

Issue #95

PBRN Week in Review | October 24 2011

PBRN Grantees: Please circulate relevant information to network members. To request additional information or make suggestions for future items, please contact the Public Health PBRN National Coordinating Center (NCC) at publichealthpbrn@uky.edu or (859) 218-2094. Past issues are available in the newsletter archive.

Notable PBRN Activities

- New Data on Local Public Health Capacity and Practice in Massachusetts. At this past week's Research-in-Progress segment on the PBRN monthly conference call, Dr. Justeen Hyde presented preliminary analyses from the Massachusetts PBRN's ongoing study of the determinants of local capacity to implement evidence-based public health practices. With intensive and focused effort, the network achieved an approximately 70% response rate to a census survey of all 351 of the state's local public health jurisdictions offering a unique opportunity to observe some of the state's smallest jurisdictions that are rarely covered in national survey efforts. Among the study's preliminary findings were higher than expected rates of participation in trans-jurisdictional shared-service arrangements, notable disparities in financial and human resources across jurisdictions, and some important gaps in reported capacity to implement essential public health services. Further analyses are underway to explore variation in and determinants of successful implementation of evidence-based practices in environmental health and communicable disease control. An archive of Dr. Hyde's Research-in-Progress session will be posted to the Public Health PBRN Program website.
- ▶ RACE Supplemental Awards for PBRN Research: Eight public health PBRNs are preparing to start up new research activities related to health disparities and/or methodological advances in public health services & systems research through the PBRN Research Acceleration and Capacity Expansion (RACE) Supplemental Awards Series. A thumbnail sketch of the new projects include:
 - Variation in Local Public Health Actions to Address Health Inequities. This project of the Minnesota PBRN seeks to investigate the extent to which local health departments in Minnesota engage in activities to reduce health inequities, and to identify the characteristics of local public health systems that facilitate and impede these activities.
 - Utilization and Effectiveness of a Health Equity Index in Mobilizing Local Public Health Action. The Connecticut PBRN will refine and expand a methodology developed by the Connecticut Association of Directors of Health (CADH) to construct a health equity index that measures social and economic determinants of health at the neighborhood level, and to investigate the use of this index by local public health officials to mobilize multi-sector disparity reduction activities.
 - Effects of Cultural Competency Training on Local Health Departments: A Randomized Trial. This project through the Kentucky PBRN will analyze variation in the cultural and linguistic competence of local health departments within Kentucky, adapt and test a series of training modules designed to strengthen cultural and linguistic competence among staff, and evaluate the effectiveness of these training models.

- Local Health Department Workforce Reductions: Implications for Diversity and Health Disparities. This project by the Washington PBRN seeks to quantify the variation in workforce reductions made by local health departments in Washington state in response to the economic downturn, and to estimate the effects of these reductions on local health department service delivery, workforce diversity, and capacity to address health disparities.
- Comparative Effectiveness of State vs. Regional Approaches to QI in Public Health. The Georgia PBRN will examine the impact of a quality improvement collaborative model implemented through Georgia's regional public health districts on the implementation and effectiveness of local public health QI activities.
- Regional Public Health Structures and Readiness for Accreditation and QI. The Nebraska PBRN will make use of the state's regional public health structures to assess and compare readiness for accreditation among regional health departments and single-county health departments within the state, and to examine the utility of quality improvement (QI) strategies implemented by health departments in preparing agencies for accreditation.
- Incorporating Comparative Effectiveness Research Tools into Public Health PBRN Research. This supplement will enhance the methodological capabilities of the North Carolina PBRN by incorporating novel comparative effectiveness research (CER) analytics based on propensity score estimation into an ongoing study that examines the consequences of a recent reduction of Medicaid reimbursement funding to local health departments for delivery of evidence-based maternity support services to low-income women and their children.
- Enhanced Direct Observation Methods for Studying Foodborne Outbreak Practices in Ohio. The supplement builds on the Ohio PBRN's ongoing study that uses direct observation methods to assess practice variation in food-borne outbreak (FBO) investigation and response among local health departments in Ohio. The supplement will allow for the incorporation of consumer perceptions of prevention, investigation and management practices along with enhanced analytic methods for studying drivers and correlates of practice variation.

More details on these new projects will be released soon.

- New PBRN Dissemination Opportunity: the Public Health REACT Podcast: As more PBRN research projects are bearing fruit, the Public Health PBRN Program is developing a new vehicle for rapidly disseminating key findings and practice implications from this research to key audiences, tentatively called the Public Health Research-to-Action (REACT) Podcast. Through this vehicle, the program will produce a series of fast and timely podcast interviews with PBRN networks as they are completing research projects, focusing squarely on the implications of the research for public health practice and policy decisions. NAC member and Arkansas secretary of health Dr. Paul Halverson has agreed to host this series of approximately 3-minute conversations with PBRN leaders about their research projects. Dr. Halverson will serve as an interviewer and provocateur for these sessions, driven by a few targeted questions asked by a sitting state health official. With Dr. Halverson leading the conversation, we can be sure that these sessions will emphasize brevity, clarity, and relevance to realworld public health practice and policy, particularly at state and local levels. We will disseminate the podcasts through a variety of channels, including the PBRN website, the PHSSR Youtube channel, and partnerships with key public health professional organizations. We will be contacting PBRN leaders about this opportunity in the coming weeks, but don't hesitate to contact the Coordinating Center with your ideas about this opportunity.
- → Opportunities for Research Related to the HHS Public Health Quality Framework. The Coordinating Center's Glen Mays began a dialogue this week with Dr. Peggy Honoré and staff at the

Office of the Assistant Secretary for Health at the U.S. Department of Health and Human Services concerning next steps in the development and operationalization of the HHS Framework for Quality in the Public Health System. The Framework and a related set of priority areas for quality improvement were developed by a federal forum convened by Dr. Honoré in 2008, and was the subject of a recent article in Health Affairs by Honoré, Assistant Secretary of Health Dr. Howard Koh, CMS Administrator Don Berwick, and other federal officials. Logical next steps in this initiative include the development, validation, and implementation of a set of metrics that can be used to identify gaps in quality across the public health system, to study the causes and consequences of variation in quality across the system, and to evaluate the effectiveness of quality improvement strategies. Public Health PBRNs are positioned to play important roles in these types of activities. Dr. Honoré and Mays will be developing plans and strategies for moving this effort forward in the coming weeks, so contact the Coordinating Center if your network has interests and ideas related to this effort.

- ▶ PBRN Network Analysis Survey Underway: The Coordinating Center has launched the network analysis survey of participants in the Round II and affiliate public health PBRNs. This survey allows us to obtain a snapshot of patterns of interaction between researchers and practitioners in the PBRNs, and will help us better understand − and ultimately improve − how the networks function as mechanisms for producing and translating evidence for practice. This survey will replicate the survey completed with Round I PBRNs in 2010. As a learning organization, the Public Health PBRN Program occasionally must focus the research lens on ourselves to take full advantage of opportunities to produce useful evidence. If you are a Round II or affiliate PBRN, please encourage all of the participants and collaborators in your network to respond to the survey at their earliest convenience. Data and findings will be shared with each participating network to stimulate further analysis, interpretation, and brainstorming of ways to improve research production and translation processes. Contact with Coordinating Center with any needs or questions related to the survey.
- ▶ Research on NACCHO Model Practices: Leaders from Public Health PBRNs convened by conference call last week with leaders at NACCHO, other public health researchers and "pracademics" around the country to discuss opportunities for research involving NACCHO's compendium of Model Practices. Model Practices are public health strategies that have been ground-tested in local public health agencies, subjected to evaluation, and vetted by peers through a review process administered by NACCHO. There is considerable interest in moving at least some of these practices "up the evidence hierarchy" by subjecting them to more rigorous scientific study and also conducting research on the implementation and impact of these practices in different public health settings. If you are interested in learning more about this effort, contact staff at the Coordinating Center.
- ▶ End of Project Year Updates and Reporting: The Coordinating Center is approaching the end of its program year on October 31 and will be compiling reports on the status of all PBRN research activities. Please make sure that your network has submitted any research products completed during the year via email to the Coordinating Center (manuscripts, briefs, reports, presentations, instruments, data sets, guidelines, decision aides) and also make sure to submit these to the RWJF following its submission guidelines. We will be in contact with each network this month to make sure we have the latest updates on the status of your network's projects.
- Publication Opportunity: Theme Issue Devoted to PBRN Research: We are closing in on a set of manuscripts to submit for a special theme issue of AJPM devoted to research of the public health PBRNs. If your network has a research manuscript that will be ready to submit by October 28, 2011 and you have not let us know yet, please contact the Coordinating Center ASAP and send us a brief abstract and title for the paper. For those who are planning to submit a manuscript, please keep this deadline in mind and let us know if you need assistance.

▶ New Phone and Email Contact for the PBRN Coordinating Center. The Public Health PBRN Coordinating Center has activated its new contact information at the University of Kentucky starting next week. Please use the new email address PublicHealthPBRN@uky.edu and the new telephone number (859) 218-2094 to reach Coordinating Center staff and to send along your questions, comments, requests, ideas, updates, and products.

Related Developments in Research and Practice

- Federal Agencies Commission Studies on Public Health Spending: Two studies have been commissioned by the federal government in recent weeks to examine issues related to the financing of public health activities in the U.S. One of these studies was requested by Congress and is being conducted by the U.S. Government Accountability Office (GAO), while the other has been commissioned by the U.S. Department of Health and Human Services Office of the Assistant Secretary for Planning and Evaluation (ASPE). Both studies are seeking to review empirical literature, data, and related evidence concerning financing mechanisms and spending patterns for public health activities in the U.S., and the health and economic effects of these investments (in short: who pays, how much, for what, through what financing mechanisms, how do these patterns vary across the U.S. and change over time, and what are their health and economic effects). These two federal initiatives create an excellent opportunity for disseminating and translating findings from relevant public health PBRN studies to U.S. policy officials. The Coordinating Center is working with both federal agencies to provide relevant information. If your PBRN has new research findings, reports, briefs, or presentations related to public health financing and spending patterns, please make sure the Coordinating Center is aware of these products.
- New CMMI Innovation Advisors Program: The U.S. Department of Health and Human Services, acting through the CMS Center for Medicare and Medicaid Innovation, announced a new program to spur transformations within the nation's health system by supporting individuals who can develop, test, and evaluate new models of service delivery. According to the announcement, "The Innovation Advisors Program will inspire dedicated, skilled individuals in the health care system to deepen several key skill sets, including: Health care economics and finance; *Population health*; *Systems analysis*; and Operations research. These individuals will: Support the Innovation Center in testing new models of care delivery; Utilize their knowledge and skills in their home organization or area in pursuit of the three-part aim of improving health, improving care, and lowering costs through continuous improvement; *Work with other local organizations or groups in driving delivery system reform*; Develop new ideas or innovations for possible testing of diffusion by the Innovation Center; and Build durable skill in system improvement throughout their area or region." (italics added). The deadline to submit applications is November 15, 2011. Applications for the Innovation Advisors Program can be accessed at http://orise.orau.gov/IAP/. Leaders within public health PBRNs may be well positioned to use this program for supporting the development and testing of models for integrating public health strategies into local health care settings.
- ▶ PCORI Seeks Reviewers for Pilot Projects on Comparative Effectiveness Research: The new Patient Centered Outcomes Research Institute (PCORI) created by the Affordable Care Act is looking for patients, scientists, and other stakeholders to be merit reviewers for its pilot projects grants program. The purpose of the reviews is to determine the significance and quality of submitted research proposals. PCORI is seeking to identify scientific reviewers to participate in merit reviews of the PCORI Pilot Projects Grants Program applications in February 2012. Study sections will convene for a one-day meeting between February 13-24 in Washington, D.C. PCORI is particularly interested in individuals who have interest in or experience with one or more of the eight areas of interest outlined in the pilot projects grants program announcement. The deadline to apply is noon Eastern Time on October 26, 2011. For more information, click here. As discussed in recent weeks, PCORI's mission includes supporting

- studies of preventive health interventions and studies of delivery system strategies, making this work particularly relevant to the research activities of public health PBRNs.
- ▶ Proposed Changes to Research Regulations May Impact PBRN Research: HHS is inviting comments on proposed changes to the federal Common Rule -- regulations governing research involving human subjects -- including several changes with direct relevance to PHSSR and PBRNs. Among the proposed changes are: (1) revising the "exempt" category for low-risk studies to include new protections and cover a broader array of studies; (2) revising review criteria for *quality improvement research*, *public health research*, *and program evaluation* activities; and (3) streamlining IRB review for *multi-site studies*. Make sure to review these proposed changes and provide your feedback to HHS. Click here for the Federal Register notice.

Activities on the Horizon

- ▶ PBRN Presentations at APHA: A large group of research presentations based on work underway in the Public Health PBRNs will be presented at the APHA Annual Meeting in Washington DC starting this weekend. See the full list of presentations at the end of this newsletter. If your network has a presentation that we missed, send an email to the Coordinating Center.
- ▶ PBRN Get-Together at APHA: Join an informal get-together of your Public health PBRN colleagues at the APHA Annual Meeting on Sunday evening. Catch up on projects, brainstorm your next big PBRN study, and network with colleagues that share your interests in practice-based research. We will converge from 5-6pm at the local DC networking spot called RFD's, located just a few short blocks down 7th Street from the convention center (810 Seventh Street NW). If you think you can make it, send a quick email to the Coordinating Center so we'll know how many seats to commandeer. If you have trouble or need to reach PBRN folks while at the meeting, you can find Glen Mays by cellphone at (859) 494-1781.
- ▶ PH PBRN November Conference Call. The Public Health PBRN Monthly Conference Call will be on Thursday, November 17 from 1:00 to 2:30 p.m. ET. As part of the PBRN Research-in-Progress section, representatives of the Nebraska Public Health PBRN will present emerging findings from their work examining QI activities and readiness for accreditation in single-county and regional multi-county public health jurisdictions.

Research Dissemination Opportunities

- ▶ Preventive Medicine 2012 Call for Presentation Proposals. Preventive Medicine, the annual meeting of the American College of Preventive Medicine, is accepting presentation abstracts on the topics of public health practice, clinical preventive and lifestyle medicine, prevention policy, and medical quality for its February 2012 conference. Call for Proposals. Deadline: October 24
- ▶ NIH D&I Conference Call for Proposals. The 4th Annual Conference on the Science of Dissemination and Implementation is accepting abstracts in the categories of individual and panel presentations, poster presentations, and think tanks. The conference theme is Policy and Practice, and applicants are encouraged to use this theme in preparing abstracts. Topic domains and complete details for submitting abstracts are available online. The Public Health PBRN program presented a panel at last year's meeting on work of the PBRNs that was quite popular. Deadline: November 12

▶ PHLR Request for Abstracts. The RWJF Public Health Law Research (PHLR) program is accepting abstracts for presentation at its annual meeting January 18-20, 2012, in New Orleans. Abstracts may be in the themes of communicable diseases, non-communicable diseases, and injury prevention. Abstracts not accepted for oral presentation will be considered for posters. See full details at the PHLR Annual Meeting site. Deadline: November 15

Resources in Research and Practice

WEBINARS

▶ Using Social Media for Research Dissemination: Members of AcademyHealth can participate in a free webinar on using social media to translate and disseminate your research to policy and practice communities. Date: Thursday, November 3, 2011. Time: 1:00-2:30 p.m. EDT. Format: Live webinar, audio with PowerPoint. Faculty: Austin Frakt, Ph.D., Health Services Researcher; Boston University and Boston VA; Founder, The Incidental Economist Blog. Lou Rossiter, Ph.D., Research Professor, College of William & Mary; Chair, Coalition for Health Services Research. *The webinar is free and open only to AcademyHealth members. Registration is limited to the first 150 participants* − register today.

REPORTS, BRIEFS AND PUBLICATIONS

- New Experimental Evidence that Neighborhood SES Affects Health: In this week's NEJM, researchers used a long-term follows-up survey of participants in HUD's innovative Moving to Opportunity randomized trial to test the causal effects of neighborhood SES characteristics on health. In the original trial, low-income participants eligible for housing assistance were randomized to usual practice or to an arm that provided housing vouchers only if the participant agreed to move to a low-poverty neighborhood. According to the authors, "The opportunity to move from a neighborhood with a high level of poverty to one with a lower level of poverty was associated with modest but potentially important reductions in the prevalence of extreme obesity and diabetes. The mechanisms underlying these associations remain unclear but warrant further investigation."
- ▶ Washington and Oregon Health Officials Examine Changes in Public Health Practice: In a new commentary in this week's MMWR, Seattle-King County health official Dr. David Fleming (also Washington PBRN member) and Dr. Melvin Kohn of Oregon Health Authority examine notable changes in state and local public health practice over the past 50 years since the first MMWR report was released. The commentary touches on many of the trends and issues that are currently under study by public health PBRNs, including changes in finance, organization, workforce, and the content of practice. The 50th anniversary of MMWR also reminds us that this publication is an excellent vehicle for rapidly disseminating key findings from PBRN research to practitioners and public health policy officials across the U.S.

CONFERENCES

- ◆ APHA Annual Meeting. Washington, D.C., Oct. 29-November 2. Registration and hotel info. APHA general meeting info.
- **→ 2012 Public Health Preparedness Summit.** PHP Summit in Anaheim, February 21-24, 2012
- → 2012 PHSSR Keeneland Conference. Lexington, April 17-19. Keeneland Conference general information.

Funding Opportunities and Announcements

The NCC maintains a <u>list of funding opportunities</u> of interest to its networks. Grant opportunities with recurring deadlines are tracked and updated.

NEW LISTINGS

- ▶ **New CMMI Innovation Advisors Program:** See information above about the new CMS funding opportunity for innovation advisors. Deadline November 15, 2011.
- ▶ Applying Behavioral Economics to Perplexing Health and Health Care Challenges. RWJF announces a new research funding initiative to study solutions to health and health care problems using the principles and methods of behavioral economics. More here. Brief Proposal Idea Deadline: November 2, 2011 3:00 PM EDT. Full Proposal Deadline: December 21, 2011 3:00 PM EDT.
- ▶ Quality Improvement in Public Health Practice Exchange. RWJF is seeking an organization to build and operate an expanding web-based database of QI efforts conducted by governmental public health departments across the country, to help users find QI interventions and tools relevant to their own health department and community needs, and to provide a forum for dialogue and learning about QI in public health. More here. Application Deadline: November 9, 2011 5:00 PM EST
- ▶ PCORI Pilots. In an August newsletter, we mentioned that the Patient-Centered Outcomes Research Institute (PCORI), an independent, non-profit organization established by the ACA was soliciting comments on its initial research priorities. We noted that even with the focus on patient care, PCORI's mission of studying prevention and treatment options and comparing delivery system innovations and clinical interventions leaves the door ajar for PHSSR oriented studies. This week PCORI announced a Pilot Projects Grant Program that will be used to continue development of the research agenda. According to the news release, "With this program, PCORI is interested in the development of research methods, patient-oriented outcomes instruments, patient-provider communication and other decision-making strategies, building collaborative research teams with stakeholders, translating research findings into clinical practice, stakeholder engagement, and research agenda setting strategies that can be used in future comparative effectiveness research." Deadlines: Letter of intent-November 1; Application-December 1.
- ▶ NIH Director's Transformative Research Awards. This R01 from the NIH Common Fund was mentioned by Glen Mays during the September research conference. According to the announcement, "The NIH Director's Transformative Research Awards complements NIH's traditional, investigator-initiated grant programs by supporting individual scientists or groups of scientists proposing groundbreaking, exceptionally innovative, original and/or unconventional research with the potential to create new scientific paradigms. Little or no preliminary data are expected. Projects must clearly demonstrate potential to produce a major impact in a broad area of biomedical or behavioral research." Full Announcement. Application Deadline: January 12, 2012
- ▶ NIH Common Fund: Economic Incentives for Prevention. The National Institutes of Health (NIH) Common Fund has released the following FOA for Economic Research on Incentives for Efficient Use of Preventive Services (R01). Application Deadline: November 15.
- ▶ NIH Systems Science and Health Research. Proposals are being solicited from multiple NIH institutes for R01 behavioral and social science research projects, both basic and applied, that use methods of systems science (e.g. network analysis, agent-based modeling, etc) to understand complex processes that affect human health. Includes an interest in studies that elucidate the relationships between health service delivery processes and health outcomes across the entire system of care, multi-

level effects of health promotion and disease prevention interventions, and mechanisms underlying health disparities. Details available in the <u>FOA</u> and standard application dates for R01s apply.

PREVIOUSLY ANNOUNCED LISTINGS

- ▶ **Doctoral Student Funding for PHSSR.** A reminder to PH PBRNs with doctoral students collaborating in research projects that these students can pursue dissertation funding to support their research activities. The three biggest and best federal sources for doctoral students pursuing HSR and PHSSR research projects are NIH NRSA awards(F-31s), AHRQ's R36 awards, and NSF's Dissertation Research Improvement awards. And of course, the University of Kentucky National Coordinating Center for PHSSR offers dissertation support through the Robert Wood Johnson Foundation. The eligibility criteria and deadlines vary.
- **RWJF Public Health Law Research Rapid Response Studies.** Proposals accepted online on a rolling basis. Details available in the CFP.

Key Dates

Oct 29-Nov 2	APHA Annual Meeting 2011, Washington, D.C.
Nov 17	PBRN Monthly Conference Call 1:00-2:30 p.m. ET (NE PH PBRN)
Dec 15	Monthly Conference Call 1:00-2:30 p.m. ET (NC PH PBRN)
April 16-17	PBRN Grantee Meeting at the Keeneland Conference, Lexington KY
April 17-19	PHSSR Keeneland Conference 2012, Lexington KY



PUBLIC HEALTH PBRN RESEARCH AT THE 2011 APHA ANNUAL MEETING

Session 3082 – Board 10 in WCC Exhibit Halls D/E

Variation in Enforcement of the Ohio Smoke Free Work Place Act by Local Health Departments – A Robert Wood Johnson Foundation Quick Strike Project

David Bruckman, MS, Prevention Research Center for Healthy Neighborhoods, Case Western Reserve University, Cleveland, OH

Ohio Public Health PBRN

Monday, October 31, 2011: 10:30 AM

Session 3141 – WCC 157

Determinants of Geographic Variation in Public Health Preparedness: System Structure and Risk Exposure

Glen Mays, PhD, MPH, University of Kentucky, Lexington, KY Public Health PBRN Program National Coordinating Center

Monday, October 31, 2011: 11:30 AM

Session 3224 - WCC 140A

Building and enhancing academic-community partnerships through assessment, planning, and evaluation

Kristina Knight, MPH, Laura E. Santurri, MPH, CPH, Aylin Drabousky, MA, Scott Frank, MD, MS, and Erica Chambers, BS

Ohio Public Health PBRN

Monday, October 31, 2011: 12:30 PM

Session 3239 - WCC 157

Revenue generation as budget strategy: Predictors of per capita LHD non-tax revenue Senay Goitom, Robert M. LaFollette School of Public Affairs, University of Wisconsin-Madison, Madison, WI

Wisconsin Public Health PBRN Monday, October 31, 2011: 1:30 PM

Session 4211 - WCC 153

Change Facilitation: A Catalyst for Quality Improvement in Local Health Departments
Angela T. Dearinger, MD MPH, Center for Public Health Systems and Services Research, University of
Kentucky, Lexington, KY
Kentucky Public Health PBRN

Tuesday, November 1, 2011: 1:10 PM

Session 4288 - WCC 208B

Public health information technology in the local health department

Aylin Drabousky, MA, Department of Epidemiology and Biostatistics, Case Western Reserve University, Cleveland, OH

Ohio Public Health PBRN

Tuesday, November 1, 2011: 3:42 PM

Session 4385 - WCC 158A

Funding of Essential Services for Local Public Health

William Livingood, PhD, Center for Health Equity & Quality Research & JPHsu COPH,

Duval County Health Department & Univ. of Florida & Georgia Southern Univ., Jacksonville, FL

Florida Public Health PBRN

Tuesday, November 1, 2011: 4:50 PM

Session 5029 - Renaissance Meeting Room 4

Application of Quality Improvement Science to the Consensus Definition of Quality William Riley, PhD, Division of Health Services Research and Policy, University of Minnesota, Minneapolis, MN

Minnesota Public Health PBRN

Wednesday, November 2, 2011: 8:50 AM

Session 5049 - WCC 157

Advancing the Science of Public Health Practice: Using PBRNs for Implementation Research Glen Mays, PhD, MPH, University of Kentucky, Lexington, KY Public Health PBRN Program National Coordinating Center Wednesday, November 2, 2011: 8:30 AM

Session 5049 – WCC 157

Public Health Activities and Tracking (PHAST) Study: Putting local health department service statistics to use in measuring system-wide outputs

Betty Bekemeier, PhD, MPH, RN, School of Nursing, University of Washington, Seattle, WA Washington Public Health PBRN

Wednesday, November 2, 2011: 8:50 AM

Session 5109 - WCC 157

Catalysts of organizational change: What sparks and maintains interest in regional approaches to public health service delivery?

Justeen Hyde, PhD, Institute for Community Health, Cambridge Health Alliance, Cambridge, MA Massachusetts Public Health PBRN

Wednesday, November 2, 2011: 10:50 AM

Session 5109 - WCC 157

Regional Approaches to Public Health Service Delivery: Possibilities and Politics Lisa VanRaemdonck, MPH, MSW, Colorado Assoc. of Local Public Health Officials, Denver, CO Colorado Public Health PBRN Wednesday, November 2, 2011: 11:10 AM