Role of the IIS Leader

Leading the Way to Success

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Learning Objectives

- Understand the key responsibilities of an IIS leader and manager

- Identify staff roles needed to successfully operate an IIS

- Learn about IIS community resources to assess staffing and fill gaps

What does leadership mean to you?

Introduction to the IIS Core Competency Model

Defines 11 competencies that are integral to the IIS team

Includes knowledge, skills and abilities for each competency

Provides links to associated reference materials

Leadership and Management

*The application of **strategic thinking** and **operational skills** to fully leverage the IIS in support of immunization and other public health goals.*

2021 IIS Core Competency Model

Key Responsibilities of the IIS Leader and Manager

Create a Vision and Strategy

Build a Strong Team

Engage and Motivate People

Promote Data Quality and Use

Create a Vision and Strategy

IIS Vision

The IIS includes a complete and accurate immunization record for every individual in the jurisdiction

IIS information is used to increase immunization rates and prevent and control vaccine-preventable diseases

Collaborate to Create the Strategy

Engage your immunization program manager, IIS team, and technology partners to create the strategy to achieve the vision

- Advocate for the financial, human, and technical resources needed to advance the IIS

Participate in your IIS technology partner consortium (if applicable) and engage your jurisdiction IT

Join CDC and AIRA activities to stay abreast of new developments, challenges and solutions

Build a Strong Team

Assess Staffing

What are the staff roles needed to successfully operate the IIS? Do you have the necessary roles covered?

Identify and fill gaps through training and coaching current staff or bringing on new staff

Key Resources:

- IIS Core Competency Model - defines 11 core competencies for the IIS team
- Sample IIS Staffing Model - helps visualize coverage for key IIS staffing roles and gaps
- IIS Workforce Classifications/Role Descriptions - guides identification of staffing needs and recruitment
- Staff Allocation Matrix - helps assess current and planned staff allocation and capacity
- IIS Staff Roles Matrix - helps identify staffing responsibilities for key IIS roles

Ensure Key Roles are Covered on Your IIS Team

Data Quality Analyst
- Assesses and improves the quality of incoming data and data at rest

Interoperability Analyst
- Onboards providers and partners for reporting and/or query based on standards

Epidemiologist/Data Analyst
- Analyzes data to inform program activities to increase immunization rates; ensures reporting requirements for CDC and jurisdiction are met

Outreach and Training Coordinator
- Conducts outreach to increase provider participation; supports and trains users

Be a Role Model for Your Team

Set high standards for a high-performing team and IIS

Pursue your own growth and development

- **Encourage staff to do the same**
- Participate in learning opportunities locally and nationally
  - Keep yourself and staff engaged and motivated
  - Join AIRA committees/workgroups and give presentations at CDC and AIRA national meetings - you and your staff
  - Connect with your national community

Delegate

Achieving success through others is what effective management is all about

- Document standard operating procedures (SOPs) for staff to support execution of important tasks and improve training
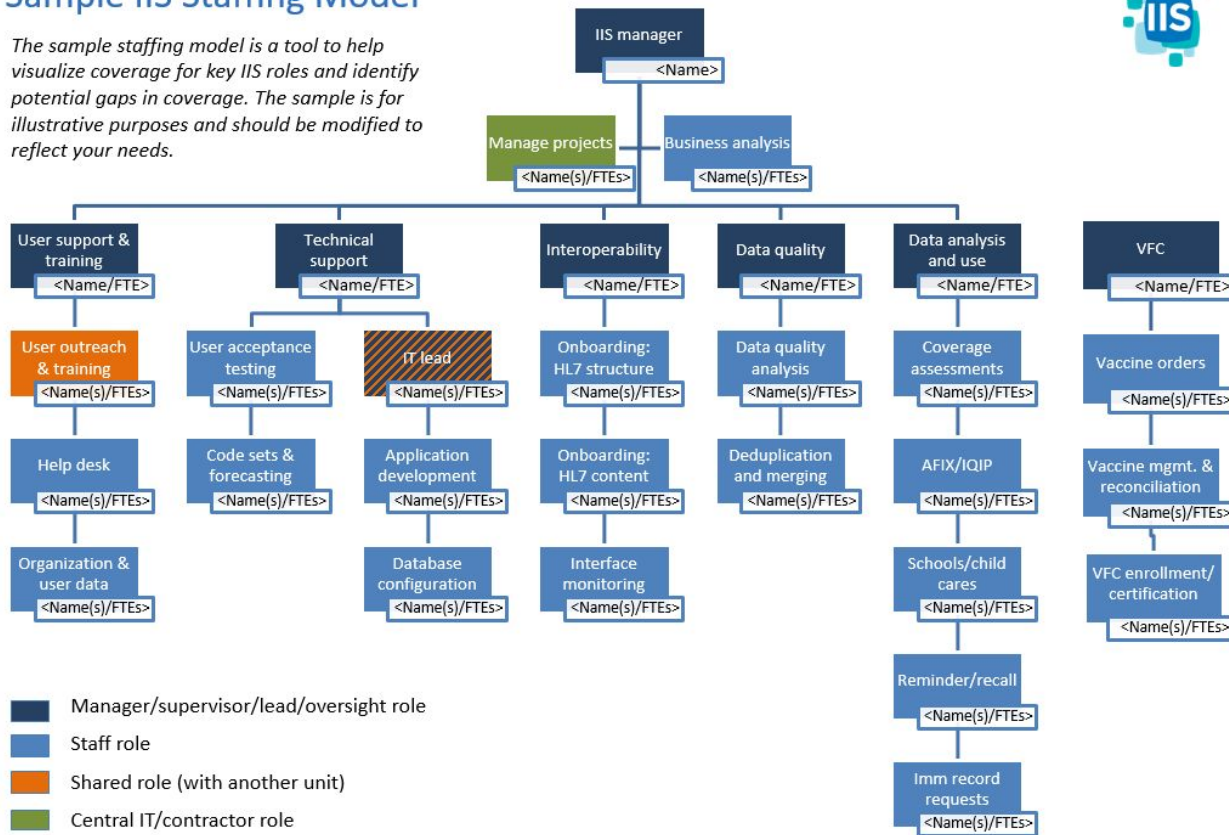
Avoid micromanaging

- Challenge and empower staff to perform their roles and solve problems

Sample IIS Staffing Model

The sample staffing model is a tool to help visualize coverage for key IIS roles and identify potential gaps in coverage. The sample is for illustrative purposes and should be modified to reflect your needs.

This resource was developed as part of the Immunization Information System (IIS) Migration Toolkit by PHII in partnership with AIRA and CDC and with financial support from CDC. Last updated May 21, 2019. Questions, comments and suggestions are welcomed at **phii.org/iiscontact**.

Activity Instructions

1) Read the IIS Staffing Model at your desk and think about how your current IIS team compares to the model - 5 minutes

2) Go to the IIS Staffing Model posted on the back wall and attach dots indicating which roles are **covered (green)**, **partially covered (yellow)**, and **not covered (red)** among your current IIS team - 5 minutes

3) Return to your table to participate in a group discussion about your findings and how to fill staffing gaps - 5 minutes

Engage and Motivate People

Create and Maintain **Internal** Relationships

Build a strong relationship with your immunization program manager
- Manage up - keep manager informed
- Advocate for resources - jointly develop and manage the IIS budget
- Align IIS activities with the program's strategic vision; meet CDC and jurisdiction requirements

Ensure each staff member is engaged and understands their role
- Goal: the right person, in the right role, doing the right things, the right way

Collaborate with jurisdiction IT, legal counsel
- Understand and facilitate compliance with laws, policies for authorized IIS access and use

Work the system
- Know your health department and how to get things done (e.g., hiring, purchases, contracts)

Create and Maintain **External** Relationships

Build a strong relationship with your
- Immunization providers
- IIS technology partners
- CDC
- Other key external partners

Collaborate with your CDC IIS SME to help you meet CDC Cooperative Agreement (CoAg) requirements

Communicate early and often

Promote Data Quality and Use

Work to Achieve High Quality Data in the IIS

What is high quality IIS data? See *Key Resources* below

To achieve it, continuously collaborate with providers to establish and maintain high quality data submissions

- **High quality data in, high quality data out**

Key Resources:

- CDC IIS Data Quality Blueprint - guide to address and advance IIS data quality characteristics
- CDC IIS Dashboard - identifies jurisdiction-specific strengths and challenges
- AIRA AART- an application developed to visualize and compile results and information on community-driven measures and tests related to IIS Functional Standards

CDC IIS Data Quality Blueprint

Defines data quality, activities to achieve it, and endpoint data use

Continuously Collaborate with Providers

Focus on what's in it for them

- Demonstrate IIS value

Leverage publicly-funded vaccine programs (VFC, 317, adult) to incentivize complete reporting of all immunizations administered

- Consider requiring IIS reporting of publicly-funded vaccine doses through VFC provider agreements and/or linking vaccine ordering to reporting

Ease Provider IIS Access and Reporting

Support standards-based, bidirectional data exchange between your IIS and provider EHRs, pharmacy systems

Enables providers to remain in their workflow when reporting immunizations and receiving immunization data and forecasting

Enable Useful IIS Functionality

Streamline major tasks of program, providers, schools, public, CDC, others

- Assess immunization coverage
- Identify vulnerable populations and pockets of need
- Respond to outbreaks
- Enable ordering, management and accountability for VFC, 317-funded vaccines
- Facilitate compliance with immunization requirements in schools, childcare
- Offer consumer access to certificates/other forms of proof of vaccination

Key Resources:

- CDC Functional Standards and Operational Statements - describes the operations, data quality, and technology needed by IISs to support immunization programs and partners
- Immunization Program Operations Manual (IPOM) - provides VFC/317 immunization programs with the requirements to meet objectives (on CDC Sharepoint site)

Ensure Authorized Use of IIS Data

It is why your IIS exists – data is its core value

Using the data is critical to improving its quality
- Data users will help you find problems

Enable HL7 query/response, support public dashboards with effective data visualization, and implement other data sharing methods to increase access

Necessary for Success

A skilled and knowledgeable IIS team

An IIS system with *high quality data* and *functionality*

Discussion Question

- Where are you strongest as an IIS leader?
- Where are you interested in growth?

Create a Vision and Strategy

Build a Strong Team

Engage and Motivate People

Promote Data Quality and Use

Questions/Comments/Discussion?

IIS Leader Resources

- [IIS Core Competency Model](#) - defines 11 core competencies for the IIS team

- [Sample IIS Staffing Model](#) - helps visualize coverage for key IIS staff roles and gaps

- [IIS Workforce Classifications](#) - guides identification of staffing needs and recruitment

- [Staff Allocation Matrix](#) - helps assess current and planned staff allocations and capacity

- [IIS Staff Roles Matrix](#) - helps identify staffing responsibilities for key IIS roles

- [CDC IIS Data Quality Blueprint](#) - guide to address and advance IIS data quality characteristics

- [CDC IIS Dashboard](#) - identifies jurisdiction-specific data quality strengths and challenges

- [AIRA Aggregate Analysis Reporting Tool (AART)](#) - an application developed to visualize and compile results and information on community-driven measures and tests related to IIS Functional Standards

- [CDC Functional Standards and Operational Statements](#) - describes the operations, data quality, and technology needed by IISs to support immunization programs and partners

- **Immunization Program Operations Manual (IPOM)** - provides VFC/317 immunization programs with the requirements to meet objectives (on CDC Sharepoint site)