



**Stronger Together:
Building IIS Leadership
and Capacity**

April 30, 2026

Let's Get Interactive



Menti is an interactive tool that lets you share your thoughts and ask questions in real time.



No app needed – just a browser!
Wifi Password: XXXXXXXX

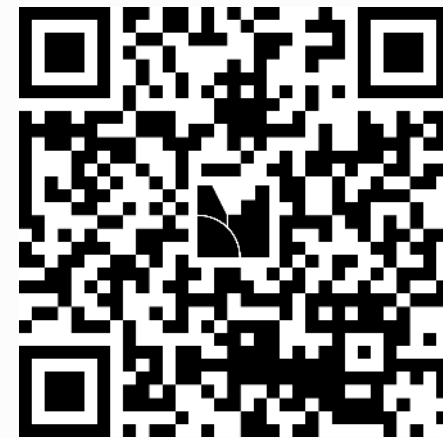


Responses update live, so keep an eye on the screen.

How to Join

- Go to www.menti.com on your device
- Enter the code shown on the screen

Or
scan
the
QR
code



Who's In the Audience Poll

- What best describes your role?
 - IIS Manager
 - Data staff (local/state)
 - Technical staff (local/state)
 - Operational staff (local/state)
 - Immunization program leadership
 - Immunization program staff
 - Partner organization
 - Other

Why Today's Conversation Matters

Over **60%** of IIS and immunization programs have experienced leadership transitions since 2021.

AIM Annual Survey, 2025

- Staff turnover impacts everyone
- Increasing system and program complexity
- Need for peer learning and leadership support

Three Approaches to Building Leadership and Program Capacity

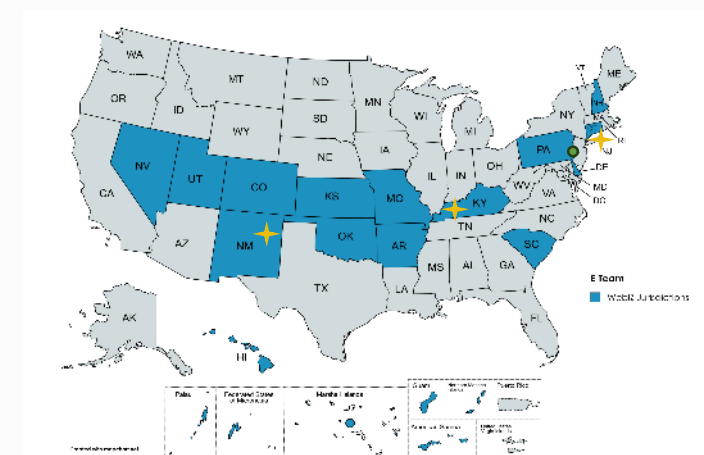
Mentorship

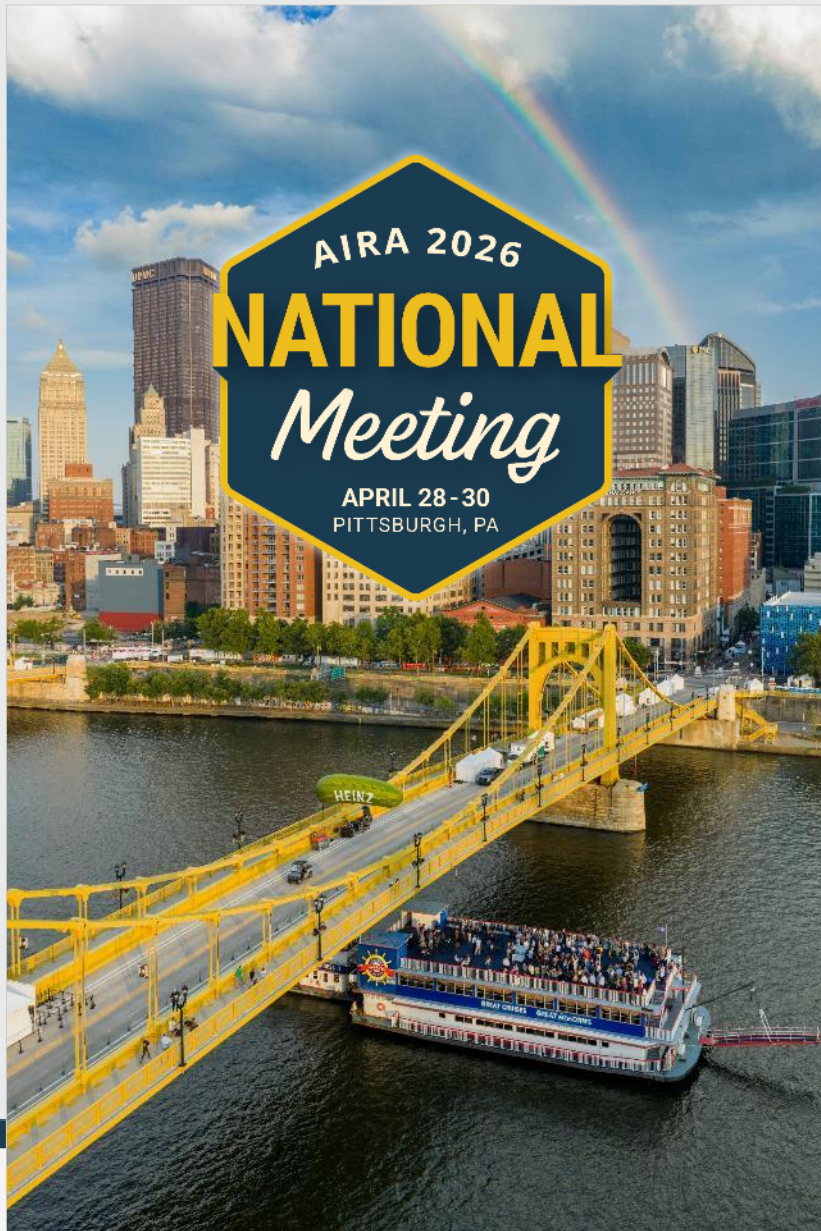


Structured technical assistance



Community governance





Bridging the Gap: Mentorship and Collaboration for Sustainable IIS Leadership

**Austin Fuoco, Deputy PhilaVax IIS
Manager**

Philadelphia: Nov 2024 – July 2025



Left to right: Shumethia Seal, Eric Gore, Alexandra Hayes, Megan Marren, Damon Ferlazzo, Austin Fuoco aka Dr. Non-Report

- **Context:** Loss of its entire leadership team in summer 2024
- **Goal:** Strengthen leadership capacity and onboarding for new IIS leaders
- **Support**
 - Virtual leadership coaching and peer learning (Dec – May)
 - Three-day onsite for program operations, change management, rules and governance, DAR, and CoAg workplan review/alignment
- **Outcomes:** Resilient leadership team, strong data and systems modernization plans, increased alignment opportunities with Commonwealth of PA, DAR participation readiness

First Moments

What was it like stepping into leadership during a time when much of the program's institutional knowledge had recently been lost?

Coordinating Through Complexity

As a new leadership team, how did you coordinate and support each other while navigating the system and program complexities?

Reflections

Looking back over the past year, what changes or impacts stand out most?

Immediate Priorities for Transition

If another IIS program suddenly faced leadership turnover tomorrow, what would you tell them to prioritize first?

Post Card

"Thank you, AIRA, for providing this TA. It was so valuable. The CoAg information alone is worth it, and we put a lot of the practices in place for our technical review. I would recommend this specific curriculum to new IIS managers..."

- Austin Fuoco, Deputy IIS Manager



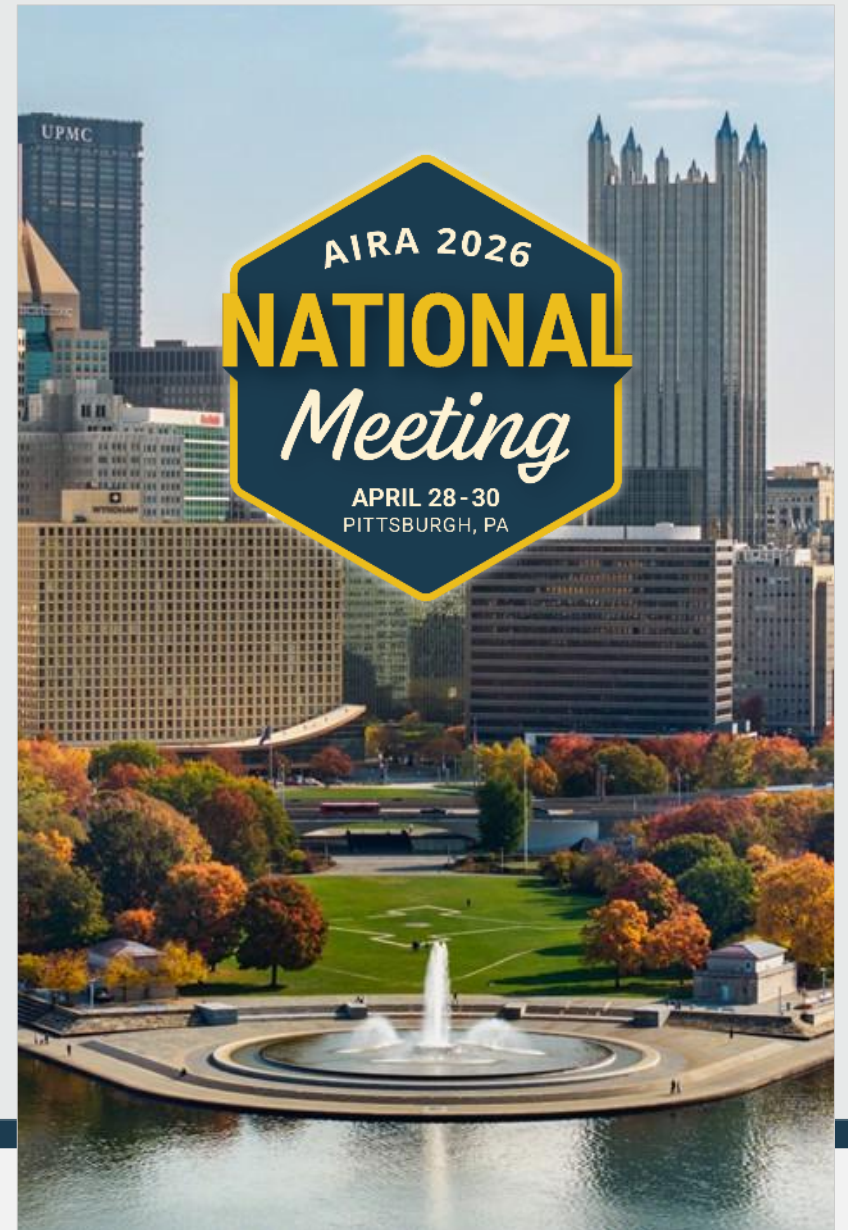
To AIRA

From PhilaVax

Strengthening New IIS Leaders Through Collaborative Technical Assistance

Sharon Matthies, Idaho IRIS Manager

Stephanie Lewis, Wyoming WylR Manager



Idaho and Wyoming: March – July 2025



Goal

Equip new IIS managers with foundational knowledge and facilitate peer/partner/SME connections



Support

Bi-weekly, 1-hr sessions using a shared syllabus tailored to each jurisdiction's needs designed with an AIRA Staff Speakers' Bureau.

Topic	Speaker	Date
TA Kickoff	Alexandra	March 5
Introduction to AIRA + Broader IIS Community	Alexandra	March 19
Introduction to National IIS Standards & Best Practices	Sabrina Alexandra	April 2
Introduction to M&I and AART	Angela Alexandra	April 16
IIS Provider Onboarding	Rachael	May 14
Deeper Dive into M&I – Patient Matching	Damon	May 21
Deeper Dive into M&I – Data Quality	Jody Damon	June 4
Deeper Dive into M&I – Product Testing & Validation Using M&I to inform IIS platform migration	Eric Madison	July 2
Address Cleansing in IIS	Shelby Eric	July 9

First Moments

When you first stepped into your IIS manager role, what felt most overwhelming or unclear?

What Set This Apart

What about the structure of this effort made it different from other support you've experienced?

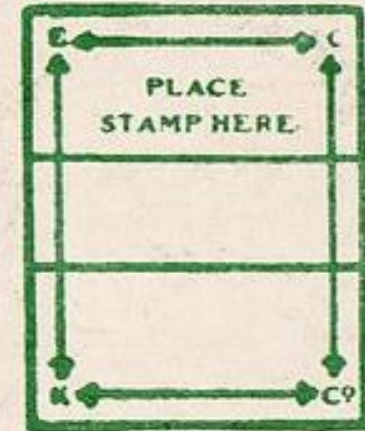
Program Changes and Impact

What changed in your program as a result of this support?

Key Advice for New IIS Managers

Based on your experience, what is one piece of advice you would give to a new IIS manager?

Post Card



ADDRESS

It seems impossible to fully describe the immense value that AIRA brings to the table. With kindness, sincere positive intent, and impressive depth of experience, the majority of AIRA staffers are absolute gems. When I heard during my interview about AIRA - which parallels the work of a national tax nonprofit I partnered with when at the state Tax Commission - I was so looking forward to being able to collaborate with this organization. That anticipation has been exceeded by the exceptional support and expertise that I and the entire Idaho program have consistently received for the year since I was hired (and, surely, for many years prior). We deeply appreciate and value all that AIRA shares with us and provides to us. Again, CDC, thank you for making the Project-Based TA sessions available, and for selecting Idaho as one of the three jurisdictions this year!

- Sharon Matthies, IIS Manager

AIRA

Building Governance and Connection Across the E Team Community

Laura Barrett, KYIR Manager

Katie Cruz, NMSIIS Manager

Nancy Sharova, CT WiZ Manager



E Team: October 2024 – September 2025

- **Goals**

- Built governance and operations model for the 21-jurisdiction E Team
- Provided ongoing meeting and administrative support functions

- **Support**

- Conducted member outreach and issued recommendations
- Established charter and leadership/succession model
- Standardized operations (SOPs, tools)
- Coordinated meetings across E Team subgroups



E Team Origins

Can you share the story behind how the E Team community formed and the key benefits it provides to the 21 WebIZ jurisdictions?

Drivers for Change

What challenges led you to pursue a more formal governance and operations model?

Outcomes and Results

What changes and impacts have you seen since the new model was implemented?

Tips for Governance Success

What is one piece of advice or practice you would recommend to other groups working to establish sustainable governance?



Bringing it all Together

Alexandra Hayes, AIRA

A Pattern Emerges



Leadership development happens through relationships.



Mentorship stabilizes leadership transitions.



Technical assistance builds operational confidence.



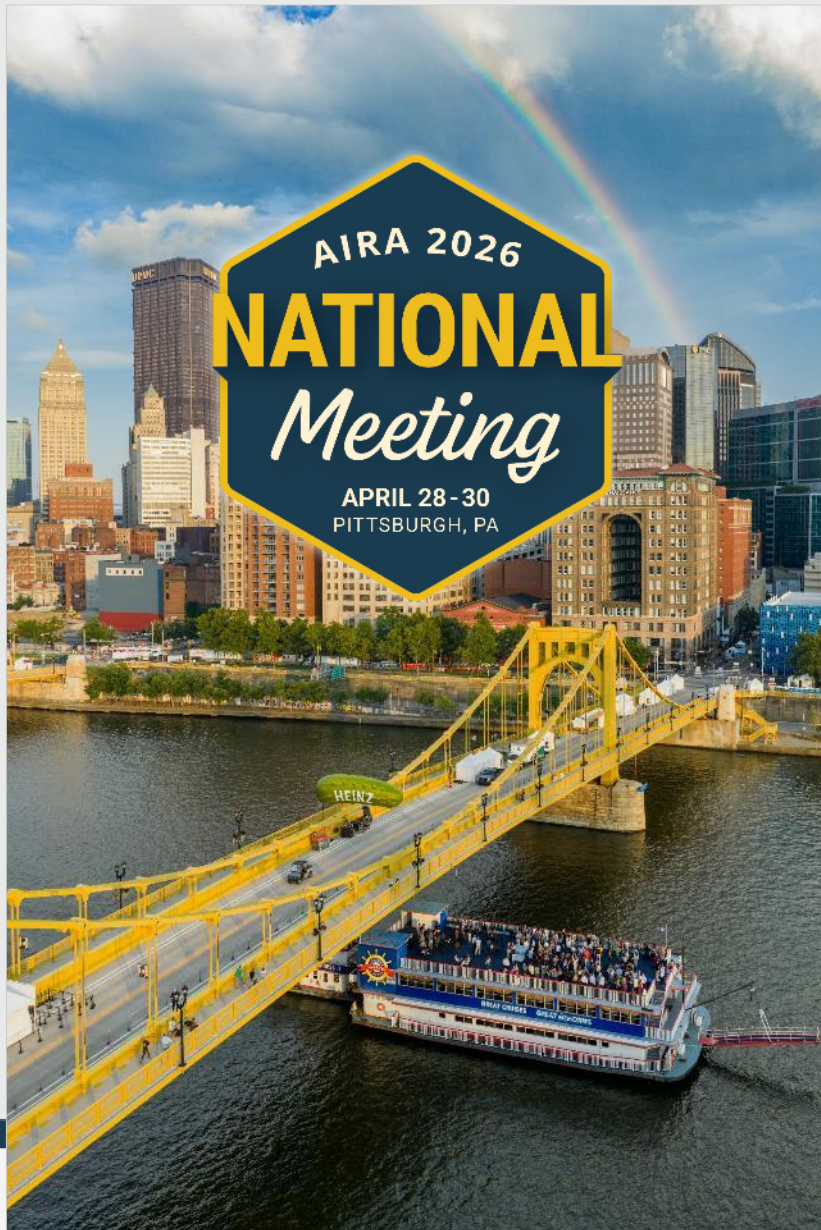
Governance sustains collaboration.

Final Message

Leadership and staff transitions are inevitable in public health.

Isolation doesn't have to be.

The strength of the IIS community has always been our willingness to learn from each other.



Let's Keep in Touch!

Austin Fuoco, Philadelphia austin.fuoco@phila.gov

Sharon Matthies, Idaho sharon.matthies@dhw.idaho.gov

Stephanie Lewis, Wyoming stephanie.lewis@wyo.gov

Katie Cruz, New Mexico kathryn.cruz@state.nm.us

Laura Barrett, Kentucky laurae.barrett@ky.gov

Nancy Sharova, Connecticut nancy.sharova@ct.gov

Alexandra Hayes, AIRA ahayes@immregistries.org