



# COVID-19 VACCINATION IN MANITOBA

## WEEKLY TASK FORCE BRIEFING

February 3, 2021



**DELIVERING 1.5 MILLION DOSES**  
Ramping up for the 2nd quarter

# SECOND QUARTER EXPANSION

Building from Manitoba's small, deliberate and safe starting point to deliver the largest immunization campaign in provincial history



To administer 1.5 million doses in Q2,  
Manitoba will be ready to deliver 20,000 doses per day

- Manitoba will be ready - if vaccine supplies are available
- We have invested time in developing models that can be scaled up
- We can shift from delivering 100,000 doses in Q1 to 1.5 million in Q2
- To achieve this: projecting a **daily maximum capacity** of 20,000 doses
- At the same time, we will not sacrifice safety for speed

# PLANNING PRINCIPLES

The Vaccine Implementation Task Force works from these four operational planning principles.



- **Use the right model, at the right time:** From supersites and FIT's to the distributed model with doctors and pharmacists, Manitoba needs a variety of approaches, deployed at the right time and context.
- **Minimize the drain on the healthcare system:** The existing health care system is the backbone and starting line-up for the vaccination program, but must be returned to front-line healthcare as the vaccination program grows.
- **Inject what you get:** Planning and models must reduce wastage and maximize every resource at our disposal – vaccines, people, facilities and supplies.
- **Be ready to pivot:** Every plan must have a contingency plan to adapt in order to meet the vaccination needs of Manitobans

# PLANNING 'BELOW THE SURFACE'



## Focused Immunization Teams

Supersites

First Nations partnership

Pop-up clinics

Weekly vaccination statistics



Supersite operations manual

Logistics & security

Geographical & population analysis

Clinical planning

Distributed channel model

Managing appointments

Recruitment & training

Inter-jurisdictional collaboration

Stakeholder consultations

IT infrastructure

Securing freezers and critical supplies

Complex forecasting and responding to vaccine delivery schedules

Risk register & quality assurance

5

# SECOND QUARTER EXPANSION



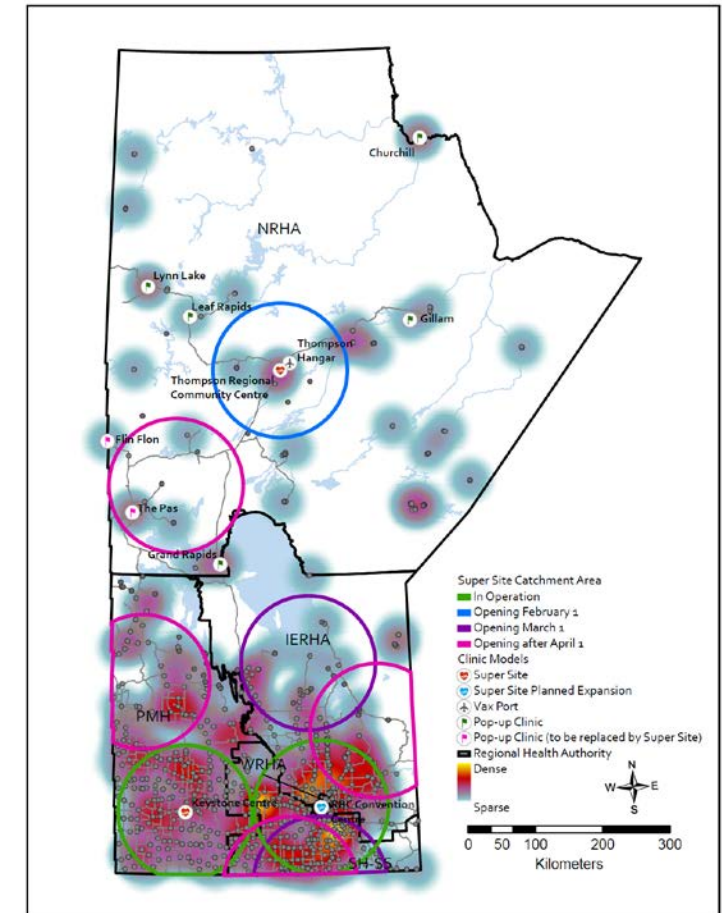
## SUPERSITES

Centralized and efficient vaccine delivery, easily scaled in response to vaccine supply

Act as a home base & point of distribution for FITs and pop-up clinics

EST. 70% OF  
DAILY DOSES  
IN Q2

- Two supersites will be ready to launch in **Interlake-Eastern** and **Southern Health-Santé Sud** as early as Mar. 1.
- Actual opening day will depend on vaccine supply.
- Winnipeg supersite will expand capacity by March 1 and a second "warm" site can be activated with a day's notice.
- Supersites in Brandon, Thompson and the Thompson Vaxport are activated, based on vaccine supply.



# SECOND QUARTER EXPANSION



## SUPERSITES

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EST. 70% OF  
DAILY DOSES  
IN Q2

7

Supersite	Location	RHA	Status	Launch Date
RBC Convention Centre	Winnipeg	WRHA	Launched	Jan-04
Back-up Site, Winnipeg	Winnipeg	WRHA	Launched	Jan-04
Keystone Centre	Brandon	PMH	Launched	Jan-18
Thompson Supersite	Thompson	NRHA	Launched	Feb-01
Thompson Vaxport	Thompson	NRHA	Planned	Feb-08
IERHA 1	TBD	IERHA	Planned	Mar-01
SH 1	TBD	SH	Planned	Mar-01
WRHA 3	TBD	WRHA	Planned	Mar-01
IERHA 2	TBD	IERHA	Planned	April
SH 2	TBD	SH	Planned	April
PMH 2	TBD	PMH	Planned	April
NRHA 3	TBD	NRHA	Planned	April
WRHA 4	TBD	WRHA	Planned	April

# SECOND QUARTER EXPANSION

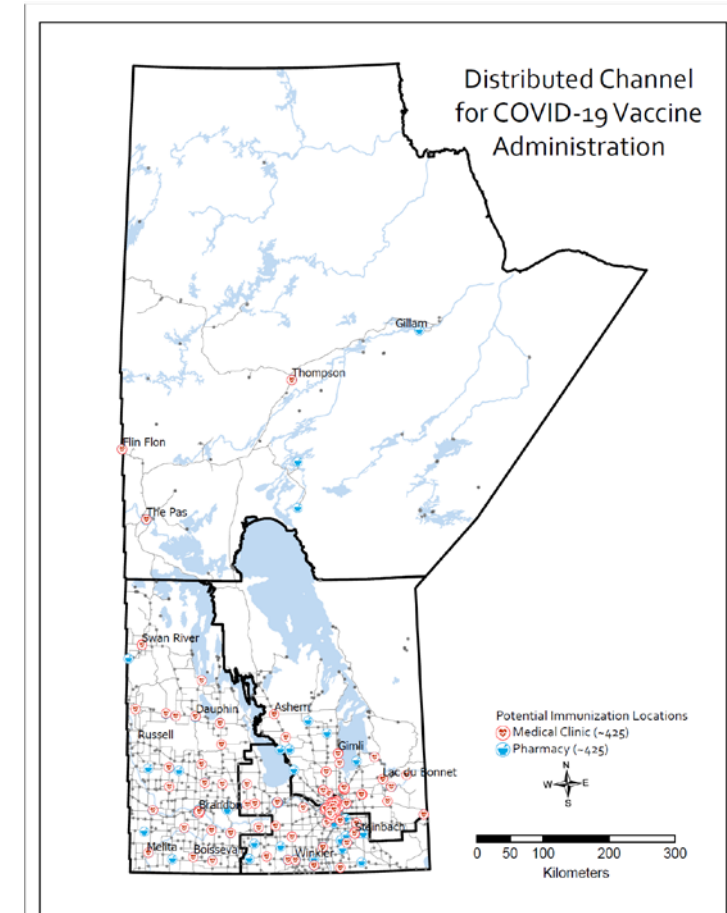


## DISTRIBUTED MODEL

Building on established partnerships with doctors and pharmacists

EST. 25% OF DAILY DOSES  
IN Q2

- Manitoba announced partnership with doctors and pharmacists yesterday.
- This work will create broader vaccine access in more communities, in a familiar setting.
- Builds on expertise in delivering other vaccines like the annual influenza vaccine
- Will use an application-based process to identify qualifying medical clinics and pharmacies.
- Suitable COVID-19 vaccines for this model not yet approved, will require additional work & systems to administer.





# SECOND QUARTER EXPANSION

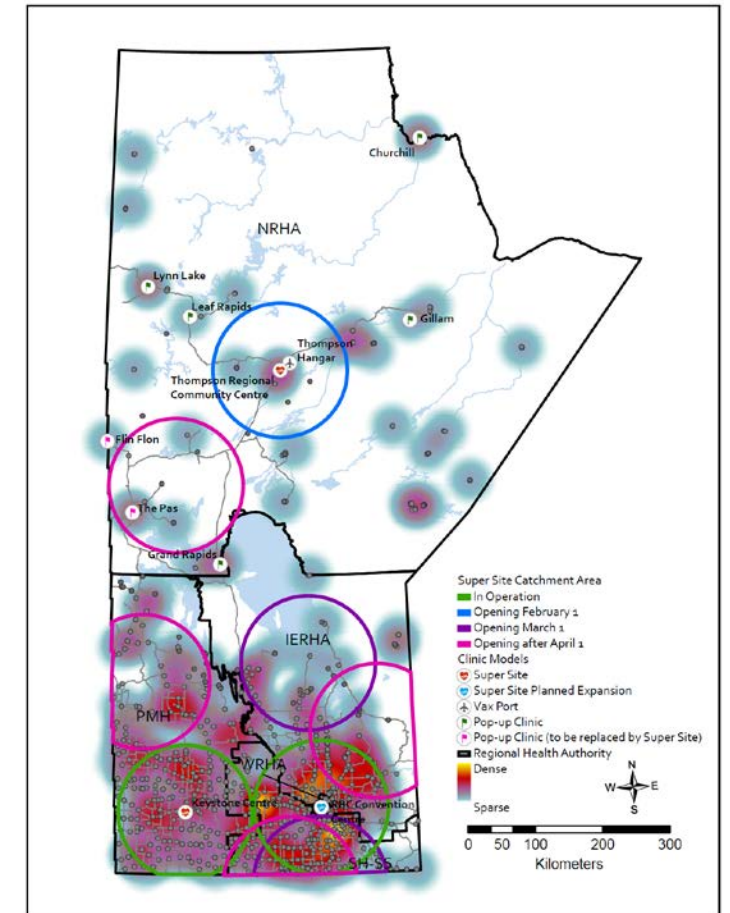


## POP-UP CLINICS

Short-term sites for targeted immunization

EST. <5% OF  
DAILY DOSES  
IN Q2

- First clinics launching in **Flin Flon** and **The Pas** on Feb. 8
- In coming weeks, pop-up sites will also be used in Churchill, Gillam, Lynn Lake, Leaf Rapids, Grand Rapids.
- Model can be expanded in Q2 based on vaccine supply.
- "Heat mapping" shows demand based on prioritized population.
- These sites are not as efficient as supersites but meet community / targeted needs.
- Requires identifying facilities, recruiting/training staff, other planning & logistics.



# SECOND QUARTER EXPANSION



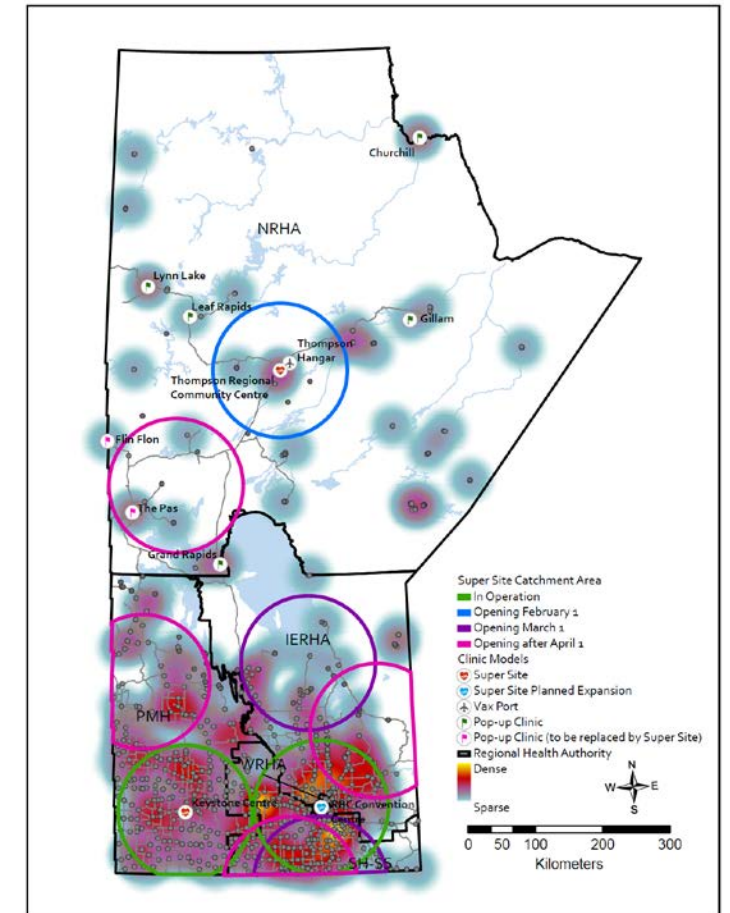
## FOCUSED IMMUNIZATION TEAMS

Taking the vaccine directly to  
the most vulnerable  
Manitobans

EST. <5% OF  
DAILY DOSES  
IN Q2

10

- Manitoba has completed a vulnerability assessment of future FIT populations, based on:
  - age
  - health status
  - ability to follow public health guidance
  - income
- Beginning this week: patients in hospital waiting for PCH placements, supportive housing
- More locations will be chosen as vaccine supply allows
- Builds on success of PCH immunization campaign



# SECOND QUARTER EXPANSION

Building from Manitoba's small, deliberate and safe starting point to deliver the largest immunization campaign in provincial history



- Moving forward, we will begin reporting our **Daily Maximum Capacity**
- This shows how many doses could be delivered on any given day in Manitoba, if we had adequate supply.
- This figure will be added to the public dashboard, and will be updated as new facilities and staff are added to increase capacity.

Site / Approach	Daily Maximum Capacity
Supersites (RBC, Backup Site, Keystone, Thompson)	6,097
Distributed Channel Model	0
Focused Immunization Teams	500
Pop-up Clinics	500
Current Daily Maximum Capacity	<b>7,097</b>
Target Daily Maximum Capacity in Q2	<b>20,000</b>

# SECOND QUARTER EXPANSION



## APPOINTMENTS AND BOOKING

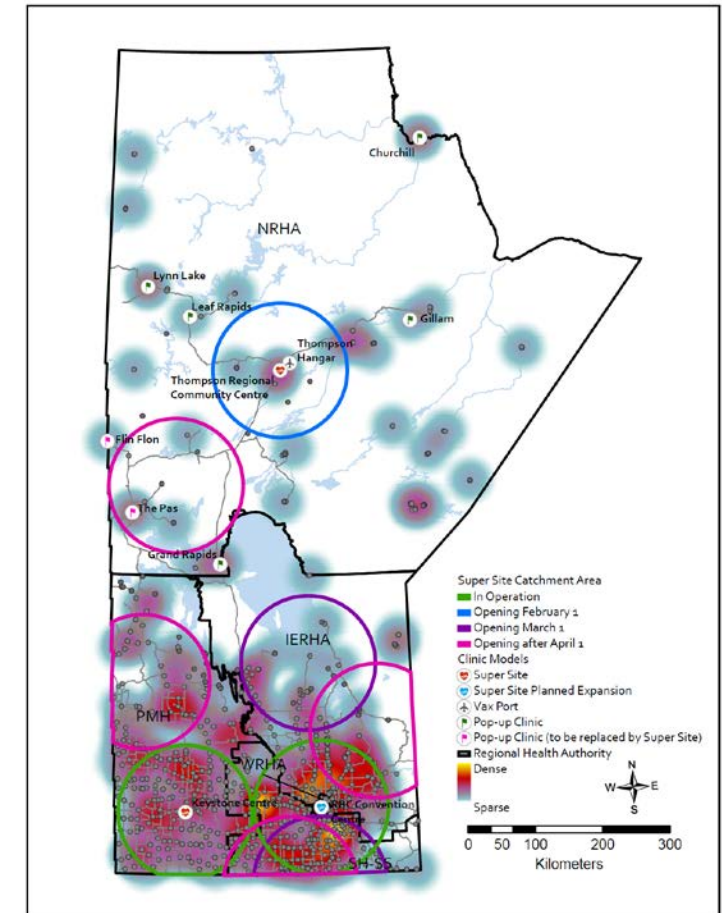
Connecting Manitobans with  
vaccine by phone & online

AVG TALK TIME:  
13 MIN.

AVG WAIT TIME:  
1 MIN.

12

- Centralized system currently used for supersites and pop-up sites
- Bilingual, flexible, scalable to meet demands – including outbound calls
- Available call lines have increased 10x from December
- 260 trained agents
- Call-back option introduced to reduce wait times for callers
- Improvements planned for Q2: adapting to multiple vaccines, locations, self-serve online booking

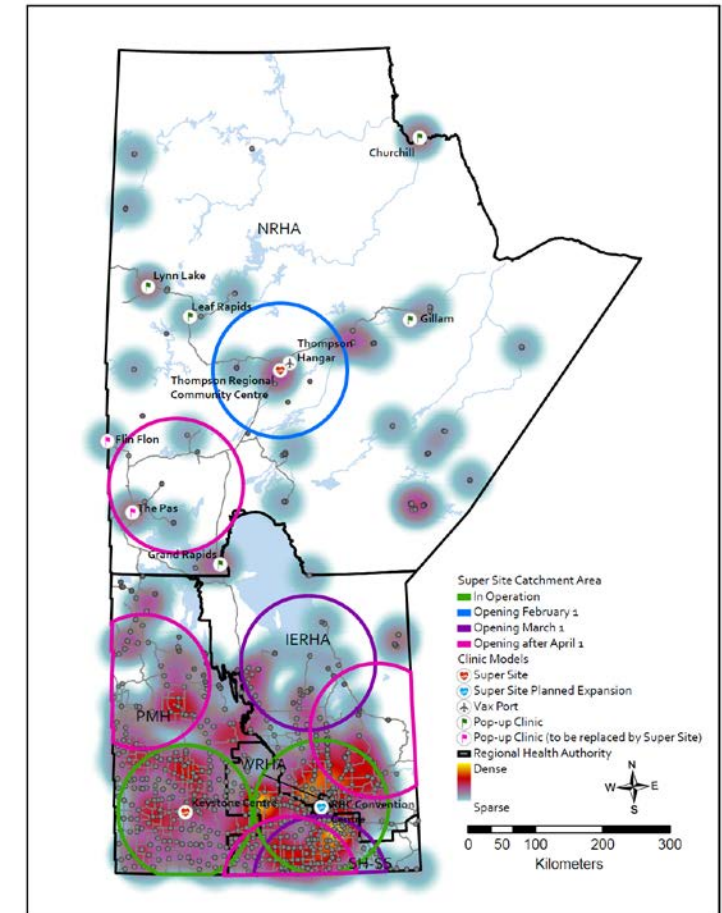


# SECOND QUARTER EXPANSION



## MORE VACCINES = MORE COMPLEXITY

- Cannot substitute one vaccine for another in 2nd dose
- Need to ensure 2nd dose is available, at same location, in the recommended timeframe (ie: 21 or 28 days)
- Complicated by growth in distribution points in Q2: pop-up clinics, mobile sites, FITs, doctors' offices, pharmacies, supersites
- More complex work plans are needed to support quality assurance, patient experience and patient safety



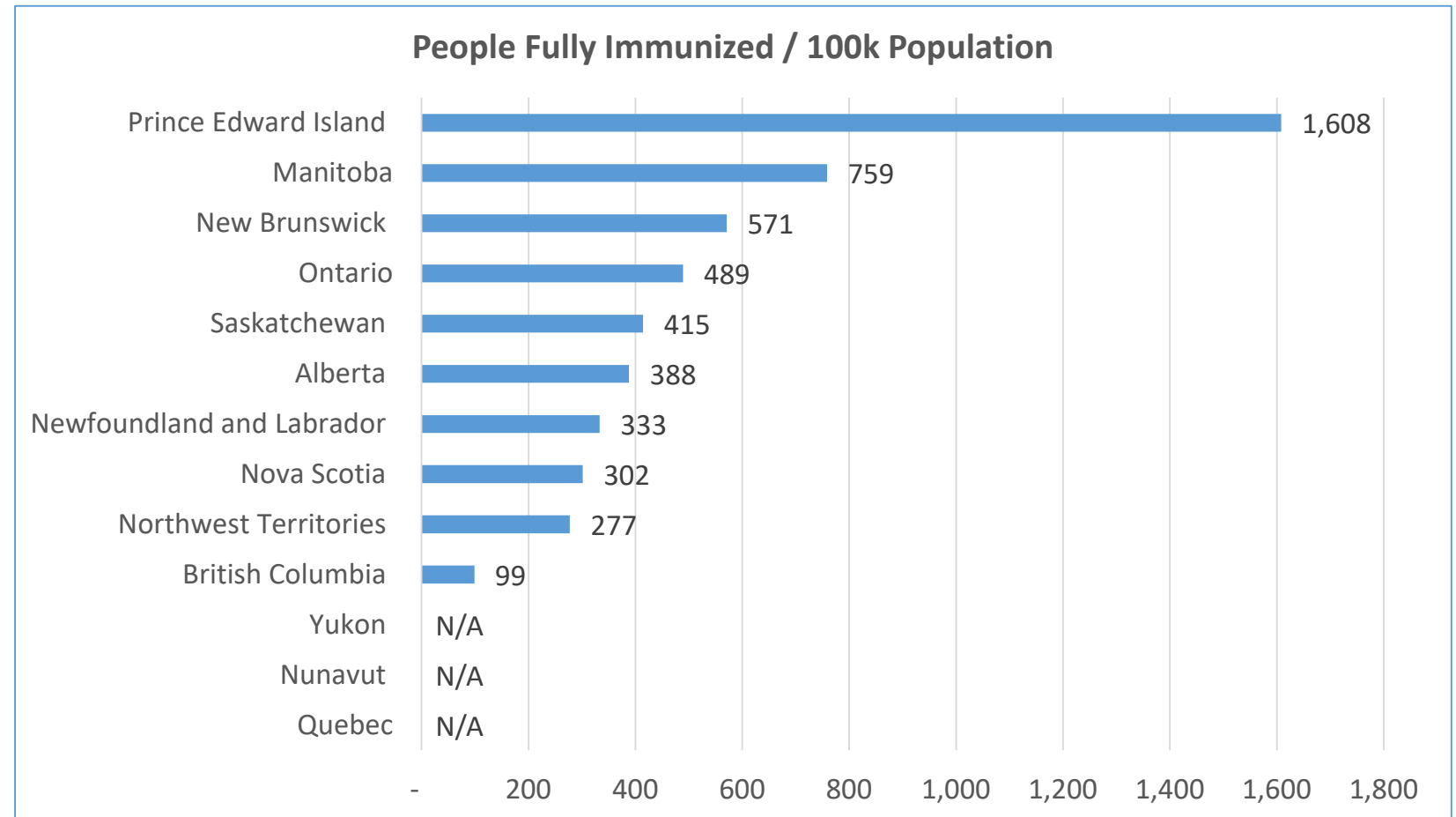


# COVID-19 VACCINATION IN MANITOBA OPERATIONAL UPDATES

# FOCUSED ON FULL PROTECTION: THE NATIONAL PICTURE



- Manitoba currently ranks 2nd in the country for total population fully immunized.
- This reflects the success of our plan.
- We only book 1st dose appointment when there is enough in-stock or an expected shipment for the 2nd dose to be injected within recommended timeframes



Data as of February 3, 2021 7:10am

# WORKFORCE RECRUITMENT



## DAILY OPERATIONAL SCHEDULE

As of January 29

### RBC CONVENTION CENTRE

859 Doses



62

TOTAL STAFF (FTE)  
25 Immunizers (FTE)

### KEYSTONE CENTRE

136 Doses



14

TOTAL STAFF (FTE)  
4 Immunizers (FTE)

### FIT TEAM - Winnipeg

688 Doses



15

TOTAL STAFF (FTE)  
15 Immunizers (FTE)

## CURRENT WORKFORCE



2,292

STAFF (FTE)  
As of Jan. 29

↑285  
this week

- 1,345 immunizers
- 8 clinic managers
- 364 clinical leads
- 352 navigators
- 223 observers

16



# PROCUREMENT, STORAGE & LOGISTICS

A look at how Manitoba coordinates vaccines and all necessary immunization supplies



- Procuring all supplies to immunize Manitobans - like freezers, needles and swabs - when everyone around the world is trying to do the same thing.
- Delivering these supplies to sites located across the province, at the right time.
- Tracking and monitoring vaccine shipments to Manitoba, following federal and manufacturer requirements for each product
- Providing security for vaccine in transport and in storage in Manitoba
- Confirming and supporting clinics in handling and tracking vaccine and supplies received

# VACCINE DELIVERY MODEL UPDATES



## SUPERSITES

In larger centres, supersites allow for rapid and large-scale vaccination for increased speed and efficiency.

18

### Winnipeg

5,732

DOSES ADMINISTERED  
IN LAST WEEK

23,803

TOTAL DOSES  
ADMINISTERED

820

AVG. DAILY DOSES

62

EST. DAILY STAFF (FTE)

### Brandon

481

DOSES ADMINISTERED  
IN LAST WEEK

1,965

TOTAL DOSES  
ADMINISTERED

151

AVG. DAILY DOSES

14

EST. DAILY STAFF (FTE)

### Thompson

120

DOSES ADMINISTERED  
IN LAST WEEK

120

TOTAL DOSES  
ADMINISTERED

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AVG. DAILY DOSES

12

EST. DAILY STAFF (FTE)

# CONTINUOUS IMPROVEMENT: RBC SUPERSITE



## Total processing time:

- 28-47 minutes

## Non-productive time:

- 2-38 minutes

## Total turnaround time:

- 30- 85 minutes

## Average time client spent waiting for immunization:

- High Volume of Clients (Jan 5/6): 22 minutes
- Low Volume of Clients (Jan 13): 8 minutes

## Average time to vaccinate client:

- 4.5 minutes

## Average time to reconstitute and pre-draw (6 doses):

- 8.1 minutes

19



OBSERVATION DATE	# IMMUNIZERS ON SITE	# APPTS SCHEDULED
Jan 5, 2021	19	1170
Jan 6, 2021	14	871
Jan 13, 2021	14	~650

# VACCINE DELIVERY MODEL UPDATES



## FOCUSED IMMUNIZATION TEAMS (FITs)

FITs visit facilities to deliver vaccines where people live or congregate.

Phase 1: Personal Care Homes

Phase 2: Congregate living sites with vulnerable populations

20

- All eligible residents in Manitoba's licensed personal care homes were immunized in three weeks – **one week ahead of schedule.**
- Second doses to be delivered to all PCHs before end of February
- Teams comprised of FIT members and site staff, where available



3,924

WEEKLY DOSES  
ADMINISTERED

8,255

TOTAL DOSES  
ADMINISTERED (EST.)

# CONTINUOUS IMPROVEMENT: FITs



## Total processing time:

- 19-49 minutes

## Non-productive time:

- 2-6 minutes

## Total turnaround time:

- 23- 54 minutes

## Average time to vaccinate client:

- 4 minutes

## Average time to reconstitute (6 doses):

- 8.7 minutes



OBSERVATION DATE	# IMMUNIZERS ON SITE	# APPTS SCHEDULED
Jan 14, 2021	5	197

# UNRELIABLE SUPPLY CHAIN

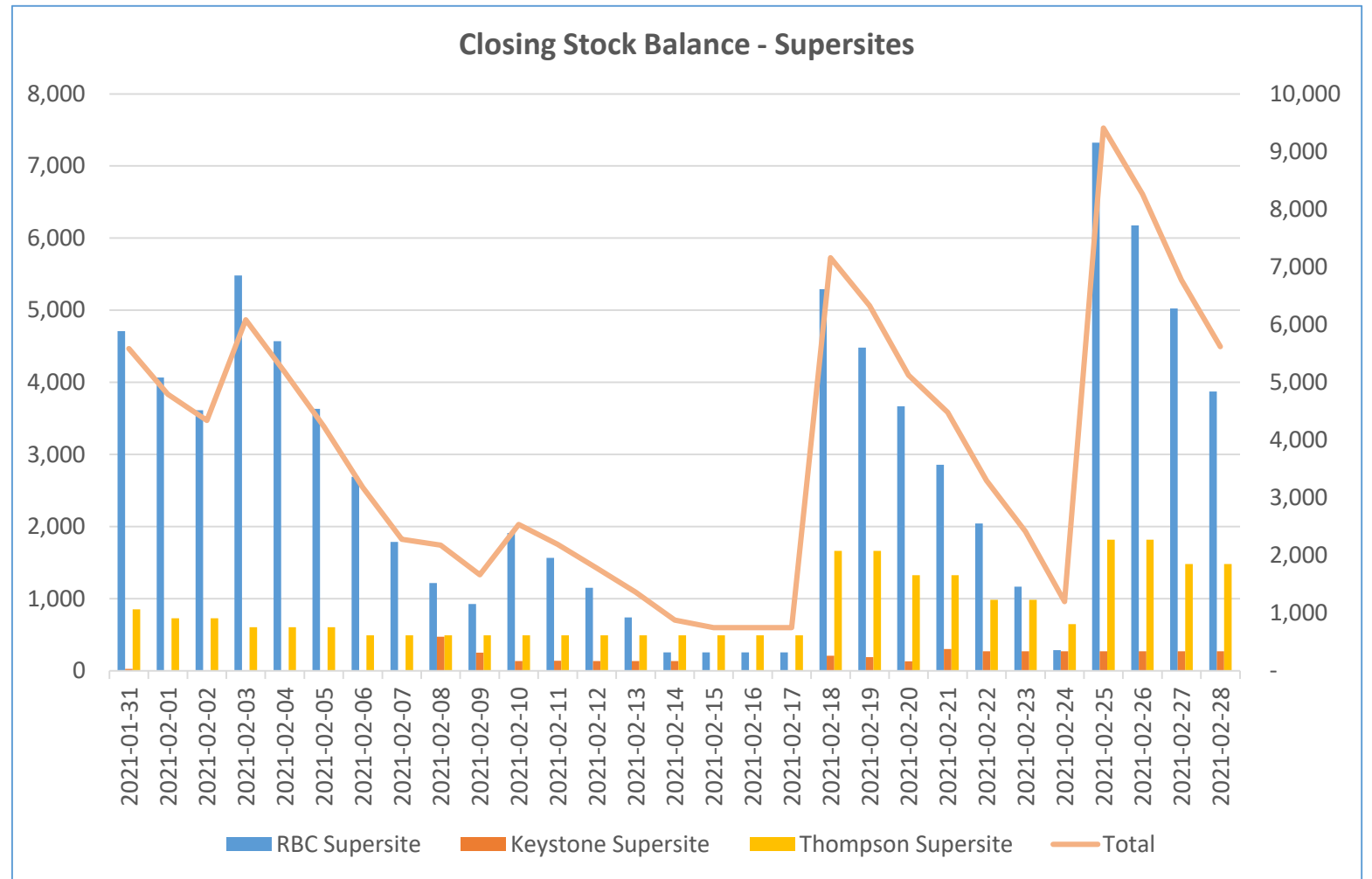
Supply uncertainty means we must plan, be ready, and wait to see what arrives



- Significant uncertainty for future **Pfizer** and **Moderna** vaccine deliveries
- No confirmed timelines for "**fridge stable**" vaccines, such as Astra Zeneca
- Lack of clarity on possible effects of **export restrictions in the European Union**, where 100% vaccines expected in Canada in the coming months are manufactured
- A team of analysts maintain **complex data sets** that link vaccine deliveries with inventory levels and known appointments
- This allows Manitoba to react to supply disruptions on a **real-time** basis
- The result of Manitoba's **careful planning**: Successfully weathering supply disruptions with **all** second-dose appointments to occur within recommended timelines

# SUPERSITE INVENTORY MANAGEMENT

Projected for the next 30 days



Projections as of February 02, 2021. Each rise in doses represents a scheduled delivery.

**NOTE:** Manitoba follows the guidance of the National Advisory Committee on Immunization (NACI) and vaccine manufacturers to provide first and second doses on the clinically-advised schedule.

# VACCINE PRIORITIZATION – LOW SUPPLY SCENARIO



- Based on 70% vaccine uptake.
- Only includes Pfizer and Moderna vaccines.
- Timeline depends on vaccine supplies provided by the federal government, and is based on projections as of Jan. 27.
- Updated to show the prioritization of First Nations

Cohort	Population Cohort	Start	Finish	Duration	2021											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Healthcare Workers	2020-12-16	2021-07-30	32.6w	[Yellow bar spanning from Jan to Jul]											
2	Personal Care Home Residents	2021-01-11	2021-03-12	9w	[Yellow bar spanning from Jan to Feb]											
3	Other congregate living settings	2021-03-01	2021-04-28	8.6w	[Yellow bar spanning from Mar to Apr]											
4	FN general population 60+	2021-01-11	2021-04-30	16w	[Yellow bar spanning from Jan to Apr]											
5	General population 80+	2021-03-01	2021-04-30	9w	[Yellow bar spanning from Mar to Apr]											
6	FN general population 50-59	2021-04-01	2021-05-28	8.4w	[Yellow bar spanning from Apr to May]											
7	General population 70-79	2021-04-01	2021-05-28	8.4w	[Yellow bar spanning from Apr to May]											
8	FN general population 40-49	2021-05-03	2021-06-29	8.4w	[Yellow bar spanning from May to Jun]											
9	General population 60-69	2021-05-03	2021-06-29	8.4w	[Yellow bar spanning from May to Jun]											
10	FN general population 30-39	2021-06-01	2021-07-29	8.6w	[Yellow bar spanning from Jun to Jul]											
11	General population 50-59	2021-06-01	2021-07-29	8.6w	[Yellow bar spanning from Jun to Jul]											
12	FN general population 18-29	2021-08-02	2021-09-30	8.8w	[Yellow bar spanning from Aug to Sep]											
13	General population 40-49	2021-08-02	2021-09-30	8.8w	[Yellow bar spanning from Aug to Sep]											
14	General population 30-39	2021-09-03	2021-10-29	8.2w	[Yellow bar spanning from Sep to Oct]											
15	General population 18-29	2021-10-01	2021-11-30	8.6w	[Yellow bar spanning from Oct to Nov]											



# VACCINE PRIORITIZATION – HIGH SUPPLY SCENARIO



- Based on 70% vaccine uptake.
- Includes 700,000 doses of currently unapproved product to arrive in Q3.
- Timeline depends on vaccine supplies provided by the federal government, and is based on projections as of Jan. 22.
- Updated to show the prioritization of First Nations

Cohort	Population Cohort	Start	Finish	Duration	2021											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Healthcare Workers	2020-12-16	2021-05-28	23.6w	[Yellow bar spanning from Jan to May]											
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13	General population 40-49	2021-06-01	2021-07-30	8.8w	[Yellow bar spanning from Jun to Jul]											
14	General population 30-39	2021-07-01	2021-08-31	8.8w	[Yellow bar spanning from Jul to Aug]											
15	General population 18-29	2021-07-15	2021-08-31	6.8w	[Yellow bar spanning from Jul to Aug]											

# RISK MANAGEMENT

Identifying, assessing and responding to risks to the immunization campaign

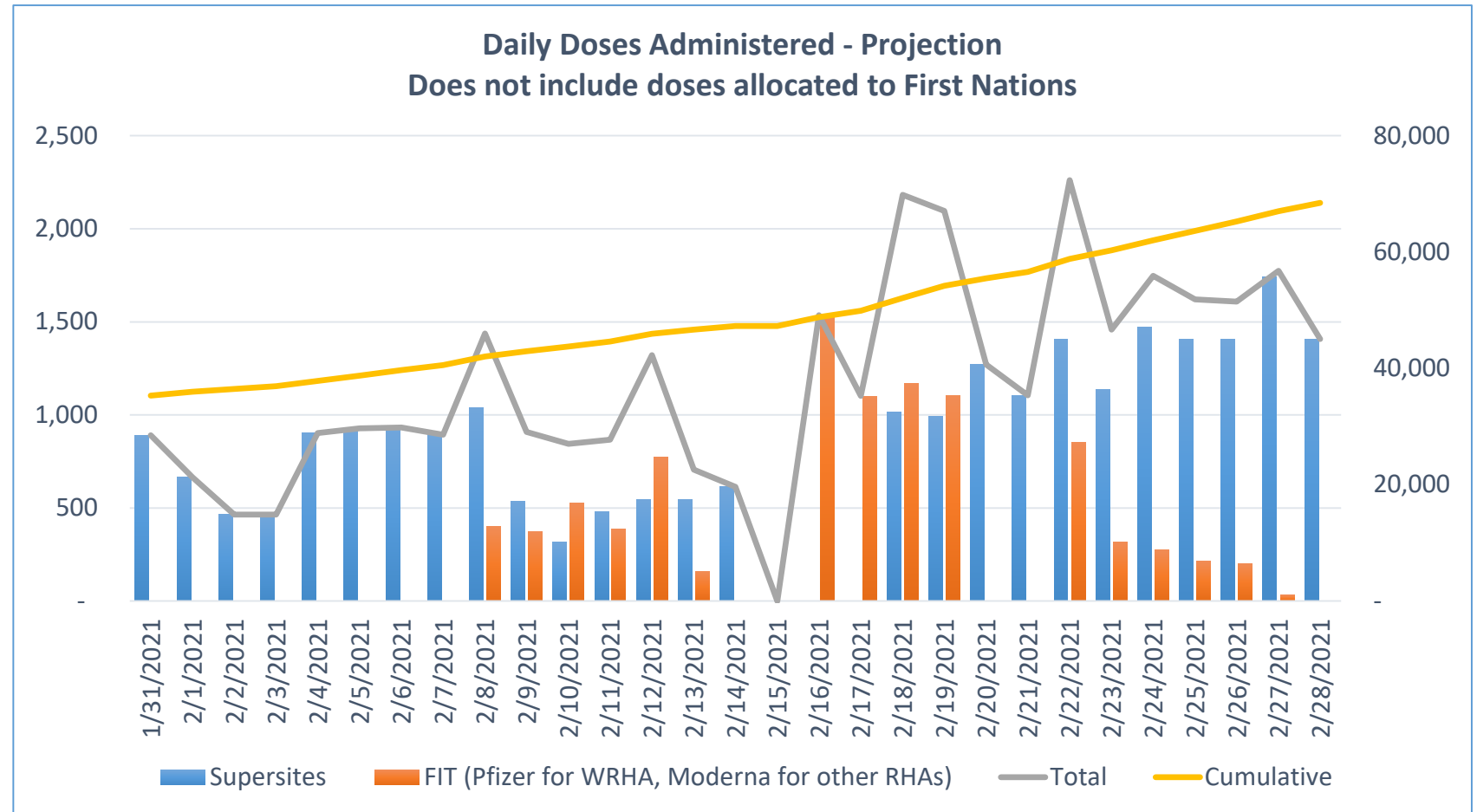


- Manitoba has a workstream dedicated to identifying, registering and tracking risks, which is continually updated to reduce or respond to those risks
- Focuses on risks to personnel, the public, the vaccine, security, infrastructure, scheduling and workforce availability
- Examples of risks being managed include:
  - Breaking the cold chain
  - Use of unsuitable syringes
  - Timely delivery of supplies (including re-allocated vaccine trays)
  - Ensuring proper post-immunization observation protocols
  - Ensuring adequate social distancing at supersites
  - Adverse weather events
  - Inadequate security

# DOSE ADMINISTRATION PROJECTION



- Based on current supply projections, we estimate an average of 1,183 injections per day in February, subject to current vaccine supply forecasts.



*Projected as of February 02 and reflects supply reductions announced by Pfizer on January 15 and 19*



# COVID-19 VACCINATION IN MANITOBA QUESTIONS?

Media are invited to provide feedback on future tech briefings or  
specific areas of interest to [lenore.kowalchuk@gov.mb.ca](mailto:lenore.kowalchuk@gov.mb.ca)