

# Vaccinate Your Family's 3-Year Strategy

*August 2020*

In the summer of 2020, Vaccinate Your Family's (VYF's) staff convened remotely to re-evaluate the strategic plan developed in May of 2017. Many of the priorities in that plan were achieved and new priorities have emerged due to the 2019 measles outbreak in the U.S. as well as the global COVID-19 pandemic.

Over the next three years, Vaccinate Your Family will continue to evolve our organization to better achieve our mission of protecting people of all ages against vaccine-preventable diseases. We will begin our work on this strategic plan by building a work plan for year one. At the end of the year, we will review our progress against each objective and make any necessary adjustments to our plans and programming for the following year.

Utilizing the skills of our staff, consultants, board of directors, partners, and individuals across the U.S. we will:

## 1. Ensure Efficiency

- a. **Hire New Staff/Consultants:** We must take advantage of all possible efficiencies within our existing staff structure and identify the areas of need to engage additional full- and/or part-time staff and consultants.
- b. **Refine our board structures/recruit new members:** We will consider changes to the structure and responsibilities of our Board of Directors, executive board and scientific advisory board (consider name change to "medical advisory board") members. We need to enforce board terms per our bylaws and recruit additional members of diverse backgrounds to the Board who can support VYF fundraising efforts and offer external counsel on a variety of organizational and expertise needs.
- c. **Identify new funding sources:** In order to ensure sufficient staffing, we will identify and pursue new sources of funding including, but not limited to, foundations, non-pharmaceutical corporations, additional government sources and individual donors.

## 2. Strengthen Our Brand:

In 2018, we completed the rebranding of Every Child By Two into Vaccinate Your Family, which allowed us to better align our name with our mission. Now, our focus will be on raising awareness of our organization among broader audiences as well as ensuring our organization has the staff, board, and funding in place for long-term success.

- a. **Expand our brand:** Now that we have successfully defined our brand, we must work to expand recognition of it by the public and policymakers as well as potential partners and new funders. We will identify opportunities to publish in online and print newspapers, journals, magazines, and other outlets that our intended audiences read. We will also strive to write more announcements and press releases regarding timely issues.

3. **Educate the Public:** While hesitancy will continue to be an issue, VYF is making a conscience choice to focus on building confidence among those with questions about vaccines but are most willing to vaccinate. We will still do our part to correct disinformation, but will focus the balance of our work in this area by establishing immunization as the cultural norm.
  - a. **Focus on pregnant women:** Pregnant women present a unique opportunity for education regarding both maternal and childhood vaccinations. CDC research shows that women decide during the second trimester about vaccinating their children. Also, one would presume that if she is willing to vaccinate herself while pregnant, then she will also choose to vaccinate her child.
    - VYF will develop a plan to better reach expecting women about both maternal and childhood vaccines, building on our communications and advertising work to-date.
    - VYF will seek to identify partners positioned to help us reach women in trusted settings and will reach out to “influencers” who can help share our fact-based messaging.
  - b. **Help to eliminate immunization disparities by creating novel partnerships:** VYF will seek new opportunities to partner with organizations that represent those who historically lack access and trust in vaccines in order to develop effective communication materials and outreach activities aimed at improving vaccine uptake, particularly among the highest risk populations.
  - c. **Continue to educate the general public about the importance of timely vaccinations/safety of vaccines:** We also recognize that people ultimately depend on their personal networks – both online and in-person – to make decisions about vaccination. We must apply learnings from how people make decisions about their health to immunization decisions.
    - Continue to maintain social media pages with the use of newly created VYF graphics/partner graphics.
    - Increase efforts to share videos and advertise on YouTube and novel platforms.
    - Continue to maintain the VYF website and strive to drive more traffic to the site (e.g., google ad grant)
    - Develop new culturally competent resources to respond to the distrust in vaccines among particular populations. We will strive to create and share culturally sensitive and relevant resources (including social media graphics and online tools) to increase confidence in the safety and necessity of vaccines.
    - Develop resources and ongoing messaging to direct the public to information on how to pay for vaccines
  - d. **Continue collaborations with WIC** to reach low-income pregnant women and mothers of young children with vaccination information/resources and assess whether increased outreach to WIC recipients can help increase confidence among minority groups.

- **Seek to control online conversations:** To effectively pivot from hesitancy to confidence, we will need to control online conversations when vaccine critics attempt to hijack the dialogue. VYF has many years of experience doing so and will share this knowledge with our partners.

**4. Continue to Strengthen Vaccination Policies on the State and Federal Levels.** We remain proud of our founders' work on both the federal and state levels to strengthen vaccination rates through the development of sensible, non-partisan policies. Recent National Immunization Survey data has shown sociodemographic disparities among children. Adults, in addition to the same disparities children face, also experience racial and ethnic disparities. These issues are likely to be exacerbated by the massive economic upheaval and subsequent job losses due to COVID-19. In order to increase access to and trust in vaccines VYF will:

- Seek seats at the table on key initiatives aimed at eliminating disparities to serve as subject matter experts.
- Better utilize EveryAction to mobilize the public: VYF's investment in the EveryAction platform presents an opportunity to better engage the public in both federal and state policy. We will identify our top priority federal activities in which to engage and determine ways in which we can support state partners.
- **Help develop/support strong federal policies:** VYF will continue to identify changes to federal policies that will help more people in the U.S. access critical immunizations and will work with partners (including members of the 317 coalition and AVAC), to reach out to members of Congress.
- **Support state and local partners:** Working on state- and city-level vaccine policy can be a herculean task for even well-organized immunization coalitions. We will, therefore, continue to build out the Vaccinate Your Family Partner Portal with resources and how-to guides on topics relevant to our partners' needs and serve as a resource and convener for our partners at the state level who often face similar challenges.