

**University of Florida**  
**College of Public Health and Health Professions**  
**Department of Health Services Research, Management, and Policy**

**PHC 6102 – Introduction to Public Health Administrative Systems**  
**Spring 2008 Syllabus**

**INSTRUCTOR:** Rada Dagher, PhD, MPH  
Assistant Professor  
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**OFFICE HOURS:** **By Appointment**  
HPNP, Room 4144

**TEACHING ASSISTANTS:** Swathy Sundaram ([ssunda@php.ufl.edu](mailto:ssunda@php.ufl.edu))  
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**TA OFFICE HOURS:** **TBA**  
HPNP, Room 4148 or 4150

**CLASS MEETINGS:** Tuesdays: 3:00-6:00 PM  
Room: G301/G301A

**Course Description and Objectives**

This course provides a comprehensive coverage of traditional public health responsibilities -- assessing the burden of disease, preventing and controlling health threats, and developing policies and public administration responses to improve health -- in a contemporary framework that fully reflects the ongoing transition from a public to a population health perspective. It offers a broad overview of concepts and strategies for contemporary public health administration illustrated by examples throughout the course. The course examines the theoretical and philosophical underpinnings of managerial decision making, and the practical knowledge, tools, and strategies required by organizational decision-makers. Public Health Administration covers the basics of administration, including public health law, human resources management, budgeting and financing, and legislative relations in public health. It also discusses newly defined and emerging areas, such as health information management, performance measurement and improvement, ethics, leadership, and communication and media relations.

## Course Objectives

Upon completion of the course students should be able to:

- Identify the main components and issues of the organization, financing and delivery of health services and public health systems in the US
- Describe the legal and ethical bases for public health and health services
- Explain methods of ensuring community health safety and preparedness
- Discuss the policy process for improving the health status of populations
- Apply the principles of program planning, development, budgeting, management and evaluation in organizational and community initiatives
- Apply the principles of strategic planning to public health
- Apply quality and performance improvement concepts to address organizational performance issues
- Apply “systems thinking” for resolving organizational problems
- Communicate health policy and management issues using appropriate channels and technologies
- Demonstrate leadership skills for building partnerships
- Identify future challenges for public health and potential solutions

### **Required Text:**

- Novick, L. F., Morrow, C. B., & Mays, G. P. (2007). Public Health Administration: Principles for Population-Based Management (2<sup>nd</sup> edition). Sudbury, Massachusetts: Jones and Bartlett Publishers.
- Institute of Medicine, The Future of Public Health (Washington, D.C.: National Academy Press, 1988) (available online at <http://www.nap.edu/books/0309038308/html/>)
- Institute of Medicine, The Future of the Public’s Health in The 21st Century (Washington, D.C.: Nat. Acad. Press, 2003) (available online at <http://www.iom.edu/report.asp?id=4304>)

\*\* Journal articles may be found by using the links on the WebCT site.

Reading assignments are listed under each class session. Some of the readings are long, so plan enough time to complete them before class.

### **WRITTEN ASSIGNMENTS**

There are four written assignments. The details of those assignments will be distributed throughout the semester.

### **GRADING**

The instructor reserves the right to modify the allocation of points as deemed necessary. For example, attendance may become part of the grade as will be explained in class.

<i>Items</i>	<i>Points</i>
Written Assignments	20 (5 each)
Midterm Exam	35
<u>Final Exam</u>	<u>45</u>
<b>Total</b>	<b>100</b>

***Grade Ranges***

**A:** 90-100    **B+:** 85-89.9    **B:** 80-84.9    **C+:** 75-79.9    **C:** 70-74.9    **D:** 60-69.9

**STUDENT RESPONSIBILITIES AND EXPECTATIONS**

Students are expected to:

- Attend class regularly, be on time and stay until class is dismissed.
- Complete the required reading **PRIOR** to class and be prepared to participate in class discussion and exercises.
- Submit all assignments on the due dates.
- Take the exams on the scheduled dates.
- Turn off cell phones, pagers, and computers during class.

**LATE WORK POLICIES**

Exceptions will be made only for reasons that are beyond your control. Examples of these circumstances include: serious illness impacting a significant portion of the time you had to do the assignment or death in the family. Examples of things that are generally not exceptions: coming down ill the night before an assignment that was handed out much earlier or conflicts with work.

The effect of a late written assignment is a 1-grade reduction for each week it is late. All work is due before the end of the semester. Any arrangements for an incomplete have to be made at least two weeks before the end of classes. All work not submitted by the end of the semester without prior approval will be treated as a zero.

**MAKE-UP EXAMS POLICIES:**

Make-up exams will be given without penalty ONLY when documentation of hospitalization, death in the family, or other emergency is provided. Although midterms and finals are in the form of multiple choice and true/false questions, make-up exams will be in the form of ESSAY questions.

## **ACADEMIC INTEGRITY POLICY**

Students are expected to act in accordance with the University of Florida Honor Code, which recognizes that academic honesty and integrity are fundamental values of the University community. Cheating or plagiarism in any form is not acceptable.

The Honor Code:

*“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”*

On all work submitted for credit by the students at UF, the following pledge is either required or implied:

*“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”*

## **DISABILITY POLICY**

*Students requesting classroom accommodation must first register with the Dean of Students Office, which will provide documentation to the student. The student should then provide this documentation to the professor.*

## **CLASS SCHEDULE AND READING ASSIGNMENTS**

The instructor reserves the right to modify the course schedule as deemed necessary.

### **Week 1: January 8**

**Course Introduction (goals, responsibilities, expectations)**

**Overview of the Public Health Workforce**

***Reading Assignment:***

*Public Health Administration*, Chapter 8

*The Future of Public Health in the 21<sup>st</sup> Century*, pp. 116-126.

### **Week 2: January 15**

**Defining Public Health Administration**

**Ethics in Public Health Practice**

***Reading Assignment:***

*Public Health Administration*, Chapters 2 & 5

About Healthy People 2010. Available at: <http://www.healthypeople.gov/About/>

Public Health Code of Ethics (You can download from <http://www.apha.org/NR/rdonlyres/1CED3CEA-287E-4185-9CBD-BD405FC60856/0/ethicsbrochure.pdf>)

### **Week 3: January 22**

#### **Public Health Agencies: Local, State, National**

##### **Reading Assignment:**

*Public Health Administration*, Chapter 3

*The Future of Public Health Chapter 4*, First pp. 165-201, then pp. 73-106

*The Future of Public Health in the 21<sup>st</sup> Century*, pp. 102-104 and pp.107-115.

##### *Recommended Readings*

- The Association of State and Territorial Health Officials' website ([www.astho.org](http://www.astho.org)) with links to state health agency websites
- The National Association of County and City Health Officials' website ([www.naccho.org](http://www.naccho.org)), especially
  - 1) Profiles of Local Public Health Departments ([www.naccho.org/project64.cfm](http://www.naccho.org/project64.cfm)) and the Research Briefs On-line Index
  - 2) Local Public Health Agency Infrastructure Chartbook ([www.naccho.org/GENERAL428.cfm](http://www.naccho.org/GENERAL428.cfm))

### **Week 4: January 29**

#### **Public Health Law and Legislation**

##### **Reading Assignment:**

*Public Health Administration*, Chapters 4 & 6

*The Future of Public Health in the 21<sup>st</sup> Century*, pp. 104-107.

Jacobson, P. D., & Wasserman, J. (2001). Missing in Action: The Public Health Voice in Policy Debates. *Journal of Public Health Management Practice*, 7(3), ix-x.

*Recommended Reading:* Mello, M.M., Studdert, D.M., Brennan, T.A. (2006). Obesity—the new frontier of public health law. *NEJM*, 354, 2601-2610.

### **Week 5: February 5:**

#### **Public Health Financing**

##### **Reading Assignment:**

*Public Health Administration*, Chapter 7

*The Future of the Public's Health in the 21<sup>st</sup> Century*, pp. 147-154

Levi, J., Juliano, C., & Richardson, M. (2007). Financing public health: Diminished funding for core needs and state-by-state variation in support. *Journal of Public Health Management Practice*, 13(2), 97-102.

**Week 6: February 12:**  
**Human Resources Management**  
**Public Health Leadership**

**Reading Assignment:**

*Public Health Administration*, Chapters 9 & 10  
*The Future of Public Health*, pp. 119-122

Martinez, A., & Martineau, A. (1998). Rethinking human resources: An agenda for the millennium. *Health Policy and Planning*, 13, 345–358.

Setliff, R., Porter, J. E., Malison, M., Frederick, S., & Balderson, T. R. (2003). Strengthening the public health work-force: Three CDC programs that prepare managers and leaders for the challenges of the 21st century. *Journal of Public Health Management Practice*, 9, 91–102.

**Week 7: February 19:**  
**Midterm Exam**

**Week 8: February 26:**  
**Using Information Systems for Public Health Administration**

**Reading Assignment:**

*Public Health Administration*, Chapter 13

Lumpkin, J., Atkinson, D., Biery, R., Cundiff, D., Mcglothlin, M., and Novick, L. (1995). The development of integrated public health information systems: A statement by the Joint Council of Governmental Public Health Agencies. *J Public Health Management Practice*, 1, 55-59.

Land GH, Stokes C, Hoffman N, Peterson R, Weiler MJ (1995). Developing an integrated public health information system for Missouri. *J Public Health Management Practice*, 1, 48–56.

Baker EL, Friede A, Moulton AD, Ross DA. (1995). CDC's Information Network for Public Health Officials (INPHO): a framework for integrated public health information and practice. *J Public Health Management Practice*, 1, 43-47.

**Week 9: March 4:**  
**Assessment and Strategic Planning in Public Health**  
**Performance Management in Public Health**

**Reading Assignment:**

*Public Health Administration*, Chapters 15 & 17

Keppel, K., Percy, J. *Healthy People 2000: An Assessment Based on the Health Status Indicators for the United States and Each State*. Healthy People 2000 Statistical Notes/National Center for Health Statistics, Vol 19, and November 2000 pages 1-31  
Available at: <http://www.cdc.gov/nchs/data/statnt/statnt19.pdf>

Performance Management in Public Health: A Literature Review (Prepared by Public Health Foundation for the Performance Management National Excellence Collaborative)  
[http://www.turningpointprogram.org/toolkit/pdf/pmc\\_lit\\_synthesis.pdf](http://www.turningpointprogram.org/toolkit/pdf/pmc_lit_synthesis.pdf)

**Week 10: March 11:  
Spring Break**

**Week 11: March 18:  
Evaluation of Public Health Interventions?**

**Reading Assignment:**

*Public Health Administration*, Chapter 18

Rychetnik, L., Frommer, M., Hawe, P., & Shiell, A. (2002). Criteria for evaluating evidence on public health interventions. *Journal of Epidemiology and Community Health*, 56, 119-127.

Waters, E., Doyle, J., Jackson, N., Howes, F., Brunton, G., & Oakley, A. (2006). Evaluating the effectiveness of public health interventions: The role and activities of the Cochrane Collaboration. *Journal of Epidemiology and Community Health*, 60 (4), 285 - 289.

**Week 12: March 24:  
Communication and Media Relations**

**Reading Assignment:**

*Public Health Administration*, Chapter 20

*The Future of the Public's Health in the 21<sup>st</sup> Century*, Chapter 7, pp. 307-348

Reger, B., Wootan, M., & Booth-Butterfield, S. (1999). Using mass media to promote healthy eating: A community-based demonstration project. *Preventive Medicine*, 29, 414-421.

**Week 13: April 1:  
Role of Public Health in Disaster Preparedness**

**Reading Assignment:**

*Public Health Administration*, Chapter 23

The Special Role of the Governmental Public Health Infrastructure in Emergency Preparedness and Response. *Public Health in the 21<sup>st</sup> Century*, pp. 141-147

Hurricane Katrina Timeline. BBC.

Available at: <http://news.bbc.co.uk/1/hi/world/americas/4211404.stm>

White House Fact Sheet: The Federal Response to Hurricane Katrina: Lessons Learned.

Available at: <http://www.whitehouse.gov/news/releases/2006/02/20060223.html>

The Katrina conundrum: balancing the state-federal relationship.

Available at: <http://www.infozine.com/news/stories/op/storiesView/sid/10801/>

Rudowitz, R., Rowland, D., & Shartzter, A. (2006). Health care in New Orleans before and after Hurricane Katrina. *Health Affairs – Web Exclusive*, 25, w393 – w406.

#### **Week 14: April 8:**

##### **Preparing for and Responding to Pandemics: Influenza**

###### ***Reading Assignment:***

U.S. Government avian and pandemic flu information

<http://www.pandemicflu.gov/>

World Health Organization: Cumulative Number of Confirmed Human Cases of Avian Influenza

[http://www.who.int/csr/disease/avian\\_influenza/country/cases\\_table\\_2006\\_08\\_09/en/index.html](http://www.who.int/csr/disease/avian_influenza/country/cases_table_2006_08_09/en/index.html)

Osterholm, M. Preparing for the next pandemic. *Foreign Affairs*, July/August 2005.

<http://www.foreignaffairs.org/20050701faessay84402/michael-t-osterholm/preparing-for-the-next-pandemic.html>

Garrett, Laurie. The next pandemic? *Foreign Affairs*, July/August 2005.

<http://www.foreignaffairs.org/20050701faessay84401/laurie-garrett/the-next-pandemic.html?mode=print>

World Health Organization: Avian Influenza FAQs

[http://www.who.int/csr/disease/avian\\_influenza/avian\\_faqs/en/index.html](http://www.who.int/csr/disease/avian_influenza/avian_faqs/en/index.html)

#### **Week 15: April 15:**

##### **The Future of Public Health**

##### **Review for Final Exam**

###### ***Reading Assignment:***

*The Future of Public Health in the 21<sup>st</sup> Century*, Appendix C, pp. 411-420.

*The Future of Public Health*, Chapter 6, pp. 138-159.

Fee, E., & Brown, T. M. (2002). The unfulfilled promise of public health: Déjà vu all over again. *Health Affairs*, 21(6), 31-43.

#### **Week 16: April 22:**

##### **Final Exam**

## Public Health Resources

### Government Agencies

- U.S. Department of Health and Human Services ([www.dhhs.gov](http://www.dhhs.gov)) and its various Public Health Service agencies
  - Centers for Disease Control and Prevention ([www.cdc.gov](http://www.cdc.gov))
  - Food and Drug Administration ([www.fda.gov](http://www.fda.gov))
  - Health Resources and Services Administration ([www.hrsa.gov](http://www.hrsa.gov))
  - National Institutes of Health ([www.nih.gov](http://www.nih.gov))
  - Agency for Healthcare Research and Quality ([www.ahrq.gov](http://www.ahrq.gov))
- Office of Public Health and Science ([www.osophs.dhhs.gov/ophs](http://www.osophs.dhhs.gov/ophs))
- U.S. Environmental Protection Agency ([www.epa.gov](http://www.epa.gov))
- Florida Department of Health ([www.doh.state.fl.us](http://www.doh.state.fl.us))

### Public Health Organizations

- American Public Health Association ([www.apha.org](http://www.apha.org))
- Association of State and Territorial Health Officials ([www.astho.org](http://www.astho.org))
- National Association of County and City Health Officials ([www.naccho.org](http://www.naccho.org))
- Association of Schools of Public Health ([www.asph.org](http://www.asph.org))
- Florida Public Health Association ([www.fpha.org](http://www.fpha.org))
- Public Health Foundation ([www.phf.org](http://www.phf.org))
- Association of Teachers of Preventive Medicine ([www.atpm.org](http://www.atpm.org))

### International Health

- World Health Organization ([www.who.org](http://www.who.org))
- Global Health Council ([www.globalhealth.org](http://www.globalhealth.org))
- Pan American Health Organization ([www.paho.org](http://www.paho.org))

- Family Health International ([www.fhi.org](http://www.fhi.org))

## **Public Health Data and Information**

- CDC Behavioral Risk Factor Surveillance System ([www.cdc.gov/brfss](http://www.cdc.gov/brfss))
- Healthfinder ([www.healthfinder.gov](http://www.healthfinder.gov))
- National Center for Health Statistics ([www.cdc.gov/nchs](http://www.cdc.gov/nchs))
- National Library of Medicine ([www.nlm.nih.gov](http://www.nlm.nih.gov))
- National Health Information Center ([www.health.gov/nhic](http://www.health.gov/nhic))
- National Women's Health Information Center ([www.4women.org](http://www.4women.org))
- Institute of Medicine ([www.iom.edu](http://www.iom.edu)) and National Academy Press ([www.nap.edu](http://www.nap.edu)) – *landmark public health books available free to read or skim*
- Medline Plus ([www.nlm.nih.gov/medlineplus](http://www.nlm.nih.gov/medlineplus))
- Medscape ([www.medscape.com](http://www.medscape.com))
- Public Health Grand Rounds (national live webcasts) ([www.publichealthgrandrounds.unc.edu](http://www.publichealthgrandrounds.unc.edu))
- Florida CHARTS ([www.floridacharts.com](http://www.floridacharts.com))
- CDC Wonder (<http://wonder.cdc.gov>)

## **Medical Care Data and Information**

- The Commonwealth Fund ([www.cmwf.org](http://www.cmwf.org))
- The Henry J. Kaiser Family Foundation ([www.kff.org](http://www.kff.org))

*Both sites provide free access to current research studies about the medical care system.*