



HOW COVID-19 CHANGED US

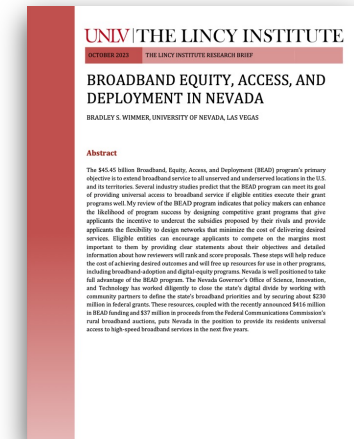
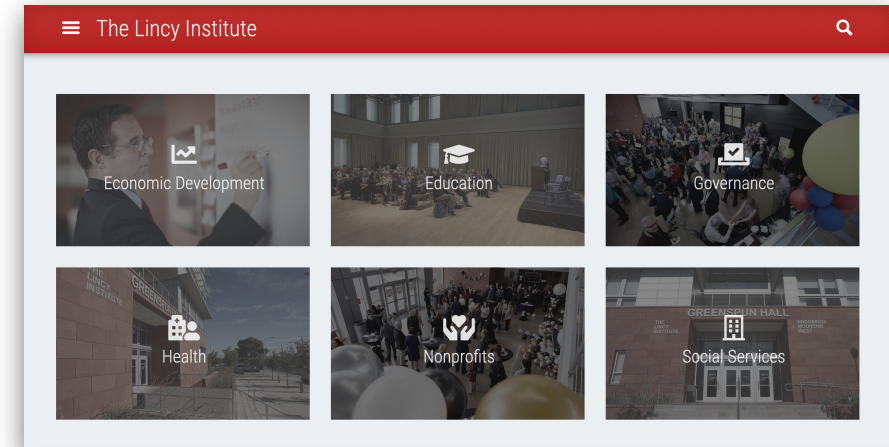
Compassion, Leadership, and Policy

Greenspun Hall Auditorium
Tuesday, April 2, 2024
9:00a.m. – 11:00a.m.

UNLV | THE LINCY INSTITUTE

Who We Are and What We Do

- ▶ The Lincy Institute is a public policy center that conducts and supports research that focuses on improving Nevada's education, governance, health, and social services, as well as strengthening its economy and communities.
- ▶ This research is used to inform policy interventions to address Nevada's most pressing issues and problems.
- ▶ The Lincy Institute was established in 2009 by a generous gift from The Lincy Foundation.



The Data Hub

LATEST PUBLICATIONS

MAR. 19, 2024
MIGRATION PATTERNS OF YOUNG ADULTS IN NEVADA

MAR. 18, 2024
HOMELESSNESS ASSESSMENT OF THE MOUNTAIN WEST, 2023

FEB. 21, 2024
POST COVID-19 RECOVERY IN MOUNTAIN WEST METROS

FEB. 8, 2024
CLEAN INVESTMENT MONITOR: Q4 2022 – Q3 2023

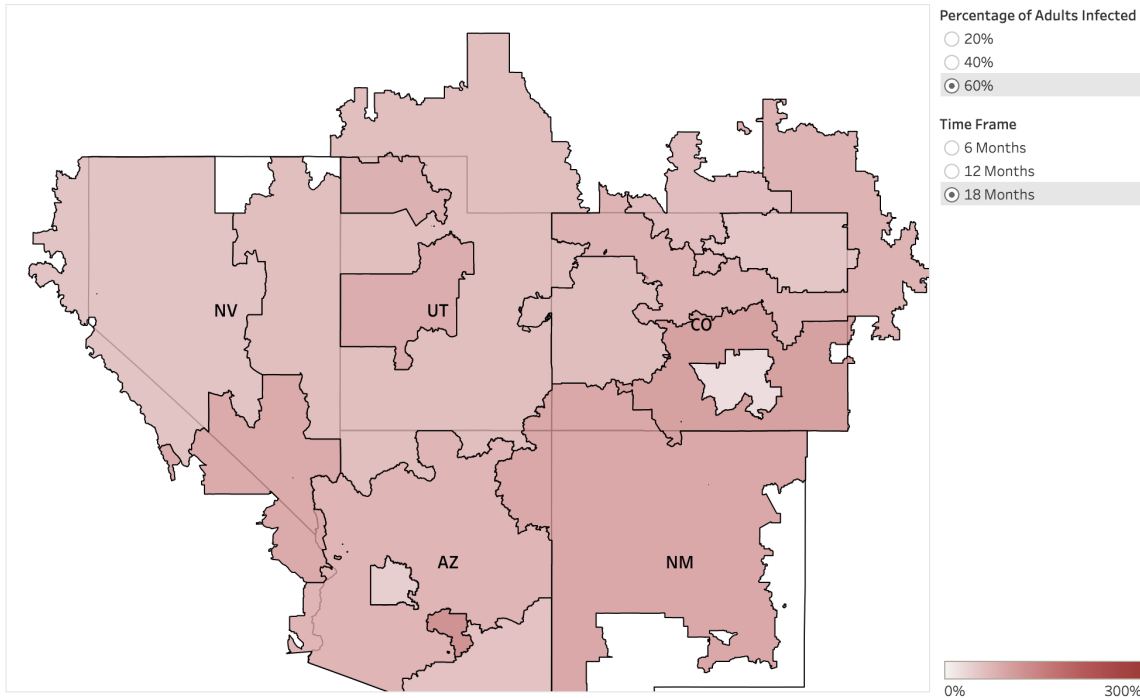
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- ▶ The Data Hub contains 20+ COVID-19 related fact sheets and visualizations.

Mountain West Hospital Bed COVID-19 Capacity

The map shows the percentage *increase* in the current number of hospital beds that would be needed to support COVID-19 patients in nine hypothetical infection scenarios in Mountain West hospital regions. The "increase in capacity" and "additional beds needed" calculations assume hospital beds that are typically unoccupied in any given year are all used for COVID-19 patients. Measurements included show only the *additional* resources each hospital region would need in each infection scenario. A handful of hospital regions have sufficient supply in some infection scenarios, meaning they may have additional empty beds even after treating all of their projected hospitalized COVID-19 patients. The visualization will display a zero (rather than a negative number) for the "additional beds needed" and "increase in capacity" measure when this is the case.



Data was gathered on March 23rd, 2020 from the Harvard Global Health Institute's analysis, visualization is by Ember Smith. © The Data Hub at The Lincy Institute and Brookings Mountain West.

COVID-19: HOSPITAL AND INTENSIVE CARE UNIT (ICU) BED CAPACITY IN THE MOUNTAIN WEST

Health Fact Sheet No. 4 | April 2020

Prepared by: Ember R. Smith, Kaylie R. Pattni, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: HOSPITAL BED CAPACITY IN NEVADA COUNTIES, JANUARY 2021

Health Fact Sheet No. 9 | January 2021

Prepared by: Marie A. Falcone, Madison Frazee-Bench, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: Event Size Risk by Nevada County, January 2021

Health Fact Sheet No. 10 | January 2021

Prepared by: Olivia K. Cheche, Madison Frazee-Bench, Katie M. Gilbertson, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: PROJECTED JOB LOSS IN MOUNTAIN WEST STATES

Economic Development & Workforce Fact Sheet No. 17 | April 2020
Prepared by: Marie A. Falcone, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: ECONOMIC RECOVERY, TWITTER, AND PUBLIC PERCEPTION OF LAS VEGAS

Economic Development & Workforce Fact Sheet No. 18 | April 2020
Prepared by: Mary Blankenship, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: THE IMPACT ON SMALL BUSINESSES IN NEVADA

Economic Development & Workforce Fact Sheet No. 19 | May 2020
Prepared by: Madison Frazee-Bench, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: UNEMPLOYMENT CLAIMS IN THE MOUNTAIN WEST

Economic Development & Workforce Fact Sheet No. 22 | June 2020
Prepared by: Katie M. Gilbertson, Madison Frazee-Bench, Marie A. Falcone,
Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: THE IMPACT ON YOUNG, LOW-WAGE WORKERS WITHOUT COLLEGE DEGREES

Economic Development & Workforce Fact Sheet No. 21 | June 2020
Prepared by: Marie A. Falcone, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: METRO RECOVERY INDEX IN THE MOUNTAIN WEST

Economic Development & Workforce Fact Sheet No. 24 | July 2020
Prepared by: Vanessa M. Booth, Katie M. Gilbertson, Elia Del Carmen Solano-Patricio,
Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: PAYMENT PROTECTION PROGRAM (PPP) LOAN IMPACT IN THE MOUNTAIN WEST

Economic Development & Workforce Fact Sheet No. 25 | August 2020
Prepared by: Eshaan Vakil, Elia Del Carmen Solano-Patricio, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: NEVADA COUNTIES WITH LOW-INCOME JOB LOSS

Economic Development & Workforce Fact Sheet No. 26 | August 2020
Prepared by: Katie M. Gilbertson, Madison Frazee-Bench, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: THE RISK OF REOPENING NEVADA SCHOOLS

K-12 Education Fact Sheet No. 1 | August 2020
Prepared by: Caitlin J. Saladino, Madison Frazee-Bench, Yanneli Llamas,
Magdalena Martinez, and William E. Brown, Jr.

COVID-19: HOUSING HARDSHIP INDEX

Housing & Real Estate Fact Sheet No. 6 | September 2020

Prepared by: Yanneli Llamas, Madison Frazee-Bench, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19: WORKING PARENTS AND CHILD CARE IN THE MOUNTAIN WEST

Economic Development & Workforce Fact Sheet No. 27 | September 2020

Prepared by: Olivia K. Cheche, Vanessa M. Booth, Caitlin J. Saladino, and William E. Brown, Jr.

COVID 19: HIGHER EDUCATION FUNDING IN THE MOUNTAIN WEST

Higher Education Fact Sheet No. 15 | March 2021

Prepared by: Olivia K. Cheche, Peter Grema, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19 AND NEVADA COUNTIES: EMPLOYMENT DATA, MAY 2019 and MAY 2021

Economic Development & Workforce Fact Sheet No. 40 | September 2021

Prepared by: Joshua Padilla, Katie M. Gilbertson, and William E. Brown, Jr.

COVID-19: CREATIVE CLASS JOB LOSS IN THE MOUNTAIN WEST

Economic Development and Workforce Fact Sheet No. 36 | August 2021

Prepared by: Katie M. Gilbertson, Kelliann Beavers, Peter Grema, Caitlin J. Saladino, and William E. Brown, Jr.

COVID-19 BEHIND BARS IN THE MOUNTAIN WEST

Criminal Justice Fact Sheet No. 6 | May 2022

Prepared by: Dielle T. Telada, Caitlin J. Saladino, and William E. Brown, Jr.

THE COVID-19 PANDEMIC AND WORK FROM HOME, 2019-2021

Economic Development and Workforce Fact Sheet No. 61 | October 2023

Prepared by: Maryam Raja, Caitlin J. Saladino, and William E. Brown, Jr.

POST COVID-19 RECOVERY IN MOUNTAIN WEST METROS

Economic Development & Workforce Fact Sheet No. 62 | February 2024

Prepared by: Zachary Walusek, Vanessa M. Booth, Annie Vong, Caitlin J. Saladino, and William E. Brown, Jr.



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How COVID-19 Changed Us

Compassion, Leadership, and Policy

Magdalena Martinez, Ph.D.
Rowan University

Kelliann Beavers, Ph.D.
University of Nevada, Las Vegas

Greenspun Hall Auditorium
University of Nevada, Las Vegas

The COVID-19 Pandemic in Nevada

- ▶ Over 12,000 Nevadan lives lost, impacting communities of color disproportionately
- ▶ An unprecedented mobilization of public health and economic resources at all levels of government
- ▶ Nevada experienced the highest unemployment rate in the country
- ▶ Public and private organizations forced to adapt their operations without a playbook
- ▶ Profound challenges to leadership that resulted in real-time organizational learning
- ▶ Studying this experience from the perspective of leaders who coordinated the response can inform strategies to better prepare for future crises



Methodology

▶ Research Question:

- How did leaders in Nevada experience and respond to the impacts of the COVID-19 pandemic?

▶ Interviewee Selection:

- Purposive sampling and a complementary snowball approach of leaders of community and public organizations, business and industry, K-12 and higher education, elected officials, and economic development agencies
- 86 individuals were interviewed

▶ Interview Questions:

- Questions and follow-ups captured the complexities facing the leadership sectors
 - Challenges created by the shutdown of nonessential businesses and the in-person delivery of governmental services and the adoption of remote work protocols
 - The challenges and opportunities the pandemic engendered
 - The lessons learned from these experiences

Methodology

► Data Analysis:

- Iterative process to evaluate themes, patterns, and ideas that emerged from the interviews
- Each transcript was coded to disaggregate data into discrete quantities examined to identify categories
- The research team used a qualitative software data management system to organize the output

► Analytical Framework:

- Interview codes were informed by the interview protocol that sought to capture organizational challenges, opportunities, and lessons learned
- Subsequent analysis revealed interview categories and themes that were informed by existing research on governance and leadership

Who We Interviewed: Community Organizations (19)

- ▶ Asian Community Development Council
- ▶ PACT Coalition for Safe and Drug-free Community
- ▶ Nevada HAND
- ▶ Nevada Housing Coalition
- ▶ Neighborhood Housing Services of Nevada
- ▶ Nye Communities Coalition (2)
- ▶ United Way of Southern Nevada
- ▶ SafeNest
- ▶ Nevada COVID Task Force (2)
- ▶ HELP of Southern Nevada
- ▶ American Civil Liberties Union
- ▶ Mexican Consulate of Las Vegas
- ▶ Vote Nevada
- ▶ True Beginnings Divinity House
- ▶ Elaine Wynn Foundation
- ▶ The Corporation for Supportive Housing
- ▶ Moonridge Group

Who We Interviewed: Private Business and Industry (17)

- ▶ Wynn Resorts
- ▶ Economic Development Authority of Western Nevada
- ▶ Nevada Cannabis Association
- ▶ Latin Chamber of Commerce (2)
- ▶ The Broadband Group
- ▶ Las Vegas Chamber of Commerce
- ▶ Elko Convention and Visitors Authority
- ▶ Nevada Resorts Association
- ▶ Las Vegas Global Economic Association (2)
- ▶ Nevada Energy
- ▶ Culinary Union (3)
- ▶ The Nevada Independent
- ▶ *Las Vegas Sun*

Who We Interviewed: K-12 and Higher Education (16)

- ▶ Elko County School District
- ▶ Clark County School District (2)
- ▶ Nevada Department of Education
- ▶ Clark County Education Association (2)
- ▶ Nevada Public Education Foundation
- ▶ Opportunity 180
- ▶ University of Nevada, Las Vegas (2)
- ▶ Nevada State University
- ▶ University of Nevada, Reno
- ▶ College of Southern Nevada
- ▶ Great Basin College (2)
- ▶ Truckee Meadows College

Who We Interviewed: Elected Officials and Local Governments (32)

State and Local Governments

- ▶ Governor's Office (1)
- ▶ Clark County (2)
- ▶ City of Henderson (3)
- ▶ City of North Las Vegas (1)
- ▶ Boulder City (1)
- ▶ City of Las Vegas (1)
- ▶ City of Reno (1)
- ▶ Washoe County (2)
- ▶ Washoe County Health District (1)

Total 13

Elected Officials

- ▶ Governor's Office (1)
- ▶ Nevada Legislature (4)
- ▶ City of Las Vegas (3)
- ▶ City of Reno (1)
- ▶ City of North Las Vegas (1 not 2?)
- ▶ City of Henderson (1)
- ▶ Clark County Commissioners (2)
- ▶ Washoe County Commissioners (1)
- ▶ Board of Regents of the University of Nevada (2)
- ▶ Clark County School District (2)
- ▶ Nevada State Board of Education (1)

Total 19

Categories and Themes

- ▶ **Categories:**
 - Regional Governance
 - Collective Leadership and Civic Capacity
 - Communication
- ▶ Identification of policy challenges for each category



Regional Governance

- ▶ **Theme 1: Coordination of Networks**

Challenge: How to grow existing networks into agile, high-capacity systems able to expand in crisis and succeed in everyday practice.

- ▶ **Theme 2: The Efficacy of Collaboration**

Challenge: How to collaborate effectively and amplify those qualities in formal and informal governance structures.

- ▶ **Theme 3: Organizations Learned to Lead Together**

Challenge: How to augment capacity through creative governance solutions that cross sectors.

Collective Leadership and Civic Capacity

- ▶ **Theme 1: The Urge to Help Led to a Surge in Civic Capacity**

Challenge: How to reframe leadership to activate civic capacity and create leadership pipelines.

- ▶ **Theme 2: The Pandemic Brought Attention to Mental Health**

Challenge: How to teach leadership attributes such as compassion and humility as part of how organizations prepare future leaders.

- ▶ **Theme 3: Organizations Had to Develop a Renewal Mindset, Accepting the Present and Planning for the Future**

Challenge: How to instill a renewal mindset and an understanding that failure is natural and necessary for organizational learning.

Authentic Communication

- ▶ **Theme 1: Disagreement Can Spark Innovation When Consensus is Not Possible**

Challenge: How to sustain trust through authentic dialogue even when consensus is not feasible.

- ▶ **Theme 2: The Pandemic Amplified Inequity and Distrust**

Challenge: How can authentic communication be used to improve bureaucratic responsiveness and develop policy networks to support social and economic equity.

- ▶ **Theme 3: The Pandemic Heightened an Evaluation of Purpose, Values, and Beliefs**

Challenge: How can inter-sectoral communication affirm action and values to support a purpose-driven culture of concern for Nevada's well-being.

Project Deliverables

► Conference Presentations:

- Martinez, M. (2024, March). *HSIs: Lessons on Leadership and Learning in Times of Trauma and Beyond*. Presentation at the annual meeting of the American Association of Hispanics in Higher Education, St. Louis, MO.
- Martinez, M., Beavers, K., & Cummings, T. (2023, Nov.). *Post-Pandemic: Purposes, Politics, and Practices of Higher Education in Nevada*. Paper presentation at the annual meeting of the Association for the Study of Higher Education, Minneapolis, MN.
- Beavers, K., Martinez, M., Cummings, T., & Solano-Patricio, E. (2023, April). *Pandemic Inequity: Nevada's Experience*. Conference presentation for the Annual Western Political Science Association Meeting, San Francisco, CA
- Beavers, K., Martinez, M., Cummings, T., & Solano-Patricio, E. (2023, April). *What Home Means in Nevada: A response to Inequity Amplified by Crisis*. Paper presentation for the Urban Affairs Association Annual Meeting, Nashville, TN.

► UNLV Special Collections Archives:

- “Perspectives from the COVID-19 Pandemic: Leadership and Learning in Nevada”

► Podcast Series:

- “Conversation to Transformation: Possibilities Borne From the Pandemic”



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