WELCOME to the nation’s premier organization of public health communications – the National Public Health Information Coalition! You have joined a growing network that will help you gain knowledge and insight about effective communication methods, tools and techniques to promote public health.

Each week NPHIC offers communication opportunities that you do not want to miss. Get involved and share your ideas, successes and challenges. It is with your help NPHIC will be the recognized voice of public health communications.

Sincerely,

Laura Espino
Executive Director
NPHIC PROVIDES A CRITICAL COMMUNICATIONS LINK FOR PUBLIC HEALTH COMMUNICATORS

For two decades NPHIC has nurtured partnerships in public health.

When the H1N1 pandemic struck, these partnerships proved especially valuable for local health departments.

Communication assistance from NPHIC saved me time and kept me up to date
The talking points I received throughout the H1N1 response were invaluable. At a time when our department of ONE was doing up to five media interviews a day, the communication assistance provided by NPHIC not only saved me time, but I was confident that those talking points were the most up-to-date available.

Genalee Alexander
Columbia/Boone County Department of Public Health and Human Services, Columbia, MO

Benefits of NPHIC membership impressed my boss and co-workers
The greatest advantage that NPHIC has provided me with, specifically during H1N1, is access to the CDC media briefings. The briefings allowed me to QUICKLY share the most current and accurate information on the outbreak, often before other listserves, etc. were pushing information out. My co-workers and boss were very impressed with the rapidity of the messages received by and through my affiliation with NPHIC.

Monique C. Davis
Hudson Regional Health Commission, Secaucus, NJ

NPHIC: It’s where we received some of our most valuable information
We regard NPHIC as the best $75.00 for a membership that we spend within our Department. The advance notice of information being developed or released is invaluable. … NPHIC was the first place that we heard about what would become H1N1, and it was also where we received some of our most valuable information.

Amy Thoreson
Scott County Health Department, Davenport, IA
NPHIC VISION

NPHIC is the recognized voice of public health communication.

NPHIC MISSION

The National Public Health Information Coalition is the premier network of public health communicators in the United States and U.S. territories. We are committed to "making public health public" by sharing our knowledge, expertise and resources to effectively communicate about the important health issues of the day – helping people lead healthier lives in healthier communities.
# TABLE OF CONTENTS

## Tools & Resources
- Three Key Interview Tips (General) .................................................. 2
- Media Interview Guide ................................................................. 2
- Emergency Communication Resource Library ............................. 5
- Suggested Books for Every Health Communicator ....................... 6
- CDC’s Gateway to Health Communication Promises to Help Make Your Job Better 8
- NPHIC Epi-X Forum ................................................................. 9
- Messaging & Social Networks ....................................................... 10
- Mentor Program ............................................................................ 11

## Roles & Responsibilities
- Membership Plans and Dues ....................................................... 13
- Benefits of Membership ............................................................. 16
- Organization Overview .............................................................. 17
- Organization Chart ................................................................. 19
- Board of Directors ..................................................................... 20
- Board Roles ................................................................................ 21
- Regions ....................................................................................... 23

## Committee Handbook
- Ways to Get Involved ............................................................... 25
- Tips on Ways to be a Good Committee Member/Chair ............ 25
- Committee Descriptions .......................................................... 26

## Policies & Procedures
- Policy on Representation of NPHIC ........................................... 29
- Use of the Membership Directory ........................................... 29
- Use of the NPHIC logo ............................................................. 29
- Membership Surveys ............................................................... 29
- Use of Mailing List ................................................................. 29
- Guidelines for Electronic Communications ............................. 29
- NPHIC Newsletter ................................................................. 30
- NPHIC Web Site ......................................................................... 30
- Web Site Overview ............................................................... 30
- Member Profile .......................................................................... 30
- Job Site ..................................................................................... 30
- Meetings and Conferences ..................................................... 30
- Annual Business Meeting ...................................................... 31
- Conference Registration Fee Waivers .................................... 31
- Federal members .................................................................... 31
- Principles of Fund-raising ....................................................... 32
- NPHIC Anti-Corruption Policy ................................................. 32

## Appendices
- By Laws .................................................................................... 37
- Guidelines for Acceptance of Grants or Funds .......................... 42
- Travel Policy ............................................................................... 44
- Corporate Guidelines ............................................................. 52
- Partnership Program ............................................................... 53
- Mentoring Program ................................................................. 54
TOOLS & RESOURCES
Three Key Interview Tips

1. **Anticipate Questions** by asking beforehand what the story is about, who else is involved and your role.

2. **Have Your Own Objective** and **bridge** to it at every opportunity. State important points first and keep answers **short** and **simple**.

3. **How You Look and Sound** is often more important than what you say. Check your appearance. Maintain **steady eye contact** with the reporter. **Smile** whenever possible.

   *Yes, you can appear confident and believable in even the toughest media situations!*

**BEFORE THE INTERVIEW:**
- **Ask what the story is about**, who else the reporter is talking to, what information the reporter wants from you.
- Gather the information, simplify it and think of positive ways to relate it. Anticipate questions your answers may generate. **Prepare answers for the toughest questions the reporter might ask.**
- **Develop one or two key points you want to make** - short, positive statements which define or describe your program or issue. Avoid defensive statements and arguments.

**DURING THE INTERVIEW:**
- **Your gestures, facial expressions and tone of voice say more about you than your words.** Maintain steady eye contact with the reporter.
- **Say the most important thing you have to say first** and say it best. Don’t build to your conclusion.
- **Listen** carefully to each question and pause before beginning your answer.
- **Avoid jargon**, acronyms and technical terms. Simplify complex numbers. Show relationships and use analogy.
- **Never say “no comment.”** If you don’t know the answer, say so and promise to get it.
- **Don’t speculate**, guess or respond to “phantom authority.” Don’t offer personal opinions and don’t speak for others.
- **Avoid “off the record” statements.**
• If you don’t know the answer, say so and promise to get the answer.

• **Always tell the truth.** If there’s a problem, say you’re looking into it and shift to what you’re doing now to correct the situation.

• When you’ve answered the question, stop talking.

**THE SOUND BITE:**

- Start with the **conclusion** or a key point.

- Add an **example** or supporting information.

- End by explaining what it **means** to the viewer or reader.

**CRISIS COMMUNICATION CHECKLIST:**

- Go to the scene and establish one source of information for the media.

- Gather information (what happened, when, where, who was involved.)

- Get information to reporters as quickly as possible. If there have been injuries or deaths, you must express compassion at the beginning of your statement. Then tell what you don’t know, what you’re doing to get information, where people can go to get more information in the meantime (your website) and when you’ll update.

- Do not speculate or assign blame. Say that the cause is under investigation. Focus on what you’re doing to assure public safety, fix the problem, restore service. Let people know you are in control.

**BRIDGING PHRASES:**

“**It’s important to remember...**”

“**Let’s talk about what is happening...**”

“**What I can tell you is...**”

“**The key point here is...**”

“**I think your (viewers/readers) need to know...**”

Remember, interviews are not conversations or intellectual discussions, and reporters are not looking for an education. They want basic information and a good quote or sound bite. Keep your answers simple and succinct and bridge to your message or objective often. When you give short answers you keep editorial control in your hands.
In order to strengthen the nation’s preparedness for a potential influenza pandemic, the National Public Health Information Coalition (NPHIC) has developed a new clearinghouse of pandemic influenza communication materials. The Resource Library is located at www.nphicpanflu.org, and features a wide variety of communication materials for local and state pandemic influenza planning efforts.

The Pandemic Influenza Resource Library offers a wealth of free materials that can help any community prepare for a potential pandemic,” said ASTHO executive director Paul Jarris, MD, “It is also a great example of governmental public health working together at all levels to maximize resources.”

At the Web site, you will find downloadable materials including fact sheets, posters, print and broadcast PSAs, guidebooks, checklists, newsletters and questionnaires in multiple languages. The materials are organized by topic—such as isolation and quarantine, social distancing and surge capacity—and audience—such as business, disabled populations and faith-based organization.

The materials were developed by public health communicators in local, state, federal and territorial health agencies. Visitors to the Web site can add to the Pandemic Influenza Resource Library by posting their own pandemic influenza materials.

“Preparedness is our best weapon against pandemic flu and exchanging information and learning from each other’s efforts will build a coordinated, effective response.” Among the diverse array of resources available at the Pandemic Influenza Resource Library are a booklet for businesses from Kalamazoo, Michigan, a School Action Kit from Northern California, and a TV PSA from the highly acclaimed “Fifth Guy” campaign in Florida.
NPHIC’s Media and You along with the latest copy of our directory, provided to all new members.

Two books by the Institute of Medicine: “The Future of Public Health,” and “Emerging Infections-Microbial Threats to Health in the United States.”

APHA “Control of Communicable Diseases Manual.”

A good medical dictionary, such as a Merriam-Webster’s.

Latest edition of “Health-United States” by the National Center for Health Statistics.

Associated Press Stylebook.


“The Elements of Style” by William Strunk, Jr. and E.B. White. Simply the best—and at 78 pages, the most concise book on writing there is.


Naked Conversations. Robert Scoble and Shel Israel. John Wiley & Sons. 2006. The history of blogging and its impact on business. Why it is important for organizations of all sizes and shapes to engage in this new form of communication.


Now is Too Late². Gerald Baron. Essentials of crisis communication in the Internet era.


Thinking on Your Feet. Marian Woodall. Professional Business Communications, 1996.(Available only at Amazon.com.) This classic offers excellent tips for anybody who appears before audiences.

**Beyond Bullet Points.** Cliff Atkinson. Microsoft Press. 2005. If you’re tired of endless bullet point presentations and want to break out of the mold, here’s the starting point. I only wish every PowerPoint presenter had read this book and then followed its recommendations. I might actually stay awake for the entire presentation.

**Presentation Zen.** Garr Reynolds. New Riders. 2008. Reynolds takes it one step beyond Atkinson with guidance that will change the way you think about using PowerPoint or Keynote for presentations. This book explains why the traditional bullet point format doesn’t work and what does.


**Pew Research Center for People and the Press.** (people-press.org). Pew conducts ongoing research on many aspects of the role of the media in the United States. Its studies are interesting and revealing. Changes and trends in communication often are first disclosed or confirmed by Pew studies.

**TMT Worldwide.** (tmtww.com). Our Resources page has many useful handouts relating to media and crisis communication. You’re welcome to download and share them.
If you’re new to public health, the section “Health Communication Basics” can help you get up to speed quickly. In addition, the Health Out Loud blog is a good place to start a conversation or join another one about health communication or social marketing. The aim of the Gateway to Health Communication and Social Marketing Practice is to help professional communicators build their health communication or social marketing campaigns and programs using the best information and effective communication techniques. In addition, the CDC hopes the Web site will become a place where professionals in the field can meet online, share information and collaborate.

New “Gateway” Promises to Help You Do Your Job Better

You’ve heard of groups nicknamed “Tweens” and “Boomers,” but do you know which age group has been called “The Responsible Generation”? Or who moms rate as their most trusted source for information? Or where you can find Crisis and Emergency Risk Communication training online?

The answers to these questions and many more can be found in a new CDC resource for public health communicators, the Gateway to Health Communication and Social Marketing Practice ([www.cdc.gov/healthcommunication](http://www.cdc.gov/healthcommunication)). The Web site provides tools, templates and training materials to improve health communication and social marketing campaigns.

“This is a terrific Web site for those of us who work in communication at a health department,” said Rita Obey, Chairperson of the NPHIC Professional Development Committee and Director of Public Information at Harris County Public Health and Environmental Services. “It brings together many important tools at one location.”

The information is grouped in six main categories:

- **Audience** – This section analyzes different target audiences to help you better design messages and activities to reach them.

- **Campaigns** – Before you start developing your own media campaign, take a look at some successful CDC campaigns, such as those for teen pregnancy prevention, immunizations and reducing antibiotic resistance.

- **Channels** – Having the right message is critical to success, but so is identifying the right channels with which to deliver it. This section offers information about interactive media, online videos, Web site usability and other topics.

- **Research/Evaluation** – You can get summaries of new health marketing and communication research and trends from “This Just In” reports.

- **Risk Communication** – Here you’ll find training and preparedness info for the novice and the veteran.

- **Tools and Templates** – You can save time and resources by using the Social Media Toolkit, CDCynergy and Health Literacy materials.
One of the many benefits of a NPHIC Membership is the access to the NPHIC Epi-X Forum. The NPHIC Epi-X Forum is a Web-based information exchange system established by the CDC for public health professionals that allows information to be shared quickly and securely. Through NPHIC Epi-X Forum, the CDC can notify participants of breaking health events.

**NPHIC Epi-X Forum allows participants to:**
- Exchange information
- Access a comprehensive list of public health news articles
- Post Information

The NPHIC Epi-X Forum has been a resource for sharing information with public health officials about terrorism, Hurricane Katrina, SARS, West Nile virus and other important public health issues.

The CDC urges every NPHIC member to sign up for the NPHIC Epi-X Forum to ensure its ability to communicate important and sensitive information to public health communicators.

**The CDC is ready to help you sign up for the NPHIC Epi-X Forum!**
Just send an e-mail note to epix@cdc.gov. stating that you are a NPHIC member who wants to sign up for NPHIC Epi-X Forum. After enrollment begins, you will need the help of an Information Technology staffer in your department to complete the process.

Learn more about NPHIC Epi-X forum at [http://www.cdc.gov/epix/](http://www.cdc.gov/epix/)
**CDC Puts Message Mapping Guide Online**

Message maps are one of the most powerful tools available for risk communicators. Message maps enable quick, concise delivery of pertinent information. This new CDCnergy tool guides you step-by-step through the process of developing your own message maps. The tool is based on the message mapping process developed by Dr. Vincent Covello and published in the Journal of Emergency Management (Risk communication and message mapping: A new tool for communicating effectively in public health emergencies and disasters, Journal of Emergency Management, Vol. 4, No. 3, May/June 2006). See how easy the process can be; click here.

**Twitter Feed Pages Helping You Monitor Member Tweets**

Looking for a easy way to learn what is going on next door or across the country, check out the just released NPHIC Twitter Monitoring Tool for members. Since we announced it in mid March, we’ve already had close to 100 uses of this tool. Look for NPHIC’s Twitter feed pages under the NEWS menu item near the top of the home page.

Please note that this feature goes to Twitter to retrieve the latest tweets; it may take a minute or so for the page to populate. We hope to add a Twitter feed page for local health departments soon. You can help by sending us an email with your Twitter account name. Email us at info@nphic.org This e-mail address is being protected from spambots. You need JavaScript enabled to view it.
As a new NPHIC member you may wish you had a seasoned pro to ask advice about the coming flu season. Sound familiar? After many months of work, the Professional Development Committee and Membership Committee have now launched the NPHIC Mentor Program, a 12-month program designed to link a seasoned member of the organization (Mentor) with another member of the organization (Mentee) for the purpose of providing experienced guidance, support and an already developed skill set for meeting the challenges of public health communications.

The mentor will serve as an information resource to assist in the new colleague’s professional development. New members…think about becoming mentees.
ROLES & RESPONSIBILITIES
Dues
Annual dues for members of NPHIC are determined by the Board of Directors based on population as follows for 2010-2011:

State Voting Members
1. The 10 most populated States $600
2. The next 10 most populated States $500
3. The next 10 most populated States $400
4. The next 10 $300
5. The last 10 and the 9 (8) territories $225

Governance History
Of these six member categories, below only the state voting member category has full voting rights.

VOTING MEMBERS
State Dues (see above chart)
Each state and territorial health agency shall be a member with one vote on all matters before NPHIC. Each member agency shall be represented by an individual (the “voting member”) who shall be the director of public information/affairs or communications of the state health agency, or equivalent, or another individual designated by the State Health Office to be the state’s one voting member.

Benefits
Voting members have full voting rights

The Media & You – NPHIC’s own basic survival guide to media relations for public health communicators.

E-Newsletter – State of the art electronic newsletter bringing NPHIC news and projects from across the country.

Membership Directory – Gives access to current contact information, biographical sketches and top areas of expertise. Excellent networking tool.

NPHIC.org – A key reference point for public health communicators. Allow opportunities for members to share their work, learn from others and post questions or comments about current issues.

Annual Conference – Informative fall conference that features top-notch speakers, networking opportunities and showcases members’ current work. NPHIC members attend at a discount.

Public Health Campaigns & Projects – Members have significant opportunities to work on important state and national public health campaigns.
GOVERNMENT INDIVIDUALS - State Dues Annual Fee - $75 (12 months)

Benefits
The Media & You – NPHIC’s own basic survival guide to media relations for public health communicators.

E-Newsletter – State of the art electronic newsletter bringing NPHIC news and projects from across the country.

Membership Directory – Gives access to current contact information, biographical sketches and top areas of expertise. Excellent networking tool.

NPHIC.org – A key reference point for public health communicators. Allow opportunities for members to share their work, learn from others and post questions or comments about current issues.

Annual Conference – Informative fall conference that features top-notch speakers, networking opportunities and showcases members’ current work. NPHIC members attend at a discount.

Public Health Campaigns & Projects – Members have significant opportunities to work on important state and national public health campaigns.

NON-PROFIT - Annual Fee - $175 (12 months)

Benefits
The Media & You – NPHIC’s own basic survival guide to media relations for public health communicators.

E-Newsletter – State of the art electronic newsletter bringing NPHIC news and projects from across the country.

Membership Directory – Gives access to current contact information, biographical sketches and top areas of expertise. Excellent networking tool.

NPHIC.org – A key reference point for public health communicators. Allow opportunities for members to share their work, learn from others and post questions or comments about current issues.

Annual Conference – Informative fall conference that features top-notch speakers, networking opportunities and showcases members’ current work. NPHIC members attend at a discount.

CORPORATE - Annual Fee - $225 (12 months)

Benefits
The Media & You – NPHIC’s own basic survival guide to media relations for public health communicators.

E-Newsletter – State of the art electronic newsletter bringing NPHIC news and projects from across the country.

Membership Directory – Gives access to current contact information, biographical sketches and top areas of expertise. Excellent networking tool.

NPHIC.org – A key reference point for public health communicators. Allow opportunities for members to share their work, learn from others and post questions or comments about current issues.

Annual Conference – Informative fall conference that features top-notch speakers, networking opportunities and showcases members’ current work. NPHIC members attend at a discount.
**INDIVIDUAL - Annual Fee - $125 (12 months)**

**Benefits**

*The Media & You* – NPHIC’s own basic survival guide to media relations for public health communicators.

**E-Newsletter** – State of the art electronic newsletter bringing NPHIC news and projects from across the country.

**Membership Directory** – Gives access to current contact information, biographical sketches and top areas of expertise. Excellent networking tool.

**NPHIC.org** – A key reference point for public health communicators. Allow opportunities for members to share their work, learn from others and post questions or comments about current issues.

**Annual Conference** – Informative fall conference that features top-notch speakers, networking opportunities and showcases members’ current work. NPHIC members attend at a discount.

**Public Health Campaigns & Projects** – Members have significant opportunities to work on important state and national public health campaigns.

---

**STUDENT - Annual Fee - $50 (12 months)**

**Benefits**

*The Media & You* – NPHIC’s own basic survival guide to media relations for public health communicators.

**E-Newsletter** – State of the art electronic newsletter bringing NPHIC news and projects from across the country.

**Membership Directory** – Gives access to current contact information, biographical sketches and top areas of expertise. Excellent networking tool.

**NPHIC.org** – A key reference point for public health communicators. Allow opportunities for members to share their work, learn from others and post questions or comments about current issues.

**Annual Conference** – Informative fall conference that features top-notch speakers, networking opportunities and showcases members’ current work. NPHIC members attend at a discount.

**Public Health Campaigns & Projects** – Members have significant opportunities to work on important state and national public health campaigns.

**Recognition** - as a member from a school of communications and/or public health.

**Opportunity** - to showcase publications that are applicable to NPHIC’s mission on the, NPHIC website, e-newsletter and at the annual conference.

**National Networking Tool** - for students wanting to work in the field of public health communications.
To meet the diverse needs of its members, NPHIC offers a whole host of services to increase their capacity to carry out their critical mission in protecting the public’s health. Acting on many fronts, the Association supports members through:

**Membership Directory**
This list serv is an effective networking tool providing current contact information, biographical sketches and top areas of expertise.

**NPHIC.org**
Our website is a key reference point for public health communicators. The NPHIC website has the most up-to-date information on the latest health issues, access to a discussion board, a comprehensive pandemic flu library and other valuable resources.

**NPHIC News**
The bi-monthly e-newsletter brings members interesting articles and information about the latest public health issues.

**Annual Conference**
The annual conference is held in the fall and is always informative and practical featuring top notch speakers and valuable training, and showcasing members’ current work. NPHIC members attend at a discount!

**The Media and You**
Each new member receives a complimentary copy of this basic survival guide to media relations for public health communicators.

**Public Health Campaigns and Projects**
Members have numerous opportunities to work on important state and national public health campaigns.

**CDC Epi-X Forum**
Access to a Web-based information exchange system established by the CDC for public health professionals that allows information to be shared quickly and securely. Through NPHIC Epi-X Forum, the CDC can notify participants of breaking health events.

**The Discussion Board**
Provides another venue for the exchange of ideas, issues, methodologies and other relative discourse on a member-to-member basis.

**CDC/NPHIC Conference Calls**
NPHIC members participate in bi-weekly conference calls between CDC and NPHIC on such topics as pandemic flu preparedness, H1N1, New Media, Health Literacy, Immunization, etc.
ORGANIZATION OVERVIEW
The National Public Health Information Coalition (NPHIC) is an independent organization of professionals sought after to improve America’s health through public health communications. NPHIC senior public health information officers:

• Participate with the Centers for Disease Control and Prevention (CDC) and other public and private agencies to promote health and prevent disease
• Identify methods to improve communications among members
• Communicate with and through the news media to promote greater understanding and awareness of public health issues.

ORGANIZATION HISTORY
The need for established public affairs or public information professionals arose out of the information explosion in the US during the late 1970s and 1980s. The importance of these professionals was and is still based on the need to maximize the effectiveness of public health programs.

Programs developed to reduce risk of disease and death need to be communicated to the public to be effective. Broad implementation of these programs cannot take place unless the public is educated about risk reduction and decides to adopt healthier behaviors. Public health information officers provide the vital link to the public through the use of the mass media. Each state and territory has created a position within the state health commissioner’s office for this purpose.

In January of 1989 the Centers for Disease Control and Prevention (CDC) convened a meeting in Atlanta to discuss the importance of communications among public health information officers within state and territorial health departments and with CDC. Such communication would provide the necessary link to state and federal endeavors to effectively change the nation’s health.

In March of 1989 a conference of state public health information officers was held in Dallas, Texas. The consensus of the participants was that the individual states’ and nation’s health would be well served by the formation of a national coalition. A Constitution and Bylaws for NPHIC were adopted at the 1990 national conference in New Orleans, Louisiana. Affiliation with the Association of State and Territorial Health Officials (ASTHO) was also achieved at the 1990 conference.

Over and over, the first-hand comments from NPHIC members demonstrate the importance of an ongoing, positive working relationship between CDC and NPHIC. The NPHIC listserv used to distribute weekly CDC H1N1 updates, the weekly CDC-NPHIC H1N1 calls, NPHIC’s website, discussion board, NPHIC’s PanFlu resources web site, etc. All these items showcase how NPHIC members both develop and share communication tools and strategies. All of these kept NPHIC’s public health communicators in the loop, on top of their game and in sync with CDC.
NPHIC continues to experience growth in size, service and value to public health as the nation’s premiere organization of public health communicators. Beyond its core membership, NPHIC includes local health department directors of communication, public information officers, risk communication coordinators, health educators, nonprofit public health groups and private sector organizations interested in public health. The organization’s recruitment efforts have raised its membership to nearly 400. NPHIC continues to seek ways to further involve and recruit members and expand the benefit of its public health activities.

Information-sharing and networking among NPHIC members, the CDC and other major public health organizations continue to be a daily occurrence. Bi-weekly conference calls with CDC staff, the NPHIC web site and discussion board and the NPHIC e-newsletter, “NPHIC News,” are important vehicles for sharing public health information.

GOVERNANCE

Board of Directors

The membership of the Board of Directors consists of the president, vice president, treasurer, immediate past president, regional representatives and three elected members-at-large. The president serves as chairman of the Board of Directors.

The Coalition shall be governed by an Executive Board made up of one representative each from the ten geographic regions established by the U.S. Public Health Service, and three members at large.
1. Regional representative members will be elected by the voting members from the states and territories in the region.
2. The at large members will be nominated by any member and elected by a vote of the general membership.
3. The at large members may be voting members or associate members representing state, local or territorial health departments.
4. The terms on the Board are three years to begin January 1 following their election.

The offices of president, vice president and treasurer shall be chosen from among members of the Executive Board by members of the Board and ratified by a vote of the general membership.

The Executive Board shall:
1. Determine and approve plans for the annual meeting of the NPHIC.
2. Meet during the annual meeting and at least bimonthly to consider NPHIC business.
3. Establish dues.
4. Recommend, guide and oversee operations and projects of NPHIC and authorize collections and expenditures of funds for such operations and projects.
5. Execute the powers listed under Article X of these bylaws.
6. In the event a member of the Executive Board resigns or ceases to serve, the president, with the majority approval of the board, may appoint a voting member from the appropriate public health region, if possible, to fill the unexpired term.
MR. WILLIAM GERRISH, MBA
President & Representing Region I

Connecticut Dept. of Public Health Communications Director
P.O. Box 340308
MS 13 CMN
Hartford, CT 06134-0308
Phone: (860) 509-7270
Fax: (860) 509-7286
E-mail: william.gerrish@po.state.ct.us

MR. LARRY HILL
Vice President, Member-At-Large

Virginia Department of Health Public Information Officer
830 Southhampton Ave.
Norfolk, VA 23510
Phone: (757) 683-9175
Fax: (757) 683-2494
E-mail: larry.hill@vdh.virginia.gov

MR. THOM BERRY
Representing Region IV

South Carolina Department of Health & Environmental Control
2600 Bull Street
Columbia, SC 29201
Phone: (803) 898-3885
Fax: (803) 898-3887
E-mail: berrytw@dhec.sc.gov

ROBERT JENNINGS
Representing Region V

Ohio Department of Health Office of Public Affairs
246 N. High Street
Columbus, OH 43215
Phone: (614) 644-8138
Fax: (614) 644-8208
E-mail: robert.jennings@odh.ohio.gov

MR. THOMAS SLATER
Past President & Representing Region II

New Jersey Department of Health and Senior Services Risk Communications Manager
P.O. Box 360
Room 707G
Trenton, NJ 08625
Phone: (609) 984-5348
Fax: (609) 943-5116
E-mail: thomas.slater@doh.state.nj.us

JOHN LAW
Representing Region III

West Virginia Department of Health & Human Resources Communications & Legislative Affairs
505 Capitol Street, Suite 200
Charleston, WV 25301
Phone: (304) 558-6900
Fax: (304) 558-0464
E-mail: john.d.law@wv.gov

MS. KIM DETI
Treasurer & Representing Region VIII

Wyoming Department of Health Public Information Officer Office of the Director
401 Hathaway Building
Cheyenne, WY 82002
Phone: (307) 777-6420
E-mail: kim.deti@health.wyo.gov

MS. LESLEA BENNETT-WEBB, MPH
Past President & Representing Region VI

Oklahoma State Department of Health Director, Office of Communications
1000 Northeast 10th Street
Oklahoma City, OK 73117
Phone: (405) 271-5601
Fax: (405) 271-2865
E-mail: leslea@health.ok.gov
**Ms. Kathie Osterman**  
Treasurer & Representing Region VII  
Nebraska Department of Health and Human Services  
Administrator  
P.O. Box 95026  
Lincoln, NE 68509  
Phone: (402) 471-9108  
Fax: (402) 471-3669  
E-mail: kathie.osterman@hhss.ne.gov

**Ms. Martha Framsted**  
Representing Region IX  
Nevada State Health Division  
Public Information Officer  
4150 Technology Way, Suite 300  
Carson City, NV 89706  
Phone: (775) 684-4014  
Fax: (775) 684-4211  
E-mail: mframsted@health.nv.gov

**Mr. Tim Church**  
Past President & Representing Region X  
Washington State Department of Health  
Communications Director  
P.O. Box 47890  
Olympia, WA 98504  
Phone: (360) 236-4077  
Fax: (360) 236-4024  
E-mail: timothy.church@doh.wa.gov

**Mrs. Jeanene Fowler-Derepentigny**  
Member-At-Large  
Maricopa County Department of Public Health  
Public Information Officer  
4041 N. Central Ave, Suite 1400  
Phoenix, AZ 85012  
Phone: (602) 506-4926  
Fax: (602) 506-6885  
E-mail: JeaneneFowler@mail.maricopa.gov

**Ms. Rita Obey**  
Member-At-Large  
Harris County Public Health & Environmental Services  
Director, Office of Public Information  
2223 West Loop South, Suite 715  
Houston, TX 77027  
Phone: (713) 439-6293  
Fax: (713) 439-6080  
E-mail: robey@hcphes.org
THE PRESIDENT OF THE BOARD shall provide primary leadership for NPHIC. The president shall collaborate with the executive director to prepare Board meeting agendas, preside at Board meetings, appoint committees and committee chairpersons, sign official documents requiring signature, and may represent the Board in public and official capacities as instructed by the Board. The President shall also:

- chair the Executive Committee
- preside at all Board meetings
- preside at the annual conference and at any meeting of the membership
- act as liaison between the board and the Executive Director
- participate in all policy decisions of the association
- make interim policy decisions or interpretations with approval of the Board of Directors
- sign official documents, usually with the Secretary, on behalf of the association
- appoint members of association committees, and establish ad hoc committees as needed, subject to approval by the full Board of Directors
- appoint representatives of the association to other organizations and functions
- serve as official host for guests of the association
- write courtesy or official letters on behalf of the association

THE VICE PRESIDENT shall work closely with the President and other members of the Board of Directors to provide secondary leadership for NPHIC. The Vice President shall assume the duties of the President in his or her absence. While in office, a primary concern of the Vice President is to learn as much as possible about association affairs to prepare to assume the office of the President the following year. Among other duties, the Vice President shall:

- serve as a member of the Board of Directors
- in the absence of the President, serve as the presiding officer at meetings of the association, Board of Directors meetings, and any meeting of the membership.
- work with the President to provide leadership of the association

THE TREASURER serves a 1-year term and is eligible for reelection.

THE OTHER THREE MEMBERS of the board are Members-At-Large. Members-at-Large serve three year terms. Their terms are staggered so that not more than one Member-at-Large rotates off the board each year. Members-at-Large will also:

- provide input and individual expertise
- represent NPHIC as needed
COMMITTEE HANDBOOK
Our success is a direct result of the commitment and support of volunteers who serve on one or more committees that work toward the common goal of making public health public.

Committee work provides a valuable service to NPHIC. Committees such as Emergency Preparedness and Health Literacy develop policy recommendations for board consideration. Those are only two of NPHIC’s 13 committees. Committee work also serves as a training ground for future NPHIC leaders. Volunteer leadership is CRUCIAL to NPHIC work and is an important vehicle for membership input.

Volunteering also is a plus for you, individually. It puts you in regular contact with a team of professional public health communicators from around the country. Committee work provides an experience that will enrich your understanding of important issues and help out every single NPHIC member.

MEMBER INVOLVEMENT
NPHIC offers many opportunities for members to influence the direction of public health communication nationwide through:

- **Committee Work** – NPHIC committee are the engine of Association programs, policies and activities—the conduit through which issues important to public health communications are addressed.

- **Meetings & Training** – NPHIC offers professional development training in a variety of areas. Members can teach, present or take advantage of the continuing education provided.

- **Sharing NPHIC** - NPHIC looks to its members to help expand the membership program in order to create a dynamic and robust community of public health communicators.

HOW TO BE A TERRIFIC COMMITTEE CHAIRPERSON
Thank you for volunteering to serve as a NPHIC committee chairperson! You help make NPHIC the nation’s premier organization of public health communicators, To help you in your service as committee chairperson, here are a few tips.

1. **Schedule regular conference calls with your committee members.** Pick dates and time for the calls and notify your committee members at least one month in advance. The calls can be as short as needed, but try to keep them no longer then one hour.

2. **Lead your calls.** Welcome the committee members to the call and make sure that everyone knows who is participating. Have a rough agenda in mind for your conference call and ask committee members to rotate the task of taking meeting notes.

3. **Keep track of your tasks and activities.** After each conference call, e-mail a summary of it to Laura Espino, lespino@nphic.org.

Should professional or personal issues make it difficult at any time for you to continue to serve as committee chairperson, please don’t hesitate to contact Laura Espino. NPHIC greatly appreciates your volunteer service!
COMMITTEE DESCRIPTIONS

NPHIC’s success is a direct result of the commitment and support of our members through their involvement in committees, workgroups, and other initiatives.

Committees provide a valuable service to NPHIC by:
• Developing recommendations and policies in preparation for NPHIC Board decision;
• Carrying out important tasks on behalf of the board;
• Serving as a training ground for future NPHIC leaders; and
• Providing an essential voice in decisions that impact NPHIC members

For more information about NPHIC Committees or to join, please contact: Jaime Trombley at jtrombley@nphic.org

Health People 2010
Committee determines the knowledge and communication needs of PIOs at the state, local and territorial levels. In 2007 and 2008 the committee oversaw the development of an IT survey to assess PIOs current knowledge of Healthy People 2010 and what would help them to increase their knowledge. Develop dissemination methods for public health materials covering a wide range of topics in line with Healthy People 2010 objectives.

Health Literacy
Committee is responsible for developing ways to increase the understanding of health literacy issues and communicating them to the PIOs at local, state and territorial levels. In addition, committee will develop methods to provide training on strategies for health literacy improvement.

Emergency Preparedness
Committee will work closely with the CDC and designated NPHIC primary liaison for public health, preparedness and emergency response areas to promote a closer linkage between the CDC and NPHIC on high impact public health information issues. Develop approaches and methods to improve public health training and education for emergency preparedness.

Pandemic Flu CERC
Committee will work with the CDC to design a pandemic flu CERC template that will serve as a guide and model for the development of individual state flu pandemic plans. Committee will exercise its expertise, in CERC principles to shape, share and implement effective communication planning.

Membership
Responsible for considering and developing ways and means of orienting and supporting new members, improving member services and benefits and promoting member engagement in committees, councils and projects of the Association.

Website
Committee oversees changes, additions/deletions to the NPHIC web site. Committee reviews and makes suggestions to improvements to the web site as needed and then presents suggestions to the NPHIC Board of Directors.

Marketing
Responsible for planning and implementing the marketing strategies of the Association, using various vehicles as appropriate to market the membership and to other agencies and organizations.
**Newsletter**  
Committee secures and submits articles on a continuous basis for the NPHIC bimonthly newsletter.

**Professional Development**  
Works to determine and provide appropriate opportunities for members’ continued training, education and development in public health and communications.

**National Advocacy**  
Works to determine and provide appropriate opportunities for members’ continued training, education and development in public health and communications.

**Committee charge**  
It will be the charge of any committee appointed by the NPHIC board to assist the Board of Directors to govern more efficiently. A board committee is not designed to do staff work. Committees will be used to investigate, deliberate and analyze special issues on behalf of the board.

**Committee Members**  
Each committee may have up to six (6) members, unless otherwise approved by the president and/or Vice President during the appointment process. Any member of NPHIC may be a committee. All committee members are appointed to one year terms, unless otherwise designated by the president/president-elect.

The work of the committee is each committee member’s responsibility. Some of the other duties of all committee members include:

1. attending all committee meetings (in person or by phone)
2. being an active and participatory member of the committee at all times
3. reviewing all committee minutes and other committee documents as directed
4. carrying out the charge of the committee and pursing the priorities to further the mission of the Association and its strategic plan

Any travel associated with committee business will be reimbursed under the policies of the Association. Members should work closely with staff to complete reimbursements and plan for travel.

**Committee Reports**  
Committee reports should be submitted on a regular basis as determined by the board each year. Templates will be provided by the staff liaison. Each report should update the board on the progress made on the priorities set by the board before the committee year begins. Reports should be concise and subject driven and should not contain an unnecessary amount of detail.
POLICIES & PROCEDURES
Policy on Representation of NPHIC

Any activities pursuant to NPHIC interests should be undertaken by NPHIC member representatives only. However, there may be circumstances where it is not feasible to have an NPHIC member represent the Association. To represent the Association, the NPHIC executive director must approve an NPHIC non-member. Non-members will act using professional judgment as long as it is within the Association’s instructions/guidelines. All individuals representing NPHIC, including non-members who are unfamiliar with the Association, must complete an orientation about the Association and the NPHIC program they will be representing.

MEMBER SERVICES

Use of the Membership Directory
NPHIC provides members with access to an online directory through the Membership Services Area on the organization website. The directory is not to be used for commercial purposes of any kind. A member who uses directory information for any reason deemed inappropriate by the Association faces disciplinary action at the discretion of the Membership Committee, including termination of membership.

Use of the NPHIC Logo
All official NPHIC correspondence, whether written by an employee, official, member or committee chair, shall be written on NPHIC letterhead. Likewise, all NPHIC publications (e.g., brochures, meeting announcements, reports, briefs, proceedings, etc.) must display the logo on the front or back cover.

The logo is available in two formats to accommodate different design requirements. One version incorporates the full name of the Association and the other the Association’s acronym. The version with the full name is the preferred option.

Membership Surveys
In 2011 NPHIC will survey all the members and ask if they would like to state their willingness to participate in surveys conducted by an individual/organization other than NPHIC and include their preference on their NPHIC profile.

Student researchers should be required to generate their survey list by using the member contact information already on our website – checking profiles where it would state clearly what the member’s preference is.

Surveys should be first sent to the Executive Board at least 48 hours in advance for their review and approval prior to the dissemination of the survey. A member who does not abide by these guidelines could face disciplinary action at the discretion of the Executive Board, including termination of membership.

Electronic files of the logo and guidelines for its use are available from the communications manager. When placing a request for the logo, please reference its intended use to allow staff to match the file format with the media. Mark guidelines are available from the NPHIC staff upon request.

Use of Mailing Lists
The Association maintains an up-to-date membership mailing list. This list is available, for one-time use only, in electronic format or on pressure-sensitive labels. Institutional members may receive a complimentary mailing list provided they obtain approval. Others interested in obtaining the NPHIC list will be charged. In addition to the membership mailing list, NPHIC conference attendee lists are available.

To order the NPHIC mailing list, please contact Jaime Trombley, Membership Services at 770-509-5555 x125 or jtrombley@nphic.org for instructions and cost. All orders must be prepaid. A sample mailing package is required. NPHIC reserves the right to refuse any mailing that it deems inappropriate for distribution to its members.
Guidelines for Electronic Communications

NPHIC strives to provide leadership and promote public health communications. The free flow of information among members is essential to accomplish these goals. While NPHIC seeks to encourage information exchange, it requests that members observe the following guidelines.

- Do not post confidential or high security messages to workspaces, listservs, Web boards or other electronic communications mechanisms. NPHIC cannot ensure the security of electronic communications and will not be held responsible for the consequences of information illegally or improperly acquired through its Web site, listserv or other electronic communications. Please work with the staff to ensure the level of confidentiality you require.
- Be accurate; dissemination of inaccurate or misleading information can result in liability for the individual who initiated the false or misleading information and also for NPHIC.
- Be courteous and professional; though sensitive issues may arise, members are expected to treat each other with dignity and respect.

NPHIC NEWS

The NPHIC’s newsletter, NPHIC News, is published six times per year in January, March, May, July, September and November. Members receive the electronic version of NPHIC News via email. A limited number of hard copies are distributed to Association partners and decision makers. Back issues of NPHIC News are available on via the NPHIC Web site.

NPHIC encourages suggestions and contributions from members.

NPHIC WEB SITE

Website Overview

NPHIC’s redesigned website, www.NPHIC.org, offers members and key audiences information on programs, trainings and model practices plus interactive tools for information exchange and dissemination.

Members will want to become acquainted with the membership services area located from the home page.

Member Profile

Check your profile periodically to update your degrees, job title and contact information.

Job Site

 Allows members to post positions, review resumes and manage multiple searches from an individual account. Job seekers can post an anonymous resume, review available positions and receive alerts when appropriate openings appear.

MEETINGS AND CONFERENCES

Annual Meeting

It is the responsibility of the Board of Directors to decide the location and dates of future Annual Meetings and the registration fee. As soon as these decisions are made and concurrence of the host state is obtained, the Association members will be notified.
A request for conference topics is sent to all NPHIC members. The Annual Meeting Planning Committee will consider all suggestions received.

It is important to select a broad range of topics for the agenda. As with all other conferences, the Annual Meeting Planning Committee and staff must follow the policies and procedures herein, which govern all conferences and symposia. Because the Annual Meeting is both an educational meeting and a business meeting, there are additional considerations as well.

**Annual Business Meeting**

A meeting of all members shall be held during the Annual Meeting and shall be convened by the president. Members may present plans or proposals of general interest or significance to the Association and will have an opportunity for questions, discussion, or expression of opinions from the floor. Highlights of the annual financial reports are presented by the secretary-treasurer. The Business Meeting is the largest convergence of NPHIC members throughout the year and as such, it is of great importance that the time be used to generate debate, discussion and vetting of issues important to the membership at large.

**Conference Registration Fee Waivers**

The following shall be exempt from registration fees for conferences sponsored by the Association, excluding the Annual Meeting:

- invited speakers, other than members of the Association for the day that they are presenting at the conference
- panel members for the day(s) on which the individual is serving
- Exemptions for the Annual Meeting:
  - invited speakers, other than members of the Association for the day that they are presenting at the conference
  - honorary members of the Association

**Federal Members**

In accordance with guidelines, and many federal agency policies, the Association does not cover travel and related costs for committee members who are employees of the federal government.

**MISSION DRIVEN**

NPHIC’s mission, vision and values must drive any relationship with corporate partners. NPHIC will not accept support from corporations or their subsidiaries where the corporation has adopted policies that go against the basic principles of public health.

**OBJECTIVITY AND CONTROL**

Any relationship must preserve or promote trust in NPHIC and its membership. NPHIC will remain objective, regardless of any funding or partnership. Financial support does not permit a corporate partner to influence the content or any program. NPHIC will maintain complete control over the programs, products, services and related activities. NPHIC must approve all materials relating to a partnership.

**NO IMPLIED ENDORSEMENT**

NPHIC will not endorse any commercial products or organizations. Participation in a corporate partnership does not imply NPHIC approval of a corporation’s general policies or endorsement of their products. NPHIC must approve any use of its logo.
NO DIRECT LEGISLATIVE ADVOCACY
NPHIC will not advocate for a particular issue solely because it has received funding from an interested corporation. Corporate funding may be used to support NPHIC’s advocacy efforts that are consistent with our mission.

IN KIND CONTRIBUTIONS
In-kind gifts of property or services are to be valued by the contributor and reported to NPHIC. If the in-kind valuation of the contribution is in question, NPHIC may request an independent appraisal. If the contributor is unable to make a valuation, NPHIC may do so, based on fair market value. NPHIC will not accept any gift of property, product, service, equipment or other valuable which is obsolete, unrelated to operational need, an unnecessary service, or not mission-related.

TRANSPARENCY AND FULL DISCLOSURE
NPHIC will work to make its actions transparent and understandable to its members and the public by quarterly updates to the board by its subcommittee on development and to the general membership in the Minute as appropriate.

AVOIDANCE OF CONFLICT OF INTEREST
No staff member, board director, other individual or business may benefit from a partnership at the expense of the Association’s mission and members. The duty of loyalty always lies with NPHIC.

FUNDING RESTRICTIONS
NPHIC will not accept any support from producers of tobacco, alcohol or firearm products. This does not necessarily exclude parent organizations or subsidiaries of such companies that produce products or services that are unrelated to tobacco, alcohol or firearms.

Any exceptions to these guidelines must be approved by NPHIC’s Board of Directors.

NPHIC ANTI-CORRUPTION POLICY

Philosophy
NPHIC is committed to conducting its activities with the highest ethical and moral standards. NPHIC will cooperate with and encourage others to fight bribery, fraud and other corrupt activities. NPHIC cannot effectively fulfill its mission if it allows any of its employees, representatives, associates or agents to engage in corrupt behavior.

Corruption especially harms the poor and disenfranchised. It cripples development by undermining the rule and law and diverting public funds. Economic growth and civil society are dependent on reliable and fair government and institutional foundations. In addition to encouraging the public sector to adopt high level of responsibility, transparency and accountability, NPHIC adopts this policy to ensure that its activities are conducted with honesty, openness and fairness.

Policy
It is NPHIC’s policy to prohibit bribery and corrupt practices. NPHIC employees, representatives, subcontractors, and agents (“NPHIC Representatives”) must not, directly or indirectly, provide or offer to provide any payment, gift or benefit to any representative or employee of any government, governmental agency, multilateral institution, or other grant-making organization in any circumstances where such payment or gift or offer constitutes a violation of any applicable law or regulation.
Guidelines

**Relationships with Government Representatives**

NPHIC representatives shall comply with the United States laws on corruption, kickbacks, illegal gratuities, and bribery, including the Foreign Corrupt Practices Act, as well as the anti-corruption laws of any country in which they are operating. NPHIC Representatives shall not, directly or indirectly, corruptly pay, authorize or offer gifts, gratuities, payments, loans, promises, or any thing of value to any government official. A corrupt payment, authorization or offering is one where something of value is intended to influence any official government act or decision in order to benefit NPHIC.

If an NPHIC representative feels that this policy is an insurmountable barrier to receiving necessary routine government services in a country other than United States, the NPHIC representative should contact NPHIC’s executive director. Such routine government services may include the provision of permits, licenses, police protection, mail services, visas, phone, water, electric or other utility services, inspection approvals, or other routine government authorizations. In rare circumstances, approval may be given to make such payment in return for these routine services. However, unless the NPHIC representative obtains such advance written approval from NPHIC’s executive director, he or she must not make such payment.

**Relationships with Foreign Representatives**

NPHIC will exercise good faith due diligence to ensure that all of its foreign representatives comply with this policy. Whenever NPHIC engages an agent, representative, grantee, or other person to act on its behalf in a foreign country for a project, which likely will include contact with foreign government officials, NPHIC shall require such representatives to comply with all applicable laws. This requirement shall be included in a written contract, and the contract shall state that violation of the provision will be grounds for immediate termination of the contract. NPHIC representatives shall take steps to ensure that this policy is strictly enforced; payments made by NPHIC shall not be diverted for corrupt purposes.

**Relationships with Funding Organizations**

In seeking or implementing projects funded by government agencies, multilateral and international institutions, private foundations and/or any other source of public or charitable funds, NPHIC representatives will fully observe this anti-corruption policy. Specifically, NPHIC representatives shall not offer or pay any employee, consultant or representative of any funding organization any benefit unless (a) the funding organization is fully aware of the action, and (b) the action does not violate any applicable laws, rules or regulations.

**Relationships with Vendors, Subcontractors, Grantees**

NPHIC representative should conduct themselves according to the highest ethical standards in any dealings they have with all NPHIC vendors, suppliers, subcontractors, grantees, and all other persons or organizations receiving any payment, directly or indirectly, from NPHIC. Specifically, NPHIC representatives responsible for making decisions which lead to payment of these persons or organizations shall not accept any gifts, gratuities, payments, loans, and/or courtesies of any nature. The only exception to this rule is that NPHIC representatives may accept gifts, gratuities, entertainment, or other benefits if ALL of the following conditions are met:

- the nature and the value (as a general matter not to exceed $50 dollars) are such that refusal could be seen as unsociable or impolite
- its acceptance will not influence the recipient’s job performance
• the recipient will not feel obliged to do something in return, AND
• the recipient is able to openly discuss the acceptance without reservation.

All NPHIC representatives must report such acceptances to NPHIC’s executive director.

Procedures

Guidance
If NPHIC representatives have any doubt whatsoever about this policy, the representative should seek guidance from NPHIC’s executive director. NPHIC’s executive director is available to interpret this policy and any of the underlying laws upon which it is based. If NPHIC’s executive director is unable to give you a direct and immediate answer, he or she will seek clarification from appropriate persons, including the Association’s general counsel and then give further guidance on how to proceed.

Reporting and Complaints
All NPHIC representatives have an affirmative obligation to report all situations, which they know, or have reason to believe, involve violations of this policy. Any situation, which involves the corrupt or fraudulent use of NPHIC funds or the corrupt behavior of any NPHIC representatives, including independent contractors, foreign agents, and grantees, must be reported. The proper person to report such suspected violations is NPHIC’s executive director. NPHIC will thoroughly investigate the report, and appropriate corrective action will be taken. Confidentiality and privacy will be respected during any investigation to the greatest extent possible.

Enforcement
NPHIC will not tolerate any illegal or unethical acts. Anyone found to have violated this anti-corruption policy will be disciplined. Discipline of employees and contractors may include termination of employment. In addition, NPHIC will move to terminate all present and future work with any contractor, grantee or other NPHIC representative committing substantial violations of this policy.

WHISTLEBLOWER POLICY

Employee Protection (Whistleblower) Policy
If any employee reasonably believes that some policy, practice, or activity of NPHIC is in violation of law, a written complaint must be filed by that employee with the Executive Director or the Board President.

It is the intent of NPHIC to adhere to all laws and regulations that apply to the organization and the underlying purpose of this policy is to support the organization’s goal of legal compliance.

The support of all employees is necessary to achieving compliance with various laws and regulations. An employee is protected from retaliation only if the employee brings the alleged unlawful activity, policy, or practice to the attention of NPHIC and provides the NPHIC with a reasonable opportunity to investigate and correct the alleged unlawful activity.

The protection described below is only available to employees that comply with this requirement.

NPHIC will not retaliate against an employee who in good faith, has made a protest or raised a complaint against some practice of NPHIC, or of another individual or entity with whom NPHIC has a business relationship, on the basis of a reasonable belief that the practice is in violation of law, or a clear mandate of public policy.

NPHIC will not retaliate against employees who disclose or threaten to disclose to a supervisor or a public body, any activity, policy, or practice of NPHIC that the employee reasonably believes is in violation of a law, or a rule, or regulation
mandated pursuant to law or is in violation of a clear mandate of public policy concerning the health, safety, welfare, or protection of the environment.

**Acting in Good Faith**
Anyone reporting a Concern must act in good faith and have reasonable grounds for believing the information disclosed indicates an improper accounting or auditing practice, or a violation of the Codes.

The act of making allegations that prove to be unsubstantiated, and which prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from volunteer position or termination of employment. Such conduct may also give rise to other actions, including civil lawsuits.

**Confidentiality**
Reports of Concerns, and investigation pertaining thereto, shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Disclosure of reports of Concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination of employment. Such conduct may also give rise to other actions, including civil lawsuits.

**POLICY AND GUIDELINES AGAINST FRAUDULENT OR OTHER WRONGFUL ACTS**

NPHIC considers any acts of fraud or other wrongful acts committed by its officers, staff and members to be reprehensible and, in response, will take any disciplinary or other action that the Association deems appropriate.

**Definition of Fraud**
Fraud is defined as the intentional, false representation or concealment of a material fact that results in the person or entity to whom the fact was represented or concealed being injured financially or otherwise. Fraud and other wrongful acts may include, but are not limited to,

1. Forgery or alteration of a check, bank draft, or other financial document or account belonging to the Association.
2. Falsifying time sheets, expense reports, or other report documents.
3. Misappropriation of funds, securities, supplies, or other assets.
4. Impropriety in handling or reporting of money or financial transactions.
5. Profiting as a result of insider knowledge of Association activities.
6. Disclosing confidential or proprietary information to outside parties.
7. Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to the Association in violation of NPHIC’s Conflict of Interest Policy.
8. Destruction, removal, or inappropriate use of records, furniture, fixtures, equipment and/or any similar or related irregularity.
BYLAWS

These bylaws govern how NPHIC operates. They describe the coalition’s purpose, membership categories and duties for the Executive Board. The bylaws also provide funding guidelines.

(Last Amended December 2006)

Article I: Name
The name of the organization shall be the National Public Health Information Coalition, Inc., hereinafter referred to as NPHIC.

Article II: Definitions
"State" is defined as state or territory of the United States of America; "state health agency" is defined as that component of state government which exercises preeminent responsibility for public health within the state; "state health officer" is defined as the elected or appointed head of the state health agency; "Executive Board" is the governing body of NPHIC.

Article III: Purposes
A. To serve as a channel through which directors of public health information of states and territories may exchange and share methods, techniques and information for the enrichment and improvement of public health programs.

B. To participate with the Centers for Disease Control and Prevention (CDC), the U.S. Public Health Service, other federal agencies, professional organizations and private sector partners to promote health and prevent disease through effective communications.

C. To identify methods to improve the quality and process of communications among members and with the media.

D. To elicit the cooperation and coordination of other national public, private, and voluntary agencies in promoting public health programs.

E. To improve communications and coordination among public information officers at state health agencies. To that end, care shall be taken in the filling of all positions (officers, committee chairs, etc.) That all regions of the country be represented.

F. To provide a forum for continuing education opportunities in public health communications, in particular communications with and through the news media.

G. To raise funds for operation of the NPHIC.

Article IV: Members

Section A:

Voting Members

1. Each state and territorial health agency shall be a member with one vote on all matters before NPHIC. Each member agency shall be represented by an individual (the "voting member") who shall be the director of public information/affairs or communications of the state health agency, or equivalent, or another individual designated by the State Health Office to be the state’s one voting member.
2. For states where there is not such designation, one state level voting member shall be appointed by the State Health Officer.

Section B:

Non-Voting Members

1. There are three categories of associate members: Individual Associates, Organizational Associates, and Institutional Associates. Associate members may serve on committees and participate fully in NPHIC activities, except they shall not have voting privileges.
2. Individuals interested in public health may join NPHIC as Individual Associates. These include, but are not limited to, public information/affairs professionals who work for government, non-profit organizations, private companies, volunteer groups or are self-employed.
3. Associate members who represent state, local or territorial health departments may be elected to serve as one of three at large members of the Executive Board.
4. Organizations interested in public health may join NPHIC as Organizational Associates. These include, but are not limited to, agencies, organizations and companies.
5. Federal and international public health agencies and organizations may join NPHIC as Institutional Associates.
6. Organizational and Institutional Associates each shall designate the person or persons who will participate in NPHIC activities. The Executive Board may limit the number of designated persons who can participate in NPHIC activities.
7. The Executive Board shall review all applications for associate membership, consider potential conflicts of interest and determine eligibility accordingly.

Section C:

Membership fees and dues.

1. Membership fees for member agencies will be fixed and assessed by the Executive Board.
2. Associate members will pay annual dues established by the Executive Board.

Article V: Governance

Section A:

The Coalition shall be governed by an Executive Board made up of one representative each from the ten geographic regions established by the U.S. Public Health Service, and three members at large.

1. Regional representative members will be elected by the voting members from the states and territories in the region.
2. The at large members will be nominated by any member and elected by a vote of the general membership.
3. The at large members may be voting members or associate members representing state, local or territorial health departments.
4. The terms on the Board are three years to begin January 1 following their election.
Section B:

The offices of president, vice president and treasurer shall be chosen from among members of the Executive Board by members of the Board and ratified by a vote of the general membership.

Section C:

The Executive Board shall:

1. Determine and approve plans for the annual meeting of the NPHIC.
2. Meet during the annual meeting and at least bimonthly to consider NPHIC business.
3. Establish dues.
4. Recommend, guide and oversee operations and projects of NPHIC and authorize collections and expenditures of funds for such operations and projects.
5. Execute the powers listed under Article X of these bylaws.
6. In the event a member of the Executive Board resigns or ceases to serve, the president, with the majority approval of the board, may appoint a voting member from the appropriate public health region, if possible, to fill the unexpired term.

Article VI: Officers

Section A:

The (elected) officers of NPHIC shall be:

1. President
2. Vice president
3. Treasurer
4. Immediate past president

Section B:

At least four months prior to the annual meeting the president, with the approval of the Board, shall appoint a Nominating Committee.

Section C:

The Nominating Committee shall oversee a process to elect Board members at the annual meeting.

Section D:

Officers shall begin their duties January 1st and continue service for one year.

1. There shall be no automatic succession in office with the exception of the vice president, who automatically assumes the position of president, then immediate past president.
2. The vice president shall preside in the president’s absence and in the event that the president’s office becomes vacant.
3. No officer except treasurer shall serve more than one full term in succession in any one office.

4. In the event there is no annual meeting, election of the Executive Board and officers shall be conducted by mail or fax.

**Section E:**

Duties of Officers.

1. The president shall chair all Executive Board meetings, call meetings of that group, appoint chairs of standing committees, and provide other leadership as indicated in the bylaws and outlined in Robert’s Rules of Order.

2. The vice president shall fill in for the president as necessary and perform such other duties as defined by the president and/or Executive Board.

3. The treasurer shall oversee management of NPHIC’s funds and prepare an annual financial report for presentation to the Executive Board.

4. The immediate past president shall perform such duties as assigned by the president.

5. In the event of a vacancy in the office of president, the vice president shall automatically succeed to the office of president.

6. If an officer resigns, ceases to serve or serves in another capacity, the president, with majority approval of the Executive Board may appoint a board member to fill the unexpired term.

**Article VII: Meetings**

**Section A:**

The annual business meeting of the membership shall be held at a time and place to be designated by the Executive Board.

**Section B:**

All business meetings of NPHIC, including Executive Board meetings, shall be conducted according to parliamentary procedures set forth in Robert’s Rules of Order.

**Section C:**

1. A quorum of the Executive Board shall be not fewer than 50% and must include either the president or vice president.

2. Executive Board meetings may be held in person, by telephone conference call, or for the purpose of voting, via mail or facsimile.

**Section D:**

1. A quorum of NPHIC shall not be fewer than 30% of the voting members, two of whom must be officers.

2. In the absence of a national meeting, a NPHIC "meeting" for the purpose of voting on changes to the bylaws and other matters may be held via mail or facsimile provided voting members represented constitute a quorum as defined above.
**Article VIII: Committees**

**Section A:**

The standing committees of NPHIC shall be: Bylaws, Marketing, Meetings and Program, Membership, Marketing, and Professional Development. Additional committees and subcommittees may be organized and dissolved as necessary to implement the functions of NPHIC.

**Section B: (Amended 12/6/06)**

The president, with the approval of the Executive Board, shall appoint all committee chairs. The committee chairs shall be voting or non-voting members of NPHIC but need not be members of the Executive Board.

**Section C:**

Committee chairs shall appoint all subcommittee chairs.

**Section D:**

All standing committees shall make an annual report to the general membership.

**Article IX: Amendments**

**Section A:**

Members may submit proposed amendments to the Bylaws Committee. Proposed changes will then be submitted to the Executive Board for review before they are presented for a vote of approval by the general membership.

**Section B:**

Passage of an amendment to the bylaws requires approval of 66% of the membership present for the vote.

**Article X: Dissolving of Organizations**

If NPHIC is dissolved at any time, no part of its funds or property shall be distributed to or among its members. After payment of all indebtedness, its surplus funds and properties shall be used in such legal manner as the Executive Board may determine.
GUIDELINES FOR ACCEPTANCE OF GRANTS OR FUNDS

Following are guidelines for interaction/collaboration between the National Public Health Information Coalition and public or private entities:

1. NPHIC shall not solicit or accept funds from an entity where doing so would call into question the objectivity of NPHIC, create an appearance of an impropriety, or directly benefit an individual member of NPHIC. Each application will be reviewed individually by the executive board of NPHIC as to the appropriateness for involvement by the organization.

2. No grants or funds will be accepted from companies or entities in conflict with the mission or purposes of NPHIC. Funds received by NPHIC shall be used in a manner consistent with, or in support of, the purposes of the organization as stated in the bylaws:

   A. To serve as a channel through which directors of public health information of states and territories of the United States may exchange and share methods, techniques, and information for the enrichment and improvement of public health programs.

   B. To participate with the Centers for Disease Control and Prevention (CDC) and other U.S. Public Health Service operating agencies in providing public information to promote health and prevent disease.

   C. To identify methods to improve the quality and process of communication among members.

   D. To elicit the cooperation and coordination of other national, public, private, and voluntary agencies in promoting public health programs.

   E. To improve communications and coordination among public information officers at state health agencies. To that end, care shall be taken to fill all positions (officers, committee chairs, etc.) so that all regions of the country are represented, as appropriate.

   F. To provide a forum for continuing education opportunities in public health communications, in particular communications with and through the news media.

3. NPHIC will decline any offer by private industry to participate in activities that would specifically promote that particular company’s products or where such promotion is incompatible with NPHIC’s mission. For example, NPHIC staff will not participate in any activities that involve discussions about how a company can better market its products, enhance its competitiveness in the marketplace, or gain access to health officials.

4. The prohibitions outlined above in number 3 should not be construed to prohibit collaboration on activities that may have the support of a private company, but that clearly are intended to improve public or professional education about public health issues.

5. When a collaboration involves publication of documents or other materials that will be presented to the public, such publications must not appear to create an NPHIC endorsement of the collaborating company or of its particular product. Generally brand names should not be used, except where necessary and when accompanied by a disclaimer of endorsement.

6. No member of NPHIC or its staff may solicit or accept an honorarium or payment of any kind for personal use from any entity involved or under consideration for involvement in a partnership with NPHIC.
7. NPHIC, as an organization, may accept grants, gifts or donations from entities it is collaborating to further the purposes of NPHIC. This may include, but is not limited to administrative support.

8. NPHIC will require final approval of materials bearing the NPHIC logo and prior approval of any statement by a collaborating entity that is intended for publication or broadcast and that refers to NPHIC.

9. NPHIC will impartially consider public-health collaborations with entities who may be in competition with existing partners. Any organization with an interest in furthering any public health goal is free to approach NPHIC regarding a potential collaboration.

10. NPHIC retains the right to end a partnership or collaboration at any time.
PURPOSE
NPHIC appreciates the efforts of those who travel on company business. Travelers should be comfortable while traveling, understand all travel related policies, and obtain reimbursement quickly. At the same time, it is necessary to keep costs within reasonable limits and to follow consistent reimbursement procedures.

This policy is intended to:
• Ensure clear and consistent understanding of policies and procedures;
• Ensure compliance with state and federal regulations;
• Provide guidelines that simplify travel arrangements and enable NPHIC to better manage its annual travel budget.

SCOPE
This policy applies to anyone who incurs travel expenses paid by NPHIC, regardless of the source of funds.

RESPONSIBILITY OF THE TRAVELER
NPHIC travelers are expected to spend NPHIC funds prudently. Business travel expenses will be paid by NPHIC if they are reasonable, appropriately documented, properly authorized, and within the guidelines of this policy. Individuals who incur business expenses should neither gain nor lose personal funds as a result of their travel.

Travelers may not authorize reimbursement of their own travel expenses. In general, employees should not be asked to approve travel expenses for an individual to whom they do not report.

RESPONSIBILITY OF NPHIC MANAGEMENT
Because they are more familiar with expenses incurred on behalf of their programs, the Program Director has primary responsibility for ensuring compliance with this travel policy. The NPHIC Program Director must verify that expenses and expense reports meet the following criteria:
• the travel expense was incurred while conducting NPHIC business;
• the information contained on the expense report and in the attached documentation is accurate and in accordance with this policy;
• the travel expense is charged to the proper account(s); and
• consistent reimbursement procedures are followed.

RESPONSIBILITY OF NPHIC
NPHIC’s travel meets the Internal Revenue Service (IRS) definition of an “accountable plan.” As a result, travel reimbursements do not have to be reported as income to the traveler.
Under the accountable plan, travel advances and reimbursement of expenses must meet three requirements:
• Advances and reimbursements must be made for business expenses only and must be reasonably related to the expenses the employer is expected to incur;
• Travelers must provide a statement substantiating the amount, time, use, and business purpose of expenses within a reasonable time (not to exceed 60 days) after the expenses are incurred and original receipts must be attached to the statement.
• Employees must return any advance amounts in excess of substantiated expenses within fifteen days after completion of the trip.
It is the responsibility of NPHIC to ensure that the NPHIC Management team is informed that they are liable for their actions and that all sponsored project travel meets all contractual/cooperative agreement requirements.

**SPONSORED PROJECT TRAVEL**

Domestic and foreign travel charged to a sponsored project should follow the guidelines set forth by this policy unless the funding agency imposes greater restrictions. The terms of a particular grant or contract should be referred to for guidance on which expenditures are allowed. Determining which travel expenditures are reimbursable under a particular grant, contract or cooperative agreement is the responsibility of the NPHIC management team.

**AIR TRAVEL**

Travelers are expected to book the lowest-priced, coach class airfare available. Travelers are required to accept the lowest fare of any airline available that is within two hours of (prior to or after) to desired flight time. Travelers choosing an airline for its amenities or frequent flyer programs will be responsible for the difference in cost.

Travel plans should not be coordinated on the basis of an employee’s frequent flyer program. Although at the present time the company awards the benefits of frequent flyer clubs and hotel programs to its travelers, it reserves the right to change its policy. Use of the frequent flyer program for personal gain will result in all such charges being paid for by the traveler.

Business and first class domestic travel will not be reimbursed unless a letter explaining the medical reasons or extenuating circumstances that require such service.

Federal regulations prohibit the charging of business class or first class air travel to federally sponsored projects. They also prohibit the inclusion of indirect costs of the differential between a coach class fare and a business or first class fare. Therefore, whenever business or first class travel is approved, any cost in excess of the coach fare must be coded on the expense report as an item ineligible for direct or indirect federal reimbursement.

**Saving Opportunities**

Whenever possible, travelers should take advantage of the savings available from NPHIC’s preferred airlines. Reservations should be made as soon as travel plans are finalized to receive advance purchase discounts.

Three potential ways to achieve greater savings are to allow the agent two hours on either side of the requested departure and arrival times, to use an alternate airport serving the destination city, or to use a discount airline when possible.

Another excellent source of savings is to stay over a Saturday night, which often results in airfare savings of more than fifty percent. These savings must be weighed against the additional cost of meals and lodging associated with a longer stay. If savings in airfare can be achieved with altering departure or arrival times, using an alternate airport or utilizing a discount airline, a Saturday night stay over will not be authorized.

**Upgrades for Domestic Air Travel**

- An upgrade at the expense of NPHIC is not permitted.
- A free upgrade must be noted as such on the Expense report.

**Preferred Airlines**

Currently, NPHIC has not negotiated special rates and discounts with airlines, but anticipates doing so in the near future. In order to capture the greatest potential savings, travelers will be asked to use these preferred carriers whenever their discounted fares are lower than those of other carriers with similar schedules.
**Sponsored Project Domestic Travel**

Federally funded trips must travel on U.S. carriers at coach rates. Airfare costs in excess of the lowest available commercial discount airfare or customary standard (coach or equivalent) airfare on a U.S. carrier are unallowable except when such accommodations would:

- Require circuitous routing;
- Require travel during unreasonable hours;
- Excessively prolong travel;
- Result in increased costs that would offset transportation savings; and
- Be inadequate for the medical needs of the traveler.

For the complete federal travel regulations please refer to OMB Circular A-21 (attached).

Sponsored project travel should adhere to the guidelines set forth by this policy unless the sponsor imposes greater restrictions.

**Frequent Flyer Programs**

Travel plans should not be coordinated on the basis of an employee’s frequent flyer program. Each traveler is entitled to retain all frequent flyer mileage accrued as part of organization-related travel on their personal frequent flyer account. However, NPHIC reserves the right to change its policy. Use of the frequent flyer program for personal gain will result in all such charges being paid for by the traveler.

NPHIC will not reimburse travelers for tickets purchased with frequent flyer miles because it is difficult to determine the dollar value of these tickets.

**Cancellations/Changes**

NPHIC will not pay for airline change fees unless the changes are due to an emergency. An explanation will be required on the expense report.

- When a trip is cancelled after the ticket has been issued, the travelers should inquire about using the same ticket for future travel.
- Travelers can reuse airline tickets if airfare eligibility requirements are met. These requirements should be verified with the issuing agency.
- Revalidation stickers should be secured from the issuing travel agency.
- Unused airline tickets of flight coupons have a cash value and therefore must not be discarded or destroyed.
- To expedite refunds, unused or partially used airline tickets must be returned immediately to the travel agency that issued the ticket.
- Unused tickets must not be sent to the airline unless they were issued directly from the airline. Contact the airline for their return procedures and requirements.
- Travelers must not include unused tickets with their Expense reports.
- For a small change fee, many non-refundable tickets can be used for future travel. Therefore, non-refundable tickets should be returned to the travel agency to keep on hand for future business travel.

**Lost or Stolen Airline Ticket**

Upon discovery of a lost of stolen ticket, the traveler should immediately report the loss to the issuing travel agency, which will file a lost ticket application.

**LODGING**

- Travelers must stay in a standard room at a non-luxury hotel, unless NPHIC has negotiated a rate with a particular luxury hotel.
- Per night room costs should not exceed the most expensive rate listed in the federal rate for that city without prior authorization. Please see [http://policyworks.gov/org/main/mt/homepage/mtt/perdiem/perd99d.html](http://policyworks.gov/org/main/mt/homepage/mtt/perdiem/perd99d.html) for an up-to-date listing of federal lodging rates, as part of per diem.
• When traveling on federal projects, travelers should request the hotel's government rate. A letter from the sponsored project stating the funding source is sometimes required upon check-in.
• Many hotels have frequent guest programs that reward travelers with free accommodations in exchange for a specified number of paid room nights at a hotel. NPHIC will not reimburse travelers for the value of free accommodations used for business travel.
• Suites and concierge-level rooms are not acceptable, unless approved by your Program Director.
• For your safety and security, always investigate security measures for your hotel room (e.g. door locks, fire exits, and alarm systems).

Conference Reservations
• When traveling to a conference, it is appropriate to stay at one of the hotels hosting the conference even if the rate exceeds the most expensive hotel listed in the federal per diem guidelines. If the conference is related to a federal project, travelers should request the hotel's government rate.
• If there are several conference hotels, travelers should stay at a non-luxury property.
• Travel agents can often book the conference hotel rate based on codes provided in the conference information.

Hotel Upgrades
• An upgrade at the expense of NPHIC is not permitted unless the upgraded room rate does not exceed the highest rate listed in the federal per diem listing for that city.
• An upgrade must be explained in the Expense Report.

Cancellations
• It is the traveler’s responsibility to notify either the hotel or the agency with which reservation was made to cancel room reservations.
• Travelers should remember that cancellation deadlines are based on the local time at the destination hotel.
• Travelers should request and record the cancellation number in case of billing disputes. NPHIC will assist the traveler with any billing dispute on reservations they have made.
• Travelers will not be reimbursed for “no show” charges.

Hotel Personal Expenses
Most personal expenses incurred while traveling will not be reimbursed. Please see the list of non-reimbursable expenses for details.

Rental Cars
Travelers may request approval to rent a car to their destination when:
• Driving is more convenient or economical than airline or rail travel;
• Driving is necessary to transport large or bulky material;

Travelers may request approval to rent a car at their destination when:
• It is less expensive than other transportation modes such as taxis, airport limousines, and airport shuttles.

Rental Car Reservations
• When traveling on NPHIC business, travelers may request to rent up to and including a mid-size vehicle.
• When traveling with three or more people, all of whom are on NPHIC business; travelers may rent a full size vehicle or minivan.
• Travelers are responsible for daily rental costs in excess of the approved car class.
• When traveling on NPHIC business, car insurance should be declined within the U.S. and accepted outside the U.S.
• Travelers may book a class of service above the specified guidelines when cars in the authorized category are not available, when additional space in required for transporting large or bulky materials,
for pre-approved medical reasons or when the traveler can be upgraded at no additional cost to NPHIC.
• Contracts for car rental will be made only in the traveler’s name and only the traveler who signs the rental agreement will drive the vehicle.

Rental Car Costs
• Reimbursable costs include the daily rental fee, mileage fee, gasoline charges, tolls and authorized insurance charges.
• Non-reimbursable costs include, but are not limited to, car repairs, tickets, fines and traffic violations. Travelers are required to refill the gas tank before returning the vehicle to the original rental location. The company will not pay for “drop off” charges.

Rental Car Cancellation
• Travelers are responsible for canceling rental car reservations and must contact either the travel agency or the rental car company with whom the booking was made.
• Travelers should request and record the cancellation number in case of billing disputes. NPHIC will not be responsible for any “no show charges.”

Rental Car Pick Up
• Traveler should check with the rental car agent for any last-minute specials or free-upgrades.
• At the time of rental, the car should be inspected with a rental agent; any damage found should be noted on the contract before the vehicle is accepted.

Authorized Rental Car Drivers
• Only the traveler who signs the rental agreement will drive the vehicle.

Rental Car Accidents
Should a rental car accident occur, travelers should submit a written accident report as soon as possible to:
• The rental car company
• Local authorities, as required
• NPHIC

Rental Car Returns
Travelers are required to refill the gas tank before returning the vehicle to the original rental location. The company will not pay for “drop off” charges. The rental car should also be returned to the original rental city unless approved for a one-way rental.

Meal Expenses
Travelers are given per diem to cover lodging, meals and incidental expenses in connection with the performance of service to NPHIC. Please refer to the following website for a complete, up-to-date listing of per diem rates http://policyworks.gov/org/main/mt/homepage/mtt/perdiem/perd99d.html. Travelers who use per diem allowances do not have to substantiate each lodging and meal expense, but they must demonstrate that the trip occurred with a receipt, such as an airline ticket or hotel folio, that indicates the dates of travel. For audit purposes this documentation must be attached to the expense report copy and kept by the organization for three years.

The federal per diem for meals will be awarded for the destination of the trip. The daily per diem must be accounted for on the travel reimbursement less approved cash advances, credit card meal charges, meals provided by your travel destination, and partial day travel.
Travelers may not request reimbursement of actual expenses for one portion of their trip and per diem for the remainder. However, it is possible to use a per diem for meals and actual costs for lodging and incidentals.

Per diem allowances may not be issued in lieu of service payments such as consulting fees or honoraria.

**GROUND TRANSPORTATION**

*Public and Taxi*

Local public transportation is encouraged for travel to and from airports, depending on the length and duration of travel. Employees may also use taxis. Taxi service may be the preferred method of transportation if travel occurs beyond daylight hours.

*Personal Automobile*

Mileage will be reimbursed at the prevailing IRS per-mile rate for business use of personal automobile. Other automobile expenses such as gas, oil, tires, and so on are not reimbursable expenses.

Use of personal automobiles for trips exceeding 600 miles round trip is not permissible without prior approval from your Program Director. In all cases, the maximum amount of reimbursement will be the total cost of the most economical airfare (based on round trip in most cases).

**TELEPHONE USAGE**

• Travelers will be reimbursed for business phone calls that are reasonable and necessary for conducting NPHIC business. The hotel bill with itemized calls or the original phone bill from a non-NPHIC vendor voucher should be submitted with the expense report.
• Travelers will be reimbursed for personal phone calls allowing them to stay in reasonable contact with their family (maximum of $10.00 per day). The hotel bill with itemized calls or the original phone bill from a non-NPHIC vendor voucher should be submitted with the expense report.
• Employees are urged to use the calling card issued by NPHIC for business and personal calls while on travel status.
• Airphone usage will not be reimbursed by NPHIC except in the case of emergency or extenuating circumstances. An explanation must be noted on the Expense Report.

**TRAVEL AUTHORIZATION**

• A purchase order authorizes a traveler’s airfare, lodging, car rental and per diem for NPHIC-related business travel. Purchase orders for travel may be authorized by the Executive Director and the Program Directors.
• Employees are requested to submit a travel request form indicating a date, destination, description of the reason for the trip, indication of other potential participants, and if available, conference agenda or request for consultation. Purchase orders authorizing travel will not be issued without the completion of the travel request form.
• In the event of an emergency situation, and employees are unable to attain pre-authorization, the travel request form should be submitted within two days of completion of the trip. In addition, a letter from the employee should accompany the form indicating why pre-authorization was not possible.

**PAYMENT OF TRAVEL EXPENSES**

• Airfare may be direct billed to NPHIC if the NPHIC-designated travel agent is used. A purchase order number must be referenced when booking reservations with the NPHIC-designated travel agency.
• Business travel expenses such as airfare, lodging, rental cars and conference fees may be charged to the NPHIC Corporate Card provided that receipts are attached to the expense report and that the expense report is submitted within 14 days of completion of the trip.
• Cash advances may be issued to NPHIC employees only. Cash advances should be used for incidental, out-of-pocket travel expenses such as tips, taxis, and meals not charged to the credit card and the amount of cash requested should be the minimum expected to cover anticipated out-of-pocket expenses. The daily cash advance should not exceed $50 and should not be issued more than two business days prior to the planned departure date. A receipt for the cash advance should be submitted with the travel reimbursement request within 14 days of completion of the trip.

EXPENSE REPORTING
• NPHIC requires that travelers file an expense report within 60 days of trip completion. Expense reports filed after 60 days will not be paid unless approved by the Executive Director for reasonable cause.
• Employees who utilize the NPHIC credit card or cash advances are required to file an expense report within 14 days of trip completion.
• The expense report must include a date and the traveler’s signature.
• Documentation should include original receipts (photocopies will be accepted only with explanation of why the original is not available) and receipts must include the name of the vendor, location, date, and dollar amount. In addition, the following must be included:
  1. air/rail original ticket receipt
  2. hotel folio
  3. receipts for tolls, parking if exceeds $25.00
  4. credit card receipts
• An expense report form and sample are attached.

Incorrect or Incomplete Expense Reports
Expense reports that are incorrect or incomplete will be returned to the traveler for corrective action and may result in delay of reimbursement. Most frequent reasons for returned expense reports include missing traveler’s signature and missing receipts.

A correction and/or change to the expense report as a result of an accounting audit of the report will be documented with a correction note. For errors in arithmetic, a correction note denoting the errors will be sent to the traveler and an appropriate adjustment made to the reimbursement. For disallowed items, the Program Director will correct the travel reimbursement form, notify the traveler of any disallowed items, and forward the form to the Business Manager.

Reimbursement
Reimbursement for NPHIC employees will occur once a month after receipt of the employee’s company credit card statement is processed. For non-employees traveling on NPHIC funds, reimbursement will occur within 30 working days of receipt by the NPHIC Business Manager. Checks will be sent to the traveler’s home address or for employees, direct deposited with paychecks.

Non-reimbursable Expenses
• Personal expenses of a nature that would be incurred by the traveler regardless of his/her work related responsibilities are not reimbursable.
• Amounts incurred for reimbursable items in excess of amounts considered reasonable are not reimbursable.
• When a business trip is extended for personal reasons, the cost of the personal portion of the trip is not reimbursable.

Expenses that are considered non-reimbursable include, but are not limited to:
• airline club membership dues
• airphone usage
• annual fees for personal credit cards
• auto repairs
• baby-sitting
• barbers and hairdressers
• clothing or toiletry items
• corporate card delinquency fees or finance charges
• country club dues
• expenses related to vacation or personal days taken before, during, or after a business trip
• golf fees
• frequent flyer tickets
• helicopter services for airport transfers
• laundry or valet services
• loss or theft of cash advance money or airline tickets
• loss or theft of personal funds or property
• lost baggage
• luggage and briefcases
• magazines, books, newspapers, personal reading materials
• medical expenses while traveling
• mini-bar alcoholic refreshments
• movies (including in-flight and hotel in-house movies)
• “no show” charges for hotel or car service
• optional travel or baggage insurance
• parking tickets or traffic violations
• personal accident insurance (domestic)
• personal automobile routine maintenance/tune-ups
• personal entertainment, including sports events
• personal property insurance
• personal telegrams
• personal telephone calls in excess of reasonable calls home
• rental car upgrades
• recreational activities
• saunas, massages
• shoe shine
• souvenirs or personal gifts
• U.S. traveler’s check fees

PERSONAL/VACATION TRAVEL
Personal/vacation travel may be combined with business travel:
• Provided there is no additional cost to NPHIC
• With appropriate approval from the Program Director.

CREDIT TIME
Employees may not accrue credit time while in travel status unless work is performed outside the usual hours of work. Time in travel may not be claimed as credit time; social and networking opportunities may not be claimed as credit time.

Traveler Signature ___________________________ Date ___________________________
This document outlines guiding principles for NPHIC and corporate entities to adhere to when entering into partnerships, accepting corporate financial support in the form of grants and sponsorships and the collaboration of marketing a product or service through the NPHIC Affinity Marketing Program.

NPHIC values opportunities to engage in constructive partnerships with corporate entities as a way to advance NPHIC’s mission and public health goals. Such partnerships are consistent with the proposition that private business is an important partner in the nation’s public health system.

The intention of this policy is to provide guidelines and governance to the NPHIC/Corporate relationship. These guidelines have established guiding principles for NPHIC and corporate entities to adhere to when entering into a partnership, acceptance of corporate financial support in the form of grants and sponsorships and the collaboration of marketing a product or service through the NPHIC Affinity Marketing Program.

I. Principles Applicable to NPHIC to enter into partnerships with Corporate Entities and Acceptance of Corporate Financial Support.

1. NPHIC will assert and maintain its independence of decision-making and avoid any partnership in which there may be any real or perceived influence by a corporation on NPHIC’s policies, practices or work products.
2. The NPHIC Board of Directors must approve all corporate partnerships and assure that a proposed partnership is consistent with these principles and its mission.
3. NPHIC will retain full control of the use of its name and logo and any data collected through the funded process, including publication.
4. NPHIC will not enter into a partnership with a corporation whose products and/or practices considered as whole, in NPHIC’s best judgment, conflict intrinsically with the missions and values of NPHIC and local health departments or are fundamentally inimical to the health of the public.
5. NPHIC will publicly disclose all corporate partnerships.

II. Principles Applicable for Corporate Grants

1. Corporate support for work in a NPHIC program area must be consistent with and enhance NPHIC’s mission and work plan in that area.
2. The corporate grantor will be recognized as agreed upon between NPHIC and the grantor in or on the final work product; however, NPHIC will exercise exclusive control over the content.

III. Principles Applicable for Corporate Sponsorships

1. Corporate sponsorships of events or meetings shall enhance the value of the event to NPHIC members.
2. The corporate sponsor will be recognized as agreed upon between NPHIC and the sponsor at the event; however, NPHIC will exercise exclusive control over the management and content of the event.

IV. Principles Applicable for Corporate Affinity Marketing Programs

NPHIC will evaluate the product or service proposed by the corporation to be offered jointly to ascertain the following:

1. Quality
2. The nature and quality of competing products and their sponsors
3. The financial benefits and risks to NPHIC.
NPHIC has developed a partnership program designed to enhance the benefits of a NPHIC membership. Through NPHIC relationship with its suppliers, members are offered discounts and exclusive savings. These programs help not only our members but NPHIC by passing on savings to our membership and the association. All member agencies can take advantage of these valuable programs. We encourage you to take advantage of these offerings! Additionally, we are always looking for potential partners so please send us your suggestions!

Public Health Practice Support & Services

Simulation Education Services
www.simulationed.com

Sides & Associates
www.sides.com

Professional Services

NPHIC Wireless Program
www.nphicwireless.com

Staff Contact
Laura Espino
lespino@nphic.org

Disclaimer
Affinity programs or other relationships presented by NPHIC in no way imply a NPHIC endorsement of the program, supplier, or vendor.
MENTORING PROGRAM

The National Public Health Information Coalition Mentor Program is a 12-month program designed to link a seasoned member of the organization (mentor) with another member of the organization (mentee) for the purpose of providing experienced guidance, support and an already developed skill set for meeting the challenges of public health communication.

MENTOR RESPONSIBILITIES INCLUDE BUT ARE NOT LIMITED TO
• Welcoming new members to the organization and providing a brief history of NPHIC and education with regard to benefits of NPHIC (list serve, CDC conference calls, annual conference, NPHIC newsletter, NPHIC website, etc.).
• Suggesting resources and sharing experiences (both successes and failures).
• Being a sounding board for problems and providing guidance on specific public health issues and communication responses, including crisis and emergency risk communication.
• Introducing new members to others in the organization with needed public health communication materials/skill sets/regional issues and solutions.
• Providing advice for balancing between public health and government/politics.

MENTOR SKILLS
• Any NPHIC member who has been a member of the group for at least two years and has attended at least one NPHIC conference is eligible to be a mentor.
• Mentors need to possess listening, teaching, diplomacy, and nurturing skills.
• Mentors need to be willing to devote time to their mentees and have a firm commitment to the mentoring program.
• Mentors must be willing to initiate contact with their mentees no less than once a quarter.
• Mentors need to be willing to share and have an open and accepting attitude. “My way or the highway” won’t work.

MENTOR RELATIONSHIP
• When possible, the mentor/mentee can be located in similar regions with similar media markets (so there is common ground and a possibility for an in-person meeting at some point). Likewise, NPHIC will try and make the best match possible and link people according to job titles/functions.
• The mentoring relationship will last for at least a year with the chance to renew for an additional year.
• NPHIC will provide a basic template for the mentoring program but mentors can tailor the program depending on the needs of the mentees. Mentors and mentees should communicate freely as needed.
• Some mentor/mentee pairs will have the opportunity to be featured in an issue of the NPHIC newsletter.

BUILDING THE MENTORING RELATIONSHIPS
• A message will be sent via the NPHIC list-serve, the NPHIC newsletter and at the annual conference to recruit mentors.
• Mentees will be recruited by the Membership Committee during the New Member Orientation at the annual conference and also by Laura Espino via the New Member Packet.
• The NPHIC Professional Development committee will pair mentor/mentees.
• A mentoring template will be provided to the mentor/mentee and the Professional Development Committee.
• Each mentor and mentee will structure the template to fit the needs of the relationship.
• The mentor will contact the mentee by phone/e-mail.
• NPHIC mentors/mentees will complete a brief, written update based on the agreed template to the Professional Development Committee at the end of six months and the end of the mentoring year.
• NPHIC mentors/mentees will be seated next to one another at one of the annual conference lunches (if present at the conference).
• Mentors will receive recognition at the annual conference. A list of current and previous mentors will be published in the annual conference program each year.
• At related conferences—like the CDC Marketing Conference, CDC CERC trainings or the FEMA Advanced PIO course—NPHIC mentors/mentees will be encouraged to get together to promote mentoring and networking. Information on these trainings will be shared via the NPHIC e-mail list serve and/or Web site.

NPHIC OVERSIGHT OF PROGRAM

• A member of the Professional Development Committee will check in with mentors/mentees at the beginning of the relationship to proactively discuss progress, troubleshoot any issues and suggest changes, if need be, to the relationship.
MATCHING PROCESS

The NPHIC Mentor Program is designed to “match” two NPHIC members with similar interests to enhance the professional development of the mentee and mentor. The NPHIC Professional Development committee coordinates the NPHIC Mentor Program and takes the following steps to complete the matching process:

1. **Review Applications**
   Verify that each mentee/mentor applicant:
   - is an active member of NPHIC and
   - has completed all the information on the application.

2. **Facilitate Match**
   A. Collect and sort completed applications by mentors and mentees
   B. Compare mentees’ request with mentors’ skills
   C. Determine if health department jurisdiction should be considered (i.e. local vs state health department)
   D. Make the best possible match between mentees and mentors
   E. Notification
      a. Notify mentees/mentors of match
      b. Forward copy of applications to mentees/mentors
   F. If no available mentors match a mentee candidate:
      a. Notify mentee
      b. Delay match until receipt of a suitable application

3. **Record Match**
   The Professional Development committee will maintain a record of all mentee/mentor matches.

CONFLICT RESOLUTION AND REMATCH PROCESS

Prior to requesting a re-match, the following conflict resolution approaches should have been taken:

- Mentor and mentee have openly discussed issues in an effort to reach an acceptable solution and
- Mentor and mentee have spoken with the Coordinator of the Mentor Program to assist in identifying an acceptable solution.

If either of the above two steps fail, mentor and mentee can contact the Chair of the Professional Development committee to request a re-match.
MENTORING PROGRAM

Mentor/Mentee Application

I am applying as a [ ] Mentor [ ] Mentee

Name: _____________________________________________________ Date: _________________

Office: ___________________ Cell: _____________________ State: ____________

Email Address: ________________________________________ CERC Trained? [ ] Yes [ ] No

NPHIC Committee Member? [ ] Yes [ ] No

[ ] Local health department [ ] State health department

How many years have you been in your current position?

[ ] 0-1 [ ] 1-3 [ ] 3-5 [ ] 5-10 [ ] Over 10 Years

What do you hope to achieve by participating in the Mentoring Program?

______________________________________________________________________________________________

______________________________________________________________________________________________

______________________________________________________________________________________________

Please explain your scope of responsibility at your health department:

______________________________________________________________________________________________

______________________________________________________________________________________________

______________________________________________________________________________________________

MENTOR’s Areas of Expertise

[ ] Crisis & Emergency Risk Communication
[ ] Working in a Joint Information Center
[ ] Social Media
[ ] Health Literacy
[ ] Health Marketing/Promotion
[ ] Public Service Announcements (PSAs)
[ ] Social Marketing
[ ] Public Health 101 training
[ ] Other ________________________________

MENTEE’s Areas of Interest

[ ] Crisis & Emergency Risk Communication
[ ] Working in a Joint Information Center
[ ] Social Media
[ ] Health Literacy
[ ] Health Marketing/Promotion
[ ] Public Service Announcements (PSAs)
[ ] Social Marketing
[ ] Public Health 101
[ ] Other ________________________________

Please send your application to mentoring@nphic.org
The National Public Health Information Coalition Mentoring Program is designed to link a seasoned member of the organization (mentor) with another member of the organization (mentee) for the purpose of providing experienced guidance, support, and an already developed skill set for meeting the challenges of public health communications. The mentor will serve as an information resource to assist in the new colleague’s professional development.

MENTOR RESPONSIBILITIES INCLUDE BUT ARE NOT LIMITED TO
- Welcoming new members to the organization and providing a brief history of NPHIC and education with regard to benefits of NPHIC (list serve, CDC conference calls, annual conference, NPHIC newsletter, NPHIC website, etc.).
- Suggesting resources and sharing experiences (both successes and failures).
- Being a sounding board for problems and providing guidance on specific public health issues and communication responses, including crisis and emergency risk communication.
- Introducing new members to others in the organization with needed public health communication materials/skill sets/regional issues and solutions.
- Providing advice for balancing public health and government/politics.

MENTOR GUIDELINES INCLUDE BUT ARE NOT LIMITED TO
- Deciding how you will contact each other (for example, phone calls on a weekly or monthly basis, emails, sitting next to one another at the Annual Conference Meeting, etc.).
- Deciding how you would like to benefit from the mentoring relationship. For example, do you want to help your mentee develop communication materials? Can you provide assistance with crisis and emergency risk communication training? Do you plan to contact your mentee about various public health issues so that you can develop effective messaging?
- Discussing learning and communication styles so you can work well together. For example, can you contact each other any time an emergency arises? Do you prefer an e-mail or voice mail? Be explicit about your own needs and limits (time constraints, for example).
- Keeping the relationship active and growing. Be open to the mentee’s ideas, discuss topics, etc. If you feel the relationship is not working, for whatever reason, ask the Professional Development Committee Chair for assistance.
- Deciding the parameters of the relationship. For example, do you want to be more of a sounding board than a teacher? Expect your mentee to move toward his/her (not your) goal.
- Maintaining confidentiality.

MENTORS SHOULD
- Understand that both schedules are important and flex your schedule, if possible and necessary.
- Try to understand the circumstances, difficulties, and opportunities of your mentor’s situation prior to offering advice or constructive criticism.
- Understand that sometimes your advice may not be followed.
- Follow-up with your mentee to see if more explanation/assistance is needed on an issue.
- Proactively lead your mentor/mentee relationship by guiding the mentee in obtaining the requested skill, experience, etc.
MENTEE GUIDELINES

The National Public Health Information Coalition Mentoring Program is designed to link a seasoned member of the organization (mentor) with another member of the organization (mentee) for the purpose of providing experienced guidance, support, and an already developed skill set for meeting the challenges of public health communications. The mentor will serve as an information resource to assist in the new colleague’s professional development.

MENTEE GUIDELINES INCLUDE BUT ARE NOT LIMITED TO

• Deciding how you will contact each other (for example, phone calls on a weekly or monthly basis, emails, sitting next to one another at the Annual Conference Meeting, etc.).
• Deciding how you would like to benefit from the mentoring relationship. For example, do you want your mentor to help develop communication materials? Do you need help with crisis and emergency risk communication training? Do you need someone to call for various public health issues so that you can develop effective messaging?
• Discussing any limits or preferences. Discuss your learning and communication styles so you can work well together. For example, can you contact each other any time an emergency arises? Do you prefer an e-mail or voice mail? Be explicit about your own needs and limits (time constraints, for example).
• Keeping the relationship active and growing. Be open to the mentor’s ideas, discuss topics, etc. If you feel the relationship is not working, for whatever reason, ask the Professional Development Committee Chair for assistance.

MENTEES SHOULD

• Identify your goals for the relationship prior to speaking with your mentor.
• Share your goals with your mentor and be flexible in how your mentor helps you reach those goals.
• Recognize that your mentor may only have a limited amount of time to assist you in achieving those goals.
• Understand that while some topics may not seem directly related to your immediate needs they may ultimately be instrumental to your overall development.
• Share the outcome of the help your mentor gave you with the Coordinator of the Mentor Program. Your feedback is important.