

COPD Diagnosis and Management/The Role of the Breathe Service Tom Walton – Clinical Team Leader

Objectives



- Discuss diagnosis and management of COPD
- Discuss how to help your patient's self manage effectively.
- Breathe service update



The stats Barnsley



- Barnsley is ranked 43rd most deprived local authority in England. 1/3rd of Barnsley neighbourhoods are among the 20% most deprived areas in England (ONS 2024)
- Life expectancy for men 76.5 (England 79.1), for women 80.5 (83)
- Health life expectancy at birth for men 55.9 (62.6) years, for women 60.1 (63.1) years
- Under 75's mortality from respiratory disease is 10% higher in Barnsley than the national average, with 47.8 per 100,000 men, and 37.4 per 100,000 women. Preventable deaths are 27.6 per 100,000.
- 15.7% of the population of Barnsley are smokers compared to 12% for England (ONS 2024). Highest in 25-34 age group





Why is it important?

- COPD is a preventable disease.
- Avoidable death due to respiratory disease is 7 times higher in the most deprived areas of England compared to the least deprived. Related to smoking, air pollution, poor housing, occupational hazards, variation in healthcare quality and access.
- Hospital admissions due to respiratory conditions are a major factor in winter pressures faced by the NHS.

(Public Health England, 2019)



Responsibility of healthcare professionals Yorkshire Partnership



- NHS Foundation Trust
- understanding the risk factors and exposures that increase risk of respiratory illness, and providing advice to patients to reduce or avoid these exposures
- •understanding the populations at risk, and the symptoms and signs of respiratory illness, in order to detect and diagnose these conditions early
- implementing best practice guidelines around the diagnosis and management of people with respiratory conditions
- •referring patients for specialist services where appropriate, such as smoking cessation services and pulmonary rehabilitation
- providing personalised care to support individuals manage and live with their condition while maintaining high quality of life
- promoting uptake of the flu and pneumonia vaccinations among eligible groups

(Public Health England 2022)

Case Study



- John, 66 years old.
- Smoker- since late teens (5-16 years old) 20 per day.
- Coal miner from age of 18 10 years on coal face. Worked in a warehouse since. Struggling with work for past 6 months due to shortness of breath.
- Noticed progressive breathlessness in last 2 years.
- Frequent coughs/cold particularly in winter.
- Productive cough, worse in the morning.
- Wheezy on mobilising into clinic room.



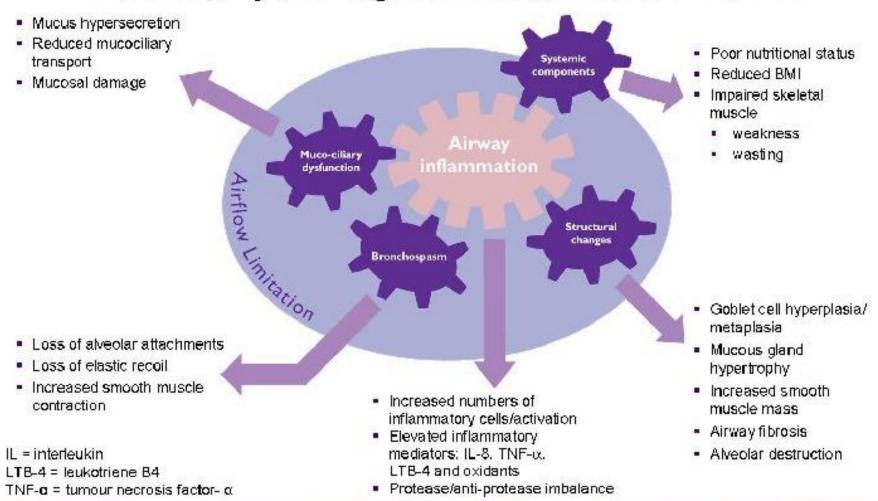
Definition



COPD as a heterogeneous lung condition characterized by chronic respiratory symptoms (dyspnea, cough, expectoration and/or exacerbations) due to abnormalities of the airways (bronchitis, bronchiolitis) and/or alveoli (emphysema) that cause persistent, often progressive, airflow obstruction. (GOLD 2025)

- •Chronic obstructive pulmonary disease (COPD) is a common, treatable (but not curable), and largely preventable lung condition.
 - It is characterised by persistent respiratory symptoms (such as breathlessness, cough, and sputum) and airflow obstruction (usually progressive and not fully reversible).
 - Airflow obstruction results from chronic inflammation caused by exposure to noxious particles or gases (usually tobacco smoke but also from environmental and occupational exposures).(NICE 2025)

Pathophysiological features of COPD





NHS Foundation Trust

Clinical Indicators for Considering a Diagnosis of COPD

Figure 2.1

Consider the diagnosis of COPD, and perform spirometry, if any of these clinical indicators are present:

(these indicators are not diagnostic themselves, but the presence of multiple key indicators increases the probability of the presence of COPD; in any case, spirometry is required to establish a diagnosis of COPD)

Dyspnea that is	Progressive over time Worse with exercise Persistent
Recurrent wheeze	
Chronic cough	May be intermittent and may be non-productive
Recurrent lower respiratory tract infections	
History of risk factors	Tobacco smoke (including popular local preparations) Smoke from home cooking and heating fuels Occupational dusts, vapors, fumes, gases and other chemicals Host factors (e.g., genetic factors, developmental abnormalities, low birthweight, prematurity, childhood respiratory infections etc.)

Differential Diagnosis of COPD

Figure 2.3

Diagnosis	Suggestive Features
COPD	Symptoms slowly progressive
	History of tobacco smoking or other risk factors
Asthma	Variable airflow obstruction
	Symptoms vary widely from day to day
	Symptoms worse at night/early morning
	Allergy, rhinitis, and/or eczema also present
	Often occurs in children
	Family history of asthma
Congestive heart failure	Chest X-ray shows dilated heart, pulmonary edema
	Pulmonary function tests indicate volume restriction, not airflow obstruction
Bronchiectasis	Large volumes of purulent sputum
	Commonly associated with bacterial infection
	Chest X-ray/HRCT shows bronchial dilation
Tuberculosis	Onset at all ages
	Chest X-ray shows lung infiltrate
	Microbiological confirmation
	High local prevalence of tuberculosis
Obliterative	Can occur in children
bronchiolitis	Seen after lung or bone marrow transplantation
	HRCT on expiration shows hypodense areas
Diffuse panbronchiolitis	Predominantly seen in patients of Asian descent
	Most patients are male and nonsmokers
	Almost all have chronic sinusitis
	Chest X-ray $\&$ HRCT show diffuse small centrilobular nodular opacities $\&$ hyperinflation

These features tend to be characteristic of the respective diseases, but are not mandatory. For example, a person who has never smoked may develop COPD (especially in LMICs where other risk factors may be more important than cigarette smoking).



DiagnosisSpirometry



Patients who present with at least one symptom, have a risk factor of COPD and are over the age of 35 should have a post bronchodilator spirometry (NICE 2018).

- If FEV1/FVC ratio < 0.7 (70%) & below patients LLN & FEV1 < 80% then a diagnosis of COPD can be confirmed. (ARTP 2023)
- If FEV1/FVC ratio < 0.7 (70%) but FEV1 > 80% a diagnosis of COPD can still be made if symptoms are present (NICE 2018).

N.B. Consider the age of the patient when interpreting spirometry results.



Back to John



- John, 66 years old.
- Smoker- since late teens (15-16 years old) 20 per day.
- Coal miner- 10 years on coal face. Worked in a warehouse since. Struggling with work for past 6 months due to shortness of breath.
- Noticed progressive breathlessness in last 2 years.
- Frequent coughs/cold particularly in winter.
- Productive cough, worse in the morning.
- Wheezy on mobilising into clinic room.
- FEV1/ FVC Ratio is 45%- LLN 67%- Thoughts?
- FEV1- 1.81 litres (50% predicted) LLN is 2.78L
- FVC- 4.01 litres (90% predicted)- LLN is 3.47L
- Negative reversibility.
- Technically acceptable and reproducible.



Other points to consider



COPD is confirmed in the context of an appropriate clinical history, relevant exposure, and evidence of airflow limitation on post-bronchodilator spirometry (FEV1/FVC <0.7).

When to consider asthma in someone with suspected COPD

- Marked symptom variability (day-to-day and/or diurnal)
- Dramatic response to bronchodilators (>200mls & 15% increase) (note COPD patients can also exhibit significant reversibility).
- Dramatic response to oral corticosteroids (symptoms and/or lung function)
- People can have both asthma and COPD features and should be treated with single inhaler triple therapy with the approach tailored to the dominant condition.





Management









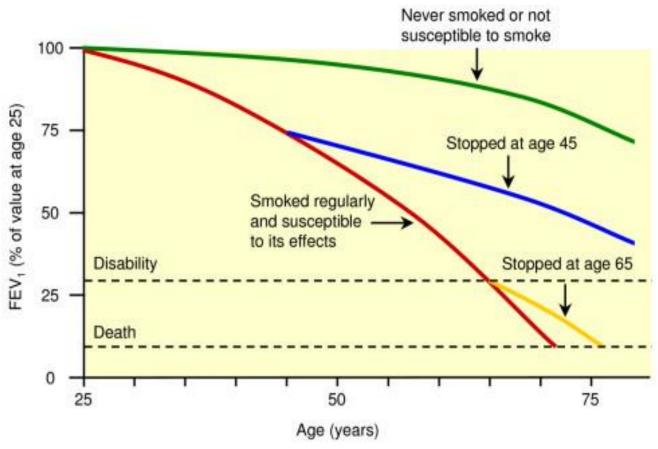
Fundamentals

- Smoking Cessation
- Pulmonary Rehab
- Vaccination
- Inhaler technique
- Self management plan





Smoking cessation: Who benefits?



Natural history of lung function decline in smokers and nonsmokers. British Medical Journal, 1977.

20 minutes

Blood pressure and pulse rate return to normal.

24 hours

Carbon monoxide will be **eliminated from the body**. Lungs start to clear out mucus and other smoking debris.

72 hours

Breathing becomes easier. Bronchial tubes begin to relax and energy levels increase.

3-9 months

Coughs, wheezing and breathing problems improve as lung function increases by up to 10%.

10 years

Risk of lung cancer falls to half that of a smoker. Risk of heart attack falls to the same as someone who has never smoked.

8 hours

Nicotine and carbon monoxide levels in blood **reduce by half**, oxygen levels return to normal.



48 hours

There is no nicotine in the body. Ability to taste and smell is greatly improved.

2-12 weeks

Your circulation improves.

5 years

Risk of heart attacks **falls to about half** compared to a person who is still smoking.

Benefits of Smoking Cessation

Pulmonary Rehab

- A multidisciplinary program that helps improve the quality of life for with people with respiratory conditions.
- Holistic treatment not just about exercise
- Educates patients on how to manage their condition e.g. inhaler technique and how to manage acute exacerbations
- Program lasts for 6-8 weeks 2 sessions per week.



Venues

Saint Helen's Church Community Hall Thurnscoe

The Rockingham Centre Hoyland

Penistone Leisure Centre

Barnsley (Long Term Exercise) Heart Support Group The Old Bakery Royston

Pulmonary RehabThe stats



- Estimated that only 15% of people suitable for PR are referred
- If PR was delivered to all patients currently eligible, it's expected that we could:
 - Reduce exacerbations by 13%
 - Free up 150,924 GP appointments
 - Save 106,532 hospital bed days
 - Reduce hospital admissions by 26,633



Pulmonary Rehab

The benefits



- Helps patients manage their symptoms
- Improves exercise tolerance
- Helps patients deal with and reduce anxiety
- Improves emotional wellbeing
- Promotes healthy eating
- Reduces risk of exacerbations and patients are less likely to be admitted to hospital
- Reduces mortality



Importance of inhaler technique



- Inhaled therapies are only effective if the patient can use the device.
- Poor technique is common; it is estimated that only 15% of patients use MDI's correctly
- Healthcare professionals (HCP's) also have poor technique: a study in 2018 involving doctors' nurses and pharmacists identified that only 19% of HCP's were able to correctly use a DPI and only 10% were able to correctly use pMDI.



Common problems

- South West Yorkshire Partnership
- Not breathing out first
- Not holding the breath after taking inhaler
- Not priming the device properly
- Not shaking the inhaler (if required)
- Not holding the inhaler in the upright position (where recommended)
- Inhaling too early or inhaling too late
- Not leaving enough time between doses
- Actuation against teeth, lips or tongue
- Stopping inhalation immediately after firing
- Not using correct inspiratory effort (firm/forceful and deep for dry powder device (DPI) and gentle and deep for pMDI/mist/spacer)

- Inhalation through nose whilst and after actuation
- Failing to form a good seal around the mouthpiece





Vaccinations



NHS Foundation Trust

- GOLD (2024) recommends that patients get vaccinated against flu, covid, and pneumonia.
- RSV vaccine should be offered to people aged 75-79.
- Helps prevent infections and reduces the risk of acute exacerbations.
- Reduces the risk of severe infection and complications
- Cheap and cost effective.
- Can have side effects such as low grade pyrexia, aches and fatigue, pain redness and swelling at the injection site.

Do I feel worse than usual? Symptoms may include:



Getting more out of breath



Getting more out of breath despite taking my reliever medication



Increased chesty cough





Continue or increase my inhaler or nebuliser treatment



Start my rescue pack drugs (steroids)



Increased

sputum.

Change in

colour: dark

yellow, green

Start my rescue pack drugs (steroids and antibiotics)



Keep calm and do my breathing exercises

I must remember...

Contact my nurse or doctor or the community respiratory team



If symptoms are severe, call 999



If you use your rescue pack drugs, tell your doctor or nurse as soon as you can so that you can replace them.



for managing a flare-up

- Eat healthy foods little and often, rather than having big meals.
- Use controlled breathing techniques (see page 28).
- If you produce more sputum than usual, try using chest clearing techniques to get rid of it (see page 31).
- Try some techniques to help you to relax and relieve anxiety.
- Drink plenty of fluid little and often is best.
- Change your plans to give yourself more time and pace yourself – plan in times to have a rest!

Remember:

- If you cough up blood during a flare-up or when you feel well – contact your GP as soon as you can.
- Let your health care professional know when you begin taking medication for a flare-up, so that you can get more rescue medication.
- If you have more than two flare-ups a year that require your rescue drugs, get a review with your GP or nurse.

When you are well:

Make sure you know

- How far you can walk before you are out of breath.
- How much sputum you produce daily.
- What colour your sputum is.
- How your breathing is at rest and when you are doing something.
- What makes your breathing worse avoid triggers like cigarette smoke, but don't avoid activity when you are well as getting a bit breathless will help make you fitter.
- How well you sleep, including the number of pillows.
- How to use your inhalers, and what they are for.
- What to do if your symptoms get worse.

Lifestyle tips

- Stop smoking and avoid smoky areas.
- Keep active every day and ask your nurse or doctor about pulmonary rehabilitation.
- Ask your nurse or doctor for information about healthy eating.
- Drink plenty of fluids.
- Plan ahead and allow time to do things.
- Be sure to wrap up if it is cold outside.

Your reliever is:		
Other Inhalers:		

Signs of becoming unwell:

- Increased breathlessness not able to do as much as usual OR taking much longer to recover.
- Change in sputum colour from normal for you, to yellow, green or brown.
- Increase in the amount of sputum.

If you have two or more of the above signs of becoming unwell or have blood in your sputum:

- Continue your usual medication including your inhalers.
- Increase your reliever to:

You may require antiblotics and/or steroids. If you have a rescue pack please refer to your rescue pack flare up plan or speak to your COPD specialist nurse/GP Practice.

Other advice

- Allow more time for rest in the day.
- Drink extra fluids.
- Eat small amounts regularly.

If you have been given additional medication to keep at home):					

Severe symptoms:

The following symptoms need urgent medical attention:

- Too breathless to speak in sentences.
- Feel drowsy
- Not able to eat or drink.
- You have a high fever.
- Coughing up blood or blood in sputum.
- Your symptoms get worse after starting your rescue medication OR you are no better after two days of taking your rescue medication.

Contact your GP Immediately for an urgent review.

This includes out of hours as they will redirect you.

If you are short of breath at rest, feeling agitated, afraid or drowsy you need to sit down and try to stay calm. Panicking will make your breathing worse.

Call 999 If you experience any of the following:

- Confusion
- Severe central chest pain
- Feel exceptionally drowsy
- Symptoms come on rapidly
- Blue lips, fingers or toes

Take	puffs of

Use a large volume spacer if you have one while you are waiting for an ambulance.



Other considerations

- Assess and modify exacerbation risk.
- Assess and modify cardiovascular risk.
- Assess and maintain bone health.
- Assess and maintain mental health.
- Assess symptom burden using validated tools- such as MRC/CAT.
- Measure BMI and offer dietary advice if BMI is less than 20 or above 30.





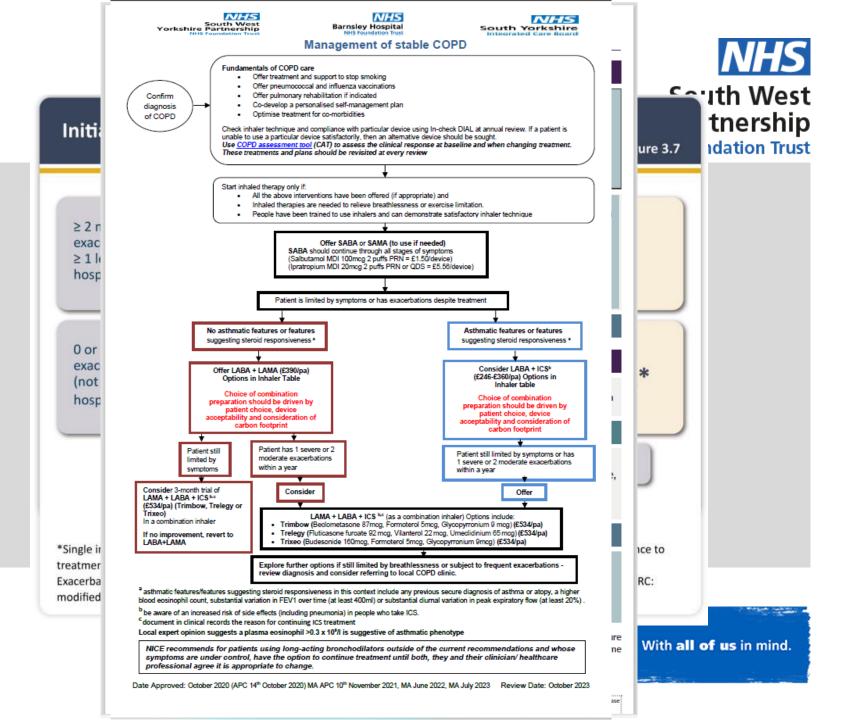


Treatment











Step 1

Assess risk and likelihood of response to ICS

Step 2

Assess and teach inhaler technique and start treatment with an appropriate device.

Low

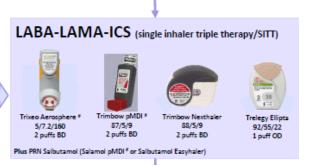
- Eos < 0.3x10⁹/L OR
- Absence of features indicating high risk and ICS response



Exacerbations and Eos ≥ 0.3x10°/L*

High

- Blood Eos ≥ 0.3x10⁹/L AND
- 2 or more 'chest infections' treated in the community OR 1 or more hospitalisation with a COPD exacerbation in the past year
- Evidence of co-morbid asthma



Back to John



NHS Foundation Trust

- John, 56 years old.
- Smoker since late teens (15-16 years old) 20 per day.
- Coal miner- 10 years on coal face. Worked in a warehouse since. Struggling with work for past 6 months due to shortness of breath.
- Noticed progressive breathlessness in last 2 years.
- Frequent coughs/ cold particularly in winter.
- Productive cough, worse in the morning.
- Wheezy on mobilising into clinic room.
- FEV1/ FVC Ratio is 45%- LLN 67% Thoughts?
- FEV1- 1.81 litres (50% predicted) LLN is 2.78L
- FVC- 4.01 litres (90% predicted) LLN is 3.47L
- Negative reversibility.
- Technically acceptable and reproducible.
- eMRC is 3 (MRC- 4)
- CAT Score is 18
- Eosinophil count 0.2

WHAT IS YOUR INITIAL MANAGEMENT OF JOHN?





NHS Foundation Trust

Step 3

Assess response and optimise treatment

Reassess after every exacerbation, clinic change or at annual review.

Consider referral to Breathe if despite optimization of all aspects of general management, symptoms remain uncontrolled.

Optimise General Management AND

- Teach non-pharmacological breathlessness management
- Hand-held fan
- Breathing square
- Pacing and positions for recovery
- Consider low-dose opiates if distressing breathlessness persists
- Modified Release Morphine Sulphate
 5-10mg BD
- Consider Mucolytics (Carbocisteine 750mg TDS or NACSYS 600mg daily if difficulty expectorating sputum for 3-month trial, if ineffective stop.



NHS Foundation Trust





Who Are We?

- We are a team of respiratory nurses integrated into the six neighbourhoods in Barnsley
- 1 Clinical team Leader
- 1 Lead respiratory nurse
- 2 respiratory nurses in each neighbourhood delivering nurse clinics and home assessments in their areas
- Respiratory consultant delivering two respiratory clinic sessions per week
- Access to respiratory physio.
- Independent nurse prescribers, or working towards





Who is it for?

- Patients over the age of 18, who live in the Barnsley area or who are registered with a Barnsley ICB GP practice.
- Diagnosed with a long-term respiratory condition- COPD, asthma, bronchiectasis, interstitial lung disease.





Who is it not for?

- Patients with ventilatory disorders alone, i.e OSA/OHS
- ARI without background respiratory disease
- Referring for pulmonary rehabilitation, this is a separate service
- Heart failure alone, except for oxygen assessment.



Services offered



- Exacerbation support service-LRTI, pneumonia, exacerbation of chronic respiratory disease,
- Home oxygen assessment –LTOT, AOT, POT, SBOT.
- Supported discharge and admission avoidance, working in partnership with virtual ward and YAS/ED.
- FeNO testing.
- Long term nebuliser assessment
- Enduring support.





Response times

Crisis (Within 2 hours) - At risk of hospital admission and requires assessment because of:

- A diagnosed condition, e.g. chest infection
- Is experiencing a deterioration/exacerbation of a long-term condition (excluding asthma)
- Has become unable to manage at home due to recent hospital discharge
- Patients with a sudden deterioration of terminal condition e.g. EOL,
- Patients with a combination of above factors, along with social/cognitive/memory problems that may require a place of safety, whilst investigations can be taken to confirm or exclude a physical condition (step up bed via RCB)





Response times

Urgent (Within 24 hours) - At risk of deterioration to crisis point because of:

- Experiencing an exacerbation of a long-term condition that is normally stable (excluding asthma). They may have been seen by HCP and given acute treatment but need further monitoring.
- Deteriorating terminal condition
- Currently safe to remain at home





Response times Routine (Within 72 hours)

- Not acutely unwell but struggling with day-to-day management of their condition despite optimisation
- Patients who have not fully responded to initial exacerbation management treatment who remain symptomatic but not unwell or unstable enough to require a visit within 24 hours.
- Deteriorating terminal condition
- Currently safe to remain at home



Response Times

Planned intervention (Within 7 days)



- As per routine, but also
- Nurse led clinics

Response Times

Provision of Pro-active care (7 days +

- As per routine/ planned, but also
- Consultant clinics
- Oxygen assessments





Exacerbation Support

- For patients at risk of hospital admission and requires assessment/treatment because of an exacerbation of diagnosed lung condition with or without infection.
- Respiratory nurse will visit patient at home within 2 hours and carry out full assessment which includes baseline observations, assessment of clinical symptoms, chest exam and CRP POCT.
- Non-medical prescribers will prescribe acute treatment, if necessary, which can also include short term nebulised Salbutamol if needed.
- Will be reviewed on regular basis at home according to clinic need.
- Before discharge from service, patient is provided with education about selfmanagement of condition including techniques to manage breathlessness, assessment and education of effective inhaler techniques, self-management plans, vaccination advice, onward referral to stop smoking services and pulmonary rehabilitation.
- Patient is encouraged to self-refer back to service in the event for future exacerbation support/ assessment/ treatment.





- E-mail referral proforma to RightCareBarnsleyIntegratedSPA@swyt.nhs.uk
- Electronic referral (SystmOnepractices)

GOOD REFERRALS:

- What is the concern?
- What are you asking for?
- What have you done so far?





NHS Foundation Trust



Rescue packs

South West Yorkshire Partnership

- Rescue packs are both over and under used
- Patients who frequently exacerbate (more than 2 per year)
 are most likely to benefit.
- Patients need to be able to recognise the signs of an exacerbation
- On optimised treatment
- Able to understand the information provided
- They need education alongside rescue packs how to recognise exacerbations, risks and benefits, safety netting.
- Should be given alongside self management plans
- Should never be on repeat prescription and should be reviewed after commencing.
- Prednisolone 30 mg once daily for 5-7 days
- Empiric antibiotic (or based on last sputum result):
- o Amoxicillin 500 mg three times daily for 5 days or
- o Doxycycline 200 mg first day then 100 mg daily for total 5-7 day course or
- o Clarithromycin 500 mg twice daily for 5 days

Long term nebulised therapy Yes or No?



- There is no compelling evidence that nebulised Salbutamol is superior to the same drug delivered via a spacer with MDI device.
- Side effects that include arrhythmias, tachyphylaxis (rapidly diminishing response to successive doses of a drug, rendering it less effective).
- Failure to call help in an emergency.

BREATHE criteria for consideration of long term nebulisers

- FEV1 less than 40% predicted
- 4 or more exacerbations in last 12 months that have required referral to BREATHE or hospital admission
- Will not be considered in smokers







Types of oxygen therapy used in COPD

Long Term Oxygen Therapy (LTOT)

LTOT is indicated for people with COPD who have persistent hypoxia when stable. LTOT aims to improve long-term prognosis and requires >15 hours use per day to provide the desired benefit.

- Ambulatory Oxygen Therapy (AOT)

AOT may be indicated for people where LTOT is not indicated but have been shown on formal exercise testing to desaturate on exertion and benefit from AOT.

- Palliative Oxygen Therapy (POT)

POT can be trailed for people receiving end-of-life care that have refractory breathlessness and hypoxia and have not responded to opioids and non-pharmacological measures.

There is no indication for short burst oxygen therapy for the management of COPD.

Oxygen therapy should only be offered following formal assessment of eligibility and safety.

Oxygen therapy cannot be offered to current smokers.





When to consider Oxygen therapy in the management of COPD

- SpO2 <92% on air,
- FEV 1 <30% predicted
- Raised JVP
- Polycythaemia or PAH
- Co-morbid HF with ankle oedema





Obligations of referrers when referring for oxygen assessment

- Should have quality-assured clinical diagnosis and be medically optimised
- Pulse oximetry should be undertaken to determine whether the individual is hypoxaemic
- If diagnosis unclear or significant co-morbidities that may contribute to breathlessness or hypoxaemia, they should be referred to the appropriate specialist physician,
- Potential hypercapnic respiratory failure should also be reviewed by physician,
- Patients whose SpO2 is borderline may need further ax if breathless on exertion or when sleep disordered breathing is a possibility
- Patients current smoking status should be assessed.



Palliative Care



- Poorly recognised in respiratory conditions
- A 2017 systematic review of 37 studies, which assessed discussions about end-of-life and palliative care between healthcare professionals and patients with COPD, described low frequency and poor quality of palliative care conversations. These often occurred at an advanced stage of illness, and in respiratory wards and intensive care units rather than in the community.
- Study published in European respiratory journal highlighted that only 1 in 5 patients dying from COPD received palliative care.
 Nearly half received it in the last 6 months and a third in the last month of their life.



How to identify if a COPD patient is in the last 12 months of life



Table 1: COPD characteristics associated with increased mortality^{16–18}

Age ≥70 years

Physical dependence (needs help with three activities of daily living)

Poor quality of life

Low BMI

The presence of co-morbidities

FEV₁ ≤30%

mMRC dyspnoea scale ≥3

BODE ≥7

BODEX ≥7

COPD=chronic obstructive pulmonary disease; BMI=body mass index; FEV₁=forced expiratory volume in 1 second; mMRC=modified Medical Research Council; BODE=body mass index, obstruction, dyspnoea, and 6 minutes walking test; BODEX=body mass index, obstruction, dyspnoea, and severe exacerbations

Palliative care



COPD Severity: BODEx Index

Body mass index, airflow Obstruction; Dyspnea, and Exacerbations (BODEx) index:

Variable	Points on BODEx			
	0	1	2	3
FEV1 (% predicted)†	≥65	50-64	36-49	≤35
Exacerbations	None	1-2	≥3	
MMRC Dyspnea Scalet	0-1	2	3	4
Body Mass Index§	>21	≤21		

COPD Control defines a BODEx of:

- ≤4 points as mild/moderate COPD
- ≥5 points as severe/very severe COPD





Palliative care cont...



- Conversations should be taken place at an earlier stage.
- Discussions should be offered routinely
- Patients need to understand their disease and its progression
- Open discussions can expel fears of anxiety and fear
- Discussions should be revolved around patients wishes re: hospital admission, preferred place of death, ventilation and resuscitation.

"Hope for and expect the best, and prepare for the worst"

Preferred Priorities of Care Document





