



MEMORANDUM

Date: April 9, 2021

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator 

Re: **Communication Plans to Increase Public Participation in COVID-19 Vaccinations**

The COVID-19 vaccination program of our Public Health Agency is now at a stage of transition. Early in the initiation of vaccinations, there was more vaccination capacity than vaccine supply. We are now at a point where we are beginning to see a drop off in vaccination registrations as vaccine supplies become more available. We are now in a transitional phase when we will have more vaccine supply than individuals desiring a vaccination.

For that reason, we have begun a process to first understand why vaccination registration is decreasing, what are the barriers or obstacles to getting vaccinated and what actions can the County take to encourage all individuals to obtain a vaccination.

Our Communications Office Director met with the Communications Directors of five municipalities this week to advance a common plan. The concept of this plan is outlined in an April 7, 2021 memorandum from Communications Director Mark Evans. The action starts with developing and implementing a statistically valid survey to find out the reasons this vaccine hesitancy within the community. A series of public service announcements (PSA's) will be developed to sway individuals in the community who may be hesitant to obtain a vaccination. PSA's will be developed with elected community leadership, youth as well as with non-governmental community leaders.

We are also developing a Vaccine Hesitancy Communications Plan which is included as a draft document to the April 7th communication from Mr. Evans.

CHH/sp

Attachment

c: Jan Leshar, Chief Deputy County Administrator
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer,
Health and Community Services
Terry Cullen, MD,MS, Director, Health Department
Mark B. Evans, Director, Communications Office

April 7, 2021

To: Chuck Huckelberry, County Administrator

From: Mark B. Evans, Communications Office Director *MBE*

Via: Jan Leshner, Chief Deputy County Administrator

You asked that I meet with the communications directors of the five municipalities this week in advance of your April 8 weekly conference call with the municipal mayors and discuss with them opportunities for joint communications about vaccination encouragement and overcoming vaccine hesitancy.

We had the call April 5 with communications staff of four of the five municipalities. Mark Febbo from Sahuarita was out of the office. Also included on the call were other members of the County Communications Office and Mary Kinkaid and Jenrje Mullins from the Health Department who are leading the vaccine hesitancy effort for Health.

There were several areas of agreement:

- More data is needed to determine why people are hesitant to get the vaccine, or adamant against getting it. Data-driven communications will make it easier to target the convincible and avoid spending money and resources on people who have already been vaccinated or can't be persuaded to do so.
- All the municipalities will follow the County Health Department's lead and share any communications and marketing materials developed to encourage vaccinations.
- A series of PSAs should be produced for TV, radio and the web featuring community leaders, youth (ages 16-24) and certain types of occupations, such as food workers, would help create a sense of community esprit de corps about vaccinations and the need to reach community immunity.

As a result of the call, the Communications Office is doing the following:

- Commissioning a statistically valid survey with Nupoint Marketing on vaccine hesitancy with the intention of receiving results before the end of the month. Survey will include jurisdictional demographic information and be shared with each jurisdiction for their use as warranted.
- Developing a series of PSAs to be distributed via broadcast and social media:
 - Mayors and BOS Chair encouraging the community to help end the pandemic by this summer by getting vaccinated
 - Community leaders not in government encouraging vaccinations to make sure we can get back what we love –festivals, sports, dining, dancing, museums, concerts, the theater, etc.

- Youth (16-24) stating why they got their shot – for their grandparents, their friends, their family, their co-workers. Any other reason that is relevant to this age cohort (based on survey results).
- Developing a series of ground-up encouragement activities and events – contests for youths, other groups, to develop marketing materials such as posters, events, social media videos, etc – encouraging people of all types to get vaccinated.
- Complete and execute the vaccine hesitancy communications plan currently under draft (attached).

All communications efforts are under development and will roll out as completed. We hope to have the first of the PSAs featuring UA Women’s basketball team members and possibly Coach Barnes ready to release by the middle of next week.

Costs for production of the above materials and the survey will be covered by the special \$100,000 budget appropriation approved by you earlier this year. However, the size and scope of the ideas being discussed, and the other vaccination encouragement marketing efforts being requested by the Health Department, will likely exceed this amount.

cc
Dr. Theresa Cullen
Dr. Francisco Garcia

Attachments



Pima County Community Engagement Plan for COVID-19 response and vaccination program

Background:

The Coronavirus (COVID-19) pandemic continues to surge across the United States, and Pima County is no exception. In December 2020, Pima County saw a record number of cases, hospitalizations, and deaths disproportionately impacting high-risk groups and communities. These include:

- people over 65 years
- people living in congregate settings, such as nursing homes, shelters, or group homes
- people working in high-risk occupations, such as healthcare workers
- other essential service occupations
- adults living with chronic medical conditions
- people who score high on the social vulnerability index - low socioeconomic status and communities of color.
- Older adults on Arizona Health Care Cost Containment System (AHCCS) or Arizona Long Term Care System (ALTCSS)

With the current surge, we again see increasing demands on the health care system, and acute hospital capacity is significantly diminished. More than ever, effective public health mitigation efforts are needed to slow the disease's spread and alleviate the healthcare system's pressure. Pima County recently passed additional public health advisories to the community and ordinances to limit public movement and gatherings. Despite these efforts, cases in Pima County continue to rise.

The U.S. Food and Drug Administration recently approved several COVID-19 vaccines for emergency use, and the race to vaccinate the public is underway. Limited supply and competing demands make it critical that the Pima County Health Department ensures effective and ongoing community engagement, informing and guiding its vaccination strategy. The PCHD is committed to providing a fair, equitable, relevant, and transparent vaccination program that meets all communities' needs, especially those disproportionately impacted by the pandemic.

The pandemic has differentially impacted racial and ethnic minorities and people of low socioeconomic status across the country. African American, Hispanic, and Native American communities are being disproportionately affected. According to recent [reports](#), people from African American and Hispanic communities are more likely to know someone who has been diagnosed, hospitalized, or died from COVID-19. They are also more likely to mistrust government interventions, the health care system, and vaccination programs in general due to historical trauma and systematic racism. Efforts to overcome these barriers are best informed by promising practices published in the literature and directly engaging communities. Native American communities across the country and Arizona have also experienced significant impacts-morbidity and mortality within their communities due to COVID-19.



Pima County Community Engagement Plan for COVID-19 response and vaccination program

Strategies need to promote transparency and build trust, in addition to "directly confronting and addressing the deep historical traumas that have created high levels of distrust in the COVID-19 vaccine, government, and the healthcare system overall."¹

A comprehensive community engagement plan, co-designed with community stakeholders, will help the department be strategic in supporting the rollout of a vaccination program that aligns with the department's vaccination program communication strategy. This will position the department well to secure funding from the Arizona Department of Health and Human Services to support this activity.

On January 8, 2021, Governor Doug Ducey announced that Arizona is receiving **\$65,769,416** from the Centers for Disease Control and Prevention (CDC) to support COVID-19 vaccine clinics and strengthen vaccine confidence and community engagement.

The CDC funding will be used to get more Arizonans vaccinated quickly and safely, including:

- Connecting with communities that may face difficulties reaching a vaccine site;
- Engaging with communities that have low confidence in vaccines;
- Ensuring high-quality, safe and equitable vaccine distribution;
- Developing community engagement strategies to promote COVID-19 vaccination efforts;
- Supporting high vaccination uptake in tribal nations; and more.

Vaccination Program Plan

Pima County has a comprehensive plan for COVID-19 vaccine distribution that takes a phased approach due to initial limited supply.

Pima County's prioritization is based on guidance from the U.S. Centers for Disease Control and Prevention (CDC) Advisory Committee on Immunization Practices (ACIP) COVID-19 Vaccines Work Group, the Arizona Department of Health and Human Services, with additional input from the Pima County Health Department's Ethics Committee to establish priority workforces and groups to receive the vaccine. The ACIP Work Group considerations include a phased approach¹

The Pima County COVID-19 vaccination program's fundamental goal is to ensure that Pima County residents are vaccinated quickly and successfully while remaining consistent with CDC guidelines and compliant with all national and state safety recommendations.

¹ Langer Research Associates, NAACP, UNIDOS US and the COVID Collaborative Coronavirus Vaccine Hesitancy in Black and Latinx Communities, 2020



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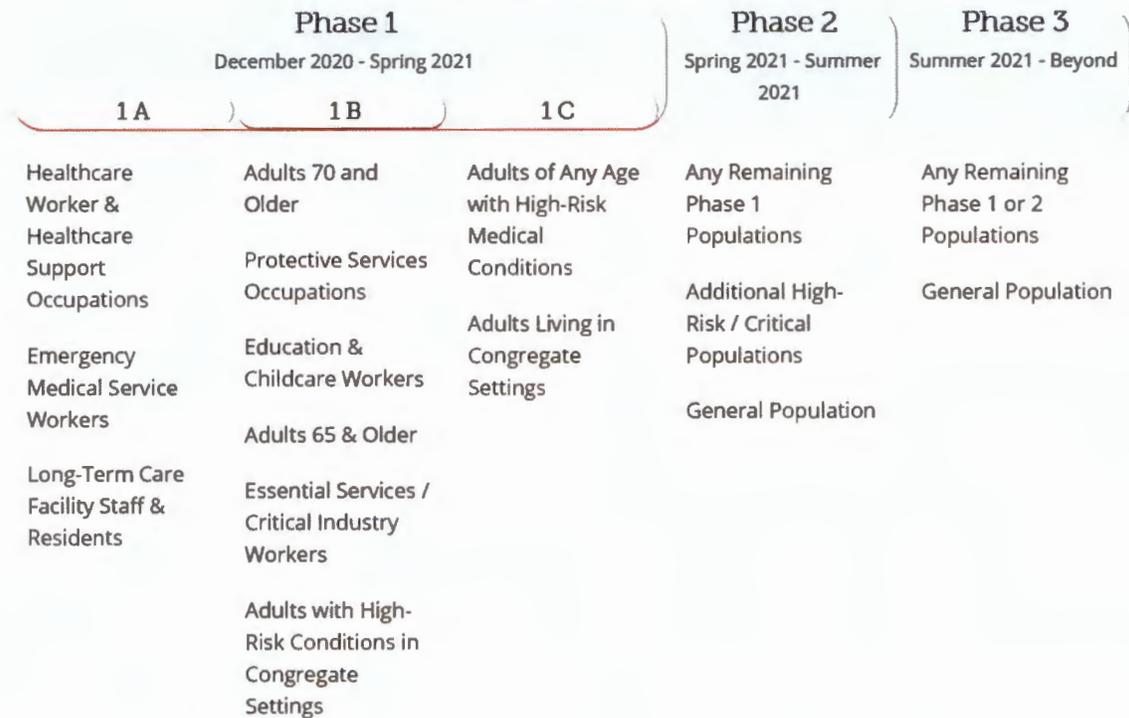
Vaccine Distribution Phases

The timeline below shows the intended distribution phases for the COVID-19 vaccine as determined by the State of Arizona Department of Health. Pima County is in Phase 1B.1 a-d.1 of its [updated Phase B plan](#) (Feb. 4).

**Doses given in Pima County:
139,411**

**Through Thursday, Feb. 4*

(tap/click timeline to see phase detail)



In collaboration with local hospitals and community partners, PCHD is committed to equitable and efficient vaccine distribution. Timely targeted two-way communications are required through multiple existing channels in partnership with the Tucson area health care providers and community partners.



Pima County Community Engagement Plan for COVID-19 response and vaccination program

Key Challenges

- Vaccine hesitancy and opposition - the County has segments of the community who historically resist participation in vaccination programs for either religious, ideological, or political reasons, which will need tailored messaging strategies to reach. The vaccination hesitancy includes a proportion of the healthcare workforce who may share community concerns on vaccine safety due to the vaccination program's early stage.
- There is also vaccine hesitancy among a considerable portion of the community due to the rapid pace of vaccine development, expedited government approval processes, and limited availability of information about the potential risks, side effects, and benefits.

Communications

The community engagement plan is intended to complement the vaccine communications plan that is being used by Pima County. The main goals of the communications plan to support the vaccination program rollout are to:

1. Reinforce trust and participation in the Pima County COVID-19 vaccine program by regularly sharing clear and accurate COVID-19 vaccine information, including the safety, efficacy and health benefits, risks, and any potential adverse side effects through trusted methods including community members, TV, radio, and print.
2. Maximize uptake of the vaccine across community groups by providing timely, accurate, and relevant information.
3. Evaluate local knowledge, attitudes, and concerns to respond to information needs
4. Increase confidence in the vaccine, and reduce hesitancy among community members.
5. Communicate delivery timing - making sure community members understand which priority group they fall into and when they can expect to receive their vaccinations.
6. Follow-up with dose information - ensuring those who receive the initial vaccine know when to return for the second dose.
7. Communicate the process for reporting adverse effects.

Purpose:

The purpose of the community engagement plan is to enable the department to co-design effective and culturally appropriate strategies and build community trust in the County's vaccination program to achieve the overall goals of the program. Ultimately, this will lead to improved participation in the program and reduce vaccination hesitation, especially amongst groups typically resistant to vaccines and historically marginalized groups and communities in the County.

The community engagement plan will provide community partners with opportunities for early engagement in developing strategies to reduce the virus's spread while promoting vaccination awareness effectively. A comprehensive community engagement plan will also help the department develop tailored messaging and disseminate these through trusted channels to segments of the



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community as the vaccination program rollouts. Finally, it will allow the department to have ongoing mechanisms to identify emerging pandemic response and recovery needs.

Outcomes

The outcomes of the vaccination program community engagement will be further developed with the Community Advisory Committee to reflect the communities' vision for success. Some preliminary outcomes are as follows:

Communications outcomes

- 70% of Pima County residents over 18 years will receive COVID-19 vaccination-related information
- Pima County vaccination information is community informed, relevant, and accessible in a variety of languages and formats
- Pima County residents understand the vaccination phases and know when they are eligible. Pima County residents also understand how to get vaccinated and vaccination locations.
- Strong partnerships are in place to disseminate vaccination-related messaging to diverse communities and groups throughout the County.

Community engagement and participation outcomes

- Strong collaboration is underway between the PCHD and its community partners to improve vaccination program participation and respond to emerging needs.
- Youth participation in COVID - response, recovery, and vaccination health promotion activities will increase by 25% by June 2021.
- Community leaders and champions across the County are promoting vaccine uptake in their communities.

Vaccination program

- 70% of Pima County residents are confident of getting the vaccine by June 30, 2021
- Pima County residents have access to convenient, accessible, and acceptable vaccination sites across the County.
- By December 2021, 70% of the eligible community will have successfully completed all doses of the COVID-19 vaccination.
- Vaccine distribution will follow health equity guidelines, centering communities, and groups most impacted by COVID-19.



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Guiding Principles

The following principles will guide the PCHD vaccination program:

PCHD will adhere to the following guiding principles for ethical vaccine allocation:

- Administer an effective COVID-19 vaccine to all Pima County residents to reduce the spread of COVID-19 and related illnesses, hospitalizations, and deaths
- Execute the safe and timely delivery of the vaccine
- Provide equitable access to all who live, work, or are educated in Pima County while targeting high risk and vulnerable populations based on evidence
- Seek broad and meaningful community engagement so that communication strategies are responsive, data-informed, and trusted
- Provide clear, transparent, and data-driven information to the public about vaccine risks, benefits, safety, allocation, targeting, and availability

Building upon these principles, meaningful community engagement includes adopting approaches that are:

- **Community-led and strength-based** – recognizing that communities know how to engage best and develop solutions for their community.
- **Reciprocal in nature** – embrace the two-way exchange of information, knowledge, and shared resources.
- **Trauma-informed:**
 - Empowerment through education and respectful engagement
 - Provide choice; options, and control in decision making
 - Collaboration
 - Promote a sense of safety
 - Trustworthiness – build trust with community and partners
- **Promote Health Equity** – PCHD is committed to promoting health equity in all its policies, services, and programs, including COVID-19 response, vaccination program, and recovery efforts.

Governance

This effort will be led by the Community Advisory Committee (CAC). The CAC members will reflect the diversity present within the County. It will bring to the table diverse perspectives aimed at a common goal of protecting the health, wellbeing, safety, and livelihoods of Pima County residents. Members will represent organizations across various sectors or community stakeholder groups who have inroads and influence to segments of the community they serve. The CAC will consist of 15-20 members. After a period of six months the CAC will determine the need for sustained focus on COVID-19 vaccination roll-out and ongoing community recovery initiatives.



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The key functions of the CAC are to:

- Represent communities and stakeholder groups and bring their key concerns and perspectives forward
- Inform and co-design community engagement strategies
- Support and guide implementation of the community engagement plan
- Assist with developing and disseminating COVID-19 vaccine messaging and communications
- Be a conduit to community navigators, champions, and youth ambassadors

It is envisioned that the CAC members will play the following roles:

1. **Facilitating** discussion and gathering information from the communities they represent on the issues, concerns, and needs facing their community.
2. **Advising** the department on community concerns and emerging needs and identify potential strategies, messaging, and responses to address these.
3. **Advocating** on behalf of communities and groups disproportionately affected by the pandemic. Advocating may include access to care, testing or vaccination sites, barriers, and understanding attitudes, health beliefs, community strengths, assets and resources, and designing for historical trauma present in the community.
4. **Disseminating** relevant information back to community/groups about the vaccination program, myths and facts, access and support, and available resources.

Monitoring and Evaluation

The success of the community engagement strategy for the vaccination program will be tracked and monitored to ensure it achieves its stated purpose, goal, and objectives. The process meets with the satisfaction of the department and the Community Advisory Committee. An independent evaluator will be sought and funds secured to develop an evaluation plan that will be co-designed and endorsed by the Committee. Feedback will be provided to the CAC quarterly to make adjustments to key strategies where needed.



Pima County Community Engagement Plan for COVID-19 response and vaccination program

Draft Workplan for CAC for review and co-design

Goal:

By July 30, 2021 Pima County residents across our communities will have access to accurate, accessible and relevant information and communications that raise community awareness, increase community participation and improve vaccine acceptance.

Objectives:

Objective 1: By May 1, 2021, a broad-based Community Advisory Committee will be established, including representatives from underserved communities/groups that are harder to reach, inform and guide the development and implementation of the **COVID-19 Vaccination Community Engagement Plan (CEP)**.

How?	Who?	By when?	Why?
<ul style="list-style-type: none"> Establish a broad-based Community Advisory Committee to inform and guide the development of the CEP 	<ul style="list-style-type: none"> Lee Itule-Klasen, PCHD Unidos Emily Bressler, PCHD CFO 	By May 1, 2021, members will be identified and invited to CAC. CAC convened monthly beginning April, 2021	A Community Engagement Plan endorsed by the CAC is in place and guiding strategic activity for the vaccination program rollout

Objective 2: By July 2021, Pima County residents, especially high-risk groups, have access to culturally appropriate information and vaccination sites in the community.

How?	Who?	By when?	Why?
<ul style="list-style-type: none"> Identify high-risk populations and settings via census tracts and zip codes through GIS mapping that have the highest COVID-19 rates and disease burden 	PCHD Community Outreach, Prevention Education/MC3/Director's Office, CAC, Ethics Committee	By February 1, 2021	Enable PCHD to target high-risk populations, settings, and neighborhoods and seek community input into vaccination strategies, messaging, and community-led efforts.
<ul style="list-style-type: none"> Establish a cadre of COVID-19 Vaccine Community Navigators (CVCN) to assist with 	MC3/CRC/ <ul style="list-style-type: none"> MC3 Jess Seline and Natalia Molina, PCHD MC3 Lee Itule-Klasen, PCHD Unidos 	By May 15, 2021, identify navigators through CAC	



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<p>promoting vaccination uptake</p> <ul style="list-style-type: none"> • Train trusted community messengers to communicate support for COVID-19 and influenza vaccine education and delivery through media and social media outlets. 	<ul style="list-style-type: none"> • Emily Bressler, PCHD CFO • REACH grant • Mona Arora, UA-MEZCOPH • PCHD community health workers • Partners in Health • Pima Council on Aging and LUCHA (get out the vote navigators) • NACCHO • Arizona Community Health Worker Coalition 	<p>By the end of May 2021, conduct training for CVCN's.</p> <p>By April 1- December 2021 commence training activities</p>	<ul style="list-style-type: none"> • Monthly updates and training on the vaccination program, key messaging, and resources will be provided to PCHD client-facing staff, other government departments and entities, CAC members, and community stakeholders to promote consistency and community confidence. • Ongoing virtual trainings for key community leaders to promote consistency and community confidence in COVID-19 (and influenza) vaccines.
<ul style="list-style-type: none"> • Boost Social Media Coordinated Delivery 	<ul style="list-style-type: none"> • CAC members and community stakeholders • REACH grant • UA MEZCOPH students • Communities of color youth leaders • PCHD coms team- Aaron Pacheco 	<p>By June 1, 2021, coordinated social media campaigns commence</p>	<ul style="list-style-type: none"> • Ongoing virtual trainings for key community leaders to promote consistency and community confidence in COVID-19 (and influenza) vaccines.
<ul style="list-style-type: none"> • Local community and neighborhood engagement ramps up • Monthly community updates on the COVID-19 vaccination plan will be sent to key stakeholders 	<ul style="list-style-type: none"> • PCHD and partner organizations -CVCN's • Neighborhood Associations • Districts and Ward offices • Local community networks 	<p>By June 1, 2021</p>	<ul style="list-style-type: none"> • Vaccination program information is shared with community stakeholders, groups, and networks, including neighborhood associations via virtual forums and through existing channels such as Coordinated care networks, Civic groups, etc. • CVCN's provide online cafecitos or charlas and telephone outreach to local groups, neighborhood



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			associations, and community networks
<ul style="list-style-type: none"> Establish a Communications Subcommittee to design and tailor messaging in culturally relevant accessible formats Create and maintain a Rumor Tracker 	<ul style="list-style-type: none"> PCHD Coms team Reps from CAC CVCN's Youth Ambassadors 	May 1, 2021	<ul style="list-style-type: none"> Just in time, culturally relevant communications are developed and shared through accessible formats Misinformation and rumors spread on social media are quickly identified and countered with fact-based information and linked to reliable sources
<ul style="list-style-type: none"> UA MEZCOPH graduate students will assist with engaging with targeted community groups and designing relevant messaging 	<p>Project #1:</p> <ul style="list-style-type: none"> Amanda Monroy, PCHD COPE Emily Bressler, PCHD CFO UA MEZCOPH;- Prof Kasey Ernst- graduate and Dr Kate Ellingson-undergrad 	Feb-May 2021	<ul style="list-style-type: none"> Students will help with various projects that contribute to the overall community education about the vaccine.
<ul style="list-style-type: none"> Establish a Vaccination program Training Sub-committee to upskill existing workforce, internal and external, in vaccination messaging 	<ul style="list-style-type: none"> Jess Seline, PCHD MC3 Program Julia Flannery, PCHD PCHD Organizational Manager Aaron Pacheco, PCHD Communications CVCN's and community champions Youth ambassadors 	May- September 2021	<ul style="list-style-type: none"> Monthly updates and training on the vaccination program, key messaging, and resources will be provided to PCHD client-facing staff, other government departments and entities, CAC members, and community stakeholders to promote consistency and community confidence.

Objective 3: By May 2021, Youth (16-21) in Pima County are actively engaged and leading efforts to promote information and resources on COVID-19 and the vaccination program that is created for youth and by youth.

How?	Who?	By when?	Why?
Seek resources to initiate a Youth-led Social Media Campaign	PCHD NACCHO grant initiative CAC's Youth Ambassadors	March-May 2021	<ul style="list-style-type: none"> A Youth-led challenge/social media campaign is underway that calls for youth to submit a



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<p>and Community Challenge for community and school-based youth groups to be part of the COVID-19 response, recovery, and vaccination program efforts</p>		<p>Application submitted February 2021 Funds received beginning April 15, 2021 from NACCHO</p>	<p>social marketing campaign, using multi-media such as photovoice, short videos, an art installation that addresses the COVID-19 community response, vaccine rollout, and social recovery- Life beyond COVID through the eyes of young people.</p>
<p>Convene and resource a youth-led Community Engagement sub-committee of the CAC</p>	<ul style="list-style-type: none"> • Emily Bressler, PCHD CFO • Amanda Monroy, PCHD COPE • Brian Eller, PCHD Youth Health & Safety Programs • CAC members • Youth Ambassadors • Schools • Sara Ruiz, UA-MEZCOPH 	<p>By May 1, 2021</p>	<ul style="list-style-type: none"> • A diverse group of youth informs the CAC activities and leads COVID-19 response efforts for youth, so their voices and perspectives are reflected in the broader community response.
<p>Conduct listening sessions with youth groups about COVID-19 and identify the tools and resources needed.</p>	<ul style="list-style-type: none"> • Brian Eller, PCHD Youth Health & Safety Programs • Rebecca O'Brien, PCHD HAPI Program • Youth Ambassadors • School liaisons • Emily Bressler, PCHD CFO • MEZCOPH students epi class 	<p>By May-July 2021</p>	<ul style="list-style-type: none"> • Youth-led listening sessions generate insights that inform strategies to support and sustain young people's health and wellbeing through COVID-19 and into social recovery efforts



HEALTH DEPARTMENT

Overview

Mission: Ensure timely, accurate, and accessible information about COVID-19 vaccination is provided to Pima County's diverse communities and that mechanisms are in place for the Health Department to receive feedback from the community to adjust messaging as needed.

Purpose: In order to ensure equitable distribution of COVID-19 vaccine, Pima County has developed a comprehensive plan incorporating a health equity lens to select partners and tiered distribution of vaccine to those at higher risk of serious illness or death, and communities disproportionately impacted by the virus.

This communication plan incorporates both internal and external communication methods to ensure PCHD employees and the public understand the process used to develop the distribution plan, how to access vaccines, and who to contact with questions or concerns.

Key Health Issue: COVID-19 has disproportionately impacted communities of color, the elderly, and individuals with underlying health conditions since its arrival in the United States early in 2020. By working collaboratively with community partners, we can ensure thoughtful and thorough communications processes are put into place to help these communities access the vaccine, and to help the broader public understand the importance of prioritizing these groups in vaccine distribution.

Phase 3: In Phase 3, vaccines will be available to all community members. Messaging will focus on the importance of wide-spread vaccine use to stop the spread of COVID-19 and the need to complete both doses.

Audiences:

- Residents in higher risk groups (priority groups) that have not yet been vaccinated
- Residents in hard to reach communities due to language, geography, or culture
- General community considered at low risk for severe illness or death from COVID-19
- Media
- Businesses/Stakeholders/Community Partners
- Jurisdictional partners
- Pima County employees

Phase 3 Communications Objectives:

- Clearly communicate importance of widespread vaccine uptake and importance of completing both doses.
- Address hesitance to receive vaccine and mistrust expressed by community members.
- Account for linguistic and cultural barriers to promote equitable access to information.

SWOT Analysis:

<p>Strengths</p> <ul style="list-style-type: none"> -Countywide COVID-19 Communications Team has had time to develop increased communication channels, and has a thorough understanding of the impact the virus has had on the community. -Communications Team has encountered multiple challenges since the beginning of the pandemic and has developed strategies and experience to mitigate them. 	<p>Weaknesses</p> <ul style="list-style-type: none"> -Internal translation resources are limited. Translations will take longer to develop unless new translation resources are identified.
<p>Opportunities</p> <ul style="list-style-type: none"> -New relationships with community based organizations will allow for increased culturally appropriate messaging through appropriate channels in a timely manner, and additional resources. -Communications Team has time to seek input from CBOs, Incident Management Team, and other partners to bolster communication plan and tactics used to disseminate messages. 	<p>Threats</p> <ul style="list-style-type: none"> -If registration processes and opportunities are not well communicated, likely to receive significant criticism from many stakeholders and the public. -Mistrust of government and new vaccine likely to form a barrier in widespread use of the vaccine. -Some communities feel that others have been wrongfully prioritized or that getting the vaccine has been made too difficult for them.

Key Resources

- **PCHD’s COVID-19 Data Dashboard** and supplemental materials provided by the county’s epidemiologists provide an in-depth understanding of communities most impacted by the virus, which will aid communications staff in explaining vaccine prioritization and health equity.
- **Contracts with local Community Based Organizations and healthcare providers** have significantly enhanced department’s outreach and vaccine access to hard to reach and high-risk communities in Pima County.
- **Pima County’s website and social media accounts** have experienced a dramatic increase in audiences and engagement.
- **Local media partners** have remained engaged throughout the vaccine rollout and quickly share new information regarding vaccine availability.

Phase 3 Key Messages

- Vaccines are now available for all community members who were unable to receive them in Phases 1 and 2.
- Vaccines are available from a variety of sources, including local pharmacies, drive thru and walk through points of distribution, mobile clinics, and some community health centers. Vaccine will also become available from some primary care providers soon.
- COVID-19 vaccines are now available for communities who have been disproportionately impacted by the virus, including: BIPOC communities, individuals 65 years and older, individuals with preexisting conditions and/or a disability, individuals experiencing homelessness, and those living in congregate care settings.
- The vaccine has led to a decrease in COVID-19 hospitalizations and deaths, and has proven to be effective (include relevant local stats).
- You should take whatever vaccine is made available to you. Some require two doses which must be taken 21-28 days apart, and by the same manufacturer. Others may only require one dose.
- The vaccine will not cure you if you are already sick but has proven effective in preventing future illness. There is currently no evidence that an individual cannot get COVID-19 more than once, therefore it is recommended that all adults get the vaccine, even if they have already had the virus.

Phase 3 Channels and Tactics

For Primary Audiences:

- Social Media: Incorporate regular messaging about vaccine availability, myths and facts, vaccine PODs, and data. Incorporate mix of media, including videos, articles, information from partners, and graphics in multiple languages.
- Earned media: Utilize pre-existing relationships to reach residents throughout the County.
- Paid media: see **Pima County COVID-19 Vaccine Media Plan Annex**.
- Video PSAs in multiple languages to be shared by partner organizations, as well as through Pima County social media.
- Collaborate with community, faith based, and other organizations to enhance messaging to communities of color about vaccine effectiveness and where to get it.
- Interviews and PSAs through local media via regular online press availability English and Spanish speaking communities.

For Secondary Audiences:

- Media: Press release with information about vaccine availability, including where community members can receive it and the county's role in distribution to the public (PODs, etc).
- Website: Update Pima County COVID-19 website to include a vaccine distribution page with current Phase, important documents, answers to frequently asked questions, and information about upcoming vaccination events.
- Community Engagement: see **Pima County COVID-19 Community Engagement Plan**

For Stakeholders:

- Jurisdictional partners: Maintain open communication with local government partners through regular COVID status updates and meetings as needed.
- County Employees: Utilize all county email and supervisors to share updates about vaccine distribution with county employees. Ensure distribution strategy and prioritization are explained clearly. Messaging should mitigate concerns over safety of vaccine.

For Community Partners:

- Utilize liaisons to provide important updates about vaccine distribution with partners, as well as key messages we hope they will share.
- Partner Calls: Utilize weekly partner calls hosted by the response teams to keep partners up to date and to hear their feedback about current messaging, messaging needs, and any rumors they are hearing in the community.
- Utilize CBO agreements to amplify messaging and to provide linguistically appropriate messaging through culturally appropriate channels.

COVID-19 Vaccine Media Plan Annex

COVID-19 Phase 3 Vaccine Media Plan				
Campaign Name:	Phase 3 Vaccine Rollout – Hard to Reach Communities			
Program/Group:	COVID-19 Response – Vaccination			
Program Point of Contact:	Erica Smith			
Contact:	Erica.smith@pima.gov			
Budget:	\$100,000 via Communications	Begin date:	4/19/21	End date: 08/21
Situational Summary				
<p>As part of the Accelerated Vaccination Plan for Pima County, the Health Department has expanded vaccine registration to include anyone age 16 and up. While anyone is eligible, major considerations for target populations remain, including:</p> <ul style="list-style-type: none"> • Non-English speakers • People who live and work in rural areas • People who have a low uptake of traditional news media • People with a lower than average utilization of technology 				
Strategy				
<p>This campaign will aim to layer door to door canvassing in conjunction with targeted mobile vaccine clinics and traditional forms of marketing that will reinforce messages delivered by canvassing or partner organizations.</p> <p>More generalized vaccine availability and safety information will be distributed through digital, social, media, radio, and outdoor advertising using targeted geographic and demographic indicators.</p> <p>All materials created will be translated into Spanish. Translation into other languages will be strategized and executed using community partners.</p>				
Intended Outcomes/Goals				
<ul style="list-style-type: none"> • Populations who are traditionally marginalized or have limited access to care will be alerted about how, why, and where to become vaccinated. • Increase vaccination uptake among high risk communities (phase 1 and 2) • Overcome vaccine hesitancy, especially among hard to reach populations 				
Call to Action & Key Messages				
<p>CTA 1: Get vaccinated against COVID-19</p> <p>Key message: You are eligible to get vaccinated if you are 16 or older.</p> <p>Key message: Vaccines are available in many ways - local pharmacies, drive thru and walk through points of distribution, mobile clinics, and some community health centers.</p> <p>CTA 2: Get registered.</p> <p>Key message: The easiest way to register is the registration website, www.pima.gov/covid19vaccine</p> <p>Key message: For help registering you can call 520-222-0119</p> <p>Key message: There may also be mobile clinics in your area.</p> <p>CTA 3: The vaccine is safe and simple.</p> <p>Key message: Every vaccine must go through testing and review to make sure it is safe. The COVID-19 vaccines have been proven safe.</p> <p>Key message: Millions of people in the United States have received COVID-19 vaccines.</p> <p>Key message: The vaccine can protect you and the people around you.</p> <p>Key message: Vaccination is one of the best tools we have to end the pandemic.</p>				

Key Dates/Events

Mobile vaccination events are held weekly – see PCHD mobile clinic calendar.
New POD sites are being added – need to make announcements once finalized.

Assets List	Expected Date	Completed
PCHD Vaccine Website Updates	Weekly when new info available	
Door Hanger (job #)	4/19/21	
Vaccine Info Sheet	4/19/21	
Event Flyers (job #) filled out for each event	Weekly for targeted clinics	X
:30 Radio Spot – Don't miss your shot	End of 4/21	
:15 Radio Spot – Don't miss your shot	End of 4/21	
:30 PSA video – Don't miss your shot	End of 4/21	

Media/Marketing Outlets	Budget	Final Invoice Date
Radio - TBD	TBD	
Digital Display -TBD	TBD	
Social Media Boosted Posts - Facebook	TBD	
Outdoor advertising – bus shelter?		
Promotional Items?		

Notes

Assets
Begins on next page