

An Equity Driven Approach to Incident Command Structure (ICS):

Lessons Learned from the New Mexico Department of Health Vaccine Team

*NASEM: Towards a Post-Pandemic World
Community Engagement and Public Health*

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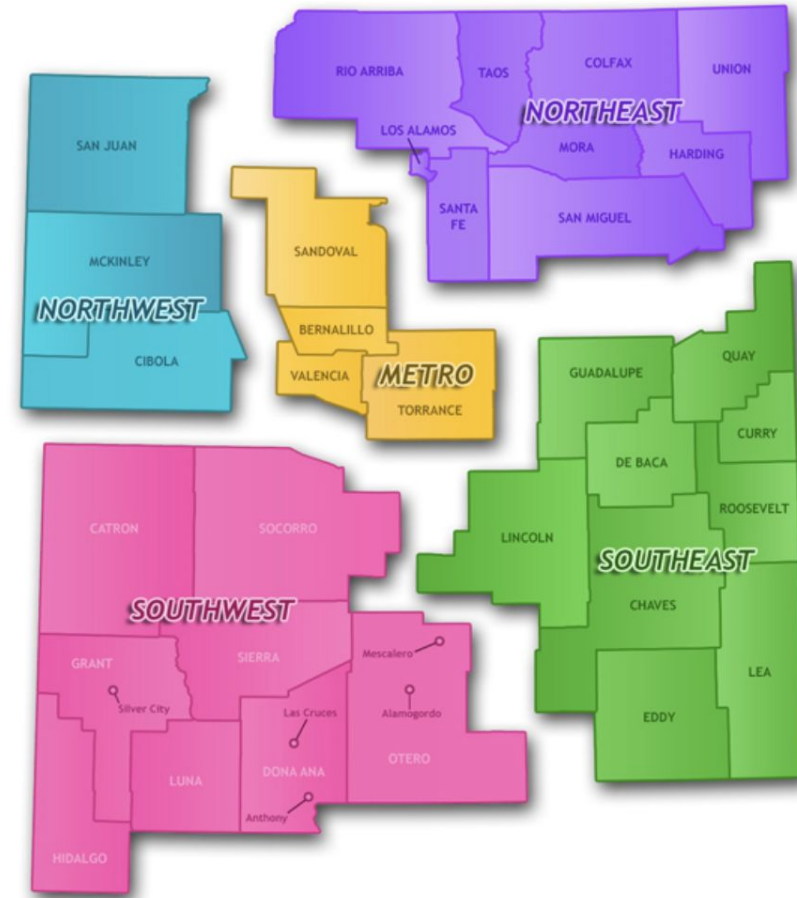
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Case Study:

Embedding vaccine equity into the ICS Structure

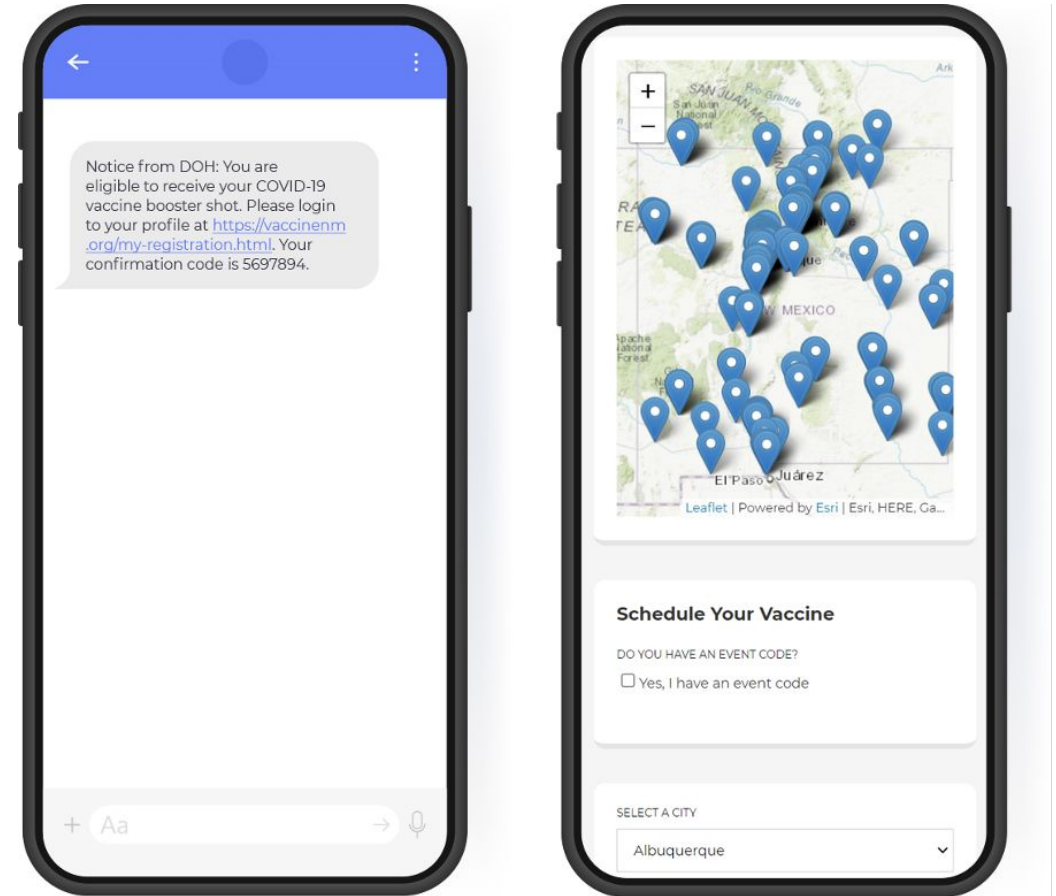
About New Mexico DOH

- NMDOH is a Centralized Department of Health
- Underfunded
- Has the most counties with highest social vulnerability index (SVI) in the U.S.
- Majority minority population
- Rural



Initial Vaccine Rollout

- New Mexico got off to a great start with Covid vaccine.
- Partners in National Guard, hospitals across the state, Indian Health Service and Public Health staff
- Centralized registration and scheduling app for vaccine
- Vaccine was distributed to providers with highest throughput.



Pre-ICS Vaccine Organizational Structure: Challenges

- Lack of clarity in roles
- Lack of coordinated communication both internally and externally
- Unclear chain of command
- Complexity of operations outgrew the existing structure
- Special population needs not addressed
- No easy way to expand the organizational structure

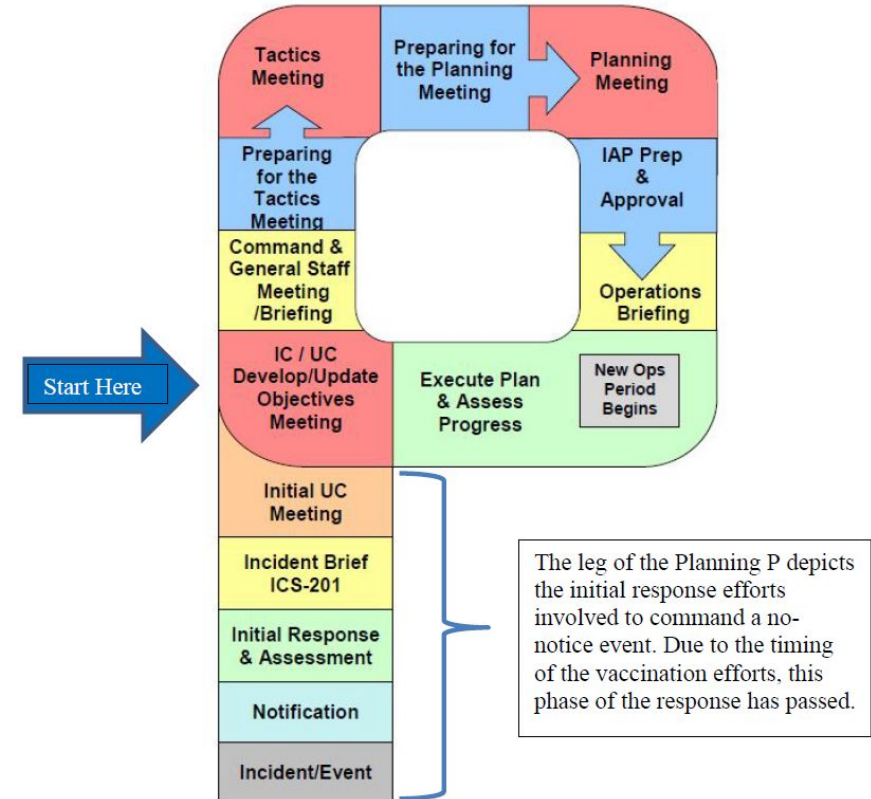


What is Incident Command Structure (ICS)?

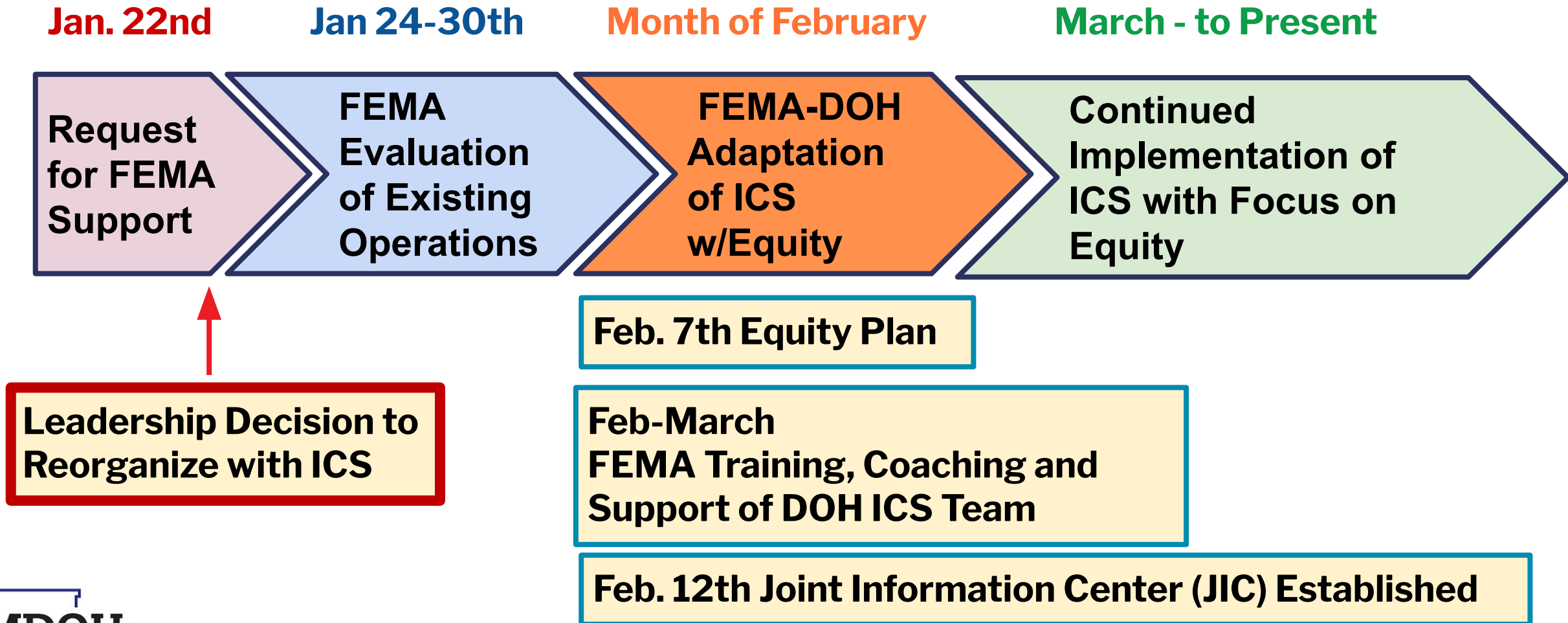
- Model Tool for command, control and coordination of resources
- Management tool consisting of procedures for organizing:
 - Staff
 - Facilities
 - Equipment
 - Communications

Principles

- Common Terminology
- Modular Organization
- Management by Objectives
- Incident Action Planning
- Manageable Span of Control
- Incident Facilities and Locations
- Comprehensive Resource Management
- Integrated Communications
- Establishment and Transfer of Command
- Unified Command
- Chain of Command and Unity of Command
- Accountability
- Dispatch/ Deployment
- Information and Intelligence Management



2021 Timeline for ICS Transition



Vaccine ICS Mission and Objectives

Vaccine Mission:

Equitable Distribution of the COVID19 Vaccine to 1) decrease morbidity and mortality from COVID 19 and 2) preserve societal functioning

Community Facing:

The Department of Health's mission is to vaccinate New Mexicans swiftly, efficiently, and equitably in order to save lives and stop the spread of the virus.

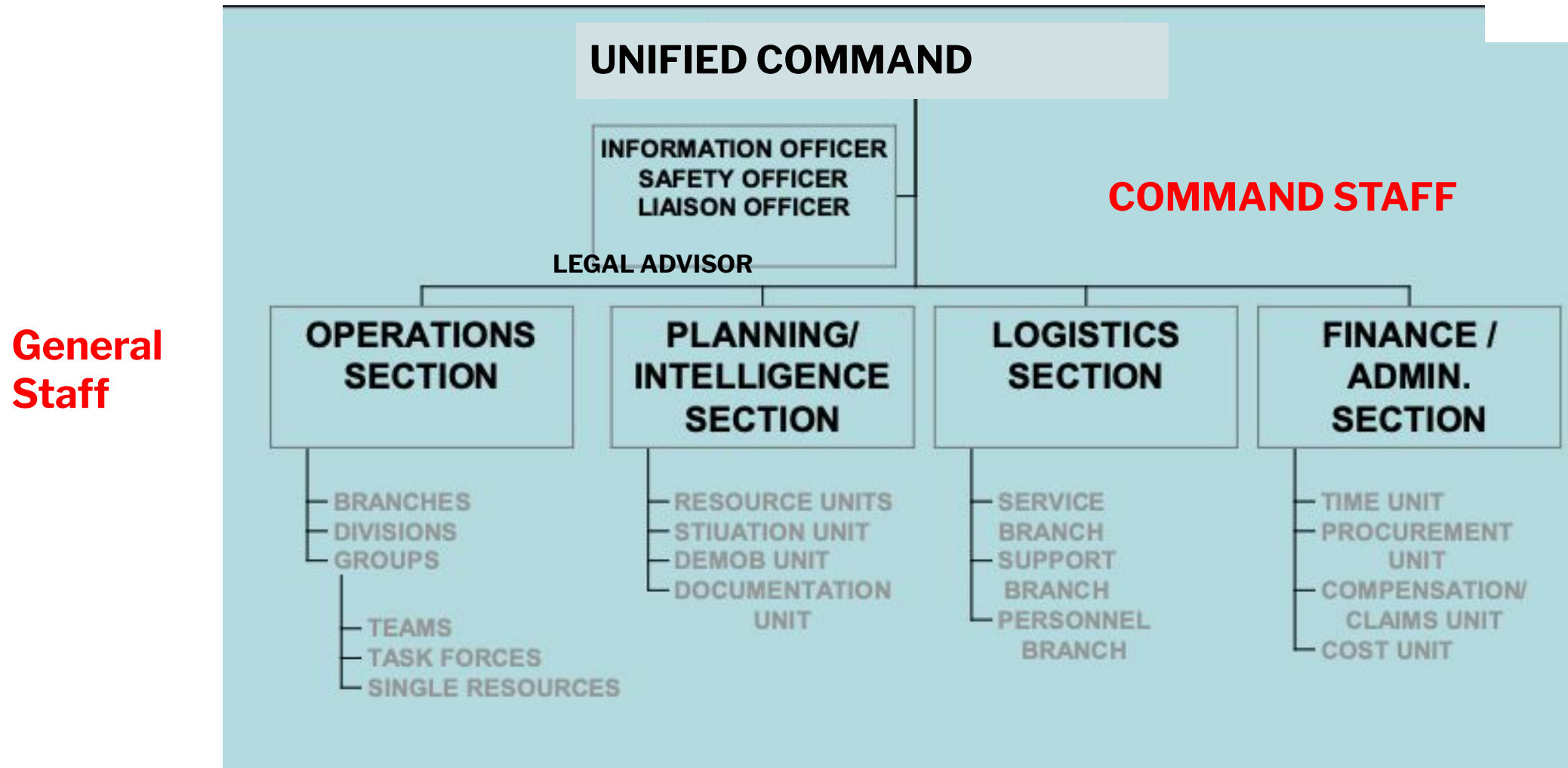
Objective 1: Equitable distribution of vaccine across counties, zip codes, small areas , race and ethnicity

Objective 2: Efficient distribution of at least 80% vaccine delivered each week

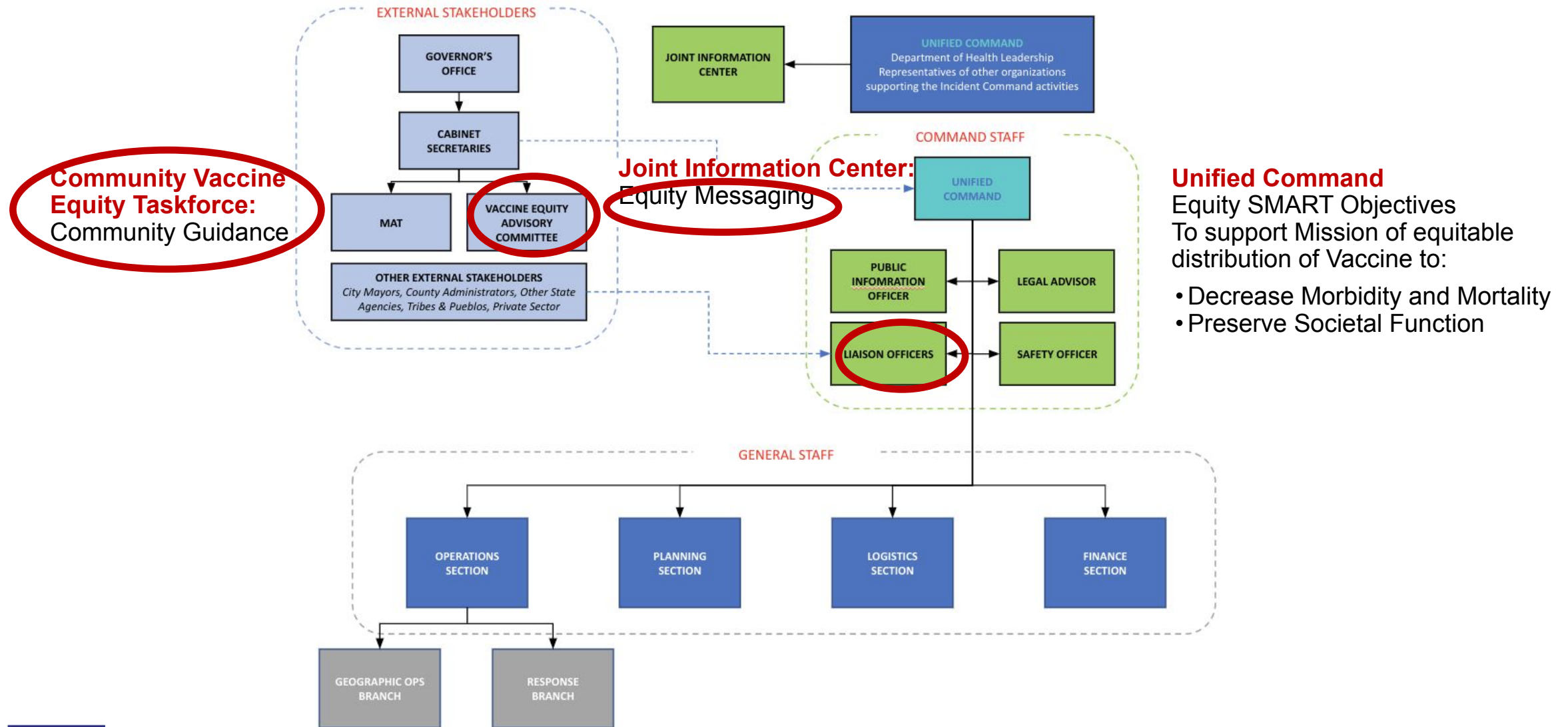
Objective 3: Ensure safety and protection of all vaccination staff

Objective 4: Conduct regular communication between all entities (internal and external)

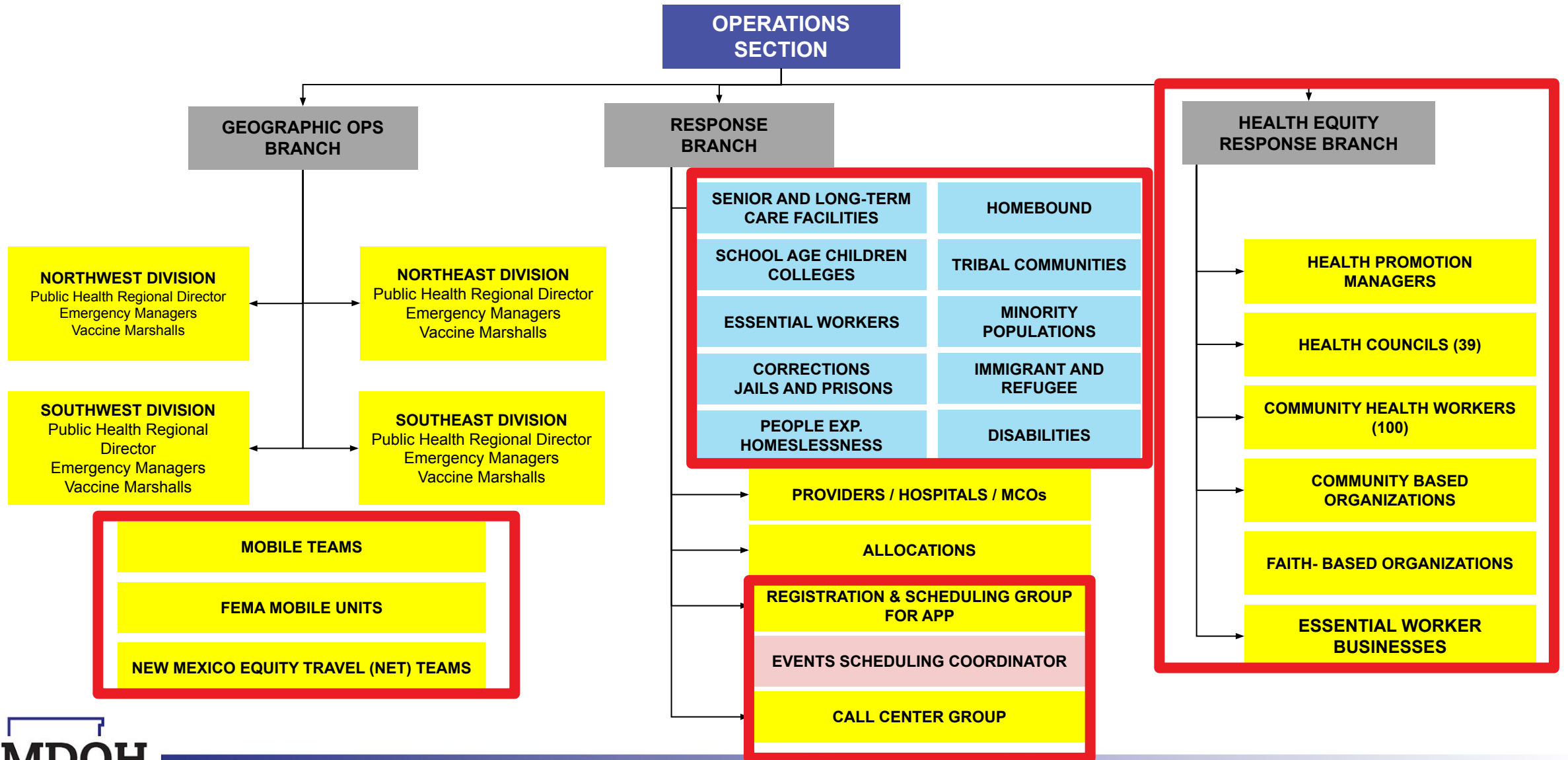
Overall ICS Structure



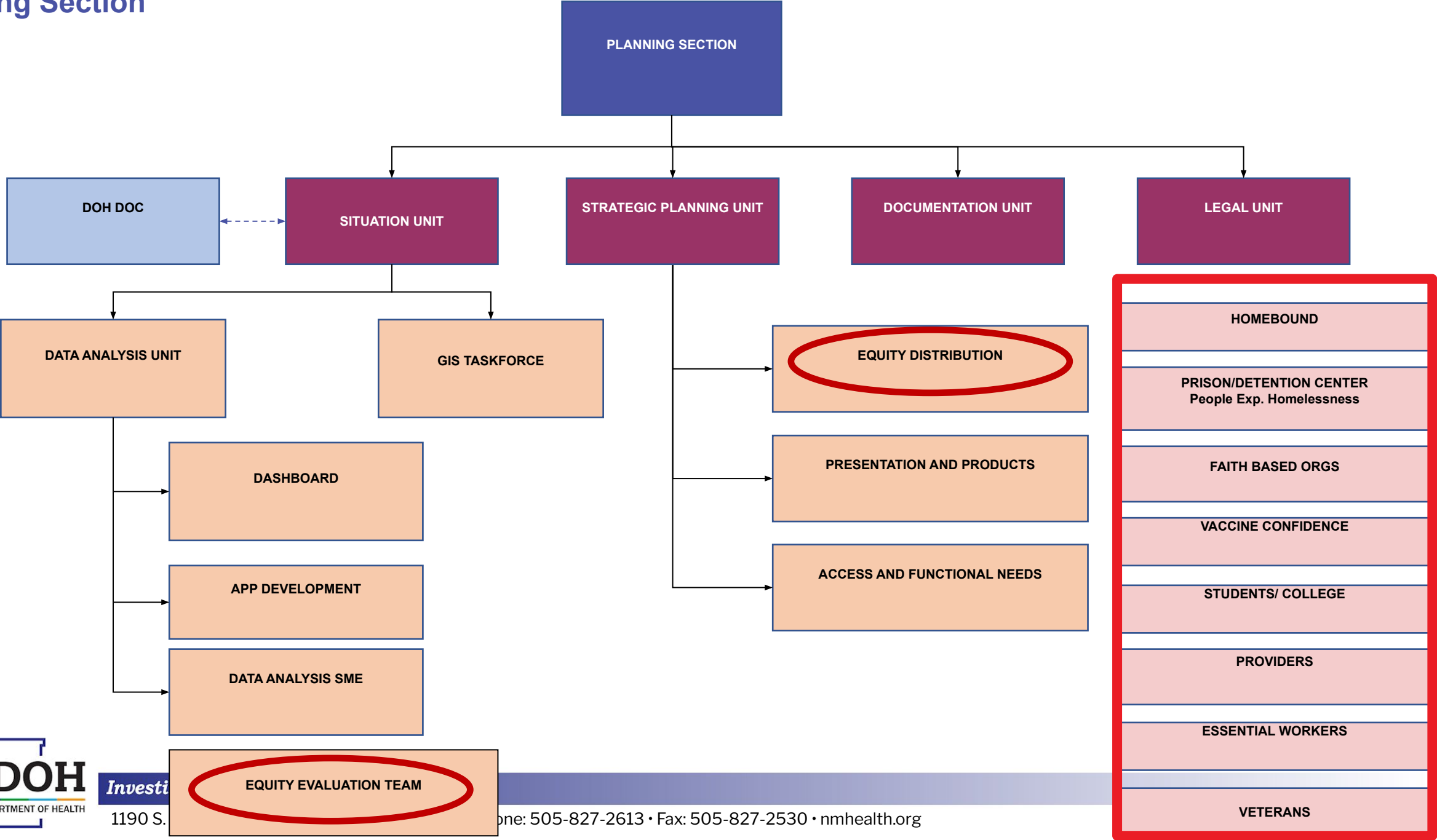
Equity Driven Organizational Structure



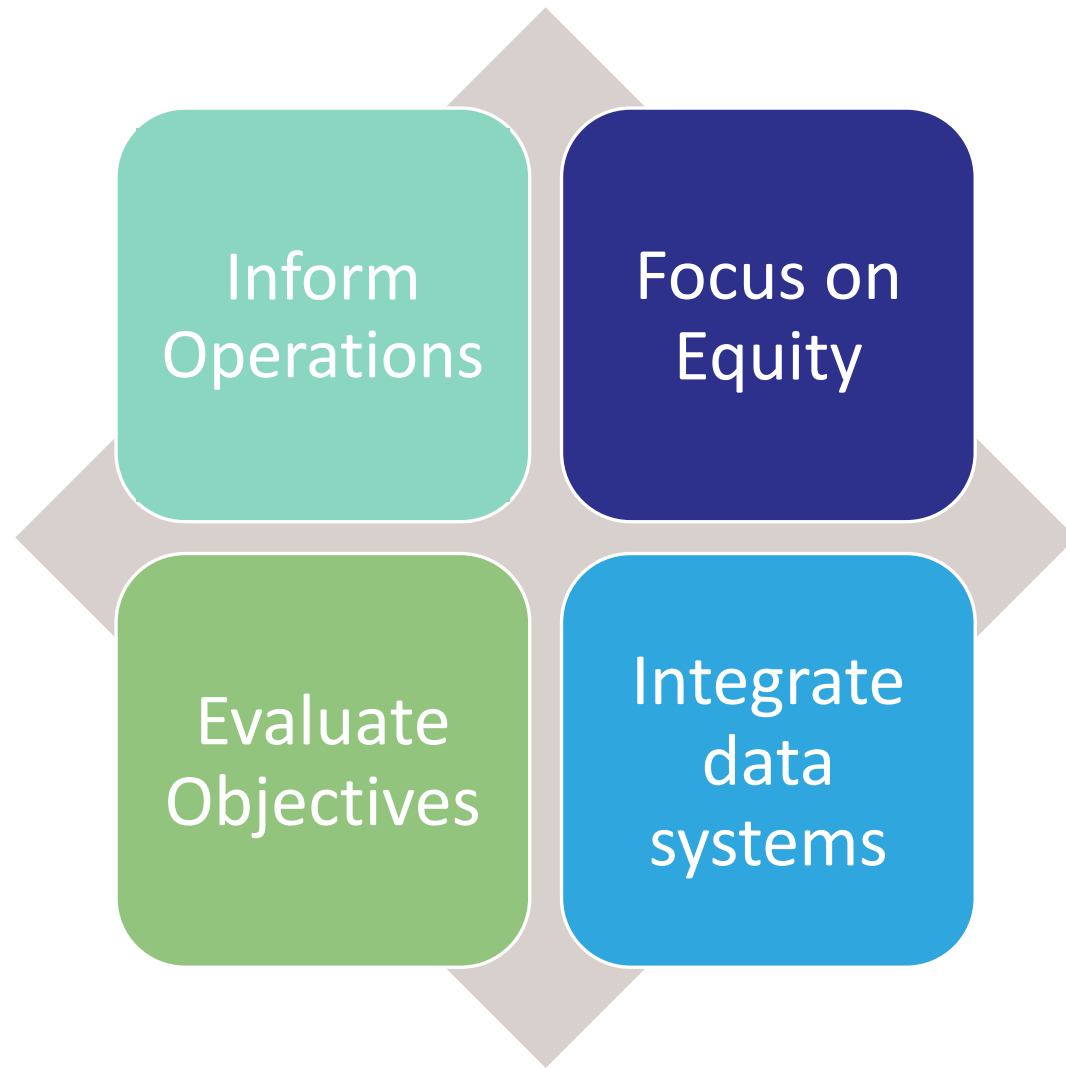
Equity Driven Vaccine Operations to Priority Populations



Planning Section

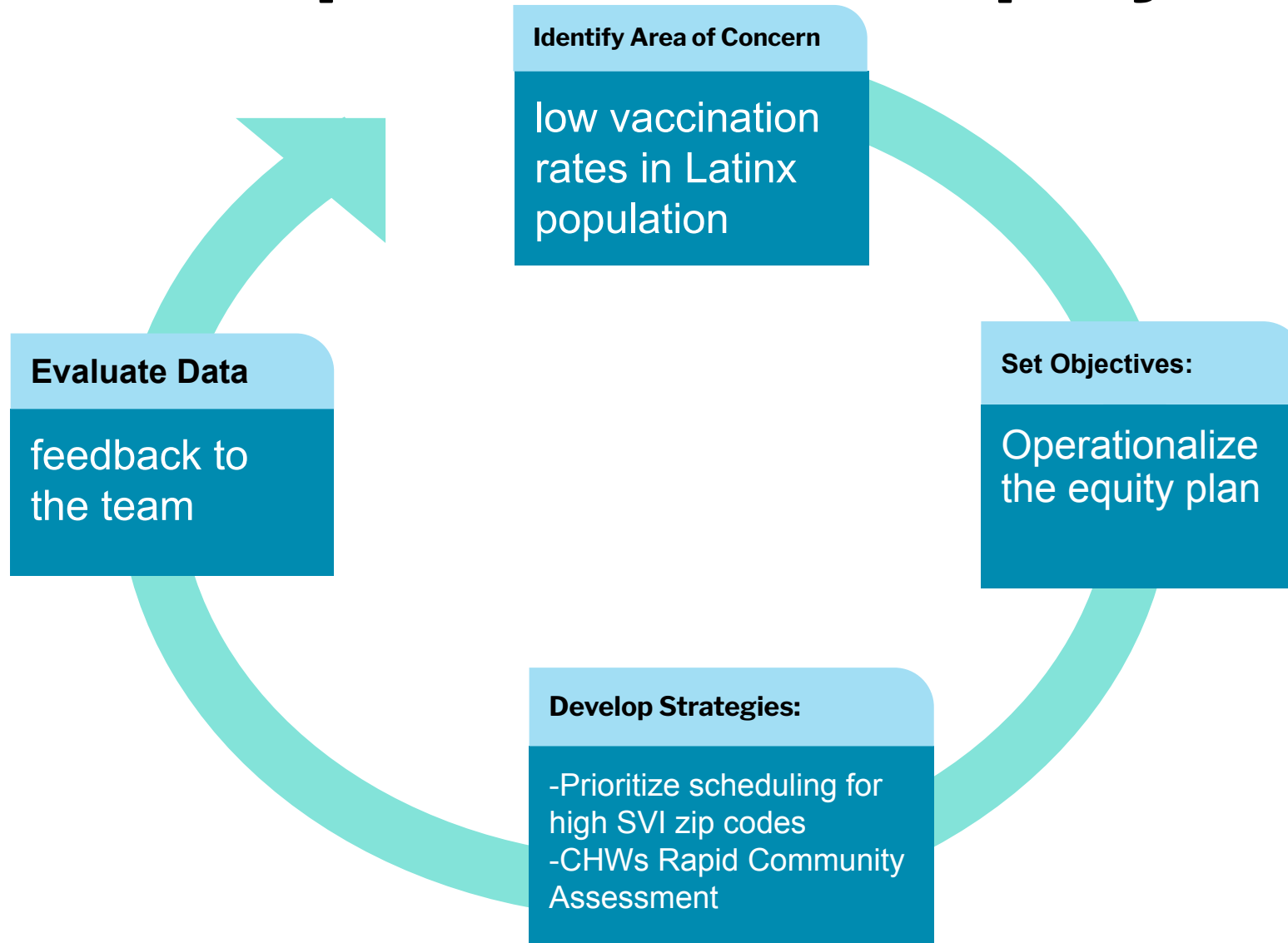


Operationalizing ICS to work towards health equity

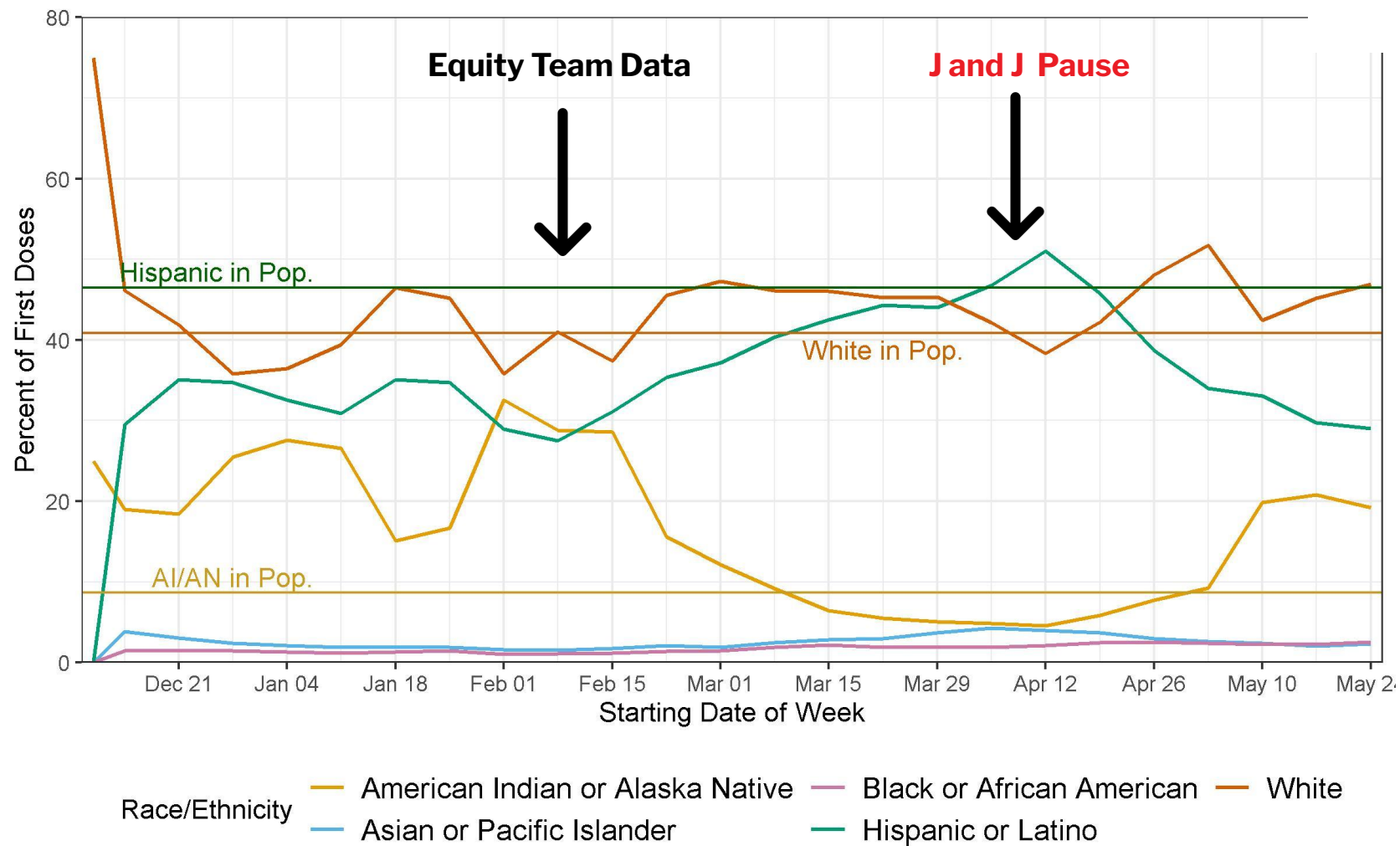


ICS Data Team

Using ICS to improve vaccine equity

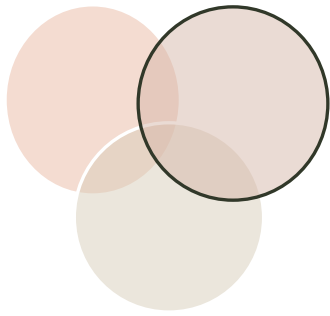


Distribution of First Doses in New Mexico



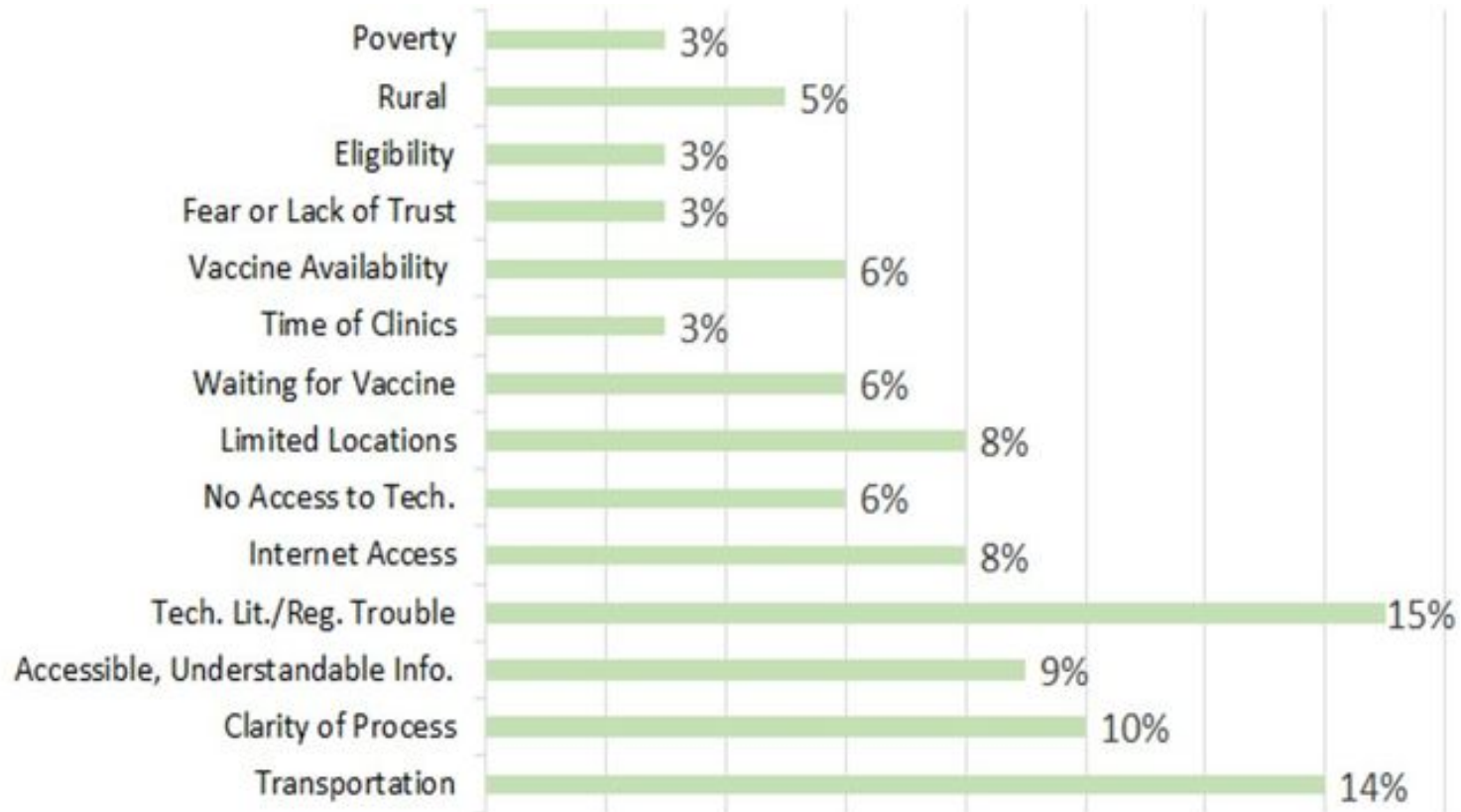
“River of COVID Vaccination” - Barriers





Community Assessments

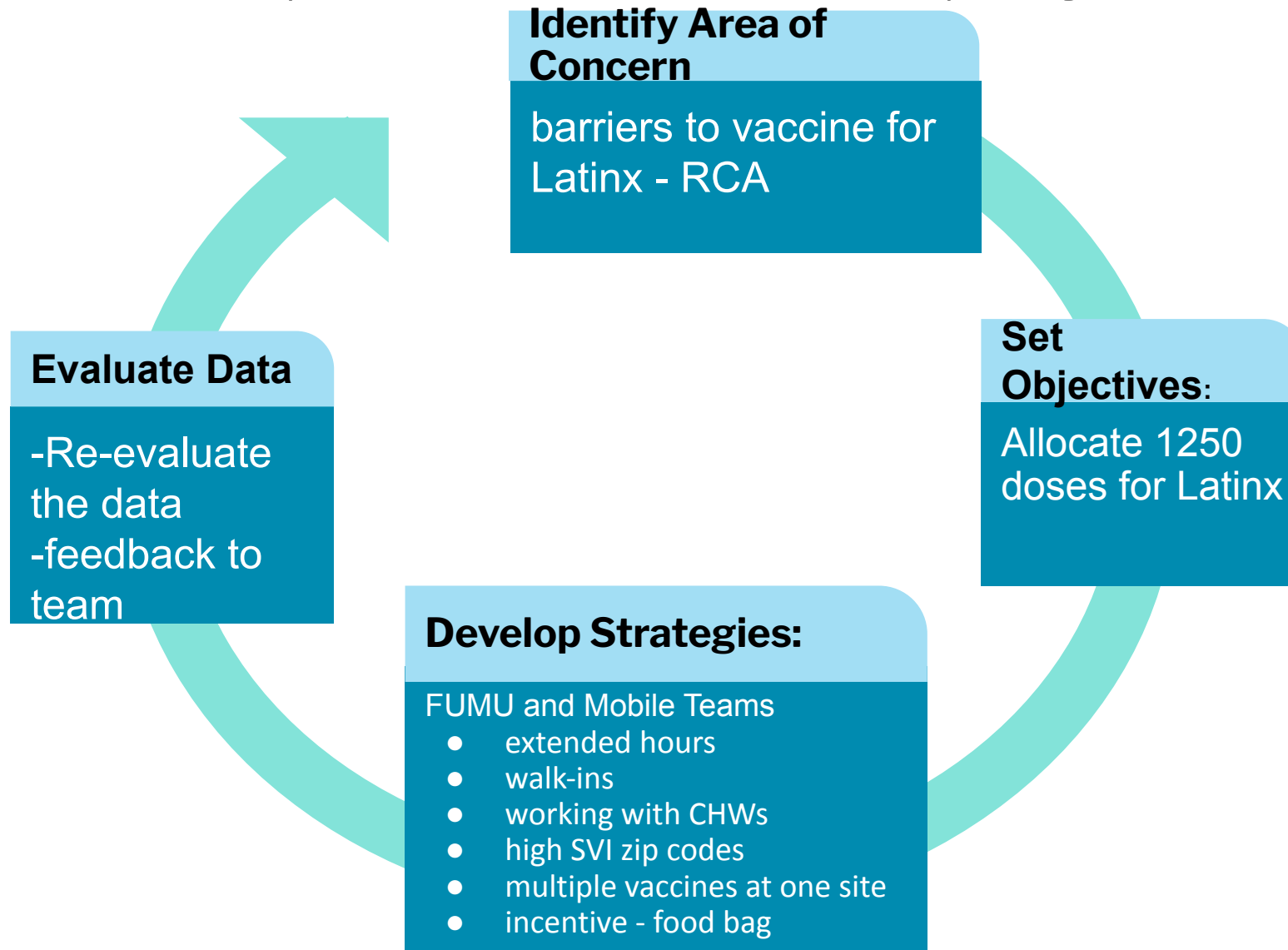
Rapid Community Assessments conducted by NMDOH identified the largest barriers to getting vaccinated for urban populations in Albuquerque



“River of COVID Vaccination” - Solutions



Using ICS to improve vaccine equity



Data to inform where to Focus Efforts

- Mapping of SVI
- Mapping of Race/Ethnicity
- Mapping of COVID Cases

To Guide Operations for:

- Increasing coverage over time of High SVI area
- Increasing coverage of Hispanic/Latino, African American, Native American populations
- Increasing coverage of priority groups: Seniors, Healthcare Workers, Educators

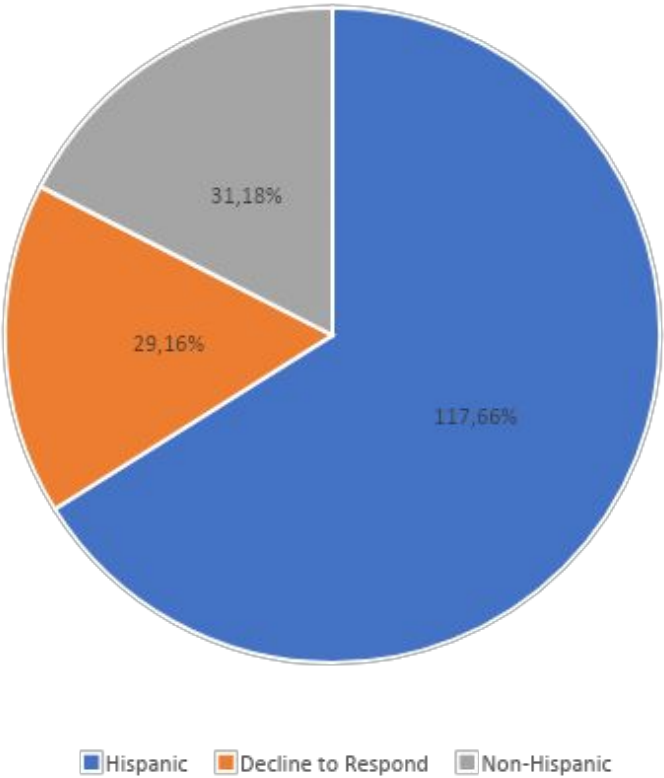


FEMA Urban Mobile Unit

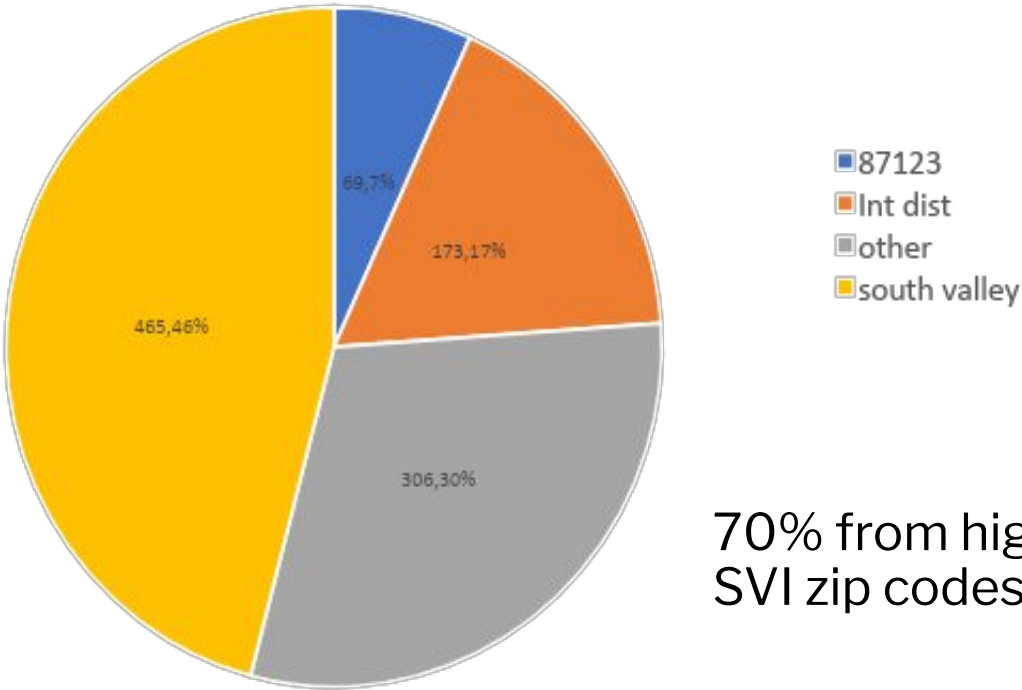
- extended hours
- working with CHWs
- high SVI zip codes
- multiple vaccines at one site
- incentive - food bag

FUMU DATA

Count of ethnicity 4.14.21



Zip code distribution - FUMU week 3



70% from high SVI zip codes

Improvements to Vaccine Equity Program

Messaging:

- Free
- No Need for ID
- No Need for Insurance
- Pictures of different racial/ethnic groups

Programming

- Call Center Now Registers AND Schedules People who call the hotline
- CHWs register and organize vaccine events



COVID-19 VACCINES

COVID-19 vaccines are **free** to you and are for **anyone.**

Regardless of your insurance coverage or immigration status.

FREE TO YOU

No ID Necessary.*


*You may be asked for your insurance or ID. If you do not have one or cannot provide it for any reason, you will still receive your COVID-19 vaccine free of charge.

To register for your COVID-19 vaccine visit: vaccinemn.org or call 1-855-600-3453

NMDOH
NEW MEXICO DEPARTMENT OF HEALTH



VACUNAS DE COVID-19



COVID-19 VACCINES

Closer to Community: NET Teams and FUMU Team

New Mexico Equity Travel Team (NET) Team



FEMA Urban Mobile Unit (FUMU) Type 5 Unit



Community Partnerships and Engagement

Community Members



CHWs



Community Partners:
CBOs, FBOs,



Local City and County Government



DOH

FEMA

National Guard

CDC

ALTS: Aging and Long Term Services

HSD: Human Service Dept.

CYFD

Community Hospitals, Clinics

Universities

Foundations

Non-profits

LEARNED LESSONS from our team

- **ICS can work** for public health
- **Leadership:** ICS provides a structure for equity driven decision-making
- **Mission:** Embed equity into ICS if you want results
- **Operations:** A dedicated equity team allows for responsive solutions
- **Community Engagement:** Partnerships are critical within the ICS structure
- **Planning:** Health equity data team in planning section is necessary to guide actions
- **Partnerships:** All partners have a place in the ICS: Cross-sector partnerships

