

NASTAD Applied Public Health Program Management Training

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National Alliance of State & Territorial AIDS Directors

- NASTAD is a U.S. based public health organization that represents state health directors with programmatic responsibility for HIV/AIDS, viral hepatitis and associated public health programs
- NASTAD Global leverages the expertise of U.S.-based public health practitioners and pairs them with international public health peers to build capacity and optimize the use of national health systems

Public Health Competencies

- In order for a country to effectively respond to their HIV epidemic, human resources must have the capacity to support public health structures and processes

Critical Public Health Program Management Competencies

Evidence-based planning

Implementing national strategies

Identifying implementing partners

Collaborating and mobilizing partners

Reprioritizing and reallocating resources

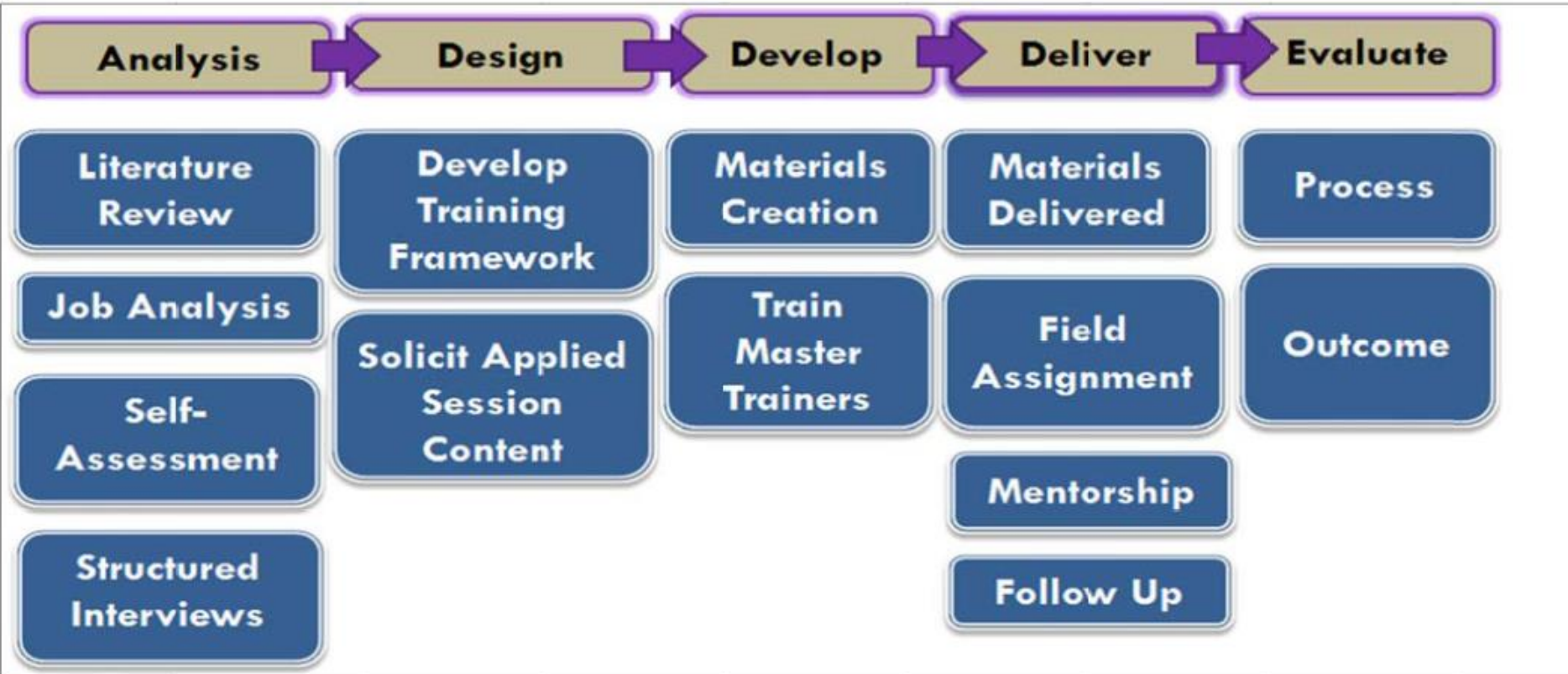
Effective communications

Applied Public Health Program Management Training Framework

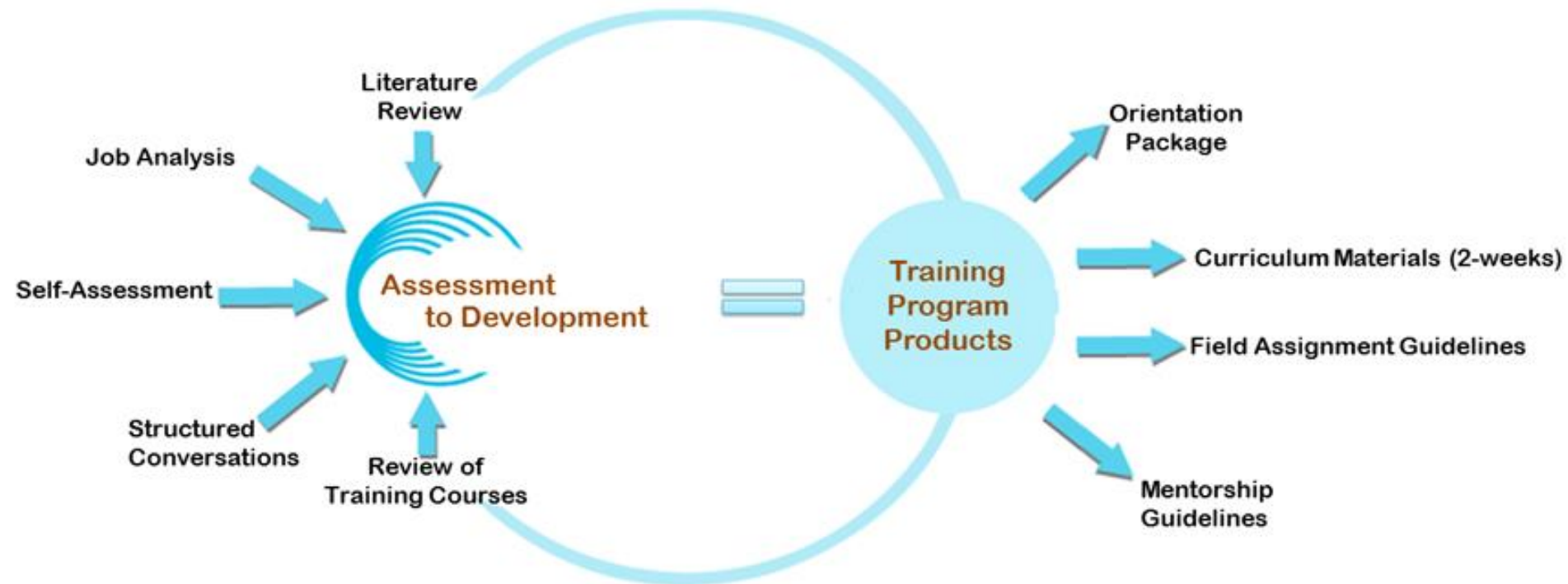
- Strengthens public health leadership and management capacity – critical for sustainable public health programs
- Addresses standard public health management competencies
- Tailors training modules to unique cadre roles and responsibilities
- Mentoring and supportive supervision ensures the application of knowledge and skills into existing job duties

Applied Public Health Program Management Training Framework

Figure 1. Applied Public Health Program Management Capacity Building Model



Developing an **Applied** Curriculum



Goal: To build staff capacity to **apply** critical public health program management competencies to existing job duties.

THIS IS JEOPARDY

With Your Host: ??

Jeopardy

LEADERSHIP

100

200

300

COMMUNICATION

100

200

300

ADVOCACY

100

200

300

Leadership - 100

- What is leadership?
 - a. Employing your skills and knowledge, leveraged by your attitude, to get the results you desire
 - b. A decision to take a stand or step in order to encourage, inspire or motivate others to move with you
 - c. The act of drawing on ourselves and our experiences to serve others as equals, strengthening all
 - d. All of the above

Leadership - 100

- What is...

All of the above

Leadership - 200

- A great leader should possess which of these four characteristics?
 - a. Vision, competitiveness, frankness, pettiness
 - b. Detail-oriented, uncertainty, inattentiveness, magnanimity
 - c. Dedication, ability to inspire, ability to communicate, ability to delegate
 - d. Assertiveness, strength, ability to reprimand, disorganization

Leadership - 200

- What is...

Dedication, ability to inspire, ability to communicate, ability to delegate

Leadership - 300

- What three tools can help managers and leaders to be organized and effective?
 - a. Microsoft Office, Adobe Illustrator, and Skype
 - b. Gantt Chart, Workplans, and Prioritization Charts
 - c. Pens, pencils, and highlighters
 - d. Hammers, screw drivers, and levels

Leadership - 300

- What is...

Gantt Chart, Workplans, and
Prioritization Charts

Communication - 100

- Which of the following might you consider as you craft your message?
 - a. Know your audience
 - b. Simplify your message and keep it as brief as possible
 - c. Keep your language clear and simple
 - d. All of the above

Communication - 100

- What is...

All of the above

Communication - 200

- Which of the following are effective non-verbal cues?
 - a. Interrupting, crossing your arms, not looking at the person who is speaking
 - b. Appearing interested and attentive, making eye contact, adopting responsive body language
 - c. Being natural with hand gestures, appearing judgmental, using a positive tone of voice
 - d. Checking your emails, using an encouraging tone of voice, appearing non-judgmental

Communication – 200

- What is...

Appearing interested and attentive,
making eye contact, adopting responsive
body language

Communication - 300

- What is the difference between *mirroring* and *paraphrasing*?
 - a. Mirroring* involves repeating almost exactly what the speaker has said in a short and simple manner; *Paraphrasing* involves using other words to reflect the meaning of what the speaker has conveyed
 - b. Mirroring* involves physically acting out what the speaker has said; *Paraphrasing* involves emailing a summary of what the speaker said
 - c. Mirroring* involves taking a video of the speaker; *Paraphrasing* involves restating the feelings and words of the speaker
 - d. Mirroring* involves asking questions to ensure clear understanding; *Paraphrasing* involves asking questions and summarizing what the speaker has communicated

Communication – 300

- What is...

Mirroring involves repeating almost exactly what the speaker has said in a short and simple manner; *Paraphrasing* involves using other words to reflect the meaning of what the speaker has conveyed

Advocacy – 100

- What is advocacy?
 - a. Engaging your stakeholders and/or the community at large and applying that engagement to work toward implementing a project or change
 - b. Targeted action to change policies, positions, or programs
 - c. Public support for or recommendation of a particular cause or policy
 - d. All of the above

Advocacy – 100

- What is...

All of the above

Advocacy – 200

- Which of the following steps should you complete as you develop your advocacy strategy?
 - a. Develop an escape plan for when things go poorly; create broad, general messages; wing it
 - b. Decide who will make the “ask”; engage with a minimal number of individuals and stakeholders; develop general descriptions of your goal and recommendations
 - c. Identify those to be approached; tailor messages to specific individuals; research interests, resources, and areas of influence
 - d. Have a clear idea of the resource required to succeed; ignore your target audience’s limitations and restrictions; collect pertinent, quality data to present

Advocacy – 100

- What is...

Identify those to be approached; tailor messages to specific individuals; research interests, resources, and areas of interest

Minority Leadership Program

United States Health Departments

MLP – United States Health Departments

- **Program Mission:** To retain and increase the number of minority staff in leadership roles at health departments across the nation
- **Program Goal:** To build the leadership and management skills of junior to mid-level health department program staff from racial/ethnic minority communities identified as emerging and future leaders at health departments

MLP – United States Health Departments

Participant Selection Process:

- State AIDS Directors nominated staff in HIV/AIDS and Viral Hepatitis programs to participate in MLP
- NASTAD staff determined final selection of candidates
- 10 – 15 participants per cohort

MLP – United States Health Departments

Program Structure:

- One year program, leveraging experience of NASTAD members and their staff
- Face to face meetings
- Participation in peer-based “Clusters”
- Live webinars
- Self-guided subject specific tutorials
- Personal Development Plan
- Final MLP project

MLP – United States Health Departments

Program Modules Included:

| | |
|--|---|
| Leadership and Vision | Epidemiology |
| Coalition Building and Advocacy | Program and Strategic Planning |
| Programmatic Strategic Planning | Communication Styles and Conflict Resolution |
| Program Management | Change Management |
| Using Data for Decision Making | HIV/AIDS and Viral Hepatitis Surveillance |
| ADAP 101 | Ryan White 101 |
| Community Engagement | Monitoring and Evaluation |
| Social Determinants of Health | Budget Management |

MLP – United States Health Departments

- A total of 42 junior and mid-level health department staff completed MLP
- “My responsibilities have expanded significantly since participating in the MLP. I have worked more closely with senior management and staff, acting as a vehicle through which the health disparities approach can become organization-wide.” – Cohort One Participant
- “I feel as though I continue to see [my supervisee] grow. She is using her skills and knowledge to assist her team in their personal/professional growth. [My supervisee] has gained confidence and is ‘finding her voice’ as a leader.” – Participant’s Supervisor

Applied Leadership Development Program

Botswana

ALDP in Botswana Strategy and Approach

- Partnered with the CDC's Sustainable Management Development Program and the Botswana Ministry of Local Government and Rural Development (MLG-RD) to tailor curriculum
- Targeted District AIDS Coordinators (DACs) and Assistant District AIDS Coordinators (ADACs), based on a self-assessment on challenges they face in their own work
- Training provided by local, Master Trainers recruited from MLG-RD over 14 interactive sessions

ALDP in Botswana Impact and Outcomes



Mma Maapatsane, HIV/AIDS
Program Director at MLG-RD

- As of 2014, two cohorts (24 participants) have completed training
- Participants reported an increase in knowledge across critical public health knowledge areas
- ALDP has been institutionalized by MLG-RD

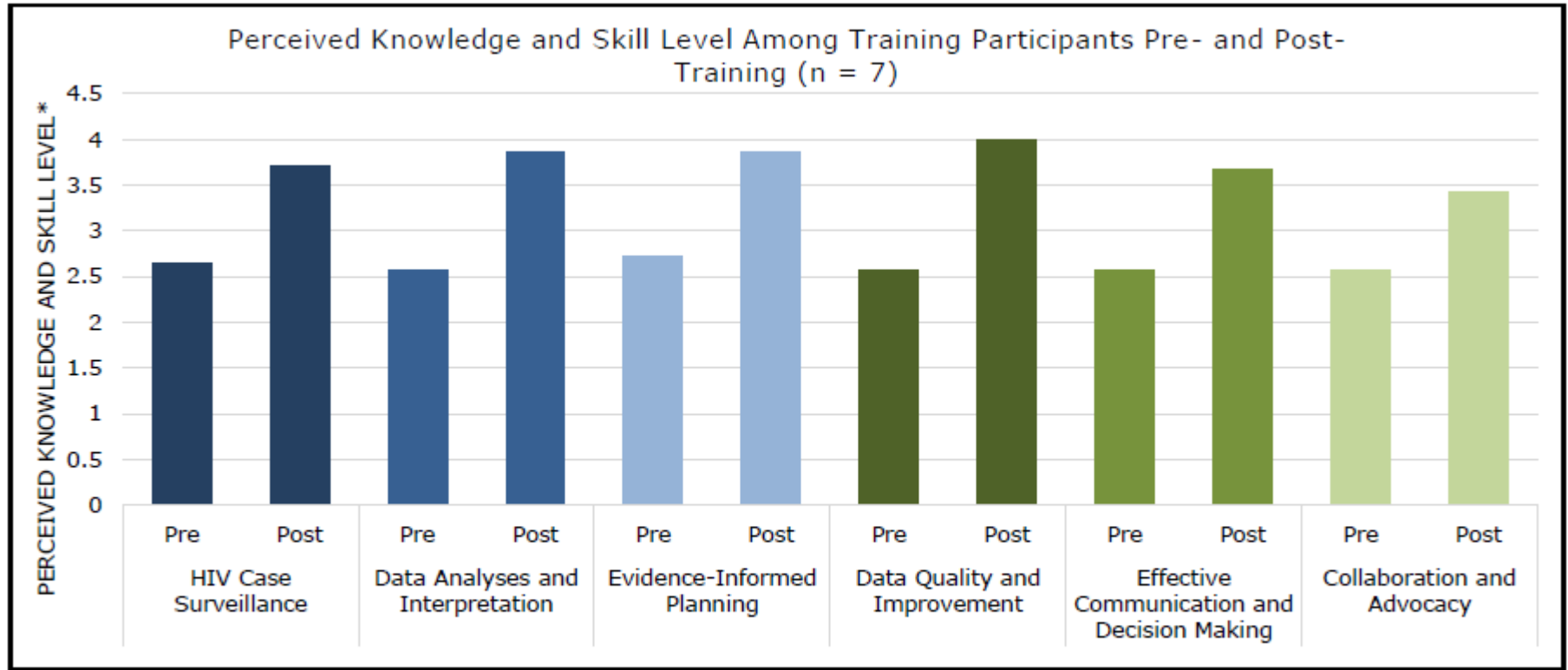
Applied Public Health Regional Leadership and Management Training

Guyana

APHRLMT in Guyana Strategy and Approach

- Targeted national- and regional-level Ministry of Health staff and HIV program coordinators to build capacity of the Regional Health Teams
- NASTAD facilitated communication and collaboration between local partners and programs to facilitate peer-to-peer follow-up and mentoring between the target cadre and facilitators
- Training provided by NASTAD staff over two intensive sessions, interspersed with an applied field exercise

APHRLMT in Guyana Impact and Outcomes



**Perceived Knowledge and Skill Level was measured on a scale of 1-4, where 1 = low knowledge and 4 = high knowledge.*

Discussion

Discussion

- What are the management and leadership needs or gaps in your jurisdictions?
- What orientation or training did you receive for your public health management responsibilities? How well did it prepare you for your work? Could you modify or adapt that training to be more applicable to your current experience?
- Do you think the AHPMT Framework could be applied effectively in your jurisdiction?

Questions?



THANK YOU!