

COVID-19 Staff Vaccine Clinics

#Thisismyshot

Allison Wang, Lori DeCosta, Mo Ortega, Liz Haftel



Background

- As COVID-19 became a worldwide pandemic, urgency for a vaccine became paramount as hospitals were overwhelmed
- The COVID-19 vaccines were the first brand new vaccines to be granted an Emergency Use Authorization (EUA) in the USA
- In conjunction w/ EUA approval, we rapidly planned & setup COVID-19 vaccine clinics for staff while dealing with widespread supply/staffing shortages
- Multi-disciplinary effort w/ coordination across ~15 departments (see next slide for team)

Planning & Implementation

Logistics

- Hospital Incident Command System (HICS) Structure enabled rapid collaboration & streamlined decision making and authority
- Space- Vaccination clinic location needs & considerations (i.e. Social distancing, observation space etc.)
- Prioritization Scheme – based on federal/state /BILH guidelines
- Day of Clinic - Designed new workflow & simulated to increase efficiency

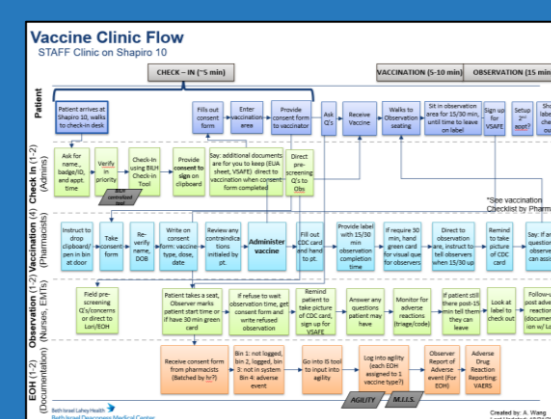


Figure 1

Supply

- State & BILH allocation management & strategy
- Vaccines –medication storage/delivery process/prep, etc.
- Medical and non-medical supplies

IT Processes

- COVAX - Scheduling System – how to integrate systems that didn't talk to each other
- Agility -EOHS

Results

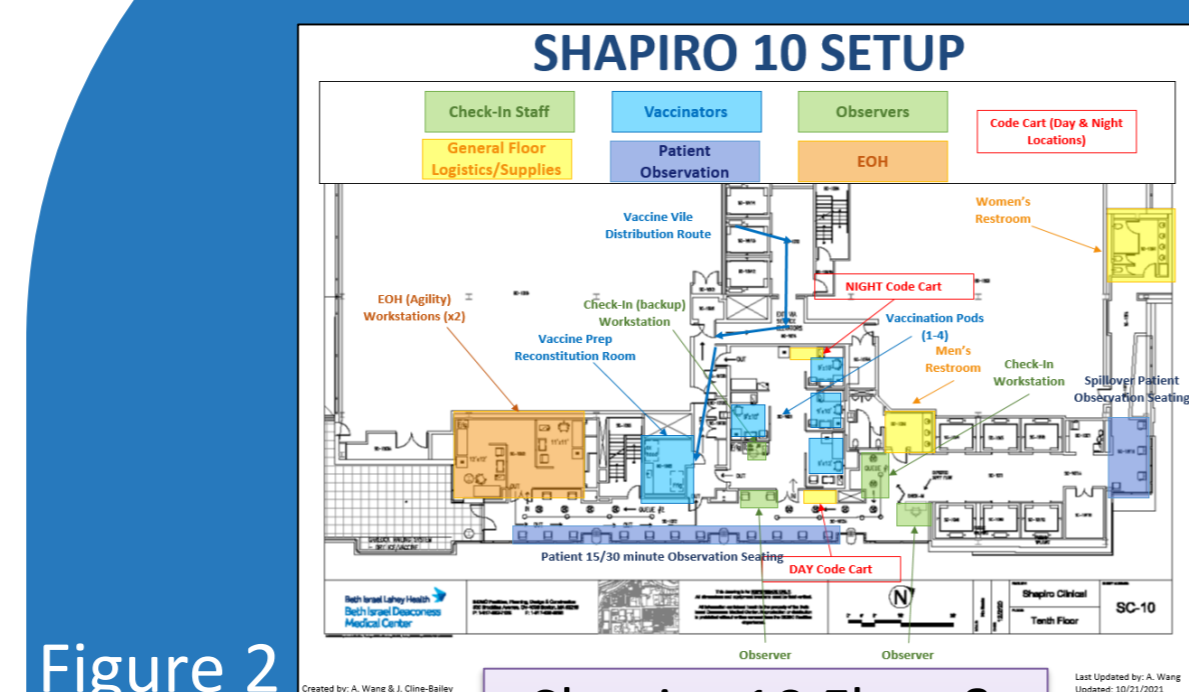


Figure 2

Shapiro 10 Flow & Signage Walkthrough



Figure 5



Figure 6

Pfizer Shapiro 10 Clinic Go-Live

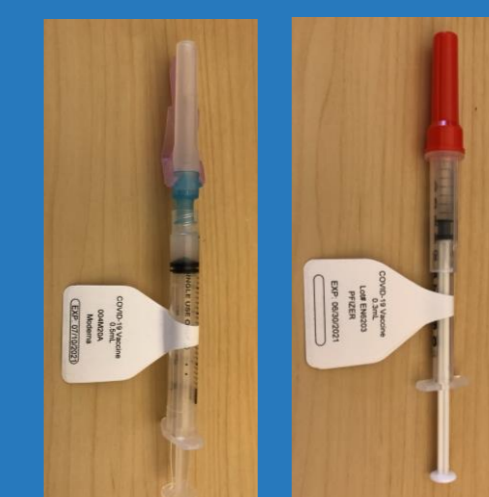
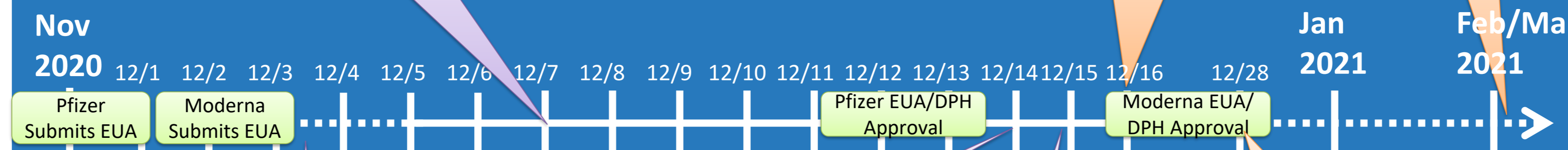


Figure 10

Combined Clinics 2/15



Nov 2020
12/1 12/2 12/3 12/4 12/5 12/6 12/7 12/8 12/9 12/10 12/11 12/12 12/13 12/14 12/15 12/16 12/28
Pfizer Submits EUA
Moderna Submits EUA
Pfizer EUA/DPH Approval
Moderna EUA/DPH Approval

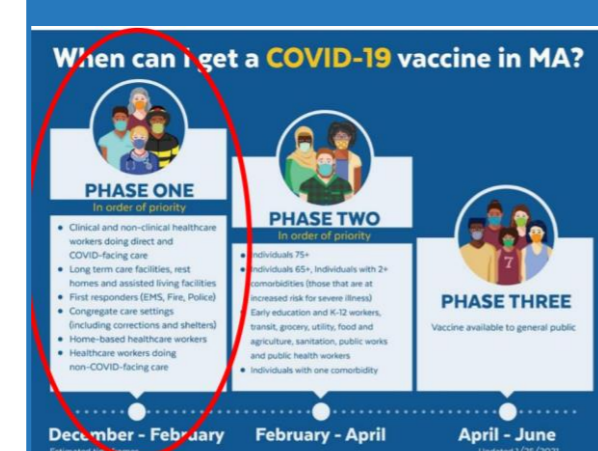


Figure 3

Design Session

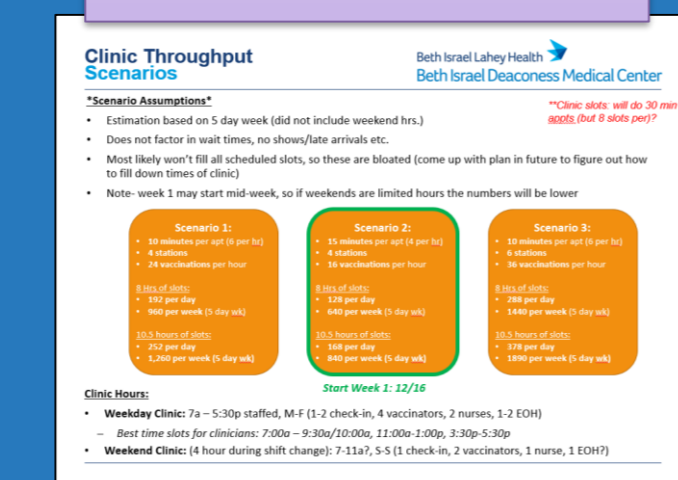


Figure 4

Scheduling Open to Phase 1



Figure 7

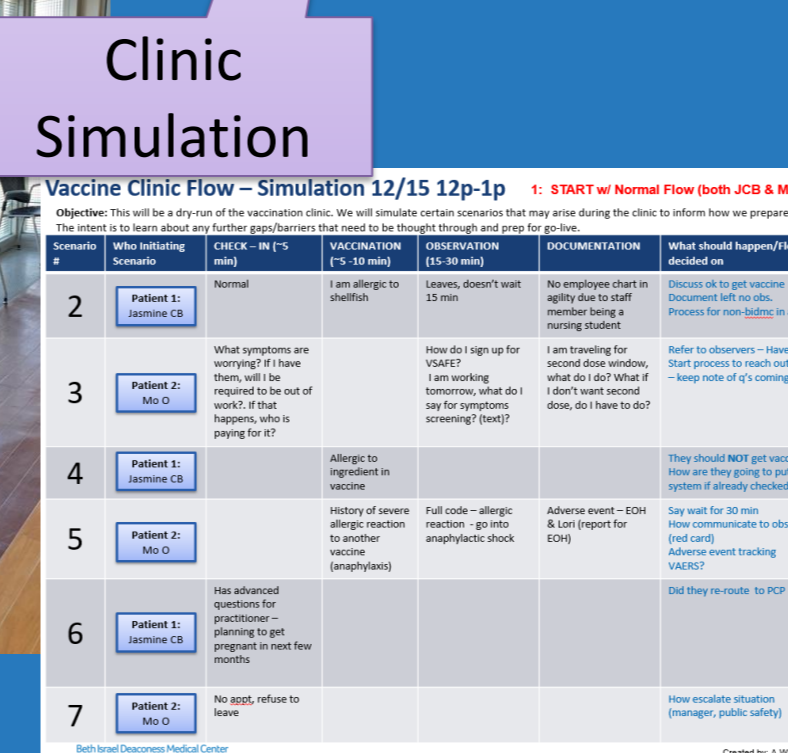


Figure 8

Moderna Shapiro 3 Clinic Go-Live

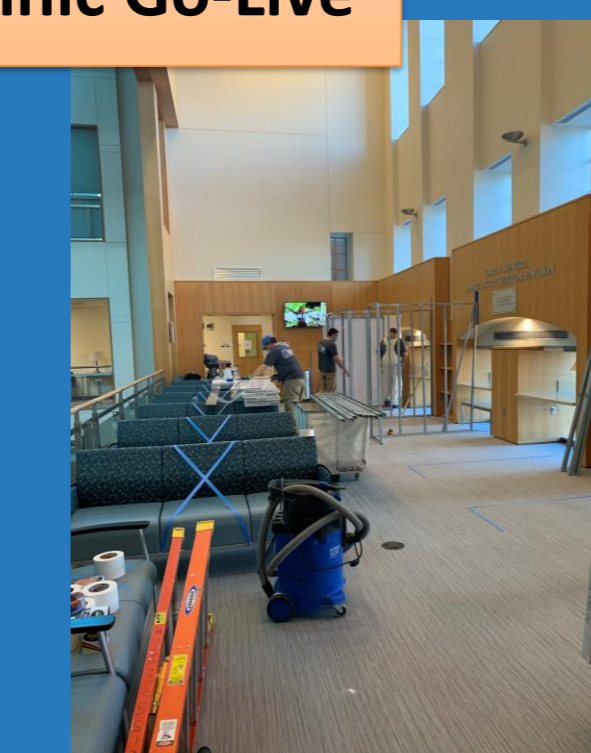


Figure 9

Outcomes

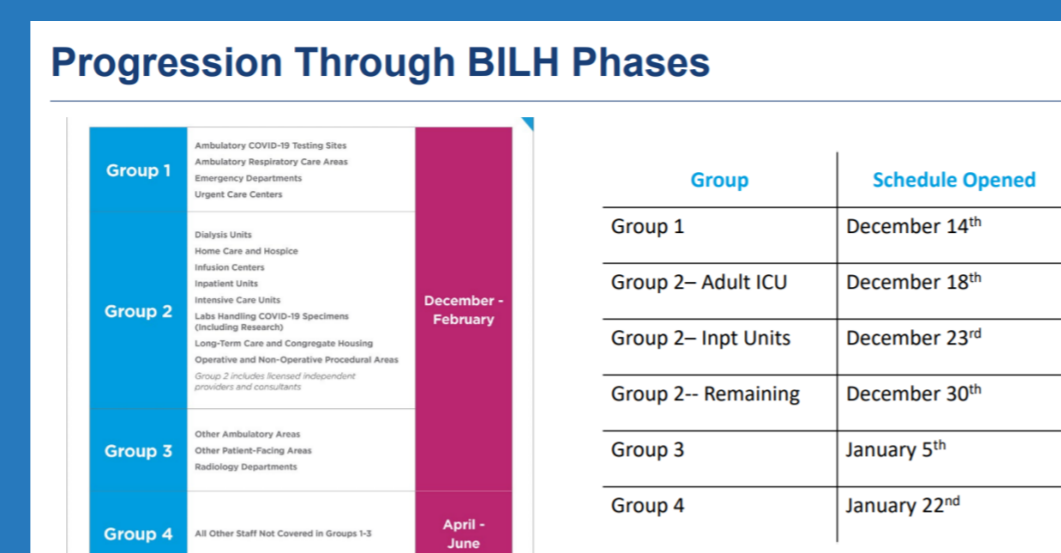


Figure 11

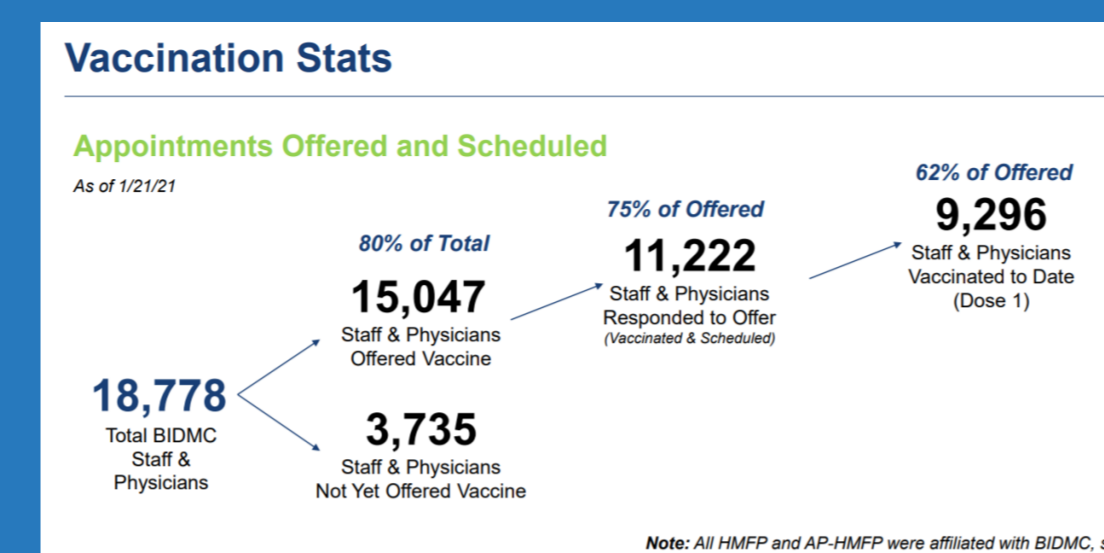


Figure 12

Planning & Implementation (cont.)

Staffing

- SOPs/ Standing Orders/ Reactions & Contraindications
- Training - vaccinators/observers/front desk staff/ manager
- Innovative use of Labor Pool

Communications

- Signage and media relations
- Staff outreach & education
- Interpreter services (iPad & multi-language docs.)

Continuous Improvement

Managing a Variety of Challenges & Barriers

- Day-to-day supply instability (i.e. Δ supply allocations, Walgreens extra doses etc.)
- Sourcing proper equipment (i.e. Ultra cold storage, 1 ml syringes, research space usage etc.)
- Phased vaccine rollout troubleshooting
- Collaboration across BILH as a NEW hospital system

Check & Adjust

- Frequent reassessment of operations as new approvals and guidance was released
- Strategies to reduce or limit vaccine waste
- Continuously adjusted capacity to increase appointment access for staff
- Open 2nd clinic/Combined clinics

Sustainment

- Patient clinics & inpatient vaccinations
- Vaccine hesitancy work
- DEI campaigns
- Partnership w/ Red Sox for vaccine clinics
- Boosters

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Team Members

Collaborators for Poster

- Allison Wang & Jasmine Cline-Bailey (I² - Improvement and Innovation)
- Lori DeCosta (Clinical Nutrition)
- Mo Ortega (EM - Emergency Management)
- Peggy Stephan, Liz Haftel, Julie Lanza (Pharmacy)
- Matt Rabesa (Employee Health Management)
- Dr. Mary LaSalvia (HMFP)

Additional Key Departments

- Larry Markson, Carolyn Conti, Jim Arrington, Venkat Jegadeesan & Team (IS)
- Jarrod Dore & Team (Facilities)
- Buzzy Abrha, Gordon Howard, Jinkyu Lee, & Vaccinators (Pharmacy)
- Kyle Franko (Communications)
- Sarah Moravick & Kristin O'Reilly (I²)
- Declan Carbery (EM)
- Bridgid Joseph (Emergency Procedures)
- Brian Bertrand & Eric Acevedo (Distribution)
- Lori Cunningham & Team (Human Resources)
- Paula Stering (Clinical Advisor)
- Dr. Ed Ullman (Medical Director Fenway Clinics)
- PCS & Retired Nurses
- HMFP
- Vaccinators
- ID
- EVS
- Food Services
- BILH

And so many more....!

The Teams Who Made This Happen!



The Clinics

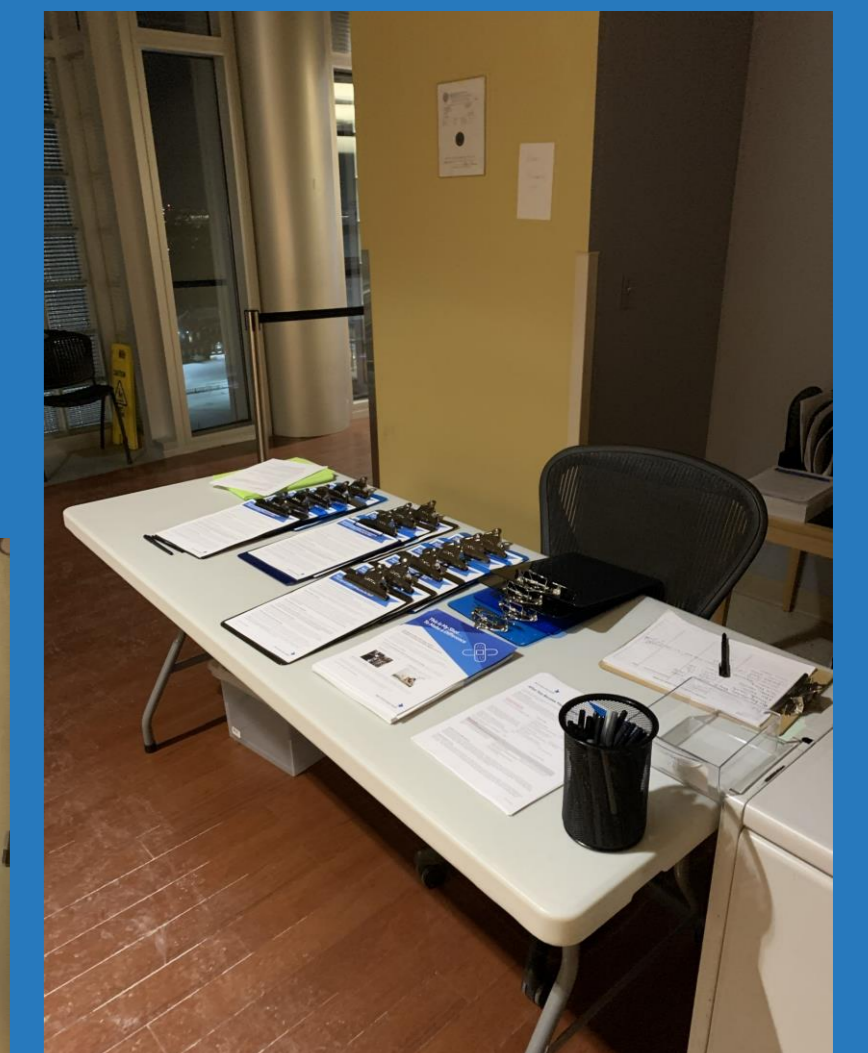


Figure Appendix

► Figures (1-12):

1. Draft of an iteration of the vaccine clinic flow
2. Draft of the vaccine clinic setup
3. Phasing from Gov. Charlie Baker's Massachusetts vaccine distribution plan
4. Brainstorming from the Design session on clinic throughput scenarios
5. Staff Member getting vaccinated
6. Pharmacy technicians prepping vaccines
7. Acting out an emergent scenario during the simulation of the clinic prior to opening
8. Simulation scenarios used to practice and work through issues prior to opening
9. Construction of Shapiro 3 Moderna Clinic
10. Color coding of Pfizer vs. Moderna syringes to prepare for combined clinic
11. Progression through BILH Phases (Sarah Moravick Leadership Presentation 1/25/21)
12. Stats (Sarah Moravick Leadership Presentation 1/25/21)