

# Welcome and Announcements

Kristi Sanger

**AHRQ ECHO National Nursing  
Home COVID-19 Action Network**



# Announcements

- Please type your ***name, email, and facility name*** in the chat box for us and ECHO Institute to capture your attendance – **this is for training center accountability**
- Please type your questions in the chat box, and they will be addressed during the situation discussion and/or the Q&A
- The materials from the sessions are available for you to download from our website at [https://www.unmc.edu/publichealth/centers/cbbeid/Project\\_ECHO/nursing\\_homes.html](https://www.unmc.edu/publichealth/centers/cbbeid/Project_ECHO/nursing_homes.html)
- The recording of the sessions, which are required by AHRQ and ECHO Institute, are available only for special circumstances and a request must be made to Krista Brown
- Throughout the week, if you have questions, concerns, or issues to raise, please send Krista an email at [Krista.Brown@unmc.edu](mailto:Krista.Brown@unmc.edu)
- Today we are starting the module of “***Vaccination & Testing***”

# Week 16 Agenda

Time	Subject	Speaker/Facilitator
1200 - 1205	Welcome and Announcements	Kristi Sanger
1205 - 1215	COVID-19 Update	Kristi Sanger
1215 - 1300	Vaccination & Testing	Peg Bradke
1300 - 1330	Optional Q&A, Discussion, and Coaching	Public Health Core Team

# Core Domains

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# Content – Core Domains

“What do Nursing Homes need to implement systems that help prevent, manage, and improve COVID-19 outcomes?”

1. Post-vaccination practices – visitation policies, PPE practices ✓
2. Ongoing COVID-19 identification and treatment – plan for recognizing patients with COVID, post-COVID syndromes, testing, treatment, and cohorting
3. Emotional and organizational support for staff ✓
4. **Vaccinations – vaccine confidence, testing, logistics, ongoing compliance and complications** ✓
5. Addressing and supporting the needs of resident and families or care partners – isolation, family communications ✓
6. Stopping the spread (infection control) – building sustainable infection control practices
7. Leadership communication for COVID-19 – huddles, rounding, etc. ✓
8. Leadership practices and behaviors to support teams during COVID-19 – teamwork, roles, and psychological safety ✓

# Chat Waterfall

As COVID-19 cases are on the rise, what is one thing keeping you up at night?

What is the “elephant in the room” for you?

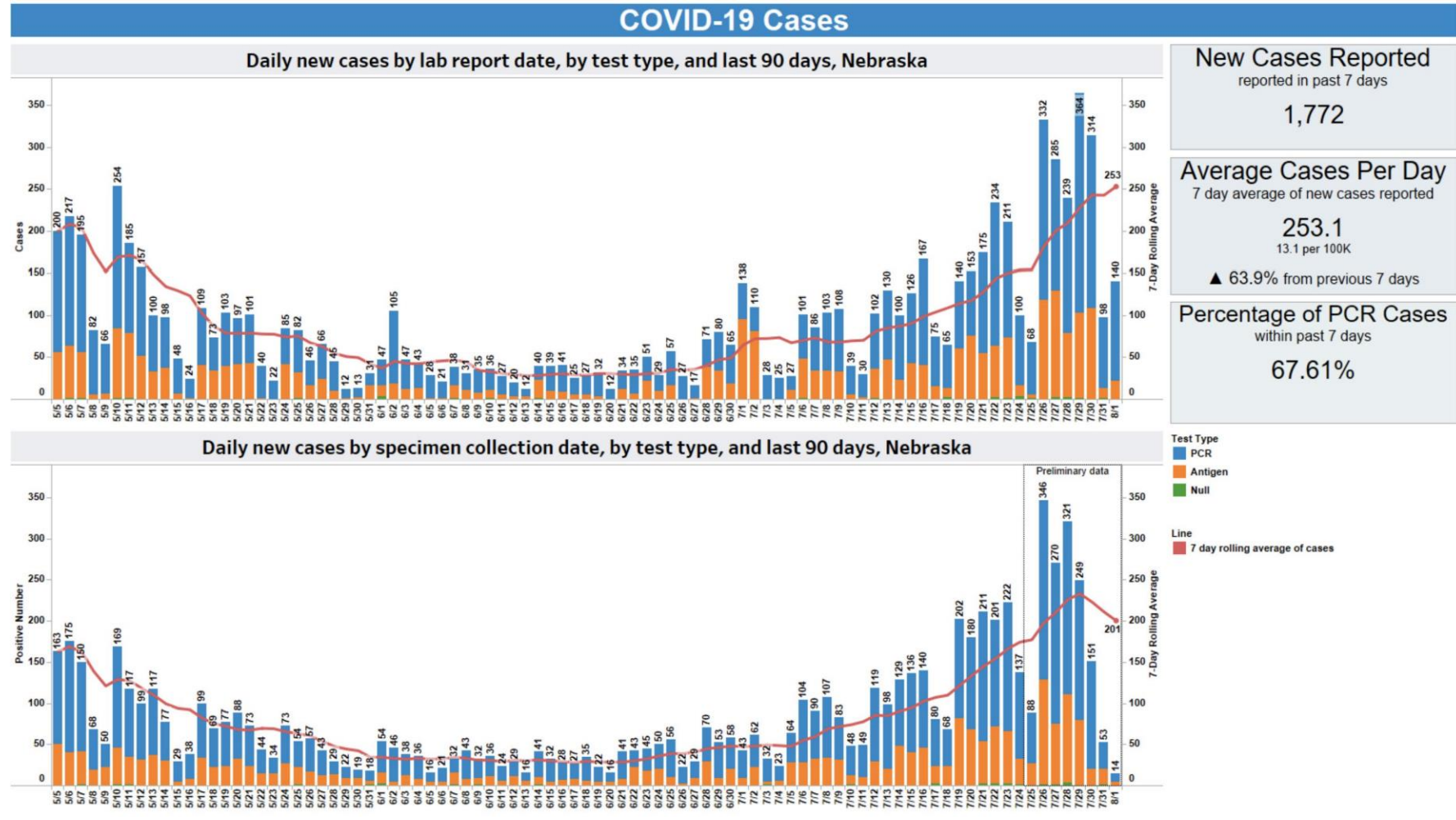


# Current State of the Pandemic

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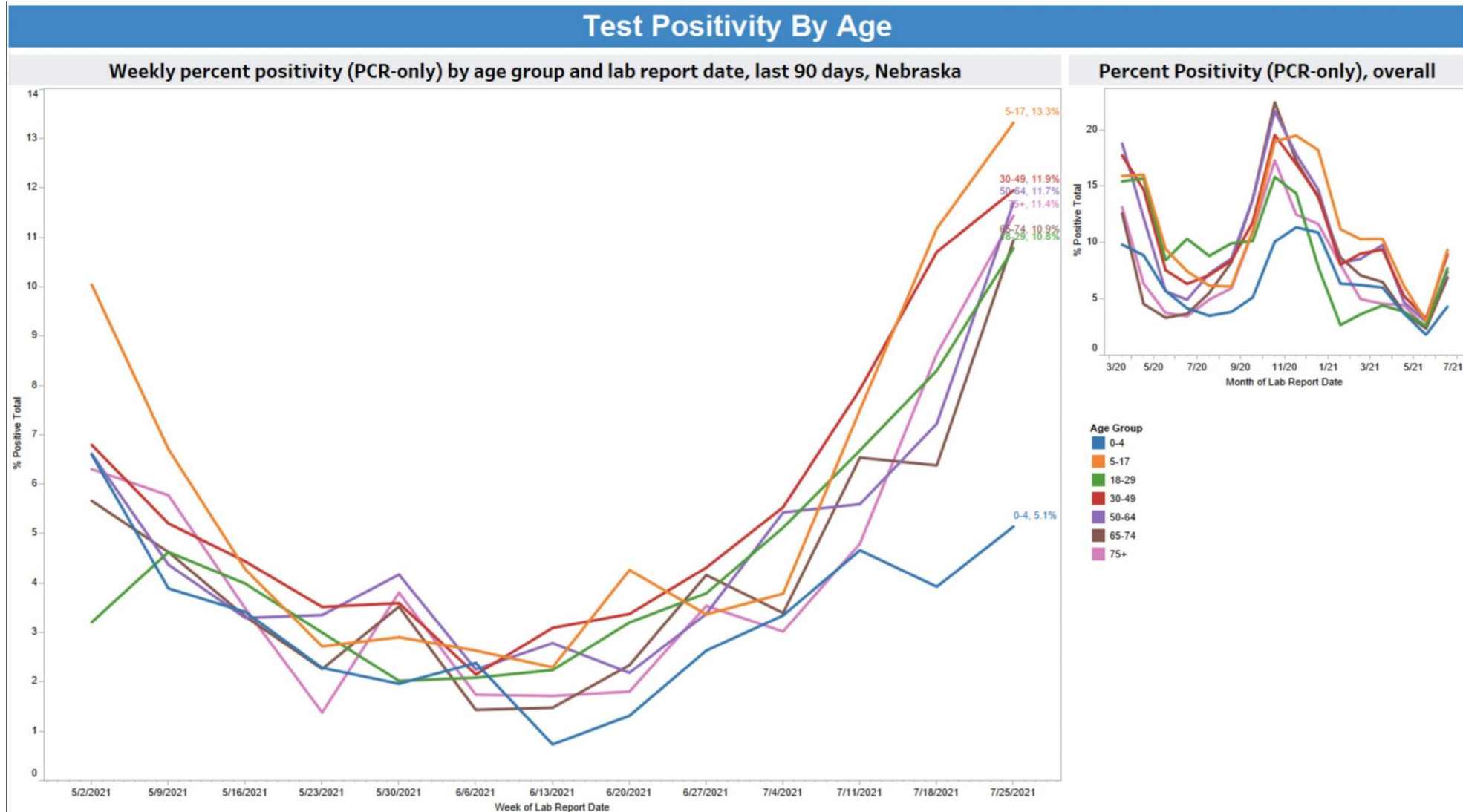


# Nebraska Daily COVID-19 Cases by Lab Report & Test Type as of 8/03/2021





# Nebraska Daily COVID-19 Test Positivity by Age as of 8/03/2021

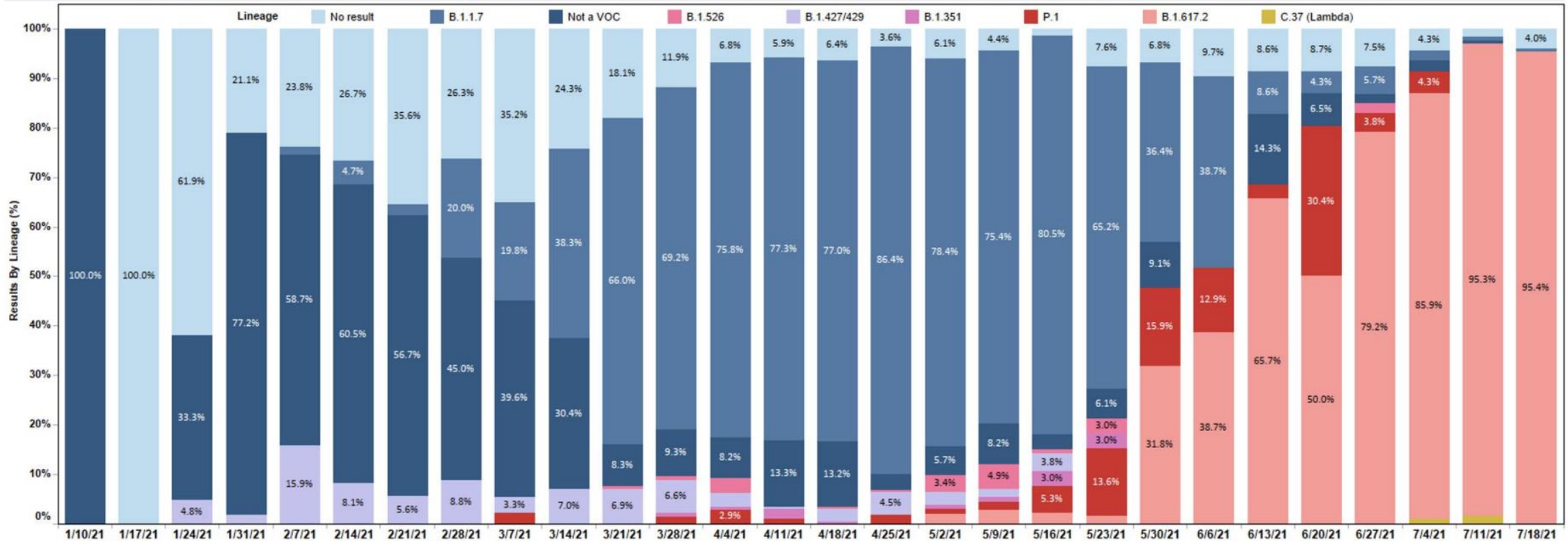


# Nebraska COVID-19 Variant Sequencing



## Sequencing Results By Lineage Performed By CHI & NPHL

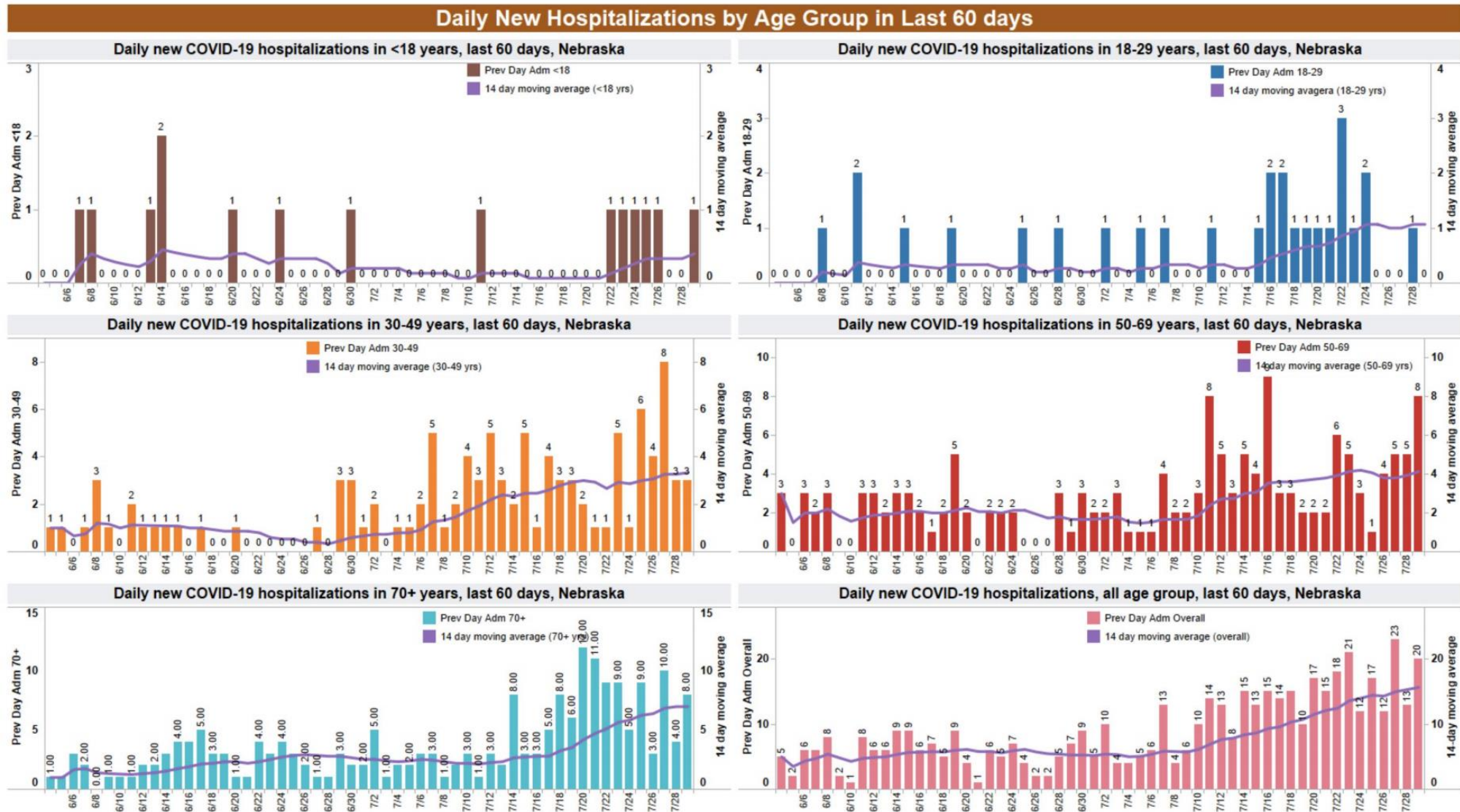
Proportion of Sequencing Results by Lineage Among Residents in Nebraska (N=3,102) | Performed by CHI and NPHL Since January-2021



# Hospitalizations for COVID-19 Remain Overwhelmingly among Unvaccinated Individuals

- COVID-19 hospitalization rates and data were presented

# Nebraska COVID-19 Daily New Hospitalizations by Age Group as of 08/03/2021



# COVID-19 Vaccination: How We Can Make a Difference

Vaccination and Testing - Today's Most Common COVID-19 Vaccine Questions

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# Key Factors To Keep in Mind As You Begin a Vaccine Conversation...

- Start with empathy
- Provide concrete, current and valuable information
- Avoid underestimating what people can understand
  - It is important to understand the “why” behind the person's vaccine hesitancy
- Build your message around specific and common questions – Provide details
- The purpose of the conversation:
  - To listen
  - To ask open ended questions
  - To validate the person’s lived experience
  - To understand
- Open the communication with a question: “What would you like to know more about?”

## The Messenger matters



## Principals To Increase Trust and Acceptance of the COVID-19 Vaccine

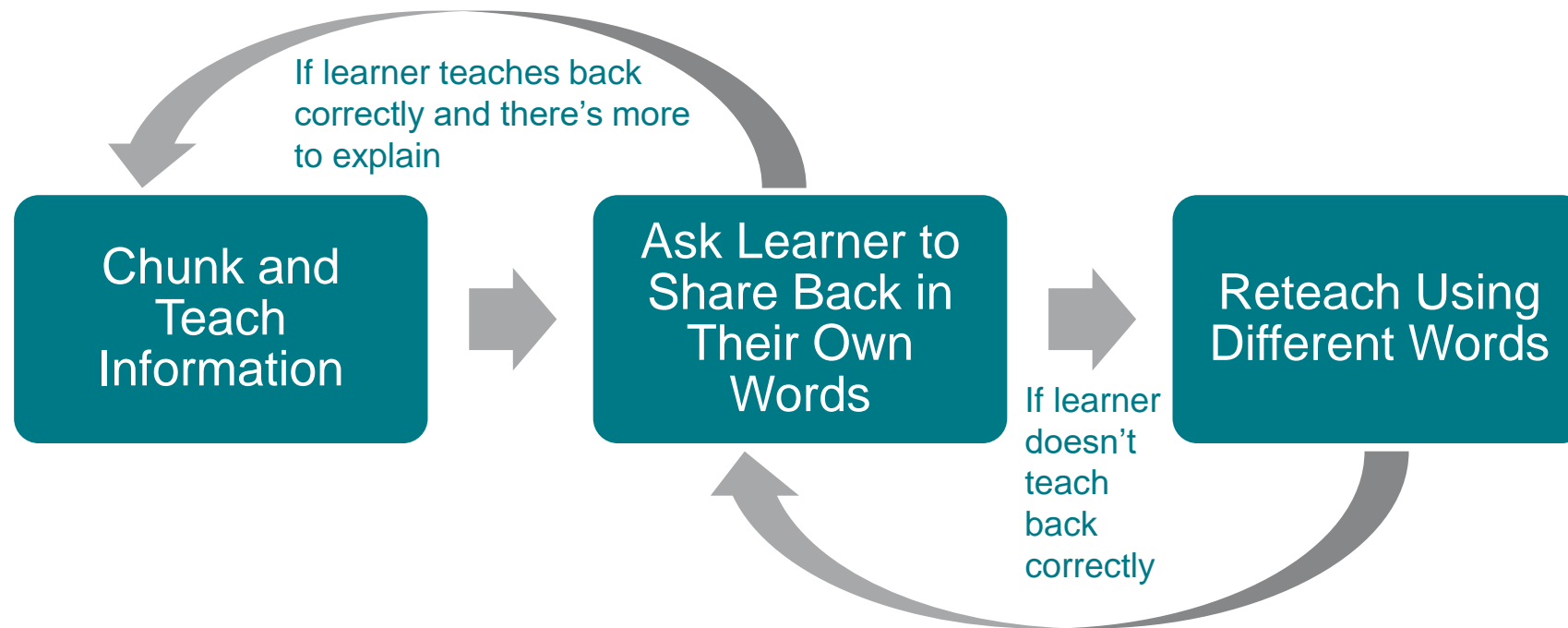
Work within people's identities and moral values...

- People are unlikely to do something unless it is consistent with their values
- Find the common ground between what you hope to achieve and what matters to them
- Rather than investing time into messages to try to convince people otherwise, it's worthwhile to understand what others see as right and wrong and to connect with what's most important to them



Guide to COVID-19 vaccine communications, [https://covid19vaccinescommunicationprinciples.org/wp-content/uploads/2020/11/vaccine-principles\\_v16.pdf](https://covid19vaccinescommunicationprinciples.org/wp-content/uploads/2020/11/vaccine-principles_v16.pdf)

# Processes to Support Effective Information Sharing: Teach Back



<https://www.ahrq.gov/patient-safety/reports/engage/interventions/teachback.html>



# What Are the Barriers To Trust?

- Previous inconsistencies in COVID-19 information
  - Masks no masks, Indoor masking/outdoor masking
- News/Social Media giving equal weight to different opinions
- Lack of transparency during the pandemic—at a local and national level, polarizing political views
- The wrong message
  - One personal story about a negative experience may resonate more than the positive experiences of millions
- Abstraction
  - If specific questions and details are not shared, people will fill in the gaps with information found elsewhere, leading to inaccurate messages that cause and spread confusion
- Facility Culture
  - Having an open and transparent culture at the facility level is key to building trust; without this, trust will be limited
- Apprehension after the Johnson & Johnson vaccine pause; need for boosters,

Guide to COVID-19 vaccine communications, [https://covid19vaccinescommunicationprinciples.org/wp-content/uploads/2020/11/vaccine-principles\\_v16.pdf](https://covid19vaccinescommunicationprinciples.org/wp-content/uploads/2020/11/vaccine-principles_v16.pdf)

# Community Relationships With Vaccines Are Very Important

- Different communities have different relationships with vaccines
  - Tuskegee – it was not an isolated event, rather it's one component of structural racism
  - The clinical trials had racial and ethical diversity
    - Pfizer: 10% black, 13% Hispanic
    - Moderna: 10% black, 20% Hispanic
- Decades of mistreatment and exploitation have led to fear and a profound lack of trust
- Do not make assumptions, ask
- Community leaders and role models can be very helpful

Guide to COVID-19 vaccine communications, [https://covid19vaccinescommunicationprinciples.org/wp-content/uploads/2020/11/vaccine-principles\\_v16.pdf](https://covid19vaccinescommunicationprinciples.org/wp-content/uploads/2020/11/vaccine-principles_v16.pdf)



# Social Media and the COVID-19 Vaccine



- Social Media is profoundly influential and has had a significant effect on COVID-19 vaccine hesitancy
- **Misinformation:** Information that is incorrect but is not spread to cause harm
- **Disinformation:** Information that is incorrect but is spread to cause harm

# HOW TO SPOT FAKE NEWS



## CONSIDER THE SOURCE

Click away from the story to investigate the site, its mission and its contact info.



## READ BEYOND

Headlines can be outrageous in an effort to get clicks. What's the whole story?



## CHECK THE AUTHOR

Do a quick search on the author. Are they credible? Are they real?



## SUPPORTING SOURCES?

Click on those links. Determine if the info given actually supports the story.



## CHECK THE DATE

Reposting old news stories doesn't mean they're relevant to current events.



## IS IT A JOKE?

If it is too outlandish, it might be satire. Research the site and author to be sure.



## CHECK YOUR BIASES

Consider if your own beliefs could affect your judgement.



## ASK THE EXPERTS

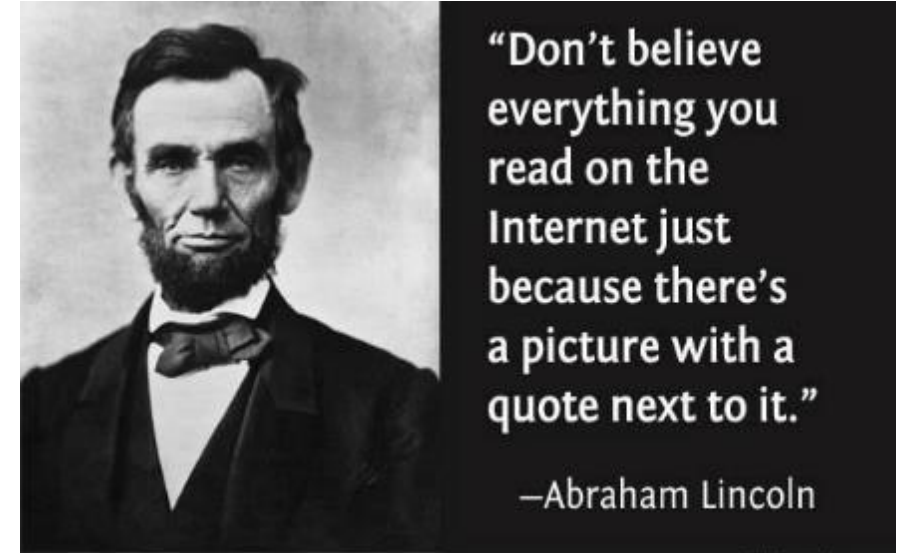
Ask a librarian, or consult a fact-checking site.

IFLA

International Federation of Library Associations and Institutions

# How To Address Social Media Misinformation

- Try to assess why the information is speaking to the person
- Take the opportunity to redirect them to more trustworthy information sources and explain to them what we know medically
- Ask them to consider:
  - Where is this information coming from?
  - Is it gaining popularity because it is sensationalized?
  - Is it a fact? Has it been proven?



Brian Southwell, PhD, [https://edhub.ama-assn.org/jn-learning/audio-player/18571804?utm\\_source=silverchair&utm\\_campaign=ama\\_network&utm\\_content=covid\\_weekly\\_highlights&cmp=1&utm\\_medium=email](https://edhub.ama-assn.org/jn-learning/audio-player/18571804?utm_source=silverchair&utm_campaign=ama_network&utm_content=covid_weekly_highlights&cmp=1&utm_medium=email)



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# Leading a Conversation About What's on Social Media Regarding the COVID-19 Vaccine...

- Acknowledge the concern
  - “I see you have been thinking about this a lot.”
  - Encourage discussion; don't shut them down
- Ask questions
  - “Tell me where you heard about this information.”
  - “Do you trust the source?”
- Offer to trade sources; “this is where I get my information...”
- Explain what you know medically and where you found the information
  - “That is a good question, let's talk that through.”
- Never be condescending, this is a person who is trusting you to have a conversation; avoid using strongly negative words like “no” or judgmental responses like “that's crazy!”
- Again, the point is not to prove them wrong



# What Is Psychological Safety?

- Creating a Safe Space To Have a Conversation
- Framing the Work
  - What we do is very important
  - With the COVID-19 pandemic there is also uncertainty
  - It is important that we are able to trust and listen to each other
- Modeling Fallibility
  - I might miss something, I need your input (actively ask for input)
  - Invite participation, we are all human and in this together
- Embracing the Messenger
  - Thank you for having this conversation with me!



IHI Conversation Guide to Improve COVID-19 Vaccine Uptake,  
<http://www.ihl.org/resources/Pages/Tools/conversation-guide-to-improve-COVID-19-vaccine-uptake.aspx>

# The Spirit of Motivational Interviewing

- **Compassion** – caring about what is important to another person and feeling moved to help
- **Acceptance** – respecting another person and their right to change or not change
- **Partnership** – working with another person and recognizing them as equal
- **Evocation** – bringing out another person’s ideas, strengths and knowledge about the situation and themselves; this can include encouraging to explore

Miller W, Rollnick S. Motivational Interviewing: Helping people change. 3rd ed. New York:Guilford Press; 2012



Slide developed by AMDA-The Society for Post-Acute and Long-Term Care Medicine, 2021



# An Example of Motivational Interviewing: Ask-Tell-Ask



## Ask #1

**Option 1:** Ask permission to give information and advise.

“Is it ok if we talk about...?”; “Would you like to know more about...?”

**Option 2:** Ask what they already know or want to know.

“What information would you like to know?”; “You already know a lot about...but are there any more questions you still have?”



## Tell

Make sure the information fits the person, focuses on the present.

“You said that... is on your mind right now.”

Give the information in a neutral way. The purpose is to share information, not change their mind.

Focus on 1-2 key messages.

Emphasize choice and options.



## Ask #2

**Option 1:** Ask what do they think.

“I wonder how you think we might best proceed?”

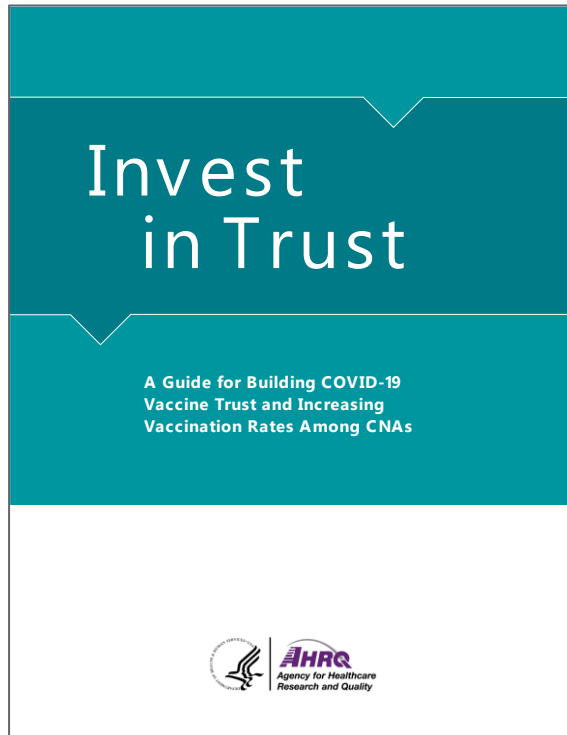
**Option 2:** Use teach-back to ensure there is understanding: “I’d like to make sure I did a good job explaining this. Can you let me know what you heard?”

Based on Miller W and Rollnick S, 2012, Chapter 11  
<http://www.centrecmi.ca/>



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# Practice, Practice, Practice



If they say	You might say	You could ask	You might close by saying
<p>"I've already had COVID-19, and so I am already immune."</p>	<p>"I am sorry to hear that. What was your experience like? Any lasting effects?"</p>	<p>"Have you seen new studies showing that immunity from having COVID-19 only lasts for months? These studies show people can get it again."</p> <p>"Have you seen the <a href="#">report from a skilled nursing facility</a> that had five residents who were suspected of becoming reinfected with COVID-19? The report indicated that their illness was more severe than the first time and one of the five residents passed away."</p>	<p>"I'm sorry to hear that. Other CNAs who have had COVID-19 decided to get a vaccine to protect themselves from that happening again."</p> <p>"I am getting vaccinated for COVID-19 because I can also protect people with weak immune systems."</p>

<https://www.ahrq.gov/nursing-home/materials/prevention/vaccine-trust.html>

If they say	You might say	You could ask	You might close by saying
<p>“The vaccine just appeared so quickly. It doesn’t seem like they had enough time to test it.”</p>	<p>“It was fast. It’s kind of amazing that we live in a historic moment where things like this are possible and these vaccines became available as quickly as they did. It certainly helped that we had such a strong body of existing mRNA science to build on, that the whole world worked with us on it. That’s how we got this really effective vaccine in such a short time.”</p>	<p>“What do you think about the fact that more than 120 million Americans are already fully vaccinated?”</p> <p>“Isn’t it great that all of our residents have now been vaccinated and their families can visit again?”</p>	<p>“Do you know that you can talk to one of our health experts about the COVID-19 vaccines? They have office hours or you can send them an email. Talking to an expert might help you get your question answered.”</p>

*Global effort with the world’s leading scientists focused on a single task*  
*Nearly unlimited resources (money, knowledge, manpower, technology)*  
*A large pool of diverse adult volunteer trial participants*

# Why Should We Trust the COVID-19 Vaccine?

- The FDA is using the same strict standards that it has for decades
  - ✓ Global effort with the world's leading scientists focused on a single task
  - ✓ Nearly unlimited resources (money, knowledge, manpower, technology)
  - ✓ A large pool of diverse adult volunteer trial participants
- No steps were “skipped”
- Two **independent advisory committees** reviewed the trial results; members and experts of these committees have no conflict of interest and are not associated with any vaccine manufacturers
  1. The Vaccine and Related Biological Products Advisory Committee (VRBPAC) that advises the FDA
  2. The Advisory Committee on Immunization Practices (ACIP) that advises the CDC
- The ACIP continues to review the vaccines for safety and will make recommendations as needed for each of the 3 vaccines



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If they say	You might say	You could ask	You might close by saying
<p>“I’m worried that getting the COVID-19 vaccine will make it hard to get pregnant or hurt my child.”</p>	<p>“I know that making the right decision to protect you and your future child is important to you. Mothers who have chosen to get the vaccine have found that it protects not only them but even their new babies.”</p>	<p>“Have you seen the <a href="#">recent studies</a> that show that women who are pregnant are at higher risk for complications if they get COVID-19?”</p> <p>“Have you seen the studies showing that the vaccine poses no risk to women who are pregnant, want to be pregnant or breastfeeding? In fact, they even found benefits to the baby. Babies whose mothers were vaccinated are born with the antibodies to protect them from COVID-19.”</p>	<p>“You could talk to your doctor about any concerns you have.”</p>

Study just published shows Moderna and Pfizer COVID-19 vaccines are safe for pregnant women

- No increased risk for miscarriage, premature births and other complications

CDC recommended that coronavirus vaccines be made available to pregnant women, no preference on type or which COVID-19 vaccine to use

- Women should also consult with their doctors when making a decision about vaccination.

Preliminary Findings of mRNA Covid-19 Vaccine Safety in Pregnant Persons, NEJM April 21, 2021 DOI: 10.1056/NEJMoa2104983,

<https://www.cdc.gov/vaccines/covid-19/info-by-product/clinical-considerations.html>

# Does the COVID-19 Vaccine Cause Sterility?

- There is no data or evidence that any of the COVID-19 vaccines can cause sterility
- People who have received any of the 3 COVID-19 vaccines have not had any increased complications with pregnancy compared to before the pandemic began



If they say	You might say	You could ask	You might close by saying
<p>"I'm worried about side effects, or that getting the vaccine will be worse than getting COVID-19."</p>	<p>"Yes, some people do experience side effects from COVID-19 vaccines. They might range from nothing to bad flu symptoms. But you have had the flu before and you got through it. At worst, this may be 1 or 2 days like that."</p> <p>"When you have side effects, even mild ones, it shows that your body is practicing by building up antibodies to prevent serious illness from COVID-19 in the future. You feel sick for a few days but it's worth it to have peace of mind after!"</p>	<p>"I made a plan to deal with my side effects. I made sure to have Tylenol and child care ready if I needed them. Have you developed a plan for dealing with side effects that you might experience?"</p> <p>"Have you seen the studies showing that COVID-19 can have long-term effects and your life might be in danger?"</p> <p>"Have you seen the studies showing your chances of being seriously hurt by the vaccines are about the same as winning the lottery?"</p>	<p>"Most people have mild side effects, such as a headache, sore arm or feeling really tired. Having a plan for dealing with these things could be useful."</p> <p>"You're someone who considers evidence and makes the best decisions for yourself and those you love. Sure, you might feel sick for a few days, but then you will get to feel relief knowing you can safely be with your friends, family, coworkers and residents."</p>

If they say	You might say	You could ask	You might close by saying
<p>“My choice is my business, and no one has a right to know.”</p>	<p>“Yes, it is important that medical issues are kept private for people who want it that way.”</p> <p>“Choosing to get a vaccine certainly is a personal choice. I chose to get it because I read the science and believe it will allow us to get back to normal and that I can hang out with my family again without fear.”</p>	<p>“Would you be interested in a more private way to get your vaccine?”</p> <p>“Would you like to know more about the vaccine and how to set up an appointment? I am happy to share what I know.”</p>	<p>“Lots of CNAs have chosen to get the vaccine. It was the right choice for them. If you are interested, there are ways you can privately access the vaccine. Your doctor’s office could be a good place to ask about that option.”</p> <p>“I may be strong, and my immune system works, but I don’t want to give COVID-19 to someone I care about who isn’t as strong.”</p>



If they say	You might say	You could ask	You might close by saying
<p>"I don't want to be a guinea pig."</p>	<p>"Yes, that is understandable, I don't want to be either, but now that over 120 million people have safely received the vaccines and we can see that they are effective, I am excited to get the vaccine."</p> <p>"The U.S. FDA grants Emergency Use Authorization after review of rigorous testing. Not only does the FDA grant the initial EUA, but the FDA and CDC share the responsibility of active post-authorization vaccine monitoring."</p>	<p>"What do you think about the fact that over 120 million people in our country have taken the vaccine?"</p> <p>"For decades, America has made what it needed. We made these vaccines to help us make a better America in which we can all live free from fear and return to the things that matter most."</p>	<p>"The vaccines may seem like they were developed quickly, but they were built off of existing vaccine ingredients and technology we already had and have been through rigorous clinical trials."</p>

If they say	You might say	You could ask	You might close by saying
<p>“Putting a foreign substance in my body just doesn’t seem natural.”</p>	<p>“Yes, putting things in our bodies when we do not want to can be difficult.”</p> <p>“I can see how it could feel weird to put a new vaccine into your arm. It can be scary. When I think about it, I don’t always know what’s in all the medicine I take, but I trust the science and the millions of medical professionals who have received it.”</p>	<p>“Do you want to avoid getting COVID-19?”</p> <p>“The vaccine is actually built off of other vaccines that have been around for a long time that naturally build up our antibodies to protect us if we ever come face to face with COVID-19.”</p>	<p>“COVID-19 vaccines will greatly increase your chances of not getting COVID-19. COVID-19 can do long-term damage to your body. Have you heard of the cases of people with long haul COVID-19?”</p>

If they say	You might say	You could ask	You might close by saying
<p>"I don't know who to trust for information. The media and government seem to be blowing this out of proportion."</p>	<p>"Yeah, finding information you can trust can be hard these days."</p>	<p>"Do you mean in terms of the death toll or the cases of long haul COVID-19?"</p>	<p>"I consider who I trust very carefully. I've done a lot of reading on this topic and I trust organizations that are non-partisan and stick to the facts, such as the CDC and FDA. Locally, I trust my doctor as well. My doctor also agrees with what the CDC and FDA are saying regarding the safety of the vaccines."</p> <p>"We would be happy for the medical director to discuss the importance of reliable sources of information with you."</p>

If they say	You might say	You could ask	You might close by saying
<p>"I'm not getting the vaccine unless they make me."</p>	<p>"I hear you, I do not like being told what to do by anyone."</p>	<p>"I don't know if the vaccine will be mandated. But I got it so my friends, coworkers and residents can feel safe around me. Seems like a common sense way to keep everyone safe and get us back to normal."</p> <p>"Vaccination is a collective action to prevent the spread of diseases."</p>	

# Discussion Questions: How To Build Trust and Respect Into the Conversation

1. Where are the gaps in trust in your facility, and how can you address these gaps?
2. How can you promote a culture of collaboration and valuing all staff in your facility?
3. How can you ensure that staff have multiple avenues to have a safe conversation in the facility?
4. How are you addressing equity in the facility and ensuring that all voices are valued and heard?

# Moving to Action

Vaccinations and Testing Module

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# Actionable Steps You Can Take To Help Answer Questions About the COVID-19 Vaccines

1. Use the resources from AHRQ provided here. Share with all staff, residents and families as handouts, on bulletin boards, computers, information boards, in a newsletter, on your facility's website, etc.
2. Make a "COVID-19 Vaccine Question Box" so people can anonymously ask questions without fear of being embarrassed. If one person has this question, there are probably many more who are wondering about the same thing!
  - Set aside time during already established huddles to answer these questions out loud; consider printing these questions and answers to share with staff, residents and family members.
3. Print a COVID-19 vaccine question in your facility newsletter and include an answer by an expert (such as your medical director). Invite anyone to submit a question.



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# PDSA Cycle 1: COVID-19 Vaccine Question Box

## ACT

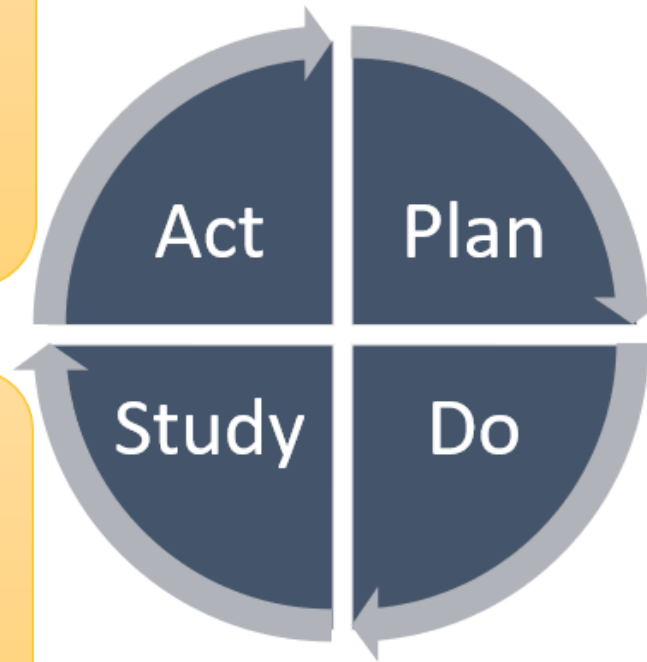
Select an action based on the results of the test:

- Adopt
- **Adapt:** Will try it again tomorrow but move the box to the staff break room to see if there are more questions and/or questions that have not been asked previously
- Abandon

## STUDY

Compare to prediction:

- **What did you learn:** Staff were concerned that administrators might see them submitting questions, even if they can't see the specific questions
- **What about the data:** The staff did submit questions



## PLAN

**Prediction:** If staff have a place to anonymously submit questions, **then** they will be more honest about their vaccine-related concerns

**Plan:**

- **Who:** DON Jackie
- **What:** Place a box in the administrative office suite for staff to submit anonymous COVID-19 vaccine-related questions
- **Data:** Number of questions received

## DO

**Carry out the plan:** DON Jackie places box near the door, inside the administrative suite; she tells the team about it during morning huddle and checks for questions at the end of the day

**Document observations :**

- **Successes:** Staff were excited about the anonymous box; 3 questions were received
- **Unexpected issues:** All 3 questions had been asked previously; a couple team members voiced concerns about the location of the box



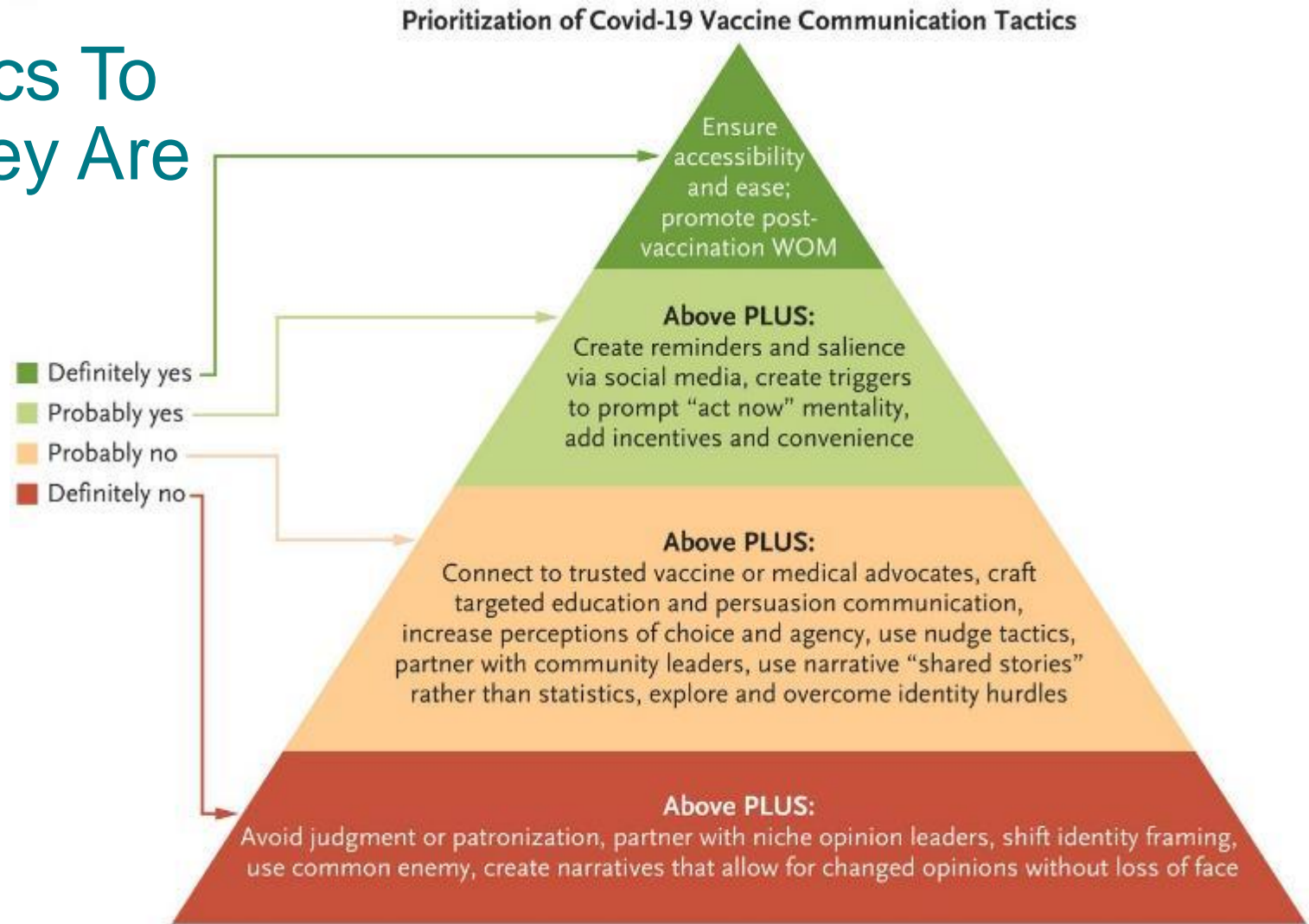


# Improvement Questions:

- What is working?
- What is not working? Why? Why? Why?
- What would success look like?
- How would you know (what would you see) if successful?
- What could you try that would get you closer to success?
- What could you try out before the next call?

# Use Targeted Communication Tactics To Meet Staff Where They Are

Understanding where they are – and acting on it – both require meaningful **conversation**



<https://www.nejm.org/doi/full/10.1056/nejmms2033790>

# Strategies To Move the Middle Towards Vaccine Acceptance...



Solutions for the “Movable Middle”:

- Make vaccination easy, remove barriers
- Build trust in vaccine safety
- Leverage social influences (role models)
- Use motivational framing

For “Vaccine Detractors”:

- Minimize their negative effect by debunking misinformation
- Acknowledge freedom of choice

Layered and customized approach for a facility

<https://faculty.wharton.upenn.edu/wp-content/uploads/2018/01/Covid-19-Behavioral-Science-Task-Force-Report-Final-2021-02-23.pdf>



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# Remember To Promote Psychological Safety...

- Be accessible
- Demonstrate vulnerability
- Invite participation
- Learn from failures
- Listen
- Use empathetic language
- Hold self and others accountable



<https://www.mgma.com/resources/human-resources/cultivating-psychological-safety-activating-human>

# Wrap up

- Final comments or questions?
- Any topics you would like the faculty to discuss next week?
- We would like to learn from you! Please share your ideas for tests of change, success stories, challenges and innovations by emailing us

# Slide Resources

- Guide to COVID-19 vaccine communications, [https://covid19vaccinescommunicationprinciples.org/wp-content/uploads/2020/11/vaccine-principles\\_v16.pdf](https://covid19vaccinescommunicationprinciples.org/wp-content/uploads/2020/11/vaccine-principles_v16.pdf)
- <https://www.ahrq.gov/patient-safety/reports/engage/interventions/teachback.html>
- Brian Southwell, PhD, [https://edhub.ama-assn.org/jn-learning/audio-player/18571804?utm\\_source=silverchair&utm\\_campaign=jama\\_network&utm\\_content=covid\\_weekly\\_highlights&cmp=1&utm\\_medium=email](https://edhub.ama-assn.org/jn-learning/audio-player/18571804?utm_source=silverchair&utm_campaign=jama_network&utm_content=covid_weekly_highlights&cmp=1&utm_medium=email)
- IHI Conversation Guide to Improve COVID-19 Vaccine Uptake, <http://www.ihl.org/resources/Pages/Tools/conversation-guide-to-improve-COVID-19-vaccine-uptake.aspx>
- Miller W, Rollnick S. Motivational Interviewing: Helping people change. 3rd ed. New York:Guilford Press; 2012
- Based on Miller W and Rollnick S, 2012, Chapter 11 <http://www.centrecmi.ca/>
- <https://www.ahrq.gov/nursing-home/materials/prevention/vaccine-trust.html>
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# Information and Resources

- Answers to Tough Questions about Public Health - <https://publichealthcollaborative.org/faq/#SchoolRe-openings>
- Effect of Vaccination on Household Transmission of SARS-CoV-2 in England - <https://www.nejm.org/doi/pdf/10.1056/NEJMc2107717?articleTools=true>

# Thank you!

**AHRQ ECHO National Nursing  
Home COVID-19 Action Network**

