

Memorandum

COVID-19 Vaccine and Immunisation Programme: Gantt Chart & **Governance Structure**

Date due to MO: 15 October 2020 **Action required by:** N/A Security level: IN CONFIDENCE **Health Report number: 20201852** To: Hon Chris Hipkins, Minister of Health Hon Julie Anne Genter, Associate Minister of Health Copy to:

Contact for telephone discussion

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COVID-19 Vaccine and Immunisation Programme: Gantt Chart & Governance Structure

Purpose of report

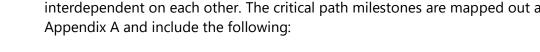
- This report responds to your request for a Gantt Chart that outlines the key milestones for the COVID-19 Vaccine & Immunisation Programme (Programme). It also provides you with a view of the governance structure for the Programme. This covers the following workstreams:
 - Vaccine Purchasing Workstream
 - COVID-19 Immunisation Implementation Programme
 - National Immunisation Solution (NIS).

Background

2. We have developed an Immunisation Programme that can promptly roll out the vaccine once it arrives in New Zealand. Several workstreams are progressing at pace and in parallel to ensure tight timeframes are met. Senior internal governance for the Programme is in place, and a new external Governance Group is being established to support and provide assurance on delivery, with representation across key sectors.

Gantt chart

- At your request, a Gantt Chart is attached at Appendix A that provides details about the 3. workstreams involved in purchasing and immunising for the Pfizer vaccine, which has been announced, and the key milestones. Draft plans for further vaccines are included and the plan will evolve further as additional vaccines are confirmed which will further impact on timelines.
- An underlying assumption is that the Pfizer vaccine will arrive in New Zealand on 1 4. January 2021, noting that these timelines are likely to flex dependent on vaccine availability. Officials are planning ahead of this date to ensure we are ready to deliver in the event it lands earlier than anticipated. The latest delivery schedule received from Pfizer suggests the January deadline is highly unlikely. At present, Medsafe has not received information from Pfizer to start the regulatory approval process.
- 5. A critical factor for the delivering the vaccine is to ensure the National Immunisation Solution (NIS) is developed by 1 January, with an improved product ready later in Q1 2021. This IT system is essential to the rollout of a vaccine as it will be essential for capturing population information.
- 6. Work is occurring in parallel and there are a number of streams which are interdependent on each other. The critical path milestones are mapped out at





- Cold storage and consumable requirements and funding a.
- Standing up ultra-low temperature storage and supply chain b.
- Securing and training the required workforce C.
- Medsafe approval d.
- Ministerial decision to use and commence delivery.

To ensure there is a contingency option available by 1 January 2021 an interim solution is being developed for the NIS. This will be built in parallel with the final product should the vaccine arrive prior to the anticipated delivery date. As more certainty emergences on the delivery date, this interim arrangement may be stood down. The 1 January 2021 timeframe would present considerable risk in the delivery of a successful programme. However, programme planning has commenced to allow for this possibility, while still building a robust and credible programme that is aligned to more likely delivery dates.

Governance structure

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- 8. In a fluid environment with highly changeable subject matter such as COVID-19, it is important to respond in an agile way to competing demands. This is a high profile and significant work programme, meaning careful management and governance is required in order to achieve tight timeframes.
- To support the delivery of the Programme in line with the timelines set out in the Gantt 9. Chart, a governance structure has been strengthened and is outlined at Appendix B. This structure shows the formal lines of accountability between each layer.
- A Governance Group is being established that will act as a strategic decision-maker for 10. the overall delivery of the Programme. It will meet on a fortnightly basis and will report directly to you. Membership of the Governance Group will include:
 - Chair: Dame Dr Karen Poutasi, Commissioner, Waikato District Health Board a.
 - Dr Ashley Bloomfield, Director-General of Health b.
 - Steve Maharey, Chair of PHARMAC C.
 - Bruce Plested, Chairman of Mainfreight d.
 - Carolyn Tremain, Chief Executive, MBIE e.
 - Ngāhiwi Tomoana, Chair of the Māori Economic Development Panel and Chair of f. Ngāti Kahungunu

Marie

- Murray Jack, IT expert and former CEO and Chair of Deloitte
- Dr Fa'afetai Sopoaga, Associate Professor, University of Otago h.
- John Whaanga, Deupty Director-General Māori Health, Ministry of Health.
- a. ACX ZOO 11. The Governance Group will maintain a connection with the Vaccine Taskforce, which is led by MBIE and chaired by Dr Peter Crabtree, and this important connection is recognised by the inclusion of Carolyn Tremain.



Next steps

- 12. Work on the Programme will continue at pace, including establishing the Governance Group and other advisory functions who will provide advice.
- 13. Officials will continue to update you weekly about the progress of the Programme.
- O 14. CORCO LINO CORCO We will continue to work closely with our communications counterparts at MBIE to ensure there is consistent messaging between agencies and that we are telling an aligned story about both vaccine procurement and the overall immunisation plan.

Acting Deputy Chief Executive

Official Information Act 7002 **COVID-19 Health System Response**



Appendix A – Gantt Chart

Draft COVID-19 Vaccine & Immunisation Programme*



October 2020	November 2020	December 2020	January 2021	February 2021	March 2021
Funding approval	X X	net paper •	Decision to use Vaccine A		
Agree working groups	Funding request for immunisa	tion programme Christmas Period Monday 21 Dec - Friday 1 Jahr	uga.		
Detail programme structure Establish governance & assurance	Programme assurance	Opployment readiness			
Establish governance & assurance	Stakeholder strategy	Deployment readiness	Provider enga	gement	-1
	Comms strategy	4	Troviaci ciiga	genen	Ī
		Comms Phase 1: Set the s	scene and tell the story		
		Comms Phas	se 2: Grow awareness and build support for our a		
			Comms Phase 3	: COVID-19 vaccine roll-out – raise aware	ness and inform
Vaccine A Advanced Purchasing Agreem	ent (APA) signed				
	ccine B APA negotiation				
	PA negotiation				
Vaccine D Al Vaccine E APA negotiation	PA negotiation		Regula	atory review: Medsafe and EPA (Vaccine	 B – E)
Vaccine E APA negotiation	Decisions to buy Vaccines B – E; COV	AX Facility		•	
	Regulatory review: Medsafe and EPA (Vaccine A)	Actional	Medsafe Approval (Vaccine A)		
		Science and safe	fety comment		
Agree fee for service	schedule for providers	Sign DHB contracts			
Agree lee for service	Prepare funding model				
	The state of the s				
Establish workforce strat	egy	Train workforce (clinical)	9/	Naccinate priority po	mulatino
Establish workforce strat Agree vaccination fac	The state of the s	The state of the s	The arrival date of V		11 2021 – and activities to roll out Vaccine A to within seven days of arrival in New Zealand,
			allowing for regulate	ory checks and supply chain from airport	to vaccinators. This assumes critical path
4	Minister's report on prioritisation		dependencies un to	this point are in place - including cold ch	ain infrastructure, Medsafe approval, a d technology infrastructure. Achieving by this
Develop prioritisat	The second of th		timeframe carries co	onsiderable risk.	1
	req. (Vaccine A; -70c)	Contract & deliver cold storage (Vaccine A)	Ultra low temperature storage (Vaccine A) ope	THE REAL PROPERTY AND ADDRESS OF THE PERSON NAMED IN COLUMN TWO IN COLUMN TO THE PERSON NAMED IN COLUMN TWO IN COL	
	able requirements	Contract & deliver consumables	(0.0, 0.0)	stribute vapcine and consumables from	cold storage to vaccinators
Develop inventory/track and trace req.	al requirements Stand up inventory management	Develop cold storage r Inventory system go-live	req. (2-8c, -20c) Deliver cold st	torage for 2-8c and -20c vaccines	^
Develop inventory/ track and trace req.	Stand up inventory management	inventory system go-live			End to end track and trace solution in p
15	Develop post market monitoring strategy			Monitor safety	
	Į.	mplement supporting monitoring technology			
		Develop and deliver strategy to roll out to Pac	cific Island and Realm countries (part of the Pacifi	ic Health Corridor)	
		bevelop and deliver strategy to roll out to rue	and island and recam countries (part of the facility	1/0	
Business case approved	Build and test interim solu	tion		Train workforce on system	
	(i a a a a a a a a a a a a live a a a a a a a a a a a a a a a a a a a	Decision to use interim solution			
		Train on interim solution (if required) — 🔫	Interim solution in pla	ace (if required)	
Technology architecture,	scope definition and design				
			Build and test NIS Release 1 (MVP)		NIS Release 1 (MVP) ready in production
					I/MVP features, including consumer channels
		Ongoing assurance at	ctivities, including privacy impact assessment and	a socurity review	T-

*To be verified by programme governance

Health Report: 20201852



