WA Pandemic After Action Review
Task Force Meeting #11
December 15, 2022

11 Task Force Meetings

Task Force Member Presentations

2 Equity Planning Meetings

A → H Focus Group Meetings

Steering Committee Meetings

Equity Gatherings/Documents

AIHC Tribal Comp Report

Agency-Specific AARs

State/Agency Equity Processes

Task Force

Equity Principles & Toolkit Questions

Principles for Effective Meetings (Charter)

REPORT RECOMMENDATIONS

Our Agenda for Today

- Welcome & General Updates (Phyllis)
- Focus Area Workgroup Updates - Process & Specific Recommendations
  - Intro (Kerstyn)
  - Report-Outs (Workgroup Leaders)
- 13 Themes Refinement & Breakout Instructions (Kevin H.)
- Breakouts: Themes Discussion & Finalization (Multiple)

Break

- Full Group Debrief (Phyllis)
- Report Structure Discussion #3/General Project Timeline Update (Nate)
- Summarize and Adjourn (Kevin B.)

Where we're at!

→ All Task Force work to-date (resulting in 390 building block recommendations)

    → Initial 13 Themes & 390 Building Block Recommendations

        → Homework to prepare for December TF Meeting

            → December 15th: Refine Themes

                → January: Refine Recommendations

                    → 1st Q 2023: Prepare Report Structure & Content

Focus Area Workgroup Updates

- How is each group considering the 390 raw recommendations?
- How will each group consider the refined themes from today?
- What guidance or process assistance will each group need to meet the project deadlines?
- Please share a handful of your current group recommendations with the Task Force for context!

Themes Recap (for Breakouts)

- 13 Initial Themes identified from 390 raw recommendations
  - Primary theme coded for all; B → H designation coded for half
- Homework: Review recommendations spreadsheet to see if themes 'fit'
  - Any missing gaps? Duplication? Other changes to be made?
- Themes will be an important part of the AAR report structure, and will help give context to final recommendations (along with story/equity/experience).

Why use Themes?

- Themes are not just a set of report headers
- Themes can help reflect context/storytelling/experience to give your recommendations 'lift' and 'power' for legislators
- Themes provide focus for improvements/recommendations
- Themes can help organize patterns between recommendations, as well as equity context

Breakout Group Instructions

Goal: Finalize themes.

Please consider: Your prior review (homework) of the raw recommendations spreadsheet, and how they relate to the 13 initial themes.

Breakout Instructions: We'll place you into randomized groups. Discuss your observations from the homework, and your suggestions for finalizing themes.

- Do the existing 13 themes make sense to you? What suggested changes should be made to the themes so that your recommendations can be best organized for impact to legislators?

- What do the themes mean to you?
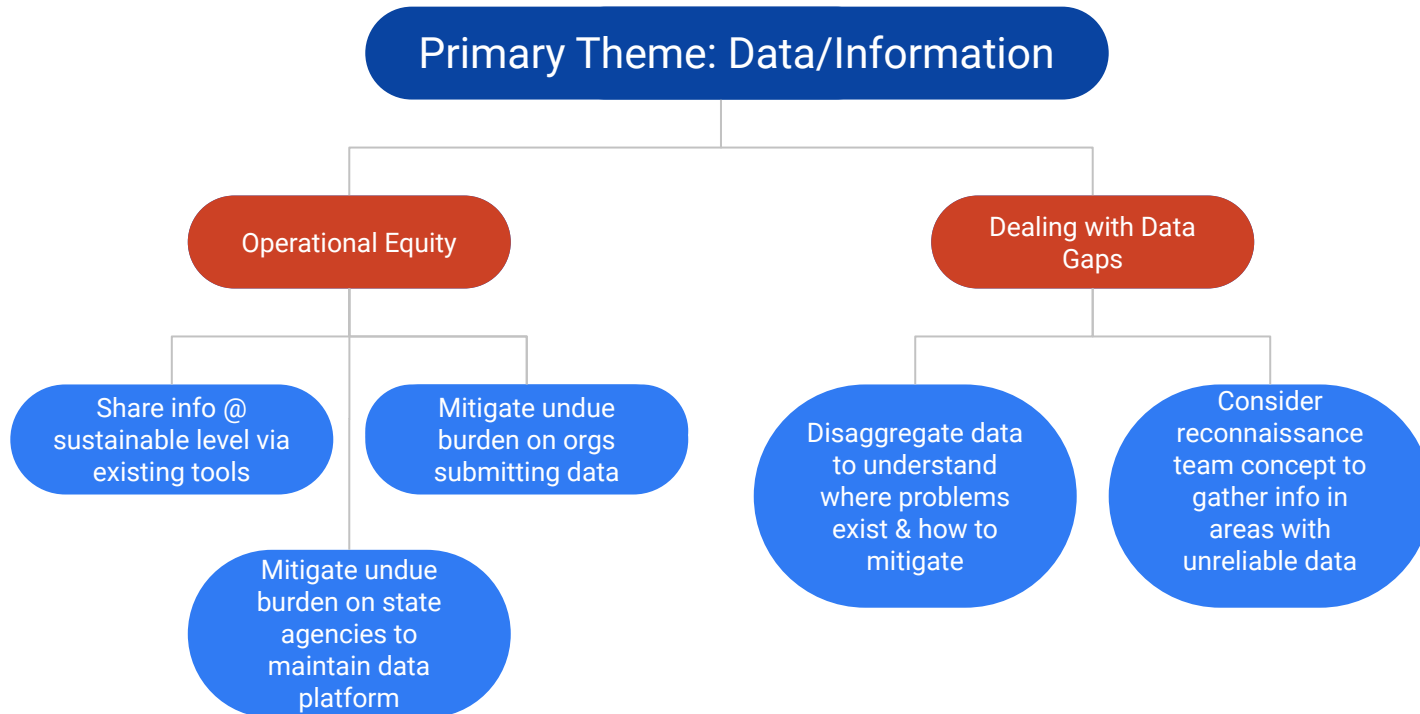
- What's your perception of the themes' purpose?

Note Takers: Document <u>suggestions</u> on your group's slide, as well as any 'parking lot' issues that come up.

13 Initial Identified Themes

- **Voice/Respect**

- **Relationships/Trust**

- **Community Culture/Cultural Differences**

- **Data/Information**

- **Service Access**

- **Supply Chain**

- **Decision-Making/Processes**

- **Collaboration/Coordination/Communication**

- **Resource Gaps**

- **Organizational Processes/Structures**

- **Funding**

- **Administrative Burden/Barriers**

- **Workforce**

Themes are a starting point for organizing thoughts and discussion. Recommendations are often related to multiple themes. One primary theme has been coded to each recommendation, as a starting point to spur further discussion.

Examples of Primary Theme and Interconnected Recommendations

Primary Theme: Data/Information

Operational Equity

Dealing with Data Gaps

Share info @ sustainable level via existing tools

Mitigate undue burden on orgs submitting data

Mitigate undue burden on state agencies to maintain data platform

Disaggregate data to understand where problems exist & how to mitigate

Consider reconnaissance team concept to gather info in areas with unreliable data

Breakout Groups

Group Blue   Facilitator/Note-Taker: Travis/Kerstyn

Group Red   Facilitator/Note-Taker: Kevin B./Carla

Group Orange   Facilitator/Note-Taker: Kevin H./Ron

Group Purple   Facilitator/Note-Taker: Phyllis/Adam

Notes: Breakout Group Blue

- Make themes more specific (current themes are very high level), need to be defined
- Purpose of themes- categories are ones we want to flag for future pandemic, used for funding or designing system
  - Problem statement, complete sentence, problem identified- recommendation followed by that
- Themes- categories, specifics, recommendations
- Themes can be collapsed into one- (1) voice/respect, (2) relationships/trust, (3) community culture/cultural differences could all be collapsed into "relationships". Collapsed (merge) with subcategories

- Research needs to be tied in, show how work was done, did it work well, what didn't work well. Categories need to be clearly defined
- Themes need to be more granular, details need to be provided-tie to quantitative metrics to help give examples
- collaboration/communication/coordination: If it's a stand-alone there needs to be more information for what this means, tie it back in. Hope that collaboration comes from relationships.
  - (9) is key to communities to be able to absorb shock of pandemic, any other disaster. Including community on disaster mitigation/planning, we will be able to see the resiliency after pandemic/natural disaster. This is a strong one.

- Other recommendations there wasn't enough detail: These are more thoughts versus recommendations, need to make them actionable.

Notes: Breakout Group Blue (page 2)

- Additional-
- Not going to be statistically significant if it's only one comment, need to compare the data.
    - **Question: how was this information tagged from conversations, is there a frequency marker attached**
    - **How do we take all of these and validate these thoughts, make sure they are statistically valid**
- Other places to combine content:
    - Merge supply chain (6)/resource gaps (10)
    - Re-label (4) data info to data sharing, data analysis
    - Gaps/tools belong under decision-making
    - Administrative burden/organizational processes may tie into each other ? potentially merge
    - decision -making needs to stand alone, but needs to be connected to other themes as well
        - Who are the key decision-makers? Who the decision makers are need to be akey thread amongst whole process and layout . who are the key sources of information, go to agencies taxed with final decision of area, threaded throughout the whole process. Data needs to be somewhere , problem identified. **What is actionable?**
        - Layout needs consistent areas, know what the problem is, what the suggested remedy.
    - Vulnerable populations (children, elderly, homeless, etc.) how are these all getting covered? How do we mitigate them for the future? Need to talk about ways to watch for that and correct for that. How will this report be used?
        - What's the potential of this report?
- AAR (DOH) is very community based, how did the agency respond to the pandemic . What are thoughts on formatting for the AAR?
    - Visuals, quotes, story-telling so it's more digestible to the public
    - One pager that can sum up the key themes
- How do the themes thumb up to the format of the AAR? How do they land in the product?
    - At least one human story or quote and picture to go along with each problem statement
    - Community based organization presentations have a lot to add to the human side to this report

13

Notes: Breakout Group Red

- What do the themes mean to the team? Are the themes
- •Structure the themes so that the gaps are visible with plans to plug the gaps.
- •No decision-making process (supply chain/data)
- •Ensure items are not political.
- •Consider small businesses – that are critical in providing for families – are included in the decision-making processes.
- •Reorganize: identify 1) what the barriers are, 2) what is needed to resolve them and 3) how to execute the resolution.
- •Leadership team has to understand what equity is.
- •Require the state funding decision makers are held accountable to the public and transparent about equity inclusion.
- •Ensure the base infrastructures are identified and those running them are trained and informed.
- •Be prepared and have processes in place to respond to the next pandemic.
- •Stop treating issues as though they are all technical – categorize them properly and change approach.
- • Recategorize (ie. Funding and resource gaps could be one category)
- •Figure out how to (re)categorize to get good policy: where to get more money.
- •Need tangible metrics. Translations between themes and policy decisions. Quick and easily understood for those with short attention spans. (Break up into the what when and the 3-levels of why.)
- Coordinate with the Office of Equity – to ensure they build this work into their daily practices. Make sure this work and their work align.
- First 3 how to do it better; 2) Data is how; 3) service access, and supply chain (what) (food security) are how, 4) decision making process (why) – wanting to improve it from a large standpoint - they might create a governing body; 5) CCC (how) to do the what; 6) resource gaps (what); 7) org process (how); 8) funding (what, who, how); 9) barriers (how); 10) workforce (what, who) - people

Notes: Breakout Group Orange

Kevin Harris facilitator: Participants; Angie, Nate, Chandra

Discussed Barrier impact to themes. Identification of themes and 'emerging issues' or 'post pandemic actiosn" as a theme (School example) Post Pandemic impacts to be addresssed.
Universal themes be covered in specific theme groups.
'Barriers' as a separate theme.
What's missing

Don't want leg assigning tasks, focus on high level (Chandra) EM Responsible to provide ML info to local community. EM driven a lot by federal funding mandates. deliverables.

Nate- Report Structure
What is the key learning from partners and craft comments that should go to policy and identify resources required. Also there may be other options for incorporating communities in local planning.

Angie- Info not reaching community we can't rely on existing laws we have to bridge the gaps and have accountability on agencies. Not just a resource issue because resources that were there were not distributed equitably to underserved communities. Does the theme grow out of the stories? Nate story about values–mass vax vs community small vax and why it is an AND nit an OR touches o equity, barriers, equity, delivery, agency objectives

Chandra ,Clear experience across spectrum, Gaps?
Need to understand that with each of the themes have different impact.
Nate :   Need to understand capacity equity (resources/ funding sustainment) of local EM..

Notes: Breakout Group Orange (page 2)

- Nate: How to figure out list of things(issues) that could be handled outside report structure
- Example equity in response Mass vac .Are Themes that important? Themes are co dependent..

Angie; Should barrier (Adm Burden/Barrier) be a separate theme?

Notes: Breakout Group Purple

- The comments that Nate made was helpful to understand how to distill the themes down
- It would be good to have less total themes
- Possible consolidated themes:
  - planning and plan implementation and processes,
  - resource gaps/funding
  - Decision-making/ processes, admin burdens/barriers,organizational process/structures

- collaboration/ coordination/communication

-voice/respect, relationships/trust, community culture/cultural differences could be together

-themes should be consolidated to have the greatest impact for legislators

-idea for consolidation: community culture and differences; funding; data and info; workforce; gaps burdens and barriers

- in K-12 there is a lot of discussion around governance and decision-making authority- decision-making roles, who influences decisions, communication of decisions…could this be a theme?

- is there a theme related to state interface with local/regional entities?

Is funding theme include grant $ going out to businesses? Consider including that.

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What is included in themes, for example:

-Planning/ plan implementation and processes:

- jurisdiction breakdown, or resource capability, businesses

-based off the impacts instead of who is doing the work?

-were plans adequate, were they looked at, what needs to change, how to plans change for long events, how to build a plan that contemplates duration? If so, what does that mean? How to keep certifications active? Need new planning parameters? Do we have the right plans? Continuity of businesses/education? What are implications to marshal resources needed to address needs?

-Community, culture and differences (note put comma after community):

-could include voice/respect and relationships/trust

-input focuses on what worked in the past, what is working now that others may want to consider, input that was forward thinking-this is what we hope happens in future (past lessons, current actions, and future guidance) may want to differentiate and organize past/present/future.

Notes: Breakout Group Purple (page 2)

Acknowledge what worked/didn't work in the past, present
       - that intersects with how decisions got made and the impacts on communities
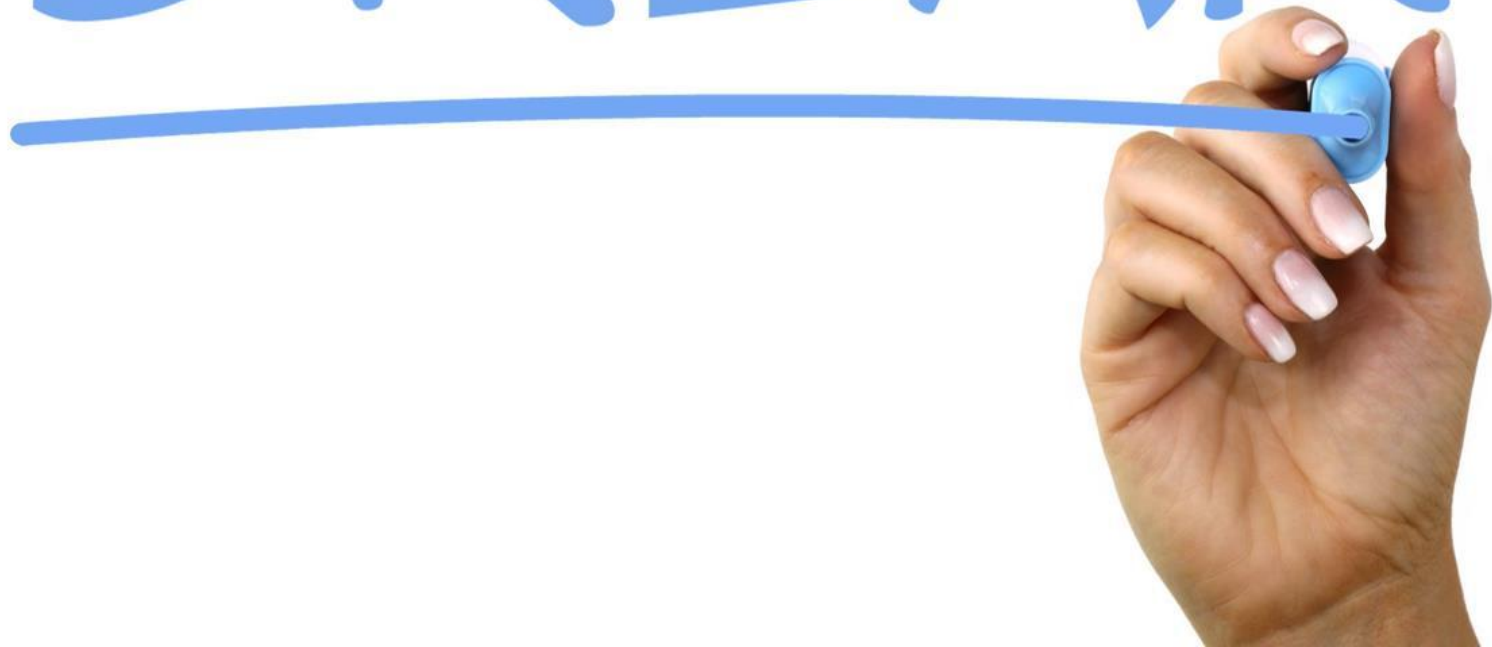   - how plans can be resonate with what communities need
-Workforce
       -volunteer, license professionals, unemployment,

-Data info
       Need to know how to navigate resources/data/info…still now
       -mixed info, competing info, ack of coordinated info science communication

Full Group Debrief

Red Group:
- Fernando: The "why" has to be very apparent. We tried to bucket everything in terms of how we would present to legislators.
- Nari: Some groups were impacted more than others. Looking at the themes, there are some things we've got to do. There has to be a basic structure (example: internet).
- Kevin B: Organizing the themes into "what, how, and why." Defining the themes so that the themes are clear to legislators.
- Fernando: Tried to understand the relationships between themes. Underlying premise = equitable effects. Ensuring that our communities receive equitable support from the state.
- Kevin B: Coordinating with the Office of Equity.
- Fernando: The idea behind that is working in tandem with the Office of Equity.

Orange Group:
- Angie: Having a theme that deals with barriers and a theme that deals with the post-pandemic. Smaller agencies may not be able to meet our requirements. Difference between large and small agencies. Had a conversation about the structure.
- Nate: Distributing vaccines was important. Standard approach = mass dispensing. Many people don't have access to information and other people distrust the government. There are many barriers that prevent this vaccination approach. We need to plan to reach out to all communities and vaccinate people through other approaches. How do we do both things well?
- Kevin H: Different perspectives = emergency management vs. equity. Important to bring in different perspectives (intersections).
- Chandra: Talked about how to best structure the report. We have existing legislation that has funded EMD to study the development of an individual assistance program. Opportunity to leverage the conversations in this group.
- Kevin H: We ended with brainstorming around the themes. Could work ground up from the recommendations and let the themes re-emerge. Create feedback loop for Task Force.
- Chandra: Nate's story touches on five of the themes. Value in having clear examples about what the themes mean.
- Angie: Having stories connecting to the themes can be powerful.

Full Group Debrief

Blue Group:
- Stacy: Curious if it would be helpful to have a narrative around the themes. Could create a problem statement for each of the headers (themes). Will be easier for legislators and others to understand the themes. Talked about how to synthesize the recommendations in the spreadsheet. The spreadsheet contains a lot of thoughts. Not all thoughts are full recommendations. How to collapse recommendations and fit them into the themes? Talked about having research to support the problem statements (example: supply chain). Talked about the bigger picture. Saving people and mitigating disproportionate impacts. Started to talk about AARs. Other states have come up with AARs. Our report could have more human elements. How do we address vulnerable populations in the report? How much time should we spend on that?
- Rosalinda: Themes that could merge together = voice/respect and community/culture. And supply chain and resource gaps. And organizational processes and administrative barriers. The recommendations around data don't align with the definition of data. It's important that data sharing and reporting is captured. Decision making processes tie into funding. Workforce and economy could also merge together. Collaboration/coordination/communication is huge. A community's ability to absorb "shock" is connected to this. Service access also ties into this.
- Phyllis: One thing I'm hearing is around storytelling. People don't want the report to be dry or bureaucratic. Out of the relationships between things, do certain principles emerge at the front end? Similar to Kevin B's equity principles.

Purple Group:
- Phyllis: There were too many themes. It would be more effective to have just a few themes. Need to consolidate. Also talked about new themes (planning and implementation, state interface). Community/culture should include voice/respect. The input from the Task Force has focused on what has happened. May want to differentiate between the past and the future. Talked about looking at the workforce. Includes unemployment, license renewals, etc. Also talked about data and information.

Full Group Debrief

General Comments:
- Nomi: Looking at questions three and six. What might be missing = the voice of young people. I hope we won't neglect their voices. I hope we can provide them with tools.
- Kevin B: Toolkits are technical. The document I prepared is technical. We have to adapt by doing the personal work necessary to embody the principles in that document. Have to teach that to our youth.
- Rosalinda: There are big missing components. Important areas that need to be evaluated (example: vaccination). Need to make sure that the report reflects those themes and capabilities.
- Fernando: Everybody is thinking along the same lines. We have a great level of diversity, so we all have different perspectives. We're zeroing in on something that can be important and impactful in the future.
- Kevin H: We might want to remain flexible in the report. Some recommendations might have stories. We might expect to see differences in the way things are presented in the report to reflect the different theme/story/problem/recommendation combinations.

State AAR Report Structure: Discussion #3 & Project Timeline Update

Thank You…

…for learning and sharing with us today.

- Next Meeting: **January 26th:** 9:00 AM to 12:00 PM

Link to AAR Website: https://mil.wa.gov/pandemic-after-action-report-task-force

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