

Annual

Complete Final Review - Completed

Individual Performance Plan					Interim 1					Interim 2					Annual				
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Michelle Fiscus

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Section 1 - Strategic & Operational Goals

Goal 1: Governor's Priority - Education and Workforce Development

Description :

To be the fastest-improving state in the country

Created By : Timothy Jones 11/02/2019 1:27PM

Goal 2: Governor's Priority - Healthier Tennessee

Description :

To promote healthy behavior and provide high quality services to our most vulnerable populations

Created By : Timothy Jones

11/02/2019 1:27PM

Section 2 - Performance Planning, Observation & Feedback

Work Outcome Statement 1

Work Outcome Statement :

Ensure that reports of vaccine preventable diseases are responded to rapidly and thoroughly

Action Steps :

1. Ensure the appropriate investigation of $\geq 90\%$ of potential vaccine preventable disease outbreaks are initiated within one day of report
2. Ensure requests for consultation on vaccine preventable diseases from public health partners, other government agencies, or the public are responded to within one business day
3. Ensure appropriate oversight of VPD outbreak response is provided. Utilize ICS and the support of other CEDEP staff, as needed, to ensure a thorough and rapid response.
4. Oversee TDH involvement in AFM surveillance and response.
5. Develop at least one initiative that highlights the stories of VPD outbreak response and prevention for the purpose of educating policy makers, partners, and/or the public.

- Supports Goal: Governor's Priority - Healthier Tennessee

End of Cycle Outcome Rating: Advanced

Weight: 25%

Interim 1 Employee Comments:

100% of investigations of potential vaccine preventable disease outbreaks are initiated within hours of notification to the program. I continue to field frequent requests for consultation on VPDs, especially from private providers and health departments. Calls with questions regarding potential measles cases continue to come in every week. I have continued to oversee the hepatitis A outbreak response, which we hope to conclude over the next quarter. We continue AFM surveillance and have identified and interviewed one new confirmed case this past fall. With the assistance of a epi in OIA, I developed a county-specific immunization infographic for all 95 counties which communicated the number of providers currently active in TennHIS, the number of immunizations they recorded as administered over SFY18-19, the kindergarten immunization compliance percentages for all 95 counties. The impact of the one case of measles introduced to Tennessee in 2019, talking points to refute claims from the anti-vaccine lobby, and a list of credible sources of information are also included. This infographic will be made available to the TDH legislative team for reference, as well as to local and metro health departments and immunization stakeholders across the state.

Interim 1 Rater Comments: Dr. Fiscus has been a strong leader for the VPD team. Her supervision has resulted in rapid response to surveillance and an integrated effort with regional and metro partners to the ongoing Hep A outbreak. She strongly advocates for immunizations and is addressing decreasing school immunization rates with a data driven approach. She has been responsive to feedback from the administration in areas that are politically unknown or sensitive. I appreciate the passion she demonstrates as a SME.

Interim 2 Employee Comments: Our team continues to be rapidly responsive to all reports of vaccine-preventable disease cases and outbreaks. The hepatitis A outbreak has slowed considerably and the ICS has been deactivated, although we are unable to declare an end to the outbreak. COVID-19 has consumed a significant amount of my time, as well as that of the other members of the VPD team. I have become the point contact for Department of Health and Department of Children's Services, and have provided consultation to groups working on services for those experiencing homelessness, the American Camping Association, TMA, and Department of Higher Education. My support to DCS has been on a near-daily (usually multiple times per day) basis. I have also drafted guidance for most of these groups, along with other guidance for providers. Additionally, I have provided content, coordinated, and co-hosted a weekly COVID-19 webinar to update clinicians across the state. Those webinars have now been viewed thousands of times and typically have ~100 real-time participants. Additionally, I have volunteered for frequent shifts in the SHOC and served as a SME for clinical guidance for COVID-19 response. On April 16 I was asked to provide assistance at TEMA and was eventually asked to take over the vetting of laboratory testing for the state's COVID-19 testing strategy. While at TEMA I have also been able to work to secure funding to support the procurement of generators, freezers, refrigerators, and portable coolers for the regional and county health departments in order to ensure that health departments will have the equipment needed to properly store pandemic vaccine once it becomes available. I was also able to assist TDH and TEMA in understanding that primary care physicians did not have the ability to acquire much-needed PPE and was able to work with TEMA to provide the Survey123 link to those providers so that they could request PPE. Many of those providers now report having their requests fulfilled within 2-5 days. I have written state guidance for camps and for return-to-school, have provided a webinar for all of the presidents of Tennessee Independent Colleges and Universities, and have provided on-going technical assistance to university student health staff.

The county-level infographics designed to convey the importance of kindergarten immunizations and the impact of vaccine-preventable diseases have been finalized and posted to the immunization webpage. The link has been widely distributed and the feedback on these infographics has been very positive.

Interim 2 Rater Comments: Dr. Fiscus has been a strong leader for the VPD team and has been an integral piece of the COVID pandemic response. Her leadership and efforts in multiple areas have been critical.

Final Employee Comments: **This has certainly been a challenging year**

for our team. Over the past 12 months we have worked to control the hepatitis A outbreak by heading the ICS, coordinating statewide calls, deploying nursing strike teams to vaccinate high-risk individuals in jails, homeless encampments, and MAT clinics, and providing countless educational opportunities and communications around the impact of this outbreak. While we have not yet declared an end to the outbreak, it has certainly been reduced to a trickle of new cases.

Although our team has not been the lead in dealing with SARS-CoV-2, our role has increased significantly over August and September as we prepare for pandemic vaccine and we anticipate this will take the majority of our attention for the next 9+ months. This has involved creating our own ICS structure that is specific to pandemic vaccine preparedness and working closely with PHEP to ensure our readiness to allocate and distribute vaccine once it becomes available. Our team has also coordinated with regions and metros to work to hire and oversee immunization strike teams for COVID-19 vaccine, provide new funding to metro and community partners for COVID-19 and influenza response, I have personally created an email group with all of the student health

centers to foster communication and coordination of efforts around COVID-19 response and flu prevention, providing hours of direct consultation and technical assistance. In addition, I have provided information and direct consultation for public school districts across the state as they attempt to navigate this new educational environment.

We have not only continued to identify and follow cases of AFM, but also now surveil for and investigate cases of MIS-C. This has also involved coordination of efforts with the children's hospitals to raise awareness among providers and facilitate testing and reporting to CDC. Our team also continues to respond to reports of H. flu, pertussis, tetanus, N. meningitidis and other pathogens, ensuring timely reporting, consultation, and management.

We developed several important initiatives this year, including our first Immunization Summit that involved more than 350 participants and the new LTCF immunization project that works with low-performing LTCFs to ensure they have an immunization program in place and are immunizing their staff and residents against flu and residents against pneumococcal disease according to HEDIS metrics.

Outcome Rating Justification: Dr. Fiscus has exceeded expectations for this work outcome. Her efforts to maintain programmatic activities have been notable. She has been a key contributor and leader for the C19 response. Her work in balancing the upcoming flu and C19 vaccine planning has been excellent. Dr. Fiscus has met and exceeded all objectives in this work outcome.

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Work Outcome Statement 2

Work Outcome Statement :

Ensure the continued operation and quality improvement of the State's immunization information system (TennIIS)

Action Steps :

1. Ensure the implementation of the plan to transition the current IIS vendor contract from federal to state contracting by 9/30/20.
2. Ensure the execution of an inter-agency agreement for receipt and use of 90|10 funds and mutually agreed upon transfer of immunization data to TennCare according to the timeline of that agreement.
3. Ensure the timely completion of objectives in the 2019-2024 CDC Cooperative Agreement and 5 year plan as they pertain to TennIIS objectives and performance measures. Ensure applications and reports are submitted according to Division policy and CDC guidelines.

- Supports Goal: Governor's Priority - Healthier Tennessee

End of Cycle Outcome Rating: Advanced
Weight: 25%

Interim 1 Employee Comments:	The sole source contract for the new IIS vendor is currently under review by STS and procurement. A face-to-face meeting is planned with the vendor for sometime in February to discuss sections of concern. This process is on track to have an executed contract by the end of 2020.
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The 90|10 IAA with TennCare was executed and that funding is now being received by TDH to support the operational cost of the IIS. Additional potential funding streams to support the increasing costs of the IIS are being explored.

CDC CoAg deliverables are on track to be completed within assigned CDC deadlines. The mid-term progress report is due to CDC in April, along with the new grant application.

Interim 1 Rater Comments: Dr. Fiscus is appropriately working with STS to move the IIS contract forward. This is a high priority activity for the program. Support to keep up with increasing costs are being explored. The program complies with all CDC activities and deliverables.

Interim 2 Employee Comments: The sole source contract with the IIS vendor continues to make its way through the approval process and is on track to be implemented by the Feb 2021 deadline. We hosted a team from the vendor here at TDH and devoted an entire day to working through barriers and ensuring the vendor understood our perspective concerning contract negotiations. That meeting was extremely productive and was helpful in advancing progress in these negotiations. 90/10 funding from TennCare is now in maintenance phase (transitioned to 75/25 funding) with ongoing monthly payments being made by TennCare to assist with the funding of the IIS into 2021. CDC CoAg deliverables are an extended deadline per CDC d/t COVID-19. We have asked for \$750K to be included in the request for federal COVID-19 funding for TennIIS upgrades. We have applied for CC2 supplemental funding to fund additional development of functionality in the system, and are collaborating with Louisiana to share the expense for the development of one new function.

All applications and reports are submitted on time and the 5-year plan is on track, despite COVID-19.

Interim 2 Rater Comments: Dr. Fiscus is planning with STS to move the IIS functionality forward for COVID vaccine. She continues to monitor all aspects of the IIS and plan for vaccine distribution of flu and COVID.

Final Employee Comments: The new sole source contract with STC, the current IIS vendor, has been completed and is ready to go before FRC for legislative approval. The process to get the contract to this point has been slow and has required constant tracking to ensure its continued movement through the approval process. Additionally, new funding from TennCare (formerly 90/10, now 75/25), COVID relief, and funding awarded to the immunization program has been leveraged to improve the functionality of the IIS. An emergency contract was put in place to provide functionality for rapid documentation of vaccines administered during mass immunization events. All of the deliverables for the FY2020 grant year were completed and all reports were filed on time.

Outcome Rating Justification: Dr. Fiscus has exceeded expectations in the management of the immunizaiton registry. She has been attentive to progress to ensure that improvements are in place for both immunization campaigns. Dr. Fiscus is managing new funds via COVID and CDC. The program is working to ensure contracts are in place. This will continue to be an important part of C19 efforts in 2021.

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Work Outcome Statement 3

Work Outcome Statement :

Ensure continued operation and quality improvement of the Tennessee Immunization Program

Action Steps :

1. Ensure all CDC Cooperative Agreement applications and reports are completed and submitted according to Division policy and CDC guidelines.
2. Ensure monthly review of program expenditures/revenues. Discuss plans to remedy any budget shortfalls or reductions that arise through the performance period with Supervisor.
3. Ensure the completion and timely submission of annual influenza pre-book and monthly 317 spend plans according to CDC guidelines and deadlines.
4. Identify and address at least two opportunities for quality improvement within the Tennessee Immunization Program.

- Supports Goal: Governor's Priority - Healthier Tennessee

End of Cycle Outcome Rating: Outstanding
Weight: 25%

Interim 1 Employee Comments: CDC CoAg deliverables are on track to be completed within assigned CDC deadlines. The mid-term progress report is due to CDC in April, along with the new grant application.

Program expenditures are reviewed monthly and budgets are constantly re-evaluated to ensure funds are spent down. Underspending in metro contracts

has historically been an issue. We sent a mid-year request for accrual estimates to all of the metros, who anticipate spending down these funds. We are able to request a carry-forward for outbreak funding, which will allow hepatitis A strike team work to continue into the spring in Tennessee's most heavily-impacted regions.

The annual influenza pre-book is currently in production. Monthly 317 spend plans are completed fully and submitted to CDC according to its deadlines.

Several quality improvement initiatives are currently being developed, including a project to improve HPV immunization rates within health departments and a process by which to evaluate Regional Immunization Representatives in a manner that will assist them in identifying opportunities for program QI within their jurisdictions. Additionally, the VFC report card undergoes continuous QI. Also this year the 4-city VFC annual review, which was put on annually at significant expense to the program, is being transitioned to a statewide annual Immunization Summit that will bring subject immunization matter experts to Tennessee and provide VFC providers an opportunity for professional development beyond that of reviewing VFC guidelines. This year's event is planned for August 21 and precedes the TNAAP annual meeting that will be held at the same venue. It is the hope that the partnering of these two events will assist in engaging physicians from across the state who may not otherwise travel to Franklin for a one-day meeting. Also, the annual training for Regional Immunization Representatives is being re-tooled to allow more experienced RIRs to complete a simple CDC online review of VFC program guidelines, while providing additional face-to-face training for newer representatives. This training will also provide a full-day of professional development for all RIRs that will expand their knowledge base and teach important skills that may be applied to their daily work with VFC providers. When a resident recently contacted me for assistance in filing a VAERS report, it became evident that local HDs may not be well-versed in the VAERS requirements and reporting process. I am working iwth CHS to provide a slide deck for training of local HDs so they are aware of this important surveillance requirement.

We are currently in conversations with TennCare and TSSAA to ensure that vaccines are available at mass sports physicals. We are partnering with TIPQC to recruit and certify HBV birth dose honor roll hospitals. We have an upcoming meeting with THA to discuss the promotion of HBV birth dose honor roll and improving immunization rates among pregnant women. We have upcoming meetings with new CHS leadership to discuss HPV vaccine rates in health departments and participation in the ILI Surveillance Network.

Interim 1 Rater Comments: During this interim period, Dr. Fiscus has ensured that the Tennessee Immunization Program has remained on track with all CDC deliverables. Deliverable are being monitored and met. Dr. Fiscus ensures that program expenditures are appropriate and has paid close attention during the Hep A outbreak to promote vaccination of at-risk groups. The program monitors vaccine plans in accordance with CDC guidelines and deadlines. Dr. Fiscus stays up to date on ACIP recommendations and CDC program guidance.

Program expenditures continue to be reviewed monthly and budgets are constantly re-evaluated to ensure funds are spent down. Underspending in metro contracts has historically been an issue. We sent a mid-year request for accrual estimates to all of the metros and, as a result, the metros have been invoicing the program appropriately. We are able to request a carry-forward for outbreak funding, which will now be leveraged to provide additional staff to the regions and metros for COVID-19 contact tracing.

Interim 2 Employee Comments:

The annual influenza pre-book has been completed. Monthly 317 spend plans are completed fully and submitted to CDC according to its deadlines. Additionally, we are in the process of recruiting providers for pandemic flu administration and developing the process for allocation of that vaccine.

We have worked closely with CHS leadership to improve HPV immunization rates within health departments through the widespread use of the Merck Patient Assistance Program and HPV immunization reports from the IIS. Additionally, the VFC report card undergoes continuous QI. We continue to plan for our August Immunization Summit, which will engage physicians from across the state in professional development around immunizations and VPDs. With the COVID-19 pandemic disrupting travel and mass gatherings, we are now planning to hold this

Summit virtually. The annual training for Regional Immunization Representatives has been re-worked to provide essential training updates virtually, rather than in person during the Annual RIR Training. Professional development workshops that had been planned prior to the pandemic are being postponed to a later date. We are working to strengthen our SPN network by advertising it through the weekly COVID-19 Clinician Updates and have gained some interest from providers in key areas of the state. We are also working closely with CHS leadership to encourage participation in the SPN by HDs that see the appropriate populations of patients.

We are currently in conversations with TennCare and TSSAA to ensure that vaccines are available at mass sports physicals. The first pilot is scheduled for the spring in NE Tennessee.

I applied for and was awarded a \$377K grant through the Civil Monetary Penalty Fund and CMS to do QI work in long-term care facilities. This project involves the identification of barriers to flu and pneumococcal immunizations within LTCF, development of standard operating procedures, and the provision of on-site technical assistance to up to 20 LTCFs with low HEDIS scores for flu immunization among residents and staff and pneumococcal immunization among residents. The results of this project have the potential to

provide a framework for a best practice that can be shared across all LTCFs in Tennessee, addresses a need to improve immunization rates among the elderly, and has the potential to prevent loss of life from VPDs in these facilities. The work of this project began in April and ends September 2021. Additionally, we have applied for (and anticipate being awarded) an additional \$781K in supplemental funding for collaborative projects and IIS functionality development. We have also been awarded an additional \$2.4M in supplemental flu and COVID-19 vaccine promotion and accessibility.

With the addition of these grants and the \$750K from EP funding, our budget for 2021 has increased by over \$3.9M, which is an increase in funding of 63% over the FY2020 budget. In addition to that, I have leveraged funding through TEMA to provide funding for refrigerators, freezers, transport coolers, data loggers, portable refrigerators, trolleys and other essential equipment that will ensure the proper storage and handling of vaccine.

Interim 2 Rater Comments: Dr. Fiscus has done a nice job of balancing this work outcome with her complete immersion in the COVID response.

Final Employee Comments: The FY2020 grant year was completed and final reports will show a significant improvement in spending over FY2019. There have been challenges with personnel on the fiscal team and the process to rectify those challenges has been slow due to state hiring freezes. I am in the final stages of being able to restructure the fiscal team with the goal of having people with the appropriate skills in the appropriate roles. With the addition of federal supplemental funding for flu and COVID-19 vaccine planning, the VPDIP program budget has doubled from FY20 to FY21. The short timeline within

which to spend these funds has resulted in all 6 metro contracts requiring multiple amendments and multiple contracts with partner agencies needing to be written and moved through the approval process.

Not only was the annual flu prebook submitted on time, but we have also worked with new partners to ensure flu vaccine can be distributed to new partners, including colleges, universities, FQHCs, and community health centers to reach populations that have not previously had easy access to flu vaccine.

From a program quality improvement standpoint, we have worked to ensure new partners are able to enroll in TennIIS easily and have created a RedCAP project to follow the process of onboarding new partners to ensure they have appropriate storage and handling capabilities and understand the reporting requirements for vaccine administration. We produced an updated Kindergarten Immunization Compliance report with improved organization and visualization, as well as an updated 24mo Immunization Compliance Survey report that reviewed progress over the past decade of HP2020 goals.

I spearheaded what has become a request for nearly \$800K from ELC funding to upgrade existing equipment in county health departments to ensure the protection of COVID-19 and other vaccines, including generators, refrigerators, freezers, transport coolers and digital data loggers.

New metro contracts were written with metrics to ensure metros are meeting expectations when it comes to 24mo immunizations and other immunization program requirements. Additional funding has allowed for targeted efforts to improve immunization rates among senior citizens and within minority populations. We have also partnered with the Office of Health Disparities Elimination and the Office of Communications and Media Relations to hold listening sessions with leaders in the minority community to gain a better understanding of vaccine hesitancy (especially flu and COVID-19 vaccine hesitancy) among minorities and to understand how to best message the importance of these vaccines to reducing the mortality and morbidity in these populations.

Our team has engaged multiple stateholders to draft the state's pandemic vaccination plan and has been working on all aspects of vaccine preparedness, including allocation, distribution and tracking.

Outcome Rating Justification: Dr. Fiscus has consistently exceeded expectations during this evaluation period. Her leadership in running the program activities has been exceptional. Many of the program staff have been on AWS yet they are meeting program objectives and deliverables. Dr. Fiscus is directly responsible for the highly-visible C19 vaccine plan. She has done an outstanding job balancing the core program functions with the increase C19 demands on vaccine planning.

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Work Outcome Statement 4

Work Outcome Statement :

Promote the importance of immunizations to public health. Represent the Tennessee Immunization Program to outside partners and stakeholders

Action Steps :

1. Requests for information from the media, legislators or outside agencies are responded to within 24 hours or by other assigned deadlines
2. Participate actively in at least one national professional organization, and attend at least one national meeting annually
3. Provide CME or educational presentations to professional organizations or groups as scheduling allows
4. Create and execute a media plan that ensure the promotion and sharing of the immunization awareness media campaign that promotes immunization safety, TennIIS participation, and influenza vaccination.

- Supports Goal: Governor's Priority - Healthier Tennessee

End of Cycle Outcome Rating: Outstanding
Weight: 15%

All requests from the media, legislators, or outside agencies are responded to immediately. During the first interim period I gave one interview for print and two radio interviews. Additionally, the Office of Media and Communications is alerted any time I am notified of a situation that might result in media inquiry, and talking points are provided to the Office so they can respond promptly and without the need for back-and-forth with our office.

Interim 1 Employee Comments: In October 2019 I was elected to a 4-year term on the board of directors of the American Academy of Pediatrics and represent District IV (TN, NC, SC, KY and VA). The AAP national meeting occurs in October 2020. I will also attend the National Immunization Conference in May 2020.

I provide frequent (typically multiple times per month) presentations on immunizations, VPDs and vaccine hesitancy. Thus far during this performance period I have presented to the Inns of Court (a continuing legal education meeting of attorneys) on vaccines and the law; presented on the anti-vaccine movement and its impact upon global, national, and local VPD outbreaks to a masters student class on global health at Vanderbilt and at the CEDEP surveillance meeting; a webinar on influenza which had 90+ attendees; presentations to the ImmunizeTN coalition; and a presentation on

hepatitis A at the MCR provider CME meeting, among others. I have been invited to present Grand Rounds at LeBonheur in February and ETSU in March, and am also presenting at Disease X and the ETSU Primary Care Conference in March.

A poster on the success of the immunization media campaign was presented at the NFID's Clinical Vaccinology Course. The program was just notified that the campaign was awarded a gold award for "Audio Campaign of the Year" by Modern Healthcare's Healthcare Marketing Impact Awards 2019. Due to the inability to meet contract deliverables, the contract executed with an advertising firm to place media across the state was terminated in early Jan 2020. With the assistance of the Office of Media and Communications, we were still able to place media at the Predators home games (center ice jumbotron), across UCR at 12 high school basketball games and thousands of radio PSAs, on billboards and movie previews in counties with sub-optimal kindergarten immunization coverage rates, and on radio stations with primarily African-American listening audiences to promote influenza vaccination. The media campaign has been shared with multiple states and jurisdictions across the country and with 3 of the 6 metro regions. Plans are in place to transition flu messaging to HPV and general immunization messaging in late February.

Interim 1 Rater Comments:

Dr. Fiscus is a trusted and reliable advocate to promote vaccination in Tennessee. She has worked on multiple fronts during this interim review period. She is very responsive to requests from external stakeholders and has led our efforts to promote vaccination through media campaigns. Not only is she an advocate within the state but is becoming a recognized national voice promoting the public health benefits of immunization programs. She has recently started a 4-year term on the board of directors of the American Academy of Pediatrics and represent District IV (TN, NC, SC, KY and VA). Dr. Fiscus has been innovative in her approach and we are proud of the advancements and recognition for CEDEP and TDH.

Interim 2 Employee Comments:

All requests from the media, legislators, or outside agencies are responded to immediately. The Office of Media and Communications is alerted any time I am notified of a situation that might result in media inquiry, and talking points are provided to the

Office so they can respond promptly and without the need for back-and-forth with our office. In March I testified before the Senate Health Committee in opposition to an anti-vaccine bill, and developed a strategy to make the bill unnecessary. That bill has now been withdrawn. Since the start of the COVID-19 pandemic, I have provided a weekly COVID-19 Clinician Update webinar to medical providers across the state in order to share updates and provide resources.

In October 2019 I was elected to a 4-year term on the board of directors of the American Academy of Pediatrics and represent District IV (TN, NC, SC, KY and VA). The AAP national meeting occurs in October 2020. The National Immunization Conference scheduled for May 2020 was cancelled due to the pandemic. The 2020 Annual Conference on Vaccine Research is now going to be virtual and I have arranged for streaming of that conference at TDH for those who are interested in participating.

I provide frequent (typically multiple times per month) presentations on immunizations, VPDs and vaccine hesitancy. Thus far during this performance period I have presented at the Tennessee School Board Administration's Legislative and Policy Meeting, the Williamson County Schools School Nurse in-service training, the Coordinated School Health annual meeting, the quarterly TNAAP/TennCare meetings, statewide quarterly VPDIP Program

webinars, and participated in COVID-19 webinars for TMA, the American Camping Association, TICUA, and calls with advocates for those experiencing homelessness.

I was asked to participate in an AARP webinar on behalf of Dr. Jones.

A poster on the success of the immunization media campaign was presented at the the TIPQC annual meeting. Additional plans to disseminate media around immunizations were halted by the Governor's office due to COVID-19. We are asking CDC to allow carry-forward of these unspent funds.

I was able to work with the Office of Media and Communications to contract with Comcast to develop a new media spot for digital streaming that highlights the importance of on-time immunizations during the pandemic. This spot airs in May and June and will enable the Program to spend down federal funding that was budgeted for media. We are in the process of developing media characters and materials for Hepatitis (A,B, and C) and Mumps. Those campaigns will be completed before the end of the fiscal year.

In order to expand the reach of the immunization media campaign, we will be using supplemental flu/COVID funding to

provide the metros funding to air those messages in their markets.

Interim 2 Rater Comments: Dr. Fiscus has done a nice job of balancing this work outcome with her complete immersion in the COVID response.

This year has seen tremendous collaboration and visibility of the immunization program when it comes to working with outside partners.

As part of the pandemic response, I have held ongoing webinars with the presidents of Tennessee Independent Colleges and Universities, THEC, TPCA, TNAAP and other statewide agencies. I have been a resource to those agencies and have earned their trust as a reliable source of information. I also worked with the colleges and universities to develop their pandemic response plans, helping them to keep their decisions grounded in evidence.

I have been the primary contact for DOE and have served as a resource for school boards and school districts (superintendents, principals, coaches and others) throughout this response and have participated in 3x/week webinars with the superintendents to provide answers to their questions.

Final Employee Comments: Since April, I have provided a webinar (initially weekly; now bi-weekly) webinar to clinicians to update them on COVID-19. I have ensured the content is updated and that a guest speaker is arranged to provide additional information. Typical attendance on these webinars is approximately 80-100 each time and most are regular viewers. I have also updated a running FAQ for providers that is posted to the COVID-19 website.

Since January I have served as the District IV Chair on the AAP's Board of Directors, representing NC, SC, VA, KY and TN. In that capacity, I have been able to ensure the public health perspective is considered in all policies. In July I was appointed to the ACIP's General Recommendations Work Group as the representative of the Association of Immunization Managers (AIM).

I have worked closely with the Office of Communications and Media Relations to develop and disseminate a new media spot to remind parents of the importance of immunizations. We are currently working with Sullivan Branding and the Governor's Office to create a new influenza vaccine message that will begin airing in October. We have developed new messages for hepatitis A,B and C and mumps that will be aired when appropriate. We have leveraged new funding opportunities to expand the pro-immunization messaging across digital streaming platforms, social media, radion and print media.

Outcome Rating Justification:

In addition to required responsibilities, I also provided support to TDH by being embedded at TEMA full-time through April and May and part-time from June-August to assist with PPE procurement decisions. I vetted and facilitated contracting with two vendors for self-testing and coordinated initial outreach to universities, colleges and community health centers to ensure access to testing. I personally worked with Commissioner Williams at TDMHSAS to ensure procurement and delivery of Quidel rapid antigen test analyzers and tests to the four mental health institutes in the state, which is credited for rapidly mitigating COVID-19 outbreaks in those facilities. I am also one of two physicians responsible for vetting and acknowledging Critical Infrastructure designation for school districts and have been attending MCG meetings as the liaison to DOE/THEC and the self-collection test SME since early August.

Dr. Fiscus has done an outstanding job representing TDH and CEDEP. Her work has far exceeded expectations in regards to outreach to stakeholder groups and collaborators in the C19 response. Dr. Fiscus has engaged closely with the UCG, TEMA, and school officials to facilitate a variety of response activities. Additionally, she has been a key medical consultant for the laboratory and other groups throughout the response. I greatly appreciate her leadership and teamwork.

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Work Outcome Statement :

Contribute to a team culture in which team members feel empowered to take reasonable risk, learn from mistakes, and engage in meaningful personal professional development.

Action Steps :

1. In consultation with supervisor, complete a personal professional development plan by December 1, 2019 and complete the activities outlined in that plan by September 30, 2020.
2. Report at least one significant example where you have supported your staff's ideas to modify a current program or procedure or implement something new.
3. With each direct report, develop a personal professional development plan that encouraged staff to develop skillsets that increase work capacity and the ability to complete delegated responsibilities. Ensure plan is submitted by December 1, 2019 and that activities are completed by September 30, 2020.

- Supports Goal: Governor's Priority - Education and Workforce Development

End of Cycle Outcome Rating: Outstanding

Weight: 10%

My personal professional development plan was drafted and shared with Dr. Jones prior to Dec 1, 2019. I am on track to complete its activities by the end of the performance period.

I have supported Nathalie's plan for procurement of a sole source contract with the IIS vendor. She has taken the lead on this project and has made well-informed decisions about the process.

Interim 1 Employee Comments:

Each of my direct reports has developed a personal professional development plan. Stretch promotions were given to two emerging leaders in the program, and close mentoring is provided to them as they develop their managerial skillset.

Interim 1 Rater Comments:

Dr. Fiscus is attentive to her staff and provides them challenging stretch assignments. As recent retirement has provided a development and promotion opportunity for a key staff member. Dr. Fiscus is intentional about staff development and program assessment and has been willing to share best practices with CEDEP colleagues which is appreciated.

Interim 2 Employee Comments:

My personal professional development plan was drafted and shared with Dr. Jones prior to Dec 1, 2019. I am on track to complete its activities by the end of the performance period, although some of the work/life balance work

has been postponed until the pandemic response slows.

I have adjusted my communications with my staff to reflect the needs now imposed by full-time AWS work. We meet virtually as a team every week to provide program and COVID-19 updates, meet with my senior leadership team as a group each week, and meet one-on-one with each of my senior leadership team each week to ensure their needs are met and that they feel supported during this challenging time.

I have offered my assistance to the pandemic response team and served as a constant point person for outside agencies.

I have supported Liz and Missy through difficult HR decisions and mentored them in their newly expanded management positions. I supported Liz's decision to terminate one employee who had proven unable to adequately perform her duties. I have also mentored Missy as she works with some of the more challenging members of this team.

I participated as an invited speaker on the "Leaning into Leadership" webinar in April.

Each of my direct reports has developed a

personal professional development plan.

Interim 2 Rater Comments: Dr. Fiscus has done a nice job managing her staff despite the COVID pandemic. She has dealt with some difficult HR issues in a professional and productive manner.

My personal professional development plan was drafted and shared at the beginning of the performance period. I was unable to devote time to developing advanced skills in Excel due to the demands of the pandemic. Work-life balance has been more difficult than ever but I have worked hard to transition tasks to others who have more bandwidth.

I have held at least bi-weekly meetings with my larger team and continue to have weekly 1:1 meetings with my direct reports and CDC assignee.

Final Employee Comments: We have encountered some challenging HR situations that have have had to be navigated, including the termination or one employee and the demotion of another. I continue to work to ensure that all employees have an opportunity to voice concerns and needs and feel that I have advocated strongly on their behalf.

Each of my direct reports developed and followed a persional professional development plan.

I have supported staff to make their own hiring decisions and development of projects. Nathalie was supported while taking the lead on the new TennIIS contract, Cassie has taken the lead on pandemic vaccine planning, and Howard coordinated the virtual Immunization Summit.

Outcome Rating Justification: Dr. Fiscus has selflessly focused on the needs of her team and not her own professional development plan. Her attention to team dynamics and staffing have been outstanding during this rating period. She is providing opportunities to her staff to step into leadership roles. Dr. Fiscus has considtently exceeded expectations in regards to management of HR issues and balancing the additonal workload related to C19.

Created By : Template 09/30/2019 6:50PM

Last Modified By : John Dunn 10/11/2020 11:51AM

Work Outcome Statement 6

Work Outcome Statement :
Action Steps :

- Supports Goal:

End of Cycle Outcome Rating:

Weight: 0%

Interim 1 Employee Comments:

Interim 1 Rater Comments:

Interim 2 Employee Comments:

Interim 2 Rater Comments:

Final Employee Comments:

Outcome Rating Justification:

Created By : Template

09/30/2019 6:50PM

Performance Planning, Observation & Feedback Summary

Rating: Outstanding

Summary Weight: 70% (not less than 70%)

Section 3 - Competencies & Behaviors

Competency 1: Customer Focus

Competency Description:

Makes customers and their needs a primary focus:

- Meets the expectations and requirements of internal and external customers
- Gets first-hand customer information and uses it for improvements in products and services
- Demonstrates active listening skills with customers
- Establishes and maintains effective relationships with customers and gains their trust and respect
- Responds to customer feedback, criticisms, and complaints and appropriate actions

End of Cycle Outcome Rating: Outstanding

Interim 1 Employee Comments:

Interim 1 Rater Comments: Dr. Fiscus and her staff are very responsive to inquiries. They do a good job with internal and external stakeholder while at the same time holding partners accountable to CDC standards and requirements.

Interim 2 Employee Comments:

Interim 2 Rater Comments: Dr. Fiscus has worked with a variety of partners for VPD and COVID. She has provided outstanding customer service especially to the provider community and state agencies. It is much appreciated!

Final Employee Comments:	This year I have provided personal technical assistance to the DOE and its district superintendents, Coordinated School Health, THEC, TICUA and TEMA regarding COVID-19 pandemic response and mitigation.		
Outcome Rating Justification:	Dr. Fiscus has exceeded expectations with her efforts in collaborating with various stakeholder groups and customers. She has been a key member of the C19 response efforts and is heavily relied upon for her customer service and many cross-cutting relationships. I am greatly appreciative of her efforts and commitment.		
Created By :		Template	09/30/2019 6:50PM
Last Modified By :		John Dunn	10/11/2020 9:07AM
Competency 2: Develop Direct Reports & Other			
Competency Description:			
Develops employees to meet both individual career goals and the organization's goals:			
<ul style="list-style-type: none">- Provides challenging and stretching tasks and assignments- Holds frequent development discussions based on each person's career goals- Constructs compelling development plans and executes them using the developmental system- Provides coaching to those who need help and further development- Connects employees with informal and formal development opportunities			
End of Cycle Outcome Rating: Advanced			
Interim 1 Employee Comments:			
Interim 1 Rater Comments:	Dr. Fiscus is doing a nice job leading her team with a focus on development of staff and team work. She should continue to balance internal growth and development of her team with external opportunities.		
Interim 2 Employee Comments:			
Interim 2 Rater Comments:	Dr. Fiscus continues to lead her team well despite the disruption of COVID. Her leadership has been outstanding in COVID as well.		
Final Employee Comments:	I have provided stretch assignments and professional career counseling to two of my direct reports, including supporting them through difficult HR issues. I have also supported two of my direct reports in their plans for continued education-- one to complete her masters in public health administration and the other to pursue her DPH. All of my employees are encouraged to pursue professional development opportunities as they arise and as they have bandwidth to participate in them.		

Outcome Rating Justification: Dr. Fiscus has been attentive to her team. She has exceed expectations in managing all programmatic activities while being fully immersed in C19 response efforts. She has appropriately and effectively advocated for her team. Her program has had some key transitions during this evaluation period which have been managed well.

09/30/2019 6:50PM

10/11/2020 9:07AM

Competencies & Behaviors Summary

Rating: Outstanding
Summary Weight: 30% (not less than 30%)

Section 4 - Overall Performance Rating

Overall Performance Rating: Outstanding

Section 5 - Signatures

Employee - Michelle Fiscus

Date _____

Rater - John Dunn

Date _____

Reviewer

Date _____

Appointing Authority

Date _____

Attachments

No Attachments have been added to this document

Audit History Individual Performance Plan		
Individual Performance Plan :		11/15/19
Submit for Approval :	Timothy F Jones	11/02/19 1:30:35PM
Approved by Reviewer :	Lisa Piercey	11/06/19 8:43:06AM
Available for Review :	Timothy F Jones	11/06/19 10:34:36AM
Review Held :	Timothy F Jones	11/06/19 10:34:59AM
Acknowledged :	Michelle Fiscus	11/06/19 1:11:25PM
Interim 1 :		02/29/20
Employee Share with Manager :	Michelle Fiscus	01/31/20 7:10:06AM
Submit for Approval :	John R Dunn	02/13/20 6:04:15PM
Approved by Reviewer :	Timothy F Jones	02/18/20 10:26:32AM
Available for Review :	John R Dunn	02/18/20 1:46:09PM
Review Held :	John R Dunn	02/18/20 2:23:38PM
Acknowledged :	Michelle Fiscus	02/18/20 9:26:41PM
Interim 2 :		05/31/20
Employee Share with Manager :	Michelle Fiscus	06/15/20 2:45:05PM
Submit for Approval :	John R Dunn	07/06/20 8:29:21PM
Approved by Reviewer :	Timothy F Jones	07/07/20 10:17:42AM
Available for Review :	John R Dunn	07/07/20 6:13:54PM
Review Held :	John R Dunn	07/13/20 1:55:13PM
Acknowledged :	Michelle Fiscus	07/14/20 10:14:44PM
Annual :		09/30/20
Employee Review Complete :	Michelle Fiscus	09/14/20 10:14:01AM
Submit for Approval :	John R Dunn	10/11/20 11:51:32AM
Approved by Reviewer :	Timothy F Jones	10/12/20 2:27:35PM
Approved by Appt Authority :	Wendy A Barrickman	10/12/20 2:47:24PM
Available for Review :	John R Dunn	10/15/20 6:12:01AM
Review Held :	John R Dunn	10/15/20 6:12:15AM
Acknowledged :	Michelle Fiscus	10/16/20 11:56:41AM
Complete :		10/16/20 11:56:41AM