Managing a COVID-19 vaccine clinic at a school site

Access to the COVID-19 vaccine is important for a safe and healthy community. This guide provides school administrators and health staff considerations for managing a vaccine clinic in partnership with a vaccine provider. While Kaiser Permanente is a provider, we are not broadly providing onsite support with school-located vaccine clinics.

**Key takeaways:**

- Collaborate with community leaders to develop a plan.
- Prepare your facility and staff.
- Develop a robust and equitable communication plan.
- Ensure the safety of staff and community.
- Build trust in vaccine safety and efficacy.

**Did you know?**

Schools were considered primary vaccination sites for children, staff, and school communities during the H1N1 influenza pandemic in 2009. *(Park et al., 2021)*
In partnership with

NASN
National Association of School Nurses
Community vaccination and school-based support

Across the country, a variety of providers have been supplied vaccines to expedite its administration. These include mass vaccination sites, retail pharmacies, stand alone and grocery store pharmacies, hospitals, clinics, county health departments, and others.

For many areas disproportionately impacted by COVID 19, schools are a familiar, accessible, and trusted resource within the community. The guidance in this chapter should be used to support a community wide effort to expand access to the COVID 19 vaccine.

See the resources section at the end of this document for additional strategies to strengthen and expand your approach.

“I feel confident that if we get a substantial proportion of the population vaccinated that we could actually end this epidemic as we know it in this country.”

— Anthony Fauci, MD
Managing a COVID-19 vaccine clinic at a school site

This guide shares key considerations when hosting a COVID-19 vaccination clinic at a school in collaboration with a vaccine provider. While Kaiser Permanente supports expanded access to the vaccine in all communities, we do not act as a provider for onsite support at school-located clinics.

If you want to plan for a COVID-19 vaccine clinic at your school, start by reaching out to state and local health departments to identify an approved vaccine provider. Your vaccine provider will be your partner in resourcing and hosting your vaccine clinic.

This chapter of the Planning for the Next Normal at School playbook focuses on 5 starter plays for managing a successful vaccine clinic at school, including:

- Concrete steps to help you establish a vaccine clinic at your school
- How to develop a communication plan that meets your community’s needs
- Operational tips to help keep your staff and community safe

Protect yourself and others.

Beyond vaccine clinics, continue to promote and follow CDC safety protocols and:

- **Wear a mask** over your nose and mouth when you’re around others.
- **Wash your hands** often.
- **Watch your distance.**

With your help, we can reduce the spread of COVID-19.
5 starter plays for managing a COVID-19 vaccine clinic at a school site

Use these 5 starter plays to lay the groundwork for building and operating a successful vaccine clinic at your school.

1. Collaborate with community leaders to develop a plan
   Work with health, education, and other community leaders to lay the groundwork for your vaccine clinic.

2. Prepare your facility and staff
   Get your facility and staff ready to host a safe and productive vaccine clinic.

3. Develop a robust and equitable communication plan
   Build a thorough and inclusive communication plan to ensure you serve all members of your community.

4. Ensure the safety of staff and community
   Take the proper steps while operating the clinic to keep your staff, volunteers, and community safe.

5. Build trust in vaccine safety and efficacy
   Instill trust and confidence in the vaccine by addressing the concerns in your community.

Important Note
Please work with your vaccine provider to assign responsibilities accordingly in each play.
1. Collaborate with community leaders to develop a plan

Work with health, education, and other community leaders to lay the groundwork for your vaccine clinic.

- Establish your clinic’s goals in collaboration with your local community and vaccine provider, taking into consideration school location, vaccine availability, staffing, and resources.

- Involve the appropriate stakeholders in your planning and coordination, like health and education experts (principals, superintendents, school nurses), emergency management, and local business and faith leaders.

- Use the CDC’s planning guidance and best practices for satellite, temporary, and off-site clinics to inform your clinic plan.

- Partner with a vaccine provider that can access and administer both 1-shot and 2-shot vaccine regimens on site.

- Work with legal counsel and risk managers to assess legal protections and potential liabilities.

kp.org/thrivingschools
2. Prepare your facility and staff

Get your facility and staff ready to host a safe and productive vaccine clinic.

• Choose a location that meets your community’s needs, including days and hours of operation, parking, proximity to public transportation, and accessibility for the elderly and people with disabilities.

• Work with your vaccine provider to obtain the right vaccine storage, handling, and disposal equipment. (For example, refrigerators to store vaccines at the manufacturer-recommended temperature.)

• Ensure you have the technical infrastructure to support your administrative and vaccine-management needs, like IT personnel and equipment, Wi-Fi access, and power supply.

• Prepare to manage each aspect of the registration process. (For example, setting appointments, checking eligibility requirements, and planning multiple visits.)

• Require appointments to ensure there’s enough vaccine supply to meet demand, and have a plan to address walk-ins and no-shows.

• Schedule on-site translators for language assistance.

• Recruit and train community and school volunteers (student nurses, firefighters, law enforcement) to support medical and nonmedical roles.

• Keep extra cleaning supplies and PPE on hand (hand sanitizer, masks).
3. Develop a robust and equitable communication plan

Build a thorough and inclusive communication plan to ensure you serve all members of your community.

- Apply an equity lens to the communications plan, including promotional channels.

- Use the school’s existing resources (intranet, phone tree, and emergency contacts) as well as social media and local media outlets to promote awareness of the event in multiple languages.

- Partner with trusted community leaders to share their experiences, highlight the benefit of receiving the vaccine, and address any cultural concerns that may exist in different communities.

- Notify parents, students, and community partners who will be directly and indirectly impacted by the clinic event.
4. Ensure the safety of staff and community

Take the proper steps while operating the clinic to keep your staff, volunteers, and community safe.

• Coordinate with the vaccine provider to determine who’s responsible for security, vaccine receipt, and storage.

• Ensure emergency staff is on site to oversee medication and handle potential adverse reactions.

• Develop guidelines to ensure a smooth flow of traffic from entry to exit. Factor in visitors accompanying vaccine recipients.

• Provide staff with necessary PPE. For example, patient-facing roles should receive Level 2 mask and eye protection (face shields).

• Provide Department of Health–compliant documentation to vaccine recipients.

• Debrief with staff after the event to inform future policies.

ttps://kp.org/thrivingschools
5. Build trust in vaccine safety and efficacy

Instill trust and confidence in the vaccine by addressing the concerns in your community.

- Lead by example to build trust in the vaccine. For instance, in communication materials, reference that your staff and community leaders have been vaccinated.

- Encourage confidence by developing caring and empathetic messaging campaigns that provide clear and simple information about how the vaccine works. Leverage a variety of existing communication tools, like social media, employee newsletters, and printed materials.

- Be prepared to address anti-vaccination perspectives so that people feel safe talking about any mistrust or fears circulating in national and local media outlets.

- Seek to understand the concerns in your community so you can properly address them. Remember that cultural experiences are diverse and unique.

- Provide multilingual information relevant to your community’s needs.

“School located vaccination events have a long history in the United States and have successfully contributed to lower morbidity and mortality.”

(Kim et al., 2021)
Checklist: 5 starter plays for managing a COVID-19 vaccine clinic at a school site

Print this page to help track your progress toward completing the 5 starter steps.

1. Collaborate with community leaders to develop a plan
   - Establish your clinic’s goals in collaboration with your local community and vaccine provider.
   - Involve the appropriate stakeholders in your planning and coordination, like health and education experts, emergency management professionals, and local business and faith leaders.
   - Use the CDC’s planning guidance and best practices for satellite, temporary, and off-site clinics to inform your clinic plan.
   - Partner with a vaccine provider that can access and administer both 1-shot and 2-shot vaccine regimens on site.
   - Work with legal counsel and risk managers to assess legal protections and potential liabilities.

2. Prepare your facility and staff
   - Choose a location that meets your community’s needs.
   - Work with your vaccine provider to obtain the right vaccine storage, handling, and disposal equipment.
   - Ensure you have the technical infrastructure to support your administrative and vaccine-management needs.
   - Prepare to manage each aspect of the registration process. For example, setting appointments, checking eligibility requirements, and planning multiple visits.
   - Require appointments to ensure there’s enough vaccine supply to meet demand, and have a plan to address walk-ins and no-shows.
   - Schedule on-site translators for language assistance.
   - Recruit and train community and school volunteers to support medical and nonmedical roles.
   - Keep extra cleaning supplies and PPE on hand.

3. Develop a robust and equitable communication plan
   - Apply an equity lens to the communications plan, including promotional channels.
   - Use the school’s existing resources, social media, and local media outlets to promote awareness of the event in multiple languages.
   - Partner with trusted community leaders to share their experiences, highlight the benefit of receiving the vaccine, and address any cultural concerns that may exist in different communities.
   - Notify parents, students, and community partners who will be directly and indirectly impacted by the clinic event.

4. Ensure the safety of staff and community
   - Coordinate with your vaccine provider to determine who’s responsible for security, vaccine receipt, and storage.
   - Ensure emergency staff is on site to oversee medication and handle potential adverse reactions.
   - Develop guidelines to ensure a smooth flow of traffic from entry to exit. Factor in visitors accompanying vaccine recipients.
   - Provide staff with necessary PPE.
   - Provide Department of Health–compliant documentation to vaccine recipients.
   - Debrief with staff after the event to inform future policies.

5. Build trust in vaccine safety and efficacy
   - Lead by example and reference how your staff and community leaders have completed the vaccination process.
   - Encourage confidence by developing caring and empathetic messaging campaigns that provide clear and simple information about how the vaccine works. Leverage any existing communication tools.
   - Be prepared to address anti-vaccination perspectives in your communication strategy.
   - Seek to understand the concerns in your community so you can properly address them. Remember that cultural experiences are diverse and unique.
   - Provide multilingual information relevant to your community’s needs.

Important Note
Please work with your vaccine provider to assign responsibilities accordingly in each play.
Additional resources

**Kaiser Permanente:**
For ongoing COVID-19 vaccine updates, please visit kp.org/covidvaccine.

**Resources:**
- Conversation and Q&A About the COVID-19 Vaccines in English (YouTube Video) – Service Employees International Union United Healthcare Workers West (SEIU UHW)
- Conversation and Q&A About the COVID-19 Vaccines in English (Facebook Video) – SEIU UHW
- Conversation and Q&A on COVID-19 Vaccines in Spanish (YouTube Video) – SEIU UHW
- Conversation and Q&A on COVID-19 Vaccines in Spanish (Facebook Video) – SEIU UHW
- Vaccine Resources and FAQ in Spanish – HazloPorAmor.org
- Vaccine Resources and FAQ for Black Communities – LoveProtectsUs.org
- Safe and Healthy Schools: COVID-19 Vaccine Information for Educators (YouTube Video) – Kaiser Permanente

**Centers for Disease Control and Prevention (CDC):**
- Guidance for Planning Vaccination Clinics Held at Satellite, Temporary, or Off-Site Locations
- Checklist of Best Practices for Vaccination Clinics Held at Satellite, Temporary, or Off-Site Locations
- Vaccinate With Confidence: Strategy to Reinforce Confidence in COVID-19 Vaccinations
- School and Child Care Programs – Operational Strategy for Reopening Schools

**Other resources:**
- Federal and Statewide Vaccination Plan – Littler (January 4, 2021)
- National Association of County and City Health Officials – Directory of Local Health Departments – National Association of County and City Health Officials (NACCHO)
- When Employers Can Require COVID-19 Vaccinations – Society for Human Resource Management (SHRM)
- How Vaccines Work (YouTube Video) – Yale School of Medicine
- What to Expect After Getting a COVID-19 Vaccine (YouTube Video) – CDC
- V-safe After Vaccination Health Checker – Smartphone Tool – CDC (January 5, 2021)
- Vaccine Education in Multiple Languages – Ad Council