



# National Public Health Leadership Development Network

## Work Plan

This work plan reflects the activities that the Network members have agreed to undertake. It does not include the many daily operational activities accomplished by the Network Administrative Staff in order to maintain the Network.

### **Goal A: Increase accessibility of public health leadership development programs**

#### Objective A-1: Increase and diversify participation in public health leadership programs

1. Continue to sponsor an orientation session for new Network members and representatives at the annual conference in April 2006. (Education Committee, Administrative Staff)
2. Establish relationships with other organizations and individuals who have the capacity to support leadership development in their area. (Linkages Workgroup)
3. Establish a “buddy system” between emerging/developing leadership institutes and existing leadership institutes. (Linkages Workgroup)
4. Develop marketing tools promoting Network activities and leadership institutes to increase participation in public health leadership programs (e.g., updates of Network Brochure). (Administrative Staff)
5. Develop a plan and process to increase NLN membership to include leadership institutes focused on communities, general health, and other endeavors not always funded by CDC or HRSA. (Linkages Workgroup)
6. Continue to expand their advocacy efforts through the partnership with ASPH by collecting key stories and critical data and information that will support the continued expansion of public health leadership development. (Linkages Workgroup and Administrative Staff)
7. Marketing of the Competency Framework as tool in preparing core curriculum for educating leaders in health settings. (Competency Workgroup)
8. Coordinate the Turning Point Leadership Collaborative products and modules and encourage their use in the state and regional leadership development institutes and in other leadership development efforts across the country. (Education Committee, Collaborative Leadership Subcommittee)
9. Develop a database to collect demographic scholar data, with dissemination of results via the Network website which will help to expand minority involvement in the leadership institutes through fellows and faculty. (PHWF Workgroup and Administrative Staff)
10. Recruit diverse speakers for the annual conference and APHA sessions. (Education Committee)
11. Survey the Network on best practice methods used for recruitment and retention of minorities in leadership programs, with dissemination via the Network website. (PHWF Workgroup, Resources Workgroup, and Administrative Staff)
12. Establish strong alliances with key national organizations and agencies with similar compatible agendas as the NLN, and recruiting appropriate NLN representation to serve on select committees addressing these issues. (Linkages Workgroup)
13. Developing a session (APHA or educational conference call) on technology-mediated learning opportunities to share with NLN members. (Education Committee and Administrative Staff)

14. Collect data on the current use and effectiveness of technology mediated learning opportunities to share with NLN members. (Resources Workgroup)
15. Continue to provide support and expertise to emerging categorical leadership institutes as needed. (Executive Committee, Administrative Staff)
16. Work with ASTHO in addressing succession plan issues at the state, federal , and local levels based upon data presented in the 2004 "State Public Health Employee Worker Shortage Report: A Civil Service Recruitment and Retention Crisis." (PHWF Workgroup)
17. Continue to revise the demographic scholar data collection form, and distribute to all institutes to begin collecting scholar data prospectively. (PHWF Workgroup, Administrative Staff)

Objective A-2: Increase funding opportunities, promote linkages, and maximize resource sharing between leadership institutes and other organizations to support public health leadership development initiatives

1. Define a role for Affiliate Member Organizations and determine how NLN may provide an official representative to these organizations. (Linkages Workgroup)
2. Define roles, responsibilities, and expectations of NLN and its members in linking with other organizations and develop a process to assist NLN members in collaborating with existing workforce development initiatives, Preparedness Centers, Training Centers, and other existing and emerging initiatives. (Linkages Workgroup, Administrative Staff)
3. Develop an inventory of NLN members involved in other organizations. (Linkages Workgroup, Administrative Staff)
4. Define the role and responsibilities of an NLN member serving as an official representative to other organizations, such as updates and reports to the Executive Committee, dissemination of information to all members, and conference calls to update NLN membership. (Administrative Staff, Linkages Workgroup)
5. Develop a relationship with the Leadership Learning Community (LLC) in California to determine the potential for collaborating on future leadership development opportunities. (Linkages Workgroup)
6. Invite key representatives from national funding agencies and other centers, as well as Leadership Institute alumni to attend the APHA sessions and the NLN annual conference. (Administrative Staff, Education Committee)
7. Establish an evidence-base for the value of public health leadership training. (Evaluation Workgroup)
8. Highlight the importance of leadership development training and the potential impact on the public health professional and the public health infrastructure with the Balderson Awards. (Administrative Staff, Balderson Leadership Workgroup)
9. Coordinate and enhance current and proposed NLN efforts to collaborate with other associations/organizations by building partnerships with APHA and annual conference speakers, panel members, and facilitators, as well as dissemination of information about the leadership institutes. (Linkages Workgroup, Administrative Staff)
10. Develop and implement strategies to obtain funding for continued support of Network and Leadership Institute activities and disseminate appropriate information to Network members. (Executive Committee, Administrative Staff)

## **Goal B: Improve the quality of education and training programs for public health leaders**

### Objective B-1: Provide technical assistance and support to emerging and existing public health leadership programs

1. Collect PHLI program information using the Resources Workgroup survey and post results on the NLN website in order to have a comprehensive picture of Leadership Institutes, share resources, learn from each other, and think of new and creative ways to administer leadership trainings in the future. (Resources Workgroup, Evaluation Workgroup, Administrative Staff)
2. A State of the Network report will be compiled, which will include information on the formation of NLN, the Administrative, operational, and programmatic information. (Administrative Staff)
3. Plan and coordinate NLN sessions at APHA and the NLN annual conference. (Education Committee, Administrative Staff)
4. Assure greater accountability to stakeholders, funders, and consumers or leadership development programs in public health through evidence-based evaluation. (Evaluation Workgroup)
5. Refine, as needed, the NLN Evaluation Logic Model and Recommendations for PHLI Evaluation. (Evaluation Workgroup)
6. Review the existing literature on the impact of leadership training programs and share the results with network members. (Evaluation Workgroup)
7. Collect information on conceptual frameworks and model evaluation methodologies and instruments, which will provide the tools necessary to measure the impact of public health leadership institutes. (Evaluation Workgroup)

### Objective B-2: Identify and/or develop educational opportunities and products for leadership development

1. Refine the goals and activities of the Competency Framework Workgroup (purpose, increase awareness of the competencies, written history of the Framework, incorporation of additional competencies and/or categories. (Competency Framework Workgroup)
2. Become involved in any credentialing/accreditation process to ensure public health leadership competencies are developed by the NLN are included. (Executive Committee)
3. Share any technology mediated learning opportunities for leadership institute alumni across the Institutes. (Education Committee)
4. Plan and coordinate NLN sessions at APHA and the NLN annual conference. (Education Committee, Administrative Staff)
5. Plan and facilitate at least four educational sessions via teleconference calls or online discussion forums. (Education Committee, Administrative Staff)

## **Goal C: Contribute to the body of knowledge around Public Health Leadership and Leadership Development**

### Objective C-1: Jointly publish lessons learned by NLN members

1. Collaborate with NLN workgroups such as the Evaluation, Public Health Workforce, Strategic Development Workgroup, and the Competency Framework Workgroup to determine the potential of an article being developed regarding their survey/research. (Publications Workgroup)

2. Create and disseminate an annual report on the state of Public Health leadership development. (Publications Workgroup)

Objective C-2: Reward contributions made to leadership development

1. Recognize outstanding efforts in leadership development by awarding three annual Balderson Awards at APHA and present the Balderson Lifetime and Support Awards at the NLN Annual Conference. (Balderson Leadership Workgroup)