



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

San Francisco Health Network: Balancing Equity and Speed in COVID Vaccination

Ellen Chen, MD

Ambulatory Care Director of Population Health and Quality

May 18, 2021



SFHN COVID Vaccine Taskforce

Mission



Ensure that every patient and staff member in the SFHN who desires a COVID-19 vaccine can receive one as quickly as possible while balancing the following:

- Deploy limited vaccine supplies **equitably, fairly and transparently** in alignment with federal, state, and local vaccine allocation guidelines;
- Coordinate and **optimize resources** across the SFHN and C3; and
- **Prioritize equity** for patients and communities disproportionately harmed by COVID-19



PHOTO CREDIT: LEA SUZUKI | SF CHRONICLE

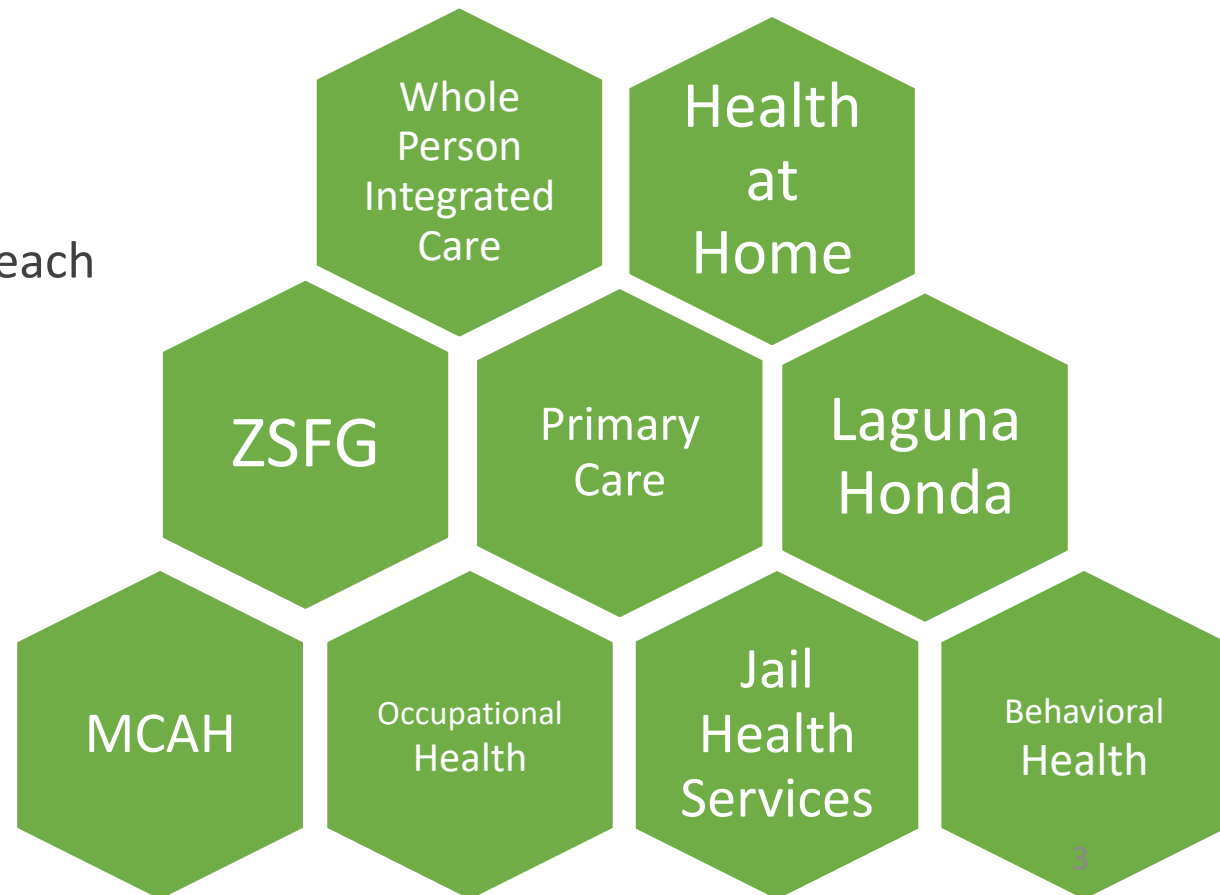


SFHN COVID Vaccine Taskforce



Taskforce formed in late December 2020 with representation from across the Network

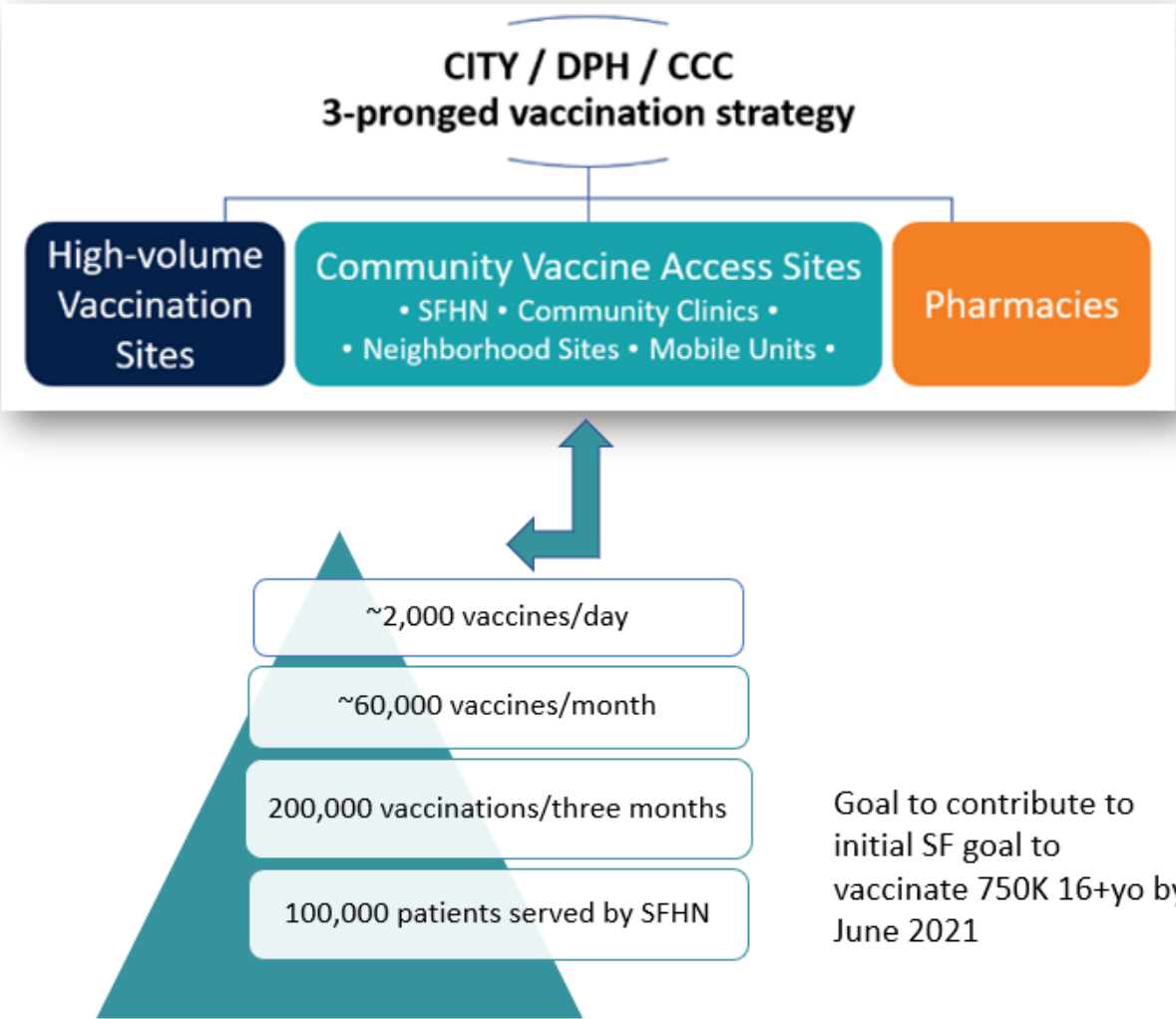
- Sub-committees coordinate vaccine efforts across the network, in alignment with C3
 - Operations
 - Staffing
 - Patient Risk and Outreach
 - Epic (IT Systems)
 - Pharmacy
 - Communications
 - Equity



Initial Vaccine Rollout Goals



Goals to contribute significantly to SF vaccination efforts, serve SFHN staff and patients, and to prioritize communities most impacted by COVID-19



Key Strategy: Drop-Ins



Offering drop-in access is key to overcome barriers

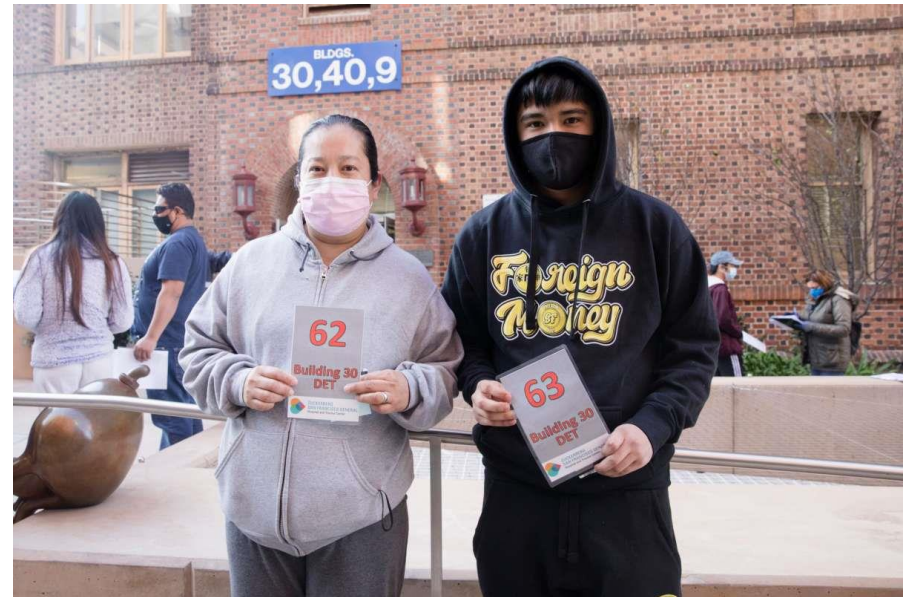
- Drop-in vaccines removed barriers around digital gaps, navigating confusing websites, long call waits, and appointment availability

PHOTO CREDIT: LEA SUZUKI | SF CHRONICLE



“If they didn’t have a walk-in site like this, I’d still be online.” - Alvin Chong, 58 vaccinated at the Southeast Health Center

PHOTO CREDIT: DOUGLAS ZIMMERMAN | SF GATE

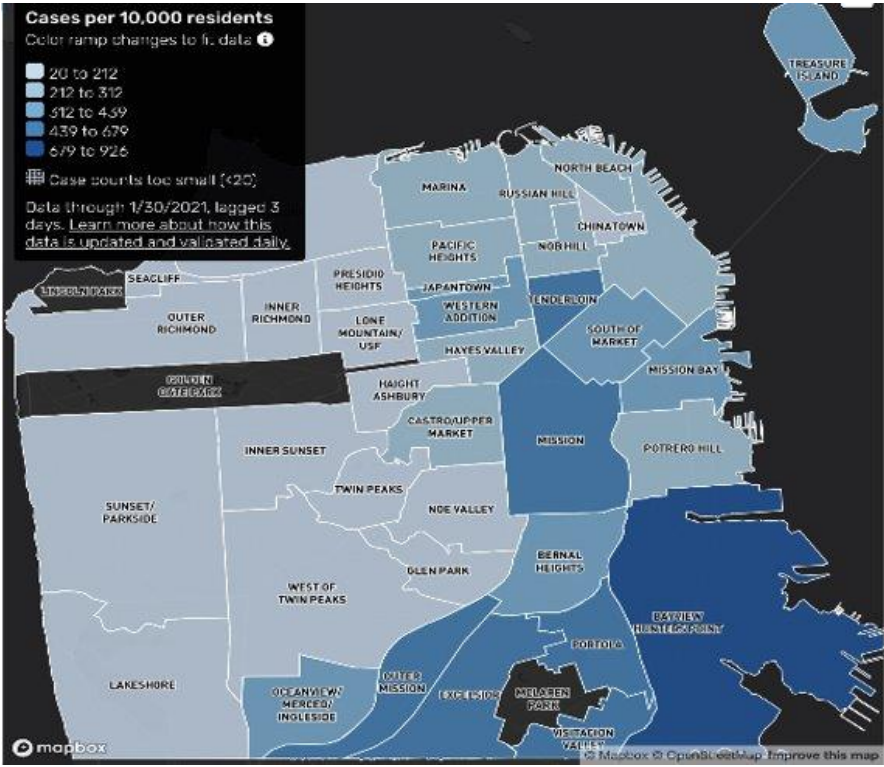
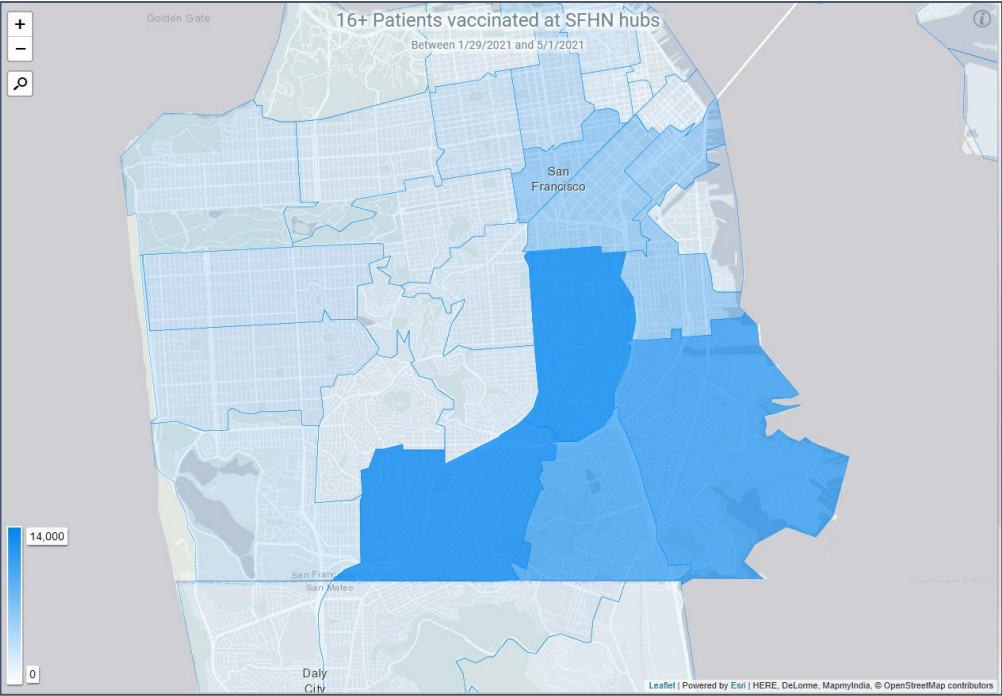


Celeste Lopez, and her son Olvin, 16 dropped-in to ZSFG the first day eligibility expanded to 16+

Key Strategy: Priority Zip Codes



A targeted zip code strategy was effective for vaccinating residents in neighborhoods most impacted by COVID and creating a network of community-based sites



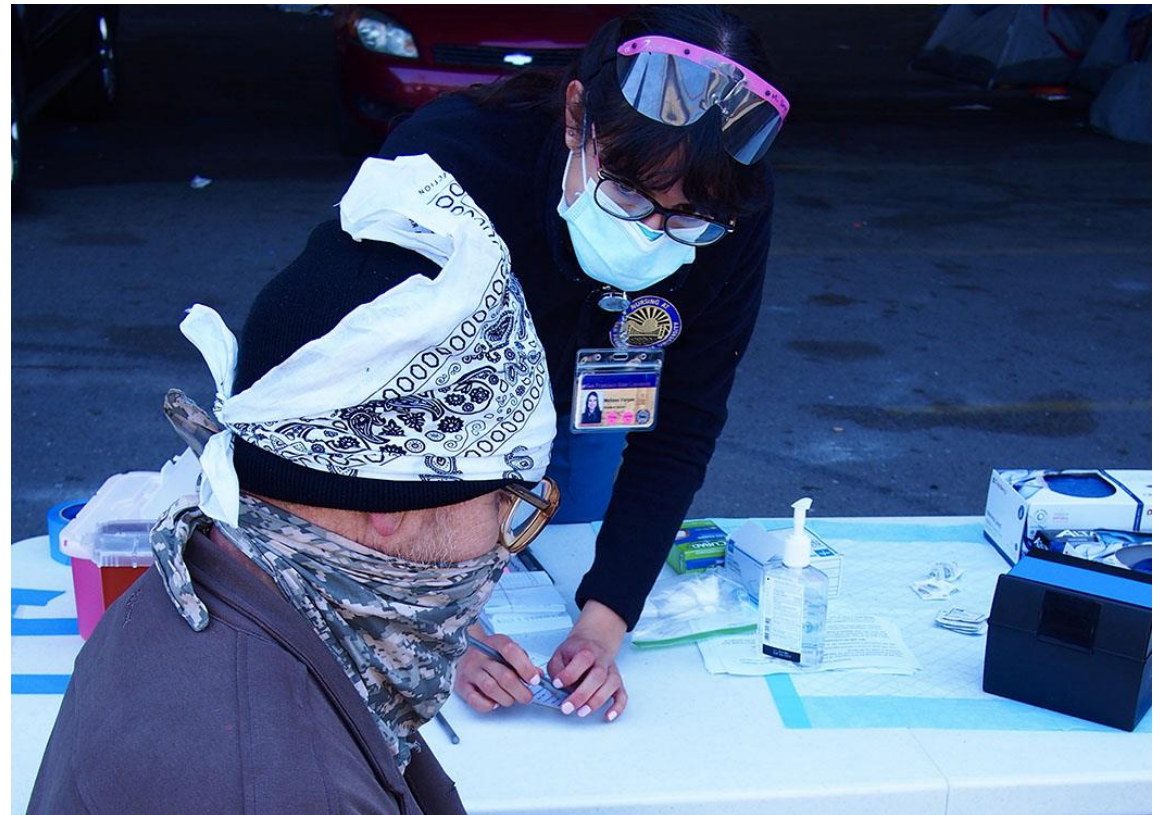
Key Strategy: Mobile Vaccinations



Mobile teams are deployed to meet people where they are, including vaccines to vulnerable groups that cannot access brick-and-mortar sites



Health at Home vaccines



Mobile vaccines in SoMa


Key Strategy: Partnerships



It takes a village! Broad range of partnerships and collaborations.

- Across SFHN to promote vaccine patient education, outreach and drive referrals
- SF Health Plan partners for critical outreach, navigation and transportation support
- CBOs and community stakeholders to expand reach, engagement and access for vulnerable communities
- C3 coordination and alignment

Drop-in COVID-19 vaccines for people in the Bayview, Vis Valley, Mission, Excelsior, Tenderloin, Potrero Hill, and Portola Neighborhoods



WHO Everyone ages 16 and older living in the 94124, 94134, 94112, 94110, 94107, 94102, 94103, & 94130 zip codes

WHAT Free COVID-19 vaccines


WHEN Daily, 9am to 3pm

WHERE **Southeast Health Center** or **Zuckerberg SF General Hospital**
2401 Keith Street 1001 Potrero Avenue

HOW Drop-in, no appointment needed.

****A parent or legal guardian must accompany anyone ages 16 or 17 getting the vaccine at these sites. People ages 16 and 17 should go to Zuckerberg SF General Hospital where the Pfizer vaccine is given.****

Vacunas contra el COVID-19 sin cita previa, para las personas que viven en Bayview, Visitacion Valley, Mission, Excelsior, Tenderloin, Potrero Hill y Portola



¿Para quiénes es? Todas las personas de 16 años de edad en adelante que viven en los códigos postales 94124, 94134, 94112, 94110, 94107, 94102, 94103 y 94130



¿Qué se ofrece? Vacunas contra el COVID-19 gratuitas

¿Cuándo? Todos los días, de 9am a 3pm

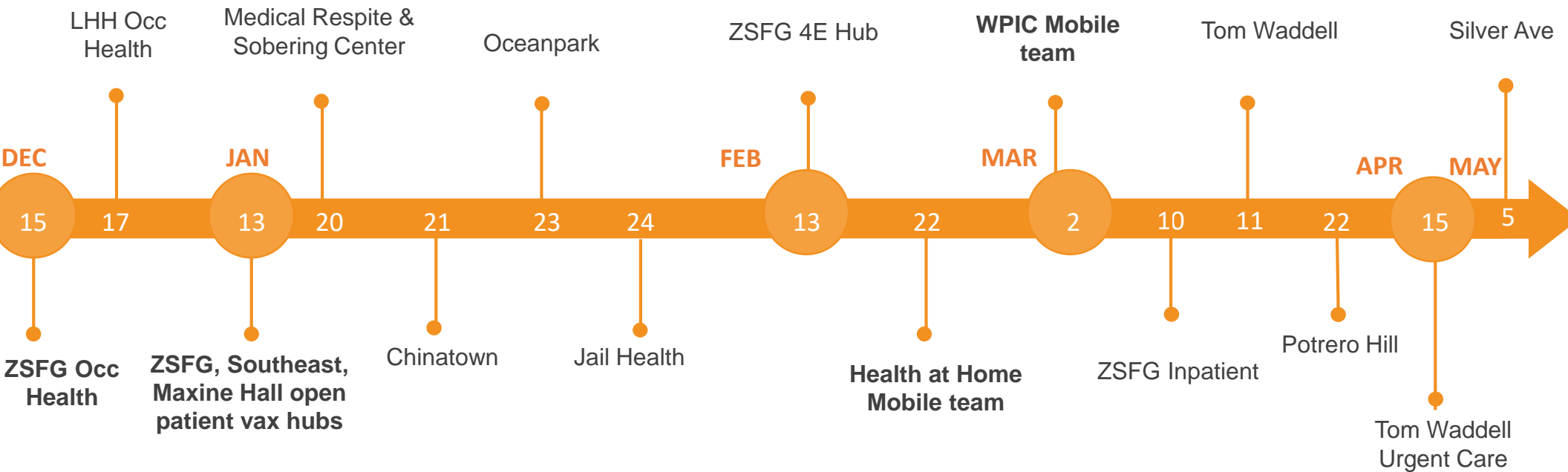
¿Dónde? **Southeast Health Center (Centro de Salud del Sudeste)** or **Hospital General Zuckerberg de San Francisco**
2401 Keith Street 1001 Potrero Avenue

¿Cómo funciona? Usted puede llegar sin cita previa.

**** Cualquier persona de 16 o 17 años que vaya a vacunarse a estos lugares debe estar acompañada por un padre o tutor legal. Las personas de 16 y 17 años deben ir al Hospital General Zuckerberg de San Francisco donde se administra la vacuna de Pfizer. ****

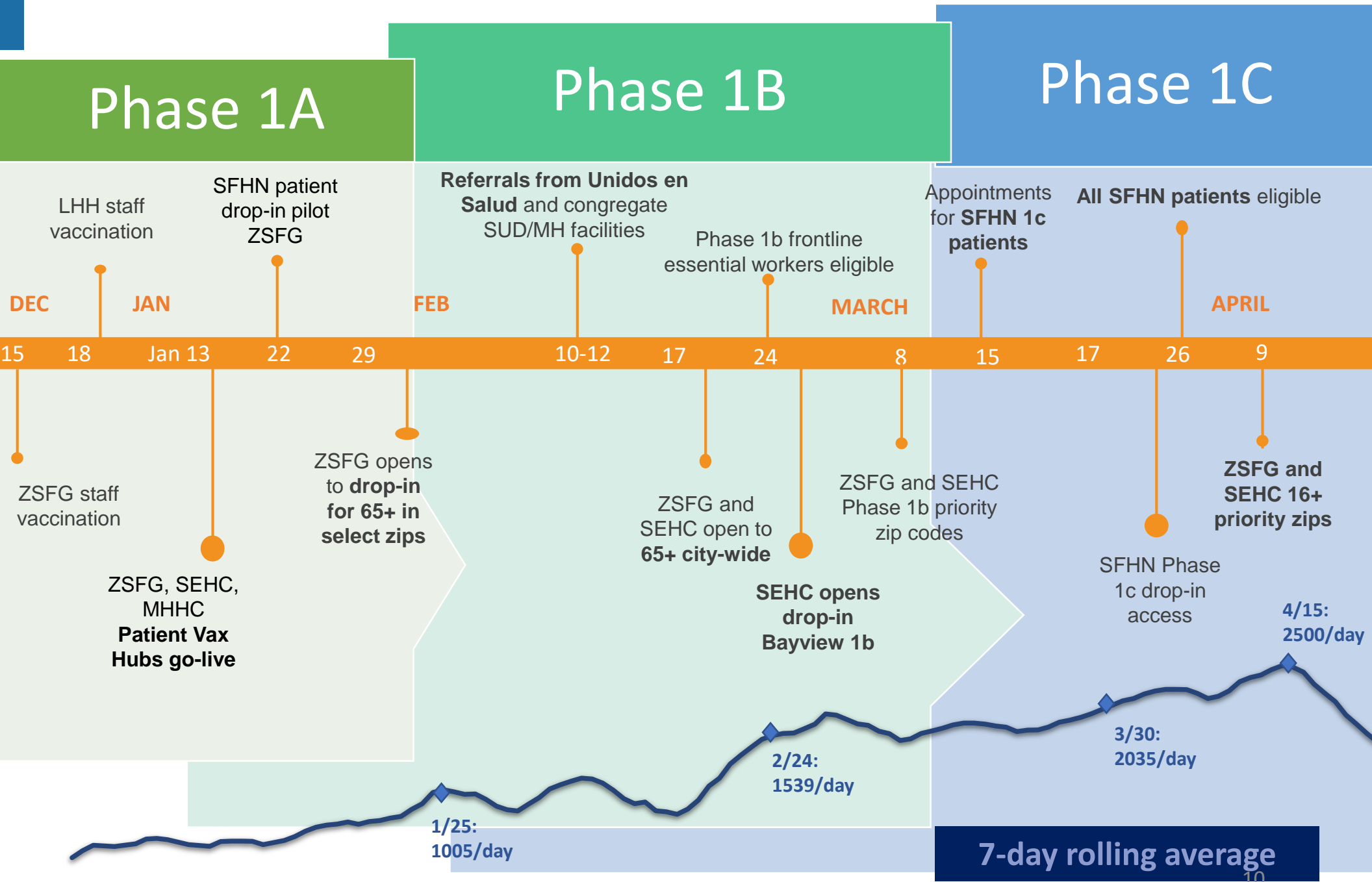



Rollout Timeline - SFHN Vaccine Operations



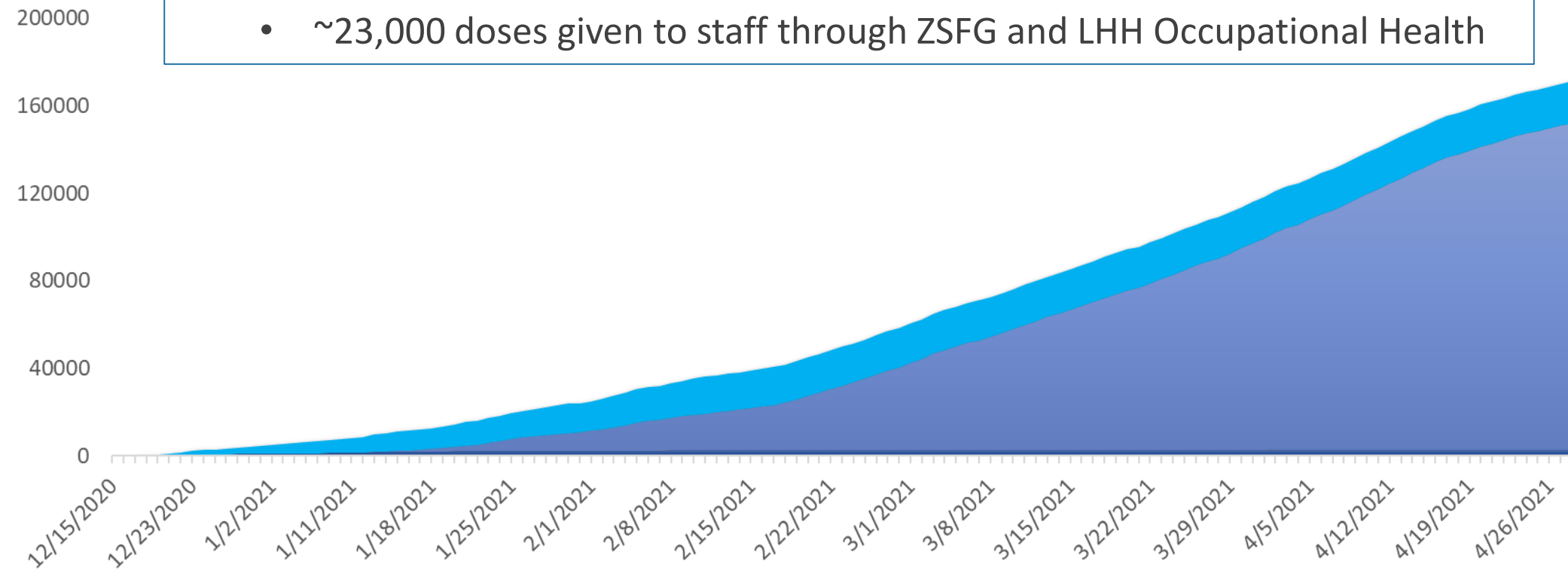
7-day rolling average

Rollout Timeline - Eligible Populations



SFHN Vaccination Doses to Date

- As of April, SFHN administered 20% of all vaccines given across the city
- Over 175,000 doses administered
 - 152,000+ doses at SFHN Patient Hubs
 - ~23,000 doses given to staff through ZSFG and LHH Occupational Health



Staff Vaccination

- Number of staff that have received at least one dose:
 - ZSFG – **81%** (6442/7925)
 - LHH – **86%** (1493/1739)
 - Ambulatory Care – **71%*** (1631/2287)
**Staff may receive vaccinations from alternate providers*
- SFHN-wide Q&A addressing staff questions and aiming to improve vaccine confidence
- Tremendous appreciation to Occupational Safety & Health team at ZSFG!

DR. ANTONIO GOMEZ AT ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL GETS SAN FRANCISCO'S FIRST COVID-19 VACCINE



COVID-19 Vaccine Webinar & Q&A for SFHN Staff

Friday, April 23 at 12 PM

Join us

for an informative conversation and Q&A session about the COVID-19 vaccine.

We will address vaccine facts versus fiction to address vaccine confidence, as well as answer your questions.

In alignment with our COVID-19 response strategy and DPH racial equity plan, we will be prioritizing our B/AA and Latinx workforce.

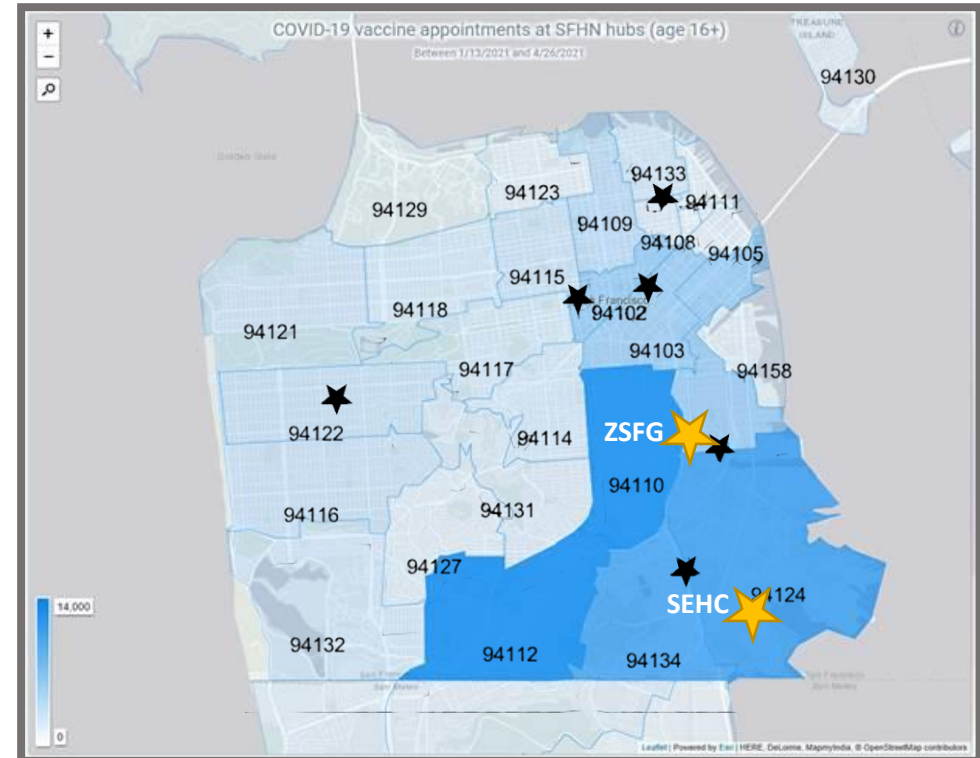
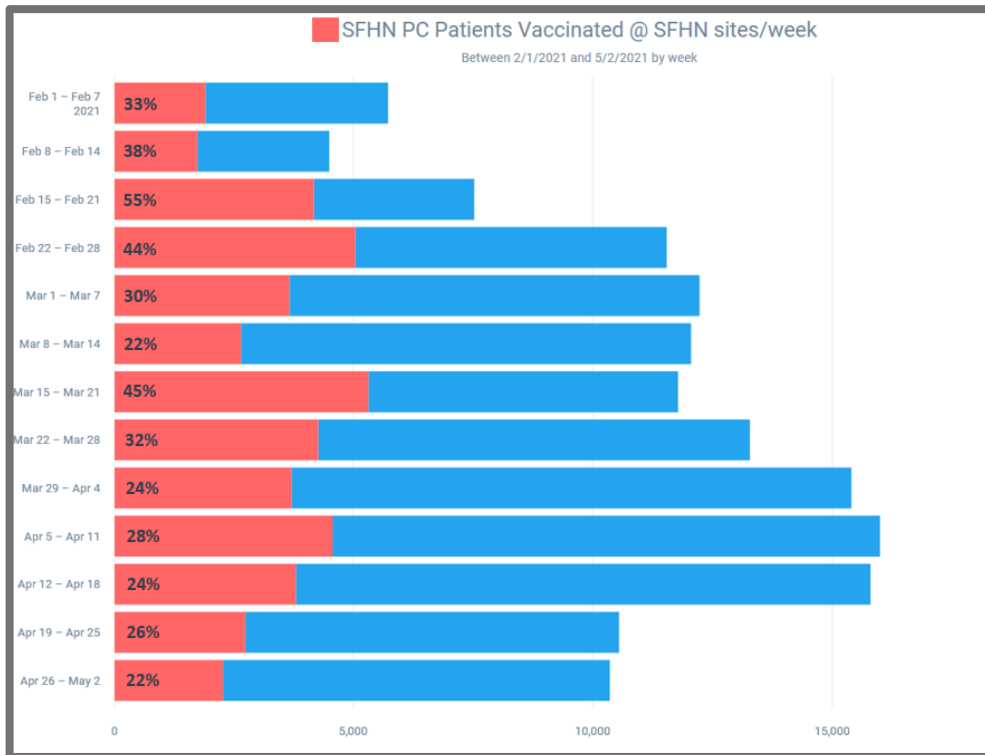


SPEAKER:

Dr. Ayanna Bennett, MD, MPH
Director of the Office of Health Equity

SFHN Patient and Community Vaccination

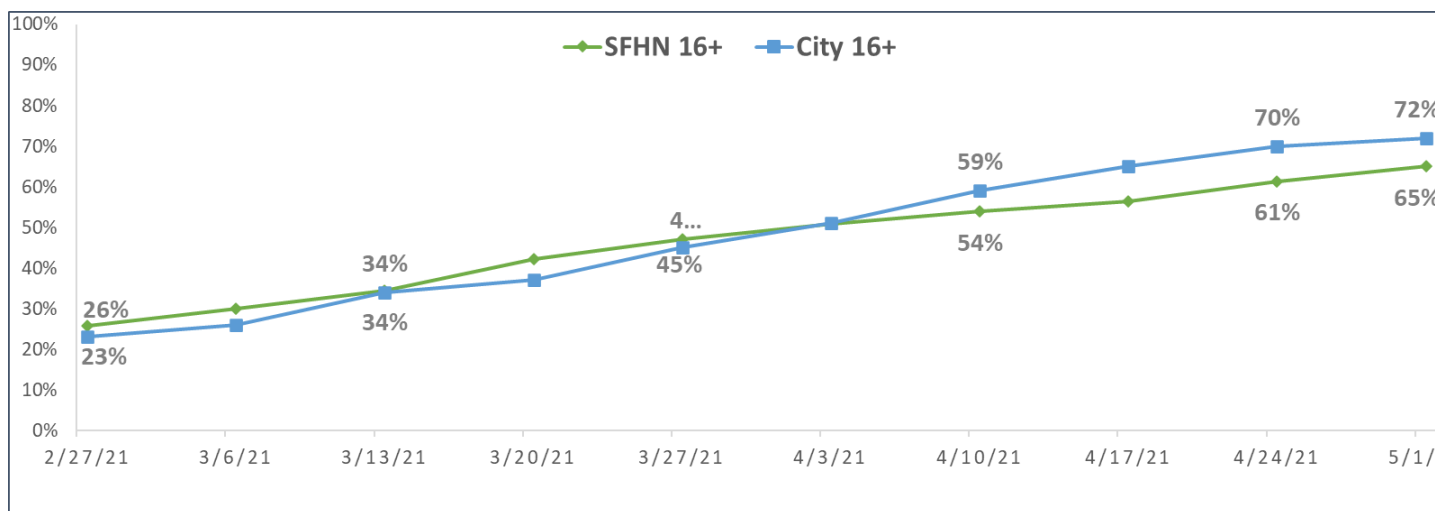
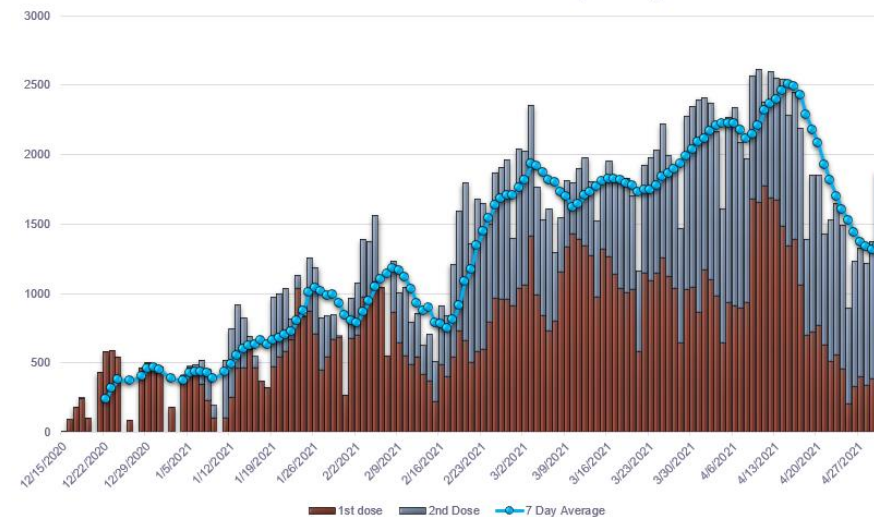
- Among all vaccines administered at SFHN sites, **67%** have been provided to non-SFHN patients (community members).



SFHN Patient Vaccination Rates

- **61%** of 16+ SFHN patients have received a vaccine, compared to **70%** across the City
- **79%** of 65+ SFHN patients have received a vaccine, compared to **86%** across the City

- **Decreasing demand**
SFHN Vaccines administered per day

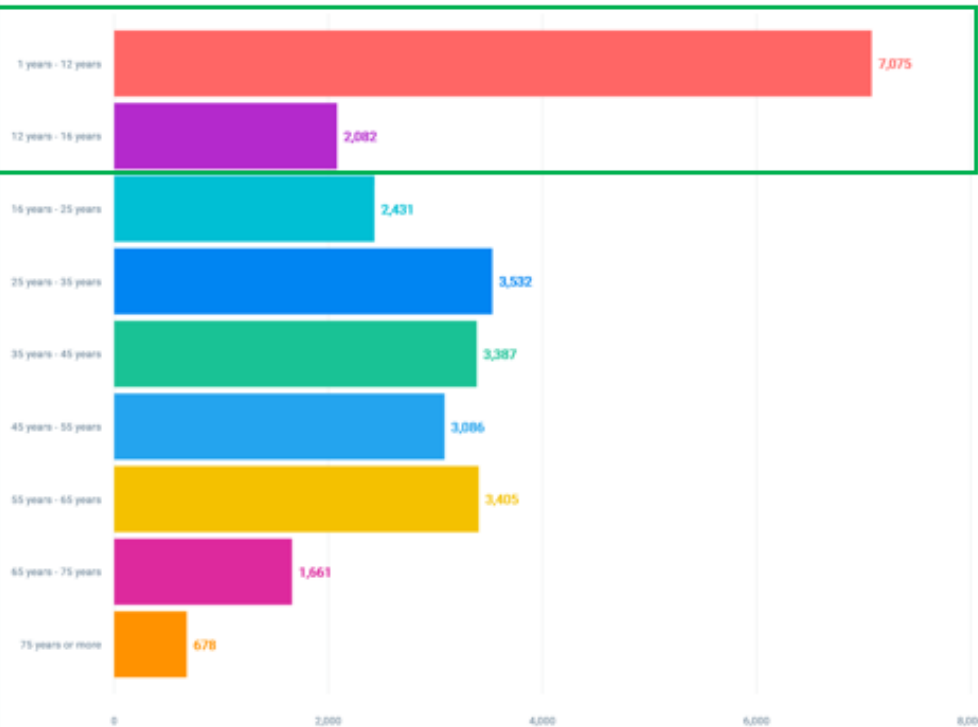


Who is left to vaccinate?

SFHN Patient Vaccination Gaps

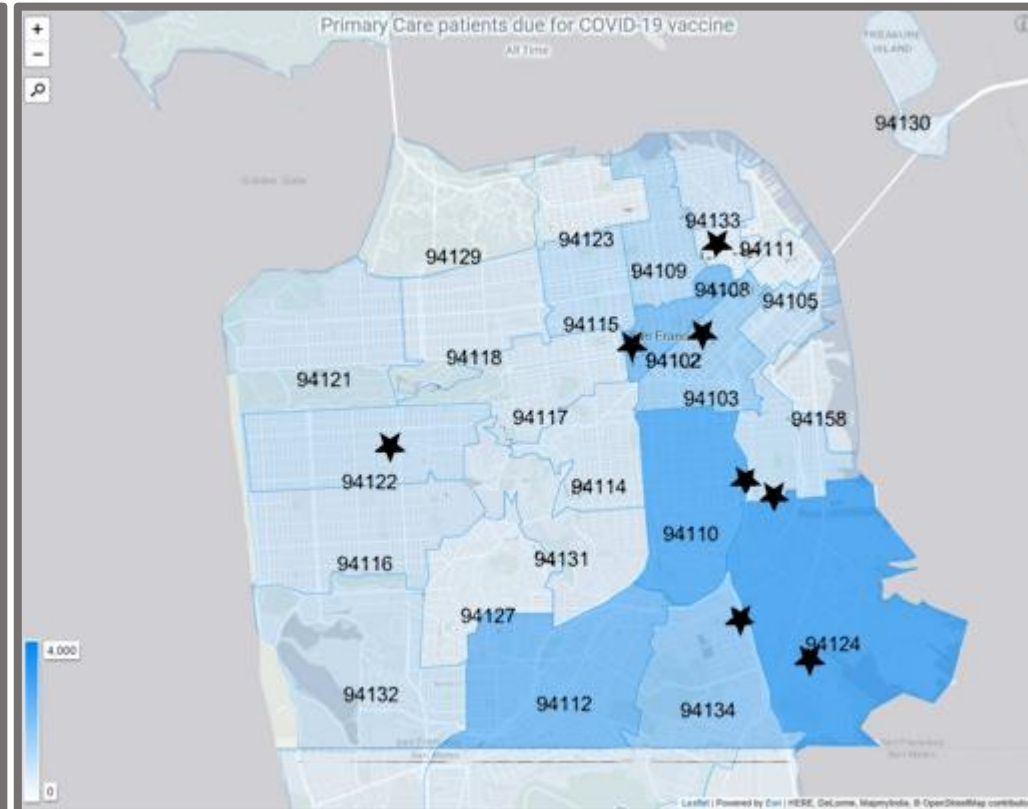
Primary Care patients without a COVID-19 vaccine

Last 1 year



Primary Care patients due for COVID-19 vaccine

All Time

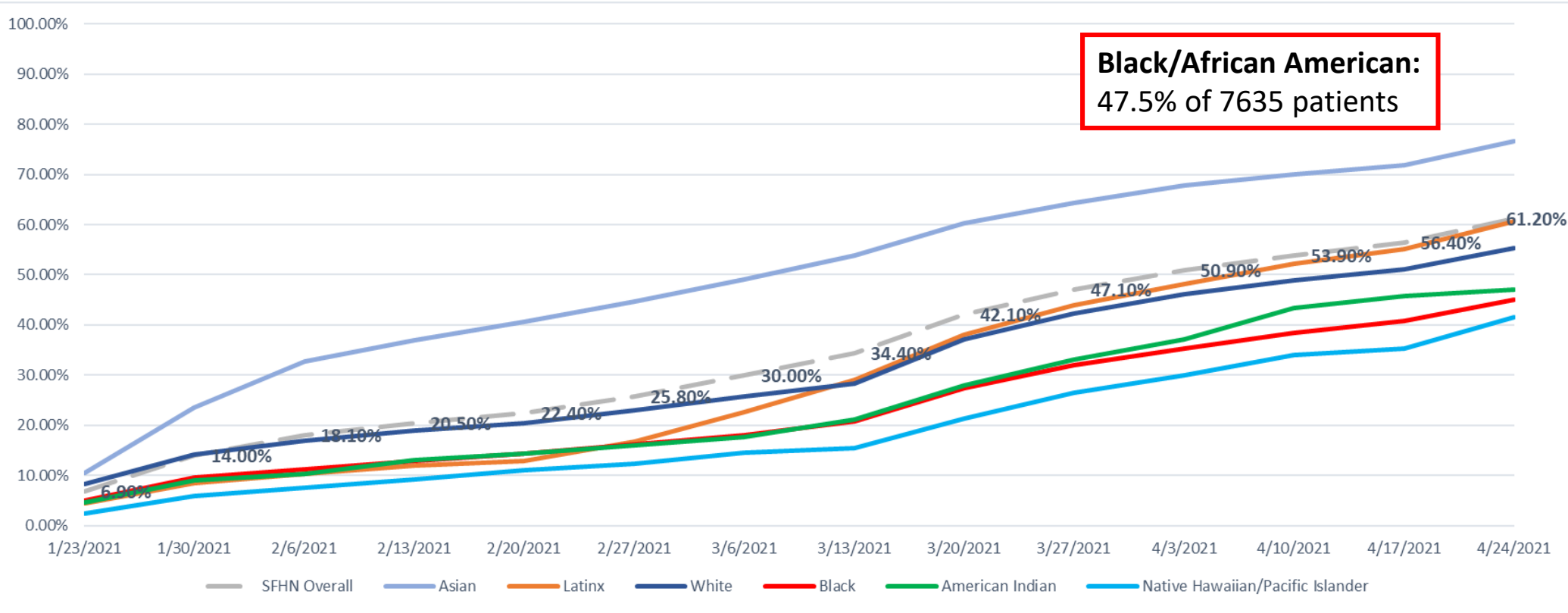


SFHN Patient Vaccination Gaps



Vaccination rates among SFHN’s Black, Indigenous and Pacific Islander patients ages 16+ is lower than that of Asian, Latinx, and white patients. The rate of increase per week is also less

**Black/African American:
47.5% of 7635 patients**



Racial Equity QI and Interventions

- **Continue mailings and warm outreach** along with electronic message
- **Add PCPs** to conduct warm outreach calls
- **Expanding homebound vaccinations** with Health at Home team
- **Ensure vaccine offer at every appointment** as part of routine care
- **Webinars and staff communication training** focused on our Black/African American patients
- **Collaborate with C3 to build connections with CBOs** to improve visibility of and patient experience at our sites



COVID-19 vaccine clinic brings relief to one of SF's hardest-hit communities

KGO - 2/3/2021



In San Francisco's Bayview District, it should come as no surprise how good news spreads - word of mouth and a bit of social networking. It led to a long line of people social distancing at a coronavirus vaccine drop-in clinic on Keith Street.



The San Francisco Health Network Presents

COVID-19 Vaccine Webinar

Thursday, April 29th from 6 - 7 PM



Hosted by **Dr. Ariel Franks**
Family Physician and SFHN
COVID-19 Vaccine Equity Lead

Join doctors and patients from the San Francisco Health Network for a conversation about the COVID-19 vaccine.

We'll discuss how the vaccines work, safety and effectiveness, and when and where you can get vaccinated.

We will be prioritizing this as a space for our Black/African American patients to ask questions.

We can sign you & family members up for a vaccine appointment at the end of the session!

Register here: bit.ly/3gEQ1it

Join via Zoom: bit.ly/3gEQ1it OR watch on Facebook:
www.facebook.com/sfpublichealth



San Francisco Health Network
Primary Care

Future strategy looking ahead

Continue:

- Drop-in for low-barrier access
- Access for priority zip code residents
- Mobilization for hardest to reach populations
- Intensify collaboration with PHD and CBO referrals
- Intensify focus on racial Equity

Operational Shift:

- Strategy from high volume to integration into routine healthcare with relationship and data-driven QI approach
- Embed SFHN regular sites as an option for vaccination as part of C3 neighborhood and community hub strategy

April:

16+ for priority zips

May-June:

-Reduce and Integrate
-Open to 12–15-year-olds

Fall 2021:

Reopen moderate volume sites for age<12

Next step challenges for SFHN

- **Resources to quickly scale vaccination operations back up if cases increase or booster is recommended**
- **Need to reestablish volume and access to care for patients with**
 - **Reduced staff due to continued activations**
 - **Staff who are experiencing fatigue and/or difficulty transitioning back to home departments**
 - **Continued need for Covid safety protocols**

Thank you for getting vaccinated with the SFHN!



And thank you to the fearless leaders, staff and volunteers for your constant, unwavering support and dedication to our patients and community!



Anna Robert
Ariel Franks
Baljeet Sangha
Blake Gregory
Carol Taniguchi
Chauncey Jackson
Claire Horton
Cristina Padilla

Devora Keller
Eric Shaffer
Jaime Martin
Julie Russell
Kevin Schindler
Lukejohn Day
Merjo Roca
Michelle Fouts

Ocean Berg
Philippa Doyle
Rachel Stern
Rita Lam
Robin George
Rosaly Ferrer
Tony Chung
Zoe Harris
...and MANY MORE!

Background

SF City-wide strategy (April 2021 Numbers)

The Road Ahead



Our data-informed approach guides strategy and outreach to the most vulnerable populations.

In April**
We're now at 64% and eligibility has been expanded to ages 16+.

As more are vaccinated, we must be increasingly intentional to expand access and reduce barriers for the most vulnerable and hardest-to-reach populations.

In December, we started our journey to vaccinating 900,000 San Franciscans, guided by principles of equity, speed, and partnership.

Our 3-pronged strategy includes

- high-volume sites
- community vaccine access sites (SFHN, community clinics, neighborhood sites, and mobile vax units)
- and pharmacies

SFHN: Who we are



The San Francisco Health Network (SFHN) is San Francisco's safety net healthcare delivery system

- The SFHN includes Zuckerberg San Francisco General (ZSFG), Laguna Honda Hospital and Rehabilitation Center (LHH), Behavioral Health Services (BHS) and key Ambulatory Care sections
- **Over 16,000 staff** and thousands of contracted CBO staff
- **Over 100,000 patients** served across the Network



PHOTO CREDIT: HEIDI ALLETZHAUSER PHOTOGRAPHY

Overall SFHN outreach strategy

Jan-April 2021

Text message to schedule appointment

Text message to drop-in

Robo-call

Outreach phone call

Mailed letters

Staff messaging and in-reach

126,000 texts

25,000 robo-calls

9,500 outreach calls

Prioritization by race, ethnicity, and zip-code in each iteration

- **1 in 10** patients receiving a **text** were **vaccinated** within one week
- **1 in 12** patients who received an **outreach call** **scheduled** an appointment
- **1 in 8** patients who received an outreach call **declined** the vaccine

