



# Marion County Equity Workplan

## Purpose

- Provide process through which jurisdictions may move to Lower Risk once 65% of their population age 16 years or older have received a first COVID-19 vaccine dose while also demonstrating their commitment to continuing to eliminate racial and ethnic vaccine inequities.

## Background

- OHA has the following goals:
  - Reach parity in vaccination rates by closing gaps in race and ethnicity vaccination rates by August 31, 2021.
  - Ensure vaccine access to all populations with a focus on populations experiencing racial and ethnic vaccine inequities.
  - Encourage and facilitate local public health partnerships with community-based organizations (CBOs) and employers in their jurisdiction.
- OHA has an expectation that jurisdictions are using multiple channels for providing meaningful, culturally-responsive, low-barrier vaccine access. While mass vaccination sites are a key strategy for vaccine access, these sites likely do not meet the needs for many populations that have borne the greatest burden of COVID-19 disease and death. In addition, due to decreased vaccine demand, many of these sites are starting to ramp down.
- OHA expects the LPHA and its partners have been and will continue to actively collaborate with community-based organizations, employers and others to proactively reach all eligible populations who have not yet been vaccinated, especially those experiencing racial and ethnic vaccine inequities. These collaborations are essential to ensuring groups such as migrant and seasonal farm workers, Black, Indigenous, Tribal, other communities of color, houseless populations and others have low-barrier, culturally responsive, meaningful access to vaccine.

## Moving to Lower Risk

- The earliest a county may move to Lower Risk is May 21, 2021.
- To move to Lower risk, at least 65% of all people age 16 years or older in the jurisdiction must have received a first dose.
- In addition, an LPHA must do the following to move to Lower Risk:
  - Submit to OHA responses to questions related to LPHA's ongoing and future efforts to maximize meaningful, low-barrier access to vaccine for all eligible populations, especially those experiencing racial and ethnic vaccine inequities.
  - Submit an attestation statement form signed by the Local Public Health Administrator, Local Public Health Officer and the Chair of the LPHA Governing Body (this is the Board of Commissioners in all counties except Gilliam, Sherman, Wasco and Wallowa).

Required Questions

- LPHA must respond to each of the following questions. Please restate the question and provide a subsequent response specific to each question.

Links to Question Responses – Workplan Tables Provided on applicable questions

**Question 1:** Please review race/ethnicity data for the LPHA jurisdiction on the OHA website (click on statewide tab) and the race/ethnicity vaccination rate data shared weekly with the LPHA. Based on the experience of the LPHA and its partners, including community-based organizations, what are the operational, policy, and systemic barriers or strengths demonstrated in these data? ..... 4

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## Introduction to Ongoing Work with Marion County:

Cultural competency and equity are at the core of high quality, patient-centered care and directly impact health outcomes of patients/clients that has become more crucial now in dealing with the Covid-19 Pandemic. As we continue to become more and more diverse in Marion County and the state of Oregon, failure to value, understand, accommodate, and provide equitable services addressing sociocultural differences will specifically have significant health consequences for minority populations that currently experience serious health disparities. These factors have contributed to the severe health inequities that the Pandemic has further exposed, which includes the vaccination challenges among BIPOC communities. Over the past 12 months Marion County has developed a new model of collaboration that has allowed Marion County Health & Human Services to become more effective in addressing health inequities in the region. The partnership between MCHHS and multicultural CBOs, health providers and other organizations are based on trust, transparency, and excellent communication. This new model of collaboration will continue to allow us to be more transformative and intentional in effectively dealing with health inequities, but specifically as it pertains to vaccination challenges at this moment. This new model of collaboration will become sustainable as it will be grounded in vision statements, guiding principles, organizational values, practices, and system-wide processes. Diversity, equity, and cultural competence is now and will continue to become embedded across local health systems.

**Question 1:** Please review race/ethnicity data for the LPHA jurisdiction on the [OHA website](#) (click on statewide tab) and the race/ethnicity vaccination rate data shared weekly with the LPHA. Based on the experience of the LPHA and its partners, including community-based organizations, what are the operational, policy, and systemic barriers or strengths demonstrated in these data?

**Response:** The mass vaccination site at the Oregon State Fairgrounds has been a valuable resource in Marion County. However, given the data, populations in Marion County that have been disproportionately impacted by Covid-19, and other barriers or hesitation, it is clear that mass vaccination sites are not for everyone and there remains a need to reach diverse groups with vaccine in a variety of ways, at locations, days and times that are convenient and easily accessible. The need for more vaccine opportunities on evenings and weekends has been noted by a number of community partners and healthcare providers.

- Strengths:
  - Strengths are noted in vaccine rates in a variety of areas. While there is still work to do, noted are Pacific Island population rates that have increased over time. There have been targeted vaccine clinics that included resources and wraparound services for the Pacific Island population.
  - There have also been vaccine events with Latinx focus including a regular weekly drive-through clinic in Woodburn, which has a high Latinx population, that has been well attended. The LPHA has worked closely with agriculture employers throughout the pandemic, providing access to PPE to business and their employees. This laid the groundwork for working closely with agriculture employers to address vaccine needs.

- Community partners have worked to create vaccine education, engaging vaccine advocates from different communities, and distribute vaccine information and education through a variety of ways throughout the county.
  - Community partners have helped organize local vaccine clinics and provide culturally specific resources and information to participants. Faith organizations have provided space for clinics.
  - Community Based Organizations partnering with vaccinators.
- Barriers:
    - Availability of vaccines during non-working hours in convenient and easy to access locations.

**Question 2:** What steps have the LPHA and its partners already taken to address specific racial and ethnic vaccination inequities in the community?

**Response:** Marion County has taken a number of steps to address specific racial and ethnic vaccination inequities in the community:

- MCHHS has hired a full time Equity, Diversity and Inclusion Coordinator that has begun working on department-wide EDI initiatives including weighing in our Covid-19 response efforts
- Convene Vaccine Planning/Equity Committee, weekly, beginning December, 2020. This group comprises a variety of diverse community partners and stakeholders and provides input on immunization issues to help ensure equitable access to vaccine and information throughout the county.
- Other groups that meet regularly include:
  - Liaison Community Update Call: weekly community partner meeting open to all community partners, CBOs, vaccinators, health care providers, etc. This group began meeting at the beginning of the pandemic and is an opportunity for stakeholders to receive Covid-19 updates, have questions answered or other dialogue related to Covid-19 including vaccine.
  - Latinx Outreach Partner Networking Meeting: A Latinx Partnership and Outreach group began meeting in April 2020. This partnership covers a variety of issues, and has been engaged in conversation around vaccine access and information.
  - Marion County Persons of Color Leaders Committee: The BOC convenes the Marion County Persons of Color Leaders Committee, which provides connection with leaders, county Board of Commissioners and Health Department Leadership. This group has provided input on a variety of issues, including vaccination efforts and needs.
  - Russian Slavic Community Meeting: Another group that Marion County has been working with is the Russian Slavic Community Meeting, that meets monthly. Marion County has also recently convened an African American Community Partner Group.
- The [Marion County Vaccine Plan](#) was created in November 2020 with input from internal and external stakeholders. Tabletop discussions were held and information was used to inform the Vaccine Plan, with an emphasis on using health equity on guiding vaccine planning.
- Throughout the pandemic, Marion County has provided funding for CBOs disproportionately impacted populations, beginning in April 2020 and funded again in winter of 2020 and will use these contracts in 2021 to distribute more funds to close the equity gap.
- Marion County has contracts with EMS agencies to provide testing and vaccine in the community. These partnerships began early in the pandemic to reach with education and outreach around testing and prevention then transitioned to providing vaccines in impacted areas of the county.

Example of steps taken by CBOs and other community partners include:

- Vaccine information to agriculture employers.
- Culturally specific vaccine information distributed at foodbanks and in food boxes, fliers distributed to Spanish speakers, mailers, educational videos, Russian and Spanish, language radio information, repeat information to reinforce positive vaccine messages, offering welcoming,

friendly environment for vaccine administration, Univision Spanish language campaign, social media campaigns.

**Question 3:** What steps do the LPHA and its partners plan to take to continue to address these inequities in the jurisdiction?

**Response:** Marion County and its partners plan to continue efforts that have been successful, such as vaccine events geared toward specific populations, and add steps to address remaining gaps and inequities. Examples of this include:

Actions	Responsibility (org, who)	Details	Budget	Timeline
<b>Plans underway</b>				
<b>Expand access to mobile providers offering vaccine at local events such as farmers markets, sporting event and shopping hubs</b>		Community Mobile team meeting weekly to plan. Looking at Mega Foods, Cultural events.  Clinic at PI Softball game 5/31		
<b>Outreach to medical providers and dentists with information on becoming an enrolled Covid-19 vaccine provider</b>	Marion County			
<b>Mobile and traditional providers are planning opportunities for weekend and evening clinics</b>		Legacy, Salem Health and Santiam are holding weekend and evening clinics currently. Pharmacies are open late and on weekend.		
<b>Mobile and traditional providers are allowing walk-ins at vaccine clinics</b>		Currently doing. Most public clinics have the opportunity to make and appt or come in as a walk in. Includes pop up clinics as well as pharmacies and mass vax clinics.		
<b>Many providers are minimizing the amount of information needed for vaccine administration (i.e.</b>				



not asking for Social Security numbers)				
<b>Providers are partnering with school districts to offer vaccine at schools for students and families</b>		Clinics have been held at Jefferson, Cascade, Silverfalls, Gervais and Salem Keizer School Districts  Clinics are being planned at Woodburn, N. Marion, N. Santiam and Mt. Angel		
<b>Primary care providers have begun to offer vaccine. This provides access for individuals who want to get the vaccine from their healthcare provider</b>				
<b>Ideas for Consideration</b>				
<b>Providers and community partners are considering other ways to expand access as capacity allows, such as partnering with faith-based organizations, restaurants, and other alternative sites for offering vaccine, providing supports to individuals to help them get the vaccine, and offering vaccine at sports physicals.</b>		Offering vaccine at sports physicals - there are some soccer leagues around the County that are really popular in the Latino community. That may be a partnership to explore with some of these leagues to help promote vaccination to their members and maybe even a vaccination clinic to their members		

**Question 4:** What plan does the LPHA and its partners have to close the specific vaccine equity gaps among specific racial and ethnic populations?

**Response:** In addition to strategies listed above, Marion County and its partners will be reviewing vaccine data regularly to determine where the areas of greatest need are and where the gaps lie. Information collected from community partners, CBOs, community leaders and other stakeholders will also inform vaccine efforts and enable addressing gaps.

Marion County meets weekly with mobile vaccine partners to collaborate and coordinate mobile vaccine needs throughout the county, using data and needs requests to deploy vaccine to areas of need.

Actions	Responsibility (org, who)	Details	Budget	Timeline
<b>Plans underway</b>				
		Providing education in specific languages, Holding vaccine clinics at cultural events.		
<b>Ideas for Consideration</b>				
<b>Increase availability of vaccines during non-working hours in convenient, easy to access locations</b>		Offering vaccine events after hours and weekend works great for farmworkers. Service provided from culturally specific folks that understand identification or insurance information is not needed to get vaccinated		
<b>Hold vaccine events at local churches.</b>		Suggestion to offer at churches, mosques, synagogues.		
<b>Hold events at trusted locations with various other services wanted or needed in community</b>		Example: event held in Southern Oregon providing vaccination, legal services, bilingual mental health services, Consulate of Mexico, OHCS grant application assistance, etc. Expecting 500-600 people for weekend event.		

		<b>Suggestion: Host a similar event at McKay High School</b>		
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**Question 5:** OHA has provided LPHAs county level survey data from OHA-funded CBOs indicating their preferred involvement in vaccination efforts. In reviewing the CBO survey results that outline the interest of CBOs in your community to host, support, and/or promote vaccine events in your jurisdiction: What steps are the LPHA and its partners taking to engage and actively partner with these and other organizations to increase meaningful, culturally- responsive, low-barrier access to vaccines?

**Response:** Marion County communicates with OHA, and provides technical assistance for CBO related events, connecting partners, and providing vaccine when needed. Marion County plays a crucial role to minimize duplication of efforts among providers and community partners and ensure vaccine needs are being met throughout the county.

Marion County has dedicated staff that participate in the monthly OHA Education and Outreach Collaborative Meeting.

Marion County is working with local pediatric offices to help with access to vaccine so they can vaccinate their eligible patients and family members.

Marion County has coordinated with Northwest Senior and Disability Services to provide access to vaccine for their consumers, including those that are homebound.

**Question 6:** How will the LPHA and its partners ensure that CBOs and navigators are aware of vaccine events so they can assist with registration and outreach as able?

**Response:** Marion County provides information about vaccine events in a variety of ways including website, social media, and sharing about vaccine opportunities at the many regular meetings with partners, providers and other stakeholders that are occurring including weekly vaccine coordination meetings, and Liaison meetings (weekly, Tues 10am). Sharing on various partner and community meetings such as Community Partnership Teams, Service Integration Teams, faith leaders, Community Emergency Response Teams, Russian Slavic Community Meeting, North Marion Coordination meeting, and more.

Outreach opportunities of various forms are being discussed with community partners and CBOs to provide alternate avenues to access vaccine info and resources, including:

Actions	Responsibility (org, who)	Details	Budget	Timeline
<b>Plans underway</b>				
<b>VCU regularly communicates with CBO partners on specific clinics – meeting regularly with mobile partners to pair up vaccinators with CBOs</b>	MCHHS	Continue successful collaboration and meetings with vaccine planning and mobile partners weekly.		December 2020 - present
<b>Ideas for Consideration</b>				
<b>Youth sport leagues</b>				
<b>Island Boys Camp (if still continuing)</b>				
<b>YMCA summer camps</b>				
<b>Softball leagues</b>				
<b>Regional Immunization Campaign meetings</b>		a great way to network and share resources		

<b>Weekly emails with list of sites where events are held in the county</b>				
<b>Soccer leagues</b>				
<b>Clinica de Guadalupe</b>		The Clinica de Guadalupe is a long-term resource for the migrant community, and they might benefit from partnering with Salem Health to make vaccines available to their patients.		

**Question 7:** The agricultural employer survey results were shared with the LPHA and the LPHA has provided information to its Regional Emergency Coordinator (REC) about how the LPHA and its partners plan to use the survey results. OHA will be reviewing the information provided by the LPHA to the REC. Does the LPHA have any additional updates regarding work to serve agricultural workers in its jurisdiction since the LPHA last provided information to the REC?

**Response:** Marion County has ensured that all employers who responded to the survey with a request of worksite vaccine clinic have been contacted. Some employers had already taken care of vaccine needs and for others, worksite vaccine clinics have been scheduled. Employers were also given information about vaccine clinics near their business and assisted their employees to access vaccine. Marion County coordinated with mobile vaccine providers for agriculture worksite clinics. Marion County has also done additional outreach to agriculture employers that did not respond to the survey to ensure agriculture employees have access to vaccine. This is an ongoing process that includes addressing emergent agriculture vaccine needs as migrant seasonal farmworkers move into the community for the upcoming harvest season. Vaccine clinics have also been held at farmworker housing units throughout the county for farmworkers and their families, with additional clinics currently being planned. We also reached out to the Oregon Nursery Association and they reached out to their members encouraging folks to reach out to Marion County.

**Question 8:** What steps have the LPHA and its partners taken to actively address vaccine confidence in the community?

**Response:** Marion County HHS has created materials to address vaccine hesitancy and worked with trusted community partners to break down vaccine hesitancy barriers.

The following efforts are ongoing:

- Marion County COVID-19 PIO has created materials in various languages that it has posted and continuously updates its website, shares through social media, and shares out to community partners through email list serves and various meetings with community partners. Targeted populations include the Latinx, Slavic-Russian, Micronesian, and Pacific Islander communities.
- County staff lead and sit on meetings and committees with community leaders throughout the county to discuss COVID-19 vaccination and breakdown hesitancy. For example, it has participated in and supported various community organizations' efforts, such as the Pacific Source Vaccine Outreach & Education Committees campaign to highlight various community leaders in Marion and Polk Counties getting the vaccine sharing their reason for receiving the vaccine.
- Marion County has provided technical assistance to partners with their COVID-19 hesitancy efforts. For example, we assisted the City of Woodburn with educational materials.
- Marion County HHS has funded trusted Community Based Organizations' efforts to reduce vaccine hesitancy, such as (but not limited to) Salem for Refugees, VIVE Northwest, Interface Network, and the Micronesian Islander Community.
- Vaccine events being offered allow time for the person to ask questions about the vaccine.
- We encourage people to ask questions, speak compassionately to those who are unsure of the vaccine, and encourage folks to talk with their healthcare provider.
- Marion County also has a COVID-19 Vaccine phone line available in various languages for anyone with barriers to making appointments to call: 503-576-2828.

In addition, Marion County Commissioner Kevin Cameron and PCUN Director Reyna Lopez also received their vaccine live at a board session. Other community leaders in Marion and Polk Counties have participated in a media campaign sharing their reasons for receiving the vaccine.

**Question 9:** What plans do the LPHA and its partners have continue addressing vaccine confidence?

**Response:** Many efforts on the previous question are ongoing. Marion County HHS and its partners continue ongoing sharing and creation of materials with information to dispel myths, reduce hesitancy, and promote immunization from Marion County PIO team. Materials created are translated into several languages and posted on our website for access and available in various formats. Various county staff and partners sit on meetings to discuss vaccine hesitancy among community groups and leaders, and highlight where to get materials. Many partners are continuing to create materials themselves. Partners receiving grant funding to do education and outreach directly to community members who are hesitant.

The following workplan outlines plans underway and ideas for consideration:

Actions	Responsibility (org, who)	Details	Budget	Timeline
<b>Plans underway</b>				
Working with younger age groups on vaccine confidence.				
Comprehensive coordinated communication plan in Spanish and other indigenous languages.		See question 10		
<b>Ideas for Consideration</b>				
Vaccine clinics at large apartment complexes				
Spanish language specific help line open evenings and weekends		IZO marketing helped setup for OHSU, it has been working.		



**Question 10:** What is the communications plan to dispel misinformation through a comprehensive, multi-modal communications strategy for communities experiencing racial and ethnic vaccine inequities in your jurisdiction? Examples could include: Spanish language radio spots, physically distanced outdoor information fair, training local faith leaders and equipping them with vaccine facts and information to refer a community member to a health care professional for follow up, etc.

**Response:** Marion County has made it a priority from start of the pandemic to reach out to communities of color. We will continue working with community leaders providing information and materials that they can then share with specific communities to provide education. It is through these relationships that we will ensure the we are reaching our goal of vaccinating those hardest hit by the pandemic.

We have delivered messaging to address vaccine hesitancy in multiple languages through Univision (KUNP/KATU) through televised and digital advertising. Additionally, we have partnered with local jurisdictions to share important vaccine messaging through local radio stations, especially those serving the Latinx community.

In partnership with Pacific Source, Univision, Interface Network and Polk County, we are launching a campaign which highlights BIPOC community leaders sharing the reason they got the vaccine. We are creating a web page with a Spanish URL to share vaccine information, and have provided a bilingual phone line to connect individuals with vaccination appointments.

We know that by bringing all parties together in weekly conversations and addressing issues as they arise, we can stay ahead of misinformation and educate our entire community and give them the information they need to make an informed decision about vaccination.

The following workplan outlines plans underway and ideas for consideration:

Actions	Responsibility (org, who)	Details	Budget	Timeline
<b>Plans underway</b>				
<b>Comprehensive coordinated communication plan in Spanish and other indigenous languages.</b>		On TV (Univision), radio (KWIP, KPCN), digital, Spanish URL to share vaccine information, a bilingual phone line to connect individuals with vaccination appointments.		
<b>Ideas for Consideration</b>				

<b>Facebook and Youtube videos with Latinx healthcare professionals</b>		Do a Facebook Live and also post on Youtube. Q&A with doctors, nurses, etc.		
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**Question 11:** How has and how will the LPHA and its partners ensure language accessibility at vaccine events?

**Response:** Many vaccine events have signs, translators, and other communication needs from event arrival to departure for languages other than English provided by either vaccine event planners or community partners. These languages include (but are not limited to) Spanish, Marshallese, Chuukese, and Russian. Other language needs are accommodated as needed through contracted translation services. Through collaboration with community partners, we will continue these efforts.

**Question 12:** What plans do the LPHA and its partners have to decrease transportation barriers to accessing vaccine?

**Response:** Marion County and its partners have implemented and will continue to implement various forms of transportation to vaccine appointments and events to decrease transportation barriers. In Woodburn, taxi vouchers and zero fare bus rides are available. In the Salem/Keizer area, zero fare bus rides are available. Pacific Source members can utilize medical transportation for free. Some Marion County grant-funded CBOs have connected and continue to connect their community members to transportation providers. In addition, 2-1-1 has been promoted to help people find transportation resources. Beginning 5/25/21, Uber and Lyft will begin offering free rides to vaccine appointments.

Expansion of vaccine availability will also decrease transportation barriers. Small vaccine clinics have been and are being planned in various areas of the county, including rural communities. Most local pharmacies are offering vaccine as well. Mobile clinics continue to be offered throughout the county in convenient places such as worksites and housing complexes.

Actions	Responsibility (org, who)	Details	Budget	Timeline
<b>Ideas for Consideration</b>				

**Question 13:** What plans do the LPHA and its partners have to ensure meaningful, low-barrier vaccine access for youth, especially those from Black, Indigenous, Tribal and other communities experiencing inequities in COVID-19 disease, death and vaccination?

**Response:** Because a large percentage of students in Marion County experience inequities from Covid-19 disease, death and vaccination, there are a number of efforts taking place to address this. Vaccine clinics have been held and are being planned at local schools. Marion County is working with enrolled provider pediatric clinics to have access to Pfizer vaccine for their patients. Marion County offers technical assistance to healthcare providers, including specific outreach to pediatric clinics to become enrolled vaccine providers. Vaccine events are being planned that are targeted to families, in their communities at schools or other convenient locations, including evening and weekend times. Providers are also looking for opportunities to offer vaccines at youth-oriented events such as sporting events, and other events that are offered this spring and summer.

Salem-Keizer School District is working on vaccine communication regarding clinic availability through their regular communication channels with parents. Send out the email in multiple languages

Actions	Responsibility (org, who)	Details	Budget	Timeline
<b>Ideas for Consideration</b>				
<b>All Marion County school districts send out messages in multiple languages</b>				
<b>Host vaccine booth at events</b>		Events could include, but not limited to: Marion County Fair, Woodburn Fiesta Mexicana, Ironman competition, state fair, St. Paul Rodeo, Juneteenth event; live broadcast at event too.		
<b>Work with NAACP</b>				

**Question 14:** How will the LPHA and its partners regularly report on progress to and engage with community leaders from the Black, Indigenous, Tribal, other communities of color to regularly review progress on its vaccine equity plans and reassess strategies as needed?

**Response:** Marion County HHS regularly provides vaccine updates to the People of Color Leaders Meeting and will continue to report progress on vaccination rates for underserved communities. The Latinx Outreach Partner Networking meeting also receives regular vaccination rate updates. The MCHHS Liaison

provides updates during the African American Outreach Partnership Community Meeting regarding vaccination rates and barriers. MCHHS also tracks vaccination rate through ALERT IIS and provides reports on the county data dashboard. This data is shared regularly with the Marion County Board of Commissioners to discuss vaccine barriers and planning to address them. The Marion County Vaccination Plan is posted on the public facing website and is updated regularly as needed.

Marion County HHS will also provide text message updates to BIPOC community leaders that request it.