



Agenda

Vaccine Administration Coordination Call

Thursday, February 4, 2021

3 to 4 p.m.

Microsoft Teams

Invited: Kathryn Aisenberg (MO), Jennifer Breeze (CBO), Steve Charvat (UW), William Chen (CBO), Julia Colson (SC), Randy Cox (FAS), Sherri Crawford (FAS), Dennis Dahline (SFD), Chief Adrian Diaz (SPD) Cameron Findlay (FAS), AC Eric Greening (SPD), AC Bryan Grenon (SPD) Kiersten Grove (FAS), Christina Grover-Roybal (MO), Julie Kline (MO), David Kunselman (FAS), Curry Mayer (OEM), Jessica Mitchell (CAO), Melissa Mixon (FAS), Kenneth Neafcy (OEM), Kelsey Nyland (MO), Lorraine Phillips (CAO), Michelle Reed (FAS), Dr. Michael Sayre (SFD), Lucia Schmit (OEM), Katherine Schubert-Knapp (FAS), Chief Harold Scoggins (SFD), Leah Tivoli (MO), Julie Tobin (FAS), Tina Walha (MO), Michael “Brian” Wallace (SFD), Torie Brazitis (FAS)

Agenda Items:

1. General City of Seattle Internal Planning/Policy Updates (Julie/Leah)
 - a. General Policy/Planning Updates
 - b. Vaccine Procurement/Distribution
 - c. DOH vaccination orders
 - d. Vaccine partnerships
2. Call Center/Community Communications Plan (Katherine/ Melissa)
3. Siting/Logistics Planning
 - a. Mass vaccination sites (Julia/Michelle)
 - b. Mobile/pop-up vaccinations (SFD)
 - c. Mid-sized vaccination sites/Testing site conversion (FAS/SFD)
4. Material/Supplies (SFD/FAS)
 - a. Support/procurement needs
5. Actions and Next Steps
 - a. Next meeting – Thursday, 2/11 at 3 p.m.



Agenda

Lumen Unified Command (LUC) Coordination Meeting

Monday – Friday
8:30 a.m. – 9:00 a.m.
Microsoft Teams

Presenters (on camera)

Agenda items:

1. Incident Command Updates (Goings, Grove, 2 mins)
 - a. Situation Overview
2. Executive Officer Updates (Mayer, 2 mins)
 - a. Situation Overview
 - b. Communications
3. Planning Section Updates (Reed, 5 mins)
 - a. Situation Overview
 - b. Swedish Contract
 - c. [Action Plan](#)
 - d. [Staffing Plan](#)
4. Operations Section Updates (Colson, 5 mins)
 - a. Situation Overview
 - b. Clinic Site Operations
5. Logistics Section Updates (Kunselman, 5 mins)
 - a. Situation Overview
 - b. Material Procurement
6. Finance/Admin Section Updates (Crawford, 5 mins)
 - a. Situation Overview
 - b. Budget and Spending
 - c. Federal Funding
 - d. COVID Hotline
 - e. Signetic Software Coordination
 - f. Seattle Center Foundation Contract
 - g. FAS Surge Staffing
7. Executive Policy Updates (Tivoli, Kline, Nyland, Aisenberg, 2 mins)
 - a. Situation Overview
8. General Updates (Thelen)



Summary

Lumen Unified Command (LUC) Coordination Meeting

Monday – Friday
8:30 a.m. – 9:00 a.m.
Microsoft Teams

Presenters (on camera)

Agenda items:

1. Incident Command Updates (Goings, Grove, 2 mins)
 - a. Situation Overview
 - i. A couple of days away from launch
 - ii. Signetic updates over the weekend
 - iii. MO spoke with Public Health of the weekend and likely to push start date to 3/13.
2. Executive Officer Updates (Mayer, 2 mins)
 - a. Situation Overview
 - i. 7 deaths in Seattle, 13 in King County
 - ii. Up 43 cases
 - b. Communications
 - i. Placing last of signs at Lumen today
 - ii. Press conference today at noon at Rainier Beach test site to announce new sites, including Lumen
 - iii. Tour on Wednesday
3. Planning Section Updates (Reed, 5 mins)
 - a. Situation Overview
 - i.
 - b. Swedish Contract
 - i. Final signatures today
 1. Including medical waste and cost estimate
 2. Ironing out additional details from the weekend.
 3. FGI contract to be signed by 3/3.
 - c. [Action Plan](#)
 - d. [Staffing Plan](#)
 - i. [Talking through ongoing requirements for the location](#)
4. Operations Section Updates (Colson, 5 mins)
 - a. Situation Overview
 - i. 400 volunteers have been assigned for the simulation
 - ii. The team and observers at 7a on wednesday, other volunteers later
 - iii. Onsite training and preparedness
 - iv. 945a – first simulated patient
 - v. 225 simulated patients
 - b. Clinic Site Operations
5. Logistics Section Updates (Kunselman, 5 mins)
 - a. Situation Overview
 - i. Final items arriving today
 1. Clocks, stools, white drape, two refrigerators

- ii.
 - b. Material Procurement
 - i. Making last minute purchases for simulation launch
 - ii.
6. Finance/Admin Section Updates (Crawford, 5 mins)
- a. Situation Overview
 - b. Budget and Spending
 - i. Updated timesheet coding including detailed excel spreadsheet.
 - c. Federal Funding
 - i. No new updates
 - d. COVID Hotline
 - i. Continue to assist helping to schedule vaccinations
 - e. Signetic Software Coordination
 - i. Friday – two new IT resources
 - ii.
 - f. Seattle Center Foundation Contract
 - i. Finishing this with LAW today
 - ii. Administrative fee to debate
 - g. FAS Surge Staffing
 - i. Job posting has been approved and will be posted today
 - ii. JD's for manager positions today
 - iii. 3-4 JD's for temp job positions
 - 1. Non-clinical operations manager
 - 2. procurement
 - 3. IT support
7. Executive Policy Updates (Tivoli, Kline, Nyland, Aisenberg, 2 mins)
- a. Situation Overview?
 - i. J&J doses. Where will these go
 - ii. DOH wants Swedish to be the orderer of doses.
 - 1. Not sure about the 5k going forward. More like 3k
 - 2. 3k on one day instead of two clinical days
 - 3. Need to identify how big of a deal this is
 - 4. We may be getting a significant # of J&J.
 - a. Not to be used on most vulnerable bc of efficacy
 - b. May be used for nursing homes bc of one dosage
 - iii. Coms
 - 1. High level details to press
 - 2. Next press conference on the 8th
 - iv. Please keep Kthryn Aisenberg when job postings are live
 - v.
8. General Updates (Thelen)



Agenda

Lumen Field Joint Operations Committee

Thursday, March 11, 2021

7:30 a.m. to 8:30 a.m.

Microsoft Teams

Attendees: Julia Colson, Don Nunn, Francisca Schwarz, Katie Plymale, Julie Matsumoto, Renee Rassilyer-Bomers, Michele Arnold, Denise Filiatrault, Kate Crew, Jim Lacy, Joe Spellman, Margo Bykonen, Margaret Cesena, Jessie Thelen, Tessa Fatland, Mike Ashbrook, Philip Saunders, Kiersten Grove, Nonila Masmela, Meredith Stone, Eric Harvey, Elizabeth Rubin, April Hillery, Sara Anderson, Sherri Crawford

1. Last Clinic

- a. Recap: date, # doses/manufacturer, dose #, # pods, # shifts, # patients attended
- b. Major issues
- c. Procedural concerns and adjustments needed
- d. Facility/layout concerns and adjustments needed
- e. Staffing concerns and adjustments needed
- f. Supplies/equipment concerns, and adjustments needed

2. Upcoming Clinic(s)

- a. Reminder: date(s), # doses/manufacturer, dose #, # pods, # shifts
 - i. 3/13/2021, 2200 doses/Pfizer, D1, Pods A & B, Shifts 2 & 3
 - ii. 3/16/2021, 1100 doses/Pfizer, D1, Pods A & B, Shift 3
 - iii. 3/17/2021, 2200 doses/Pfizer, D2, Pods A & B, Shifts 2 & 3
 - iv. 3/20/2021, 3500 doses/Pfizer, D1, Pods A, B, & C, Shifts 2 & 3
- b. Patient schedule, target demographics and current status
 - i. Initial outreach to CBOs followed by open enrollment for eligible, 3/13/2021 enrollments will be open 3/10-3/11
 - ii. The initial appointments by CBOs are approximately 1000 for 3/13 and 3/16
 - iii. Will there be volunteer D1 doses on 3/17?
- c. Staffing gaps and revisions
- d. Procedural revisions
 - i. Call for any procedural clarifications following 3/10 training?
 - ii. Debrief after clinic 1
- e. Facility/layout revisions
- f. Supplies/equipment still outstanding

3. Vaccine Capacity Planning

- a. Cycle 2 & 3
- b. Dates(s)

- i. Order 3/8 receive 3/15
 - ii. Recommendation on 3/12 for 3/15 order
 - c. Indications about vaccine supply
 - i. Steady for Pfizer, potential J&J later in March or April
 - d. Staffing outlook
 - e. Patient outreach strategy and implications
 - i. Likely shifting to larger open enrollment with teacher and childcare workers.
 - f. Recommendations
 - i. # doses/week, manufacturer(s)
 - 1. 4600/Pfizer
 - ii. # days to operate (dates)
 - 1. 3/16 (cycle 1 doses)
 - 2. 3/17 (D2 Swedish doses)
 - 3. 3/20 (cycle 2 doses)
 - iii. # pods and #shifts to operate
 - 1. TBD
 - iv. First appointment time, last appointment time
 - 1. TBD
 - v. # patients per appointment window
 - 1. TBD
 - vi. # volunteers/staff anticipate needing vaccination
 - 1. TBD
 - g. When to publish patient schedule(s)
 - h. When to publish volunteer schedule(s)
- 4. Operations Overall – open call/emailed requests
 - a. Orientation review
 - b. Any questions about volunteer vaccination process?
 - c. Calendar and day-of schedule
 - d. Pharmacy update and implications for operations, confirming overnight storage assumptions
- 5. Action Items (When/Who)
 - a. Review spark staffing reports

Vaccine Appointment Referrals from Community Organizations -- JOC Agenda Attachment

Date	Organization Name	Total
13-Mar	APICAT for Health - Korean Community Service Center	96
13-Mar	Central Area Senior Center	46
13-Mar	Denise Louie Education Center	42
13-Mar	Entre Hermanos	101
13-Mar	Helping Link	23
13-Mar	Hunger Intervention Program	36
13-Mar	Idris Mosque	92
13-Mar	Lake City Collective	9
13-Mar	Literary Source	6
13-Mar	NAPCA	24
13-Mar	New Hope Missionary Baptist Church	24
13-Mar	Children's Home Society of Washington - North Seattle Family Resource Center	28
13-Mar	North Helpline	50
13-Mar	OCA Asian Pacific Advocates of Greater Seattle	7
13-Mar	Urban League of Metropolitan Seattle	25
16-Mar	Byrd Barr Place	45
16-Mar	Byrd Barr Place	10
16-Mar	HSD/Aging & Disability Services	39
16-Mar	FLS/CIDBIA/SCIDPDA	10
16-Mar	FLS/CIDBIA/SCIDPDA	37
16-Mar	Kin On	12
16-Mar	Hirabayashi Place	26
16-Mar	Tabernacle MBC	14
16-Mar	Mt. Calvary	92
		894



CITY OF SEATTLE

COVID-19 COMMUNITY VACCINATION SITE

IN PARTNERSHIP WITH



SWEDISH



Version 6 – Updated June 28, 2021

Authors

- Denise Filiatrault, MN, RN, NPD-BC, CCRN-K
 - Nurse Manager of Clinical Education and Practice, CEP, Swedish
- Katherine Crew, MSN, RN, NPD-BC
 - Regional Clinical Education Program Manager, CEP, Swedish

Contributors

- Julia Colson
 - Project Director, Seattle/King County Clinic, City of Seattle
- Heather Bissmeyer, MN, RN, CHSE
 - Swedish Simulation Center Program Manager, CEP, Swedish

Leadership Sponsor

- Renee Rassilyer-Bomers, DNP, RN, RN-BC, CMSRN
 - Chief Quality Officer, Swedish
- Michele Arnold, MD, FAAPMR
 - Chief Medical Officer, Swedish Issaquah Campus



Table of contents

Authors	Values Statement
Operation hours	Procedures and FAQs
Broad Overview Vaccines	Broad Overview Staffing
Staffing Model	Layout
Operation and Leadership Role Descriptions <ul style="list-style-type: none"> • Director: Clinical Operations • Supervisor: Clinical Practice • Supervisor: Vaccine Management • Pharmacy Supervisor • Provider • Supervisor: Volunteer/Staff Management • Supervisor: Patient Check-in & Vaccination Data • Supervisor: Wayfinding & Info 	Lead Role Descriptions <ul style="list-style-type: none"> • Vaccinator • Observation • Vaccine Prep • Social Work • Volunteer/Staff Check-In • Volunteer/Staff Support • Patient Check-In • Vaccination Data Entry • Wayfinding & Info
General Volunteer Roles & Job Aids <ul style="list-style-type: none"> • Vaccinator • Vaccinator Support (Consult) • Observer • EMS • Vaccine Prep • Vaccine Management & Distribution • Pharmacy Support • Social Work • Volunteer/Staff Check-In • Volunteer/Staff Support • Patient Check-In • Vaccination Data Entry • Wayfinding & Info • Language Access Specialist 	Event Operation Role Descriptions <ul style="list-style-type: none"> • Site Executive Director • Facility Director • Non-Clinical Ops Director • Manager Clinic Event • Manager Non-Clinical Supply & Inventory • IT/IS Support • IT/IS Signetic <p>All Job Aids are found here</p> <p>All Leadership information is found here</p>



Values Statement: FAS Five Pillars

The work of the City of Seattle Finance and Administrative Service Department is guided by [five pillars](#). These pillars keep us accountable to our customers.

- Excellent customer service
- Respectful, equitable, collaborative and safe workplace
- Continuous improvements and financial accountability
- Economic opportunity through City contracting
- Stewardship of City assets



Values Statement: Community Vaccination Site

The Community Vaccination Site at Lumen Field Event Center builds on the five pillars with common values.

The Community Vaccination Site is a collaborative workplace with collective accountability to promote respect, empathy, equity, accountability and continuous improvement for all employees, volunteers, vendors, community partners and patients. We ask that all staff and volunteers commit to enacting these common values in our work:

- **Respect:** We treat everyone who walks through the door of the Community Vaccination Site with consideration, patience, dignity and courtesy.
- **Empathy:** Everyone has been deeply impacted by COVID-19. The vaccination experience may bring up fear, uncertainty, anxiety and even joy. We treat everyone with kindness, understanding and compassion.
- **Equity:** We incorporate values of race and social justice into our work to deliver the vaccine. We work to remove access barriers for BIPOC communities, immigrants and refugees, people with disabilities, people with language access needs, LGBTQ communities and our community elders.
- **Accountability:** We are responsible for our actions and their impacts – both positive and negative. We will compassionately give, receive and solicit feedback in the spirit of making our collective experiences better.
- **Continuous Improvement:** The Community Vaccination Site is the largest non-military-run vaccination site in the country. We're doing a lot right – and there's room to grow. We commit to being open-minded, adaptable and curious about opportunities to improve.



Hours of Operations



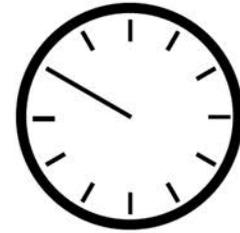
06:00 AM



08:00 AM



09:00 PM



10:00 PM

CLINIC HOURS (13 Hours)

STAFF/VOLUNTEER HOURS (16 Hours)



	Non-Clinical Shift 1	Clinical Shift 1	Non-Clinical Shift 2	Clinical Shift 2	Non-Clinical Shift 3	Clinical Shift 3	Non-Clinical Shift 4	Clinical Shift 4
6:00 AM	Vol Mngmt & Leadership Arrival							
6:15 AM		Leadership Arrival						
6:30 AM	Check-In & Training	Leadership Arrival						
6:45 AM								
7:00 AM		Check-In & Training						
7:15 AM								
7:30 AM								
7:45 AM								
8:00 AM	Clinic	Poke						
8:15 AM								
8:30 AM								
8:45 AM								
9:00 AM			Vol Mngmt & Leadership Arrival					
9:15 AM								
9:30 AM			Check-In & Training					
9:45 AM								
10:00 AM			Leadership Arrival					
10:15 AM			Check-In & Training					
10:30 AM								
10:45 AM								
11:00 AM	Hand-Off		Hand-Off					
11:15 AM		Poke/Hand-Off		Poke/Hand-Off				
11:30 AM								
11:45 AM								
12:00 PM								
12:15 PM								
12:30 PM			Clinic	Poke				
12:45 PM								
1:00 PM					Vol Mngmt & Leadership Arrival			
1:15 PM								
1:30 PM					Check-In & Training			
1:45 PM						Leadership Arrival		
2:00 PM					Check-In & Training			
2:15 PM								
2:30 PM			Hand-Off		Hand-Off			
2:45 PM				Poke/Hand-Off		Poke/Hand-Off		
3:00 PM								
3:15 PM								
3:30 PM								
3:45 PM								
4:00 PM								
4:15 PM								
4:30 PM								
4:45 PM								
5:00 PM								
5:15 PM								
5:30 PM								
5:45 PM								
6:00 PM								
6:15 PM								
6:30 PM								
6:45 PM								
7:00 PM								
7:15 PM								
7:30 PM								
7:45 PM								
8:00 PM								
8:15 PM								
8:30 PM								
8:45 PM								
9:00 PM								
9:15 PM								
9:30 PM								
9:45 PM								
10:00 PM								



Procedures and FAQs

Visit <https://tinyurl.com/communityvaxleadership> for the “Procedures and FAQs” document, a high-level overview of procedures and FAQs for both common and emergency events that may occur during the Community Vaccination Site at Lumen Field.

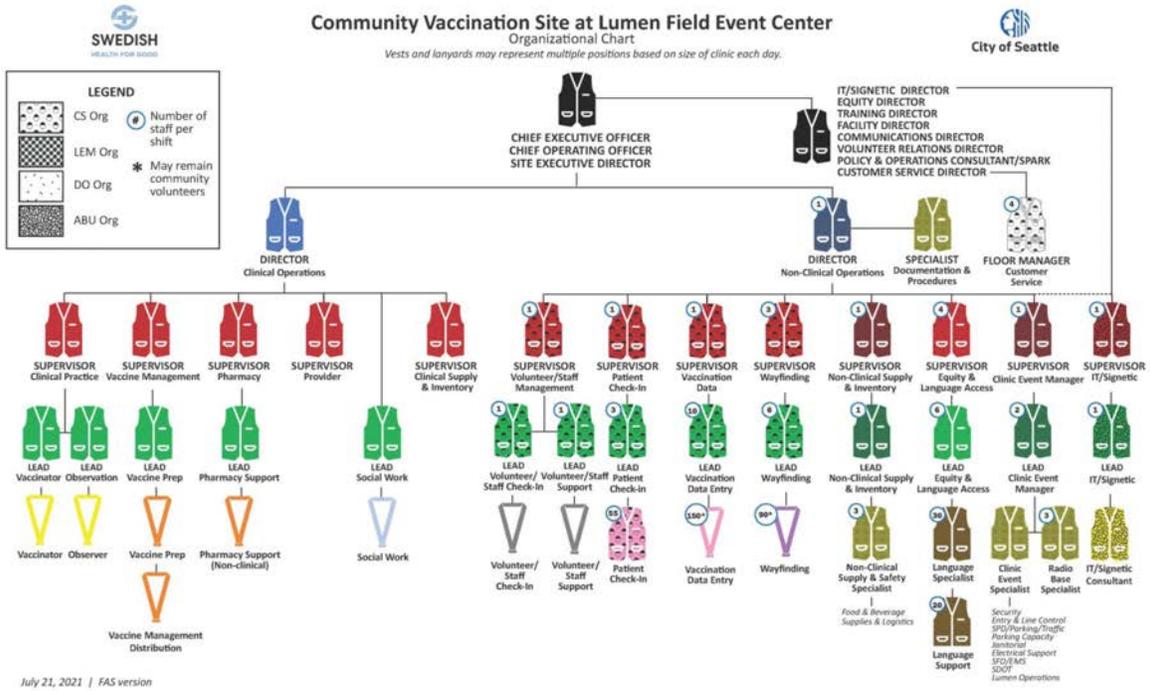
The document is a quick reference guide and is not meant to replace more detailed procedures and policies that the City of Seattle, Swedish and First and Goal (Lumen Field Event Center) have for various scenarios. For more detailed info, please contact your lead, supervisor or director.



Broad Overview – Approximate Vaccination Rate

	LINE A	LINE B	LINE C	LINE D	LINE E	TOTAL
# of Stations	15	30	30	30	30	135 Stations
Time (min) per vaccine	10 min	4.5 min	4.5min	4.5 min	4.5 min	
Vaccine per hour per station	6	13.33	13.33	13.33	13.33	
Total vaccines per hour	90	400	400	400	400	1690
08:00 – 11:30 (Shift 1) Total Vaccine Administered in 3.5 Hours	315	1400	1400	1400	1400	5915
11:30 – 15:00 (Shift 2) Total Vaccine Administered 3.5 Hours	315	1400	1400	1400	1400	5915
15:00 – 18:30 (Shift 3) Total Vaccine Administered 3.5 Hours	315	1400	1400	1400	1400	5915
18:30 – 21:00 (Shift 4) Total Vaccine Administered in 2.5 Hours	255	1000	1000	1000	1000	4225
08:00 – 21:00 (One Day) Total Vaccine Administered in 13 Hours	1170	5200	5200	5200	5200	21970

POD Combination Total Vaccine Administered	A	1170
	A + B	6370
	A + B + C	11570
	A + B + C + D	16770
	A + B + C + D + E	21970



Broad overview – Volunteer/Staffing Numbers

ROLES	A	A + B	A + B + C	A + B + C + D	A + B + C + D + E
Event Operation Roles	24	24	24	24	24
Clinical Roles	43	98	153	215	270
Data Roles	26	60	95	131	166
Patient Support Roles	36	36	46	57	65
Volunteer/Staff Management Roles	29	29	34	45	45



Clinical Roles– Staffing Numbers

Clinical Roles	Per Pod/Shift				
	Line A (15)	Line B (30)	Line C (30)	Line D (30)	Line E (30)
Supervisor: Clinical Practice	1	0	0	1	0
Supervisor: Vaccine Management	1	0	0	1	0
Lead: Vaccinator	1	1	1	1	1
Vaccinator	16	32	32	32	32
Lead: Vaccine Preparation	1	0	0	1	0
Vaccine Preparation	4	6	6	6	6
Vaccine Management/Distribution	2	4	4	4	4
Lead: Observation	1	0	0	1	0
Observation RN/EMS/LIP with ACLS	3	4	4	4	4
Observation EMS w/Aid Car	1	0	0	1	0
Supervisor: Pharmacy	1	0	0	1	0
Lead: Pharmacy Support	1	0	0	1	0
Pharmacy Support	2	2	2	2	2
Provider	1	1	1	1	1
Lead: Social Work	1	0	0	0	0
Social Work	2	2	2	2	2
Column Total	39	52	52	59	52
Column Total plus previous column totals	39	91	143	202	254



Data Roles– Staffing Numbers

Data Roles	Line A (15)	Line B (30)	Line C (30)	Line D (30)	Line E (30)
Supervisor: Patient Check-In & Vaccination Data	1	0	0	1	0
Lead: Patient Check-In	1	0	0	0	0
Patient Check-In	5	0	1	1	1
Lead: Vaccination Data Entry	2	2	2	2	2
Vaccination Data Entry	16	32	32	32	32
Column Total	25	34	35	32	32
Column Total plus previous column totals	25	59	94	130	165



Patient Support Roles– Staffing Numbers

Patient Support Roles	Pod A (15)	Pod B (30)	Pod C (30)	Pod D (30)	Pod E (30)
Supervisor: Wayfinding & Info	2	0	0	1	0
Lead: Wayfinding & Info	3	0	0	2	0
Wayfinding & Info	30	0	10	8	8
Medical Interpretation (VRI)	1	0	0	0	0
Column Total					
Column Total plus previous column totals	36	36	46	57	65



Patient Support Roles– Staffing Numbers

Volunteer/Staff Management Roles	Line A (15)	Line B (30)	Line C (30)	Line D (30)	Line E (30)
Supervisor: Volunteer/Staff Management	1	0	0	1	0
Lead: Volunteer/Staff Check-In	2	0	0	1	0
Lead: Volunteer Support	1	0	0	0	0
Volunteer/Staff Check-In	15	0	5	5	0
Volunteer/Staff Support & Set-Up	4	0	6	0	0
Volunteer/Staff Support & Take-Down	6	0	2	0	0
Column Total	29	0	13	7	0
Column Total plus previous column totals	29	29	42	49	49



Draft As Built Layout of Lumen Field Event Center



City of Seattle

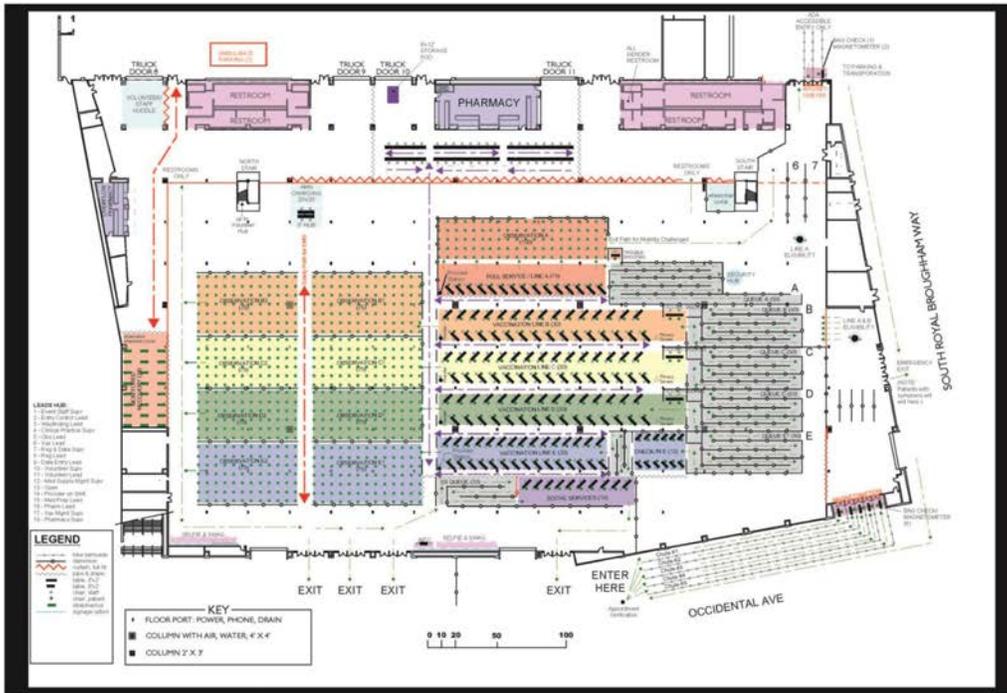


SWEDISH



HEALTH FOR GOOD

COVID-19 Community Vaccination Site at Lumen Field
PROPOSED LAYOUT - WEST HALL
04.20.21



Draft As Built Layout of Lumen Field Event Center



City of Seattle

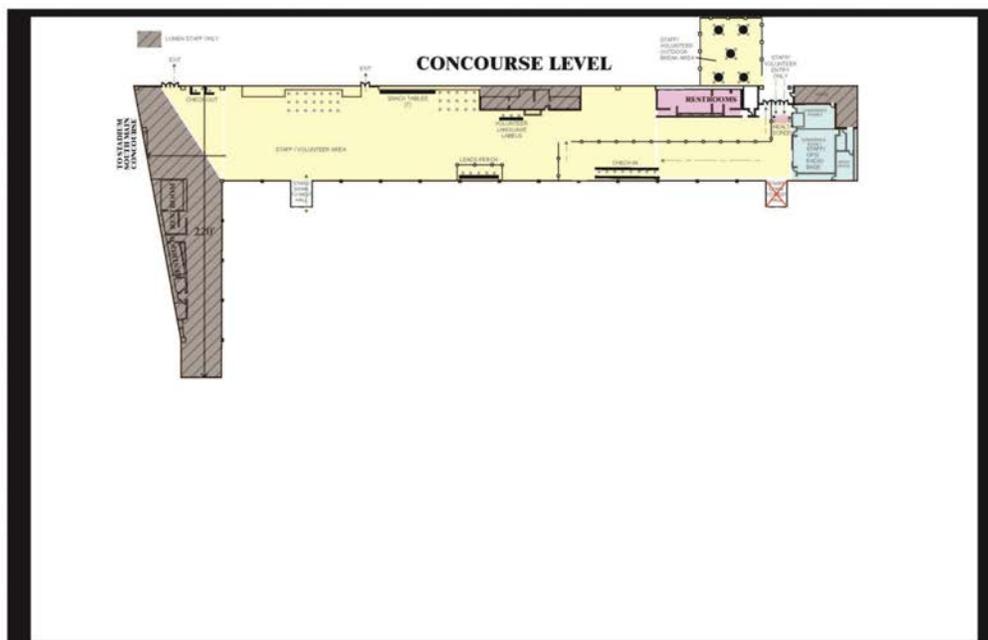


SWEDISH



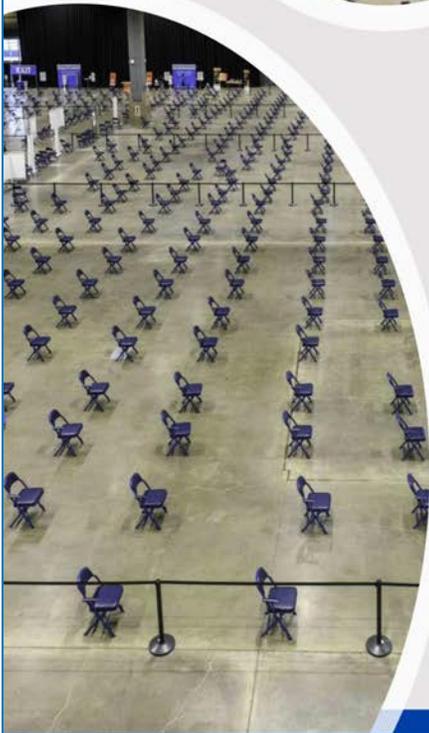
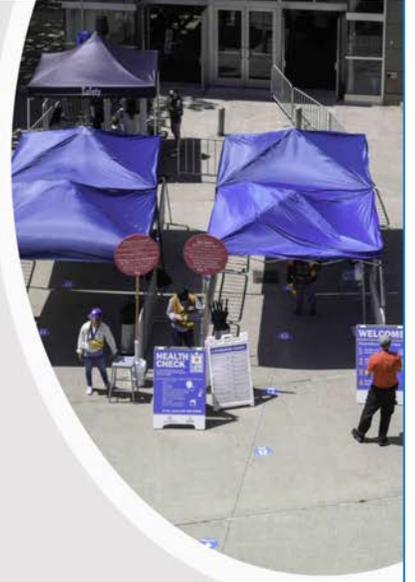
HEALTH FOR GOOD

COVID-19 Community Vaccination Site at Lumen Field
PROPOSED LAYOUT - CONCOURSE
02.17.21





Lumen Field Event Center



Lumen Field Event Center



Operational and Leadership Role Descriptions



Director of Clinic Operations - Role Description

Summary

The Director of Clinic Operations will provide operational leadership to ensure the smooth delivery of mass vaccinations. The Director of Clinic Ops provides management oversight and works collaboratively with both Clinical and Non-Clinical supervisors to ensure the operational success of the clinic. Important information found [here](#).

Essential Functions

- Executive level leadership skills; decision making and authority
- Provides leadership to the clinic
- Provides overall insight to the improvement of workflow for the clinic
- Guides and supports the decision making of both Clinical and Non-Clinical supervisors to ensure best practices
- Participates in the coordination of all workflow areas and provides guidance on improvements needed
- Oversight with vaccine delivery
- Intervenes as appropriate to take action, make decisions for issue resolution, and adapts any aspect of the clinic when needed
- Ability to establish relationships, strong communication, and good listening skills
- Ability to troubleshoot and make quick decisions in order to improve function of the clinic
- Escalates need for supplies to Manager of clinical or Manager of non-clinical supplies



Director of Clinic Operations – Role Description

General Overall Duties

- Huddles with Director of Non-Clinical Operations to collaborate for the day
 - How/when to escalate concerns
 - Clarifies expectations and roles
 - Confirms key volunteers onsite Supervisors, EMS, and Provider
 - Reviews how many patient appointments are scheduled for the day/shift
 - Obtains essential keys to open areas (i.e., pharmacy)
 - Obtains radio and reviews use of radio communication found [here](#)
- Huddles with Supervisors and Lead at the beginning of the shift for general overview
 - Reads huddle announcement found [here](#)
 - Ensures general clinic volunteers are directed to proper area for training
- Supervises physical space preparation prior to clinic opening and ensures clinic is 'reset' at closing
- Announces to radio base when to allow patients to the vaccination area
- Works with Supervisors to manage staff, breaks, and real-time resources and supplies as needed
- Communicates directly with Pharmacist during the last 60 minutes of the clinic to ensure that all vaccines are given (See End of [Clinic Workflow here](#))
- Debriefs any concerns as necessary



Director of Clinic Operations – Role Description

General Duties for Workflow

- Rounds often and watch each area for 1-2 minutes to see workflow issues, identify congested areas, and fix/troubleshoot with area lead/supervisor.
- Periodically checks with pharmacy to see how many doses are actively being prepared, are out for distribution, and how many patients are entering the building.
 - Numbers should be within approximately 30 minutes of expected patients. (i.e., if 330 patients/hr. are scheduled, approximately 160 vaccines should be being prepared (drawn up) and being actively distributed to the floor
 - Works with Supervisor of Vaccine Management
- When observing the clinic floor:
 - If there is a sea of “need vaccine” signs with vaccinator and vaccine prep lead to understand if we need more vaccine preppers; discuss with supervisors
 - If there is a sea of “next station” signs work with Wayfinders to increase speed of which he/she directs patients to the next station; discuss with supervisors



Director of Clinic Operations – Role Description

General Duties for Workflow

- Discusses changes to workflow, edits to the operations playbook with the City of Seattle and Swedish Medical Center liaison
- Delegates to Supervisors and/or Leads extra volunteers for any needs such as vaccine prep prior to start, pinch points, communication needs or assist with line or crowd control as issues arise
- Observes all positions are staying in their designed jobs to minimize crossover, process adjustment, and role expectations.
- Collaborates with patients, caregivers, and volunteers periodically to see if they have concerns or areas of improvements
- Know the roles of clinical volunteers found [here](#)



Supervisor: Clinical Practice – Role Description

Summary

Under the direction of the Director of Clinic Operations, the Supervisor of Clinical Practice will provide leadership of the clinical vaccination and observation areas to ensure the smooth delivery of mass vaccinations. The Clinical Practice Supervisor collaborates closely with the Supervisor of Vaccine Management to ensure adequate vaccine delivery.

Essential Functions and General Duties

- Provides leadership to the clinical area (vaccination and observation areas)
- Escalates concerns or modifications to the Director of Clinic Operations
- Oversees all educational training in the clinical areas are per guidelines and best practices are achieved
- Ensures good workflow for the clinical area as well as the observation area
- Collaborates with the Vaccine Management Supervisor to have a working knowledge of how many vaccines are being prepared and being distributed in conjunction with how many patients are “on the floor”
- Works with the area leads to ensure all volunteers obtain a break
- Communicates with EMS when needed, and responds to all emergency situations to ensure safe patient care has occurred
- Documents appropriately (i.e., needle stick injuries, vaccine reactions) per guidelines
- Escalates need for supplies to Manager of clinical or Manager of non-clinical supplies



Supervisor: Clinical Practice – Role Description

General Workflow Duties

- After Huddle with Director of Clinical Ops work with Supervisor of Vaccine Management
 - Utilize the observation lead/volunteers to direct clinical volunteers
 - Divide into roles (Vaccinator/Vaccinator Support, Vaccine Prep/Vaccine Management Distribution, Observer, Pharmacy Support)
 - Leads of the area to distribute assignment Line for the day
 - Instruct volunteers to review their Job Aid and Video using the QRC given
 - Answer questions from volunteers
 - 15 min prior to clinic opening, have leads bring teams to their stations
 - Leads to do last minute training
 - Know the roles of clinical volunteers found [here](#)
 - Manage breaks and vaccinating volunteers utilizing critical thinking, relief volunteers, and/or closing a station.



Supervisor: Vaccine Management – Role Description

Summary

Under the direction of the Director of Clinic Operations, the Supervisor of Vaccine Management will provide leadership of the medication preparation area(s) including collaboration with the Pharmacy Supervisor to ensure the smooth delivery of mass vaccinations. The Vaccine Management Supervisor works closely with the Clinical Practice Supervisor to ensure adequate vaccine delivery.

Essential Functions and General Duties

- Provides leadership to all Pharmacy volunteers
- Escalates concerns to the Director of Clinic Operations
- Oversees all educational trainings are per guidelines
- Ensures good workflow for the clinical area and direct oversight of vaccine preparation best practices
- Collaborates with the Clinical Practice Supervisor to have a working knowledge of how many vaccines are being prepared and being distributed in conjunction with how many patients are “on the floor”
- Works with the area leads to ensure all volunteers obtain a break
- Collaborates with the Pharmacy Supervisor at closing to ensure proper number of vaccines are drawn up and limiting ‘extra’ doses.
- Escalates need for supply to the Director of Clinical Operations
- Escalates need for supplies to Manager of clinical or Manager of non-clinical supplies



Supervisor: Vaccine Management – Role Description

General Workflow Duties

- After Huddle with Director of Clinical Ops work with Supervisor of Clinical Practice
 - Utilize the observation lead/volunteers to direct clinical volunteers
 - Divide into roles (Vaccinator/Vaccinator Support, Vaccine Prep/Vaccine Management Distribution, Observer, Pharmacy Support)
- Leads of the area to distribute assignment Line for the day
 - Instruct volunteers to review their Job Aid and Video using the QRC given
 - Answer questions from volunteers
- 15 min prior to clinic opening, have leads bring teams to their stations
- Leads to do last minute training
- Know the roles of clinical volunteers found [here](#)
- Manage breaks and vaccinating volunteers utilizing critical thinking, relief volunteers, and/or closing a station.



Pharmacy Supervisor – Role Description

Summary

The Pharmacy Supervisor manages the distribution of vaccine. Works closely with operational leaders and supervisors to ensure optimal level of vaccine preparation.

Essential Functions and General Duties

- Escalates concerns to the Director of Clinic Operations
- Oversees vaccine preparation in collaboration with the Vaccine Management Supervisor
- Ensures proper labels are printed with correct lot numbers, expiration date, administration date, and other relevant information
- Does an independent double check of labels and vaccine with the Supervisor of Vaccine Management
- Communicates directly with Director of Clinic Operations during the last 45 minutes of the clinic to ensure that all vaccines are given (See [End of Clinic Workflow here](#))
- Escalates need for supplies to Manager of clinical or Manager of non-clinical supplies
- Know the roles of clinical volunteers found [here](#)



Provider – Role Description

Summary

Under the direction of the Clinical Practice Supervisor, the Provider serves as the primary clinician for vaccine-related consultation or adverse reaction response, as needed. The Provider will respond appropriately to provider-level questions, concerns, and/or issues involving patients, volunteers, and staff.

Essential Functions and General Duties

- Provides consultations as needed
- Communications with observer and EMS lead
- Responds to vaccine reactions or concerns
- Calls 911 for emergent care if needed
- Escalates concerns to the Director of Clinic Operations
- Familiarizes self with information regarding COVID-19 vaccine
 - [CDC COVID-19 Vaccine Info](#)
 - [Management of Anaphylaxis After COVID-19 Vaccination](#)
 - [CDC COVID-19 Vaccination Home Page](#)
 - [COVID-19 Vaccination Communication Toolkit - FAQs and Fact Sheets](#)
 - [Screen for Contraindications and Precautions](#)
 - [Risk of Allergic Reactions to mRNA COVID-19 Vaccines](#)
 - [ACOG: Vaccinating Pregnant and Lactating Patients Against COVID-19](#)



Supervisor: Volunteer/Staff Management – Role Description

Summary

Under the supervision of the Non-Clinical Director, Customer Service Deputy Director and/or the Customer Service Floor Manager, you are responsible for the management and overall volunteer/staff and visitor check-in experience. This work includes setting up and supporting the check-in stations and volunteers, troubleshooting issues with the volunteer registrations system, SPARK, and volunteer assignments, managing the visitor guest log, distributing, and collecting credentials, and managing the evening volunteer/staff support and checking out volunteers/staff at the end of their shift. As a part of this role, you will be supervising the Volunteer Staff Check-In and Volunteer Staff Support roles. All Job Aids can be found [HERE: Non-Clinical Job Aids](#).



Supervisor: Patient Check-In – Role Description

Summary

Under the supervision of the Non-Clinical Operations Director and the Customer Service Floor Manager, you are responsible for managing the Patient Check-In volunteers and staff, and the overall patient check-in experience outside of Lumen Field at the SE and SW entry points.



Supervisor: Vaccination Data Entry – Role Description

Summary

Under the supervision of the Non-Clinical Operations Director and the Customer Service Floor Manager, you are responsible for managing the Data Entry volunteers and staff, ensuring accuracy and completion of the patient data entry process.



Supervisor: Wayfinding – Role Description

Summary

Under the supervision of the Non-Clinical Operations Director and the Customer Service Floor Manager, the Wayfinding Supervisor and Lead manages Wayfinding staff and volunteers, ensuring the overall traffic and patient flow throughout the clinic is smooth and operating efficiently.



Lead Role Descriptions



Lead: Vaccinator – Role Description

Summary

Under the direction of the Clinical Practice Supervisor oversees the vaccination area. Ensures best practices are maintained during vaccination.

Essential Functions and General Duties

- Provides leadership to the vaccinators
- Escalates concerns to the Clinical Practice Supervisor and/or Director of Clinic Operations
- Provides just-in-time educational training per guidelines (Job Aids)
 - Vaccination
 - Documentation for the CDC card
- Ensures vaccinator understands workflow, how to obtain supplies/vaccine, and responsible for proper cleaning of station
- Rounds to ensure proper guidelines are being followed; provide just-in-time feedback as appropriate
- Ensures all volunteers in the vaccine area obtain a break
- Closing procedures discussed with Supervisor of Clinical Practice (i.e., closes 1/3 of stations 30-minutes prior to closing)
- Know the roles of clinical volunteers found [here](#)



Lead: Observation – Role Description

Summary

Under the direction of the Clinical Practice Supervisor oversees the vaccination area. Ensures best practices are maintained during vaccination.

Essential Functions and General Duties

- Provides leadership to the Observers
- Escalates concerns to the Clinical Practice Supervisor, Director of Clinic Operations, and/or Provider
- Provides just-in-time educational training per guidelines
 - Signs and symptoms of vaccine reactions
- Collaborates with EMS and Provider to ensure patients receive the proper care
- Ensure all volunteers in the vaccine area obtain a break
- Know the roles of clinical volunteers found [here](#)



Lead: Vaccine Prep – Role Description

Summary

Under the direction of the Vaccine Management Supervisor oversees both preparation of the vaccine and the flow of the distribution of vaccine to the clinical area. Ensures best practices are maintained.

Essential Functions and General Duties

- Provides leadership to the Vaccine Prep and Vaccine Management volunteers
- Escalates concerns to the Vaccine Management Supervisor and/or the Director of Clinic Operations
- Provides just-in-time educational training per guidelines
 - Medication preparation for vaccine
- Provides direction to the Vaccine Management & Distribution volunteers
- Ensure all volunteers in the vaccine area obtain a break
- Know the roles of clinical volunteers found [here](#)



Lead: Social Work – Role Description

Summary

Under the direction of the Director of Clinical Operations

Essential Functions and General Duties

- Provides leadership to the social workers
- Ensure all volunteers in the vaccine area obtain a break
- Know the roles of clinical volunteers found [here](#)



Lead: Volunteer/Staff Check-In – Role Description

Summary

Under the supervision of the Non-Clinical Director, Customer Service Deputy Director and/or the Customer Service Floor Manager, you are responsible for the management and overall volunteer/staff and visitor check-in experience. This work includes setting up and supporting the check-in stations and volunteers, troubleshooting issues with the volunteer registrations system, SPARK, and volunteer assignments, managing the visitor guest log, distributing, and collecting credentials, and managing the evening volunteer/staff support and checking out volunteers/staff at the end of their shift. As a part of this role, you will be supervising the Volunteer Staff Check-In and Volunteer Staff Support roles. All Job Aids can be found [HERE: Non-Clinical Job Aids](#).



Lead: Volunteer/Staff Support – Role Description

Summary

Under the supervision of the Volunteer Staff Management Supervisor and the Customer Service Deputy Director, you are responsible for ensuring that the vaccination floor and volunteer check-in are properly set up for the next clinic. This work includes organizing vaccination stations, assisting with volunteer check-out, and assisting with other duties as assigned.



Lead: Patient Check-In – Role Description

Summary

Under the supervision of the Non-Clinical Operations Director and the Customer Service Floor Manager, you are responsible for managing the Patient Check-In volunteers and staff, and the overall patient check-in experience outside of Lumen Field at the SE and SW entry points.



Lead: Vaccination Data Entry – Role Description

Summary

Under the supervision of the Non-Clinical Operations Director and the Customer Service Floor Manager, you are responsible for managing the Data Entry volunteers and staff, ensuring accuracy and completion of the patient data entry process.



Lead: Wayfinding – Role Description

Summary

Under the supervision of the Non-Clinical Operations Director and the Customer Service Floor Manager, the Wayfinding Supervisor and Lead manages Wayfinding staff and volunteers, ensuring the overall traffic and patient flow throughout the clinic is smooth and operating efficiently.



General Volunteer Roles & Job Aids



Vaccinator – Job Aid

Summary

Under the direction of the Vaccinator Lead and Clinical Practice Supervisor, the Vaccinator serves as the primary clinician responsible for administration of the COVID-19 vaccine following appropriate procedures and guidelines.

Essential Functions and General Duties

- See [Job Aid: Vaccinator](#) under the Clinical Job Aids folder



Observer – Job Aid

Summary

Under the direction of the Observation Lead and Clinical Practice Supervisor, the observer monitors and assesses patients for adverse reactions to their COVID-19 vaccine.

Essential Functions and General Duties

- See [Job Aid: Observer](#) under the Clinical Job Aids folder



Summary

Under the direction of the contract with the City of Seattle and Swedish Medical Center; cares for the patient(s) experiencing any reaction during the clinic

Essential Functions and General Duties

- Escalate concerns to the Supervisor: Clinical Practice and/or Director: Clinic Ops



Summary

Under the direction of the Vaccination Preparation Lead and Vaccine Management Supervisor, the Vaccine Preparer follows procedures and guidelines consistent with safe and accurate preparation of the COVID-19 vaccine for intramuscular injection.

Essential Functions and General Duties

- See [Job Aid: Vaccine Prep](#) under the Clinical Job Aids folder



Vaccine Management & Distribution – Job Aid

Summary

Under the direction of the Vaccination Preparation Lead and Vaccine Management Supervisor, the Vaccine Manager distributes syringes to vaccinators, monitoring for potential expiration of doses and following appropriate chain of custody.

Essential Functions and General Duties

- See [Job Aid: Vaccine Management](#) under the Clinical Job Aids folder



Pharmacy Support – Job Aid

Summary

Under the direction of the Vaccination Preparation Lead and Vaccine Management Supervisor, the role of Pharmacy Support prepares supplies to be distributed to Medication Preparation and Vaccine Management.

Essential Functions and General Duties

- See [Job Aid: Pharmacy Support](#) under the Clinical Job Aids folder



Social Work – Job Aid

Summary

Under the direction of the Clinical Practice Supervisor, oversees the Social Workers and the provision of social service support. Ensures best practices are maintained.

Essential Functions and General Duties

- See [Job Aid: Social Work](#) under the Clinical Job Aids folder



Volunteer/Staff Check-In – Job Aid

Summary

Under the direction of the Patient Check-In Lead and Supervisor, you are responsible for ensuring accuracy and completion of all steps in the patient check-in process.

Essential Functions and General Duties

- See [Job Aid: Volunteer Check-In](#) under the Non-Clinical Job Aids folder



Volunteer/Staff Support – Job Aid

Summary

Under the supervision of the Volunteer Staff Management Supervisor and the Customer Service Deputy Director, you are responsible for ensuring that the vaccination floor and volunteer check-in are properly set up for the next clinic. This work includes organizing vaccination stations, assisting with volunteer check-out, and assisting with other duties as assigned..



Patient Check-In – Job Aid

Summary

Under the direction of the Patient Check-In & Vaccination Data Entry Lead and Supervisor, you are responsible for ensuring accuracy and completion of all steps in the patient check-in and data entry process.

Essential Functions and General Duties

- See [Job Aid: Patient Check-In & Vaccination Data](#) under the Non-Clinical Job Aids folder



Vaccination Data Entry – Job Aid

Summary

Under the direction of the Vaccination Data Entry Lead and Supervisor, you are responsible for ensuring accuracy and completion of all steps in the patient check-in and data entry process.

Essential Functions and General Duties

- See [Job Aid: Patient Check-In & Vaccination Data](#) under the Non-Clinical Job Aids folder



Wayfinding– Job Aid

Summary

Under the direction of the Wayfinding Supervisor and Lead, this role functions as a greeter, solicits patient responses to health screening questions, helps maintain the flow of patient traffic throughout the clinic, answers questions and directs patients throughout the facility. Wayfinder positions are both mobile and stationary throughout the interior and exterior areas of the clinic.

Essential Functions and General Duties

- See [Job Aid: Wayfinding & Info](#) under the Non-Clinical Job Aids folder



Language Access Specialist – Job Aid

Summary

Under the supervision of the Equity Director, the supervisor is responsible for management of language assistance leads, volunteers and interpreters at the Lumen Field. Leads are responsible for management of language interpreters and language assistance volunteers. Support Volunteers are responsible for supporting the language assistance team. Interpreters are responsible for providing effective interpretation to patients.

Essential Functions and General Duties

- See [Job Aid: Non-Clinical Language Access Supervisor](#) under the Non-Clinical Job Aids folder
- See [Job Aid: Non-Clinical Language Access Lead](#) under the Non-Clinical Job Aids folder
- See [Job Aid: Non-Clinical Language Access Interpreter](#) under the Non-Clinical Job Aids folder
- See [Job Aid: Non-Clinical Language Access Support Volunteer](#) under the Non-Clinical Job Aids folder



Event Operation Role descriptions



Site Executive Director – Job Aid

Summary

Under the supervision of the Chief Executive Officer, you are an on-site executive-level leader responsible for the successful and safe operations of the entire Lumen Field Event Center Clinic, including direction of all clinical, non-clinical and facility operations. This work includes supervising the bodies of work of the Clinical Operations Director, Non-Clinical Operations Director and Facility Director. You are an executive-level decisionmaker who serves as a liaison between the Clinic, the City of Seattle, Swedish Medical Group, Lumen Field Event Center and other involved parties.

Essential Functions and General Duties

- See [Job Aid: Site Executive Director](#) under the Non-Clinical Job Aids folder.



Non-Clinical Ops Director – Job Aid

Summary

Under the supervision of the Site Executive Director, the Non-Clinical Operations Director is responsible for the direction of all non-clinical (non-medical) staffing and volunteers from site set-up to daily operations to site-breakdown. This work includes supervising all staff that manage day-to-day site operations; supervising all volunteer management; supervising vaccination data management; and coordinating communications between clinical, non-clinical and Finance and Administrative Services.

Essential Functions and General Duties

- See [Job Aid: Non-Clinical Ops Director](#) under the Non-Clinical Job Aids folder.



Facility Director – Job Aid

Summary

Under the supervision of the Site Executive Director, you are responsible for managing site facility operations from site set-up to facility-related projects to support daily operations and site break-down. This work includes coordination of communication between clinical, non-clinical and facility operations and Finance and Administrative Services (FAS); working with the Lumen Field Events Manager to coordinate needs from Lumen Field Event Center staff operations; and managing contracts including payments and federal reimbursement documentation.

Essential Functions and General Duties

- See [Job Aid: Facility Director](#) under the Non-Clinical Job Aids folder.



Clinic Event Manager – Job Aid

Summary

Under the supervision of the Non-Clinical Operations Director, you are responsible for managing site clinic event daily operations. This work includes acting as the on-site point of contact about daily event needs; on-site front of house staffing coordination; and pre-event set-up and post-event breakdown coordination.

Essential Functions and General Duties

- See [Job Aid: Clinic Event Manager](#) under the Non-Clinical Job Aids folder.



IT and IS support – Job Aid

Summary

Seattle IT/IS Tech Support's primary function is to support the following technology equipment at Community Vaccination Site at Lumen Field:

- HP laptops
- Samsung Tablets
- Printer connection to the laptops
- Backup Verizon Jetpack mobile hotspots

Technical support will do its best to ensure equipment is functioning properly and will troubleshoot issues that arise during the event.

Technical support is onsite during operation hours and will be stationed at the designated IT location. A radio will be issued to all technical staff to assist Lumen with any technological issues across the vaccination site.

Essential Functions and General Duties

- See [Job Aid: IT and IS support](#) under the Non-Clinical Job Aids folder.



IT and IS Signetic – Job Aid

Summary

The IT/IS - Signetic primary function is to manage and support patient registration and vaccine information at the Community Vaccination Site at Lumen Field.

Front-end support:

- Patient registration setup
- Patient check in (on Samsung Tablets)
- Vaccine data entry (on HP laptops)

Back-end management:

- Setting up vaccine appointments
- Setting up site location details
- Inputting vaccine code information to be uploaded to WAIS
- Ensuring data accuracy and integrity

In partnership with the City of Seattle IT Technical Support team, Signetic support will ensure equipment and software is functioning properly and will troubleshoot any issues as they arise during the event.

Signetic support will be onsite and remote during operation hours and will be stationed at the designated IT. A radio will be issued to all staff to with any technological issues across the vaccination site.

Essential Functions and General Duties

- See [Job Aid: IT and IS Signetic](#) under the Non-Clinical Job Aids folder.



Manager: Non-Clinical Supply & Inventory – Role Description

Summary

Under the supervision of the Non-Clinical Operations Director, you are responsible for supply management and inventory control. This work includes supply and equipment ordering, tracking and replenishment; inventory control and tracking; and working with volunteers and staff to ensure non-clinical operations has all the supplies and equipment they need to operate the clinic.

Essential Functions and General Duties

- See [Job Aid: Manager Non-Clinical Supply and Inventory](#) under the Non-Clinical Job Aids folder.



Clinical Workflows



Operations Clinical Checklist

Vaccination Area Set up

- Have necessary supplies (alcohol swabs, Band-Aids, cotton balls, gloves, Purell, sharps container, pens, CDC vaccine fact sheets, vaccine needed/vaccinator help signs and data entry help sign)
- Keep an inventory of extra supplies and ensure back up of each of the above supply available
- Stations are set up and ready at the end of the day
- Vaccination cards available (Distribute with vaccines)
- What to expect after vaccination forms, V-Safe Information, Second dose information, I Got My Vaccine stickers, etc.

Orientation of vaccinators

- Review Job-Aid IM injections (no aspiration), gloves not required, safety needles, sharps container
- Overview of station equipment (Purell between injections)
- Review CDC Covid vaccination guidelines
- Demonstrate how to complete CDC card
- Review breaks

Observation Area Orientation

- Vitals machine
- Emergency response backpack for Observer Lead and Provider to carry with necessary supplies (Epinephrine, Benadryl, O2 Saturation monitor, BP cuff, stethoscope, emesis bag, flashlight, H2O, thermometer and tongue depressor)

Orientation of RN Observers / Safety Monitors

- Review code safety equipment
- General flow of the observation area
- Emergency workflow with AMR/EMS
- Workflow review for anaphylaxis when AMR/EMS is off site



Lot Number Change Process



- Increase Lot number stickers printed by **Pharmacy Supervisor** (double volume)
- Lot number stickers to be added to **Pharmacy Support** Prep bins (6 per bin for Pfizer/10 per bin for Moderna)
- Lot number stickers and time stamp stickers to be added to each syringe by **Vaccination Preparation** staff
- **Vaccinator** and **Data Entry** staff to confirm lot numbers from syringe to CDC card and Signetic as a part of normal practice and adhere to "data before dose" ensuring the data is accurate prior to dose administration



- Pre-Clinic: **Pharmacy Supervisor** prints lot number sets with **COLOR** indication distinguishing each set
 - Colored border on sticker?
 - Exactly volume for Lots, to reduce risk of more CDC cards than syringes of first lot
- At Clinic: Announced in **Director, Supervisor, and Lead** Huddles
 - Cascaded to staff as appropriate
- At Clinic: Lot number added to Signetic approx. 30-60 minutes prior to lot change occurring
 - **Data Entry Leads** instruct data entry to "refresh" once new lot number is in



- Under the guidance of **Vaccine Management Supervisor**:
 - **Pharmacy Support Lead**: Provide bins in NEW color (yellow, pink, grey, etc.) to pharmacy
 - **Vaccination Preparation Lead**: Distribute new bins and ensures syringes are collected/QC'd into corresponding color bins
 - Both lots are likely to be drawn up simultaneously
 - Lots will remain segregated in color-coded bins
- Just prior to new lot being distributed, **Clinical Operations Director** radio to **Base**.
 - **Base** ALL CALLS that lot change will be occurring
- Under the guidance of **Vaccine Management Supervisor**:
 - **Vaccine Distribution**: Provide new syringes from new lot ONLY to vaccine stations with "need vaccine" signs AND verifies no additional syringes or CDC cards are at the station; stations to only have one vaccine lot at a time; no mixing of lots
 - **Vaccine Distribution**: verbalize "old lot" or "new lot" when dropping syringes during lot change timeframe
 - Distribute only to a single line, if volumes allow
 - **Vaccination Leads** and **Data Entry Leads** round on staff, reinforcing practice of verifying syringe, CDC card, and Signetic lot numbers match and there are NO excess CDC cards at the tables
 - CDC cards with old lot (collected from stations or left over from pharmacy prep) returned to **Pharmacy Supervisor**



End of Clinic Vaccine Count Workflow

Committed to not wasting a single dose of vaccine

Process

- Monitor patient volumes and spread of appointments throughout the clinic
 - Consider closing vaccinator stations and vaccine prep stations and slow rate of vaccine preparation based on demand
- During last hour of clinic **Supervisor of Vaccine Management** allocates resources to obtain approximate count of patients in line outside and inside the clinic
- Last 100 patients
 - Have no more than 5 vaccine prep drawing up medications
- Last 30 patients
 - Stop drawing up all vaccines
 - Have 1-2 volunteers draw up just-in-time vaccines
 - One at a time with last few patients
 - Have vaccine distribution hand out one vaccine at time (Only give to station with patient in the chair)
- Work with pharmacist and director of clinical operations to allocate any doses that are not allocated to current patients

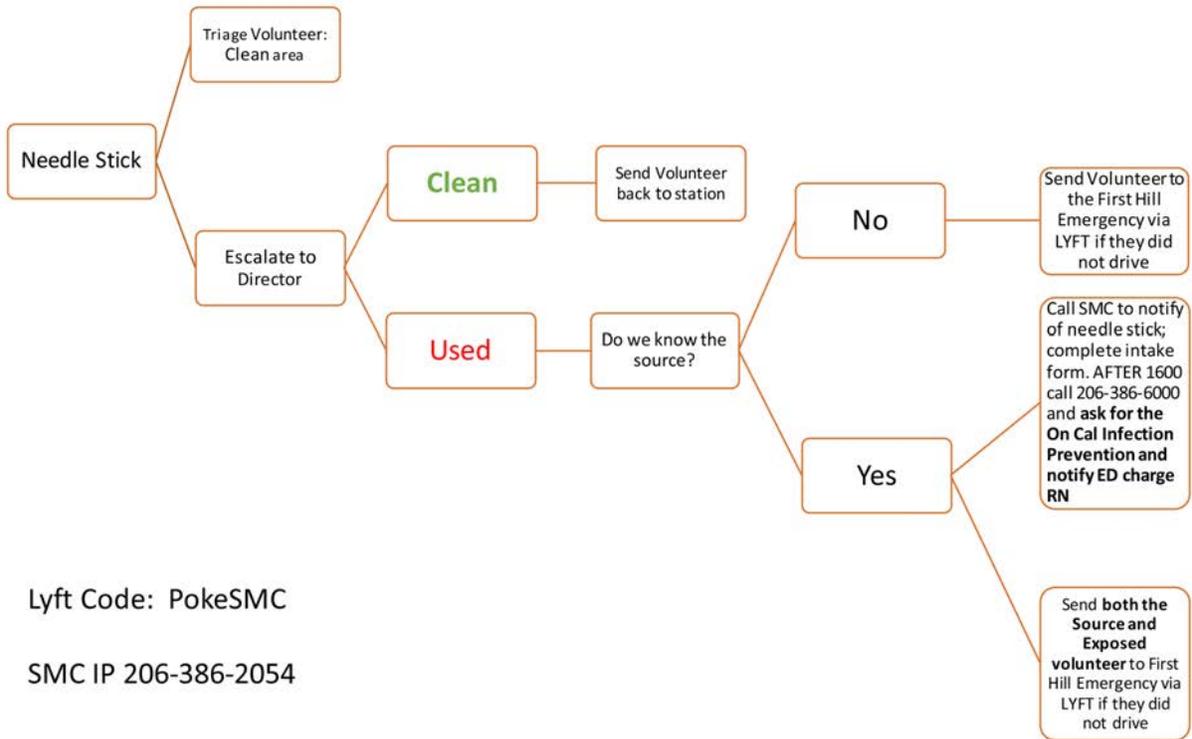


Line close-down procedure

- **Director** and **supervisor** huddle 1hr 15min prior to last appointment
 - Determine which line(s) will be closing as volumes decrease
- **Non-Clinical Director** communicates to **non-clinical supervisors**
- **Clinical Director** and **supervisors** communicates to radio base and **leads**
- Closing line process
 - **Vaccine Management Supervisor** instructs no more vaccines distributed to closing line
 - Once station uses last syringe, station closes down
 - Vaccines are may be moved to another station
 - Estimated time of completion: 5 minutes per vaccine at station – likely 5-15 minutes total
- All patients to be distributed to open line.
 - **Wayfinding Lead** and **Vaccinator Lead** of closing line to assist way finder with managing patient volumes re-distributed from open line(s) to closing line.
 - Wayfinder will pull several patients at a time over to closing line or move to other open lines.
- Process repeats as needed 30 minutes prior to last appointment time



Pathway: Needle Stick Injury



Vaccinating Patients with minors

Patients with accompanying minors will be accommodated with several modifications to workflows:

1. Vaccinator or Data Entry to ask patient if they have a history of severe adverse reaction to any vaccine
 - a. If YES: Encourage patient to re-schedule to a time when they are not responsible for a minor. If unable to re-schedule, continue to #2
 - b. If NO: Continue to #2
2. Ask for emergency contact for minor, which will be used in the case of severe adverse reaction. Information written down and provided to vaccinator lead.
3. Notify Vaccinator Lead of situation
4. Vaccinator Lead to notify Observation Lead of situation and share emergency contact information.

In the case of a severe adverse reaction:

1. Social Work called to remain with minor until emergency services transport arrives
2. Minor accompanies patient in emergency services transport



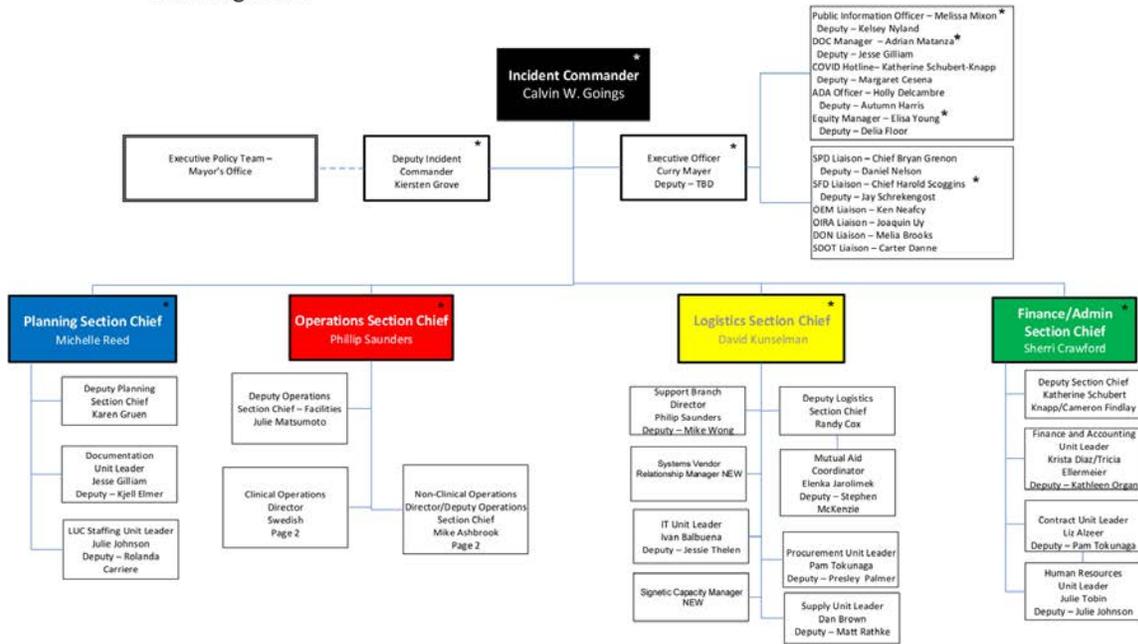
Supplies and Par Levels

Supplies	PAR	Responsible Parties
Vaccine, syringes, needles		Pharmacy - MSC
Labels: Lot, next dose, exp		Pharmacy - MSC
Sharps Containers		Swedish - MSC
Hand Sanitizer pumps		Swedish – MSC
Hand Sanitizer stand up refill		Swedish – MSC
Masks		Swedish – MSC
Goggles		Swedish – MSC
Sani Wipes (Purple)		Swedish – MSC
Band-Aids		Swedish – MSC
Gauze 2x2		Swedish – MSC
Thermometers		Swedish – MSC
Alcohol Swaps		Swedish – MSC
Cotton Balls		Swedish – MSC



Lumen Unified Command Organizational Chart -- Planning Phase

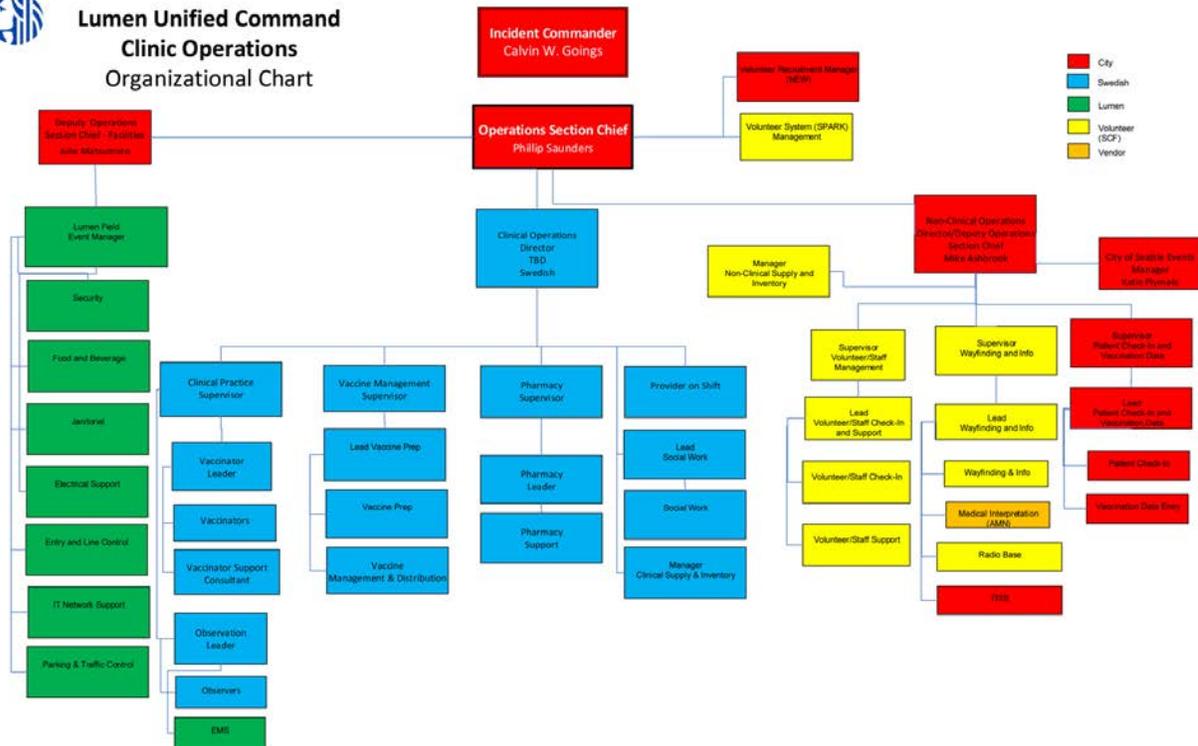
Key
* Executive Leadership



1



Lumen Unified Command Clinic Operations Organizational Chart



2



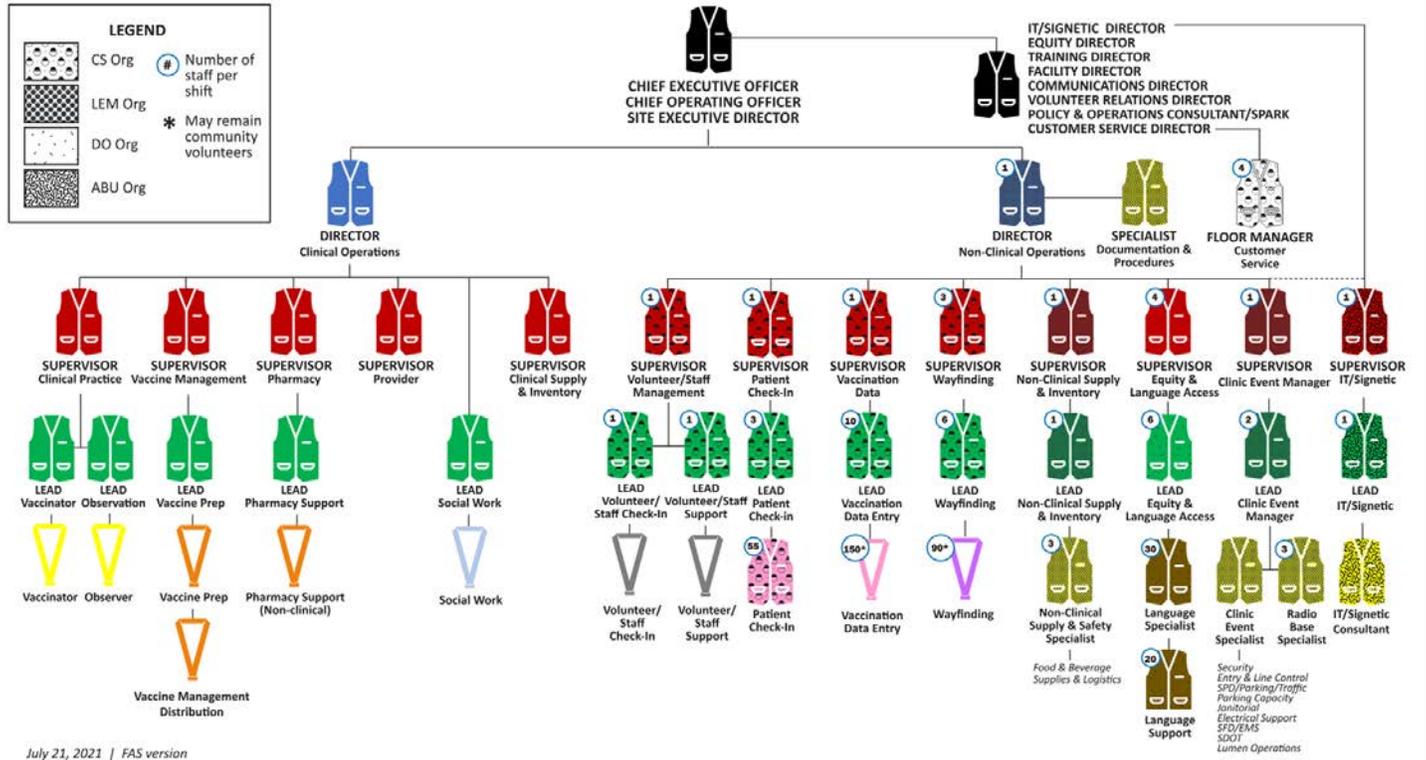
Operational Phase Community Vaccination Site at Lumen Field Event Center Organizational Chart



Vests and lanyards may represent multiple positions based on size of clinic each day.

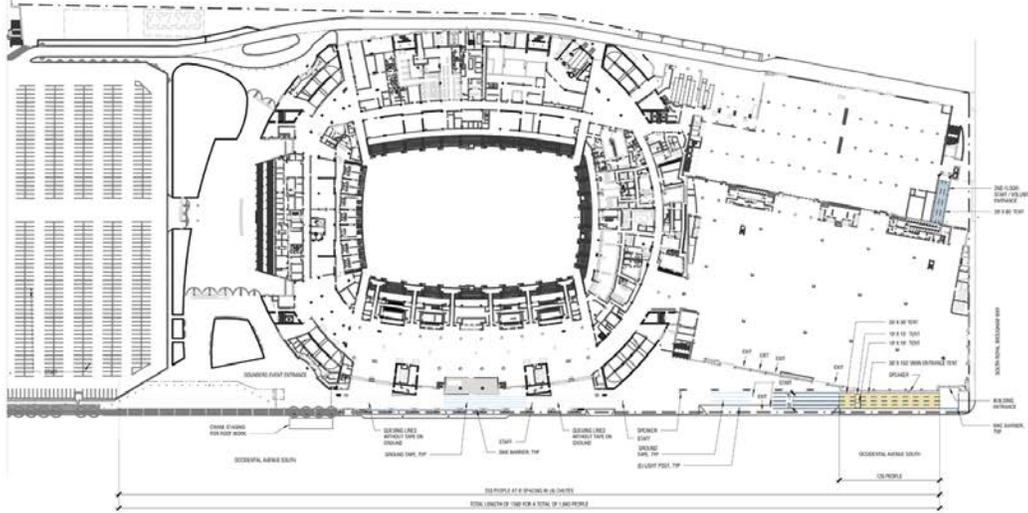
LEGEND

- CS Org
- LEM Org
- DO Org
- ABU Org
- Number of staff per shift
- * May remain community volunteers



July 21, 2021 | FAS version

Lumen Operational Layout



1 LUMEN SITE PLAN - VACCINATION

CITY OF SEATTLE
LUMEN FIELD
VACCINATION
OPERATION

AS-BUILT SET

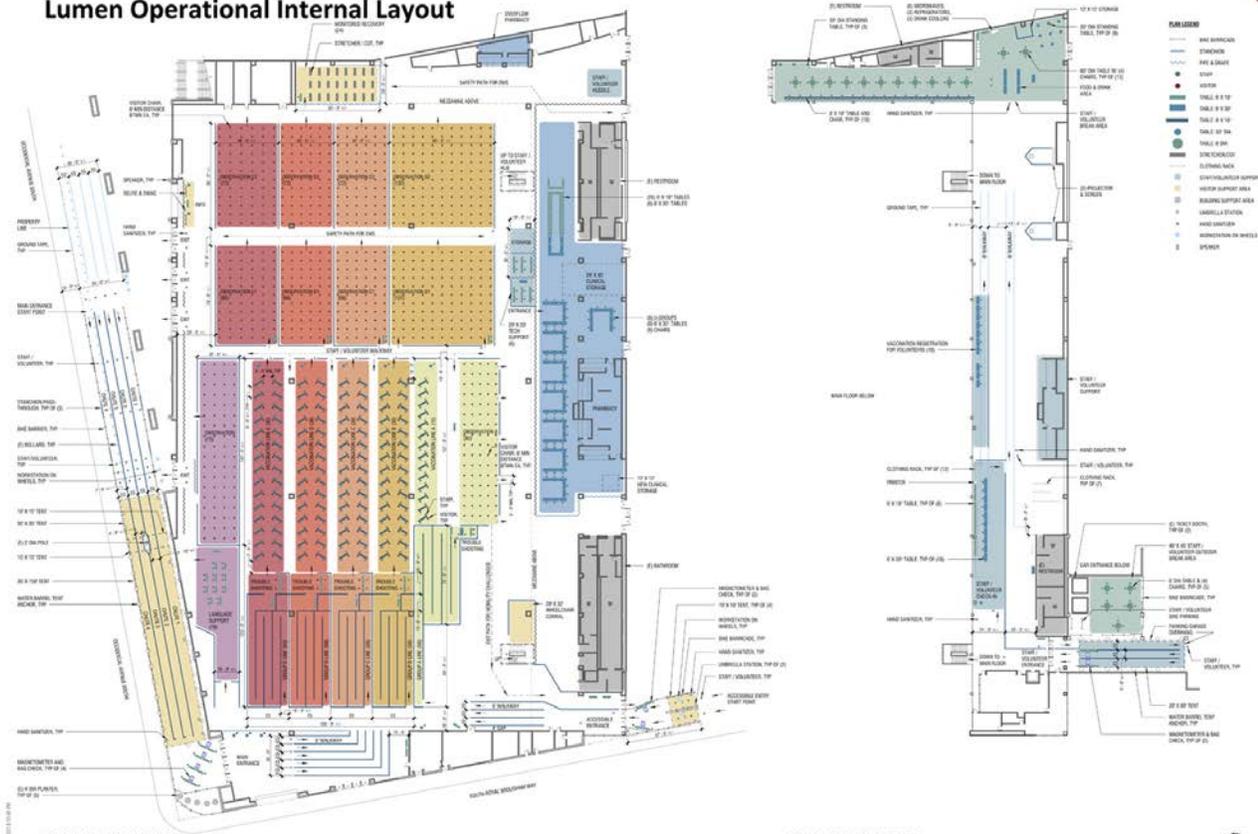
Drawn by: JS
Checked by: JS
Date: 10/20/2021
Scale: 1" = 100'-0"

NOT FOR CONSTRUCTION

SITE PLAN -
VACCINATIONS

A1.0

Lumen Operational Internal Layout



1 MAIN FLOOR AND ENTRANCES

2 MEZZANINE AND ENTRANCE

SHK&ARCHITECTS

CITY OF SEATTLE
LUMEN FIELD
VACCINATION
OPERATION

AS-BUILT SET

Drawn by: JS
Checked by: JS
Date: 10/20/2021
Scale: 1" = 100'-0"

CITY OF SEATTLE
LUMEN FIELD
VACCINATION
OPERATION

AS-BUILT SET

Drawn by: JS
Checked by: JS
Date: 10/20/2021
Scale: 1" = 100'-0"

NOT FOR CONSTRUCTION

FLOOR PLANS

A2.0

Lumen Community Vaccination Daily Tic Tock Shifts 2 & 3

DATE: 4/7/2021

Lines Open: A,B,C, & D(50%)

Scheduled Appointments: 8,000

Dose 2 - Pfizer

Seattle Mariners Game Start Time 13:10 (1:10 p.m.) Volunteers / Staff to park in Luem North Parking Lot

Check In Participants

- COO/CEO/ED/Clinic Ops Dir(s)
- IT Director, Event Mgr, Radio base
- Wayfinding Sup, Patient Check-in Sup.
- Identified Clinic Supervisor(s)

SHIFT	TIME	ACTION
Shift 2	1	8:00 AM Radio Base Arrives
	2	8:30 AM Warehouse Staff Onsite
	3	8:45 AM FAS / Contracted Non-Clinical Staff Leadership Huddle
	4	Set Exterior Signage and Equipment
	5	9:00 AM Ops Center/Radio Base/Radio Net Opens
	6	9:00 AM Non-Clinical and Site Operational Management Staff Start to Arrive
	7	Volunteer Check-In and Support Staff Arrive (Primary group outside of Leadership arrive at this time)
	8	Vaccine Delivery
	9	9:30 AM Pharmacy / Supervisors Arrives
	10	Clinical Operations Director Arrives
	11	Non-Clinical Volunteers Start to Arrive
	12	9:45 AM Opening Leadership Check-In (see above participant list)
	13	10:00 AM Clinical Supervisors and Leads Arrive
	14	Pharmacy Support and Vaccine Prep arrive
	15	Non-Clinical Volunteer Training Start
	16	10:15 AM Clinical Director Announcements (Lead/Supervisor Huddle)
	17	Vaccine Prep Education at the station
	18	Start Pre-Appointment Outside Audio Loop
	19	10:30 AM Patient Check-In Begins and Outside Chutes Open (Patient Check-In Staff on Post)
	20	Shift 2 Breaks Begin for Early-Shift Arrivals (First Opportunity for Volunteers to Register for a Vaccination)
	21	Other Clinical Volunteer Arrival
	22	Medication Prep begins
	23	10:45 AM Doors Open to the General Public (Search and Holding Area)
	24	Vaccinators and Observers Training begins
	25	11:15 AM First Patient Appointments
	26	Clinical Begins Staffing Vaccination Lines
	27	11:20 AM Vaccination Queues Open
	28	11:30 AM First Poke
	29	Start Standard Vaccination Outside Audio Loop
	30	12:00 PM CM Mosqueda Site Visit
	31	12:45 PM Shift 3 Staff/Volunteers Start to Arrive
Shift 2 and 3 Overlap	32	1:00 PM Box Lunches Available on Mezzanine for Two Hours (For Directors, Supervisors, Leads who cover double shifts)
	33	2:30 PM Shift 2, Patient Check-In Staff/Volunteers Begin Check Out (Second Opportunity for Volunteers to Register for Vaccination Opportunity)
	34	3:00 PM Shift 3 Starts (First Volunteers who are on main floor on Post)
	35	Shift 2 Last Poke
	36	Shift 3 First Poke
Shift 3	37	Shift 2, Majority of Staff/Volunteers Begin Check-Out (Second Opportunity for Volunteers to Register for a Vaccination)
	38	3:00 PM Shift 3 Breaks Begin (First Opportunity for Volunteers to Register for a Vaccination)
	39	5:30 PM Middle Leadership Check-In (See above participant list)
	40	5:45 PM Closing Leadership Check-In (See above participant list)
	41	Pharmacy Draw Down
	42	Alert Supervisors/Leads of Over-Drawn Dose Opportunities
	43	Alert Seattle for Over-Drawn Dose Opportunities
	44	Last Patient Appointment
	45	6:00 PM Strike Exterior Signage and Equipment
	46	6:05 PM Shift 3, Patient Check-In Staff / Volunteers Begin Check Out (Second Opportunity for Volunteers to Register for a Vaccination)
	47	Patient Check-In Close
	48	Doors Close to Patients at Scheduled Last Poke
	49	Last Poke
	50	6:20 PM Shut down Outside Audio Loop
	51	6:30 PM Public / Patients Gone
	52	6:30 PM Shift 3, Majority of Staff/Volunteers Begin Check-Out (Second Opportunity for Volunteers to Register for a Vaccination)
	53	7:00 PM Leads Leave
	54	7:30 PM Non Clinic and Clinic Staff Leave
	55	Building Clear of Staff
	56	Ops Center / Radio Base / Radio Net Closed
	Facility Dark	57

Lunch Menu

- Greek Chickpea Salad
- Asian Rice Noodle Salad
- BLT Sandwich
- Chicken Caesar Wrap

NORTH STAIRS: All Volunteer Access
SOUTH STAIRS: Limited Access to Vest Volunteers & Staff

Chutes - Outside Patient Check In
Holding Area - Patient Bag Check and Building Entry
Queues - Patient Vaccine Line Staging Area
Lines - Patient Vaccination Lines

Vaccination Line Radio Call Signs A - Alpha, B - Bravo, C - Charlie, D - Delta, and E - Echo

Public Address Procedure
Community Vaccination Site at Lumen Field
April 6, 2021

To ensure a welcoming, informative and equitable experience as patients check-in outside of the Community Vaccination Site at Lumen Field, the Department of Finance and Administrative Services (FAS) has developed a Public Address in multiple languages that will be played on loop at site perimeters during clinic hours.

There are six different PA announcements. These are listed below, along with the procedure for when each one should be played. Radio Base, in partnership with the site CEO and PIO, will serve as the operators of the PA announcements.

All announcements are saved in the main Radio Base computer, with backups on thumb drives.

- **7:45 a.m.**—this announcement should be played starting at 7 a.m., 45 minutes prior to the start of a 7:45 a.m. clinic. The announcement is set to play every 10 minutes until 7:45, at which point Radio Base should switch to the Generic address.
- **11:15 a.m.**—this announcement should be played starting at 10:15 a.m., one hour prior to the start of a 11:15 a.m. clinic. The announcement is set to play every 10 minutes until 11:15 a.m., at which point Radio Base should switch to the Generic address.
- **2:45 p.m.**—this announcement should be played starting at 1:45 p.m., one hour prior to the start of a 2:45 p.m. clinic. The announcement is set to play every 10 minutes until 2:45 p.m., at which point Radio Base should switch to the Generic address.
- **6:15 p.m.**—this announcement should be played starting at 5:15 p.m., one hour prior to the start of a 6:15 p.m. clinic. The announcement is set to play every 10 minutes until 6:15 p.m., at which point Radio Base should switch to the Generic address.
- **Generic**—this address is to be played throughout the day after the clinic start time.
- **Overtime**—this message should only be played in instances when patients with appointments are still in line past the clinic’s official hours. This announcement is to thank those in line for their patience and to inform them that all appointments will be honored.

Questions about these procedures should be addressed to Melissa Mixon, FAS Communications Director, at 206-384-8011 or melissa.mixon@seattle.gov

Press Notification and Coordination Procedure
Community Vaccination Site at Lumen Field
April 23, 2021

To help ensure informative and accurate press coverage of the Community Vaccination Site at Lumen Field, and to help combat vaccine hesitancy through press coverage of positive vaccine experiences, the Department of Finance and Administrative Services (FAS) will work closely with the press to coordinate coverage and has developed a press notification and coordination procedure.

This procedure is to be followed at all times when media are onsite at Lumen.

Notification Requirement of the Press

Press access and entry into the vaccination site must be approved by the onsite PIO. The onsite PIO will also notify the Mayor's Communications Office before granting approval.

Coordination Ahead of Press Arrival

- **Media Instructions**—Parking and entry instructions will be shared with the approved media outlet ahead of their arrival. Press will be able to park in the Lumen Field Event Center Parking Garage and must enter the site on the second level at Volunteer Check-in. Other instructions, including respecting HIPAA while on site, will be shared via email ahead of their visit.
- **Notification to Clinic Staff and Volunteers**—Approximately 15 minutes ahead of any press visit, the onsite PIO shall contact Radio Base and request an “all-call” be made notifying all clinic staff and volunteers with radios that members of the press will be onsite. If possible, include the station name and that the onsite PIO will be escorting them around. PIO shall also notify James Kraman, or his backup, with Lumen Field facility management and security so they know to expect press.
- **Notification to Clinic Partners**—Depending on the story, onsite PIO may also need to notify PIOs at partner agencies, Swedish and First and Goal, Inc.

Press Check-In

- **Media Lanyards**—Upon entry, the onsite PIO will greet the press and provide them with a navy Press lanyard. Lanyard should be worn at all times once inside the clinic.
- **Relaying Site Instructions**—The onsite PIO shall also notify the media again of the site instructions, mainly not blocking walkways or aisles, and respecting patient privacy. For any close up shots where a person is identifiable, regardless if they are a patient, volunteer or staff member, press must get their consent.
- **Escorting Press to the Floor**—The onsite PIO shall also escort the press to the main clinic floor, should they want footage or to conduct interviews. PIO shall remain with the media, to the extent possible, throughout their time on site.

Press Checkout

- **Retrieve Media Lanyards**—Upon their exit, press should return the Press lanyard to the onsite PIO, who will take them to Volunteer Checkout for disinfecting. Press should then exit as they entered.

- **Filming Live Shots**—On some occasions, press will request to do a live, stand-up shot from inside the clinic. The PIO may grant this, so long as the shot does not disrupt operations of the site. Some locations typically used for this purpose include the upstairs concourse near Volunteer Check-in.
- **Shut Down**—Press must exit the inside of the site as soon as doors close.

Exterior Footage

- **Press Rights**—On some occasions, media will film patients and staff outside of the clinic. This is within the rights of the media because anyone standing on a public sidewalk is out in public.
- **Process for Outside Footage**—If press are outside filming, clinic staff or volunteers should still notify the onsite PIO for awareness so the PIO can walk out, meet them, learn about their story and request they not block walkways, etc.

Morning Leadership Huddles

- **Announce Expected Press**—Each morning, FAS leadership, clinical and volunteer leads huddle onsite to discuss key operational items for that day. The PIO should use this opportunity to announce any media that will be onsite and their expected time of arrival.

Questions about these procedures should be addressed to Melissa Mixon, FAS Communications Director, at 206-384-8011 or melissa.mixon@seattle.gov

Quick Links

[Overview](#)

[Accessibility](#)

[Check-In/Wayfinding](#)

[Clinic Operations](#)

[Communications](#)

[Data Entry](#)

[Environmental Issues](#)

[Language Access](#)

[Medical and Social Work Issues](#)

[Opening, Closing and Extra Doses](#)

[Patient Services](#)

[Scheduling](#)

[Tech/Sigmetic Issues](#)

[Volunteer Services](#)

Overview

This document is a high-level overview of procedures and FAQs for both common and emergency events that may occur during the Community Vaccination Site at Lumen Field Event Center.

The document is a quick reference guide and is not meant to replace more detailed procedures and policies that the City of Seattle, Swedish and First and Goal (Lumen Field Event Center) have for various scenarios. For more detailed info, please contact your lead, supervisor or director.

This document is a live document. The copy you are reading was printed Saturday, October 16, 2021. If you have questions or think something needs to be added or changed, please contact City of Seattle FAS Documentation Lead Jesse Gilliam at jesse.gilliam@seattle.gov.

Accessibility

Accessible entrance

While all main entrances are accessible, if patients need mobility assistance, they should enter through the southeast entrance.

Pathways

All leads, supervisors and directors should immediately move any signage, stands and other items that block designated pathways or may otherwise present a mobility obstacle.

Wheelchairs

Every patient should be asked if they need a wheelchair. If someone in line lets you know they need a wheelchair, please contact Wayfinding Lead. Wayfinding Lead will locate a wheelchair (they should radio Base if one is not immediately available) and assign a Wayfinder to be responsible for the wheelchair.

Wheelchairs are organized by location and sanitized after each use. There are two sizes of wheelchairs, regular and bariatric. Bariatric wheelchairs are the larger size.

Wayfinders will push the wheelchair, lock the breaks before a patient gets into or out of the wheelchair and lift or adjust arm and footrests if needed. Wayfinders should offer no other assistance beyond these tasks, EVEN IF they are trained to do so.

A Wayfinder must remain with the clinic wheelchair whenever a patient is using it and should return it to its base location (check the ID card on the wheelchair for this info) once a trip is completed.

A wheelchair should not leave the building, except to pick up patients in the chutes. If someone needs to exit the building (to wait for a curbside pickup for a patient or any other reason) please alert a Wayfinding Lead or Supervisor. Leads should contact supervisors if there is a need to go beyond the curb with a wheelchair.

Check-In/Wayfinding

Accessibility and wheelchairs

See [accessibility](#).

Bicycle parking

Bike racks are located to the east of the southeast entrance, under outside stairs to the right. Bike racks are also on Occidental, north of the stadium.

Eligibility criteria

See [patient services](#).

Extra dose distribution

There will not be a “hope line” for extra doses. Extra doses will be distributed to volunteers on-site, and then those on the wait list will be notified through the AlertSeattle system. Please politely let people know that the clinic is appointment only and that if they meet Washington’s eligibility criteria, they may sign up on the wait list at www.seattle.gov/vaccine.

Language access

See [language access](#).

Masks

All patients and guests at Lumen Field Event Center must wear a mask or face covering. If any patient in line does not have a mask, please offer them a mask. If someone’s mask is not over their nose and mouth, please remind them to put a mask over their nose and mouth. Call a Supervisor if patient refuses to wear a mask, wear a mask properly, or you or the patient need extra support.

Personal transporters

Personal transporters (scooters, balancing boards, electric rideables) are only allowed in Lumen Field Event Center if they can be carried by the person. All other personal transporters should be secured in bicycle parking. If someone needs an accessibility device, please follow the [accessibility](#) policy.

Property

See [patient services](#).

Rides or other support

If a patient indicates they need a ride home or other transportation support, please contact Lead or Supervisor who will refer to a social worker on-site.

Scheduling

See [scheduling](#).

Symptomatic person

If a person indicates they have COVID-19 symptoms or displays COVID-19 symptoms, please contact Lead. Lead will contact Base to request a Patient Check-In Lead come to their location. Patient Check-In Lead can reschedule the appointment.

Walk-ups/patient does not have an appointment

Explain all shots are appointment only and we cannot accommodate them today. Direct the patient to visit www.seattle.gov/vaccine to learn how to make an appointment.

Escalate to Supervisor if you or the patient need additional support with the process or the conversation.

Weapons

See [environmental issues](#).

Clinic Operations

Cleanup need

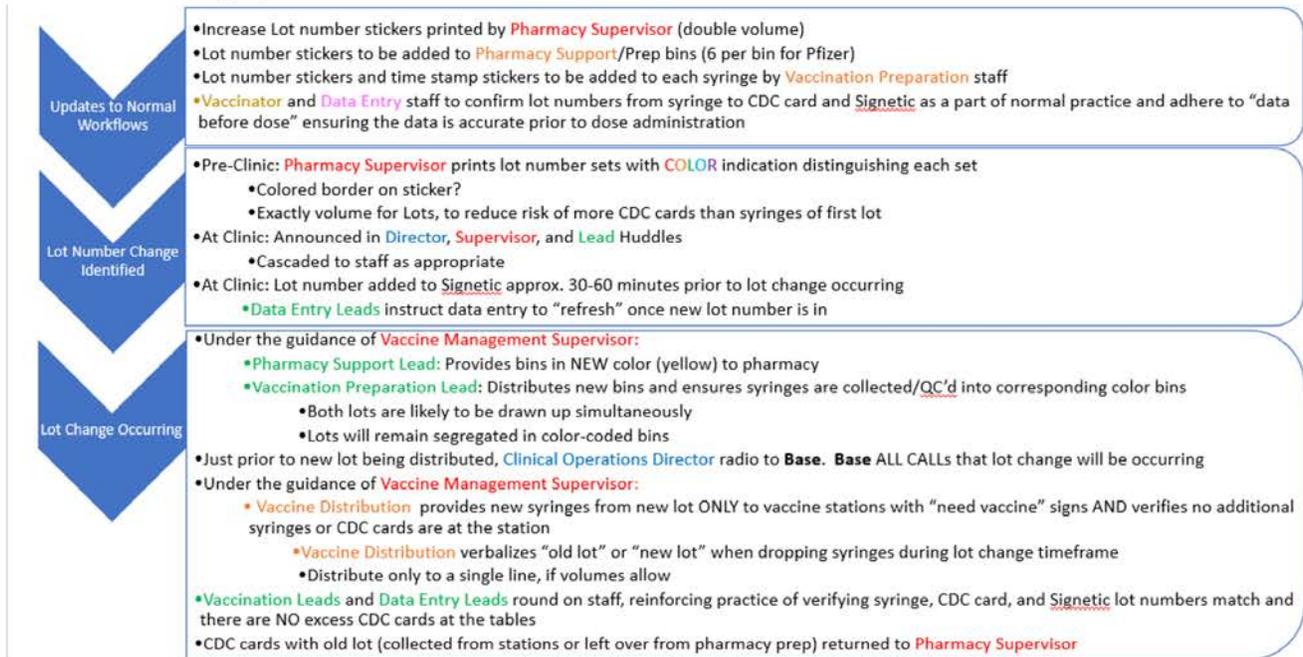
Lead should radio Base to explain cleanup need and location. If not a biohazard (spilled water, food, etc.), Base will contact Lumen Field Event Manager who will direct janitorial staff to respond/assist. If there is a biohazard, Base will contact Clinical Operations Director who will dispatch biohazard clean up.

Lost and found

If someone finds a lost item, please give the item to a Lead or Supervisor who will place in a lost and found in the area it was lost in. At the end of the day, all lost and found items should be given to Base. This would include items such as dropped/lost vaccine cards.

If a patient returns to pick up a lost item, radio Base to see if the item is there. If it is a lost vaccine card, Base will ask for first and last initial of the patient. Full patient names should never be said over the radio.

Lot number change process



Radio pick-ups

Leads, Supervisors and Directors are assigned radios. Radios will come with associated instructions. General guidelines: please stay on your designated channel, be brief but have details and speak closely and clearly. Do not give out patient names or private information on the radio. Do not break in on another conversation unless it is an emergency. If an “All Call” is announced everyone should listen closely and incorporate message into your job.

Stair use

The North Stair (staircase at the far end of the building) is designated for all staff and volunteers regardless of apparel type.

The South Stair (staircase at the southeast entrance) is designated for only Vest wearers. This restriction is to reduce flow at this staircase.

Vaccine safety and security

- Swedish Medical Group is responsible for the receipt and storage of the City’s COVID-19 supply used for Lumen Field Event Center Clinic events. This includes transportation and handling from Swedish’s off-site storage location to Lumen Field Event Center and back. No vaccine is stored overnight at Lumen Field Event Center.
- During clinic operations, vaccine is stored in one of two commercial-grade refrigerators. These refrigerators are in two rooms: East Concession Pharmacy Area (primary) and the First Aid room. The Clinical Operations Director and Pharmacy Supervisor have keys to these rooms.
- Digital data loggers continually monitor the temperature of the vaccine. If the refrigerator cannot maintain the temperature, it will emit an audible alarm and send a remote alarm. If the temperature is unacceptable for 30 minutes or more, the pharmacy staff should move the vaccine supply from east Concession to First Aid.
- The First Aid refrigerator is connected to a back-up generator if power loss occurs.

- During off hours, First and Goal Inc. provides 24-hour security personnel to monitor the site. Both rooms will be locked when not in use.
- If catastrophic failure occurs when both refrigerators are non-functional, FAS operations would coordinate with FAS logistics to transport two reserved back-up refrigerators from the FAS Spokane Street Warehouse to the Lumen Field Event Center.

Vaccine transfer and handling

1. Swedish will upload the transfer into WAIS one day before the clinic.
2. The Site Executive Director will go into WAIS upon delivery to accept the transfer.
3. The Site Executive Director goes into the COVID locating health website to log how many doses the City has on hand.
4. At the conclusion of the day's Clinic, the Site Executive Director will go into WAIS to transfer remaining doses back to Swedish.
5. Swedish accepts the transfer.

Communications

Media on-site

If media arrives onsite and is expected, they may proceed to the southeast entrance. Lead should radio up to Base that expected media has arrived. Base will connect with Non-Clinical Operations Director or media staff on site to work with media. This staff will arrive with media lanyard and escort media as needed.

If media arrives onsite that was not expected, they must check in at the volunteer check-in at the second floor. Lead should let Non-Clinical Operations Director or media staff know media has arrived. That staff will arrive with media lanyard and escort media as needed.

VIP on-site

If VIP arrives onsite and expected, they may proceed to the southeast entrance. Lead should radio up to Base that expected VIP has arrived. Base will connect with Non-Clinical Operations Director or media staff on site to work with VIP.

If VIP arrives onsite that was not expected, they must check in at the volunteer check-in at the second floor. Lead should let Non-Clinical Operations Director or media staff know VIP has arrived. That staff will arrive and escort VIP as needed.

Data entry

No ID

An ID is not required to receive a vaccine. Volunteer should have patient verify other personal information – date of birth, address, phone number. If patient still cannot verify, flag Lead who will work closely with client to identify more information.

Second dose – lost or forgotten vaccination card

Data entry should notify Lead who will look up information to verify where and when they received their first dose. Recommend that patients register at <https://wa.mir.net> to access their immunization record.

Eligibility

See [patient services](#).

Exclusion criteria

Vaccinator lead should be flagged to review answers marked as “yes” to determine if patient needs to be rescheduled. They may consult with the Provider of the Day. If rescheduling, the Lead should take the patient over to a data entry troubleshooting table where rescheduling can take place.

Translation services

See [language access](#).

Environmental Issues

Building evacuation protocol

Evacuation decision will be a joint decision between Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors, Lumen Field Event Manager and SPD. If evacuation is necessary, Non-Clinical Operations Director will engage SPD, EMTs and Radio Base. Radio Base will be instructed to make announcement one or two on building PA system, as well as all channels. Radio Base to notify Lumen staff and SPD of emergent situation. Lead should describe situation and location. SPD and Lumen staff will engage building evacuation protocol.

Announcement one directs people in building to gather their things and walk calmly towards the nearest exit. Announcement two is more urgent and directs people to evacuate immediately.

All persons should expect to be rescreened when re-entering the building.

Bomb or other threat

If a bomb threat is called into Lumen Field security, Lumen Field Security will contact Lumen Field Event Manager who will contact Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors, Lumen Field Event Manager and SPD. Lumen Field security and SPD, if needed, will follow their response protocol to search the suspected area. Leaders will meet to assess validity of threat and determine next steps.

If bomb threat is reported to clinic staff or volunteer, they should report it to a Lead or Supervisor. No one should mention bomb threat on the radio. The Supervisor will call their respective Director and then Radio Base to contact Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors, Lumen Field Event Manager and SPD. Lumen Field security and SPD, if needed, will follow their response protocol to search the suspected area. Leaders will meet to assess validity of threat and determine next steps.

For both scenarios, Non-Clinical Operations Director will update Radio Base and notify them once situation is clear.

Earthquake

All staff, volunteers and patients should “Duck, Cover and Hold” until the shaking stops. Non-Clinical Operations Director will coordinate with Lumen Field Event Manager to determine if it is safer to remain inside the building or to evacuate. If there is time, the Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors, Lumen Field Event Manager and

Non-Clinical Event Manager and SPD will meet to determine next steps. Non-Clinical Ops Director will tell Radio Base what to announce over building PA and all radio nets.

Fire alarm

If the fire alarm goes audible, all staff, volunteers and patients should calmly proceed to the nearest exit and await further instruction via radio. Staff and volunteers should encourage patients to follow them, but they need not wait for patients who refuse to leave. When possible, if vaccinators have someone at their station when the alarm sounds, they should exit with their patient to ensure their patient can re-enter with them (once authorized). Leads should account for their volunteers. Supervisors should account for their Leads, then report to Directors.

Non-Clinical Operations Director will coordinate with Lumen Field Event Manager to determine the source. Non-Clinical Operations Director will instruct Radio Base to read either evacuation announcement one or two on the building PA system, as well as on all radio channels. (“all call”).

Announcement one directs people in building to gather their things and walk calmly towards the nearest exit. Announcement two is more urgent and directs people to evacuate immediately.

Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors will meet to assess situation. Directors will decide whether to resume or end the day. Once decision is made, will relay to Radio Base who will provide update on all channels.

Simultaneously, Lumen Field Event Manager will meet Seattle Fire Department. SFD will give (or deny) Lumen Field Event Manager permission to re-enter the building. Lumen Field Event Manager will communicate with Non-Clinical Operations Director who will relay to Directors and Radio Base.

All persons should expect to be re-screened before re-entering the building.

Missing or found child/adult

If Lead or supervisor is notified of an unaccompanied child, they should radio Base with description and location, stating they a “found child”. Stay with the child in the same location. Usually parent/guardian will return to the area within a few minutes.

If Lead or supervisor is notified of an adult who reports their child is missing, immediately call radio Base, describe the child and what they are wearing and explain your location over radio. This situation is a “lost child”. Include what the child was wearing and where they were last seen. Radio Base will do an all call on all channels. Clinic Event Manager and Lumen Field Event Manager will follow up with SPD, Lumen Field Guest Services staff at the doors, Lumen Field Security Rovers and Search staff, and Wayfinder Leads to have eyes on all exits. Security Rovers will search the area.

If the party is lost for over 10 minutes, the party in hand should be escorted to the Recovery Area (on the north side of the room, where the EMTs are stationed). A Lead or Supervisor with a radio should remain with them, until the other party is found. Once the parties are reunited Base should be notified.

The same process applies for a missing adult.

Power Outage

If there is a power bump or loss of power and lights go out, staff and volunteers should wait for instruction via Radio Base. Often the lights will come back on in a few minutes. Non-Clinical Operations

Director will coordinate with Lumen Field Event Manager and Edlen electrician to ascertain the cause and estimate length of outage. Site Executive Director, Non-Clinical and Clinical Operations Director and Manager Clinic Event will assess next steps. Radio Base will make announcement on all radio channels.

If power outage affects vaccine refrigeration, lead should contact Clinical Operations Director and Radio Base. Radio Base will notify Site Executive Director, Non-Clinical Operations Director and Manager Clinic Event. Clinical Operations Director will determine if vaccine needs to move to back up refrigerator (already on generator power). Clinical pharmacy staff will be responsible for transporting vaccine to back up refrigerator if needed.

If catastrophic failure occurs when both refrigerators are non-functional, FAS operations would coordinate with FAS logistics to transport two reserved back-up refrigerators from the FAS Spokane Street Warehouse to the Lumen Field Event Center.

Protest

Lead should call Radio Base to notify them of protest. Lead should describe situation and location (“a group of thirty people with signs is coming to the southwest entrance”). Depending on size and severity of activity, Radio Base will contact Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors, Lumen Field Event Manager who will contact Lumen Field Security Rovers and/or SPD if necessary. All parties will respond. If protesters are disruptive, SPD will handle the response.

Weather event

Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors and Lumen Field Event Manager should meet to assess safety of continuing operations given severity of weather event. Non-Clinical Operations Director should notify communications team, Signetic team and Spark team of decision with as much lead time as possible so those teams can transmit messages to volunteers, patients and the public. If venue is already operating, Clinic Event Manager will notify Lumen Field Event Manager to stop ingress, and notify Radio Base to notify staff on all radio channels. Leadership staff will determine how to distribute remaining vaccines.

Weapons

No weapons are allowed inside Lumen Field Event Center. Weapons include firearms, all knives, box cutters, pepper spray, martial art weapons, brass knuckles and any other items that can cause damage.

The only exception to this policy is for off-duty or on-duty police officers. If any patient or volunteer has a weapon, Lead should radio SPD immediately with location. SPD will address.

Language Access

AMN

AMN is an application tool uploaded onto tablets that provides video medical interpreters fluent in over 100 languages, including sign language.

Equity and Language Access Leads and Language Support will have access to these tablets and will bring them to patients who indicate a need for interpretation if a live interpreter is unavailable.

The tablets allow a connection with an interpreter by clicking a button with the language needed. The average wait time to get connected with an interpreter is 30 seconds.

Language Support will walk with the patient and AMN device as long as interpretation is needed.

Daily need assessment

The Equity and Language Access Supervisor will work with IT/Signetic Lead and Supervisor 24-48 hours before each Clinic Event to receive a daily report of registered patients and their language access needs. The Supervisor will use that list to engage live interpreters to come into the event.

Live translation services

The Equity and Language Access Supervisor will call in live interpreters based on the need indicated in the daily need assessment. The Equity and Language Access Lead will assign interpreters to patients based on need.

Translation needs

Every patient should be asked if they have language access needs. Check-in, Wayfinders and Language Support will all have language access charts and communication cards on hand for patients to indicate a translation lead. If a patient indicates a translation need, the volunteer/staff should connect with an Equity and Language Access Lead to connect them with AMN or live translation services.

Medical and Social Work Issues

Disruptive behavior and emotional duress

Lead or supervisor should contact Radio Base to request social worker. Please state the issue and location: "Social worker needed at southeast entry." If the patient becomes disruptive or combative, Lead should notify Radio Base. Radio Base will contact Clinic Event Manager and Lumen Field Event Manager, who will contact Lumen Field Security Rovers. Lumen Field Event Manager and/or Clinic Event Manager will notify SPD as needed. If Leads reports to Radio Base that the situation has escalated, Radio Base will contact SPD directly to respond immediately.

Medical emergency

If a person has a medical need that is not urgent, please direct them to the EMT in Observation A.

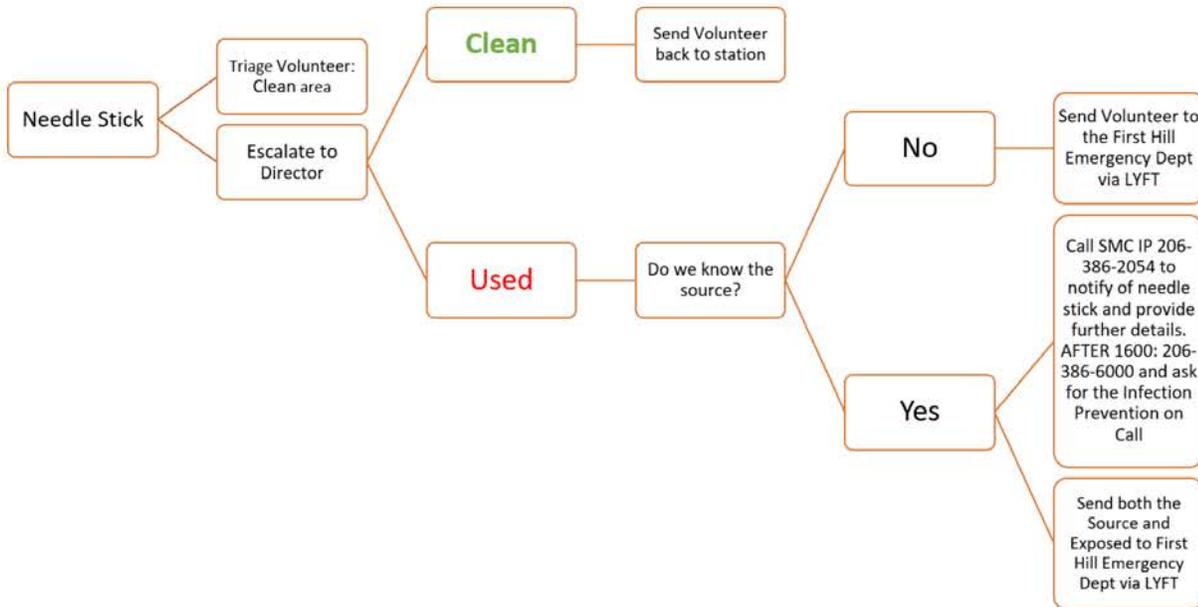
If a person has a severe medical situation, use the radio to call in a "medical."

- You don't have to wait for a break in the conversation, you simply and calmly say "Base I have a medical, base I have a medical."
- When you hear "Base I have a medical," all other conversation on the radio net stops until the issue is resolved.
- Base will prompt you by asking "What is the nature of your medical?" Please be specific about the issue (e.g. "I have a person who hit their head and is unconscious.")
- Base will then ask for your location. Again, please be VERY specific (e.g. "I am in the southeast corner of the Lane A Observation area.")
- Base will send EMTs to your location. Please stand by and let Base know when the EMTs get there and keep Base updated on the situation.
- Once the Medical is clear, notify Base. Base will make an All Call that the medical is clear and radio traffic can resume.

If a patient must be transported, EMTs will notify Base. Base will notify Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors. Manager Clinic Event will instruct Wayfinder Lead where to meet and direct the transport vehicle.

Lumen Field Event Center security will respond to any medical that results in a transport to do a report for the facility.

Needle Stick



Social work

Social workers are stationed just inside the southwest entrance, by observation areas and near the exit. Lead or supervisor should radio for social worker if patients need support with coming and going to their appointment, emotional or mental health concerns or accessing community resources.

Symptomatic person on-site

If a person indicates they have COVID-19 symptoms or displays COVID-19 symptoms, please contact Lead. Lead will contact Base to request a Patient Registration Lead come to their location. Patient Registration Lead can reschedule the appointment.

Opening, Closing and Extra Doses

Opening and closing meetings (Black and Blue meeting)

Meetings will be held 15 minutes before opening and 15 minutes before closing before for Chief Executive Officer, Chief Operating Officer, Site Executive Director, Non-Clinical and Clinical Operations Directors and Non-Clinic Event Manager. These staff will meet near the wheelchair storage corral. Topics

to discuss include daily staffing roles (inc. back-ups), vaccine distribution, flow of event, any other key issues for the day (media, VIPs, etc.).

End of day extra vaccinations

1. Clinic and Pharmacy Leads will determine the number of over-drawn doses available.
2. Vaccine Management Supervisor will notify Radio Base.
3. Radio base notifies Volunteer supervisors of available doses.
4. Supervisors randomly notify volunteers of the extra dose and which line to proceed to.
5. Volunteer is registered into Signetic at the injection table by the Data Entry Volunteer.
6. Volunteer receives vaccination.

Line closure procedure

1. Non-Clinical and Clinical Operations Director and key Supervisors huddle 1hr 15min. prior to last appointment time.
 - a. Determine which line(s) will be closing as volumes decrease.
2. Non-Clinical Operations Director communicates to non-clinical Supervisors.
3. Clinical Director and Supervisors communicates to Leads
4. Closing line process:
 - a. Vaccine Management Supervisor instructs no more vaccines distributed to closing line.
 - b. Once station uses last syringe, station closes down.
 - c. Vaccines are NOT moved to another station.
 - d. Estimated time of completion: 5 minutes per vaccine at station – likely 5-15 minutes total.
5. All patients are distributed to open line.
 - a. Wayfinding Lead and Vaccinator Lead of closing line assist Wayfinders with managing patient volumes re-distributed from open line(s) to closing line.
 - b. Wayfinder will pull several patients at a time over to closing line.
6. Process repeats as needed 30 minutes prior to last appointment time.

Volunteer vaccinations

1. Leads explain the process to their volunteer group.
2. At break or end of shift, volunteer can go upstairs and use a computer to schedule an appointment. Volunteers who were not able to schedule an appointment before they leave can be provided a phone number to use the following business day to schedule a future appointment.
3. Early shifts can schedule an appointment at break or after shift for a same day appointment or use the phone number for a later date. Volunteers should not schedule appointment times during their shift.
4. Volunteers in the last shift of the day can use the computer over their break to schedule a future appointment. Alternately, they can receive a phone number to schedule a future appointment.

Patient Services

Eligibility criteria

Lumen Field Event Center follows the Washington State Department of Health eligibility criteria to make appointments. Starting April 15, all Washingtonians over the age of 16 are eligible to receive a vaccine. Patients and volunteers may find the most recent info here:

<https://www.doh.wa.gov/Emergencies/COVID19/vaccine>.

Minors

The City of Seattle accommodates 16 and 17-year-olds, when accompanied with guardian. The City encourages guardians to go to Children's Hospital, especially if the minor or their caregiver needs extra care. Link here: <https://mychart.seattlechildrens.org/mychart/COVID19#/>

Patient service escalation (negative or positive)

Lead should radio Base to ask for Non-Clinical Operations Director to arrive on site. Please be specific about ask and location "A patient would like to talk with a supervisor and is in Pod B at the third table." Non-Clinical Operations Director should assess patient need and remedy if possible. If not possible, Non-Clinical Operations Director should use professional judgment to determine next steps.

Property

No staff or volunteers should hold personal property for any patients. If patients' items are not allowed in the building, they should follow security's instructions to either throw away the item, secure it in their vehicle or come back at another time.

Scheduling

Appointment on different date

Lead should explain the site is by appointment only and allotted doses are made according to patients scheduled for that day. They need to come back on the date they are scheduled. Be respectful but firm in explaining that when scheduling their appointment they were made aware that it would fall on the date scheduled and we are not responsible for personal scheduling conflicts. Escalate to supervisor if patient becomes argumentative and refuses to leave the line.

Cannot verify name and date of birth appointment was made under

Ask patient if someone made the appointment for them. If they mention a Community Based Organization (shelter, community health center, nonprofit, social work org), call for supervisor. Otherwise, ask the patient to show the confirmation/text email sent to them when they made the appointment. If they do not have access to this info, call for supervisor.

No record of first appointment during second appointment

Connect with a lead or supervisor to look the person up on WAIS and confirm eligibility. Give dose if eligible. If they are not eligible, patient should schedule for an alternative time.

Reschedule requests

Lead should have patient contact the Customer Service Bureau (206-684-CITY or 206-684-2489) to reschedule. If the patient is absolutely unable to do this on their own, Lead can call Base and ask to dispatch a Patient Check-In Lead to reschedule the appointment.

Walk-ups/patient does not have an appointment

Explain all shots are appointment only and we cannot accommodate them today. Direct the patient to visit www.seattle.gov/vaccine to learn how to make an appointment. If the patient falls within eligibility criteria and time allows, the Lead may help the patient schedule an appointment for a different date. Be sure they receive the confirmation test/email before walking away. Escalate to supervisor if patient becomes argumentative and refuses to leave the line.

Tech/Signetic Issues

AMN crash

Lead should radio Base to assess if system-wide crash or individual crash. If system-wide crash, Base should radio tech/IT staff to address issue. Base should also radio Language Access Lead to connect patient with on-site interpreters or telephone interpreters.

Signetic crash

Lead notifies IT. IT and Signetic will assess if problem is individual or system wide. If individual, IT will troubleshoot the issue. If system-wide, Non-Clinical and Clinical Operations Directors will meet to discuss next steps. If next step determined is pausing operations, then Non-Clinical Operations Director will contact Lumen Field Event Manager and Manager Clinic Event to pause entry.

SPARK crash

Lead should radio Base to assess if individual or system wide. If individual, Base should pause operations at that station and connect with IT support. If system-wide, Base should connect with IT support to contact SPARK. IT support will need to follow-up with volunteers later to record time served.

Troubleshooting

Seattle IT is onsite to troubleshoot any issues with device operation or application system errors. Leads should notify supervisors to radio IT/Signetic Rep with issue they are experiencing.

Volunteer Services

Community Based Organization (CBO) registration

Volunteers may arrive that have signed up through a CBO, but who have not signed up for a specific shift. First check the SPARK system to see if they are signed up, and then contact the Volunteer Relationship Manager to determine they are on the CBO spreadsheet.

- If the volunteer is already in SPARK, proceed to the “Volunteers without a shift” procedure.
- If the volunteer is on the spreadsheet but is not signed up with SPARK, help them sign up with SPARK and then proceed to the “Volunteers without a shift” procedure.
- If the volunteer is not on the spreadsheet or with SPARK, work with the Volunteer Relationship Manager to verify them and sign them up.

Food

No food is allowed on the main floor of Lumen Field Event Center . This includes snacks provided by the Clinic. Volunteers who need to eat may go to the volunteer break areas, outside by the volunteer entry or inside by the snacks at volunteer check-in.

Masks

All City personnel should follow CDC guidelines. Masks must be worn to cover nose and mouth at all times. Make sure the mask fits snugly. Pick a mask with at least two layers of tightly woven breathable fabric. For additional guidance on mask type, please see the [City of Seattle Face Covering Policy](#). The City recommends volunteers also follow these regulations. Masks and gloves will be available for free on-site for anyone (patient or volunteer) who needs them.

Volunteers without a shift

If volunteers arrive that are already registered with the SPARK system but do not have a shift, ask them

to wait outside in the volunteer break area while other volunteers report. If there are gaps, put volunteer in role based on order of arrival.

If there are not gaps, or the volunteer is not registered with the system, the volunteer cannot work that day. Thank them for their time, give them the contact information Volunteer Relationship Manager to register for the system so they may register another day.

Volunteer shortage

If there is a volunteer shortage, connect with the Volunteer Relationship Manager to pull volunteers from the SPARK system.

Volunteer vaccinations

See [opening, closing and extra doses](#).

March 2021 Lumen Vaccine Operational Calendar

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
					Cycle 1: 2200 doses/Pfizer, D1, Pods A & B, Shifts 2 & 3	
15	16	17	18	19	20	21
	Cycle 1: 1100 doses/Pfizer, D1, Pods A & B, Shift 3	Swedish: 1100 doses/Pfizer, D2, Pods A & B, Shift 2			Cycle 2: 3300 doses/Pfizer, D1, Pods A, B, & C, Shifts 2 & 3	
22	23	24	25	26	27	28
		Cycle 3: 2600 doses/Pfizer, D1, Pods A & B, Shifts 2 & 3			Cycle 3: 4000 doses/Pfizer, D1, Pods A & B, C 50%, Shifts 2 & 3	
29	30	31				
		Cycle 4: 5000 doses/Pfizer, D1, Pods A,B,C, Shifts 2,3				

April 2021 Lumen Vaccine Calendar

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	2	3	4
					Cycle 1: 2300 doses/Pfizer, D2, Pods A & B, Shifts 2 & 3 Mariners @6:10	
5	6	7	8	9	10	11
Mariners @7:10	Cycle 1: 1100 doses/Pfizer, D2, Pods A & B, Shift 3 Mariners @7:10	Cycle 5: 8,000 doses/Pfizer, D1, Pods A, B, C, D (50%), Shifts 2 & 3 Mariners @1:10			Cycle 2: 3300 D2, Cycle 5: 2200 D1 Pfizer, Pods A, B, C, Shifts 2 & 3	
12	13	14	15	16	17	18
		Cycle 3: 2600 doses/Pfizer, D2, Pods A & B, Shifts 2 & 3	Cycle 6: 2300 D1, Pfizer, Pods A & B, C 50%, Shifts 2 & 3	Sounders Game Mariners @7:10	Cycle 3: 4000 D2, Cycle 6: 2000 D1 Pfizer, Pods A, B, C, Shifts 2 & 3 Mariners @6:10	Mariners @1:10
19	20	21	22	23	24	25
Mariners @7:10	Mariners @1:10	Cycle 4: 5000 D2, Cycle 6: 500 D1 Cycle 7: 500 D1 Pfizer, Pods A, B, C,D, Shifts 2 & 3			Cycle 7: 7,600 D1, Cycle 6: 500 D1, Pfizer, Pods A, B, C, D, Shifts 2 & 3	
26	27	28	29	30		
		Cycle 5: 8,000 doses/Pfizer, D2, Pods A, B, C, D, Shifts 2 & 3		Cycle 1: 3,500 D1, Moderna, Pods A,B,C, Shifts 2 & 3 Mariners @7:10		

May 2021

Lumen Vaccine Calendar

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
					1	2
					Cycle 5: 2,200 D2 Cycle 8: 4,600 D1, Pfizer, Pods A,B,C,D, E, Shifts 2 & 3, Mariners @6:10	Mariners @1:10 Sounders Game
3	4	5	6	7	8	9
Mariners @7:10	Mariners @7:10	Mariners @12:40	Total: 3500=3178 Booked+300 Est. Walk Up, Pfizer, A,B,C, 2&3		Total 3,022= 2,822 Booked+200 Walk Up, Pfizer, Pods A,B,C, Shifts 2&3	
10	11	12	13	14	15	16
		Total 1,672= 1,472 Booked+200 Walk Up, Pfizer, Pods A & B, Shifts 2 & 3	Mariners @7:10	Mariners @7:10	Total 8,909= 8,709 Booked + 200 Walk Up, Pfizer, Pods A, B, C, D & E, Shifts 2 & 3, Mariners @6:10	Mariners @1:10 Sounders Game
17	18	19	20	21	22	23
Mariners @7:10	Mariners @7:10	Total 581 = 381 Booked + 200 Walk Up, Pfizer, Pods A, B, & C, Shift 3 (Modified) Mariners @7:10			Total 5,145 Booked 4,945 + 200 Walk Up, Pfizer, Pods A, B, C, & D, Shifts 2 & 3	Sounders Game
24	25	26	27	28	29	30
			Total 821 = 621 Booked + 200 Walk Up, Pfizer, Pods A & 1/2 B, Shifts 2 & 3 Mariners @7:10	2,785 Booked, Moderna, Pods A, B & C, Shifts 2 & 3 Mariners @7:10	Mariners @7:10	Mariners @1:10 Sounders Game
31						
Mariners @1:10						

June 2021

Lumen Vaccine Calendar

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1	2	3	4	5	6
	Total 569 = 369 Booked + 200 Walk Up, Pfizer, Pods A, Shifts 2 & 3 Mariners @7:10	Mariners @7:10			Total 1,814 = 1,614 Booked + 200 Walk Up, Pfizer, Pods A, B, & C, Shifts 2 & 3	
7	8	9	10	11	12	13
	Decomm Pods D & E Warehouse: 8am-4pm Edlen 8am-4pm IT/Signetec: 8am-1pm	Decomm Pods D & E Warehouse: 8am-4pm	Decomm Pods D & E Warehouse: 8am-4pm	Decomm Pods D & E Warehouse: 8am-4pm	623 Booked + Walk Up, Pfizer, Pods A & 1/2 B, Shift 2 (Modified)	DARK
14	15	16	17	18	19	20
Mariners @7:10 Loadout by 3pm DOT: TBD Warehouse: 8am-4pm Clinical: 9am-11am	Mariners @7:10 Loadout by 3pm DOT: TBD Warehouse: 8-10am Edlen: 8am-3pm Radio Pickup: 9am Staff Offboarding: 10am-12pm	Mariners @7:10 Loadout by 3pm DOT: TBD Warehouse: 8am-4pm Clinical: 8am-3pm Tent Removal: 8am-3pm	Mariners @7:10 Loadout by 3pm DOT: TBD Warehouse: 8am-10am Printer Rental Pickup: 8-9am	Mariners @7:10 Loadout by 3pm DOT: TBD Warehouse: 8-10am Golf Cart Pickup: 9am AMN Pickup: 10am Pipe & Drape Pickup: TBD	Mariners @7:10 DARK	Mariners @1:10 DARK
21	22	23	24	25	26	27
Loadout by 3pm Lumen Decomm Complete	Mariners @7:10	Sounders Game Mariners @1:10 DARK			Sounders Game DARK	DARK
28	29	30				

July 2021

Lumen Vaccine Calendar

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	2	3	4
				Mariners@7:10	Mariners@7:10	Mariners@1:10
5	6	7	8	9	10	11
	Mariners@7:10	Mariners@7:10 Sounders Game	Mariners@1:10	Mariners@7:10	Mariners@7:10	Mariners@1:10
12	13	14	15	16	17	18
19	20	21	22	23	24	25
			Mariners@7:10	Mariners@7:10	Mariners@7:10	Mariners@1:10 Sounders Game
26	27	28	29	30	31	
Mariners@7:10	Mariners@7:10	Mariners@12:40			Sounders Game	

Lumen Field Exterior Signage Plan

