

File No. 210041

Committee Item No. 3

Board Item No. \_\_\_\_\_

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Comm: Public Safety & Neighborhood Services

Date: April 22, 2021

Board of Supervisors Meeting:

Date: \_\_\_\_\_

#### Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 – Ethics Commission
- Award Letter
- Application
- Public Correspondence

#### OTHER

- District 6 Supervisor's Inquiry - Mass Vaccine Strategy
- UCSF Presentation Materials – January 20, 2021
- City Depts. Combined Presentation – January 20, 2021
- FYI Referral – January 15, 2021
- \_\_\_\_\_

Prepared by: John Carroll

Date: April 16, 2021

Prepared by: John Carroll

Date: \_\_\_\_\_

Prepared by: John Carroll

Date: \_\_\_\_\_

1. The Mayor stated that the Department of Public Health is not responsible for “widespread distribution” of the vaccine. Can you describe the Department’s responsibility?
2. The Department of Public Health has said that due to the high number of San Franciscans with private or public health insurance, most people will receive the vaccine through their healthcare providers. How does SFDPH coordinate with private healthcare providers regarding their availability and distribution of vaccines?
3. Within a month of the COVID-19 emergency being declared, San Francisco issued a Health Order directing all laboratories conducting Covid-19 Diagnostic Tests to report Covid-19 Test Information to local and State Public Health authorities. The State has also advised that Local Health Departments should review the list of multi-county entities (MCEs, like Kaiser) for their jurisdiction and be familiar with the MCEs’ vaccination plans. What steps are being taken to gain visibility into vaccine deliveries and administration among health care providers?
4. It has been reported that as of January 11th, California has administered less than a third of the doses it has received from the federal government. What is the ratio of doses received versus administered in San Francisco?
5. Where do front-line service providers under City contracts fall into the prioritization? How does the City communicate with those agencies and their employees to administer the vaccine to them?
6. Neighboring Bay Area Counties like San Mateo County have already opened mass vaccination sites, with sites in the works in Santa Clara and Alameda Counties. What is the timeline for San Francisco to open one or more sites?
7. President-elect Biden has announced that the federal government will release all available doses of the vaccine after he takes office later this month, meaning a potential mass influx of doses distributed across the state. What is San Francisco doing to preemptively prepare for a mass increase in vaccinations and future Phases and tiers of vaccination distribution?
8. At the press conference on January 12, it was stated that San Francisco will open mass vaccination sites “when we have sufficient vaccines to administer”. Given that we are generally told only 24 hours beforehand how many doses are being delivered, what steps are we taking to ensure these mass vaccination sites are 100% ready to operate as soon as possible?



# UCSF Health COVID-19 Vaccination Program

Josh Adler, MD  
Chief Clinical Officer

# UCSF collaboration with SF and CA during the pandemic

**Laboratory Testing:** provided lab testing to all 58 counties, including SF during the early months of the pandemic

**Contact Tracing:** coordinated with SFDPH and CDPH leadership on a statewide training program, and piloted the CA Notify phone app

**Local Testing:** Collaborated with SFDPH on SF testing sites in the Mission, Bayview, Visitacion Valley and the Tenderloin

**Increased Capacity:** Reopened Mount Zion Hospital to increase bed capacity for Covid Patients

**Research:** Genetic sequencing, clinical trials of new therapies and tests, epidemiologic studies identifying health disparities, patterns of disease...

# Vaccinations provided to date

*As of January 19, 2021*

Total vaccinations delivered: 22,873

- First Dose: 18,653 (92% of available first doses)
- Second Dose: 4,220

# Vaccine Received as of 1/17/2021

	1 <sup>st</sup> Dose	2 <sup>nd</sup> Dose	Total
Pfizer	5850	3900	9,750
Moderna	14,980*	7900*	22,880

\*Note: 8400 of the Moderna doses have been quarantined and not available for use  
500 1<sup>st</sup> dose, 7900 second dose

# UCSF Health Vaccine Recipients

*As of January 19, 2021*

- Health Care workers (phase 1a)
  - a. Began 12/16/20
  - b. 80% have received 1st dose, 20% 2nd dose
  
- Patients >75 years old
  - a. Began 1/15/2021
  - b. 1080 vaccinated

# Community Vaccine Recipients

*As of January 19, 2021*

- UCSF Affiliated Community Health Care Workers:
  - 185 have received 1<sup>st</sup> dose, 1 has received a 2<sup>nd</sup> dose
  - 18 more are scheduled for 1<sup>st</sup> dose
- San Francisco Health Care Workers:
  - 367 are scheduled, first vaccinations begin today



# Phasing status

- 1a: 80% complete
- 1b: began January 15, 2021
- Estimated patients > 65 years old: 150,000

# Process for requesting and receiving vaccine

- UCSF is part of the UC system MCE (multicounty entity)
- Vaccine requests are centralized at the UC Office of the President, which provides guidance to ensure consistency of approach
- The UC MCE submits a complete request to CDPH
- UCSF receives vaccine directly from the vaccine vendors
- UCSF did receive 975 first and second doses of Pfizer via SFDPH prior to the MCE being established (mid Dec) and recently 2400 first doses of Moderna based on an urgent request in early January

# Communications

- UCSF is using the patient portal MyChart
- Patients >75 are invited to schedule a vaccine appointment from the MyChart portal. The portal provides information about the vaccine phasing, the vaccine itself, and what to expect on the day of the vaccination
- The UCSF vaccine website <https://coronavirus.ucsf.edu/vaccines> provides similar information about the vaccine and vaccine phasing

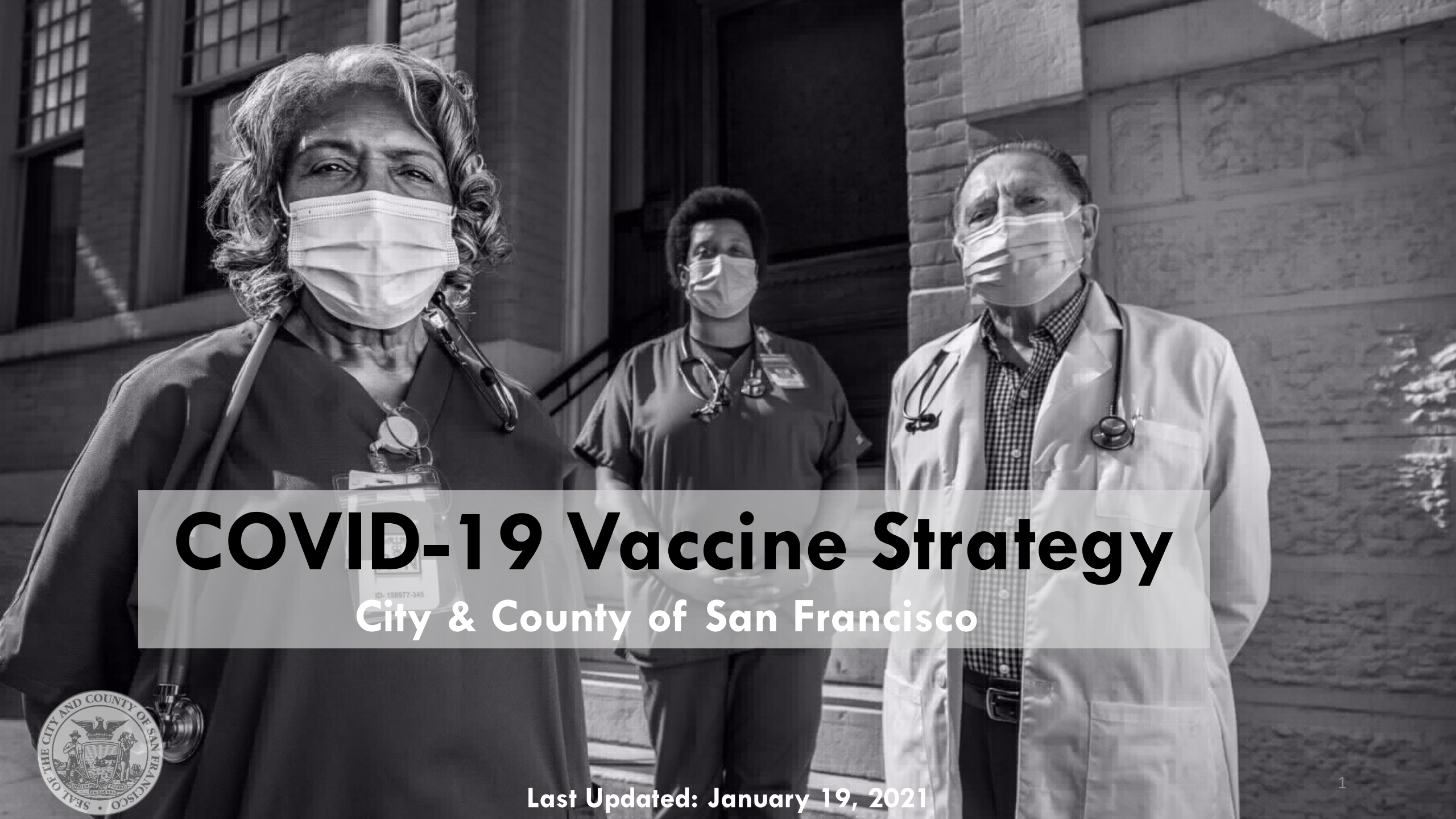
# Challenges in Implementing Covid 19 vaccine programs

“Why is this different than flu vaccine”

- Vaccine dose management
  - Timing of thaw to administration
  
- Post vaccine monitoring
  - 15 min per patient
  - Space, staff, and emergency response
  
- 2<sup>nd</sup> dose with tight time frame
  - Robust information systems for scheduling and tracking

# Coordination with SFDPH

- Data Sharing
  - All vaccines are sent CAIR (CA immunization registry)
  - Via the Hospital Council meetings, data are shared on vaccines administered and vaccine supply
- Large vaccination site
  - UCSF will be one of a few systems organizing and staffing a drive through center at City College of SF
  - Goal implementation date is Friday 1/22/21
  - A key challenge will be access to sufficient and predictable vaccine supply



# COVID-19 Vaccine Strategy

City & County of San Francisco



Last Updated: January 19, 2021





# Vaccinating SF

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We have begun the most ambitious vaccine distribution effort in our City's history.

The chief obstacle we are facing is not enough doses.

We are partnering with hospital systems to quickly and efficiently get people vaccinated.

We are committed to getting the vaccine moving as soon as supply increases.

We are ensuring that those most impacted by the virus have access to the vaccine.

We are committed to ensuring a transparent and an easy process.

# Guiding Principles

Our vaccine strategy is grounded in equity, speed and partnerships

- Ensure capacity to fully use vaccine supply and aligned with CDC and state guidelines for priority.
- Ensure equitable vaccine allocation and administration.
- Prioritize rapid vaccine access in communities of highest COVID prevalence, including among those who do not access health care.
- Strategy, metrics, outcomes, general information must be transparent and visible to the public and partners.
- To every extent possible, preserve DPH staff for functions only DPH can provide. Partnering with health systems is essential.



# Our path to immunity

## Current state

28,501 residents vaccinated

Largely health care workers, CCSF workers; 51% of SNF residents  
3,000+ vaccines/day

*As of 1/19/2021*

## Primary Barriers

- Vaccine Supply
- Data reporting

## Milestone

80,000 (9%) CCSF residents vaccinated

## Milestone

Sustained rate of vaccinations at target of 10,000+/day

## Target Condition

Equitable and efficient vaccination complete for over 900,000 individuals in SF

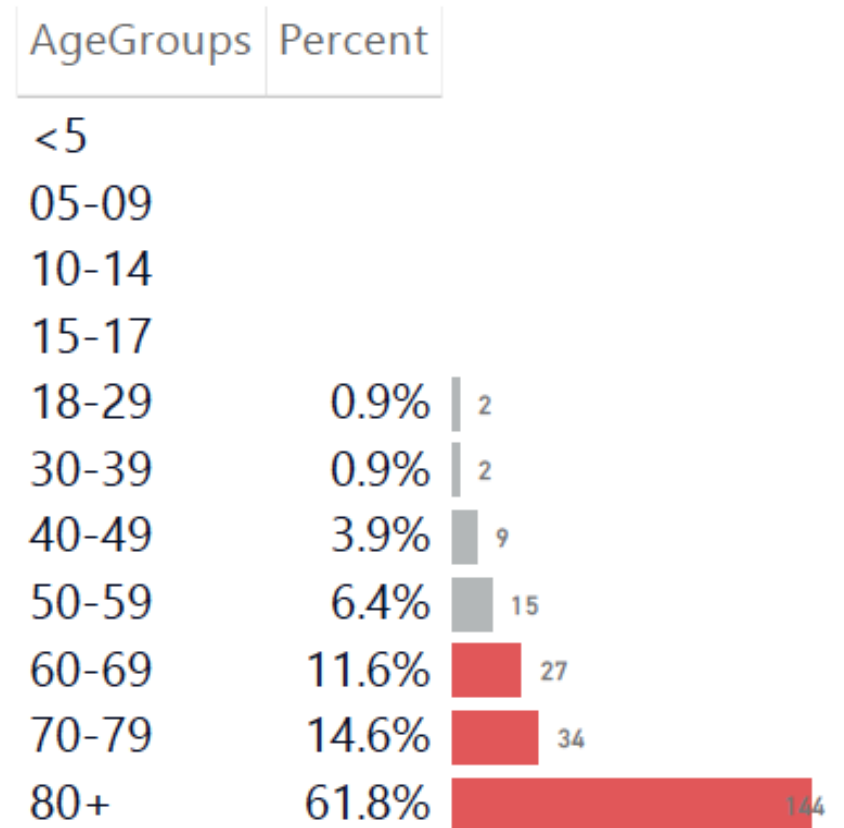
# Phases of Vaccine Rollout

California's allocation plan is based on a phased approach while the vaccine is in limited supply.

Distribution will adjust as volume of the vaccine increases

- Current state: Phase 1a — Limited doses available / As of Jan 14.
  - Highly targeted administration to achieve coverage in priority populations
  - 65+, w/ 75+ highest priority.
  - Goal: Reach initial critical populations
- Future state — Large number of doses available
  - Sufficient supply to meet demand; shift to routine strategy
  - Goal: Reach general population and ensure access

Age distribution of those dying of Covid-19 in SF (median age 82)



83% of deaths in those 65 or older

# Vaccinating SF: Shots in Arms

*as of 1/19/21*

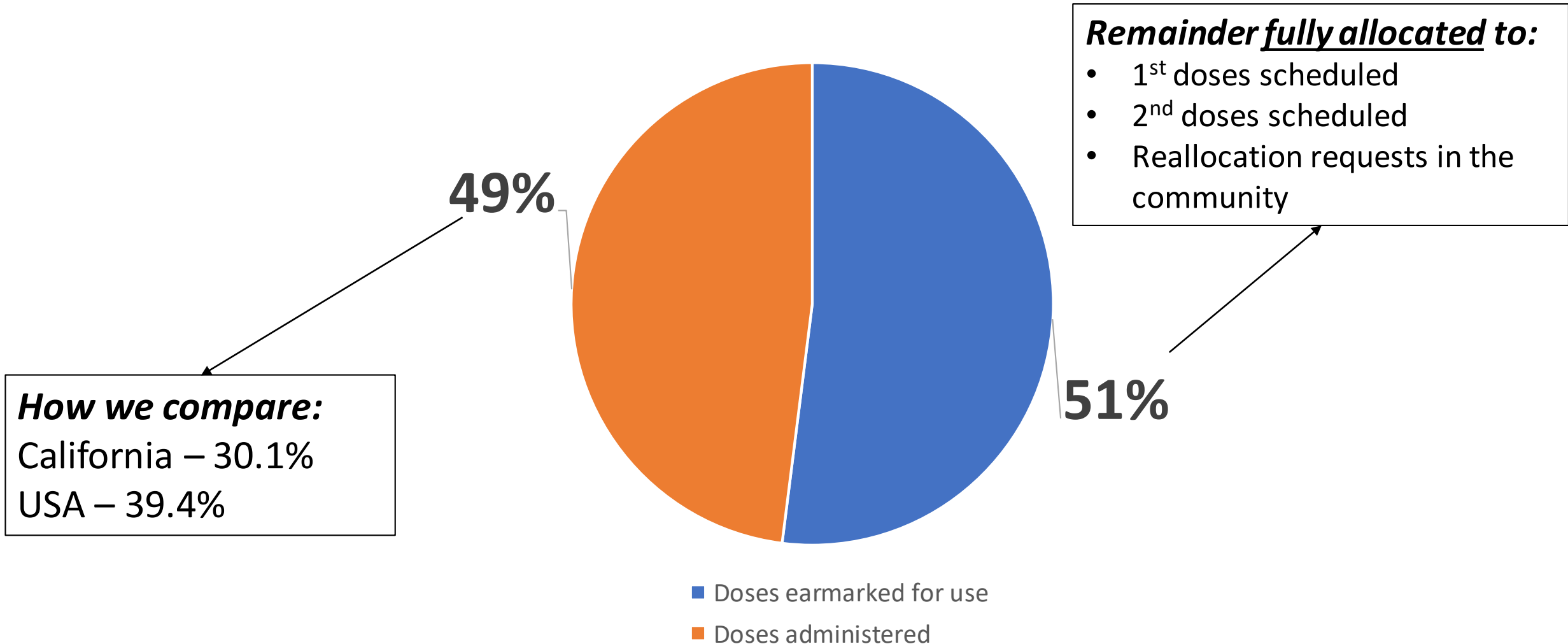
Metric	Total doses	At least one dose	Two doses
Number of vaccines administered in SF	45,206*	37,521*	7,685*
Number of San Franciscans vaccinated	34,153	28,501	6,347 <sup>t</sup>
Number of vaccines administered by DPH	15,545	12,920	2,625

*\*missing Kaiser and Sutter immunizations given CAIR data issues*

<sup>†</sup> Includes 695 individuals with a second dose that do not have a first dose in SF County

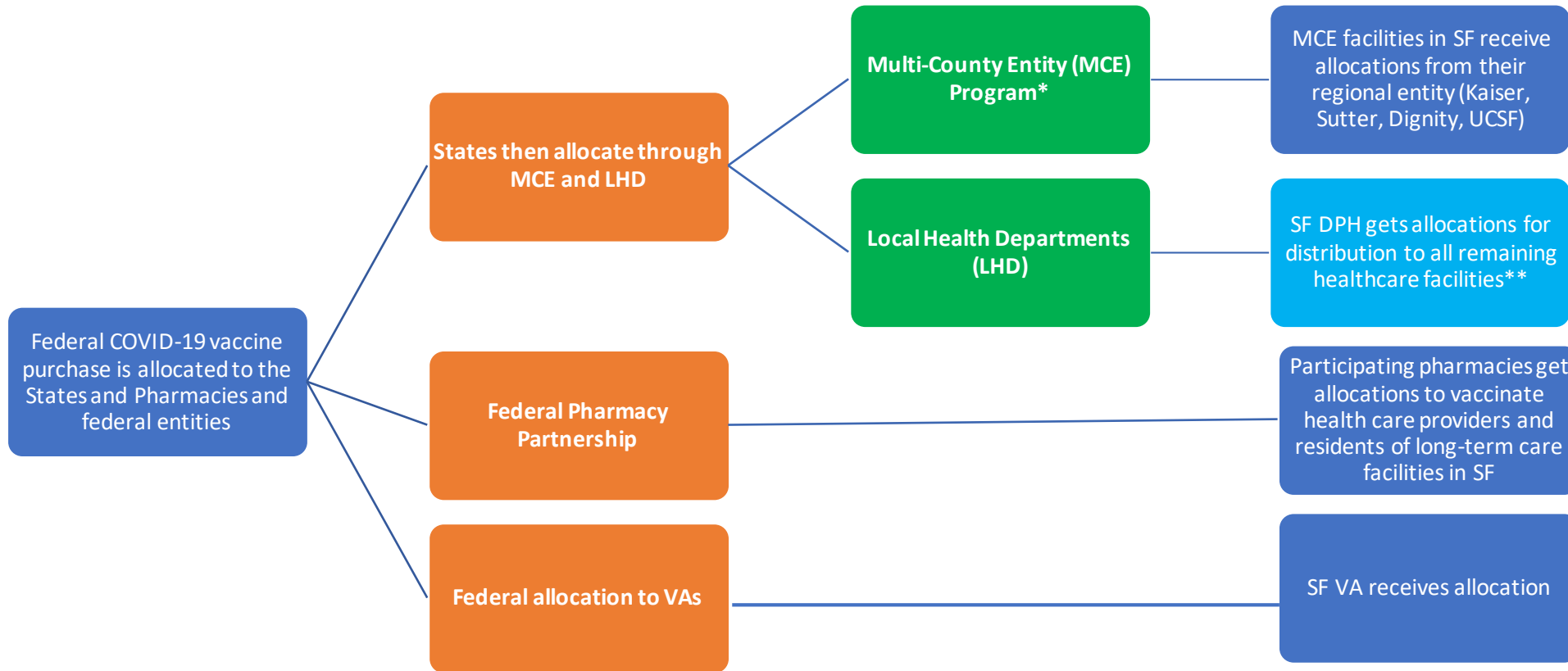
# Use of vaccine allocated to SFDPH

*as of 1/19/21*





# Pathways of COVID-19 Vaccine into SF



\*Note that the MCE program was not operational during the first allocation, so all doses went to LHD for redistribution to local acute hospitals.

\*\* SFDPH currently has visibility into this allocation only.

Most facilities will receive the vaccine from the Federal Gov & CDPH

CCC & DPH are responsible for allocating and administering only a portion of the vaccines that are delivered to San Francisco .

# Challenges

- No unified federal or state system for vaccine delivery; unclear how much vaccine will be allotted and when; guidelines are evolving.
- Data quality, consistency and timeliness of the data from the state.
- Quality and safety – preparedness for potential adverse events at vaccine sites; security of vaccine supply chain; vaccine site flow (masking, social distancing, PPE)
- Operational:
  - Quickly operationalizing a collaborative of all major health providers to create new operations that scale to 10,000 vaccinations/day.
  - Patient and supply flow: scheduling 2 doses, 3-4 weeks apart; vaccine supply requires ultra-cold/frozen transport and storage.

# Strategy Overview

The State and Federal Government control the vaccine allocation process.

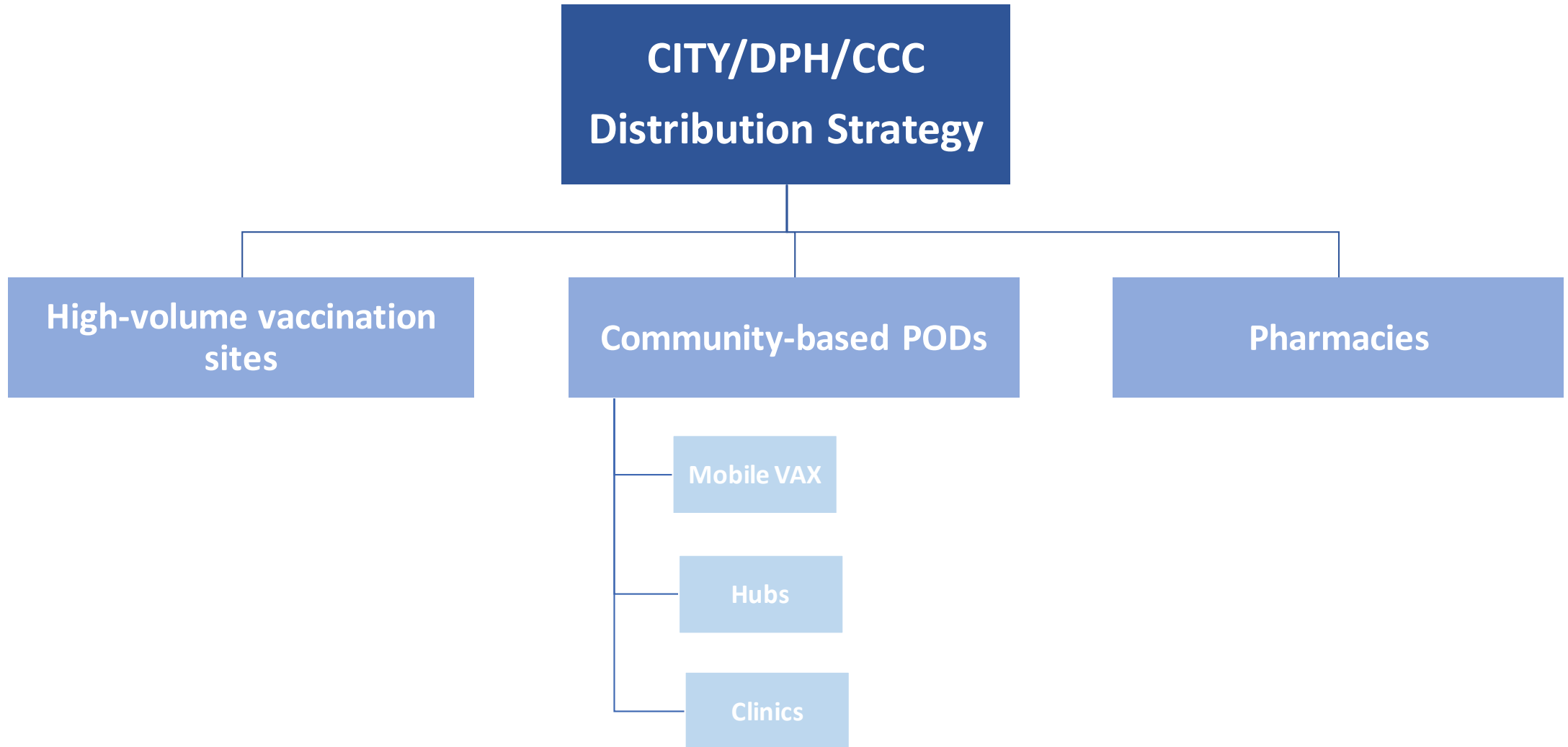
We are organizing an unprecedented collaborative to distribute the vaccine.

The success of this effort is highly dependent on partnerships with providers and vaccine supply.

We are setting up the infrastructure for a network of high-volume vaccination sites as well as community-focused delivery sites.

We are creating options for people to obtain the vaccine in a way most convenient and comfortable for them.

# Three-pronged vaccination strategy





# High-volume Sites

Achieving volume through collaboration

## Approach

- Overall coordination by COVID command; Sites secured by DEM
- DPH catalyzed and coordinates the health system partnership
- Participating hospitals form vaccination units onsite; sites are provider agnostic
- Developing a centralized website for appointments and scheduling
- Data collection and vaccine supply coordinated by DPH
- Outreach and communication through press, social media, CBO partnerships, health system communications, Supervisors and more.

## Participating Hospitals/Health Systems

- Kaiser SF
- UCSF
- CPMC/Sutter
- DPH/SF Health Network
- Dignity Health

## Proposed Sites

*As of 1/19/21*

Moscone Center

City College of San Francisco

San Francisco Wholesale Produce Market

*High-volume sites intended to be open to all in the community*

# Community & Mobile Sites | Ensuring equity

## Approach

- Intended to ensure equitable availability of vaccination, especially for populations with a history of limited access
- Overall coordination by Public Health Department with support from COVID Command Center

## Access *(in progress)*

- Expanded outreach to offer vaccination at existing, culturally and geographically accessible sites w/CCSF support as needed
- Mobile services to supplement fixed sites and increase access

## Collaborators *(in progress)*

- SF Health Network
- Non-profit Health Centers
- Chinese Hospital
- Community-based Organizations
- Social service organizations

# Pharmacies | Broad access

## **Approach** *(in progress)*

- Key point of access for SF residents.
- Pharmacies have historically been a key location for individuals to access flu and other vaccines and have the capacity to manage vaccine administration.
- Federal government is working directly with pharmacies.



## **Access**

- Broad access; capacity to take all-comers.

## **Collaborators**

- Walgreens
- Safeway

# Phased Roll-out

AIM	VENUE	STATUS		
		Activated	Activate w/in 3 weeks	Activate w/in 5 weeks
High volume sites	Proposed sites		✓	
	Health-care systems and pharmacy networks			
Community sites	Community Pods Mobile Units		✓	
	Individual & groups practices			



# COVID Command's role

- Coordination all vaccine operations
- Set up of mass vaccine sites
- Ensures Equity and neighborhood/community lens integrated into planning
- Joint information Center (JIC) provides overall communication and public education campaigns

# Vaccination notification website

The screenshot shows a website layout with a light blue header, a dark blue middle section with two columns of text, and a white footer section with two columns of text.

**Get notified when it's your turn for the COVID-19 vaccine**

Starting Tuesday, January 19, get an email or text message if you live or work in SF.

**Vaccines are in limited supply**  
The general public will likely not have access to the vaccine until later in 2021, when we have more vaccines from the state.

**Two shots are needed**  
Two doses are needed to get full protection from the vaccines we have right now. The appointments are 3 or 4 weeks apart, depending on which vaccine (Pfizer or Moderna).  
  
Both doses should be from the same vaccine type.

**What to do**

**Sign up to get notifications, starting January 19**

You can get notifications for yourself or for other people.

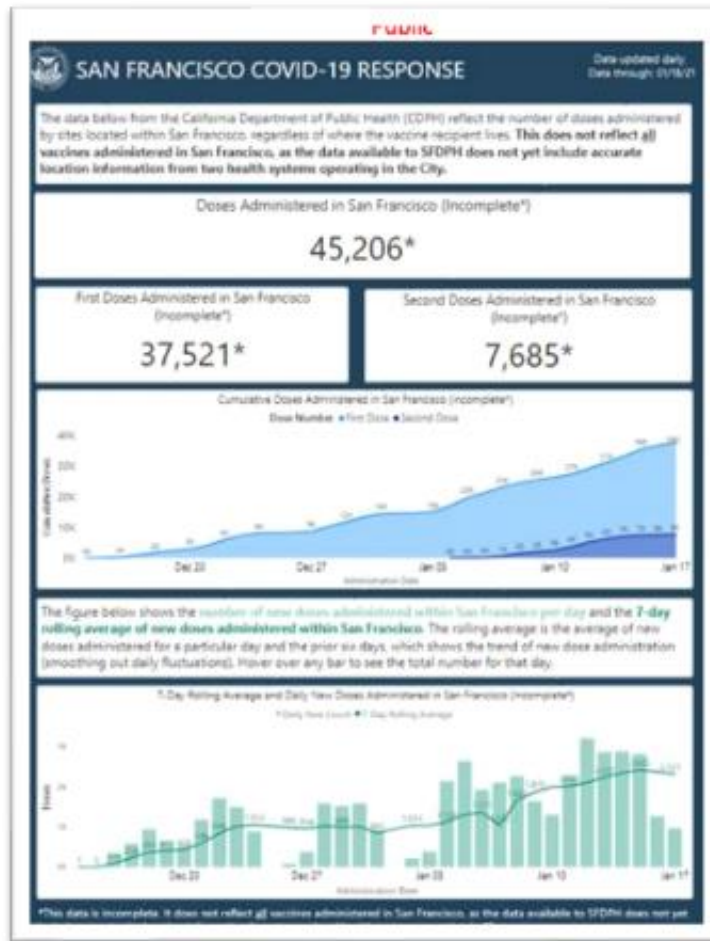
We will ask you:

**Get help**

If you have questions about the vaccine, talk to your healthcare provider.

[sf.gov/vaccinenotify](https://sf.gov/vaccinenotify)

# Public vaccine data tracker



<https://data.sfgov.org/stories/s/a49y-jeyc>

**Thank you**

For more information

<https://sf.gov/covid-19-vaccine-san-francisco>

<https://covid19.ca.gov/vaccines/>



**From:** [Rachel.Leibman1 Google](#)  
**To:** [RonenStaff \(BOS\)](#); [Carroll, John \(BOS\)](#)  
**Subject:** Basic question about vaccine distribution  
**Date:** Wednesday, January 20, 2021 1:12:26 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Hillary Ronen and John Carroll,

I am watching the Board of Supervisors hearing and still feel confused. There are several providers talking, all of whom are saying that their vaccines are “mostly” for their own patients. Where do people who are not patients of these providers fit in - people with Blue Cross of CA, Aetna, US Health Care, Anthem Blue Cross, etc. fit in? Are we dependent on DPH to get our vaccines when it’s our turn?

Thanks much,  
Rachel Leibman  
Bernal Heights

**From:** [Michon Coleman](#)  
**To:** [Carroll, John \(BOS\)](#)  
**Subject:** Special Hearing | public comment  
**Date:** Wednesday, January 20, 2021 1:04:59 PM  
**Attachments:** [image001.png](#)  
[01-20-2021 Hospital Council statement re Special Hearing.docx](#)

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Hi John:

I may not be able to stay on for public comment during today's special hearing. Could you please add the attached correspondence to the file?

Thank you,  
Michon

Michon A. Coleman  
Regional Vice President | San Francisco-Marin Section

Hospital Council-Northern & Central California  
235 Montgomery Street, Suite 910  
San Francisco, CA 94104  
Phone: 415-616-9990 (office) | 415-361-7542 (cell)  
Fax: 415-616-9992  
[mcoleman@hospitalcouncil.org](mailto:mcoleman@hospitalcouncil.org)  
[www.hospitalcouncil.org](http://www.hospitalcouncil.org)



For current updates and FAQs regarding COVID-19 please visit:  
<https://www.calhospital.org/coronavirus>

Date: January 20, 2021

To: San Francisco County Board of Supervisors

From: Michon Coleman, Regional Vice President

Subject: **Hospital Support for COVID-19 Vaccination**

On behalf of the hospitals in San Francisco, the Hospital Council wishes to express our appreciation for the opportunity to share information and perspective on the county's COVID-19 vaccination planning.

As planning for large-scale vaccination efforts that will ultimately lead to “community immunity” in San Francisco proceeds, the partnership among hospitals, the San Francisco Department of Public Health, and other health care providers has and will continue to be critical as we deliver vaccines to as many people as possible, as quickly as possible. Ongoing engagement and strong communication have helped everyone involved in this work adapt to rapidly changing conditions.

For their part, hospitals have developed comprehensive plans to ensure that all San Franciscans, in accordance with state and county guidance, have equitable access to the vaccine. As more doses become available, hospitals stand ready to support the County as part of an even broader delivery plan that could include physicians, pharmacists, dentists, and other health care providers.

Much like the Department of Public Health, hospitals' vaccination efforts have been stymied by an inconsistent and inadequate vaccine supply from federal agencies. As those issues are resolved, hospitals can further partner with other providers to ensure vaccines are available to every person in every neighborhood in San Francisco.

Consistent and clear guidance on when to vaccinate different groups of people to vaccinate — from health care workers, to people 65 and older and to other populations — will provide a critical roadmap for this work in the coming months.

San Francisco's hospitals remain committed to their role in this life-saving work and to the partnerships with the County and other vital components of our health ecosystem.

Sincerely,  
Michon Coleman

Regional Vice President | San Francisco-Marin Section  
Hospital Council-Northern & Central California

**From:** [Ishana Raghuram](#)  
**To:** [Carroll, John \(BOS\)](#)  
**Cc:** [Haney, Matt \(BOS\)](#); [Preston, Dean \(BOS\)](#)  
**Subject:** Public comment  
**Date:** Wednesday, January 20, 2021 1:03:16 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hello Clerk Carroll, Supervisor Haney, and Supervisor Preston,

My name is Ishana, I'm a resident in district 5 and have been listening to the mass vaccination special hearing. The following are questions I have:

1. Will there be a SFDPH database for folks who are getting vaccinated? If not, there should be, we can't rely on people keeping a piece of paper for 3+ weeks. For example: if person X gets the Pfizer vaccine at a mass vaccination site in SF and then loses their vaccination card, will there be a lookup system for vaccine-providers to administer the correct vaccine?
2. Will there be public outreach so that houseless neighbors and folks without internet access can easily get vaccinated? Will SFDPH additionally be "going to the people" to administer vaccines instead of waiting for people to come to mass vaccination sites? Can we do this at hotels, homeless encampments, etc?
3. How can volunteers sign up for shifts? Can we train volunteers to administer the vaccine under HCW supervision? I imagine that we can parallelize the process a lot more this way: power of 1 HCW supervising 5 volunteers at once > 1 HCW administering vaccines. Also, a suggestion: we have many many many tech workers in this city who could build technology to support this effort, use them, recruit them as volunteers!
4. When will mass vaccination sites be up and running?
5. There is a lot of talk of mass vaccination plans etc, but can these plans be released? The public deserves to know and understand every step.

Thank you so much.

Best,  
Ishana Raghuram

BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 554-5227

## MEMORANDUM

TO: Mary Ellen Carroll, Executive Director, Department of Emergency Management  
Dr. Grant Colfax, Director, Department of Public Health

FROM: John Carroll, Assistant Clerk,  
Public Safety and Neighborhood Services Committee

DATE: January 15, 2021

SUBJECT: HEARING MATTER INTRODUCED

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The San Francisco Board of Supervisors' Public Safety and Neighborhood Services Committee has received the following hearing request, introduced by Supervisor Haney on January 12, 2021:

**File No. 210041**

**Hearing regarding widespread vaccination in the City and County of San Francisco, including but not limited to capacity, partnerships with the State of California and private health care systems, and plans for expansion; and requesting the Department of Emergency Management, Department of Public Health, Kaiser Permanente, and University of California, San Francisco to report.**

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

C:  
Office of Chair Mar  
Office of Supervisor Haney  
Victor Lim, Department of Emergency Management  
Arielle Fleisher, Department of Public Health  
Greg Wagner, Department of Public Health  
Dr. Naveena Bobba, Department of Public Health  
Sneha Patil, Department of Public Health

# Introduction Form

By a Member of the Board of Supervisors or Mayor

Time stamp  
or meeting date

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee. (An Ordinance, Resolution, Motion or Charter Amendment).
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning : "Supervisor  inquiries"
- 5. City Attorney Request.
- 6. Call File No.  from Committee.
- 7. Budget Analyst request (attached written motion).
- 8. Substitute Legislation File No.
- 9. Reactivate File No.
- 10. Topic submitted for Mayoral Appearance before the BOS on

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

**Note: For the Imperative Agenda (a resolution not on the printed agenda), use the Imperative Form.**

Sponsor(s):

Haney, Ronen, Walton, Preston, Mar

Subject:

Hearing - Mass Vaccination Strategy

The text is listed:

Hearing regarding widespread vaccination in the City and County of San Francisco, including but not limited to capacity, partnerships with the State of California and private health care systems, and plans for expansion; and requesting the Department of Emergency Management, Department of Public Health, Kaiser Permanente and University of California, San Francisco to report.

Signature of Sponsoring Supervisor: /s/Matt Haney