



AIRA

AMERICAN IMMUNIZATION
REGISTRY ASSOCIATION

Strategic Plan

2020-2024

Introduction

The American Immunization Registry Association (AIRA) is a membership organization that exists to promote the development and implementation of immunization information systems (IIS) as an important tool in preventing and controlling vaccine-preventable diseases. AIRA provides a forum through which members combine efforts, share knowledge, and promote activities to advance IIS and immunization programs. A strong, unified voice for standards, policy, and funding, AIRA is a resource for data exchange standards development, information sharing, and education/training for IIS managers and staff.

AIRA is governed by a board of directors and managed by an executive director; together, they engaged in strategic planning activities to identify priority areas for the organization. The following document outlines the priorities, objectives, and strategies that will be undertaken in support of the vision and mission of the organization.

Vision

To facilitate the sharing and use of immunization information by all partners and ensure that immunization information systems are fully supported and represented.

Mission

To promote and support the use of immunization information to ensure healthy communities.

Purpose/Value

The purpose of AIRA is to support and promote the development, implementation, and interoperability of immunization information systems through partnerships, peer and professional education/training, and resource development. AIRA values the voluntary and collaborative interaction of all of its members and interested others to develop the electronic health care infrastructure necessary to prevent and control vaccine-preventable diseases.

Goals, Objectives, & Strategies

Priority Area I: Enhance IIS influence and relevance within the health information and technology landscape.

———— Goal ————

Cultivate and strengthen AIRA's influence in the evolution of health IT, ensuring the role of IIS is increasingly recognized.

Objectives

Strategies

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| <p>1. Monitor key stakeholder activities within the health information technology landscape to identify important issues impacting IIS.</p> | <ul style="list-style-type: none"> ◆ Prioritize strategic partnerships and identify opportunities for engagement. ◆ Identify issues and trends that have the potential to impact IIS. ◆ Annually map key national partners and identify potential roles. |
| <p>2. Share and engage the IIS community on important issues and emerging trends from within the health information and technology landscape.</p> | <ul style="list-style-type: none"> ◆ Develop and disseminate key messages that address issues and trends impacting IIS. ◆ Provide educational offerings to the IIS community about new and emerging issues and technologies. ◆ Engage the community to respond to key issues that may impact IIS. ◆ Identify and cultivate IIS influencers to enhance their understanding of core health IT issues impacting the IIS community. |
| <p>3. Share and engage the broader health IT community on important issues impacting IIS.</p> | <ul style="list-style-type: none"> ◆ Develop and disseminate key messages highlighting the value, challenges, and issues impacting IIS. ◆ Provide targeted education about IIS and the IIS community to key partners. ◆ Identify key data exchange partners to encourage more widespread and impactful use of IIS data. ◆ Participate with the broader health IT and public health community to inform and respond to key issues that impact IIS. ◆ Engage external stakeholders in creating collaborative solutions. |

Priority Area II: Address the gap between member needs and utilization of AIRA resources and services.

Goal

Provide programs, services, and resources to help IIS maximize performance and utilization.

Objectives

Strategies

1. Identify the needs of the IIS community.	<ul style="list-style-type: none">◆ Evaluate the strengths, limitations, and barriers to use of existing programs, services, and resources.◆ Identify member utilization gaps and unmet needs of the IIS community.
2. Develop programs, services, and resources to meet the needs of the community.	<ul style="list-style-type: none">◆ Prioritize and develop programs, services, and resources to meet the identified needs of the community.
3. Support the implementation of programs, services, and resources to meet the needs of the community.	<ul style="list-style-type: none">◆ Implement programs, services, and resources to meet the identified needs of the community.◆ Identify strategies and develop an action plan to improve usability and uptake of existing programs, services, and resources.◆ Promote and support the use of programs, services, and resources strategically to improve awareness and accessibility of offerings.

Priority Area III: Provide the necessary organizational infrastructure to support the work of AIRA.

———— Goal ————

AIRA will have a strong organizational structure to support its vision and mission.

Objectives

Strategies

1. Maintain appropriate resources to support AIRA activities.	<ul style="list-style-type: none">◆ Evaluate existing and potential programs, services, and products according to their resource utilization based upon the need, value, impact, and funding obligations.◆ Develop and implement a strategy to ensure efficient allocation of staffing and financial resources.
2. Ensure the composition of AIRA's officers and board of directors supports the goals of the organization.	<ul style="list-style-type: none">◆ Define and develop a plan to establish representation on AIRA's board that is reflective of the IIS community.◆ Create a plan for identifying and providing support for future directors and officers.
3. Foster an engaged AIRA community.	<ul style="list-style-type: none">◆ Identify engagement gaps and needs across the community.◆ Develop and implement an engagement plan.◆ Evaluate the success of the implemented work plan activities and identify recommendations for future engagement activities.

Priority Area IV: Strengthen AIRA's funding portfolio through diversification.

Goal

No single funding stream will represent more than 75% of AIRA's total revenue.

Objectives	Strategies
1. Establish and maintain the necessary infrastructure to provide oversight, direction, and framework for AIRA's financial operations.	<ul style="list-style-type: none">◆ Identify long-term strategies to oversee AIRA's financial operations.◆ Develop and implement an approved policy that describes the scope, limitations, and acceptable sources of revenue for AIRA.◆ Develop and implement an investment strategy that includes the establishment of an operating reserve and the feasibility and purpose of an endowment fund.
2. Define new programs, products, or services to add to the AIRA portfolio that align with its current vision and mission.	<ul style="list-style-type: none">◆ Complete an analysis of AIRA's current and potential service offerings that identifies the needs, challenges, and opportunities for program development and funding.◆ Institute mechanisms for identifying funding opportunities.◆ Develop proposals to pursue funding opportunities.
3. Identify opportunities to expand existing revenue sources.	<ul style="list-style-type: none">◆ Develop an annual strategic growth plan to increase revenue from membership and the AIRA National Meeting.◆ Annually, report the progress toward achieving the goals set forth in the strategic growth plan.
4. Explore the feasibility of developing a global AIRA program.	<ul style="list-style-type: none">◆ Engage global partner organizations.◆ Complete a landscape analysis that identifies the needs, challenges, and opportunities for program development.◆ Develop a feasibility proposal for board consideration and approval.◆ Implement approved proposals as resources permit.