

SMDP News

Sustainable Management Development Program

Better management, stronger programs, healthier people

DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR DISEASE CONTROL AND PREVENTION

Vietnam Begins Third Cycle of Public Health Management Training for TB Personnel

The third cycle of management training in the National Hospital of Tuberculosis and Respiratory Diseases (NHTRD), Hanoi, Vietnam, began in July 2003 with a three-week workshop for 24 program managers that included the following training modules: leadership, epidemiology, research, presentation skills, health sector reform, behavioral style analysis, planning, and Total Quality Management (TQM).

At the end of a management workshop, participants are expected to conduct applied learning projects. Third cycle participants are currently carrying out 17 applied learning projects in their work sites throughout northern, central, and southern Vietnam. By November 2003, all 17 teams had completed initial planning for their projects. Their selected problem areas focused on insufficient quantity or quality of sputum samples, positive TB case detection, absence of TB treatment-seeking behavior, delay in TB treatment, and low referral rate from the private sector. The final workshop, presentation of applied learning project results, and a graduation ceremony will be held in May 2004.

In November 2003, supervisors from NHTRD, SMDP, and the Philippines met with the applied learning project team leaders in the regional cities of Hanoi, Ho Chi Minh City, and Quang Ngai to review and comment on their projects. Janna Brooks, SMDP, Dr. Conchy Roces, Philippines, and Dr. Binh Hoa Nguyen from NHTRD carried out the supervisory visits in the three cities.



Dr. Pham Hoang Yen, NHTRD; Janna Brooks, SMDP; Dr. Binh Hoa Nguyen, NHTRD; Dr. Huynh Ba Hieu, NTP; and Mr. Cuong, NHTRD driver, in Hoi An, Vietnam.

With the completion of the third cycle of training in 2004, NHTRD will have trained 68 TB program managers at the district level. These 68 graduates will have completed 60 applied learning projects in tuberculosis programs throughout the country. An additional 316 TB managers and technical staff have participated in the applied learning project teams.

In 1998, the CDC National Center for HIV, STD, and TB Prevention (NCHSTP), TB Division, began working with the NHTRD to enhance tuberculosis surveillance and treatment and to improve the management capacity of TB program staff and laboratory personnel. The following year, NCHSTP/TB requested technical assistance from SMDP to assist in developing the management training component of this project. The long-term goal of this collaborative project is to establish a sustainable in-country management training program for TB public health managers in Vietnam. To date, a total of 22 Vietnamese have attended the MIPH course in Atlanta, 10 of them from the National Tuberculosis Program (NTP).



Welcome to the
SMDP NEWS

SMDP News, the newsletter for CDC's Sustainable Management Development Program (SMDP) aims to:

- Inform members of the international health community about SMDP activities.
- Support graduates of SMDP's annual Management for International Public Health (MIPH) course.
- Facilitate country-to-country exchanges of information and experience in public health management development.

SMDP NEWS is published quarterly, and distributed to all MIPH graduates. Graduates are encouraged send articles, photos and updates on their activities, as well as corrections to addresses, phone numbers, email, for the mailing list.

Current and past editions of the SMDP NEWS can be viewed at our website: www.cdc.gov/phppo/smdp

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CENTERS FOR DISEASE
CONTROL AND PREVENTION

SMDP Reports to Global AIDS Program on Progress to Date

The first SMDP progress report to CDC's [Global AIDS Program](#) will be available in March 2004. The report covers work in seven GAP-focus countries from 2001-2003.

Background

SMDP began working with South Africa, Uganda, Nigeria, and Malawi in the mid-1990s to strengthen public health management training capacity. These efforts, however, met with limited success for two reasons: 1) counterparts often lacked a political mandate to carry out in-country management training and 2) SMDP itself lacked the resources to provide adequate in-country technical assistance.

Soon after GAP deployed field staff in 2000, SMDP began receiving requests to provide management training to their local counterparts. During the period 2000-2002, the number of GAP-sponsored personnel attending the six-week Management for International Public Health (MIPH) course in Atlanta quadrupled from three in 2000 to 12 in 2002. To date, a total of 60 MIPH graduates now reside in GAP countries; 28 of them were sponsored by GAP.

As MIPH graduates returned home, SMDP began receiving requests to provide in-country technical assistance to establish management training programs addressing local training needs, and, as

the number of these requests grew, SMDP saw a need to expand its capacity to provide this technical assistance. In 2003, NCHSTP and PHPPo signed a Memorandum of Understanding that enabled SMDP



to provide support for up to seven GAP-focus countries per year.

By the end of 2003, SMDP had helped GAP field assignees establish management training programs in Botswana, Malawi, Uganda, and Zambia. These four programs have trained a total of 19 management trainers in the MIPH course since 2000. These MIPH graduates have, in turn, trained 97 local HIV/AIDS and TB program managers using content adapted from the MIPH course. These 97 local program managers have completed a

total of 46 applied management projects during the course of their training— projects that accomplish three objectives:

- Reinforce classroom learning
- Provide a tangible output for assessing the impact of the training on GAP monitoring and evaluation indicators
- Serve as a training multiplier by encouraging informal learning among project team members who did not attend the formal workshops.

Besides the four countries noted above, three other GAP-focus countries are in early stages of developing management training programs: Cambodia, Côte d'Ivoire, and Vietnam. Haiti and Thailand also worked with SMDP in 2003 and are in the process of developing plans to implement their own management training programs in the near future.

The SMDP report to GAP summarizes the progress to date towards strengthening public health management training capacity in GAP-focus countries. SMDP has endeavored to align the applied learning projects in the report with GAP monitoring and evaluation indicators retrospectively, as workshop participants are given considerable latitude to define their own priorities. For a copy of the report, please visit our website at www.cdc.gov/phppo/smdp for an Acrobat-readable version of the report.

March 2004 SMDP Conference in Hanoi— 150 Participants from 27 Countries Expected to Attend

SMDP's second biennial Conference on Strengthening Public Health Management Training Capacity will take place March 8-13, 2004. Three awards will be presented at the conference—two for Applied Learning Projects and one for Management Training Excellence. The conference will highlight management training programs or applied manage-

ment projects from 17 countries. The conference is sponsored by the CDC in collaboration with the Vietnam National Hospital of Tuberculosis and Respiratory Diseases and the Hanoi School of Public Health. Presentations on public health management training around the world range from capacity building in Croatia to leadership training in Indonesia.

Mario Jimenez-Garcia (MIPH '00) has been promoted to Manager of the Gerencia de Calidad Total (GCT) program, University of Nicaragua-Managua. He continues his academic responsibilities with the medical school faculty, including teaching management skills and supervising applied learning projects with the fifth year medical students (see related item, fall 2003 SMDP News). He is currently supervising 180 students working in 36 teams of five members each. This first training cycle ends in March 2004; additional workshops will begin in February 2004.

Sophia Mukasa Monico ('96) has assumed a new position as HIV/AIDS Advisor with USAID/Nigeria. Previously, she served as the Senior AIDS Program Officer for the Global Health Council. Before that, she had been director of The AIDS Support Organization ([TASO](#)) for six years in Kampala, Uganda. TASO provides counseling, medical support, education and training related to HIV and AIDS. She also served as the HIV Vaccine Project Coordinator for the International Council of AIDS Service Organizations (ICASO) based in Toronto and eventually relocated to Washington to work in policy and advocacy with the Global Health Council. She presented on "HIVAIDS in Africa—What Works?" at a John Snow, Inc. (JSI) conference in 2002, emphasizing the need for comprehensive programs such as voluntary counseling and testing (VCT), medical care including treatment of HIV and opportunistic infections, and economic assistance; integrated services for AIDS care, prevention, family planning, and STDs; and support for affected

families, especially children. Sophia received a law degree from Makerere University in Kampala and a doctorate in modern languages and literature from the University of Bologna in Italy.

SMDP Staff and MIPH graduates in Atlanta gather for holiday celebration



Pictured (front row, from left): Cynthia Lyons, formerly of SMDP; Ronnie Shtarkshall, Sadi Moussa, and James Kanu. Middle row: Sandi Bean, Laurel Zaks, Anisa Kassim, Truong Thu Ngoc Dieu, Janna Brooks. Back row: David Bull, Mamadou Dravé, Brian Robie, and Mike Malison.

MDP staff and MIPH graduates currently residing in Atlanta gathered in December 2003 at the home of SMDP Director Mike Malison to celebrate the end of another successful year and for a mini-MIPH reunion. Of the MIPH graduates who attended the party, MIPH 2002 graduate **Truong Thu Ngoc Dieu** has recently married and moved to Atlanta; **Ronnie Shtarkshall ('98)** spent six months as a visiting scholar at Emory University Rollins School of Public

Health; and **Sadi Moussa ('95)** is a Foege Fellow working on a masters degree in public health at the Rollins School (for related stories, see fall 2003 SMDP News). In addition, **Mamadou Dravé ('98)** and **James Kanu ('95)** currently serve as SMDP Career Development Fellows through the [Association of](#)

[Teachers of Preventive Medicine](#). Mamadou's focus is on the francophone countries of Africa and the Caribbean. James supports programs in Zambia. Not present were **Elena McEwan ('97)**, who works for CARE USA and was traveling; and **Edmund Gumisiriza ('98)**, who works for the Global AIDS Program of CDC. **Fedor Espinosa ('95)**, former SMDP Career Development Fellow, returned to Bolivia in early December 2003. During his tenure at SMDP, Fedor translated TQM and Healthy Plan-it™ into Spanish, taught force-field analysis in the

annual MIPH course, and provided technical assistance to ongoing programs in Bolivia, Peru, Mexico, and Nicaragua. His warmth, humor, and his presence are greatly missed.

Harold Rugama ('01) has assumed a new position as Technical Assistant for monitoring and evaluation in the Child Survival project, [CARE Nicaragua](#). Most recently he was Manager of the CDC-American Teachers of Public Health-CARE-UNAN project.

Zambia Graduates First Class of Provincial Medical Laboratory Managers

Twenty-seven laboratory managers and technologists from all nine provinces graduated in August 2003 from the first cycle of laboratory management training in Zambia. After attending the March 2003 workshop, the trainees returned to their worksites and carried out 18 successful applied learning projects which they presented at the August graduation. Attending the ceremony and presentation were the Minister of Health Dr. Velepi Mtonga, Association of Public

Health Laboratories ([APHL](#)) representative Dr. Eba O'ngele, GAP country director Mr. David Nelson, PHPP Division of Laboratory Science (DLS) staff members Dr. Bereneice Madison and Dr. Jon Ridderhof, SMDP staff member Laurel Zaks, as well as representatives from the World Health Organization, Ireland Aid, and Japan International Cooperation Agency.

Favorable change resulted from all 18 projects. In one, implementation of

countermeasures resulted in an increase from 3% to 99% in the use of the ELISA test for HIV blood screening, and, in another, countermeasures reduced the incidence of improperly fixed biopsy tissues in the lab from 34% to 4%.

A second management workshop for district laboratory and TB personnel is planned for May 2004.

MIPH Alumni Help Promote BOTUSA “Know Your Status!” Campaign

The HIV voluntary counseling and testing (VCT) program in Botswana has activated 16 mobile testing centers, each one emblazoned with “Know Your Status!” and the VCT testing center logo.

“Tebelopele,” the VCT logo, and “Know Your Status!” slogan are a part of a VCT social marketing strategy supported by MIPH graduates Mary Grace Alwano ('95), Modisaotsile Mokomane ('03), and Ronald Molosiwa ('01). Tebelopele is the Setswana word that means “looking into the future.” The logo appears on billboards, bus stops, banners, print advertisements throughout the country. Regular radio programs and songs also promote “Know Your Status!”

A dozen international staff and more than one hundred local technical and support staff work on the [BOTUSA](#) Project, a collaboration of the Botswana government and CDC that:

- Provides technical assistance, consultation, and funding
- Implements programs
- Conducts research with the Botswana government and other local and international partners working to combat HIV/AIDS/AIDS, tuberculosis, and sexually transmitted diseases (STDs)

BOTUSA Programs

VCT: More than 80,000 clients were tested during 2002-2003.

Prevention of Mother-to-Child HIV Transmission (PMTCT): Provides educational materials, counselor training, and technical assistance and support. Helped improve infrastructure nationwide, and to establish a multidisciplinary

PMTCT operational research project in Francistown.

Behavior Change Communications: Worked with Botswana government and others to develop an entertaining, highly popular Setswana radio serial drama, *Makgabaneng*, focusing on culturally specific AIDS-related issues. More than 150 episodes have aired throughout the country over Radio Botswana.



(Back row, from left) Othilia Phumaphi ('02), Institute of Development Management; Brian Robie, SMDP, and Ronald Molosiwa ('01), BOTUSA, provide technical assistance to Tebelopele VCT center staff members (front row) Masego Lewanika and Kealeboga (General) Morulane, working on a TQM project in Serowe, Botswana. The mobile VCT centers all feature the “Know Your Status!” slogan.

Youth: BOTUSA Supports the Youth Health Organization (YOHO), a youth-run NGO, to mobilize youth and offer comprehensive reproductive health education.

Mexico Holds Third Management Training Workshop

The third management training workshop in Mexico was held in January 2004. Martin Castellanos (MIPH '03), and Armando Martinez ('03) designed the curriculum, carried out marketing and promotion among their peers, and assisted in teaching the class. This workshop, the third of its kind in Mexico, was offered in Mexico City to 22 mid-level managers from the National Institute for Epidemiologic Reference (InDRE) and all seven major program areas within the National Center for Epidemiologic Surveillance and Disease Control (CENAVECE) (including Micobacteriosis, Adult and Elder Care, Zoonosis, Emergencies, Oral Health, Vector-borne Diseases, and Administra-



tion). Martin is Deputy Director, Mycobacteriosis Program at CENAVECE, and Armando is TB Chemist, in the Microbacteria Department of InDRE. The seven CENAVECE Area Directors also attended the week-long TQM session as well as the one-day session on Behavioral Style Analysis and Team Building taught by SMDP Director Mike Malison. Fedor

Espinosa ('95) of Bolivia taught the Total Quality Management module. All participants will carry out applied learning projects between February and May 2004. At the end of the workshop, the participants formed eight working groups to carry out applied learning projects at their work-sites. A second workshop is planned for later in 2004.

MIPH alumni from training programs in both the General Directorate of Epidemiology and CENAVECE will attend the SMDP conference in Hanoi in March and will present papers on their achievements and future plans.