

George Mason University
College of Health and Human Services
Department of Health Administration and Policy
June 1-August 6, 2014

Course Number and Title:
HAP 746: Health Policy Leadership

The course examines leadership strategies to influence health policy making from a community stewardship and interest group advocacy perspective. Students will develop an understanding of how health and socio-economic issues affect the development, implementation and change of health policy, appreciate the complexity of engaging the public policy process and selectively employ strategies to influence politics and the policy making process.

Faculty: Dr. P.J Maddox
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Course Objectives:

Upon completion of this course, the student will be able to:

1. Analyze how leadership roles may be utilized to influence policy-making and policy stewardship;
2. Selectively employ options for stakeholder involvement to influence health policy and/or engagement in the political process;
3. Evaluate the health and social system leadership strategies germane to organizational system change and interdisciplinary stakeholder involvement;
4. Develop and apply an action plan to influence public policy for a selected health policy related issue;
5. Synthesize research from a variety of sources to identify policy amenable problems and/or needs; policy goals and public health policy.

Expectations

This course has been designed to assist students to develop the knowledge and skills to appreciate the complexity of the needs and inter-dependencies of the US health system, public health policy and the policy making process. One of our goals is to help you to see problems and solutions from multiple points of view. Students are expected to read broadly, think critically and engage in lively debate about the issues.

Course requirements

Attendance, satisfactory completion of written assignments, active student participation in discussions, and the field experience will determine the course grade.

Teaching strategies

This is a hybrid distance education course that uses classroom presentations and webinars, field visits and the GMU Blackboard course website to deliver content. Teaching strategies include narrated PowerPoint lectures, captioned video lectures, asynchronous discussions and student assignments. Distanced education learning modules and asynchronous discussions (GMU course site), student field experiences and assignments (field visit reports, WebQuest, policy brief and policy action plan) support the acquisition and application of knowledge and skills to attain course objectives.

Optional Capitol Experience

Hotel rooms have been reserved for those students coming in for the classes at Arlington campus and Hill day. Logistics information at <http://chpre.org/>

Textbook

The textbook should be ordered in advance at www.amazon.com or www.barnesnoble.com
Please be sure to order the textbook and not the reader.

REQUIRED TEXTBOOK:

Essentials of Health Policy and Law, 2nd Edition (2012)

Authors:

Joel B. Teitelbaum and Sara E. Wilensky

Publisher:

Jones and Bartlett Publishers

ISBN:

9 78-144965-3309

Mason Honor Code	<p>The complete Honor Code is as follows:</p> <p><i>To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the university community, have set forth this honor code: Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.</i></p> <p><i>(From the 2013-14 Catalog – catalog.gmu.edu)</i></p>
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Individuals with Disabilities	The Office of Disability Services (ODS) collaborates with students with documented disabilities and faculty to provide reasonable accommodations, auxiliary aids, and support services that are individualized and based upon medical documentation, functional limitations, and a collaborative assessment of needs. In order to receive accommodations, students must complete the following process: http://ods.gmu.edu/students/services.php
E-mail Policy	Web: masonlive.gmu.edu Mason uses electronic mail to provide official information to students. Examples include notices from the library, notices about academic standing, financial aid information, class materials, assignments, questions, and instructor feedback. Students are responsible for the content of university communication sent to their Mason e-mail account and are required to activate that account and check it regularly. Students are also expected to maintain an active and accurate mailing address in order to receive communications sent through the United States Postal Service. (From the 2013-14 Catalog – catalog.gmu.edu)

Course Website on Blackboard

Student will use the course Blackboard site to download materials such as class lecture PowerPoints and complete assignments. The direct link to sign-in on blackboard is found at:

<https://mymasonportal.gmu.edu/webapps/portal/frameset.jsp>

The GMU student page for blackboard resources, questions and support is found at:

<http://coursesupport.gmu.edu/Students/>

The College of Health and Human Services (CHHS) student resources page with information and links to a variety of information and supports is found at:

<https://chhs.gmu.edu/students/student-resources.cfm>

The CHHS student resources for Distance Education and Blackboard system use may be found at:

<http://chhs.gmu.edu/de/blackboard.cfm>

Grading Criteria

Assignment	Course weight	Date/Date Due
Field Visit in Health Policy Making: Meet the Policy Makers Field Visit Report (Course deliverable)	10%	June 16, 2014
Web-based course learning modules (May 19-Aug 1, 2014)	20%	Aug 1, 2014
WebQuest (Course Deliverable)	10%	June 24, 2014
Policy Analysis Brief (Course Deliverable)	25%	July 15, 2014
Strategic Action Plan (Course Deliverable)	20%	Aug 1, 2014
Total	100%	

Send all class deliverables by e-mail to:

Dr. P.J. Maddox pmaddox@gmu.edu

Due Dates

Please complete all required reading and written assignments by the specified date. Assignment guidelines specify the date the work is due; if you are unable to meet the deadlines, it is your responsibility to negotiate another date **well in advance** of the deadline. In most instances, deadlines **are** negotiable. Failure to submit work on the due (or negotiated) date will result in a 5-point penalty for each day late.

In preparation for class on June 1, student must complete orientation module on blackboard and activate their GMU email account.

Class Schedule

Date	HAP 746 Class Schedule	Reading Assignments
5/26/2014	Learning Module I Opens: Context and Process for Health Policy Making and Health Reform	

<p>Sunday 6/1/14 In person at Arlington Campus, <u>or</u> via Live Webinar 2-5:30pm EST</p> <p>(present- ations available on blackboard)</p>	<p>Course overview and introductions:</p> <ul style="list-style-type: none"> -Review of course schedule and deliverables -Using the Course Blackboard website -Conducting a WebQuest; -Students present individual policy interest/issue; (<i>Policy issue will be used to inform your WebQuest, Policy Brief and Policy Action Plan</i>). <p><i>Dr. Maddox, Dr Nichols</i></p>	<p><u>Journal Articles</u></p> <p>Olson TH, Bianchi C, White P, Glessner T, & Mapstone P L (2011) Finding information for health policy advocacy: A guide to improving search results. <i>Journal of the American Academy of Nurse Practitioners</i>, 23(12): 648-658.</p> <p>White P, Olson TH, Bianchi C, Glessner T, & Mapstone PL (2010) Searching for health policy information on the internet: an essential advocacy skill. <i>Online Journal of Issues in Nursing</i>: May 1, 2010, 15(2).</p> <p><u>Recommended Youtube videos:</u></p> <p>https://www.youtube.com/watch?v=42ZJINV17qM</p> <p>https://www.youtube.com/watch?v=AUkLwacrDvA</p>
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<p>Monday 6/2/14 In person at Arlington Campus, or via video recording</p> <p><i>(presentations and recorded videos on blackboard)</i></p> <p>Lunch 12n-1pm [on your own]</p>	<p>Health Policy Making 2013: Many Moving Part s <i>Dr. Nichols</i></p> <p>Understanding the Health Policymaking Process <i>Frank Purcell, Director Federal Government Affairs Amer. Assoc. of Nurses Anesthetists</i></p> <p>Capitol Hill Agendas (Panel Presentation Video) <i>Lauren Inouye, Government Affairs Manager, AACN</i></p> <p><i>Linda E. Fishman, Sr. VP. Public Policy Analysis & Development, AHA</i></p> <p><i>Susan Polan, Assoc. Exec. Dir. Public Affairs and Advocacy, APHA</i></p> <p>What Do We Do and Say on Capitol Hill (Video Presentation) <i>Sharon Brigner, Deputy VP State Government Affairs, PHRMA</i></p> <p>Making the Most of Your Capitol Hill Visit: Preparing an Elevator Speech <i>Dr. Maddox Dr. Nichols</i></p>	<p>Textbook: Ch 1-4, pp.1-72.</p> <p><u>Journal Articles</u></p> <p>Brown L D, Isett, K R, & Hogan M (2010) Stewardship in Mental Health Policy: Inspiration, Influence, Institution. <i>Journal of Health Politics, Policy & Law</i>, 35(3): 389-405.</p> <p>Cuckler GA, Sisko AM, Keehan SP, Smith SD, Madison AJ, Poisal AJ, Wade CJ, Wolfe CJ, Lizonitz JM, & Stone DA (2013) National Health Expenditure projections 2012-2013: Slow Growth until coverage expands and the economy improves, <i>Health Affairs</i>, 32(11):1820-1831.</p> <p>Fuchs VR (2010) Government payment for health care--causes and consequences, <i>New England Journal of Medicine</i>, 363 (23): 2181-2183.</p> <p>Fein R (2010) Values in health policy and health services research, <i>Health Services Research</i>, 45 (3): 851-70.</p> <p>Ricci E, Huber G, Potter M, Lenkey J, & Weissberg L (2011) A method to enhance public health faculty participation in health policy formation, <i>Public Health Reports</i>, 126(5): 757-762.</p> <p>Sethi M, Obremskey A, Sathiyakumar V, Gill J, & Mather R (2013) The evolution of advocacy and orthopaedic surgery, <i>Clinical Orthopaedics and Related Research</i>, 471(6): 1873-1878.</p> <p>Strong D (2011) Foundation's consumer advocacy health reform initiative strengthened groups' effectiveness, <i>Health affairs</i>, 30(9):1799-1803.</p>
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Tuesday 6/3/14 On site 9:00am- 5:00pm	Capitol Hill Day Visit or Self-directed Local Health Policy Makers	<u>Journal Articles</u> Howard, H & Shearer C (2013) State efforts to promote continuity of coverage and care under the affordable care act. <i>Journal of Health Politics, Policy and Law</i> , 38(6): 1171-1181. Jacob LR, & Callaghan T (2013) Why states expand Medicaid: Party resources and history, <i>Journal of Health Politics, Policy and Law</i> , 38(5): 1023-1050. Wager P, Jones DK, Bradley K, & Oberlander J, (2014) Health insurance exchanges Obamacare and the republican dilemma, <i>Journal of Health Politics, Policy and Law</i> , 39(1): 97-137.
Course website	Leadership and Social/Health Systems Change (Narrated ppt) <i>Dr. PJ Maddox</i>	Textbook: Ch 5, pp.73-102 <u>Journal Articles</u> Clark, N, Lachance, L, Doctor, L, Gilmore, L, Kelly, C, Krieger, J, & Wilkin, M (2010), Policy and system change and community coalitions: outcomes from allies against asthma. <i>American Journal of Public Health</i> , 100(5): 904-912. Koh HK & Nowinski JM, (2010) Health equity and public health leadership , <i>American Journal of Public Health</i> , 100 (S1): Supplement 1: S9-11. Raven BH (2008) The bases of power and the Power/Interaction Model of Interpersonal Influence . <i>Analyses of Social Issues & Public Policy</i> , Dec; 8 (1): 1-22.
Course website	Legislative Process: How a Bill Becomes a Law...or Does it? (Panel Presentation Video) <i>Shalla Ross, President the Ross Group, LLC</i>	<u>Journal Article:</u> Kaiser Family Foundation (2012) Health coverage under the affordable care act. <i>Journal of the American Medical Association</i> , 308(24):2556.

Course website	<p>Engaging the Political process, Leveraging and Aligning Interests (Narrated ppt) <i>Dr. PJ Maddox</i></p>	<p>Textbook Ch 6, pp.105-126 <u>Journal Articles</u> Keller, AC & Packel L (2014) Going for the cure: Patient interest groups and Health advocacy in the US, <i>Journal of Health Politics, Policy and Law</i>, 39(2): 331-365.</p> <p>Siplon, P (2014) Once you know you are responsible: the road from scholar to activist, <i>Journal of Health Politics, Policy and Law</i>, 39(2): 483-489.</p> <p>Smyrl, ME (2014) Beyond Interests and institutions: US Health policy reform and the surprising silence of big business. <i>Journal of Health Politics, Policy and Law</i>, 39(1): 1-4.</p> <p>Paton, CR (2014) The politics and analytics of health policy. <i>International Journal of Health Policy and Management</i>, 2(3):105-107.</p> <p>Rosenstock L (2006) Protecting Special Interests in the Name of “Good Science”, <i>Journal of the American Medical Association</i>, 295(20):2407-2410.</p> <p>Teater B, (2009) Influencing state legislators: a framework for developing effective social work interest groups, <i>Journal of Policy Practice</i>, 8 (1): 69-86.</p>
Course website	<p>Importance of Coalitions in Health Policymaking (Video of Panel Presentation) <i>Edward Belkin, Senior VP Levick Strategic Communications</i></p> <p><i>John Rother, President and CEO National Coalition on Health Care and NCHC Action Fund</i> <i>Eva M. Powell, Director, Health IT Programs National Partnership for Women & Families</i></p>	<p><u>Journal Articles</u> Hassmiller SB, (2013) The RWJF’s investment in nursing to strengthen the health of individuals, families and communities. <i>Health Affairs</i>, 32 (11): 2051-2055.</p> <p>Heaney MT, (2006) Brokering health policy: coalitions, parties, and interest group influence, <i>Journal of Health Politics, Policy & Law</i>, 31 (5): 887-944.</p>

Course website	<p>The Economics of Health Reform (Narrated ppt) <i>Dr. Len Nichols</i></p>	<p>Textbook Ch 7-9, pp.127-144</p> <p><u>Journal Articles</u></p> <p>Kaiser Family Foundation (2009) <i>Issue Brief: Assessing Congressional Budget Office Estimates of the Cost and Coverage Implications of Health Reform Proposals</i>, online at http://kff.org/health-costs/issue-brief/assessing-congressional-budget-office-estimates-of-the/</p> <p>Elmendorf, D (2014) Updated Budget Projections: 2014 to 2024, CBO. Available online at: http://www.cbo.gov/publication/45229.</p> <p>Nichols, L (2010) Be Not Afraid, <i>New England Journal of Medicine</i>, 362(10)e-30:1-3.</p>
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Course website	<p>Policy Stewardship: Leading and Managing the Policy Process (Narrated ppt) <i>Dr. PJ Maddox</i></p>	<p><u>Journal Articles</u></p> <p>Grogan CM, & Gusmano MK (2009) Political strategies of safety-net providers in response to Medicaid managed care reforms, <i>Journal of Health Politics, Policy & Law</i>, Feb; 34 (1): 5-35</p> <p>Jansen, L (2013) Between beneficence and justice: The ethics of stewardship in medicine, <i>The Journal of Medicine & Philosophy</i>, 38(1): 64-81.</p> <p>Marks J, Larkin M, & McGowan A (2011) Lawyers, guns and money: a plenary presentation from the conference “Using Law, Policy, and Research to Improve the Public’s Health”, <i>Journal of Law, Medicine, and Ethics</i>, 9 (1): Supplemental Issue Spring.</p> <p>Nichols, L (2009) Stewardship: What Kind of Society Do We Want? <i>Connecting American Values with Health Reform</i>, Hastings Center.</p> <p>Rhea S, & DerGurahian J (2009) <u>Eye of the beholder: productivity and efficiency in healthcare reform can mean different things to different groups in the industry.</u> <i>Modern Healthcare</i>, Apr 27; 39 (17): 6-7.</p> <p>Strong D, Lipson D, Honeycutt T, & Kim J (2011) Foundation’s consumer advocacy health reform initiative strengthened groups effectiveness, <i>Health Affairs</i> 30(9):1899-1803.</p>
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6/16/2014	Learning Module II Opens: Health Policy Formulation and Rule Making	
Course website	<p>Rulemaking: The Regulatory Process: After a Bill Becomes a Law...Then What? (Panel Presentation Video)</p> <p><i>Allison Shuren, Arnold & Porter, LLP</i></p> <p><i>Tom Gustafson, Arnold & Porter, LLP</i></p>	<p><u>Journal Articles</u></p> <p>Copeland, CW. (2008). The federal rulemaking process: An overview. <i>Congressional Research Service Report</i> RL.32240.</p>
Course website	<p>Policymaking in the Executive Branch (Panel Presentation Video)</p> <p><i>Mandy Cohen, Special Advisor to the Administrator, CMS</i></p>	<p><u>Journal Articles</u></p> <p>Hwang TJ, Avorn J, Carpenter D & Kesselheim AS (2014) Quantifying the food and drug administrations' rulemaking delays highlights the need for transparency, <i>Health Affairs</i>, 33(2):309-315.</p> <p>Jost, TS (2014) Implementing health reform: four years later. <i>Health Affairs</i>, 33(1): 7-10.</p>
Course website	<p>Federalism and the Future of Health Policy (Panel Presentation Video)</p> <p><i>Linda Blumberg, Senior Research Associate, The Urban Institute</i></p> <p><i>Stuart Butler, Distinguished Fellow and Director, Center for Policy Innovation, the Heritage Foundation</i></p>	<p><u>Journal Articles</u></p> <p>Adams, a, 2014,Breaking gridlock in health policy, <i>International Journal of Health Policy and Management</i> , 2(3):145-146</p> <p>Decker PT, 2014, Presidential address: False choices, policy framing and promise of:big data. <i>Journal of Policy Analysis and Management</i> 32(2): 252-262.</p> <p>Hall 2013 Health care law versus constitutional law. <i>Journal of Health Politics, Policy and Law</i>, 38(2); 267-272.</p> <p>Inglehart JK, 2013, Federalism, American Style, <i>Health Affairs</i> 32(7):1182.</p> <p>Ruger, TW (2013) Our federalism moves indoors, <i>Journal of Health Politics, Policy and Law</i>, 38(2): 281-289.</p>

Course website	<p>Using Research to Inform Policy (Narrated ppt) <i>Dr. PJ Maddox</i></p>	<p><u>Journal Articles</u></p> <p>Brown, LD (1991), Knowledge and power: Health services research as a political resource. In <u>Health Services Research: Key to Health Policy</u>, ED Ginsberg E, 20-45. Cambridge MA, Harvard University Press.</p> <p>Colby DC, QuinnBC, Williams CH, Bilheimer LT, & Goodell S (2008) Grantwatch report: Research glut and information famine: Making evidence more useful for policymakers, <i>Health Affairs</i>, 27 (7): 1177-1182.</p> <p>Moat KA, Lavis JN, & Abelson J (2013) How contexts and issues influence the use of policy-relevant research Syntheses: A critical interpretive synthesis, <i>Milbank Quarterly</i>, 91(3):604-648.</p> <p>Pirog MA (2014) Data will drive innovation in public policy and management research in the next decade. <i>Journal of Public Policy and Management</i>, 32(2): 537-543.</p> <p>Ricketts TC, & Fraher EP (2013) Reconfiguring health workforce policy so that educations, training and actual delivery of care are closely connected, <i>Health Affairs</i>, 32(11): 1874-1880.</p>
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7/7/2014	Module III Opens: Policy Implementation	
Course website	<p>Health Policy Communication Strategy and Practice (Panel Presentation Video) <i>Eddie Vale, VP American Bridge and Communications Director for Protect Your Care</i></p> <p><i>Ann Kempinski, VP for Public Affairs Kaiser Permanente Federation</i></p> <p><i>Sharon Brigner, Deputy VP State Government Affairs Pharmaceutical Manufacturers of America</i></p>	<p><u>Journal Articles</u> Editor name (2013), Democratic responsiveness and the sources of public opinion. <i>Journal of Health Politics, Policy and Law</i>, 38(5):887-891.</p> <p>Kreuter, MW, McBride T, Caburnay CA, Poor T, Sanders VL, Thompson VL, Alcaraz KI, Eddens KS, Rath S, Perkins H, Casey C, (2014), What can health communication science offer for ACA implementation? Five evidence-informed strategies for expanding Medicaid enrollment, <i>Millbank Quarterly</i>, 92(1):40-62.</p>
Course website	<p>Structuring and Writing a Health Policy Analysis (Narrated ppt) <i>Dr. PJ Maddox</i></p>	<p>Textbook Ch 13, pp. 251-264. <u>Journal Article</u> Joyce T, 2013, If only policy analysis were so easy, <i>Journal of Policy Analysis and Management</i>, 32(4):897-898.</p> <p>Recommended Youtube video https://www.youtube.com/watch?v=W_DhnUyqZdY</p>
7/21/2014 4:00-5:30pm EST	Optional Synchronous Class Webinar: Q & A on Student WebQuests and Policy Briefs	
Course website	<p>Media, Public Relations and Health Policy (Panel Presentation Video) <i>Julie Appleby, Sr. Correspondent Kaiser Health News</i></p> <p><i>Noam Levey, National Healthcare Reporter, Los Angeles Times/Tribune Washington Bureau</i></p>	<p><u>Journal Article</u> Jacobs, LR & Skocpo, T (2013) Health care reform and American politics: What everyone needs to know (revised and updated). In Davidson, SM, <u>A New Era in US Health Care: Critical Next Steps under the Care Act.</u> <u>Stanford CA</u>, Stanford Univ Press, 2013.</p> <p>Soroka, S, Maioni A & Martin P (2013) What moves public opinion on Health care? Individual experiences, system performance and media framing. <i>Journal of Health Politics, Policy and Law</i>, 38(5): 893-920.</p>

Course website	Strategic Planning and the Political Process (Narrated ppt) <i>Dr. PJ Maddox</i>	<u>Resources</u> Browne M, Lanine J & Deo K <u>Strategic Planning and Policy Development</u> . Woodward & Company Available online at: www.woodwardandcompany.com/media/pdfs/Strategic_Planning.pdf National Cancer Institute, <u>Pink Book - Making Health Communication Programs Work</u> . Available on-line at: http://www.cancer.gov/cancertopics/cancerlibrary/pinkbook/page5
Course website	Developing a Political Action Plan (Narrated ppt) <i>Dr. PJ Maddox</i>	<u>Journal Articles</u> Haeder, SF (2012) Beyond path dependence: Explaining healthcare reform and its consequences. <i>Policy Studies Journal</i> , 40(s1):65-86. Palfrey J, Cheng T, Schuster M (2011) A history of the academic pediatric association's public policy and advocacy initiatives, <i>Academic Pediatrics</i> , 11(3):205-210. Wayne W & Alkon A (2008) <u>Creating a state strategic plan for integrating services for children using multiple qualitative methods</u> . Buchanan E; <i>Maternal & Child Health Journal</i> , 12 (1): 15-23 Wynn, TA, Taylor-Jones, M M, PhD, Johnson, R E, Bostick, PB & Fouad, M (2011), Using Community-Based Participatory Approaches to Mobilize Communities for Policy Change. <i>Family & Community Health</i> . 34 Supplement S1:S102-S114, January/March. <u>On-line planning resource:</u> Aspen institute Advocacy Progress Planner www.aspeninstitute.org
Course website	The Future of Health Reform (Narrated ppt) <i>Dr. Len Nichols</i>	

Class Assignments/Deliverables

Capitol Hill/Policy Maker Site Visits: Field Report

Field Reports on visits with policy makers and policy advocacy organizations (format to be provided)

WebQuest Report

A WebQuest is a matrix that identifies websites and interactive media sources (website address, description of content, functions, resources and links). It should give you a more informed idea of the relevant interest groups and/or stakeholders, organizations, partners and professional groups; government and non-governmental organizations related to your policy issue. It is an important part of the background research for your policy brief. It will also help you identify individuals and organizations to connect with and prepare for legislative advocacy visits such as your day on Capitol Hill.

Findings from your WebQuest should be reported as a word table or spreadsheet per instructions provided in the WebQuest presentation.

Health Policy Brief

The Policy Brief is a tool for communicating core information about an issue in a clear, concise format. The Policy Brief is prepared to be shared with public entities for a particular reason such as to influence support for a proposed policy, a policy action or to make policy makers and or the public aware of a particular view point/option. The policy brief is an excellent avenue for communicating health services research to busy policymakers at a critical decision-making juncture. (Teitlebaum Textbook Chapter 13, pg 251: “The Art of Structuring and Writing a Health Policy Analysis”).

- I. Clearly state what issues or problem(s) will be addressed in your policy brief.
 - a. This is the most substantial part of the brief, and should include the following:
 - i. Explain key policy events, (regulatory and legislative);
 - ii. Identify previous legislation or regulation that precede your issues;
 - iii. Provide the context to understand your issue, including key demographic or statistical info, pertinent socio-demographic and economic trends;
 - iv. Provide information/data from current studies that inform/impact the issue.
- II. Identify the policy intervention options available/relevant to address the issue/problem.
 - a. Include whether there are any current legislative activities or proposals under consideration and explain how they relate to or differ from that which you are proposing or advocating.
 - b. List the pros and cons of each proposal/option and make a recommendation for action targeted at a particular policymaker(s)
 - i. Rationale for your recommended action should be based on your analysis of the scope of the problem/need and the merits/expected benefits of each option as well as prior, relevant history.
- III. Identify key/major stakeholders and special interest positions and explain the implications of their views on the issues/problems you defined and the options you are recommending.
 - a. Include an analysis of the political realities that are expected to come into play;

- b. Identify pending or recent legislation (bills) or legal/administrative law decisions under consideration?
- IV. List all the resources used to prepare the policy brief (including your WebQuest results as an appendix item).

Policy Action Plan

A strategic plan to engage stakeholders and others to influence an identified policy centric problem with an identified set of policy related actions and timeline. Your action plan will relate to and build upon your policy brief (subject matter, policy opportunity and policy options/alternatives explained in the Policy Brief). It will identify all relevant stakeholders, particularly those you will be working to engage and or mitigate. It will include relevant action steps and strategies you expect to implement and the timetable (1-2 years) as it relates to the appropriate/relevant legislative calendar, policy making processes and your strategies.

Purpose:

- To apply leadership skills and tactics in the development of an action plan to influence public health policy on a selected problem/subject/issue.
- To apply knowledge of the public policy making process and engage stakeholders and others to identify a timeline and strategic approach to influencing an identified health policy topic/area of interest .

Policy Action Plan Content

1. Statement of the problem/goal
2. Identification of the policy vehicle or legislative authority for addressing the problem/goal (current and pending)
3. Brief History of the problem/issue (per your brief)
4. Identification of primary/key stakeholders and special interests and their positions/views on the problem/issue and policy solution (friends and foes, per your brief and WebQuest)
5. Timeline and activities for your recommended Policy Intervention. Will explain your Policy Engagement Action Plan for the most important action steps and activities of your plan (i.e. identify stakeholder engagement activities, development and distribution plan for 'message materials', identify lobbying activities and public hearings as well as other relevant legislative session and policy making activities and goals given the relevant specified legislative/budget cycle calendar)
6. Identify your strategic leadership role and approach/strategies expected to be used in the development and implementation of the proposed 'Policy Action Plan'. Explaining your role relative to leaders/others in stakeholder organizations.