

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LAC+USC COVID VACCINE CLINIC

DATE OF IMPLEMENTATION/ADOPTION: DECEMBER 18, 2020

(Must have been **fully** implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE COVID-19 IMPACT AWARD ONLY. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No


EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 On June 8th 2021, DHS recorded its 200,000th dose of the COVID-19 vaccine. At least
 2 one out of five of these were administered at the LAC+USC COVID Vaccine Clinic,
 3 more than at any other site across the system. The LAC+USC COVID Vaccine Clinic
 4 launched on December 18th 2020 on the steps of the Historic General Hospital, within
 5 days of the Pfizer FDA Emergency Use Authorization (EUA). Since inception, the clinic
 6 was asked to meet several challenges: accommodate highest-risk health personnel
 7 safely and expeditiously during the COVID winter surge; be faithful stewards of limited
 8 vaccine inventory; create a sustainable model with minimal environmental impact and
 9 disruption to recovering clinical operations; address growing regional and racial
 10 inequities in vaccine access; and develop long-term strategies for vaccine hesitancy
 11 and right-sized resourcing. The clinic responded in turn, delivering over 45,000 doses
 12 with zero dose wastage to residents of the highest-impacted zip codes in Los Angeles
 13 County, to DHS-empaneled patients, and to the committed County employed and
 14 contracted staff who serve them.
 15

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	X

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS LAC+USC Medical Center (Department of Health Services) Hospital Administration; Inpatient Tower, Room C2K113; Los Angeles Ca 90033		TELEPHONE NUMBER 323-409-6348
PROGRAM MANAGER'S NAME Faye Christen, DNP, MSN, CCRN-K; Josh Banerjee, MD, MPH, MS; Steven Dohi, Pharm.D; Angela Baca, MHA, FACHE; Edgar Solis, RN EMAIL: JBANERJEE@DHS.LACOUNTY.GOV		TELEPHONE NUMBER 323-409-6348
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Laura Sarff 	DATE 06/16/2021 1	TELEPHONE NUMBER 323-409-2815 EMAIL lsarff@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Christina R. Ghaly, M.D. <i>signature on file</i>		TELEPHONE NUMBER

****ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE****

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LAC+USC COVID VACCINE CLINIC

1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

Challenges: Key challenges in administering COVID Vaccine include:

- **Safety:** in addition to vaccine administration and monitoring, crowd and infection control are key considerations when operating mass vaccine sites during pandemic conditions.
- **Throughput:** to end the pandemic, goal is to vaccinate as many people, as rapidly as possible.
- **Environmental Impact:** LAC+USC Medical Center is a level-one trauma center, 600 bed hospital and ambulatory care hub, situated in dense-traffic region at the intersection of three freeways. Mass vaccination efforts must not adversely impact campus and neighbors.
- **Inventory Utilization:** the vaccine is a precious, life-saving resource. Those entrusted with administration must be faithful stewards.
- **Inequity:** COVID-19 infection disproportionately impacted communities of color; vaccination efforts must address similar inequities in vaccine access.
- **Patient Experience:** with widespread vaccine hesitancy, vaccine experience must address whole person and convert Patients into Vaccine Ambassadors.
- **Whole Person Health:** many have gone months without touching the health system face to face, vaccination is opportunity to link to other services.

Solutions: Core aspects of LAC+USC COVID Vaccine Clinic model are:

- Large and multi-disciplinary team includes nursing, providers, pharmacy, administration, information systems, facilities management, environmental services, security, patient relations, public information office, CARES, The Wellness Center, community partners.
- Team developed indoor, outdoor, walk-up, and drive-through vaccination pathways to maximize experience and minimize disruption to campus and neighbors, while accounting for variability in weather, air quality, and traffic conditions.
- Team developed wrap-around model whereby vaccination efforts were coupled with whole-person health services, such as linkage to insurance, legal, and mental health service. Clinic screened for food insecurity and regularly provided food pantry groceries on-site.
- Clinic performed continuous nurse and provider-driven outreach, answering patient questions in real-time. Clinic also partnered with trusted community-based organizations to assist further in bridging digital divide.

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
"Leading with Excellence"

2021 APPLICATION

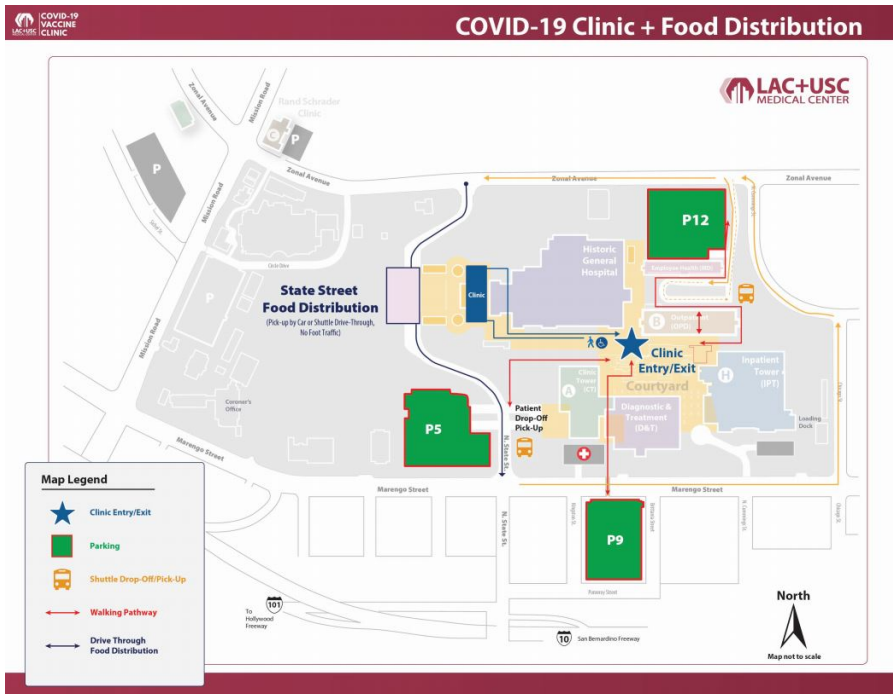
Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LAC+USC COVID VACCINE CLINIC

Use Arial 12-point font.

Impact: Key measures of success include:

- In six months of operation, over 45,000 doses were administered, more than at any other site across DHS.
- In this same time, zero doses were wasted.
- Clinic was first to operate mass weekend events, conducting 6 in total, roughly once a month:
- Clinic was first to trial and sustain drive-through model.
- Clinic achieved a single day throughput record of 1,700 doses administered, the single day record across DHS.
- Clinic was first to open vaccine access to larger community of residents in DHS/DPH high priority zip codes.
- Through targeted efforts, 75% of patients served at community events were residents of these high priority, most disproportionately impacted zip codes.
- Clinic earned praise of 1st District Supervisor Hilda Solis
<https://twitter.com/HildaSolis>
- Pio Vide Link: https://youtu.be/rokk_9UVlwo



Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LAC+USC COVID VACCINE CLINIC

Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

II.2.3 Prioritize Environmental Health Oversight and Monitoring

This was done through designing a work environment that was safe by following national infection control guidelines. Workflows were also centered on these guidelines to ensure safety.

II.2.4 Promote Active and Healthy Lifestyles

Vaccinating as many people as possible was part of the recipe to return back to normal and promote active and healthy lifestyle. The additional services this project offered that addressed SDOH also impacts this objective.

III.1.1 Develop Staff Through High Quality Multi-Disciplinary Approaches to Training

This project optimized multi-disciplinary collaboration both within the healthcare setting and in the community through partnership with community-based organizations.

III.1.2 Develop Effective Manager-Leaders

Engaging the workforce and leadership through open communication and feedback systems led to efficient leadership.

III.1.3 Succession Planning

The team used a mentoring approach using different through teaching evidence-based practice as well as hands-on teaching with the appropriate areas and individuals.

III.2.1 Enhance Information Technology Platforms to Securely Share and Exchange Data

LAC+USC Information system department designed virtual pathways/ feedback loops to enhance communication with patients.

III.2.2 Leverage Technology to Increase Visibility of and Access to Services

This model was able to showcase the untapped resources and services that the facility had to offer.

III.2.3 Prioritize and Implement Technology Initiatives that Enhance Service Delivery and Increase Efficiency

LAC+USC designed virtual pathways using communication processes like text messaging to address the digital divide while optimizing use of technology.

III.3.2 Manage and Maximize County Assets

The team always operated under the guidance of “lean” principles. Redistributing and optimizing resources when able.

III.3.3 Measure Impact and Effectiveness of our Collective Efforts

Process and outcome measures were tracked throughout clinic operations.

III.3.6 Implement a Workplace of the Future

The project helped reimagine what the workplace of the future can potentially look like without four walls and designing frameworks that are effective and that meet the demands of the community.

III.4.1 Solicit Ongoing Customer Feedback

Clinic was continually, iteratively refined based on feedback of staff, patients, and community, through formal surveys and point-of-service customer interviews.

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: LAC+USC COVID VACCINE CLINIC

COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	X

ANNUAL = 12 MONTHS ONLY