

After-Action Report

A-State Benefits Flu Clinic

November 18, 2020

Executive Summary

On October 7, 2020, a clinic was held in order to administer influenza shots to employees of Arkansas State University in Jonesboro. The operation was evaluated to inform the implementation of a Covid-19 vaccination clinic if and when it is necessary. Overall, the clinic was a success. The pharmacy noted that they normally do not get the same level of coordination at other sites. The report below details some slight adjustments that can help things run even more smoothly.

Note: Due to the extraordinarily low temperature requirements reported for the Covid-19 vaccines in development, an alternate location with the appropriate refrigeration on site may be required.

Planning

Two weeks prior to the clinic, information was gathered and disseminated about the event. At this time, all materials needed for the event were noted and tasks were assigned to units. The units involved: Human Resources, Safety & Emergency Management, Little Rock Kroger Pharmacy, First National Bank Arena (FNBA), and Nursing College/ DPEM student volunteers and A-State CERT leadership.

Each unit had specified missions specified below with the number or personnel assigned in parentheses:

- Announcements & Pharmacy Coordination: Human Resources (3)
- Traffic Control: FNBA (16, two shifts of 8)
- Volunteer & Interagency Coordination: Safety & Emergency Management (2)
- Registration: Kroger Pharmacy (3)
- Vaccination: Kroger Pharmacy (4)
- Evaluation: CERT Leadership and DPEM volunteers (6)

Observation: CWL was conducting utility work near A-Street and U-Loop. Fortunately, this did not interfere with the event, but this possibility exists.

- Action Step: Include CWL in planning communications
- Responsible Department: Safety & Emergency Management

Observation: Communications about the vaccination clinic went as far back as July, but others were not engaged until two weeks prior to the event.

- Action Step: Include Safety & Emergency Management earlier in the process
- Responsible Department: Human Resources

Preparation

Units gathered the necessary materials identified in the planning phase. This included communications to UPD, Jonesboro Fire Department and Embassy Suites to ensure there were no issues with hotel or emergency access. In addition, Emerson Ambulance was contacted about being onsite for adverse reactions to the shot, but could not commit personnel due to staffing shortages in the pandemic.

Key aspects of the preparation phase were:

- Creation of the Operational Map
- Creation of signs and development of egress/ingress routes
- Establishment of timeline and personnel locations
- Implementation of communications and contingencies
- Announcement to the campus community

Observation: Signage was minimal. About 30% of the encounters the road guards had with drivers at Aggie and ULoop were not related to the clinic.

- Action Step: Additional signage along ULoop and Aggie or other route to clinic
- Responsible Department: Safety & Emergency Management in coordination with the Sign Shop

Observation: Ambulance service was unable to make arrangements to support the clinic when contacted during this phase.

- Action Step: Include ambulance service as early as possible in the Planning phase
- Responsible Department: Safety & Emergency Management

Implementation

The event functioned as intended. It was agile in its ability to respond to challenges on the fly. Personnel kept a positive attitude, stuck to their jobs and did not infringe on the tasks of other agencies. Safety precautions were top priority. Facilitators and officers in charge ensured safety among their people. Delegation of authority allowed for tasks to be carried out effectively. The use of multi-agency coordination (MAC) system provided the most amount of assets for the event and allowed for the span of control for one person to be met and monitored.

Observation: Congestion at the intersection of University Loop and A-Street. Congestion at the intersection of University Loop and East Johnson interfering with turnarounds at A-Street. Traffic Refusal to reroute their entry on A-Street.

- Action Step: Close A-Street from Kays Foundation parking lot to NW portion of stadium west lot to create a turnaround spot at the Kays lot. Requires alternate route for regular business parking at the stadium.
- Responsible Department: Safety & Emergency Management

Observation: Drivers often refused to turn around and take an alternate route at ULoop and A Street. This will be an issue with a larger clinic.

- Action Step: Deploy law enforcement at critical traffic control points where conflicts occurred.
- Responsible department: Safety & Emergency Management in coordination with University Police

Observation: Entry location was not in announcement e-mail, which resulted in a significant number of turnarounds at A-Street

- Action Step: Include a map of the clinic route and alternate routes for business and class at affected buildings
- Responsible Department: Human Resources

Observation: Batteries were low on the hand mics prior to the event

- Action Step: Replace Batteries, check 24 hours prior to event
- Responsible Department: Each department deploying radios

Observation: Most training was on-the-spot and gaming the scenario may have uncovered some of the last minute changes.

- Action Step: Appoint a Volunteer Coordinator to train volunteers in traffic control and provide opportunities for CERT and other volunteers to use the skills they learn
- Responsible Department: Safety & Emergency Management in coordination with Volunteer Coordinator.
- Action Step: Hold a table top exercise to game a mass Covid-19 vaccination clinic
- Responsible Department: Safety & Emergency Management

Observation: Adjustments had to be made to traffic flow, signage placements and procedures at registration and vaccination tables.

- Action Step: Include an onsite walkthrough with vaccination administrators
- Responsible Department: Safety & Emergency Management in coordination with pharmacy or healthcare provider
- Action Step: Explore the possibility of allowing students in the College of Nursing & Health Professions to earn clinical practicum hours for non-medical, like handling paperwork, duties at registration and vaccination sites.
- Responsible Departments: Coordinated effort between HR, Safety, CNHP and vaccination administrators