

COVID-19 Best Practice Considerations

2022 Public Health Preparedness Summit District Director Breakout Session

Facilitator: Parham Jaber, MD, MPH
Chief Deputy Commissioner for Community Health Services

September 28, 2022

Regional Mass Vaccination & Testing Center at the Norfolk Military Circle Mall

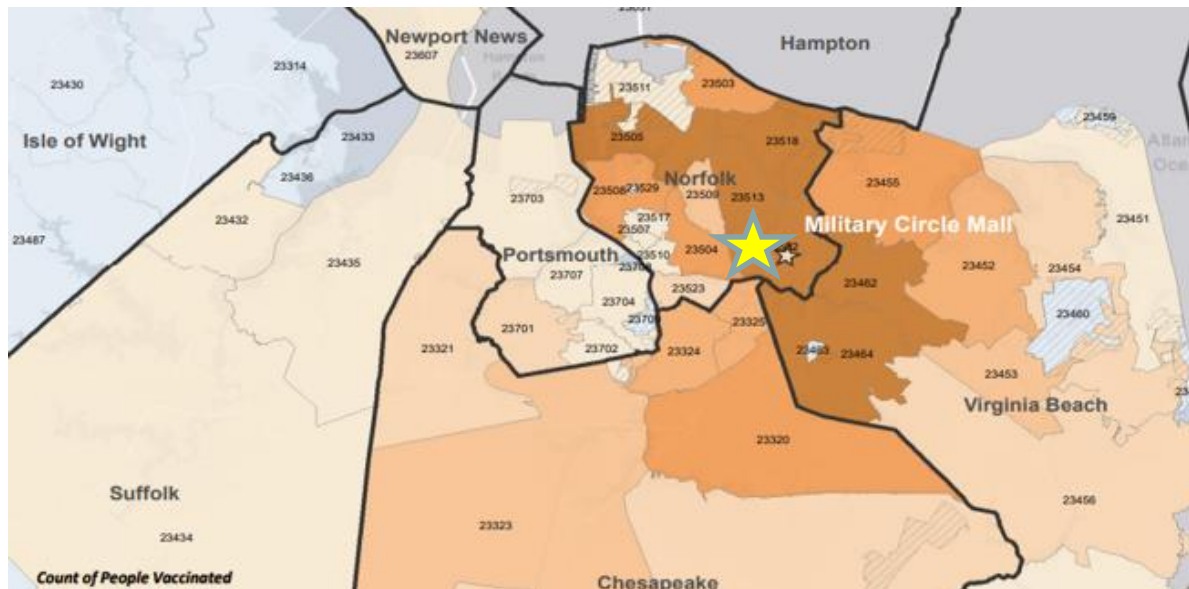
Presented by Parham Jaber, MD, MPH

Former Acting Norfolk, Virginia Beach, and Portsmouth Health District Director
Chief Deputy Commissioner for Community Health Services

September 28, 2022

Activity Description & Problem Addressed

- **Mass Dispensing of COVID-19 Vaccination and Testing**
- **Meet the needs of the community through various surges of COVID-19 cases and changing vaccine eligibility through an efficient, accessible regional hub.**

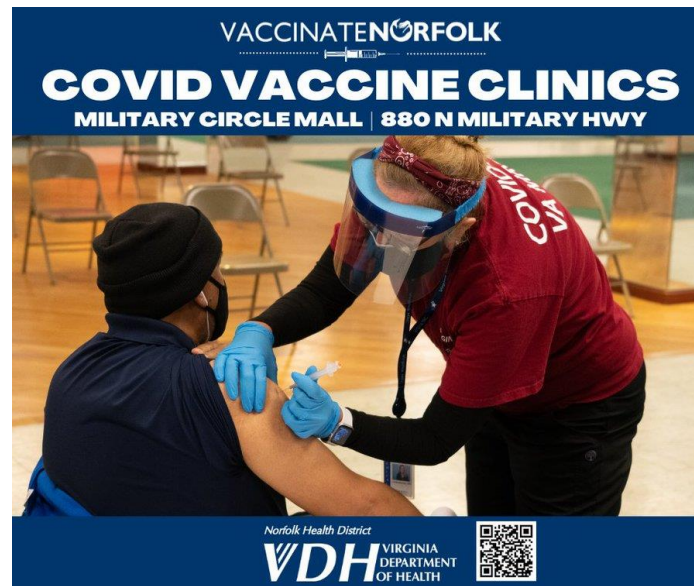


Activity Description - What Made It Unique

- **Mass Dispensing of COVID-19 Vaccination and Testing**
 - Supported via a shared staffing model from the host and neighboring Eastern Region health districts
 - Shared burden of support, specially as other LHD services resumed
 - Augmented by the Medical Reserve Corps, Norfolk Fire & Rescue
 - Allowed for accessible and afterhours access for services to residents
 - Accessible parking; On major Bus Route; Proximity to major highways;
 - Proximity to vulnerable communities and military population dependents.
 - Known site to community - used in previous years for mass vaccination clinics; Well-known landmark to residents in the community.
 - Implemented a hub and spokes model to allow residents to come from the community to be served on a “walk-in basis”

Activity Description - What Made It Unique

- **Mass Dispensing of COVID-19 Vaccination and Testing**
 - **Extensive support from local government (City of Norfolk)**
 - Financial, logistical, and communications
 - Locality paid for cleaning, maintenance, utilities, security
 - Assisted in developing outreach material, use of social media
 - Helped managed a local vaccination registry



Best Practice Considerations

- **Mass Dispensing of COVID-19 Vaccination and Testing**
 - Flexible and scalable operations
 - Services offered, days of delivery, and function (vaccinations, and need for testing) was adjusted to meet waxing and waning community needs due to vaccine eligibility expansions, delta/omicron surges, back-to-school/holiday testing demands.

Winter-Spring 2021

FEMA Coordinated Site

- Governor Visit

Spring-Summer 2021

NDPH & VBDPH supplemented by other Eastern Region District staffing

Summer-Fall 2021

Added Testing One Day a Week
Offered Back-to-School Testing
Used as Regional Referral Site

Fall 2021-Winter 2022

AshBritt
Adult Booster & Pediatric Vaccinations
+ Full Testing

Summer 2022

Re-opened for Monkeypox and COVID Vaccinations

Best Practice Considerations

- Weekly press releases used to announce hours of clinics, changes to vaccine formulation or testing availability
 - Generated earned media interest
 - Multiple trained PIOs/SMEs available for interviews
 - Health District communication offices helped push messages and availability

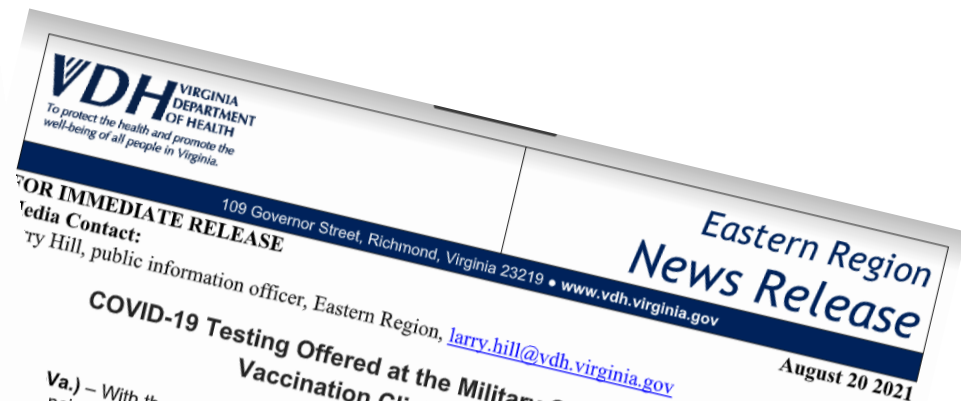


FOR IMMEDIATE RELEASE
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The Military Circle Mall Community Vaccination Center Expands Vaccination Opportunities to Include Boosters for Moderna and J&J

(NORFOLK, Va.)— The Virginia Department Health (VDH) continues operations at the regional state-run Community Vaccination Center (CVC), at the former Macy's Department Store location at Military Circle Mall (MCM) located at 880 N. Military Highway, Norfolk. Virginians will be able to receive boosters for Moderna and J&J beginning today. For individuals who received either a Pfizer-BioNTech or Moderna vaccine, a single booster is recommended at least six months after completion of their initial series for those populations who are 65 years of age and older, those living in long-term care facilities, and those 18 years of age and up who are at increased risk due to underlying medical conditions or where they work or live. A single booster is recommended at least two months after completion of the Johnson & Johnson/Janssen vaccines for those 18 years of age and up.

"All members of the community, 12 years of age and above, should become fully vaccinated as soon as possible. Those delaying vaccinations are putting themselves, and potentially those around them at risk," said Dr. Parham Jaber, Acting Health Director for the Norfolk and Virginia Beach Health Departments.



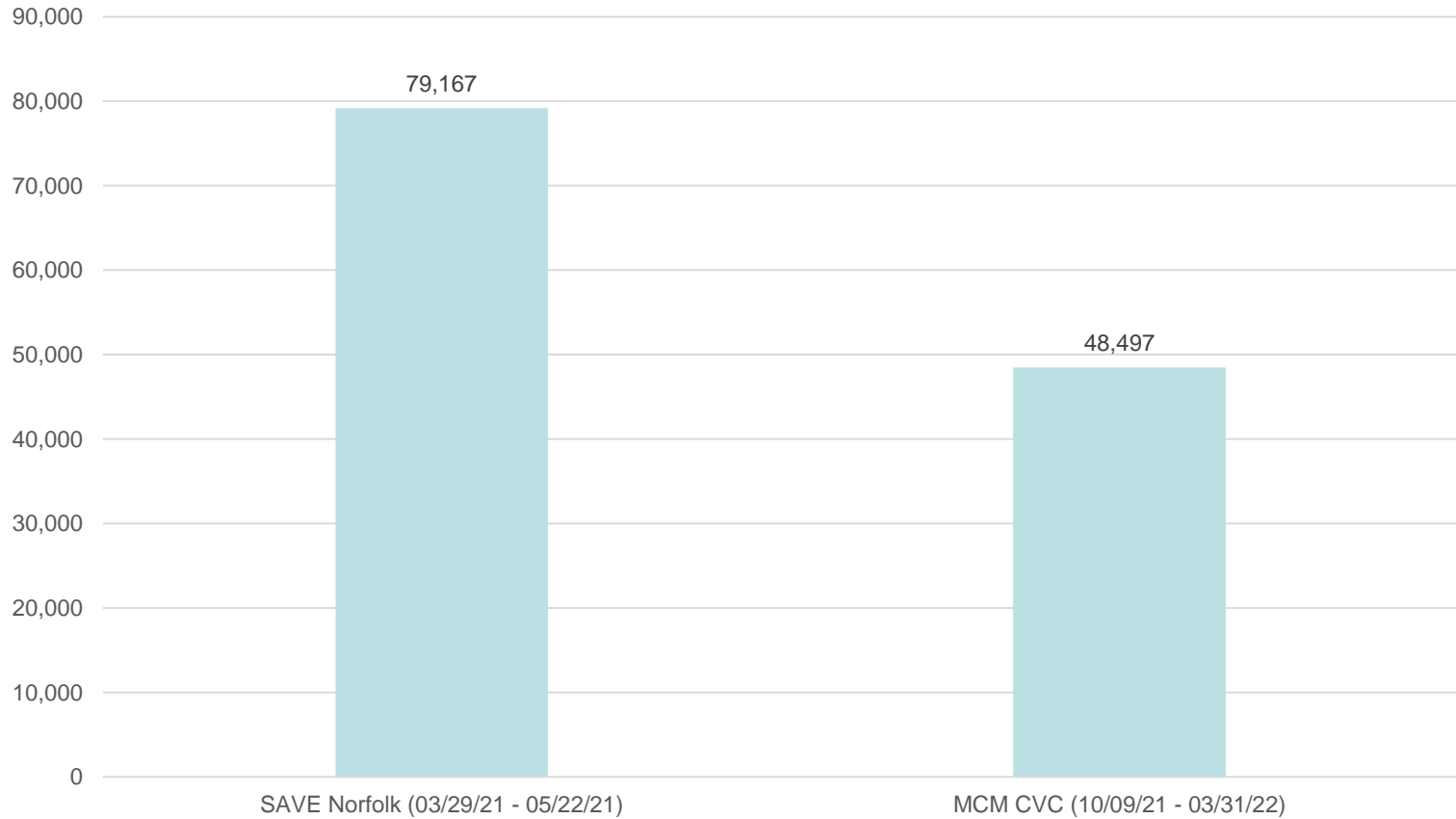
FOR IMMEDIATE RELEASE
Media Contact: Larry Hill, public information officer, Eastern Region, larry.hill@vdh.virginia.gov

COVID-19 Testing Offered at the Military Circle Mall Next Week Vaccination Clinics Also Continue

(Va.) – With the steady increase of COVID-19 cases across Hampton Roads, public health officials are adding a day for COVID-19 testing at the Military Circle Mall (located at 880 N. Military Highway). This clinic will be separate from ongoing vaccination clinics at the MCM. "With the spread of illness in the community, Dr. Parham Jaber, Acting Health Director for Norfolk and Virginia Beach Health Departments notes, "it is critical for all community members eligible for COVID-19 testing to receive the vaccine as soon as possible." In addition he shares, "individuals should seek testing upon developing COVID-like symptoms or if exposed to someone ill with COVID."

Metrics

Norfolk Military Circle Mall Vaccinations Administered



Lessons Learned

- **Considerable training needs for registration**

- Setting up of accounts, use of tablets, and training for clinical provider training was extensive, exacerbated by changes in registration systems
- Having a well-trained, designated lead onsite was paramount for just-in-time training.
- **Lagniappe:** Norfolk school nurses and other medical professionals came to the Military Circle Mall for training; were able to assist with vaccination efforts at their home agencies.

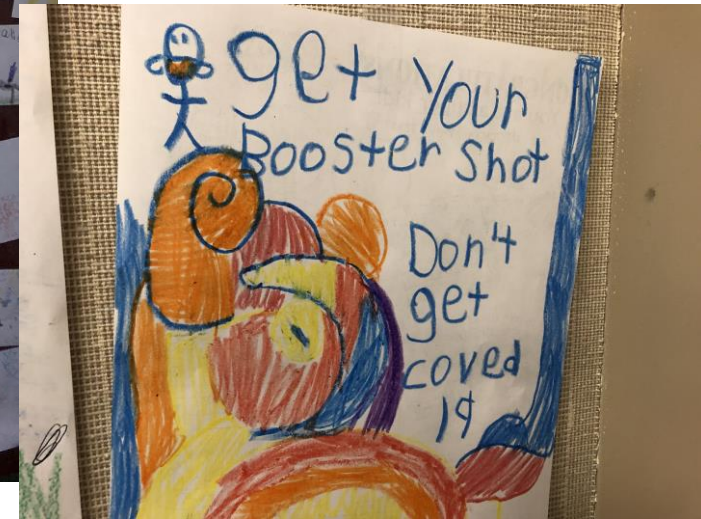
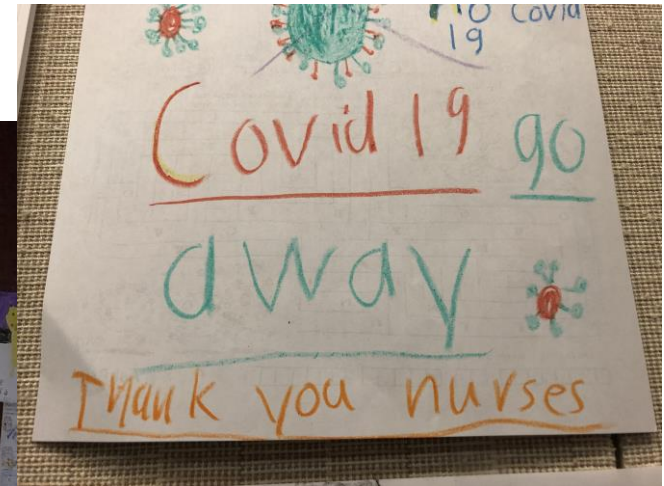
- **Ensuring Equitable Access**

- The ability to provide walk-in services was critical following initial mass release of vaccinations to ensure accessibility by all populations.
- Linking the MCM using a hub and spokes model, where residents could be bussed in for vaccinations increased reach into community.
- Engaged community and city leaders (“Norfolk Trusted Partners”) to obtain feedback regarding services provided.

Lessons Learned

- **Friday afternoons was the best time to share press releases**
 - Led to four day coverage (F-M) of information; setting an cadence meant news outlets looking for information and helped propagate messages
 - Public messaging further supported by a dedicated “Call Center” at Norfolk Department of Public Health
- **Internal Layout Improvements**
 - Encouraged presence of bilingual translators and community health outreach workers to assist clients upon entry where needed
 - ‘Pharmacy Unit’ - Drawing of vaccines, maintain temperature control, prevented and reduced waste, improved efficiency
 - One-way flow through large building; Entry and Exit into facility through a different door
 - Kid-friendly venue as pediatric vaccines offered (Wall of Art, Privacy Pods)

Children's Wall of Art



Reference Articles

Current State of Mass Vaccination Preparedness and Operational Challenges in the United States, 2018-2019

Divya Hosangadi, Matthew P. Shearer, Kelsey Lane Warmbrod, Lilly Kan, Michelle Cantu, and Jennifer B. Nuzzo

Health Security 2020 18:6, 473-482

- **Key Finding:** Barriers to implementing rapid mass vaccination operations included insufficient personnel qualified to administer vaccinations, increased patient load compared to pill-dispensing modalities, logistical challenges to maintaining cold chain, and operational challenges addressing high-risk populations, including children, pregnant women, and non-English-speaking populations.

Infection prevention and mass vaccination training for U.S. point of dispensing staff and volunteers; a national study, 2015.

Terri Rebmann, Travis M. Loux, Thomas K. Zink, Zachary Swick, Mary Wakefield

American Journal of Infection Control 2015 Mar 1;43(3):222-7

- **Key Finding:** For all topics except smallpox vaccine administration, more staff than volunteers received pre-event training ($P < .01$). The most frequent planned JIT training includes hand hygiene (79.8% and 73.5%) and PPE selection (79.4% and 70.0%) to staff and volunteers. More JIT training is planned than has been given pre-event for all topics ($P < .001$).

Challenges and Opportunities of Mass Vaccination Centers in COVID-19 Times: A Rapid Review of Literature.

Gianfredi V, Pennisi F, Lume A, Ricciardi GE, Minerva M, Riccò M, Odone A, Signorelli C

Vaccines (Basel). 2021 Jun 1;9(6):574.

- **Summary :** Literature review of 15 articles in English and full text available describing a Mass Vaccination Center (MVC) preparation needs, layout, pharmacy room, staffing and medical procedures, and timing and performance.

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Norfolk Health District

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Virginia Beach Health District

Chesapeake Health District

Portsmouth Health District

Hampton-Peninsula Health District

VDH Medical Reserve Corps

VDH Office of Emergency Preparedness, Epidemiology, Communications, Community Health Services

Commonwealth of Virginia/VDH Unified Command - Vaccine Unit and Testing Team

AshBritt

Virginia Department of Emergency Management

Virginia National Guard

Federal Emergency Management Agency

Questions & Answers