



***WA Pandemic After Action Review
Task Force Meeting #3
April 28, 2022***



Our Agenda for Today



- Welcome
- Today's purpose & facilitator recap
 - Small breakout groups
- Multi-agency panel perspective: What happened?
 - Panel
 - Whole group discussion
- Department of Commerce: Agency AAR perspective
 - Presentation
 - Whole group discussion
- Closing

Breakout Groups: AAR Review (Lenses, Attributes, Filters)

- I. Facilitator Instructions
- II. Questions?
- III. Twenty minutes to meet in small groups
- IV. Self-document points on your group's slide (volunteer scribe or self-scribe)

Example question: how would you change response to fundamentally address equity?

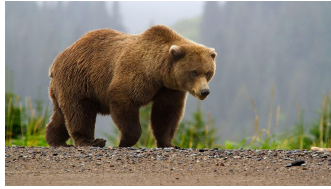
Breakout Groups: AAR Review Attributes, Lenses & Filters



Nick
Robert
Angie
Brienne
Kerstyn



Sen.
Rolfes
Issac
Ron
Sharlett
Faatima



Sen. Wilson
Matt
Nathan
Fernando
Kendrick



Sen. Lovick
David
Adam
Chandra



Sybill
Amy
Theresa A
Travis
Rep.
Donaghy



Martin
Nariman
Samantha
Melanie
Carina
Lou



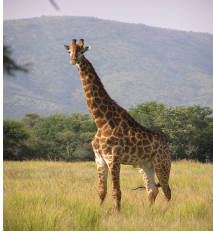
Sudhir
Nomi
Michael
Alison
Brendan

Breakout “Eagles”



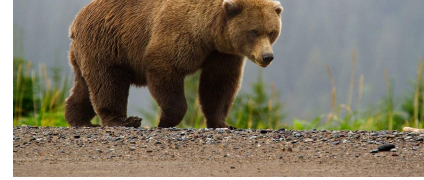
- How would you provide community informed funding decisions?
- How can agencies make expedited decisions.
- Everytime we have a large scale disaster it will always impact disadvantaged communities harder.
- How do we avoid the boom/bust cycle of funding? Memories are short.
- How do we use this opportunity to establish ongoing system to avoid being so flat footed next time.
- Being more realistic about the timeline for the crisis. Short term decisions for what we assumed was a short term problem was costly.
- What resources (particularly at the community level) were underutilized?
- Establishing pathways for coordination and collaboration before the crisis. (With funding)

Breakout “Giraffes”



- Making sure things are accessible in a timely fashion - felt like an afterthought for folks who are unhoused.
- Recognize barriers to unhoused people getting to PPE, vaccination centers, etc.
- Isolated senior citizens were overlooked (people that live alone), we will want to have a plan in place
- Ensuring language access early
- Support frontline workers with PPE early as they are carrying out essential services
- Closing the gaps between who is eligible for vaccines and vaccine distribution (shots in arms)
- We have a good system for vaccines now, but it was confusing at the start
- We will have other emergencies or disasters - we want to take our lessons learned and be able to use them for emergency response

Breakout “Bears”



- Senator Wilson - Nate Weed - Matt Stoutenburg - Fernando Martinez - Stewart Kendrick
- Making Decisions that center on DEI
 - How does this support other unexpected and expected catastrophes
- Resilience: Enduring the unexpected impacts
 - Learn from what the resilient sectors did during the pandemic vs reinventing everything
 - Needs to be more cohesive & Inclusive of other thoughts, learnings, best practices
 - Having a more open door to better understand what other sectors are doing?
- What does viewing at activities through a “Social Equity Lens” mean? How do we define it?
 - What are the general terms and definitions we will operate under where both state and community understand
- What was the emergency plan prior to the pandemic
 - We need to have a plan and cadence of planning
 - There was a pandemic plan - was not followed.
 - State does have lots of pandemic plans but did not harmonize
 - Not everyone was engaged
 - How do we create the encouragement and accountability
- EMP (Electromagnetic Pulse): Mass Stoppage of All Functionality
- Good Thing is that Pandemic did not Disable our Infrastructure
 - Have a nimble model that learns and

Breakout “Hedgehogs”

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Breakout ‘Dolphins’



- Amy Ockerlander - Ability to reach members of community that do not speak english. Without staffing for translators this became more difficult to do. With 1.9% poverty rate in the community, it is difficult to surface the needs of this population.
- Theresa Adkinson - Trust in the system is difficult to build. Especially with migrant worker and eastern european (ukrainian) community and Herderite (SP) community. Finding trusted representatives is an incredible challenge. If had opportunity to go back and prepare, this could have resolved challenges.
- Sybill Hyppolite - Saw disparate outcomes, with migrant workers at a high risk. Employer adherence to laws, and enforcement of laws was a challenge. Difficult to understand where authority of DOH started and stopped, and where authority of L&I started and stopped. Depending on size of outbreak, this varied. Lack of enforcement of laws lead to decrease in trust. Building trust, language access, inter-agency coordination.
- Adkinson - Mass vaccination sites were not setup with equity in mind. Mass vaccination sites were located in large population communities, meanwhile rural communities with high disease burden for essential workers did not have access.
 - The timing of the vaccine distribution mattered in community adoptance. There was incredibly high demand initially, but then after 6-8 week period the vaccine became politicized which dramatically reduced adoption.
 - Each Mass Vaccine site was 1.5-2 hour drive.
- Ockerlander - Duvall did not have mass vaccine site. Yet lower income residents were challenged in reaching vaccine due to logistics involved (i.e. 10 mile drive).
- Hyppolite - In Western WA. there were examples of privileged community members being prioritized, i.e. hospital board members. Identifying who is a trusted distributor, to mitigate conflict of interest, is an opportunity for improvement.
- Adkinson - vaccine distribution and administration was centrally planned at State. This led to distribution that was not informed by decentralized public health system, county officials were not included in the process of informing where mass vaccine sites were placed.
- Ockerlander - decision making in vaccine prioritization may have led to wasted vaccine. There was an opportunity to remove the restrictions sooner to open accessibility and improve overall decision making.

Breakout “Moose”



- How do you design a playbook or toolkit for critical service areas (hospitals, schools, county gov't) to respond to future emergencies (with an outline x,y,z elements)?
- What successes are important to feature that can be built upon for future emergencies? Can be from your service area or jurisdiction or others.
- How do we gain clarity around the dimensions of planning (including critical decisions points) among various governmental entities (i.e. schools, local PH, local gov't)?
- How can relationships be built in blue-sky state that will support emergency response coordination for future incidents? Note: gap was that there were various states of relationships and some groups had never talked prior to the pandemic.
- How can we build a standardized plan and communication plan across agencies (i.e. LI here's how you are going to get info out to business; DOH here's how you are getting info out)? Note: the gap was that not all info got out to everyone and people had different approaches or approaches were different across jurisdictions.

Breakout “Salmon”



- DOL surveyed communities to determine needs so we could provide targeted limited services during the pandemic. We may have left out those without internet or technology capabilities.
- Miscommunication about continuity of care in pharmacies. Solid and consistent comms needed across the board.
- Communications - confusing and incomplete information provided to communities. Contributed to inequities.
- Understand the processes for response. Increased focus needed for those living outside without basic necessities - services were cut off, esp. For those with disabilities.
- Community members with phone and internet access limitations.
- Limited English access to services. ID a continuous entity for outreach.
- System is inherently unequal. Building relationships to ID past harms and actual community needs.
- Getting resources to communities, where they are, and where they want to be.
- Equitable response means a much deeper response, including increased funding for critical response services. Seems to be a very long list of entities underfunded.
- Lessons learned is only the beginning - need to maintain investments for actual better response.
- Investment in Trusted Messengers to help relay info in consistent and familiar formats.

Multi-Agency: Response Perspectives



Multi-Agency: Whole Group Discussion



Agency AAR Example



Whole Group Discussion



Thank You...

...for learning and sharing with us today.

- Future Meetings: Fourth Thursday of each month
- Next Meeting: **May 26th** - 9:00 am to Noon

Link to AAR website:

<https://mil.wa.gov/pandemic-after-action-report-task-force>

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