

Pop-Up Vaccine Clinic Playbook



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Overview & Scope

This document outlines the stakeholders, process, and timeline for executing a pop-up vaccine clinic within a facility space, in partnership with a Hospital/ Vaccination Organization.

Stakeholders and Roles & Responsibilities

Facilities/Property Management

- Designate clear lead for team
- Identify space that will work for clinic (indoor or outdoor)
- Ensure ADA accessibility of venue - identify process with Hospital/ Vaccination Organization for wheelchair access and escalations while onsite
- Provide carts for load-in
- Provide stanchions for line management
- HVAC (proper filtration and additional portable HEPA units)
- Lighting management
- Supply heaters for outdoor spaces
- Coordinate and approve appropriate signage
- Parking logistics – ensure garages are open, schedule staff, place signage, etc.
- Provide loading dock access or other load-in information as necessary
- Inform nearby retailers of clinic taking place (increased traffic, parking implications, etc.)
- Staff building engineer(s) during clinic to address any requests/needs
- Provide radios for onsite communication

Venue Coordinator

- Designate clear lead for team
- Ensure reservation of space
- Create floorplans
- Order furniture rentals (soft seating, refrigerators, stanchion, outdoor heaters, pipe and drape, etc.)
- Develop plan for line management
- Coordinate background music and PA for announcements
- Provide load-in and load-out plan and schedule
- Place signage and floor decals
- Create communication and escalation plan
- Provide patient-facing building/parking communication to Hospital/ Vaccination Organization
- Oversee deployment of furniture rentals
- Ensure space is set properly prior to clinic start
- Observation and vaccination stations properly distanced (6ft)
- Regular roving of facility during clinic hours to ensure there are no issues/escalations

Hospital / Vaccination Organization

- Follow all instructions in the [COVID-19 Vaccination Program Playbook](#)
- Enroll the location with a CDC COVID-19 Vaccination Provider Profile
- Designate clear lead for team
- Provide staff/volunteers and scheduling plan
- Send staff/volunteer list to building reception for registration if necessary
- Registration of patients
- Registration of volunteers
- Provide one-sheet/FAQ for volunteers to answer patient questions

- Order vests and PPE for volunteers and staff
- Plan response for medical escalations
- Order catering for staff and volunteers
- Coordinate adverse reaction area
- Clear messaging to patients for arrival process
- Provide regulatory signage
- Set all vaccine and medical equipment onsite
- Develop media plan for patients
- Provide any necessary waivers
- Disposal of hazardous equipment
- Sanitize vaccination area after each patient

Volunteers

- Greet and direct patients
- Assemble documents for patient check-in
- Provide messaging to patients while onsite
- Assist with line management
- Assist with patient photos
- Check-in and check-out of patients

Janitorial

- Deep cleaning (electrostatic or fogging) the night before and after the event
- Provide PPE for staff
- Conduct frequent sweeps of space for cleanliness
- Maintain restrooms
- Provide bins and dispose of trash regularly
- Stock and replenish all PPE as needed (gloves, face masks, hand sanitizer, etc.)

Labor

- Space setup and placement of tables, chairs, and power
- Clean up of all items on the floor (“strike of space”) following clinic
- Organize storage space for PPE supplies
- Ensure recycled paperwork is shredded

Security

- Ensure building access
- Conduct temperature screening
- Provide visitor badges as needed
- Conduct Safety Briefing
- Provide vaccine escort
- Emergency response and coordination with Hospital/ Vaccination Organization staff
- Coordination with clinicians and medical responders as needed in the event of an emergency

Reception

- Check-in of Hospital/ Vaccination Organization staff and volunteers
- Oversee incoming packages/deliveries
- Distribution of PPE to volunteers and staff
- Distribution of visitor badges
- Customer service/hospitality support as needed (greeters, answering questions, etc.)

Legal / PR / Public Policy

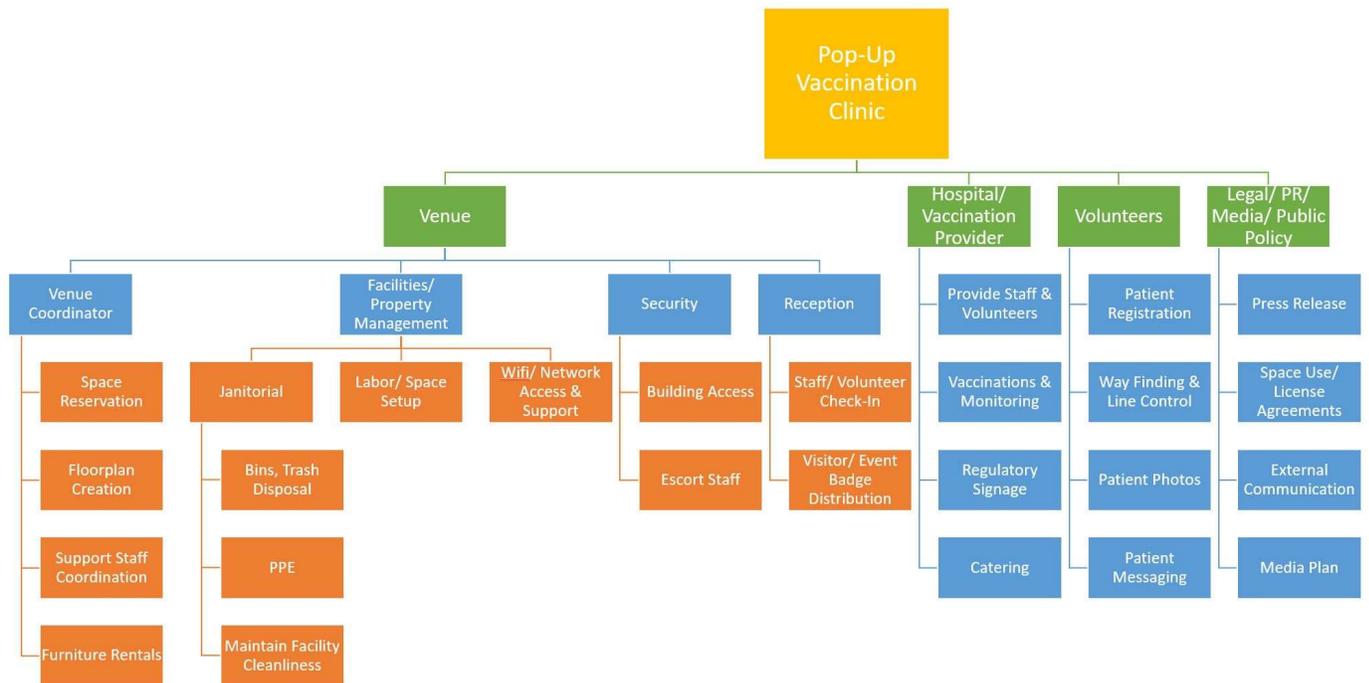
- Develop press release
- Coordinate with Hospital/ Vaccination Organization and Venue Coordinator on external communication
- Space Use/License Agreements – dates and times that Hospital/ Vaccination Organization will be occupying space
- Develop email template for Landlord (if leased space) and email notification to any retailers who would be impacted
- Prepare communication to volunteers and staff to answer inquiries
- Prepare posting/signage informing all onsite that media may be present
- If media and photographers are present ensure plan is in place

IT

- Wifi support
- Network access and support

Organizational Charts

Full Clinic



Volunteers



Processes & Procedures

Planning Process

1. Venue Coordinator and/or Facilities/Property Management consults with Hospital/ Vaccination Organization to confirm vaccination clinic needs in order to propose potential spaces
 - a. Confirm 3-4 potential spaces for a site visit.
 - i. Prepare paths of travel and flow plan to talk through during site visit.
 - ii. Have square footage of each space to share during site visit.
2. Venue Coordinator conducts site visit with Hospital/ Vaccination Organization, Facilities/Property Management and support teams, and determines appropriate space.
3. Venue Coordinator and Hospital/ Vaccination Organization confirm location and dates for clinic.
4. Venue Coordinator conducts weekly planning calls with necessary stakeholders, Hospital/ Vaccination Organization and support teams to discuss roles and responsibilities.
 - a. Venue Coordinator sends meeting notes and action items following each call.
 - b. Venue Coordinator ensures appropriate stakeholders complete action items.
5. Venue Coordinator creates a workback schedule of tasks leading up to the clinic launch.
 - a. Create day-of timeline outlining staff arrival time, volunteer shift times, first patient appointment time, last patient appointment time, volunteer departure time, and staff departure time.
6. Security, Hospital/ Vaccination Organization, and Facilities/Property Management create a plan for emergency instances.
7. Venue Coordinator creates a floorplan and signage plan for clinic space including Hospital/ Vaccination Organization's requirements (tables, chairs, refrigerators, sanitizing stations, etc.).
8. Venue Coordinator requests and schedules venue support including janitorial, security, reception, etc.
 - a. Obtain radios for key staff members and volunteers to communicate during clinic
9. Create storage plan for ongoing clinics.

Four Days Prior to Clinic Process

1. Recruit volunteers to assist with clinic
2. Confirm patient drop-off plan is in place
3. Send transportation logistics for those onsite including conditions of entry
4. Finalize cleaning processes & staffing plan, ensure equipment & PPE is ordered
5. Design and produce signage
6. Accessibility review
7. Path of travel review
8. Communications to external parties that may be impacted by influx of traffic

Up to Three Days Prior to Clinic Process

1. Ensure venue is set according to floorplan
2. Hospital/Vaccination Organization staff arrives for load-in & conducts setup
3. Place wayfinding signage
4. Review safety protocols and logistics with staff and volunteers
5. Plan for media attention and train volunteers to respond to inquiries (if applicable)
 - a. Ensure there is dedicated space for media
6. Walkthrough with Hospital/Vaccination Organization of space once setup is complete

Day-of Clinic Process

1. Security and Transportation staff arrive to provide building and parking access
2. Venue coordinator and support staff arrive
 - a. Set up catering
3. Ensure venue is set according to floorplan, staff meetings as needed, distribute radios
4. Hospital/ Vaccination Organization staff and volunteers arrive (60 min prior to first appointment)
 - a. Check-in with building reception
 - b. Conduct volunteer orientation and Safety Briefing
 - c. Have volunteers wear PPE and visible identifiers (vests, lanyards, etc.)
 - d. Communicate lunch times and breaks
5. Hospital/Vaccination Organization staff and volunteers are in place to receive patients
6. Venue Coordinator and Hospital/Vaccination Organization staff conduct regular roves of facility to ensure there are no issues throughout clinic hours
7. Volunteers conduct shift changes
8. Following final appointments, Hospital/Vaccination Organization staff/volunteers break down equipment and load-out
9. Hospital/Vaccination Organization staff/volunteers depart
10. Venue cleaning and teardown

Workback Schedule

Sample Workback Project Schedule

Deliverables	Owner/ Stakeholder	Duration	Week 1			
			D1	D2	D3	D4
Discovery phase			4 d			
Initial Request	Organization Facilities Management	3 d	█	█	█	
Kick off communications	Organization Facilities Management	4 d		█	█	█
Approvals/Strategic Direction	Organization Facilities Management PR Legal	3 d		█	█	█
Planning Phase			4 d			
Site Visit	Hospital / Vaccination Organization Facilities Management	1 d	█			
Finalize location and dates for clinic	Hospital / Vaccination Organization Facilities Management	2 d	█	█		
Finalize space use/license agreements	Property Management Hospital / Vaccination Organization	2 d	█	█		
Determine cadence for stakeholder communications	Venue Coordinator	1 d	█			
Hold daily planning calls	Venue Coordinator	4 d	█	█	█	█
Create floorplan	Venue Coordinator Security	2 d	█	█		
Create emergency plan	Hospital / Vaccination Organization	2 d	█	█		
Rent or purchase furniture and PPE supplies for staff and volunteers	Venue Coordinator Hospital / Vaccination Organization	3 d	█	█	█	
Schedule staffing support	Venue Coordinator Hospital / Vaccination Organization	1 d	█			
Create signage and floor decals	Venue Coordinator Hospital / Vaccination Organization	2 d	█	█		
Communication Phase			3 d			
Recruit volunteers	Organization	2 d		█	█	
Confirm patient drop-off plan and external communications	Organization PR	2 d		█	█	
Send transportation logistics	Organization PR	2 d			█	█
Setup Phase			2 d			
Review accessibility and path of travel plans	Facilities / Property Management Venue Coordinator	2 d	█	█		
Place signage and decals	Venue Coordinator	2 d	█	█		
Set up line management	Venue Coordinator	1 d	█			
Set up hospital equipment	Hospital / Vaccination Organization	1 d	█			
Final walkthrough with stakeholders	Hospital / Vaccination Organization	1 d	█			
Execution Phase			2 d			
Building access granted	Security Facility / Property Management Hospital / Vaccination	1 d	█			
Training Volunteers and Staff	Hospital / Vaccination Organization	2 d	█	█		
Releasing internal and external communications	Hospital / Vaccination Organization	1 d	█			
Send day-of timeline to Volunteers and Staff	Hospital / Vaccination Organization	1 d	█			
Launch Plan	Hospital / Vaccination Organization	1 d	█			

*Note: This workback schedule was executed in four days, however, please adjust or extend as time allows.

Timeline

Proposed Timeline: Day-Of Clinic

- 6:30AM: Venue Coordinator and staff arrive and ensure space is set up properly
- 7:00AM: Hospital/ Vaccination Organization staff arrives
- 7:00AM-7:15AM: Volunteers arrive
- 7:30AM: Volunteers set up, wayfinders placed first
- 8:00AM: Check-in set
- 8:00AM: Doors open
- 8:30AM: First appointment time
- 9:00AM: Catering refresh
- 9:30AM-10:30AM: Cycle out volunteers for first break
- 10:45AM: Catering first lunch
- 11:30AM: Catering refresh
- 11:30AM: Start prep for second volunteer shift
- 12:00PM-12:30PM: Staff and volunteer shift change
- 12:15PM: Orientation for second shift of volunteers
- 12:30PM: First shift of volunteers depart for lunch, get vaccinated
- 12:45PM: Catering second lunch
- 2:00PM: Catering refresh
- 2:15PM-2:45PM: Second shift staff break
- 4:00PM: Final appointment time
- 4:30PM: Volunteers depart
- 6:00PM: Clinical staff depart
- 6:30PM: Janitorial arrives for cleaning

Safety Requirements

- Temperature Screening
 - Individuals entering the space must have their temperature checked to ensure it is below 100.4 degrees F. Temperature readings can be taken up to three (3) times with two (2) different thermometers with consistent readings at or above 100.4 degrees F before they are considered to have a fever.
 - At the discretion of the lead medical team, up to two (2) 10 minute cool-down periods may be permitted.
 - If an individual is confirmed to have a fever, they may not enter the space. A member of the lead medical team must inform the individual that they must reschedule their vaccine appointment due to fever and may not enter the space. The individual may also be provided with additional instructions or medical information.
- Personal Protective Equipment
 - All individuals aged three (3) and older entering the space must wear a face mask covering both the nose and mouth at all times except while actively eating or drinking.
 - Members of security or the lead medical team will enforce correctly wearing a mask. If an individual refuses to correctly wear a mask, security or a member of the lead medical team will ask them to exit the space and they will not be permitted to receive a vaccine.
 - Please note, there may be exceptions made by a member of the lead medical team for individuals with underlying medical conditions.
- Safety Briefing

- A member of the security or health and safety team will address all staff and volunteers to inform them of safety measures to take during the clinic. See Appendix for a detailed Safety Briefing outline.
- Vaccine Escort
 - A member of the security team will meet with a member of the lead medical team who will be distributing the vaccines to determine the best location to load in the coolers containing the vaccine. They will also determine dedicated drop-off times. At the appropriate time(s) and location, security will escort the individuals with the coolers from the vehicle to the storage space where the vaccines will be distributed.
- Emergency Response
 - The security team should work with the lead medical team to have a dedicated area for any medical emergencies that may occur during the vaccine clinic. The area should be stocked with basic life support (BLS) medical supplies with an AED nearby and staffed by certified medical professionals (ie: EMTs, paramedics, RNs, or MDs).
 - In the event a patient requires transport to the hospital or a 911 response, security should coordinate with the lead medical team and certified medical professionals staffing the emergency area a direct communication plan (radios/phones) and a dedicated spot to meet EMS. There should also be a clear path of travel for EMS with a security escort.

Communication Plan

1. Hospital/Vaccination Organization reaches out to venue to inquire about space for clinic
2. Venue Coordinator sets up discovery call with Hospital/Vaccination Organization
 - Potential sites are determined, and Venue Coordinator schedules site visit of venue(s)
3. Venue Coordinator conducts site visit of venue with Hospital/Vaccination Organization and venue staff, appropriate stakeholders
4. Venue Coordinator conducts planning calls with Hospital/Vaccination Organization, stakeholders and supporting teams
 - Venue Coordinator follows up with action items for all teams
5. Venue Coordinator sends out workback schedule to stakeholders and supporting teams
6. Venue Coordinator sends plan for emergency instances to stakeholders
7. Venue Coordinator sends contact list for venue with escalation paths to stakeholders
8. Hospital/ Vaccination Organization sends logistics and emergency plans to staff & volunteers
9. Venue Coordinator conducts final walkthrough with Hospital/ Vaccination Organization, stakeholders, and support teams day before clinic opens
10. Venue Coordinator sends final notes following walkthrough
 - Ensure all appropriate stakeholders approve of final floorplan
11. Hospital/ Vaccination Organization sends out patient check-in information and transportation messaging

Appendix

Signage Verbiage

Sample Clinic Floorplan

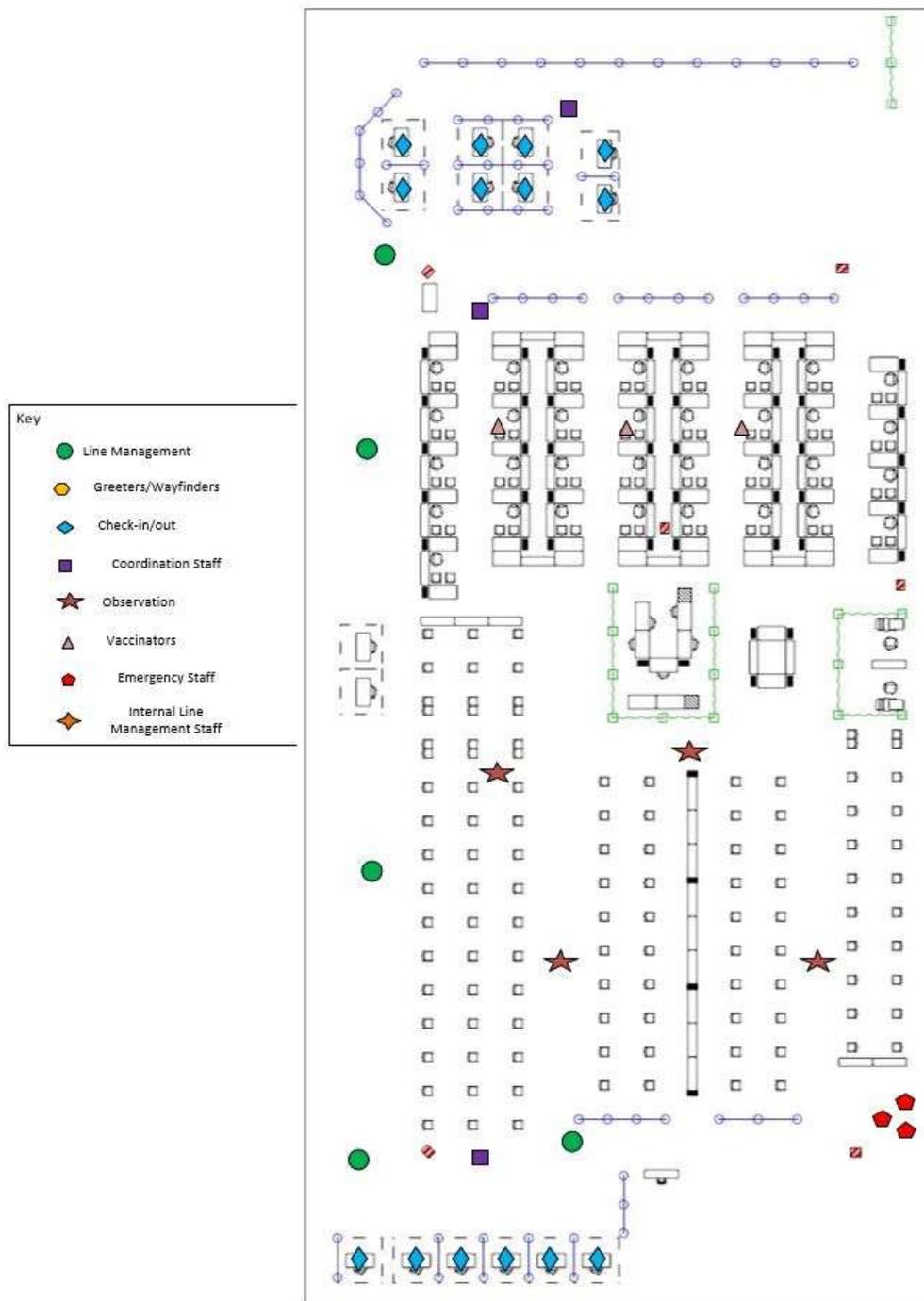
Safety Briefing Outline

Volunteer Information

Signage Verbiage

- COVID 19 Vaccine Clinic – By Appointment (No Walk-Ins)
- Notice of Privacy Practices
- COVID 19 Vaccine Clinic – directional arrows
- Staff & Volunteer Check-In
- Staff Entry
- Volunteer Area
- Enter Line Here
- What to Expect After Getting a COVID 19 Vaccine
- Bathrooms
- Bathrooms are located (upstairs/downstairs/etc)
- Selfie Station
- Check Out
- Observation Area
- Elevator Vestibule
- Emergency Station
- If you are 15 minutes early please remain in your vehicle
- The line is for those with appointments from ____ to ____ at this time
- Proceed to Park
- Passenger Drop Off Area
- Notice for Entry
- Media Waiting Area
- Pick Up and Drop Off
- Exit
- Vaccination Clinic Parking

Sample Clinic Floorplan



Requirements for Set up:

- Vaccination stations and observation area chairs need to be set up to be properly distanced (at least 6 ft).
- Refrigerator and back-up refrigerator easily accessible and monitored for temperature to store vaccines.
- Multiple locations set up with sanitation supplies (hand sanitizer and Clorox wipes).
- Emergency area near reception, equipped with two stretches and has easy access for EMS support if needed.

Safety Briefing Outline

A member of the security or health and safety team will address all staff and volunteers to inform them of the following:

- Nearest AED(s) and first aid kits
- Locations of all emergency exits
- Evacuation procedures and location of the assembly area
 - Point out individuals in charge of directing the evacuation (security team/safety czars)
 - Dedicate individuals to sweep the space after everyone has evacuated to ensure no one was left behind
 - Dedicate a point of contact in charge of keeping a total count of individuals in the space
- In the event of a medical emergency, point out the closest entrance and best path of travel to the space for the emergency responders
- Dedicate a member of the security team to meet the emergency responders should they be called
- Provide a list of contacts with phone numbers of key stakeholders, member(s) of the lead medical team, and security

Volunteer Information

Requirements of all Volunteers:

- Volunteers must attest to being free of ALL COVID-19 symptoms within the last 72 hours of their shift. Please do not attend your shift if any of the following apply to you:
 - If you are currently experiencing:
 - Fever, chills, shivering or shaking
 - Cough
 - Shortness of breath or difficulty breathing
 - Fatigue
 - Muscle or body aches
 - Headache
 - New loss of taste or smell
 - Sore throat
 - Congestion or runny nose
 - Nausea or vomiting
 - Diarrhea
 - If you have taken fever reducing or symptom altering medications for a fever within the last 72 hours
 - If you have tested positive for COVID-19 within the past 14 days
 - If you have been in close contact with anyone who has tested positive, or is suspected of being positive for COVID-19 within the past 14 days
- If at any time **during** your shift you begin to experience any of the above symptoms, please notify the volunteer leader and leave the site.
- As a safety requirement, masks and eye protection are required at all times. Medical grade masks will be provided to you and are the only type of mask allowed. Masks are required to be secured with ear loops, cover the nose, and extend below the chin. Masks are required to be two or more layers. We prohibit the use of bandannas, gaiters or masks with valves. Goggles/eye protection/face shields will also be provided to you.
- Social distancing protocols must be upheld at all times, maintaining a physical distance (6ft).

- All volunteers will be responsible to help keep areas sanitized and safe throughout the shift and complete closing duties prior to leaving.
- Volunteers must be at least 18 years old.
- To ensure safety for all, everyone will be vetted prior to their shift and are subject to a background check. Those unwilling to have a background check are asked not to volunteer.
- Perform the duties required for your role with a positive attitude.
- Be prepared for the physical demands of your role and dress accordingly (i.e.: comfortable shoes meant for walking and/or standing for the duration of your shift; wear a warm jacket if you are signing up for an outdoor role).
- Personal belongings are your responsibility – please refrain from bringing any valuables. There will not be a space for your personal belongings at the venue, so please plan ahead.
- You are responsible for reporting any suspicious behavior or exposure concerns to a clinic lead.
- NO food or drink will be permitted to be brought inside the event area, including any outside food/drinks. There will be a designated space where we will provide coffee/water and snacks/lunch – Volunteer Leads will help you manage breaks to ensure utmost safety.

Training:

- All roles will receive on-site training at the beginning of your shift.