

Public Health Leader and Orientation Resource Guide

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

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

Statement of Purpose

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

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

Guide Goals

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

Objectives

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

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

Suggested Orientation Process

MDH public health nurse consultants will initiate the orientation process with the new public health leader. However, all LPHA members and MDH Center for Public Health Practice staff share responsibility in providing a welcoming, mentoring and learning environment for new leaders.

The orientation process occurs over a period of one year. It is individualized to meet the needs of each leader. The difference in the orientation for specific positions such as public health director, community health service administrator, environmental health director, is one of emphasis and priorities. Similar knowledge is important for each type of position, but the depth of understanding required may

vary. Also, geography and health department structure will affect priorities and the emphasis of each content area in the orientation process.

The public health nurse consultant will work in partnership with the new leader to design an orientation process that meets his or her needs. Work with the public health nurse consultant will emphasize the theory related to the topic areas. If desired, a representative from LPHA's Membership Committee will help identify a mentor. Attendance at and engagement with LPHA regional, statewide and standing committee meetings also provide valuable networking opportunities and a chance to connect with peers about current public health issues. Other potential mentoring opportunities for the new leader may be explored through work within a multi-county community health board (if appropriate) and/or cross jurisdictional initiatives where the focus will be on program management, program development and systems (state and local partnership) issues.

The public health nurse consultant will meet with the new leader and introduce a self-assessment tool. The self-assessment tool helps identify priority topics and plays an important part in determining the sequencing of the various topics covered throughout the orientation process. In addition, there may be issues that arise during the orientation process that demands more immediate attention and support.

A variety of methodologies will be used throughout the orientation process. These may include such activities as one to one meetings with the regional public health nurse consultant, utilizing travel time with neighboring directors for discussion and networking, individual study and participating in other opportunities as they arise. New leaders also are encouraged to attend quarterly meetings of the State Community Health Services Advisory Committee (SCHSAC) and annual Community Health Services Conference.

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

Document Review

MDH public health nurse consultants, in conjunction with the LPHA Membership Committee, will be responsible for the review and update of this document on a biennial basis. The next review will be conducted in the fall of 2019; MDH public health nurse consultants may make minor revisions at their discretion.

Community Health Services Administration Handbook

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

Questions and More Information

**Minnesota Department of Health
Center for Public Health Practice**
PO Box 64975 St. Paul, MN 55164-0975
651-201-3880 health.ophp@state.mn.us
www.health.state.mn.us/divs/opi

Self-Assessment

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

This self-assessment tool will help identify priority areas to discuss with the MDH public health nurse consultant and/or the LPHA mentor during the orientation process. Complete this self-assessment, identifying specific questions you have about particular topic areas. Please consider sharing the completed self-assessment with your public health nurse consultant and mentor.

Section	Understanding/Comprehension	Notes
I. Public Health Introduction		
A. Public Health History	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Public Health Basics	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Public Health Nursing Cornerstones	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Public Health Ethics	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
II. Public Health System		
A. At the Federal Level	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. At the Tribal Level	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Minnesota State Government	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Minnesota Department of Health	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Minnesota's Public Health System/State-Local Partnership	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
F. Local Public Health Act	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
G. 10 Essential Public Health Services	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
H. Areas of Public Health Responsibility	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
I. Blueprint for Successful Health Departments	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
J. Healthy People 2020 Objectives	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
K. Local Public Health Authorities and Mandates	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
L. State Health Improvement Framework	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.

Section	Understanding/Comprehension	Notes
M. Local Public Health System Development	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
N. State Contacts and Maps	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
III. Legislative Process		
A. Politics of Public Health	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Legislative Process	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Legislative Initiatives	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. State Legislators	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Public Employees and Lobbying	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
F. Open Meeting Law	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
IV. Statutes/Ordinances		
A. Local Public Health Act	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Communicable Disease Reporting	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Data Practices and HIPAA	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Records Retention	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Nurse Practice Act	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
F. Job Safety	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
G. Public Health Nuisances	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
H. Clean Indoor Air Act	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
I. Clandestine Drug Labs	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
J. Naloxone Access	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
K. Local Ordinances	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
L. Local Ordinance Development	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
M. Public Health Law	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
V. Management and Budgets		

Section	Understanding/Comprehension	Notes
A. County-Specific Budgeting and Auditing	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Fiscal Management	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Billing	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Working with Grants	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Budget and Expenditure Reporting	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
F. Federal Poverty Guidelines	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
VI. Human Resources		
A. Staff Management	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Protected Groups	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Employee Assistance Program	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Labor Negotiation and Contracts	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Personnel Policies	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
F. Personnel Safety	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
G. Benefit Management	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
H. Volunteer Management	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
VII. Core Public Health Functions		
Local Assessment and Planning		
A. Community Health Assessment Models	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Public Health Data	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Strategic Planning	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Community Health Improvement Planning	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Performance Management / Quality Improvement	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
F. Evidence-Based Practice	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
G. Public Health Intervention Wheel	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.

Section	Understanding/Comprehension	Notes
H. Public Health Accreditation	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
Statewide Assessment and Planning		
A. Minnesota Statewide Health Assessment	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Minnesota Statewide Health Improvement Framework	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
VIII. Health Equity		
A. Health Equity / Health Disparities	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Social Determinants of Health	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
IX. Community Engagement		
A. Importance of Community Engagement	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Networks, Partnerships, Coalitions	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Meeting Facilitation	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Robert’s Rules of Orders	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
X. Leadership Skill Development		
A. Leadership Style Assessment	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Collaborative Leadership	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Leadership Resources	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Self-Care for Leaders	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Working with Boards	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
XI. Organizational Workforce Development		
A. Mission, Vision, Values	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. How are We Doing?	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Workforce Development / Public Health Core Competencies	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Intercultural Development	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Staff Communication	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.

Section	Understanding/Comprehension	Notes
F. Team Building	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
G. Coaching and Supervision	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
H. Generational Differences in the Workplace	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
XII. Increasing the Visibility of Public Health		
A. Branding / Using a Public Health Logo	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Building and Maintaining Public Trust	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Orientation to Public Health for Newly Elected Officials	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Media Relations	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Social Marketing	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
F. Risk Communication	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
G. Storytelling	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
XIII. Environmental Health		
A. Delegation Agreements	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Drinking Water Protection	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Licensing Jurisdictions	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Food, Pools, and Lodging Program	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Food Safety Partnership	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
F. Local Partner Resources	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
G. Manufactured Home Parks, Recreational Camping Areas, Youth Camps	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
H. MDH Environmental Health Contacts	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
I. MDH Partnership and Workforce Development Unit	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
J. Environmental Health Topics	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
K. Climate Change	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.

Section	Understanding/Comprehension	Notes
XIV. Health Care Reform		
A. At the State Level	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. At the Federal Level	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
XV. Health Informatics		
A. eHealth	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. The Omaha System	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
XVI. Public Health 3.0		
A. Health Impact Assessment	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Cross-Jurisdictional Sharing	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Comprehensive Planning	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
D. Health in All Policies	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
E. Public Health as Chief Health Care Strategist	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
XVII. Evolving and Emerging Issues		
A. Promotion of Mental Health Continuum	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
B. Adverse Childhood Experiences	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.
C. Violence (Including Gun Violence)	<input type="checkbox"/> Good <input type="checkbox"/> Enough to get by <input type="checkbox"/> A little <input type="checkbox"/> None	Click or tap here to enter text.