

# Workplan Performance Measures: COVID-19 Vaccination Supplemental Funding – March 2021

**Awardee:** Fort Bend County

*Supported through the Coronavirus Response and Relief Supplemental Appropriations Act of 2021, P.L. 116-260*

## Background

Fort Bend County is a large county next to the large metropolitan area of Houston and Harris County. Fort Bend has a population of close to 900,000, with 616,413 at 16 years of age and older. The County is a mix of urban, suburban and rural areas. As a whole, the county has a high median income level and high education level. The sub county level information shows definite pockets of poverty and less educated groups. The county is one of the most diverse in the nation when looking at the mix of racial and ethnic groups present. With that mix of cultures come challenges when reaching out for interventions such as vaccinations.

Fort Bend County Health & Human Services, as well as many other providers in the area have been providing vaccines to the community as vaccine was provided and within the criteria provided by the Expert Vaccine Allocation Panel. As of the date of this application 100,978 (16.4%) of 16+ individuals have been fully vaccinated in the county and 76,218 (12.4%) of 16+ individuals are partially vaccinated.

## Approach

Fort Bend County prepared for the vaccination effort with the purchase of two new Migali units and a Cryofreeze freezer to prepare for Pfizer storage. Capacity is for 20,000 Moderna vaccines and 30,000 Pfizer.

Phase 1a: Fort Bend County Health & Human Services provided the first small number of Moderna vaccines (1100) in the conference room of the administration building. Soon after those first few doses, the county started to receive larger quantities of Pfizer vaccine. The next site opened was at the County owned Fairgrounds facility in the southwest part of the county. Three buildings were used (intake/registration, vaccination/observation, data processing). This site is still in operation with only two buildings in use, and provides 1,100 – 1,500 doses a day.

Phase 1b: The County has three precincts and for geographic reach, it was decided to have vaccine access in each precinct. The second site was opened in the east side of the county in partnership with Next Level Urgent Care who provides the clinical staffing for the site. This site provides 750 doses a day. As more vaccines arrived, Fort Bend County and Memorial Hermann Healthcare System opened a drive through vaccination site central to the County. This site is operated on different days by Fort Bend County and then Memorial Hermann. For the county, the site can provide up to 2,000 doses a day. The last fixed site established to date is in the northern part of the county in a shopping mall site. This is also in partnership with Next Level Urgent Care and provides 750 doses per day.

Phase 1c: This opening of vaccinations to 50-64 increased visitation at our sites for a very short time. This population has been covered in many of the other options such as health conditions and employment or were able to search around for vaccine options.

Phase 2: Fort Bend County HHS has two other vaccination projects in operation at this time. It became clear early in the vaccination cycle that although the larger nursing homes and long term care facilities were able to take advantage of Federal vaccination outreach through the pharmacy chains, that there are many smaller licensed and unlicensed homes that were not able to obtain vaccines for staff and residents thought this process. Health & Human Services contracted with a pharmacy group to provide small vaccine clinics for these groups. This is an ongoing project. The final approach to vaccine distribution is for homebound individuals. Multiple requests have been received from individuals who cannot make the trip to a vaccination site and also from organizations who serve this population such as

Meals on Wheels. In partnership with EMS, HHS will be providing vaccines to this population in the next week or so.

As the vaccination campaign continues in Phase 2 and will move towards Phase 3, Fort Bend County is finding that there is high competition for the people who are signing up on waitlists and taking the first appointment slot offered to them. What is needed here now is a series of very focused activities that align with the projects in this funding opportunity. While more specifics will be provided in the project areas, the following is an overview of what this local health department is planning:

**Project 1: Increase COVID-19 vaccination capacity across the jurisdiction, including among high-risk and underserved populations**

- Contracting with another pharmacy group for distribution of vaccine to small group settings, to include:
  - group homes
  - adult day care settings
  - Church settings (trusted gatekeepers)
  - Other community based settings in hard to reach populations (trusted gatekeepers)
- Increasing the capacity of the paramedic teams for the homebound population
- Marketing campaigns directed at the vaccine hesitant and hard to reach populations (see support for this in Project 3)
- Potential for sub-HUB partners in communities of hard to reach or vaccine hesitant populations to reduce barriers to vaccination

**Project 2: Ensure high-quality and safe administration of COVID-19 vaccines**

- Increase capacity of vaccine team to include specific safety and consistent procedures for the expanding number of venues for vaccine delivery, including transfer of vaccines from and to locations and hand off to staff.
- Establish more detailed Policies and Procedures that can be carried out in all venues
- Minimum standard of supplies for safety
  - Storage transport of vaccines
  - PPE
  - Response to adverse events
- Monitoring Visits
  - Scheduled and non-scheduled visits for adherence to policies and procedures and also for infection prevention

**Project 3: Ensure equitable distribution and administration of COVID-19 vaccines**

- Increase capacity of Data Team with contracted data experts
  - Analysis of Vaccine Data weekly
  - Specific analysis of subgroups (vaccine hesitancy/ hard to reach)
- CDC's SVI Index ( included in data team contract)
  - How to monitor
  - Report monthly
- Vaccine Equity Committee

- Expand membership to members of hard to reach populations and other vaccine providers in the county and possibly neighboring counties.
- Using above data – develop additional plans to supplement Project 1

**Performance Measures**

**Project 1 - Increase COVID-19 vaccination capacity across the jurisdiction, including among high-risk and underserved populations**

- Increase the number of provider sites

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County HHS will increase the vaccine outreach capacity by executing a contract with another mobile pharmacy group to provide vaccinations services in small group settings	By May 1, 2021, FBC HHS will identify a new mobile pharmacy group partner and execute the contract for vaccine services to small group settings PM 1:1 – Number of new vaccine providers by type	1c and forward and to include missed vaccination from 1a and 1b
Fort Bend County will increase the number of vaccinated residents by use of the mobile pharmacy contract and use of the existing Mobile Health Unit	From June 1, 2021 through May 30 <sup>th</sup> , 2022, FBC HHS will provide two vaccine outreach activities per week in small group or community settings.	Missed vaccinations from 1a and 1b and from 1c forward
Fort Bend County will increase the capacity of the EMS team for providing vaccines to the homebound population	By April 1, 2021 FBC HHS will increase the team of EMS providers to 6 paramedics available each day with a plan of 70 vaccines provided in home each weekday.	All phases**
Fort Bend County will solicit and engage in a marketing campaign directed at promoting COVID vaccination in the hard to reach and vaccine hesitant populations in the county	By June1, 2021, FBC HHS will engage a vendor for production of an advertising campaign for vaccine promotion in the hard to reach and vaccine hesitant populations	All Phases**
Fort Bend County will increase the number of	By July 1 <sup>st</sup> , 2021, FBC HHS will contract with 5	All Phases **

partners providing vaccine in the community, directed at the hard to reach and vaccine hesitant populations	additional partners (inc. sub-HUBs) to serve as vaccine providers for the hard to reach and vaccine hesitant populations PM 1.1 – Number of new vaccine providers, by type.	
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**Enroll/train vaccine providers**, including complementary providers, to build capacity to vaccinate pediatric and adult populations in accordance with ACIP recommendations.

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will train each of the new vaccine providers (pharmacy group, partners/sub-HUBs, EMS) in appropriate vaccine administration	By July 1, 2021, FBC HHS will train 7 new groups of vaccine providers as described PM 1.2 Number of new vaccine providers trained in proper vaccine administration, storage and handling.	All phases

**Enlist/educate adult providers**, including specialists that see high risk patients, to identify and refer patients to vaccination clinics if they are not themselves vaccinators

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will outreach to medical providers in the area who see high-risk patients to ensure appropriate referral for vaccination.	By July 1, 2021, FBC HHS will outreach to 199 medical providers to ensure appropriate training for immunization or referral for immunization for high-risk patients in their practices. (PM 1.3)	Phase 1b

Fund local health departments to **expand** their **operations** (e.g., providing vaccinations during evenings, overnight, and on weekends) and to **increase** their **throughput**

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>

Fort Bend County currently provides and will continue to provide weekend hours at three fixed sites and with the mobile pharmacy and mobile unit	FBC HHS will continue to offer weekend operations with the fixed and mobile operations. PN 1.4 –Number and percent of health departments with expanded operations.	All phases
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Support public health **workforce recruitment and training** including working with health providers from rural communities, communities of color, and/or communities of high social vulnerability. ([CDC's Social Vulnerability Index \(SVI\)](#))

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
In conjunction with the guidance from the vaccine equity committee, Fort Bend County will outreach to rural communities, communities of color and those of high SVI as it undertakes hiring and training of new public health workers.	By July 1, 2021, FBC HHS will hire 10 new public health workers with attention to their community.  PM 1.5 Number of new public health workers hired in the past quarter	All phases

Implement **vaccine strike teams, mobile vaccine clinics, satellite clinics, temporary, or off-site clinics** to travel and provide vaccination services in non-traditional settings and/or to supplement the work of local health departments in underserved communities

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
As noted above, Fort Bend County will be using EMS teams, mobile pharmacy teams and a mobile unit to reach people in non-traditional settings and in underserved communities	REPEATED FROM ABOVE By May 1, 2021, FBC HHS will identify a new mobile pharmacy group partner and execute the contract for vaccine services to small group settings From June 1, 2021 through May 30 <sup>th</sup> , 2022, FBC HHS will provide two vaccine outreach activities per week in small	All phases**

	<p>group or community settings.                  By April 1, 2021 FBC HHS will increase the team of EMS providers to 6 paramedics available each day with a plan of 70 vaccines provided in home each weekday.                  PM 1.6: Number and percent of strike teams, mobile clinics held in the past quarter in underserved communities                  PM1.7: Number of vaccine doses provided through strike teams, mobile clinics in the past quarter in underserved communities.</p>	
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**Project 2 – Ensure high-quality and safe administration of COVID-19 vaccines**

Implement **site visits** to COVID-19 vaccination clinics to provide monitoring and quality assurance support (supportive supervision) and to promote quality improvement.

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
<p>Fort Bend County will provide a monitoring team for scheduled and unscheduled site visits to vaccination venues to ensure adherence to policies and procedures and to monitor safe administration of vaccine.</p>	<p>From May 1, 2021 to May 1, 2022, FBC HHS will provide site visits to vaccination venues at least once monthly scheduled and at least quarterly unscheduled                  PM 2.1: Number and percent of site visits to vaccination clinic sites.</p>	<p>All phases</p>

Support vaccine administration sites by responding to issues, questions, and ensuring training as needed for new products or changes to products

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
<p>Fort Bend County will provide a vaccine administration team to</p>	<p>By April 1, 2021, FBC HHS will have a vaccine team in place to</p>	<p>All phases</p>

provide training to vaccine sites and be available to respond to issues, questions	provide training and be available for responding to questions PM 2.2: Number and percent of COVID-19 provider sites supported in the past quarter	
Fort Bend County will develop policies and procedures for vaccine storage, transfer and administration for all site settings in place or as they are brought on board.	By May 1, 2021, FBC HHS will have in place policies and procedures for all vaccine site venues and be prepared for new venues	

*PM 2.2: Number and percent of COVID-19 provider sites supported in the past quarter through trainings or response to issues/questions.*

Provide **supplies (including personal protective equipment (PPE)), equipment, and training** to providers and partners for:

- ✓ **Vaccine storage and handling**, including monitoring **temperature** of vaccines
- ✓ **Vaccine transport, including any vaccine-specific considerations**, for temporary mass vaccination clinics.
- ✓ **Vaccine administration**

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will provide supplies: PPE, equipment needed and by agreement with vaccine clinic sites	By April 1, 2021, FBC HHS will ensure supplies of equipment and PPE are sufficient for the mobilization of vaccine clinics PM2.3/2.5: Number of supplies by type delivered to providers and partners in the quarter	All phases
Fort Bend County will provide training to providers and partners for vaccine storage and handling, vaccine transport, and vaccine administration	By May 1, 2021, FBC HHS will provide a team for training vaccination providers and partners on vaccine storage, transport and administration	All phases

Ensure vaccine administration sites have appropriate capabilities to **address adverse events, including anaphylaxis**

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will ensure by provision or in agreement that all vaccine providers have appropriate equipment on board to address adverse events, including anaphylaxis	By the opening date of any vaccine provider site, FBC HHS will ensure by inspection that the site has the appropriate equipment on hand to handle vaccine emergencies including anaphylaxis. PM 2.6: Number and percent of sites assessed as capable of addressing adverse reactions.	All phases

Support **provider training and reporting of vaccine adverse events** to VAERS

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will provide training, documentation and be available for questions regarding reporting of adverse events to VAERS	By the opening of any new vaccination site, FBC HHS will document training on reporting of vaccine adverse events to VAERS. PM2.7 Number and percent of provider sites trained on how to report to VAERS	All phases

**Project 3: Ensure equitable distribution and administration of COVID-19 vaccines**

Monitor **vaccination coverage** among population subgroups, identifying populations and geographic areas with low coverage. **Implement and evaluate interventions** and direct vaccine and vaccination efforts to increase coverage

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will maintain a Vaccine Data Team to analyze data on a weekly	By May 1, 2021, FNC HHS will contract with an expert agency to assist the Vaccine	All Phases**

basis and provide specific information regarding vaccine hesitancy communities and hard to reach populations	Data Team with analysis of data and determination of the likely vaccine hesitancy and hard to reach populations in the county.	
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*PM 3.1: Number of people and percent of population vaccinated with COVID-19 vaccine, by subgroups (subgroups are not mutually exclusive):*

***CDC will track and capture these data separately through other sources.***

- Health care personnel
- Long-term care facility residents
- Front line essential workers
- Persons aged ≥75 years
- Persons aged 65–74 years
- Persons aged 16–64 years with high-risk medical conditions
- All persons aged ≥16 years

Monitor and improve access to vaccinations in communities of high social vulnerability. ([CDC's Social Vulnerability Index \(SVI\)](#))

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will use the CDC’s SVI to assist with providing vaccines in the communities with high SVI.	By June 1, the Vaccine Data Team and data experts will employ the CDC SVI to assist in determining communities with high SVI where access to vaccines may need to be improved  PM 3.2: Describe work to monitor and improve access to vaccinations in underserved communities	All Phases**

Continue and expand on the work of **Vaccine Equity Committees (or similar committees)** to ensure transparency and engagement with the community

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required</i> )	<b>Phase</b>
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	<i>performance measure(s) below</i>	
Fort Bend County will expand the Vaccine Equity Committee to include individuals from communities determined to be hard to reach, vaccine hesitant or with a high SVI.	By June 1, FBC HHS will increase the membership of the Vaccine Equity Committee to include membership from communities which are vaccine hesitant, hard to reach or with a high SVI. Additional members will be added as appropriate.	
Fort Bend County will ensure monthly meeting of the Vaccine Equity Committee to review data and inform the Vaccine team of the need for additional efforts in certain communities.	From April 1, 2021 through May 31, 2022, FBC HHS will hold monthly meetings of the Vaccine Equity Committee to review data and make advisories and recommendations to the Vaccine Team PM 3.3: Number of Vaccine Equity Committee meetings held in the past quarter.	All phases **

Have a written plan to **address high-risk and specific populations** (including older adults) and how to reach each group, including **congregate settings (e.g. correctional facilities), homeless populations, essential workers**, and others.

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will maintain a written plan to address various communities in the county to improve vaccine access and uptake	By July 1, 2021, the Vaccine Team, informed by the data team and expert data contractor will develop and maintain a plan for reaching specific high risk, hard to reach and vaccine hesitant communities. PM3.4: Plan will be included in workplan due within 45 days of the NOA	All phases **

Partner, plan, and implement vaccination activities with **critical organizations**. These organizations could include but are not limited to:

- ✓ Colleges and Universities
- ✓ Occupational health settings for large employers
- ✓ Churches or religious institutions
- ✓ Federally Qualified Health Centers (FQHCs), including Community Health Centers (CHCs)
- ✓ Pharmacies
- ✓ Long-term care facilities (LTCFs), including independent living facilities, assisted living centers, and nursing homes
- ✓ Organizations and businesses that employ critical workforce
- ✓ First responder organizations
- ✓ Non-traditional providers and locations that serve high-risk populations
- ✓ Other partners that serve underserved populations

<b>Activities</b> ( <i>specific, measurable, timebound</i> )	<b>Performance Measures</b> ( <i>in addition to the CDC required performance measure(s) below</i> )	<b>Phase</b>
Fort Bend County will continue to reach out to various partner and provider organizations to ensure that appropriate COVID-19 activities are taking place	By May 1, 2021, FBC HHS will implement reach out activities to local provider and partner organizations and report on vaccination activities. If needed assistance will be offered to ensure appropriate vaccination activities are ongoing. PM3-5: Number and type of partner organizations implementing vaccination activities	All phases

Plan and implement vaccination activities with organizations and business that employ **frontline essential workers**

“ACIP used CISA guidance to define **frontline essential workers** as the subset of essential workers likely at **highest risk for work-related exposure** to SARS-CoV-2, the virus that causes COVID-19, because their work-related duties must be performed on-site and involve being in close proximity (<6 feet) to the public or to coworkers. ACIP has classified the following non–health care essential workers as frontline workers: **first responders (e.g., firefighters and police officers), corrections officers, food and agricultural workers, U.S. Postal Service workers, manufacturing workers, grocery store workers, public transit workers, and those who work in the**

**education sector (teachers and support staff members) as well as child care workers.”**

[\(The Advisory Committee on Immunization Practices’ Updated Interim Recommendation for Allocation of COVID-19 Vaccine — United States, December 2020 | MMWR \(cdc.gov\)\)](#)

<b>Activities</b> <i>(specific, measurable, timebound)</i>	<b>Performance Measures</b> <i>(in addition to the CDC required performance measure(s) below)</i>	<b>Phase</b>
Fort Bend County will continue to outreach to employers in the Community to ensure vaccinations are available to frontline workers .	By June 1, 2021, FBC HHS will develop a list of employers in the County who have frontline workers by ACIP definition. Monthly outreach will occur to assist with vaccination planning and implementation PM 3.6: Vaccination planning with key employers of frontline workers.	All phases

Program Evaluation and Measurement Plan

The working plan for the three projects listed here includes SMART objectives throughout. The Vaccine Data Team will be responsible for collecting and analyzing data throughout the life of these projects. Each SMART objective will be reported on each month and that data maintained in a The Data Team will present findings on a monthly basis to three oversight entities.

Data on who is being vaccinated and who is not, will be brought to the Vaccine Equity Committee for review and development of a plan to increase vaccination rates in hard to reach populations, in communities with a high SVI and in the vaccine hesitant. The plan will be developed with the Vaccine Equity Committee and the Vaccine team as a whole. In addition, the data will be presented to the Marketing Team to determine best ways to outreach to these same groups.

The Vaccine Team, led by the Project Manager, is responsible for implementation of the plan at the vaccine sites, whether fixed or mobile, and will receive the monthly data related to training and monitoring and the pharmacy team vaccine monitoring. This team will meet to review successes and opportunities for improvement, which will then be implemented in the next month of activity.

All teams will report on a monthly basis to the Health & Human Services Executive Leadership Team which has final decision making and oversight roles for these projects.

Trend analysis will be critical to the evaluation of the success of the projects. Improvements in vaccination rates in the populations of concern as well as overall vaccination rate for the county as a whole and the high risk 1A and 1B populations. The overall progress will be reported to all members of the vaccination efforts to encourage the highest level of commitment to the goals.

Partners throughout the community, including elected officials, medical providers, schools, and employers of first line workers will be provided with monthly updates after the data has been analyzed and reviewed by all teams within the effort. Publicly, key measurement data will be available on the website.