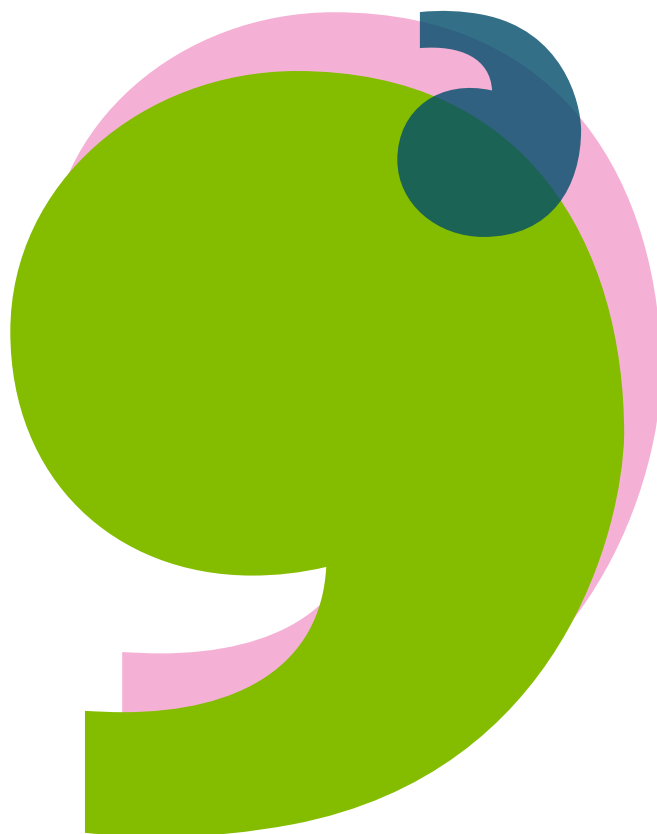




# Enter and View Report

Kassam NHS Vaccination Centre

February 2021



---

# Contents

---

Introduction .....	3
Details of visit.....	3
Acknowledgements.....	3
What is Enter and View?.....	4
Purpose of Visit .....	4
Strategic drivers .....	4
Methodology.....	5
Summary of findings .....	6
Results of visit .....	7
Staff Feedback.....	7
Patient Feedback.....	9
Recommendations .....	12
Service provider response .....	13



# Introduction

## Details of visit

<b>Details of visit:</b>	
<b>Service Address</b>	Kassam Stadium, Grenoble Road, Oxford OX4 4XP
<b>Service Provider</b>	Oxford Health NHS Foundation Trust
<b>Date and Time</b>	Thursday 4 <sup>th</sup> February 2021 12:30 – 17:00
<b>Authorised Representatives</b>	Veronica Barry, Rosalind Pearce
<b>Contact details</b>	01865 520520

## Acknowledgements

Healthwatch Oxfordshire would like to thank the service provider, patients, volunteers and staff for their contribution to the Enter and View programme.

### Disclaimer

Please note that this report relates to findings observed on the specific date set out above. Our report is not a representative portrayal of the experiences of all service users and staff, only an account of what was observed and contributed at the time.





---

# What is Enter and View?

---

Part of the local Healthwatch Oxfordshire programme is to carry out Enter and View visits. Local Healthwatch Oxfordshire representatives carry out these visits to health and social care services to find out how they are being run and make recommendations where there are areas for improvement. The Health and Social Care Act allows local Healthwatch Oxfordshire authorised representatives to observe service delivery and talk to service users, their families and carers on premises such as hospitals, residential homes, GP practices, dental surgeries, optometrists and pharmacies. Enter and View visits can happen if people tell us there is a problem with a service but, equally, they can occur when services have a good reputation - so we can learn about and share examples of what they do well from the perspective of people who experience the service first-hand.

Healthwatch Oxfordshire Enter and Views are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit they are reported in accordance with Healthwatch safeguarding policies. If at any time an authorised representative observes anything that they feel uncomfortable about they need to inform their lead who will inform the service manager, ending the visit.

In addition, if any member of staff wishes to raise a safeguarding issue about their employer they will be directed to the CQC where they are protected by legislation if they raise a concern.

## Purpose of Visit

- To observe how the COVID-19 vaccination centre operates and provides its services.
- To collect views from patients, volunteers, and staff on how the vaccination centre service is provided.
- To identify 'Best Practice' and highlight any areas of concern.

## Strategic drivers

Oxford Health's Kassam vaccination centre is the first large scale centre that Oxford Health NHS Foundation Trust (OHT) has set up as lead provider for COVID vaccination centres for the NHS in Oxfordshire, Buckinghamshire and Berkshire West. This is an NHS England centralised initiative where people are invited by letter to register for a vaccination - the Oxford-AstraZeneca COVID-19 vaccine. Registration is done by the patient online or by telephone via an NHS national booking system. The centre is open 7 days a week 8am to 8pm. People who are

not booked in and turn up on the off chance of getting the vaccination are turned away being recommended to wait for a call from either their GP or the national service.

Healthwatch Oxfordshire wanted to visit the site to assess how well the procedures were working for staff and patients and to understand from patients about their experiences.

## Methodology

Due to the COVID-19 pandemic restrictions on face-to-face meetings the planning for this visit was done by email and telephone. Following an initial approach by Healthwatch Oxfordshire to the Chief Executive of Oxford Health NHS Foundation Trust to pay an Enter & View visit to the service, we liaised with the Director responsible for the delivery of the Hub and the person in charge on the planned visit day.

We arranged a time to visit on Thursday 4<sup>th</sup> February 2021 in the second week of opening when we were informed that the appointments made were at their highest that week.

We spent nearly 5 hours at the Centre on 4<sup>th</sup> February 2021. We spoke to staff and St Johns Ambulance volunteers on site. Given the nature of the service - vaccination for elderly and vulnerable patients - we did not try to talk to patients but distributed a paper questionnaire and a link to the online survey. The service continued to distribute these to the public after our visit. An online and paper response form for staff to complete was also circulated to staff by the service.

Healthwatch Oxfordshire posters had been displayed around the reception areas and hall notifying patients and staff that we were on site that day. We were transparent about why we were there ensuring we obtained consent from everyone we spoke to.



---

## Summary of findings

---

- Comments from patients were overwhelmingly positive about the organisation, safe environment and efficiency of the programme, and the attitudes of staff and volunteers.
- The centre as the first of its kind in the area had a learning culture. Management listened to staff, and changes happened quickly to improve the patient experience and process as a result.
- The environment was calm with a reassuring hum of activity.
- The patient journey from arriving on site was smooth, with clear directions and supported by marshals before entering the building and throughout. This included from car park staff through to exiting the centre.
- Visitors undertook lateral flow tests before entering.
- Staff were accessible and friendly and easy to talk to - and always offering support and direction.
- Patients with mobility issues were guided to the lifts; there was a one-way system throughout; the exit route was down an external stairway that could be a challenge for some in poor weather.
- Generally, staff reported being well trained with good levels of information. However, we heard a level of disquiet about overstaffing, shifts being cancelled and pay discrepancies between Medac and Oxford Health bank staff.
- The staff rest area environment was untidy, with the drink preparation area unclean. Social distancing was not always adhered to in this area.



---

# Results of visit

---

The visit took part in the second week of operation. We were told that the number of patients booked in on that day was 480 and that over the next couple of weeks this would increase to over 1,200 per day ultimately rising to 3,000 daily. This staggered increase was a deliberate approach to making sure that the procedures put in place could be tested prior to having maximum number of patients coming through the door daily.

## Staff Feedback

We spoke to a range of staff on site including pharmacy, clinical, administration and support, marshals, and volunteers. Paper surveys were left and distributed for staff to complete and return in a prepaid envelope to Healthwatch Oxfordshire.

In all we heard from:

- 9 clinical staff
- 5 administrative / marshal
- 2 volunteers
- 1 operations manager

The vaccination centre is staffed by a combination of agency workers and Oxford Health NHS Foundation Trust and Staffing Solutions bank staff. All non-clinical staff are agency workers recruited through Medacs Healthcare; with clinical staff employed by both Medacs and through OHT's Staffing Solutions - temporary staffing bank.

## St Johns Ambulance

The St John's Ambulance service offers support to patients at the centre including rest area post vaccination and a private area where patients who are very anxious can receive their vaccination and is staffed by volunteers.

One **volunteer** told us that:

- The St John's Ambulance training was extensive. It was delivered online - 20 hours in total.
- That because St John's Ambulance had recruited double the number of volunteers than originally planned, the promise of a certain number of shifts did not materialise - which was disappointing and frustrating.



- That their training did not allow them to volunteer outside of the Thames Valley region or volunteer at other vaccination venues e.g. GP surgeries. Again, this did not make sense to the volunteer.
- The volunteer said that the vaccination centre appeared well organised and the flow through of patients supported by staff was impressive.

### **Non-clinical staff**

Most of the feedback from **non-clinical staff** was collected by face-to-face interviews during the visit. Overall staff told us:

- They felt safe working at the centre.
- Received good / excellent training and information prior to starting work.
- The system was well organised and working well - but that they could be seeing more patients and felt at the time it was overstaffed.
- Overall management was good and supportive. One person had negative experiences that have been reported by Healthwatch Oxfordshire directly to Oxford Health NHS Foundation Trust.
- That recommendations for changes were listened to and acted on quickly by management.
- We understood that there were occasional problems with the NHS national booking system that meant people appeared for an appointment, but the system had not registered them. This was due to patients not having 'submitted' the appointment after choosing. This has been reported to NHS England.

### **Clinical staff**

**Clinical staff** included people involved in setting up the centre and nurses delivering the vaccines at the centre. The feedback collected is a combination of conversations during the visit and returned questionnaires.

Overall, those involved in **setting up the centre and having daily oversight:**

- Were happy with the training and information given to staff - with constant reviews to ensure up to date.
- Felt safe working at the centre.
- Said that it was a learning environment with staff being listened to and changes being made to procedures as needed.
- The main concern raised was the barriers to communication with patients that wearing masks created - especially the elderly, hard of hearing, and anxious. This is compounded by the need to shout / talk loudly that could compromise confidentiality of patient personal information. The design of





the vaccination hubs did not offer adequate sound proofing to mitigate this. This issue was raised by other staff we heard from.

**Nursing staff** - we heard from 7 nursing staff carrying out roles including assessors, immuniser, nurses, staff nurses.

The general feedback showed the following concerns:

- Overstaffing with staff having nothing to do at times throughout their shift.
- Disparity in pay between Medac employees and OHT Staffing Solutions employees with Medac employees receiving significantly more for doing the same job.
- OHT Staffing Solutions staff having their shifts cancelled at short notice - this did not appear to be so for Medac staff.
- Communications with staff about changes in procedure and layout were not always shared at the start of a shift so staff are having to find these out as they go.

## Patient Feedback

Due to the nature of the service profile of patients, and the need for patients to move smoothly and quickly through the centre we did not speak directly to any patients attending the vaccination centre.

To hear from patients Healthwatch Oxfordshire produced a questionnaire that was available online and paper copies were distributed with a pre-paid envelope for return to Healthwatch Oxfordshire. This report analyses 87 responses received up to 28<sup>th</sup> February 2021; we continue to receive online and paper responses and will update Oxford Health NHS Foundation Trust monthly.

## Patient feedback and suggestions for improvement

### Information about vaccination options and the booking process

- Invitation did not mention that people needed to know/bring their NHS number?

*“I didn't appreciate that I could have waited for a more local appointment.”*

### Booking process

- The NHS website might have been very busy at times so that some people had to try more than once to successfully book an online appointment. By the time you reach the end of the booking (or to book the appointment for the second dose), the preferred appointment time has been taken by someone else and you must repeat the process.

- Some people wanted to book two places so that they could visit and have their vaccination at the same time as their spouse/partner - being able to book more than one appointment might be useful

*“...I wanted to book for my husband and I together. We are both well over 70, and live 25 miles from the site, which was the nearest for us. There is no facility to book more than one appointment. I booked a time when there seemed to be several slots open, so that I could go into the system again to book for him. By the time I got to the end of what was not a long or difficult process, I was told the appointment I had reserved for myself was no longer available, and I had to start the whole process again. No opportunity to return to the "time slot" section to choose another time. I was worried the same would happen again, so chose a day later when there were lots of open slots, and in fact it worked fine, with my husband and I getting identical times.”*

#### **Reaching the Kassam Stadium hub**

- Some people found the journey to the stadium problematic because of distance, traffic and detours due to flooding.
- Ensure adequate and visible signage/stewards in car park for people attending evening appointments.

#### **Safety**

- A few people commented on the high number of people attending the stadium for the vaccine at the same time.
- Ensure adequate ventilation by keeping windows open.

**Patient survey - 87 people responded to our questionnaire between 4<sup>th</sup> and 28<sup>th</sup> February 2021.**

#### **Selected profile characteristics of respondents**

79% over 65 years old

86% White British; 7% white other

8% carer; 2% disability; 14% health condition - this indicates that most people attending for vaccination were healthy older people

**Reasons for deciding to have the vaccination (able to tick more than one reason):**

#### **Most often responses:**

95% to protect my family and friends.

94% I want to be safe from COVID.



87% To protect people at risk.

86% It is the right thing to do.

85% It will help to get things back to normal.

80% So I can protect the NHS.

#### **Least often responses:**

18% I know someone who died from COVID.

11% My friends and family told me to have it.

9% It will help me get back to work.

5% So I can visit someone in a care home.

4% My GP/health professional told me to have it.

#### **Booking an appointment**

- Most people received an invite by post (67%)
- Other methods included word of mouth, self-booking, and via the workplace
- 93% felt the information in the invite was “extremely” or “very clear”
- Only 5 people felt the information was “somewhat clear” and 1 person “not clear at all”
- 93% booked their appointment online and 5% by phone
- 94% found the booking process very easy or easy

#### **Of 85 people who told us about their visit:**


- Some people found the journey to the stadium problematic because of distance, traffic, and detours due to flooding.
- Almost everyone (n>80) said they felt safe and informed during their visit to the vaccination centre
- Most (n=77) understood what they were expected to do and where to go
- A small number (6) felt that there were too many people at the centre
- Almost everyone (n>80) said that staff and volunteers were friendly, helpful, informative, organised, socially distanced, and wore appropriate personal protective equipment (PPE)

**Comments were overwhelmingly positive about the organisation, safe environment and efficiency of the programme, and the attitudes of staff and volunteers.**

#### **Criticisms and suggestions for improvement included:**

*“It was not especially busy or crowded when I visited the vaccination hub, but I did notice some other visitors who were not practising social distancing very well, and a few who had to be reminded by marshals to wear face-coverings.”*





*“When I initially went to sit down a man had just got up and was waiting for the chair to be cleaned but the lady just said don't worry you can sit down and I replied I will wait until it was cleaned.”*

*“Slight concern that there were no open windows, so was the re-circulating air properly filtered???”*

*“Signposting to car park may need to be clearer.”*

A more detail analysis of the survey together with comparison of feedback from another Healthwatch Oxfordshire survey ‘COVID-19 vaccination - tell us your views’ is available on request.

---

## Recommendations

---

- Improve and keep clean the staff rest area. Consider increasing the available space for staff rest area.
- Improve communications with clinical staff including making sure all staff are properly briefed and supported to implement changes in procedures at shift handover.
- Oxford Health NHS Foundation Trust must continue to feedback to the provider of the national booking system problems that patients are having with the online system and include this in their own patient satisfaction survey.
- Reinforce with all staff the importance of cleaning communal areas and keeping social distance - both by staff and patients to ensure the safety of staff and patients.
- Explore the use of shields and clear masks when communicating with patients - particularly hard of hearing, those people who are nervous / anxious about the whole process.
- Explore how the design of the vaccination pods/ pod provision can be improved to increase sound proofing to address the concern of staff about breaking patient confidentiality when staff and patients are having to speak loudly / shout due to hearing impairments.
- Engage nursing staff about their concerns about unequal pay rates, working hours, and staffing levels. Communicate regularly with staff about changes and give clear reasons for changes.



---

## Service provider response

---


Thank you for sending us your draft Enter and View report and offering the opportunity to provide a response.

It was extremely helpful to have feedback from the first few weeks of operation, to enable us to continue to improve the service we are providing. We are delighted to hear the positive comments from patients who received a vaccine at the Kassam. This is consistent with the overwhelmingly positive feedback we have received via *iwantgreatcare*. The site team has continued to review the organisation of the mass vaccination to improve flow and enable us to increase from 500 to 1800 vaccines delivered per day, with capacity to increase still further as required. We recognise that at times changes have been made very quickly in response to requirements of the national and regional programme and availability of vaccine, and this has made communication across the wider staff group challenging. As a result, we now ensure we visit each site when changes are required, for example increasing capacity or responding to the recent reduction in availability of vaccine. Our clinical leads are involved in our clinical assurance processes, and we have twice weekly meetings with the site teams to respond to escalations and discuss issues. Each site now has a lead director and we run an on call rota seven days per week.

The staffing model at the mass vaccination centre is based on the national model for all mass vaccination sites. Over time we have continued to review and refine this model and have been able to make significant changes to how we staff the process from the front door to the exit, delivering a greater number of vaccines with the same staffing. In the few weeks since the site opened, we have delivered 50,000 vaccines at the Kassam. We have reorganised the layout of the centre, which has allowed us to create additional private space for staff to use during their breaks. We do employ cleaners at the centre and have requested the site management team to monitor the cleanliness of the staff break areas.

As lead provider we have been responsible for staffing three mass vaccination centres, with a commitment to ensure we did not take staff from business as usual activities across the Winter period, during the second wave of the pandemic and as we move into recovery. We therefore established a hybrid arrangement which allows local NHS staff to book shifts through the staff bank first, with the remainder of unfilled shifts being staffed through our major vendor contract with





Medacs. This has allowed us to staff each and every shift despite the high pressure across the health and care system. Shifts are for 12 hours - we have tried using split or shorter shifts, but this increased staff costs and reduced efficiency and flow. Some Oxford Health who were only able to work the shorter shifts were offered a 12 hour shift and the 6 hour or shorter shifts were cancelled.

Agency staff are paid at a premium compared to the substantive workforce due to the very nature of the work which requires flexibility to travel, and in a lot of cases pay for accommodation as the work is much further from home. There is no guarantee of work, particularly in the medium-long term and they do not receive the benefits of the substantive workforce such as paid annual leave or paid leave for sickness or special leave. The workers are often away from their families and home comforts for extended period of time. The difference between the agency and substantive rate covers the cost of transport (public or mileage/vehicle wear and tear) extended travel time and in many cases overnight accommodation and subsistence. When we make a comparison against the costs for a substantive worker to attend an overnight conference or training course, the difference is negligible.

Tehmeena Ajmal

Operations Director, Covid

Oxford Health NHS Foundation Trust

