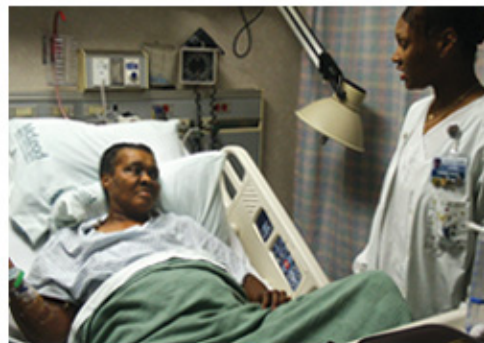
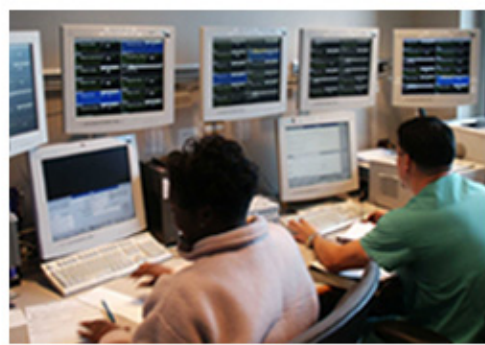


Remaking
**AMERICAN
MEDICINE™**
HEALTH CARE FOR THE 21st CENTURY

LEADERSHIP GUIDE



LEADERSHIP GUIDE

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Remaking AMERICAN MEDICINE™

HEALTH CARE FOR THE 21st CENTURY

“Between the health care we have and the care we could have lies not just a gap, but a chasm. The American health care delivery system is in need of fundamental change...Public awareness of shortcomings in quality is critical to securing public support for the steps that must be taken to address those concerns.”

*-- Crossing the Quality Chasm: A New Health System for the 21st Century
2001 Report of the Institute of Medicine*

Dear Colleagues:

Remaking American Medicine™...Health Care for the 21st Century is a four-part primetime television series intended for broadcast on PBS in early 2006 being produced by Crosskeys Media®. The series tells the stories of individuals and institutions struggling to address the significant problems that now plague our health care system. It will focus on the breathtaking advances being made in improving the quality of patient care and will feature compelling profiles of providers and patients who are working together to change fundamentally the way health care is delivered in the country. The goal of *Remaking American Medicine* is to inspire and empower viewers, by demonstrating what transforming the quality of patient care can mean to all Americans.

Remaking American Medicine will also serve as the culmination of a nationwide outreach initiative designed to mobilize the public into demanding – and supporting – sweeping change throughout the American health system. A national public outreach campaign is underway to help spread the word about the pioneering work being accomplished in improving health care. More than 30 national organizations have agreed to serve as National Partners, including health care providers, purchasers, consumers and patient advocates, health care experts and government and regulatory groups. They are committed to quality improvement and they are encouraging their members to promote the series and become involved in this important campaign.

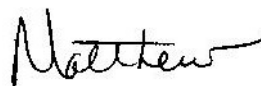
We are grateful to our lead corporate sponsor, the Amgen Foundation and our major underwriter, The Robert Wood Johnson Foundation®. The Nathan Cummings Foundation, the Josiah Macy, Jr., Foundation, The Centers for Medicare & Medicare Services (CMS), an agency of the U.S. Department of Health and Human Services, and the Agency for Healthcare Research and Quality have also provided support for the campaign.

This Leadership Guide was designed to help you participate in this important initiative. We hope it will prove useful to you.

Sincerely,



Frank Christopher
Co-Executive Producer
Remaking American Medicine



Matthew Eisen
Co-Executive Producer
Remaking American Medicine

A System in Need of Critical Care

"We envision a system of care in which those who give care can boast about their work, and those who receive care can feel total trust and confidence in the care they are receiving."

-- Donald M. Berwick, MD, president and CEO
Institute for Healthcare Improvement



The U.S. health care system is in crisis. We spend over a trillion dollars on our health care each year. As much as a third of those dollars is wasted, either by not helping patients or, even worse, harming them. No individual, rich or poor, is immune to the shortcomings of American medicine. Business-as-usual in our health care system is simply not acceptable. So what can we do differently? What can we do better? What can we fundamentally change?

The answers to these and many other questions will be explored in *Remaking American Medicine...Health Care for the 21st Century*, which takes an approach that does not seek to assign blame, but to call attention to solutions.

In the series, we'll see how families, patients, physicians, educators, administrators, consumer advocates and policy-makers are addressing the problems that plague our health care system.

Through their stories, struggles, ideas and innovations, the series seeks to inspire not just health care providers, but the patients they serve, to work together to change fundamentally the quality of American health care for the better.

Remaking American Medicine demonstrates:

- A system that is struggling to determine what isn't working and why.
- A system that respects the individuality, values and culture of its patients. One in which informed patients are able to take more control over their health care decisions.
- A system that embraces the rapid advance of digital technology.
- A system in which treatment decisions are formed by the latest scientific and clinical evidence.
- A system in which the dedication of resources toward quality of medical care is considered a wise investment.
- A system in which cooperation and coordination are valued.

The change that is taking place is revolutionary. It comes from the bottom up and the top down. Consumer advocates, policy-makers and the business community are beginning to demand that the practice of medicine be fundamentally transformed to become more accountable for safety and quality. Growing numbers of those within health care are making the same plea. At the same time, many medical practitioners, administrators and experts in quality improvement have begun a series of dramatic, even breathtaking, changes in their work practices, systems and institutions.

The greatest enemy to quality health care is indifference. *Remaking American Medicine* is a wake-up call. It can serve as a rallying point in the effort to change the way health care is delivered - and received - in our country. The revolution has begun. Now we must help move it forward.

How to Use this Guide

The goal of *Remaking American Medicine* (RAM) and the national campaign is to stimulate a nationwide dialogue and to issue a call to action, community by community. One of the most important methods of effecting this change will be with the active involvement and support of scores of local coalitions representing everyone -- private purchasers, providers, government and regulatory groups, consumer advocates, patients and their families.

This Leadership Guide is meant to serve as an informational and organizational tool that will support this grassroots initiative. It is designed to serve as a resource for community-based coalitions at all stages of development. For those who are just beginning the process, the Guide includes information about the series and the national outreach campaign including a description of the National Partnership Program and some of the key strategic elements such as the *Champions of Change*.

It provides suggestions on how you may be able to work with PBS stations and how to establish a local coalition. The RAM team will support you in your coalition efforts by creating promotional materials and by calling attention to the excellent tools and resources produced by National Partners and other organizations dedicated to quality health care. The Guide includes recommendations on how to reach out to local communities and contains background information on two specific issues that will be addressed in *Remaking American Medicine* -- patient/family-centered care and chronic care.

There are currently more than 20 *Remaking American Medicine* coalitions forming across the country. We are grateful for their support and encourage you to contact them. We encourage RAM coalitions to focus on the subjects addressed

in the series. However, each group is expected to assess their respective communities and proceed with quality initiatives that best reflect local interests, needs and concerns.

Several individuals provided guidance during the creation of this Guide. They are:

- Jennifer Trotter, communications manager, New Mexico Medical Review Association
- Beth Heinrich, public relations specialist, OMPRO
- Ferne Barrow, senior director, Outreach, WETA, Washington, D.C.
- Karin Kennedy, program director, Center for Medicare QIO Operations, Health Care Excel
- Marc McCombs, director of corporate communications, West Virginia Medical Institute

We wish you well in this important endeavor. We know your efforts will have a positive effect on the lives of your friends, families and communities. If you have any questions, please do not hesitate to contact the *Remaking American Medicine* team at Devillier Communications, Inc. (See Chapter 18.)

The Series

"Improving the quality of the care hospitals deliver is not a project or a campaign...it is the fabric and fiber of how doctors, nurses and other caregivers must approach their work every day, patient by patient. It is creating the kind of systems that not only changes what is done and how it's done, but involves patients, families and the community at large. It is work that never ends."

-- Dick Davidson, president
American Hospital Association



Remaking American Medicine ... Health Care for the 21st Century is ambitious in scope, journeying across the nation to

follow an array of pioneering individuals and institutions as they work to bridge the "quality chasm." The series is being produced by Crosskeys Media, the award-winning filmmaking company, and will focus on advances in improving the quality of health care. The series is intended to empower viewers to become advocates for better care for themselves, their loved ones and for the communities in which they live.

Major themes that will be explored in the series include: providing chronic disease care that is efficient, effective and centered on the needs of the patient; transforming acute care to ensure patient safety; involving local communities in efforts to improve medical care for everyone; and adopting new technologies that ensure the delivery of safer and more effective care.

Working Titles

The Hospital begins by introducing viewers to health care as it actually is, not as they believe it to be. The program then profiles acute care facilities that are struggling to deliver care that is safer, more effective and more efficient, and ultimately yields dramatic improvements in patients' lives.

Chronic Disease reveals the enormous challenges facing a health care system largely unprepared to address the needs of the nearly 100 million Americans now suffering from chronic illnesses. The program will explore innovative models of care that not only save resources and improve the health of those with chronic illnesses, but also are fundamentally transforming the relationship between patients and their providers.

Community by Community examines how models of excellence in acute care and chronic disease management are being expanded to entire communities. This program will look at efforts to improve health care within a local region, while at the same time exploring the economic, political and social forces that often stand in the way of such reform efforts.

Creating Change looks at the challenges facing those attempting to improve the quality of the entire health care system. The program examines three levers of change that have the potential to drive improvement efforts: innovative education programs; patient advocates working both inside and outside the system; and collaborative efforts among the major stakeholders in health care.

The series is being produced in consultation with an independent panel of leading health care experts and presented on PBS by public television station, KQED/San Francisco.

National Outreach Campaign

"We need to move beyond the handful of innovators. I believe we have enough understanding of the problem and enough experience improving health care to engage a broader group. But they need to understand what's possible...and how to do it."

-- Risa Lavizzo-Mourey, MD, MBA, president and CEO
The Robert Wood Johnson Foundation



The national outreach campaign is intended to help motivate, re-energize and inspire individuals, organizations and institutions to support the improvement of health care in their respective communities. The goal is to stimulate a national dialogue about the importance of improving American health care and to facilitate the development of coalitions that will amplify such a conversation throughout the country.

The outreach effort will promote best-practice models, raise public awareness about opportunities for improving the quality of health care, encourage Americans to become their own health care advocates and maximize the support and resources of the public television system.

National Partnership Program

The National Partnership Program was designed to create a unique synergy while leveraging the credibility and enormous capacity of Partners to connect with all Americans. As of May 2005, 35 prestigious organizations representing health care

providers, purchasers, consumer/patient advocacy groups, quality experts and government and regulatory agencies have agreed to participate as National Partners. Fully committed to quality improvement, these organizations, which reach more than 100 million Americans, support the objectives of the series and the public awareness campaign.

Leaders from each Partner organization serve on the National Awareness Advisory Committee (NAAC). The NAAC's important advice will guide the implementation of the national outreach campaign. The committee is also encouraging their respective members/affiliates and constituents to become involved in the campaign, participate in local coalitions and ultimately, join in the quality improvement movement.

National Partners have mounted numerous national campaigns and have produced a wide variety of resources and tools. Their research, quality analysis, statistics, publications, brochures, videos and interactive online forums are referenced throughout this Guide. We do not have sufficient space to mention all of their good work, so we encourage you to log on to their Web sites and learn more about their commitment to quality improvement.

Tip: Appendix A provides a current list of National Partners and members of the National Awareness Advisory Committee. Or you may log on to the *National Partners* section of RAMcampaign.org.

Connecting with Quality Improvement Organizations (QIOs)

"Better care should be rewarded, and thanks to growing support from health care providers and other stakeholders, we have better approaches to doing so than ever before."

-- CMS Administrator Mark B. McClellan, MD, PhD



Thanks to the support of the American Health Quality Association and the authorization of the Centers for Medicare & Medicaid Services (CMS), scores of Quality Improvement Organizations (QIOs) are supportive and involved in the campaign. To date, 25 QIOs are forming coalitions and planning activities with their local PBS stations. Some examples include:

The Alabama Quality Assurance Foundation, in collaboration with Alabama Public Television, plans to conduct a series of quality rallies around the state focusing on individuals and institutions that are leaders and proponents of quality health care. These *Champions of Change* will be featured in a program, produced by Alabama Public Television, that will air in connection with the national series.

In Missouri, Primaris Health and KETC/St. Louis are developing a coalition that will conduct a massive statewide outreach campaign. A key element of the campaign will be a four-part local

series that will complement each of the programs in the national series.

CIMRO-NE, which is partnering with Nebraska Public Television, is developing a coalition that represents a diverse array of Nebraska health care providers, purchasers, consumers, patient advocacy groups, quality experts and government and regulatory agencies.

The New Mexico Medical Review Association (NMMRA) RAM coalition involves all three PBS stations in the state. NMMRA plans to develop local programming with the stations, create a resource guide and Web site, and promote the quality improvement work of the coalition and the series.

Florida Medical Quality Assurance, Inc. (FMQAI), is developing a coalition of community organizations in collaboration with WEDU, the Tampa public television station. The coalition will produce a local call-in program focusing on diabetes in the Hispanic community. The program will demonstrate diabetic care from three perspectives: patient, provider and community organization.

Tip: Appendix B provides a list of QIOs. For an update on their work, log on to RAMcampaign.org and go to *Connect with Others* to search the database.

Working Effectively with PBS Stations

"You cannot understand the future of public broadcasting if you do not grasp the power of this thing called localism. The strength of public broadcasting lies at the local level."

-- Kenneth Tomlinson, chairman
CPB Board of Directors



PBS

Scores of PBS stations will be involved in the grassroots campaign on behalf of *Remaking American Medicine*, often working with QIOs and other National Partners. For those individuals who may be developing a local coalition but have little or no experience with public broadcasters, we hope the following information will be useful.

Outreach is a key component that sets public television apart from its commercial counterpart. Most notable is its ability to bring people together before, during or after a broadcast. Public broadcasting is able to provide this service because of its distinctive structure -- a national broadcast system that encourages local action. Outreach bridges the gap between community concerns and program content by providing opportunities to engage discussion, provide expert opinion, educate and inform.

Outreach Director: Most often the individual in charge of coordinating these activities within the station is the Outreach Director. We encourage you to contact this person as you begin your organizational efforts.

The following are the types of outreach activities most often conducted by PBS stations in support of a national/local initiative.

Community Assessment: Stations are well versed in discerning the needs of their communities. They have long-term relationships with important stakeholders, many of whom may wish to become involved in a RAM coalition. Stations are also constantly seeking feedback from their audiences and are experienced in employing qualitative and quantitative tools.

Local Programming: If additional resources become available, stations may agree to produce local programs that would be broadcast in conjunction with the national series. These activities, which are the prerogative of the station's Programming Department, may include:

- Covering coalition/quality-related news events on the station's news programs.
- Producing 30- or 60-minute documentaries.
- Hosting a live, studio-based community forum featuring expert panelists and *Champions of Change*. Phone banks of station volunteers often support call-in programs.
- Producing interstitial programming. These short, one- or two-minute pieces often air prior to and during the national broadcast. Interstitials may also be videostreamed on the station's Web site.

Note: Public radio stations may be asked to produce related programming. Many are joint licensees with PBS stations.

On-Air Promotion: Stations may produce and air 30- or 60-second promos for local programming efforts.

Publicity Support: Most stations have a public information department that has considerable experience working with the local press.

Station Program Guide: Station guides are an excellent community outreach tool. Editors tend to be more receptive to a story when a station has made a commitment to a particular issue. For example, if the station is involved in a RAM coalition and is producing related programming, the editor may include a feature article and/or run a bylined piece by a campaign spokesperson.

Online Promotion: In addition to placing information on their Web sites, stations may agree to provide links to coalition partner sites, provide a moderated forum on the issue and include postings of community-related events. If resources are available, stations may produce a Webcast of a coalition-sponsored town hall meeting. They may also videostream programming segments on their Web site.

Community Outreach Materials: Stations are adept at incorporating materials from a variety of sources which can be used for educational guides, promotional flyers, brochures, posters, etc. Stations are also beginning to make CD-ROM versions of their outreach materials available to interested parties.

Community Events: Stations may agree to co-host town hall meetings, community screenings, panel discussions, health fairs or other public forums.

PBS Station Incentive Grants Program

The Amgen Foundation, the lead corporate sponsor for *Remaking American Medicine*, is underwriting a major competitive grants program designed to leverage the capabilities of the public broadcasting system. Twenty-two PBS stations have just been awarded grants to support the *Remaking American Medicine* campaign. These grantees will serve as catalysts for local coalition efforts and undertake a wide variety of outreach and promotional activities utilizing station staff and resources. We encourage you to work with them.

Tip: Appendix C provides additional information about public broadcasting, a list of the PBS Station Incentive Grantees and a list of Outreach Directors in the PBS system. Details about the Station Grantees can also be found on RAMcampaign.org.

Champions of Change

"Real, meaningful, lasting change usually springs from a simple idea, a single inspirational source. A novel approach can spark waves of innovation that ultimately lead to breakthrough results never before imagined."

-- *Ideas in Action: 2005 Progress Report*
Institute for Healthcare Improvement (IHI)



At its core, *Remaking American Medicine* is a glimpse into the type of health care we all deserve. It is about the pioneering work of providers, patients and their families, private purchasers, government agencies and others committed to making health care in America safe, evidence-based, efficient and effective. We believe these people and institutions are best defined as *Champions of Change*.

Several *Champions* will be featured in the television series but there are literally thousands of individuals and institutions that deserve to be recognized for their dedication, struggles and contributions to improving health care. As part of the outreach campaign we encourage RAM coalitions to identify and support the work of their local *Champions of Change*. To facilitate your search and to give you some ideas about the types of individuals and institutions that may be designated as *Champions of Change*, you may wish to log on to Partner Web sites and other national groups that recognize outstanding individuals and institutions.

For example, each year, the American Hospital Association awards two national prizes:

- The Quest for Quality Prize honors hospitals for leadership and innovation in the creation of a culture of patient safety.
- The Foster G. McGaw Prize recognizes hospitals that have distinguished themselves through efforts to improve the health and well-being of everyone in their communities.

Since 2002, the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), in collaboration with the National Quality Forum, has presented the John M. Eisenberg Award for Patient Safety and Quality to individuals and institutions throughout the country. To learn more, log on to JCAHO's Web site and look for *Patient Safety*.

The Association of American Medical Colleges' Web site features a rich compendium of quality information and potential *Champions*. From the home page, click on *Focus on Issues* and follow the link to *Ensuring Health Care Quality*. This section provides a list of hospitals that have teamed up with medical schools and providers to implement initiatives that advance improvement in the quality of health care. For example, click on the link to the Robert Wood Johnson Hospital in Hamilton, New Jersey to learn why this outstanding institution was recently awarded the 2004 Malcolm Baldrige National Quality Award.

The Institute for Healthcare Improvement (IHI) is a not-for-profit organization driving the improvement of health by advancing the quality and value of health care. Among other things, IHI helps accelerate change in health care by cultivating promising concepts for improving patient care and turning those ideas into action. IHI's recent publication, *Ideas in Action: 2005 Progress Report* features the 22 "bold individuals and organizations willing to take responsibility for building a better health care system." The report includes McLeod Regional Medical System in Florence, South Carolina; Luther Midelfort-Mayo Health System in northwest Wisconsin; Tallahassee Memorial Hospital in Tallahassee, Florida; Baptist Memorial Hospital in Memphis, Tennessee; and the Dominican Hospital in Santa Cruz County, California, among others.

Tip: Put a face on quality. Draw public attention to quality improvement and your coalition's work by identifying and highlighting the work of *Champions of Change*. Nothing will be more powerful in capturing public attention than by telling the compelling stories of quality health care pioneers. Log on to RAMcampaign.org to see profiles of *Champions of Change*.

Another IHI program, *Pursuing Perfection: Raising the Bar for Health Care Performance*, encourages and supports the outstanding work of such institutions as Hackensack University Medical Center in New Jersey and the Cambridge Health Alliance in Massachusetts, among others. To learn more about these actual *Champions of Change*, log on to the IHI Web site.

Other sources for *Champions* include the Center for Health Care Strategies whose core work is to identify and demonstrate best practices in Medicaid-managed care. The American Cancer Society's Web site features consumer-driven involvement in quality of care for cancer patients. The American Health Quality Association provides scores of success stories by clinical settings, and the National Library of Medicine has *Changing the Face of Medicine*, which celebrates the lives and achievements of America's women physicians.

Seeking Quality Health Care

"Quality is the degree to which health care services increase the likelihood of desired health outcomes and are consistent with the best professional knowledge."

-- Kenneth W. Kizer, MD, MPH, National Quality Forum



The objective of *Remaking American Medicine* is to raise awareness of the importance of improving the quality of health

care. Dr. Kenneth Kizer of the National Quality Forum, one of our National Partners, was recently quoted in the spring 2005 issue of *Hub* magazine describing why he believes there is an increasing interest in this subject.

Dr. Kizer said, "High quality has always been sought in health care. What's different now is the convergence of several disparate forces. These forces include: (1) knowledge of the quality deficiencies, i.e., widespread awareness that we're not doing as well as we thought we were, indeed, that we're not doing very well at all in some areas; (2) rising health care costs disproportionate to the rest of the economy, which is due in part to poor quality of care; (3) purchasers are now engaged in a way they never have been before...; and (4) consumers asking why can't they get the same level of service in health care that they get in other industries. The discontent with health care is further fueled by patient safety concerns - not only is health care inefficient and often not user friendly, but it actually can be dangerous. This confluence of forces is making quality improvement health care's essential business strategy."

A critical element of this issue is to help consumers compare the work of individuals and institutions across the country. Several National Partners play a critical role in setting quality standards, providing accreditation and disseminating this information to consumers.

The Joint Commission on Accreditation of Healthcare

Organizations (JCAHO), an independent, not-for-profit organization, is the nation's predominant standards-setting and accrediting body. More than 15,000 health care providers - from small, rural clinics to expansive, complex health care networks - use JCAHO standards to guide how they administer care to their patients and improve their performance. Their report, *Setting the Standard*, describes JCAHO's policies and standards. On JCAHO's Web site, one can access Quality Check[®], a search engine that allows consumers to locate accredited health care organizations by name or by zip code.

The Centers for Medicare & Medicaid Services, along with the Hospital Quality Alliance has just unveiled *Hospital Compare*, a Web site that allows consumers to compare the quality of care at more than 4,200 hospitals in cities, counties or metropolitan areas across the nation. *Hospital Compare* provides side-by-side, hospital vs. hospital comparisons on 17 measures: eight related to heart-attack care, four to care for heart failure and five related to pneumonia care. The American Hospital Association, the Federation of American Hospitals, and the Association of American Medical Colleges launched the Hospital Quality Alliance in 2002.

The National Partnership for Women & Families produces a number of helpful quality products including *The State Experience in Health Quality Data Collection* and *Guidelines for Purchaser, Consumer and Health Plan Measurement of Provider Performance*. They also provide *A Guide to State Reports on Health Care Quality* that enables consumers to easily and quickly find out what information states have made public.

Building Coalitions to Effect Change

"It is critical that leadership from the private sector, both professional and other health care leaders and consumer representatives, be involved in all aspects of this effort."

-- *Crossing the Quality Chasm: A New Health System for the 21st Century*
Institute of Medicine



As stated earlier, one of the primary goals of the national outreach campaign is to support the creation of *Remaking American Medicine* (RAM) coalitions that focus on improving quality health care in America - community by community.

The primary rationale for the development of a coalition is to accomplish a goal that may reach beyond the capacity of any individual member or organization. This may range from information sharing to coordination of services, from community education to advocacy. Although coalition building has become a popular grassroots approach, the concept is not new. In 1840, Alexis de Tocqueville, the first noted international researcher on American society, remarked that "Americans are a peculiar people...If, in a local community, a citizen becomes aware of a human need that is not met; he thereupon discusses the situation with his neighbors. Suddenly a committee comes into existence...and begins to operate on behalf of the need. A new community function is established. It is like watching a miracle."¹

We do not expect miracles, but we do expect results. RAM coalitions, which are forming across the country,

will set goals, establish alliances, pool resources and take action. They will include representatives/members of the National Partners, PBS stations, and numerous other local organizations concerned about the quality of medical care in their community.

RAM coalitions are expected to:

- Represent diverse interests and involve all of the major stakeholders.
- Leverage the knowledge base and expertise of coalition members.
- Select a quality-related issue that is of concern to their respective communities.
- Underscore the importance of this issue with key target audiences.
- Recommend and institute positive change.
- Feature local *Champions of Change*.
- Build upon lessons learned.
- Empower all segments of the community.
- Capitalize on the national promotional campaign surrounding the national broadcast of *Remaking American Medicine*.

Connect with Others

To become involved in a local RAM coalition, log on to RAMcampaign.org and select *Connect with Others*. You can quickly locate coalitions by community or state as well as organizations that focus on quality issues related to home health care, technology-driven quality improvement, patient safety, chronic care, acute care and other topics. You can also search for health-quality organizations designed for specific audiences or review best practice examples of quality improvement from around the country.

¹ *Developing Effective Coalitions: An Eight Step Guide*, Contra Costa County (CA) Health Services Department.

As mentioned earlier, National Partners are actively encouraging their members, affiliates and constituents to become involved at the local level. We encourage you to log on to Partner Web sites to learn more about each organization and to help you identify potential coalition partners in your community, state or region.

Examples of some of the National Partners with community-based affiliates and individual members include:

The AARP, with more than 35 million members, has offices in all 50 states as does the American Heart Association, the American Stroke Association and the American Cancer Society. These organizations encourage individuals to connect with one another, geographically as well as through online communities.

The Association for Community Health Improvement (ACHI), supported by the American Hospital Association's Health Research & Educational Trust, provides a unique peer networking and educational resource for those working in hospitals and health centers, public health and community organizations. The ACHI works with more than 28 state and regional community health organizations.

The American Nurses Association has more than 150,000 members and is at the forefront of policy initiatives pertaining to health care reform. The National Hispanic Medical Association represents 36,000 licensed Hispanic physicians and the National Medical Association is the largest and oldest national organization representing African-American physicians and their patients in the United States.

The mission of the American Hospital Association (AHA), which represents and serves all types of hospitals and health care networks, is to advance the health of individuals and communities nationwide. The AHA has more than 4,600 members. The National Association of Children's

Hospitals and Related Institutions represents 181 children's hospitals, large pediatric units of medical centers and related health systems throughout the United States. The National Association of Public Hospitals and Health Systems represents more than 100 hospitals and health systems in many of America's largest metropolitan areas.

Several National Partners focus on the business community. The National Business Group on Health (NBGH) is the only national nonprofit organization exclusively devoted to representing the perspective of large employers and providing practical solutions to its members' most important health care problems. NBGH's members provide health coverage for more than 45 million U.S. workers and retirees, and their families.

The Buyers Health Care Action Group is a coalition of public and private employers working to recreate the health care system so consumers will get the care they need in the right place, at the right time and at the right price. The National Business Coalition on Health is a national, nonprofit membership organization of employer-based health coalitions.

Coalition Organizational Tools

The Community Tool Box

As a companion to this Guide, we suggest you take advantage of *The Community Tool Box*, a comprehensive, free Internet-based service designed to assist in developing community actions that address a range of health issues. On this site, which can be accessed at <http://ctb.ku.edu>, you will find scores of resources including guidelines, checklists, examples, and training materials. *The Community Tool Box* has more than 6,000 pages of detailed information related to coalition development and support.

Chapters that may be of particular interest include:

- Create and maintain coalitions and partnerships
- Assess community needs and resources
- Analyze problems and goals
- Develop strategic action plans
- Build leadership
- Advocate for change
- Evaluate the initiative

In addition, *The Community Tool Box* offers several ways to connect with others including links to online resources by category and core competency, a forum or chat room to create a "learning community" and expert advisors.

Developing Effective Coalitions: An Eight Step Guide

Developing Effective Coalitions: An Eight Step Guide is another excellent resource that provides clear direction on how to build an effective coalition. In addition to a clear definition of terms, the guide provides useful principles for initiating and maintaining effective coalitions. It features eight very specific steps. It is anticipated that the particular details of how local coalitions are formed and maintained will be unique to each community.

The guide was originally developed at the Contra Costa County (California) Health Services Department Prevention Program to assist public health programs in developing effective community coalitions for injury prevention. The ideas presented in the guide are an outgrowth of a Special Project of Regional and National Significance (SPRANS) grant awarded to the Contra Costa 26 County Health Services Department by the U.S. Department of Health and Human Services Maternal and Child Health Division. It was edited and printed by the Children's Safety Network at the National Center for Education in Maternal and Child Health.

Developing Effective Coalitions can be accessed at www.preventioninstitute.org under *Publications*.

HospitalConnect.com

The Collaboration Primer, produced by the Health Research & Educational Trust, in partnership with the American Hospital Association, provides a series of proven strategies and tools to implement effective collaborative efforts. It can be accessed on AHA's Web site or HospitalConnect.com. Just click on to HRET, *Publications*.

Community Care Notebook: A Practical Guide to Health Partnerships, also produced by the Health Research & Educational Trust, is a comprehensive how-to guide. It provides real-life examples and practices drawn from the National Community Care Network Program as well as useful tools, templates and other resources.

Tip: Every National Partner is committed to improving the quality of health care. For additional information, including contacts, please refer to Appendix A.