



Briefing

MONTHLY REPORT ON PROGRESS AGAINST REVIEWS AND RECOMMENDATIONS

To [Minister for COVID-19 Response] (Minister Chris Hipkins)


Date	8/07/2021	Priority	Medium
Deadline	12/07/2021	Briefing Number	DPMC-2020/21-1251

Purpose

- 1 There have been many reviews of the COVID-19 response, resulting in a large number of recommendations for system improvements across the response. At your request, the Department of Prime Minister and Cabinet (DPMC) COVID-19 Response Group are coordinating a complete system-view of these recommendations and progress against recommended improvements.
- 2 This is the first report on the recommendations which will be actively monitored and progress reported upon monthly.


Recommendations

1. **Note** the contents of the attached A3 report on COVID-19 reviews and the progress against response recommendations.
2. **Agree** that the attached A3 report will also be provided to the COVID-19 Independent Continuous Review and Improvement Advisory Group (CICRIAG) for their information. YES / NO
3. **Agree** that this report will be proactively published on the Unite Against COVID-19 website to provide transparency on real time continuous improvement on a regular monthly basis. YES / NO



Amber Bill
Head of System Assurance & Continuous Improvement COVID-19 Group

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Hon Minister Chris Hipkins
Minister for COVID-19 Response

...15/...7/...2021

Contact for telephone discussion if required:

Name	Position	Telephone	1st contact
Amber Bill	[Head of System Assurance & Continuous Improvement] [COVID-19 Group]	s9(2)(a)	✓
Siobhan Carmichael	[Senior Advisor, Risk and Assurance] [System Assurance and Continuous Improvement]	s9(2)(a)	

Minister's office comments:

- Noted
- Seen
- Approved
- Needs change
- Withdrawn
- Not seen by Minister
- Overtaken by events
- Referred to

I'd like to see the list of the "not agreed" recommendations.

I don't understand what this sentence means:

"Approximately half of these are in the Infection prevention & control theme (26 recommendations). A number of recommendations have not been implemented due to impracticalities such as certain ventilation controls recommended in particular MIQFs but the large suites in those hotels are not being used for MIQ."

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Purpose

1. There have been many reviews of the COVID-19 response, resulting in a large number of recommendations for system improvements across the response. At your request, the Department of Prime Minister and Cabinet (DPMC) COVID-19 Response Group are coordinating with agencies to build a complete system-view of these recommendations and progress against recommended improvements.
2. The COVID-19 Independent Continuous Review and Improvement Advisory Group (CICRIAG) review of the Auckland February 2021 Outbreak proposed that all recommendations from this review and all previous reviews should be actively monitored and progress reported upon monthly.
3. A full stocktake is being undertaken of what has been actioned, what has not (and why), and what the timeline for addressing recommendations will be. Accountabilities for recommendations will sit with appropriate agencies, and progress will be monitored by the DPMC COVID-19 Response Group.
4. The report on progress of recommendations will provide assurance to Ministers and the public that the COVID-19 Response System is learning and adapting over time.

Reporting

5. COVID-19 Chief Executives Board (CCB) have reviewed and agreed the scope of the report. This version of the report was presented to CCB in the meeting of the 6th of July 2021.
6. The report contains 1222 recommendations from 50 reviews carried out between March 2020 and June 2021.
7. Recommendations have been grouped into themes to provide reporting on the system trends. 10 themes have been developed by a working group of representatives from each of the agencies/groups involved (Ministry of Health (MoH), the Border Executive Board (BEB) and Ministry of Business, Innovation and Employment and the Managed Isolation Quarantine (MIQ)).
 - a) 781 recommendations (63%) have been completed to date.
 - b) Infection prevention & control is the most common theme, comprising 446 recommendations (36% of all recommendations). Of these, 55% have been completed.
8. Note the CICRIAG Auckland February 2021 Outbreak review has not yet been added to this report but will be incorporated into the next month's report.
9. In this report we chose to spotlight the closed recommendations and those that have the status of "superseded / not agreed". Further work is required on the "superseded / not agreed" category to ensure recommendations are being treated appropriately and have satisfactory rationale behind the status, and this will continue to be looked into with the working group over future reporting cycles.

Future reports

10. In upcoming reports, we will focus on different views of the recommendations, such as:
 - a) investigation into the older reviews and any outstanding recommendations from these;
or
 - b) spotlight on specific themes or status categories.

Next Steps

11. The CICRIAG has also requested regular reporting on the progress of the recommendations, so subject to your agreement we will send a copy to them. For your visibility and approval to publish, future monthly reports will be included as part of the Weekly Reporting from DPMC.

Communications

12. Subject to your approval, the A3 will be published on the Unite Against COVID-19 website to provide transparency on real time continuous improvement on a monthly basis.

Proactively Released

Reporting of the progress against Recommendations as at 30/06/2021

Overview Quick stats

This reporting tracks progress made against recommendations from 50 major reviews (conducted by external audits, independent parties or internal reviews) completed during March 2020-June 2021. Recommendations have been categorised into 10 system themes. The most common system themes are:

- Infection prevention & control (IPC):** Recommendations that require operational changes related to IPC, in particular recommendations around MIQ fencing, air filtration, use of corridors/lifts, and other IPC measures. Over half of these are completed, with a number of actions underway.
- Policy & Process review:** Recommendations encourage standardising and embedding initial reactive processes / protocols and reviewing the overall process. A number of recommendations involve ongoing process refinement and setting of standard operating procedures. Over 70% of these are completed with the remaining recommendations in progress.
- Data, information, privacy & technology:** Improving the information captured and the approaches to data management and privacy are common recommendations. The vast majority of these recommendations are completed with some longer term IT tools being developed.
- Strategy, Planning, Economic, & Assurance:** There are a range of recommendations covering longer term strategies to managing COVID-19 and planning for different scenarios, alongside the economic considerations, and methods to provide assurance to the risks in the system. A lot of work has been done to develop strategies and detailed planning in the system, on defining testing strategies such as the surveillance and testing plan, and providing ongoing assurance across the way the system manages its risks.
- Workforce sustainability & resilience:** Positioning of resourcing throughout the system is often raised, and concerns on the capacity and resilience of the workforce remain a prominent consideration. 70% of these recommendations are completed with recruitment, training and support ongoing.

50 reviews included

1222 recommendations captured

63% of recommendations completed

30% of recommendations in progress

79% of recommendations are **6 months old or more**, making up **20%** of the recommendations still open

5% of recommendations are **between 3-6 months old**, making up **2%** of the recommendations still open

16% of recommendations are **less than 3 months old**, making up **9%** of the recommendations still open

[22 recommendations without status update yet*]

*Footnote: As this reporting is in its early stages, some recommendations do not yet have a status update provided.

Progress of the Recommendations against the themes and their status



Completed Recommendations by Theme

This table is updated each time to show progress made from the previous report and example recommendations.

Theme	# Completed recs	Last month's # completed recs	Examples of the completed recommendations and the subjects covered
Infection prevention & control	246		Many recommendations are specifically MIQ such as use of corridors / lifts usage and access, fencing of the hotels, filtration, PPE protocols, floor plans and occupancy rates of hotels.
Policy & Process review	142		Standard operating procedures and many relate to initial MIQ processes, including security and transferring of guests through airports etc.
Data, information, privacy & technology	87		Interim solutions to automate data / reporting, increased capturing of guest / returnee data including data across the system, additional privacy considerations.
Workforce sustainability & resilience	81		New units with permanent staffing, additional security guards in MIQFs, increasing staffing capacity to reduce fatigue / pressure and staff on rosters to reduce reliance on key individuals.
Strategy, Planning, Economic, & Assurance	79		Planning / strategic considerations such as procurement strategies, scenario testing and plans for surge capacity, and establishing assurance on key risks and audit processes.
Communication & Engagement	55		Unite Against COVID-19 campaign, comms to guests / returnees in MIQ, and internal comms for security guards in MIQFs etc, definition of different types of contacts e.g. casual plus.
System governance, accountabilities & leadership	54		Clarity of roles and responsibilities to create greater interagency work, and creation of accountability frameworks, establishing the COVID-19 Chief Executives Board and a range of external advisory groups.
Equity & Te Tiriti o Waitangi	33		More engagement planning / frameworks for Māori and Pacifica communities, including recruitment to increase the staff capacity / capability of Māori and Pacifica across the system.
Other – not yet defined	4		The four recommendations within this category at this stage relate to name changes e.g. changing the AoG group to be named DPMC's COVID-19 Group.

Recommendation Analysis - Focus on recommendations with the status "Superseded / not agreed"

There are **45** recommendations in the Superseded / Not agreed status category.

- Approximately half of these are in the Infection prevention & control theme (26 recommendations). A number of recommendations have not been implemented due to impracticalities such as certain ventilation controls recommended in particular MIQFs but the large suites in those hotels are not being used for MIQ.
- 10 recommendations with the theme policy & process review where the recommendation has since been superseded.
- There are four recommendations covering equity considerations where the agency/group to address the recommendation was not appropriate.

Further work will be done in this status category to ensure recommendations have an appropriate owner and are being progressed.

Notes of importance

The COVID-19 Independent Continuous Review and Improvement Advisory Group (CICRIAG) Auckland February 2021 Outbreak review has been provided to the Minister for COVID-19 Response and is being considered by Cabinet. Once available the recommendations and status updates will be included in this reporting.