The Department of Health and Human Services (HSS) is the United States government’s principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves. The department includes more than 300 programs, accounts for more than a quarter of all federal outlays, and administers more grant dollars than all other federal agencies combined.

The USDHHS Office on Women’s Health coordinates women’s health efforts in HHS. The following lists the major programs found within USDHHS. Each of these programs continued on page 2
has either an office on women’s health and/or an emphasis on women’s health. Women’s health activities can also be found at the United States Departments of Justice and Labor. To learn more about activities in each of these programs go to www.4woman.gov/owh/other.htm

National Institutes of Health – NIH is the world’s premier medical research organization.

Food and Drug Administration – FDA assures the safety of foods and cosmetics, and the safety and efficacy of pharmaceuticals, biological products, and medical devices.

Centers for Disease Control and Prevention – Working with states and other partners, CDC provides a system of health surveillance to monitor and prevent disease outbreaks (including bioterrorism), implement disease prevention strategies, and maintain national health statistics. Provides for immunization services, workplace safety, and environmental disease prevention. Working with the World Health Organization, CDC also guards against international disease transmission, with personnel stationed in more than 25 foreign countries.

Indian Health Service – Working with tribes, the IHS provides health services to 1.6 million American Indians and Alaska Natives of more than 550 federally recognized tribes.

Health Resources and Services Administration – HRSA provides access to essential health care services for people who are low-income, uninsured or who live in rural areas or urban neighborhoods where health care is scarce. The agency helps prepare the nation’s health care system and providers to respond to bioterrorism and other public health emergen-

cies, maintains the National Health Service Corps and helps build the health care workforce through many training and education programs.

Agency for Healthcare Research and Quality – AHRQ supports research on health care systems, health care quality and cost issues, access to health care, and effectiveness of medical treatments. It provides evidence-based information on health care outcomes and quality of care.

Other HHS Agencies

Centers for Medicare & Medicaid Services – CMS administers the Medicare and Medicaid programs, which provide health care to about one in every four Americans.

Administration for Children and Families – ACF is responsible for some 60 programs that promote the economic and social well-being of children, families and communities.

Administration on Aging – AoA supports a nationwide aging network, providing services to the elderly, especially to those which enable them to remain independent.

The Office on Women’s Health (OWH) in the U.S. Department of Health and Human Services (USDHHS) is the government’s focal point for women’s health issues. The OWH works to redress inequities in research, health care services, and education that have historically placed the health of women at risk. The OWH coordinates women’s health efforts agency-wide (including the Food and Drug Administration, the Maternal and Child Health Bureau, the Centers for Disease Control and Prevention, and others) to eliminate disparities in health status and supports culturally sensitive educational programs that encourage women to take personal responsibility for their own health and wellness. The OWH also works with numerous government agencies, nonprofit organizations, consumer groups, and associations of health care professionals. www.4woman.gov/owh/index.htm

What does the USDHHS Office on Women’s Health Do?

• Coordinates HHS Women’s Health Activities: Serves as the coordinating office for women’s health initiatives across the agencies of the HHS, including the National Institutes of Health (NIH), the Food and Drug Administration (FDA), the Centers for Disease Control and Prevention (CDC), and other agencies and departments.

• Public/Private Partnerships: Brings together federal agencies, the scientific community, professional organizations, and consumer groups to support and advance women’s health issues.

• Health Care Education and Outreach: Develops, coordinates and monitors communication efforts to bring women in every region of America reliable information on a myriad of health topics. It also develops mechanisms to give consumers and the private sector a voice in women’s health policy.

• Health Care Innovation: Promotes the development and implementation of model initiatives in communities all over the United States to address the health needs of women across different ages, cultures, and races/ethnicities. These initiatives focus on issues such as how women receive care and how health care practitioners are educated on women’s health.

• Health Disparities: Promotes comprehensive and culturally appropriate prevention, diagnostic, and treatment services for women across the life span, as well as the
integration of culturally sensitive practices in medical education and research. The OWH remains committed to the efforts of the Surgeon General’s Initiative to Eliminate Racial and Ethnic Disparities in Health Status.

**Regional Support:** Supports Regional Women’s Health Coordinators (RWHCs) in each of the 10 regions of HHS. More about these important resource people in the side bar on this page.

**Policy Development:** Stimulates the development and implementation of effective women’s health policies at the highest levels of national, state and local governments.

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**A Resource That Can Help You**

HHS funds ten Regional Women’s Health Coordinators (RWHCs) throughout the country who coordinate activities to promote a greater focus on women’s health issues at the regional, state and local levels. The RWHCs work to address local, state, and regional needs in women’s health by identifying priority health areas, establishing networking relationships, and implementing initiatives to address regional women’s health concerns. To learn more about RWHCs and to contact your region’s RWHC, go to: http://www.4woman.gov/owh/reg/
National Women’s Health Projects
YOU SHOULD KNOW ABOUT

The Office on Women’s Health has extensive campaigns, educational and outreach resources focused on improving women’s health. The following is a just a sampling of currently available resources.

The National Women’s Health Information Center (NWHIC) is an exemplary health site for the public and health care professionals. NWHIC has been named as a top health web site by numerous media organizations. The Center provides a point of entry to the vast array of information available through the more than 80 federal health clearinghouses and hundreds of private sector organization resources.

Information can be accessed either by phone or on the Internet. The toll-free telephone number is 1-800-994-9662 or 1-888-220-5446 for the hearing impaired. Trained English- and Spanish-speaking Information and Referral Specialists are available to help with finding and ordering free health information or to provide organizational referrals to assist with any health questions. Phone lines are open Monday through Friday, 9 a.m. to 6 p.m. EST (excluding federal holidays). The NWHIC web site allows users to link, read, and download a wide variety of women’s health-related material developed by HHS, other federal agencies, and private sector resources. www.4woman.gov

The NWHIC Minority Women’s Health website provides information about the common health risks and concerns of minority women. The site also includes resources and information about federal programs that are working to eliminate racial and ethnic disparities in health. www.4woman.gov/minority/index.html

The National Centers of Excellence in Women’s Health (CoEs) are demonstration models for the Nation to provide innovative, comprehensive, multidisciplinary, and integrated health care systems for women. The CoEs provide for the special needs of women, including the underserved and minorities. There are nineteen Centers of Excellence in Women’s Health in academic health centers across the United States. www.4woman.gov/COE

“The National Community Centers of Excellence in Women’s Health are community-based programs funded to develop models of comprehensive care for underserved women. The Centers are located in hospitals, community health centers, and one Area Health Education Center. www.4woman.gov/COE/map.pdf

“Pick Your Path to Health” is a public education campaign helping women take simple and manageable steps to improve their health. The campaign helps motivate, educate, and empower women to create their own path to better health. The Pick Your Path to Health campaign highlights a number of topics vital to women’s health. The Office on Women’s Health has launched Pick Your Path to Health programs in several communities across the nation. The campaign provides tools for local communities to promote practical, and culturally relevant action steps to wellness. www.4woman.gov/pypth/lead.html

Resources You Can Use

The Framework for Collaboration in Women’s Health is the result of a joint initiative between the Association of Maternal and Child Health Programs, USDHHS, HRSA’s Maternal and Child Health Bureau www.mchb.hrsa.gov, the Massachusetts Department of Public Health state.ma.us/dph/dphhome, and the Association of State and Territorial Health Officials www.astho.org - that aimed to promote women’s health across the lifespan. The tools are designed for leaders who wish to build a comprehensive women’s health infrastructure and promote collaboration to improve women’s health across the lifespan. They are intended to be used during any stage in the development of a women’s health program, and to be helpful no matter who has ultimate responsibility for women’s health in the state.
http://amchp.org/policy/women-framework.htm

A Pick Your Path to Health Community Action Kit is available to your organization. It includes information on women’s health and tools to promote the Pick Your Path to Health campaign. www.4woman.gov/pypthkit.html

The Office on Women’s Health has essential fact sheets, resource papers, meeting summaries, and articles for professionals and consumers on a variety of issues concerning women’s health. The fact sheets provide statistical information, serve as resource guides, and explain historical inequities and disparities. www.4woman.gov/owh/pub/index.htm
Examples of USDHHS Programs that Address Women’s Health

The Health Resources and Services Administration’s Office of Women’s Health (HRSA OWH) coordinates women’s activities across more than 80 HRSA programs. Examples of services include: access to prenatal care, immunizations, physical exams, and other preventive health care through Bureau of Primary Health Care Community Health Centers, Migrant Health Centers, health care for the homeless, and health care for residents of public housing. Community-based health services for women and girls are provided by states with assistance from Maternal and Child Health Service Block Grants, and through innovative collaborative programs such as Girl Neighborhood Power!

HRSA invests in improving the health of women through multiple grant programs such as:

- **Maternal and Child Health (MCH) Block Grant** provides funding to all states and territories through a formula-based block grant process. The funding is used to improve the health of women and children.

- **Healthy Start** is designed to improve women’s health and reduce infant mortality rates. There are over 80 grantees in 34 states, the District of Columbia and the Virgin Islands.

- **Title IV of the Ryan White CARE Act**, is a grant program designed to serve women, infants, children, youth, and families living with HIV/AIDS. Each state has a Title IV project that is required to develop comprehensive networks to provide coordinated, family-centered care to HIV positive women and their affected families.

- **Special Project Grants** funding is regularly offered on a competitive basis. Funds are used for special projects such as Integrated Comprehensive Women’s Health Services in State MCH Programs. Twelve states have received funding to enhance their ability to serve women as part of their MCH program. In 2004, grants will be awarded for programs focusing on improving women’s health state infrastructure development and addressing common health risk factors for women.

The Centers for Disease Control and Prevention (CDC) and the Agency for Toxic Substances and Disease Registry (ATSDR) Office of Women’s Health (OWH) promotes and improves the health, safety, and quality of life for women. OWH provides a forum for collaboration by agency staff, women’s health coordinators in the regions, states, and territories; other federal agencies; academic institutions; and partners in private and public organizations. OWH works within and outside CDC/ATSDR to raise awareness of women’s health and to promote activities that will improve the health and safety of women. The Office serves as an advocate for women’s health issues and stimulates research, prevention programs, and policy development.

- **All the Stages of Our Lives**: Highlights of the CDC/ATSDR’s “Approach to Women’s Health - Better Health for All Women.” This booklet discusses the key issues affecting women at each stage of life, from puberty through the end of life.
  www.cdc.gov/od/spotlight/nwhw/allstages.htm

- **Health Matters for Women** is a quarterly newsletter from CDC that highlights key issues associated with improving women’s health.
  www.cdc.gov/od/spotlight/nwhw/newsltr.htm

- **WISEWOMAN** consists of 15 CDC-funded WISEWOMAN projects in states and tribal organizations. Through these 15 projects, WISEWOMAN provides screening and lifestyle interventions for many low-income and uninsured women. This project was recently highlighted in the Journal of Women’s Health (another useful resource).
  www.cdc.gov/wise/wise/
All states receive funding from the federal government to carry out activities associated with women’s health. Examples of the type of services offered include funding for maternal and child health, family planning services, breast and cervical cancer screening. Additionally, some states provide other funds to expand or supplement these services. Funding is not usually designated for services across the lifespan, but tends to focus on women in their reproductive years.

Great variability exists in the amount of state funding provided to enhance women’s health. Some states and a few communities have an Office of Women’s Health that serves as a central coordinating point to encourage activities, acts as a catalyst for new efforts, and serves as a focal point for partnership building activities. These Offices of Women’s Health may be created by a legislative mandate. Additionally, a governor may appoint a policy level office housed in the executive branch or at the state’s Department of Health. Other states and cities have a governor’s or a mayor’s Commission on Women’s Health. In some communities or states, interagency health cabinets exist that encourage cross-agency collaboration around health issues. Women’s health units, composed of women’s health programs or services, are housed at a number of state health and/or social service agencies. Some communities have developed websites and resources focused on women’s health.

Current funding sources for urban women’s health include federal, state, and local government foundations, and other funding organizations. Federal funding is typically categorical, and largely focused on women of reproductive age. Financing for community-based women’s health issues is not widely available, and is often from local government or foundation sources. Categorical funding focuses on specific issues and concerns such as reproductive health or a particular disease. Using this funding to provide more comprehensive services is typically not allowed.

Agencies that develop women’s health services typically rely on a variety of funding sources. Core infrastructure, which is needed for any community-based program, is supported by a combination of federal, state, and community funding. Categorical funding is often used to implement core services such as family planning or maternity services. Agencies look for ways to integrate already existing services to create efficiencies and then develop more comprehensive services for women’s health. Local community and state funds may be used to create specialty programs and services. After an agency has engaged in community assessment and planning and has identified specific community needs, grant writing is sometimes done to seek foundation, state or federal funding to meet specific needs.

Agencies that have been successful in creating women’s health services emphasize the need for program planning skills as well as creativity and tenacity. The ability to develop partnerships with other agencies in the community is critical. Also involving community members in the development of services is vital. Involving local people results in products and services better tailored to the needs of a community. Further resources from CityMatCH will highlight how different agencies have developed services focused on urban women’s health.
In order to improve the health of urban women, it is important to know and understand the health status of women in the community. The following steps can be used as a guideline for this task:

**Describe the women in the community** – Carefully define the type of information needed for the urban women’s health needs assessment. Define the population, where they live and what they do. Assess the presence of other problems such as health issues, poverty, and unemployment. Look to county and state level health and socioeconomic data for information. Develop a plan for identifying local needs – determine the scope of work and time frame. Be clear about the purpose of the assessment. Use information gathered from other community assessments whenever possible. Use and adapt existing community assessment tools whenever possible.

**Collect information about problems** – Secondary data (data already existing in the community) including census data, county health information, planning information from area hospitals and findings from special studies may be available. These data may not be relevant, so caution should be exercised when determining their usefulness. Gaps in these data should be identified and filled in by primary data directly.

**Go deeper to understand “root” causes of problems** – Even after the problems are identified, it is important to determine why the problem exists within a community, if and how it has been addressed before, and how people feel about it. Focus groups and public hearings can provide this type of direct information.

**Benchmark the findings** – Data by itself is not useful without a comparison point. Comparing the findings to other similar counties or national studies can assist with determining the magnitude of the problem in your community. (Section adapted from Health Policy Coach, see page eight for more information)

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**The Importance of Data in Urban Women’s Health**

Data serves many purposes. Data provides the starting point to quantify any existing problems, strengths and resources; it provides benchmarks to measure progress. When analyzed, data will identify the needs of groups within a community. Data can document and demonstrate the effectiveness and impact of an intervention, program or project. It plays an important role in ensuring accountability to funders. Data that is easily understood and communicated can motivate individuals and communities to address a specific health problem.

**CityMatCH Tips for Effective Data Use**

Focus on data use, not on the data. It is not about data; it is about how one uses the data to make a measurable and intended difference.

Before collecting data, ask yourself three questions:

1) What do I need to know?
2) Why do I want to know it?
3) What will I do differently once I have the data?

We use data:
- to see a difference
- to find a cause
- to measure a change
- to monitor an impact
- to understand what is happening
Resources You Can Use

The Association of Maternal and Child Programs’ Matrixed Analytic Training for Reproductive, Infant and Child Health Services (MATRICHS) is a nine-month, online, analytic training program for state agency teams working with reproductive, maternal and infant, and child health services. Multi-disciplinary teams work independently on seven online modules and collaboratively on a policy issue facing their community. Teams receive extensive mentoring and two on-site skills-building visits. MATRICHS is supported through funding from the CDC, National Center for Chronic Disease Prevention and Health Promotion, Division of Reproductive Health, and was designed in partnership with the Division of Public Health Practice, Department of Community and Preventive Medicine, University of Rochester. http://www.matrichs.org

The Association of State and Territorial Health Officials has prepared a list of public health data sources and assessment tools you may find helpful. www.astho.org
www.astho.org/templates/display_pub.php?pub_id=1093

The Center for Health Improvements, Health Policy Guide. The Health Policy Guide, provides evidence-based, peer-reviewed policy guidance and resources to support advocacy and decision making at the state and local levels. The site includes an advocacy section, “Bringing Policy Change to Your Community,” which is very useful. www.healthpolicy-coach.org and www.healthpolicy-coach.org/advocacy.asp?id=23

CityMatCH Urban MCH DaTA Institute. CityMatCH, in collaboration with CDC, has developed a training model to build skills in translating urban maternal and child health data to action. During the year long training selected ‘data use teams’ participate in activities and learn leadership and data use skills in the areas of scientific thinking, data methods, planning, evaluation, political strategy, and more. Skills learned are applied to a project of importance to the team’s home community throughout the year. http://www.citymatch.org

Data Skills Online is a web-based, self-instructional, no-cost Maternal and Child Health toolbox from the University of North Carolina at Chapel Hill. Data Skills Online’s purpose is to provide public health professionals at state and local levels with analytic and technology skills tools focused on quantitative and qualitative data collection and analysis. Topics include: working with population-based data; monitoring and evaluating progress on specific program activities; and developing strategies to meet the needs of the MCH population. http://www.sph.unc.edu/toolbox

DataSpeak. This video program highlights key federal data sources on women’s health. Officials from the Health Resources and Services Administration Office of Women’s Health (HRSA OWH) present current federal data on women’s health. In addition, officials from the U.S. Department of Health and Human Services’ Office on Women’s Health present an overview of the National Women’s and Minority Health Status Indicators project, which includes both a database component and a book describing women’s health in each of the ten HHS regions. www.mchirc.net/dataspeak/Archive/events/july_2003/index.htm.

The HHS Directory of Health and Human Services Data Resources is a compilation of information about virtually all major data collection systems sponsored by the U.S. Department of Health and Human Services (HHS). The Directory is intended for policymakers, administrators, researchers, and the public as a reference document on data and statistical resources within HHS. http://aspe.hhs.gov/datacncl/datadir

The Kaiser Family Foundation’s State Health Facts Online contains the latest state level data on demographics, health, and health policy, including health coverage, access, financing, and state legislation. http://www.statehealthfacts.org

The University of Kansas Community Toolbox
This website is an excellent and comprehensive resource for promoting community health and development. The Toolbox provides a wealth of practical skill-building information on over 250 different topics. Topic sections include step-by-step instructions, examples, checklists, and related resources. http://ctb.ku.edu

Women’s Health USA 2003 is an annual women’s health report published on-line by the Health Resources and Services Administration. www.mchb.hrsa.gov/pages/page_03.htm

Women’s health statistics are found at www.4woman.gov/media/statinfo.htm.
Ways to Improve Urban Women’s Health

We offer six ways to take action to improve the health of urban women.

1. Embrace a broader view of women’s health within maternal and child health.
Embrace a view of urban women’s health that includes the traditional maternal role and takes a comprehensive view of women’s health throughout the life span. Advocate for this expanded view of women’s health within your agency.

2. Provide leadership for urban women’s health.
Continue to have the resolve and resiliency to be a change agent in improving urban women’s health. Advocate locally for urban women’s health. Educate and train yourself and others about the health needs of women in your community. Provide data and information to illustrate the needs of urban women.

3. Engage in collaborative activities to improve women’s health.
Work with local and state partners to better address women’s health issues. Reach out to new, current, and nontraditional partners focused on women’s health issues such as reproductive health providers or health care access advocates.

4. Document, disseminate, and implement promising practices to improve urban women’s health.
Develop and duplicate promising practices. Respond to requests for promising practices, so that other agencies may benefit from your experiences.

5. Engage in training and skills-building opportunities.
Participate in agency and staff assessments to determine where skill gaps exist. Develop staff and personal skills in areas such as: data analysis, leadership, communications, advocacy, and other needed areas. Use these skills to address women’s health issues.

6. Advocate for comprehensive women’s health services.
Provide needed care in the best manner for your community. Ensure that services are women-centered and women friendly.

Women’s Health Information Resources

Many useful web sources exist that address women’s health; a sample of sites follow.

• Alan Guttmacher Institute (AGI). A nonprofit organization focused on sexual and reproductive health research, policy analysis and public education. www.agi-usa.org

• American College of Obstetricians and Gynecologists. A professional association that serves as a strong advocate for quality health care for women.

• The American Medical Women’s Association (AMWA). AMWA is an organization that represents more than 10,000 women physicians and medical students. It is dedicated to serving as the unique voice for women’s health and the advancement of women in medicine. www.amwa-doc.org/

• Black Women’s Health Imperative, the new name of the National Black Women’s Health Project, is a leading African American health education, research, advocacy and leadership development institution. The organization’s aim is to deepen the public’s resolve to invest in health prevention strategies and research that contribute to Black women continued on page 10
leading healthier, longer lives. www.blackwomenshealth.org

• The Canadian Women’s Health Network (CWHN). Provides women with information, resources and strategies to better their health. Women representing over 70 organizations from every province and territory in Canada developed it. www.cwhn.ca

• Grantmakers In Health (GIH). Is a nonprofit, educational organization dedicated to helping foundations and corporate giving programs improve the nation’s health. GIH is the professional home for health grantmakers and is a resource for grantmakers and others seeking expertise and information on the field of health philanthropy. www.gih.org

• The Institute for Women’s Policy Research (IWPR). A policy research organization focused on public policy issues of critical importance to women and their families. IWPR focuses on issues of poverty and welfare, employment and earnings, work and family issues, the economic and social aspects of health care and domestic violence, and women’s civic and political participation. www.iwpr.org

• Jacobs Institute of Women’s Health. A nonprofit organization working with health care professionals, researchers, insurers, consumers, and policy makers to improve health care for women. They provide information and analysis on a wide range of issues that affect women’s health care. www.jiwh.org

• Kaiser Family Foundation. Provides daily health policy news, the Kaiser Daily Reproductive Health Report, the Kaiser Daily HIV/AIDS report, and newly released Kaiser Family Foundation publications. www.kff.org

• The Maternal and Child Health Library. A part of the National Center for Education in Maternal and Child Health, provides bibliographies, links, databases, and publications organized by topic. www.mchlibrary.info

• MedlinePlus. A resource maintained by the United States National Library of Medicine and the National Institutes of Health that contains a listing of women’s health topics. Resources for each topic are organized into categories such as latest news, clinical trials, and research. www.nlm.nih.gov/medlineplus/womenshealth.htm

• The National Asian Women’s Health Organization (NAWHO) works to achieve health equity for Asian Americans. NAWHO is increasing knowledge of breast and cervical cancers, training violence prevention advocates, expanding access to immunizations, changing attitudes about reproductive health care, and breaking the stigma around depression and mental health. www.nawho.org

• The National Center for Policy Research for Women and Families. A nonprofit, nonpartisan organization that provides research-based information to encourage new, more effective programs and policies to improve the lives of women and families. www.center4policy.org

• The National Latina Health Network (NLHN) works to educate communities and close health care gaps. It is a nonprofit organization dedicated to developing and strengthening networks of Latina leaders in public health, and building local and national community health partnerships. www.nlhn.net

• The National Council of Women’s Organizations. A bipartisan network of more than one hundred women’s organizations, which together represent more than six million members. The member organizations include grassroots, research, service, media and legal advocacy groups that work together to advocate change on many issues of importance to women, including health. www.womensorganizations.org
Women’s Health Information Resources continued

• The National Women’s Health Resource Center, Inc. (NWHRC). Dedicated to helping women make informed decisions about their health, NWHRC encourages women to embrace healthy lifestyles that promote wellness and prevent disease. The nonprofit organization is a national clearinghouse for women’s health information, and providing access to health information and resources is a primary goal. The information provided is supported by an advisory council comprised of medical and health experts. www.nwlc.org

• Women In Government. A bipartisan educational association for elected women in state government, Women In Government promotes informed policy making and the leadership role of women by providing issue education and opportunities for idea and information exchange. http://womeningovernment.org/

• The Women’s and Children’s Health Policy Center at the Johns Hopkins University Bloomberg School of Public Health. Addresses current policy issues impacting the health of women, children, and adolescents. The Center has created some seminal works about women’s health. www.jhsph.edu/wchpc/

• Women’s Policy, Inc. Is a nonprofit, nonpartisan organization, Women’s Policy, Inc. provides nonpartisan public policy research, legislative analysis, and information services to policy makers, the press, and the public on issues important to women and families. www.womenspolicy.org

Summary

“Vision without action is simply a dream. Action without vision just passes the time. Vision and action can change your world.”

- Joel Arthur Barker

CityMatCH members know that achieving measurable, sustainable improvements in urban women’s requires vision and action. Clear and usable data describing the current status of urban women is needed. Programs and services that make a measurable and intentional difference in the health of women then may be built upon this strong factual base. Also needed are informed leaders, policy makers, and citizens who generate positive political will, and embrace healthy citizens, including healthy women, as a community value. We wish you well as you engage in the visionmaking and action needed to change your corner of the world.
Consultant Helene Kent has worked in Maternal and Child Health for 20 years in a variety of capacities. She was the Women’s Health Director for the Colorado Department of Public Health and Environment, where she directed the Family Planning and Prenatal Programs. More recently, she was the Director of Assessment and Assurance for the Association of Maternal and Child Health Programs (AMCHP), in Washington, DC. Helene is currently a Public Health Consultant in Denver, Colorado where she works on a variety of projects focused on improving the health of women and children and enhancing public health workforce capacity.

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