



TurningPoint

Collaborating for a New Century in Public Health

Creating partnerships
in support of healthy people

*“Health care is vital to all of us **some** of the time,
but **public health** is vital to all of us **all** of the time.”*
-C. Everett Koop

Turning Point an enlightened initiative

Turning Point brings health conscious organizations and people together to collaborate on strengthening and transforming the public health system. It is based on the common sense idea that everyone has a stake in public health.

Started in 1997, Turning Point is an initiative of The Robert Wood Johnson Foundation, with additional funding by the W.K. Kellogg Foundation. The initial idea for Turning Point came from concerns about the capacity of the public health system to respond to emerging challenges in public health.

Public Health

The science and art of preventing disease and injury, prolonging life, and promoting health through organized community effort.

Collaboration

To work together for mutual benefit.

Turning Point's underlying philosophy is that public health agencies and their partners are strengthened by linking together across sectors—including the private health care sector as well as education, religion, law, business, and many others.

Turning Point means public health

Transforming public health so that it achieves the goals of preventing disease and injury, protecting the public from threats to health, and promoting healthy behaviors are efforts at the heart of Turning Point.

At the state level, Turning Point sponsors partnerships of public health agencies and community organizations.

At the national level, Turning Point collaborates with other public health organizations to help realize the Institute of Medicine's vision of a strong and effective public health system.

Public Health System

Agencies at the local, state, and national level that work together to deliver public health services.

How is Turning Point improving public health?

Turning Point has developed models for a more effective and responsive public health system. Through our state partnerships and national collaboratives we are:

- Improving the accountability of public health efforts
- Developing a model law to update public health statutes
- Strengthening public health responsiveness at the local level
- Increasing the effectiveness of public health information technology
- Motivating changes in behavior to promote good health outcomes
- Promoting skills and competencies of public health practitioners and leaders

Infrastructure

The basic framework or features of a system or organization.

The graphic features the text "Turning Point across the country" in a mix of orange and blue colors. The words "Turning Point" are in orange, "across" is in blue, and "the country" is in blue. The text is overlaid on two overlapping blue-outlined squares that are slightly offset from each other.

Turning Point across the country

Turning Point's state and community partnerships are working to modernize and transform their public health systems.

Reducing health inequities for minority populations

Turning Point partnerships in Colorado, Minnesota, and Kansas are creating structures and approaches for reducing the health inequities among minority population groups in their states. Colorado, for example, has developed a system for making regular data on inequities available to communities and is supporting a statewide leadership organization to address health inequities.

Creating data and information systems

Improving the information technology that supports access to data for decision-making and allows for effective communication with organizations and the public has been the Turning Point priority for Arizona, Wisconsin, Virginia, and Alaska. The Centers for Public Health, in Arizona, are an example of a creative partnership between public health practitioners and the library system throughout the state. The partnership created a Web site with links to state and national public health information. The site is accessible in public libraries, health departments, and tribal service centers. The Turning Point partnership in Virginia created an interactive Web site for community health improvement with a searchable database of health improvement efforts and information in local communities.

Leveraging support and resources across sectors

Turning Point in Oklahoma has been successful in establishing and enhancing partnerships to assess local public health needs and develop local solutions by working with state agencies, local government, nonprofit groups, businesses, legislative leaders, consumers, health care providers, educators, and civic and religious organizations. This collaboration across sectors has brought about resource sharing to address lack of health care coverage, transportation access to services, health-related attitudes and beliefs, and environmental health factors. Similar activities have also taken place among Turning Point partnerships in West Virginia, South Carolina, Illinois, and Louisiana, as well as New Jersey (a formal partner in Turning Point but not receiving Turning Point funds).

Partnership

A relationship of cooperation and responsibility among groups or individuals for the achievement of mutual goals.



Nebraska Local Health Districts, 2000

Building local capacity

Three Turning Point states—New Hampshire, Maine, and Nebraska—had very little formal structure or systematic public health responsiveness at the community level before they became a part of Turning Point. As a result, they used their Turning Point involvement as a

catalyst for building the capacity to provide public health services at the local level. When Nebraska, for example, joined the Turning Point Initiative, only 20 of its 93 counties had local health districts. By 2002, almost all Nebraska counties were part of a formal health district.



Nebraska Local Health Districts, 2002

Increasing the competencies of the public health workforce

Turning Point partnerships in Montana and New York are addressing shortages and educational needs among the health-related workforce through workforce training, with the goal of improving the efficiency and responsiveness of their public health personnel. California (a formal partner in Turning Point but not receiving Turning Point funds), for example, is using its relationship with Turning Point to catalyze public health workforce development. New York's Turning Point partnership helped develop monthly *Third Thursday Breakfast Broadcasts* with programs on current issues in public health prevention and preparedness. These broadcasts are now advertised nationally and viewed by audiences across the country.

Applying performance management concepts

Oregon and Missouri have been building increased accountability and effectiveness into their public health systems at the state and local levels through the application of performance management strategies. Missouri, for example, developed a Center for Excellence for Public Health through the Turning Point Initiative, in part to implement a strategy for creating model public health agencies throughout the state.

Using social marketing to encourage behavior and policy change

Turning Point in North Carolina and Nevada are using social marketing strategies to their fullest in their public health programs. Turning Point's Healthy Carolinians partnership, for example, has achieved adoption of social marketing principles and strategies in North Carolina's public health programs at the state and local levels, in part by making the use of social marketing principles a requirement in state contracts. As a result, public health programs are reaching target audiences more successfully and having better results.



Turning Point means collaboration

Turning Point sponsors five National Excellence Collaboratives whose members come from local, state, and national organizations and government agencies.

The Collaboratives provide an integrated approach to public health system change. *Statute Modernization* provides the structure for public health work. *Information Technology* and *Social Marketing* provide the tools for effective communication. *Leadership Development* provides direction for the work, and *Performance Management* provides a way to measure and improve what has been done.

Information Technology Collaborative

The Information Technology Collaborative is assessing, evaluating, and recommending innovative ways to improve the public health system through the use of information technology. The group is cataloguing data systems that help in prioritizing community health needs, evaluating the effectiveness of interventions, and measuring the performance of health systems.

Products: A national survey on the information technology used by state and local health departments and the *Web-based Public Health Information Systems Catalog*.

Collaborative Leadership

A leadership style that emphasizes building trust and sharing power to achieve common goals among stakeholders with diverse interests.

Leadership Development Collaborative

The Leadership Development Collaborative is working to increase collaborative leadership capacity at all levels of public health practice.

Products: A curriculum for collaborative leadership that includes a set of curricular tools and a series of short videos on specific collaborative skills, as well as publications, such as *Collaborative Leadership and Health: A Review of the Literature*.

Public Health Statute Modernization Collaborative

The Public Health Statute Modernization Collaborative is developing *The Model State Public Health Act* and related tools to help state and local governments assess their existing public health laws and update the laws to address the entire range of modern public health issues.

Products: Publications include *The Model State Public Health Act*, *The Model State Emergency Health Powers Act Commentary*, and *The State Public Health Law Assessment Report*.

Social Marketing

The application of marketing principles, audience research, and strategic planning to nonprofit and government initiatives to achieve social goals.

Social Marketing Collaborative

The Social Marketing Collaborative is promoting the application of social marketing principles and practices to improve public health service delivery. The collaborative focuses on providing state and local health practitioners with the skills and tools needed to apply social marketing research and practice to public and community health issues within their communities.

Products: CDCynergy-SOC, a social marketing version of CDC's CDCynergy. Publications include: *The Social Marketing Resource Guide*; *Social Marketing 101*; and *Lessons from the Field*.

Performance Management Collaborative

The Performance Management Collaborative is developing useful performance management models for public health systems and supporting the application of performance management as a core discipline of public health practice.

Products: Publications include *Performance Management in Public Health: A Literature Review*; *From Silos to Systems: Performance Management in Public Health*; *From Silos to Systems: A Performance Management Toolkit and Implementation Guide*.

Performance Management

The use of performance measurement information to help set performance goals, allocate and prioritize resources, inform managers, and report on the success in meeting those goals.



Turning Point in the new century

Carrying Turning Point efforts forward

Linking public health system changes with effective emergency preparedness

Make the link between effective partnerships for system change and the importance of strong partnerships when responding to public health emergencies.

Informing policy makers

Raise awareness among policy makers of the value of their involvement in public health system change and the power of planning and transformation through partnerships invested in the health and future of their communities.

Sustaining the continued evolution of effective Turning Point efforts

Institutionalize and support ongoing partnerships that are planning and mobilizing around the health of their states and communities.

Applying Turning Point models

Communicate the strong relationship between Turning Point's best practices and the Institute of Medicine's report, *The Future of the Public's Health in the 21st Century*.



What Turning Point has learned

National collaboratives made up of public health practitioners and national experts can effectively address common barriers to public health delivery.

Turning Point's five National Excellence Collaboratives bring a variety of perspectives and expertise to the task of addressing complex barriers to public health system improvement. They have informed practice and developed related tools and products created "by public health practitioners for public health practitioners."

An effective partnership already in place creates a more efficient response to a public health crisis.

The work of Turning Point set the stage for emergency preparedness planning after the events of September 11, 2001. Collaborative relationships across sectors and between state and local partners had already been formed, and partners were familiar with planning together for public health prevention and protection. This proved to be a valuable asset among Turning Point states.

Statewide public health system management and improvement can be conducted from within health departments or from freestanding public health institutes.

Turning Point partnerships are leading public health system change efforts both from within government agencies and from independent public health institutes. Experiences across the country with these two models show that independent institutes have the greatest influence when they have a strong relationship with governmental decision makers. Likewise, policy development and changes in focus in governmental public health agencies are most effective when allied with external stakeholders and broad partnerships.

Successful public health partnerships have common characteristics.

Turning Point partnerships have placed a great deal of attention on organizational alliances and large-scale planning. Political engagement, shared leadership across sectors, and high levels of influence and visibility within these partnerships have been powerful factors in improving public health systems.



Turning Point means successful change

Half of the world's health care dollars are spent in the United States. Yet, in 2000, the United States ranked 25th among all nations in terms of our life expectancy. At the same time, only 1% of federal health dollars are spent on public health efforts that would improve our overall health.

Now, more than ever, our country needs a vigorous public health response to threats such as bioterrorism and emerging infectious diseases and the growing public health concerns of obesity, violence, and tobacco-related illnesses.

Turning Point can help:

- **Identify** the most important health needs of residents in states and communities nationwide
- **Create** effective and accountable structures to deliver public health services to states and communities
- **Develop** population data that support decision-making about public health priorities
- **Generate** strategies to improve the health status of individuals, families, and communities
- **Target** the best ways of eliminating health inequities among and within populations
- **Provide** evidence of effective partnerships that have transformed public health systems



Turning Point
a shift, a new paradigm,
a movement, a collaboration

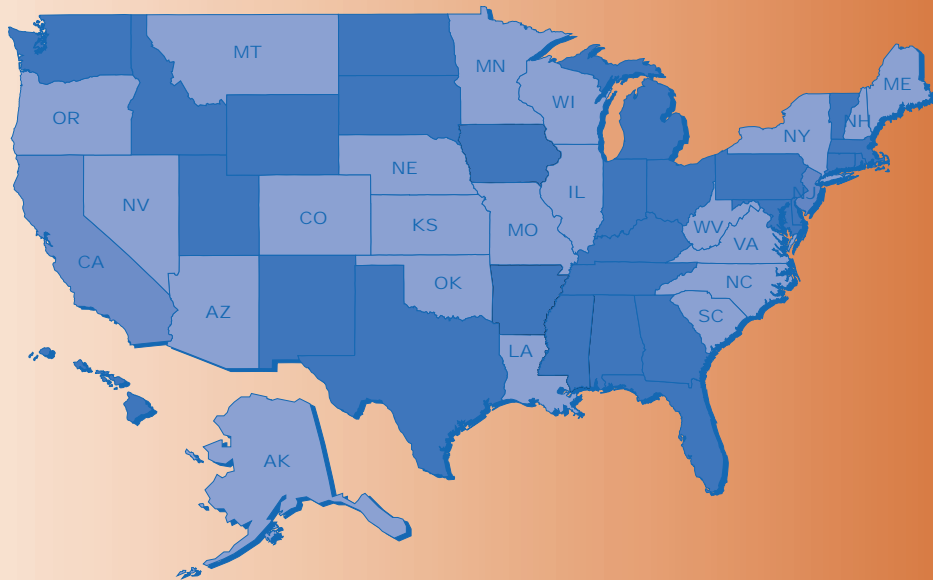
Turning Point's mission is to transform and strengthen the public health system in the United States by making it more community-based and collaborative.

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Turning Point Across the Country



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