

# Building Effective Partnerships at the Jurisdiction Level

Katelyn Wells, Ph.D.

Chief Research, Evaluation and Development Officer



Association of  
Immunization  
Managers

# Lisa Roberston



Lisa Robertson received her undergraduate degree from Hanover College and her Masters in Public Health from Indiana University. Lisa was the Director of Reach Out and Read Indiana for 11 years. For the past 10 years, Lisa has been the Executive Director of the Indiana Immunization Coalition. In addition to the coalition's work in advocacy, education and collaboration, the coalition has administered over 26,000 vaccines in 2023. Lisa has been recognized for her work in public health by the Indiana Cancer Consortium, Indiana School Nurses Association, Indiana Public Health Association and the Indiana State Health Commissioner. Lisa is passionate about decreasing misinformation, health disparities, and barriers to care.



# Dave McCormick

Dave McCormick is the Director of the Indiana Immunization Division at the Indiana Department of Health. In that role, Dave leads a team of public health professionals committed to eliminating vaccine preventable diseases by working with approximately 800 healthcare providers to deliver over \$80,000,000 of publicly funded vaccine. In July 2015, Dave was elected to the Executive Board of the Association of Immunization Managers, serving as chair in 2019. In 2016, Dave was elected to the Executive Board of the American Immunization Registry Association, has served as President and chair of the Governance Committee.



# Creating Sustainable Partnerships to Increase Immunization Rates

An example from Indiana



# MEDICAL BILLING

CDC Billables Project

# CDC Billables Project Outcomes

- Established a statewide presence for the Coalition
- Increased billing capacity for local health departments
  - An additional 41 local health departments started billing (139%)
- Coalition was able to adjust services based on the needs of the local health departments
  - Assistance with standing orders
  - Contracting/Credentialing
- Made us look at payors as partners
- Able to utilize all existing funding



SHOW  
ME THE  
MONEY







# HPV Maintenance of Certification

- Used VFC annual education requirement to bolster participation and awareness of HPV for low performing providers in 2018
- Provided a virtual for MOC
- Established national presence for the Coalition
- Revenue generating activity

# Indiana Immunization Coalition to the Rescue

Vaccine Storage  
Units

Temperature  
monitoring  
devices

Annual  
Immunization  
Awards Banquet

Private purchase  
vaccine

Homebound  
Hoosiers

Direct  
vaccination  
services



# Invitation into a community!

- Trusted messenger
- Safe space (schools, churches, community centers)
- The right time of day
- Right language resources
- No out of pocket cost
- Continued relationships





# Deborah D'Souza-Vazirani

Deborah D'Souza-Vazirani is the Director of Program Evaluation at the National Association of School Nurses (NASN). She led NASN's Champions for School Health program – a Kaiser Permanente-funded 15-month initiative that focused on increasing vaccine access, confidence and equity in school required vaccinations and the pediatric COVID-19 vaccine in Kaiser's nine markets. Dr. Vazirani brings program evaluation and program management expertise to NASN in her current role having over 25 years of public health management and evaluation experience with a focus on health disparities research in maternal and child health and increasing health equity both in the private and government healthcare sectors.





*National  
Association of  
School Nurses*



## **Building Innovative and Sustainable Partnerships with School Nurses**

Deborah D'Souza-Vazirani, DrPH, MHSA

**National Association of School Nurses**

December 6-7, 2023

# Goals

## You will learn:

- About NASN – who we represent, the work that we do and the organization's role in supporting the immunization infrastructure.
- Strategies and tips – partnering with your local and state NASN representatives, including how to identify school nurses.



# National Association of School Nurses (NASN)

**Mission:** To optimize student health and learning by advancing the practice of school nursing.

[www.nasn.org](http://www.nasn.org)

## *School Nurses (SN)*

- Working in 1400 school districts
- Serving over 50 million children

School Nurses are public health experts in schools

Are trusted by families and caregivers

Have been at the front line of the pandemic

# Headlines



C

## How School Nurses Are Helping Get Vaccine Shots into the Arms of Students

By Emily Tate Sullivan    May 19, 2021

<https://www.edsurge.com/news/2021-05-19-how-school-nurses-are-helping-get-vaccine-shots-into-the-arms-of-students>



**AAMC | VaccineVoices**

A project of the AAMC and CDC

## Why school nurses are critical to getting more kids vaccinated

**Ken Budd**

August 31, 2021

<https://www.vaccinevoices.org/resources/article/why-school-nurses-are-critical-getting-more-kids-vaccinated>

# Finding a School Nurse in Your State

**NASN has 50 Affiliates representing:**

48 states (except HI & ND), the District of Columbia, and OSHNA, the Overseas School Health Nurses Association.

What is an **Affiliate**: Affiliates are state or U.S. Territory school nurse organizations

**Webpage:** [Affiliates - National Association of School Nurses](#)

# Identifying Your State School Nurse Consultant

## Who are State School Nurse Consultants (SSNC)

- Employed by State DOH or State DOE- some have dual appts
- Conduit between agencies:
  - Ensure public health mandates, policies, and guidance in schools is accessible, appropriate, and feasible
  - Support the interpretation, and implementation of public health measures across K-12 settings.
- 45 states have one or more SSNC
- 5 states do not have a SSNC position: ID, KS, LA, SD & TX
- Currently 3 states have open SSNC positions: AZ, NH, NJ

Link: [Home - National Association of State School Nurse Consultants](#)

# NASN – AIM Collaboration

- In 2021, conducted School Located Vaccine clinic (SLV) environmental scan & 5 virtual roundtables about SLVs
- Desired impact: *Increase vaccination rates; improve population health outcomes; influence public perception of vaccines; increase access to and equity around vaccines*

Link: [NASN AIM School Located Vaccination School Nurse Planning Checklist.pdf](#)

Link: [NASN AIM School Located Vaccination Clinics in the Context of COVID-19 A tips sheet for immunization programs.pdf](#)

# Virginia: Virginia Department of Health (VDH)

Within VDH, SSNC & Immunization Program Manager collaboration key to successfully using data for guidance



During the pandemic, state data dashboard developed: provided real-time data to public; tracked vaccine uptake



Provided data to local DOHs & SDs – where to focus of vaccination efforts; provided guidance on hosting SLVs



Targeted resources to SDs with low vaccine uptake & interest in receiving/learning about vaccines



Robust weekly communication between VDH, district SN leaders and local DOHs providing updated data, vaccine guidance; UTD IIS; enabled collaborations between VDH and local school districts

# Georgia: DeKalb County Schools – A Long Standing Partnership



# Champions for School Health Initiative

January 1, 2022- July 31, 2023

Focus: vaccine equity, building vaccine confidence, increasing vaccine uptake in pediatric COVID-19 vaccine & school-required immunizations

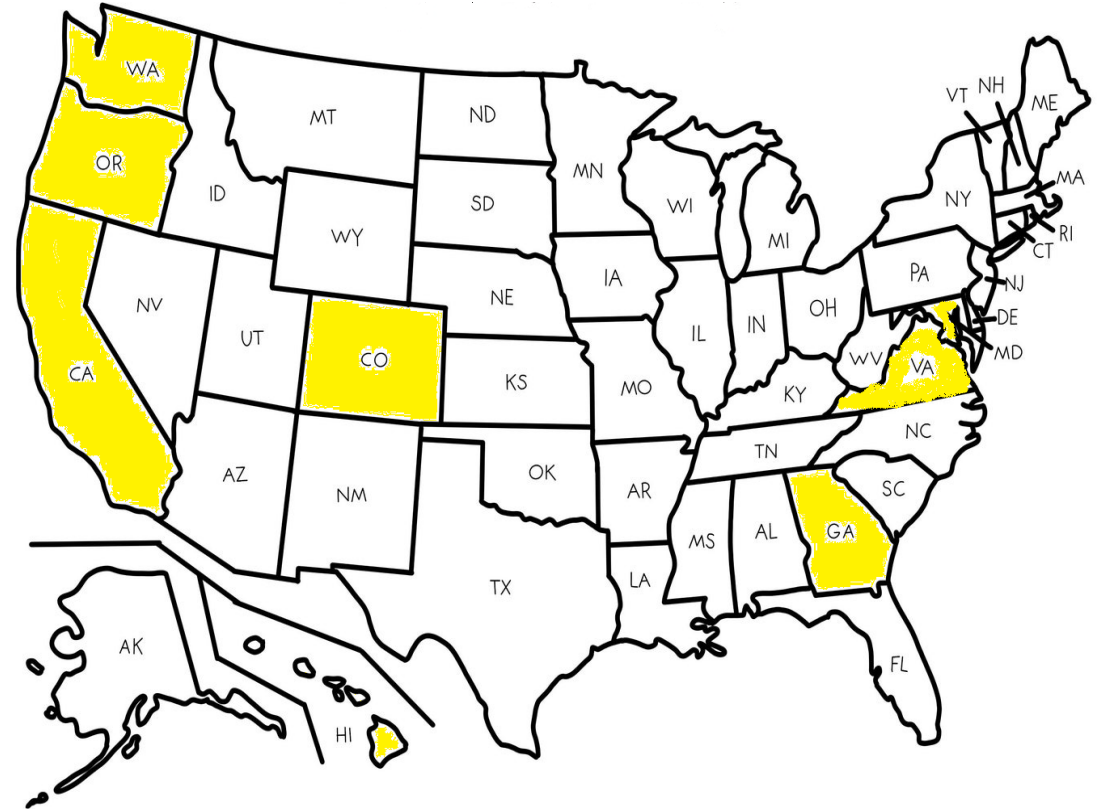
54 projects in 8 states & DC

Vaccines Administered:

- 17,630 COVID-19 vaccines
- 34,025 routine vaccines

Created a Vaccine Confidence Toolkit for SNs

Link: [Champions for School Health webpage](#)





# Tips for Building SN Partnerships



**State level – get to know/invite/share/work together your State School Nurse Consultant/s**



**Local level - engage the SN/School Health Services Director**



**Understand SNs are trusted messengers in schools/have the ability to educate families**



**SNs want to partner with you for SLVs or large vaccination events**

Questions?

Email:  
[dvazirani@nasn.org](mailto:dvazirani@nasn.org)



# Examples: School Nurse Partnerships

- Virginia: State Department of Health
- Georgia: DeKalb County School District
- Anchorage School District – Alaska
- Yakima School District – Washington
- Alamogordo School District – New Mexico
- Jefferson County Public Schools – Kentucky

Anchorage

# Anchorage school nurses deployed at what unexpectedly became the city's first large-scale vaccination effort for seniors

By Emily Goodykoontz, Annie Berman

Updated: January 7, 2021

Published: January 7, 2021



<https://www.adn.com/alaska-news/anchorage/2021/01/07/anchorage-school-nurses-deployed-at-what-unexpectedly-became-the-citys-first-large-scale-vaccination-effort-for-seniors/>

# Washington: Yakima School District

- Has 2nd largest migrant student population in state
- Local DOH (community partner) provides vaccines; staffed by SNs
- Open to students/staff/families/community



# New Mexico: Alamogordo School District

## Meet Flo, an old Winnebago delivering COVID-19 tests, flu shots and food to students in need



**Lindsay Schnell**  
USA TODAY

Published 6:00 a.m. ET Jan 30, 2021



<https://www.usatoday.com/story/news/nation/2021/01/30/nm-school-uses-cares-buy-winnebago-offer-mobile-covid-tests/4014393001/>

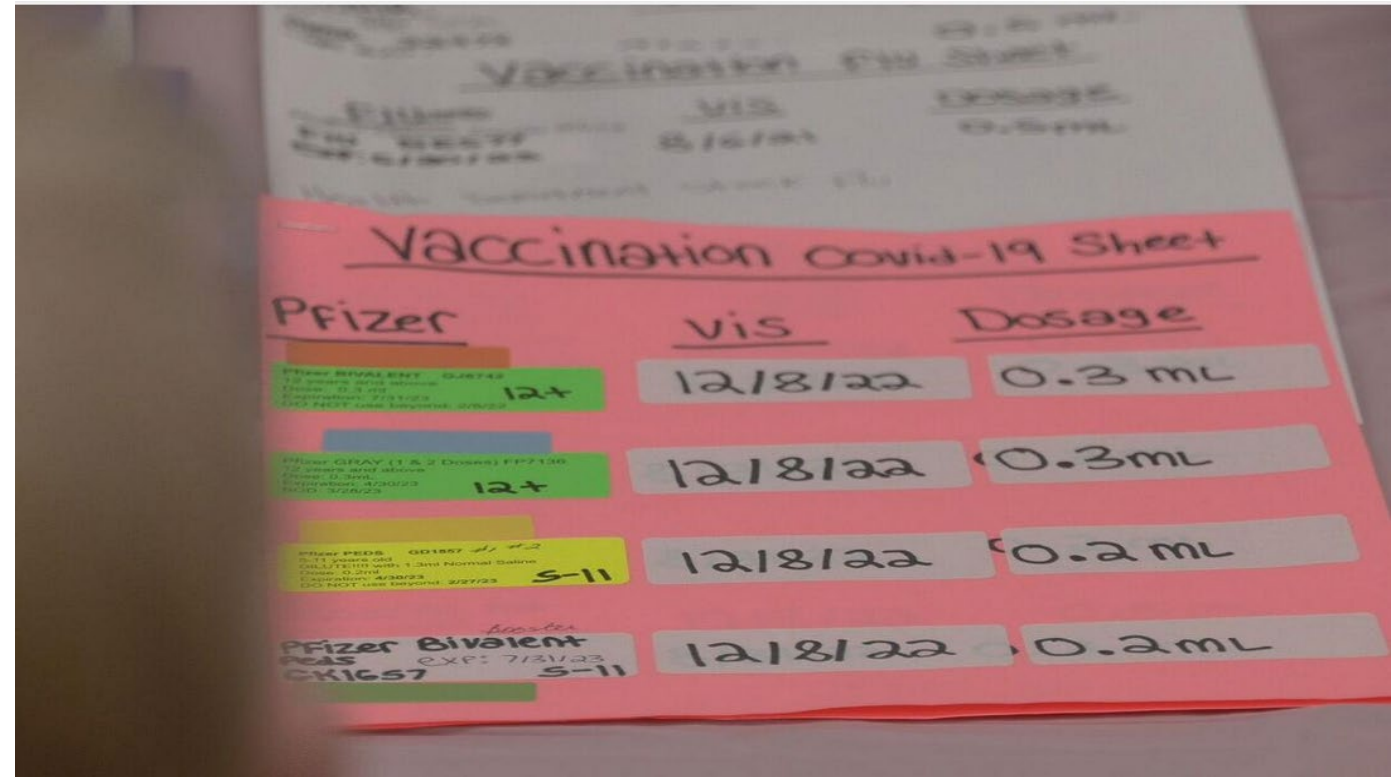
# Kentucky: Jefferson County Public Schools

WDRB.com

TOP STORY

## Students, staff turn out for community-wide JCPS vaccination clinic

Feb 4, 2023 Updated Feb 4, 2023



[https://www.wdrb.com/news/students-staff-turn-out-for-community-wide-jcps-vaccination-clinic/article\\_6a687620-a4d5-11ed-bc73-0b972fa179b2.html](https://www.wdrb.com/news/students-staff-turn-out-for-community-wide-jcps-vaccination-clinic/article_6a687620-a4d5-11ed-bc73-0b972fa179b2.html)

# Vacheria Keys

Vacheria Keys is the Associate Vice President of Policy & Regulatory Affairs at the National Association of Community Health Centers in Washington, DC. In her current role, she oversees federal policy, state policy, and regulatory affairs. Vacheria advocates and develops health policies that improve access for underserved patients and reimbursement for health centers across the nation. For nearly three years, Vacheria leads NACHC's 340B policy work, Medicaid and Medicare policy, COVID-19 related policies, and more. Previously, Vacheria worked as a Regulatory Affairs Specialist at the American Society of Anesthesiologists and a Reproductive Rights and Health Legal Fellow at the National Women's Law Center. As a double HBCU grad, Vacheria takes great pride as a Spelman Alumna and graduate of Howard University's School of Law.







NATIONAL ASSOCIATION OF  
Community Health Centers®

# The Value of Partnering with Community Health Centers

Vacheria Keys, JD  
Associate Vice President, Policy & Regulatory Affairs

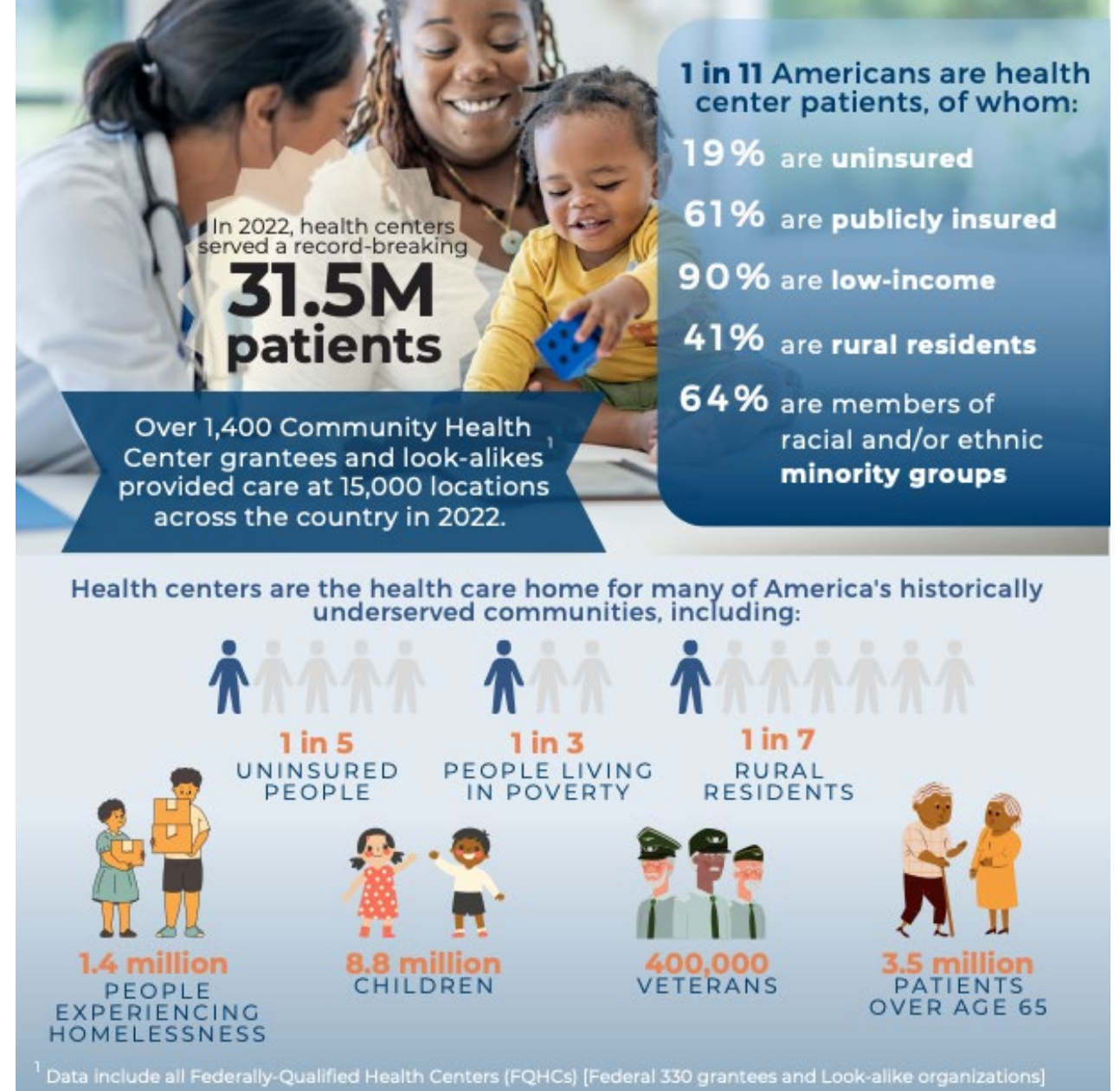
December 2023



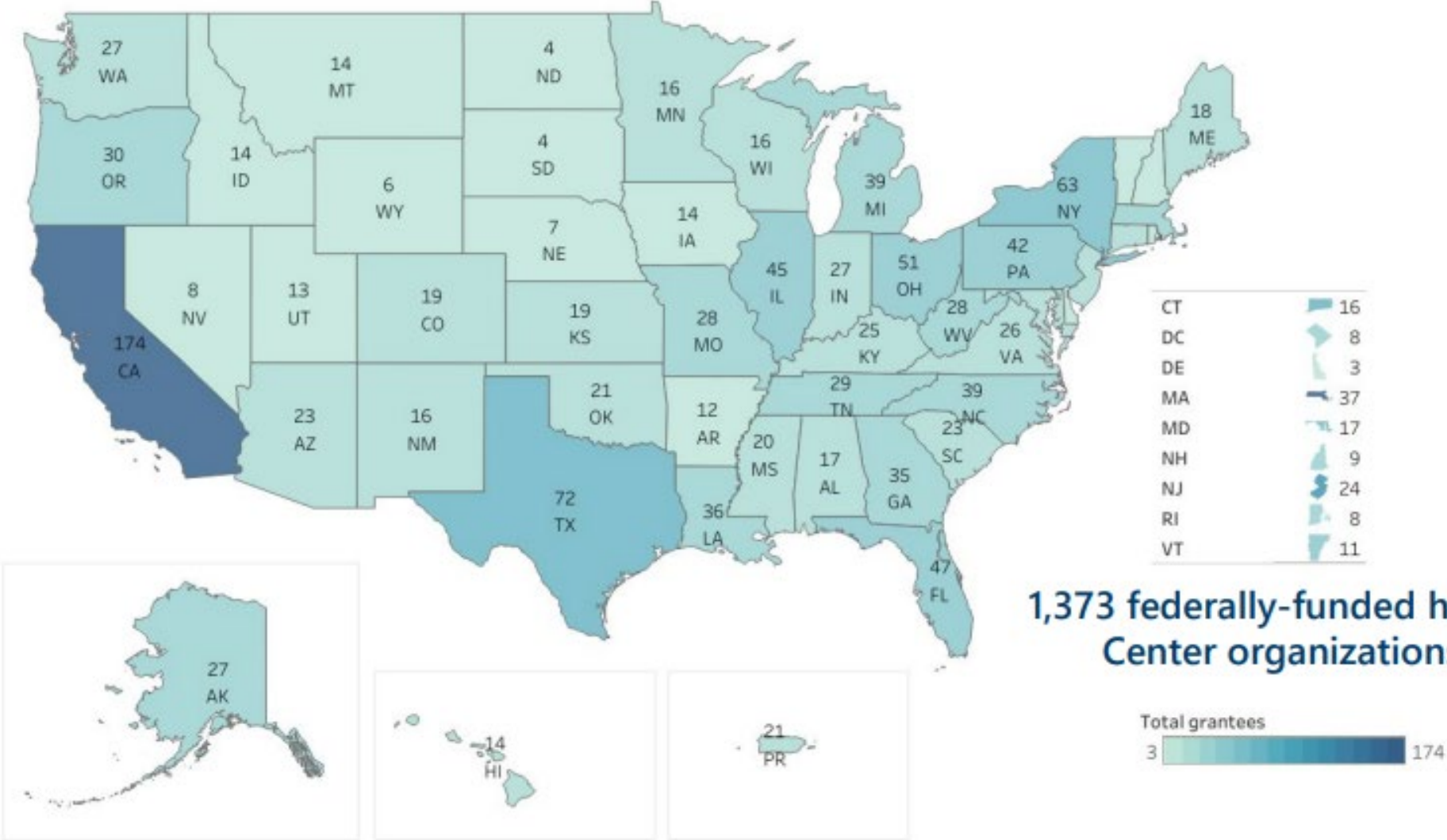
# AMERICA'S COMMUNITY HEALTH CENTERS

## Community Health Centers are:

- ✓ nonprofit;
- ✓ **patient-governed** organizations;
- ✓ provide high-quality, **comprehensive primary health care** to America's **medically underserved communities**;
- ✓ serve **all patients** regardless of income or insurance status.

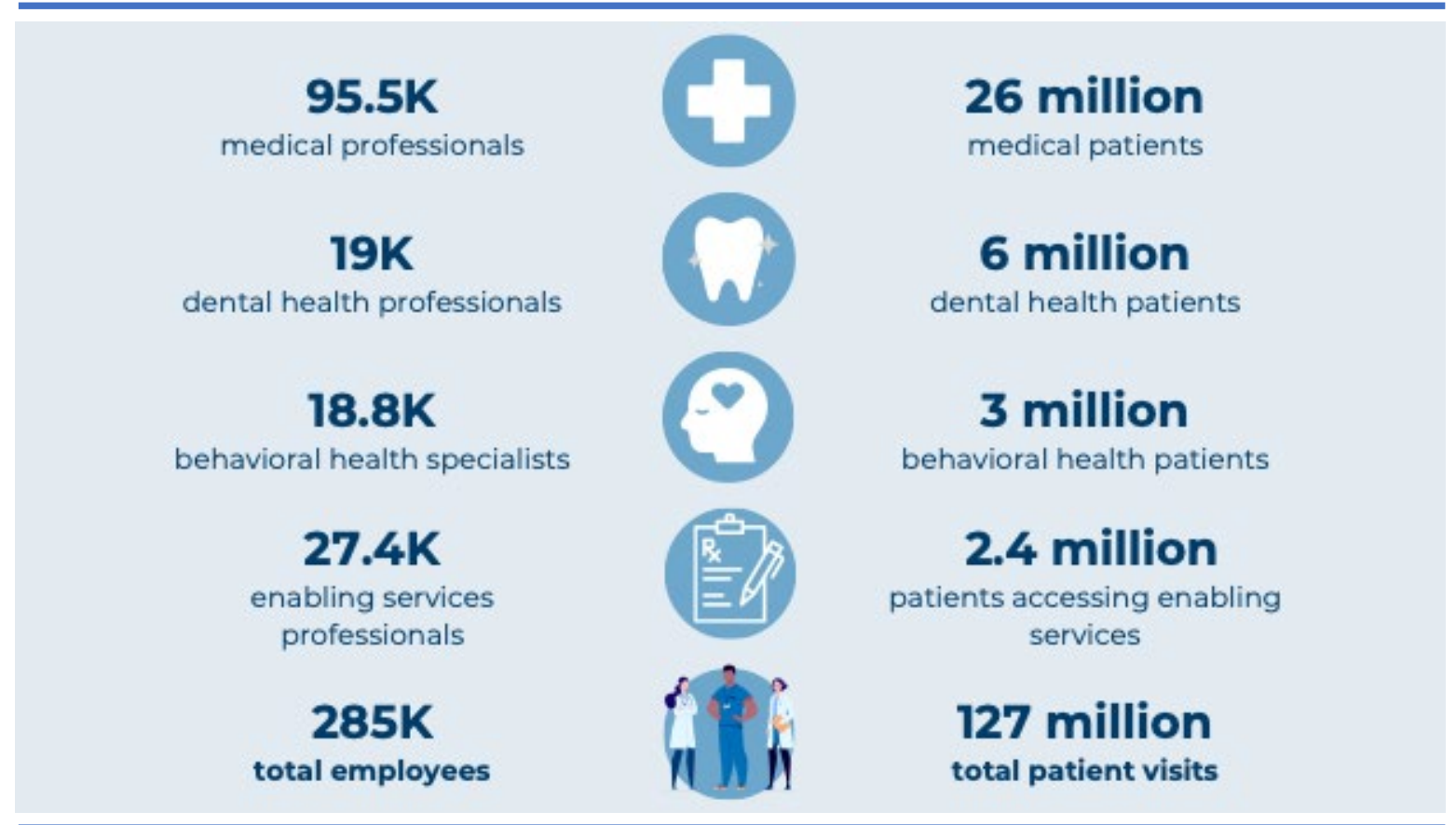


# Federally-Funded Health Center Organizations, 2021



# COMMUNITY HEALTH CENTERS EXPAND ACCESS TO COMPREHENSIVE PRIMARY CARE

By expanding equity and access to comprehensive primary care, unnecessary emergency room visits are reduced.

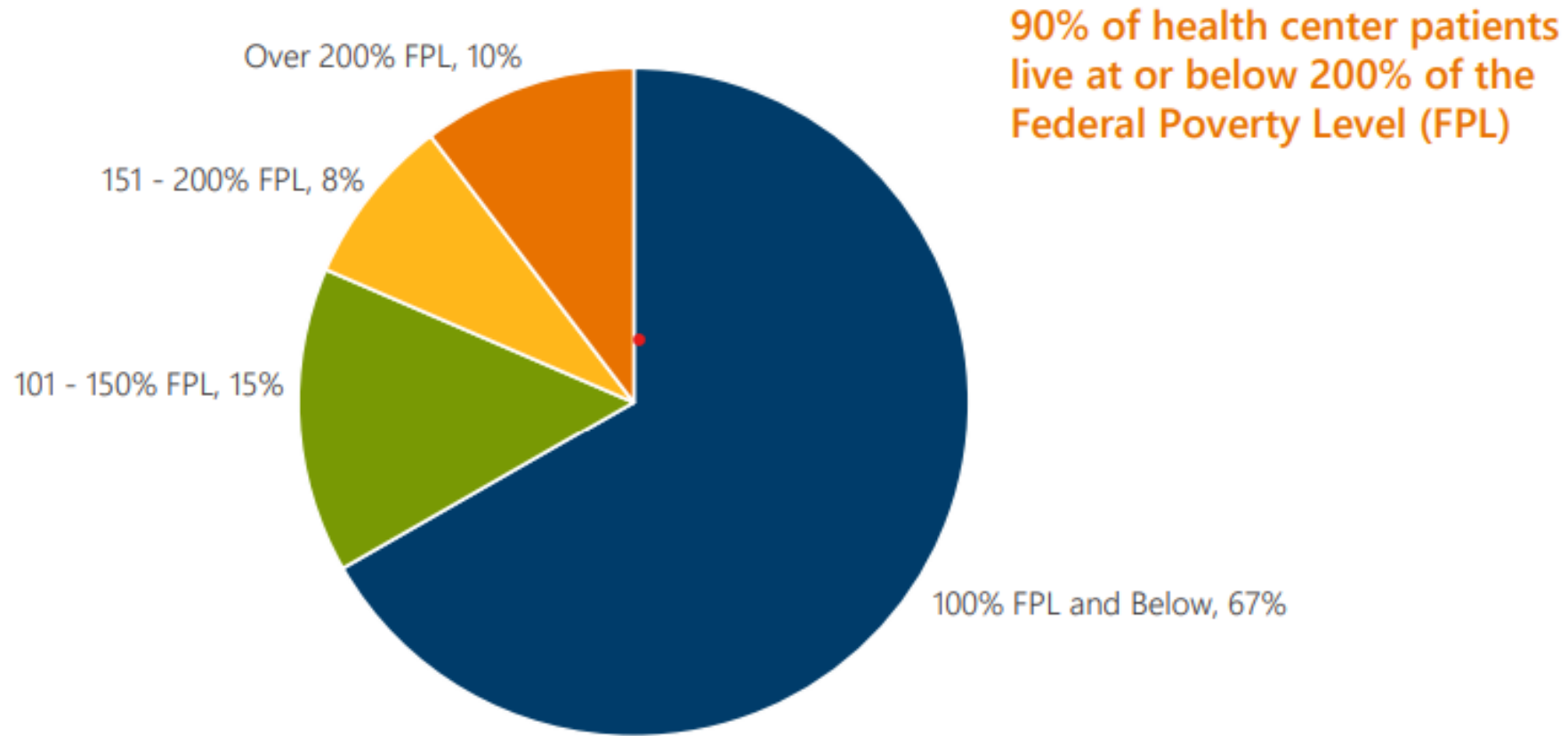


# Health Center Requirements

Requirements under the 330 Statute and the Health Center Program

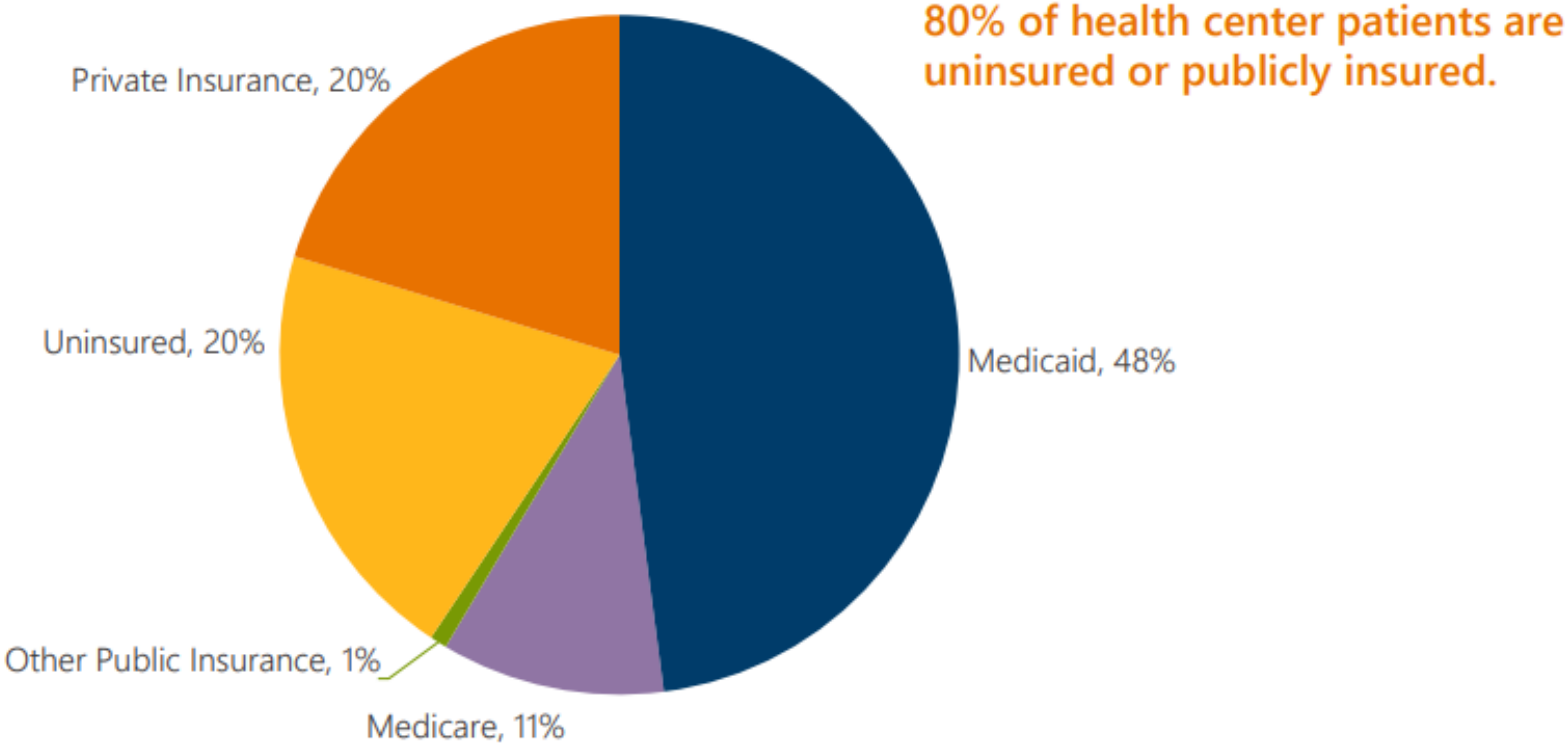
	<b>Location</b>	Health centers are located in medically underserved areas. They are required to serve all residents in that “service area”
	<b>Cost</b>	Health Centers are required to serve all patients, regardless of their ability to pay.
	<b>Services</b>	Health Centers are required to provide comprehensive primary care services and to contract/refer for required services.
	<b>Governance</b>	Health Centers are required to have a consumer majority board.

# Health Centers Provide Affordable Care to All Patients Regardless of Income



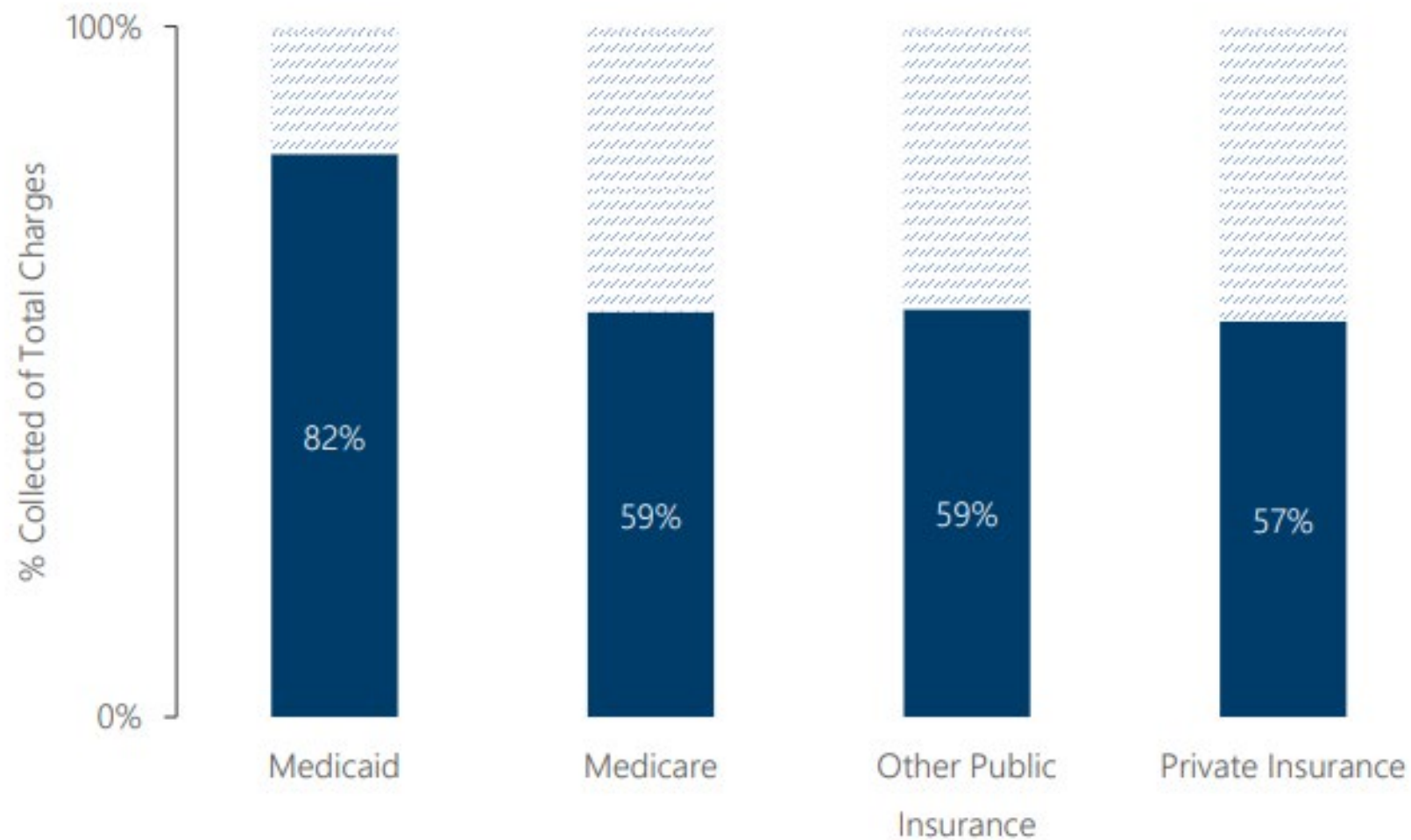
DE - Federal poverty level, which was \$12,880 per year for an individual in 2021. Percentages of health center patients, in search of primary and behavioral patients, with known income.

# Health Centers Serve all Patients Regardless of Insurance Status



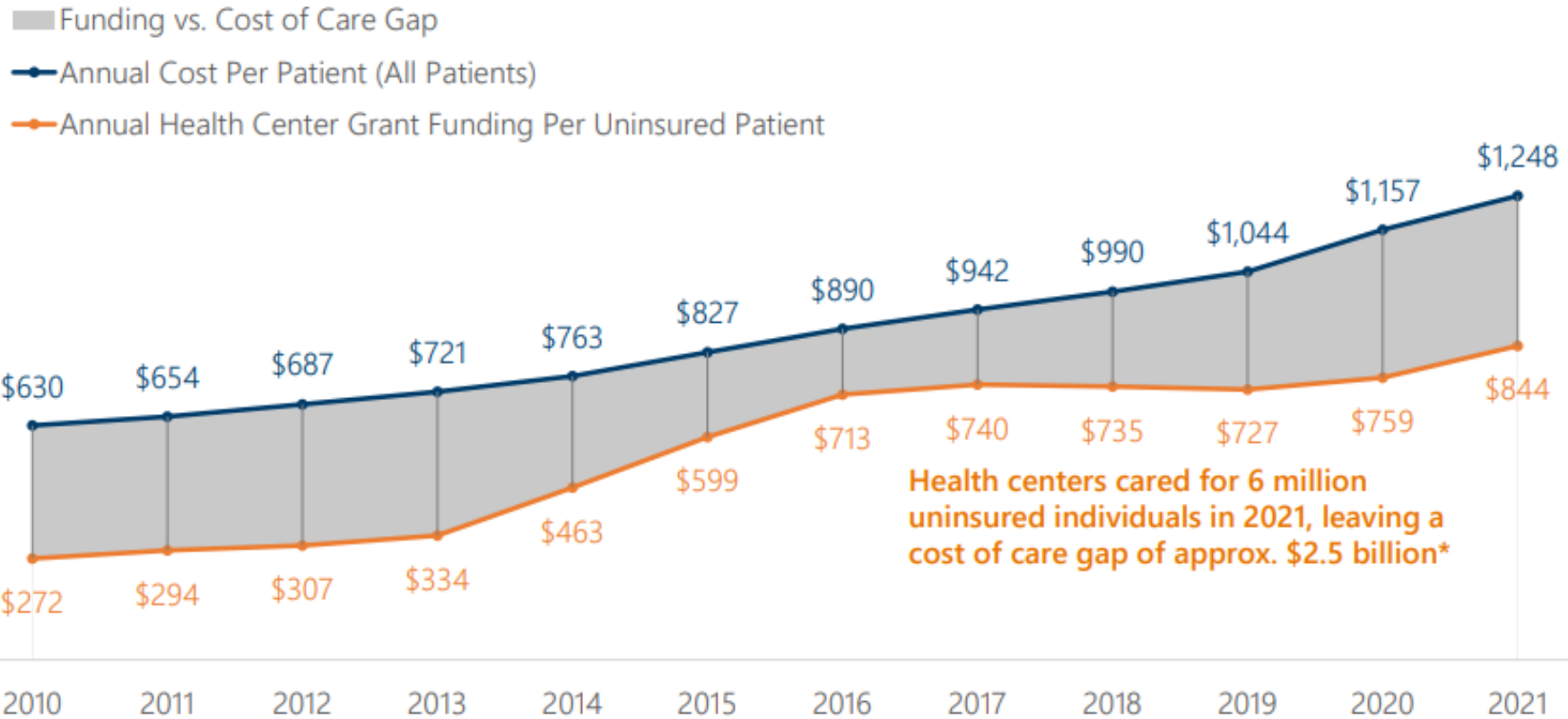
percentage for "Other Public Insurance" includes non-Medicaid CHIP, or coverage where states contract CHIP through private third-party payers and not Medicaid

## Payments from Third Party Payers are Less than Cost

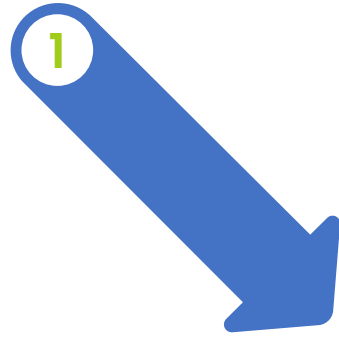




# Health Center Funding Per Uninsured Patient Is Below Per Patient Cost of Care



Lack Medicaid  
Reimbursement

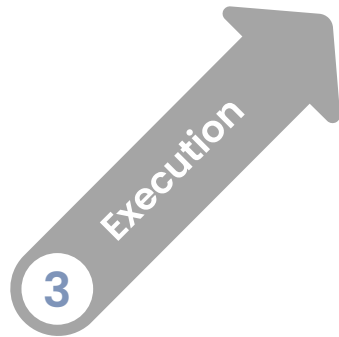


Investments for  
Uninsured Patients



# Health Center Challenges

Adequate Investment in  
State Programs



Sound familiar?

# Health Center Vaccine Ambassadors

## Goals

- Increase vaccination in specific communities
- Engage communities in care
- Lead vaccine education efforts



# Health Centers Have Played a Pivotal Role in Fighting the COVID-19 Pandemic

HEALTH CENTERS HAVE WORKED TO ENSURE **EQUAL ACCESS** TO COVID-19 **PREVENTION AND TREATMENT** FOR ALL PATIENTS

To date, health centers have administered...

**22.2 million vaccines**

72% of which have gone to patients of racial/ethnic minority backgrounds

**20 million tests**

61% of which have gone to patients of racial/ethnic minority backgrounds

...and distributed:

**7.2 million N95 masks**



**7.9 million at-home test kits**

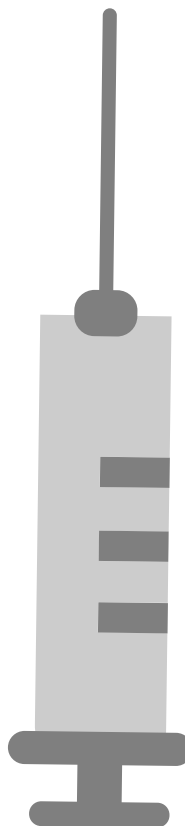


What's the path forward?

# Solutions to Increase Access

## Strengthen investment in 317 immunization programs

- Increase investment in vaccine for Children
- Create Federal Vaccine for Adults program
- Provide infrastructure funding to state immunization programs



## Federal Resources for Safety-net Providers and Pharmacies

- Reimbursement policies that cover the vaccine and its administration
- Administration fees included in federal programs like Section 317
- Provide infrastructure funding to state immunization programs

Vacheria Keys, JD  
vkeys@nachc.org



# AIM Resources

## Partnering with Diaper Banks to Increase Childhood Vaccination Rates and Improve Access

Find this resource on the AIM website at [www.immunizationmanagers.org](http://www.immunizationmanagers.org)



### Partnering with Diaper Banks to Increase Childhood Vaccination Rates and Improve Access

#### Improving Vaccine Confidence from the Bottom Up

*The Association of Immunization Managers (AIM) partnered with the National Diaper Bank Network (NDBN) to identify and promote promising practices to foster non-traditional partnerships between immunization programs and diaper banks.*

*This resource provides answers to commonly asked questions regarding immunization stakeholder and partnership strategies to improve immunization rates.*

#### What are diaper banks and who is the National Diaper Bank Network?

- Diaper banks collect, store, and distribute donated diapers, period supplies, and other basic necessities to individuals, children, and families in need.
- The [NDBN](#) is composed of more than 300 basic need banks that serve urban, suburban, and rural communities across all 50 states, Puerto Rico, and the District of Columbia.
- The NDBN acts as a membership organization that connects and supports the network of diaper banks across the U.S.
- Community-based diaper banks directly serve populations struggling against economic marginalization, including Asian American, Native Hawaiian, Pacific Islander, Black and African American, American Indian, Alaska Native, Latinx, and rural communities.

The NDBN's member directory can be used to find nearby diaper banks:  
[nationaldiaperbanknetwork.org/member-directory](http://nationaldiaperbanknetwork.org/member-directory)

#### How can diapers improve access to vaccinations and increase immunization rates?

- Immunization programs can partner with diaper banks to provide diapers and vaccines through community events, pop-ups, mobile clinics, or community clinics.
- [Nashville Diaper Connection](#), an NDBN member in Tennessee, has developed and tested a model program called [Connections](#) that can be implemented in any community with a diaper bank, pediatric health care provider/community clinic/federally qualified health center (FQHC), managed care organization (MCO), and a supportive department of health.
- [Learn more](#) from the Association of Maternal & Child Health Programs (AMCHP) Innovation Hub, a repository of practices and policies in the maternal and child health field.

#### How can diaper banks increase confidence in vaccines?

- Diaper bank staff and volunteers are trusted messengers that interact directly with the communities in which they serve.
- Diaper banks can promote research-based information about routine and respiratory virus (influenza, COVID-19, and RSV) vaccines for children and adolescents. They can distribute both printed and social media messages to clients to help raise public awareness and acceptance of vaccines.

620 Hungerford Drive, Suite 29, Rockville, MD 20850 | (301) 424-6080 | [info@immunizationmanagers.org](mailto:info@immunizationmanagers.org) | [immunizationmanagers.org](http://immunizationmanagers.org)

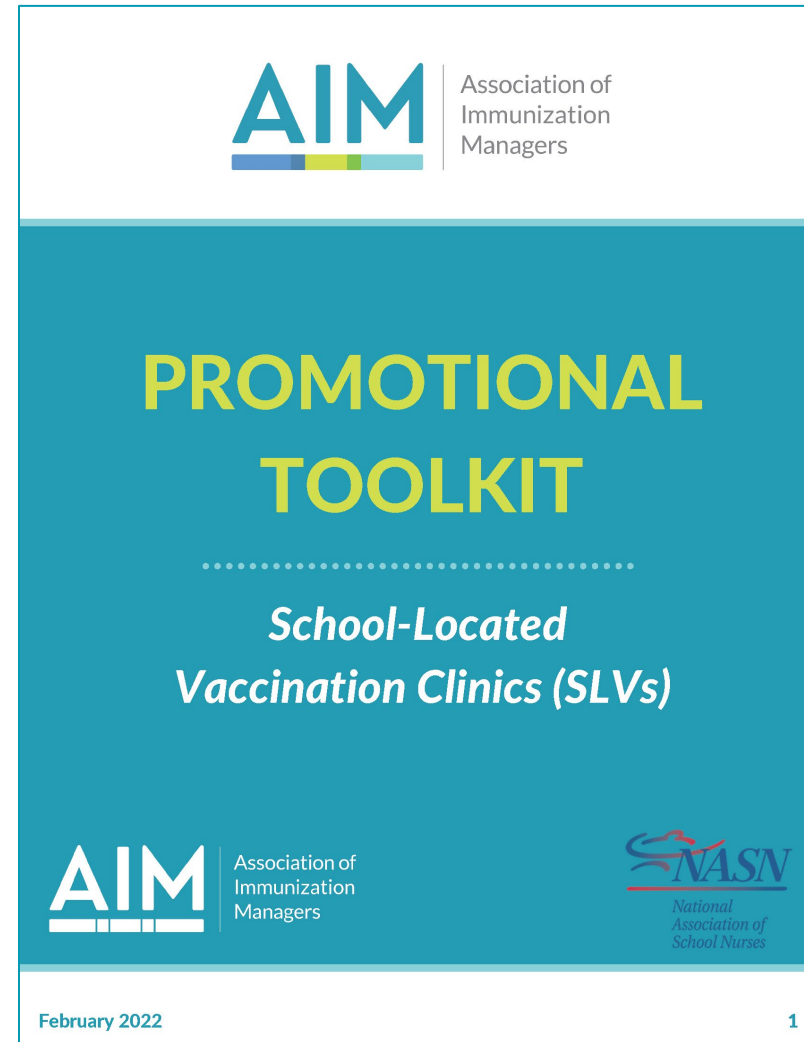




# AIM Resources

## AIM and NASN School-Located Vaccination Clinics Promotional Toolkit

Find this resource on the AIM website at  
[www.immunizationmanagers.org](http://www.immunizationmanagers.org)



# Q&A



[immunizationmanagers.org](https://immunizationmanagers.org)



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