

Improving Managerial Capacity in the Public Health System

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Building Managerial Capacity

Based on our Management Academy sample of nearly 800:

- Public Health managers come from highly variable backgrounds
- Few have any training in management
- They have difficult jobs
- They are eager for training



Case Study: Training Current Managers

- What Management Academy does
- Who Management Academy serves
- How we measure success



Objectives

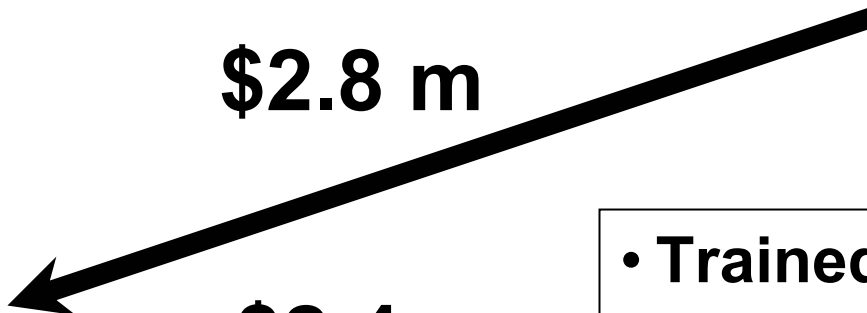
1. Improve individual management skills
2. Improve organizations
3. Measure ROI
4. Sustain the program

Outcomes

1. *Good data on KSA, behavior change*
2. *Teams, partners, business plans*
3. *\$2 m in: \$6 m out*
4. *Self-supporting with tuition revenue*



History: 1999-2003

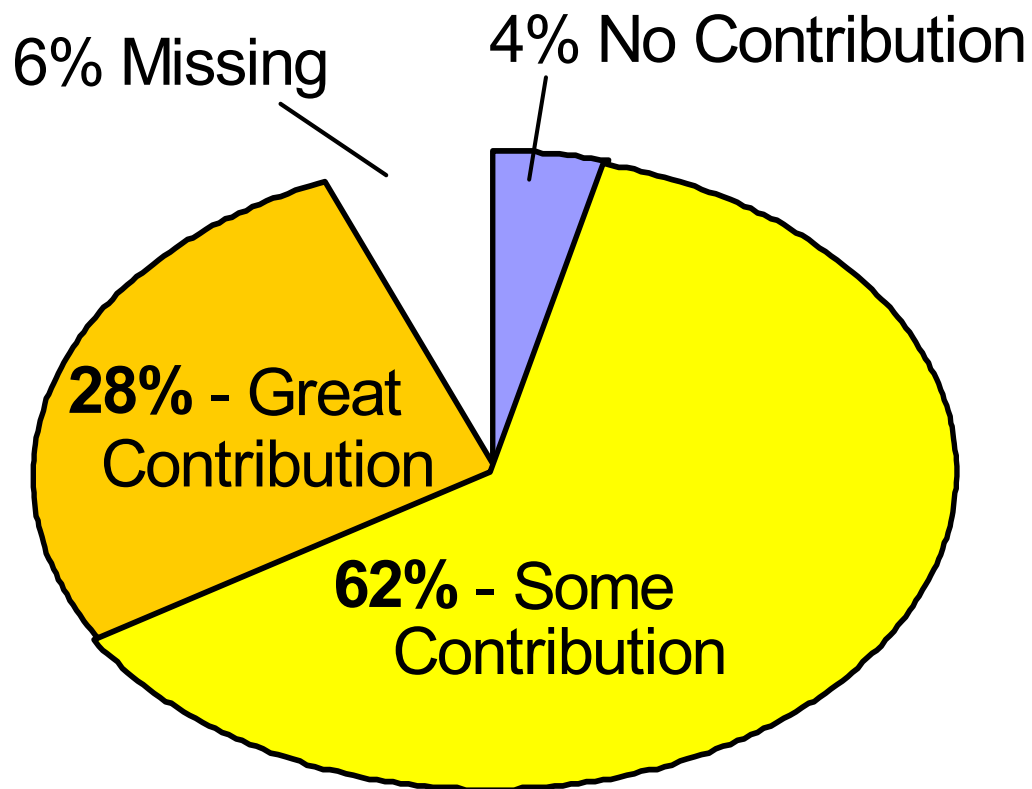


- Trained 600 Managers
- Through 2002, generated \$6 million in “enhanced revenue”



MAPH impact on ability to do your disaster and BT-related work since Sept. 11

Of 74% involved
In direct disaster
response, Dec 2001
N=100



Public Health Reports 2002, v.117



Key competencies...

People

- Delegate
- Communicate
- Negotiate
- Use HR
- Partner

Money

- Raise revenue
- Budget
- Break even
- Track subs
- Form alliances

Data

- Collect info
- Manage info
- Measure outcomes
- Improve quality

“Civic Entrepreneurship,” business planning



- Class size of 50
- Up to 4 classes per year
- 3 on-site sessions
- Six hours course credit



- Enroll in teams (with community partners)
- Write a Business Plan
- Get Coaching



July

**Individual
Development:
360 + IDP**

**Managing
People**

Finance

**Entrepreneur-
ship**

Marketing

**Business
Planning**

5 days

October

Negotiation

Finance follow-up

Evaluation

Communication

Team-building

3 days

On-site

April

**Individual
Development
follow-up**

Quality

**Human
Resources**

**Business Plan
Presentations**

2 days



Distance

July—5 days

- Individual Development: 360 + IDP
- Managing People
- Finance
- Entrepreneurship
- Marketing
- Business Planning

October—3 days

- Negotiation
- Finance follow-up
- Evaluation
- Communication
- Team Building

April—3 days

- Individual Development follow-up
- Quality
- Human Resources
- Business Plan Presentations

Data Tools Online
Presentations (VHS)
Other web resources
Business Plan COACHING

Business Plan



Demographics 2004-2005

MD / MD MPH	9%
MPH	17%
Other Masters or PhD	37%
BS or less	42%
Average age	42

N=60



Demographics 2004-2005

In current position 5 years or less	24%
In Public Health 5 years or less	23%
Community Partner	15%
African American	23%
Chicano/Latino	5%



Business Plans

- **Dental Van for kids expands access**
($\$275,000$ grant; self-supporting w/rev)
- **Perinatal “hostel” cuts inpatient days**
(state grant; saving $\$1$ m/year)
- **“Flu Clues” pitches flu shots in schools**
- **Charleston SC creates coalition for preparedness training and purchasing**



Revenue Enhancement

\$2 million in training (first 500 managers)

yielded

\$6 million in grants and revenue

Lewin Group final report, June 20, 2003



B-School Partnership

- Lewin report: “complete success”
- New joint programs:
 - **Public Health Leadership Institute**
(with Center for Creative Leadership)
 - **Emerging Leaders in Public Health**
(Kellogg Foundation)
 - **UNC Healthcare Leadership Program**



Sustainability

- 150 paying customers in last two years
- CDC awarded “core” funding grant
- ASTHO, NACCHO provided marketing



Next Steps?

- Utilize capacity at UNC: 200/year
- Identify partners to start new Management Academies

