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**Subject:** RE: 20200319-NHS-MACA Request -**EARLY WARNING OF INCOMING LARGE SCALE MACA REQUEST**

All,

The NHS supply chain for PPE is falling apart. They urgently need assistance. This is a large scale request, enduring for a number of weeks, to PLAN and EXECUTE elements of the NHS supply chain for PPE. There are likely two time frames, immediate and deliberate, before the problem can be handed off to a commercial solution. There is no commercial capability in this time frame. The immediate task may be as large as 25 trucks to deliver PPE from Merseyside to various sites around the country, as early as tomorrow for 4-5 days. Then, in a deliberate manner, to establish a full end-to-end supply chain. The Annex B MACA request is being written as we speak; I have asked the team to quickly establish whether action needs to occur this evening to reduce readiness of any capability for tomorrow. All up scale, including planners, drivers, log dets could be up to c2500. Please treat this as the first report from the battlefield – details will change but the base problem of PPE supply chain risk is very real. More to follow shortly.

Best regards,

NR

DACOS HQ SJC (UK) | Montgomery House, Queens Avenue, ALDERSHOT, GU11 2JN | DTN:

I&amp;S

HQ SJC (UK) Duty Officer (24/7)

I&amp;S

HQ SJC(UK) COP

**From:** HURLEY, Sara (NHS ENGLAND & NHS IMPROVEMENT - X24) <[sara.hurley@nhs.net](mailto:sara.hurley@nhs.net)>**Sent:** 19 March 2020 14:59**To:** NR @mod.gov.uk>; LAWSON, Emily (NHS ENGLAND & NHS IMPROVEMENT - X24) <[emily.lawson3@nhs.net](mailto:emily.lawson3@nhs.net)>; NR (FdArmy-Generate-DACOS)

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**Cc:** [Steve.Oldfield@dhsc.gov.uk](mailto:Steve.Oldfield@dhsc.gov.uk); GROVES, Stephen (NHS ENGLAND & NHS IMPROVEMENT - X24)<[stephengroves@nhs.net](mailto:stephengroves@nhs.net)>; WILLETT, Keith (NHS ENGLAND & NHS IMPROVEMENT - X24) <[keith.willett@nhs.net](mailto:keith.willett@nhs.net)>;

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s@nhs.net&gt;;

[jamie.littlejohns@mckinsey.com](mailto:jamie.littlejohns@mckinsey.com);

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@mod.gov.uk&gt;

**Subject:** RE: 20200319-NHS-MACA Request -

Paddy,

Apologies....planning in the first place but operational task would preferably be MOD...I'll ring

*Regards**Sara Hurley*Chief Dental Officer England ([England.CDO-CDO-ENGLAND@nhs.net](mailto:England.CDO-CDO-ENGLAND@nhs.net))

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ENGLAND[England.CDOexecutive@nhs.net](mailto:England.CDOexecutive@nhs.net)  
[www.england.nhs.uk](http://www.england.nhs.uk)**From:**

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**Sent:** 19 March 2020 14:12

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To: HURLEY, Sara (NHS ENGLAND & NHS IMPROVEMENT - X24) <sara.hurley@nhs.net>; LAWSON, Emily (NHS ENGLAND & NHS IMPROVEMENT - X24) <emily.lawson3@nhs.net>; [NR] FdArmy-Generate-DACOS) [NR] @mod.gov.uk; [NR] SPO CTandUK-Mil-AH) [NR] @mod.gov.uk;

Cc: Steve.Oldfield@dhsc.gov.uk; GROVES, Stephen (NHS ENGLAND & NHS IMPROVEMENT - X24) <stephengroves@nhs.net>; WILLETT, Keith (NHS ENGLAND & NHS IMPROVEMENT - X24) <keith.willet@nhs.net>; [NR] NHS ENGLAND & NHS IMPROVEMENT - X24) [NR] jamie.littlejohns@mckinsey.com; [NR] (3UKXX-CGP-COS) [NR] @mod.gov.uk;

Subject: RE: 20200319-NHS-MACA Request -

Sara,

Got it. Will turn into a formal MACA request.

All below understood; it's the planning capacity you are after, not the physical distribution (which will be done by commercial contractor).

Planning team of 3 en route to you now. [I&S] [NR] who has just arrived from PJHQ J5... along with a generalist planner/trainee [NR] and [I&S] ([I&S] QARANC) who has associated NHS Ops/Plans KSE.

The team will be RTM NLT 1430hrs; should be with you 1 ½ to 2 hrs later. Its not like there's much traffic at the moment... 😊

Contact details are:

[NR] [NR] @mod.gov.uk [I&S]  
[NR] @mod.gov.uk [I&S]  
[NR] @mod.gov.uk [I&S]

They have your details and will touch base when near to Skipton House.

[NR]  
Please cut a very simple FRAGO for this as a MAT.

[NR]  
Assume will complete a FGenO?

[NR]  
Will speak! MINSUB for a MAT?

Best regards,

[NR] DACOS HQ SJC (UK) | Montgomery House, Queens Avenue, ALDERSHOT, GU11 2JN | [I&S]

HQ SJC (UK) Duty Officer (24/7) [I&S]

HQ SJC(UK) COP

From: HURLEY, Sara (NHS ENGLAND & NHS IMPROVEMENT - X24) <sara.hurley@nhs.net>

Sent: 19 March 2020 13:47

To: [I&S] @mod.gov.uk; LAWSON, Emily (NHS ENGLAND & NHS IMPROVEMENT - X24) <emily.lawson3@nhs.net>

Cc: Steve.Oldfield@dhsc.gov.uk; GROVES, Stephen (NHS ENGLAND & NHS IMPROVEMENT - X24) <stephengroves@nhs.net>; WILLETT, Keith (NHS ENGLAND & NHS IMPROVEMENT - X24) <keith.willet@nhs.net>; [NR] NHS ENGLAND & NHS IMPROVEMENT - X24)

[NR] @nhs.net; jamie.littlejohns@mckinsey.com

Subject: 20200319-NHS-MACA Request -

Importance: High

[NR]

At the request and with the authority of Emily Lawson – NHS Chief Commercial Officer  
Please accept this e-mail as formal notification of a request for military support for NHS E  
Need to act with clear task – the requirement:

Urgent distribution of Personnel Protective Equipment (PPE) from NHS Supply Chain Depots ( and some commercial sites ) to NHS England primary and secondary care facilities across England (and the Devolved Administrations - tbc).

**Discounted other alternatives – there are no viable alternatives available to NHS E to meet demand/timeframe at this scale:**

- NHS E lacks the necessary planning and logistic task at this scale in the time frame available
- Extant supply chain is under significant pressure, evidence of failure ( due to COVID-19) demands and manpower shortfalls
  - Current estimate is that NHS Supply Chain unable to recover sufficiently in next 24-72 hours to meet the key priorities and maintain essential services for safe healthcare

**Background:**

Exponential demand for COVID-19 required PPE in:

- Established NHS hospitals
- Additional ( new) demand in primary and community care settings ( not previously served by Supply Chain, no regular resourced distribution network for these sites)

**Deficiencies to current structure:**

- No national planning capability to meet unprecedented national demand
- No NHS Supply Chain capability to meet unprecedented national demand

**Proposal- Request:**

Logistic expertise and support (for the immediate and interim distribution of PPE across the NHS Estate) in order to undertake and complete the following:

**Joint NHS/MOD Planning Tasks:**

Co-production with NHS E and Department of Health and Social Care ( including Supply Chain)

- Establish joint planning team in Skipton House (80 London Road)
- An assessment of and quantify current NHS PPE demand – across the national estate (including Wales - tbc)
  - Primary Care ( e.g. GP surgeries)
  - Secondary care ( e.g. Hospitals)
  - Community care ( care homes, palliative hospital – residential care sites, including secure sites - mental health institutions)
- Identify and test feasibility of options for consolidation of current stock, depot management in order to secure rapid supply chain and distribution to prioritised locations across NHS estate and community care estate
- Quantify storage capability at proposed depot and receiving sites – consider and factor in expansion of storage and security of PPE
- Produce logistic solution for PPE distribution to meet immediate priorities ( next 24-36hrs) across the NHS estate
- Produce logistic solution for PPE to meet interim priorities (72hrs) across the NHS estate
- Undertake Lessons Identified with a view to developing a sustainable surge capability for national PPE requirements – in order to maintain safe and essential healthcare provision across the NHS Estate and into community care settings

**Implied Tasks:**

Given critical time constraints assume request for MOD Logistic support

- MoD operational command and control to undertake delivery on plan as agreed with NHS and DHS&C:
  - Likely tasks:
    - C2
    - R2
    - IM/IX
    - Establish and manage temporary depots
    - Security
    - Stock control
    - Vehicles and drivers