

SMDP News

Sustainable Management Development Program

Better management, stronger programs, healthier people

Division of Global Public Health Capacity Development, Coordinating Office for Global Health Centers for Disease Control and Prevention, U.S. Department of Health and Human Services

Welcome to the SMDP News

SMDP News, the newsletter for CDC's Sustainable Management Development Program (SMDP):

- Informs members of the international health community about SMDP activities.
- Supports graduates of SMDP's annual Management for International Public Health (MIPH) course.
- Facilitates country-to-country exchanges of information and experience in public health management development.

SMDP News is published semi-annually and distributed to all MIPH course graduates. Graduates are encouraged to send articles, photos and updates on their activities, as well as corrections to mail and email addresses and phone numbers for the directory. Send these items to smdp@cdc.gov.

Current and past editions of the SMDP News can be viewed at our website: www.cdc.gov/smdp.

In this issue

- **MIPH Class of 2007 Graduates**
- **AKU Kenya Offers Training**
- **Libby Howze, Sc.D., Joins SMDP as Chief**



Management for International Public Health Class of 2007 Graduates

The CDC Management for International Public Health (MIPH) course once more brought to Atlanta a diverse group of public health professionals to learn, share experiences, and become skilled and knowledgeable management trainers in a setting removed from the workplace and the pressure of daily responsibilities. The 2007 class comprised 24 participants from 12 countries participating in an intense six weeks of management development.

This year the participants came from Botswana, Brazil, Ethiopia, India, Malawi, Nigeria, Pakistan, St. Lucia, Tanzania, Thailand, Vietnam, and Zambia. Professionally, the group included nurses, medical university faculty, physicians, epidemiologists, trainers, and economists.

On Friday, October 19, Dr. Patricia Simone, Director, Division of Global Public Health Capacity Development (DGPHCD), Coordinating Office for Global Health (COGH), and Acting Director of SMDP, opened the graduation ceremony and introduced Dr. Stephen Blount, Director, CDC COGH.

Dr. Blount commended the participants, and said "You are now part of the CDC family."

In her remarks, Dr. Simone acknowledged the participants' hard work. "You were challenged to think about things differently and stretch beyond your comfort zone. You have risen to that challenge," she said.

The 2007 participants were sponsored by BOTUSA, a collaborative effort of the Botswana Ministry of Health, the CDC Division of TB Elimination, and the Global AIDS Program (GAP); the Botswana Ministry of Communications, Science, and Technology; CDC Global AIDS Program offices in the Caribbean Region, Ethiopia, Malawi, Nigeria, Vietnam, and Zambia; the CDC office in India; the Funded Infectious Disease and Child Health in Pakistan Research Training Grant; Mahidol-TUC Cooperative Agreement in Thailand; Africa Field Epidemiology Network (AFENET); the Vietnam TB Control Fund; and COGH.

cont'd on p. 3

SMDP's 4th Biennial Conference
May 25-29, 2008
See p. 4.

MIPH Alumni News

Dr. Harold Rugama ('01), who has spent more than a decade working for CARE, will assume new responsibilities as Manager of the Project for Improved Surveillance of Diseases of Mandatory Notification for the Prevention of Avian Influenza in Nicaragua, a project implemented under the CARE-CDC Health Initiative. During his one-year assignment, he will be based in Jinotega, Nicaragua.

Mr. Andrew Dimba ('03) has earned a master of public health degree from Leeds University, England. He returned in September to the National TB Control Programme in Malawi where he is now a Research Officer at the Regional TB Office in Lilongwe.

Dr. Phung Duc Nhat ('05) has been promoted to Director of the Com-

munity Health Department in Ho Chi Minh City, Vietnam. He had been Medical Officer with the Institute of Hygiene and Public Health since 2002.

Dr. Ton That Thanh ('05) has been promoted to Director of Preventive Medical Center of Da Nang province, Vietnam. He had been Vice Director since 2002.

MIPH 2007 Photo Album



Clockwise from top left, Ms. Anh Duong (Vietnam), Ms. Rejane Alves (Brazil), and Dr. Almaz Abebe (Ethiopia) ponder a problem during the conflict management workshop. Ms. Ntukunu Mukabate (Botswana) pictured on the day the Botswana team presented its workplan; Dr. Hoan Trinh (Vietnam) during a strategic communication exercise. Ms. Janna Brooks of SMDP, Dr. Pattie Simone, DGPHCD Director, and Dr. Libby Howze, incoming SMDP Chief. Ms. Wimon Roma (Thailand) and Dr. Ashenafi Negash (Ethiopia) work on a problem during the teambuilding workshop. Dr. Simone presents Mrs. Janey Parris with her certificate of completion at the MIPH 2007 course graduation ceremony. And above, during the process improvement workshop, Mr. Sam Ngobuo (Nigeria), Dr. Almaz Abebe (Ethiopia), Mrs. Chipeto Petlo (Botswana), Ms. Linh Pham (Vietnam), and Mr. Saswell Kayuni (Malawi) collaborate on a class exercise during the Process Improvement workshop.

MIPH 2007 Graduates, continued



Mrs. Janey Parris (at left), Organization of Eastern Caribbean States, and MIPH class of 2007 spokesperson, addressed her fellow graduates and their guests, “I have never known a group to bond as firmly and as quickly as this MIPH class of 2007. That we became friends and colleagues in no time at all is a demonstration of both our level of maturity and professionalism and of the very experienced supervision and guidance of the competent SMDP team.” She quoted several memorable phrases from the MIPH workshops and participants:

- Plan, Do, Study, Act.
- Perfection is the enemy of good enough.
- Meet people where they are.
- Any change, even a change for the better, is always accompanied by drawbacks and discomforts. If there is no discomfort, then, most likely, nothing is changing.
- The air we breathe can make us fly!

She concluded, “We share a vision of improving public health in all of our countries and contributing to public health excellence throughout the world. MIPH 2007 has been a ‘mountain-top’ experience. We are going home on a high.”

The class had chosen Dr. Salim Allana, pictured below at right, to present his faculty development plan for the Aga Khan University in Karachi, Pakistan. His goal is to train 20 research staff at the university before the end of October 2008. That training will focus on process improvement and project management, and will emphasize community-based research.

MIPH 2007 introduced blended learning, combining traditional classroom instruction with participant online discussions and exercises on a shared electronic website. Participants learned to post content on the Blackboard, and used the online function to collaborate and share ideas, something that can continue upon their return home. Tim Etherington and SMDP intern Sara Clements guided the participants through Blackboard using a number of creative training exercises. SMDP will pilot Blackboard to MIPH graduates following the Global Conference in May 2008.

Also this year, the 5-day workshop on Process Improvement (formerly Total Quality Management) was revised. Process Improvement, Healthy Plan-*it*TM, and Project Management are the cornerstone workshops of the MIPH course.

This year’s 24 graduates bring to 349 the total number of MIPH course alumni working in 63 countries around the world. The graduates have in turn trained thousands of public health workers to improve the effectiveness of the public health sector in their countries. They have used tools learned at in-country courses to improve customer satisfaction, client use of medical services, and the quality of services delivered.



Pictured at top right, Dr. Boosaba Sangaunprasit (Thailand) explains a point during the project management workshop. Looking on are Ms. Rejane Alves (Brazil) and Mrs. Keba Gabaake (Botswana), standing; seated are Dr. Abel Eigege (MIPH '96), visiting the course from The Carter Center in Nigeria, and Mrs. Janey Parris (St. Lucia). In the middle photo, Dr. Mohamed Mohamed (Tanzania), Mrs. Carla Domingues (Brazil), Mr. Steven Ludick (Botswana), and Dr. Ashenafi Negash (Ethiopia) discuss a point during the process improvement workshop. In the bottom photo, Dr. Salim Allana (Pakistan) presents his country work plan during the 2007 MIPH course graduation ceremony.

Plan Now for the SMDP 4th Biennial Global Conference—Dubrovnik, Croatia

Eastern Europe is the site for SMDP's biennial educational conference in 2008. The 4th Biennial SMDP Conference on Strengthening Global Public Health Management Training Capacity will take place May 25–29, 2008, in Dubrovnik, Croatia. The conference co-sponsor, the Andrija Stampar School of Public Health, which has four MIPH graduates, is assisting in planning, coordinating, and executing the 2008 conference.

Croatia was selected for its strong cohort of MIPH graduates and ongoing capacity-building efforts since the first participants from Croatia attended MIPH in 2001. Under the auspices of the Stampar School, Croatian graduates created and launched a public health planning program across the country called “Health—Plan for it (Healthy Counties).” The Croatian success inspired similar programs in Serbia and Macedonia.

Serbia launched a program in 2004 entitled “Community Health—Development and Implementation of Local Public Health Strategies,” focusing on the four regions of Leskovac, Pancevo, Sabac, and Sombor.

Macedonia launched its management training program “Healthy Communities—Governance and Management for Health” in 2003. The initial cohort of 20 participants were from Valandovo, Strumica, and Gevgelija counties.

To date, there are 17 MIPH graduates in the three countries, all sponsored by the Soros Foundation Open Society Institute.

The biennial conference brings together public health professionals from around the world to discuss the role of management capacity building in improving public health systems and programs. It also provides a forum for MIPH alumni to exchange lessons learned about improving public health in developing or resource-constrained countries.

The 2008 conference features—

- Lectures by invited speakers on current public health management issues, oral presentations, and skill-building workshops.
- Opportunities for advanced managerial skill building at concurrent workshops.
- SMDP awards for Management Training Excellence, Applied Management Learning Projects, and the Postgraduate Applied Management Learning Award (MIPH graduates only are eligible for these awards).
- Presentations on public health management and management training—abstract submissions are open to all conference attendees.
- Opportunities to network with peers from around the world.

Abstracts and Award Submissions

The planning committee welcomes abstracts for oral presentations that focus on the broad spectrum of issues in the fields of management and management training in public health (15-minute presentation and 5-minute discussion). SMDP awards submissions from MIPH graduates should be sent to SMDP for clearance. Entries should be emailed as MS Word attachments to smdp@cdc.gov. Follow the instructions in the awards guidelines, available on the Depol website www.depol.org.

Both oral presentation abstracts and SMDP award submissions must be submitted to SMDP by **January 30, 2008**. Conference registration opens on January 15 and will close on March 30, 2008. To ensure that you secure lodging, please register by March 30. In addition, late fees will be charged for registrations arriving later than March 30.

Registration Begins in January

Please visit the conference website at www.depol.org after January 23, 2008, and click on the SMDP Conference button. Award criteria for the three categories were announced in August 2007 and MIPH graduates received guidelines via email. For a copy, please email SMDP at smdp@cdc.gov.



Pictured above are scenes from the picturesque Croatian coastline and the old city of Dubrovnik.

Botswana—Trainers Learn New Process Improvement

MIPH graduates from the Institute of Development Management (IDM) and the Ministry of Health (MOH) facilitated a Process Improvement (PI) workshop in Lobatse, Botswana, November 12–15, 2007. The workshop was designed to:

- Familiarize the MIPH graduates with the new PI methods so they can facilitate the new materials independently.
- Train a group of 17 in-country Total Quality Management (TQM) workshop graduates on the new methodology so that they can more effectively mentor future PI projects.

Participants reported PI as simpler than TQM and believe it to



Dr. Thuto Tomeletso (MIPH '07), Ministry of Health, in the white shirt, discusses the process of flow-charting at the November Process Improvement workshop in Lobatse, Botswana, with, from left, Mr. Timothy Maje, Thebe Phatshwa Military Air Base Infectious Disease Control Center; Ms. Motlalepula Thaga, Princess Marina Hospital; Mr. John Moloi, Francistown City Council Health Department; and Mrs. Kedibonye Lekgotho, Bobonong Private Hospital.

be an effective approach for improving work processes.

In November, staff from the Institute of Development Management (IDM), the Botswana-CDC collaboration known as BOTUSA, and SMDP also met with officials from three ministries to garner support for institutionalizing the Botswana SMDP within the ministries.

As a result of the meeting, IDM will convene a new advocacy committee to pursue institutionalization of management capacity building, with support from ministry officials.

IDM and SMDP staff also met with IDM officials on next steps toward achieving accreditation for the Botswana SMDP course.

Aga Khan University in Kenya Teaches “Managing a Health Facility”

MIPH 1999 graduate Dr. Aryn Lakhani facilitated a short-course training program from October 8–26, 2007, on “managing a health facility,” in which participants learned to better manage health facility resources, including funds, assets, equipment, and staff.



Pictured above are participants engaging in a team-building exercise on a beautiful October day outside the training venue. The tennis ball exercise Dr. Lakhani is explaining above (center) uses a number of balls all moving at once to mimic a state of chaos and frustration. Then the game is stopped and each participant is given a number (designation or assignment) with specific guidelines as to whom to throw and from whom to receive the ball (job description). The game stops, restarts, stops, and restarts until there is good coordination. During this exercise, participants realize the importance of assignment and appropriately explained job descriptions. It also teaches them about strengths and weakness of their colleagues and how to adjust to these realities to achieve greater results.

In addition, the 12 participants from Kenya and one from Tajikistan experienced a full one-day module on “leadership and management in a health facility.” Participants developed work plans to implement the knowledge and skills learned. The course was offered by the Programme for Continuous Education in the Community Health Department of Aga Khan Health Service, Kenya, where Dr. Aryn Lakhani is the director of the community health department. He reports that he used the tools he learned in his 1999 MIPH training, including the “desert survival” and tennis ball exercises, to demonstrate consensus-building and group work, job assignments, and coordination of work assignments.

The participants were from non-governmental organizations in health, the Ministry of Health Kenya, and from a private hospital in Mombasa. They appreciated the course and even suggested it be developed into a university post-graduate level offering in the future.

The training modules offered in leadership and management at the health facility

level were designed for all clinical and non-clinical participants who lack experience in managing health services. The Aga Khan Health Service in Kenya has identified an acute need for high-quality training programmes to provide the health staff with knowledge, skills, and confidence to face the challenges of improving an ever-changing health service delivery system.

SMDP Welcomes New Chief—Dr. Libby Howze

Dr. Patricia Simone, DGPHCD Director, recently announced the selection of Elizabeth “Libby” Howze, ScD, CHES, to be SMDP’s new branch chief. Dr. Howze started in SMDP on November 26, 2007. Dr. Simone said that Dr. Howze’s leadership and management experience at CDC and the Society for Public Health Education (SOPHE) make her a valuable addition to the staff of SMDP and DGPHCD.

A Certified Health Education Specialist (CHES), she brings to SMDP more than 25 years of experience in prevention programming, social marketing, management and leadership development, research translation, training, and technical assistance.

Dr. Howze has worked at CDC for 14 years, most recently as the Workforce and Career Development Officer in the Coordinating Center for Environmental Health and Injury Prevention. There she was responsible for programs in management and staff development, workforce diversity, and strategic human capital planning for approximately 1,000 employees. She has also managed CDC programs in nutrition and physical activity, cardiovascular disease prevention, healthy aging, and environmental health promotion and education.

Before moving to CDC, Dr. Howze served on the community health faculties at Virginia Tech and George Mason University. She earned her doctorate in public health education at the Johns Hopkins University School of Hygiene and Public Health in 1985. Her interest in global public health grew out of her experiences as a Peace Corps Volunteer in Sri Lanka in the late 1960s where she developed a program in family planning education. Several years ago, she assisted the faculty at the Hanoi



School of Public Health to develop its behavioral and social science curriculum.

This past year, Dr. Howze served as the President of SOPHE, an international professional organization that promotes 1) standards for professional preparation; 2) continuing education; 3) advances in theory, research and practice; and 4) advocacy to eliminate disparities in health. In 2002, she received the Sarah Mazelis Award for Exemplary Health Promotion Practice from the American Public Health Association.

“I am very excited to be working with talented and experienced SMDP staff and MIPH graduates on strengthening international management

capacity. For the past 3 years I have been working with CDC managers to strengthen their management capacity. It’s clear to me from that experience that no matter how scientifically competent managers are, if they don’t possess high level management competencies, then the public health programs they manage will not have the impact they could. Skilled managers also bring out the best in their employees. That’s why I think SMDP’s mission is so important. It links strong program management with strong science to achieve the best public health outcomes.”

Dr. Simone thanked Janna Brooks for serving as acting SMDP chief. “As acting SMDP chief, Janna not only had to take on new responsibilities for managing and supervising the team, but also to continue her regular duties, address the demands of the reorganization, and oversee the preparations for the MIPH course – essentially three jobs.”

You can contact Dr. Howze at eah6@cdc.gov.

Malawi—Second Healthy Plan-*it*™ Workshop Held

The seven MIPH alumni pictured at right co-facilitated the second Healthy Plan-*it*™ workshop for 27 members of seven new District Health Management Teams (DHMTs) November 5–9, 2007, in Liwonde, Malawi. The teams were from Lilongwe, Nkhotakota, Karonga, Rumphu, Ntchisi, Chitipa, and Likoma and were joined by three staff members from the Central Western, Central Eastern, and Northern zones. The four-day workshop covered prioritizing health problems, analyzing their causes, developing objectives, creating an evaluation methodology, and developing a management plan.

The workshop was designed to assist the teams in completing their annual District Implementation Plans (DIPs), which are due in March 2008.



*Pictured above are seven of the 14 MIPH graduates from Malawi. Back row—Mr. Saswell Kayuni ('07), CDC Malawi; and Mr. Elliah Ligomeka ('07), Ministry of Health (MOH). Middle Row—Mr. Isaias Leo Dambe ('05), Regional TB Control Office (North); and Mr. Isaac Chipazi ('06), Malawi Institute of Management. Front row—Mrs. Rhoda Banda ('02), National TB Programme (NTP); Mr. Khalikapo Kumwenda ('06), Zonal Health Support Office, MOH; and Mr. Andrew Dimba ('03), NTP Research Officer. These graduates facilitated the Healthy Plan-*it*™ workshop in November in Liwonde, Malawi.*

Mr. Geoffrey Saizi, the Deputy District Health Officer, and Mr. Gibson Jabali Mgwira, Principal Health Services Administrator, both from Mangochi, and who had attended the February 2007 workshop, presented the program their team developed using the Healthy Plan-*it*™ tools. They commended these tools for the value in helping to complete the DIPs.

One participant noted, “The course will assist us in the health planning process. This course has opened our eyes to see how we can plan well and not haphazardly.”

Most noted that the workshop helped them to improve their ability to set priorities.