

2020-03-14 Brown County COVID-19

March 2020 to March 2022

**Brown County Health & Human Services
Public Health Division**

**AFTER ACTION REPORT/IMPROVEMENT PLAN
(AAR/IP)**

April 22, 2022

CONTENTS

Contents2

Executive Summary..... 3-6

Response Partners..... [4]

Major Strengths Throughout the Pandemic [5]

Overall Areas for Improvement [6]

Section 1: Area Command 7-9

Incident Details [7]

Major Strengths..... [8]

Primary Areas for Improvement..... [9]

Section 2: Unified Command 10-12

Incident Details [10]

Major Strengths..... [11]

Primary Areas for Improvement..... [12]

Section 3: Incident Command I 13-17

Incident Details [13-14]

Major Strengths..... [15-16]

Primary Areas for Improvement..... [17]

Section 4: Incident Command II 18-21

Incident Details [18]

Major Strengths..... [19-20]

Primary Areas for Improvement..... [21]

Section 5: Timeline of Significant Events 22-25

Section 6: Conclusion 26

Appendix A: Improvement Plan 27

Appendix B: Acronyms 28-29

Appendix C: Supporting Documents and Resources..... 30

EXECUTIVE SUMMARY

On December 12, 2019, a novel human coronavirus disease was first reported in Wuhan, China and quickly spread globally to become the fifth documented pandemic since the 1918 Influenza Pandemic. On January 20, 2020, the Centers for Disease Control and Prevention (CDC) confirmed the first case of COVID-19 in the United States, with the World Health Organization (WHO) confirming human-to-human spread of COVID-19 on January 22, 2020. As a response to the National Emergency issued by President Donald Trump on March 13, 2020, and the extension by President Joseph Biden on February 24, 2021, Brown County Health & Human Services – Public Health Division, also known as Brown County Public Health (BCPH), in collaboration with local healthcare and community partners responded in order to reduce the spread of COVID-19.

The Brown County Emergency Operations Center (EOC) was activated on March 14, 2020, to respond to COVID-19. BCPH's primary goal during the response period was to stop or slow the spread of COVID-19 in the community. The primary concerns during this period were sustaining levels which were manageable for the health systems within Brown County and limiting loss of life. There was no known cure for COVID-19, treatment options were limited, and most individuals were not known to have immunity.

Area Command

On March 19, 2020, BCPH activated its Area Command (AC) response. The primary concerns during this period included continued efforts to stop or slow the spread of COVID-19 in the community by contributing to the safety, health, and welfare of the public. This included developing and implementing Community Isolation and Quarantine Sites (CIQS) which would later be utilized as a model for other counties across the State of Wisconsin. Additionally, focus was on developing a model for contact tracing and disease notification.

Unified Command

BCPH activated the Unified Command (UC) response on April 27, 2020. Primary objectives during this period included monitoring disease surveillance data and implementing control measures to minimize the risk of COVID-19 spread in congregate living or working environments. Methods to achieve these objectives included case investigations and contact tracing, coordination of PPE supplies, providing quarantine and housing options for COVID-19 positive individuals, planning and implementation of mass testing sites, and creating a plan to safely reopen Brown County.

Incident Command I and Incident Command II

In June 2020, BCPH activated the Incident Command (IC) I structure, which would continue through July 6, 2021. After a brief demobilization period, Incident Command (IC) II was activated on October 11, 2021 and continued through March 13, 2022. Primary objectives during these periods included continued efforts to slow the spread of COVID-19 through testing, case investigations, contact tracing, outbreak monitoring, and continued use of proactive prevention efforts to keep Brown County open. With greater availability to the COVID-19 vaccine, BCPH focused on building trust and vaccine confidence within the community. Community outreach initiatives assured access to the vaccine in a timely and equitable manner and promoted both community and internal resiliency and recovery efforts.

RESPONSE PARTNERS THROUGHOUT THE PANDEMIC

- African Heritage, Inc.
- Aging & Disability Resource Center (ADRC)
- Amateur Radio Emergency Services (ARES) Coordinator
- Advocate Aurora
- Aurora Bay Care Medical Center
- Bay Area EMS
- Bellevue Fire Department
- Bellin Health
- Brown County Community Treatment Center
- Brown County Public Health
- Brown County Emergency Management
- Brown County Executive's Office
- Brown County Highway Department
- Brown County Health & Human Services – Community Services
- Brown County Parks Department
- Brown County School Districts and Child Care Centers
- Brown County Sheriff's Department
- Brown County Technology Services (DoTS)
- Brown County United Way/211
- CASA Alba Melanie
- Centers for Disease Control and Prevention (CDC)
- City of Ashwaubenon
- City of De Pere
- City of De Pere Health Department
- City of Green Bay
- Community Services Agency, Inc. (COMSA)
- County Rescue EMS
- Curative Connections
- Assistance Associations)
- Edge Barbershop
- Family Services NEW
- Green Bay Diocese
- Green Bay Police Department
- Green Bay Metro Transit
- Green Bay Metro Fire Department
- Green Bay Packers
- Hawthorne Inn & Suites
- Healthcare Emergency Readiness Coalition Region 3 (HERC)
- Hospital Sisters Health System
- Howard Fire Department
- Incident Management Team (IMT)
- Mutual Aid Box Alarm System (MABAS)
- Neville Museum of Brown County
- NEW Ambulance
- N.E.W. Community Clinic
- NEWCAP
- NEW Zoo and Adventure Park
- Oneida Nation
- Oneida Nation Health Department
- Oshkosh Fire Department
- Prevea Health
- Red Cross
- Salvation Army
- St. Norbert College
- Suamico Fire Department
- University of Wisconsin - Green Bay (UWGB)
- We All Rise African American Resource Center
- Wisconsin National Guard
- Wisconsin DHS
- WUCMAA (Wisconsin United Coalition of Mutual

Brown County Public Health would like to extend a sincere thank you to many additional partners and community members for their support during the COVID-19 response, in addition to those who are listed above.

Major Strengths Throughout the COVID-19 Response

The major strengths identified throughout the overall response are as follows:

- Conducted a systematic process that engaged the whole community in the development of strategic, operational, and/or tactical approaches to meet objectives.
- Created effective incident response strategies, including the use of Incident Command System (ICS) resources, consistent planning and meeting schedules, and clear role delineation.
- Mobilized key response structures based on community needs. Examples include:
 - Established community-based testing sites with support from the WI National Guard, local healthcare partners, and a large number of community organizations. Community-based testing sites were developed as a result of conversations with grassroots community leaders.
 - Developed and implemented Community Isolation and Quarantine Sites (CIQS) to address isolation and quarantine housing needs. The program later transitioned to the Self-Isolating Hotel Voucher (SIHV) program, serving over 200 individuals over the course of the 2-year response.
 - Developed disease investigation and contact tracing best practices throughout the COVID-19 response.
 - Coordinated mass community vaccination clinics as well as mobile clinics.
- Built new partnerships as needed and expanded on previous partnerships and coalitions already in place.
- Partnered with Emergency Management and the Incident Management Team (IMT) to ensure alignment of response efforts.
- Assured equitable distribution of COVID-19 tests, vaccines, and information through mobile clinics, mass community clinics, and multilingual guidance, including development of an equity-focused operations plan which guided onsite clinical operations.
- Connected community members with COVID-19 resources as appropriate in multiple languages.
- Coordinated efforts with the Oneida Nation Health Department and the City of De Pere Health Department when feasible.
- Established a joint information system with healthcare partners, community and public health partners which focused on key COVID-19 messages and sharing timely information.
- Met weekly with healthcare and emergency response partners to align COVID-19 response efforts.
- Developed best practice models which were shared across the state and nation by Wisconsin Department of Health Services (WI DHS) and The Centers for Disease Control and Prevention (CDC).
- Adapted to changing guidance and recommendations.

Overall Areas for Improvement

Throughout the overall pandemic response, the primary areas for improvement, including recommendations, were as follows:

- Update plans to reflect current CDC national public health preparedness capabilities.
- Build efficient communication strategies into preparedness plans to ensure rapid communication with community members in multiple languages.
- Establish strong relationships and communication pathways with key grassroots leaders and community partners to ensure accurate and timely information distribution.
- Create “just-in-time” training system to be utilized at point of mobilization.
- Create job action sheets based off the emergency operations plan that can be used as a quick reference for specific key contacts and other real time information.
- Provide additional levels of training for key response roles (e.g. Planning and Operations Section Chiefs).
- Continue to provide ICS training as a part of onboarding process.
- Mobilize resources quickly when internal capacity is exceeded and demobilize when appropriate.
- Establish regular communication mechanisms with key decision-makers and elected officials.
- Establish a volunteer coordination system to ensure effective application of volunteer resources.
- Ensure consistent documentation and clear performance metrics.
- Create and distribute translated documents in multiple languages to ensure equitable access to information and guidance in a timely manner.
- Establish a surge plan, including thresholds that determine when to adjust the scale of response efforts.
- Conduct cost/benefit analyses of strategies throughout response periods.
- Create a framework to support well-being of staff, build resiliency, and minimize burnout.
- Create a Continuity of Operations Plan (CoOp).

SECTION 1: AREA COMMAND (AC)

Incident Details

Incident Name: 2020-03-14 Brown County COVID-19

Type of Incident: Global Pandemic

Incident Dates: March 19, 2020 – April 26, 2020

Location: Brown County, Wisconsin

Objectives (within multiple incidents under AC):

1. Provide for the safety, health, and welfare of the public by continued contact investigations, active case management, environmental assessment, and intake of new cases. Continue:
 - a. Index and contact case investigations as indicated
 - b. Accurate and timely staging and data entry
 - c. Public health intake services
 - d. Essential public health services
 - e. Planning for future operational period
2. Provide a safe work environment for all staff with the emphasis on proactive prevention measures
3. Develop, staff, and operate Community Isolation/Quarantine Sites (CIQS):
 - a. Develop a transitional plan between quarantine and isolation sites
 - b. Create a staffing plan to fill the needs for CIQS
 - c. Enhance CIQS planning and development and coordination with community partners
4. Research and investigate plans for an alternate care site
5. Create an alternate testing site to assist with community testing
6. Create and manage a warehouse for the logistics of personal protective equipment (PPE) distribution
7. Implement a Public Information Officer (PIO)/Joint Information System (JIS) to keep the public and partners informed and engaged
8. Develop and implement a notification system between hospital systems and regional health agencies for confirmed COVID-19 patient transfer into Brown County

Major Strengths – Area Command (AC) Period

The major strengths identified during the AC period were as follows:

- Partnered with Incident Management Team (IMT) to establish a documented response structure.
- Mobilized relationships with other organizations (healthcare, public health, fire safety, law enforcement, and community leaders) to respond to the COVID-19 pandemic.
- Consulted with the CDC’s COVID-19 Rapid Response Team on early response efforts.
- Linked efforts with Brown County Emergency Management and other partners to ensure communication (both virtual and in person) with the State EOC.
- Maintained foundational knowledge of ICS and Emergency Support Function (ESF) concepts.
- Implemented processes to respond to new COVID-19 cases.
- Developed and implemented Community Isolation and Quarantine Sites (CIQS).
- Established StayHealthyBC.com and alternate work sites with support from Brown County Technology Services (DoTS).
- Promoted and circulated the Emergency Medical Services (EMS) playbook prior to the pandemic, which laid out infectious disease guidelines that were timely and relevant to the response.

Primary Areas for Improvement – Area Command (AC) Period

The primary areas for improvement during the AC period, including recommendations, were as follows:

- Define clear incident objectives and lines of communication and share across the response.
- Mobilize community partner/community engagement and facility outreach branches within the response with linked objectives.
- Build upon foundational understanding of ICS/ESF concepts to implement key response structures.
- Support employee well-being and resiliency.
- Align employee strengths and skill sets with appropriate objectives.
- Ensure that “just-in-time” training is available for employees transitioning to new roles.
- Use volunteers strategically earlier in the response as appropriate.
- Follow a clear meeting structure and provide consistent documentation of meetings, including distribution of minutes, to all impacted staff members.
- Identify clear channels of communications/liasons between public health and healthcare partners to ensure consistent, effective communication.
- Ensure that community partner and stakeholder contact lists are up to date and accessible to staff.

SECTION 2: UNIFIED COMMAND (UC)

Incident Details

Incident Name: 2020-03-14 Brown County COVID-19

Type of Incident: Global Pandemic

Incident Dates: April 27, 2020 – June 5, 2020

Location: Brown County, Wisconsin

Objectives:

1. Monitor disease surveillance data and implement control measures to minimize the risk of spread in congregate living or working environments
2. Minimize spread by index case investigation and contact tracing
3. Provide quarantine and housing options for COVID-19 positive individuals
4. Coordination of PPE for Brown County healthcare partners

Major Strengths – Unified Command (UC) Period

The major strengths identified during the UC period were as follows:

- Updated organizational structures as appropriate to ensure BCPH was effective and efficient in its COVID-19 response efforts.
- Relocated to the EOC which allowed for access to needed staffing, workspace, and operational resources.
- Established a working ICS structure which laid the foundation for clear communication and supported efficient response strategies.
- Established a policy group for key decision making and information sharing.
- Updated objectives and strategies to reflect current BCPH response efforts.
- Focused on resilience and well-being for staff.
- Worked with WI DHS to secure necessary waivers and acquire scarce testing materials for targeted outbreak testing.
- Established some of the earliest community testing sites in the state with support from the WI National Guard, local healthcare partners and community partners, and successfully navigated unique challenges, such as adapting to inclement weather.
- Ensured multilingual signage, interpretation services, and educational materials were present at each of the community testing sites (Spanish, Hmong, Somali, and English).
- Continued to operate CIQS with daily wellness checks, food for the duration of the isolated person's stay, clothing for individuals in need, transportation to and from the site, and acted as a liaison by arranging medical care when necessary.
- Continued to partner with the Incident Management Team (IMT) and local response partners to support transition into Unified Command (UC) structure.
- Utilized job action sheets to fill defined roles and provide support through interdepartmental assistance.
- Expanded upon relationships and strategies to enhance communication with community groups who serve key populations in Brown County, ensuring materials were available in multiple languages and formats.
- Contracted with Leonard & Finco to enhance community messaging and Public Information Officer (PIO) strategies.
- Launched and distributed "Reopening Brown County" plan.
- Developed volunteer coordination system.

Primary Areas for Improvement – Unified Command (UC) Period

The primary areas for improvement during the UC period, including recommendations, were as follows:

- Align messaging across various response partners at both the local and State level.
- Identify thresholds for mobilization and demobilization of resources.
- Establish a more coordinated response at the operational level to increase communication and dissemination of resources, such as material sharing and testing expansion.
- Prioritize follow up with community partners to support clear community messaging with key populations.
- Implement parameters to update materials in light of changing guidance and/or response factors.

SECTION 3: INCIDENT COMMAND I (IC)

Incident Details

Incident Name: 2020-03-14 Brown County COVID-19

Type of Incident: Global Pandemic

Incident Dates: June 6, 2020 – July 6, 2021

Location: Brown County, Wisconsin

Objectives: (At various points in the IC II timeline). The Incident Command I structure was demobilized on July 6, 2021 and was reactivated as Incident Command II in October 2021.

1. Slow the spread of COVID-19 in Brown County to minimize illness and death
2. Keep Brown County open by using proactive prevention efforts
3. Promote both community and internal resiliency and recovery efforts
4. Ensure Brown County residents have access to the COVID-19 vaccine in a timely and equitable manner
5. Ensure up-to-date disease surveillance data is available to the community
 - a. Continue to analyze and make recommendations based on data trends
 - b. Track contact tracing trends including vaccination status
6. Minimize the spread by ensuring testing, index case investigation, and contact tracing
 - a. Monitor testing trends in Brown County
 - b. Continue patient follow-up and contact tracing
7. Provide quarantine and isolation housing options for COVID-19 positive individuals
8. Coordinate distribution of PPE for Brown County critical infrastructure facilities
 - a. Request and receive state PPE shipments
 - b. Storage and distribution of PPE
9. Coordinate and engage in proactive prevention strategies
 - a. Explore strategic partnerships to share prevention messages
 - b. Provide education on COVID-19 testing and non-pharmaceutical interventions
 - c. Build vaccine confidence through education, trusted partnerships, and public information efforts

10. Monitor and coordinate outbreak response in Brown County
 - a. Utilize process for outbreak management
 - b. Continue to monitor and manage Wisconsin Electronic Disease Surveillance System (WEDSS) outbreaks
 - c. Provide clear recommendations and guidance for safe operations through prevention, detection, and control of COVID-19 with priority given to schools and long-term care facilities

11. Ensure equitable distribution of the COVID-19 vaccine in Brown County
 - a. Ensure plans and systems are in place to distribute vaccine based on availability
 - b. Ensure distribution plan aligns with state and federal parameters, as well as local data
 - c. Work with healthcare and community partners to help fill vaccine distribution gaps

Major Strengths – Incident Command I (IC) Period

The major strengths identified during this incident are as follows:

- Continued to provide and assure access to community-wide COVID-19 testing sites throughout Brown County.
- Adopted and disseminated changing CDC guidance regarding masking and vaccination.
- Expanded Wisconsin Emergency Assistance Volunteer Registry (WEAVR) assistance from 40 to 260 volunteers to help with COVID-19 response and vaccination clinic needs.
- Facilitated weekly calls with schools, which included childcare guidance.
- Updated and republished the Reopening Brown County guidance document and continued to provide environmental health guidance to local businesses and restaurants on how to safely operate and manage outbreaks.
- Consulted with businesses, schools, faith-based establishments, higher education, and other community events on how to safely hold mass gatherings.
- Supported long-term care facilities and their response to COVID-19 outbreaks in line with DHS and DQA guidance.
- Participated in Healthcare Emergency Readiness Coalition (HERC) Region 3 meetings which served as a bridge to the State Vaccination Task Force and ensured alignment of testing and vaccination priorities and resources.
- Published data dashboard on stayhealthybc.com and daily case count COVID-19 data on social media.
- Facilitated local meetings to create a unified approach to community vaccination and community-based clinics with an intentional focus on equity.
- Conducted focus groups discussions within the community regarding health equity vaccination barriers and supports.
- Partnered with Bellin Health and the Green Bay Packers to host a large-scale west side community-based COVID-19 vaccination clinic with an equity-focused operations plan.
- Coordinated mobile vaccination clinics throughout Brown County. Partnered with Green Bay Metro to equip a city bus as an optional mobile clinic resource.
- Developed an in-home vaccination plan in partnership with the ADRC and Bellin Health along with other community partners to provide in-home vaccination options for those unable to travel to community-based sites.
- Formed the Brown County COVID-19 Vaccination Coalition, including establishment of an organizational charter.
- Transitioned CIQS to the Self-Isolating Hotel Voucher (SIHV) program.
- Continued to assess and support staff resiliency and well-being.
- Conducted a PPE needs assessment survey and built relationships with local medical suppliers to distribute and share resources appropriately.
- Increased public information and community engagement strategies to include a focus on development of resources related to vaccination and testing access.

- Conducted and disseminated a literature review on the effectiveness of masking as a prevention strategy.
- Created the “I Mask For...” public information campaign which highlighted diverse community members’ reasons for masking.
- Continued to participate in weekly meetings with healthcare and first responder meetings.
- Facilitated the Faces of COVID public information campaign, telling the stories of those impacted by COVID-19, in partnership with a collaborative group of public health and healthcare PIOs.
- Contracted with staffing agencies to increase staffing levels for key response strategies.
- Hired limited term employees to fill staffing needs as appropriate.
- Created a “Frequently Asked Questions” segment on the StayHealthyBC.com website to answer common COVID-19 and non-COVID-19 questions.
- Transitioned Brown County data successfully from locally developed dashboard to DHS dashboard.

Primary Areas for Improvement – Incident Command I (IC) Period

The primary areas for improvement during the IC, including recommendations, were as follows:

- Ensure strong internal communications both in and out of the COVID-19 response.
- Ensure that staff are assigned to roles that align with their skill sets.
- Provide a longer transition period between ICS and routine operations to ensure staff has adequate time to reacclimate.
- Cross train staff on a variety of roles within the response to ensure that there is adequate coverage and to allow for staff vacancies and time off.
- Provide consistent and timely updates to elected officials.
- Increase awareness and buy-in for implementation of the school surveillance system to improve outbreak monitoring.
- Anticipate hiring needs and build contracting relationships to support rapid hiring.
- Enhance coordination of efforts between BCPH and healthcare systems as feasible by aligning response plans and objectives.
- Establish norms at initial partnership meetings to ensure that goals and priorities are aligned to minimize miscommunication and effectively meet goals.
- Document action plans clearly for implementation of response efforts.
- Develop a streamlined system for multilingual outreach.
- Take a more proactive versus reactive approach.
- Develop inventory control system further to better manage supplies.
- Develop an intake process including outbreak management and follow up.

SECTION 4: INCIDENT COMMAND II (IC)

Incident Details

Incident Name: 2020-03-14 Brown County COVID-19

Type of Incident: Global Pandemic

Incident Dates: October 11, 2021 – March 13, 2022

Location: Brown County, Wisconsin

Objectives: (At various points in the IC II timeline). The Incident Command I structure was demobilized on July 6, 2021 and was reactivated as Incident Command II in October 2021.

1. Ensure up to date disease surveillance data is available to the community
2. Minimize spread by ensuring testing, vaccination, and disease investigation
 - a. Ensure equitable access to testing
 - b. Ensure equitable access of the COVID-19 vaccination
 - c. Work with healthcare and community partners to help fill resource gaps
 - d. Continue disease investigation and follow up
3. Coordinate and engage in proactive prevention strategies
 - a. Explore strategic partnerships to share prevention messages
 - b. Provide education on COVID-19 testing and non-pharmaceutical interventions
 - c. Build vaccine confidence through education, trusted partnerships, and public information efforts
4. Monitor and coordinate outbreak response in Brown County
 - a. Utilize process for outbreak management
 - b. Continue to monitor and manage WEDSS outbreaks
 - c. Provide clear recommendations and guidance for safe operations through prevention, detection, and control of COVID-19 with priority given to Brown County schools and long-term care facilities
5. Engage in planning efforts for recovery phase of pandemic focusing on population health

Major Strengths – Incident Command II (IC) Period

The major strengths identified during this incident are as follows:

- Improved internal and external communications.
- Adapted response strategies as needed.
- Evaluated the effectiveness of response strategies and pivoted when necessary.
- Strengthened existing community partnerships and created a stronger community presence through press conferences, social media, branding and partnerships.
- Completed cross training of BCPH staff as appropriate.
- Implemented a COVID-19 Response and Recovery Team (CRRT) which will act as a surge team if resource needs increase.
- Implemented HIPAA compliant surveying and scheduling technology to support contact tracing, vaccination scheduling, and more.
- Continued to provide updates on the StayHealthyBC.com website to answer common COVID-19 and non-COVID-19 questions.
- Provided updates to businesses and facilities during periods of rapidly changing COVID-19 guidance, including an informational letter to Human Resources departments of large employers to assist with COVID-19 mitigation in the workplace.
- Hosted a COVID-19 vaccination clinic in partnership with the Neville Public Museum and WUCCMA, an Asian American resource agency, as well as four COVID-19 vaccination clinics downtown in partnership with Brown County and the City of Green Bay.
- Distributed a COVID-19 mailer with isolation and quarantine guidance to all households within Brown County Public Health’s jurisdiction.
- Piloted a distribution strategy for free at-home COVID-19 testing supplies that utilized existing partnerships to serve our critical infrastructure and vulnerable populations.
- Continued to provide support and guidance to the community through the implementation of the COVID-19 Resource Line, which was designed to answer COVID-19 questions, provide information on testing and vaccines, and connect members of the community with necessary resources.
- Opened the Brown County Community Testing Site in partnership with Accelerated Clinical Laboratories (ACL), supported by WI DHS, at the Brown County Fairgrounds.
- Demonstrated resiliency and adaptability during the transition between routine operations and ICS II.
- Utilized lessons learned earlier in the response to improve communication and documentation strategies.
- Transitioned long-term care facilities support to a collaborative model with DQA/DHS keeping focus on outbreak response.
- Demobilized the CIQS/SIHV program due to a decreased demand for accommodations as a result of declining positive cases, an increase in vaccinations, shelter mitigation strategies, and the low level of community spread.

- Linked community members requesting vaccine clinics with Brown County and DHS vaccinators.

Primary Areas for Improvement – Incident Command II (IC) Period

The primary areas for improvement during IC II, including recommendations, were as follows:

- Rotate ICS roles throughout the response to prevent staff burnout and increase role diversity within the team.
- Review ICS roles and responsibilities periodically in order to provide a more balanced workload across units while taking routine responsibilities into consideration.
- Implement a COVID-19 Response and Recovery Team to focus on response needs, allowing for full time staff to resume routine responsibilities.
- Create a list of all community contacts which can be easily accessed so that information can be disseminated quickly and efficiently.

SECTION 5: TIMELINE OF SIGNIFICANT EVENTS

DATE	EVENT/ACTION
12/12/2019	<ul style="list-style-type: none"> A cluster of patients in Wuhan, Hubei Providence, China began to experience shortness of breath and fever
12/31/2019	<ul style="list-style-type: none"> Pneumonia type illness with unknown etiology detected in Wuhan City, Hubei Province of China
01/05/2020	<ul style="list-style-type: none"> CDC's National Center for Immunization and Respiratory Diseases (NCIRD) activated a Center Level Response for novel pneumonia of unknown etiology
01/07/2020	<ul style="list-style-type: none"> Illness identified as a new type of coronavirus, SARS-CoV-2 (COVID-19)
02/05/2020	<ul style="list-style-type: none"> First confirmed case in Wisconsin
03/03/2020	<ul style="list-style-type: none"> BCPH hosted initial press conference in partnership with De Pere Health Department and Oneida Nation Health Department, launching StayHealthyBC.com and providing infectious disease prevention messaging
03/05/2020	<ul style="list-style-type: none"> Interim Public Health Officer was appointed due to unexpected leave
03/12/2020	<ul style="list-style-type: none"> Governor Evers issued Executive Order #72, which declared a health emergency in response to the COVID-19 coronavirus
03/14/2020	<p>Brown County Emergency Operations Center (EOC) activated</p>
03/16/2020	<ul style="list-style-type: none"> Initial COVID-19 response organization charts created Incident Command Post (ICP) created at the Sophie Beaumont Health & Human Services building State of Emergency declared by the City of Green Bay
03/17/2020	<ul style="list-style-type: none"> Wisconsin DHS issues Order #8 Ban on Mass Gatherings
03/18/2020	<ul style="list-style-type: none"> EOC started daily situational reports All schools closed at 5:00pm per the Governor's order Hospital liaisons integrated into response First confirmed case of COVID-19 in Brown County
03/19/2020	<p>Area Command activated</p> <ul style="list-style-type: none"> Daily conference calls scheduled Brown County Court House closed to public First CIQS planning meeting
03/20/2020	<ul style="list-style-type: none"> Hair salons, barber shops, nail salons, day spas, tattoo parlors, body art establishments and tanning facilities ordered to close per Governor's Order
03/22/2020	<ul style="list-style-type: none"> First volunteer started with Brown County COVID-19 response
03/24/2020	<ul style="list-style-type: none"> Governor Evers issued Safer at Home Order, closing non-essential businesses Plan to move Area Command to the Neville Museum Warehouse for PPE established at Brown County Highway Department N-95 mask cleaning set up by Prevea Health Oneida Nation issued Safer at Home Order Brown County COVID-19 Area Command Public Information Officer (PIO) began regular press briefings
03/27/2020	<ul style="list-style-type: none"> First guest onsite at CIQS
03/29/2020	<ul style="list-style-type: none"> US Army Corps Facility Assessment for an alternative care site

03/30/2020	<ul style="list-style-type: none"> • Intake team created to triage incoming calls • Transition from Interim Public Health Officer back to appointed Public Health Officer
03/31/2020	<ul style="list-style-type: none"> • Alternative care sites planning ongoing
04/02/2020	<ul style="list-style-type: none"> • Launch of “Who are you staying home for?” campaign with NBC-26 • Staffing support requested from Brown County Health & Human Services – Community Services Division
04/03/2020	<ul style="list-style-type: none"> • Standard Operating Procedures finalized for CIQS
04/06/2020	<ul style="list-style-type: none"> • Press conference held to announce Brown County testing site (Mason and Military – Sears parking lot) • Congressman Gallagher announced PPE distribution site in coordination with Brown County Public Health
04/07/2020	<ul style="list-style-type: none"> • Spring election held during COVID-19 pandemic
04/10/2020	<ul style="list-style-type: none"> • Brown County reported its first death due to COVID-19
04/14/2020	<ul style="list-style-type: none"> • Demobilization plan for CIQS created
04/15/2020	<ul style="list-style-type: none"> • Brown County reached more than 100 confirmed cases of COVID-19 • Wisconsin DHS started helping with contact tracing
04/16/2020	<ul style="list-style-type: none"> • Governor Evers extended Safer at Home Order to May 26
04/17/2020	<ul style="list-style-type: none"> • First conference call with CDC; CDC team scheduled to deploy to Brown County
04/20/2020	<ul style="list-style-type: none"> • CDC Rapid Response Team first day onsite • Brown County Deputy Executive Jeff Flynt named Public Information Officer (PIO) Advisor
04/22/2020	<ul style="list-style-type: none"> • Transitioned PIO and Environmental Health roles to focus on creation of facility guidance
04/25/2020	<ul style="list-style-type: none"> • Area Command testing and COVID-19 response planning day with healthcare partners, IMT members, The WI National Guard, and the Green Bay Fire Department.
04/26/2020	<ul style="list-style-type: none"> • Community grassroots leaders meeting at the Neville Museum • Health Officers proposed Unified Command Structure <p>Area Command demobilized</p>
04/27/2020	<p>Unified Command activated</p> <ul style="list-style-type: none"> • Daily media briefings changed to virtual
04/29/2020	<ul style="list-style-type: none"> • Unified Command evacuated from Neville Museum to Brown County EOC due to flooding
04/30/2020	<ul style="list-style-type: none"> • Community testing at Resch Center for targeted symptomatic individuals with capacity to test 400 individuals per day
05/01/2020	<ul style="list-style-type: none"> • Facilities Branch added to Org Chart
05/04/2020	<ul style="list-style-type: none"> • Resch Center testing site expanded to all symptomatic individuals
05/06/2020	<ul style="list-style-type: none"> • Community testing at Casa Alba for any symptomatic individuals expanded the county’s testing capabilities to 800 individuals per day • Oneida Nation extends Safer at Home Order through June 11

05/08/2020	<ul style="list-style-type: none"> County Executive and Unified Command walk through at both community testing sites
05/09/2020	<ul style="list-style-type: none"> Testing sites expanded to anyone wanting to get tested, including both symptomatic and asymptomatic individuals
05/11/2020	<ul style="list-style-type: none"> Testing site videos created in English, Spanish, and Somali
05/12/2020	<ul style="list-style-type: none"> Community testing sites announcement that they would remain open until May 22
05/13/2020	<ul style="list-style-type: none"> Wisconsin State Supreme Court struck down the Safer at Home Order BCPH issued Safer at Home Order
05/14/2020	<ul style="list-style-type: none"> City of De Pere Health Department (DPHD) issued Safer at Home Order Testing sites expanded testing capabilities to 1200 individuals per day
05/15/2020	<ul style="list-style-type: none"> BCPH and DPHD rescinded their Safer at Home Orders Highest testing volume with 1,258 tests conducted at the two community testing sites
05/19/2020	<ul style="list-style-type: none"> Volunteers added to assist the Intake Screening Branch
05/22/2020	<ul style="list-style-type: none"> “Reopening Brown County” guidelines published on website and distributed to partners Last day for National Guard assistance with testing Community testing sites closed after having tested 12,928 individuals at both locations
05/31/2020	<ul style="list-style-type: none"> Civil unrest downtown Green Bay, which led to two concurrent emergencies at the EOC, as well as implications to the downtown Sophie Beaumont building
06/05/2020	EOC and Unified Command demobilized
06/06/2020	Incident Command I Period activated
11/24/2020	<ul style="list-style-type: none"> Brown County recorded the highest single-day case count to date with 563 cases
12/02/2020	<ul style="list-style-type: none"> CDC changed quarantine guidelines & considerations for domestic travel
12/11/2020	<ul style="list-style-type: none"> The Food and Drug Administration (FDA) authorized the Pfizer-BioNTech COVID-19 vaccine for emergency use in the United States for people 16 years and older
12/18/2020	<ul style="list-style-type: none"> FDA authorized the Moderna COVID-19 vaccine for emergency use in the United States for people 18 years and older
02/21/2021	<ul style="list-style-type: none"> U.S. COVID-19 death toll surpasses 500,000
02/24/2021	<ul style="list-style-type: none"> National Emergency Declaration extended by President Biden
02/27/2021	<ul style="list-style-type: none"> FDA authorized the Johnson & Johnson vaccine for emergency use in the United States for people 18 years and older
03/17/2021	<ul style="list-style-type: none"> The BCPH, Bellin Health, and Green Bay Packers COVID-19 Vaccine Clinic opened in the Lambeau Field Atrium
03/31/2021	<ul style="list-style-type: none"> Statewide mask mandate order expired Supreme Court overruled Governor Evers’ face mask mandate BCPH issued a mask advisory asking for compliance indoors and at large gatherings outdoors
04/13/2021	<ul style="list-style-type: none"> Johnson & Johnson vaccine production was paused after rare cases of blood clots were noted as a side effect
04/23/2021	<ul style="list-style-type: none"> FDA & CDC lifted the recommended pause on the Johnson & Johnson vaccine

05/10/2021	<ul style="list-style-type: none"> Vaccine clinic moved to the 5th level of Lambeau Field
05/11/2021	<ul style="list-style-type: none"> 43.7% of Brown County residents had received one dose of the COVID-19 vaccine and 38.9% had completed the two-dose series
05/12/2021	<ul style="list-style-type: none"> DHS accepted the CDC recommendation to expand the use of the Pfizer vaccine to include children between 12–15 years old
05/13/2021	<ul style="list-style-type: none"> Lambeau Field Clinic started offering the vaccine to children between 12–15 years old CDC eased indoor masking guidance for fully vaccinated people
05/14/2021	<ul style="list-style-type: none"> BCPH, DPHD, and Oneida Public Health released updated guidance regarding CDC and DHS masking recommendations
05/18/2021	<ul style="list-style-type: none"> Surpassed 40,000 vaccine doses administered at the Lambeau Field vaccination clinic
06/01/2021	<ul style="list-style-type: none"> The Delta variant becomes the dominant strain in the U.S.
06/08/2021	<ul style="list-style-type: none"> Media launch for the Mobile Vaccination Clinic for Brown County in partnership with healthcare partners and Green Bay Metro
06/30/2021	<ul style="list-style-type: none"> Last day for Lambeau Field vaccination clinic operations Last day of situation reports to key first responders until further notice
07/05/2021	Incident Command I Period Demobilized
07/06/2021	<ul style="list-style-type: none"> Returned to routine staffing and supervision
08/30/2021	<ul style="list-style-type: none"> ACIP recommends Pfizer-BioNTech’s vaccine for people ages 16 years and older
08/31/2021	<ul style="list-style-type: none"> Implemented a modified ICS response schedule to respond to community needs
10/01/2021	<ul style="list-style-type: none"> COVID-19 mailer with isolation and quarantine guidance went out to all households in Brown County Public Health jurisdiction Friday Night Out with Edge Barbershop community outreach event and COVID-19 vaccination clinic with additional community partners.
10/11/2021	Incident Command II Period Activated
10/21/2021	<ul style="list-style-type: none"> CDC endorses ACIP recommendation for COVID-19 booster shots for people 65+ and people 18+ with underlying medical conditions or who live or work in high risk settings
11/02/2021	<ul style="list-style-type: none"> CDC endorses ACIP recommendation to vaccinate children 5 to 11 years old with Pfizer-BioNTech pediatric vaccine
11/26/2021	<ul style="list-style-type: none"> The World Health Organization (WHO) classifies the new variant Omicron as a variant of concern
11/29/2021	<ul style="list-style-type: none"> CDC recommends that everyone 18+ who received Moderna or Pfizer vaccines previously receives a booster shot 6 months after fully vaccinated
12/21/2021	<ul style="list-style-type: none"> The Omicron variant becomes the dominant strain in the U.S.
01/27/2022	<ul style="list-style-type: none"> Hosted a COVID-19 vaccination clinic in partnership with the Neville Public Museum and WUCCMA, an Asian American resource agency
02/04/2022	<ul style="list-style-type: none"> Brown County COVID-19 Community Testing Site opened at the Brown County Fairgrounds
02/11/2022	<ul style="list-style-type: none"> Implementation of the CRRT and COVID-19 Resource Line
03/13/2022	Incident Command II Period Demobilized
03/14/2022	<ul style="list-style-type: none"> After providing over 200 people with a safe place to stay during their isolation or quarantine period, the CIQS/SIHV program was demobilized due to a decreased need for COVID-19 related accommodations COVID-19 response and recovery objectives transferred to CRRT ICS demobilized

SECTION 6: CONCLUSION

Throughout the COVID-19 response, Brown County Public Health utilized a variety of strategies to mitigate and minimize the impact of COVID-19 on the community. During these unprecedented times, BCPH capitalized on existing strengths and community partnerships to provide a strong, unified response to the pandemic. However, the magnitude of this pandemic also provided valuable lessons and learning opportunities that will improve future response efforts. BCPH is extremely grateful for the partnerships developed with our healthcare partners, emergency management, Incident Management Team, HERC, EMS, public safety, schools, municipal governments, and community partners and the expertise they brought to support the COVID-19 response. In the transition from the response to recovery phase, BCPH recognizes that COVID-19 will continue to be a top health concern and will continue working diligently to keep the Brown County community safe, healthy, and informed.

APPENDIX A: IMPROVEMENT PLAN

Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization Primary Person Responsible	Proposed Start Date	Proposed Completion Date
Update plans to reflect current CDC national public health preparedness capabilities.	<ul style="list-style-type: none"> Update PHEP and associated documents 	BCPH	Preparedness Coordinator	ASAP	Draft completed by September 2022
Build efficient communication strategies into preparedness plans to ensure rapid communication with community members in multiple languages.	<ul style="list-style-type: none"> Build contact lists and process for routine updates Publish translated documents in multiple languages to ensure equitable access to information and guidance in a timely manner. 	BCPH	Preparedness Coordinator and Community Engagement	ASAP	Draft completed by September 2022
Create a Continuity of Operations Plan (CoOp) to ensure mandated services continue during an emergency.	<ul style="list-style-type: none"> Create the CoOP 	BCPH	Preparedness Coordinator	ASAP	Draft completed by September 2022

APPENDIX B: ACRONYMS

AAR	After Action Report
AC	Area Command
ADRC	Aging and Disability Resource Center
ARES	Amateur Radio Emergency Services
BCPH	Brown County Public Health
CDC	Centers for Disease Control and Prevention
CIQS	Community Isolation and Quarantine Sites
COMSA	Community Services Agency, Inc.: resources for Somali refugee and immigrant communities in Northeast Wisconsin
COVID-19	Novel Coronavirus (SARS-CoV-2)
DPHD	De Pere Health Department
EM	Emergency Management
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF 6	Mass Care, Emergency Assistance, Housing, and Human Services Addresses evacuation and sheltering, financial assistance, disaster housing, emergency feeding, and other human service considerations during an emergency
ESF 8	Health and Medical Services Addresses public health, medical surge and mass fatality considerations during an emergency.
ESF	Emergency Support Functions
FDA	Food and Drug Administration
HERC	Healthcare Emergency Readiness Coalition
IC	Incident Command
ICP	Incident Command Post
ICS	Incident Command System

IMT	Incident Management Team
IP	Improvement Plan
JIS	Joint Information System
JITT	Just In Time Training: the ability to provide training at the time it is most needed
NCIRD	National Center for Immunization and Respiratory Diseases
NEW	Northeast Wisconsin
NEWCAP	Northeast Wisconsin Community Action Program
PIO	Public Information Officer
PPE	Personal Protective Equipment
SEOC	State Emergency Operations Center
SIHV	Self-Isolating Hotel Voucher
SME	Subject Matter Expert
TS	Technical Services
UC	Unified Command
WEAVR	Wisconsin Emergency Assistance Volunteer Registry
WEDSS	Wisconsin Electronic Disease Surveillance System
WI DHS	Wisconsin Department of Health Services

APPENDIX C: SUPPORTING DOCUMENTS AND RESOURCES

Community Education Website www.stayhealthybc.com
Incident Weekly Summaries www.browncountywi.gov/community/covid-19/general-information/covid-19-weekly-response-summaries/
COVID Data Dashboard www.browncountywi.gov/community/covid-19/dashboard-data/