

Setting up a Patient Centered COVID-19 Vaccine Hub in Three Days

Baylor University Medical Center (BUMC) – Baylor Scott & White Health

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1. Background

- The State of Texas identified the need for high volume COVID-19 vaccination hubs. The hubs needed to meet certain requirements to ensure equitable distribution with demographic coverage including the hardest hit zip codes:
 - Must serve all eligible phase 1a and 1b recipients
 - Cannot be restricted to Dallas County residents
- BUMC applied to be a state COVID-19 vaccine hub on 1/13/21, and received official notice of approval on 1/16/21

2. Problem Statement

BUMC needed to develop a patient centered state approved COVID-19 community vaccine hub within three days of state approval that could initially administer up to 5,000 doses/week for dose 1 patients, with an overall plan to meet 10,000 doses/week (dose 1 and 2 combined total), while providing patients with a friendly and timely vaccination experience.

3. Understand The Problem

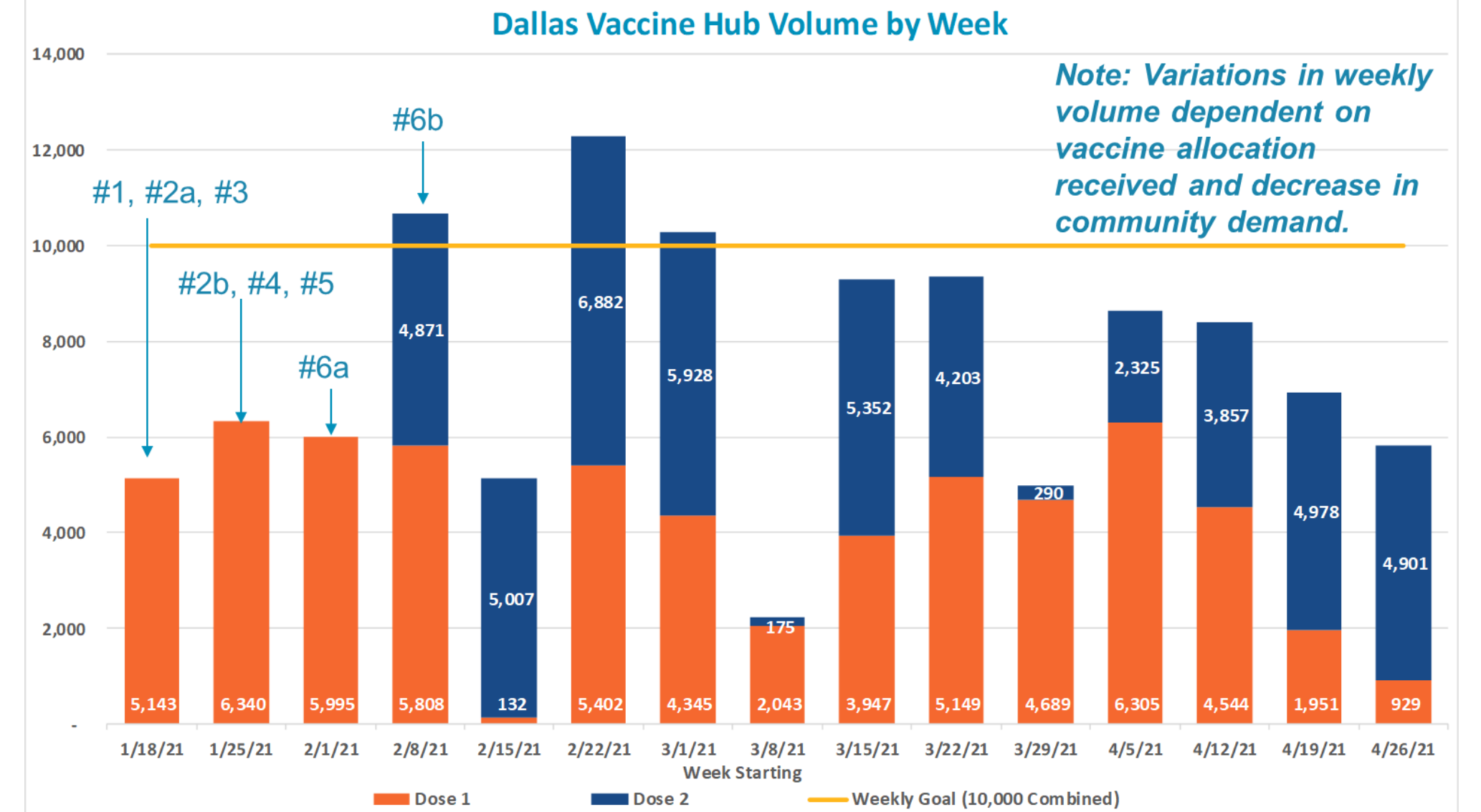
- On 1/16/21, senior leadership at BUMC challenged the team to rapidly stand-up a COVID-19 vaccine hub no later than 1/19/21, as vaccine was anticipated to arrive 1/18/21-1/19/21
- In addition to the time urgency, the team wanted to address and solve for concerns at other existing hubs:
 - Long lines and wait times, lack of proper facilities
 - Patients turned away without being vaccinated
 - Communities with highest COVID-19 rates were not targeted during initial vaccine roll-out

4. Implemented Change

The team implemented multiple interventions to meet the goal of standing up a COVID-19 vaccine hub within three days:

- Hub Location Chosen:** locations were evaluated based on accessibility, external traffic flow, parking, occupancy, internal patient flow, vaccine delivery/preparation logistics, facility readiness, ability of space to expand and serve the 1b population (elderly, less mobile, co-morbidities).
- Process Flow Developed/Implemented:** U-shaped patient flow was developed to minimize wait times, ensure social distancing, and utilize space and resources efficiently while meeting the volume demand. Each stakeholder group identified action items to transform the space previously used for storage and training to an operational vaccine hub.
- Staffing Plan Developed:** Number of staff needed was based on a capacity analysis tool and previous experience with the BUMC employee vaccination clinic. Initially, all roles were filled by BSWH employees via a sign-up genius.
- Standard Work Created/Implemented:** Since staff could vary day to day, standard work was essential for just in time training for roles and hub processes.
- Visual Management Created/Utilized:** Examples of visual management included internal and external signage to direct patients, job tags for role recognition, and patient materials to manage patient expectations.
- Dose 2 Process Developed/Implemented:** Team used lessons learned and concepts from dose 1 to develop a separate stand alone “cell” in a different part of the building with its own entrance and parking. This was needed since the dose 2 process was slightly different, and the dose 1 entrance could not accommodate additional volume.

5. Calculate and Demonstrate the Success

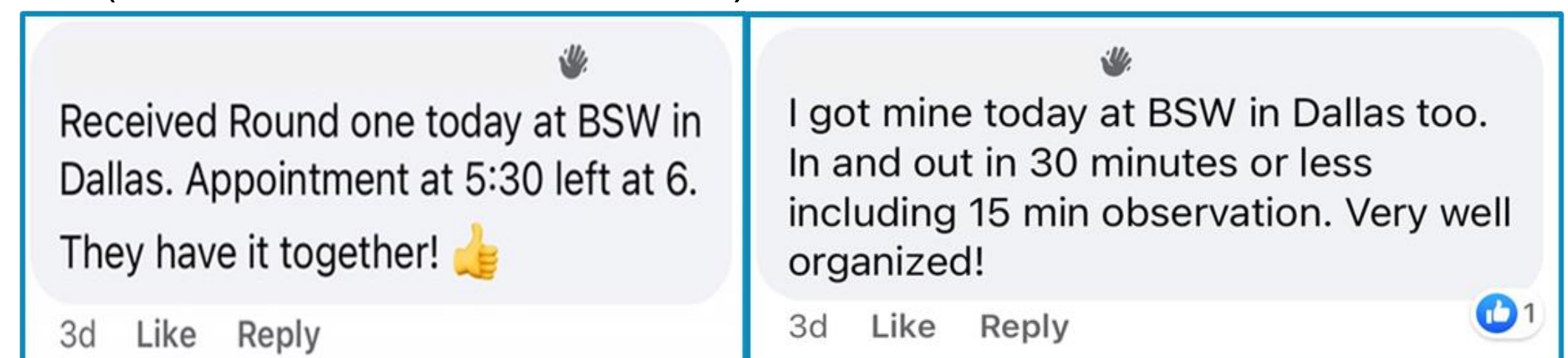


Interventions

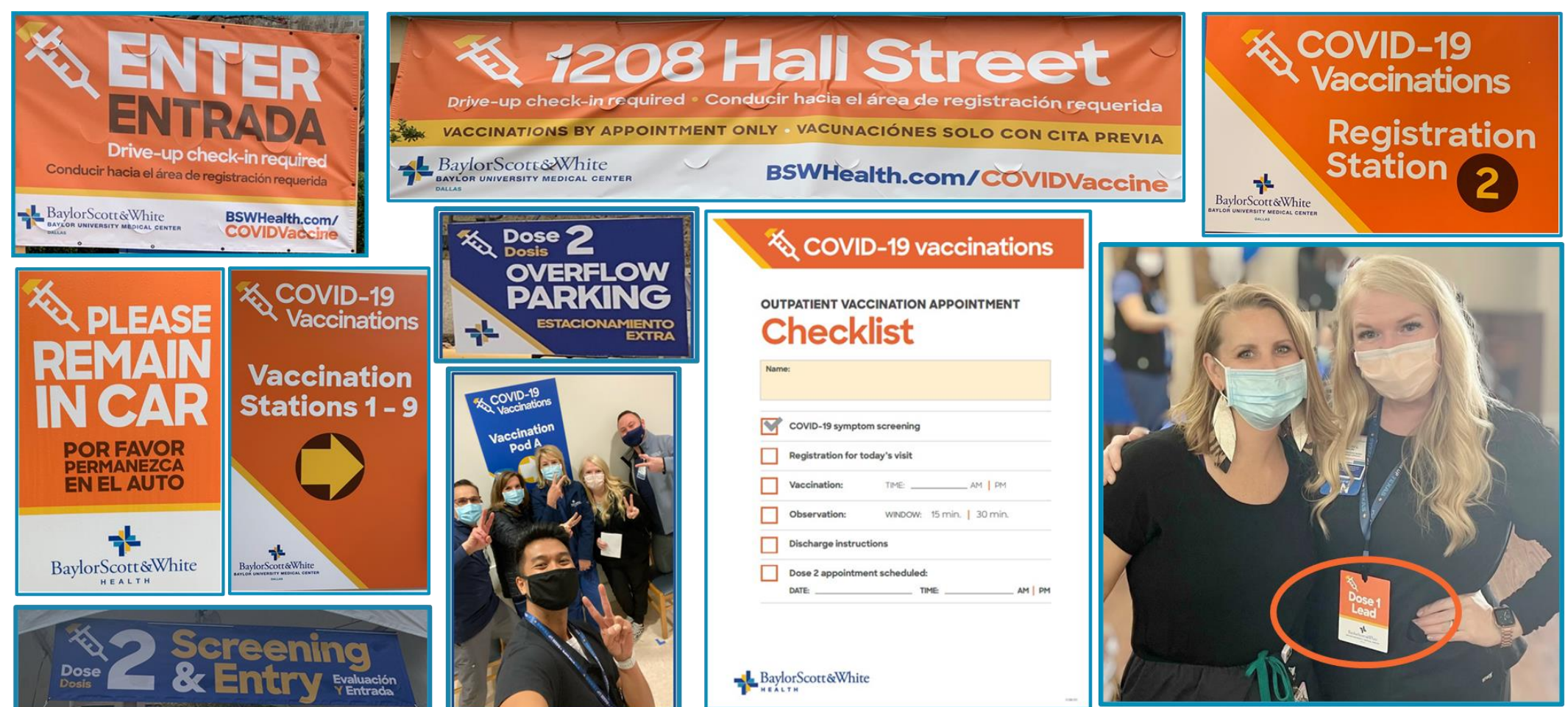
- Hub Location Chosen and Transformation, 2a. Initial Dose 1 Process, 2b. Final Dose 1 Process
- Staffing Plan, 4. Standard Work, 5. Visual Management, 6a. Dose 2 Trial Run, 6b. Dose 2 Full Day

6. Patient Centered Successes (3/19/21-5/6/21)

- 97% of patients rated strongly agree to “overall positive vaccine experience” (other 3% rated somewhat agree)
- 95% of patients met 30 min goal from check-in to check-out (other 5% within 45 minutes)



7. Implemented Change Examples



8. Lessons Learned

- Leadership presence and support is essential for rapidly standing up any process and implementing changes
- Walk through the process with all stakeholders – they are the subject matter experts in their area
- Conduct a soft opening to see how the process works, and identify issues that can be addressed before full go-live
- Debrief daily during the first few weeks of go-live so issues can be identified and resolved quickly
- Allow for staff input of ideas for just-in-time issue resolution

9. Team Members

- Executive Sponsors: Patricia DeFrehn, Steven Newton
- Facilitators: Ruben Fuentes, Malcolm Ladines, Alicia Turoff
- Team Members: Amber Lee, Marci Lasiter, Diana Rich, Mark Fryar, Kirk Starr, Jason Murray, Sharon Vaughn, Kelly Morgan, Penny Quinn, Sean Kester, Richard Ziegler, Maria Carpenter, Maureen Porter, William Pringle, Grey Abbey, Brian Oliver, Fernando Bayley, Piaras McGonagle, Ricky Banks, Vinai Mathew, Todd Dunlap, Zack Spangler, Chris Matta, Chris Casazza

