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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.

## Managing Performance in a Time of Transition

MARY A. PITTMAN

Managing performance during transitions is no simple task. Yet reexamining performance goals is critical during these times, since doing so helps organizations identify and stay focused on their priorities as they move forward. Creating a roadmap of organizational goals during transitional phases also provides an important guide for how to listen anew to stakeholders, voice fresh ideas and consider new opportunities.

At the Public Health Institute (PHI), we are well positioned to advance the field of public health because we already have a strong base of programs and staff that contribute to PHI's mission. This is a sound and stable organization with an incredible talent pool engaged in important programs that bring about meaningful change. In addition, PHI has a growing cadre of younger leaders and emerging programs we can build on to assure sustained and strong public health leadership in the future.

### Early Goals

I came to PHI with the intention of building on the organization's existing strengths and past successes and finding new points of synergy. While the spirit of collaboration has always been a cornerstone of PHI's approach to public health, we have a unique opportunity to bring programs together in new ways to begin advancing a broader vision for improving the health of the public and PHI's role in the future.

My early efforts will focus on getting to know the organization's people and programs so that I can understand for myself where I can bring the most value

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to their efforts. I will reach out to funders at foundations and at the federal and state levels to identify ways PHI can help them meet their objectives. In addition, I will identify new opportunities for collaboration between programs and between program areas.

Knowing that collaboration is key to our program work, I will involve program directors, PHI's board of directors, and senior management to develop a new, forward looking strategic plan for PHI's future. We will then work with existing and new partners to achieve our goals.

### Long-Term Goals

One of my long-term goals is to ensure that PHI uses a systems approach to provide high quality financial and operational support to our program leaders. Working with our senior management, principal investigators and program directors, we will define and measure our progress toward organizational goals.

In addition, we must continue to attract and retain an outstanding workforce. I aim to help PHI earn a place on the list of "Best Companies" designated by the Great Place to Work Institute. A great workplace is measured by the relationship between employees and management, employees and their jobs/company, and employees and other employees.

Finally, I intend to design and implement a company-wide internship or fellowship program to share our collective knowledge and expertise with public health leaders of the future.

Transitions are full of opportunity. I believe that PHI has great potential to participate in policy discussions about health reform given that the public health voice and a focus on prevention and community engagement has been missing from the dialogue thus far. It is time that we recognize public health as an essential part of the country's overall health care system and as the way to reduce disparities and afford universal access to health care. Public health embraces and connects the community in the policy process. Without broad-based prevention and health promotion strategies that involve government, private corporations, community leaders, and policymakers, high quality health care cannot be affordably delivered and we will continue to fall short of our national health goals. ■

*Mary Pittman has been president and chief executive officer of the Public Health Institute since January 2008.*



# Managing a Research Organization During Changing Times

An interview with the director of the Alcohol Research Group

MARY ALBERT KOENEN

Tom Greenfield, left, discusses an alcohol research paper with ARG Senior Scientist Bill Kerr, right.

During his 30 years as a researcher and 10 years as center director of the Alcohol Research Group (ARG) at PHI, Tom Greenfield has led several organizational transitions. We asked him to share his thoughts about managing a research organization during changing times.

**Q: Please address the challenges and opportunities that research organizations face during times of transition.**

**A:** Every five years our center grant, which is funded by the National Institute on Alcohol Abuse and Alcoholism, goes up for competitive renewal. The grant supports vital resources such as our statistical and data analysis team. Even though we have up to 15 other grants or subcontracts at any time, when the center grant is up for renewal, staff members tend to wonder: What does the future hold for me? Will we keep or lose our center? Opportunities often follow when people take initiative to bring in new funds or develop new partnerships.

**Q: ARG supports a fellowship program in conjunction with the University of California at Berkeley's school of public health. How do tomorrow's leaders help organizations undergo transitions?**

**A:** Our post doctoral fellows are, in many ways, the life blood of the organization. They bring energy, intelligence, and a passion for improving peoples' health. Emerging talent in the research community serves to challenge our preconceptions and suggest new ways of attacking problems. So we are keen on finding better ways to foster the fellows' early careers and help them become independent, successful scientists.

**Q: Managing for performance necessitates strategic goal setting. How does this work in a research environment?**

**A:** At ARG, we operate best by reaching consensus and developing goals as a group. We discuss upcoming grant proposals, workflow, and projected revenues. We also assess the conditions that facilitate successfully securing grants and advancing good science. For example, we regularly ask ourselves: is the intellectual environment challenging enough? Do we need specific kinds of statistical training?

**Q: What are your thoughts on managing for performance during transitions?**

**A:** A scientist's career track at ARG is similar to a university professor's professional path. To be promoted to scientist you have to have obtained a grant and first authored a substantial proportion of at least 10 publications. These markers are part of one's movement ahead. However, we don't set annual production guidelines because quantity and quality play off each other. Our approach tends to encourage high quality scientific inquiry and productivity that is reflected in successful research and the subsequent dissemination of results through publication of papers adding to the knowledge base in the field. ■

*Mary Albert Koenen 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

## Understanding HIV risk among transgendered women

TOORU NEMOTO

Research has shown that the prevalence of HIV among male-to-female transgendered women is very high. Yet the factors that contribute to HIV transmission among transgendered women and their male partners are not fully understood.

Gender roles, power dynamics, substance abuse, mental health issues, sex work, and lack of access to appropriate health care may all play a role.

To better understand how individual and couples' behaviors and attitudes impact a transgendered woman's chances of contracting HIV, PHI is collaborating with researcher Don Operario from the University of Oxford on a four-year study. With funds from the National Institute on Drug Abuse, we will interview transgendered women and their male partners, then describe and test theoretical models of couples' risk behaviors relative to relationship dynamics and socio-cultural factors.

Ultimately, we will use our findings to fill knowledge gaps and develop an HIV prevention intervention study for this high risk, but often neglected population. ■

## Fighting tobacco in China and Indonesia

TEH-WEI HU

Tobacco control is a critical health issue in Asia, especially in China and Indonesia, where tobacco consumption has reached astounding levels.

China now houses one third of the world's smokers and Indonesia is the world's fifth largest consumer of tobacco. Researchers estimate such widespread use has caused one million premature deaths in China, where 460 million people—most of whom are women and children—are exposed to secondhand smoke.

To fight the major health hazards tobacco poses in these two countries, PHI is conducting a five-year study of tobacco control policy and intervention analysis.

With funds from the National Institutes of Health's Fogarty International Center, PHI's newly established Center for International Tobacco Control Policy Research and Evaluation intends to: research tobacco taxes and crop substitutions among other topics; train tobacco control researchers in China and Indonesia; and engage key economic policymakers through policy working groups and conferences.

Collaborating institutions include Sichuan University, China's National Center for Disease Control, the Chinese Association on Tobacco Control, and the University of Indonesia. ■

# PROFILES

Every year, the officers of PHI's board of directors rotate. Antronette Yancey, who served as vice chair in 2007, is the new chair. Kate Karpilow joined the board as the new principal investigator/program director representative. Margaret Jordan and Marice Ashe no longer serve on the board.



**Antronette Yancey** is a professor of health services at the University of California at Los Angeles (UCLA)'s school of public health. Her primary research interests include adolescent health and chronic

disease prevention intervention, particularly in communities of color.

She returned to academia in 2001 after spending five years in public health practice, first as director of public health for the city of Richmond, VA, then as director of chronic disease prevention and health promotion for the Los Angeles County Department of Health Services.

Yancey completed her doctorate in medicine at Duke and her master's in public health at UCLA. She has served on PHI's board of directors since 2001.

**Kate Karpilow** leads PHI's California Center for Research on Women and Families. The center designed and implemented a nationally recognized coordinated services program called Linkages, which

serves families enrolled in both welfare and child welfare services. Karpilow also directs the California Working Families Policy Summit, which will hold its sixth conference in January 2009.

Before joining PHI, Karpilow was executive director of the California Elected Women's Association for Education and Research, where her work focused on the appointment of women to boards and commissions and women's health, children's issues, and coordinated services in California.

She received her doctorate from Harvard University.



In this issue, we feature two PHI leaders whose innovative research is on the cutting edge of the field of public health.



**Teh-wei Hu** directs the Center for International Tobacco Control Policy Research and Evaluation at PHI. He is a leading researcher on tobacco control policies—especially tobacco tax policy

research—and advises the Chinese Ministry of Health, World Bank and World Health Organization on health care financing and tobacco control.

Before joining PHI, Hu served on the faculty of the University of California at Berkeley's school of public health and as department chair in the early 1990s.

Hu has authored more than 200 publications, including the book "Tobacco Control Policy Analysis in China," which was published in January 2008.

He received his doctorate in economics from the University of Wisconsin.

**Tooru Nemoto** is a community psychologist whose research efforts have mainly focused on drug abuse and HIV prevention, particularly among underserved and stigmatized

populations, such as transgender persons, Asian female sex workers and Asian and Pacific Islander men who have sex with men.

Before joining PHI, Nemoto served as associate adjunct professor at the University of California at San Francisco's Center for AIDS Prevention Studies.

He received his doctorate from New York University and post-doctoral training in health policy at the University of California at San Francisco's Institute for Health Policy Studies.



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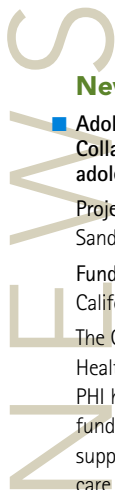
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### New Awards

#### ■ Adolescent Health Collaborative to support adolescent care providers

Project Director:  
Sandi Goldstein

Funded by: University of  
California at San Francisco

The California Adolescent  
Health Collaborative (CAHC) at  
PHI has received renewed  
funding to provide technical  
support to adolescent health  
care providers in California.

With California Department of  
Public Health funds, which will  
be provided through a  
contract from the University of  
California at San Francisco,  
CAHC will: make adolescent  
health-related data more  
accessible on the CAHC Web  
site; issue adolescent health  
"report cards;" develop and  
disseminate adolescent health  
toolkits; and help health care  
providers better integrate  
behavioral health into their  
overall adolescent health care.

#### ■ Assessing reproductive health needs of foster youth

Principal Investigator:  
Norman A. Constantine

Funded by: Walter S. Johnson  
Foundation

By age 19, young women  
leaving the foster care system  
are more than twice as likely  
as others to have been  
pregnant and to have had sex  
with a partner with a sexually  
transmitted infection. To help  
foster and transitioning youth  
live healthier lives, the Center  
for Research on Adolescent  
Health and Development  
(CRAHD) at PHI will assess the  
need for and current status of  
sex education and  
reproductive health services  
for these young people.  
CRAHD will conduct a rigorous  
multi-case study of these  
issues across three California  
counties.

#### ■ Asthma initiative gets federal funds

Project Director:  
Anne Kelsey Lamb

Funded by: Centers for Disease  
Control and Prevention

PHI's Regional Asthma  
Management and Prevention  
Initiative (RAMP) has received  
its first major federal grant to  
serve as a national Center of  
Excellence in Eliminating  
Disparities related to asthma.  
Using a social-ecological  
approach, the goal is to  
develop and disseminate a  
coordinated, comprehensive  
model of asthma management  
and prevention to eliminate  
asthma disparities among  
African Americans and Latinos.  
RAMP will also support  
ongoing and emerging efforts  
through Legacy Projects across  
California and the Western  
Region and will disseminate  
best practices for eliminating  
asthma disparities nationwide.

### Recent Publication

#### ■ Public Health Law & Policy produces new toolkit

How can public health  
advocates and city planners  
work together to create  
healthy, sustainable  
communities? PHI's Public  
Health Law & Policy program  
has co-produced *How to  
Create and Implement Healthy  
General Plans*, a toolkit  
detailing a range of strategies  
focused on the document that  
underlies all decisions about  
how a community's land is  
used. The toolkit, which  
includes model general plan  
language, is available at  
[www.healthyplanning.org](http://www.healthyplanning.org).