



# COVID-19 90 Days in Review

CONTRA COSTA COUNTY'S PANDEMIC RESPONSE

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*May 2020*

# OVERVIEW

The world has changed fundamentally since Contra Costa Health Services ordered our community to shelter in place in mid-March 2020 in response to the COVID-19 pandemic.

The order, like the pandemic, was unprecedented and has impacted our communities, our economy and our lives. It has also done exactly what it was intended to do—saved lives and flattened the curve.

We can all be proud that Contra Costa County, along with the other six Bay Area jurisdictions, led the way in what is now nationally recognized as the most appropriate and powerful response to combatting this virus and saving lives.

But the order was just one element. This pandemic showed us what can be achieved when the full force of government, cities, volunteers and community groups work together to fundamentally ensure that all people of Contra Costa County are living safely, living healthy and living well.

Not only are we taking ambitious steps to address the virus, but we're simultaneously maximizing every effort, dollar and resource to further the broader goal of the county and Health Services to protect the health and well-being of our communities.

As we tackle this pandemic, we have prioritized our response into three categories: Living Safely, Living Healthy and Living Well.

## PANDEMIC TIMELINE

- Day 1:** *February 5, 2020*  
Travis Airforce Base opened as quarantine site
- Day 13:** *February 17, 2020*  
Diamond Princess cruise ship docked in Oakland
- Day 20:** *February 24, 2020*  
Contra Costa County's first recorded case of COVID-19
- Day 23:** *February 27, 2020*  
Solano County reports nation's first case of community spread
- Day 41:** *March 16, 2020*  
Contra Costa County joins with six other Bay Area counties to declare a Shelter in Place Order
- Day 47:** *March 22, 2020*  
Contra Costa County registers its first COVID-19 death
- Day 59:** *April 3, 2020*  
Contra Costa County records its highest single day of new COVID-19 cases: 53
- Day 85:** *April 29, 2020*  
Contra Costa County extends Shelter in Place Order until May 31
- Day 90:** *May 4, 2020*  
90-day review published

**Below are some highlights of the extraordinary things that have been done to address the pandemic.**



Amazing staff working tirelessly and showing ingenuity and creativity by taking on unprecedented challenges.



Strategic approach leveraging the full complement and talent of our existing programs, while drawing on the skills and support of every other county department.



Doing the impossible in a compressed time frame, while maintaining the highest quality of care.



Simultaneously continuing our critical, ongoing efforts on behalf of the broader health, safety and well-being of our community.



We have drilled for emergencies and, since we are fully integrated across Behavioral Health, the Contra Costa Health Plan, Contra Costa Regional Medical Center and Health Clinics, Public Health, Emergency Medical Services, Health, Housing and Homeless, Environmental Health and Hazardous Materials, COVID-19 is allowing us to put that skill set and preparation to work for the good of Contra Costa County.



# Living Safely

In the face of this pandemic, our goal wasn't just to treat the sick but to get ahead of this virus. We had to safeguard the public and limit the spread of COVID-19. We had no idea the crisis would come in the form of a once-in-a-century pandemic. Due to training across county departments, we were prepared and rapidly deployed to put that training and know-how into action to protect the people of Contra Costa County.



**HEALTH ORDERS**



**INVESTIGATION OF SPREAD  
AND CONTACT TRACING**



**SPECIAL ATTENTION TO THE  
NEEDS OF MOST VULNERABLE**



**DATA COLLECTION AND  
INFORMATION DISTRIBUTION**



**SOCIAL NEEDS**



**OPERATIONS AND  
COMMUNICATION**



## HEALTH ORDERS

- Ten orders addressing everything from sheltering and face coverings to residential care and lab facilities
- Supported with media interviews, publication of orders, series of FAQs and social media campaign
- Emails and phone calls to targeted audiences impacted by Order: food facilities, businesses, skilled nursing facilities, etc.
- Created COVID-19 Vulnerability Index to identify and contact at risk populations to ensure they could safely comply with the order and assist with their basic needs during the shelter in place order



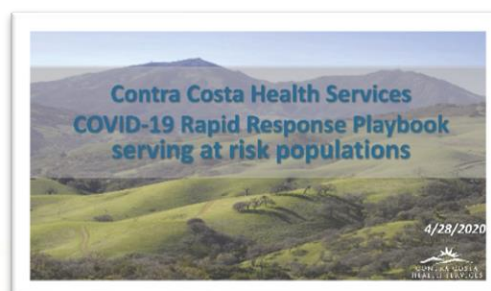
## INVESTIGATION OF SPREAD AND CONTACT TRACING

- Increased the number of staff dedicated to disease investigation from pre-COVID number of 14 to 75
- Active COVID-19 outbreak disease investigation on a daily average for 14 congregate care facilities and, to date, have investigated over 40 separate facilities
- Initiated disease investigation on over 890 COVID-19 cases and conducted detailed contact tracing on those associated with high risk congregate facilities and among cases where there is concern about contact with at-risk populations or settings (such as dialysis centers, hospitals, health care workers)



## SPECIAL ATTENTION TO NEEDS OF MOST VULNERABLE

- Created and published the "COVID-19 Rapid Response Playbook Serving at Risk Populations" to guide county and stakeholders in best practices
- People experiencing homelessness:
  - Secured 451 hotel rooms (four hotels) for high-risk and COVID-19/persons under investigation (PUI) who are experiencing homelessness

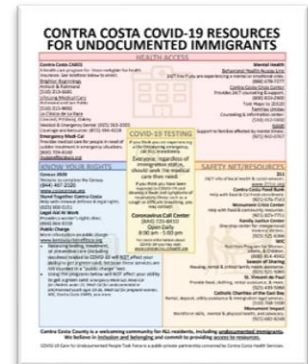


- All congregate homeless shelters have transitioned individuals to non-congregate settings such as hotels and/or reduced number of residents to allow for social distancing
- CORE outreach teams working seven days a week to provide hygiene education, social distancing guidance, self-screening symptom check, referrals to Health Care for the Homeless street medicine team and meals
- Procured and placed 37 handwashing stations and portable restrooms to support persons living outside
- Distributed tents for persons living outside and resistant to hotels (200 ordered, 85 distributed to date)
- Created and published guidance documents for congregate housing and outreach programs
- Ensured continuity of prescribed medications for clients, including those moved into hotels
- Health, Housing and Homeless division received \$858,000 COVID-19 emergency funding from the state
- Persons in congregate facilities:
  - Worked with the State Licensing & Certification branch of the California Department of Public Health to assure for assessment of skilled nursing facilities where significant COVID-19 outbreaks have occurred
  - Created a team that focuses on COVID-19 prevention in congregate facilities
  - Created a specialized team within our disease investigation/contract tracing unit that focuses on outbreaks associated with sensitive occupations and settings (SOS team)
- Seniors and Disabled:
  - CCHP reached out to all 14,629 seniors and persons with disabilities during March to offer advice on preventive measures
  - Meals on Wheels is now delivering over 5,000 meals daily, a 40 percent increase in services
- Substance Abuse Disorder Patients:
  - Substance Use Disorder (SUD) counselors expanded their role to provide telephonic support to clients waiting to enter treatment





- Advocated with the state to temporarily waive requirements in residential treatment to allow for faster admission into treatment and reducing social exposure while preserving local medical resources to support COVID19 response
- Undocumented: A public-private partnership established by Contra Costa Health Services compiled information to support everyone, regardless of immigration status, who seeks medical care, especially those exposed to COVID-19
- Youth:
  - Intensive Care Coordinators (ICCs) are working remotely with foster youth, their caregivers and the Child Welfare Department's social workers to minimize disruption to services and coordinate care
  - Continuous processing of new or renewal of caregiver information forms for foster kids' medication needs and created alternative way to process this while courts are closed
  - Mental Health and Probation Services and the Probation Department found ways to provide telehealth services at Juvenile Hall and Orin Allen Youth Center by making devices available to clients
- Healthcare providers and staff: Behavioral Health launched a counseling hotline to support Contra Costa Health Services healthcare providers and staff and first responders

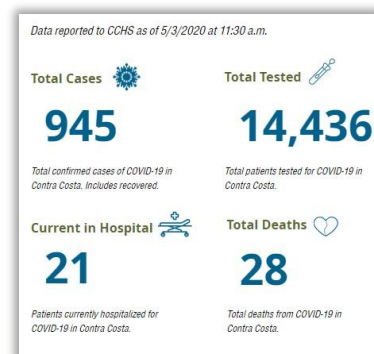


Maintaining a strong, transparent and open line of communication with the community, our partners and colleagues has been essential. We are constantly sharing information with national, state and local organizations. It's equally important to share that information with our community and partners so they can plan strategies to protect their own safety.



## DATA COLLECTION AND INFORMATION DISTRIBUTION

- Provided guidance to staff, community and public
- Built models to project number of hospitalizations to help with planning
- Developed 25 metrics to track hospital and community readiness when making decisions on modifying the shelter in place order
- Built internal dashboards for programs to provide oversight of COVID-19 response
- Created a web-based public dashboard, which has had more than 600,000 visitors since being launched on April 2





**SOCIAL NEEDS:** Ensuring effective screening and addressing of social needs for individuals and families, beginning with our most vulnerable populations

In partnership with Contra Costa Health Services, Contra Costa Crisis Center/211 developed the Covid-19 Resource Directory by engaging in a weeklong design sprint engaging community stakeholders to design version 1 of a new 211 COVID-19 resource website

- Sourced and assessed existing resource lists and organized these based on 211 Contra Costa's client priorities
- Integrated resource lists into Contra Costa Crisis Center's centralized resource database by mapping to existing categories
- Enhanced accessibility of Contra Costa Crisis Center's website
- Created process to engage stakeholders to clarify communication channels for two-way exchange of resource information
- Proactive outreach to highest risk CCHS patients
  - Asked 600 people at highest risk from COVID-19 what they needed to help them Shelter in Place and used this information to develop services
  - Working with the community to develop a food and other essential services delivery service to help meet the needs of people without access to other options for essential services
- Met the dramatic surge in demand for county nutritional services, such as Senior Nutrition (Meals on Wheels) and Women Infant and Children (WIC) nutritional support
- Worked with congressional leaders to seek federal authorization for Cal Fresh and WIC food benefits to be ordered by families over the web and delivered to their homes, in support of shelter in place orders

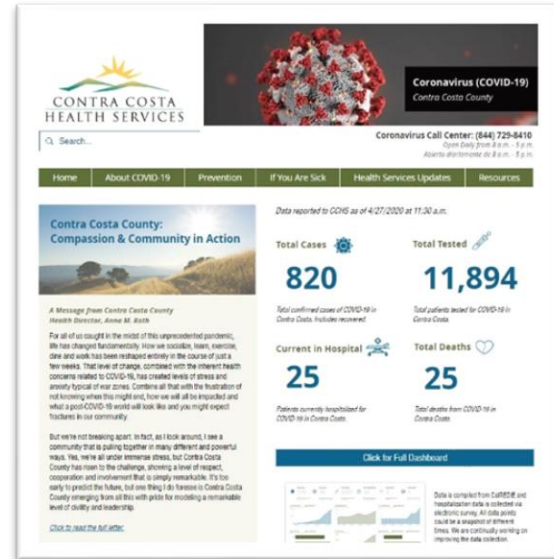


### OPERATIONS, LOGISTICS AND COMMUNICATIONS

- Emergency Operations Center (EOC)
  - CCHS set up and staffed the EOC, which served as the command center for all workflow and communications
  - Public Information Officers from every county department staffed the Joint Information Center (JIC) to address internal and external communications, working with local, statewide and national media, while also providing regular information, updates, tips and resources to the public
  - Created a toll-free Information Call Center to answer the public's questions. The center is open seven days a week and has already handled over 7,000 calls.



- Created and launched a special COVID-19 website to serve as the primary information collection and dissemination site for the county
  - Averages 32,000 visitors a day
  - Over 1.3 million visitors since site went live
  - English and Spanish language
  - Includes a full dashboard, regular message from the Health Services Director, series of FAQs and a deep reservoir of informational tips, updates and supportive documents to help the public navigate these difficult times



- Social Media
  - Supporting range of efforts to inform, educate and support the public
  - Created and issued 65 original posts
  - Social post images created: 65
  - Facebook posts and tweets published: 124



- Logistics
  - Established a workflow in coordination with CCHS Personnel and Contra Costa County Human Resources to expedite onboarding staff hired specifically for COVID-19

# Living Healthy

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From the moment the first COVID-19 patients from the Diamond Princess arrived in Contra Costa County, we've been working to save lives and protect the health of the entire community



**SCREENING AND TESTING**



**TREATMENT**



**MENTAL HEALTH**



**DETENTION HEALTH**



**TELEHEALTH**



**MOBILE HEALTH**



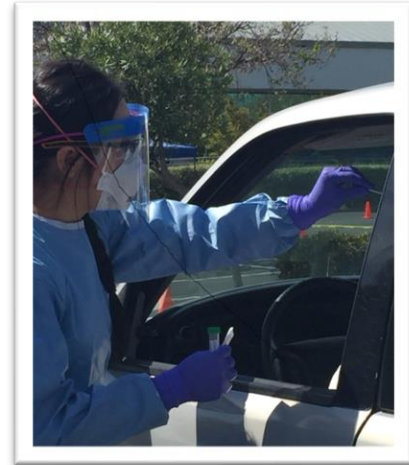
**ALTERNATIVE CARE SITES**



**RESOURCE PROCUREMENT  
AND ALLOCATION**



**SCREENING AND TESTING** is essential to monitor health and understand patterns in the community. Initially, limited supplies of test kits made this difficult. That problem is being rectified, and every day more tests are being conducted. We have now doubled the testing since the first week of the Shelter in Place Order. Presently about 12,000 tests have been conducted but plans call for a dramatic ramping up as more equipment and resources become available, with a goal of increasing testing by a factor of eight to 2,400 daily tests.



- Five testing sites have been opened for the community with a fast track for first responders and healthcare workers:
  - West County Health Center in San Pablo
  - Martinez Health Center
  - Pittsburg Health Center
  - Concord Public Health Clinic Services
  - Antioch Health Center
- Several area hospitals are able to conduct onsite testing
- We have worked with providers to expand the criteria for testing, and sampling is planned in high risk sites and populations
- Coordinating with the State to launch three by-appointment and walk-in testing sites starting in early May
- Created a mobile testing team to go to Skilled Nursing Facilities and other congregate living facilities, and work in partnership with local health systems to facilitate additional and repeat testing as needed
- Serology Testing: The Public Health Lab has received a small number of test kits for serology testing and is currently validating this test. This test was recently approved for Emergency Use Authorization by the FDA and will measure levels of antibodies to COVID-19 that a person has, which will tell people whether they have been infected. However, it is not yet clear whether having had the disease will protect you from further infection—we are awaiting more scientific studies on this. CCHS is working on a countywide strategy for this new testing capability that will focus on health care workers and first responders, and we anticipate rolling out this testing in the next few weeks. This test requires a blood draw.





### **TREATMENT:** Providing care for COVID-19 patients

- Contra Costa Regional Medical Center delayed or cancelled non-essential surgeries
- Both hospitalization and ventilator use have remained stable over the last three weeks
- We have increased hospital bed capacity by 60%
- We have increased the number of ventilators five-fold
- Most of the 4th, and some of the 3rd and 5th floor of Contra Costa Regional Medical Center has been retrofitted for negative pressure rooms
- Every scheduled in-person clinic visit is preceded by a nursing or provider triage
- We are training providers across the county on the use of point-of-care ultrasound for COVID-19 diagnosis



### **MENTAL HEALTH**

- Behavioral Health Access Line for mental health and substance use services has remained open 24/7, offering screening, triaging and referral services
- Ensured medication supply for clients, including clients in homeless hotels, and implemented 60-90-day medication prescriptions for clients
- Worked to ensure patients suffering from schizophrenia get medication in timely manner, and we are in constant contact with wholesalers and manufactures to monitor our on-hand supply



**DETENTION HEALTH:** A wide array of steps are being taken to protect inmates and staff including significantly reducing detention populations and increasing social distancing. Here are just a few of the preventative actions being taken:

- Prior to booking, inmates are screened for fever or respiratory symptoms
- All other individuals entering the detention facilities, including staff, are screened. If they are symptomatic, they are not allowed to enter.
- All new bookings are quarantined. Asymptomatic new bookings are kept separate for 14 days and symptomatic inmates are tested and housed separately.
- Inmates are monitored daily for fever and other associated COVID-19 symptoms. Symptomatic inmates are offered testing and isolated.
- Staff and visitors are screened for fever and other COVID-19 symptoms
- New bookings are quarantined. Asymptomatic new bookings are kept separate for 14 days.

- Quarantined inmates are cleared by health before moving to general population
- Inmates are monitored daily for fever and other associated COVID-19 symptoms. Symptomatic inmates are offered testing and isolated.
- Universal masking protocols have been adopted for all staff and inmates



**TELEHEALTH:** We have essentially redesigned our delivery system to shift to telehealth, with more appointments every month

- Contra Costa Regional Medical Center has conducted approximately 25,000 telehealth audio and 860 telehealth video visits since March 11. Behavioral Health has conducted 12,500 telehealth audio and video visits since March 1.
- Where appropriate, shifting medical, behavioral health and substance use disorder appointments to telehealth to protect the public and caregivers
- Move to telehealth involved consultation with providers, state and federal waivers, and major policy changes by health plans
- This change led to new training, protocols and technology



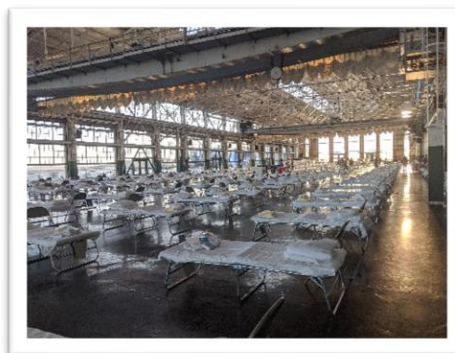
### MOBILE HEALTH

- Put three mobile vans in action to provide screening and testing
- Offered mobile testing services to congregate care sites



**ALTERNATIVE CARE SITES:** In preparation for potential surge of COVID-19 patients

- Indications for use will be if hospitals are stretched beyond capacity and need a discharge destination for low acuity patients who are convalescing or if there is a need for placement of COVID-19 patients whose health or well-being cannot be managed in their normal living environments (hotel rooms or congregate living facilities) and can safely be observed in a primarily ambulatory setting.
- Planning for four sites around the county
  - Craneway Pavilion, Richmond (250 beds)
  - Antioch Fairgrounds, Shelter for Homeless (43 beds)
  - Concord Arnold Industrial Way (100 beds – under construction)
  - Concord Meridian (200 beds – under construction)





## RESOURCE PROCUREMENT AND ALLOCATION

- The strategic acquisition and deployment of medical material has been a paramount effort in the logistical response to our COVID-19 activation. The Health Department, working closely with Employment and Human Services and the County's Emergency Operations Center, collaboratively worked to meet community needs, 80 percent of which were directly associated with medical needs (Personal Protection Equipment, medical transportation, equipment, personnel, etc.). These items have been deployed to hospitals, clinics, first responders (Fire, Law, EMS), a wide range of community healthcare providers (from dentists, to surgeons, to funeral homes), places and spaces of care (child through senior care), congregate settings ranging from homeless shelters, recovery sites, detention, and outbreak sites, and in planning to support other essential workers/workforces impacted throughout the County. Regarding personal protective equipment, we have distributed:
  - 1,179,300 masks
  - 18,759 gowns and Tyvek suits
  - 412,200 gloves
  - 8,202 face shields / goggles
  - 153,090 bottles of hand sanitizer





# Living Well

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While safety and health are essential, we can't ignore the importance of helping people live their lives well—seeking out opportunities for companionship, joy, fulfilment and happiness. Even among the enormous disruption brought on by this virus, it is our responsibility to be mindful of the well-being of everyone and do what we can to help them thrive.



**ESSENTIAL WORK**



**PHILANTHROPY**



**PARTNERSHIPS**



**ESSENTIAL WORK:** It is important to understand that while all these COVID-19 activities are going on, CCHS staff continue to perform the essential work they do every day to help the people of Contra Costa County live life to the fullest.

- Support to COVID-19 activities with expertise, staff, resources
- Attention to all issues shaping safety, health and well-being of community beyond COVID-19
- As an example, during the same period last year, we had 56,951 outpatient visits. This year, in the midst of responding to COVID-19, we were still able to see 36,957 outpatients, primarily through telehealth.
- All county-operated behavioral health clinics and programs remain open, with daily in-person visits as needed. This was augmented by remote delivery of services by over 250 clinical staff.
- Behavioral Health Services staff have been making home deliveries of medication, food and checks to clients sheltered in place
- Hazardous Material Division has maintained 24/7 staffing of our HazMat team to respond to incidents and continues to conduct inspections that are required to meet the law, specifically within the underground storage tank program.

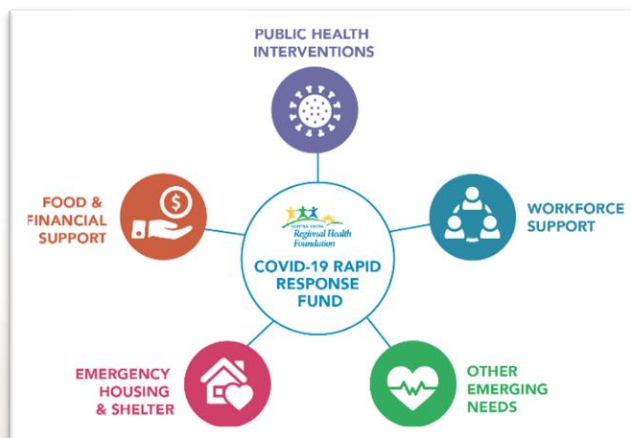
While we're immensely proud of the work to control the spread and build a system to proactively fight this pandemic, there's something equally impressive that merits discussion—the new partnerships and the level of alignment that have become a hallmark of our response to COVID-19.



**PHILANTHROPY:** Developing strong relationships with charitable organizations to backfill needs and ensure we have the resources, equipment and staffing to protect the community

- Chan Zuckerberg Initiative donation to support COVID-19 rapid response and interventions
- The Contra Costa Regional Health Foundation (CCRHF) established a COVID-19 Rapid Response Fund and has been selected as a lead partner organization in the newly formed *COVID-19 Regional Response Fund* supported by the Silicon Valley Community Foundation. The COVID-19 Rapid Response Fund is also supported by the Chan Zuckerberg Initiative Foundation as well as individual donors.

The CCRHF Rapid Response Fund is moving quickly to help those individuals in desperate need. Locally, the Contra Costa Regional Health



Foundation will play an important role in identifying highest risk populations and funding non-profit organizations to provide needed assistance.

We have granted nearly \$500,000 dollars thus far, including grants to the Food Bank of Contra Costa & Solano, Catholic Charities, Shelter Inc., Contra Costa Crisis Center, The Salvation Army, Loaves and Fishes, Portia Bell Hume Behavioral Health and Training Center and Monument Impact.

- In just a month, the donation sites have collected nearly 90,000 units of personal protective equipment (PPEs), helping to alleviate the pressure on a stressed medical supply system.
- Local businesses have also provided support:
  - HP Enterprise donated all wireless technology for our alternative care sites
  - ATT has donated services and hardware for network connectivity and provided phones for all first responders for just 99 cents
  - Comcast and ATT re-routed install teams, cut through red tape and reduced a typical six to eight-week installation to 96 hours
- Contra Costa County Health Services will join a landmark study of over 7,500 Bay Area residents. The nation's first large-scale, long-term coronavirus research study will follow participants over several months, retest them regularly and report real-time data to health officials — potentially shaping California's phased reopening of the economy. This research collaboration between Stanford University, the University of California, San Francisco and the Chan Zuckerberg Biohub aims to better understand the spread of COVID-19 across the San Francisco Bay Area.
- The community wanted to lend its support to the effort as well. To that end, CCHS worked with individual cities and organizations to set up and promote community donation sites for the public to support healthcare needs with donations of personal protective equipment (PPE) and other healthcare supplies, such as gloves, masks, gowns, eye shields, aprons and antibacterial wipes, to assist healthcare settings
  - All this equipment is being distributed equitably to those with greatest need





- Donation sites include: San Ramon, Antioch, Martinez, Richmond



**PARTNERSHIPS:** A community working collectively in partnership has been the hallmark of the COVID-19 response. Faced with a crisis, old silos broke down and suddenly communities, organizations, businesses, schools and government entities were actively working together.

- Without a moment's hesitation, every county department made their staff available to support the COVID-19 response
- The phenomenal alignment, which has gone on for well over a month, has built new relationships, camaraderie and an understanding of how powerful we can be when we work in solidarity
- When the final chapter of this pandemic is written, the sense of determination, courage and alignment shown by county leaders, departments and employees will be one of our proudest moments
- The total engagement and support of our cities, local communities, nonprofit organizations, community-based organizations, businesses and the people of Contra Costa has substantially fueled our efforts and given us the runway critically needed to implement tough but necessary health orders.

# A PATH TO THE FUTURE

The question on most people's minds is what's next? How will we move forward from here?

We will continue the same level of dedicated, strategic efforts to protect the health and safety of everyone in Contra Costa County.

We've learned much through this process, but there are two things we understood before this pandemic that have only been reinforced:

1. The biggest challenges demand a unified approach. Only through strong alignment have we been successful in the face of this epidemic. We've built the type of solid partnerships, trust and support that are essential to face COVID-19 and other unknown future challenges.
2. Providing for our community demands that we help people live safely, live healthy and live well. It's these three aims that a year-long, community-based planning process landed upon prior to the arrival of COVID-19.

Those two lessons will be paramount as we plan a path out of this crisis to a future where every member of our community can thrive.

