

MAPH

Evaluation Update

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News from the Management Academy for Public Health



In April 2002, MAPH graduated its third class, and now has nearly 500 alumni. In this update, recent graduates tell how MAPH helped them think business, strengthen teams, and manage more effectively.

Graduates say MAPH teaches them to think and act like entrepreneurs. They begin to see new ways to fund projects and form partnerships internally and with community agencies and businesses, which is especially critical in a time of budget reductions.

Thinking Business

New Hanover County North Carolina Team

*Administrative Manager **Kimberly Roane**, Assistant County Manager **Patricia Melvin**, and Child Health Division Manager **Janet McCumbee** graduated in April 2002. For their Business Plan, the team developed "Hand-in-Hand for Healthier Children" to reduce transmission of infectious disease in childcare settings.*



Kimberly: Many of the people in our organization in leadership roles have come from a health background rather than a business background. The quality of the instruction that we get [at MAPH] in the business side of things is just so incredible that I think it has really helped develop that aspect of our jobs...a different way to look at things and plan, considering many ideas we might not think of prior to MAPH training. Even though I have a business

background, this was a really great refresher for me.

So often [health professionals] rely on grants, that's just the only thing we think of when planning to start a new program or new area. We learned to really consider extensively the need for **an analysis of the expenditures versus the revenues**. All that financial piece is something that was not as strong before. I think we have in the past tended to get into a rut, kind of copying the program that was in place before, simply putting different ideas with it for whatever the new program was expected to accomplish. But now this has given [us] the opportunity to look at it from

"It has really been good for our entire organization."

MAPH Alumni News

Jean McNeil from Wilmington, NC reported last fall that the team "received approval from the county commissioners to build our spay/neuter facility with adoption play area! The item was on their consent agenda, which means they asked no questions before giving their blessing for the project. We believe that everything went as well as it did largely due to the excellent preparation we were afforded in attending MAPH. The (business plan) document left few questions for them to ask..."

Sandy Miller from Thomas Jefferson Health District team reported another successful business plan implementation: a dental clinic co-located in a new community resource building in Louisa County. The team earned a three-year grant from the Virginia Health Care Foundation to fund the clinic start-up. Kudos!

Howard Mosby has been elected to the Georgia House of Representatives from District 59... congratulations Howard...

Ditto for **Erra Sutherland**, who decided to run for the Wise, Virginia town council on five days notice: she's now the only woman on a council of five (the first in twenty years or more). She attributes her gumption to MAPH...

a different perspective, come up with different approaches. I just think it's really been good for our entire organization.



Patricia: I would never have considered getting this group of people together to work on a project. **Pulling together a business plan with this varied number of organizational backgrounds would not have been a part of my thinking.** I think that's excellent that we bring people together into a setting where we actually begin to put together a proposal, a plan that will benefit the entire community....

Janet: Just doing the Business Plan to start a new program or improve something we're lacking in is not something we have time to do, generally, in everyday work. We don't sit around brainstorming over how we can improve something or fix a problem, and so this gave us an opportunity to really figure out how we could do that. That **we could make time if we had to, to solve a problem, develop a new plan, maybe go after money** and that kind of thing. And then pulling your team together is a challenge, to keep everybody meeting and doing their parts. But everybody ... did their part, so **it's been amazing to me how well it actually worked!**

Thinking Teams

Public Health District H Team, Rome, Georgia

*This team developed an integrated women's health case management model, "The Healthy Woman." Nurse Coordinator **Karen Wetherington**, Social Services coordinator **Angie Robinson**, and Operations Support Coordinators **Peggy Naves** and **Carolyn Terry** discussed MAPH benefits.*



Karen: What I do as a nurse is take care of people and I don't think in terms of money and outcomes. Pam Santos [business plan advisor] really helped me change that thinking around so that the business plan was actually business oriented and not so much humanitarian, you know? That to me was very valuable. In everything I do now, **I think of everything now in terms of business.** I haven't lost that caring piece either, but I look at things a lot

differently now.

Peggy: I have grown to love each team member. We depend on each other so much, you don't know of the emails we've sent, the telephone phone calls we've done, the many meetings we held at different places. I didn't even know Karen or Angie. I knew Carolyn, I work with her. And I just have grown to love them and we I just think we work excellently together as a team.



MAPH Alumni News

Kim Allan landed a new job in Richmond working in the Bioterrorism Preparedness area... as did **Bill Hall**, a new Epidemiologist for Bioterrorism Preparedness...

Craig Reeves has left SC-DHEC to work for CDC—in Botswana...

Susan Whitesides (Wilkes County NC) has retired as nursing supervisor... that's the bad news, but the good news is that she has been replaced by MAPH alum and teammate **Theresa Tucker!**

Val Jefferson landed one of three slots in George Mason University's Northern Virginia Fellows Program for local governments, a competitive scholarship program. She'll earn a Master's in Public Administration...

Toby Cook reports that MAPH has left an unmistakable mark on the Cumberland Plateau Health District... according to her email, a recent staff meeting featured discussion of the recently implemented Project TEEN "that our CPHD team did last Academy; another guest speaker presented a program that we are partnering with called Breathe Easy Baby that encourages pregnant women to stop smoking, also a result of MAPH. Our present team is busy working on 'Project Access' and they are about ready to submit a proposal to VHCF"

GOT NEWS? Let us know!

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IDP results

MAPH managers create individual development plans (IDP) and track progress on concrete measures. Here are some examples:

Mary Ellenburg, Director of Home Health Services, Anderson, South Carolina, wanted “to effectively contribute to **budget and financial planning** within the scope of my position.” She completed a master’s level finance course at Clemson University, scheduled regular **meetings with a mentor**, and **joined an e-mail listserv** for nurse administrators.

She wrote, “This last year has been a learning experience for me on many different levels. I am now able to actively participate in district level budget planning sessions. I am responsible for a \$2.5 million Home Health Services budget and a \$0.5 million budget for the Long Term Care Program. I still have much to learn, but **I feel more confident regarding the decisions I make** and my future as a public health manager.”

Helen Dulock, Planner and Nurse Consultant, State Office of Children with Special Needs, Georgia Division of Public Health, focused on increasing her knowledge and skill in **working effectively with teams**, both as a team member and leader. She attended formal training on “Teaming” and “Facilitating Teams” offered by the Georgia Division of Public Health and read two books, *Teaming Up* by Ray and Bronstein, and *Mining Group Gold* by Thomas Kayser. Helen remarks that it is “easy to fall back into old habits, but the corrective action is to make list of skills I want to practice and use a **weekly log** and review before and after meetings.” Fellow staff members say she has made a “great improvement”!

Angie: And I think that’s a valuable point, that the business plan should not be done by an individual. It really takes many, many pieces if it’s going to be something that affects a lot of people. **I think we all learn in different ways and I think by discussing things, we’ve seen things different ways. A lot of times it was the light bulb, “Okay, now I understand it!”** But it was only through our discussions that sometimes things became clearer. If we had just been totally on our own I don’t think we would have gained nearly as much.



Carolyn: And to see this put into action. **It’s our baby and to see it put into action and to grow, that’s going to be exciting.** That’s the part that I’m looking forward to.

Angie: It’s not over when it’s over!

Building New Perspectives and Skills

Stanley Green, Assistant Director, Office of Quality Management, South Carolina Department of Health and Environmental Control



Our team learned the importance of collaboration and partnerships not only internally, but externally as well. Our project is on Food Safety. The project did change in scope at least three times during the initial phase of development, which caused us to do a great deal of brainstorming and negotiation. Since we were of several different disciplines and from several different areas of the agency, we really had to work quickly to come together as a team, and focus on the project in order to be successful.

“Our partners began to see the benefit our project could have.”

The changes that occurred in our project afforded us the opportunity to collaborate with our Bureau of Environmental Health and the South Carolina Hospitality Association. Partnering with these two organizations was critical to the success of developing an educational video that would eventually benefit all the citizens and visitors of the state of South Carolina.

As we met with various entities to develop our idea, our partners began to see the benefit our project could have on the restaurant industry, DHEC’s use of its internal resources and ultimately South Carolinians. So **when we learned about civic entrepreneurship, partnerships and collaboration, I think all of those concepts came into focus for us with this project** and development of our Business Plan.

IDP results, continued

Harvey Kayman, District Health Director, Florence, South Carolina began a district **public health ethics committee**, one of the first of its kind in the U.S.

Community lay leaders in the district have been meeting each month to work through ethical issues related to the promotion of the public health.

Also, he studied more about financial management and has begun to address budget concerns faced by the district and more carefully document clinical activities across six counties.

Harvey remarks, "Following my time at the MAPH, we balanced the district budget, paid off a large debt, and ended the year with a surplus. We developed an evidence-based accounting system, which led to improved morale, and increased productivity.

These changes were a team effort.

Many of the team members had attended the MAPH with me or in prior years. Our accomplishments were not so much about my personal efforts, which frankly were minor, but emanated from a spirit of cooperative and interdependent management."

Joann Carter, Nursing Supervisor, South Carolina Department of Health and Environmental Control

The most important concept that we learned from this activity is the concept of **teamwork**. That sounds very simple, but in the days of cut backs and not filling vacancies, and fewer and fewer resources with which to work, [it's critical]. I feel that the members of my team and I were able to use the strength in the group process to accomplish something that hadn't been able to have been achieved by one individual [working alone] here or there. That's a very big confidence booster. **It makes you feel like you can tackle whatever.** "Okay bring it on, just bring it on! We can handle this." That's very important because that **confidence now generates enthusiasm with other people.**



Patricia Townley, County Nurse Manager, Floyd County Health Dept, Georgia

"When I came [to MAPH] I was fairly new in my job I didn't know what to do with information I had. So we came to the first [MAPH] classes and I realized that I had the tools I needed to pull some things together, and we needed a health department [building] in our county. So I went back and wrote a business plan. I sent this to the county commissioners and they requested a meeting.

The District Director of Nursing reviewed the plan and she and the Chairperson of my Board of Health agreed to attend the meeting with me.

So [I went] into this boardroom full of all these people. I thought I would never be able to talk in front of them. But you all were a great audience [at MAPH and I thought] if I can talk in front of you, I can talk in front of them! Two days later the local newspaper stated the county commissioners had decided the health department is inadequate to meet the needs of the community and we needed to build a new one. Floyd Medical Center, which is a local hospital, is so interested in it that they wanted to put their residency program in the building, making it a multi-story building. With FMC coming in, a Volunteers in Medicine program would be possible. Also, we hope to have a dentist and an indigent program...things we never had before. **We're expanding the original idea of a two million dollar project to a ten million dollar project** so we're really excited.

"I realized that I had the tools I needed to pull some things together."

The newest update is that a SPLOST (special local options sales tax) committee held meetings this Fall for presentations for new programs. This gave me another opportunity to utilize skills I obtained at MAPH to make our presentation. The health department made the list of programs to be on the ballot in the spring or summer of 2003.

Background

Management Academy for Public Health (MAPH) is a nine-month team-based management development program offered by the School of Public Health and the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill. The program is sponsored by the Centers for Disease Control and Prevention, the Health Resources and Services Administration, the W.K. Kellogg Foundation, and the Robert Wood Johnson Foundation.

Teams of public health managers take management classes, work on Individual Development Plans (IDP), and develop a business plan to hone skills and improve their agencies.

Since 1999, the Management Academy has trained 635 managers from four states. We obtained these data from several sources, including:

1. Individual Development Plan (IDP) results
2. Reports from teams about how their business plans have been implemented and funded.
3. Interviews and group interviews conducted by MAPH evaluation staff during the April 2002 on-site session.

Here is how the IDP works: After taking courses and receiving 360-degree feedback from supervisors, peers, and subordinates in July, 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 also bring “artifacts” that give evidence of performance improvement, such as new policies, procedures, budgets, or other “hard” evidence of growth.

Results point out how helpful it can be for managers to get feedback, focus on key goals and track their progress. A key goal is to encourage managers to get in the habit of self-directed learning, in response to the shifting demands of their jobs!

These results were compiled by program manager Stephen Orton and evaluator Karl Umble

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“When we learned about civic entrepreneurship, partnerships and collaboration, I think all of those concepts came into focus for us with this Business Plan.”