

Appendix

After-Action Survey: San Francisco Health Systems Collaborative for Covid-19 Emergency Response

Thank you for participating in the After-Action Review of the San Francisco Health Systems Collaborative for Covid-19 Response. Your feedback is important and will inform ongoing and future preparedness efforts for the City and County of San Francisco and the Department of Public Health. Your responses will only be shared in the aggregate as part of the After-Action Review process. You will have an opportunity to share your direct contact information for follow up questions, but this is not required.

1. Please select your institution
 - a. Chinese Hospital
 - b. Dignity Health/ Common Spirit
 - c. Kaiser Permanente
 - d. San Francisco Department of Health
 - i. (Specify Division: SFHN, PHEPR, CTF, etc.)
 - e. Sutter
 - f. University of California San Francisco Health
 - g. Other
 - i. Specify
2. May we contact you with questions after the survey?
3. Role (check all that apply)
 - a. Administrator
 - b. Emergency Preparedness Coordinator Nurse
 - c. Pharmacist
 - d. Physician
 - e. Other (specify)
4. Health Systems Collaborative Groups in which you participated (check all that apply)
 - a. Healthcare Preparedness Coalition Program
 - b. Health Systems (Operational) Collaborative
 - c. CMO Collaborative
 - d. CNO Collaborative
 - e. Other (specify)
5. If you participated in more than one group (above) please select your primary affiliation (the group you spent the most effort working with)
 - a. Healthcare Preparedness Coalition Program
 - b. Health Systems (Operational) Collaborative
 - c. CMO Collaborative
 - d. CNO Collaborative
 - e. Other (specify)
6. In thinking about the **primary group in which you participated**, overall, how effective was the group along the following domains (1= very ineffective; 5= very effective)

Domain	Very ineffective	Ineffective	Neutral	Effective	Very effective
Defining a clear vision/ purpose					
Communicating key information					

Defining clear objectives					
Meeting objectives					
Addressing population health needs of San Francisco					
Ensuring equitable access to Covid-19 resources for San Franciscans					
Working collaboratively within the group					
Using time efficiently					
Using data to inform decisions					
Developing a city-wide surge plan					
Achieving patient "level-loading" across institutions during times of surge					
Contributing equitably (by institution) to the response					

7. In thinking about **the collective efforts across the San Francisco Health Systems Collaborative groups**, overall, how effective was the collective along the following domains (1= very ineffective; 5= very effective)

Domain	Very ineffective	Ineffective	Neutral	Effective	Very effective
Defining a clear vision/ purpose					
Communicating key information					
Defining clear objectives					
Meeting objectives					
Addressing population health needs of San Francisco					
Ensuring equitable access to Covid-19 resources for San Franciscans					

Working collaboratively within the group					
Using time efficiently					
Using data to inform decisions					
Developing a city-wide surge plan					
Achieving patient "level-loading" across institutions during times of surge					
Contributing equitably (by institution) to the response					

8. Looking to the future, how likely are you and your institution to do the following (1=very unlikely, 5 = very likely)

Domain	Very unlikely	Unlikely	Neutral	Likely	Very likely
Seek to align operations with other health systems to address an urgent public health need					
Seek to align operations with the department of public health to address an urgent public health need					
Seek input from the department of public health on operational plans to address an urgent public health need					

9. In thinking about how the San Francisco Health Systems Collaborative groups have functioned throughout the Covid-19 Pandemic response across many domains (e.g. communication, information sharing, aligning objectives, aligning operations, meeting community and public health needs), **please comment on what you think worked well** (free text)

10. In thinking about how the San Francisco Health Systems Collaborative groups have functioned throughout the Covid-19 Pandemic response across many domains (e.g., communication, information sharing, aligning objectives, aligning operations, meeting community and public health needs), **please comment on what you think could have been done differently (and describe how)** (free text)

11. In planning for future emergency preparedness and response efforts within and across San Francisco, what structures, norms or frameworks should be maintained or improved upon in the coming months and years? (free text)

12. How (if at all) has your organization modified strategies, operations, or planning in response to collaborations across health institutions or with DPH? In what ways will these modifications continue into the future? (free text)

13. Please share any additional comments, reflections, or feedback that you would like. (free text)