



COVID-19 VACCINATION IN MANITOBA

TECHNICAL BRIEFING

February 10, 2021



COVID-19 VACCINATION IN MANITOBA OPERATIONAL UPDATES

MANITOBA MILESTONES

Today is another important milestone in protecting Manitobans against COVID-19

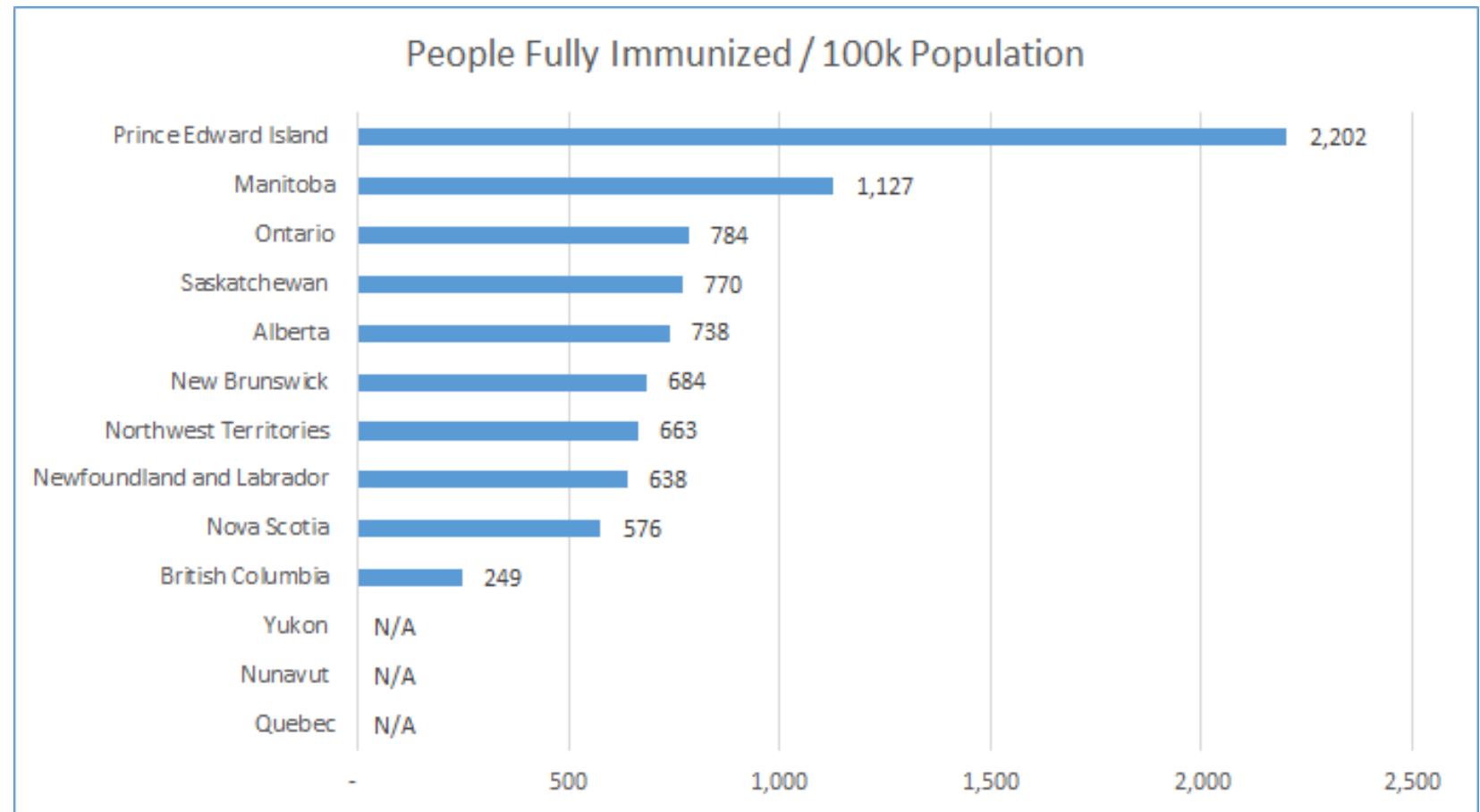
- As of this morning, we have administered more than **50,000 doses** of vaccine to eligible Manitobans
- We are still in the early stages of the immunization campaign with much more work to do – but we are ready to roll out this historic initiative in the weeks and months ahead



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 10, 2021 07:07am

VACCINE DELIVERY MODEL UPDATES



SUPERSITES

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

5

Winnipeg

5,081

DOSES ADMINISTERED
IN LAST WEEK

28,896

TOTAL DOSES
ADMINISTERED

849

AVG. DAILY DOSES

62

EST. DAILY STAFF (FTE)

Brandon

458

DOSES ADMINISTERED
IN LAST WEEK

2,423

TOTAL DOSES
ADMINISTERED

161

AVG. DAILY DOSES

14

EST. DAILY STAFF (FTE)

Thompson

350

DOSES ADMINISTERED
IN LAST WEEK

350

TOTAL DOSES
ADMINISTERED

116

AVG. DAILY DOSES

12

EST. DAILY STAFF (FTE)

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

6

- FITs will visit about 2,600 residents in Manitoba's licensed personal care homes this week for second doses.
- Second doses to be delivered to all PCHs before end of February.
- FITs will visit congregare living settings in Winnipeg Health Region and Prairie Mountain Health Region beginning February 19.

8,255

TOTAL FIRST DOSES
ADMINISTERED TO PCH
RESIDENTS



CALL CENTRE

Connecting Manitobans with vaccine appointments by phone

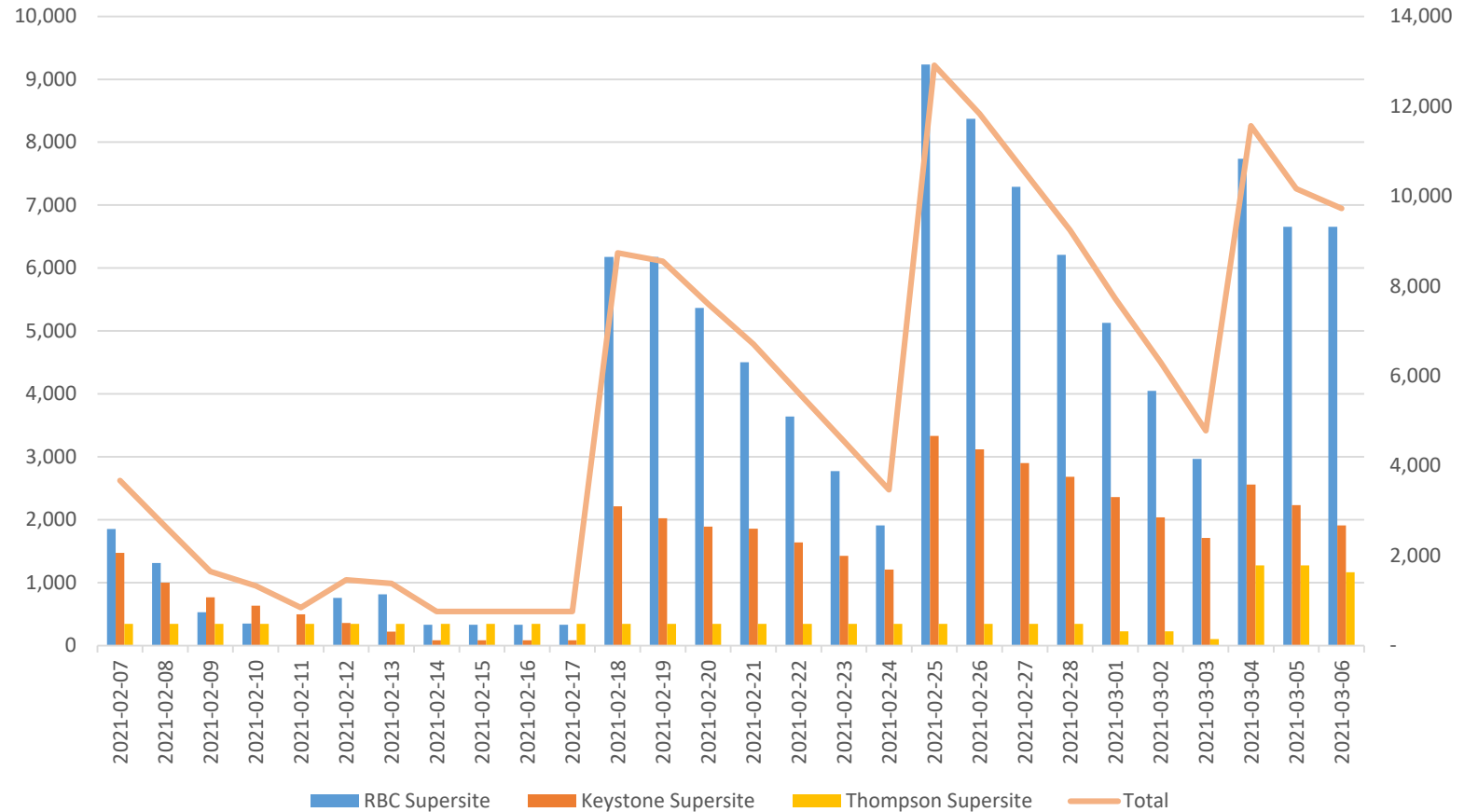
- 1,492 calls on Feb. 8 with wait times less than a minute
- Average of 13 minutes to handle each call
- 225 dedicated phone line agents today, expanding to 300 in March
- Building capacity to meet 20,000 doses / day maximum capacity
- Planning for 5,000 to 10,000 calls per day with a goal of wait times less than 10 minutes
- Online self-service will support 5,000 to 10,000 bookings per day
- Some Manitobans will also book directly with medical clinics or pharmacies

SUPERSITE INVENTORY MANAGEMENT

Projected for the next 30 days



Closing Stock Balance - Supersites



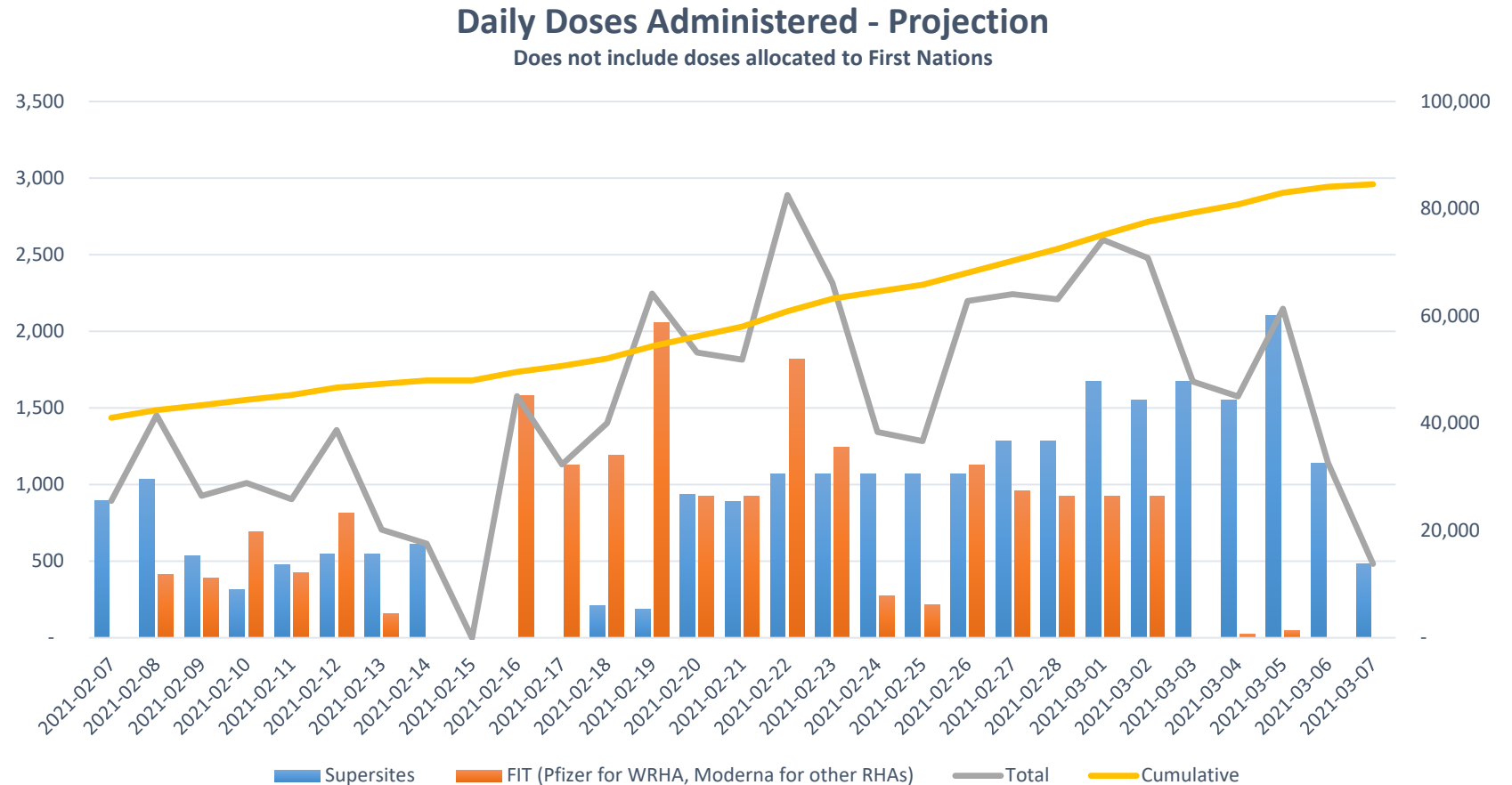
Projections as of February 09, 2021. Each rise in doses represents a scheduled delivery.

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.

DOSE ADMINISTRATION PROJECTION



- Based on current supply projections, we estimate an average of 1,327 injections per day in February, subject to current vaccine supply forecasts.



Projected as of February 09



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

SECOND QUARTER EXPANSION

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



- Manitoba now reports **Daily Maximum Capacity**
- This shows how many doses could be delivered on any given day in Manitoba, if we had adequate supply.
- This figure is on 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
Vaxport Thompson	402
Distributed Channel Model	0
Focused Immunization Teams	500
Pop-up Clinics	500
Current Daily Maximum Capacity	7,499
TARGET CAPACITY Q2	20,000



6-Dose Vials

On Feb. 9, Health Canada approved a regulatory change that sets the number of doses in a vial of Pfizer vaccine at 6, instead of 5

This means Manitoba (and Canada) will receive 17% fewer Pfizer vials going forward

- Manitoba's March projections for Pfizer had been based on a confirmed schedule of Pfizer *trays* from the federal government, not *doses*.
- However, Manitoba's Q2, Q3 and Q4 projections for Pfizer product are based on *doses* and not trays received
- This means that fewer Pfizer doses are expected to arrive to Manitoba in March.
- As a result, Manitoba's projections for low-range and high-range vaccine supply scenarios are affected.
- At this time, we do not anticipate that there will be a major effect in the immunization timeline overall.

UPDATED LOW-RANGE SCENARIO



6-Dose Vials

On Feb. 9, Health Canada approved a regulatory change that sets the number of doses in a vial of Pfizer vaccine at 6, instead of 5

Cohort	Population Cohort	Start	Finish	Duration	2021											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Healthcare Workers	16-Dec-2020	30-Jul-2021	32.6w	[Yellow bar spanning Dec 2020 to Jul 2021]											
2	Personal Care Home Residents	11-Jan-2021	12-Mar-2021	9w	[Yellow bar spanning Jan to Mar 2021]											
3	Other congregate living settings	19-Feb-2021	30-Apr-2021	10.2w	[Yellow bar spanning Feb to Apr 2021]											
4	FN general population 60+	15-Mar-2021	14-May-2021	9w	[Yellow bar spanning Mar to May 2021]											
5	General population 80+	15-Mar-2021	2021-05-14	9w	[Yellow bar spanning Mar to May 2021]											
6	FN general population 50-59	01-Apr-2021	28-May-2021	8.4w	[Yellow bar spanning Apr to May 2021]											
7	General population 70-79	01-Apr-2021	2021-05-28	8.4w	[Yellow bar spanning Apr to May 2021]											
8	FN general population 40-49	03-May-2021	29-Jun-2021	8.4w	[Yellow bar spanning May to Jun 2021]											
9	General population 60-69	2021-05-03	2021-06-29	8.4w	[Yellow bar spanning May to Jun 2021]											
10	FN general population 30-39	01-Jun-2021	2021-07-29	8.6w	[Yellow bar spanning Jun to Jul 2021]											
11	General population 50-59	01-Jun-2021	29-Jul-2021	8.6w	[Yellow bar spanning Jun to Jul 2021]											
12	FN general population 18-29	02-Aug-2021	30-Sep-2021	8.8w	[Yellow bar spanning Aug to Sep 2021]											
13	General population 40-49	2021-08-02	2021-09-30	8.8w	[Yellow bar spanning Aug to Sep 2021]											
14	General population 30-39	03-Sep-2021	29-Oct-2021	8.2w	[Yellow bar spanning Sep to Oct 2021]											
15	General population 18-29	01-Oct-2021	30-Nov-2021	8.6w	[Yellow bar spanning Oct to Nov 2021]											

UPDATED HIGH-RANGE SCENARIO



6-Dose Vials

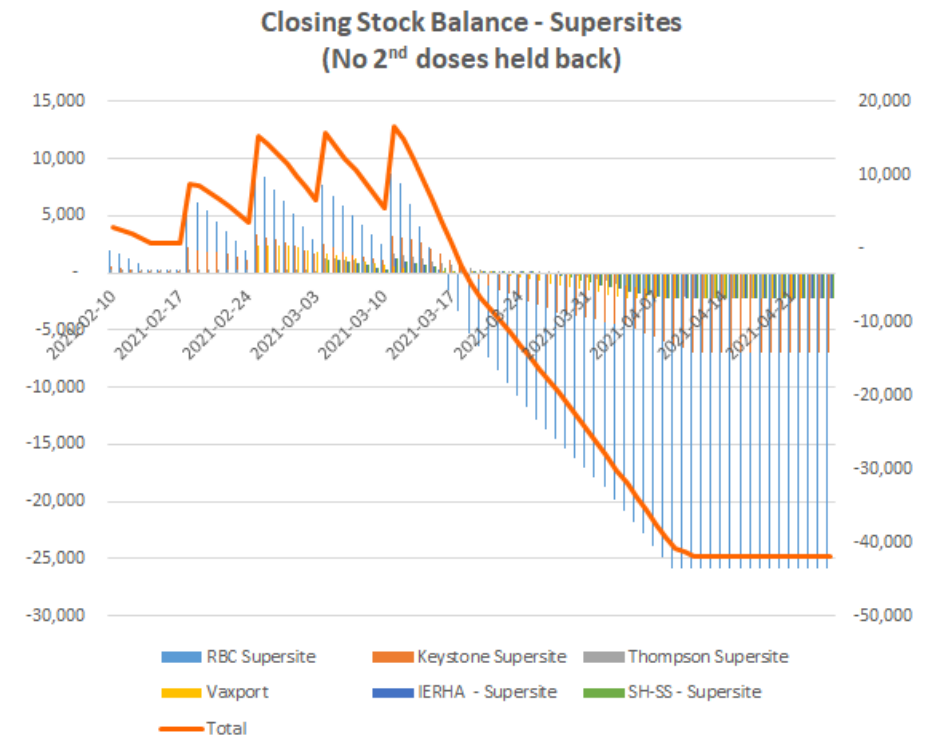
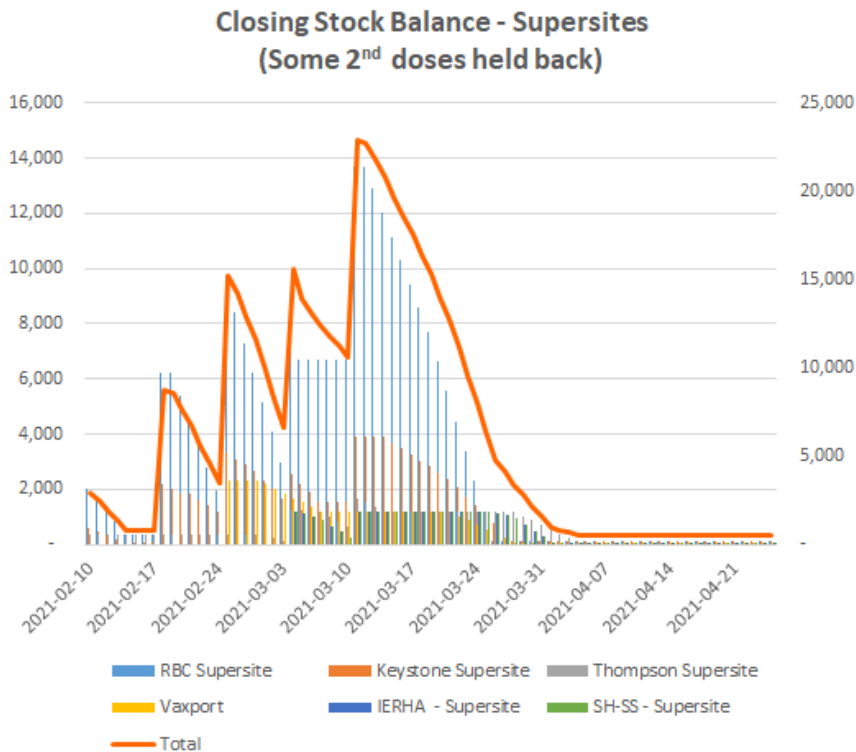
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Cohort	Population Cohort	Start	Finish	Duration	2021											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Healthcare Workers	16-Dec-2020	28-May-2021	23.6w	[Yellow bar spanning Dec 2020 to May 2021]											
2	Personal Care Home Residents	11-Jan-2021	12-Mar-2021	9w	[Yellow bar spanning Jan to Mar 2021]											
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6	FN general population 50-59	2021-04-01	2021-05-31	8.6w	[Yellow bar spanning Apr to May 2021]											
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14	General population 30-39	01-Jul-2021	31-Aug-2021	8.8w	[Yellow bar spanning Jul to Aug 2021]											
15	General population 18-29	15-Jul-2021	31-Aug-2021	6.8w	[Yellow bar spanning Jul to Aug 2021]											



HOLDING BACK SECOND DOSES

- We only have confirmed Pfizer deliveries until the week of March 8. If we gave every dose received between now and then but don't receive any future shipments, that would mean delaying 40,000 second-doses at supersites beyond manufacturer guidelines.
- Manitoba does not hold back second doses as a rule, but rather will not book a first-dose appointment without having existing inventory or a confirmed future delivery allowing for a second-dose within manufacturer guidelines.





DELIVERING 1.5 MILLION DOSES

Recruitment, Retention and Training

WORKFORCE STRATEGY

Achieving speed and surge capacity by immediately deploying existing staff, have them train new recruits, and then return to their roles in health care



Manitoba launched with existing health system experts.

Data-driven Workforce Planning: Align staffing to service delivery models and dosage projections - and adapt in real-time.

Recruitment and Empowerment: Ensure a consistent flow of new staff are recruited, trained and ready to work, to relieve existing staff and to meet increased vaccination capacity.

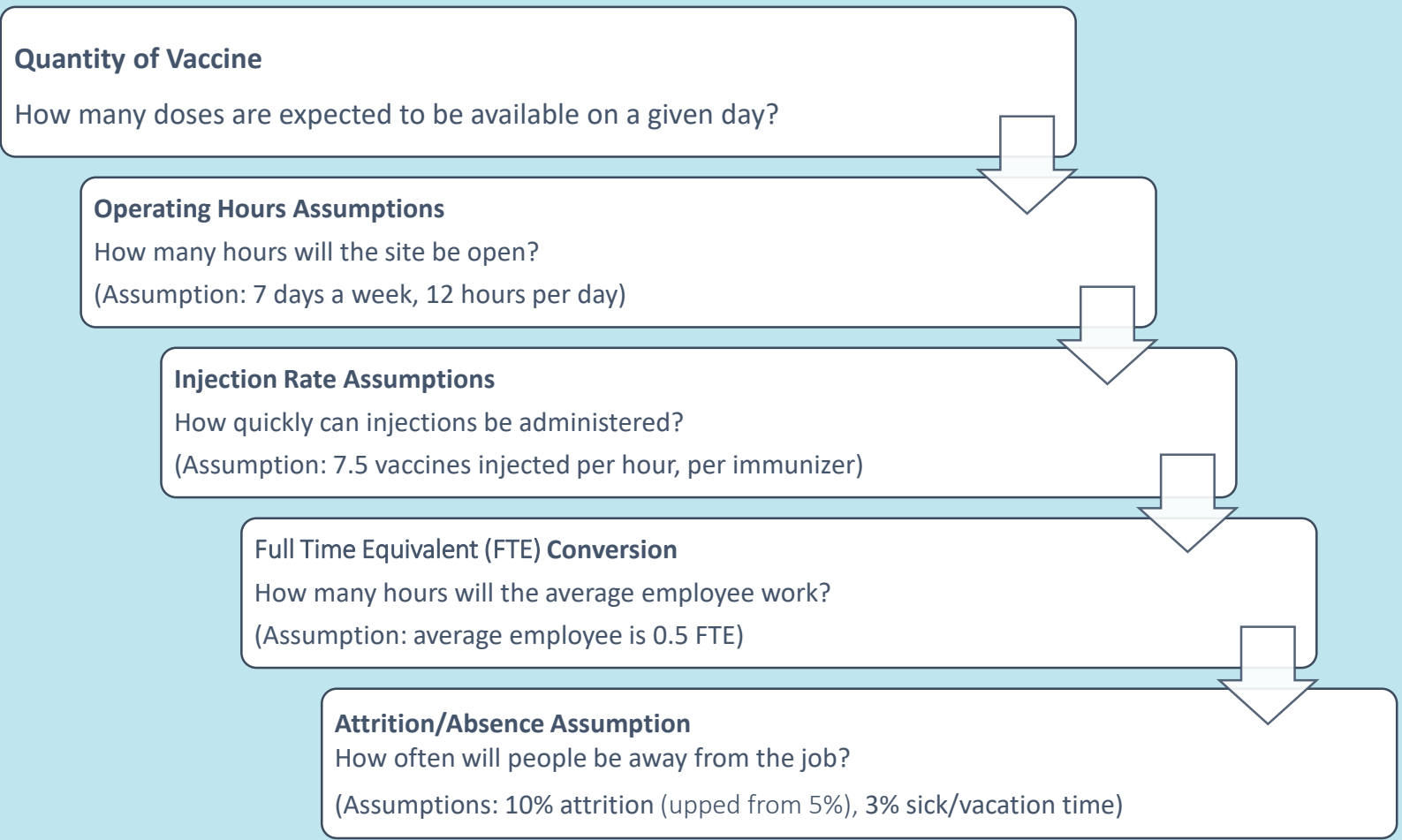
Training, Onboarding and Continuous Improvement: Develop best practices and continuously improve systems.

Employee Retention: Ensure trained staff are retained through spring and summer as Manitoba gears up towards peak demand.

WORKFORCE MODELLING: SUPERSITE EXAMPLE



Workforce modelling begins by determining the number of immunizers required to administer a specified number of doses



Forecasting for other roles is determined based on a ratio to immunizers.

Role	Ratio
Immunizer	
Navigator	1 for every 1 immunizer
Clinical Lead	1 for every 6 immunizers
Observer	1 for every 4 immunizers
Clinical Manager	1 for every 20 immunizers

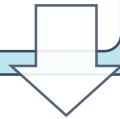
WORKFORCE MODELLING: FIT EXAMPLE



Workforce modelling begins by determining the number of immunizers required to administer a specified number of doses

Quantity of Vaccine

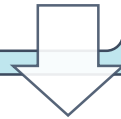
How many doses are expected to be available on a given day?



Operating Hours Assumptions

How many hours will the site be open?

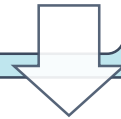
(Assumption: 6 immunization hours per day)



Injection Rate Assumptions

How quickly can injections be administered?

(Assumption: 7.5 immunizations per hour, per immunizer)



Full time Equivalent (FTE) Conversion

How many hours will the average employee work?

(Assumption: average employee is 1 FTE with a 5-day work week, 8-hour shifts)



Attrition/Absence Assumption

How often will people be away from the job?

(Assumptions: 10% attrition (up from 5%), 3% sick/vacation time)

Note: FITs only have immunizers

WORKFORCE RECRUITMENT



DAILY OPERATIONAL SCHEDULE

Overall, staffing is down due to lack of vaccine

RBC CONVENTION CENTRE

288 Doses



21

TOTAL STAFF (FTE)
8 Immunizers (FTE)

KEYSTONE CENTRE

249 Doses



18

TOTAL STAFF (FTE)
7 Immunizers (FTE)

FIT TEAM - Winnipeg

371 Doses



8

TOTAL STAFF (FTE)
8 Immunizers (FTE)

CURRENT WORKFORCE



1,897

STAFF

As of Feb 8

***395 data correction**

- 1,457 immunizers
- 11 clinic managers
- 10 clinical leads
- 361 navigators
- 58 observers

This data correction eliminates duplication within positions, updates staffing numbers from regions and includes a small number of people who have withdrawn

21



SETTING TARGETS

- To deliver 15,000 doses of vaccine per day in Q2, we need 1,002 immunizers
- Today, we have 1,457 immunizers ready – 145% of our target



STAFFING

Multiple approaches to maximize the available workforce through policy and broad outreach.

- Hiring net-new individuals for clinical positions at Shared Health
- Assigning existing individuals from the regional health authorities
- Implementing service agreements with private organizations and independent contractors.
- Expanding the range of professionals and experiences that can be considered for immunization roles.
- Manitoba will also undertake targeted recruitment of students to help stabilize labour supply over spring and summer.

CURRENT IMMUNIZERS

- Doctors, midwives, nurse practitioners
- Expanded to pharmacists, RPNs, paramedics.
- Includes new professions like dentists and veterinarians
- Recognizes students and foreign-trained professionals



ADDING NEW IMMUNIZERS

The minister signed orders on Dec. 9 and Feb. 9 to expand the professions that can give the COVID-19 vaccine in Manitoba

- Currently have sufficient number of immunizers, especially with limited vaccine supply.
- However: New order prepares Manitoba for Q2 by adding even more professions that can be immunizers
- Manitoba will work with professional associations on next steps, including training needs & timelines for active recruitment

NEW ORDER INCLUDES

- Athletic therapists
- Chiropractors
- Dental hygienists
- Massage therapists
- Optometrists

TRAINING FOR IMMUNIZERS



Align training with professional experience

- Applicants are categorized by 4 backgrounds:
 - current workforce,
 - retired,
 - student, or
 - foreign-trained.
- There are 18 professions with varying immunization experience.
- Three different training options available for people who have:
 - No experience or no recent experience;
 - Experienced immunizer, with no PHIMS experience
 - Experienced immunizer with PHIMS experience



The Public Health Information Management System (PHIMS)

- PHIMS is a secure, integrated electronic public health record developed to improve and support communicable disease case management, outbreak management, immunization management, and inventory management.
- Immunizers are responsible for checking the system before immunizing a patient as well as direct data entry.
- Understanding and using PHIMS is critical to patient safety and quality assurance, while also ensuring the province collects accurate, timely information about the COVID-19 vaccine campaign.



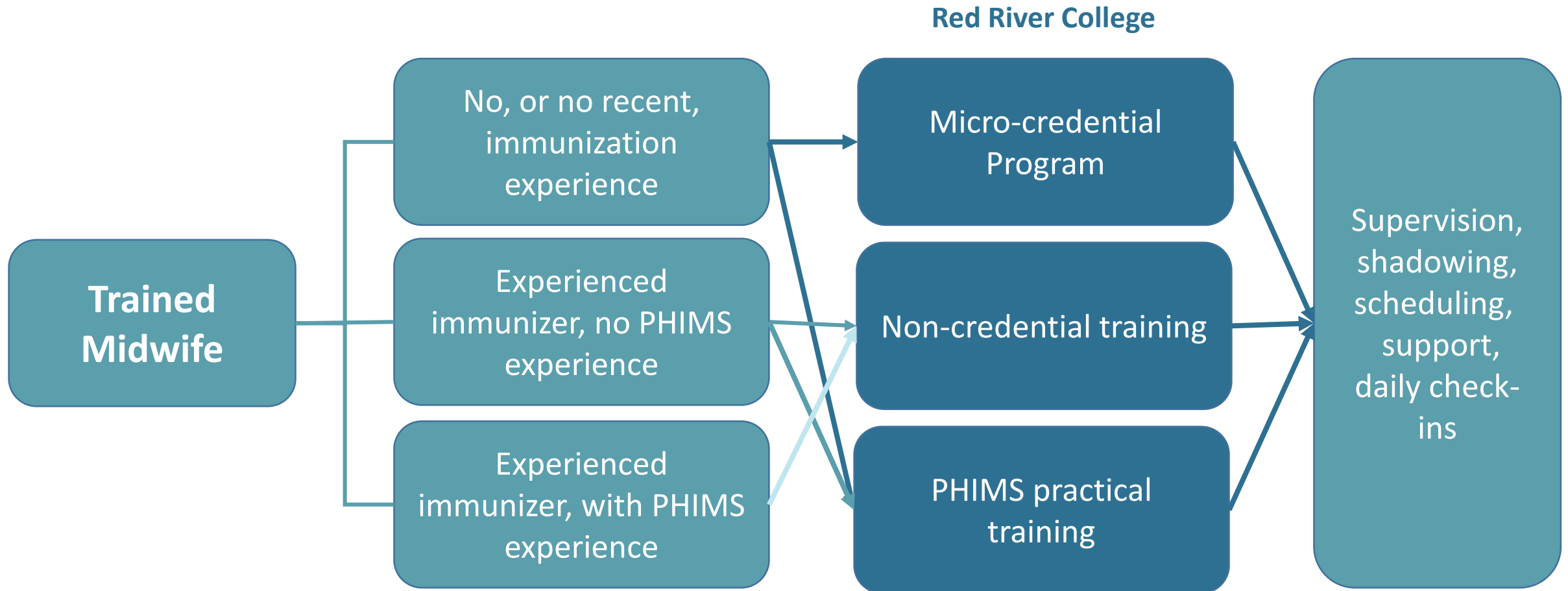
Client Scheduling

- This system welcomes and screens clients
- Confirms appointments
- Helps clients with consent forms
- Assists with client navigation throughout all areas of the clinic
- Situated at various clinic areas to facilitate crowd control and clinic flow

NAVIGATOR TRAINING

- Navigator training module
- Client scheduling tool
- Site orientation
- PHIA, fire safety, hand hygiene, WHIMS and PPE

IMMUNIZER TRAINING: MIDWIFE EXAMPLE



EMPLOYEE RETENTION



Four-pronged approach

Strategic

Recruitment: Maximizing the number of available training spaces (by region, by training pathway)

Staff Engagement: Dedicating resources to improve communications with new staff to make them feel valued. Setting clear expectations about when they can expect to be called for shifts.

Guarantee Shifts: Committing to provide a minimum of three shifts to new staff, though current vaccine

supply levels mean not everyone will be part of a regular rotation right away. Guaranteed shifts are intended to keep staff engaged and provide opportunities to keep skills sharp while supply is low.

Planning for

Turnover: Acknowledging some turnover is inevitable and building this assumption into our workforce modelling.



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