

Rising to the Challenge: Leveraging Partnerships and Data to Improve Immunization Rates



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Childhood Immunizations in Maine:

Leveraging Multi-Organizational Partnerships to Achieve Shared Goals

CASSANDRA COTE GRANTHAM, MA – DIRECTOR

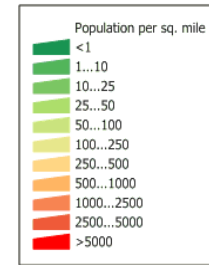
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**CHILD HEALTH PROGRAM,
DEPARTMENT OF COMMUNITY
HEALTH IMPROVEMENT**

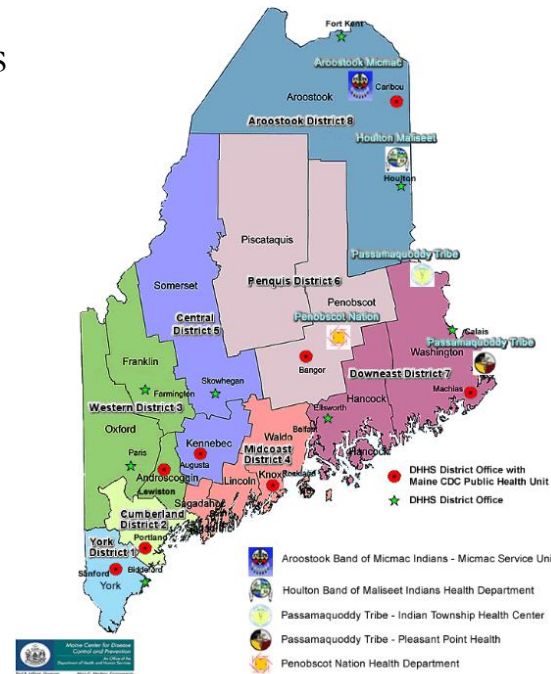
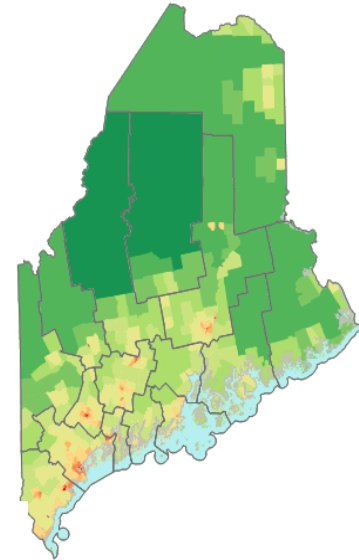
Maine

- Largest state in New England
 - 16 counties
- Population 8th lowest and the oldest in U.S.
 - Total population 1.33M
 - Concentrated in southern and central areas
 - 18% ≥65 years
- Non-traditional public health infrastructure
 - No county health departments
 - Two city health departments
 - 8 public health districts
 - 1 tribal health district
- Ranked 15th healthiest state*

*2015 America's Health Rankings



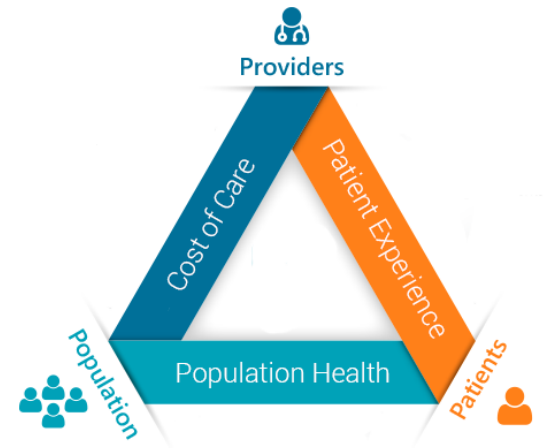
Source: U.S. Census Bureau
Census 2000 Summary File 1
population by census tracts.



MaineHealth

“Working together so our communities are the healthiest in America”

- Not-for-profit
- Integrated family of healthcare organizations:
 - Community hospitals
 - Ambulatory practices (primary and specialty)
 - Long-term care facilities
 - Home health agencies
 - Support services
- Serve 11 of Maine’s 16 counties (75% of the state’s population)
- Ranked among the top 100 integrated healthcare delivery networks in the U.S.
- Dedicated to the “Triple Aim”
 - improve population health
 - reduce per capita cost of care
 - enhance the patient experience
- Focus on improvement in community health, clinical care, patient safety, education, healthcare policy and research

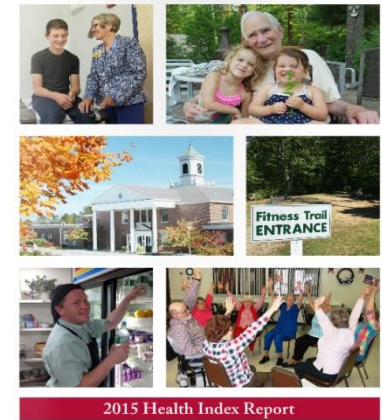


MaineHealth Members and Affiliates



Why Childhood Immunizations?

- Critical primary care/preventive health service
- Public health success and population health impact
- Cost-effective
- Widely recognized child health measure:
 - Healthy People 2020
 - America's Health Rankings
 - Payers (performance and compensation)
- Strategic priority or area of concern
- Positioned to collaborate for statewide change
- MaineHealth Health Index (1 of 7 health improvement priorities)



2015 Health Index Report

MaineHealth
mainehealth.org

Our Priorities

The Health Index Report provides a high-level overview of progress on the seven high priority issues organized by three major focus areas: clinical, community and policy.



The Landscape

- **Challenges**

- Maine ranked 41st for childhood immunizations in 2010 (NIS)
- Lack of statewide coordinated leadership
- Data accuracy and accessibility
- Workflow strain and increased quality improvement and reporting burden on ambulatory practices

- **Opportunities**

- Universal Childhood Immunization Program (2012)
- Increased focus on health information systems integration, meaningful use, quality improvement, accountable care, patient-centered medical home
- Improved research/documentated best practices
- Public/Private interest and collaboration
- Improving Health Outcomes for Children (IHOC)/CHIPRA Grant

A poster featuring a smiling family (mother, father, and three children) sitting on grass. The text on the poster reads: "Good News for Maine Kids", "All Maine Kids Get Free Vaccines Starting January 1!", "Thanks to the new Maine Universal Childhood Immunization Program, all recommended vaccines are now free for Maine kids, up to age 18.", "• The vaccine is free, but you might have to pay a small fee to cover the cost of giving the shot.", "• Check with your insurance company to learn more.", "Vaccines help keep children and teens healthy and safe from dangerous diseases. Protect your children and teens by making sure they have all recommended vaccinations.", "For more information, talk to your child's doctor or nurse or call 1-800-867-4775 to reach the Maine Immunization Program.", At the bottom are logos for MMCPHO (Maine Medical Center and Hospital Organization), MaineHealth (www.mainehealth.org), and the Maine State Department of Health and Human Services.

Good News for Maine Kids

All Maine Kids Get Free Vaccines Starting January 1!

Thanks to the new Maine Universal Childhood Immunization Program, all recommended vaccines are now free for Maine kids, up to age 18.

- The vaccine is free, but you might have to pay a small fee to cover the cost of giving the shot.
- Check with your insurance company to learn more.

Vaccines help keep children and teens healthy and safe from dangerous diseases. Protect your children and teens by making sure they have all recommended vaccinations.

For more information, talk to your child's doctor or nurse or call 1-800-867-4775 to reach the Maine Immunization Program.

MMCPHO **MaineHealth**
www.mainehealth.org

MAINE STATE DEPARTMENT OF HEALTH AND HUMAN SERVICES
1001 State House Station Augusta, ME 04333

The Partners



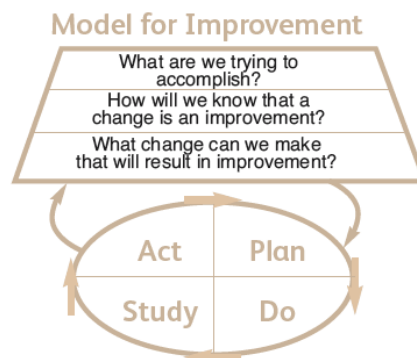
- IHOC/CHIPRA Grant – MaineCare
- Maine Quality Counts - First STEPS
- Maine Immunization Coalition
- Maine Vaccine Board
- Maine Immunization Program
- Maine Office of Information Technology
- ME Primary Care Association
- ME Chapter of the American Academy of Pediatrics
- ME Academy of Family Physicians
- Muskie School of Public Service, USM
- Maine Child Health Improvement Partnership
- Maine Health Management Coalition



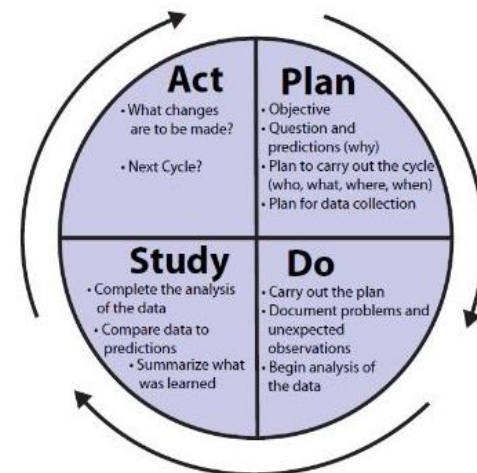
First STEPS



- 4 year child health and preventive screening quality improvement initiative
- Targeted high-volume practices serving children covered by Maine's Medicaid program
- Childhood immunizations was 1 of 4 phases
- Nine-month modified IHI-style collaborative (2011-2012)
- Monthly coaching calls, data collection, learning sessions
- 24 clinical teams – 2 inpatient, 22 outpatient
- Monthly PDSA Cycles:
 - Reminder/Recall
 - Tracking Refusals
 - Moved or Gone Elsewhere (MOGE)
 - Data Entry/Reconciliation
 - Missed opportunities (acute visits)
 - Standing orders
 - Patient education materials
 - Provider education
 - Immunization record review/Point of Care reminder for physician



The PDSA Cycle for Learning and Improving



Improving Immunization Rates Change Package

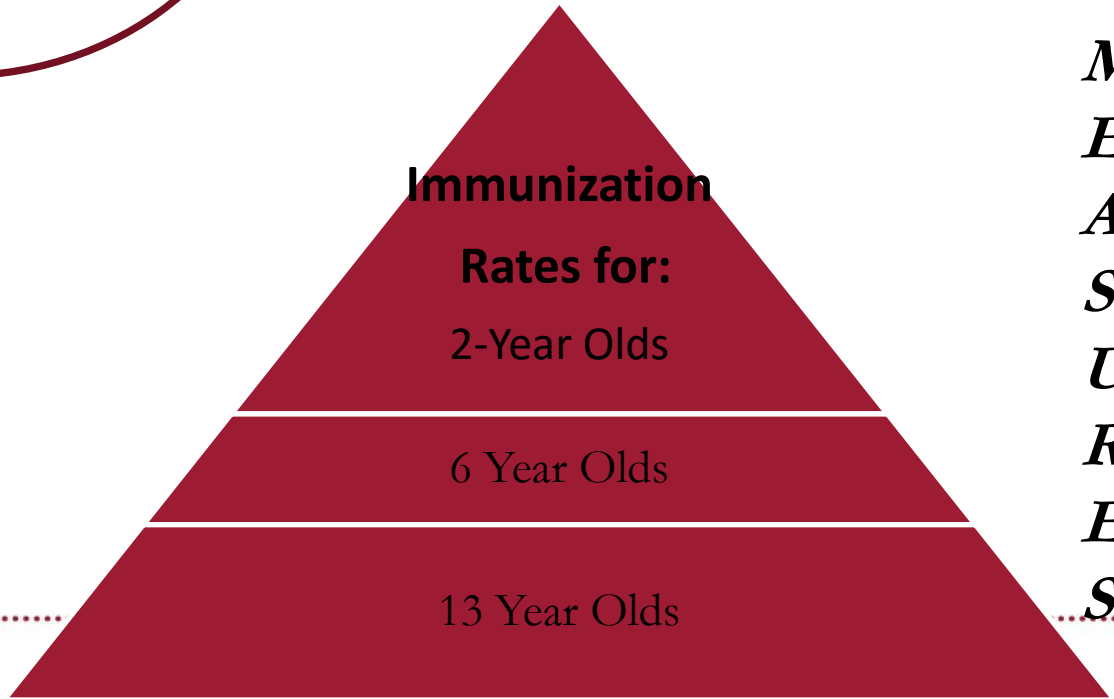
Aim:

To improve preventive services for Maine's children.

Aim/Outcome: Between September 2011 & September 2012, improve immunization rates (2010) by $\geq 4\%$ in practices that serve a high volume of MaineCare.

- ← Leaders as champions for change.
- ← Team based and evidence based system of care with informed, engaged and competent staff.
- ← Access to care.
- ← Immunization information and tracking systems (HIT) that support improving immunizations.
- ← Engage partners in improving immunization rates.

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First STEPS - Immunizations Goals and Evaluation Results



Within **12 months** of beginning of learning collaborative, achieve an average increase of

GOAL → **4 Percentage Points**

in overall immunization rates above baseline, across all First STEPS practices.

Sept 2012: **12 months** after beginning of learning collaborative, data showed an average increase of:

ACHIEVED → **5.1 Percentage Points**

in overall immunization rates above baseline, across all First STEPS practices

Dec 2012: **15 months** after beginning of learning collaborative, data showed an average increase of:

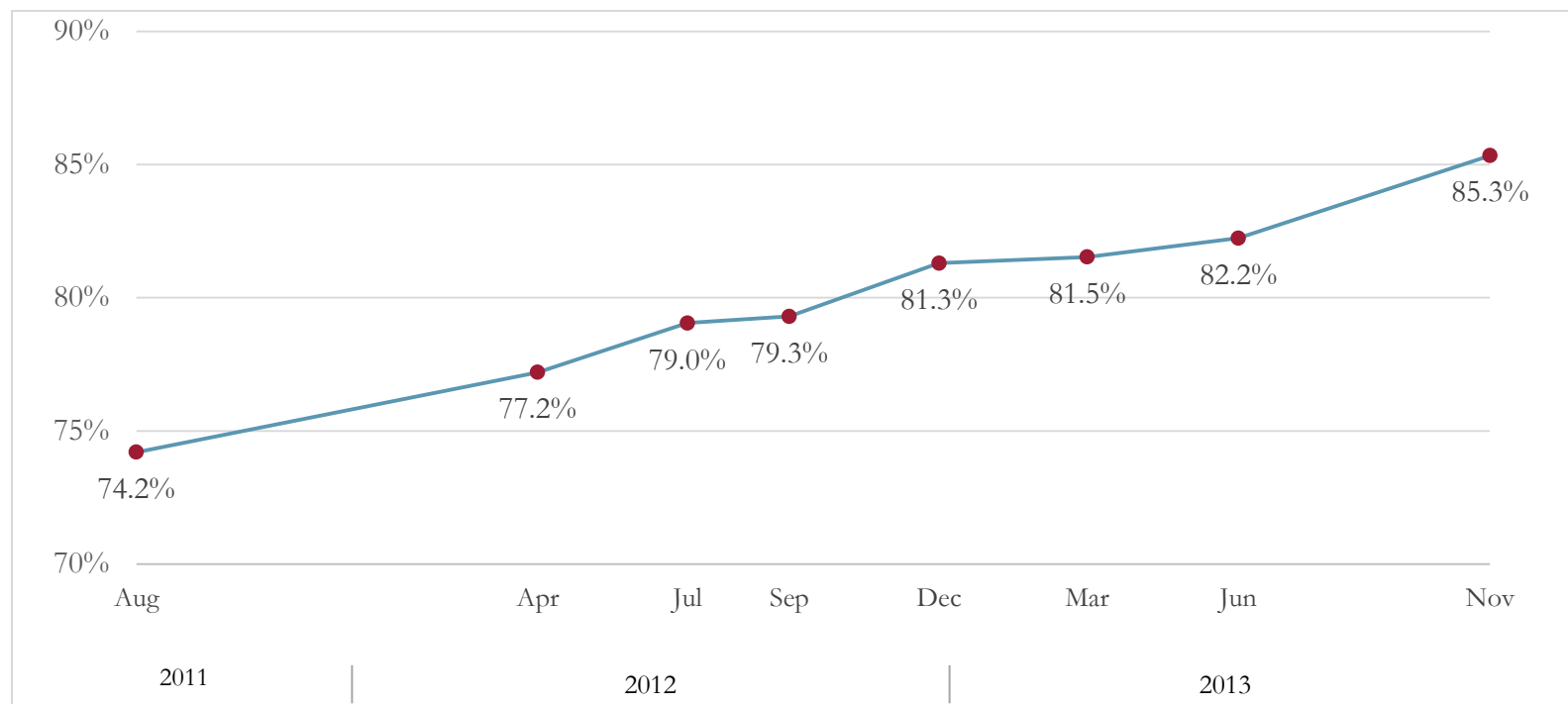
ACHIEVED → **7.1 Percentage Points**

in overall immunization rates above baseline, across all First STEPS practices

Source: *Improving Health Outcomes for Children (IHOC) First STEPS Phase I Initiative: Improving Immunizations for Children and Adolescents Final Evaluation Report*, Muskie School of Public Service, University of Southern Maine, March 2013.

UNIVERSITY OF SOUTHERN MAINE
Muskie School of Public Service

First STEPS – Immunization Rates Continued to Increase Two Years after Learning Session

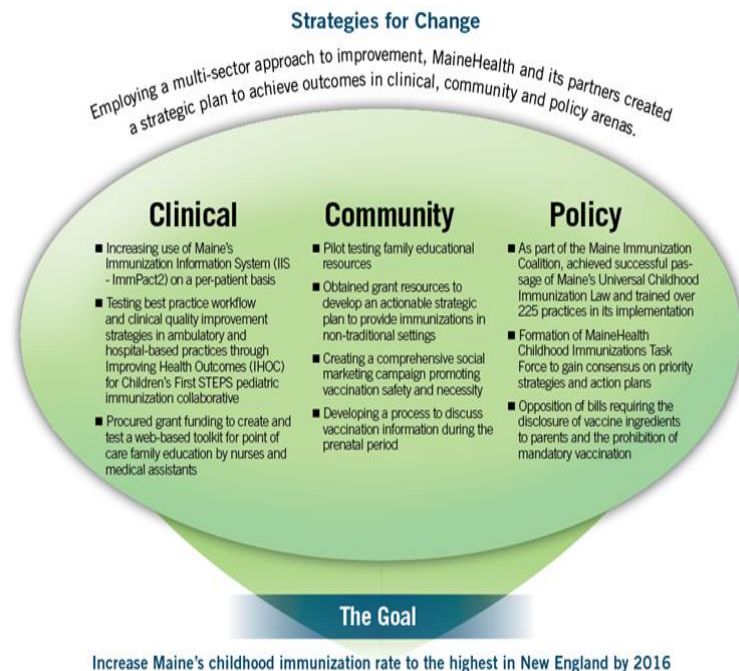


*Source: Improving Health Outcomes for Children (IHOC) Increased Immunization Rates for Maine's Children and Adolescents
Issue Brief, Muskie School of Public Service, November 2015, pending final approval*

Building the Program

- First STEPS was the catalyst for major change
- Formation of MaineHealth Childhood Immunizations Task Force
- Strategic plan created using multi-sector approach to improvement:
 - Clinical
 - Community
 - Policy

- Goal 1: Increase Maine's 7-series immunization rate of children 19-35 months:
 - from 67% (2010) to 82% or higher by 2016
 - to the highest in New England by 2016
- Goal 2: All MaineHealth member pediatric and family practices to achieve at least a rating of "good" on the Maine Health Management Coalition's Pathways to Excellence (PTE) childhood immunization metrics on an annual basis by 2016



Building on the Success: Clinical Improvement Plan

- Used First STEPS change package as the platform for creating the MaineHealth Clinical Improvement Plan (CIP)
- Formalizes childhood immunization work with 40 pediatric and family practices
- Establishes baseline data, common standards for measurement, assessment, reporting, and support
- Compares results across the health system to identify opportunities for improvement
- Aligns MaineHealth efforts with state and national quality program requirements
- Recognizes practices for their hard work and improvements
- Required buy-in from leadership, practices, and providers
 - In-person meetings and presentations
 - Written endorsements
 - MOUs
 - Access to practice-level immunization registry data

CIP: Implementation

- Run data reports from ImmPact immunization registry beginning in Nov '13
- Meetings with member-owned practices serving high volumes of children and reporting immunization rates below those that would qualify for PTE's Good Rating – complete First STEPS survey and ID areas of change
- Check-in meetings as requested by practices
- Reporting to MaineHealth Health Index, practices and leadership, public website
- Incentives and rewards distributed



CIP: Measures

- Maine Health Management Coalition's (MHMC) Pathways to Excellence (PTE) Childhood Immunization Metrics
- Reflect the core set of federal childhood immunizations metrics (CHIPRA); comprehensive and stringent
- 10-series Immunizations up-to-date at age 2 years (at least 4 DTaP; 3 IPV, 1 MMR; 3 HiB; 3 Hep B; 1 VZV; 4 PCV; 1 Hep A; 2 or 3 RV; and 2 Flu)
- 3-series Immunizations up-to-date at age 13 years (3 HPV, 1 MCV and 1 Tdap/Td)

****BELOW IS AN EXAMPLE ONLY****

FOR SUBMISSION, PLEASE USE THE EXCEL SHEET FOUND AT THE LINK DESCRIBED IN ITEM #1 ABOVE

Practice Name: _____ Date: _____
 Practice Address: _____ Phone: _____
 Person Completing: _____ Signature: _____
 Responsible Clinician: _____

PTE Child Immunization Metrics, Benchmarks, and Scoring (Updated April 2014)

Immunizations	CDC National Average Benchmark (3.5 points each for at or above)	75-90th Percentile Scoring (*Based on First STEPS practice performance) (3.5 points each for at or above)	Immunization Rate	Practice Points (3.5 points for CDC National Average and an additional 3.5 points for performance at or above 90 th percentile) (7 points possible for each measure)
2 YR Old-4 DTaP	≥84%	≥ 93%		
2 YR Old- 3 IPV	≥93%	> 94%		
2 YR Old- 1 MMR	≥91%	≥ 93%		
2 YR Old- 3 HiB (type B)	≥90%	≥ 93%		
2 YR Old -3 Hepatitis B	≥91%	≥ 93%		
2 YR Old- 1 Varivax	≥90%	≥ 93%		
2 YR Old- 4+ PCV	≥83%	> 93%		
2 YR Old- 3 Rotavirus (RV) (See #5 inclusion criteria). Please check here if using the 2-dose series ☐				
	≥59%	≥ 85%		
2 YR Old- 1 Hepatitis A	≥86%	≥ 93%		
2 YR Old- 2 Influenza (Seasonal Rate, Sept-April of preceding year)				
	≥42%	≥ 75%		
13 YR Old-1 dose of Tdap or Td >10 yrs of age	≥63%	≥ 85%		
13 Yr Old-1 dose MCV	≥63%	> 85%		
13 Yr Old- 3 doses of HPV for Girls (See #1 inclusion criteria)	≥23%	>30%		
13 Yr Old- 3 doses of HPV for Boys (See #1 inclusion criteria)	≥5%	≥10%		
Does your practice submit patient level data to ImmPact2?	Yes	9 Points		
Total Available Points = 107				

MHMC PTE Rating: Good > 45 Points; Better > 65 Points; Best > 90 Points*

*Best is only achievable for those reporting their full panel population regardless of the final score



January 2015 | 2

CIP: Reporting

- Use of ImmPact registry-based reporting
- MH staff has access to download practice-level reports from ImmPact for member-owned practices
- Compare to PTE scoring matrix; determine ranking (good, better, best)
- Results of the measures (immunizations up-to-date at age 2 and 13 years) to be reported in:
 - MH Health Index Report (annually)/Website (quarterly) – reported by member organization; aggregated data
 - SharePoint Site and Member Leadership emails (monthly) – data reported at practice-level; accessible within the system only
 - PTE Website – rankings; according to the posting schedule

SharePoint Site for Data Distribution

 MH Childhood Immunizations Clinical Improvement Plan Data > Home

I Like ItTags & Notes

MH Childhood Immunizations Clinical Improvement Plan Data

Search this site...

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images

Libraries

Site Pages

Resources

Waldo County Healthcare

Maine Medical Partners

Western Maine Health

Lincoln Medical Partners

Pen Bay Healthcare

Southern Maine Health Care

MH Member Org Monthly Transparency Data

Lists

Calendar

Tasks

Discussions

Team Discussion

Recycle Bin

All Site Content

Welcome to the MaineHealth Childhood Immunizations Data Site

To access your childhood immunizations data, click on your organization's folder on the left (under libraries). If you would like to see the transparency data, please select that folder. For questions on the scoring and other resources, check out the resources folder.

If you have any problems with this site, please let the MaineHealth Childhood Immunizations Team know via email (emenhennit@mmc.org) and we will fix them as quickly as possible.

Resources

☐ Type	Name	Modified	☐ Modified By
	How PTE Scoring Works	1/5/2015 2:13 PM	Kristen Stogsdill
	IHOC Immunization Reports FAQ Mar 2015	3/31/2015 7:46 AM	 Eiren Menhennitt
	ImmPact Intervention Reports	3/3/2015 7:58 AM	 Eiren Menhennitt
	July-2015-Pediatric-Immunization-Measure-Targets-and-Metrics-Specs-2015_07_03	7/17/2015 9:31 AM	 Eiren Menhennitt
	Maine Health Management Coalition PTE Scoring	1/5/2015 2:01 PM	Kristen Stogsdill
	MaineHealth Childhood Immunizations Program Clinical Sector Plan 7.27.15 update	9/16/2015 1:51 PM	 Eiren Menhennitt
	MH Childhood Immunizations CIP Snapshot	9/16/2015 2:21 PM	 Eiren Menhennitt
	MOGE MERF Instructions	4/30/2015 8:16 AM	 Eiren Menhennitt

 Add document

MaineHealth

Getting Started

 Share this site

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CIP: Supports and Resources

- First STEPS Change Package Toolkit (system index, checklist of improvement ideas, action planning and full change package as needed)
- Pediatric Practice Support Specialist – central role
- MaineHealth Childhood Immunizations Education and Training Program (clinical support staff)
- Centralized resources and programs – dependent on current evidence-base, needs of members, and practices' personalized action plans

A. First STEPS Immunization System Index¹

Practice Name: _____ Date: _____
Person(s) Completing: _____

Please circle your answer:

1. **Yes or No.** Have you identified a physician champion and an office manager or nurse champion to improve immunization rates?
2. **Yes or No.** Do you have a practice team that includes a physician champion, nurse, and office manager that meets at least once a month to review immunization data/quality metrics?
3. **Yes or No.** Have clinicians agreed upon, documented, and posted a standard immunization **schedule** for the practice?
4. **Yes or No.** Does the practice routinely use a reminder system for children who will be due for immunizations? Many practices/clinics call the patients who don't keep appointments (i.e., no shows). However, this approach misses children who never make an appointment in the first place and is not adequate.
5. **Yes or No.** Does the practice routinely use a recall system for children in need of immunizations?
6. **Yes or No.** Does your practice routinely record immunizations electronically in ImmPact2 at the time of patient visits?
7. **Yes or No.** Does your practice routinely update patient information in ImmPact2 using MOGE (Moved or Gone Elsewhere) rules?
8. **Yes or No.** Does someone from the practice routinely assess the immunizations needs of each child before *all* visits (including non-preventive care) and alert the responsible clinician about those needs?
9. **Yes or No.** Does the staff document reasons why a due vaccine cannot be administered?
10. **Yes or No.** Does your office schedule "shots only" visits?
11. **Yes or No.** Does your office offer immunizations during evening, weekend and drop-in appointments?
12. **Yes or No.** Have clinicians agreed upon, documented, and posted a common immunization **policy** for the practice?
13. **Yes or No.** Has your practice implemented standing orders for all routine vaccinations?
14. **Yes or No.** Has your staff received clinical training or refreshers on storage, handling and proper immunization techniques and how to talk with parents that are hesitant about vaccination?
15. **Yes or No.** Has your staff received training on using a standard documentation form like the "AAP immunization refusal to vaccinate form" to record refusals?

For Questions 1-15, Total Yes _____ Total No _____

¹ Systems Index adapted from a tool from the National Initiative for Children's Healthcare Quality (NICHQ).

Pediatric Practice Support Specialist

- Runs and disseminates practice data monthly
- Creates and posts transparent data reports by organization monthly
- Compiles and disseminates best practices
- Conducts site visits
- Assists practices to identify improvement opportunities
- Develops customized improvement plans
- Serves as centralized communication channel for questions and issues
- Interfaces with PTE and other quality improvement organizations statewide to discuss and advocate for system needs



Eiren Menhennitt, Pediatric Practice Support Specialist, MaineHealth Accountable Care Organization (MHACO): emenhennitt@mmc.org; 207-482-7068

CIP: Rewards and Incentives

- Plaques
- Recognition in MaineHealth Publications
- Announcement published in local newspapers
- Letters to organizations' senior leadership



MaineHealth Awards Practices for Achieving High Childhood Immunization Rates

MaineHealth would like to recognize practices that achieved a rating of "good," "better," or "best" on childhood immunizations, according to the MaineHealth Childhood Immunizations Program Clinical Improvement Plan (CIP) in 2015.

The CIP was created to achieve MaineHealth system-wide alignment of childhood immunization measures. The ratings for practices are in accordance with the Maine Health Management Coalition's Pathways to Excellence (PTE) Program metrics, which are based on state and national benchmarks.

The practices that earned this distinction demonstrated their commitment to keeping Maine's children healthy by immunizing them on time according to the Centers for Disease Control and Prevention's recommended immunization schedule. Congratulations to the following MaineHealth practices!

Maine Medical Partners Maine Medical Partners Westbrook Pediatrics Maine Medical Partners Westbrook Family Medicine Maine Medical Partners Lakes Region Primary Care Maine Medical Partners Penobscot Family Medicine Maine Medical Partners Portland Pediatrics Maine Medical Partners Portland Family Medicine Maine Medical Partners Portland & Internal Medicine Pediatrics Clinic Maine Medical Partners South Portland Pediatrics Maine Medical Partners Saco Pediatrics	Southern Maine Health Care Southern Maine Health Care Pediatrics - Sanford Southern Maine Health Care Pediatrics - Biddeford Southern Maine Health Care Pediatrics - Gorham Southern Maine Health Care Pediatrics - Saco Southern Maine Health Care Family Medicine - Sanford Southern Maine Health Care Family Medicine - Westbrook	Western Maine Health Western Maine Pediatrics Oxford Hills Family Practice Pen Bay Healthcare Pen Bay Family Medicine Pen Bay Pediatrics Waterville Family Medicine
Lincoln County Healthcare Lincoln Medical Partners Family Medicine - Damariscotta Lincoln Medical Partners Family Care Center Lincoln Medical Partners Pediatrics - Boothbay Harbor	Waldo County Healthcare Arthur Jewett Community Health Center Waldo County Medical Partners Family Practice Waldo County Medical Partners Family Medicine Donald S. Walker Health Center Skowhegan Health Center Skowhegan Regional Health Center	

To learn more about MaineHealth's efforts to improve childhood immunization rates in Maine, please visit our Facebook page: <https://www.facebook.com/vaxmainekids>.

MaineHealth
WWW.MAINEHEALTH.ORG

CIP: Lessons Learned



- Alignment of metrics across initiatives is critical – quality improvement fatigue is real for practices and providers; need to consider practice size in scaling metrics
- Need to set appropriate short and long-term targets based on recognized benchmarks and available data; plan for next steps if targets are reached early or not reached at all
- Make data transparent and regularly accessible – whether across organizations or statewide; competition drives improvement
- Need a robust immunization information system/registry that is utilized consistently statewide by all practices (at least by those you care about!)
- Reduce burden on practices: get metrics/practice reports from an HIT system and eliminate double data entry of vaccines into state registry/EMR (one point of data entry)
- Practices need ongoing training, support and coaching, especially with staff turnover (on both quality improvement methodology and teamwork as well as best clinical practices)

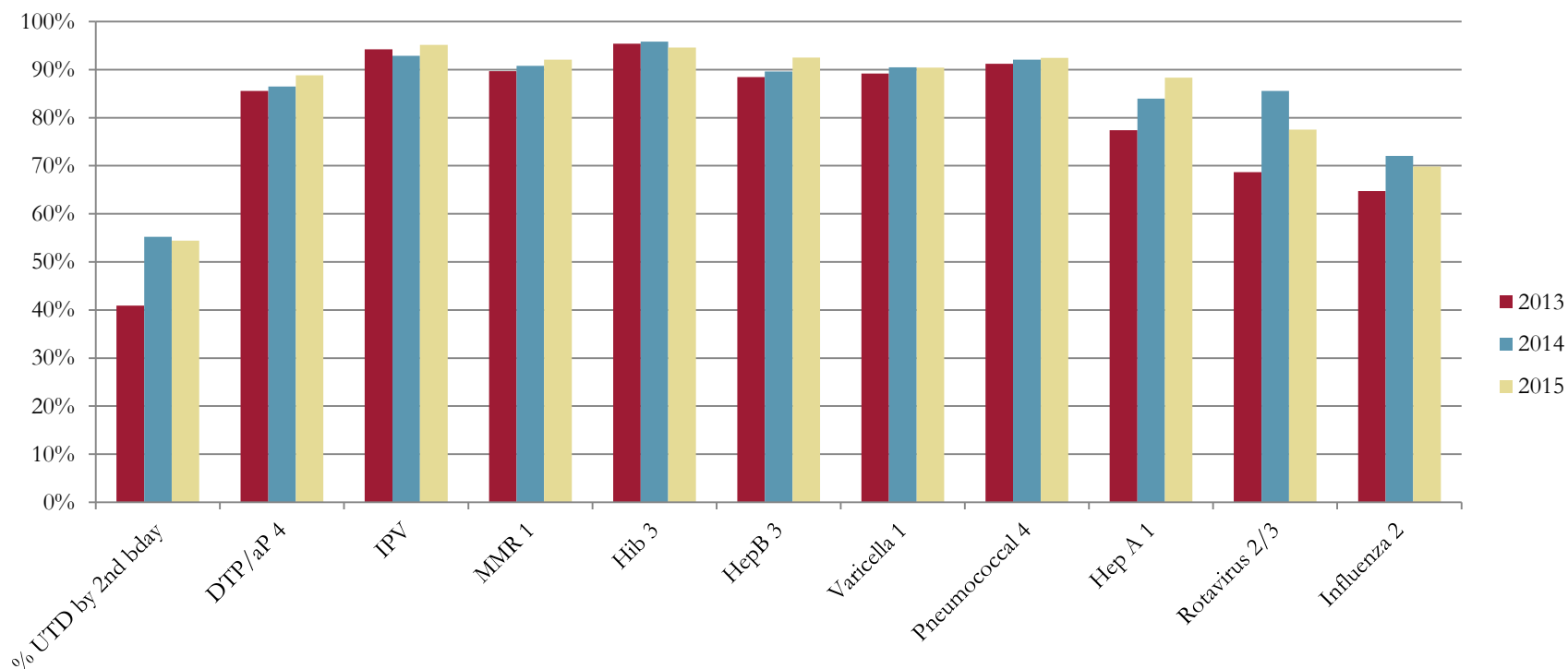
CIP: Lessons Learned #2

- Standard immunization schedule across practice(s) is important; standing orders can reduce missed opportunities
- System for sustainability and accountability after a quality improvement project ends is crucial to continued success – takes dedicated care and feeding; do not underestimate this resource need!
- One size does not fit all; though all practices are measured the same way, they implement various change processes differently; ability to personalize the plan according to practice's unique characteristics and population is key
- Ask which rewards are meaningful to practices (not always \$ or gifts)
- Methodology behind the CIP can be applied to other health systems' work on childhood immunizations; can also be extended to other clinical areas



CIP: Results – Toddlers

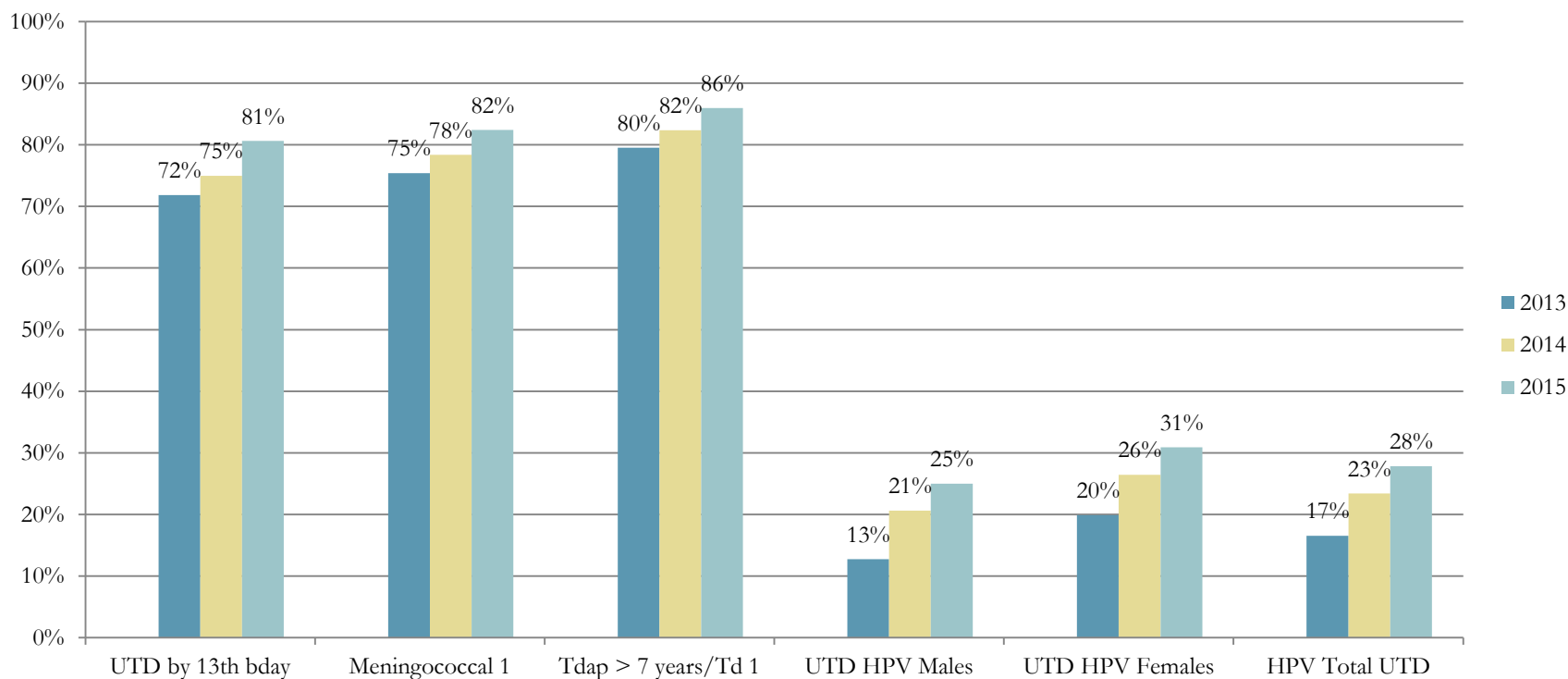
MaineHealth Pediatric and Family Practice Immunization Rates for Children Up-to-Date by Their 2nd Birthday, December 2013* - September 2014 - September 2015



*MaineHealth began running data for the MaineHealth Childhood Immunizations Clinical Improvement Plan in December 2013

CIP: Results – Teens

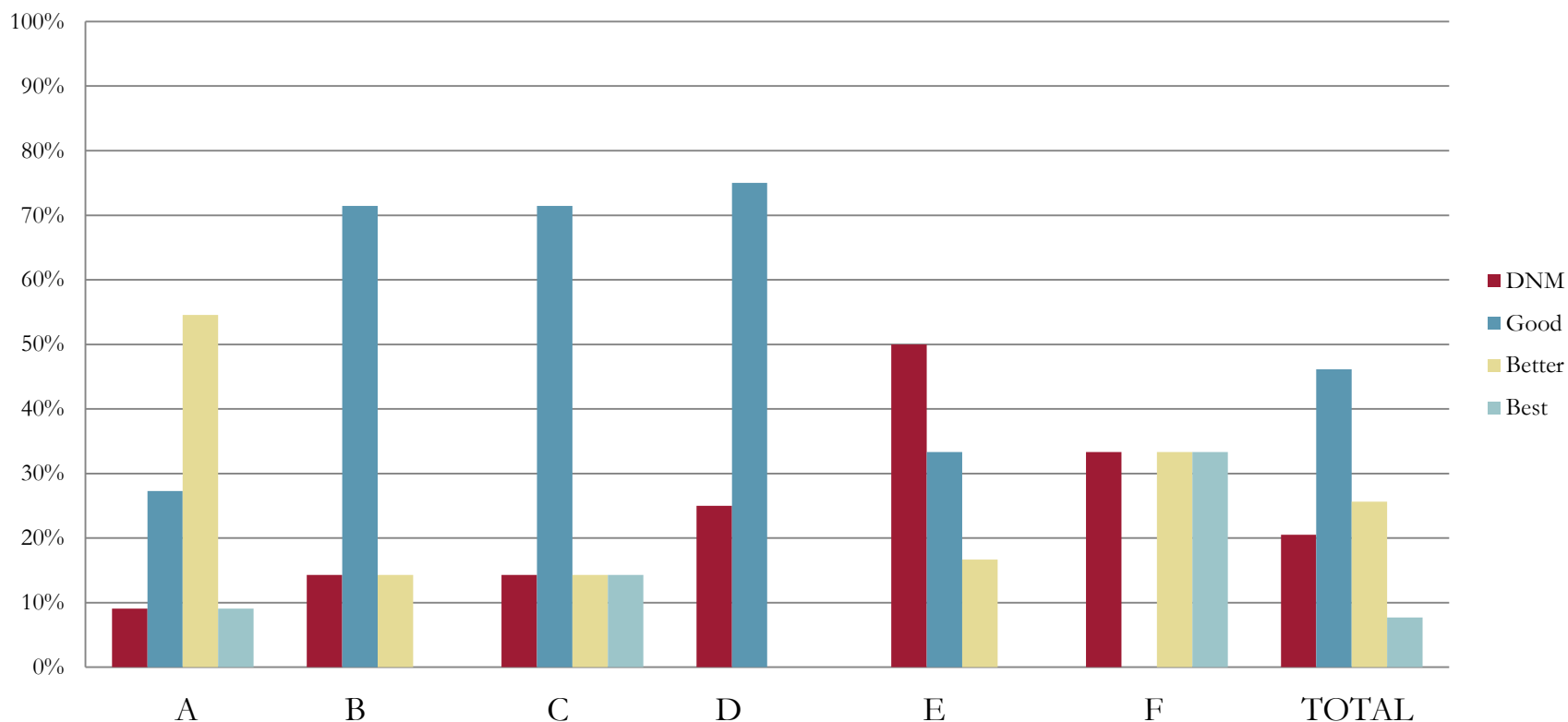
MaineHealth Pediatric and Family Practice Immunization Rates for Children Up-to-Date by Their 13th Birthday, December 2013* – September 2014- September 2015



*MaineHealth began running data for the MaineHealth Childhood Immunizations Clinical Improvement Plan in December 2013

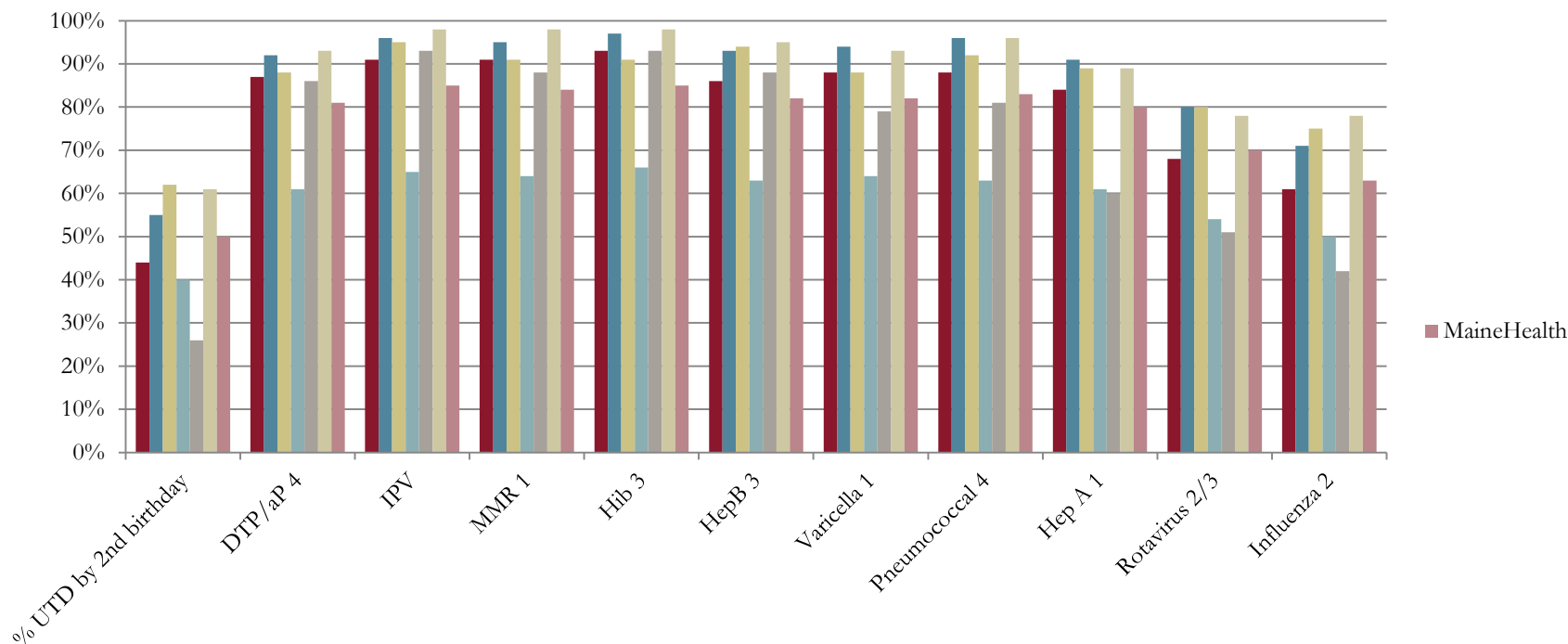
CIP Results: PTE Ranking

MaineHealth Pediatric and Family Practice Childhood Immunizations PTE Rank Status by Member Organization, September 2015



Where Are We Now: Toddlers?

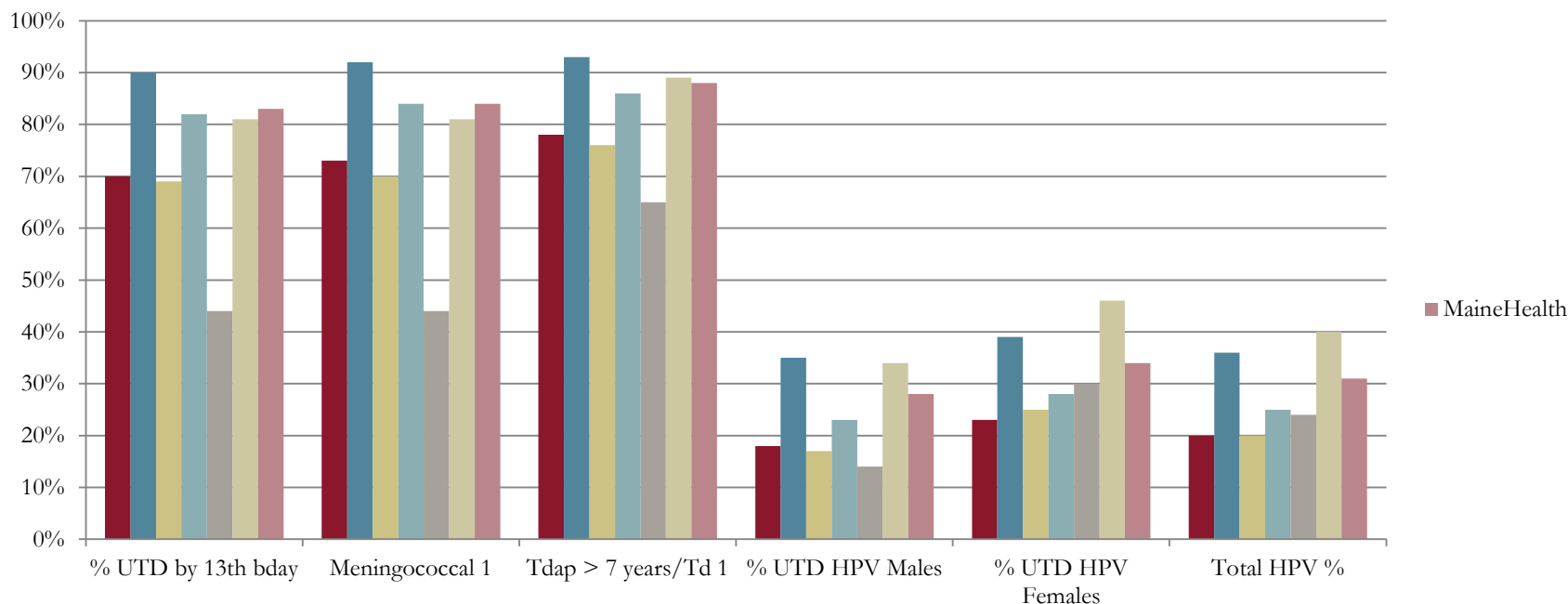
**MaineHealth Pediatric and Family Practice Immunization Rates
for Children Up-To-Date by Their 2nd Birthday
by Member Organization, April 2016
Total Patients: 3076**



SOURCE: IMPACT

Where Are We Now: Teens?

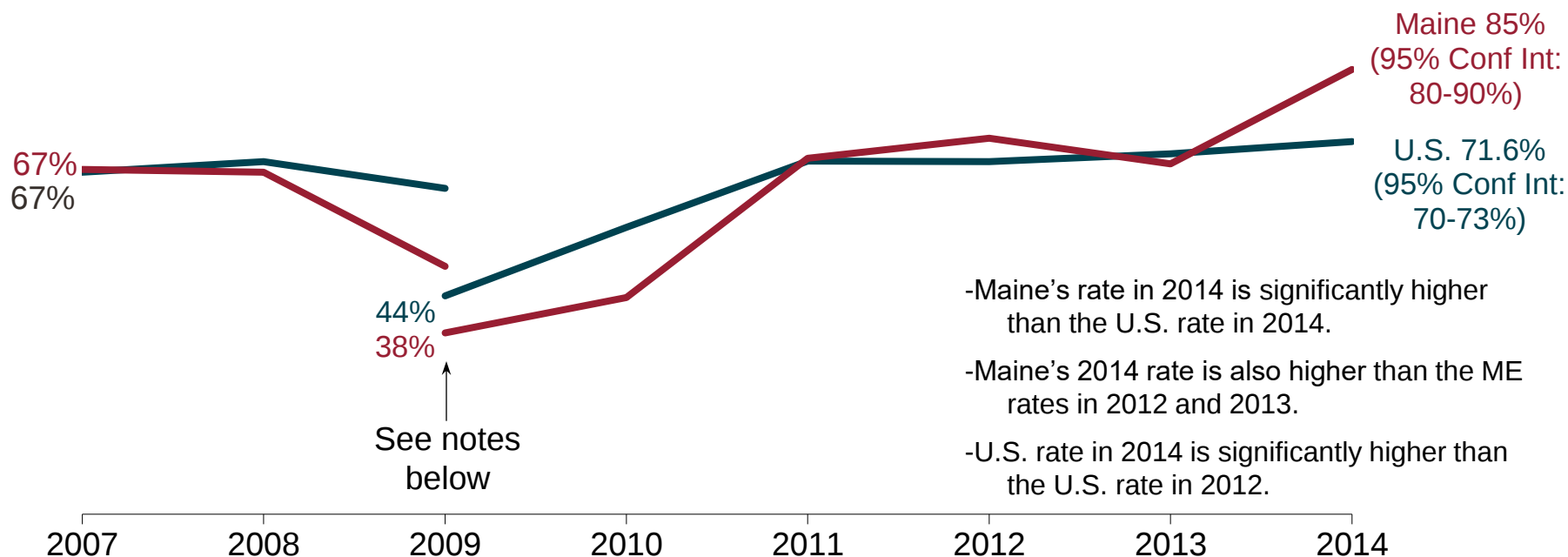
MaineHealth Pediatric and Family Practice Immunization Rates For Children Up-to-Date by Their 13th Birthday by Member Organization, April 2016 Total Patients: 2888 April 2016



SOURCE: IMPACT

How Maine Compares to the U.S.

Percent of 19- to 35-Month-Olds Up-to-Date for a Series of Seven Immunizations



In response to a national shortage of Haemophilus Influenza B vaccine in 2009, clinicians were encouraged to delay booster shots. These delays reduced Up-to-Date rates for the series graphed above.

In 2009, the National Immunization Survey began reporting a measure that more accurately estimated the true Up-to-Date rate in each state. These more accurate estimates (lines from 2009-2014) are not directly comparable to the older measure's rates in 2007-2009.

What Happens When You've Reached the Top?

Maine's Childhood Immunization Rate is among the Highest in the U.S!



Maine's estimated up-to-date¹ immunization coverage² of toddlers is 85%, which surpasses MaineHealth's 2016 target of $\geq 82\%$!

Congratulations to the following MaineHealth member and affiliate organizations, and their practices, providers, staff and patients, on achieving a childhood immunization rate that ranks Maine among the best in the country!



MaineHealth Members

- Maine Medical Center
- Maine Medical Partners
- Lincoln County Healthcare
- Western Maine Health
- Home Health Visiting Nurses
- Franklin Community Health Network
- Waldo County Healthcare
- Pen Bay Healthcare
- Southern Maine Health Care

MaineHealth Affiliates

- MMC Physician-Hospital Organization
- MaineGeneral Health
- Mid Coast Health Services
- St. Mary's Health System

Keep up the good work:
Protect our children and our communities by
immunizing on time, every time!

VAXMaine Kids **MaineHealth**

Visit VaxMaineKids.org or find us on Facebook to learn more.

^{1,2} Vaccines: DTap, IPV, MMR, Hib, HepB, Var, PCV
² National Immunization Survey, 2014

Where Do We Go From Here?

- Update Clinical Improvement Plan
 - New targets, aligned with MH Health Index
 - Add adolescent focus
 - Reinvigorate leadership endorsements
- Assess impact of dissolution of MaineHealth's relationship with the Maine Health Management Coalition
- Dedicate resources and activities to increasing adolescent immunization rates
- Revamp MaineHealth's Childhood Immunization Education and Training Program
- Bright Spots Survey – how best to use this moving forward?
- Manage expectations around growth of current childhood immunization rates for MaineHealth practices and state; do not rest on laurels...maintenance is key!

Thank You!

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