

SECOND EDITION

PUBLIC HEALTH ADMINISTRATION

Principles for Population-Based Management



LLOYD F. NOVICK
CYNTHIA B. MORROW
GLEN P. MAYS

CONTENTS

Foreword	ix
Acknowledgments	xi
Introduction	xiii
About the Editors	xvii
Contributors	xix
Chapter 1: Defining Public Health: Historical and Contemporary Developments	1
<i>Lloyd F. Novick, Cynthia B. Morrow</i>	
Defining Public Health	1
Early Collective Action in Great Britain and the United States	5
Social and Environmental Factors and Organized Public Health Action	8
The New Public Health Impact of Bacteriology	11
Accomplishments of Public Health in the 20th Century	12
Public Health in the 21st Century	14
The Contemporary Concept of Health: The Basis for Action	16
Population-Based Prevention Strategy: Theory into Action	26
Chapter 2: A Framework for Public Health Administration and Practice	35
<i>Lloyd F. Novick, Cynthia B. Morrow</i>	
Public Health Functions	35
Core Public Health Functions	37
Health Care Reform and Public Health	39
Essential Health Services	41
Core Functions and Essential Health Services: Implementation	49
The Future of the Public's Health	51
National Health Objectives	53
Public Health Infrastructure	56
Governmental and Nongovernmental Aspects of Public Health	59
A Community Perspective	61
Medicine and Public Health	63
Chapter 3: Organization of the Public Health Delivery System	69
<i>Glen P. Mays</i>	
Governmental Public Health Organizations	70
Nongovernmental Public Health Organizations	106
Interorganizational Efforts in Public Health	111
Chapter 4: Public Health Law	127
<i>Lawrence O. Gostin</i>	
A Theory and Definition of Public Health Law	128
Public Health in the Constitutional Design	130

Federal Public Health Powers	133
The Modern Public Health Agency	137
Public Health Law Reform	141
The Future of Public Health Law	146
Chapter 5: Ethics in Public Health Practice and Management	149
<i>Ruth Gaare Bernheim</i>	
What Is Ethics?	150
Approaches to Ethics in Public Health	151
With Whom to Partner?	153
Ethical Analysis in Public Health Practice	154
Newborn Screening and Parental Consent	157
Chapter 6: Legislative Relations in Public Health	161
<i>Stephanie A. Kennan</i>	
Overview	161
The Federal Budget Process	162
The Appropriations Process and Health Programs	166
Creating Health Programs—Authorizing Committee Jurisdictions	169
How a Bill Becomes a Law—Really	170
Legislation and Regulation	171
The Department of Health and Human Services	174
Bioterrorism Preparedness Functions of the HHS	177
Block Grants and Funding Programs	177
Medicaid	179
Long-Term Care	180
State–Federal Interface in Public Health	181
State Legislation	183
The Role of Advocates	184
Chapter 7: Financing the Public’s Health	189
<i>Perri S. Leviss</i>	
Why Look at Public Health Financing?	190
Public Health Verses Personal Health Expenditures	191
History of Public Health Financial Data Collection	192
Benefits and Challenges in Collecting Public Health Finance Data	199
Organization of Public Health Financing	201
Key Financial Operations in LHDs	210
Expenditure and Revenue Monitoring	213
Revenue Generation	213
Public Health Financing Challenges	214
Information Technology Innovations	219
Chapter 8: The Public Health Workforce	225
<i>Margaret A. Potter, Kristine M. Gebbie, Hugh H. Tilson</i>	
Who Are Public Health Workers?	225
How Many and What Kind of Workers Are Needed?	243
How Many and What Kind of Workers Are There Now?	245
What Strategies Can Enhance Workforce Capacity?	248
Considerations for the Future of the Public Health Workforce	252

Chapter 9: Human Resources Management	261
<i>Janet E. Porter, Tausha D. Robertson, Lee Thielen</i>	
Workforce Planning	262
Job Analysis and Job Description	264
Recruitment	265
Selection of Applicants	267
Socialization and Motivation	270
Training and Development	272
Coaching and Performance Appraisal	274
Transfer, Promotion, and Termination	276
Personnel Policies	277
Chapter 10: Leadership for Public Health	281
<i>Tausha D. Robertson, Claudia S. P. Fernandez, Janet E. Porter</i>	
The Nature vs. Nurture Debate	282
Essential Skills and Competencies for Public Health Leadership	282
Situational Leadership	283
Management vs. Leadership	285
Transformational Leadership	288
Measuring Leadership Growth and Development	289
The Importance of Mentoring	292
Chapter 11: Public Health Data Acquisition	297
<i>C. Virginia Lee</i>	
Historical Perspective on Data Collection	298
Present National Uses of Data	299
Federal Sources of Data	300
State Sources of Data	314
Local Sources of Data	317
Other Sources of Data	319
Using the Internet to Access Data Sources	322
Issues in Data Interpretation	322
Legal Issues Regarding Data Release and Security	324
Chapter 12: Geographic Information Systems for Public Health	329
<i>Alan L. Melnick</i>	
History of GIS in Public Health	329
Features of GIS	330
Public Health GIS Applications	333
Lessons Learned and Challenges	339
Getting Started with GIS	343
Future of GIS and the Role of Public Health Officials	343
Chapter 13: Using Information Systems for Public Health Administration	353
<i>James Studnicki, Donald J. Berndt, John W. Fisher</i>	
Contemporary Concepts and Applications	354
Information Systems Architectures	359
Sources of Data for Information Systems	365
HIS Applications in Public Health Administration	374
Privacy Issues	377

Chapter 14: Public Health Surveillance	381
<i>Benjamin Silk, Theresa Hatzell Hoke, Ruth Berkelman</i>	
Function and Form of Public Health Surveillance Systems	382
Surveillance System Design and Operations	391
Chapter 15: Assessment and Strategic Planning in Public Health	411
<i>Lloyd F. Novick, Cynthia B. Morrow, Glen P. Mays</i>	
Definition and Overview of Assessment	412
Historical Roots of Public Health Assessment	414
The Role of Public Health Organizations in the Assessment Process	414
Public Participation in Assessment	418
Methods Used for Assessment	419
Collaborative Assessment Partnerships	429
Strategic Planning	435
MAPP	435
Activities across Organizational Boundaries: The Public Health Systems Approach	437
Chapter 16: Building Constituencies for Public Health	443
<i>Michael T. Hatcher, Ray M. Nicola</i>	
Who Is Public Health's Constituency?	445
Incentives for Constituency Participation	445
Assessing the Effectiveness of Public Health Constituencies	451
Proven Interventions Improve Health and Build Constituencies	451
Initiating the Constituency Building Process	455
Chapter 17: Performance Management: The Evolution of Standards, Measurement, and Quality Improvement in Public Health	459
<i>Laura B. Landrum, Leslie M. Beitsch, Bernard J. Turnock, Arden S. Handler</i>	
The Elements of Performance Management	460
Applications Using Public Health Standards	473
Critical Issues for Success	480
Accreditation of Public Health Organizations	481
Chapter 18: Evaluation of Public Health Interventions	495
<i>Michael A. Stoto, Leon E. Cosler</i>	
Evaluation Methods	496
Economic Analyses	502
Measurement	512
Practical Aspects of Program Evaluation	517
Performance Measurement and Improvement Process	526
Chapter 19: Community-Based Prevention	545
<i>Elizabeth A. Baker, Ross C. Brownson</i>	
Defining Key Terms: Community and Coalition	546
Evidence-Based Planning in Community Settings	549
Chapter 20: Communication and Media Relations	567
<i>Cynthia B. Morrow, Douglas Hirano, Brad Christensen</i>	
Communication in Public Health	567

Building Constituency and Visibility.....	573
Media Relations.....	577
Media Interaction Guidelines	582
Risk Communication During Public Health Emergencies	584
Building a Model Public Information Office.....	585
Chapter 21: Public Health Education and Health Promotion.....	589
<i>Lawrence W. Green, Judith M. Ottoson</i>	
Public Health Education	590
Health Promotion	608
Health Promotion Includes Health Education	614
Chapter 22: Using Marketing in Public Health.....	621
<i>Lynne Doner Lotenberg, Michael Siegel</i>	
What Is Marketing?.....	621
Why Integrate Marketing into Public Health Practice?.....	623
Key Marketing Concepts	625
Challenges of Public Health Marketing.....	630
The Marketing Process	635
Building Marketing Capacity.....	650
Using Marketing Approaches on Limited Budgets.....	651
Chapter 23: Roles and Responsibilities of Public Health in Disaster Preparedness and Response	657
<i>Linda Young Landesman, Cynthia B. Morrow</i>	
Definitions.....	658
History of Public Health's Role	663
Public Health's Role	664
What Is Public Health's Responsibility in Disaster Response?.....	665
Functional Model of Public Health's Response in Disasters	667
Structure and Organizational Makeup of Disaster Response	671
Assessment in Disasters.....	678
Data Collection	682
Mental Health Considerations in Disasters	683
Public Health Aspects of Environmental Services During Disasters	688
Bioterrorism, Influenza, and Emerging Infectious Diseases.....	696
Pandemic Influenza.....	703
Chapter 24: Evidence for the Future	715
<i>Glen P. Mays</i>	
The Role of Research in Public Health Improvement	716
Intervention Research vs. Systems Research	717
What Can Be Learned from Public Health Systems Research?	718
Research Opportunities and Priorities	719
Building Capacity for Public Health Systems Research.....	720
Protecting Human Subjects in Public Health Research	721
Research and the Future of Public Health Systems.....	722
Index	725