

Leadership Lessons Learnt through Crisis



Dr. Ashley Bloomfield

Director-General of Health and
Chief Executive,
Ministry of Health, New Zealand



Prof. Euan Wallace

Secretary,
Department of Health,
Victoria, Australia



Dr. Teresa Anderson

Chief Executive,
Sydney Local Health District,
New South Wales, Australia



Stewart Dowrick

Chief Executive,
Mid North Coast Local
Health District,
New South Wales, Australia

Leadership Lessons Learnt through Crisis



Dr. Ashley Bloomfield

Director-General of Health and
Chief Executive,
Ministry of Health, New Zealand



Coronavirus: Jacinda Ardern sends military in after border bungle

Headline: Stuff - 17 June 2020

'The damage done by the government's border fiasco is almost incalculable.'

Quote from article: Sunday Star Times - 21 June 2020

Coronavirus: The road trip that turned Ashley Bloomfield from hero to zero

Headline: Stuff - 17 June 2020

Two new New Zealand Covid cases from UK, Jacinda Ardern, David Clark, Stuart Nash fume, admit system 'failure'

Headline: NZ Herald - 17 June 2020

Opinion: Border botch-ups lead to short-lived Covid-free status

Headline: Otago Daily Times - 26 June 2020

Government slammed after new Covid-19 cases revealed

Headline: Radio New Zealand - 17 June 2020

Under-fire govt admits system failure

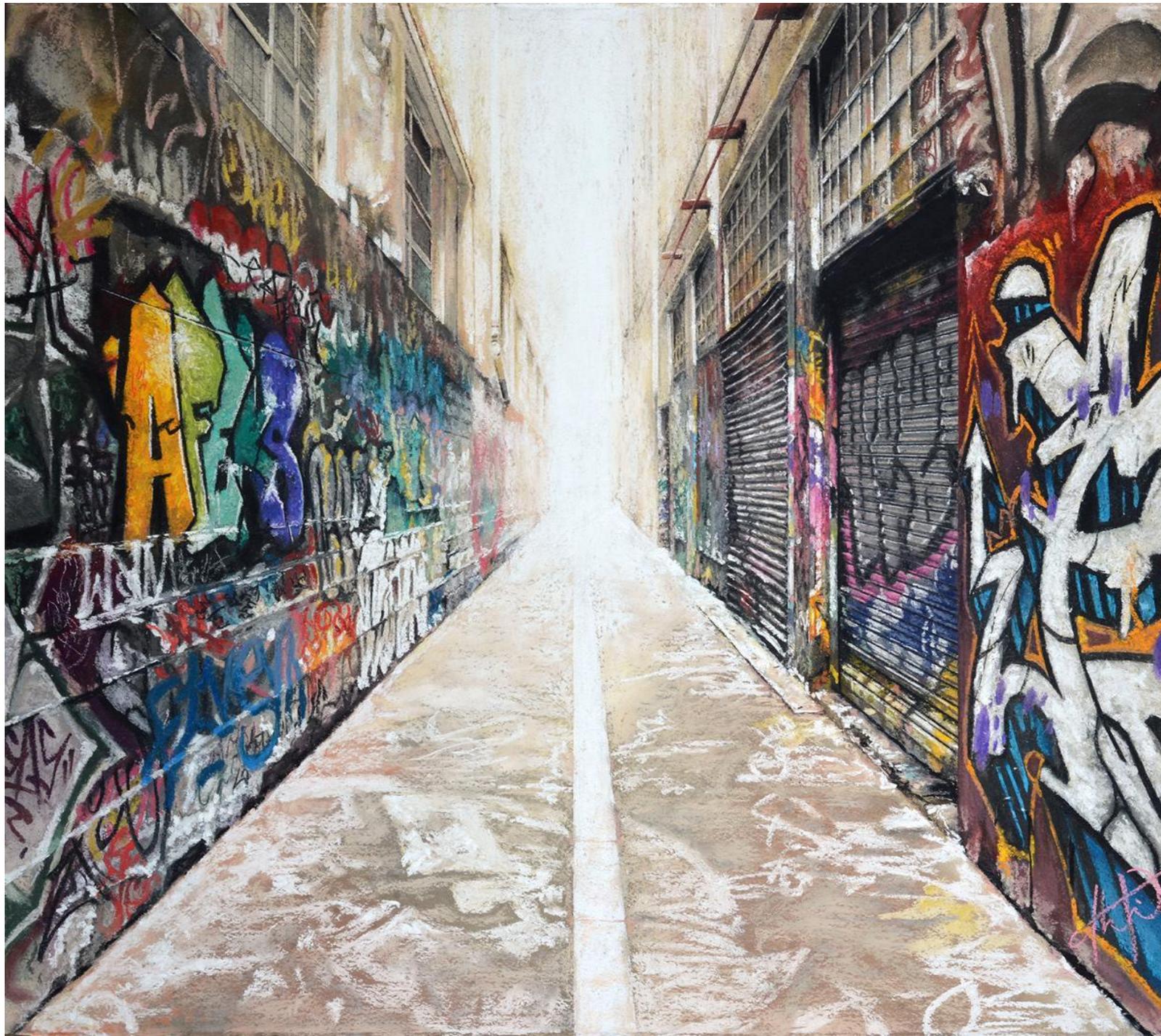
Headline: Otago Daily Times - 17 June 2020

- Three leadership lessons from leading through a crisis
 - open communication builds trust, especially when you are honest if things go wrong
 - lead the response to ensure the focus is on the system and not the individual when a mistake is made
 - the only 'failure' is not reviewing, learning lessons, improving... and then reviewing again



Prof. Euan Wallace

Secretary,
Department of Health,
Victoria, Australia



Lonesome Road
by Amber-Rose Hulme

VICTORIAN COVID-19 UPDATE: 13 JULY 2022

68.6% have received 3 vaccine doses (16+)

94.7% have received 2 vaccine doses (12+)

6,288,550

Doses at state sites total

739

Hospitalised

36

ICU (active + cleared)

5

Ventilated

20

Lives lost

11,176

New cases

Rapid **8,224**

PCR **2,952**

14,865

PCR tests

58,357

Active cases

1800 675 398
coronavirus.vic.gov.au



Department
of Health





Dr. Teresa Anderson

Chief Executive,
Sydney Local Health District,
New South Wales, Australia

Key events during COVID-19

→

NOV
New Zealand Volcano response – Concord Statewide Burns Unit response and Public Health Unit

DEC / JAN
Sydney Local Health District supporting partner local health districts in the midst of a National Bushfire Emergency

31 DEC
A new type of novel coronavirus identified in Wuhan, China

11 JAN
A person dies in China from novel coronavirus

13-20 JAN
Cases identified in Thailand, Japan, United States of America

22 JAN
Sydney Local Health District commenced daily briefings for key staff

23 JAN
Lock down commences in China – rail and air services suspended

25 JAN
First case identified in Australia

29 JAN
More than 6000 cases identified in China. 132 people confirmed dead

30 JAN
Sydney Local Health District opens first COVID-19 Coronavirus Clinic in NSW (fever clinic) at RPA on the same day the World Health Organisation declares global health emergency

3 FEB
Sydney Local Health District opens first virtual hospital in Australia – RPA Virtual Hospital (rpavirtual)

3 FEB
Sydney Local Health District establishes flying squad – supports efforts at Sydney Airport

9 FEB
COVID-19 deaths surpass the SARS outbreak

23 FEB
Italy in lock down

28 FEB
Australia activates emergency plan

9 MAR
Sydney Local Health District establishes flying squad – supports efforts at Sydney Airport

10 MAR
Local COVID-19 Operations Centre and Concord Hospital COVID-19 Clinic open

10 MAR
100 confirmed COVID-19 cases now in Australia

11 MAR
The World Health Organisation declares a Global Pandemic
rpavirtual sees first COVID-19 patient

11 MAR
Sydney Local Health District puts measures in place to keep staff informed
(Infrared page, Staff Infrared, Stations, Dedicated resources, Electronic Office Monitoring from COV)

MAR
Surged capacity in our Public Health Unit

MAR
March was critical time in Australia and in Sydney Local Health District with major changes to health service operations

MAR
Restricting visitors to one per patient at a time – in critical areas no visitors, signage, screening stations, entrances and some areas closed to staff and public

MAR
COVID-19 Clinics established at Canterbury Hospital, Redfern Health Centre, then Summer Hill drive-through service

MAR
Tiger Teams established

MAR
PPE was a critical issue for staff – developed protocols and guidelines to guide staff and to manage supply during this time

MAR
Call centre established to provide community with negative test results...

MAR
...around 50,000 negative test results provided and later an app developed by the District to support the provision of results to patients in a timely way

MAR
All people entering Australia to self isolate for 14 days, Australians overseas urged to return home, restrictions commence

20 MAR
Australian borders close

25 MAR
All non urgent elective surgery cancelled, planning and set up for surge capacity ICU, wards etc

26 MAR
More than 80,000 people confirmed with Coronavirus in the US

29 MAR
A mandatory Quarantine Order enacted for travellers returning to Australia...

29 MAR
...if symptomatic returning travellers transferred from police hotels to Sydney Local Health District Special Health Accommodation

2 APR
More than 1 million people worldwide with more than 51,000 deaths

APR / MAY / JUN
Additional drive-through services at Five Dock, Canterbury Hurststone Park, Homebush, Ultimo, Broadway

APR / MAY / JUN
A focus on vulnerable populations, including wellbeing clinics and residential aged care facility outreach

APR / MAY / JUN
Preparing frontline operations for recovery while maintaining preparations

MAY / JUN
Restrictions begin to ease – a continued focus on testing in NSW...

JUN
...and a continued focus on cleaning, screening, social distancing, hygiene and testing in our facilities and services

10 JUN
4 new cases of coronavirus were identified in Victoria

20 JUN
A jump to 25 new cases reported in Victoria bringing the state to a total of 1817 cases

22 JUN
The total number of coronavirus cases in Victoria increased to 1847

22 JUN
Victoria announced a suburban testing blitz on 10 suburbs due to high rates of community transmission

22 JUN
Over 10 days, setting a target of testing 10,000 residents a day

25 JUN
Sydney Local Health District commences screening for people who have been in Melbourne

29 JUN
75 new cases in 24 hours in Victoria

29 JUN
10 million cases worldwide, and almost 500,000 lives lost in seven months

29 JUN
2.4 million tests done in Australia, 104 lives lost, and 7686 cases

JUN
Door-knocking campaigns start in high-risk suburbs throughout Victoria

JUN
Sydney Local Health District commences screening for people who have been in Melbourne

JUN
Public Health (COVID-19 Border Control) Order 2020 is issued

JUN
On the same day, Sydney Local Health District increases screening to people who have been in Victoria

JUN
Victoria sees a rise of 134 new cases within 24 hours

JUN
3 new cases linked to a hotel at Casula, thought to be connected to the Victorian outbreak

JUN / JUL
If you have travelled to Melbourne in the last 14 days – please do not visit patients or staff in our health facilities. If you have symptoms of COVID-19 please get tested.

2 JUL
Public Health (COVID-19 Interstate Hotspots) Order 2020 is issued for Melbourne hotspots

2 JUL
Screening commenced at Central Railway Station in addition to Sydney Domestic Airport and Sydney International Airport

2 JUL
Woolworths worker with COVID-19 symptoms returns to work after quarantine in Melbourne

3 JUL
Sydney Local Health District staff at Rozelle and Summer Hill swab almost 1100 patients in one day
**School holidays commence in NSW*

8 JUL
Public Health (COVID-19 Border Control) Order 2020 is issued

8 JUL
On the same day, Sydney Local Health District increases screening to people who have been in Victoria

8 JUL
Victoria sees a rise of 134 new cases within 24 hours

8 JUL
3 new cases linked to a hotel at Casula, thought to be connected to the Victorian outbreak

JUL
Adults living in areas under Stage 3 restrictions in Victoria are encouraged to wear a face mask when outside the home

9 JUL
Residents in public housing transitioned to Stay at Home restrictions in Victoria

10 JUL
288 new cases in Victoria

11 JUL
Sydney Local Health District opened additional Special Health Accommodation at the Meriton Suites, Mascot

12 JUL
QLD reopened borders

13 JUL
13 new cases in NSW 273 new cases in Victoria

13 JUL
QLD starts COVID-19 vaccine trials on 120 people

13 JUL
Florida records more than 15,000 new cases in a single day, the highest daily count of any country in the world

14 JUL
QLD refuses entry to people from suburbs linked to the Crossroads Hotel in Casula

15 JUL
Casula cluster rises to 34 cases, with cases also tracked to multiple venues across Sydney and South Western Sydney

15 JUL
NSW Health issues text messages to staff who may be linked to the Casula cluster



Our journey so far.....
launched Feb 2020



Nearly 500 virtual fracture patients

Virtual antenatal care to 1,160 women

"I must say the last 18 months have been the most enjoyable time I have had at work, whilst hard it has been so rewarding working with so many lovely, flexible and adaptive staff within the District, getting many COVID activities from concept to operations"



Sven Nilsson



New virtual care delivered to 59,096 patients



New virtual rehabilitation service

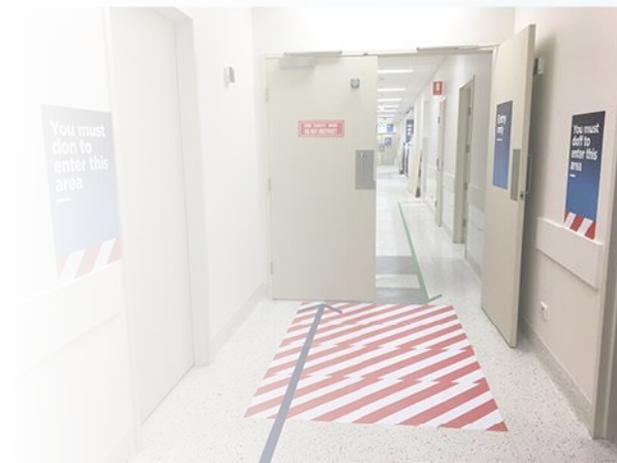


Year 1 evaluation completed with Uni of Sydney



Lesson Learnt

- Good governance
- Visible leadership
- Health and wellbeing of our staff
- Partnerships
- Acting hard and fast with diligence





Stewart Dowrick

Chief Executive,
Mid North Coast Local
Health District,
New South Wales, Australia



“2.5 million acres on fire.

Stifling smoke.

Burned koalas.

This is spring 2019 in Australia.”

Washington Post, 21 November, 2019



2019 - 2020
Deliberately-lit fire burns for 210 days



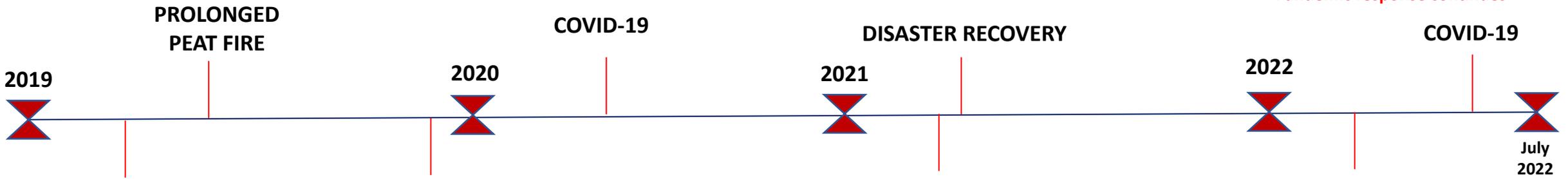
2020 - 2021
Global pandemic impacts community



March 2021
Staff deployed to evacuation centres



2022
Pandemic response continues



DROUGHT



2017 - 2019
Worst drought on record

CATASTROPHIC BUSHFIRES



November 2019
Bushfires rage across the district

UNPRECEDENTED FLOODS



March 2021
Homes devastated by flooding

FLOOD INUNDATION



March 2022
Communities struggle to cope as major flooding returns



Leadership Lessons Learnt through Crisis