

Management Response and Action Plan (MRAP) - Lessons Learned from the Public Health Agency of Canada's COVID-19 Response

Principles for Development and Finalization of MRAP:

- MRAP needs to be simple with only two/three deliverables for each action to ensure the MRAP document can be finalized by early August, and then all actions implemented/completed by end of September/early October 2020.
- MRAP includes only the areas of improvement in the conclusions of the Lessons Learned, even though there are others in the document. Following the Head of Evaluation's advice to focus on these critical ones, given the need to implement by end of September/early October. We can go back to the other areas later.
- Branches/Offices have work underway for several of the areas of improvement (e.g., CPHO office has started thinking about a tiger team structure; HR discussions have started on filling gaps in IMS), and MRAP should take into account this work that is aligned with the areas of action for improvement.
- MRAP was finalized with the out-going President on September 25, 2020. Deliverables and expected completion dates may be adjusted under leadership of the new President.

Action for improvement – 1				
Implement a CPHO tiger team to support the CPHO in her various roles and responsibilities related to the COVID-19 response.				
Management response				
HPEG agrees with the identified action for improvement to prepare for Fall resurgence.				
Action Plan	Deliverables	Expected Completion Date	Accountability	Resources
The Office of the Chief Public Health Officer will develop an organization structure for a CPHO Tiger Team that includes details on any required staffing as well as roles and responsibilities of the various positions that make up the team.	Recruit a temporary multidisciplinary team in the OCPHO to better support the CPHO's response mandate. Enhanced capacities include: rapid synthesis and integration of information to provide timely recommendations and advice; scientific and public health expertise to harness the full evidence base and range of horizontal perspectives to inform public health advice; increased liaison with Branches to communicate needs of the CPHO; provide time-sensitive risk and science communications to support the CPHO in her role as a national spokesperson in the GoC response. Brief HPEG on creation of temporary multidisciplinary team.	Recruitment and onboarding ongoing, with final onboard by November 2020	Élaine Chagny	Will be completed with existing resources

		October 8, 2020	
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Action for improvement – 2				
Create or clearly identify a group responsible for strategic COVID-19 planning, who could concentrate on the prioritization of critical activities in the near and mid-term future for the Agency as a whole.				
Management response				
HPEG agrees with the identified action for improvement to prepare for Fall resurgence.				
Action Plan	Deliverables	Expected Completion Date	Accountability	Resources
Determine the lead responsible for overseeing the development of a PHAC COVID-19 Strategic Response and Management Plan for the near and mid-term future taking into account the F/P/T Public Health Response Plan for Ongoing Management of COVID-19 and other OGD's COVID-19 work.	Designate the COVID-19 DG group (previously DG Recovery group) as lead to develop the near and mid-term plan, including prioritization exercise. Identify a set of specific deliverables under the nine response components of the F/P/T Response Plan with clear leads. Agency-wide prioritization exercise for COVID-19 and non COVID-19 activities launched.	Completed September 30, 2020 October 12, 2020	Maia Welbourne, VP Cindy Evans, VP	Will be completed with existing resources within OSPP and HPOC-IMS
Action for improvement – 3				

Increase the Agency's capacity, and as much as possible, at senior levels, to address observed gaps in public health and medical expertise; emergency management; risk communication; operations, including specialized expertise and infrastructure supports; policy and planning; expertise in developing regulations; and data and IT capacity.

Management response

HPEG agrees with the identified action for improvement to prepare for Fall resurgence.

Action Plan	Deliverables	Expected Completion Date	Accountability	Resources
Staged implementation of recommended actions from the Functional and Organizational Realignment Project, with a priority focus on the recommendations supporting the Fall Resurgence.	Present recommended actions and organizational realignment plan to EC. Staged implementation of the Functional and Organizational Realignment Project's recommended actions from early Fall of 2020 until June 2021.	October 6, 2020 June 2021	Carolina Gilberti President and EC	Certain recommendations related to the Fall COVID resurgence can be implemented with existing resources. Broader recommendations related to the PHAC of the future would be implemented pending TBS and funding approvals.

Action for improvement – 4

Determine the role of the IMS and staff it appropriately, so it can assume fully this role and associated responsibilities/accountabilities. If appropriate with the IMS defined role, task out activities to branches through the IMS structure to reduce confusion and enhance efficiency and cohesion in the response.

Management response

HPEG agrees with the identified action for improvement to prepare for Fall resurgence.

Action Plan	Deliverables	Expected Completion Date	Accountability	Resources

<p>HPOC-IMS will develop a roles and responsibilities document for the IMS taking into account the roles and responsibilities of Branches to enhance efficiency and cohesion in the overall COVID-19 response.</p> <p>HPOC-IMS will develop an HR plan for the IMS structure informed by the Agency-wide organizational alignment plan.</p>	<p>Roles and responsibilities document.</p> <p>Present roles and responsibilities document to HPEG.</p> <p>Complete a tabletop exercise on the IMS structure as part of a training plan for Executives.</p> <p>HR plan for the IMS informed by the Agency-wide organizational alignment plan.</p>	<p>October 2, 2020</p> <p>October 14, 2020</p> <p>October 30, 2020</p> <p>October 31, 2020</p>	<p>Cindy Evans, VP</p>	<p>Will be completed with existing internal resources along with external resources</p>
<p>Action for improvement – 5 Develop the processes to enhance the strategic direction of HPEG, so it becomes a decision-making and information sharing body.</p>				
<p>Management response</p>				
<p>HPEG agrees with the identified action for improvement to prepare for Fall resurgence.</p>				
<p>Action Plan</p> <p>Create a Senior Executive platform to set and discuss COVID-19 priorities and direction for ongoing COVID-19 response management.</p>	<p>Deliverables</p> <p>Terms of Reference for COVID-19 Senior Executive Group.</p> <p>First meeting of the COVID-19 Senior Executive Group.</p>	<p>Expected Completion Date</p> <p>October 16, 2020</p> <p>October 23, 2020</p>	<p>Accountability</p> <p>Cindy Evans, VP</p>	<p>Resources</p> <p>Will be completed with existing resources</p>