# Adult Programmatic Framework Breakout Session

**December 12, 2024**

Celebrating 25 years!

**AIM Leadership in Action Conference**

New Orleans, LA
December 10 - 12, 2024

**AIM** | Association of Immunization Managers

# Agenda

- Introduction
- Presentations
    - Sam Graitcer
    - Lana Hudanick
    - Marie Hartel
- Q&A

# Samuel B. Graitcer, MD

Lead for the Provider Compliance and Quality Assurance
Team,  Immunization Operations Services Branch in Immunization
Services Division (ISD)

# Lana Hudanick, RN, MPH

Nurse Manager, Bureau of Immunizations

Missouri Department of Health and Senior Services

# Marie Hartel, MPH

Program Director, Communicable and Environmental Diseases and Emergency Preparedness Division

Tennessee Department of Health

# The Adult Immunization Program  Framework: Using a Maturity Model to Advance Adult Immunization Efforts

**Presenter:** Sam Graitcer, MD

Team Lead, Provider Compliance and Quality Assurance Team (VFC and Adult Units)

Immunization Operations and Services Branch (IOSB) | Immunization Services Division (ISD)

**AIM Leadership Conference December 10-12, 2024**

# Goals for Presentation

**Time: 10 mins**

1. Provide brief refresher on the adult immunization program framework (AIPF)

2. Review findings from pilot with 10 awardees

3. Highlight updates from initial activities on 27 funded awardees this fall

4. Talk about next steps and introduce the 2024 Adult Immunization Program Assessment Survey

# Background

**Limited Infrastructure to Support Adult Immunization**

- Unlike pediatric vaccination, which is supported by 30 years of Vaccines for Children (VFC) entitlement funding, no similar mandatory funds are available to support adult vaccination.

- Further, no comprehensive guidance was previously available for the 64 immunization programs (a.k.a. awardees) on using their 317 discretionary funds to support adult immunization activities.

- To address this gap, IOSB developed the Adult Immunization Program Framework

# What is the Adult Immunization Program Framework?

**The Framework is a question-based guide intended to help immunization program managers and staff to:**

- Assess the development/maturity of their adult immunization programs by working through 6 different domains.

- Focus resources on activities that advance their adult immunization capacity.

- Improve their pandemic preparedness by building their adult immunization infrastructure (i.e., systems for adult vaccine ordering, monitoring, and distribution and onboarding adult immunization providers).

- Prepare for the day when Vaccines for Adults (VFA) is a reality.

# Adult Immunization Program Framework

**_Instructions_**_: The framework **guides users through a series of key questions** that are aligned to six domains. Read the questions in order within each domain, starting with "1. Establish Organizational Goals and Priorities," then move clockwise to the next domain._

**1A.** Do you have a **defined mission statement** specific to adult immunization?

**1B.** Does your program have **defined adult immunization program goals**, objectives, performance indicators, and activities?

**1C.** Does your program **work with policymakers** to support adult immunization goals, objectives, performance indicators, and activities?

**6A.** Do you provide **resources or training opportunities** to adult vaccine providers?

**6B.** Do you support **training opportunities for providers** on how to use the IIS?

**6C.** Do you work with **provider organizations and coalitions** to amplify messaging to adults about the importance of vaccination and how to access vaccines?

**5A.** Do you have processes in place to **strengthen adult vaccine provider onboarding** to the IIS?

**5B.** Do you have a plan to **increase provider reporting** of adult vaccines to the IIS?

**5C.** Do you have an **IIS data quality plan** specific to adult populations?

**5D.** Do you have **systems to monitor the overall adult vaccine program** including adult vaccine providers?
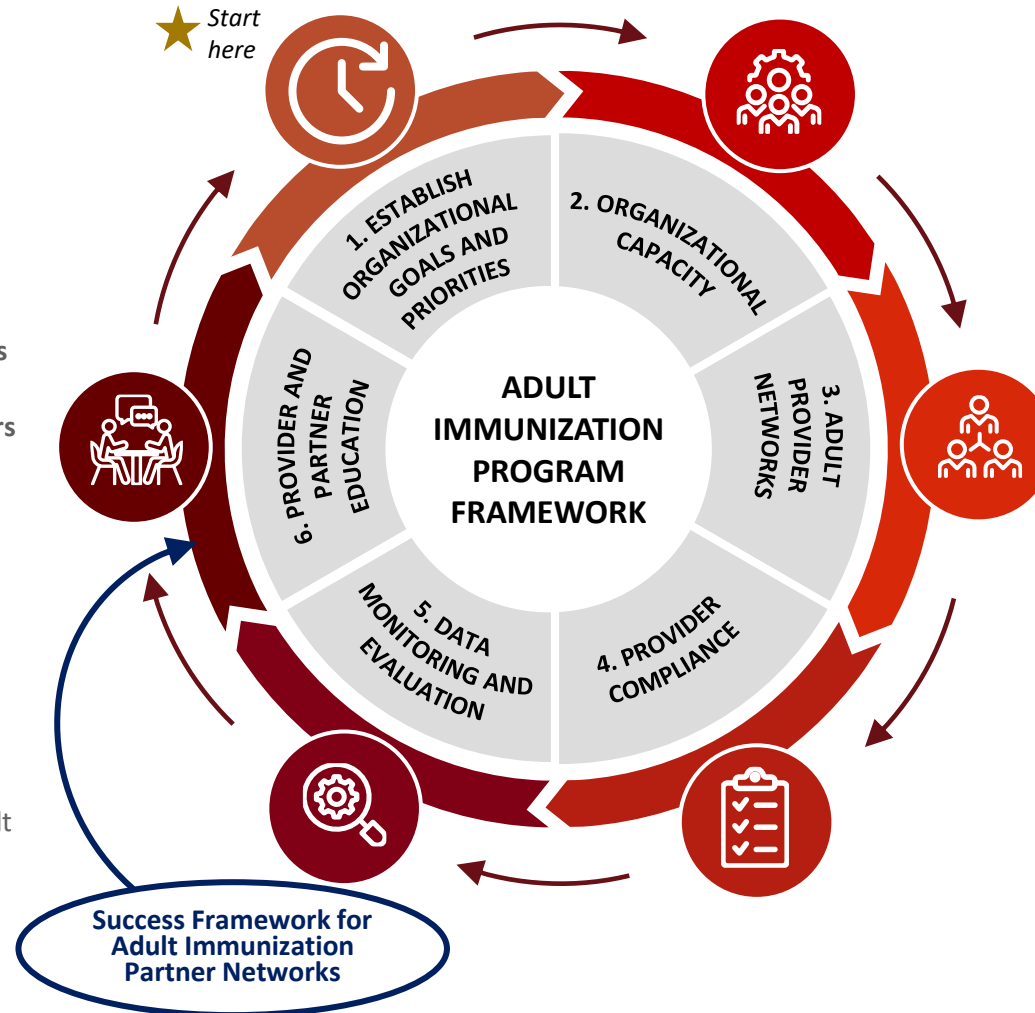
**2A.** Do you have an **organizational structure** to support an adult immunization program?

**2B.** Do you provide **internal capacity-building opportunities** for adult immunization program staff?

**2C.** Do you **leverage and diversify Federal, State/Local, and/or other funds** to support adult immunization work?

**3A.** Has your program **enumerated the number of adult providers and adult patients** in your jurisdiction?

**3B.** Do you have **formal agreements and/or provider enrollment forms** with adult vaccine providers?

**3C.** Do you have systems in place for adult providers to **order adult vaccines, report inventory, and track returns/wastage** as part of the adult program?

**4A.** Do you **conduct enrollment site visits** with adult vaccine providers?

**4B.** Do you **conduct compliance site visits** with adult vaccine providers?

**4C.** Do you **monitor the storage and handling** of adult vaccines?

**4D.** Do you implement **quality improvement initiatives** for your adult vaccine providers?



*Start here*

**ADULT IMMUNIZATION PROGRAM FRAMEWORK**

1. ESTABLISH ORGANIZATIONAL GOALS AND PRIORITIES

2. ORGANIZATIONAL CAPACITY

3. ADULT PROVIDER NETWORKS

4. PROVIDER COMPLIANCE

5. DATA MONITORING AND EVALUATION

6. PROVIDER AND PARTNER EDUCATION

Success Framework for Adult Immunization Partner Networks

# Instructions for Recommended Actions

**1**   **Each of the 6 domains is identified by a set of key questions**

**2**   **Levels reflect progressive stages of development within each domain**

## 1. Organizational Goals and Priorities

*Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 4, move to the next question.*

| Key Questions | Level 1 Recommended Actions | Level 2 Recommended Actions | Level 3 Recommended Actions | Level 4 Recommended Actions |
|---|---|---|---|---|
| A. Do you have a defined mission statement specific to adult immunization? | **Define mission**<br>• **Identify and review existing mission statements** (e.g., other areas within the health department or other state programs).<br>• **Develop a mission statement** specific to adult immunization program activities. | **Gather support**<br>• **Commit Immunization Program leadership** to adult immunization mission efforts.<br>• **Publicly share the mission statement** with internal and external stakeholders to align strategic planning. | **Implement mission**<br>• **Exercise mission statement** to inform long-term adult immunization program strategic planning and development. | **Adapt mission**<br>• **Integrate population, vaccine type, and region-specific mission statements** with the overall mission.<br>• **Routinely assess and update the mission statement** to reflect changes in the adult immunization program. |
| B. Does your program have defined adult immunization program goals, objectives, performance indicators, and activities? | **Identify goals**<br>• **Review available surveillance** and other population-level data to determine program gaps.<br>• **Identify SMART goals,**[1] objectives, performance indicators, and activities.<br>• **Align adult immunization program goals** with Immunization Program Operations Manual (**IPOM**) activities.[2] | **Refine goals**<br>• **Use data insights to refine** program goals, objectives, performance indicators, and activities and share with partners to increase transparency.<br>• **Review identified goals, objectives, performance indicators, and activities** with internal and external partners.<br>• **Develop Responsible Accountable Consulted Informed (RACI) chart(s)**[3] to inform project decision-making. | **Engage partners**<br>• **Establish opportunities for partners in** your network to continually contribute to the ongoing review and refinement of goals, objectives, performance indicators, and activities.<br>• **Develop goals, objectives, performance indicators, and activities** by vaccine type and/or sub-population. | **Assess progress**<br>• **Use project management tools** to support program collaboration, adult immunization activity tracking, and resource allocation.<br>• **Routinely assess goals, objectives, performance indicators, and activities.** |

**3**   **Each level includes recommended actions to advance to the next level**

# Framework Materials

All resources can be found on the [All-awardee SharePoint](#)

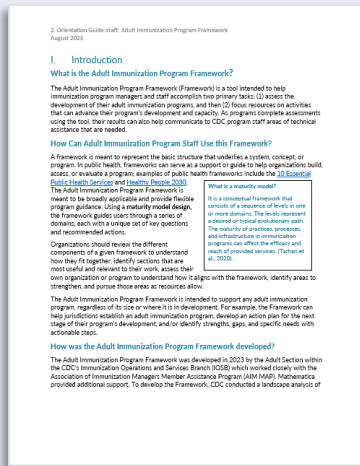## Framework Materials



**1** Orientation Guide

**2** Summary Slides

**3** Assessment Workspace

**4** Closeout Summary

# Adult Immunization Program Framework Implementation

## At-a-glance

### PILOT

**10** Unfunded pilot awardees

JAN-MAY 2024

### SUPPLEMENTAL FUNDED IMPLEMENTATION

**27** CDC-FFA-IP1901 supplemental funding

- *10 pilot + 17 newly implementing*
- *Total funding of ~over 3.9 Million for adult Framework*

JUL 2024 – JUN 2025

*The Adult Framework domains and activities are in the process of being integrated into the broader set of immunization activities across all jurisdictions for the future*

# Overview of the Pilot Program

# Piloting the Framework with 10 Awardees

## Objectives

- **Assess** the real-world application of the Framework.

- **Develop** technical assistance opportunities for the 64 CDC-funded immunization program awardees.

- **Identify** opportunities for integrating the Framework into the IPOM.

## Technical Assistance

- Individual consultative sessions and targeted workshops focused on implementation and goal setting.

- Communities of Practice and peer-to-peer sessions for information sharing between awardees.

# Pilot Highlights: *Checklist Responses*

Total number of pilot awardees (n)=10



● Yes  ● Yes, needs Improvement  ● No

| Domain Sub Areas | Yes | Yes, needs Improvement | No |
|---|---|---|---|
| 1A. Defined mission statement | 2 | 2 | 6 |
| 1B. Program goals, objectives, indicators & activities | 2 | 7 | 1 |
| 1C. Work with policymakers | 2 | 4 | 4 |
| 2A. Organizational structure | 5 | 4 | 1 |
| 2B. Internal capacity building | 3 | 5 | 2 |
| 2C. Leverage Federal, State/Local, or other funds | 5 | | |
| 3A. Enumerated adult providers & patients | 1 | 7 | |
| 3B. Formal agreements and/or provider enrollment forms | 6 | 3 | 1 |
| 3C. Ordering, reporting and tracking systems | 10 | | |
| 4A. Enrollment site visits | 4 | 3 | |
| 4B. Compliance site visits | 3 | 3 | 4 |
| 4C. Monitor storage and handling | 8 | 1 | 1 |
| 4D. Implement quality improvement initiatives | 1 | 4 | 5 |
| 5A. Processes to strengthen provider onboarding to the IIS | 3 | 7 | |
| 5B. Plan to increase provider reporting to the IIS | 4 | 6 | |
| 5C. IIS data quality plan | 3 | 4 | 3 |
| 5D. Monitor the overall adult vaccine program | 1 | 7 | 2 |
| 6A. Resources or training opportunities | 3 | 7 | |
| 6B. Support training opportunities on using the IIS | 7 | 3 | |
| 6C. Provider organizations and coalitions to amplify vaccine messaging | 2 | 8 | |

0 · · · · · · · · · · 10

**Callouts:**
- 60% **did not** have a mission statement
- All awardees **had an** ordering/tracking system
- 90% **needed to improve or establish** QI initiatives
- 90% **needed to Improve or establish** a system to monitor overall vaccine program

# Pilot Highlights *Summary Findings*

- **Most (60%) awardees focused on Domain 1 (Organizational Goals and Priorities)** to first align program goals, priorities and activities.

- Other **top domains of focus were Domain 2 (Organizational Capacity) and Domain 3 (Adult Provider Networks).**

- All program participants had a generally positive overall experience and satisfaction with the Framework and the complementary Assessment Workspace.

- Most participants noted that the Framework enabled a comprehensive program assessment of their programs and strategic planning to address any identified program gaps

# Pilot Highlights: *Summary Findings*

- Awardees highlighted  factors like *leadership buy-in*, *staff capacity*, *access to data*, *available funding* and *CDC technical assistance* helped  them apply the Framework and develop plan to address gaps.


- Other positive contributing factors mentioned included staff readiness, team collaboration, existing infrastructure, and knowledge built by other immunization programs, tailoring the framework specific to awardee's program.

# Pilot Highlights: *Summary Findings*

- All awardees agreed that adult immunization activities should be integrated across the Immunization Program Operations Manual (IPOM). Further 80% of awardees mentioned integration would not hinder pediatric vaccination efforts.

- Based on awardee feedback, the Framework was modified to improve flow across the domain levels, provide a mechanism for capturing progress, note challenges and contextualize responses.

## Taking Action!

*"Used locally available data to understand and improve their adult provider network".- CO Awardee*

*"Integrated adult immunization activities into their provider compliance"- PA awardee*

*"Developed goals and explored data sources as well as used data to examine adult provider enrollment and network."*
*- WI Awardee*

# Supplemental Funded Framework Activities and Feedback

Preliminary Results

# Supplemental Funded Adult Immunization Program Framework Implementation

**27**

**Total Supp funded awardees**

**4** *Quarterly working group*

**2** *Bi-annual community of practice*

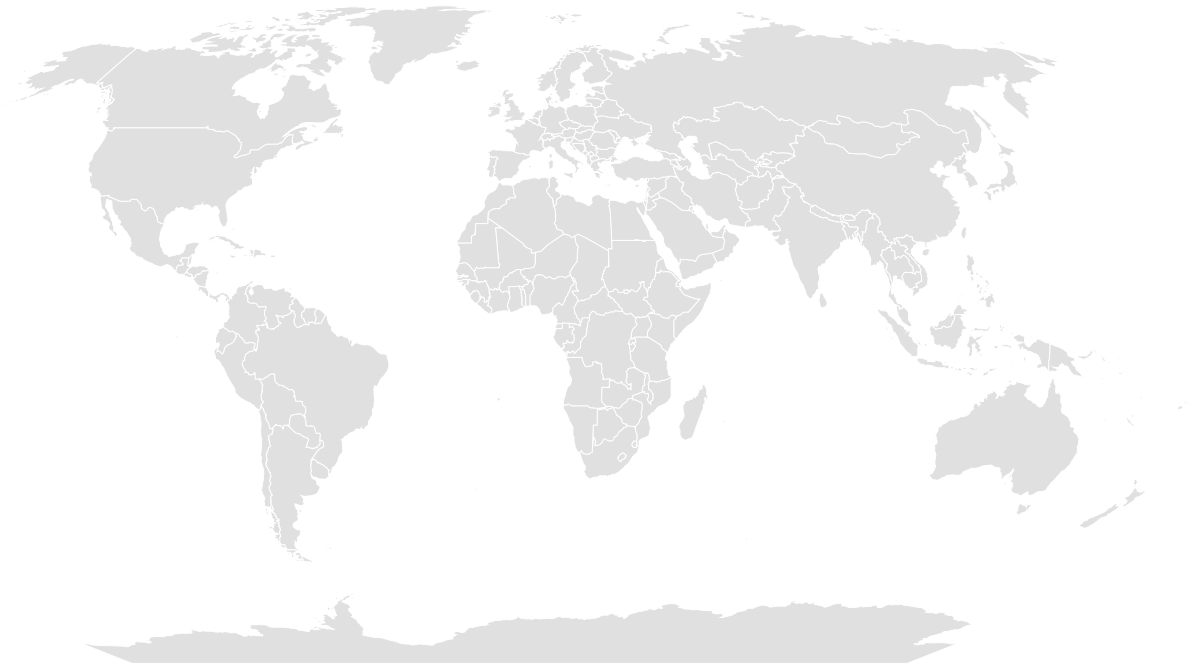*Monthly & Ad hoc calls and touch points*

ME

RI

HI

IN

PHL

NYC

FSM

DC

# Deliverable: Checklist (n=27)



**Key Questions** (vertical axis label)

Legend: ■ Yes  ■ Yes, but needs improvement  ■ No

| Key Question | Yes | Yes, but needs improvement | No |
|---|---|---|---|
| 1A. Defined mission statement | 7 | 8 | 12 |
| 1B. Program goals, objectives, indicators & activities | 8 | 15 | 4 |
| 1C. Work with policymakers | 7 | 11 | 9 |
| 2A. Organizational structure | 11 | 13 | 3 |
| 2B. Internal capacity building | 7 | 19 | 1 |
| 2C. Leverage Federal, State/Local, or other funds | 12 | 13 | 2 |
| 3A. Enumerated adult providers & patients | 11 | 11 | 5 |
| 3B. Formal agreements and/or provider enrollment forms | 17 | 8 | 2 |
| 3C. Ordering, reporting, and tracking systems | 22 | 5 | |
| 4A. Enrollment site visits | 14 | 6 | 7 |
| 4B. Compliance site visits | 12 | 8 | 7 |
| 4C. Monitor storage and handling | 19 | 8 | |
| 4D. Implement quality improvement initiatives | 4 | 11 | 12 |
| 5A. Process to strengthen provider onboarding to IIS | 11 | 14 | 2 |
| 5B. Plan to increase provider reporting to IIS | 12 | 13 | 2 |
| 5C. IIS data quality plan | 8 | 14 | 5 |
| 5D. Monitor the overall adult vaccine program | 12 | 14 | 1 |
| 6A. Resources or training opportunities | 15 | 11 | 1 |
| 6B. Support training opportunities on using the IIS | 20 | 7 | |
| 6C. Provider organizations and coalitions to amplify vaccine messaging | 9 | 17 | 1 |

**Total number of awardees** (horizontal axis label)

Callout: 74% **needed to improve or create** a mission statement

Callout: 70% **needed to improve or create** goals, objectives, indicators, and/or activities

Callout: 59% **needed to improve or create** an organizational structure
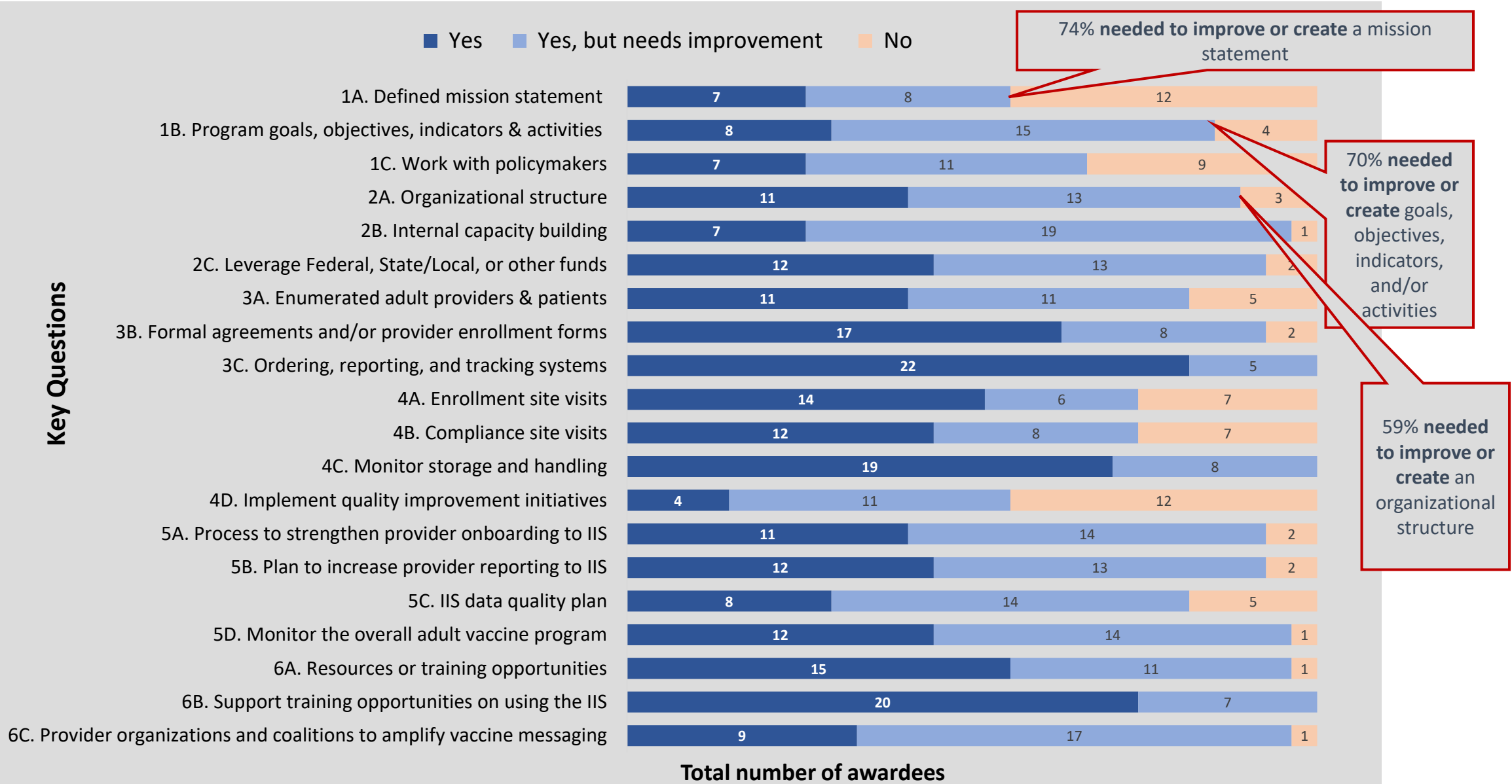
# Program Improvements Overtime

Improvement trends among the initial 10 pilot awardees

- Increase in awardees with a mission statement specific to adult immunization

- Increase in awardees with a defined immunization program goals, objectives, performance indicators and activities

- Increase in awardees working with policymakers to support adult immunization activities

- All pilot awardees now have some organizational structure to support an adult immunization program with some working on improvements.

- Increase in awardees conducting compliance site visits with adult vaccine providers

# Community of Practice-Awardee shared experiences

- **Improved program structure:** Framework enabled programs to establish more organizational structure and focus compared to earlier stages (beginning of pilot)

- **Refined program goals**: Framework helped focus and align programs goals and activities

- **Collaboration and Learning:** Awardees greatly benefited from opportunities to collaborate with colleagues both interdepartmentally and across teams. This collaboration fostered a shared understanding of adult immunization activities and helped align goals to drive effective program implementation.

- TA sessions have enabled awardees make meaningful connections, share resources and fostered an environment for peer support

# Next Steps

# In Progress & in the Future

- 27 supplemental funded awardees that began implementing the Framework in July 2024 will conclude June 2025.

- The Adult unit will continue to provide targeted technical assistance opportunities to support the 27 supplemental funded adult immunization program awardees successfully implement the Framework and enhance their immunization programs.

- Adult unit will use findings from the pilot and the 27 funded awardees to inform future directions for adult immunization activities and support for all awardees in the future.

# Acknowledgments

- All pilot and supplemental funded immunization program awardees

- Key partners and contributors

- Leadership and CDC support teams

- PCQA Adult unit:
  - IJ Uzoezie
  - Chris Wells
  - Amy Parker Fiebelkorn
  - Krysanthe Thomas

# Upcoming Adult Immunization Program Survey

- **What**: 30-item survey on adult immunization program infrastructure.

- **Who**: One response from each of 64 CDC-funded awardees.

- **When**: REDCap open access December 16, 2024 - January 22, 2025. Two open Office Hours will be held to answer any questions.

- **Why**: Identify current adult immunization program components helpful in increasing pandemic preparedness and capacity for reaching disproportionately affected adult populations. Will address provider enumeration, finance policies, and other issues not previously assessed in 2022 assessment

- **What's next**: Results will be used to improve TA, the Adult Immunization Program Framework and inform discussions on adult vaccine access disparities and preparedness.

# THANK YOU !

📧 Please feel free to reach out to [adultvaxconsult@cdc.gov](mailto:adultvaxconsult@cdc.gov)

For more information, contact CDC
1-800-CDC-INFO (232-4636)
TTY:  1-888-232-6348    www.cdc.gov

CDC

# References

- Survey data were collected and managed using REDCap electronic data capture tools hosted at Centers for Disease Control and Prevention.[1,2] REDCap (Research Electronic Data Capture) is a secure, web-based software platform designed to support data capture for research studies, providing 1) an intuitive interface for validated data capture; 2) audit trails for tracking data manipulation and export procedures; 3) automated export procedures for seamless data downloads to common statistical packages; and 4) procedures for data integration and interoperability with external sources

- [1]PA Harris, R Taylor, R Thielke, J Payne, N Gonzalez, JG. Conde, Research electronic data capture (REDCap) – **A metadata-driven methodology and workflow process for providing translational research informatics support**, *J Biomed Inform. 2009 Apr;42(2):377-81*.

- [2]PA Harris, R Taylor, BL Minor, V Elliott, M Fernandez, L O'Neal, L McLeod, G Delacqua, F Delacqua, J Kirby, SN Duda, REDCap Consortium, **The REDCap consortium: Building an international community of software partners**, *J Biomed Inform. 2019 May 9 [doi: 10.1016/j.jbi.2019.103208]*
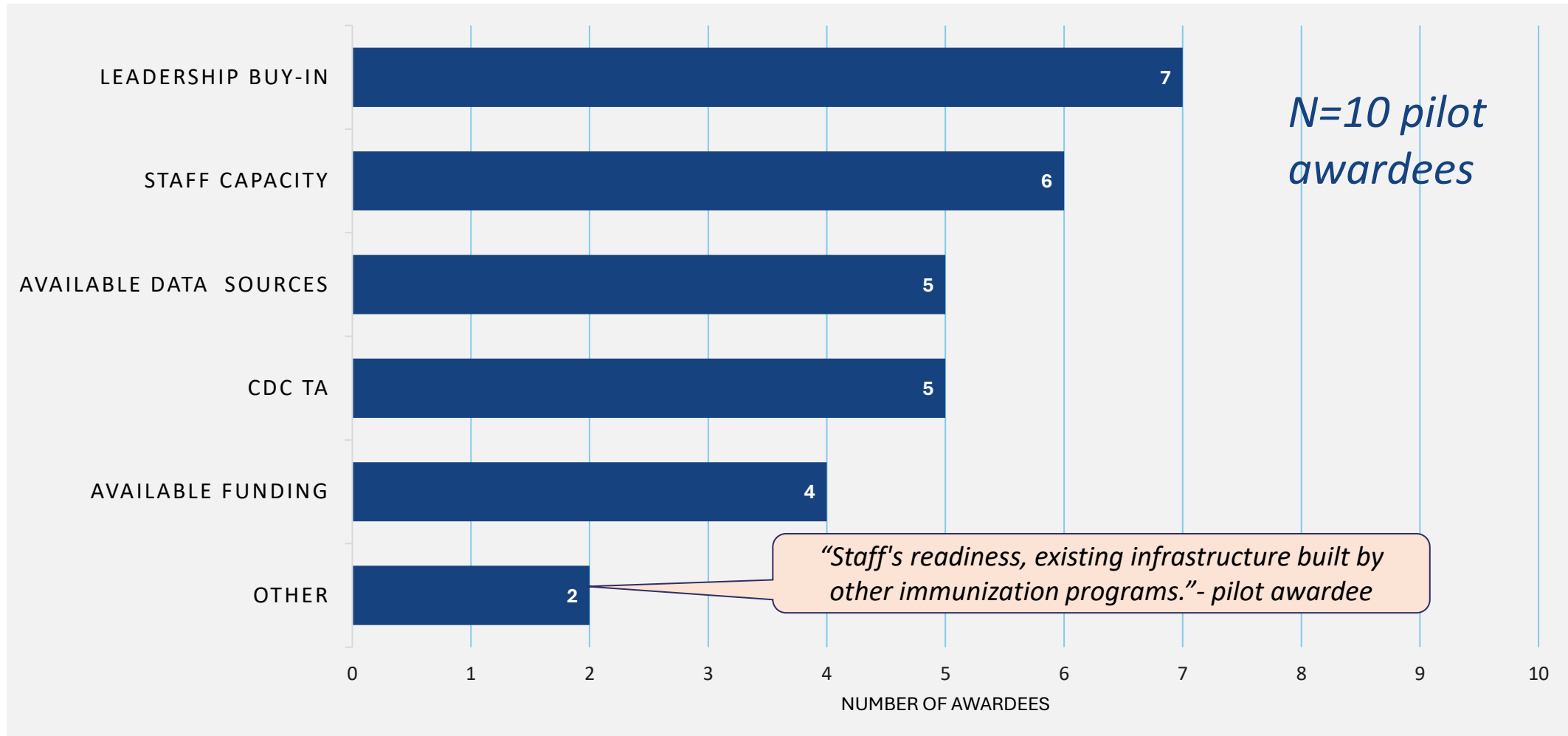
# Appendix

# Pilot Participant Selected Domains

Total number of pilot awardees (n)=10



Over 50% of Awardees selected to work on domain 1, 2 & 3
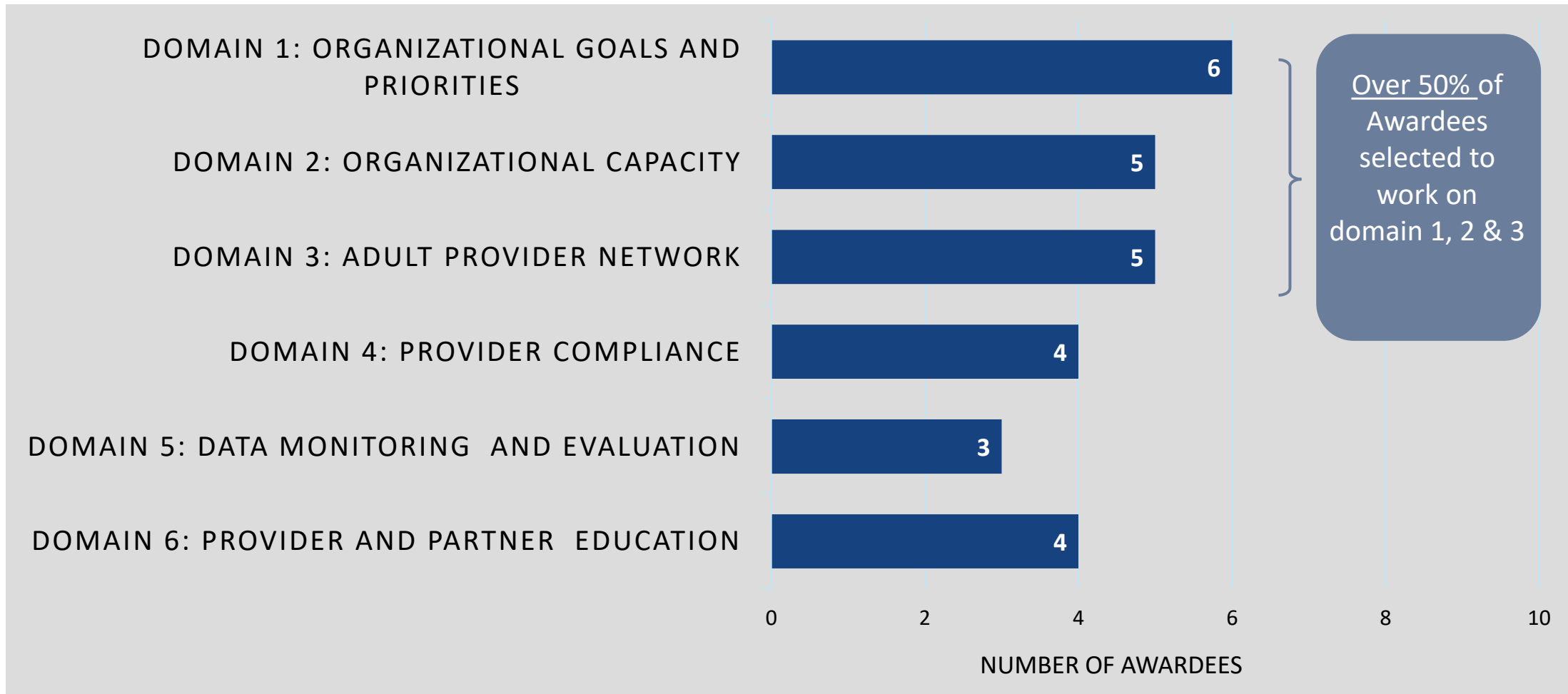
# Pilot Highlights: *Post-pilot Survey (Facilitators)*

***Overall Pilot Program Experience Question 5*** *"What factors contributed to your jurisdiction's ability to apply the Framework and develop a plan for addressing gaps? (select all that apply)"*



*N=10 pilot awardees*

*"Staff's readiness, existing infrastructure built by other immunization programs."- pilot awardee*

# Taking Action!

**AK**    Leveraged IIS expertise and cross-collaborated among staff to compile a list and map adult providers who were and were not reporting to the IIS.
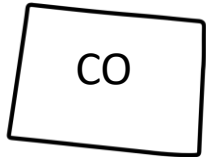
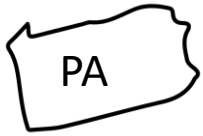**CO**    Used locally available data to understand and improve their adult provider network.

**NYC**    Built internal capacity for staff working on adult vaccination, including training materials, and guidance from their VFC program and IIS teams.

**OK**    Leveraged interdepartmental staff collaboration to support their adult Immunization program efforts.

# Taking Action!

PA     Integrated adult immunization activities into their provider compliance.

VT     Expanded training /CE opportunities to adult vaccine providers.

WI     Developed goals and explored data sources as well as used data to examine adult provider enrollment and network.

# Adult Programmatic Framework

**Lana Hudanick, RN, MPH**
**Bureau of Immunizations**

# Adult Programmatic Framework

Missouri Department of Health and Senior Services

Bureau of Immunizations

## Why did we participate?

- Already working to implement a Vaccines for Adults Program
- Ensure we are moving in the right direction with our implementation

## How did we use the framework?

- Worked together as a team
- Built on previously created partnerships
- Help to identify specific areas of need

## What are our successes?

- Missouri Pharmacy Association
- Missouri Primary Care Association
- Care Beyond the Boulevard

# Adapting the CDC VFA Framework in Tennessee

AIM Leadership in Action Conference – Dec 12, 2024

Marie Hartel, MPH | Program Director, Tennesee Vaccine-Preventable Diseases & Immunization Program (VPDIP)
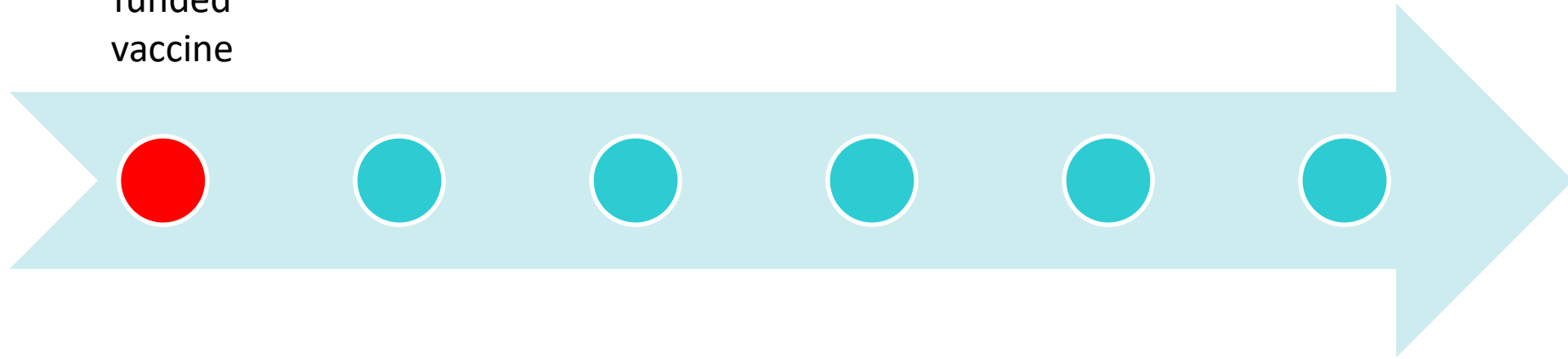
# Disclosures

- I have no conflicts of interest to disclose

# Overview

- A *recent* history of 317 in Tennessee
- Status of the CDC Adult Immunization Program Framework
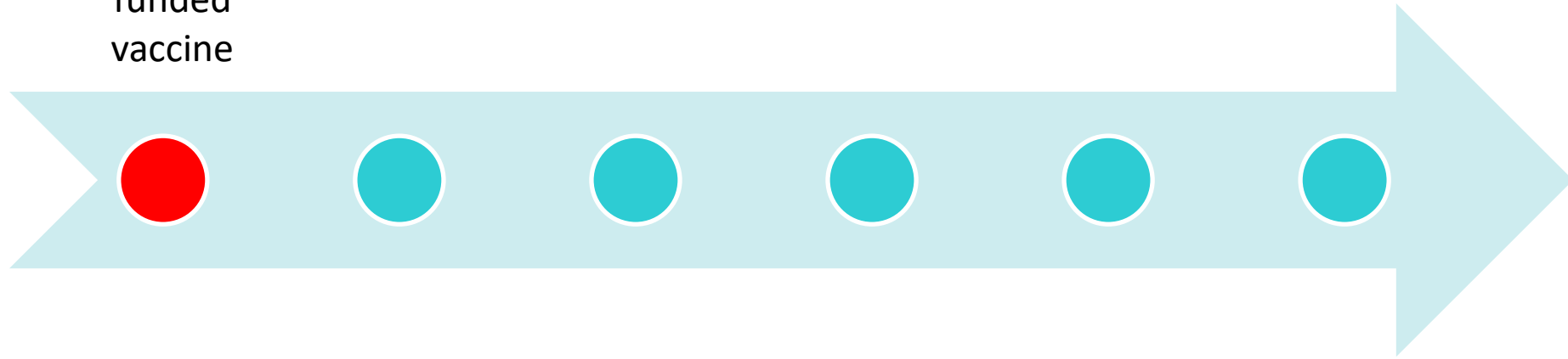- Our programmatic perspective

Department of
**Health**

# Adult Vaccine Providers in TN

**2019:**
No private providers received 317-funded vaccine

# Adult Vaccine Providers in TN

**2019:**
No private providers received 317-funded vaccine

| Required | C3-RA2 | This activity DOES NOT APPLY: In Tennessee, private providers only receive VFC vaccine. The 317 vaccine is only available at local health departments for uninsured and underinsured adults. |
| --- | --- | --- |

TN Department of Health

# Adult Vaccine Providers in TN

**2019:**
No private providers received 317-funded vaccine

**2020:**
expanded 317-funded flu vaccine to private providers

TN Department of Health

# Adult Vaccine Providers in TN

**2019:**
No private providers received 317-funded vaccine

**2020:**
expanded 317-funded flu vaccine to private providers

**2021:**
Retained Adult Flu providers

**2022:**
Developed 317 provider enrollment process

# Adult Vaccine Providers in TN

**2019:**
No private providers received 317-funded vaccine

**2020:**
expanded 317-funded flu vaccine to private providers

**2021:**
Retained Adult Flu providers

**2022:**
Developed 317 provider enrollment process

**2023:**
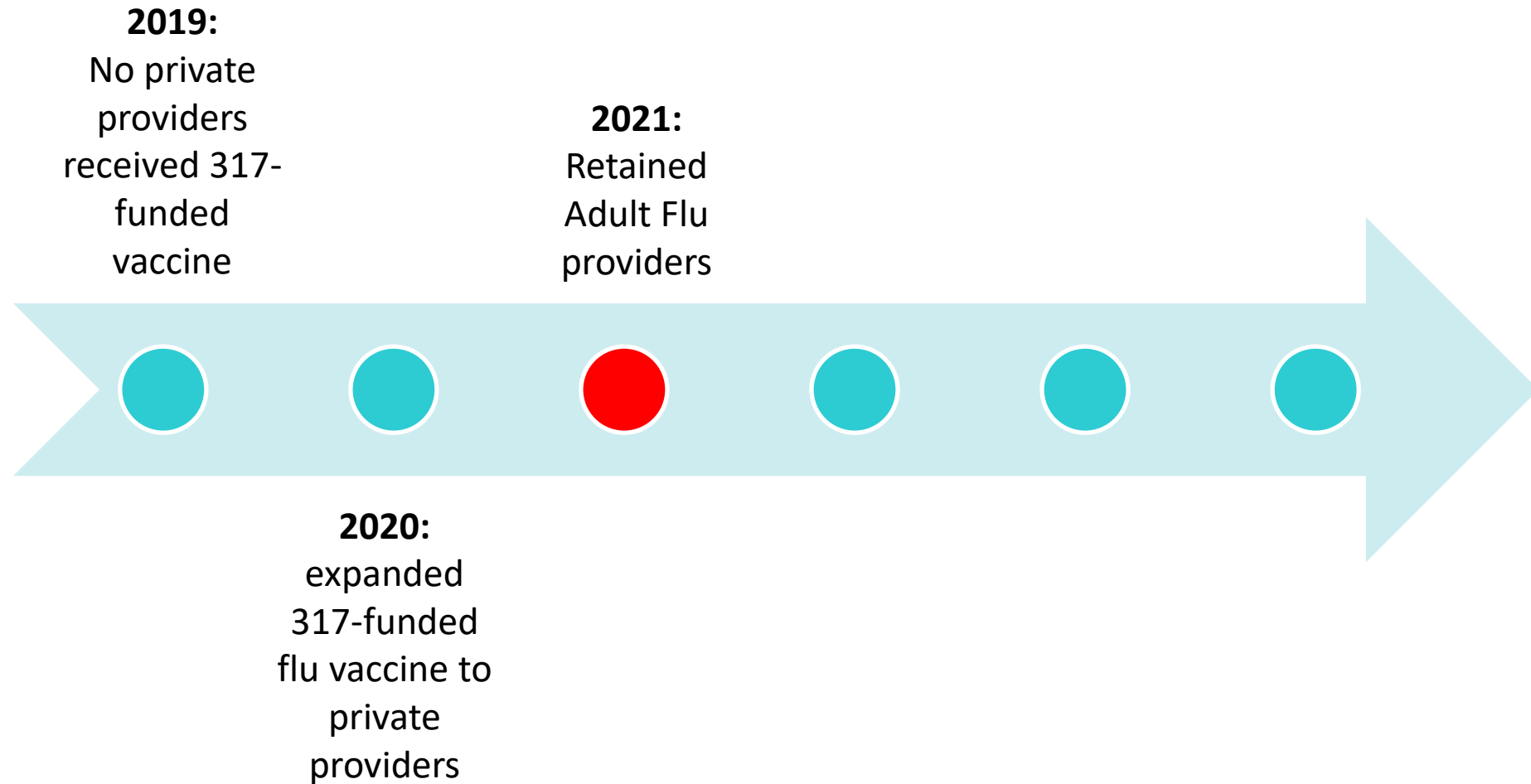Applied for VFA Pilot!

TN Department of Health

# Adult Vaccine Providers in TN

**2019:**
No private providers received 317-funded vaccine

**2020:**
expanded 317-funded flu vaccine to private providers

**2021:**
Retained Adult Flu providers

**2022:**
Developed 317 provider enrollment process

2023: Applied for VFA Pilot!

REQUEST DENIED

TN Department of Health

# Adult Vaccine Providers in TN

**2019:**
No private providers received 317-funded vaccine

**2020:**
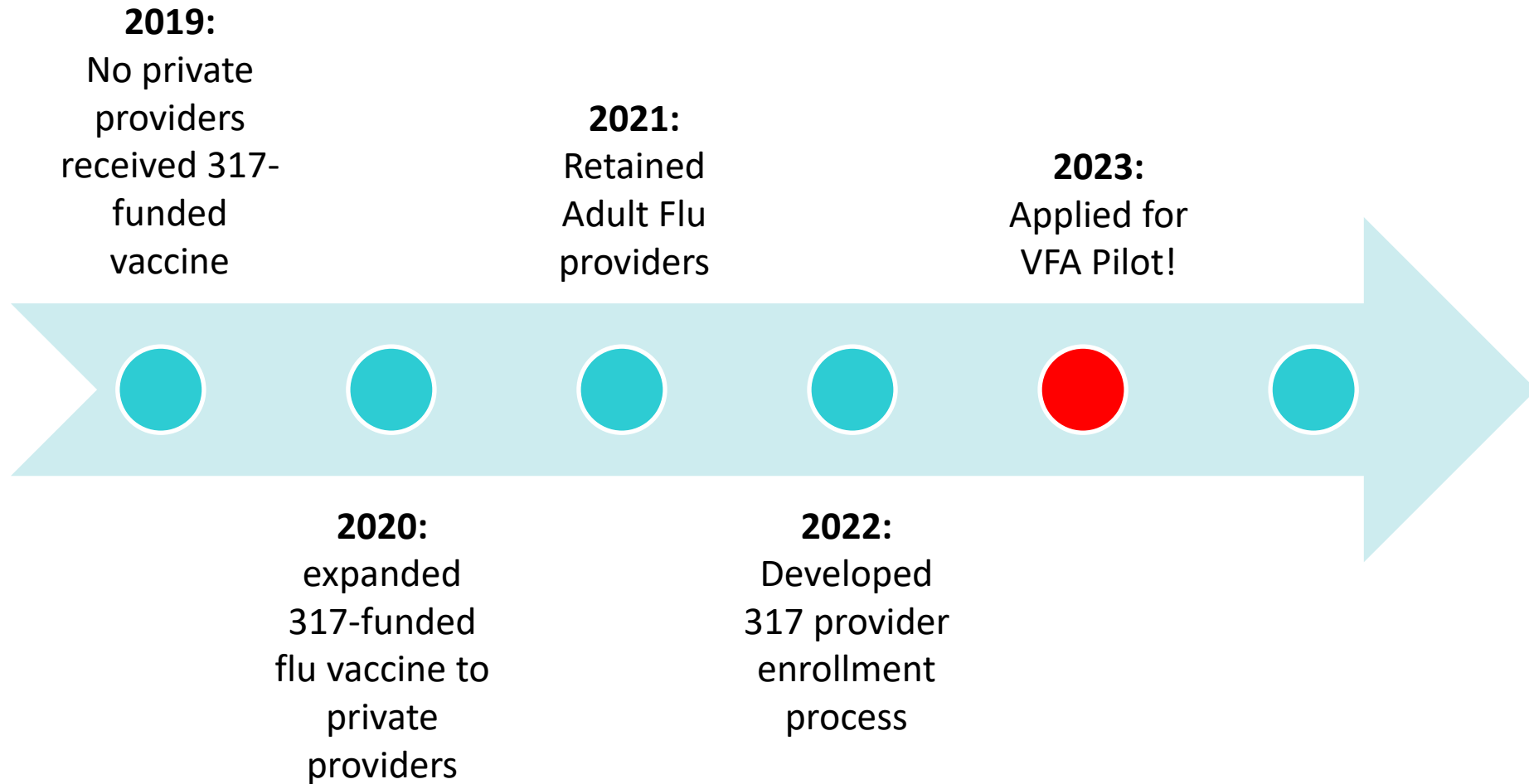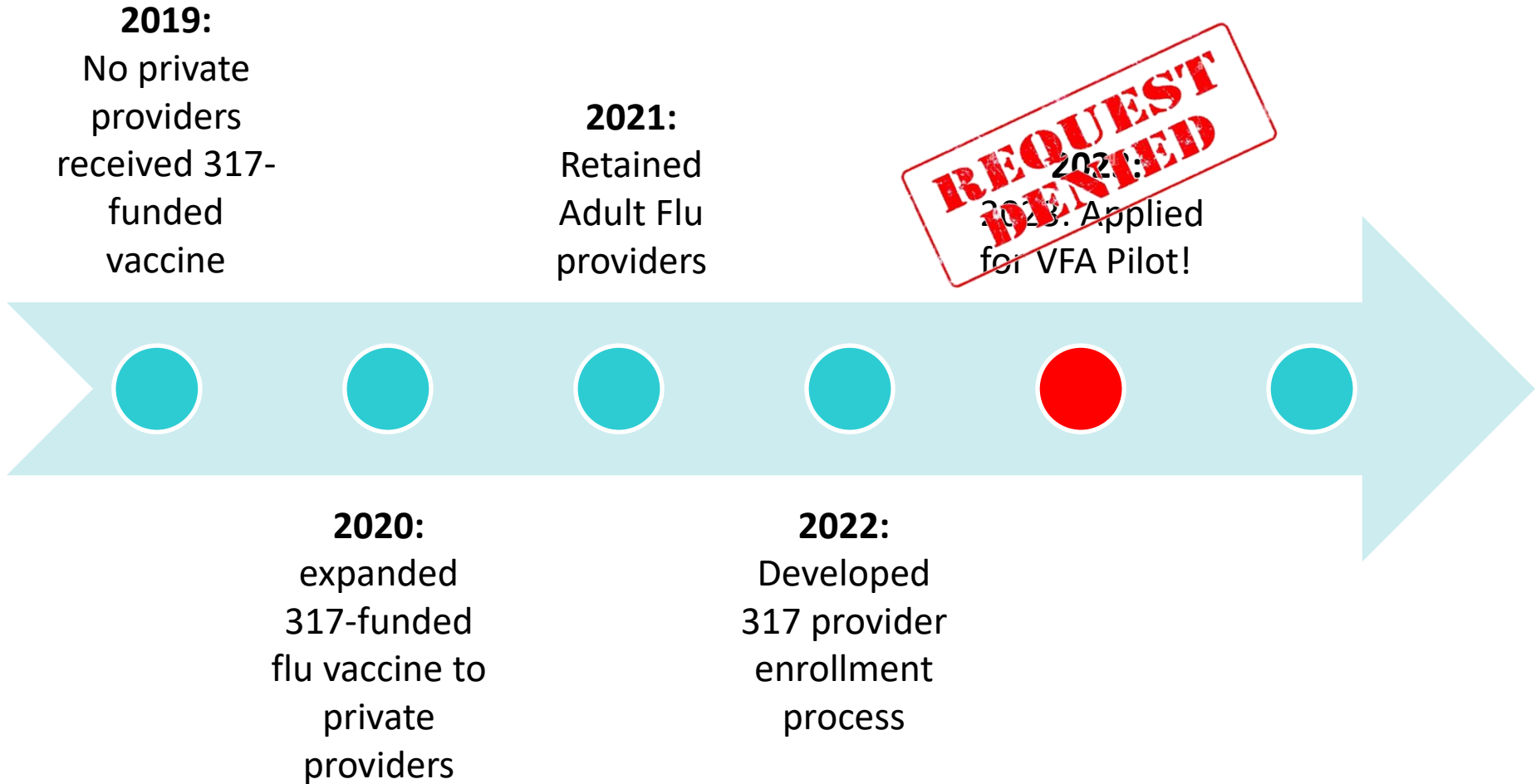expanded 317-funded flu vaccine to private providers

**2021:**
Retained Adult Flu providers

**2022:**
Developed 317 provider enrollment process

**2023:**
Bridge Access Program recruitment

**2024:**
Supplemental VFA Framework

TN Department of Health

# Applying the VFA Framework

Goal: To achieve a state of readiness for scale-up of VFA in Tennessee

# Domain 1 – People and Providers

- Better understand our eligible adult population

- Assess areas of low adult vaccination coverage

- Prioritize VFA enrollment:

    – HRSA-supported health centers/FQHCs

    – Community and Faith-Based Clinics (CFB)



**1. Organizational Goals and Priorities**
*Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 4, move to the next question.*

| Key Questions | Level 1 Recommended Actions |
|---|---|
| B. Does your program have defined adult immunization program goals, objectives, performance indicators, and activities? | **Identify goals** <br> • **Review available surveillance** and other population-level data to determine program gaps. <br> • Identify SMART goals,[1] objectives, performance indicators, and activities. <br> • **Align adult immunization program goals** with Immunization Program Operations Manual (IPOM) activities.[2] |


TN Department of Health

# Domain 1 – People and Providers
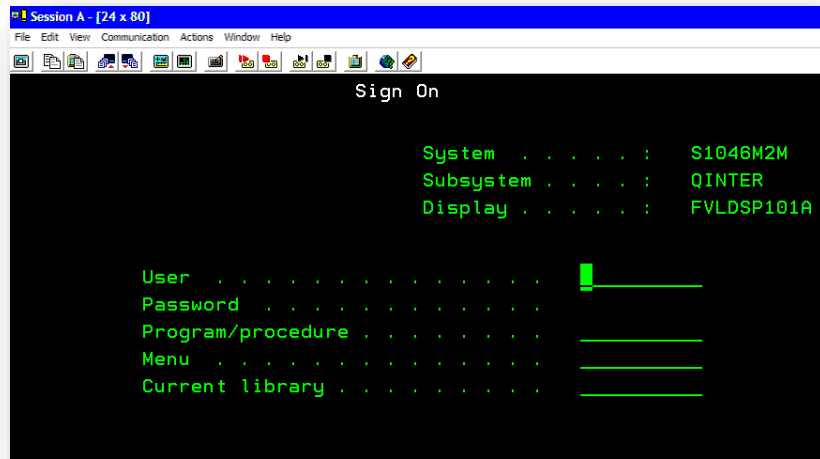
Figure 1: Uninsured Adult Population Proportion, United States and Tennessee, 2017 – 2022
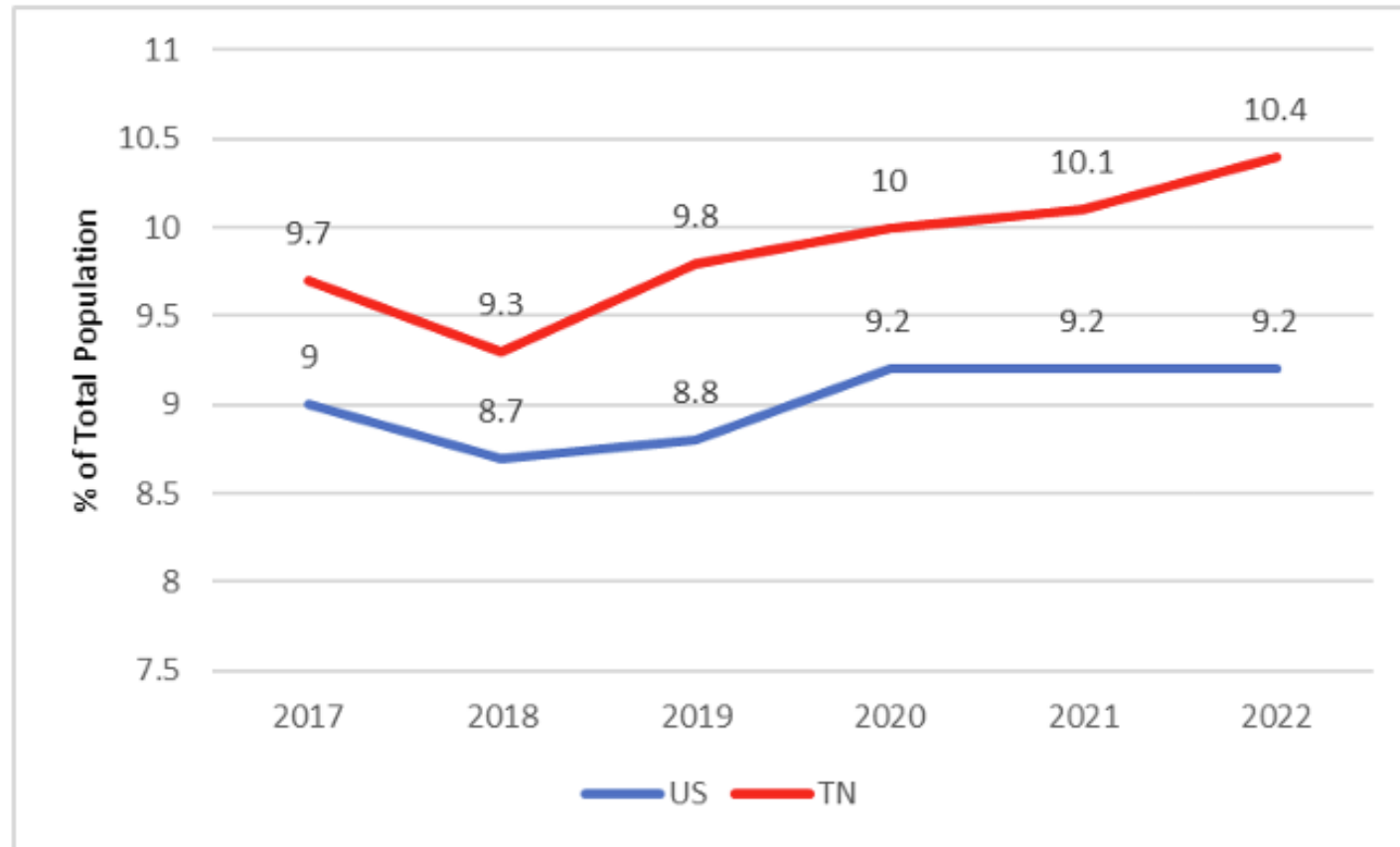
# Domain 5 – IIS Data Quality

- Our IIS receives insufficient data for automatic decrementing from 97% of our current 317 providers
- Previous attempts to replace the EHR used in Health Departments were unsuccessful



- Data quality issues were accentuated by Bridge Access Program reporting

# Domain 5 – IIS Data Quality

## Existing 317 Providers

1. Assess interface health
2. Update outdated interface documentation
3. Present to leadership
4. Develop strategies to improve data reported by health departments

## Future VFA Providers

1. Add 317/Funding Source verification to data quality reviews
2. Including funding source breakdown in provider-facing "Report Cards"

TN Department of Health

# Domain 2 – Vaccines, Access, Equity

**Adult Vaccines**

| Vaccine | Price | Provided or Not |
|---------|-------|-----------------|
| HEPA | $51.62 | Provided |
| HEPB | $50.67 | Provided |
| HPV | $178.33 | Not Provided |
| MMR | $61.20 | Provided |
| PPV23 | $81.97 | Not Provided |
| Tdap | $28.30 | Provided |
| VAR | $106.36 | Provided |
| Zoster | $120.93 | Not Provided |
| MCV4 | $79.37 | Provided |
| Flu | $16.09 | Provided |
| PCV | $164.49 | Not Provided |
| MENB | $117.62 | Not Provided |
| COVID-19 | $74.90 | Not Provided |
| RSV | $185.52 | Not Provided |
| IPV | $24.05 | Provided |
| **Total** | | |

- Our largest barrier is **$$**
- Monthly threshold distribution model
  - Successful 🎉
  - Manual 😬
  - Equity 🤔

**TN** Department of **Health**

# Domain 2 – Vaccines, Access, Equity

How would we modify our 317 spend plan and adult provider order set(s)?

1. Compile historical allocation approaches:
   - Flu pre-order
   - RSV (both seasons)
   - COVID-19 supplemental
   - Current monthly threshold model
- Equity
- More **$$**

# Challenges to Adapting the Framework

- Conceptual framework, while structured, did not contain concrete examples for our program

- It took a while for our approach to gel with our team

- Stressed programmatic silos

# Celebrating Small Victories

- The process has helped us break down knowledge barriers across teams

- We changed our approach: small working sessions by domain groups, monthly full group updates

- Building sustained knowledge base for VFA

Department of
Health

# Acknowledgements

Rana Zakaria

Caitlin Newhouse

Nena Bowman

Cacky Tate

Rachel Banik

Alex Hayes

Michelle Hansen

Susan Copeland

Christina Clapp

Georgia Lynn Whalen

Ashley Pasquariello

Stephanie Yelling

Shelby Davis

Madison Toney

Nicole McGoodwin



TN Department of Health

# Thank you!

Marie.Hartel@tn.gov

# Q&A

immunizationmanagers.org

@AIMimmunization

Association of Immunization Managers

Celebrating 25 years!

**AIM Leadership in Action Conference**

New Orleans, LA
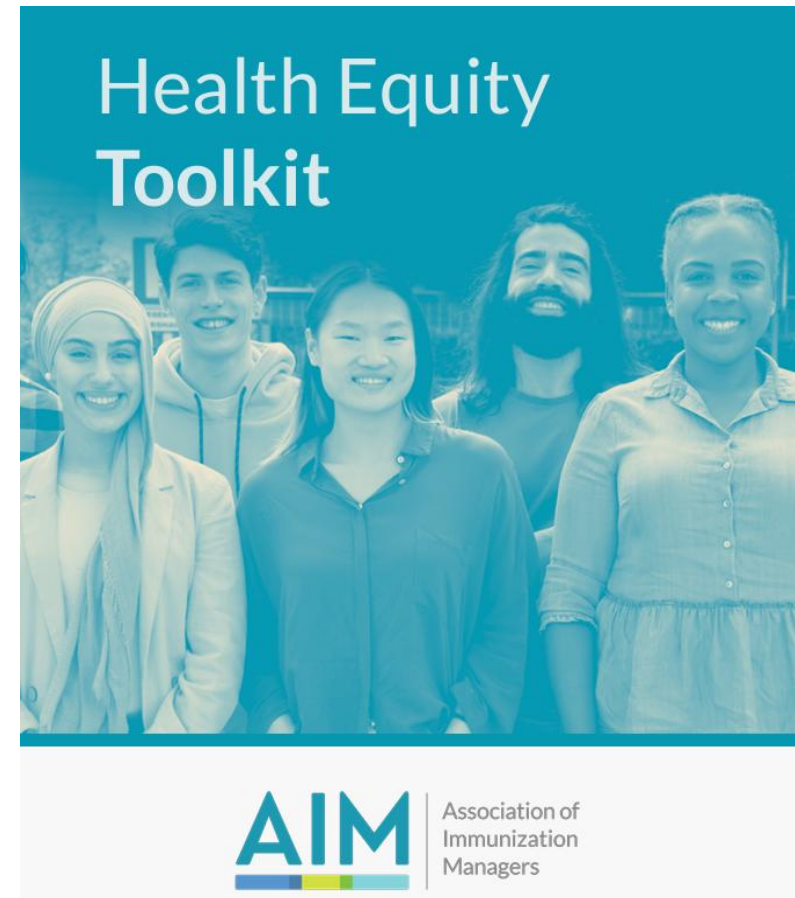December 10 - 12, 2024

**AIM** | Association of Immunization Managers

# Adult Immunization Resources

Visit the Adult Immunization Resource page on AIM's member-only website section to explore toolkits, best practices, and actional resources designed to support your program's success.

- Resources include:

  - **Health Equity Toolkit:** Offers strategies and insights to help immunization programs and partners advance equity in vaccine administration and distribution.

  - **Member Assistance Program (MAP) Adult Immunization Business Operations Toolkit:** Provides practical resources to support daily operations of adult immunization programs such as staffing, drafting requests for proposals (RFPs), budgeting, and other activities that help programs achieve their goals.

  *www.immunizationmanagers.org*


Health Equity Toolkit

AIM — Association of Immunization Managers

# Thank you!

immunizationmanagers.org

@AIMimmunization

Association of Immunization Managers

Celebrating 25 years!

## AIM Leadership in Action Conference

New Orleans, LA
December 10 - 12, 2024

AIM | Association of Immunization Managers