

AHC BOARD MEETING TRANSCRIPT

DECEMBER 15, 2020

This transcript was exported on Mar 13, 2021 - view latest version [here](#).

Tom:

This is a recording for the board meeting, December 15th, 2020. I'll just get the audio for this. [inaudible 00:01:29].

Bud Mertz:

Bud Marks.

Tom:

Hey, Bud Marks.

Bud Mertz:

Yes, sir.

Tom:

How are you?

Bud Mertz:

Well, I've had a busier time, or a better time in my life. That's for sure.

Tom:

Yeah, I don't think anybody's going to miss 2020.

Bud Mertz:

Well, I'm telling you, in between the COVID and then the related vaccination, expectations and planning and all of the sudden they want to dump a 20 inch storm on top of us, too.

Tom:

You know, I guess, couldn't make this up, Bud. This is just crazy.

Bud Mertz:

It is. I keep on thinking to myself I ddd retire once, you know?

Tom:

Right. All right, what were you thinking, right?

Bud Mertz:

Exactly right. Exactly.

Tom:

Talking to Carlos Torres recently. He retired. At his retirement party, [inaudible 00:03:01] hired him to go manage Maria. Hurricane Maria. He had about one day of retirement.

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Bud Mertz:

It never ends. We were busy without disasters. You've always referenced blue sky days and dark sky days and all of that. To me it's been a cloud over top of, there's been a cloud over top of us since mid February.

Tom:

It's true.

Bud Mertz:

Actually, the beginning of the year really, it started out bad. We had that bad traffic accident on the turnpike that killed five people, and how crazy that was. And that same day we had the first responder killed on an accident, he was tending to people at an accident scene and got hit by a tractor trailer truck. That started in January and it hasn't really let down since.

Tom:

Wow. I was not aware of that. Yeah, never a dull moment. Well, how about the family, everybody healthy?

Bud Mertz:

Yeah. We're doing well, we're doing well. My wife's worked in the GI lab for the last 32 years of her 40 year employment with the telehealth system, and she went into work on Monday, last Monday, and they said that we're closing down your wing and you're now, we're now making you a COVID floor. So now she's facing it every day.

Tom:

Oh my. Wow.

Bud Mertz:

Yeah.

Tom:

Wow.

Bud Mertz:

To her, they have all the safety precautions in a row. The PPE and the different layers and all that other stuff. In one sense at least you know and you're actually prepared for it versus being out at a mall and not knowing who's walking by you.

Tom:

Yeah, yeah. Good point. Yeah. How's the distribution going?

Bud Mertz:

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It's rocky. [crosstalk 00:05:42] answer your question. First of all, the supply obviously outnumbers the... the demand outnumbers the supply. And so that's going to be a big issue up until you get more vaccine available and more choices available. It's going to be just crazy trying to manage that at a local level. Except priorities. Healthcare workers, EMS, that type of thing. Long term care facilities and that stuff. Until the supply meets the demand, it's going to be crazy to try to manage.

Tom:

Well, the other thing, too, is-

John Mullnar:

John Mullnar.

Tom:

Distribution is not an easy thing, and it's like government has enough to do. Now they've got to do this, right?

Bud Mertz:

Yep.

Tom:

It just never ends, right? Distribution for something is bad enough when you have enough supply, and now you've got the supply [inaudible 00:06:58] exactly what you said.

Bud Mertz:

Yeah. You try to manage it at the local level, but it's like, there's a lot of appointments that need to be set up and how do you know when to pull those triggers?

Tom:

Yeah. Yeah.

Bud Mertz:

Hi John Mullnar.

Tom:

John, you there?

John Mullnar:

Sorry, Bud. How you been? [crosstalk 00:07:33]

Bud Mertz:

How's everything going with you?

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John Mullnar:

It's going good. Watching the Steelers crash and burn here for the last couple weeks.

Bud Mertz:

It's crazy. It's crazy. I found myself rooting for the Ravens last night which is truly unethical on my part.

John Mullnar:

I was right with you, but what a crazy game that was. That was a fantastic game.

Bud Mertz:

Yeah. He came back in the game. It's funny.

Tom:

That was a hell of a game last night. Probably one of the best games all year that I've watched.

Bud Mertz:

Definitely had a score like a college game there.

Tom:

They were back and forth. What an ending. I think the lead changed like four times in the fourth quarter. It was crazy.

Mike Ambrosio:

Mike Ambrosio.

Tom:

Hey Mike.

Kelly McKinney:

Kelly McKinney.

Tom:

[crosstalk 00:09:02]

Kelly McKinney:

How you all doing?

Tom:

Really good. So far I've got Bud Marks, Kelly McKinney, Mike Ambrosio, John Mullnar on. Kelly, I saw your note about activities in the city. Never ends.

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Kelly McKinney:

Yeah, it's been crazy. We got our first trays of COVID vaccine. We got one tray yesterday at our main hospital and then the rest of the hospitals got them today, so it's a little frenzied right now. We're dispensing now to our high risk staff today. We dispensed about 80 yesterday and that times four today.

Ira Tannenbaum:

Ira.

Tom:

Are they mandating everyone has to get it, or how do they handle people that maybe don't want it?

Kelly McKinney:

No, their attitude is that first of all, since it's not available to everyone, you can't make it mandatory. And second, there's just not enough data to make it mandatory yet. And so there's an opt out. You don't have to get it.

Tom:

I got it.

Ira Tannenbaum:

Kelly, it's Ira. Is that by virtue of the fact that it's an EAU? EUA, I'm sorry. EUA [crosstalk 00:10:40].

Kelly McKinney:

Ira, that is exactly it. It's an EUA. It's difficult to justify making a vaccine that's issued under an EUA mandatory, right? By definition it's not got complete data. I think there's a broad agreement that it's safe, but nobody... you just don't have that time period of data to verify that other piece.

Ira Tannenbaum:

Right.

Tom:

Who just joined?

Chris Geldart:

Hey Tom, it's Chris.

Tom:

Hey Chris, how you doing? We've got Ira, Bud, Kelly, Mike Ambrosio... just waiting Jim Sheehan and Chris. Chris Eisenbrey can't make it so we'll wait another minute.

Chris Geldart:

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K.

Tom:

Chris, are you involved in vaccine distribution efforts?

Chris Geldart:

Yes, sir.

Tom:

In what way? They got you doing more stuff out there.

Chris Geldart:

I run the COVID response for the city, so I have the operations section so might help the medical branches the one that's in charge of it.

Tom:

I gotcha.

Kelly McKinney:

Hey Chris, are you going to be busy Wednesday into Thursday at all?

Chris Geldart:

I'm hoping there's a lot of rain. How's that?

Ira Tannenbaum:

From what I saw you guys are getting like a half an inch, or less, down south.

Chris Geldart:

Yeah. You never know. We're right on that rain snow line all the time. I prepare for six inches and know that I'll probably get a half an inch.

Ira Tannenbaum:

Exactly. That shift. That microscopic shift that align to the right or left.

Chris Geldart:

The guys that do the... forecasters can get it wrong. We can't.

Ira Tannenbaum:

I'm pretty sure that the forecasters are all funded by the sanitation or public works union guys.

Chris Geldart:

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Exactly.

Ira Tannenbaum:

Put them on standby. Make them sit there and then oh sorry, get paid overtime to be available.

Chris Geldart:

Overtime, overtime, overtime.

Tom:

Bud, it looks like you're going to get hammered in Pennsylvania. Apparently.

Bud Mertz:

Yeah, we're all over the place. I think on my side of the state we're only looking at 8 to 12 here. It's going to be worse in the [inaudible 00:13:32] part of Pennsylvania.

Chris Geldart:

I think the question on the call is Kelly, have you been vaccinated yet?

Kelly McKinney:

I'm way down on the list, Chris. Like way down.

Ira Tannenbaum:

Kelly, Kelly, I have something. I'll give you a shot. Whatever. Just come over. Trust me. [crosstalk 00:13:55].

Kelly McKinney:

Let me think that through, Ira, and then we'll talk.

Ira Tannenbaum:

Smart man, smart man.

Tom:

That's funny. Mike, are you in Jersey or Florida right now?

Mike Ambrosio:

I'm in Jersey.

Tom:

You're in Jersey? Okay.

Mike Ambrosio:

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Yeah. [inaudible 00:14:18].

Tom:

I don't know what the forecast is over there.

Mike Ambrosio:

Where I live [crosstalk 00:14:24].

Chris Geldart:

I'm going to be offline for one second.

Ira Tannenbaum:

I just got off the phone with a friend of mine who's in Florida, and he told me that unfortunately the past couple of days he's had to wear full length pants while he's sitting on the beach. They're going through a rough time and we should all keep them in mind.

Mike Ambrosio:

Yeah, it's so sad. Oh my gosh. I was there for Thanksgiving. It was beautiful. It was 80's every day.

Tom:

Yeah, yeah. Well, very good. Let me do roll call real quick to see if I missed anybody. Bud Marks. Ira Tannenbaum. Kelly McKinney. Chris Geldart. Mike Ambrosio. John Mullnar. Did I miss anybody?

Tom Hyatt:

Hey, Tom. Hyatt's on.

Tom:

Oh hey, Tom.

Tom Hyatt:

Hello.

Tom:

K, we're one short. One short. I know Chris Eisenbrey's not going to be on. So why don't we go ahead, we can start. I'll wait for Chris to come back on. Thank you all for jumping on. It should be a... we had planned a couple things for this call. Big thing is going forward here. We'll wait for Chris to come back on. Sherry Black sends her greetings to everybody. John and I talk with Sherry every week. Every Monday we have a standing call and Sherry's on it. She wanted me to pass along her best to everybody.

Jim Sheehan:

Hey Tom, it's Jim Sheehan. I'm sorry I'm a little late.

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Tom:

Hey, Jim. Very good. Jim, you make a quorum. Thank you.

Jim Sheehan:

I apologize, I was on another call. I didn't even realize... I started that call at 3:30. I thought I was, had plenty of time.

Tom:

Okay. Joe P, are you on? Okay. I sent Joe an email and asked him if he could have some of his young kids or whatever help him do a Facebook Live so we could get a video tour of his trains. I don't know if you'd call it his trains, train set.

Ira Tannenbaum:

I was just going to say I think he's busy playing with his trains and not on the call. [crosstalk 00:16:50] setup there.

Tom:

He's been doing it for years. It's amazing. That's like collectors items. Chris, are you back? Chris Geldart. Okay. We'll wait til he gets back.

Ira Tannenbaum:

By the way, Tom. Tom, as we're waiting for Chris, I just have to tell everyone because we're in the middle of Hanukkah. So for those who might now know, a big part of the Hanukkah miracle was the small container, the single container of oil that they found in the temple and that lasted for eight days. While the new oil was being made. And that was the original, I've been telling people, the original supply chain emergency that we've all struggled with. You had to make due with what you had until the, and miraculously it lasted until the supply chain really kicked in. I just thought that was appropriate to bring up with this particular group of illustrious emergency preparedness folks.

Mike Ambrosio:

Awesome.

Chris Geldart:

Hey Tom, I'm back.

Tom:

Okay. We've got a quorum, Chris, so we'll just jump into the agenda. All right, Chris, you want to walk through it or you want me to walk through it? Either one. [crosstalk 00:18:13]

Chris Geldart:

You can, Tom. I'm driving, I'm sorry.

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Tom:

That's okay. That's all right. Okay. We do have a quorum, so that's good. We sent out links to the website. We have the minutes from September. We didn't have minutes in June. We didn't have a meeting in June, we postponed it because of COVID. First order of business is to review and approve the September 2020 minutes. Do I hear a motion to approve.

Chris Geldart:

A motion to approve.

Tom:

A second?

Jim Sheehan:

Sheehan will second.

Tom:

Okay. All in favor.

Tom:

[crosstalk 00:19:01]

Tom:

Okay. Very good. Done. Next up is our finance. Today I've asked, Persia's going to join us at 5:00. I don't know if you folks know this or not, but we now have a operational working group of CEM private sector folks that covers now 14 states. Probably will grow to 20 over the next six months. Much to do because of Persia. They're using the consortium as kind of a base of operations to really talk about real world operational stuff. She'll blow your mind with what was going on during this past year's hurricane season. She'll join us at 5:00. Next up is our finance report. John, we provided an updated report, pretty good news. John, why don't you go ahead and brief the board.

John Mullnar:

Yeah, there's a couple items on the list. The first one is basically every year we have to perform an audit of federal funds due to the grants. If you do more than \$500,000 worth of grants, you have to perform an audit. It's called a CFR part 200. The audit has just been approved and with no exceptions or anything. Along with that, with the audit... I'm getting feedback here. Don't know where that's coming from, but anyway, the audit was, it was a clear audit. So anyways. That is kind of critical. HSEMA is the first one to ask for that when those things are completed, and we have to send that audit to them as well as that gets in the state of Maryland files and basically everybody can take a look and see if there's been any issues regarding the audit throughout the nonprofits within Maryland. So anyways, it has been going on, it has been clear basically for the past 10 years. I guess we take it for granted. There is a cost to this, I just want to let you know. You'll see the cost down below. Basically because we have to do the audit, the audit's about a \$30,000 fee. So it's not cheap that we do the audit, and you'll see its cost down below.

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John Mullnar:

The other good news is second item, and I'll start just going over the bank account information as well as the profit and loss. But the bank account, as we mentioned before, is probably as deep as it's ever been, certainly since I've been here. What, 12 years or whatever. We probably have about, it's close, it's about \$450,000 in the bank. The other item that we did was we raised our overhead rate from 6.5% to 9% and what that means is on the grant, as we do subcontractors and stuff on HSEMA or any of the other types of grants, instead of just getting the 6.5%, we bumped that to 9%. The issue with that and you'll see from the numbers, it's about a \$2 million grant that we're dealing with. So with simple math, I'll try to make it simple anyways, \$2 million worth of grants, 6.5% was about 130,000. Two million is about 180,000, so it's a \$50,000 difference with that modification. And the other thing is HSEMA is bumping quite a bit of work over to the [inaudible 00:23:04], and I'll talk to that in a second. And probably bumping that up, close to about 3 million dollars. This could rank to about \$270,000 a year versus what it was basically for the last several years, around 130,000. It will more than double the fees that we're able to gather [crosstalk 00:23:32] agency. Go ahead Tom, sorry.

Tom:

John, this is all under the staffing services, right? Can you talk to some of the categories that we're providing people to them? I think this is interesting, I'd like the board to hear.

John Mullnar:

Yeah. We had been doing several different types of planning services. IT services. What was the other thing? Oh, and exercise services. One of the big things that has occurred today is HSEMA, or at least over the last couple of months, is HSEMA has added a terrorism group into that, into the watch desk arena. So they are part SME's and watch desk people. They handle the terrorism experts within that area. The other area has been mitigation activities, and we missed the boat a little bit with I think some of the support that we could provide other states. I think we grew a lot in regards to knowledge of what mitigation grants we're dealing with, and what HSEMA was dealing with and Chris is probably still integrated into this process, even now, with some of the work he's doing in the sanitation area. But the flooding mitigation efforts, the electricity, and some of the green type of power that you're dealing with on the electricity side, are all grants that HSEMA and DC would be working towards, and they're large projects. I think some of the projects, each project can be as large as 50 million that they're working on. And we are just dealing with the grant development for these mitigation efforts.

John Mullnar:

A lot of the states, like Pennsylvania and so on, really have trouble finding the expertise and trying to get to this, at the very last second, even though these dollars are being requested. They don't have the resources in place to get all of these engineers and the design and all the technical information together to put together a new grant that DHS would accept within that area. A lot of money's being left on that table. We've figured it out that they didn't have the resources a little bit too late. DC is working very hard in the last month and a half, because these things are due at the end of January. Working at the mid to late November is a little bit late. We should have been dealing with this in the July process to help more of the states within this process. Next year I think we'll be able, we're certainly a lot more educated and we understand this a lot better, and I think we'll be able to help DC with, or more of the states, with several of the subcontractors that have the expertise in this area.

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John Mullnar:

Any comments regarding that?

Chris Geldart:

That's great in that area. Go ahead, you were going to talk about another area. I'll wait for that.

John Mullnar:

One other area, yeah, is the shelter area. Another contractor that we had to come in place is because of the disability requirements within the shelters, there was a lawsuit that was required for DC to handle the shelters and make sure that they had the capabilities for the disabled to get into the shelters.

Chris Geldart:

Let's be clear. That was Kelly's lawsuit first, then they came to us.

John Mullnar:

Okay. Regardless, there's a lot of activity of enhancements within that disability area that they have to put together a lot of the plans and a lot of the movements forward within that infrastructure area for that shelter. We're helping with the subcontractor within that area, as well, along the disability front. [crosstalk 00:28:02]

Chris Geldart:

The other thing that you may want to look into, and the iron's really hot right now. I'm sure Kelly and Ira can attest to and probably pretty much everybody on the call, cost recovery right now. Every state, county that's applying for public assistance gets seven percent of all of whatever their total public assistance is in administrative fees to actually do all of the administrative work behind cost recovery. And a lot of folks are pulling in additional hands to help out with that. And I know DC is and has. That might be something else you poke around in there too, John.

John Mullnar:

Sounds good, I appreciate it.

Kelly McKinney:

Yeah, I agree with Chris. That's a huge piece of work that's going on everywhere. I just want to congratulate John and Tom. Talk about growing the business. You're really doing it. It's core, this is core business, so it's really exciting.

John Mullnar:

Well, we always talk about the roots from the tree, and I think we've been talking about that for years. How do we get that half million that we can just stroll along and we know that we're good regardless of what's happening? And we're getting pretty darn close to that, just within this staff services or contracting services. And again, Chris, [inaudible 00:29:41] and guys, the whole team here, I can't thank you guys enough for initiating a lot of this.

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Tom:

John, while we're on that topic. This is also breeding into another area we've been talking about for a while, especially with the applied operational [inaudible 00:30:01]. There's a big awareness now within the vendor community that they don't have a farm system of new talent. And so we want to talk about that for 2021 because we have a mechanism now. I could supply those young folks. Bring them in, have them spend time virtually for 20, 30 hours of training with us and maybe on the phone with you all. Kelly, this goes back to kind of the concept we were talking about last year, right? This is going to happen. What's interesting about it is some of the consultants that John's working with are [inaudible 00:30:39] there's a lot of people there that are retiring. They're not back filling that, and there's no training system for this, right? How do we create a mentorship factory that can leverage our talent and educate these folks and then those folks get hired by the partners. John's got 80 of these companies vetted under the consortium. When they need them they can come to us and hire them. This is a concept I think in 2021 we're going to probably be pulling the trigger on.

John Mullnar:

And what's funny about it, Tom, that these areas and these schools and extensions to this are not out of DC. There's a couple, but I can tell you the people that are in, that have been in HSEMA, let me just do that, let's say there's been 20 people through that program that we've had on our subcontractor list for the last I don't know, six years, let's say. 20 people. I'll bet you those people, eight or nine of them are on that list still beginning from eight to nine years ago. And those people, they're not on our contract anymore, they're full time employees that either Chris has hired or other people. Brian Baker or others, at HSEMA had hired within that organization, and they are still there now. In terms of building that groundwork of what they started as interns and are now, those guys are getting to be the managers and some of them with the assistant directors that started out on this eight, nine years ago.

Tom:

Yeah. So anyway. I want to make sure all of you on the board are aware that Kelly, you said it, this is core. Our business model is almost irresistible. We have super talent at now nine percent overhead and more importantly, the private sector's coming to us wanting to figure out a way how we can build a farm system for future talent. Whether it's cyber, it doesn't really matter what it is. This is growing. This is growing, and I think next year it's going to be even more so. Okay.

Tom:

I'm sorry. John, I didn't want to interrupt if you had anything else.

John Mullnar:

The only other thing, we can get into the expenses but people can start seeing them. There's three buckets of expense. There's Tom and John. You'll see the charge there for the audit that I talked about. What is it, 26,000 at this point. There's a couple more dollars that they'll invoice there. So that'll be the 30,000 that I spoke about before. The \$50,000 for marketing and communication, we're not really advertising that on billboards. That is all through the automated marketing campaigns that we put through, as well as any advertising on the webinars and everything else as well as the IT efforts. You can imagine having an IT guy within our organization and basically costing \$50,000 a year. I don't know how we could do much better than that. And everything beyond that is pretty much just some of the small

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insurance aspects. The travel aspects. And I know I cruised past it there, one of the other items there is Tom Hyatt there, keeping his legal services as well as possible. Even though we ask quite a bit from Tom regarding the, some of these contracts that we're dealing with, especially within the INL side as well as even the employment contract, dealing with the Tom and John scenario.

Tom Hyatt:

Thanks, John, you guys have [inaudible 00:34:55].

Tom:

John, anything else? Tom Hyatt's got to jump off at five.

John Mullnar:

No I'm done, Tom. That's all I had.

Tom:

Any questions for John?

Tom:

Okay. Tom, why don't we jump to the legal update real quick before you have to jump off?

Tom Hyatt:

I don't think anything more to add than the report at this point in time, Tom. We've been keeping an eye on, as John said, on contracts and developments with [inaudible 00:35:25] and others as they come along. Keeping an eye on the PPE equipment venture and things of that nature. Just really keeping an eye on things that come up when you get into expansion mode which is a nice pivot for us to be thinking about that as John said to our success. Just making sure that we're staying on the up and up there. Some directions we go that are innovative that may result in us paying some taxes on that income which is fine, it's just a financial expense to consider in the mix when you're doing a cost benefit analysis. Otherwise all signs are [inaudible 00:35:58].

Tom:

K. Very good. Any questions for Tom Hyatt? Okay. I wanted to do a quick-

Chris Geldart:

Thank you Tom Hyatt.

Tom Hyatt:

Yeah, my pleasure. Thanks, Chris.

Tom:

Okay. I wanted to do, Chris, a quick round table on hot issues right now which I guess we talk about just for a second. I know vaccines was a big one. I just wanted to go around the horn real quick while we're

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waiting for Persia to jump on, and see if there's any takeaways, lessons learned, or concerns here. Chris, I'll start with you and just go down the list.

Chris Geldart:

Thanks, Tom. Just real quick. Kelly and everybody else is feeling the same things. The biggest issue we have, vaccine has now come on as another factor in this response to COVID, but we're in month nine and in my opinion, we're in the hardest part of the response yet. I know just in the district alone we're higher than we were back in March and April, so we're at our highest numbers we've seen. Add into that the vaccine. Add in to that we're starting to see some shortages in some areas on PPE and supplies and some areas you wouldn't even think about like [inaudible 00:37:28] cans for trash. And things like that. A lot of people are tired from nine months worth of all of this and we're at the actual height of it. The biggest thing for me in that is the fatigue that's going on. And now you add on a complex problem like vaccination and how that's going to happen. Just exacerbates where we are in this process. So for me that's what I'm looking at right now, Tom. I had to actually re-engage our entire EOC and move them back to a seven day operation period where they had gotten pretty lax and we weren't paying attention to some things. That COVID fatigue is for real, and the missions ahead are big.

Tom:

Yeah. Okay. Very good. Bud Marks.

Bud Mertz:

I have to apologize, I just had another phone call based on the vaccination plan for Pennsylvania, and so I had to step away from the call. I'm sorry, what am I supposed to be answering?

Tom:

We were just doing a board round table on vaccination issues or lessons learned, or something like that.

Bud Mertz:

Yeah, well the vaccination issue has me tremendously concerned because in Pennsylvania there was a game plan put out. They call it a plan that identified based on the fact that the demand is far greater than what the supply is, how they would prioritize that. With the release of the vaccine and having the healthcare workers that actually are on the front lines being the first to get that, but small amounts that are coming out, but now we have all the other first responders including the EMS and the fires and the police department when they're able... we're in that first wave, too. When are we getting that? We haven't had a lot of good communication as far as how that's going to be overseen and who determines when the next phase goes into place and that stuff. When you watch the news, it's like oh the vaccine's out there. When you hear that the expectations for the vaccine is on the rise then and everybody wants to be in front of the line.

Tom:

Right. Thank you, Bud. Ira?

Ira Tannenbaum:

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My apologies. I echo what everyone else is dealing with. The vaccine distribution and the equity perspective for us is a big push from City Hall. There are a lot of eyes on getting it to the right place at the right time, and I think some of the conversations we've been having with the general public... everyone seems to be under the impression that if Amazon was handling this we would have had it at our doorstep yesterday or within two days. Why do they keep hearing about all of these challenges and every other comment seems to be doing our best to manage the expectations instead of just getting it into people's arms. I think we're really challenged right now and our lot of our conversations are not just about the logistics of getting the vaccine to the location, but also about how are we communicating and who are we communicating with and how are we making sure that when the people do have some symptoms after, or get ill the next day like we saw happen in the UK, that doesn't scare everyone off that they know. That's what we expected to happen in general. That's really the big key push for us right now, is on the communication front.

Tom:

Okay. Great, thank you Ira. Kelly?

Kelly McKinney:

I actually emailed my report into Geldart and he read it. Everything he said is just spot on with us. It's December 15th, and we've been working this job since... we activated on January 26th. I've been through a lot of long jobs. 9/11 was a long job, Hurricane Sandy was a long job. This is the longest job. Like he said, the complexities of the dispensing. Ira alluded to some of them really well. The communications issues. We're pushing to a lot of people who work day in and day out on COVID wards. They work in our ED's, they work in our ICU's. Less than half of them are opting in to get the vaccine. So that's going to be a huge challenge, too. But just the logistics around it have been enormous. I worked the whole weekend so that we could be ready for one tray of vials on 7am on Monday morning. That's how crazy it's gotten. Yeah, so that's my report.

Tom:

K.

Ira Tannenbaum:

Tom, do you mind, I just want to ask Kelly a quick question. I think he has particular insight into the challenge. You mentioned 9/11. The perennial conversation around the government said the air was okay to breathe down the World Trade Center, and now we have a World Trade Center healthcare program. [crosstalk 00:43:54] am I supposed to go get this vaccine because the government told me it's safe?

Kelly McKinney:

Absolutely. 100%. These disasters, they're like crucibles. They just heat everything up. You see the same thing time and time again. The other thing that sticks out for me, the wonderful part about 9/11 is six weeks later some asshole dropped some envelopes with fine grained anthrax spores into a mailbox in Princeton, New Jersey and that just launched us again. The people that wanted to jump to the head of the line for ciprofloxacin, it was like senators calling saying, "Don't you know who I am? I need my

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cipro." That's also something that is starting to emerge, as well. People are like, "Hey, I'm not a high risk person, but I am a billionaire so I need my vaccine." It's just human nature, I guess.

Tom:

very true. very good.

Ira Tannenbaum:

Absolutely. Thanks.

Tom:

Jim Sheehan?

Jim Sheehan:

Well really not much. We're kind of not on the front line of the vaccine issues. We're on the back line trying to connect people and trying to keep information sharing going, so I would say the last 11 months we've seen some really, really good information sharing initiatives pop up. We have people connected that were never connected before. Unfortunately, when it comes to the vaccine, the one group we could never really get connected was public health. And I don't mean at the local level. And that is playing out right now and it actually speaks to a lot of what Kelly just brought up. There's just so much information. I'm not going to call it disinformation, I'm going to call it information that is contrary. So many things that are not deconflicted. I was going to say, the billionaire thing, I thought some of the billionaires were deciding the vaccine. At least that's what they've been talking about for the last six months. That's what's going to cause us the biggest issues.

Jim Sheehan:

We are seeing a lot of what we procured over the years being used. We've got a lot of equipment that works. Our exercise last year was on a distribution of the [inaudible 00:46:28]. Of course it was pills, we were distributing pills, but we did do seven hospital ED's and got a pretty good idea how it should work. I think there's a lot of good lessons that will be employed, but I think we're going to learn some other ones that are not so good.

Tom:

K. Thank you, Jimmy. Mike Ambrosio?

Mike Ambrosio:

Not much, Tom. When you're retired you don't have to worry about this stuff anymore.

Jim Sheehan:

As long as you're not in a home, Mike.

Mike Ambrosio:

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That's true. The good thing is, if there is a good thing, you just watch from a distance. I agree with everybody. Just hearing what comes out and the different people talking about this and that. CVS and Walgreens. I still talk to some people at work, and the information's just scattered all over the place. Government engaged in a contract with CVS and Walgreens. You just don't know where all of this [inaudible 00:47:36]. It's too early. It's early in the process. Got to hang in there.

Tom:

Yeah. Okay. Did I miss anybody?

Tom:

Okay. Very good. Let me, I just wanted to give everybody an update on our DHS relationship. As you know last year we continued our relationship with DHS through an agreement with Idaho National Labs. That has been extremely fruitful. I sent a copy of the solutions document to everybody for you to look at, and that was just in this nine month period. Our working groups and use case committees are running over 150 people right now. It has grown fairly substantially. Those all told produced about 18 different initiatives and solutions. Some of the ones that DHS was very excited about are transportation and PPE, but there were a number of other ones on there. We have a call this... some of you might remember the name Bob Hansen. Bob left DHS and went to Lawrence Livermore Labs, and they want to talk about establishing a similar relationship with a consortium. We have a call on Thursday. And it's all built around our core mission of people. Building trust and solving problems. I'll keep the board updated on that and we'll see where that one goes. So far, so good. A lot of transition at DHS, but Rick Triggers now is back in running the operations center, and Brandon Wales is now the acting secretary at DHS.

Tom:

Chris, I've heard rumors that folks docking for the secretary, one of them might be Caitlin Dirkovich, and I was curious if you had heard anything, or if maybe you have been approached.

Chris Geldart:

Secretary of DHS, Tom?

Tom:

Well, that's what I heard. I was kind of surprised.

Chris Geldart:

Alejandro Mayorkas.

Chris Geldart:

Mayorkas has already been named.

Tom:

[crosstalk 00:49:59]

Tom:

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Right now it's a quagmire, but I wouldn't be surprised if somebody called Chris Geldart.

Chris Geldart:

Tom?

Tom:

Yeah.

Chris Geldart:

They already have a secretary named for DHS.

Tom:

They do?

Chris Geldart:

Yeah, Alejandro Mayorkas. He was [crosstalk 00:50:17] secretary.

Tom:

Very good.

Ira Tannenbaum:

But the FEMA administrator they're still working on.

Chris Geldart:

Yeah. Yes they are.

Tom:

Well, Brandon Wales, now the acting, called me over Thanksgiving and he just couldn't say enough about what everybody's done and he wanted to know if we could help him on misinformation. He had heard about our [inaudible 00:50:50] standard we developed for data. So I didn't commit to anything, that's a big topic. We may explore that. We may explore that with him down the road. I don't know how to begin, but at the end of the day it involves building trust around information.

Tom:

Okay. Let's jump... Persia, are you on?

Chris Geldart:

Hey Tom, if I could for a second-

Tom:

Yeah, Chris.

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Chris Geldart:

Kelly, you're with me on this, buddy, but when you start hearing names like Brandon Wales being the acting secretary, it makes me feel really, really old. I remember when he was a CS13 in DHS.

Tom:

That's right. I met him 2007, and yeah. I'm feeling your pain there.

Chris Geldart:

The only reason I said Kelly is because Kelly is older than me.

Tom:

Kelly just sent me a text, he had to jump to another call. He'll be back.

Tom:

Okay. Why don't we go ahead, maybe Persia got sidetracked with storm duty or something. Just a couple things. One, I wanted to give everybody an update on our PPE progress. We've developed three solutions. The third one was really the one that seems to be working. The supplier side is growing. They're very appreciative of this. The process that we streamline is very friendly to the suppliers. They can respond very quickly because every request is a line item. They do not like it when they get requests from strangers that have 25 line items on it. The fact that we break it down line item by line item is really good. The other thing that's coming out of that is we've been asked several times by trade associations to white label it for them. Tom Hyatt, are you still with us?

Tom:

Okay. I'll circle back with Tom. We've had requests from EEI, FMI, food marketing, fuel, a couple others that they really like that service because it's fast and it's safe. And they want to use that within their trade associations. I'm going to work with Tom Hyatt. We already had conversations with them, we built trials for them. They all say about the same thing. This is fast, it's simple, and it's very, very effective.

Tom:

Average turnaround from response if you place a request between Monday noon and Friday noon, it's usually around 20 minutes if not less. And Chris, I meant to make a mention, you had mentioned about somebody you wanted to refer us to. I think we're ready for primetime now. I'll follow up with you on that one. But if any of you and your connections have people that might want a back up when stuff runs dry on the current suppliers, this seems to be working either as a primary or a backup capability, very, very effective.

Chris Geldart:

Yeah, Tom, if you want to give me a call tomorrow between nine and 10 ish, somewhere in there. Our procurement officer who's actually the president of NAPO, which is the National Association of Procurement Officers-

Tom:

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Yeah. Perfect. We've even been contacted by two of the other large PPE retail shops, and they really like the back end model, as well. They might license that from us. The reason I wanted the board to know it, I don't see us as developing technology and really selling that product. I see us developing technology and licensing it out. And then let people that do software and do marketing on a large scale, let them run with it so we can stay focused on what our core strengths are is really people process. I'm going to talk to Tom Hyatt about it, but I wanted to get any feedback from the board on that approach. Anybody have any comments for us at this time?

Tom:

Okay. [crosstalk 00:55:08]. Okay.

Tom:

Hey Persia, good afternoon.

Persia:

Hi Tom, thank you. Sorry I'm late.

Tom:

I know you had a briefing you were coming out of, as well. I'm just wrapping up the... we talked about staffing. The one last thing I'll say before I introduce Persia is we have our annual meeting now in January at the Summit. It's virtual. I think we have probably over 150 registered today. This is really going to become a national problem solving summit where year to year we can look at use cases we've developed over the past 12 months. Report out on them, and then decide new ones we're going to work on for the following year and go forward. Chris Geldart, if you remember, we talked about this at our board meeting with [inaudible 00:55:57] and all the other guys in the room. I think you were there, as well. It's happening.

Tom:

The first one is going to be part use case training and then some briefs, but going forward we'll get established ahead of this. It's definitely getting national recognition. We're getting people registered from all over the country. Pretty much every state. DOD, federal, FEMA, all the departments of. But a lot of states. A lot of states and cities around the country. Harris County had a couple, Dallas, Houston, LA, Seattle. It's really taking on and I think this is a good swim lane for us. Registration is free now. We've changed it. Everybody is free. We will provide an offer for recordings, transcriptions, and cliff notes from each session. It's quite a product we're offering after the meeting's over. It's optional. It's a couple hundred bucks, but we've got a whole team putting that together so it should be a really good, one of a kind, takeaway from the event. We'll announce the 2022 dates and we'll have quarterly workshops for 2021 we can go back and work use cases. I'll circle back with the board, because I want to keep the board close to driving some of the use case issues we're working on. I'll send out a flyer for the event, as well, if you guys would like to see it and share it out with some of your stakeholders.

Tom:

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I'm really excited to have Persia on the phone. Persia and I have become great workmates together. You all may or may not know, she runs the North Carolina private sector desk there. Just really innovative in the nation. Persia shares our private sector liaison committee which has now grown I think to 14 states. I asked Persia to come on and have a dialogue with us around some things that happened over 2020. So Persia, why don't you just introduce yourself real quick and we can jump into this for a few minutes, okay?

Persia:

Yeah, Tom. Yeah everybody, my name's Persia Payne Hurley. I'm the private sector manager for North Carolina Emergency Management and I coordinate our business emergency operations center, which just turned six years old. And right now I have about 1,000 private sector partners across 11 sectors of business and industry. We are thrilled to be involved in the [inaudible 00:58:30] consortium and in particular the private sector liaison committee. We started up about last year, January of last year, I believe. And at the time we began with state members representing Pennsylvania, Maryland, Florida, the DC capital region, Virginia and North Carolina. And now we have added Louisiana, Alabama, Mississippi, Illinois, Oregon and Arizona to our group. The level of BEOC development is wide across that group of states. Some member states are in the initial stage of the program development and information sharing. Others have moved to full engagement to include private sector work groups, process development, private sector involvement in state and BEOC exercises. And also gathering input on action items to [crosstalk 00:59:28] improve...

Persia:

[crosstalk 00:59:28]

Persia:

I'm sorry.

Persia:

And some of those guys are working on a private sector inclusion to the state emergency operations center which I see as a particular goal, and that would be with the private sector in an operational role to include bringing deployable assets to the table, being active and face to face coordination with state agencies and state groups, and full access to the state's crisis management platform.

Persia:

Tom had asked me to talk about some of the lessons learned that we'd been discussing in the committee, but I thought I'd pause there to see if anyone had any questions. Maybe just a few minutes, I want to just point out a couple of our hurricane season lessons learned.

Persia:

Should I go on?

Tom:

Sure.

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Persia:

Okay. In general everyone knows a huge challenge this hurricane season, especially during the COVID pandemic and in particular our state members of Louisiana, Alabama, Mississippi [inaudible 01:00:48] storms this year and having to go through the big process of figuring out how to shelter folks during, in a COVID environment and how to support that. The overall, and I'll get to shelter in a minute, overall the group has learned, and we've been talking about it, that we absolutely have to be versatile and one of the things that all of us have noticed across the states is that a unified command has worked best for us. I'm talking about in particular in a disaster with dual needs. In this case public health and health and human services working in conjunction with emergency management. It took us, we pretty much moved to that pretty quickly in North Carolina. We were fortunate to begin right away getting into this unified command, but there were, it took a lot longer for a lot of states and this meant there were a number of delays on decision making and that kind of thing, or identifying priorities. That was a huge lesson for us, and I think federal government probably learned the biggest lesson there.

Persia:

Thinking ahead, this was of special importance with the need to move to [inaudible 01:02:05] shelter as I mentioned, meaning hotel sheltering versus congregate which is the traditional norm that FEMA approves which is mass shelters. In the case of sheltering folks, Louisiana and Alabama took a number of folks in general with Hurricane Delta and Sally, they had a combined over 15,000 people in shelters following those hurricanes, and it was a very fast [inaudible 01:02:39]. It was a fairly fast organized plan, but it meant that they had very little control over what was available because of preparation. And that's something that they've [inaudible 01:02:51] a number of times on the problems that they had there with just the populations itself, transporting people to hotels, hotels agreeing to certain things that the state would have to adhere to under FEMA, and wraparound services feeding those numbers for folks. We could go on and on about that and organizing and managing that hotel population, but I was glad to hear that good things are coming out of it.

Persia:

One of the best things for our state, we went through Hurricane [inaudible 01:03:25] and we were able to find a way to organize [inaudible 01:03:31] sheltering that made a bit of sense to us and we now automated that in a system that we're going to be demonstrating in January's summit. I think it's important to note that we began working on that very early on, since like March we were considering that this may become a hotel issue this year, and so that leads to my last lesson learned, that is thinking ahead.

Persia:

We believe hotels would become an issue and we began this process of trying to figuring out how to deal with a large, large event and manage it so that it made sense. This was I'd say an 18 month project that we ended up doing in about four months. Our process that we developed we think makes sense. In short it is a micro site that we built that connects to Web EOC. Hotel members log onto this micro site. It is a very easy way to piggyback on web EOC without drawing down our servers which was a big deal because we have about 354 hotel partners at this point. But all of their information, capacities, availabilities, room types, and those kind of things is pushed into the web EOC platform, so all of those numbers are aggregated automatically and we're able to deal with those numbers in a way that we can

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book very quickly and we've secured agreements. One of the ones that I think is great is that they have agreed to give us a three day courtesy hold on rooms, especially when you have an unpredictable storm. That's all I'll say about that here, but we'll be demonstrating that in January.

Persia:

I did want to mention something, just a little bit on a lot of the unexpected things that we've had happen. The most unexpected, our states agree, is the impact on the food supply chain. Where most Americans giving up 50 percent of their food in restaurants and schools and institutions, and 50 percent at home, our country's tested system of a dual supply chain with commercial and consumer food lines separate took a beating as you all know. There was plenty of food overall, but with 50 percent of it grown and processed or packaged for consumer use, and 50 percent for institutional commercial use, it really began to crunch for everybody when people began to cook three meals a day at home. I think that our food group, at least here in North Carolina, some of the other states [inaudible 01:06:01] food groups but unfortunately they didn't include private sector liaison, we're thinking of solutions for that or what we can do instead and what may help the private sector, especially since repackaging is so expensive. And we can see this going on as a problem going on into Christmas.

Persia:

So the winners of the stay at home contest, that's what I'm calling it, in supply chain issues overall, grocery sector, big appliance retailers, and electronics were next on the list with orders coming and folks buying for Christmas. The losers were dry ice suppliers. Low production of fuel meant low production of ethanol. The CO2 [inaudible 01:06:41]. Been in low supply. And then the primary ingredient in dry ice, so has dry ice. Of course with the vaccine production, dry ice has been at a premium.

Persia:

Things kind of picked up since then, but the new shortage, I will tell you, is subzero gloves and outdoor heaters for restaurants. That's my strange report for you all today, but I wanted to give you a snapshot of what we're doing, and happy to demonstrate more and discuss more on a [inaudible 01:07:17] plan at your leisure. That's it for me, Tom.

Tom:

Okay, Pers. Thanks for the update. Ira and I are chatting back and forth here.

Ira Tannenbaum:

I'm only saying nice things, Persia. Only nice things.

Tom:

Yeah. Let me just open up for questions or comments. I'll just go around the horn here. Chris, I'll start with you. Chris [inaudible 01:07:45].

Chris Geldart:

Thanks, Tom. Persia, great brief as always. A lot of things you're highlighting and all that work on are very poignant. I really appreciate the update.

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Tom:

K. I want to pay attention to time here, as well. Anybody want to provide comments for Persia before we just have a couple other questions before we wrap?

Tom:

So, Persia and I speak quite often. The fact that Mike Zappone and Persia collectively talk a lot and have developed several use cases. The latest one is this lodging use case that Persia has really dealt on her own, tremendous potential. Mike wanted closer coordination with states, so Persia and Mike spoke and that's when we established the, under the sites we established this private sector liaison work group. And it is working operational stuff. They all plug into the various state things that Nema does and things like that, but they really enjoy getting on the phone with each other, with no one else on the call, and getting into some real issues. The best part about that is that Persia is mentoring a lot of these younger folks that are in programs that really just aren't as mature, along with Edie Cosella out of Illinois. Edie mentored Persia. It's a great environment that we want to leverage going forward in the future.

Tom:

Persia also mentioned she's going to briefing in January at the annual summit. There's a couple of pieces on there. She'll talk more about this initiative at that event. The last thing, Persia's been a big advisor on how we work private sector groups within a site. So we're going to be doing a lot more of that this year as we coordinate with the endeavor group out of Pennsylvania, but we want to look at how we can better quick pivot training together where we can tap Persia's expertise and provide training for people to take, either public or private sector. So we're excited about that.

Tom:

Persia, that's it. Any updates, Persia, on vaccinations? We had a conversation before you got on about people getting tired, and then vaccination on top of that. Any comments from your perspective on how it's going in North Carolina?

Persia:

It seems to be smooth. As I mentioned, I think our biggest unexpected, well, it shouldn't have been unexpected, but it kind of is, is need for subzero gloves that people are chasing around for handling. And that's probably going to go on further. But so far, so good. It's been smooth. We've been in contact with FedEx and UPS partners, and everybody is green. FedEx and UPS are under special pressure, as you all can imagine, especially with Christmas season happening, too. I check on them from time to time. I do want to ask the folks on the call, if there's something, anything, and I always love to ask this like this, anything that you guys see from your perspective that we can do better, that states can do better from private sector liaison standpoint or things that you think we ought to be involved in that maybe we aren't? Just happy to hear that from you.

Chris Geldart:

The only thing that I would say to that, Persia, is up here in DC is we're working and I think Kelly mentioned it earlier, the relationship with the private sector. The pharmacies and all of that as we're trying to roll out. I don't know anybody that really wants to do a mass vaccination. I don't think anybody

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really wants to execute their mass execution plan that's been sitting on the shelf forever, so a lot of folks, especially are us, are looking at how we leverage partners in that, and partners of partners. In other words, we deliver direct to and then the hospitals and major healthcare systems, and then they partner with six, 10, 100 additional folks to do the vaccinations. That's an interesting take on how to do the vaccinations, especially as we get past 1 A and 1 B and into the more broad spectrum. I don't know if you're seeing things like that, if you're dealing with things like that. That's one that I'm watching to see how this really pans out. And I'm saying watching that because having set up all the testing sites in the District of Columbia, realizing that those are now going to become mass vaccination sites at some point. Just how well that private sector partnership's going to work and when I'm going to have to jump in from a public perspective and take it to the next level. That's all I would add.

Chris Geldart:

[crosstalk 01:13:14]

Mike Ambrosio:

Hey Chris, it's Mike Ambrosio. We went through a similar exercise in New Jersey about how the supermarkets can help, I know the supermarkets, the majority of them do have pharmacies in them. And I know a lot of people don't realize that, but they do. You can look down that road later on as the vaccine becomes more available. The Toms River SMI and see if there's any interest in the [inaudible 01:13:46] getting involved with that, as well.

Chris Geldart:

That's a great idea.

Ira Tannenbaum:

We've had a number of conversations with some of our larger employers on the financial services side that have their own clinic, of whom have volunteered to run their own private dispensing and then maybe even potentially open it up to residents in a particular area. We've had these conversations back and forth over the years, both during our pod planning and H1N1, and we ended up with a little bit of a PR nightmare during H1N1 when we gave it to one [inaudible 01:14:34] large bank to facilitate distribution and all the news read about how the bank was getting it before anyone else in the other communities. We've been a little bit gun shy on the closed pod concept, but certainly are looking to see if there are other partners who might be willing to operate pods, like you're saying in some of the buried communities.

Persia:

Do you guys think we're going to see a bit of a breakdown on that group that's after 1 A and 1 B? Because the thing about the testing sites, you mentioned that testing sites and those becoming mass vaccination sites, with the testing sites, as we know, there was a little bit of a control there because folks had to register. Remember? Or reserve a spot and meet certain criteria and symptoms, so on and so forth. This time, there doesn't appear to be any type of filter like that. Maybe we need to start thinking about some way to filter that mass group.

Chris Geldart:

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Yeah, Persia. We do it a little bit different up here on testing. The mayor came out early with if you need to get a test, you can get a test. So our barrier is very low. It's a very low barrier for testing. Hence the reason why we've been in the top five or 10 in per capita testing from the beginning, because everybody that wants to get a test basically can. It's pretty wide open for us. You're right, even with the vaccination, there's still not necessarily a registration point, there is actually a registration point. Folks have to actually give their information when they get it. It'll be interesting, and your question about the breakdown in 1A, 1B. That stratification, until Moderna gets going and all of that, we don't have to deal with super [inaudible 01:16:49] all the time, I think that stratification of 1A and 1B is going to be interesting in a lot of places.

Chris Geldart:

Once we get into 1B and then you can call it two or 1C when you get out to all the essential type employees and things like that, I think that's where it's going to get really interesting out there. I have a small population compared to most everyone else on this call. I'm only about, just over a million when you count all our healthcare workers that work in the city but actually live in Maryland or Virginia that we still have to vaccinate. It'll be interesting to see that stratification as it goes down and how quickly it becomes available and when people's patience start to get thin on how long it's actually going to take to get people vaccinated.

Persia:

Have you seen any pushback on folks that are saying, "I'm not going to do it"? Tell me about that.

Chris Geldart:

I don't want to monopolize on here. [crosstalk 01:17:58] pushback on there, but we are definitely seeing folks probably in the 40 percent range not wanting to do it.

Ira Tannenbaum:

I don't know about you, Chris, but I think a lot of the, we see also some significant numbers around vaccine hesitancy. Some of the conversations I've been having with the health department and really breaking down the numbers, it seems to be that a lot of people when they say no, they don't want it, really they're saying no, I don't want it first. No, I [crosstalk 01:18:35] the first round, but they're not anti-vax. I think we're trying to be careful not to conflate anti-vaxxers in general to a challenging movement with the people who are just not willing to get it in the first few months.

Chris Geldart:

I got to be honest, one of the biggest things we're dealing with right now is when. When somebody gets it. What I mean by when, it's not the strati where they fit into 1A, 1B. But within 1A, 1B, when do we give it to our EMT's? Do we give it to them when they're coming off their shifts, when they're coming on their shift? The potential to feel the symptoms as their body starts to deal with building antibodies. So that's one of the things we're dealing with right now, playing with at what point for the healthcare workers, for our EMT's and paramedics, all those emergency services side, when is the right time to give it to them within their shifts.

Ira Tannenbaum:

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And staggering it, right? So that it's not all of EMS getting it.

Mike Ambrosio:

And with the Pfizer vaccine, don't you have to come back in 21 days and get another shot?

Ira Tannenbaum:

With both of them. Moderna and Pfizer it's 21 days.

Chris Geldart:

28 on Pfizer. [inaudible 01:19:58] Moderna.

Mike Ambrosio:

It's a double whammy. A continuance.

Ira Tannenbaum:

We're relying on our existing infrastructure to the extent possible. The vaccination database that in theory all vaccinations at all doctors offices are submitted to and [inaudible 01:20:25]. Once you get it at one place, wherever you end up trying to get your second booster shot hopefully has down which, whether you got Pfizer or Moderna and the card in your hand in case you might have lost that. Getting people to take a shot the first time is hard enough. Getting them back a little while later is challenging itself. Yeah.

Ira Tannenbaum:

Chris, by the way, [inaudible 01:20:55] those elected officials down in your neighborhood are not essential, no matter what they tell you. Just to be clear.

Chris Geldart:

But they all seem to want to come back because they no longer have their [inaudible 01:21:05] so they have to vote on that, they have to vote on leadership [crosstalk 01:21:09]. I'm like get out, you don't need to be here.

Persia:

That's right.

Tom:

Okay. Persia, I'm sorry, do you have anything else?

Persia:

No, I was agreeing.

Ira Tannenbaum:

AHC BOARD MEETING TRANSCRIPT

DECEMBER 15, 2020

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I apologize, Tom, but I have to drop. This was a great conversation. Persia, as always, appreciate your insights and I'll speak to everyone soon. [crosstalk 01:21:41]

Tom:

We're at the end of our agenda anyway. Persia, thanks for joining us. [crosstalk 01:21:47]

Persia:

Thank you.

Tom:

I'll provide a link to everybody, they can access the recording of the meeting. I think that's it. Do we have a motion to adjourn?

Tom:

[crosstalk 01:22:08]

Tom:

All right, the meeting is adjourned. Persia, thanks again. Appreciate everything you're doing. Thanks to John and all the board members. Have a great, safe Christmas, Hanukkah and New Years everybody. Be safe if you're traveling, okay?

Tom:

[crosstalk 01:22:22]

Tom:

Take care, bye bye.

Persia:

Merry Christmas.