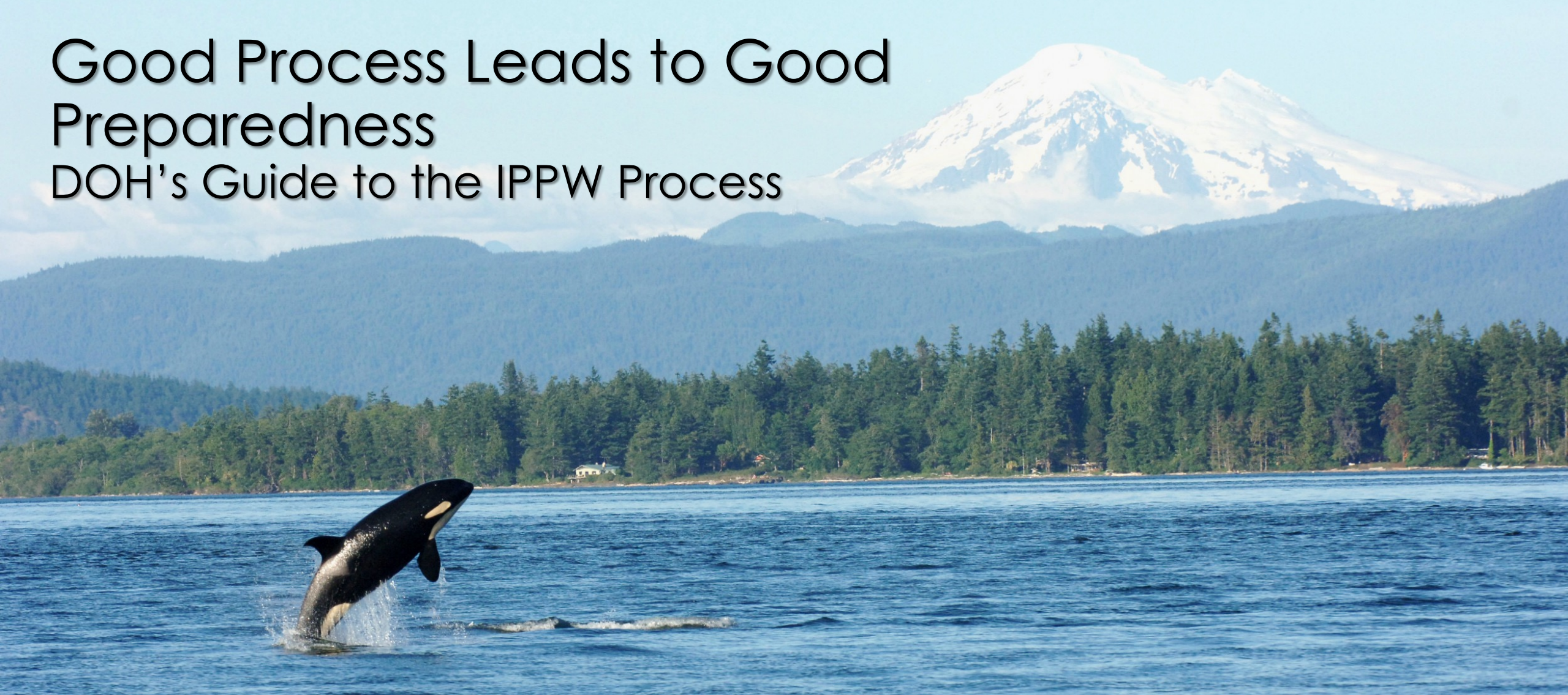


Good Process Leads to Good Preparedness

DOH's Guide to the IPPW Process



NW Tribal Public Health Emergency Preparedness Conference 2024
Office of Resiliency and Health Security

Thank you



Presentation Team



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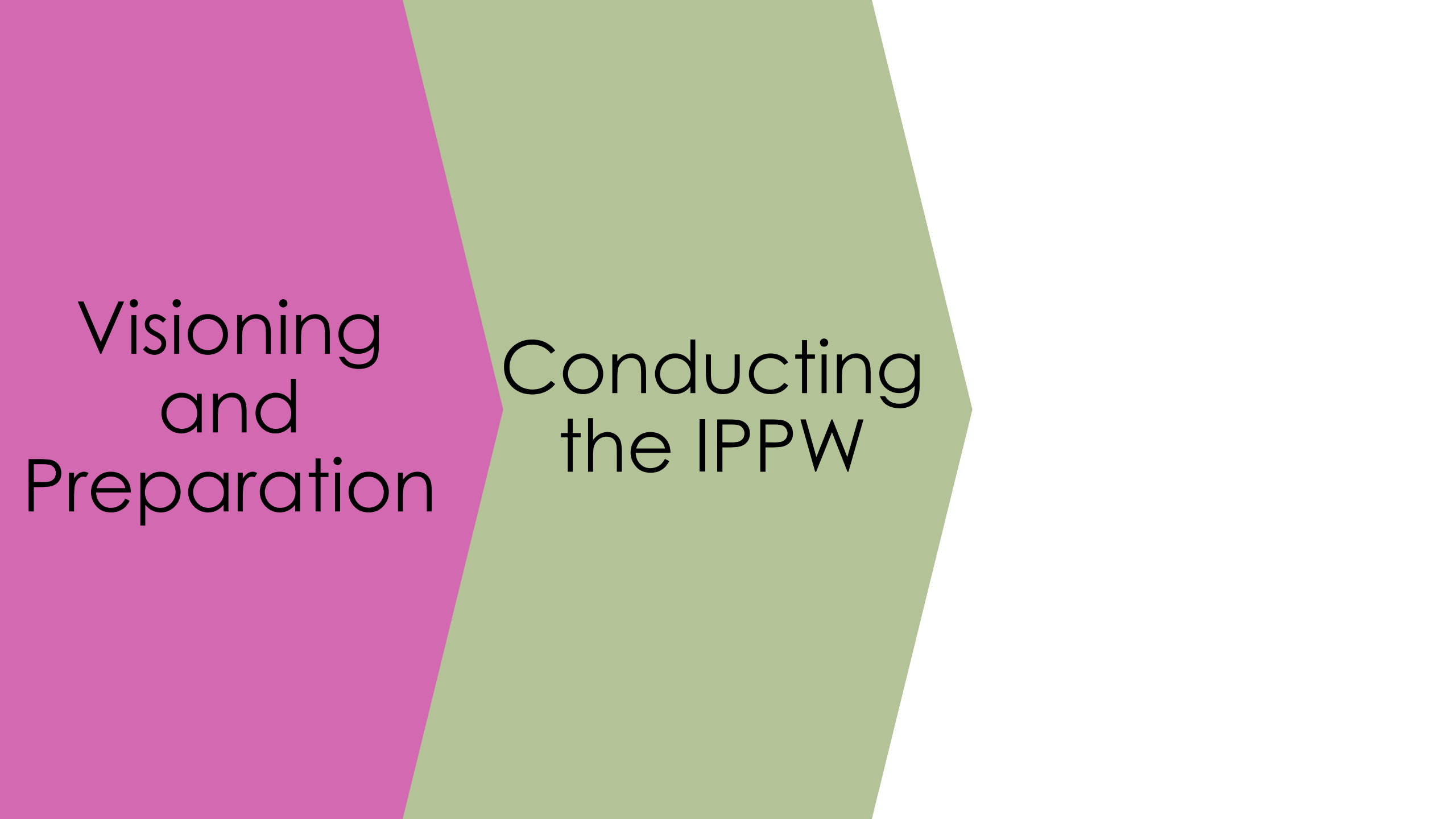
Katie.Scott@doh.wa.gov
MCM@doh.wa.gov

Our goal for this session is to share about the processes that created the 2024 Comprehensive Public Health and Healthcare Integrated Preparedness Plan Workshop (IPPW) and the challenges and successes we faced.

Purpose



Visioning and Preparation



Visioning
and
Preparation

Conducting
the IPPW

Visioning
and
Preparation

Conducting
the IPPW

Determining
Takeaways

Visioning and Preparation



What are the gaps we are trying to fill?



What processes do we have that address these gaps?



How do we prepare ourselves and our partners for addressing our gaps?



What gaps are we trying to fill?

Strategic alignment with public health and healthcare partners in emergency management within Washington State



What processes do we have that address these gaps?

Strategic processes/priorities
Public Health Processes
Emergency Management Processes

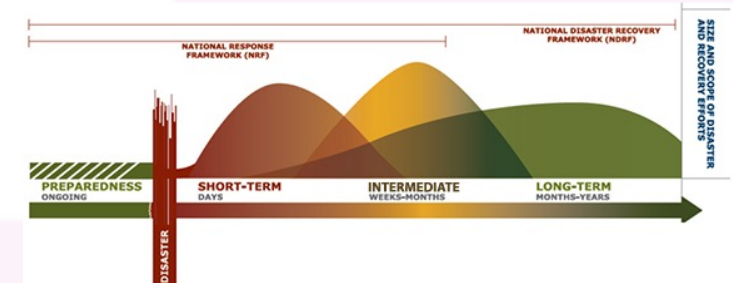
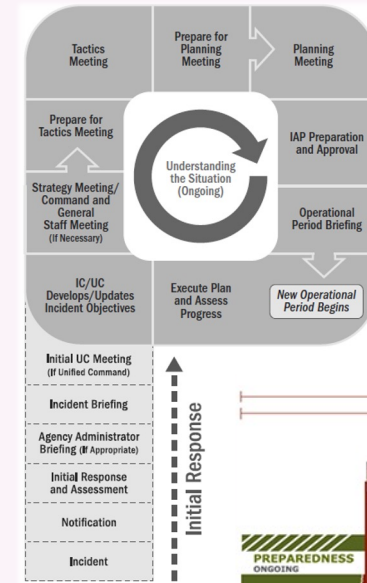
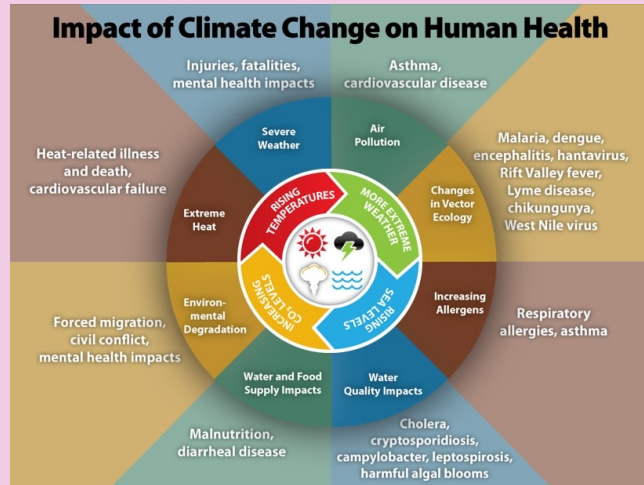
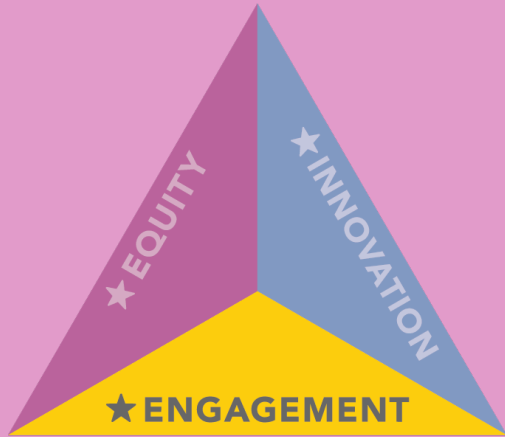
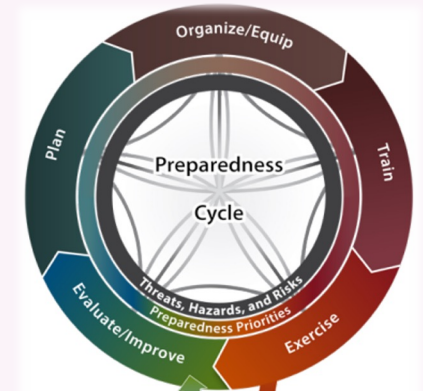
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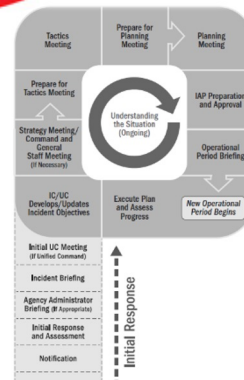
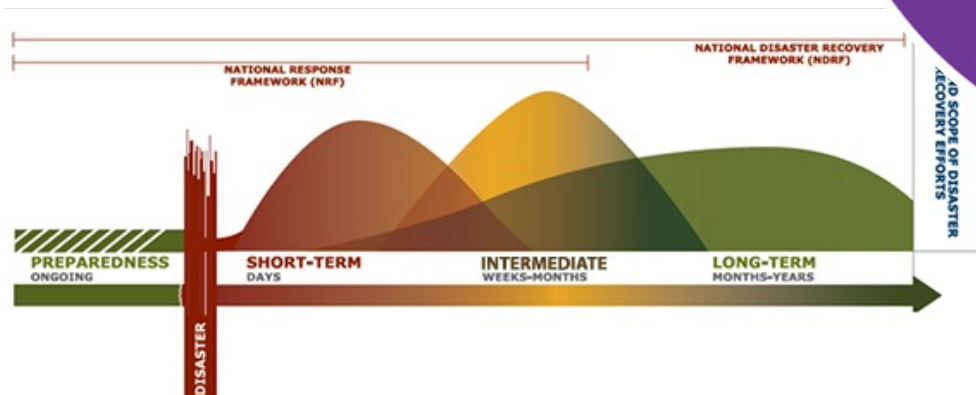
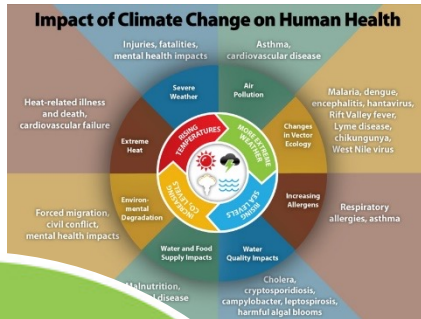
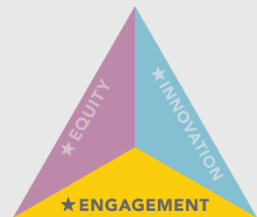


Public Health



Emergency Mgmt.

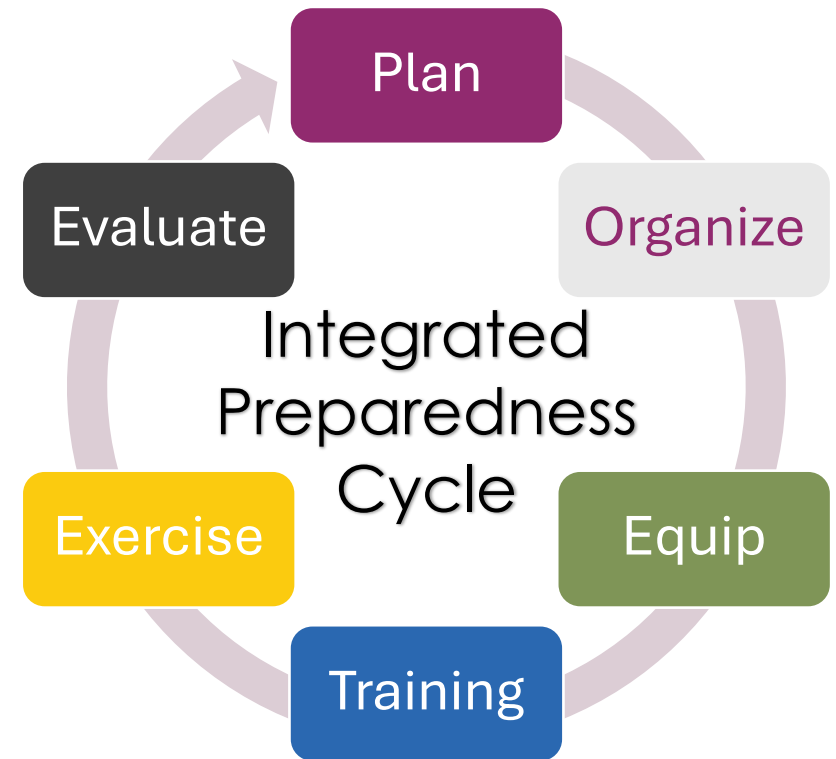




From HSEEP...



The Integrated Preparedness Plan (IPP) is a document for combining efforts across the elements of **the Integrated Preparedness Cycle** to make sure that a jurisdiction/ organization has the capabilities to handle threats and hazards.

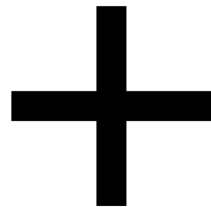




What information do we need?

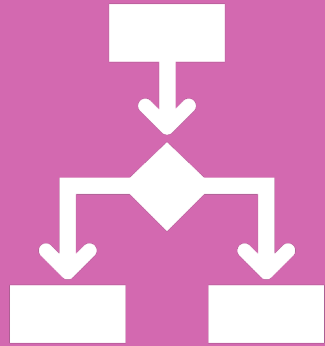


Threats, Hazards
and Risks



Preparedness
Priorities of
DOH and
Partners across
Public Health
and Healthcare





Breaking Down Our Process

DOH Integrated Preparedness Plan Process

Pre-IPPW

Threat and Hazard Identification & Risk Summary

Partner IPPW Guide and Workbook

DOH Preparedness Activities

IPPW

Integrated Preparedness Plan Workshop

Post-IPPW

Integrated Preparedness Plan (IPP) and Multi-Year Preparedness Activity Calendar (MYPAC) Drafting

Stakeholder Review by Public Health Emergency Preparedness Partners

Present & Publish IPP & MYPAC

Threat and Hazard Identification & Risk Summary



Washington State Emergency Management Division Threat Hazard Identification and Risk Assessment



Urban Areas Security Initiative Threat Assessments



H²azaRDS Tool (in development)

THE WORKBOOK

2023 Capability Assessment Organization: [Organization Name]	Effort Allocation				Program Trajectory			Planning				Operational Readiness											
	None	Minimal	Moderate	Majority	Reduce	Sustain	Build	Early	Intermediate	Established	Advanced	Why have you chosen that level? (Are there processes or specific plans you can identify?)			Early	Intermediate	Established	Advanced	How have you demonstrated/ documented this level?	Other comments			
CDC Public Health Emergency Preparedness (PHEP) Capabilities (By Domain)																			<i>To jump to HPP Capabilities</i>	<i>To jump to "Other" section</i>			
Domain: Community Resilience																							
PHEP Capability 1: Community Preparedness																			Enter reason		Enter reason		

OPTIONAL	Function 1: Determine risks to the health of the jurisdiction																		
	Function 2: Strengthen community partnerships to support public health preparedness																		
	Function 3: Coordinate with partners and share information through community social networks																		
	Function 4: Coordinate training and provide guidance to support community involvement in preparedness efforts																		

PHEP MULTI-YEAR PREPAREDNESS ACTIVITY CALENDAR																								
Organization: [Organization Name]										Filled By: [Name]					Contact: [Email]									
Preparedness Activity	Related Capabilities				Description	Gap Being Addressed	POETE	Estimated Timeline																
	PHEP Capability			HPP Capability				2023			2024			2025										
	A	B	C				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Jan to Jun	Jul to Dec
2023																								
2024																								
2025																								

THE WORKBOOK

Capability Assessment

Purpose: get a pulse on the overall capability level of WA Public Health and Healthcare Partners using PHEP/HPP Capabilities

Provide capability levels for

- Planning
- Operational readiness

Capability Assessment

Provide your organization name, the contact person, email, and date submitted.

How much effort is your organization committing towards this

In what direction will you take this capability?

What stage is your planning? Plans address...
Early: ...none or some of the functions.
Intermediate: ...many of the functions.
Established: ...most of the functions.
Advanced: ...all or more than all functions.

What is the capability of your organization to execute your plans during a response? Operational readiness is demonstrated by conducting trainings and exercises or responding to incidents.
Early: Can perform some of the functions, or none.
Intermediate: Can perform many of the functions.
Established: Can perform most of the functions.
Advanced: Can perform all or more than all functions.

2023 Capability Assessment
Organization: WA Dept of Health
 Completed by: Jane Smith
 Date: 11/23/22
 Email: Jane.Smith@email.com

	Effort Allocation				Program Trajectory			Planning				Operational Readiness					
	None	Minimal	Moderate	Majority	Reduce	Sustain	Build	Early	Intermediate	Established	Advanced	Why have you chosen that level? (Are there processes or specific plans you can identify?)	Early	Intermediate	Established	Advanced	How have you demonstrated/ documented this level?
CDC Public Health Emergency Preparedness (PHEP) Capabilities (By Domain) <i>To jump to HPP Capabilities.</i> <i>To jump to "Other" section</i>																	
Domain: Community Resilience																	
PHEP Capability 1: Community Preparedness																	
OPTIONAL	Function 1: Determine risks to the health of the jurisdiction		X				X	X			Our organization has established plans to engage partners and the community to participate in public health preparedness and responses but need to focus on the training and guidance pieces	X				We have built partnerships in our COVID and MPV responses, but have not engaged in trainings or guidance around community preparedness efforts	
	Function 2: Strengthen community partnerships to support public health preparedness		X			X			X								
	Function 3: Coordinate with partners and share information through community social networks		X			X			X								
	Function 4: Coordinate training and provide guidance to support community involvement in preparedness efforts	X					X	X									

The capabilities are delineated by function (PHEP) or objective (HPP).

Step 1: Mark with an 'X' what overall capability level you would rate your organization according to the definitions above. Rating functions is optional.

Step 2: Provide an explanation as to why you have chosen the level for the overall capability.

Go to the Capability Assessment

THE WORKBOOK

Multi-Year Preparedness Activity Calendar (MYPAC)

Purpose: get a list of top priorities for the jurisdiction/organization

Top 10 Priorities for the next three years

- 5 priorities for Year 1
- 3 priorities for Year 2
- 2 priorities for Year 3

Information Needed:

- Preparedness priority
- Timeline for completion

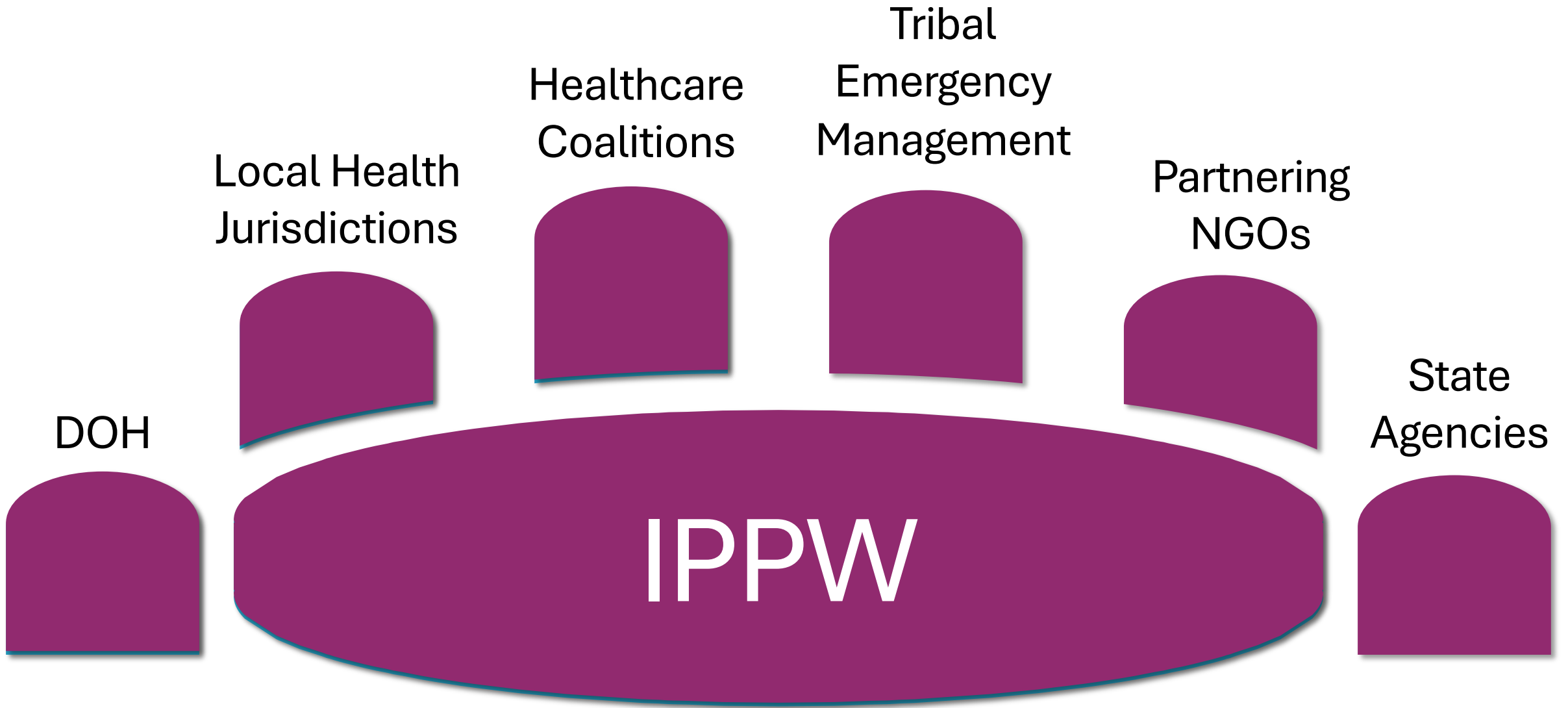
PHEP MULTI-YEAR PREPAREDNESS ACTIVITY CALENDAR																							
Organization: [Organization Name]				Filled By: [Name]				Contact: [Email]															
Preparedness Activity	Related Capabilities				Description	Gap Being Addressed	POETE	Estimated Timeline															
	PHEP Capability			HPP Capability				2023			2024			2025									
	A	B	C					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4
2023																							
2024																							
2025																							

Tools for sorting and categorizing information

- PHEP Capability/HPP Capability
- Integrated Preparedness Cycle (POETE)
- Organization information

Partner Input & Engagement

*Who you bring to the table
and how you treat them is
more important than what
information you receive.*



Partner Engagement



Focus Groups

Two focus groups:
one internal DOH and
one partner focus
group



Open Office Hours

Once every few
weeks from release
of the workbooks
until it was due



1:1 Conversations

As needed

ASK

for input from those who are affected

Show

how input is incorporated

KEEP

communicating throughout

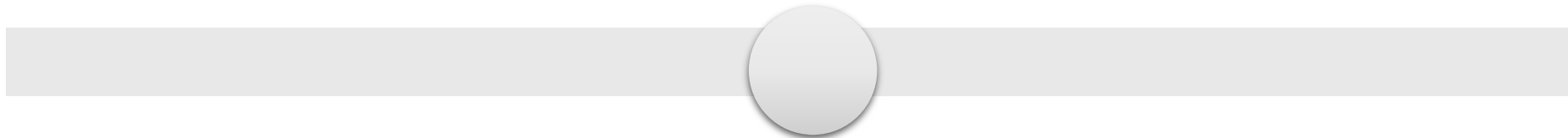
Visioning and Preparation



Strengths



Challenges



Visioning and Preparation



Strengths

- Looked strategically at all the processes and how they integrate
- Created open spaces for feedback without judgement
- Made the process work for our partners, generating buy-in

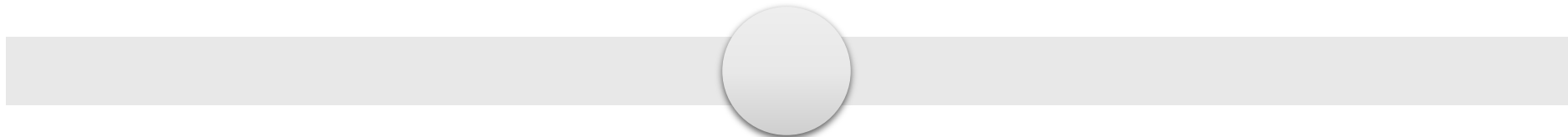
Visioning and Preparation



Strengths



Challenges

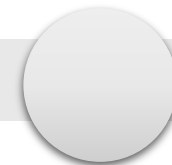


Visioning and Preparation

- We had little idea the volume of information to ask for
- The information we asked for was initially unclear to partners
- Some leadership guidance can divert production



Challenges



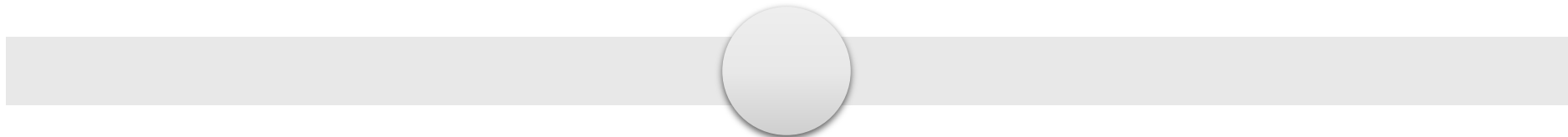
Visioning and Preparation



Strengths




Challenges



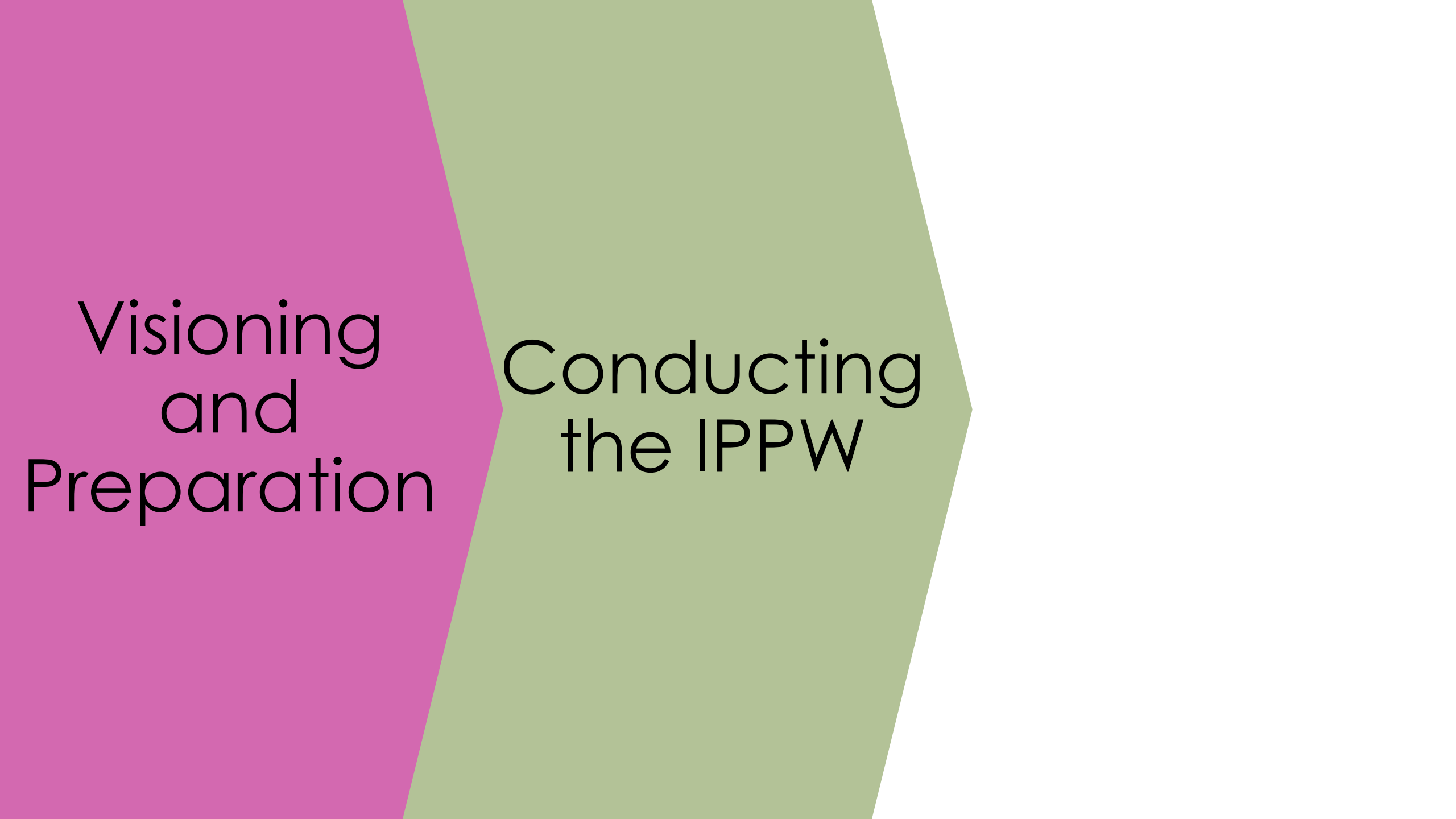
Visioning and Preparation

Questions?





Visioning and Preparation



Visioning
and
Preparation

Conducting
the IPPW

Conducting the IPPW



How do we structure this workshop?



What expectations do we have for both presenters and participants?



What tools will help enhance these experiences and discussions?

IPPW Structure and Format



Environment: Virtually over Zoom



Length: A series of half (2023)
or full (2024) days



Resources and Tools: Provide written and virtual guides and consistent communication as a support for participants

Communication



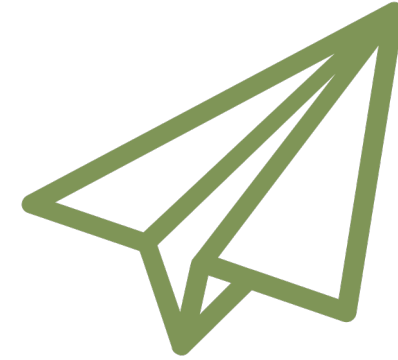
Open Office Hours

Once every few weeks from release of the workbooks until it was due.



Pre-IPPW Emails

Save the date, reminders, pre-IPPW info, agenda, Mural links, and guides.



Post-IPPW Emails

Evaluation Survey, PPTs, Thank You, and mid-year follow-up.

Managing Presenters

Who should be presenting?

- Multiple Offices
- Multiple Agencies
- Academic Partners

NOTE: Diverse presenters bring diverse experiences and perspectives

Factors considered during topic and presentation selection:

- DOH Transformational Plan
- DOH Leaders Intent
- ORHS Leaders Intent
- ORHS Strategic Plan
- Topics with high visibility or use
- Status of the current public health emergency management landscape
- Participant Requests

TOOLS: Agenda

- Structuring the days
 - Day of week
 - Time of day
 - Lecture or Discussion focused
- Structure of individual days
 - Adult learning techniques
 - Vary types of interaction
 - Topic and individual presentation length
 - Discussion Tools
 - Breaks

DOH IPPW Agenda



February 20 – 22, 2024 – 9:00 am to 3:00 pm Daily

February 20th - Tuesday

Opening, Leaders Intent, Background, Threats & Hazards, Capability Assessment

Time	Topic	Presented By
9:00	Opening	Austin Elliott, <i>Catastrophic Planner</i>
9:10	Leadership Spotlight	
9:40	Leaders Intent and Remarks	Nathan Weed, <i>Chief of Resilience</i>
10:40	Break	
10:50	Emergency Response & Intrastate Mutual Aid	Melissa Lantz, <i>Interim Director of Response Operations</i> Sue Smith, <i>Special Operations Manager</i> Holly Payne, <i>Rapid Response Teams Coordinator</i>
11:35	Background & Overview of the IPPW	Jesi Chapin, <i>Operational Readiness Team Supervisor</i>
12:00	Lunch Break	
1:00	Threat Assessments and the H2azaRDS tool	Claire Grant, <i>Resilience and Preparedness Strategist</i>
1:20	Threat Mapping Exercise and an Introduction to Mural	Stephanie Schreiber, <i>Emergency Response Planner</i>
1:45	Break	
1:55	2023 to 2024 Capability Assessment	Deena Khoury, <i>Training and Exercise Coordinator</i>
2:05	Looking Back at 2023	Brian Moore, <i>Training and Exercise Coordinator</i>
2:45	Closing	Austin Elliott, <i>Catastrophic Planner</i>

TOOLS:

The Facilitators' Guide

2024 DOH Comprehensive Public Health and Healthcare IPP Workshop Agenda

[Jump to Day 1](#) [Jump to Day 2](#) [Jump to Day 3](#)

Day 1 Agenda 2/20/24

Topic	Details/Facilitator's Notes	Presenters	Facilitators Roles	Meeting Support Roles	Duration	Time
Pre-Session	Stephanie <ul style="list-style-type: none"> Add ASL interpreters, Austin & EMPS1s as "Co-Host" Waiting room – add relevant people to setup Start recording 	-----	All Day Meeting Support Brian Moore: Slide Sharing Stephanie Schreiber: Mural Technical Support Katie Scott: Mural Technical Support & mic muter backup Junesca: Zoom technical support lead Training, Planning and Exercise: Note-take on & chat-monitor sessions you are not facilitating		--	8:45-9:00
Opening	Welcome people to the IPPW Ask to put their information in chat for attendance tracking Zoom Quick Guide – say we're recording for note taking purposes only Tribal Land acknowledgement Ask Team to Introduce themselves Schedule Overview Today's Agenda	-----	Facilitator Lead: Austin <ul style="list-style-type: none"> Introduce presenters Chat monitoring Moderate questions 	Support Lead: Brittiany Kunselman <ul style="list-style-type: none"> Capture attendee information Mic muting Note taking 	10 min	9:00-9:10
Leadership Spotlight	TBD – Announced the morning of the IPPW Stop sharing slides	TBD			30 min	9:10-9:40
Leaders Intent & Remarks	Present the Doctrine, vision for the office, etc. Nate will share his own slides	Nathan Weed			1 hr.	9:40-10:40
<i>Break</i> <i>Austin will welcome back and hand it over to Melissa.</i>					10 min	10:40-10:50
Emergency Response and Intrastate Mutual Aid	Emergency Response Structure/Picture How it all connects to response Intrastate mutual aid	Melissa Lantz Sue Smith Holly Payne	Facilitator Lead: Austin <ul style="list-style-type: none"> Introduce presenters Chat monitoring Moderate questions 	Support Lead: Teresa Davis <ul style="list-style-type: none"> Mic muting Note taking 	45 min	10:50-11:35
Background & Overview of the IPPW	Overview of the IPPW and background Includes time for questions	Jesi Chapin			25 min	11:35-12:00

Purpose:

To aid in guiding facilitators, presenters, and administrative support personnel throughout the workshop.

Key Aspects:

- Topics
- Details/Facilitators' Notes
- Presenters Names
- Facilitation Roles
- Meeting Support Roles
- Durations
- Projected Start and End Times

TOOLS: The Participant Guide

Purpose:

To provide participants with a detailed explanation and guide to how the workshop will proceed.

Key Aspects:

- Purpose of guide and IPPW
- Detailed background information
- Workshop conduct expectations
- Quick-Reference Agenda
- Detailed information about each day and its subsequent presentations and topics
- Mural links
- Next steps in the process
- Robust reference materials presented as appendices with supporting information

DOH IPPW Agenda

Washington State Department of
HEALTH

February 20 – 22, 2024 – 9:00 am to 3:00 pm Daily

February 20th - Tuesday

Opening, Leaders Intent, Background, Threats & Hazards, Capability Assessment

Workshop Day 2

February 21, 2024, from 9:00 am – 3:00 pm is the second day of the IPPW. There will be a brief opening then we will move directly into the discussions Public Health Focused Discussions. Following is a discussion focusing on public health and healthcare coordination.

Workshop Day 3

February 22, 2024, from 9:00 am – 2:00 pm is the third and final day of the IPPW. We will have brief opening comments then move directly into our tribal focused discussions followed by a brief section examining what we will evaluate this IPPW. Finally, development of the 2024 D

Appendix E: Foundational Public Health Services (FPHS) Resources

What are Foundational Public Health Services?

The Foundational Public Health Services (FPHS) define a minimum package of public health capabilities and programs that no jurisdiction can be without. The FPFS framework was updated in 2022 to assure it reflects the evolving nature and modernization of governmental public health.

The FPFS framework outlines the unique responsibilities of governmental public health and can be used to explain the vital role of governmental public health in a thriving community; identify capacity and resource gaps; determine the cost for assuring foundational activities; and justify funding needs. However, to best serve their communities, health departments will provide additional services and may require additional capacity in different areas.

Foundational Public Health Services

February 2022



TOOLS: Murals

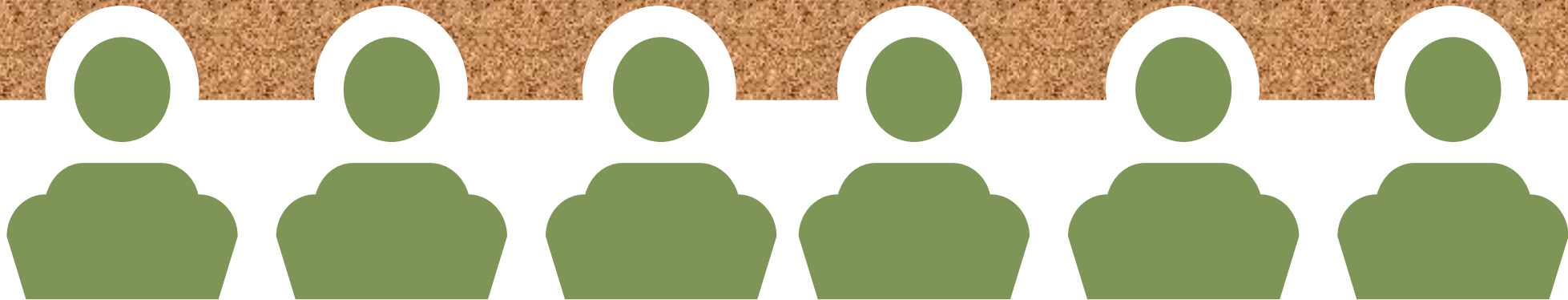
What is a **mural** ?

A Virtual
White
Board

- Free for participants
- Interactive

Live data
collection
from active
participation

An online-
based
platform for
real-time
collaboration


















Murals

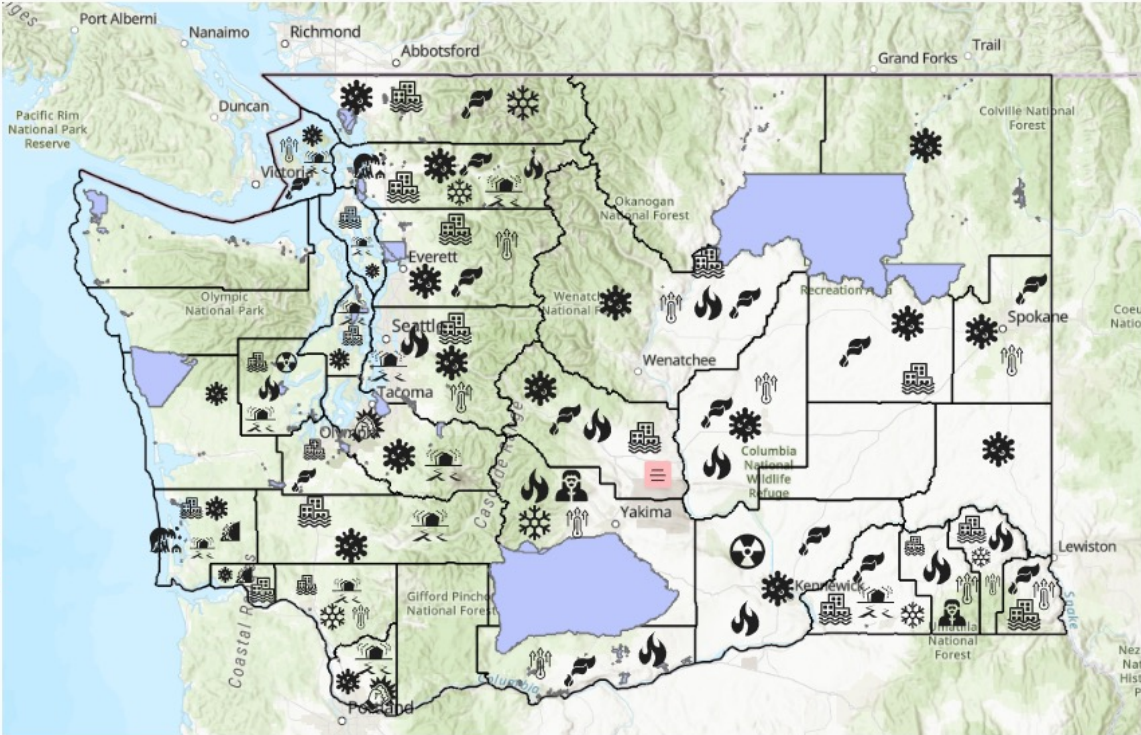
Threat & Hazard Mapping

Threat & Hazard Mapping Exercise

In the space below, please use the icons on the side of the map to identify your **top 3 hazards for your jurisdiction**. Drag and drop from the icons to the left of the map on top of your jurisdiction. If you do not have room on the map or are a state agency, you can use the space to the right. Please use a sticky note to indicate what jurisdiction you are representing. The areas indicated in blue are designated tribal territories.

If there is no room on the map, or you are a state agency, please use a sticky note to indicate the jurisdiction you are representing.

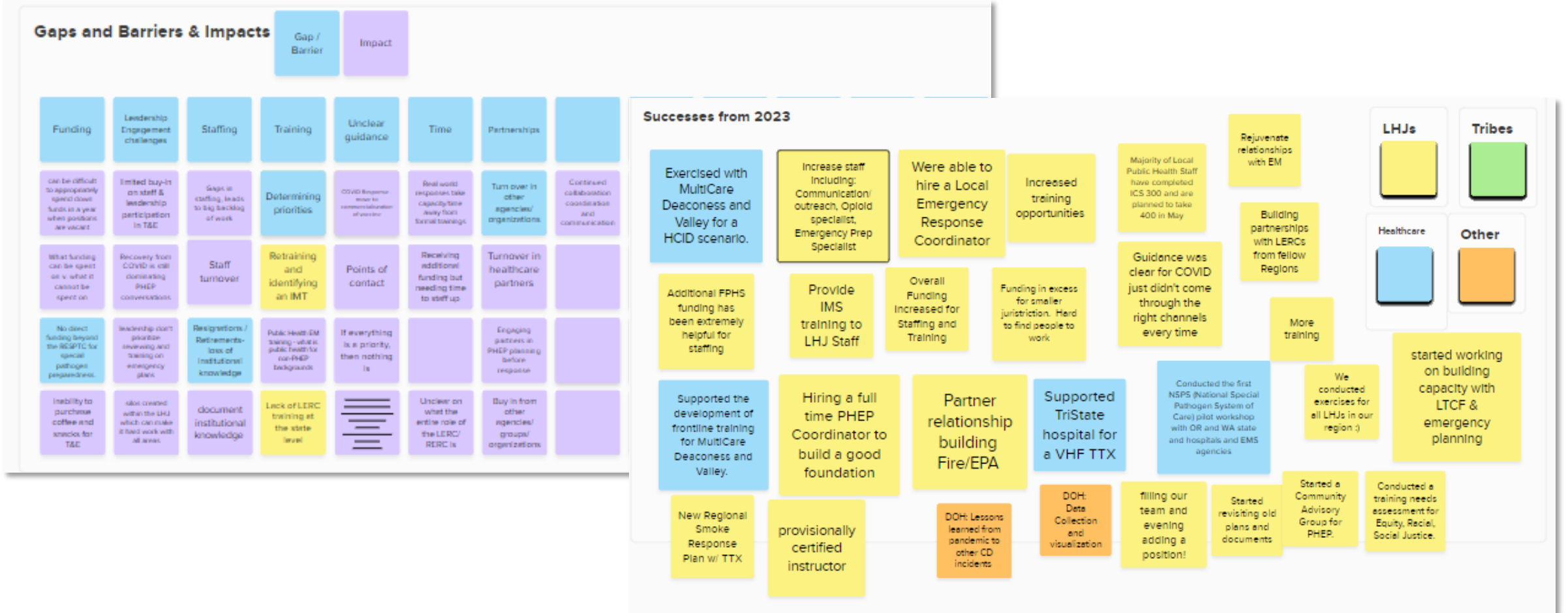
- Infectious Disease 
- Flooding 
- Earthquake 
- Fire/Wildfire 
- Landslide 
- Tsunami 
- Tornado 
- Radiological Events 
- HazMat Event 
- Violence 
- Wildfire Smoke 
- Extreme Cold 
- Extreme Heat 
- Drought 
- Other 



Klaskan Smoke Low Land Flooding, Respiratory Infections.	JRM HOUSE FROM OLP - STATEWIDE ADVISORY GROUP ON AIR	Angel Carter - Tulalo Tribe - White, smelt, de, Tumari.
Knap - Hualal 2 Forest and Extreme Temperature and Earthquake		
Skegit - flooding		Garfield Co. Fire Smoke Cold/Heat Flooding
Flooding fire hazmat Columbia County	People based Threats, Staffing shortages, supply chain issues, medication shortages, violence (race, shootings, terrorism)	

Murals

Gaps & Barriers & Successes



Murals

Public Health and Healthcare Capabilities

[PHEP/HPP CAPABILITY and FOUCS AREA]	BP1 Q1 (July, August, Sept 2024)	BP1 Q2 (Oct, Nov, Dec 2024)	BP1 Q3 (Jan, Feb, March 2025)	BP1 Q4 (April, May, June 2025)	BP2 Q1-2 (July-Dec 2025)	BP2 Q3-4 (Jan-June 2026)	BP3 (July 2026-June 2027)	BP4-5 (July 2027-June 2029)
ORHS Priorities (FYSA and Please Join Us)								
Resource Identification (Training, Planning resources, guidance documents, technical assistance etc.)								
Support and Coordination (regular meetings, collaboration forums, etc.)								

Split By Alike Focus Areas/Capabilities

- Training, Exercise, Planning, Response
- Medical Logistics
- Medical Surge & Behavioral Health
- Healthcare
- Tribal Needs

Information Needed:

- Resource Needs Identification
- Support and Coordination

Conducting the IPPW



Strengths



Challenges



Conducting the IPPW



Strengths

- Real-time responses and data collection to guided discussions
- Any jurisdiction with an active internet connection can fully participate
- Written tools provided reference materials and detailed explanations about expectations and scheduling



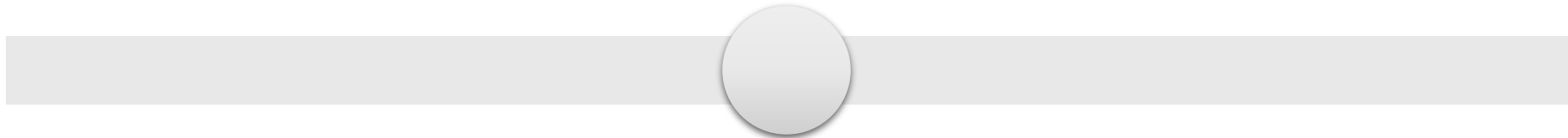
Conducting the IPPW



Strengths



Challenges

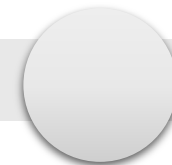


Conducting the IPPW

- Using Mural created a technical boundary for some individuals
- Workshop duration and length of days created attendance and retention barriers
- The virtual delivery did not provide opportunities for networking between participants



Challenges



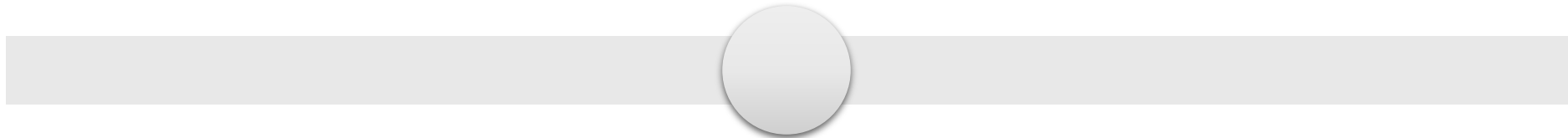
Conducting the IPPW



Strengths



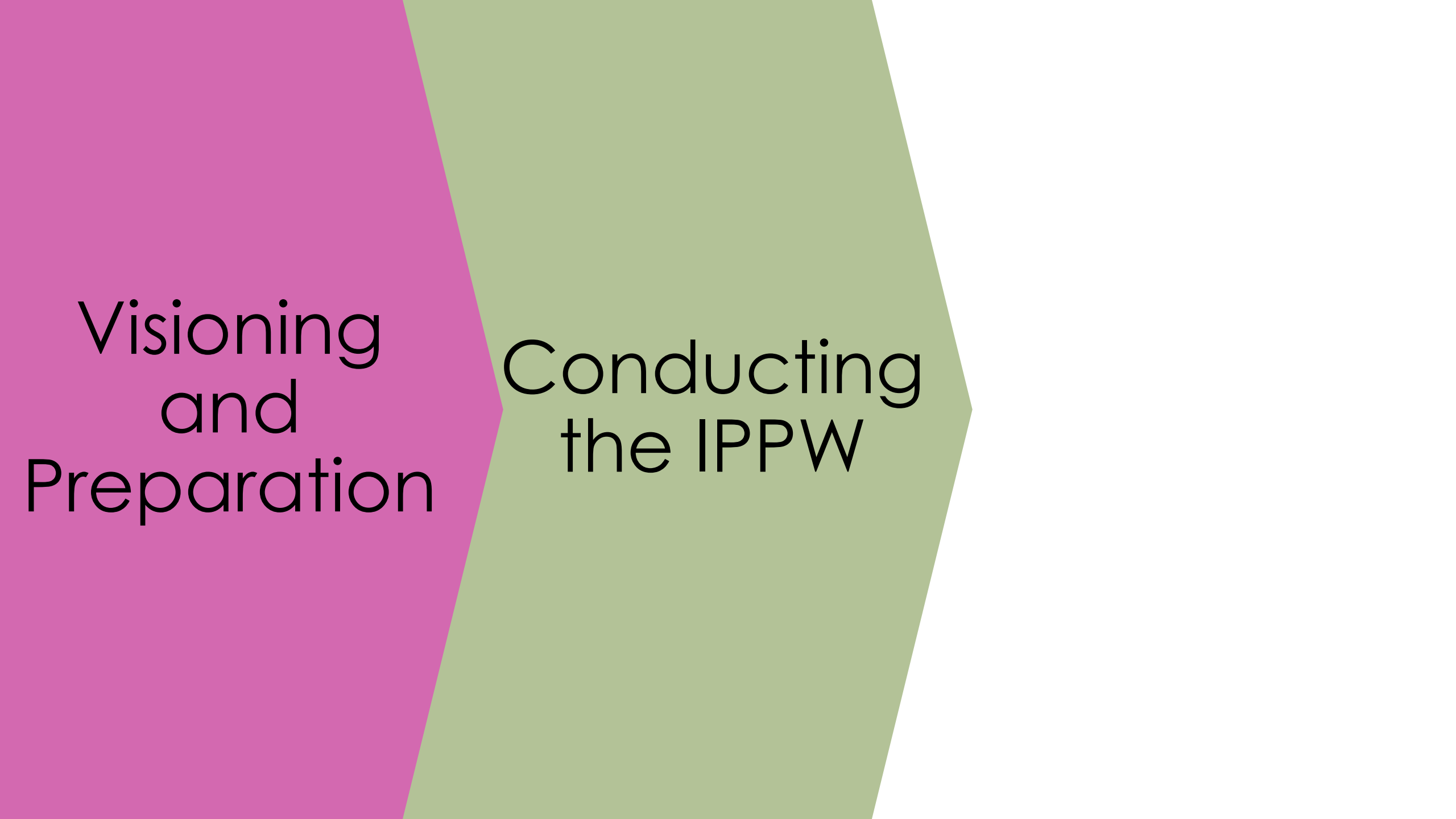
Challenges



Conducting the IPPW

Questions?





Visioning
and
Preparation

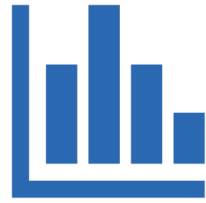
Conducting
the IPPW

Visioning
and
Preparation

Conducting
the IPPW

Determining
Takeaways

Determining Takeaways



How do we collect the data
and what do we do with it?



What are the key takeaways?



What are our next steps?



Data Collection and Analysis



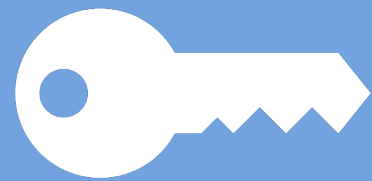
Capability Assessments

- Self reported assessments of PHEP and HPP capabilities
- Used to determine year-over-year improvements and areas to improve
- Collected for each individual jurisdiction, and then combined in aggregate to illustrate public health system-wide capabilities and overall programmatic emphasis



Categorizing Results

- Produce an aggregate data visualization of the planning status and operational readiness of each capability
- Planning: Early, Intermediate, Established & Advanced
- Operational Readiness: Early, Intermediate, Established, & Advanced



Key Takeaways



Root Causes of Identified Gaps and Barriers

Resource Limitations	• Insufficient allocation of funding
	• Need for systems to streamline data reporting
	• Funding allowability restrictions
Staffing Challenges	• Agency change and reorganization
	• Lack of historical organization knowledge
	• Staff turnover (burnout, funding, retirement)
	• Lack of staff capacity and training
Leadership and Guidance	• Lack of leadership engagement
	• Lack of guidance and direction
	• Lack of understanding of authority

Preparedness Priorities



Emergency Response Plan Updates



Advanced Incident Command System Knowledge Building



Developing Cross-Sectoral and Cross-Jurisdictional Partnerships



Capabilities	Suggested Action
PHEP: All HPP: All FEMA: Planning	Update Emergency Response plans (all-hazard and threat-specific), socialize, train & exercise plans, maintain Plans Community of Practice
PHEP: 3, 6 HPP: 2, 3 FEMA: Operational Coordination	ICS Courses ICS-300, ICS-400, Incident Management Team (IMT) Position Specific Training, IMT Mobilization Drills, Senior and elected officials training
PHEP: 1, 2, 3 HPP: 1 FEMA: Operational Coordination	Integration of plans, create and expand current recovery and resiliency plans, attend & participate in cross-sectoral training and exercises

Preparedness Priorities



Threats, Risks, and Hazards Assessments (HA²ZARD Tool)



Medical Countermeasures



Volunteer Management



Capability-Based Trainings

Capabilities	Suggested Action
PHEP: 1,6 HPP: 1 FEMA: Threat and Hazard Identification	Examine current DOH Public Health THIRA process, receive training on the H ² azaRDS Tool and integrate the use of it into common DOH practices upon release.
PHEP: 8, 9 HPP: 4 FEMA: Public Health, Health Care, EMS	Medical countermeasures plan updates; MCM, CBRNE, and CHEMPACK trainings; MCM and medical material management and MCM exercises
PHEP: 15 HPP: 4 FEMA: Public Health, Healthcare, EMS	Training development for State and non-state Medical Reserve Corps, incl. behavioral health training, plans updates, and developing framework for the State Emergency Medical Reserve Corps.
PHEP: All HPP: All FEMA: Planning, Operational Coord.	Outline roles and responsibilities, conduct training with subject matter experts, increase interoperability and vertical integration of plans

Preparedness Priorities



Emergency Response Plans Updates



Advanced Incident Command System
Knowledge Building



Developing
Cross-Sectoral and Cross-Jurisdictional Partnerships



Threats, Risks, and Hazards Assessments (H²azaRDS Tool)



Medical Countermeasures



Volunteer Management



Role and Responsibility Identification



How do these preparedness priorities compare to what you are focusing on?

How are your priorities different?

Determining Takeaways



Strengths



Challenges



Determining Takeaways



Strengths

Strong Partnerships

- Honest results on the real sense of planning status and operational readiness for each capability

Trends Analysis

- Year-over-year tracking that progressively builds a more detailed and nuanced picture of readiness

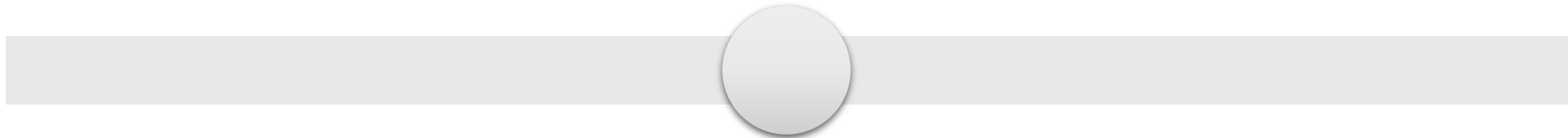
Determining Takeaways



Strengths



Challenges



Determining Takeaways

Communication

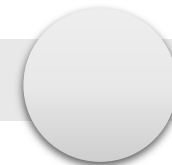
- Instructions for completing the self-assessment
- Harsh self-grading
- Partial data or limited data e.g. a lack of participants for certain groups like healthcare coalitions

Institutional Knowledge

- Many new people may not know the benchmarks



Challenges



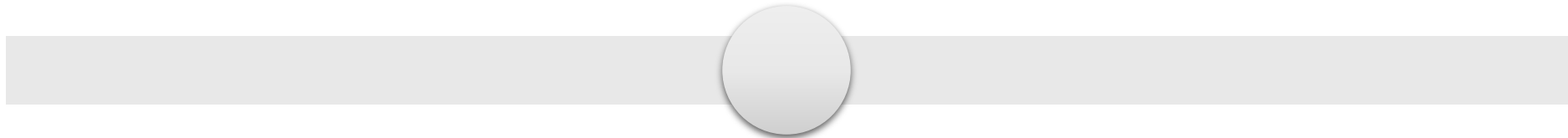
Determining Takeaways



Strengths



Challenges



Participant Feedback



Strengths



Challenges



Participant Feedback



Strengths

Inclusivity

- Diverse perspectives

Sharing Ideas, Opportunities & Needs

- Presented a good opportunity to have many different agencies and organizations represented to collaborate on public health preparedness priorities

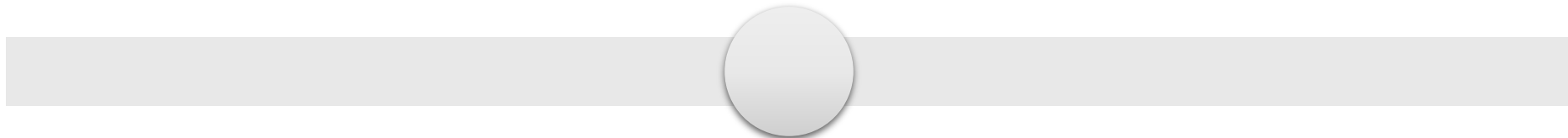
Participant Feedback



Strengths



Challenges



Participant Feedback

Workshop Length

- Hard to commit to multiple day meeting series with existing/other demands of time

Setting Date/Time for the IPPW

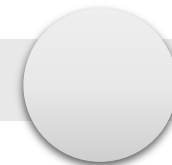
- Many competing obligations and early in the year

Virtual Workspace

- A/V Hiccups
- Using MURAL



Challenges



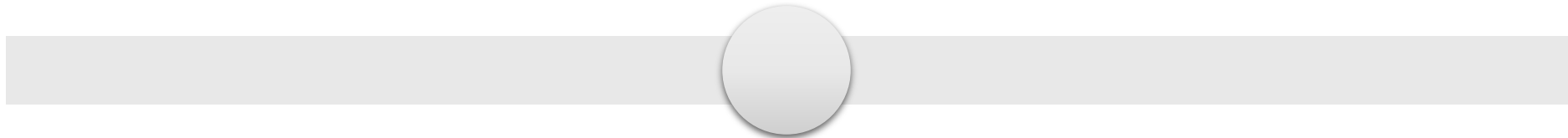
Participant Feedback

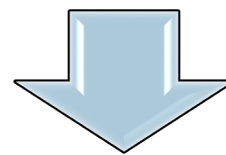
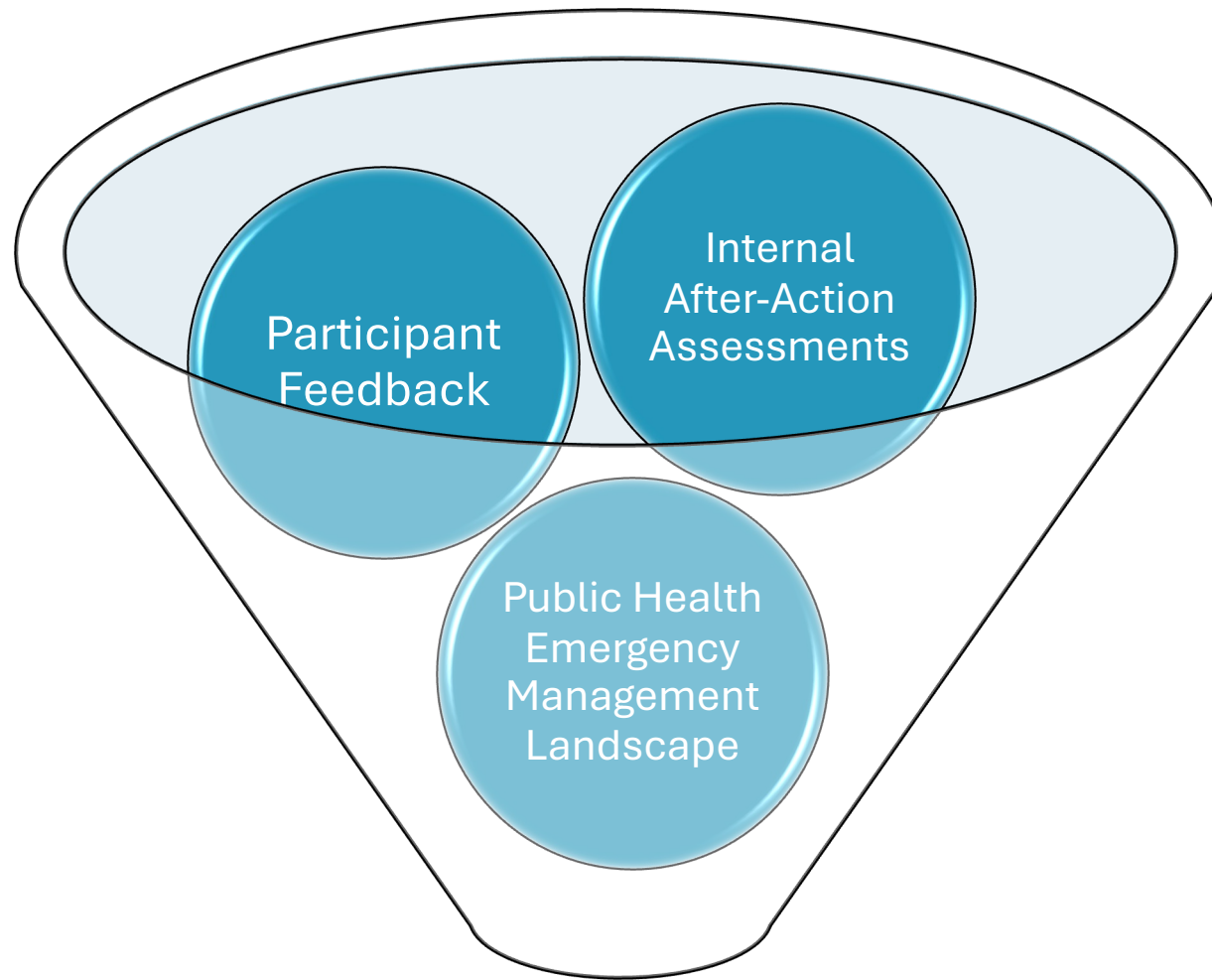


Strengths



Challenges





Improved process for next year

Questions



Share With Us



How do you strategically align with your partners?

Do you feel like this is something you are interested in implementing?

What resources can we lend from our process to help you start to plan?

EPR.TrainingandExercise@doh.wa.gov



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