Housing

- Our Nursing Team and Behavioural Support Team provided regular advice to the residents of our Learning Disability Residential and Supported Housing to maintain their safety and security in relation to anxiety as a result of change in routine.

- Our Learning Disability service will maintain existing arrangements.

#### Muckamore Abbey Hospital

- Muckamore Abbey Hospital continued to provide care for its existing inpatients. However inreach and outreach activities associated with resettlement ceased and daycare services on site were reduced in line with infection prevention and control advice.

- We plan to restart inreach activities for resettlement in line with infection prevention and control advice and will phase the re-introduction of visiting, starting initially with outdoor visits only.

#### Community Learning Disability Outpatient Clinics

- Telephone screening was undertaken for all service referrals, with face to face contact in an emergency or where required.

- We will continue to offer virtual appointments while establishing measures for more face to face appointments across all services in line with Government guidance.

## Service Area : Mental Health / Child and Adolescent Mental Health Services

#### Inpatient services

- Inpatient services for Adults and Children remained operational, with the Adult Acute Mental Health Unit and Beechcroft Regional Unit open.

- Services remain operational.

## Our services

### What we did during the Covid-19 pandemic

### What we plan to do in June 2020

#### Community Mental Health Teams

- The Community Mental Health Teams have continued to provide therapy and contact with service users through virtual consultations. Urgent patient referrals have a comprehensive telephone triage.

- We will continue to offer virtual appointments while establishing measures for more face to face appointments across all services in line with Government guidance.

### Service Area : Psychological services

#### Inpatient & Outpatient services

- Inpatient psychological services continued across hospital sites, including Mental Health and Learning Disability.
- Outpatient work has continued using a mix of virtual and phone therapeutic delivery.
- Additional family and patient support helplines have been set up to increase direct access to our services for those with psychological distress and concerns. Advice on managing emotions, behaviours and activities has been delivered within our learning disability therapeutic services, maintaining connections with clients and supports to families and carers.

- Inpatient services will continue to be provided across all acute hospital sites. We will continue to deliver outpatients using phone contact and virtually and are exploring the delivery of psychoeducational groups and training, using webinars and facilitated sessions.

### Service Area : Allied Health Professional community services and clinics

#### Allied Health Professional community services and clinics (Physiotherapy, Occupational Therapy, Speech & Language Therapy, Dietetics and Podiatry)

- Allied Health Professional services (Podiatry, Speech & Language Therapy, Dietetics, Occupational Therapy and Physiotherapy) have continued to deliver urgent face to face clinics or domiciliary visits and have introduced virtual clinics and consultations wherever possible. There were 11,000 consultations with service users undertaken during the 6 weeks up to the end of April – 51% of these were undertaken virtually.

- These services will continue to provide urgent care on a risk assessed basis.

### Service Area : Children's Community Services

#### Early Years teams

- No inspections were undertaken. Telephone support was given to providers where required.

- This level of service will continue.

#### Child Health

- Health visiting and school nursing services were scaled back.
- Children's community nurses visited highly complex children based on risk assessment. Overnight care for a small number of highly complex children was provided.

- The service will prepare for a phased reintroduction of some services in line with the regional plan, including school immunisation programme.
- This level of service will continue.

Our services	What we did during the Covid-19 pandemic	What we plan to do in June 2020
Children's Community social work teams	<ul style="list-style-type: none"> <li>• Gateway Service remained open to receive new referrals which were screened to determine the need for an immediate initial assessment.</li> <li>• Child protection referrals were investigated. Priority Child protection cases have been visited.</li> <li>• Priority Looked After Children (LAC) visits took place and all other contacts were undertaken virtually. All face to face contact between parents and children was paused with contact taking place virtually or by telephone.</li> <li>• The Trust's 10 children's homes remained open. Support continued to be provided to foster carers virtually where possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Initial home visits to all new referrals to be determined by priority.</li> <li>• All children on the child protection register will receive a minimum of one visit every 4 weeks.</li> <li>• No change to LAC visits. Review of all looked after children's cases to assess where face to face contact can take place safely.</li> <li>• No change in relation to our children's homes and foster carers.</li> </ul>
Children with Disabilities Teams	<ul style="list-style-type: none"> <li>• Children with Disabilities Teams remained operational with visits determined by priority need. All residential short breaks were stood down.</li> <li>• Support from Speech &amp; Language Therapy, Occupational Therapy and Physiotherapy for children who attend Special Schools within Belfast has continued. Services have provided resources and online support for families, with home visits arranged wherever necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Children with Disabilities Teams are developing new forms of outreach including new options for short breaks for their most vulnerable families. Willow Lodge short breaks unit will offer non-residential short breaks 7 days a week for a small number of children with a learning disability.</li> </ul>
Child Care Centre Family Centres	<ul style="list-style-type: none"> <li>• The Child Care Centre was closed with staff maintaining contact with children and families via virtual platforms.</li> <li>• Both Family Centres were closed.</li> </ul>	<ul style="list-style-type: none"> <li>• A small number of face to face contacts may take place based on risk assessment.</li> <li>• No change re Family Centres closure.</li> </ul>
Public Health Services: New Entrants	<ul style="list-style-type: none"> <li>• All New Entrant Screening was stood down for 3 months but TB cases were immediately actioned.</li> </ul>	<ul style="list-style-type: none"> <li>• Services continue as currently described.</li> </ul>
Homeless Inclusion Service	<ul style="list-style-type: none"> <li>• Screening of the homeless population for Covid-19 continued and telephone contact maintained with hostels.</li> </ul>	
Regional Emergency Social Work service	<ul style="list-style-type: none"> <li>• Service continued to be operational for out-of-hours social work emergencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Service continues to be operational for out-of-hours social work emergencies.</li> </ul>

**Our services**

**What we did during the Covid-19 pandemic**

**What we plan to do in June 2020**

**Service Area : Health Improvement / Community Development**

Health Improvement/  
Community development

- Coordination and delivery of local support (Food / Fuel / Pharmacy / Wellbeing) through Regional Advice NI Helpline, Trust Community Coordination Centre and Belfast City Council Helpline.
- Management of Trust donations mailbox and distribution process across community and acute sites.
- Supporting Staff Health and Wellbeing through the development of literature and promotional material.

- We will continue with this support and delivery.
- We will restart work with Community Planning partners to develop Population Health approach across Belfast.

**Visitors**

Visitors

- In line with all HSC services, we have temporarily restricted the number of visitors across hospitals and Health Care settings. At present, all general hospital visiting has stopped. There are some exceptions to these restrictions, for example Critical Care areas and Palliative (end of life) care and we have made local arrangements to ensure our patients and residents can remain in contact with loved ones.

- Until it is safe to do so, visiting across hospitals and health care settings will continue to be restricted.