



African Swine
Fever (ASF)
Project

ASF EMB Meeting: Results of the Facilitation Project

Dr. Ken Andrews

Ottawa

28 March 2023

ROLES

Lack of completed plans by FPTI partners

Roles/resp. in ASF emergency not always clear to FPTI partners

FPT & Industry Pointing Fingers at One Another

#6, #11

#12

CFIA Draft Guidelines not yet Shared with FPTI Partners

LACK OF TRUST & TRANSPARENCY

Lack of Clarity on Each FPTI Stakeholder Role & Accountability in event of ASF Outbreak

No Clear Decision-Making in Event of ASF Outbreak

PRE-OUTBREAK

POST-OUTBREAK

Early ASF Detection & Surveillance

Worker Protection & Mental Health

De-Population and Animal Disposal

Management of Zones

Funding & Financial Support 'Who Pays?'

#8, #9, #13, #31

Response Communications

Incomplete plan for comms among FPTI Partners AND w/Public.

COMMS (POST-OUTBREAK)

Wild Hogs Response

Draft Plan exists BUT ..

1. No surveillance of wild boars.
2. No leadership for response implem.
3. No validated ASF test
4. No engagement with other Fed partners

BUSINESS CONTINUITY

POST-OUTBREAK COMMUNICATIONS

Incomplete plan for comms among FPTI Partners AND w/Public.*

#8

CFIA has a plan for disease response – but not shared w/Partners

Among FPTI Partners

#9

No integration of Federal Partners' comms plans

Provincial comms plans not shared or integrated

AAFC's role not fully integrated yet

FPT interactions w/Industry not defined

#31

Partners don't know what each will do & when

Who will declare the ASF emergency?

Will there be a single command center?

Working w/CFIA on this

Who owns the data being shared?

How will the data be managed, housed and controlled?

Major security & privacy concerns

#13

With Public & Trading Partners

Who will lead this?

Much uncertainty needs to be resolved

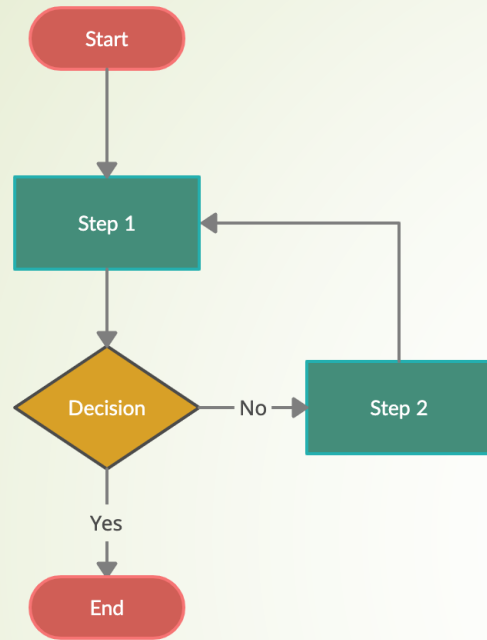
Public Confidence

Welfare Cull

'Process'

vs.

'Plan'



- “WHAT to DO”
- One ASF process applies across Canada
- Action steps implemented in real time
- Each step advances the process in a measurable way
- Clarifies the best/agreed sequence of actions
- Identifies decision points
- A clear guide for responders from START to END
- Process is visible to all stakeholders
- Process steps informed by PLAN

- “HOW to DO”
- Plan format is generic; content stakeholder-specific
- Prepared in advance
- Informs individual process steps with detailed context and detail
- Includes guidelines, rules and responsibilities
- Format is generic; content is specific (e.g. Provincial contacts)
- PLAN informs process steps with pre-decided tactics/decisions

KA Engagement

ASF RESPONSE PROCESS

- Create a single generic response process (what are the agreed 'start' & 'end points?')
- Introduce to all stakeholders (individually)
- Identify gaps and make improvements
- **Ensure that roles and responsibilities are clear for every step**
- **Populate the process for each stakeholder**
- Check that process & plan fit for each s/h
- Test the process
- Create a central repository for s/h processes
- Create a timeline for process updates

ASF PLAN

- Create a common plan template
- Encourage all stakeholders to use template
- **Discover info gaps for plan creation**
- **Close those plan gaps (e.g. guidelines)**
- Identify barriers to sharing plans
- Overcome those sharing barriers
- Enable plan sharing
- Check for plan alignment & consistency
- Create a central repository for all plans
- Create a process/timeline for plan updates

Steering Team Direction

- Focus more on identifying solutions, as the issues are quite well known (see below)
 - - break each problem into manageable chunks, strive for 80/20 solutions, 'progress over perfection'
- How can we help one another be successful
 - - 'we are all stakeholders, and collectively responsible if an ASF emergency strikes Canada.'
- The biggest issues/problems (aka 'Elephants') are:
 - a) **Roles and decision-making** during an emergency, are not fully defined & agreed (see process)
 - b) There will be local **competition for resources**: humane destruction of diseased animals and the welfare cull of surplus animals (and different leadership for each)
 - c) Stakeholder **plans are incomplete**, not being shared and therefore (probably) not fully aligned
 - d) There is **no 'communications playbook' among stakeholders** during an ASF emergency (and no working group to address this to-date)
 - e) The **financial compensation** for the 'Surplus Depopulation' has not been agreed
 - f) The potential conflicts between CFIA's **'outcome-based' planning and 'process-based'** are unresolved

2022 FPTI Discussions: 1-1 Zoom Sessions

Federal

- CFIA
- AAFC

Industry

- CPC
- CMC

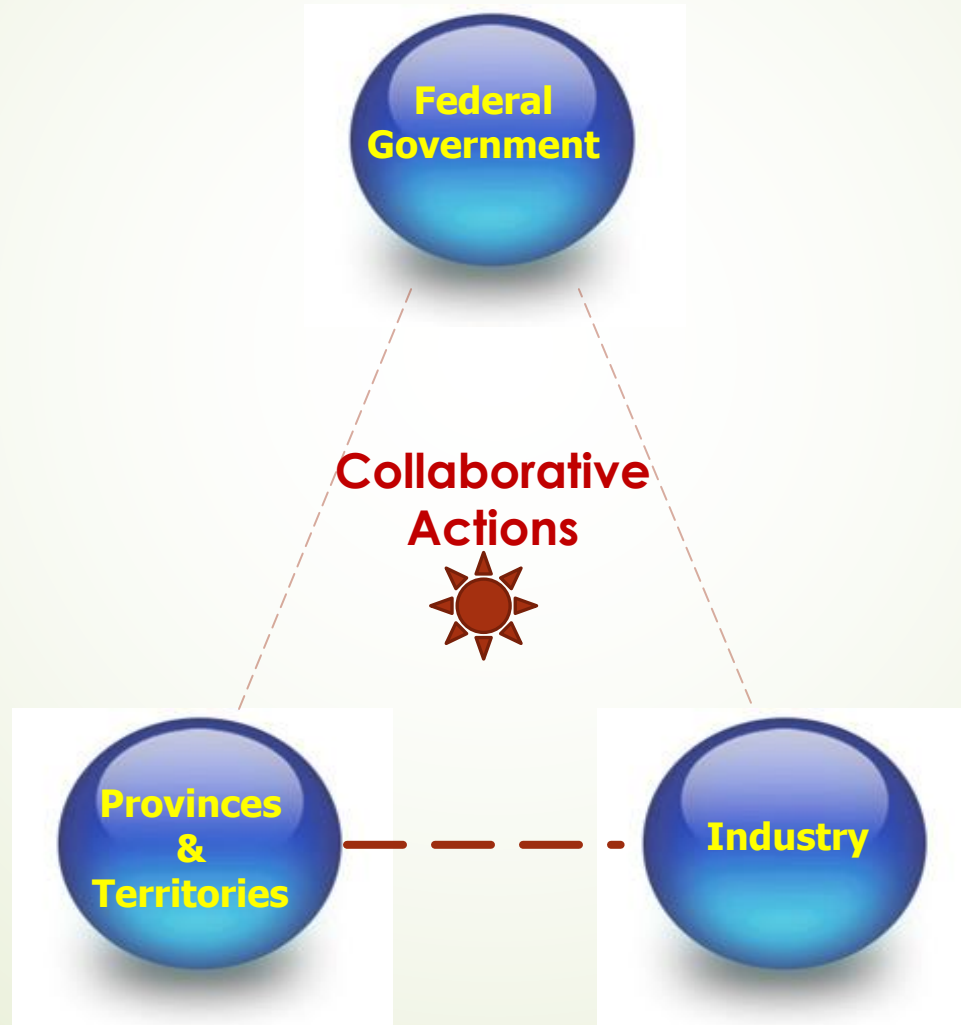
Provinces/Territories

- Ontario
- Quebec
- Manitoba
- Western: BC, Alberta, Saskatchewan, Yukon
- Atlantic: New Brunswick, Nova Scotia, Newfoundland



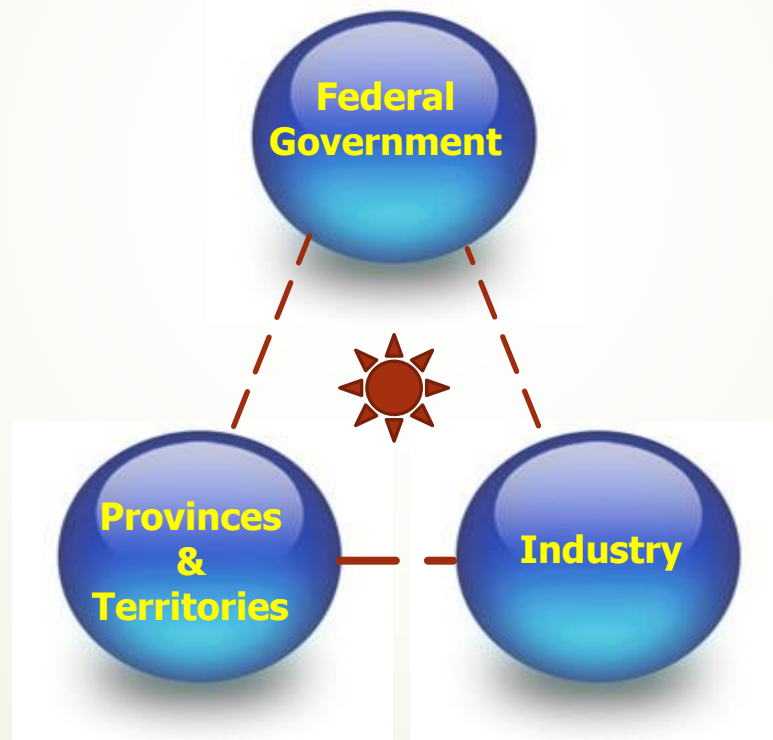
Discovering More 'Elephants'

How can we help one another be successful - - 'we are all stakeholders, and collectively responsible if an ASF emergency strikes Canada.'



Discovering More 'Elephants'

How can we help one another be successful - - 'we are all stakeholders, and collectively responsible if an ASF emergency strikes Canada.'



Outputs - - Deliverables

1. 'Hard' Recommendations

- - grouped into a number of discrete areas for clarity, and identified the lead & receiving stakeholders.

These are termed 'hard' because they have originated from stakeholders (often multiples).

- - they have more value and validity.

These recommendations form a completion checklist in the creation of ASF response plans, specifically considering information-sharing.

All recommendations are expected to be completed in peacetime - - agreed deadlines would be ideal.

2. Process Map - - updated and improved based on feedback from multiple stakeholders

It focuses on a 'mid-level' perspective, as too much detail can obscure the big-picture roles and responsibilities.

These 'Hard' Recommendations

- ✓ Checklist - - all completed for a robust, successful, collaborative ASF response
- ✓ Developed & proposed by the facilitator
- ✗ Wish-list
- ✗ Optional
- ✗ Consensus of all stakeholders (yet)



Hard Recommendations -- Overview

#	Focus Area	Recommendations
A	Preparing to be Responsive in the Early Phase (i.e. Before ASF Case Confirmed)	<ul style="list-style-type: none"> • Confidentiality Agreements between CFIA & all stakeholders • Info-sharing with impacted PT & Industry • Non-affected PTs & I notified when a 'presumptive positive' • Industry (CPC/CMC) prepares in advance, & implements 'voluntary standstill' • Identify reqd. skills, capacity and tasks for PT labs re. ASF • CFIA provides estimates of response resource requirements • HPAI workshop to discuss response
B	Incident Command Structure(s) (ICS)	<ul style="list-style-type: none"> • Info needs of PTI stakeholders clearly defined • Connections w/CFIA ICS, role of liaisons & information flow • PT & Industry ICSs integrated in each Province <ul style="list-style-type: none"> - - manage both ASF response and Surplus Depopulation • Use of dedicated Case Officer, direct info to impacted producer • ASF EMB to lead table-top exercise to test comms & response • ASF EMB to lead all-stakeholder investigation of single national ICS platform

Hard Recommendations - - Overview

#	Focus Area	Recommendations
C	Implementing CFIA Directives during an ASF Response	<ul style="list-style-type: none"> • AHC/CPC to lead practical guides for producers & processors to successfully implement CFIA directives – CFIA to ‘ratify’ • PTs to collaborate in production of these guides • CFIA to collaborate with PTIs to create PT-specific guides for disposal of diseased animals • CPC will maintain standards on current biosecurity protocols • CFIA will consult with stakeholders and share estimates of resource needs from PT & Industry, to respond to an ASF emergency
D	Implementing the Surplus Depopulation	<ul style="list-style-type: none"> • Following stakeholder engagement, AAFC & PTs will release policies on compensation for animals destroyed in Surplus Depopulation • CPC/CMC will create a national welfare response plan, connected with ASF response plan • Provincial ICSs to coordinate ASF response & Surplus Depop., and facilitate info-sharing with CFIA, AAFC and other PTs • Resource training protocols will be created by each local PTI

Hard Recommendations - - Overview

#	Focus Area	Recommendations
E	Agreements between CFIA & PTs	<ul style="list-style-type: none">• PTs will each identify highest priority agreement 'gaps'• CFIA & PTs will agree to the capabilities of provincial labs, including surveillance plans in affected and other zones
F	Collaboration Among PTs	<ul style="list-style-type: none">• All PTs agree to collaborate and share their response plans & best practices• MB, ON & QC will closely collaborate in ASF response tactics and protocols, and for the management of the Surplus Depopulation

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#	PROCESS STEP (DETECTION)	CFIA ROLE ¹	PROVINCIAL, TERRITORIAL ROLE	INDUSTRY ROLE ² incl. PPBs ³	INFORMATION-SHARING among STAKEHOLDERS ⁴
0					
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Detection

#	PROCESS STEP (DETECTION)	CFIA ROLE ¹	PROVINCIAL, TERRITORIAL ROLE	INDUSTRY ROLE ² incl. PPBs ³	INFORMATION-SHARING among STAKEHOLDERS ⁴
0	ASF Planning	ASF plans created, aligned among stakeholders, resources identified, and ready to be implemented at very short notice			
1	Suspect ASF case detected	Early detection is very important: All stakeholders contribute to the development, delivery and promotion of CanSpot ASF			Producer (or other detector) communicates only with local vet
2	Suspect reported to CFIA	CFIA notified by reporting vet: could be either ASF confirmatory or other FAD 'rule-out' scenario. CFIA incident leader ID	Reporting only to CVO in affected PT		Internal CFIA/AAFC/HC leaders + impacted PT CVO (share w/ADM)
3	Information Gathering	Deploys sample gathering team	Impacted PT in response preparation. Supports CFIA on request.	Impacted PPB in response preparation. Supports CFIA on request.	Clear reporting pathway between CFIA and impacted PT emergency response team, on the preliminary risk determination CPC leadership and local PPB notified under PTI 'circle of trust' confidentiality.
4	Local biosecurity	Imposes biosecurity			
5	Premises movement controls	CFIA applies authorities under the HoA to control movement and impose biosecurity requirements			
6	Epi investigation	CFIA Response Team leads			
7	Clinical examination				
8	Prelim. risk determination				
9	Sample collection				
10	Diagnostic tests in impacted PT	CFIA teams are on-site, samples go to NCFAD	Duplicate samples at NCFAD approved PT lab		

#	PROCESS STEP (DETECTION)	CFIA ROLE ¹	PROVINCIAL, TERRITORIAL ROLE	INDUSTRY ROLE ² incl. PPBs ³	INFORMATION-SHARING among STAKEHOLDERS ⁴
11 ⁵	Presumptive positive: two pieces of ASF evidence	CFIA confirms presumptive positive – notifies non-affected PTs and Industry leaders	Impacted PT prepares to implement its response plan.	CPC prepares to implement voluntary standstill (step #13).	Clear reporting to impacted PT. All other PTs and Industry ASF response leads notified, but still confidential.
12	Presumptive positive: local movement controls (3km radius)	CFIA local response team applies authorities under the HoA to control movement and impose biosecurity requirements	Local resources support local movement controls.	Impacted PPB supports local movement controls	Local PT zoning rules will apply and require engagement with other PT ministries
13	Presumptive positive: voluntary industry standstill	CFIA supports Industry's implementation of a voluntary standstill, across Canada	Possible PT legal control movement to support voluntary industry standstill	Industry (CPC) implements pan-Canadian standstill plan (prepared in advance for efficient roll-out)	CFIA manages external communications about the existence of the presumptive positive – shares releases with designated PTI leaders
14	Diagnostic testing	NDFAD Winnipeg			
15	Confirmation of positive case from CFIA Lab (NDFAD)	NDFAD notifies CFIA lead. Producer notified by CFIA	ASF response team created in affected PT. All PTs prepare for Surplus Depop.	Industry response team activated to support ASF response & manage the Surplus Depopulation.	All PTI designated ASF leaders notified by CFIA of positive result. Federal partners also notified (Playbook details)

#	PROCESS STEP (RESPONSE)	CFIA ROLE ¹	PROVINCIAL, TERRITORIAL ROLE	INDUSTRY ROLE ² incl. PPBs ³	INFORMATION-SHARING among STAKEHOLDERS ⁴
16					
17					
18					
19					
20					

Response

#	PROCESS STEP (RESPONSE)	CFIA ROLE ¹	PROVINCIAL, TERRITORIAL ROLE	INDUSTRY ROLE ² incl. PPBs ³	INFORMATION-SHARING among STAKEHOLDERS ⁴
	Incident Command Structures (ICS)	CFIA establishes and staffs clear command/control ICS AAFC will create separate ICS, linked to CFIA's	Impacted PT sets up separate ICS, likely partnering with local PPB. See also Surplus Depop. for non-impacted PTs	Connect & collaborate with impacted PT ICS. See also Surplus Depopulation for non-impacted PTs	Info sharing from CFIA regarding the response will be done by dedicated PTI liaison people, and regular (e.g. daily) briefings
16	Biosecurity & Movement controls	CFIA applies authorities under the HoA to control movement and impose biosecurity reqs (10km zone and epi- linked premises)	Impacted PT provides resources to support the biosecurity, and provides on-the-ground information	PPB locally provides resources to support the biosecurity, and provides on-the-ground information	CFIA issues control instructions locally. Resource requirements agreed among CFIA and PTI stakeholder in advance
17	Epi investigation	Continue to collect pig movement data (PigTrace)	Supports the efficient and effective collection of data regarding pig movements.		CFIA notifications & daily briefings
18	Surveillance & Diagnostics	Collect data: infected zone	Provides support to the promotion of surveillance and diagnostic capacity.	Provides support to the promotion and delivery of surveillance activities.	CFIA notifications & daily briefings
19	Evaluation & Compensation (diseased animals)	CFIA implements clear, easy-to access, efficient process for claims	Support producers' submission of claims	Support producers' submission of claims	CFIA communicates directly with impacted producers and PTI leaders on resource reqs for disease control depop. & compensation (process agreed in advance)
20	Humane Destruction & Disposal of Diseased Animals	Order disease-control depopulation & disposal w/clear guidelines for both	Provide support w/trained resources for disease-control depopulation	Provide support w/trained resources for disease-control depopulation	

#	PROCESS STEP (RESPONSE)	CFIA ROLE ¹	PROVINCIAL, TERRITORIAL ROLE	INDUSTRY ROLE ² incl. PPBs ³	INFORMATION-SHARING among STAKEHOLDERS ⁴
21	Cleaning & Disinfection	Order & inspect cleaning of impacted premises using pre-agreed PTI guidelines	Collaborate with other PTs and I to create clear, effective and efficient guidelines for cleaning	Ensure cleaning guidelines are sent to all producers and processors & provide resources who are trained to implement.	Collaboration among Provinces and PPBs to create (national) guidelines ('how to' guides)
22	Re-Stocking & Testing Trade Resumption	Provide all-clear to re-stock	As required, support Federal Government in negotiations for trade resumption.	Support producers in understanding re-stocking requirements. As required, support Federal Government in negotiations for trade resumption.	
23	Post-Outbreak surveillance	Provide continuing surveillance in compliance with WHOA	Stakeholders contribute to the development, delivery and promotion of surveillance to support regaining Canada's ASF free status.		
24	Epi report	Create outbreak report			CFIA to share report with all stakeholder leads
<p><u>Details not included in macro process:</u> <i>Moving permits Traceability Mental health supports Wildlife (wild pigs) Compartments & zoning</i> <i>Info-sharing agreements, incl. privacy & confidentiality Legal PT actions, to complement CFIA actions</i></p>					

#	PROCESS STEP (SURPLUS DEPOPULATION RESPONSE)	AAFC ROLE ¹	PROVINCIAL, TERRITORIAL ROLE	INDUSTRY ROLE ² incl. PPBs ³	INFORMATION-SHARING among STAKEHOLDERS ⁴
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Surplus Depopulation

#	PROCESS STEP (SURPLUS DEPOPULATION RESPONSE)	AAFC ROLE ¹	PROVINCIAL, TERRITORIAL ROLE	INDUSTRY ROLE ² incl. PPBs ³	INFORMATION-SHARING among STAKEHOLDERS ⁴
20(b)	<p>Surplus Depopulation in all PTs</p>	<p>Compensation and industry transition led by AAFC and agreed with PT & Industry stakeholders in advance.</p> <p>Depopulation co-managed by PTs and Industry in each PT</p>	<p>PT & I co-manage Surplus Depop. & disposal in each PT.</p> <p>Each PTI to have an ICS focused on the Surplus Depop., and staffed by local resources from PT governments and PPBs.</p> <p>Collaboration among PT teams invaluable during planning.</p> <p>Resources to be drawn from all available animal production labor pools. Each PT ICS will have a CFIA liaison person.</p>		<p>Regular information exchanges among PT ICSs.</p> <p>Coordination with CFIA & AAFC ICSs relating to conflicts in resource needs for both depopulation activities.</p>

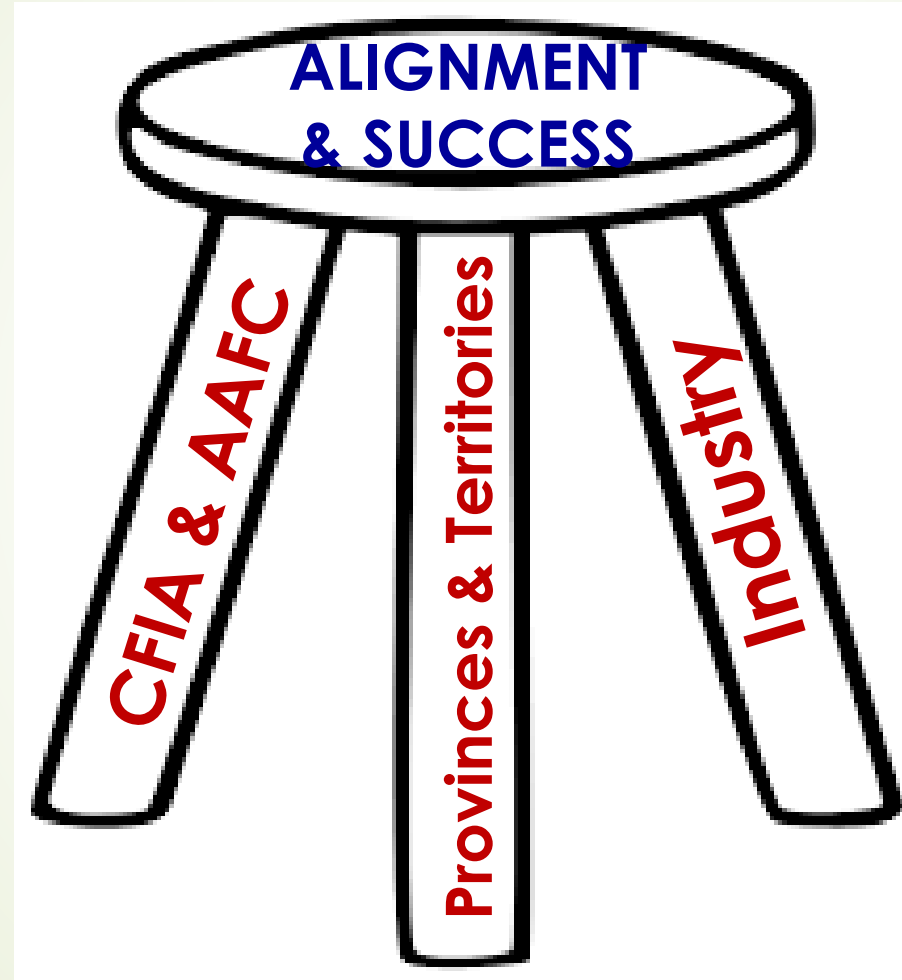
HIGH IMPACT

ASF Response Process Map - - Roles

HIGH IMPACT FACILITATION INC.

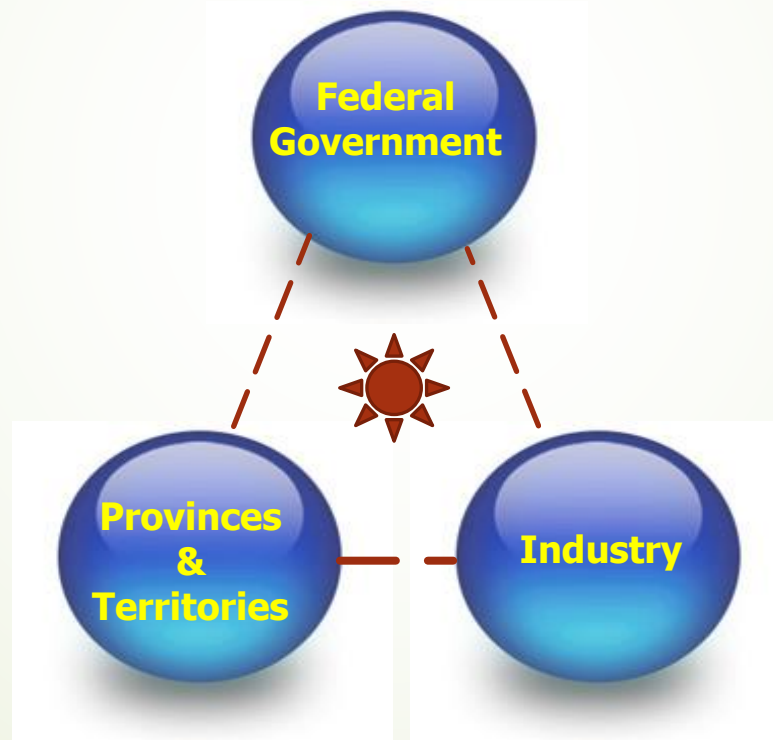
#	Process Steps	CFIA/AAFC Role	PT Roles	Industry Roles	Inter-Stakeholder Information Sharing
	<ul style="list-style-type: none"> ▪ Early Detection ▪ Presumptive Positive ▪ Voluntary Standstill ▪ Communications & Confidentiality 	✓	✓	✓	✓
	<ul style="list-style-type: none"> ▪ Outbreak Response ▪ ICS Structures ▪ Biosecurity ▪ Destruction & Disposal of Diseased Animals 	✓	✓	✓	✓
	<ul style="list-style-type: none"> ▪ Surveillance ▪ Cleaning & Re-Stocking ▪ Trade Resumption 	✓	✓	✓	✓
	<ul style="list-style-type: none"> ▪ Surplus Depopulation ▪ Resource Deployment & Management 	✓	✓	✓	✓

Effective, Successful ASF Response in Canada?



Aligned Stakeholders

How can we help one another be successful - - 'we are all stakeholders, and collectively responsible if an ASF emergency strikes Canada.'





Please share your comments on today's recommendations and response process:

- **Improvement ideas**
- **Concepts you want to emphasize**
- **Anything important missing? (relating to information-sharing)**

Online participants: use the Chat feature in Zoom

In-person participants: raise your hand & wait for the microphone



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