



COVID-19 After Action Review Task Force Meeting Summary

April 27, 2023 | 9:00 AM – 12:00 PM | Virtual

Attendees are included in Attachment A.

Opening Remarks & Review of Agenda:

Phyllis Shulman welcomed the participants to the meeting. Phyllis reviewed the meeting's agenda and the work that has been completed by the Task Force.

IEM Contractor & Report Timeline:

Phyllis Shulman introduced Brandy Welch, an Innovative Emergency Management (IEM) contractor who is assisting with the report. Brandy reviewed the report timeline:

- May 19: Deadline to provide feedback and considerations for the report
- May 25: Opportunity for the Task Force to review the report
- June 25: Deadline for state leadership approvals and final adjustments
- June 30: Project closeout

Equity Gatherings Summary:

Kevin Baker reviewed the key findings of the Equity Gatherings. Kevin invited the participants to provide feedback by commenting on his Google Doc. The participants shared initial thoughts:

- Melanie Bacon: I'm not seeing the experiences of marginalized communities in rural Washington. The experiences of those in rural Washington are different from the experiences of those in King County. We often reach people in rural Washington through their churches.
- Theresa Adkinson: Rural experiences differ in Eastern and Western Washington. How can we prepare for the next pandemic with those experiences in mind?
- David Shannon: I suggest adding "historic institutional racism," or something along those lines, to the definition of equity.



- Kevin Baker: Historically, how has government supported racism? What is the government's role in undoing racism? What is the government's role in facilitating healing?
- Carina Elsenboss: In the "Disability Community" section, we should acknowledge that some people were doing good work in the disability community. We should balance overarching statements with specific examples.
- Stacy Dym: The term "ableism" should be defined in the report. Many people are cared for in their homes, outside of institutions. These people could not isolate and were vulnerable to infection. This point has been lost.
- Rayanna Evans: The recommendations could include specific "such as" statements.
- Carina Elsenboss: We could say, "such as the fact that there needs to be greater recognition that the disability community is not limited to institutional facilities."
- Kevin Baker: Our presumption is that those who participated in the Gatherings were speaking about their experiences. I want to remain true to those experiences.
- Angie Hinojos: In the Latino community, seniors are often cared for in their homes. Most seniors died outside of facilities. In the report, I saw a statement like, "most seniors died in facilities." This isn't correct and excludes people in the disability community and the BIPOC community who are cared for in their homes.
- Winona Hollins Hauge: I agree that many seniors are cared for at home. These seniors were neglected due to a lack of reporting. We are bound by the racism that impacts public health emergency plans *and* the racism that impacts our nation. I hope we're leaning on agencies, such as the NAACP, that are charged with creating a voice for these populations. There are families of color that have history in the rural parts of our state: We can gather their input through the agencies they are connected with.
- Kevin Baker: This should be a "Task Force document," not a "Kevin Baker document." If you provide input, I can ensure this document includes Task Force thinking.
- Nathan Weed: The pandemic negatively impacted our ability to import PPE from other countries. PPE was not available during the pandemic.
- Angie Hinojos: Many people in the Latino community work in restaurants. We were seeing outbreaks in restaurants, but in the vaccine phasing plans, restaurant workers were prioritized last. We can't be afraid to prioritize.



- Nathan Weed: There were outbreaks in long-term care facilities. Are we looking at the places where outbreaks were occurring? Where are we putting resources?
- Kevin Baker: We've had conversations about embodying equity. During the pandemic, there were varying degrees of equity across different organizations. This impacts people making decisions. How can we ensure people in power are considering equity?
- Winona Hollins Hauge: We can no longer believe that racism is a thing of the past. Some communities were excluded from opportunities to receive PPE: That's a pattern of racism that exists in our society. Who is making decisions about prioritization? Who is actually sitting at the table? People like me are standing on the outside, coming in as "consultants." Racism occurs in the workplace and in our communities. Priorities can shift when people with lived experience are at the table. I'm concerned about workforce development and about who is at the table making decisions.
- Nathan Weed: We can make strong recommendations about workforce development.
- Kevin Baker: Our system is designed to send Black and Brown kids to jail, not to the workforce. We have workforce shortages. There are more conversations to be had.

Task Force Recommendations & Foundational Issues:

Kevin Harris shared the foundational issues. These issues include:

- Access to Services & Supports
- Administrative Systems
- Collaboration & Partnership
- Communication
- Data & Information
- Funding
- Governance & Accountability
- Planning
- Workforce

The participants shared feedback on the foundational issues:

- Winona Hollins Hauge: I would like to see clarity around equity. Will the Equity Gatherings be included with the foundational issues?
- Kevin Harris: These are the foundational issues, and equity is the overarching principle. Equity is meant to be a common thread throughout the foundational issues.



- Winona Hollins Hauge: The format is a standard administrative response. The format doesn't represent my voice: It represents your voice as you "boiled down the ocean." I need to see a collective effort, not just your voice.
- Angie Hinojos: The words in quotations seem questionable. The quotations trivialize the content. We should consider the way that things are presented. I see the phrase, "least trusting community." We should flip this phrase to say, "most harmed community." Everyone should see a piece of themselves in the report. It's about building trust.
- Winona Hollins Hauge: I want to ensure that the end result isn't pushed through someone else's deadline. I want to see our work reflected in the end result. I thought we were breaking down this large task in a way that reflected community voices, but I'm not happy with what I see. I can't imagine you'll be able to keep the May 19 deadline. I need you to make sure you're listening.
- Brandy Welch: The introduction explains the importance of our equity perspective. How can we present this document to legislators? The executive summary is a place where legislators can look. We may need more time beyond May 19.
- Winona Hollins Hauge: People need to see that this document isn't a standard AAR. This document needs emotion: Lives have been lost. I have a responsibility to center the report around inequities. The inequities need to be woven through the report. The opening statements need to be clear.
- Rayanna Evans: The "how" shouldn't be open to interpretation. We could recommend that the governor and the legislature provide additional funding to look at the "how." We could have another iteration of the report that digs deeper.
- Nathan Weed: We should center the voices of community members. We have an opportunity to merge bureaucratic writing with community voices. Multimedia pieces could dive deeper into certain areas. Can we include multimedia pieces?
- Rayanna Evans: I've been in situations where the proviso requirements couldn't be completed. I could assist with breaking up the proviso language.
- Nathan Weed: We can meet the proviso requirements. There are some things we can dive deeper into. There may be opportunities for a community organization to do that.
- Phyllis Shulman: We don't have holistic framing. I've always envisioned that framing included in the beginning of the report. We have information without that essence.



- Kevin Baker: I would support another phase to explore the “how.” I will caution: Many community organizations wouldn’t have the capacity to lead that phase. The Ruckelshaus Center would be perfect to oversee the collaborative process of that phase.
- Melanie Bacon: If we have another phase, I would like to have in-person meetings.
- Angie Hinojos: There is an incorrect line under the “Latino Community” section. The issue isn’t about vaccine hesitancy. The issue is about vaccine inaccessibility.

Focus Area A Discussion:

Brandy Welch reviewed the recommendations around Focus Area A. The participants shared feedback on these recommendations:

- Carina Elsenboss: I appreciate the specificity of these recommendations.
- Brandy Welch: Lessons learned outside of Washington may be relevant. We’ll be including these recommendations and lessons learned in the report.
- David Shannon: From a DSHS perspective, you’ve nailed these recommendations. Thank you for providing that synopsis and pulling in loose threads.

Adjourn:

Kevin Harris thanked the participants for attending the meeting. Kevin reminded the participants of the next meeting on Thursday, May 25 from 9:00 – 12:00.



Attachment A: Attendees

Last Name	First Name	Organization
Adkinson	Theresa	Grant County Health District
Allen	Tristan	Washington State Department of Commerce
Bacon	Melanie	Island County
Dolack	Kerstyn	Washington State Military Department
Dym	Stacy	Arc of Washington
Elsenboss	Carina	Seattle & King County Public Health
Evans	Rayanna	Washington State Office of Financial Management
Fox	Chandra	Spokane County Emergency Management
Hinojos	Angie	Centro Cultural Mexicano
Hollins Hauge	Winona	Central Area Senior Center
Hunter	Brandi	Innovative Emergency Management
Lawrence	Faatima	Catholic Community Services of Western Washington
McCluskey	Brendan	King County Emergency Management
Mueller	Martin	Washington State Office of Superintendent of Public Instruction
Nichols	Travis	Washington State Department of Health
Oberoi	Sudhir	Washington State Department of Licensing
Peaks	Nomi	Washington State Department of Health
Probasco	Brianne	Washington Association for Community Health
Shannon	David	Washington State Department of Social & Health Services
Stoutenburg	Matt	Washington State Office of the Insurance Commissioner
Wasserman	Adam	Washington State Military Department
Weaver	Ron	Washington State Department of Health
Weed	Nathan	Washington State Department of Health
Welch	Brandy	Innovative Emergency Management
Wilburn	Hazel	The William D. Ruckelshaus Center

Facilitators:

Kevin Baker, Kevin Baker Consulting
Kevin Harris, The William D. Ruckelshaus Center
Phyllis Shulman, The William D. Ruckelshaus Center