



MEETING TITLE Trust Board (held in Public)		MEETING DATE 01/11/2022	
TITLE of PAPER	Flu Vaccination Programme 2022/2023 including CQUIN and Incentives	PAPER REF	5.2
KEY PRIORITIES	Create a safe and high performing organisation based on openness, ownership and accountability Generate resources to support patient care and the delivery of our long-term plans, by being as efficient as we can be and maximising opportunities for new funding		
PURPOSE OF THE PAPER	This paper provides the TMG approved delivery model of the YAS flu vaccination programme for 2022/23.		
For Approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR	Fiona Chisholm-Pine Vaccination Programme Lead	ACCOUNTABLE DIRECTOR	Clare Ashby- Executive Director of Quality, Governance and Performance Assurance
LEAD	Claus Madsen Associate Director of Education and Organisational Development		Amanda Wilcock- Director of People and Organisational Development
DISCUSSED AT / INFORMED BY: Trust Management Group			
PREVIOUSLY AGREED AT:	Committee/Group: TMG	Date: 06/07/2022	
RECOMMENDATION(S)	It is recommended the Board: 1. Note the content of the report; 2. Take assurance that the Trust is on track to deliver the Flu vaccination programme for 2022/23 with evidence is provided through the best practice checklist as requested by NHS England.		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Equality Impact Assessment <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN(s)	1: Safe 2: Effective		
NHSI Single Oversight Framework Choose a THEME(s)	2. Quality of Care (safe, effective, caring, responsive) 3. Finance & Use of Resources		

Board of Director Meeting

(held in Public)

1 November 2022

Delivery Plan for 2022/23 Flu Vaccination Programme

Report of the

Director of Quality, Governance and Performance Assurance and

Director of People and Organisational Development

1. PURPOSE/AIM

This paper sets out the Trust's delivery model for the flu vaccination programme for 2022/23 as approved at the Trust Management Group on 6th July 2022. This year welcomes the reintroduction of the flu CQUIN (commissioning for quality and innovation). Evidenced through the best practice management checklist as requested by NHS England (Appendix 1).

2. BACKGROUND/CONTEXT

- 2.1 A proportion of health care provider's income is conditional on demonstrating improvements in quality and innovation in specified areas of patient care. A proportion of the Trust's income depends on achieving quality improvement and innovation goals agreed between the Trust and its commissioners. The key aim of the CQUIN framework is to secure improvements in the quality of the services and better outcomes for patients, a principle supported at all levels of the Trust.
- 2.2 The CQUIN for Health and Wellbeing is for NHS England to see the Trust improve the uptake of flu vaccinations for frontline healthcare workers.
- 2.3 The Health and Wellbeing CQUIN 2022/23 attracts an incentive payment. The percentage of the payment is determined by the percentage met of the overall target. At present the full breakdown is still being finalised with YAS and commissioners.
- 2.4 To receive full payment for the CQUIN a 90% uptake of flu vaccination by frontline staff with patient contact is required. To receive the minimum payment 70% must be achieved. A sliding scale will be used for payments dependant on achievement threshold.

3. ACHIEVING THE 2022/23 CQUIN

3.1 In 2021/22, 56% of frontline staff came forward to receive a flu vaccination, this figure is lower than that of previous years. In addition to this, 879 non-frontline staff were vaccinated which included corporate staff and volunteers.

A range of factors have been identified as being a barrier to achieving a greater uptake by our frontline staff, this includes:

- Vaccine lethargy
- Lower levels of circulating flu virus over the past 2 years
- Location and accessibility of the flu clinics

All these factors are being addressed and together with a comprehensive communication strategy and peer based vaccination approach we hope to resolve these issues.

3.2 The flu vaccination programme for 2022/23 will follow a model previously adopted and proven to be greatly successful prior to the COVID-19 pandemic which brought additional restrictions. An overall flu lead will drive the campaign forward supported by local flu leads and a dedicated team of peer vaccinators within each Clinical Business area to promote and provide vaccinations at designated station clinics and pop-up sites across emergency departments.

3.3 The Trust has committed to providing a clear strategy and plan that has been implemented in a timely manner to commence the vaccination programme. The CQUIN for flu vaccination runs from 1 September 2022 until 28 February 2023. NHS England have asked that all frontline healthcare workers are vaccinated using a Quadrivalent vaccine as has been used in previous years. The vaccine purchased by the Trust is the Quadrivalent Cell Based Influenza vaccine (QIVc), this includes 4 flu strains. Two A-strains and two B-strains. The recommendation this year has been to move to a Cell-based vaccine (QIVc) as opposed to an egg-based vaccine (QIVe) as used in previous years.

3.4 The move to a cell-based vaccine is due to the identification of egg adaptation during the egg-based production and is a potential factor in reduced vaccine effectiveness. Cell-based vaccines do not have this particular risk factor. The QIVc vaccine is indicated for prophylaxis of influenza in adults and children from 2 years of age and suitable for those over 65 years of age.

3.5 The Flu campaign timeline had been due to start in October 2022 and run until January 2023, due to an early than expected delivery date the vaccination programme has been made available to all frontline staff from 26th September 2022 and non frontline workers from 10th October 2022.

4. 2022/23 FLU VACCINATION PROGRAMME

The following sets out the expectation for the 2022/23 flu vaccination programme.

4.1 Flu Steering Group

The Flu steering group has been meeting regularly since April 2022 and has a good representation from all areas of the Trust. The meetings have initially been monthly and moved to fortnightly in the run up to the vaccination programme launch.

It was noted at this meeting that we should build upon the success of campaigns prior to the COVID-19 pandemic, and more work is required to strengthen the communication strategy and encourage peer vaccinators to come forward across the organisation.

4.2 Staff to be vaccinated

It was agreed by the group that this year's approach should again focus on frontline staff, rather than on all staff in the organisation. This would also align with the CQUIN requirements. Based on recent figures there are approximately 5,250 frontline staff who are included in the CQUIN. The target audience for this year's campaign include A&E Operations, EOC, IUC and Patient Transport Services. To be included in the CQUIN target the staff would need to have patient contact face-to-face or via telephone. Other service lines will be offered the vaccine once frontline staff uptake is exhausted. However, these will not count towards the CQUIN achievement.

To meet the full CQUIN target of 90% the Trust needs to vaccinate 4,725 frontline staff.

4.3 Peer Vaccination

A peer vaccination model is being used this year with each clinical business area appointing a Flu Lead. Each flu lead has organised a team of peer vaccinators, many areas have adopted the suggested approach of using Team Leaders to vaccinate their own staff. This approach provides at least one vaccinator per station ensuring good coverage. Clinics are all drop in and are advertised clearly in the staff update, pulse and locally. Varying times and locations are available to make these accessible to all.

To support the peer vaccination the Trust Board have a nominated Executive, Dr Steven Dykes as the Flu Champion. Previously it has shown to be an excellent communication method for clinically trained executives to take part in 1 to 2 days of the programme. This is an excellent staff engagement opportunity and helps to push the message of the importance of the Flu campaign across the Trust.

4.4 Communications Plan

As with previous years a detailed communications plan will be developed and supported by corporate communications. Key messages, myth busting and clinic dates/times have been circulated to all staff. Previous learning has shown that good, targeted communication through posters, staff updates and key stakeholders are key to a successful campaign. Continuous drip feeding of key information will be key throughout the vaccination programme. A full events planner will be made available via Pulse and will highlight Flu clinics by area, events and opportunities for a vaccine, thus ensuring and evidencing all frontline staff have the opportunity to be vaccinated.

4.5 Project Planning

A detailed project plan has been developed and shared with key stakeholders. Recommended guidance on Increasing Health and Social Care Worker Flu Vaccinations has been used to develop this plan. This guidance sets out 5 key components:

- Committed Leadership
- A Balanced Flu Team
- Accessibility
- Good Communication Plan
- Easy Access to Vaccination
- Incentives and Rewards

4.6 Recording of Data

Data generated by the Flu vaccination programme is being recorded on two systems FLUMIS (Booking and reporting software) and NIVS (national immunisation and vaccination system). This will allow for secure confidential data collection in real time. Both systems will enable the vaccine administration to be recorded at point of contact and live data will be available. This will then help in providing a correct reporting figure that is shared nationally. NHS England are able to abstract information directly from NIVS allowing for timely and correct vaccination data to be published.

A DPIA (Data Protection Impact Assessment) has been reviewed and updated.

5. INCENTIVES

5.1 The Flu Steering Group has developed and published a short Flu vaccination survey, results from the survey are included in Appendix 2. The aim of the survey was to identify reasons behind staff getting the vaccination and understanding how we can expand staff engagement with the vaccination programme. The survey questions targeted both those who usually take up the offer of a Flu vaccination and those staff that have not taken the opportunity previously. Total of 966 staff responded to the

survey which is excellent compared to the previous survey in July 2020 which had an uptake of 120 staff.

- 5.2 668 staff confirmed the main reason they usually take up the offer of a Flu vaccination is to protect family, friends, colleagues and service users. Barriers to receiving the Flu vaccine included clinic locations and times. 63% of all staff who responded would prefer a voucher as an incentive to having the Flu vaccination and a small proportion would prefer the incentive to be a charitable donation.
- 5.3 On 6th July the Trust Management Group approved the offer an incentive to encourage staff to have their Flu vaccine: the same incentive used during the 2017/2018 campaign which led to the Trust achieving the best Flu performance to date with 65.60% of all frontline health care workers receiving the vaccination. The Trust have supported the reintroduction of a £10 voucher for each staff member who receives the Flu vaccination within the 2022/23 Flu vaccination programme window. This is in the format of an electronic code and is emailed to each person following the flu vaccination.
- 5.4 Additional team incentives have also been introduced. Staff who are up to date with on line statutory and mandatory training for their role will be entered into a prize draw to win a £250 Love 2 Shop Gift Card as a team reward. 8 draws in total 2 per month from October 2022 – January 2023. This is to promote wellbeing between the team. There is no requirement to be up to date with all the statutory and mandatory training required for their role to receive the individual £10 incentive payment.
- 5.5 The incentive will aid in achieving the CQUIN target and reward those staff who are not directly involved within the CQUIN figures who take the opportunity to receive the Flu vaccination to protect family friends and service users. Staff in the target group will be able to receive the vaccine at their own station/work location following careful planning to allow them to receive the vaccine within their working day. It is hoped that by achieving the CQUIN target the cost of the incentives will be offset. Overall, encouraging staff to receive a Flu vaccination will have a positive impact on staff sickness and the spread of the influenza virus. The overall CQUIN value and sliding scale is still in discussion with commissioners.

6. RISK

A risk remains that the Trust will not meet the Flu vaccination uptake proportion of the CQUIN, and therefore not receive full or partial payment of the CQUIN.

Staff are able to decline the vaccine and may do so even with a clear plan and incentives in place.

7. NEXT STEPS

- 7.1 The Flu Steering Group will continue to meet regularly.
- 7.2 The Flu Steering Group will continue to deliver the Trust Flu vaccination plan 2022/23 and endeavour to meet all best practice recommendations as set out in the best practice checklist as requested by NHS England.

8. RECOMMENDATIONS

It is recommended that the Board:

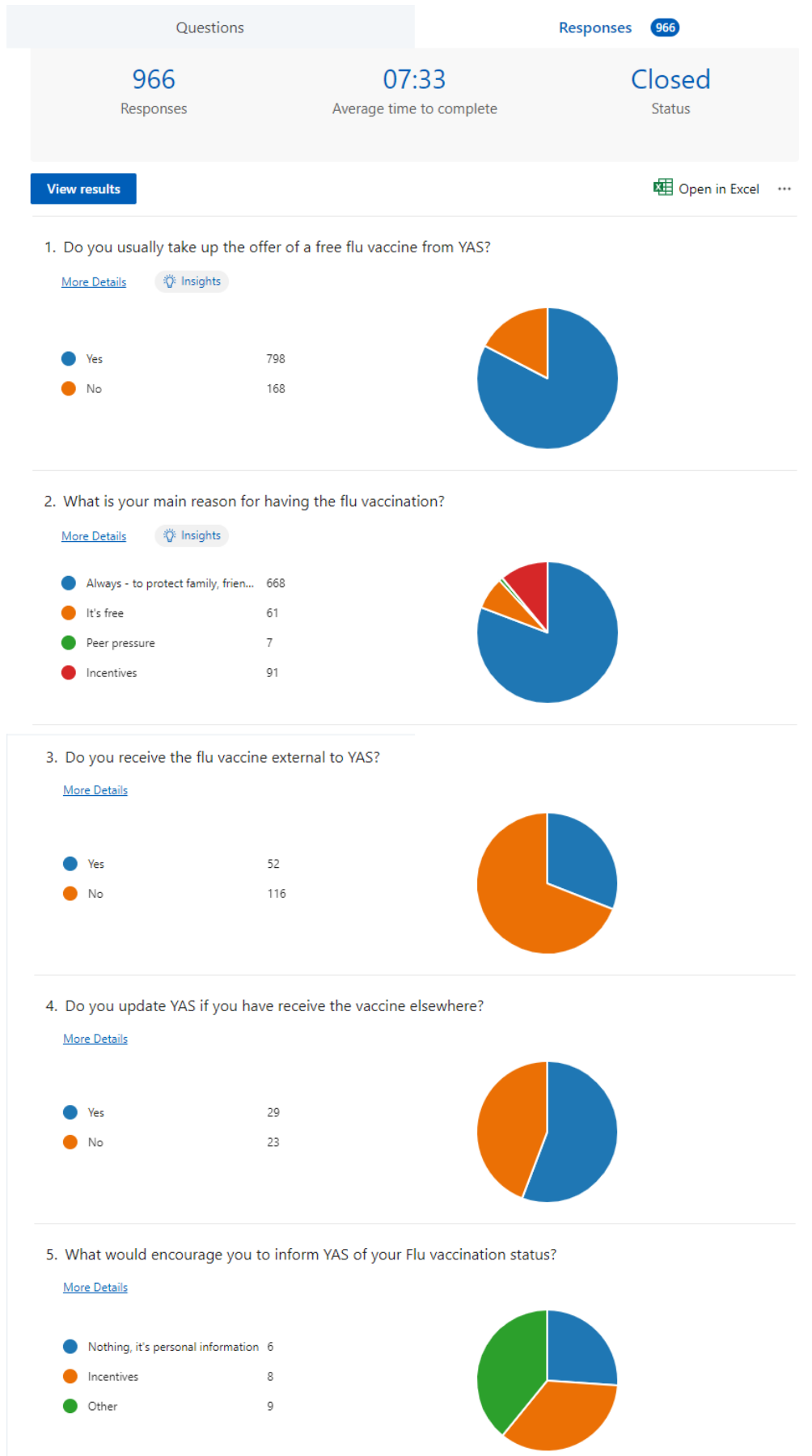
- 1. Note the content of the report.
- 2. Take assurance that the Trust is on track to deliver the Flu vaccination programme for 2022/23, with evidence through the best practice checklist as requested by NHS England.

Appendices

Appendix 1 – Healthcare Worker Influenza Vaccination best practice management checklist 2022.

A	Committed leadership (number in brackets relates to references listed below the table)	Trust self-assessment
A1	Board record commitment to achieving the ambition of 100% of front line healthcare workers (both clinical and non clinical staff who have contact with patients)	x
A2	Trust has ordered and provided the quadrivalent (QIV) flu vaccine for healthcare workers	x
A3	Board receive an evaluation of the influenza programme 2021/22, including data, successes, challenges and lessons learnt	x
A4	Agree on a board champion for flu campaign	x
A5	All board members receive flu vaccination and publicise this	
A6	Influenza team formed with representatives from all directorates, staff groups and trade union representatives	x
A7	Flu team to meet regularly from September 2022	x
B	Communications plan	
B1	Rationale for the flu vaccination programme and facts to be published – sponsored by senior clinical leaders and trades unions	x
B2	Drop in clinics and mobile vaccination schedule to be published electronically, on social media and on paper	x
B3	Board and senior managers having their vaccinations to be publicised	
B4	Influenza vaccination programme and access to vaccination on induction programmes	
B5	Programme to be publicised on screensavers, posters and social media	
B6	Weekly feedback on percentage uptake for directorates, teams and professional groups	x
C	Flexible accessibility Flexible accessibility	
C1	Peer vaccinators, ideally at least one in each clinical area to be identified, trained, released to vaccinate and empowered	x
C2	Schedule for easy access drop in clinics agreed	x
C3	Schedule for 24 hour mobile vaccinations to be agreed	
D	Incentives	
D1	Board to agree on incentives and how to publicise this	x
D2	Success to be celebrated weekly	x

Appendix 2 – Flu Survey 2022/23 Results



6. Are there any barriers to receiving the flu vaccination with YAS?

[More Details](#)

[Insights](#)

● None	513
● Location	178
● Time	86
● Unaware of clinics	38
● Other	35



7. If incentives are available what would be your preference?

[More Details](#)

[Insights](#)

● Voucher	611
● TOIL	242
● Team Reward	30
● Other	59



8. What would encourage you to have a flu vaccination with YAS?

[More Details](#)

[Insights](#)

119

Responses

Latest Responses

13 respondents (11%) answered **Incentive** for this question.

