



Three-Year Strategic Plan

July 1, 2013 through June 30, 2016

What CCIC Does

As Colorado's only statewide nonprofit dedicated to children's immunization, the Colorado Children's Immunization Coalition (CCIC) elevates the essential role vaccines play in preventing illness and promoting health for all of Colorado. CCIC accomplishes this by advancing strategic partnerships between health care providers, public health departments, businesses, policy makers, and community organizations to ensure that children and youth receive all recommended vaccines to stay healthy and that adults in health and child care settings who care for children—especially the very young—are also fully immunized.

The public policy agenda engages coalition members and policy makers to identify and advance solutions to challenges in Colorado's vaccine financing, access and delivery system.

CCIC's community outreach efforts, including the award-winning "ImmunizeforGood.com" and "VaccunalosporSuBien.com" online campaigns, build awareness among English and Spanish-speaking parents about the safety and importance of immunization.

Provider education services strengthens Colorado's health care work force by increasing knowledge of clinical guidelines, data, emerging research and other crucial and timely information and resources on immunizations.

The coalition building and engagement strategies leverage the collective voice of diverse children's health partners to ensure that CCIC leads the state in systems-level support, infrastructure and resources for children's immunization.

Our Vision

All Colorado's children and youth are fully immunized against vaccine-preventable illness.

Our Mission

The Colorado Children's Immunization Coalition strategically mobilizes diverse partners and families to advance children's health through immunizations.

Our Tagline

Keeping Colorado Kids Healthy!

Our Core Values

We believe that every child and adolescent should be fully immunized to keep all Colorado healthy.

We believe that increasing access to immunizations improves health equity among children and adolescents.

We believe that collaborating with diverse partners and families strengthens our ability to advance childhood and adolescent immunizations in Colorado.

We believe that identifying and promoting effective policy solutions that improve access, delivery and demand for childhood and adolescent immunizations in Colorado increases immunization rates and reduces preventable illness.

Evidence shows that exemptions result in higher risk of vaccine preventable disease to both the children who take the exemption and to others in the community; therefore we support meaningful exemptions after consultation with a health care provider.

We believe that educating providers on evidence-based immunization clinical practices promotes a high-quality health care work force and improves health outcomes.

We believe that conducting parent outreach and awareness campaigns on the importance and safety of vaccines increases the demand for immunization.

Our Long-Term Outcomes

By 2020,

Outcome #1: All Colorado children and adolescents will be fully immunized in accordance with the recommendations of Center for Disease Control and Prevention's Advisory Committee on Immunization Practices.

Outcome #2: All Colorado parents and families will have accurate information on the safety and importance of immunizations.

Outcome #3: Immunization providers in Colorado will apply best practices and adhere to current clinical guidelines in administering childhood immunizations.

Outcome #4: Colorado's immunization financing, delivery and information systems will operate in the most efficient and effective manner that supports accurate and timely data information exchange, quality health care delivery and improved health outcomes for all children.

Outcome #5: CCIC will collaborate with early childhood partners, schools and districts and others to address immunization gaps identified in high needs areas across the state.

Outcome #6: CCIC will strategically build a strong and sustainable financial and operational infrastructure to advance our mission.

Our Three-Year Strategic Goals, Objectives and Measures of Success July 1, 2013 through June 30, 2016

Goal #1: Support the advancement of policies that increase vaccine uptake and ensure that all children and adolescents are up-to-date on immunizations.

Objectives:

- 1a.** Recruit and maintain a broad and diverse membership on CCIC's Policy Committee.
- 1b.** Set an annual, board-approved policy agenda in advance of each legislative session.

The 2013-14 policy agenda will include, but is not limited to, the following ongoing objectives:

1bi. Enhance and Expand Colorado Immunization Information System (CIIS)

Recruit key stakeholders for engagement and strategic planning process.

Convene key stakeholders for strategic planning process to consider:

- CIIS' technical capacities to operate with current server capacity; improve quality and timeliness of data; expand CIIS-CORHIO interface technology and expand CIIS-EHR interoperability.
- CIIS' operational and programmatic capacities to improve data utilization; increase participation among medical providers as well as non-clinic sites such as school districts, early childhood programs, WIC clinics and a parent portal; and expand CIIS to include additional child health information such as BMI, oral health, communicable diseases and early intervention.

Identify policy and funding needs to accomplish identified goals and objectives.

Create strategic plan based on the recommendations from the stakeholder planning process.

1bii. Improve Vaccine Purchase and Distribution Policy to Improve Access to Immunizations

Work with the CDPHE and others to implement SB13-222, *Concerning Increasing Access to Childhood Immunizations*, by providing capacity, resources, communication tools, research assistance and expertise for convening the legislatively-mandated Taskforce.

Participate in Board of Health rulemaking to implement vaccine purchase and distribution policies based on recommendations of the SB13-222 Taskforce.

If needed, advocate for funding or authorizing legislation from the state to support recommendations.

1biii. Strengthen Colorado's Personal Belief Exemption Policy to Reduce the Rate of Exemption in the State

Work with the CDPHE and others to conduct sector-specific focus groups to build a greater understanding of knowledge, attitudes and beliefs of Colorado's current immunization landscape and personal belief exemption policy.

Work with the CDPHE and others to conduct a stakeholder engagement process to create consensus-driven recommendations for decision-makers

Participate in Board of Health rulemaking process to implement personal belief exemption policies based on recommendations of the stakeholder process.

If recommended, advocate for personal belief exemption legislation.

1biv. Tighten Child Care Workers' Immunization Requirements to Ensure Cocooning and the Reduction of Vaccine-Preventable Illness in Infants and Young Children in Child care Settings.

Change childcare worker rules at the CDHS' Division of Child Care by mandating proof of immunizations as a condition of employment.

1bv. Increase or Maintain Current Levels of State Funding for Immunization

Advocate for protecting immunization funding within CDPHE budget.

1c. Regularly meet with legislators and public officials to advocate for policy agenda.

1d. Regularly communicate with CCIC board, policy committee, coalition members and stakeholder groups regarding policy actions.

1e. Create and disseminate position statements, factsheets, FAQs, briefings and op-eds in support or opposition of policies.

1f. Monitor progress on advancing and implementing policy agenda.

Measures of Success:¹

- Annually support maintaining level or increasing funding for immunization in the Colorado budget.
- Annually monitor progress on achieving policy objectives and countering bills with negative impacts on childhood immunization.
- By the end of Year 1, the strategic plan to expand CIIS will be completed, disseminated and presented to local and national funders.
- By the end of Year 3, CDPHE will achieve "Winnable Battle" of increasing by 2% the number of kindergartners in Colorado who are up-to-date on DTaP immunizations.
- By the end of Year 1, Colorado will win support for improved policy or rule changes on personal belief exemptions and by the end of Year 3, personal belief exemption rates will decrease from 6% to 3%.
- By the end of Year 3, CDHS will adopt a policy requiring childcare workers to provide proof of immunization as a condition of employment.

Goal #2: Conduct Outreach Campaigns to Parents on Vaccine Safety and the Importance of Immunization.

Objectives:

2a. Launch www.VacunalosporsuBien.com Spanish-language parent outreach campaign.

¹ Many of CCIC's measures of success align with CDPHE's strategic plan for immunizations and will be periodically reviewed for continuing alignment.

- 2b.** Regularly evaluate and fact-check www.ImmunizeforGood.com campaign to measure impact and ensure accuracy of information.
- 2c.** Conduct content audits through focus groups and parent surveys.
- 2d.** Translate GoodtoGo personalized immunization tracking web application into Spanish.
- 2e.** Continue to regularly engage parents through CCIC website and social media platforms.
- 2f.** Recruit writers for newly launched weekly “Team Vaccine” blog.
- 2g.** Continue to publish monthly “Shot by Shot” e-newsletter.
- 2h.** Distribute monthly immunization news clippings service. Create new short CCIC promotional video.
- 2i.** Create new CCIC website in WordPress.
- 2j.** Create new and updated resources including proposed “State of Immunization in Colorado,” infographics, factsheets and other promotional material.
- 2k.** Identify earned and paid media opportunities to promote CCIC, www.ImmunizeforGood.com and www.VacunalosPorsuBien.com.
- 2l.** Track visits to web and social media sites through Google Analytics.

Measures of Success:

- Number of annual visits to ImmunizeforGood.com will increase by 15% each year.
- Number of visits to ChildrensImmunization.org will increase by 10% each year.
- Paid media will reach at least 1 million impressions per year.
- TeamVaccine.com blog will gain 7,000 views each year.
- 30,000 print materials will be distributed each year.
- VacunalosPorsuBien.com campaign will have 8,000 hits in Year 1 and increase 30% each year.
- GoodtoGo users will increase by 100 each year.
- Parent focus groups will be performed in Year 2 to perform content audits of ImmunizeforGood.
- In Year 1, CCIC will explore partnering with Kaiser immunization researchers to obtain a grant to measure the impact of the parent outreach campaigns.

Goal #3: Deliver high-quality immunization education for health professionals in Colorado.

Objectives:

- 3a.** Annually host 10 provider education events, including web-conferencing.

- 3b.** Enhance technology options for provider education events through live video streaming, DVD recordings or other technology.
- 3c.** Offer continuing education credits for health care professionals.
- 3d.** Evaluate knowledge gained and participant satisfaction through pre- and post-surveys.

Measures of Success:

- Number of events offering Continuing Education (CE) will increase by 50% and attendance by 15% each year.
- Attendees will demonstrate an average 20% knowledge increase, and 60% will retain their knowledge increase 3 months after the event.

Goal #4: Continue to grow and strengthen statewide coalition to mobilize diverse partners and families in support of childhood immunization.

Objectives:

- 4a.** Recruit and maintain coalition members through targeted outreach campaigns and increase number of dues-paying members.
- 4b.** Track and maintain coalition membership through Constituent Management Relationship database.
- 4c.** Host 6 coalition meetings each year presenting local and national health care speakers.
- 4d.** Exhibit CCIC materials at three local conferences each year.
- 4e.** Provide support for the re-convening of the Vaccine Advisory Committee for Colorado, a state leadership advisory group.
- 4f.** Convene events for thought partners to conduct strategy and planning sessions, set policy agendas and implement policy and practice goals.

Measures of Success:

- By the end of Year I host an Immunization Summit for state thought leaders to develop a statewide policy agenda and briefings on priority immunization issues.
- By the end of each year, dues-paying members will increase by 15% from the previous year.
- By the end of each year, dues-paying business organizations will increase by 10% from the previous year.
- By the end of each year, the renewal rate of dues-paying members will exceed 70%.
- By the end of each year, 60% of members will complete an annual membership survey in Year 1 and increase 5% each year.
- By the end of each year, overall attendance at coalition meetings will grow 10% from the previous year.

Goal #5: Create a strategic collaborative partnership with early childhood and K-12 school partner(s) to ensure childhood immunization goals are integrated into early childhood and education systems building efforts across the state.

Objectives:

- 5a.** Identify early childhood and K-12 school partner(s) for collaboration.
- 5b.** Collect data on counties and communities in Colorado with lowest rates of early and school-age childhood immunizations.
- 5c.** Articulate systems-level early childhood and school interventions to increase rates of fully immunized children in identified communities.
- 5d.** Seek funding for initiative through grants and donations.

Measures of Success:

- CCIC will create a plan for a collaborative early childhood and school partnership, an immunization intervention initiative focused on a geographic location and development plan for fundraising and implementing the initiative.
- By the end of Year 3, Colorado will decrease kindergarteners' immunization non-compliance rate of 19.7% to 5%. Compliance is defined as up-to-date on all required immunization for school entry or having documentation of an exemption or being in the process of getting immunized.

Goal #6: Strategically build CCIC's organizational and financial infrastructure.

Objectives:

- 6a.** Create an annual development plan.
- 6b.** Fundraise and manage CCIC's finances to ensure a 3-month reserve fund at end of year.
- 6c.** Host annual fundraising event to recognize immunization champions and elevate CCIC's brand.
- 6d.** Create and disseminate Annual Report.
- 6e.** Recruit and hire a part-time office manager/accountant and full-time program manager.

Measures of Success:

- CCIC will end each fiscal year with a cash balance reserve equal to three months of operational expenses.
- CCIC program services will be 75% or greater of overall expenses.
- CCIC's fundraiser will net at least \$30,000 in the first year and increase revenues by 5% and attendance by 10% each year after that.

- CCIC's office manager will effectively manage bookkeeping, payroll, 401(K), flex spending, AR/AP and other office accounting and administrative tasks.
- CCIC's program manager will effectively manage new programs and initiatives.