

# COVID-19 Recovery Lesson Learned

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## Background



- Metro South Public Health Unit (MSPHU) is responsible for the largest population in Queensland
- MSPHU played a pivotal role in the COVID-19 pandemic disaster response
- COVID-19 Recovery Lessons Learned will inform future responses

## Approach

- Queensland Health's *Lessons Management Guideline* and *Disaster Management Standard* were the basis for gaining feedback.
- Facilitated face-to-face team-based workshops
- Online survey emailed to existing and previous employees
- Information collated from both sources

## Outcome

- **Short-Term Actions:** included mechanisms for managing staff fatigue, and accommodation needs, staff training to improve communication, specifically difficult conversations
- **Long-Term Actions:** review Emergency Incident Response Plan and Business Continuity Plan and improve systems and programs for allocating, recording, and managing tasks

## Recommendations

### Short-Term

#### Review respective response plans

- Review local response plan for usability and purpose
- Consult with Staff and Disaster Coordinator when reviewing local plans

#### Staff Training

- Ongoing support for staff well-being
- Disaster training to build understanding and awareness
- Regular disaster management desktop exercises

#### Communications

- Localise communication strategy (dedicated communications officer during an incident response)
- “Live” communication dashboard (Digital or whiteboard)
- Consult media officer with emergency experience

#### Hospital & Health Service Executive

- Greater visibility and communication between executives and ‘on the ground’ teams
- Support upscaling of staff and workload surges during an emergency or incident (Deployable staffing pool trained in Queensland Disaster Management Arrangements)
- Integration of systems across both the Health Service and State

### Long-Term

#### Review respective response plans

- Identify backup accommodation for work surges
- Identify a single location with capacity for all staff to ensure effective communication (dedicated training)
- Local process to provide fatigued staff access to overnight accommodation during a response

#### Resources and Staffing

- Develop “ready to go” staff resource kits (portable phones, disaster vests etc.)
- Use laptops over desktops
- Provide cross-skill training to balance workload

#### Systems and programs

- Develop/implement a task management system and consider a dedicated tasking officer/s to oversee all tasks/update the systems/whiteboard as required
- Assess on-call and roster arrangements

## Significance & Learnings

- Staff debrief & series of 10 wellness sessions run to improve employees’ well-being
- Scalable trained workforce and accommodation is essential
- Programs to allocate, record, and manage tasks are important
- Importance of investing in fit for purpose information systems
- Good communication up, down, and across is vital

