



My Turn:

California's Front Door
to Vaccine Access

State CIO Office Special Recognition

California Department of Technology

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Project launched and fully implemented
in January 2021 with ongoing updates



California
DEPARTMENT OF TECHNOLOGY



California Department of
PublicHealth

EXECUTIVE SUMMARY

Idea

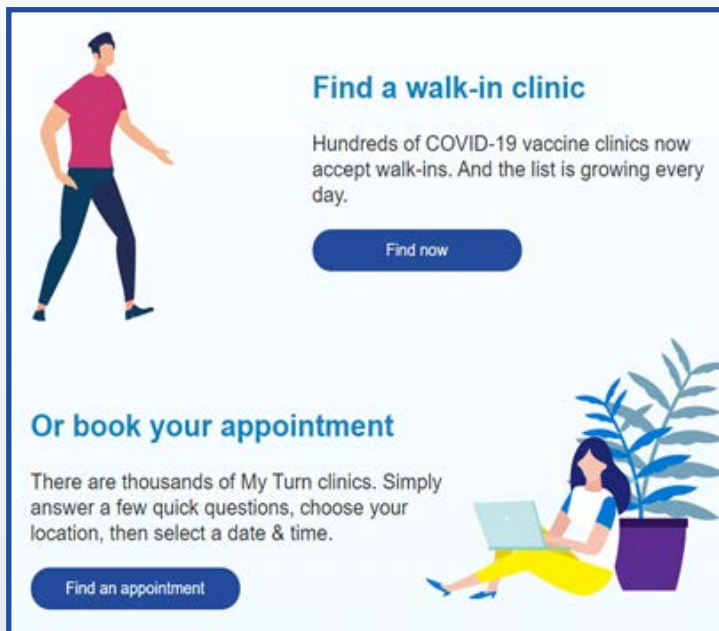
Distribute vaccine quickly and equitably to all Californians

California is home to 40 million people who speak 220 different languages. Families live in some of the country's largest urban areas and most remote outposts, with incomes that range from below poverty level to spectacular wealth. At the height of the COVID-19 pandemic, the challenge was to create an effective vaccine delivery system to serve every Californian wherever they are and wherever they live.

Early in the pandemic, some Californians found that negotiating the state's vaccination environment could be confusing and sometimes frustrating. The good intentions of local and independent developers created a jumbled landscape of local vaccination distribution systems. That confusion and frustration was alleviated when Governor Gavin Newsom asked the state CIO to lead the charge to develop a user-friendly vaccine management system—quickly.

Implementation

Agile collaborative approach to speed vaccine to the public



Under the sponsorship and leadership of the State CIO, the California Department of Technology (CDT) collaborated with the California Department of Public Health (CDPH) and counties to use an Agile methodology to create My Turn; a neat, all-in-one vaccination environment for the public, healthcare providers, and local and state health departments. My Turn is more than a simple appointment site. It is California's multi-faceted vaccination front door to track vaccine supplies, allocations and distributions. Residents make appointments and find walk-in opportunities, and it helps organize volunteers statewide. Under the State CIO's leadership, My Turn rocketed from concept to go-live in only 2 weeks.

Impact

California has delivered more doses than any other state

All of California's 61 health jurisdictions are enrolled in My Turn, and residents completed over 7.2 million appointments. My Turn operates in 14 languages and its call center offers callers more than 250 languages.

Idea

Track vaccine, distribute and report doses with a uniform system

Prior to California’s premier vaccination system, My Turn, the state was ranked dead last in vaccine distribution in America. Sixty-one different vaccine distribution systems—each designed to serve a niche community—left a void of data needed to optimize and accelerate vaccine delivery statewide. In December 2020, Governor Gavin Newsom asked State CIO Amy Tong to lead the effort to ensure that the entire vaccine management process, from ordering to shots-in-arms to data reporting, was functioning so that the state could meet the goal of vaccinating 70% of Californians as quickly as possible, while still meeting health equity goals.

One-stop-shop to maximize effectiveness of allocation tracking, vaccine delivery and reporting

The system is more than a website for vaccine appointments. My Turn is a multi-faceted, end-to-end environment that speeds up the process for California to deliver vaccinations for all.

MyCAvax	Is the supply chain and allocation system that allows providers to register to administer vaccines and keeps track of ordering, allocation, and inventory on hand.
My Turn Portal	Is the public-facing website offering Californians the opportunity to register and determine their eligibility (When is it “my turn”), register for updates on eligibility, and search for and schedule vaccine appointments.
My Turn Clinic	Is a clinic management functionality that allows local health jurisdictions and other providers to make their clinics visible in the portal, and process the actual vaccine administration and data reporting process.
My Turn Volunteer	Connects clinics with volunteers who can help with the vaccine effort

On the backend, the components all interact with the federal vaccine systems and the state’s immunization registry (CAIR) and reporting tools.

Quick reaction to state emergency

With the significant surge in COVID 19 cases in December 2020 and January 2021, as well as new variants cropping up around the globe, the imperative to accelerate the vaccine administration process was urgent. Because local health jurisdictions had stalled in their ability to deliver vaccine, the state stepped up with My Turn, which had an immediate impact on vaccinations. In a single weekend, California climbed from the bottom of the list to the bottom quarter of vaccine delivery. Today, California has delivered more vaccines than any other state. The total contract value is \$93,000,000 for the vaccine management system built on the Salesforce platform that consists of My Turn, MyCAvax, and My Turn Volunteer. The contract also includes services for statewide scaling, TPA requirements, reporting & analytics, and ongoing maintenance.

Project aligns with State CIO top priorities

This project addresses two of the State CIO Top Ten Priorities:

Digital Government/ Digital Services: As vaccines became available, but supply was constrained, it was important to provide Californians a single portal through which they could determine eligibility and find and schedule a vaccination appointment. Without this portal, each LHJ had a different method of advertising vaccination availability, which created a confusing patchwork for the public. My Turn consolidated all vaccination opportunities into a single, easily searchable one-stop-shop.

Data Management and Analytics: From the beginning the State CIO led the efforts to ensure that the data flowing through the vaccination management system was complete, correct and timely. A Data Quality Strike Team was enlisted to facilitate clean up of data coming to the CAIR system, and worked directly with vaccination providers to ensure that data was being submitted timely and accurately. This was essential to understand how the state was doing in its vaccination process, including the ability to understand how well we were meeting our goals of vaccinating those in the lowest Healthy Places Index Quartiles, which may have additional barriers to receiving medical care, and may exhibit higher vaccine hesitancy.

Implementation

Path to immunity

The project initially started as part of a much more limited scope within the California Department of Public Health. With the urgency of the need to get this right, the State CIO was asked to step in and lead the effort and make sure that all of the components were managed. This included taking an enterprise view of the data, and ensuring that CDT was supporting the CDPH in assessing its enterprise architecture, system stability, capacity, security requirements, and helping them make adjustments as needed to ensure the systems would perform as needed.

The project was managed using an Agile methodology, with Teams of Teams, including myCAvax, My Turn Public, My Turn Clinic, My Turn Volunteer, and Data Strike Team. Daily standups of teams became standard, as well as weekly backlog grooming and prioritization to ensure that the system was continually under development to meet very rapidly changing pandemic priorities. Successful implementation was measured by the ability to provide appointments to Californians, and the reduction in inventory backlog, as well as the pace of vaccination. To date, California is providing 2 million vaccine doses each week, administered 33 million vaccinations, and fully vaccinated 14.8 million residents.

Collaborative team worked with one purpose

The system was rolled out extremely quickly through close collaboration under the Secretary of the Government Operations Agency, who served as the Executive Sponsor as designated by the Governor.

Who is involved with My Turn?

- As the project sponsor and leader, [State CIO and CDT Director Amy Tong](#) oversees the statewide initiative as the project sponsor, and is responsible for project oversight, data management, coordination
- CDPH is the product owner, program manager and policy director

- Accenture is the prime contractor implementing a Salesforce platform
- Local Health Jurisdictions are executive user groups and the coordinating council
- Blue Shield of California is the state’s designated 3rd Party Administrator
- CA Medical Association and CA Primary Care Association and other provider representatives participated
- And 40 million residents, 58 counties, 61 local health jurisdictions, hundreds of individual medical groups, hospital systems, pharmacies and other providers are users

Leveraged local partnerships to get the system right

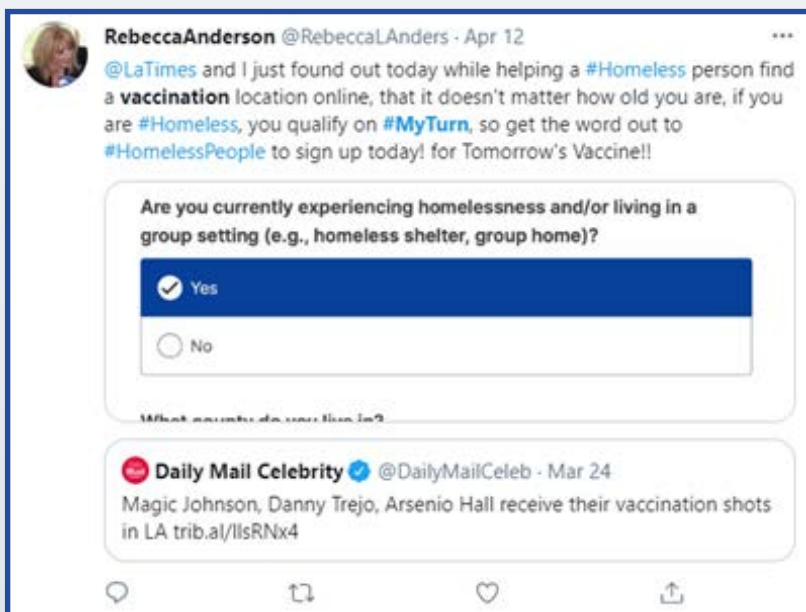
In early January, the need for a public facing portal and clinic management system was apparent, as the legacy system built for Flu Vaccine management was not up to the task for COVID-19 response. Recognizing the need, and understanding that CDPH was already overtaxed managing development of the new vaccine supply-chain system (myCAvax), the State CIO led the effort to engage with Los Angeles and San Diego counties as product managers, and work with Accenture’s Salesforce vaccine management platform, to quickly develop a Minimal Viable Product (MVP) of My Turn for California. From initiation to MVP with the first two counties took less than one month.

Impact

Focus on continuous improvement

Before My Turn, residents lacked a centralized vaccination system where they could go for information, register for vaccinations, and find appointments and walk-in opportunities. The existing 61 fragmented vaccination systems created confusion and frustration for many residents. The go-live of My Turn propelled California from being last in the country to succeed in providing vaccinations to the largest view of vaccine appointments across the state through a system that met individual needs of health providers. My Turn pulled together those fragmented 61 jurisdictions that relied on its capacity to create a united, workable vaccination solution.

The launch of My Turn has been instrumental for California to vaccinate nearly half of its most at-risk residents by directing vaccines to communities in the lowest quartiles of the Healthy Places Index, where most deaths have occurred.

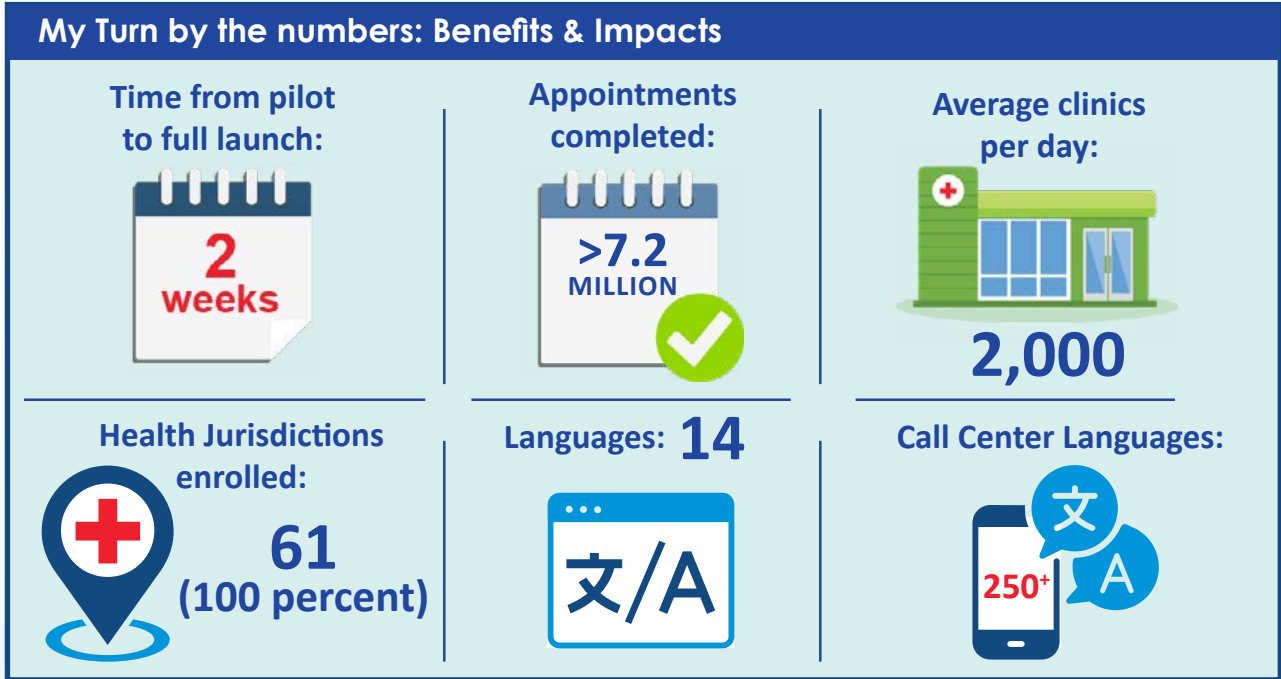


Overall, My Turn has performed optimally even with surges in traffic, and the state has worked with local health jurisdiction partners to add new features and make continuous improvements. Because California’s CIO places great value on innovation, the state also partnered with bot developers to leverage social media and get the word out on appointment availability without compromising security.

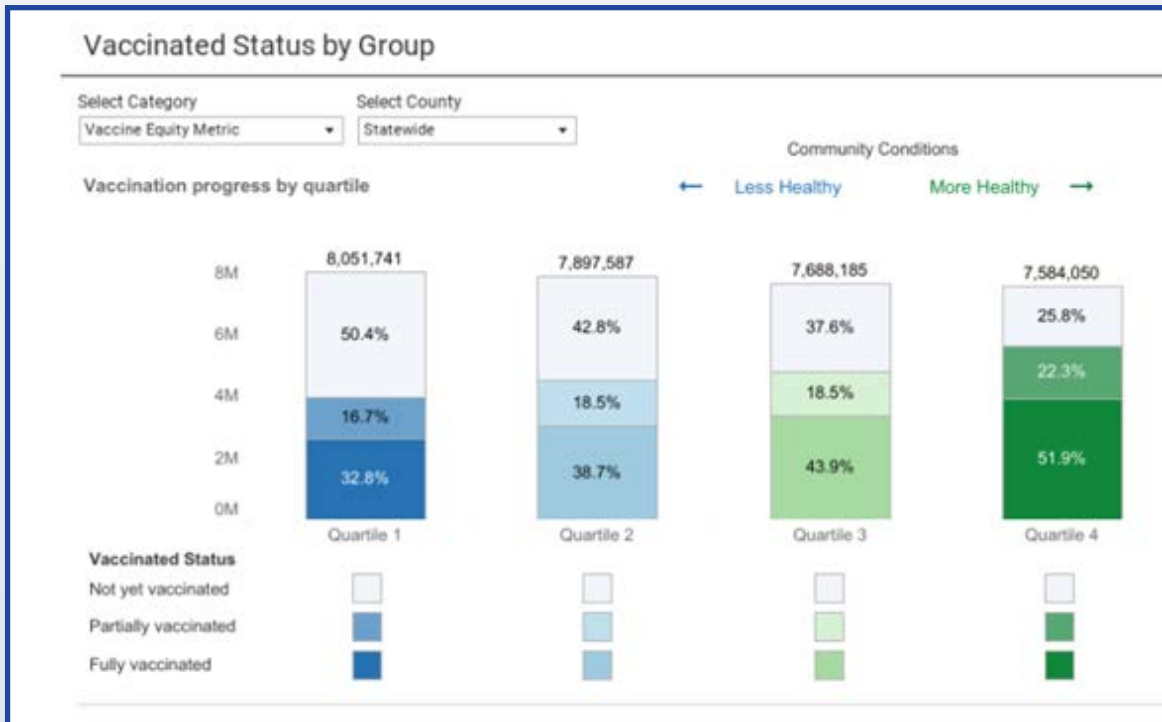
California wants to vaccinate every eligible resident and is encouraged that

the public is eager to find appointments. As of early May, more than 7.2 million completed appointments were obtained through My Turn’s search.

As supply outmatched demand, the state doubled down on equity by offering transportation services, in-home vaccination, and walk-in clinic locations. The system seamlessly handled each expansion in eligibility without interruption.



The chart uses the California Healthy Places Index (HPI), developed by the Public Health Alliance of Southern California, which explores local factors that predict life expectancy and compares community conditions across the state. The HPI quartiles are the total state population divided into 25% segments based on conditions that shape health, including housing, transportation, and education.



What now? My Turn's continuing evolution

My Turn will continue to evolve to meet the needs of clinic operators and the public. A proven vaccine environment, My Turn will be repurposed after the COVID-19 effort to provide a better way to track and deliver vaccines.

Due to the leadership of the State CIO who fostered innovation and collaboration among key stakeholders, the project became a dynamic, multi-functional and user-friendly vaccine environment. CDT will maintain and host My Turn, and CDPH will continue as the project owner. Through this collaboration, My Turn will evolve and improve to serve Californians today and into the future.