Our Road to Creating the Healthiest Indiana:
For Science, For Action, For Health

Advocacy and Policymaking

Pam Aaltonen, PhD, RN
president@apha.org or aaltonen@purdue.edu
It’s National Public Health Week

2019 launched with ...

• **Grassroots Advocates and Community Workers**
  • Reinforce need to work with not for communities
  • Listen
  • Trust earned
  • Communities have different priorities (ask!)
  • Don’t need to be the lead ... facilitate, don’t take over
Focus by day

• Monday: Health Communities
• Tuesday: Violence Prevention
• Wednesday: Rural Health
• Thursday: Technology and Public Health
• Friday: Climate Change
• Saturday & Sunday: Global Health
Greetings from APHA

- Georges Benjamin, MD - APHA Executive Director

APHA Executive Board ... Midwest Strong
- Heather McCabe; Indiana, IU School of Social Work
- Hope Rollins, Michigan; Michigan Public Health Institute
- Linda Rae Murray, Illinois; retired Cook County Health Department
- Suparna Navale, Ohio (doctoral student, Kent State; Case Western Research Analyst)

APHA Indiana ARGC
- Joan Trendell; Chief, Bureau Population Health, MCHD
Mark your calendar

Philadelphia, November 2-6, 2019

APHA Live

individual or group
Annual Meeting Affiliate Events PLUS

Region V [Great Lakes] Meeting (Friday)

Affiliate Day (Saturday)

Council of Affiliates Reception (Saturday)

Governing Council Round Tables: Joint CoA/ISC Activity (Sunday)

Exhibit Hall (Sunday-Tuesday)

Book Signing (typically Sunday)

Candidate Forum (Monday)

Student and Affiliate Posters (typically Monday or Tuesday)

Scientific Sessions (Sunday-Wednesday)

President’s Reception (Tuesday Evening)
Students

- Student Assembly
- Public Health Leaders
- Poster Sessions ($$ awards)
- Speed Mentoring
- Exhibit Hall (career mart)

CONTACTS
02.28.2019

• Promoting membership in local affiliates

Dear Pamela,

Thank you so much for being a member of the American Public Health Association. APHA works closely with state and regional public health associations on initiatives throughout the year. We’re prepping right now for National Public Health Week, April 1 – 7.

If you’re not already a member of your local public health association, please join today. If you’re already a member, please spread the word about the value of membership at both the local and national level.

All the best,

[Signature]

Ellen Galant
Director, Membership Services

Questions about membership? Contact us at 202-777-2400 or membership.mail@apha.org.
Ready?

• 1872 APHA founded by _______ , NYC Surgeon
  • Mobilize & enlighten citizens
  • Research and back sanitary campaigns with “evidence”
  • Public health requires well-organized PH system staffed with well-trained professionals

(Glasser, et al., 2011)

  • Honored at APHA meeting in 1921, age 98

• Walter Reed announces at 1900 APHA Annual Meeting that mosquitoes carry _______
• IPHA can refer to a # affiliates at national level ... what are 2 others?

• Who was the first 🌟 APHA president from Indiana? What year?

• How many times has APHA held annual meeting in Indiana?

• What states are in the Region V Affiliates/Great Lakes Public Health Coalition?
  Founded what year?
What famous public health document/diagram is celebrating 25 years?

- de Beaumont Foundation survey: Tweak
My public health journey

Minneapolis, MN
Crookston, MN
Tulsa, OK
Champaign, IL
Lafayette, IN & Kayenta, AZ

What’s your journey? Why public health? Pivotal experience?
Objectives  (courtesy Jonathan & Susan)

• Explain current public health policy and advocacy priorities and initiatives through American Public Health Association

• Describe how the Indiana Public Health Association and public health professionals in Indiana can contribute to priority policy and advocacy initiatives
Agenda

Introduction → Are You On Your Toes? → Objectives

→ Indiana Data → APHA Priorities → Public Health Funding

→ Advocating for Priorities → Policymaking → APHA Resources

→ Questions
Advocacy & Policy Making, Jasper 1947

Mayor sees garbage grinder in Chicago

Advocacy and Policymaking

- Alternative to feeding garbage to hogs (cholera outbreak ... farmers wanted compensation)
- Garbage and flies (Sears Hotpoint ad: good-bye to garbage can
  - lids on can
  - 1st polio case
- The Jasper Plan ... reduced cost from company; installment plan for residents, city installs
- No garbage pickup
Room to Improve

Overall Rank 41st, 2018
(American’s Health Rankings)
https://www.americashealthrankings.org

$51/person on public health (48th)
federal and state monies

Trust for America’s Health
https://www.tfah.org
highlights - drug misuse, alcohol & suicide deaths
3/10 score on preparedness
Our focus on [Social] Determinants of Health ...

• Broadens partnerships (traditional & nontraditional), advocacy & policymaking foci, ...

• And need for expanded data
  • HealthyPeople
  • ...

Social Determinants of Health

**Robert Wood Johnson Foundation**
**Texas Health Institute & Virginia Commonwealth University Center on Society and Health**

<table>
<thead>
<tr>
<th>Measure (overall)</th>
<th>Indiana Rank</th>
<th>Indiana Score</th>
<th>USA Goal</th>
<th>Measure (overall)</th>
<th>Indiana Rank</th>
<th>Indiana Score</th>
<th>USA Goal</th>
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<tbody>
<tr>
<td>Adult Health Status (good or excellent)</td>
<td>39</td>
<td>46</td>
<td>75%</td>
<td>Low Assault Rate (counties &lt; 283/100,000)</td>
<td>18</td>
<td>84</td>
<td>100%</td>
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<td>Mental Health Status (not good)</td>
<td>40</td>
<td>13</td>
<td>5%</td>
<td>Low Rape Rate (counties &lt; 36.9/100,000)</td>
<td>18</td>
<td>82</td>
<td>100%</td>
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<td>Child Health Status</td>
<td>40</td>
<td>13</td>
<td>97%</td>
<td>Low Robbery Rate (counties &lt; 52.1/100,000)</td>
<td>25</td>
<td>46</td>
<td>100%</td>
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<tr>
<td>Premature Mortality (death rate, 24-64)</td>
<td>39</td>
<td>434</td>
<td>260</td>
<td>Home Ownership</td>
<td>9</td>
<td>72</td>
<td>81%</td>
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<td>Infant Mortality (rate)</td>
<td>31</td>
<td>7.5</td>
<td>2.4</td>
<td>Housing Quality (no severe problems)</td>
<td>8</td>
<td>88</td>
<td>94%</td>
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<td>Low Birth Weight (&lt; 2500 grams)</td>
<td>25</td>
<td>8</td>
<td>5%</td>
<td>Air Quality: Particulate Matter</td>
<td>40</td>
<td>0</td>
<td>100%</td>
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<td>Livable Income (&gt; 250% federal poverty level)</td>
<td>29</td>
<td>61</td>
<td>89%</td>
<td>Low Liquor Store Density (&lt; 1.736/10,000)</td>
<td>25</td>
<td>96</td>
<td>100%</td>
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<tr>
<td>Affordable Housing (&lt; 30% monthly income)</td>
<td>9</td>
<td>74</td>
<td>87%</td>
<td>Food Security (not living in food desert)</td>
<td>30</td>
<td>86</td>
<td>97%</td>
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<td>Post-secondary Education</td>
<td>44</td>
<td>53</td>
<td>83%</td>
<td>Access to Primary Care (&lt; 2000:1)</td>
<td>35</td>
<td>72</td>
<td>100%</td>
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<tr>
<td>Connected Youth (school or working)</td>
<td>20</td>
<td>94</td>
<td>100%</td>
<td>Access to Psychiatric Care (&lt; 30,000:1)</td>
<td>32</td>
<td>68</td>
<td>100%</td>
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<tr>
<td>Preschool Enrollment</td>
<td>42</td>
<td>41</td>
<td>76%</td>
<td>Health Insurance Coverage</td>
<td>35</td>
<td>84</td>
<td>97%</td>
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<td>Employment (&gt; 16 years of age)</td>
<td>28</td>
<td>91</td>
<td>98%</td>
<td>Affordable Health Care (no delay due to $)</td>
<td>31</td>
<td>85</td>
<td>95%</td>
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<td>Low Poverty Concentration (&lt; 20% poverty)</td>
<td>28</td>
<td>79</td>
<td>100%</td>
<td>Usual Source of Care (have provider)</td>
<td>17</td>
<td>83</td>
<td>92%</td>
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<tr>
<td>Low Murder Rate (counties &lt; 5.1/100,000)</td>
<td>30</td>
<td>65</td>
<td>100%</td>
<td>Colorectal Ca Screening (50-75 yrs)</td>
<td>37</td>
<td>64</td>
<td>80%</td>
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</table>
APHA Advocacy Priorities

• Protecting Affordable Care Act INCLUDING Prevention & Public Health Fund

• Funding for CDC, HRSA, EPA

• Climate Change/Clean Air Act

• Challenge the weakening of evidence-based public health practices (anti-science in federal agencies)
Advocacy for Public Health Funding

Generally
• 1 to 3 cents for every 1 dollar of healthcare spending

Specifically
• Much of state health department funds are federal dollars
• Many local health departments generate fees that cover significant amount of expenses
• Nonprofits often patchwork of funding
• National foundations funding work, particularly demonstration projects
CDC Funding to States

- Indiana = $117,665,594

ISDH
MCHD
Governor’s Office ...
opioids
Indiana HRSA Funding

- $151,069,264 (of which $4,126,990 loans and scholarships)
  - Health Centers
  - Primary Care State and Regional Associations
  - National Health Service Corps
  - Training Grants (underserved areas)
  - Maternal Child Health Grants
  - Rural Health Grants
  - Healthcare Systems
    - Organ donation, drug pricing program, compensation for vaccine, medication, and devices injuries, ...
Public Health Prevention Fund

- Building public health system
- Budgetary flexibility
- Routinely in jeopardy for diversion

- 12% of CDC Budget
  - Idea proposed to have fund similar to that controlled by FEMA
- $3B in state grants (over 3 years)
Gun Violence Research Funding

- APHA
- American Academy of Pediatrics
- American College of Surgeons Committee on Trauma
- 48 medical organizations plus ABA, APA
- Talk with patients, parents

Please see the letter below from Don Hoppert, Director of Government Relations.

Dear Affiliate leaders,

The American Academy of Pediatrics is circulating a letter to U.S. House and Senate Appropriations Committee leaders seeking $80 million in gun violence research funding for the Centers for Disease Control and Prevention. I hope you will consider joining APHA in signing your Affiliate on to the letter.

Click here to read the letter.

To ease approval, these letters are virtually identical to last year’s, all that has changed is the death statistic, which has been updated to 2017 data, and the addressees, especially in the House. They have left on the names of the signatories from last year’s letters, for your reference.

Please let Lucas Allen at the American Academy of Pediatrics (LAllen@AAP.org) know by COB February 16 if your organization can sign on - even if you signed on last year, we need affirmative sign-on from you again to add your organization.

The letter is open to medical and public health organizations, including medical/health organizations’ separate State affiliates.

Best,

Don Hoppert
Gun Violence Research Advocacy

- Dickey Amendment
  - 1993: Kellerman finds guns in home increased risk of homicide
  - 1995 CDC: should be seen as health issue and regulated from that perspective
  - 1996 amendment passed, "none of the funds made available for injury prevention and control at the Centers for Disease Control and Prevention (CDC) may be used to advocate or promote gun control."
  - dearth of research ... most effective strategies??
  - 2012: Dickey states in op-ed that CDC should be allowed to do research

- My search on federal health websites
- Voices at the table (gun owners ... freedom responsibilities)
Why investment in Public Health so hard?

Barriers

• > requirements for cost-saving
• Head-to-head with hospital spending results in ↓ for public health
• Belief in long run prevention cost more than treatment
  • Live longer, use more health care $ (shorter period of senescence at end of life?)
• Timeframe ... mismatch with funding cycles of 3-5 years
  • My administration bears costs, next reaps benefits
• Interest group influence
• Identifiable victim effect
• Evidence alone does NOT drive health policy
  • Already noted some seem anti-science
Barriers, cont.

- Prevailing orientation: rugged individualism, individual responsibility, self-determination, minimal collective action, freedom from collective responsibility;
- Ill health regarded as result of deficiencies on part of victims themselves **changing?**
- Can policy/decision maker identify & connect with message?
- Clarity about what is want to change/modify/do
Painting a portrait or a landscape?

• Portrait: detail about individual or event
• Landscape: broader view, shared responsibility

• Indiana Governor: **Next Level**, January 2019
  • Substance Use Disorders
  • Infant Mortality (best state in Midwest by 2024)
  • School Safety
  • School Funding
  • Prison Reform
Governor’s Challenge

IN: 7.3
IL: 6.1
KY: 6.5
MI: 6.8
MN: 4.8
OH: 7.2
WI: 6.4
Advocacy for what?

Clarity of Language

Chan Lowe, Tribune Content Agency
Cause-Oriented Groups

- Mothers Against Drunk Driving
- Coalition to Reduce MVA
- Substance Use Disorder (opioids)
  - Lawsuits ... communities, states
- Gun Violence
  - Schoolmates, families
  - APHA/AJPH (articles open access)
  - Trauma Surgeons (public health approach)
  - Pediatricians

Naloxone Heat Map
Get to Know Legislators (federal & state & local)

• Mike Braun, US Senator (R-IN), 2019  business person

• Todd Young, US Senator (R-IN), 2017  lawyer

• 4th District, James Baird (R-IN), 2019 Baird Family Farms, Home Health Care Agency, Cooperative Extension
Data by Congressional Districts (use!!)

- Adults Reporting Fair or Poor Health
- Adults Reporting They Are Frequently Mentally Distressed
- Nonelderly Adults Who Are Uninsured
- Adults Who Couldn’t See a Physician Due to Cost
- Adults Who Had a Check-Up Last Year
- Adults Who Had a Cholesterol Screening
- Adults Who Are Currently Smoking
How Best Communicate Public Health Issues?

• Agree on issues & disagree on approaches??

• How do so in a hyper-partisan environment?

• APHA: inform about issues
Advocacy Pointers

• Choose messages & tailor for audience
• Take advantage of windows of opportunity
• Use jigsaw of evidence to build understanding of issue
• Collaborate with others
• Develop media skills
• Work on establishing two-way dialogue
• Build expertise and credibility
• Be persistent
• Health equity advocacy challenged by blame disadvantaged populations for their ill health
• If they can get you asking the wrong questions, they don’t have to worry about the answers (Thomas Pynchon, 2000)
Why so important to be strong advocate ...

• Public Health at the intersection of Social, Political, Economic and Cultural Forces

• Decision making by and for public health initiatives often complex, iterative, nuanced

• Get a Spine Button (Texas)
Scientists as Advocates

- Too disconnected? Researchers, practitioners/health professionals, policymakers/decisionmakers

- Need for increased understanding and trust: communicate evidence in way understandable
  - Policymakers: messy, nonlinear processes & data needs (context unclear?)

- Concern blur boundaries, undermining researchers’ claims to scientific credibility

- Service to communities ill fit with university reward structures?
Anchor Institutions

• Universities, hospitals (permanent part of community)
• Community health clinics, local health departments (extension service)

• Steps
  • Build anchor mission narrative
  • Move from focus of success to significance
  • Have and act on bias for action
  • Adopt linked-future’s philosophy
  • Shift fund raising from bricks/mortar to root causes of health & well being (determinants of health)
  • Recall community investment comes in many forms
  • Align work to advance policy
  • Learn, grow, apply practices from partners with different perspectives

https://democracycollaborative.org/
1st Annual APHA Policy Conference - Public Health Under Siege: Improving Policy in Turbulent Times
Policymakers

- Not role of policymakers to second guess the evidence, but to
  - Weigh evidence
  - Establish priorities
  - Allocate resources

  (Dannel Malloy, 2019)

- How do policymakers weigh evidence?
  - Our understanding of process is insufficient
  - Costs, complexity, risks, flexibility, relevance
  - Collect data from many sources (some conflict with OUR agenda)
  - Trustworthy source?
My Dream Team

- Practitioners ... all levels, different fields & perspectives
- Researchers applying different approaches to work
- Analysts ... intended & unintended consequences of policy actions
- Persons who grasp burden and scope of problem (economists, statisticians, epidemiologists, ...)
- Effective communicators ... with public, with policy makers (frame issue), with colleagues
- Systems experts (e.g., improved data)
- Trusted sources
- View policy through health equity lens
- Passionate
- Engaged public
Public Health Accreditation Board: Advocacy & Policy woven throughout standards

- Ohio: all accredited by 2020
- Public Health National Center for Innovations (PHAB & RWJ)
- Community Planning Tool & Community Health Improvement Plan (Mygarretcounty.com; Medina County, OH replicated)
  - Github.com (open sourced software)
Disseminating research & best practices

How reach stakeholders?

• Clients/Communities
• Researchers
• Practitioners
• Payers
• Policymakers
Clearer Evidence

• Making data more understandable/consumable

• Australian dissertation

• Plain Language Law, 2010 (federal government)
Communicating ...

<table>
<thead>
<tr>
<th>How Health Departments Learn About Research Findings?</th>
<th>How Researchers Perceive They Most Effectively Reach Practitioners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Professional associations (APHA, IPHA, …)</td>
<td>1. Journal articles</td>
</tr>
<tr>
<td>2. Seminars/workshops</td>
<td>2. Face-to-face meetings</td>
</tr>
<tr>
<td>3. Email alerts</td>
<td>3. Media interviews</td>
</tr>
</tbody>
</table>

LEAD Public Health, Prevention Research Centers
Healthy Equity

How interpreted/viewed?

Does this image reinforce biology is what leads to inequities rather than differences that are avoidable, unnecessary and unjust?

Size 8 shoe
Health and Human Services advocating for ...

• Ending the HIV Epidemic: A Plan for America (Secretary Azar) announced in February 2019

• Right tools to end over next 10 years
Advocacy & Policy: Immunizations

- Anti-vaccinators
- Texas legislation to allow broader latitude with philosophical exemption
- 314 cases of measles (03.21.2019) 2010 = 63
- 151 cases mumps (02.28.2019)
- Influenza vaccination (~ 46% children; 45% adults)

Steve Breen/SanDiego Union-Tribune
National Academy of Medicine (congressional mandate)

- Building out Vaccine Website to highlight science
- Call for deliberate evidence-based actions on all levels ... federal, state, local
- Download NAM reports (establish user email & password)
Communicate thru APHA Affiliate Online Community

• Seek and provide advice to other affiliates ...

1. Guidance on proper use of affiliate name as affiliation

Posted 19 days ago

Have any affiliates created guidance on when it is appropriate for board members to use their affiliate name as their affiliation? We’ve had board members use our affiliate as their affiliation on op-eds, conference presentations, journal publications, etc. and want to be sure that our affiliate name is being used appropriately. Thank you and advance for assistance.

Ryan Lindsay
Idaho Public Health Association
ARGC
ID
United States

APHA
AMERICAN PUBLIC HEALTH ASSOCIATION
Getting the science right to communicate for advocacy and policymaking ...

• Mid-July 2018, USA delegation “browbeats” WHO to back down on breastfeeding resolution (corporate influence)

• Sugar-sweetened beverages (corporate influence)

• June 2018, NIH concludes $100 M Harvard trial biased by extensive interactions between researchers and alcohol industry
Advocacy Questions in need of investigation

1. Kinds of evidence needed to advocate and how to transfer this knowledge to policymaking process?
2. Who advocates and to whom?
3. What types of advocacy messages work best?
4. How tailor arguments to different political standpoints?
5. Barriers and enables of effective advocacy?
6. What practices and activities increase effectiveness of advocacy efforts?

What’s APHA About?

The foundation of all APHA work builds on three overarching priorities:

- Ensure the right to health and health care
- Create health equity
- Build public health infrastructure and capacity

We will achieve our mission if we:

- Support a diverse public health workforce
- Foster new public health science
- Facilitate cross-sector efforts

THE HEALTHIEST NATION

- Align organizational capacity and infrastructure
- Configure components, staff and programs to maximize opportunities to achieve central challenge
- Ensure responsible stewardship

- Strengthen our core
- Expand our base
- Advance health in all policies
Supporting Research and Evidence-Based Public Health Practice in State and Local Health Agencies

Date: Nov 07, 2017  |  Policy Number: 20171
Key Words: Research, Local and State Health Departments

Abstract

Research is one of the 10 essential public health services and is a requirement for the advancement of public health practice. However, local and state public health agencies face many barriers to adopting evidence-based practices and engaging in the research needed to build on existing evidence. Barriers include limited time and funding, shortages of appropriately trained staff, and a lack of knowledge among practitioners about evidence-based public health (EBPH). Even for relatively well-equipped agencies, the nature of research presents challenges. For example, randomized control trials are frequently not feasible in the public health practice context, and less rigorous methods must be employed. Communities are an integral part of the public health practice environment, and their voice is an important consideration in the design and implementation of practice-based research. Community-based participatory research is one method that facilitates community engagement in research projects. This policy statement suggests several strategies to mitigate barriers to fully engaging in EBPH and practice-based research, including increasing partnerships between academia and public health practice entities, facilitating public health agencies’ access to evidence-based literature and resources, improving funding mechanisms to support research, and providing training opportunities to better equip the workforce with the skills needed to implement EBPH and engage in practice-based research.
APHA Tag Line ... for science, for action for health

for science

• Encourage research ... set the stage
  • Association policies must have strong science base

• SCIENCE BOARD ... assures the policies evidence-based

• Focus on issues and data relevant to decision making and action

• Provide forum for discussion
  • Annual Meeting
  • Policy Conference
  • Webinars
Our Journal

Trajectories of Tobacco and Nicotine Use Across Young Adulthood, Texas, 2014–2017
Alexandra Loukas, PhD, C. Nathan Marti, PhD, and Cheryl L. Perry, PhD

Practice-Based Evidence in Community Guide Systematic Reviews
Nanita Vazdhy, MPH, Arundhini B. Thota, MHS, MPH, Krista K. Prinz, MPH, Sara Jannissen, MS, Shawna L. Mever, PhD, MS;
Randy W. Elder, PhD, MEd, Paula Yoon, ScD, MPH, Rachel Kaufmann, PhD, MPH, and Stephanie Zaza, MD, MPH
Monthly Newsletter

Topics like to see addressed?
for action

POLICY MAKING
• Evidence-based policies presented in spirit of social justice/health equity
• Health in all policies

ADVOCACY
• Communicate/demonstrate why public health perspective advantage to all

ACTION BOARD: Coordinate/lead advocacy activities
EDUCATION BOARD: Assure better educated PH workforce and informed public
for health

• Speak for Health
• National Public Health Week
  (this week!)

PUBLICATION BOARD

• APHA Press
APHA Press ... author a book?

Digital Subscription
Use available materials …

Impact of Climate Change on Human Health

Collaborators

New! CDC and APHA Fact Sheets

- Extreme Rainfall and Drought Can Impact Our Health
- Warmer Water and Flooding Increase the Risk of Illness or Injury
- Climate Change Decreases the Quality of the Air We Breathe
- Extreme Heat Can Impact Our Health in Many Ways
- Climate Change Increases the Risk of Vector-Borne Diseases

cdc.gov
APHA Resources

APHA, [www.apha.org](http://www.apha.org)

- Fact Sheets
- Webinars
- Climate Guide for LHDs (new)
- Annual Meetings
- Get Involved if not already
  - Affiliates/Sections/SPIGS/Forums/Caucuses
  - Student Assembly
APHA Joint Call to Action ... broadening evidence base

Partners:

American Institute of Architects
American Planning Association
American Public Health Association
American Society of Civil Engineers
American Society of Landscape Architects
National Recreation and Park Association
U.S. Green Building Council
Urban Land Institute
APHA partnering with National Center for Healthy Housing

Released four case studies (CA, DE, OH, RI) re: working with Medicaid to provide healthy homes ... addressing lead exposure and improving asthma control

Role of Community Health Workers

http://www.nchh.org
## Summary

| Use/generate/share (publication, presentation, editorials, ...) | Cultivate relationships .. policymakers for one |
| Translate for others | Foster cultural connections, strengthen cultural awareness/sensitivity |
| Evaluate & address policy and system barriers to use of best available evidence | Create spaces in which to discuss ... issues are complex and intertwined |
| Exploit your state’s/community’s/system’s health & other assets | Create networks of belonging and support ... establish trust, build momentum |
| Respond to community’s self-identified priorities (introduce the evidence)  
  - *Nothing About Us Without Us* | Employ advocacy to assist in achieving health equity ... a strategic priority & moral imparity |
Book List
Question: What Creates Health?

Slides from Don Berwick recent presentation
Question: What Creates Health?
Answer: Not Health Care!!
Slowly he would cruise the neighborhood, waiting for that occasional careless child who confused him with another vendor.
Questions?

Share work for *The Nation’s Health Column*

aaltonen@president.apha.org
A Few Words for IPHA

- Use APHA materials
- Continue your work influencing others through relationships
- Reflect on how association doing as it transitions; how can we be supportive?
- Dialogue with ARGC; send President-Elect to APHA summer meeting
- Build your bench if necessary and network with others
- Leadership is like a relay race; make sure you pass the baton to the next person

(David Satcher, Former US Surgeon General)