

9-2013

## PUBH 530.50: Public Health Administration and Management

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## **PUBH 530 PUBLIC HEALTH ADMINISTRATION & MANAGEMENT**

Fall Semester 2013

3 credit hours

### **INSTRUCTORS**

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**Availability:** The instructors will be available via email for all students. If you wish to speak with Dr Golbeck or Ms. Stevens, the easiest thing to do is to contact them by email and arrange a time to meet. They will make every attempt to reply to your email within twenty-four hours during weekdays. Use e-mail for "private" communication with the instructors or other students. Put "PUBH 530" in the subject line. For additional assistance, contact Tracy Jones at [tracy.jones@mso.umt.edu](mailto:tracy.jones@mso.umt.edu) or (406)243-2571.

### **GUEST INSTRUCTORS**

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### **CATALOG DESCRIPTION**

G 530 Public Health Administration and Management 3 cr. Offered autumn. Overview of public health and health care systems; organizational structures, functions, authorities, policies and procedures; programmatic budgeting, operations, and prioritizations; program performance reporting and improvement; grants and contracts; informatics; human relations and negotiation; management and leadership; and business planning.

## **PROTOCOLS**

**Format:** Online with Moodle 2. Course procedures and expectations are those normally used in the online MPH program at the University of Montana. For purposes of assignments and class activities, the week starts on Monday 00:01 and ends on Sunday at 24:00, Mountain Standard Time.

**Technical Assistance:** UOnline has made available an interactive tutorial for using Moodle as a student. UOnline 101 can be found at: <https://umonline.mrooms3.net/course/view.php?id=3927> .Additional Moodle resources can be found at: <http://umonline.umt.edu/Moodle%20Tip%20Sheets/tipsheetandvideosstudents.aspx>.

**Accessibility:** Students with disabilities may request reasonable modifications by contacting Ms. Stevens. The University of Montana assures equal access to instruction through collaboration between students with disabilities, instructors, and Disability Services for Students (DSS). "Reasonable" means the University permits no fundamental alterations of academic standards or retroactive modifications. For more information, please consult <http://www.umt.edu/disability>.

## **COMPETENCIES**

### **MPH Program Competencies:**

This course emphasizes the following MPH program competency area:

7. Participate in financial planning and management of public health units

### **Course Learning Objectives:**

- 3A6. Applies communication and group dynamic strategies (e.g. principled negotiation, conflict resolution, active listening, risk communication) in interactions with individuals and groups
- 5A5. Maintains partnerships with key stakeholders.
- 5A8. Identifies community assets and resources.
- 7A1. Describes the local, state, and federal public health and health care systems
- 7A2. Describes the organizational structures, functions, and authorities of local, state, and federal public health agencies
- 7A3. Adheres to the organization's policies and procedures
- 7A4. Participates in the development of a programmatic budget
- 7A5. Operates programs within current and forecasted budget constraints
- 7A6. Identifies strategies for determining budget priorities based on federal, state, and local financial contributions
- 7A7. Reports program performance
- 7A8. Translates evaluation report information into program performance improvement action steps
- 7A9. Contributes to the preparation of proposals for funding from external sources
- 7A10. Applies basic human relations skills to internal collaborations, motivation of colleagues, and resolution of conflicts
- 7A11. Demonstrates public health informatics skills to improve program and business operations
- 7A12. Participates in the development of contracts and other agreements for the provision of services
- 7A13. Describes how cost-effectiveness, cost-benefit, and cost-utility analyses affect programmatic prioritization and decision making
- 8A2. Describes how public health operates within a larger system
- 8A7. Participates in the measuring, reporting and continuous improvement of organizational performance

\* For detailed information about MPH program competencies and learning objectives

see <http://publichealth.health.umt.edu/sites/publichealth.health.umt.edu/files/documents/CompetenciesStudentVersion.pdf>

## **REQUIRED TEXTS**

Orton S.N., Menkens A.J., Santos P. (2011) Public Health Business Planning: A Practical Guide. Jones and Bartlett Learning, Burlington, MA. ISBN-13: 978-1449643508

Fisher R, Ury WL, Patton B. Getting to Yes: Negotiating Agreement Without Giving In. Penguin Books, Revised Edition, 2011. ISBN-13: 978-0143118756.

**Other assigned readings will be available online via the Moodle 2 classroom.**

## **REQUIRED SOFTWARE**

Internet browser  
Microsoft Word



- Use .doc or .ppt format (not .docx or .pptx).
- Use Times New Roman 12 font with double spacing

## COURSE EVALUATION

Learning Objectives (*e.g. discussion board participation, and/or weekly assignments*)- 70 pts [5 pts for each of 14 weeks]  
 Final Project- 30 pts [due Week 16 Tuesday 24:00]

The following grades can be earned by achieving the minimum percentages listed: A = 90%, B = 80%, C = 70%, D =60%.  
 Plus/minus grading will be used. The instructor reserves the right to curve the grade.

## COURSE SCHEDULE

The topics that will be covered in class are listed below. The order of the topics is subject to change.

Topic #	Topic	Learning Objective(s)	Instructor	Learning Objectives Readings	Business Planning Assignments
1	Public Health Business Planning	Articulates the need for public health business planning;  Characterizes the parts of a public health business plan.	Golbeck, Stevens		Read Orton Chapters 1 & 3. Skim Orton from start to finish.  Start thinking about a project for a public health business plan.
2	Management, Leadership, and Entrepreneurship	Describe how managers and leaders are different, how managers become leaders, and how leaders become entrepreneurs.	Golbeck	Zaleznik, A. <i>Managers and Leaders: Are They Different?</i> Harvard Business Review, Jan 01, 2004.  Rowitz L. <i>Public Health Leadership</i> . Jones & Bartlett Learning, 3rd edition, 2013. ISBN-13: 978-1449645212. Chapter 3, The interface between management and leadership, pp. 31-48.  Watkins MD. <i>How Managers Become Leaders</i> . Harvard Business Review, June 2012, 2012.  Select and read one article on entrepreneurship at the Harvard Business Review Blog Network: <a href="http://blogs.hbr.org">blogs.hbr.org</a> .	Read Orton Chapter 2. Read Orton Chapter 14.  Continue thinking (like an entrepreneur!) about a project for a public health business plan.
3	Policies, Procedures, and Definitions of Plans	Adheres to the organization's policies and procedures (7A3).  Describes the differences between policies and procedures;  Understands characteristics of good policies, procedures, and	Fox	Schooner, Steven L. (2002) "Communicating Governance: Will Plain English Drafting Improve Regulation?" 70 <i>Geo. Wash. L. Rev.</i> 163  Final Guidance on Implementing the Plain Language Act of 2010. Available	Read Orton Chapter 4.  Choose a project for a public health business plan.  Build your definition of plan.  Post it to Moodle.

		<p>definitions of plans documents.</p>		<p>at: <a href="http://www.whitehouse.gov/sites/default/files/omb/memoranda/2011/m11-15.pdf">http://www.whitehouse.gov/sites/default/files/omb/memoranda/2011/m11-15.pdf</a> (Apr. 13, 2011).</p> <p>Novick, LF, Morrow, CB, Mays, GP. (2008) <i>Public Health Administration: Principles of Population-Based Management</i>. 2<sup>nd</sup> Edition. Jones &amp; Bartlett Pub. ISBN-13: 978-0763738426 Chapter 6- Legislative Relations In Public Health. Pgs 161-185</p> <p>DeVile K.(2011) <i>Public Health Law: The Constitutionality of the Patient Protection and Affordable Care Act. Journal of Public Health Management &amp; Practice</i>. 17 (3): 195-201</p> <p>Kaiser Family Foundation (2012) <i>Focus on Health Reform: A Guide to the Supreme Court's Affordable Care Act Decision</i>.</p> <p>DeVile K, Novick LN. (2011) <i>Swimming Upstream? Patient Protection and Affordable Care Act and the Cultural Ascendancy of Public Health. Journal of Public Health Management &amp; Practice</i>. 17(2):102-109</p> <p>Sanford K. (2013) <i>Population health management a "start small" strategy. Healthcare Financial Management</i>. 67.1:44</p>	<p>Provide feedback to your peers.</p>
4	<p><b>Public Health and Health Care Systems</b></p>	<p>Describes the local, state, and federal public health and health care systems (7A1);</p> <p>Identifies community assets and resources (5A8);</p> <p>Identifies key system success factors.</p>	<p>Stevens</p>	<p>Novick, LF, Morrow, CB, Mays, GP. (2008) <i>Public Health Administration: Principles of Population-Based Management</i>. 2<sup>nd</sup> Edition. Jones &amp; Bartlett Learning. Chapter 3: Organization of the Public Health Delivery System- pp. 70-71, 86-105</p> <p>McKenzie JF, Pinger RR,</p>	<p>Read Orton Chapter 5.</p> <p>Build the industry analysis section of your public health business plan.</p>

				<p><b>Kotecki JE. (2012) An Introduction to Community Health, 7<sup>th</sup> Edition. Jones &amp; Bartlett Learning Chapter 2- Organizations that Help Shape Community Health- pp. 33-53</b></p> <p><b>Hyde JK, Shortell SM. (2012) The Structure and Organization of Local and State Public Health Agencies in the U.S.: A Systematic Review. <i>Am J Prev Med.</i> 42(5S1):S29-S42</b></p> <p><b>Felton J, Golbeck AL. (2011) Interjurisdictional Collaboration: Local Public health Officials Versus County Commissioners. <i>J Public Health Management Practice.</i> 17 (1): E14-E21</b></p>	
5	<b>Public Health Agencies</b>	<p><b>Describes how public health operates within a larger system (8A2);</b></p> <p><b>Describes the organizational structures, functions, and authorities of local, state, and federal public health agencies (7A2);</b></p> <p><b>Describe the difference between business planning and strategic planning.</b></p>	Stevens	<p><b>Novick, LF, Morrow, CB, Mays, GP. (2008) Public Health Administration: Principles of Population-Based Management. 2<sup>nd</sup> Edition. Jones &amp; Bartlett Learning, Chapter 3- Organization of the Public Health Delivery System- pp. 106-124</b></p> <p><b>McKenzie JF, Pinger RR, Kotecki JE. (2012) An Introduction to Community Health, 7<sup>th</sup> Edition. Jones &amp; Bartlett Learning, Chapter 2- Organizations that Help Shape Community Health- pp. 53-58</b></p> <p><b>Chapter 5- Community Organizing/Building and Health Promotion Programming. pp. 121-141</b></p> <p><b>Kendall E, Muenchberger H, Sunderland N, Harris M, Cowan D. (2012) Collaborative Capacity Building in Complex Community-Based Health Partnerships: A Model for Translating Knowledge Into Action. <i>J</i></b></p>	<p><b>Read Orton Chapter 6.</b></p> <p><b>Build the demonstration of need and target market sections of your public health business plan.</b></p>

				<i>Public Health Management &amp; Practice. 18(5): E1-E13</i>	
6	<b>Human Relations and Negotiation</b>	<p>Maintains partnerships with key stakeholders (5A5);</p> <p>Applies basic human relations skills to internal collaborations, motivation of colleagues, and resolution of conflicts (7A10);</p> <p>Applies communication and group dynamic strategies (e.g. principled negotiation, conflict resolution, active listening, risk communication) in interactions with individuals and groups (3A6).</p>	Golbeck	<p>Fisher R, Ury WL, Patton B. <b>Getting to Yes: Negotiating Agreement Without Giving In.</b> Penguin Books, Revised Edition, 2011. ISBN-13: 978-0143118756.</p> <p>Rowitz L. <b>Public Health Leadership.</b> Jones &amp; Bartlett Learning, 3 edition, 2013. ISBN-13: 978-1449645212. Chapter19, Leadership and people development, pp. 465-492.</p>	<p>Read Orton Chapter 7.</p> <p><b>Build the partners/competitors section of your public health business plan.</b></p>
7	<b>Contracts Development</b>	<p>Articulates the differences between contracts and grants;</p> <p>Participates in the development of contracts and other agreements for the provision of services (7A12).</p>	Fox & Bills	<p>Hasl-Kelchner, H. Appendix B: The ABCs of Legal Literacy: 2. Contracts, 4. Employment, and 6. Intellectual Property. IN <b>The Business Guide to Legal Literacy: What Every Manager Should Know about the Law.</b> Jossey-Bass, 2006. Pp. 269-281, 287-295, and 303-312.</p> <p>Lazzarini, Z, Elman, D. (2002) <b>Legal Options for Achieving Public Health Outcomes. J Public Health Management Practice. 8 (5): 65-75 (Read Contract Section: pgs 70-73).</b></p>	
8	<b>Program Marketing</b>	Identifies strategies for social marketing.	Molgaard	<p>Lefebvre, RC. (2013) <b>Social Marketing and Social Change: Strategies and Tools for Improving Health, Well-Being, and the Environment.</b> Somerset, NJ, Wiley Pub.</p> <p>National Excellence Collaborative. (2002) <b>Social Marketing: A Resource Guide.</b></p> <p>Pirani, S, Reizes, T. (2005) <b>The Turning Point Social Marketing National Excellence</b></p>	<p>Read Orton Chapter 8.</p> <p><b>Build the marketing section of your public health business plan.</b></p>

				<p><b>Collaborative: Integrating Social Marketing Into Routine Public Health Practice. <i>J Public Health Management Practice.</i> 11(2): 131-138</b></p> <p><b>Royne, MB, Levy, M. (2011) Marketing for Public Health: We Need an App for That. <i>J Consumer Affairs.</i> Spring 2011: 1-6</b></p>	
9	<p><b>Program Operation and Budget Constraints</b></p>	<p><b>Develops logistics for program operations;</b></p> <p><b>Builds implementation plans with timelines;</b></p> <p><b>Operates programs within current and forecasted budget constraints (7A5).</b></p>	Leahy	<p><b>Chatterjee, S. (2013) Simple Rules for Designing Business Models. <i>California Management Review.</i> 55 (2): 97-124</b></p> <p><b>Collins, J. (2005) <i>Why Business Thinking is Not the Answer: Good to Great and the Social Sectors.</i> New York, NY. Harper Collins Pub Inc.</b></p> <p><b>Kotter, JP. (November, 2012) How the Most Innovative Companies Capitalize on Today's Rapid-Fire Strategic Challenges—and Still Make Their Numbers. <i>Harvard Business Review.</i></b></p> <p><b>Riley, WJ, Moran, JW, Corso, LC, Beitsch, LM, Bialek, R, Cotsky A. (2010) Defining Quality Improvement in Public Health. <i>J Public Health Management Practice.</i> 16(1):5-7</b></p> <p><b>Kaye Bender, Et al, "Public Health Workforce Faces New Challenges and Opportunities Agency for Healthcare Research and Quality," April 17, 2013<a href="http://www.innovations.ahrq.gov/content.aspx?id=3712">http://www.innovations.ahrq.gov/content.aspx?id=3712</a></b></p> <p><b>Leichter, Howard, M. et al, "Achieving Better Health Outcomes: The Oregon Benchmark Experience" <i>Milbank Quarterly.</i> <a href="http://www.mi">http://www.mi</a></b></p>	<p><b>Read Orton Chapter 9.</b></p> <p><b>Build the operations section of your public health business plan.</b></p>



				<a href="http://bank.org/uploads/documents/OregonProgress/020909Oregon.html#Table">bank.org/uploads/documents/OregonProgress/020909Oregon.html#Table</a>	
10	<b>Program Performance Reporting and Improvement</b>	<p>Reports program performance (7A7);</p> <p>Translates evaluation report information into program performance improvement action steps (7A8);</p> <p>Participates in the measuring, reporting and continuous improvement of organizational performance (8A7).</p>	Molgaard	<p>Centers for Disease Control. MMWR Recommendations and Reports: Framework for Program Evaluation in Public Health. At: <a href="http://www.cdc.gov/mmwr/preview/mmwrhtml/rr4811a1.htm">http://www.cdc.gov/mmwr/preview/mmwrhtml/rr4811a1.htm</a>.</p> <p>Ablah, E., Wetta-Hall, R., MOLGAARD, C.A., Fredrickson, D.D., Grube, C., Skalacki, M., Wolfe, D., Cook, D.J. (2006). Evaluation of Interdisciplinary Terrorism Preparedness Programs: A Pilot Focus Group Study. <i>Journal of Allied Health</i>, 35(4), 189-97.</p> <p>Weller, L., Fredrickson, D.D., Burbach, C., MOLGAARD, C.A., Ngong, L. (2004). Chronic Disease Medication Administration Rates in a Public School System. <i>Journal of School Health</i>, 74(5), 161-165.</p>	<p>Read Orton Chapter 10.</p> <p>Build the evaluation plan section of your public health business plan.</p>
11	<b>Budget Prioritization</b>	<p>Identifies strategies for determining budget priorities based on federal, state, and local financial contributions (7A6);</p> <p>Identifies strategies for responding to risks;</p> <p>Describes the need for exit planning.</p>	Felton	<p>Lin, F, Lasry, A, Sansom, SL, Wolitski, RJ. (2013) Estimating the Impact of State Budget Cuts and Redirection of Prevention Resources on the HIV Epidemic in 59 California Local Health Departments. <i>PLoS ONE</i>. 8(3):eSS713</p> <p>Bourdeaux, C, Fernandes, J. (2007) A Legislative Perspective on Program Budgeting for Public Health in Georgia. <i>J Public Health Management Practice</i>. 13 (2): 180-18</p> <p>Sly, DF, Arheart, K, Dietz, N, Trapido, EJ,</p>	<p>Read Orton Chapter 11.</p> <p>Build the risks and exit plan section of your public health business plan.</p>

				<p><b>Nelson, D, Rodriguez, R, McKenna, J. (2005) The Outcome Consequences of Defunding the Minnesota Youth Tobacco-Use Prevention Program. <i>Preventive Medicine.</i> 41: 503-510</b></p> <p><b>Pizacani, BA, Dent, CW, Maher, JE, Rohde, K, Stark, MJ, Biglan, A, Thompson, J. (2009) Smoking Patterns in Oregon Youth: Effects of Funding and Defunding of Comprehensive State Tobacco Control Program. <i>J Adolescent Health.</i> 44:229-236</b></p> <p><b>Hepburn, VA, Eger, R. Kim, J, Slade, C. (2007) Structuring a Framework for Public Health Performance-based Budgeting: A Georgia Case Study. <i>J Public Health Management Practice.</i> 13(2):173-179</b></p> <p><b>Mitton, C, Levy, A, Gorsky, D, MacNeil, C, Dionne, F, Marrie, T. (2013) Allocating Limited Resources in a Time of Fiscal Constraints: A Priority Setting Case Study From Dalhousie University Faculty of Medicine. <i>Acad Med.</i> 88:00-00. doi: 10.1097/ACM.0b013e318294fb7e</b></p>	
12	<b>Programmatic Budgeting</b>	<b>Participates in the development of a programmatic budget (7A4).</b>	<b>Leahy</b>	<p><b>Quintanilla, C, Duncan, L, Luther, L. (2009) Billing Third Party Payers for Vaccines: State and Local Health Department Perspectives. <i>J Public Health Management Practice.</i> 15(5): E1-E5</b></p> <p><b>Honore, PA, Fos, PJ, Smith T, Riley, M, Kramarz, K. (2010) Decision Science: A Scientific Approach to Enhance Public Health Budgeting. <i>J Public Health Management Practice.</i> 16(2):98-103</b></p>	<b>Read Orton Chapter 12. Build the financials section of your public health business plan.</b>

				<p>Levi, J, Juliano, C, Richardson, M. (2007) <b>Financing Public Health: Diminishing Funding for Core Needs and State-by-State Variation in Support.</b> <i>J of Public Health Management and Practice.</i> 13(2): 97-102</p> <p>Jarris, PE, Leider, JP, Resnick, B, Sellers, K, Young, JL. (2012) <b>Budgetary Decision Making During Times of Scarcity.</b> <i>J Public Health Management Practice.</i> 18(4): 390-392</p> <p>Video: Robert Wood Johnson- “Persevering in Tough Budget Times”</p>	
13	<b>Cost-Analyses and Program Prioritization and Feasibility</b>	<p>Describes how cost-effectiveness, cost-benefit, and cost-utility analyses affect programmatic prioritization and decision-making (7A13);</p> <p>Describe the nature of and need for feasibility plans.</p>	Felton	<p>Goldie, SJ. (2003) <b>Chapter 15: Public Health Policy and Cost-Effectiveness Analysis.</b> <i>J National Cancer Institute Monographs.</i> No. 31</p> <p>Banta, HD, de Wit, GA (2008) <b>Public Health Services and Cost-Effectiveness Analysis.</b> <i>Annu. Rev. Public Health.</i> 29:383-97</p> <p>Berghout, CC, Zevalkink, J, Hakkaart-van Roijen, L. (2010) <b>A cost-utility analysis of psychoanalysis versus psychoanalytic psychotherapy.</b> <i>Int’l J of Technology Assessment in Health Care.</i> 26(1):310</p>	<p>Read Orton Chapter 13.</p> <p>Reread Orton Chapter 14.</p> <p>Put all of the pieces of your public health business plan together to make sure they fit.</p>
14	<b>Grant Writing</b>	<p>Contributes to the preparation of proposals for funding from external sources (7A9);</p> <p>Articulates the similarities and difference between grant proposals and business plans.</p>	Stevens & Bills	<p>Ogden, LL. (2012) <b>How Federalism Shapes Public Health Financing, Policy, and Program Options.</b> <i>J Public Health Management Practice.</i> 18 (4): 317-322</p>	<p>Read Orton Chapter 15.</p> <p>Build the executive summary for your public health business plan.</p>
15	<b>Informatics</b>	<p>Demonstrates public health informatics skills to improve program and business operations (7A11).</p>	Stevens (with Jones)	<p>Novick, LF, Morrow, CB, Mays, GP. (2008) <b>Public Health Administration: Principles of Population-Based Management.</b> 2<sup>nd</sup> Edition. Jones &amp; Bartlett Learning. Chpt 11- Public Health Data</p>	

				<p><b>Acquisition. pp. 297-326; Chpt 13:Using Information Systems for Public Health Administration. pp 353- 378</b></p> <p><b>Ostrovsky A, Katz M.(2011) The San Francisco Community Vital Signs: Using Web- Based Tools to Facilitate the Mobilizing for Action Through Planning and Partnerships Process. <i>J Public Health Management Practice. 17 (5): 457-471</i></b></p> <p><b>Brown ER, Kincheloe J, Breen N, Olson JL, Portnoy B, Craddock Lee SJ. (2012) States' Use of Local Population Health Data: Comparing the Behavioral Risk Factor Surveillance System and Independent State Health Surveys. <i>J Public Health Management Practice. 00 (00): 1-7</i></b></p>	
16	<b>The Public Health Business Plan</b>	<b>Develops public health business plans</b>	<b>Golbeck</b>		<b>Turn in final project Week 16 Tuesday 24:00: Write a public health business plan.</b>



## **WARNINGS**

**Logging In:** You must log in every weekday to read current announcements.

**Failure to Follow Instructions:** Work submitted by a method other than specified in this syllabus will not receive points.

**Late Work:** Late work will not receive points unless there are very serious and verifiable extenuating circumstances and you have contacted the instructor well before the assignment deadline.

**Plagiarism:** All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or a disciplinary sanction by the University. All students need to be familiar with the Student Conduct Code. The Code is available for review online at <http://life.umt.edu/vpsa/documents/Student%20Conduct%20Code%20FULL%20-%20UPDATED%20AUG%2028%202012.pdf>.

Plagiarism is the representing of another's work as one's own. It is a particularly intolerable offense in the academic community and is strictly forbidden. Students who plagiarize may fail the course and may be remanded to Academic Court for possible suspension or expulsion. (See UM Student Conduct Code).

Students must always be very careful to acknowledge any kind of borrowing that is included in their work. This means not only borrowed wording but also ideas. Acknowledgment of whatever is not one's own original work is the proper and honest use of sources. Failure to acknowledge whatever is not one's own original work is plagiarism.

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**SPCHS Program Policies:** See <http://publichealth.health.umt.edu/content/spchs-program-policies>