## Supplementary File 1 – Semi-structured Interview Schedule

<table>
<thead>
<tr>
<th>Main question</th>
<th>Possible follow-up questions</th>
</tr>
</thead>
</table>
| Can you tell me about your role in the NAS COVID-19 Response Room?            | • 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?         | • 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:  
  o Leadership  
  o Staff engagement  
  o Person/family engagement  
  o Quality improvement methods  
  o Measurement for quality  
  o Governance |
| In your experience of working in the response room, what did not work well?   | • 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:  
  o Leadership  
  o Staff engagement  
  o Person/family engagement  
  o Quality improvement methods  
  o Measurement for quality  
  o Governance |
| Are there any other important areas or practices that we haven’t discussed?  | • 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? | • What are the pros and cons of this approach?  
• Is there another approach that would be better?                                      |