

COVID-19 Recovery Lesson Learned

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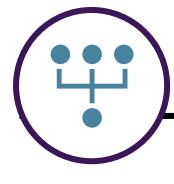
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Background

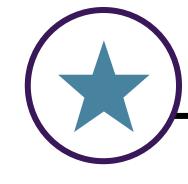


- Metro South Public Health Unit (MSPHU) is responsible for the largest population in Queensland
- MSPHU played a pivotal role in the COVID-19 pandemic disaster response
- COVID-19 Recovery Lessons Learned will inform future responses



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

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



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



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

