



Hamilton

INFORMATION REPORT

TO:	Mayor and Members Board of Health
COMMITTEE DATE:	April 3, 2023
SUBJECT/REPORT NO:	Public Health Services COVID-19 After-Action Report (BOH23012) (City Wide)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

COUNCIL DIRECTION

Not Applicable.

INFORMATION

The purpose of this report is to present the Hamilton Public Health Services' COVID-19 After-Action Report. The City of Hamilton's Emergency Operations Centre After-Action Report: COVID-19 Pandemic Response was presented to the General Issues Committee at the September 21, 2022 meeting (Report CM22010(a)).

After-action reviews and the resulting report are tools used in emergency responses to document and debrief what went well, opportunities for improvement, and recommendations that would help strengthen future responses. The scope of the Public Health Services COVID-19 After-Action Report is the Hamilton Public Health Services emergency response. It focused on the structure and functioning of the Public Health Services internal Incident Management System (IMS). By focusing on Public Health Services internal functioning and processes, after-action review findings will be relevant for future emergency responses. The Public Health Services COVID-19 After-Action Report outlines successes, challenges, lessons learned, and recommendations.

The impacts, magnitude, and complexity of the COVID-19 pandemic are unprecedented. Public Health Services managed a substantial increase in staff. The

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number of staff was in a constant state of flux. At times, Public Health Services had over 500 employees dedicated to responding locally, in addition to other staff deployed from the City and community and healthcare partners. This collaborative effort – along with the actions and sacrifices of the community – had a substantial impact on reducing the impacts of COVID-19 in our community. Two important successes documented in the After-Action Report include making a difference in mitigating the spread of COVID-19 and the collaborative community response.

The unprecedented nature of the COVID-19 pandemic led to challenges for the Public Health Services response. For example, there were significant workload, staffing demands, and rapidly changing information and guidance. To address these, Public Health Services applied continuous quality improvement and identified key learnings that were implemented during the response. These key learnings are enclosed in the Public Health Services COVID-19 After-Action Report, such as focusing on mental wellbeing for staff early in the response and developing robust community engagement strategies to support vaccine uptake. These lessons learned serve as important guidance for future responses, particularly those involving vaccination.

These and other successes, challenges, and lessons learned informed a set of recommendations that will help improve a future response. Recommendations focus on strengthening Public Health Services competencies, addressing the impacts of COVID-19 on the workforce, and opportunities to improve efficiency and program delivery. These recommendations, along with additional successes, challenges, and lessons learned, are further described in the Public Health Services COVID-19 After-Action Report.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report BOH23012

Public Health Services COVID-19
After Action Report