

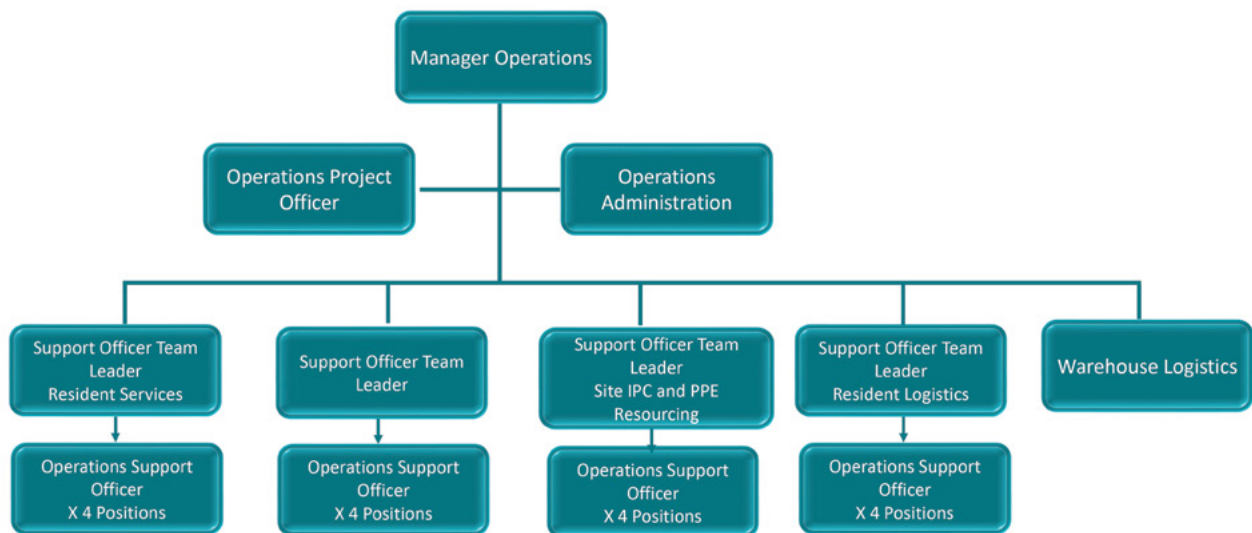


3.2 Operations Teams

Operations team members are embedded across the site to manage core tasks including site deliveries, organise resident requirements such as welcome packs, personal hygiene packs and children’s packs, maintain PPE accessibility across all resident and training zones, and coordinate and assist with resident arrivals and departures. The Operations team consists of many staff who are trained onsite for specific roles and they are a core contributor to ensuring the facility runs safely and efficiently. This includes the Resident Services team who specifically oversee the arrival and departure process for all residents onsite.

The Operations Team are responsible for supporting the day-to-day coordination of operational activities across domestic and repatriation quarantine. Direct responsibilities include managing both the operations process, planning, control, performance improvement, and the operations strategy.

The Operations Team communicate with internal teams to action efficient service delivery, negotiate delays, resolve operational issues, analyse, and amend workflows as appropriate. They support Clinical Services to ensure best practice across the site is maintained, with a primary focus on working towards positive outcomes to quarantine for residents. This includes support to Clinical Services’ Pods and all agencies/contractors across the facility as required.



Section 3: Figure 8: Operations Team staff model utilised at Centre for National Resilience.

3.2.1 Governance and meetings

The Operations Manager attends the daily Site Leadership meetings and is responsible to provide relevant feedback to staff on decisions and actions allocated to the Operations Team from this meeting. In addition, the Operations Teams conduct daily meetings to allocate tasks for the day and update staff on changes (it is recommended that records are kept of these meetings to demonstrate responses).

The Director or Manager of Operations chairs the daily Operations Team meeting between relevant contractor managers for cleaning and catering, DIPL, and Clinical teams. This meeting reviews the known resident intakes for the day to determine the allocation of resident zones modelled against the cleaning and maintenance schedule (on advice provided by the Direction or Nursing).

During periods of high volume this meeting sets cleaning priorities and actions forecast planning for zone decanting or movement to maintain room availability. The Resident Services Team (RST) is responsible to inform the meeting of upcoming admissions and discharges, to provide information on pressures in room allocation.

The RST follows the guidance and decisions of the meeting with respect to the blocks and zones to be used for the incoming residents and organises the relevant room cards. When events arise that affects the decisions of the Facilities Meeting, the RST raise the issues as soon as identified to the Director or Manager of Operations to navigate solutions as quickly as possible, so the resident arrival process is not affected.

If there is an operational change, or emerging need through a shift, the Support Officer Team Leader is responsible to ensure all Operations Officers are updated and included in planning and task allocation. They are also responsible for communication with Operations Team members of shifts, new procedures, WHS, seeking feedback, or promoting training. This team used communication channels across face-to-face meetings, email, text and WhatsApp.

3.2.2 Operations Team overview and training

Operations support staff need to be available 24 hours 7 days a week as an adaptable workforce to support staff scaling or to address emerging needs. The team needs to have a dedicated vehicle to meet their core responsibilities and receive training in the information technology systems specific to their role.

The Operations Manager is responsible to ensure compliance of Operations staff to the CHO Direction as it pertains to quarantine workers.² As the team work across site and in resident zones compliance with site IPC is mandatory to protect individuals, teams and the community against the risk of disease transmission. Non-compliance is followed up and addressed with a summary of this action sent to the Executive Director via the Director of Quarantine Program.

The Operations Manager is also responsible to ensure Operations staff have completed the facility orientation sessions and induction training specific to their role. Like every team onsite, the Operations Team are required to attend refresher PPE and IPC sessions.

Although this team are not directly responsible for resident care it is recommended they have current first aid and basic life support training as they are often in resident occupied red and orange zones and performing tasks with a level of risk.

The Resident Services Team section of the Operations Team, is focused on Admission, Discharge, and processes for residents which is a core site function. This includes the room allocation and documentation of this in the resident management information technology system (RMITS) for each resident undergoing quarantine. The RMITS is the platform for resident quarantine events that are separate from the residents health (no medical information is entered into this record). Some disease specific (COVID-19) information may be recorded in the RMITS namely vaccination status or viral screening records (noting if the resident was positive or negative) as these records are relevant to the quarantine service delivery and used in providing service to residents.



3.2.3 Prioritisation of IPC and CHO Directions

The Operations Team planning and actions prioritise the facility’s infection, prevention and management control. This aligns with their role in structural support, design and delivery of practical solutions for the site’s and residents needs. This includes the development of draft plans, solutions or standard operating procedures which are reviewed by the Director of Clinical Services and the Director of Medical Services to ensure they uphold and/or promote infection management and control.

All Operations staff are responsible to comply with the site’s IPC, surveillance testing and to the CHO Directions as they relate to quarantine workers. Additionally, all Operations staff are responsible to promote, support, and educate resident’s compliance to CHO Directions, relating to wearing a mask, physically distancing, and remaining on their balcony.

3.2.4 Operations Teams Site Tasks

This teams tasks include but are not limited to;

- Repatriated residents intake and departure processes.
- Support to domestic arrivals and departures.
- Support with porter services in the loading and unloading of residents luggage.
- Audit support for rooms requiring cleaning or maintenance including room inspections to ensure quick turnaround of rooms in resident zones when requested.
- Operational support to the Department of Infrastructure Planning & Logistics (DIPL) for site maintenance, including accompanying DIPL staff into resident zones and providing a PPE and zone buddy to facilitate urgent repairs.
- Buggy management (if used onsite).
- PPE stock control and replenishment.
- Data entry and administration support in response to critical need.
- Stock management, ordering and movement of supplies as required.
- Logistics management.
- Design, implementation and review of processes, and systems that provide structural support to enable efficient quarantine service delivery.
- Recording of SOPs for Operations supported actions or events that routinely occur on site so all agencies and contracts are aware of roles, responsibility, and process.
- Courier services.
- Zone design to accommodate cohort, this includes fencing and security compliance
- Management of loan phones

3.2.5 Site Laundry Management

It is recommended that the site provide scrubs for staff to change into onsite and to manage the laundering of these so staff are not taking scrubs home. Operations are responsible for the arrangements with offsite service provider/s to have all staff scrubs laundered and returned to site. Where possible it can be more economical to launder scrubs onsite. The Operations Team follow up with the laundry service provider/s to ensure that Pod Teams have their scrubs returned in time to commence their daily shifts.

Staff Scrub Laundry Process

It is recommended that specific time schedules are set and maintained for the laundering of site staff scrubs. This reduces confusion and unnecessary follow up to obtain clean or dirty scrubs.

The process for laundry management of the sites staff scrubs is;

- Pods are provided (six) laundry bags to place their dirty laundry in.
- Laundry is collected by the service provider/s on *Monday to Saturday at 08.00am and returned to CNR by 3.30pm. There is no laundry on Sunday. *Laundry days here are cited as daily, this may vary in accordance with staff and scrub numbers.
- At 4.30pm Pod staff will need to attend the Operations Team site office to collect a pair of scrubs for each staff member working the following day. Pods are not to take any more scrubs than required.

At the CNR, the residents were able to complete their own laundry using laundries located in their resident zones. Residents were allocated specific laundry days and times for their room to reduce resident interaction and disease transmission risks. The Operations Team were responsible to develop and maintain the resident laundry schedule and ensure there was laundry access relevant to zone partitioning (noting that at times the fence line for a resident zone may change at CNR to accommodate larger or smaller resident cohorts).

3.2.6 Resident Intake Process

The Operations RST provide operational and logistical support for the intake and exit of all anticipated resident flights. The following process is modelled on the actions undertaken during repatriation arrivals.

Operations provide the following support during a resident flight arrival;

- Operational Lead
- Zone Coordinator
- Pedestrian and logistics traffic Coordinator (not bus or road management)
- Bus Arrival and Resident Support
- Trolley Cleaners
- Trolley Runners

At the end of the arrival process Resident Services Team will have;

- Welcomed the resident and answered any initial questions
- Confirmed or recorded the resident's essential information ready for site admission
- Allocated rooms relevant to the resident's status and needs
- Ensured a resident's dietary needs and room aides have been communicated to the relevant contractors
- Ensured relevant site quarantine teams are aware of high-needs residents to enable planning
- Completed RMITS quarantine event with the correct quarantine type with the information known at the time and recorded notes or attached documents related to the resident to the quarantine event
- Alerted the receiving Pod Team of the residents being transported to the intake gate
- Ensured information on registration forms and intake forms are accurate and high quality

A comprehensive overview of the resident arrival process is located in *Section 4 Resident Care*.

The role of each of the Operations Team in the arrival of residents has been outlined here. It should be noted that when residents enter the facility they are considered high risk in relation to infection/disease transmission risk. Strict use of PPE is required for all resident arrivals. On exiting the facility residents are considered to be free of infection and thus are exiting a green zone, PPE is not required for residents exiting unless a CHO Direction is in place requiring the mandatory wearing of masks.



3.2.6.1 Operations Lead

The Operations Lead is the Operations Manager or senior Operations staff. The role is responsible for the co-ordination and allocation of tasking to Operations staff through the intake or exit process and is the key liaison to other agencies and contractors to both support the intake or exit and ensure broader site operations continue.

The Operations Lead carries a radio and mobile phone through the intake process to facilitate efficient communication.

Operations provide full operational support to all arrival teams throughout the arrival process. This includes but not limited to;

- Monitoring and replenishing PPE.
- Operational and logistics co-ordination support to the Director of Nursing and Director of Clinical Services, Team Leader, and where needed staff in resident arrival process area and zones.
- Operational and logistics co-ordination support to Traffic Coordinator and Trolley Runner.
- Act as secondary Zone Coordinator to provide respite during extended arrivals.

As required, Operations Lead may take on additional tasks such as trolley runner or traffic manager.

This role operates largely in the Green Zone during an intake however if entering an Orange Zone, will don full PPE in accordance with the site's Infection Prevention Management and Controls Standard Operating Procedure (IPMC).

3.2.6.2 Zone Coordinator

The Zone Co-ordinator is an Operations Team Leader or above. The role provides logistical and resident support inside the arriving resident zone. The Zone Coordinator carries a radio through the intake process to facilitate efficient communication and master keys. They are responsible for ensuring trolleys are removed from the zone and returned to the relevant carpark/place for cleaning. The Zone Coordinator communicates with the Pod staff in the zone and along the walkways to ensure trolleys are returned to the allocated space. Pod staff provide the Zone Coordinator with support regarding the return of trolleys (refer to the Pod Life SOP).

The Zone Coordinator:

- Provides updates to the Operations Lead regarding any issues or safety concerns through the intake.
- Always holds a master key in cases where a resident is unable to gain access to their room due to key issues.
- The Zone Coordinator operates in the Orange Zones of the intake therefore will don in full PPE in accordance with the IPMC

The zone coordinator provides support and instructions to arriving residents through the intake process that includes advice regarding movement of baggage and room location. All residents are encouraged to carry and transport their own luggage due to infection control requirements.

The Zone Coordinator provides support with luggage in alignment with the bus arrival and resident support Operations Team member for frail or complex residents including;

- A single parent with multiple children
- Elderly or infirmed
- Person with a disability that restricts their physical ability

At the completion of the resident intake, the Zone Coordinator, with support from Pod staff is responsible to ensure all trolleys and staff have exited the zone. The Zone Coordinator then secures all external emergency gates and radio, ('Zone Coordinator general broadcast Zone . . . has been secured).

3.2.6.3 Traffic Coordinator

The Traffic Coordinator is an Operational role that is responsible for all site updates regarding bus arrivals, departures, and resident numbers. The Traffic Coordinator works alongside police in the reconciliation of arrival numbers, they conduct a count of residents as they disembark from the buses.

The Traffic Coordinator;

- Radios to all on a channel the arrival and departure information of all busses.
- Provides information regarding the number of residents scheduled on the bus.
- Conducts count of residents as they enter the intake process/zone (dependent on the location of intake).
- Provides information when the final bus has departed the facility.

3.2.6.4 Bus Arrival and Resident Support

Bus arrival and resident support staff provide support to residents who require assistance with their luggage or trolleys.

Operations provide four Support Officers for the bus arrival and resident support team for every arrival. Three officers are in the bus stop orange zone at all times (where residents disembark from the bus). The fourth officer rotates allowing for appropriate heat management and breaks throughout the arrival. The Operations Lead is responsible to ensure appropriate swapping in and out of officers to manage heat health and fatigue however encountered when wearing PPE in a tropical climate, officers are able to self-identify and negotiate between each other to ensure a safe rotation.

- Support residents in locating their luggage.
- Provide advice to residents on how to transport their luggage.
- Offer residents trolleys if required.
- Assist with putting luggage into trolleys if required.
- Provide reminders or correct resident's PPE and/or physical distancing as required to ensure infection control.

Bus arrival and resident support officers do not;

- Pull luggage off the bus or out of trailers
- Walk residents to the zone

Operations Support Officers work in the Orange Zones of the intake therefore will don in full PPE in accordance with the IPMC.

3.2.6.5 Trolley Cleaner

The Trolley Cleaner is responsible for the cleaning of all trolleys returning from the zone. Trolleys are returned to the cleaning point by Pod/Operations staff in the zone. Pod staff support operations by moving trolleys from the arriving zone back to the cleaning area.

If the Trolley Cleaner requires a break, drink of water or to attend the facilities, they will swap out with the Trolley Runner.

The Trolley Cleaner operates in the Orange Zone and will be donned in PPE in accordance with the IPMC unless relieving the Trolley Runner when no PEE is required.

Trolley Runner

The Trolley Runner is responsible for moving all of the clean trolleys from the gym back to the teardrop for resident use.

If the Trolley Runner requires a break, drink of water or to attend the facilities, they will swap out with the Trolley Cleaner.

The Trolley Runner operates in the Green Zone unless relieving the Trolley Cleaner when they will don full PPE in line with the IPMC.

3.2.7 Decontamination of a resident arrival area

The Zone Coordinator ensures a final decontamination process is carried out so the resident arrival area can be reallocated as a green zone. After the final arriving resident exits the arrival area, the Bus Arrival Support Officers, decontaminate all frequent touch points using spray bottles filled with either bleach or vira-clean.

Officers spray all poles and frequently touched areas, including under any door handles thoroughly. Once decontamination is completed, Operations reopens the pathways and radio a general call across the site that the pathways are open for all staff.

3.2.8 Resident Intake/Exit Process

Operations provide operational support to planned resident departures where a full cohort or large resident groups will be leaving. Departures are led by the Clinical Pod Team Leader who provides support and guidance to operational support officers during the departures process. The full overview of the resident exit process is provided in *Section 4: Resident Care*.

The Operations Team provides the following support for the exit of residents;

- Trolley movements to ensure departing residents have sufficient trolleys for luggage.
- Support residents exiting the zone on departure days.
- Supporting with luggage of the elderly, infirmed, disabled or single parents.
- Support Pod staff with car park and bus management. · Set up of the departing car park.
- Setting up lighting in departing area if required.
- Support WHS with car park management.

The majority of exits are conducted in a Green Zone therefore, no PPE is required. The Director Medical Services or Director of Nursing may issue alternative instructions depending on the circumstances. The Operations Team Leader or Manager will brief operations staff if this occurs.

3.2.9 Trolleys

Operations provide support to the arriving or departing pods in relation to the movements of Trolley's. Trolleys can be used to ease the weight burden of luggage or manage multiple items of luggage (such as encountered with families). Operations will support pod staff in moving trolleys to the appropriate car parks or areas in preparation for the arrival or departing zone.



Operations are responsible for the upkeep and maintenance of all trolleys onsite. This includes but is not limited to;

- The changing and pumping of trolley tyres
- The removal and disposal of broken trolleys
- If possible the repair of trolleys
- Advising the appropriate team (purchasing) when replacement trolleys are required

3.2.10 Site PPE Maintenance

Operations have the primary responsibility for ordering and delegating all PPE, hand sanitiser and disinfectant wipes across the site. Operations ensures that Pods, Donning and Doffing stations and stores are kept appropriately stocked at all times. This ensures one team is monitoring PPE/IPC equipment use, noting areas with high and/or low use so restocking can be adapted to suit needs.

Operations is responsible for the ordering and storing of all standard PPE and other goods that are routinely required for the sites daily operations. The Warehouse team orders PPE on a regular basis and ensures that the facility is always prepared for possible community outbreaks. The ordering of PPE and IPC equipment is completed with consultation with the IPC Nurse Manager to ensure appropriate and effective equipment is ordered. All PPE is stored in an air-conditioned warehouse onsite, locked behind a secure fence.

The Warehouse team provides the Operations Manager a weekly written stocktake reports and facility usage. This includes;

- Stock on site
- Stock ordered
- Usage patterns by domestic and repatriation
- Reporting on when stock may hit critical levels
- Reporting on concerns regarding stock usage across the site

3.2.11 PPE Restock of Donning and Doffing Stations

Operations staff complete regular review and restock of PPE, hand sanitiser and disinfectant wipes of all active donning and doffing stations throughout the day.

Pod staff are responsible for notifying Operations directly of any PPE shortages. It is the Pods' responsibility to ensure their zone's donning and doffing stations are clean and tidy. Operations tidy the donning stations when completing the PPE restock, however the cleaning of the surrounding area is the responsibility of the Pod.

3.2.12 Assistance to DIPL contractors

To ensure resident safety and to maximise room use across the site, at time repairs and maintenance may need to occur inside an active quarantine zone (where possible maintenance is delayed until the residents have exited and the zone is green). All entries into the zones is in pairs (they buddy system), therefore an Operations Support Officer buddies with a contractor to ensure repairs are completed and IPC/PPE is correctly and safely maintained.

The Operations buddy supports the Contractor and monitors to ensure no PPE breaches occur during the repair. If there is a PPE breach (e.g. ripped glove) the Contractor and Operations Support Officer exit the zone and safely doff. The breach is to be immediately reported to the facility's Work Health and Safety team so a risk assessment can occur by the IPC team to support next steps.

3.2.13 Supporting Residents wellbeing

Operations Team was responsible for the support of residents needs including wellbeing. The operations team managed assets such as loan mobile phones, these were used when residents didn't have a phone or their phone was experiencing connection issues. As there were no phones in the accommodation units, it was essential to ensure communications between residents and the facility staff was maintained. Australian SIM cards were issued free to all residents as most had international numbers on arrival.

Operations Teams also supported Tele Wellbeing with the delivery of children's education packs, birthday gift packs and special event packs such as Australia Day, Christmas, New Years Eve, Diwali (festival of lights- important in Indian regions). Residents' wellbeing was a major focus of the operations team. Wellbeing refers to a state of being healthy, happy, and comfortable, both physically and mentally.