

Guidance for

Developing a Sustainable Multistakeholder Immunization Coalition

Insights from immunization coalition experts and
analysis of successful immunization coalitions



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Why this guidance was developed

Multistakeholder immunization coalitions are effective at supporting implementation of National Immunization Programs (NIPs) and vaccination schedules, informing policy considerations and educating healthcare professionals (HCPs), healthcare workers and the public. Through these actions, immunization coalitions are a key factor for increasing vaccination coverage rates (VCR) as shown in analysis of four benchmark countries that have achieved a high VCR.¹

Immunization coalitions also build on their initial success improving VCR for a specific disease to expand into other disease areas.

Despite these successful impacts, only a few countries have established independent immunization coalitions. Recognizing this gap, a project was initiated to identify key attributes, best practices and critical guidance to help form sustainable immunization coalitions.

Guidance for Developing a Sustainable Multistakeholder Coalition was created based on insights from immunization coalition experts and analysis of notable immunization coalitions. It is written to help public health leaders and organizations learn about immunization coalitions and provide guidance on tangible actions they can take to create coalitions in their own countries.

1. Kassianos G, Banerjee A, Baron-Papillon F, Hampson AW, McElhaney JE, McGeer A, Rigoine de Fougerolles T, Rothholz M, Seale H, Tan LJ, Thomson A, Vitoux O. Key policy and programmatic factors to improve influenza vaccination rates based on the experience from four high-performing countries. *Drugs in Context* 2021;10: 2020-9-5. DOI: 10.7573/dic.2020-9-5.



In this guidance you will learn

[Why form a multistakeholder immunization coalition](#)

Coalitions address immunization issues and challenges that no single organization or entity can solve on its own. They develop to play a unique role promoting collaboration between public and private stakeholders, generating evidence-based content and unified educational messages, informing policy and delivering actions to support implementation of NIPs.

[How to start-up and develop sustainable immunization coalitions](#)

Immunization coalitions form along two different pathways, sometimes evolving from annual summit meetings into a formal coalition. There are actionable suggestions for multiple fundamental elements to consider when starting up a coalition, along with several important factors for long-term sustainability.

This Guidance is intended to be a living document and will be updated periodically to add to the collective knowledge about the development and sustainability of immunization coalitions in countries and regions around the world.



Sources for guidance

This Guidance is based on the knowledge and experience of the authors, along with additional insights gained through:

Coalition workshops

Series of three workshop discussions with Dr. Jose A. Navarro, Founding member, [Asociación Española de Vacunología](#) (AEV) and Honorary Consultant for the Spanish Ministry of Health.



Analysis of existing coalitions

Information in the Guidance also includes analysis of best practices and characteristics of the following national immunization coalitions that have a sustained track record of successful impact:

- [National Adult and Influenza Immunization Summit \(US\)](#)
- [Immunization Action Coalition \(US\)](#)
- [Immunize Canada \(Canada\)](#)
- [Immunisation Coalition \(Australia\)](#)
- [National Program for Influenza Prevention \(Poland\)](#)

Additional Information

Additional information came from discussions with Katarzyna Mąkólska, Coordinator and spokeswoman for the National Program for Influenza Prevention in Poland, as well as the following sources:

- [Paper: Key policy and programmatic factors to improve influenza vaccination rates based on the experience from four high-performing countries](#)
- [National Network of Immunization Coalitions](#)

Definitions and key terms

To ensure a consistent understanding, a coalition is defined by the following core characteristics in this Guidance:

Description	A group of individuals and/or organizations who agree to work together to achieve a common goal on an ongoing basis
Participants	Participants are members of a coalition but keep their autonomy
Joint actions	Members commit to actions toward an agreed-upon purpose based on shared decision making
Governance	Formal governance structure with distributed leadership roles and board-level controls

“Community” is another term sometimes used by individuals and/or organizations that work together in a coordinated manner. The main difference is that unlike a Coalition, a Community does not have shared decision making among members nor a formal governance structure.

CSO	Civil Society Organization
HA	Health Authority – which includes Ministries of Health, Health Departments and other national or regional government-related health agencies
HCPs	Healthcare Professionals which includes physicians, physician assistants, nurses, pharmacists, etc.
HCWs	Healthcare Workers includes personnel and staff who work in healthcare settings
IAC	Immunization Action Coalition (US)
IC	Immunisation Coalition (Australia)
Members	People or organizations that actively participate in a coalition either through decision making or implementation and have voting rights
NAIIS	National Adult and Influenza Immunization Summit (US)
NGO	Non-Governmental Organization
NIP	National Immunization Program, also referred to as an Expanded Program on Immunization (EPI) in some countries
NITAG	National Immunization Technical Advisory Group
Partners	An external organization that supports a coalition either through funding or knowledge but is not involved in decision making and has no voting rights. Partners are not members.
Immunization Summit	A group of individuals or organizations that participate in an annual meeting to discuss topics of mutual interest and develop solutions. There is no formal governance and there is usually one organizing entity.
VCR	Vaccination Coverage Rate



Why Form an Immunization Coalition?

Immunization coalitions form to address complex public health challenges that are better solved by stakeholders working together. Historically, challenges addressed by newly formed coalitions have been vaccine supply concerns and ways to increase vaccination coverage rates.

Coalitions also form to play a unique role by collaborating with public and private stakeholders, generating evidence-based content with unified educational messages and informing immunization policy considerations.

Through such actions, immunization coalitions have demonstrated an ability to support implementation of NIPs set by Health Authorities with positive impacts on vaccination coverage rates.

Coalitions form to increase immunization rates and improve public health

Coalitions address immunization issues and challenges that no one organization or entity can solve on its own. Two triggers have historically prompted the formation of immunization coalitions:

- ▶ Vaccine supply concerns
- ▶ Low or declining vaccination coverage rates

These are complex problems that require multiple stakeholders to work together to have an impact on vaccination rates and public health. The examples below describe how supply and VCR challenges led to the formation of immunization coalitions in the US, Australia and Poland.

CASE STUDY: VACCINE SUPPLY CONCERN

US - Influenza vaccine supply shortage in 2000

A shortage triggered the US Centers for Disease Control and Prevention (CDC) and the American Medical Association (AMA) to create a national influenza summit. This summit eventually evolved into the formal coalition that is currently the National Adult and Influenza Immunization Summit.

Australia - Influenza demand surge and shortage in 1990

Media news caused a public scare in 1990/1991 that fueled a surge in influenza vaccine demand. Growth in vaccinations of young people raised concerns about supply availability for elderly and at-risk populations. This triggered individual clinicians to form the Influenza Specialist Group, which evolved and expanded over time to form the Immunisation Coalition (IC).

CASE STUDY: LOW OR DECLINING VCR

US – Low Hepatitis B VCR in Asian population in a US State

Local grass roots leaders recognized concerns about lack of Hepatitis B screening and vaccination among Southeast Asian refugees in the community. A coalition was formed to bring stakeholders together to address the issue. Their mission broadened to low VCR for multiple preventable diseases covering the entire US, eventually leading to the formation of the Immunization Action Coalition (IAC).

Poland – Consecutive years of low influenza VCR from 2005–2012

An NGO formed a working group of scientific experts to investigate the situation with influenza immunization. A white paper was published analyzing the influenza vaccination system and health economic impact along with recommendations for improving the national influenza immunization program. This working group evolved into the National Program for Influenza Prevention coalition and expanded its members and partners.

Multistakeholder immunization coalitions play a unique role

Coalitions are comprised of a network of key organizations, individual experts, public and private entities that collectively have the interest and know-how to solve immunization challenges in the following ways:

Raise Awareness – Coalitions generate and disseminate educational content to raise awareness about immunization and the burden of diseases. This includes addressing misinformation coming from the anti-vaccination movement. By working with members and partners, coalitions unify messages, amplifying both effectiveness and reach to the general public, specific subpopulations, healthcare professionals, policy makers and media.

Inform Policy – By engaging with stakeholders in a country's immunization ecosystem— including Health Authorities, clinical experts, public and private healthcare organizations, patient and civil society organizations, the general public and vaccine manufacturers—coalitions have a unique ability to bring people together to inform policy perspectives and considerations.

Facilitate Implementation – Coalitions act as an implementation facilitator between Health Authorities, 'on the ground' vaccinators and target populations. In their unique role, coalitions can maximize resources by identifying synergistic programs, leveraging strengths and limiting redundancies across members and partners. As an example, the Australian Medical Association and Royal Australian College of General Practitioners, both members of the Immunisation Coalition, were synergistic in increasing emphasis on preventative healthcare in Australia.

Summary of actions by immunization coalitions:

	NAIIS	IAC	IMMUNIZE CANADA	IMMUNISATION COALITION	NATIONAL PROGRAM FOR INFLUENZA PREVENTION
RAISE AWARENESS	General public and specific populations	✓	✓	✓	✓
	HCPs	✓	✓	✓	✓
	Policy makers and health authorities	✓		✓	✓
	HCW vaccination	✓	✓	✓	✓
INFORM POLICY	Actions to engage market stakeholders and decision makers	✓	✓	✓	✓
	Public awareness campaigns		✓	✓	✓
FACILITATE IMPLEMENTATION	Summits / live meetings	✓		✓	✓
	Data surveillance & metrics	✓			
	Vaccination delivery infrastructure	✓			✓
	Media relations		✓	✓	✓

Coalitions make a difference on population VCR

The actions of immunization coalitions, together with other factors, correlate to substantial improvements in VCR, as demonstrated below by an analysis of countries that have achieved high influenza VCR.

CASE STUDY: IMPACT IN THE UNITED STATES¹

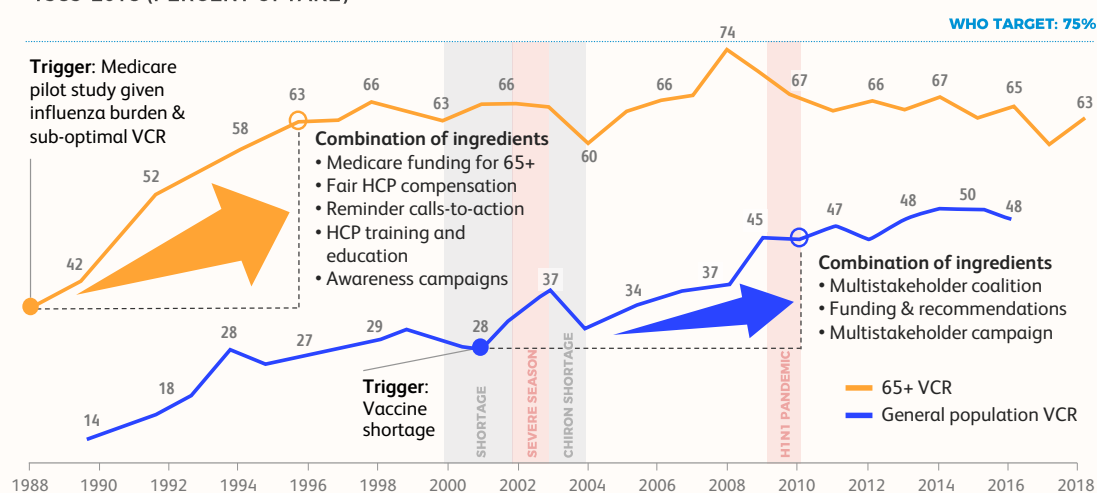
General population VCR for influenza increased from 28% to 45% from 2002 to 2010 based on a combination of factors including:

- ▶ Formation of the National Adult and Influenza Summit multistakeholder coalition
- ▶ Updates in US funding and immunization recommendations
- ▶ Multistakeholder educational campaigns

Actions by NAIIS and IAC during this period included:

- ▶ Convened Payment Working Group, a collaboration between Centers for Medicare & Medicaid Services, other payers, medical societies, community immunizers and public health organizations to improve Medicare payment rates for vaccination
- ▶ Created National Immunization Coalition Network so state coalitions could inform each other in responding to anti-vaccine forces and challenges
- ▶ Informed policy decisions to reduce immunization exemptions
- ▶ Called for more transparency and coordination across vaccine manufacturers on volume of doses to be available

INFLUENZA VACCINE COVERAGE RATES IN OLDER ADULT (65+) AND GENERAL POPULATION 1989-2018 (PERCENT UPTAKE)



1. Kassianos G, Banerjee A, Baron-Papillon F, Hampson AW, McElhaney JE, McGeer A, Rigoine de Fougerolles T, Rothholz M, Seale H, Tan LJ, Thomson A, Vitoux O. Key policy and programmatic factors to improve influenza vaccination rates based on the experience from four high-performing countries. *Drugs in Context* 2021;10: 2020-9-5. DOI: 10.7573/dic.2020-9-5

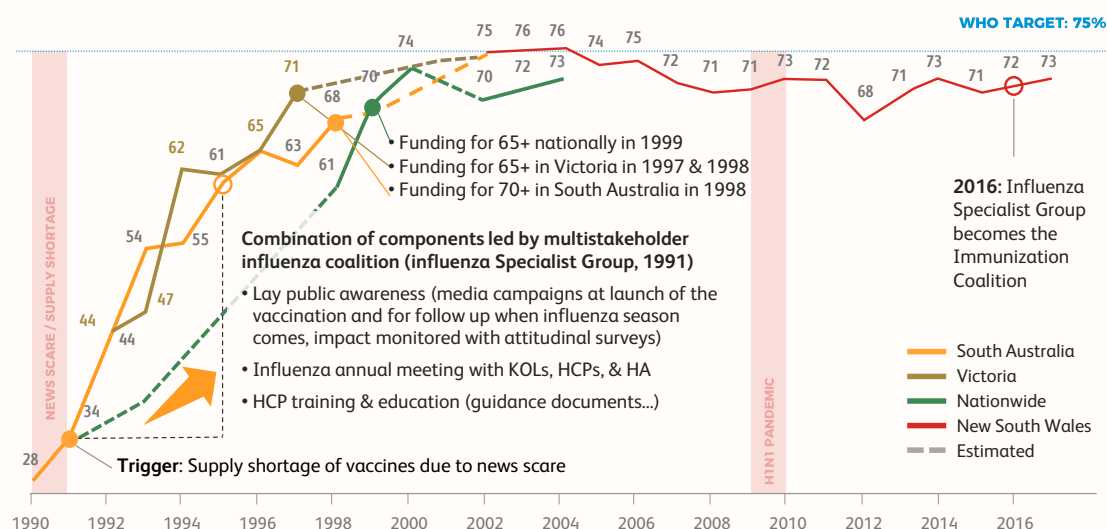
CASE STUDY: IMPACT IN AUSTRALIA¹

For the 65+ age population, influenza VCR increased from 34% to 61% from 1990 to 1995 based on a combination of factors including:

- ▶ Formation of the Influenza Specialist Group which later became the Immunisation Coalition
- ▶ General public awareness campaigns
- ▶ Influenza annual meeting with clinical opinion leaders, HCPs and Health Authority
- ▶ HCP training and education

Actions by IC during this period included:

- ▶ Worked with leading immunization specialists and state and federal health departments to expand the National Immunisation Program to include free flu vaccine for people 65+, people with underlying risk factors and children under 5
- ▶ Conducted media campaigns to demonstrate severity of diseases and transmissibility of the virus to HCPs and the general community

EVOLUTION OF INFLUENZA VCR IN AUSTRALIA (POPULATION >65 YEARS, 1990-2017)

1. Kassianos G, Banerjee A, Baron-Papillon F, Hampson AW, McElhaney JE, McGeer A, Rigoine de Fougerolles T, Rothholz M, Seale H, Tan LJ, Thomson A, Vitoux O. Key policy and programmatic factors to improve influenza vaccination rates based on the experience from four high-performing countries. *Drugs in Context* 2021;10: 2020-9-5. DOI: 10.7573/dic.2020-9-5



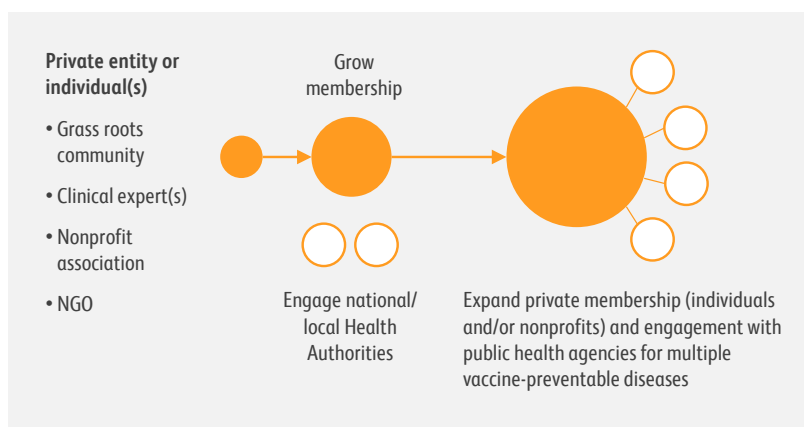
How to Start-Up and Develop Immunization Coalitions

Immunization coalitions form along two different pathways: private initiation and public-private collaboration. Sometimes annual immunization summit meetings evolve into a formal coalition.

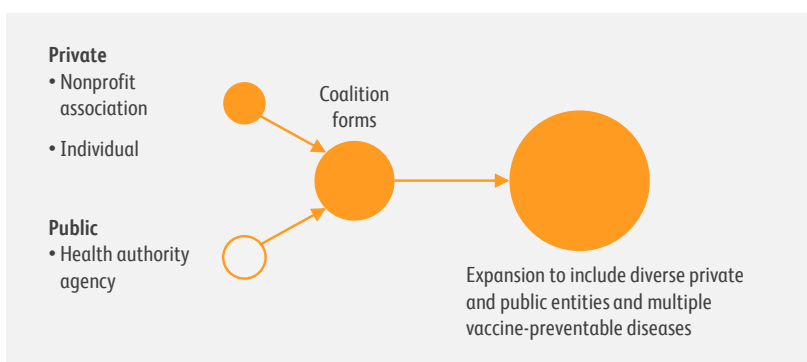
Coalitions start up because of the vision and efforts of a strong leader. By focusing on a clearly-defined immunization problem, a leader compels other individuals and organizations to make an impact by working together. Early success is leveraged to add a diversity of members and partners and build trust with Health Authorities. Coalition governance and structure enables shared decision making, ensures transparency and facilitates longer-term growth. Multiple sources of funding are needed to support sustainable operations.

Immunization coalitions form along two pathways

Private Initiation – Most coalitions analyzed for this Guidance were initiated by private-sector leaders stepping up to address tangible problems. During early formation, coalitions engage with national and/or local Health Authorities as a collaborative partner in addressing the underlying concerns. Coalitions leverage early wins to grow membership and expand engagement with Health Authorities. Over time, coalitions broaden their scope of activities to cover multiple vaccine-preventable diseases.



Public-Private Collaboration – The origins of the US National Adult and Influenza Immunization Summit coalition is a public-private collaboration between the US CDC and AMA created in response to a national supply shortage of influenza vaccine. With many countries around the world looking to improve national readiness for future pandemics, such public-private coalitions could be a viable solution to strengthen vaccine ecosystem responsiveness and immunization implementation capabilities.



From Annual Summit to a Formal Coalition

Sometimes stakeholders convene to address immunization issues through an annual summit or meeting. It is possible for regular attendees to formalize into a coalition.

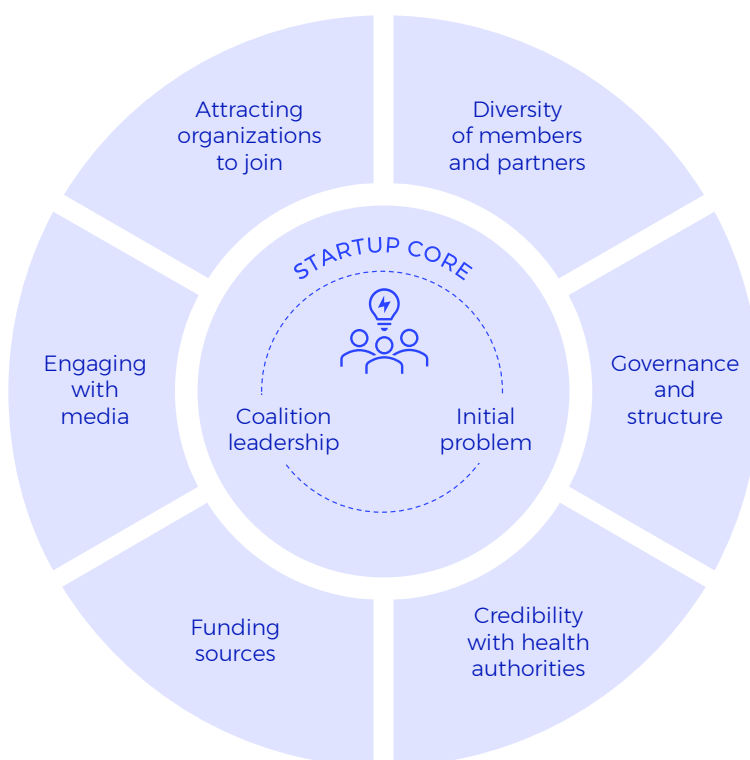
For example, the US National Adult and Influenza Immunization Summit evolved this way and today NAIIS has 700 partners representing more than 130 public and private organizations.

In both pathways, multiple vaccine manufacturers are transparently involved as non-voting participants and kept at arm's length in order to reinforce coalition credibility.

Key considerations for getting started



- 1 Identify a leader with the right characteristics and credibility for coalition start-up efforts
- 2 Focus on a clearly defined problem that stakeholders can convene to solve
- 3 Attract key organizations and individuals to the value of working together
- 4 Develop diverse network of members and partners that expands in tandem with goals
- 5 Establish a governance and structure to share decision making and ensure transparency
- 6 Position the coalition as a partner and collaborator with Health Authorities
- 7 Secure seed funding and multiple sources of ongoing sustainable funding
- 8 Engage with the media to drive awareness of fact-based information



1. Characteristics of a coalition leader

KEY TAKEAWAYS

- ▶ Coalitions form through the willingness, vision, and efforts of a strong leader
- ▶ Invest time to find a leader (or leaders) with the right characteristics
- ▶ A good candidate has a clear point of view on what a coalition should achieve in year one

Identifying the right leader is a key success factor for starting an immunization coalition. It takes dedication, effort and a clear vision of the value a coalition can bring. Start-up activities require knowledge of public health and the immunization landscape, a network of relationships and the willingness to engage other stakeholders. This individual could be a well-respected public health leader, HCP or a member of an existing nonprofit organization.

Important characteristics of a coalition leader:

- ☐ Understands country immunization situation and vaccine ecosystem
- ☐ Believes a coalition can make a distinct impact
- ☐ Willing to champion efforts knowing it takes hard work and years of effort
- ☐ Can engage and bring together a diverse set of stakeholders behind a common purpose
- ☐ Respected figure in their field of expertise (e.g., policy, science, academia)
- ☐ Well regarded in public health circles
- ☐ Able to define, plan and drive 1-year and 3-year goals
- ☐ Can distribute responsibilities and give credit to others
- ☐ Enthusiastic to challenge the status quo and find new solutions

Finding the right leader can take several months and may initially require identification of multiple potential candidates. There could also be 2 or more leaders that compliment each other and are willing to work together.

A good coalition leader has a clear point of view on the one thing a coalition should achieve in its first year.

PRO TIP: DEVELOP A COALITION CHARTER

To support start-up efforts, a leader should draft a short charter document that defines the coalition's purpose, vision, and the initial immunization issue(s) to be solved.

Use the charter as a 'working document' during discussions with prospective members and make updates based on input to reflect a shared decision-making approach. As a coalition takes shape, this charter can evolve into a more detailed formal governance document.

2. Defining an initial problem to solve

KEY TAKEAWAYS

- ▶ Select a focused, well-defined problem or issue that members can unite around to solve
- ▶ Identify quick wins that can be accomplished together and show the value of a coalition
- ▶ Build on success to co-develop a broader vision and objectives with members

The fastest and simplest way to form a new coalition is by focusing on a concrete issue for a specific vaccine-preventable disease. Once established with a successful track record, a coalition can add to the diversity of members and capabilities needed to expand its mandate to support VCR across a spectrum of diseases.

Successful coalitions analyzed for this Guidance all had origins in a single vaccine-preventable disease. This enabled identification of known issues and quick-win actions to attract other organizations and individual stakeholders to join the effort. A coalition should select issues that have a greater chance of success when multiple stakeholders act together. This facilitates the formation of a coalition and coordination of actions, while respecting the independence of participating organizations and individuals.

APPROACHES TO FIND TANGIBLE ISSUES

- Define issues and gain buy-in through discussions with potential members
- Convene potential members to collectively define core issues
- Conduct a landscape assessment to identify issues of importance to prospective members

EXAMPLES OF FOCUSED VACCINATION ISSUES

- Raise VCR in targeted high-risk populations such as elderly, people with chronic diseases, pregnant women
- Maintain influenza VCR during a pandemic
- Advance RSV vaccination in infants
- Increase Tdap* VCR in adults

*Tetanus Diphtheria Acellular Pertussis

How to develop quick wins for a tangible issue:

- ☐ Form a working group, analyze the issue and publish an evidence-based white paper to raise awareness
- ☐ Define a short-term action plan that leverages the strengths of participating members
- ☐ Develop unified messages to educate and engage the public, HCPs, policy makers, media, etc.
- ☐ Collaborate with Health Authorities if appropriate

3. Attracting organizations to join a coalition

KEY TAKEAWAYS

- ▶ Choose an immunization issue that members will recognize and support
- ▶ Communicate the collective benefits and value of joining a coalition
- ▶ Assure members that a coalition is complimentary to their independence and mission

Many countries have a well-established presence of nonprofit organizations with an interest in immunization. This may include HCP associations covering specialties such as pediatrics, infectious diseases, general practice and other areas, along with patient and other nonprofit organizations. These organizations often have an independent heritage and a track record of their own achievements.

Coalition formation success may depend on convincing established organizations on the value of working together. Reinforce that participation will complement their organizational missions while respecting their independence.

Five suggestions for convincing prospective members to join a coalition

1. **Unifying issue and messages** – Find a unifying issue that will bring organizations together. Reinforce the benefits of having cohesive messages to educate patients, patient groups, healthcare professionals, Health Authorities and policymakers.
2. **Greater value by acting together** - Showcase short-term wins to demonstrate that the value accomplished together exceeds that which any one organization could achieve on its own.
3. **Stronger engagement with Health Authorities** – The actions and value of a coalition will establish it as a strong collaborator to national and local Health Authorities. This, in turn, will enable better access and relationships with HAs for coalition members.
4. **Shared governance** – The coalition will be built with shared governance and joint decision making to ensure and respect members' independence.
5. **Roles that leverage each others' strengths** – Define clear roles for coalition members and partners to promote collaboration and leverage strengths, resulting in greater reach and effectiveness.



4. Ensuring diversity of membership and partners

KEY TAKEAWAYS

- ▶ Diversity of members and partners is a common thread of successful coalitions
- ▶ It is achieved through a mix of private and public stakeholders in various roles
- ▶ This enables a coalition to strengthen capabilities, reach, effectiveness and independence

A core characteristic of a successful immunization coalition is having diverse members and partners working together toward common goals. As shown below, this can include a mixture of individuals, nonprofit organizations, national and local Health Authorities, private industry (biopharmaceutical and other industries/sectors) as well as academia and media. These stakeholders can be voting or non-voting members, or part of the coalition partner network.

	INDIVIDUAL CLINICIANS	NONPROFIT ORGANIZATIONS			PUBLIC HEALTH AUTHORITIES		PRIVATE INDUSTRY		ACADEMIA	MEDIA
		CIVIL SOCIETIES & PATIENT ORGS.	HCP SOCIETIES	OTHER COALITIONS	NATIONAL	LOCAL	VACCINE MFRS.	OTHER COMPANIES		
NAIIS		✓	✓	✓	✓	✓	✓	✓	✓	
IAC	✓		✓		✓	✓	✓		✓	
Immunize Canada		✓	✓		✓	✓	✓			
Immunisation Coalition	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Nat'l Program for Influenza Prevention	✓	✓			✓	✓	✓	✓		✓

Tend to be full-voting members and/or have roles on steering committee, scientific committee, advisory board, workgroups

Can be members, partners or participants. Voting rights vary.

Tend to be sponsors, partners, work groups and non-voting roles



Vaccine manufacturers are an important source of funding, expertise and resources for a coalition. Manufacturers are typically non-voting members or simply part of the partner network. The key is to ensure coalition governance and decision making are completely separated from industry involvement to ensure independence.

5. Defining governance and structure

KEY TAKEAWAYS

- ▶ Governance builds confidence for coalition members, partners, and Health Authorities
- ▶ Structure and roles help implement the governance model
- ▶ Governance drives decisions for appropriate and independent use of funds

A coalition can start up through an informal arrangement among initial members or take shape as a project of an existing nonprofit association. As a coalition grows, and to gain more credibility, it will eventually need to become a separate legally-recognized nonprofit organization.

A simple governance model is needed to convey clear structure, process and transparency to prospective members and partners and is vital to establishing credibility and trust with Health Authorities. Formal governance documentation will define items such as coalition purpose, type of entity, membership rules, operating procedures, voting rights, leadership roles, decision making and other details. For example, see the [Constitution of the Immunisation Coalition](#).

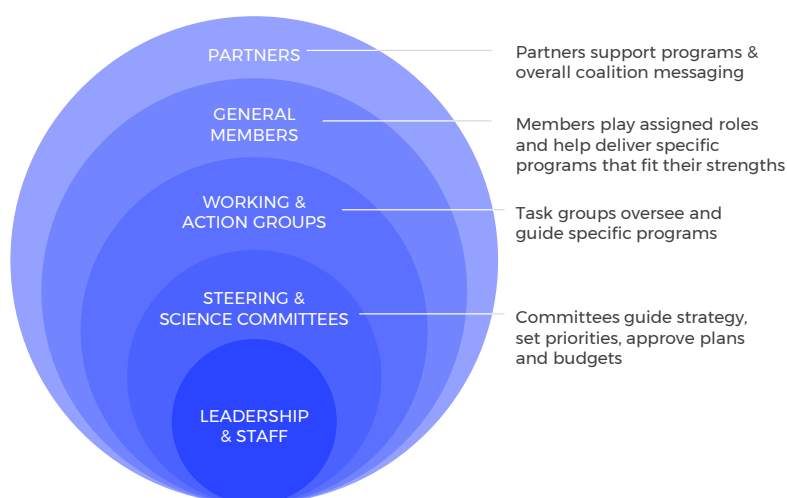
CRITICAL: GOVERNANCE SHOULD SEPARATE FUNDING FROM DECISIONS ABOUT COALITION TOPICS AND ACTIONS

Immunization coalitions should set firm processes to ensure decisions on priorities, action plans and related execution are blinded and separate from funding sources.

It is a good practice to pool funding and remove visibility on specific sponsors and amounts.

Use structure to implement governance

Structuring specific roles for members and partners helps implement the governance model. During start-up, a small well-defined Steering Committee is best to set initial direction and help the coalition form and grow. Members can be assigned roles that fit their strengths and capabilities.



Biopharmaceutical and vaccine manufacturers are an important source of funding and expertise to an immunization coalition. To ensure credibility and independence, they cannot have voting rights or decision-making input, but may be involved in specific coalition programs.

CASE STUDY: IMMUNIZATION COALITION GOVERNANCE EXAMPLES

National Adult and Influenza Immunization Summit (NAIIS)

NAIIS has a Leadership Committee made up of 3 organizations that drive the work and identify issues and content. A separate Summit Organizing Committee, comprised of roughly 15 organizations, evaluates, adjusts and approves topics to pursue. The Immunization Action Coalition separately manages financials for NAIIS, pools funding and keeps it separate from decision making.

Immunisation Coalition (IC)

IC formed a Scientific Advisory Board of medical specialists, scientists and public health physicians that makes recommendations to the IC Board of Directors on the coalition strategic plan, initiatives and messaging, as well as engagement with HCPs, Health Authorities and the general public . After the Board makes approval decisions, IC works to secure funding to carry out its independently-derived direction.



6. Establishing credibility and trust with Health Authorities

KEY TAKEAWAYS

- ▶ Collaborative relationships with Health Authorities are a critical success factor for coalitions
- ▶ Coalitions must be seen as a trusted independent ally for implementation of the NIP
- ▶ Governance, value and unique role of a coalition is the basis for collaboration and trust

Successful immunization coalitions have collaborative relationships with national and local Health Authorities. To make this happen, coalitions must establish credibility, ensure independence and earn trust. Health Authorities guard against conflicts of interest and often limit interactions with private organizations. There is especially high sensitivity to interactions with the biopharmaceutical industry. But public-private collaboration is important to the achievement of public health goals. For example, when facing an urgent public health crisis, such as a pandemic, Health Authorities often are more proactive in seeking public-private partnerships to expedite innovative solutions.

Rationale for a new coalition to gain recognition and trust with Health Authorities

Five important messages a new coalition should communicate to gain recognition and trust with Health Authorities:

1. **Ally to Health Authorities** – Reinforce that the coalition's role is to implement NIP and NITAG recommendations. Focusing on implementation can help mitigate potential concerns that the coalition will develop competing recommendations.
2. **Play a unique role** – Coalition can be a liaison between Health Authorities, independent associations, industry and other stakeholders for collaborative implementation.
3. **Unify messaging** – In its unique role, the coalition can drive unified, evidence-based messaging in line with Health Authority recommendations with broad reach and effectiveness.
4. **Show value** – Coalition should demonstrate a focus on tangible issues and early wins that can be achieved by members working together.
5. **Ensure independence with governance and structure** – Emphasize a governance and structure based on shared decisions that separates priority setting and actions from funding decisions and sources. This reinforces coalition independence and commitment to prevent conflicts of interest.

When to engage with Health Authorities

If a new coalition forms to help address an urgent public health crisis, it should engage with Health Authorities early in its initiation process to gain buy-in and establish a collaborative relationship. In other situations, it might make sense for a new coalition to first establish itself then engage with Health Authorities to collaborate on specific initiatives. When Health Authorities see that a coalition can be useful, they can become strong participants or even co-leads of programs.

7. Finding multiple sources of funding

KEY TAKEAWAYS

- ▶ Successful immunization coalitions have multiple sources of sustainable funding
- ▶ Funding from the biopharmaceutical industry should come from multiple companies
- ▶ Budgets for proposed projects should include an administrative fee for coalition operations

Coalitions require funding to conduct their missions and operations. Having multiple sources of funding supports coalition sustainability and makes it easier to demonstrate independence. It is also critical for a coalition to have some multi-year grants or contracts so it does not have to raise the full amount of its budget each year. Examples of funding sources for immunization coalitions are shown below.

	MEMBERS	SPONSORS	FOUNDATIONS	IN-KIND	GOVERNMENT EDUCATIONAL GRANTS	INDUSTRY EDUCATIONAL GRANTS	REVENUE FROM EDUCATIONAL PROGRAMS
NAIIS		✓			✓	✓	
IAC		✓	✓		✓	✓	
Immunize Canada	✓						
Immunisation Coalition		✓		✓	✓	✓	✓

Potential sources of funding for coalition start-up and continuing operations:

- **Initial participating organizations** – Could provide a small amount of funding to show their commitment by covering initial expenses and travel costs for their people.
- **Vaccine manufacturers** – Biopharmaceutical industry funding is critical and can represent the largest portion of coalition funds. Funding should come from multiple manufacturers along with appropriate governance processes and full transparency.
- **Other health-related sectors/industries** – Consider other health-related companies such as insurance companies and other sectors such as technology, communications, etc.
- **Government agencies and Health Authorities** – Funds or subsidies may be available from government sources, especially if responding to a national health crisis.
- **Coalition proposals** – Budgets for projects proposed by a coalition typically include an administrative fee of 15–25% used to sustain coalition operations.
- **Ability to generate funds and support internally** – The coalition should not be completely dependent on external funding but also receive significant in-kind support from its members and partners.

8. Engaging with the media

KEY TAKEAWAYS

- ▶ Media is a critical stakeholder to increase awareness and education about immunization
- ▶ A coalition must become adept at proactive and reactive media engagement
- ▶ Create incentives and recognition for fact-based media coverage of immunization topics

The media, including social media, is a critical stakeholder for an immunization coalition. Partnering with experts in public opinion helps ensure coalition messages are developed to maximize impact on the audience. Increasing media awareness and dissemination of evidence-based information about immunization is vitally important considering the amount of misinformation in public channels proclaimed by the anti-vaccine movement. An immunization coalition can educate the media about immunizations and become a trusted source for fact-based, unified messages.

Recommendations and tips for involving media

- Create a website with full transparency on coalition content and activities for visibility to the public, media, as well as members and partners
- Develop media allies who will listen when you have something to say
- Identify experts that are ready to be interviewed by media on critical topics
- Members can serve on expert panels, and findings can be announced through media
- Prepare proactive media messages, such as press releases, well in advance
- Development of reactive media messages requires a quick turnaround to be timely and effective
- Immunization stories are not guaranteed media coverage especially if competing with sudden developments
- Social media can be effective but must be well managed for timeliness, with consistent frequency to build audience
- Track misinformation on social media and counter by disseminating fact-based messages



ENGAGING WITH MEDIA AND RECOGNIZING GOOD JOURNALISM

Healthy Feather Award (Poland)

The National Program for Influenza Prevention created the Healthy Feather award to recognize journalists for excellence in publishing fact-based information about vaccination. This creates incentives for positive, accurate media coverage.

III.

Recommendations for Moving Forward



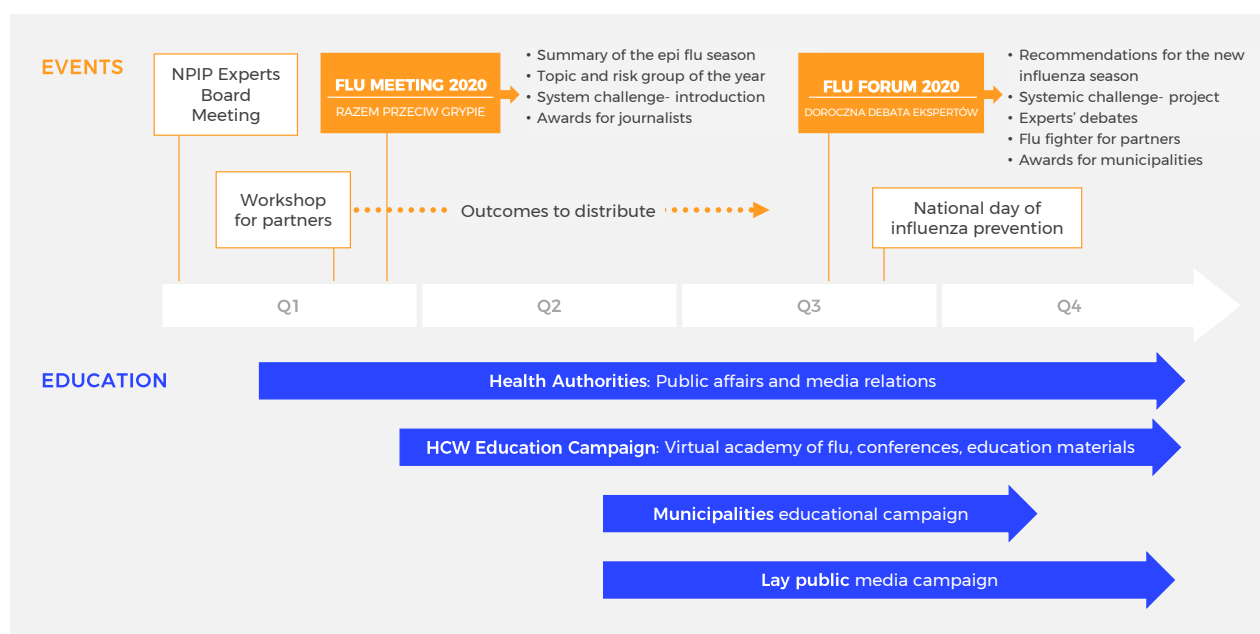
Factors for sustainability

The suggestions in this Guidance incorporate longer-term considerations that help a coalition build a solid foundation for sustainability. Quick wins on concrete issues create momentum for future efforts. Coalition governance helps establish independence, transparency and creates a formal structure to facilitate growth. Earning trust and credibility with national and local Health Authorities helps a coalition become a true partner in implementing NIP and NITAG recommendations. Securing multiple sources of funding helps a coalition with its long-term vision and mission.

Other factors that have helped sustain coalitions include:

Establishing an annual calendar and rhythm of engagement

Through the actions they take, coalitions establish themselves as a leading voice in front of country stakeholders. This is reinforced through a consistent annual calendar of key events and interactions such as summit meetings, board meetings, working group meetings, events and educational campaigns for the public and HCPs. Below is an example from the National Program for Influenza Prevention in Poland.



Factors for sustainability

Ongoing public communications and transparency

Using media, social media and respected health publication channels to disseminate immunization content and messages (including output from coalition meetings and activities) further affirms the unique role and voice of a coalition.

Motivating members and partners

Ongoing motivation is critical as a coalition relies on members and partners for participation, content and actions. Examples of what a coalition can do to motivate members and partners include public recognition, positioning members as experts to the media, involving members in interactions with Health Authorities, providing non-financial rewards and supporting personal and professional development.

Collectively, these factors help a coalition establish itself as a 'go-to' player in solving immunization challenges and cement its long-term role in improving VCR and public health.



Conclusion

An immunization coalition brings together individuals and/or organizations to work together on common goals to improve vaccination and public health.

Immunization coalitions are effective at supporting implementation of National Immunization Programs and vaccination schedules by helping to:

- Unify messages about vaccines
- Raise awareness about burden of diseases
- Educate healthcare professionals, healthcare workers and the general public
- Inform immunization policy considerations
- Coordinate actions across many stakeholders

Coalitions are a key factor for increasing population VCR as demonstrated by successful efforts in the United States, Australia, Canada and Poland. In these instances, national coalitions built upon VCR improvements for a specific disease before expanding into additional disease areas.

Other countries and regions should replicate this success. New coalitions should be formed to bring together public health leaders, patient groups, civil societies, healthcare professional associations, Health Authorities, payers, vaccine manufacturers and others to raise VCR and make strong contributions to population health.



Final thoughts from the authors

[Dr. Carlos Espinal, Robert Stempel College of Public Health And Social Work, Florida International University](#)

The reduction in immunization coverage has multifactorial causes that affect the execution capacity of national immunization programs. Inadequacies in human and financial resources, social communications, perceptions of political leaders about the impact of life course vaccination, among other factors, have an impact on the performance of NIPs. The best mechanism to face these challenges is an immunization coalition that can coordinate multisectoral strategic alliances and cooperation between civil society, Health Authorities and the scientific community.

Public health leaders in countries should promote and facilitate the development of immunization coalitions to achieve transversal cooperation and broad participation of diverse actors in public health solutions. This enables coalitions to strengthen and sustain NIPs and have a high impact in reducing the burden of vaccine-preventable diseases.

[Mr. Kim Sampson, Immunisation Coalition](#)

Improving VCR is a primary driver of Australia's Immunisation Coalition - after all, its purpose is to improve protection of all Australians through immunization against infectious diseases. There has never been a more important time for Australia and indeed the world, because to control the COVID-19 pandemic, we must vaccinate a vast majority of the globe.

The coalitions depicted in this document represent groups of individuals or organizations

united in a common cause. They can draw on their diverse membership to make comment, provide input and take actions more effectively than a single entity and more quickly than a government can hope to.

Immunization protects our communities – it save lives now and protects future generations. It is therefore hoped that this document will inspire people from other nations to adopt similar strategies to improve vaccination uptake in their countries.

[Dr. LJ Tan, Immunization Action Coalition](#)

A big challenge to improving VCR in countries around the world is that many people are interested in and focused on immunization, but they are not necessarily communicating with each other. One of the most important roles an immunization coalition can play is bringing together passionate, like-minded immunization advocates to strengthen their own work and amplify collective efforts to improve VCR and protect public health.

The current pandemic underscores why countries and health leaders should form immunization coalitions. A major contributing factor to the pandemic is that public agencies and private stakeholders have not done well at establishing infrastructure for surveillance of vaccine-preventable diseases as well as delivering and assessing programs to increase VCR. Immunization coalitions are uniquely positioned to do this job by building multi-sector partnerships and coalescing people to improve surveillance, implement programs, and evaluate the success of those programs.

IV.

Additional Resources



Additional resources to help coalitions develop

Much of the information noted below is at the community level but is translatable to national and regional coalitions.

[A Model for Getting Started](#)

The Community Toolbox is a free, online resource for those working to build healthier communities and bring about social change. Their model has five steps: access, plan, act, evaluate and sustain.

[Developing Effective Coalitions: An Eight Step Guide](#)

This step-by-step guide to coalition building from The Prevention Institute helps partnerships launch and stabilize successfully. It supports advocates and practitioners in every aspect of the process—from determining the appropriateness of a coalition to selecting members, defining key elements, maintaining vitality and conducting ongoing evaluations.

[Multiple Coalition Start-up and Maintenance Tools and Resources from Coalitions Work](#)

Offers many customizable tools to support all facets of a coalition from start up to sustainability.

[Sustainability Planning Guide for Health Communities](#)

The guide is a synthesis of science and practice-based evidence designed to help coalitions, public health professionals and other community stakeholders develop, implement and evaluate a successful sustainability plan. It provides a process for sustaining policy strategies and related activities, introducing various approaches to sustainability and demonstrating sustainability planning in action with real-life examples.

[Planning for Change—A Coalition Building Technical Assistance System](#)

A 23-page paper that provides much useful information about coalition building basics, including strategic planning, dealing with change and group management techniques.

