Participants in Attendance

- Catholic Charities Maine
  
- refugee and Immigration services
- CDC Foundation
- City of Haverhill
- City of St. Louis
  
- Department of Health
- Cook County Health
- CORE
- Curamericas Global
- DHHS NCORH
- El Sol Neighborhood
  
- Educational Center
- Franklin County Public
  
- Health Choice Arizona
- Health commons solutions lab
- Healthcare Collaborative of Greater
  
- Columbus
- Indiana University/
  
- Fairbanks School of
  
- Public Health
- Indiana University/
  
- Marion County Public
  
- Health
- Industrial
  
- Areas Foundation
- Inner City
- Kepro
- KKV
- Kokua Kalihi Valley
- Louisiana Department of Health
- LWDA
- Maine Immigrant
  
- Rights Coalition
- Mt Calvary Center
  
- for Leadership
  
- Development
- Muslim Action Network
- Nazareth Hospital
- NCDHHS
- Ohio Department of Health
- PHI Tracing
  
- Health Pacific NW
- Pima County Health Department
- Public Health Institute (PHI)
- Restart
- Service Year Alliance
- Sierra Health Foundation
- Teton County Health Department
- The NARBHA Institute
- University of Cincinnati
1. Welcome & Introductions
2. Framing Information
3. Case Studies
   1. Newark DOH
   2. El Sol NEC
   3. CORE (GA & Los Angeles)
   4. Ariadne Labs
4. Q&A with Case Presenters, Discussion
5. Feedback Poll
US Vaccine Rollout by the Numbers

Doses administered per 100,000 population, 2/23/2021, 6am ET

1.4M per day, rolling average

Total doses distributed: 82,114,370
Number received first dose: 44,544,969
Number received second dose: 19,882,544
Newly distributed per 100,000 on 02/23: 2,079

Percent of population partially vaccinated (one dose received): 14%
Percent of population fully vaccinated (two doses received): 6%

Source - CDC Vx tracker: https://covid.cdc.gov/covid-data-tracker/#vaccinations
The New York Times

The Wealthy Are Getting More Vaccinations, Even in Poorer Neighborhoods

Officials acknowledge that the coveted shots are disproportionately going to white people and that planners’ efforts to course-correct are having limited effect.

By Abby Goodnough and Jan Hoffman
Published Feb. 2, 2021 Updated Feb. 4, 2021

The Atlantic

HEALTH

Random People Are Lining Up to Get Vaccinated in D.C. Grocery Stores
Pharmacies have started quietly offering leftover COVID-19 shots to anyone around. You can guess where this goes.

JACOB STERN JANUARY 13, 2021

BUSINESS/MONEY

Hospitals Help Wealthy Donors ‘Skip the Line’ for Vaccines

By Dawn Allcot
February 23, 2021
- Community awareness
- Registration and scheduling
- IT systems
- Site ID and setup
- Staffing
- Storage and Handling
- Workflows to managing dosing requirements
- Reporting and analytics
- And more...
Partners In Health, US Public Health Accompaniment Unit

Case Study Presenters

Dr. Mark Wade
Director, City of Newark Department of Health and Community Wellness

Alex Fajardo, MCP, CFC
Executive Director
El Sol Neighborhood Educational Center

Marlina Crespo
COVID-19 Program Manager
Community Organized Relief Effort (CORE)

Virginia Chu
Planning Unit Manager
CORE-GA

Julie Rosenberg, MPH
Better Evidence Assistant Director
Ariadne Labs

Executive Director
El Sol Neighborhood Educational Center
CITY OF NEWARK
Mayor Ras J. Baraka
COVID-19 Vaccine Rollout: Newark, New Jersey

PIH Learning Collaborative Webinar
February 24, 2021
Newark At A Glance

The city has been hard-hit by COVID, both in health outcomes and economic livelihood

- Newark has a population of ~282,000; and is predominantly Black or African American (47%) and Hispanic or Latino (39%)
- **Large language diversity**: about half of Newark residents speak only English at home
- **Median household income is significantly lower in Newark** ($37,642) as compared with the US ($63,179)
- **The percentage of citizens living below the poverty line is significantly higher** in Newark at 24.6% in comparison with the US (11.8%)
- Residents report **overall poorer health indicators**, are **underinsured**, and have **lower access** to preventive care measures
- The City has a robust network of trusted and respected community-based organizations and houses of worship, and a strong **culture of care**
City of Newark Vaccination Planning

How?

- Conduct healthcare partner outreach and coordination in November
- Calculate estimated throughput of small, medium, large sites
- Estimate additional number of sites needed to reach 70% of population within 6 months
- Identify staffing resources and gaps
- Design, plan and mobilize resources to avail population with as many vaccines as possible within 6 months
- Consider high priority and special needs populations
## Citywide Vaccination Efforts

<table>
<thead>
<tr>
<th>City-Run Vaccination Clinics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DOH: FQHC clinics</td>
<td>2</td>
</tr>
<tr>
<td>DOH/DPS: High-school ward sites</td>
<td>2 (+2 more mid-March)</td>
</tr>
<tr>
<td>Mobile / pop-up clinics for priority and hard-to-reach populations</td>
<td>Various</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>County &amp; Partner Clinics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>County Sites</td>
<td>2 in Newark (5 total)</td>
</tr>
<tr>
<td>Hospitals (University Hospital, Newark Beth Israel)</td>
<td>2</td>
</tr>
<tr>
<td>FQHCs (St. James, Newark CHC, Jewish Renaissance Center)</td>
<td>3 (5 total locations)</td>
</tr>
<tr>
<td>Private Pharmacies (Shoprite, Liss)</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL Vaccine Sites in Newark</strong></td>
<td>15, with various pop-ups</td>
</tr>
</tbody>
</table>
Outreach to Priority Populations: Seniors & Unhoused

How to best reach:
- 1800 unhoused residents (18 shelters)
- 6600 senior housing residents (35 senior housing buildings)
- Less likely to choose to or be able to travel to static clinic locations

Mobile Team Approach:
- Unhoused and shelter pops (pending):
  - Large shelters (on site)
  - Drop-in centers
  - Street outreach
- Senior Housing (2-3 teams per day)
  - 35+ senior housing buildings
## Priority Populations: Seniors

<table>
<thead>
<tr>
<th>Provider</th>
<th>Sites Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Newark / DOH</td>
<td>32 Sites</td>
</tr>
<tr>
<td>CVS</td>
<td>444 Mt. Prospect Ave&lt;br&gt;Grace West Manor</td>
</tr>
<tr>
<td>St. James</td>
<td>Branch Brook Manor&lt;br&gt;505 Mt. Prospect Ave&lt;br&gt;595 Mt. Prospect Ave&lt;br&gt;Donald Bradley Complex</td>
</tr>
</tbody>
</table>

- Stephen Crane Elderly 22-C
- Stephen Crane Elderly 22-D
- Stephen Crane Elderly 2-16
- Kretchmer Elderly 21A
- Kretchmer Elderly 2-17
- Seth Boyden Elderly 21-E
- Seth Boyden Elderly 21-F
- James C. White 2-25
- Lincoln Towers
- 711 Broadway A
- Parkside Manor
- New Community
- New Community
- 502 Summer Ave
- New Community
- New Hope Senior Building
- New Community

- One Court Street
- Baxter Park
- 2 Nevada Street
- Villa Victoria
- Baxter Elderly 22-B
- St Mary’s Villa
- 1060 Broad Street
- 10 Hill Street
- RPM Community/Springfield Senior Residence
- New Community
- New Community
- 75-97 Shalom Towers
- City View Senior
- Harrison Park Sq
- Boulevard
## Priority Populations: Unhoused & Unsheltered (Planned)

<table>
<thead>
<tr>
<th>Provider</th>
<th>Sites Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOH / NJCRI</td>
<td>• 224 Help Center</td>
</tr>
<tr>
<td></td>
<td>• Urban Renewal Corporation</td>
</tr>
<tr>
<td></td>
<td>• Apostle‘s House (x2)</td>
</tr>
<tr>
<td></td>
<td>• Holiday Inn</td>
</tr>
<tr>
<td></td>
<td>• New Community Harmony House</td>
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<tr>
<td></td>
<td>• St. Bridget‘s</td>
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<tr>
<td></td>
<td>• St. Rocco‘s</td>
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<tr>
<td></td>
<td>• The Restoration Center</td>
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<tr>
<td></td>
<td>• Newark Transitional Corp. (x2)</td>
</tr>
<tr>
<td></td>
<td>• YMCA</td>
</tr>
<tr>
<td></td>
<td>• Newly Destined</td>
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<tr>
<td></td>
<td>• Circle Of Life</td>
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<tr>
<td></td>
<td>• Fairmont Health Services</td>
</tr>
<tr>
<td></td>
<td>• Missionaries Of Charity</td>
</tr>
<tr>
<td></td>
<td>• United Community Corporation</td>
</tr>
<tr>
<td></td>
<td>• Covenant House</td>
</tr>
<tr>
<td></td>
<td>• Outreach to encampments / unhoused</td>
</tr>
</tbody>
</table>
Vaccine Rollout: Monitoring and Evaluation

Information Sharing

- Coordination with healthcare vaccination partners in February
- Agreed upon need for increased situational awareness and reporting
- City of Newark in process of implementing data reporting and evaluation system
- Weekly vaccination progress to be monitored

<table>
<thead>
<tr>
<th></th>
<th>02/22/2021 1st doses (Newarkers)</th>
<th>02/22/2021 - 2nd doses</th>
<th>Total</th>
<th>% 1st doses Newarkers</th>
</tr>
</thead>
<tbody>
<tr>
<td>St James</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Newark CHC</td>
<td></td>
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<tr>
<td>Dept. of Health</td>
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<tr>
<td>JRMC</td>
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<tr>
<td>University Hospital</td>
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<td></td>
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<tr>
<td>Newark Beth Israel</td>
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<tr>
<td>Essex County: Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Essex County: Total Population</td>
<td></td>
<td></td>
<td>282,090</td>
<td>%</td>
</tr>
</tbody>
</table>
Municipal Council
MILDRED C. CRUMP
Council President/Council Member-at-Large

LUIS A. QUINTANA
Vice President/Council Member-at-Large

AUGUSTO AMADOR
Council Member, East Ward

CARLOS M. GONZALEZ
Council Member-at-Large

JOHN SHARPE JAMES
Council Member, South Ward

LaMONICA McIVER
Council Member, Central Ward

JOSEPH A. McCALLUM
Council Member, West Ward

EDDIE OSBORNE
Council Member-at-Large

ANIBAL RAMOS, JR.
Council Member, North Ward
COVID-19 Vaccine Rollout: Effective and Equity-Driven Operation

Alexander Fajardo

February, 2021
El Sol Neighborhood Educational Center

• Year founded: 1991

• Mission: To empower our communities to lead healthy lives & access to healthcare, safe, affordable housing; opportunities for education; and the leadership to eliminate disparities.

• Vision: Our Community members will reach personal empowerment to move towards self-sufficiency and contribute to their community’s well being.

• Region: Inland Empire, CA
What Do We Do?

With a focus on prevention and public health we work on education, health promotion, and community engagement.
How Do We Do It?

We provide culturally-competent health education, outreach and community development through our

*Community Health Workers/Promotores de Salud.*
Vaccination Case # 1
San Bernardino County
City of Adelanto
Rural Area
Process

▪ Planning
▪ Securing Supplies and Materials
▪ Recruitment
▪ Vaccination
▪ Follow Up
Vaccination Case # 2
Riverside County
Coachella Valley
Farmworkers
Process

- Planning
- Registration
- Securing Supplies and Materials
- Vaccination
- Follow Up
Lessons Learned
Lessons Learned

▪ Each community needs different strategies.
▪ Must involve community members on the solution.
▪ Be honest with County Departments.
▪ Create an action plan for the vision of the implementation.
▪ Be patient.
Contact Information

Alexander Fajardo
Executive Director

Phone: (909) 884-3735
Email: alexfajardo@elsolnec.org

Website: www.elsolnec.org
Mobile Flu Vaccination - GA

- Georgia ranked 45th for influenza vaccinations
- 15 different mobile Covid-19 testing sites (4 counties)
- Nearly 800 vaccinations
- 5% of vaccinated in DeKalb county first time flu shot
- Utilized language skills of testing staff

Lessons
Clinical staff scheduling and needs, vaccine transport, engaging in vaccine discussion
Mobile Covid-19 Vax- GA

- Local health clinic: Phase 1A+ and zip code eligibility
- Alternative flow maps depending on weather
- 522 vaccinations in 3 days
Mobile Vax Units - LA
Mobile Vax Units - LA
Mass Testing & Vax - Dodgers
Considerations

• Appointment scheduling
• Targeting specific populations
• Adapting staff for vaccines
• Language skills
• Internal communication between partners
Monitoring Capacity and How to Plan Accordingly

- Key performance indicators
  - Doses/clinician, doses/day, patient throughput
- Expand reach with additional sites
Maximizing the Impact of COVID-19 Vaccinations: With Speed, Scale, and Equity

Julie Rosenberg, MPH
Vaccination requires robust vaccine delivery strategies

Framework for **Equitable and Effective** Vaccine Delivery

**ALLOCATION**
Identify the right populations for equitable distribution

**DISTRIBUTION**
Get the right vaccine to the right people at the right time in the right place

**VERIFICATION**
Ensure proper distribution and track progress towards herd immunity

**DEMAND**
Generate demand and address hesitancy, tailor engagement, communicate

Vaccine Allocation Planner

Vaccine Allocation Planner for COVID-19

States are currently allocating the first shipments of COVID-19 vaccines to their highest priority populations. The Vaccine Allocation Planner for COVID-19 helps state and county decision makers by estimating the size of these populations in every county of the US and the percent vaccine coverage achievable under various scenarios. This tool uses the 13 priority populations identified by The National Academies of Sciences, Engineering, and Medicine (NASEM) Framework for Equitable Allocation of COVID-19 Vaccine. Users can order these priority groups according to recommendations from either NASEM or the CDC’s Advisory Committee on Immunization Practices (ACIP).

https://covid19vaccineallocation.org/
Find Your Place in the Vaccine Line

Impact

- People posting screenshots of their place in line
- Empathy, understanding

Upcoming

- Working on follow-up piece that will address timing as well as with Washington Post, Univision, the Guardian and USA Today

Collaborated with NYT to build a public-facing tool using data and analysis from the Vaccine Allocation Planner.
Vaccination needs to succeed through the “last mile”

Vaccine demand

Vaccine supply

Who?

Highest priority groups
- Health care workers
- LTC residents

Retail pharmacies
- Mass vaccination sites

Large priority groups
- All 65 or older
- Motivated general public

Where?

Onsite
- Health systems
- LTC facilities

Primary care practices
- Onsite/mobile sites
- Employers
- FQHCs
- Community-based organizations

Hard to reach
- Late adopters
- Skeptics/hesitant
- Not trusting of Federal government
- Isolated/homebound
- Rural
- Cultural/linguistic minorities
How much will it cost for Primary Care sites to open up?

We are **modeling the workflow, time requirements, and costs** for primary care clinics to offer COVID vaccines.

→ Advocate for higher reimbursement rates

→ Inform operations and investments

See: [https://vaccinebudgetcalculator.shinyapps.io/OutpatientVaccineCostCalculator/](https://vaccinebudgetcalculator.shinyapps.io/OutpatientVaccineCostCalculator/)
We work to deliver the best possible care for every patient, everywhere, every time
Moderated Q&A
Closing Announcements

Thank you to our presenters, attendees, moderator, and Learning Team!

Announcements

• We will share slides and recording, along with a set of vx resources

• Today is part 2 of USPHAU Learning Team Vaccine Webinar Series

• Registration Link for our email list + full Resource Library will be emailed: https://learning.pih.org/contact

For more information on Partners In Health’s US Public Health Accompaniment Unit, and to access small set of resources: https://www.pih.org/us-public-health-accompaniment-unit

Session 1: Centering Community Engagement/Shifting Centers of Power

Speaker: WV Public Health, Chicago VCP, Urban Indian Health Institute, Montgomery

Key themes: Community leadership + engagement in communications, distribution, workforce

Wed. February 3

Session 2: Logistics, Allocation, and Distribution

Speaker: El Sol NEC; CORE (Los Angeles and Atlanta); Newark, NJ; Ariadne Labs

Key themes: Tools and strategies for flexible + adaptive planning, allocation, distribution, and tracking

Wed. February 24

Session 3: Vx in the Cascade of COVID Response

Key themes: Vx as part of bundle, role of other aspects of response, challenges in other pillars through rollout

Wed. March 17
US Public Health Accompaniment Unit

For more information please contact LearningCollab@pih.org