

MEMORANDUM OF UNDERSTANDING

Between

MASSACHUSETTS HEALTH OFFICERS ASSOCIATION, INCORPORATED

And

NAME OF MUNICIPALITY

This Memorandum of Understanding (“MOU”) is entered into by and between the Massachusetts Health Officers Association, Incorporated (“MHOA”), a nonprofit corporation and 501(c)(3) public charity with an address of 11 Regan Road, Walpole MA, 02081, and the Health Department of NAME OF MUNICIPALITY (“Health Department”), a public health department located at _____ [ADDRESS] (individually each a “Party,” and collectively “the Parties”). This MOU is a binding agreement between the Parties.

Pursuant to the terms of this MOU, MHOA, through its career development program will provide a student trainee (“Student Trainee”) and funds, set forth below, to be applied by Health Department solely toward hosting the Student Trainee. Health Department will provide training and supervision to said Student Trainee. The specifics of the project (the “Project”) are set forth in the Scope of Work attached hereto as **Exhibit A** and incorporated herein by reference. ***MHOA’s obligations under this MOU are contingent upon MHOA’s receipt of funding through a contract (the “DPH Contract”) being offered by the Massachusetts Department of Public Health (“DPH”) and DPH’s approval of the services outlined in this MOU.***

This MOU sets forth the terms under which Health Department will provide experiential learning opportunities and training to students who are provided by MHOA as Student Trainees.

In furtherance thereof the Parties hereby agree as follows:

1. Duties of Parties

A. Health Department agrees to:

- i. Provide Student Trainee with training in standard local health curriculum based on OLRH three-tiered training model and provide Student Trainee with learning opportunities in local public health departments. Provide the Student Trainee with a comprehensive orientation to Health Department’s policies and practices at the onset of the experience. Supply orientation materials prior to and periodically during the placement.
- ii. Designate a Health Department Student Trainee supervisor and provide such information, including name, title, email address, and telephone number, to MHOA at least one week prior to the start of the Project.
- iii. The Health Department supervisor assigned to the Student Trainee will provide qualified direction and supervision to the Student Trainee concerning their work at or for Health Department. At a minimum, Health Department supervisor will host weekly meetings with the Student Trainee to review tasks and provide direction, supervision, and training.
- iv. Provide to Student Trainee appropriate working space and, if applicable, computer equipment, for the time during which Student Trainee is on-site at Health Department.
- v. Keep MHOA’s Student Trainee supervisor informed via regularly scheduled updates regarding the training received by each Student Trainee and their level of performance at Health Department, and consult with MHOA immediately any time the Student Trainee fails to make satisfactory progress.
- vi. Comply with the Health Inspector Traineeship Program External Communication Policy, attached hereto as Exhibit B and incorporated herein by reference.

B. MHOA agrees to:

- i. Recommend only those Student Trainees from community colleges who are in good academic standing at their colleges and have met the minimum requirements established by MHOA.
- ii. Perform CORI checks on Student Trainees.
- iii. Assign Student Trainees to work with Health Department with Student Trainees’ agreement and consent.

- iv. MHOA Student Trainee supervisors will supervise the Student Trainees and provide relevant training, including regularly scheduled supervisory conferences with Student Trainees.
 - v. Have MHOA Student Trainee supervisors available to Health Department for regular, periodic meetings to provide assistance and consultation regarding the Student Trainee(s) and the Project, and also to be available as the need arises.
 - vi. Communicate with a Health Department supervisor and Student Trainees to assist in the supervision and evaluation of the Student Trainee's experience.
 - vii. Hire Student Trainee as a 1099 Independent Contractor of MHOA and pay Student Trainee a stipend that exceeds the Massachusetts minimum wage.
 - viii. Pay Health Department ten thousand dollars (\$10,000) to apply towards the costs of hosting a Student Trainee.
 - ix. Create a pilot Career Development Program for the Office of Local and Regional Health ("OLRH"), a department of the Massachusetts Department of Public Health ("DPH"), in accordance with Exhibit A.
 - x. Develop an evaluation report to assess feasibility of program design, structure, and models, in accordance with Exhibit A.
 - xi. In collaboration with OLHR, develop a curriculum based on current trainings, in accordance with Exhibit A.
- C. MHOA AND Health Department JOINTLY AGREE:
- i. That no Student Trainee will be discriminated against on the basis of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability, genetic information, marital status, pregnancy or a condition related to said pregnancy, including but not limited to, lactation, or the need to express milk for a nursing child, amnesty or status as a covered veteran in any aspect of this program. Each Party's contractors, subcontractors, their respective employees, and others acting by or through either Party shall comply with all federal and state policies and laws prohibiting discrimination, harassment, and sexual misconduct.
 - ii. That this MOU is not exclusive. Health Department may accept Student Trainees from other programs or institutions and MHOA may place Student Trainees with other sites.
 - iii. That there will be good faith efforts toward ongoing, open communication between MHOA and Health Department to ensure understanding of the expectations and roles of both institutions in providing on-site experience for Student Trainees.
 - iv. That upon written notice to the other Party, either MHOA or Health Department may remove or withdraw a Student Trainee from the Project if, in the opinion of either Party, the Student Trainee is not making satisfactory progress to complete the training or any portion thereof.
 - v. All rules and regulations of MHOA and Health Department will apply to the Student Trainee during the assignment, which may include requiring the Student Trainee to sign a confidentiality or non-disclosure agreement. Student Trainees will be required to comply with the Health Inspector Traineeship Program External Communication Policy, attached as Exhibit B.

2. Term and Termination

The Parties anticipate the Project will commence on _____, 202__. The term of this MOU shall commence on date of the last signature, below, and continue until _____, 202__ **subject to continued funding under the DPH Contract.**

Either Party may terminate this MOU for any reason upon thirty (30) days' prior written notice to the other Party. Either Party may terminate this MOU for cause upon written notice to the other Party at any time if the other Party: (i) is in material breach of any of the representations, warranties, covenants, or agreements set forth in this MOU; and (ii) fails to remedy such breach within seven (7) days after the receipt of written notice thereof. During such cure period, each of the Parties shall continue to perform their obligations under this MOU. In the case of termination, funds due to Health Department will be prorated.

3. Funding

The Parties anticipate that this Project will be funded under the DPH Contract. **Health Department acknowledges that MHOA's receipt of Project funds is not within MHOA's control and that upon the exhaustion or cessation of funds under the DPH Contract, or termination of the DPH Contract, future funds may not be available for this Project. In the event that Project funds are exhausted/ceased and/or the DPH Contract is terminated during the term of this MOU, this MOU will be immediately terminated unless MHOA is provided with additional funds to support the Project, such financial determination to be made in MHOA's sole discretion.**

4. Records and Reports

Health Department shall retain all records relating to the Project performed under this MOU for the time period required by law and as directed by MHOA during which period such records will be made available promptly to MHOA for inspection and copying upon written notice to Health Department.

Health Department will provide MHOA with periodic reports about Project activities and such other information as MHOA may reasonably request and/or as required under the terms of any agreements between MHOA and DPH.

5. Intellectual Property

It is recognized and understood by the Parties that certain existing inventions and intellectual property, including such inventions and intellectual property that are outside the scope of this MOU, are the separate property of each Party; that no existing intellectual property right of either Party shall be affected by this MOU except as set forth herein; and that each Party retains sole ownership of all rights and title to its pre-existing, separately developed, or independently developed intellectual property except as set forth herein. As used herein, "Intellectual Property" shall include, but not be limited to, any design, tool, technology, patentable discovery, patentable invention, and copyrightable material.

Under the DPH Contract, DPH's written consent is required prior to any publication, dissemination, reproduction, or display of any information, materials, documents, data, report, etc., pertaining to the Project. If Health Department would like to publish findings from the Project, it will consult with MHOA for prior input, understanding that MHOA will confer with DPH, that DPH may want to review the content and provide input, that DPH would remove reference to its name if it deemed that to be in its best interest, and that MHOA would remove reference to its name if it deemed that to be in its best interest.

As between the Parties, MHOA and Health Department:

- i. MHOA shall have sole and exclusive ownership of all right, title, and interest in and to its materials, methods, and know-how that it originated and uses in its activities.
- ii. Each Party grants the other Party a royalty-free, non-transferable, non-exclusive, non-sublicensable right to reproduce, translate and use the licensor Party's solely-owned intellectual property constituting copyrightable material, other than computer software and its related documentation, for purposes of carrying out this MOU and for any other noncommercial purposes, subject to the restrictions set forth herein and in the DPH Contract. Both Parties shall have the right to use any and all data collected, acquired, or provided by either Party in the course of the Project for purposes of carrying out this MOU and for any other noncommercial purposes, subject to the restrictions set forth herein and in the DPH Contract.
- iii. Health Department will promptly disclose to MHOA all inventions, discoveries, improvements, designs, processes, formulations, products, computer programs, works of authorship, databases, mask works, trade secrets, and know-how (whether or not patentable or subject to copyright or trade secret protection) first conceived or reduced to practice during the performance of the Project (each an "Invention"). Title to Inventions shall be determined in accordance with applicable U.S. patent and copyright laws and shall be subject to restrictions herein and in the DPH Contract.
- iv. Inventions that are solely conceived or reduced to practice by employees of Health Department will be solely owned by Health Department subject to the restrictions set forth herein and in the DPH Contract. Inventions that are jointly conceived or reduced to practice by employees of Health Department and of MHOA will be jointly owned ("Joint Inventions"), subject to restrictions in the DPH Contract.

MHOA may collect, analyze, and, subject to the other provisions of this MOU and the DPH Contract, disseminate data about the Project to evaluate its effectiveness, report on outcomes, and/or to comply with external funding obligations. Health Department will cooperate in these efforts by providing MHOA with the reports set forth in this MOU and such other information as MHOA may reasonably request. Health Department acknowledges and consents that MHOA may share work on the Project and Project data with DPH as required under any agreement(s).

Health Department may not disclose the data, materials, or work product related to the Project to third parties unless Health Department (a) obtains prior written consent from MHOA, and (b) if requested by MHOA, removes any trademark, service mark, or other identifier of MHOA from the data or work product.

Neither Party shall use the name or logo of the other, nor originate any publicity, news release or coverage, or other public announcement, whether written, digital, or oral, relating to the other Party hereto or any of its affiliates, or this MOU, any amendment hereto, or any cost, fees or prices set forth herein or contemplated hereby, without the prior written approval of the other Party.

Health Department asserts that any written content, designs, proofs, files, and the like created by Health Department for the Project will neither infringe nor violate the intellectual property rights of any third party.

6. Confidentiality

In working together on the Project, MHOA and Health Department may share non-public, confidential, and proprietary information and trade secrets ("Confidential Information") with one another and with DPH, including information about financial, funding, and other matters. MHOA and Health Department will each use the other Party's Confidential Information only in connection with activities under this MOU and will keep this information confidential. Confidential Information does not include information that is subject to customary exceptions under a non-disclosure agreement, such as information generally available to the public, information already known by the receiving party before entering into this MOU, or information independently developed by either Party. All Confidential Information furnished under this MOU is and will remain the property of the furnishing Party.

The Parties acknowledge that Health Department is obligated to follow Massachusetts Public Records Laws.

Confidential Information includes information about financial, funding, operations, personnel, and other matters, as well as information, techniques, know-how, or data provided by one Party to the other, either orally, in writing, or in data format, and all documents or materials conceived or produced by a Party as work product. The Parties hereby agree that Confidential Information includes material which has been conspicuously marked or labeled as "confidential" at the time of delivery or which should reasonably be deemed "confidential."

To the extent permitted by law, each Party to this MOU shall restrict access to such Confidential Information only to its employees, agents, consultants, or affiliates who need to know such information in furtherance of the Project and who are bound in writing by restrictions regarding disclosure of such information. Each Party agrees to safeguard the Confidential Information of the other and affirms that it will not use any Confidential Information of the other Party for any purpose except to perform its obligations under this MOU.

Each Party agrees to treat all Confidential Information of the other Party with the same degree of care as it accords its own Confidential Information of a similar nature. Each Party commits to taking reasonable security measures to ensure the protection of Confidential Information, and each shall notify the other promptly should it become aware of any loss or unauthorized disclosure of Confidential Information.

All Confidential Information furnished under this MOU is and will remain the property of the furnishing Party. Upon the written request of the disclosing Party, recipient shall return or destroy (as instructed by the disclosing Party) all Confidential Information of the disclosing Party, excluding archive backups, in its possession or control and cease all further use thereof.

7. Entire Agreement, Execution

This MOU, including its attachments and exhibits, constitutes the entire agreement between MHOA and Health Department and is intended to be a binding agreement; it supersedes all prior agreements related to the Project.

This MOU may be executed in multiple counterparts, each of which shall be deemed an original and all of which shall be taken together and deemed to be one instrument. A PDF or any other type of copy of an executed version of this MOU signed by a Party is binding upon the signing Party to the same extent as the original of the signed MOU. The Parties agree that this MOU may be electronically signed and that the electronic signatures appearing on such documents are the same as handwritten signatures for the purposes of validity, enforceability, and admissibility.

8. Amendments

Any and all amendments to these terms shall only be effective upon the written agreement of MHOA and the Health Department.

9. Negligent Acts, Insurance

Each party shall be responsible for its negligent acts or omissions and the negligent acts or omissions of its employees, officers, or directors, to the extent allowed by law.

The Parties agree that at all times during the term of this MOU they shall each carry customary insurance or self-insurance, each at their own expense, and shall provide evidence of such insurance upon request.

10. Compliance

In performing its obligations under this MOU, each Party shall comply with all applicable laws, rules, and regulations of governmental authorities and accrediting agencies, including, to the extent applicable: (i) laws requiring a criminal record check and/or sexual offender record information check of employees, volunteers, and/or contractors; and (ii) federal privacy and data security laws, and corresponding state laws, including for the protection of Personally Identifiable Information, Personal Information, Personal Data, and the like as those terms are defined by law.

11. Force Majeure

Except as otherwise set forth in this MOU, MHOA and Health Department shall not be liable to each other for any delays or disruptions in the performance of their respective obligations and responsibilities under this MOU which arise from causes beyond their control and without their fault or negligence, including but not limited to, any of the following events or occurrences: fire, flood, earthquake, epidemic, pandemic, government action including restriction of funding, atmospheric condition of unusual severity, war, foreign hostilities, and strikes.

12. No Waiver

The failure of either Party to enforce any provision of this MOU shall not be construed as a waiver or limitation of that Party's right to subsequently enforce and compel strict compliance with every provision of this MOU.

13. Governing Law

This MOU and all matters arising out of and relating to this MOU shall be construed and enforced in accordance with the laws of the Commonwealth of Massachusetts, USA, without regard to conflict of law rules. Notwithstanding the foregoing: Except for matters for which injunctive relief is sought pending arbitration, any controversy, claim, or dispute arising out of or otherwise relating to this MOU or any breach thereof shall be settled exclusively by arbitration in Boston, Massachusetts or at another mutually agreed upon location in Massachusetts. The rules of the American Arbitration Association shall govern. The parties agree that the existence, conduct, and content of any arbitration hereunder shall be confidential information of each party.

14. Survival of Terms

The provisions of this MOU which by their explicit terms or their manifest intent are to survive, including without limitation those which relate to confidentiality, use of a Party's name, and insurance, shall survive expiration or termination of this MOU.

15. Severability

If any provision of this MOU is found to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable, and the non-conforming provision shall be limited to the extent that it would become valid and enforceable.

16. No Third-Party Rights

The terms and provisions of this MOU are intended solely for the benefit of each Party hereto. It is not the intention of the Parties to confer third-party beneficiary rights upon any other person(s).

17. Notice

Any notice under this MOU will be properly addressed to the other Party as set forth below and will be (a) dispatched by email to the address(es) below, provided receipt is confirmed (preferred method), (b) hand delivered, (c) mailed, postage prepaid, first class, certified mail, return receipt requested, or (d) sent, shipping prepaid, receipt requested via a reputable courier service or overnight delivery service.

Notices to Health Department: _____

Email address: _____.

Notices to MHOA: Teresa Kett, executive director

Email address: tkett@mhoa.com

[SIGNATURE PAGE FOLLOWS]

This MOU is hereby signed by a duly authorized officer of MHOA and a binding authority of the Health Department and effective as of the date last written below.

Health Department

Name:

Title:

Date:

MHOA

Name: Teresa Kett

Title: Executive Director

Date:

Scope of Work
[Customize as needed]

Health Department Contact Person:

MHOA Contact Person:

Project Objectives and Key Performance Measures:

Project Meetings:

Description of Role/Responsibilities of Health Department:

- 1) Provide Student Trainee with substantive, public-health related assignments, based on OLRH three-tiered training mode and provide Student Trainee with learning opportunities in local public health departments.
- 2) Designate a Health Department Student Trainee supervisor.
- 3) Supervise the Student Trainees and provide relevant training.
- 4) Provide to Student Trainee appropriate working space and, if applicable, computer equipment, for the time during which Student Trainee is on-site at Health Department.
- 5) Engage with [NAMES] at MHOA to define tasks needed and how to accomplish goals.

Description of Role/Responsibilities of MHOA:

- 1) Provide Student Trainee to Health Department.
- 2) Pay Student Trainee as 1099 Independent Contractor.
- 3) Supervise the Student Trainees and provide relevant training.
- 4) Provide staff support, as needed.
- 5) Engage with [NAMES] at Health Department to define tasks needed and how to accomplish goals.
- 6) Pay \$10,000 to Health Department. Such payment will be prorated in the event of termination.

EXHIBIT B

Pathway to Local Public Health (PLPH) External Communication Policy

The purpose of this policy is to establish practices, protocols and procedures for MHOA's Pathway to Local Public Health (PLPH) staff communication with media outlets and external stakeholders.

This program is funded by a Building Capacity contract from the Massachusetts Department of Public Health ("DPH") and is operated via its Office of Local and Regional Health ("OLRH"). **Importantly: grant and**

contractual terms and restrictions govern the ownership of intellectual property, including blogs, reports, and other publications, and thus must be approved in advance by MHOA pursuant to the terms of this policy.

MHOA is committed to the dissemination of timely, accurate and quality information. We are also responsible for the integrity of the information we share with the media, local boards of health, and the public at large. Everyone involved with the Pathway to Local Public Health (PLPH) must understand and comply with the following guiding principles.

I. DEFINITIONS

- A. **Media:** covers all external media, including print media (newspapers, news magazines), broadcast news (radio and television), and the Student Trainee (online newspapers, news blogs, etc.)
- B. **Social media:** includes blogs, wikis, microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in a contemporaneous manner.
- C. **External Stakeholders:** Any of our external collaborators, including but not limited to DPH, OLRH, Local Boards of Health in Massachusetts, public health professionals, public health students and recent grads, and our academic collaborators.
- D. **External Communication:** All communications intended for an External Stakeholder, or that have a reasonable chance of ending up with an External Stakeholder. The mission of external communication is to support the organization in reaching its overall objectives by developing and maintaining good relations with important stakeholders and by increasing knowledge and awareness of the organization and its operations.
- E. **Student Trainees:** Students participating in the PLPH.
- F. **MHOA PLPH Program Director:** Cindy Cadoret (ccadoret@mhoa.com)

II. RESPONSIBILITIES

The PLPH Program Director is ultimately responsible for the PLPH's brand and communications, has responsibility for contact with the media, and is the spokesperson for all issues concerning the program as a whole. The PLPH Program Manager may delegate the role of spokesperson as well as strategic and operational implementation of communication activities to other employees.

Student Trainees are responsible, in their respective areas, for adapting and following the principles of the External Communication Policy, as well as for ensuring that the information used in the communication within their respective area is correct, relevant, and clear.

III. PROCEDURES

A. News Media

MHOA occasionally works with the news media to promote its services and impact. MHOA may also respond to unsolicited requests from reporters on various topics. MHOA strives to respond to all traditional news media requests in a timely and professional manner. It is critical that MHOA delivers clear, consistent, and accurate messages to the media.

It is the practice of MHOA that initial contact with the media is made through the MHOA Program Manager. **No employee or Student Trainee should approach any media representative without prior approval.** The MHOA Program Director manages media relations for the Pathway to Local Public Health (PLPH), and serves as our organization's liaison to the news media. If the MHOA Program Director is off-site or on vacation, staff are instructed to direct any media queries they receive to MHOA Executive Director, Teresa Wood Kett.

If you are approached by any media representative (e.g., reporter, blogger, or editor) to ask about the PLPH Traineeship Program, immediately email the MHOA Program Director that you received a media call and share whatever information you have (for example, the reporter's name, contact info, name of publications, deadline, etc.). If you receive a media query via social media, you must adhere to the PLPH media policy and immediately notify the MHOA Program Director. As with all media requests, inquiries via social media will be treated on a case-by-case basis.

You may receive a media request as a result of your contact information appearing in PLPH materials, such as the website. **ONLY** employees, with prior written approval of the PLPH Program Director, may communicate with the media on behalf of PLPH and MHOA.

We encourage you to share your experiences with the Pathway to Local Public Health (PLPH) through different communications channels so others can learn about our work and impact! **Posting or publishing information about the work of the MHOA, or personal perspectives on the Pathway to Local Public Health (PLPH) for External Stakeholders, requires the permission and approval of the MHOA Program Director.**

Some examples include:

- A blog post about your experience with the Pathway to Local Public Health (PLPH)
- An article in your school newsletter or publication
- An op-ed for the local or regional news
- A conference poster or presentation
- A research or journal article
- A webinar or training
- Any Local Board of Health communications (such as newsletters, official departmental social media channels, presentations, etc.)

All such postings require prior written approval from the MHOA Program Director.

If you have an idea for how to promote the work of the Pathway to Local Public Health or your project in particular, please contact Cindy Cadoret at ccadoret@mhoa.com to discuss.

B. Publication Guidelines

These guidelines are to help anyone working in the Pathway to Local Public Health to understand the conception and review process for developing articles or other public dissemination documents. These external communications often touch on work by numerous collaborators and institutions with special considerations and communications policies. **Because of the communications policies of funding entities such as DPH as well as each entity or institution involved in the Pathway to Local Public Health, MHOA requires that all proposed articles and similar outward facing materials flow through a proposal and review process.** This process is not intended to hinder professional development or dissemination, but rather to ensure that public material is sensitive to the needs of the many collaborators involved.

IMPORTANT: For all publications and works of authorship, contact the MHOA Program Director to obtain advance written consent, being mindful that the MHOA Program Director works closely with MHOA's External Stakeholders and that *grant and contractual terms and restrictions govern the ownership of intellectual property, including research publications.*

Examples of products that must go through the publication approval process:

- An academic journal article
- A conference abstract or poster
- A blog post about your experience with the PLPH

- An op-ed for the local or regional news
- An article in your school newsletter or publication
- A webinar or training

If you are not sure whether something requires pre-approval, please email the PLPH Program Director.

i. Steps for Publication

1. **Proposal:** Submit a 1-paragraph proposal of intent by email to the MHOA Program Director, including the following:
 - a. Audience
 - b. Proposed journal or other venue/channel
 - c. Timeline
 - d. Topic and content summary
 - e. Collaborators, institutions, or other stakeholders involved in the work presented
2. **Proposal Approval:** The MHOA Program Director will either approve your proposal or ask for clarification. They will also provide a document with boilerplate language about the Pathway to Local Public Health that has been pre-approved by applicable External Stakeholders. The MHOA Program Director's approval is a mandatory precondition to publication as **existing grant and contractual terms and restrictions must be followed as part of this program; those terms include allocation of intellectual property rights. The MA Dept. of Public Health's contract for the PLPH states that DPH's written consent is required prior to any publication, dissemination, reproduction, or display of any information, materials, documents, data, report, etc.**
3. **Review:** The MHOA Program Director will triage proposals and identify reviewers for your publication.
 - a. *Example:* A peer-reviewed article in an academic journal will require more reviewers than a short news item in an alumni magazine. A proposed op-ed to a national newspaper will require significant review from communications departments at related collaborator institutions.
 - b. Reviewers may offer boilerplate, vetted language for articles to ensure consistency and accuracy.
 - c. Reviewers may request acknowledgement of additional collaborators.
4. **Revision:** Writers are responsible for responding to and incorporating any requested revisions.
 - a. Writers and reviewers should agree to a reasonable timeline and be responsive in addressing edits.
 - b. Writers may request a Zoom meeting to discuss any questions, as edits can be difficult to reconcile effectively via email. Revisions can be challenging at times and should be viewed by writers as a professional development opportunity to produce the highest quality final product that represents MHOA and the Pathway to Local Public Health .
5. **Publication Approval:** **In consultation with DPH, the MHOA Program Director will be responsible for final approval, incorporating any recommendations or requests from reviewers for a final revision and/or signoff.** The ownership rights of External Stakeholders, including DPH, will be considered by the MHOA Program Director and discussed with content creators(s) to ensure that contributing Pathway to Local Public Health collaborators are recognized.
6. **Notification of publication:** Once an article is accepted for publication, writers should notify the MHOA Program Director in advance and provide any details to allow the Pathway to Local Public Health and

collaborators to assist in promoting the publication. This includes abstracts, publications, articles, and web-based materials.

C. Contacting the MHOA Program Director

The PLPH Program Director can be reached by email or phone:

MHOA PLPH Program Director

Cindy Cadoret

Email: ccadoret@mhoa.com

Office: 781-406-4021

If the PLPH Program Director is not available, the Executive Director of MHOA is available to answer questions.