



Association of
Immunization
Managers

Immunization Coalition Literature Review and Environmental Scan

Association of Immunization Managers



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Introduction

Immunization coalitions have emerged as a valuable tool for increasing vaccine confidence and coverage rates. They are uniquely positioned to unite individuals and organizations that work across immunization efforts around a common goal. Despite the abundance of immunization work nationwide, partners often operate in silos that are unable to leverage and utilize the skills and capabilities of others that are doing similar work. This literature review will explore the history of coalitions as a convening body and catalyst for change and explore the role of immunization coalitions in the larger context of the immunization landscape.

What is a coalition?

A coalition is an alliance of people or organizations who come together to achieve a common goal or objective.¹ These groups often form around specific issues or causes, working collaboratively to influence policy, change behavior, or to achieve other targeted outcomes. Coalitions are characterized by a shared vision and coordinated strategies among the members.

Coalitions generally unite professional and grassroots organizations across diverse sectors. For example, a coalition focused on healthy communities may include organizations from public health, education, safety, economic development, and law enforcement.² This allows the coalition to amplify resources, concentrate on common issues, and produce better outcomes beyond what any single group could accomplish independently.

Coalitions often play a crucial role in building stronger, more resilient communities by fostering collaboration and addressing complex challenges that require a collective approach.^{1, 2, 3}

Brief history and evolution of modern coalitions

Coalitions have a long and evolving history that reflects the changing needs and dynamics of societies over time. Since the late 20th century, coalitions have been instrumental in environmental protection, social justice movements, and public health issues, bringing together various organizations and interest groups to amplify their impact. The concept of coalitions became more prevalent during the late 19th and early 20th centuries, especially in the political sphere. Political parties often formed coalitions to gain power or create stability in governments with multiple parties. In the 20th century, coalitions played a key role in labor and civil

rights movements, where different groups joined forces to advocate for workers' rights and civil liberties.⁸

Since the latter half of the 20th century, coalitions have been instrumental in environmental protection and social justice movements, bringing together various organizations and interest groups to amplify their impact.² Over time, coalitions have expanded their focus to include issues such as public health, education, and economic development. They often work across multiple sectors, including government, nonprofits, businesses, and faith-based organizations.⁴

The underlying theory for developing and maintaining community coalitions comes from many arenas, including community development, citizen participation, political science, inter-organizational relations, and group process. This theory focuses more on community wide systems change instead of targeting individual behaviors which recognizes the impact a person's environment has on their behaviors.⁵ Community development and related approaches such as community organization, community empowerment, and citizen participation provide much of the philosophy that underlies community coalition approaches.⁶

Today, coalitions continue to play a vital role in addressing complex community challenges. They often work in collaboration with other organizations, forming partnerships to leverage resources, expertise, and influence to create meaningful change.

How coalitions are different than other partnerships

Coalitions and other types of partnerships share similarities in that they involve collaboration between multiple stakeholders to achieve a common goal. However, there are key differences that distinguish coalitions from other partnerships (figure 1). The first difference is **scope of membership**. Typically, coalitions involve a broad and diverse group of stakeholders from various sectors. Other partnerships may involve a more targeted group of stakeholders. The second difference is **goals and objectives**. Coalitions often focus on complex and multifaceted community issues, such as public health, education, social justice, or economic development, whereas other partnerships may focus on more specific, well-defined objectives.



Figure 1: Differences between coalitions and other partnerships

The third difference is **structure and organization**. Coalitions tend to be more informal, with processes that emphasize consensus-building and collaboration. Other partnerships can have a more formal and hierarchical structure, especially if they involve legal agreements or formalized roles and responsibilities. The fourth difference is **flexibility and adaptability**. Coalitions often need to be flexible and adaptable to changing community needs and challenges. Other partnerships may have a more fixed focus or set of objectives, particularly if there are legal or contractual obligations involved. The fifth difference is **community engagement**. Coalitions tend to emphasize community engagement in decision-making. Other partnerships may not always have the same level of community involvement. Overall, while both coalitions and other types of partnerships involve collaboration, coalitions often take a more holistic approach to addressing complex community issues and engaging diverse stakeholders.^{3, 5}

Structure and functions of a coalition

Structure of a coalition

The structure of a coalition may vary depending on its size, scope, and goals, but most coalitions share some common features (figure 2). Coalitions often have a **core leadership team** or steering committee that guides strategy and decision-making. The coalition's membership is composed of **various stakeholders**, including individuals, organizations, and community groups. Also, members often take on **specific roles and tasks** based on their expertise and interests.⁷

Structure	Functions
<ul style="list-style-type: none">•Core leadership team•Various stakeholders•Specific roles and tasks	<ul style="list-style-type: none">•Influence policy, funding priorities, and decision-making•Raise awareness and educate•Pool resources•Work closely with communities

Figure 2: Structure and functions of a coalition

Functions of a coalition

Coalitions often work to **influence policy, funding priorities, and decision-making** processes on a specific issue. Coalitions work to **raise awareness and educate** the public about key issues and causes. Members **pool their resources** such as knowledge, expertise, and funding to maximize impact. Also, coalitions **work closely with communities** to ensure their voices are heard and represented in decision-making.^{7, 9}

Why build a coalition?

Building a coalition can be an effective strategy for achieving common goals and driving change. Cohen et al., (2018) highlighted 10 characteristics of coalitions that are not found in other partnerships and organizations (figure 3).¹⁰ By bringing together diverse groups or individuals who share a common goal, a coalition can offer **strength in numbers** and amplify its voice and influence, making it more powerful and persuasive. Coalitions also enable **resource sharing** and allow for the pooling of resources such as time, funding, expertise, and networks. This can lead to more efficient and effective initiatives. Through **diverse perspectives**, a coalition can bring together people with different backgrounds and experiences, leading to a more comprehensive approach to problem-solving and decision-making. By uniting different groups, a coalition can **broaden its reach** because it is accessing a wider audience and engaging more stakeholders in its cause. When multiple groups come together, it can **increase credibility** and legitimacy to the cause, making it more appealing to potential supporters.¹⁰

Collaborating with others can lead to **synergy**, innovative ideas and strategies that might not have emerged in isolation. By working together members can **share risk**; helping to distribute risks and challenges across the coalition which makes it easier to overcome obstacles. Coalitions can offer **access to new networks** where each member of the coalition brings their own network of contacts, which can be

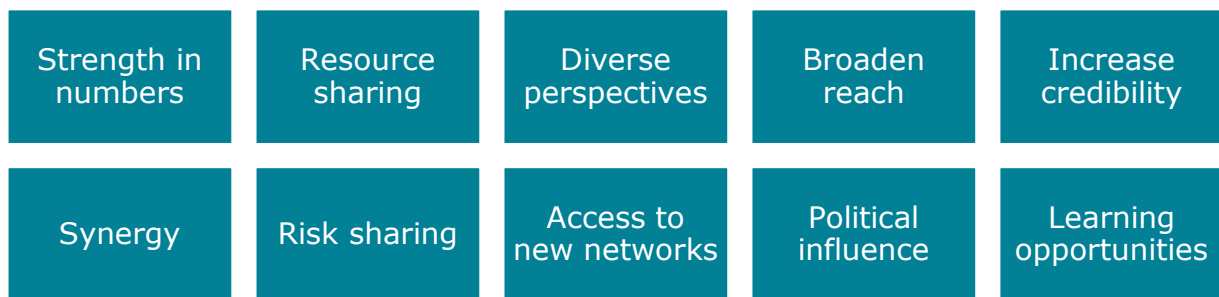


Figure 3: Benefits of Coalitions

leveraged to expand outreach and support for the cause. A well-organized coalition can carry **political influence** on policymakers and decision-makers, increasing the chances of achieving desired outcomes. Collaborating with others through coalitions also creates **learning opportunities** and professional development, as members share their knowledge and experiences.¹⁰

Who should be included in a coalition?



Figure 4: Common coalition members

- When forming a coalition, it's crucial to ensure that the members share common goals and are committed to working together collaboratively. It's important to include a diverse range of stakeholders and people who can contribute to the success of the coalition's goals. The specific members of a coalition will vary depending on the context and objectives, but several that are frequently included can be found in figure 4.
- **Key stakeholders** are people directly impacted by the coalition's goals or who can impact its success. This might include government officials, community leaders, or industry representatives. **Subject matter experts** are people in the relevant fields who can provide valuable insights and guidance on strategies and decision-making. **Advocacy groups** that share similar goals and can offer support, resources, and networks are often included. **Community members** are directly affected by the issues the coalition aims to address and are critical to include. Powerful firsthand accounts from community members can guide the coalition's efforts and be used as a persuasive tool when advocating for change or communicating important information to the community.
- Coalition members are often from **nonprofit groups** that have experience in areas related to the coalition's goals. **Private sector** companies are often included to bring in financial resources, innovative solutions, political influence, and business perspectives. **Educational institutions** can contribute research, data, and educational resources to inform the coalition's work. And finally, **media organizations** that can help raise awareness and communicate the coalition's message effectively to a wider audience are often included as well.^{7, 11,12,13,14}

What makes coalitions effective?

Effective coalitions are characterized by several key factors that contribute to their success. These factors help ensure that the coalition operates efficiently, achieves its goals, and maintains a positive impact. Nine elements of effective coalitions were identified in the literature (figure 5).

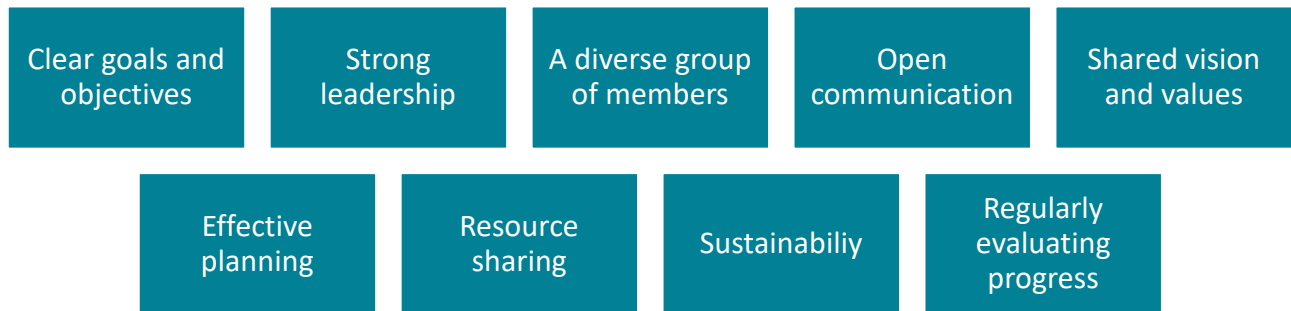


Figure 5: Elements of Effective Coalitions

- The first element is having clear goals and objectives that all members agree upon. Clarity helps guide decision-making, focus efforts, and reduce the potential for conflict among coalition members.
- Second, **strong leadership** that can inspire, manage, and guide the group toward its goals makes coalitions effective.
- Third, coalitions are often **a diverse group of members** with different backgrounds, experiences, and perspectives. Diversity fosters innovation, broader viewpoints, and a richer set of solutions.
- Fourth, coalitions should have **open communication** that builds trust and allows for the free exchange of ideas and information. It also facilitates easier resolutions when conflicts arise. Regular meetings and updates help keep members engaged and informed.
- Fifth, coalitions have **shared vision and values** that guide decisions. Alignment on key issues helps maintain focus and cohesiveness.
- Sixth, coalitions help with **effective planning** to develop and implement strategies that achieve the goals. This includes setting timelines, allocating resources, and monitoring progress.
- Seventh, coalition members share **resources** such as funding, expertise, and information which helps maximize efficiency and impact. Members should be willing to contribute and leverage their assets for the coalition's success.

- Eighth, coalitions have a sustainability plan and thus can provide **sustainability** for long-term success, including securing ongoing funding and support.
- And ninth, coalitions are successful when they **regularly evaluate progress** and outcomes. This helps them stay on track, make data-driven decisions, and leads to adjustments and improvements in strategies, when necessary.^{14, 15, 16}

Coalition Barriers

While community coalitions can be powerful vehicles for addressing complex issues and creating positive change, there are several barriers that can hinder their effectiveness. Ten common challenges that coalitions often experience that we identified in the literature review (figure 6).



Figure 6: Common challenges facing coalitions

- The first challenge is that a coalition with a **lack of clear vision and goals** may struggle to stay focused and aligned on its purpose, which can lead to inefficiency and disorganization.³
- Second, **poor communication** within the coalition can lead to misunderstandings, lack of coordination, and missed opportunities for collaboration.³
- Third, coalitions with **limited resources** often face challenges related to securing funding, staff, and other things needed to achieve their goals.¹⁴
- The fourth common challenge is **conflict among members**, including competing interests or power struggles, which can disrupt the coalition's work.³
- Fifth, a **lack of commitment** from key stakeholders can weaken a coalition's impact. Members must be willing to invest time and effort in the coalition's work for it to succeed.

- The sixth challenge is that given the diverse perspectives within a coalition, **reaching consensus** on priorities and strategies can be challenging. Disagreements can stall decision-making and progress.⁹
- Seventh, **engaging the broader community** in the coalition's work is essential, but it can be challenging to ensure that all voices are heard and that initiatives reflect the community's needs and values.³
- Eighth, **sustaining a coalition** over the long term can be difficult, especially if funding sources or key partnerships are not stable.
- Ninth, an **overly complex organizational structure** can slow down decision-making and limit flexibility. Streamlining processes and maintaining clear roles and responsibilities can improve efficiency.¹⁶
- Finally, tenth, failing **to evaluate** the coalition's work and adapt strategies as needed can lead to stagnation and missed opportunities for improvement.¹⁷

How to overcome barriers to building a coalition

To overcome these barriers, coalitions should prioritize building strong relationships, maintaining clear and open communication, establishing convening documents, by laws, and strategic plans, setting realistic goals, and fostering a culture of collaboration and inclusivity. Additionally, regular evaluation and adaptability can help coalitions stay on track and achieve their objectives.¹⁸

Overview of immunization coalitions

Coalitions focused on immunization bring together a diverse group of stakeholders with the shared goal of increasing vaccine confidence, education, access, and uptake in a community. Coalitions have unique capabilities that stakeholders can leverage to promote vaccination and accomplish tasks that partnerships and organizations struggle with. Some immunization coalitions are national while others operate at the state and local levels. This section describes local/regional, state, and national immunization coalitions, collaborating with immunization coalitions, and how to build, implement, and sustain them.

Local, State, and National Immunization Coalitions

Immunization coalitions operate at the local, state, and national levels, each with their own focus and scope of work. Although the overarching goals may be similar—such as promoting vaccine awareness and access—coalitions operating at each level have specific strengths and challenges. Coalitions at different levels can work

together or independently and leverage their connections at their respective levels to raise vaccination rates (Determining Needs: The Immunization Partnership).

Local/regional immunization coalitions focus on specific communities or regions to address unique challenges of that area. They have a deep understanding of local populations, cultural norms, and barriers to vaccination. They are often faced with limited resources and funding, which can hinder their efforts.¹⁹ [Healthy Futures](#) is an example of a local/regional level coalition. Healthy Futures collaboration is between three hospitals, four health departments, and over 100 practitioners in Northern Michigan. They focus on breastfeeding, immunization, and access to health care provider services. The project offers individualized assessment, education, and support services at no charge to parents in participating counties.

State immunization coalitions generally work to promote immunizations across an entire state. They can provide guidance, funding, resources, and support to local coalitions and other stakeholders. Statewide coalitions may find it challenging to address variations in immunization rates across different regions of their state, which can be diverse in terms of demographics and access to healthcare.²⁰ For example, [ImmunizeVA](#) is Virginia's statewide coalition of immunization stakeholders which include medical, public health, and nonprofit professionals, as well as parents and community members.

National immunization coalitions work on a broad scale to increase immunization coverage through education, communicate about the safety, effectiveness, and use of immunization, and advocate for safe immunization policies and best practices for all ages. They have access to substantial resources and can leverage complex partnerships with federal agencies, major healthcare organizations, and other national entities.²¹ [The National HPV Vaccination Roundtable](#) is a coalition of more than 75 public and private organizations dedicated to increasing HPV immunization rates and reducing the incidence of HPV cancers in the United States. The HPV Roundtable convenes stakeholders from the immunization and cancer prevention fields to share information about best practices, challenges, and gaps in their work with the hope of responding effectively with actionable solutions. This coalition is funded by the Centers for Disease Control and Prevention and managed by the American Cancer Society.

Collaborating with Immunization Programs

Health department immunization programs implement strategies to keep children and adults immunized and protected against vaccine-preventable diseases.²² The 64

CDC-funded awardees are state, local, and territorial programs that provide implementation support for primary care providers in their jurisdictions through education, advisory roles, and vaccine allocation ²²

Immunization programs are integral to ensuring vaccine coverage in their jurisdictions but often encounter resource constraints that limit their reach.²⁰ Collaborating with coalitions is one solution to offset these constraints and expand engagement in their jurisdictions. Coalitions can engage stakeholders from public and private sectors that immunization programs may not be able to reach with limited time and resources. With the help of a coalition, an immunization program may be able to close gaps or expand their strategic approach to immunization coverage.²⁰

A 2022 survey of 53 immunization programs conducted by the Association for Immunization Managers found that several were partnering with immunization coalitions. The survey data highlighted ways immunization programs collaborate with or support immunization coalitions. Immunization programs offered the following to coalitions:

- 25 provided funding
- 36 provided education
- 25 provided program support
- 9 provided vaccine access

Immunization programs also partnered with immunization coalitions to address vaccine hesitancy and confidence, promote health equity, and develop and disseminate communications materials.²³

Additionally, immunization programs cited several areas where they feared they would lose support once the pandemic was declared over. This included funding, staff resources, outbreak response, and programmatic support; all areas in which coalitions could offer support.²³

How to build and implement an effective immunization coalition



Figure 7: Steps for building and implementing an effective immunization coalition

Building and implementing an effective immunization coalition requires careful planning, strong collaboration and a clear focus on the goals of promoting vaccine

awareness, access, and uptake. Figure 7 outlines 5 crucial steps of building and implementing an effective immunization coalition.

- The first step is **identifying the problem** and developing a clear mission statement that outlines the coalition's purpose and a vision statement that describes the desired outcomes.
- The second step is **establishing your team** and including stakeholders from various sectors, such as healthcare providers, public health officials, universities, educators, community organizations, businesses, faith-based groups, local government, and people with lived experience. This includes creating a governance structure with clear roles and responsibilities and considering forming sub-committees or workgroups for specific work, such as outreach, education, or policy advocacy.¹¹
- The third step is **developing a strategic plan** which begins by conducting a needs assessment, and then analyzing local data on immunizations rates and identifying barriers to vaccine access and uptake in the community.¹
- The fourth step is **securing funding for your coalition**. To secure funding, first, develop a clear budget that includes staff, materials, outreach, and events. Next, research funding sources which may include government grants, private foundations, corporate sponsors, other non-profit or healthcare organizations.²⁴
- The fifth and last step is to **evaluate, adapt, and evolve**. This step includes staying updated on the latest research, trends, and best practices related to immunizations and public health and being willing to adapt strategies based on changing community needs, emerging challenges, and opportunities for improvement uncovered through evaluating the work of your coalition.¹

How to sustain an immunization coalition

Sustaining an immunization coalition requires thoughtful planning, ongoing collaboration, and adaptability. The following six strategies can contribute to the long-term success and sustainability of an immunization coalition. The first strategy is **building strong relationships** with key stakeholders and community members.

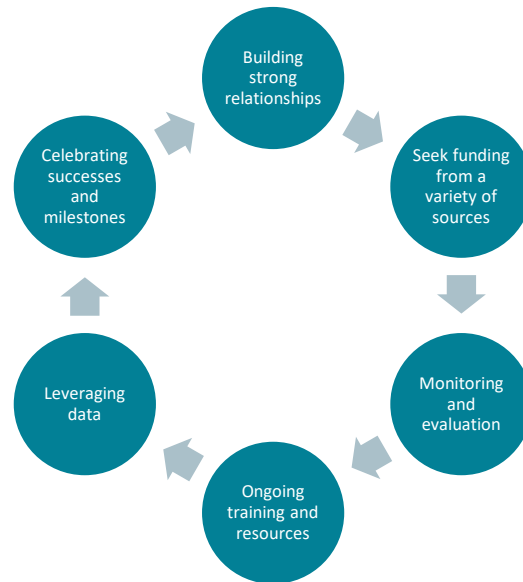


Figure 8: Strategies for sustaining an immunization coalition

Second is **seeking funding from a variety of sources**, including grants, private foundations, corporate sponsors, and community donations, to reduce reliance on any single source. The third strategy is using key **monitoring and evaluating** metrics such as immunization rates to assess the coalition's effectiveness. The fourth strategy is providing **ongoing training and resources** to coalition members, healthcare providers, and community leaders to enhance their ability to support immunization efforts. The fifth is to **leverage data** to guide decision-making, prioritize initiatives, and measure impact. The sixth and final strategy is **celebrating the coalition's successes and milestones** to boost morale and maintain motivation among members.¹

Examples of Successful Coalitions

This section highlights two examples of successful coalitions, the National HPV Roundtable and LATIN-19. The National HPV Roundtable is a coalition of diverse members from public, private, and voluntary organizations with expertise relevant to increasing HPV vaccination. The Latinx Advocacy Team & Interdisciplinary Network for COVID-19 (LATIN-19) is a coalition representing academic institutions, healthcare systems, public health departments, public school systems, community-

based organizations, government, faith communities, and others to address health disparities within the Latinx community because of the COVID-19 pandemic.

HPV Roundtable

The HPV Roundtable found success through facilitating idea exchange, best practice dissemination, and innovation for new collaboration opportunities. Arguably their biggest success is facilitating new connections between organizations through a task group and at the national HPV Roundtable meeting. An evaluation of collaborative initiatives after the 2016 national meeting found that organizations that participated in the HPV Roundtable events and meetings were more likely to note higher levels of cross-sector collaboration than organizations who did not participate in these opportunities.²⁵ They noted higher levels of completing collaborative projects, discussing collaboration, and communicating with each other outside of HPV Roundtable activities.²⁵

Other signs of HPV Roundtable's success include:

- High interest from national organizations
- Participation of national experts on the Steering Committee
- Receipt of the National Center for Immunization and Respiratory Diseases' 2016 Excellence in Partnering Award for domestic partners
- A valuable partnership with the CDC
- Prominent mention in the Cancer Moonshot Cancer Plan.

The HPV Roundtable encountered challenges early on. Some of these challenges included building trust and social capital among its partners, engaging members during task conference calls, navigating competing demands from coalition members, and disseminating deliverables outside of the coalition network.²⁵ Additionally, HPV is a complex and widespread cancer, so assessing the effect of the Roundtable's work on incidence rates and vaccine uptake is difficult. The coalition has leaned on its collaborative nature to address many of these challenges and further facilitate partnership development with a particular focus on increasing collaboration between cancer prevention and immunization stakeholders.²⁵

LATIN-19

During the COVID-19 pandemic, a group of clinicians from Duke University convened a coalition called LATIN-19 to address COVID-19 health disparities emerging in the local Latinx community. LATIN-19 was made up of a diverse group of interdisciplinary stakeholders who led the group's operations and guided by an

elected advisory board composed of stakeholders from the community. Their work led to significant decreases in COVID-19 infection and large increases in immunization coverage in the Latinx community.²⁶

LATIN-19's success was driven by convening interdisciplinary stakeholders and engaging with multisector community groups that included faith-based organizations, government agencies, community-based organizations, health systems, and academic institutions. They also worked to integrate their work across community-based organizations and the Duke hospital and university systems.²⁶ This integration of their work in the community and at Duke included:

- Sharing communication materials, education events, and 211 hotline information in Spanish
- Working with the hospital system to offer health records portals and added hospital signage in Spanish
- Integrating COVID-19 response initiatives into Duke's Spanish medical courses, healthcare research teams, and internship opportunities

Some challenges LATIN-19 encountered early in their founding included earning the trust of the community, not overstepping their authority when working with other community groups and competing for funding. Time, consistency, and clearly defined coalition objectives helped alleviate some of these challenges.²⁶

Since its inception the scope of LATIN-19's work has widened to focus on more than just increasing COVID-19 vaccination. The coalition has continued to work to improve the health and wellness address the challenges, needs, and opportunities of the Latinx community. Their ongoing work currently consists of 5 different initiatives:

- Wednesday meetings: An open forum to discuss topics relevant to the health and well-being of the community
- Gun Violence Prevention: A community-academic partnership that addresses firearm injury and deaths in the Latino community
- Bull City Strong: An initiative to improve health literacy in Durham, North Carolina
- Mobile Healthcare Unit: Mobile healthcare teams in 5 different communities, providing access to care with prevention education, high blood pressure and mental health resources

- Governor’s Advisory Council: This advisory board advises on issues related to the Hispanic Latino community in North Carolina in addition to supporting efforts toward the improvement of race and ethnic relations

LATIN-19’s initial membership of 20 has grown to over 1000 members. Their continued coalition success can be attributed to their multisector engagement and integration into the Duke University community. To ensure sustainability they also set up a community-based non-profit and a Center for Latinx Health within Duke’s Center for Population Health.²⁶ Their success during COVID-19 led to the expanded focus previously described and solidified a commitment to improving the health and wellness of their diverse community and reducing health disparities and inequities.²⁶

Environmental Scan

We conducted an environmental scan of immunization coalitions that included review of existing coalitions in each immunization program’s geographic area and a search for tools and resources to support coalition work.

Immunization Programs and Coalitions

In the United States, there are 64 CDC-funded state, local and territorial [immunization programs](#). In addition to the immunization programs, there are over 100 [Immunization Coalitions](#) that are members of the [National Network of Immunization Coalitions](#). Using the Immunization Coalitions Network Member Listing and the Immunization Program Directory, we compared listings to identify which immunization programs had coalition counterparts. We also looked at the member composition, geographic focus, and vaccine characteristics of immunization coalitions. See appendix A for further documentation.

Our analysis found that almost one third of immunization programs did not have a coalition counterpart in their state or territory. For those that did have a counterpart, some immunization programs had one coalition counterpart and others, like Wisconsin (with 21 coalitions), had many.

Immunization Programs and Coalition Counterparts	
No Coalition Counterpart (19)	Alaska, American Samoa, Georgia, Guam, Illinois, Chicago, Indian Health Service, Marshall Islands, Micronesia, Mississippi, New York City, North Dakota, Palau, Rhode Island, Houston, Mariana Islands, Vermont, Virgin Islands, Wyoming
1 Coalition Counterpart (21)	Arkansas, Delaware, DC, Idaho, Indiana, Iowa, Kansas, Louisiana, Maine, Minnesota, Montana, Nebraska, Nevada, New Hampshire, New Mexico, Philadelphia, Puerto Rico, South Dakota, Tennessee, San Antonio, West Virginia
2-5 Coalition Counterparts (22)	Alabama, Arizona, Colorado, Connecticut, Florida, Hawaii, Kentucky, Maryland, Massachusetts, Michigan, Missouri, New York, North Carolina, New Jersey, Ohio, Oklahoma, Oregon, South Carolina, Texas, Utah, Virginia, Washington
6-9 Coalition Counterparts (1)	California
10+ Coalition Counterparts (2)	Pennsylvania, Wisconsin

Immunization coalitions included statewide city, county, and regional geographic focuses. They varied by their membership composition, vaccine type of focus, audience, and mission. Often immunization coalitions listed the following entities as members of their coalitions:

Coalition Members	
Health Departments	Health Plans
Healthcare Providers	Public Health Representatives
Industry Representatives	Parents
Hospital and University Systems	Teachers
Pharmacies	Community Members
Non-profits	Survivors
Schools	Researchers

Most coalitions focus on increasing routine vaccine coverage for everyone in their region, but some specialized in pediatric, adolescent, adult, or high-risk populations or focused on one vaccine like HPV, Hepatitis, or Flu. While most immunization coalitions were unified by the goal of increasing vaccine coverage, they accomplished this in many ways, including:

Mission	
Education	Communication
Vaccine Distribution	Immunization Registry Promotion
Policy	Advocacy
Partnership Development	Surveillance
Screening	Treatment
Combating Misinformation	Increasing Access to Vaccines

In addition to immunization programs and coalitions, there are several coalitions that focus on specific immunizations or populations. The [SAFE Communities Coalition & Action Fund](#) and the [Good Health WINS coalition](#) are two examples. SAFE is a bi-partisan, pro-vaccine political advocacy coalition with 9 state chapters across the country. SAFE promotes pro-vaccine legislation by training advocates, scientists, healthcare workers, and industry leaders to educate lawmakers in their districts about vaccination and vaccine preventable diseases.

The Good Health WINS (Women’s Immunization Network) coalition promotes vaccine education and advocacy in Black and Hispanic communities. Through a network of local and national partners, they work to build infrastructure for good health that focuses on health disparities, immunization opportunities and education, and approaches that dismantle vaccine hesitancy. Good Health WINS is a collaboration between [Vaccinate Your Family](#) and The [National Council of Negro Women](#)

Coalition Resources

An environmental scan for tools and resources to support coalitions uncovered toolkits, one pagers, presentations, and reports from academic, non-profit, and local and state health departments (see appendix B). These materials included general coalition building and community engagement toolkits and materials tailored for immunization coalitions. Coalition resources covered a variety of topics including health equity, engaging immigrant and refugee communities, and financing, building, and sustaining coalitions.

Literature Review Sources

Resources used to inform this literature review came from published academic papers, academic institutions, non-profits, and a survey conducted by AIM.

Strategies to identify relevant sources, included:

- Consulting with subject matter experts about important resources
- Identifying relevant websites and organizations to search
- Searching Google Scholar for academic literature

The academic literature consisted of peer-reviewed articles and book chapters. Some literature was more theoretical and foundational to coalition building, and others provided practical examples of immunization coalitions in action, describing successes, challenges, and lessons learned.

Conclusion

Immunization coalitions can and do play a crucial role in increasing immunization confidence and coverage rates. This literature review and environmental scan gave an overview of the history and theory underpinning coalitions and various strategies to build and sustain them. It also outlined barriers to building and sustaining coalitions, how to overcome those barriers, what makes immunization coalitions successful, and started to seek to understand how immunization coalitions and programs can work together to achieve their common goal. Examples of immunization coalitions at the local, state, and national levels were highlighted. Coalitions are often able to accomplish what individuals and organizations cannot do alone. Because of this, individuals and organizations should continue to leverage coalitions to achieve their shared goal of raising vaccination rates.

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This report was supported by the Centers for Disease Control and Prevention (CDC) as part of a financial assistance award totaling \$2,067,500.00 with 100 percent funded by CDC. The contents of this report reflect the views of the author(s) and do not necessarily represent the official views of, nor an endorsement, by CDC, or the U.S. Government.

Appendix A - Immunization Programs and Immunization Coalitions

State	Coalition	Description	Membership / Structure
Alabama			
Alabama (2)	Alabama HPV Coalition	Established by the University of Alabama at Birmingham's Comprehensive Cancer Center in 2016. Addresses barriers and improves HPV vaccination rates in the state.	Alabama Department of Public Health is a member Member of National Network of Immunization Coalitions
	Alabama Adolescent and Adult Vaccination Task Force	The purpose of the Alabama Adolescent and Adult Vaccine Task Force, or A3VTF, is to bring together organizations with a common goal to increase Alabama adolescent and adult vaccination rates, with a specific focus on the HPV vaccine.	Organized by the State Program manager
Alaska			
Alaska	No Coalition		
America Samoa			
American Samoa	No Coalition		
Arizona			
Arizona (2)	The Arizona Partnership for Immunization (TAPI)	A nonprofit statewide coalition with more than 400 members. Mission is to "foster community wellness and advocate for good public policy and best immunization practices."	Arizona Department of Health Services is a member

			Member of National Network of Immunization Coalitions
	Arizona Families for Vaccines	A volunteer, grassroots network advocating for immunization related policy.	A chapter of the Safe Communities Coalition
Arkansas			
Arkansas (1)	Arkansas Immunization Action Coalition Executive Director: Heather Mercer	Originally formed in 2012 with a mission to increase the number of pharmacies that provide immunizations. In 2017 under new direction, the coalition became a 501(c)(3) and has been growing and active in improving vaccination rates through education, advocacy, and statewide partnerships.	Member of National Network of Immunization Coalitions
California			
California (6)	California Immunization Coalition Executive Director: Catherine Flores Martin	Nonprofit, public-private partnership with a mission of achieving and maintaining full immunization protection for everyone in the state. They provide support to local coalitions as well.	California Department of Public Health has a liaison on the Board of Directors Member of National Network of Immunization Coalitions
	Immunization Coalition of Los Angeles County	Partnership of LA County hospitals, schools, clinics, health department programs, pharmacies, health plans, vaccine companies,	Los Angeles County Department of Public Health is a member.

		and non-profits working to improve access to immunization for adults and adolescents.	Member of National Network of Immunization Coalitions
	<u>Monterey County Immunization Coalition</u>	Members include service providers, public health representatives, school nurses and industry experts. Mission is to advocate for the benefits of immunization and immunize the community against vaccine preventable diseases.	Organized by the Monterey County Health Department Member of National Network of Immunization Coalitions
	<u>Orange County Immunization Coalition</u> Staff: Jody Nguyen	Established in 1994, promotes routine immunizations countywide for children and adults.	Organized by the Orange County Health Care Agency, a regional interdisciplinary health jurisdiction and accredited health department Member of National Network of Immunization Coalitions
	<u>San Diego Immunization Coalition</u>	Mission is to improve immunization rates in San Diego County through community awareness and education about vaccine-preventable diseases. Active since 1991 with more than 400 members currently.	Organized by the Epidemiology and Immunization Services Branch of the County of San Diego Health and Human Services Agency Public Health Services Department

			Member of National Network of Immunization Coalitions
	San Francisco Immunization Coalition	A network of parents, teachers, public health experts, medical providers, and community members.	San Francisco Department of Health is on the advisory committee Member of National Network of Immunization Coalitions
Colorado			
Colorado (3)	Immunize Colorado Executive Director: Susan Lontine	Statewide coalition works to increase vaccination rates by building awareness, educating healthcare providers, and policy advocacy.	Partners with Colorado Department of Public Health & Environment Member of National Network of Immunization Coalitions
	Colorado Families for Vaccines	A grassroots network of volunteers, parents, pediatricians, medical providers, teachers, nurses, and survivors organized to support public health legislation in the state.	A chapter of the Safe Communities Coalition
	Pikes Peak Flu and Immunization Coalition	The Pikes Peak Flu and Immunization Coalition is community and state networking group who share agency immunization activities, ideas and updates with the focus on prevention of	Member of National Network of Immunization Coalitions

		vaccine-preventable disease in the Pikes Peak Region. No web presence.	
Connecticut			
Connecticut (3)	Connecticut Immunization Coalition	About 70 members from state and local health departments, community organizations, and pharmaceutical companies working to promote ACIP recommended adult vaccines with a primary focus on flu vaccine.	Web information housed on the Department of Public Health page. Member of National Network of Immunization Coalitions
	Vaccination Alliance of Connecticut	A network of public health experts, organizations, parents, and others with a goal of improving health through education and advocacy to support vaccination.	The Connecticut Association of Directors of Health is listed as a coalition member but state and local health departments are not
	CT Citizens for Science, Inc.	A coalition of professionals, parents, and residents advocating for science policy and correcting misinformation.	Member of National Network of Immunization Coalitions
Delaware			
Delaware (1)	Immunization Coalition of Delaware	Established in 2001, the coalition brings together local, state, and community organizations and individuals to promote education with a goal of improving vaccine access and vaccination rates.	A program in partnership with the Delaware Division of Public Health Member of National Network of Immunization Coalitions

	Program Manager: Kate Smith		
District of Columbia			
District of Columbia (1)	Immunize DC The Immunization Coalition of Washington, DC Director: Dena Penner	For more than 20 years, the coalition has worked to promote vaccination in Washington, DC. They promote vaccine confidence, increase awareness, address effective use of IIS, and strengthen school requirements and compliance.	DC Department of Health is a partner Member of National Network of Immunization Coalitions
Florida			
Florida (2)	Highlands County Immunization Task Force Karen Deforest and Barbara Moore	Mission is to reduce vaccine preventable disease in Highlands County through education, advocacy, promotion, and collaborative partnerships. Outdated information on their website	Contact person is with the Florida Department of Health Member of National Network of Immunization Coalitions
	Miami-Dade Immunization Coalition	The coalition collaborates with public health to increase immunization through education, sharing best practices, and developing strategy in South Florida.	Member of National Network of Immunization Coalitions

		Website is under construction.	
Georgia			
Georgia*	No Coalition		
Guam			
Guam	No Coalition		
Hawaii			
Hawaii (2)	Hawaii Immunization Coalition	A nonprofit statewide coalition including public and private organizations and individuals working to promote effective strategies for immunization across the lifespan.	Hawaii Department of Health is a partner Member of National Network of Immunization Coalitions
	HepFree Hawaii	Coalition of local, national and global partners working to increase hepatitis awareness and access to care.	Hawaii Department of Health is a partner Member of National Network of Immunization Coalitions
Idaho			
Idaho (1)	Idaho Immunization Coalition	Coalition of parents, community members, and experts providing education, supporting statewide vaccination clinics, and advocating for science-driven policy.	Idaho Immunization Program Manager is a non-voting member of the Board of Directors

	Executive Director: Karen Sharpnack		Member of National Network of Immunization Coalitions
Illinois			
Illinois	No Coalition		
Chicago			
Chicago	No Coalition		
Indian Health Service			
Indian Health Service	No Coalition		
Indiana			
Indiana (1)	Indiana Immunization Coalition Executive Director: Lisa Robertson	Aim is to reduce the spread of vaccine preventable diseases through immunization, education, advocacy, promotion, and partnerships.	Some county health department staff on the Board of Directors but the State Department of Health is not listed as a partner Member of National Network of Immunization Coalitions
Iowa			
Iowa (1)	Iowa Immunizes	Iowa Immunizes is a coalition of individuals and organizations committed to protecting the health of Iowans through vaccination of children and adults.	Operated under the auspices of the Iowa Public Health Association (IPHA), Iowa Immunizes prides itself on its independence, sustained through generous donations and

			grants, distinct from IPHA's general funds. Member of National Network of Immunization Coalitions
Kansas			
Kansas (1)	Immunize Kansas Coalition Geovannie Gone	The current focus of the Immunize Kansas Coalition is on improving access to and rates of adolescent immunizations, paying special attention to HPV and meningococcal vaccination rates, with additional efforts on influenza. IKC has set goals to increase:	Member of National Network of Immunization Coalitions
Kentucky			
Kentucky (2)	Kentucky Immunization Coalition Jaime Parsons	The Kentucky Immunization Coalition is a public and private partnership dedicated to fighting the spread of vaccine-preventable diseases and their effects. Vision: Leading the Nation in Vaccination!	Member of National Network of Immunization Coalitions
	Let's Immunize Northern Kentucky (LINK) Coalition Shelley Davis	Promoting Awareness, Education, and Opportunities to Protect Northern Kentucky from Vaccine-Preventable Diseases	Member of National Network of Immunization Coalitions

Louisiana			
Louisiana (1)	Louisiana Shots for Tots Coalition Inc Barbara White	The Louisiana Shots for Tots Coalition is an independent 501(c)3 nonprofit organization that is committed to children’s immunization by working cooperatively with public and private entities to further educate and update parents and providers to achieve the highest level of immunizations for Louisiana’s most valuable assets, its children.	Member of National Network of Immunization Coalitions
Maine			
Maine (1)	Maine Immunization Coalition	To protect Maine People against vaccine-preventable disease through a comprehensive, sustained campaign of public outreach and universal access to all immunizations recommended by the Advisory Committee on Immunization Practices (ACIP).	Member of National Network of Immunization Coalitions
Marshall Islands			
Marshall Islands	No Coalition		
Maryland			
Maryland (2)	Maryland Partnership for Prevention	Both the adult and childhood immunization coalitions are organized by the Maryland Partnership for Prevention. Membership includes local health departments, private providers, hospitals, social service providers,	Maryland Department of Health is a member

	Maryland Childhood Immunization Partnership	vaccine manufacturers, insurers, and individual community members.	Member of National Network of Immunization Coalitions
Massachusetts			
Massachusetts (3)	Massachusetts Adult Immunization Coalition	Focused on increasing adult immunization in the state through education, networking, and sharing best practices. JSI Research & Training Institute manages the coalition	State public health department is a member Member of National Network of Immunization Coalitions
	Facilitator: Amy Sgueglia		
	Immunization Initiative of the Massachusetts Chapter of the AAP	Dedicated to fully immunizing children in the state through advocacy, collaboration, education, and communication of best practices	Maryland Department of Public Health is a member of the advisory committee Member of National Network of Immunization Coalitions
	Massachusetts HPV Coalition	Started through a CDC grant to the Massachusetts Department of Public Health, the coalition is now maintained by Team Maureen and Dana Farber Cancer Institute. The coalition aims to coordinate groups working in HPV prevention, provide	State public health department is a member Member of National Network of Immunization Coalitions

		community and clinician education, advocate, and provide resources.	
Michigan			
Michigan (2)	Alliance for Immunization in Michigan	An alliance of public and private sector organizations promoting vaccination for children and adults.	Not clear from the web site if the state health department is involved Member of National Network of Immunization Coalitions
	Washtenaw Immunization Action Coalition	Appears to be working within the county health department to promote vaccination through education	Organized by the county department of health Member of National Network of Immunization Coalitions
The Federated States of, Micronesia			
The Federated States of, Micronesia	No Coalition		
Minnesota			
Minnesota (1)	Southeast Minnesota	Regional group coordinating 11 counties in Southeast Minnesota participating in the Minnesota Immunization Information Connection which shares immunization	Member of National Network of Immunization Coalitions

	Immunization Connection	records, monitors immunization rates, and communicates through reminders to increase immunization.	
Mississippi			
Mississippi	No Coalition		
Missouri			
Missouri (2)	Missouri Immunization Coalition	The Missouri Immunization Coalition exists to reduce the spread of vaccine-preventable diseases through immunization education, advocacy, promotion, and statewide collaborative partnerships.	Member of National Network of Immunization Coalitions
	Interim Executive Director: Nicole Williams		
	Mid America Immunization Coalition (MAIC)	MAIC provides education opportunities for health professionals and families, advocacy for immunization, and direct service to families through flu vaccine clinics. MAIC emphasizes the importance of vaccines at every age from infancy through senior adults.	Member of National Network of Immunization Coalitions
	MAIC Program Director: Ali Hilton		
Montana			
Montana (1)	Montana Immunization Partnership	The Montana Immunization Partnership empowers Montanans to make informed immunization decisions through personal	The Montana Immunization Partnership is a broad-based coalition of parents, educators,

		conversations, community outreach, and advocacy.	public health officials, care providers, insurers, and Montana businesses with a common goal of preventing disease and promoting an enhanced quality of life for Montanans. Member of National Network of Immunization Coalitions
Nebraska			
Nebraska (1)	Immunization Task Force Metro Omaha Chair: Andrew Raduechel	They work to promote immunization recommendations, raise immunization rates, facilitate partnerships, educate the public, and increase access to vaccination.	Member of National Network of Immunization Coalitions
Nevada			
Nevada	No Coalition		
New Hampshire			
New Hampshire (1)	VaxWell NH Coalition	Convene: connect individuals and organizations to share best practices and maximize resources; Educate: provide clear and accurate information to build awareness and acceptance of the value of immunization across the lifespan; Advocate: build an intentionally independent and unbiased voice	Member of National Network of Immunization Coalitions

	Executive Director: Hanan Babikir Bedri	to advocate for equitable access to immunization.	
New Jersey			
New Jersey (2)	Essex Metro Immunization Coalition (EMIC)	The Essex Metro Immunization Coalition is a group of concerned community organizations, medical professionals, and advocates dedicated to increasing timely and age-appropriate immunizations.	Funded by the NJDOH Vaccine Preventable Disease Program. Member of National Network of Immunization Coalitions
	New Jersey Immunization Network Program Director: Maria Sciancalepore	The mission of the New Jersey Immunization Network is to protect the health of all individuals through timely, age-appropriate immunization against vaccine-preventable diseases by educating the public, healthcare professionals, and policymakers about vaccine safety and benefits.	Member of National Network of Immunization Coalitions
New Mexico			
New Mexico (1)	New Mexico Immunization Coalition Executive Director: Anna Pentler	Its focus is to provide up-to-date immunization information to health care providers, increase accessibility to vaccinations and remove barriers so that all New Mexicans get immunized.	Member of National Network of Immunization Coalitions

New York			
New York (4)	Broome County Adult Immunization Coalition	<p>The mission of the Broome County Adult Immunization Coalition is to increase immunization rates through community partnerships by educating the public and professionals, and by promoting adult vaccination.</p> <p>Strategic Plan 2022-2023</p>	Member of National Network of Immunization Coalitions
	Immunization Coalition of Tompkins County	<p>To increase health care provider and public knowledge of vaccine preventable diseases and the effectiveness of vaccines for all ages.</p> <p>Limited online presence.</p>	<p>Coalition facilitated by public health and comprised of community partners from private pediatric provider practices, school health, college health centers, Rotary, vaccine manufacturers, hospital and public health.</p> <p>Member of National Network of Immunization Coalitions</p>
	Kimberly Coffey Foundation	<p>The Kimberly Coffey Foundation works to educate the public and healthcare professionals about bacterial meningitis (meningococcal disease) and the importance</p>	Member of National Network of Immunization Coalitions

	Executive Director: Patti Wukovits	of full immunization with two different types of meningococcal vaccines.	
	Adult Immunization Coalition Meetings	The program’s mission is to increase awareness, education, and access to vaccines for adults through collaborative efforts in New York.	Program is housed in the New York State Association of County Health Officials
New York City			
New York City	No Coalition		
North Carolina			
North Carolina (2)	Henderson County Immunization Coalition	HCIC is a unified effort made by our county's pediatric and family medicine providers and their support staff that is meant to share information and resources in order to improve local immunization rates and thereby decreasing the prevalence of VPD.	Member of National Network of Immunization Coalitions
	Vaccine Ambassadors	Working with partners to achieve equitable access and uptake of life-saving vaccines for everyone—one vaccine at a time, one community at a time.	Member of National Network of Immunization Coalitions
North Dakota			
North Dakota	No Coalition		
Ohio			

Ohio (3)	Vaccine For Me – The Immunization Coalition of Central Ohio	The Immunization Coalition of Central Ohio is a collaborative effort of concerned partners committed to reducing the burden of vaccine-preventable diseases by educating healthcare providers and the public, and encouraging the implementation of programs to increase adult immunization rates.	Member of National Network of Immunization Coalitions
	Ohio Champions for Vaccines	OC4V is a group of Ohioans advocating for vaccines and spreading accurate information about the disease burden, safety, and effectiveness of vaccines.	Member of National Network of Immunization Coalitions
	Shots 4 Tots N Teens	Shots 4 Tots is an immunization program for children from birth through 18 years of age.	Member of National Network of Immunization Coalitions
Oklahoma			
Oklahoma (4)	Central Oklahoma Immunization Coalition	To act as a catalyst for achieving state and federal immunization goals.	Member of National Network of Immunization Coalitions
	Cleveland County Immunization Coalition Norman OK	The mission of the Cleveland County Immunization Coalition is to promote immunizations and reduce vaccine-preventable diseases by educating the community and healthcare professionals.	Member of National Network of Immunization Coalitions
	Oklahoma Alliance for Healthy Families	The Oklahoma Alliance for Healthy Families is a statewide coalition of public health experts and parents with the goal of improving the health of our schools, communities and	Oklahoma State Department of Health is a partner

	Immunization Advocacy	families through impactful advocacy about the effectiveness of immunizations.	Member of National Network of Immunization Coalitions
	Tulsa Area Immunization Coalition	The Tulsa Area Immunization Coalition's goal is to eradicate vaccine preventable diseases through increased vaccination rates in our communities.	Member of National Network of Immunization Coalitions
Oregon			
Oregon (2)	Boost Oregon	Boost Oregon empowers people to make science-based vaccine decisions for themselves, their families, and the community.	Parent led organization. Member of National Network of Immunization Coalitions
	President: Taylor Pinsent		
	Immunize Oregon	Immunize Oregon works to prevent disease through community partnerships, clinical expertise, and immunization policy based on science.	Member of National Network of Immunization Coalitions
Palau			
Palau	No Coalition		
Pennsylvania			
Pennsylvania (18)	CHIPO (Coalition Against Hepatitis in People of African Origin)	CHIPO is a coalition of organizations and individuals interested in addressing the high rates of hepatitis B infections among African communities in the U.S.	Member of National Network of Immunization Coalitions

	Hepatitis B Foundation Timothy M. Block, PhD and Chari A. Cohen, DrPH	The Hepatitis B Foundation (HBF) is the only national non-profit organization solely dedicated to the global problem of hepatitis B.	Member of National Network of Immunization Coalitions
	Pennsylvania Immunization Coalition Lyn B. Robertson	The Pennsylvania Immunization Coalition encourages all Pennsylvania residents to receive all recommended, age-appropriate immunizations. Their mission is to promote timely and effective immunizations for all Pennsylvania residents across their life span. This coalition supports 16 local coalitions across the state.	Member of National Network of Immunization Coalitions
Philadelphia			
Philadelphia (1)	Philadelphia Immunization Coalition	Promotes vaccination across the life span offering resources, workshops, and immunization registries to assist with the effort.	Philadelphia Department of Public Health is on the Board
Puerto Rico			
Puerto Rico (1)	VOCES- Coalición de Vacunación de Puerto Rico (VOICES- Immunization	It is a non-profit organization classified as a 501c3 dedicated to achieve and maintain full immunization protection for residents of Puerto Rico to promote health and prevent serious illness.	Member of National Network of Immunization Coalitions

	Coalition of Puerto Rico) Ricardo Torres		
Rhode Island			
Rhode Island	No Coalition		
South Carolina			
South Carolina (2)	South Carolina Immunization Coalition Kathleen Cartmell	Promote the overall health of South Carolina residents through uniting vaccination champions to promote and implement current evidence-based practices and strategies that enhance the uptake of recommended and approved vaccines.	Member of National Network of Immunization Coalitions
	South Carolina Parents for Vaccines	They have a mission to increase South Carolina's vaccination rates through parent-to-parent education, partnerships with healthcare providers/organizations, and by seeking the end of non-medical vaccine exemptions.	Member of National Network of Immunization Coalitions
South Dakota			
South Dakota (1)	Immunize South Dakota Dani Gullickson	Immunize South Dakota is a dedicated network of community partners working together to increase immunization rates and prevent disease through education and outreach.	The coalition comprises health care professionals, advocates, scientists, parents, community members, and others interested in improving

			vaccination rates and health outcomes in South Dakota. Member of National Network of Immunization Coalitions
Tennessee			
Tennessee (1)	ImmunizeTN	The coalition focuses on amplifying the message that vaccines are safe, vaccines are effective, and vaccines are critical to the health of all Tennesseans.	ImmunizeTN is a statewide coalition of community stakeholders, healthcare providers, and other public and private partners. Member of National Network of Immunization Coalitions
Texas			
Texas (4)	Immunization Collaboration of Tarrant County Ann Salyer-Caldwell	They provide low cost vaccines to over 7,000 children, teens, and adults annually and community awareness, outreach, and education on the importance of immunizations to more than 20,000 people every year.	Collaboration of 40 public and private organizations. Member of National Network of Immunization Coalitions
	Texas Immunization Stakeholder Working Group (TISWG)	Raising vaccine coverage levels will require a comprehensive, coherent, strategic approach. The state immunization system is complex and requires collaboration among many public sector, private sector, and community groups.	Member of National Network of Immunization Coalitions

		TISWG was created to increase partnerships among these groups across the state to improve immunization practices for all Texans.	
	The Immunization Partnership Terri Burke	To educate Texans and promote pro-vaccine policy.	A coalition of researchers, clinicians, community organizations and government entities. Member of National Network of Immunization Coalitions
	Vaccine Awareness Coalition	To educate the Gregg County community about immunizations and decrease vaccine preventable disease.	Member of National Network of Immunization Coalitions
Houston			
Houston	No Coalition		
San Antonio			
San Antonio (1)	Immunize San Antonio (IZSA)	IZSA promotes immunization across the life span through increased collaboration, education, timely immunizations and access for all people with focus on hard to reach and high-risk population of all ages.	Organized by the San Antonio Metropolitan Health District Member of National Network of Immunization Coalitions

Northern Mariana Islands			
Northern Mariana Islands	No Coalition		
Utah			
Utah (3)	Greater Salt Lake Immunization Coalition	improving immunization rates in children, adolescents, and adults in order to prevent vaccine- preventable diseases in the State of Utah.	The coalition is comprised of public health professionals, health educators, doctors, nurses, pharmacists, community leaders and citizens. Member of National Network of Immunization Coalitions
	Northern Immunization Coalition	The Coalition's mission is to promote early childhood and adolescent immunizations and educate the community through effective action and leadership. They serve the regions of Weber, Morgan and Davis counties.	It is comprised of a chairperson and individuals representing county/city schools, pediatrician's offices, childcare centers, the Ogden Junior League, the PTA, the local health department and the local hospital. Member of National Network of Immunization Coalitions
	Utah Adult Immunization Coalition	To improve immunization rates for adults, especially high risk adults.	Member of National Network of Immunization Coalitions

Vermont			
Vermont	No Coalition		
Virgin Islands			
Virgin Islands	No Coalition		
Virginia			
Virginia (2)	Families Fighting Flu Gary Stein, board president	Educates about the seriousness of flu and the importance of vaccination.	Members include patient advocates and healthcare providers. Member of National Network of Immunization Coalitions
	ImmunizeVA!	Work to disseminate immunization information to providers, patients, and the public. Provide educational opportunities to healthcare professionals and stakeholders and rise immunization levels.	ImmunizeVA is a statewide coalition of immunization stakeholders representing medical, public health, and nonprofit professionals, as well as parents and community members. Member of National Network of Immunization Coalitions
Washington			
Washington (5)	Clark County Immunization Coalition	Their mission is to improve immunization rates in Clark County through education, increasing the community's understanding in	Member of National Network of Immunization Coalitions

		the role of immunization in health status, ensuring safe and effective vaccine delivery, and promoting partnerships.	
Hepatitis B Coalition of Washington Kelli Nomura		The Hepatitis B Coalition of Washington envisions a Washington State free of new hepatitis B infections, where all people know their HBV status, all HBV care provided is culturally competent, and HBV outcomes are equitable and disparities reduced.	HBCW is run by International Community Health Services and is a network of health care professionals and community volunteers, health departments, community clinics and nonprofit organizations. 13 agencies make up the coalition. Member of National Network of Immunization Coalitions
Immunization Action Coalition Washington • Immunity Community Drashti Patel and Ajia McAferty with WithinReach		Immunization Action Coalition of Washington (IACW) works to improve the health of the community by minimizing the incidence of vaccine-preventable diseases through the optimal use of immunizations across the lifespan.	IACW is a statewide coalition that serves stakeholders across Washington. IACW members represent state and local public health agencies, physicians, nurses, pharmacists, medical assistants, school nurses, health systems, health plans, corporate partners, and more.

			<p>Part of WithinReach a convening and facilitating organization working to build healthy communities in WA.</p> <p>Engages with AIM.</p> <p>Member of National Network of Immunization Coalitions</p>
	Pierce County Immunization Coalition	Promoting timely immunizations across the lifespan and educating patients and providers.	Member of National Network of Immunization Coalitions
	PKIDS	PKIDS' mission is to educate the public about infectious diseases, the methods of prevention and transmission, and the latest advances in medicine; to eliminate the social stigma borne by the infected; and to assist the families of children living with HIV/AIDS, hepatitis, or other chronic, viral infectious diseases with emotional, financial, and informational support.	
West Virginia			
West Virginia (1)	West Virginia Immunization Network - The	Aim is to engage providers in using the immunization registry, improve service	State health department staff, health and university system staff, and members of the Center for Rural

	Center for Rural Health Development Lindsey Mason and Courtney Parsley (co-chairs)	delivery, educate consumers, and advocate for immunization in the state.	Health Development make up the coalition. Member of national network of coalitions. Partners with the WV department of health and human services. The Center for Rural development is the fiscal agent.
Wisconsin			
Wisconsin (21)	Wisconsin has 21 immunization coalitions across the state – many representing their local communities or regions.	Wisconsin’s coalitions use evidence-based recommendations to raise immunization rates across age groups, decrease vaccine preventable disease, and improve the overall health of their communities.	Members consist of representatives from city and county health departments, healthcare systems, and industry representatives. 12 coalitions are listed as members of the national coalition network.
Wyoming			
Wyoming	No Coalition		

Appendix B - Coalition Resources

Resource	Organization	Audience	Subject	Year	Description
A Dose Of Change: Building Capacity In	The Immunization Partnership	Immunization stakeholders and coalitions	Building and sustaining coalitions	2017	Tools and resources to establish and sustain effective coalitions -

<u>Your Immunization Coalition</u>					has concrete steps to build coalitions
<u>A Coalition Capacity-Building Journey as an Interactive Learning Lab (immunizepa.org)</u>	Montgomery County Immunization Coalition	Immunization stakeholders and coalitions	Building and sustaining coalitions	2023	Tips to building and sustaining coalitions
<u>Key Considerations For Applying An Equity Lens To Collaborative Practice (Hhs.Gov)</u>	National Center on Substance Abuse and Child Welfare	Collaborative Teams (not specific to immunization)	Building Equity	n.d.	This brief helps collaborative teams formally assess existing policies to determine whether, and to what extent, they contribute to disproportionate and disparate outcomes for the families being served
<u>Developing Effective Coalitions: An Eight Step Guide</u>	Prevention Institute	General	Coalition building	2018	A framework for engaging individuals, organizations and governmental partners in addressing community concerns. The complete document offers concrete steps towards building effective partnerships, and provides tips for making collaborations and partnerships work.
<u>Coalition Building Primer</u>	Oak Ridge Associated Universities ORAU	Heart disease and stroke coalition building	Coalition building	n.d.	Outline of why coalitions are important and how to start one

<u>Coalition building toolkit</u>	Healthcare Association of New York State	Organizations looking to start a coalition	Coalition building	2022	This toolkit includes a step-by-step guide to coalition building, coalition building activities and advocacy information. Use these tools to help your team define your impact area, establish partnerships, set shared priorities and sustain your efforts
<u>Georgia Tobacco-Free Colleges & Universities Tool Kit</u>	Georgia Department of Public Health	Organizations looking to start a coalition	Coalition building	n.d.	Goes through 4 steps of building an effective coalition (planning, formation, implementation, maintenance)
<u>SOPHE Learning: Coalition Building Resources</u>	Society for Public Health Education	Organizations looking to start a coalition	Coalition building	2024	Has resources for: 1. Coalition Start-Up Tools 2. Coalition Planning Tools 3. Coalition Building Tools 4. Coalition Assessment & Evaluation Tools 5. Coalition Sustainability Tools
<u>Planning for Change A Coalition Building Technical Assistance System</u>	Penn State University and Weinberger Center for Literacy, Inc. (found on Immunizationcoalitions.org)	Organizations looking to start a coalition	Coalition building	2022	Has sections for: 1. Coalitions 2. Collaboration 3. Coalition building 4. Dealing with change 5. Strategic planning 6. Group management techniques
<u>Building a Coalition-Investing in Health.pdf</u>	Purdue University	Organizations looking to	Coalition building	2022	Has steps that can be taken when thinking about building a coalition

		start a coalition			
<u>SOPHE Coalition Guide Resource</u>	Society for Public Health Education	Communities and leaders	Coalition building		This is an easy-to-use guide to assist communities and leaders through the process of building a coalition. Outlines coalition building in 5 steps: <ol style="list-style-type: none"> 1. Before you build your coalition 2. Coalition formation stage 3. Implementation stage 4. Coalition maintenance stage 5. Coalition institutionalization stage
<u>Financial Resources for Coalitions</u>	Ohio State University Extension	Community organizers	Coalition building	2014	From the "Building Coalitions" series of factsheets
<u>Resources ABCD Institute DePaul University, Chicago</u>	DePaul Asset-Based Community Development Institute	Community organizers	Coalition building		Resources, videos, toolkits for community development (including Spanish)
<u>Coalition Building: Start Here - The Commons</u>	The Commons-Social Change Library	General	Collection of resources for building coalitions	on-going	A guide to coalition building by topic in the Commons Social Change Library
<u>Chapter 5. Choosing Strategies to Promote</u>	Community Tool Box	General	Community Change	2006	Learn how to organize a group of individuals and professionals around a common cause, working together to achieve a unified goal

<u>Community Health and Development</u>					
Community Engagement Toolkit National Resource Center for Refugees, Immigrants, and Migrants	National Resource Center for Refugees, Immigrants, and Migrants (NRC-RIM)	refugees, immigrants, migrants	Community Engagement	2023	The National Resource Center for Refugees, Immigrants, and Migrants (NRC-RIM) is funded by the U.S. CDC and the International Organization for Migration to support health departments and community organizations working with refugee, immigrant, and migrant (RIM) communities that have been disproportionately affected by health inequities
<u>RIM Identifying Community Partners Tips for Health Departments</u>	National Resource Center for Refugees, Immigrants, and Migrants (NRC-RIM)	Professional	Identifying Community Partners	2021	Recommendations for identifying community partners
<u>Better together: Coalitions committed to advancing health equity</u>	Nursing Outlook journal	Professional	Importance of coalitions in advancing health equity	2022	Professional journal article
<u>Episode 4: REACHing for Vaccine Equity Building Trust and Vaccine Access -</u>	Association of Immunization Managers	General public		2023	Topics include: -Get inspiration from the community leaders who had the courage to keep going and turn the healthcare system on its head

CAI Global and Buffalo Center for Health Equity - Association of Immunization Managers

- Successful health promotion strategies, such as mobile units that delivered vaccines, food, and much needed supplies to communities
- Explore how building vaccine confidence affects health promotion and the patient-provider relationship
- Learn how to use grassroots strategies to promote tobacco cessation and increase COVID-19 and flu vaccinations within at-risk communities