COVID-19 Response

After-Action Report/Improvement Plan

6/1/2023

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

# Exercise Overview

| Event Name | Coronavirus Disease 2019 (COVID-19) Response |
| --- | --- |
| Event Dates covered in this review | March 2020 - October 31st, 2022 |
| Project Area(s) | All areas of Pacific County |
| Threat or Hazard | COVID-19 is a highly transmissible, infectious respiratory disease caused by the Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) virus. Coronaviruses are highly transmissible diseases that can infect people through aerosol transmission (spreading through the air) and respiratory droplets, especially via coughing, sneezing, and speaking. |
| Performance Measures/Targets | Case rates, mortality, accessibility of services within community, public education and communication, partner support and collaboration, and qualitative comments/trends from community members and partners |
| Objectives | Use quantitative and qualitative data to increase the capacity of PCHHS and community partners to address the current COVID-19 pandemic event and improve response to any future events in Pacific County. |
| Accomplishments | Implemented Incident Response Joint Command with PCHHS, Pacific County Emergency Management (PCEMA), and Shoalwater Tribe. Collaborated with healthcare partners to establish and provide COVID-19 testing clinics, vaccination clinics, and treatment options throughout the county. Pacific County supported partners including schools, healthcare, long term care, and congregate work settings to mitigate outbreaks throughout the pandemic, facilitate PPE distribution, and educate regarding changing state guidelines. PCHHS provided case investigation, contact tracing, and quarantine and isolation support programs for individuals testing positive for COVID-19.  With support from media partners, provided regular communications to the public via  [www.pacificcountycovid19.com](http://www.pacificcountycovid19.com), PCHHS Facebook, Instagram, weekly Status Reports, press release/coverage, weekly data reports and partner and community emails. |
| Next Steps | Following system reviews of strengths and areas of improvement PCHHS will: 1) Provide partners with continued education to improve identification and mitigation of COVID-19 outbreaks in congregate settings such as large employers, schools, long term care, and healthcare. 2) Continue to educate providers and community members regarding best practices to prevent the spread of COVID-19 and steps to take in case of COVID-19 diagnosis including messaging to stay home when sick, testing, isolation and quarantine guidelines, and accessing treatment options if applicable. 3) Continue to share local data and updates in easy-to-understand formats in both English and Spanish to help the public make informed decisions. 4) Ensure adequate testing, vaccination, and treatment options are available in Pacific County. 4) Continue to support partners including schools, healthcare providers, government partners, business community, and others by providing information and resources to help navigate COVID-19 within their organization or jurisdiction. |
| Participating Organizations | Pacific County Health & Human Services, Pacific County Emergency Management, Shoalwater Tribe & Medical Clinic, Ocean Beach Hospital, Willapa Harbor Hospital, Valleyview Medical Clinic, Cowlitz Family Health Center, Peninsula Pharmacies, South Bend Pharmacy, Raymond Pharmacy, Shoalwater Clinic, Pacific County (Dept of Public Works, Sheriff’s Office, General Administration), City of Raymond, City of Long Beach, City of South Bend, City of Ilwaco, Ocean Beach School District, Raymond School District, South Bend School District, Naselle School District, Willapa Valley School District, North River School District, Medical Teams International, Aristo Health, Curative Testing, Pacific County Visitors Bureau, Port of WIllapa Harbor, Port of Peninsula, Chinook Observer, WIllapa Harbor Herald, WA State DOH, WA State Dept of Commerce, Willapa Behavioral Health, Fire District 1, Raymond Fire Dept, South Bend Fire Dept, Long Beach Fire Dept. |
| Point of Contact | Katie Lindstrom, Director  Todd Strozyk, Emergency Preparedness Coordinator  Connor Montgomery, Epidemiologist  7013 Sandridge Road, Long Beach, WA 98631  1216 W Robert Bush Drive, South Bend, WA 98586 |

# Analysis of Capabilities

Aligning exercise objectives and capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned capabilities, and performance ratings for each capability as observed during the exercise and determined by the evaluation team.

| Objective | Capability | Performed without Challenges (P) | Performed with Some Challenges (S) | Performed with Major Challenges (M) | Unable to be Performed (U) |
| --- | --- | --- | --- | --- | --- |
| Provide multiple avenues for quick and accessible testing opportunities in both North and South Pacific County  Assist with allotment and distribution of home test kits | Testing |  |  |  |  |
| Provide and assist other health care providers in allotment and distribution of vaccines and boosters to eligible individuals  Promote vaccination opportunities and engage in educational conversations about the safety and efficacy of the different types of COVID-19 vaccines and boosters | Vaccinations |  |  |  |  |
| Assist providers in establishing COVID-19 treatment programs.  Provide information to the public about available COVID-19 treatments (i.e. monoclonal antibodies and Paxlovid) in North and South Pacific County | Treatment |  |  |  |  |
| Communicate current trends with partners and community, updates with federal, state, and local guidelines, and continue meetings with partners through “re-opening” efforts  Share relevant data and information about current COVID-19 case numbers and rates to the community working with multiple media outlets | Communication and Data |  |  |  |  |
| Act as a “pass through” for Pacific County partners to order PPE from state  Allocate and distribute PPE to partners | PPE Distribution |  |  |  |  |
| Provide support and assistance to those directly affected by COVID (positive cases)  Provide resources and assist with state and federal programs for those indirectly impacted by COVID (rent assistance for those unable to work) | Social Support |  |  |  |  |
| Provide outbreak support including testing, and quarantine/isolation guidance for congregate setting experiencing an outbreak (i.e. Long Term Care, Jail, Schools) | Outbreak Response |  |  |  |  |

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Performed with Some Challenges (S): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Unable to be Performed (U): The targets and critical tasks associated with the capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each exercise objective and associated capability, highlighting strengths and areas for improvement.

## Objective 1: Provide multiple avenues for quick and accessible testing opportunities in both North and South Pacific County. Assist with allotment and distribution of home test kits.

## Capacity 1: Testing

### Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Rapid distribution of allocated tests early in the pandemic response to healthcare providers, including “drive-up testing”

Strength 2: Quickly and regularly distributing home tests through community centers

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement: Meeting demand for in-person testing in early stages when testing supplies and staff capacity were limited.

Reference: N/A

Analysis: There were not enough workers/volunteers to meet early and surging demands for testing in an older, rural community initially.

## Objective 2: Promote vaccination opportunities and engage in educational conversations about the safety and efficacy of the different types of COVID-19 vaccines and boosters. Provide and assist other health care providers in allotment and distribution of vaccines and boosters to eligible individuals

## Capability 2: Vaccinations

### Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Regular (daily, weekly, then bi-weekly) meetings with health care providers

Strength 2: Coordination of drive-up and mobile vaccination opportunities

Strength 3: Consistent vaccine availability and information updates

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement: Improve online scheduling capabilities. Phone lines became overrun quickly and cumbersome for those that could not get through or wait on the phone for extended periods of time.

Reference: N/A

Analysis: N/A

## Objective 3: Assist providers in establishing COVID-19 treatment programs. Provide information to the public about available COVID-19 treatments (i.e. monoclonal antibodies and Paxlovid) in North and South Pacific County

## Capability 3: Treatment

### Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Regular (weekly/bi-weekly) communications regarding available treatments for residents

Strength 2: Coordination of treatment requests, supplies, and planning details with HCPs

### Areas for Improvement

The following areas require improvement to achieve the partial capability level:

Area for Improvement: Improve information sharing across more outlets to make the public informed. Exploring opportunities for mobile treatment options in the future for those limited in transportation.

Reference: N/A

Analysis: Many individuals were unaware about treatment options available to them in the initial stages of treatments becoming accessible.

## Objective 4: Communicate current trends with partners and community, updates with federal, state, and local guidelines, and continue meetings with partners through “re-opening” efforts. Share relevant data and information about current COVID-19 case numbers and rates to the community working with multiple media outlets

## Capability 4: Communication & Data

### Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Partnerships with local print media to reach larger proportion of population (elderly) who may not utilize electronic information sharing on social media, email, etc.

Strength 2: Sharing weekly data from local numbers

Strength 3: Hosting community forums throughout the initial phases of shutdown/reopening

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement: Simplifying the data shared and adding additional context to what this information means to our population. Including Spanish options for all of those in our community who face language barriers for accessing information.

Reference: N/A

Analysis: N/A

## Objective 5: Act as a “pass through” for Pacific County partners to order PPE from state, allocate, and distribute PPE to partners

## Capability 5: PPE Distribution

### Strengths

The full capability level can be attributed to the following strengths:

Strength 1: 97% of PPE requests fulfilled and 100% of the PPE fulfillments were allocated accordingly to partners

Strength 2: Efforts from volunteers, PCHHS staff, and other partners to make sure these deliveries occurred in as timely as a manner as possible

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement:

Overall PPE Distribution went well throughout event. This task was handled primarily through the County Emergency Management and most, if not all PPE requests were fulfilled.

Most of the challenges had to do with the different brands and types of PPE that were available. The high demand for PPE resulted in overall lower quality of PPE as more companies came on line to produce PPE to meet the worldwide demand.

An area that we can improve locally is to have an adequate PPE Supply in reserve. The challenge here is that PPE does have expiration and shelf-life dates. It takes a continued effort to ensure these supplies are adequate and ready in the event they are needed.

Reference: N/A

Analysis: N/A

## Objective 6: Provide support and assistance to those directly affected by COVID (positive cases). Provide resources and assist with state and federal programs for those indirectly impacted by COVID (rent assistance for those unable to work)

## Capability 6: Social Support

### Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Regular (daily, weekly, then bi-weekly) meetings with mental health providers and supporting organizations to address immediate community needs

Strength 2: Providing quarantine/isolation support for those who test positive in the form of grocery delivers, rent support outreach, and many other forms of assistance

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement: Increase the number of quality telehealth options available to those in quarantine/isolation protocols.

Reference: N/A

Analysis: N/A

## Objective 7: Provide outbreak support including testing, and quarantine/isolation guidance for congregate setting experiencing an outbreak (i.e. Long-Term Care, Jail, Schools)

## Capability 7: Outbreak Response

### Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Public health nurses and volunteer staff were constantly contact tracing to understand where and when individuals may have spread COVID

Strength 2: Communication with neighboring counties where there may have been workers crossing county lines for employment

### Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement: Improve relations and communications across state lines, similar to cross county communications. Increased safety protocols for long-term care facilities with elderly, high-risk patients following a potential exposure and/or positive test.

Reference: N/A

Analysis:Reporting individual cases and outbreak risk was a challenge, especially in early stages of the pandemic.

1. Improvement Plan

| Capability | Issue/Area for Improvement | Corrective Action | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
| --- | --- | --- | --- | --- | --- | --- |
| Capability 1: Testing | 1. Too few testing opportunities | Increase the number of volunteers/staff to administer tests | PCHHS | Todd Strozyk | Ongoing | Ongoing |
| Capability 1: Testing | 2. Remote testing opportunities | Utilize easily accessible community contact points | PCHHS | Todd Strozyk | Ongoing | Ongoing |
| Capability 3: Treatment | 1. Available treatment options and information were not widely known | Improve information sharing through a variety of media sources to reach more people sooner | PCHHS | Todd Strozyk | Ongoing | Ongoing |
| Capability 3: Treatment | 2. Individuals report transportation issues for accessing treatment | Explore mobile treatment options/deliveries for those who are impacted by this | PCHHS | Todd Strozyk | Ongoing | Ongoing |
| Capability 7: Outbreak Response | 1. Spanish translations were not always included in initial emergency communications | Including Spanish translations for our Hispanic population in all announcements | PCHHS | Todd Strozyk | 3/2022 | Ongoing |

This IP is developed specifically for Pacific County Health & Human Services as a result of COVID-19 Response conducted between March 2020 – October 31st, 2022.

# Appendix B: Response Participants

| **Participating Organizations** |
| --- |
| **State** |
| Washington State Department of Health |
| Washington State Department of Commerce |
| **Local** |
| Pacific County Health Department Staff (Past & Present) |
| Pacific County Emergency Management Agency |
| Shoalwater Tribe |
| Washington State Department of Health |
| Washington State Department of Commerce |
| Ocean Beach Hospital & Medical Clinic |
| Willapa Harbor Hospital & Medical Clinic |
| Valleyview Medical Clinic |
| Cowlitz Family Health Center |
| Shoalwater Medical Clinic |
| Dr Dave Cundiff Medical Group |
| Pacific County Health Officer & Deputy Health Officers (and Clark County) |
| Aristo Health |
| Medical Teams International |
| City of Long Beach |
| City of South Bend |
| City of Raymond |
| City of Ilwaco |
| Pacific County Fire District #1 |
| Raymond Fire Dept |
| South Bend Fire Department |
| Long Beach Fire Department |
| Pacific County Visitor’s Bureau |
| Pacific County BOCC & General Administration |
| Pacific County Dept of Public Works |
| Pacific County Sheriff’s Office & Jail |
| Pacific County Assessor |
| Pacific County IT |
| Port of Peninsula |
| Port of Raymond |
| South Bend Pharmacy |
| Peninsula Pharmacies |
| Raymond Pharmacy |
| Pacific County Health & Human Services Advisory Board |
| Ocean Beach School District |
| Raymond School District |
| Willapa Valley School District |
| South Bend School District |
| Naselle School District |
| North River School District |
| The Chinook Observer |
| WIllapa Harbor Herald |
| Willapa Behavioral Health |
| Timberland Regional Libraries |