Course Overview

This course examines the structure and operations of the public health system and reviews the administrative processes that foster integration and managerial effectiveness within and among public health organizations and programs. The course provides an overview of human and financial resource management, technological systems development and integration, legal and ethical issues, the application of performance indicators, and basic principles of leadership, governance, and management.

Public Health Leaders

Public health leaders have an abiding interest in health status improvement, quality of care, and cost-effective services. They need to understand the nature of systems and how they function in a society holding diverse values and common or diverse interests. A leader also must appreciate the importance of negotiation, systems thinking and analysis, and basic principles of leadership, governance, and management, including methods and techniques for creating a vision, empowering others, fostering collaboration, and guiding decision making.

This course provides guidelines for development of collaborative partnerships and shared visions for achievement of public health mission and goals.

Course Competencies   **(Read Only)**

To successfully complete this course, you will be expected to:

1. Apply negotiation and mediation skills to address organizational or community challenges.

2. Analyze human and financial resource management, legal and ethical foundations, and performance indicators.

3. Apply principles of leadership, governance, and management, which include creating a vision, empowering others, fostering collaboration, and guiding decision making.

4. Apply systems thinking tools to a public health issue.

5. Communicate audience-appropriate public health content in a logically structured and concise manner, writing clearly with correct use of grammar, punctuation, spelling, and APA style.

Course Prerequisites

There are no prerequisites for this course.

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Book

Shi, L., & Singh, D. A. (2019). *Delivering health care in America: A systems approach* (7th ed.) Burlington, MA: Jones & Bartlett Learning. ISBN: 9781284124491.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Balcazar, H., & George, S. (2018). Community health workers: Bringing a new era of systems change to stimulate investments in health care for vulnerable US populations *American Journal of Public Health*, *108*(6), 720–721.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Better Evaluation. (n.d.). After action review Retrieved from https://www.betterevaluation.org/en/evaluation-options/after_action_review
- Center for Sharing Public Health Services. (n.d.). Case studies in staff sharing in local public health Retrieved from https://phsharing.org/resources/case-studies-in-staff-sharing-in-local-public-health/
- Centers for Disease Control and Prevention. (n.d.). The public health system and the 10 essential public health services Retrieved from https://www.cdc.gov/stltpublichealth/publichealthservices/essentialhealthservices.html
- Centers for Medicare and Medicaid Services. (2017). Federally qualified health center Retrieved from: https://static1.squarespace.com/static/53023f77e4b0f0275ec6224a/t/5a29875a0d92972420c91437/1512671067129/fqhcfactsheet.pdf
- Centers for Medicare and Medicaid Services. (n.d.). CHIP state program information Retrieved from http://www.medicaid.gov/chip/state-program-information/chip-state-program-information.html
- Health Resources and Services Administration Data Warehouse. (n.d.). Find a health center Retrieved from: https://findahealthcenter.hrsa.gov
- Health Resources and Services Administration. (2018). What is a health center? Retrieved from: https://bphc.hrsa.gov/about/what-is-a-health-center/index.html
- Health Resources and Services Administration. (n.d.). Find shortage areas Retrieved from https://data.hrsa.gov/tools/shortage-area
- HealthEquityGuide.org. (n.d.). Case studies Retrieved from https://healthequityguide.org/case-studies/
- Healthy People 2020. (n.d.). Health communication and health information technology Retrieved from https://www.healthypeople.gov/2020/topics-objectives/topic/health-communication-and-health-information-technology
- Kaiser Family Foundation. (2019). An overview of Medicare Retrieved from: https://www.kff.org/medicare/issue-brief/an-overview-of-medicare/
- Kaiser Family Foundation. (2019). Medicaid quiz Retrieved from: https://www.kff.org/quiz/medicaid-quiz/
- Kaiser Family Foundation. (2019). Medicare Quiz Retrieved from: https://www.kff.org/quiz/medicare-quiz/
- Rudowitz, R., Garfield, R., & Hinton, E. (2019). 10 things to know about Medicaid: Setting the facts straight Retrieved from: https://www.kff.org/medicaid/issue-brief/10-things-to-know-about-medicaid-setting-the-facts-straight/
- State of Nevada. (2019). Department of Health and Human Services Retrieved from: http://dhhs.nv.gov/
- State of Nevada: Department of Health and Human Services. (2019). Pre-session budget hearing: Division of Public and Behavioral Health [PDF] Retrieved from http://dhhs.nv.gov/uploadedFiles/dhhsnvgov/content/About/Budget/FY20-21/Pre-SessionBudgetHearingDPBH1-23-2019.pdf
- Trust for America's Health. (n.d.). Retrieved from http://healthyamericans.org
- Trust for America's Health. (n.d.). States in detail Retrieved from https://www.tfah.org/states/
- Trust for America's Health. (n.d.). The impact of chronic underfunding of America's public health system: Trends, risks and recommendations, 2019 Retrieved from https://www.tfah.org/report-details/2019-funding-report
- U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. (n.d.). *Healthy People 2020.* https://www.healthypeople.gov/

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Unit 1 ›› Public Health Systems Evolution and Foundations

Introduction

The dual overriding contrasts of the value-driven mission of public health organizations and the pressing conditions of health disparities and gaps that unfortunately persist throughout the nation continue to be significant issues in the United States today.

Public health provides services to protect, maintain, and improve the health status of populations. The public health system comprises programs and services provided by federal, state, and local governments.

Mission and Vision of Public Health

The Institute of Medicine (2014) defines public health as that function fulfilling society's interest in assuring the conditions in which people can be healthy. The aim of public health is to generate organized community efforts to address the public interest and health by applying scientific and technological knowledge to prevent disease and promote health. The vision of public health is addressed by a combination of public and private organizations and individual groups.

Reference

Institute of Medicine. (2014). Assuring America's health. In *The future of the public's health in the 21st century* (pp. 19–45). Washington, DC: The National Academies Press. Retrieved from https://www.nap.edu/read/10548/chapter/3

Learning Activities

u01s1 - Studies

Required

Overview of Public Health Systems

The mission of a public health system is to increase access to health care and make it more cost effective and affordable. This topic is important because successful development and sustenance of health systems depend upon the ability of public health leadership to recognize the significance of system efficacy, equity, and social justice.

Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:

- Read Chapter 1, "An Overview of U.S. Health Care Delivery," pages 1–34.
- Read Chapter 2, "Beliefs, Values, and Health," pages 43–85.

Health Information and Population Data

Use the Internet to complete the following:

- Trust for America's Health. (n.d.). States in detail. Retrieved from https://www.tfah.org/states/
  - View the key health data for your state.
    - To do this, select your state from the dropdown list or click it on the U.S. map. This will take you to the state's page, which will provide overview data, some more detailed data, and links to other data.
  - Review at least two other reports from the Trust for America's Health website.
    - One report should be from your state, and the second can be from your state or another state. For example, you may want to compare asthma in your state and a neighboring state. Or you may want to evaluate how your state addresses asthma as opposed to obesity.
- Review the website for Nevada's Department of Health and Human Services (DHHS).
  - This website provides links and various resources related to data and issues specific to the state of Nevada, which is one option for your context when completing your Unit 3 assignment.

Personal Research

Your first major assignment, Public Health System Resources, is due in Unit 3. You are advised to begin research for that assignment this week. For this assignment, you will have the choice of using the data from the state of Nevada's DHHS, or a community of your choice, as the basis to identify a disadvantaged, diverse population and a community-based health issue affecting that population. Whichever option you choose, be sure that your area of focus is at a local level, in order to be able to better examine the specific factors that contribute to the issue. In other words, look at the municipal or neighborhood level (depending on how specific your data is) rather than the state level.

Note that many of your course activities will be an accumulation of examinations and reflections regarding your selected population and issue, so your selections should sustain your interest throughout the course.

Campus Resources

Browse the following Campus links, which you will use throughout the courses:

- Capella University Library.
- Public Health Masters Research Guide.
  - This program guide provides links to guides, tutorials, databases and other relevant library resources to help you with research to successfully complete your program.
- How Do I Find Peer-Reviewed Articles?
- Journal and Book Locator.
- APA Style and Format.

u01s1 - Learning Components

- Gather evidence-based data from the Internet.

u01s2 - Your Online ePortfolio

Online ePortfolios serve two key purposes: 1) to support learning and reflection, and 2) to be used as a showcase tool. Your learning journey can be documented, and ePortfolios contribute to lifelong learning and growth through reflection and sharing. Online ePortfolios can also be shared with employers and peers to present artifacts that demonstrate your accomplishments at Capella.

Using ePortfolio to Prepare for Your Capstone

Your program may culminate in a capstone course. At that time you may be required to show evidence of your learning throughout the program by referring to multiple assessments that you have created. You will be telling a story about your learning throughout the program using artifacts you have collected during many of these courses.

Using ePortfolio to Build Your Career

As you are preparing to tell your story in the professional world, leverage your ePortfolio artifacts to demonstrate the knowledge and competencies you have gained through your program in professional conversations, performance reviews, and interviews.

To do that, reflect on the knowledge and skills you have gained from your courses and the elements you have put in your portfolio, along with how you have already applied these things to your professional life or how you might apply them in the future.

Next, create your story or talking points to tell your professional story.

Saving Your Documents to ePortfolio

You will need a place to store your documents in an organized fashion so that you can access them at a later date. Do not rely on the courseroom for storage, as you will lose access to the courseroom after you have completed the course. Capella uses a cloud-based portfolio platform to facilitate your organization of the artifacts you create throughout your program.

To make an online portfolio useful, it is essential that it is organized clearly and that important files of any format are accessible. Read the Online ePortfolio Guidelines [PDF] to ensure you set up your online portfolio correctly. For more information on ePortfolio visit the Campus ePortfolio page.

Privacy Statement

Capella complies with privacy laws designed to protect the privacy of personal information. While you may voluntarily share your own information publicly, you are obligated to protect the personal information of others that may be associated with your academic or professional development. Before sharing information and material in any ePortfolio that is set up to be shared externally to your program at Capella, please consider privacy obligations in relation to protected populations who may be included or referenced in your academic or clinical work. Refer to the Family Educational Rights and Privacy Act (FERPA) and/or the Health Insurance Portability and Accountability Act (HIPAA) if you have specific questions or concerns about your choices.

u01s3 - Using Kaltura

In preparation for related activities throughout this course, complete the following:

- If you have not already done so, set up and test your microphone and webcam, using the installation instructions provided by the manufacturer.
- Practice using your microphone and webcam to ensure the audio and visual quality is sufficient.
- Refer to the Using Kaltura [PDF] tutorial for directions on recording and uploading your video in the courseroom.

Note: If you use assistive technology or any alternative communication methods to access course content, please contact DisabilityServices@Capella.edu with any access-related questions or to request accommodations.

u01d1 - Public Health Defined

For the initial post in this discussion, consider your personal experience along with the readings in this unit and explain how you would define the term *public health* for someone who is new to the field. Use whatever approach you think is most effective, but address at least the following three points:

- How does public health differ from health care in general?
- What would you say are the main tenets, or concepts, of public health?
- How does public health fit into the overall environment of health care in the United States?

Response Guidelines

After completing your initial posting, read the postings of your peers and respond to ones that you find helpful. Please choose posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message. In your response, begin by identifying and explaining the aspects of your peer's post that you see as most helpful for people new to the field of public health. Then suggest one idea of your own to support or supplement the ideas of your peer.

Support your answers with references from your text, assigned articles, or scholarly literature, and share relevant insights from your professional practice. Use proper APA formatting for all references and in-text citations.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

u01d1 - Learning Components

- Demonstrate knowledge of the core functions of public health when discussing public health issues.
- Use APA citations to support evidence provided in discussion posts.

u01d2 - Cultural Health Disparities

Preparation

Once again, review the state data provided on the Trust for America's Health website, titled States in Detail, linked in the Resources. Select one health issue, such as obesity or substance abuse, and examine how your selected state's incidence of those conditions compares to national rates and to at least one neighboring state.

- Review where your state stands on your chosen issue, review the data for your state regarding disparities, and provide a summary of any patterns you detect.

Discussion Post

For your initial post in this discussion, do the following:

- Examine the facts regarding observed health disparities in your selected state in regard to one health condition that you believe to be of significant concern, and make a comparison to other states.
- Speculate as to the causes of these disparities. Using the Trust for America's data and other data sources you find, explain at least two possible causes for the disparities you have found. Suggest at least one approach to assessing health risks for individuals in your state to address a significant disparity.
- Support your answers by citing references from your text and assigned articles or from scholarly literature and share relevant insights from your professional practice. Use correct APA formatting for all references and in-text citations.

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

- Engage your peer and explain specifically why you chose to respond to this post.

- Find one pertinent peer-reviewed article in the Capella library and briefly introduce the article. (Is the information in the article based on a study, a literature review, and so on?) Paraphrase the relevant parts of the article in your response.

In your reply, try to balance your own professional experiences with an academic perspective, based on your peer-reviewed article. When you support your comments with details from your personal experience, workplace, or familiar health care setting, you are not required to cite a source. However, if you offer an alternative viewpoint or reference the ideas or work of others, you must include a properly cited scholarly source to support your assertions.

Course Resources
Graduate Discussion Participation Scoring Guide
[States in detail](#)

u01d2 - Learning Components

- Practice academic writing skills in discussion posts.
- Use the Internet to gather information about the work being done in local and national public health organizations in your community.

Unit 2 ≫ Evolution of Health Services in the United States

Introduction

The past two decades have seen public health services and public health policy move from a primarily direct service model with a focus on acute care and treatment to a balanced approach that combines levels of prevention with rehabilitation and chronic illness care. This model demands that effective public health leaders must grasp the need for health providers, community-based public and private organizations, and community stakeholders to work in a collaborative manner to adequately address the public health concerns and needs of the population.

Learning Activities

u02s1 - Studies

Required

Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:

- Read Chapter 3, "The Evolution of Health Services in the United States," pages 94–129.

Suggested

Use the following helpful Capella resource in your search for information.

- [Public Health Masters Research Guide](#).

u02d1 - Community Engagement

Overview

A significant number of the problems that affect the health and welfare of people in communities cannot be solved by any individual, organization, or group working alone. Collaborative effort on the part of key stakeholder groups, working together in a process designed to maximize effective community engagement, is more likely to be successful than independent initiatives. All health care professionals, but especially public health professionals, will need to develop competence in engaging the community to help drive positive outcomes for the populations they serve.

For this discussion, reflect on personal and professional experiences you have had in which you needed or attempted to engage the community. In your initial post address the following:

- Explain an experience in which you engaged the community as part of a personal or professional project.
  - What was the project and its goals?
  - Why was community engagement a necessary component of attempting to achieve the project's goals?
  - How did you attempt to engage the community?
    - What successes or challenges did you encounter in your engagement efforts?

Response Guidelines

After completing your initial posting, read the postings of your peers and respond to ones that you find useful. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

- In your response, address one or more of the following:
  - Share similar experiences that you may have had to what your peers shared.
  - Provide one or more resources that may have been useful to help improve community engagement within the specific context of what your peers shared.
  - Explain strategies that you have used to successfully overcome similar challenges to those that your peers described.

Course Resources

Graduate Discussion Participation Scoring Guide

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u02d1 - Learning Components

- Examine issues from multiple perspectives and professions
- Discuss systems and processes used by public health organizations.
- Observe how professionals interact when collaborating.
- Discuss the tools communities use to advance public health initiatives.
- Discuss the assessment of the significance and impact of community, collaborative engagement on the delivery of community health services.

Unit 3 ≫ Health Organizations

Introduction

The public health system in the United States is the most sophisticated and most expensive in the world. Yet, the current system has definite shortcomings.

The system is a complex network of fee-for-service reimbursement, managed care, employer-sponsored coverage, and federal- and state-funded programs. For individuals with private health care coverage, accessing health care is much easier than for populations who rely on state or federal health programs.

Addressing the shortcomings in the system requires an understanding of the current structure of health care resources and the public health implications of this structure for the population. This unit will focus on the structure and organization of this system.

Public Health System Resources

The assignment in this unit—Public Health System Resources—asks you to create a document that will contain key information needed to create a plan of action for a collaborative public health outreach initiative in a local community.

Learning Activities

u03s1 - Studies

Required

Professionals in the World of Health Services

Health service professionals constitute the largest labor force in America. These are key system resources requiring organization and management by public health leaders. Although professionals make up a large segment of the workforce, major issues remain in the distribution of these resources, and shortages prevail in many communities and discipline categories.

Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:

- Read Chapter 4, "Health Services Professionals," pages 137–167.
- Read Chapter 5, "Medical Technology," pages 175–209.

Medicare and Medicaid

States are required to submit an original plan and any subsequent amendments for approval by the Centers for Medicare and Medicaid Services (CMS). Each state's plan may differ by eligibility criteria, conditions, or services covered.

- Centers for Medicare and Medicaid Services (CMS). (n.d.). [CHIP state program information.](#)

Systems Thinking Tools

This document contains links to government websites and resources related to systems thinking tools that are designed to assist public health professionals and the general public. Download and save this to your computer. You may find the resources listed here useful in further assignments, as well as in your own work in the field.

- [Examples of Systems Thinking Tools [PDF].](#)

Assignment Preparation

Every activity in this course contributes to your mastery of the course competencies and relates to the other activities. It is time to deliberately start connecting the dots from this study through to the final assignment in Unit 9, Public Health System Case Study

Take the time now to anticipate how you might integrate your understanding of Medicare and Medicaid in your final assignment.

- Preview the Unit 9 studies in preparation for the Unit 9 assignment, Public Health System Case Study.
- Reflect on the ways in which Medicare, Medicaid, or CHIP might play a role in the solution you eventually develop.

u03s1 - Learning Components

- Locate scholarly articles that evaluate race, ethnicity, and state health disparities.

Overview

In this assignment, you will create a public health system resource document. It will contain key information needed to create a plan of action for a collaborative public health outreach initiative in a local community. This type of document is something you (and others) could use as an on-the-job resource. A public health system resource document helps you to keep track of possible local organizations, people, or entities that could support your health issues now or in the future. In fact, keeping an active public health system resource document allows you to add new possible public health system resources as new stakeholders enter the field. Because collaboration with people and agencies is key to supporting your health initiatives, it is important to organize community people and organizations that might be able to support your ongoing needs for public health in your community.

You have the choice of using the data from the state of Nevada's DHHS, or a community of your choice, as the basis to identify a disadvantaged, diverse population and a community-based health issue affecting that population. The important thing is that you can research data specific to the community and issue you are seeking to address. Keep in mind that an on-the-job resource will be more relevant if you focus the scope of your research and work on a specific county, city, or area served by your current place of practice. In other words, it is inadvisable to try to research and address this issue at a state level or higher.

Format your document based on your own needs. You could create a table in Excel or in a Word document—choose a format that works for you and your professional setting.

Note: Think broadly, beyond the academic setting. Create as if your coworkers will find this a great resource. If the way in which you format this document is something you think provides an advantage over other types of documents, make a note to your instructor about why you selected that style and how the format will make it easier for others to use.

Real-World Scenario

Using your selected population and community-based health issue as a focus, imagine that you are tasked to assemble such a resource as described above. You will present it to your supervisor, who will ultimately distribute it to a public health team for review. In this type of real-world scenario, you are expected to create a one-page memo or e-mail to your workplace supervisor. It will summarize the result of your work and any recommendations for what will be valuable to the team.

You will be graded on how well you accomplish the following:

- Use appropriate public health resources to obtain current data about a public health issue in a specific community or locale.
- Identify local and national public health organizations currently addressing a specific health issue.
- Describe systems thinking tools that could prove useful in addressing a public health issue.
- Describe how public and private partnerships work together to address a specific public health issue.
- Address all components of the prompt and use the assignment description to structure text.
- Apply APA formatting to in-text citations and references.

Instructions

Complete the following:

- Focus on finding system resources related to the health issue you are studying.
- Create a separate 2–3 page table of health problem data, resources, and players in the world of public health related to your issue.
- Summarize your findings and your determination of the value of those findings in a one-page memo or e-mail addressed to a workplace supervisor.

Step 1: Data Gathering

Use the Capella library and the Internet to gather this information. A number of excellent resources are already provided in your studies.

You will need to collect data related to the following categories:

- **Place and Organization**: The community of interest and the host organization.
- **Health Issue of Concern**: A disease or injurious situation.

- **Demographics**: Populations affected and incidence or prevalence trends.
- **Resources**: Data on health professionals, institutions, and funding.
- **Stakeholder Groups**: Listing of key resources and advocacy groups.

Create a document that is designed to be used by your coworkers as a resource.

Step 2: Memo

Summarize your findings in a memo to a workplace supervisor. You are encouraged to use the style and format of a professional memo from your workplace for this document. If you are not working at this time, find an example of a professional memo on the Internet and use that as your format guide.

Your memo should summarize what you have found and how your organization could best use that information. Include the application of systems tools for taking advantage of resources that exist related to the identified health issue and the potential for interagency collaboration.

Additional Requirements

- **Length**: Two documents:
    - A 2–3 page table of data.
    - Memo: One double-spaced page in length, not including title and reference pages.
- **Font**: Times New Roman 12-point.
- **References**: Create a full reference list of the resources listed in your table. Format your list according to APA style. Include hyperlinks to external sources.

Note: To fully understand how this assignment will be graded, be sure to carefully read the Public Health System Resources Scoring Guide.

Portfolio Prompt: You may choose to save this learning activity to your ePortfolio.

Course Resources
[Department of Health and Human Services](#)
[ePortfolio](#)
[APA Style and Format](#)

u03d1 - Researching Organizations to Inform Interview Preparation

Overview

You are getting ready to apply for the position of Division Administrator, Division of Public and Behavioral Health, with the Department of Health and Human Services for Carson City Nevada (linked in the Resources). Before interviewing, you should be researching to develop a working knowledge of the organization, as well as how best to present your career accomplishments.

Instructions

For your initial post, please address the following:

- What questions (besides salary) might you want to have answered before you apply for the job?
- Identify and justify three key pieces of information you believe will be important to know going into this job interview.

- Provide links to the information you found in your research. This will help you and your colleagues collaboratively build a collection of links that could be useful for completing future discussions and the Unit 7 assignment.
- In this interview, how might you use the published mission, vision, and goals of an organization to best present yourself and your experience?

Response Guidelines

Read the posts of and engage with the other learners. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

In your responses try to address at least one of the following:

- Offer your peers additional recommendations for information that they could research.
- Suggest ways in which your peers could leverage what they have researched to best sell themselves to the interview board.
- Take on the point of view of the hiring manager and comment on what you would expect an interviewee to know about the organization.

Course Resources
Graduate Discussion Participation Scoring Guide
Department of Health and Human Services
Pre-session budget hearing: Division of Public and Behavioral Health [PDF]
DHHS Job Description

u03d1 - Learning Components

- Discuss the role that organizational mission, vision, and goals play when creating collaborative partnerships.
- Discuss the challenges faced by public health practitioners
- Examine the role of mission, vision, and goals to the success of an organization.

Unit 4 ≫ Health Financing

Introduction

The health care system in the United States, as discussed in the previous unit, is sophisticated and the most expensive in the world. Many Americans consider health care to be one of the most significant concerns for the government and the country in general.

The number of people and families without health insurance has risen steadily since the turn of the century, and the costs to the country and the health system itself are in the billions of dollars annually, with nearly half being spent by government at various levels and most of the remainder sponsored through private insurance programs of one type or another.

Private employers and federal, state, and local public health agencies are all looking for new models for health care delivery that will provide more cost-effective and efficient services. Regardless of these efforts, the cost of health care continues to rise.

Learning Activities

u04s1 - Studies

Required

Health Services Financing

Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:

- Read Chapter 6, "Health Services Financing," pages 216–261.
- Read Chapter 9, "Managed Care and Integrated Organizations," pages 358–392.

Federally Qualified Health Centers

The following resources help explain what federally qualified health centers (FQHCs) are and where to locate them. They will be helpful in informing your responses to the discussions in this unit.

- Centers for Medicare & Medicaid Services. (2017). Federally qualified health centers. Retrieved from: https://static1.squarespace.com/static/53023f77e4b0f0275ec6224a/t/5a29875a0d92972420c91437/1512671067129/fqhcfactsheet.pdf
- Health Resources and Services Administration. (2018). What is a health center? Retrieved from: https://bphc.hrsa.gov/about/what-is-a-health-center/index.html
- Health Resources and Services Administration Data Warehouse. (n.d.). Find a health center. Retrieved from: https://findahealthcenter.hrsa.gov

u04d1 - Health Care Financing: Government Finance Programs and Services for Those in Need

Overview

How much do you know about Medicare and Medicaid, and FQHCs? Furthermore, as a public health practitioner, how much do you believe you need to know about these programs to act as a resource person? That is the heart of this discussion.

Before you write your initial post, do one of the following:

- Take the following two quizzes from the Kaiser Family Foundation:

    - Medicare Quiz.

    - Medicaid Quiz.

- Or read the following two fact sheets:

    - An Overview of Medicare.

    - 10 Things to Know About Medicaid: Setting the Facts Straight

Instructions

After completing the quizzes, fact sheets, or both, take a moment to reflect on what they illustrated with regard to your knowledge of Medicare and Medicaid. Examine any gaps in your knowledge or areas that might still be confusing or unclear.

For your initial discussion post, please address the following:

- Provide a brief reflection of what you learned about yourself from taking the quizzes.
- Pose two questions that you would like to have answered about Medicare, Medicaid, or both.
- Explain how Medicare and Medicaid affect health promotion efforts of public health professionals.
    - Refer to at least one source of evidence published within the last three years to support your explanation.

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following.

- Answer at least one of the two questions that your peers posed.

Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message. Describe what you believe public health practitioners need to know regarding each of these government programs in order to be effective.

In your reply try to balance your own professional experiences with an academic perspective, based on your peer-reviewed article. When referencing outside sources of evidence, remember to cite them using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
[10 things to know about Medicaid: Setting the facts straight](#)
[Medicaid quiz](#)
[Medicare Quiz](#)
[An overview of Medicare](#)

u04d2 - Federally Qualified Health Center

Overview

FQHCs are "community-based and patient-directed organizations that deliver comprehensive, culturally competent, high-quality primary health care services" (Health Resources & Service Administration [HRSA], 2018, para. 1), which "provide services regardless of patients' ability to pay and charge for services on a sliding fee scale" (HRSA, 2018, "Health center program fundamentals," para. 2). They are vital health care providers, as well as potential collaborators and stakeholders for public health professionals. In this discussion you will learn more about an FQHC of interest to you.

Instructions

For your initial, post complete the following:

- Locate an FQHC close to where you live or that is of interest to you.
- Provide the location of the FQHC you selected.
- Explain and describe this FQHC as if you were giving advice to someone wishing to locate this type of health service. (In other words, how would someone find out about your FQHC?)
  - Describe the services rendered, whom the center serves, and potential modes of transit to reach the center.

Note: You may use the Find a Health Center tool, linked in the Resources.

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

- Comment on the clarity of your peers' explanation.
- Discuss other resources that could be useful in either creating awareness about the FQHC or helping people to access the services.

Reference

Health Resources and Service Administration. (2018). What is a health center? Retrieved from: https://bphc.hrsa.gov/about/what-is-a-health-center/index.html

Course Resources
Graduate Discussion Participation Scoring Guide
[Find a health center](#)

u04d2 - Learning Components

- Discuss different types of issues that must be addressed when partnering with others.
- Discuss the challenges faced by public health practitioners

Unit 5 ≫ Public Health Systems Best Practices

Introduction

The public health system operates through the application of evidence-based best practices that enhance the efficacy of processes through which the various service elements are coordinated and maximized. This unit will focus on the relationship of best practices and leadership, governance, and management in improving legal and ethical considerations, creating vision in planning, and empowering others and fostering collaboration.

Public Health System Resources

The assignment in this unit asks you to focus on the significance of systems processes related to major modes of services delivery and to create a best practices template, using core functions and essential public health services. The template could prove useful in future workplace settings.

Learning Activities

u05s1 - Studies

Required

Best Practices in Care Services

Historically, the settings for ambulatory services have shifted from outpatient settings to hospitals. Currently, ambulatory services outside the hospital have rapidly expanded. The major reasons for this shift are economic, social, and technological. It is critical for public health leaders to grasp the meaning behind shifting patterns of service delivery and to understand the economic, social, and technical currents underlying future changes.

- Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:
    - Read Chapter 7, "Outpatient and Primary Care Services," pages 267–307.
    - Read Chapter 8, "Inpatient Facilities and Services," pages 314–351.

10 Essential Public Health Services

Use the following resource to inform your unit assignment:

- Centers for Disease Control and Prevention. (n.d.). [The public health system and the 10 essential public health services.](#) Retrieved from https://www.cdc.gov/stltpublichealth/publichealthservices/essentialhealthservices.html

u05a1 - Best Practices in Public Health System Administration

Overview

For this assignment, you will link the public health system of interest to evidence-based best practices in management, governance, leadership, and collaborative planning and decision making.

The best practices address challenges and strategies in the following areas:

- Management.
- Governance.
- Leadership.
- Community stakeholders.
- Collaboration and trust.

Use the Capella library and the Internet to locate references for your report. Remember to arrange your ideas around the core functions of public health and the Centers for Disease Control and Prevention's (CDC's) 10 essential public health services. Refer as needed to the resources in the unit studies.

Before you begin to research, creating a list of guiding questions will be helpful identifying examples of the challenges and strategies listed above.

Instructions

Create a report on evidence-based best practices in public health system administration. You will be graded on how well you accomplish the following:

- Identify the core functions of public health and the 10 essential public health services.
- Describe evidence-based best practices in leadership, governance, and management in the field of public health administration.
- Describe how to negotiate a collaborative partnership for delivery of public health services.
- Describe methods of mediating issues between stakeholders.
- Describe how legal or ethical constraints may affect a planned systemic change initiative.
- Synthesize multiple sources into key themes or findings.
- Apply APA formatting to in-text citations and references.

Additional Requirements

- **Length**: 5–7 double-spaced pages (plus cover page, abstract, and reference pages).
- **References**: At least five references from peer-reviewed professional journals. Use proper APA style and formatting.
- **Font**: Times New Roman 12-point.

Note: To fully understand how this assignment will be graded, carefully read the Best Practices in Public Health System Administration Scoring Guide.

Portfolio Prompt: You may choose to save this learning activity to your ePortfolio.

u05d1 - Budgets and Best-Practices

There is continued emphasis on public health systems' efficacy, efficiency, and cost effectiveness. This has given rise to the continued search into best practices in important key areas of management, governance, leadership, and community collaborative efforts. This search seeks to maximize the benefits and minimize the costs of delivery of public health services. Best practices that focus on negotiating and developing a budget of necessary resources are critical for health care leaders, because these best practices help to ensure the necessary resources are available for work to get completed.

- Imagine you are being asked to develop a budget for a specific service line or project at your organization. In your initial post, address the following:
  - How would you investigate human and financial resources before making decisions on a budget?
    - What questions might you want answered before you negotiate a budget for the upcoming year?
    - What information will you review or whom might you talk to regarding the budget line items?
  - How would you leverage best practices to help inform your budget development?
- Support your answers by citing references from your text and assigned articles or from scholarly literature, and share relevant insights from your professional practice.
- Use correct APA formatting for all references and in-text citations.

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

- Engage your peers and tell them specifically why you chose to respond to the post.
- Find one pertinent peer-reviewed article in the Capella library and briefly introduce the article. (Is the information in the article based on a study, a literature review, and so on?) Paraphrase the relevant parts of the article in your response.

In your reply, try to balance your own professional experiences with an academic perspective, based on your peer-reviewed article. When you support your comments with details from your personal experience, workplace, or familiar health care setting, you are not required to cite a source unless you offer an alternative viewpoint or reference the ideas or work of others.

u05d1 - Learning Components

- Cite best practices in public health during discussions.
- Use APA citations to support evidence provided in discussion posts.
- Share examples of systems thinking tools.

Introduction

In Unit 5, we examined the idea that public health systems operate through the application of evidence-based best practices. These practices enhance the efficacy of processes through which the various service elements are coordinated and maximized. Unit 6 will continue to focus on the relationship of system processes and results to best practices in leadership, governance, management, and community collaboration.

Learning Activities

u06s1 - Studies

Required

Long-Term Care and Special Populations

Long-term care and services for special population groups need to be individualized, integrated, and coordinated. Long-term care patients are those suffering from chronic diseases. Special populations are those facing barriers in accessing health services, which might include chronic illness or other unique conditions such as mental illness or HIV/AIDS. Special population groups also include racial and ethnic minorities, children and women, those living in rural areas, and the homeless and migrants.

- Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:
    - Read Chapter 10, "Long-Term Care," pages 398–429.
    - Read Chapter 11, "Health Services for Special Populations," pages 434–476.

Health Information and Population Data

Explore the following:

- U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. (n.d.). Healthy People 2020. Retrieved from https://www.healthypeople.gov/
    - Search beyond the overview to find resources that provide details on specific issues in the area of public health systems.

Health Outcomes, Quality, and Health Equity

Explore the following:

- Healthy People 2020. (n.d.). Health communication and health information technology. Retrieved from https://www.healthypeople.gov/2020/topics-objectives/topic/health-communication-and-health-information-technology

u06d1 - Practice Interview

Overview

Communicating via video technology is increasingly common in our personal and professional lives. From the perspective of a public health professional, you may use video technology for activities ranging from collaborating with colleagues to presenting to stakeholders, or even for interviewing for new career opportunities. Developing skills related to communicating via video technology will likely be useful as you move through your career.

Instructions

Review the instructions for the Unit 7 assignment, Demonstrating Public Health Leadership and Knowledge in a Job Interview.

For this Unit 6 discussion, use Kaltura to record a practice run of your Unit 7 assignment. Remember, your assignment submission is not to exceed 5 minutes. So, do your best to keep your practice video under 5 minutes, as well.

When you have completed your recording, post it in the discussion area.

Refer to the Using Kaltura [PDF] tutorial, linked in the Resources, for directions on recording and uploading your video in the courseroom.

Note: If you use assistive technology or any alternative communication methods to access course content, please contact DisabilityServices@Capella.edu with any access-related questions or to request accommodations.

Response Guidelines

Review the posts of your peers and respond according to the guidelines in the Faculty Expectations Message.

You may use video or text to address the following:

- Select two grading criteria from the Demonstrating Public Health Leadership and Knowledge in a Job Interview Scoring Guide. For each criterion, provide the following feedback:
  - Which rubric level do you think your peer's draft would receive?
    - What are your reasons for that evaluation?
    - What is least one suggestion to improve your peer's draft and receive a "distinguished" score?

Please be aware that transcripts for Kaltura videos are generally available in 24 hours. Plan accordingly.

Course Resources
Graduate Discussion Participation Scoring Guide
Using Kaltura
DisabilityServices@Capella.edu

u06d1 - Learning Components

- Practice academic writing skills in discussion posts.

u06d2 - Public Health System Processes

Overview

The purpose of this discussion is to consider the significance of disparate health needs and special populations in closing gaps in the delivery of health services.

Based on what you have learned about the community-based health issue you have focused on throughout this course, describe and explain the relevance and importance to a public health professional of the following topics:

- The main features in the concept of *quality of life*.
- The three chief models of case management for the chronically ill.
- The measures taken to improve access to services in rural areas.

In your post, address the "so what" aspect of each topic: What difference would it make whether you know or use any of these things in your practice of public health?

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

- Engage your peers and tell them specifically why you chose to respond to the posts.
- Find one pertinent peer-reviewed article in the Capella library and briefly introduce the article. (Is the information in the article based on a study, a literature review, and so on?) Paraphrase the relevant parts of the article in your response.

In your reply, try to balance your own professional experiences with an academic perspective, based on your peer-reviewed article. When you support your comments with details from your personal experience, workplace, or familiar health care setting, you are not required to cite a source unless you offer an alternative viewpoint or reference the ideas or work of others.

Course Resources
Graduate Discussion Participation Scoring Guide

u06d2 - Learning Components

- Describe the role of best practices when determining action steps.

u06d3 - Challenges, Questions, and Tips for Recording a Mock Interview (Optional Discussion Area)

By the end of Unit 7, you will record and complete the assignment Demonstrating Public Health Leadership and Knowledge in a Job Interview.

You may use this discussion area to do the following:

- Ask questions regarding the assignment.
- Post challenges you have experienced with regard to assignment content or use of Kaltura.
- Post any tips you might have for your classmates with regard to using Kaltura, interview techniques, or other relevant assignment-related topics.

This is an optional discussion. So, make use of this area as needed to help you prepare to be successful in completing the Unit 7 assignment.

Response Guidelines

Because this is an optional discussion, there are no response requirements.

Course Resources
Using Kaltura

Unit 7 ❯❯ Policies and Outcomes

Introduction

To be successful at acquiring a dream job (and do not accept anything less!), you must leverage the skills and knowledge you have obtained in this course and your professional career. The professionals who receive an opportunity to interview are often picked from a large number of applicants. Normally, an institution will initially interview 2–4 candidates. Your ability to network, review job descriptions, prepare materials for an interview, and actually interview is of great importance. The interview is the magic carpet to your future! As you approach a possible job negotiation, you must use leadership, communication, and negotiation skills to let your future employer know that you are the best candidate for the job.

Securing the Dream Job

There are many ways to go about successfully acquiring a job. The opportunity to have a face-to-face interview is easier than ever because of the opportunities to connect through many technical platforms such as Skype or similar apps. The assignment in this unit—securing the dream job—provides an opportunity to showcase your ability to persuade a potential interviewer that you are the best candidate for the job.

Learning Activities

u07s1 - Studies

Required

Health Policy

The U.S. health delivery system is the product of many health policies that have brought about incremental changes in the system's organization and structure. Although health policies are developed to serve the public interest, these interests are diverse and reflect the multifaceted concerns of governmental and private sectors. This leads to a process of formulating policy that attempts to accommodate conflicting viewpoints with respect to values, politics, and philosophy.

- Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:
    - Read Chapter 13, "Health Policy," pages 536–560.

Under-Served and Vulnerable Populations

- Health Resources and Services Administration. (n.d.). Find shortage areas. Retrieved from https://data.hrsa.gov/tools/shortage-area
    - This is a federal government site. It provides maps, data, reports, and dashboards to the public about HRSA's health care programs. It is the umbrella of the Department of Health and Human Services.
- Balcazar, H., & George, S. (2018). Community health workers: Bringing a new era of systems change to stimulate investments in health care for vulnerable US populations. *American Journal of Public Health*, *108*(6), 720–721.

After-Action Review

- Better Evaluation. (n.d.). After action review. Retrieved from https://www.betterevaluation.org/en/evaluation-options/after_action_review
    - The information on this Web page will help inform your unit assignment.

u07a1 - Demonstrating Public Health Leadership and Knowledge in a Job Interview

Overview

Throughout this course, you have been exposed to competencies and skill sets that are required in public health. This assignment provides you an opportunity to showcase your talents in a Kaltura job interview video that strategically aligns your skills and talents to the content of the selected job description.

Scenario

Imagine you are a graduate now with a master's degree in public health. You have applied for a job with the Department of Health and Human Services in Carson City, Nevada. You have submitted materials including a cover letter and résumé for the job of Division Administrator, Division of Public and Behavioral Health. You have been contacted by a human resources liaison, who explained more about the job description and confirmed your job history. This information was sent to the Deputy Director of Administrative Services and the screening committee. After reviewing your educational achievements and employment history, members of the department have invited you to the next screening step—the recorded interview.

The human resources liaison has already briefed the committee on your résumé, which included a detailed description of your employment history, scope of responsibility, reasons for leaving, salary history, and professional references. Each of your professional references has been contacted and their input has been provided to the committee.

Because the committee already knows the information in your cover letter and résumé, you do not need to report on your job history. You may, however, use the video to provide examples of how you addressed different issues from what the department members are seeking.

Refer to the DHHS Job Description and Pre-Session Budget Hearing: Division of Public and Behavioral Health [PDF] documentation, linked in the Resources, as needed to help inform the development of your interview video.

Instructions

You have made it to round two. The next step is to prepare a 4–5 minute interview that covers the following:

- Introduce yourself briefly.
- Describe your primary leadership style.
- Explain a time in which you applied leadership skills to foster collaboration and move a group or organization forward.
  - Examples might include helping stakeholders to collaborate in creating a vision statement, empowering stakeholders to take ownership of a project that affects them, mediating between role groups during implementation of a new initiative.
- Explain the strategic and systems thinking strategies you apply when starting to plan to address a public health issue.
- Describe a time in which you needed to use negotiation and mediation skills to address organizational or community challenges.
  - What was the outcome?
- Describe two issues that you believe affect human and financial management within public health organizations and programs.
- Advocate for why you believe you are qualified to lead the Division of Public and Behavioral Health better than any other candidate.

In addition to the criteria above, you will also be assessed on the following scoring guide criteria:

- Communicate orally in a clear, concise, and well-organized manner in a video of 5 or fewer minutes.

Refer to the Using Kaltura tutorial for directions on recording and uploading your video in the courseroom.

Note: If you use assistive technology or any alternative communication methods to access course content, please contact DisabilityServices@Capella.edu with any access-related questions or to request accommodations

Additional Requirements

- **Submission Requirements:** Using Kaltura, create a video that shows you speaking. Upload your assignment in the assignment area.
  - Make sure to address all of the points in your video.
- **Length of Submission:** Ensure the video is no longer than 5 minutes.

Course Resources

DHHS Job Description

u07d1 - Evaluating Candidates

Overview

Remember, an interview is a space in which both sides attempt to understand and evaluate the other. As a future leader, you will find yourself in the position of a decision maker regarding your own staff. Being able to take on the viewpoint of both interviewer and interviewee can be beneficial in making the correct career and staffing choice for yourself and your organization.

Instructions

In this discussion, to help build your skills in evaluating potential candidates (and to help you critically examine your own work for the Unit 7 assignment), take on the role of the Deputy Director of the DHHS in Carson City, Nevada.

In your initial post, address the following:

- Describe four criteria that you would use to determine the suitability of candidates.
    - Briefly explain the rationale for each criterion and how you believe they would help you evaluate the candidates.
- Describe how you would apply the criteria to help inform your decision making about which candidates you would offer the position to.

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

In your responses, address at least one of the following:

- Describe the characteristics of a candidate that you believe would do best in an interview following the four criteria that your peers presented in the initial post.
- If you were an interviewee and knew these criteria ahead of time, how might you present yourself and career accomplishments to the interviewer?
    - You might be able to apply this thinking when reviewing the scoring guide criteria of the Unit 7 assignment.

Course Resources
Graduate Discussion Participation Scoring Guide

u07d1 - Learning Components

- Discuss how policies influence and are influenced by the development of public health interventions.

Introduction

In Unit 7, you learned that the public health system aims to achieve positive outcomes through the formulation and implementation of public policies and community efforts to advocate for results that improve the health and welfare of individuals and families. This unit will focus on the role of public health advocacy to influence public health policy.

Learning Activities

u08s1 - Studies

Required

Access to Quality Health Care

- Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:
    - Read Chapter 12, "Cost, Access, and Quality," pages 486–527.

Advocacy: Trust for America's Health

- Trust for America's Health. (n.d.). The impact of chronic underfunding of America's public health system: Trends, risks and recommendations, 2019. Retrieved from https://www.tfah.org/report-details/2019-funding-report

Library Research

In addition to the advocacy resource listed above, search the Capella library for three journal articles that relate to advocacy and policy development. You will need to read these articles for a discussion later in the unit.

Suggested Resources

Use the following helpful Capella resource in your search for information.

- Public Health Masters Research Guide.

u08d1 - Immunization Policies

The purpose of this discussion is to explore the role of advocacy in addressing public health issues.

Overview

Successfully addressing public health issues may be more difficult if effective approaches conflict with existing health care policy. For example, there has been credible research to support the palliative properties of marijuana for some medical conditions, but until recently, marijuana was an illegal substance in the United States. Policy changes—and political changes—were required to make it available for patients, and this required significant advocacy efforts in several states.

Discussion Post

Some aspects of advocacy initiatives conflict with current health care policy. To what extent do you think the government should be empowered to ensure that all schoolchildren are immunized against measles?

For your initial post in this discussion, make the case for whichever stance you would take.

- Define your viewpoint on immunization and describe the policy approach you have in mind, explaining how it would support the ability of the community to prevent the spread of disease.
- Provide evidence for your point of view, citing readings from this unit that strengthen your case.

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

- Do your own evaluation of the strategy the learners recommend and point out aspects of the policy change that you believe would be most effective.
- Identify any potential problems or difficulties that you see, suggesting what might help overcome them.

Course Resources
Graduate Discussion Participation Scoring Guide

u08d2 - Public Health System Outcomes

Discussion Preparation

The purpose of this discussion is to generate ideas that might be viable approaches to address your selected community-based health issue. Think through and imagine approaches that might lead to or support successful results.

To help organize your thoughts, write down and evaluate all of your action ideas.

- Focus on the ideas you think might have the biggest effect and those you think would be relatively easy to implement.
- Identify any approaches that would require significant resources, and think about how you will need to address this aspect.

For this discussion, select two of the ideas that you believe have strong potential for addressing the issue you have chosen. Think through the value of these ideas and the process of researching and exploring their potential for addressing your issue.

For your initial post in this discussion, briefly describe the issue you are addressing and make the case for using these approaches. Your post should include the following:

- A description of two action ideas that you think would have the largest effect on the issue.
- A rationale for why you think each idea would be a powerful way to address the issue. Provide evidence for your point of view.

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

- Engage your peers and tell specifically why you chose to respond to the posts.
- Find one pertinent peer-reviewed article in the Capella library and briefly introduce the article. (Is the information in the article based on a study, a literature review, and so on?) Paraphrase the relevant parts of the article in your response.

In your reply, try to balance your own professional experiences with an academic perspective, based on your peer-reviewed article. When you support your comments with details from your personal experience, workplace, or familiar health care setting, you are not required to

cite a source unless you offer an alternative viewpoint or reference the ideas or work of others.

Course Resources
Graduate Discussion Participation Scoring Guide

Unit 9 >> Collaborations

Introduction

Collaborative partnerships among public and private health agencies, advocacy groups, educational institutions, and private industry have increasingly become part of the public health community. These partnerships emerged because of increasing complexity and competition, as well as the opportunities that multiagency collaboration provides to all parties.

Learning Activities

u09s1 - Studies

Required

Case Study Selection

Select a case study from the following resources that addresses issues and problems related to public health multiagency collaborative initiatives. These initiatives should improve outreach efforts addressing health equity and related issues of system efficacy, quality, and effectiveness.

You will analyze the case study you select in this unit's assignment, Public Health System Case Study.

- HealthEquityGuide.org. (n.d.). Case studies. Retrieved from https://healthequityguide.org/case-studies/
- Center for Sharing Public Health Services. (n.d.). Case studies in staff sharing in local public health. Retrieved from https://phsharing.org/resources/case-studies-in-staff-sharing-in-local-public-health/

u09a1 - Public Health Systems Case Study

Overview

For this assignment, you will analyze the case study you selected in the unit studies.

Essential features of a case study include the following:

- **Nature of the Problem**: Statement of the issue of concern, disparities in outreach services to be addressed, and significance of the problem.
- **Stakeholders and Stakeholder Groups**: Concerned organizations and groups. Include the dominant values and interests of stakeholders and the common concerns and visions of stakeholders.

- **Alternative Solutions**: The primary (2–3) interventions surfacing as candidates for change. Include the strengths and weaknesses of criteria for judging priorities.
- **Primary Optimal Solution**: Essential programmatic and practice elements that could lead to success. Is there a replication of study in other communities?
- **Reflection**: The advantages and disadvantages facing potential initiatives designed to develop, implement, or assess the proposed solution.

Instructions

Develop a case study analysis that addresses issues and problems related to public health multiagency collaborative initiatives. These initiatives should improve outreach efforts addressing health equity and related issues of system efficacy, quality, and effectiveness.

Your case study analysis will be graded on how well you demonstrate the following:

- Describe alternative solutions and interventions as candidates for adoption.
- Describe performance indicators for judging priorities.
- Discuss how a mission or vision statement was (or could have been) used to empower stakeholders.
- Describe practices that foster collaboration and decision making between diverse stakeholders.
- Describe how specific systems thinking tools can be used to accomplish a public health program's goals and objectives.
- Support main points, assertions, arguments, conclusions, or recommendations with relevant and credible evidence.
- Apply APA formatting to in-text citations and references.

Additional Requirements

- **Length**: A minimum of 5–7 double-spaced pages, not including title, abstract and reference pages.
- **Font**: Times New Roman 12-point.
- **References**: At least six references that are in addition to your textbook.
- **APA**: Format your paper according to APA style.

Note: To fully understand how this assignment will be graded, carefully read the Public Health Systems Case Study Scoring Guide.

Portfolio Prompt: You may choose to save this learning activity to your ePortfolio.

Course Resources
[APA Style and Format](#)
[ePortfolio](#)

u09d1 - Public Health Partnerships

The purpose of this discussion is to generate ideas for ways that organizations can work together to meet shared goals.

How would you describe the potential for partnerships formed to address specific public health goals? Like any other partnership, one of the key factors for success is the agreement on shared goals. Even when organizations appear to have the same goals, however, working together successfully can still present challenges. Based on what you have read in this unit, any other articles you have found, and your own relevant experience, answer the following:

- What do you see as the most important principles for guiding partnership efforts?
- What differences, if any, would you anticipate between partnerships among public organizations and partnerships between public and private organizations?

- To what extent do you think these kinds of opportunities may currently exist in public health? What examples could you cite?

Response Guidelines

Read the posts of your peers and, in a substantive response, identify the aspect of your peers' posts that you find most intriguing, and share your views on the same subject. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

Course Resources
Graduate Discussion Participation Scoring Guide

Unit 10 ❯❯ The Future of Health Services Delivery

Introduction

Finishing This Course and Getting Ready for What Is Next

In the final unit of any course you take at Capella University, it is good practice to critically review what you have learned, make provisions to save your best work in your ePortfolio, and find a way to bring this course to a close, while at the same time, opening yourself up to new questions or unsolved issues that have come to your attention as a result of your studies.

The Unsettled Nature of Health Services Delivery

The future of public health services holds a high degree of uncertainty at this time.

- The role of government in the sustenance and further development of the health services delivery system is in doubt.
- Political forces are at play that would argue for a highly significant role for government at the federal, state, and local levels in the United States.
- There are strong forces that see a single-payer system financed and managed by the central government as the prominent format for delivery of health services in the United States.
- There are equally strong forces that argue for major restrictions in management and reduced government funding of health services.

The nature of change and the directions taken in the American and global health delivery systems are difficult to predict at. Hopefully, the lessons learned during this course will provide valuable guidance as you progress in developing your career in public health administration.

Learning Activities

u10s1 - Studies

Required

The Future of Health Delivery Services

The framework of future health delivery change will help you discuss the nature and direction of potential shifts in resource organization, system processes, and outcomes. Demographics, globalization, progress in scientific innovation, and evidence-based standardized protocols will all have a significant bearing on the future shape and content of the American public health delivery system.

- Use your *Delivering Health Care in America: A Systems Approach* text to complete the following:

o Read Chapter 14, "The Future of Health Services Delivery," pages 563–590.

u10d1 - Changes in Health Services Delivery

Discussion Post

Based on your assigned reading for this unit, discuss the eight main forces that will determine future change in health services delivery in the United States.

- Provide an overview of the effect of new technology in the delivery of services and describe the role of international cooperation in globalization.
- Support your answers by citing references from your text and assigned articles or from scholarly literature, and share relevant insights from your professional practice. Use correct APA formatting for all references and in-text citations.

Response Guidelines

Read the posts of your peers and, in a substantive response, address the following. Please respond to posts that have had few responses thus far and refer to the discussion response guidelines in the Faculty Expectations Message.

- Engage your peers and tell them specifically why you chose to respond to the posts.
- Find one pertinent peer-reviewed article in the Capella library and briefly introduce the article. (Is the information in the article based on a study, a literature review, and so on?) Paraphrase the relevant parts of the article in your response.

In your reply, try to balance your own professional experiences with an academic perspective, based on your peer-reviewed article. When you support your comments with details from your personal experience, workplace, or familiar health care setting, you are not required to cite a source unless you offer an alternative viewpoint or reference the ideas or work of others.

Course Resources
Graduate Discussion Participation Scoring Guide

u10d2 - Course Reflection

The purpose of this post is twofold:

1. To help you sift through the nuggets of learning that you have been exploring throughout the various learning activities.
2. To create a snapshot for you to revisit as you move through your program that ultimately culminates with your capstone and field experience courses.

Throughout the course, you have explored many aspects of the course competencies. For this discussion, reflect on the information you have discussed and learned over the past weeks. Prepare a posting that addresses these prompts:

- The most important concepts or skills I gained were . . .
- The most important, interesting, or provocative insights I gained were . . .
- I will use these concepts, skills, or insights in my current position in these ways . . .
- This course has changed my perspective on the subject matter and my current academic and professional goals in these ways . . .
- I will use the information and learning from this course to help me with my Capstone project in these ways . . .