



Academic Health Department Learning Community Meeting

Date: Wednesday, January 26, 2011

Time: 11:00 am – 12:30 pm EST

Call Number: 1.888.387.8686

Conference ID: 8164961#

## **AGENDA**

### **1. Welcome**

- Overview of Agenda

### **2. Overview of Academic Health Department Learning Community Initiative**

- Learning Community “Housekeeping”

### **3. Learning Community Profile**

- Creating Your Learning Community Presence (see page 2)

### **4. Defining the Academic Health Department**

- Discussion of “Academic Health Departments: Core Concepts” Paper (see page 3)

### **5. Is a Stepped Approach Beneficial in Developing, Growing, and Sustaining an Academic Health Department?**

- Views from the field:
  - Academic perspective: Amy Lee, Program Director, Consortium of Eastern Ohio Master of Public Health, Northeastern Ohio Universities Colleges of Medicine and Pharmacy (see page 5)
  - Practitioner perspective: Louise Kent, Health Planning Administrator, Northern Kentucky Health Department (see page 6)

### **6. Next Steps**

- Feedback on AHD Concept Paper and Other Resources
- Quarterly Meetings
- Other

## AHD Learning Community Profile



C. William Keck, MD, MPH  
Professor Emeritus; Retired Director of Health

Location: Akron, OH  
Phone: 330.836.1974  
Email: [keck@lek.net](mailto:keck@lek.net)

### Length of Time in Public Health:

- Approximately 40 years

### Current Work Setting:

- Academic institution

### Relationship Building Experience:

- I have been involved in developing an AHD

### About Me:

I first realized the potential benefit to both practice and academic institutions by linking them when I was a Field Professor of Community Health Sciences at the University of Kentucky and lived and taught medical students in Hazard, KY. My local project was to join 6 county health departments into a regional department - the Kentucky River District Health Department - and I was employed both by the medical school and the health department. I was then jointly recruited in 1976 by the then new Northeastern Ohio Universities College of Medicine (NEOUCOM) and the Akron Health Department to work in both and to "bring them more closely together." The rest is history, I suppose. We did develop a close working relationship in the areas of teaching, service and research, and I was paid partially by each organization. The relationship was formalized in 1997. On January 1, 2011, the Akron Health Department and the Barberton Health Department merged with the Summit County Health District and the formal association with NEOUCOM continues. I am now a member of the Board of Health of the new organization.

My main purpose now is to assist others who wish to explore the AHD model and perhaps adopt it in one form or another.

### About My Institution:

#### Northeastern Ohio Universities Colleges of Medicine and Pharmacy

- Is an academic institution
- Currently participates in an AHD partnership with (date of partnership):
  - Summit County Health District (began as the Akron Health Department in 1976, formalized in 1997)
  - Stark County Health District (2000)
  - Portage County Health District (2009)
  - Mahoning County Health District (2009)
  - City of Canton Health Department (2009)
- Is not currently working to form an AHD
- Has relationships with public health practice organizations for:
  - Public health education/training
  - Public health research
- Has relationships with public health practice organizations characterized by:
  - Formal written partnership agreements
  - Shared resources
  - Collaborative public health education/training
  - Joint research projects
  - Collaboration and mutual benefit
- Notes on AHD-related activities:
  - The current budget climate and accompanying hiring freezes have temporarily precluded sharing the costs of personnel. Before this time we have a 33 year history of sharing salary costs for selected professionals.

## **Academic Health Departments: Core Concepts – DRAFT**

### **Definition**

An academic health department (AHD), or teaching health department, represents a formal affiliation between an academic institution and a public health practice organization. Typically, an AHD joins a health professions school and a state or local health department, although other public health practice organizations may be involved. Health professions schools are academic institutions housing schools or programs in public health, medicine, nursing, dentistry, environmental health, health education, or any of a variety of other health fields.<sup>1,2</sup>

The AHD arrangement is the public health equivalent of the “teaching hospital” affiliation that formalizes the relationship between medical schools and hospitals. It exists to strengthen the linkage between public health practice and its broad academic base and is designed to enhance public health education and training, research, and service. AHDs can serve as public health training sites for students of public health and the clinical health sciences, as well as sites for research and practice involving both academic and practice communities.<sup>1,2</sup>

### **Attributes**

A variety of types and levels of partnership exist between academic institutions and health departments. While these can represent productive collaborative relationships, potential benefits to both types of institutions may be maximized by formalizing the relationships between the partners. A comprehensive AHD may exhibit some or all of the following attributes:

- Involvement of, at minimum, one health professions school and one public health practice organization
- Formal written partnership agreements between institutions
- Shared personnel, often in the form of faculty or staff who are jointly appointed and funded
- Organizational structures that allow the sharing of resources between partnering institutions
- Exchange of resources or other forms of compensation between partnering institutions as services are provided
- Collaborative efforts to provide education and training for students and public health professionals grounded in public health theory and practice
- Joint proposal and implementation of research projects
- Shared support for and participation in providing public health services
- Collaborative and mutually beneficial relationships<sup>1,2</sup>

### **Purpose**

The AHD is meant to enhance public health education and training, research, and service by facilitating collaboration across the academic and practice communities. As such, it responds to several key issues facing the public health field. Use of the AHD model may help to address:

- Concerns regarding the separation of education and public health practice and the relatively low percentage of public health practitioners with formal public health education, faculty with public health practice experience, and graduates seeking employment in health departments
- Concerns related to the level of preparedness of students and public health professionals to meet local public health needs

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<sup>1</sup> Keck WC. (1998). *A Proposal to Examine the Question of What Should be Done to Facilitate the Development of Academic Health Departments*. Available from <http://www.phf.org/link/ahd.htm>

<sup>2</sup> Keck WC. (2000). Lessons learned from an academic health department. *Journal of Public Health Management and Practice*; 6(1): 47-52.

- Health departments' limited abilities to access the expertise necessary for assessing and responding to community health needs
- The lack of quality community-based or applied public health research
- The need for continuing education and exposure to public health innovation for public health professionals in both academic and practice environments<sup>2,3,4,5</sup>

## Benefits

One defining characteristic of the AHD is that benefits are realized by all partnering institutions and the communities served by the health departments as a result of the AHD affiliation. Numerous benefits may be derived from an effective AHD relationship and may include:

- Increased awareness of and appreciation for public health practice and respect for public health professionals
- Increased capacity for performing core public health functions and meeting community health needs
- An ability to maximize and target the use of scarce resources
- Additional, and better qualified, professionals providing public health services
- Public health graduates better prepared to enter the workforce with a solid foundation and skills in public health theory and practice
- Enhanced career opportunities and broader career options for public health graduates
- Enhanced opportunities for recruitment of public health graduates and professionals into practice environments and public health practitioners into academic environments
- Better integration of public health principles in health sciences curricula
- Lifelong learning opportunities for public health professionals
- Increased opportunities for applied research addressing local public health issues, as well as access to communities and community-based data for research purposes
- Enhanced opportunities for grant funding
- Increased access to academic resources and expertise to improve the provision of public health services
- The exchange of fresh ideas and perspectives
- A broader and more cohesive communication network for disseminating information relevant to public health
- Advances in the science of public health and an expansion of the knowledgebase for public health decisions and policies
- A rethinking of the division within public health in which academic institutions focus on education and research, while practice institutions focus on service<sup>2,3,6,7,8,9</sup>

Ultimately, AHDs strive to improve the public health system and, in so doing, the health of the communities they serve.<sup>1,3</sup>

<sup>3</sup> Association of Schools of Public Health. (n.d.). *Academic Health Departments: Pioneering Academic-Practice Collaboration*. Available from <http://www.asph.org/UserFiles/AcademicHealthDepartments.pdf>

<sup>4</sup> Conte C, et al. (2006). Academic health departments: From theory to practice. *Journal of Public Health Management and Practice*; 12(1): 6-14.

<sup>5</sup> Institute of Medicine. (1988). *The Future of Public Health*. Washington, DC: National Academy Press.

<sup>6</sup> Kegler MC, et al. (2006). Multiple perspectives on collaboration between schools of public health and public health agencies. *Public Health Reports*; 121: 634-639.

<sup>7</sup> Livingood WC, et al. (2007). Assessing the status of partnerships between academic institutions and public health agencies. *American Journal of Public Health*; 97(4): 659-666.

<sup>8</sup> Mahan C, Silver GB. (2006). More practice, but still not perfect. *Journal of Public Health Management and Practice*; 12(1): 28-30.

<sup>9</sup> Swain GR, et al. (2006). Local health department and academic partnerships: Education beyond the ivy walls. *Journal of Public Health Management and Practice*; 12(1): 33-36.

**Academic Health Department Learning Community Meeting  
January 26, 2011  
Academic Perspective – Amy Lee**

Rationale:

- Accreditation
- Student programming
- Funding
- Non-tangibles—expertise, practice-perspective, community benefit

NEOUCOM/CEOMPH experience

Step	Process	Documentation/examples	Cross-cutting considerations	Progression
Academic programming	Student placements	Course description, evaluation of student, preceptor training	Champions Culture Collaborative buy-in	↓ ↑
Informal collaborations	Phone call consults, referrals	Health department/agency consultations or referrals, teaching, committee members, links to other agencies		↓ ↑
Formal collaborations	Grants/assessments; grants (maybe contingent on having a community partner); workforce training	Lead grant, epidemiological support, assessment, database development, conference presentations, sanitarian review course, research network, public health academy		↓ ↑
Formal agreements	Faculty appointments, faculty joint appointments (and joint funding), affiliation agreements	Four NEOUCOM faculty; currently, five health departments at NEOUCOM—Akron/Summit, Portage, Stark, Canton, Mahoning; community faculty appointments		↓ ↑
Business arrangements	Physical location	Health department on premises???		↓ ↑
				↓ ↑

**Biographical Sketch  
Amy Lee, MD, MPH, MBA**

Amy Lee, MD, MPH, MBA is the program director for the Consortium of Eastern Ohio Master of Public Health (CEOMPH) program, a partnership of The University of Akron, Cleveland State University, Northeastern Ohio Universities Colleges of Medicine and Pharmacy (NEOUCOM), Ohio University, and Youngstown State University. She is based at Northeastern Ohio Universities Colleges of Medicine and Pharmacy as Associate Professor of Community Medicine. She has had a contracted position with the Akron Health Department and runs the Public Health Academy, a learning community between the health departments and the MPH program.

**Academic Health Department Learning Community**  
**January 26, 2011**  
**Practitioner Perspective – Louise Kent**

Brief overview of Northern Kentucky Health Department and its AHD activities:

- Student placements
- PH research
- Northern Kentucky Public Health Institute-2008 (centralized, streamlined)
- Agreements—voluntary faculty appointments, “standardized” affiliation agreements
- Augmented PH experiences; standardized student orientation
- Tiered approach

Why engage? Advantages?

- National accreditation (ES 8: workforce development)
- Mutually beneficial to NKHD and students/institutes of higher learning
- Opens door to PH research activities/grants
- Addresses future NKHD workforce needs
- Keeps NKHD staff sharp—on cutting edge of PH practice
- Collaborate in development of PH training (core competencies)

Downsides? Risks?

- Staff time

How generate interest:

- Champions within HD
- Leadership support
- Culture

Future dreams:

- Obtain more development opportunities for current NKHD workforce
- Grow as a training resource for PH workforce development
- More engaged in PH research with academia
- Discover more ways to be mutually beneficial → e.g., swap consulting with academia

**Biographical Sketch**  
**Louise A. Kent, MBA, ASQ CQIA**

Louise Kent is a Health Planning Administrator at the Northern Kentucky Health Department where she has worked for over 15 years. She developed and directs the Health Department’s Northern Kentucky Public Health Institute, which focuses on workforce development. In addition, she provides training and technical assistance for quality improvement activities within the Northern Kentucky Health Department, and she co-leads community strategic planning efforts using MAPP and NPHPSP.

She serves as chair for NACCHO’s MAPP Workgroup, is a member NACCHO’s LHD QI Leaders Learning Community and the Public Health Infrastructure & Systems Committee, and is a member of PHF’s Academic Health Department Workgroup.

She is a member of APHA, KPHA, and the American Society for Quality. She is a Fellow of the National Public Health Leadership Institute and the Kentucky Public Health Leadership Institute.



**Academic Health Department Learning Community  
Members**

<b>Name</b>	<b>Organization</b>
C. William Keck (AHD Workgroup Chair)	Department of Community Health Sciences, Northeastern Ohio Universities Colleges of Medicine and Pharmacy
Wanda Aberle	(IL)
Christopher G. Atchison	College of Public Health, University of Iowa
Kim E. Barnhill	Jefferson and Madison County Health Departments (FL)
Gerald Barron	Graduate School of Public Health, University of Pittsburgh (PA)
John Bradshaw	City of Kent (OH)
Martha Buchanan	Knox County Health Department (TN)
James J. Burns	College of Medicine, Florida State University; Sacred Heart Children's Hospital (FL)
Larry Cohen	Scientific Education and Professional Development Program Office, Centers for Disease Control and Prevention
Ralph Cordell	Scientific Education and Professional Development Program Office, Centers for Disease Control and Prevention
Rick Danko	Texas Department of State Health Services
John M. DeBoy	Laboratories Administration, Maryland Department of Health and Mental Hygiene
Diane Downing	School of Nursing & Health Studies, Georgetown University (DC)
Patricia Drehobl	Scientific Education and Professional Development Program Office, Centers for Disease Control and Prevention
Terry Dwelle	North Dakota Department of Health
Paul Campbell Erwin	Department of Public Health, University of Tennessee – Knoxville
Marian Evans	
Michael Fleenor	Jefferson County Department of Health (AL)
Claude Earl Fox	Department of Epidemiology and Public Health, University of Miami (FL)
Vincent Francisco	Department of Public Health Education, University of North Carolina at Greensboro
Linda Frazee	Bureau of Local and Rural Health, Kansas Department of Health and Environment
Eric Gass	City of Milwaukee Health Department; School of Public Health, University of Wisconsin-Milwaukee
Julie Gleason-Comstock	Center for Urban Studies and Department of Family Medicine & Public Health Sciences, Wayne State University (MI)
John Gwinn	Kent City Board of Health (OH)
Charles Hamilton	Department of Public Health, University of Tennessee – Knoxville
Robert Harmon	Duval County Health Department (FL)
Karen Hartfield	Public Health – Seattle & King County; School of Public Health, University of Washington
Georgia Heise	Three Rivers District Health Department (KY)
Colleen Hughes	
Asim Jani	
Kell Julliard	Lutheran Medical Center (NY)
Louise A. Kent	Northern Kentucky Health Department

Deb Koester	College of Health Professions, Marshall University (WV)
Cynthia D. Lamberth	College of Public Health, University of Kentucky
Lisa A. Lang	National Library of Medicine
Amy F. Lee	Consortium of Eastern Ohio Master of Public Health, Northeastern Ohio Universities Colleges of Medicine and Pharmacy
Susan Lepre	
William C. Livingood	Institute for Public Health Informatics and Research, Duval County Health Department (FL)
H. Michael Maetz	School of Public Health, University of Alabama at Birmingham
Bryn Manzella	Jefferson County Department of Health (AL)
Elaine Martin	Lamar Soutter Library, University of Massachusetts Medical School
Phyllis Meadows	School of Public Health, University of Michigan
Marcia Mills	Minnesota Department of Human Services
Claude Ouimet	Jefferson County Health Department (AL)
Robert Pestronk	National Association of County and City Health Officials
Janet Place	North Carolina Institute for Public Health, Gillings School of Global Public Health, University of North Carolina at Chapel Hill
Michael W. Prewitt	College of Health Professions, Marshall University (WV)
Beth A. Resnick	Bloomberg School of Public Health, Johns Hopkins University (MD)
William J. Riley	School of Public Health, University of Minnesota
Yolanda Savage-Narva	National Association of Local Boards of Health
Katie Sellers	Association of State and Territorial Health Officials
Kevin Sherin	Orange County Health Department (FL)
Lillian Upton Smith	Arnold School of Public Health, University of South Carolina
David P. Steffen	Gillings School of Global Public Health, University of North Carolina at Chapel Hill
Geoffrey Swain	City of Milwaukee Health Department; School of Medicine and Public Health, University of Wisconsin
Albert J. Terrillion	Association of State and Territorial Health Officials
Dana L. Thomas	School of Public Health, University of Michigan
Patricia Thompson-Reid	Division of Diabetes Translation, Centers for Disease Control and Prevention
Harry Tweel	Cabell-Huntington Health Department (WV)
Susan C. Webb	Center of Excellence in Public Health Workforce Research and Policy, College of Public Health, University of Kentucky
Nancy Winterbauer	Institute for Public Health Informatics and Research, Duval County Health Department (FL)
Lynn Woodhouse	Jiann-Ping Hsu College of Public Health, Georgia Southern University
Kathleen S. Wright	School of Public Health, Saint Louis University (MO)