Facilitating Successful Immunization Workflow Change at Your Organization

Pfizer

Organizations Struggle to Effectively Implement Change

- Only 30% of organizations achieve their goals of initiating and sustaining organizational change[1]
- Common challenges may include lack of leadership support, limited attention to planning and rollout, and insufficient monitoring of outcomes to track success[2]

Understanding the Change Management Process

- Change management is a structured process that may help facilitate the transition from a current state to a desired future state[3,4]
- It applies a set of tools, processes, skills, and principles for managing the people side of change, which may help achieve the required outcomes of implementing organizational change[3]

Change Management Phases[3,5]

CURRENT STATE

PEOPLE
Create a climate for change

PROCESS
Engage and enable your organization

PRACTICE
Institute and sustain change

FUTURE STATE

Best Practices for Facilitating an Immunization Workflow Change Initiative

Develop a business case supported by sound data to promote change[2,5]

Facilitate contact with stakeholders who have exemplified success in change management[2]

Define roles and responsibilities up front that link performance with organizational strategic goals[3,5]

Implement an organization-wide communication plan to build momentum and promote early success[2,3]

Interventions to Facilitate Successful Immunization Workflow Change at Your Organization

The **Change Management Toolkit** offers best practices and solutions to help support successful implementation of immunization workflow changes at your organization, including changes related to **reminder recall programs or electronic health record (EHR) optimizations.**

PEOPLE
Creating a climate for change[3]

- ❑ Build a coalition of dedicated leaders or champions
- ❑ Ensure staff understand their role and how they are responsible for achieving success
- ❑ Communicate with staff why change is important
- ❑ Involve staff from all levels in the planning, implementation, and monitoring phases

PROCESS
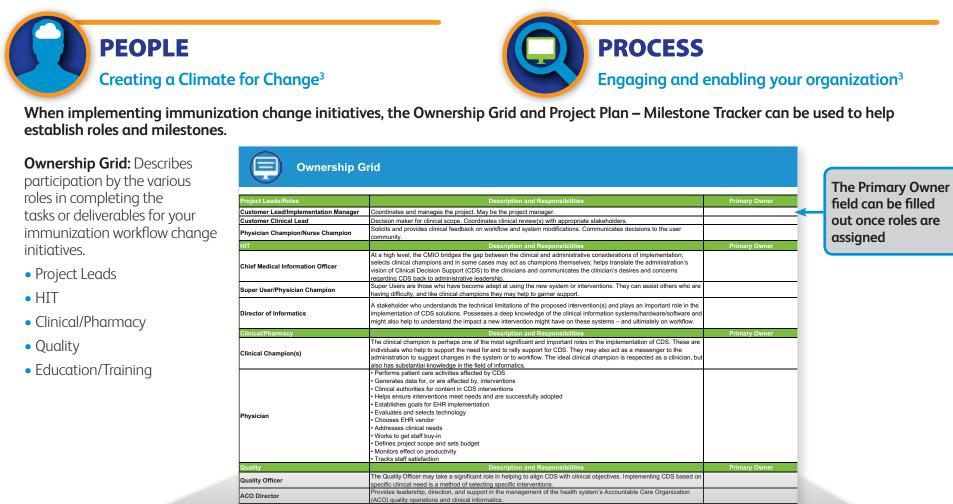### Engaging and enabling your organization[3]

- ❑ Develop a clear vision that defines success for the organizational change
- ❑ Establish and adhere to a formal work plan to implement organizational change with buy-in from all staff
- ❑ Develop a communication plan to effectively communicate organizational change
- ❑ Inform patients of changes via in-office, multimedia materials
- ❑ Recognize performance to continually drive success

PRACTICE
Implementing and sustaining change[3]

- ❑ Conduct ongoing training and support for all staff (tip sheets, elearning, and at-the-elbow support)
- ❑ Post rollout, continue to assess performance data and future improvement needs at regular intervals
- ❑ Monitor rollout using documentation and surveys to evaluate processes and protocols

Establishing Roles and Milestones When Implementing Immunization Change Initiatives

PEOPLE
Creating a Climate for Change[3]

When implementing immunization change initiatives, the Ownership Grid and Project Plan – Milestone Tracker can be used to help establish roles and milestones.

Ownership Grid: Describes participation by the various roles in completing the tasks or deliverables for your immunization workflow change initiatives.

- Project Leads
- HIT
- Clinical/Pharmacy
- Quality
- Education/Training

Ownership Grid

Project Leads/Roles	Description and Responsibilities	Primary Owner
Customer Lead/Implementation Manager	Coordinates and manages the project. May be the project manager.	
Customer Clinical Lead	Decision maker for clinical scope. Coordinates clinical review(s) with appropriate stakeholders.	
Physician Champion/Nurse Champion	Solicits and provides clinical feedback on workflow and system modifications. Communicates decisions to the user community.	
HIT	**Description and Responsibilities**	**Primary Owner**
Chief Medical Information Officer	At a high level, the CMIO bridges the gap between the clinical and administrative considerations of implementation; selects clinical champions and in some cases may act as champions themselves; helps translate the administration's vision of Clinical Decision Support (CDS) to the clinicians and communicates the clinician's desires and concerns regarding CDS back to administrative leadership.	
Super User/Physician Champion	Super Users are those who have become adept at using the new system or interventions. They can assist others who are having difficulty, and like clinical champions they may help to garner support.	
Director of Informatics	A stakeholder who understands the technical limitations of the proposed intervention(s) and plays an important role in the implementation of CDS solutions. Possesses a deep knowledge of the clinical information systems/hardware/software and might also help to understand the impact a new intervention might have on these systems – and ultimately on workflow.	
Clinical/Pharmacy	**Description and Responsibilities**	**Primary Owner**
Clinical Champion(s)	The clinical champion is perhaps one of the most significant and important roles in the implementation of CDS. These are individuals who help to support the need for and to rally support for CDS. They may also act as a messenger to the administration to suggest changes in the system or to workflow. The ideal clinical champion is respected as a clinician, but also has substantial knowledge in the field of informatics.	
Physician	• Performs patient care activities affected by CDS • Generates data for, or are affected by, interventions • Clinical authorities for content in CDS interventions • Helps ensure interventions meet needs and are successfully adopted • Establishes goals for EHR implementation • Evaluates and selects technology • Chooses EHR vendor • Addresses clinical needs • Works to get staff buy-in • Defines project scope and sets budget • Monitors effect on productivity • Tracks staff satisfaction	
Quality	**Description and Responsibilities**	**Primary Owner**
Quality Officer	The Quality Officer may take a significant role in helping to align CDS with clinical objectives. Implementing CDS based on specific clinical need is a method of selecting specific interventions.	
ACO Director	Provides leadership, direction, and support in the management of the health system's Accountable Care Organization (ACO) quality operations and clinical informatics.	
PCMH Lead	Manages defined aspects of the Patient Centered Medical Home (PCMH) program to successfully accomplish program goals and to support quality improvement initiatives.	
Education/Training	**Description and Responsibilities**	**Primary Owner**
Super User/Training Lead	A strong clinical user that will serve as the liaison between the build and/or quality team and the end user.	
Director of Nurse Education	Provides leadership and guidance on the best practices related to training initiatives as well as post go-live refresher training programs.	

Quality Officer	The Quality Officer may take a significant role in helping to align CDS with clinical objectives. Implementing CDS based on specific clinical need is a method of selecting specific interventions.

> **The Primary Owner field can be filled out once roles are assigned**

PROCESS
Engaging and enabling your organization[3]

Project Plan – Milestone Tracker

- Provides a high-level summary of the tasks and milestones required to execute a vaccination workflow optimization project
- As start and due dates are entered for each task, a milestone tracker will automatically populate in blue
- Includes fields to populate project status and task owner

Project Plan - Milestone Tracker

Status	Task	Owner	Start Date	Due Date	1/1/17	1/6/17	1/13/17	1/20/17	1/27/17	2/3/17	2/...
	Phase 1: Project Scoping										
	Project Planning		1/1/17	2/1/17							
On Track	Finalize project plan and timeline		1/2/17	1/13/17							
On Track	Develop project objectives and charter		1/16/17	1/27/17							
On Track	Hold internal kickoff with project team		2/1/17	2/1/17							
	Project Kickoff		2/2/17	2/10/17							
On Track	Hold project kickoff with project team and key stakeholders		2/6/17	2/6/17							
On Track	Facilitate meeting scheduling and preparation (ie, weekly check-in calls, monthly governance check-in calls)										
	Phase 2: Implementation										
	On-Site Assessment		2/13/17	3/10/17							
On Track	Develop interview and focus group guides for onsite assessment		2/13/17	2/17/17							
On Track	Conduct onsite assessments at selected facilities to observe and understand current state EHR workflows		2/20/17	3/3/17							
On Track	Compile and disseminate onsite assessment findings and workflow analysis to relevant stakeholders		3/6/17	3/10/17							
On Track	Conduct meetings with key stakeholders to share onsite assessment findings and obtain buy-in		3/13/17	3/13/17							
	Baseline Data and Workflow Mapping		3/14/17	4/28/17							
On Track	Determine baseline data request		3/14/17	3/17/17							
On Track	Request report build on baseline vaccination rates from selected sites		3/20/17	3/31/17							
On Track	Receive baseline report from "Reporting Team"		4/7/17	4/7/17							
On Track	Map current state EHR workflows based on onsite assessment findings		4/10/17	4/14/17							
On Track	Map future state EHR workflows		4/17/17	4/21/17							
On Track	Present current and future state clinical workflows to participants and relevant IDN stakeholders		4/28/17	4/28/17							
	Technical Build, Organizational Enhancements, and Testing		5/1/17	7/21/17							
On Track	Outline key steps for building, integration, training, and pilot launch and make recommendation on overall feasibility		5/1/17	5/5/17							
On Track	Review evidence-based EHR tools with clinical and technical experts		5/8/17	5/12/17							
On Track	Vaccine screening tool build		5/15/17	5/19/17							
On Track	Vaccine BPA build		5/22/17	5/26/17							
On Track	Reminder Recall system build		5/29/17	6/2/17							

Best Practices for Effectively Communicating Immunization Workflow Changes Within Your Organization

PROCESS
Engaging and enabling your organization[3]

Refer to best practices and examples in this guide to communicate effectively with key stakeholders before, during, and after immunization workflow changes.

- Common communication challenges
- Communicating across phases of change
- Using a variety of platforms

Examples of communication templates include:

- Implementing a vaccination reminder recall program
- Enhancing clinical decision support in your EHR

Communicating Effectively to the Right Person at the Right Time

Immunization workflow change initiatives can be communicated in a variety of different formats based on the complexity of the change initiative and the stakeholders impacted.

1 MEETINGS

2 WRITTEN DOCUMENTATION (flyers, newsletters)

3 ELECTRONIC COMMUNICATIONS (emails, enewsletters, website)

4 TRAINING SESSIONS (podcasts, videos)

5 WORD OF MOUTH

When implementing immunization workflow changes, consistent communication across a variety of platforms may help organizations meet target goals.[2]

References: 1. The Office of the National Coordinator for Health Information Technology. Change management in EHR implementation: primer. https://www.healthit.gov/playbook/pdf/change-management-ehr-implemention.pdf. Published June 2016. Accessed December 16, 2019. **2.** Project Management Institute (PMI). The high cost of low performance: The essential role of communications. http://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/the-essential-role-of-communications.pdf. Published May 2013. Accessed December 16, 2019. **3.** Campbell RJ. Change management in health care. *Health Care Manag (Frederick)*. 2008;27(1):23-39.

Immunization Reminder Recall Communication Templates

Before Implementation

Dear HCP,

Immunizations play an essential role in preventive care, helping to reduce the incidence of many VPDs.[1]

Our current pediatric immunization rate for the combined vaccine series is 72%. We are committed to improving this rate and ensuring our pediatric patients receive all vaccinations in a timely manner according to the schedule recommended by the AAP and the ACIP.

> Reminder recall programs, which are endorsed by the Centers for Disease Control and Prevention (CDC), have been shown to increase immunization rates by up to **20%.**[2]

To help meet our goal of immunizing 90% of pediatric patients by January 2021, beginning in **January 2020,** we will be implementing a new Pediatric Reminder Recall Program across several pediatric clinics. The program will identify patients as either having missed a vaccine dose or approaching a well visit, according to ACIP pediatric immunization recommendations. Parents or caregivers will then be notified via email, text, or mail.

Health care professionals play an important role in helping ensure pediatric patients get the appropriate vaccination after their parents or caregivers receive these immunization reminders. Look out for more information in the coming weeks regarding implementation of the Pediatric Reminder Recall Program and resources to help ensure this supports improvement in pediatric vaccination rates.

If you have any questions regarding the **Pediatric Reminder Recall Program,** please **contact James Bonder at (123) 456-7890 or email@organization.com.**

Sincerely,

John Brown
Director of Quality

During Implementation

Dear HCP,

We are happy to announce that the **Pediatric Reminder Recall Program is now in full swing following the launch on January 30, 2020!** This communication includes important details to help ensure HCPs are familiar with the Reminder Recall Program workflow and are prepared for increased patient visits and requests regarding vaccinations.

Program Overview

As a reminder, our Pediatric Reminder Recall Program for the combined vaccine series is intended to

- Identify pediatric patients identified as having missed a vaccine dose or who are approaching their 12-month well visit. Parents/guardians will be notified via email, text, or mail
- Improve adherence to pediatric immunization schedules recommended by the AAP and the ACIP

Workflow

- Vaccination reminders will be sent to parents/guardians for approximately 1,500 pediatric patients
- Once a patient's parent or guardian receives an immunization reminder, he or she will be prompted to schedule an appointment. Therefore, all office staff should be prepared to manage the increase in vaccination requests
- HCPs should refer to the Health Maintenance tab in the patient's EHR or immunization registry to determine vaccine eligibility
- Click here for more information on the ACIP schedules for pediatric vaccination

If you have any questions regarding implementation of the **Pediatric Reminder Recall Program,** please **contact James Bonder at (123) 456-7890 or email@organization.com.**

Sincerely,

John Brown
Director of Quality

AAP = American Academy of Pediatrics; ACIP = Advisory Committee on Immunization Practices; EHR = electronic health record; HCP = health care professional.

After Implementation

Dear HCP,

Immunizations play an essential role in preventive care and disease prevention. **As you know, the Pediatric Reminder Recall Program for the combined vaccine series was launched on January 30, 2020 to help improve our vaccination rates.**

We are happy to announce that after **4 months** and outreach to more than 1,500 pediatric patients, we have vaccinated 92% of pediatric patients in participating clinics, which exceeds our initial goal of 90%.

The program will be extended through **January 2022** and expanded to 5 additional clinics. This would not have been possible without your time and commitment. Learn how **ABC Clinic** took advantage of the Pediatric Reminder Recall program to protect more of their patients:

"The Reminder Recall Program really helped me and our staff gain insight into what was driving patients into the clinic. We now feel we have the tools and resources needed to fully support an efficient workflow that ensures the right patients are getting vaccinated at the right time." – Marcie Smith, MD, Pediatrician

If you have any questions or feedback regarding the **Pediatric Reminder Recall Program** or would like to request additional training, please **contact James Bonder at (123) 456-7890 or email@organization.com.**

Sincerely,

John Brown
Director of Quality

Communicating Effectively

Tips for Creating Immunization Workflow User Guides

PRACTICE
Implementing and sustaining change[3]

Best practice tip sheets can help support adoption of new immunization workflows. Champions and Training Leads can refer to these examples when developing their organization's tip sheets for immunization workflow change initiative.

The Change Management Toolkit includes 2 sample tip sheets:

- Reminder Recall
- HIT/EHR Optimizations

HIT/EHR Optimizations

Tips for Creating Immunization Workflow User Guides for Clinical Decision Support

The creation of end-user guides and tip sheets when implementing EHR workflow changes, such as a new Clinical Decision Support (CDS) alert, may ensure consistent use post implementation. This resource provides guidance on the creation of an EHR CDS end-user guide.

User Guide for Adult Influenza Vaccination CDS Alert

A CDS alert for adult influenza vaccination has been implemented to help simplify HCP identification of adults eligible for vaccination.[1-4]

❑ The ACIP recommends an annual influenza vaccination for patients aged 6 months and older[5]

❑ If the patient is indicated for the influenza vaccine, the CDS alert will now notify the HCP that the patient is eligible for the vaccine, according to recommended guidelines

❑ Even if the CDS alert does not fire, consult with patients to verify current immunization status[6]

❑ Review vaccination history with patients and document accordingly within your EHR to determine if the influenza vaccine is appropriate for your patient[7,8]

❑ Assess and document any contraindications, allergies, or adverse event histories within the EHR system during the screening process[7,8]

- Consider providing clarity for point of care providers on differences between the original immunization workflow and the new workflow, specifically highlighting simplified workflow, reduction in steps, and/or enhanced decision support

- Consider providing supplemental information on your tip sheets regarding specific actions an HCP should take within the EHR once a CDS alert has been fired

- Summarize ACIP recommendations and provide clarity regarding any specific patient populations

- Emphasize that the patient's vaccination history should be verified prior to administering any vaccine
- Encourage HCPs and staff to maintain a comprehensive immunization record in a consistent location in each patient's EHR and provide guidance on location of record within your end-user guide

- If a vaccine is contraindicated for a patient, provide guidance on how to document within the immunization record

ACIP = Advisory Committee on Immunization Practices; EHR = electronic health record; HCP = health care professional.

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8

HIT/EHR Optimizations (cont'd)

Tips for Creating Immunization Workflow User Guides for Clinical Decision Support (Cont'd)

User Guide for Adult Influenza Vaccination CDS Alert (Cont'd)

❑ Order and administer the influenza vaccine

❑ Document patient immunization acceptance or refusal in your EHR to ensure vaccination record accuracy. If patient refuses, the required vaccine will still appear in Health Maintenance at the patient's next visit[4]

❑ Provide a VIS to patients who elect to be vaccinated (prior to vaccination) and record receipt in the patient's chart[6]

❑ Use reports to track missed appointments specific to vaccinations and contact patients via phone, text, or patient portal to remind them to reschedule the appointment

> **For more information and troubleshooting assistance regarding use of CDS alerts, contact your EHR Champion or appointed content expert.**

- Ensure vaccines are consistently available and in stock once the CDS alert is activated

- Reinforce that if a patient is eligible but the vaccine is not administered, HCPs must select an appropriate reason to dismiss the BPA alert, such as "Patient Refused"
- If you've incorporated standing orders within your EHR workflow, provide tips and screenshots on how to place the order in the EHR

- Prior to vaccination, ensure HCPs/staff provide patients with a VIS, and then record in the patient's chart the edition of the VIS distributed and the date it was provided

- Reinforce within your end-user guide that reports can be run to assess when patients are due to receive their influenza vaccine or have missed an appointment to receive their influenza vaccine

- To ensure successful rollout, appoint a content expert to troubleshoot any potential challenges post implementation. Include name and contact information in your end-user guide
- Consider providing supplemental information on your tip sheets addressing ways the organization will assess performance and desired outcomes post implementation. This will help foster end-user understanding and align accountability to your organizational goals

BPA = best practice alert; VIS = Vaccine Information Statement.

References: 1. Vosey J. Improving adult vaccination rates through EHR workflow messaging. https://www.practicefusion.com/assets/pdfs/PracticeFusion_PrevWhitePaper.pdf. Accessed December 17, 2019. **2.** Fiore AE, Uyeki TM, Broder K, et al. Prevention and control of influenza with vaccines: recommendations of the Advisory Committee on Immunization Practices (ACIP), 2010. *MMWR Morb Mortal Wkly Rep.* 2010;59(RR-8):1-62. **3.** Immunization Action Coalition. Step 4: Deciding when to vaccinate. https://www.immunize.org/guide/pdfs/vacc-adults-step4.pdf. Accessed December 17, 2019. **4.** Immunization Action Coalition. Suggestions to improve your immunization services. https://www.immunize.org/catg.d/p2045.pdf. Accessed December 17, 2019. **5.** Immunization Action Coalition. Screening checklist for contraindications to inactivated injectable influenza vaccination. https://www.immunize.org/catg.d/p4066.pdf. Accessed December 17, 2019. **6.** Centers for Disease Control and Prevention (CDC). Instructions for using VISs. https://www.cdc.gov/vaccines/hcp/vis/about/required-use-instructions.pdf. Accessed December 17, 2019.

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9

Creating Workflow User Guides

Suggested Tools to Measure and Sustain Immunization Workflow Change Initiatives

PRACTICE
Implementing and sustaining change[3]

Post rollout, EHRs and other tools can be used at regular intervals to assess performance and identify areas for improvement.

EHR-BASED TOOLS

Patient Lists
- Generate lists of patients who may be behind on or missing immunizations

CDS Usage Reports
- Run a report to identify when providers postponed or dismissed health maintenance or CDS alerts to administer vaccines
- May be analyzed at the department or provider level to determine reason for not administering vaccine
- May help identify trends in vaccination rates to target provider level education as needed

Huddle Reports
- Run a report to identify needed preventive care for all patients with scheduled appointments during a given day or week, including immunizations

Dashboard
- Use dashboards to track performance for specific quality measures or care gaps, either in aggregate or for individual patients

STAFF ENGAGEMENT TOOLS

Surveys
- Survey stakeholders before and after implementation to measure their understanding and adoption of new immunization workflows
- Solicit regular feedback on future optimizations or training/education needs

HCP Productivity Report/Dashboard
- Monitor provider EHR use to assess adoption and adherence to new immunization workflows or protocols
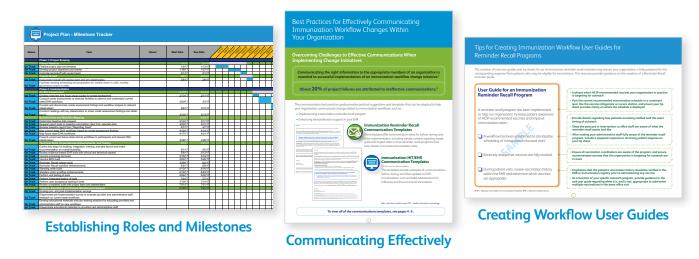
Recognition Tools
- Reinforce positive behavioral change within the organization via email, newsletters, live announcements, and/or signage

Facilitating Successful Immunization Workflow Change at Your Organization

- **Only 30% of organizations achieve their goals of initiating and sustaining organizational change[1]**
- **Change management is a structured process that may help facilitate the transition from a current state to a desired future state**
- **The Change Management Toolkit offers best practices and solutions to help support successful implementation of immunization workflow changes**

Establishing Roles and Milestones

Communicating Effectively

Creating Workflow User Guides

References: 1. Ewenstein B, Smith W, Sologar A. Changing change management. https://www.mckinsey.com/global-themes/leadership/changing-change-management. Published July 2015. Accessed November 6, 2017.
2. The Advisory Board. Best practice performance improvement—the Advisory Board way: Eight steps for successful change initiatives. https://www.advisory.com/research/physician-executive-council/resources/posters/best-practice-performance-improvement. Published July 18, 2016. Accessed November 6, 2017. **3.** The Office of the National Coordinator for Health Information Technology. Change Management in EHR Implementation: Primer. https://www.healthit.gov/playbook/pdf/change-management-ehr-implemention.pdf. Published June 2016. Accessed November 6, 2017. **4.** McCarthy C, Eastman D. Change Management 101 – Getting Started. http://www.himss.org/news/change-management-101-getting-started. Published April 11, 2011. Accessed November 6, 2017. **5.** Campbell RJ. Change management in health care. *Health Care Manag (Frederick)*. 2008;27(1):23-39.