



Success Framework for Adult Immunization Partner Networks

Action Plan

Immunization Services Division

Introduction

This document contains an **action plan worksheet and summary worksheet** that awardees can choose to complete when using the **Success Framework for Adult Immunization Partner Networks**. These optional materials can help awardees review each key question, identify areas for improvement, and track progress on recommended actions.

Success Framework For Adult Immunization Partner Networks

The Success Framework for Adult Immunization Partner Networks (success framework) supports awardees in reflecting on adult immunization partner networks' **current strengths and areas for growth or improvement**.

Organized around the four phases of the partnership management lifecycle, the framework guides awardees through a series of **key questions** and **recommended actions** to strengthen and sustain partner networks.

Success Framework for Adult Immunization Partner Networks

The framework guides users through a series of key questions that are aligned to the four phases of the partnership management lifecycle.

Instructions: Read the questions in order within each phase, starting with "A. Define Goals and Priorities" and then moving clockwise to the next phase. For any question that the answer is "no" or "yes but could use improvement," reflect with your partners on why that is, and then move to the "Recommended Actions by Phases" section to review the corresponding recommended actions.

Start here

A. DEFINE GOALS AND PRIORITIES

B. EXPAND ORGANIZATIONAL CAPACITY

C. ADVANCE ACTIVITY IMPLEMENTATION

D. EVALUATE AND LEARN

PARTNERSHIP MANAGEMENT LIFECYCLE

A1. Do you have a defined vision to guide your partner network's goals, objectives, and activities?

A2. Do you obtain input from an advisory group to inform partner network goals, objectives, and activities?

A3. Do you use data to guide partner network goals, objectives, and activities?

A4. Do you collaborate with the partner network to refine goals, objectives, performance indicators, and activities?

For recommended actions, see [Slide 12](#).

B1. Do you have the necessary types of staff to manage the partner network to achieve identified goals?

B2. Do you have the right partners in your network to implement activities and achieve the defined goal?

B3. Do you have secured funding and other resources to support the partner network in carrying out identified activities, as needed?

For recommended actions, see [Slide 13](#).

C1. Do you have a defined approach to managing and coordinating partners' activities?

C2. Do you facilitate communication to advance partner network goals and activities?

C3. Do you provide resources and training to equip partners with the skills and information needed to carry out identified activities?

For recommended actions, see [Slide 14](#).

D1. Do you collect and analyze data to support partners' progress toward shared adult immunization and health equity goals?

D2. Do you use available data to enhance goals and activities and/or to update the structure of the partner network?

For recommended actions, see [Slide 15](#).

Instructions

Awardees can fill out these optional materials in coordination with partners to determine current progress, explore actions to address gaps or areas for improvement, and reflect on steps you will take to begin addressing gaps within your partner network.

1

Action Plan Worksheet

Review the recommended actions for each question and consider:

- How can your jurisdiction **achieve these steps**?
- What has your jurisdiction done **to make progress** on these steps?

Go to [page 4](#) for the Action Plan Worksheet.

2

Next Steps Summary

After reviewing the recommended actions, **complete the summary sheet** to document:

- **Gap(s)** your jurisdiction has selected to address
- **Specific next steps** you and/or partners will take to address the gap

Go to [page 17](#) for the Summary sheet.

Success Framework Action Plan

Use the following slides to track implementation of recommended actions for at least one gap you have chosen to address



A. Define Goals and Priorities

Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 3, move to the next question.

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p><i>A1. Do you have a defined vision to guide your partner network's goals, objectives, performance indicators, and activities?</i></p>	<p>Define Vision</p> <ul style="list-style-type: none"> Determine whether your immunization program has an existing vision that can guide the partner network. Convene partners or community health/health equity experts to co-create or update the vision, as needed. 	<p>Promote Collective Understanding of Vision</p> <ul style="list-style-type: none"> Make the vision publicly available and share the vision with partners to gain buy-in. 	<p>Adapt Vision</p> <ul style="list-style-type: none"> Routinely assess and update the vision as the partner network and the adult immunization landscape evolves.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



A. Define Goals and Priorities

Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 3, move to the next question.

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
A2. Do you obtain input from an advisory group to inform partner network goals, objectives, performance indicators and activities?	<p>Consult Advisory Group</p> <ul style="list-style-type: none"> • Form and/or participate in an existing advisory group. • Consult with the advisory group (either formal or informal) on developing a partner network strategy, including goals, objectives, and activities. 	<p>Coordinate with Advisory Group</p> <ul style="list-style-type: none"> • Coordinate the expanded reach of the advisory group to facilitate diverse representation from the community, public health experts, and new and nontraditional partner organizations. • Review partner network progress on goals, objectives, performance indicators, and activities as a routine part of advisory group meetings. 	<p>Sustain Advisory Group Collaboration</p> <ul style="list-style-type: none"> • Routinely review membership and engage new internal and external representation. • Collaborate with the advisory group to adapt goals, objectives, performance indicators, and activities based on partner network progress and emerging evidence.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



A. Define Goals and Priorities

Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 3, move to the next question.

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p>A3. Do you use data to guide partner network goals, objectives, performance indicators, and activities?</p>	<p>Gain Understanding</p> <ul style="list-style-type: none"> Review available surveillance and other population-level data to guide goal, objective, performance indicator, and activity development Identify the decisions and actions partners can make with available data and types of data each partner can contribute. 	<p>Refine Understanding</p> <ul style="list-style-type: none"> Fill gaps in data needed to further target objectives and activities for making progress toward goals by 1) identifying regional, local, or other demographic data, 2) conducting a Rapid Community Assessment, and/or 3) consulting evidence base of interventions. 	<p>Develop and/or Expand Evidence Base</p> <ul style="list-style-type: none"> Collaborate with partners to more broadly study interventions for improving adult vaccination coverage and health equity to develop and/or expand the existing evidence base.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



A. Define Goals and Priorities

Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 3, move to the next question.

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p>A4. Do you collaborate with the partner network to refine goals, objectives, performance indicators, and activities?</p>	<p>Promote Awareness Across Partners</p> <ul style="list-style-type: none"> • Share identified goals, objectives, performance indicators, and activities with partner network to promote transparency. 	<p>Gather Partner Input</p> <ul style="list-style-type: none"> • Obtain input from the partner network on barriers to vaccine uptake and health equity. • Use insights to refine goals, objectives, performance indicators, and activities and share them with partners. 	<p>Collaborate with Partners</p> <ul style="list-style-type: none"> • Establish opportunities for partners in your network to contribute to the ongoing review and refinement of goals, objectives, performance indicators, and activities to promote engagement.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



B. Expand Organizational Capacity

Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 3, move to the next question.

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p><i>B1. Do you have the necessary types of staff to manage the partner network to achieve identified goals?</i></p>	<p>Determine Staffing Needs</p> <ul style="list-style-type: none"> Determine the types and number of staff needed to manage and sustain partner network. Assign roles and responsibilities in partner management to program staff (e.g., adult immunization coordinator, health equity officer) based on identified needs. 	<p>Enhance Staffing Support</p> <ul style="list-style-type: none"> Conduct internal program assessment to determine gaps in capacity (e.g., skills and competencies). Enhance inter-departmental coordination to leverage additional existing staff to expand capacity. Evaluate for partnership management skills and competencies when recruiting and hiring new staff. 	<p>Cultivate Staff Capabilities</p> <ul style="list-style-type: none"> Provide ongoing education and training to staff to enhance their ability to manage the partner network and adapt activities over time.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



B. Expand Organizational Capacity

Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 3, move to the next question.

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p><i>B2. Do you have the right partners in your network to implement activities and achieve the defined goal?</i></p>	<p>Map the Partner Landscape</p> <ul style="list-style-type: none"> Determine criteria for partnership representation (e.g., geographic mix, social determinants of health, demographic, DAAP groups, etc.). Review partners currently engaged in adult immunization efforts, including their roles, populations served, capabilities, and capacity to carry out activities. Map partners to goals and activities defined in Phase A and identified gaps. 	<p>Address Gaps in Partner Network</p> <ul style="list-style-type: none"> Identify and engage partners to fill gaps in the partner network, including those that receive funding through sources beyond your jurisdiction. Consult CDC's Partnering for Vaccine Equity Partner Map for other funded partners in your jurisdiction, as well as other resources below. 	<p>Expand Partner Network</p> <ul style="list-style-type: none"> Routinely assess partner network and engage new and nontraditional partners that can aid in increasing equitable outcomes as goals, objectives, and activities evolve.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



B. Expand Organizational Capacity

Recommended Approach: Consider all bullet points for each level before moving to the next level. After reflecting on Level 3, move to the next question.

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p><i>B3. Do you have secured funding and other resources to support the partner network in carrying out identified activities, as needed?</i></p>	<p>Understand Funding Landscape</p> <ul style="list-style-type: none"> Assess 1) what existing activities could accomplish identified goals and 2) what new activities your jurisdiction could integrate into programming with existing funding. Consider other programs (e.g., MCH, Aging, Chronic) and funding (e.g., CDC, HRSA, HHS). Identify funding and/or other resources (e.g., staff time) available to partners to fill gaps needed to carry out identified activities. 	<p>Coordinate Partner Funding and Resources</p> <ul style="list-style-type: none"> Develop a plan for leveraging funding and/or other resources across the partner network to support shared goals, objectives, and activities. 	<p>Assess and Sustain Funding and Resources</p> <ul style="list-style-type: none"> Determine additional funding opportunities from federal, state, and nongovernmental sources that you can use to sustain partnership activities including industry sources (pharmaceutical, insurance, health systems). Develop measures for assessing outcomes and impact of coordinated funding and resources, as needed.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p><i>C1. Do you have a defined approach to managing and coordinating partners' activities?</i></p>	<p>Define Responsibilities and Processes</p> <ul style="list-style-type: none"> • Document roles, responsibilities, and key activities for partners in the partner network, building on B2 Recommended Actions. • Establish legal agreements with formal partners (e.g., MOUs, contracts). • Define information you need to collect to manage and coordinate partners and processes for collecting the information (e.g., partner contacts, financials, and activities). 	<p>Oversee Implementation</p> <ul style="list-style-type: none"> • Assist partners in developing workplans and logic models to support activity implementation (see Resources & Tips). • Review partners' progress on a regular basis, as determined in agreements, to 1) ensure they are meeting contractual expectations and 2) identify successes and challenges in activity implementation. 	<p>Advance Implementation</p> <ul style="list-style-type: none"> • Update agreements or adjusted workplans, as needs evolve or new evidence emerges, to advance progress toward shared goals. • Use information collected to create connections across partners to coordinate activities and prevent duplication.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p>C2. Do you facilitate communication to advance partner network goals and activities?</p>	<p>Share Information</p> <ul style="list-style-type: none"> Identify existing or new communication channels that your jurisdiction may leverage, including those managed by your partners. Develop a plan for regularly sharing information and updates to guide and support partner network activities. 	<p>Create Communication Loops</p> <ul style="list-style-type: none"> Establish processes for facilitating communication across partners to coordinate activities. Establish processes for partners to share feedback with your jurisdiction to support improvements in partner network management and operations. 	<p>Influence Action</p> <ul style="list-style-type: none"> Share information about partners’ progress and achievements with jurisdiction leadership to facilitate buy-in and engagement in sustaining partner network efforts.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p>C3. Do you provide resources and training to equip partners with the skills and information needed to carry out identified activities?</p>	<p>Determine Partner Competencies</p> <ul style="list-style-type: none"> Determine what core skills and competencies are necessary for partners to achieve shared goals and activities (e.g., health equity, cultural competency). Identify training and resource needs through review of partner progress reports, observations, and other monitoring efforts. Identify and distributed resources and/or trainings to build the identified skills/competencies across partners. 	<p>Strengthen Partner Knowledge and Skills</p> <ul style="list-style-type: none"> Conduct a learning needs assessment (e.g., surveys, focus groups) to determine partner strengths, knowledge gaps and learning preferences. Identify and/or developed new resources and trainings to fill partners’ knowledge gaps. 	<p>Support a Learning Community</p> <ul style="list-style-type: none"> Create a resource repository to catalog and share resources developed by your jurisdiction and partners. Facilitate peer-to-peer learning through webinars, affinity groups, or peer mentoring. Share best practices and lessons with other jurisdictions and/or national-level entities to expand the evidence base and new partnership opportunities.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p><i>D1. Do you collect and analyze data to support partners' progress toward shared adult vaccination coverage and health equity goals?</i></p>	<p>Assess Partner Network Progress</p> <ul style="list-style-type: none"> • Develop an analysis plan to collect and assess process, outcome, and/or impact measures to monitor the partner network's collective progress toward shared goals. • Determine what existing tools and systems your jurisdiction has in place to collect and analyze data for the identified measures for all population subgroups. • Implement the analysis plan to routinely assess the partner network's collective progress toward shared goals. 	<p>Assess Individual Partner Impact</p> <ul style="list-style-type: none"> • Develop an analysis plan to collect and assess information (e.g., process, outcome, and or/impact data, observations, interviews, etc.) to evaluate individual partners' activities and progress toward goals. • Determine what existing tools and systems your jurisdiction has in place to collect and analyze individual partner data. • Implement the analysis plan to routinely assess individual partners' progress toward shared goals. 	<p>Adapt Data Collection and Analyses</p> <ul style="list-style-type: none"> • Modify analysis plans as partner network goals and activities evolve. • Enhance data collection and analysis systems/tools to meet evolving data collection needs, including translation services and varied data collection methods. • Expand data collection to more accurately capture demographics of population and proportionally gather data from subgroups within population.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?



Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
<p>D2. Do you use available data to enhance goals and activities and/or to update the structure of the partner network?</p>	<p>Reflect on Partner Network Progress</p> <ul style="list-style-type: none"> • Share analyses of progress toward shared goals, as conducted through analysis plans, with partner network to increase transparency and engagement. • Review analysis results with advisory group to understand partner network progress and guide decision-making on goals, objectives, and activities. 	<p>Modify Activities</p> <ul style="list-style-type: none"> • Use results of analyses to support partners in modifying activities to better support progress toward shared goals. • Establish processes to gather feedback from partners on quality of support provided and identify additional areas for support. 	<p>Plan for Future Needs</p> <ul style="list-style-type: none"> • Communicate the impact of partner network activities to leadership and potential funders to help scale and sustain effective partner activities. • Use findings to update and refine partner network's shared goals, objectives, and activities to address anticipated challenges and build on prior partner successes. This action can help the partner network further mature across Phase A, continuing the partnership lifecycle.

Use the space below to reflect and take notes on steps your jurisdiction can take or has taken to implement the recommended actions.

How can we achieve these steps?

What have we done to make progress on these steps?

Summary

Complete the following summary sheet to document your selected gap(s) and next steps

Summary

Use this optional summary sheet to document the gap(s) your jurisdiction selected to address and next steps your jurisdiction plans to take to begin making progress on the corresponding recommended actions.

What gap(s) have you chosen to prioritize improving, based on your responses to the key questions?

Select at least one gap to prioritize and write it in here.

For each gap identified above, what “level” is your jurisdiction targeting to achieve based on the corresponding recommended actions?

Click on the checkbox to indicate the level for each gap selected.

Gap #1:	<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3
Gap #2:	<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3
Gap #3:	<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

What next steps does your jurisdiction plan to take to begin addressing the gap(s)?

Write in next steps for each gap, such as who you are going connect with, what information you will gather, and when you are going to have the action completed.



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For more information, contact CDC
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