

A. Failure to Analyze Data and Failure to Appreciate the Outbreak					
Item #	Description	Plan of action	Milestones	Owner	Status
1i	MVC Headquarters should develop specific trigger points that identify threshold conditions to take further action. Once these thresholds are established, MVC Headquarters should create action plans which correspond to each trigger point and ensure all staff are trained to the same standard.	MVC will develop action plans that are based on known trigger points for large outbreaks within the Homes. These trigger points will be based on data collected from previous outbreaks that led to larger infections within the facility. Once these trigger points are established, a specific plan of action for both the facility and HQ will be established. HQ will construct the initial plan to be reviewed by the facilities for further input and refinement. This will ensure the Homes requirements are met as well as assist with their "buy in" to the product.	1. ID past trigger points	MVC Operations	Complete
			2. ID available actions for the facility	MVC Operations	Complete
			3. ID available actions for HQ	MVC Operations	Complete
			4. Construct initial DRAFT plan	MVC Operations	Complete
			5. Conduct Homes' leadership review of DRAFT plan	MVC Operations	In Progress
			6. Publish action plan	MVC Operations	In Progress
			7. Conduct periodic review	MVC Operations & Homes Program	Not Started
1ii	MVC Headquarters should continue to expand their use of data analytic platforms and dashboards to ensure data collected by the Homes is properly analyzed. The MVC should ensure Headquarters staff is trained to identify trends and task key personnel with the responsibility of tracking and analyzing such data. In addition, Headquarters leadership, led by the Executive Director, must compare MVC data to information provided by the Fusion Cell, local health departments, and other available sources to engage in meaningful decision making.	MVC in conjunction with DHSS and the COVID Fusion Cell completed a digital dashboard system that enables us to better analyze data through a graphical presentation of vital statistics. These dashboards will be reviewed daily by leadership. Our primary staff will review their specific areas of responsibility and provide feedback to leadership on trends and areas of concern.	1. ID data that must be tracked	MVC Operations	Complete
			2. Construct digital dashboard	MVC Operations	Complete
			3. Conduct digital dashboard training with all staff to include areas of responsibility and identifying trends	MVC Operations	Complete
			4. Establish meeting rhythm that enables full interaction with CFC, health departments and other various sources.	MVC Operations	Complete
			5. Hire data management and analytics professional to assist with further refinement of data tracking and digital dashboard.	MVC Operations	In Progress
1iii	MVC should explore methods to streamline the reporting burdens on Homes and its Headquarters staff. Specifically the MVC and other state stakeholders should look for ways to reduce duplicative reporting, in order to minimize the risk of data errors.	Our newly established digital dashboard has streamlined some reporting systems. We will identify our current reporting requirements and their reporting rhythm. This must be for both field reporting to HQ as well as HQ reports to state level entities.	1. ID all reporting requirements	MVC Operations	In Progress
			2. ID duplicative reporting from the field	MVC Operations	In Progress
			3. ID duplicative reporting to state level entities	MVC Operations	Not Started
			4. Combine or eliminate reports to MVC HQ that are a duplication of effort.	MVC HQ	Not Started
			5. Work with state level entities to combine or eliminate duplicative reporting to higher.	MVC HQ	Not Started
B. Lapse of Broader Reporting and Communication					
1i	MVC Headquarters should develop a plan outlining a delegation of duties among MVC Headquarters staff. Duties related to data management, analysis, resource procurement, and contingency planning must be clearly assigned to prevent lapses in responsibility. MVC Headquarters leadership should create unity of command and clearly defined responsibilities related to the continued COVID-19 response.	MVC must validate internal work flow, duties and responsibilities and make specific assignments for each process. This process must be clearly defined and staff trained to adhere to the process.	1. Identify work flow	MVC Leadership & Operations	In Progress
			2. Identify work flow, data management and data assessment responsibilities.	MVC Operations	In Progress
			3. Establish clear lines of responsibility and reporting.	MVC Operations	In Progress
1ii	MVC Headquarters should improve communications and analysis between it and the Fusion Cell, including an "After Action Review" of the lessons learned from the prolonged outbreak, the identification of who at the MVC and the Fusion Cell are responsible for analyzing data, and the establishment of a clear line of communication between such individuals.	MVC will ensure that no less than one member of the leadership team participates in every CFC meeting. The leadership team is defined as the Director, Deputy Director, Operations Chief and Logistics Chief. MVC will request an after actions report with the CFC leadership to identify issues and specific methods to improve communications. During this meeting all reporting and communications methods will be clearly defined. (see A1iii)	1. Establish a CFC/CRF meeting rhythm with required staff attendance for each.	Executive Director / Deputy Director	Complete
			2. Complete finding A1iii plan of action.	Executive Director / Deputy Director	Not Started
			3. Conduct AAR meeting with CFC leadership.	Executive Director / Deputy Director	Not Started
			4. Establish and assign communications requirements to MVC staff.	Executive Director / Deputy Director	Not Started
1iii	The MVC should work with other external stakeholders like the COO of Missouri, the Fusion Cell, DPS, and other agencies to examine the structure of the "independent" MVC and its administrative position in the State of Missouri. Accountability measures and a clear structure involving direct oversight may be necessary to ensure better communication exists between MVC, DPS, and other stakeholders.	MVC in conjunction with state leadership and stakeholders must identify the most effective and efficient structure for the commission that will provide the best outcomes for our state's Veterans.	1. Identify stakeholders	Executive Director / Deputy Director	Not Started
			2. Conduct independent review to determine best structure for the MVC.	MVC Operations	Not Started
			3. Conduct legislative efforts to enact structural change according to independent review.	Commission Leadership	Not Started
			4. Initiate transformation.	Executive Director / Deputy Director	Not Started
C. Absence of a Comprehensive Outbreak and Contingency Plan					

1i	MVC Headquarters and Homes should develop a comprehensive COVID-19 outbreak plan based on other infectious disease protocols. The plan should be vetted by other external agencies and compared to guidelines such as those issued by the CDC, VA, DHSS, and CMS. The plan must be tested and tailored to each Home as appropriate. Once final, all MVC Headquarters and Home staff should be trained and have access to the plan for reference.	MVC will identify and implement the best in class commercial off the shelf infection control manual. The manual will be tailored to the facility and vetted by external sources to confirm viability. Use exercises to include TTSS to test our capabilities and outside agencies to validate.	1. Identify COTS base plan options and determine viability.	MVC Homes Program	Complete
			2. Work with DHSS and outside agencies to validate plan is appropriate for use by MVC.	MVC Homes Program	Complete
			3. Purchase best available plan for each Home.	MVC Homes Program	In Progress
			4. Tailor base plan for each facility.	MVC Homes Program	Not Started
			5. Conduct training with all staff.	MVC Homes Program	Not Started
			6. Review and update plan annually.	MVC Homes Program	Not Started
			7. Conduct refresher training with staff.	MVC Homes Program	Not Started
1ii	Part and parcel to the outbreak plan is the development of clear and consistent policies regarding when staff need to quarantine or isolate and the conditions that must be met before staff may return to work following COVID-19 infection or exposure. In addition, each Home should have a detailed plan it can implement in the event of staffing shortages and a dedicated infection prevention nurse.	MVC will utilize existing CDC and DHSS guidance on quarantine and isolation procedures. We will identify the best method of publishing this guidance either internally or through a COTS product that provides best in class guidance. Once identified and obtained, we will train staff on the guidance to ensure Commission wide understanding of the process. MVC will identify all options available to remedy emergency staffing shortages and implement a plan that is available to all Homes.	1a. Identify CDC and DHSS guidance concerning quarantine and isolation.	MVC Homes Program	Complete
			1b. Either publish or utilize existing COTS quarantine and isolation guidance.	MVC Homes Program	In Progress
			1c. Train staff on guidance	MVC Homes Program	In Progress
			2a. Identify all available options to implement in the event of staffing shortages.	MVC Operations	Complete
			2b. Implement a HQ checklist of staffing options and actions required to implement each option.	MVC Operations	In Progress
			2c. Educate HQ and Homes staff on processes required for implementation.	MVC Operations & Homes Program	Not Started
1iii	MVC Headquarters and Homes should develop immediate response checklists that can be executed by any member of the Homes' management team if the Home received a report of a COVID-19 positive staff and/or resident.	MVC will develop immediate response procedures for Homes staff to follow upon identification of a COVID positive Veteran or staff member. Procedures will be easy to follow and adhere to all best practices.	1. Using best practices and lessons learned for immediate response within the Homes for COVID positives.	MVC Operations	Complete
			2. Produce an easy to follow checklist for Homes staff to follow upon identification of a positive Veteran or staff member.	MVC Operations	Complete
			3. Train Homes staff on the checklist and validate full understanding.	MVC Homes Program and Homes Leadership	In Progress
			4. Establish long term training and audit plan to ensure adherence to the procedures.	MVC Homes Program	Not Started
1iv	MVC Headquarters should acquire PPE necessary to ensure appropriate availability through at least April 2021, as well as staff training and education at each Home on the proper use of PPE. To ensure this recommendation is completed on a regular and ongoing basis, the Executive Director of the MVC should make written, monthly reports to the MVC Commissioners, the DPS Director, and the COO of Missouri when this education is completed	1. MVC will conduct continuous acquisitions of PPE based upon calculated requirements with the goal of ensuring PPE availability through April 2021. 2. MVC will conduct regular sustained training on PPE use to include donning and doffing. Training will be tracked at the individual level. The Executive Director will prepare and submit monthly reports to leadership on the status of training within each home.	1a. Identify rates of PPE use for each facility.	MVC Operations	Complete
			1b. Project PPE requirements for each month through April 2021.	MVC Operations	Complete
			1c. Identify all available sources of PPE	MVC Procurement	Complete
			1d. Ensure storage capacity for required PPE needs.	MVC Procurement	Complete
			1e. Purchasing conducts PPE acquisitions process.	MVC Procurement	In Progress
			1f. Monitor MVC available PPE quantities.	MVC Operations	In Progress
			2a. Establish PPE training plan to include tracking and reporting mechanisms.	MVC Homes Program	Not Started
			2c. Conduct training with all Homes Program staff.	MVC Homes Program	Not Started
			2d. Provide monthly updates to leadership.	Executive Director / Deputy Director	Not Started
			1a. Identify the market rate salary for each position.	MVC HR	Not Started
			1b. Identify the fiscal impact market rate v. our current payment rate would have.	MVC Fiscal	Not Started

1v	MVC Headquarters should continue to develop proper payment programs to maintain appropriate staffing levels while also ensuring that staff are incentivized to report any illness or known direct exposures to COVID-19. The MVC must avoid incentive structures that penalize staff that report symptoms or must quarantine.	MVC will work to achieve salary parity with private homes within the state of Missouri. We will work to identify new funding sources to pay for the initiative. MVC will identify all policies and structures that de-incentivize the reporting of symptoms and eliminate them where possible.	1c. Identify sources of revenue	MVC Leadership	Not Started
			1d. Ensure spending authority.	MVC Leadership	Not Started
			1e. Establish updated pay rates.	MVC HR	Not Started
			2a. Identify policies that penalize staff for reporting symptoms.	MVC Operations	In Progress
			2b. Update existing policies.	MVC HR	Not Started
			2c. Conduct periodic review of policies to ensure intent is sustained.	MVC HR	Not Started
1vi	MVC Headquarters should secure rapid antigen testing through at least April 2021 to protect against the transmission of COVID-19. The procurement of such tests will ensure the Homes are able to quickly identify and isolate positive staff members before they interact with Veterans and other staff in the Homes.	We have worked closely with DHSS to acquire adequate antigen testing capability through April 2021. Currently, they are the only source of these tests. After January, we will continue to work to acquire the tests on the open market with our procurement staff.	1. Identify long term testing strategy	MVC Operations	Complete
			2. Identify antigen testing kit requirements through April 2021	MVC Operations	Complete
			3. Maximize acquisition of tests through available state resources.	MVC Procurement	In Progress
			4. Utilize the open market to obtain antigen test supplies that make up the difference between the need and what we are able to obtain from the state.	MVC Procurement	In Progress
1vii	Through the Fusion Cell, MVC Headquarters should work to ensure that when a safe and effective COVID-19 vaccination becomes available, the Veterans in the Homes (along with other long term care Veterans) receive priority. Logistical planning, in consultation with the Home's respective medical directors, should begin as to the means and methods of distribution and delivery. Specific attention to the projected vaccination restrictions and requirements.	We have coordinated with Omnicare to act as our vaccine provider for both staff and Veterans. We will follow the state's guidance of priority with staff being vaccinated first in phase 1a and Veterans in phase 1b. We have initiated an aggressive campaign to encourage staff to participate in the vaccine program through education and training.	1. Review the state vaccination plan	MVC Operations / Homes Program	Complete
			2. Work closely with CFC and state vaccination planning team to ensure full understanding of processes and requirements.	MVC Operations / Homes Program	Complete
			3. Develop MVC vaccination plan	MVC Operations / Homes Program	Complete
			4. ID and coordinate closely with vaccination provider (pharmacy)	Homes Program	Complete
			5. Conduct information campaign designed to ensure maximum participation in program by staff and Veterans	MVC Operations / Homes Program	In Progress
			6. Track vaccination compliance.	MVC Operations / Homes Program	Not Started
<b>D. Lack of Effective PPE Policies and Containment Protocols and Corresponding Difficulties in Staff Training.</b>					
1i	All Homes staff should undergo a "COVID-19 Reset", meaning fundamental education regarding COVID-19 and how to prevent its spread. This would also include partnership with local health departments to monitor community specific incidents and information.	MVC will build a comprehensive infection control training program using CDC, DHSS and local health department information and cooperation. The training will start with the basics and encompass activities and risks outside the facility as well as inside. The training and education will be an continuing initiative with refresher training as well as re-education for those that do not comply with the standards.	1. Conduct initial emergency refresher training with Homes staff to ensure understanding of infection control.	MVC Homes Program	Complete
			2. Collect training information from CDC, DHSS and local health departments.	MVC Homes Program	Complete
			3. Prepare training plan to include a schedule for refresher training.	MVC Homes Program	Complete
			4. Conduct training with all Homes Program staff.	MVC Homes Program	Complete
			5. Conduct refresher training.	MVC Homes Program	In Progress
			6. HQ conducts periodic infection control audits.	MVC Homes Program	In Progress
			7. Conduct re-education training as needed.	MVC Homes Program	In Progress
	MVC Headquarters and Homes should develop COVID-19 specific policies and a specific infection control manual, followed by the immediate	MVC will utilize existing CDC and DHSS guidance on quarantine and isolation procedures. We will identify the best method of publishing this guidance either internally or through a COTS product that provides best in	1. Identify COTS base plan options and determine viability.	MVC Homes Program	Complete
			2. Work with DHSS and outside agencies to validate plan is appropriate for use by MVC.	MVC Homes Program	Complete
			3. Purchase best available plan for each Home.	MVC Homes Program	In Progress

1ii	education and demonstration among staff of the contents of these policies. The policies should be placed in binders accessible to all staff members, and they should be reviewed and updated annually to ensure compliance with VA, CDC, and other guidance.	class guidance. Once identified and obtained, we will tailor the product to meet the requirements of each facility. We will then train staff on the guidance to ensure Commission wide understanding of the process. MVC will identify all options available to remedy emergency staffing shortages and implement a plan that is available to all Homes.	4. Tailor base plan for each facility.	MVC Homes Program	Not Started
			5. Conduct training with all staff.	MVC Homes Program	Not Started
			6. Review and update plan annually.	MVC Homes Program	Not Started
			7. Conduct refresher training with staff.	MVC Homes Program	Not Started
1iii	The MVC should consider retaining an Occupational Health Nurse on the Headquarter staff, through the end of the pandemic, in order to help develop specific policies related to the safety and health of the staff. In addition to infectious disease control considerations, an Occupational Health Nurse would assist in developing policies and programs to support the mental health and well-being of staff.	MVC will obtain the services of an temporary Occupational Health Nurse within the Headquarters staff with the expressed purpose of updating and developing Commission policies concerning safety and health of our staff.	1. Identify best method of obtaining the services of an Occupational Health Nurse	MVC HR / MVC Homes Program	In Progress
			2. Hire or contract for the position.	MRC HR	Not Started
1iv	Each Home should designate a specific contact person to receive, distribute, and ensure implementation of the MVC's information, guidance, policies, protocols, and communications. The MVC Executive Director must ensure information, guidance, policies, protocols and communications are distributed and implemented as soon as possible to the Homes.	MVC will institute procedures to ensure receipt, consolidation and adherence to all MVC policies and procedures. This will be accomplished through regular communications between HQ and the Homes.	1. MVC HQ provides each Home with the specific task and purpose for the designated individual within each home.	MVC Homes Program	Complete
			2. Each Home designates a contact person and provides the name and contact information to HQ Homes staff.	Home Administrator	Complete
			3. Homes designee will acknowledge receipt of all policies and guidance upon publication by HQ.	Home Contact	In Progress
1v	MVC Homes should transfer COVID-19 positive Veterans to an isolation area, whether the positive result is from PCR or rapid antigen testing, and transfer Veterans with suspected cases of COVID-19 to quarantine status. A Veteran must quarantine alone to avoid the risk of infecting others. In order to act quickly, staff members should be permitted to facilitate these transfers without approval of the Medical Director or Headquarters. If the Veteran's condition makes such a move difficult, the Veteran should be transferred to a hospital.	MVC will establish and maintain written procedures that direct and empower staff to immediately move antigen positive Veterans to isolation.	1. Establish written procedure that dictates antigen positive Veterans will be immediately moved to isolation and not co-located with any other Veteran.	MVC Homes Program	In Progress
			2. Educate staff on the written procedures for COVID positive Veterans.	MVC Homes Program	In Progress
			3. Empower staff through training and education on the process and their role in it.	Home Administrator	In Progress
			4. Audit process to ensure it is fully adhered to.	MVC Homes Program	Not Started
1vi	To the extent possible, Veterans should reside in private rooms with private bathrooms, and the Homes should evaluate the room's ventilation units and use of HPEA filters with 99.9% efficiency to remove infectious particles. In addition, Homes should consider adjusting the assignment of Veterans that frequently leave the Homes for outpatient medical care, such as for weekly dialysis treatment. Such Veterans should be in private rooms and proper consideration should be given to their location within the Homes and whether the Veteran must pass through other areas upon exiting and returning to the Home.	MVC will contract with an outside source to evaluate our HVAC and make adjustments that meet or exceed all recommendations associated with this evaluation. Additionally, we will ensure our room assignment plan ensures we account for infection control measures associated with Veterans that are required to leave the facility due to outside appointments.	1a. Conduct feasibility study to determine viability of private rooms within each Home.	MVC Operations & Homes Program	In Progress
			1b. If warranted, identify funding sources for renovations.	Executive Director / Deputy Director	Not Started
			1c. Conduct renovations.	MVC Facilities	Not Started
			2a. Contract for HVAC evaluation of each facility.	MVC Facilities	Complete
			2b. Make immediate adjustments as warranted by the evaluation.	MVC Facilities	Complete
			2c. Make long-term adjustments as warranted by the evaluation.	MVC Facilities	In Progress
			3a. Evaluate existing room assignments.	Home Administrator	Not Started
			3b. Move Veterans to rooms that meet the intent of the recommendation.	Home Administrator	Not Started
<b>E. Family member considerations</b>					
1	MVC Headquarters and Homes should ensure better publication of the telephone number family members may call if they have concerns or issues with the Homes, as well as more timely responses to these family member calls.	MVC must be proactive in ensuring complete access to family members of points of contact when there are issues or concerns (integrity line). This must be completed through better visual notifications in the homes and on our various web sites and social media. The points of contact must also be on all correspondence that goes to family members.	1. Identify all current methods of advertising.	MVC PIO	Complete
			2. Ensure better visualization of the current integrity line locations.	MVC PIO	Complete
			3. Identify new methods of advertising the integrity line number using mailers to the families with the number as well as a specific request for feedback from the families on how to better advertise the resource.	MVC PIO	Complete

			4. Integrate suggestions from family members into current plan.	MVC PIO	Not Started
1ii	MVC Headquarters and Homes should consider the development of protocol by which a limited number of designated family members may be allowed to visit their loved ones. The designated family members should commit to follow the COVID-19 protocols put in place by local and state health departments, including social distancing, mask wearing, and hand washing. They must also undergo appropriate training and education on the use of PPE and infection control measures, and should be subject to the same testing and screening process as the staff.	MVC will initiate an Essential Caregiver Program that follows DHSS guidance in allowing family members, clergy or designated Veteran assistants into the Homes. To ensure Veteran safety, all Essential Caregivers will undergo training as well as comply with their specific facility's infection control measures to include PPE wear and testing.	1. Review the DHSS Essential Caregiver guidance	MVC Operations / Homes Program	Complete
			2. Write an MVC specific Essential Caregiver plan	MVC Operations / Homes Program	Complete
			3. Send DRAFT plan to the homes for their review and "buy-in" to the program.	MVC Operations / Homes Program	Complete
			4. Finalize the plan and distribute to the Homes.	MVC Operations / Homes Program	Complete
			5. Solicit, review and accept applications from each facility that is eligible for the program. (COVID infection dependent).	MVC Operations / Homes Program	Complete
			6. Train Essential Caregivers	MVC Homes	Complete
			7. Bring caregivers into the facility.	MVC Homes	Complete