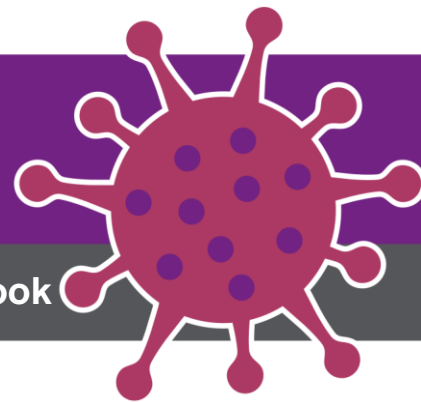


CORONAVIRUS DISEASE 2019 (COVID-19)



This document is part of the **COVID-19 Vaccine Operations Guidebook**



Audience: COVID-19 Vaccine Task Force

Revision Date: 1/27/2021

Version: #2

COVID-19 Response Team Owner: Logistics

LOGISTICS – Part 1 – Indoor Vaccination Site Set-Up Guidance

What's changed:

- Sizing & Site Selection for COVID Vaccination Centers
- Considerations for Mass Vaccination Centers in partnership with governmental agencies and other health care entities.
- Added COVID Vaccination Site Logistics Planning Tool
- Conceptual Vaccination Center Layout for 1200 to 1400 Vaccinations / Day

Given that this version #2 of this guidance replaces nearly all version #1 content, and contains several graphics, new content is not highlighted in yellow for readability purposes.

INTRODUCTION

This guidance document is developed to assist a Health Ministry with identifying the location of a vaccination center, sizing the center based on targeted daily or weekly vaccinations, or the available square footage.

The document has been organized to help think through the logistical aspects of the vaccination center and is scalable to accommodate a range of sizes.

- The **beginning provides high-level** square footage and parking estimates based on targeted vaccinations per day. It also identifies operational logistics that need to be considered when setting up a vaccination center in partnership with other entities.
- The **middle introduces a new Excel tool** with built in calculators converting targeted vaccinations per day into square footage, parking, and clinical supplies. It also includes a tool to help quantify furniture, equipment and non-clinical supply requirements.

- The **end of the section utilizes a conceptual center layout based on 1200-1400 vaccinations per day**. It provides an overall center layout and then breaks down in more detail the operations + space interdependencies for the front-end (screening/check-in), vaccination stations, observation (post-vaccination seating) and support (vaccination prep, supply management, staff amenities).

SIZING & SITE SELECTION FOR COVID VACCINATION CENTERS

When establishing vaccination centers locations, there is a direct correlation between the targeted vaccinations per day, required space square footage, and parking capacity. The conceptual center sizes below were calculated using the new **COVID Vaccination Site Logistics Planning Tool**.

| 250 - 500 vac / day | 500 - 1000 vac / day | 1000 - 2000 vac / day | 2000 - 5000 vac / day |
|--|--|---|---|
| 10 to 12 vac / hr 3 - 4 vaccination stations | 10 to 12 vac / hr 4 - 7 vaccination stations | 10 to 12 vac / hr 7 - 14 vaccination stations | 10 to 12 vac / hr 14 - 35 vaccination stations |
| 6,000 – 8,000sqft 40 – 75 parking | 8,000 - 11,000sqft 75 - 125 parking | 11,000 – 20,000sqft 125 - 230 parking | 20,000 – 47,000sqft 230 - 550 parking |
| Ministry Owned Urgent Care Primary Care Conference / Multi-Purpose | Ministry Owned Flat Floor Auditorium | Ministry Owned (Likely too large for Ministry owned space.) | Ministry Owned (Too large for Ministry owned space.) |
| Other Locations Community & Senior Centers School Cafeteria / Gym Vacant Retail (i.e. Starbucks) | Other Locations Community & Senior Centers Church Multi-Purpose Rm Vacant Retail (i.e. Pier 1) | Other Locations Lg. Church Multi-Purpose Rm Vacant Retail (i.e. Kmart) | Other Locations Convention Center Sports Arena / Stadium Fair Grounds |

Off-campus, High-volume Locations

The preferred location would be on Health Ministry owned or leased property. However, it is recommended that you partner with Trinity Health Real Estate (THRE), Community Health and Well-being (CHWB), Diversity and Inclusion (D&I) and local government agencies to identify schools, churches, polling places, conference centers, movie theaters, malls, etc. where Off-Campus, High-Volume Vaccination Centers can be accommodated.

The following must be considered when utilized non-Ministry owned and leased property:

- ☐ Site use agreement or lease agreement, including utilities and maintenance.
 - Engage System Office - Real Estate to assist in site selection and required documentation for occupancy.
- ☐ Insurance and liability coverage with corporate insurance carrier.
 - Engage System Office - Insurance and Risk Management for FM Global coverage.
- ☐ TIS network access, internet bandwidth, and Wifi strength.
 - Engage System Office – TIS Program Management.

Community and Collaborative Mass Vaccination Centers Guidance

Reference the [Community and Collaborative Mass Vaccination Center](#) document for specific guidance that needs to be addressed for the x-large vaccination centers and potential joint operating partnerships.

COVID VACCINATION SITE LOGISTICS PLANNING TOOL

A new [COVID Vaccination Site Logistics Planning Tool](#) is developed to assist with the evaluation of various site characteristics and to estimate the square footage and parking capacity requirements based on the targeted vaccinations per day. This new Excel tool includes five (5) tabs:

Site Selection Tab – Matrix designed to help evaluate the viability of various site locations using a series of criteria and calculating a composite score between 1-100.

SqFt Estimator Tab – High-level estimating tools to quickly identify vaccination capacity, square footage requirements, and parking requirements.

Space Program Tab – Calculate the space program requirements by functional area and parking requirements for patients and staff.

Fixtures_Supplies_Signs Tab – Templates to think through the types of furniture / fixtures / equipment, non-clinical & administrative supplies, and signage required in each functional area of the clinic.

Clinical Supplies Tab – Templates designed to help think through the supply types and required quantity based on the target vaccinations / week. Coordination with Health Ministry Supply Chain is essential to formally establish the supply inventory and stocking logistics.

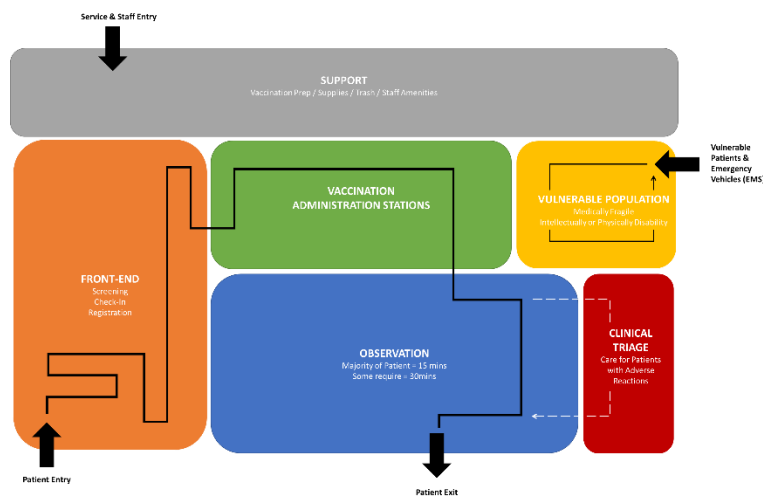
Other Reference Materials:

- [Trinity Health Checklist for Off-Site Vaccination Clinic Supplies](#)
- [Trinity Health Personal Protective Equipment \(PPE\) Guidebook for PUIs and COVID-19.](#)

VACCINATION CLINIC LAYOUT

A key objective of each vaccination clinic, no matter the size or scale, is to establish a single-direction patient flow between the Front-End, Vaccination Administration, and Observation Zones.

The conceptual clinic layout below is a depiction of a potential clinic sized to support 1200 - 1400 vaccinations per day. Each “zone” is further described in the remaining pages of this document.

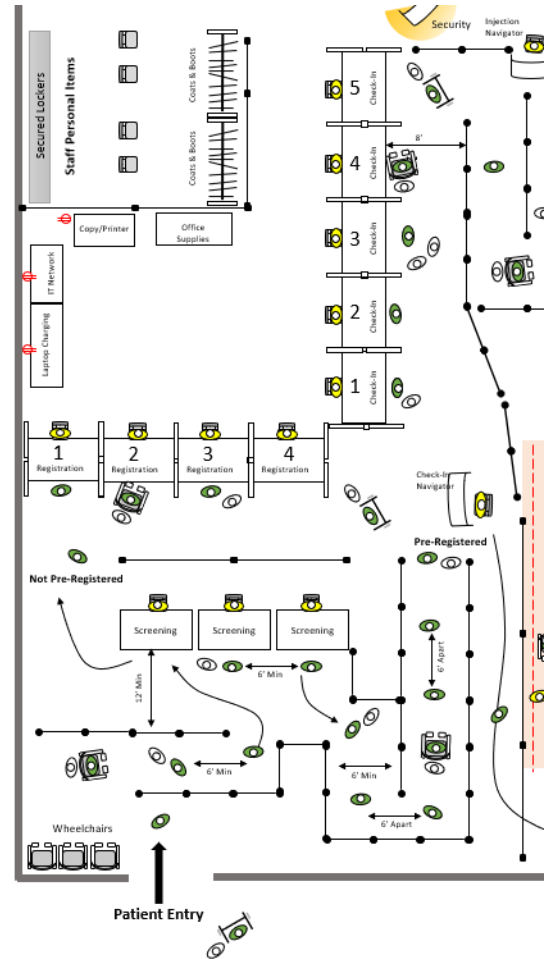




Front-End Zone

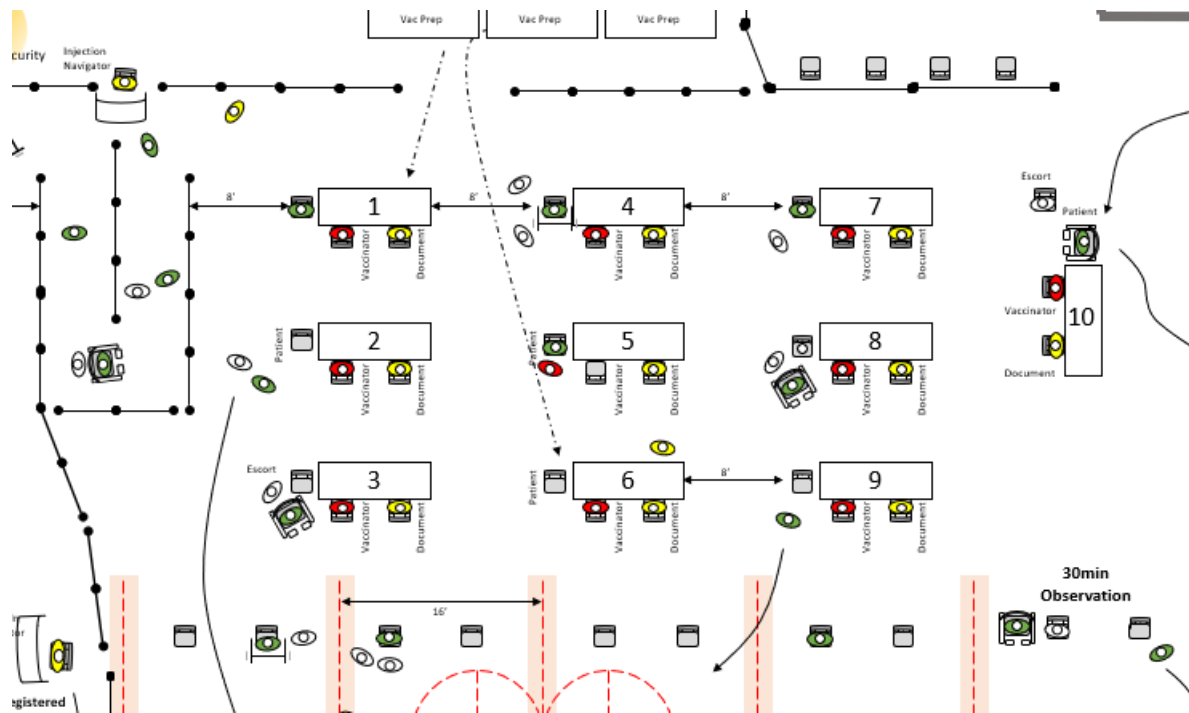
The front-end zone consists of the Screening, Check-In, and Registration process. The space layout of this area will vary based on the pre-registration, screening, and check-in process implemented by the Health Ministry.

- **Dedicated entry**
 - If unable to sequestered from other populations then temperature screening will be required per the CDC guidelines and Health Ministry.
- **Wheelchairs**
 - Located inside patient entry with easy access.
- **Queuing Lines**
 - Pre-Screening: accommodate patients arriving 15mins before their vaccination appointment.
 - Screening to Check-In / Registration – depending on check-in and registration process.
 - Check-In / Vaccination Station – compare check-in time to vaccination thru-put time.
 - Health Ministries have identified that the elderly population more often arrive with 1 or more escorts, requiring additional spacing.
- **Screening**
 - Table with chair for staff
 - Appointment confirmation – paper or computer process?
 - Pre-Registration status – separate flow of “complete” from “incomplete”.
 - If possible, establish a controlled exit route for patients that do not pass the screening / check-in requirements.
- **Registration** (incomplete pre-registration)
 - Level of visual and acoustical privacy
 - Stand-up or sit-down
 - Wheelchair accessibility
 - Computer and electricity requirements vary based on documentation process
- **Check-In** (complete pre-registration)
 - Level of visual and acoustical privacy
 - Stand-up or sit-down
 - Wheelchair accessibility
 - Computer and electricity requirements vary based on documentation process
- **Information Technology**
 - Wireless Internet capacity / strength
 - Health Ministry IT Network access
 - Printer and copier
 - Computer charging station
- **Administrative Supplies**
 - Locked cabinet



Vaccination Administration Zone

The Vaccination Zone consists of the Vaccination Stations where the patient will receive their injection.



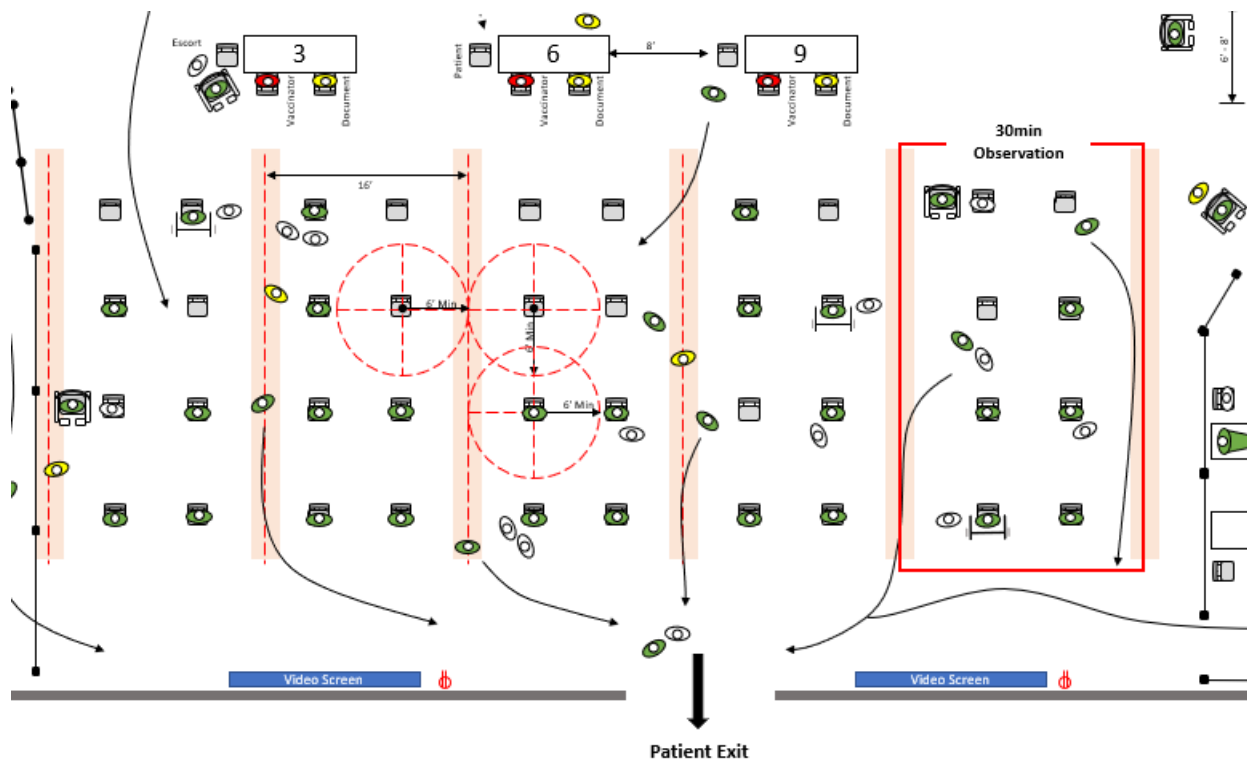
- ☐ Navigator to direct patient to an open station.
- ☐ Layout stations to maintain single-direction patient flow.
- ☐ Distance between stations to accommodate both seated and circulating occupants.
- ☐ Stations include table + seating for 3 people: Vaccinator, Documenter, and Patient
- ☐ Vaccinator and Documenter face direction of Vaccination Prep Station
- ☐ Determine if screening panels are required between patients receiving injection.
- ☐ Wheelchair & Walker accessibility
- ☐ Elderly population frequently bring 1 or more escorts. Determine if escorts will remain with patient during vaccination or will be directed to a separate waiting area to reduce congestion around stations.
- ☐ Documentation process – paper or computer?
- ☐ Ensure adequate lighting levels
- ☐ Trinity Health Infection Prevention has issued guidance that chairs do not require cleaning between patients / occupants.

Reference Materials :

- [COVID Guidance Infection Prevention](#)

Observation Zone

The Observation Zone is a sea of chairs where the patient waits for 15 minutes post-vaccination. A section of the Observation Zone needs to be reserved and clearly identified for patients with a history of adverse reactions who will remain for a 30 minutes post-vaccination observation period.



- ☐ Layout chairs to maintain single direction patient flow to designated exit(s).
- ☐ Use signage, floor markings, stanchions to visually identify 30 Min Observation Zone.
- ☐ Locate the 30 Min Observation Zone in direct proximity to the Clinical Triage Zone.
- ☐ Distance between chairs to accommodate both seated and circulating occupants
- ☐ Accommodate patients in wheelchairs and with walkers.
- ☐ Elderly population frequently bring 1 or more escorts. Determine if escorts will remain with patient during observation or will be directed to a separate waiting area to reduce congestion around stations.
- ☐ Video screens with family friend movies tends to provide a good distraction during the waiting period.
- ☐ Observation "time tracking" will vary based on Health Ministry process. (timers, stickers, paper)
- ☐ Monitor staff will visually observe patients during the waiting period.
- ☐ Patients showing any signs of adverse reaction will be escorted or transported to the Clinical Triage zone.
- ☐ Trinity Health Infection Prevention has issued guidance that chairs do not require cleaning between patients / occupants.

Reference Materials :

- [COVID Guidance Infection Prevention](#)

Vulnerable Patient Zone

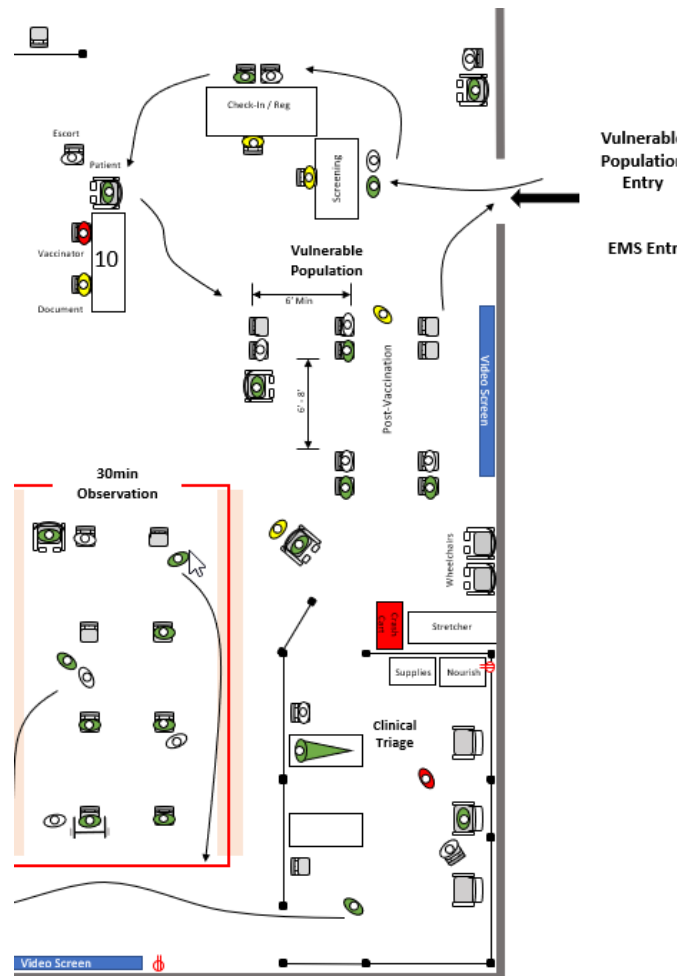
The Vulnerable Patient Zone should provide an “easy-in / easy-out” experience for patients who are medically fragile or have a disability.

- ☐ This zone is full service, including dedicated screening / check-in / registration process, vaccination station, and post-vaccination observation.
- ☐ The intent is to provide a vaccination experience with less visual and acoustical stimulation. Ideally this will be achieved through a dedicated entry/exit and be located apart from the primary patient flow.
- ☐ Placement adjacent to Clinical Triage is preferred, in case medical care is required.
- ☐ Consider utilizing this entry for Emergency Medical (EMS) vehicle / personnel access.

Clinical Triage Zone

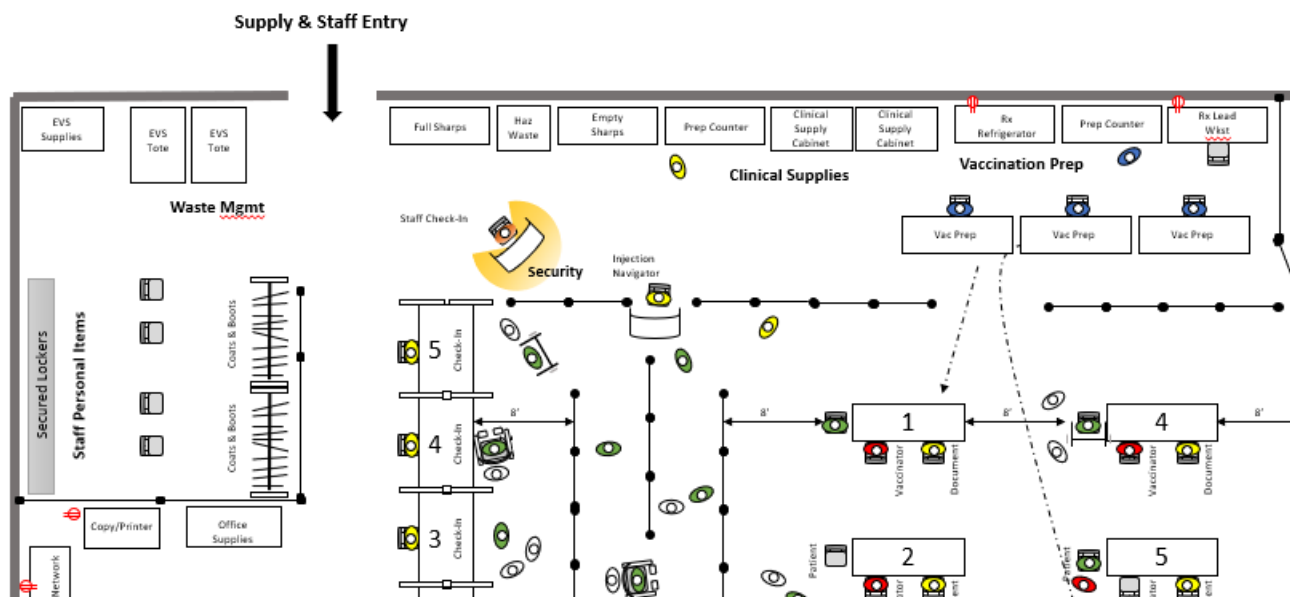
Staffed by clinical personal, the Clinical Triage Zone will administer care to patients experiencing adverse reactions post vaccination. Patients requiring acute clinical care will be stabilized and transported via EMS to the hospital. Size of the zone will be aligned with the vaccination capacity of the clinic.

- ☐ Screening for visual privacy
- ☐ Cots and patient recliners
- ☐ Nourishment storage w/ electricity
- ☐ Clinical supply storage cabinet, secured
- ☐ Stretcher, wheelchair, and crash cart
- ☐ Patient exit merges with single-direction patient flow towards the building exit.



SUPPORT ZONE

The Support Zone is a combination of pharmaceutical (Rx) storage / prep, materials management, waste management, and staff / volunteer amenities. The requirements of the support zone will vary depending on the location of the vaccination clinic. If the clinic is located within a health care building, the Rx prep could potentially be serviced from the pharmacy or a medication room. The need to provide rest rooms and staff break room / nourishment will also vary based on the available spaces and functions that already exist within the building. The conceptual diagrams depict the functional requirements that need to be accommodated.



Security

The COVID-19 vaccination is flagged as a High Value Target (HVT) for illegal markets. Reference the Security Planning section in the Vaccination Guidebook to establish the appropriate level of security required for the vaccination clinic.

- ☐ Complete a Site Risk Assessment
- ☐ Incorporate the following Security / Emergency Management elements
 - Crowd management
 - Traffic control
 - Disruptive Behavior
 - Police, fire and medical response
 - Disabled vehicles (tow-service, jump-boxes)
- ☐ Security Personnel - utilize one of the following services during operating hours:
 - Health Ministry security guards
 - Contracted security guards
 - Partnership with local or state police agencies

Vaccination Prep

The vaccination storage and preparation process will be established by each Health Ministry and individual vaccination clinic. <https://www.trinity-health.org/covid-19-vaccine-guidebook>

The space layout guidance for the vaccination prep station provided below has been developed in partnership with the Trinity Health VP Chief Pharmacy Officer (B.Ripley) and Health Ministry pharmacy staff.

- ☐ Refrigerated vaccine storage required.
- ☐ Prep counter dedicated to vaccination supply management.
- ☐ Counter / desk with computer for Rx Lead

- ☐ Vaccination Prep Tables with staff filling syringes, that has staff facing towards vaccination stations, providing visually connection between Rx and Vaccinators.

Operational Considerations:

- Based on HM Rx staff experience and feedback, patients requiring a 1.5” needle are few and the syringe will be filled on demand when required.
- Consider using a colored-card system (flag) for vaccination station staff (vaccinator / documenter) to indicate when additional syringes are needed and/or when a 1.5” needle syringe is required.

Clinical Supplies

On site storage for clinical supplies will be based on the required inventory and refill protocol established by Material Management. At a minimum the following is recommended:

- ☐ Storage Cabinets (locked)
- ☐ Prep-counter

Waste Management

Contact the Trinity Health Environmental Services Regional Director to coordinate the required waste management contracts required for the vaccination clinic.

- ☐ Regulated Medical Waste
 - Shelving for empty sharps containers.
 - Storage cabinet (locked) for full sharps containers.
 - “Red bag” Bin for hazardous waste
- ☐ Secured Paper Shredding
- ☐ General Waste
 - Totes
- ☐ EVS Supplies
 - Storage Cabinet (locked)

EVS Regional Directors

- | | | | |
|-----------------------|--------------------|----------------|--|
| • Illinois | Joe Petrella | (847) 489-2537 | Joseph.Petrella@trinity-health.org |
| • Mid-Atlantic | Billy Fischer | (301) 250-0548 | William.Fischer@trinity-health.org |
| • Syracuse | Billy Fischer | (301) 250-0548 | William.Fischer@trinity-health.org |
| • Indiana/Ohio | Bob Carlson | (440) 506-1758 | Robert.Carlson@trinity-health.org |
| • New England | Barb Wagoner | (315) 378-9872 | barbara.wagoner@trinity-health.org |
| • Iowa / Idaho / West | Meredith Hotchkiss | (208) 891-3204 | Meredith.Hotchkiss@trinity-health.org |
| • Michigan | Pete Harmon | (870) 897-3018 | Peter.Harmon@trinity-health.org |

Staff Personal Items

Designate an area that is not visible to the public for staff and volunteers to securely store their personal belongings.

- ☐ Lockers for purses, phones, keys, etc.
- ☐ Coat racks
- ☐ Boot trays (depending on geography and season)
- ☐ Seating for changing shoes

Staff Breakroom & Lactation Room

Designate a break area that is not visible to the public that includes seating and nourishment amenities.

- ☐ Refrigerator
- ☐ Microwave
- ☐ Bottled Water Dispenser
- ☐ Tables & Chairs

Also consider providing a dedicated, private room for nursing mothers. Ideally this room would have both visual and acoustical privacy.

- ☐ Patient recliner
- ☐ Lockable refrigerator

Rest Rooms

Ideally the building selected for the clinic location would include rest room facilities for men and women. If permanent rest room facilities are not available or within direct proximity to the clinic, consider a mobile trailer with rest room facilities that are often used at concert and fair venues.

Operational Consideration:

- Determine if the rest room facilities will also be available to patients and escorts.

Site Circulation & Parking

- ☐ Site Identification
 - Coordinate with local government / public safety on directional signage on public roads.
 - Utilize Trinity Health or Health Ministry signage templates for on-campus direction signage.
- ☐ Circulation Routes
 - Patients, include drop-off area for patients who are not vehicle driver
 - Staff / Volunteers, consider dedicated parking

- Emergency Medical Vehicles (EMS)
- Supply Deliveries
- Waste Management
- Parking
 - Establish the required patient and staff parking capacity by utilizing the calculation tool in the COVID Vaccination Site Logistics Planning Tool

FURNITURE, SUPPLIES & SIGNS

Reference the Fixtures_Supplies_Signs Tab of the **COVID Vaccination Site Logistics Planning Tool**.

Operational Considerations:

- Ensure that signage is printed in community's primary language(s).
- Ensure access to interpretation services, inclusive of sign language, in-person and/or telephonic/web-based translation.

MECHANICAL / ELECTRICAL / PLUMBING INFRASTRUCTURE

Reference the Facilities section of the COVID-19 Resources site and follow the guidance for setting up Alternative Facility-Related Locations, as well as Air Quality & Drinking Water.

<https://www.trinity-health.org/covid-19-resources/find-a-resource/facilities/>

[HOME](#) > [COVID-19 RESOURCES HOME PAGE](#) > [FIND A RESOURCE](#) > [FACILITIES](#)

Facilities

[In Room AC Unit Filter Maintenance \(11/20/20\)](#)

[Guidance on Alternative Facility-Related Locations \(11/12/20\)](#)

[Considerations for Resuming Meetings and Patient Programs \(10/8/20\)](#)

[Guidance for Fixtures That Use Drinking Water \(9/23/20\)](#)

[COVID-19 Emergence Guidebook for Resuming Services \(9/17/20\)](#)

[Air Quality Guidelines \(9/3/20\)](#)

[Preparing and Maintaining a Safe Environment for Colleagues in Offices \(7/20/20\)](#)