

PANDEMIC AAR AGENCY INPUT

Agency: Labor & Industries

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Executive Summary

This report summarizes the Washington State Department of Labor & Industries' (L&I) COVID-19 pandemic response efforts through February of 2022. Although much of the work continues as the state fully recovers from the pandemic, there is much to be learned over the last two years that can help improve our response and recovery efforts in current and future events.

Following the guidance and framework provided by the Washington Military Department (MIL) and the Washington State Department of Health (DOH) in the November 16, 2021 memo to state agency partners, L&I conducted a series of interviews with agency leadership and program managers to understand what worked well and what didn't with a focus on our agency's critical/essential functions, customer service, and staff support. The interviews followed the framework of questions outlined in Section (9)(d) of Engrossed Substitute Senate Bill 5092. The notes from those interviews are in the appendices. The summary of key challenges and successes is below.

L&I's Critical/Essential Functions

- 1) Inspections – Imminent Danger or Workplace Fatalities
- 2) Inspections – Elevator, Boiler, Electrical
- 3) Payments – Industrial Insurance and Crime Victims Benefits
- 4) Environmental Testing – DOSH Industrial Hygiene Laboratory
- 5) Compensation and Benefits for L&I Employees

What Did L&I Do Well During the Pandemic

Through the interview process, it was clear that L&I proved to be very nimble in dealing with adversity in most work areas. We were able to meet our critical/essential functions in a timely manner and our support services adapted quickly to the changing needs of our workforce. The mass deployment of telework equipment and our ability to combine resources to meet the needs of work areas as they transitioned to remote work were major factors in our success.

Many areas that had challenges with telework in the past were able to change work processes to keep as many staff out of the buildings as possible. These positive changes allow staff to continue to telework in some capacity in the future.

Many divisions praised the cross-divisional support throughout the pandemic and look forward to more of that coordination after the pandemic. Divisional staff that didn't normally work together had the opportunity to work in different areas, forge new working relationships, and learn new skills. For example, the Fraud Prevention and Labor Standards (FPLS) division and the Division of Occupational Safety and Health (DOSH) worked together on COVID-19-related complaints in coordination with the State Emergency Operations Center (SEOC). Field Services and Public Safety (FSPS) staff were also grateful for the experience to volunteer at the SEOC. It allowed some staff to gain new skills in areas they traditionally wouldn't have been exposed to.

L&I didn't report any significant drop in services related to critical functions. At most, there was a slight delay in the very beginning of the pandemic, but it was quickly adjusted. The largest report of drop in customer service was our inability to meet with the underserved areas of the population. This largely consists of limited English proficiency workers that don't have access to technology to do business with L&I and rely on the physical offices for support.

Many noted the abilities of leaders to solve complex problems quickly, and to assist staff in as many ways as possible. Notable is the strong partnership that developed between our Internal Safety and Health program and the Operations Leadership Team, which is a collection of program managers that discuss business needs and impacts of various work activities and proposals. The two groups worked quickly and effectively to create a set of operational safety protocols, specific to the job hazard of COVID-19, for different work settings to help our staff keep our safety-first perspective while performing required work in the field and in our offices. These protocols evolved to align with the changing conditions and updated requirements from the Governor’s Office, DOH, L&I, and the Centers for Disease Control and Prevention (CDC). The close coordination has continued throughout the pandemic.

COVID -19 Operational Safety Protocols

- 1) Office Work Environment
- 2) Customer Service In-Person
- 3) Field Work Environment
- 4) Vehicle Use
- 5) Meeting Room Guidelines
- 6) Office Re-Opening Safety Checklist
- 7) Employee Re-Orientation COVID Safety Checklist

What Can L&I Improve Before the Next Pandemic

Many areas noted the lack of an established “incident command” structure within L&I with trained staff to cover those roles. While those with incident command experience quickly helped set up a system, some felt a more formalized and practiced process could have alleviated stress placed on leaders for an extended period. Other areas felt designated single points of contact for the divisions would have been helpful. These points of contact would manage incoming requests, delegate to the proper place, and route responses back. There was so much information flowing that it was hard to keep up with who was the correct person to contact to get the appropriate employees assistance.

Although we have Business Continuity Plans (BCP) in place, we were more reactionary to the changing landscape of the pandemic and created our response strategies on the fly. We could have eliminated some preliminary stress on leadership to make decisions in the moment if we had been able to rely on the BCPs in place. If these plans were practiced, we could have identified certain gaps and taken measures to correct those gaps before an actual event, reducing the stress for employees. Many understood that it’s hard to account for every scenario, but there was a feeling that some things could have been figured out ahead of time.

In some cases, when divisions made decisions, coordination with impacted parties was lacking. In the future, when decisions are made there should be more consideration for how it may impact other programs. Connecting with those programs on potential impacts would help those areas better prepare their staff for changes.

It was noted that having better communication inward on the “why” may assist our staff with their understanding so they can better enforce decisions that were made. Some staff were confused or misinterpreted the information given to them. This led to inconsistent application of new rules, which ultimately led to legal actions taken against L&I for our COVID-19-related enforcement actions. Taking more time to explain the “why” to staff so they better understand can help us to avoid this scenario.

Recommendations for Statewide Coordination

There has to be better communication among all partners from top levels. Inconsistent messaging from federal partners, state leaders, and local jurisdictions created a politically charged environment that had unintended consequences for L&I. L&I saw a significant uptick in threats made to enforcement staff. In some cases staff were chased-off of properties, run off the road, had protests organized at their houses, and had family members threatened. The SEOC and L&I saw the issue and changed their tone when dealing with the public. The original tone for letters was more heavy handed and less educational. When they shifted to a more educational tone, the situation improved but not enough for our staff to feel comfortable.

There is a desire to retain the cross agency coordination. Many employees found value in creating connections from different agencies and they want to continue that into the future. COVID-19 showed the state there is a

gap in training from agency to agency. If one agency has a plan to use another agency to assist with overflowing workload, then the agency should consider holding routine cross agency training. That way if there was ever a need to deploy those resources, they would be better prepared to know what to do and how to assist. Oftentimes L&I employees were just answering phones for other agencies and they were unable to help. This required staff to transfer the call up the chain for assistance, leading to increased customer frustration. A good example of this is the L&I volunteers that helped the Employment Security Department (ESD) in the beginning of COVID-19, dealing with the unemployment backlogs.

With regard to creating a regional emergency management agency, we feel that adding yet another layer in our emergency response would only slow information and make it harder to respond in future events. Without having specific details on the roles of an agency like that, it was hard to see any real benefit of that program.

We also believe we have what is needed to track the impacts of COVID-19 on L&I's performance of its critical functions. However, there's a significant gap when tracking persons within various industries that contracted COVID-19. If there was a shared database between all agencies, we could have had better analysis on the external impacts of our work. It would have been helpful if the case tracers asked for that information upfront. We understand that not every person was contacted for tracing and that not all of them would return calls back to DOH, so there are challenges with achieving this level of data that would have helped us react more quickly to the high-risk areas within the pandemic.

There was also a gap in being able to track real time spending of COVID-19-related expenses. There is an OFM requirement to track the COVID-19 spending, but no real good tools to do that work, which likely created inconsistencies between the agencies in accounting for COVID-19-related expenditures. Some better clarity for how this information should be collected, possibly some additional accounting codes, would help state agencies report these emergency response expenditures more effectively.

Appendices

The following appendices, A – H, are the raw notes taken during the interviews performed with key personnel representing the various divisions and program areas within L&I.

(A) Aspects of the COVID-19 response that may inform future pandemic and all-hazards responses.

Administrative Services

Leadership responded quickly. A leadership group structure was put together to meet immediate needs and to make decisions on the moment. Things that required more, that group assigned subgroups to tackle the individual needs. You prepare as much as possible through coop and BCP but it gets hard to get the event specifics. So setting up this process really assisted with the important matters of that moment.

L&I didn't follow specific military incident command process or system, or the system that was outlined in the BCP plan. Though it worked, it wouldn't translate well in other areas of the state.

Challenges we had for not following true incident command structure: couldn't send resources to the larger effort due to the lack of trained professionals. Leadership training and drilling was minimal up to this point.

Had we not had to develop our own decision making structure in the moment, we could have reduced a lot of stress on leadership.

There was too many competing avenues for authority. CDC, DOH, Federal Government, local jurisdiction issues etc. and it seemed they weren't all on the same page on the information making it hard for us as an agency to enforce specific employee related guidelines.

Critical support functions. These support the agency critical functions and are heavily impacted by a response of any kind. Their work dramatically increased due to the pandemic; Facilities, Custodial, Electricians, HVAC, Warehousing Operations, Internal Safety and Health, Communications, Operations, Information Technology, and Security Operations with increased levels of harassment and protests. Our agency was tapped many times to provide our resources to the larger state effort. Resourcing these things can be difficult if we don't pay better attention to it before it happens.

Started a group of people to help get the proper PPE to ensure the safety of our employees in a series of scenarios. Procure things like hand sanitizer, cleaning supplies, equipment ect in the very early stages. Then moved to purchase things from the state resource. Stood up a procurement process that includes the warehouse operations, involving the state EEOC and admins to ensure we had everything we needed. The field used their management analysts to procure through retail channels when needed. We were in react mode and stayed that way for a long time.

Developed a chair delivery process and equipment delivery process to ensure our employees were able to complete their work no matter their location.

Developed advanced cleaning procedures to keep our facilities clean and safe.

Reviewed air quality expectations in HQ and leased buildings.

Developed a print at home program for staff to have access to the required documents

Created an electronic signature process

Developed supply delivery to employees for office supplies

Virtual ergonomic assessments

Developed and installed "sneeze guards" for front counters customer service areas

Touchless fixtures

Created rotational telework assignments to reduce staff in the building

Realigned facility resources to service our employees with the shift in work locations since workload changed in some areas.

We (agency) developed a process to track COVID19 cases to ensure that affected workers would be able to be compensated and to be able to respond to questions from the media. We RDS developed a number of COVID-19 reports for claims that are still being run daily today. A big challenge with any kind of emergency be it eruption, terror, virus, etc. is that everyone wants to be able to identify the claims for compensation and reporting but initially it is challenging to get resources focused on this task.

Internal tracking for reimbursement of staff time spent on COVID-19 activities.

Security Threat Assessment Team to handle all of the incoming threats, protests and concerns our staff was getting from members of the public.

Public facing conference center was closed for use to all staff and public.

Mail area scaled back services. They used to do 2 times daily and that has be limited

Library functions have been scaled back

Transportation office hours have been reduced.

Scaled back in office support functions in facilities.

Warehouse deliveries were scaled back.

In person services were stopped/reduced and moved to virtual model.

Printing at home

What didn't work well but we can't stop:

Resources is finite and the changes brought on through the pandemic will need require more resources to support. Staff are over loaded and challenged without proper support. Burn out due to the pandemic is a real concern.

There is also a need for more redundancy in the amount of people that can perform specific jobs. Likelihood of not having someone is low but the risk of not having them is high.

Telework equipment delivery process and home office support functions will continue

Enhanced cleaning will continue

Enhanced expectations air quality standards

Electronic signatures

Focus on moving to electronic process to reduce paper reliance

Using technology to be more productive with limited staff time and resources

Library book delivery to people's homes

Less travel required because of the tech saves the agency money and the environment.

Mobile IH equipment:

Respirator fit testing machines

IT component: software needs to be up and running for us to do this service.

Noise sampling

Air quality

Fall protection equipment

Sprinter van to run equipment back and forth

Front counter/Cash req systems to process checks

Slip printers

Scanners for those checks to be cashed

The enforcement effort of L&I produced hostility towards our employees. There is a need to address how we can better protect our employees when L&I is an enforcement arm for government mandates.

We had the public protest at the homes of employees. Stronger security needs and response will be needed for support of the employees, especially in a politically charged environment.

Motor vehicle safety protocol, sanitation, ridership

Safety protocols that are written in a way that could easily be adapted to any type of hazard

Using the communication channels to talk about changes to things.

Hybrid work model, how many staff are present in the building or relay on the building every day to complete their services.

Financial Services:

Electronic benefit systems is a public facing system and this work increased due to COVID-19.

Workloads were uneven and had to be rebalanced. Some were overloaded while others jobs got easier.

Sharing resources from agency to agency to assist with influx in workload where other agencies lost workload, more flexible and nimble state workers. Make this a little more aggressive VS volunteer basis to get the job done.

The statewide hiring/procurement freeze negatively impacted our agency. We had to create a whole process for it and how we evaluate the agency needs against the mandate.

Electronic notary systems!

Budget: added a mech to track COVID-19 expenses. We do this all the time though for different things.

Accounts payable changed the way we did processed billing. There was an increase in duplicate payments because of all the ways we started receiving the bills.

Asset control got easier. OFM waived asset control requirements for physical inventory.

OFM waived 24 hour fund receiving requirement

Paper based systems made it hard to be 100% telework

We are constrained by older systems that stop us from being remote

Accounts payable was getting duplicate billing so they had to change their process.

Workloads were uneven and had to be rebalanced. Some were overloaded while others jobs got easier.

Budget working from home worked so well they aren't coming back

Making strides to getting the agency away from paper. We don't want to go backwards

Communications:

Press releases/social media to let the public know of our enforcement activities

Education for business and managers on what they requirements are to keep their employees safe. They were constantly changing so communications spent a lot of time keeping up and keeping current.

COVID-19 felt more confrontational, especially in the beginning with protests and other reactions.

Communications adjusted their approach based on the temp of the public at the time. This impacted our security response and how we keep our employees safe, keeping a better eye and focus on the matter.

Risk communication was not great out the gate and they were unable to regain their credibility with the public making further communications and actions difficult.

Donn internal messaging and updates/alerts to comply with HELSA.

Developed a one stop shop for all COVID-19 materials (internal/external)

Created a banner over the public page to get to essential information for quick navigation

Communications took the lead on setting up an incident command like structure to keep everything connected and not segregated.

Security Threat Assessment Team, was created to deal with the influx of threats or situations the agency was experiencing.

Pulled decision making to a larger group instead of independently to ensure everyone was in the loop.

Independent and disconnected divisions. We attempted to stop this from happening. A lot of what we do impacts other areas of the agency.

Using the BOLD software, the BCP plan wasn't used in most areas. There was little indication that any one went to or used the tool.

The agency should have an incident command structure that exists and can be pulled together quickly.

The overall structure worked well, what we created at the time. Help assess the status and information share especially with other agencies outside of our own.

For future responses we liked the Joint Information Center. It opened the door for a lot of things to be developed and we should do that again next time. It allowed other agencies that weren't as impacted by the event to help out some of the other agencies. Eventually it served its purpose and was ok to let go,

but it's definitely needed. There is also a need to train communications folks on these types of groups and maybe exercises on these so everyone is on the same page with how these work and what purpose the serve. L&I was fortunate because we have does this before but there is value in training and opportunities so there are more that know how and can step in and do.

Redundant systems to be able to get into email accounts. OWA

Equipment and ways to keep the batteries alive for a long period of time.

Shared Drive/network drives

Quicker processes to get needed things to staff faster when we are under "duress." Cut some of the red tape, and to make decisions faster. Adaptation and more flexibilities to current situations. Normal time process in a not normal time.

Having the "hostile client" from Jesus Villahermosa training should be a base line for our customer facing staff

Communication has to be coordinated and there should be a leadership group that does the guidance. There was some times when not essential parties are present. Contracted services often times added more work when unnecessary. Communications shouldn't be an afterthought, communications should lead conversations. Blurred lines on roles and responsibilities make it very difficult and way more complicated. Clear channels and use it correctly and consistently. Other state agencies quit communicating so it impacted other agencies like L&I. We had to locate the information so we can help service other agencies customers since they came to us, we got slammed.

Fraud Prevention Labor Standards:

Investigations was engaged in conduct undercover spot checks that had compliance history with the SEOC. They validated complaints and prepared escalation to DOSH. Designed and instituted a cease and desist letter to send to employers to put them on notice of complaints and how to fix it and if they did work to fix the issues. If not the case was escalated. Collection of DOSH fines and workers comp collections. This was stopped for the first year, there was no orders of actions for collections. "light" collection actions. Coordinated with ESD and DOR to make sure we were all on the same page with COVID-19 impacted businesses. Expanded employer assistance program to help them pay their premiums for 90 days with no interest. Hired a non perm rev agent to deal with all the DOSH COVID-19 violations/fines. Very limited in collection actions. Especially in the first year. Gave employees to the SEOC. SEOC complaints at the beginning didn't have very good structure. There was little guidance on how we were to handle these complaints Overtime it got way better with a clearer mission. Because of this the pressure to produce more increased. In the beginning we were tripping over each other on compliance "lanes." Liquor control board, DOH, DOR and L&I. In the future we need better understanding of this for different scenarios. Employer assistance program requires the employer to not have previous fines with us to participate. We had to remove this requirement as some business were severally impacted and needed assistance. We received a lot of threats to our staff. Some employers were even listing the complaints to show who was complaining about them. Public safety was a very serious concern. Our field folks were in very dangerous situations. Once the program was built at the SEOC and intra agency work, it became very effective and should be reused if another case arises in the future. Communication between agencies and the understanding of the enforcement lanes for each of them got way better and we want to keep that information flowing in the future. L&I could benefit with this better relationship in the future, Collections: supervisors in the field and those in HQ got way better. They talked more and helped the overall team. Even different departments started to work better together. More communication with in L&I got better. Every one stepped up to make sure we got things done. No matter the divisional lines. Collections outreach team was able to operate in a remote world. Prior to COVID-19 they would not have been able to do this. In FY 2021 it was the highest premium collection year for workers comp in history, Leadership support was outstanding. They got everything they needed to ensure they were able to keep up with the governor's demands. Continue the "know before you go" and the training they received to deal with hostile clients. Investigators were to check "know before you go" before they left for the day. If they ran into a client on the list they worked on how they should address that employer.

Field Services Public Safety:

Remote inspections. Without it we wouldn't be able to go on site. Boiler, electrical, elevator. Routine inspections. No in person walk ins for customer service but we did do over the phone and remote services to help with hybrid work model.

Worked and had volunteers to help staff the SEOC, helped create systems to link back to L&I.

Had volunteers go to ESD as well.

Early return to work did remote job analysis for customers

Employees deployed to do different work based on heavy workload. ESD, SEOC, and other L&I areas. It is essential that cross agency training happen if that is in a different agencies response plan. Without preparedness for this, it's not smooth and doesn't work well. Our employees want to help those customers but felt ill equipped to help really. It was a body to answer the phones but couldn't do much without additional support.

On the flip side, L&I needs to do the same and be prepared to train and resource any volunteers so they are equipped to properly assist our agency.

Public records requests on complaints made against other businesses really created some angst in the public. We also had some L&I employees wanting to use an alias to prevent L&I staff from getting harassed when enforcing the mandates, especially in a politically charged environment

Remote inspections will continue but not as frequent. There are times when it really makes sense and sometimes when it doesn't.

No in person walk ins will not continue. Our customers still need us in person.

Remote inspections will continue but not as frequent. There are times when it really makes sense and sometimes when it doesn't.

Remote services will also continue as well for customers.

Early return to work did remote job analysis for customers but on a much smaller basis.

Offering appointments as wells as walk ins. Customers can log into a portal and set a time that is good for them to come in.

Government Affairs:

Having a "COVID-19" czar in each of the divisions would have helped. Someone to coordinate all the questions for that division so there is one contact. Individual program decisions put pressure on other programs to make decisions. And some of these are outside their authority. There needed to be some sort of roll up. COVID-19 integration meeting quickly turned internal and there wasn't enough time to review external issues. Decisions were more Ad Hoc.

How do we document these decisions so we can support the why and continue to support the why with the changes. It appears some staff may not understand the why and that hurts us publically. Internal education could have helped so we could explain the why to the public. There wasn't enough coordination between us and the AGO to help support the legal challenges we receive. We didn't always know what the AGO was doing. The arguments being made and the responses to those. No tracking of these issues. We need a better central coordination to the AGOs office.

Spent a lot of time reviewing industry agreements for the safety and health requirements.

Setting safety requirements were done as part of a governor's proclamation (attachments) and then DOSH were asked to enforce the rules. Sometimes DOSH didn't have a say making it hard for them to enforce. We would have liked DOSH to have a bigger part in the core requirement development. Having a central place where the core requirements live it would make it easier for updating them. These requirements were used more by the industries vs DOSH.

Adjust the rules where needed to fit the situation. Lots of emergency rules.

Increase in number of times we were asked to talk to industry leaders. We spent a lot of time doing education for these areas. Webinars and trainings for these groups.

Triage of complaints prior to sending them to DOSH, this was entirely new. The letters we sent and how we progressed to DOSH when the businesses weren't in compliance willfully.

Gov affairs opened capacity and offered a different lens to these issues. More strategic.

Spent a lot of time reviewing industry agreements for the safety and health requirements. If we could do this again we wouldn't do individual sets for specific industries. We would do one set and refer back to that instead. That did happen eventually, but would have been better to have that out the gate.

Having a heavy regulator hand didn't work very well. DOH was more science driven and softer in delivery which seemed to go over better.

No overall oversight and the volume of work created gaps. There were things that don't fit within what we do and it required us to think about some things differently so we can support or enforce the mandates.

Some of the "why" wasn't getting down to the line level staff so they struggled to meet the mandates. This was the same with the public. It was hard to get buy in from the public and staff.

Some staff just answered questions VS seeing the bigger picture to involve other areas of the agency.

Not recognizing that some staffs roles are limited in decision making and they shouldn't be making those decisions. This was a tough balance because of the amount of work that was coming in. these decisions made us inconsistent and open to challenges.

Internal communication needed to be way better.

We set up an inbox for questions from the public and setting up a tracking mech to make sure we got back to the public. This was a major effort that involved several work areas and other agencies to ensure consistency. We were able to help the SEOC answer questions even that weren't L&I related but we tried to help them find the answers. This helped us get material for the website that was created. (FAQs)

they types of questions were ever evolving based on the mandates that were coming out at that time.

This started out really heavy and tapered off by the end. There was a sense of coordination between the divisions to make big policy decisions together. There was also a lot of coordination between different agencies. Gov affairs really made this happen, take the lift off the program to line up the other agencies.

They also reviewed communications before they went out.

GAPD will continue to play a big role in any future event like this.

Insurance Services:

Moved a large amount of staff to telework quickly on a large scale. We had done pilots before but never to this level.

Call center reliability.

We split the work apart to limit how many people needed to be in the building to make the payments on time for the workers.

Support services workload increased due to all the scanning.

Worked to automate other processes like electronic signatures.

Changed how we relied on technology. Using it to our benefit as much as possible.

How we manage hiring. We have moved that all electronically.

We had just reviewed the BCP plan just before COVID-19. We discovered that there is really 2 different responses that need plans, pandemic or that the building isn't operational.

In the beginning of the pandemic non critical surgical or on going care, the injured workers weren't able to get those services and that was a cost to the system.

Looked at the needs for the processes, we changed the way we did things. Is the current practice the most effective? If not what improvements could we make. And we made those changes. There is still room to improve though.

Used neogov for hiring to move to all electronic. This will have positive effects from now going forward.

Groups that weren't allowed to telework traditionally can now telework. There was even employees that weren't performing as well in the office have done way better in a telework environment.

Doing meetings and trainings virtually going forward. Way more effective to share information.

Provider hotline call center added an email option for providers.

Information Technology:

Moved to a mobile workforce within 3 weeks.

Established the ability to have remote call centers, purchased all the equipment, programmed existing system, trained staff and sent them home.

Purchased an E911 software

Rolled out MS TEAMS, WebX, Zoom for remote collaboration

Made remote access standard "equipment" for employees

Reprogram HR Café for the furlough rules for custom schedules

Established a print at home program

WADS (development) computers were transitioned to virtual workstations
Skype wasn't working well in this remote environment so we worked to quickly to move to TEAMS
Printing was a challenge so we looked for work arounds the best we could.
Some processes for approvals of certain things were relaxed. These processes were stopped because they caused issues
Relaxed some policies to allow for an easier work from home experience (password expirations ect)
We don't want to continue Zoom. It's costly and TEAMS is now able to do much more. So the need for Zoom is less and less.
Remote call centers
Mobile workforce support
Remote access being standard equipment
*see the things listed above. All things went really well and we will continue to do.

Office of Human Resources:

We changed the way we handle telework requests and we expanded the program to include more people. Changed how we engage with our customers. We developed accommodation processes to include religious/medical exemptions and how that impacts hiring and vaccine verification.
Training/employee forums are done virtually.
Changed the way we onboard staff
Created and implemented a manual process to provide EOC with pay and timesheet information for employees who are working at SEOC.
ESD forms and processing those were very challenging. We received them as a hard copy. We now receive things from them electronically and now we send our information to them via fax vs hard copy.
Mostly we just adapted current services to be more remote work friendly.
EAP engagement with employees.
We adapted our procedures to except electronic versions of documents. Most OHR forms are now electronic and are accessible for our staff.
Training and NEO: now done virtually.
Training/employee forums are done virtually.
Changed the way we onboard staff
Equipment delivery for teleworkers with coordination from facilities and how we get that equipment back.
Documents are widely accepted electronically.
All payroll processes are now done electronically, from individual documents processes to auditing of data entry

Operations Leadership Team:

Things we haven't done and still need to do: electronic signatures, it's all over the place. We have not solved this yet.
Opportunities for advancement: we are concerned on how remote work impacts or staffs ability to promote and be seen, especially when they are more introverted.
Our staff still feels very overwhelmed and burned out according to employee survey results.
There is a need to ensure that we keep our BCP plans updated and current. What changes do we need to make to ensure we are better ready for another event.
Individual programs and areas did their own things to make sure they were able to manage their workloads.
Generally, OLT was really involved in getting the basic infrastructure up and running for remote work: skype, zoom, laptops, phones. Systems related to communications and information.
Customer service started doing remote services and changed the way we get documents from our customers. In the beginning we "lost" a lot of inspectors for high risk. But largely we remained in the field doing work.
The comp of the OLT changed and it had newer people and a wider audience to pull from and to be more inclusive. This also allowed us question the why on the limits of OLT participation. OLT was an

operational hub for coordinating all the support functions. At the time we didn't have an inclusive emergency response, once we got better at it then we started delegating things back to the correct divisions. OLT made sure we weren't duplicating efforts.

We need an incident command structure going forward so we aren't wasting time in setting that up. Providing equipment to our staff that are remote working, but we still have a significant number of employees that are still uncomfortable at home with their set up.

Created drop boxes for our customers to be able to drop off paperwork for processing.

We eventually were able to get small business outreach contracts to help us reach small businesses.

Adapted our radio contracts to talk about COVID-19 for the LEP communities.

Not being flexible, realizing the decisions we make are being made to respond to a crisis and we make them with the best information at the moment but they may change as we get more information.

We don't want to abandon our plans before we have had a chance to make it work.

We had an AD HOC incident command that seemed to work well. We want to have OLT as an emergency management roles (chair and co-chair) we also think getting formal training for these roles for any new chairs or co-chairs coming in.

OLT was empowered to make decisions. We were able to act quickly and not delay waiting for other leaders to make a decision. We want to formalize the types of decisions these groups can make.

Remote work worked way better than we ever could have imagined.

Remote call centers. Being able to do this from home was a very big deal that we want to continue.

State Emergency Operations Center:

The SEOC would get discrimination reports along with DOSH and the human civil rights would also get reports. There was new uncharted complaints. For DOSH they can only act if the reporter is the victim of the discrimination. We also wanted to ensure the safety of the reporting party. It was hard to keep some of this confidential when reported to different areas instead of the normal channel through DOSH. How can we approach things differently and still manage the workload the complaints brought. This added a layer of complexity to a system that was already in place and works well.

Volunteers for the SEOC, got to learn something new!

DOSH made some adjustments to how they do their work. The charged environment made it unsafe for our inspectors.

Coordination and hand off in different areas.

Utilize spot checkers to verify the complaints. Normally DOSH and FPLS don't normally "work together" in normal operations.

Sent letters to those that were found to have violations to let the customer know they were being forwarded to L&I.

Things we stopped doing was more because the rules and guidance were changing so rapidly. The first letters we ever sent were heavy handed. We quickly realized the public was having a hard time keeping up with the changes. The letters tone changed to be more education focused and not so "cease and desist."

Interagency coordination and relationship building.

Growth opportunities this has brought to staff that volunteered at the SEOC 33.4% promotion rate of volunteers that came from L&I to another agency or internal to L&I. Pushing and empowering the employees to try new things and get creative about solutions lead to innovation.

Realizing that the pandemic isn't everything that is happening to our staff and to the public. Having a more compassionate and empathy for all customers we work with.

SHARP:

There isn't enough redundancy on expertise on infectious diseases and there should be more of a focus on it. There wasn't enough people who know how things like this evolve. We should bolster some IH professionals to be more experts in this type of thing.

Some leadership didn't want to use other resources for help where there are more people to help. Cross divisional interactions were hard. Some leaders wanted to keep the decisions to themselves and not

leverage others to assist. Some agencies were eager to use SHARP where our own divisions were not. DOSH had a hard time thinking about things from a different angle than regulatory. Provide technical expertise to purchase PPE and working with other state agencies to assist with that. It was hard because the criteria wasn't very specific. Some folks had to flex and adopt new ideas and ways of accomplishing work. People took over new roles and didn't feel comfortable in it. Set up coding systems to get good quality data. And now they are looking in to making this system more sustainable funding dependent. (DOH)
Working remotely!
We had some field studies happening at the time and we were unable to continue, but we will be picking it back up when this is all over.
DOH was hurting for resources so L&I loaned some of their staff to assist DOH. Equipment/accesses was easy to get and the leaderships were very flexible and willing to work together. The connection to DOH to know that there are places to get resources, we would like to keep that.

Division of Occupational Safety and Health:

Working at the SEOC. They assigned and still have staff working there.

Virtual consultations:

Moved a great number of consults to virtual on site consults. Customer would show something on an Iphone to our staff. Most consults were done on one issue.

Risk management are still doing virtual RM consults with customers.

Compliance: first month, we did virtual inspections. That didn't last too long. There wasn't a lot of construction going on. After this we did head back into the field. The service didn't change but the way we did it was different. Case by case to serve the customers. Once we learned how to protect our own employees we got back into the field.

After enforcement activities picked up there was an uptick in threats made to our inspection staff. Staff was being physically chased of sites. They received some training from Internal safety and health on verbal SWAT, personal awareness, things to do to protect our home. This was several days' worth of training.

Education outreach: the in person events and training have all been moved to virtual.

1800 4-besafe: was a business hours only hotline. Now it is a 24/7 service that is staffed by a vendor. Largely due to agriculture issues that were happening. We also doubled the staff for this service.

Every few weeks we had a COVID-19 update meeting and we found that useful. Having an expert to keep the group updated was very useful.

Conducted employee training virtually for all staff giving staff more training. DOSH symposium it virtual. Appeals went to phone conferences instead of in person. They received a lot more requests and more discrimination claims as well. Testifying at the board was also done virtually. Appeals had to play catch up because appeals didnt know what they were doing (compliance and COVID-19 inspections and citations.)

FAQ with current guidance with the topic of the month related to COVID-19. Keeping it updated. This was new. Worked with communications on this and posted it on their public website.

Staffing actions: hiring ect was all shifted to virtual.

We shifted some of our employees that had less work to do without face to face interactions to do other work in the meantime.

DOSH new hire class is a 3 month program with 30 plus staff in the class. Lots of work to get this over to virtual. Not the best case because there is a lot of hands on training that cannot be done virtual. Hard to tell if people have questions or are understanding the material.

We launched the ability for workers to submit completed Workplace Safety and Discrimination complaint forms (in both English and Spanish) to a secure file upload (to preserve confidentiality as requested). This also was a space that they could send us photos, videos, and other documentation that couldn't be emailed to us previously (because the files are too large for our email). Prior to the pandemic, they had to mail or fax these forms to a local office.

HTML not being allowed on the website for the FAQ sheets really hindered their ability to be nimble in the future. They were only allowed to do printable PDFs, doing this has a lot more steps to get these done and slowed the process.

In consultation (Risk Management): very hard to consult with policy holders because they themselves weren't working, the small businesses.

Compliance: doing virtual things. They cannot see all the things they need to see through a virtual way. Current staff don't know what a normal inspection looks like. Retraining staff to the normal way has been a challenge.

Not being able to share a car has been problematic for new staff to get training from seasoned inspectors.

There was a lot of problems with the new tech right out the gate making it hard to respond until it evened out.

Every few weeks we had a COVID-19 update meeting and we found that useful. Having an expert to keep the group updated was very useful.

Outreach started and every other week meeting with all the IH employees for policy updates on COVID-19. This will continue and has expanded to other groups and projects.

Compliance moved from a bi monthly check in to weekly check-ins, this helped with communication with all the managers.

Consultations did the same thing but they expanded it to all consult and more often than quarterly. Virtual tools helped to get the group together more often even though it wasn't in person.

Shifting of resources to meet other needs on other areas. Consult organized into task groups to tackle specific issues. The whole division would work on issues and problems to come to solutions. We have a lot of smart people that are capable to solve problems.

Early days of the pandemic: our website was just redesigned and were struggling with were to put things on the site. The options for design were limited and they wanted to share the right amount of information. They fought hard to get the "topic page" and layer the information the best they could with the new system limitations. Getting this back was a big win for the group. The main page would have some information on the main page but more information could be found deeper on the DOSH site. This has lead to more conversations to keep this type of format in the future.

We like that most conferences are virtual. It makes it easier for staff and the customer to attend and it saves the agency money. It's also frees restrictions based on the weather for staff to attend these as well. It also opened the door to more connections with staff since there isn't a reliance on travel.

Using technology. Staff got better and better and more comfortable using it.

Some of our meetings where staff came from around the state will now be alternated from in person to virtual. With the virtual approach being used in the winter when travel is not as safe for staff. So in an odd way staff safety in this area is improved.

The answering service as part of our 1-800 line service I mentioned earlier is something we have made permanent.

As with everyone we will be using virtual tools more often in the future as we have learned how they can work fine in many situations.

By necessity we have improved our partnering with other agencies during the pandemic. That will continue as we need to partner in many areas that have nothing to do with the pandemic.

As a result of the pandemic, there have been petitions to the agency to conduct emergency rulemaking to help ensure agricultural workers are safe while working in the fields and within employer provided temporary housing they occupy while here. The Department of Labor & Industries is releasing new emergency rules for agricultural workers safety. If our emergency rules are passed, it will be our Compliance employees given the task of enforcing those rules.

In normal times employers don't like receiving citations and penalties. As a result of the pandemic employers are now pushing back even harder on our compliance staff questioning how they could be issuing violations and penalties at a time like this. During the pandemic Washington State still has employees being hospitalized and dying due to workplace accidents, including COVID-19, and

Compliance staff are expected to continue to do their regulatory jobs both by the state and Federal OSHA.

In addition to the multitude of complexities and responsibilities outlined in our package this situation has placed yet another burden on our compliance staff. Due to the concerns over the COVID-19, when our staff show up at businesses to conduct compliance inspections now employers are attempting to deny our staff entry under the auspices that they may have the corona virus and be bringing it into that workplace. New challenges and responsibilities are continually added to our compliance staff and nothing ever goes away.

Due to the serious nature of the pandemic both business and labor groups have been actively involved in sending letters, petitions and other documents to our agency. These same organizations have been closely monitoring our compliance inspection activities and quickly raise issues if they don't like the outcome of an inspection. This scrutiny added to the media scrutiny of our compliance activities has added yet another level of complexity and stress to our compliance staff.

During the COVID-19 pandemic additional challenges, concerns and fears were experienced in the Compliance Program, but not for the same job classes in the other areas of DOSH or State Agencies. These additional challenges and areas of concern for DOSH management include the following incidents: DOSH Compliance were staff chased away by an angry mob of restaurant patrons when the owner requested their assistance while we attempted opening a COVID-19 safety compliance inspection. Several staff members received threats to their lives and the lives of their families for enforcing occupancy restrictions in restaurants and gymnasiums, and masking in general.

Some law enforcement agencies publicly stated they would not provide assistance for DOSH Compliance staff while enforcing the governor's proclamations and emergency orders.

DOSH inspectors and managers experienced picketing at their homes from angry and disgruntled businesses over COVID-19 enforcement actions.

Add info on the Spiffy's incident

Despite these unfortunate incidents, DOSH Compliance was found to be the best of the different state agency workgroups Governor Inslee had in his toolbox to effectively enforce his proclamations to protect workers and the public from COVID-19. The pandemic greatly impacted our current workload in many ways. As a result of the pandemic, there have been petitions to the agency to conduct emergency rulemaking to help ensure agricultural workers are safe while working in the fields and within employer provided temporary housing they occupy while here. The Department of Labor & Industries is releasing new emergency rules for agricultural workers safety. If our emergency rules are passed, it will be our Compliance staff who are responsible for enforcing those rules. As a result of the pandemic, employers are now pushing back even harder on our Compliance investigators questioning how they can issue violations and penalties during a pandemic. Washington State still has employees being hospitalized and dying due to workplace accidents, including COVID-19, and Compliance staff are expected to continue to do their regulatory jobs both by the state and Federal OSHA (who has delegated this responsibility to the department). In addition to the multitude of complexities and responsibilities already outlined, when our investigators arrive at businesses to conduct compliance inspections employers are attempting to deny our staff entry under the auspices that they may have the virus and be bringing it into that workplace.

Due to the serious nature of the pandemic, both business and labor groups have been actively involved in sending letters, petitions and other documents to our agency. These same organizations have been closely monitoring our compliance inspection activities and quickly raise issues if they don't like the outcome of an inspection. This level of scrutiny, and the added stress of the media scrutiny, of our compliance activities has added yet another level of complexity and stress to our compliance investigators.

Virtual platform use

COVID-19 updates for Compliance & Consultation
Providing policy guidance on infectious diseases (kept to a minimum before)
Virtual stakeholder meetings
Coordination with WA State Department of Health (DOH)
Occupational Medicine Physician now working in Technical Services; currently hiring for an Occupational Nurse Consultant to work on infectious diseases
Stopped doing in-person meetings
Providing additional modes for involvement (virtual stakeholder meetings)
Internal meetings w/ DOSH and across state agencies --- DOH coordination
Occupational Medicine Physician and Occupational Nurse Consultant working in Technical Services

(B) Emergency responses that would benefit the business community and workers during a pandemic.

Financial Services:

Field offices were shut down and that impacted our customers. Processes for the customers slowed down because they were unable to go into the office.

Getting better systems that work with a telework environment. Some of the field services systems that do payments can be better for customers and not so cumbersome.

Communications:

OIA was picking up calls because some of the call centers decided to stop taking calls. There was areas that stopped taking calls all together and stopped responding to the public. We shouldn't be forwarding calls to other areas of the agency. Customers were forwarded many times before getting to the right area. Some calls were sent straight to the receptionist.

Provider hotline stopped answering calls because they were too busy to answer the phones. Though we don't know the exact why they did, but we should shift the resources to add support where needed. The answer shouldn't be, "we aren't answering the phones anymore."

Better coordination among public facing customer service areas of the agency to ensure that decisions made in one area wouldn't impact another area. Changing a service can impact the others as customers become desperate for help.

Fraud Prevention Labor Standards:

During the first year, investigations did not conduct field activities at all. Didn't issue any notice of assessments (fraud orders). Didn't send any cases to the AGO for prosecution. This was due to the restrictions of the work. Surveillance activities halted and they were used to do the investigations for the SEOC. After the first year, they were able to go back to "normal" operations.

Hands off on collections and did no field visits of any kind. Not out there amongst the public.

No collection actions because the employers were struggling. "Cutting the public a break" while we figured out COVID-19. This was the same for audit.

For a pandemic, we have to be clear on our objectives before we hold others accountable. The rules were confusing and changed so rapidly that the public couldn't even keep up and yet L&I is out there enforcing the rules and holding them accountable. Communication needs to be clearer. It was confusing for the public and they didn't have clear rules to follow them. We need to make sure the public understands the rules before we enforce them.

Communication with the public with what L&I is doing and why could be better. We acknowledge this is tough because things changed so quickly but it's important for the public to understand. There was a rush to "do something," anything, and we had to build from scratch.

We should have something in place already, and not wait until something happens before we create a plan.

Field Services Public Safety:

Inspections went down largely because the businesses were closed. There was also an element of how we do this remotely. Regular annual inspections slowed but there was no drop in the critical inspections.

We could have planned for this type of thing. We had other plans for different scenarios but not for when customers and employees can't come into the building. We could have already had remote inspections set up. We didn't realize how our customers behaviors would change in scenarios like this either. Customer demands for different types of services really influenced how we handled this.

Government Affairs:

Access to field offices for the public for the in person help. This is important to the vulnerable population.

We could have been better about what information goes on the internet and how often that gets updated. It may not have been enough. Coordination on what goes on the govs site, SEOC, and the L&I site. Some of these got updated and we didn't know about it and we have outdated or incorrect information. Understanding who needs to review documents before they are published.

We could have made sure our people were more prepared with information when they did public forums or education.

Staff were burned out quickly. We could have done better at supporting staff. Providing them more background or information on the why may be able to help relieve some burnout.

Insurance Services:

There may have been a slight delay in the beginning but we were still able to provide the service to the customers. There was some challenges to the provider hotline.

Information Technology:

IT didn't really experience anything that they couldn't provide. A lot hinged on personal internet access and speed.

Not build processes from a reliance on the physical building

Investing in IT equipment and software to make us more flexible

Office of Human Resources:

Not that we are aware of.

Operations Leadership Team:

Vulnerable customers: we saw a major drop off in service for those customers.

Workers comp had a small drop off as we tried to transition our services to remote and that is reflected in a customer satisfaction survey.

Having had the ability to telework on a large scale. If we had everyone set up there wouldn't have been the gap in services.

For the vulnerable customers: we were limited on what we could do when the offices were shut down. Partner with others to provide technology for them to access to reach us. (Libraries, ect) use outreach agencies to help us communicate with the underserved areas of the state.

Instant chat or video chat for customers to access for help when they cannot access the office.

Division of Occupational Safety and Health:

Decrease in consults and compliance. We had high risk staff that we couldn't send out and the businesses weren't open.

WISHA-10 train the trainer training stopped happening. Some were moved to virtual but not as many as we wanted. We did expand into schools more though.

Discrimination complaints increased greatly in the beginning.

Increase in phone faxing services for compliance. Big increase in this services. Consultation came over and helped with the influx of these.

Somehow getting to know what was required sooner from the outside influences. (DOH, CDC, Feds ect) waiting on them really hindered our ability to get answers to the public.

If we moved to HTML faster on the website.

Wished we could have done more webinars. At the time we didn't have enough people resources to make those happening. They are exploring ways to do this better and want to make it something for a different event.

The customer service level was worse but that was due to the circumstances and the roles we played in the pandemic. We don't think it could have done better however. Our customer base changed during this, it was no longer individual businesses it was whole industries. Trucking, medical, construction as whole groups. There was so much change happening it was hard to keep up. DOSH worked hard to stay on top of it to better serve the customers.

Internally they were amazing considering the circumstances. All work groups really teamed up and tackled problems together as they came up. We learned to produce things faster than they ever thought possible. In the future we want to carry that confidence and knowing that we can get it done and done quickly. DOSH also got better with working with other agencies. We met more stakeholders for things DOSH does that impacts them, they developed relationships and contacts for future use.

Fewer samples at the DOSH IH Laboratory for some portion of the pandemic

Rulemaking largely paused (except CV19-related) during the pandemic

More communication/coordination with the Governor's Office re: COVID-19 policy would allow us to keep up with ongoing rulemaking projects

Not relying solely on Public Health experts for workplace safety & health policies

Taking an active approach to occupational infectious disease policy early on in the pandemic

Pushing forward with an emergency rule w/ specific COVID-19 protections early in the pandemic. This would have maintained clarity and consistency.

(C) Standards regarding flexible rent and repayment plans for residential and commercial tenants during a pandemic.

(D) Whether establishing regional emergency management agencies would benefit Washington State emergency response to future pandemics.

Administrative Services

Seems like an appropriate thing to have in place since not all areas have the same types of hazards or impacted by hazards.

As for the pandemic we think it would be helpful to have one central point of contact to communicate back to the larger state effort. It would also help provide a holistic view of the capacities with all the resources the stat has vs individual agencies.

Communications:

It sounds good but there is already a lot of local, state, federal emergency management and there really is too many entities to keep straight. Not sure how this would be better. There are so many current layers to emergency management now and are the hardest part of managing an emergency to begin with. Adding more layers would just slow up the process.

Example: Tim worked at the JIC and SEOC and with all the emergency management layers, it was really hard to get total agreement on items, and then there was a cycle of people making it hard to keep momentum going in one direction.

Planning is super important but all the plans are all different and there is a power struggle already.

State Emergency Operations Center:

There are already a lot of layers and adding another layer makes it harder to move more quickly. There is also regional differences of opinion that can be challenging. These regional agencies wouldn't remove much of a lift from the agencies since they are still required to do the work. This may only reduce the amount of volunteers. Also having a seat at the table made it easier for us to influence the work we are doing making it a little easier. We know our work best and we know what we can and can't do where others outside of our work don't. It could also slow response times because it is now decentralized.

This would require a lot more coordination to ensure we are all on the same page if we did something like this.

Division of Occupational Safety and Health:

The structure should be in place but they shouldn't be staffed all the time. They think the SEOC did a good job. The more you break it up it makes it harder to navigate. It adds to many layers. There is already counties that do their own emergency management division. City to county to state. Regional response tends not to be adequately coordinated. We need statewide and federal responses. There would need to be consistency & one reporting structure.

(E) Gaps and needs for volunteers to support medical professionals in performing their pandemic emergency response within Washington State.

Fraud Prevention Labor Standards:

Not for this group. We have no say in this.

New legislative rules could impact employment standards. We are waiting to hear if it gets completely passed. E2SHB1868.

Government Affairs:

Just making sure that the volunteers and the employers have all the information they need to keep them safe. Understanding the rights of the volunteers and making sure the employers understand how all that works. Knowing this system may help encourage more volunteers.

“Wage an hour” law may complicate this.

We should provide more outreach and more education available to help assist this effort.

We would want to make some materials to know their rights (volunteers) and the employers to know their options. For us it's a communication function that could be spun up easily if the need arises

Insurance Services:

Insurance services doesn't have any say in this at all. We only have a say in the providers for injured workers.

Division of Occupational Safety and Health:

Dosh wouldn't play a role in something like this. DOSH has medical professionals they could offer if they have the capacity.

We had a lot of communication with the medical professionals and assigned a compliance person to be the central point of contact. There was a lot of communication with the nurses unions, assisted living. Consultation assigned staff just to handle these requests. Attended community meetings with these groups. We also worked with school nurses early on in the pandemic. Every hospital inspection, we contact the union and provide them an opportunity to be present at the inspection. IH works with long term care for respiratory protection, they were very involved in getting them information and materials. “Mask for the task” e-tool. Even won an award with OSHA and was widely used.

Proper planning ahead of time

Ensure that existing medical professionals are adequately protected from infectious diseases at work so they do not get sick

Adequate PPE resources/stockpiles

Adequate compensation for healthcare workers

Adequate staffing levels for healthcare workers to reduce burnout

Adequate leave, including paid sick leave, for healthcare workers to allow them to quarantine and isolate without taking a pay cut

Paid sick leave and rights around taking leave during illness (even if unpaid) are important to have and to have clarity around

Leg representatives could work more closely w/ agencies that implement such activities in order to better align activities with existing policy

Implement a requirement for N95 stockpiles for all emergency response agencies and partners

Increase the use of half-mask elastomeric respirators in healthcare, specifically in hospitals where COVID-19 care is occurring.

(F) Gaps and needs for tools to measure the scale of an impact caused by a pandemic and tailoring the pandemic response to affected regions based on the scale of the impact in those regions.

Financial Services:

Tracking was done manually. It would be nice if we had a real time tracking for hours worked or costs spent so we can allocate it to the response. OFM requirement to track without the tools to do it.

Fraud Prevention Labor Standards:

Investigations doesn't have anything for this. Employment Census and all that can track some of this.

Collections: we tailored it based on what was going on in that region at the time and the impact it was having in those regions.

Field Services Public Safety:

They have nothing to do with that.

Government Affairs:

We think we could improve this going forward. What is the workload? COVID-19 vs non COVID-19 complaints. We can't measure the impact if we don't know what the staff is doing with their time. We need to improve how we track and stay consistent with answers and information. So staff don't waste their time on things that have been done. We don't know all the areas we made changes in the critical functions and the things we allowed during COVID. How do we communicate back to the public on these changes going back to normal.

We did have dashboards for internal and external things. Was the dashboard looking at all the right things to measure the impact and it took a long time to get it set up.

Can we get a link to all the SharePoint sites? Getting to a SharePoint it difficult if you don't have that saved.

Operations Leadership Team:

Not sure that we can easily quantify some aspects of COVID-19 on our work. Some areas are going to be better than others but we aren't sure where we are short.

SHARP:

Collect data about cases by industry was a gap. The information wasn't well collected to start with. We couldn't effectively apply mandates to certain areas based on the data. This is applicable to all infectious diseases. SHARP would like access to other data that they regularly have access to in the setting of an emergency. Pension and other types of data systems. Access to information wasn't very easy. People may not answer their phones and then we get zero information.

COVID-19 cases that could have been workers comp but never filed a claim.

Sharp develops data sets to answer questions.

Division of Occupational Safety and Health:

We have numbers and know what the impact was of this on our staff. At the SEOC the information was tracked and categorized but it made it difficult to provide responses quickly.

WIN did track all of our activities and how the pandemic was impacted. For 18004besafe we can track that and we received a lot of calls, all tracked and numbers can be provided for the “besafe” line. And this fluctuated with the rule changes. Not that well; we have been in survival mode since March 2020.

(G) Gaps and needs in health care system capacity and case tracking, monitoring, control, isolation and quarantine, and deploying medical supplies and personnel.

Field Services Public Safety:

We have the tools in place already and we are able to pull data requested.

State Emergency Operations Center:

The SEOC didn't see any of this happening in their roles. They did see some complaints from the public but they were all forwarded on to other state agencies.

The nurses' union worked with DOSH to make sure their procedures and processes kept their employees safe. Also having enough PPE in reserve to make sure they could get along for a bit before needing assistance. This is the same for long term care facilities. We think this is resolved at this time and shouldn't be an issue in the next event.

(H) Implementing guidelines for school closures during a pandemic.

Fraud Prevention Labor Standards:

Not for this group. We have nothing to do with it.

Field Services Public Safety:

As it relates to a pandemic, we have no expertise or anything to assist with this.

Government affairs:

We should provide guidance in the areas that we regulate. We should provide the criteria for schools to meet to keep their staff safe, if they can't do that they shouldn't open.

We play a role but we are not the main role. We support the decision makers on this one.

Division of Occupational Safety and Health:

We think this is a DOH question. We may be able to assist with how to do come back safely. We don't shut down businesses, we help them reopen and do so safely. Sending people home goes against our core mission. We want to keep folks working not stop them from working.

We would lean on department of health (DOH) and act as a resource for DOH. We could provide guidance for employee safety & health.

L&I Strategy for Completing this After-Action Report

Divisional Contact List

Division	Contact(s)
Administrative Services	Doug Rohr, Lisann Rolle, Wayne Whiton, Wesley Kirkman
Communications	Mathew Ross, Tim Church, Donn Moyer
Division of Occupational Safety & Health	Jeff Killip, Ryan Allen, Kat Gregerson, John Geppert, Sharon Perkins, Paul Marsh, Bruce Christian, Lou Flores, Yvonne Baptiste
Field Services & Public Safety	Vicki Kamin
Fraud Prevention Labor Standards	Bryan Templeton, Steve Beaty
Human Resources	Patricia Flaherty, Car Anderson
Information Technology	Chris Foster
Insurance Services	Jonnita Thompson
Director's Office / Government Affairs	Maggie Leland, Tammy Fellin
Director's Office / Financial Management	Trent Howard, Rob Cotton
Director's Office / SHARP	Dave Bonauto, Sara Wuellner, Jennifer Marcum, Darrin Adams
Operations Leadership Team	Ron Langley, Veronica Bronkema
State Emergency Operations Center	Keith Johnson

Timeline

- Virtual Listening Session – Jan 11, 2022 @ 1pm
 - Maurice & Jamie to participate
- COVID-19 Integration Meeting Update – Late January
- Leadership Team Update – Late January
- Divisional Engagements – Late January – Early February
 - Meeting to discuss questions and general input
 - Request for divisional input provided by end of February
- Draft review of AAR with Government Affairs (Maggie & Tammy)
- Leadership Team Update – Late February
- Draft AAR submitted to LT3 early March
- Final Report Due – March 9, 2022

Notes from the Virtual Listening Session 1/11/22 with DOH & EMD

- Focus on the external interactions during the pandemic with:
 - Our customers
 - Other agencies
 - Our contacts at the federal level
- Look at the FEMA H-SEEP model for developing the AAR.
- Format is less important at this time...more important to get the information.
- Report on the gaps in information or coordination or process during our response to the pandemic.
- Also, share what has worked well in our response to the pandemic.
- Report on what benefits have been achieved from operating during the pandemic.