

SMDP News

Sustainable Management Development Program

Better management, stronger programs, healthier people

U.S. Department of Health and Human Services
Centers for Disease Control and Prevention

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 quarterly, 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.

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Vietnam Holds 10-Day Training-of-Trainers Course

Above left: Dr. Le Cong Minh from Ho Chi Minh City presents the Work Breakdown Structure developed as part of a group exercise in Project Management for Public Health Professionals. Above right, Dr. Vu Van Nghia (Nam Dinh); Dr. Nguyen Ngoc Linh



(Long An); facilitator Dr. Bui Thi Thanh Mai (Hanoi), standing; Dr. Nguyen Cong Danh (Long An); Dr. Vu Cao Dam (Nam Dinh); and Dr. Tran Thi Kim Oanh (Nha Trang) work on a group project during the workshop.

The Hanoi School of Public Health (HSPH) in Vietnam is responding to a need to decentralize public health management capacity building across the nation. Building on more than 10 years of experience in public health management training in collaboration with SMDP, HSPH developed a plan to establish institutional relationships and hold management training for HIV/AIDS control public health professionals in three locations across Vietnam.

These training centers are strategically located in the north, at the HSPH, in the central region, at Da Nang's Preventive Medicine Center, and in the south, at Ho Chi Minh City's Institute of Hygiene and Public Health. Up to now, this regionalized training program has demonstrated its success—in just two years, it has trained 163 HIV/AIDS managers across Vietnam in TQM process improvement.

The training program on HIV/AIDS program management, a collaboration between the Hanoi School of Public Health (HSPH) and SMDP, is part of the project "Strengthen Public Health Capacity for HIV/AIDS Prevention and Care Activities in Vietnam." Funded by CDC's Global AIDS Program (GAP), the project is designed to strengthen training, data management, and management capacity for HIV/AIDS programs in Vietnam.

On January 16–25, 2007 a second training-of-trainers (TOT) course was offered to 28 trainers from the three regional centers and other HIV organizations across Vietnam. This course was prepared and facilitated by MIPH graduates **Drs. Do Mai Hoa ('97), Le Bao Chau ('06), Do Tuan Kim ('04), and Nguyen Le Ngan ('99)**, faculty at HSPH; **Dr. Ton That Thanh ('05)**, vice director of the Da Nang Preventive Medicine

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SMDP Participates in World Health Organization Consultation in Ghana

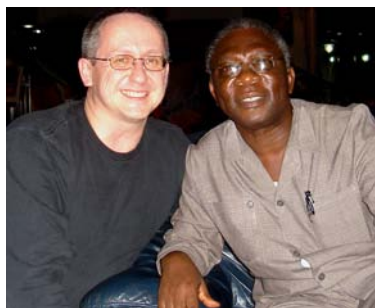
SMDP participated in a World Health Organization (WHO) consultation held in Accra, Ghana, January 29–February 1, 2007. The consultation, entitled “Towards Better Leadership and Management in Health,” focused on strengthening health leadership and management in low-income countries. The 80 invited delegates included WHO headquarters, regional, and country office staff; Ministry of Health policymakers and

program managers; and development partners from 26 countries. Among the conference delegates were MIPH graduates **Ms. Audrey Kgosidintsi** ('00), Institute of Development Management, Botswana; and **Dr. Phan Van Tuong**, ('97), Hanoi School of Public Health, Vietnam.

This event was among the first of many such WHO consultations

designed to develop a common framework for health management across the developing world. The consultation had these three broad objectives:

- Understand the key leadership and management issues of scaling up service delivery.
- Derive lessons from country experiences as a basis for developing coherent strategies and leadership to strengthen management.
- Agree on broad frameworks, strategies, and processes for supporting management and leadership capacity building in selected countries.



Pictured above: John Marsh, SMDP, and Dr. Samuel Sackey ('06), coordinator of the master of public health degree program at the University of Ghana's School of Public Health, take advantage of the meeting in Accra to review how MIPH course content can enhance the school's curriculum.

SMDP Senior Management Development Consultant John Marsh shared information on SMDP through hosting a poster presentation, holding informal discussions, and chairing a session on

competencies for public health managers. SMDP hopes to continue to play an active role in the development of this important WHO framework for health management in developing countries.

WHO Ghana Consultation Partners

Australia	The Netherlands
Benin	Nigeria
Botswana	Papua New Guinea
Canada	Senegal
Commonwealth of Dominica	South Africa
Congo	Sudan
Ghana	Tanzania
Guinea	Togo
India	Uganda
Kenya	UK
Liberia	USA
Malawi	Vietnam
Myanmar	Yemen

Field Management Training Program in Three Regions of the Philippines

Management capacity building for public health professionals in the Philippines has become a model of sustainability and decentralization. The Field Management Training Program (FMTP) has been funded entirely by the Philippines Department of Health (DOH) since its inception.

As the program has matured, FMTP graduates from the regional health offices began their own regional management training programs using DOH funds, finding ways to share the training and supervision costs with local government units. The FMTP, now in its eighth year, is a key adjunct to the Field Epidemiology Training Program (FETP), and is now both a regional and a national program. Three of the regional FMTP programs held workshops recently.



From July 24–28, 2006, the Region 5 FMTP held its first workshop for the 21 participants in its second cohort (see group photo above). The participants, who will graduate in May 2007, are currently carrying out 10 TQM process improvement projects.

On October 11–13, 2006, the Region 3 FMTP cohort, in Angeles City, graduated following a final workshop. The 19 trainees in this cohort presented 9 TQM process improvement projects and 3 Healthy Plan-*it*™ projects in the dissemination workshop.

The three winning projects were entitled “Increasing Payments for Clinical Laboratory Examinations at the Center for Health Development – Central Luzon,” “Improving Immunization Coverage of Children at the Munoz City, Nueva Ecija,” and “Improving Dog Vaccination in the Province of Bataan.”

The newest regional FMTP, the Metro Manila Regional FMTP, just completed the training cycle for the 15 participants in its first cohort, with a final workshop and graduation taking place on January 9, 2007. Seven staff from the Center for Health Development—Metro Manila and two participants from the Malabon City Health Office presented 6 TQM process improvement and 3 Healthy Plan-*it*™ projects.

Vietnam Training-of-Trainers Course Held in Hanoi



Photo above, left: Dr. Khuat Hai Oanh, Dr. Ha Van Ha, and Dr. Chu Phuc Thi from Hanoi engage in a group activity during the TQM process improvement workshop. Photo at right: from Ho Chi Minh City, Dr. Pham Kim Anh, Dr. Le Anh Tuan, Dr. Le Cong Minh, and Dr. Hoang Thi Thanh Hang work on a project management exercise.

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Center, and **Dr. Phung Duc Nhat** ('05), medical officer at the HCMC Institute of Hygiene and Public Health, plus two other faculty members from the Health System Management Department of the HSPH, Dr. Bui Thanh Mai and Ms. Pham Thuy Linh.

The topics covered in the 10-day course included effective supervision, an update on the TQM process improvement training module, and a new 5-day module on Project Management for Public Health Professionals. The latter workshop was developed by SMDP in collaboration with GAP/Vietnam and the HSPH, and follows a global training needs assessment conducted in 2006 by GAP/Atlanta. This new project management module will be taught in all three regional management training centers in mid-2007 for 24 teams comprising 72 provincial HIV/AIDS personnel. These provincial teams will then apply the project management tools and techniques they learned to improve the effectiveness of their ongoing projects. The projects are supported by such donors as the National AIDS program, the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), the World Bank, and Family Health International.

The second module during the January course was an update to SMDP's TQM process improvement module for public health, revised extensively in 2006 by SMDP staff. The updates to TQM process improvement expand the focus to core process improvements in public health services and programs. These updates

also introduce more advanced and flexible management concepts and tools. Using these tools, teams are encouraged to adopt continuous improvement practices in their organizations to address such processes as pre-test counseling at voluntary counseling and testing (VCT) centers, the peer educator process, referrals from VCT to out-patient care, and encouraging adherence to opportunistic-infection preventive treatment among persons living with HIV/AIDS.

HSPH faculty introduced the final module, on Effective Supervision Skills, based on materials developed both at HSPH and SMDP. A new module on Organizational Excellence will be introduced during 2007.

Participants found the TOT course content relevant to their work. Many of them expressed excitement about applying the knowledge and skills in their daily work and appreciated the enthusiastic approach of instructors and facilitators during the course.

Dr. Pham Thi Dao, vice director of the Da Nang Center for Preventive Medicine said, "The content of the course was very useful

for us who work in the HIV/AIDS area. We have implemented many projects but never knew such comprehensive management tools until now."

Dr. Nguyen Ngoc Linh, director of Long An Center for HIV/AIDS prevention and control, said, "I love the tools; they are simple but very effective."

Dr. Nguyen Van Thanh, from Hai Phong Center for HIV/AIDS Prevention and Control, said that he was fortunate to participate in this training program. "I will certainly use TQM and project management to improve my work."

The number of participants and their enthusiastic participation in the January TOT course is testimony to HSPH's success in developing a committed core group of regional trainers in the three core institutions, in creating continuous learning opportunities for the faculties of these institutions, and in building their institutional capacity to deliver quality public health management training at the sub-national levels in Vietnam over the long term.

SMDP Now Accepting Applications for MIPH 2007

The 2007 MIPH training-of-trainers course will take place in Atlanta, Georgia, USA, September 10–October 19, and SMDP is currently accepting applications from candidates who are prepared to carry out management capacity-building activities in their countries. For more information, visit our website at <http://www.cdc.gov/smdp/MIPHApp.htm>.

MIPH Alumni News

Mrs. Rhoda Banda ('02) graduated in September 2006 and received her M.P.H. from Cardiff University College of Medicine, Wales, U.K. She returned to her position as training coordinator and quality improvement coordinator for the TB Programme in Malawi. She credits her new

degree with giving her better skills to combat the public health challenges in Malawi.

Mr. Isaias Dambe ('05) has been promoted to Research Officer with the National TB Programme in Malawi; he had previously been a zonal officer working in one of the country's three regions. His new job, he says, poses challenges that he will address using the skills and knowledge acquired in his MIPH training.

Dr. Primo Madra ('03) has been appointed as National Program Officer in charge of emergencies with the Uganda country office of the United Nations Population Fund (UNFPA). He had been a fellow at the Makerere University Institute of Public Health from April 2002–April 2004. From 2004–2006, he had been project director for the expansion of Provider-Initiated HIV Counseling and Testing in health facilities in Uganda with Research Triangle Institute—International Kampala Field Office.

Dr. Emmanuel Miri ('95) has received the Jimmy and Rosalynn Carter Award for Guinea Worm Eradication for his work with The Carter Center in Nigeria. Nigeria reported just 15 new cases of Guinea worm disease in the first 10 months of 2006 compared to 116 cases during the same period in 2005. On November 15, 2006, President Jimmy Carter and First Lady Rosalynn Carter presented the award to Nigeria's former Head of State, General (Dr.) Yakubu Gowon and Dr. Miri, who is resident technical adviser for the Carter Center's health programs in Nigeria. Dr. Miri has overseen The Carter Center's health programs in Nigeria since 1998. Jimmy and Rosalynn Carter established the annual award in 1991 to recognize individuals for their outstanding efforts to eradicate Guinea worm disease.

Dr. Samuel Sackey ('06) of Ghana has accepted a 4-month contract in Liberia as a medical officer in the Lofa county sub-office of the World Health Organization, 400 km north of Monrovia. During his assignment, he will coordinate training for the office as well as activities with NGOs in Liberia.

Dr. Abdul Fajar Mostofa Sarker ('04) earned an M.P.H. in nutrition from the National Institute of Social and Preventive Medicine, Dhaka, Bangladesh, in June 2006. Dr. Sarker now works as project director for a USAID-funded health project. Previously, he was senior project manager in the Child Survival Program, Concern Worldwide, Bangladesh.

Dr. Hariadi Wibisono ('01) has joined WHO in Timor Leste (East Timor) as a short-term professional, responsible for assisting the Timor Leste government with implementing its immunization program, monitoring communicable diseases, and monitoring maternal and child health. Previously he was director of the vector-borne disease control division in the Indonesian Ministry of Health.

MIPH graduates in Croatia were honored in an awards ceremony at the Andrija Stampar School of Public Health in Zagreb, June 9, 2006. The Croatian Public Health Capacity Building program – “Health Plan for It (Healthy Counties)” had received the 2006 SMDP Management Training Program Excellence Award at the 3rd Biennial SMDP conference held in May 2006, in Cape Town, South Africa.

The quality improvement team from Istria County also received a 2006 Applied Management Learning Project Award for “Improving patient flow process for the early detection of breast cancer in Pula General Hospital.” This ceremony brought together more than 100 participants from all county teams, partners, and sponsors of the program. Dr. Renato Mittermeyer, Deputy Minister of Health and Social Welfare, emphasized the importance of the international acknowledgement of the work done by MIPH alumni and workshop participants from Croatia.

Professor Luka Kovacic, director of the Andrija Stampar School of Public Health, said, “All the team activities

are in the best tradition of this School, its mission, and its founder. This award demonstrates that the international community recognizes that we in Croatia are doing the right things.” Award winners also received congratulations from Professor Juraj Geber, Deputy Dean of the Zagreb Medical School.



Pictured from left: Dr. Ernesto Ruiz-Tiben, technical director of The Carter Center Guinea Worm Eradication Program; President Jimmy Carter; First Lady Rosalynn Carter; Nigeria's former First Lady, Mrs. Victoria Gowon; Dr. Emmanuel Miri; General (Dr.) Yakubu Gowon; and Dr. Donald Hopkins, associate executive director of health programs at The Carter Center.



Mrs. Sonja Grozic-Zivolic ('02), team lead and psychologist, Department of Health, Social Welfare, & Labor, Istria County, leads a slide presentation on the Istrian county team's launching of the Breast Cancer Unit in Pula General Hospital. Seated in the front row are Mrs. Ana Diklic, member of the Osječko-baranjska County team (journalist), Dr. Selma Sogoric ('01), professor, Andrija Stampar School of Public Health, Zagreb, Croatia, and Professor Juraj Geber, Deputy Dean of the Zagreb Medical School.

Thailand—Second Cohort Graduates, Third Training Cycle Begins

The Sustainable Management Training Center (SMTC) in Thailand continues to provide management capacity development to public health professionals. SMTC, sponsored by Mahidol University and the Thai-MOPH-CDC Collaborative (TUC), graduated the second cohort of trainees in November

2006. Facilitators included MIPH graduates **Mrs. Ubolrat Narueponjirakul ('06)**, technical officer in the Bureau of Epidemiology, MOPH; **Dr. Chanuantong Tanasugarn ('00)** and **Asst. Professor Paranee Watasomboon ('05)**, faculty at Mahidol University; **Mrs. Vallerut Pobkiri ('05)**, chief of laboratory services, CDC laboratory; and **Ms. Sirima Patamadilok ('04)**, deputy director, National Institute of Health.

The 36 participants in this cohort presented the results from 12 team projects carried out over the course of 9 months. Two projects received Awards of Excellence: The seven members of the National Institute of Health team completed a project to reduce the number of repeated laboratory tests for diagnosing avian influenza. Following the intervention, repeated tests were reduced from 11% to 3%. The 11-member team from Maung District



Second cohort graduating class. Front row: Ms. Sirichart Chareonpat, public health officer, Pisanulok province; Mrs. Vallerut Pobkiri (in beige jacket); Ms. Wimol Roma, MOPH; Dr. Paranee Watanasomboon; Dr. Tanasugarn; Dr. Michael Malison, country director, CDC Thailand; Dr. Susan Maloney, medical officer, TUC-CDC; and Dr. Suwat Siasirawatana, director of the MOPH Strategy and Planning Bureau.

A worked on improving mosquito-larvae control to prevent dengue fever. At baseline, Maung had only 50% mosquito-larvae reduction, as measured 2 days after larvae eradication activities. Following the team's intervention, 92% larvae eradication after 2 days was achieved. As one simple and effective innovation, the team standard-



Pictured with Mrs. Ubolrat Narueponjirakul (in yellow blouse) are members of the Nampong District and the Konkaen Province teams.

ized the size of the spoon used to measure Abate Sand, a chemical used to control larvae.

Other projects addressed reducing delays for screening tuberculosis patients, reducing lab service time, reducing the incidence of missing or incomplete information accompanying lab specimens, standardizing personal protec-

tive equipment (PPE) to prevent TB infection among hospital staff, and improving the quality of dengue hemorrhagic fever (DHF) case reporting.

The SMTC facilitators conducted a TQM process improvement workshop, November 14–18, 2006, for a new, third cohort. The 31 participants in this cohort are from the Ministry of Public Health (MOPH), the Faculty of Public Health at Mahidol University, provincial and district health offices, regional medical science centers, and disease prevention and control offices. The team leads returned to their workplaces to form teams and carry out applied management improvement projects that will be presented at a graduation in August 2007. Their projects are designed to improve such processes as surveillance reports, DHF reporting and surveillance, and the management information system for the AIDS prevention and control program.

Serbia conference, continued from p. 6
health management capacity-building efforts in their own countries.

Discussion

The presentations on local public health strategies and projects from the four pilot regions in Serbia stimulated discussion and provided a forum for sharing experiences across the region. Featured were the SMDP 2006 award-winning process

improvement projects for breast cancer screening in Pula Hospital, Croatia, and for education and screening for cervical cancer in Sabac Municipality, Serbia.

Upon learning of the impact of management capacity-building efforts in each pilot region, the City of Belgrade endorsed the TQM process improvement training for its tertiary hospitals. In addition, several other regional public health institutes have expressed interest in sponsoring

participants to attend the management and leadership capacity building provided by the Centre School of Public Health, University of Belgrade, Serbia.

The conference ended with a discussion among the participants of next steps in public health management development. MIPH graduates are documenting the conference discussions and outcomes and will provide detailed conference proceedings to all conference participants and stakeholders.

Serbia Holds National Graduation Conference

On January 30–31, 2007, MIPH graduates from Serbia organized a 2-day national graduation conference to celebrate the completion of a 3-year public health management capacity-building project in collaboration with regional institutes of public health (IPH), supported by CDC and The Fund for an Open

Society—Serbia, and carried out in four regions (Leskovac, Pancevo, Sabac, and Sombor). The conference, entitled “Public Health Management Development in South Eastern Europe,” took place at the Institute of Social Medicine, University of Belgrade. More than 200 participants attended from across southeastern Europe—representing Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Montenegro, Romania, the Republic of Srpska, Serbia, and Slovenia.

The conference objectives are below:

1. Discuss the role of public health management capacity building in improving public health in the region.
2. Share outcomes, lessons learned, and future plans for the three country training programs with other countries in the region.
3. Share outcomes and lessons learned in developing and implementing local public health strategies in the four Serbian regions of Leskovac, Pancevo, Sabac, and Sombor.
4. Gain commitments from the stakeholders, particularly from the City of Belgrade, to create a supportive environment for additional leadership training and management capacity building.

Three Country Programs

The first day of the conference focused on the public health management capacity-building programs in Croatia, Macedonia, and Serbia. Since 2001, SMDP has been actively working in partnership with the Andrija Stampar School of Public Health



Pictured above, from left, Dr. Josef Amann and Ms. Janna Brooks, SMDP staff; Dr. Vesna Bjegovic-Mikanovic ('04), Institute of Social Medicine, University of Belgrade; Dr. Mome Spasovski ('03), University of St. Cyril and Methodius, Macedonia; Dr. Dejana Vukovic, Institute of Social Medicine, Belgrade; and behind Dr. Vukovic is Dr. Sandra Grujicic Sipetic ('05), Institute of Epidemiology, University of Belgrade; next to her and facing the camera are Dr. Zorica Terzic ('05), Institute of Social Medicine, University of Belgrade; Dr. Natasa Maksimovic ('06), the Institute of Epidemiology, University of Belgrade; and Dr. Milena Santric Milicevic ('06), Institute of Social Medicine, University of Belgrade.

in Croatia; since 2002, with the Department of Social Medicine, University of St. Cyril and Methodius, Macedonia, and, since 2004, with the Institute of Social Medicine, University of Belgrade, Serbia. Over the years, Croatia, Macedonia, and Serbia have worked to address the new public health challenges using methods and approaches to improve management in public health. Southeastern European countries face similar transitional challenges of new governments, new economic systems, decentralization, and health sector reform.

Serbia Capacity-Building Program

The second day provided the four teams from Serbia an opportunity to share their strategies and present the results and lessons learned from their applied management improvement projects from Healthy Plan-it™ and TQM process improvement workshops held since 2005.

Dr. Vesna Bjegovic-Mikanovic ('04)

described the program. She began by explaining that each of the four regional teams developed a five-year local public health strategy in collaboration with multiple local institutions and a detailed plan for one public health intervention project using SMDP's Healthy Plan-it™ program planning tool. Each region addressed a different issue: Leskovac implemented a drug abuse prevention program; Pancevo examined environmental health, specifically improvements in the environment to reduce chronic obstructive pulmonary diseases; Sabac implemented educational

and screening programs to reduce the incidence of cervical cancer—a program that won a 2006 SMDP Applied Management Improvement Award; and Sombor focused on eradicating Ambrosia (ragweed), a plant that causes allergic reactions.

In April 2006, the Centre School of Public Health, Institute of Social Medicine, School of Medicine,

University of Belgrade, held a three-day TQM process improvement workshop in Belgrade for four regional quality improvement teams comprising IPH, health center, and laboratory staff. These projects were presented in the January graduation conference, and demonstrated how process improvement can enhance public health service delivery in many sectors of the system. The Leskovac team reduced late food inspection reports at the Hygiene and Human Ecology Sector from 5% to 2%. The Pancevo team reduced the percentage of patients who were declined services at the microbiology laboratory from 25% to 13%. The Sabac team reduced the percentage of patients waiting longer than 30 minutes for laboratory service from 15% to 3%. The Sombor team reduced the percentage of patients denied nutritional consultation from 51% to 20%.

In May 2006, the team at the Centre School of Public Health extended the TQM process improvement training to the staff of 25 primary health care centers in Serbia in two additional TQM process improvement workshops. To date, 79 health managers have completed the training offered by the Centre School of Public Health.

Delegates from the other southeastern European countries were interested to hear about Serbia's successes and experiences, as well as about the commitment and investment required to start public

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