



Appendix A: Resources

Building the Foundation: Leadership and Structure

- Bryson J.M., Crosby B.C. Leadership for the Common Good: Tackling Public Problems in a Shared-Power World. Jossey Bass Publishers, Inc. San Francisco, CA, 1993.
Focuses on leadership in the public sector by explaining the dynamics of change in a shared-power world. It offers guidance for public leadership and decision-making when public problems are addressed.
- ★ Civic Practices Network–Community Section.
<http://www.cpn.org/sections/topics/community/index.html>
Provides information on community building through “community organizing, social capital, and urban democracy.” It also provides information on the Consensus Organizing Model, which explains how one can bring together all the players in a community.
- ★ Civic Practices Network–Health Section. <http://www.cpn.org/sections/topics/health/index.html>
Provides perspectives on building community involvement, as well as “how to put health reform on more solid civic foundations.”
- Education and Healthcare Policy: Perspectives on Goals 2000, IASA, IDEA and Healthy People 2000. http://www.ed.gov/databases/ERIC_Digests/ed390023.html
Addresses education and health care reform due to the unmet health needs of children reported in Healthy People 2000.

★ Denotes a recommended "Hot Pick" resource

- ❑ Feldman P., Gold M., Chu K. “Enhancing Information for State Health Policy.” *Health Affairs*, 13(3):236-250, 1994.

Essay on development of credible data, active policy champions, using data to gain the support of key constituencies, choosing staff with entrepreneurial and bridging skills, and taking advantage of short term policy windows.
- ❑ “Government and Private Sectors Join Forces for Food Safety.” *Prevention Report*, Winter 1998.
<http://odphp.osophs.dhhs.gov/pubs/prevrpt/98winpr/98winfoc.htm>

Summary of the 1997 Food Safety Initiative, which shows the collaboration between Federal, state and local agencies, and private organizations engaged in food production, marketing, preparation, and consumption.
- ❑ Healthy Policy – Idea Central. <http://www.epn.org/ideacentral/health/>

A virtual magazine of the electronic policy network.
- ❑ Marando V.L., Melchior A.C. “Public Health As A County Government Priority: Problems And Solutions For The Political Arena.” *American Journal of Preventive Medicine*, 11(6 Suppl):17-23, 1995.

“This article addresses the priority issue given to public health by top county government officials. We determine that public health is generally a low priority issue for county government leaders. The low priority given to public health is, in part, linked to top county officials’ lack of recognition of important public health problems and low levels of community group advocacy for public health issues.”
- ❑ Najera A.P. “History of Successful Ballot Initiatives—California.” *Cancer*, 83(12):2680-4, 1998.

This article gives a brief history of California’s tobacco legislation.
- ★ Public Health Resources on the Internet – Legislative and Regulatory Resources.
<http://www.lib.berkeley.edu/PUBL/regs.html>

Links to California, Federal, and other legislative and regulatory resources.
- ❑ Shelton D.M., Alciati M.H., Chang M.M., Fishman J.A., Fues L.A., Michaels J., Bazile R.J., Bridgers J.C. Jr., Rosenthal J.L., Kutty L., et al. “State Laws on Tobacco Control—United States, 1995.” *Morbidity and Mortality Weekly Report: CDC Surveillance Summary*, 44(6):1-28, 1995.
- ❑ Stateline.org. <http://www1.stateline.org/index.do>

“Stateline.org was founded in order to help journalists, policy makers and engaged citizens become better informed about innovative public policies.” The web site covers welfare reform, healthcare especially as it relates to children and the right to die, and education especially the manner in which public schools are financed, among other issues.

- Wallack L., Dorfman L. “Media Advocacy: A Strategy for Advancing Policy and Promoting Health.” *Health Education Quarterly*, 23(3):293-317, 1996.
“This article uses two case studies to illustrate key aspects of media advocacy. The first is a 5-year statewide violence prevention initiative for young people in California. The second focuses on the activities of a mothers’ group working to improve public housing. The “new public health,” with its focus on participation, policy development, and political processes could benefit from incorporating media advocacy.”
- Weller J. “History of Successful Ballot Initiatives—Oregon.” *Cancer*, 83(12):2693-6, 1998.
This article gives a brief history of Oregon’s tobacco legislation.
- ★ Williams-Crowe S.M., Aultman T.V. “State Health Agencies and the Legislative Policy Process.” *Public Health Report*, 109(3):361-7, 1994.
“Based on the experiences of state legislative liaison officers, specific strategies for dealing with state legislatures have been identified and are organized into five key areas—agency organization, staff skills, communications, negotiation, and active ongoing involvement. A public health agency must be organized effectively to participate in the legislative policy process.”

Identifying and Securing Resources

- Agency for Health Care Policy and Research. <http://http://www.ahcpr.gov/fund>
Links to funding opportunities, grant announcements, policy notices, and research training grants.
- ★ Department of Health and Human Services – GrantsNet. <http://www.hhs.gov/grantsnet>
“Tool for finding and exchanging information about Federal grant programs.”
- ★ Grantmakers in Health. <http://www.gih.org>
“This is a non-profit organization serving funders throughout the country who make grants in health and related human services. Grantmakers in Health serves these constituents through convening, publishing, providing education/training, conducting research, developing and making accessible databases and other information resources, providing technical assistance and consultation, making referrals, and helping grantmakers build professional relationships.”
- The Grantsmanship Center. <http://www.tgci.com>
Provides a list of links to funding sources.
- Meadows M. “Looking for Money: Common Mistakes People Make in the Search For Funding.” *Closing the Gap*. April 1998. Available at <http://www.omhrc.gov/ctg/money.pdf>
A quick summary of mistakes people make in their search for funding and what to do to avoid those mistakes.

- ❑ Mickey's Place In the Sun. Grants and Grant Writing Resources.

<http://Mickeys-Place-in-the-Sun.com/>

Information and links for grants and grant writing, funding information on arts and humanities, children and youth, community development, crime, justice, law enforcement, disabled, education, environment, evaluation, and government. Information from grant-maker associations, health and medical organizations, philanthropy, research funding, rural funding, science, social services and welfare, substance abuse, telecommunications and technology, and training.

- ❑ Nonprofit Resources Catalog: Foundations.

<http://www.fundsnetsservices.com/index3.htm>

Links to various foundations and funders.

- ★ Office of Minority Health Resource Center. *Funding Guide*.

<http://www.omhrc.gov/omhrc/publications/publications5.htm>

A guide to “assist grantseekers in their search for funding sources for health related activities. Includes resources to enhance one’s knowledge of public funding, private funding, and the basics of getting started in the search for funding sources.”

- ❑ Office of Minority Health Resource Center: Funding Materials Database.

<http://www.omhrc.gov/OMH/fundingdb.htm>

A searchable database of “funding resources that can help support minority health projects and other health related programs.”

- ❑ Public Health Resources on the Internet. <http://www.lib.berkeley.edu/PUBL/regs.html>.

Links to California, Federal and other legislative and regulatory resources.

- ★ Robert Wood Johnson Foundation. <http://rwjf.org/index.jsp>

“The Robert Wood Johnson Foundation’s mission is to improve the health and health care of all Americans. Remaining faithful to our mission means keeping our commitment to the American People in everything we do from encouraging healthier living and the conditions that promote better health to promoting positive changes in the way health care is delivered in this country.”

- ❑ Rural Health Services Funding: A Resource Guide. <http://www.nalusda.gov/ric/richspub/ric41.htm>

A revised edition of Rural Health Services Funding: Resource Guide. Additional directories and resources have been added along with an update of the section on Electronic Funding Resources. Publishers' information, listed in Section VIII, gives the reader the necessary information to purchase a publication.

- ❑ The Foundation Center. http://fdncenter.org/research/trends_analysis/pdf/health_hi.pdf

Highlights of the 1998 Study: Health Policy Grant Making: A Report on Foundation Trends.

- University of Pittsburgh. <http://www.hsls.pitt.edu/>
Provides links to grant and funding information on the World Wide Web and print resources which are available at the Health Sciences Library System at the University of Pittsburgh.
- ★ U.S. Department of Health and Human Services, Public Health Service, Office of Disease Prevention and Health Promotion. "Locating Resources for Healthy People 2000 Health Promotion Projects." Available from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. (202) 512-1800, 1991.

"This publication is a guide to locating financial assistance for projects related to the Healthy People 2000 goals. It reviews principles and procedures of grant seeking, and discusses ways to locate specific groups in the private sector and local, state, and federal agencies that might provide funding. A list of information resources is included, along with a glossary, bibliography, and sample application form."
- ★ W. K. Kellogg Foundation. <http://www.wkcf.org>

The mission of the Kellogg Foundation is "to help people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations." The Foundation was established 1930 and has "continuously focused on building the capacity of individuals, communities, and institutions to solve their own problems."

Identifying and Engaging Community Partners

- Adams C.F., ed. "Voices from America: Healthy Community Stories from Across the Nation." American Hospital Association, 1998.
http://www.healthycommunities.org/us_healthycommunities.cfm

This is a collection of 10 case stories which highlight collaborations between local communities and neighborhoods which have defined health and quality of life for themselves, and designed initiatives to achieve these goals. Each community profile highlights lessons learned and outcomes.
- Assessment and Health Information: Planning and Community Partnerships. Columbus Health Department, Ohio. http://www.cmhhealth.org/communityhealthinfo/planning_community.html
"Planning and Community Partnerships focuses on coordination and collaboration in order to assess and assure the health of the community."
- Baker E.A., Brownson C.A. "Defining Characteristics of Community-Based Health Promotion Programs." *Journal of Public Health Management and Practice*, 4(2): 1-9, 1998.
This article examines some of the defining characteristics of community-based health promotion programs and the challenges faced by practitioners who wish to engage in this type of work.

- ★ Civic Practices Network. <http://www.cpn.org/sections/topics/community/index.html>

Civic Practices Network–Community Section provides information on community building through “community organizing, social capital, and urban democracy.” It also provides information on the Consensus Organizing Model, which explains how one can bring together all the players in a community.

- Coalition for Healthier Cities and Communities. c/o Health Research, Education, and Trust, One North Franklin, Chicago, Illinois 60606 (312) 422-2635

The coalition is a partnership of entities from the public, private and non-profit sectors collaborating to focus attention and resources on improving the health and quality of life of communities through community-based development.

- ★ Coalition for Healthier Cities and Communities, Norris T. & Howell L. *Healthy People in Healthy Communities: A Dialogue Guide*. 1999.

This guide assists communities in hosting dialogues leading to action and policy on what makes healthier communities. It is a part of the Healthy Communities Agenda, the 1999 – 2000 campaign of the Coalition for Healthier Cities and Communities and its partners. For more information contact the Healthy Communities Agenda “Dialogue Coach” at 1-800-803-6516 or contact the Coalition for Healthier Cities and Communities, One North Franklin, Chicago, IL 60606. <http://www.healthycommunities.org>

- ★ Community Tool Box, <http://ctb.lsi.ukans.edu/>

The Community Tool Box’s mission is to promote community health and development by connecting people, ideas, and resources. The web site provides tools to build healthier and stronger communities. The web site also provides information for those interested in a variety of community health and development issues and connects individuals to personalized assistance for improving community change efforts. Sections of the web site include step-by-step guidelines, real-life examples, checklists of points to review, and training materials for practitioners. The Tool Box also includes success stories, innovative practices, trouble-shooting guides, and links.

- Chandler Center for Community Leadership. <http://crs.uvm.edu/ncco/collab/wellness.html>
“Community Based Collaboration – Community Wellness Multiplied”

“The Chandler Center for Community Leadership is concerned with the practical application of research, proven success, and action to solve community problems. Attention is centered on achieving positive community conditions, which include: helping communities to become vision and mission driven, tailoring services to fit the community, developing preventative solutions, emphasizing the value of citizen leadership, collaborative use of resources, and the democratic formation of public policy.”

- Goodman R.M., Speers M.A., et al. "Identifying and Defining the Dimensions of Community Capacity to Provide a Basis for Measurement." *Health Education and Behavior*, 25(3): 258-278, 1998.

The article identifies dimensions of community capacity for program development, implementation and evaluation.
- Healthy Communities, "What Is Happening in My State?"
http://www.healthycommunities.org/us_healthycities.cfm

This web site is maintained by the State Network for Healthy Communities, a network of state and regional level initiatives that support the Coalition for Healthier Cities and Communities. Its two main objectives are to 1) encourage state-level collaboration between partners from various sectors; and 2) encourage state-level stake holders to make their presence and resources better known throughout their own state. The network has links to the following states and includes information from the healthy communities within them: Colorado, Florida, Louisiana, Massachusetts, Michigan, Missouri, Montana, New Mexico, Pennsylvania, Utah, Washington, and Wyoming.
- ★ Institute of Medicine (Committee on Public Health). *Healthy Communities: New Partnerships for the Future of Public Health*. National Academy Press, Washington, D.C., 1996.
<http://www.nap.edu/catalog/5475.html>

"The Committee's analysis...the public's health depends on the interaction of many factors; thus, the health of a community is a shared responsibility of many entities, organizations, and interests in the community, including health delivery organizations, public health agencies, other public and private entities, and the people of a community."
- Kegler M.C., Steckler A. et al. "Factors That Contribute to Effective Community Health Promotion Coalitions: A Study of 10 Project ASSIST Coalitions in North Carolina." *Health Education and Behavior*, 25(3): 338-353, 1998.

"The results suggest that coalitions with good communication and skilled members had higher levels of member participation and member states. Coalitions with more staff time devoted to them and more complex structures had greater resource mobilization. Coalitions with more staff time, good communication, greater cohesion, and more complex structures had higher levels of implementation."
- Lasker R.D., and the Committee on Medicine and Public Health. Medicine and Public Health: The Power of Collaboration. The New York Academy of Medicine, New York, 1997.

Includes a history of relationships between medicine and public health and previous attempts to bridge the gap. Also includes models of medicine and public health collaboration as well as case studies.

- ❑ Milio, N. "Priorities and Strategies for Promoting Community-Based Prevention Policies." *Journal of Public Health Management and Practice*, 4(3): 14-28, 1998.

“Policy making requires a grasp of the interplay among stakeholders, policy makers, the press, and the public. A framework for gathering relevant information and guiding strategic action is a useful tool for participation in community, state, and national arenas in the interests of population health.”

- ★ National Association of County Health Officials. *Assessment Protocol for Excellence in Public Health (APEXPH)*, 1991.

The tool is an eight-step process for assessing community health status and planning for improvement. It is based on the principles of environmental justice, community collaboration, and locally appropriate decision making. Guidance is designed to be easily accessible and flexible enough to meet the needs of a variety of communities with differing health concerns. For more information, see <http://www.naccho.org>.

- ❑ National Association of County and City Health Officials. *Protocol for Assessing Excellence in Environmental Health (PACE)*, June 1997.

PACE’s methodology consists of eight steps that are designed to walk a local health department through a process of engaging community residents in identifying environmental health priorities. Health departments working in concert with the community to design and direct the assessment from the earliest stage through completion is integral to the methodology of PACE. Only in this manner can the process accurately represent the needs and wishes of the people it will most directly affect. For more information, see <http://www.naccho.org>.

- ❑ Norris T. "Healthy Communities." *National Civic Review*, 86(1): 3-10, 1997.

The author suggests that what works best to create and sustain positive community change can ultimately be defined in a local context. Successful communities: recognize that the health and sustainability of a community are products of the whole community working, and not as a result of isolated interventions in any single sector. Instead, they engage everybody and build ownership and civic engagement; take a regional and a local approach simultaneously; know how they are performing; start with a shared vision and follow with a specific action plan and implementation strategy; build on existing resources; and look at systemic change.

- ❑ Ohioline: Community Organizing.
<http://ohioline.osu.edu/lines/comun.html#comorg>

Provides links to community organizing and coalition building fact sheets and bulletins.

- ❑ Revisiting the Critical Elements of Comprehensive Community Initiatives.
<http://aspe.hhs.gov/hsp/cci.htm>

The study focuses on lessons and insights gained by Comprehensive Community Initiatives. The study describes effective outreach, how to sustain involvement, how to address cultural issues, and how to address the challenges of collaboration.

- ★ U.S. Department of Health and Human Services, Centers for Disease Control and Prevention (CDC/ATSDR Committee on Community Engagement). *Principles of Community Engagement*, Atlanta, Georgia, 1997.

Principles of Community Engagement provides public health professionals and community leaders with a science base and practical guidelines for engaging the public in community decision-making and action for health promotion, health protection, and disease prevention.

- U.S. Department of Health and Human Services, Public Health Service, Office of Public Health and Science, Office of Disease Prevention and Health Promotion. *Healthy People 2000: Healthy People in Healthy Communities – A Guide for Community Leaders*. June 1998.
This publication provides information on defining healthy cities and communities, how to begin creating a healthy community, using Healthy People 2000 Objectives to set priorities, measure progress, and improve your community’s health. It also provides a list of resources.

Setting Health Priorities and Establishing Objectives

- Brown W.J., Redman S. “Setting Targets: A Three-Stage Model for Determining Priorities for Health Promotion.” *Australian Journal of Public Health*, 19(3):263-9, 1995.
Describes a three-stage model for setting targets for health promotion. The model enables “epidemiological data and views from the community to be synthesized and integrated with those of experts from health and social services, using a nominal group process.”

- ★ CDC WONDER – The CDC Prevention Guidelines Database.

<http://wonder.cdc.gov/wonder/prevguid/prevguid.shtml>

“Comprehensive compendium of all the official guidelines and recommendations published by the Centers for Disease Control and Prevention for the prevention of diseases, injuries, and disabilities. This compendium was developed to allow public health practitioners and others to quickly access the full set of CDC’s guidelines using a single financial support from the Information Network for Public Health Officials project.”

- ★ Committee on Leading Health Indicators for Healthy People 2010. *Leading Health Indicators for Healthy People 2010: Final Report*. Division of Health Promotion and Disease Prevention, Institute of Medicine, 1999.

This report is a compilation of the committee’s efforts to establish leading health indicator sets that could “focus on health and social issues as well as evoke response and action from the general public and the traditional audiences for *Healthy People*.” <http://books.nap.edu/catalog/9436.html>

- ❑ Committee on Using Performance Monitoring to Improve Community Health. Division of Health Promotion and Disease Prevention, Institute of Medicine. “Improving Health in the Community: A Role for Performance Monitoring.” 1997. <http://books.nap.edu/books/0309055342/html/416.html>.

- ❑ Conway T., Hu T.C., Harrington T. “Setting Health Priorities: Community Boards Accurately Reflect the Preferences of the Community’s Residents.” *Journal of Community Health*, 22(1):57-68, 1997.

This article describes the process used to determine if the views of the District Health Councils (DHCs) members agreed with those of community members. The purpose was to determine the effectiveness of community advisory boards, which are often used as a vehicle for community input regarding health planning.

- ❑ Health Care Forum Outcomes Toolkit. <http://www.act-toolkit.com>
“The Outcomes Toolkit provides a comprehensive approach to planning and evaluating collaborative, cross-sectoral efforts. The Toolkit integrates the process of defining mission and outcomes, setting performance goals over time, linking budget to performance, reporting results, and ensuring accountability.” In particular, the toolkit establishes a process for setting priorities and tracking progress against strategic goals.

- ❑ Hertzman C., Torres E., Subida R., Martins J. “Identifying Environmental Health Priorities for A Whole Nation: The Use of Principal Environmental Exposure Pathways in the Philippines.” *International Journal of Occupational Environmental Health*, 4(2):114-20, 1998.

Summarizes an approach to establishing environmental health priorities based on the concept of principal environmental exposure pathways (PEEPs). This extends the concept of a causal pathway backward from the health outcome to the cause.

- ★ Maiese D., Fox C.E. “Laying the Foundation for Healthy People 2010.” *Public Health Reports*, January 1998.

Summarizes activities implemented to gain input on Healthy People 2010, with the hopes that these efforts would be duplicated by states and communities in their own planning processes.

- ❑ McGinnis J.M., Foege W.H. “Actual Causes of Death in the United States.” *Journal of the American Medical Association*, 270(18):2207-12, 1993.

“The purpose of the study was to identify and quantify non-genetic factors that contribute to death in the United States. Approximately half of all deaths that occurred in 1990 could be attributed to the factors identified.” They represent a major health burden on our society and their identification offers guidance for shaping health priorities.

- ❑ Robine J.M., Romieu I., Cambois E. “Health Expectancy Indicators.” *Bulletin of the World Health Organization*, 77(2):181-5, 1999.

Summarizes the “progress in the development of health expectancy indicators, which are growing in importance as a means of assessing the health status of populations and determining public health priorities.”
- ★ U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. “Developing Objectives for Healthy People 2010.” 1997.

Provides information on the process for developing the Nation’s third set of disease prevention and health promotion objectives and includes a 1997 Summary List of Objectives. It describes how to get involved. Also available at: <http://www.health.gov/healthypeople/publications/hppublist.htm>.
- ❑ U.S. Department of Health and Human Services, Public Health Service. “Healthy People 2000: State Action.” 1992.

“The report reflects the diversity of ways in which states have used the Healthy People 2000 objectives as a guide for developing state-specific health objectives.”
- ❑ U.S. Department of Health and Human Services “Healthy People 2010: What Next?” *Prevention Report*, 13(4), 1999.

Provides a summary of what has been done to date on the Healthy People 2010 Initiative. It also provides literature resources, online resources, in print resources, funding information resources, and educational aids resources.
- ❑ Vilnius D., Dandoy S. “A Priority Rating System for Public Health Programs.” *Public Health Reports*, 105(5):463-70, 1990.

This article describes a priority rating system which ranks public health issues according to size, urgency, severity of the problem, economic loss, impact on others, effectiveness, propriety, economics, acceptability, legality of solutions, and availability of resources.

Obtaining Baseline Measures, Setting Targets, and Measuring Progress

- ❑ Agency for Health Care Policy and Research. <http://www.ahcpr.gov/data/>

Data page includes links to websites on data, surveys , and healthcare information standards.
- ❑ Allison J., Kiefe C.I., Weissman N.W. “Can Data-Driven Benchmarks be Used to Set the Goals of Healthy People 2010?” *American Journal of Public Health*, 89(1):61-5, 1999.

Provides an explanation of the “pared-mean” method, which helps identify from data the best health care practices. “For Healthy People 2010, benchmarks derived from data reflecting the best available care provide viable alternatives to consensus-derived targets.”

- ❑ Baker E.L., Ross D. “Information and Surveillance Systems and Community Health: Building the Public Health Information Infrastructure.” *Journal of Public Health Management Practice*, 2(4):58-60, 1996.

Discusses the purpose of public health surveillance and information systems, examples from states with strong public health information infrastructures, and the CDC INPHO initiative as a capacity building process. Identifies some future surveillance and information system challenges.
- ❑ Bengson C. “The Year 2000 Issue: Implications for Public Health Information and Surveillance Systems.” *NACCHO NEWS*, January/February:11, 1998.

Highlights the basics of the “2000 date” hardware issue (Y2K) and provides essential contact information.
- ❑ Birkhead G.S. “Recognizing and Supporting the Role of Public Health Surveillance: Intensive Care for a Core Public Health Function.” *Journal of Public Health Management Practice*, 2(4)vii-ix, 1996.

This editorial helps to define surveillance, the surveillance demands that have evolved, and the difficulty in recognizing and addressing public health surveillance needs.
- ❑ Bureau of Labor Statistics – Safety and Health Statistics. <http://www.bls.gov/iif/>

Links to data web sites, news releases, and documentation related to safety and health statistics.
- ❑ Centers for Disease Control and Prevention (CDC), National Center for Chronic Disease Prevention and Health Promotion. “Public Health and Managed Care: Data Sharing for Common Goals.” *Chronic Disease Notes & Reports*, 10(1):1-8, 1997.

Describes benefits and barriers of data sharing, the intended effects of Kennedy-Kassebaum Legislation (HIPPA), and the HMO Research Network.
- ❑ CDC WONDER – Healthy People DATA2000 Request Screen. <http://wonder.cdc.gov/health.shtml>

“The DATA2000 System contains national baseline and monitoring data for each Healthy People 2000 objective. In WONDER the available baseline and updated data are shown for 520 objectives and sub-objectives. Output options include simple tables and graphs.”
- ❑ Chin T.L. “Internets/Intranets: A New Public Health Tool.” *Health Data Management*, February 1998.

Discusses the use of the Internet and intranets by health departments around the nation including a focus on the CDC Information Network for Public Health Officials (INPHO) initiative.

- ✪ Committee on Leading Health Indicators for Healthy People 2010. *Leading Health Indicators For Healthy People 2010: Final Report*. Division of Health Promotion and Disease Prevention, Institute of Medicine, 1999.

This report includes the selection criteria for leading health indicators, as well as proposed indicator sets for Healthy People 2010. Available at: <http://books.nap.edu/catalog/9436.html>.

- Committee on Using Performance Monitoring to Improve Community Health. Division of Health Promotion and Disease Prevention, Institute of Medicine. “Improving Health in the Community: A Role for Performance Monitoring.” 1997. <http://books.nap.edu/books/0309055342/html/416.html>.
- Envirofacts Warehouse. http://www.epa.gov/enviro/index_java.html
Provides access to the Environmental Protection Agency’s environment data.
- Feinleib M. “Setting and Monitoring Health Objectives for the Nation.” *Public Health Reviews*, 23(2):127-38, 1995.
“Reviews the progress toward accomplishing the objectives of the Healthy People 2000 national disease prevention effort. The National Center for Health Statistics has the responsibility for gathering information needed to monitor the progress toward these targets. The NCHS does so by ensuring that timely and accurate data are available, by constant monitoring of the trends, and by efficient communication with those responsible for implementing the programs and those who provide the resources for supporting the programs. This is to enhance the likelihood of achieving national objectives.”
- Feldman P., Gold M., Chu K. “Enhancing Information for State Health Policy.” *Health Affairs*, 13(3):236-50, 1994.
Essay on development of credible data, active policy champions, using data to gain the support of key constituencies, choosing staff with entrepreneurial and bridging skills, and taking advantage of short term policy windows.
- Health Forum Outcomes Toolkit. <http://www.act-toolkit.com/>
The toolkit’s data capabilities:
 - Allows for the development of a community-wide database on health, quality of life, economic vitality and community capacity
 - Supports multiple users and facilitates information sharing among users
 - Provides charting and graphing capabilities
 - Responds to public and private sector demands for demonstrating measurable results
 - Browse through any database that is accessible online
 - Cut-and-paste information into your own database from anywhere, including from other communities
 - Customize reports about activities and results
 - Equipped with the power to locate and use a vast array of relevant information, including secondary data, via Web access

- ★ ICD-10 – The following sights provide information on the ICD-10.

<http://www.healthmkt.com>

<http://www.cdc.gov/nchs/about/otheract/icd9/abtcd10.htm>

- Information Clearinghouse (Health Care Financing Administration). <http://www.hcfa.gov/stats/>
Links to information on Medicare financing, public use data files, and national healthcare indicators and expenditures.

- ★ Morbidity and Mortality Weekly Report. <http://www.cdc.gov/mmwr/>

“The Morbidity and Mortality Weekly Report (MMWR) Series is prepared by the Centers for Disease Control and Prevention (CDC). The data in the weekly MMWR are provisional, and are based on weekly reports to CDC by state health departments.”

- National Association of County Health Officials. Assessment Protocol for Excellence in Public Health (APEXPH), 1991.

The tool is an eight-step process for assessing community health status and planning for improvement. It is based on the principles of environmental justice, community collaboration, and locally appropriate decision making. Guidance is designed to be easily accessible and flexible enough to meet the needs of a variety of communities with differing health concerns. For more information, see <http://www.naccho.org>.

- ★ National Association of Health Data Organizations. <http://www.nahdo.org>

“The National Association of Health Data Organizations (NAHDO) is the premier national health information organization dedicated to improving health care through the collection, analysis, dissemination, and use of health care data.”

- National Cancer Institute SEER Cancer Statistics.
<http://www.seer.ims.nci.nih.gov/Publications/CSR7394/index.html>
A review of cancer statistics from 1973-1995.

- ★ National Center for Health Statistics. <http://www.cdc.gov/nchs/products.htm>

Publications and information products with links to Healthy People 2000 Reviews (in PDF format). The home page for the National Center for Health Statistics is available at <http://www.cdc.gov/nchs/>.

- Sondik E. “Healthy People 2000: Meshing National and Local Health Objectives.” *Public Health Report*, 111(6):518-20, 1996.
Summarizes the successes and problems with data collection as it relates to the Healthy People initiative. Urges action on the national, state and local levels.

- ❑ Stevens P.E. “Focus Groups: Collecting Aggregate-Level Data to Understand Community Health Phenomena.” *Public Health Nursing*, 13(3):170-6, 1996.

The article discusses the potential benefits of focus groups when studying community health. It explores the advantages and uses of a focus group as well as purposes and processes of focus group facilitation. It goes on to explain how to analyze focus group results, their limitations, and their implications for health planning.
- ❑ Torres I.M. “Assessing Health in an Urban Neighborhood: Community Process, Data Results and Implications for Practice.” *Journal of Community Health*, 23(3):211-26, 1998.

Summarizes the development process of the Health Assessment Project (HAP). This was a health assessment conducted by the University of Massachusetts School of Public Health faculty, students and community organizations and residents. The article gives an overview of the community process, data results, and implications for public health practice.
- ❑ Turnock B., Handler A. “Measuring Effective Local Public Health Practice.” Available from B.J. Turnock, Center for Public Health Practice, School of Public Health, University of Illinois at Chicago, Box 6998, Chicago, IL 60680. (312) 996-6620. 1994.

“This paper proposes a framework for describing and measuring local public health practice to track progress toward Objective 8.14 of Healthy People 2000. Performance measures consisting of performance expectations/standards and associated performance indicators for each of the 10 collective public health practices developed at the Centers for Disease Control in 1989 are included. The appendices include preliminary and revised standards and indicators. The effectiveness of local health departments in addressing the core functions of public health is discussed. Roles for local health liaisons in the surveillance of local public health practice and capacity building are also addressed.”
- ★ U.S. Census Bureau. <http://www.census.gov>
- ❑ U.S. Department of Health and Human Services. “Improving the Nation’s Health with Performance Measurement.” *Prevention Report*. <http://odphp.osophs.dhhs.gov/pubs/prevrpt/97winfoc.HTM>

This article looks at how the “U.S. Department of Health and Human Services and state and local communities are applying performance measurement. It describes and shows how states can develop performance measures based on Healthy People Objectives.”

Managing and Sustaining the Process

- ❑ American Public Health Association, Model Standards Project. “Community Strategies for Health: Fitting in the Pieces.” Available from the American Public Health Association, 800 Eye Street, N.W., Washington, D.C. 20001-3710. (202) 777-2742. 1993.

This manual indicates ways that local health agencies can reach out to organizations that are concerned with the health of their community. The principles contained in the “Healthy Communities 2000: Model Standards,” are emphasized. The use of the Assessment Protocol for

Excellence in Public Health (APEXPH) and the Planned Approach to Community Health (PATCH) in reaching the goals of the model standards is considered. The manual highlights steps that local health departments, the medical community, community organizations, local employers, the academic community, and local media can take to obtain commitments from community members.”

- ❑ American Public Health Association, Model Standards Project. “The Guide to Implementing Model Standards: Eleven Steps Toward a Healthy Community.” Available from Jenne Glass, Model Standards Project, American Public Health Association, 800 Eye Street, N.W., Washington, D.C. 20001-3710. (202) 777-2742. 1993.

“This manual provides local health departments with 11 steps for implementing the “Healthy Communities 2000: Model Standards” within their programs to help achieve the goals of Healthy People 2000.”

- ❑ Bronheim S.M., Keefe M.L., Morgan C.C. “Building Blocks of a Community-Based System of Care: The Communities can Campaign Experience.” Available from Mary Deacon, Georgetown University Child Development Center, 3307 M Street, N.W., Suite 401, Washington, D.C. 20007. (202) 687-8635. 1993.

“This report is part of a series focused on the details of how individual communities can realize the vision of providing family-centered, community-based, coordinated care for children with special health needs and their families. Winning strategies included fostering interagency collaboration, establishing public/private partnerships, identifying non-monetary resources, promoting active participation by physicians and families in system development, building on existing programs, developing generic systems of care to serve all children, and developing cultural competence. This campaign was implemented as part of the Healthy People 2000 objectives for the nation, and funded by the Maternal and Child Health Bureau, U.S. Department of Health and Human Services, and by the American Academy of Pediatrics.”

- ✪ Change Project. <http://www.well.com/user/bbear>

From this main page, follow the link to Healthy Communities, then to Sustaining the Effort. This will take you to the article, “Sustaining the effort: building a learning community from the healthcare forum.” The table of contents includes areas such as governance, structure, and leadership; process; maintaining participation and inclusion; resources; staff support; measurement; and celebration.

- ❑ Committee on Using Performance Monitoring to Improve Community Health. Division of Health Promotion and Disease Prevention, Institute of Medicine. “Improving Health in the Community: A Role for Performance Monitoring.” 1997. <http://books.nap.edu/books/0309055342/html/416.html>
- ❑ Johnson K. “Building Capacity Through Collaborative Leadership.” *International Journal of Health Planning and Management*, 11(4):339-44, 1996.
“This paper is based upon material from the manuals and training program underpinnings of the ‘Sustaining community-based initiatives’ from the Healthcare Forum with the W.K.Kellogg

Foundation in the USA. The use of organizational management principles and practices in community involvement and strengthening community leadership is illustrated through practical examples.”

- ★ National Civic League. “The Healthy Communities Handbook.” Available from National Civic League, 1445 Market Street, Suite 300, Denver, CO 80302. (303) 571-4343.

“This manual is intended for the use of community groups, business people, individuals, or local governments that are concerned with their communities. It incorporates the goals and objectives of the Healthy People 2000 initiative into a community-based health planning process. The manual notes the standards and principles from various programs to develop a baseline for planning local programs. “

- ★ Revisiting the Critical Elements of Comprehensive Community Initiatives.
<http://aspe.os.dhhs.gov/hsp/cci.htm>

The study focuses on lessons and insights gained through the experience of Comprehensive Community Initiatives. The study defines the characteristics of a good leader and staff, how to develop and maintain a sense of hope and momentum, and how planning and action can be blended and balance.

- U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. “Healthy People 2000: Turning Commitment into Action.” 1993.
Provides activity ideas for mobilizing the Healthy People 2000 initiative.

Communicating Health Goals and Objectives

- ★ American Public Health Association, Model Standards Project. “Media Relations.” Available from American Public Health Association, 800 Eye Street, N.W., Washington, D.C. 20001-3710. (202) 777-2742. 1993.

“This manual provides local governments with strategies to obtain media coverage for their efforts to develop local health programs that integrate the ‘Healthy Communities 2000: Model Standards’ principles. It considers the interrelated needs of the local health departments for coverage and the local media for news of local interest. The manual indicates methods for gaining media attention while operating on a limited budget and it highlights the parts of the Model Standards that are related to current media issues.”

- International Health Communication Hotline.
<http://www.vsccecc.tn.us/academic/humanities/com100/inhome.html>

“It is dedicated to serving the community of health communication researchers, educators, practitioners and administrators by offering a variety of links to health and communication-related

sites.” Provides general communication links, health communication/general health and medicine links, health communication commercial sites, and other useful and interesting sites.

- ❑ *The International Journal of Nonprofit and Voluntary Sector Marketing.*

<http://www.henrystewart.co.uk/journals/nvsm>

Provides information on the latest innovations in: fundraising, social and healthcare marketing, education marketing, customer retention and loyalty, advertising and promotion, campaigning and lobbying, database marketing, and marketing software.

- ❑ *Journal of Health Communication: International Perspectives.*

<http://www.tandf.co.uk/journals/tf/10810730.html>

This journal provides information on “the latest developments in the field of health communication, including research in social marketing, shared decision making, communication (from interpersonal to mass media), psychology, government, and health education in the United States and the world.”

- ★ *Making Health Communication Programs Work: A Planners Guide.*

<http://oc.nci.nih.gov/services/HCPW/HOME.HTM>

Includes information on planning and strategy selection, determining your target audiences, writing program plans and developing a timetable, selecting channels and materials, characteristics of mass media channels, developing materials and pre-testing, implementing your program, establishing process evaluation measures, steps for involving intermediaries in your program, assessing effectiveness, outcome evaluation, impact studies, and revising the program.

- ❑ Morgan D.L., Krueger R.A. *The Focus Group Kit.* Sage Publications, California, 1998.

A set of six short books that take you through the focus group process. The books include: The Focus Group Guidebook, Planning Focus Groups, Developing Questions for Focus Groups, Moderating Focus Groups, Involving Community Members in Focus Groups, and Analyzing and Reporting Focus Group Results.

- ❑ National Association of County and City Health Officers. *Providing Culturally Appropriate Services: Local Health Departments and Community-Based Organizations Working Together.* Washington D.C.: National Association of County and City Health Officials. 1994.

This report describes three case studies which implemented activities to address language and cultural needs in their communities. It includes recommendations for health departments along with information about other resources, references, and contacts on multi-cultural health.

- ★ Siegel M., Doner L. *Marketing Public Health: Strategies To Promote Social Change.* Aspen Publications, Maryland, 1998.

This book focuses on marketing principles for public health practice, including challenges and opportunities for marketing social change and public health. It also focuses on using marketing

principles to design, implement, and evaluate public health interventions. In addition, it includes case studies.

- ❑ Social Marketing Quarterly.
A publication of Best Start, Inc. and The Department of Community and Family Health, College of Public Health, University of South Florida. All articles in the journal “focus on social marketing, or emphasize a component of social marketing and demonstrate how the components(s) fit into and/or apply to a complete social marketing program.”
- ❑ “Social Marketing Can Enhance Prevention Programming.” *Prevention Alert*.
<http://www.health.org/govpubs/prevalert/html-p43/v1page01.htm>
A brief overview of why the Social Marketing Theory can work in public health. It is adapted from the following article: Ling J. C., Franklin B. A. K., Lindsteadt J. F., Gearon, S. A. N. "Social marketing: its place in public health." *Annual Review of Public Health*, 13: 341-362, 1992.
- ❑ The United States Conference of Local Health Officers and the United States Conference of Mayors. Language and culture in health care: Coping with Linguistic and Cultural Differences: Challenges to Local Health Departments. The United States Conference of Local Health Officers and The United States Conference of Mayors. (Copies can be obtained from 1620 Eye Street, N.W., Washington, D.C. 20026, Tel: (202) 293-7730. 1993.
This reports addresses the barriers encountered in the provision of services to non-English speaking groups at the local level. It also provides recommendations for actions and descriptions of several case profiles.
- ❑ Walsh D.C., Rudd R.E., Moeykens B.A., Moloney T.W. “Social Marketing for Public Health.” *Health Affair*, 12(2):104-19, 1993.
“Marketing techniques and tools, imported from the private sector, are increasingly being advocated for their potential value in crafting and disseminating effective social change strategies. This paper describes the field of social marketing as it is used to improve the health of the public. A disciplined process of strategic planning can yield promising new insights into consumer behavior and product design. However, the “technology” cannot simply be transferred without some translation to reconcile differences between commercial marketing and public health.”

Other Useful Resources

- ❑ American Association for Health Education. <http://www.aahperd.org/aahe/template.cfm>
“Serves health educators and other professionals who promote the health of all people. AAHE encourages, supports, and assists health professionals concerned with health promotion through education and other systematic strategies.”

- ❑ Association of State and Territorial Directors of Health Promotion and Public Health Education. <http://www.astdhphe.org/index.html>
“The mission is to promote the quality practice of health education and health promotion as core disciplines of public health practice and to advocate for quality health education/health promotion programs and strategies to address the nation’s leading health problems.”
- ❑ Centers for Disease Control and Prevention. (CDC) <http://www.cdc.gov>
The mission of the CDC is, “to promote health and quality of life by preventing and controlling disease, injury, and disability.” The web site contains information ranging from research to funding issues and from various guidelines to health information. This site is searchable by key word.
- ❑ National Institutes of Health. (NIH) <http://www.nih.gov>
Contains various information on health, news, funding opportunities, and scientific resources. It also has its own search engine.
- ❑ National Library of Medicine <http://www.nlm.nih.gov>
The National Library of Medicine (NLM), the world's largest medical library, collects materials in all areas of biomedicine and health care. NLM produces a number of free online databases that can be searched to identify publications (books or journal references) on specific health related topics including topics of interest to public health. NLM is a national resource for all U.S. health science libraries through a National Network of Libraries of Medicine. The public can call toll-free for referral to a network library member in their area: 888-346-3656.

MEDLINE – <http://www.nlm.nih.gov/databases/freemedl.html>

MEDLINE is the National Library of Medicine's online database that contains almost 10 million references to journal articles in the health sciences. Approximately 4,000 medical journals are indexed in MEDLINE. The time period covered is 1960 to the present. Seventy-six percent of the articles have abstracts. NLM has developed two interfaces for searching MEDLINE: (1) PubMed and (2) Internet Grateful Med. Both services have online instructions available (under Help in PubMed and the Internet Grateful Med User's Guide from the IGM homepage) to assist users in searching MEDLINE effectively.

LOCATORplus – <http://locatorplus.gov/>

LOCATORplus is the National Library of Medicine's new Web-based catalog. LOCATORplus allows anyone with Internet access to find out what books, journals, audiovisuals, manuscripts, and other items are contained in the NLM collections.

HSR Search – <http://www.nlm.nih.gov/nichsr/nichsr.html>

HSR Search is the National Library of Medicine's search interface designed to give users a single access point to several NLM databases with health services research-specific information. This new feature is accessible from the National Information Center on Health Services Research and Health

Care Technology (NICHSR) homepage. HSR Search allows users to enter one or more terms that are then ANDed together for them. HSR Search runs a query against the following NLM databases: HealthSTAR, HSRProj, DIRLINE, HSTAT, and a prototype HSR Tools database. Users may select all or some of these when sending a query. It is expected that in the future that the HSR Search will be replaced by an NLM gateway that is currently being developed by Library staff. This gateway, which will be a much more sophisticated state-of-the-art access mechanism, will provide access to NLM's databases beyond the HSR suite.

National Information Center on Health Services Research and Health Care Technology –
<http://www.nlm.nih.gov/nichsr/nichsr.html>

NICHSR is the National Library of Medicine's focal point for health services research information. The goals of NICHSR are to make the results of health services research, including practice guidelines and technology assessments readily available to health practitioners, health care administrators, health policy makers, payers, and the information professionals who serve these groups; to improve access to data and information needed by the creators of health services research; and to contribute to the information infrastructure needed to foster patient record systems that can produce useful health services research data as a by-product of providing health care. See the NICHSR Related Web Sites (links) for important resources.

Partners in Information Access for Public Health Professionals –
<http://nmlm.gov/partners/>

This is a new collaborative project to provide public health professionals with timely and convenient access to information resources to help them improve the health of the American Public. Project partners include the: Association of State and Territorial Health Officials (ASTHO); Centers for Disease Control and Prevention (CDC); Health Resources and Services Administration (HRSA); National Association of County and City Health Officials (NACCHO); National Library of Medicine (NLM); National Information Center on Health Services Research and Health Care Technology (NICHSR), NLM; National Network of Libraries of Medicine (NN/LM); and the Public Health Foundation (PHF). This resource includes special sections on: (1) Tools to aid in identifying Grants and Grant Writing, (2) Tools for Education and Training, and (3) information about libraries within your own local geographic areas to assist you in obtaining documents and related library services or for developing local partnerships.

Current Bibliographies in Medicine – <http://www.nlm.nih.gov/pubs/resources.html>

Current Bibliographies in Medicine is the National Library of Medicine's publication series which contains selected references on a distinct subject area of medicine of current popular interest, e.g., domestic violence assessment by health care practitioners. See especially the CBM on Public Health Informatics (<http://www.nlm.nih.gov/pubs/cbm/phinform.html>) and health literacy related bibliographies (forthcoming).

HSRProj – <http://www.nlm.nih.gov/nichsr/db.html#hsrp>

HSRProj is one of the information products developed by the National Information Center on Health Services Research and Health Care Technology (NICHSR), a component of the National Library of Medicine. HSRProj contains descriptions of research in progress funded by federal and private grants and contracts for use by policy makers, managers, clinicians and other decision makers. It provides access to information about health services research in progress before results are available in a published form. Records cover both grants and contracts awarded by several major public and private funding agencies and foundations.

Users can retrieve names of performing and sponsoring agencies, names and addresses of the principal investigator, beginning and ending years of the project, level of funding, information about study design and methodology (including demographic characteristics of the study group), number of subjects in the study population, population base of the study sample, and source of the project data. Project descriptions are also included whenever possible.

HSTAT - <http://hstat.nlm.nih.gov/>

HSTAT is a free, electronic resource developed under the auspices of the National Library of Medicine (NICHSR office) that provides access to the full-text of documents useful in health care decision making. HSTAT includes: clinical practice guidelines, quick-reference guides for clinicians, consumer brochures, and evidence reports sponsored by the Agency for Health Care Policy and Research (AHCPR); AHCPR technology assessment reports; National Institutes of Health (NIH) consensus development conference and technology assessment reports; NIH Warren G. Magnuson Clinical Center research protocols; HIV/AIDS Treatment Information Service (ATIS) resource documents; Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment (SAMHSA/CSAT) treatment improvement protocols; and the Public Health Service (PHS) Preventive Services Task Force Guide to Clinical Preventive Services. It also provides a link to the Centers for Disease Control and Prevention (CDC) Prevention Guidelines Database.

MEDLINEplus – <http://www.nlm.nih.gov/medlineplus/>

MEDLINEplus is the National Library of Medicine's new consumer health information service. See links for health consumers to libraries participating in this project (<http://medlineplus.nlm.nih.gov/medlineplus/libraries.html>).

- Public Health Foundation Healthy People 2010 Audioconference Series.

<http://www.phf.org/hp2010/2010ac.htm>

The materials in the audioconference series “serve as reference materials for states as they build their own health objectives plan.” The topics in the series include: Building State and Local Health Objectives; Using Data to Set and Measure Health Objectives; Making the Link; Translating Healthy People Objectives into Local Targets; Lessons Learned for 2010: The Good , the Bad, and the Ugly.

- Society for Public Health Education. <http://www.sophe.org>
“The mission is to provide leadership to the profession of health education and health promotion to contribute to the health of all people through advances in health education theory and research, excellence in health education practice, and the promotion of public policies conducive to health.”

- U.S. Department of Health and Human Services. <http://www.hhs.gov>
“The Department of Health and Human Services is the United States government's principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves. The department contains more than 300 programs, covering a wide spectrum of activities.” The web site contains a plethora of information and you are able to search the sight by key word.