



INDIAN INSTITUTE FOR  
HUMAN SETTLEMENTS



# Operations SOP

*How to organise COVID vaccination for 200-person  
educational institutions / small organisations*



© Indian Institute for Human Settlements

**Authors:** Capt K Pooja Vasanth (Retd.), Dwaipayan Banerjee

**Editorial Support:** Rekha Raghunathan, IIHS Word Lab

**Design Support:** Padma Venkataraman and Malavika Navale

**RIGHTS AND PERMISSIONS:**

This work is available under the following license.

All the content created by the author(s) for the purpose of this work is copyrighted. You are free to share, to copy, distribute and transmit the work under the following conditions:

*Attribution* - You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that the author endorses you/ your use of the work).

*Non-commercial* - You shall not use this work for commercial purposes.

Restrictions on use - The content of this work shall not be modified, edited or altered in any manner without prior written permission of IIHS.

All queries on rights and licenses should be addressed to: [library@iihs.ac.in](mailto:library@iihs.ac.in)

**DOI:** <https://doi.org/10.24943/OPSSOP.072021>

**Suggested Citation:** Banerjee, D., & Vasanth, K. P. (2021). Operations SOP: How to organise COVID vaccination for 200-person educational institutions / small organisations

**[www.iihs.co.in](http://www.iihs.co.in)**

# Table of contents

---

|          |                              |           |
|----------|------------------------------|-----------|
| <b>1</b> | <b>Introduction</b>          | <b>6</b>  |
| <b>2</b> | <b>Phase wise planning</b>   | <b>7</b>  |
| 2.1      | Data Collection              | 7         |
| 2.2      | Zone Identification          | 8         |
| 2.3      | Zone-wise demarcation        | 9         |
| 2.4      | Area and activity management | 12        |
| 2.5      | COVID-19 precautions         | 14        |
| <b>3</b> | <b>Key takeaways</b>         | <b>15</b> |



# 1. Introduction

---

India's national vaccination drive was opened on 1 May 2021 to all citizens aged 18 and above. However, due to a lack of clarity on the beneficiary age groups, technical glitches on the Co-WIN app and overcrowding at public health centres, IIHS staff and their dependents were not vaccinated as of 31 May 2021.

The Operations team at the Indian Institute for Human Settlements (IIHS) had initiated enquiries with the Bruhat Bengaluru Mahanagara Palike (BBMP) as well as a number of private hospitals to facilitate a vaccination drive at the IIHS Campus in Bengaluru. After reviewing several options, IIHS entered into an agreement with Manipal Hospitals to vaccinate nearly 200 staff members and their dependents.

This document details the strategy used by the Operations team to plan this drive in a manner that minimised/eliminated cross transmission and exposure, and notes the lessons learned during this process. It could serve as a starting point to similar sized organisations, apartment complexes or any other community, that is working to facilitate drives at their locations.

## 2. Phase wise planning

### 2.1 Data collection

---

A Google form was designed to collect information from staff and their dependants ten days prior to the date of the vaccination drive. Everyone was asked to register on the Co-WIN portal prior to updating this information.

#### Registration form for on site vaccination (Covishield) at BCC

For 1st Dose of vaccination during the 2nd week of June @ Rs 1100 per shot on self paid basis

\* Required

Name (Please provide full name as per Aadhaar Details) \*

---

Staff ID \*

---

Phone Number (Please provide the number which has been used for Co-WIN registration) \*

---

Official E-Mail ID \*

---

Aadhaar Number \*

---

Age in years \*

---

7. Have you been vaccinated yet? Please share date of vaccination. Leave blank if you are yet to get your first dose

Example: January 7, 2019

---

8. If you have received your first dose then select the name of the vaccine

Mark only one oval.

☐ Covishield

☐ Covaxin

9. Would you like to register your dependents as well for this drive \*

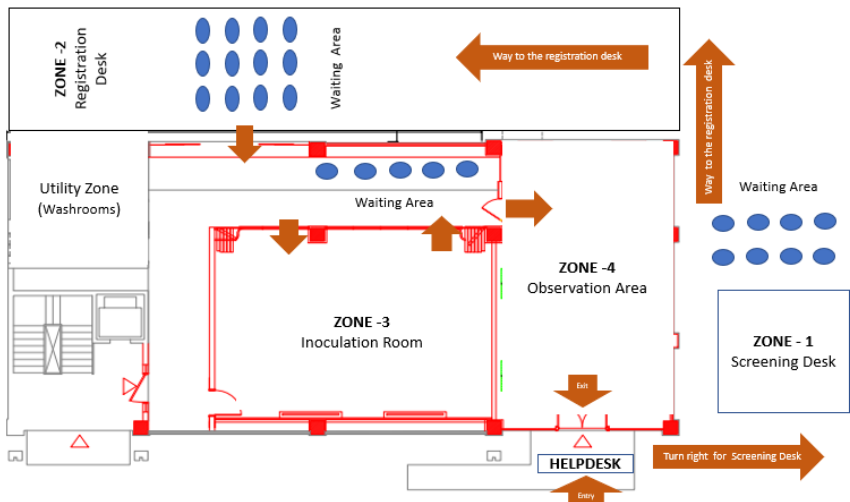
Mark only one oval.

☐ No

☐ Yes Skip to question 10

## 2.2 Zone identification

The zones were identified for each activity based on the space available to accommodate the confirmed number of vaccination registrations. The zone layout was planned with the thumb rule of so as to eliminate eliminating unproductive waiting time



*Layout Map of IIHS Bengaluru City Campus Vaccination Drive*



## 2.3 Zone-wise demarcation

---

The ground floor area of the Bengaluru City Campus (BCC) was identified as having the necessary space required to ensure a smooth process flow. It was demarcated into five zones to:

- ensure adherence to safety protocols for hygiene
- minimise delays and queueing
- prevent transmission
- screen and monitor as needed in each zone
- minimise time spent at the venue

Operations team members were assigned zone-wise tasks and briefed on their responsibilities. **An alert protocol** was designed to address any system or process block which could potentially lead to overcrowding **in any of the zones**.



The zones were demarcated as follows:

| Zone   | Area              | Resource  |
|--------|-------------------|---|
| Zone 1 | Helpdesk          | <ul style="list-style-type: none"><li>• One member from the Administration team</li><li>• One security person</li></ul>                                       |
| Zone 2 | Screening desk    | <ul style="list-style-type: none"><li>• One in-house nurse</li><li>• One member from housekeeping</li></ul>   |
| Zone 3 | Registration desk | <ul style="list-style-type: none"><li>• Two members from Manipal Hospitals</li><li>• One member each from the IIHS Administration and Finance teams</li></ul> |
| Zone 4 | Inoculation room  | <ul style="list-style-type: none"><li>• Two nurses from Manipal Hospitals</li><li>• One member from the Administration team</li></ul>                         |
| Zone 5 | Observation room  | <ul style="list-style-type: none"><li>• One doctor from Manipal Hospitals</li><li>• One member from the Administration team</li></ul>                         |

## Activity

- Welcoming individuals
- Checking Co-WIN registration and Aadhaar details
- Helping register own Co-WIN portal, if required
- Screening for temperature and SPO2
- Issuing tokens
- Registering on the Manipal Hospitals portal for a Co-WIN slot
- Providing any other assistance relevant to booking
- Collecting payment for vaccination, as required
- Administering the vaccine
- Placing a time stamp on vaccination record sheet and collecting signatures for hospital records
- Observing for 20 minutes after vaccination



## 2.4 Area and activity management

---

**Twenty individuals per slot** were scheduled for the day **over nine slots** based on the respective zone's seating capacity. Slots were scheduled thirty minutes apart.

### Helpdesk

- Entry into the campus was restricted based on assigned slots and timings. Detailed instructions were emailed 48 hours in advance with pre- and post-vaccination guidelines to all individuals to help guide them through the vaccination drive.
- A helpdesk was set up at the entrance to check if individuals were carrying their Aadhaar cards and Co-WIN registration details. Those yet to register were provided assistance before being asked to proceed to the screening desk.

### Screening desk

- At the screening desk individuals were screened for temperature and oxygen saturation levels.
- Tokens were issued at the time of screening to streamline crowd management.

### Registration desk

- A waiting area for twenty people was set up at the registration zone.
- Two registration desks were set up to check and allocate the vaccination batch details before inoculation.

## **Vaccination room**

- After registration, individuals proceeded to take their vaccinations. Timings for pre- and post-vaccination were recorded for hospital documentation.

## **Observation room**

- A hospital-designated doctor and zone volunteer were seated at the observation area.
- All vaccinated individuals were monitored for 20 minutes before being allowed to leave the premises.
- The total time spent by each individual from when they entered to when they exited was approximately 35 to 40 minutes on average. The vaccination drive covered 188 individuals and was completed between 9:30 am and 2 pm.

## 2.5 COVID-19 precautions

---

The following measures were taken to ensure safety for all stakeholders and participants.

- Sanitising of premises by in-house support staff prior to the drive
- Displaying boards with directions to the different zones
- Screening at Zone 1 for temperature and SPO2 levels
- Sanitising of chairs and desks after each use
- Sanitising stationery used by individuals to sign off after vaccination
- Allocating bins for disposal of biomedical waste (managed by the Manipal Hospital team)
- Wearing of appropriate PPE by all volunteers and hospital staff
- Mandatory wearing of masks inside the premises
- Placing sanitiser stands at all zones
- Placing water dispenser with disposable cups at all zones
- Disinfecting the entire area after the event through a registered agency

### 3. Key takeaways

- It took a few individuals going through the entire process to identify some changes needed in the workflow. In future, **assigning a lesser number of individuals to the first slot** will allow teams to identify and **implement optimal workflows**.
- **Gathering individual vaccine preferences** prior to the drive would **ensure maximum coverage**, help plan for adequate quantity, and **minimise** the amount of **vaccine wasted**.
- Assigning **slots within a gap of 30 minutes** is vital, due to the vial having to be used within that time span.
- A clear understanding of how many shots can be administered per vial of the vaccine was necessary to identify the total number of beneficiaries that could be accommodated, and to avoid wastage.
- **Keeping a waitlist handy** will help cover for no shows, thereby eliminating vaccine wastage.
- The focus of the IIHS vaccination drive was to provide a **safe and comfortable environment**, which left the staff feeling secure and confident about their safety as well as that of their dependents.







#### **IIHS BENGALURU CITY CAMPUS**

197/36, 2nd Main Road, Sadashivanagar, Bengaluru 560 080. India.  
T +91 80 6760 6666 | F +91 80 2361 6814

#### **IIHS CHENNAI**

Floor 7A, Chaitanya Exotica, 24/51 Venkatnarayana Road, T Nagar  
Chennai 600 017. India.  
T +91 44 6630 5500/6555 6590

#### **IIHS DELHI**

803, Surya Kiran, 19, Kasturba Gandhi Marg, New Delhi 110 001. India.  
T +91 11 4360 2798 | F +91 11 2332 0477

#### **IIHS MUMBAI**

Flat No. 2, Purnima Building, Patel Compound, 20-C, Napean Sea Road  
Mumbai 400 006. India.  
T +91 22 6525 3874

**[iihs.co.in](http://iihs.co.in)**