

Ways and Means Committee COVID-19 Update Jan. 12, 2021

Agency Attendees

• Marshall Taylor - Acting Director

• Brannon Traxler, MD - Interim Public Health Director

• Linda Bell, MD - State Epidemiologist

• Darbi MacPhail - Chief Finance & Operations Officer

Agenda

Situational Update

Testing

Vaccine Distribution

Response Overview

Our priorities for the COVID-19 response continue as follows:

- The efficient and equitable distribution of COVID-19 vaccines
- Continuing to provide testing to anyone who wants it across the state
- Maximizing case investigations and contact monitoring, while also providing guidance on mitigation
- Providing timely, accurate data and information to the public and leaders so that they can take appropriate action to help prevent spread
- Supporting our most vulnerable communities, including nursing homes and assisted living facilities
- Improving operational efficiencies

DHEC's COVID-19 Response by the Numbers

- Received more than 4 million test results
- Administered **166,437 doses of COVID-19 vaccines**, this includes: 74,625 1st doses and 17,187 2nd doses
- Have more than 300 testing events open throughout the state
- Conducted over 20,000 virtual inspections of Retail Food Establishments to maintain food safety standards
- Completed in-person infection control inspections of all 194 nursing homes in the state; provided 179 with point of care antigen testing devices
- Trained 377 EMS and 30 National Guard medical personnel to give testing
- To support this work 2,621 DHEC staff have worked 1,201,590 hours so far

Situational Update

Dr. Linda Bell, State Epidemiologist

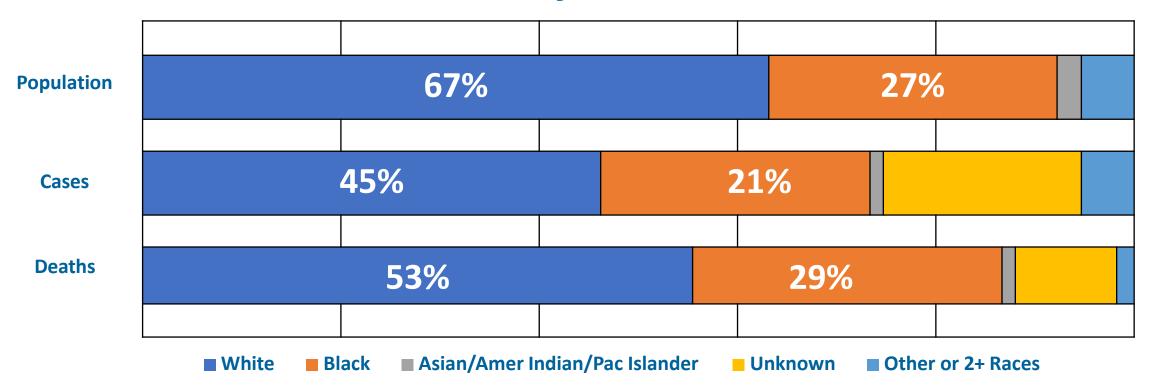
Situational Update

As of Jan. 12:

- Cases:
 328,028 confirmed; 31,329 probable
- Deaths:
 5,358 confirmed; 502 probable
- Hospitalizations:2,453 currently (80.88%)

Disproportionate Impact on Minorities

Racial Breakdown of COVID-19 Cases and Deaths vs. SC Population as of Jan. 10, 2021

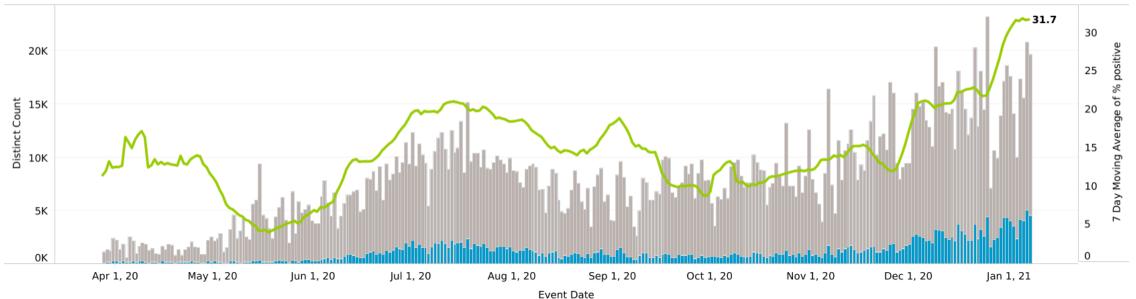


% Positive Rate vs. Number of Daily Tests Preformed

South Carolina is facing new record highs in COVID-19 cases.

Reported 5,077 new cases on Jan. 8; 34.2% positive rate on Jan. 7.





Mitigation Strategy

South Carolina has shifted from containment to mitigation.

- Occurs when cases of disease exceed capacity to investigate
- Maximize effectiveness of case and contact investigation:
 - household contacts exposed in the past 6 days
 - people living, working or visiting congregate living facilities, high density workplaces or other settings (or events) with potential extensive transmission

Testing

Marshall Taylor, Acting Director

DHEC's Role in Testing

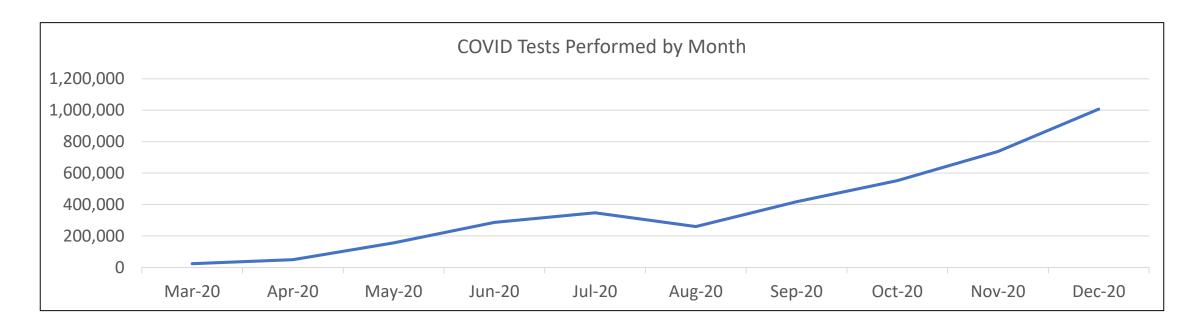
Financial, logistical and administrative support for the state COVID-19 testing plan:

- Regular Communication with MUSC and SCHA
- Collaboration with local partners (hospitals, medical providers, local community leaders, other stakeholders)
- Access to hotspot and testing sites/density data
- Coordination of all testing efforts
- Providing needed resources, testing kits and other supplies

Progress on Testing

South Carolina continues to increase our testing capacity.

- > 4 million tests results reported
- 440,000 new distinct individuals in Dec. (↑~30% from Nov.)



An Expansive Testing Strategy

DHEC continues to work with regional health systems and other community partners to deploy the statewide testing strategy.

Our strategy focuses on three priority areas:

- 1. Universal Testing of Nursing Home Residents and Staff
- Expanding Testing in Under-Resourced Minority and Rural Communities
- 3. Conducting Mass Testing in Urban Areas

Challenges

Initial Challenges:

- High demand
- PPE / testing supplies
- Weather conditions
- Staffing
- Suitable venue (traffic, space, shelter, etc.)
- Responding to local needs/hotspots while ensuring access to testing across the state
- Testing in Residential Care Facilities

Lab challenges:

- Supply disruptions/shortages
- Delays at some private labs
- Electronic interfaces
- Capacity

Process Improvements

Providing:

- Testing opportunities at least once per week in each county
 - 2 per week in larger counties
- Access to testing during the weekends
- Testing daily in large metropolitan areas
- Increased average number of daily testing opportunities from 7.7
 events a day to 12 events a day

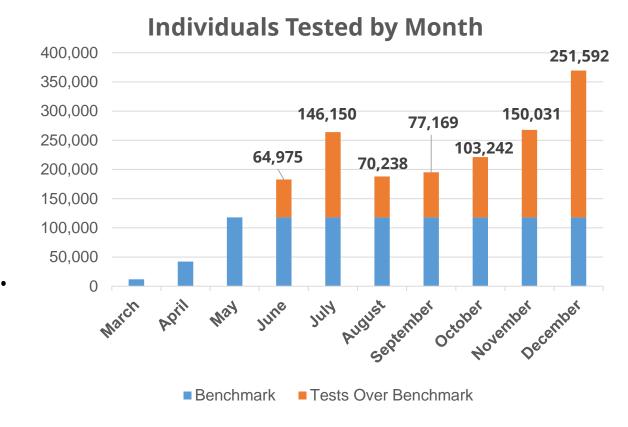
Public Health Laboratory Capacity:

- Started at **300** specimens per day
- Expanded to 3,500 per day by early June
- Performed 564,862 or 14% of total tests in the state
- Results in 48 hours or less

Next Steps

DHEC continues to work with MUSC, PRISMA, SCHA and other partners to expand access to testing across the state.

- 310 testing sites currently open.
 - 71 DHEC sites
 - 239 partner sites
- Supporting vaccine distribution.



COVID-19 Vaccines

Dr. Brannon Traxler

Vaccine Rollout Plan Summary

- Build a pipeline of providers across the state (pharmacies, private physicians, health departments, mobile pharmacies, FQHCs, etc.)
- Allocate Pfizer (<70) to hospitals and initial allotment of Moderna to Long Term Care Facilities (LTCF)
- Allocate Moderna to providers without ultra-cold storage capability (after LTCF needs met)
- Allocate Pfizer to providers with and without ultra-cold storage capability
- Eligible recipients or their employers (based on Phase) make appointments with providers who have vaccine

Vaccine Rollout Plan Summary (Cont.)

- When vaccine is more widely available, open mass vaccination drive through clinics
- Accept and use <u>ALL</u> allocated vaccine available from the federal government as soon as it is available
- Ensure second dose allotment is used for the second dose to make sure vaccine is effective for populations

Vaccine Rollout Challenges

- Initial and unexpected expansion of Phase 1a population from ~184,000 to ~353,000
- Logistics managing ultra-cold 70°C logistics, minimum order of 975 doses (Pfizer vaccine)
- Limited initial state allotment from federal government,
 ~64,000 doses received a week (1/2 Pfizer, 1/2 Moderna)
- Limitations of the Federal VAMS system, need for statewide appointment system

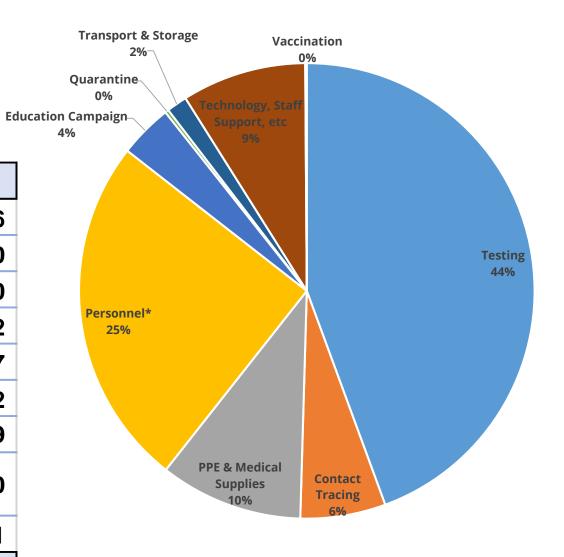
Financial Overview

Darbi MacPhail, Chief Finance & Operations Officer

DHEC COVID-19 Expenditures

As of 1/10/2021

Category	Expended	
Testing	53,095,486	
Contact Tracing	7,239,300	
PPE & Medical Supplies	12,151,160	
Personnel*	29,810,172	
Education Campaign	4,533,377	
Quarantine	302,122	
Transport & Storage	1,749,359	
Technology, Staff Support, etc	10,562,370	
Vaccination	131,411	
Total	119,574,756	



COVID-19 Funding Outlook

Federal Funding:

- 100% of Coronavirus Relief Funds (CRF) allocated to DHEC have been spent, some accounting clean- up still pending
- Federal funding allocated through September 2024 for allowable Testing and Contact Tracing Costs: ~\$415M total over 4 years
- Federal funding allocated through September 2024 for allowable Vaccination Costs: ~\$52M total over 4 years

COVID-19 Funding Outlook (continued)

Federal guidance for latest round of funding still pending

State Funding:

- Needed for activities not specifically allowed by Federal funds
- After CRF reimbursement, \$45M available from Act 135 COVID-19 Response Fund
- Requesting additional \$62.5M in reserve for mass vaccination and COVID response

Projected Costs - CY2021*

Category	CY2021	
Testing	121,640,970	
Contact Tracing	26,039,934	
PPE & Medical Supplies	6,600,000	
Personnel**	71,400,000	
Education Campaign	12,000,000	
Quarantine	120,000	
Transport & Storage	3,000,000	
Technology, Staff Support, etc	4,915,000	
Vaccination	106,850,340	
Total	352,566,244	

Available Funds - CY2021***

Source	CY2021		
Federal Testing & Contact Tracing	215,000,000		
Federal Vaccination Funding	30,000,000		
Covid-19 Response Fund	45,000,000		
Total	290,000,000		

Additional Need - CY2021

Projected Costs Less Available Funding	352,566,244 (290,000,000)
Less Available Fulluling	62,566,244

^{*} Actual costs will vary based on disease burden, testing and vaccine demand

^{**} Personnel costs support critical needs such as testing, contact tracing, vaccination, etc.

^{***}Assumes a large proportion of Federal funds spent in CY2021, with additional costs being incurred in years 2022-2024

DHEC by the Numbers

DHEC Team

- Currently over 4,000 employees strong
- Operating 105 facilities in 46 counties across the state
- DHEC legal responsibilities currently touch on more than 360 state and federal statutes and regulations as well as state provisos

DHEC by the Numbers (continued)

Sample Day-to-Day Operations in the Past Year

- 538,583 clinical client encounters in our local health departments
- Over 3 million public health laboratory tests performed
- 32,410,084 Prescription Monitoring Program (PMP) patient queries
- Over 61,000 environmental inspections
- Over 47,500 active environmental permits

FY 2022 Budget Request Overview

Reque	st Priority & Title	Recurring	One Time
1	The Agency is not making a formal Budget Request	0	0

Critical Needs

Requ	est Priority & Title	Recurring	One Time
1	Vaccine Funding for Disease Control Response	\$997,000	
2	Able Site Cleanup		\$4,512,000
3	Funding for Hazardous Waste Emergency Response	\$1,051,172	
4	Sustaining the Air Quality Program	\$1,950,785	
5	Sustaining the Resource Conservation and Recovery Act (RCRA) Program	\$635,594	
6	Partnerships to Improve Rural Water and Sewer Infrastructure	\$240,810	
7/8	Funding for Additional Newborn Screenings (Dylan's Law)	\$543,619	\$101,128
9	Salary Increases for Critical Position Retention	\$5,037,468	

Critical Need: Priority 1

Flexible Vaccine Funding: \$997,000 (Recurring)

- Need: Outbreaks have been increasing nationwide, particularly in vaccine-preventable diseases. This includes the current hepatitis A outbreak in SC. DHEC must be prepared to address outbreaks and improve immunization rates. Federal funds for vaccines are declining due to an unexpected number of outbreaks and prevention/response efforts.
- Solution: Secure funding to purchase vaccinations for mitigating outbreaks and improving immunization rates for vaccine-preventable diseases. Doses would be administered at local health departments and in conjunction with community partners.
- Methodology:
 - 31,000 total doses of hepatitis A and Measles, Mumps, and Rubella (MMR) vaccines:
 \$997,000
 - Actual vaccination purchases will be based on current need

Critical Need: Priority 2

Able Contracting Site Cleanup: \$4,512,000 (One Time)

- Need: The Able Contracting, Inc. facility in Jasper county presents a risk of combustion and potential for environmental impacts due to runoff. Complete site cleanup is necessary to ensure the health and safety of nearby residents and to reduce the potential impact on the environment.
- Solution: Secure one-time funds to cover the cost of removing material from the site.

Methodology:

 Costs include labor and equipment needed to move debris, disposal of debris, and fire suppression.

Critical Need: Priority 2 (continued)

Able Contracting Site Cleanup: \$4,512,000 (One Time)



8/8/19

7/16/19



Critical Need: Priority 2 (continued)

Able Contracting Site Cleanup: \$4,512,000 (One Time)



Critical Need: Priority 3

Hazardous Waste Emergency Response: \$1,051,172 (Recurring)

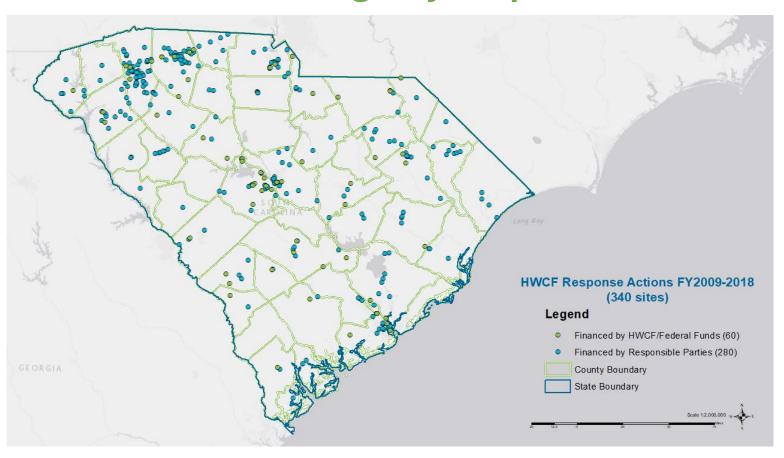
- Need: The Hazardous Waste Contingency Fund (HWCF) balance has declined due to a loss of fee revenue from the closure of the Pinewood facility as well as multiple large cleanup efforts totaling almost \$10M in the last 10 years. Oversight and cleanup costs are also increasing. Without an appropriate balance in the HWCF, funds are not available to respond to hazardous waste emergencies or to leverage federal remediation resources.
- Solution: State funds are needed to shift personnel costs associated with cleanup oversight
 of the HWCF. Reducing these expenditures to the fund will provide sustainable funding for
 routine cleanups (\$100k-\$600k) and cost share for federal cleanup sites. Large-scale cleanup
 efforts will be funded on an individual basis, which may include future appropriation
 requests.

Methodology:

- Personnel cost for 12 current FTEs: **\$1,051,172** (1 Program Manager, 4 Engineers, 2 Environmental Health Managers, 5 Geologists)
- Existing FTEs must be converted from Restricted to State in order to utilize state funds

Critical Need: Priority 3 (continued)

Hazardous Waste Emergency Response (cont.): \$1,051,172



Sustaining the Air Quality Program: \$1,950,785 (Recurring)

- Need: Federal air emission limits are stricter, requiring more oversight, while at the same time, fee revenue is declining. Current projections indicate that the fund balance will be in a deficit in FY21. DHEC has initiated the regulatory process to increase fees and is working with stakeholders to determine equitable changes. Stakeholders have strongly advocated for state support of these requirements.
- Solution: Support the program by moving a portion of staff funding onto state
 appropriations. This provides sustainable funding to continue work necessary for SC to
 attain air quality standards and meet the needs of the business community. DHEC will
 continue working with stakeholders to determine appropriate modifications to current fee
 and funding structures to address the remaining deficit.

Methodology:

- Existing FTEs must be converted from Earmarked to State FTEs in order to utilize state funds
- Personnel cost for 27 current FTEs: \$1,950,750 (6 Engineers, 21 Environmental Health Managers)

Sustaining the Resource Conservation and Recovery Act (RCRA) Program: \$635,594 (Recurring)

Need: Federal grant reductions (\$327,330) and complex permit determinations have reduced capacity in the RCRA program. Permit and review delays can increase timeframes for development and places an undue burden on industry.

Solution: Replace funding lost in federal grant reduction and increase staffing levels in the program. This meets industry needs by reducing permit timeframes and providing regulatory relief.

Methodology:

Personnel cost for 3 new FTEs: \$308,264 (1 Engineers, 2 Environmental Health Managers)

Personnel cost for 3 current FTEs: **\$237,347** (1 Environmental Health Manager, 1 Engineer, 1 Geologist)

Existing FTEs must be converted from Federal to State to utilize state funds Operating expenses (training, general supplies) lost in federal reduction: \$89,983

Partnerships to Improve Rural Water and Sewer Infrastructure: \$240,810 (Recurring)

Need: Many of South Carolina's sewer systems are in poor condition due to improper operation and maintenance as well as infrastructure being used past life expectancy. Growing populations, inadequate capacity, and groundwater inflow and infiltration all add further stress to these aging treatment and conveyance systems, often resulting in system upsets.

Solution: Create two new positions within the Office of Rural Water that will work collaboratively with systems to identify problems and develop solutions.

Methodology:

Personnel cost for 2 FTEs: \$199,059 (2 Environmental Health Managers)

General supplies, computers, field equipment, travel and operating costs: \$10,941

Field vehicle: **\$30,810**

Funding for Additional Newborn Screenings: \$543,619 (Recurring)

Need: Act 55 of 2019 directed DHEC to add three additional lysosomal storage disorder tests to its current panel of newborn screenings (Krabbe disease, Pompe disease, Hurler syndrome). Implementation is contingent upon available funding, which is currently not available in the Public Health Laboratory.

Solution: Secure funding for equipment, supplies and medical consultations in order to perform the required tests. Funding will also create three new positions to perform tests and provide follow-up and referrals.

Methodology:

Personnel cost for 3 FTEs: **\$253,346** (1 Program Coordinator, 2 Laboratory Technologists)

General supplies, computers, and training costs: \$15,662

Laboratory equipment, supplies and confirmatory testing: \$224,661

Medical consultant: \$49,950

Funding for Additional Newborn Screenings: \$101,128 (One Time)

Need: Act 55 of 2019 directed DHEC to add three additional lysosomal storage disorder tests to its current panel of newborn screenings (Krabbe disease, Pompe disease, Hurler syndrome). Implementation is contingent upon available funding, which is currently not available in the Public Health Laboratory.

Solution: Secure funding to renovate laboratory space for appropriate equipment and to purchase initial staff materials.

Methodology:

Laboratory renovation costs (400 sq. ft): \$80,000

Initial supplies, computers, furniture: \$21,128

Salary Increases for Critical Position Retention: \$5,037,468 (Recurring)

Need: DHEC's average salaries are below the state agency averages in numerous job classifications. Salary inequities are leading to high turnover rates in critical classifications, impacting services to constituents.

Solution: Secure funding to begin addressing turnover by providing salary increases in select classifications.

Methodology:

Personnel costs to bring agency average up to state average for specific classifications in the following series:

Administrative Services: \$1,322,979 (e.g. frontline clinical staff)

Engineering Services: \$1,393,261 (e.g. permit engineers)

Health & Safety: \$763,458 (e.g. environmental monitoring and compliance)

Laboratory Services: \$219,012 (e.g. chemists)

Nursing Services: \$1,338,758 (e.g. nurses)

52 existing FTEs must be converted from Federal/Other to State to utilize state funds

Proviso Amendment Request

34.8 Emergency Medical Services (Amend)

Current language directs 50% of <u>all</u> unexpended EMS program funds be directed to SC EMS Association.

Revised language clarifies which unexpended EMS funds will be directed to the SC EMS Association; specifically, 50% of funds allocated for aid to counties that were unclaimed by the counties.

Proviso Amendment Request

103.3 SC Health & Human Services Data Warehouse (Amend)

The current proviso exempts DHEC's Client Automated Record and Encounter System (CARES) from specific requirements related to the Data Warehouse.

As DHEC is in the process of developing an electronic health records system which will replace CARES, the revised language extends this exemption to CARES "or other electronic health record system."

Proviso Deletion Request

34.50 Ocean Water Quality Outfall Initiative (Delete)

This proviso directed DHEC to make funds in the Beach Renourishment Fund available to Horry County Ocean Water Quality Outfall Initiatives. Funds were distributed accordingly in FY19.

We are requesting deletion of this proviso because all applicable funds were expended in FY19.

New Proviso Request

Reimbursement for Expenditures (Add)

This proviso allows DHEC to retain all reimbursements received in the current fiscal year for expenditures which were incurred in a previous fiscal year.

DHEC could retain state appropriations reimbursements received a fiscal year for expenditures which occurred in a previous fiscal year.

Proposed language:

The Department of Health and Environmental Control is authorized to collect, expend, retain and carry forward for general operating purposes all funds received in the current fiscal year as reimbursement of expenditures incurred in the current or prior fiscal year(s).

New Proviso Request

DHEC: Organizations Receiving State Appropriations (Add)

DHEC has a number of provisos that allocate a specific appropriation amount to other agencies, organizations and programs. This proviso clarifies the Department's ability to unilaterally reduce these line items up to a stipulated percentage when instructed by the Executive Budget Office or the General Assembly to reduce funds within the Department.

Proposed language:

Notwithstanding any other provisions of this act, the funds appropriated herein general funds made available to the Department of Health and Environmental Control for the allocation/contribution of specific amounts of state aid to organizations, programs, special items or activities shall be distributed as appropriated except when instructed by The Executive Budget Office or the General Assembly to reduce funds within the Department by a certain percentage, the Department may unilaterally reduce these items up to the stipulated percentage.

Wrap-Up

Summary

COVID-19 Response – Additional \$62.5M Reserved Funding Requested

No Formal State Budget Request

Critical Needs:

\$10,456,448 Recurring

\$4,613,128 Non-recurring

8 New FTEs, 94 conversions

Proviso changes: 2 amendments, 1 deletion, 2 additions

Additional Background

Vaccine Distribution

Understanding the Roles of the Advisory Committees

- CDC's Advisory Committee on Immunization Practices (ACIP) provides guidance on phases
- SC COVID-19 Vaccine Advisory Committee (VAC) applies that guidance to South Carolina and provides recommendations to DHEC
 - ~2 dozen members from organizations and entities that represent SC's diverse population
 - Meetings are open to the public
 - scdhec.gov/vac for information and to watch meetings

COVID-19 Vaccines Administered

- Received a federal allocation of 176,725 Pfizer vaccines, which includes 20,115 received just this week with more coming today
 - 74,625 healthcare workers received their first dose of the vaccine,
 - 17,187 have received their second dose, and
 - 105,859 have made appointments as of this morning to be vaccinated
- Dedicated 100% of Moderna vaccine doses to vaccinating LTCF residents and staff during first 2 weeks, now available to others
 - 12,968 LTCF residents and 6,727 staff have received their first dose of Moderna vaccine
 - CVS and Walgreens currently have completed 253 clinics, scheduled 750 more

Onboarding Providers

- 177 activated sites, currently able to receive vaccines
- 876 approved sites, ready to be activated once more vaccines become available
- 755 organizations signed up
 - Some like CVS/Walgreens have multiple sites
 - Others are independent (help to reach rural communities)
- FQHCs to begin receiving vaccines next week

Expanding Access

DHEC recognizes the urgent need to vaccinate as many people as possible in our state to stop the spread of COVID-19.

- Enrolled 100% Skilled Nursing and Assisted Living facilities in federal program
- With SCHA, encouraged hospitals to vaccinate non-affiliated Phase 1a members
- Urged Phase 1a healthcare workers to quickly schedule appointments
- With LLR, communicated update to ~ 200,000 licensed healthcare and EMS workers
- Encouraged hospitals to begin vaccinating admitted non-COVID-19 patients age 65 years+
- Started efforts to further non-hospital testing sites; rapid expansion in coming weeks
- Evaluating ability to expand # of trained medical professionals available to vaccinate, including last year nursing students and retired nurses

Growing Number of Scheduled Appointments

- Appointments as of Jan. 11:
 - Scheduled 94,926
 Increased from initial 2,241 on 12/15/2020
 - Completed Appointments 41,508
 Increased from initial 115 on 12/15/2020
 - Average Appointment Duration 8.3 minutes
 Decreased from initial 13.7 minutes on 12/15/2020

COVID-19 VACCINE FLOW IN SC

This graphic shows the progression of the vaccine from the federal government to the state and the steps along the way from providers to vaccine recipients.1



Suppliers started shipping Dec. 13, 2020 (ships weekly)

PROVIDERS	VACCINE ARRIVAL
Acute Care Hospitals	Dec. 14, 2020
CVS/Walgreens (LTCF) ³	Dec. 28, 2020
Non-Acute Care Hospitals	Jan. 4, 2021
Limited Pharmacies	Jan. 18, 2021
Limited Private Physicians	Jan. 11, 2021
Limited Urgent Care	Jan. 11, 2021
Limited DHEC Sites	Jan. 11, 2021

PHASE 1 IN SC STARTS

Vaccine first received Dec. 14, 2020

PHASE 1A (CURRENTLY ONGOING):

- Healthcare workers
- Includes home health and hospice workers, dentists and dental hygienists/ assistants, pharmacists, and more.
- LTCF residents and staff
- Admitted hospital patients, aged 65+
- 70+ with or without underlying health conditions

Estimated population: 980,816 4 See more detailed listing of Phase 1a at scdhec.gov/vaxfacts

PHASE 1B (LATE WINTER): 2

- 75+ with or without underlying health conditions
- Frontline essential workers Estimated population: 917,573 4 See more detailed listing of Phase 1b at scdhec.gov/vaxfacts

PHASE 1C (EARLY SPRING): 2

Essential workers continued

- 65–74 with or without underlying health conditions
- 16–64 with underlying health conditions

Estimated population: 3,098,987 4

PHASE 2

PHASE 2

(LATE SPRING - FALL); 2

- · All people who wish to be vaccinated
- Widespread availability

FOOTNOTES:

- All phase groups are subject to change based on CDC/ACIP/VAC recommendations
- 2. All estimates subject to change due to vaccine availability, demand, and provider participation.
- 3. Vaccine allocated to Long-Term Care Facilities (LTCF)
- 4. Sources: SC Department of Commerce and DOD Tiberius Planning Tool

THE COVID-19 VACCINE



Logistical Considerations Storage Temperatures

Shipments in South Carolina arrive at the first of the week.

- Pfizer-BioNTech vaccine MUST be stored in ultra-cold freezers at -70°C
 - Can be stored in its thermal shipper with dry ice for up to 30 days
 - Stable at refrigerator temp for 5 days
- Moderna vaccine MUST be stored in standard freezers at -20°C
 - Stable at refrigerator temp for 30 days

Logistical Considerations Storage Life and Doses Received

- Both can be stored in freezers up to <u>6 months</u> past manufacturing date
- Pfizer vaccine comes in trays of 975 doses
 - DHEC may redistribute the vaccines; but <u>NOT</u> other facilities
 - Stable at room temp for 6 hours
- Moderna comes in trays of 100 doses
 - Stable at room temp for 12 hours
- ✓ Goal: Determine amount of vaccine needed and avoid waste

How do Providers get their Vaccines?

Allocations in South Carolina arrive at the first of the week.

- 1. Pfizer vaccines shipped to entities with ultra-cold storage capabilities (e.g., hospitals)
- 2. Pfizer vaccines are directly shipped to DHEC distribution center, repackaged and shipped to providers (e.g., small hospitals)
- 3. Moderna vaccines are directly shipped to providers (e.g., pharmacies for LTCFs and nursing homes, limited health departments)
- 4. Limited Moderna vaccines are directly shipped to DHEC distribution center, repackaged and shipped to small providers (e.g., small hospitals)

Next Steps

- All residents aged 70+, regardless of health status or preexisting conditions, can begin scheduling appointments on Jan. 13
- Moderna vaccine now available outside of LTCF program
- Supporting rural and unserved communities:
 - Increase # of DHEC mobile clinic locations
 - Working with partners to establish vaccine provider locations
 - continuing to educate and inform rural, minority, and non-White communities about vaccine safety and efficacy