

Evaluation Update

News and information from Management Academy for Public Health
School of Public Health • Kenan-Flagler Business School
The University of North Carolina at Chapel Hill

November, 2001

Individuals Share Benefits of Academy Experience

The stories that follow tell how Academy members apply new skills in managing people, money and data, and how teams implement innovative MAPH business plan projects.

Jacalyn Williams, Health Educator Greenville, South Carolina



Jacalyn used new entrepreneurial and negotiation skills to organize a conference on AIDS. Here is her story:

MAPH has enhanced the way I engage grassroots populations to support behavioral change. The entrepreneurial skills I learned at MAPH helped me to sponsor a conference targeting the African-American faith

community. Technical assistance was provided to a community resident; she was guided through the process of contacting and negotiating with two pharmaceutical companies. They donated the speaker's honorarium, flight and hotel costs. Local churches made in-kind and monetary donations. Agencies in the district purchased printing for materials and incentives items.

Since our conference, our speaker has invited members who planned the conference to New York City to speak with the faith community in his area. They were amazed at how the faith community in Greenville could organize themselves and fund a conference with the assistance of their local health department. Our guest speaker sponsored the president of the local task force and myself to speak at their HIV conference and to assist in the mobilization of local pastors in their area.

I have especially valued the scope of learning that transcends from self to organization to community. The MAPH faculty has done a superb job of providing learning opportunities in a way that can be shared and applied with coworkers and community leaders. It has broadened my perspective, refined my skills and encouraged me to use new approaches in creating healthier communities.

TEAM NEWS

News from **Southeast Georgia Perinatal Health District**: "A Mother's House" opened for business on a trial basis last month, reports Deborah Roegge. Team members from Waycross and Savannah presented this business plan in May. The plan provides a comfortable, low-cost housing alternative for moms at risk for pre-term delivery-moms who formerly would have been admitted to the hospital in Savannah for weeks or months.

The **Hertford-Gates Health District** (North Carolina) has received HRSA funding of \$580,000 to implement their chronic care network business plan—and then landed an additional \$150,000 from Kate B. Reynolds foundation to pay for medicine for indigent patients. Wow!

The **Arlington Health Department** (Virginia) team landed a dual grant with George Washington University to study and track asthma in the school system and improve access and continuity of care for school children.

Dare County Health Department (North Carolina) landed a five-year grant from Kate B. Reynolds this summer to implement their teen health peer counseling project.

Catoosa County (Georgia) has just secured funding to start their family outreach program. The group sent their business plan to the Department of Family and Child Services (DFCS), and DFCS responded with \$50,000 to start up the program. Lynn Bunn writes, "it's really going to happen... I just keep praising UNC for all that you have helped Catoosa leaders with. I am a walking testimonial for UNC and our entire group felt like we benefited beyond measurement from the experience."

**Anne Terrell, Nurse Manager
Manassas, Virginia**

Anne's story shows how the Individual Development Plan can lead to change in individuals and organizations. Anne was surprised when peers and subordinates gave her a low rating on managing cultural diversity on her 360° evaluation Her response:

I went back to the staff and said, "OK, would anybody care to talk to me about this." And the feedback that I got was not that it was me personally, but that they felt I needed to do more as a manager in helping the rest of the staff feel [more comfortable and skilled] with the increasing diversity of our client base and staff.

At a diversity training session in March, staff wrote ideas that have led to "a plan for dealing with cultural diversity in our client base... [and] in our department." As of October 2001, staff are taking Spanish classes:

One group is getting lessons from a volunteer teacher during work hours. We are trying to arrange for more formal classes that would reach more employees. But it's a start.

We have had one follow-up meeting. At the second meeting, my staff got more specific about what they need from us around dealing with diversity. We followed that up with a staff questionnaire. Out of that emerged three issues—need for Spanish classes, need for follow up meetings around the topic, and need for better employee recognition.

We have appointed an Employee Recognition Committee that is getting to work.

**"So much developed from
that one little item on my
one little IDP."**

We got March of Dimes funding for a contract interpreter, although we are discovering that having an interpreter only solves a little piece of the puzzle... Getting staff more comfortable with some basic health care Spanish is a start.

We have just hired two bilingual Hispanic nurses in two new positions we got from our county. What a difference this has made in prenatal care and Family Planning! We are also hiring a bilingual clerk and a bilingual nurse practitioner to staff that clinic. We are also now advertising for a bilingual nurse for our other major clinic site and two bilingual nutritionist assistants for the WIC Program.

The cultural competence classes will begin this month with brown bag lunch discussions in our clinic sites.

Does the MAPH individual development plan make a difference? This story suggests that it does.

It is interesting to me that so much developed from that one little item on my one little IDP. We just have to stop and take the time to notice and evaluate what's happening... personally and organizationally.

TEAM NEWS

Rappahannock Area Health District (Virginia) started screening women for breast and cervical cancer last December, as per their business plan. Charlie Thomas reports that the response has been positive, and that the team continues to benefit from their Academy training.

This summer, Governor Jim Gilmore announced a \$371,000 grant to continue the Pharmacy Connect program in **Cumberland Plateau Health District...** the team had written their business plan on continuation of the program.

The **Lord Fairfax** team obtained a \$10,000 grant from the National Association of City and County Health Officials to implement their business plan: training for healthcare workers and public education related to hepatitis C.



MAPH managers practicing finance skills with C.J. Skender, Kenan-Flagler Business School

MAPH Alumni News

Georgina Howard, associate health director in DeKalb County, Georgia, has started training a second group of management trainees in her local version of the Management Academy. Several graduates of her first management training program are attending MAPH this year...

Dorothy Cilenti has been promoted to deputy director of the Division of Public Health in North Carolina, and reportedly used her MAPH skills and experience extensively during the interview...

Shirin Scotten from Wilkes County (NC) took advantage of her MAPH connections to line up technical assistance from the North Carolina Institute for Public Health on a highway safety project in the county...

Two Academy alums who had family tragedies this spring—Bobbie Pinson and Jan Blackwell—are back at work...

Speaking of smog, **Leroy Frazier Jr.** has left SC-DHEC for a new job in Atlanta, at CDC's Injury Prevention Center, Division of Violence Prevention.

Reinetta Waldrop from Fulton County (Georgia) was invited to present on "Cities and Health" at the 2nd Global Meeting on Cities and Health, by the World Health Organization's (WHO) Regional Center in Kobe, Japan. Reinetta included in her speaker bio that she had just graduated from the Management Academy!

Marie Vickers has been named the director of a new division in the Waycross Health District (Georgia). Her new job involves implementing the team's perinatal health business plan across the entire district, and adding several new initiatives to it. The original plan is available in full on the MAPH website...

Howard Mosby Assistant Vice President for Medical Affairs Grady Health System, Atlanta, Georgia



Howard Mosby is a senior manager with Grady Health System. Howard participated as a community partner on a Fulton County Health Department team that won a Blue Ribbon for planning a Grady-Fulton County collaboration to restructure primary care delivery in Atlanta.

Howard says the MAPH has led to collaboration between Grady and Fulton County toward a more effective and efficient way to deliver primary care.

What I think has happened here is that we had a team from both entities [Grady and Fulton County] ready in Fulton County. We can go in collaboratively to say, "We went through this program at UNC together. We all agree that this is the best thing to do. We all worked on the analysis together."

This is one of the first joint ventures that I am aware of from a management standpoint that we got together to say, "Let's work on a project collaboratively." I did not know one of these people before and we've become fast close friends. They have an entry into Grady, and I have an entry into Fulton County now.... They operate certain aspects of public health that we don't operate. And getting that perspective on things has been eye-opening for me.

This has been a great experience.... A lot of people come through with public health degrees [but] don't have any kind of business training. I think that the Management Academy is showing that there is a need... and that the existing people who are working in public health can easily be taught these skills and move forward.

Diane Helentjaris, District Health Director Winchester, Virginia

Diane reached two of the goals she set for her Individual Development Plan (IDP). The first was to improve her skills in managing people. Diane did research and read two books recommended by MAPH faculty on employee empowerment and recognition. Then Diane began an Employee Recognition Plan with three parts.

First, she changed Secretary's Day into a formal, annual District-wide acknowledgment by management. Second, she began a practice of e-mailing staff to give them positive feedback on work done. Third, Diane nominated two subordinates for a Governor's Award for outstanding public employee performance. Those staff members deeply appreciated being nominated, according to Diane.

Diane's second goal was to improve employee job satisfaction. Diane developed a two-page employee satisfaction survey and received an 80% return rate from the 91 District employees. The survey measured satisfaction with training, morale, equipment and supplies, offices and facilities, salary, benefits, and other dimensions.

Managers used Diane's data to target purchases, facility management decisions, and staff training. Preliminary results using time-series analysis showed that staff turnover dropped 14.5% from the previous year. The District has improved facility appearance; upgraded two phone systems; added voice mail to two sites; and obtained a \$3000 grant from the American Women's Health Association to purchase equipment—portable baby scales and dopplers for clinics—and educational models that public health nurses reported needing on the survey.

"I am a walking testimonial... we benefited beyond measurement."

MAPH Alumni News

Gary Elliott is leaving SC-DHEC to teach high school and get a masters degree...

Sokei Harry writes, "I am now working as a medical epidemiologist with a private international health organization founded by Andrew Young. I will be going to work as medical officer with the World Health Organization (United Nations) in the next 6 months."

Ron Hyman landed a job in the Colorado Health Department as state registrar for Vital Records. He's trading in his Richmond train station office for one that looks out on the Rocky Mountains (just visible through the smog)...

More Management Improvements



Rana Bayakly, Program Manager-Epidemiologist Atlanta, Georgia

Rana set out to improve her skills in "analyzing existing budgets, preparing new budgets, and projecting budget needs." Rana read chapters on budgeting, developed two spreadsheets for monitoring contractor expenditures, and created two budgets. Rana reports, "Contractors liked the expenditure report developed [and] requested to discuss these reports on a monthly basis."

Christopher Holliday, Program Director Decatur, Georgia

Christopher reports "things have taken a more exciting turn since graduation. I have been promoted to a new position with the DeKalb County Board of Health. I am now the director of a newly created center called the Center for Community Health Transformation. I have been praising the MAPH program for giving me vital skills in preparing a business plan. With my new assignment, my first task was to prepare a comprehensive business plan for the center. Before my nine-month experience at UNC, that charge would have put me out of a job. However, my new Board of Directors was absolutely floored with the thirty-page product I presented to them in just three weeks. None of the three previous executive directors were able to accomplish this task in their entire tenure. Thanks MAPH!"



J. Melissa Packer, Information and Communications Specialist Lumberton, North Carolina

Melissa set a goal to "improve my understanding of non-profit business operation through reading MAPH recommended materials and through enrolling in continuing education classes." To meet this goal, Melissa contacted the Lumberton Area Chamber of Commerce and enrolled in the Lumberton Area Leadership Institute. The Institute is a community leadership development program specifically designed for Robeson County's emerging leaders. Melissa enrolled in the program in January 2001 and completed it in June.



GOT NEWS? Let us know!

stephen_orton@unc.edu
phone 919-966-8125 fax 919-843-5563
Management Academy for Public Health
UNC-Chapel Hill
CB# 8165 Chapel Hill NC 27599

Small groups doing case analysis at Kenan-Flagler Business School



**Janet Tapp, District Director of Health Education
Columbia, South Carolina**

Janet reports that she developed a more successful set of routine staff meetings. "I have made meetings shorter—from three hours to no more than one hour. By doing this, staff satisfaction has improved and it created an environment where staff are more interactive. Another positive result is that they instituted their own meeting to share information. They set the meeting time and facilitate the meeting. I attend as a participant. I have more time to spend with individual staff members." In addition, Janet explains, "I have used content from [the finance] course to prepare and manage budgets for existing and new contracts and grants. It has broadened my knowledge and [given me] courage to 'talk the talk' with financial staff."

**Barbara Earley, Health Planner
Winton, North Carolina**

Barbara reports that four continuous quality improvement teams are now functioning. Civic entrepreneurship activities are increasing, as well, including collaborations being planned with the faith community, a community hospital, primary care physicians, the local Office of Aging, a manufacturing firm, and other county health departments in the region.



**Betty Jo McCorkle
Director of Women's Health Care and Health Promotion
Wilmington, North Carolina**

Betty reports completing data management courses on using spreadsheets in response to suggestions from the 360° evaluation, and increasingly using Excel and spreadsheets to manage the budget process. Betty Jo also undertook a major initiative with mid-management employees to re-write their job descriptions, revise the performance review process, and secure supervisory training.

**Janice Buchanon, Environmental County Manager
Decatur, Georgia**

Janice reports that she began implementation of a "quality improvement process within the Food Protection Program that I manage. The project involves transitioning both my regulatory staff and the facilities they operate from the mindset of 'list checking' to a process thinking approach to food safety management."

**Cathy Broom, Program Manager
Atlanta, Georgia**

Cathy set a goal "to develop an Excel spreadsheet to monitor budgets of twenty contractors who implement the Breast and Cervical Cancer Screening Program in Georgia to evaluate the expenditures versus numbers of women screened. "Cathy reports that she did develop the system and now uses it "for monitoring on a monthly basis a \$4 million budget. [I have] created a quarterly fiscal report for providers to use in reporting expenditures and use of money to the state office."



"MAPH has given me the courage to 'talk the talk' with financial staff."

Evaluation sources

1. Individual Development Plan (IDP) results handed in at the conclusion of MAPH Year 2 in May 2001.
2. Reports from teams about how their business plans have been implemented and funded.
3. Interviews conducted by MAPH evaluation staff during the May 2001 on-site session with individual learners, and focus groups with entire cohorts. In these interviews, we asked learners to describe how MAPH experience had benefited them and their agencies.

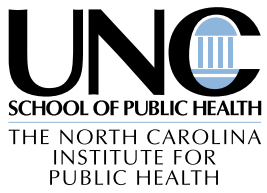
Here is how the IDP works: After receiving 360 degree feedback from supervisors, peers, and subordinates in August, each learner submits an Individual Development Plan form. They list up to three goals for growth in their managerial behavior, describe activities they will perform to reach each goal, and tell how they will know if they reached each goal. The program provides encouragement and resources to help.

At graduation, learners complete the second half of the IDP, describing their activities and success in reaching each goal. They are also asked to bring "artifacts" that give evidence of performance improvement, such as new program plans, policies, procedures, brochures describing new efforts, or other "hard" evidence of growth.

2002 Applications for MAPH will be accepted starting in January.

Deadline: April 8, 2002

**See our website for details
www.maph.unc.edu**



Management Academy for Public Health
School of Public Health
CB# 8165, Tate-Turner-Kuralt Building
The University of North Carolina at Chapel Hill
Chapel Hill, NC 27599-8165
www.maph.unc.edu

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