

"I Got the Shot: The Story of COVID Vaccine Clinics in the Community"

Ellen Volpe, Kristin O'Reilly, Katelyn Rick, Jordan Ellis, Jaime Levash, Jasmine Cline-Bailey
 BIDMC

Introduction/Problem

In December of 2020, nearly one year into a global pandemic that had killed over 300,000 Americans the world was looking for something to be hopeful about. On December 13, 2020 Pfizer Biotech received the initial EUA approval for a two dose COVID-19 Vaccine that had promising results in clinical trials. Shortly thereafter Moderna and J&J were also approved and BIDMC's mission shifted to a widespread vaccination campaign.

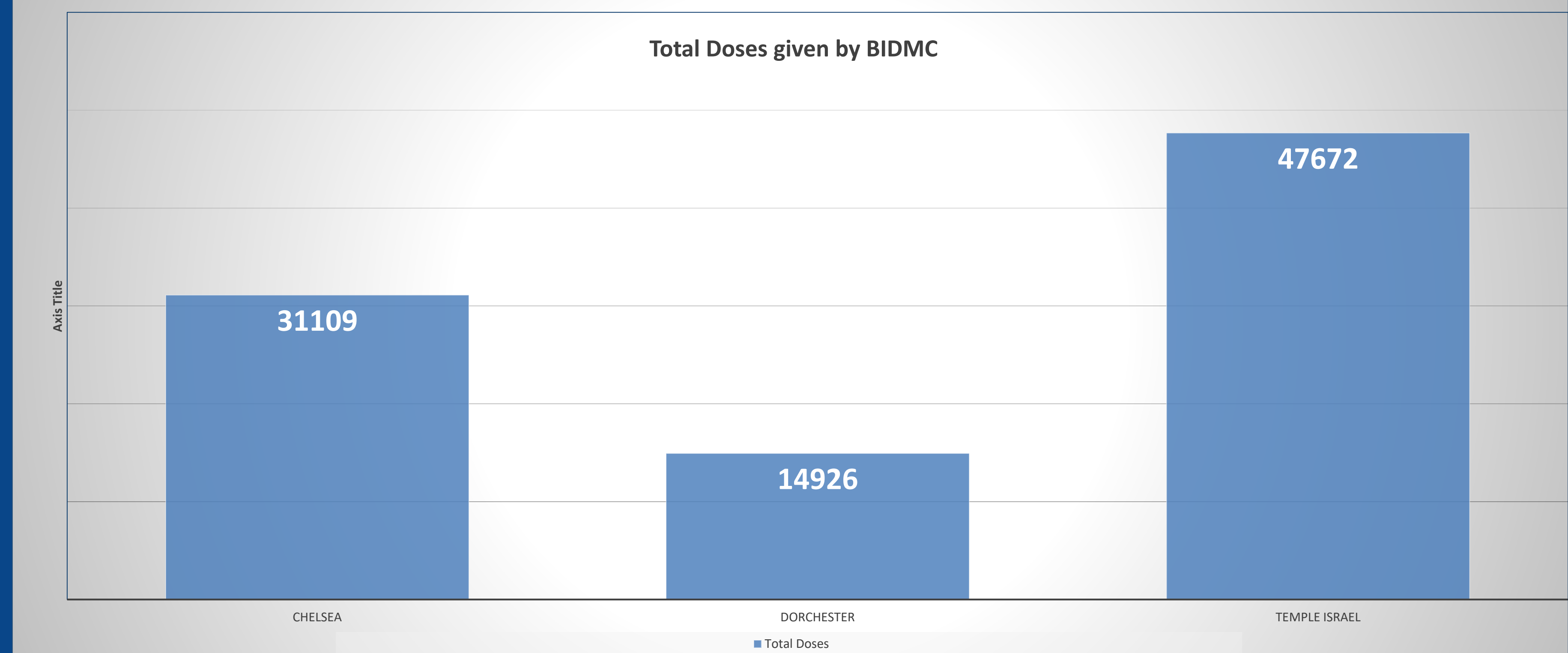
Aim/Goal

The goal of this work was to provide access to life saving vaccines to as many patients as possible and focus our efforts on the communities where our patients were disproportionately impacted by the pandemic.

The Interventions

- Reviewed data that showed where the highest concentration of COVID cases were by zip code
- Worked with facilities to identify potential clinic locations in those areas: Dorchester, Chelsea, Boston
- Our IT team developed a worklist of our patients based on eligibility criteria
- We used that email/ text patients directly to schedule their appointment
- Outlined a process for how the clinic would flow: outreach, scheduling, perform check in, documentation, and future scheduling
- Outlined safety protocols for vaccine sites with multiple vaccine types
- Created staffing and throughput models to maximize capacity
- Recruit, train, and staff each location
- Strategized to ensure we used an equitable approach to outreach, scheduling, booking, and administering of vaccines
- Engaged with Interpreter Services to ensure we were adequately serving our LEP patients

Results/Progress to Date



In total, BIDMC's site administered 93,707 doses of COVID-19 Vaccine. This accounts for 28% of all doses administered through BILH. BILH administered **338,457** doses.

We collected data on patient experience throughout the clinics being open which helped us to gain some good insight into what could have improved the experience for patients.

| Vaccine Site | Patient Response to what could have been better | Date |
|--------------|--|----------|
| Chelsea | This was so easy, clean, and well organized. So much better than I expected. | 3-Mar-21 |
| Chelsea | Your Chelsea Team deserves a patient care award. | 3-Mar-21 |
| Dorchester | Could not have been any easier or better than what I experienced to today all was 100% | 2-Mar-21 |
| Dorchester | Someone playing the piano in the fellowship room would be lovely | 3-Mar-21 |
| Chelsea | The directions to the location should of been more clear because the whole plaza is 1100 revere Beach parkway in Chelsea and it brings you to a buffet when put in the gps | 2-Mar-21 |

"I Got the Shot: The Story of COVID Vaccine Clinics in the Community"

Ellen Volpe, Kristin O'Reilly, Katelyn Rick, Jordan Ellis, Jaime Levash, Jasmine Cline-Bailey

BIDMC

More Results/Progress to Date

The Team

- Ellen Volpe, Vice President - Ambulatory Services
- Mary LaSalvia, Associate CMO, Infectious Diseases MD
- Peggy Stephen, Chief Pharmacy Officer
- Jarrod Dore, Director of Capital Facilities
- Mo Ortega, Project Manager, Emergency Management
- Sherry Calderon, Director, Ambulatory Services
- Shari Gold-Gomez, Director, Interpreter Services
- John Casavant, Manager, Telecommunications
- Katelyn Rick, Project Manager for Chelsea
- Kristin O'Reilly, Director Improvement and Innovation
- Bridgid Joseph, Program Director ECC & Training Center Coordinator
- Barbra Blair, Infectious Disease MD, Medical Director of Vaccines
- Kyle Franko, Internal Communications Manager
- Elise Porter, Site Director for Chelsea
- Kerry Falvey, Site Director for Dorchester
- Sandi Leitao, Site Director for Temple Israel
- Larry Markson, Vice President of Information Systems
- Divya Narayan, Project Manager IS
- Jordan Ellis, Project Manager for Temple Israel
- Jaime Levash, Project Manager for Dorchester
- Jasmine Cline-Bailey, Project Manager
- Sarah Moravick, Vice President- Organizational Planning
- Julie Lanza, Pharmacy Compliance Specialist
- Katie Scalzulli, Project Manager, Vaccine Staffing
- Kerry Carnavale, CNS Nursing Educations for Vaccine Clinics
- Kate Willetts, Nursing Educator
- Paula Sterling, APP for Vaccine

Lessons Learned

- The team learned to be flexible and pivot quickly when vaccine supply changed or was reallocated.
- Leveraging relationships the clinics (Bowdoin, Chelsea internal medicine) have with their patients proved to be an effective strategy to broaden our outreach and work through vaccine hesitancy.
- We worked with IT to include patient language data and message a second time to all patients in their primary language.
- The BIDMC team created a "playbook" for how to open a vaccine site that was given to the BILH system for the future.

Next Steps

- The team is working towards rolling out a booster clinic for 3rd dose Moderna and 2nd dose J&J

For more information, contact:

Katelyn Rick, MSN, RN Manager, Improvement and Innovation krick@bidmc.harvard.edu