

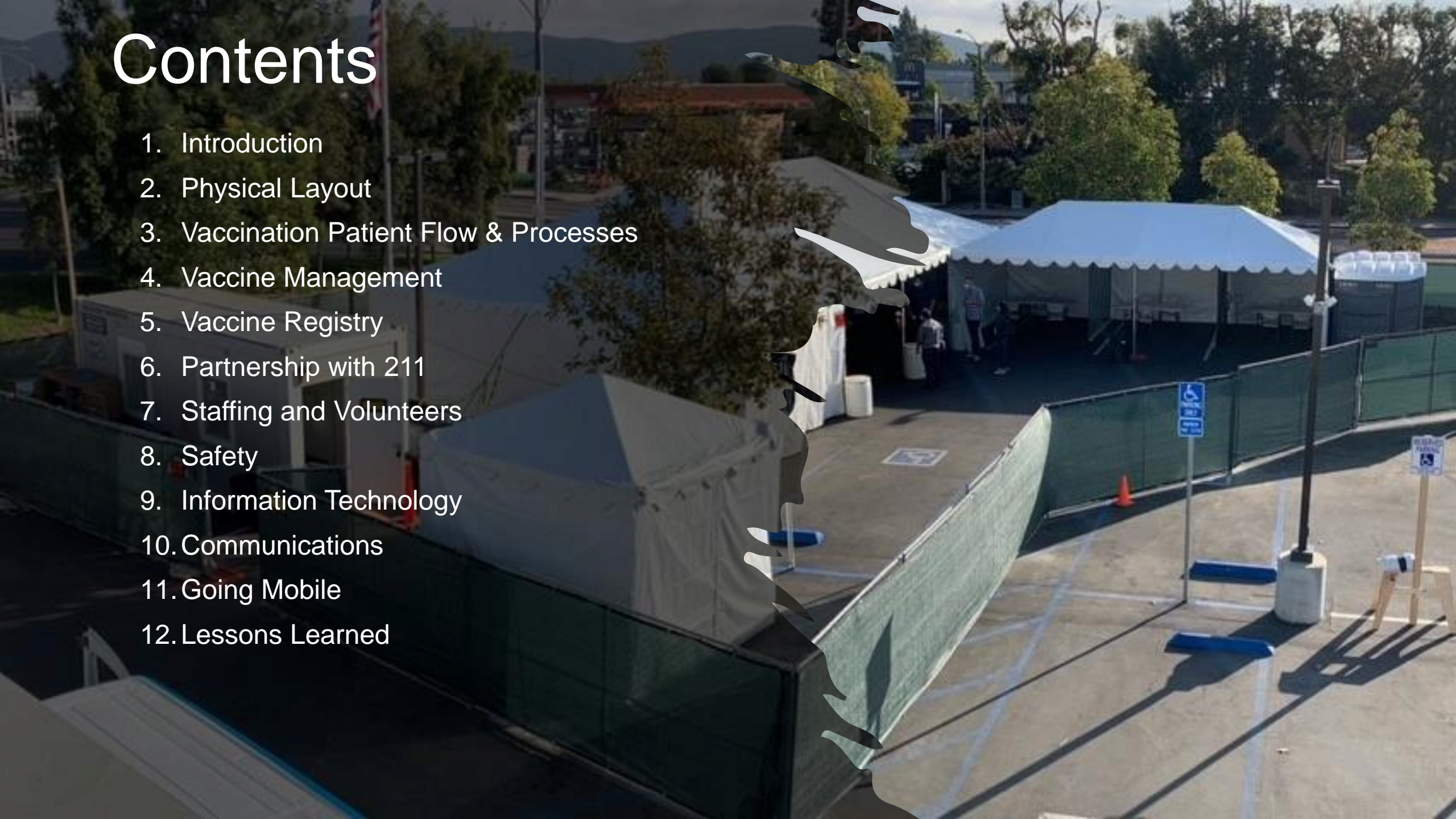


Pop Up Vaccination Point of Distribution (POD) for Seniors

A "How To" Guide

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Section 1: Introduction

We are dedicated to lowering healthcare costs to enable seniors to successfully age in place with access to high-quality, affordable health and support services that preserve and protect their dignity, quality of life and independence.



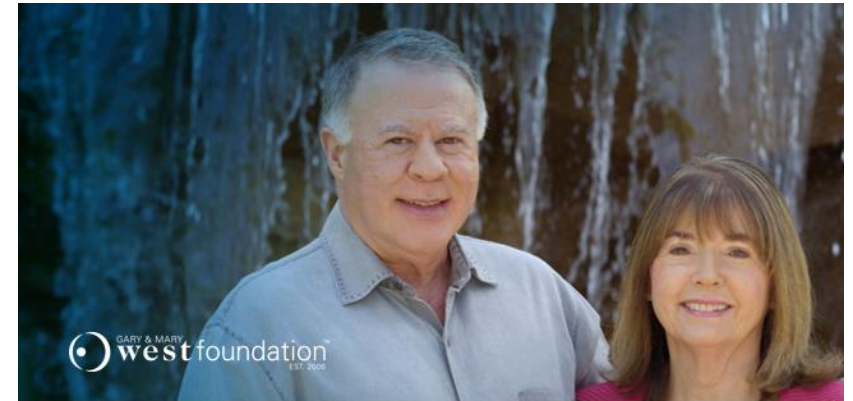
The Vision for a Senior-Friendly Vaccination POD

Gary and Mary West had a vision to create a senior-friendly vaccination clinic in San Diego County. Creating a senior-friendly vaccination POD requires careful consideration and understanding of the unique needs of seniors.

The guiding principles of *access*, *accommodation*, and *appreciation* were used in shaping the goals to:

- Minimize the digital divide by allowing seniors to access appointments via telephone
- Maintain support for seniors by allowing caregivers to accompany them throughout their appointments
- Accommodate all levels of function and mobility
- Convey to older adults, through both word and deed, that the site is meant for them

As with the goal of Gary and Mary West PACE, the senior-friendly Vaccination POD staff set out with the goal of running it as if they were serving their own mother(s) and father(s).



Section 2: Physical Layout

Physical Layout

The total fenced in area is ~4500 square feet

Main Tent: Measurements:
30' x 50' (1,500 sq ft)

Includes:

- Vaccination draw table

- 18 vaccination stations each with 2 seats

- Up to 8 pairs of chairs for additional seating

- Heaters

- MD oversight desk



Registration Tent

- Measurements:
15' x 30' (450 sq ft)
- Includes:
 - 3 registration tables
 - 12 chairs
 - Heaters



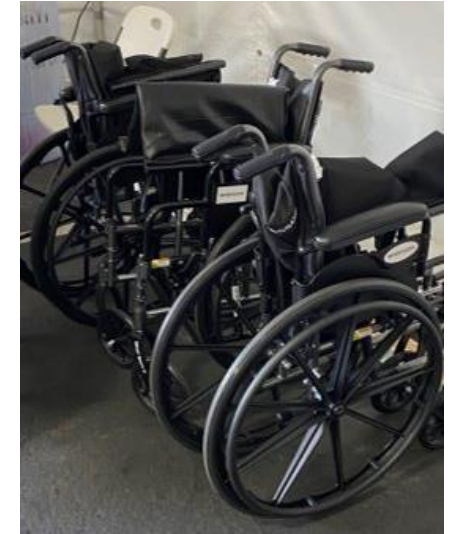
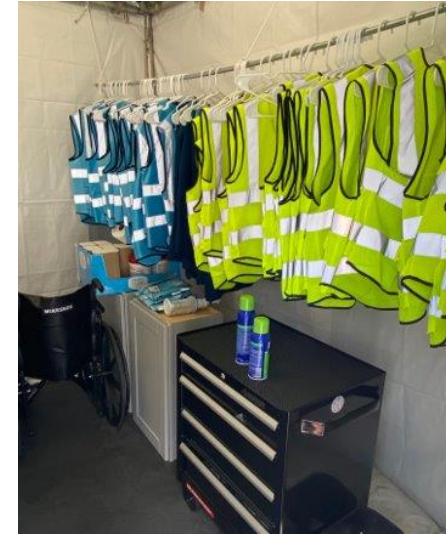
Emergency Tent

- Measurements:
12' x 12' (144 sq ft)
- Includes:
 - Full-size Stryker Exam Chair
 - Emergency supplies



Supplies to Have on Hand

- Staff/volunteer vests (one color for non-medical and a different color for medical staff)
- Wheelchairs and walkers
- Umbrellas for inclement weather
- Outdoor brooms to clear away debris that could pose a tripping hazard (and to clear away accumulating water during a storm)
- Fire extinguishers
- Masks in case seniors show up without one
- Bright (orange) spray paint and/or cones to mark any tripping hazards that cannot be removed
- Walkie-talkies so staff can communicate with one another
- Drinks and snacks for staff and volunteer rest area



Additional Spaces

IT Office & Secure Storage:

- Secure, small office space with a staffed IT desk, medical supplies storage (not vaccine), vaccination carts, wheelchairs, etc.

Miscellaneous:

- Large, ADA approved portable restrooms, freestanding sinks, and 2 - 12'x12' shade tents for other registration steps



Tips for Successful Physical Setup

CITY REQUIREMENTS & APPROVALS

- Set up a preliminary meeting with city building and fire department to clearly understand the type of tents your municipality will require (wind loading requirements, anchoring, etc.). Also discuss required building permits and timing.
- If setting up on a leased property, review lease to be sure the lease allows for structure and get landlord's approval.
- Obtain proper insurances prior to pop-up construction.

POWER REQUIREMENTS

- Study power needs and where/ how you would feed and run your electrical distribution. GMWP POD used 50 amp, ground fault Interrupted construction temporary distribution system, which required us to obtain building permit and proper inspections.
- Power supply ran across drive aisle, requiring a proper cover with anchors.
- The GMWP POD required wi-fi, so we ran exterior Cat 6 overhead from our PACE building to the IT office, then to the opposite side of the POD where we erected an overhead cellular gateway.

Tips for Successful Physical Setup

STORM WATER

- If you have POD placement options, make sure to have elevations taken so that the POD will be minimally impacted in case of heavy rains.
- We had to install rain gutters on the tents that fed into a piping system, taking water away from the vaccination area.

VEHICLE CONSIDERATIONS

- Be sure to study traffic flow and parking.
- Study areas where anyone driving could accidentally drive into your POD, and consider placing concrete K-rails.
- It is a good idea to obtain inexpensive insurance.

OTHER TIPS

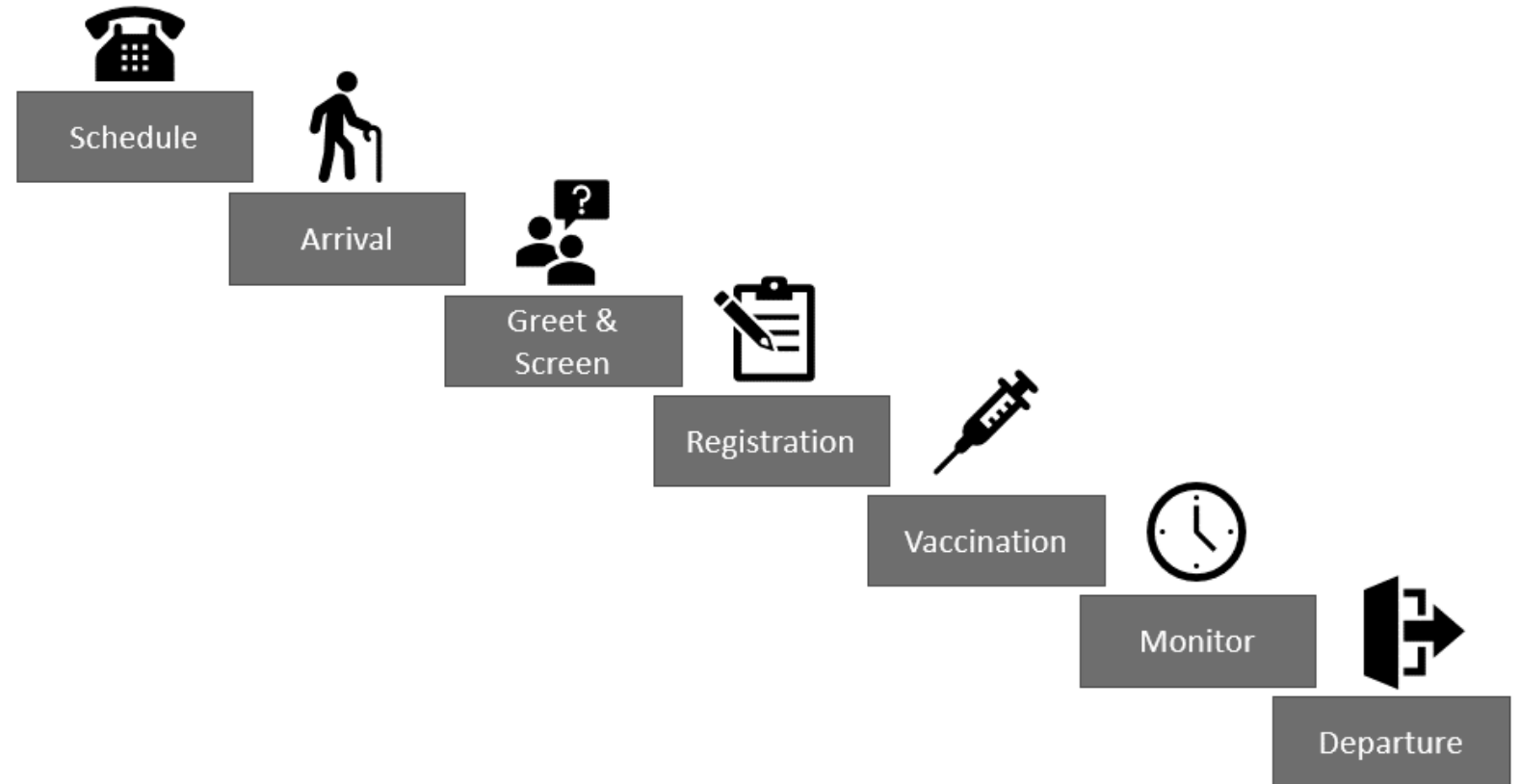
- If full-time night security is not possible or warranted, we recommend a great deal of lighting operated 24/7, plus Ring Cameras with motion lights installed.
- In every applicable case, such as tents, obtain insurance certifications from a tent rental company, naming all entities, including landlord as “additional insureds.”

Section 3:

Vaccination (Patient)

Flow & Processes

Senior Vaccination Journey



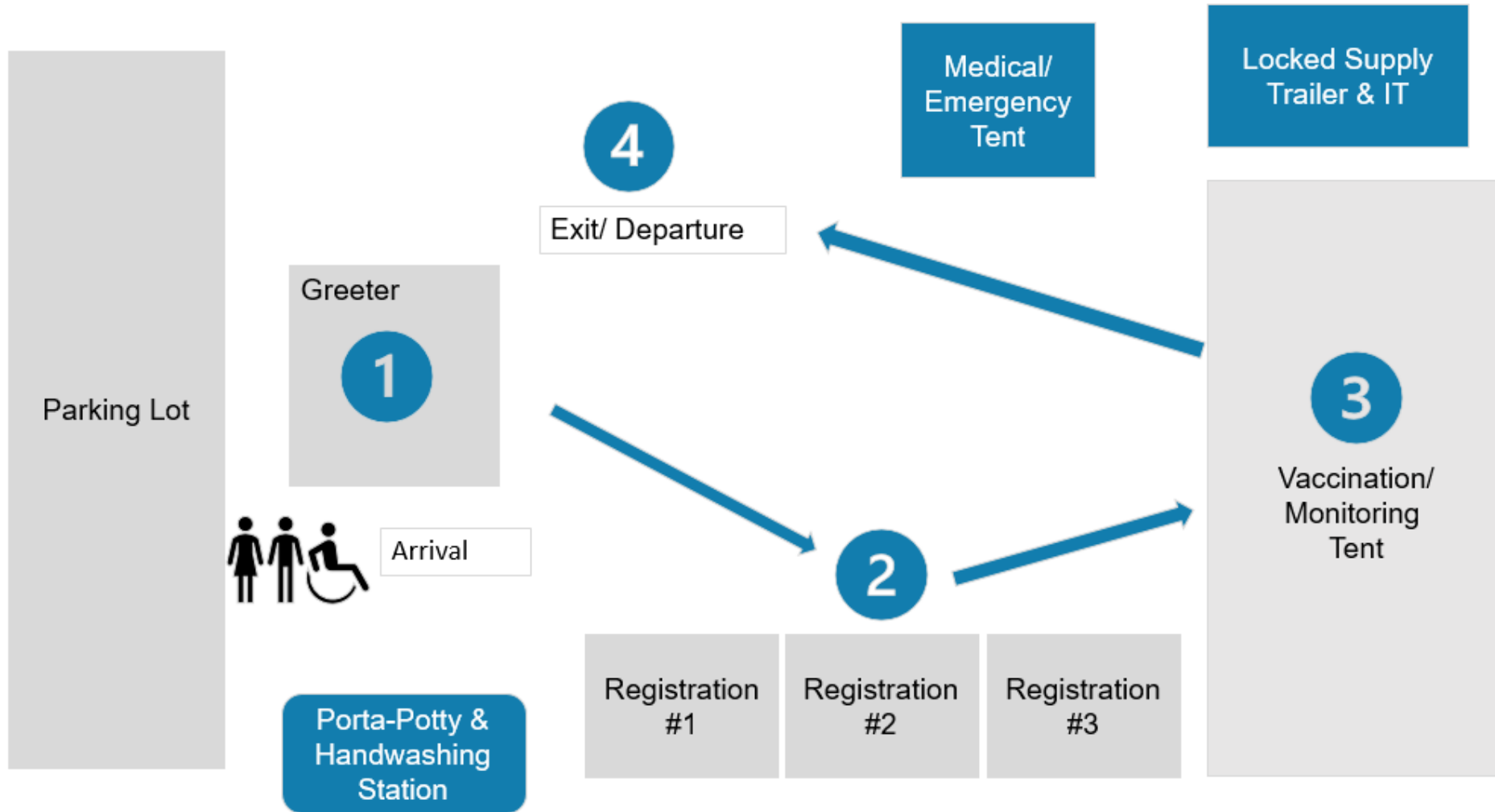
Appointment Scheduling

PARTNERSHIP WITH LOCAL COMMUNITY-BASED ORGANIZATION

- Senior calls 2-1-1 to make an appointment up to 72 hours in advance
- Call center staff collect necessary information for paperwork
 - Demographic information – full name, DOB, phone number, address, gender, race, ethnicity
 - Brief medical history - allergies, prior vaccinations, adverse reactions, medication history, etc.
- Confirm appointment date and time
- Provide POD address and arrange transportation if necessary



Flow Diagram



Arrival & Check In

- Senior or caregiver park in spots available directly outside the POD entrance
- Security walks up to the car to welcome senior, answer any initial questions, and provides face masks if necessary
- Security directs senior to the POD entrance and escorts them if needed – this includes preparing a wheelchair and alerting staff inside of any necessary accommodations, etc.



Greeting & Screening

CORRESPONDS TO #1 ON FLOW DIAGRAM

- **Purpose:** to greet seniors, verify that they have an appointment, ask screening questions and sanitize hands
- **Supplies:** list of screening questions, thermometer, hand sanitizer, list of the day's appointments, extra masks
- **Staff:** 2 volunteers
- **Process:** staff asks security to welcome in the next senior; greet seniors and ask for their name and appointment time, ask screening questions, provide hand sanitizer and walk senior to an empty registration table



Registration

CORRESPONDS TO #2 ON FLOW DIAGRAM

- **Purpose:** to provide a private place for seniors to sign paperwork while sitting comfortably
- **Supplies:** consent forms, state immunization registry forms, vaccination record cards, appointment cards, pens, highlighters, hand sanitizer, list of the day's appointments, "2nd dose" stickers, colored stickers to indicate brand of vaccine to be administered, stapler; pen cups marked "sanitized" and "used"
- **Staff:** 1 volunteer per table
- **Process:** senior is escorted from the greeter's station to one of the registration stations. After registration is complete, either greeter or registrar walks the senior to the medical tent and helps them settle into a chair



Registration: Process for 1st / Single Dose

CORRESPONDS TO #2 ON FLOW DIAGRAM

1. Greet senior and ask for identification
2. Find senior's appointment on list and cross off
3. Use senior's ID to complete registration paperwork (if it is blank) or to verify pre-populated paperwork.
4. Ask the senior to sign the consent form and explain what they are signing
5. Ask the senior to sign the State Immunization Registry form and explain what they are signing
6. Fill out a Vaccination Record Card (if first shot), including name, DOB, brand of vaccine, vaccine lot#, date the shot is being given and the date the senior should return for a second shot (if applicable)
7. Fill out an appointment reminder card for the second shot (if applicable)
8. Provide senior with information about the vaccine and what to expect
9. Ask if the senior has any questions
10. Walk the senior (and the paperwork) to the medical tent
11. Find an empty and sanitized chair and ask the senior to sit and wait for the nurse/doctor
12. Hand the senior their paperwork so they can give it to the nurse/doctor
13. Walk back to the registration table and put the used pen in the "used" cup and sanitize the chairs and table that were used



Registration – Process for 2nd Dose

CORRESPONDS TO #2 ON FLOW DIAGRAM

1. Greet senior and ask for identification and Vaccination Record Card
2. Find senior's appointment on list and cross off
3. Use senior's ID to complete registration paperwork (if it is blank) or to verify paperwork if it has already been pre-populated. Write today's date, the brand and lot# of the vaccine they will be getting on the Vaccine Record Card.
4. Ask the senior to sign the consent form and explain what they are signing ---- only if using new paperwork. If the senior received the 1st dose at your site, pull their original paperwork (with signatures) and use that --- no new signature needed
5. Put a "2nd dose" sticker on the paperwork
6. Put a colored sticker on the paperwork to indicate which brand should be used (if more than one double dose brand is being used)
7. Ask if the senior has any questions
8. Walk the senior (and the paperwork) to the medical tent
9. Find an empty and sanitized chair and ask the senior to sit and wait for the nurse/ doctor
10. Hand the senior their paperwork so they can give it to the nurse/doctor
11. Walk back to the registration table and put the used pen in the "used" cup and sanitize the chairs and table that were used



Vaccination/Monitoring Tent

CORRESPONDS TO #3 ON FLOW DIAGRAM

- **Purpose:** to provide a comfortable space for seniors and their caregivers to sit and receive the vaccination
- **Supplies:** chairs (include some with handles to help seniors stand on their own), small whiteboards (& markers) on stands, heat lamps, large display clock, medical carts, vaccine, pens, sanitizing products
- **Staff:** approximately 1 vaccinator per 5 sets of chairs; 1 person who sanitizes chairs & whiteboards as seniors leave
- **Process:** senior is escorted from the registration table and shown where to sit; senior is handed registration paperwork & vaccination record card, which is given to the nurse/doctor when she approaches; nurse/doctor goes over medical questions on form, completes the vaccination record card, signs the paperwork, gives the vaccination & writes the time the vaccine was given on the white board along with the time the senior can leave (assuming the senior feels well).



Vaccination Process

CORRESPONDS TO #3 ON FLOW DIAGRAM

- Find a chair with no time written on whiteboard; Greet senior and verify they have not received a vaccine yet
- Verify ID and DOB from paperwork
- Review precaution/contraindication questions
- Hands cleaned/new gloves
- Ask senior which arm is preferred, swab/prep site
- Take prefilled syringe from bin
- Recheck vaccine clarity and fill level
- Administer vaccine IM left or right deltoid
- Bandage
- Fill-out immunization registry portion of patient paperwork, set aside for collection by data entry team
- Fill-out remainder vaccination card, give to patient
- Write time on whiteboard – 15 min or 30 min from current time depending on precaution answers



Monitoring & Departure

CORRESPONDS TO #4 ON FLOW DIAGRAM

- **Monitoring:** senior remains seated for 15-30 minutes to ensure they feel well/have no adverse events. Volunteers should observe times written on whiteboards and ensure seniors stay seated until their specified time.
 - Volunteers remain attentive and answer any questions they may have. If seniors begins to feel unwell or have adverse reactions, they can be moved to a private medical tent for evaluation.
- **Departure:** when time is up, volunteers remind senior of second dose appointment time (if applicable), ensure they have their belongings (including vaccination card), and escort to parking lot if necessary.



Section 4:

Vaccine Management

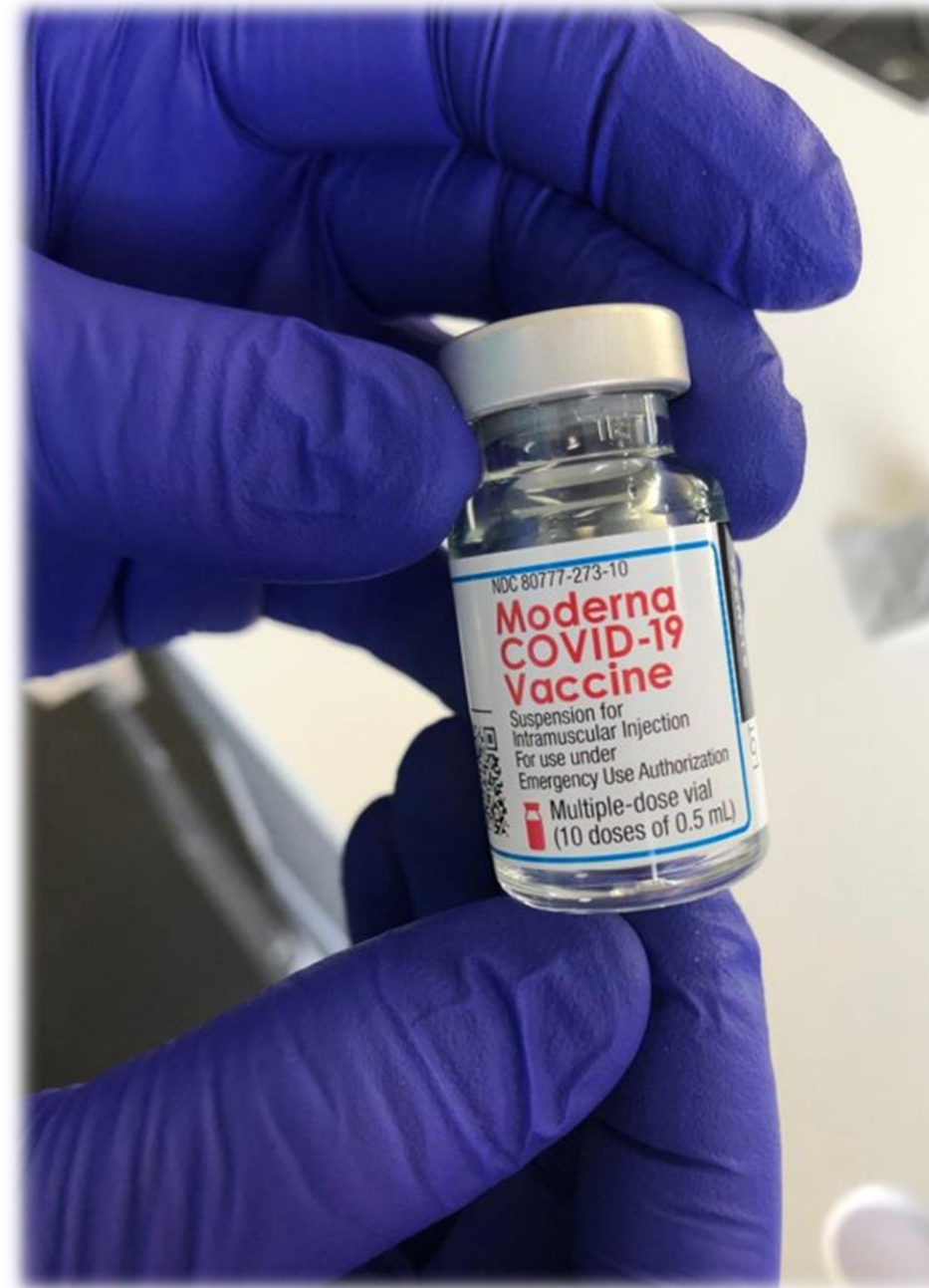
Vaccine Management

- Order Vaccine – staff place orders for vaccines (first and second doses) with the County and await final allocation based on available supply
- Vaccine storage – practical items:
 - Refrigerator (2°C - 8°C):
 - Moderna may be stored for ≤30days (or until expiration date if sooner)
 - Janssen may be stored for ≤90days (or expiration date if sooner), also, Janssen punctured vials may be kept for 6hrs if refrigerated vs. 2hrs at room temperature
 - Pfizer may be stored for ≤5days
 - Freezer:
 - Moderna can be stored for up to 6months (or expiration date if sooner) at -20°C; the FDA has cleared Pfizer for storage at -20°C for up to two weeks; Janssen is shipped to sites with intention that it is stored in refrigerator upon arrival
- For sites using only Janssen, or Janssen and Moderna with brisk (≤30days) use of vaccine, a freezer may not be needed; (note that for Moderna, it is still possible that regulatory authorities may require a suitable freezer)
- Ideally should have temperature monitors/loggers with glycol bottle probes (best indication of actual vaccine temps) and have certificates of calibration
- If choose/required to have freezer, note that most medical/lab freezers will either be standard (generally -10°C to -40°C) or ultralow (-50°C -80°C) but not both; note that non-medical/lab freezers may have self-defrost cycles which can result in out-of-range temperatures



Vaccine Management (continued)

- Preparing vaccines – inspect vaccine vials, label each with the time opened, draw doses in sterile manner
 - When finished with vial, label with number of doses pulled
 - Transfer filled syringes to vaccinators
 - Bring new vials from refrigerator to filling table in anticipation of needed doses
 - Check temperature of vaccine drawers in carts ; ensure carts not parked too close to sources of heat
- Extra Doses
 - By vial: if using higher-efficiency syringes, Moderna vials will typically have 11 doses; if using 1cc (insulin) syringes, may get 6 doses from Janssen vials
 - Strongly suggest having a "will call" list if there are unused doses at the end of the day; it is difficult to have an exact match of doses and scheduled injections- don't let doses go to waste!





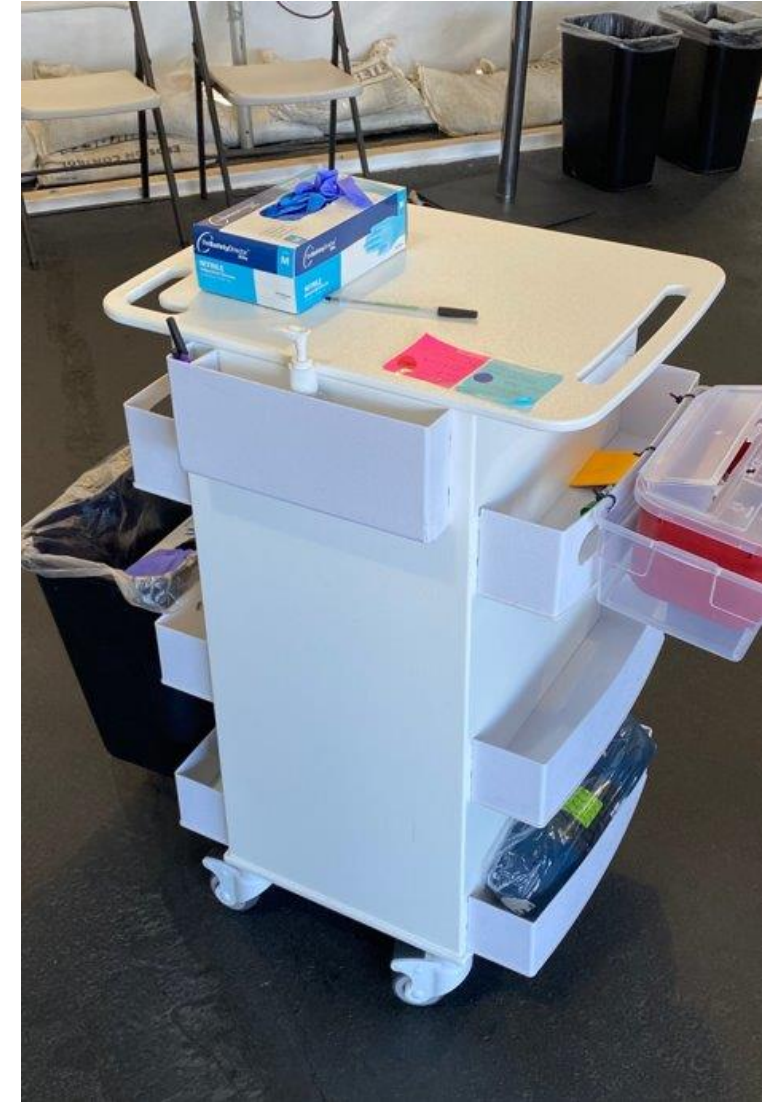
VIAL LOG

Date:

[illegible]

Vaccinator Cart Inventory Checklist

VACCINATOR CART				
SUPPLY	DOSE / SIZE	QUANTITY	EXPIRY DATE	STAFF INITIALS AND DATE
Band aids				
Alcohol wipes				
Cotton ball or 2x2 swab				
Syringes				
Sharps containers				
Latex Free Gloves				
KN 95 Masks				
Face shields				
Goggles				
Hand Sanitizer				



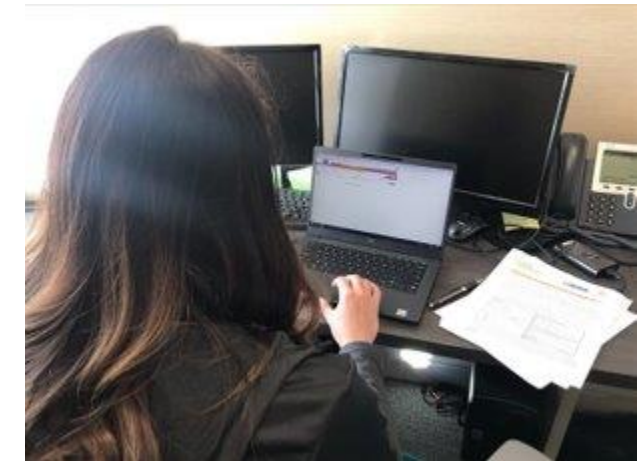
Section 5: Vaccine Registry

Emergency Cart Inventory Checklist

EMERGENCY CART				
SUPPLY	DOSE / SIZE	QUANTITY	EXPIRY DATE	STAFF INITIALS AND DATE
Oxygen Tank				
Nasal Cannula				
Ambu-Bag & Mask				
Airway				
IV starter kit				
Epi-pen autoinjectors				
Benadryl Tabs				
Glucose, tubes W/15GM glucose				
Ranitidine				
IV Fluids				
Pulse Ox				
BP Cuff				
Stethoscope				
Thermometer				
Slider Board				

Immunization Registry

- After vaccines have been administered, seniors' paperwork are used to update the regional immunization registry.
 - Most patients have existing records from prior vaccinations -- the data entry team is responsible for identifying the records and updating them with COVID-19 vaccine information.
- Staff must ensure senior information is accurate (name spelling, DOB, etc.) and add vaccine information: vaccine type, vaccine lot number, who administered the vaccine, body site, and dosage.
- The registry also helps keep track of vaccine inventory in real-time and provides additional checks and balances to ensure that all records are being maintained and accounted for.
- Once files have been used to update the registry, they are secured in a locked filing cabinet for storage.



Immunization Registry Data Entry Functions

SAMPLE CHECKLIST: START OF SHIFT

VOLUNTEER CHECK-IN

- Check in to get temperature checked and COVID-19 screened
- Put on PPE (vest, mask, volunteer badge – bring back every day)

STATION SET-UP

- Laptops and chargers from HR office
- Filing bin – stored in SDIR office (bottom-right computer desk drawer) which will be locked from the previous night. Keys are stored in the top-left computer desk drawer.
 - Sanitizing/cleaning supplies
 - Daily Registration (appointment) List
 - Walkie (will be used by station lead)
 - Pen, highlighter, clipboard w/ Audit Log

ALL STAFF MORNING HUDDLE

- *Instructions for the day will be given, please save questions for your Station Morning Huddle*

STATION MORNING HUDDLE

- *Clarify questions specific to your role for the day*

AT YOUR STATION TO BEGIN CHECKLIST BELOW

Immunization Registry Data Entry Functions

SAMPLE CHECKLIST: DURING OPERATIONS

MORNING ONLY:

- Run Vaccine Inventory in SDIR & note starting inventory for all lots and the time on the Inventory Audit Log.
- Complete any SDIR entries from the night before.
- Audit prior day's vaccines against current inventory, if not already complete.

Audit Methods:

- Run Daily Vaccination Report in SDIR and complete physical count of forms to compare against total number of patients on the report.
- Go through the list of patient forms, checking their names off the SDIR report as you go.

ALL DAY

- Receive completed registration forms from runner.
- Enter information into SDIR.
- Complete SDIR entry information on the SDIR form.
- Mark that patient's name off the Registration List.
- File completed paperwork in filing bin.
- Complete periodic audit of vaccines entered against the Vaccine Inventory list in SDIR.

Immunization Registry Data Entry Functions

SAMPLE CHECKLIST: END OF SHIFT

- Enter as many forms into SDIR as possible. Remaining forms should be noted as “not logged” for the next day’s opening SDIR team.
- Complete Audit log for the day and store with the day’s forms.
- Audit your Registration List against the greeter station’s “Master” Registration List to ensure that all forms have been received by SDIR. Store Registration Lists with the day’s SDIR forms.
- All forms (entered or not entered) and Registration Lists need to be double locked for storage. Place the SDIR Box (no lid) in the bottom right drawer of the computer desk (closest to the door) and lock the drawer. Other supplies (clipboard, pens, etc.) should also be stored in this drawer.
- Once drawer is locked, place the keys in the top left drawer of the computer desk (under the window).

STATION BREAK DOWN

- Sign out of computers, sanitize laptops & chargers (NOT the screen).
- Return laptops & chargers to Office.
- Sanitize workstation.
- Return and charge walkie (station lead).
- Ensure that SDIR office door is pulled shut and locked.
- Attend All-Staff Debrief.

VOLUNTEER CHECK-OUT

- Keep volunteer badge and keep in your car for the next day.
- Return vest. Place vest on hanger and spray with sanitizer.
- Grab all personal belongings and clean up after yourself.
- Check-out on sign-in sheet.

Immunization Registry Tips

- Volunteers at the registration tables typically verify senior's information verbally to accommodate those who may not be able to read or write efficiently on their own – due to eyesight, mobility issues, etc.
- As a result, there is risk that inaccuracies in spelling go unnoticed. This becomes a problem at the time of data entry, when staff must link seniors' information with existing records.
- Tips for combatting demographic errors:
 - Communicate regularly with registration volunteers to ensure they are carefully checking IDs – verifying spelling (e.g. Anne vs. Ann) and documenting full legal names (e.g. Alan James instead of AJ).
 - Include middle names/initials on paperwork, if applicable – it is possible to omit an initial if past records do not include it, but might be necessary when distinguishing between similar patient records.
- Be wary of nicknames and try searching for any/all iterations of the full names associated (Bill has likely been entered as William, Bob as Robert, etc.).
- Search all combinations of names for those who have two first names, two last names, hyphenated names, etc. – some individuals may typically be identified by just one of them.
- Cross-check the pre-populated name spelling with the signature of the senior on the consent form.
- Although not necessary, it can be helpful to use volunteers who are familiar with the demographics/ languages of the senior population to catch mistakes for common names.

Section 6: Partnership with 211

Partnering with 211 to Support Vulnerable Seniors

- 2-1-1s are nonprofit organizations that provide information about local resources and services.
- 211 has a strong relationship with San Diego County Health and Human Services and utilizes the County Information Exchange for referrals.
- When COVID-19 vaccines arrived in San Diego, 2-1-1 was granted administrative access to schedule vaccination appointments using the County's scheduling software.
- 2-1-1's scheduling function is solely used for County Vaccination PODs, like the Gary and Mary West PACE Vaccination POD -- not for private companies like CVS or for privately insured clients.



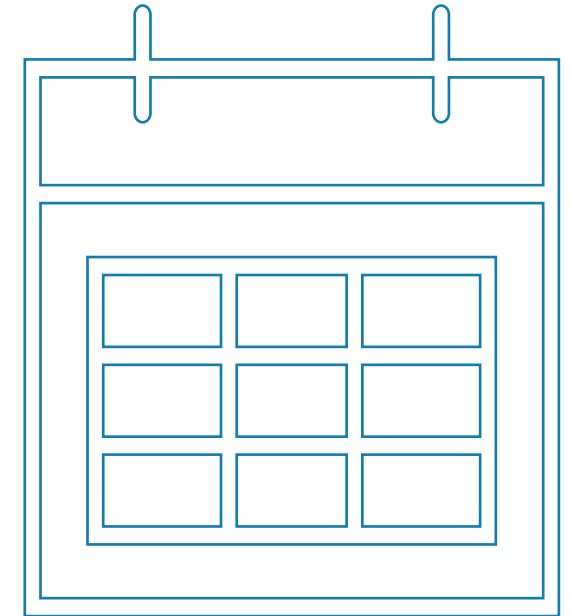
Tips for a Successful 211 Partnership

- 2-1-1 has limited ability without access to set-aside appointments. County relationship is key.
- 2-1-1 works best with integration with both county and state systems.
- Make sure there is a community representative at the table from the beginning. Even if it's not 2-1-1, engage your county AIS, AAA, or other community-based organization that can represent that sector.
- Stay focused on what you're trying to achieve, the WHY.
- Think early on about the process for 2nd doses. 2-1-1 decided to schedule 1st and 2nd dose at the same time. The 2nd appointment was made at the same site as where the 1st dose was given exactly 28 days later at the same time of day.



Creating Appointments with 211

- For 211 to be able to schedule appointments at the WEST POD, they must be informed regarding the days, times and number of slots that are needed. To do this, first WEST staff works with the County to place an order for vaccines (first and second doses) and awaits final allocation based on available supply. Supply limits have been the biggest issue.
- Once WEST staff has the number of vaccines and operational understanding (staff, hours of operations, # of appointments), they create links for each day the clinic will be open with the number of available appointments.
- Because of the tenuous nature of vaccine supply in the County and State, there has been less than ideal lead time, 1-2 days. Minimally 211 would like 3 days lead time to schedule appointments, depending on the number of appointments to fill.



Immunization Registry Information & Forms

HHSA **LIVE WELL**

San Diego Immunization Registry (SDIR)
Computerized Records of Immunizations

Immunizations and tuberculosis (TB) tests are an important part of health care, but keeping track can be difficult when a person has more than one doctor. The California Immunization Registry (CAIR) - San Diego Immunization Registry (SDIR) is a computer-based immunization and TB test record tracking system. It is used to assist medical providers and other approved agencies to track and review immunization and TB test record information. CAIR-SDIR is only available to authorized providers/agencies, local public health departments in California, and the California Department of Public Health.

What Information Can Be Stored in the Registry?

- Name, sex and place of birth
- Parents' or guardians' names (for child under 18 years of age)
- Information allowed by law to help identify a person
- Details about shots and TB tests (skin or blood tests, chest x-rays) given to you or your child
- Height and weight information (which only your doctor and the health department can see)

How Does a Registry Help You?

- Helps to make sure that a person is immunized by sending reminders when you or your child need shots
- Helps prevent duplicate immunizations
- Allows you to get a current copy of the shot/TB test record from your doctor quickly
- Accounts for all the shots/TB tests needed to start child care or school

How Does a Registry Help Your Health Care Team?

- Doctors, nurses, health plans, and public health agencies may use the registry to help protect you, your child, and the public from diseases
- The health department may see height and weight information to help assess the health of our community and provide feedback to doctors
- Schools, child care centers, family child care homes, WIC programs, foster care agencies, and welfare departments may use the registry to see which shots/TB tests are needed for clients in their programs

Privacy
Only doctors, nurses, health plans, and public health departments may see a person's address or phone number in the registry. Other programs cannot see a person's address or phone number. The information in the registry, like other private medical information, is protected by law. Only your doctor and the health department can see height/weight information.

Your Rights as a Patient/Parent
It's your legal right to agree or refuse at any time to share your or your child's shot/TB test records in a registry.

If you DO want your or your child's immunization/TB test records shared in the registry, you don't have to do anything. You have the legal right to look at your shot/TB test records, to know who has seen the records, and to have your doctor request to change any mistakes in the records.

If you DO NOT want your or your child's immunization/TB test information shared in the registry, please ask for a "SDIR Stop/Start Sharing Request" from the clinic staff.

If you have questions, please call the SDIR Help Desk at (619) 692-5656.

CAIR
California Immunization Registry

CAIR **HHSA** **LIVE WELL**

Keep your immunization records online!

Do you want to make sure that your family's immunization records can be easily located by a health care provider when you change doctors, or during a disease outbreak, or natural disaster?

San Diego Regional Immunization Registry (SDIR), part of the California Immunization Registry (CAIR) will enter immunization records into the centralized, secure, and confidential database. Use **one** method below to send the copy of the immunization record, a copy of your valid photo identification, **and** this completed form:

- US mail - Immunization Branch, SDIR, P.O. Box 85222, San Diego, CA 92186
- fax (619) 692-6619
- email the SDIR Help Desk at: sdir_help@sdcounty.ca.gov

For more information, visit the SDIR Website at: www.sdcir.org/CAIR-SDIR/about.html or call the SDIR Help Desk at (619) 692-5656.

Please print clearly when completing the information below and include your phone number in case we need to call you. Fill out additional form(s) if submitting more than one immunization record.

SUBMITTER	INDIVIDUAL ON RECORD
Name:	Last name:
Street Address:	First name:
City:	Date of Birth:
Zip Code:	Gender:
Email:	
Home Telephone:	
Relationship to individual on the record:	Fields below will help locate the immunization record in the future:
<input type="radio"/> Parent	<input type="checkbox"/> Mother's maiden name:
<input type="radio"/> Guardian	<input type="checkbox"/> Medical record #
<input type="radio"/> Self	CAIR USE ONLY:
<input type="radio"/> Other (specify)	<input type="checkbox"/> ENTERED IN SDIR
	DATE: _____
	STAFF INITIALS: _____

I authorize the County of San Diego to enter my immunization record into the San Diego Immunization Registry (SDIR). I understand that my record may be shared with County Public Health Services; health care providers participating in SDIR; and schools, childcare and other authorized programs that require the review of immunization records for enrollment.

Signature: _____

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Section 7: Staffing & Volunteers

Volunteers & Staffing

REQUIRED ROLES

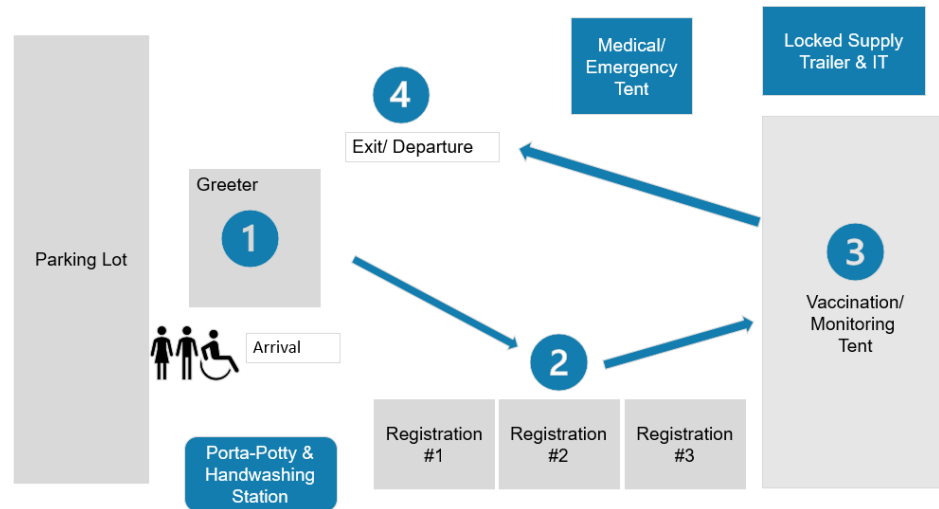
- Medical staff – must have appropriate health professional license to administer vaccines (MAs, RNs, NPs, MDs, etc.)
- IT – maintain secure connection, update and print schedule information, communication w 211
- Data entry -- update county-wide immunization registry within 24 hours of vaccine being administered
- Other volunteers – manage check-in and registration stations, run supplies as needed, take completed forms to data entry area
- Security – patrol area, help escort seniors, assist with difficult interactions/escalations
- Janitorial staff – assist with sanitizing schedules, clean bathrooms

RECRUITMENT

- Employees from across different West entities were asked to volunteer for 5–6-hour shifts, 1-3 times per week.
- Staff used word of mouth to reach out to individual friends and families in addition to local volunteer organizations such as the Rotary Club.
- Volunteers were offered the opportunity to get the vaccine at the end of their shift if any doses were left over – this seemed to be quite helpful in incentivizing.
- Partnered with local university to bring in operations consultants aimed at process improvement and maximizing output with existing constraints.

Partnering with MBA Students

- For operational improvement suggestions, West Health partnered with graduate students from UCSD's Rady School of Management
- These graduate students:
 - Measured key data to determine the capacity of each step of the process
 - Uncovered the bottle-neck at registration and made recommendations on how to best meet operational goals
 - Identified the controllable and uncontrollable factors of our operation
 - Helped us guard against controllable factors and mitigate uncontrollable factors



Controllable Factors / Levers	Uncontrollable Factors
<ul style="list-style-type: none">• Staffing• Process Design• Days/Hours Open	<ul style="list-style-type: none">• Patient Attendance• Weather• Vaccine Supply

Sample Greeter Functions

START OF SHIFT

VOLUNTEER CHECK-IN

- Check in at volunteer area to get temperature checked and COVID screened
- Put away stuff in locker
- Put on PPE (visor – bring back every day, volunteer badge – bring back every day, vest, mask)

STATION SET-UP

- Move table, tent and GermStar (hand sanitizer dispenser) outside
- 211 appointment cards
- Vaccine information index card à will be provided by Samar
- Thermometer
- Sign with COVID screening questions
- Appointment list for the day
- Masks (for patients that come without one)
- Hand sanitizer
- Walkie (will be used by station lead)
- Clipboards
- Cleaning supplies

ALL STAFF MORNING HUDDLE (instructions for the day will be given, please save questions for your station morning huddle)

STATION MORNING HUDDLE (clarify questions specific to your role for the day)

BE AT YOUR STATION READY FOR THE FIRST PATIENT



Sample Greeter Functions

DURING SHIFT

APPOINTMENT CHECK: Greet guests and ask them if they have an appointment

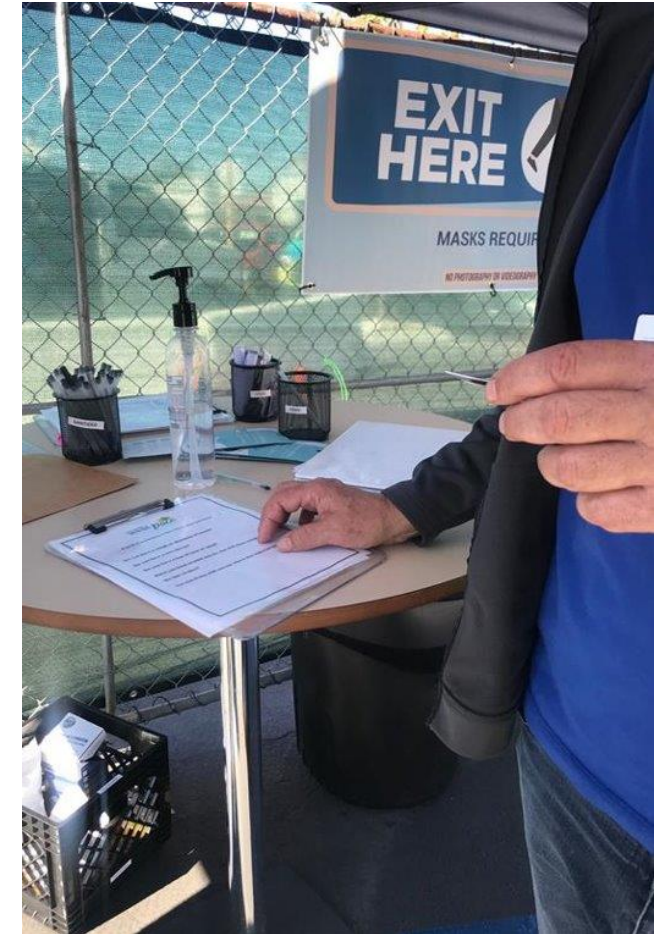
- No: explain that they can only be vaccinated with appointment and hand them a 2-1-1 business card
- Yes: pull their information from the form box

ID CHECK:

- Yes: ask for their ID and check patient off on the daily appointment list
- No: ask them to verify either address or date of birth

COVID CHECK:

- Administer temperature check and ask COVID screening questions
- NOTE: if temperature above 100, kindly inform them and explain that they cannot receive their vaccine today
- If there is more than one person accompanying the patient, explain kindly that only one person can come inside with the patient (please use common sense – if the person is so frail that they need both caregivers, we can accommodate)
- Confirm that there is an empty and sanitized registration desk, and guide patient in that direction
- Hand paperwork to registration desk



Sample Greeter Functions

END OF SHIFT

STATION BREAK-DOWN

- Move tent, table, and GermStar inside
- Move all your stuff in designated bin (make sure to restock for the morning shift) and store in office trailer
- Clean/sanitize your station
- Return and charge walkie (station lead)
- Shred appointment list of the day (in PACE conference room)

VOLUNTEER CHECK-OUT

- Sanitize visor and keep in your car for the next day
- Keep volunteer badge and keep in your car for the next day
- Return and sanitize vest
- Grab all personal belongings and clean up after yourself

CHECK-OUT ON SIGN-IN SHEET



Volunteering & Staffing

TRAINING & BACKGROUND CHECKS

- HIPAA training
- For data entry: immunization registry training – how to input patient information, track vaccine inventory, etc.

SCHEDULING

- Volunteers are typically informed of their weekly schedule on Thursday or Friday of the prior week, although changes are common due to fluctuations in vaccine supply
- Determining # of volunteers per shift

TRAITS TO LOOK FOR (SENIOR-SPECIFIC)

- Ability and willingness to speaking slowly, loudly and enunciate words carefully
- Willingness to walk slowly and help guide seniors
- Offering physical assistance to seniors (pushing wheelchairs, supporting them while walking)
- Patience and adaptability

TRAITS TO LOOK FOR (GENERAL)

- Bilingual, dependable, HIPPA trained, have a positive attitude



Sample Observer Functions

START OF SHIFT

VOLUNTEER CHECK-IN

- Check in to get temperature checked and COVID screened
- Put away stuff in locker
- Put on PPE (visor – bring back every day, volunteer badge – bring back every day, vest, mask)

STATION SET-UP (pull from office trailer)

- Sanitizing/cleaning supplies
- Hand sanitizer
- Walkie (will be used by station lead)

ALL STAFF MORNING HUDDLE (instructions for the day will be given, please save questions for your Station Morning Huddle)

STATION MORNING HUDDLE (clarify questions specific to your role for the day)

BE AT YOUR STATION READY FOR THE FIRST PATIENT

NOTE:

If not too busy,
vaccinators
can act as
observers

Sample Observer Functions

DURING & END OF SHIFT

DURING SHIFT:

- Observe times written on whiteboards- patients should be in their seats until specified time
- When time is up, inform patient that they may leave and show/escort to exit if assistance needed
- Ensure patient has paperwork including vaccination card and return visit card
- Alert healthcare staff if any indication patient is not feeling well
- Disinfect seating area; wipe whiteboard clean

END OF SHIFT:

- Station Break-Down
- Sanitize all remaining chairs and white boards
- Tighten up chairs
- Move all your stuff in designated bin (make sure to restock for the morning shift)
and store in office trailer return and charge walkie (station lead)
- Volunteer Check-out
- Sanitize visor and keep in your car for the next day
- Keep volunteer badge and keep in your car for the next day
- Return and sanitize vest
- Check-out on sign-in sheet

Sample Registrar Functions

START OF SHIFT

VOLUNTEER CHECK-IN

- Check in at volunteer area to get temperature checked and covid screened
- Put away stuff in locker
- Put on PPE (visor – bring back every day, volunteer badge – bring back every day, vest, mask)

STATION SET-UP

- Pens with mesh cup holder (clean and used)
- Sanitizing/cleaning supplies
- Vaccine information index card (will be provided by medical lead)
- Appointment list for the day
- Hand sanitizer
- Walkie (will be used by station lead)
- Clipboards
- Stack of empty registration forms
- Stack of Stop Sharing Data forms
- Vaccination/2nd appointment cards
- Stapler

ALL STAFF MORNING HUDDLE (instructions for the day will be given, please save questions for your Station Morning Huddle)

STATION MORNING HUDDLE (clarify questions specific to your role for the day)

BE AT YOUR STATION READY FOR THE FIRST PATIENT

Sample Registrar Functions

DURING SHIFT

PACE CONSENT FORM

- Have them review and sign the form
- Leave “office use only” section blank (will be completed by office staff)

CAIR FORM

- Explain that this form is required by the state of California - information will be entered into the county-wide vaccine registry (if they prefer not to have their data shared, hand them sharing data form and help complete and sign it)
- Make sure all fields are filled out, except for “CAIR use only” section
- If form not prefilled, enter the same person in Submitter and Individual Record section
- Have patient review and sign

VACCINATION & SECOND APPOINTMENT CARD

- Explain that they need to bring this card back for their second appointment
- If this is their 2nd appointment and they did not bring their vaccination card, fill out a new one
- Explain to patient when their next appointment is and that they may come any time of that day if more convenient (let them know that there might be a wait). If they can't make that day, they will have to call 211 to reschedule.

PATIENT INFORMATION BAG

- Hand patient the information bag and explain what's inside and that they can take it home
- Information about Moderna vaccine and California vaccination registry

ATTACH FORMS AND VACCINATION CARD TO CLIPBOARD, guide them towards the vaccination tent (greeter will find them a seat)

SANITIZE STATION AFTER EACH PATIENT

Sample Registrar Functions

END OF SHIFT

STATION BREAK-DOWN

- Sanitize pens
- Move all your items in designated bin (make sure to restock for the morning shift) and store in office trailer
- Clean/sanitize your station
- Return and charge walkie (station lead)

VOLUNTEER CHECK-OUT

- Sanitize visor and keep in your car for the next day
- Keep volunteer badge and keep in your car for the next day
- Return and sanitize vest
- Grab all personal belongings and clean up after yourself
- Check-out on sign-in sheet

Runner Functions

START OF SHIFT:

- Volunteer Check-in
 - Check in to get temperature checked and covid screened
 - Put away personal items in locker
 - Put on PPE (visor – bring back every day, volunteer badge – bring back every day, vest, mask)
 - Grab a walkie from officer trailer (station lead)
- All Staff Morning Huddle (instructions for the day will be given, please save questions for your Station Morning Huddle)
- Station Morning Huddle (clarify questions specific to your role for the day)
- Be at your station ready for the first patient

DURING OPERATIONS:

- Collect clipboards with registration forms from medical carts and deliver to SDIR office
- Sanitize and return clipboards to registration desk
- Act as floater for other roles if needed

END OF SHIFT:

- Return and charge walkie (station lead)
 - Volunteer Check-out
 - Sanitize visor and keep in your car for the next day
 - Keep volunteer badge and keep in your car for the next day
 - Return and sanitize vest
 - Grab all personal belongings and clean up after yourself
- Check-out on sign-in sheet

Vaccine Preparer Functions

START OF DAY:

- Calculate needed doses based on schedule for the day (adjust in real time as day progresses)
- Transfer initial batch of vials from refrigerator to vaccine filling table

START OF SHIFT:

- Assess number of filled syringes and anticipate needs of vaccinators
- Ensure adequate supplies (e.g. syringes, alcohol wipes, gloves) to perform tasks

DURING OPERATIONS:

- Inspect vaccine vials
- Label each vial with time opened

- Draw doses into syringes in sterile manner
- When finished with vial, label with number of doses pulled
- Transfer filled syringes to vaccinators
- Bring new vials from refrigerator to filling table in anticipation of needed doses
- Check temperature of vaccine drawers in carts (ensure carts not parked too close to heat lamps)

END OF SHIFT:

- Provide empty vials to designated collector
- Ensure that adequate vials for next day clinic are moved/have been moved from freezer to refrigerator

Section 8: Safety

COVID-19 Safety Precautions

PHYSICAL LAYOUT

- Entire area is outdoors, providing maximum ventilation
- Line for registration spaced 6 feet apart
- Chairs in vaccination area 6 feet apart

VOLUNTEER/STAFF PREPAREDNESS

- N95 or KN95 masks, medical masks, and face shields provided for volunteers/staff
- Social distancing from seniors encouraged when possible
- Frequent use of hand sanitizer/hand washing enforced

SANITIZING OF STATIONS AND SUPPLIES

- Thermometers sanitized after each use
- Registration tables sprayed and wiped after each senior interaction
- Chairs in vaccination area wiped after each senior leaves
- Supplies at registration table (pens, clipboards) sanitized after each use

JANITOR AVAILABLE FOR ADDITIONAL ASSISTANCE AND DEEP CLEANING OF RESTROOMS



Senior Safety Considerations

SIGNAGE – large lettering, all capital letters

TRIPPING HAZARDS/ SAFETY RISK – potential tripping risks are spray painted in bright paint to draw attention (ex. Hand sanitizer stations, tent poles)

WIDE ENTRANCES – wheelchair/ADA compliant, wide enough for two people walking together (senior and caregiver/ volunteer)



Section 9: Information Technology

Complete an Up-Front Assessment of IT Requirements

- West Development Inc (West Dev), an IT services company, first completed an assessment of the existing network and internet infrastructure at the Gary and Mary West PACE building, where the POD would be located.
- West Dev determined that the existing infrastructure was adequately robust but added supplemental infrastructure to guard against any emergency situations such as outages due to storms or other commercial loss of power.
 - The location had a primary cellular-based internet system -a fiber internet connection from a company called Next Level, as well as a secondary source in case the primary was not available. The back-up was a Cisco Meraki MG21E gateway, which uses a Verizon cellular radio.



Information Technology

- A 50 megabyte connection was chosen to download the data required for the vaccination POD.
- Sourced equipment: 10 laptops, printers, laptop arms for vaccine carts, and the wireless infrastructure.
- We used specialized software called Advanced Threat Protection to process PHI.
- All staff and volunteers completed HIPAA training.



Additional IT Considerations

- We began our technical work with the assumption that all data input, export, and signatures would be done on an electronic basis through the County or through an Electronic Medical Record. We found out this was not possible due to the high cost associated with obtaining electronic signatures (estimated at over \$1,000/day).
- Instead, the data for paper forms are pulled from the Prep Mod System – an online data base GMWP POD, 211 and the County of San Diego can access.
- That data is pulled into PDFs and stored in a HIPAA compliant data system storage on Microsoft Teams on a restricted file repository.

Please print clearly when completing the information below and include your phone number in case we need to call you. Fill out additional form(s) if submitting more than one immunization record.

SUBMITTER	INDIVIDUAL ON RECORD
Name:	Last name:
Street Address:	First name:
City:	Date of Birth:
Zip Code:	Gender:
Email:	
Home Telephone:	
Relationship to individual on the record	Fields below will help locate the immunization record in the future:
<input type="radio"/> Parent	<input type="checkbox"/> Mother's maiden name:
<input type="radio"/> Guardian	<input type="checkbox"/> Medical record #
<input type="radio"/> Self	CAIR USE ONLY:
<input type="radio"/> Other [specify]	<input type="checkbox"/> ENTERED IN SDIR
	DATE: _____
	STAFF INITIALS: _____

I authorize the County of San Diego to enter my immunization record into the San Diego Immunization Registry (SDIR). I understand that my record may be shared with County Public Health Services; health care providers participating in SDIR; and schools, childcare and other authorized programs that require the review of immunization records for enrollment.

Signature: _____

Pre-Populating Registration Forms

- Pre-populating forms can expedite patient flow, which makes the experience better for the senior and allows staff to accommodate a greater number of people per day.
- Pre-populated forms also mean that seniors do not have to fill in the same information that they've already provided to 2-1-1 and they reduce the burden of the volunteers working the registration desk.
- In preparation, a form must be made fillable, this can be achieved using a professional version of Acrobat. PDF readers and writers do vary somewhat in their adherence to the PDF standard.
- The intricacies of filling out a PDF can be involved and those interested can refer to West Health Data Science Blog at <https://westhealth.github.io/exploring-fillable-forms-with-pdfw.html>. This blog covers considerations such as batching large numbers of forms for easy printing, filling out vaccine cards, etc. West Health Data Science Team has made the PDF form filler available on our github site at <https://github.com/WestHealth/pdf-form-filler>.

West Health

Please print CLEARLY

Name of COVID-19 Vaccine Recipient (First and Last Name): _____

Sex: ☐ Male ☐ Female Date of Birth (MM/DD/YYYY): _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone Number: _____ Email: _____

FOR GMWP EMPLOYEES, VOLUNTEERS and AFFILIATES ONLY.

I declare that I am 16 years of age or older. I further declare that I:

- ☐ Have not experienced anaphylaxis (difficulty breathing) or severe allergic reactions from a previous vaccination or an injectable medication.
- ☐ Have not had any other vaccinations in the previous 14 days (e.g., MMR, Shingrix, Varicella, or a TB skin test).
- ☐ Am not currently sick with a fever, active respiratory infection, or other moderate/severe illness.
- ☐ Have not received monoclonal antibodies or convalescent plasma for treatment of COVID-19 within the past ninety (90) days.
- ☐ Am not allergic to the following ingredients in the COVID-19 vaccine: mRNA, lipids[[4-hydroxybutyl] azanediyl] bis [hexane-6, 1-diyl] bis[2-hexyldecanoate], 2[[polyethylene glycol]-2000]-N, N-ditetradecylacetamide, 1, 2-Distearoyl-sn-glycerol-3-phosphocholine, and cholesterol], potassium chloride, monobasic potassium phosphate, sodium chloride, dibasic sodium phosphate dihydrate and sucrose.
- ☐ Am not Pregnant, attempting to become pregnant or breastfeeding.
- ☐ Do not have a bleeding disorder nor am on a blood thinner.
- ☐ Am not immunocompromised or taking a medication that affects the immune system (such as cortisone, prednisone, other steroids, or anticancer drugs; drugs for the treatment of rheumatoid arthritis, Crohn's disease, or psoriasis; HIV/AIDS, cancer, leukemia, ankylosing spondylitis or radiation treatments).

I understand that if I have any of the above conditions, I could be at increased risk of having a negative reaction or problem from the vaccine. I further declare that if I have any of the following conditions, I have had the opportunity to speak with my primary care provider and am making an informed decision to receive the vaccine:

Pre-Populating Registration Forms (continued)

- In building the infrastructure, you should be sure that your information at every step is secured throughout the entire process, which means no emailing these files around (unencrypted).
- All information containing private health information should be transmitted using encryption, stored in an encrypted place and access should be controlled.
- Any additional build out to support a vaccine clinic should be inspected to ensure that privacy requirements are met.

West pace

Please print CLEARLY

Name of COVID-19 Vaccine Recipient (First and Last Name): _____

Sex: Male Female Date of Birth (MM/DD/YYYY): _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone Number: _____ Email: _____

FOR GMWP EMPLOYEES, VOLUNTEERS and AFFILIATES ONLY.

I declare that I am 16 years of age or older. I further declare that I:

- ☐ Have not experienced anaphylaxis (difficulty breathing) or severe allergic reactions from a previous vaccination or an injectable medication.
- ☐ Have not had any other vaccinations in the previous 14 days (e.g., MMR, Shingrix, Varicella, or a TB skin test).
- ☐ Am not currently sick with a fever, active respiratory infection, or other moderate/severe illness.
- ☐ Have not received monoclonal antibodies or convalescent plasma for treatment of COVID-19 within the past ninety (90) days.
- ☐ Am not allergic to the following ingredients in the COVID-19 vaccine: mRNA, lipids[[4-hydroxybutyl] oxanediyl] bis (hexane-6, 1-diyl) bis(2-hexyldecanoate), 2[[poly(ethylene glycol)-2000]-N, N'-ditetradecylacetamide, 1, 2-Distearoyl-sn-glycero-3-phosphocholine, and cholesterol], potassium chloride, monobasic potassium phosphate, sodium chloride, dibasic sodium phosphate dihydrate and sucrose.
- ☐ Am not Pregnant, attempting to become pregnant or breastfeeding.
- ☐ Do not have a bleeding disorder nor am on a blood thinner.
- ☐ Am not immunocompromised or taking a medication that affects the immune system (such as cortisone, prednisone, other steroids, or anticancer drugs; drugs for the treatment of rheumatoid arthritis, Crohn's disease, or psoriasis; HIV/AIDS, cancer, leukemia, ankylosing spondylitis or radiation treatments).

I understand that if I have any of the above conditions, I could be at increased risk of having a negative reaction or problem from the vaccine. I further declare that if I have any of the following conditions, I have had the opportunity to speak with my primary care provider and am making an informed decision to receive the vaccine:

Pre-Populating Registration Forms (continued)

FIRST, obtain data from the appointment system. We use CA's Cal Vax system, but the process can be adapted to obtain data from an Electronic Medical Record (EMR) system.

- From the Cal Vax system all the required information is gathered using its custom report function.

SECOND, the data needs to be cleaned and distilled to those pieces of information required.

- Check the data to make sure it is correctly formatted.

THIRD, the forms must be filled in.

FINALLY, deliver to the person responsible for printing. Be sure to have a secure method for delivery. Many cloud services such as AWS, SharePoint, OneDrive can be used ****if properly configured**** to protect personal health information.

The following figure shows the basic pipeline of the data:



Section 10: Communications

Communications Plan

BEFORE LAUNCH

- Develop message and determine communication objectives (community awareness, encourage action, improve understanding, etc.)
- Create FAQ document with relevant facts, information, protocols, statistics about the site and what makes it unique.
- Prepare for crisis communications. Draft sample responses for possible situations that could arise from long wait times to a patient experiencing an allergic reaction or medical complication.
- Determine dedicated media space and have photo release form ready.

PUBLICIZING OPPORTUNITIES:

- Utilized a variety of mediums to reach our targeted senior population. Heavy emphasis on print, radio, and local television news stations. Less focus on social media.
- Conducted embargoed outreach to trusted reporters and gave exclusive to one television and one print outlet the day before we launched.
- Embargoed outreach produced strong media presence for opening day.
- Spread the word through the community using word of mouth, connecting with local organizations, and distribution of marketing materials to targeted neighborhoods/communities with high density of desired population.

CONDUCTING INTERVIEWS ON SITE

- Since the vaccination POD is an active clinic, keep media in contained areas. All media should check in and be accompanied by spokesperson at all times.
- Do not conduct interviews near patients.
- If reporters want access to a patient or to film the location, they must gain permission from the patient and ideally a photo release form is signed.

Section 11: Going Mobile

Mobile Vaccination Unit Setup

PLANNING

Perform outreach to senior living sites and facilities (assisted living, HUD housing, etc.) to see if there are older adults needing vaccination

Minimal site requirements- just need area to perform injections and place for seniors to sit for 15-30min for post vaccination observation

Check with your insurer to verify that Professional Liability will cover at remote site (most sites will not have any type of Professional Liability); for General Liability etc. suggest having site management sign a “hold harmless” agreement

If possible, send paperwork ahead so that individuals may fill out paperwork prior to vaccination

STAFFING

Bare minimum for <10 individuals: One vaccinator, one person to handle paperwork

Better: Two vaccinators (one can fill syringes while other starts vaccinating); one person to handle paperwork

Add both vaccinators and paperwork helpers as the number of expected individuals grows

Mobile Vaccination Unit Set Up

Supplies

- Vaccine: ideally Janssen Vaccine as this does not require return visit and is less sensitive to vibration during transit compared to Moderna/Pfizer vaccine;
- Refrigeration: use a refrigerator with a temperature logger w/ Glycol bottle temperature probe; others have used coolers with temperature loggers;

Medical Bag

- Epi-Pens
- Small oxygen bottle with mask
- Ball-valve (CPR) mask
- Oral airway
- Double check additional contents

Vaccination Supplies

- Syringes both 1" and 5/8" needles (latter for individuals with minimal muscle mass in deltoid area)
- Alcohol swabs
- Gauze
- Bandages
- Gloves
- Sharps container
- Vial dose log
- Extra blank paperwork in case individuals forget to bring their forms or if additional seniors are on site the day of vaccination

Section 12: Lessons Learned

Lessons Learned

- Vaccine shortages occur – ensure volunteers are flexible & that you are providing ongoing communication to volunteers
- Weather preparedness – needed quick action for an unexpected storm (buying brooms to remove water, extra umbrellas for escorting seniors), laminating papers that could get wet/ruined (screening questions, bilingual script)
- Individualized care – accommodations must be made for the best interest of the senior (administering vaccine to seniors in their cars, arranging transportation, potential resource referrals for other needs)
- Transportation is key to serving seniors: 2-1-1 can schedule a ride up to 7 days in advance. If a senior loses the number to call for the return ride, GMWP POD staff calls 2-1-1's call center staffed by 23 people to set up the return ride in real time.

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