Arctic One Health
Table Top Top Exercise
Welcome!

- **Master facilitator** Dr. Heidi Vesterinen, DVM, DACVPM, Veterinary Public Health and Preventive Medicine Resident, University of Minnesota

- **Supporting Facilitators:**
  - Josh Glasser, U.S. State Department
  - Dr. Andre Corriveau, Territorial Medical Director, NWT,
  - Dr. Emily Jenkins, PhD, DVM, BSc, Associate Professor, Department Veterinary Microbiology, University of Saskatchewan

- **Local Host:** Sarah Cox, Director, Circumpolar Affairs Directorate & Head of Delegation for the Sustainable Development Working Group, Crown Indigenous Relations and Northern Affairs Canada
• Arctic Council and SDWG: An overview - Sarah Cox

• Operationalizing One Health: Genesis and U.S. Chairmanship achievements - Josh Glasser

• One Health – One World: Overview of key project activities in Finland, Canada and the U.S. - Arja Rautio, Andre Corriveau and Josh Glasser

• Table Top Exercise: An overview - Heidi Vesterinen
# Agenda - Day 1

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<td>8:00-8:40</td>
<td>Opening words</td>
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<td>8:40-9:00</td>
<td>Opening Circle - getting to know who is who</td>
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<td>9:00-9:55</td>
<td>Introduction to OH-SMART:</td>
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<td>Step 1: stakeholder mapping</td>
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<td>9:55-10:00</td>
<td>Group picture</td>
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<td><strong>Coffee break</strong></td>
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<td>Step 3: introduction to system mapping</td>
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<td>Group report outs</td>
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Introductions: Opening Circle

• Name
• Sector you work with
• Why are you here - one sentence
• What is your favourite travel location?
I agree to:

• Be present
• Listen with intention
• Speak your truth - be honest and let go of ego
• Accept discomfort - uncertainty, uncomfortability and incompleteness: ie the groan zone
• Give space for equal participation
• Pay attention to confidentiality
• Stay engaged - be present
Navigating Complexity

diversity

The Collaborative Solution

Closure Zone

Time
Self awareness

We all have different social styles. Our style is reflected in our behavior and the way we communicate. It is influenced by our moods, emotions and the things that are important to us.
ANALYTICAL
- Focus on facts and logic
- Act when payoff is clear
- Careful not to commit too quickly

DRIVER
- Focus on Results
- Take Charge
- Make quick decisions
- Like Challenges

FRIENDLY
- Co operate to gain agreement
- Provide support
- Communicate trust and confidence

EXPRESSIVE
- Create excitement and involvement
- Share ideas and enthusiasm
- Motivate, inspire persuade.

“Task” Responsive

“Ask” Assertive

“People/Relationship” Responsive

“Tell” Assertive

who me?
Self awareness exercise

Write your name on a piece of paper
Introduction to One Health Systems Mapping and Analysis Resource Toolkit (OH-SMART™)
The “One Health approach” is difficult

- Training increasingly specialized
  - It is narrow and deep
- Disciplinary ‘silos’ and paradigm paralysis
  - Thinking is constrained by education and discipline
- Lack of rewards for thinking differently
  - Focus is on individual rather than team
- Discomfort
  - Skills to lead One Health approaches lacking
And complex problems demand ‘shared leadership’

- Because no “one” is in charge!
  - Who is in charge of food security or emerging infectious disease?
- Leadership is a shared responsibility that requires resources and initiative from many perspectives, disciplines, sectors
Global Health Security Agenda

60% of existing human infectious diseases are zoonotic

At least 75% of emerging infectious diseases of humans (including Ebola, HIV, and influenza) have an animal origin

5 new human diseases appear every year. Three are of animal origin

80% of agents with potential bioterrorist use are zoonotic pathogens

http://www.oie.int/onehealth
Systems Thinking.....

- Brings together different views
- Identifies connections between problems or issues
- Can be applied to any area of interest
Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity

- WHO 1946
“Complete physical, mental and social well-being”

Includes the following interdependent systems:

• Individual health
• Population (community) health
• Ecosystem health
• Societal health
• Economic health
Why can’t we ‘solve’ health problems at the human/animal/ecosystem interface?

- They are compelling issues
- Public and political support exists
- Lots of good science available
- Demand action
Grand Challenges

• Too complex to fully understand
• No simple technical “solution”
• Actions create unanticipated and unintended consequences
• Require innovative approaches - and gaining support for change can be hard
Grand challenges require the One Health Approach

- Systems thinking
- Trans-disciplinary teams
- Dynamic, collective action
Trans-disciplinary

Using a shared conceptual framework to go across, beyond and over disciplinary boundaries
Fully Competent Individual Expertise
Putting it all together: Competent & Coordinated
Developing a “Pit Crew”: what does it take?

- Shared Leadership
- Building a Mind Set, Skill Set, and Tool Set
- Creating practical, applied models of a system based approach to preparedness and response
- Developing interdisciplinary capabilities to share data, information, and develop policy
OH-SMART™:

- **Recognizes** that a One Health System already exists - and helps visualize it
- **Builds** shared leadership and vision across disciplines, sectors, cultures
- **Catalyzes** creativity, innovation and shared solutions to strengthen system
- Moves One Health from **theory** to **application**

Shared Understanding – Shared Decisions – Shared Action
Applications of OH-SMART™

**Proactive:**
To develop surveillance plans, investigation and response plans, or to understand existing One Health systems

**Retroactive:**
To analyze an actual network response to a One Health challenge and develop a process improvement plan

**Just in time:**
To analyze and improve responses during an outbreak or crisis
Introduction to One Health Systems Mapping and Analysis Resource Toolkit (OH-SMART™)
What OH-SMART™ is and what it is not:

- **OH-SMART™ is not:**
  - Focused on individual *infrastructure* or *core capacity* for public health, animal health, or wildlife health

- **OH-SMART™ is:**
  - Used *to analyze and facilitate improvements* in the *connections* between and among those sectors
  - Useful to *augment* - not replace - other systems analysis tools or workforce assessments
OH SMART™ process

- Identify Network
- Interview Stakeholders
- Map System
- Develop Plan
- Identify Opportunities
- Analyze System

One Health Challenge
Break
OH-SMART™ Process

IDENTIFY NETWORK

DEVELOP PLAN

IDENTIFY OPPORTUNITIES

INTERVIEW STAKEHOLDERS

MAP SYSTEM

ANALYZE SYSTEM

ONE HEALTH CHALLENGE
The process starts by defining the ONE HEALTH CHALLENGE you want to explore.

Today we will be investigating two scenarios:

- Transboundary outbreak of a possibly zoonotic disease among land animals that are hunted or raised for sustenance
- Grounding of a ship carrying an international manifest of civilian passengers, possibly suffering from injuries as well as exposure to contaminants or infectious diseases
Division to groups

- Divide into 4 groups of 6-7 persons
- Find your table
- Decide your scenario:
  - Land mammals
  - Crew Ship
Why?

- Important to be sure you are addressing the whole system.
- This means identifying all the potential stakeholder organizations and people in the system you want to map.
- This is not actually a one-time step. You will identify more organizations as you move through the process.
- Snowball sampling throughout the process
Identify network

- As a table, put all the stakeholder organizations involved in your scenario on post-it notes (1 stakeholder per post-it)
- Organize your post-it notes on a flip chart as international, national and local organizations.
- Remember to consider donors, NGOs and academic organizations in addition to government organizations.
- Record all identified stakeholders in electronic form.
Why?

Build understanding of current cross-sectoral collaborations in relation to the One Health challenge

- Provides baseline & context of how things are working
- Identifies challenges that organizations are facing
- Identifies promoters of inter-agency interaction
- Identifies additional stakeholder organizations and key personnel in the One Health network of interest
“Key Stakeholder” interviews: Who?

- Organization leadership
- Key informants across agencies and stakeholder organizations
- Organization personnel identified by other agencies
- Organization communication staff
- Individuals important to the process you are mapping
“Key Stakeholder” interviews: Why?

- **Identify** key informants in the One Health network of interest
- **Understand** challenges that organizations are facing
- **Understand** what motivates inter-agency interaction (culture vs infrastructure/ procedures)
- **Facilitate** reflection on role and importance of interagency work
- **Provide** baseline and context of how things are working and why
Table work: “Key Stakeholder” interviews

- Semi-structured qualitative interviews
- Guiding questions act as a starting point for discussion, not as a rigid protocol
- Work with your group through as many as you have time
- Ensure everyone has time to talk: assign someone to keep time
- Update stakeholder map based on interviews
Guiding interview questions

1. Start with introductions
2. What is your organization’s role in the scenario?
3. How well are National, State, District, or local organizations in your region or country currently cooperating on situations related to the scenario?
4. Does your organization encourage collaboration with other organizations? If so, what drives these collaborations?
5. In your opinion, what is your organization doing well (ie. best practices) to support collaboration and cross-sectoral coordination?
6. In your opinion, what are some barriers within your organization to cross-sectoral collaboration?
7. Are there certain skills that are useful in promoting inter organization work in relation to this type of scenario?
8. Are there any specific challenges or problems you have experienced or witnessed in relation to zoonotic disease outbreaks or emergency response?
Report Outs

Share one thing from the day so far: An a-ha moment, a challenge, something you learned, something you didn’t...
OH-SMART™ Process

1. Identify Network
2. Interview Stakeholders
3. Map System
4. Develop Plan
5. Identify Opportunities
6. Analyze System

One Health Challenge
Step 3: Process Mapping

1. Identify a complex scenario to map
2. Each sector creates a sector-specific map
3. Combine individual sector-specific maps into a single, combined ‘existing system’ map
   - Facilitator will use computer mapping software to combine all the individual stakeholder maps into one comprehensive multi-stakeholder map
4. Identify any process steps that may not be clearly understood or accepted (discrepancies or differences in responses) by all stakeholders
Step 3: Process Mapping

- Who should be involved?
  - All members of the network agencies or group who are active (or should be) in the scenario/process being mapped.
  - Interviews can help identify other potential stakeholders to map.
  - Mapping often leads to identification of further stakeholders.
# Process Mapping at a Glance

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<tr>
<th>Agency</th>
<th>Time</th>
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<tbody>
<tr>
<td>A</td>
<td><img src="image" alt="Outbreak !" /> Notify</td>
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<tr>
<td>B</td>
<td>+ Test</td>
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<tr>
<td>C</td>
<td><img src="image" alt="Need to coordinate" /></td>
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Mapping and Discrepancy Identification

1. **National Veterinary Services Laboratories (NVSL)**
   - Submits sample to NVSL for confirmatory testing
   - Notify results to VDL, and USDA

2. **Minnesota Department of Agriculture (MDA)**
   - Meat inspector submits suspected lymph nodes

3. **Minnesota Veterinary Diagnostic Laboratory (VDL)**
   - Lymph node samples tested via histology (Acid Fast Stain) and/or PCR
   - Positive Acid Fast Stain and/or PCR
   - Notify submitter of preliminary results

4. **Other?**
   - Deer carcass is found and submitted for testing
What it looks like in real life
Systems Mapping

Map **as many** steps and be **as detailed** as you can
Which agencies or groups would normally be involved?
Who first notices the problem? Who do they tell?
What happens next?

Remember this is what **ACTUALLY** happens **NOW**. This is what would happen today, this is not the ideal situation.

It is **OK** if you do not know all the steps or how other agencies work- that is why we are mapping.
OH-SMART Mapping Key Points

Value of Mapping

- It’s all about the process..
- Value in not knowing every step of the outbreak scenario
- Remember to facilitate the whole group to provide input
- View the system ‘as is’
  - There is some level of existing multi-sectoral interaction both formal and informal
  - No-one knows the whole system
Common things that happen

1. You get stuck:
   – It’s ok, it happens very often! It’s a confusing system
   – Recognize it and take a step back.

2. There’s a debate that brings out emotions
   - It’s ok, it happens very often! We are passionate experts
   - Take a break, get some coffee
House rules

I agree to:

• Be present
• Listen with intention
• Speak your truth - be honest and let go of ego
• Accept discomfort - uncertainty, uncomfortability and incompleteness: ie the groan zone
• Give space for equal participation
• Pay attention to confidentiality
• Stay engaged - be present
Table work

**Multi-sectoral process mapping**

- As a table - map your scenario
- Be as detailed as possible.
- Map exactly what would happen...not what should happen in an optimal situation.
- It is OK if you do not know all the steps. Mark areas of uncertainty with stars
Table work

Remember:

● Map exactly what happens...not what should happen
● Make sure everyone participates
● Mark areas of uncertainty with stars or triangles
● Collect discrepancies that the group finds important to the flip board
● Note down any possible new stakeholders you identify
● If you feel like another group might benefit more of your knowledge, feel free to move!
Break 3-3.30pm
OH-SMART™ Process

IDENTIFY NETWORK

IDENTIFY OPPORTUNITIES

DEVELOP PLAN

INTERVIEW STAKEHOLDERS

MAP SYSTEM

ANALYZE SYSTEM

ONE HEALTH CHALLENGE
Multi-sectoral process mapping (continued)

- Review maps carefully. Complete mapping.

- Review list of stakeholders. Are all important stakeholders represented on your map?

- Identify discrepancies and best practices on your maps - list them on the side. Did you miss anything?

- Prepare a report out: Explain your scenario succinctly. What have been some of your groups key findings? What works? What doesn’t?
Report Outs

Describe your scenario shortly & share a pertinent discrepancy or a best practice
Thank you!
Starting tomorrow at 8.30!
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● Review & prioritise gaps, issues or points of confusion
● Come to agreement on what should happen - what would be the ideal situation
● Discuss any ‘best practices’ and discuss how these can be institutionalized or made “national” and brainstorm other potential resolutions to achieve the should state.
Example - Identifying resolutions

**Issue Identified:** No formal step to coordinate agencies after outbreak identified.

**Ideal State:** A formal protocol is in place to coordinate agency response.

**Potential Resolutions:**

- Develop a communication SOP for notification of agencies involved in zoonotic disease outbreak.
- Establish an MOU among agencies for an outbreak investigation task force.
Resolution Guidance

- **Feasibility**: Can proposed resolutions be implemented without national policy change? Institutional policy change? New technology development?
- **Resources**: What resources does this resolution require - funding, human resource, space and time, other?
- **Sustainability**: How likely is the resolution to be sustained long-term?
- **Impact**: Will this resolution have significant impact on the system being mapped?
OH-SMART™ Process

IDENTIFY NETWORK

DEVELOP PLAN

IDENTIFY OPPORTUNITIES

INTERVIEW STAKEHOLDERS

MAP SYSTEM

ANALYZE SYSTEM

ONE HEALTH CHALLENGE
Develop an Implementation Plan

- Review the resolutions identified
- Identify specific action steps to achieve the solutions you identified.
- Things to discuss at this stage:
  - Who has authority to make this change
  - Does this require funding
  - Are there currently available resources
  - Establish a timeline - be as specific as possible
  - Assign accountability
**Example - Action planning**

**Resolution Identified:** Develop a communication SOP for notification of agencies involved in zoonotic disease outbreak.

**Potential Action Step:** Ministry of Health takes a lead on developing a communication SOP to host an interagency coordinating call upon notification of a zoonotic disease outbreak. Person x at the ministry (participant of workshop) discusses with the Minister.

**Consider:**

- Who has authority to make this change: Ministry of Health Zoonotic Disease Unit
- Does this require funding: No
- Are there currently available resources: Yes
- Establish a timeline: Short term
- Assign accountability: Identify who at Ministry of Health will move this forward
Tips for successful action plan

**Concentrate on what you can do:** It’s easy to think about who is not in the table, or what resources you don’t have. Go the other way - who do you know? What is the least you can do?

**Make incremental improvements:** You don’t have to get all the way. Slow is better than nothing, and nothing ever gets perfect.

**Think short term:**

What can you do tomorrow?

What can you do next week?

What can you do next month?
Table work - until 9 am

**Discrepancies & resolutions**

- Review & prioritise gaps, issues or points of confusion
- Come to agreement on what should happen - what would be the **ideal situation**
- Discuss any ‘best practices’ and discuss how these can be institutionalized or made “national” and brainstorm other **potential resolutions** to achieve the should state.
Table work until 10 am

- Create action steps that begin from your networks and expertise
- Identify resources needed for establishing change: funding? personnel? equipment? working groups?
- Discuss reasonable time line
- Address responsibility
  - if responsible entity is not within this room, assign someone who will contact them & lobby for the change - this is your point person
Group Report Outs

- Choose a spokesperson
- Choose one of your discrepancies
- Present the implementation plan

Open discussion - share other things of importance & discuss with other groups
Break 10-10.30
Group Report Outs

- Choose a spokesperson
- Choose one of your discrepancies
- Present the implementation plan

Open discussion - share other things of importance & discuss with other groups
Post Assessment
## OH-SMART use

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<th>Facilitator Training (TOT)</th>
<th>Process Workshop</th>
<th>OH-SMART Process Application</th>
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<tr>
<td><strong>When</strong></td>
<td>1-day pre-workshop</td>
<td>2-day workshop</td>
<td>Applied in to any challenging OH system</td>
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</table>
| **Content**            | 1. High level overview of process and short practice  
                          2. Facilitation and leadership skills linked to process | Training and practice of OH-SMART™ process step by step | 6-step process applied to a One Health network or challenge in the ‘field’. |
| **Objectives**         | 1. Gain basic facilitation and leadership skills  
                          2. Learn how to lead an analysis using OH-SMART™  
                          3. How to run an OH-SMART™ Workshop | 1. Learn methods to strengthen cross-sectoral collaboration  
                          2. Learn how to use OH-SMART™  
                          3. Develop action plan for strengthening local One Health system | Apply OH-SMART™ to improve a One Health system or strengthen cross-sectoral coordination for a One Health challenge - detailed objectives depend on the case. |
Closing Circle

- Remind us of your name
- Main take home for you from the workshop
Thank you!