

Supplementary File 1 – Semi-structured Interview Schedule

Main question	Possible follow-up questions
Can you tell me about your role in the NAS COVID-19 Response Room?	<ul style="list-style-type: none"> • What was your previous role? • Was working in the response room different? • What were your main tasks/responsibilities? • When did you join the response room? • When did you leave the response room?
In your experience of working in the response room, what worked well?	<ul style="list-style-type: none"> • Were there any particular practices or innovations that worked well? • Were there practices you would like to maintain in the future? • What worked well in terms of: <ul style="list-style-type: none"> ○ Leadership ○ Staff engagement ○ Person/family engagement ○ Quality improvement methods ○ Measurement for quality ○ Governance
In your experience of working in the response room, what did not work well?	<ul style="list-style-type: none"> • Were there any particular practices or innovations that did not work well? • Were there practices you would like to stop/cease in the future? • Were there any practices or areas that required improvement? • What did not work well in terms of: <ul style="list-style-type: none"> ○ Leadership ○ Staff engagement ○ Person/family engagement ○ Quality improvement methods ○ Measurement for quality ○ Governance
Are there any other important areas or practices that we haven't discussed?	<ul style="list-style-type: none"> • Is there anything else that worked well or that didn't work well? • Is there anything else you would like to add?
What is your opinion of interviewing staff to find out what worked well and what didn't in the response room?	<ul style="list-style-type: none"> • What are the pros and cons of this approach? • Is there another approach that would be better?