

San Francisco COVID-19 Vaccination Plan

San Francisco Department of Public Health & COVID Command Center



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Contents

Introduction: The Promise of the COVID-19 Vaccine

Background

- Pathways of COVID-19 into SF

- Phases of the Vaccine Rollout

Timeline for Achieving Full Vaccination

Our Path to Immunity: A Network of Vaccination Sites

- Eligibility

- Guiding Principles

- High Volume Sites

- Community Vaccine Access Sites

- Pharmacies

- Waste Reduction

Reaching Priority Populations

- Long-term Care Facilities

- Persons Experiencing Homelessness

- Education and Childcare

Data

Communications and Outreach

The Promise of the COVID-19 Vaccine

We are all ready for the pandemic to be behind us — to be on the road to recovery and enjoy our city and our loved ones once again. Together with adherence to public health measures such as masking, hand washing, and social distancing, the COVID-19 vaccine will bring an end to this pandemic.

The San Francisco Department of Public Health (SFDPH) and the COVID Command Center (CCC) are committed to getting vaccine into arms as quickly, safely, and equitably as possible. Together, we have begun the most ambitious vaccine effort in our City's history. Well before the federal government approved two vaccines for widespread use, we developed a strategy to facilitate COVID-19 vaccination for everyone who lives and works in San Francisco.

SFDPH and the CCC have a goal to administer at least 10,000 vaccines per day once adequate supply is received. Rough estimates suggest that to achieve population immunity, we must vaccinate approximately 1 million individuals living and working within San Francisco, or 70 percent of San Francisco residents and essential workers. Based on current vaccine types, that means administering over 2 million doses. The faster we can get people vaccinated, the closer we will come to achieving this goal.

To achieve our goal, we are building a robust and flexible vaccine distribution network that includes:

- **High Volume Sites** in communities with the highest incidence of COVID-19
- **Community Vaccine Access Sites**, including community clinics, neighborhood sites, and mobile vaccination teams
- **Pharmacies**, including CVS, Walgreens, and Safeway

Our vaccination strategy is grounded in equity, speed and partnerships. It is designed to make receiving the COVID-19 vaccine as convenient and comfortable as possible for as many people as possible and focuses resources on communities and neighborhoods disproportionately

affected by the pandemic. Our strategy, like so much else we have undertaken during the pandemic, is a partnership among the City, health care providers, community-based organizations, pharmacies, and the communities we serve.

Distributing the COVID-19 vaccine during a pandemic is an unprecedented event, and we are working against a backdrop that is unpredictable and constantly evolving. Most of the decisions regarding the allocation of vaccine are driven by the state and federal government, including how much vaccine a county receives and when. The unique characteristics of the currently available vaccines — especially the need for ultra-cold storage — make storing and handling it particularly challenging. Most problematically, the vaccine is currently in very limited supply.

But by creating a network of vaccination sites, partnering with health care providers, and focusing our efforts in areas of high COVID positivity, we are ensuring that San Francisco residents and essential workers who want the vaccine will receive it as quickly and equitably as possible once adequate supply is received.

And we are not doing this alone: San Francisco's vaccination effort is inextricably linked with the regions. We are in close coordination with other Bay Area counties, exchanging best practices and aligning messaging and operations where possible. Together, we have agreed to vaccinate both our own residents and those who work in our counties. This regional approach is key for vaccination success, just as it was early in the pandemic when the Bay Area was first region in the United States to stay home to stop the spread of COVID-19.

This document outlines the SFPDPH and CCC vaccination strategy in detail. It describes each component of our distribution strategy, including how we are accelerating vaccination for the communities and populations hardest hit by COVID-19. It also includes our communications plan, data strategy, and timeline for achieving full vaccination.

This plan builds on the Vaccination Plan that SFPDPH published in December 2020, accessible at: <https://sf.gov/sites/default/files/2020-12/COVID-19%20Vaccination%20Plan%20-%20City%20and%20County%20of%20SF.pdf>

COVID-19 Vaccine: Overview

As of February 2021, two vaccines have been reviewed and authorized by the FDA to protect individuals against COVID-19 in the United States: Moderna and Pfizer. After being thoroughly studied, these vaccines are being distributed and administered to health care providers across the country. (As of publication, at least three other vaccines are close to seeking, or are seeking, Emergency Use Authorization from the FDA: Johnson & Johnson, AstraZeneca, and Novavax).

The first two COVID-19 vaccines available have shown 94-95% efficacy against a person becoming ill with COVID-19 based on clinical trials. This means the vaccines are extraordinarily effective. The vaccine was developed so quickly because the FDA allowed required steps to overlap, instead of proceeding sequentially, and because medical experts have been working on developing vaccines for the coronavirus family for years. They did not have to start from scratch.

The vaccine is put through rigorous scientific testing to ensure that it is safe and effective. *Every study, every phase, and every trial* was reviewed by the FDA and a safety board. The clinical trials involved tens of thousands of people to make sure they met safety standards and protected adults of different ages, races, and ethnicities. Serious side effects are extremely rare. Currently, the vaccine has not been fully studied in children under age 16, and therefore is not yet recommended for this age group.

The Pfizer and Moderna vaccines work by teaching our body's immune system to recognize and neutralize the virus. They are made with a technology that uses synthetic messenger RNA, or mRNA. Many vaccines put a weakened or inactivated germ into our bodies to trigger an immune response. Instead, mRNA vaccines carry a set of instructions and teach our cells to make a protein that triggers the production of antibodies. These antibodies protect us from getting infected if the real virus enters our bodies.

The COVID-19 vaccine is a critical tool to slow the spread of COVID-19 and end the pandemic. We can keep each other healthy, support our health care workers, and get San Francisco back on its feet by getting vaccinated against COVID-19.

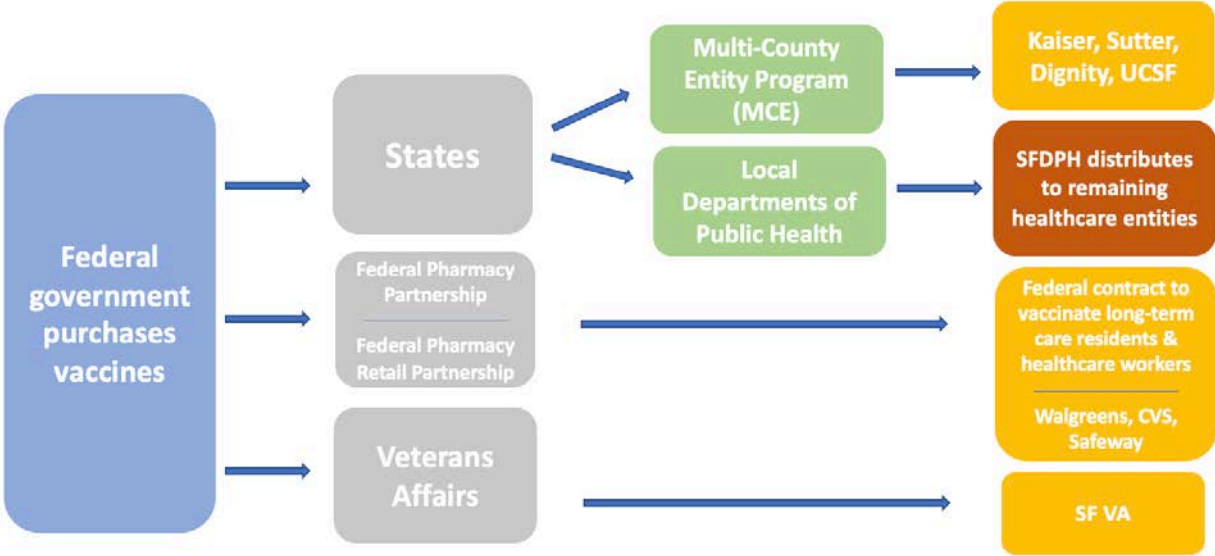
Background

The federal and state governments control vaccine allocation and prioritization phases. These factors significantly influence the SFDPH and CCC vaccine strategy because they determine how quickly, to whom and when we can distribute the vaccine.

Pathways of COVID-19 vaccine into San Francisco

Vaccine supply into San Francisco has four major sources (Figure 1)

Figure 1: How COVID-19 Vaccines get into SF



1. From the federal government to the Veterans Administration for their staff and patients.
2. From the federal government to the Federal Pharmacy Partnership—a federal partnership with pharmacies, including CVS and Walgreens, to provide on-site COVID-19 vaccination for staff and residents at long-term care facilities, including skilled nursing facilities, assisted living, and residential care facilities. The federal government has also

begun allocating vaccines as part of the Federal Retail Pharmacy Partnership.

3. **From the state government to multi-county entities (MCEs)** – health systems that operate in at least three different counties statewide (e.g., Dignity, Kaiser Permanente, Sutter, University of California). MCEs have received 60-70% of the total vaccine allotted to San Francisco.

4. **From the state government to the local health department (the San Francisco Department of Public Health)**. On Sundays and Tuesdays, the California Department of Public Health (CDPH) informs SFDPH how much vaccine it will receive; SFDPH cannot order as much as it needs or wants. The size of the allotment varies from week to week, and SFDPH is notified of the quantity with a turnaround of less than five days. The uncertainty that this current allocation system creates makes it difficult for the City and all partner health care systems to appropriately plan ahead for vaccine administration.

SFDPH and the CCC have control over just a portion of the vaccine coming into San Francisco. In other counties, the local health department receives more of the vaccine, but the opposite is true in San Francisco due to our unique position as both a city and a county as well as the density of health care systems in the city.

SFDPH and the CCC are responsible for both administering and allocating the vaccine we receive. We *administer* the vaccine to patients in the San Francisco Health Network (SFHN). We also *allocate* vaccine to non-SFHN entities that are not affiliated with a hospital system to vaccinate their staff and priority populations (such as Chinese Hospital, North East Medical Services, Mission Neighborhood Health Center, and HealthRIGHT 360).

In January, the State selected Blue Shield of California to take over California's vaccine distribution process. Blue Shield will be responsible for assembling a centralized system that supports a statewide vaccination network. As of publication, the details about this partnership continue to evolve.

What is the SF Health Network?

The San Francisco Health Network (SFHN) is a comprehensive system of care, overseen by SFPD. It includes primary and specialty care, dentistry, emergency and trauma treatment, skilled nursing and rehabilitation, and behavioral health. The SFHN is made up of the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center, Laguna Honda Hospital and Rehabilitation Center, as well as numerous DPH-run primary care clinics throughout the city.

SFHN patients have health care coverage through Medi-Cal, Healthy San Francisco, Covered CA, as well as other insurance programs. Healthy San Francisco provides coverage to San Francisco residents regardless of immigration status, employment status, or pre-existing medical conditions. The SFHN helps enroll people in health insurance programs. For more information, visit: <https://sfhealthnetwork.org/>



Phases of the Vaccine Rollout

The initial supply of COVID-19 vaccines is very limited. As a result, California developed a prioritization plan that is based on a phased approach. The plan prioritizes those who are at the highest risk of contracting the virus and spreading the virus as well as those at risk of serious illness, hospitalization, and death.

San Francisco is required to follow the State’s prioritization plan.

In early February, the State made significant changes to its plan in hopes of further preventing hospitalization and deaths and speeding up and simplifying the vaccination process. As of publication, the plan includes two phases and allows people with disabilities or who are at higher risk for morbidity and mortality from COVID-19 to be vaccinated beginning March 15 (Figure 2).

Figure 2: CDPH Vaccination Phases

Phase 1A (now vaccinating)	Phase 1B (tier 1) (now vaccinating 65+; sector populations starting 2/24/21)	Future phases
<ul style="list-style-type: none">• Healthcare workers• Long-term care residents	<ul style="list-style-type: none">• Individuals 65 years and older• Sector populations:<ul style="list-style-type: none">• Education and childcare• Emergency services• Food and agriculture	Beginning March 15 , healthcare providers may use their clinical judgement to vaccinate individuals aged 16-64 who are deemed to be at the very highest risk to get very sick from COVID-19.

CDPH’s Vaccine Allocation Guidelines provide more detail on the populations eligible in each Phase. The Guidelines are available here:

<https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/VaccineAllocationGuidelines.aspx>

After these phases, the State is expected to continue an age-based system. As of publication, the details of the new approach are not known. Priority tiers continue to change.

Timeline for Achieving Full Vaccination

If vaccine supply were to increase to meet the City's capacity to administer 10,000 vaccines per day, we could achieve our target goal within 120 days.

Vaccinating children will be an important component of population immunity as well. However, the vaccine trials for children are not expected to be completed until late summer or early fall. Once vaccine is approved for children, we are confident that it could be quickly administered.

Our vaccination strategy is focused on the neighborhoods that have disproportionately carried the burden of COVID-19. This is because vaccinating communities with the highest prevalence of COVID-19 is one of the fastest ways to decrease the spread of the disease. Given disparate COVID-19 prevalence across neighborhoods and communities within the city and county, concentrating vaccination efforts in communities most heavily impacted by the disease will significantly bend the disease curve, while also saving more lives.

COVID-19's impact has reinforced our country's health inequities, as the pandemic has disproportionately impacted low-income communities and communities of color. We have the opportunity, through our COVID-19 vaccine rollout, to address some of these inequities and vaccinate our most vulnerable residents.

Our Path to Immunity: A Network of Vaccine Sites

In partnership with the health care providers in San Francisco, which are receiving the majority of the vaccine doses from the state, SFDPH and the CCC are facilitating the quick and efficient delivery of vaccines through a three-pronged distribution strategy that includes:

- high volume vaccine sites
- community vaccine access sites
- pharmacies

With these site types we are building a vaccine network that can efficiently and equitably administer the vaccine as quickly as we receive it and in accordance with the State's prioritization plan. The network is a product of unprecedented partnerships – with community, the city's health care systems, federally qualified health clinics, community-based organizations, and pharmacies.

Eligibility

As of publication, San Francisco has fully moved into Phase 1B, Tier 1. Now people who work in the education and childcare, emergency services, and food and agriculture sectors, as defined by California's population prioritization plan, in addition to health care workers and people 65 or older, are eligible to receive the vaccine. We are prioritizing those 65 years and over for vaccination because they carry the highest risk of hospitalization and death of any population in the city. In San Francisco, people 65 years of age or older represent 15 percent of COVID cases yet represent 83 percent of San Francisco's COVID deaths.

Even though someone may be eligible to receive the vaccine, vaccination is still dependent upon supply. The sectors in Phase 1B employ more than 160,000 people, which is in addition to the approximately 210,000 healthcare workers and people 65 and older. Each person must receive two doses, so therefore we need more than 420,000 doses to complete vaccinations for

healthcare workers and people 65 and older and more than 230,000 doses to vaccinate those in Phase 1B, Tier 1. This is a total of 650,000 doses. However, the entire City (SFDPH and providers combined) has received 456,000 doses as of February 23.

It is important to note that not all counties will move through the State's phases and tiers at the same pace. This is because the population and demographics in each phase vary among counties. San Francisco, for example, has a larger population of health care workers than other counties in the region due to the density of health care systems in the city. As a result, other counties can move to the next phase more quickly than San Francisco.

People who live outside San Francisco can receive the vaccine in San Francisco. This is because:

- Many people who perform essential work in San Francisco do not live in the city.
- People who live outside San Francisco may receive their health care in the city.
- Health systems span multiple counties, and their patients have access to the health system in its entirety.
- The State has been explicit in its directive that high-volume sites receiving state allocations of vaccine must have accessibility for any residents of the region.

People who are eligible to be vaccinated can sign up for an appointment at:

SF.gov/getvaccinated, the state's MyTurn website or by calling (833) 422-4255. Health systems are also reaching out to their members with instructions on how to make an appointment consistent with the eligibility guidelines and per vaccine availability.

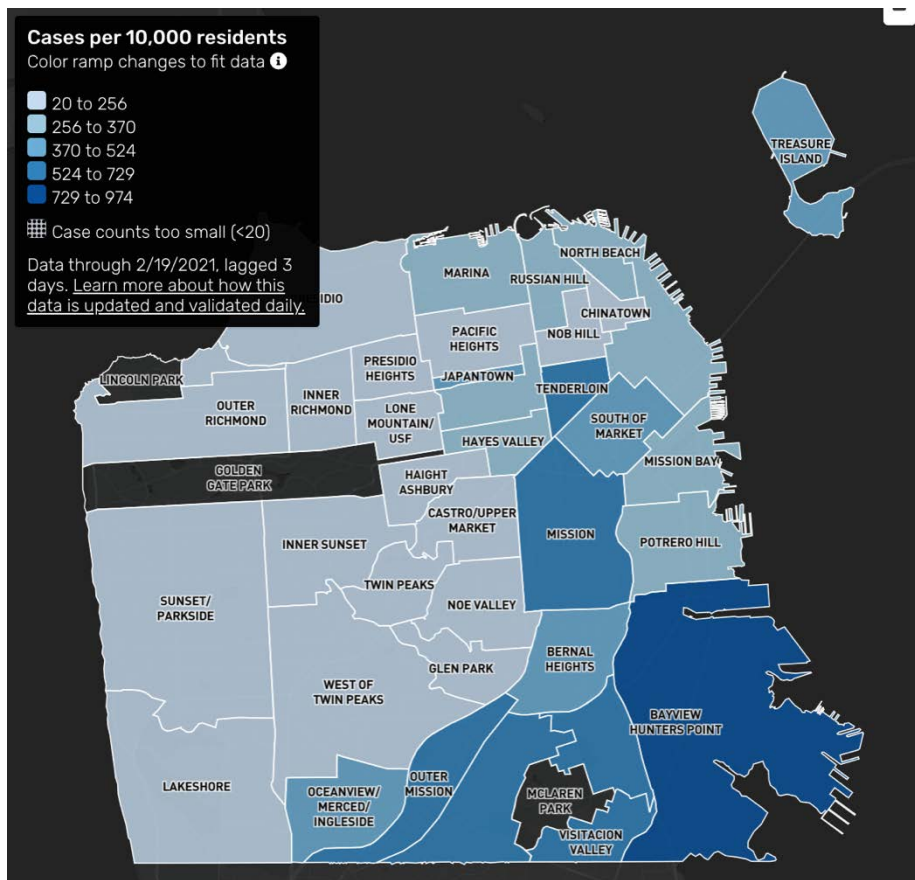
We are establishing a web-based vaccination scheduling and tracking system with Primary Health. The system is for the public and health care workers and will be used at the CCSF site, community clinics, neighborhood sites and by the mobile teams. It has a waitlist function so that eligible people can be alerted if earlier appointments open up, as well as language accessibility in over 10 languages, including San Francisco's threshold languages. In addition, it has a call center function to help people navigate the site. The CCC is also standing up a call center to provide appointment assistance for any vaccine locations in the city, including the high-volume, pharmacy and community sites.

Guiding Principles

Our vaccine distribution strategy is grounded in equity, partnerships and speed. It is guided by the following set of principles:

- **Equity:** Prioritize rapid vaccine access for communities of highest COVID prevalence, including among those who do not have access to health care.
- **Partnerships:** Partner to ensure broad and timely access to vaccination for priority groups across each phase.
- **Capacity:** Ensure capacity to fully use vaccine supply aligned with CDC and state guidelines for priority.
- **Efficiency:** Preserve SFPDPH staff for functions only SFPDPH can provide, such as partnerships with community clinics.
- **Transparency:** Strategy, metrics, outcomes, and general information must be transparent and visible to the public and partners.

COVID-19 Prevalence by San Francisco Neighborhood



The highest rates of infection are in the Southeast sector of the city including the Mission, Bayview/Hunters Point, Excelsior, and Visitacion Valley. Our strategy is focused on ensuring those communities experiencing the most negative impacts of COVID-19 receive early and low-barrier access to the vaccine.

High-Volume Sites

The City is partnering with health care providers to operate high-volume vaccination sites strategically placed across the city. These high-volume sites play a crucial role in helping us meet our goal to vaccinate 10,000 people a day. We anticipate that most people who live and work in San Francisco will receive their vaccine at one of these high-volume sites.

The full operation of these sites is contingent upon vaccine supply. Operations are primed so that should the City receive a sudden, large influx of vaccines from the state or federal government and/or changes in the State's prioritization plan prompt changes in vaccination operations, we can immediately pivot, ramp up vaccinations, and meet the new expectations.

The selection of these high-volume vaccine sites is informed by the rates of COVID-19 infection, hospitalizations, and deaths in San Francisco. The highest rates of infection are in the Southeast sector of the City, and the City has selected the locations of vaccine sites, so they are easily accessible to the residents of these neighborhoods.



The first high-volume site opened at City College of San Francisco on January 22, 2021

The sites are open to everyone, regardless of provider and insurance status. This means that any San Franciscan or anyone who works in San Francisco who is eligible to get vaccinated can schedule an appointment at these sites regardless of where they normally receive health care or whether they are insured. Appointments will increase as vaccine supply ramps up.

See Table 1 below for more detail on each site and visit the SF Gov Get Vaccinated Against COVID-19 webpage for the most up to date information on hours and scheduling.

Table 1: High-Volume Vaccination Sites in San Francisco

City College – Ocean Campus	
Partner	UCSF Health
Hours	8:00 am – 12:30 pm most days
Max daily capacity	3,000 vaccinations per day once fully operational
Type	Drive-through
Appointments	By appointment only. Most appointments are by invitation.
Date opened	January 22, 2021
SFDPH, DEM, CCC role	Provide logistics, administration, vaccine registry support, outreach for invitations to high-prevalence communities, and occasional vaccine supply
Health system role	Provide medical personnel vaccinators teams (nurses, physicians, pharmacists, medical assistants), medical equipment and vaccine
Cost	Vaccines are free
Insurance	No insurance is required

Moscone Center South	
Partners	Kaiser Permanente, Adventist Health, the California Medical Association, CommonSpirit/Dignity, and Futuro Health as well as the California Primary Care Association
Hours	8:00 am– 6:00 pm, 7 days per week
Max daily capacity	7,000 vaccinations per day once fully operational
Appointment	By appointment only, through the state-run MyTurn portal
Date opened	February 5, 2021
SFDPH, DEM, CCC role	Support operations with logistics, administration, outreach and education

Health system role	Provide vaccine, medical personnel for vaccinator teams, electronic registration system oversight and support (MyTurn), event management
Cost	Vaccines are free
Insurance	No insurance is required

SF Market in the Bayview	
Partners	Sutter Health and Sutter Pacific Medical Foundation
Hours	8:00 am – 5:00 pm, Monday through Friday
Max daily capacity	1,500 vaccinations per day once fully operational
Appointment	This site will be appointment-only and a walk-through
Date open	February 16, 2021
SFDPH, DEM, CCC role	Support operations with logistics, administration, outreach and education, and occasional vaccine/mobile support
Health system role	Provide vaccine, medical personnel for vaccinator teams, electronic registration system oversight and support (MyTurn), event management
Cost	Vaccines are free
Insurance	No insurance is required

Additional high-volume vaccination sites

Oakland Coliseum: The Biden Administration and State of California have set up a mass vaccination site at the Oakland Coliseum. The site is operated by the Federal Emergency Management Agency (FEMA) in conjunction with the Governor’s Office of Emergency Services and is expected to provide at least 6,000 vaccines a day. The Coliseum site is a regional site. This means it is open to anyone in the region who is currently eligible to receive a vaccine. Registration is available through the state’s MyTurn scheduling system.

Health Systems: The Health Systems are standing up high-volume sites for their patients. Kaiser Permanente has a site on the University of San Francisco (USF) campus that can administer up to 2,400 vaccines a day. UCSF has sites at Parnassus and Mission Bay with the capacity to administer up to 600 vaccines a day. Sutter and the Sutter Pacific Medical Foundation are in the process of standing up a site at Fort Mason with the capacity to administer up to 2,000 vaccines a day.

Ensuring equitable access to vaccination sites

COVID-19 has exposed and targeted the vast health inequities in our city. Through targeted outreach and referrals, SFDPH and the CCC are decreasing barriers to accessing vaccines for those communities that have carried the burden of COVID-19 infections and deaths, including seniors, low-income communities and communities of color. Tactics include:

Reserved appointments. We are working with each of the three high volume sites to ensure access to appointments for priority groups from communities most impacted by COVID-19. A certain number of appointment slots will be reserved for direct booking by neighborhood outreach teams and priority groups will also be notified when appointments are available. This feature is key to ensuring access for the most vulnerable, and especially those who are not technologically savvy. This is one of the key reasons that not all sites are drop-in sites – having appointments enables us to reserve a selection of appointments for priority groups.

Broad and targeted outreach. SFDPH and the CCC are presenting at community meetings in priority areas to inform them about the sites and the importance of vaccination. We are working with community-based organizations (CBOs) to tailor culturally and linguistically appropriate outreach to people in ZIP codes with high prevalence of COVID-19 and are training CBO staff, faith-based leaders and other community stakeholders to be vaccine ambassadors so they can answer questions and help increase vaccine confidence among the communities they work with. For more on our outreach strategy, see page 32.

Ahead of time scheduling and support:

- In-person support at Vaccine Navigation Hubs: To support those who need help navigating the appointment scheduling process, we are establishing Vaccine Navigation Hubs at testing sites, essential service hubs, churches, synagogues and mosques and other trusted sites in the community. At the Vaccine Navigation Hubs, people can learn about COVID-19 vaccines, get questions answered, and be directed to appointments or drop-in options based on personal preference and availability. The Vaccine Navigation Hubs will play a key role in supporting seniors who may require additional help with internet scheduling.
- Remote support via call center: In-person support may not be convenient or feasible for some who are interested in a vaccination. As such, we are working to establish call-

center options for residents in need of scheduling assistance. We have selected a third-party vendor to manage a call center and we are requiring call-center support in San Francisco's threshold languages. The CCC is also setting up a more limited call center to provide targeted support.

Transportation access: We are working closely with the SFMTA and other stakeholders to enable fuller access to vaccination sites. Many people in the city rely on Muni for transportation, yet Muni service is limited during the pandemic. The City College site is also a drive-through site, complicating access for people who do not drive. While the pharmacies and community sites are neighborhood access points, accessible by foot, bike or a short transit trip, it is equally important that people can reach the high-volume sites. We are taking the following steps to ensure access to the vaccination sites:

- The SFMTA is offering free, round-trip transportation for people getting their COVID-19 vaccine. Anyone will be able to ride Muni to and from their appointment for free with proof of an appointment, regardless of which site in San Francisco they use.
- The SFMTA will increase the amount of service available to Essential Trip Card (ETC) participants to help cover trips to vaccine sites. The ETC is a discount program to help seniors and people with disabilities make essential trips in taxis during the pandemic. Eligible participants pay 20% of the taxi fare for essential taxi trips. If ETC participants think that the cost of their trips to vaccine appointments will require more funds than they can currently load each month, they can add \$60 of additional funds, at the cost of \$12 to the rider, one time only. We are including information about the program in our vaccine outreach and at our Vaccine Navigation Hubs. For more information see: <https://www.sfmta.com/getting-around/accessibility/paratransit/essential-trip-card>
- Paratransit rides will also be free to and from vaccination sites within SF Paratransit's service area. Paratransit taxi riders will have \$60 loaded onto their taxi debit card, which will be valid for up to six months, to get to and from their vaccine appointment. DPH is coordinating closely with SF Paratransit to ensure they have up-to-date information about the sites to guarantee driver and vehicle availability.
- We are working with the Mayor's Office on Housing and Community Development, Mayor's Office on Disability, and Department of Disability and Aging Services to identify barriers and potential solutions to increase access for older adults and people with disabilities to access the vaccination clinics.

Community Vaccine Access Sites

Communities that have been most negatively affected by COVID-19 also face structural barriers to accessing health care resources, including poverty, structural racism, language differences, digital literacy and access, and transportation. Therefore, the community vaccine access sites are a vital part of our vaccination strategy.

SFDPH, with support from the CCC, is working in partnership with health care clinics and community-based organizations to establish a network of community vaccine access sites in areas of high COVID positivity, as well as in areas lacking access to health care services, to ensure the equitable availability of vaccination. Community vaccine access sites include:

- Community clinics
- Neighborhood sites
- Mobile vaccination teams

Community clinics

The core of the community vaccine access strategy is leveraging San Francisco's existing culturally and geographically accessible community clinics and partnering with the San Francisco Community Clinics Consortium (SFCCC). This includes SFDPH community clinics and other safety-net clinics for the uninsured and underserved in neighborhoods throughout the city.

There are five key reasons why community clinics are the main pillar of the community vaccine strategy and ideal for disseminating the vaccine to groups that otherwise might be difficult to reach:

1. **Geographic reach.** San Francisco has an extensive network of community clinics and hospitals, many of which are in the communities hardest hit by COVID-19. This includes North East Medical Services (NEMS), HealthRIGHT 360, Southeast Health Center and Ocean Park Health Center.
2. **Patient population.** Community clinics serve the most vulnerable people in our city.

3. **Trust.** Community clinics provide care that is linguistically and culturally appropriate. They are places people know and trust. In addition, many people receive their flu shot from community clinics, which helps to build trust in the COVID-19 vaccine and the distribution process.
4. **Access to care.** People who have a usual, continuous source of primary medical care generally have better health outcomes. Supporting vaccination at clinics will bring people into the traditional health care system, growing their comfort and familiarity with receiving health care and helping them see vaccination not as an isolated event, but part of overall health and well-being. From a public health perspective, this is a key opportunity to expand access to health care for medically vulnerable populations.
5. **Vaccine handling and care.** The COVID-19 vaccine is more difficult to handle and manage than other vaccines. Both the Pfizer and Moderna vaccines require ultra-cold storage; temperature regulation is key. Clinics have the space and storage to be able to handle the vaccines. This is why vaccination efforts outside of the hospital and clinic settings are not ideal as they can result in vaccine waste due to issues with temperature regulations. (See page 24 for more on our waste prevention strategy).

SFDPH and the CCC are allocating vaccine directly to clinics within and outside the SFHN, including the San Francisco Community Clinics Consortium (SFCCC), Federally Qualified Health Centers (FQHC) and community clinics, to vaccinate at-risk populations. While the vaccine is in limited supply, we are prioritizing clinics in high-prevalence neighborhoods as well as clinics with a large population of people 65 and over. In order to become a vaccine provider in the state, clinics need to be registered into the State's CalVax system. At the same time, we are working with other clinics to do outreach and refer their patients to the vaccine sites.

Appointments and registration will vary by site. Some sites may be drop-in and others by appointment only. Some clinics are only open to people in certain ZIP codes, while other clinics may only be vaccinating their own patients. Using neighborhoods to prioritize eligibility and providing drop-in hours helps to ensure low-income individuals and those most negatively affected by COVID-19 receive early and low-barrier access to the vaccine.

Neighborhood sites

Relying solely on the network of clinics may not prevent disparities in vaccine uptake, as many communities mistrust medical care and government-run systems. At the same time, vaccination efforts outside of the hospital and clinic settings are resource intensive as they demand special processes for handling and storing the vaccine.

To that end, we are standing up community vaccine sites where necessary to close vaccine access gaps in communities with the highest COVID prevalence and that have limited access to health care services. This includes parts of the Mission, Bayview, Excelsior, and Visitacion Valley.

To fill additional gaps in access and information, we are also setting up Vaccine Navigation Hubs at essential service locations, testing sites, and other trusted community institutions throughout the city. The goal of the hubs is to link individuals to high-volume vaccine sites, community clinics or community vaccine sites, and pharmacies. The Vaccine Navigation Hubs will provide culturally responsive and language accessible services, and staff will be trained to share up-to-date information about vaccines and to support scheduling.

The first community vaccine access site opened in the Mission District at 24th and Capp Streets in early February. The site has an initial capacity of 120 vaccinations per day and, when vaccine capacity increases, this site may expand to conduct 200-400 vaccinations per day. Vaccines are by appointment only and the site is serving community health workers and local residents over the age of 65 within the Unidos en Salud network, which includes uninsured vulnerable populations.

The Bayview community vaccine access site launched mid-February and has an initial capacity of 120 vaccinations per day. The site will operate once per week and potentially expand as supply becomes available.



The first community vaccine access site opened in the Mission in early February.

Mobile vaccination teams

The goal of the mobile vaccination teams is to reach populations with high rates of COVID-19 illness, hospitalization and death and who have structural barriers to accessing the vaccine. A guiding principle of this work is to bring vaccine to people who are not able to easily access traditional settings like a doctor's office or pharmacy.

Specifically, mobile vaccine teams are targeting:

1. People who cannot or will not be able to access vaccine outside of their home due to cognitive, behavioral, physical or structural reasons; and
2. Specific locations, such as homeless shelters, shelter-in-place hotels, permanent supportive housing, SROs and certain senior living facilities.

Our goal is to link people to vaccine sites and reduce vaccine access barriers whenever possible prior to deploying a mobile resource. We are doing extensive outreach, engagement, and referral support around the city to link people to vaccination sites that meet the needs of various communities. We also are taking extensive steps to ensure the vaccine sites are friendly and accommodating to seniors, people with disabilities and others who may need additional

support. Finally, we are also working with the providers that care for homebound adults to support them to do direct vaccination. We want to respect that many providers are the best resource for these populations.

These and other efforts allow us to selectively deploy mobile vaccine teams only when other tactics are not feasible.

The first CCC mobile vaccine pilot occurred on February 12 at Vera Haile Senior Housing in the Tenderloin. In partnership with Mercy Housing, the CCC mobile team vaccinated 81 eligible residents from Vera Haile and other nearby Mercy Housing sites. The pilot enabled the CCC mobile team to test its operational workflows and identify improvement opportunities for future mobile team deployments.

For more on how we are using mobile vaccine to reach people experiencing homelessness, see page 27.



Pharmacies

Pharmacies, such as Walgreens, CVS, and Safeway, as well as local, community pharmacies, will also serve as vaccine access points and are key to achieving broad access to the vaccine. This is because pharmacies are easily accessible and located in all neighborhoods throughout the City. Moreover, each year, pharmacies play a vital role in offering influenza vaccine access for many adults 65 years old and over.

In February, the U.S. Centers for Disease Control and Prevention (CDC) announced the Federal Retail Pharmacy Program, which is a collaboration between the federal government, states and territories, and 21 national pharmacy partners and independent pharmacy networks. CVS and Rite Aid are the initial partners in this program in California. This partnership will eventually enable SFDPH to stand up vaccine sites at pharmacies all over the city. Access to vaccine through this federal program will be largely supply dependent, and vaccine appointments will be limited until supply increases.

In the meantime, SFDPH is allocating vaccine to select pharmacies to vaccinate adults 65 and older. We are prioritizing pharmacies located in districts and neighborhoods with high-disease prevalence where access to community clinics is challenging. As of publication, there are over 10 pharmacies enrolled as vaccine administrators across the city.

Once the Federal Retail Pharmacy Program is established and vaccine supply stabilizes, SFDPH will redirect resources and vaccine supply towards the community-based strategy.

Waste Reduction

Ensuring no vaccine goes to waste is a top priority. Due to vaccine scarcity, especially during the early phase of distribution, it is especially important to ensure that no dose is wasted. Ensuring zero wastage begins with the storage and handling process.

SFDPH has adequate ultra-low temperature freezers and refrigeration units in which to store the vaccines, with appropriate levels of security, temperature monitoring and back-up generators available in case of a power failure. We have a logistics and scarce resource team that ensures handling and transport processes that closely track expiration dates, require minimal disruption of the products, and feature low travel time and precise dose removal to meet scheduled appointments.

Additionally, all hospitals, pharmacies, and clinics participating in the vaccine distribution program are required to have on-site protocols for ensuring minimal to zero waste of vaccine at the end of the day. These processes include the following: close monitoring of syringe preparation (by a limited team of nurses, pharmacists or physicians) to limit the number of excess doses and opened vaccine vials per day; a process for vaccinating the vaccinator site staff as front-line clinical and public health field staff with end-of-day remaining doses; a call-down list on hand of prioritized populations; and the ability to vaccinate others from lower-priority phases and tiers if other options have been exhausted.



Reaching Priority Populations

As part of our vaccination strategy, we have developed targeted strategies to reach certain priority populations.

Long-term care facilities

In early December 2020, SFDPH worked with all long-term care facilities (LTCFs) in San Francisco to opt into the Federal Pharmacy Partnership program to ensure vaccination access as early as possible for both staff and residents. The Pharmacy Partnership for Long-Term Care Program is a CDC partnership with CVS and Walgreens to provide on-site COVID-19 vaccination for long-term care facilities including skilled nursing facilities (SNFs), assisted living, and residential care facilities for the elderly (RCFEs). The program provides end-to-end vaccination services at no cost to LTCFs for both staff and residents and offers up to six dates for on-site vaccination.

Vaccination of San Francisco SNFs began in late December 2020 with vaccination in RCFEs and assisted living beginning in early January 2021.

To date, all San Francisco SNFs that have opted into the Federal Pharmacy Partnership program have had their first round of on-site clinics offering vaccination for both staff and residents. By the end of February, all San Francisco RCFEs and assisted living facilities will have had their first round of on-site vaccination for both staff and residents.

For the few LTCFs that were not scheduled with the federal program, SFDPH has worked directly with these facilities to ensure alternative vaccination plans are in place. These plans include the facility's own internal capability to vaccinate or the facility coordinating directly with other vaccinating entities per the preference of the facility. Finally, SFDPH worked with these facilities to ensure access for their Phase IA eligible health worker staff to existing vaccine providers.

SFDPH will continue to monitor the progress of the federal program in providing vaccine access for both staff and residents of LTCFs. SFDPH will work with both CVS and Walgreens and LTCFs directly to assess for gaps in vaccine coverage and will address gaps through SFDPH operations.



Persons Experiencing Homelessness

To reach people experiencing homelessness (PEH), our goal is to work alongside our City partners to bring vaccines to the sheltered and unsheltered population of about 17,000 people. When vaccine supply and the State prioritization plan allows, we will deploy mobile vaccine teams to reach people at:

- Congregate settings including shelters
- Permanent supportive housing (SRO and non-SRO sites)
- Shelter –in-place hotels
- Isolation and Quarantine (I&Q) sites
- Safe Sleep sites
- Encampments

Previous iterations of the State’s prioritization plan included congregate settings in Phase 1B Tier 2. The state is no longer using this framework. However, many people living in congregate settings such as shelters are eligible to receive vaccine under the state guidelines because they are over the age of 65. If we deploy mobile resources to these sites, given how resource-intensive it is to do so, our preference is to vaccinate the entire sites, including all staff and residents. We are balancing the state guidelines with logistics.

When vaccine supply and the State prioritization plan allow us to vaccinate more people experiencing homelessness, we will start with the locations and groups at highest risk for COVID-19 transmission. Open congregate settings pose the greatest risk, followed by SRO-style buildings, apartments, and finally dense households. We will also factor in a site’s history of outbreak or outbreak risk, and percent of the population over 65. At many places, we will need to set up a vaccination clinic on site.

Key to successful vaccination of people experiencing homelessness are location and engagement. As many people experiencing homelessness do not have stable living conditions, our community partner teams have longstanding relationships with many clients and routinely reach out to them wherever they are located. We are also partnering with the SFHN, UCSF and community-based organizations to ensure the broadest possible outreach to this community and are working closely with DPH Whole Person Integrated Care, which includes the Street Medicine and Shelter Health teams.

We are also establishing communications channels and talking with staff and clients in the city’s homelessness response system to address vaccine confidence and hesitancy. For example, HSH staff and the SFDPH teams who already conduct testing and outbreak management in shelters and encampments are known to this population; they are starting one-on-one conversations about vaccine awareness. When possible, we will pre-register people for vaccine. We will also engage people between doses and after the second dose to monitor for symptoms and address any concerns. Our mobile vaccination teams will be able to document all encounters and doses with electronic records.

In March, we will begin a series of pilot programs to assess how we can vaccinate people experiencing homelessness who live in buildings with a large proportion of residents age 65 and older, in keeping with the State’s guidelines. These pilots will enable us to scale up when the State further opens up its eligibility criteria and when there is a greater vaccine supply.

In the meantime, the drop-in vaccine clinic at Zuckerberg San Francisco General Hospital has been serving many people experiencing homelessness who are 65 and older regardless of ZIP code and insurance status.

Education and childcare

To support vaccination of the education/childcare sector, the Schools and Childcare Hub in CCC is working with various organizations to conduct outreach and education on COVID-19 vaccines, including but not exclusive to:

- Children’s Council of San Francisco;
- Family Child Care Association of San Francisco;
- Family Resource Centers;
- First Five of San Francisco;
- Head Start/Early Head Start;
- SF Childcare Planning and Advisory Council;
- SF Office of Early Care and Education;
- Wu Yee Children’s Services;
- San Francisco Unified School District;
- Catholic schools within the SF Archdiocese;
- various independent TK-12 schools; and
- various institutions of higher education.

As a result of this outreach and education, the Schools and Childcare Hub at the CCC is collecting contact information for schools, childcare, out-of-school time programs and higher education for the COVID Command Vaccine Team. The San Francisco Health Service System has a list of all SFUSD employees that are prioritized for in person learning and is sending those lists to Kaiser to support registration.

Social service providers were eligible for vaccination under Phase 1C, which is, as of publication, no longer part of the State’s prioritization plan. It is possible the State will switch to an age-based prioritization instead of proceeding with Phase 1C. If that is the case, we will encourage staff at these organizations to sign up on the vaccine eligibility notification website and to contact their health care provider as soon as supply is available.

Data Strategy

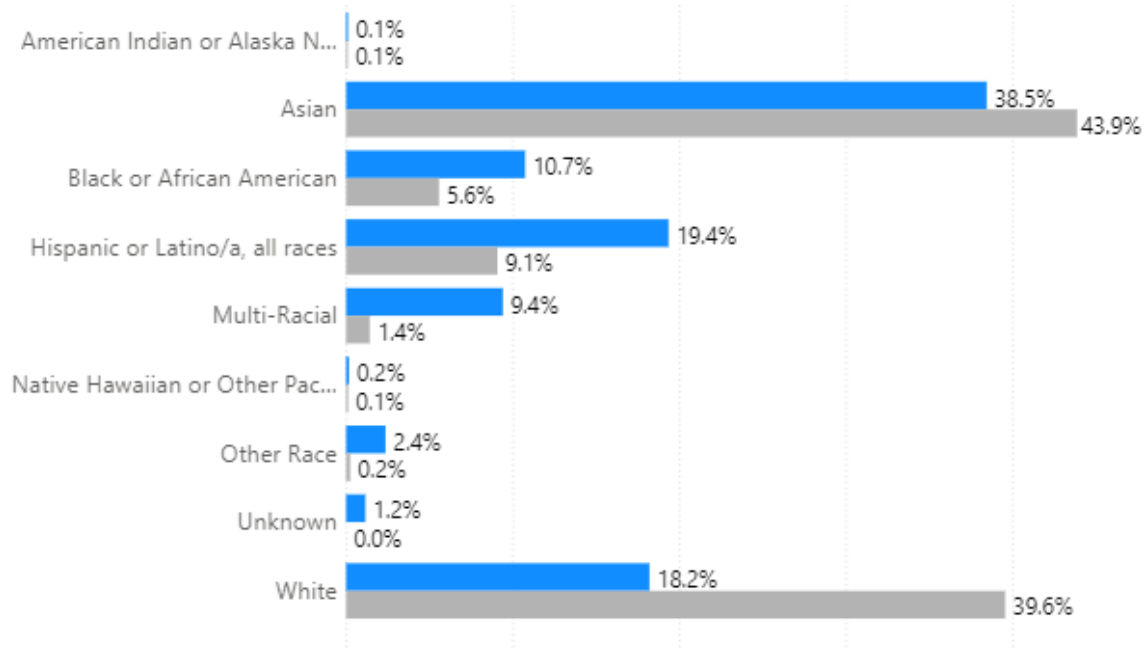
The data strategy for the COVID-19 vaccine is focused on gathering and analyzing data to inform decision-making and enable the public-facing tracker to ensure clear and accessible information for the citizens of San Francisco.

There are a number of data solutions and systems involved in the transmission and retention of data related to the vaccine. The ones most relevant to public reporting are the data feed from SFDPH's electronic health record (Epic) which contains information on scheduling and vaccine administration through the CCC and the SFHN, as well as the California Immunization Registry (CAIR) which contains all of the data submitted to the state via providers on individuals vaccinated.

These data sources contain both Personally Identifiable Information (PII) and Protected Health Information (PHI). SFDPH continues to apply the same security on these data sets as it has to all COVID data sets including storage on a secure database, limited access, and ensuring everyone who is granted access to these data sets has taken SFDPH's privacy and compliance training.

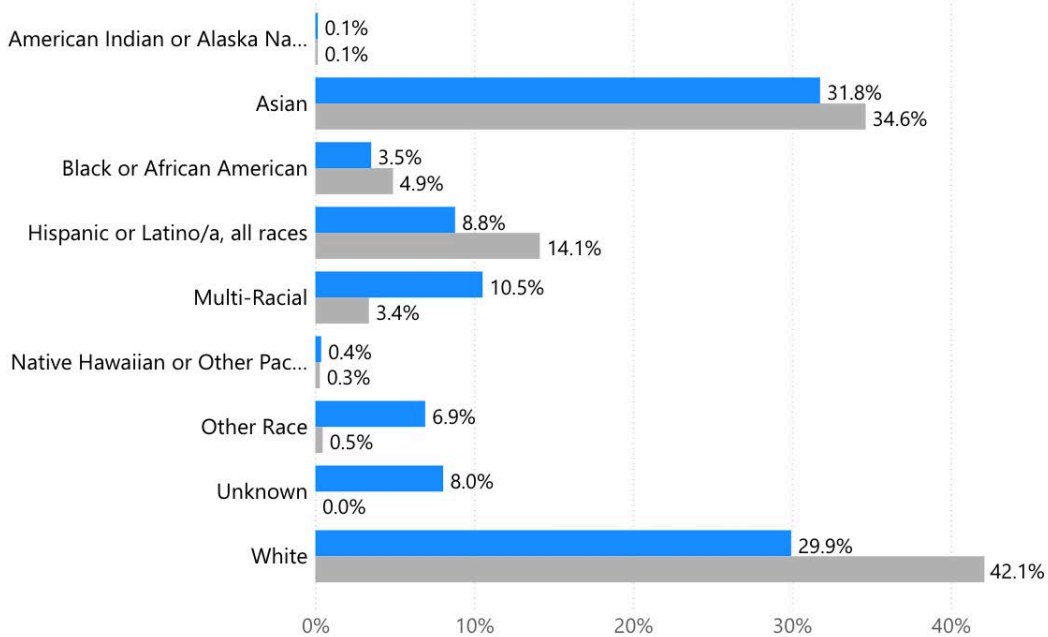
The public vaccine data tracker now includes vaccine data by age, by race/ethnicity as well as data on vaccines administered to San Franciscans at sites run by SFDPH and community partners, including by age and race/ethnicity. We continue to add key information to the public vaccine data tracker and will soon post data on vaccines administered by the top vaccinators in the city as well as a map showing vaccination rate per neighborhood.

COVID-19 Vaccinations to San Franciscans 65+ Administered by SFDPH



Data current as of 2/23/2021

COVID-19 Vaccinations to San Franciscans 65+ Administered by all Vaccinators



Data current as of 2/23/2021

DPH's focus on racial equity in vaccine distribution has been successful. A higher proportion of the DPH-only vaccinations have gone to people of color than the total citywide vaccinations. This is true for American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, and Multiracial.

Communications and Outreach

The communications and outreach plan aims to provide clear, consistent, and culturally competent communication through a variety of channels that inspires confidence in the COVID-19 vaccines, informs decision-making, motivates people to get vaccinated, and ensures equitable access. A core component of our communications and outreach plans includes listening and understanding questions and concerns from specific communities and the general public.

Focused outreach to specific communities is necessary to ensure equitable access. This includes tailoring messages for the Latinx, Black/African American, Asian/Pacific Islander, LGBTQ, and vulnerable communities such as seniors, essential workers, people with underlying conditions, people with disabilities, people with behavioral health disorders, people experiencing homelessness, people who are incarcerated, and undocumented, immigrant and refugee communities.

We strive to share the most up-to-date information through a variety of channels, including but not limited to: SFDPH and other City websites; community events; community-based organizations; social media; local artists; English and multilingual press outlets; multilingual radio programs; on-the-ground outreach, including distribution of flyers; and the Vaccine Community Forum. SFDPH and CCC staff have participated in over 60 forums (as of the date of publication) since January to share information about vaccines and the City's distribution plans. As information regarding vaccines continues to evolve, we will continue updating our communications and engage in additional outreach to ensure everyone understands when, where and how they can access vaccines.