



Linamar (Skyjack) Vaccination Clinic



**PROJECT
SAFEGUARD**



Project SafeGuard

Vision & Goals



- Business must play a role in helping to realize an efficient vaccine rollout in Canada
 - Communication to employees around why important to vaccinate (only way we get back to “normal” life), why it is safe and how to get signed up (even helping them to sign up as required)
 - Establishing vaccine delivery capacity to enhance our local public health units
- Partnered with Wellington-Dufferin-Guelph Public Health to coordinate a mass vaccination clinic
 - Goal is to administer up to 2,000 doses per day
 - Utilize existing Linamar facility in Guelph (Skyjack)
 - Partner with medical organization (Apex) and other local businesses
 - Establish and share vaccine clinic best practices/"playbook"

Project SafeGuard

A Partnership Based Approach



- Wellington-Dufferin-Guelph Public Health (WDGPH)
- Apex Occupational Health and Wellness (APEX), Dr. Douglas Friars
 - Partnered health care provider
- Guelph Emergency Operations Control Group (EOCG)
 - Provides city support; Includes Police Chief, Fire Chief, etc...
- Guelph Family Health Team (FHT)
 - Setting up a vaccination clinic with the University of Guelph
 - Alignment on best practices, messaging

Project SafeGuard Establishing the Team



Steering Committee

Linda Hasenfratz | Jim Jarrell | Roxanne Rose | Ron Bennett | Ken McDougall

John Pham | Project Leader

Linamar Core Clinic Team

Dennis Kuzmenko
Senior Mfg. Engineer

David Johnson Process
Engineer

Sylvia Oliver
Corporate EA

Kierra McDougall
IHUB Co-op Student

Linamar (Skyjack)

Joe Chaves
VP Operations

Thom Mullen
Mfg. Engineer

Brad Grundy
Maintenance Manager

Linamar Corporate

Shaun Scott
Director of OD

Charlene Billings
Corporate EA

Linamar IT

Wendy MacIntrye
Senior Systems Analyst

Jeff Wilson
Monty Taylor
Charles Curtis

APEX

Dr. Douglas Friars

Anne Graham
Clinic Manager

WDGPH

Dr. Nicola Mercer
Medical Officer of Health
and CEO of WDGPH

Marlene Jantzi
Liaison Section Chief, COVID-19
Response

Camille Loucks
Clinical Consultant

Madison Fach
COVax

Project SafeGuard Additional Support



Communications / Best in Practice / External & City Support

LINAMAR

Paula Barros
Marketing Manager

Danita Jaipersaud
PR Manager

Scott Pollard
Palmer Audio

Wellington-Dufferin-Guelph
Public Health

Anna Vanderlaan
Acting Manager of
Communications

EMERGENCY OPERATIONS
CONTROL GROUP
(CITY OF GUELPH)

Colleen Clack-Bush
Deputy CAO City of Guelph

Dave Elloway
Guelph Fire Chief & CEMC

FAMILY HEALTH UNIT & UofG

Ross Kirkconnell
Executive Director
Guelph Family Health

Alicia Atkinson
Clinic Coordinator Guelph
Family Health

Ed Townsley
Executive Director Hospitality
UoG

UNITED WAY

Glenna Banda
Executive Director

Danny Williamson
Media Contact

CHAMBER OF COMMERCE

Shakiba Shayani
President & CEO

Timing Overview



Linamar Vaccination Clinic	WEEK 1: Feb. 8-14							WEEK 2: Feb. 15-21							WEEK 3: Feb. 22-28							WEEK 4: Mar. 1-7							WEEK 5: Mar. 8-14						
	8/Feb	9/Feb	10/Feb	11/Feb	12/Feb	13/Feb	14/Feb	15/Feb	16/Feb	17/Feb	18/Feb	19/Feb	20/Feb	21/Feb	22/Feb	23/Feb	24/Feb	25/Feb	26/Feb	27/Feb	28/Feb	1/Mar	2/Mar	3/Mar	4/Mar	5/Mar	6/Mar	7/Mar	8/Mar	9/Mar	10/Mar	11/Mar	12/Mar	13/Mar	14/Mar
	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
Communication	[Orange bar]																																		
Supply Procurement	[Orange bar]																																		
Medical Supplies	[Orange bar]																																		
Equipment	[Orange bar]																																		
Outdoor Infrastructure	[Orange bar]																																		
Staffing	[Orange bar]																																		
Clinical Staffing	[Orange bar]																																		
Non-Clinical Staffing	[Orange bar]																																		
Staff Training	[Orange bar]																																		
Facility Set-Up	[Orange bar]																																		
Check-in	[Orange bar]																																		
Vaccination Area	[Orange bar]																																		
Recovery Area (Tent)	[Orange bar]																																		
Trial Run & Final Clinic Alterations	[Orange bar]																																		
First Vaccination Clinic	[Orange bar]																																		
Vaccination Clinic Ramp-up	[Orange bar]																																		

Linamar Clinic 4 Weeks to Launch
 * With Playbook Could Compress to 2 Weeks or Less*



Clinics



MARCH 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4 DRY RUN	5	6
7	8 Public Health Visit (Clinic Review)	9	10	11 223 doses 9 AM - 4 PM	12	13
14	15	16 288 doses 9 AM - 4 PM	17 338 doses 9 AM - 4 PM	18 323 doses 9 AM - 4 PM	19	20
21 216 doses 9 AM - 6 PM	22	23 324 doses 9 AM - 4 PM	24 324 doses 9 AM - 4 PM	25	26	27
28	29	30 292 doses 9 AM - 4 PM	31 334 doses 9 AM - 4 PM	1 360 doses 9 AM - 4 PM		

- Public Health delivers doses daily; no overnight storage
- Low dose clinics due to vaccine availability

Clinics

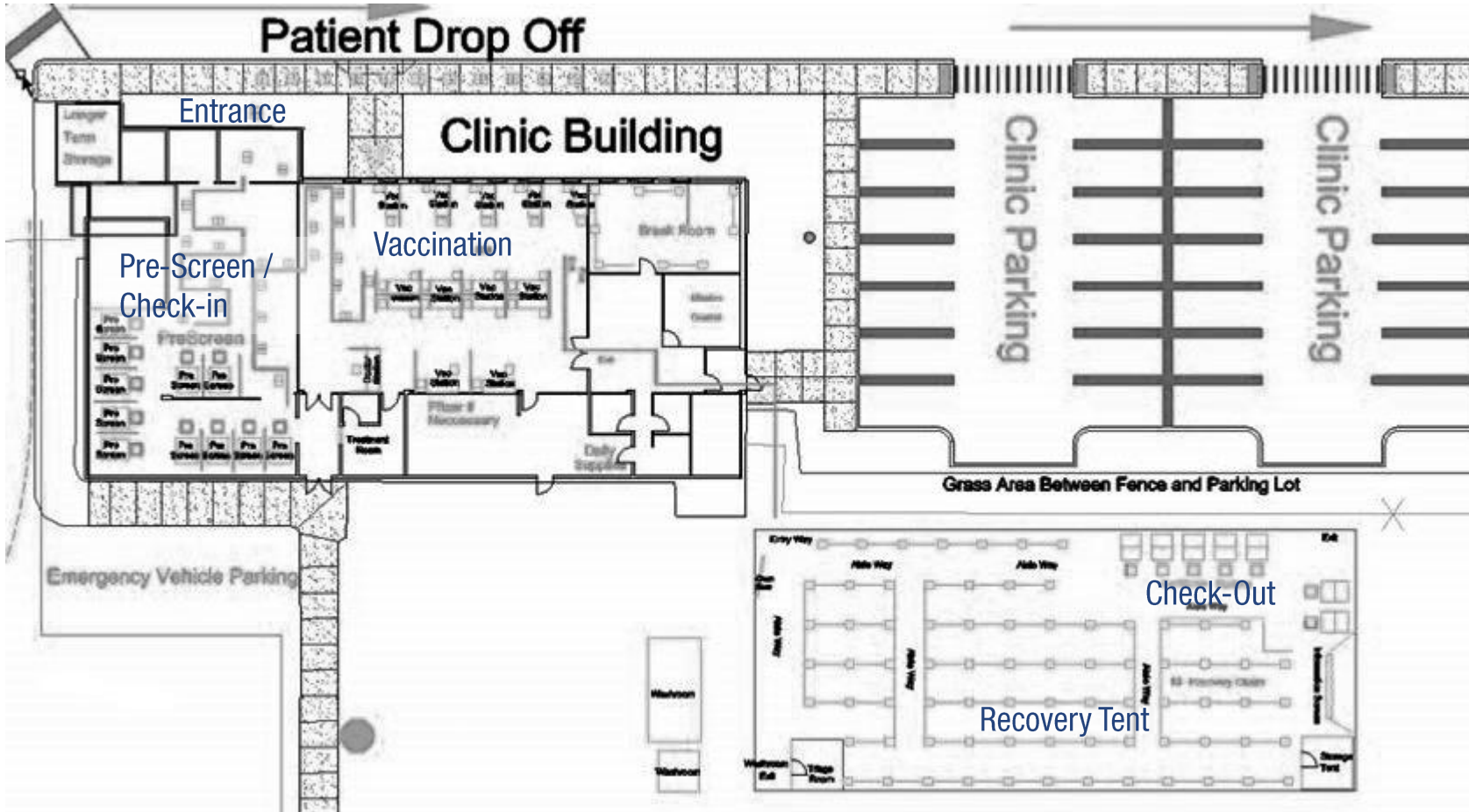


April 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 360 doses 9 AM - 4 PM	2 STAT HOLIDAY	3
4 EASTER SUNDAY	5	6 348 doses 9 AM - 4 PM	7 372 doses 10 AM - 6 PM	8 341 doses 9 AM - 4 PM	9	10
11 436 doses 9 AM - 4 PM	12	13 *PLANNED* 400 doses 9 AM - 4 PM	14 *PLANNED* 400 doses 10 AM - 6 PM	15 *PLANNED* 400 doses 9 AM - 4 PM	16	17
18	19	20 *PLANNED* 650 doses 12 PM - 8 PM	21 *PLANNED* 800 doses 10 AM - 8 PM	22 *PLANNED* 700 doses 12 PM - 8 PM	23	24
25	26	27 *PLANNED* 500 doses 12 PM - 8 PM	28 *PLANNED* 550 doses 12 PM - 8 PM	29 *PLANNED* 550 doses 12 PM - 8 PM	30	

- As more vaccines are allocated to the clinic, more doses can be administered
- Gradual ramp-up to target of 2,000 vaccines per day (Q2)

Site Layout

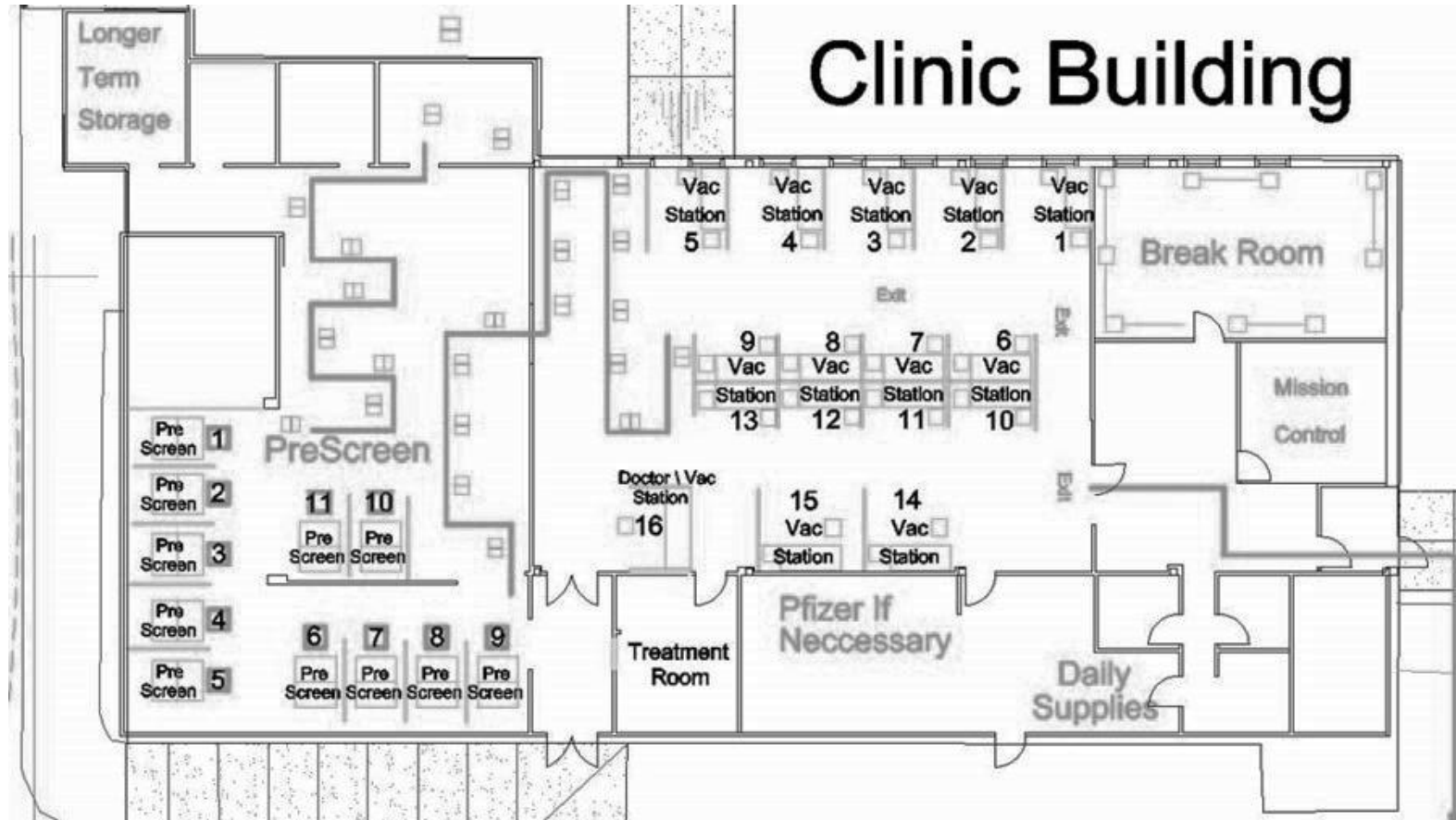


Off-site parking (across street)
for clinic volunteers and staff
~100 spots

Clinic Layout



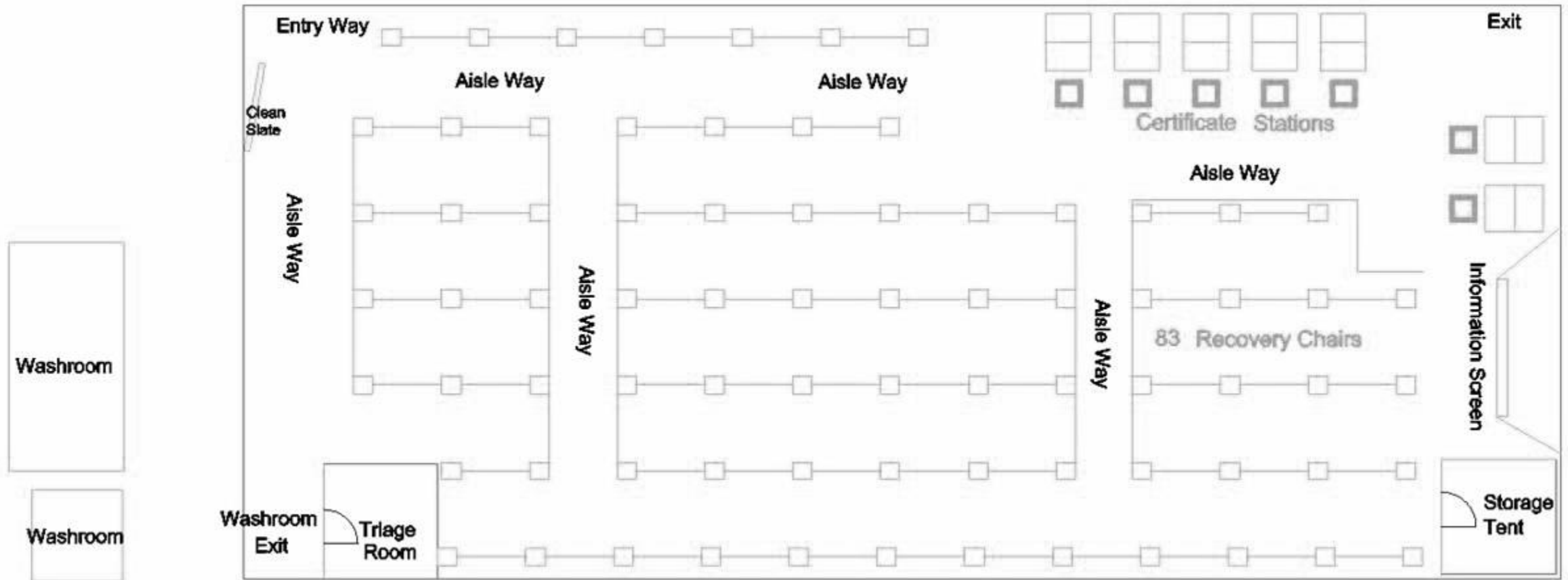
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Recovery Tent Layout



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Road Signage Helps Manage Traffic Flow



- Signs posted at different intersections to direct clients to clinic
- Purpose is to control traffic and avoid unnecessary left-hand turns at intersection before clinic building



Staffing Plan



Staffing Requirements for 2,000 doses/day

Clinical Team (16 Vaccination stations)

	# of people
Physician	1
Clinical team lead	2
Resource nurse	1
EMS	2
Immunizer	16
Vaccine draw-up	3
Float nurse	3
Clinical Total	28

Non Clinical Team

	# of people
Non-clinical team lead	1
Outside traffic	2
COVID-19 screening	2
Patient greeter/check-in traffic	1
Check-in/pre-screen	11
Vaccine traffic flow	2
Supply/vaccine distribution	2
Recovery tent	3
Check-out	7
Floater	2
Software support/IT	2
Non-Clinical Total	35

- Clinical: Through Apex Health
- Non-Clinical: Linamar and Community Volunteers

Patient Throughput



Patient Throughput – *11-hour Shift

- Total number of hours in day with one hour break = 11
 - Break required due to plant/volunteer shift change
- Target number of patients to process per day = 2,000
- Processing 2,000 patients in 11 hours requires 182 per hour
- Takt Time at 100% Efficiency:
 - $3,600 \div (2,000 \div 11 \div 100\%)$ sec
 - = 19.8 Sec Takt Time
- Takt Time at 85% Efficiency:
 - $3,600 \div (2,000 \div 11 \div 85\%)$ sec
 - = 16.8 Sec Takt Time

*Patient appointments scheduled for 11 hours/day, volunteers and staff scheduled for 12 hours/day

Pre-Screen & Check-In



Station – Pre-Screen

- Total to process per day – 2,000
- Total time to process – **3 mins**
- Stations required:
 - Cycle Time in Sec ÷ Takt Time in Sec
 - $180 \div 16.8 = 11$
- 17 patients screened per hour per station @ 85%
- 11 stations gives 2,057 patients processed in 11- hour day at 85%

Pre-Screen



Each patient entering vaccination clinic is required to:

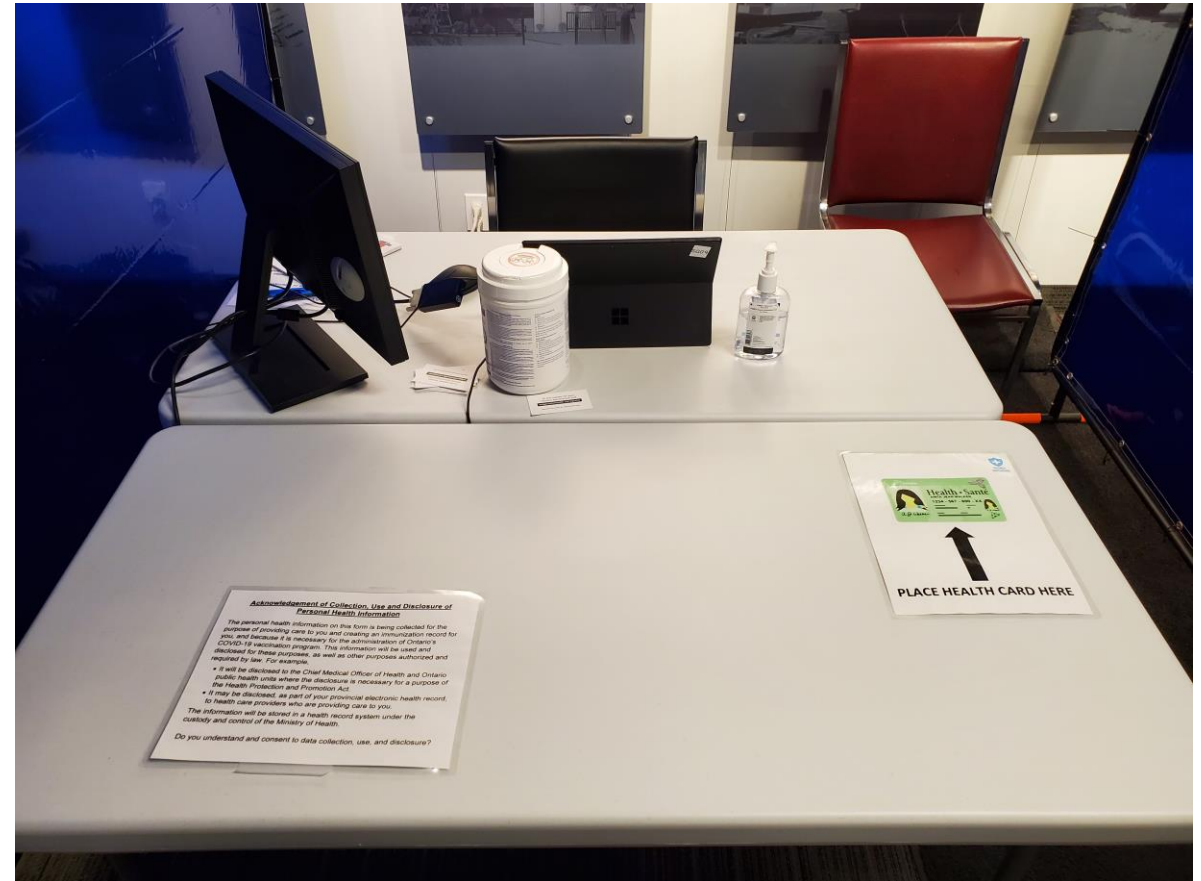
- Confirm appointment date and time
- Pass COVID-19 screening questionnaire
- Sanitize hands
- Change to new, provided paper mask



Check-in



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Vaccine Administration



Station Throughput – Vaccine Administration

- Total patients to process per day – 2000
- Total time to process – **4.5 Mins**
- Stations required:
 - Cycle Time in Sec ÷ Takt Time in Sec
 - $270 \div 16.8 = \mathbf{16}$
- 11.3 vaccines per hour per station @ 85%
- 16 stations gives 1,995 patients processed in 11-hour day at 85%
- Apex Health is responsible for managing vaccine administration

Vaccination Area



Recovery



Station Throughput – Recovery

- Total patients to process per day – 2,000
- Total recovery time per patient – **15 mins - 30 mins**
 - For patients with allergies or pre-existing conditions a 30 min wait time is required, all others 15 min
 - Calculate with 100% Takt time of 19.8 sec

46 chairs required during 11-hour shift (best case)

50 chairs required for every 10th person needing a 30 min wait time

91 chairs required for worst case

Recovery Area for 350 Dose Clinic



Recovery Area for 2,000 Dose Clinic



Checkout



Station Throughput – Checkout

- Total patients to process per day – 2,000
- Total time per patient checkout – **2 mins**
- Stations required:
 - Cycle Time in Sec ÷ Takt Time in Sec
 - $120 \div 16.8 = 7$
- 26 patients per hour per station @ 85%
- 7 stations can process 1,964 patients per day at 85%

Check-out



Communications Goals



Strong Communication Plan Key to Achieve 4 Goals:

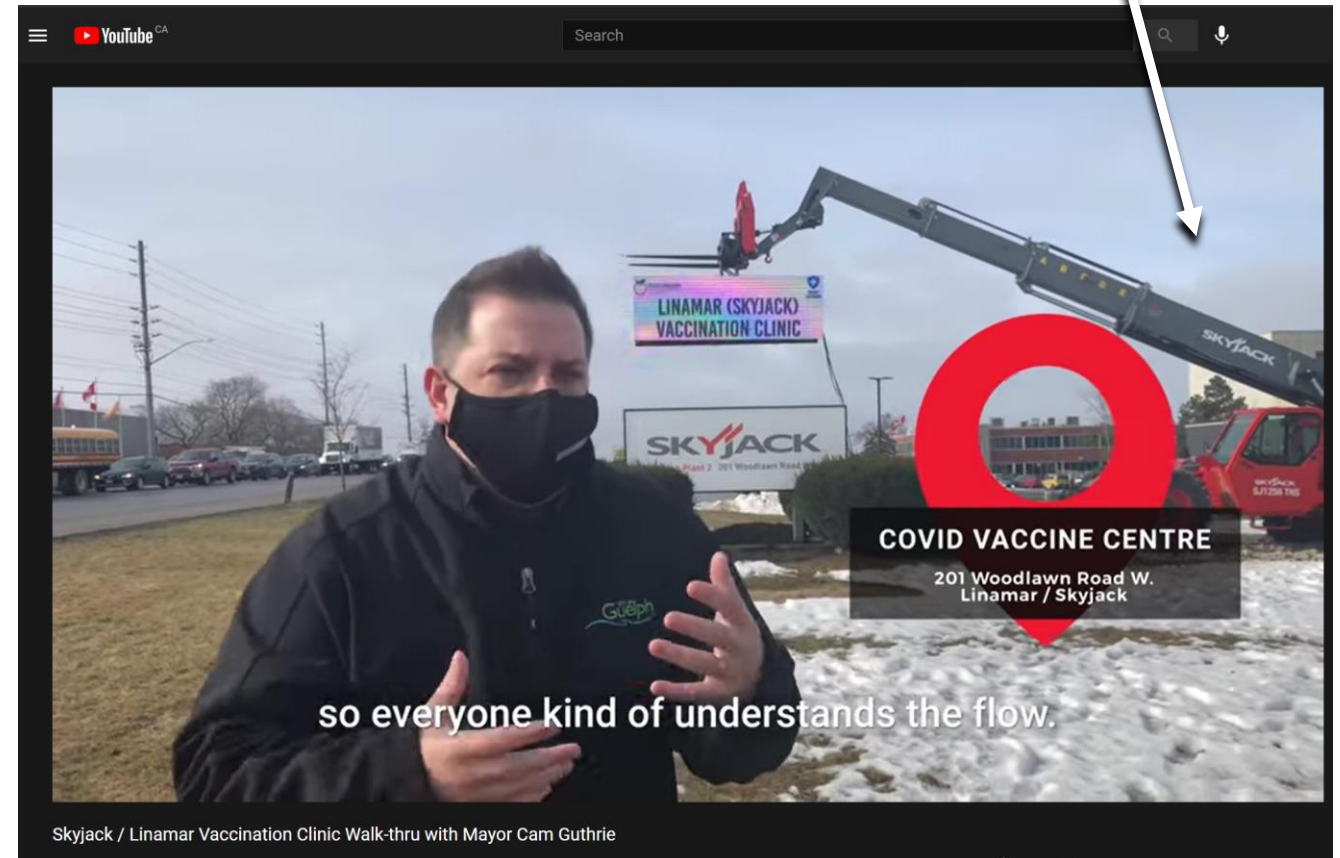
- 1) Drive Vaccine Demand
 - Encourage More People to Sign up for Vaccine
- 2) Drive Momentum Around Feelings of Hope & Optimism
 - Help People Start to Mentally Heal, Feel More Positive
- 3) Attract Additional Volunteers
 - Deep Pool Needed for Mass Vaccination Clinics
- 4) Share Our Experience
 - Inspire Others to Do the Same

Communications Drive Demand



- Display board mounted street-side providing:
 - Pre-Registration Information
 - Vaccination Updates (World, Canada, Ontario, WDG, Linamar Clinic)
- Social Media, including Mayor Guthrie, to Promote

Note Linamar Skyjack equipment holding communication sign – a must for every successful vaccine clinic 😊



Communications Drive Demand



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Display Board is on a timer and displays the following images

PublicHealth
WELLINGTON-DUFFERIN-GUELPH
Stay Well.

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Linamar (Skyjack) Vaccination Clinic

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PublicHealth
WELLINGTON-DUFFERIN-GUELPH
Stay Well.

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Eligible Priority Groups can Pre-Register:
register.wdgpUBLICHEALTH.ca

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PublicHealth
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Vaccines Administered:
316,465,435

LINAMAR

PublicHealth
WELLINGTON-DUFFERIN-GUELPH
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Vaccines Administered:
2,465,435

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Stay Well.

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Eligible Priority Groups can Pre-Register:
1-844-780-0202

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Vaccines Administered:
912,486

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Vaccines Administered:
21,245

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PublicHealth
WELLINGTON-DUFFERIN-GUELPH
Stay Well.

PROJECT SAFEGUARD

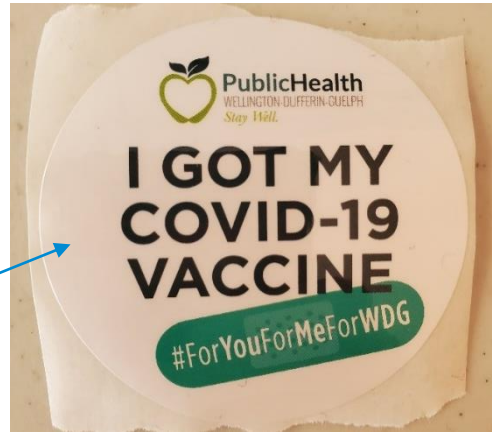
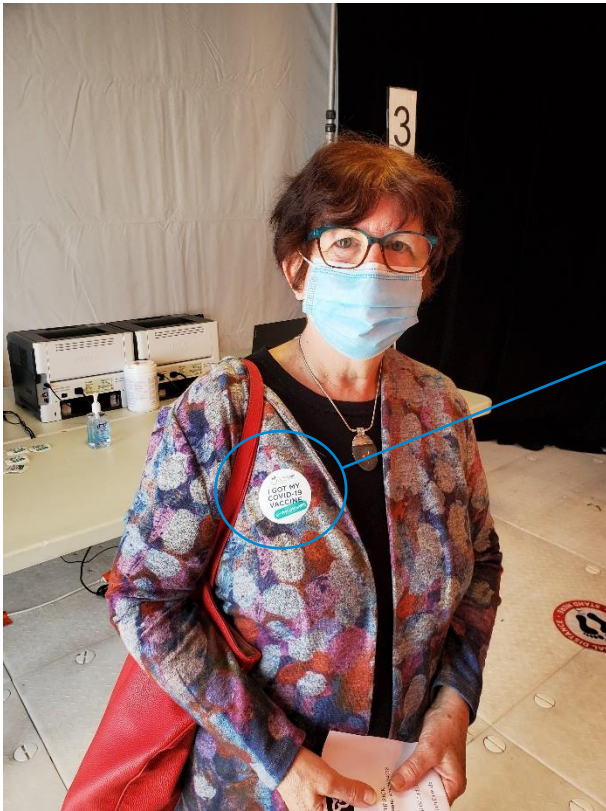
LINAMAR
Power to Perform

Vaccines Administered:
4,519

LINAMAR

Communications

Hope & Optimism



- Stickers handed-out at check-out reading “I got my COVID-19 vaccine”
- Selfie board provided for clients at check-out

Communications

Attract Volunteers



- Volunteer video (screen shots above)
- Content includes videos of other volunteers talking about the clinic and how vital it is to have more volunteers for the clinic
- Provides information on how to sign up to be a volunteer



Communications

Share Our Experience



- Weekly Alignment with Public Health and other WDG Clinics (i.e., UofG/FHT) – share BIP’s and Challenges
- Linamar website and email dedicated to vaccination clinic



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Linamar Reports



Linamar (Skyjack) Vaccination Clinic

Linamar is honoured to have the opportunity to support the community in which we live and work in collaboration with Wellington-Dufferin-Guelph Public Health in the efforts of Guelph's COVID-19 mass vaccination.

Why We All Should Get Vaccinated - A message from our CEO

Safe and reliable vaccines can help protect us from COVID-19. The vaccines are an essential tool to help stop the spread of the virus and allow the community to safely resume a normal life. A cross-organizational effort, the program is ready to execute as soon as additional vaccine doses become available, allowing for as many as 10,000 vaccines to be administered daily in our region.

Linamar is launching a vaccination clinic at the Customer Access Centre at Skyjack's Plant 2 in Guelph as part of the Distributed site program of Wellington-Dufferin-Guelph

Challenges and Limitations



- Permits – finding solutions to by-laws to allow placement of signs, outdoor recovery tent
- Traffic flow and parking
- Volunteer schedules – need to plan in 4, 6, 8, and 12 hour shifts
 - Need a core team of volunteers who understand every aspect of the clinic
 - Volunteers scheduled for at least two 4-hour shifts a week
 - Est. 450 volunteers required for 2,000 dose clinics on top of clinical staff
- Vaccine availability (timing & changes in volumes)

Pathway to Success



- Support, Alignment, Communication
 - Public Health Unit
 - City/Emergency Ops Control Group
 - Steering Committee/Executive Team
- Dedicated Project Team
- Plan with Flexibility – Constant Change
- Engage with Partners
 - i.e. Apex Health, Hitachi, United Rentals, Palmer Audio, Cintas, etc.

