Success Framework for Adult Immunization Partner Networks

Immunization Services Division

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Background

Executive Summary

CDC provided funding through [COVID-19 Vaccination Supplements 3 and 4](#) to support Immunization and Vaccines for Children Cooperative Agreement funded awardees (i.e., awardees) in implementing and expanding their COVID-19 immunization programs and **ensuring greater equity and access to COVID-19 vaccines** by those disproportionately affected by COVID-19. Forming new and nontraditional partnerships **with community and local organizations** has been critical to awardees' efforts.

As awardees prepare for COVID-19 vaccinations to become part of routine immunization program operations, they can build on their partnership efforts to expand their operational capacity for **improving routine adult vaccination coverage and health equity**. CDC has **summarized themes and characteristics for successful adult immunization partner networks** and developed a success framework and recommended actions to guide awardees in strengthening and sustaining partner networks to support adult immunization programs.

This document reviews the **key elements, success framework, and subsequent recommended actions** needed for awardees to develop strong partner networks that can have the maximum impact on addressing adult immunization needs and advancing health equity.

Defining Partner Network and Partner

WHAT IS A PARTNER NETWORK?

In the context of this framework, a **partner network** refers to the collaboration between an awardee and one or more partners in a jurisdiction working to improve adult vaccination coverage and health equity at the community level.

Partner networks **will be unique** to each jurisdiction. For example, states may establish partner networks to support activities at the state or regional level, while cities or territories may directly engage community-level organizations in their partner networks.

WHAT IS A PARTNER?

Partner refers to **internal or external entities** whom an awardee has engaged to work together on the shared goal of improving adult vaccination coverage and health equity.

The relationships may be informal or formal, with partners having varied roles:

- **Informal partners** are partners who **share expertise or resources** for a specific purpose **without an agreement** in place (e.g., participating in an advisory group, sharing jurisdiction-developed resources with their networks).

- **Formal partners** are partners who **enter into formal agreements** (e.g., memoranda of understanding, financial contracts), **documenting their commitment** to work collaboratively to achieve shared goals.

The **types of partners will vary** based on the needs of the communities your immunization program is serving. The next slide shows examples of partners that your program could consider engaging.

Examples of Partners

Partner refers to **internal or external entities** with whom an awardee works to increase adult immunization and achieve health equity. A non-exhaustive list of partners is below:

Government Agencies/Programs

- State Medicaid Agency
- Department of Corrections
- Maternal and Child Health Program
- Department of Aging
- Cooperative Extension

Tribes and Tribal Entities

- American Indian and Native Alaska Tribal Nations
- Tribal Epidemiology Centers
- Urban Indian Centers
- Area Health Boards

Health-Related Entities

- Providers and health systems
- Safety net providers (e.g., federally qualified health centers, community health centers)
- Immunization coalitions
- Public insurers (e.g., Medicaid managed care plans)
- Commercial insurers
- Pharmacies
- Provider and health care associations
- Long-term care facilities
- Community health worker or promotora networks

Other Local Entities

- Schools and universities
- Community-based organizations
- Faith-based organizations
- Local nonprofits or social service organizations
- Organizations representing racial and ethnic minorities (e.g., state chapter of NAACP)
- Immigrant- and refugee-serving groups
- Local businesses and retailers (e.g., barber shops, salons)
- Community centers
- Community members

Success Framework for Adult Immunization Partner Networks

Introduction

WHAT IS THE SUCCESS FRAMEWORK?

> The framework is a question-based guide that supports awardees in **establishing, managing, and sustaining partner networks**.

> The framework can guide awardees in **transitioning** new and/or existing adult immunization partnerships into an **organized and collaborative network**.

> Once a partner network is established, the framework can help awardees to **identify areas for improvement, sustain strengths**, or **guide evolution** of the network.

HOW TO USE THE SUCCESS FRAMEWORK

> Awardees can use this framework with their partners to best meet their needs. It can inform **strategic planning**, **cooperative agreement application development**, or routine **program management**, among other uses.

> This is meant to be used by jurisdictions at any level of maturity. Users can focus on addressing **components of the framework that are most aligned to their current needs**.

> The framework is a tool that is **intended as a set of guidelines**, not a set of rules.

For further definitions of terms used throughout the success framework, please reference the Glossary in the Appendix.

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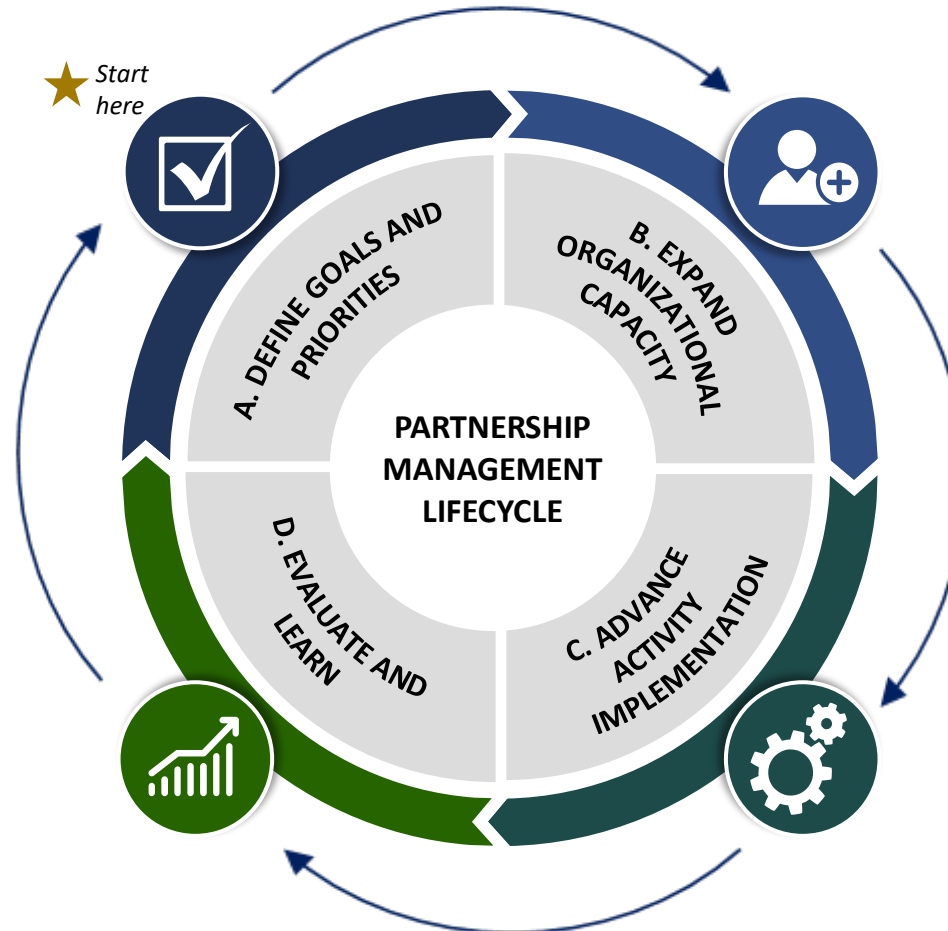
*__Instructions__: Read the questions in order within each phase, starting with "A. Define Goals and Priorities" and then moving clockwise to the next phase. For any question that the answer is "no" or "yes but could use improvement," reflect with your partners on why that is, and then **move to the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

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.

D1. Do you **collect and analyze data** to support partners' progress toward shared adult vaccination coverage 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.

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.

Start here

PARTNERSHIP MANAGEMENT LIFECYCLE

A. DEFINE GOALS AND PRIORITIES

B. EXPAND ORGANIZATIONAL CAPACITY

C. ADVANCE ACTIVITY IMPLEMENTATION

D. EVALUATE AND LEARN

Recommended Approach for Success Framework

To guide awardees in strengthening their adult immunization partner networks, the framework provides **recommended actions** for each phase of the partnership lifecycle. The recommended actions are organized in order across three levels, with **level 3 representing the optimal level** of partner network maturity.

1

2

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
A1. Do you have a defined vision to guide your partner network's goals, objectives, performance indicators, and activities?	**Define Vision** • 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.	**Promote Collective Understanding of Vision** • Make the vision **publicly available and share the vision** with partners to gain buy-in.	**Adapt Vision** • Routinely **assess and update the vision** as the partner network and the adult immunization landscape evolves.
A2. Do you obtain input from an advisory group to inform partner network goals, objectives, performance indicators, and activities?	**Consult Advisory Group** • **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, performance indicators, and activities.	**Coordinate with Advisory Group** • Coordinate the **expanded reach of the advisory group** to facilitate diverse representation from the community, public health experts, and new or nontraditional partner organizations. • **Review partner network progress** on goals, objectives, performance indicators, and activities as a routine part of advisory group meetings.	**Sustain Advisory Group Collaboration** • 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.
A3. Do you use data to guide partner network goals, objectives, performance indicators, and activities?	**Gain Understanding** • 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.	**Refine Understanding** • 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**.	**Develop and/or Expand Evidence Base** • Collaborate with partners to more broadly **study interventions** for improving adult immunization and health equity to develop and/or expand the existing evidence base.
A4. Do you collaborate with the partner network to refine goals, objectives, performance indicators, and activities?	**Promote Awareness Across Partners** • **Share identified goals, objectives, performance indicators, and activities** with partner network to promote transparency.	**Gather Partner Input** • **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.	**Collaborate with Partners** • 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.

Recommended Actions By Phase

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
A1. Do you have a defined vision to guide your partner network's goals, objectives, performance indicators, and activities?	**Define Vision** • 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.	**Promote Collective Understanding of Vision** • Make the vision **publicly available and share the vision** with partners to gain buy-in.	**Adapt Vision** • Routinely **assess and update the vision** as the partner network and the adult immunization landscape evolves.
A2. Do you obtain input from an advisory group to inform partner network goals, objectives, performance indicators, and activities?	**Consult Advisory Group** • **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, performance indicators, and activities.	**Coordinate with Advisory Group** • Coordinate the **expanded reach of the advisory group** to facilitate diverse representation from the community, public health experts, and new or nontraditional partner organizations. • **Review partner network progress** on goals, objectives, performance indicators, and activities as a routine part of advisory group meetings.	**Sustain Advisory Group Collaboration** • 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.
A3. Do you use data to guide partner network goals, objectives, performance indicators, and activities?	**Gain Understanding** • 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.	**Refine Understanding** • 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**.	**Develop and/or Expand Evidence Base** • 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.
A4. Do you collaborate with the partner network to refine goals, objectives, performance indicators, and activities?	**Promote Awareness Across Partners** • **Share identified goals, objectives, performance indicators, and activities** with partner network to promote transparency.	**Gather Partner Input** • **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.	**Collaborate with Partners** • 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.

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
B1. Do you have the necessary types of staff to manage the partner network to achieve identified goals?	**Determine Staffing Needs** • 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.	**Enhance Staffing Support** • 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.**	**Cultivate Staff Capabilities** • Provide **ongoing education and training to staff** to enhance their ability to manage the partner network and adapt activities over time.
B2. Do you have the right partners in your network to implement activities and achieve the defined goal?	**Map the Partner Landscape** • 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.**	**Address Gaps in Partner Network** • 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.	**Expand Partner Network** • Routinely assess partner network and **engage new and nontraditional partners** that can aid in increasing equitable outcomes as goals, objectives, and activities evolve.
B3. Do you have secured funding and other resources to support the partner network in carrying out identified activities, as needed?	**Understand Funding Landscape** • 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.	**Coordinate Partner Funding and Resources** • Develop a plan for **leveraging funding and/or other resources across the partner network** to support shared goals, objectives, and activities.	**Assess and Sustain Funding and Resources** • 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.

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C. Advance Activity Implementation

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
C1. *Do you have a defined approach to managing and coordinating partners' activities?*	**Define Responsibilities and Processes** • **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).	**Oversee Implementation** • 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.	**Advance Implementation** • 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.
C2. *Do you facilitate communication to advance partner network goals and activities?*	**Share Information** • 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.	**Create Communication Loops** • 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.	**Influence Action** • **Share information** about partners' progress and achievements **with jurisdiction leadership** to facilitate buy-in and engagement in sustaining partner network efforts.
C3. *Do you provide resources and training to equip partners with the skills and information needed to carry out identified activities?*	**Determine Partner Competencies** • 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 distribute resources and/or trainings** to build the identified skills/competencies across partners.	**Strengthen Partner Knowledge and Skills** • 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.	**Support a Learning Community** • **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.

D. Evaluate and Learn

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.

Click Here for Resources & Examples

Key Questions	Level 1 Recommended Actions	Level 2 Recommended Actions	Level 3 Recommended Actions
D1. Do you collect and analyze data to support partners' progress toward shared adult vaccination coverage and health equity goals?	**Assess Partner Network Progress** • **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.	**Assess Individual Partner Impact** • 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.	**Adapt Data Collection and Analyses** • **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.
D2. Do you use available data to enhance goals and activities and/or to update the structure of the partner network?	**Reflect on Partner Network Progress** • **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.	**Modify Activities** • **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.	**Plan for Future Needs** • **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.

Appendices

Resources and Examples

Resources and Examples: Phase A

The following resources, tips, and examples may help users address specific questions in the framework and take actions on identified areas of improvement.

Key Questions	Resources / Tips
A1. Do you have a defined vision to guide your partner network's goals, objectives, performance indicators, and activities?	• A vision statement is a "declaration of a shared sense of purpose and provides a framework for establishing goals, objectives, and activities" (CDC). • Defining a vision may help align partners, which may lead to increased positive outcomes. See more here: **SMART Objectives**.
A2. Do you obtain input from an advisory group to inform partner network goals, objectives, performance indicators, and activities?	• See Questions C1 and D1 for additional inputs to inform advisory group discussions. • Consider **involving advisors with experience working with historically underrepresented populations** (e.g., local public health experts, community coordinators, nontraditional organization reps, etc.)
A3. Do you use data to guide partner network goals, objectives, performance indicators, and activities?	• Consider data measures such as: vaccine coverage, SVI, IIS, HRSA Shortage Areas, County Health Rankings, etc. • Confidence consults through CDC • Rapid Community Assessment • Increasing COVID-19 Vaccine Uptake among Members of Racial and Ethnic Minority Communities (see Appendix A for potential data sources)
A4. Do you collaborate with the partner network to refine goals, objectives, performance indicators, and activities?	• Performance indicators may include number of clinics and/or vaccination sites, data on population demographics served • See Question C1 for logic model support. • Consider **holding partner check-ins** to reflect on progress and refine goals regularly.

Using this framework, jurisdictions could:

- **Coordinate with mobile vaccination team partners to develop a vision and plan** for the mobile vaccination program going forward.*

- **Develop an advisory group** within their Department of Health to share partnership contacts across departments and refine objectives and strategies.*

- **Assess data from partner pharmacies** to understand and better plan for vaccine distribution and outreach to providers.*

*This use of the framework was observed during a short-term pilot

Resources and Examples: Phase B

The following resources, tips, and examples may help users address specific questions in the framework and take actions on identified areas of improvement.

Key Questions	Resources / Tips
B1. Do you have the necessary types of staff to manage the partner network to achieve identified goals?	• Staffing considerations may include: project management, grants management, evaluation, communication, and expertise in health equity and vaccination education. • **Professional development sessions to support existing staff** could include: strategic planning, stakeholder engagement, data collection and management, and health equity.
B2. Do you have the right partners in your network to implement activities and achieve the defined goal?	To **consider diverse perspectives as you curate your partners**, consider: • Partnering for Vaccine Equity: Partner Network Interactive Map • How to Engage the Arts to Build COVID-19 Vaccine Confidence • How Schools Can Support COVID-19 Vaccination
B3. Do you have secured funding and other resources to support the partner network in carrying out identified activities, as needed?	To **consider sustainability as you coordinate and assess partner funding** and resources, consider: • A Sustainability Planning Guide for Healthy Communities

Using this framework, jurisdictions could:

Map current partnerships to determine where additional outreach and partnerships are needed.*

Develop a survey to understand the needs and interests of coalition partners.*

Expand messaging to more diverse partners to reach broader populations.*

*This use of the framework was observed during a short-term pilot

Resources and Examples: Phase C

The following resources, tips, and examples may help users address specific questions in the framework and take actions on identified areas of improvement.

⚙ Key Questions	Resources / Tips
C1. Do you have a defined approach to managing and coordinating partners' activities?	See Question A4 for support establishing performance indicators. To **support activity implementation**, consider: • CDC Approach to Evaluation: Logic Models For support in **developing an action plan and tracking activities**, consider: • Team Action Plan Template
C2. Do you facilitate communication to advance partner network goals and activities?	To **help communicate information**, consider: • Using Strategic Messaging and Framing to Motivate Others to Support Public Health
C3. Do you provide resources and training to equip partners with the skills and information needed to carry out identified activities?	To **provide resources and trainings to partners**, consider: • Vaccine Resources For Educating Adult Patients • Partnering for Vaccine Equity: Vaccine Resource Hub • Immunization Courses: Webcasts and Self Study • CDC TRAIN Learning Network

Using this framework, jurisdictions could:

🤝 **Organize recurring meetings** to facilitate ongoing coordination of partners' activities.*

📄 **Craft monthly newsletters** to share ideas and best practices for enhancing partners' activities.

🎓 **Conduct trainings** to educate partners on implementing activities to address misinformation.

*This use of the framework was observed during a short-term pilot

Resources and Examples: Phase D

The following resources, tips, and examples may help users address specific questions in the framework and take actions on identified areas of improvement.

Key Questions	Resources / Tips
D1. Do you collect and analyze data to support partners' progress toward shared adult vaccination coverage and health equity goals?	To **support data collection and analysis**, consider: • Introduction to Program Evaluation for Public Health Programs: A Self-Study Guide • Preparing for Evaluation Toolkit • Data collected may include number of clinics and/or vaccination sites, data on population demographics served, vaccination coverage data, social vulnerability index data
D2. Do you use available data to enhance goals and activities and/or to update the structure of the partner network?	To **evaluate for the future**, consider: • CDC Approach to Evaluation

Using this framework, jurisdictions could:

Plan to evaluate available systems and tools for tracking data.*

Assess vaccine coverage and demographic data to determine which geographic areas and communities need additional outreach and/or vaccine access.

This use of the framework was observed during a short-term pilot

Glossary

Glossary (A-N)

Activity — An actual event or action that takes place as part of a program or partner network (e.g., intervention, education campaign).

Advisory group — A group of trusted experts who can provide input on partner network goals, objectives, and activities, and review partner network progress.

Awardees — 64 jurisdictions funded through CDC's Immunization and Vaccines for Children Cooperative Agreement to implement immunization programs.

Communication channel — A medium or method through which communication is shared between parties.

Engagement — The extent to which partners are involved in the partner network, which could include the level at which a partner participates, attends meetings, communicates, etc.

Funding coordination — Documenting, communicating, and, if needed, sharing or integrating funds from two or more funding streams to support the partner network's activities efficiently and cost-effectively.

Funding stream — A distinct source of funds to support program or partner network activities.

Goal(s) — Statement(s) of the broad impact to which the partner network contributes.

Impact measure — A type of measure that assesses the extent to which a program or intervention causes a change in an outcome.

New and nontraditional partner — A partner organization that has not typically engaged in the partner network and/or the jurisdiction's adult immunization program efforts (e.g., long-term care facilities, faith-based organizations, immigrant- and refugee-serving groups, local businesses/retailers, etc.).

Glossary (O-Z)

Objectives
A statement that describes the results to be achieved and how they will be achieved. One or more objectives can support addressing a single goal.

Outcome measure
A type of measure that assesses the specific results that a program or intervention was intended to achieve.

Partner network
Any collaboration between an awardee and one or more partners in a jurisdiction working to improve adult immunizations and health equity at the community level

Partner management lifecycle
The continuum of all phases for establishing, managing, and sustaining the partner network.

Partner network phases
The four stages of an advancing partner network, including A) define goals and priorities, B) expand organizational capacity, C) advance activity implementation, and D) evaluate and learn.

Peer-to-peer learning
An educational method that involves peers (in this case, partners) sharing information and educating each other on lessons learned from their respective activities.

Policy
A declared rule, principle, or guideline to which individual partner organizations and/or the partner network must adhere (e.g., organizational mandates, payment structures, reporting requirements, oversight authorities).

Process measure
A type of measure that assesses activities or steps in a process that lead to a particular outcome.

Strategy
The partner network's package of goals, objectives, and activities to achieve its vision.

Vision
A description of adult immunization program if the partner network fully achieved its goals.