

Report on the HPA's Lessons Identified from Swine Flu: Action table

This table presents corporate and national level recommendations from the swine flu response, covering the initial response through to the treatment phase of the first wave of the pandemic. The data has been gathered from across the HPA at the local, regional and national level including events such as the HPA Corporate Swine Flu Reflections Day, Centre and Divisional reflections, debriefs of lessons identified, workshops and LaRS regional and local constructive debriefs. The data is presented as recommendations grouped under subject headings.

Main HPA National Recommendations

Ref No	Lesson Identified/Recommendation	Action	Lead	Completion Date	Comments
	Relationship and co-ordination with stakeholders				
1	More work is required around the perception that government policy is seen as HPA policy	Improve internal communications/ data flow in major incidents (refer to lesson ref no 4b)	ERD	December 2010	Raise awareness amongst staff that during a response some issues are subject to political constraints
2	More clarity required around the role of the HPA in large scale and long-term health protection responses	The revised pandemic influenza plan to be explicit about the role of the HPA in the response to a flu pandemic	Director, Local and Regional Services	December 2010	
3	Further negotiation with partner organisations is required to establish responsibilities within emergency response and associated command and control if the agency is the designated lead. This needs to occur at local, regional and national levels.	The agency to build on relationships built during this response and clarify HPA responsibilities through review of LARS framework document	CEO/ Director, Local and Regional Services	Currently under review	
	Communication				

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	Internal				
4	A review of internal communications is required e.g. in addition to HPANet bulletins, look at the use of other types of media to provide a number of solutions for internal communications.	a. Review different types of media for use in internal communications b. Establish standards for internal communications. Agree a model for responding to information surges, for example, protocols around speed of communications, who to contact, etiquette and the use of technology.	Director, Communications Division ERD	completed December 2010	Telephone survey undertaken late summer 2009 and results used to inform actions
	Data Communications and Records/Information Management				
5	Data collection needs to be sufficiently automated in order to increase the speed and efficiency in processing data	Develop an HPA incident management system which can be used for data collection and analysis.	Director, Local and Regional Services	Business case under development	
6	The agency needs to ensure that it has established systems that are used day-to-day but that can also be used in response to crisis situations				
7	Information systems and associated processes need to be improved. An HPA incident management system would provide for improved data handling. The agency is still too reliant on paper based systems				
8	Records management and document	Develop standardised protocols	Director, Local	March 2011	A guide to records management

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	control needs to be improved across the agency. There is a requirement for an HPA document control system which is used day-to-day across the agency. This could also be used during emergency situations and all staff would be familiar with its use. This would lead to less confusion and more efficient document control which is critical during an emergency.	for records management and version control of documents	and Regional Services		has been developed and used in some parts of the agency during response to incidents and emergencies. These arrangements are being further developed as part of the High Quality and Services Delivery (HQSD) Programme
9	Establish the role of Records Manager/Information Officer across the agency to ensure that the agency's policy on records management is consistently adhered to during the response to an incident or emergency		Head of Corporate Governance	March 2011	There is a Records management/Information Officer role the NECC plan however this needs to be a formalised role as part of a records management strategy. A records management strategy is being developed by IGWG. Is being developed in line with the HQSD programme work.
10	Email etiquette needs to be improved. There was a deluge of information to deal with on a daily basis. A corporate system for email use during emergency response needs to be developed.	Develop HPA corporate system/protocol for email etiquette during and incident/emergency in order to streamline emergency communications	ERD in collaboration with HQSD	December 2010	The NHS has a national resource which could be used to train staff in email etiquette. SharePoint could provide a possible solution and reduce the amount of email traffic; similarly, if the agency had an effective computerised incident management system this would also streamline emergency communications

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11	Streamline the process for the production of algorithms	Develop and pilot a one-page algorithm (no footnotes) with links of where to go for further information	Pandemic Influenza Office	December 2010	
	Preparation and Planning				
12	The agency needs to be less driven by acute events especially in long timescale responses. There should be systematic and ongoing horizon scanning and forward look activities which feed effectively into the agency's planning cycle. For example, ensure other 'critical' work is reviewed consistently to determine what needs to continue while initiatives such as FRCs are implemented and require a great deal of staff time.	Ensure that horizon scanning and forward look activities are included in the agency's emergency planning	Deputy Director, Emergency Response	May 2010	The activation of and responsibilities of a Forward Look Team are part of the IERP/NECC plans. This will be further reviewed as part of the IERP enhancement strategy.
13	It is important to continue to strengthen business continuity planning to allow the "day job" to be delivered in the event that staff are required to support another prolonged emergency response	Strengthen Business Continuity Planning across the agency	Deputy Director, Emergency Response	March 2010	This can be achieved through the Business Continuity Strategy subgroup of ERDG. Link this with the further development of Forward Look function.
14	The IERP should be reviewed in the light of the agency's response during the Swine Flu pandemic and the focus on the importance of emergency planning must be maintained	Review the IERP taking into account the lessons from Swine Flu	Deputy Director, Emergency Response	May 2010	The IERP is currently undergoing revision

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15	Address the impact of a protracted HPA response to an emergency.	a. Work force planning for the next wave should begin immediately and this should include planning for staff absenteeism	Director, Human Resources	completed	There is a work force planning group for the Olympics 2012 planning and the outputs from this group could inform this action
		b. Review HR policies on emergency response situations	Director, Human Resources	completed	There is a work force planning group for the Olympics 2012 planning and the outputs from this group could inform this action
		c. Review arrangements for HR representation at strategic groups, such having HR at Gold and being represented on strategic emergency planning groups.	Director, Local and Regional Services	Completed	HR is represented at ERDG
		d. Review arrangements for staff rotation, to include a staff skills database (See Lesson ref no. 16).	Head of Strategic Emergency Planning /Head of HR, CEPR & CRCE	Sept 2010	There is an operational management database developed by ERD and CEPR which details staff in the Agency who have received training as part of the HPA's emergency response staff training programme or involvement in a real incident or emergency exercises. This was used by HR during Swine Flu to populate the NECC rota. This needs to be further developed in line with work force planning and the HR strategy paper.

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16	Problems with logistics early in the containment phase with the demand and supply of swabs and oseltamivir	Include expert logistics input into pandemic influenza planning and response	Head of Strategic Emergency Planning	March 2011	
	Resources				
17	Simplify HR processes for use during an emergency situation, e.g monitoring staff availability, payment, overtime etc.	Review HR policies on emergency response situations	Director, Human Resources	completed	There is a work force planning group for the Olympics 2012 planning and the outputs from this group could inform this action
18	Greater resilience would be achieved if the agency had formal rotas from a cadre of trained HPA staff which identifies three or four individuals for each emergency response role on, for example, a one week on and two/three week off basis. A formal handover period for each role should also be factored into this. The agency would then have a cadre of people who can manage the emergency for first few weeks and then be able to mentor the following shifts. This would augment team working and ensure that the agency did not need to employ untrained staff from employment agencies in place of HPA staff.	Investigate a workable shift system that will support a level 3+ response utilising trained HPA resources	Head of Strategic Emergency Planning /Head of HR, CEPR & CRCE	Sept 2010	This is being investigated as part of the review of the IERP and a paper is being prepared which will go to ERDG. Also, this is included in the HR strategy paper which is under development.
19	There needs to be an agency-wide skills audit, and the further development of a database of skills and training.	a. Carry out an agency-wide skills audit	Head of HR, CEPR & CRCE`	April 2011	
		b. Further develop a database of skills and training	Deputy Director, Emergency	April 2011	The Operational Management database used during swine flu is

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			Response		being further developed for future use
20	There is a need to develop job descriptions for the agency's emergency response roles. This should be reflected in all job descriptions across the agency	Working with HR, create a set of job descriptions for the agency's emergency response	Deputy Director, Emergency Response	June 2010	This work has been done for some of the roles with the remainder under development
	Skills and Training				
21	Emergency response training and exercising for HPA staff should continue in a systematic way in order to ensure consistency of emergency response skills across the agency. The training given will need to reflect changes in the IERP etc.	Development and delivery of a funded training programme that meets the needs of emergency response requirements	Deputy Director, Emergency Response	Completed	An HPA staff training programme is in place, this was rolled out in 2009 and is being further developed through ERD and reported through ERDG
	Values and Behaviours				
22	Our agreed workplace values and behaviours need to be effectively and consistently evident in the HPA culture, particularly during times of emergency (and specifically prolonged emergencies) when energy levels are often low and expectations high.	Work with the new head of Learning and Development to identify appropriate training, including stress management, to address the links between productive leadership, positive role models and service sustainability as an employer of choice.	Director, Human Resources	Sept 2010 Delayed due to internal staff changes	
	Lessons Identified Process				
23	The agency needs to improve the	To have a standardised and	Director, Local	April 2011	Include as part of the ERDG work

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	lessons learned process and ensure that lessons are implemented	consistent LI process across the agency. To be followed at the outset of any incident or emergency at whatever HPA response level	and Regional Services		plan