



| RESOURCE OUTLINE FOR ENHANCING QUITLINE ADMINISTRATOR COMPETENCIES |

This outline compiles key resources aligned with the nine competencies for Quitline Administrators identified by the quitline community. The resources include a mix of foundational publications such as Surgeon General's reports and clinical practice guidelines, major publications that set standards or provide guidance on evidence-based approaches, as well as NAQC materials that apply evidence to practice. Together, these resources support the development of and strengthen practical, competency-based administrator knowledge and skills.

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Cessation Knowledge

Definition: Use clinical practice guidelines for treatment of commercial tobacco use from systematic reviews, such as CDC's Best Practices for cessation, key findings from the US Surgeon General's Report on Smoking Cessation, or Cochrane Library, to design, promote and evaluate quitline services.

Cessation Knowledge - Documents/Links	Description
Clinical Practice Guideline Treating Tobacco Use and Dependence: 2008 Update	<p>This landmark report provides evidence-based recommendations relevant to quitline administrators to support program design, training, and strategic planning.</p> <p>Key Findings:</p> <ul style="list-style-type: none">• Telephone counseling increases quit rates, particularly when delivered in multiple sessions.• Combining counseling with FDA-approved cessation medications leads to higher quit rates.• The guideline outlines how healthcare providers can deliver simple, effective advice to support quitting.• Integrating quitlines with healthcare systems expands reach and strengthens support. <p>Adapting interventions for specific populations enhances effectiveness.</p>
Surgeon General's Report Smoking Cessation: A Report of the Surgeon General, 2020 <i>Supplementary documents:</i> Smoking Cessation: A Report of the Surgeon General – Key Findings Smoking Cessation A Report of the Surgeon General Executive Summary	<p>The U.S. Surgeon General's 2020 report examines the science behind cessation, updating the evidence base since the 2008 Clinical Practice Guideline. It highlights gaps in access and utilization, especially among populations with high smoking rates and low quit rates. Chapter 6 offers a key update focusing on interventions and treatments since the 2008 clinical practice guideline, emphasizing practical, scalable solutions.</p> <p>Key Findings:</p> <ul style="list-style-type: none">• Quitting smoking provides immediate and long-term health benefits at any age.• The report reviews current and emerging interventions, including quitlines, technology-based services (e.g., digital, and text-based tools), and FDA-approved pharmacotherapy (see pp. 504–522). <p>Gaps in availability, delivery, and use of cessation programs and resources persist.</p>

Cessation Knowledge - Documents/Links	Description
<p>Cochrane Reviews Cochrane: Tobacco Addiction</p> <p><i>Key resource</i> Behavioural interventions for smoking cessation: an overview and network meta-analysis</p>	<p>This page includes links to the numerous Cochrane reviews related to treatment of tobacco use and nicotine dependence. Cochrane reviews are considered the highest quality meta-analyses for making decisions about healthcare interventions. The tobacco reviews provide evidence for many interventions and help determine whether a practice should be considered “evidence-based.”</p> <p>The <i>Behavioral Interventions for Smoking Cessation</i> (2021) systematic review is a key resource that affirms behavioral support increases long-term quit rates, with or without medication. Counseling and financial incentives show the strongest evidence of effectiveness.</p> <p>Key Findings:</p> <ul style="list-style-type: none"> • Behavioral support improves quit rates, especially when multiple sessions or incentives are used. • Counseling is effective on its own or when combined with cessation medications. • Innovative delivery methods—like tailored messaging, text/email, audio, or peer support—show potential, but need more evaluation. • Cost-effectiveness varies across intervention types; no single method is consistently superior.
<p>CDC Best Practices Guide Best Practices User Guide: Cessation in Tobacco Prevention and Control</p>	<p>The CDC best practices guide highlights strategies to expand access to cessation support and improve quit outcomes through system-level change.</p> <p>Key Findings:</p> <ul style="list-style-type: none"> • Quitting is the fastest way to reduce tobacco-related harm and costs. • Population-level strategies increase reach and effectiveness. • Focus areas include integrating cessation into healthcare systems, expanding insurance coverage for treatment, and strengthening state quitlines.
<p>HHS Framework HHS Framework to Support and Accelerate Smoking Cessation 2024</p>	<p>The Framework targets the cessation of combusted tobacco products across all ages focusing on reducing disparities, enhancing cessation services, improving treatment access, and promoting research. The Framework’s goals are guided by principles of health equity, community engagement, collaboration, and evidence-based approaches.</p>

Cessation Knowledge - Documents/Links	Description
CDC Morbidity and Mortality Weekly Report Adult Smoking Cessation -United States, 2022	<p>This July 2024 MMWR article provides up-to-date information on smoking cessation and nicotine dependence treatments. In 2022, the majority of the 28.8 million U.S. adults who smoked cigarettes wanted to quit, approximately half tried to quit, but fewer than 10% were successful. Fewer than 40% of adults who smoked used treatment (counseling or medication) when trying to quit. Increasing access to and use of smoking cessation services and incorporating equitable cessation strategies into tobacco control efforts can support smoking cessation for everyone.</p>

Knowledge of Quitline Services

Definition: Implement evidence-based best practices for quitline services and align service delivery with emerging, high-impact approaches to maximize reach and effectiveness.

Knowledge of QL - Documents/Links	Description
Surgeon General's Report Smoking Cessation: A Report of the Surgeon General, 2020	Chapter 6 of the <i>2020 Surgeon General's Report on Smoking Cessation</i> provides key insights to help quitline administrators strengthen their programs and deepen their knowledge of effective cessation strategies. This chapter reviews quitline, web- and text-based services, counseling, and medications' effectiveness. It emphasizes that combining counseling with pharmacotherapy leads to higher quit rates, supporting the core quitline model. The chapter also highlights emerging tools and delivery methods, helping administrators stay current on evolving best practices.
Cochrane Reviews Telephone counselling for smoking cessation Different doses, durations and modes of delivery of nicotine replacement therapy for smoking cessation Internet-based interventions for smoking cessation Mobile phone text messaging and app-based interventions for smoking cessation	These Cochrane Reviews summarize intervention modalities commonly used or supported by quitlines, offering evidence on their effectiveness and best practices: <ul style="list-style-type: none">• <i>Telephone Counselling</i>: Multiple-session counseling delivered by phone increases quit rates, reinforcing the value of quitline services.• <i>Nicotine Replacement Therapy (NRT)</i>: Combining NRT products and starting use before a quit date improves success—guiding quitlines on effective medication protocols.• <i>Internet-Based Interventions</i>: Interactive and tailored online tools help people quit, supporting their integration into quitline programs.• <i>Text Messaging and App-Based Support</i>: Mobile-based interventions, especially text messaging, increase quitting—offering scalable tools for quitlines to extend reach.
NAQC Resource: Survey of Quitlines Survey of Quitlines	Every year NAQC conducts a survey of quitlines in North America. The information collected in the survey advances understanding of Quitline operation and services.
NAQC Resource: Quitline Map Quitline Map	The map provides information about each state and Canadian province. Each profile page includes details about services offered, hours of operation, referral programs, and more.

Knowledge of QL - Documents/Links	Description
NAQC Resources Report on Priority Practices for State Quitlines to Implement by June 2023	This report outlines six high-priority best practices for state quitlines to adopt, focusing on increasing reach, improving impact, and ensuring sustainability.
Recommended Best and Promising Practices on Adult Vaping Services for Quitlines	This document provides guidance on pharmacotherapy and counseling strategies tailored for adult vaping cessation.
Recommended Best and Promising Practices on Technology-Mediated Services for Quitlines	This report highlights effective digital interventions, including text messaging, web-based services, and mobile apps, to enhance quitline engagement and outcomes.
Evolving Quitline Practices Technology-Mediated Services, Youth Cessation and Vaping Cessation	This practice brief explores emerging quitline strategies, addressing youth cessation, vaping cessation, and technology-driven services.
Quality Improvement Initiative: Identifying Priority Best Practices for State Quitlines	This initiative identifies seven high-priority best practices to improve quitline effectiveness and provides guidance on implementation.
Checklist for Reviewing Quitline Services and Activities	A structured checklist designed to help stakeholders assess and enhance quitline services based on evidence-based practices.
NAQC, Quitline Services: Current Practice and Evidence Base	A comprehensive review of quitline operations, highlighting scientific evidence and best practices for service delivery.
Peer Reviewed Article The Role of Quitlines in Tobacco Cessation: An Introduction – Supplement. American Journal of Preventive Medicine, Volume 60, Issue 3, Supplement 2 , March 2021	This article serves as the introduction to a supplementary issue of the <i>American Journal of Preventive Medicine</i> , highlighting the evolving role of quitlines in tobacco cessation. The full issue, accessible through the provided link, includes in-depth discussions on key strategies such as reach, adaptation, tailoring, and innovation in quitline services.
Peer Reviewed Article Ten Million Calls and Counting: Progress and Promise of Tobacco Quitlines in the US Included in supplement American Journal of Preventive Medicine, Volume 60, Issue 3, Supplement 2 , March 2021	This article is a commentary in a themed issue of the <i>American Journal of Preventive Medicine</i> (see above) describing the establishment of the United States Tobacco Quitline Network, reviews the status and effectiveness of state-based Quitlines, and explores the potential of Quitlines to accelerate the elimination of tobacco use in the U.S.

Data for Decision Making

Definition: Collect, analyze, and interpret data from quitline performance metrics, service delivery data, intake minimal data set, feedback from staff, partners, and participants, and rigorous qualitative and quantitative evaluations – formative, process, outcome, and impact – to make data-driven decisions that continuously improve reach and service quality, particularly among populations with tobacco-related disparities.

Data for Decision Making - Documents/Links	Description
NAQC Resources	This set of NAQC resources provide practical information about measuring quit rates and reach outcomes. While reviewing these resources, keep in mind that current information may further refine these practices.
Call Center Metrics: Fundamentals of Call Center Staffing and Technologies	This paper outlines key staffing structures, workload forecasting, and technology management for quitline call centers to optimize efficiency and service quality.
Calculating Quit Rates	This guide provides standardized methods for measuring quit rates, ensuring consistency in evaluating quitline effectiveness and cessation outcomes.
Measuring Reach of Quitline Programs	This issue paper defines and measures quitline reach, helping stakeholders assess how effectively quitlines engage tobacco users.
Calculating Treatment Reach – Implementation Guide	This guide offers a structured approach to calculating treatment reach, ensuring quitlines accurately report the proportion of tobacco users receiving evidence-based services.
Minimal Data Set (MSD) FAQ	A resource explaining the standardized set of questions used by publicly funded quitlines to collect data, evaluate services, and improve quitline practices.
NAQC Resource: Survey of Quitlines Annual Survey of Quitlines	Each year, NAQC surveys quitlines across North America, gathering valuable data that enhances knowledge of quitline operations and services. This information serves as a key resource for Quitline Administrators, helping to inform decision-making and improve service delivery.
CDC Best Practices Guide Best Practices User Guide: Surveillance and Evaluation	This best practices document outlines the role of evaluation and surveillance in tobacco control. It emphasizes the importance for accountability and

Data for Decision Making - Documents/Links	Description
	demonstrating program effectiveness. The guide also highlights key qualities of effective evaluation and provides sources for both surveillance and evaluation data.
National Cancer Institute Publication Data Brief: Select Estimates from September 2022 Data Collection	Published April 2024, the 2022-2023 Tobacco Use Supplement to the Current Population Survey (TUS-CPS) provides data on adult tobacco use, including rates among specific demographics. The survey also examines trends in e-cigarette use and quitting behaviors, emphasizing the need for targeted cessation efforts.

Addressing Disparities

Definition: Lead with a commitment to addressing disparities, ensuring that decisions prioritize reducing commercial tobacco use prevalence and improving quitline reach and effectiveness across underserved populations. Ensures outreach efforts to expand quitline reach are tailored to meet the unique needs of each community, especially among underserved populations, by engaging stakeholder populations in the design and delivery of culturally responsive quitline promotion and addressing social determinants of health that influence commercial tobacco use and access to cessation services.

Addressing Disparities - Documents/Links	Description
<p>Surgeon General's Report Eliminating Tobacco Related Disparities and Death: Addressing Disparities</p> <p><i>Supplementary documents</i> Report Executive Summary Key Findings Consumer Guide</p>	<p>The 2024 Surgeon General's Report, "Eliminating Tobacco-Related Disease and Death: Addressing Disparities," highlights persistent disparities in tobacco use by race, income, education, mental health, and geography. Quitlines are recognized as an effective tool to reduce these disparities when services are tailored and accessible.</p> <ul style="list-style-type: none">• <i>Tobacco-related health disparities:</i> highlighting progress in reducing smoking rates while emphasizing the need to address disparities in tobacco use and its impact on marginalized communities. Quitlines are recognized as an effective tool to reduce these disparities when services are tailored and accessible.• <i>Policy Alignment:</i> Sustained funding and supportive policies are essential to expand quitline reach and address industry influence in high-risk populations.• <i>Populations Addressed:</i><ul style="list-style-type: none">○ <u>Mental health:</u> Tailored programs show strong engagement.○ <u>AI/AN:</u> High engagement and quit attempt rates.○ <u>Lower SES:</u> Free services reduce barriers.○ <u>Menthol use:</u> Specialized protocols and incentives improve outcomes.○ <u>Spanish language:</u> Language-specific outreach boosts reach.○ <u>Underserved healthcare:</u> E-referrals increase enrollment
<p>NAQC Resources NAQC Event Page for the release of the SGR, Eliminating Tobacco Related Disease and Disparities</p>	<p>The event page includes links to an executive summary of the report, January 2025 NAQC webinar, and an infographic summarizing the findings for quitlines. The page also hosts links to the Surgeon General's full report, executive summary, fact sheet, and consumer guide.</p>

Addressing Disparities - Documents/Links	Description
Peer Reviewed Article A Systematic Review Evaluating Disparities in State-Run Quitline Utilization and Effectiveness	<p>This review synthesizes the body of literature regarding sociodemographic disparities in the utilization and effectiveness of state-run quitlines. The review found that although communities disproportionately affected by smoking utilize quitlines more commonly than their White and more affluent peers, disparities in cessation persist for American Indian/Alaskan Native and individuals from lower SES groups who use quitlines.</p>

Quality Improvement

Definition: Lead quality improvement processes for quitline services using internal and external assessments and continuous quality improvement tools to adapt to shifts in commercial tobacco use trends and emerging public health threats. Apply quality improvement to ensure quitline capacity and ensure provision of services meet the cultural, linguistic, and social needs of different communities.

Quality Improvement Documents/Links	Description
CDC Evaluation Tools CDC Approach to Program Evaluation CDC Program Evaluation Framework CDC's Program Evaluation Framework Action Guide	The CDC Evaluation Tools provide guidance on program evaluation, focusing on assessing program effectiveness and improving outcomes. These resources include the CDC Approach to Program Evaluation, the CDC Program Evaluation Framework, and the Program Evaluation Framework Action Guide, offering actionable steps for implementing effective evaluation strategies.
Institute for Healthcare Improvement (IHI) Framework Institute for Healthcare Improvement: How to Improve: Model for Improvement Plan -Do-Study-Act (PDSA) Worksheet	The Model for Improvement, developed by Associates in Process Improvement, is a simple framework that accelerates improvement and works with existing change models. It consists of two parts: three fundamental questions, which can be addressed in any order, and the Plan-Do-Study-Act (PDSA) cycle, which tests and adapts changes for desired outcomes. The Plan-Do-Study-Act (PDSA) Worksheet is a useful quality improvement tool for documenting a test of change.

Business Acumen

Definition: Manage the financial and operational resources of quitline services, ensure efficient allocation, and develop a diverse funding portfolio to support ongoing operations and service expansion.

Business Acumen - Documents/Links	Description
NIH Resource General Grant Writing Tips	<p>This guide offers valuable tips for writing strong grant applications focusing on clear communication of research objectives, expected outcomes, and the significance of the project.</p> <p>While this guide was developed for writing NIH grants, it provides valuable tips that are applicable for writing government grants and proposals in general.</p>
Harvard Kennedy School Resource Active Contract Management: How Governments Can Collaborate More Effectively with Social Service providers and Achieve Better Results,	<p>This policy brief outlines how active contract management (ACM) can address common challenges in contract execution and implementation. While work only begins once a contract is executed, the contract itself holds significant power to influence, improve, and shape environmental and institutional policies and outcomes. The brief explores the problems ACM seeks to solve, highlights the benefits of adopting this approach, and presents key elements of effective ACM systems.</p>
NAQC Quitline Sustainability and Cost Sharing Initiative <p>NAQC's initiative provides states with the knowledge, resources, and technical assistance to successfully establish partnerships with both private and public insurers and address other elements of Quitline sustainability. Below highlights some helpful tools from initiative.</p>	
Medicaid Cost Sharing Toolkit For Improving Cessation Coverage Provided by Medicaid MCOs	<p>A Medicaid MCO RFP Toolkit, giving information on key steps in working with a state Medicaid agency and links to existing resources.</p>
Cost-Sharing Brief - Medicaid Reimbursement for Quitline Pharmacy Products	<p>The cost-sharing brief identifies current processes, barriers, and breakthroughs, and “ideal” processes that may be considered when state quitline funders and service providers seek Medicaid reimbursement for pharmacotherapy. You can also review a NAQC webinar hosted on the same topic here.</p>
Case studies and lessons learned from four states work with Medicaid cost-sharing for commercial tobacco cessation services	<p>The most recent case studies (from 2024), with the addition of New Hampshire and Michigan, highlight the changing landscape and lessons learned within each state to provide others with reflections on overcoming challenges and more smoothly implementing partnerships with Medicaid.</p>

Business Acumen - Documents/Links	Description
<p>Public-Private Partnerships</p> <p>Making The Case-public And Private Insurers</p> <p>Covering Costs of Quitline Services: Service Delivery Models and Payment Mechanisms</p> <p>Partnering to Improve Tobacco Cessation Coverage in "X" State (Power Point Template)</p> <p>"A Guide for Working with Employers to Provide Tobacco Cessation Coverage and Purchase Quitline Services"</p>	<p>Examples of service models in making a case for fiduciary models of cost sharing.</p> <p>NAQC developed a PowerPoint template to help states make the case to their state benefits director or committee for providing tobacco cessation coverage for state employees through quitline services. The template is designed for easy customization with state-specific data and information</p> <p>The employer guide provides information and easy-to-access resources to state health departments and their partners who are interested in improving cessation coverage and utilization of the quitlines among employers in their states. The guide includes an overview of the types of employers and other groups who purchase health benefits for employees and outlines the key processes that need to occur to successfully build cost-sharing partnerships with employers to improve cessation coverage and utilization of quitlines for treatment services.</p>
<p>Return On Investment (ROI)</p> <p>The Return on Investment of a Medicaid Tobacco Cessation Program in Massachusetts</p> <p>Tobacco QuitlineNC Return on Investment for State Health Plan for Teachers and State Employees</p>	<p>This document describes the return on investment of a comprehensive tobacco cessation program in Massachusetts which can help develop a business case for fiduciary or cost sharing partnerships.</p> <p>North Carolina created a ROI on their tobacco quitline and showed the work on how they produced their ROI. The ROI was vetted by evaluators and actuaries from the State Health Plan.</p>
<p>Infrastructure</p> <p>The Component Model of Infrastructure: A Practical Approach to Understanding Public Health Program Infrastructure</p>	<p>The public health program infrastructure model in this article, called the Component Model of Infrastructure (CMI), is based on findings from a study of 18 state tobacco control programs and earlier research. It outlines five main building blocks that help programs succeed: strong leadership at different levels, well-managed resources, using data effectively, good planning, and strong partnerships. It also includes three supporting pieces: shared understanding, day-to-day operations, and outside influences. This model helps programs stay strong, adapt over time, and reach their goals. It can be used</p>

Business Acumen - Documents/Links	Description
	by a wide range of public health programs to guide planning and track progress.
Contingency Management <u>Quitline Service Offering Models: A Review of the Evidence and Recommendations for Practice in Times of Limited Resources</u>	This issue paper examines various quitline service models, providing evidence-based recommendations for optimizing resources while maintaining effectiveness in tobacco cessation efforts.
<u>Contingency Planning: Summary of Resources and Best Practices</u> <u>The Value Of Quitlines: Discussion Points</u>	<p>The Contingency Planning: Summary of Resources focuses on identifying triggers for contingency plan implementation, prioritizing evidence-based practices, including technology-mediated services, budget-based decision-making for Quitline services, and enhancing service delivery through innovative and sustainable approaches.</p> <p>This resource highlights the critical role quitlines play in tobacco cessation, emphasizing their cost-effectiveness, accessibility, and impact on public health outcomes.</p>

Strategic Partnerships

Definition: Build and nurture effective collaboration with stakeholder groups, forming partnerships with traditional and nontraditional community, local, state, and national organizations in public health, healthcare systems and payers, behavioral health, chronic disease prevention, and commercial tobacco control. Create and maintain strategic partnerships that result in established referral networks for quitline services and enhance sustainability through long-term support.

Strategic Partnerships - Documents/Links	Description
CDC Best Practices Guide Best Practices User Guide: Partnerships in Tobacco Prevention and Control	This 2021 guide includes information about partnerships that form for a narrow, strategic purpose and larger, more complex coalitions. It gives program managers information on how to develop effective partnerships and coalitions as a part of a comprehensive tobacco control program.
NAQC Resources Quitline Sustainability and Cost-Sharing Initiative Phase I: Conducting a State Cessation Environmental Assessment Phase II: Developing and Implementing a Plan Phase III: Building Support for Tobacco Cessation Coverage Through Promotion, Education, and Partnership A Promising Practices Report Public-Private Partnership Initiative: Working to Advance Cessation Coverage among Private and Public Insurers	These resources provide information about the NAQC's Sustainability Initiative. This initiative strives to provide states with the knowledge, resources, and technical assistance to successfully establish partnerships with both private and public insurers and address other elements of Quitline sustainability. The promising practices report summarizes how states have successfully developed public-private partnerships to improve tobacco cessation coverage. It shares key lessons, challenges, and real-world strategies from states of all sizes, showing that collaboration with employers and insurers is both feasible and effective. By highlighting promising approaches, the report promotes shared learning and helps broaden access to evidence-based cessation services across the nation.

Policy Analysis

Definition: Leverage existing and emerging commercial tobacco control policies and regulations to improve or increase quitline reach, promote commercial tobacco cessation services, educate and engage decision-makers, and secure long-term commitment and support for sustainable quitline operations.

Policy Analysis - Documents/Links	Description
Public Health Law Center Resource Public Health Law Center, Ending the Tobacco Epidemic	The resource provides information about state tobacco control laws and proposed bills. The site includes a link to an e-cigarette bill registry. Additional resources include featured articles related to tobacco control laws and policies.
NAQC Resource NAQC Policy Playbook: A Guide to Promoting Quitlines During Policy Change. <i>Available upon request.</i>	In 2008, NAQC developed a policy playbook with lessons learned from numerous case studies. Quitlines have evolved since the Playbook was written. NAQC encourages states interested in reviewing the playbook to reach out to discuss how the information might be useful.

Promotion

Definition: Ensure marketing strategies align with quitline services and effectively deliver messages across diverse platforms (social media, traditional media, digital media) that increase quit attempts, broaden awareness of quitline services, and increase reach of quitline services across a wide audience, among key stakeholders and demographic groups.

Promotion - Documents/Links	Description
CDC Best Practices Guide Best Practices User Guide: Health Communications in Tobacco Control	This user guide outlines how comprehensive tobacco control programs can use health communications to support cessation, prevent initiation, and shift social norms. It highlights strategies for developing and implementing paid, earned, and social media to counter tobacco industry messaging and build support for policy and program efforts.
NAQC Resources Quitline Promotion Increasing Reach of Tobacco Cessation Quitlines A Review of the Literature and Promising Practices Strategies and Recommendations for Promoting Quitlines in National Media	These are articles in the NAQC library that provide information about promoting Quitlines. While reviewing this content, keep in mind that some information and data is not up to date, however there are concepts that remain relevant. This issue paper examines strategies to expand quitline reach, including funding models, targeted outreach, and evidence-based interventions to engage more tobacco users. This fact sheet provides guidance on leveraging national media campaigns, such as 1-800-QUIT-NOW promotions, to increase quitline visibility and encourage tobacco users to seek cessation support.

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