

# **Academic Health Department Learning Community: A New Opportunity for Academic-Practice Collaboration**

C. William Keck, MD, MPH  
APHA 139<sup>th</sup> Annual Meeting  
Washington, DC

November 1, 2011



# Presenter Disclosures

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Bryn Manzella, MPH

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(1) The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

No relationships to disclose



# Overview

- Introducing the Academic Health Department (AHD) Learning Community and the AHD model
- AHD Case Studies
  - Setting the Stage
  - Established AHD
  - New AHD
  - AHDs in Progress?
- AHD Learning Community
  - Role
  - Resources



# Overview

- **Introducing the Academic Health Department (AHD) Learning Community and the AHD model**
- **AHD Case Studies**
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# Council on Linkages Between Academia and Public Health Practice

- To improve public health practice, education, and research by:
  - Fostering, coordinating, and monitoring links among academia and the public health and healthcare community;
  - Developing and advancing innovative strategies to build and strengthen public health infrastructure; and
  - Creating a process for continuing public health education throughout one's career.

- **19 National Public Health Organizations:**
  - American College of Preventive Medicine
  - American Public Health Association
  - Association for Prevention Teaching and Research
  - Association of Accredited Public Health Programs
  - Association of Public Health Laboratories
  - Association of Schools of Public Health
  - Association of State and Territorial Health Officials
  - Association of University Programs in Health Administration
  - Centers for Disease Control and Prevention
  - Community-Campus Partnerships for Health
  - Health Resources and Services Administration
  - National Association of County and City Health Officials
  - National Association of Local Boards of Health
  - National Environmental Health Association
  - National Library of Medicine
  - National Network of Public Health Institutes
  - National Public Health Leadership Development Network
  - Quad Council of Public Health Nursing Organizations
  - Society for Public Health Education



**Funded by CDC and HRSA  
Staffed by PHF**

 **The Council on Linkages  
Between Academia and  
Public Health Practice**

# Academic Health Department Learning Community

- National community of public health professionals learning about developing, maintaining, and expanding AHDs
  - Practitioners, educators, and researchers
  - Nearly 90 professionals from 27 states, DC, and 5 national organizations
- Facilitates shared exploration of the AHD concept
- Encourages knowledge sharing and collaboration



# Academic Health Department

- Affiliation of a health department and an academic health professions institution
- Public health's version of the teaching hospital/medical school partnership
- Collaborative relationship to enhance public health education and training, research, and service
- Strengthens the linkages between academia and public health practice



# Academic Health Department: Elements

- Relationship between an academic and a public health practice organization
- Formal written partnership agreements
- Collaborative public health education or training
- Joint research projects
- Shared provision of public health services
- Shared personnel
- Shared resources
- Compensation for services provided





# How might an AHD get started?

- Collaborative public health education or training
  - Student internships or practica
  - Guest lectures by health department staff
- Joint research projects
  - Letters of support for funding proposals
  - Access to community populations and health data
- Shared provision of public health services
  - Consultations



# Where might this lead?

- Collaborative public health education or training
  - Workforce development training
  - Faculty appointments for health department staff
  
- Joint research projects
  - Collaborative funding proposals
  - Shared data collection and analysis
  
- Shared provision of public health services
  - Collaborative community health assessments



# Academic Health Department: Benefits

- Address community health needs more effectively
- Build practice-based evidence
- Maximize resource use
- Better prepare students for public health practice careers
- Support recruitment of qualified professionals
- Facilitate lifelong learning
- Increase awareness of public health
- Meet accreditation standards
- **Improve public health system and community health**



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# AHD Case Studies: Setting the Stage

C. William Keck, MD, MPH

Northeast Ohio Medical University



# AHD Case Studies: Established AHD

Bryn Manzella, MPH

Jefferson County (AL) Department of Health



# **Evolution of an Academic Health Department: The Jefferson County (AL) Story**

Bryn Manzella, MPH  
Director of Quality Improvement  
Jefferson County Department of Health  
Birmingham, AL



JEFFERSON COUNTY DEPARTMENT OF HEALTH

# MISSION

**prevent** disease and assure access to quality health care  
**promote** a healthy lifestyle and a healthy environment  
**protect** against public health threats

# VISION

**healthy people + healthy environment = healthy community**  
→ leadership and service

# VALUES

demonstrating **compassion** for every life we touch  
displaying **respect** for each other and those we serve  
creating **collaboration** within our community  
exercising **integrity** in every action

# STRATEGIC PRIORITIES

**protect health and improve quality of life**  
**ensure organizational excellence**



JEFFERSON COUNTY  
DEPARTMENT OF HEALTH  
ALABAMA



JEFFERSON COUNTY DEPARTMENT OF HEALTH



# Strategic Priorities

- **Protect Health and Improve Quality of Life**
  - Community Health Improvement Plan: Health Action - CPPW
  - Health Care Environment: Responsive to Health Reform
  - Environmental Engagement
  - All-Hazard Preparedness
- **Ensure Organizational Excellence**
  - Accreditation
  - Financial Accountability/Stability
  - Technology
  - **Academic Health Department**



# Academic Health Department Attributes

- Involvement between at least one academic institution and health department
- Formal written partnership agreements between institutions
- Shared personnel
- Organizational structures allowing cross-institutional resource sharing
- Exchange of Resources



# AHD Attributes (continued)

- Collaboration 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 public health service provision
- Collaborative and mutually beneficial relationships



# SomeONE had a Great Idea...

- In 1991, a contract established with the University of Alabama's Department of Human Nutrition and Jefferson County Department of Health (JCDH) established a preceptorship in Public Health Dietetics
  - Staff nutritionist recognized need to develop and encourage dieticians in training to enter the public health workforce
    - Ability to expand services to JCDH patients
    - Opportunity to provide “real-life” experience
    - Opportunity to “sell” public health nutrition as a career



# SomeONE's Great Idea Led to Public Health Internships

- JCDH co-provides internships in:
  - Multiple Public Health Disciplines through its Public Health Internship Program
    - UAB School of Public Health (1994 – present)
  - Public Health Dietetics
    - University of Alabama at Birmingham's School of Health Related Professions (1993 – present)
    - Oakwood College (2006 – present)
  - Public Health Pharmaceutical Practice
    - Samford University's McWhorter School of Pharmacy (2002 – present)



# SomeONE's Great Idea Led to Academic Rotations

- Academic rotations at JCDH are offered for:
  - Dental Hygiene and Dental Assistant Students
    - Wallace State Community College (1995 – present)
    - Lawson State Community College (2007 – present)
  - Family Practice and Pediatric Residents
    - UAB School of Medicine (1996 – present)
  - Dental Students and Residents
    - UAB School of Dentistry (1998 – present)



# SomeONE's Great Idea Led to..

- The first Pharmacy/Public Health Residency in the country
  - Established in partnership with the Samford University McWhorter School of Pharmacy (2004 – present)
    - Eight residents have completed this program
    - Two residents are currently participating



# **An Academic Health Department is Formed**

- Evolved naturally from the recognition of the intimate link that necessarily exists between academic public health and public health practices, as well as the various shared benefits that result from this linkage.
- Fueled by early successes with academic agencies with nutrition students
- Formalized with an Affiliation Agreement





# Affiliation Agreement

- Affiliation Agreement between UAB's School of Public Health (SoPH) and Jefferson County Department of Health (JCDH) established – 1994
  - Created a joint Advisory Committee
    - Provides counsel regarding SoPH and JCDH interactions and fosters a close working relationship inclusive of the following:
      - » Appointment of JCDH personnel as adjunct SoPH faculty
      - » SoPH faculty assignment to responsibilities at JCDH
      - » Student Activities such as Internships and Field Projects
      - » Job Placement
      - » Technical Assistance and Curriculum Consultation
      - » Research Collaboration
      - » Information Exchange



# And the Ideas Continued...

- Recognition of the opportunity for written agreements and contracts to expand/enhance service provision
  - Agreement with UAB's Division of Infectious Disease provides additional physician and clinical staff support for JCDH's STD Program - 1994
  - Contract with UAB's School of Optometry provides vision screening and ocular disease services - 1996
  - Contract with UAB's School of Dentistry provides specialty dental services - 1997

# And the Ideas Continued...

- Contract with the McWhorter School of Pharmacy provides pharmaceutical education and instruction - 2002
- Contract with Stanford University to use its Chronic Disease Self-Management Program increases JCDH Community Health's reach - 2010
- JCDH provides training for pharmacy interns on adverse drug event detection, monitoring, and management - 2011
- JCDH staff serve as adjunct faculty and guest lecturers for UAB's School of Public Health



# And the Ideas Evolved...

- To include research and grant activities:
  - CDC-funded “Sexually Transmitted Disease/HIV Prevention Center” with UAB’s Division of Infectious Disease (2006 – present)
  - CDC-funded “Moon Dust Project” with UAB’s Division of Infectious Disease (2007 – 2010)
  - American Pharmacy Association Foundation-funded “Project IMPACT” (2011-2012)



# AHD Success Story #1

- Contract with UAB School of Public Health to identify and introduce potential research projects (2010-11)
  - Identification and selection of three research topics
  - Staff support in conducting the research and analyzing results
  - “How to Get Published” Lecture Series
  - Submission of two grant proposals
  - Submission of four articles (two accepted for publication)
  - Three national presentations
  - Strengthened Partnership



# AHD Success Story #2

- Partnership with the McWhorter School of Pharmacy over the past 12 months resulted in:
  - Participation in HRSA's Patient Safety and Pharmacy Services Collaborative 3.0 and 4.0
    - Mean decrease in A1C of >2% in focused population
  - Selection as one of 25 communities awarded Project IMPACT grant funding through the APhA Foundation
    - Expansion to four high-risk diabetes education clinic locations
  - Numerous national presentations



# AHD: Lessons Learned

- It all begins with SomeONE having a GREAT IDEA
- Start from where you are; look for natural synergies between agencies (You just may be an AHD and didn't know it!)
- Let small successes breed larger successes
- Recognize that maximizing opportunities takes time and the right partners
- Consider AHD as part of your strategic plan
- **Be the SomeONE!**



# AHD Case Studies: New AHD

Charles Hamilton, DrPH, MPH

University of Tennessee





# Linking Public Health Academia and Practice:

Forming an Academic Health Department in  
Knox County, Tennessee

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Charles Hamilton, DrPH, MPH  
Professor & Director, MPH Program  
Department of Public Health  
University of Tennessee  
Knoxville, TN  
November 1, 2011

# Items of Discussion

## 1. Partnering Organizations

- University of Tennessee Department of Public Health
- Knox County Health Department

## 2. Historical Underpinnings

## 3. Memorandum of Understanding

## 4. Academic Health Department Leadership

## 5. Academic Health Department Coordinator

## 6. Public Health Grand Rounds

## 7. Benefits and Challenges

## 8. Acknowledgements



# UT Department of Public Health

## Academic Programs

- MPH Degree (accredited by Council on Education for Public Health)
  - Community Health Education
  - Health Planning/Administration
  - Veterinary Public Health
- Dual MS-MPH Degree (PH Nutrition)
- PhD in Health Behavior/Health Education

## Faculty

- 9 full-time + 4 adjunct
- 3 Veterinary Medicine + 4 PH Nutrition

## Special Highlight

Celebrating 40<sup>th</sup> anniversary of MPH Program (1971-2011)

# Knox County Health Department

## Operations

- 435K county population
- Operating budget \$25.1 million and \$5.7 million in grants
- TN Metro Region -1 of 6
- 272 personnel FT/PT
- Adult & pediatric services outsourced to FQHC

## Strategic Planning

- *Together! Healthy Knox: A Community Approach to Better Health*
- Will apply winter 2012 for Accreditation through PHAB

## Special Highlight

Public Health Workforce Development Series designated by NACCHO as a *Promising Practice*



# Collaboration: Historical Underpinnings < 2011

UT & KCHD have been active participants in East Tennessee Public Health/Preventive Medicine Forum (1995-present)

## UT Public Health

- faculty served on KCHD advisory committees
- faculty participated in KCHD initiatives
- MPH students completed nine-week field internships with KCHD
- MPH service learning courses (e.g. health planning) engaged students in community planning projects with KCHD

## KCHD Personnel

- served as MPH course instructors and held adjunct faculty titles
- provided presentations to an interdisciplinary seminar
- engaged in workforce development discussions with the MPH Academic Program Committee
- met with CEPH site visitors regarding accreditation

# Memorandum of Understanding (MOU)

## Rationale

- to formalize a partnership between the two settings that would continue regardless of leadership/personnel turn-over
- to broaden involvement by more faculty and more practitioners
- to encourage practice-focused research projects engaging both faculty and practitioners
- to contribute to advancing community health improvement

## Concern

Appropriate involvement for tenure-seeking faculty?

*Approach*—broadened faculty support thru discussions

## Early win

MOU signed March, 2011





# Academic Health Department

## BRIDGING

### Public Health Academia and Practice

THE UNIVERSITY of  
**TENNESSEE**   
KNOXVILLE

Department of Public Health

Knox County  
**Health Department**  
 Every Person, A Healthy Person

# Academic Health Department Leadership

## UT Department of Public Health

- Department Head has consultant role with KCHD

- Academic Health

- Supervised by Director of MPH Program

## Knox County Health Department

- Director has adjunct faculty role with DPH

## Department Coordinator

- Supervised by Director of Quality Improvement & Accreditation



# Academic Health Department Coordinator

Shared position with equal funding by UT DPH and KCHD

## Responsibilities

- ❑ Coordinate MPH field internships including placement
- ❑ Serve as primary contact for student inquiries to KCHD (all UTK programs and other universities)
- ❑ Contribute to workforce development activities
  - Conduct needs/interests assessment
  - Coordinate Public Health Grand Rounds at KCHD (4/year)
  - Facilitate bringing PH practice to UT campus through seminar (2/year)
  - Arrange for specialized workshops

## Concerns

Hiring freeze and lack of budgeted personnel line

*Approach*—use limited duration appt. & salary recovery \$

## Early win

Appointment of Coordinator effective August 1

# Public Health Grand Rounds

## Defined

Collaborative learning sessions between academia & practice regarding a public health area (4/year)

## Concerns

1. Selecting topical areas of mutual interest to both settings
2. Designing a format appealing to practitioners & faculty

*Approach*—initially, the faculty speaker met with several members of KCHD to determine a topic, and two KCHD staff agreed to serve as members of a reactor panel to the presentation

## Early win

First PHGRs held September 23 with the second scheduled for November 18

# Public Health Grand Rounds

## Aspects of Diet and Cancers of the Digestive Tract: Controversy, Study Methods and Public Health



**Date:** September 23, 2011

**Time:** 12:00 pm – 1:00 pm

**Location:** Knox County Health Dept. Auditorium

**Cost:** No fee

**You are welcome to bring a brown bag lunch.**

**Description:** Everyone knows that fruit and vegetables, as well as dietary fiber, are important parts of a healthy diet. Yet the role these key dietary factors play in specific diseases appears to differ, and with some diseases it remains highly controversial. Such controversies provide the opportunity to examine and refine the methods we use, as well as the thinking that ultimately helps to resolve the controversy and advance knowledge.

This talk will discuss these dietary factors in relation to cancers of the upper and lower digestive tract, and will place some emphasis on methodological factors that might be of interest to the health department and other public health practitioners, and how public health messages may be tailored accordingly. Time will be allotted for a panel reaction and audience questions.

**Who Should Attend:** This is relevant to epidemiologists, researchers, community health educators, and other members of the public health workforce; however it is open to anyone.



**Presenter:**

Paul Terry, PhD, MPH,  
Epidemiologist and  
Associate Professor at  
the University of  
Tennessee, Knoxville

Public Health Grand Rounds (PHGR) is hosted by the *Academic Health Department*, a partnership between the University of Tennessee, Department of Public Health and Knox County Health Department.

PHGR is funded by LIFEPATH, a Public Health Training Center (PHTC); <http://www.tnphtc.org/>

For questions contact Julie Hansen, *Academic Health Department Coordinator*, [julie.hansen@utk.edu](mailto:julie.hansen@utk.edu) / [julie.hansen@knoxcounty.org](mailto:julie.hansen@knoxcounty.org) or 865-974-9277 / 865-215-5310.

# Benefits and Challenges

## Benefits

1. Enhances public perception of both organizations
2. Strengthens existing relationships & builds new ones
3. Engages faculty & students in practice setting
4. Provides continuing education for the public health workforce
5. Improves community health status by accessing a broader range of resource persons
6. Positions partners for joint funding opportunities
7. Strengthens capacity for program evaluations

## Challenges (near-term)

1. Convert limited duration appointment to full-time budgeted line
2. Determine suitable presentation format for Public Health Grand Rounds (exploring co-presenters)
3. Increase attendance at Public Health Grand Rounds
4. Enhance sustainability of AHD through mutual successes
5. Foster practice-focused research projects

# Acknowledgements

- Julie Hansen, MPH, CHES  
Academic Health Department Coordinator
- Paul Erwin, MD, DrPH  
Head, UT Department of Public Health
- Martha Buchanan, MD  
Director & Health Officer, Knox County Health Dept.
- Jennifer Johnson, MSN, RN  
KCHD Director of Quality Improvement & Accreditation

Preparing for Public Health Practice



# AHD Case Studies: AHDs in Progress?



# Overview

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- **AHD Learning Community**
  - **Role**
  - **Resources**



# AHD Learning Community: Role

- Encourage Learning
  - Sharing professional experiences
  - Highlighting AHD materials
  
- Facilitate Discussion
  - Conference call meetings
  - Email and online
  
- Offer Support
  - Sharing expertise
  - Collaborative resource development





# AHD Learning Community: Resources

## ➤ Concept Paper

- Describes basic elements of the AHD model
- Working draft

## ➤ Discussion Paper

- Highlights potential benefits of AHDs
- Designed to facilitate discussion about AHDs

## ➤ Bibliography

- List of AHD-related literature
- Updated as new materials are discovered



# AHD Learning Community: Resources

## ➤ Under Development

- List of Established AHDs
- Partnership Agreement Collection
- AHD Roles and Responsibilities
- Competencies for AHD Leaders

## ➤ All Resources

- Developed with input from the AHD Learning Community
- Available through PHF's Resources & Tools Library

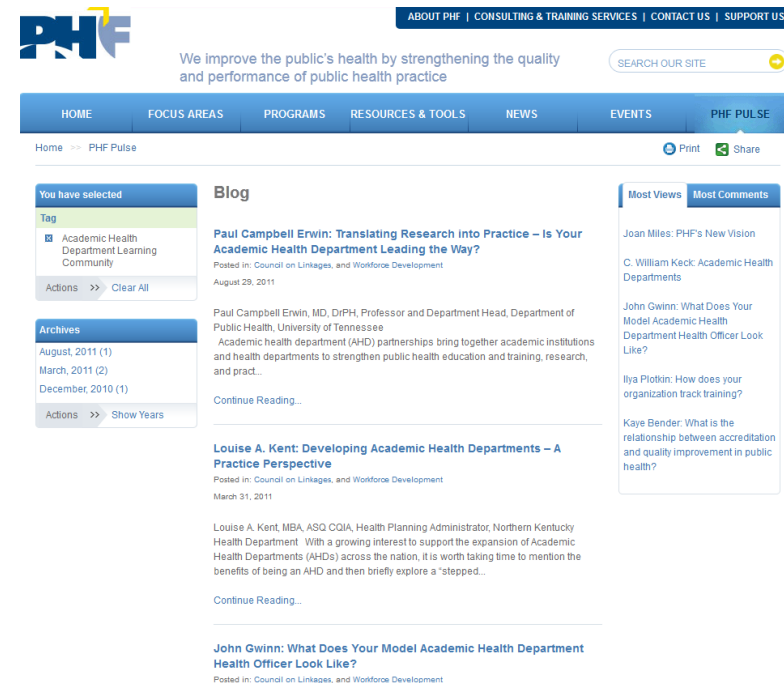


# AHD Learning Community Discussion

- Currently on the PHF Pulse Blog:
  - AHDs and the AHD Learning Community
  - Steps in AHD Development
  - Model AHD Health Officer Qualities
  - Translating Research into Practice

- Posts written by Learning Community members

- Add your comments online at <http://www.phf.org/phfpulse>



# AHD Learning Community Profiles

➤ Personal profiles for AHD Learning Community members to share their experiences

The image displays three screenshots of the AHD Learning Community website, showcasing member profiles. Each profile includes a header with navigation links (ABOUT PHF | CONSULTING & TRAINING SERVICES | CONTACT US | SUPPORT US), a mission statement ("We improve the public's health by strengthening the quality and performance of public health practice"), and a search bar. The profiles are organized into columns with a left sidebar for navigation (HOME, FOCUS AREAS, PROGRAMS, RESOURCES & TOOLS) and a right sidebar for additional links (HOME, FOCUS AREAS, PROGRAMS, RESOURCES & TOOLS, NEWS, EVENTS, PHF PULSE). The main content area for each profile includes a photo, name, title, location, contact information, and a detailed biography.

**Eric Gass, PhD**  
Research and Policy Director  
Milwaukee Health Department  
Adjunct Assistant Professor  
Wisconsin-Milwaukee School of Health  
Location: Milwaukee, WI  
Phone: 414-286-2903  
Email: [egass@milwaukee.gov](mailto:egass@milwaukee.gov)  
Length of Time in Public Health:  
• 9 years  
Current Work Setting:  
• Academic institution  
• Governmental public health  
Relationship Building Experience:  
• I have been involved in developing an academic health  
About Me:  
Going back nearly 15 years when I started my graduate-level drawn to the practitioner side of an issue. After a long including working in the private sector for 2 years, I found academia as a staff person in a medical school. That first school and complete the PhD I started 8 years earlier, will work full-time in a community-based academic setting. My position was created, it was a perfect fit; I can be thought academic in a local public health department.  
About My Institution:  
University of Wisconsin-Milwaukee School of City of Milwaukee Health Department

**Bryn Manzella, MPH**  
Director of Quality Improvement  
County Department of Health  
Location: Birmingham, AL  
Phone: 205-930-1578  
Email: [bryn.manzella@co.bham.al.us](mailto:bryn.manzella@co.bham.al.us)  
Length of Time in Public Health:  
• 3 years direct experience, 25 years indirect experience  
Current Work Setting:  
• Governmental public health  
Relationship Building Experience:  
• I have been involved in developing an academic health  
About Me:  
I recently returned to the traditional public health setting. Je Department of Health, a local health department, after working five years in academic and hospital-based research, staff of quality improvement. Throughout my career, I have collaborated with higher education in these endeavors resulting in improved efficiency and effectiveness and patient/population health outcomes.  
Although I have been requested to serve as the primary or Jefferson County Department of Health (JCCH) within the Le a number of JCCH employees hold faculty appointments in a agencies, predominantly the University of Alabama at Birmingham academic appointments include the Health Officer, Mel MPH; the Deputy Health Officer, Claude Oumel, MD; the Me Stephen Mallard, MD; and the Director of Community and De Chafin, DMD, MPH.  
About My Institution:  
Jefferson County Department of Health

**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 academic health department (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

➤ Available online



# And we're just getting started!

## ➤ Visit us online:

➤ <http://www.phf.org/programs/AHDLC>

## ➤ Join our community:

➤ Contact Council on Linkages Project Manager, Kathleen, at [kamos@phf.org](mailto:kamos@phf.org)

## ➤ Join the conversation:

➤ Next conference call in early December



# Thank You!

## ➤ Today's Speakers:

- Bryn Manzella, MPH, Jefferson County (AL) Department of Health
- Charles Hamilton, DrPH, MPH, University of Tennessee

## ➤ AHD Workgroup

## ➤ AHD Learning Community

