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Public Health
Prevent. Promote. Protect.

PUBLIC HEALTH LEADER ORIENTATION AND RESOURCE GUIDE

REVISED 2014 | ORIGINAL 2004

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MORE INFORMATION

For more information, [contact your MDH Public Health Nurse Consultant.](#)

INTRODUCTION

The Orientation and Resource Guide is a joint effort of the Local Public Health Association of Minnesota (LPHA) and the Minnesota Department of Health (MDH), Office of Performance Improvement (OPI). The Guide was initially developed in 2004. The Orientation Guide identifies a number of subject/topic areas that are critical for public health leaders to have a basic understanding of and includes a compendium of related resources. The orientation plan incorporates a variety of methodologies and experiences utilizing the expertise of resource people at both the local and state level as well as self-study.

STATEMENT OF PURPOSE

Leaders of local public health departments and community health service agencies work in a complex system. Responsibilities include: the assessment of community health needs, planning and responding to public health issues in their community, providing community and department leadership in the development of policies and programs that improve the health of the community and positively impact the public health system across the state, the development and management of department budgets, and the supervision of staff, all while being accountable to elected officials and the public.

A strong and vibrant state and local public health system requires strong and vibrant leadership at the local level as well as at the state level. The Guide includes an orientation process and resource information that can serve as tools to help the new public health leader get off to a good start through the provision of support and mentorship and easy access of needed resources and information.

GUIDE GOALS

1. Promote the development of newly hired staff in leadership positions in local health departments.
2. Assure a competent work force of public health staff at the local level.
3. Provide up to date public health resources for local public health leaders on topics pertinent to their work.

OBJECTIVES

By participating in an orientation process new staff in leadership positions can expect to:

1. Understand the foundations of public health in Minnesota, including such concepts as the public health principles, ten essential services, population-based practice, and Minn. Stat. § 145A (also known as the Local Public Health Act),
2. Explore and understand the knowledge base and skill set needed to effectively direct a public health department (political, business, leadership and management), and
3. Know where to get and how to use information, support, and technical assistance in order to address job challenges.

SUGGESTED ORIENTATION PROCESS

The Public Health Nurse Consultant (PHNC) from MDH and a mentor from LPHA are responsible for implementing an orientation process with the new public health leader. However, all LPHA members and MDH staff in the Office of Performance Improvement share responsibility in providing a welcoming and learning environment for new leaders.

The orientation process occurs over a period of one year. It is individualized to meet the needs of each leader. The difference in the orientation for specific positions, such as Public Health Director, Community Health Service Administrator, Environmental Health Director, is one of emphasis and priori-

ties. Similar knowledge is important for each type of position, but the depth of understanding required may vary. Also, geography and health department structure will affect priorities and the emphasis of each content area in the orientation process.

The PHNC and Mentor will work in partnership with the new leader to design an orientation process that meets his/her needs. Work with the PHNC will emphasize the theory related to the topic areas whereas the Mentor will focus more on the practical experience of applying the theories and concepts.

The PHNC and/or the Mentor will meet with the new leader and introduce a self-assessment tool. The self-assessment tool helps identify priority topics and plays an important part in determining the sequencing of the various topics covered throughout the orientation process. As determined by the new leader, the self-assessment tool will be shared with both the PHNC and the Mentor.

The PHNC will notify the regional LPHA group and request that a mentor be identified within one month of hire. The LPHA Membership Committee representative of the new public health leader's LPHA region will be responsible to find a Mentor and give the Mentor's name to the region's PHNC. A Mentor will be identified that has a similar set of responsibilities as the newly hired staff person. In most instances the Mentor will be from the same geographic area as the new leader. On occasion the Mentor will be from another geographic area due to circumstances of availability, particular skills, etc. The new leader, the mentor and PHNC will coordinate with each other in developing a specific plan for the orientation process.

A variety of methodologies will be used throughout the orientation process. These may include such activities as one to one meetings with the regional PHNC and the mentor, joint meetings of the new leader, PHNC and mentor, utilizing travel time together for orientation discussions, individual study and participating in other opportunities as they arise. Additionally, the Mentor will host the new leader at state and regional LPHA meetings, State Commu-

nity Health Services Advisory Committee (SCHSAC), the annual Community Health Services Conference and other meetings as deemed appropriate.

Groups of new leaders may meet regionally for discussion and orientation purposes. This will depend on proximity to each other. Another option would be to host monthly conference calls, webinars or interactive television with participation by experienced public health leaders. The topics for the calls, webinars or ITV would be chosen by the new leaders themselves.

The mentor, new leader and PHNC will evaluate the process at the end of the orientation of the new leader. The PHNC will initiate the completion of the Evaluation Tool as provided in this plan within four weeks of completion.

DOCUMENT REVIEW

PHNCs from the Office of Public Health Practice, in conjunction with the Membership Committee from LPHA will be responsible for the review and update of this document on a biennial basis. The next review will be conducted in the summer of 2016. Minor revisions may be made by the PHNCs within the Capacity Development Unit at their discretion.

COMMUNITY HEALTH SERVICES ADMINISTRATION HANDBOOK

The [Community Health Services \(CHS\) Administration Handbook](#) was published 1999, updated in 2000, 2005, and 2009, and revised in 2014. It is intended to provide context for issues frequently encountered by CHS Administrators in Minnesota. This document is an excellent resource for all public health leaders.

SELF-ASSESSMENT

Every person accepting a leadership position in a local public health department or community health service agency faces multiple opportunities and challenges. In addition each person will have a varied background and level of knowledge regarding a range of topics important to their new leadership role.

This self-assessment tool will help identify priority areas to discuss with the Public Health Nursing Consultant (PHNC) and/or the LPHA Mentor during the orientation process. Complete this self-assessment, identifying specific questions you have about particular topic areas. Please consider sharing the completed self-assessment with your PHNC and Mentor.

TOPIC	UNDERSTANDING / COMPREHENSION			
I. PUBLIC HEALTH HISTORY				
A. Public Health History	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Public Health Basics	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Social Determinants of Health	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Public Health Ethics	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Public Health Nursing Cornerstones	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
II. PUBLIC HEALTH SYSTEM				
A. At the Federal Level	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. At the Tribal Level	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Ten Essential Public Health Services	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Healthy People 2020 Objectives	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. At the State Level	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
F. Minnesota Department of Health	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
G. Minnesota’s Public Health System	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
H. Local Public Health Act	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
K. Blueprint for Successful Public Health Departments	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
L. Areas of Public Health Responsibility	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None

TOPIC	UNDERSTANDING / COMPREHENSION			
M. Local Public Health Authorities and Mandates	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
N. State Public Health Improvement Goals	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
O. State Health Improvement Framework	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
P. Local Public Health System Development	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
Q. State Contacts and Maps	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
III. LEGISLATIVE PROCESS				
A. Politics of Public Health	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Legislative Process	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Legislative Initiatives	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. State Legislators	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Public Employees & Lobbying	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
G. Open Meetings	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
IV. ORDINANCES				
A. Local Public Health Act	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Communicable Disease Reporting	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Data Practices & HIPAA	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Records Retention	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Nurse Practice Act	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
F. Job Safety	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
G. Public Health Nuisances	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
H. Clean Indoor Air Act	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
I. Clandestine Drug Labs	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
J. Local Ordinances	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None

TOPIC	UNDERSTANDING / COMPREHENSION			
K. Local Ordinance Development	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
L. Public Health Law	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
V. FINANCIAL MANAGEMENT & BUDGETS				
A. County-Specific Budgeting and Accounting	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Fiscal Management	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Billing	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Working with Grants	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Budget and Expenditure Reporting	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
F. Federal Poverty Guidelines	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
VI. HUMAN RESOURCES				
A. Staff Management	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Protected Groups	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Employee Assistance Program	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Labor Negotiation & Contracts	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Personnel Policies	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
F. Personnel Safety	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
G. Benefit Management	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
H. Volunteer Management	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
VII. CORE PUBLIC HEALTH FUNCTIONS				
Local Assessment and Planning				
A. Community Health Assessment Models	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Public Health Data	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None

TOPIC	UNDERSTANDING / COMPREHENSION			
C. Strategic Plans	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Community Health Improvement Plans	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Quality Improvement Plans	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
F. Evidence-Based Practice	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
G. Public Health Intervention Wheel	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
H. Performance Management	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
I. Health Equity & Health Disparities	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
J. Social Determinants of Health	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
Statewide Assessment and Planning				
A. Minnesota Statewide Health Assessment	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Minnesota Strategic Plan Statewide Health Improvement Framework	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
VIII. COMMUNITY ENGAGEMENT				
A. Importance of Community Engagement	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Networks, Partnerships, and Coalitions	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Meeting Facilitation	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Robert’s Rules of Order	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
IX. LEADERSHIP SKILL DEVELOPMENT				
A. Leadership Style Assessment	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Collaborative Leadership	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Leadership Resources	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Self-Care for Leaders	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Working with Boards	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None

TOPIC	UNDERSTANDING / COMPREHENSION			
X. ORGANIZATIONAL WORKFORCE DEVELOPMENT				
A. Mission, Vision, and Values	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. How are We Doing?	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Staff Development	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Leadership Institutes	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Public Health Core Competencies	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
F. Cultural Competence	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
G. Staff Communication	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
H. Team Building	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
I. Coaching and Supervision	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
J. Generational Differences in the Workplace	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
XI. INCREASING THE VISIBILITY OF PUBLIC HEALTH				
A. Using A Public Health Logo	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Building and Maintaining Public Trust	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Orientation to Public Health for Newly Elected Officials	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Media Relations	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Social Marketing	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
F. Risk Communication	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
G. Storytelling	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
XII. ENVIRONMENTAL HEALTH				
A. Delegation Agreements	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Drinking Water Protection	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None

TOPIC	UNDERSTANDING / COMPREHENSION			
C. Licensing Jurisdictions	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Food and Beverage Program	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
E. Food Safety Partnership	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
F. Local Partner Resources	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
G. Lodging Program	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
H. Manufactured Home Parks, Recreational Camping Areas, and Youth Camps	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
I. MDH Environmental Health Contacts	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
J. MDH Partnership and Workforce Development Unit	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
K. Environmental Health Topics	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
L. Swimming Pools	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
XIII. HEALTH REFORM				
A. At the State Level	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. At the Federal Level	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
XIV. HEALTH INFORMATICS				
A. e-Health	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. The Omaha System	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
XV. EVOLVING AND EMERGING ISSUES				
A. Climate Change	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
B. Health Impact Assessment	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
C. Cross-Jurisdictional Sharing	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None
D. Public Health Accreditation	<input type="checkbox"/> Good	<input type="checkbox"/> Enough to Get By	<input type="checkbox"/> A Little	<input type="checkbox"/> None

RESOURCE GUIDE

TOPIC AND RESOURCES	QUESTIONS AND NOTES
I. PUBLIC HEALTH HISTORY	
<p>A. PUBLIC HEALTH HISTORY</p> <p><u>Public Health Practice Modules</u> MDH Office of Performance Improvement</p> <p><u>The History of Public Health</u> DeKalb County Board of Health</p> <p><u>CHS Administration Handbook: Minnesota’s Public Health System</u> MDH Office of Performance Improvement</p>	
<p>B. PUBLIC HEALTH BASICS</p> <p><u>Population-Based Public Health Nursing</u> DeKalb County Board of Health</p>	
<p>C. SOCIAL DETERMINANTS OF HEALTH</p> <p><u>Unnatural Causes ...Is Inequality Making Us Sick?</u> California Newsreel</p> <p><u>Health Equity and Social Justice Tools</u> National Association of County & City Health Officials (NACCHO)</p> <p><u>The Raising of America</u> California Newsreel; Vital Pictures</p> <p><i>The Spirit Level: Why More Equal Societies Almost Always do Better</i> Richard G. Wilkinson and Kate Pickett; Bloomsbury Press (2009)</p> <p><u>Social Determinants of Health</u> US Dept. of Health and Human Services</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>D. PUBLIC HEALTH ETHICS</p> <p><u>An Ethics Framework for Public Health</u> Nancy E. Kass; American Journal of Public Health (2001)</p> <p><u>Principles of the Ethical Practice of Public Health (PDF)</u> Public Health Leadership Society</p> <p><u>Public Health Ethics for Local Health Departments Training (PPT)</u> The Network for Public Health Law</p>	
<p>E. PUBLIC HEALTH NURSING CORNERSTONES</p> <p><u>Cornerstones of Public Health Nursing (PDF)</u> MDH Office of Performance Improvement</p>	
<p>II. PUBLIC HEALTH SYSTEM</p>	
<p>A. AT THE FEDERAL LEVEL</p> <p><u>About HHS</u> US Dept. of Health & Human Services</p> <p><u>HHS Organizational Chart</u> US Dept. of Health & Human Services</p>	
<p>B. AT THE TRIBAL LEVEL</p> <p><u>Indian Affairs Council</u> State of Minnesota</p> <p><u>Indian Affairs</u> US Dept. of the Interior</p> <p><u>CHS Administration Handbook: American Indian Tribal Governments</u> MDH Office of Performance Improvement</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>C. TEN ESSENTIAL PUBLIC HEALTH SERVICES</p> <p><u>Core Functions of Public Health and How They Relate to the 10 Essential Services</u> Centers for Disease Control and Prevention (CDC)</p>	
<p>D. HEALTHY PEOPLE 2020 OBJECTIVES</p> <p><u>About Healthy People</u> US Dept. of Health & Human Services</p>	
<p>E. AT THE STATE LEVEL</p> <p><u>Minnesota State Government (PDF)</u> State of Minnesota</p>	
<p>F. MINNESOTA DEPARTMENT OF HEALTH</p> <p><u>Department of Health Agency Overview (PDF)</u> Minnesota Dept. of Health</p> <p><u>Organizational Structure</u> Minnesota Dept. of Health</p>	
<p>G. MINNESOTA'S PUBLIC HEALTH SYSTEM</p> <p><u>Minnesota's Public Health System</u> MDH Office of Performance Improvement</p>	
<p>H. LOCAL PUBLIC HEALTH ACT</p> <p><u>Minn. Stat. § 145A</u> Office of the Revisor of Statutes</p> <p><u>Local Public Health Act</u> MDH Office of Performance Improvement</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>I. RELATED STATUTES</p> <p><u>Minn. Stat. § 144.011</u> Office of the Revisor of Statutes</p>	
<p>J. STATE-LOCAL PARTNERSHIP</p> <p><u>Community Health Services Administration Handbook</u> MDH Office of Performance Improvement</p> <p><u>Summary of Powers and Duties</u> MDH Office of Performance Improvement</p>	
<p>K. BLUEPRINT FOR SUCCESSFUL PUBLIC HEALTH DEPARTMENTS</p> <p><u>Updating Minnesota’s Blueprint for Public Health (PDF)</u> SCHSAC Blueprint for Successful Local Health Departments Workgroup</p>	
<p>L. AREAS OF PUBLIC HEALTH RESPONSIBILITY</p> <p><u>Areas of Public Health Responsibility</u> MDH Office of Performance Improvement</p> <p><u>Government’s Responsibility for Public Health</u> MDH Office of Performance Improvement</p>	
<p>M. LOCAL PUBLIC HEALTH AUTHORITIES AND MANDATES</p> <p><u>Local Public Health Authorities and Mandates (PDF)</u> MDH Office of Performance Improvement</p>	
<p>N. STATE PUBLIC HEALTH IMPROVEMENT GOALS</p> <p><u>Healthy People 2020 (PDF)</u> Minnesota Dept. of Health</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>O. STATE HEALTH IMPROVEMENT FRAMEWORK</p> <p><u>Healthy Minnesota 2020: Statewide Health Improvement Framework</u> Healthy Minnesota Partnership</p>	
<p>P. LOCAL PUBLIC HEALTH SYSTEM DEVELOPMENT</p> <p><u>Building a Solid Foundation for Health</u> MDH Office of Performance Improvement</p>	
<p>Q. STATE CONTACTS AND MAPS</p> <p><u>Maternal & Child Health / Home Visiting Consultants County Assignments</u> MDH Division of Community & Family Health</p> <p><u>Field Services Epidemiologists in Greater Minnesota</u> MDH Infectious Disease, Control & Prevention Division</p> <p><u>Public Health and Health Care Regions and Teams</u> MDH Office of Emergency Preparedness</p> <p><u>Who is My Public Health Nurse Consultant?</u> MDH Office of Performance Improvement</p>	
<p>III. LEGISLATIVE PROCESS</p>	
<p>A. POLITICS OF PUBLIC HEALTH</p> <p><u>The Political Face of Public Health</u> Lawrence D. Brown; Public Health Reviews (2010)</p> <p><u>Working with Policymakers</u> SIECUS Community Action Kit</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>B. LEGISLATIVE PROCESS</p> <p><u>How a Bill Becomes a Law in Minnesota</u> Minnesota State Legislature</p> <p><u>Frequently Asked Questions about the Minnesota Legislature</u> Minnesota State Legislature</p> <p><u>Public Policy and Advocacy Resources</u> Minnesota Council of Nonprofits</p> <p><u>Public Health Advocacy</u> Local Public Health Association of Minnesota</p> <p><u>Legislative Process 101 (PDF)</u> Association of Minnesota Counties</p>	
<p>C. LEGISLATIVE INITIATIVES</p> <p><u>LPHA Committees, Leadership Positions</u> Local Public Health Association of Minnesota</p> <p><u>About the Association of Minnesota Counties (PDF)</u> Association of Minnesota Counties</p> <p><u>LPHA Advocacy Toolkit</u> (requires login) Local Public Health Association of Minnesota</p> <p><u>MDH Legislative Information</u> Minnesota Dept. of Health</p>	
<p>D. STATE LEGISLATORS</p> <p><u>Legislators</u> Minnesota State Legislature</p> <p><u>Who Represents Me? and Legislative Districts</u> Minnesota State Legislature</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>E. PUBLIC EMPLOYEES & LOBBYING</p> <p><u>Officials</u> Minnesota Campaign Finance and Public Disclosure Board</p> <p><u>Model Ethics Policy (PDF)</u> Association of Minnesota Counties</p>	
<p>G. OPEN MEETINGS</p> <p><u>Open Meeting Law in Minnesota (PDF)</u> Association of Minnesota Counties</p> <p><u>Minnesota Open Meeting Law (PDF)</u> Minnesota House of Representatives Research Department</p>	
<p>IV. ORDINANCES</p>	
<p>A. LOCAL PUBLIC HEALTH ACT</p> <p><u>Minn. Stat. § 145A</u> Office of the Revisor of Statutes</p>	
<p>B. COMMUNICABLE DISEASE REPORTING</p> <p><u>Reportable Diseases Rule (Communicable Disease Reporting Rule)</u> MDH Infectious Disease Epidemiology, Prevention & Control Division</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>C. DATA PRACTICES & HIPAA</p> <p><u>Health Information Privacy</u> US Dept. of Health and Human Services</p> <p><u>HIPAA – General Information</u> Centers for Medicare & Medicaid Services</p> <p><u>Access to Health Records Notice of Rights (PDF)</u> Minnesota Dept. of Health</p> <p><u>New Rule Protects Patient Privacy, Secures Health Information</u> US Dept. of Health and Human Services</p> <p><u>Checklist for HIPAA Notice of Privacy Practices</u> Holland & Hart</p> <p><u>HIPAA: Health Insurance Portability and Accountability Act</u> American Medical Association</p>	
<p>D. RECORDS RETENTION</p> <p><u>General Records Retention Schedules Available Online</u> Minnesota Historical Society</p> <p><u>Preserving and Disposing of Government Records (PDF)</u> Minnesota Historical Society; Minnesota State Archives</p> <p>Please <u>contact your Public Health Nurse Consultant</u> for further resources on records retention.</p>	
<p>E. NURSE PRACTICE ACT</p> <p><u>Minnesota Board of Nursing</u> Minnesota Health Licensing Boards</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>F. JOB SAFETY</p> <p><u>US Occupational Safety & Health Administration (OSHA)</u></p> <p><u>Occupational Safety and Health Standards: Toxic and Hazardous Substances: Bloodborne Pathogens</u> US Occupational Safety & Health Administration</p> <p><u>Occupational Safety and Health</u> Minnesota Dept. of Labor & Industry</p> <p><u>Minnesota OSHA Compliance – Standards and Regulations</u> Minnesota Dept. of Labor & Industry</p>	
<p>G. PUBLIC HEALTH NUISANCES</p> <p><u>Controlling Public Health Nuisances: A Guide for Community Health Boards (PDF)</u> Minnesota Dept. of Health; State Community Health Services Advisory Committee (SCHSAC)</p>	
<p>H. CLEAN INDOOR AIR ACT</p> <p><u>Minnesota Clean Indoor Air Act</u> MDH Environmental Health Division</p>	
<p>I. CLANDESTINE DRUG LABS</p> <p><u>Meth Lab Program</u> MDH Environmental Health Division</p>	
<p>J. LOCAL ORDINANCES</p> <p><u>Minnesota County and Municipal Ordinances</u> Minnesota State Law Library</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>K. LOCAL ORDINANCE DEVELOPMENT</p> <p><u>Duties of a County Commissioner (PDF)</u> Association of Minnesota Counties</p> <p>You might also contact your local county attorney with questions.</p>	
<p>L. PUBLIC HEALTH LAW</p> <p><u>Public Health Law Center</u> William Mitchell College of Law</p> <p><u>The Network for Public Health Law</u> William Mitchell College of Law; Robert Wood Johnson Foundation</p>	
<p>V. FINANCIAL MANAGEMENT & BUDGETS</p>	
<p>A. COUNTY-SPECIFIC BUDGETING AND ACCOUNTING</p> <p><u>County Government Revenue (PDF)</u> Association of Minnesota Counties</p> <p><u>County Fund Balances (PDF)</u> Association of Minnesota Counties</p> <p><u>County Budget Overview (PDF)</u> Association of Minnesota Counties</p> <p><u>Who Does What? A Guide to Minnesota’s Property Tax System (PDF)</u> Association of Minnesota Counties</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>B. FISCAL MANAGEMENT</p> <p><u>Planning and Budgeting for Public Health: Part I—The Business Plan</u> (scroll down to find course and register) University of Minnesota School of Public Health: Midwest Center for Life-Long Learning in Public Health</p> <p><u>Financial Management in Local Government: Frequently Used Terms (PDF)</u> UW Extension—Local Government Center</p> <p><u>Public Health Financial Management – Course #1012722</u> (login/account required) South Central Public Health Partnership; MN.TRAIN</p> <p><u>Feasibility Planning for Public Health Business Plans – Course #1030989</u> (login/account required) Northwest Center for Public Health Practice; MN.TRAIN</p> <p><u>A Public Official’s Guide to Financial Literacy</u> Governing Magazine</p> <p>Please <u>contact your Public Health Nurse Consultant</u> for further resources on fiscal management.</p>	
<p>C. BILLING</p> <p><u>Minnesota Health Care Program (MHCP) Provider Manual: Clinic Services</u> Minnesota Dept. of Human Services</p> <p>You might also contact health plans active in your jurisdiction.</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>D. WORKING WITH GRANTS</p> <p><u>Writing a Successful Grant Proposal</u> Minnesota Council on Foundations</p> <p><u>Grants/Funding</u> US Dept. of Health and Human Services</p> <p><u>Registering as an Organization</u> Grants.gov</p> <p><u>Federal Financial Management, Grants Management</u> White House</p> <p><u>Managing your Organization’s Finances</u> Authenticity Consulting, LLC</p> <p>Please <u>contact your Public Health Nurse Consultant</u> for further resources on working with grants.</p>	
<p>E. BUDGET AND EXPENDITURE REPORTING</p> <p><u>Help: Budget Data</u> MDH Office of Performance Improvement</p> <p><u>Help: Finance and Staffing</u> MDH Office of Performance Improvement</p> <p><u>LPH Act Performance Measures: Instructions for PPMRS Reporting</u> MDH Office of Performance Improvement</p> <p><u>Financial Management in Local Government: Frequently Used Terms (PDF)</u> UW Extension—Local Government Center</p> <p><u>Public Health Financial Management – Course #1012722</u> (login/account required) South Central Public Health Partnership; MN.TRAIN</p> <p><u>Feasibility Planning for Public Health Business Plans – Course #1030989</u> (login/account required) Northwest Center for Public Health Practice (NWCPHP); MN.TRAIN</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>F. FEDERAL POVERTY GUIDELINES</p> <p><u>Federal Poverty Guidelines</u> MDH Community & Family Health Division</p>	
<p>VI. HUMAN RESOURCES</p>	
<p>A. STAFF MANAGEMENT</p> <p><u>How to Find and Recruit the Best Job Candidates</u> <u>How to Retain your Best Employees</u> Free Management Library</p>	
<p>B. PROTECTED GROUPS</p> <p><u>Hiring: Affirmative Action</u> US Dept. of Labor</p>	
<p>C. EMPLOYEE ASSISTANCE PROGRAM</p> <p><u>Employee Assistance Program</u> Minnesota Counties Intergovernmental Trust</p>	
<p>D. LABOR NEGOTIATION & CONTRACTS</p> <p><u>Bureau of Mediation Services</u> State of Minnesota</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>E. PERSONNEL POLICIES</p> <p><u>Minnesota Counties Intergovernmental Trust</u></p> <p>You might also contact your county's resources for: Human resources, personnel, affirmative action, and/or union contracts.</p>	
<p>F. PERSONNEL SAFETY</p> <p><u>Minnesota Safety Council</u></p> <p><u>Minnesota Dept. of Labor and Industry</u></p>	
<p>G. BENEFIT MANAGEMENT</p> <p><u>Workers' Compensation</u></p> <p>Minnesota Dept. of Labor and Industry</p>	
<p>H. VOLUNTEER MANAGEMENT</p> <p><u>Volunteer Management for Public Health – Course #1051615</u> (login/account required)</p> <p>Upper Midwest Preparedness and Emergency Response Learning Center; MN.TRAIN</p>	
<p>VII. CORE PUBLIC HEALTH FUNCTIONS</p>	
<p>LOCAL ASSESSMENT AND PLANNING</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>A. COMMUNITY HEALTH ASSESSMENT MODELS</p> <p><u>Local Public Health Assessment & Planning</u> MDH Office of Performance Improvement</p> <p><u>MAPP Field Guide: Mobilizing for Action through Planning and Partnerships (PDF)</u> NACCHO</p> <p><u>Finding the Right Tool for your Purpose: Using Data to Show Improvement and the Need for Improvement (PDF)</u> MDH Office of Performance Improvement</p>	
<p>B. PUBLIC HEALTH DATA</p> <p><u>Minnesota Center for Health Statistics</u> Minnesota Dept. of Health</p> <p><u>Minnesota Public Health Data Access</u> Minnesota Dept. of Health</p> <p><u>Data and Data Sources</u> MDH Office of Performance Improvement</p> <p><u>Brief Overview of Data Collection Methods</u> MDH Office of Performance Improvement</p>	
<p>C. STRATEGIC PLANS</p> <p><u>How to Draft a Strategic Plan</u> MDH Office of Performance Improvement</p>	
<p>D. COMMUNITY HEALTH IMPROVEMENT PLANS</p> <p><u>How to Draft a Community Health Improvement Plan</u> MDH Office of Performance Improvement</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>E. QUALITY IMPROVEMENT PLANS</p> <p><u>How to Develop a QI Plan</u> MDH Office of Performance Improvement</p>	
<p>F. EVIDENCE-BASED PRACTICE</p> <p><u>The Guide to Community Preventive Services</u> US Dept. of Health and Human Services</p> <p><u>The Cochrane Library</u> The Cochrane Collaboration</p> <p><u>SHIP Strategies</u> MDH Statewide Health Improvement Program (SHIP)</p> <p><u>Johns Hopkins Nursing Evidence-Based Practice: Model and Guidelines (2nd ed.)</u> Sandra L. Dearholt and Deborah Dang; Sigma Theta Tau International (2012)</p> <p><u>Expertise and Services</u> Stratis Health</p>	
<p>G. PUBLIC HEALTH INTERVENTION WHEEL</p> <p><u>Public Health Interventions: Applications for Nursing Practice</u> Minnesota Dept. of Health</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>H. PERFORMANCE MANAGEMENT</p> <p><u>Quality Improvement and Performance Management</u> MDH Office of Performance Improvement</p> <p><u>SMART and Meaningful Objectives</u> MDH Office of Performance Improvement</p> <p><u>Logic Model Development Guide</u> WK Kellogg Foundation</p> <p><u>Results-Based Accountability</u> Fiscal Policy Studies Institute</p> <p><u>Local Public Health Planning and Performance Measurement Reporting System (PPMRS)</u> MDH Office of Performance Improvement</p>	
<p>I. HEALTH EQUITY & HEALTH DISPARITIES</p> <p><u>Advancing Health Equity in Minnesota: Report to the Legislature (PDF)</u> MDH Commissioner's Office</p> <p><u>Health Equity Implementation Guide FY2014-15 (PDF)</u> MDH Statewide Health Improvement Program (SHIP)</p> <p><u>Health Equity Terminology</u> Minnesota Center for Health Statistics</p>	
<p>J. SOCIAL DETERMINANTS OF HEALTH</p> <p>See <u>Section I.C</u> for more information on social determinants of health.</p>	
<p>STATE ASSESSMENT AND PLANNING</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>A. MINNESOTA STATEWIDE HEALTH ASSESSMENT</p> <p><u>The Health of Minnesota:</u> <u>Part One: Health Factors</u> <u>Part Two: Health Outcomes</u> Healthy Minnesota Partnership</p>	
<p>B. MINNESOTA STATEWIDE HEALTH IMPROVEMENT FRAMEWORK</p> <p><u>Healthy Minnesota 2020</u> Healthy Minnesota Partnership</p>	
<p>VIII. COMMUNITY ENGAGEMENT</p>	
<p>A. IMPORTANCE OF COMMUNITY ENGAGEMENT</p> <p><u>Community Engagement</u> Minnesota Dept. of Health</p> <p><u>Healthy Minnesotans – Strategies for Public Health, Volume 2: Community Engagement (PDF)</u> Minnesota Dept. of Health</p>	
<p>B. NETWORKS, PARTNERSHIPS, AND COALITIONS</p> <p><u>Community Tool Box: Creating and Maintaining Partnerships</u> University of Kansas</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>C. MEETING FACILITATION</p> <p><u>The Art of Hosting</u></p> <p><u>Great Meetings! Inc.</u></p> <p><u>Facilitation Resources</u> University of Minnesota Extension</p>	
<p>D. ROBERT’S RULES OF ORDER</p> <p><u>Rules-of-Order Summary</u> Steven T. Anderson, PRP</p>	
<p>IX. LEADERSHIP SKILL DEVELOPMENT</p>	
<p>A. LEADERSHIP STYLE ASSESSMENT</p> <p><u>StrengthsFinder 2.0</u></p>	
<p>B. COLLABORATIVE LEADERSHIP</p> <p><u>Community Tool Box: Collaborative Leadership</u> University of Kansas</p>	
<p>C. LEADERSHIP RESOURCES</p> <p><u>Survive and Thrive: Roadmap for New Local Health Officials</u> NACCHO</p> <p><u>LPHA Library</u> Local Public Health Association of Minnesota</p> <p><u>Spitfire Strategies</u></p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>D. SELF-CARE FOR LEADERS</p> <p><u>Public Health Nursing Newsletter: Fall 2009 (PDF)</u> MDH Office of Performance Improvement</p>	
<p>E. WORKING WITH BOARDS</p> <p><u>National Association of Local Boards of Health</u></p> <p><u>Community Tool Box: Maintaining a Board of Directors</u> University of Kansas</p>	
<p>X. ORGANIZATIONAL WORKFORCE DEVELOPMENT</p>	
<p>A. MISSION, VISION, AND VALUES</p> <p><u>Community Tool Box: Developing Strategic and Action Plans</u> University of Kansas</p> <p><u>How to Draft a Strategic Plan</u> MDH Office of Performance Improvement</p>	
<p>B. HOW ARE WE DOING?</p> <p><u>Baldrige Performance Excellence Program</u></p> <p><u>Checklist of Nonprofit Organizational Indicators</u> Free Management Library</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>C. STAFF DEVELOPMENT</p> <p><u>Tools for Staff Assessment and Workforce Planning: Core Competencies for Public Health Professionals</u> MDH Office of Performance Improvement</p> <p><u>Community Tool Box: Developing a Plan for Building Leadership</u> University of Kansas</p>	
<p>D. LEADERSHIP INSTITUTES</p> <p><u>Nonprofit Leadership Institutes</u> Minnesota Council of Nonprofits</p>	
<p>E. PUBLIC HEALTH CORE COMPETENCIES</p> <p><u>Tools for Staff Assessment and Workforce Planning: Core Competencies for Public Health Professionals</u> MDH Office of Performance Improvement</p> <p><u>Competency Assessments for Public Health Professionals</u> Public Health Foundation</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>F. CULTURAL COMPETENCE</p> <p><u>Cultural Competence</u> MDH Immigrant Health Task Force</p> <p><u>Community Engagement: Characteristics of a Culturally Competent Organization</u> Minnesota Dept. of Health</p> <p><u>MDH Office of Minority and Multicultural Health</u></p> <p><u>National Culturally and Linguistically Appropriate Services (CLAS) Standards in Health and Health Care</u> US Dept. of Health and Human Services Office of Minority Health</p> <p><u>Community Tool Box: Understanding Culture and Diversity in Building Communities</u> University of Kansas</p> <p><u>Cultural Competence Checklist: Personal Reflection (PDF)</u> American Speech-Language-Hearing Association</p> <p>Please <u>contact your Public Health Nurse Consultant</u> for further resources on cultural competence.</p>	
<p>G. STAFF COMMUNICATION</p> <p><u>Community Tool Box: Promoting Internal Communication</u> University of Kansas</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>H. TEAM BUILDING</p> <p><u>Community Tool Box: Building Teams: Broadening the Base for Leadership</u> University of Kansas</p> <p><u>First, Break All the Rules: What the World's Greatest Managers do Differently</u> Marcus Buckingham and Curt Coffman; Simon & Schuster (1999)</p> <p><u>The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations (The Leadership Practices Inventory)</u> James M. Kouzes and Barry Z. Posner; Jossey-Bass (1995)</p> <p><u>The Five Dysfunctions of a Team</u> Patrick Lencioni; Jossey-Bass (2002)</p> <p><u>Mind Tools: Essential Skills for an Excellent Career</u></p>	
<p>I. COACHING AND SUPERVISION</p> <p><u>Reflective Supervision: Past, Present, and Future</u> Zero to Three: National Center for Infants, Toddlers, and Families</p> <p><u>Reflective Practice Consultation Process</u> MDH Family Home Visiting</p> <p><u>Motivational Interviewing: Request for Proposals</u> MDH Family Home Visiting</p>	
<p>J. GENERATIONAL DIFFERENCES IN THE WORKPLACE</p> <p><u>Generational Differences in the Workplace (PDF)</u> Anick Tolbize; University of Minnesota Research and Training Center on Community Living (2008)</p>	
<p>XI. INCREASING THE VISIBILITY OF PUBLIC HEALTH</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>A. USING A PUBLIC HEALTH LOGO</p> <p><u>Build Visibility for your Brand</u> NACCHO</p>	
<p>B. BUILDING AND MAINTAINING PUBLIC TRUST</p> <p><u>The Goodman Center</u> <u>Public Health Communications Toolkit</u> NACCHO</p>	
<p>C. ORIENTATION TO PUBLIC HEALTH FOR NEWLY ELECTED OFFICIALS</p> <p><u>National Association of Local Boards of Health</u> <u>CHS Administration Handbook: Local Elected Official Orientation</u> MDH Office of Performance Improvement <u>CHS Administration Handbook: Explaining Minnesota’s Public Health System to Policymakers</u> MDH Office of Performance Improvement</p>	
<p>D. MEDIA RELATIONS</p> <p><u>Public Health Communications Toolkit</u> NACCHO <u>National Public Health Information Coalition</u></p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>E. SOCIAL MARKETING</p> <p><u>Public Health Communications Toolkit</u> NACCHO</p> <p><u>CDC HealthCommWorks</u> Centers for Disease Control and Prevention</p> <p><u>Social Media at CDC</u> Centers for Disease Control and Prevention</p> <p><u>In the Know: Social Media for Public Health</u> CDC National Prevention Information Network</p>	
<p>F. RISK COMMUNICATION</p> <p><u>The Peter M. Sandman Risk Communication Website</u></p> <p><u>Risk Communication Resources</u> MDH Office of Emergency Preparedness</p>	
<p>XII. ENVIRONMENTAL HEALTH</p>	
<p>A. DELEGATION AGREEMENTS</p> <p><u>Delegation Agreements</u> MDH Environmental Health Division</p>	
<p>B. DRINKING WATER PROTECTION</p> <p><u>Drinking Water Protection</u> MDH Environmental Health Division</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>C. LICENSING JURISDICTIONS</p> <p><u>Licensing Jurisdiction</u> MDH Environmental Health Division</p>	
<p>D. FOOD AND BEVERAGE PROGRAM</p> <p><u>Licensing</u> MDH Environmental Health Division</p>	
<p>E. FOOD SAFETY PARTNERSHIP</p> <p><u>Food Safety Partnership of Minnesota</u> MDH Environmental Health Division</p>	
<p>F. LOCAL PARTNER RESOURCES</p> <p><u>Local Partner Resources: Resources for Local Government Agencies</u> MDH Environmental Health Division</p>	
<p>G. LODGING PROGRAM</p> <p><u>Lodging in Minnesota</u> MDH Environmental Health Division</p>	
<p>H. MANUFACTURED HOME PARKS, RECREATIONAL CAMPING AREAS, AND YOUTH CAMPS</p> <p><u>Manufactured Home Parks and Recreational Camping Areas</u> MDH Environmental Health Division</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>I. MDH ENVIRONMENTAL HEALTH CONTACTS</p> <p><u>Organizational Information</u> <u>Program Contacts</u></p> <p>MDH Environmental Health Division</p>	
<p>J. MDH PARTNERSHIP AND WORKFORCE DEVELOPMENT UNIT</p> <p><u>Partnership and Workforce Development Unit (PWDU)</u></p> <p>MDH Environmental Health Division</p>	
<p>K. ENVIRONMENTAL HEALTH TOPICS</p> <p><u>Topic Index A to Z</u></p> <p>MDH Environmental Health Division</p>	
<p>L. SWIMMING POOLS</p> <p><u>Public Swimming Pools</u></p> <p>MDH Environmental Health Division</p>	
XIII. HEALTH REFORM	
<p>A. AT THE STATE LEVEL</p> <p><u>Health Reform Minnesota</u> Minnesota Dept. of Health</p> <p><u>Minnesota Health Reform</u> State of Minnesota</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>B. AT THE FEDERAL LEVEL</p> <p><u>Health Care.gov</u></p>	
<p>XIV. HEALTH INFORMATICS</p>	
<p>A. E-HEALTH</p> <p><u>Electronic Health Record (EHR) Information</u> MDH Office of Health Information Technology</p> <p><u>Health Information Exchange (HIE)</u> MDH Office of Health Information Technology</p>	
<p>B. THE OMAHA SYSTEM</p> <p><u>The Omaha System</u></p>	
<p>XV. EVOLVING AND EMERGING ISSUES</p>	
<p>A. CLIMATE CHANGE</p> <p><u>Climate and Health</u> MDH Environmental Health Division</p>	
<p>B. HEALTH IMPACT ASSESSMENT</p> <p><u>Health Impact Assessment (HIA)</u> MDH Environmental Health Division</p>	

TOPIC AND RESOURCES	QUESTIONS AND NOTES
<p>C. CROSS-JURISDICTIONAL SHARING</p> <p><u>Minnesota Shared Services Learning Collaborative</u> MDH Office of Performance Improvement</p> <p><u>Center for Sharing Public Health Services</u></p>	
<p>D. PUBLIC HEALTH ACCREDITATION</p> <p><u>National Public Health Accreditation</u> MDH Office of Performance Improvement</p> <p><u>Public Health Accreditation Board (PHAB)</u></p>	

KEY ORGANIZATIONS RELATED TO PUBLIC HEALTH

Organization	Acronym
<u>Association of Minnesota Counties</u>	AMC
<u>American Public Health Association</u>	APHA
<u>Association of State and Territorial Health Officials</u>	ASTHO
<u>Centers for Disease Control and Prevention</u>	CDC
<u>Centers for Medicare and Medicaid Services</u>	CMS
<u>US Dept. of Health and Human Services</u>	HHS
<u>Local Public Health Association of Minnesota</u>	LPHA
<u>Minnesota Board of Animal Health</u> <i>Animal welfare, disease</i>	-----
<u>Minnesota Dept. of Health</u>	MDH
<u>Minnesota Dept. of Human Services</u> <i>Home and community-based services, Child & Teen Checkups (C&TC) Outreach</i>	DHS
<u>Minnesota Dept. of Education</u> <i>School health, interagency committees, Birth to 21, early childhood screenings</i>	MDE
<u>Minnesota Dept. of Corrections</u> <i>Correctional health, juvenile risk reduction</i>	DOC
<u>Minnesota Pollution Control Agency</u> <i>Solid waste, septic systems, feedlots</i>	MPCA

Organization	Acronym
<u>Minnesota Dept. of Natural Resources</u> <i>Beaches, wild animals</i>	DNR
<u>Minnesota Dept. of Agriculture</u> <i>Grocery and convenience stores</i>	MDA
<u>Minnesota Environmental Health Association</u>	MEHA
<u>Minnesota HomeCare Association</u>	MHCA
<u>Minnesota Public Health Association</u>	MPHA
<u>National Association of Local Boards of Health</u>	NALBOH
<u>National Association of County and City Health Officials</u>	NACCHO
<u>Public Health Accreditation Board (PHAB)</u>	PHAB
<u>Society for Public Health Education</u>	SOPHE
<u>University of Minnesota School of Public Health</u>	SPH

PUBLIC HEALTH ACRONYMS

AAA	Area Agency on Aging	CHA	Community Health Assessment
AC	Alternative Care	CHC	Child Health Clinic
ACIP	Advisory Committee on Immunization Practices	CHCO	Children's Home Option (TEFRA)
ADA	American Diabetic Association	CHI	Chronically Ill and Handicapped Children
ADL	Activities of Daily Living	CHIP	Community Health Improvement Plan
AIDS	Acquired Immune Deficiency Syndrome	CHP	Children's Health Care Plan
AMC	Association of Minnesota Counties	CHS	Community Health Services
APHA	American Public Health Association	CI	Client Index (Mainframe application)
ARC	American Red Cross	CLIA	Clinical Laboratory Improvement Amendments
ASSIST	Americans Stop Smoking Intervention Study	CM	Case Manager
ASTHO	Association of State and Territorial Health Officials	CMS	Centers for Medicare and Medicaid Services
BFHD	Breastfeeding Friendly Health Department	CPR	Cardiopulmonary Resuscitation
BT	Bioterrorism	CSIS	Community Service Information System
C&TC	Child and Teen Checkups	CSSA	Community Social Services Block Grant
CAC	Community Alternative Care	DARTS	Dakota Area Resources & Transportation for Seniors
CADI	Community Alternatives for Disabled Individuals	DD	Developmental Disability
CAMP	Community Alternative Medical Programs	DHHS	US Dept. of Health and Human Services
CAP	Community Action Program Agencies	DHS	US Dept. of Homeland Security
CD	Chemical Dependency	DHS	Minnesota Dept. of Human Services (Minnesota)
CDC	Centers for Disease Control and Prevention	DMAT	Disaster Medical Assistance Team
CFL	Communities for a Lifetime (Aging Initiative)	DME	Durable Medical Equipment
CFL	Children, Families, & Learning	DMERT	Disaster Mortuary Emergency Response Team

DMORT	Disaster Mortuary Operational Response Team	EOP	Emergency Operations Plan
DNR	Minnesota Dept. of Natural Resources	EP	Emergency Preparedness
DOC	Minnesota Dept. of Corrections	Epi	Epidemiology
DPC	Disease Prevention & Control	EPS	Early and Periodic Screening
DPS	Minnesota Dept. of Public Safety	EPSDT	Early Periodic Screening, Diagnosis, and Treatment
DRG	Diagnostic Related Groupings	ER	Employee Relations Dept.
DSNS	Division of Strategic National Stockpile (also just called SNS)	ERP	Enterprise Resource Planning
DTaP	Diphtheria Tetanus and acellular Pertussis vaccine	EW	Elderly Waiver
DTP	Diphtheria Tetanus Pertussis vaccine	FA	Follow Along Program
DTR	Dietetic Technician Registered	FAE	Fetal Alcohol Effect
E & EA	Employment and Economic Assistance	Family CHAT	Family-Child Health Assessment Tool
ECFE	Early Childhood Family Education	FAS	Fetal Alcohol Syndrome
ECP	Essential Community Provides	FDA	Food and Drug Administration
ECS	Early Childhood Screening	FEMA	Federal Emergency Management Agency
ECSE	Early Childhood Special Education	FERPA	Family Educational Rights and Privacy Act
ECSU	Educational Cooperative Services Unit	FHP	Family Health Promotion
EH	Environmental Health	FSC	Family Service Collaboratives
EHS	Environmental Health Specialist	FTE	Full Time Employee
EM	Emergency Management	FY	Fiscal Year
EMAC	Emergency Management Assistance Compact	GAMC	General Assistance Medical Care
EMS	Emergency Medical Services	GETS	Government Emergency Telecommunications Service
EO	Executive Office (MDH)	GGK	Growing Great Kids
EOC	Emergency Operations Center	GIS	Geographic Information Systems

HACCS	Home and Community Care Section	ICF	Intermediate Care Facility
HAN	Health Alert Network	ICF/MR	Intermediate Care Facility for the Mentally Retarded
HAV	Hepatitis A Virus	ICP	Individual Care Plan
HAZMAT	Hazardous Materials	ICS	Incident Command System
HBV	Hepatitis B Virus	IEIC	Interagency Early Intervention Committee
HFA	Health Family America (Home Visiting Model)	IEP	Individual Education Plan
HC	Home Care	IFAS	Integrated Finance Administration System
HCBS	Home and Community Bases Services (DHS)	IFSP	Individual Family Services Plan
HCFA	Health Care Financing Administration	ILS	Independent Living Skills
HCNC	Home Care Nurse Consultant	IMM	Immunization Program
HHS	US Dept. of Health and Human Services	IMS	Incident Management System
HIPAA	Health Insurance Portability Accountability Act	IPPYCH	Interagency Planning Project for Young Children with Handicaps
HIV	Human Immunodeficiency Virus	IPV	Inactivated Poliomyelitis Vaccine
HM/HB	Healthy Mothers/Healthy Babies	IQ or I&Q	Isolation and Quarantine
HMO	Health Maintenance Organization	IRT	Incident Response Team
HRSA	US Health Resources and Services Administration	ISP	Individual Services Plan
HSEM	Minnesota Homeland Security and Emergency Management	IT	Information Technology
HV	Home Visit	ITP	Individual Treatment Plan
IAC	Immunization Action Coalition	JACHO	Joint Commissions on Accreditation of Healthcare Organizations
IAP	Immunization Action Plan	JIC	Joint Information Center (also referred to as Joint Public Information Center or JPIC)
IC	Incident Command or Incident Commander	JIT	Just in Time (as in training)
ICC	Interagency Coordinating Council	JPIC	Joint Public Information Center (also referred to as Joint Information Center or JIC)
ICD	Internal Classification of Disease		

LAH/BNP	Living at Home/Block Nurse Program	MGDPA	Minnesota Government Data Practices Act
LAIV	Live Attenuated Influenza Vaccine	MHCA	Minnesota HomeCare Association
LCP	Licensed Counseling Psychologist	MHH	Maintenance Home Health
LD	Licensed Dietician	MI	Mental Illness
LPH	Local Public Health	MIIC	Minnesota Immunization Information Connection
LRN	Laboratory Response Network	MIMS	Minnesota Incident Management System
LSW	Licensed Social Worker	MLPHA	Metropolitan Local Public Health Association
LTC	Long-term Care	MMIS	Minnesota Management Information System
MA	Medical Assistance	MMR	Measles Mumps Rubella vaccine
MAC	Mothers and Children	MMRS	Metropolitan Medical Response System
MAHF	Metro Alliance for Healthy Families	MMWR	Morbidity and Mortality Weekly Report
MA-ID#	Medical Assistance Identification Number	MPCA	Minnesota Pollution Control Agency
MAT	Maternal Program	MPHA	Minnesota Public Health Association
MATCHS	Maternal and Child Health Information System	MR/RC	Home and Community Based Waiver for Persons with Mental Retardation / or Related Conditions
MBCCCP	Minnesota Breast and Cervical Cancer Control Program	MRC	Medical Reserve Corps
MCH	Maternal and Child Health	MSA	Minnesota Supplemental Assistance
MCHSP	Maternal and Child Health Special Projects	MSCSHN	Minnesota Services for Children with Special Health Needs
MD	Medical Doctor	MSSR	Minnesota Social Security Administration
MDA	Minnesota Dept. of Agriculture	NACCHO	National Association of City and County Health Officials
MDE	Minnesota Dept. of Education	NALBOH	National Association of Local Boards of Health
MDH	Minnesota Dept. of Health	NCAST	Nursing Child Assessment Satellite Training
MDS	Mass Dispensing Site (also referred to as a Point of Dispensing or POD)	NDMS	National Disaster Medical System
MEHA	Minnesota Environmental Health Association	NEDSS	National Electronic Disease Surveillance System

NFP	Nurse Family Partnership (Home Visiting Model)	PHN	Public Health Nurse
NF	Nursing Facility	PHNS	Public Health Nursing Supervisor
NIH	National Institutes of Health.	PHS	Public Health Service
NIMS	National Incident Management System	PHTMS	Public Health Time Management System
NIOSH	National Institute of Occupational Safety and Health	PHTN	Public Health Training Network
NIP	National Immunization Program	PIO	Public Information Officer
NSC	Northern Service Center (West St. Paul)	PKU	Phenylketonuria
OBRA	Omnibus Budget and Reconciliation Act	PMAP	Prepaid Medical Assistance Program
ODP	Office of Domestic Preparedness	POD	Point of Distribution (also referred to as a Mass Dispensing Site or MDS)
OEP	Office of Emergency Preparedness (MDH)	PPO	Preferred Provider Organization
OSHA	Occupational Safety and Health Administration	PSS	Preschool Screening
OT	Occupational Therapist	PT	Physical Therapist
PA	Physician's Assistant	QMB	Qualified Medicare Beneficiary
PASARR	Pre-Admission Screening and Annual Resident Review	QMHP	Qualified Mental Health Professional
PATCHS	Preventive Child and Teen Health Services Work Group	QMRP	Qualified Mental Retardation Professional
PCA	Personal Care Assistant	RACES	Radio Amateur Civil Emergency Service
PCPO	Personal Care Provider Organization	RCB	Regional Coordinating Boards
PDN	Private Duty Nurse	RD	Registered Dietician
PDNPO	Private Duty Nurse Provider Organization	RDN	Regional Distribution Node (Facility used in the metro area to receive the SNS from MDH)
PHDoc	Public Health Documentation System	RECC	Regional Early Childhood Coordinator
PHAB	Public Health Accreditation Board	RHRC	Regional Hospital Resource Center
PHIN	Public Health Information Network	RISC	Regional Interagency Service Coordinators
PHL	MDH Public Health Laboratory		

RN	Registered Nurse	SSA	Social Security Administration
RSS	Receiving Staging and Storage	SSDI	Social Security Disability Income
RSS	Regional Services Specialist	SSI	Supplemental Security Income
RTC	Regional Treatment Center	ST	Speech Therapy or Therapist
SAC	State Advisory Committee	STD	Sexually Transmitted Disease (also referred to as Sexually Transmitted Infection or STI)
SAIL	Senior Agenda for Independent Living	STI	Sexually Transmitted Infection (also referred to as Sexually Transmitted Disease or STD)
SCH	Services for Children with Handicaps	TB	Tuberculosis
SCHSAC	State Community Health Services Advisory Committee	TBI	Traumatic Brain Injury
SEOC	Minnesota State Emergency Operations Center	TBIS	Traumatic Brain Injury Services
SHH	Skilled Home Health	Td	Tetanus Diphtheria vaccine
SIDS	Sudden Infant Death Syndrome	Tdap	Tetanus Diphtheria acellular Pertussis vaccine
SILS	Semi Independent Living Services	TEFRA	Refers to Child Home Care Option
SMRT	State Medical Review Team	TEFRA	Tax Equity and Fiscal Reconciliation Act
SN	Skilled Nursing	UASI	Urban Area Security Initiative
SNF	Skilled Nursing Facility	VA	Veterans Administration
SNS	Strategic National Stockpile	WEF	Waivered Eligibility File
SOCS	State Operated Community Services	WIC	Women, Infants, Children
SOPHE	Society for Public Health Education	WPS	Wireless Priority Service
SPRANS	Special Projects of Regional and National Significance	WSC	Western Service Center (Apple Valley)
SS	Social Services		

Source: Dakota County

LPHA MENTOR RESPONSIBILITIES

Revised 2014

Within two months of hire, the Local Public Health Association (LPHA) Membership Committee representative of the new public health leader's LPHA region will be responsible to find a Mentor and give the Mentor's name to the region's Public Health Nurse Consultant (PHNC).

The Mentor will be responsible for:

- Contacting the new leader, introducing him/herself, and offering a mentor relationship; upon agreement:
 - Inform, invite, and host the new public health leader at regional and statewide meetings, including the Community Health Services Conference
 - Encourage carpooling whenever possible to allow for networking
 - Encourage participation in State Community Health Services Advisory Committee (SCHSAC), LPHA, and regional workgroups
 - Ask the new leader to complete a self-assessment on his/her understanding of Minnesota's public health system and the topics outlined in the resource guide; this assessment will identify priority topics to be covered and training needs in the orientation process
- Contacting the PHNC and the new leader to discuss the results of the self-assessment and coordinate the orientation methodology (meetings, phone calls, webinars) to be used, focusing on the practical experience of applying the theory and concepts
- Maintaining regular contact with the new leader throughout the orientation period, estimated to be anywhere from six months to a year
- After the orientation period has been completed, asking the new leader to complete the evaluation tool within four weeks and forwarding answers to the PHNC