



PROW Demonstration Site Start-Up Planning Guide

Purpose

The Start-Up Planning Guide is a tool to assist you in creating and implementing a PROW Standards of Excellence integration plan for your immunization registry and immunization program. It is one approach to getting started. *If you have another approach and/or have already begun the process please just refer to this Guide's **Evaluation Section** and the questions that each demonstration site is asked to complete.*

The Start-Up Planning Guide will help you to visualize the process by:

- Creating a vision for implementing the PROW standards
- Understanding the strengths and weaknesses of your current program
- Establishing milestones and goals for achievement
- Developing an implementation plan
- Putting the plan into action
- Evaluating your program's success and the process

It also provides information on how you can share the results and lessons of your experience with others.

The Planning Process

PROW Demonstration Site Start-Up Planning Guide

The planning process to get you started consists of seven steps.

1. Get Organized: Who, What and When
2. Envision: What is your vision for implementation of the standards?
3. Assess: Where are you now?
4. Set Goals: Where are you going?
5. Plan: What steps will you take to get there?
6. Implement: How can you keep it moving?
7. Evaluate: How is it going?

1. Get Organized

What are We Doing and Who's Doing It?

Before you begin the process, identify the members of a PROW Standards of Excellence Implementation group. Each member of the group will need a common understanding of the purpose of the project and their roles in the process. Then, structure the group to get the job done and designate a leader or *champion* to spearhead the effort. Keep in mind there is an educational context to your effort. Ensuring ongoing communication with key influencers and major stakeholders throughout the process will be important to your success.

- Create a representative committee to engage in the PROW standards of excellence implementation planning process
- Outline a clear *charge* for the committee
- Develop a plan of action to fulfill the *charge*
- Organize the committee for action
- Create a communication plan to keep all key internal stakeholders involved and informed

Creating Your Working Committee

The best implementation planning group will contain representatives of all who will be affected by the plan and its outcomes. It will be large enough to ensure wide representation, yet small enough to effectively manage. Potential members might include VFC staff, assessment staff, IT staff, outreach staff, surveillance staff, and key registry staff. Make sure every member of the committee has a copy of the PROW Standards of Excellence document, available for downloading and printing at www.immregistries.org.

Each implementation planning team member should be responsible for communicating about the planning process with his or her colleagues and for gathering feedback from them as the plan evolves.

Establishing the Committee *Charge*

The “charge” for your implementation planning committee states why this committee is being established and what it is expected to do. To create your committee’s *charge*:

- State the purpose of this initiative to implement the PROW standards of excellence within your program(s)
- Clarify the scope of your efforts
- Establish the expected outcome
- Identify the resources to support the work of this committee
- Set a time line for completing of the work

2. **Envision**

What is a Vision?

A vision gives you direction, forward momentum, and an opportunity to create an innovative program. A good vision looks ahead and captures and embraces change.

Why Do We Need a Vision?

A compelling, articulated vision sets a direction and tells you where you want to go and exactly what you would like to accomplish. It is a common desire to improve and answers the question: “What could we become?”

A Process for Creating Your Vision

Develop a process for creating your vision that allows the members of your implementation planning committee the opportunity to share their ideas about what is possible. Some ideas for doing this include: brainstorming, gathering key words, answering key questions, developing your vision statement, testing the vision statement with other key stakeholders, and communicating your vision.

3. Assess

The next step in the process to is assess where you are now.

Overview of Assessment

The goal of the assessment step is to get a strong indicator of where your immunization registry and immunization program currently stand in relation to the vision you have articulated. Your implementation strategy will be based on the gap between your current status and your vision.

Assessing your immunization registry and immunization program current status requires that you conduct an internal analysis of how your registry currently supports your immunization program core functions and how your immunization program uses your registry in their work. Comparing your current status and your vision will help you identify your implementation goals.

Assessment Tools

As part of the PROW Standards of Excellence document we have provided you with an assessment tool (worksheets) beginning on page 22. This tool will help you get a picture of where you are in relation to the standards and help you identify where you want to be. ***See the worksheet instructions for more information.***

Interpreting the Results

Once you have completed the assessment tool (worksheets) you will need to interpret the results. You may wish to compare your results to your vision. What do the results tell you about how close or far from realizing your vision you may be? How will you use this information to begin to set realistic goals, given where you are now and where you'd like to be?

The Ongoing Nature of Assessment

Assessing where you are is not a one-time event. It is important that you continually assess your current status. Don't assume there is a clear end-point in the process. It is important to stop and *check* at pre-determined points to see how you are doing. As you do this you may find the need to modify or adjust the plan. Staying flexible will allow you to take advantage of new opportunities as they arise.

4. Set Goals

Addressing the Gap Between Vision and Reality

When creating your goals you will want to ensure that they are achievable, and that they lead to measurable results.

Your vision statement will point the way. It indicates where you would eventually like to be. Using the information you gathered through the assessment process, ask this question: given where you are now and the resources you have at your disposal, where can you reasonably expect to get to in the next year as a demonstration site related to the implementation of the PROW standards of excellence?

Beginning with the results of your assessment, and referring to the Standards of Excellence document categories of assessment, consumer information, provider quality assurance, surveillance, vaccine management and service delivery, establish your preliminary set of goals and prioritize them. Keep in mind that each category of the Standards of Excellence is divided into three levels. Level I is generally the most basic and least resource-intensive to implement. Level III is the most challenging and expensive, and Level II is in between.

Note: As you review the standards within each level you may have suggestions on the appropriateness of how they were categorized or comments regarding the various levels in relation to your particular project. *Please refer to Form B of the Evaluation Section in this Guide to make those suggestions and/or comments.*

5. Plan

How Will You Get There?

Your vision and goals (priorities) provide direction. Now it is time to decide what you will need to do to get where you are going. This is your *Action Plan*.

Steps to Creating Your Action Plan

Your Action Plan will describe what you need in order to reach your goals and the time you need to do it. Here are some suggestions for determining your plan:

- Identify activities related to each standard of excellence you identified and plan to implement
- Identify the resources you need to implement the standard
- Develop a timeline
- Create a plan to evaluate

Other items to include in your Action Plan are:

- What is the activity?
- When will it happen? (start and end dates)
- Who will be responsible?

Lastly, be sure to seek the final approval of those with programmatic and/or resource authority.

6. Implement

You've just finished developing a comprehensive and detailed plan. It should already have support because you've been communicating with and getting feedback from members of each of the constituencies within your immunization registry and immunization program.

Implementing the Plan

The Action Plan you created will serve as your guide as you move to implement your plan. Keep in mind that as you proceed with your implementation, you may need to modify your plan. This is an important part of the implementation, and is not an indication that your plan is not working. Keep track of the plan modifications and changes so that they can be shared with your colleagues and the other demonstration sites as *lessons learned*.

Sharing the Progress

Although your planning is now complete and you are on to implementation, don't stop your communication about how you are doing. Continue to provide updates to all of the relevant people, keeping them informed of your progress. This will help you sustain support throughout the implementation and help gain support for future efforts.

7. Evaluate

Creating Your Evaluation Plan

The results of an evaluation will tell you whether you have accomplished what you set out to do. The *lessons learned* from an evaluation will provide valuable information to other immunization registry and immunization program projects when they are ready to implement the PROW Standards of Excellence. Some hints as you determine what your evaluation will be composed of:

- Decide who will be responsible for this aspect of your project
- Decide what information is meaningful
- Choose appropriate methods and tools, including using the PROW assessment tool worksheets in the PROW Standards of Excellence document that you used in your assessing process and the evaluation questions listed at the end of this section
- Set up a schedule for the evaluation
- Share the results

Meaningful Information

Part of the information you will want to gather is information that will help us (AIRA, AIM, CDC/NIP) improve the PROW Standards of Excellence and implementation process. Another aspect will be information that you will want to have that will help you make decisions about the future of this initiative and its implications for use by other registries and immunization programs. Here are some questions to consider:

- What did we expect would change? What actually changed?
- Has the change we've experienced met the needs we identified?

Methods and Tools

Here are some suggestions for methods and tools you might consider in your evaluation process:

- Qualitative methods, quantitative methods or a combination of the two
- Surveys
- Checklists
- Anecdotal Records (good for lessons learned/best practices)
- Use of the PROW assessment tool in the PROW document or a modified version of it to fit your specific needs

Set Up Your Evaluation Schedule

Create a schedule for the evaluation and integrate it into the Action Plan time line. When will the evaluation methods/tools be designed? When will they be administered? When will the results be compiled?

Share Your Results

Share your results with your immunization registry and immunization program staff, the PROW Implementation Team, and the other PROW Demonstration Site participants.

Specific Demonstration Site Evaluation Requirements

Evaluating the impact of the PROW Standards on your program, and sharing that information, is a critical component of being a demonstration site. Your information will help us (AIRA, AIM, CDC/NIP) improve the PROW Standards of Excellence and the implementation process, including its implications for use by other registries and immunization programs.

All demonstration sites will be asked to complete the questions and forms that follow this section.

Evaluation Questions for PROW Demonstration Sites

1. Please describe the process you used to review and discuss the *Standards of Excellence* with your immunization program staff.
2. What process did you use to prioritize and/or select those Standards that you wanted to adopt or adapt?
3. How clear or unclear were most of the Standards for your staff? Were the terms used generally unambiguous?
4. How relevant or not were the Standards for your registry and how it currently operates? How easy or challenging was it to imagine implementing the Standards in your setting?
5. In which of the six program areas did you select the most Standards to implement? Why?
6. After reviewing the Standards, are other program staff more able to see how registries could support their work? Why or why not?
7. Did your group identify other *Standards of Excellence* we could add to the PROW document? Please list them in **Form A** as concretely as possible.
8. Do you believe any PROW Standards need to be moved from their current categorization as a Level I, II or III to a new level? If so, please fill out **Form B**.

Form A.

Proposing New Standards of Excellence

Short Description (to go in the worksheet)	Full Description (to go in the Standards; please be very concrete)	What category do you propose?	What level do you propose?

