



voices for a healthy future

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The Public Health Institute promotes health, well-being, and quality of life for all people through research and evaluation, training and technical assistance, and by building community partnerships.

Developing a Workforce for the Future of Public Health

CAROL WOLTRING

The field of public health is facing a labor crisis.

Up to 50 percent of the field's governmental workers are likely to retire over the next five years. Most of these workers are expected to come from the field's leadership and management ranks.

And since the brain drain began in 2006, the first wave of baby boomers already has stepped down.

Successfully responding to this crisis will require courageous and innovative leadership. And because the highest percentage of governmental retirees will come from the federal then state and local levels, executive and legislative branches must conduct proactive succession planning to develop a workforce that is ready to undertake challenges and lead the field in decades to come.

The Public Health Institute's Center for Health Leadership and Practice (CHLP) is helping public health organizations around the country prepare for the future.

Because public health organizations cannot always rely on external recruiting due to factors such as competition with the private sector for the small, educated crop of future leaders, CHLP organizes leadership development initiatives to help them train current employees and otherwise develop their internal "leadership bench."

During the last three years, CHLP has customized leadership development approaches for the Alameda County Health Department and Los Angeles Department of Public Health. These comprehensive solutions have included succession planning, leadership skill-building and mentoring programs.

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In 2003, CHLP also launched the Los Angeles Public Health Leadership Institute (LAPHLI), a leadership development program that emphasized intra-organizational cooperation, collaborative leadership and development of a leadership coaching culture. The institute graduated 104 senior managers in its first year of instruction.

Since 2005, CHLP's goals have been to deepen leadership skills development in mid-level and senior managers; facilitate a self-governing forum of alumni; and begin a succession planning process, including a long-term management/leadership skill development program for emerging leaders.

CHLP's diverse client portfolio includes the Center for Disease Control and Prevention, US Agency for International Development, the World Bank and the Robert Wood Johnson Foundation. The center recently expanded its work internationally to provide a mentoring and coaching workshop for the Mexican Ministry of Health's Management Development Academy. English- and Spanish-language guides for mentors and students are available for download at www.cfh.org. ■

Carol Woltring, executive director of the Center for Health Leadership and Practice at the Public Health Institute (PHI), provides consulting services to the California Department of Health Services on behalf of PHI. She is working with top management to develop a new California Department of Public Health, which will be launched in July 2007. Woltring recently has been appointed to a two-year term on the Alameda County Public Health Commission.

CONTACT



Voices For A Healthy Future is a biannual publication of the Public Health Institute. This newsletter is posted at www.phi.org. For more information on the PHI community of programs and projects, contact:

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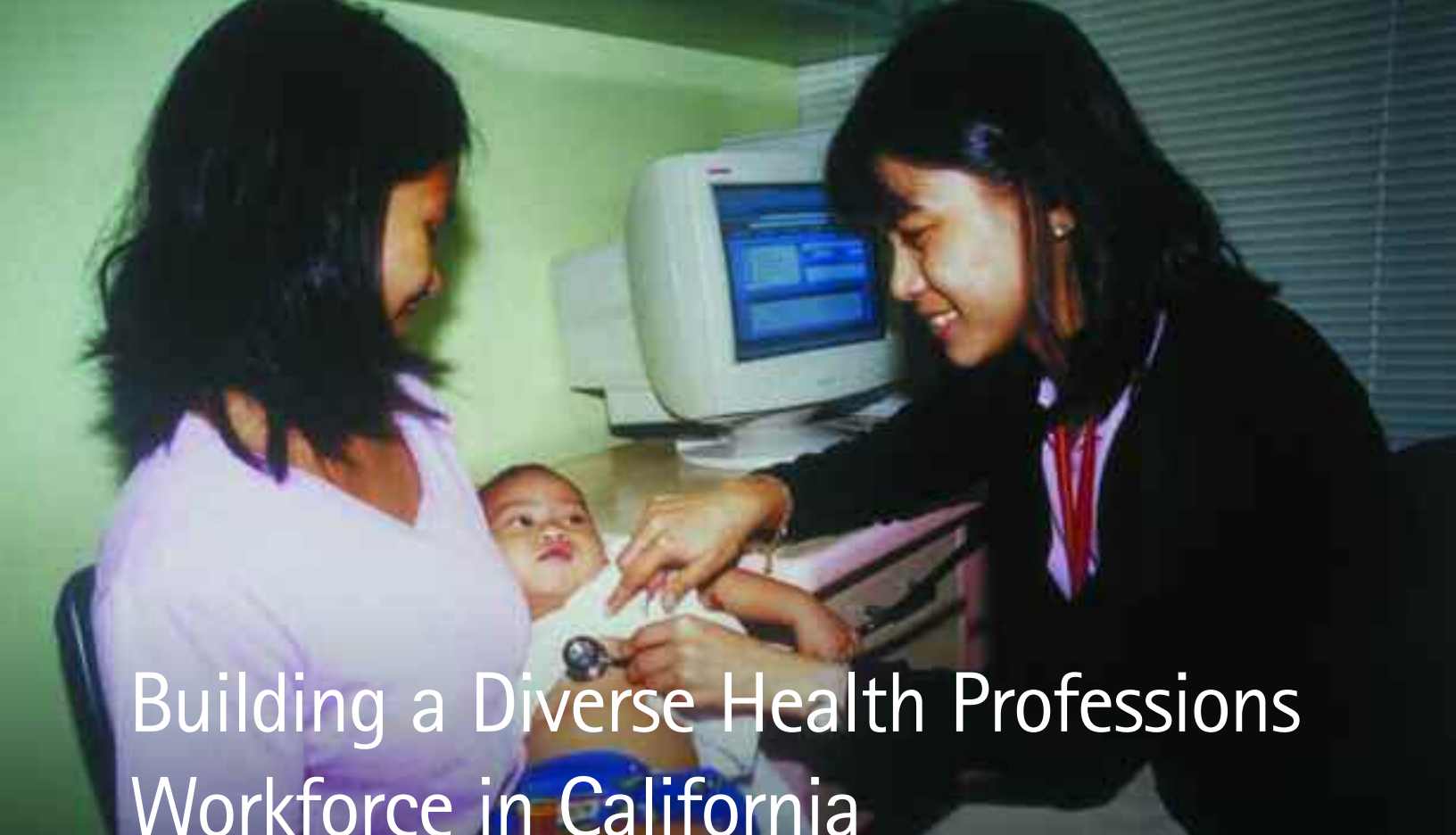
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Building a Diverse Health Professions Workforce in California

MARY F. ALBERT

The health care community has long recognized the need to address the growing shortage of nurses, physicians and public health practitioners in California and throughout the country.

After all, the high rate of retirements and resulting dearth of critical staff is slowing the field's ability to confront longstanding and emerging health problems.

Now—finally—stakeholders are starting to view the shortage as an opportunity not only to increase the number of health professionals but also to build a workforce that better reflects the growing diversity of our society.

Doing so is important for several reasons. Practitioners from diverse communities are more likely to return to their communities. Patients tend to select practitioners from similar backgrounds. And we also are learning that the quality of care provided by all practitioners is impacted by meaningful interactions with people from diverse backgrounds.

As we strive to improve the field, the Public Health Institute (PHI) is in a unique position to facilitate a comprehensive analysis of the challenges and opportunities of increasing diversity. Our historic role in bridging the public and private sectors as well as health care, public health and society at large enables us to examine the dynamics of this issue.

We know, for example, that people from diverse communities face substantial obstacles in pursuing health care careers. We also know that increasing participation will require identifying and reducing those obstacles because we have already started the difficult work of solution-finding.

With funding from The California Endowment (TCE) and in partnership with the UC Berkeley School of Public Health, PHI is conducting a statewide inquiry into the issue of diversity among doctors, nurses and other health care professionals in California. PHI Senior Investigator Kevin Barnett is co-leading the project with Berkeley's Associate Dean for Public Health Practice Jeff Oxendine.

As part of the effort, PHI and the UC Berkeley School of Public Health are working with employers and educational institutions to identify their possible roles in addressing the issue. The central focus of the study is identifying key challenges and strategies. The findings will be shared in a statewide conference scheduled for September 2007 and recommendations will help guide TCE's future funding of diversity-related initiatives. ■

Mary Albert is a communications specialist at PHI.

Diversity of Focus

Locally and globally, PHI shares evidence, promotes prevention, and builds community in a broad range of public health areas, including:

- Healthy Aging
- Alcohol / Tobacco / Substance Abuse
- Chronic Diseases: Asthma, Cancer, Diabetes, Cardiovascular and Tuberculosis
- Communicable / Infectious Diseases, including HIV/AIDS
- Community Health
- Disability
- Environmental Health
- Family Planning / Reproductive Health
- Genetics
- Health Policy Research
- Homelessness / Indigent Care
- International Health
- Lead Poisoning Prevention
- Leadership Development
- Managed Care
- Maternal & Child Health
- Media Advocacy
- Mental Health
- Nutrition / Physical Activity / Obesity Prevention
- Organizational Development
- Occupational Health
- Pharmaceutical Access
- Program Evaluation
- Rural Health
- Social & Behavioral Science

Addressing Asthma through the Ditching Dirty Diesel Collaborative

ANNE KELSEY LAMB

Diesel pollution is a major contributor to poor air quality and negative health outcomes such as asthma. To combat the effects of pollution on this widespread disease, the Regional Asthma Management Prevention (RAMP) initiative at PHI co-founded and actively participates in the Ditching Dirty Diesel Collaborative (DDDC).

Since its inception in 2004, the DDDC has been fighting for healthy, empowered communities and Bay Area residents' rights to breathe clean and unpolluted air.

DDDC is composed of asthma and public health organizations and environmental justice groups. It is focused on two main goals: reducing pollution generated by California's freight transportation sector, and abating diesel truck and school bus idling through outreach to drivers and increased enforcement of existing idling regulations.

RAMP's overriding mission is to decrease asthma-related deaths and illnesses. It accomplishes this goal through an array of activities ranging from clinical management to environmental protection. ■



Creating Partnerships to Improve Women's Health in Developing Countries

ALENE GELBARD

Company-Community Partnerships for Women's Health at PHI facilitates community-level partnerships among companies, governments and NGOs to improve women's health in developing countries.

The project helps companies and NGOs identify potential partners and provides guidelines on how to partner to improve women's health.

For example, in Indonesia the project will bring companies and NGOs together to identify mutual interests, overcome mistrust and explore opportunities for partnerships through activities to be supported by the Ford Foundation.

Project Director Alene Gelbard and colleague Martha Farnsworth Riche co-authored the paper *Private Sector Perspectives on Partnerships to Deliver Women's Health Services in Developing Countries*, which explains the project's rationale and methodology. ■

In this issue, we feature two PHI leaders whose innovative work has helped develop a future workforce for the field of public health.

Kevin Barnett, DrPH, has been a principal investigator at PHI since 1996. For the last 15 years, the primary focus of his research has been the charitable obligations of nonprofit hospitals. More specifically, he has studied the investment of resources in collaborative approaches to community health improvement.

In addition, he also has been involved in national and statewide efforts to increase diversity among health care workers. Together with Jeff Oxendine, Barnett is co-director of California's Healthcare Workforce Diversity Initiative.

Barnett received his doctorate in public health and master's in city planning from the University of California at Berkeley.

Carol L. Woltring, MPH, executive director of the Center for Health Leadership Practice at PHI, started her career in the field of health care. She has held many senior management positions in local and state health departments as well as state-wide professional organizations.

She began her current work in leadership and organizational development with PHI in 1991. She helped to design and then managed for nine years the National Public Health Leadership Institute, which was funded by the Centers for Disease Control. She formed the Center for Health Leadership Practice in 1994.

Woltring has published a book on women's leadership entitled "Journey to Leadership: Profiles of Women Leaders in Public Health" and numerous articles on leadership program evaluation and other management topics.

Woltring holds a master's in public health from the University of California at Berkeley.

PHI BOARD OF DIRECTORS CHANGES

Carmela R. Castellano-Garcia, Glenn I. Hildebrand and Robert J. Melton have rotated off the board. Alicia Lara resigned due to family obligations that limit her participation. PHI welcomes Kathy Cahill and Cástulo de la Rocha as new board members.

Kathy Cahill, MPH, is deputy director for the Bill Melinda Gates Foundation in Global Health Strategies of the Global Health Program, where she shapes internationally-based leadership programs aimed at improving public health policy in the developing world. Before starting at the Global Health Program, Cahill worked for the Centers for Disease Control and Prevention (CDC) for two decades. Her portfolio includes leadership development, community-based delivery and demand programs and emergency relief. In 2002 she earned the CDC's Distinguished Watson Award.

Cahill received a master's in public health from the University of North Carolina at Chapel Hill and a bachelor's from Central Washington University.

Cástulo de la Rocha, JD, president and chief executive officer of AltaMed Health Services Corporation, has been a community health leader for almost three decades. AltaMed provides high quality, comprehensive health and human services in Los Angeles County. Under his leadership, the non-profit community clinic has grown from a two-person organization into a federally qualified health center with more than 950 employees.

De la Rocha's dedication and success in providing affordable and accessible health care to underserved people and Latinos has earned him national recognition and many commendations in the field of community health.

He holds an advanced law degree from Boalt Hall School of Law at the University of California, Berkeley; a bachelor's in political science from the University of California, Santa Barbara; and a certificate in management from Stanford University.

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NEWS

New Awards

■ Alcohol Interventions in Polish Emergency Rooms

Principal Investigator:
Cheryl Cherpitel

Funded by: National Institute on
Alcohol Abuse and Alcoholism

The aims of this Developmental
Grant Proposal for Collaborative
International Projects are to:
examine the effects of
screening, brief interventions
and nurse-referred treatments
on alcohol-related problems
found in emergency rooms in
Sosnowiec, Poland; and
identify the variables that
predict successful treatment.
Data such as the number of
drinks consumed daily will be
used to compare standard
treatments with the
effectiveness of screening,
interventions and referrals.

■ BRFSS Adult Asthma Follow-up Study for Colorado

Project Director: Marta Induni

Funded by: Colorado
Department of Public Health

As a follow-up to the Colorado
Behavioral Risk Factor Survey,
the Survey Research Group
will collect data from the state
of Colorado for the National
Asthma Survey. The survey,
which is being conducted
throughout the country by a
variety of organizations, was
designed to help researchers
develop more precise
intervention and prevention
programs by identifying
subgroups with higher rates of
asthma. It includes questions
about patient education,
behavior changes, avoidance
of asthma triggers,
pharmacological therapy and
medical follow-up.

■ New Frontiers in Food and Beverage Marketing

Project Director: Lori Dorfman

Funded by: The California
Endowment and The Robert
Wood Johnson Foundation

Food marketing directed at
children is changing
dramatically, due primarily to the
growth of digital technologies
from the Internet to iPods.
Food marketers — including
those that advertise junk food
— now employ an array of
digital strategies from
advergames to sending coupons
through cell phones, bypassing
parents, educators and health
professionals. Working with
the Center for Digital Democracy
and American University,
Berkeley Media Studies Group
will release a report this
summer detailing the digital
techniques companies are
using to immerse children in
food and beverage marketing.

Recent Publication

■ Fostering Intergenerational Understanding and Trust

Joan M. Twiss, executive
director of PHI's Center for
Civic Partnerships, and Thea
Perrino, program coordinator
for the center's California
Healthy Cities and Communities
program, have co-authored an
article with Christine Larson
that was published in April's
issue of *Western City Magazine*.
The article features four
California cities that offer
intergenerational programs
aimed at increasing
understanding and cooperation
among seniors and youth. The
article can be accessed
through the center's Web site:
www.civicpartnerships.org.