

BEST PRACTICES: **PUBLIC-PRIVATE** **PARTNERSHIPS** **FOR VACCINE** **DISTRIBUTION**

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The development of a coronavirus vaccine was an incredible feat. The next major challenge is vaccine distribution at scale. This requires integration and collaboration across society.

States that have been most effective in rolling out the vaccine have relied on public-private partnerships. Some have taken the coalition approach. Others empowered businesses to create their own vaccine centers.

HOW CAN EMPLOYERS HELP?

Host a Mass-Vaccination Site

If your organization has a large facility or parking area, consider hosting a mass vaccination site.

In some states, simply lending space for their operations is enough. In other states, governors and health departments allow businesses to operationalize their own vaccine clinics to serve their employees when sufficient vaccine supply is available. For example, in Indiana, they give eligible businesses (that have at least 1,000 staff to be vaccinated) the opportunity to host a clinic and a playbook on best practices. This opportunity comes with the understanding that the distribution site may prioritize a businesses' employees and family members but remain open to the community after that.

Provide Logistical Input and Support

Businesses are experts in logistics and efficiency. While vaccination sites will need to leverage local partnerships and volunteer programs for personnel that can administer the vaccine, businesses can lend their planning and process expertise to make the operation more efficient, effective, and comfortable for patients.

- [In West Virginia](#), the state government partnered with the owners of a small chain of pharmacies to travel to rural counties to vaccinate as many long-term care residents as possible.
 - [In Washington](#), Starbucks used their expertise in customer experience to minimize wait times, optimize layout and workflow, and increase efficiency, which helped build confidence in the process as well as support more equitable access.
 - [In Charlotte, North Carolina](#), leaders from Atrium Health, Honeywell, Charlotte Motor Speedway and Tepper Sports & Entertainment public-private partnership combined the strength of government resources with the expert competencies of multiple industries and the software and hardware technology necessary to execute the most efficient and safe mass vaccination events possible.
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Develop Technology Solutions

The private sector is effective at creating and using digital solutions to improve effectiveness and customer experience.

- In Washington, Microsoft's *AI for Health* Team put together a vaccine tracking system and data dashboard that tracks cases, hospitalizations, and vaccination status, not just for Washington state but, partnering with universities, on the national and international level.
 - [In Indiana](#), they partnered with a local business, Zotec, to create a secure vaccine management information system (VMIS) with comprehensive vaccine administration, registration, documentation, and scheduling services. It also automatically reports federally required data elements.
 - In West Virginia, the government partnered with Everbridge to create a pre-registry system so that each person could be assigned a place in line and notified when and where they could be vaccinated.
 - In Charlotte, Honeywell provided a variety of technology solutions from building an app that promoted efficiency through pre-screening, scheduling, location tracking, timing, and automated database entry, as well as also loaning scanning and other devices.
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Supply Volunteers/Cover Costs

Mass vaccination sites require a lot of personnel. A local business could consider allowing paid staff to volunteer or cover vaccinators and other staff personnel costs. Microsoft did this in Washington, which took insurance reimbursement and cost out of the picture, allowing for a more equitable distribution of the vaccine within the community.

WHAT CAN STATE OFFICIALS DO?

Set Clear Objectives/Roles

As the driver for the vaccination effort, the best thing that the Governor or health department can do is set clear expectations for the community. This includes setting realistic goals around the number of vaccinations administered a day, what roles businesses can and should play, and have a communication plan in place. Businesses are playing the support role in this effort. The state government needs to be the command center.

Create a Model

Whether it be forging partnerships, building a coalition, or creating a program for businesses to implement their own vaccination site, state officials should pick a model of engagement with interested businesses. States that have been most effective may not have the same model, but they have created efficiency in setting clear opportunities for engagement.

Develop Guides/Provide Training

State officials should develop best practices and guides for businesses to follow. For example, Indiana has created a comprehensive playbook that describes the process of planning for and running a vaccine clinic for employees. They also supply fact sheets, sample layout diagrams, training materials, and online courses for staff and volunteers.