

Indian Health Service
National Pharmacy and Therapeutics Committee

IHS E3 Vaccine Strategy



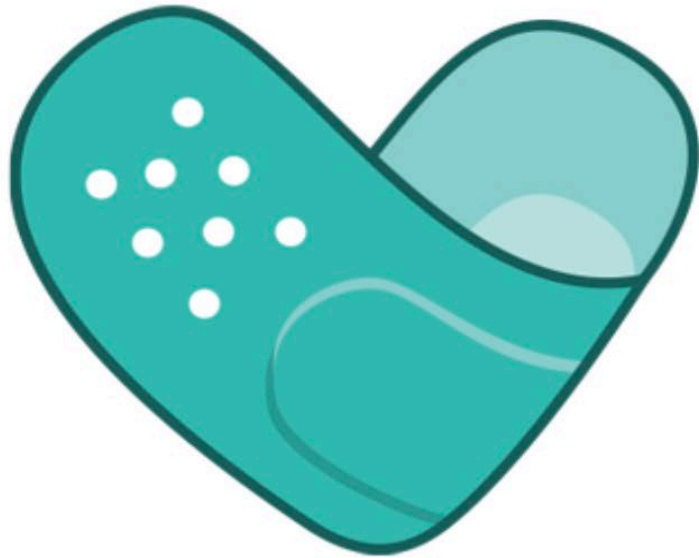
E3 Vaccine Strategy
IHS PHN Conference- 2023 August 7, 2023

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Every patient. Every encounter. Every recommended vaccine.

August is National Immunization Awareness Month



**National Immunization
Awareness Month**

Mission and Goals

- **Mission**

No unvaccinated AI/AN person will suffer a poor outcome or die from a vaccine preventable illness.

- **Goals**

1. Increase vaccine rates in Indian Country to the highest level
2. Reduce rates of vaccine-preventable illness in Indian Country
3. Save lives in every tribal community & every age group (infants to elders)



Disclosure Statement

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There is no commercial interest support for this educational activity.

Disclaimer

The views expressed in this presentation are those of the speaker and do not necessarily represent the views, policies, and positions of the Indian Health Service (IHS), or the U.S. Department of Health and Human Services (HHS).

Objectives

- Examine the rationale for the IHS National E3 Vaccine Strategy
- Identify the elements of E3 to increase vaccine rates in Indian Country to the highest level.
- Utilize innovative strategies to implement the E3 Operational Plan
- Support E3 participation throughout the IHS



NPTC & Vaccines- A Brief History

- The Four Pillars of IHS Formulary Management
 - Access, Quality, Value, and Equity
- All ACIP-recommended vaccines are on the IHS NCF
- Vaccine Safety Surveillance
 - Passive: VAERS (CDC/IHS MOU 9/2020) & I-STAR
 - Active: NPTC Emerging Treatments Survey (NETS)
 - COVID and Mpox 5/2020-5/2023
- Development/Implementation of IHS National E3 Vaccine Strategy





Rationale

What is the E3 Vaccine Strategy?

- Every Patient
- Every Encounter
- Every Recommended Vaccine Offered, when appropriate



Timeline

- Launch: November 17, 2022
- Operationalization: 2023



Target Population

- American Indian and Alaska Native Tribal Communities
- IHS CMO Directive to all IHS federal direct-care facilities
- Encouraged for tribal & Urban Indian Organization facilities



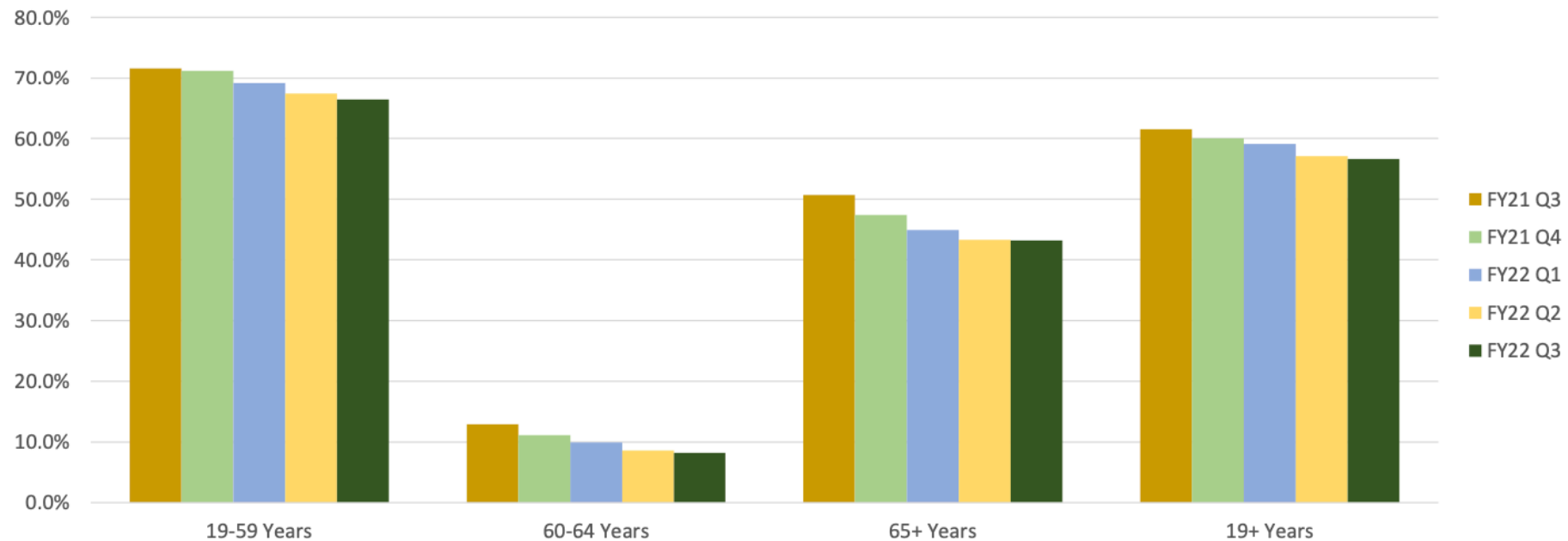
Background

- Impact of the COVID-19 pandemic
- Vaccine misinformation and “fatigue”
- Nationwide declines in vaccine coverage for all age racial, and ethnic groups
- Health disparities among AI/AN for vaccine preventable illness



Vaccine Trends- Adults

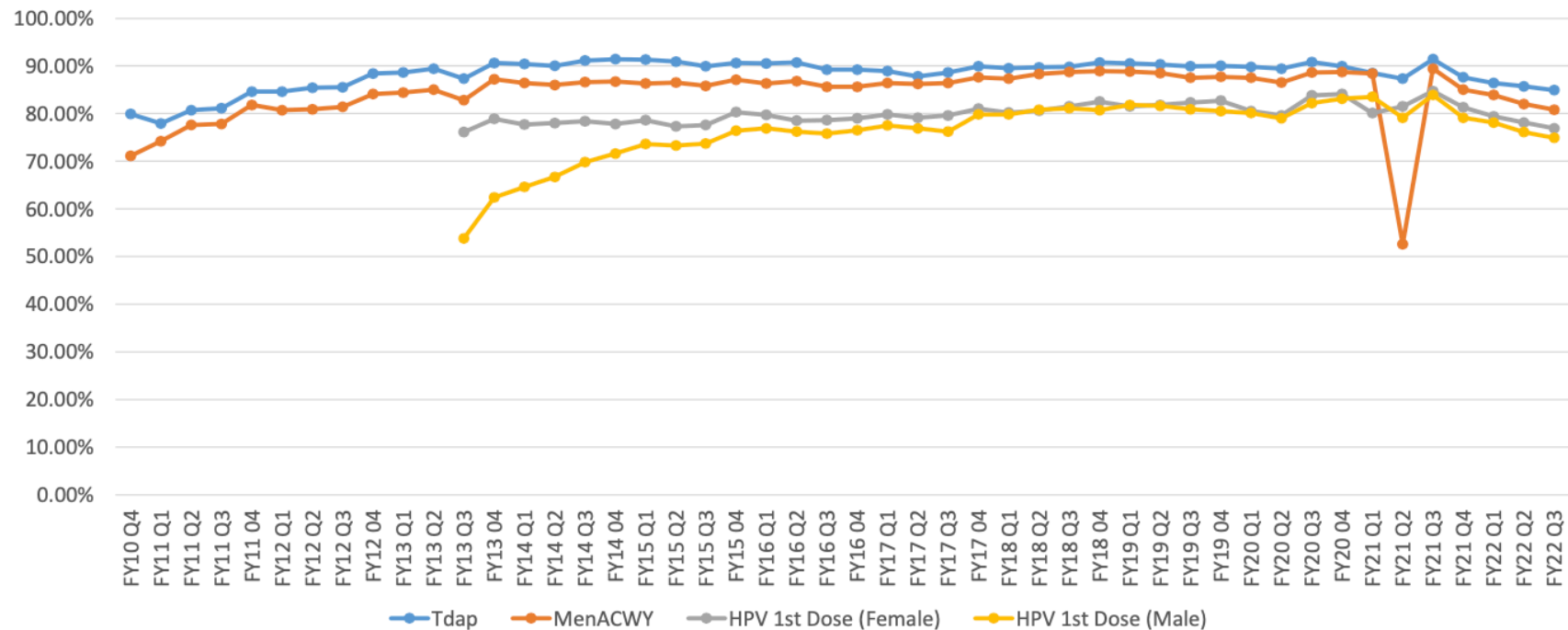
Adult Immunization Composite Measures * Appropriately Vaccinated Per Age Recommendations IHS National



* 19-59 years with Tdap ever and Tdap/Td <10 years; 60-64 years with Tdap ever and Tdap/Td <10 years and Zoster; 65+ years with Tdap ever and Tdap/Td <10 years and Zoster and Pneumo; and 19 years and older with appropriately vaccinated per age recommendation

Vaccine Trends- Adolescents

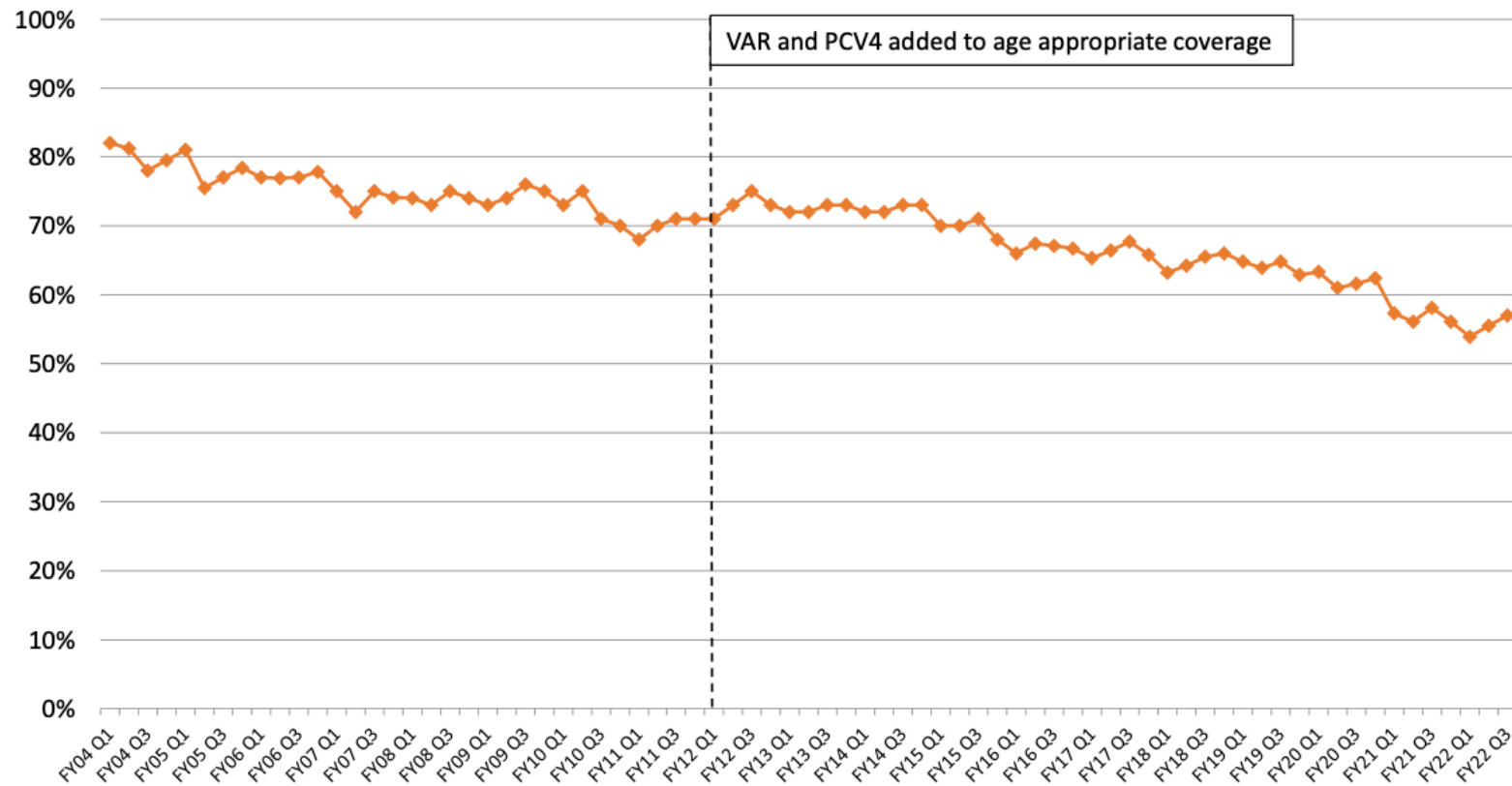
Adolescent Vaccine Coverage 13 Year Olds IHS National



Data source: National Immunization Reporting System (NIRS):
<https://www.ihs.gov/NonMedicalPrograms/ihpes/immunizations/index.cfm?module=immunizations&option=home>

Vaccine Trends- Infants/Children

Age Appropriate Immunization Coverage 3-27 month olds IHS National



Data source: National Immunization Reporting System (NIRS):
<https://www.ihs.gov/NonMedicalPrograms/ihpes/immunizations/index.cfm?module=immunizations&option=home>

A Call to Action

- Comprehensive/Adaptable System of Health Care
- Vaccination is a highly effective prevention effort
- Pro-active approach
- Prioritization of vaccination at every visit
- System-based strategies



E3: Every Patient, Every Encounter, Every Recommended Vaccine

Elements

Every Patient

- Every season
- All age groups
- Regular and transient patients
- Community members and non-community members



Every Encounter

- Preventive, Chronic, Acute
- Ambulatory, ER/Urgent Care, Inpatient
- Medical, Pharmacy, etc.
- Public Health
 - ❖ PHN/MCH Home Visits
 - ❖ Community Events
 - ❖ Head Start/School Events
 - ❖ Mass Vaccinations Events



Every Recommended Vaccine Offered

- All ACIP-recommended vaccines
- No distinction between “routine” vaccines and those recommended in response to disease outbreaks
- Patient informed consent and autonomy



When Appropriate

- Clinical indications for the patient, encounter, and vaccine
- Subject to ACIP-recommended precautions and contraindications:
<https://www.cdc.gov/vaccines/hcp/acip-recs/general-recs/contraindications.html>
- Safely & Correctly, Every Time
 - Mitigating risk of vaccine administration errors



E3: Every Patient, Every Encounter, Every Recommended Vaccine

Operational Plan

Building on Success- Pandemic Response

- Leadership of Tribal Communities
- Collaboration across I/T/U System of Care
- Vaccine and Medication Campaigns
 - ❖ COVID-19 Vaccines
 - ❖ COVID-19 Medical Countermeasures
 - Antivirals- Remdesivir & IHS Test to Treat Initiative
 - Monoclonal Antibodies



Operational Plan

- Bottom Up Approach
- Communications
- Stakeholder Engagement & Collaboration
- Resource Bank
- Cross Pollination
- E3 Champions Challenge & Pilot Program
- Data Trends
- Sustainability



Bottom Up Approach

Vision

- Grass-roots strategy
- “Reverse” hierarchy (Local -> Regional -> National)
- “Shots in arms”
- No Effort Too Small

Local Team

- Facility
- Unit
- Tribal Community



Communications

- Communication “Saturation”- System-Wide (I/T/U)
- IHS Blog, Week-in-Review
- Tribal and Urban Leaders
- NPTC Website (E3 Vaccine Strategy Tab)
- IHS All-Call
- NCCMO, NNLC, AVPOCs, Nursing All-Call, NPAIHB ECHO
- National Combined Councils- 2023
 - Theme: Strengthening Collaboration for Safe, Quality, Healthcare Outcomes
- NPTC Summer 2023 Meeting
- Listservs



Stakeholder Engagement & Collaboration

- Leadership at Every Level (HQ, Area/Region, Facility, Unit)
- Clinical and Public Health Disciplines
 - NIP/AVPOCs, Nursing, Public Health Nursing, Pharmacists, Providers et al.
- Tribal and Urban Indian Organization Partners
- Tribal Communities



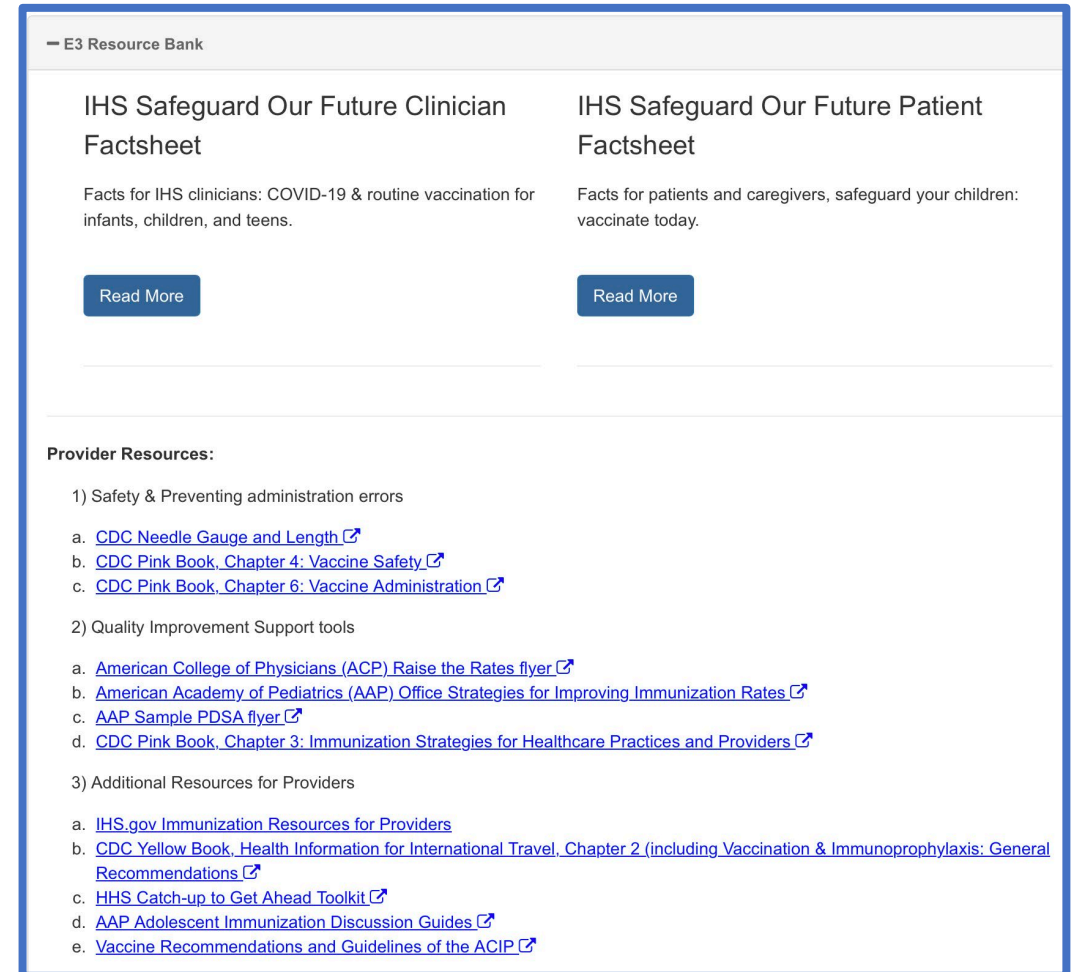
Resource Bank- Overview

- Launched March 2023
- One-Touch Access
 - ❖ Tools and hyperlinks
 - ❖ IHS NPTC website
 - E3 Vaccine Strategy Tab (<https://www.ihs.gov/nptc/e3-vaccine-strategy/>)
- Clinician and patient/community oriented materials
- Utilize existing expertise (e.g. CDC, ACIP, ACP/AAP)
- AI/AN-specific resources



Resource Bank- Materials

- Dynamic updates
- IHS Safeguard our Future Fact Sheets
- Provider Resources
 - Vaccine Safety
 - Quality Improvement
 - Support tools
- Patient Resources



The screenshot displays the 'E3 Resource Bank' interface. At the top, there are two fact sheets: 'IHS Safeguard Our Future Clinician Factsheet' and 'IHS Safeguard Our Future Patient Factsheet'. Each fact sheet includes a brief description and a 'Read More' button. Below these, there is a section titled 'Provider Resources:' which lists three categories of resources with numbered sub-items and links to external documents.

— E3 Resource Bank

IHS Safeguard Our Future Clinician Factsheet
Facts for IHS clinicians: COVID-19 & routine vaccination for infants, children, and teens.
[Read More](#)

IHS Safeguard Our Future Patient Factsheet
Facts for patients and caregivers, safeguard your children: vaccinate today.
[Read More](#)

Provider Resources:

- 1) Safety & Preventing administration errors
 - a. [CDC Needle Gauge and Length](#)
 - b. [CDC Pink Book, Chapter 4: Vaccine Safety](#)
 - c. [CDC Pink Book, Chapter 6: Vaccine Administration](#)
- 2) Quality Improvement Support tools
 - a. [American College of Physicians \(ACP\) Raise the Rates flyer](#)
 - b. [American Academy of Pediatrics \(AAP\) Office Strategies for Improving Immunization Rates](#)
 - c. [AAP Sample PDSA flyer](#)
 - d. [CDC Pink Book, Chapter 3: Immunization Strategies for Healthcare Practices and Providers](#)
- 3) Additional Resources for Providers
 - a. [IHS.gov Immunization Resources for Providers](#)
 - b. [CDC Yellow Book, Health Information for International Travel, Chapter 2 \(including Vaccination & Immunoprophylaxis: General Recommendations\)](#)
 - c. [HHS Catch-up to Get Ahead Toolkit](#)
 - d. [AAP Adolescent Immunization Discussion Guides](#)
 - e. [Vaccine Recommendations and Guidelines of the ACIP](#)

Quality Improvement Through Cross Pollination

- Steal shamelessly, share seamlessly
- For the good of the whole
- Integrate I/T/U efforts
- Best practices & lessons learned
 - ❖ Learning from success AND failure
 - ❖ Pro-active outreach
 - Potential I/T/U Pilot Sites
 - Area & Site Communications
 - Key Stakeholders

E3 Champions Challenge

- A Friendly Competition
- Three Components
 1. Encouraging Innovation
 2. Incentivizing Effort
 3. Recognizing Success
- Federal, Tribal, Urban Programs
- Community, Facility, Unit Level



E3 Champions Challenge- Criteria & Recognition

- **Criteria**

1. 2022 baseline
2. Any Calendar Year Improvement (ACIP-recommended vaccines): 2023-2025
 - 5% in three or more individual and/or combination vaccine measures -OR-;
 - 20% in any one individual or combination vaccine measure

- **Vetted at local level**

- Attestation letter from organization, facility, or unit leader

- **Sharing of best practices and lessons learned**

- **Submission to ihsmedsafety@ihs.gov**

- **Written recognition at national level**

- Signed Certificate of Recognition as “IHS E3 Vaccine Champion”
- Virtual “Wall of Champions”

E3 Champions Challenge- Resources

- [E3 Champions Challenge Fact Sheet](#)
- [Sample Letter of Attestation](#)
- Coming Soon;
 - E3 Virtual Wall of Champions

E3 Champions Pilot Program- Overview

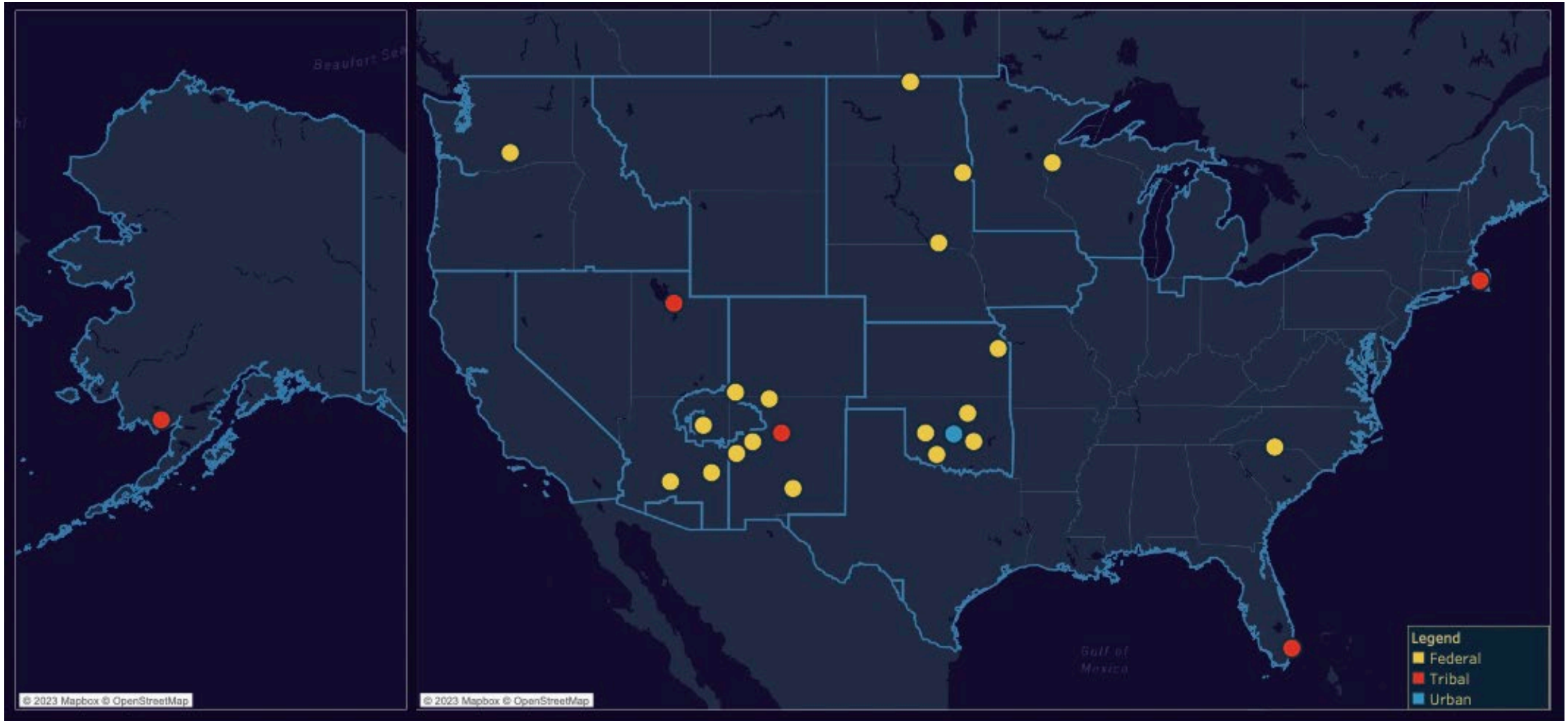
- Launch date- March 1, 2023
- **Actively seeking E3 Vaccine Strategy Pilot Teams**
- Brief Application
 1. Name and location of your team.
 2. Tribal community/communities served.
 3. Brief narrative (200 words or less) describing your vaccine-related project and objectives.
 4. Submission to ihsmedsafety@ihs.gov
- Letter of Designation
- Details: [E3 Champions Pilot Program Fact Sheet](#)

E3 Champions Pilot Program- Intent

- Priorities- Effort and Innovation
 - No Effort is Too Small
- I/T/U Clinical & Public Health Teams (Community, Facility, Unit)
- Failure is an option (Lessons Learned)
- E3 Champions Challenge (Best Practices)
 - Recognition of success
 - Qualification as an E3 Champion is not a pre-requisite



IHS E3 Vaccine Strategy- Pilot Site Locations



E3: Every Patient, Every Encounter, Every Recommended Vaccine.

Designated Pilot Sites/Teams as of 6/15/23

E3 Champions Pilot Program- Sites

- Designated Pilot Sites/Teams- Onboarding Weekly
- Areas (Alaska, Albuquerque, Bemidji, Great Plains, Nashville, OKC, Phoenix, Portland)
 - As of 8/1/23
- Goals
 - Every Area & Site
 - Federal, Tribal, and Urban Indian Organization sites/teams
 - Maximum Participation
- No Effort Too Small



Sample Approaches

- Vaccine Ambassadors,
- Medical Provider Vaccine Standardization
- Medical Reminders
- Provider Recommendation
- Motivational Interviewing
- Incentives
- School-Located Vaccination Programs
- Home-Delivered Vaccination
- Workplace Vaccination
- Effective Messages Delivered by Trusted Messengers
- Combating Misinformation

Source: [cdc.gov](https://www.cdc.gov)



E3 Champion Pilots- Best Practices

- Leadership
- Clinic
- Nursing
- Public Health Nursing
- Information Technology
- Pharmacy
- Community

E3 Pilot Best Practices- Leadership

- Development of an E3 vaccination culture
- Identification of vaccine ambassadors to implement vaccine clinics in the community and remote locations/villages.
- Establishment of baseline immunization training modules for clinical staff (pharmacy, nursing, providers) with a section on addressing vaccine hesitancy.
- Establishment of a chart review process focused on vaccines - will require training of staff due to forecaster concerns and reconciliation with state vaccine records.

E3 Pilot Best Practices- Clinic

- Integration of vaccines into the primary care clinic and urgent care clinics.
- Posting E3 posters/graphics in all departments and a QR code is visible in each department for VIS on all CDC vaccines.
- Monthly meetings of the local E3 team to track progress and support the E3 efforts throughout the clinic.
- Putting into place standing orders for vaccine administration.
- Utilizing reminder letters and telephone calls to notify those that are delinquent and to encourage vaccination.

E3 Pilot Best Practices- Nursing

- Implementation of a patient screening tool to track and assess patient vaccination status at each visit.
- Optimizing transportation/storage of vaccines to remote sites/villages.
- Printing vaccine due letters for patients for handout during screening
- Development of a team to educate patients about vaccine preventable illness.
- Utilization of school nurses to include vaccine status review as part of patient visits.
- Nurse review the immunization needs (during the morning huddle) for appointed patients prior to their arrival.

E3 Pilot Best Practices- Nursing

- Creating a text message reminder for our patients that are due for immunizations.
- Providing immunization training for key stakeholders.
- Expanding vaccine services (late clinics/weekend clinics/mobile health unit) to increase immunization rates.
- Collaboration with Women Infants & Children (WIC) program within the facility to offer/recommend vaccine updates with each appointment to increase immunization rates.
- Scheduling nurse-only immunization clinics, after hour immunization drive-thru clinics, end of school and back to school vaccine campaigns.

E3 Pilot Best Practices- Public Health Nursing

- Daily PHN Department vaccination walk-in clinics.
- In depth vaccination education for nursing staff.
- Vaccine education at community events.
- Vaccination home visits for vulnerable individuals.
- Collaboration with state health department at community events.
- In-house PHN referrals for overdue vaccinations.
- Monthly letter/phone contacts of individuals for vaccination.
- Nursing scripts for each vaccine to reduce vaccine barriers.

E3 Pilot Best Practices- Public Health Nursing

- Collaboration with local and surrounding schools to update vaccination status of students and staff.
- Public Health Nursing attendance of community events and activities to update vaccination status of community members.
- Running an I-Care panel and sending letters or call patients due for a vaccine.

E3 Pilot Best Practices- Pharmacy

- Routinely sending out e-blast reminders to tribal community throughout the year regarding availability of vaccines.
- Vaccine clinics staffed by both medical and pharmacy teams.
- Running a monthly report in the State Health Online Tracking System to see which patients are due for immunizations and follow up with calling and scheduling an appointment.
- Establishing an automated calling program to alert patients of missing vaccines.
- Improving pharmacy-related billing and documentation to streamline pharmacy-administered vaccines.

E3 Pilot Best Practices- Pharmacy

- Attaching vaccine inserts with all medication bags to be given to patients at pick-up.
- Providing promotional material and in-services to outpatient departments to direct patients who choose not to receive a vaccine during their primary clinic visits.
- Chart reviews and outreach calls to patients who are due to receive vaccines performed on a daily basis by pharmacists in an attempt to improve immunization rates.

E3 Pilot Best Practices- Information Technology

- Implementation of all RPMS/EHR Immunization related patch installs – specifically those related to ICE forecaster, within 30 days of release.
- Expanding access to and integrating the use of state Immunization Information System for patient screening.
- Verifying immunization data is submitted to IIS systems by VA for dual-eligible patients.
- Monitoring vaccinations through GPRA reportable measures.

E3 Pilot Best Practices- Community

- Working with local university to establish on-campus vaccination fairs located in central campus and potentially available in dorms .
- Collaborating with tribal programs to expand vaccination opportunities or incentive programs.
- Initiating community adult immunization campaigns.
- Offering drive thru mass vaccination clinics and participation in Health Fairs to create weekend opportunities for patients to be vaccinated.
- Visiting established tribal events/meals with the capability to perform chart reviews for immunization records to determine due vaccines in an outreach modality.

Data Trends- Embedded Metrics

- Process and Outcome Measures
- Utilize/Maximize Existing Metrics
- National Immunization Reporting System & NDW/Datamart
- All Federal Programs (Areas and Direct-Care Sites)
 - GPRA Immunization Panel
 - I-Care
- Participating Tribal and Urban Indian Organizations
 - Tribal/THO Regional/Local Systems- Vaccination rates



Data Trends- NIRS

- Intermediate and Long-Term National-level Vaccination Trend Data
 - Historical and contemporary data
- Unique to the IHS Service Population
- Site participation in the National Immunization Reporting System
 - NIRS training materials & support
 - Designated site contacts & manual data entry (quarterly)
 - Fully automated process- Coming Soon!



Data Capture Project

- Collaboration
 - E3 Operations
 - DEDP/NIP
 - NIPRS
- OIT Funding- Timeline Summer 2023
- Current Platform- RPMS
- Fully Automated- Trending Vaccine Coverage
 - AI/AN served by IHS
- Historical, Contemporary, and Future Trends
- National Immunization Reporting System
 - Obviates manual data entry

Sustainability

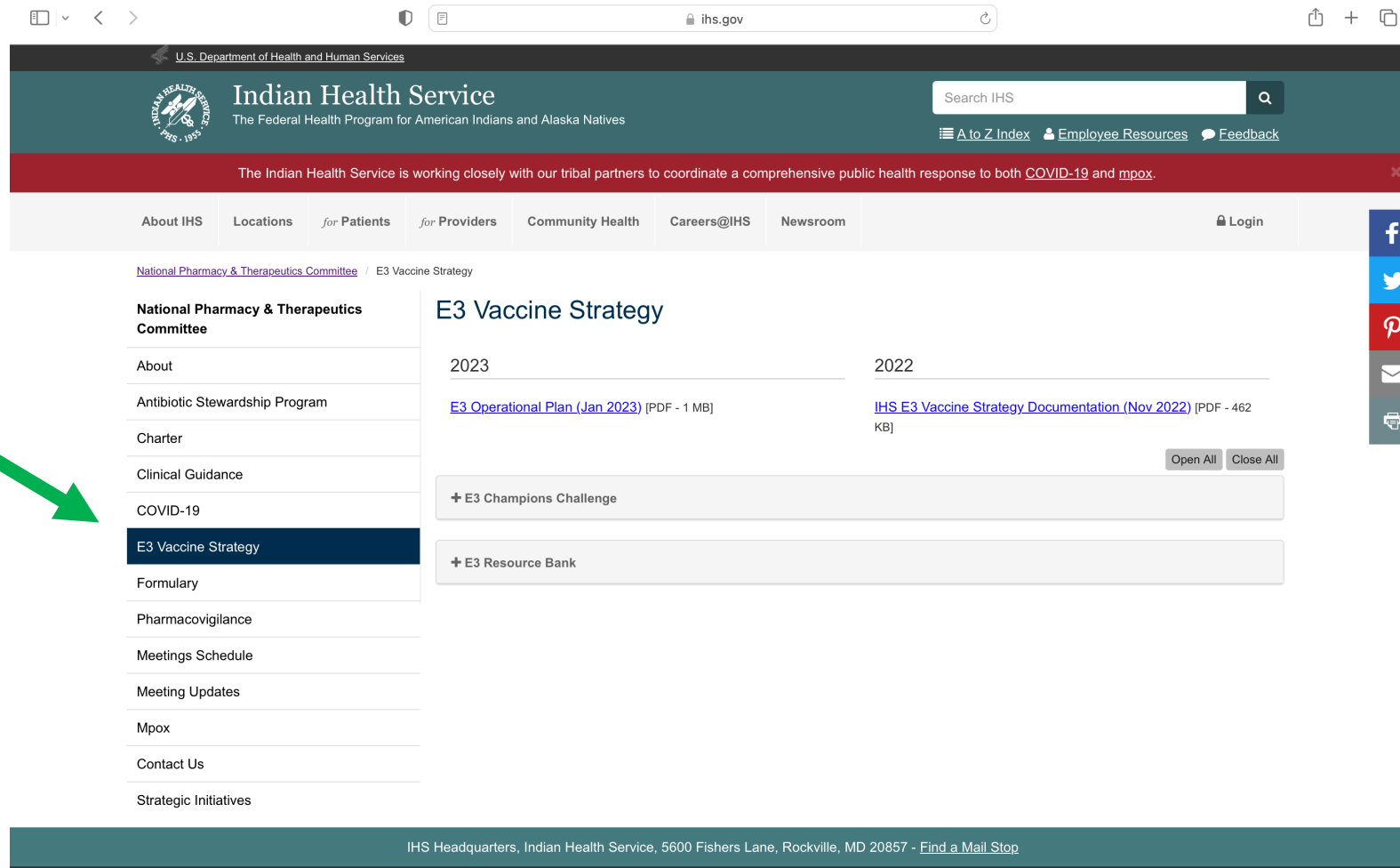
- **Vaccination as the Agency Clinical and Public Health Prevention Priority!**
- Leadership support at every level
- Multi-disciplinary engagement
- Integration into routine operations (Every Facility, Every Day)
- Consistent messaging
- Long-term commitment

IHS E3 Vaccine Strategy- Web Content

- IHS National Pharmacy & Therapeutics Committee website
- E3 Vaccine Strategy Tab
 - <https://www.ihs.gov/nptc/e3-vaccine-strategy/>
 - [Operational Plan](#) (Jan 2023)
 - [E3 Champions Challenge](#) & [Pilot Program](#) (March 2023)
 - E3 Resource Bank (March 2023)
 - Coming Soon...
 - Virtual IHS E3 Wall of Champions
 - Best Practices & Lessons Learned



IHS E3 Vaccine Strategy- Web Content



The screenshot displays the Indian Health Service (IHS) website. The header includes the IHS logo, the text "Indian Health Service - The Federal Health Program for American Indians and Alaska Natives", a search bar, and links for "A to Z Index", "Employee Resources", and "Feedback". A red banner below the header states: "The Indian Health Service is working closely with our tribal partners to coordinate a comprehensive public health response to both COVID-19 and mpox." The main navigation bar contains links for "About IHS", "Locations", "for Patients", "for Providers", "Community Health", "Careers@IHS", "Newsroom", and "Login". The left sidebar lists various topics, with "E3 Vaccine Strategy" highlighted in blue. A green arrow points to this link. The main content area is titled "E3 Vaccine Strategy" and features two columns for the years 2023 and 2022. Under 2023, there is a link for "E3 Operational Plan (Jan 2023) [PDF - 1 MB]". Under 2022, there is a link for "IHS E3 Vaccine Strategy Documentation (Nov 2022) [PDF - 462 KB]". Below these links are two expandable sections: "+ E3 Champions Challenge" and "+ E3 Resource Bank". The footer contains the address "IHS Headquarters, Indian Health Service, 5600 Fishers Lane, Rockville, MD 20857" and a link to "Find a Mail Stop".

E3: Every Patient, Every Encounter, Every Recommended Vaccine

Conclusions

Agency-Wide Effort

- HQ Senior Leadership & Staff
- IHS National Pharmacy and Therapeutics Committee
- IHS National Immunization Program
- Area Leadership & Staff
- Tribal, Urban Indian Organization, and Federal Partners
- Local Facilities
- Multidisciplinary (Clinical, Public Health)
...most importantly, Tribal Communities!



The Measure of Success

- A marathon, not a sprint
- Sustainability requires commitment and a system-based approach
- Making Vaccination Our Preventive Clinical and Public Health Priority
- Staff Engagement
 - Encourage Innovation and Effort
 - Recognize and Share Successes and Lessons Learned



IHS National-Level Leadership

- IHS CMO Blog (November 2022)
- Associated Press (November 2022)
- CDC/ACIP Presentation (November 2022 and February 2023)
- HHS National Vaccine Advisory Committee (February 2023)
- CMS Spotlight (March 2023)



Messaging- Internal



The screenshot displays the Indian Health Service (IHS) website. At the top left is the IHS logo, and to its right is the text "Indian Health Service" and "The Federal Health Program for American Indians and Alaska Natives". A search bar labeled "Search IHS" is in the top right. Below the header is a navigation menu with links for "About IHS", "Locations", "for Patients", "for Providers", "Community Health", "Careers@IHS", and "Newsroom". A secondary navigation bar contains "A to Z Index" and "Emp". A red banner below the navigation states: "The Indian Health Service is working closely with our tribal partners to coordinate a comprehensive public health response to both COVID-19". The main content area features a breadcrumb trail: "Newsroom / IHS Blog / November 2022 Blogs / IHS Announces Vaccine Strategy: Every Patient Will Be Offered a Vaccine When Appropriate". On the left is a sidebar menu for the "IHS Blog" with categories: "Announcements", "Congressional Testimony", "Fact Sheets", "Director's Speeches", "IHS Blog" (highlighted), "Press Releases", "Reports to Congress", "Tribal Leader Letters", and "Urban Leader Letters". The main article is titled "IHS Announces Vaccine Strategy: Every Patient Will Be Offered a Vaccine When Appropriate" by Dr. Loretta Christensen, dated November 17, 2022. The article text reads: "As a critical public health prevention priority in our vulnerable service population, IHS advocates recommending vaccines to our patients. E3 focuses on 1) Every patient at 2) Every encounter should be offered 3) Every recommended vaccine [when appropriate](#). In the wake of the COVID-19 pandemic, we continue to see disturbing trends reflecting decreased vaccine coverage for many vaccine-preventable illnesses. Even as we continue to deal with the dual public health emergencies of COVID-19 and monkeypox, it is essential that we amplify our efforts to ensure comprehensive vaccine access and coverage for all age groups both for emerging infectious diseases and routine vaccine preventable diseases. I have directed all federal direct care sites to respond to this important call to action to increase vaccine coverage and protect against vaccine preventable illnesses in tribal communities. Every patient at every encounter will be offered every recommended vaccine [when appropriate](#). IHS will exempt encounters in which a vaccine would not be appropriate such as when someone has a moderate or severe acute illness. Historically, vaccine-preventable illness has taken a disproportionate toll in American Indian and Alaska Native communities. One of the indirect effects of the pandemic has been a decline in routine vaccine coverage rates for children, adolescents, and adults. While we continue to promote broad vaccine access for COVID-19 and American Indian and Alaska Native persons at risk for monkeypox, we must also ensure that we take every opportunity to offer routine vaccination, including seasonal influenza, polio, measles, mumps, rubella, varicella and the full range of bacterial illnesses for which vaccines have been

Messaging- External



Featured by CMS

Covering Indian Country



March 2023

Spotlight: IHS's E3 Vaccine Strategy

Recently published CDC data show that the number of kindergartners vaccinated against measles, whooping cough, and polio has dropped during the past two school years.

Routine immunizations help families and communities stay healthy. And people are more likely to be up to date on their immunizations when health care providers take every opportunity to vaccinate.



That's why the Indian Health Service (IHS) urges providers to apply the [E3 Vaccine Strategy](#) (PDF, 463 KB, 1 p) in day-to-day practice.

Routine immunizations help families and communities stay healthy.

According to the E3 Vaccine Strategy, **every** patient at **every** encounter should be offered **every** recommended vaccine when clinically indicated.

As you conduct outreach in your community, help support that strategy by sharing:

- IHS's toolkit for parents and families, [Safeguard Our Future: Protect Tomorrow, Vaccinate Today](#) (PDF, 14.3 MB, 12 pp)

Awareness- Spread the Word

IHS Signature Block

PROTECTING TRIBAL COMMUNITIES

EVERY PATIENT. EVERY ENCOUNTER. EVERY RECOMMENDED VACCINE.



Academic Detailing

- Funding from OCPS- in collaboration with HOPE Committee
- Contractor- Alosa
- Immunization Module
- E3 Branding and Optimization
- Training- 2-3 days (E3 Ambassadors)
- Outreach to Federal, Tribal, and Urban Programs

Mission and Goals

- **Mission**

No unvaccinated AI/AN person will suffer a poor outcome or die from a vaccine preventable illness.

- **Goals**

1. Increase vaccine rates in Indian Country to the highest level
2. Reduce rates of vaccine-preventable illness in Indian Country
3. Save lives in every tribal community & every age group (infants to elders)



E3 Operations Team- NPTC



- Dr. Matthew Clark
- CAPT Ryan Schupbach
- CAPT Chris Lamer
- LCDR Brett Whitehead
- Mr. Harrison Guy

Questions?



Indian Health Service
National Pharmacy and Therapeutics Committee

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IHS PHN Conference- 2023
August 7, 2023

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Chair, IHS National Pharmacy and Therapeutics Committee (NPTC)

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