

# Vaccine Action Command and Coordination System (VACCS) Center Status Report

## March 3, 2021: One Month In

This report provides a status update one month after the launch of the Vaccine Action Command and Coordination Systems (VACCS) Center, including its creation, projects and successes to date, and next steps.

## Standing Up the VACCS Center

Since the governor's announcement of the center on Jan. 18, the center was successfully launched by crisply articulating its role, method of operation and structure.

### *Role of the Center*

The VACCS Center has been established to support comprehensive access to mass vaccinations across the state of Washington in the safest, fastest, most equitable and efficient means possible. Through Public-Private partnerships the Center supports the Department of Health (DOH) by innovating and delivering solutions that address this critical need for and with our community. All public-private partnership efforts are strictly on a volunteer basis, compliant with Washington State and Department of Health guidelines and will serve under the direction of Washington state and DOH.

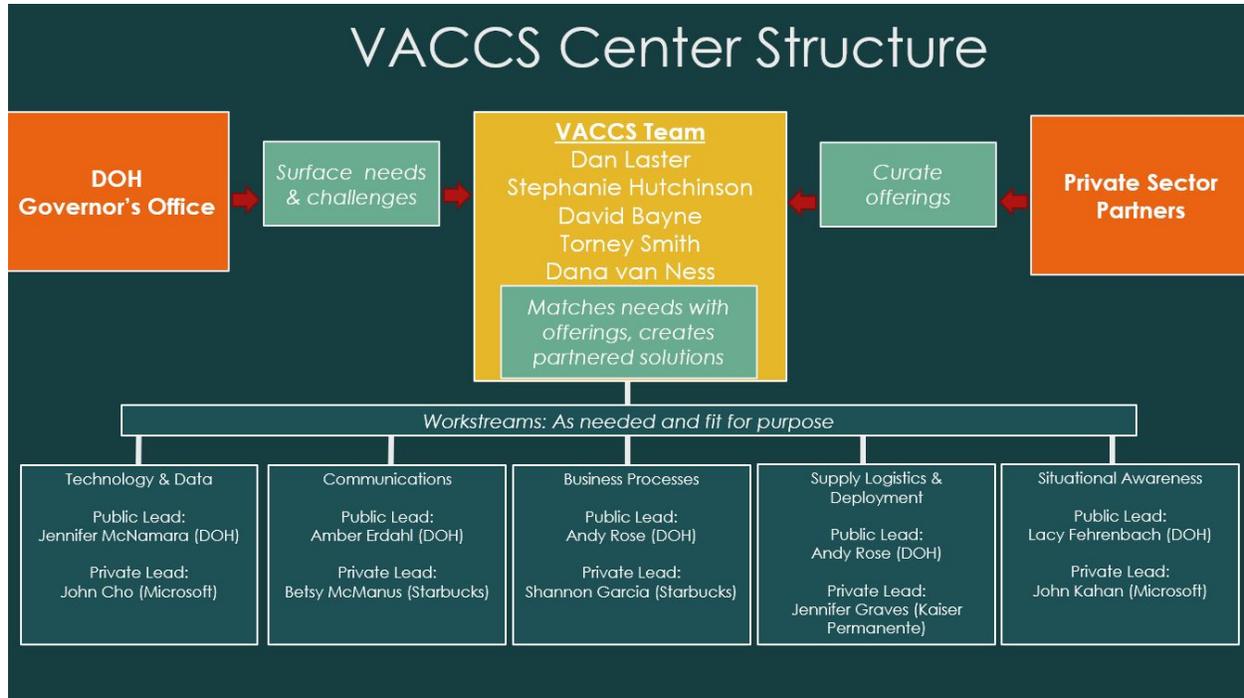
### *Method*

The first operating principle of the Center is "Do No Harm" to the critical work of DOH in achieving mass vaccination of Washingtonians. Our methodology for creating extraordinary and pragmatic public-private partnerships (and in many instances, public-private-private partnerships (PPP+P)) is following these steps:

- Help public sector surface needs and challenges
- Identify private sector resources and expertise (and opportunities)
- Translate between public and private sectors

- Match public sector needs with private sector capabilities
- Develop work streams with public and private sector leads
- Facilitate problem solving to reach pragmatic, innovative solutions

## Structure



## Workstreams

The great success of the center is being achieved by having fit for purpose workstreams to support various elements of success to support the DOH. Within each workstream there are one or more projects. Each workstream has a public and private sector lead. These public and private sector leads help determine the critical projects worthy of effort through public-private partnering. The five workstreams are:

- Technology and Data
- Communications
- Business Processes
- Supply Logistics and Deployment
- Situational Awareness

## Theory of Change

The center's theory of change is the following:

1. We identify the public sector's need or problem statement
2. We curate and harness the relevant inputs from private sector partners
3. Through PPP+P action in workstreams, the center creates outputs

4. The center outputs lead to outcomes positively affecting vaccine supply, demand or the experience of Washingtonians in gaining information leading to vaccination

## VACCS Center Projects and Successes

### *Technology and Data*

- Launched on Feb. 18, 2021, improved Vaccine Locator tool with statewide map showing providers and depicting by provider where appointments are available. Limitations are that this is not real-time data due to latency of information from providers, as well as a lack of information from certain providers.
- Scheduled to soft launch on March 15, 2021, enhanced Vaccine Locator tool presenting new data from providers surfacing appointment availability with shorter latency on appointment availability and easier to use (including accessibility considerations and multiple languages), but still has limitations because provider information is entirely dependent upon providers but will continue to grow.
- Microsoft analysts helping improve use of Microsoft Excel tool for weekly vaccine supply allocation decisions.

### *Communication*

- Edelman Firm is acting as clearing house to facilitate DOH communications resource needs to be met by Challenge Seattle members.
- Fred Hutchinson making available social media expertise to enhance DOH expertise.
- Amazon working with DOH and 211 Call Center to add Amazon Connect IVR chatbot capacity (scheduled to launch March 12, 2021).
- Amazon call center enhancing web chatbot to improve citizen experience when making appointments (projected to launch between March 15-31).
- Commencing work to develop CBO guidance document identifying resources available to CBOs to mobilize communities for vaccination (availability date TBD).
- Commencing work to develop 15-minute PSA Video to be available to providers for the 15-minute post-vaccination observation period (availability date TBD).
- Identifying private sector volunteers to serve as public information officers at four mass vaccination sites (still trying to find staff to meet need).

### *Business Processes*

- Starbucks user experience and process review and modeling of Clark County Mass Vaccination Site on Jan. 28, 2021, and changes implemented based upon their recommendation (added third lane, which increased through-put by 30%).
- Starbucks user experience and process review of Benton County Mass Vaccination Site in early February 2021 determined that site was operating very efficiently (no changes recommended; highlighted that the use of PrepMod was extremely efficient; strong wayfinding and configuration).

## Supply Logistics and Deployment

- Kicked off meeting on March 5, 2021, with private sector experts (Bill and Melinda Gates Foundation; Kaiser Permanente; Starbucks) to enhance and provide inputs and insights to the DOH supply planning team.
- About to kickoff center work to surface resource needs within the eight Roadmap for Recovery Regions (and local health jurisdictions and providers in each region) and potential for private sector partners to fulfill needs.

## Situational Awareness

- Kickoff meeting held on March 4, 2021, with DOH, the Governor's Office and private sector partners (Bill and Melinda Gates Foundation, Microsoft expert to join) to identify areas of potential improvement to dashboards (and data needs and gaps) to provide key players (DOH, other state agencies, Governor's Office, providers, local health jurisdictions) with key data to assess current state of mass vaccination efforts and make decisions to achieve goals.

## Next Steps

As we look ahead, we need to keep several things in mind:

On March 22, many more Washingtonians will be eligible to be vaccinated with the start of Phase 1B, Tier 2 and the current projection by the governor is to enter Tier 3 in April.

Although the state will be expanding eligibility and supply is growing incrementally, there will continue to be challenges in meeting demand (especially immediately upon opening new eligibility phases with pent-up demand).

For this reason, we need to continue to focus not only on the newly eligible but those who were determined to be eligible earlier but for whatever reason have not yet been vaccinated.

## Technology and Data

- Continue efforts to work with national pharmacies to have APIs to their scheduling programs to allow Vaccine Locator tool to have real time data and ability for citizens to book appointments. (Note: completely subject to national pharmacies cooperating and subject to change depending upon role taken by federal government and other states in working with national pharmacies.)
- Ongoing Microsoft support to improve supply allocation process tools.

## Communication

- Provide insights, as requested by DOH, to enhance efficacy of upcoming campaigns, especially those to assist in overcoming hesitancy.
- Determine if celebrities that private sector partners can access can be influential in delivering key DOH messages.
- Consider if webinars targeted to the following audiences would be useful:
  - CBOs—sharing ideas/strategies to mobilize their communities (e.g. discussion of items in CBO guidance document (project in early development)).

- Local Health Jurisdictions—lessons learned and best practices in setting up modalities, surfacing resource needs and how to address.

## *Supply Logistics and Deployment*

- Heightened preparedness work—especially on modeling labor (e.g., vaccinators, data entry, logistics modeling for efficiency).

## *Situational Awareness*

- Continued focus given the criticality in supporting and enabling effective planning to achieve mass vaccination in the safest, fastest, most equitable and efficient way.

## **Additional Private Sector Resources and Opportunities**

- T-Mobile: call center, IT to support pop-up and mobile clinics.
- Washington Roundtable: potential resources/facilities/capabilities/assets to support local health jurisdictions.
- Sound Transit: billboard for communications; mobility.
- Lyft: to address mobility needs to serve Washingtonians equitably.

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