

# Equity-Driven Clinical Operations Plan

## OPERATIONS OVERVIEW

Brown County Public Health and Bellin Health, in partnership with the Green Bay Packers, will mobilize a large-scale community vaccination clinic at Lambeau Field on the West side of Green Bay beginning on March 17, 2021. This site, which has been developed over months of planning efforts, has the capacity to vaccinate 10,000 individuals per week and will be open to the full regional community. Key operational factors include:

- Appointment-based system with 7 days of appointments available between 7 am and 7 pm during the week and 8-4 on weekends.
- Capacity to serve the larger Northeast WI region, beyond Bellin Health patients.
- All three coordinating agencies (Bellin Health, Brown County Public Health, and the Green Bay Packers) have a long-standing commitment to the health of community members, and strong relationships with numerous community partners which enhance clinical operations and access to the site.
- Coordination across all three health systems (including coordination of efforts with the East side Prevea Health location at UWGB) enhances overall vaccination efforts in the Northeast region.
- Equity, diversity, and inclusivity have been key components of clinic planning efforts in order to ensure equitable distribution of vaccine during the COVID-19 pandemic.

## RESPONSIVE OPERATIONS and COMMUNITY ENGAGEMENT

The three coordinating agencies for this community vaccination site recognize that COVID-19 impacts marginalized and vulnerable communities to a greater extent. Additionally, barriers to full access to care, including COVID-19 vaccination, continue to exist and are in fact exacerbated by the pandemic. With that in mind, equity-focused tactics incorporated into this operational plan include:

- Proactive outreach with community organizations and members of the community to gain insight and direction on the needs, available resources, and current/potential strategies to ensure vaccination for vulnerable populations.
- Bidirectional communication with community partners, both sharing pertinent and timely information as well as hearing what concerns community members are expressing. A sample of agencies includes:



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- ADRC
  - Beyond Health Steering Committee members
  - Boys and Girls Club
  - Brown County Health & Human Services – Community Services
  - Brown County Library
  - Brown County United Way and 211
  - Casa ALBA
  - COMSA
  - GBPD (and associated community member relationships)
  - Housing and Homeless Coalition members
  - Literacy Green Bay
  - Local school districts
  - NEW Community Clinic
  - Options for Independent Living
  - Paul's Pantry and the Giving Tree
  - Salvation Army
  - Veterans Affairs
  - Voces de la Frontera
  - We All Rise African American Resource Center
  - YWCA of Greater Green Bay
- Brown County Public Health telephone intake line available during regular business hours for ongoing contact with public and their concerns (feedback from community is integrated into response and operations planning).
  - Brown County Public Health's website ([www.stayhealthybc.com](http://www.stayhealthybc.com)) including general COVID-19 and vaccination information in multiple languages.
  - Frequently Asked Questions (FAQ) documents posted on [www.stayhealthybc.com](http://www.stayhealthybc.com) and on social media, covering various topics in Spanish, English, Hmong, and Somali.
  - Focus group discussions held in partnership with the YWCA of Greater Green Bay with communities of color to explore their stance and perceived potential barriers related to COVID-19 vaccination.
  - Ongoing conversations with the Aging and Disability Resource Center (ADRC) to build trust and address vaccine hesitancy with aging populations. Additionally, collaboration with ADRC and home health organizations is working to address needs for homebound or mobility challenged individuals.
  - Bellin Health maintains strong employer relationships (JBS, American Foods Group, Bay Towel, and others) which have built trust with essential workers in key industries and offer opportunities for promotion of vaccination clinics and COVID-19 education.

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- Green Bay Packers, with the NFL, will engage community publicity efforts through public service announcements, earned media opportunities and a full array of social media tools.
- Postcard mailing with vaccination information sent in multiple languages with the potential to identify specific geographic areas demonstrating potential access inequities as demonstrated by Social Vulnerability Index score (postage discounts through collaboration w/ United States Postal Service).
- *Additional Note:* Parallel operations are ongoing as of March 11 with N.E.W Community Clinic (local federally qualified health center) for smaller clinics targeted towards vaccinating most marginalized populations who they serve that are vaccine eligible. This is a joint effort between Brown County Public Health and NEW Community Clinic. This FQHC is also dedicated to serving the homeless and community members living in shelters.

## TRANSPORTATION ACCESS

The coordinating agencies have intentionally engaged in conversations about easily accessible location(s) for mass clinics, and the decision to utilize Lambeau Field was based upon its central location, adequate parking, accessibility through FREE public transportation, the Green Bay Packers' trusted relationship with the community, and more.

Additionally, options for ensuring access to the Lambeau Field location for the entirety of Brown County if personal motor vehicles are not an option include the following cost-effective options:

- *Green Bay Metro Transit:* free bus transportation on Routes 8 and 9 which stop at Lambeau Field. Discounted bulk day passes to be purchased by coordinating entities and provided free of charge to individuals who need to transfer to Routes 8 and 9.
- *Curative Connections:* a ride service contract which would be at a low cost to the organizing entities and free to participants.
- *Uber Health:* HIPAA secure option similar to Uber for the general public, paid for by the coordinating agencies.
- *Medical Transportation Management (MTM):* a free service for individuals enrolled in certain programs, including: Wisconsin Medicaid, IRIS, BadgerCare Plus.

The above options have been selected as options for this operational plan because they are cost effective and easy to use (sign up via computer or phone), minimizing potential cost or technology barriers.

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The following options were researched but deemed less effective for cost or access reasons:

- *Green Bay Metro Micro Transit Pool Option:* coordinated pick up in rural segments of Brown County at a reduced cost for coordinating entities provided free of charge to individuals for vaccination appointments.
- *Care Pool:* coordinated pick up ride service contract which would be at a moderate cost to organizing entities and free to participants.

Ongoing conversations continue with key community stakeholders to develop solutions for individuals who face obstacles in accessing vaccinations outside of their residence.

## ECONOMIC ACCESS

Recognizing that social and economic factors play a large role in accessing care, including the COVID-19 vaccine, the coordinating partners have included the following considerations in this operational plan:

- Expanded hours to ensure access for working families on evenings and weekends (7 days a week, with extended evening hours).
- Providing clear messaging to patients that vaccination will be provided at no cost to the recipient. Providing multilingual support should there be any follow-up billing or financial questions after vaccination.
- Lactation supports on site for working family members with young children, in line with WI Breastfeeding Coalition guidelines
- Considerations for a family-friendly clinic, while maintaining social distancing and public health recommendations, including:
  - Family waiting area to keep social distancing while allowing families with the need to bring family members (children) to still receive vaccinations.
  - Developmentally appropriate activities for children while waiting the 15 minutes (single use coloring book packets)

## LANGUAGE ACCESS

Multiple steps have been taken to ensure that community members who speak various languages will have full and clear access to COVID-19 vaccination, including:

- Multilingual signage on site in:
  - Spanish
  - Hmong



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- Somali
- English
- Multilingual staffing by Brown County Public Health (Spanish and Hmong) and Bellin Health
- Stratus services on site: technology-based interpreting services in multiple languages.
- Contracting with various interpreting firms to ensure that direct, onsite interpreting services are available in:
  - Spanish
  - Hmong
  - Somali
  - Others as needed
- American Sign Language interpreters available as needed to support patients onsite through Brown County Public Health contracting.
- Registration support from Casa Alba (Hispanic Resource Center) to assist individuals in registering for appointments in Spanish
- Registration available in Spanish on [www.mybellin.org](http://www.mybellin.org) starting mid February
- Social media promotion of clinical operations and access in multiple languages
- [www.stayhealthybc.com](http://www.stayhealthybc.com) information in multiple languages
- Print education and process overview materials in:
  - Spanish
  - English
  - Somali
  - Hmong
  - Hindi
- Vaccination FAQ videos in Spanish and Somali from Bellin Health to be distributed widely throughout the community to build confidence in the vaccine and answer primary concerns.
- Vaccination FAQ video and awareness/education information in Hmong with culturally competent content developed by members of the Hmong community.
- *Block scheduling options:* Specific scheduling dates for bilingual populations to ensure equitable distribution of access to vaccine for populations facing language barriers and ensure adequate bilingual staffing. *(This will not preclude individuals from scheduling at times that are convenient within their schedules, but would be in addition to full accessibility with multilingual support).*

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## REGISTRATION ACCESS

The coordinating agencies for this clinic recognize that online registration through an established portal may potentially pose barriers to success, so plans have been put in place to help navigate this system and overcome those barriers, including:

- [www.stayhealthybc.com](http://www.stayhealthybc.com) with links to each of the community sites for vaccination, as well as phone numbers listed for each access point.
- Registration available in Spanish on [www.mybellin.org](http://www.mybellin.org)
- Promotion of the DHS vaccine registration assistance line locally. (Initial conversations with 211 took place to ensure that there would be local coverage.)
- Brown County Library: limited assistance to be able to connect individuals with computer access and provide safely distanced guidance onsite.
- Community registration events: targeted trusted locations in neighborhoods with low uptake of vaccine or known registration barriers, such as mercados, faith-based locations, etc. Staffed by BCPH or WEAVR volunteers.
- Registration support from Casa Alba (Hispanic Resource Center) and NEW Community Clinic to assist individuals in registering for appointments in Spanish.
- ADRC registration support for aging and disabled populations, including holding the line to ensure that community members with limited minutes on pre-paid cell phones have access to scheduling as needed.
- *Block scheduling options:* Specific scheduling dates for bilingual populations to ensure equitable distribution of access to vaccine for populations facing language barriers and ensure adequate bilingual staffing.

## ON SITE ACCESS AND ACCOMODATIONS

Community members having varying needs related to accessing vaccination appointments on site, and this plan includes the following intentional steps to be inclusive to community members with diverse abilities:

- Staff available to interface with guests as they arrive and available to assist with simple physical transfers for individuals with mobility concerns.

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- Clear signage for wheelchair accessibility in multiple languages upon arrival at the clinic site.
- Wheelchairs available to individuals with mobility concerns to borrow to go from their vehicles through the full vaccination process.
- Staff will be easily identified by vests and will provide instruction as needed.
- Staff who are bilingual will be scheduled on site whenever possible.
- American Sign Language interpreters available as needed to support patients onsite through Brown County Public Health contracting.
- Staff will be positioned throughout the clinic to coordinate traffic flow.
- PPE will be required and provided for staff to wear - serving the dual purpose of protecting community members and staff.
- Individuals will be asked to wear masks and socially distance from each other, masks will be made available if needed (free of charge).
- There will be dedicated waiting areas with a separate adverse reaction room in order to protect privacy in case of adverse reactions.

## ADDITIONAL FACTORS

Operations at the Ashwaubenon community clinic location (a Bellin Health and BCPH partnership) have been serving residents outside of Brown County alone. The Lambeau Field community clinic has the potential to expand operations to an even larger segment of underserved Northern counties in Wisconsin, in addition to the urban center of greater Green Bay. Mapping data below show that nearly 1/3 of vaccine recipients are already coming from outside of Brown County, without active promotion to expand access at this time.

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