



EXECUTIVE SUMMARY

DOLLARS FOR DOSES

Ordinance 897-2022

Name of Requesting Entity: Funders' Collaborative on COVID Recovery (FCCR) & Cleveland Department of Public Health
Address of Requesting Entity: 601 Lakeside
Geographic Scope of Project: City Wide

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AMOUNT REQUESTED \$ 300,000

DESCRIPTION

Upon taking office in January 2022, the Mayor recognized the hardship and health crisis resulting from low vaccination rates against COVID among Cleveland's citizens. The rate of vaccination hovered at 45% at the time. The Mayor issued a challenge to reach a 60% vaccination rate in Cleveland by the end of 2022. Since then, the overall vaccination rate has risen to 55%, due in part to the Dollar for Doses campaign (D4D). D4D is an incentive program offering cash rewards to residents 12 years of age and older who get vaccinated against the novel coronavirus. The model, created by Greater Cleveland Congregations (GCC) and adapted by other Cleveland community benefit organizations—such as Young Latino Network, May Dugan Center, and the Spanish American Committee—has been tremendously successful. Over 3,000 Cleveland residents have been vaccinated among the aforementioned organizations as a result of the campaign, with GCC alone vaccinating 2,698, the majority of which are first-dose shots. The faith congregations with which GCC has partnered have provided space, security, volunteers, and other resources. Participating congregations include Antioch Baptist Church, Elizabeth Baptist Church, Olivet Institutional Baptist Church, Lee Road Baptist Church, and Shiloh Baptist Church. Unfortunately, funds donated to the Greater Cleveland Congregations have run out, and \$129,000 minimum is required to complete the final 5 vaccine clinics through September, four of which will be managed by GCC on the City's east side and one by May Dugan Center on the City's west side. Additional funds of \$171,000 would be used to fund roughly six more clinics on both the east and west sides of the city. Please note that to reach the Mayor's goal of 60% vaccination in the City of Cleveland, it is likely that 50 or more vaccination clinics of this kind would need to be held, making the total cost of the remainder of this initiative approximately \$1.4 million.

TIMELINE

This initiative has been underway since February 2022. These funds will be used to sustain the current model into October 2022.



IMPLEMENTATION

The Vaccine Task Force (VTF) will serve as the coordinating body for this effort. The VTF is a subcommittee of the Funders' Collaborative on COVID Recovery (FCCR), a collective partnership across more than 50 organizational members, which launched in March 2020 as the Greater Cleveland COVID-19 Rapid Response Fund. Since then, organized philanthropy has deployed more than \$20 million to organizations responding to the coronavirus pandemic. FCCR continues to coordinate the implementation of vaccine outreach, including the D4D program across multiple grantee-partners. Grantees of the VTF were selected through a public RFP process conducted in Q1 2022. Through the end of August, vaccine outreach will be facilitated primarily by Greater Cleveland Congregations and the Young Latino Network, both of which are coordinating vaccination events and incentives. The Centers has committed to deploying healthcare workers to administer shots. In September, west side vaccine incentive programs will expand to include the May Dugan Center with vaccine administration support from the Cleveland Department of Public Health. The Mt. Sinai Health Foundation, a founding member of the Funders' Collaborative on COVID Recovery leads the Vaccine Task Force. Backbone support is facilitated by staff at the Cleveland Foundation in collaboration with staff from the Mt. Sinai Health Foundation. These supports include grant awards and payments, grant compliance, and the review of final reporting.

PARTNERS

Mount Sinai Health Foundation, The Cleveland Foundation, The George Gund Foundation

GOALS

The goals of this initiative are to maximize vaccination among Cleveland residents and to instill trust in public health interventions by executive campaigns that are managed hyper-locally by trusted community organizations. The Dollar for Doses initiative, as a whole, will help the City in reaching its goal of 60% vaccination. (At present, Cleveland is approximately 19,000 first doses short of this goal.

EQUITY

The lowest vaccination rates in Cleveland exist in some of our most economically vulnerable neighborhoods. A number of social and economic factors—such as mistrust of the government and health care institutions, lack of access to reliable transportation, inability to take time off from work, and low health literacy due to lack of culturally or language-appropriate sources of information— create conditions whereby residents are unable to access to opportunities to be vaccinated. Vaccination against COVID-19 prevents morbidity and mortality. Simultaneously, neighborhoods that exhibit lowest vaccination rates have been hardest hit by the health impact of the pandemic. In the long-term, we must instill a renewed sense of trust between residents and the institutions that intend to serve them. In the short-term, however, we must rely on trusted, community-based partners to ensure residents who are at highest-risk for COVID-19 (and its many consequences) have every opportunity to be protected against the more serious harms of infection. The D4D initiative operates at the tangent between institutional public health and community-based interventions—meeting people where they are and providing them the services they need to be healthy.



COMMUNITY IMPACT

FCCR grantee-partners have already vaccinated roughly 1% of Cleveland’s population. Events are strategically targeted to impact under-resourced communities with low vaccination rates. On average, about 250 individuals receive shots at each event, and 2-3 events are hosted each month. D4D participants are eligible to receive 1st, 2nd, or booster doses of the vaccine. Ongoing outreach and vaccination events are hyper targeted to neighborhoods with the greatest need based on data provided by Case Western Reserve University and the Cleveland Department of Public Health. Together, these entities provide census tract-level vaccination data, ensuring that resources are deployed strategically and efficiently to expand vaccine access to residents who need it most.

DIFFERENTIATION

There is some evidence that incentives for COVID-19 vaccines are effective. Until now, however, little evidence has existed regarding the effectiveness of leveraging community-based institutions to drive vaccine uptake. The D4D initiative is a unique application of awareness-raising, community organizing, and partnering with faith congregations to meet public health goals. Internationally, this initiative is somewhat related to the “barefoot doctor” initiatives of China and India, which utilize trained residents to deliver primary care services to people in remote villages. The familiarity of both the “barefoot doctors” to other villagers and the “barefoot doctors” to the local culture creates a pathway to medical care that would otherwise not exist due to lack of access to and mistrust of traditional health care.

FINANCIAL LEVERAGE

As of August 2022, FCCR has invested more than \$2 million in vaccine related activities from multiple philanthropic sources including the Cleveland Foundation, The George Gund Foundation, Mt. Sinai Health Foundation, and others. The \$300,000 ARPA funding request described in this document will continue to ensure all Clevelanders—no matter their circumstances—will have a fair chance at being protected against COVID-19 infection through the remainder of 2022. FCCR’s leadership is in ongoing discussion with the State of Ohio, local health systems, and Walgreens to explore additional financial and in-kind resources for D4D initiative.

BUDGET

Item	Total
Personnel Expenses	
Security and Administration	2,000
Clinical / Vaccine Administration	3,000
Non-Personnel Expenses	
Incentives	30,000
Total Per-Clinic Expenses	35,000
Total Project Budget	300,000
Estimated Number of Clinics	8.5*

*Because of variation in the amount of incentives provided per clinic, the total project budget would likely support 7 to 10 Dollars 4 Doses Clinics