

FW: Final Report on the Lessons Learned from PHAC's COVID-19 Response (Phase One) and MRAP

From: "Borys, Shelley (PHAC/ASPC)" <"o=canadacentdepl/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=f1593ecb5b74436f92f86709f3365e2a-shelley.b">
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Date: Fri, 16 Oct 2020 17:30:40 +0000
Attachments: LL COVID FINAL.docx (1.52 MB); LL COVID Results at a Glance FINAL.ppt (131.58 kB); Final - LL COVID-19-MRAP.docx (28.28 kB)

Hi Iain,
As requested, here is the Lessons Learned report plus (one pager and MRAP).
Shelley

From: Borys, Shelley (PHAC/ASPC)
Sent: 2020-09-29 8:14 PM
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Subject: Final Report on the Lessons Learned from PHAC's COVID-19 Response (Phase One) and MRAP

Hello Iain,

As you may know from your briefing packages last week, the Office of Audit and Evaluation was responsible for conducting a lessons learned review of COVID-19 activities. Please find attached the final report for that review, as well as the one-page summary of the report, and the Management Response and Action Plan (MRAP). These documents were approved by Tina Namiesniowski on September 25, 2020 prior to her departure. The final version of the report and summary contain minor edits compared to the draft shared with you on September 23, 2020. However, these minor changes had no impact on the report's five suggested actions for improvements.

The Lessons Learned review was requested by Tina and her senior management team, to learn from the first seven months of the response in order to adjust the organization in anticipation of a resurgence of infections. The review identified best practices, challenges and areas for improvement in relation to the following five key themes:

- (1) skills, capacity and mobilization;
- (2) roles, responsibilities and accountabilities for the IMS, HPOC and program branches;
- (3) support to the CPHO;
- (4) data to inform decision-making; and,

(5) guidance development.

Actions to support the implementation of the MRAP are already underway. While these activities are led by various groups across the Agency, this process is coordinated by Cindy Evans, as Emergency Manager for the COVID-19 response.

We are also working on two additional theme areas in phase two of the lessons learned process, focussing on the mass quarantines in Trenton and Cornwall, as well as Communicating to Canadians. We anticipate that these reports will be completed by the end of October. Please note that we are always open to conducting more reviews in the future, in specific areas that may be of interest to you, or where you would require more information for decision making.

We are currently considering the distribution strategy for this report. We will be circulating it to the Health Portfolio Executive Group (HPEG) and to EC (both groups have seen a previous version of the report). We would also like to share with the Departmental Audit Committee (DAC) as well as the OAG (who are aware of this work and have been requesting it for a couple of months, but we have held off until final approval). Finally, we are consulting with CPAB to get their advice on how to share with Agency staff internally – such as through an upcoming armchair discussion with staff, or an announcement in Broadcast News, which is an Agency and Health Canada wide tool to share information on corporate files. Your thoughts would be appreciated on any of these approaches.

Should you have any questions about the report or require further details, please do not hesitate to let me know. Also, I would be happy to transmit this to you more formally if you prefer. There is tremendous interest in this report and as such, I was keen to ensure you had the latest version as well as the MRAP.

My team and I are looking forward to working with you!

Shelley

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