



DSHS GRAND ROUNDS

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Past Presentations – Fall 2011

- Oct. 19 - Performance Improvement: The Story of St. John's County, Florida
- Oct. 26 - Healthy Texas Babies Initiative: An Evidence-Based Approach to Reduce Infant Mortality in Texas
- Nov. 2 - Illegal Pain Clinics: Implications for Public Health
- Nov. 9 - The Science and Study of Suicide Prevention
- Nov. 16 - Managing Life's Transitions: Evidence-based Practices for Healthy Aging
- Nov. 30 - Utilizing Computational Tools for the Design and Analysis of Bio-Emergency Response Plans

Oct. 19

Performance Improvement: The Story of St. John's County, Florida

Presenters:
Dawn C. Allicock, MD, MPH, CPH,
Director, St. John's County Health Dept.
Yvonne Simmons Howze, PhD, Section
Director, Dept. of State Health Services

The diagram shows a circular PDCA cycle with four quadrants: Act (top-left, blue), Plan (top-right, orange), Do (bottom-right, green), and Check (bottom-left, purple). Arrows indicate a clockwise flow from Plan to Act, Act to Check, Check to Do, and Do back to Plan.

Performance Improvement: The Story of St. John's County, Florida

TRAIN Course ID: 1029705

Presenters: Dawn C. Allicock, MD, MPH, CPH, Director, St. John's County Health Department; Yvonne Simmons Howze, PhD, Section Director, Department of State Health Services

Description: St. John's County Health Department, like many health departments throughout the United States, faces budget cuts, potential layoffs, and an uncertain economic future. This medium-sized health department has undertaken an innovative performance improvement process to guide their future. Please join Dawn C. Allicock, MD, MPH, CPH, Director, St. John's County Health Department and Yvonne Simmons Howze, PhD, Section Director, Department of State Health Services for a thought-provoking discussion of the models and strategies for improving performance and quality.

Continuing Education: 1.5 contact hours of Continuing Medical Education (CME); Continuing Nursing Education (CNE); Social Workers; Certified Health Education Specialists (CHES); Registered Sanitarians; and certificate of attendance.

Presentation documents: To request a copy of the slides, handouts, and recorded webinar, contact the DSHS Audiovisual Library at avlibrary@dshs.state.tx.us. *CE credit is only available for those attending the live event, not the recording.*

Suggested resources:

Online Resources

- 1) [From Silos to Systems: Using Performance Management to Improve the Public's Health.](#)
- 2) [Healthcare Quality Improvement and Organizational Culture.](#) Boan D, Funderburk F. Delmarva Foundation, November 2003.
- 3) [National Network of Public Health Institutes, Public Health Quality Improvement Toolkit/Quality Improvement page.](#)
- 4) [Northeast Florida Counts Community Dashboard.](#)
- 5) [Q12 Meta-Analysis: The Relationship between Engagement at Work and Organizational Outcomes](#) (Gallup, Inc.)
- 6) [Quality Improvement Project Storyboards](#)
- 7) [Quality Improvement \(QI\) Toolbox with the Public Health Memory Jogger.](#)
- 8) [Results-Oriented Cultures: Creating a Clear Linkage between Individual Performance and Organizational Success.](#) U.S. General

Accountability Office. GAO-03-488. 3/14/2003.

9) [Turning Point Public Health Collaborative Toolkit](#).

Articles

- 1) Achieving High Performance in the Public Sector. de Waal AA. Public Performance & Management Review. Sep 2010; 34(1):81-103.
- 2) Don't Count TQM Out. Hendricks KB, Singhal VR. Quality Progress. 1999 Apr;32(4):35-43.
- 3) Defining Quality Improvement in Public Health. Riley W, et al. Journal of Public Health Management and Practice. 2010;16(1):5-7.
- 4) Opportunities to Advance Quality Improvement in Public Health. Davis, MV. Journal of Public Health Management and Practice (Supplement). January/February 2010;16(1):8-10.

Books

- 1) The Balanced Scorecard. (1996) Kaplan R, Norton D. Boston, MA: Harvard Press.
- 2) The Five Dysfunctions of a Team. (2002) Lencioni P. San Francisco, CA: Jossey-Bass.
- 3) The Five Most Important Questions You Will Ever Ask about Your Organization. (2008). Drucker PF. San Francisco, CA: Jossey-Bass.
- 4) The Five Temptations of a CEO. (1998) Lencioni P. San Francisco, CA: Jossey-Bass.
- 5) The Four Obsessions of an Extraordinary Executive. (2000) Lencioni P. San Francisco, CA: Jossey-Bass.
- 6) Good to Great. (2001). Collins J. New York, NY: HarperCollins Publishers Inc.
- 7) Good to Great and the Social Sectors, A Monograph to Accompany Good to Great. (2005). Collins J. San Francisco, CA: Elements Design Group.
- 8) Management: Leading & Collaborating in a Competitive World, 7th ed. (2007) Bateman T, Snell S. New York, NY: McGraw-Hill/Irwin.
- 9) The Manager's Pocket Guide to Systems Thinking and Learning. (1999). Haines SG. Amherst, MA; Human Resource Development Press.
- 10) Out of the Crisis. (1986). Deming WE. Cambridge, MA: Massachusetts Institute of Technology.
- 11) The Public Health Quality Improvement Handbook. (2009). Bialek R, Moran J, Duffy G. Milwaukee, WI: ASQ Quality Press.
- 12) Quality Is Free. (1979) Crosby PB. New York: NY: McGraw-Hill Books.

Healthy Texas Babies Initiative: An Evidence-Based Approach to Reduce Infant Mortality in Texas

Presenters:
Richard Kurz, PhD, Chair of the Healthy Texas Babies Expert Panel;
Evelyn Delgado, Assistant Commissioner for Family and Community Health Services, DSHS; Michael Speer, MD, Professor of Pediatrics and Ethics, Baylor College of Medicine and Incoming President of the Texas Medical Association

Healthy Texas Babies Initiative: An Evidence-Based Approach to Reduce Infant Mortality in Texas

TRAIN Course ID: 1029707

Presenters: Richard Kurz, PhD, Chair of the Healthy Texas Babies Expert Panel; Evelyn Delgado, Assistant Commissioner for Family and Community Health Services, DSHS; Michael Speer, MD, Professor of Pediatrics and Ethics, Baylor College of Medicine and Incoming President of the Texas Medical Association

Description: The Healthy Texas Babies Initiative is a concerted effort to bring together stakeholders in maternal and child health in Texas, from patients to insurance companies and providers, to develop a coordinated plan to reduce infant mortality. This Grand Rounds will feature a discussion with panelists Richard Kurz, PhD, Chair of the Healthy Texas Babies Expert Panel; Evelyn Delgado, DSHS Assistant Commissioner for Family and Community Health Services; and Michael Speer, MD, Baylor College of Medicine and Incoming President of the Texas Medical Association.

Continuing Education: 1.5 contact hours of Continuing Medical Education (CME); Continuing Nursing Education (CNE); Social Workers; Certified Health Education Specialists (CHES); Registered Sanitarians; and certificate of attendance.

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Suggested resources:

To request a full-text copy of any of the articles below, please e-mail library@dshs.state.tx.us.

- 1) The Benefit of Preterm Birth at Tertiary Care Centers is Related to Gestational Age. Lee SK, et al. Am J Obstet Gynecol. 2003 Mar;188(3):617-22.
- 2) Clinical Issues in the Management of Late Preterm Infants. Mally PV, Bailey S, Hendricks-Muñoz KD. Curr Probl Pediatr Adolesc Health Care. 2010 Oct;40(9):218-33.
- 3) Effect of Inborn Versus Outborn Delivery on Clinical Outcomes in Ventilated Preterm Neonates: Secondary Results from the NEOPAIN Trial. Palmer KG, et al. J Perinatol. 2005 Apr;25(4):270-5.
- 4) History of Maltreatment among Unintentional Injury Deaths: Analyses of Texas Child Fatality Review Data, 2005-2007. Parks SE, et al. Inj Prev. 2011 Feb;17 Suppl 1:i14-8.
- 5) Improved Outcome of Preterm Infants When Delivered in Tertiary Care Centers. Chien LY, et al. Obstet Gynecol. 2001 Aug;98(2):247-52.
- 6) Increasing Infant Pertussis Hospitalization and Mortality in South Texas, 1996 to 2006. Falcon M, et al. Pediatr Infect Dis J. 2010 Mar;29(3):265-7.
- 7) Lay Health Workers in Primary and Community Health Care for Maternal and Child Health and the Management of Infectious Diseases. Lewin S, et al. Cochrane Database Syst Rev. 2010 Mar 17;(3):CD004015.
- 8) Mortality among Infants with Birth Defects: Joint Effects of Size at Birth, Gestational Age, and Maternal Race/Ethnicity. Nembhard WN, et al. Birth Defects Res A Clin Mol Teratol. 2010 Sep;88(9):728-36.
- 9) Perinatal Regionalization for Very Low-Birth-Weight and Very Preterm Infants: A Meta-Analysis. Lasswell SM, et al. JAMA. 2010 Sep 1;304(9):992-1000.
- 10) Questions on the Vitamin E Study. In reply. Speer ME, Rudolph AJ, Hittner HM. Pediatrics. 1985 Aug;76(2):327-9.
- 11) Racial/Ethnic Disparities in Risk of Early Childhood Mortality among Children with Congenital Heart Defects. Nembhard WN, et al. Pediatrics. 2011 May;127(5):e1128-38.
- 12) Trend and Racial Disparities in Infant Mortality Rate in Texas from 1990 to 2004. Gong G, et al. J Natl Med Assoc. 2009 Nov;101(11):1149-53.



Illegal Pain Clinics: Implications for Public Health

TRAIN Course ID: 1029710

Presenter: Mari Robinson, JD, Executive Director, Texas Medical Board

Description: The non-medical use of pain killers, sedatives, and muscle relaxers is a serious and growing health problem in the United States. The National Institute on Drug Abuse (NIDA) estimates that 48 million people have used prescription drugs for non-medical reasons. The clinics responsible for the highest numbers of abusable medications are known as “pill mills” because they appear more like mass-production factories than actual medical clinics. Please join Mari Robinson, JD, Executive Director of the Texas Medical Board, for a discussion of the implications of illegal pain clinics, including the statistics, case studies, and the investigative work of the Texas Medical Board.

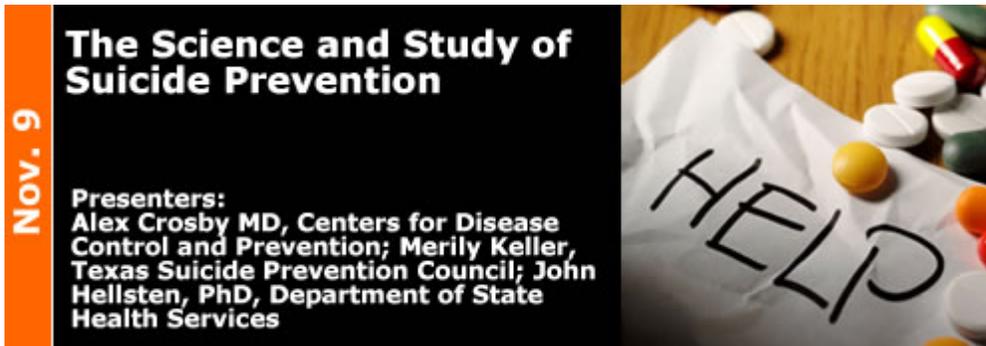
Continuing Education: 1.5 contact hours for Continuing Medical Education (CME); Continuing Nursing Education (CNE); Social Workers; Certified Health Education Specialists; Registered Sanitarians; Licensed Chemical Dependency Counselors; Licensed Professional Counselors; and certificate of attendance.

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Suggested resources:

To request a full-text copy of any of the articles below, please e-mail library@dshs.state.tx.us.

- 1) Chasing Dr. Feelgood. Conde C. Tex Med. 2011 Jul 1;107(7):41-5.
- 2) Curtailing diversion and abuse of opioid analgesics without jeopardizing pain treatment. Volkow ND, McLellan TA. JAMA. 2011 Apr 6;305(13):1346-7.
- 3) Economic burden of prescription opioid misuse and abuse. Strassels SA. J Manag Care Pharm. 2009 Sep;15(7):556-62.
- 4) The prescription drug epidemic in the United States: a perfect storm. Maxwell JC. Drug Alcohol Rev. 2011 May;30(3):264-70.
- 5) Prescription drug monitoring programs and death rates from drug overdose. Paulozzi LJ, Kilbourne EM, Desai HA. Pain Med. 2011 May;12(5):747-54.
- 6) Prescription opioid abuse: dental perspectives. Jeske AH. Tex Dent J. 2005 Jul;122(7):622-30.
- 7) Screening for problematic prescription opioid use. Robinson RC, Gatchel RJ, Polatin P, Deschner M, Noe C, Gajraj N. Clin J Pain. 2001 Sep;17(3):220-8.



The Science and Study of Suicide Prevention

TRAIN Course ID: 1029711

Presenters: Alex Crosby MD, Centers for Disease Control and Prevention; Merily Keller, Texas Suicide Prevention Council; John Hellsten, PhD, Department of State Health Services

Description: Recent years have seen significant advances in the theories, research, and practice of suicide prevention. Please join Dr. Alex Crosby, Centers for Disease Control and Prevention, Merily Keller, Texas Suicide Prevention Council, and Dr. John Hellsten, Department of State Health Services, for a discussion of Texas data on suicide; the CDC's strategic direction in self-directed violence; and evidence-based suicide prevention practices currently being implemented in Texas.

Continuing Education: 1.5 contact hours for Continuing Medical Education (CME); Continuing Nursing Education (CNE); Social Workers; Certified Health Education Specialists; Registered Sanitarians; Licensed Professional Counselors; Marriage and Family Therapists; Licensed Chemical Dependency Counselors, and certificate of attendance.

Presentation documents: To request a copy of the slides, handouts, and recorded webinar, contact the DSHS Audiovisual Library at avlibrary@dshs.state.tx.us. CE credit is only available for those attending the live event, not the recording.

Suggested resources:

Online videos:

- 1) [Always Tell Someone: Krista's True Story of Help and Hope for Teen Suicide Prevention](#);
- 2) [ASK the Question: Kurt's True Story of Help and Hope for College Suicide Prevention](#);
- 3) [You Can Never Count the Stars: Shania and Sydney's True Story of Help and Hope](#)

To request a full-text copy of any of the articles below, please e-mail library@dshs.state.tx.us.

- 1) Adolescent suicide attempts: risks and protectors. Borowsky IW, Ireland M, Resnick MD. Pediatrics. 2001 Mar;107(3):485-93.
- 2) [Comparative safety of antidepressant agents for children and adolescents regarding suicidal acts](#). Schneeweiss S, et al. Pediatrics. 2010 May;125(5):876-88.
- 3) Explaining cross-state differences in elderly suicide rates and identifying state-level public policy responses that reduce rates. Giles-Sims J, Lockhart C. Suicide Life Threat Behav. 2006 Dec;36(6):694-708.
- 4) Incidence and predictors of suicidal behaviors in a longitudinal sample of young adolescents. McKeown RE, et al. J Am Acad Child Adolesc Psychiatry. 1998 Jun;37(6):612-9.
- 5) Is suicide contagious? A study of the relation between exposure to the suicidal behavior of others and nearly lethal suicide attempts. Mercy JA, et al. Am J Epidemiol. 2001 Jul 15;154(2):120-7.

- 6) [Means Matter Campaign Website](#)
- 7) Perspective: Physician education: a promising strategy to prevent adolescent suicide. Taliaferro LA, Borowsky IW. Acad Med. 2011 Mar;86(3):342-7.
- 8) Protecting against hopelessness and suicidality in sexually abused American Indian adolescents. Pharris MD, Resnick MD, Blum RW. J Adolesc Health. 1997 Dec;21(6):400-6.
- 9) Protective factors and suicide risk in adolescents with a history of sexual abuse. Eisenberg ME, Ackard DM, Resnick MD. J Pediatr. 2007 Nov;151(5):482-7.
- 10) The relative influence of different domains of social connectedness on self-directed violence in adolescence. Kaminski JW, et al. J Youth Adolesc. 2010 May;39(5):460-73.
- 11) Risk and protective factors for medically serious suicide attempts: a comparison of hospital-based with population-based samples of young adults. Donald M, et al. Aust N Z J Psychiatry. 2006 Jan;40(1):87-96.
- 12) Role of the family in suicide prevention: an attachment and family systems perspective. Lobo Prabhu S, et al. Bull Menninger Clin. 2010 Fall;74(4):301-27.
- 13) School connectedness and the transition into and out of health-risk behavior among adolescents: a comparison of social belonging and teacher support. McNeely C, Falci C. J Sch Health. 2004 Sep;74(7):284-92.
- 14) School-based screening for suicide risk: balancing costs and benefits. Scott M, et al. Am J Public Health. 2010 Sep;100(9):1648-52.
- 15) Screening, triage, and referral of patients who report suicidal thought during a primary care visit. Gardner W, et al. Pediatrics. 2010 May;125(5):945-52.
- 16) Standardized screening for suicidal adolescents in primary care. Wintersteen MB. Pediatrics. 2010 May;125(5):938-44.
- 17) Suicidal, abused African American women's response to a culturally informed intervention. Kaslow NJ, et al. J Consult Clin Psychol. 2010 Aug;78(4):449-58.
- 18) Suicidal behavior in "normal" adolescents: risk and protective factors. Rubenstein JL, et al. Am J Orthopsychiatry. 1989 Jan;59(1):59-71.
- 19) [Suicidal thoughts and behaviors among adults aged ≥18 Years — United States, 2008–2009](#). Crosby AE, et al. MMWR Surveill Summ. 2011 Oct 21;60(13):1-22.
- 20) Suicidality among gay, lesbian and bisexual youth: the role of protective factors. Eisenberg ME, Resnick MD. J Adolesc Health. 2006 Nov;39(5):662-8.
- 21) Suicidality correlates in Mexican American teens. Guiao IZ, Esparza D. Issues Ment Health Nurs. 1995 Sep-Oct;16(5):461-79.
- 22) Suicide and friendships among American adolescents. Bearman PS, Moody J. Am J Public Health. 2004 Jan;94(1):89-95.
- 23) Suicide attempts among American Indian and Alaska Native youth: risk and protective factors. Borowsky IW, et al. Arch Pediatr Adolesc Med. 1999 Jun;153(6):573-80.
- 24) [Suicide coverage in U.S. newspapers following the publication of the media guidelines](#). Tatum PT, Canetto SS, Slater MD. Suicide Life Threat Behav. 2010 Oct;40(5):524-34.
- 25) [Suicide prevention for older adults in residential communities: implications for policy and practice](#). Podgorski CA, et al. PLoS Med. 2010 May 18;7(5):e1000254.
- 26) [Suicide Prevention Resource Center Website](#)
- 27) Suicide risk and prevention in veteran populations. Bruce ML. Ann N Y Acad Sci. 2010 Oct;1208:98-103.
- 28) Technology-based suicide prevention: current applications and future directions. Luxton DD, June JD, Kinn JT. Telemed J E Health. 2011 Jan-Feb;17(1):50-4.
- 29) [Texas Suicide Prevention Council Website](#)

Nov. 16

Managing Life's Transitions: Evidence-based Practices for Healthy Aging

Presenter:

Marcia Ory, PhD



Managing Life's Transitions: Evidence-based Practices for Healthy Aging

TRAIN Course ID: 1029712

Presenter: Marcia G. Ory, PhD, MPH, Regent Professor, Department of Social and Behavioral Health, School of Rural Public Health (SRPH) at The Texas A&M Health Science Center

Description: The largest generation in history—the boomers—is on the doorstep of retirement with approximately 10,000 boomers turning 65 every day. By 2030, the number of U.S. adults aged 65 or older will more than double to about 71 million and account for almost 20% of the population. Public health efforts to promote health and wellness among this aging population are critical strategies for reducing the potential burdens associated with this demographic shift. How will seniors experience their later years? About 80% of older adults have one chronic condition, and 50% have at least two. An essential component to keeping adults healthy and independent is postponing the onset of, or better managing, age-related chronic diseases and disabilities. Please join Marcia G. Ory, Ph.D., M.P.H., Regent Professor, Department of Social and Behavioral Health, and Director, Program on Healthy Aging, School of Rural Public Health at The Texas A&M Health Science Center for this thought-provoking discussion of the determinants of healthy aging as well as the evidence-based practices that promote healthy aging.

Continuing Education: 1.5 contact hours for Continuing Medical Education (CME); Continuing Nursing Education (CNE); Social Workers; Certified Health Education Specialists; Licensed Professional Counselors, Registered Sanitarians; and certificate of attendance.

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Suggested resources:

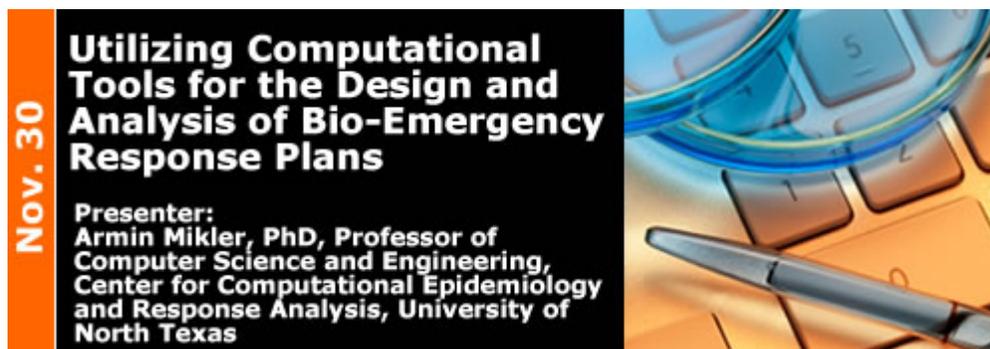
To request a full-text copy of any of the articles below, please e-mail library@dshs.state.tx.us.

- 1) [Achieving and maintaining cognitive vitality with aging](#). Fillit HM, Butler RN, et al. Mayo Clin Proc. 2002 Jul;77(7):681-96.
- 2) [Aging Texas Well Website](#)
- 3) Assessing costs and potential returns of evidence-based programs for seniors. Miller TR, et al. Eval Health Prof. 2011 Jun;34(2):201-25.
- 4) [Building Healthy Communities for Active Aging](#)
- 5) Improving health for elderly people: an international health promotion and disease prevention agenda. Besdine RW, Wetle TF. Aging Clin Exp Res. 2010 Jun;22(3):219-30.
- 6) [National Council on Aging – Mental Health/Substance Abuse website](#)
- 7) Older adult's participation in a community-based falls prevention exercise program: relationships between the EASY tool, program attendance, and health outcomes. Smith ML, Ory MG, et al. Gerontologist. 2011 Sep 12. [Epub ahead of print]
- 8) Older patient-physician discussions about exercise. Adelman RD, et al. J Aging Phys Act. 2011 Jul;19(3):225-38.
- 9) Pursuing the longevity dividend: scientific goals for an aging world. Olshansky SJ, Perry D, Miller RA, Butler RN. Ann N Y Acad Sci. 2007 Oct;1114:11-3.
- 10) [Prevalence of selected risk behaviors and chronic diseases--Behavioral Risk Factor Surveillance System \(BRFSS\), 39 steps communities, United States, 2005](#). Ramsey F, et al. MMWR Surveill Summ. 2008 Oct 31;57(11):1-20.
- 11) Promoting productive aging. Wheeler DP, Giunta N. Health Soc Work. 2009 Aug;34(3):237-9.
- 12) [Successful aging in the United States: prevalence estimates from a national sample of older adults](#). McLaughlin SJ, et al. J Gerontol B Psychol Sci Soc Sci. 2010 Mar;65B(2):216-26.
- 13) Toward healthy aging: the preservation of health. Barondess JA. J Am Geriatr Soc. 2008 Jan;56(1):145-8.

Evidence and Evidence Based Programs

- 1) [Cochrane Reviews](#)

- 2) [CDC Community Guide to Preventive Services](#)
- 3) [Cancer Planet Control](#)
- 4) [NCOA Center for Healthy Aging](#)
- 5) [Department of Aging and Disability Services](#)
- 6) [SAMHSA National Registry of EB Programs and Policies](#)



Utilizing Computational Tools for the Design and Analysis of Bio-Emergency Response Plans

TRAIN Course ID: 1029713

Presenter: Armin Mikler, PhD, Professor of Computer Science and Engineering, Center for Computational Epidemiology and Response Analysis, University of North Texas

Description: Following the accidental or deliberate release of harmful biological agents, responders have little time to mount an adequate response. Researchers at the newly formed Center for Computational Epidemiology and Response Analysis at the University of North Texas are developing new tools that will help to prepare for such events. "Where?" and "How?" questions are the basis for developing efficient emergency response plans long before these health emergencies actually occur. Please join Dr. Armin R. Mikler, Center Director, to learn more about the tools and techniques used by the Center for simulation and forecasting.

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Suggested resources:

To request a full-text copy of any of the articles below, please e-mail library@dshs.state.tx.us.

- 1) Advances in detecting and responding to threats from bioterrorism and emerging infectious disease. Rotz LD, Hughes JM. *Nat Med.* 2004 Dec;10(12 Suppl):S130-6.
- 2) Analyzing Dispensing Plan for Emergency Medical Supplies in the Event of Bioterrorism. Lee YM. in *Proceedings of the 2008 Winter Simulation Conference*, 2008:2600–2608.
- 3) [Cities Readiness Initiative](#), Centers for Disease Control and Prevention.
- 4) [A Computational Framework for Assessing the Feasibility of Bio-emergency Response website and demo video](#), University of North Texas
- 5) Computational Tools for Evaluating Bioemergency Contingency Plans. Schneider T, Mikler AR, O'Neill MJ. in *Proceedings of the 2009 International Conference on Disaster Management*, 2009.
- 6) [Emergency response to a smallpox attack: the case for mass vaccination](#). Kaplan EH, Craft DL, Wein LM. *Proc Natl Acad Sci U S A.* 2002 Aug 6;99(16):10935-40.
- 7) [Emergency response to an anthrax attack](#). Wein LM, Craft DL, Kaplan EH. *Proc Natl Acad Sci U S A.* 2003 Apr 1;100(7):4346-51.
- 8) Evaluation of a mass dispensing exercise in a Cities Readiness Initiative setting. Stergachis A, et al. *Am J Health-Syst Pharm.* 2007;64(3):285-93.
- 9) An Extensible Software Architecture to Facilitate Disaster Response Planning. O'Neill M, Mikler AR, Schneider T. in Las Vegas, NV: *International Conference on Bioinformatics and Computational Biology (BIOCOMP11)*, 2011.
- 10) [From Research to Practice: Creating a Virtual POD Using a Collaborative Virtual Environment](#). February 2011. Monahan C, Franco JA. *Public Health Preparedness Summit*.
- 11) Implementing the cities readiness initiative: lessons learned from Boston. Koh HK, et al. *Disaster Med Public Health Prep.* 2008 Mar;2(1):40-9.

- 12) [Initial Evaluation of the Cities Readiness Initiative](#). Willis HH, et al. Santa Monica, CA: RAND Health, 2009.
- 13) Modeling and optimizing the public-health infrastructure for emergency response. Lee EK, et al. *Interfaces*. 2009 Oct;39(5):476–90.
- 14) Optimizing a District of Columbia Strategic National Stockpile dispensing center. Giovachino M, et al. *J Public Health Manag Pract*. 2005 Jul-Aug;11(4):282-90.
- 15) [The POD Game](#). Center for the Advancement of Distance Education, School of Public Health, University of Illinois at Chicago.
- 16) Public health response to an anthrax attack: an evaluation of vaccination policy options. Baccam P, Boechler M. *Biosecure Bioterror*. 2007 Mar;5(1):26-34.
- 17) Receiving, Distributing, and Dispensing Strategic National Stockpile Assets: A Guide for Preparedness, Version 10.02. Atlanta, GA: Centers for Disease Control and Prevention, August, 2006.
- 18) RE-PLAN: a computational tool for response plan analysis. Schneider T, Mikler AR. *Int J Funct Inform Personal Med*. 2010;3(2):103-21.
- 19) A Routing and Scheduling Approach for Planning Medication Distribution. Herrmann JW, Lu S, Schalliol K. in Miami, FL: Proceedings of the 2009 Industrial Engineering Research Conference, 2009.
- 20) Uncertainty and operational considerations in mass prophylaxis workforce planning. Hupert N, et al. *Disaster Med Public Health Prep*. 2009 Dec;3 Suppl 2:S121-31.
- 21) [Using Collaborative Virtual Environments in Preparedness and Emergency Response Planning](#). School of Public Health, University of Minnesota.



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