NHS Fife Board Meeting

DATE OF MEETING: 14 March 2018
TITLE OF REPORT: 2017/18 Staff Flu Vaccination Campaign
EXECUTIVE LEAD: Dr Margaret Hannah, Director of Public Health
REPORTING OFFICERS: Mrs Rhona Waugh, Head of Human Resources
Mrs Nicky Connor, Associate Director of Nursing, HSCP
Ms Fiona Duff, Immunisation Project Manager
Mr Neal Stevenson, Communications Officer
Dr Esther Curnock, Consultant in Public Health Medicine

Purpose of the Report (delete as appropriate)
For Decision For Discussion For Information

SBAR REPORT

Situation
This report provides a summary of the 2017/18 Staff Influenza Vaccination Programme in Fife. It describes the promotion, delivery and coordination activities that contributed to the successful achievement of the 50% staff vaccination uptake target. The Board is asked to note this report for information.

Background
The Chief Medical Officer set a target for all health boards in Scotland to vaccinate 50% of front line staff during the 2017-18 seasonal influenza vaccination programme (letter 03/08/17 SGHD/CMO(2017)11). A further letter was sent from the Chief Medical Officer to health boards on 02/10/17 strongly recommending vaccination of staff and asking for support in ensuring as many staff as possible were vaccinated.

At the close of each flu season (end of March) each health board is asked to report staff uptake to Health Protection Scotland, who collate the data and report to Scottish Government. In 2016/17 NHS Fife was the second worst performing health board in Scotland, with only 26.9% of staff taking up flu vaccination during that flu season.

Assessment
NHS Fife has met the national 50% target for the flu season 2017/18. As of 15/02/18, 4269 NHS Fife healthcare staff had received the flu vaccination, as well as 563 Social Care staff within the Health & Social Care Partnership.

The following sections summarise some of the communications, delivery and coordination activities that have taken place over the previous 6 months.

Highlights to note are:
- 111 drop-in vaccination clinics were held in locations across Fife, including NHS venues, H&SCP venues and Fife Council care homes
• 58 peer vaccinators were recruited to deliver vaccine to colleagues
• 474 staff were vaccinated through the November Flu Roving Clinics in Acute Services
• A Flu Fighters tour bus visited locations throughout Fife over 3 days to deliver vaccinations to staff
• Mop-up roving clinics were held in community venues over 5 days in January
• NHS Fife flu posts reached 187,598 different people’s timelines on Facebook
• NHS Fife flu tweets reached 156,027 timelines on Twitter

PROMOTION AND COMMUNICATION

Pre-launch
Ahead of this year’s campaign, there was agreement that changes were necessary to approach for publicising and delivering staff flu vaccination. The publicising of the clinics had been piecemeal previously and we looked to collectively bring everything under a single banner and through a single point of contact.

As an alternative to the national branding which has been used for the previous few years, new branding was developed which was intended to be more engaging and localised to Fife, featuring exclusively NHS Fife staff. It was agreed that key messages would focus on the protection role of vaccination (for patients, the individual & their family, and for other colleagues). Myth-busting messages were also developed to address some of the misunderstandings that can adversely impact staff uptake.

In the weeks leading up to the campaign’s launch, a small number of staff from within the flu project group presented at key staff meetings to raise awareness of this year’s campaign amongst managers across the various sectors. Associate Director of Nursing for the H&SCP, presented at the ‘Leading Better Care’ event in September 2017, which brings together all team leaders, senior charge nurses, from across acute and community and asked for their support in promoting and facilitating immunisation amongst staff in their area of responsibility.

Launch
A variety of communications tools were used to publicise the launch of the Flu Fighters campaign:-

• Series of launch articles on Facebook, Twitter, web and Intranet.
• A series of desktop wallpapers were displayed on all NHS Fife computers.
• Short message added to payslips on key messages.
• A series of 3 posters were distributed to healthcare sites across Fife.
• 1,050 ‘Flu Fighters’ Tour T-Shirts were printed, most of which were hand-delivered to wards and departments across Fife.
• Bespoke pages created on intranet reinforcing key messages and providing live
information on upcoming dates/times/locations of flu clinics.
- Consent form made available to download and print.

As the campaign launched, Director of Nursing Helen Wright, wrote to all managers, reinforcing the key messages and asking for their support and encouragement of staff to improve uptake. The tone of this message was quite different to the wider communications, focussing largely on patient safety and the operational impact of flu. Included as an appendix was a campaign pack containing background information, sample letters, clinic dates, consent forms, etc. An alternative version was also developed for use in the community sector.

**Maintaining Momentum**

A key element of the campaign included a request for teams and individuals to send their post-vaccinations selfies, and a great many did using the hashtag #flufighters. Executives and senior managers were also asked to engage with the ‘selfie’ campaign and had their photo taken following vaccination. A series of foam Polaroid frames were purchased for this purpose and the photos gathered were used to maintain publicity over the course of the campaign. A variety of routes were made available for photos: email, text message, Facebook, Twitter, WhatsApp. These were published regularly on our Intranet and social media throughout the campaign.

All NHS Fife staff receive a daily email news bulletin entitled ‘Dispatch’, which is the primary online source for news across the organisation. This is controlled by communications and a banner was added to highlight where/when clinics would be on any given day.

A progress report was produced weekly to update the executive team on the campaign. This included the weekly influenza activity report issued by Health Protection Scotland as an appendix and were made available to staff through the Dispatch email.

As a means of drawing attention to the campaign, a number of celebrity endorsements were sought. In addition to recognisable faces from local sporting teams like Dunfermline Athletic, Dundee Utd, Raith Rovers, East Fife and Fife Flyers, nationally recognisable faces like Lorraine Kelly posed for photographs in our much sought-after Flu Fighters t-shirts. Broadcaster and survival expert, Ray Mears, even recorded a video message for staff ahead of a show in Glenrothes.

**Later stages**

The original schedule of flu clinics ended in late November 2017 and publicity was then carried out on web/intranet and social media to highlight additional ‘tour dates’ which were arranged subsequently. A second desktop wallpaper was also installed on all PCs from 4 December 2017, issuing a call to action for those staff who had not yet been immunised.

Off the back of breaking news stories in the national press and TV, a series of news items were
published on our intranet/social media to highlight the effect flu has had in Australasia this past winter and reinforce that the dominant strain was covered within our own vaccine.

A flu fighters ‘tour bus’ was also made available for use to the immunisation team in early December. This was branded with ‘Flu Fighters’ branding and publicity around this proved popular on social media. A competition was launched on social media to find the best flu-related song titled to make up the ‘Flu Fighters’ album.

**Social Media Engagement**

Facebook:
- NHS Fife flu posts reached 187,598 people’s timelines
- 20,653 different people engaged with flu posts (i.e. clicked on a photo, read comments etc)
- Our flu videos were viewed 8k times

Twitter:
- Our flu tweets reached 156,027 timelines
- 17k engaged with NHS Fife flu posts
- Our tweets on flu were retweeted 389 times and received 735 likes.

**DELIVERY**

This season, vaccinations have been delivered through a variety of routes:
- Staff Health and Wellbeing led Clinics
- Immunisation Team led Clinics
- Pop-up clinics at staff meetings and events
- Peer Vaccination
- Roving Clinics within Acute Services
- Flu fighters tour bus

**Staff Wellbeing and Safety Clinics**

The Staff Wellbeing and Safety Influenza vaccination clinics were generally well attended with the exceptions being the smaller satellite clinics. Staff appeared happy with the clinic times and locations. Clinics were held over 9 locations. This is the first time where there have been no concerns raised separately about the location or timing of clinics.

In addition to the scheduled Influenza vaccination clinics there were 3 mop up clinics arranged. These were held on 29/11/17, 07/12/17 and 08/12/17; 72 Staff members attended these mop up clinics.

Staff Wellbeing and Safety also offered a clinic dedicated to staff who may be reluctant to attend for Influenza due to needle phobia. This clinic was publicised on the NHS Fife intranet. Unfortunately, there were no requests for appointments at this clinic. It is anticipated that a
similar clinic will be offered during the 2018 campaign and perhaps with additional publicity staff will be encouraged to attend.

**Immunisation Team Clinics**

A total of 84 clinics were staffed by members of the NHS Fife Immunisation Team. These were held in a wide range of venues across health and social care, including clinics in care homes, and vaccinated a mix of NHS and Social Care staff. A further 5 days of roving clinics across community settings were held in January. The immunisation team led the development of innovative approaches to vaccination in community settings such as the bus tour and coordinated the peer vaccinator programme.

**Alternatives to Clinics**

Clinical areas were asked to nominate appropriate and willing peer vaccinators to immunise colleagues and provide an alternative to flu clinics. Around 20 peer vaccinators gathered for a training event at Stratheden Hospital and this was used as a publicity opportunity to highlight their availability across Fife. A list of all vaccinators and contact details were published on the ‘Flu Fighters’ pages of the staff intranet. In total, 58 peer vaccinators were recruited in wards and clinics across staff.

There are a number of staff who at a local level have gone above and beyond to support the campaign and make it a success. Some examples include:-

- Senior Charge Nurse – Ward 3, Glenrothes Hospital achieved a 100% vaccination rate amongst both patients and staff in her area.
- Staff Nurse – Addictions Service, As a Peer vaccinator at Whyteman’s Brae Hospital, personally completed 48 vaccinations
- District Nurse Team Lead - Dunfermline and Rosyth, setup her own staff flu clinics at Linburn Road Health Centre, Dunfermline, to immunise those in West Fife who have been unable to make the scheduled clinics.

Within Acute Services, a small roving team were established and visited wards and departments in VHK and QMH over a four week period. Between 30 October and 27 November 2017, they vaccinated a total of 474 staff, of which 396 were Acute Services Division staff, including front-line staff working in areas where patients are at greater risk, for example, paediatric, oncology, haematology and intensive care.

The immunisation team held pop-up clinics for staff via staff meetings or staff events.

A Flu Fighters tour bus visited a wide range of locations over 3 days to deliver vaccinations to staff covering health centres and community hospitals including Glenrothes, Levenmouth, St Andrews, Cupar, Anstruther, Kirkcaldy, Kelty, Lochore, Cardenden, Cowdanbeath, and Rosyth.
LESSONS LEARNED

Staff Engagement
A real strength of the campaign was the innovative and eye catching communications developed by the NHS Fife Communications team.

A strong focus on this year’s campaign has been staff engagement and learning about what works for staff locally. Through Peer immunisers we were able to offer vaccine during the out of hours period including staff that work weekends and night duty. This local accessibility has been a key success.

Staff Side Representatives were pictured promoting the staff seasonal flu campaign and included this within the staff side blog.

We are currently in the process of engaging with all staff involved in the campaign using appreciative enquiry to identify what worked well and any lessons that can be learned for next year’s campaign.

Leadership
This year we saw a sustained organisational focus on achieving the 50% target. This was very well supported and promoted by managers and leaders across the organisation. It will be important to sustain this organisational focus next year.

Coordination
The campaign was coordinated through the NHS Fife Seasonal Influenza Group and the Fife Health and Social Care Partnership Staff Flu Group. A sub-group for communications planning was also formed and developed a detailed communications plan.

Being able deliver all of these clinics is dependent on vaccine supply and having the appropriate procedures in place and we acknowledge the contribution of pharmacy colleagues, public health and immunisation team lead to enable this to happen.

Data Collection and Reporting
A new database has been used by Staff Health & Wellbeing for data collection and a new consent form was developed that could be used across NHS and Social Care settings. It was hoped to enter the data during the Staff Health & Wellbeing clinics as the vaccines were being administered. However, due to the volume of staff attending the clinics and the need to keep waiting times as short as possible this was not always achieved. Looking forward to the 2018 campaign, consideration could be given to a member of the administration team attending each Influenza vaccination clinic to enter the data on the day of each clinic. This would allow for more timely feedback of data. It had been anticipated that staff would bring completed consent forms with them to the clinics to help reduce waiting times but this did not often happen. This is something that can be focused on for the 2018 campaign.
Data collection for other routes of delivery (i.e. the Immunisation Team led clinics and alternatives to clinics such as the peer vaccinators and roving clinics) has been through the Formic system. Data from the Staff Health & Wellbeing clinics will also be collated through Formic, which will enable a detailed analysis of activity at the end of the season and should enable improved targeting of resources next season.

Social Care
This is the first year that we have included Health and Social Care Partnership Social Care staff within the campaign. We are delighted that they supported the immunisation of 563 social care staff through locally accessible clinics. Some key learning for next year will be early promotion of the vaccination and we will engage with social care staff and managers in the preparations for the 2018 campaign.

Within Fife we also promoted staff flu vaccination within the independent sector this year. This included a pack that was sent to all independent providers and included key health protection and promotion materials and information on how to access the vaccination. This was brilliantly supported by the Fife’s Local Integration and Improvement Lead and commended as good practice by the Care Inspectorate.

SUMMARY
Achievement of the 50% uptake target is a reflection of a significant amount of effort across staff groups and teams in Fife and stands in stark contrast with the staff uptake rate in recent years.

There are some issues that will require careful consideration and planning in order to maintain and build on this achievement next season, for example, the Immunisation Team resource is unlikely to be available to support staff vaccination next season to the same extent. It is also recognised that timely data collection and analysis in order to target areas of low uptake has been difficult due to the complexities of the databases in use. However, we are in a strong position to learn from our successes and challenges this year and would aim to improve on our achievements in future seasons.

Recommendation

The Board is asked to:

Note this report for information and congratulate all those involved.

Objectives: (must be completed)

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<thead>
<tr>
<th>Healthcare Standard(s):</th>
<th>Clinical and Staff Governance</th>
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<tr>
<td>HB Strategic Objectives:</td>
<td>An Exemplar Employer</td>
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<td></td>
<td>Clinically Excellent</td>
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### Further Information:

| Evidence Base:     | GMC Good Medical Practice  
|                   | NMC Code of Practice  
|                   | WHO Guidelines  
|                   | CMO / CNO / CPO Guidance  
| Glossary of Terms:| n/a  
| Parties / Committees consulted prior to Health Board Meeting: | Representatives of NHS Fife Seasonal Influenza Group |

### Impact: (must be completed)

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<thead>
<tr>
<th>Financial / Value For Money</th>
<th>Vaccine provided by the Scottish Government</th>
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<tr>
<td>Risk / Legal:</td>
<td>Transmission of influenza virus from healthcare workers to patients</td>
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<tr>
<td>Quality / Patient Care:</td>
<td>Health protection of patients and staff</td>
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<tr>
<td>Workforce:</td>
<td>Professional responsibility to protect patients being cared for / colleagues</td>
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<tr>
<td>Equality:</td>
<td>N/A – Open to all staff employed by NHS Fife</td>
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