

Indian Health Service  
National Pharmacy and Therapeutics Committee

# IHS E3 Vaccine Strategy



## Infectious Disease ECHO July 20, 2023

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**Every patient. Every encounter. Every recommended vaccine.**

# Mission and Goals

- Mission

No unvaccinated AI/AN person will suffer a poor outcome or die from a vaccine preventable illness.

- Goals

1. Increase vaccine rates in Indian Country to the highest level
2. Reduce rates of vaccine-preventable illness in Indian Country
3. Save lives in every tribal community & every age group (infants to elders)



# Objectives

- Describe the rationale for the IHS National E3 Vaccine Strategy
- Explain the elements of E3
- Detail the E3 Operational Plan
- Support system-wide E3 participation





# Rationale

# What is the E3 Vaccine Strategy?

- Every Patient
- Every Encounter
- Every Recommended Vaccine Offered, when appropriate



# Timeline

- Launch: November 17, 2022
- Operationalization: 2023



# Target Population

- American Indian and Alaska Native Tribal Communities
- IHS CMO Directive to all IHS federal direct-care facilities
- Encouraged for tribal & Urban Indian Organization facilities





# Background

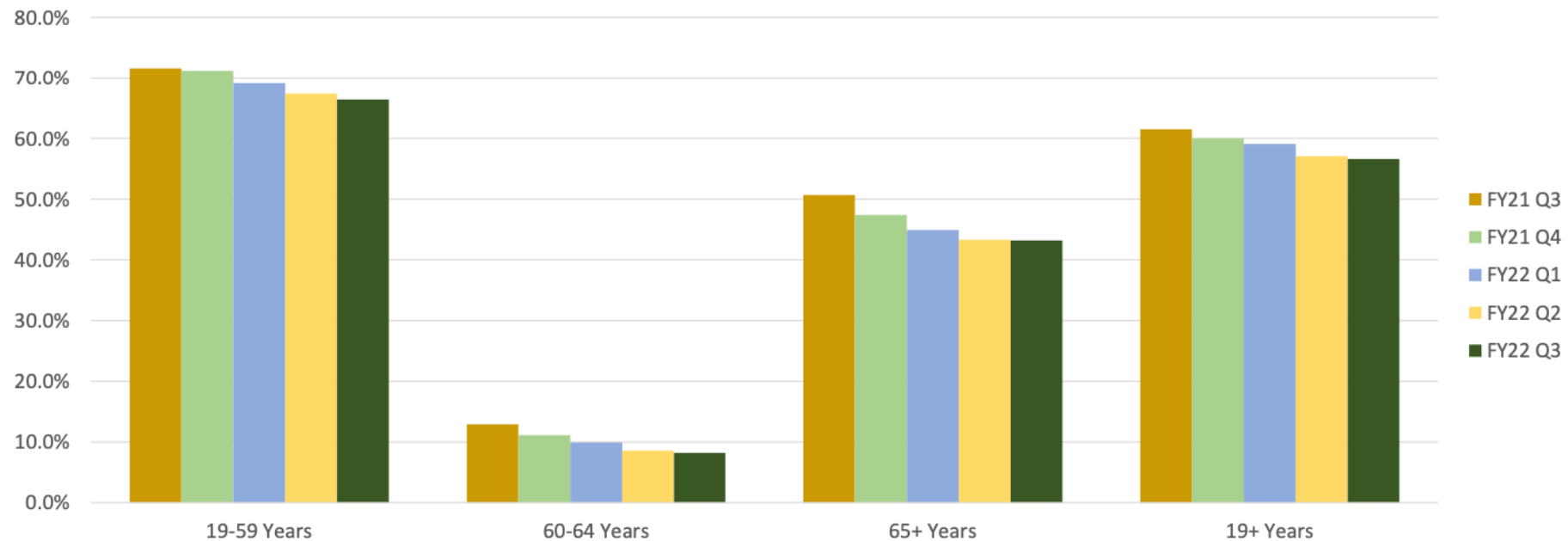
- Impact of the COVID-19 pandemic
- Vaccine misinformation and “fatigue”
- Nationwide declines in vaccine coverage for all age racial, and ethnic groups
- Health disparities among AI/AN for vaccine preventable illness





# Vaccine Trends- Adults

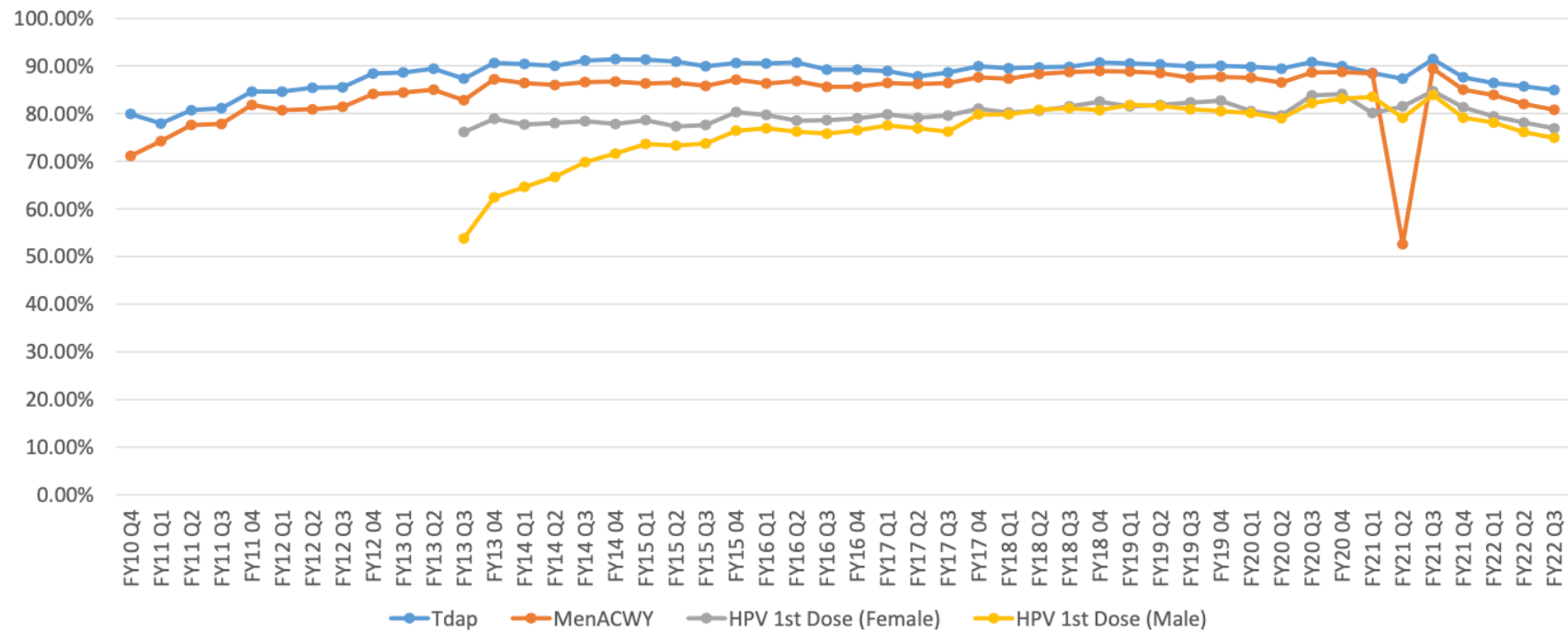
## Adult Immunization Composite Measures \* Appropriately Vaccinated Per Age Recommendations IHS National



\* 19-59 years with Tdap ever and Tdap/Td <10 years; 60-64 years with Tdap ever and Tdap/Td <10 years and Zoster; 65+ years with Tdap ever and Tdap/Td <10 years and Zoster and Pneumo; and 19 years and older with appropriately vaccinated per age recommendation

# Vaccine Trends- Adolescents

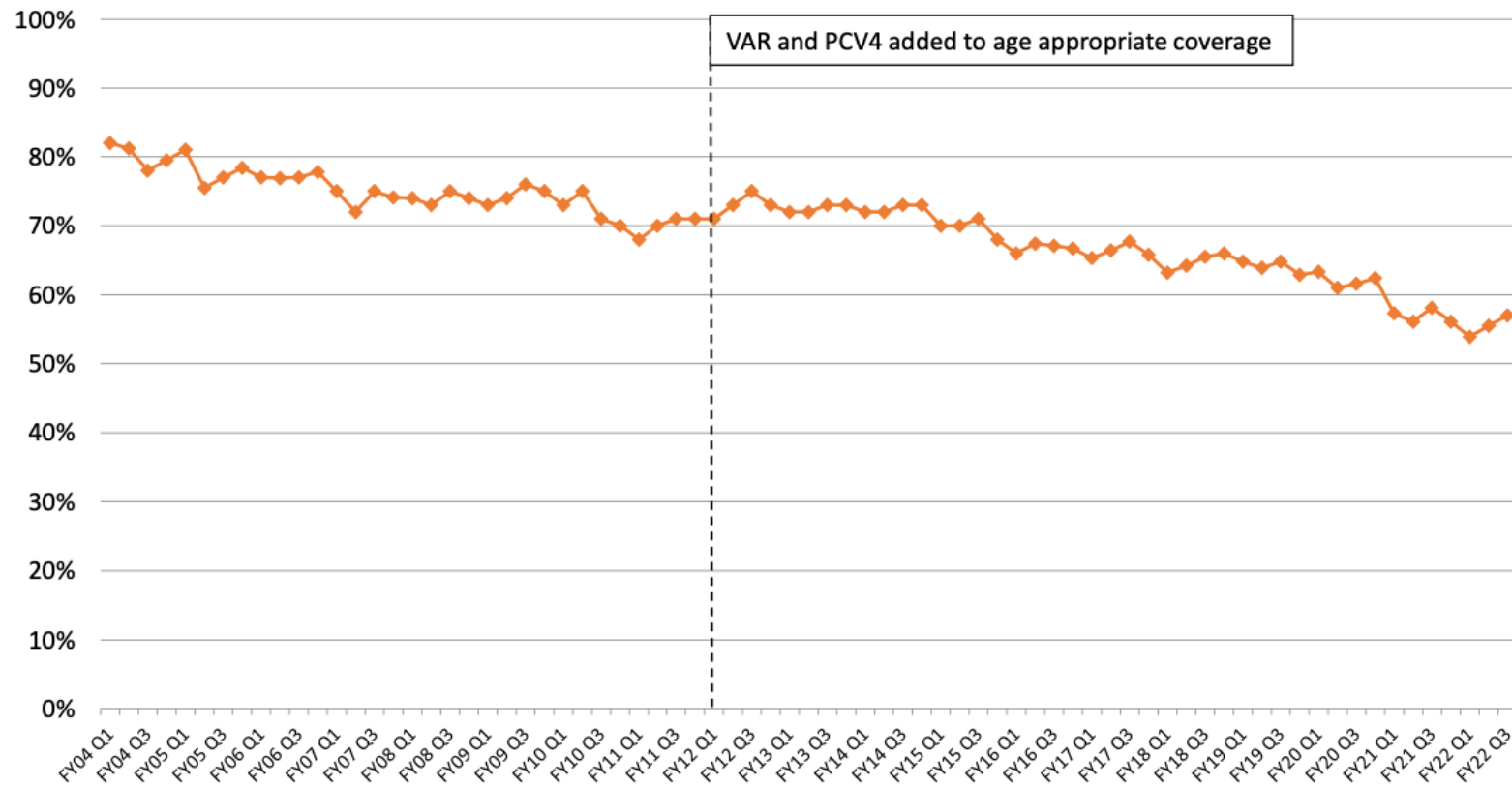
## Adolescent Vaccine Coverage 13 Year Olds IHS National



Data source: National Immunization Reporting System (NIRS):  
<https://www.ihs.gov/NonMedicalPrograms/ihpes/immunizations/index.cfm?module=immunizations&option=home>

# Vaccine Trends- Infants/Children

## Age Appropriate Immunization Coverage 3-27 month olds IHS National



Data source: National Immunization Reporting System (NIRS):  
<https://www.ihs.gov/NonMedicalPrograms/ihpes/immunizations/index.cfm?module=immunizations&option=home>

# A Call to Action

- Comprehensive/Adaptable System of Health Care
- Vaccination is a highly effective prevention effort
- Pro-active approach
- Prioritization of vaccination at every visit
- System-based strategies



**E3: Every Patient, Every Encounter, Every Recommended Vaccine**

# Elements

# Every Patient

- Every season
- All age groups
- Regular and transient patients
- Community members and non-community members



# Every Encounter

- Preventive, Chronic, Acute
- Ambulatory, ER/Urgent Care, Inpatient
- Medical, Pharmacy, etc.
- Public Health
  - ❖ PHN/MCH Home Visits
  - ❖ Community Events
  - ❖ Head Start/School Events
  - ❖ Mass Vaccinations Events





# Every Recommended Vaccine Offered

- All ACIP-recommended vaccines
- No distinction between “routine” vaccines and those recommended in response to disease outbreaks
- Patient informed consent and autonomy



# When Appropriate

- Clinical indications for the patient, encounter, and vaccine
- Subject to ACIP-recommended precautions and contraindications:  
<https://www.cdc.gov/vaccines/hcp/acip-recs/general-recs/contraindications.html>
- Safely & Correctly, Every Time
  - Mitigating risk of vaccine administration errors



**E3: Every Patient, Every Encounter, Every Recommended Vaccine**

# Operational Plan

# Building on Success- Pandemic Response

- Leadership of Tribal Communities
- Collaboration across I/T/U System of Care
- Vaccine and Medication Campaigns
  - ❖ COVID-19 Vaccines
  - ❖ COVID-19 Medical Countermeasures
    - Antivirals- Remdesivir & IHS Test to Treat Initiative
    - Monoclonal Antibodies



# NPTC & the IHS National Core Formulary

- IHS National Pharmacy & Therapeutics Committee
- IHS National Core Formulary (NCF)
- The Four Pillars of IHS Formulary Management
  - Access, Quality, Value, and Equity
- All ACIP-recommended vaccines are on the IHS NCF
- Vaccine Safety Surveillance



# Operational Plan

- Bottom Up Approach
- Communications
- Stakeholder Engagement & Collaboration
- Resource Bank
- Cross Pollination
- E3 Champions Challenge & Pilot Program
- Data Trends
- Sustainability



# Bottom Up Approach

## Vision

- Grass-roots strategy
- “Reverse” hierarchy (Local -> Regional -> National)
- “Shots in arms”
- No Effort Too Small

## Local Team

- Facility
- Unit
- Tribal Community





# Communications

- Communication “Saturation”- System-Wide (I/T/U)
- IHS Blog, Week-in-Review
- Tribal and Urban Leaders
- NPTC Website (E3 Vaccine Strategy Tab)
- IHS All-Call
- NCCMO, NNLC & AVPOCs
- National Combined Councils- 2023
  - Theme: Strengthening Collaboration for Safe, Quality, Healthcare Outcomes
- NPTC Summer 2023 Meeting
- Listservs



# Stakeholder Engagement & Collaboration

- Leadership at Every Level (HQ, Area/Region, Facility, Unit)
- Clinical and Public Health Disciplines
  - NIP/AVPOCs, Nursing, Public Health Nursing, Pharmacists, Providers et al.
- Tribal and Urban Indian Organization Partners
- Tribal Communities



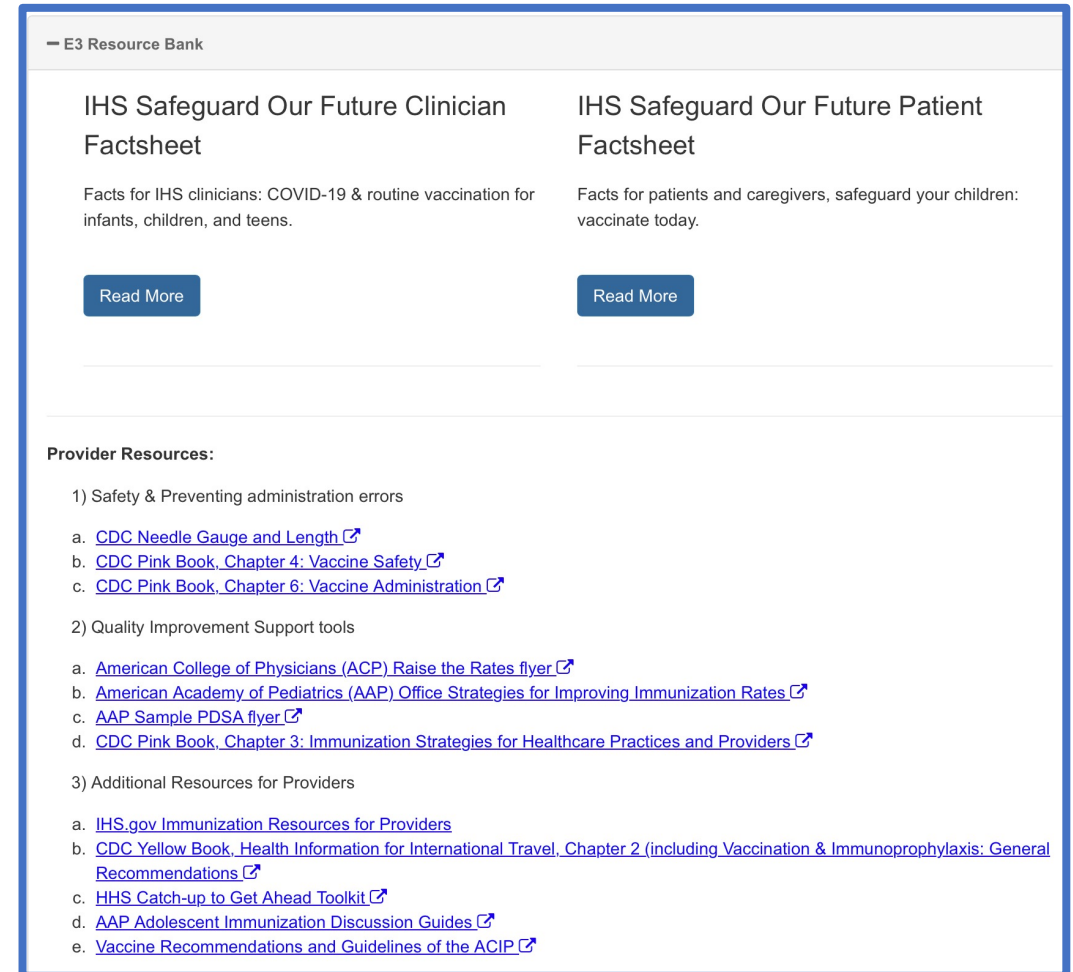
# Resource Bank- Overview

- Launched March 2023
- One-Touch Access
  - ❖ Tools and hyperlinks
  - ❖ IHS NPTC website
    - E3 Vaccine Strategy Tab (<https://www.ihs.gov/nptc/e3-vaccine-strategy/>)
- Clinician and patient/community oriented materials
- Utilize existing expertise (e.g. CDC, ACIP, ACP/AAP)
- AI/AN-specific resources



# Resource Bank- Materials

- Dynamic updates
- IHS Safeguard our Future Fact Sheets
- Provider Resources
  - Vaccine Safety
  - Quality Improvement
  - Support tools
- Patient Resources



The screenshot displays the 'E3 Resource Bank' page. At the top, there are two fact sheets: 'IHS Safeguard Our Future Clinician Factsheet' and 'IHS Safeguard Our Future Patient Factsheet'. Below these are two 'Read More' buttons. Further down, under the heading 'Provider Resources:', there is a list of resources categorized into three groups: 1) Safety & Preventing administration errors, 2) Quality Improvement Support tools, and 3) Additional Resources for Providers. Each resource is listed with a lettered prefix (a-e) and a blue link with an external icon.

— E3 Resource Bank

**IHS Safeguard Our Future Clinician Factsheet**  
Facts for IHS clinicians: COVID-19 & routine vaccination for infants, children, and teens.  
[Read More](#)

**IHS Safeguard Our Future Patient Factsheet**  
Facts for patients and caregivers, safeguard your children: vaccinate today.  
[Read More](#)

**Provider Resources:**

- 1) Safety & Preventing administration errors
  - a. [CDC Needle Gauge and Length](#)
  - b. [CDC Pink Book, Chapter 4: Vaccine Safety](#)
  - c. [CDC Pink Book, Chapter 6: Vaccine Administration](#)
- 2) Quality Improvement Support tools
  - a. [American College of Physicians \(ACP\) Raise the Rates flyer](#)
  - b. [American Academy of Pediatrics \(AAP\) Office Strategies for Improving Immunization Rates](#)
  - c. [AAP Sample PDSA flyer](#)
  - d. [CDC Pink Book, Chapter 3: Immunization Strategies for Healthcare Practices and Providers](#)
- 3) Additional Resources for Providers
  - a. [IHS.gov Immunization Resources for Providers](#)
  - b. [CDC Yellow Book, Health Information for International Travel, Chapter 2 \(including Vaccination & Immunoprophylaxis: General Recommendations\)](#)
  - c. [HHS Catch-up to Get Ahead Toolkit](#)
  - d. [AAP Adolescent Immunization Discussion Guides](#)
  - e. [Vaccine Recommendations and Guidelines of the ACIP](#)

# Quality Improvement Through Cross Pollination

- Steal shamelessly, share seamlessly
- For the good of the whole
- Integrate I/T/U efforts
- Best practices & lessons learned
  - ❖ Learning from success AND failure
  - ❖ Pro-active outreach
    - Potential I/T/U Pilot Sites
    - Area & Site Communications
    - Key Stakeholders



# E3 Champions Challenge

- A Friendly Competition
- Three Components
  1. Encouraging Innovation
  2. Incentivizing Effort
  3. Recognizing Success
- Federal, Tribal, Urban Programs
- Community, Facility, Unit Level





# E3 Champions Challenge- Criteria & Recognition

- **Criteria**

1. 2022 baseline
2. Any Calendar Year Improvement (ACIP-recommended vaccines): 2023-2025
  - 5% in three or more individual and/or combination vaccine measures -OR-;
  - 20% in any one individual or combination vaccine measure

- **Vetted at local level**

- Attestation letter from organization, facility, or unit leader

- **Sharing of best practices and lessons learned**

- **Submission to [ihsmedsafety@ihs.gov](mailto:ihsmedsafety@ihs.gov)**

- **Written recognition at national level**

- Signed Certificate of Recognition as “IHS E3 Vaccine Champion”
- Virtual “Wall of Champions”



# E3 Champions Challenge- Resources

- [E3 Champions Challenge Fact Sheet](#)
- [Sample Letter of Attestation](#)
- Coming Soon;
  - E3 Virtual Wall of Champions

# E3 Champions Pilot Program- Overview

- Launch date- March 1, 2023
- **Actively seeking E3 Vaccine Strategy Pilot Teams**
- Brief Application
  1. Name and location of your team.
  2. Tribal community/communities served.
  3. Brief narrative (200 words or less) describing your vaccine-related project and objectives.
  4. Submission to [ihsmedsafety@ihs.gov](mailto:ihsmedsafety@ihs.gov)
- Letter of Designation
- Details: [E3 Champions Pilot Program Fact Sheet](#)

# E3 Champions Pilot Program- Intent

- Priorities- Effort and Innovation
  - No Effort is Too Small
- I/T/U Clinical & Public Health Teams (Community, Facility, Unit)
- Failure is an option (Lessons Learned)
- E3 Champions Challenge (Best Practices)
  - Recognition of success
  - Qualification as an E3 Champion is not a pre-requisite





# E3 Champions Pilot Program- Sites

- Designated Pilot Sites/Teams- Onboarding Weekly
- Areas (Alaska, Albuquerque, Bemidji, Great Plains, Nashville, OKC, Phoenix, Portland)
  - As of 7/5/23
- Goals
  - Every Area & Site
  - Federal, Tribal, and Urban Indian Organization sites/teams
  - Maximum Participation
- No Effort Too Small



# Sample Approaches

- Vaccine Ambassadors,
- Medical Provider Vaccine Standardization
- Medical Reminders
- Provider Recommendation
- Motivational Interviewing
- Incentives
- School-Located Vaccination Programs
- Home-Delivered Vaccination
- Workplace Vaccination
- Effective Messages Delivered by Trusted Messengers
- Combating Misinformation

Source: [cdc.gov](https://www.cdc.gov)





# Data Trends- Embedded Metrics

- Process and Outcome Measures
- Utilize/Maximize Existing Metrics
- National Immunization Reporting System & NDW/Datamart
- All Federal Programs (Areas and Direct-Care Sites)
  - GPRA Immunization Panel
  - I-Care
- Participating Tribal and Urban Indian Organizations
  - Tribal/THO Regional/Local Systems- Vaccination rates





# Data Trends- NIRS

- Intermediate and Long-Term National-level Vaccination Trend Data
  - Historical and contemporary data
- Unique to the IHS Service Population
- Site participation in the National Immunization Reporting System
  - NIRS training materials & support
  - Designated site contacts & manual data entry (quarterly)
  - Fully automated process- Coming Soon!



# Sustainability



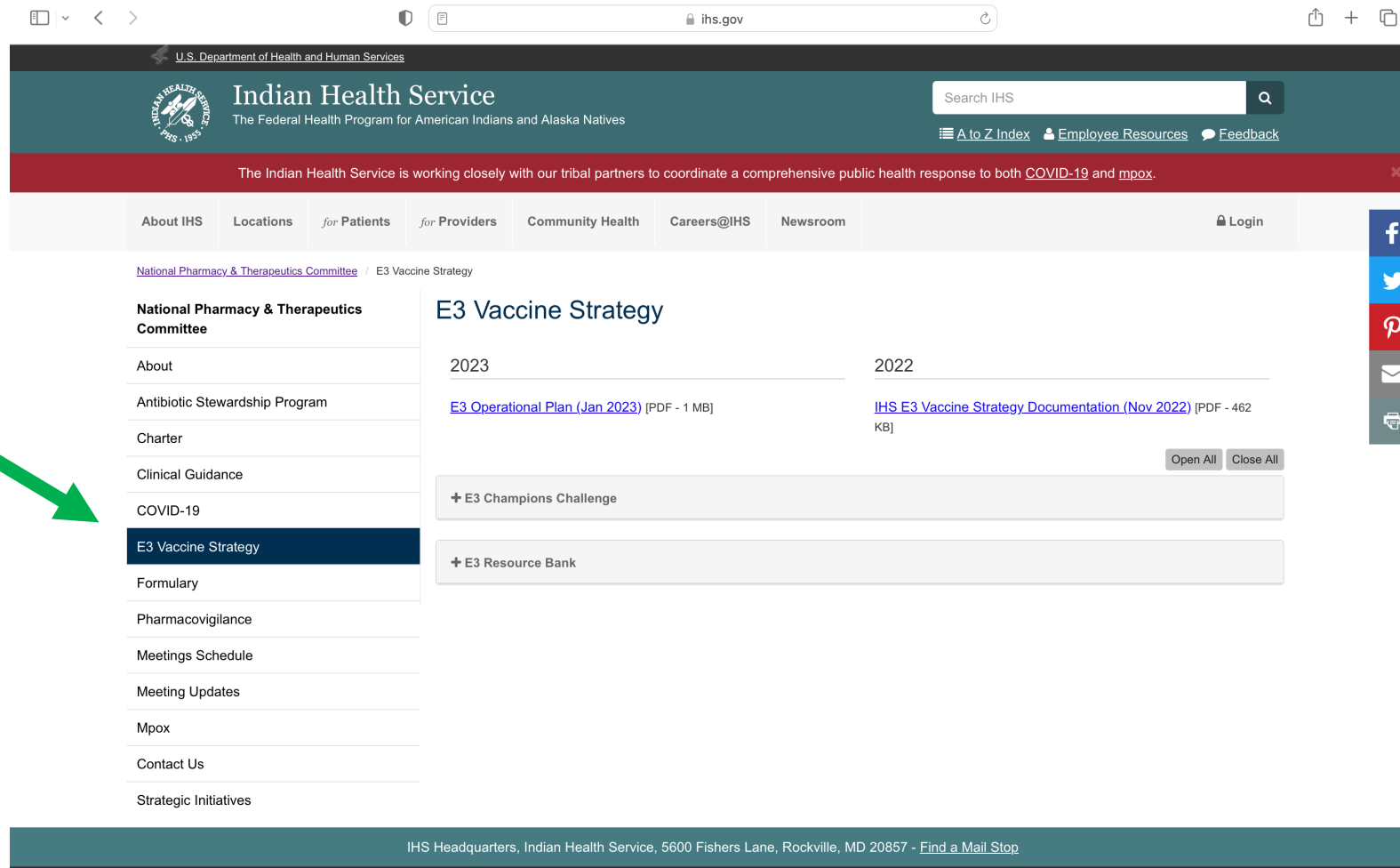
- **Vaccination as the Agency Clinical and Public Health Prevention Priority!**
- Leadership support at every level
- Multi-disciplinary engagement
- Integration into routine operations (Every Facility, Every Day)
- Consistent messaging
- Long-term commitment

# IHS E3 Vaccine Strategy- Web Content

- IHS National Pharmacy & Therapeutics Committee website
- E3 Vaccine Strategy Tab
  - <https://www.ihs.gov/nptc/e3-vaccine-strategy/>
  - [Operational Plan](#) (Jan 2023)
  - [E3 Champions Challenge](#) & [Pilot Program](#) (March 2023)
  - E3 Resource Bank (March 2023)
  - Coming Soon...
    - Virtual IHS E3 Wall of Champions
    - Best Practices & Lessons Learned



# IHS E3 Vaccine Strategy- Web Content



The screenshot displays the Indian Health Service (IHS) website. The header includes the U.S. Department of Health and Human Services logo, the IHS logo, and the text "Indian Health Service - The Federal Health Program for American Indians and Alaska Natives". A search bar and navigation links for "A to Z Index", "Employee Resources", and "Feedback" are present. A red banner below the header states: "The Indian Health Service is working closely with our tribal partners to coordinate a comprehensive public health response to both COVID-19 and mpox." The main navigation menu includes "About IHS", "Locations", "for Patients", "for Providers", "Community Health", "Careers@IHS", "Newsroom", and "Login". The left sidebar lists various topics, with "E3 Vaccine Strategy" highlighted in blue. A green arrow points to this link. The main content area is titled "E3 Vaccine Strategy" and features a table with columns for "2023" and "2022". The 2023 column contains a link for "E3 Operational Plan (Jan 2023) [PDF - 1 MB]". The 2022 column contains a link for "IHS E3 Vaccine Strategy Documentation (Nov 2022) [PDF - 462 KB]". Below the table are two expandable sections: "+ E3 Champions Challenge" and "+ E3 Resource Bank". The footer provides the IHS Headquarters address and a "Find a Mail Stop" link.

U.S. Department of Health and Human Services

Indian Health Service  
The Federal Health Program for American Indians and Alaska Natives

Search IHS

A to Z Index Employee Resources Feedback

The Indian Health Service is working closely with our tribal partners to coordinate a comprehensive public health response to both COVID-19 and mpox.

About IHS Locations for Patients for Providers Community Health Careers@IHS Newsroom Login

National Pharmacy & Therapeutics Committee / E3 Vaccine Strategy

**National Pharmacy & Therapeutics Committee**

About

Antibiotic Stewardship Program

Charter

Clinical Guidance

COVID-19

**E3 Vaccine Strategy**

Formulary

Pharmacovigilance

Meetings Schedule

Meeting Updates

Mpox

Contact Us

Strategic Initiatives

## E3 Vaccine Strategy

2023	2022
<a href="#">E3 Operational Plan (Jan 2023) [PDF - 1 MB]</a>	<a href="#">IHS E3 Vaccine Strategy Documentation (Nov 2022) [PDF - 462 KB]</a>

Open All Close All

+ E3 Champions Challenge

+ E3 Resource Bank

IHS Headquarters, Indian Health Service, 5600 Fishers Lane, Rockville, MD 20857 - [Find a Mail Stop](#)

**E3: Every Patient, Every Encounter, Every Recommended Vaccine**

# Conclusions

# Agency-Wide Effort

- HQ Senior Leadership & Staff
- IHS National Pharmacy and Therapeutics Committee
- IHS National Immunization Program
- Area Leadership & Staff
- Tribal, Urban Indian Organization, and Federal Partners
- Local Facilities
- Multidisciplinary (Clinical, Public Health)  
**...most importantly, Tribal Communities!**



# The Measure of Success

- A marathon, not a sprint
- Sustainability requires commitment and a system-based approach
- Making Vaccination Our Preventive Clinical and Public Health Priority
- Staff Engagement
  - Encourage Innovation and Effort
  - Recognize and Share Successes and Lessons Learned





# IHS National-Level Leadership

- IHS CMO Blog (November 2022)
- Associated Press (November 2022)
- CDC/ACIP Presentation (November 2022 and February 2023)
- HHS National Vaccine Advisory Committee (February 2023)
- CMS Spotlight (March 2023)



# Messaging- Internal



The screenshot displays the Indian Health Service (IHS) website. At the top left is the IHS logo, and next to it is the text "Indian Health Service" and "The Federal Health Program for American Indians and Alaska Natives". A search bar labeled "Search IHS" is in the top right. Below the header is a red banner with the text: "The Indian Health Service is working closely with our tribal partners to coordinate a comprehensive public health response to both COVID-19 and monkeypox." A navigation menu includes links for "About IHS", "Locations", "for Patients", "for Providers", "Community Health", "Careers@IHS", and "Newsroom". The main content area shows a breadcrumb trail: "Newsroom / IHS Blog / November 2022 Blogs / IHS Announces Vaccine Strategy: Every Patient Will Be Offered a Vaccine When Appropriate". On the left is a sidebar menu with categories like "Announcements", "Congressional Testimony", "Fact Sheets", "Director's Speeches", "IHS Blog" (highlighted), "Press Releases", "Reports to Congress", "Tribal Leader Letters", and "Urban Leader Letters". The main article title is "IHS Announces Vaccine Strategy: Every Patient Will Be Offered a Vaccine When Appropriate", dated November 17, 2022, by Dr. Loretta Christensen. The article text discusses the E3 strategy (Every Patient, Every Encounter, Every Recommended Vaccine) and the importance of vaccine access for COVID-19 and monkeypox.

**Indian Health Service**  
The Federal Health Program for American Indians and Alaska Natives

Search IHS

A to Z Index Emp

The Indian Health Service is working closely with our tribal partners to coordinate a comprehensive public health response to both COVID-19 and monkeypox.

About IHS Locations for Patients for Providers Community Health Careers@IHS Newsroom

Newsroom / IHS Blog / November 2022 Blogs / IHS Announces Vaccine Strategy: Every Patient Will Be Offered a Vaccine When Appropriate

**IHS Blog**

Announcements

Congressional Testimony

Fact Sheets

Director's Speeches

**IHS Blog**

Press Releases

Reports to Congress

Tribal Leader Letters

Urban Leader Letters

## IHS Announces Vaccine Strategy: Every Patient Will Be Offered a Vaccine When Appropriate

by Dr. Loretta Christensen, MBA, MSJ, FACS, IHS Chief Medical Officer November 17, 2022

As a critical public health prevention priority in our vulnerable service population, IHS advocates recommending vaccines to our patients. E3 focuses on 1) Every patient at 2) Every encounter should be offered 3) Every recommended vaccine [when appropriate](#).

In the wake of the COVID-19 pandemic, we continue to see disturbing trends reflecting decreased vaccine coverage for many vaccine-preventable illnesses. Even as we continue to deal with the dual public health emergencies of COVID-19 and monkeypox, it is essential that we amplify our efforts to ensure comprehensive vaccine access and coverage for all age groups both for emerging infectious diseases and routine vaccine preventable diseases.

I have directed all federal direct care sites to respond to this important call to action to increase vaccine coverage and protect against vaccine preventable illnesses in tribal communities. Every patient at every encounter will be offered every recommended vaccine [when appropriate](#).

IHS will exempt encounters in which a vaccine would not be appropriate such as when someone has a moderate or severe acute illness.

Historically, vaccine-preventable illness has taken a disproportionate toll in American Indian and Alaska Native communities. One of the indirect effects of the pandemic has been a decline in routine vaccine coverage rates for children, adolescents, and adults. While we continue to promote broad vaccine access for COVID-19 and American Indian and Alaska Native persons at risk for monkeypox, we must also ensure that we take every opportunity to offer routine vaccination, including seasonal influenza, polio, measles, mumps, rubella, varicella and the full range of bacterial illnesses for which vaccines have been

# Messaging- External

**AP** U.S. News World News Politics Sports Entertainment Business Technology Health Science Oddities Lifestyle

## Indian Health Service steps up COVID, other vaccine push

November 17, 2022

Featured by CMS

## Covering Indian Country



March 2023

### Spotlight: IHS's E3 Vaccine Strategy

Recently published CDC data show that the number of kindergartners vaccinated against measles, whooping cough, and polio has dropped during the past two school years.

Routine immunizations help families and communities stay healthy. And people are more likely to be up to date on their immunizations when health care providers take every opportunity to vaccinate.



That's why the Indian Health Service (IHS) urges providers to apply the [E3 Vaccine Strategy](#) (PDF, 463 KB, 1 p) in day-to-day practice.

*Routine immunizations help families and communities stay healthy.*

According to the E3 Vaccine Strategy, **every** patient at **every** encounter should be offered **every** recommended vaccine when clinically indicated.

As you conduct outreach in your community, help support that strategy by sharing:

- IHS's toolkit for parents and families, [Safeguard Our Future: Protect Tomorrow, Vaccinate Today](#) (PDF, 14.3 MB, 12 pp)

Awareness- Spread the Word

## ***IHS Signature Block***

**PROTECTING TRIBAL COMMUNITIES**

**EVERY PATIENT. EVERY ENCOUNTER. EVERY RECOMMENDED VACCINE.**





# Mission and Goals

- **Mission**

No unvaccinated AI/AN person will suffer a poor outcome or die from a vaccine preventable illness.

- **Goals**

1. Increase vaccine rates in Indian Country to the highest level
2. Reduce rates of vaccine-preventable illness in Indian Country
3. Save AI/AN lives in every community & every age group (infants to elders)



# Questions?



Indian Health Service  
National Pharmacy and Therapeutics Committee

# IHS E3 Vaccine Strategy



## Infectious Disease ECHO July 20, 2023

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