Community-centered Approaches at an FQHC:
COVID-19 Vaccine and Crisis Mitigation Interventions

AltaMed Institute for Health Equity COVID-19 Outreach Campaign
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(she/her/ella)

Los Angeles COVID-19 Vaccination and Community Recovery Campaign-Consulting Manager

About Me:
- From in Santa Ana, Ca
- Immigration and Political Organizing
- Community-centered Program Consultant
Our Campaign

**Aim:**
To advance health equity and social justice by engaging community residents and patients as partners in addressing barriers to vaccine uptake and mitigating the effects of the COVID-19 pandemic on our community.

**Strategies:**
1. Direct on-the-ground community outreach
2. Social determinants of health education
3. Leadership development and advocacy training
4. Policy, systems and environmental change efforts
5. Coalition-building and partnership mobilization
## Campaign Goals

<table>
<thead>
<tr>
<th>Long- Term Goals</th>
<th>Short and Medium Term Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the capacity, alignment and social connectivity of partners in the region to advance equitable recovery</td>
<td>Increase access to recovery, vaccines and services</td>
</tr>
<tr>
<td>Increase community resiliency, power and agency through our engagement, activation and capacity building strategies</td>
<td>Incorporate community-driven, community-informed outreach approaches and event design</td>
</tr>
<tr>
<td>Facilitate equitable recovery that is driven and centers community</td>
<td>Increase knowledge and awareness of health inequities and C-19 impact on community</td>
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<tr>
<td>Develop a community health workforce that redefines the expectations and norms for community health campaigns and interventions</td>
<td>Activate culturally significant hubs/areas and community groups to amplify our recovery events.</td>
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<tr>
<td></td>
<td>Increase internal capacity of our team and our campaign network through education on Organizing and Mobilizing Others</td>
</tr>
</tbody>
</table>
Campaign Model

Conceptual Model: Integrating Freirean Concept of Liberation to COVID-19 Vaccine Initiative
### PHASE 1

**Program Team Structure**
- 3 Consultants
- 35 CHWs

**Strategy**
- Community-centered
- SDOH & Equity
- COVID Community Devastation

**Implementation**
- Vaccine Pods
- Community Events
- Resource Recovery
- Partnership Building

**Engaged Stakeholders**
- AltaMed Institute
- AltaMed CORE Team
- Community Workforce
- MCMH Coalition

### PHASE 2

**Program Team Structure**
- 2 Consultants
- 1 Administrative Assistant
- 35 CHWs
- Community Ambassadors

**Strategy**
- Community Recovery
- Co-Learning and Co-Development of program initiatives

**Implementation**
- Events
- Platicas
- Volunteer Base & Network Building

**Engaged Stakeholders**
- Grassroots Partners
- Community Volunteers & Ambassadors
- Schools and non-health CBOs

### PHASE 3

**Program Team Structure**
- 6 Consultants
- 22 CHWs

**Strategy**
- Digital Community Building
- Leveraging existing digital infrastructure

**Implementation**
- Digital Spaces of Encounters
- Reciprocal Engagement
- Digital Partnerships

**Engaged Stakeholders**
- Instagram Resource Accounts
- Broadcast Media
- Institutional Accounts
- Facebook Community Pages
- Whatsapp

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**AltaMed Institute for Health Equity**
## Campaign Interventions

<table>
<thead>
<tr>
<th>Intervention Areas</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outreach and Education</strong></td>
<td></td>
</tr>
<tr>
<td>1. Door-to-door canvassing</td>
<td></td>
</tr>
<tr>
<td>2. Community events</td>
<td></td>
</tr>
<tr>
<td>3. Neighborhood-based tabling</td>
<td></td>
</tr>
<tr>
<td>4. K-12 and college-based tabling</td>
<td></td>
</tr>
<tr>
<td>5. Outbound phone banks</td>
<td></td>
</tr>
<tr>
<td>6. Peer-to-peer texting</td>
<td></td>
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<tr>
<td>7. In-bound call center</td>
<td></td>
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<tr>
<td>8. Virtual town halls</td>
<td></td>
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<tr>
<td>9. Social media campaigns</td>
<td></td>
</tr>
<tr>
<td>10. Partner flyering program</td>
<td></td>
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</tbody>
</table>

| **Direct Service Delivery** |                                                      |
| 1. Vaccine appointment scheduling |                                                      |
| 2. Transportation coordination for vaccine appointments |                                                      |
| 3. Referrals and linkages to economic relief programs |                                                      |
| 4. Rapid COVID-19 test kit distribution |                                                      |
| 5. Safety kit distribution |                                                      |

| **Community Organizing**    |                                                      |
| 1. Continuous community needs assessment and asset mapping |                                                      |
| 2. Partnership mobilization and small business activation |                                                      |
| 3. Community and Youth Ambassadors Programs |                                                      |
| 4. Street Vendor Outreach Ambassador Program |                                                      |
| 5. Community Workforce Development |                                                      |
| 6. Community Volunteer Program |                                                      |
| 7. College campus activation program |                                                      |
| 8. Digital community partners activation program |                                                      |
## Direct Service Outcomes

<table>
<thead>
<tr>
<th>Direct Service Type</th>
<th>Services</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Testing Services</strong></td>
<td>Testing Site Referrals and Appointments</td>
<td>17,353</td>
</tr>
<tr>
<td></td>
<td>At-Home Testing Kits Distributed</td>
<td>775</td>
</tr>
<tr>
<td><strong>Vaccine Appointments</strong></td>
<td>Campaign Vaccine Warm Line</td>
<td>11,685</td>
</tr>
<tr>
<td></td>
<td>Vaccines through Partner Events</td>
<td>19,100</td>
</tr>
<tr>
<td></td>
<td>AltaMed Vaccine Pop-up Events</td>
<td>2,198</td>
</tr>
<tr>
<td><strong>Vaccine Support Services</strong></td>
<td>Transportation for Vaccines</td>
<td>2,811</td>
</tr>
<tr>
<td><strong>Linkage to Care</strong></td>
<td>Telehealth Appointments Made</td>
<td>7,460</td>
</tr>
<tr>
<td></td>
<td>COVID-19 Safety Kit distribution</td>
<td>1950</td>
</tr>
<tr>
<td><strong>Rental Relief</strong></td>
<td>Rental Assistance Referrals</td>
<td>8,356</td>
</tr>
<tr>
<td></td>
<td>Organizational Partners Engaged</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Community Members Engaged</td>
<td>42</td>
</tr>
<tr>
<td><strong>Other Services</strong></td>
<td>Referrals to Legal Services</td>
<td>176</td>
</tr>
<tr>
<td></td>
<td>Social Service Referrals to Partners</td>
<td>26,000</td>
</tr>
<tr>
<td></td>
<td>Referrals to COVID-19 Crisis line</td>
<td>8,578</td>
</tr>
</tbody>
</table>
## Community Engagement Outcomes

<table>
<thead>
<tr>
<th>Community Engagement Programs</th>
<th># Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambassador Programs</td>
<td></td>
</tr>
<tr>
<td>16 community</td>
<td></td>
</tr>
<tr>
<td>12 youth</td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td>371</td>
</tr>
<tr>
<td>Platicas</td>
<td>28</td>
</tr>
<tr>
<td>Partners</td>
<td>102</td>
</tr>
<tr>
<td>Community Events</td>
<td>318</td>
</tr>
<tr>
<td>Small Businesses</td>
<td>124</td>
</tr>
<tr>
<td>Digital Partners</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total Reach</strong></td>
<td><strong>500,000+</strong></td>
</tr>
</tbody>
</table>
Community Participation at the Center
Programmatic Strategies and Tactics
Engagement Model Framework

1. **Inform**
   - Provide the community with relevant information

2. **Consult**
   - Gather input from community

3. **Involve**
   - Ensure community needs and assets are integrated into process and inform planning

4. **Collaborate**
   - Ensure community capacity to play a leadership role in decision-making and the implementation of decisions

5. **Empower**
   - Foster democratic participation and equity through community-driven decision-making; Bridge divide between community and governance
## Audiences Engaged

### Ambassador Programs
A network of adult and youth community members that engage in a community-led and collective centered program that builds advocacy leaders in Latinx communities.

### Community Members
A network engaged through community-centered outreach and education efforts. Shares valuable knowledge, insights, and community narratives.

### Community Volunteers
A network of volunteers we outreached, activate and deactivate in campaign engagement and co-development opportunities.

### Institutional Partners
- Academic: UCLA
- Eval: OSU
- ACPM
- CDC
- HRSA

### Small Businesses
Network of engaged small, family-owned businesses and home-based businesses.

### Organizational Partners
A network of CBOs, grassroots partners at the My Community My Health Coalition: 90+ partners

### Schools
A network of engaged K-12 schools, parent programs, service-focused clubs, after-school programs, and
Outreach and Education Engagement Model

Engagement Level 5: Empower
1. Community-driven and approved messages and materials

Engagement Level 4: Collaboration
1. Partner Co-development
2. Community co-developed curriculums, strategies and messages

Engagement Level 3: Involve
1. Community Platicas
2. Community Feedback loops
3. Community Monitoring

Engagement Level 2: Consult
1. Door-to-door canvassing
2. Virtual town halls
3. Apartment Complex & Neighborhood-based tabling
4. K-12 and college-based tabling
5. Outreach phone banks

Engagement Level 1: Inform
1. Community events
2. P2P Texting
3. In-bound Call Center
4. Social media outreach campaign
5. Townhalls
Culturally Responsive Asset Highlight- El Chavo

http://www.youtube.com/watch?v=wKsm0kpBsGk
Materials for AltaMed patients:

- 5

Materials developed for AltaMed patients and community members:

- 4

Materials developed in partnership with community:

- 15

Community priorities, high community involvement:

- 13
## Which is the best COVID test for you?

<table>
<thead>
<tr>
<th>PCR Test</th>
<th>RAPID Test</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How it works?</strong></td>
<td>Detects the genetic material (RNA) of the virus</td>
</tr>
<tr>
<td><strong>How the sample is obtained?</strong></td>
<td>Requires a swab-farther back of the nose</td>
</tr>
<tr>
<td><strong>How the test is processed?</strong></td>
<td>Sample is sent to lab</td>
</tr>
</tbody>
</table>

### Protections

*Positive PCR test is usually required for protections at work, school or access to resources

*At-home rapid tests, or those not at clinics are not usually acceptable for work, school or resources

### Where can you get one?

- **Community testing places**
  - Pharmacies
  - Health clinics & hospitals
  - Locations set up by private or state local public health system
- **Pharmacies**
- **Some online stores**
- **Order them through government website COVIDTests.gov.

If you need help finding a nearby testing location, ordering testing kits, or booking a vaccine appointment contact (323)419-5002 for assistance.
On-the-ground Community Outreach
Community Organizing Engagement Model

**Engagement Level 5: Empower**
1. Community Workforce Development
2. Community Advisory Group
3. Coalition COVID-19 Recovery Workgroup

**Engagement Level 4: Collaboration**
1. Community and Youth Ambassadors Programs
2. Street Vendor Vaccine Outreach Ambassador Program
3. College campus activation
4. Digital community partners activation program

**Engagement Level 3: Involve**
1. Community Volunteer Program
2. Partnership mobilization and small business activation

**Engagement Level 2: Consult**
1. Community platicas and co-learning sessions
2. In-field community monitoring and pulse check surveys

**Engagement Level 1: Inform**
1. Continuous community needs assessment and asset mapping
2. Community-driven priority identification
Community Organizing Highlight- Street Vendor Ambassadors

Program Overview:
- 50 street vendors
- Monthly Strategy and Planning meetings

Activities:
- Conduct vaccine outreach in community
- Connect community members to our campaign and services
- Rapid response information delivery

Outcomes:
- Reached 30,000+ community members
- 2 community awareness campaigns
**Partner Engagement Menu**

### Partnership Menu

| 1. Vaccine Outreach and Education Team | We have a team of 35 health navigators that are trained in handling conversations around vaccine hesitancy and listening to community members’ genuine concerns around COVID-19 with empathy. Our health navigators further:  
1. Assessing and understanding the community member’s needs,  
2. Tailoring support and services to the community member’s needs,  
3. Building rapport/open communication,  
4. Educating/providing resources,  
5. Addressing barriers around vaccines and vaccine appointment logistics, and  
All our health navigators are all bilingual in English and Spanish. Two of our health navigators also speak Vietnamese as well. |
| 2. Community Outreach and Promotion | Our campaign team is equipped for door-to-door canvassing, deep canvassing and high-traffic/crowd canvassing to promote the vaccine clinics, events and workshops that you are hosting. |
| 3. Event Support | We can provide in-person event support for any of your vaccine pods, events and/or workshops. |
| 4. Vaccine Call-Ins | We can 1) conduct live vaccine sign-ups at your site/event, or 2) conduct a phonebank to schedule appointments with your participants/constituents. We can host a call-in day event where your constituents can call our hotline number to get scheduled for a COVID-19 vaccine appointment, arrange transportation to their vaccine appointment and get connected to social services and resources. |
| 5. Promotional Material Development | We can also collaborate on the development on educational, outreach and engagement materials that are reflective of the lessons that we have learned on the ground. |

### 6. Training and Capacity Building

We offer a number of training sessions that enable partners, organizations, and communities to strengthen their capacity and build skills. These training sessions include:

1. Vaccine 101 for Latino communities in Southern California  
2. Grassroots Organizing for COVID-19 vaccines and recovery  
3. Digital Organizing and Social Movement Technologies  
4. Youth Engagement and Empowerment in COVID-19 Vaccines and Recovery Efforts  
5. Authentic Community Organizing & Mobilization  
6. Community has the solutions: How to build with community, not save community

### 7. Social Media Promotion

We can further share your events with our Social Media Team and Community Ambassadors to broaden your reach, to build a targeted following, and to connect you with a broader, more diverse audience segment.
## Processes for Community Centered Approach

<table>
<thead>
<tr>
<th>Components</th>
<th>Normal Interventions</th>
<th>Community-centered Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning</strong></td>
<td>- Organization/organizational staff member initiate project/campaign</td>
<td>- <strong>Community members</strong> initiate project/campaign</td>
</tr>
<tr>
<td></td>
<td>- Organizational staff members make contributions to project design and strategy</td>
<td>- <strong>Community members</strong> make contributions to project design and strategy</td>
</tr>
<tr>
<td><strong>Implementation</strong></td>
<td>- Organizational staff members and/or organization implement the project/campaign</td>
<td>- <strong>Community members</strong> implement the project/campaign</td>
</tr>
<tr>
<td><strong>Monitoring and Iteration</strong></td>
<td>- Organization/organizational staff members facilitate connections with others</td>
<td>- <strong>Community members</strong> facilitate connections with others</td>
</tr>
<tr>
<td></td>
<td>- Organizational staff members solicit and receive professional support</td>
<td>- <strong>Community members</strong> solicit and receive professional support</td>
</tr>
<tr>
<td><strong>Evaluation</strong></td>
<td>- Organization/organizational staff members focus on evaluation actions</td>
<td>- <strong>Community members</strong> focus on evaluation actions</td>
</tr>
<tr>
<td></td>
<td>- Organization/organizational staff members decide on short-term solutions and long-term sustained efforts</td>
<td>- <strong>Community members</strong> decide on short-term solutions and long-term sustained efforts</td>
</tr>
</tbody>
</table>
Q&A
THANK YOU

Feel free to reach out with any questions or comments at rovazquez@altamed.org