Strategies for Improving Rural Health Equity: Leveraging Strengths and Assets

March 25, 2019

Alana Knudson, PhD



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About the Walsh Center for Rural Health Analysis

- Established in 1996 in honor of William B. Walsh, M.D., founder or Project HOPE.
- Brought to NORC in 2003, with the mission of conducting research and analysis to improve rural health and well being in America.
- Studies on behalf of the Federal Office of Rural Health Policy, the Robert Wood Johnson Foundation, the CDC, USDA, the Appalachian Regional Commission, and many others.



A Shift of Focus





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Project Purpose:

- Conduct formative research to identify strengths and assets, as well as opportunities, that will
 accelerate and improve health and well-being in rural communities.
- Identify factors (and partners) that can influence health and equity within rural communities.
- Identify opportunities for action and a set of recommendations for diverse rural stakeholders and funders to support rural communities.
- Create a new, more positive narrative to describe rural community health and well-being.

Methodology

Data Collection	Scope		
Literature Synthesis	Boolean search strategy, over 320 articles		
National Discussion Forum	• n=27		
Key Informant Interviews	• n=24		
Regional Community Forums	 U.S. Mexico Border: n=34 Delta: n=48 Northeast: n=58 Upper Midwest: n=43 		
Vetting Sessions	 All State Offices of Rural Health and partners Appalachia regional vetting session: n=80+ 		
Formal Non-Health Sector Engagement	 NACO Rural Action Caucus convening: n=40+ NADO Focus group: n=6 		
National Conferences	Feedback sessions at 9 conferences		
Number of Sectors Represented	36		
Total Participants & Reviewers	n=400+*		
*does not include all participants at national conference feedback sessions			

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Rural communities' "greatest assets are their people."

Frequently cited individual assets include:

- Civic and community engagement
- Entrepreneurship
- Resilience and adaptive capacities, including a strong "connectivity across sectors and actors"
- Specific population groups, including older adults, veterans, and youth

Organizational/Associational Assets

- Educational institutions
- Faith-based organizations
- Small businesses
- Farmers markets and other local food systems
- Community-based organizations/non-profit organizations
- Financial institutions
- Local media
- Social networks

Community Assets

- Natural resources
- Food system
- Land-grant institutions and cooperative extension
- Broadband infrastructure
- Larger employers
- System-owned hospitals
- Retail department stores

Cultural Assets

- Core values, including:
 - Close-knit sense of community
 - Support systems and neighborly social ties
 - Religious affiliation and faith
 - Pride in self, family, and place
 - Self-reliance and independence
 - Strong work ethic
- Social cohesion
 - "Culture of collaboration"
 - Collective efficacy
 - "Community spirit"
- Shared history
- Innovation and creativity

"Culture and history is the connective tissue in rural communities that is more important than anything else and that will ultimately drive the change to improve health status."

-- Interview participant

Residents	Schools and Post- Secondary Institutions	Faith-Based Organizations	Cooperative Extension
Planning and Development	Healthcare and Public Health	Employers	Community- Based Organizations
Public Libraries	Transportation	Local Government and Public Safety	Local Media

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Contextual Factors: Political environment, policies, history

Foster Cross-Sector Collaboration

Cross-sector collaboration is often an existing asset in rural communities, which can be supported and expanded.

Adapt Funding Strategies to Support Rural Communities

Adapt funding strategies and grant structures to address rural barriers to participation in grant programs.

Build Relationships and Trust

Cultural assets highlight the importance of rural residents feeling ownership over solutions to rural challenges, and building long-term, meaningful relationships with communities.

Engage with Regional/Local Intermediaries

Regional and local organizations have a better understanding of local culture, past experience, and assets.

Consider Rural Communities as Program Sites

Rural communities are well suited to pilot efforts to improve health and equity – programs can be tested on a smaller scale with fewer confounding factors.

Develop Rural-Specific Communications and Messaging

It is critical to consider the specific audience, choose an appropriate messenger, and tie messages to important cultural assets.



Recommendations for Philanthropies and Government Agencies to Improve Health and Equity in Rural Communities

Rural communities have remarkable strengths, assets, and change agents across sectors that are often overlooked when developing strategies to improve rural health and equity in the U.S. Rural health inequities are well-documented.^{1,2,3,4} and it is important to address the root causes of these inequities. Alleviating poverty and ensuring gainful employment are primary priorities and challenges in rural areas because they are critical for strong, thriving, and healthy communities. Further, rural communities experience challenges ensuring access to high-quality health care, infrastructure and built environment



Supporting Change Agents across Sectors to Improve Health and Equity in Rural Communities

Background

Rural communities have remarkable strengths, assets, and change agents across sectors that are often overlooked when developing strategies to improve rural health and equity in the U.S. Rural health inequities are well-documented,^{12,3,4} and it is important to address the root causes of these inequities. Alleviating poverty and ensuring gainful employment are primary priorities and challenges in rural areas because they are critical for strong, thriving, and healthy communities. Further, rural communities experience challenges ensuring access to high-quality health care, infrastructure and built environment that supports healthy living, clean environments, and social conditions that promote overall well-being. Despite these challenges, it is also essential



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Leveraging Culture and History to Improve Health and Equity in Rural Communities

Background

or change location

Rural communities have remarkable strengths, assets, and rich cultures and histories that are often overlooked when developing strategies to improve rural health and equity in the U.S. Rural health inequities are well-documented,^{1,2,3,4} and it is important to address the root causes of these inequities. Alleviating poverty and ensuring gainful employment are primary priorities and challenges in rural areas because they are critical for strong, thriving, and healthy communities. Further, nural communities experience challenges ensuring access to high-quality health care, infrastructure and built environment that supports healthy living, clean environments, and social conditions that promote overall well-being. Despite these challenges, it is also essential

Findings: Cultural and Historical Assets

A central cross-cutting theme was the importance of culture and history in improving rural health and equity. Culture can be defined as learned systems of human behavior and thought, including knowledge, beliefs, morals, and customs.⁷ Literature identifies culture as important in fostering better health outcomes.⁸ Culture itself is seen as a strength, described by a project participant as the "connective tissue in rural communities that is more important than anything else and that will ultimately drive the change to improve health status."

ruralhealthinfo.org



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Finding Information And Resources on Rural Health Issues How many have you heard of RHIhub?

Federally funded clearing house for rural health information.

Today, I am going to show you how to find information about rural transportation.



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newsletter:



Daily and weekly custom alerts also available

Funding Opportunities



The <u>Rural Data Explorer</u> and <u>Chart Gallery</u> provide access to a wide range of data on rural health issues.

Learn how to locate and use data in the <u>Finding Statistics</u> <u>and Data Related to Rural</u> <u>Health</u> topic guide.

Am I Rural?



illness or injury faster and easier, setting the patient and provider up for the best possible outcome. This article looks at how a tertiary facility's communication with skilled nursing facilities, a Critical Access Hospital's swing bed program, and a home health agency are improving patient transitions from acute care to PAC.

Social Determinants of Health: Transforming the Buzz Phrase to a Rural Action Item Two healthcare organizations demonstrate how the social determinants of health and



Search

social risk assessment can be used as a framework for transforming a rural "health delivery system to a true health system."

News Headlines

Am I Rural? tool, Evidence-Based Toolkits (put together by NORC Walsh), and several other tools for rural programs.

Click on the Evidence Based toolkits

Rural Evidence-Based Toolkits

1. Identify evidence-based and promising community health programs in rural communities

2. Study

experiences of these programs including facilitators of their success

3. Disseminate lessons learned through Evidence-Based Toolkits



Rural Health Information Hub: <u>https://www.ruralhealthinfo.org/</u>



A key focus of our work has been on establishing a rural evidence base which includes developing evidence-based toolkits based on the experiences of grantees and other rural communities.

Evidence-based toolkits are an important step in disseminating successful programs.

Our toolkits have three aims.

- 1. Identify evidence-based and promising programs
- 2. Study the experiences of these programs to figure out what's working in rural communities and why.
- 3. Disseminate best practices from their experiences through evidence-based toolkits, so future grantees and other rural communities can learn from these experiences and replicate them.



information.

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	↓ IN THIS Modules	TOOLKIT	<u>Rural Health</u> > <u>T</u> > <u>Rural Commu</u>	ools for Success > Evidentiation Success > Evidentiation Success > Evidentiation Success > Evidentiation Success	ence-based Tool	<u>kits</u>	RHIhub This Week
	1: Creating a	a Program	Module 2: D	Module 2: Developing a Rural Community Health Program			Sign-up to receive our
	2: Developing	g a Program	It is important to				email
	 Evidence I 	Base	the evidence ba	the evidence base when developing a rural community health program. It may be possible to implement or adapt an existing evidence-based or promising program model that has been shown to be effective in other rural communities. Because no			
	 Communit 	ty Needs	developing a ru			Subscribe	
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	3: Implemer	nting a Program	evidence-based			been	
	4: Evaluating	g a Program	shown to be effe			SHARE THIS PAGE	
	5: Planning f	for Sustainability	/ how an existing	two rural communities are the same, it is important to identify how an existing model will address the needs of your			Facebook
	6: Dissemina Practices	ating Best	community and contextual facto	community and how it may be adapted based on local contextual factors and resources.		<u>Twitter</u>	
	About This T	oolkit	This module focuses on reviewing the evidence base for the program, matching a program to the community's needs, identifying existing evidence-based and promising models, and thinking about considerations for adapting programs.		in LinkedIn Email		
			1. 1.1				

- In this model:
 - Review the Evidence Base for the Program
 - Match the Program to the Community's Needs
 - Identify Evidence-based and Promising Program Models
 - · Considerations when Adapting a Program

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Thank You!

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Assessing Disparities in Pneumococcal Vaccine Service Delivery in the Rural Fee-for-Service Medicare Population



National Vaccine Advisory Committee March 25, 2019

Jeffery Talbert, PhD Patricia R. Freeman, PhD Pharmacy Practice and Science University of Kentucky College of Pharmacy

Pneumococcal Disease

Significant public health concern in US, especially among elderly



Mortality from invasive pneumococcal disease ranges from 20% at 65 years of age to 40% at 85 years of age

CDC. *Epidemiology and Prevention of Vaccine-Preventable Diseases (The Pink Book),* 13th ed. Washington, DC: Public Health Foundation; 2015.



Pneumococcal Vaccination

- 2-dose vaccination series recommended for persons age≥65
 - 1 dose PCV13 at age 65
 and 1 dose PPSV23 at least 1 year
 later
- Vaccination rates remain low
 - 50% for either vaccine individually
 - -<20% for 2-dose series

McLaughlin J et al. Disparities in Uptake of 13-valent Pneumococcal Conjugate Vaccine among Older Adults Following Routine Recommendation in the United States. *Open Forum Infectious Diseases*. 2017;4(Suppl 1):S468-S469. .

Rural & Underserved

Health Research Center

Disparities in Pneumococcal Vaccination

Racial and geographic disparities noted in previous research Cause of disparities

- Socioeconomic barriers?
- Reduced access to clinic-based health care providers?

McLaughlin J et al. Disparities in Uptake of 13-valent Pneumococcal Conjugate Vaccine among Older Adults Following Routine Recommendation in the United States. *Open Forum Infectious Diseases*. 2017;4(Suppl 1):S468-S469.



Pharmacies as Alternate Sites



Use of alternate sites for vaccine delivery has been recommended to improve vaccine coverage



All 50 states and D.C. authorize pharmacists to provide pneumococcal vaccines



93% of Americans live within 5 miles of a community pharmacy



May play a significant role in vaccine access, especially in rural communities



Study Objectives

To evaluate trends in pneumococcal vaccination service delivery for the years 2012 -2015

To determine the relative contribution of community pharmacies as an alternate site vaccine service provider



Methods

Data Source: Medicare Physician and Other Supplier Public Use File, years 2012 to 2015

Pneumococcal	HCPCS G0009 "any pneumococcal vaccine administered"	
vaccination services were identified by:	CPT 90670 "PCV13 administered"	
	CPT 90732 "PPSV23 administered"	

Providers were classified as: primary care provider, pharmacy provider, or other



with 1-3 designated as urban, and 4-9 as rural; variables from the medicare geographic variation county public use file included average age; average Hierarchical Condition Category (HCC) score, a composite risk score reflective of chronic disease burden; and percent male, white non-Hispanic, eligible for Medicaid, and using inpatient or outpatient services;

Descriptive statistics on vaccine services by rural-urban designation, provider type, vaccine type, and year were calculated. A logistic regression model of the estimated rate of pneumococcal vaccination in 2015 was created using the parameters from the Medicare Geographic Variation table, rural-urban designation, the percent of vaccines provided by pharmacists, and the interaction of rural-urban designation with percent of vaccines provided by pharmacists

Methods

Urban status was identified by provider NPI registration address linked to Rural-Urban Continuum Codes

County level demographics were incorporated from the Medicare Geographic Variation Sate/County Public Use File

Descriptive statistics were performed for vaccine services by rural-urban designation, provider, vaccine type, and year

Logistic regression was performed predicting likelihood of pneumococcal vaccination in 2015



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Findings





Total Number of PPSV23 and PCV13 Vaccination Services, in Thousands, 2012-2015

Year	PPSV23	PCV13
2012	1,067 (97.7%)	25 (2.3%)
2013	1,077 (92.3%)	90 (7.7%)
2014	1,025 (66.9%)	507 (33.1%)
2015	445 (8.4%)	4,852 (91.6%)



This table depicts the number of pneumococcal vaccination services for the two types of vaccines, over the 4 years in the study period. 5.35 million beneficiaries (16% of eligible) received pneumo vaccine in 2015 and almost 4-fold increase in number of pneumococcal vaccines provided to FFS beneficiaries between 2012 and 2015 and as you can see is driven by the uptake of PCV13.
Rate of Pneumococcal Vaccine Service Delivery per Eligible Population, 2015





Rates of vaccine service delivery varies significantly across the country. Form a low of 7.7% in Maine to a high of 25.7% in CO.

Significant rural urban disparities noted. - 10.7% rate in rural vs 17.4% in urban communities.

Number of Pneumococcal Vaccination Services by Provider Type and Rural-Urban Designation, in Thousands, 2015

	Rural		Urban			
	Vaccination		Vaccination		Combined	
Provider Type	Services		Services		Vaccination Services	
Pharmacy	247	(33.5%)	1,049	(22.7%)	1,296	(24.2%)
Primary Care	465	(63.1%)	3,398	(73.6%)	3,863	(72.2%)
Other	25	(3.4%)	168	(3.6%)	193	(3.6%)
Total	737		4,615		5,353	(100%)



In 2015, primary care providers delivered the majority (72.2%) of pneumococcal vaccination services to FFS Medicare beneficiaries while pharmacy providers accounted for one-fourth. In rural communities, pharmacy providers delivered one-third of pneumococcal vaccine services, suggesting the important role of rural pharmacies in vaccine access.

Percent of Pneumococcal Vaccination Services Delivered by Provider Type and Rural-Urban Designation, 2012 to 2015



When look at the trends over time separated by rural/urban can see the increasingly important role that pharmacy providers are playing in vaccine delivery

Summary of Model Results

Variables positively associated with vaccination

- Increasing age of beneficiaries
- Greater proportion of female beneficiaries
- Greater proportion of white non-Hispanic beneficiaries

Variables negatively associated with vaccination

- Rurality
- Lower overall health status
- Greater use of outpatient services vs inpatient services

Significant interaction

 Between rurality and percent of vaccines provided by pharmacists



The interaction between rurality and percent of vaccines provided by pharmacists was significant and when interpreted with the finding from Figure 1 that pharmacists provide a greater proportion of vaccines in rural versus urban areas, suggests that community pharmacies play an important role in access to pneumococcal vaccinations in rural areas

Summary of Key Findings

Between 2014 and 2015, pneumococcal vaccine services delivered to FFS Medicare beneficiaries increased by 380%

Continued disparities in delivery of pneumococcal vaccine services to FFS Medicare beneficiaries in rural and urban communities are noted, with a 63% higher vaccination rate observed in urban areas



Summary of Key Findings

Primary care providers delivered the majority of pneumococcal vaccine services

Pharmacy providers, overall, deliver one-fourth of pneumococcal vaccine services

Pharmacy providers in rural communities play an increasing role in pneumococcal vaccine service delivery



Conclusion and Recommendations

Disparities in pneumococcal vaccination rates between rural and urban areas are noted

Community pharmacies serve as important access points for pneumococcal vaccine services in rural communities

Continued support of rural service providers is needed to ensure older adults have access to recommended vaccines



Research Team

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The information, conclusions and opinions expressed in this document are those of the authors and no endorsement by FORHP, HRSA, HHS, or the University of Kentucky is intended or should be inferred.









A CANCER FREE WORLD STARTS HERE

Disparities in HPV Vaccination Uptake in Appalachia: Unique Problems Require Unique Solutions

Electra D. Paskett, Ph.D. March 25, 2019



Overview

- Overview of Appalachia
- Burden of HPV disease in Appalachia
- Uptake of HPV vaccine in Appalachia
- Reasons for low uptake
- Strategies for addressing low uptake: our efforts and future strategies



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Appalachia



- Appalachia consists of 420 counties in 13 states
- 5 regions: Northern, North Central, Central, South Central and Southern
- Appalachian Regional Commission defined in 1965 in response to region's deficits
- 24.8 million residents (about 8% of total U.S. population)

Characteristics Of Appalachia

- Both urban and rural areas
- Less racial diversity
 - 12% minorities in Appalachia, 31% in U.S.
- Higher rates of poverty
 - Poverty rate: 16.6% in Appalachia, 12.3% in U.S.
 - 78 Appalachian counties are considered "distressed"
- Lower education
 - High school diploma: 77% in Appalachia, 81% in U.S.
 - Bachelor's degree: 18% in Appalachia, 25% in U.S.







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(**All figures from Census 2000 data**)

Health In Appalachia

- Appalachia is a traditionally underserved area in terms of the health care system
- Excess mortality exists in Appalachia with cancer and heart disease being leading causes of death
- Cancer is the leading cause of death
- Factors contributing to health disparities in region:
 - Lower SES
 - Lack of medical care facilities and health care providers
 - Poor health behaviors
 - Poor communication with health care providers



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HPV Disease and Vaccination Uptake







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HPV-Associated Cancers by State

HPV-associated cancer rates by state



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HPV-Associated HNC (Men)





HPV Prevalence By Type in Ohio Appalachia



(Ruffin et al., unpublished data)



HPV Vaccine Uptake in the US

Percentage of adolescents who are up to date on HPV vaccination



Source: MMWR August 24, 2018

www.cdc.gov/hpv



U.S. Department of Health and Human Services Centers for Disease Control and Prevention



Reasons for Low Uptake







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"We don't talk about cancer."







Cervical Cancer

Appalachian Culture

Abnormal Pap test rates Smoking prevalence HPV rates Poverty **Risky sex behaviors** Depression

Healthcare access Healthcare provider trust

> COSHOCTON COUNTY SERVICES BUILDING





Data from Center for Population Health and Health Disparities

- Reasons for low uptake are many:
 - lack of physician recommendation
 - Iack of awareness of need to be vaccinated
 - confusion about guidelines
 - cost

15

- negative attitudes and beliefs about:
 - HPV vaccination
 - HPV-related cancer
 - vaccines in general (parent and provider)





Efforts to Improve Uptake in Appalachia: The OSU Experience









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- To develop and evaluate a multi-level HPV vaccine intervention to increase HPV vaccination rates among young girls and adolescent females (9-17) living in Ohio Appalachia
- Levels:
 - Parents of female adolescents who live in Ohio Appalachia (Level 1)
 - Health care providers who practice at health departments and provider offices (Level 2)
 - Health departments and provider offices in Ohio Appalachia (Level 3)
- Intervention tested in 6 Ohio Appalachia counties (intervention) vs 6 usual care Ohio Appalachia counties (control)
 - Control counties receive education on the flu and the flu vaccine





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HPV Multi-Level Intervention

Basic tenants:

- Multi-level
- Culturally relevant
- Address salient issues
- Developed with input from the community:
 - Focus groups
 - Clinical review
 - Community Advisory Board

IS THE HPV VACCINE FOR MY DAUGHTER?

TALK TO YOUR NURSE OR DOCTOR.



Note: Only approved for girls when study began





- System-level:
 - Waiting room and examination room posters and brochures
 - Tabletop tent cards for the waiting rooms
 - Quarterly newsletter
 - Vaccine tracking system
 - 'Invitation to be vaccinated' letter to parents from their provider
- Provider-level:
 - Fact sheet
 - Resource list
 - Article on Cervical Cancer in Ohio Appalachia
 - CME Session
- Patient-level:
 - Culturally tailored HPV and cervical cancer educational DVD
 - Culturally tailored educational brochures
 - Question & Answer (Q & A) fact sheet
 - Resource list
 - Magnetic appointment reminder card for the 2nd and 3rd shot

What is HPV? HPV is short for Human Papillomavirus. HPV is a common sexually transmitted virus (very small organism) that may infect women and men. Many people who have HPV do not know that they are infected with the virus. HPV may cause cancer (cervical, vaginal, vulvar, anal, head and neck) and genital warts in women.

Are there different types of HPV? There are many types of HPV. Two HPV types cause more than 70% of the cervical cancer cases and two different HPV types cause about 90% of genital warts.

How do you get genital HPV? HPV is passed from one person to another by skin-to-skin contact. It is spread mainly during vaginal, oral, or anal sex.

For additional information about HPV and the HPV vaccine, please ask your nurse or doctor.









First Shot within Three Months

Received Shot	Control Arm	HPV Arm	p-value
Yes	4 (3%)	10 (8%)	0.045
No	120 (97%)	120 (92%)	

First Shot within Six Months (Ever)

Received Shot	Control Arm	HPV Arm	p-value
Yes	8 (7%)	17 (13%)	0.003
No	116 (94%)	113 (87%)	

Paskett E, et al., CEBP 2016







Why Didn't Parents Get Their Daughter Vaccinated?

- "Doctor didn't tell me"
 - Too young
 - Didn't start their period
 - Can wait
 - Not needed now
- Impact of Doctor Recommendation:
 - OR=3.43 (95% CI 1.19-9.87) discuss with doctor vs did not









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"I Vaccinate" Intervention Levels

- Level 1: Health clinic (Hopewell Health Center and Meigs County Health Department in Pomeroy, OH)
- Level 2: Providers at participating clinics (physicians, nurses, office staff)
- Level 3: Patients (girls and boys age 11 17 years and their legal guardians)




"I Vaccinate" Activities

- Developed personalized HPV education materials (posters, brochures, table tents, billboards) featuring a local provider (clinic champion) and her family
 - Based on materials from previous study with input from clinic staff
- Delivered HPV education training to clinic staff, with a booster session offered 6 months post-baseline
 - Assessed provider HPV knowledge at pre- and post-education session
- Obtained HPV vaccination rates at baseline and 12 months post-baseline
 - Utilizing EHR at clinics



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Outcomes

- Distributed and/or displayed:
 - more than 700 brochures
 - 75 table tents
 - 30 posters
 - in clinic waiting areas, exam rooms, school districts and community areas
- Educated:

24

- 23 providers
- across two clinics
- between October 2016 and September 2017



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Outcomes (cont.)

25

- HPV vaccination rates in one clinic increased in 13-year old females from 44% at baseline to 58% at 12 months
 - Among 18-year old females: HPV vaccination rates increased from 0% at baseline to 54% at 12 months
- Changes to EHR system in 2nd clinic prevented collection of follow-up data
 - Efforts to bridge that gap are ongoing
 - This clinic, however, engaged in community outreach strategies







Recommendations for Addressing Low Uptake

HPV vaccine is cancer prevention.

Vaccinate kids at 11-12 years.



U.S. Department of Health and Human Services Centers for Disease Control and Prevention





THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER The first section will focus on HPV infection and disease prevalence.

- Use pharmacists
- Start at age 9
- Change community norms
- Work with schools and school-based clinics
- Teach providers and clinics to recommend vaccine
- Multi-level approach using implementation science and a family-based approach







Dissemination and Implementation: The Next Frontier

PO1: Improving Uptake of Cervical Cancer Prevention Services in Appalachia

Electra D. Paskett, Ohio State University Roger Anderson, University of Virginia Mark Dignan, University of Kentucky Stephenie Kennedy, West Virginia University



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Overall Program Goals and Objectives

- Major questions to be addressed:
 - Will Appalachian clinics adopt an integrated prevention program focused on reducing cervical cancer risk in families?
 - Can Appalachian clinics sustain such a program?
 - What are the implementation and service outcomes of the program within each clinic, irrespective of the health outcomes from each project?
- Expected outcomes:
 - Immediate: Smoking prevalence reduction, HPV vaccination rate increase, and increased uptake of Pap testing risk reduction
 - Long-term: Institutionalization of the prevention program and reduced HPV-related disease
- If successful, this program could:
 - Be implemented in other health care settings with underserved populations
 - Introduce other interventions bundled at the clinic level

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Questions?





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