Organization: MedStar Health
Solution Title: Mandatory Influenza Vaccinations (MIV) for all Healthcare Personnel (HCP)

Program/Project Description: What was the problem to be solved? How was it identified? What baseline data existed? What were the goals—how would you know if you were successful?
Influenza has the highest rates of mortality among all the vaccine preventable diseases combined. CDC indicates that the flu vaccine is the single best method to prevent influenza transmission. Annual assessment of the influenza vaccination rate for our healthcare workers was around what was nationally reported at 50-60%. Our goal was to achieve 80% or better and we were not successful even with previous communication campaigns and requiring a declination form.

Process: What methodology or process was used to develop the Solution?
Review of the literature indicated that facilities that mandated influenza vaccinations had achieved the highest rates of vaccination. Their vaccination rates were greater than 97%.

Solution: What Solution was developed? How was it implemented?
Mandating influenza vaccination for all HCP, affiliated physicians and volunteers, students, vendors and contracted workers. A mandatory policy was developed that required either vaccination or exemptions for medical or religious reasons. If neither of those two criteria were met then HCPs were terminated and the affiliated physicians had their privileges administratively suspended for the duration of the influenza season. Letters were sent home to each associate and physician regarding the new policy. Policy notifications were made to volunteers, vendors etc. A system-wide task met to develop policies, tools and communications. Education and communication blasts were provided (see attached flyer). On line education was provided for those who were reluctant to be vaccinated.

Measurable Outcomes: What are the results of implementing the Solution? Provide qualitative and/or quantitative results to data. (Please include graphs, charts, or tools as attachments.)
Please refer to attached chart.

Sustainability: What measures are being taken to ensure that results can be sustained and spread?
Leadership support has enabled us to sustain results for two years now.

Role of Collaboration and Leadership: What role did teamwork and collaboration play in the Solution? What partners and participants were involved? Was the organization's leadership engaged and did they share the vision for success? How was leadership support demonstrated?
To complete the solution a multi-disciplinary MIV Task Force met to develop policies and procedures for the program. This group partnered with the Vice President of Medical Affairs for the physician partnership and Corporate Materials Management for the Vendor Access Program. We also partnered with all the schools that send students to our hospitals. The organization's leadership was truly engaged and supportive. A note was mailed to each associate by the corporation outlining the new patient safety initiative. The Corporation developed and funded a tool kit of information utilized by each site for communication and education.
Innovation: What makes this Solution innovative? What are its unique attributes?
MedStar Health is the first system that has required mandatory influenza vaccinations for all their affiliated physicians, including employed physicians and private practitioners. Mandatory vaccination policies work to achieve high rates of vaccination.

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FLU VACCINATIONS + U = A HEALTHY WORKPLACE
SAFER PATIENTS
PROTECTED FAMILIES
A STRONGER COMMUNITY

CALL 555.123.4567 TO SCHEDULE YOUR FLU VACCINATION TODAY.

The impact of your flu vaccination reaches far beyond protecting yourself against flu. You help to build a healthy workplace and safer environment for our patients, your family at home, co-workers and the community. Did you know one in five people within Maryland and the Washington, D.C., region receive care from a MedStar Health hospital? If all of us are vaccinated, the chances of the flu spreading significantly decrease.

Schedule your flu vaccine today and help protect what's important to you. Everyone counts when it comes to protection against flu and flu prevention starts with you.

October 3 – December 2
MEDSTAR LOCATION XYZ
Monday – Friday X a.m. – X p.m.
Influenza Vaccination Results

<table>
<thead>
<tr>
<th>All MedStar Employees</th>
<th>% Vaccinated</th>
<th>% Policy Compliant *</th>
<th>Terminated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>98.5%</td>
<td>99.9%</td>
<td>9 full time, 1 part time</td>
</tr>
<tr>
<td>2010</td>
<td>98.4%</td>
<td>99.9%</td>
<td>2 full time, 1 part time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Affiliated Physicians</th>
<th>% Vaccinated</th>
<th>% Policy Compliant*</th>
<th>Privileges Suspended</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>95%</td>
<td>96%</td>
<td>149</td>
</tr>
<tr>
<td>2010</td>
<td>95%</td>
<td>96%</td>
<td>222</td>
</tr>
</tbody>
</table>

*Policy compliant=vaccinated or exempt