



TO: Chair and Members of the Finance and Facilities Committee

FROM: Christopher Mackie, Medical Officer of Health and Emily Williams, Chief Executive Officer (Interim)

DATE: 2021 June 3

VACCINATION SITE EMERGENCY PURCHASE AWARD

Recommendation

It is recommended that the Finance and Facilities Committee make a recommendation to the Board of Health to receive Report No. 14-21FFC, re: “Vaccination Site Emergency Purchase Award” for information.

Key Points

- An emergency procurement award was issued to fit up the fourth mass vaccination site in London and Middlesex.
- Due to time pressures, in lieu of a formal procurement process, six quotes were received in a one-week window to attend to a competitive process.
- Given the cost of HVAC and other utilities, the shift in operating model offers a Return on Investment (ROI) of less than 4 months.

Background

A forecasted increase in vaccine supply from the province prompted Middlesex-London Health Unit staff to begin preparations to open a fourth mass vaccination site. The Earl Nichols Recreation Centre location was selected as the next site to open as per Report No. 11-21 presented to the Board of Health February 18th, 2021. The site was set up in accordance to the existing vaccine delivery models in place at the Western Fair Agriplex, the Caradoc Community Centre and the North London Optimist Community Centre. These models move the public from station to station, including screening, registration, waiting area, vaccination, recovery waiting, and check-out, prior to exiting the building. The initial layout for the Earl Nichols Arena is attached in [Appendix A](#). The site was initially set up in March but shuttered due to a lack of vaccine supply.

Clinic leadership identified the need for additional registration stations in mid-April following load-testing at the North London Optimist Community Centre and Caradoc Community Centre. Additional stations were added at the existing mass vaccination sites to improve client flow. It was determined that these changes would also be necessary to open the Earl Nichols Recreation Centre; however, the need for additional registration stations at the new site could not be supported in the existing footprint. It would require the expansion of the registration stations into Pad B of the Arena, and the use of this additional pad would require upgrades to electrical, IT infrastructure and HVAC systems, requiring one-time costs of \$21,000 and recurring costs of \$10,000 per month.

This situation prompted the Procurement and Operations team to investigate alternate mass vaccination operating models in neighbouring health units. These models were described to be more client-centric, with vaccine processes revolving around the client who was positioned in a ‘centralized hub’, resulting in reduced wait times and optimized client throughput. A site visit was coordinated with clinic leadership to substantiate these claims on April 20th and upon review were seen to be an excellent fit to meet the revised needs at Earl

Nichols. New furniture was required to support this shift to the ‘centralized hub’ operating model; the new layout is identified in [Appendix B](#).

Furniture Purchases

Five suppliers were requested to provide an informal quote on furniture to support the vaccination site. The quotes included 22 registration style booths and 84 vaccination pods with a delivery date of May 17th. Six quotes were received from these suppliers by May 2nd. An order was issued May 3rd to support the clinic opening on May 25th.

Business Case

While the return on investment (ROI) for this model would appear to be in the range of 4 months, this calculation does not include the increase in output experienced by other health units utilizing similar models. The initial vaccination target for this site was 2000 vaccinations per day. However, higher outputs may be achievable with this new model. The final output will be determined as vaccinations are ramped up at this facility.

Under the authority of the CEO, the emergency procurement of furniture, as defined in Policy G-230, Appendix A: Middlesex-London Health Unit Procurement Protocol, Section 3.3, was required to support the expansion of the COVID-19 mass vaccination sites. This purchase, outside of Procurement Protocols, was necessary as a delay would create an unexpected interruption of an essential public service. This potential delay meets the definition of ‘emergency’ in the procurement protocols.

Next Steps

With the exception of the items identified in this report, single source contract awards will be evaluated on a case-by-case basis and will be brought to the attention of the Finance and Facilities Committee and Board of Health for update or approval.

This report was prepared by the Procurement and Operations Team, Healthy Organization Division.



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