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VIETNAM NATIONAL HOSPITAL  
OF TUBERCULOSIS AND  
RESPIRATORY DISEASES



THE HANOI SCHOOL  
OF PUBLIC HEALTH



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

## 2<sup>nd</sup> Biennial Conference of the Sustainable Management Development Program

# Strengthening Global Public Health Management Training Capacity



Hanoi, Vietnam ♦ March 8-13, 2004



**Welcome to the 2<sup>nd</sup> Biennial Conference  
of the  
Sustainable Management Development Program  
U.S. Centers for Disease Control and Prevention**

**Strengthening Global Public Health  
Management Training Capacity**

**Hanoi, Vietnam  
March 8-13, 2004**

## **Acknowledgments**

The Director and staff of CDC's Sustainable Management Development Program wish to thank Dr. Tran Thi Chung Chien, Minister of Health, Professor Nguyen Viet Co, the Director of the National Institution of TB and Respiratory Diseases (NHTRD), and Dr. Le Vu Anh, the Dean of the Hanoi School of Public Health for co-sponsoring this important conference. We also thank Mrs. Pascale Brudon of the World Health Organization and Dr. Hiroshi Takahashi of the Japan International Cooperation Agency for joining us and speaking at the opening ceremony.

We express our appreciation also to the United Nations Population Fund and Professor Co of NHTRD for enabling colleagues from the provincial and local health departments all over Vietnam to join the conference and share this experience with us.

We also gratefully acknowledge the support of the CDC Foundation that enabled us to bring many Management for International Public Health alumni to the conference from all over the world and to the U.S. Agency for International Development/Manila and the Philippines Department of Health for sending a strong delegation to participate in the program.

We also extend our thanks to the Open Society Institute for supporting travel for participants from Macedonia. Our presenters and moderators are to be commended for their hard work and for making the conference a rich learning opportunity. We recognize that many traveled great distances to be here, and we appreciate their sacrifice. Ms. Bui Van Anh and the staff of the Hanoi Horizon Hotel are lauded for their attention to detail and the concern they have shown to meet all of our needs.

Finally, a very special note of appreciation must go to Dr. Do Mai Hoa and Ms. Nguyen Thien Huong for all their help with conference planning and logistics.

**2<sup>nd</sup> Biennial Conference  
Sustainable Management Development Program**

**“Strengthening Global Public Health  
Management Training Capacity”**

**March 8-13, 2004 ♦ Hanoi Horison Hotel**

**Monday, March 8**

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- 3:00-5:00 PM**     **Registration** - Conference Center  
Entrance  
**Anisa Kassim and Theresa Lawrence**
- 5:00-7:00 PM**     **Welcome Reception** (1<sup>st</sup> Floor  
Chinese Restaurant, Lee Man Fong)

Posters are on display in the pre-function area of Van Mieu 1-2 during the course of the conference. See page 10 for a detailed listing.

**Tuesday, March 9**

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**Opening Session**

- Moderator:**     **Michael D. Malison, MD, MPA**, Associate  
Director for Global Health, CDC/Public Health  
Practice Program Office
- 7:00- 8:00 AM**     On-site Registration  
Anisa Kassim and Theresa Lawrence
- 8:00-8:50 AM**     Welcome and Conference Overview  
Dr. Michael Malison
- The Honorable Tran Thi Chung Chien, PhD**  
Minister of Health
- The Honorable Robert Porter**  
Deputy Chief of Mission, U.S. Embassy, Hanoi,  
Vietnam
- Mrs. Pascale Brudon**, World Health  
Organization Representative
- Assistant Professor Dinh Ngoc Sy, MD, PhD**,  
Director, National Hospital of TB and Respira-  
tory Diseases (NHTRD)
- Le Vu Anh, PhD**, Dean, Hanoi School of  
Public Health (HSPH)

- 8:50-9:15 AM**     **Keynote Speech – The Significance of Sustain-  
able Management in Public Health**  
**Hiroshi Takahashi, MD**, Senior Advisor (Public  
Health Medicine), Institute for International  
Cooperation, Japan International Cooperation  
Agency (JICA)

- 9:15-9:45 AM**     **Break**

**Session One**

- Moderator:**     **Mary Kamb, MD**, Director, CDC/Vietnam Global  
AIDS Program
- 9:45-10:15 AM**     **Vietnam’s Public Health Practice Training  
Program for Tuberculosis Program Staff**  
Nguyen Thien Huong, Secretary, National TB  
Program
- 10:15-10:45 AM**     **Management Training Initiatives of the Hanoi  
School of Public Health**  
Do Mai Hoa, MD, MPH, Hanoi School of Public  
Health

- 10:45-11:00AM**     **Break**

**Session Two**

- Moderator:**     **Maria Consortia Lim-Quizon, MD**, Project  
Leader, Department of Health, Philippines
- 11:00-11:30 AM**     **The Philippines Field Management Training  
Program**  
Onofre Edwin Merilles, BS, Project Area Manager,  
National Epidemiology Center, Philippines  
Department of Health
- 11:30-12:00 N**     **The Philippines Laboratory Management  
Training Program**  
Lydia Sombrero, Supervising Science Research  
Specialist, Laboratory Management Training  
Program, Research Institute for Tropical Medicine

- 12:00-1:30 PM**     **Lunch**

### Session Three

**Moderator:** Michael Qualls, MPH, Program Manager, Tuberculosis Division, National Center for HIV, STD and TB Prevention, CDC

**1:30 – 2:00 PM** **Improving Blood Screening Services in Sultan Kudarat Province**  
Nemia Ha-chac, RMT, Sultan Kudarat Provincial Hospital

**2:00 – 2:30 PM** **Tuberculosis Control: A Health Intervention Project of Calbayog City Local Government Unit, Western Samar**  
Cesar Sabenicio, MD, Assistant City Health Officer, Calbayog City Health Office

**2:30 – 2:45 PM** **Break**

### Session Four

**Moderator:** Brian Robie, PhD, Sustainable Management Development Program, Centers for Disease Control and Prevention (CDC)

**2:45 – 3:15 PM** **Public Health Capacity Building in Croatia**  
Selma Sogoric, MD, Professor, Andrija Stampar School of Public Health, University of Zagreb

**3:15 – 3:45 PM** **Croatia—Istria County Health Plan**  
Sonja Grozic-Zivolic, BS, Professional Counselor for Social Welfare and Labor, Department of Health, Social Welfare, and Labor, Region of Istria

**3:45 – 4:00 PM** **Break**

### Session Five

**Moderators:** Brian Robie, PhD, and Laurel Zaks, MPH, RD, Sustainable Management Development Program, CDC

**4:00 – 5:00 PM** **Best Practices Consensus-Building – Round Table Session**

### Wednesday, March 10

#### Session Six

**Moderator:** Oscar Velazquez, MD  
General Director, Epidemiological Surveillance National Center and Diseases Control

**8:30 — 9:00 AM** **Mexico's Domestic and Regional Management Training Initiatives**  
Silvia Artasanchez-Franco, Chief, Department of Training and Human Development, General Directorate of Epidemiology, Secretariat of Health

**9:00 – 9:30 AM** **Improving Management Performance in Mexico's National Center for Epidemiological Surveillance and Disease Control**  
Martin Castellanos, MD, MSc, Deputy Director of Micobacteriosis, National Center for Epidemiological Surveillance and Disease Control

**9:30 – 9:45 AM** **Break**

#### Session Seven

**Moderator:** Michael Iademarco, MD  
Associate Director for Science, Tuberculosis Division, National Center for HIV/AIDS, Sexually Transmitted Disease, and Tuberculosis Prevention, CDC

**9:45 – 10:15 AM** **Improving the Quality of Sputum Specimens in Cai Nuoc District, Ca Mau Province**  
Duong Minh Tung, MD, Director, Tuberculosis Department, Ca Mau Province

**10:15– 10:45 AM** **Increasing the Rate of Follow-up Sputum Examinations among Suspected TB Cases in My Duc District, Ha Tay Province**  
Kieu Manh Thang, MD, Director, Ha Tay Provincial Tuberculosis Center

**10:45 –11:00 AM** **Break**

### **Session Eight**

- Moderator:** **Phan Thi Le Mai, MD**, ARH Programme Officer, United Nations Population Fund (UNFPA)
- 11:00 – 11:30 AM** **Increasing the Number of Clients Attending the Pediatric Clinic at the MCH Center in Khanh Hoa Province**  
Pham Huy Khoi, MD, Director of the Center for Maternal and Child Health Care in Khanh Hoa Province
- 11:30 – 12:00 N** **Increasing the Utilization of the “Sterile Delivery Packets” among Minority Women in Mountainous Areas of Yen Bai Province**  
Pham Thanh Tam, MD, Director, Yen Bai Health Department  
Tran Khac Quyen, MD, Vice-Director of the Center for Maternal and Child Health Care, Yen Bai Province
- 12:00 – 1:30 PM** **Lunch**
- Session Nine**
- Moderator:** **Tippavan Nagachinta, MD, DrPH**, Division of International Health, Epidemiology Program Office, CDC
- 1:30 – 2:00 PM** **Management Training Initiatives within the Thai Ministry of Public Health**  
Utoomporn Sittisingh, Division of Nutrition, Department of Health, Thai Ministry of Public Health
- 2:00 – 2:30 PM** **Strengthening CARE’s Management Training Capacity in Nicaragua**  
Harold Rugama, MD, Manager, UNAN/CARE Project, Nicaragua
- 2:30 – 2:45 PM** **Break**
- Session Ten**
- 2:45 – 3:45 PM** **MIPH Core Management Competencies**  
Janna Brooks, MA, Sustainable Management Development Program, CDC  
Michael D. Malison, MD, MPA, Associate Director for Global Health, CDC/Public Health Practice Program Office
- 3:45 – 4:00 PM** **Break**

### **Session Eleven**

- Moderators:** **Laurel Zaks, MPH, RD**, Sustainable Management Development Program, CDC
- 4:00 – 5:00 PM** **Best Practices Consensus-Building – Round Table Session**

### **Thursday, March 11**

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### **Session Twelve**

- Moderator:** **Catherine A. McKinney, EdD**, Team Leader, Training Activities for the Global AIDS Program, National Center for HIV/AIDS, Sexually Transmitted Disease, and Tuberculosis Prevention, CDC
- 8:30 — 9:00 AM** **Sustainable Management Development Training for Managers of HIV/AIDS Programs and Services in Botswana**  
Ellah Lorato Mohamadi, Botswana Christian AIDS Intervention Program (BOCAIP)  
Martin Mosima, Insitute of Development Management
- 9:00 – 9:30 AM** **Management Training to Improve Laboratory Capacity in Zambia**  
Grace Kahenya, Central Board of Health, Zambia, and Ruth Bwalya Tembwe, Chest Disease Laboratory, National Reference Center for Tuberculosis, Zambia
- 9:30 – 9:45 AM** **Break**

### **Session Thirteen**

- Moderator:** **Dr. Felix Salaniponi, PhD**, Director, National TB Control Programme, Community Health Science Unit, Ministry of Health, Malawi
- 9:45 – 10:15 AM** **Implementing Total Quality Management for TB Programme Staff as a Tool to Complement Quality Assurance within the National TB Programme: Experiences from Malawi**  
Rhoda Patricia Banda, BS, National TB Control Programme, Community Health Science Unit, Ministry of Health, Malawi

**10:15 – 10:45 AM Lessons Learned from Uganda’s Management Training of Public Health Workers**  
Gakenia Wamuyu Maina, PhD, MSc  
Makerere University, Institute of Public Health/  
AIDS Information Center

**10:45 –11:00 AM Break**

### **Session Fourteen**

**Moderator:** Ulla Craig, PhD, Director, Micronesia Health and Aging Studies, University of Guam

**11:00 – 11:30 AM Guam’s Management Training, Marketing and Collaboration in the Pacific**  
Laurent Duenas, BSN, MPH, RN-CNA, College of Graduate and Research, University of Guam and Guam Legislative Health Policy Advisor

**11:30 – 12:00 N Healthy Communities in the Republic of Macedonia: Governance and Management for Health**  
Mome Spasovski, MD, PhD, Head, Department for Social Medicine, Institute for Social Medicine, University of St. Kiril and Methodij  
Fimka Tozija, MD, PhD, Medical School, Institute for Social Medicine, University of St. Kiril and Methodij

**12:00 – 1:30 PM Lunch**

### **Session Fifteen**

**Moderator:** David Bull, PhD, Sustainable Management Development Program, CDC

**1:30 – 2:00 PM The Role of the Aga Khan University in Capacity Building for Health Systems Management in Pakistan**  
Syed Mohammad Israr, MBBS, MSc, Department of Community Health Sciences, The Aga Khan University, Pakistan

**2:00 – 2:30 PM Management Training for Capacity Building at LAICO-ARAVIND Eye Care System, India**  
Keerti Bhusan Pradhan, MHA, Faculty-LAICO-ARAVIND Eye Care System, (WHO Collaborating Centre) India

**2:30 – 2:45 PM Break**

### **Session Sixteen**

**Moderator:** Janna Brooks, MA, Sustainable Management Development Program, CDC

**2:45 – 3:15 PM Management Training in the Middle East—Challenges and Choices**  
Madiha Fathy Ahmed, MD, Assistant Director, Epidemiology and Surveillance Unit, Ministry of Health and Population, Egypt

**3:15 – 3:45 PM Management and Leadership Training for District, Provincial, and Central Health Managers in Indonesia**  
Hariadi Wibisono, MD, MPH, Communicable Disease Control & Environmental Health, Ministry of Health, Indonesia

**3:45 – 4:00 PM Break**

### **Session Seventeen**

**Moderator:** Janna Brooks, MA, Sustainable Management Development Program, CDC

**4:00 – 5:00 PM Best Practices Consensus-Building – Round Table Session**

**7:00 – 9:00 PM Banquet and Awards Ceremony**

### **Friday, March 12**

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### **Session Eighteen**

**Moderator:** Suzanne Smith, MD, MPH, MPA, Acting Director, Public Health Practice Program Office (PHPPO), CDC

**8:30 – 9:15 AM WHO and CDC, Wade Hanna, MD, Deputy Director, WHO Collaborating Center for Public Health Practice, PHPPO, CDC**

**9:15 – 10:15 AM Learning Styles**  
Brian Robie, PhD, and Laurel Zaks, MPH, RD, SMDP, CDC

**10:15 – 11:30 AM Summary Session**  
Brian Robie, PhD, and Laurel Zaks, MPH, RD, SMDP, CDC

**11:30 AM Adjourn**

## Poster Presentations

### Improving the Compliance of Laboratories to Licensing Requirements in Central Luzon, Philippines

Cesar Calalang, MD, Medical Specialist III/Human Resource Development Unit Head, Department of Health, Philippines

### Improving the Diagnosis of Sputum Negative X-ray Positive TB Symptomatics in Zamboanga City, Philippines

Carol Lourdes Carabana, MD, Assistant City Health Officer, City Health Office, Pettit Barracks, Zamboanga City, Philippines

### Leadership and Management in Public Health Practice, Central Luzon, Philippines

Rio Magpantay, MD, Medical Officer VII, Center for Health Development for Central Luzon, San Fernando, Pampanga, Philippines

### The Hanoi School of Public Health Management Training Programs in Collaboration with the Sustainable Management Development Program in Vietnam

Do Mai Hoa, MD, MPH, Hanoi School of Public Health, Vietnam

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## International Participants

### Bahrain

Dr. Salah Abdulrahman Family Physician, Ministry of Health

### Botswana

Ms. Audrey Kgosidintsi Institute of Development Management (IDM)  
Mrs. Ellah Lorato Mohamadi Botswana Christian AIDS Intervention Program  
Mr. Martin Mosima IDM  
Mr. Ronald Molosiwa BOTUSA

### Croatia

Ms. Sonja Grozic-Zivolic DHSWL, Istria Region  
Dr. Selma Sogoric Andrija Stampar School of Public Health

### Egypt

Dr. Madiha Ahmed Epidemiology & Surveillance Unit, Ministry of Health and Population

### Guam

Dr. Ulla-Katrina Craig University of Guam  
Ms. Laurent Duenas Health Leaders Achieving Today, Tomorrow's Excellence (HLATTE)

### India

Mr. Keerti Bhusan Pradhan LAICO-ARAVIND Eye Care Center

### Indonesia

Dr. Hariadi Wibisono Ministry of Health

### Israel

Dr. Ehud Miron Ministry of Health

### Japan

Dr. Hiroshi Takahashi Japan International Cooperation Agency

### Laos

Dr. Bounsai Thovisouk National University of Laos  
Dr. Bounngong Boupha National Institute of Public Health, Ministry of Health

### Macedonia

Dr. Mome Spasovski Institute for Social Medicine  
Dr. Fimka Tozija Institute for Social Medicine

### Malawi

Ms. Rhoda Patricia Banda Nat'l Tuberculosis Control Program  
Dr. Felix Salaniponi Nat'l Tuberculosis Control Program

### Mali

Dr. Mamadou Drave ATPM Fellow, SMDP

### Mexico

Dr. Martin Castellanos National Surveillance Epidemiologic Center  
Ms. Silvia Artasanchez-Franco General Directorate, Epidemiology  
Dr. Oscar Velazquez National Surveillance Center

### Nepal

Mr. Prakash Rai Community Development Center  
Mr. Bir Kumar Rai Community Development Center

### Nicaragua

Mr. Harold Rugama CARE

### Pakistan

Dr. Syed Muhammad Israr The Aga Khan University

### Papua New Guinea

Mr. Anthony Partridge Jane Thomason and Associates

## Philippines

Dr. Hernie Baraquia Sultan Kudarat Provincial Hospital  
Dr. Agnes Barrientos Research Institute for Tropical Medicine (RITM), Department of Health  
Dr. Cesar Calalang Department of Health (DOH)  
Ms. Natividad Camilon Calbayog City  
Dr. Carol Lourdes Caraban City Health Office, Zamboanga  
Dr. Maria Teresa Castillo DOH  
Ms. Nemia Ha-chac Sultan Kudarat Provincial Hospital  
Dr. Juan Lopez National Epidemiology Center, DOH  
Dr. Rio Magpantay DOH  
Mr. Onofre Edwin Merilles DOH  
Dr. Ethelyn Nieto DOH  
Dr. Maria Consortia Lim-Quizon DOH  
Dr. Cesar Sabenicio Calbayog City Health Office, Western Samar  
Ms. Lydia Sombrero RITM  
Dr. Nemia Sucaldito National Epidemiology Center, DOH  
Dr. Enrique Tayag DOH, Center of Health Development

## Sierra Leone

Mr. James Kanu ATPM Fellow, SMDP

## Taiwan

Mr. Huang Wei-Gang Bureau of Health Promotion (BHP), Department of Health  
Dr. Wu Yi-Chun CDC, Department of Health  
Ms. Ying Chao Chang BHP, Department of Health

## Thailand

Dr. Kimberly Fox GAP Thailand, Ministry of Public Health (MOPH)  
Mrs. Utoomporn Sittisingh MOPH  
Mrs. Kiyoko Takahashi JICA/MOPH

## Uganda

Dr. Gakenia Wamuyu Maina Makerere University Institute of Public Health (IPH)/CDC

## United Kingdom

Ms. Eleni Linos Oxford University

## Zambia

Mrs. Grace Kahenya Central Board of Health  
Mrs. Ruth Bwayla Tembwe Chest Diseases Laboratory

## U.S. Centers for Disease Control and Prevention (CDC)

Ms. Sandra Bean SMDP  
Ms. Janna Brooks SMDP  
Dr. David Bull SMDP  
Dr. Wade Hanna Public Health Practice Program Office (PHPPO)  
Dr. Michael Iademarco NCHSTP, Div. of TB Prevention  
Ms. Anisa Kassim SMDP  
Ms. Theresa Lawrence SMDP  
Dr. Catherine McKinney Global AIDS Program  
Dr. Michael Malison SMDP  
Dr. Tippavan Nagachinta EPO  
Mr. Michael Qualls NCHSTP, Div. of TB Prevention  
Dr. Brian Robie SMDP  
Dr. Suzanne Smith PHPPO  
Ms. Laurel Zaks SMDP

## Other U.S. Participants

Ms. Lois Hathaway El Dorado County Public Health Dept.  
Dr. Karl Umble North Carolina Institute for Public Health

## International Organizations

Mr. Merlowe J. Anderson Asian Development Bank  
Dr. Ellen Girerd-Barclay UNICEF  
Mr. Charles R. Bailey Ford Foundation  
Dr. Maarten C. J. Bosman World Health Organization (WHO)  
Mrs. Pascale Brudon WHO  
Mr. Omer Ertur UNFPA  
Mr. Kurt Fisher GTZ  
Mr. Richard Harman CARE International  
Dr. Toru Horie JICA  
Dr. Jane Hughes POP Council  
Dr. Lisa J. Messersmith Ford Foundation  
Dr. Le Nhan Phuong Atlantic Philanthropies  
Dr. Jordan Ryan UNDP  
Mr. Klaus Rohland World Bank  
Ms. Masako Tanaka JICA  
Dr. Cristobal Tunon WHO Vietnam  
Ms. Laura Weeden Pathfinder International

## About the Sustainable Management Development Program

The shortage of management skills in the public health workforce in developing countries is one of the most significant barriers to improving the effectiveness of disease prevention and control programs. To overcome this barrier, public health personnel need training in applied management skills such as organizational problem solving, priority setting, quality improvement processes, evidence-based decision making, and leading institutional change. Reinforcement of these skills must occur through assistance and support for training participants to complete applied learning projects while on the job.

For more than a decade, CDC's **Sustainable Management Development Program (SMDP)** has been working with non-governmental organizations, government ministries of health, and academic institutions to strengthen management training capacity in four ways.

- The SMDP develops *management training competencies* among trainers who attend the annual 6-week **Management for International Public Health (MIPH)** course in Atlanta.
- The SMDP provides in-country technical assistance to help MIPH graduates develop and teach applied workshops to local program managers in their own language and cultural context.
- The SMDP assists graduates of the MIPH course as they supervise local program managers in conducting *applied management projects* aimed at solving real management problems in the workplace using evidence-based decision-making skills acquired in the classroom.
- The SMDP promotes long-term sustainability by creating opportunities for regional networking and country-to-country collaboration among MIPH alumni, exchange of scientific and programmatic information, and by encouraging donors to support management development programs worldwide.

## Country Programs

As of 2003, a total of 234 professionals from 55 countries have participated in the MIPH course. The following is a brief description of the management training activities carried out by some of our alumni.

### Bolivia

From 1992-1995, CDC's SMDP trained three faculty from Bolivia with support from USAID's Data for Decision-Making Project. In 2001, one of these graduates, Fedor Espinosa, became SMDP's first Career Development Fellow. This was a collaboration between SMDP and the Association of Teachers of Preventive Medicine (ATPM) aimed at giving outstanding MIPH graduates an opportunity to work as an SMDP staff member and share their experience and knowledge with their colleagues in new and emerging programs. In 2002, CARE/Bolivia sponsored a trainer to attend the MIPH course, and, working with the ATPM Fellow, CARE, and USAID/Bolivia, carried out a workshop in Potosi, Bolivia, for 31 local program managers—22 from CARE and nine from other Non-Governmental Organizations (NGOs) and the Ministry of Health. The participants, working in six teams, completed applied management projects.

### Botswana

Since 2000, SMDP has been working with the Botswana Ministry of Health to reduce HIV/AIDS by strengthening the management skills of local health workers. To date, there are six MIPH alumni in Botswana, three of whom work for the Institute of Development Management (IDM). IDM is a regional NGO that conducts training and research in Botswana, Lesotho, and Swaziland.

In June 2003, IDM held a BOTUSA-sponsored management workshop in Gaborone for 15 HIV/AIDS program managers from nine cities in Botswana. The workshop faculty included MIPH alumni and SMDP staff. The two-week curriculum included sessions on Total Quality Management (TQM), team building, leadership, Healthy Plan-*it*<sup>TM</sup>, effective presentation skills, patient flow analysis, and monitoring/evaluation. Over the next several months, workshop participants applied their new skills to solve real management problems in their work sites and received on-site supervision from workshop faculty. The participants reunited in November 2003 to present the results of their projects and attend another short session on budgeting and proposal writing. This effort was part of a four-year plan to improve management skills among HIV/AIDS workers in Botswana by strengthening IDM's management training capacity.

## **Cambodia**

Cambodia's Ministry of Health has set a priority of promoting integration of categorical disease programs such as tuberculosis, malaria, and HIV/AIDS. One step toward achieving this goal was a public health management training workshop in 2003 for 20 public health professionals from the National Institute of Public Health, the National Center for TB & Leprosy Control, the National Center for Malaria Control, and the National Center for HIV/AIDS and STI. A graduate of the MIPH 2002 course translated the SMDP course materials into Khmer and co-facilitated the workshop with SMDP staff.

## **Côte d'Ivoire**

An MIPH 2001 graduate wanted to apply the public health management training skills he learned in the MIPH course to improve operations at Projet RETRO-CI. Projet RETRO-CI was established in Côte d'Ivoire in 1988 as a collaborative HIV/AIDS prevention and control program between CDC and the Ivorian Ministry of Health. In May 2002, SMDP staff taught management skills to 19 participants from across Projet RETRO-CI. Participants were well on their way to completing their applied learning projects when political unrest in the country interrupted their progress. Plans are now in place to develop a regional capacity-building program for the public health community in francophone West Africa.

## **Croatia**

In 2002, MIPH alumni developed a management capacity-building program called "Healthy Counties," working through the Andrija Štampar School of Public Health and the Croatian Ministry of Health in response to a 1999 study of the effects of decentralization on Croatia's health system. Nine Croatian county teams representing a number of local government institutions concerned with public health had completed the program by June 2003. Team members collaborated to develop local health plans to address local needs.

Representatives from Istarska, Varazdinska and Dubrovacko-Neretvanska counties, presented the first three completed plans at a November 2002 conference in Kaprinske-Toplice, Croatia, drawing favorable attention from local and national government officials, as well as from the media. The county plans included prioritized lists of healthcare issues and recommendations for addressing them. The program draws on a number of sources, including Healthy Plan-*it*<sup>TM</sup> and other concepts from CDC's MIPH Course. It is sponsored by the Croatian Ministry of Health and the Open Society Institute (OSI) of the Soros Foundation, New York.

## **Egypt**

In 2001, a 1998 MIPH graduate implemented a plan she had developed while enrolled in the MIPH course. Thirty participants from the Egyptian Ministry of Health learned principles and techniques of public health management, through TQM. The same graduate collaborated with the World Health Organization, Eastern Mediterranean Region, to complete a training manual entitled "Total Quality Management in Maternal and Perinatal Care for use in the Eastern Mediterranean."

## **India**

A 2001 MIPH graduate working for the Lions Aravind Institute of Community Ophthalmology (LAICO)-Aravind Eye Care System, joined by SMDP staff, launched a management training program for eye care program managers in 2002. In the first offering, 19 participants from Australia, Bangladesh, Bhutan, India, Indonesia, Maldives, Nepal, and Vietnam studied a variety of topics, including planning, project and program management, monitoring and evaluation, information systems, TQM and managing change. This was the first India-based public health management training course using material from MIPH, and is being offered annually at LAICO-Aravind Eye Care System, Madurai, Tamilnadu, India. The same graduate organized an international management training course for 15-20 eye care program managers in Bangladesh in October 2003.

## **Indonesia**

Four MIPH 2001 graduates organized and conducted SMDP Healthy Plan-*it*<sup>TM</sup> courses in Jakarta in 2002, with one designed specifically for national-level managers, and one for the heads of provincial and district health offices in Indonesia. The 60 participants from across the country maintained a high level of enthusiasm throughout the 2-day courses. Based on participants' recommendations, the next two workshops were to be expanded. Participants learned how to distinguish "health problems" from problems in program implementation (such as "low cure rate" for tuberculosis control, or low community participation to improve water quality).

## **Jordan**

In 1999, SMDP assisted the Eastern Mediterranean Regional Office (EMRO) of the World Health Organization and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) in conducting a TQM workshop for 15 mid-level managers. Participants came from UNRWA field offices in Lebanon, Syria, Jordan, West Bank, and Gaza, as well as from the Ministries of Health of the United Arab Emirates, Syria, Jordan, and Egypt. The lead instructors for the workshop included MIPH alumni from Egypt and Bahrain.

## **Macedonia**

In 2002, the Andrija Stampar School of Public Health in Croatia began the Healthy Counties project in collaboration with SMDP and the Soros Foundation's Open Society Institute. Under the leadership and instruction of MIPH graduates, the project trained 90 public health professionals from nine counties, and now serves as a model for Macedonia. In February 2003, the Foundation Open Society Institute of Macedonia (FOSIM), the Faculty of Medicine-Skopje, and the Ministry of Health agreed to develop and implement a management capacity-building project in Macedonia, calling it the Health Management and Governance Project, with technical assistance from SMDP staff and MIPH graduates from Croatia.

On June 4, 2003, FOSIM and the Faculty of Medicine-Skopje organized a one-day conference in Ohrid, Macedonia. Croatian MIPH graduates presented the Healthy Counties model to an audience of 60, including the Macedonian Minister of Health, the FOSIM Director, the Dean of the Faculty of Medicine-Skopje, mayors, journalists, NGO representatives, and staff of national and local Institutes of Public Health. The Department of Social Medicine-Skopje will be the institutional unit responsible for developing and implementing the training activities in Macedonia. Two faculty members developed a country work plan during their participation in the 2003 MIPH course.

## **Malawi**

The CDC Global AIDS Program in Malawi and the country's Ministry of Health co-sponsored the first public health management training workshop in February 2003 for 36 public health staff from district, regional, and central unit levels of the Tuberculosis Program. An MIPH 2002 graduate who is Deputy Regional TB Coordinator co-facilitated the workshop with SMDP staff. The curriculum was designed specifically to reach the TB Control Program (NTP) staff. The group divided into six teams according to geography and workplace to plan their applied learning projects, all focused on TB control problems which compromise program quality. The teams presented their projects in November 2003, and a second management skill-building workshop will be held in the spring of 2004.

## **Mexico**

In 2002, a new Center for Management Development in Public Health (Centro de Desarrollo Gerencial en Salud Publica, or CDG), based on the MIPH course, was launched in the General Directorate of Epidemiology (Dirección General de Epidemiología, or DGE) of Mexico's Ministry of Health. MIPH graduates from Mexico developed the course, launched in August 2002 and targeting Spanish-speaking public health professionals across Latin America.

The first Regional Public Health Management course in Spanish, held in collaboration with SMDP, the Faculty of Medicine of the Autonomous University of Mexico (UNAM), and the Pan American Health Organization, adapted the English-language version of the MIPH course taught each year in Atlanta. A total of 24 public health professionals from Bolivia, Chile, the Dominican Republic, El Salvador, Guatemala, Mexico, and Nicaragua participated in the workshop. Participants received a Diploma in Public Health Management from UNAM.

The Center held its second regional management training course in 2003. The Mexican Vice Minister of Prevention and Health Protection directed the instructors in 2003 to focus on Vice Secretariat staff, and to replicate the course in each of the country's directorates. In 2003, the course also required project presentations of all the participants. The total number of participants was 23, four of them from Peru. The faculty includes MIPH graduates as well as DGE epidemiologists, UNAM professors, and SMDP staff. The course is co-sponsored by PAHO and the Faculty of Medicine from Mexico's Autonomous University (UNAM). All participants receive a Diploma in Public Health Management. The course is offered each fall to participants from Latin America and the Caribbean.

## **Nicaragua**

In 1997, SMDP began collaborating with CARE-Nicaragua to enhance its management training capacity in the health sector. In 1999, additional support from the CARE-CDC Health Initiative facilitated an extension of training activities to include the medical school faculty of the National Autonomous University of Nicaragua (UNAN). By 2002, a cadre of nine master trainers from CARE, UNAN, and other NGOs had been trained at the MIPH course. Two additional UNAN faculty were also trained in Mexico's regional Spanish-language course in the summer of 2002 (see above). Nicaragua's current efforts focus on developing a self-sustaining Management Training Unit housed at UNAN, called the Unidad de Capacitacion Gerencial (UCG). MIPH-trained faculty are integrating modern management tools and techniques into the 5th-year medical school curriculum to help students prepare for their obligatory government health service. The fifth-year medical students receive 44 hours broken down into 17 classroom hours and 37 practical laboratory hours. In the first year of this change in the medical school curriculum, 127 students received management training with an estimated 27 completed projects. UCG trained 133 health workers in 2003.

In addition to this pre-service training for medical students, the Management Training Unit faculty also markets and conducts short-term in-service training for government and NGO health workers. A Spanish-language TQM course was offered in Matagalpa, Nicaragua, November 17-21, 2002, taught by two MIPH alumni and conducted

in collaboration with the Management Training Unit for Medical Sciences School of UNAN, under the “Management Training for Health Workers in Nicaragua” project. To date, MIPH graduates have provided management training for 289 health workers in Nicaragua.

### **Nigeria**

From 1995-1999, CDC’s SMDP worked with the Carter Center’s River Blindness Program in Nigeria to train six faculty in the Atlanta-based MIPH course. These MIPH graduates established a Sustainable Management Training Centre (SMTC) in Jos, Nigeria, and, between 1996 and 2001, provided management training to 450 health care workers in 33 states. A typical SMTC workshop trained 25 local program managers over a 10-day period. All trainees were required to complete an applied learning project following each workshop that demonstrated competencies in applied problem solving and evidence-based decision making. The Sustainable Management Training Center in Nigeria was evaluated in 2001 by Dr. Deborah McFarland. Download a copy of the article from the SMDP website ([http://www.phppo.cdc.gov/od/smdp/docs/SMTC\\_Evaluation.PDF](http://www.phppo.cdc.gov/od/smdp/docs/SMTC_Evaluation.PDF)).

### **Northern Mariana Islands (CNMI)**

From 2001-2002, Management for International Public Health (MIPH) graduates launched a management training initiative for public health program managers from Saipan, Tinian, and Rota Islands. MIPH graduates from CNMI and the Philippines developed and taught the course, which consisted of three workshops over a six-month period. During this time, participants carried out applied management projects on topics such as improving the certification rates of food handlers, decreasing patient waiting time in clinics, and improving the timeliness of lab reporting. The course was partially underwritten by the Western Pacific Regional Office (WPRO), World Health Organization.

### **Philippines**

SMDP has been working since 1994 with the Philippine Department of Health and has trained a total of 18 trainers in SMDP’s annual MIPH course. In 1998, MIPH graduates established the Philippines Field Management Training Program (FMTP), which has trained 77 public health professionals since its inception. In 2002, MIPH graduates established the Philippine Laboratory Management Training Program (LMTP), which is designed to strengthen the management capacity of public health laboratory personnel. MIPH graduates designed the Laboratory Management Training Program (LMTP) to improve the management competencies of public health laboratory personnel. MIPH

graduates from the 2000 and 2001 classes developed the curriculum and recruited Filipino MIPH graduates from the National Epidemiology Center and Research Institute for Tropical Medicine to serve as faculty and field supervisors. The first course was conducted in 2002 with 15 participants from regional, provincial, and city hospitals. During the six-month course, participants are required to implement an applied learning project in their respective laboratories.

There are currently 29 graduates from the LMTP. FMTP and LMTP graduates have carried out dozens of applied management projects over the years, one of which has earned an Applied Learning Project Award from SMDP. In addition, the Philippines FMTP is the 2003 award-winner of SMDP’s Management Training Excellence Award.

Filipino MIPH graduates comprise most of the faculty for both the FMTP and LMTP. Aside from teaching the various modules during the workshops, they also conduct on-site visits to assist participants in implementing their applied management and applied learning projects. The MIPH graduates are occasionally joined by staff from SMDP and the Division of International Health (DIH), CDC. Since 2002, the FMTP and LMTP have held joint graduation ceremonies followed by an annual reunion of graduates. Outstanding TQM and Healthy Plan-*it*<sup>TM</sup> projects are showcased during the ceremonies.

A regional management training program was launched in 2003 in Central Luzon by two MIPH graduates, initially reaching 30 trainees. Before local government health personnel were trained, regional office staff underwent a six-month training-of-trainers (TOT) course to prepare them to function as field supervisors.

### **Uganda**

In 2000, CDC’s Global AIDS Program (GAP) highlighted a need to work with existing HIV/AIDS organizations in Uganda. By 2002, MIPH graduates had determined that management development was a critical factor in the control and prevention of the dual epidemics of HIV and TB, especially in delivering existing, proven HIV/AIDS/TB interventions and in generating quality data for decision making. To date, several Ugandans who have attended the MIPH course have developed a training program that focuses on mid-level managers, including laboratory technologists, health unit supervisors, heads of health sub-districts, members of district health teams, and program managers of NGOs.

In 2003, one workshop was conducted for 18 participants from public health laboratories, NGOs, Ministry of Health/Health Sub-districts (HSD), the Institute of Public Health at Makerere University, and CDC, with goals of 1) developing and strengthening management knowledge and skills, including health problem analysis, priority setting, problem solving, leadership, and team building; and 2) enabling participants to apply acquired skills to

address a specific problem in the workplace and thereby improve the delivery of health services to the population.

### **Vietnam**

In February 2001, MIPH alumni employed by the National Hospital of Tuberculosis and Respiratory Disease (NHTRD) launched a management training program for 20 tuberculosis program managers. Following the three-week course, participants completed applied learning projects to improve tuberculosis case finding and treatment. Each year, participants in the MIPH course spend a week learning TQM principles and techniques, and applying them in a classroom setting. The first class of 16 TB program managers completed an 8-month management training class in Vietnam, under the auspices of SMDP, the Ministry of Health, and the NHTRD.

During the period 1997-1998, SMDP provided technical assistance to MIPH graduates from the Hanoi School of Public Health (HSPH) faculty to help develop a management training curriculum which was integrated into the public health masters degree program. A similar curriculum was also used to train provincial and district-level family planning workers for UNFPA. In 1998, the U.S. Centers for Disease Control and Prevention (CDC), National Center for HIV, STD and TB Prevention (NCHSTP), TB Division began working with the Vietnam's National Institute of TB and Respiratory Diseases (NITRD) to strengthen TB surveillance and treatment and improve the management capacity of TB program and lab personnel. In 1999, NCHSTP/TB requested technical assistance from SMDP to help to develop and implement the management training component of this project—68 TB program managers were trained and 47 applied learning projects were carried out.

In 2002, the first two participants from Vietnam's Global AIDS Program (GAP) attended the MIPH course, and in 2003, the LIFE-GAP Vietnam Deputy Director attended the course. During November 2003, SMDP staff held planning meetings with CDC GAP, LIFE-GAP, and HSPH to design a training program for HIV program managers in six provinces during 2004.

SMDP has been providing technical assistance to strengthen public health management training capacity in Vietnam since 1996. To date, a total of 22 participants, including seven faculty members from the Hanoi School of Public Health, have completed the MIPH course. SMDP's two principal counterparts in Vietnam are the HSPH and the NHTRD. MIPH alumni have trained 166 program managers from the provincial and district levels and each has, in turn, completed and presented an applied learning project in order to graduate. These projects represent an important step in devolving skills for problem solving, planning, and priority setting to local health workers who have had little previous access to any formal management training.

In addition to the training plan for HIV program managers in six provinces in 2004, plans are in place to expand the training to 18 provinces during 2005. A technical proposal for the project was submitted to CDC/GAP Vietnam in December 2003 by the Hanoi School of Public Health and the LIFE-GAP Project.

### **Zambia**

A laboratory management training workshop was held in March 2003 for 26 provincial laboratory managers and medical technologists. The workshop focused on 1) providing skills in planning and problem solving, 2) generating and analyzing quality data to enhance decision making, and 3) creating effective and efficient laboratory quality assurance programs. Sessions included an overview of health reforms in Zambia, the role of provincial laboratory managers, effective communication, leadership, managing conflict, TQM, team building, laboratory quality assurance, report writing, turn-around time-flow analysis, and information management systems. Nine Zambian provinces were represented. Trainers included MIPH graduates, and staff from Zambia's Central Board of Health, CDC's Division of Laboratory Systems, and SMDP.

A series of workshops and supervised applied learning projects are being undertaken from 2003 to 2005 to improve management capacity in the national and provincial laboratories. By the end of 2003, the MIPH graduates from Zambia provided in-service training for 26 provincial laboratory managers in basic problem-solving and team-building skills. The in-service training will expand to include district laboratory managers by the end of 2004, and a pre-service management curriculum will be instituted in the Ndola College of Biomedical Sciences by the end of 2005. Plans include expanding management training to third-tier public health professionals by 2007.

## Awards

The SMDP, in collaboration with the CDC Foundation, established three new biennial awards, to be presented for the first time at the 2004 Global Conference in Hanoi. The *Management Training Excellence Award* recognizes an exemplary management training program, and the *Applied Learning Awards* recognize outstanding applied management projects. Eligibility for these awards is limited to MIPH alumni or their trainees.

### Management Training Excellence Award

This award is presented to a management training program that best demonstrates the application of the principles taught in the CDC/Emory MIPH Course. These include training needs assessment, appropriate curriculum development, and the planning, execution and evaluation of high quality competency-based management training programs that are aimed at improving public health service delivery. The award consists of \$500 in cash and an all-expense paid trip for the team leader or a team member to attend the Hanoi conference and present a description of the winning program.

### Applied Learning Awards

Two awards were offered 2002-2003 for outstanding applied learning projects carried out by MIPH alumni or their trainees. The selected projects exemplified the appropriate use of MIPH course tools such as TQM or Healthy Plan-*it*<sup>TM</sup> to address an important public health management problem. These awards each consist of \$250 in cash, and an all-expense paid trip for one person from each of the Applied Learning project winning teams to attend the Hanoi conference and present descriptions of the projects.

## Management Training Excellence 2002

### Philippines—Field Management Training Program

#### Program Manager

Maria Ruth Surmieda-Gamaro

#### Field Supervisors

Rhodora T. Antenor	Rio L. Magpantay
Ilya Abellanos-Tac-an	David A. Mendoza
Mario B. Brizuela	Onofre Edwin Merilles, Jr.
Maria Teresa G. Castillo	Jose Ramoncito P. Navarro
Herdie L. Hizon	Marlow O. Ninal
Allan Ignacio	Maria Concepcion Roces
Maria Thelma B. de Leon	Randy Tolentino
Juan M. Lopez	Grace Carina A. Viola

## Applied Learning Award 2002

### Croatia—Istria County Health Plan

#### Project Manager

Sonja Grozic-Zivolic

#### Project Team

Ivan Babic	Romanita Rojnic
Marin Brkaric	Aleksandar Stojanovic
Danijela Lazaric-Zec	Dorina Tikvicki
Mladen Momcinovic	Gracijela Vretenar
Ljubomira Radolovic	

## Applied Learning Award 2002

### Philippines—Improving Blood Screening Services in Sultan Kudarat Province

#### Project Advisor

Maria Concepcion Roces

#### Program Managers

Hernie Baraquia Nemia Ha-chac

#### Project Team

Rhodora T. Antenor	Timoteo G. Molleno
Salvacion Bayquin	Isaias de Peralta
Rose Magsalang	Jemaima Tueres
Bernadette Patrona	

# Management for International Public Health Course 2004

September 13 - October 22, 2004  
Atlanta, Georgia USA

The Sustainable Management Development Program (SMDP) of the U.S. Centers for Disease Control and Prevention (CDC) and the Rollins School of Public Health, Emory University, are pleased to offer the 13th annual Management for International Public Health (MIPH) course, a six-week intensive train-the-trainer course in applied management for mid- and upper-level public health professionals from developing countries.

This course is intended for those who are responsible for developing and implementing management training programs and believe they need additional skills to enhance their effectiveness in addressing a broad array of programmatic issues in environments where resources are limited. Information and materials from the course are designed to help the participants develop self-sustaining, applied management training programs in their home countries.

The course uses lectures, group discussions, practical problem-solving exercises, case studies, and formal student presentations to address the following management issues:

## Managing in an Organization

- Team Building
- Behavioral Style Analysis
- Leadership
- Managing Conflict Constructively

## Managing Public Health Programs

- Problem Solving
- Evidence-Based Decision-Making
- Quality Improvement
- Priority Setting
- Work Plans and Program Budgets
- Monitoring and Evaluating
- Flow Analysis

## Managing in a Changing Environment

- Leading Change for Results
- Force Field Analysis
- Advocacy

- Collaboration and Coalition Building
- Communications and Media Relations
- Health Systems Reform and Health Care Financing

## Training of Trainers

- Effective Communication Skills
- Effective Health Communication
- Creating Effective Learning Environments

For additional information, contact:

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Please visit our website: <http://www.phppo.cdc.gov/od/smdp/>

## Healthy Plan-it™

This tool for planning and managing public health programs is the winner of the 2000 IACET Oracle Award. The thoroughly field-tested package is available from the Public Health Foundation (<http://bookstore.phf.org/prod130.htm>).

The package includes both print and video-based teaching aids. The three module series includes—

- Problems and priorities
- Finding solutions
- Evaluation and budgeting

