

COVID LL - Briefing DECK.pptx

From: Galt, Jamie HLTH:EX
To: Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>
Sent: January 7, 2022 9:25:42 AM PST
Attachments: COVID LL - Briefing DECK.pptx
Hi Melia,

Find attached a draft briefing deck for this afternoon. I don't really plan to walk through a presentation but rather employ it to help guide a conversation/questions if needed. I can also adjust quickly if you think more focus on a specific area is needed (just tried to keep it short)

Note – we were unable to secure an additional individual to speak to public health. Gerry was confident he could speak to HA public health. As well, Dr Martin Lavoie, Deputy PHO was keen to follow up as needed on any specific questions or to arrange an additional meeting, he was just unavailable today (and as mentioned the PPH ADM is still on leave).

See ya later!
J

Ministry of Health

COVID-19 Emergency Management Response

Date: 7 Jan 2022

Prepared By: Emergency Management Unit



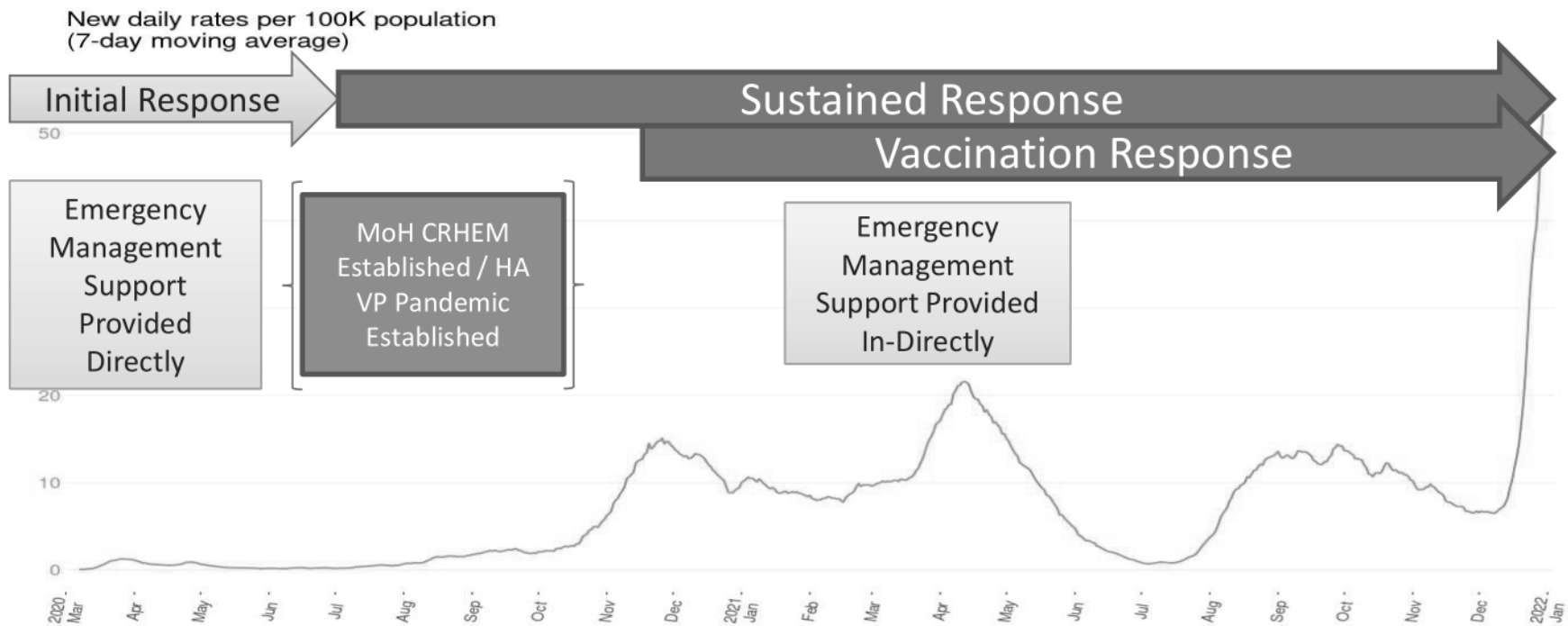
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Agenda

- Introductions
- Quick Timeline Overview
- Initial Response Overview
- Sustained Response Overview
- Discussion



Timeline



Health Emergency Management Background



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MoH Emergency Management Unit (EMU)

- "To plan and coordinate with health system partners the development and delivery of a comprehensive provincial health emergency management program that provides an effective and validated capability to mitigate, prepare for, respond to and recover from events that impact the health of the population and/or the ability of the health system to deliver services."

Health Emergency Management BC (HEMBC)

- HEMBC staff work across the province, directly with facilities and programs to support a range of activities, including:
 - Development of emergency plans
 - Training and education
 - Emergency exercises
 - Emergency response
 - Recovery
 - After action / lessons learned process.

Health Emergency Coordination Centre (HECC)

- The HECC is a provincial coordination function that links together the PHS and external stakeholders during emergencies or disaster events
- Est. in 2011 based on lessons learned during the H1N1 Pandemic
- 4 Scalable Levels of activation

Official Plans

- BC Pandemic Influenza Response Plan
- BC Pandemic Plan

Provincial Coordination

- BC Pandemic Provincial Coordination Plan (Refreshed Feb 2020)

Key Legislation

- Public Health Act
- Emergency Program Act

Levels of HECC Activation		
Level	Description	Support Provided
1 Routine Support	<ul style="list-style-type: none"> Constant base level of operation, 24/7 coverage Provincial Health Duty Officer monitors provincial situation consistently Managed directly with affected key PHS partners Incidents may include Dangerous Goods incidents, supply shortages, etc. 	<ul style="list-style-type: none"> PHDO on call supporting provincial response activities and maintaining situational awareness Coordinate with appropriate stakeholders of changing or emerging emergency situations Inform Ministry of Health personnel as appropriate
2 Enhanced Support	<ul style="list-style-type: none"> PHDO may continue as central coordinator or HECC operations may be activated Additional support primarily provided by duty staff. Support program areas are consulted as needed If physical setup is required, it will typically involve reconfiguring EMU office space Incidents of increasing complexity and scale, multiple smaller incidents, or emerging issues: West Coast flu, localized flooding, etc. 	<ul style="list-style-type: none"> Constant situation monitoring and provision of information updates Coordinating and reporting up through ministry and across PHS as situation evolves Advance planning for emerging issues
3 Regional Support	<ul style="list-style-type: none"> Whole of ministry support needed to support PHS response PHDO is likely deployed to the HECC as Provincial Health Liaison Officer Physically set up our coordination center in, Aust. A&B or alternate location One or more PHS partners requested, requiring higher level coordination and resource support 	<ul style="list-style-type: none"> HECC is staffed by 3/365 staff and executive to support PHS response HECC serves as central coordination hub for provincial health system Work with EMU/PHDO to support health system response Provincial support being provided to responding agencies or authorities Ministry program areas are engaged as necessary
4 Provincial Support	<ul style="list-style-type: none"> Whole of ministry engaged to support 24 hr operations PHDO deployed to HECC Physically set up our coordination center in Auditorium A&B or alternate location One region or program area is severely impacted or multiple PHS partners impacted 	<ul style="list-style-type: none"> HECC is staffed by 3/365 staff and executive to support PHS response Central coordination hub Work with EMU/PHDO Provide constant updates to Minister of Health/DCM Ministry program areas are engaged as necessary
		Deliverables and Responsibilities <ul style="list-style-type: none"> Ready situational awareness to appropriate stakeholders Coordinate resources Arrange coordination calls as needed Weekly consult to interested 3/365 and (weekly, bi-weekly) Incidents logged and tracked Incident report PHS Situation reports (as appropriate) Briefing notes (when requested) Regular PHS Situation Report Status updating Issues tracking Logistical support Briefing notes as required Provincial tracking and reporting Action Planning Recovery planning

The Health Emergency Coordination Centre (HECC) was established in 2011, based on lessons learned during the H1N1 influenza pandemic, to respond to emergency incidents for the MoH. The HECC operates at one of four response levels, depending on the scale of the response required. HECC Level 1 consists of the 24/7 Provincial Health Duty Officer on-call function maintained by the MoH's Emergency Management Unit (EMU). The HECC is activated to a higher response level if multiple health partners are involved or if an event has exceeded the response capacity of one or more regional health partners.

Initial Response Overview



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Timeline / Activation Period

- HECC Level 2 and 3: 28 Jan – May 28
- January 27th – First BC case
- March 9th – First BC Fatality
- March 18th Provincial State of Emergency
- May 19th – Restart Plan



Key Activities

- Coordination of key activities: HECC Operations
- Coordination of briefing materials and data for MO / MoH Executive
- Coordination of COVID modelling work
- Key Documents: Ventilator Allocation Framework, Ethics Framework, PPE Framework
- Decision making and support on PPE
- Support to situational Awareness: SITREPs, Co-development of BCCDC Dashboard, Collection Site



Initial Response Structure



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HECC Level 2

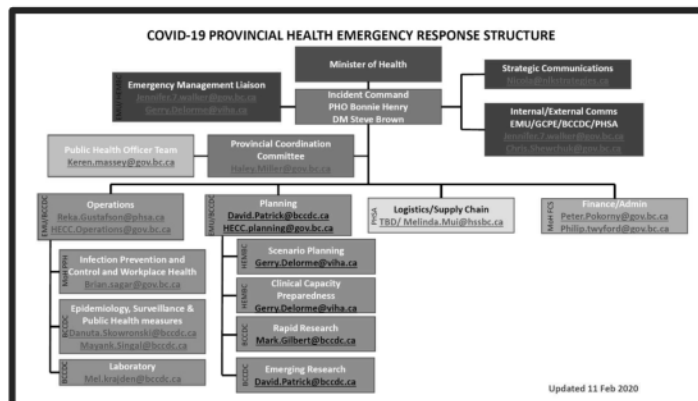
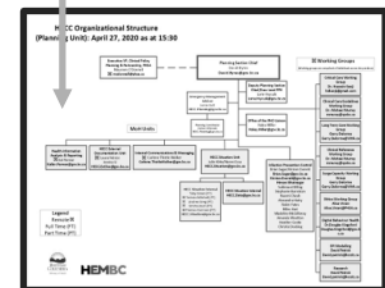
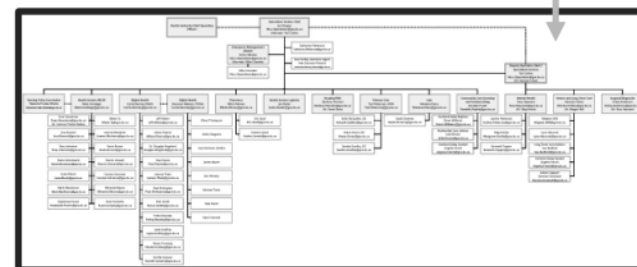
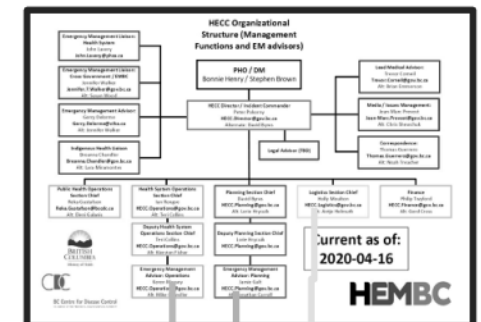
(Public Health / Health Emergency Management Response)

- Focus on planning
- 5 days a week
- Daily coordination meetings
- Largely Public Health Focused



HECC Level 3 (All of MoH/Cross Gov Response)

- Strategic Coordination (Health System, Cross Gov)
- 7 days a week
- 10+ Hour days
- Multiple Coordination calls
 - 0700 – CEO Call
 - 0730 – HECC Command Call
 - 0800 – Morning Section Meeting
 - 1600 – End of Day section Meeting
- EMU member deployed to Provincial Emergency Coordination Centre (PECC)



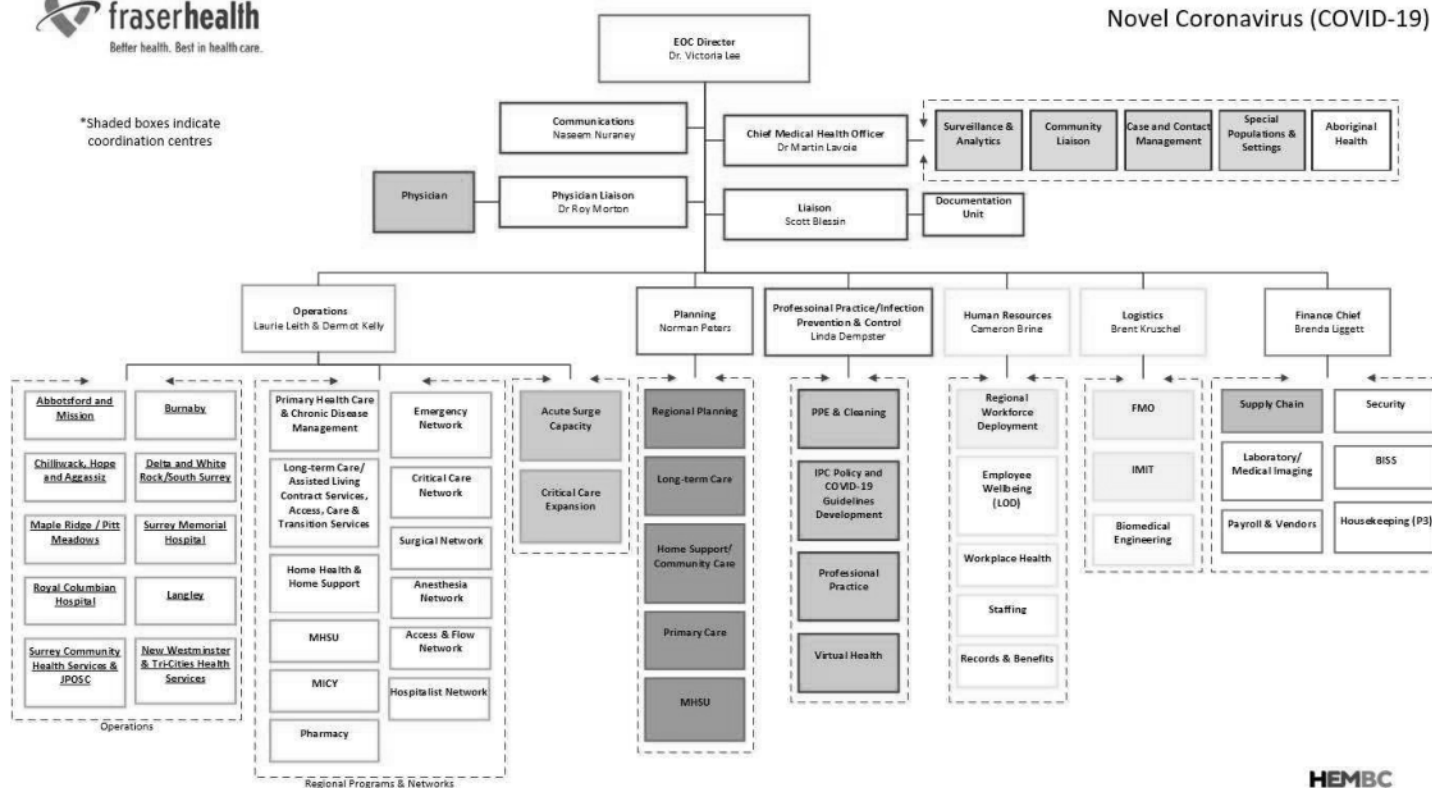
Health Authority Structure Example



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FH EOC Structure Novel Coronavirus (COVID-19)



Last updated: 2020-04-02



Sustained Response Structure



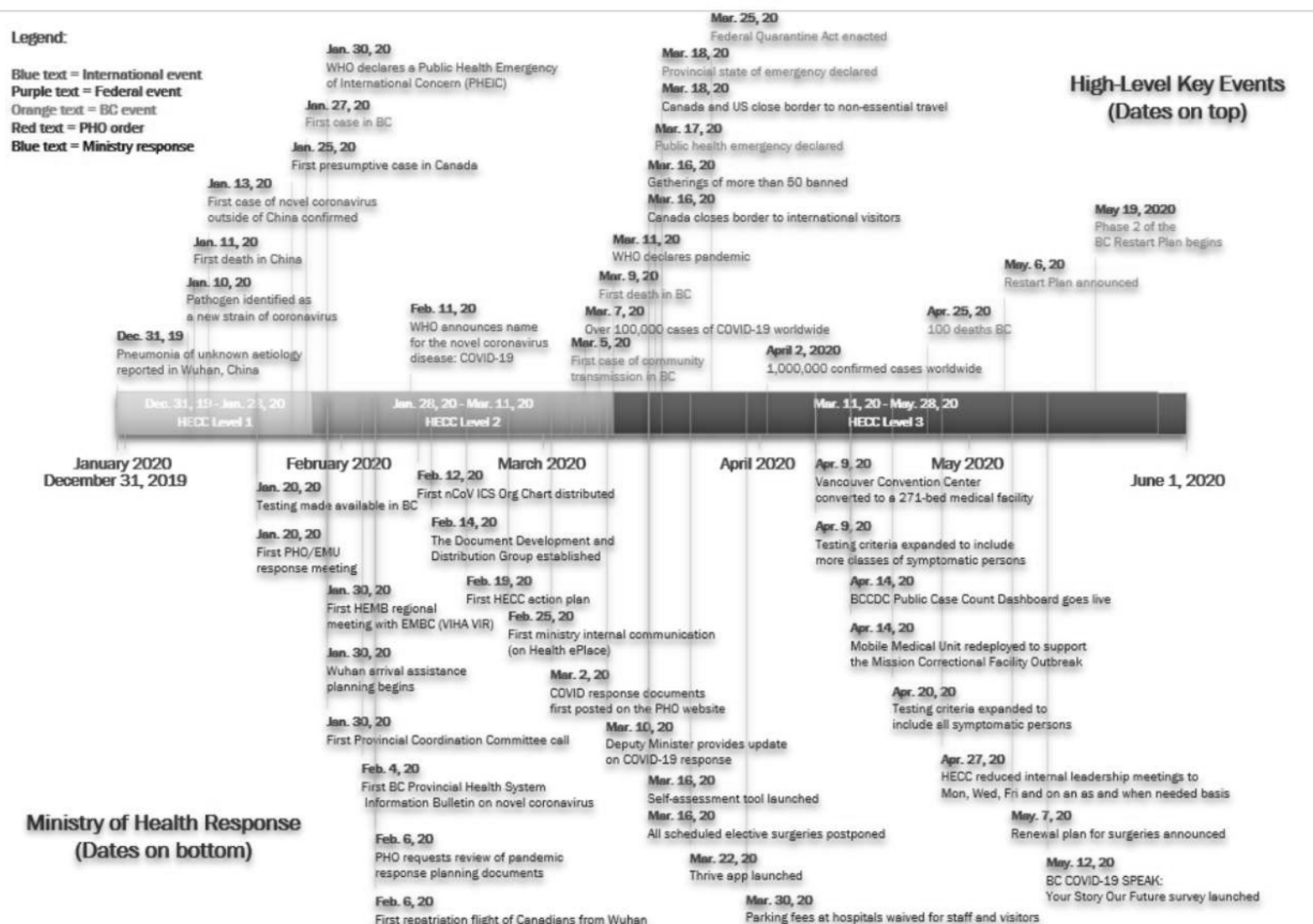
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- Covid Response Health Emergency Management Division (CHREM)
- Health Authority Vice President of Pandemic
- On-boarding / hire surge
 - BCCDC
 - Public Health / Contact Tracing
 - Vaccine Program

Discussion



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Health



Prepared by the Emergency Management Unit

RE: COVID LL TOR

From: Galt, Jamie HLTH:EX
To: Gerry Delorme <gerry.delorme@viha.ca>, XT:Lavery, John HLTH:IN <john.lavery@phsa.ca>
Sent: January 7, 2022 9:48:29 AM PST
Also – Melia clarified some of the intent this afternoon:

“For this meeting the project team will likely want to get a clear understanding of the role/responsibilities including decision making process for both public health and health system, and then how it may have shifted as a result of COVID. So perhaps anticipate a bit more of a high-level discussion around public health and the health system, how they align (or don’t) and then how that fits into the bigger response picture in terms of decision making. They may also ask questions regarding the pandemic plan.”

See ya later!

j

From: Galt, Jamie HLTH:EX
Sent: January 7, 2022 9:44 AM
To: 'Gerry Delorme' <gerry.delorme@viha.ca>; XT:Lavery, John HLTH:IN <john.lavery@phsa.ca>
Subject: COVID LL TOR

Morning – I think I sent the TOR for the COVID LL before, but resending prior to the meeting this afternoon.

Let me know if you have any questions.

J

Jamie Galt, CD, MA
Director
Emergency Management Unit
Ministry of Health
Office: (778) 698-5823
Cell: (250) 893-2584
PO Box 9639 Stn Prov Govt, Victoria BC V8W 9P1

If this is an emergency impacting the provincial health system, please contact our 24/7 Duty Officer at 250-686-6061 or hlth.dutyofficer@gov.bc.ca

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I respectfully acknowledge the unceded territories of the Songhees, Esquimalt and WSÁNEC peoples'.

Re: COVID LL - Briefing DECK.pptx

From: Galt, Jamie HLTH:EX
To: Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>
Sent: January 7, 2022 4:46:50 PM PST

Hope that was appropriate (or at least interesting:)) Please let us know if there are any additional questions or another meeting is requested.

You must be hearing quite the interesting things in all these meetings!

Have a great weekend

Best
J

Jamie Galt
Director
Emergency Management Unit
Ministry of Health
Mobile: 250-893-2584

Sent from my mobile device

On Jan 7, 2022, at 9:39 AM, Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca> wrote:

Hi Jamie,
Thanks for this, I will share it with the project team.
The information and timelines are great, and will likely save you some time when it comes completing the MoH internal assessment report.
For this meeting the project team will likely want to get a clear understanding of the role/responsibilities including decision making process for both public health and health system, and then how it may have shifted as a result of COVID.
So perhaps anticipate a bit more of a high-level discussion around public health and the health system, how they align (or don't) and then how that fits into the bigger response picture in terms of decision making. They may also ask questions regarding the pandemic plan.

If you have not done so already please feel free to share the TOR with John and Gerry, it will hopefully provide additional context on the project.

Look forward to connecting this afternoon.

Melia

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: January 7, 2022 09:26
To: Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>
Subject: COVID LL - Briefing DECK.pptx

Hi Melia,

Find attached a draft briefing deck for this afternoon. I don't really plan to walk through a presentation but rather employ it to help guide a conversation/questions if needed. I can also adjust quickly if you think more focus on a specific area is needed (just tried to keep it short)

Note – we were unable to secure an additional individual to speak to public health. Gerry was confident he could speak to HA public health. As well, Dr Martin Lavoie, Deputy PHO was keen to follow up as needed on any specific questions or to arrange an additional meeting, he was just unavailable today (and as mentioned the PPH ADM is still on leave).

See ya later!

J

<COVID-19 Lessons Learned TOR - Final (1).docx>

Delay of Project Start

From: Forge, Kathryn EMBC:EX <Kathryn.Forge@gov.bc.ca>
To: Anderson, Lisa R PSSG:EX <Lisa.R.Anderson@gov.bc.ca>, Anthony, Jennifer EMLI:EX <Jennifer.Anthony@gov.bc.ca>, Bawa, Reg R TRAN:EX <Reg.Bawa@gov.bc.ca>, Berg, Shane FLNR:EX <Shane.Berg@gov.bc.ca>, Bradford, Robert FLNR:EX <Robert.Bradford@gov.bc.ca>, Bronee, Rueben PSA:EX <Rueben.Bronee@gov.bc.ca>, Brown, Matthew G PSSG:EX <Matthew.G.Brown@gov.bc.ca>, Burleson, Ron MUNI:EX <Ron.Burleson@gov.bc.ca>, Byers, Rob A MCF:EX <Rob.Byers@gov.bc.ca>, Campbell, Tracy AG:EX <Tracy.Campbell@gov.bc.ca>, Chandler, Breanna HLTH:EX <Breanna.Chandler@gov.bc.ca>, Douglas Charlton <dcharlton@bchousing.org>, Filmer, Cam A IRR:EX <Cam.Filmer@gov.bc.ca>, Forge, Kathryn EMBC:EX <Kathryn.Forge@gov.bc.ca>, Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>, Goss, Jordan T FIN:EX <Jordan.Goss@gov.bc.ca>, Harris, Megan GCPE:EX <Megan.Harris@gov.bc.ca>, Hume, David CITZ:EX <David.Hume@gov.bc.ca>, jcornell@bchousing.org, Kryzanowski, Kelli ENV:EX <Kelli.Kryzanowski@gov.bc.ca>, La Guardia, Sean FIN:EX <Sean.LaGuardia@gov.bc.ca>, Leduc, Danine LBR:EX <Danine.Leduc@gov.bc.ca>, Lianga, Diane FIN:EX <Diane.Lianga@gov.bc.ca>, Maranda, Pierrette IGRS:EX <Pierrette.Maranda@gov.bc.ca>, McGuire, Jennifer AFF:EX <Jennifer.Mcguire@gov.bc.ca>, McIntosh, Andrea ENV:EX <Andrea.McIntosh@gov.bc.ca>, McKinnon, Adam D SDPR:EX <Adam.McKinnon@gov.bc.ca>, Melles, Jennifer IRR:EX <Jennifer.Melles@gov.bc.ca>, Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>, Munro, Charmaine AG:EX <Charmaine.Munro@gov.bc.ca>, Nicholls, Cloe EDUC:EX <Cloe.Nicholls@gov.bc.ca>, Pat Cullen (pcullen@bchousing.org) <pcullen@bchousing.org>, Pilkington, Ian TRAN:EX <Ian.Pilkington@gov.bc.ca>, Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca>, Sedun, Jeanne AEST:EX <Jeanne.Sedun@gov.bc.ca>, Spaven, Teri CITZ:EX <Teri.Spaven@gov.bc.ca>, Tanaka, Sandra AEST:EX <Sandra.Tanaka@gov.bc.ca>, Toth Nacey, Sandra G TRAN:EX <Sandra.TothNacey@gov.bc.ca>, Trevor Swan - BC Oil&GasCommission <Trevor.Swan@bcogc.ca>, Vickery, Elizabeth M TACS:EX <Elizabeth.Vickery@gov.bc.ca>, Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>, White, Joanna JERI:EX <Joanna.White@gov.bc.ca>, Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>
Cc: Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>, Chris Trumpy s.22 Bob de Faye s.22 Dan Perrin <dan.perrin@perrinthorau.ca>
Sent: January 21, 2022 2:57:36 PM PST
Colleagues,

A decision has been made to delay the launch of the Covid-19 Lessons Learned review to March while also adjusting the terms of reference to be inclusive of these first months of 2022. With that we have cancelled the January 24th meeting and will look to reschedule in a couple weeks.

I also want to thank those of you who have submitted your stakeholder and partner tables contacts and ask those who are outstanding to please submit your contacts to Melia Walker.

On behalf of myself and the secretariat we appreciate your ongoing support with this project, and recognize that many of you, like us are eager to get started.

Thank you,
Kathryn

Kathryn Forge | A/Executive Lead (she/her)
Planning, Partnerships, and Disaster Risk Reduction
Emergency Management BC
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Saanichton, BC CANADA V8M 2A5

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24 Hour Emergency Reporting: 1 800 663-3456

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I would like to acknowledge with respect the WSÁNEĆ and Lekwungen People whose land I am grateful to live and work on.

RE: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

From: Cross, Nicole HLTH:EX <Nicole.Cross@gov.bc.ca>
To: Chandler, Breanna HLTH:EX <Breanna.Chandler@gov.bc.ca>, Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>
Cc: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: February 17, 2022 2:25:40 PM PST
Morning all and thanks Breanna!

Jamie I am happy to stay in touch with you as needed for our team to lend a hand where it makes sense.

Take care,

Nicole

From: Chandler, Breanna HLTH:EX <Breanna.Chandler@gov.bc.ca>
Sent: February 8, 2022 2:09 PM
To: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>
Cc: Cross, Nicole HLTH:EX <Nicole.Cross@gov.bc.ca>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: RE: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

Perhaps hang tight for direction from Nicole/Jamie prior to swapping. We'd also considered having one point of contact from HLTH, (at the time Jamie), who could loop in to folks as need be.

Also not sure if it would be Nicole or a team member so let's see what they say

From: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>
Sent: February 8, 2022 1:46 PM
To: Chandler, Breanna HLTH:EX <Breanna.Chandler@gov.bc.ca>; Rongve, Ian HLTH:EX <Ian.Rongve@gov.bc.ca>
Cc: Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>; Patterson, Catherine M HLTH:EX <Catherine.Patterson@gov.bc.ca>; Cross, Nicole HLTH:EX <Nicole.Cross@gov.bc.ca>
Subject: RE: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

Thank you, Breanna, and great to have Nicole onboard. I'll ask the organizers to swap your names on the invites going forward if ok?

FNHA was involved in the initial interviews that were just completed.^{s.13}
s.13

From: Chandler, Breanna HLTH:EX <Breanna.Chandler@gov.bc.ca>
Sent: February 8, 2022 10:14 AM
To: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>; Rongve, Ian HLTH:EX <Ian.Rongve@gov.bc.ca>
Cc: Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>; Patterson, Catherine M HLTH:EX <Catherine.Patterson@gov.bc.ca>; Cross, Nicole HLTH:EX <Nicole.Cross@gov.bc.ca>
Subject: RE: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

Thanks for this Kirsten.^{s.22}

I think it's really important that Nicole Cross (CC'd) is also looped in given the engagement requirements and key role played by FNHA throughout the pandemic. The Indigenous governance/communication/decision making was particularly complex and challenging, which Dr. BehnSmith and I had a significant role in throughout.

I note your final bullet to NOT communicate with external agencies until formerly announced. I know there was some discussion previously on whether FNHA could be an exception?

From: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>

Sent: February 8, 2022 10:06 AM

To: Rongve, Ian HLTH:EX <Ian.Rongve@gov.bc.ca>

Cc: Chandler, Breanna HLTH:EX <Breanna.Chandler@gov.bc.ca>; Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>; Patterson, Catherine M HLTH:EX <Catherine.Patterson@gov.bc.ca>

Subject: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

Good morning and happy Speech from the Throne Day!

There was a COVID-19 lessons learned meeting today with the project team, and coming out of that, I think executive direction on who/which groups are holding the pen on the ministry's internal assessment report due April 22, 2022, would be super helpful. It sounds like a pretty big undertaking – some notes outlining their request is below. Haley and Jamie, if I missed anything pertinent below, please feel free to add. Will also share documents coming out of the meeting when they are shared by EMBC/project team.

- March 9th TBC public announcement (strictly embargoed):
 1. External review on consultation with stake holders
 2. Ministries responsible for doing their own internal assessment – working with ministry and project team (Dan, Bob, Chris)
 3. Public survey
- Review independent of govt, requested by PO/Cabinet
- Project status update: NR will announce public survey, which is open for 6 weeks for feedback. Email address coming in follow up COVID19lessonslearned@gov.bc.ca Not a huge need for marketing it
- Project team guidance for internal ministry assessments: 5pg document coming with instructions, operational review no a policy or decisions review. Focusing on what was done, including decision making process but not the decisions themselves, to help us prepare for the next time. Asking for a written report from each ministry and certain ministries by April 22, 2022. So they can write a report for summer. s.13

- Workshops with project team to be scheduled in the coming weeks to help compile reports
- Materials will be coming including terms of reference, do not communicate with external agencies until formerly announced, highly sensitive.

Kirsten Youngs, MAIC (she/her/hers)

Director | COVID-19 Response, Strategy & Innovation | Ministry of Health

T: (250) 356-0543 | C: (250) 208-6709 | E: Kirsten.Youngs@gov.bc.ca

With gratitude, I respectfully acknowledge that I live and work on the territory of the Lekwungen Peoples - the Esquimalt and Songhees Nations.

For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

From: Galt, Jamie HLTH:EX
To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>
Sent: February 18, 2022 12:53:15 PM PST
Attachments: Ministry Internal Assessment Guidance Feb 8.docx, COVID-19 Lessons Learned TOR - Confidential Draft.docx

Hi Kevin,

Below and attached is more context to the COVID-19 Lessons Learned project being led by EMBC. I am looking for executive direction on who/which groups are holding the pen on the ministry's internal assessment report tentatively due April 22, 2022. s.13

s.13

Note: Kirsten Youngs (CHREM/SID) has also asked Ian Rongve this same questions and has provided this info as well. Further, the DM and PHO have met with EMBC and the project team. However there has been no downward direction on approach yet.

Background bullets below. TOR of the Lessons Learned group attached. Guidance for Ministry reports attached.

Background:

- March 9th TBC public announcement (strictly embargoed) on COVID lessons learned approach. There will be 3 parts to the review:
 1. External review on consultation with stake holders (Public engagement)
 2. Ministries responsible for doing their own internal assessment (guidance doc attached) – working with ministry and sector and with EMBC project team (Dan, Bob, Chris)
 3. Public survey / engagement
- Review team is “independent of govt” requested by PO/Cabinet
- Project team guidance for internal ministry assessments: 5pg document coming with instructions, operational review no a policy or decisions review. Focusing on what was done, including decision making process but not the decisions themselves, to help us prepare for the next time. Asking for a written report from each ministry and certain ministries by April 22, 2022. So they can write a report for summer. See attached for mor information..
- Workshops with project team to be scheduled in the coming weeks to help compile reports. Myself, Kirsten Youngs (CHREM), and Haley Miller (OPHO) will attend

Please let me know if you want to connect in the future.

Best

J

COVID-19 Lessons Learned

Guidance for Provincial Ministry and Agency

Internal Assessment

Aim

This document has been created to guide provincial ministries and agencies through internal assessment of their response actions taken to mitigate the impacts of the COVID-19 pandemic. The project team will be holding information sessions with Ministry COVID Working Group members and other ministry staff to address any questions about these internal assessments.

Context

COVID-19 was first identified in late 2019 and was declared a global pandemic by the World Health Organization on March 11, 2020. Since early 2020 the government of British Columbia's response to the pandemic has dominated policy making and operational approaches. The BC Provincial Health Officer declared a provincial health emergency on March 17, 2020, and on March 18, 2020, the provincial government declared a provincial state of emergency, which together provided initial authority for the government's response.

Over the past two years, every ministry and agency was affected by and played important roles in mitigating and managing the pandemic's effects. Assessment of these actions is essential to understand what worked well and what could be improved upon as the government prepares for future pandemics and other disasters. This will be done through both internal assessments by ministries and agencies, and through public outreach and engagement with government stakeholders.

Every aspect of the government response was undertaken in a very uncertain world, not only in terms of the rapidly changing science about the virus, its treatment, and its evolution, but also in terms of how feasible, effective, and efficient government responses would be. The stakes were very high, with the lives and the well-being of many at stake. Rapidly unfolding events required timely response, with high costs associated with delays or inaction. The emergency itself affected the availability of resources and the ability to continue using normal ways of doing business internally and externally. It is within this context that ministries and agencies are being asked to assess their role in government's pandemic response, because uncertainty, high stakes, pressure to move quickly and a difficult operating environment will also characterize the next disaster.

Purpose

The purpose of the COVID Lessons Learned assessment is to identify lessons from what happened during government's response to this pandemic that can be applied in preparing for and responding to the next pandemic or other disaster.

Scope

As set out in the Terms of Reference, the scope of work for the project includes a review of the operational response to the pandemic by the provincial government since January 2020. Specifically, the Terms of Reference defines the scope of the review as follows:

This review is focussed on operational response to the pandemic by the BC government since January 2020 . The term “operational response” is chosen to focus the review on cross-government efforts to identify the implications of the pandemic, to make timely and informed decisions, and to implement those decisions in accordance with public health guidance and government policy direction.

The scope of the review excludes an assessment of the public policy decisions made by government to deal with the consequences of the pandemic and decisions made by the independent Provincial Health Officer. The review will, however, look at how these decisions were made.

The review seeks to find what can be learned from how government agencies responded and worked together to directly address the effects of a public health emergency that affected everything, changed rapidly, and created a high level of uncertainty. And what aspects of preparedness, engagement, communication, and execution worked well, what changes were made to enhance operational effectiveness as the pandemic evolved, and what improvements can be made to be better prepared for the next emergency.

Generally, the intention is to look at the process that led to decisions (timeliness, quality of information, objectives, options considered, implications understood) and the implementation of those decisions.

Operational responses include:

- actions taken directly by the ministry or agency because the action falls within the ministry or agency's mandate, whether or not another ministry or agency is also involved. “Action” includes communications, implementation of policy decisions and the decision-making process.
- provision of information and advice to central agencies, other ministries, and elected decision makers,
- communications, both internally and externally, and
- responses to direction resulting from policy decisions taken and regulatory requirements imposed by other bodies.

Out of Scope

The decisions themselves are excluded from the scope because effectiveness of specific decisions taken under the specific circumstances at the time will not help prepare for a pandemic with a different pathogen, or another type of disaster. That includes not only public health decisions and other response decisions taken by government and the Provincial Health Officer, but also recovery decisions such as financial and economic supports.

Internal assessments are not expected to include assessments of service delivery changes made to conduct regular business given public health restrictions, such as mask-wearing, safety dividers, physical distancing, and working remotely, unless there is a clear link to future disaster preparedness.

Deliverable

Provincial ministries and agencies are responsible for submitting an internal assessment report to the project team leading the COVID-19 Lessons Learned initiative. The report will be subject to due diligence by the team, who may request clarifications or additional information. Internal assessment reports are due by April 22, 2022.

Report Structure

The report should contain the following sections and address the listed topics and questions:

Page 083 of 289

Withheld pursuant to/removed as

s.13

Ministries and agencies are encouraged to discuss their assessment with their stakeholders once the review has been made public. The project team will independently be engaging with stakeholders, as well as the public.

Questions and final reports can be sent to the project team: Covid19lessonslearned@gov.bc.ca

CONFIDENTIAL DRAFT

February 8, 2022

COVID-19 Lessons Learned

Terms of Reference

The COVID-19 pandemic has affected all aspects of the BC government and the broad BC public sector throughout 2020, 2021 and into 2022. The provincial government intends to undertake a review of government's operational response to the pandemic to capture lessons learned to date. Not only will this help to inform preparations for and the response to the next pandemic, which will inevitably occur in the future, but also contribute to planning and operational readiness for responses to the full range of risks of disasters and emergencies, which include earthquakes, climate change-induced extreme weather and wildfires, and many other situations that may affect large areas of the province.

Scope

The objective of this review is to improve the provincial government's ability to respond to future emergencies of all kinds.

This review is focussed on operational response to the pandemic by the BC government since January 2020. The term "operational response" is chosen to focus the review on cross-government efforts to identify the implications of the pandemic, to make timely and informed decisions, and to implement those decisions in accordance with public health guidance and government policy direction.

The scope of the review excludes an assessment of the public policy decisions made by government to deal with the consequences of the pandemic and decisions made by the independent Provincial Health Officer. The review will, however, look at how these decisions were made.

The review seeks to find what can be learned from how government agencies responded and worked together to directly address the effects of a public health emergency that affected everything, changed rapidly, and created a high level of uncertainty. And what aspects of preparedness, engagement, communication, and execution worked well, what changes were made to enhance operational effectiveness as the pandemic evolved, and what improvements can be made to be better prepared for the next emergency.

Structure

The review is a cross-government initiative. A senior external project team will conduct the review and prepare the public report. They have extensive experience in government operational management and knowledge of how public sector service delivery is structured in BC. The client for the report is the Deputy Minister to the Premier. The consultants will be supported by Emergency Management BC, which will be the lead agency in government for this initiative.

There are three aspects to the review:

- How were the implications of the pandemic identified?
- How timely and informed were decisions made in response to the pandemic?
- How were those decisions communicated and implemented, consistent with public health guidance and government policy?

CONFIDENTIAL DRAFT for DISCUSSION

The project team will research best practises and engage extensively, including:

- Reviewing internal assessments of the operational response undertaken by all ministries and select provincial government agencies. These will build upon any lessons-learned reviews already completed to avoid duplication of effort and be guided by a common statement of scope, objective, and questions to be addressed.
- s.13 First Nations, Indigenous organizations, external stakeholders, partners and independent regulators that played a role in delivering the response or were affected by the response. These s.13 will ensure input on the operational response by government agencies is considered in identifying lessons learned. Appendix A is an initial list of groups that will be s.13 with additional groups added as necessary during the process. MLAs from all parties will also be s.13
- Engaging the public through an online portal where individuals and organizations will have the opportunity to submit written input.

Other Reviews

Given the scope of the COVID-19 response, and the number of public organizations and agencies that contributed to the overall response, there will likely be a variety of reviews undertaken by independent entities.^{s.13}

s.13 The report will be informed by these reviews and best efforts made to avoid duplication and overlap.

Timing and Report

The final report to be submitted to government by September 30, 2022.

The final report will be a comprehensive summary of findings developed from best practices research, the internal operational assessments and stakeholder/public input and is intended for public release. It will not make recommendations.

Appendix A

Groups to be included in project teams^{s.13} are:

- s.13
- Indigenous representative and service delivery organizations
- Health authorities and health service delivery providers
- Social service providers, including those for vulnerable populations and childcare providers
- Education providers and representative organizations in both the K-12 and post-secondary sectors
- Public sector unions and employee representative organizations
- Industry associations and representative organizations across the full range of economic sectors
- Provincial Crown corporations, public sector service providers and regulatory organizations
- Local governments and representative organizations

Additional groups to be s.13 will be identified as the review proceeds.

RE: COVID-19 Lessons Learned - Ministry Internal Assessments Next Steps

From: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>
To: Rongve, Ian HLTH:EX <Ian.Rongve@gov.bc.ca>, Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Cc: Patterson, Catherine M HLTH:EX <Catherine.Patterson@gov.bc.ca>
Sent: February 18, 2022 2:44:25 PM PST
Great! Thanks for the clarity, Ian.

From: Rongve, Ian HLTH:EX <Ian.Rongve@gov.bc.ca>
Sent: February 18, 2022 2:41 PM
To: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Cc: Patterson, Catherine M HLTH:EX <Catherine.Patterson@gov.bc.ca>
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Cc: Patterson, Catherine M HLTH:EX <Catherine.Patterson@gov.bc.ca>
Subject: FYI: COVID-19 Lessons Learned - Ministry Internal Assessments Next Steps

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Cc: 's.22' <s.22@gov.bc.ca>; 'Dan Perrin' <Dan.Perrin@gov.bc.ca>; Chris Trumpy <Chris.Trumpy@gov.bc.ca>

s.22

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FW: COVID-19 Lessons Learned - Ministry Internal Assessments Next Steps

From: Galt, Jamie HLTH:EX
To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>
Sent: February 18, 2022 3:03:34 PM PST

s.13

s.13

Happy to chat more on it.

J

From: Rongve, Ian HLTH:EX <Ian.Rongve@gov.bc.ca>
Sent: February 18, 2022 2:41 PM
To: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
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'Dan Perrin' s.22

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COVID-19 Lessons Learned - Ministry Q&A Sessions

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Cc: Pescod, Casey EMBC:EX <Casey.Pescod@gov.bc.ca>, Godfrey, Gillian EMBC:EX <Gillian.Godfrey@gov.bc.ca>
Sent: February 23, 2022 9:21:24 AM PST
Attachments: C19 Lessons Learned - Internal Assessment QAs.docx

Hello,
Last week the Project Team hosted the first Ministry Q&A session. A summary of the session is attached and will be updated and distributed to this group following each session.
If you have not yet signed up for a session, there is still space remaining. Please send an email indicating the session you would like to sign-up for, and a calendar invite will be sent.

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Cc:s.22

'Dan Perrin's.22

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s.13

For direction_ Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC.msg.ics

Sent: February 24, 2022 8:59:58 AM PST

Received: February 24, 2022 8:59:00 AM PST

File name: For direction_ Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC.msg.ics

File extension: ics

Priority: Normal (5)

Address: (UTC-08:00) Pacific Time (US & Canada)

Calendar Item Type: REQUEST

Hi Kevin,

Looks like you are free this afternoon to quickly connect. Can bump if this doesn't work for you.

J

From: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca<mailto:Kevin.Craig@gov.bc.ca>>
Sent: February 23, 2022 6:05 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca<mailto:Jamie.Galt@gov.bc.ca>>
Subject: RE: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

Let's touch base on this. Philip wants us to coordinate.

We will need to pull together a BN on our plan that can be shared with Philip and Steven.

There should be some lessons learned from work Teri Collins did last year in response to COVID responses in long-term care.

Best regards,
Kevin

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca<mailto:Jamie.Galt@gov.bc.ca>>
Sent: February 23, 2022 8:58 AM
To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca<mailto:Kevin.Craig@gov.bc.ca>>
Subject: RE: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

Great thanks – I can't remember if I also sent you the below from Ian R.

s.13

J

Great! Thanks for the clarity, Ian.

From: Rongve, Ian HLTH:EX <Ian.Rongve@gov.bc.ca<mailto:Ian.Rongve@gov.bc.ca>>
Sent: February 18, 2022 2:41 PM
To: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca<mailto:Kirsten.Youngs@gov.bc.ca>>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca<mailto:Jamie.Galt@gov.bc.ca>>
Cc: Patterson, Catherine M HLTH:EX <Catherine.Patterson@gov.bc.ca<mailto:Catherine.Patterson@gov.bc.ca>>
Subject: RE: COVID-19 Lessons Learned - Ministry Internal Assessments Next Steps

Hi

Have confirmed with Phil that this is EMU to lead, working with HEMBC and EMBC as required.

From: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca<mailto:Kevin.Craig@gov.bc.ca>>
Sent: February 23, 2022 8:39 AM

To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca<mailto:Jamie.Galt@gov.bc.ca>>

Subject: RE: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

I am talking with Philip on this today. Will circle around with you.

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca<mailto:Jamie.Galt@gov.bc.ca>>

Sent: February 18, 2022 12:53 PM

To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca<mailto:Kevin.Craig@gov.bc.ca>>

Subject: For direction: Notes from COVID 19 Lessons Learned mtg - Feb 8 2022 - Embargoed until Mar 9 TBC

Hi Kevin,

Below and attached is more context to the COVID-19 Lessons Learned project being led by EMBC. I am looking for executive direction on who/which groups are holding the pen on the ministry's internal assessment report tentatively due April 22, 2022.^{s.13}

s.13

Note: Kirsten Youngs (CHREM/SID) has also asked Ian Rongve this same questions and has provided this info as well. Further, the DM and PHO have met with EMBC and the project team. However there has been no downward direction on approach yet.

Background bullets below. TOR of the Lessons Learned group attached. Guidance for Ministry reports attached.

Background:

- * March 9th TBC public announcement (strictly embargoed) on COVID lessons learned approach. There will be 3 parts to the review:

- * External review on consultation with stake holders (Public engagement)

- * Ministries responsible for doing their own internal assessment (guidance doc attached) – working with ministry and sector and with EMBC project team (Dan, Bob, Chris)

- * Public survey / engagement

- * Review team is "independent of govt" requested by PO/Cabinet

- * Project team guidance for internal ministry assessments: 5pg document coming with instructions, operational review no a policy or decisions review. Focusing on what was done, including decision making process but not the decisions themselves, to help us prepare for the next time. Asking for a written report from each ministry and certain ministries by April 22, 2022. So they can write a report for summer. See attached for mor information..

- * Workshops with project team to be scheduled in the coming weeks to help compile reports. Myself, Kirsten Youngs (CHREM), and Haley Miller (OPHO) will attend

Please let me know if you want to connect in the future.

Best

J

RE: COVID-19 Lessons Learned Ministry Q&A Session #3

From: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 1, 2022 9:25:39 AM PST
Haha let me know if it involves me again

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 1, 2022 8:38 AM
To: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>
Subject: RE: COVID-19 Lessons Learned Ministry Q&A Session #3

Ok thanks for the heads up. I talked with Philip yesterday on this and he will be bringing our proposed approach to SET next week

-----Original Appointment-----

From: Youngs, Kirsten R HLTH:EX <Kirsten.Youngs@gov.bc.ca>
Sent: March 1, 2022 8:32 AM
To: COVID19 Lessons Learned EMBC:EX
Cc: Galt, Jamie HLTH:EX; Miller, Haley HLTH:EX
Subject: Declined: COVID-19 Lessons Learned Ministry Q&A Session #3
When: March 1, 2022 10:30 AM-12:00 PM (UTC-08:00) Pacific Time (US & Canada).
Where: Microsoft Teams Meeting

Apologies for the last minute decline –^{s.22}

Ministry COVID-19 Internal Assessment Q&A Sessions

From: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
To: Anderson, Lisa R PSSG:EX <Lisa.R.Anderson@gov.bc.ca>, Anthony, Jennifer EMLI:EX <Jennifer.Anthony@gov.bc.ca>, Bawa, Reg R TRAN:EX <Reg.Bawa@gov.bc.ca>, Berg, Shane FLNR:EX <Shane.Berg@gov.bc.ca>, Bradford, Robert FLNR:EX <Robert.Bradford@gov.bc.ca>, Bronee, Rueben PSA:EX <Rueben.Bronee@gov.bc.ca>, Brown, Matthew G PSSG:EX <Matthew.G.Brown@gov.bc.ca>, Burleson, Ron MUNI:EX <Ron.Burleson@gov.bc.ca>, Byers, Rob A MCF:EX <Rob.Byers@gov.bc.ca>, Campbell, Tracy AG:EX <Tracy.Campbell@gov.bc.ca>, Douglas Charlton <dcharlton@bchousing.org>, Filmer, Cam A IRR:EX <Cam.Filmer@gov.bc.ca>, Forge, Kathryn EMBC:EX <Kathryn.Forge@gov.bc.ca>, Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>, Goss, Jordan T FIN:EX <Jordan.Goss@gov.bc.ca>, Harris, Megan GCPE:EX <Megan.Harris@gov.bc.ca>, Hume, David CITZ:EX <David.Hume@gov.bc.ca>, jcornell@bchousing.org, Kristianson, Eric PREM:EX <Eric.Kristianson@gov.bc.ca>, Kryzanowski, Kelli ENV:EX <Kelli.Kryzanowski@gov.bc.ca>, La Guardia, Sean FIN:EX <Sean.LaGuardia@gov.bc.ca>, Leduc, Danine LBR:EX <Danine.Leduc@gov.bc.ca>, Lianga, Diane FIN:EX <Diane.Lianga@gov.bc.ca>, Maranda, Pierrette IGRS:EX <Pierrette.Maranda@gov.bc.ca>, McGuire, Jennifer AFF:EX <Jennifer.Mcguire@gov.bc.ca>, McIntosh, Andrea ENV:EX <Andrea.McIntosh@gov.bc.ca>, McKinnon, Adam D SDPR:EX <Adam.McKinnon@gov.bc.ca>, Melles, Jennifer IRR:EX <Jennifer.Melles@gov.bc.ca>, Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>, Munro, Charmaine AG:EX <Charmaine.Munro@gov.bc.ca>, Nicholls, Cloe EDUC:EX <Cloe.Nicholls@gov.bc.ca>, Pat Cullen (pcullen@bchousing.org) <pcullen@bchousing.org>, Pilkington, Ian TRAN:EX <Ian.Pilkington@gov.bc.ca>, Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca>, Sedun, Jeanne AEST:EX <Jeanne.Sedun@gov.bc.ca>, Spaven, Teri CITZ:EX <Teri.Spaven@gov.bc.ca>, Tanaka, Sandra AEST:EX <Sandra.Tanaka@gov.bc.ca>, Vickery, Elizabeth M TACS:EX <Elizabeth.Vickery@gov.bc.ca>, Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>, White, Joanna JERI:EX <Joanna.White@gov.bc.ca>, XT:Dawes, Len GCPE:IN <Len.Dawes@bcogc.ca>
Cc: s.22 Dan Perrin s.22 Chris Trumpy
s.22 , Pescod, Casey EMBC:EX <Casey.Pescod@gov.bc.ca>, Godfrey, Gillian EMBC:EX <Gillian.Godfrey@gov.bc.ca>

Sent: March 2, 2022 9:02:50 AM PST

Attachments: C19LessonsLearned-InternalAssessmentQAsConsolidated.docx

Hello,

Attached is the final Q&A document, reflective of discussions from the three sessions held, February 16th, February 25th and March 1st.

As a reminder, ministry internal assessments are due to the Project Team no later than **April 22, 2022**.

If you have any questions for the Project Team, please send them to covid19lessonslearned@gov.bc.ca.

Thank you,
Melia

Melia Walker (she/her) | Director
COVID-19 Lessons Learned Secretariat
Ministry of Public Safety and Solicitor General
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s.13

RE: COVID Lessons Learned

From: Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca>
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Cc: Williams, Brad M MMHA:EX <Brad.Williams@gov.bc.ca>
Sent: March 3, 2022 11:15:16 AM PST

I just sent you an invite for the room on the 1st floor – it is in the Pandora wing

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 3, 2022 11:04 AM
To: Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca>
Cc: Williams, Brad M MMHA:EX <Brad.Williams@gov.bc.ca>
Subject: RE: COVID Lessons Learned

Sure! I'm also in the office today. If you have a go to meeting room I can come down – or I can find one to book.
J

From: Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca>
Sent: March 3, 2022 11:03 AM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Cc: Williams, Brad M MMHA:EX <Brad.Williams@gov.bc.ca>
Subject: RE: COVID Lessons Learned

Hi there – Brad and I are both in 1515 today – do you want to meet in person?

-----Original Appointment-----

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 1, 2022 8:42 PM
To: Galt, Jamie HLTH:EX; Schmidt, Tracee MMHA:EX
Cc: Williams, Brad M MMHA:EX
Subject: COVID Lessons Learned
When: March 3, 2022 11:30 AM-12:00 PM (UTC-08:00) Pacific Time (US & Canada).
Where: TBD

Hi Tracee – If you need to shuffle this no problem on my end. I'm also in the office and can meet in-person as needed or we can make this work over TEAMS. Please let me know what you are more comfortable with.

Best,
Jamie

From: Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca>
Sent: March 1, 2022 8:09 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Cc: Williams, Brad M MMHA:EX <Brad.Williams@gov.bc.ca>
Subject: Re: COVID Lessons Learned

Thank you, Jamie - that would be great!

Get [Outlook for iOS](#)

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: Tuesday, March 1, 2022 6:49:21 PM

To: Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca>
Cc: Williams, Brad M MMHA:EX <Brad.Williams@gov.bc.ca>
Subject: Re: COVID Lessons Learned

Hi Tracee - certainly happy to chat^{s.13}
is more accurate.

but trying to pull the appropriate folks together

Our approach is still being firmed up but I can provide some background and context as well as identify some of our key HA partners that we will likely be working with.

I can take a look in our calendars tomorrow am and find some time that works for us.

Best
Jamie

Jamie Galt
Director
Emergency Management Unit
Ministry of Health
Mobile: 250-893-2584

Sent from my mobile device

On Mar 1, 2022, at 5:08 PM, Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca> wrote:

Hi there,

I'd like to introduce myself first of all – I newly landed in MMHA in the EL Corporate Services role. I understand from Brad that you are leading Health's Lessons Learned report. I was wondering if we could meet to discuss synergies and how to avoid duplicating connecting out to HAs. Are you ok if we book a short meeting?

Thanks

Tracee

.....
Tracee Schmidt (she/her)
Executive Lead
Corporate Services
Ministry of Mental Health and Addictions
C. 250.217.7279
Tracee.Schmidt@gov.bc.ca

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RE: Canceled: Lessons Learned

From: Bell, Carolyn <carolynbell@kpmg.ca>
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 4, 2022 4:09:49 PM PST

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Hi Jamie and thanks. I think Philip and I still need to work out a couple of things. Let's catch up next week and I hope you are well!

Sharing my new contact information.

Carolyn Bell
Executive Director, KPMG Management Consulting, Public Sector and Health
8th floor, St Andrews Square
730 View Street, Victoria BC V8W 3Y7
t: 1-250-480-3664
c: 1-778-966-2643
e: carolynbell@kpmg.ca

We respectfully acknowledge that our local offices are located on the ancestral lands of the Xwsepsum (Esquimalt) and Lkwungen (Songhees) who shared traditional land resources with neighboring families of Scia'new (Beecher Bay), T'Sou-ke (Sooke) Nations, and many others

-----Original Message-----

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: Friday, March 4, 2022 3:14 PM
To: Bell, Carolyn <carolynbell@kpmg.ca>; Twyford, Philip HLTH:EX <Philip.Twyford@gov.bc.ca>
Cc: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>
Subject: RE: Canceled: Lessons Learned

I'm also available to still meet if that is helpful J

-----Original Message-----

From: Bell, Carolyn <carolynbell@kpmg.ca>
Sent: March 4, 2022 3:02 PM
To: Twyford, Philip HLTH:EX <Philip.Twyford@gov.bc.ca>
Cc: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: Re: Canceled: Lessons Learned

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Ok. I am here if he has a few minutes.

Sent from my iPhone

On Mar 4, 2022, at 2:49 PM, Twyford, Philip HLTH:EX <Philip.Twyford@gov.bc.ca> wrote:

Apologies for the last minute change. Philip needs to cancel to address a DM request.

Thank you,
Ailina

Microsoft Teams meeting

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M%3D&reserved=0>](https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Ffurldefense.com%2Fv3%2F__https%3A%2F%2Fcan01.safelinks.protection.outlook.com/&data=04%7C01%7CJamie.Galt%40gov.bc.ca%7C93501bd6eb144b3f583508d9fe3c80a7%7C6fdb52003d0d4a8ab036d3685e359adc%7C0%7C0%7C637820358074372638%7CUnknown%7CTWFpbGZsb3d8eyJWljiMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBtIl6lk1haWwiLCJXVCi6Mn0%3D%7C3000&sdata=unG9%2FYzKXqRAMjNNaNHhsADEiW95VOmwMx7SKMXT1VM%3D&reserved=0)

(https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Furldefense.com%2Fv%2F__https%3A%2F%2Fcan01.safelinks.protection.outlook.com%2F%3Furl%3Dhttp%3A%2F%2Finfo.kpmg.ca%2F%26amp%3Bdata%3D04*7C01*7CJamie.Galt*40gov.bc.ca*7Cf049fbb65ccb49c6576508d9fe32f6b3*7C6fdb52003d0d4a8ab036d3685e359adc*7C0*7C0*7C637820317114517029*7CUnknown*7CTWFpbGZsb3d8eyJWljiMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBtIl6lk1haWwiLCJXVCi6Mn0*3D*7C3000%26amp%3Bsdata%3DC4*2FRSoCfZqbgrv1nMgx1*2B883b12bgUkG3NILG9lloBU*3D%26amp%3Breserved%3D0__%3BJSUIJSUIJSUIJSUIJSUIJSUIJQ!!N8Xdb1VRTUMIZel!1Z0sjj-UrcGGZiltku3H9zJDG2e5HDMRk0HwV4hRvpw0rLRb62F2m96kW6pbjWMNvvs%24&data=04%7C01%7CJamie.Galt%40gov.bc.ca%7C93501bd6eb144b3f583508d9fe3c80a7%7C6fdb52003d0d4a8ab036d3685e359adc%7C0%7C0%7C637820358074372638%7CUnknown%7CTWFpbGZsb3d8eyJWljiMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBtIl6lk1haWwiLCJXVCi6Mn0%3D%7C3000&sdata=bs083l0IFMorGJpwI%2BgghHN46po3Xr6Z9F7IWx403qvw%3D&am

Speaking Notes: Covid Lessons Learned

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
To: Twyford, Philip HLTH:EX <Philip.Twyford@gov.bc.ca>
Cc: Castillo, Ailina R HLTH:EX <Ailina.Castillo@gov.bc.ca>, Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>
Sent: March 4, 2022 7:35:22 PM PST
Attachments: COVID19_LessonsLearned_SpeakingNotes.docx

Hi Philip - As per Kevin's direction. Find attached speaking notes for SET on Monday morning if you choose to go ahead on talking about Covid Lessons Learned. These notes were based on our conversation on Monday so I recognize things may have changed. Note that there are 3 documents embedded in the word document that may be used as reference if needed.

I'm happy to answer any questions as needed over the weekend.

Jamie Galt
Director
Emergency Management Unit
Ministry of Health
Mobile: 250-893-2584

Sent from my mobile device

FW: VaccineConnect Year in Review 2021-22 II ConnexionVaccin Bilan Annuel 2021-22

From: Carroll, Jonathan C HLTH:EX
To: Massey, Keren L HLTH:EX <Keren.Massey@gov.bc.ca>
Sent: March 7, 2022 8:34:25 AM PST
Attachments: VACCINECONNECT YEAR IN REVIEW 2021-22.pdf, CONNEXIONVACCIN BILAN ANNUEL 2021-22.pdf
Oh the good times we've had, huh?

From: Altartoussi, Rana (HC/SC) <rana.altartoussi@hc-sc.gc.ca> **On Behalf Of** Gagnon, Luc (HC/SC)
Sent: March 7, 2022 8:24 AM
Subject: VaccineConnect Year in Review 2021-22 II ConnexionVaccin Bilan Annuel 2021-22

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

(Le français suit)

A warm hello to all our valued Colleagues,

It's incredible that the VaccineConnect project started over a year ago!

When this journey began we were a small but mighty team that was objective focused, driven by purpose and the mission of supporting Canada through the COVID-19 Pandemic.

The Vaccine Team is one important component of this journey and it is with great pride that the **success** of this project lies with the trusting collaboration and partnerships we have formed with **you**.

I invite you to take the time to read our **VaccineConnect Year in Review** attached. It gives a comprehensive overview of VaccineConnect, our accomplishments over the past year as well as our upcoming objectives for 2022.

With the continued strengthening of our partnerships, we look forward to lasting success and further achievements in the year ahead.

Best,
Luc

Nos chaleureuses salutations à tous nos chers collègues,

Difficile de croire que le projet VaccineConnect a débuté il y a déjà plus d'un an!

Au début de ce parcours, nous étions une petite mais puissante équipe axée sur les objectifs, motivée par le but et engagée à la mission de soutenir le Canada face à la pandémie du COVID-19.

L'Équipe de vaccination s'est montrée une importante constituante de ce parcours et c'est avec grande fierté que nous pouvons attribuer le **succès** de ce projet à la forte collaboration et le partenariat que nous avons établies avec **vous**.

Je vous invite à consulter le bulletin, ci-joint, intitulé **ConnexionVaccin Bilan Annuel**. Il présente un sommaire détaillé du projet VaccineConnect, nos exploits au courant de la dernière année ainsi que nos objectifs pour l'année 2022.

Avec le renforcement continu de nos partenariats, nous anticipons un succès soutenu et de plus amples exploits au courant de la prochaine année.

Cordialement,
Luc

Luc Gagnon
(he | il)

Assistant Deputy Minister and Chief Digital Transformation Officer
Digital Transformation Branch, Health Canada & Public Health Agency of Canada
Luc.gagnon@hc-sc.gc.ca
Tel: (343) 549-3894

Sous-ministre adjoint et Dirigeant principal de la transformation numérique
Direction générale de la transformation numérique, Santé Canada & Agence de la Santé publique du Canada
Luc.gagnon@hc-sc.gc.ca
Tél: (343) 549-3894



VACCINE CONNECT YEAR IN REVIEW 2021-2022

MARCH 2022



Health Canada and the Public
Health Agency of Canada

Santé Canada et l'Agence
de la santé publique du Canada

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Copyright

RE: COVID-19 Lessons Learned

From: Bell, Carolyn <carolynbell@kpmg.ca>
To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>
Cc: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>, Halasz, Maureen HLTH:EX <Maureen.Halasz@gov.bc.ca>
Sent: March 9, 2022 2:05:55 PM PST

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Hi Craig and thank you for reaching out. I can be available between 2:00 and 3:45 tomorrow afternoon. I also have some time on Friday. I have let Philip know that^{\$22} and back in the office on the 22. It would be good to get organized this week for the next few weeks.

Let me know if the time slot proposed works for yourself and Jamie.

Thanks Craig.

Carolyn

From: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>
Sent: Wednesday, March 9, 2022 1:47 PM
To: Bell, Carolyn <carolynbell@kpmg.ca>
Cc: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>; Halasz, Maureen HLTH:EX <Maureen.Halasz@gov.bc.ca>
Subject: COVID-19 Lessons Learned

Hi Carolyn,

It is nice to virtually meet you. Can you please confirm your availability to have a 1/2hr discussion with Jamie and me tomorrow or early next week.

Philip mentioned he had a chat with you yesterday but I have not had time to discuss in detail.

Jamie Galt and myself will be leading this for Health.

Background information is attached.

Information shared is confidential and part of our NDA with KPMG.

Best regards,
Kevin Craig | CFO & Executive Director
Financial Operations
Ministry of Health

P: 236-478-3149
email: kevin.craig@gov.bc.ca

I gratefully acknowledge that I live and work on the traditional unceded territory of the Lekwungen Peoples, specifically the Songhees and Esquimalt First Nations.

Warning: This email is intended only for the use of the individual or organization to whom it is addressed. It may contain information that is privileged or confidential. Any distribution, disclosure, copying, or other use by anyone else is strictly prohibited. If you have received this in error, please telephone or e-mail the sender immediately and delete the message.

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If you are unable to access the links above, please cut and paste the URL that follows the link into your browser.

COVID-19 LL

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 10, 2022 2:06:00 PM PST
Attachments: COVID19_LessonsLearned_SpeakingNotes.docx
Hi Shannon,

Find attached the speaking notes as discussed. Please review and let me know if you have any questions (note there are ref docs embedded in this document)

best
j

COVID-19 Lesson Learned Approach

Speaking Notes for SET

BACKGROUND

- In August 2020 EMBC signaled that there would be a Cabinet directed COVID-19 Lessons Learned process.
 - The project start date has been postponed several times since August 2021
 - A project team consisting of former government executive was contracted. The project team are “independent of govt”. EMBC is supporting the consultants.
 - Information on this review is confidential until a public announcement has been made
- Tentatively on March 9th, Government will announce the COVID-19 lessons learned review
- The deliverable for the review will be a public facing Cross-Governmental COVID-19 lesson learned document.
 - This document will be completed 6 months after the announcement (Sept 2022)
- To support completion of the deliverable the project team is undertaking 3 key functions:
 - Independent analysis of information gathered through key informant interviews, open source documentation, informal meetings, analysis of Ministry/Sector documentation and reports;
 - Completion of **internal assessments by Ministries** and their sectors to help guide and inform project team; and
 - Public engagement through a survey mechanism

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RE: COVID-19 LL

From: Peterson, Shannon HLTH:EX
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 11, 2022 3:34:26 PM PST
Attachments: BN - COVID-19 Lessons Learned - March 11, 2022.docx

Hello Jamie,

Since e-approvals is down for me (which may also affect the template used), however, I wanted to provide you with a draft of the BN attached for content, recognizing additional information is needed from Carolyn Bell.

Please feel free to edit and let me know your thoughts if this is headed in the right direction.

Thank you,

Shannon Peterson

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 10, 2022 2:06 PM
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: COVID-19 LL

Hi Shannon,

Find attached the speaking notes as discussed. Please review and let me know if you have any questions (note there are ref docs embedded in this document)

best

j

**MINISTRY OF HEALTH
INFORMATION BRIEFING NOTE**

Cliff #

PREPARED FOR: Stephen Brown, Deputy Minister - **FOR APPROVAL**

TITLE: COVID-19 Lessons Learned Process

PURPOSE: Endorse the Ministry of Health COVID-19 lessons learned approach.

BACKGROUND:

COVID-19 has affected all aspects of BC since its onset in 2020 through 2022. In August 2021, the province signaled a review on the operational response to the pandemic to capture lessons learned to date. The intention is to improve the provinces' ability to respond to future emergencies of all kinds.

Emergency Management BC (EMBC) is the lead agency responsible and supports a senior external project team appointed to prepare a public report. The final report will be directed to Cabinet by September 30, 2022. The external project team will undertake three key functions: To conduct an independent analysis of information gathered through interviews, documentation, information meetings and analysis of Ministry/Sector documentation and reports. Completion of internal assessments by Ministries and their sectors to help guide and inform the project team and public engagement through a survey mechanism.

To support the cross-government initiative, EMBC has prepared guidance for completion of Ministry internal assessments due April 22, 2022. The Ministry of Health (MoH) and several health system partners have been engaged since August 2021 in support of EMBC and the project team as and when required. As a tentative announcement is anticipated for Ministry internal assessments to commence in March 2022, MoH has developed an approach to address the anticipated request.

DISCUSSION:

The following approach is proposed for consideration and endorsement of the Deputy Minister, as supported by the Senior Leadership Team.

- Facilities and Corporate Services (FCS) through the Emergency Management Unit (EMU) will lead the MoH contribution to the cross-government lessons learned review.
- FCS will leverage contractors to undertake engagement, interviews, and writing of the Ministry's internal assessment.
- The EMU will work with identified leads from Ministry program areas to complete work with the contractor and to answer follow-up questions.

Commented [PSH1]: Insert thoughts from Carolyn Bell on engagement, strategy, workshops, etc. for approach

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1 of 2

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Fwd: Proposed Approach and Timelines

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 11, 2022 5:23:01 PM PST
Attachments: Lessons Learned - One pager March 11.pptx, Lessons Learned Document Outline March 11.docx

FYI

Jamie Galt
Director
Emergency Management Unit
Ministry of Health
Mobile: 250-893-2584

Sent from my mobile device

Begin forwarded message:

From: "Bell, Carolyn" <carolynbell@kpmg.ca>
Date: March 11, 2022 at 5:14:20 PM PST
To: "Craig, Kevin HLTH:EX" <Kevin.Craig@gov.bc.ca>
Cc: "Galt, Jamie HLTH:EX" <Jamie.Galt@gov.bc.ca>
Subject: Proposed Approach and Timelines

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Good afternoon Kevin, as discussed, please see the proposed one page approach to developing the report content and writing. I have also attached a draft report outline with sources identified for sections. As noted in our call, I recommend a review of existing documentation (with assistance from FCSD supply chain resources – Wendy/Kirsten?) and two working sessions with EDs/ADMs (one the week of March 22 and one the week of March 28) to populate the sections of the report as outlined in the documents attached. In addition, we would share a draft report with VP's Pandemic to provide feedback after we have a draft reviewed by Philip and Steve (aim for week of April 11?). Note the final draft would be ready on Monday April 18 which is a stat holiday but my plan is to complete it over the Easter weekend to give Philip, Steve, Bonnie and the Minister 5 days to edit before sending to EMBC.

ADMs can identify the key EDs to attend and if they also intend to participate in the working sessions. I can meet with the Office of the Public Health Officer separately (Bonnie and Hailey as needed if they cannot attend the sessions). Most of the public facing story is already documented so I would meet to confirm assumptions and operational decision making detail before Steve sees a draft.

Potential times for two virtual working sessions with EDs/ADMs are noted below (if necessary I can also meet virtually 1:1 with ADMs where needed). We would need admn support to organize the working sessions internally and to collect documentation. I would prepare some templates for

each session to guide the discussions and then collate the results and share back with teams for feedback. **If you think we need a third session with VPs pandemic only, we can try to hold this the week of March 28 as well. The turnaround times are very tight for this. Also please let me know if Steve plans to take this to LC or other committees which can change the timelines.**

Week of March 22:

Wed 23 - 2:00-5:00

Thursday - 24 – 2:00 -5:00

Friday 25 - 1:00 – 4:00

Week of March 28:

Wed 30 – 2:00 – 5:00

Thurs 31 – 2:00 – 5:00

Friday April 1 – 2:00 – 5:00

If you could also look at setting up a checkpoint with Steve Brown and Bonnie at the beginning of week 2 (March 28) so we can confirm we have landed on the right assumptions and critical events in the first working session, that would be great.

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If Philip does not agree with this approach, please have him call me over the weekend. I will also have my phone with me ^{s.22} if you have any questions. If I have missed anything or you need changes, let me know this weekend! I estimate this is 80-90 hours of work for me over five weeks and I have spent four hours this week preparing and meeting for this project.

Carolyn Bell

Executive Director, KPMG Management Consulting, Public Sector and Health

8th floor, St Andrews Square

730 View Street, Victoria BC V8W 3Y7

t: 1-250-480-3664

c: 1-778-966-2643

e: carolynbell@kpmg.ca

We respectfully acknowledge that our local offices are located on the ancestral lands of the Xwsepsum (Esquimalt) and Lkwungen (Songhees) who shared traditional land resources with neighboring families of Scia'new (Beecher Bay), T'Sou-ke (Sooke) Nations, and many others

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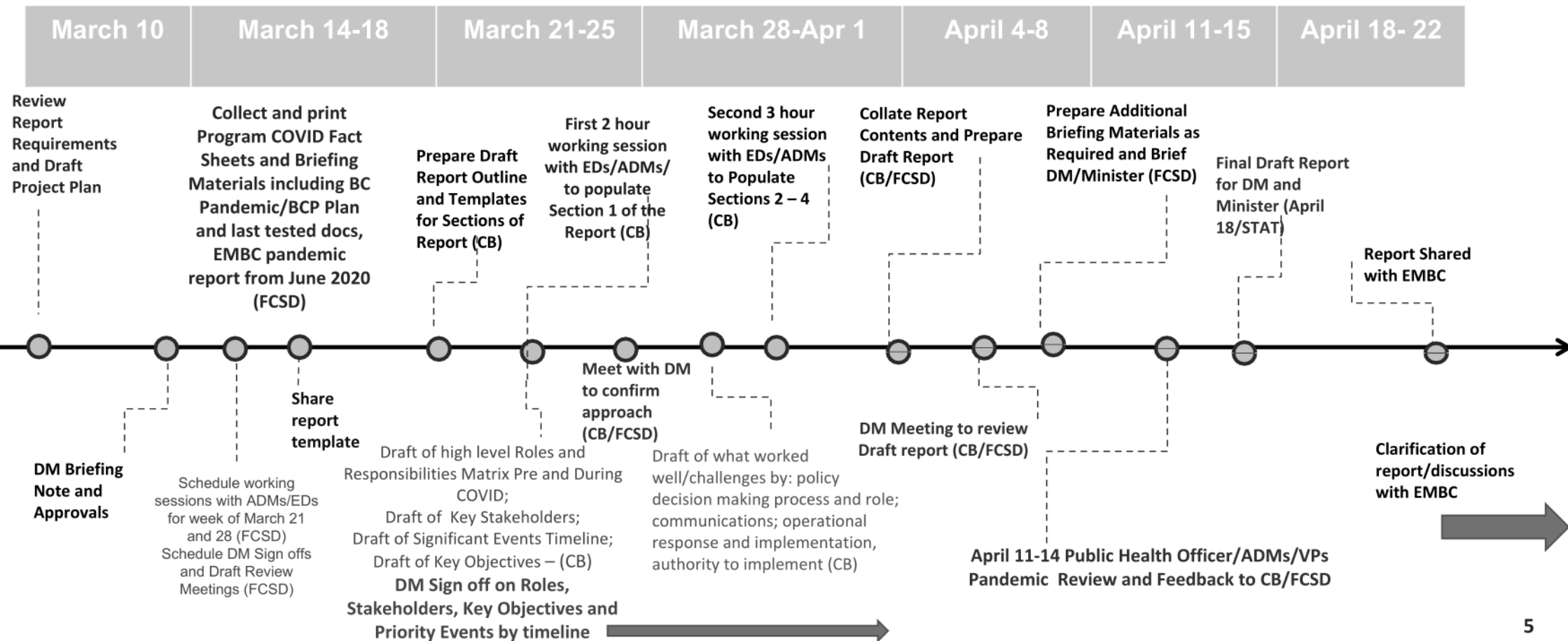
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Proposed critical path

The proposed critical path for each week can change based on conversations with the Ministry



EMBC Report Guidelines:

Operational response – cross-government efforts to identify the implications of the pandemic to make timely and informed decisions and to implement those decisions in accordance with public health guidance and government policy direction

Decision process – timeliness, quality of information, objectives, options considered, implications understood and, implementation of decisions

Operational responses – consider actions but **not decisions themselves** (no assessment of public health decisions, recovery or financial and economic supports)

- a) actions taken by the ministry and PHSA, within mandate (communications, implementation of policy decisions and decision-making process)
- b) provision of information and advice to:
 - central agencies
 - other ministries
 - elected decision makers
- c) communications:
 - internal
 - external
- d) responses to direction resulting from policy decisions and regulatory requirements imposed by other bodies
- e) Internal assessments **do not include assessing service delivery changes made to conduct regular business** given public health restrictions (mask wearing, safety dividers, working remotely etc...)

Report Structure:

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RE: COVID LL Presser?

From: Galt, Jamie HLTH:EX
To: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Sent: March 14, 2022 12:41:45 PM PDT
Attachments: image001.png
Apologies – yes the “project team” is who I meant.

Cheers
j

From: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Sent: March 14, 2022 12:41 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: RE: COVID LL Presser?

Thanks Jamie,
Just a point of clarification that the ministry internal assessments are being submitted to the independent project team, not EMBC.
They will inform the independent review and report drafted by the project team.

Thanks for following-up on the partner and stakeholder list.
Melia

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 14, 2022 12:38
To: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>; Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>
Subject: RE: COVID LL Presser?

Thanks Melia,

We are working on the April 22 timeline – but I’m being told that our Minister will want to have a look at it prior to submitting to EMBC. That is considered in our approach but I’m sure you recognize that could result in some delays. I’ll keep the communication open on that front.

As for the HA list – I thought we had sent a more robust list than that. There are others for sure. I will double check and get back to you.

Best
J

From: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Sent: March 14, 2022 12:31 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>; Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>
Subject: RE: COVID LL Presser?

Hi Jamie,

The announcement date has been fluid. That being said we are working off a Wednesday March 16th anticipated announcement (time still TBC, but likely later morning).

As of now there is no shift in timelines for the Ministry Internal assessments – they are due to the project team by April 22. The project team does understand that Health is very much still involved in the COVID response, so if you are not confident in being able to meet the deadline please advise as to when you could submit the internal assessment and I can raise it with the project team.

The project team will be initiating their external engagement once the announcement has been made public. Each ministry was asked to submit key stakeholders and partners they worked with during COVID, highlighting any partnership tables.

For Health we have the HA VPs of COVID but that is it. Are there other key stakeholders or partnership tables that the ministry connected with?

Happy to connect over the phone if that would be helpful.

Melia

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 14, 2022 12:14
To: Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>
Cc: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Subject: COVID LL Presser?

Hi Melia,

I'm curious if you have any update for when the public will be notified of the COVID LL process. I thought that there was a potential announcement on 9 March – but I don't see anything of note. We are about to start our engagement plan next week – but don't want to get ahead of the public announcement. Do you have an update by chance? And do you perceive that the internal due dates will shift at all?

Thanks

J

Jamie Galt, CD, MA
Director
Emergency Management Unit
Ministry of Health
Office: (778) 698-5823
Cell: (250) 893-2584
PO Box 9639 Stn Prov Govt, Victoria BC V8W 9P1



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I respectfully acknowledge the unceded territories of the Songhees, Esquimalt and WSÁNEC peoples'.

RE: COVID-19 LL

From: Peterson, Shannon HLTH:EX
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 14, 2022 1:27:27 PM PDT
Attachments: BN - COVID-19 Lessons Learned - March 14, 2022.docx
Hello Jamie,

Can I clarify is this for Decision or Information, If it's the fist, I will change the template out for the correct one.

Also, I know we are discussing later, however, if you wish to take a quick look and let me know if you would prefer for me to pull out the bullets from the table.

Again, happy to make any edits as required or wait until we have a chance to speak.

Thank you,

Shannon

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 14, 2022 8:58 AM
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: RE: COVID-19 LL

Figured you were there! Thanks so much!
J

From: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 14, 2022 8:54 AM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: RE: COVID-19 LL

Hello Jamie,

On it. Updating the BN and going through what is proposed.

Thanks,

Shannon

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 14, 2022 8:53 AM
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: RE: COVID-19 LL

Thanks Shannon! Could you take a stab this morning at including how Carolyn framed her approach? I'm not certain we will go with that exact approach yet – but we can put those elements in the BN. I know that is sort of what we want more feedback on. If you have time, I would also really appreciate your taking a deeper look into what Carolyn's proposing, and see if it makes sense in your mind. I'll set some time this afternoon aside for you and I to chat on this. We will likely need to get this draft IBN up to Kevin by tomorrow morning at the latest.

Let me know if you have any questions.

J

From: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 11, 2022 3:34 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: RE: COVID-19 LL

Hello Jamie,

Since e-approvals is down for me (which may also affect the template used), however, I wanted to provide you with a draft of the BN attached for content, recognizing additional information is needed from Carolyn Bell.

Please feel free to edit and let me know your thoughts if this is headed in the right direction.

Thank you,

Shannon Peterson

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
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To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: COVID-19 LL

Hi Shannon,

Find attached the speaking notes as discussed. Please review and let me know if you have any questions (note there are ref docs embedded in this document)

best
j

MINISTRY OF HEALTH

INFORMATION BRIEFING NOTE

Cliff #

PREPARED FOR: Stephen Brown, Deputy Minister - FOR INFORMATION

TITLE: COVID-19 Lessons Learned Review

PURPOSE: Endorse the Ministry of Health COVID-19 Lessons Learned approach.

BACKGROUND:

COVID-19 has affected all aspects of BC since its onset in 2020 through 2022. In August 2021, the province signaled a review of the operational response to the pandemic to capture lessons learned to date. The intention is to improve the provinces' ability to respond to future emergencies of all kinds.

Emergency Management BC (EMBC) is the lead agency responsible, providing support to a senior external project team appointed to prepare a public report. The final report will be directed to Cabinet by September 30, 2022. The external project team will undertake three key functions: To conduct an independent analysis of information gathered through interviews, documentation, information meetings and analysis of Ministry/Sector documentation and reports. Completion of internal assessments by Ministries and their sectors to help guide and inform the project team and public engagement through a survey mechanism.

To support the cross-government initiative, EMBC has prepared guidance for completion of Ministry internal assessments due April 22, 2022. The Ministry of Health (MoH) and several health system partners have been engaged since August 2021 in support of EMBC and the project team, as and when required. As a tentative announcement is anticipated for Ministry internal assessments to commence in March 2022, MoH has developed an approach to address the request.

DISCUSSION:

The following approach is proposed for review and endorsement of the Deputy Minister (DM), as supported by the Senior Leadership Team:

- Facilities and Corporate Services (FCS) through the Emergency Management Unit (EMU) will lead the MoH contribution to the cross-government lessons learned review.
- FCS will leverage contractors to undertake engagement, interviews, and writing of the Ministry's internal assessment.
- The EMU will work with identified leads from Ministry program areas to complete work with the contractor and to answer follow-up questions.

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Withheld pursuant to/removed as

s.13

RE: COVID-19 LL

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 14, 2022 2:21:22 PM PDT

IBN is all good! Thanks. I fwd it almost exactly to Kevin. We had a few thoughts on additions – but I will chat with you on this later today. Thanks for pulling this together so rapidly. s.22

Best
J

From: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 14, 2022 1:29 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: RE: COVID-19 LL

Hello Jamie,

Can I clarify is this for Decision or Information, If it's the fist, I will change the template out for the correct one.

Also, I know we are discussing later, however, if you wish to take a quick look and let me know if you would prefer for me to pull out the bullets from the table.

Again, happy to make any edits as required or wait until we have a chance to speak.

Thank you,

Shannon

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 14, 2022 8:58 AM
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: RE: COVID-19 LL

Figured you were there! Thanks so much!
J

From: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 14, 2022 8:54 AM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: RE: COVID-19 LL

Hello Jamie,

On it. Updating the BN and going through what is proposed.

Thanks,

Shannon

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 14, 2022 8:53 AM
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: RE: COVID-19 LL

Thanks Shannon! Could you take a stab this morning at including how Carolyn framed her approach? I'm not certain we will go with that exact approach yet – but we can put those elements in the BN. I know that is sort of what we want more feedback on. If you have time, I would also really appreciate your taking a deeper look into what Carolyn's proposing, and see if it makes sense in your mind. I'll set some time this afternoon aside for you and I to chat on this. We will likely need to get this draft IBN up to Kevin by tomorrow morning at the latest.

Let me know if you have any questions.

J

From: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 11, 2022 3:34 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: RE: COVID-19 LL

Hello Jamie,

Since e-approvals is down for me (which may also affect the template used), however, I wanted to provide you with a draft of the BN attached for content, recognizing additional information is needed from Carolyn Bell.

Please feel free to edit and let me know your thoughts if this is headed in the right direction.

Thank you,

Shannon Peterson

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 10, 2022 2:06 PM
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: COVID-19 LL

Hi Shannon,

Find attached the speaking notes as discussed. Please review and let me know if you have any questions (note there are ref docs embedded in this document)

best

j

For eApproval

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
To: Le Fort, Steven HLTH:EX <Steven.LeFort@gov.bc.ca>
Cc: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 15, 2022 8:25:44 AM PDT
Attachments: Guidance for Provincial Ministry and Agency_COVID LL.docx, IBN - COVID-19 Lessons Learned Approach .docx
Steven please generate an eApproval with Cliff #. This is a rush please.

Shannon there has been some minor edits

Jamie Galt, CD, MA
Director
Emergency Management Unit
Ministry of Health
Office: (778) 698-5823
Cell: (250) 893-2584
PO Box 9639 Stn Prov Govt, Victoria BC V8W 9P1

If this is an emergency impacting the provincial health system, please contact our 24/7 Duty Officer at 250-686-6061
or hlth.dutyofficer@gov.bc.ca

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I respectfully acknowledge the unceded territories of the Songhees, Esquimalt and WSÁNEC peoples'.

COVID-19 Lessons Learned

Guidance for Provincial Ministry and Agency Internal Assessment

Aim

This document has been created to guide provincial ministries and agencies through internal assessment of their response actions taken to mitigate the impacts of the COVID-19 pandemic. The project team will be holding information sessions with Ministry COVID Working Group members and other ministry staff to address any questions about these internal assessments.

Context

COVID-19 was first identified in late 2019 and was declared a global pandemic by the World Health Organization on March 11, 2020. Since early 2020 the government of British Columbia's response to the pandemic has dominated policy making and operational approaches. The BC Provincial Health Officer declared a provincial health emergency on March 17, 2020, and on March 18, 2020, the provincial government declared a provincial state of emergency, which together provided initial authority for the government's response.

Over the past two years, every ministry and agency was affected by and played important roles in mitigating and managing the pandemic's effects. Assessment of these actions is essential to understand what worked well and what could be improved upon as the government prepares for future pandemics and other disasters. This will be done through both internal assessments by ministries and agencies, and through public outreach and engagement with government stakeholders.

Every aspect of the government response was undertaken in a very uncertain world, not only in terms of the rapidly changing science about the virus, its treatment, and its evolution, but also in terms of how feasible, effective, and efficient government responses would be. The stakes were very high, with the lives and the well-being of many at stake. Rapidly unfolding events required timely response, with high costs associated with delays or inaction. The emergency itself affected the availability of resources and the ability to continue using normal ways of doing business internally and externally. It is within this context that ministries and agencies are being asked to assess their role in government's pandemic response, because uncertainty, high stakes, pressure to move quickly and a difficult operating environment will also characterize the next disaster.

Purpose

The purpose of the COVID Lessons Learned assessment is to identify lessons from what happened during government's response to this pandemic that can be applied in preparing for and responding to the next pandemic or other disaster.

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Scope

As set out in the Terms of Reference, the scope of work for the project includes a review of the operational response to the pandemic by the provincial government since January 2020. Specifically, the Terms of Reference defines the scope of the review as follows:

This review is focussed on operational response to the pandemic by the BC government since January 2020 . The term “operational response” is chosen to focus the review on cross-government efforts to identify the implications of the pandemic, to make timely and informed decisions, and to implement those decisions in accordance with public health guidance and government policy direction.

The scope of the review excludes an assessment of the public policy decisions made by government to deal with the consequences of the pandemic and decisions made by the independent Provincial Health Officer. The review will, however, look at how these decisions were made.

The review seeks to find what can be learned from how government agencies responded and worked together to directly address the effects of a public health emergency that affected everything, changed rapidly, and created a high level of uncertainty. And what aspects of preparedness, engagement, communication, and execution worked well, what changes were made to enhance operational effectiveness as the pandemic evolved, and what improvements can be made to be better prepared for the next emergency.

Generally, the intention is to look at the process that led to decisions (timeliness, quality of information, objectives, options considered, implications understood) and the implementation of those decisions.

Operational responses include:

- actions taken directly by the ministry or agency because the action falls within the ministry or agency’s mandate, whether or not another ministry or agency is also involved. “Action” includes communications, implementation of policy decisions and the decision-making process.
- provision of information and advice to central agencies, other ministries, and elected decision makers,
- communications, both internally and externally, and
- responses to direction resulting from policy decisions taken and regulatory requirements imposed by other bodies.

Out of Scope

The decisions themselves are excluded from the scope because effectiveness of specific decisions taken under the specific circumstances at the time will not help prepare for a pandemic with a different pathogen, or another type of disaster. That includes not only public health decisions and other response decisions taken by government and the Provincial Health Officer, but also recovery decisions such as financial and economic supports.

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Internal assessments are not expected to include assessments of service delivery changes made to conduct regular business given public health restrictions, such as mask-wearing, safety dividers, physical distancing, and working remotely, unless there is a clear link to future disaster preparedness.

Deliverable

Provincial ministries and agencies are responsible for submitting an internal assessment report to the project team leading the COVID-19 Lessons Learned initiative. The report will be subject to due diligence by the team, who may request clarifications or additional information. Internal assessment reports are due by April 22, 2022.

Report Structure

The report should contain the following sections and address the listed topics and questions:

s.13

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Ministries and agencies are encouraged to discuss their assessment with their stakeholders once the review has been made public. The project team will independently be engaging with stakeholders, as well as the public.

Questions and final reports can be sent to the project team: Covid19lessonslearned@gov.bc.ca

CONFIDENTIAL DRAFT
February 8, 2022

MINISTRY OF HEALTH INFORMATION BRIEFING NOTE

Cliff #

PREPARED FOR: Stephen Brown, Deputy Minister - **FOR INFORMATION**

TITLE: COVID-19 Lessons Learned Review

PURPOSE: Endorse the Ministry of Health COVID-19 Lessons Learned approach

BACKGROUND:

COVID-19 has affected all aspects of BC since its onset in 2020. In August 2021, the province signaled a review of the operational response to the pandemic to capture lessons learned to date. The intention is to improve the provinces' ability to respond to similar future emergencies.

Emergency Management BC (EMBC) is the lead agency responsible, providing support to a senior external project team appointed to prepare a public report. The final report will be directed to Cabinet by September 30, 2022. The external project team will undertake three key functions:

1. To conduct an independent analysis of information gathered through interviews, documentation, information meetings and analysis (public engagement)
2. Completion of internal assessments by Ministries and their sectors to help guide and inform the project team and public engagement through a survey mechanism
3. Public survey and engagement

To support the cross-government initiative, EMBC's project team have prepared guidance for completion of Ministry internal assessments due April 22, 2022 (see Appendix). As a tentative announcement is anticipated for Ministry internal assessments to commence in March 2022, MoH has developed an approach to address the request.

DISCUSSION:

The following approach is proposed for review and endorsement of the Deputy Minister (DM), as supported by the Senior Leadership Team:

- Finance and Corporate Services (FCS) through the Emergency Management Unit (EMU) will lead the MoH contribution to the cross-government lessons learned review
- FCS will leverage KPMG (Carolyn Bell) to undertake engagement, interviews, and writing of the Ministry's internal assessment.
- The EMU will work with identified leads from Ministry program areas and Health Authorities to complete work with the contractor and to answer follow-up questions.

The following critical path outlines the proposed sequencing, engagement, and proposed workshops to be delivered by the contractor by April 22, 2022:

Timeline	Actions
March 10	<ul style="list-style-type: none"> • Review report requirements and draft project plan • Prepare Briefing Note for Deputy Minister
March 14-18	<ul style="list-style-type: none"> • Collect and print COVID program fact sheets and briefing materials including plans • Schedule working sessions with Assistant Deputy Ministers (ADMs)/Executive Directors (EDs) for week of March 21 and 28 • Schedule DM sign offs and draft review meetings • Share report template
March 21-25	<ul style="list-style-type: none"> • Prepare draft report outline and templates for section of the report • Deliver first working session with ADMs/EDs to populate section 1 of the report • Draft high-level roles and responsibilities matrix pre and during COVID; draft of key stakeholders; draft of significant event timeline; draft of key objectives • DM sign-off on roles, stakeholders, key objectives, and priority events by timeline • Meet with DM to confirm approach
March 28-April 1	<ul style="list-style-type: none"> • Second working session with EDs/ADMs to populate sections • Draft of what worked well/challenges by: policy decision making process and role; communications; operational response and implementation, authority to implement.
April 4-8	<ul style="list-style-type: none"> • Collate report contents and prepare draft report • DM meeting to review draft report • Prepare additional briefing materials as required and brief DM/Minister
April 11-15	<ul style="list-style-type: none"> • Public Health Officer/ADMs/VPs Pandemic review and feedback • Final draft report for DM and Minister
April 19-22	<ul style="list-style-type: none"> • Report shared with EMBC • Clarification of report/discussions with EMBC

ADVICE:

s.13

Program ADM/Division: Philip Twyford, Finance and Corporate Services

Telephone:

Program Contact (for content): Jamie Galt, Director, Emergency Management Unit

Drafter: Shannon Peterson, A/Emergency Manager, Emergency Management Unit

Date: March 15, 2022

File Name with Path:

NOTIFICATION - eApprovals Item ID: 56108 - Item Created - Due 2022-03-22

From: HLTH eApprovals <donotreply@sp.gov.bc.ca>
To: Carroll, Jonathan C HLTH:EX <Jonathan.Carroll@gov.bc.ca>, Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>, Massey, Keren L HLTH:EX <Keren.Massey@gov.bc.ca>
Sent: March 15, 2022 8:53:39 AM PDT

Le Fort, Steven HLTH:EX has created a new eApprovals item and assigned it to Le Fort, Steven HLTH:EX

Comment: For review and approval

#: 1223843

Title: COVID-19 Lessons Learned Approach

Full Name:

Due Date: 3/22/2022

Category: Briefing Note - Information Note

[Go to item...](#)

NOTIFICATION - eApprovals Item ID: 56108 - Item Forwarded - Due 2022-03-22

From: HLTH eApprovals <donotreply@sp.gov.bc.ca>
To: Carroll, Jonathan C HLTH:EX <Jonathan.Carroll@gov.bc.ca>, Le Fort, Steven HLTH:EX <Steven.LeFort@gov.bc.ca>, Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>, Massey, Keren L HLTH:EX <Keren.Massey@gov.bc.ca>
Sent: March 15, 2022 8:54:21 AM PDT

Le Fort, Steven HLTH:EX [Assignee] forwarded an eApprovals item to Galt, Jamie HLTH:EX for action

Comment:

#: 1223843

Title: COVID-19 Lessons Learned Approach

Full Name:

Due Date: 3/22/2022

Category: Briefing Note - Information Note

[Go to item...](#)

NOTIFICATION - eApprovals Item ID: 56108 - Item Approved - Due 2022-03-22

From: HLTH eApprovals <donotreply@sp.gov.bc.ca>
To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>, Tanyer, Anais HLTH:EX <Anais.Tanyer@gov.bc.ca>, Carroll, Jonathan C HLTH:EX <Jonathan.Carroll@gov.bc.ca>, Le Fort, Steven HLTH:EX <Steven.LeFort@gov.bc.ca>
Sent: March 15, 2022 9:07:56 AM PDT

Galt, Jamie HLTH:EX [Assignee] approved the item and forwarded it to Halasz, Maureen HLTH:EX for action

Comment: For Kevin's Approval. Added Guidance document as appendix

#: 1223843

Title: COVID-19 Lessons Learned Approach

Full Name:

Due Date: 3/22/2022

Category: Briefing Note - Information Note

[Go to item...](#)

FW: IBN - COVID-19 Lessons Learned Approach

From: Le Fort, Steven HLTH:EX <Steven.LeFort@gov.bc.ca>
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 15, 2022 11:02:02 AM PDT
Hi Shannon,

As you are the drafter I wanted to check with you first.

Steven Le Fort
Program Administrator
Emergency Management Unit
Finance and Corporate Services | Ministry of Health
phone: (250) 940-8582
email: steven.lefort@gov.bc.ca

From: Halasz, Maureen HLTH:EX <Maureen.Halasz@gov.bc.ca>
Sent: March 15, 2022 10:35 AM
To: Le Fort, Steven HLTH:EX <Steven.LeFort@gov.bc.ca>
Subject: IBN - COVID-19 Lessons Learned Approach

Hi Steven

The sentence in the background: The intention is to improve the provinces' ability to respond to similar future emergencies. It should be province's not provinces' unless they're talking about all the provinces.

Can you please confirm.

Thank you

Regards,
Maureen Halasz
Administrative Assistant
Financial Operations
Finance & Corporate Services Division
Ministry of Health
PO Box 9647 Stn Prov Govt
Victoria BC V8W 9P4
Ph: 250 952-1016 Fax: 250 952-2089

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NOTIFICATION - RUSH - eApprovals Item ID: 56174 - Item Approved - Due 2022-03-16

From: HLTH eApprovals <donotreply@sp.gov.bc.ca>
To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>, Tanyer, Anais HLTH:EX <Anais.Tanyer@gov.bc.ca>, Carroll, Jonathan C HLTH:EX <Jonathan.Carroll@gov.bc.ca>, Le Fort, Steven HLTH:EX <Steven.LeFort@gov.bc.ca>
Sent: March 15, 2022 1:52:41 PM PDT

Galt, Jamie HLTH:EX [Assignee] approved the item and forwarded it to Halasz, Maureen HLTH:EX for action

Comment: Approved. Note - In discussion with Catherine P from SID, she was supportive of
s.22

#:

Title: Staffing Request: s.22

Full Name:

Due Date: 3/16/2022

Category: Other - Other

[Go to item...](#)

FW: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 15, 2022 3:56:35 PM PDT

Hi Shannon – Could please take a look below. I thought we provided this info to them, but apparently not. Would it be possible to quickly put a list together that you are aware of? I'll also send this our first nations lead and OPHO folks for them to generate a list with their partners.

Thanks
J

From: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Sent: March 15, 2022 3:53 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

Good afternoon,

Further to the email below sent February 10, I would like to follow-up on the COVID-19 Lessons Learned Project Team's request for your assistance with stakeholder engagement. Specifically, the Project Team (Chris Trumpy, Bob de Faye, and Dan Perrin) is looking for the names of your main stakeholder table(s) and a list of contacts your Ministry/Agency engaged with during the pandemic to provide an effective means to gather input as part of the COVID-19 Lesson Learned review.

In your previous email you provided a list of Ministry of Health Executive and Health Authority contacts, but we have not yet received a list of main external stakeholders/partners, or stakeholder tables from your Ministry.

While the COVID-19 Lessons Learned review remains confidential until it is publicly announced, it is anticipated that an announcement will be soon and the Project Team will initiate their external engagement. With this in mind, can you please provide this information as soon as possible?

If your Ministry does not have a list of main external stakeholders/partners, or stakeholder tables that were engaged during the pandemic, can you please indicate this with some additional context for the Project Team?

Should you have any questions regarding the request, please do not hesitate to contact the COVID-19 Lessons Learned Secretariat at covid19lessonslearned@gov.bc.ca.

Thank you.

Casey Pescod (he/him) | Senior Policy Analyst
COVID-19 Lessons Learned Secretariat
Ministry of Public Safety and Solicitor General
E: Casey.Pescod@gov.bc.ca Ph: 778-698-8166

From: COVID19 Lessons Learned EMBC:EX
Sent: February 10, 2022 10:08 AM
To: Caul, Doug D IRR:EX Doug.Caul@gov.bc.ca; Brown, Stephen R HLTH:EX Stephen.Brown@gov.bc.ca; Hughes, Trevor LBR:EX Trevor.Hughes@gov.bc.ca; Bond, Allison MCF:EX Allison.Bond@gov.bc.ca; Yuma Morisho, Okenge MUNI:EX Okenge.YumaMorisho@gov.bc.ca; Scott, Douglas S PSSG:EX Douglas.S.Scott@gov.bc.ca; Davison, John C PSEC:EX John.Davison@gov.bc.ca; Zdravec, Don GCPE:EX Don.Zdravec@gov.bc.ca; Plecas, Bobbi JERI:EX Bobbi.Plecas@gov.bc.ca; Galbraith, David J SDPR:EX David.Galbraith@gov.bc.ca; Massey, Christine MMHA:EX Christine.Massey@gov.bc.ca; Mihlar, Fazil EMLI:EX Fazil.Mihlar@gov.bc.ca; Krishna, Kaye TRAN:EX Kaye.Krishna@gov.bc.ca; Manwaring, Richard G FLNR:EX Rick.G.Manwaring@gov.bc.ca; Brouwer, Shauna CITZ:EX Shauna.Brouwer@gov.bc.ca; Pokorny, Peter AFF:EX Peter.Pokorny@gov.bc.ca; Mayhew, Neilane TACS:EX Neilane.Mayhew@gov.bc.ca; Jardine, Kevin ENV:EX Kevin.Jardine@gov.bc.ca; Wood, Heather FIN:EX Heather.Wood@gov.bc.ca; Richards, Tara R EMBC:EX Tara.Richards@gov.bc.ca; Baskerville, Shannon AEST:EX

Shannon.Baskerville@gov.bc.ca; Zacharuk, Christina EDUC:EX Christina.Zacharuk@gov.bc.ca; Fyfe, Richard J AG:EX Richard.Fyfe@gov.bc.ca

Cc: Marquis, Yvette PREM:EX Yvette.Marquis@gov.bc.ca; Campbell, Tracy AG:EX Tracy.Campbell@gov.bc.ca; Whitford, Kelly M AEST:EX Kelly.Whitford@gov.bc.ca; Howie, Matthew IRR:EX Matthew.Howie@gov.bc.ca; Walsh, Sara M HLTH:EX Sara.Walsh@gov.bc.ca; Kwan, Shirley LBR:EX Shirley.Kwan@gov.bc.ca; Benn, Jennifer MCF:EX Jennifer.Benn@gov.bc.ca; Brubacher, Kelly MUNI:EX Kelly.Brubacher@gov.bc.ca; Hahn, Andra PSSG:EX Andra.Hahn@gov.bc.ca; Bevan, Audra L JERI:EX Audra.Bevan@gov.bc.ca; Faust, Marnie L GCPE:EX Marnie.Faust@gov.bc.ca; Smith, Breana PSEC:EX Breana.Smith@gov.bc.ca; Kerr, Christie SDPR:EX Christie.Kerr@gov.bc.ca; Turner, Sara J MMHA:EX Sara.Turner@gov.bc.ca; Hunt, Melanie EMLI:EX Melanie.Hunt@gov.bc.ca; Kubisheski, Carlee TRAN:EX Carlee.Kubisheski@gov.bc.ca; Olsson, Liz V FLNR:EX Liz.Olsson@gov.bc.ca; Grauer, Deborah EDUC:EX Deborah.Grauer@gov.bc.ca; Molyneux, Jennifer CITZ:EX Jennifer.Molyneux@gov.bc.ca; Evers, Charlene AFF:EX Charlene.Evers@gov.bc.ca; Wood, Chelsea TACS:EX Chelsea.Wood@gov.bc.ca; O'Brien, Kellie ENV:EX Kellie.O'Brien@gov.bc.ca; Justesen, Josh T FIN:EX Josh.Justesen@gov.bc.ca; Fraser, Agnes EMBC:EX Agnes.Fraser@gov.bc.ca,^{s.22} 'Dan Perrin'^{s.22} Chris Trumpy

s.22 Walker, Melia EMBC:EX Melia.Walker@gov.bc.ca; Wanamaker, Lori PREM:EX Lori.Wanamaker@gov.bc.ca; Engelbrecht, Maya AG:EX Maya.Engelbrecht@gov.bc.ca

Subject: COVID-19 Lessons Learned - Stakeholder Engagement

Hello Deputies,
Sending on-behalf of the COVID-19 Lessons Learned project team.

We are sending this email to follow-up on our recent deputy minister tour. Thank you all for participating in what was an informative and enjoyable experience. As we noted to many of you, we were amazed by the fact that in every case we heard a unique perspective or take on what was clearly a varied experience across government. Together, these interviews have given us a solid basis to begin our review.

The reason for this email is to ask for your assistance with stakeholder engagement. Many of you mentioned how effective stakeholder engagement and relations were during the pandemic, whether you used existing tables or created new ones for the purpose. In our review we want to give a wide range of government's stakeholders an opportunity to provide us with input about what went well and what could be improved. It occurred to us that having access to your main, high level stakeholder tables would be an effective way for us to begin gathering their input. It would also give those that wish to provide us with additional written input or to have a separate meeting the opportunity to set that up.

In particular, we are requesting that, if you have one or more such tables, you ask the appropriate person in your ministry to give us the names of your main stakeholder table(s) and the list of contacts if they haven't already done so. We would also like your ministry's help in scheduling a meeting with the table(s) after the review is publicly announced. We would, however, like to meet with the tables without government officials in attendance.

As we are receiving administrative support from EMBC, we ask that the information be provided to Melia Walker (Melia.Walker@gov.bc.ca).

If you or your staff have any questions, please feel free to contact us at Covid19lessonslearned@gov.bc.ca.

Thanks for your continued support of this review.

Chris Trumpy

Bob de Faye

Dan Perrin

FW: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

From: Miramontes, Lara HLTH:EX <Lara.Miramontes@gov.bc.ca>
To: Matthew, Mark HLTH:EX <Mark.Matthew@gov.bc.ca>
Cc: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>, Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>, Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 15, 2022 4:18:49 PM PDT

Thanks, Jamie – I believe it was actually Mark from our team who was originally involved (I remember I had missed the meeting with EMBC in Jan or Feb – apologies!) so looping him in. Happy to help as needed!

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>

Sent: March 15, 2022 4:00 PM

To: Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>; Miramontes, Lara HLTH:EX <Lara.Miramontes@gov.bc.ca>

Cc: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>

Subject: FW: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

Hi Haley and Lara,

Would it be possible for both of you to take a look at the below and respond with main partner groups from an OPHO and first nations health perspective. I interpret “main” as being strategic tables that were routine in nature. I thought we already submitted this to the project team but I get a sense that we didn’t.

Your help on this would be appreciated.

Best,

Jamie

From: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>

Sent: March 15, 2022 3:53 PM

To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>

Subject: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

Good afternoon,

Further to the email below sent February 10, I would like to follow-up on the COVID-19 Lessons Learned Project Team’s request for your assistance with stakeholder engagement. Specifically, the Project Team (Chris Trumpy, Bob de Faye, and Dan Perrin) is looking for the names of your main stakeholder table(s) and a list of contacts your Ministry/Agency engaged with during the pandemic to provide an effective means to gather input as part of the COVID-19 Lesson Learned review.

In your previous email you provided a list of Ministry of Health Executive and Health Authority contacts, but we have not yet received a list of main external stakeholders/partners, or stakeholder tables from your Ministry.

While the COVID-19 Lessons Learned review remains confidential until it is publicly announced, it is anticipated that an announcement will be soon and the Project Team will initiate their external engagement. With this in mind, can you please provide this information as soon as possible?

If your Ministry does not have a list of main external stakeholders/partners, or stakeholder tables that were engaged during the pandemic, can you please indicate this with some additional context for the Project Team?

Should you have any questions regarding the request, please do not hesitate to contact the COVID-19 Lessons Learned Secretariat at covid19lessonslearned@gov.bc.ca.

Thank you.

Casey Pescod (he/him) | Senior Policy Analyst

From: COVID19 Lessons Learned EMBC:EX

Sent: February 10, 2022 10:08 AM

To: Caul, Doug D IRR:EX Doug.Caul@gov.bc.ca; Brown, Stephen R HLTH:EX Stephen.Brown@gov.bc.ca; Hughes, Trevor LBR:EX Trevor.Hughes@gov.bc.ca; Bond, Allison MCF:EX Allison.Bond@gov.bc.ca; Yuma Morisho, Okenge MUNI:EX Okenge.YumaMorisho@gov.bc.ca; Scott, Douglas S PSSG:EX Douglas.S.Scott@gov.bc.ca; Davison, John C PSEC:EX John.Davison@gov.bc.ca; Zdravec, Don GCPE:EX Don.Zdravec@gov.bc.ca; Plecas, Bobbi JERI:EX Bobbi.Plecas@gov.bc.ca; Galbraith, David J SDPR:EX David.Galbraith@gov.bc.ca; Massey, Christine MMHA:EX Christine.Massey@gov.bc.ca; Mihlar, Fazil EMLI:EX Fazil.Mihlar@gov.bc.ca; Krishna, Kaye TRAN:EX Kaye.Krishna@gov.bc.ca; Manwaring, Richard G FLNR:EX Rick.G.Manwaring@gov.bc.ca; Brouwer, Shauna CITZ:EX Shauna.Brouwer@gov.bc.ca; Pokorny, Peter AFF:EX Peter.Pokorny@gov.bc.ca; Mayhew, Neilane TACS:EX Neilane.Mayhew@gov.bc.ca; Jardine, Kevin ENV:EX Kevin.Jardine@gov.bc.ca; Wood, Heather FIN:EX Heather.Wood@gov.bc.ca; Richards, Tara R EMBC:EX Tara.Richards@gov.bc.ca; Baskerville, Shannon AEST:EX Shannon.Baskerville@gov.bc.ca; Zacharuk, Christina EDUC:EX Christina.Zacharuk@gov.bc.ca; Fyfe, Richard J AG:EX Richard.Fyfe@gov.bc.ca

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'Dan Perrin's.22

Chris Trumpy

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Walker, Melia EMBC:EX Melia.Walker@gov.bc.ca; Wanamaker, Lori PREM:EX

Lori.Wanamaker@gov.bc.ca; Engelbrecht, Maya AG:EX Maya.Engelbrecht@gov.bc.ca

Subject: COVID-19 Lessons Learned - Stakeholder Engagement

Hello Deputies,

Sending on-behalf of the COVID-19 Lessons Learned project team.

We are sending this email to follow-up on our recent deputy minister tour. Thank you all for participating in what was an informative and enjoyable experience. As we noted to many of you, we were amazed by the fact that in every case we heard a unique perspective or take on what was clearly a varied experience across government. Together, these interviews have given us a solid basis to begin our review.

The reason for this email is to ask for your assistance with stakeholder engagement. Many of you mentioned how effective stakeholder engagement and relations were during the pandemic, whether you used existing tables or created new ones for the purpose. In our review we want to give a wide range of government's stakeholders an opportunity to provide us with input about what went well and what could be improved. It occurred to us that having access to your main, high level stakeholder tables would be an effective way for us to begin gathering their input. It would also give those that wish to provide us with additional written input or to have a separate meeting the opportunity to set that up.

In particular, we are requesting that, if you have one or more such tables, you ask the appropriate person in your ministry to give us the names of your main stakeholder table(s) and the list of contacts if they haven't already done so. We would also like your ministry's help in scheduling a meeting with the table(s) after the review is publicly announced. We would, however, like to meet with the tables without government officials in attendance.

As we are receiving administrative support from EMBC, we ask that the information be provided to Melia Walker (Melia.Walker@gov.bc.ca).

If you or your staff have any questions, please feel free to contact us at Covid19lessonslearned@gov.bc.ca.

Thanks for your continued support of this review.

Chris Trumpy

Bob de Faye

Dan Perrin

FW: Emailing: Working Groups_COVID

From: Nonen, James HLTH:EX <James.Nonen@gov.bc.ca>
To: Tang, Lydia HLTH:EX <Lydia.Tang@gov.bc.ca>
Cc: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 15, 2022 4:35:12 PM PDT
Attachments: Working Groups_COVID.pub

A gift from the past for you Lydia, at first glance does this look accurate for log strat wgs?

James Nonen (he/him)| Senior Policy Analyst
ph. 778 698-1978
Digital Health Policy, Health Sector IM/IT
Ministry of Health
PO Box 9639 Stn Prov Govt, Victoria BC V8W 9P1

-----Original Message-----

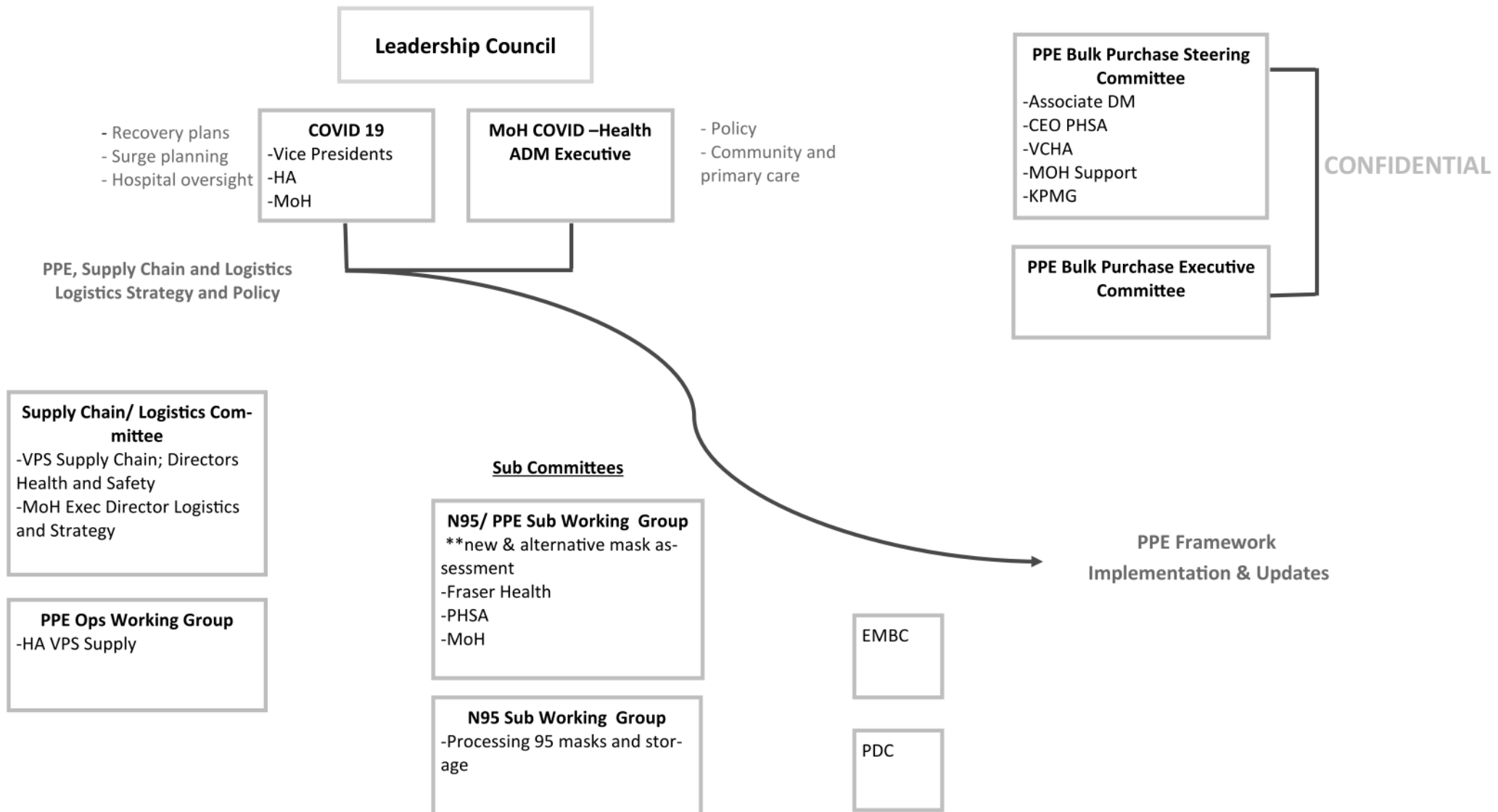
From: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 15, 2022 4:29 PM
To: Nonen, James HLTH:EX <James.Nonen@gov.bc.ca>
Subject: Emailing: Working Groups_COVID

James,

Does this make sense from Alex's work?

Thank you,

Shannon



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Marie Ty, MoH	Ministry of Health	
Lindsey Arscott, MoH	Ministry of Health	
Dr. Ross Brown, IBCOC	IBCO	
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Heidi Giesbrecht, MoH	Ministry of Health	
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Khaira, Caitlin McGuire,
Meghan Day,
Gina McGowan

MMHA: Blair Wilkinson

FHA:

FNHA: Erika Mundel
Ashley Craft
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NHA: Sabrina Dosanjh-Gantne

IHA:

VIHA: Maritia Gully

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REGRETS:

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COVID Testing Sub Committee: Attendees

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<input type="checkbox"/> Marc Romney (Co-Chair)	PHC	<input type="checkbox"/> Rebecca Watt	MoH	<input type="checkbox"/> Helena Swinkels	FNHA
<input type="checkbox"/> Esther Tong	BCCDC	<input type="checkbox"/> John Harding	VCH	<input type="checkbox"/> Troy Grennan	BCCDC
		<input type="checkbox"/> Rakel Kling	NHA		
<input type="checkbox"/> Linda Hoang	BCPHL	<input type="checkbox"/> Dee Hoyano	VIHA	<input type="checkbox"/> Guest: Jolanta Piszczek	UBC
<input type="checkbox"/> Mel Krajden	BCPHL	<input type="checkbox"/> Curtis Bell	IHA	<input type="checkbox"/> Guest: Jennifer Grant	VCH
<input type="checkbox"/> Karen Mooder	PHSA	<input type="checkbox"/> Carol Fenton	IHA	<input type="checkbox"/> Guest: Glenn Armitage	MoH
		<input type="checkbox"/> Susan Roman	FHA	<input type="checkbox"/> Guest: Patrick Anderson	MoH
<input type="checkbox"/> Mark Gilbert	BCCDC	<input type="checkbox"/> Aamir Bharmal	FHA	<input type="checkbox"/> Guest: Trushna Kassan	PHSA

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Carolyn Bell

Janice Butler

John Capelli

Shana Ooms

Darlene Therrien

Jordan Lowe

Amie Mazza

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Gina McGowan (notes)

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Chair?

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[illegible]

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Provincial Pandemic Planning Leads (VP's of Health) - Current to March 2022

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Marko Peljhan	Island	marko.peljhan@viha.ca
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Miller, Doug <dougmillier@kpmg.ca>; Wong, Julian <julianwong1@kpmg.ca>

FW: Public Announcement - COVID-19 Lessons Learned Review

From: Galt, Jamie HLTH:EX
To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>
Cc: Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>, Miramontes, Lara HLTH:EX <Lara.Miramontes@gov.bc.ca>, Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 16, 2022 12:12:30 PM PDT
Attachments: C19LessonsLearned-InternalAssessmentQAsConsolidated.pdf
FYI

From: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>

Sent: March 16, 2022 11:32 AM

To: Anderson, Lisa R PSSG:EX <Lisa.R.Anderson@gov.bc.ca>; Anthony, Jennifer EMLI:EX <Jennifer.Anthony@gov.bc.ca>; Bawa, Reg R TRAN:EX <Reg.Bawa@gov.bc.ca>; Berg, Shane FLNR:EX <Shane.Berg@gov.bc.ca>; Bradford, Robert FLNR:EX <Robert.Bradford@gov.bc.ca>; Bronee, Rueben PSA:EX <Rueben.Bronee@gov.bc.ca>; Brown, Matthew G PSSG:EX <Matthew.G.Brown@gov.bc.ca>; Burleson, Ron MUNI:EX <Ron.Burleson@gov.bc.ca>; Byers, Rob A MCF:EX <Rob.Byers@gov.bc.ca>; Cairns, Holly CITZ:EX <Holly.Cairns@gov.bc.ca>; Campbell, Tracy AG:EX <Tracy.Campbell@gov.bc.ca>; Douglas Charlton <dcharlton@bchousing.org>; Filmer, Cam A IRR:EX <Cam.Filmer@gov.bc.ca>; Forge, Kathryn EMBC:EX <Kathryn.Forge@gov.bc.ca>; Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>; Goss, Jordan T FIN:EX <Jordan.Goss@gov.bc.ca>; Harris, Megan GCPE:EX <Megan.Harris@gov.bc.ca>; Hume, David CITZ:EX <David.Hume@gov.bc.ca>; jcornell@bchousing.org; Kristianson, Eric PREM:EX <Eric.Kristianson@gov.bc.ca>; Kryzanowski, Kelli ENV:EX <Kelli.Kryzanowski@gov.bc.ca>; La Guardia, Sean FIN:EX <Sean.LaGuardia@gov.bc.ca>; Leduc, Danine LBR:EX <Danine.Leduc@gov.bc.ca>; Lianga, Diane FIN:EX <Diane.Lianga@gov.bc.ca>; Maranda, Pierrette IGRS:EX <Pierrette.Maranda@gov.bc.ca>; McGuire, Jennifer AFF:EX <Jennifer.Mcguire@gov.bc.ca>; McIntosh, Andrea ENV:EX <Andrea.McIntosh@gov.bc.ca>; McKinnon, Adam D SDPR:EX <Adam.McKinnon@gov.bc.ca>; Melles, Jennifer IRR:EX <Jennifer.Melles@gov.bc.ca>; Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>; Munro, Charmaine AG:EX <Charmaine.Munro@gov.bc.ca>; Nicholls, Cloe EDUC:EX <Cloe.Nicholls@gov.bc.ca>; Pat Cullen (pcullen@bchousing.org) <pcullen@bchousing.org>; Pilkington, Ian TRAN:EX <Ian.Pilkington@gov.bc.ca>; Schmidt, Tracee MMHA:EX <Tracee.Schmidt@gov.bc.ca>; Sedun, Jeanne AEST:EX <Jeanne.Sedun@gov.bc.ca>; Spaven, Teri CITZ:EX <Teri.Spaven@gov.bc.ca>; Tanaka, Sandra AEST:EX <Sandra.Tanaka@gov.bc.ca>; Vickery, Elizabeth M TACS:EX <Elizabeth.Vickery@gov.bc.ca>; Walker, Melia EMBC:EX <Melia.Walker@gov.bc.ca>; White, Joanna JERI:EX <Joanna.White@gov.bc.ca>; XT:Dawes, Len GCPE:IN <Len.Dawes@bcogc.ca>

Cc: Pescod, Casey EMBC:EX <Casey.Pescod@gov.bc.ca>; Godfrey, Gillian EMBC:EX <Gillian.Godfrey@gov.bc.ca>; Chua, Yoanda EMBC:EX <Yoanda.Chua@gov.bc.ca>

Subject: Public Announcement - COVID-19 Lessons Learned Review

Good morning,

Today, Minister Farnworth announced the [review](#) and public consultation of the provincial government's operational response to the public health pandemic.

As you know, an independent project team has been appointed to conduct the review and lead the public consultation. With the public announcement, Bob de Faye, Dan Perrin, and Chris Trumpy will begin their engagement with external partners as part of the review. Please be aware that the secretariat may reach out to ministries for additional support in setting up these engagements.

For awareness, the project team will advise ministries as to when they are anticipating meeting with relevant stakeholders. External engagement is not anticipated to start until end of March.

A friendly reminder to submit your ministry internal assessment to the project team via covid19lessonslearned@gov.bc.ca, no later than April 22nd.

If there are any questions with regards to the internal assessment, please refer to the Q&A document or reach out to the project team via covid19lessonslearned@gov.bc.ca.

Thank you,

Melia

Melia Walker (she/her) | Director
COVID-19 Lessons Learned Secretariat
Ministry of Public Safety and Solicitor General
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Living, Learning and Working with deep gratitude and respect on the traditional territory of the WSÁNEĆ and Lekwungen peoples.

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Leads			
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Trushna Kassin	Director Pandemic Response, Clinical Services, Provincial Health Services Authority	Trushna.Kassin@phsa.ca 780-996-2751	Point of Care Testing Coordination Committee; SafeScreen BC; Provincial Rapid Testing Implementation
Mark Gilbert	Community Medicine Specialist, British Columbia Centre for Disease Control	Mark.Gilbert@bccdc.ca	Point of Care Evaluation Working Group
Matthew Brown	A/Executive Director, Community Safety Unit, Public Safety and Solicitor General	Matthew.G.Brown@gov.bc.ca 778 698-8432	BC COVID-19 Inter-Agency Enforcement Working Group
Bernard Achampong	Executive Director, Public Health Prevention and Planning Branch, Ministry of Health	bernard.achampong@gov.bc.ca 250-419-8864	COVID-19 Vaccination Planning and Coordination Committee
Jonathan Malo (Co-Chair)	BC Centre for Disease Control	jonathan.malo@bccdc.ca	COVID Testing Sub-Committee
Marc Romney (Co-Chair)	Providence Health Care	MRomney@providencehealth.bc.ca	COVID Testing Sub-Committee
Amy Romanas	A/Manager, Provincial Operations, Health Emergency Management British Columbia (HEMBC), Provincial Health Services Authority (PHSA)	Amy.Romanas@phsa.ca 778-828-5628	Mortuary Planning Group
?			BC ADM Border Working Group
Jan Butler	Executive Director, Hospital Services Branch, Ministry of Health	Janice.Butler@gov.bc.ca 778-974-4334	Emergency Services Advisory Committee (Ministry Co-Chair)

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		Critical Care Executive Services Committee
Kristy Anderson	Assistant Deputy Minister, Hospital and Provincial Health Services Division, Ministry of Health	Health Authority Vice Presidents Operations Table (Chaired previously by Teri Collins)
Dr. Brian Emmerson	PHO	COVID-19 Unintended Consequences Working Group
Darlene Therrien	(ED of CHREM)	Executive Director COVID Collaboration Committee (EDC3)

Note: Contacts provided are the most up to date as possible, interested party tables vary from active to inactive, running from 2020 through 2022.

FW: DM Message: COVID-19 Lessons Learned Secretariat

From: Watkins, Samantha EMBC:EX <Samantha.Watkins@gov.bc.ca>
To: Carroll, Jonathan C HLTH:EX <Jonathan.Carroll@gov.bc.ca>
Sent: March 16, 2022 3:36:24 PM PDT
Attachments: image001.png, image002.jpg

From: Richards, Tara R EMBC:EX <Tara.Richards@gov.bc.ca>
Sent: March 16, 2022 15:31
To: EMBC ALL STAFF <PSSGEMBCALLEMSTAFF@Victoria1.gov.bc.ca>
Subject: DM Message: COVID-19 Lessons Learned Secretariat



March 16, 2022

Good afternoon,

Following [today's announcement](#), from Minister Farnworth, on the launch of an independent review and public consultation on government's operational response to the COVID-19 pandemic, I wanted to take this opportunity to expand on the role of EMBC in support of this work.

The independent project team appointed to this work, will be supported by a COVID-19 Lessons Learned Secretariat staffed through EMBC. The Secretariat will be responsible for providing support for the review and to the project team.

In addition to the public consultation, all ministries will be required to submit an internal assessment as part of the review. The COVID-19 Lessons Learned Secretariat will also support EMBC in gathering the required information to inform our own internal assessment. Thank you in advance to those who will be contributing to this work.

The Secretariat will be reporting to Kathryn Forge, Executive Lead of Disaster Risk Reduction and Melia Walker has been appointed as Director, COVID-19 Lessons Learned Secretariat leading this work with the support of a small team.

Like other after action reviews this work will provide the province and EMBC valuable information to learn and to be better prepared for the future.

Sincerely,

A handwritten signature in cursive script that reads 'Tara Richards'.

Tara Richards
Deputy Minister
Emergency Management BC

FW: COVID-19 Lessons Learned Project and OPHO Involvement

From: Galt, Jamie HLTH:EX
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 17, 2022 9:58:07 AM PDT
Attachments: Guidance for Internal Assessment Report.docx, IBN - COVID-19 Lessons Learned OPHO Request - March 2022.docx, C19LessonsLearned-InternalAssessmentQAsConsolidated.pdf, Office of the Provincial Health Officer - Internal Assessment Report.docx

Please do not distribute.....

From: Miller, Haley HLTH:EX <Haley.Miller@gov.bc.ca>
Sent: March 16, 2022 3:56 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: FW: COVID-19 Lessons Learned Project and OPHO Involvement

FYI – please don't distribute.

From: Miller, Haley HLTH:EX
Sent: March 16, 2022 2:42 PM
To: Henry, Bonnie HLTH:EX <Bonnie.Henry@gov.bc.ca>; Emerson, Brian P HLTH:EX <Brian.Emerson@gov.bc.ca>; Lavoie, Martin HLTH:EX <Martin.Lavoie@gov.bc.ca>; Behn Smith, Daniele HLTH:EX <Daniele.BehnSmith@gov.bc.ca>; Thompson, Laurel HLTH:EX <Laurel.Thompson@gov.bc.ca>
Subject: COVID-19 Lessons Learned Project and OPHO Involvement

Hello all,

You may have heard Minister Farnworth's announcement today on the government's independent COVID-19 lessons learned project which will culminate in a public report for release in September. News release including TOR is here: <https://news.gov.bc.ca/releases/2022PSSG0012-000365>.

The project team has requested that each Ministry/agency complete and submit an "internal assessment report" and submit stakeholder contact information for those engaged over the last two years by April 22, 2022. The Ministry of Health has contracted KPMG for this work. s.13

s.13

I am attaching a few documents for your review:

- Information Briefing Note regarding the project and asks to our Office
- Draft Internal Assessment Report (I did this in an afternoon so it's very draft, and meets the bare minimum of this request)

Background documents are also included for reference:

- Guidelines to develop the assessment report (so you can see where I got the outline from –s.13 s.13
- Assessment report FAQs gleaned from information sessions with the project team

Please let me know if you'd like to set up time to discuss – I'm happy to be the key contact for this work and put things in front of you as needed.s.13
and that this project will meet the request of Cabinet.

Take care,
Haley

Haley Miller | she/her
Senior Advisor, Stakeholder Relations and Public Health Policy
Office of the Provincial Health Officer
BC Ministry of Health

I acknowledge with respect and gratitude that I live and work on traditional territories of the ləkʷəŋən People, known today as the Esquimalt and Songhees Nations, and on the territories of the Coast Salish peoples, the Skwxwú7mesh (Squamish), Stó:lō and Səlilwətaʔ/Selilwitulh (Tsleil-Waututh) and xʷməθkʷəy̓əm (Musqueam) Nations.

COVID-19 Lessons Learned

Guidance for Provincial Ministry and Agency Internal Assessment

Aim

This document has been created to guide provincial ministries and agencies through internal assessment of their response actions taken to mitigate the impacts of the COVID-19 pandemic. The project team will be holding information sessions with Ministry COVID Working Group members and other ministry staff to address any questions about these internal assessments.

Context

COVID-19 was first identified in late 2019 and was declared a global pandemic by the World Health Organization on March 11, 2020. Since early 2020 the government of British Columbia's response to the pandemic has dominated policy making and operational approaches. The BC Provincial Health Officer declared a provincial health emergency on March 17, 2020, and on March 18, 2020, the provincial government declared a provincial state of emergency, which together provided initial authority for the government's response.

Over the past two years, every ministry and agency was affected by and played important roles in mitigating and managing the pandemic's effects. Assessment of these actions is essential to understand what worked well and what could be improved upon as the government prepares for future pandemics and other disasters. This will be done through both internal assessments by ministries and agencies, and through public outreach and engagement with government stakeholders.

Every aspect of the government response was undertaken in a very uncertain world, not only in terms of the rapidly changing science about the virus, its treatment, and its evolution, but also in terms of how feasible, effective, and efficient government responses would be. The stakes were very high, with the lives and the well-being of many at stake. Rapidly unfolding events required timely response, with high costs associated with delays or inaction. The emergency itself affected the availability of resources and the ability to continue using normal ways of doing business internally and externally. It is within this context that ministries and agencies are being asked to assess their role in government's pandemic response, because uncertainty, high stakes, pressure to move quickly and a difficult operating environment will also characterize the next disaster.

Purpose

The purpose of the COVID Lessons Learned assessment is to identify lessons from what happened during government's response to this pandemic that can be applied in preparing for and responding to the next pandemic or other disaster.

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February 8, 2022

Scope

As set out in the Terms of Reference, the scope of work for the project includes a review of the operational response to the pandemic by the provincial government since January 2020. Specifically, the Terms of Reference defines the scope of the review as follows:

This review is focussed on operational response to the pandemic by the BC government since January 2020. The term “operational response” is chosen to focus the review on cross-government efforts to identify the implications of the pandemic, to make timely and informed decisions, and to implement those decisions in accordance with public health guidance and government policy direction.

The scope of the review excludes an assessment of the public policy decisions made by government to deal with the consequences of the pandemic and decisions made by the independent Provincial Health Officer. The review will, however, look at how these decisions were made.

The review seeks to find what can be learned from how government agencies responded and worked together to directly address the effects of a public health emergency that affected everything, changed rapidly, and created a high level of uncertainty. And what aspects of preparedness, engagement, communication, and execution worked well, what changes were made to enhance operational effectiveness as the pandemic evolved, and what improvements can be made to be better prepared for the next emergency.

Generally, the intention is to look at the process that led to decisions (timeliness, quality of information, objectives, options considered, implications understood) and the implementation of those decisions.

Operational responses include:

- actions taken directly by the ministry or agency because the action falls within the ministry or agency’s mandate, whether or not another ministry or agency is also involved. “Action” includes communications, implementation of policy decisions and the decision-making process.
- provision of information and advice to central agencies, other ministries, and elected decision makers,
- communications, both internally and externally, and
- responses to direction resulting from policy decisions taken and regulatory requirements imposed by other bodies.

Out of Scope

The decisions themselves are excluded from the scope because effectiveness of specific decisions taken under the specific circumstances at the time will not help prepare for a pandemic with a different pathogen, or another type of disaster. That includes not only public health decisions and other response decisions taken by government and the Provincial Health Officer, but also recovery decisions such as financial and economic supports.

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Internal assessments are not expected to include assessments of service delivery changes made to conduct regular business given public health restrictions, such as mask-wearing, safety dividers, physical distancing, and working remotely, unless there is a clear link to future disaster preparedness.

Deliverable

Provincial ministries and agencies are responsible for submitting an internal assessment report to the project team leading the COVID-19 Lessons Learned initiative. The report will be subject to due diligence by the team, who may request clarifications or additional information. Internal assessment reports are due by April 22, 2022.

Report Structure

The report should contain the following sections and address the listed topics and questions:

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Ministries and agencies are encouraged to discuss their assessment with their stakeholders once the review has been made public. The project team will independently be engaging with stakeholders, as well as the public.

Questions and final reports can be sent to the project team: Covid19lessonslearned@gov.bc.ca

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February 8, 2022

**MINISTRY OF HEALTH
INFORMATION BRIEFING NOTE**

Cliff #

PREPARED FOR: Dr. Bonnie Henry, Provincial Health Officer - **FOR INFORMATION**

TITLE: COVID-19 Lessons Learned Government Project

PURPOSE: To provide information and advice on how the Office of the Provincial Health Officer will engage with the project

BACKGROUND:

In 2021, Cabinet issued direction to review the government's operational response to the COVID-19 pandemic to capture lessons learned to date. The intention is to improve the ability to respond to similar future emergencies. An independent project team with secretariat support from Emergency Management BC will conduct an analysis of information gathered through interviews, internal assessment reports, and a public survey. A public report capturing this information will be released in September 2022.

DISCUSSION:

The project team has requested the following information from the Office of the Provincial Health Officer:

- An internal assessment report (see Appendix A)
- A comprehensive list of partners / stakeholders that were engaged throughout the pandemic and contact information for members

The requested information is due to the project team on April 22, 2022. The internal assessment report will not be released publicly, but it is subject to Freedom of Information requests.

The Ministry of Health has contracted KPMG to complete its internal assessment report and document stakeholder information for Minister approval. Health authorities will be engaged in this process.^{s.13}

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ADVICE:

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INTERNAL ASSESSMENT REPORT

Office of the Provincial Health Officer

COVID-19 Lessons Learned Project

This report has been developed to support the independent review of the province's response to the COVID-19 pandemic. This report is a snapshot in time as the Office of the Provincial Health Officer and regional health authorities continue to actively respond to the pandemic.

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GENERAL

RESPONSIBILITIES OF THE OFFICE OF THE PROVINCIAL HEALTH OFFICER

The Provincial Health Officer (PHO) is the senior public health official for BC and is responsible for monitoring the health of the population and providing independent advice to ministers and public officials on public health issues. The responsibilities of the PHO are outlined in the *Public Health Act*, including:

- Providing independent advice to the Ministers and public officials on public health issues;
- Monitoring the health of the population of British Columbia and independently advising the ministers and public officials on public health issues and on the need for public health related legislation, policies and practices;
- Recommending actions to improve health and wellness in BC;
- Delivering reports that are in the public interest and annual reports on the health of the population and government's progress in achieving population health targets;
- Establishing standards of practice for, and conducting performance reviews of Medical Health Officers; and
- Working with the BC Centre for Disease Control and BC's Medical Health Officers to fulfill their legislated mandates on disease control and health protection.

It is the responsibility of the Deputy Provincial Health Officers (DPHOs) to assist with the execution of the duties of the PHO. The PHO has accountabilities to the Minister of Health and Minister of Mental Health and Addictions. For more information on the Office of the Provincial Health Officer, please visit:

<https://www2.gov.bc.ca/gov/content/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer>.

TIMELINE OF SIGNIFICANT EVENTS DURING THE PANDEMIC

Legend: Wave WHO PHO Order Other

Date	Event
December 2019	Cases of pneumonia due to unknown cause reported to World Health Organization (WHO)
January 28, 2020	First case of novel coronavirus detected in BC
January 30, 2020	WHO declares outbreak of public health emergency of international concern
March 9, 2020	First death due to novel coronavirus in BC
March 11, 2020	WHO declares global pandemic
March 16, 2020	Wave 1
March 16, 2020	PHO Order: Limits on gatherings and events to 50 people
March 17, 2020	PHO declares public health emergency
March 17, 2020	PHO Order: Requirements and restrictions for travellers to BC
March 18, 2020	BC declares provincial state of emergency
March 20, 2020	PHO Order: Limit operations of food and liquor establishments to take-out/delivery only
March 26, 2020	PHO Order: Limit staff movement between long-term care facilities
April 16, 2020	PHO Order: Closure of personal service establishments
May 14, 2020	PHO Order: COVID-19 Safety Plans
May 29, 2020	PHO Order: Prohibition of overnight camps for children and youth
October 19, 2020	Wave 2
November 24, 2020	Ministerial Order: Face coverings
December 18, 2020	WHO designates Alpha and Beta Variants of Concern
December 15, 2020	First COVID-19 vaccines arrive in BC; immunization plan developed
January 11, 2021	WHO designates Gamma Variant of Concern
February 23, 2021	PHO Order: Delegate authority to additional immunizers in BC
April 12, 2021	Wave 3
May 11, 2021	WHO designates Delta Variant of Concern
May 25, 2021	Ministerial Order: travel restrictions instituted across province
August 20, 2021	PHO Order: Vaccination requirements for workers in residential care facilities
August 4, 2021	Wave 4
September 2, 2021	PHO Order: Face covering requirements
October 14, 2021	PHO Order: Vaccination requirements for health care workers
November 24, 2021	WHO designates Omicron Variant of Concern
November 2021	Omicron Wave
March 11, 2022	PHO Orders: Restrictions ease – face coverings not required, gathering and events return
April 8, 2022	PHO Orders: Restrictions ease – BC Vaccine Card not required

- For current and past PHO Orders, please visit: <https://www2.gov.bc.ca/gov/content/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer/current-health-topics/covid-19-novel-coronavirus>
- For additional timelines and events, please visit: <http://www.bccdc.ca/health-info/diseases-conditions/covid-19/modelling-projections>.
- For more information on the timeline of COVID-19 in BC, please visit: https://en.wikipedia.org/wiki/COVID-19_pandemic_in_British_Columbia and review the news releases at www.gov.bc.ca/news.

OBJECTIVES OF PANDEMIC RESPONSE

The objective of the pandemic response was initially to prevent the virus from spreading through containment strategies. Once community transmission was occurring regularly, focus shifted to mitigating the risk of transmission to protect those most vulnerable to severe illness, hospitalization, and death, while protecting the health of the broader population through established communicable disease prevention and mitigation strategies.

EMERGENCY RESPONSE PLAN

A pandemic coordination plan developed after the 2009 H1N1 pandemic in BC. Pieces of this pandemic plan were followed in the initial stages of the COVID-19 pandemic, including communication strategies. Elements of the plan were amended to meet the needs of the COVID-19 response in February 2020. For more information on BC's Pandemic Plan, please review the Ministry of Health internal assessment report and related documentation. The plan is available here: <https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/provincial-emergency-planning/pandemic-provincial-coordination-plan.pdf>

MAJOR STAKEHOLDER GROUPS

The initial response in January 2020 involved the development of a standing committee led by the PHO and Deputy Minister of Health, with public health and operational representation from all regional health authorities, health emergency management officials, ministry staff, and the BC Centre for Disease Control. These meetings were held in person and via teleconference.

The Ministry's Health Emergency Coordination Centre (HECC) was activated in the initial months of 2020 to support coordination of activities across health authorities, the Office of the Provincial Health Officer, and Ministry of Health. The HECC involved multiple daily meetings, following an incident command structure, and engaged with public health emergency operations centres in the province, including Emergency Management BC, the Provincial Emergency Coordination Centre, and Joint Information Coordination Centre.

Regular meetings with Chief Medical Officers of Health and Vice Presidents of Pandemic Response continue to be held to address specific response issues. Due to the mandate of the PHO and the linkage to Medical Health Officers, the connection between the PHO and public health officials in the province was a strength throughout the pandemic response.

Additional stakeholder groups include:

- All provincial government ministries, and independent offices (e.g., Chief Coroner, Senior's Advocate, Representative for Children and Youth);
- Federal agencies, including the Public Health Agency of Canada, Health Canada, Transport Canada, Immigration and Refugee Services Canada, and Public Safety Canada;
- All provincial and territorial senior public health officials;
- Local government;
- Industries, sectors, and populations impacted by public health measures;
- Parents, school staff, and child-care staff;
- Environmental health officers;
- Faith leaders; and
- International agencies, including the World Health Organization and federal governments.

STRUCTURAL CHANGES TO SUPPORT RESPONSE

The Office of the Provincial Health Officer contracted public health physician consultants to assist with the operational needs of the Office. Additional team members were temporarily appointed to support response activities, manage specific projects, and engage with internal and external stakeholders.

IMPLICATIONS OF THE PANDEMIC

The most important implication of the pandemic for the Office of the Provincial Health Officer was the protection of public health. The Office, in collaboration with the BC Centre for Disease Control and regional health authorities were well-prepared, even in the absence of data and evidence, as long-standing communicable disease prevention measures are regularly implemented in BC.

GAPS IDENTIFIED

The public health measures implemented by the PHO have had reaching implications for society and the economy. A dedicated team in the Office in collaboration with the BC Centre for Disease Control is producing public-facing reports of these unintended consequences to better understand the impact of public health measures on specific outcomes and to inform future actions and mitigation strategies. For more information, please visit: <http://www.bccdc.ca/health-professionals/data-reports/societal-consequences-covid-19>.

Due to the novel and dynamic nature of the pandemic, sectors that normally do not engage with public health were looking to the PHO for any and all advice and recommendations on safe operations. While the PHO and public health officials supported these sectors as much as possible throughout the pandemic, the reliance on the PHO was at times overwhelming for staff and timely engagement was sometimes not possible. It was identified that a liaison for the Office was required to engage with internal and external stakeholders, as was the need for a dedicated communications officer to support public briefings and responses. Capacity in the Office continues to be stretched due to the specific legal and clinical expertise required.

POLICY DECISION-MAKING PROCESS

DECISION-MAKING PROCESS FOR PUBLIC POLICY DECISIONS

Public health measures have been implemented in response to the dynamic nature of the pandemic and the emergence of both evidence and variants of concern along with the development and distribution of vaccines and treatment options. The decision-making process for these public health measures involves significant consideration of emerging and generally accepted evidence, effective prevention measures (e.g., vaccination) and epidemiology, and seeks to strike a balance between the least restrictive measures possible while meeting the objective of protecting the health of the population.

Decisions on public health measures during a public health emergency allow for immediate implementation through verbal Orders when required; otherwise, the same components of consideration and consultation apply that would occur during “normal” (i.e., non-pandemic) operations. Consultation and presentation to senior public health officials, health authority CEOs, impacted sectors where possible, and to members of Cabinet and the Premier are established procedures to implement public health measures. Uncertainty, while rampant throughout the pandemic, has been and continues to be mitigated by caveats to Orders, regular review of evidence and amendments, and daily updates on the epidemiology in the province. Data flowed from health authorities and the BC Centre for Disease Control through established procedures to the Office of the Provincial Health Officer; data analysis capacity at the BC Centre for Disease Control and the Office of the Provincial Health Officer was dedicated to ensure current conditions were accurately captured.

Engagement and consultation with external partners informed some public health measures, such as those imposed on worship services in consultation with faith leaders. Presentations and engagement by the PHO at industry tables allowed for feedback, ideas, and concerns to be captured as part of the decision-making process.

Each PHO Order provides the basis and rationale for the implementation of restrictions or limitations in a preamble, with respect to a variety of considerations as to why the measures are being Ordered. An excerpt from the Gathering and Events Order of the PHO is provided in the box below as an example of the considerations that go into decisions regarding public health measures:

WHEREAS:

On March 17, 2020, I provided notice under section 52 (2) of the Public Health Act that the transmission of the infectious agent SARS-CoV-2, which has caused cases, clusters and outbreaks of a serious communicable disease known as COVID-19 among the population of the Province of British Columbia, constitutes a regional event, as defined in section 51 of the Public Health Act;

A person infected with SARS-CoV-2 can infect other people with whom the infected person is in contact;

Vaccination is safe, highly effective, and the single most important preventive measure a person can take to protect themselves, their families, and other persons with whom they come into contact from infection, severe illness and possible death from COVID-19. In particular: (a) the vaccines available in British Columbia, in company with other protective and preventive measures, provide protection against infection and are highly effective in protecting against severe illness, hospitalization, intensive care unit (ICU) admission and death across all eligible age groups, with illness being mostly milder in vaccinated people who become infected than in unvaccinated people; b) most British Columbians who have received their primary course of vaccine (two doses) have strong and durable protection against severe illness from SARS-CoV-2 resulting from the extended interval between dose one and dose two that is being utilized in British Columbia; in addition, a vaccine is being offered which only requires one dose to be effective, and booster doses are being implemented in order to reinforce the protection afforded by vaccination; and (c) a full course of vaccine provides more effective and durable protection against infection and severe illness than natural immunity from prior COVID-19 infection alone, or natural immunity in combination with a single-dose of vaccine;

Vaccines, which prevent or reduce the risk of infection with SARS-CoV-2, have been and continue to be readily available in British Columbia and while substantial progress has been made in vaccinating the population of British Columbia 12 years of age and older, and children aged 5 to 11 years of age are now being vaccinated, a portion of the public remains unvaccinated and there are communities where vaccination rates are low;

Communities with low vaccination rates have experienced rapid spread of SARS-CoV-2, causing serious illness and increases in hospitalizations and ICU admissions, primarily in unvaccinated people. By contrast, communities with high vaccination rates have seen corresponding less serious illness and lower per capita hospitalization, ICU admission and death rates;

Unvaccinated people are at greater risk than vaccinated people of being infected with SARS-CoV-2, and unvaccinated people who are infected, experience significantly higher rates of hospitalization, ICU-level care and invasive mechanical ventilation, complications and death when compared with vaccinated people. Unvaccinated people are also at higher risk of transmitting SARS-CoV-2 to other people, including vaccinated people;

People who are vaccinated can be infected with SARS-CoV-2, but experience less severity of illness than unvaccinated people, especially in younger populations. Vaccinated persons who contract COVID-19 can transmit SARS-CoV-2 but since they are generally contagious for shorter periods of time, and are less symptomatic, they are less likely to transmit SARS-CoV2, when compared to unvaccinated infected persons;

The ongoing incidence of COVID-19 and serious health consequences that result has been exacerbated over time, first by the arrival of the highly transmissible Delta variant of SARS-CoV-2, which caused significantly more rapid transmission and increased severity of illness, particularly in younger unvaccinated people, than earlier variants, and now by the arrival of the even more transmissible Omicron variant, which has been responsible for a surge in infections, and is now the dominant strain of SARS-CoV-2 circulating in the province;

Absent vaccination, British Columbia would be in a far more challenging situation than the fragile balance our current immunization rates have provided, but the transmissibility of the Delta and Omicron variants means that higher vaccination rates than previously expected are now required to maintain this balance, mitigate transmission, reduce case numbers and serious outcomes, and most importantly, given the high case rates experienced with Omicron, reduce the burden on the healthcare system, particularly hospital and ICU admissions going forward;

The emergence of the Omicron variant, which has led to significant surges in infection and hospitalizations in British Columbia and in other jurisdictions worldwide, underlines the importance of vaccination in protecting the population and in removing the conditions which foster the development of variants which pose ever greater threats to public health;

Further, vaccinated people who are infected with SARS-CoV-2, including the Omicron variant, have been shown to have high levels of protection against severe illness and to experience shorter infectious and symptomatic periods, and to recover from COVID-19 faster than similarly situated unvaccinated people, which, in turn, reduces the risk of transmission to their close contacts and co-workers and minimizes the disruption caused by absenteeism, all of which supports the continued provision of essential services in particular, and the orderly functioning of society as a whole;

Preserving the ability of the public health and health care systems to protect and care for the health needs of the population, including providing care for health needs other than COVID-19, is critical. High incidence of transmission and illness in one or

more regions have spillover effects on health care delivery across the province, including in critical care and surgical services. Our public health and health care systems are currently experiencing severe stress, and are stretched beyond capacity in their efforts to prevent and respond to illness resulting from the transmission of COVID-19 in the population;

Both the public health and the health care systems are using disproportionate amounts of their resources in their efforts to prevent and respond to COVID-19 due to transmission of SARS-CoV-2 across the province, and to provide care for those who become ill with COVID-19, who can be quite ill, require high levels of care and be hospitalized for long periods of time, which situation is exacerbated by the care needs of unvaccinated people who comprise a substantial proportion of those who require hospitalization and ICU admission;

While people who have contracted SARS-CoV-2 may develop some natural immunity for a period of time following infection, the strength and duration of that immunity varies depending on a multitude of factors, including which variant they were infected with and severity of infection. The risk of reinfection and hospitalization is significantly higher in people who remained unvaccinated after contracting SARS-CoV-2 than in those who are 4 vaccinated post-infection. Vaccination, even after infection, remains an important measure to protect against reinfection by providing a stronger immune response that is known to be effective for a longer period of time than immunity arising from infection;

People over 70 years of age, and people with chronic health conditions or compromised immune systems, are particularly vulnerable to severe illness, hospitalization, ICU admission, and death from COVID-19, even if they are vaccinated;

Children under 12 are included among the members of the community who are more likely to be infected. This is because children in the 5-11 age group have only recently become eligible for their second dose of vaccine and children under the age of 5 will remain unprotected from infection until a vaccine is available for them;

Adults and children who are either particularly vulnerable to infection with SARS-CoV-2, or too young to be immunized, depend upon the people with whom they come into contact to protect them from the risk of infection;

Unvaccinated people in close contact with other people promotes the transmission of SARSCoV-2 to a greater extent than vaccinated people in the same situations, which in turn increases the number of people who develop COVID-19 and become seriously ill;

Programs that require proof of vaccination have been shown to increase vaccination uptake in populations, thereby reducing the public health risk of SARS-CoV-2 and the burden of COVID-19 illness on the public health system, health care system and society as a whole;

There are difficulties and risks in accommodating a person who is unvaccinated, since there is no other measure that is as effective as vaccination in reducing the risk of contracting or transmitting SARS-Co-2, and the likelihood of experiencing severe illness, hospitalization, ICU admission and death if infected;

I have considered and continue to consider based on the currently available generally accepted scientific evidence whether other measures, such as natural immunity, polymerase chain reaction (PCR) testing or rapid antigen testing, are as effective as vaccination in reducing the risk of transmission SARS-Co-2 and or the severity of illness if infected;

Routine COVID-19 testing of asymptomatic people is not recommended in British Columbia. PCR testing capacity is reserved for people who have symptoms of COVID-19 and are either at risk of more severe disease and currently eligible for treatment, or live or work in high-risk settings, such as health care workers. Rapid antigen testing requires higher virus levels in the sample to detect and report a positive result and, therefore, has a higher risk of providing a false negative result and is less accurate and reliable than PCR testing;

Rapid antigen testing is not a substitute for vaccination and is most useful when used for 5 symptomatic people in specific settings in which additional layers of protection are needed to protect people at higher risk of serious outcomes of COVID-19, such as in long-term care facilities, and then followed up with confirmatory PCR testing for positive tests, and when used in remote communities where obtaining results of PCR testing may be delayed;

There are clear, objective criteria for determining whether a person has a medical deferral to a COVID-19 vaccination, and very few people fall into this category;

Various options for establishing vaccine status, including in paper and online format, are readily available to members of the public;

The Omicron variant has resulted in a rapid rise in infection, hospitalization and ICU admission rates in British Columbia and has led me to conclude that measures continue to be needed to temper the extent of transmission, reduce severity of disease and continue to incentivize vaccination;

I recognize the societal effects, including the hardships, which the measures which I have and continue to put in place to protect the health of the population have on many aspects of life, and, with this in mind, continually engage in a process of reconsideration of these measures, based upon the information and evidence available to me, including infection rates, sources of transmission, the presence of clusters and outbreaks, the number of people in hospital and in intensive care, deaths, the emergence of and risks posed by virus variants of concern, vaccine availability, immunization rates, the vulnerability of particular

populations and reports from the rest of Canada and other jurisdictions, with a view to balancing the interests of the public, including constitutionally protected interests, against the risk of harm to public health created by the presence of unvaccinated persons at gatherings and events;

I further recognize that constitutionally protected interests include the rights and freedoms guaranteed by the *Canadian Charter of Rights and Freedoms*, including specifically freedom of religion and conscience, freedom of thought, belief, opinion and expression, and the right not to be deprived of life, liberty or security of the person, other than in accordance with the principles of fundamental justice. However, these rights and freedoms are not absolute and are subject to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society, which includes proportionate, precautionary and evidence-based measures to prevent loss of life, serious illness and disruption of our health system and society;

When exercising my powers to protect the health of the public from the risks posed by COVID-19, I am aware of my obligation to choose measures that limit the Charter rights and freedoms of British Columbians less intrusively, and to balance these rights and interests in a way that is consistent with the protection of public health. I have concluded that the measures 6 which I am putting in place in this Order are proportionate, rational and tailored to address the risk, and are consistent with principles of fundamental justice; the measures are neither arbitrary, overbroad, nor grossly disproportionate in light of the need to protect public health at this time. In my view, any limits on constitutionally protected rights and freedoms arising from this Order, are proportionate and reasonable in the interests of protecting public health, and there are no other reasonable alternatives that would provide the same level of protection for the population;

In addition, I recognize privacy interests, informational privacy rights protected by the Freedom of Information and Protection of Privacy Act and the rights protected by the Human Rights Code, and have taken these into consideration when exercising my powers to protect the health interests of members of the public;

I am also mindful that the volume of requests for reconsideration of my Orders, and the time and expertise which considering them entails, has become beyond my capacity and that of my office and team of medical health officers to manage, and is using resources which are better directed at assessing and responding to the protection of the public as a whole.

COMMUNICATIONS

Beginning in February 2020, the PHO and Minister of Health committed to regular briefings to the public and media to ensure that the situation in BC was being openly and transparently communicated. These briefings varied in frequency, from daily to weekly to less often, depending on the state of the pandemic. The Office of the Provincial Health Officer has historically shared the Ministry of Health communication resources. A dedicated communications team was established to support the PHO and Minister on these briefings; however, challenges in retention occurred with consistency suffering as a result. A contractor is currently retained in the Office of the Provincial Health Officer to provide ongoing support directly to the PHO as needed.

Where stakeholder tables existed, representatives from the Office of the Provincial Health Officer ensured attendance to communicate updates and answer questions; where stakeholder tables did not exist, these were developed on a time-limited basis and were supported by communication to individual stakeholders as needed. These tables were an effective and valued approach to communication from the Office; however, due to capacity, meetings could not always occur in a timely manner and did not always capture every sector impacted by PHO Orders.

The theme of uncertainty underpinned many communications both internally and externally. As a result, the dynamic nature of the pandemic is well-understood by the general population and the resulting shifts in public health measures to respond to new waves and Variants of Concern have been well-communicated.

OPERATIONAL RESPONSE AND IMPLEMENTATION

The most critical responses of the Office of the Provincial Health Officer was the declaration of a public health emergency in the province that allowed for the authority under the *Public Health Act* to support immediate and reaching public health measures (i.e., PHO Orders) to protect the health of British Columbians. The *Public Health Act* has been utilized over 150 times to declare and public PHO Orders since March 2020.

As previously noted, PHO Orders are reviewed regularly by the PHO and public health officials to ensure that they are continuing to provide a balanced approach between restrictions and reduction in societal disruption to protect public health. These PHO Orders have been amended a number of times throughout the pandemic, and continue to reflect the current evidence, effective preventive measures, and epidemiology in the province. For a list of archived PHO

Orders, please see: <https://www2.gov.bc.ca/gov/content/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer/current-health-topics/covid-19-novel-coronavirus>.

Due to the legal nature of PHO Orders, verbal communication would often precede written Orders. Legal counsel has been actively engaged in the development of these written Orders to ensure that they are legally accurate and aligned with the authority outlined in the *Public Health Act*. The requirement to provide written Orders was often a constraint on timely communication due to the complex nature of the Order language.

CONCLUSION

As the COVID-19 pandemic continues to occur globally and in BC, the Office of the Provincial Health Officer continues to monitor and respond to protect the health of British Columbians and those who visit the province. After action reviews and quality improvement processes are ongoing in the Office, with the intention to inform future actions. It is anticipated that a report will be developed to provide a comprehensive review of the pandemic in BC, with recommendations on how to prepare, respond, and recover from the next pandemic.

CONTACT INFORMATION

Please direct questions to Haley Miller, Senior Advisor, Stakeholder Relations and Public Health Policy via Haley.Miller@gov.bc.ca.



- Introduction
- EMU Introductions

BACKGROUND



- COVID-19 Lessons Learned cross-government Initiative
- Review and Consultation process led by a Senior External Project Team
- Emergency Management BC: Secretariat role
- Ministry/Agency Internal Assessments due April 22, 2022.
- Final public report due September 30, 2022.

- On March 16th, 2022, Minister Farnworth announced the COVID-19 lessons learned project with the intent to release a public report in September 2022.
 - The goal is to learn about how government agencies worked together to address the effects of COVID-19 that affected everyone, changed rapidly and continues to cause a high level of uncertainty.
 - The review will include what aspects of preparedness, engagement, communications and implementation worked well, what changes were made to improve operational effectiveness as the pandemic evolved, and what improvements can be made to better prepare for pandemics and emergencies.
- Operational responses include:
 - actions taken directly by the ministry or agency because the action falls within the ministry or agency's mandate, whether or not another ministry or agency is also involved. "Action" includes communications, implementation of policy decisions and the decision-making process.
 - provision of information and advice to central agencies, other ministries,

- and elected decision makers,
 - communications, both internally and externally, and
 - responses to direction resulting from policy decisions taken and regulatory requirements imposed by other bodies.
- A senior external project team has been appointed to conduct the review and consultation process and to prepare a final public report to be directed to cabinet by September 30, 2022. The project team includes three long-time, former senior leaders of the BC Public Service: Bob de Faye; Dan Perrin; and Chris Trumpy. Together, they will bring extensive expertise in large-scale public-sector governance and operations.
 - The external project team will undertake three key functions: To conduct an independent analysis of information gathered through interviews, documentation, information meetings and analysis of Ministry/Sector documentation and reports. Completion of internal assessments by Ministries and their sectors to help guide and inform the project team and public engagement through a survey mechanism.
 - Emergency Management BC (EMBC) is the lead agency responsible, providing support to the senior external project team as the secretariat.

PURPOSE

- Engage the Ministry and Health System Partners to complete the Internal Assessment by April 22, 2022.



- The Ministry will complete the COVID Lessons Learned Internal assessment by April 22, 2022.
- Identify and assess actions taken
- Understand what worked well
- Understand what could be improved
- Operational responses include:

- actions taken directly by the ministry or agency because the action falls within the ministry or agency’s mandate, whether or not another ministry or agency is also involved. “Action” includes communications, implementation of policy decisions and the decision-making process.
- provision of information and advice to central agencies, other ministries, and elected decision makers,
- communications, both internally and externally, and
- responses to direction resulting from policy decisions taken and regulatory requirements imposed by other bodies.

In 2021, Cabinet issued direction to review the government’s operational response to the COVID-19 pandemic to capture lessons learned to date. The intention is to improve the ability to respond to similar future emergencies. An independent project team with secretariat support from Emergency Management BC will conduct an analysis of information gathered through interviews, internal assessment reports, and a public survey. A public report capturing this information will be released in September 2022.

SCOPE

Ministry of Health will engage program areas and health system partners to confirm details and provide feedback on the Internal Assessment.

Out of Scope

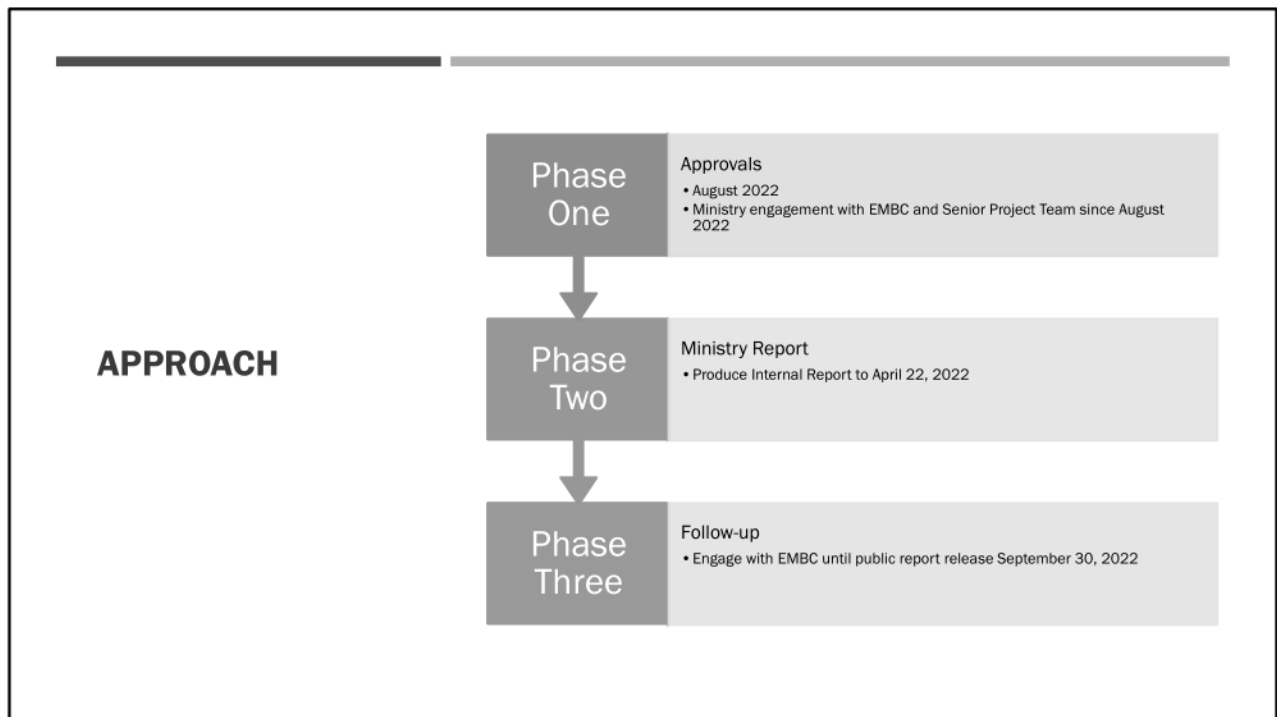
- Public Health Office, BC Centre for Disease Control, Ministry of Mental Health and Addictions, other Ministries responses.
- Assessing service delivery changes made to conduct regular business

In Scope

- The Ministry will engage Ministry Program Areas and Health System partners to provide feedback and conduct review to complete the Internal Assessment by April 22, 2022.
- Engage Ministry program areas and health system partners to confirm assumptions, confirm operational decision-making details and provide feedback on draft report.

Out of Scope

- The PHO/BCCDC/Other Ministries will be conducting their own internal assessment in response to this initiative.
- ***Does not include assessing service delivery changes made to conduct regular business*** given public health restrictions (mask wearing, safety dividers, working remotely etc...)



- The project team has requested that each Ministry/agency complete and submit an “internal assessment report” and submit stakeholder contact information for those engaged over the last two years by April 22, 2022.
- To support the request, the Ministry of Health has proposed the following approach to achieve the deliverable within the timelines:
- The Ministry has received endorsement of the proposed approach through SET / DM to enable priority engagement.
- FCS, through the Emergency Management Unit is leading the Ministry of Health contribution to the cross-government lessons learned review.

- MoH has hired a contractor, KPMG (Carolyn Bell) to lead the approach on behalf of the Ministry. This will enable engagement, interviews, and writing of the Internal Assessment within the timeframe and parameters prescribed by the external project team and Emergency Management BC.
- At this time, we are requesting support from each program area to provide examples of documents such as program Fact Sheets, Briefing Materials, Plans and other relevant documentation and examples of actions taken by the Ministry within mandate on communications, implementation of policy decisions and decision-making processes.

Endorsement and support for the approach has been provided by Senior Executive Team and the Deputy Minister

Finance and Corporate Services Division, Emergency Management Unit lead

Contractor: KPMG hired to support

Support is needed from program areas to gather information, documentation, examples, answer questions, participate in interviews and discussions

- EMBC Project TEAM
- Three Phases for MoH Contribution
- Request for Phase 2 – to Phase 3
 - Next couple weeks clear requests
 - Next Steps
- Phase 1:
 - In August, EMBC signaled that there would be a cabinet directed COVID-19 Lessons Learned process.
 - Since then, the Ministry has been engaged with EMBC and the Senior Project Team, engaging with Health System Partners, participating in meetings with EMBC, and conducting internal discussions with Ministry program areas.

- Approvals (background since last August to now)
 - Working with EMBC/Participation
 - Discussions with Ministry
 - DM Sign-off
 - Engagement with KPMG
 - Developing Approach

ENGAGEMENT

- Confirm information and questions for the internal report
- Schedule meetings
- Review draft report
- Conduct follow-up calls/meetings as needed

- Health Authorities (VP of HAs)
- Critical Timelines
 - Confirm
 - Questions for internal report
 - Support to get the information
 - Meeting or generation/discussions?
 - Outcomes...
 - How we want to progress through the phases
 - This is our Ministry approach.
 - **draft report review by VPs Pandemic; follow up phone calls if needed**

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NEXT STEPS

- Follow-up meetings
 - Review and discuss responses
- Individual follow-up interviews and discussions
- Request for additional information (as needed)



- Follow-up meeting Friday, April 8th, 2022
 - Review and discuss responses
- Individual follow-up interviews and discussions
- Request for additional information (as needed)
- Any questions?



- Introduction
- EMU Introductions
- Acknowledgement of lands and Métis chartered community

TRADITIONAL ACKNOWLEDGEMENT

- We would like to begin by acknowledging that we are very fortunate to be able to gather virtually today on traditional territories of various distinct Indigenous Peoples across the province.
- For those of us in Victoria, that is the traditional territories of the Lekwungen-speaking Peoples and Vancouver Island Métis Chartered communities, whose historical relationships with the land continue to this day.
- We are grateful for the opportunity to live, work, and play on these lands.



Will likely be done at the beginning of the meeting. Hidden Slide.

BACKGROUND



- The Province is launching an independent review and public consultation on the governments; operational response to the COVID-19 pandemic to better inform preparation and responses to future emergencies and ensure British Columbians are protected.

- On March 16th, 2022, Minister Farnworth announced the COVID-19 lessons learned project with the intent to release a public report in September 2022.
- The goal is to learn about how government agencies worked together to address the effects of COVID-19 that affected everyone, changed rapidly and continues to cause a high level of uncertainty.
- The review will include what aspects of preparedness, engagement, communications and implementation worked well, what changes were made to improve operational effectiveness as the pandemic evolved, and what improvements can be made to better prepare for pandemics and emergencies.

PURPOSE

- Identify and assess actions taken
- Understand what worked well
- Understand what could be improved



- The purpose of the COVID Lessons Learned assessment is to identify lessons from what happened during government's response to this pandemic that can be applied in preparing for and responding to the next pandemic or other disaster.

SCOPE

The review will focus on operational responses to the pandemic by the BC government from January 2020 into 2022.

Out of Scope

- Public policy decisions made by government to deal with the consequences of the pandemic
- Decisions made by the provincial health officer
- Decisions made about economic recovery, such as supports for small businesses and families
- Public Health Office and BC Centre for Disease Control responses

In Scope

- The review will focus on operational responses to the pandemic by the B.C. government from January 2020 into 2022.
- Operational responses include:
 - actions taken directly by the ministry or agency because the action falls within the ministry or agency's mandate, whether or not another ministry or agency is also involved. "Action" includes communications, implementation of policy decisions and the decision-making process.
 - provision of information and advice to central agencies, other ministries, and elected decision

- makers,
- communications, both internally and externally, and
 - responses to direction resulting from policy decisions taken and regulatory requirements imposed by other bodies.

Out of Scope

- The scope of the review does not include an assessment of the public policy decisions made by government to deal with the consequences of the pandemic and decisions made by the provincial health officer. Decisions made about economic recovery, such as supports for small businesses and families will not be part of the review. This review will, however, look at how these decisions were made
- The PHO and BCCDC will be conducting their own internal assessment in response to this initiative.

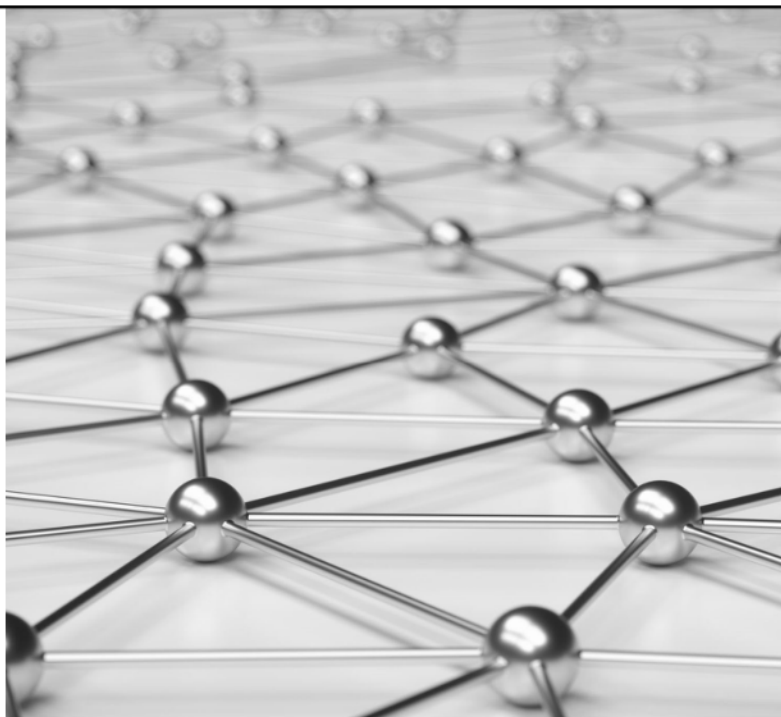
PROCESS

- Cross-government review and consultation process
- Senior external project team appointed
- Emergency Management BC is the lead agency

- A senior external project team has been appointed to conduct the review and consultation process and to prepare a final public report to be directed to cabinet by September 30, 2022. The project team includes three long-time, former senior leaders of the BC Public Service: Bob de Faye; Dan Perrin; and Chris Trumpy. Together, they will bring extensive expertise in large-scale public-sector governance and operations.
- Emergency Management BC (EMBC) is the lead agency responsible, providing support to the senior external project team appointed to prepare a public report.
- The external project team will undertake three key functions: To conduct an independent analysis of information gathered through interviews, documentation, information meetings and analysis of Ministry/Sector documentation and reports. Completion of internal assessments by Ministries and their sectors to help guide and inform the project team and public engagement through a survey mechanism.

INTERNAL MINISTRY REPORT GUIDELINES

- Section 1: General
- Section 2: Policy Decision-Making Process
- Section 3: Communications
- Section 4: Operational Response and Implementation
- Section 5: Conclusion
- Section 6: Contacts



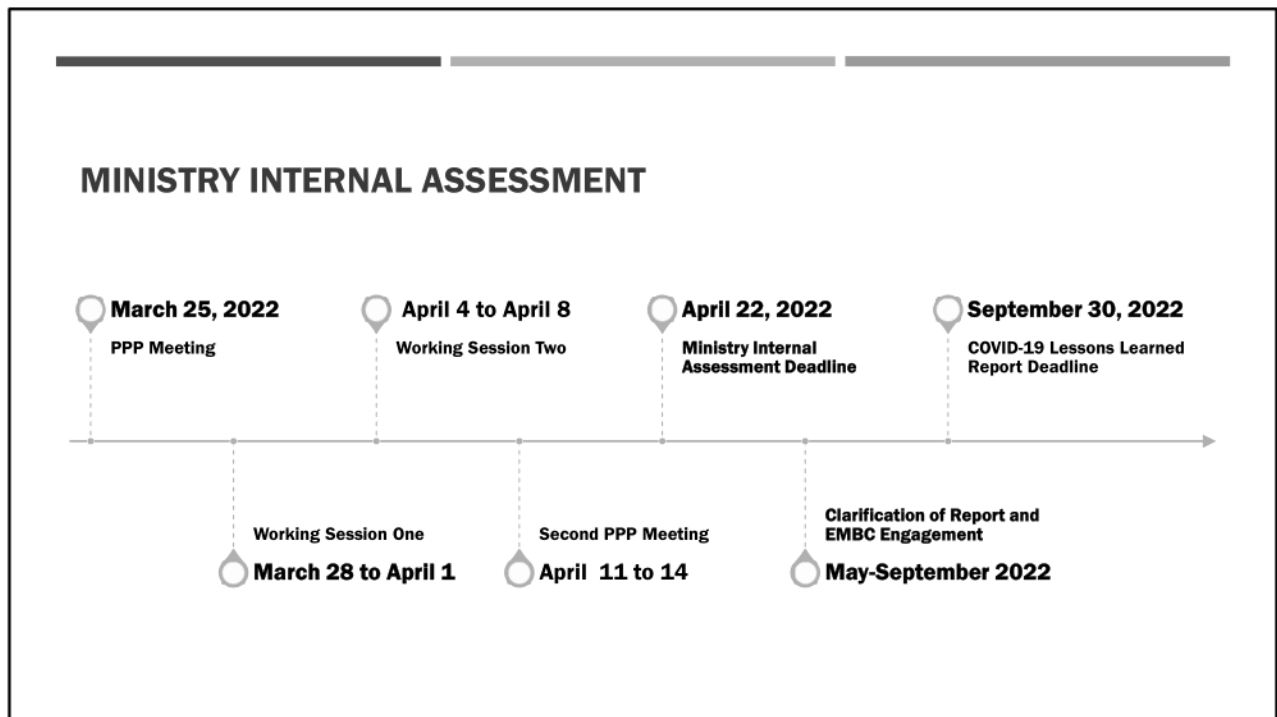
- Provincial ministries and agencies will be responsible for submitting an internal assessment report to the project team leading the COVID-19 Lessons Learned initiative.
- Emergency Management BC has set out guidance for Ministries and Agencies to complete their reports.
- Three aspects to the review:
 - How were the implications of the pandemic identified?
 - How timely and informed were decisions made in response to the pandemic?
 - How were those decisions communicated and implemented, consistent with public health guidance and government policy?

MINISTRY INTERNAL ASSESSMENT

- Endorsement and support for the approach has been provided by Senior Executive Team and the Deputy Minister
- Finance and Corporate Services Division, Emergency Management Unit lead
- Contractor: KPMG hired to support
- Support is needed from program areas to gather information, documentation, examples, answer questions, participate in interviews and discussions

- Provincial Ministries and agencies have been requested to complete internal assessments by April 22, 2022.
- To support the request, the Ministry of Health has proposed the following approach to achieve the deliverable within the timelines:
- The Ministry has received endorsement of the proposed approach through SET / DM to enable priority engagement.
- FCS, through the Emergency Management Unit is leading the Ministry of Health contribution to the cross-government lessons learned review.
- MoH has hired a contractor, KPMG (Carolyn Bell) to lead the approach on behalf of the Ministry. This will enable engagement, interviews, and writing of the Internal Assessment within the timeframe and parameters prescribed by the external project team and Emergency Management BC.
- At this time, we are requesting support from each program area to provide

examples of documents such as program Fact Sheets, Briefing Materials, Plans and other relevant documentation and examples of actions taken by the Ministry within mandate on communications, implementation of policy decisions and decision-making processes.



- Be clear about the role of Health Ministry engagement timeline and what is being requested.
- April Timeline
- Six Months in culmination with government production September
- Clear about what this is and how they may engage?
- Describe in Phases:
 - Phase 1: Approvals (background since last August to now)
 - Working with EMBC/Participation
 - Discussions with Ministry
 - DM Sign-off

- Engagement with KPMG

Phase 2: Ministry Specific Report

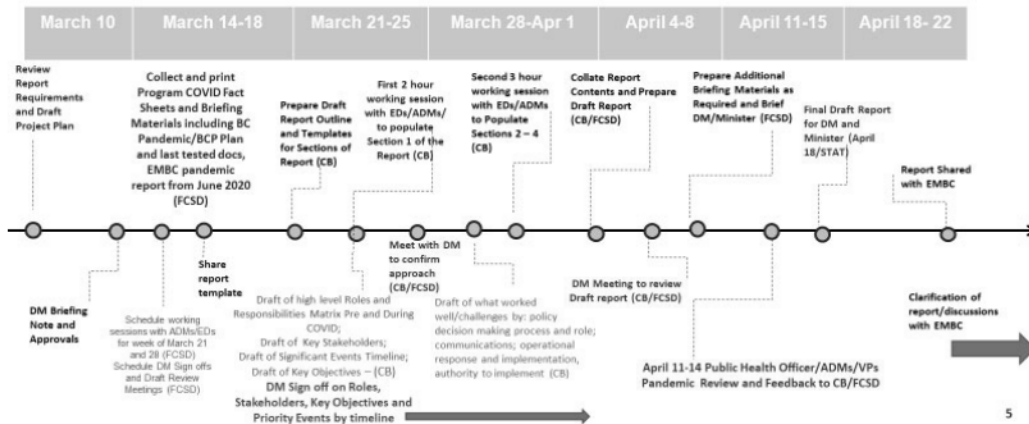
Produce Internal Report to April 22, 2022

Phase 3: Follow-up with EMBC

Engagement with EMBC until release in September

Proposed critical path

The proposed critical path for each week can change based on conversations with the Ministry



5

For Draft Purposes, will be removed. Hidden Slide.

WORKING GROUP SESSIONS

» **Audience:** Assistant Deputy Ministers, Executive Directors

» **Session One:**

- » Timeline of significant events: Ministry perspective
- » Response objectives and criteria
- » Document review
- » Stakeholder structures
- » Ministry of Health Organizational Structure
- » Ministry Implications
- » Gaps in Programs and Services Revealed

» **Session Two:**

- » Public Policy Decision Making Process
- » Communications
- » Operational Response and Implementation
- » Conclusion
- » Contact Information

Tie in additional pieces from proposed critical path...DRAFT

KEY DELIVERABLES

- Provincial ministry and agency internal assessment reports due by **April 22, 2022**.
- The final report to be submitted to government by **September 30, 2022**.

- Provincial ministries and agencies are responsible for submitting an internal assessment report to the project team leading the COVID-19 Lessons Learned initiative. The report will be subject to due diligence by the team, who may request clarifications or additional information. Internal assessment reports are due by April 22, 2022.
- The final public report from the senior external project team is expected to be submitted to government by September 30, 2022.

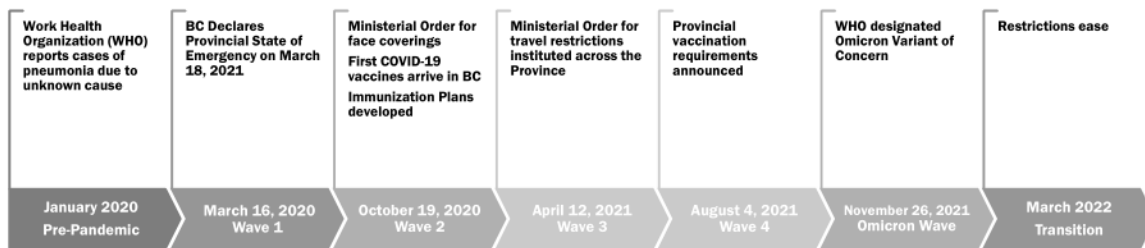
Page 250 of 289 to/à Page 253 of 289

Withheld pursuant to/removed as

s.13

TIMELINE

- What were the most significant events during the pandemic from the Ministry of Health perspective by wave?



- From the perspective of your program area, what do you feel were the most significant events during the pandemic for the Ministry of Health by wave?

REQUEST

- » EMBC Project TEAM
- » Three Phases for MoH Contribution
- » Request for Phase 2 – to Phase 3
 - » Next couple weeks clear requests
 - » Next Steps
- » Health Authorities (VP of HAs)
- » Critical Timelines
 - » Confirm
 - » Questions for internal report
 - » Support to get the information
 - » Meeting or generation/discussions?
 - » Outcomes...
 - » How we want to progress through the phases
 - » PHO/MMHA/Ministries all doing there own
 - » This is our Ministry approach.

NEXT STEPS

- Follow-up meeting Friday, April 8th, 2022
 - Review and discuss responses
- Individual follow-up interviews and discussions
- Request for additional information (as needed)



- Follow-up meeting Friday, April 8th, 2022
 - Review and discuss responses
- Individual follow-up interviews and discussions
- Request for additional information (as needed)
- Any questions?

RE: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

From: Galt, Jamie HLTH:EX
To: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Cc: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 18, 2022 11:49:26 AM PDT
Attachments: External and Stakeholder Table Contacts for COVIDLL_Project Team - 2022-03-17.docx
Hello Casey,

Please find attached our draft response. Note that we have not included specific contacts at this point as there is still internal discussions happening at the Ministry of Health on this subject. Further, that is why this is not an exhaustive list of all committees that are currently in place for COVID. It should give the project team the high level overview.

Please let me know if you have any questions.

Best
J

From: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Sent: March 16, 2022 1:22 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Cc: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: RE: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

Thanks, Jamie

Please let me know if you have any questions in the meantime.

Casey

Casey Pescod (he/him) | Senior Policy Analyst
COVID-19 Lessons Learned Secretariat
Ministry of Public Safety and Solicitor General
E: Casey.Pescod@gov.bc.ca Ph: 778-698-8166

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 16, 2022 8:40 AM
To: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Cc: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: RE: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

Hi Casey and team,

We are working on the list of partners and hope to have response back to you by end of the week.

Best,

Jamie

From: COVID19 Lessons Learned EMBC:EX <COVID19lessonslearned@gov.bc.ca>
Sent: March 15, 2022 3:53 PM
To: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: COVID-19 Lessons Learned - HLTH Stakeholder Engagement

Good afternoon,

Further to the email below sent February 10, I would like to follow-up on the COVID-19 Lessons Learned Project Team's request for your assistance with stakeholder engagement. Specifically, the Project Team (Chris Trumpy, Bob

de Faye, and Dan Perrin) is looking for the names of your main stakeholder table(s) and a list of contacts your Ministry/Agency engaged with during the pandemic to provide an effective means to gather input as part of the COVID-19 Lesson Learned review.

In your previous email you provided a list of Ministry of Health Executive and Health Authority contacts, but we have not yet received a list of main external stakeholders/partners, or stakeholder tables from your Ministry.

While the COVID-19 Lessons Learned review remains confidential until it is publicly announced, it is anticipated that an announcement will be soon and the Project Team will initiate their external engagement. With this in mind, can you please provide this information as soon as possible?

If your Ministry does not have a list of main external stakeholders/partners, or stakeholder tables that were engaged during the pandemic, can you please indicate this with some additional context for the Project Team?

Should you have any questions regarding the request, please do not hesitate to contact the COVID-19 Lessons Learned Secretariat at covid19lessonslearned@gov.bc.ca.

Thank you.

Casey Pescod (he/him) | Senior Policy Analyst
COVID-19 Lessons Learned Secretariat
Ministry of Public Safety and Solicitor General
E: Casey.Pescod@gov.bc.ca Ph: 778-698-8166

From: COVID19 Lessons Learned EMBC:EX

Sent: February 10, 2022 10:08 AM

To: Caul, Doug D IRR:EX Doug.Caul@gov.bc.ca; Brown, Stephen R HLTH:EX Stephen.Brown@gov.bc.ca; Hughes, Trevor LBR:EX Trevor.Hughes@gov.bc.ca; Bond, Allison MCF:EX Allison.Bond@gov.bc.ca; Yuma Morisho, Okenge MUNI:EX Okenge.YumaMorisho@gov.bc.ca; Scott, Douglas S PSSG:EX Douglas.S.Scott@gov.bc.ca; Davison, John C PSEC:EX John.Davison@gov.bc.ca; Zadravec, Don GCPE:EX Don.Zadravec@gov.bc.ca; Plecas, Bobbi JERI:EX Bobbi.Plecas@gov.bc.ca; Galbraith, David J SDPR:EX David.Galbraith@gov.bc.ca; Massey, Christine MMHA:EX Christine.Massey@gov.bc.ca; Mihlar, Fazil EMLI:EX Fazil.Mihlar@gov.bc.ca; Krishna, Kaye TRAN:EX Kaye.Krishna@gov.bc.ca; Manwaring, Richard G FLNR:EX Rick.G.Manwaring@gov.bc.ca; Brouwer, Shauna CITZ:EX Shauna.Brouwer@gov.bc.ca; Pokorny, Peter AFF:EX Peter.Pokorny@gov.bc.ca; Mayhew, Neilane TACS:EX Neilane.Mayhew@gov.bc.ca; Jardine, Kevin ENV:EX Kevin.Jardine@gov.bc.ca; Wood, Heather FIN:EX Heather.Wood@gov.bc.ca; Richards, Tara R EMBC:EX Tara.Richards@gov.bc.ca; Baskerville, Shannon AEST:EX Shannon.Baskerville@gov.bc.ca; Zacharuk, Christina EDUC:EX Christina.Zacharuk@gov.bc.ca; Fyfe, Richard J AG:EX Richard.Fyfe@gov.bc.ca

Cc: Marquis, Yvette PREM:EX Yvette.Marquis@gov.bc.ca; Campbell, Tracy AG:EX Tracy.Campbell@gov.bc.ca; Whitford, Kelly M AEST:EX Kelly.Whitford@gov.bc.ca; Howie, Matthew IRR:EX Matthew.Howie@gov.bc.ca; Walsh, Sara M HLTH:EX Sara.Walsh@gov.bc.ca; Kwan, Shirley LBR:EX Shirley.Kwan@gov.bc.ca; Benn, Jennifer MCF:EX Jennifer.Benn@gov.bc.ca; Brubacher, Kelly MUNI:EX Kelly.Brubacher@gov.bc.ca; Hahn, Andra PSSG:EX Andra.Hahn@gov.bc.ca; Bevan, Audra L JERI:EX Audra.Bevan@gov.bc.ca; Faust, Marnie L GCPE:EX Marnie.Faust@gov.bc.ca; Smith, Breana PSEC:EX Breana.Smith@gov.bc.ca; Kerr, Christie SDPR:EX Christie.Kerr@gov.bc.ca; Turner, Sara J MMHA:EX Sara.Turner@gov.bc.ca; Hunt, Melanie EMLI:EX Melanie.Hunt@gov.bc.ca; Kubisheski, Carlee TRAN:EX Carlee.Kubisheski@gov.bc.ca; Olsson, Liz V FLNR:EX Liz.Olsson@gov.bc.ca; Grauer, Deborah EDUC:EX Deborah.Grauer@gov.bc.ca; Molyneux, Jennifer CITZ:EX Jennifer.Molyneux@gov.bc.ca; Evers, Charlene AFF:EX Charlene.Evers@gov.bc.ca; Wood, Chelsea TACS:EX Chelsea.Wood@gov.bc.ca; O'Brien, Kellie ENV:EX Kellie.O'Brien@gov.bc.ca; Justesen, Josh T FIN:EX Josh.Justesen@gov.bc.ca; Fraser, Agnes EMBC:EX Agnes.Fraser@gov.bc.ca; s.22

'Dan Perrin's.13

Chris Trumpy

s.13 Walker, Melia EMBC:EX Melia.Walker@gov.bc.ca; Wanamaker, Lori PREM:EX Lori.Wanamaker@gov.bc.ca; Engelbrecht, Maya AG:EX Maya.Engelbrecht@gov.bc.ca

Subject: COVID-19 Lessons Learned - Stakeholder Engagement

Hello Deputies,
Sending on-behalf of the COVID-19 Lessons Learned project team.

We are sending this email to follow-up on our recent deputy minister tour. Thank you all for participating in what was an informative and enjoyable experience. As we noted to many of you, we were amazed by the fact that in every case we

heard a unique perspective or take on what was clearly a varied experience across government. Together, these interviews have given us a solid basis to begin our review.

The reason for this email is to ask for your assistance with stakeholder engagement. Many of you mentioned how effective stakeholder engagement and relations were during the pandemic, whether you used existing tables or created new ones for the purpose. In our review we want to give a wide range of government's stakeholders an opportunity to provide us with input about what went well and what could be improved. It occurred to us that having access to your main, high level stakeholder tables would be an effective way for us to begin gathering their input. It would also give those that wish to provide us with additional written input or to have a separate meeting the opportunity to set that up.

In particular, we are requesting that, if you have one or more such tables, you ask the appropriate person in your ministry to give us the names of your main stakeholder table(s) and the list of contacts if they haven't already done so. We would also like your ministry's help in scheduling a meeting with the table(s) after the review is publicly announced. We would, however, like to meet with the tables without government officials in attendance.

As we are receiving administrative support from EMBC, we ask that the information be provided to Melia Walker (Melia.Walker@gov.bc.ca).

If you or your staff have any questions, please feel free to contact us at Covid19lessonslearned@gov.bc.ca.

Thanks for your continued support of this review.

Chris Trumpy

Bob de Faye

Dan Perrin

Ministry of Health
External Stakeholders
Updated: March 17, 2022

Since January 2020, the Ministry of Health has had extensive engagement internally across the Ministry and externally with health partners and others. Example of stakeholder audiences the Ministry has been engaged with, include, but not limited to:

- Federal government agencies (e.g. Public Health Agency of Canada, Health Canada)
- Provincial government Ministries (e.g. Emergency Management BC)
- Provincial Health Services Authority
- British Columbia Centre for Disease Control (BCCDC)
- All Health Authorities
- Health Emergency Management BC
- External government partners (e.g. KPMG, UBC)

Committees and working groups were formed on the basis for engagement to solve complex issues arising throughout COVID-19 from January 2020 through to March 2022. Many committees were established/demobilized dependant on the tempo of the pandemic. For example, committees established for “wave 1” transitioned, altered, formalized, demobilized, etc, dependant on need

Note: Each program area within the Ministry of Health is likely associated with a COVID-19 committee or working group specific to their work or program area. Specific questions on COVID-19 subjects, including background and historic context on committees, will need to be ascertained on a case-by-case basis directly to program areas.

Key Stakeholder Groups Include:

- Ministry of Health / Health System Leadership Council
 - Status is active (standing health system leadership committee)
 - Deputy Minister led with participation from all CEOs of Health Authorities
 - Purpose: Health system leadership committee
- Ministry of Health Senior Executive Table (MoH SET)
 - Status is active, weekly meeting
 - Includes all Ministry Senior Executive (DM, Associate DM, ADM)
 - Purpose: Executive direction at the Ministry of Health
- Provincial Pandemic Planning Committee
 - Status is active, presently meet Bi-weekly
 - Includes all Vice Presidents of Pandemic of Health Authorities and is chaired by the Ministry of Health
 - Purpose: To work through specific topics on future COVID-19 surge planning to develop consensus on a provincial, strategic approach to planning for increases in COVID-19 transmission in BC.
- Provincial Health Leadership Table (VP Pandemic)
 - Status is active (transitioning most workload to Public Health Executive Committee)
 - Included Public Health Leadership from the Office of the Provincial Health Officer, BCCDC, Health Authorities, Ministry of Health
 - Purpose: Provincial public health table (Note: for further clarification on roles and responsibilities seek background from the OPHO)
- COVID-19 Vaccination Planning and Coordination Committee (Co-Comm)
 - Status is active (2020-2022)
 - Included Ministry of Health, Office of the Provincial Health Officer, Provincial Health Services Authority, BCCDC, Immunize BC Operations Centre (IBCOC)
 - Purpose: To determine planning considerations for COVID-19 vaccinations, including COVID-19 Vaccine IM/IT Solutions, communication and stakeholder engagement regarding COVID-19 vaccination. Connections to the BC Immunization Committee.
- Health Emergency Coordination Centre (HECC)
 - Status – Inactive (January 2020 – June 2020)
 - Ministry of Health coordination centre during Wave 1
 - Purpose: Emergency coordination for provincial health system
 - All functions were demobilized effective June 2020 and transitioned to program areas within the Ministry
- Point of Care Testing Coordination Committee

Ministry of Health
External Stakeholders
Updated: March 17, 2022

- Status is inactive (December 2020 – September 2021)
- Included Provincial Health Services Authority, BCCDC, Ministry of Health, Providence Health, Island Health, Fraser Health, Interior Health, Vancouver Coastal Health, Northern Health, First Nations Health Authority
- Purpose: To provide provincial oversight and coordination for operationalizing rapid Point of Care COVID-19 expansion in BC.

Examples of program area specific committees / partner stakeholder groups (not an exhaustive list):

- Point of Care Evaluation Working Group
- BC COVID-19 Inter-Agency Enforcement Working Group
- COVID Testing Sub-Committee
- COVID Response Executive Committee
- Emergency Services Advisory Committee (Ministry Co-Chair)
- Health Authority Vice Presidents Operations Table (Chaired previously by Teri Collins)
- COVID-19 Unintended Consequences Working Group
- Executive Director COVID Collaboration Committee (EDC3)
- Critical Care Working Group
- Provincial Rapid Testing Implementation Committee
- BC ADM Boarder Measures Working Group
- SafeScreen BC
- Mortuary Planning Group
- Ministry of Health Research Advisory Committee

Fwd: Proposed Approach and Timelines

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Sent: March 22, 2022 5:17:05 AM PDT
Fyi

Jamie Galt
Director
Emergency Management Unit
Ministry of Health
Mobile: 250-893-2584

Sent from my mobile device

Begin forwarded message:

From: "Craig, Kevin HLTH:EX" <Kevin.Craig@gov.bc.ca>
Date: March 21, 2022 at 5:25:58 PM PDT
To: "Galt, Jamie HLTH:EX" <Jamie.Galt@gov.bc.ca>
Subject: FW: Proposed Approach and Timelines

FYI – Philip is discussing with DM tomorrow morning.

From: Bell, Carolyn <carolynbell@kpmg.ca>
Sent: March 21, 2022 11:05 AM
To: Craig, Kevin HLTH:EX <Kevin.Craig@gov.bc.ca>
Cc: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Subject: Re: Proposed Approach and Timelines

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Hi Kevin and Jamie. Can you please confirm that we will be starting this work this week and if yes, that the timelines are ok. I am flying today but checking emails. Apologies if I missed an earlier email from you both.

Carolyn

Sent from my iPhone

On Mar 11, 2022, at 5:12 PM, Bell, Carolyn <carolynbell@kpmg.ca> wrote:

Good afternoon Kevin, as discussed, please see the proposed one page approach to developing the report content and writing. I have also attached a draft report outline with sources identified for sections. As noted in our call, I recommend a review of existing documentation (with assistance from FCSD supply chain resources – Wendy/Kirsten?) and two working sessions with EDs/ADMs (one the week of March 22 and one the week of March 28) to populate the sections of the report as outlined in the documents attached. In addition, we would share a draft report with VP's

Pandemic to provide feedback after we have a draft reviewed by Philip and Steve (aim for week of April 11?). Note the final draft would be ready on Monday April 18 which is a stat holiday but my plan is to complete it over the Easter weekend to give Philip, Steve, Bonnie and the Minister 5 days to edit before sending to EMBC.

ADMs can identify the key EDs to attend and if they also intend to participate in the working sessions. I can meet with the Office of the Public Health Officer separately (Bonnie and Hailey as needed if they cannot attend the sessions). Most of the public facing story is already documented so I would meet to confirm assumptions and operational decision making detail before Steve sees a draft.

Potential times for two virtual working sessions with EDs/ADMs are noted below (if necessary I can also meet virtually 1:1 with ADMs where needed). We would need admn support to organize the working sessions internally and to collect documentation. I would prepare some templates for each session to guide the discussions and then collate the results and share back with teams for feedback. **If you think we need a third session with VPs pandemic only, we can try to hold this the week of March 28 as well. The turnaround times are very tight for this. Also please let me know if Steve plans to take this to LC or other committees which can change the timelines.**

Week of March 22:

Wed 23 - 2:00-5:00

Thursday - 24 – 2:00 -5:00

Friday 25 - 1:00 – 4:00

Week of March 28:

Wed 30 – 2:00 – 5:00

Thurs 31 – 2:00 – 5:00

Friday April 1 – 2:00 – 5:00

If you could also look at setting up a checkpoint with Steve Brown and Bonnie at the beginning of week 2 (March 28) so we can confirm we have landed on the right assumptions and critical events in the first working session, that would be great.

s.13

s.13

. If

Philip does not agree with this approach, please have him call me over the weekend. I will also have my phone with me ^{s.22} if you have any questions. If I have missed anything or you need changes, let me know this weekend! I estimate this is 80-90 hours of work for me over five weeks and I have spent four hours this week preparing and meeting for this project.

Carolyn Bell

Executive Director, KPMG Management Consulting, Public Sector and Health

8th floor, St Andrews Square

730 View Street, Victoria BC V8W 3Y7

t: 1-250-480-3664

c: 1-778-966-2643

e: carolynbell@kpmg.ca

We respectfully acknowledge that our local offices are located on the ancestral lands of the Xwsepsum (Esquimalt) and Lkwungen (Songhees) who shared traditional land

resources with neighboring families of Scia'new (Beecher Bay), T'Sou-ke (Sooke) Nations, and many others

This email was sent to you by **KPMG** (<http://info.kpmg.ca>). To sign up to receive event invitations and other communications from us (we have some informative publications that may be of interest to you), or to stop receiving electronic messages sent by KPMG, visit the **KPMG Online Subscription Centre** (<http://subscribe.kpmg.ca>).

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Our lawyers have recommended that we provide certain disclaimer language with our messages. Rather than including them here, we're drawing your attention to the following links where the full legal wording appears.

- **Disclaimer concerning confidential and privileged information/unintended recipient** (<http://disclaimer.kpmg.ca>).
- **Disclaimer concerning tax advice** (<http://taxdisclaimer.kpmg.ca>).

If you are unable to access the links above, please cut and paste the URL that follows the link into your browser.

<Lessons Learned - One pager March 11.pptx>
<Lessons Learned Document Outline March 11.docx>

FW: COVID-19 LL

From: Peterson, Shannon HLTH:EX
To: Essa, Noren A EMBC:EX <Noren.Essa@gov.bc.ca>
Sent: March 31, 2022 2:28:19 PM PDT
Attachments: COVID19_LessonsLearned_SpeakingNotes.docx
Jamie's notes to Senior Leadership Team

From: Galt, Jamie HLTH:EX <Jamie.Galt@gov.bc.ca>
Sent: March 10, 2022 2:06 PM
To: Peterson, Shannon HLTH:EX <Shannon.Peterson@gov.bc.ca>
Subject: COVID-19 LL

Hi Shannon,

Find attached the speaking notes as discussed. Please review and let me know if you have any questions (note there are ref docs embedded in this document)

best
j