

## Managing Effectively in Today's Public Health Environment

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### Syllabus 2016-17

## Introduction

This course is designed to strengthen the management skills of the current or future:

- Heads of local or regional health departments in Massachusetts
- Managers or directors in city or state public health agencies in Massachusetts

All course materials will be posted on the New England Public Health Training Center ([www.nephtc.org](http://www.nephtc.org)).

Course Manager: Seth Eckhouse, [seckhous@bu.edu](mailto:seckhous@bu.edu) or (617) 638-8920

Teaching Assistant: Kate Mclarty, [kmclarty@bu.edu](mailto:kmclarty@bu.edu) or (617) 414-8423

## Learning Outcomes

After completing this course, participants will be able to:

- Explain the need and urgency to manage differently in today's environment
- Describe new information, tools, and resources to help manage more effectively
- Demonstrate enhanced skills to better manage all aspects of public health organizations

Each weekly session will include live lessons or self-paced trainings with specific learning objectives that are connected directly to additional assignments and team discussions. Lessons are taught by instructors who are subject matter experts in their field of study. Lessons include optional resources for participants to learn more about each topic.

## Overview

This is a team-based course taught in a blended format over four months. Once enrolled, participants will be placed in teams and each team will be assigned a mentor. All mentors are experienced public health professionals who will guide team discussion assignments.

Participation in the course requires:

1. Written supervisor approval
2. Completion of a pre-test, change style indicator test, post-test, and evaluation forms (online)
3. Three to five hours of work per week (multiple break weeks are built in)
  - a. Attendance at all live lessons (classes and webinars)<sup>1</sup>
  - b. Completion of self-paced trainings (online)

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<sup>1</sup> With permission of course manager, participants can miss one live webinar but must view the archived webinar, complete and submit the breakout activity and an evaluation.

- c. Pre-assignments in preparation for each weekly session
- d. Post-session team discussion (online)

Upon completion of the course, a graduation ceremony will be held. Once the final post-test and evaluation form are submitted, participants will receive a certificate of completion and 25 continuing education credits. Self-paced trainings completed as part of the course may offer additional certificates and credits.

## Schedule

Week and Title Format, Date and Time Learning Objectives	Team Discussion	Individual Assignments
<p><b>Preparation Week – Introduction to Moodle, Your Team, and Local Public Health in Massachusetts</b></p> <p>Self-paced week of 11/21/16</p> <ul style="list-style-type: none"> <li>• Use the course learning management system (Moodle)</li> <li>• Meet (virtually) other course participants and mentors</li> </ul>	<p><b>Post by noon on 11/23/16</b></p> <ul style="list-style-type: none"> <li>• Log on to Moodle and create account</li> <li>• Introduce yourself on the Moodle Discussion Board. Include your name, where you work, what you do, and describe a favorite hobby or activity</li> </ul> <p><b>Respond to at least two other posts by 5 pm on 11/28/16</b> * Note Thanksgiving on 11/24/16 and plan accordingly</p>	<p><b>Due by 8 am, 11/29/16</b></p> <ul style="list-style-type: none"> <li>• Complete online pre-test</li> <li>• Complete online training Orientation to Local Public Health in MA</li> <li>• Write down two or three trends affecting your public health organization and have on hand for the webinar</li> </ul>
<p><b>Week 1 - Setting the Stage</b></p> <p>Webinar on 11/29/16, 9 – 11:30 am</p> <ul style="list-style-type: none"> <li>• Classify trends affecting public health organizations today into one of five types</li> <li>• Give two examples of consequences of the trends on public health organizations</li> <li>• Name two contemporary theories of management and two parts to employee engagement</li> <li>• Identify four effects of contemporary theories of management and motivation on organizations today</li> <li>• Describe three skills needed to thrive in the “new normal”</li> </ul>	<p><b>Post by noon on 12/2/16</b></p> <ul style="list-style-type: none"> <li>• Identify two take-aways from the webinar and describe, in writing, what you will do differently (better, more of, less of) to implement your ideas, ultimately enhancing your management effectiveness</li> </ul> <p><b>Respond to team responses by 5 pm on 12/5/16</b></p>	<p><b>Due by noon, 12/2/16</b></p> <ul style="list-style-type: none"> <li>• Complete Change Style Indicator online assessment (20 questions)</li> </ul> <p><b>Due by 8 am, 12/6/16</b></p> <ul style="list-style-type: none"> <li>• Read John Kotter's 8 Steps to Accelerate Change in 2015 (free, but requires registration)</li> <li>• Write down a change initiative you are currently working on, or would like to work on, and bring to the classroom session</li> </ul>

<b>Week and Title Format, Date and Time Learning Objectives</b>	<b>Team Discussion</b>	<b>Individual Assignments</b>
<p><b>Week 2 - Leading Organizational Change and Awareness of Change Style</b> Classroom session on 12/6/16 , 9 – 11:30 am plus networking lunch until 1 pm Devens Common Center, Devens, MA</p> <ul style="list-style-type: none"> <li>List Kotter's eight steps to leading organizational change</li> <li>Describe the four stages of a change model</li> <li>Identify four ways managers can help employees through the stages of change</li> <li>Recall two characteristics of one's preferred change style</li> <li>Name one thing you can do to lead and/or work more effectively with others in change initiatives</li> </ul>	<p><b>Post by noon on 12/9/16</b></p> <ul style="list-style-type: none"> <li>Evaluate your change initiative (from last week) based on Kotter's eight steps and identify, in writing, one or two things you could do to strengthen your change initiative</li> </ul> <p><b>Respond to team responses by 5 pm on 12/12/16</b></p>	<p><b>Due by 8 am, 12/13/16</b></p> <ul style="list-style-type: none"> <li>Find out if you and your employees belong to a bargaining unit and who your agency appointing authority is (have on hand for the webinar)</li> </ul>
<p><b>Week 3 - Labor Laws and Collective Bargaining</b> Webinar on 12/13/16, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>Summarize the history of the U.S. labor movement from the late 1800s through the mid-1950s</li> <li>Describe three provisions of two U.S. labor laws (National Labor Relations Act of 1935 and the Labor Management Relations Act of 1947)</li> <li>List three things MGL Ch 111 s27 allows LBOH to do</li> <li>Apply collective bargaining agreement provisions to a situation where a workforce reduction involves union employees</li> <li>List three ways well-written job descriptions contribute to individual effectiveness, and two ways they contribute to organizational effectiveness</li> <li>Apply MGL Ch 111 s27 and local personnel by-laws to situations where employees are hired and fired</li> </ul>	<p><b>Post by noon on 12/16/16</b></p> <ul style="list-style-type: none"> <li>Review a job description in your agency (yours or one of your employees)</li> <li>Identify when it was written and if it has been updated</li> <li>Highlight areas that should be updated and make suggestions for improvement</li> </ul> <p><b>Respond to team responses by 5 pm on 12/19/16</b></p>	<p><b>Due by 8 am, 12/20/16</b></p> <ul style="list-style-type: none"> <li>From your last hire, assemble job description, interview questions, and any other hiring materials available (have on hand for the webinar)</li> <li>If you haven't hired anyone, assemble your own job description and any other hiring materials (have on hand for the webinar)</li> </ul>

<b>Week and Title Format, Date and Time Learning Objectives</b>	<b>Team Discussion</b>	<b>Individual Assignments</b>
<p><b>Week 4 - Recruiting and Hiring Employees</b> Webinar on 12/20/16, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>Identify two effective recruitment practices</li> <li>Name four things you should do before interviewing job candidates</li> <li>Explain the six attributes of good team members</li> <li>Give three examples of what NOT to ask when interviewing job candidates</li> <li>List two common hiring mistakes</li> </ul>	<p><b>Post by noon on 12/23/16</b></p> <ul style="list-style-type: none"> <li>Write five interview questions that you normally ask during a hiring process</li> <li>Evaluate and re-write them if necessary</li> <li>If you haven't interviewed anyone, write five interview questions that you would ask in a hiring process</li> </ul> <p><b>Respond to team responses by 5 pm on 1/2/17</b> (extended for holiday break)</p>	<p><b>Due by 5 pm, 1/3/17</b> * Week 5 is holiday break and Week 6 is self-paced</p> <ul style="list-style-type: none"> <li>Complete two online trainings – <b>Onboarding and Coaching Skills</b></li> <li>Review an Onboarding Job Aid. Pay special attention to the manager's steps to support a new hire becoming fully productive and engaged.</li> </ul>
<p><b>Week 5 BREAK and survey Week of 12/26/16</b></p>		
<p><b>Week 6 – Onboarding and Coaching</b> Self-paced trainings, complete by 5 pm, 1/3/17</p> <p><b>Onboarding (30 min.)</b></p> <ul style="list-style-type: none"> <li>Recognize and explain the benefits of effectively onboarding new employees</li> <li>Identify and implement best practices for strengthening your onboarding program</li> </ul> <p><b>Coaching Skills (30 min.)</b></p> <ul style="list-style-type: none"> <li>Apply the four step coaching process</li> <li>Make clear separations between performance reviews and developmental coaching sessions</li> <li>Demonstrate how to listen effectively and with empathy</li> <li>Recognize how to discuss performance issues that will impact an employee's ability to achieve goals</li> </ul>	<p><b>Post by noon on 1/6/17</b></p> <ul style="list-style-type: none"> <li>This week at work, if you directly observe or participate in an employee concern/problem, try using two Effective Confrontation phrases and share your experience (use of "you" or "I" words, ideas for next time, etc.)</li> <li>If you do not observe/engage in a concern/problem at work, consider a scenario (see Moodle) and construct two Effective Confrontation phrases you would use and explain why</li> </ul> <p><b>Respond to team responses by 5 pm on 1/9/17</b></p>	<p><b>Due by 8 am, 1/10/17</b></p> <ul style="list-style-type: none"> <li>Review your organization's disciplinary procedures (if there aren't any in writing, list four steps you would implement for progressive discipline)</li> </ul>

<b>Week and Title Format, Date and Time Learning Objectives</b>	<b>Team Discussion</b>	<b>Individual Assignments</b>
<p><b>Week 7 - Employee Grievances and Discipline</b> Webinar on 1/10/17, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>List five conflict resolution management styles and provide one example of an appropriate way to use each</li> <li>Identify five due process rights of public employees</li> <li>Name four common steps of progressive discipline</li> <li>Identify three things a manager should do before, during, and after a disciplinary hearing</li> <li>List three things a manager needs to consider in a decision to terminate</li> </ul>	<p><b>Post by noon on 1/13/17</b></p> <ul style="list-style-type: none"> <li>After reviewing the four steps of progressive discipline, develop a checklist for taking disciplinary action(s) in your organization</li> </ul> <p><b>Respond to team responses by 5 pm on 1/16/17</b> *Note MLK holiday and plan accordingly</p>	<p><b>Due by 8 am, 1/17/17</b></p> <ul style="list-style-type: none"> <li>Review your organization's budget, write down the annual appropriation, and find out what your annual renewal process entails</li> <li>Read Breakout Activity Case</li> </ul>
<p><b>Week 8 - Managing Budgets and Fiscal Resources, Part 1</b> Webinar on 1/17/17, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>Identify four common types of budgets</li> <li>Describe the budget development and approval process</li> <li>List four major revenue and three major expense categories in public health budgets</li> <li>Defend proposed spending through written budget narrative and oral presentation</li> </ul>	<p><b>Post by noon on 1/20/17</b></p> <ul style="list-style-type: none"> <li>Write a one paragraph overview that explains the important work of your agency, and take one line item from your budget and write a justification</li> </ul> <p><b>Respond to team responses by 5 pm on 1/23/17</b></p>	<p><b>Due by 8 am, 1/24/17</b></p> <ul style="list-style-type: none"> <li>Review the Monthly Management Report (have on hand for the webinar)</li> </ul>

<b>Week and Title Format, Date and Time Learning Objectives</b>	<b>Team Discussion</b>	<b>Individual Assignments</b>
<p><b>Week 9 - Managing Budgets and Fiscal Resources, Part 2</b> Webinar on 1/24/17, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>Classify budget line items into the correct type of budget: operational or capital</li> <li>List two pros and two cons of a top-down budget approach</li> <li>Describe the five steps in a monthly budget reconciliation process</li> <li>Confidently read budgets and variance reports</li> </ul>	<p><b>Post by noon on 1/27/17</b></p> <ul style="list-style-type: none"> <li>Identify one new budget item you would like to request and, using the “New Budget Request Tips” from the PPT, prepare a written case (no more than one page)                             <ul style="list-style-type: none"> <li>Explain how you will get buy-in</li> <li>List supporting documents</li> <li>Describe item’s relationship to mission and any payback</li> <li>Discuss who benefits and how you will educate decision makers</li> </ul> </li> </ul> <p><b>Respond to team responses by 5 pm on 1/30/17</b></p>	<p><b>Due by 5 pm, 2/7/17</b></p> <p>* Note that week 10 is break and Week 11 is self-paced</p> <ul style="list-style-type: none"> <li>Complete online trainings <b>Introduction to Grant Writing</b> and <b>Logic Models and Outcome Measurements</b></li> <li>Read about <b>Sharing Services</b></li> <li><i>Optional:</i> Review <b>Logic Model Development Guide</b></li> </ul>
<p><b>Week 10 BREAK and survey Week of 1/30/17</b></p>		
<p><b>Week 11 – Grant Writing and Sharing Services</b> Self-paced trainings, complete by 5 pm, 2/7/17</p> <p><b>Introduction to Grant Writing</b></p> <ul style="list-style-type: none"> <li>Identify where to look for grant funds</li> <li>Craft all sections of a compelling grant proposal</li> <li>Outline tips for winning and maintaining a grant proposal</li> </ul> <p><b>Logic Models and Outcome Measurement</b></p> <ul style="list-style-type: none"> <li>Describe the components and uses of a logic model</li> <li>Define outcome measurements and why they are important</li> <li>Differentiate between indicators and outcome measures</li> <li>Describe potential uses of outcome measures</li> <li>Identify measurable outcomes</li> <li>Determine levels (i.e., community, system, agency, program) of outcomes</li> <li>Identify outcomes vs. goals and objectives</li> </ul>	<p><b>Post by noon on 2/10/17</b></p> <ul style="list-style-type: none"> <li>Write down one community challenge your department wants to address but cannot without additional funding</li> <li>Estimate what it would cost to support a program to address this challenge and list potential funders</li> <li>Write one program goal and explain how you could share this program or service with another LBOH</li> </ul> <p><b>Respond to team responses by 5 pm on 2/13/17</b></p>	<p><b>Due by 8 am, 2/14/17</b></p> <ul style="list-style-type: none"> <li>Complete online training <b>Holding Effective Meetings</b></li> <li><i>Optional:</i> Complete online module <b>Project Planning</b></li> </ul>

<b>Week and Title Format, Date and Time Learning Objectives</b>	<b>Team Discussion</b>	<b>Individual Assignments</b>
<p><b>Week 12 – Managing Projects and Project Teams</b> Webinar on 2/14/17, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>Describe the five phases of project management</li> <li>Give examples of three project management tools</li> <li>Summarize the four factors that lead to project success</li> <li>List five essential components of high performance teams</li> <li>Explain three engagement drivers for maximum job satisfaction and five for maximum job contribution</li> </ul>	<p><b>Post by noon on 2/17/17</b></p> <ul style="list-style-type: none"> <li>Write two things you will do differently (more of, less of, etc.) to improve employee engagement in your organization</li> <li>From the last meeting you ran or attended, write down two things that worked and two things you will do differently the next time you run a meeting</li> </ul> <p><b>Respond to team responses by 5 pm on 2/20/17</b> (Note: Pres. Day holiday – plan accordingly)</p>	<p><b>Due by 8 am, 2/21/17</b></p> <ul style="list-style-type: none"> <li>Read Quality Improvement in Public Health: It Works! Focus on pages 1-7 and Bethlehem PA, pages 14 - 15</li> </ul>
<p><b>Week 13 - Quality Improvement in Public Health</b> Webinar on 2/21/17, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>Contrast quality improvement, quality assurance, and evaluation</li> <li>Explain why quality improvement activities are necessary in today's public health environment</li> <li>Describe the four phases of the PDSA quality improvement model</li> <li>Discuss two existing standards-based programs that support quality improvement</li> <li>List five benefits and three barriers to public health agency accreditation</li> </ul>	<p><b>Post by noon on 2/24/17</b></p> <ul style="list-style-type: none"> <li>Select one current agency program and, using the PDSA model, write a description (one to two paragraphs) about how you can improve it.</li> </ul> <p><b>Respond to team responses by 5 pm on 2/27/17</b></p>	<p><b>Due by 8 am, 2/28/17</b></p> <ul style="list-style-type: none"> <li>Write down at least five sources of data you routinely use for your agency work (have on hand for the webinar)</li> </ul>
<p><b>Week 14 – Program Evaluation</b> Webinar on 2/28/17, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>Summarize four basic principles of evaluation</li> <li>Describe three types of evaluation: formative, process, and outcome</li> <li>List five sources of quantitative data and five methods to collect qualitative data</li> <li>Develop a six step evaluation plan for a public health program</li> </ul>	<p><b>Post by noon on 3/3/17</b></p> <p>Identify one program in your agency that you don't currently evaluate. Outline an evaluation plan using the six step process</p> <p><b>Respond to team responses by 5 pm on 3/6/17</b></p>	<p><b>Due by 8 am, 3/7/17</b></p> <ul style="list-style-type: none"> <li>Read about <b>Health and Medical Coordinating Coalitions</b> from MDPH website and find out which one you belong to</li> <li>Complete online training <b>Health and Medical Coordinating Coalition Sustainability</b></li> </ul>

<b>Week and Title</b> <b>Format, Date and Time</b> <b>Learning Objectives</b>	<b>Team Discussion</b>	<b>Individual Assignments</b>
<p><b>Week 15 - Community Collaboration and Community Health Assessments</b>                      Webinar on 3/7/17, 9 – 11:00 am</p> <ul style="list-style-type: none"> <li>• Discuss six requirements for successful collaboration</li> <li>• List eight barriers to collaboration</li> <li>• Give five reasons to conduct a community health assessment</li> <li>• Describe seven steps to conduct a community health assessment (CHA)</li> </ul>	<p><b>Post by noon on 3/10/17</b></p> <ul style="list-style-type: none"> <li>• Select one public health preparedness need in your city/town and list three resources that an HMCC can provide to help meet that need</li> <li>• CHA question</li> </ul> <p><b>Respond to team responses by 5 pm on 3/13/17</b></p>	<p><b>Due by 5 pm, 3/21/17</b>                      (Note: Week 16 is break and Week 17 is self-paced)</p> <ul style="list-style-type: none"> <li>• Complete online training <b>Marketing Public Health</b></li> </ul>
<p><b>Week 16</b>  <b>BREAK</b>  <b>Week of 3/13/17</b></p>		
<p><b>Week 17 – Marketing Public Health</b>                      Self-paced training, complete by 5 pm, 3/21/17</p> <p>Marketing Public Health (30 min)</p> <ul style="list-style-type: none"> <li>• Describe the four pillars of building a strong brand</li> <li>• Outline the steps for developing an effective marketing communications plan</li> <li>• Describe the importance of educating the staff and other stakeholders on desired brand behaviors</li> <li>• Identify and track success metrics</li> </ul>	<p><b>Post by noon on 3/24/17</b></p> <ul style="list-style-type: none"> <li>• For your agency, write an umbrella message that includes the elevator pitch, brand proof points, and brand personality. Assess it against the 4 C's: compelling, concise, clear and consistent.</li> </ul> <p><b>Respond to team responses by 5 pm on 3/27/17</b></p>	<p><b>Due by 8 am, 3/28/17</b></p> <ul style="list-style-type: none"> <li>• Complete online post-test and course evaluation</li> <li>• reading</li> </ul>
<p><b>Week 18 - From Manager to Leader</b>                      Classroom session on 3/28/17 9 – 11:30 am with graduation lunch/ceremony until 1 pm) - Devens Common Center Devens, MA</p> <p><b>Becoming a Leader</b></p> <ul style="list-style-type: none"> <li>• In development</li> </ul>	<p><b>Post by noon on 3/31/17</b></p> <ul style="list-style-type: none"> <li>• final team discussion</li> </ul> <p><b>Respond to team responses by 5 pm on 4/3/17</b></p>	



## Acknowledgements

### Co-Sponsors and Collaborators

2016-2017:

- Boston Public Health Commission
- Massachusetts Association of Public Health Nurses
- Massachusetts Environmental Health Association
- Massachusetts Health Officers Association

## Funders

Initial support for the course was provided by two training grants: (1) Local Public Health Institute of Massachusetts (LPHI) and (2) New England Alliance for Public Health Workforce Development, a Health Resources and Services Administration (HRSA) funded Public Health Training Center from 2002 – 2014. LPHI is funded through a contract with the Office of Preparedness and Emergency Management at the Massachusetts Department of Public Health, with funding from the Centers for Disease Control and Prevention (CDC) as part of the Public Health Emergency Preparedness Program. The New England Public Health Training Center (NEPHTC) also contributed to the course. NEPHTC is managed by Boston University School of Public Health and is supported by HRSA of the U.S. Department of Health and Human Services (HHS) under UB6HP27877 "Regional Public Health Training Center Program". This information or content and conclusions of this course and all related documents and course materials are those of the author(s) and should not be construed as the official position or policy of, nor should any endorsements be inferred by CDC, HRSA, HHS, or the U.S. Government.

### Background

In 2012, at the request of practice partners, faculty and staff from Boston University's School of Public Health (BUSPH), Office of Public Health Practice began developing a comprehensive, performance-level management course for public health professionals. This course was designed to strengthen participants' management skills by providing information, tools and resources to manage effectively in today's dynamic public health environment.

Suggested topics included managing staff, creating and maintaining budgets, supervising projects and project teams, running day-to-day operations, and overseeing office performance.

The course was a priority of local public health workers in Massachusetts as many heads of local health agencies (i.e., directors, commissioners, and agents) have professional and technical skills (i.e., public health nursing, environmental health), but little or no education or experience with the management aspects of their position.

Essentially, many directors learn to manage while on the job. Activities they must become proficient at include:

- Creating, managing, and defending budgets
- Writing job descriptions
- Interviewing, hiring, and evaluating staff
- Writing and managing grants
- Leading teams

In addition, today's environment demands that heads of agencies also grapple with shrinking resources, increasing expectations, and staying current with quality improvement programs that assess performance with standards and measures, share services across jurisdictions, or prepare for agency accreditation.

## **Special Thanks**

As course planning progressed, additional HRSA funded public health training centers at Yale University and the University of North Carolina became involved. With these additions, the focus of the course was expanded to be applicable and adaptable for any state or public health agency.

Many state and local practice partners also participated in the planning process. A special thanks goes to the planning team led by Kathleen MacVarish (BUSPH). Members of that team included Brad Cohen (Boston Public Health Commission), Mike Coughlin (Massachusetts Department of Public Health), Anne Fidler (BUSPH), Huy Nguyen (Boston Public Health Commission), Pat Nolan (Brown University), Karen O'Rourke (University of New England), Sharon Ravid (BUSPH), Kathi Traugh (Yale University), Jen Tsoi (BUSPH), Steve Ward (Massachusetts Certification of Health Officers Board), and Brenda J. Wagenknecht-Ivey (Consultant).