

**JOURNEYING TO ENVIRONMENTAL HEALTH**  
**1969 SANITARIANS SHORT COURSE**  
**MONTANA STATE UNIVERSITY, BOZEMAN, MONTANA, OCTOBER 28 1969**

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**NEW MEXICO ENVIRONMENTAL SERVICES DIVISION**

IF YOU BELIEVE THAT WE DO NOT HAVE AN ENVIRONMENTAL  
CRISIS,

IF YOU BELIEVE THAT ENVIRONMENTAL PROBLEMS ARE NOT A  
MAJOR SOCIAL ISSUE OF TODAY,

IF YOU BELIEVE THAT CURRENT ORGANIZATIONAL AND DELIVERY  
PATTERNS OF ENVIRONMENTAL SERVICES ARE ADEQUATE,

IF YOU ARE SO DEDICATED TO PRESERVING TRADITION AND THE STATUS  
QUO AS TO RESIST CHANGES OF DIRECTION,

IF YOU BELIEVE THAT "HEALTH" IS THE SOLE OBJECTIVE OF  
ENVIRONMENTAL PROGRAMS,

IF YOU BELIEVE THAT ENVIRONMENTAL MANAGEMENT AND CONSUMER  
PROTECTION ARE REALLY ONLY PREVENTIVE MEDICINE,

IF YOU BELIEVE THAT ENVIRONMENTAL HEALTH PROGRAMS HAVE THE  
NECESSARY SCOPE, EMPHASIS, SUPPORT AND VISIBILITY,

IF YOU BELIEVE THAT ENVIRONMENTAL PROGRAMS HAVE BEEN  
SUFFICIENTLY EFFECTIVE,

IF YOU BELIEVE THAT ENVIRONMENTAL PROGRAMS SHOULD BE BASED  
SOLELY ON MORBIDITY AND MORTALITY DATA,

IF YOU BELIEVE THAT ENVIRONMENTAL PROGRAMS CAN BE EFFECTIVE  
IN THE ABSENCE OF REGULATORY ACTIVITY,

IF YOU BELIEVE WE HAVE AN EFFECTIVE PUBLIC HEALTH CONSTITUENCY,  
IF YOU BELIEVE THAT CONSUMER PROTECTION PROGRAMS CAN  
PROPERLY BE ADMINISTERED BY AGENCIES HAVING A PRIME ALLEGIANCE TO A

SPECIFIC INDUSTRIAL INTEREST RATHER THAN A PRIME MISSION OF PUBLIC SERVICE, CONSUMER PROTECTION AND ENVIRONMENTAL MANAGEMENT,

IF YOU DISDAIN THE ART OF POLITICS AS UNNECESSARY,

IF YOU BELIEVE THAT ENVIRONMENTAL HEALTH PROGRAMS CAN BE SUCCESSFUL AND EFFECTIVE WITHOUT CONCURRENT CONSIDERATION TO PROBLEMS OF ECONOMIC DEVELOPMENT, CONSERVATION, RECREATION, TRANSPORTATION, INTER-GOVERNMENTAL RELATIONS, PLANNING, LAND-USE, ZONING, AND CULTURAL ISSUES,

IF YOU BELIEVE THAT HEALTH OFFICIALS HAVE NOT BEEN LARGELY RESPONSIBLE FOR ENVIRONMENTAL PROGRAM FRAGMENTATION,

IF YOU BELIEVE THAT POLLUTION CONTROL REGULATIONS MUST BE BASED SOLELY ON THE LATEST TECHNOLOGY AND "STATE-OF-THE-ART" RATHER THAN ON THE PROTECTION OF MAN IN HIS ENVIRONMENT,

THEN I SUGGEST THE REMAINING PORTION OF THIS JOURNEY MAY NOT BE OF INTEREST TO YOU.

IF YOU HAVE MENTALLY TAKEN UMBRAGE WITH THE PREVIOUSLY SUGGESTED BELIEFS, YOU MAY BE INTERESTED IN THE REMAINING GUIDELINES ON "JOURNEYING TO ENVIRONMENTAL HEALTH."

WE SHOULD NOT UNDERTAKE THIS "JOURNEY" AND DISCUSS DIRECTIONS WITHOUT KNOWING OUR FINAL DESIRED DESTINATION OR GOAL.

THE DESTINATION SHOULD BE AN ENVIRONMENT THAT WILL CONFER OPTIMAL HEALTH, SAFETY, WELL-BEING AND COMFORT ON THIS AND FUTURE GENERATIONS.

WE SHOULD NEXT LIST THOSE ENVIRONMENTAL STRESSES FACTORS AND AREAS OF CONTACT THAT MUST BE PROPERLY MANAGED IN ORDER TO REACH OUR DESTINATION. THE JOURNEY MAY BE DERAILED, OBSTRUCTED, OR THE VEHICLE MAY RUN OUT OF FUEL UNLESS WE MANAGE SUCH ENVIRONMENTAL STRESSES AS:

CHEMICALS  
RADIATION  
WASTE PRODUCTS  
POLLUTANTS  
INSECTS  
RODENTS  
PESTICIDES  
SAFETY HAZARDS  
SPACE NEEDS  
THERMAL POLLUTION  
NOISE  
ALLERGENS  
ADULTERANTS

IN CONNECTION WITH OUR AIR, FOOD, WATER, LAND AND SHELTER WHETHER IN HOMES, BUSINESSES, INDUSTRIES, VEHICLES, INSTITUTIONS AND RECREATIONAL FACILITIES INSOFAR AS THEY POTENTIALLY AFFECT HUMAN HEALTH, SAFETY, COMFORT, OR WELL-BEING.

THE FOREGOING REPRESENTS THE CONCEPT OF ENVIRONMENTAL ECOLOGY :

WHEREIN ALL ENVIRONMENTAL COMPONENTS ARE INEXTRICABLY INTERDIGITATED,

WHEREIN ONE COMPONENT CANNOT BE EFFECTIVELY MANAGED BY ITSELF,

WHEREIN AN EFFECT ON ONE PART OF THE SYSTEM AFFECTS THE ENTIRE SYSTEM,

WHEREIN MANAGEMENT OF EACH COMPONENT OF THE SYSTEM MUST BE EFFECTIVELY RELATED TO MANAGEMENT OF OTHER PORTIONS,

WHEREIN A COMPONENT THAT AFFECTS HUMAN HEALTH ALSO AFFECTS COMFORT, SAFETY AND WELL-BEING,

WHEREIN IT CAN READILY BE SEEN THAT ENVIRONMENTAL PROGRAMS MUST HAVE MULTIPLE GOALS OF HEALTH, SAFETY, COMFORT AND WELL-BEING.

WHEREIN SINGLE OBJECTIVE PROGRAMS CAN NEVER BE TRULY RESPONSIVE TO HUMAN NEEDS,

WHEREIN IT IS OBVIOUS THAT ENVIRONMENTAL PROGRAMS CANNOT BE BASED SOLELY ON MORBIDITY AND MORTALITY DATA IF THEY ARE TO FULFILL HUMAN NEEDS,

WHEREIN IT CAN BE SEEN THAT ENVIRONMENTALISTS MUST DELIBERATELY ADVANCE PROGRAMS FROM THE TRADITIONAL MICROBIOLOGICAL CONTEXT TO THAT OF GIVING DUE EMPHASIS TO ALL ENVIRONMENTAL STRESSES, AND

WHEREIN IT IS RIDICULOUS AND INEFFECTIVE TO WITNESS PROGRAMS OF ENVIRONMENTAL HEALTH AND CONSUMER PROTECTION BEING ADMINISTERED ON A PIECE-MEAL FRAGMENTED BASIS BY ANY NUMBER OF COMPETING AGENCIES SERVING DIFFERENT MASTERS AND STRIVING FOR SINGLE-PURPOSE OBJECTIVES.

THE STRUCTURE OF THE JOURNEY OR ORGANIZATION VEHICLE IS IMPORTANT IF WE HOPE TO ATTAIN OUR GOAL. MANY SUCH ORGANIZATIONS PRESENTLY SUFFER IN SEVERAL RESPECTS THEREBY MAKING THEM INCAPABLE OF SIGNIFICANT TRAVEL.

THEY SUFFER IN BOTH SCOPE AND PLACEMENT WITHIN THE TOTAL GOVERNMENTAL STRUCTURE;

THEY SUFFER IN THAT MANY SUCH ORGANIZATIONS ARE REALLY ONLY NARROW SANITATION PROGRAMS IN TERMS OF PROGRAM CONTENT, PERSONNEL COMPETENCY. ATTITUDES AND CONCEPTS AND ARE, THEREFORE, OFTEN RELEGATED TO A MEANINGLESS AND INEFFECTIVE ORGANIZATIONAL NICHE THUS SUBSTANTIALLY PRECLUDING THE POSSIBILITY OF BEING RESPONSIVE TO PUBLIC NEEDS AND DEMANDS TO ENSURE A MEANINGFUL PROGRAM OF ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION;

THEY SUFFER IN THAT SUCH INFERIOR ORGANIZATIONAL POSTURE PLACES THE ENVIRONMENTAL PROGRAM IN THE POSITION OF BEING A STEP-CHILD TO A PERSONAL HEALTH PROGRAM RATHER THAN BEING GEARED TO THE MANAGEMENT OF ENVIRONMENTAL COMPONENTS;

THEY SUFFER IN THAT SUCH CLOSE RELATIONSHIP TO PERSONAL HEALTH PROGRAMS HAS HAD THE EFFECT OF PRECLUDING MULTIPLE PROGRAM OBJECTIVES, THEREBY LIMITING THE PROGRAM TO A NARROW HEALTH OBJECTIVE;

THEY SUFFER IN THAT FOR PURPOSES OF EFFECTIVENESS, ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION PROGRAM DIRECTORS SHOULD BE AT AN ORGANIZATIONAL PAR WITH THEIR PEERS IN OTHER ENVIRONMENTAL PROGRAMS SUCH AS PUBLIC WORKS, PLANNING AND ZONING;

THEY SUFFER IN THAT THERE ARE BASICALLY TWO COMPONENTS OF

PUBLIC HEALTH AGENCY PROGRAMS: PERSONAL AND ENVIRONMENTAL HEALTH. HOWEVER, THIS TRUISM HAS SELDOM BEEN REFLECTED IN ORGANIZATIONAL PATTERNS.

SUMMARIZING ORGANIZATIONAL NEEDS, ALL ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION PROGRAMS HAVING A SIGNIFICANT HEALTH COMPONENT SHOULD BE PLACED IN AT THE HIGHEST POSSIBLE ORGANIZATIONAL LEVEL SO AS TO ASSURE RESPONSIVENESS, VISIBILITY, INTER-AGENCY COMMUNICATION, PROGRAM COORDINATION, ECOLOGICAL BALANCE, EFFECTIVENESS, EFFICIENCY AND RATIONAL PROGRAM PRIORITIES.

NEXT, WE SHOULD ADDRESS THE JOURNEY PILOT WHO MUST LEAD IN THE STRUGGLE FOR A QUALITY ENVIRONMENT. PUBLIC HEALTH PERSONNEL MAY THINK THEY ARE THE LEADERS AND SPOKESPERSONS FOR ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION, BUT THEY HAVE CONVINCED FEW OTHERS. IT IS PROBABLE THAT MORE ENVIRONMENTAL HEALTH PROGRAMS ARE LODGED OUTSIDE THAN WITHIN HEALTH AGENCIES. PERHAPS WE SHOULD UNDERSTAND WHY THIS HAS OCCURRED BEFORE ATTEMPTING TO ASSIGN RESPONSIBILITY FOR FUTURE LEADERSHIP.

HEALTH OFFICIALS HAVE BEEN PRIMARILY RESPONSIBLE FOR THIS PROGRAM FRAGMENTATION ----

RESPONSIBLE BY WORKING TOWARD HEALTH OBJECTIVES ONLY,  
RESPONSIBLE BY NOT BEING AGGRESSIVE IN IDENTIFYING  
EMERGING ENVIRONMENTAL NEEDS,

RESPONSIBLE BY ATTEMPTING TO RELEGATE ENVIRONMENTAL  
PROGRAMS TO A ROLE SUBSERVIENT TO THE PROGRAM INTERESTS OF  
PERSONAL HEALTH,

RESPONSIBLE BY FAILURE TO ASSIGN THE HIGHEST LEVEL ORGANIZATIONAL STATUS TO PROGRAMS OF ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION,

RESPONSIBLE BY BELIEVING AND ACTING ON THE TIMID PREMISE THAT ENVIRONMENTAL OBJECTIVES CAN BE ACHIEVED WITHOUT APPROPRIATE UTILIZATION OF REGULATORY METHODOLOGY,

RESPONSIBLE BY ATTEMPTING TO BE PROFESSIONALLY "MYSTIC" IN SITUATIONS WHEREIN CITIZENS NOW HAVE COMPETENCIES,

RESPONSIBLE BY BEING UNWILLING TO ENGAGE IN CONTROVERSIAL SITUATIONS, AND

RESPONSIBLE BY NOT GIVING NECESSARY CONSIDERATION TO THE INTERESTS OF CONSERVATION, RECREATION, NATURAL BEAUTY. AND ESTHETICS.

IF PROGRAMS OF ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION ARE TO BE ASSIGNED TO HEALTH AGENCIES IN THE FUTURE, THE FOREGOING PROBLEMS MUST BE REMEDIED. OTHERWISE. WE WILL CONTINUE TO WITNESS FRAGMENTATION OF ENVIRONMENTAL PROGRAMS FROM THE HEALTH UMBRELLA. IF THIS TREND CONTINUES, ENVIRONMENTALISTS WILL INSIST ON ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION PROGRAMS BEING ASSIGNED TO AGENCIES HAVING PRIME MISSIONS OF CONSUMER PROTECTION AND PUBLIC SERVICE. ASSIGNING ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION PROGRAMS TO MULTIPLE AGENCIES CREATES CONFUSION; INEFFECTIVENESS; LACK OF VALID PRIORITIES; DUPLICATION OF PERSONNEL, EQUIPMENT, FACILITIES AND TRAVEL; AND INCREASED COST TO THE TAXPAYING PUBLIC.

WE WILL ALSO NEED TO CONSIDER THE MATTER OF PUBLIC SUPPORT IF THE JOURNEY IS TO BE SUCCESSFUL. WE DO NOT HAVE AN EFFECTIVE PUBLIC HEALTH CONSTITUENCY. IF THE PUBLIC WAS REALLY INTERESTED IN HEALTH, EVERYONE WOULD STOP SMOKING. MOST PEOPLE PROBABLY VIEW HEALTH AS A FACTOR IN THEIR ECONOMIC AND SOCIAL WELL-BEING RATHER THAN AS

AN END UNTO ITSELF. THE CLOSEST THING WE HAVE TO A POTENTIAL CONSTITUENCY OR ALLIANCE LIES WITH THE VARIOUS CONSERVATION GROUPS. THESE GROUPS MUST BE CULTIVATED AND EMBRACED IF WE HOPE TO DEVELOP SUPPORT FOR PROGRAMS OF ENVIRONMENTAL MANAGEMENT AND CONSUMER PROTECTION.

ENVIRONMENTAL PRIORITIES MUST BE DEVELOPED TO ASSURE A RATIONAL JOURNEY TO OUR ULTIMATE GOAL. THIS MAY NECESSITATE CHANGES IN PROGRAM EMPHASES. THERE IS LITTLE DOUBT BUT THAT SOME CURRENT ENVIRONMENTAL HEALTH EFFORT IS DIRECTED TO ROUTINE, TRADITIONAL AND COMFORTABLE TASKS RATHER THAN TO THE CURRENT, THE CONTROVERSIAL AND THE DIFFICULT PRIORITIES. ESTABLISHING PRIORITIES WILL ENTAIL CONTINUING EVALUATION OF CURRENT PROGRAMS AND PROGRAM METHODS AND EFFECTIVENESS.

PROGRAM METHODS ALSO REQUIRE SCRUTINY. MANY ENVIRONMENTALISTS OVER-EMPHASIZE THE TOOL OF INSPECTION, RATHER THAN DEVELOPING MORE EFFECTIVE PROGRAM TOOLS SUCH AS PUBLIC INFORMATION, TRAINING SEMINARS, DEMONSTRATIONS, REGULATORY METHODS, AND ECONOMIC AND SOCIAL INCENTIVES.

ATTITUDES AND POLICIES ARE A MATTER OF CONCERN. OUR FUTURE LEADERS MUST CHART COURSES BASED ON PUBLIC SERVICE AND CONSUMER PROTECTION STANDARDS TO PROTECTING MAN IN HIS ENVIRONMENT, RATHER THAN ALWAYS BEING CONTENT WITH THE LATEST "STATE-OF-THE-ART" TECHNOLOGY.

FEW CURRENT ISSUES ARE AS IMPORTANT AS THAT OF ASSURING A QUALITY ENVIRONMENT IN WHICH TO THRIVE. WE MUST CHARACTERIZE THE 70'S AS THE ERA OF EFFECTIVELY MANAGING OUR ENVIRONMENT SO



A5 TO ATTAIN THE GOAL OF CONFERRING OPTIMAL HEALTH, SAFETY,  
COMFORT AND WELL-BEING ON MANKIND.

THE ENVIRONMENT AND THE PUBLIC MUST AND WILL BE SERVED. THE  
QUESTIONS RELATE TO WHEN, HOW, AND BY WHOM.

ARE YOU PREPARED TO BE ENVIRONMENTAL HEALTH LEADERS AND  
PILOTS?