



Preparing for Drive-Thru Covid Vaccination Clinics

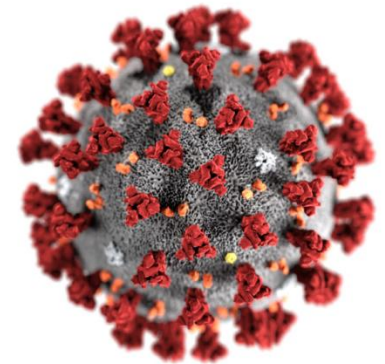
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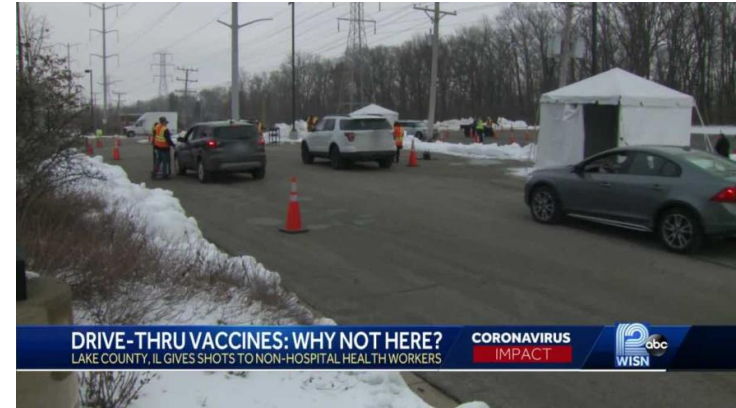




Preparing for Drive-Thru Vaccination Clinics

Tonight's Topics

- ✓ Introduction to drive-thru clinics
- ✓ Understanding "Slow" Rollouts
- ✓ Staffing – roles, staffing model, and sign-up procedures
- ✓ Opportunities for CERT participation
- ✓ Types of Drive-in events
- ✓ Building Traffic Management Skills for your Team
- ✓ The Impact of Event Scale
- ✓ Event Designs from recent events
- ✓ Thoughts on the future of the drive-thru
- ✓ Drive-Thru Event Planning Model





Preparing for Drive-Thru Vaccination Clinics

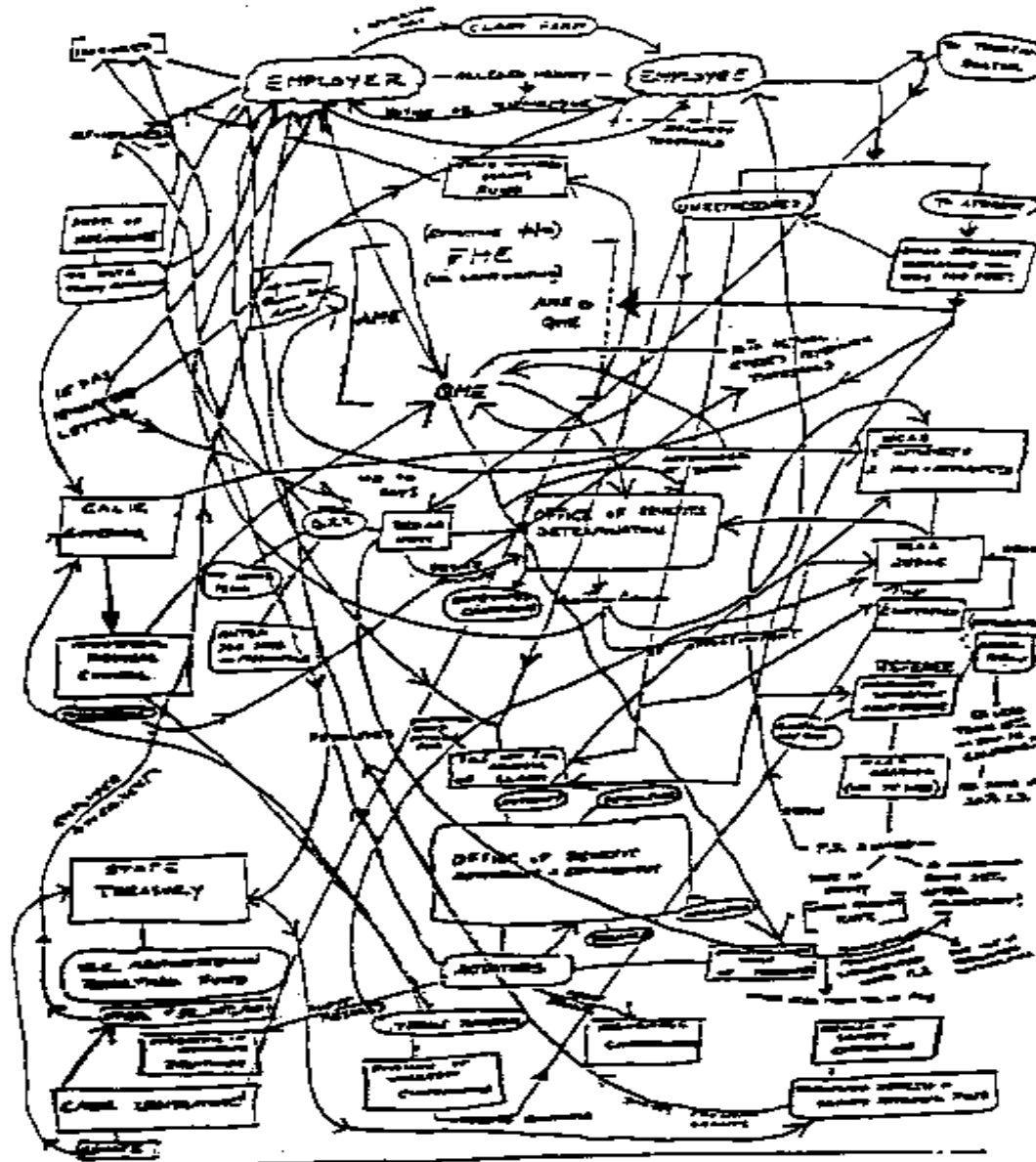
Introduction

- ✓ **Vaccine distribution is just getting started and isn't widely available, but high risk individuals need protection ASAP.**
- ✓ **Existing indoor facilities and paid staff are busy with "normal" activities and services, so additional points of distribution are required at this time.**
- ✓ **Outdoor and drive-thru venues/in-vehicle vaccination and universal precautions reduce the risk of transmittal to staff and patients**
- ✓ **Govt. is leaning heavily on CERT, EMA and MRC volunteers for skills and ease of acquisition.**
- ✓ **These are Government/Health Department events. CERT and MRC volunteers are there in individual support roles only – not as event "leaders", "owners", teams, or sponsors.**



Preparing for Drive-Thru Vaccination Clinics

Perception: The Covid Drive-Thru Process





Preparing for Drive-Thru Vaccination Clinics Reality: The Covid Drive-Thru Process

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Preparing for Drive-Thru Vaccination Clinics

Understanding “Slow Rollouts”

- ✓ Most Public Health Departments, Hospitals, etc.) **have never done drive-thru clinics and had/have no guidance or documentation**
- ✓ **Some Govt agencies and Healthcare providers gained initial experience by hosting drive-thru Covid testing or flu shots;** some may have been outsourced to 3rd parties.
- ✓ Current events are mainly small scale “pilots” due to:
 - **Limited vaccine supply, stringent storage and handling requirements (i.e. Pfizer temperatures)**
 - **New requirements, processes, and tools** (need to schedule large numbers of patients, greater data collection, record keeping, temperature control of vaccine, observation requirements, follow-up shots, program communications, etc.)
 - **New Operating Conditions** (physical site selection, availability, utilities, security, effects of weather)





Preparing for Drive-Thru Vaccination Clinics

Understanding “Slow” Rollouts - continued

- **Staffing** (communications, supervising medical staff, sourcing, coordinating, scheduling, and leading volunteers)
- **Understanding and Managing Group Dynamics – form, storm, norm, perform**
 - Each day has 40+ new staff with unknown skills, experience, competency,
 - Each day/shift starts in learning/figure it out mode
 - Identify new needs and bottlenecks; use change management practices
 - **Probably the biggest challenge to success and scale**
- **Availability of equipment and support systems** – traffic cones, radios, power, lighting, tents, tables, PC’s, internet, etc.
- **Limited planning** skills, experience, leadership
- **Poor documentation and training; changes and experimentation**



Preparing for Drive-Thru Vaccination Clinics Staffing Model for Small Scale Event

LCPH On-Site Vaccination Staffing Model

Randy James

Revised January 14, 2021

Direct FTE Resources for Vaccination - no admin, prep, planning, facilities, equipment, etc. time included

2	Event Management
8	Registration/Screeners
12	Medical Staff - onsite nurses, MD's, and behind the scenes filling syringes, etc.
12	Traffic Staff
5	Medical Observation Staff
2	Support Staff (Runners, etc.)
41	Total On-site
6	Estimate of other "behind the scenes" staff - facilities, IT, data entry, maintenance, etc.
47	Total estimated FTE required for 1 day

Hours

10am - 3:30pm = 5.5 Hours of Scheduled Vaccinations

9am - 4:30pm = 7.5 Hours of Support staffing



Preparing for Drive-Thru Vaccination Clinics

Roles for CERT

- ✓ **Site Setup** of sponsor provided tents, tables, chairs, PC's, cones, tape, lighting, generators, signs, supplies.
- ✓ **Registration** – greeters, check-in, answering questions, provide needed forms, review content for completeness, provide information.
- ✓ **Traffic Management**
- ✓ **Post-Vaccination Medical Observation**, EMS activation, first aid – requires EMR or higher certification
- ✓ **Logistical Support** – ATV driver to ferry staff, supplies, and completed forms; break room setup and support, etc.



Preparing for Drive-Thru Vaccination Clinics Volunteer Sign-up Process for Events in Lake County

- ✓ Each week, LCPH Event Owner determines event dates and staffing needs, and the LCPH Volunteer Coordinator (new as of 1/19/2021) sends requests for volunteer needs (traffic, medical observation, registration) to known CERT, MRC, and EMA team contacts – NOT INDIVIDUALS.
 - Lake County Citizen Corp Coordinating Council is contact for CERT teams.
- ✓ Request is forwarded to Lake County CERT Team Contacts.
- ✓ Local CERT Teams distribute request email to members.
- ✓ Individuals respond **DIRECTLY TO THE COUNTY VOLUNTEER COORDINATOR (new as of 1/19/2021)** with desired role and dates to volunteer. CC: local team leader. This was a non-dedicated, shared role at startup...
- ✓ Volunteer requests are **only positively confirmed by the county via email** a few days before the start of the next week's events(.)
- ✓ **(1/19/2021) Lake County just hired** a full-time volunteer coordinator, traffic lead, and medical observation lead. **The process/model continues to evolve.**



Preparing for Drive-Thru Vaccination Clinics

Traffic Management Functions

- ✓ **Assignments will vary from simple to challenging/skilled**
- ✓ **Functions vary by event but likely include:**
 - ✓ **Greeting inbound drivers and triage of qualified/scheduled patients** vs. staff, other visitors, “gate crashers”
 - ✓ **On premises intersection control**
 - ✓ **Flow cars ahead** or into buffer lanes to complete paperwork
 - ✓ **Split vehicles evenly into multiple service lanes**, traffic compaction to maximize on-premises capacity, control entry to, and exit from, vaccination area (tent, drive-thru building, etc.)
 - ✓ **Stack, time, and release vehicles** from post-vaccination Medical Observation area
 - ✓ **Accommodating “Active” Emergency Vehicles and support vehicles** (tow and service trucks, supplies) to the scene



Preparing for Drive-Thru Vaccination Clinics

Opportunities for CERT to Develop Event Design and Traffic Management Skills and Experience

- **Some CERT Teams not permitted to perform traffic or are not trained**
- **Outdoor/drive-thru events are NEW to many CERT Teams**
- **New skills, processes, resources, and experience are needed to make them successful**
- **BIG opportunity to expand the value of your CERT Team**
- ✓ **Food pantries**
- ✓ **Winter Clothing distribution**
- ✓ **Covid Testing Sites**
- ✓ **Flu Shot Clinics**
- ✓ **Covid Vaccination Clinics**



Preparing for Drive-Thru Vaccination Clinics

Building Traffic Management Skills

- ✓ **Not everyone wants or can be good at traffic management** – don't force members into this role; don't keep/allow members that are not ready or competent to participate.
- ✓ **Understand and work to achieve the event goals** – safety, optimized throughput (greatest good for the greatest number), good experience for drivers and staff
- ✓ **Be a positive, professional representative of the event owner and CERT**
- ✓ **Understand the difference between traffic control and traffic management** – we don't try to “control traffic”
- ✓ **Taught, certified, and mentored by experienced instructors** – team resources, LEO, public works flagging classes, plus growing experience and situation/event complexity



Preparing for Drive-Thru Vaccination Clinics

Building Traffic Management Skills

- ✓ **Have 100% attention, great situational awareness and good, real-time decision making skills – “head on a swivel”**
- ✓ **Use strong body language** (stance/posture, eye contact, arm movements) to “own the situation” so drivers follow their directions
- ✓ **Smile, nod, and mouth “thank you” to drivers – A LOT.**
- ✓ **Have excellent “public relations/interpersonal ” skills** to interact with all levels of event management, staff, first responders, public, media
- ✓ **Follow the traffic management plan and directives of Team Leader.**
- ✓ **Be properly equipped** – PPE, Hi vis, Steel Toe boots, bright traffic wands, whistle, 2 way radio, cones, barriers, warning signs, caution tape
- ✓ **Practice communications** between distributed locations to keep the flow smooth – hand signals, voice, radio, colored cards on windshields, grease pencils to mark 15 or 30 minute observation, end of observation time, etc.



Preparing for Drive-Thru Vaccination Clinics

Building Traffic Management Skills

- ✓ **Always have a plan to accommodate emergency traffic** – keep the lane they will use open, usually via the opposite lanes. Pointing is ok but DON'T "DIRECT" THEM – give them the right of way to do/go where ever they want.
- ✓ **Plan and work to keep as many vehicles inside the event area vs. backed-up on public roads.**
- ✓ **Don't block incoming or exit roads, or intersections with standing traffic.**
- ✓ **Don't make changes without approval but always suggest them via the chaon of command.** You probably don't know the "big picture" so you may feel like your assignment is "sub optimal" or the owners are not "listening". **Build credibility first.**
- ✓ **Actively work to ensure drivers perceive fair (but not necessarily equal) treatment** – prioritize keeping the next event station busy; load buffer lanes one car at a time. round robin style; release cars one at a time.
- ✓ While it may make "no real difference", **keeping the drivers satisfied that "the traffic team is doing the best job that they can" is VERY IMPORTANT** – otherwise angry drivers and chaos can result.



Preparing for Drive-Thru Vaccination Clinics Even Terrible Processes Can Work at Small Scale with Enough Staffing

- ✓ **Small - 50-150 vehicles**
 - ✓ *Hopefully*, a starting point to experiment and learn BEFORE larger scale events NEED to be executed.
 - ✓ **Capacity/throughput/resource issues are ignored**, not in focus, or not tested or stressed.
 - ✓ **Facility, group dynamics, learning curve, flow and process design and execution issues** are able to be manually handled – even when they work horribly.
 - ✓ **Existing “familiar/local” facilities are used – close to the “mother ship”**
 - ✓ **Typical Characteristics:**
 - No written plans, no documentation or training materials, loose staff skill requirements, “good intentions” that don’t happen (“we will overstaff, 30 minute shifts, 4.5 hour operation, paid staff does most set-up, etc.)
 - “Get it done” approach vs. this is a learning experience



Preparing for Drive-Thru Vaccination Clinics

Why Refined Plans and Processes are Required at Larger Scale

- ✓ **Medium – Large – 200+ vehicles**
 - ✓ ***Hopefully***, the planners use the learnings from small scale events to improve/redesign the base for much higher capacity and success.
 - ✓ ***Planners are now “over confident”*** from the “success” of the pilot events – they immediately try to “scale it up”.
 - ✓ ***All minor Issues from the Small events are exposed and amplified***
 - ✓ Availability, acquisition, training, coordination, motivation of larger staff
 - ✓ Leadership, training, documentation, and communications are requirements.
 - ✓ Even the smallest of flaws will repeated hundreds of times. Process, activity, and staffing designs must be precise and tested to support high volumes.
 - ✓ Facilities must be much larger to accommodate planned volumes and wait areas. Most will be distant locations – no easy access to restrooms, break rooms, missing equipment, data communications, or additional staff on demand.
 - ✓ **Increased probability of “things that will never happen” will occur.**



Preparing for Drive-Thru Vaccination Clinics “That Will Never Happen”

- ✓ Locations change, processes change, hours of operation change, and number of invited patients changes
- ✓ Unscheduled patients arrive seeking a shot
- ✓ Patients don't arrive at their scheduled times
- ✓ Simultaneous serious medical emergencies
- ✓ Medical emergencies in vaccination lanes back up traffic and cause loss of planned capacity
- ✓ Peak/Higher number of patients needing longer, higher intensity observation
- ✓ More patients “don't feel well” after reading the “Possible Reactions” flyer handed out in the observation area
- ✓ Patients “change their mind” and want to get out of line
- ✓ Angry/upset drivers and patients – shouting, fist fights.
- ✓ Traffic accidents, pedestrians hit by vehicles, facilities struck by vehicles
- ✓ Loss of power (local generator needs fuel, grid failure, human error, accident)





Preparing for Drive-Thru Vaccination Clinics

Murphy's Laws at Work

- ✓ Drivers block traffic flow by parking and leaving lines for family sanitation needs/bathroom breaks
- ✓ Parents park cars and seek diapers and changing stations for infants
- ✓ Vehicles running out of gas, vehicles break down,
- ✓ Scheduled staff don't show up, staff leaves before end of shift/event, staff has adverse reaction to vaccination, etc.
- ✓ Staff say they are skilled/experienced but are not
- ✓ Larger vehicles attend event – box trucks, fire apparatus, snow plows, etc.
- ✓ Patients arrive/dropped off via UBER/Lyft, etc. and no walk-in service is planned.
- ✓ Vehicles can't successfully navigate the tight turns of the layout
- ✓ Vehicles operated by drivers with “less than great” skills
- ✓ Language barriers between patients and staff
- ✓ Doctors assigned to medical observation area are in their offices



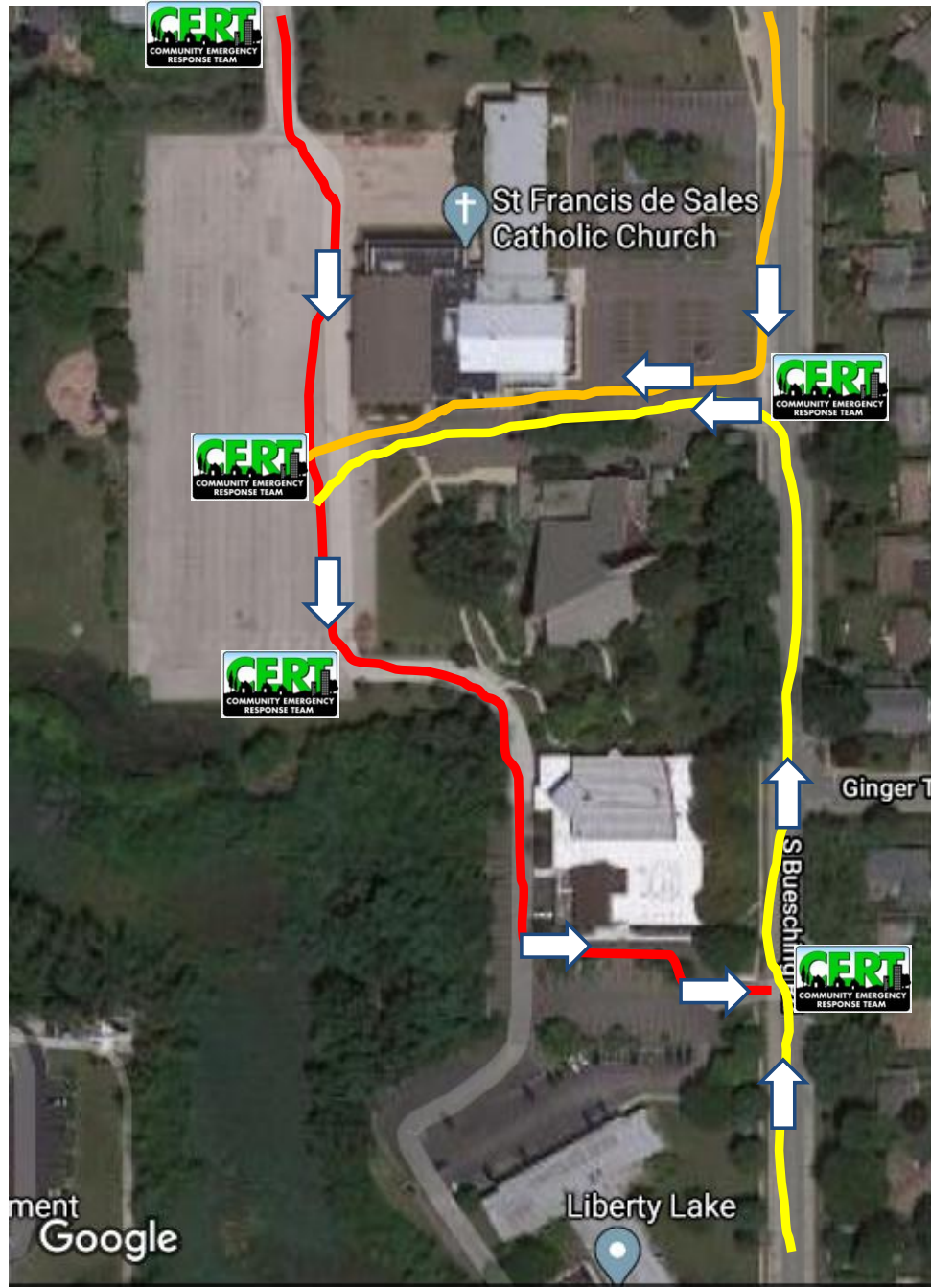
Preparing for Drive-Thru Vaccination Clinics

Evolution of Drive-Thru Traffic Designs and Experience

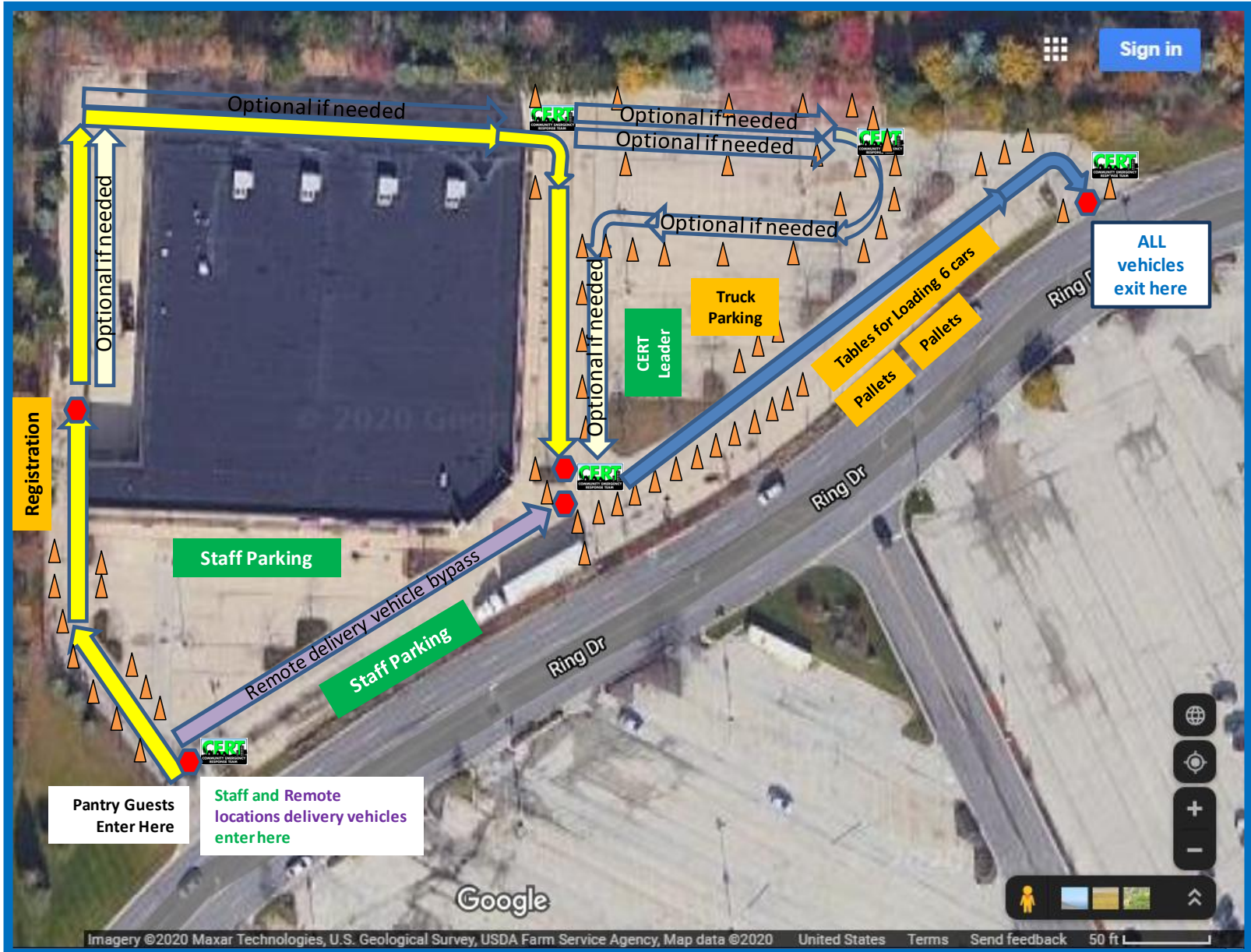
Going From 0 to 30...



2 hour, 100 vehicle Food Pantry in Lake Zurich – March 2020



2 hour, 200 vehicle First Time Food Pantry in Vernon Hills – Sept 2020



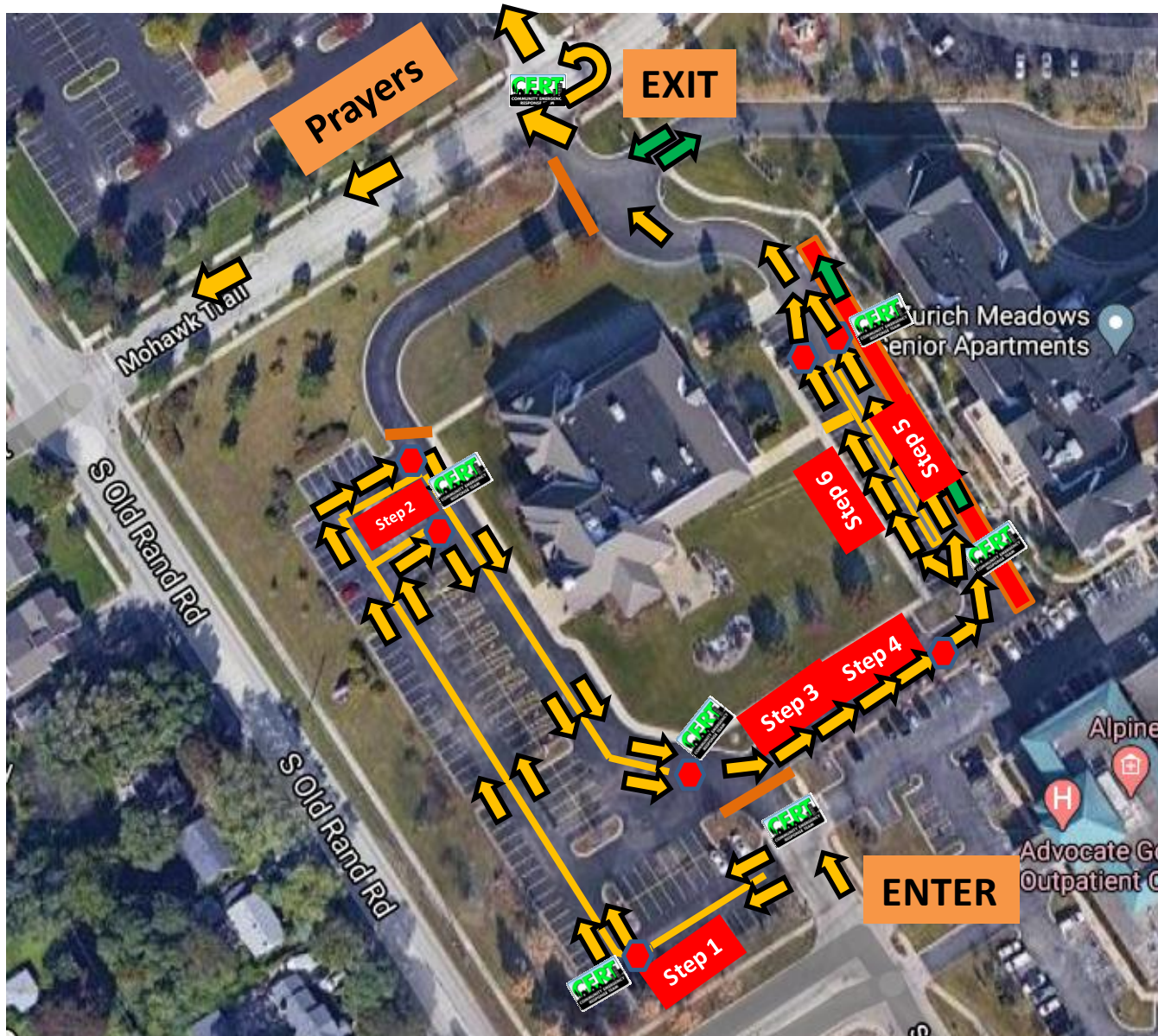
Plan included optional “buffer space” to accommodate a large surge in vehicles, while keeping them in the church parking lot.

2 hour, 100 vehicle Food Pantry & Flu shot clinic in Lake Zurich – Oct 2020



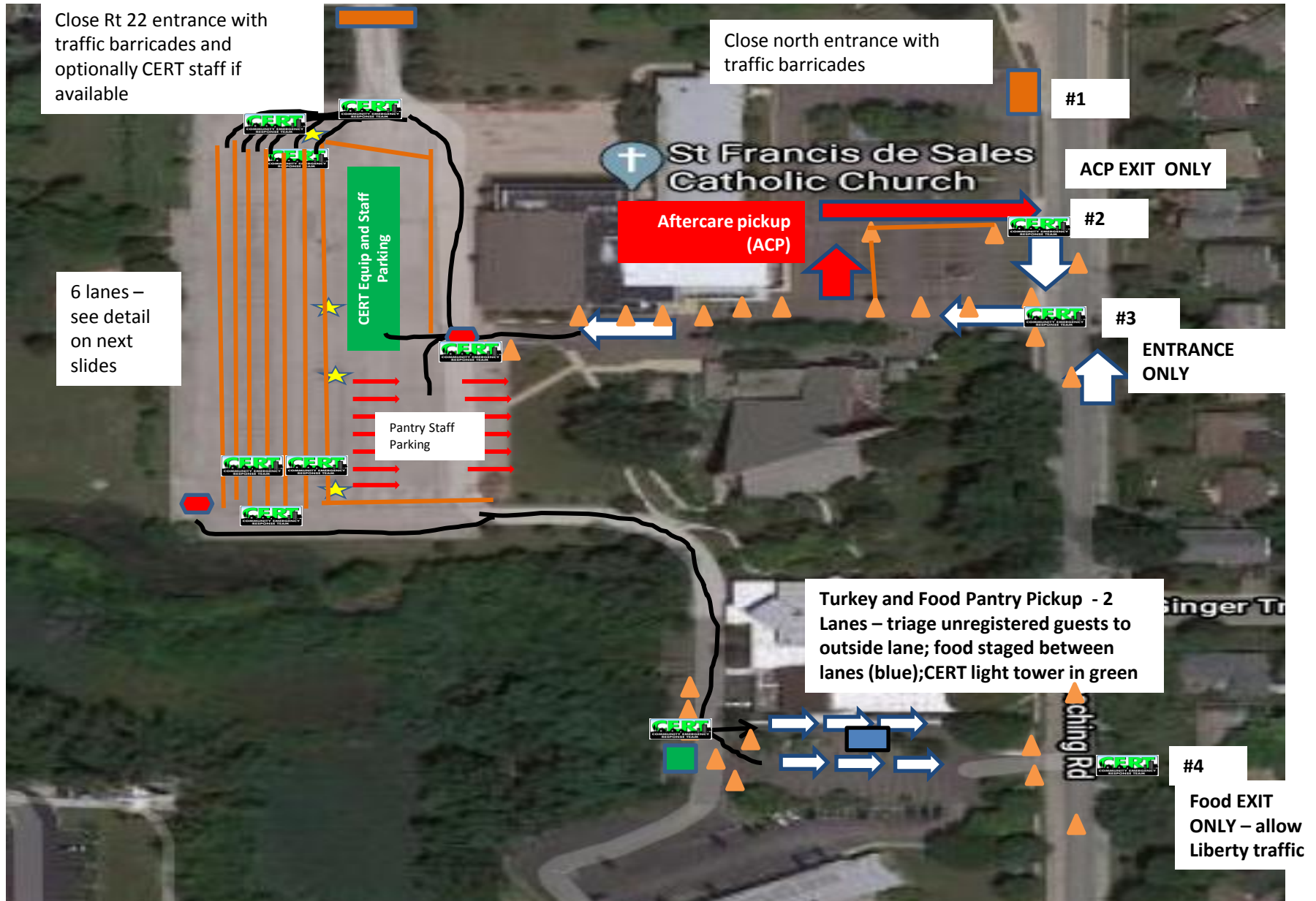
Plan included multiple lanes to provide “buffer space” to accommodate a large surge in vehicles, while keeping them on the church grounds.

3 hour, 500 vehicle Winter Coat Distribution in Lake Zurich – Dec 2020



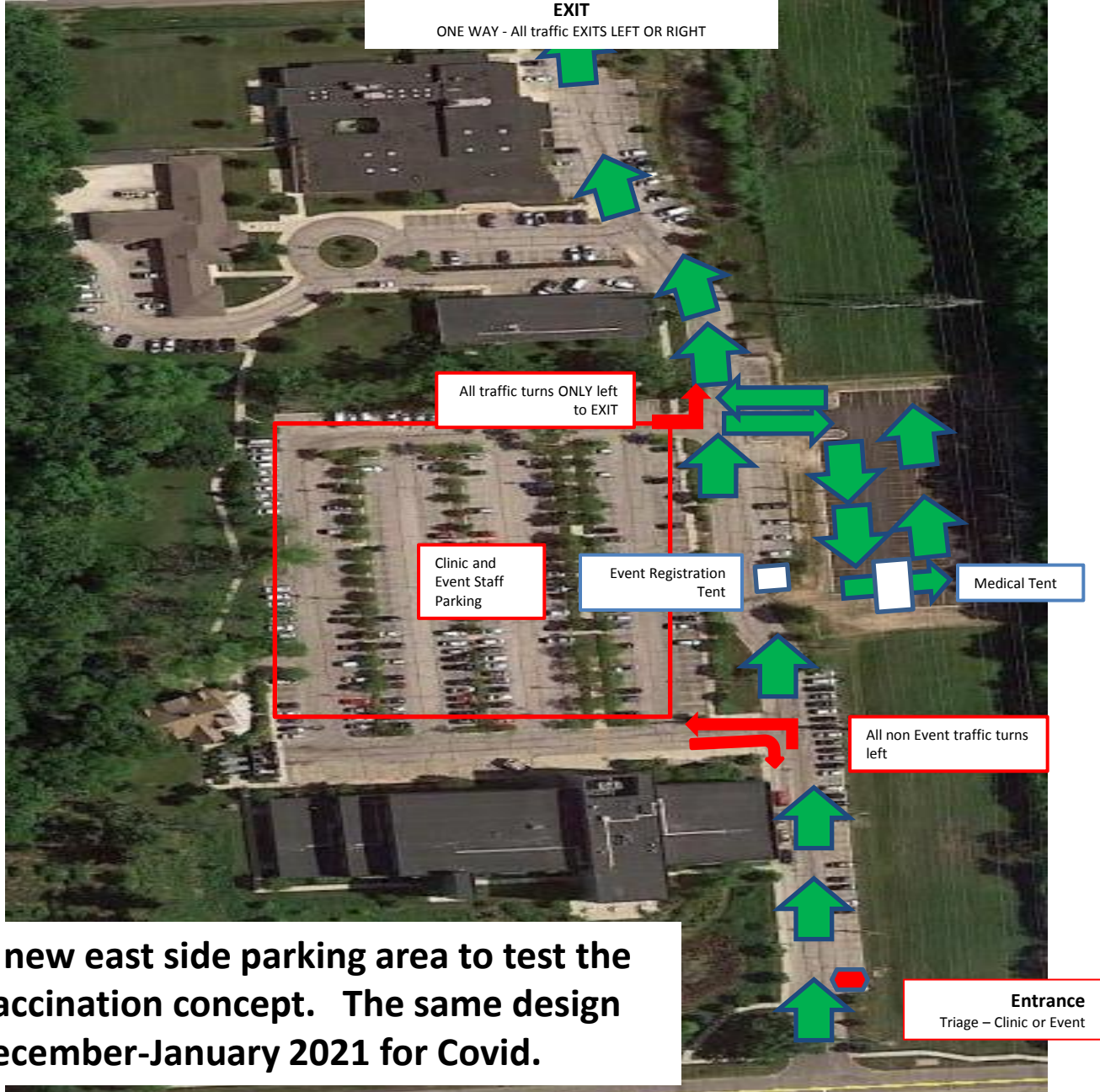
Plan utilized all parking areas to create lanes and “buffer space” to accommodate a large surge in vehicles, while clothing orders were captured and items picked and packed.

2 hour, 200 vehicle Food Pantry in Lake Zurich – December 2020



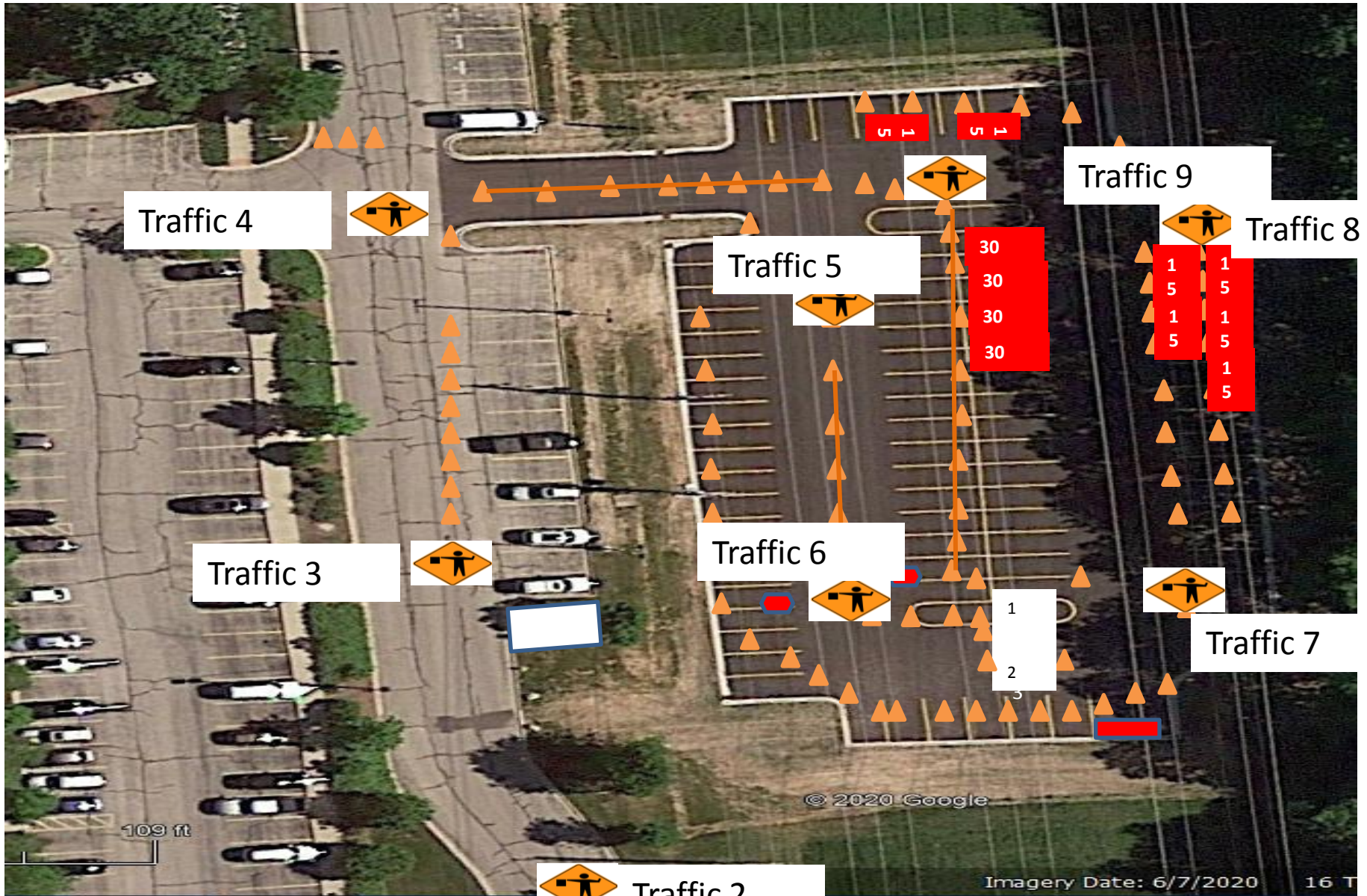
Plan was intentionally “over-designed”, creating 6 lanes as “buffer space”. This design enabled the team to test the loading/unloading methods and overall design.

Lake County PH Flu (Sep 2020) and Covid (Dec 2020) Waukegan Clinics



Plan utilized a new east side parking area to test the “drive-thru” vaccination concept. The same design was used in December-January 2021 for Covid.

Mid January 2021 – site capacity reached 400 vaccinations a day



Traffic 4

Traffic 9

Traffic 5

Traffic 8

Traffic 3

Traffic 6

Traffic 7

Traffic 2

Traffic 1

Grand Ave

Traffic Lead



30
30
30
30

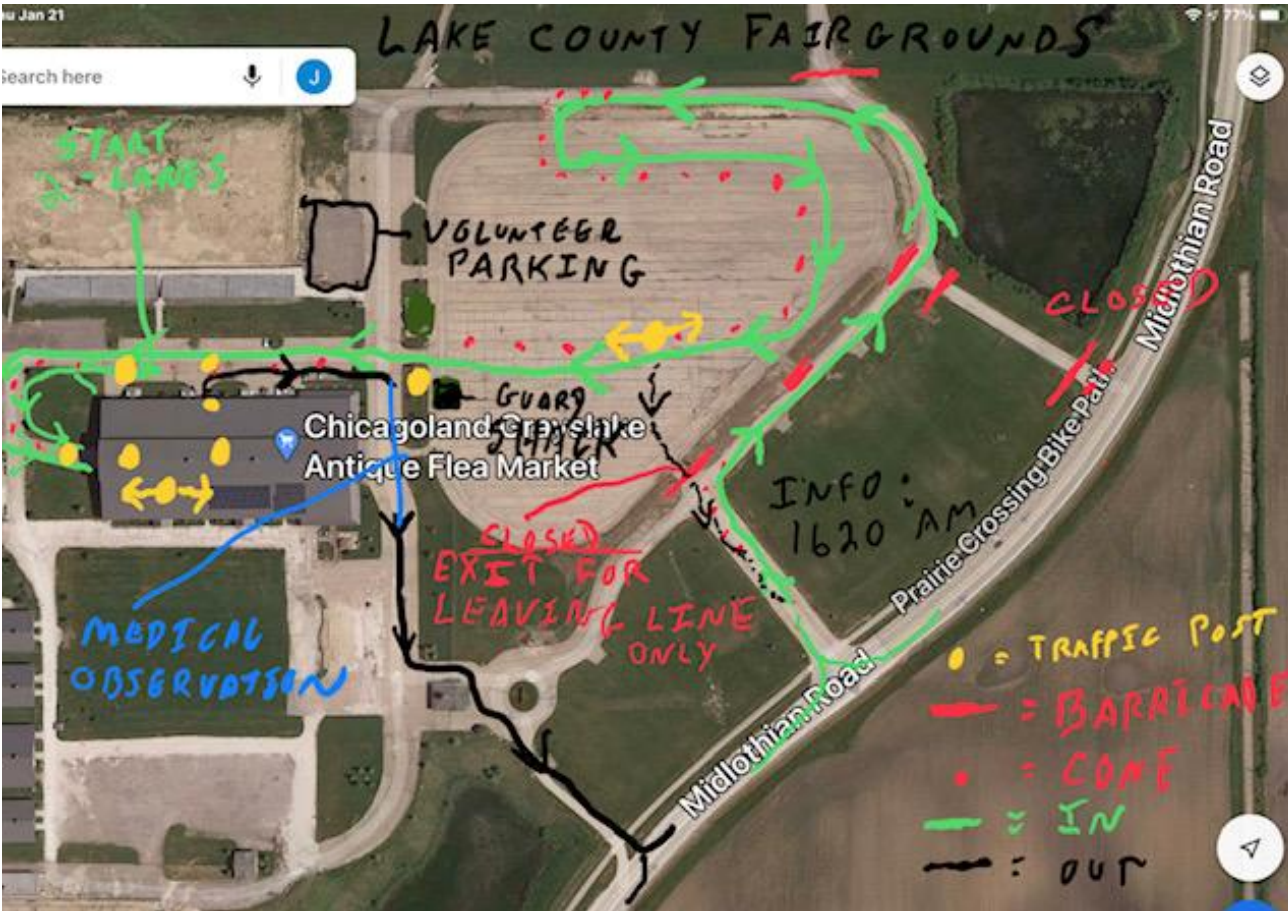
1
5
1
5

1
5
1
5

1
2
5

109 ft

New Lake County Fairgrounds Location – starting January 19, 2021



Good News!

- All weather access
- No contention with others
- Better working conditions via drive thru building
- Less populated area but more centrally located
- Several 5 Lane roads
- Large paved parking lots for queues and observation areas
- Long grass and gravel pathways
- Utilities – power, lighting, heating, cooling, wi-fi

- Requires new designs and processes
- Opportunity for simpler traffic flows and higher capacities
- Can't depend on/use nearby LCPH facilities and resources
- Communicate location changes
- Need to trial debug and perfect new flows before scaling up
- **Finding enough staff to support throughput levels of 800 shots a day**

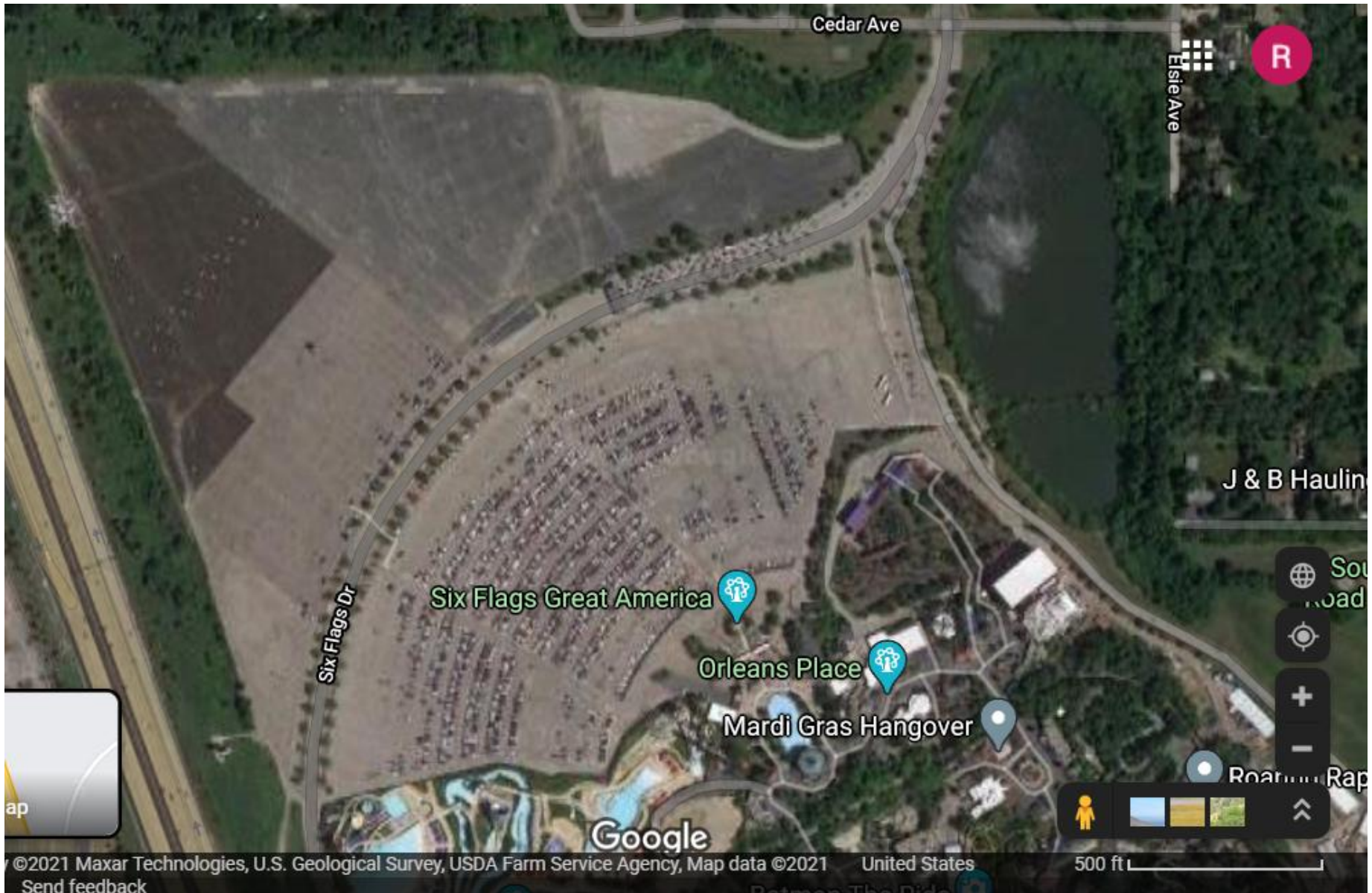
New Issues and Work to Do!

New Lake County Fairgrounds Location - January 19, 2021



January 20 – 5th lane added; process changes made

Are Super Scale Events Possible? Practical?



**“100 million doses in 100 days at 100 sites”
= 10,000 shots per site per day = 50 Million fully vaccinated – 25X larger than today**



Preparing for Drive-Thru Vaccination Clinics

Sample Planning Template developed by South Lake County Regional CERT

- ✓ Event Introduction/description of event and goals
- ✓ Staffing plan, organization, contact information
- ✓ Schedules – staff, setup, cleanup
- ✓ Equipment
- ✓ Safety
- ✓ Communications
- ✓ Traffic design/flow
- ✓ Expected issues and mitigation plan
- ✓ Unexpected issues list
- ✓ Cone calculator spreadsheet
- ✓ Cone count by location spreadsheet
- ✓ Cone/delineator, tent, etc. placement diagrams
- ✓ Station descriptions and key activities of each



Preparing for Drive-Thru Vaccination Clinics

Stay Safe!

Thank You For Your Service