

Management Academy for Public Health

The Management Academy  
For Public Health:  
Developing Entrepreneurial  
Public Health Managers

American Public Health Association  
2007 Annual Meeting



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

SCHOOL OF PUBLIC HEALTH  
••••  
KENAN-FLAGLER BUSINESS SCHOOL

# North Carolina Institute for Public Health

- **Evaluation Team**

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- **Program Staff**

- Stephen Orton, PhD
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# Management Academy Program

- 9 month management development program offered by the UNC-CH School of Public Health and Kenan-Flagler Business School
- Trains teams comprised of state and local public health department managers and community partners
- Almost 900 graduates in 9 years

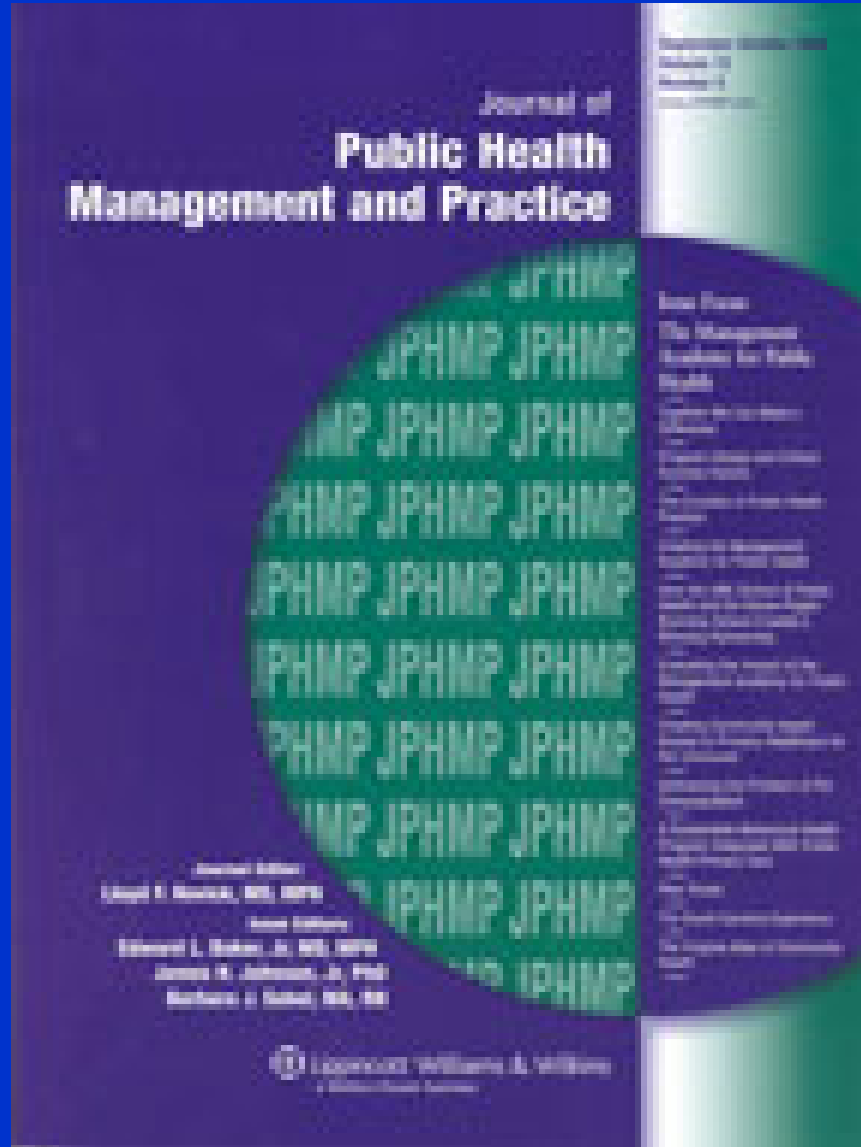


# Background

- 1988 IOM Report “The Future of Public Health”
- Originally co-sponsored by the CDC, HRSA & RWJ and W.K. Kellogg Foundations.
- Today, program is funded through tuition fees and CDC grant



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# Program Goals

- Improve public health professionals' management and leadership skills
- Increase public health organizations' entrepreneurial and collaborative efforts

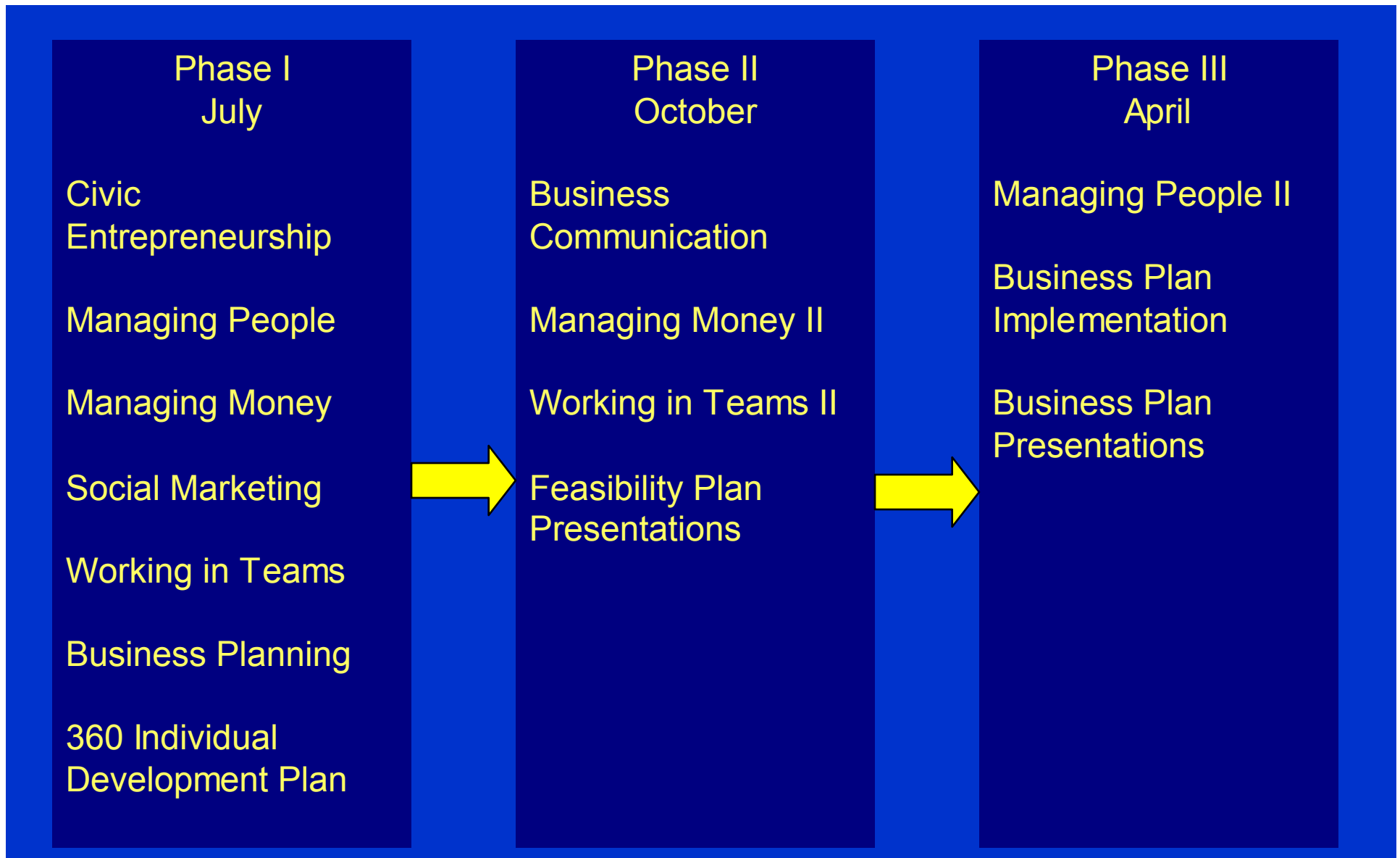


# Management Academy Curriculum

- Courses in managing people, money and data and social marketing
- Training on how to develop a business plan
- Coaching from business experts



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# Management Academy Evaluation



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# Evaluation Purpose

- Provide ongoing feedback for program quality improvement
- Measure program impacts



# Study Outcomes

- **Individual Level**

- Management confidence & performance
- Work responsibilities & relationships
- Desire to work in management & public health
- Commitment to professional development

- **Team Level**

- Business plan implementation
- Factors that influenced plan implementation



# Evaluation Methods

## Survey

- All 2003-05 MAPH graduates were sent an on-line survey (N=246, representing 52 teams)
- **60% response rate (n=146)**

## Interviews

- One team member from each graduating team were purposively sampled from online survey respondents (N=52 teams)
- **70% response rate (n=39)**



# Analysis

- **Survey**
  - Conducted quantitative analysis in SAS
  - Coded open-ended comments; generated themes
- **Interviews**
  - Audio-taped interviews and recorded written notes
  - Double coded interviews and generated themes



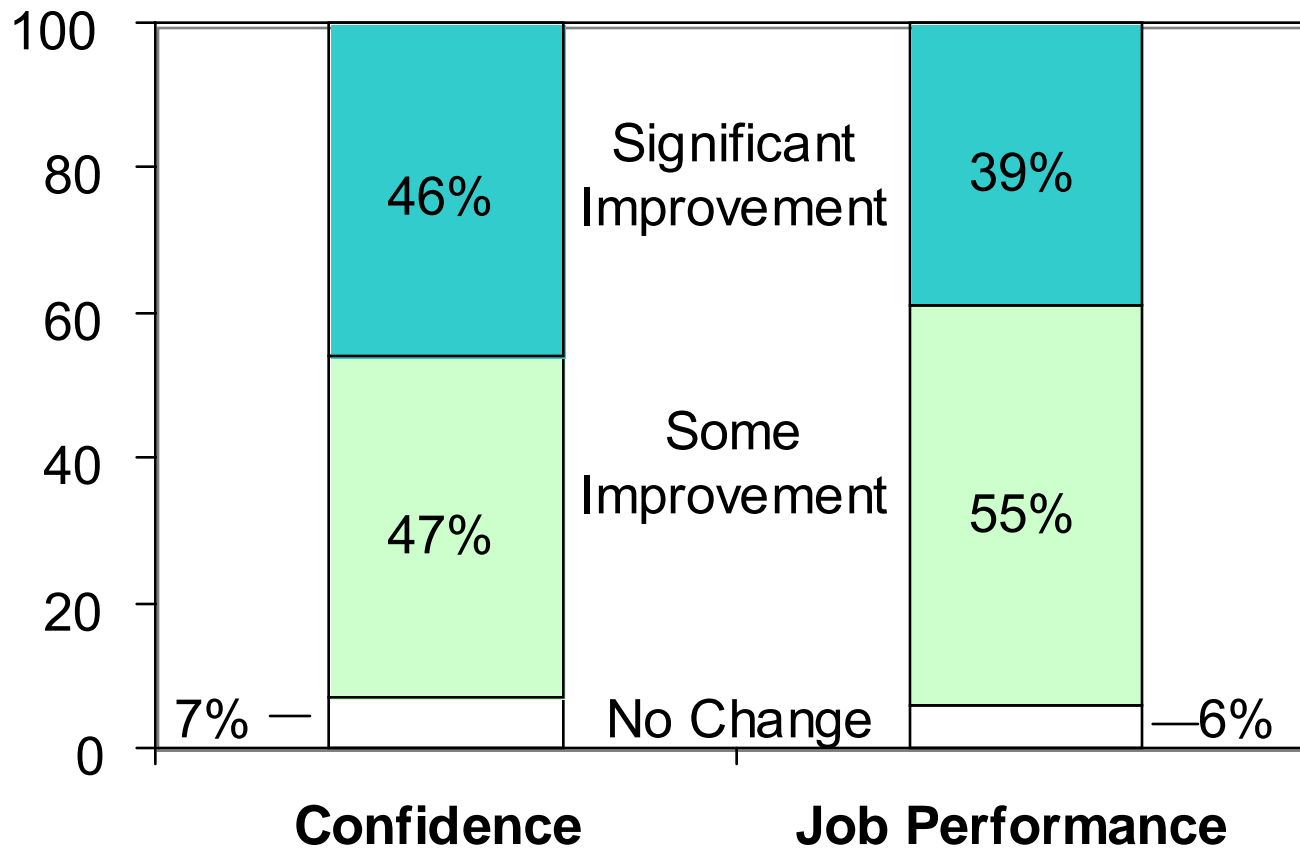
# Management & Job Performance



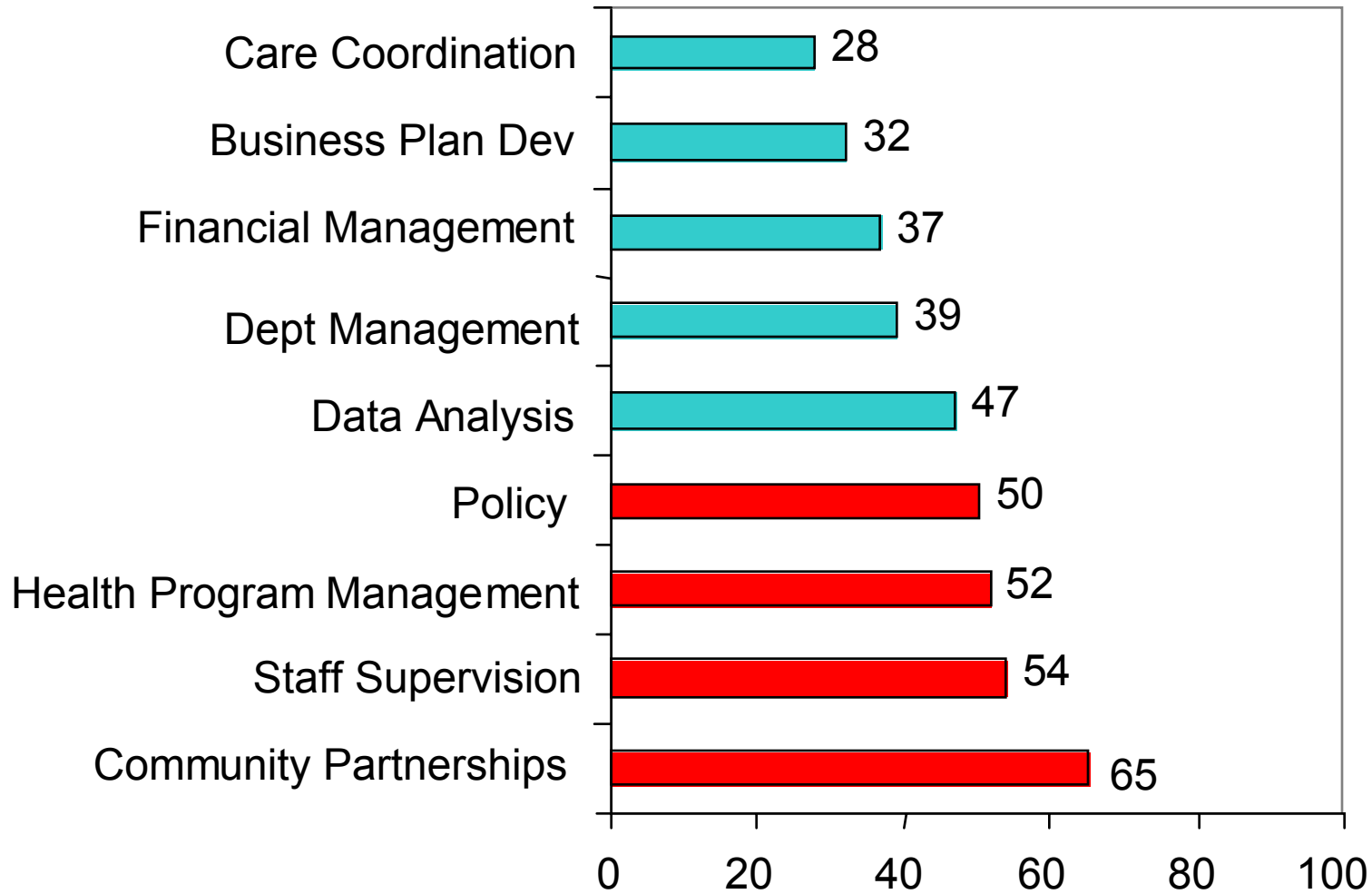
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## Degree to Which MAPH Has Improved Your Management Confidence and Performance

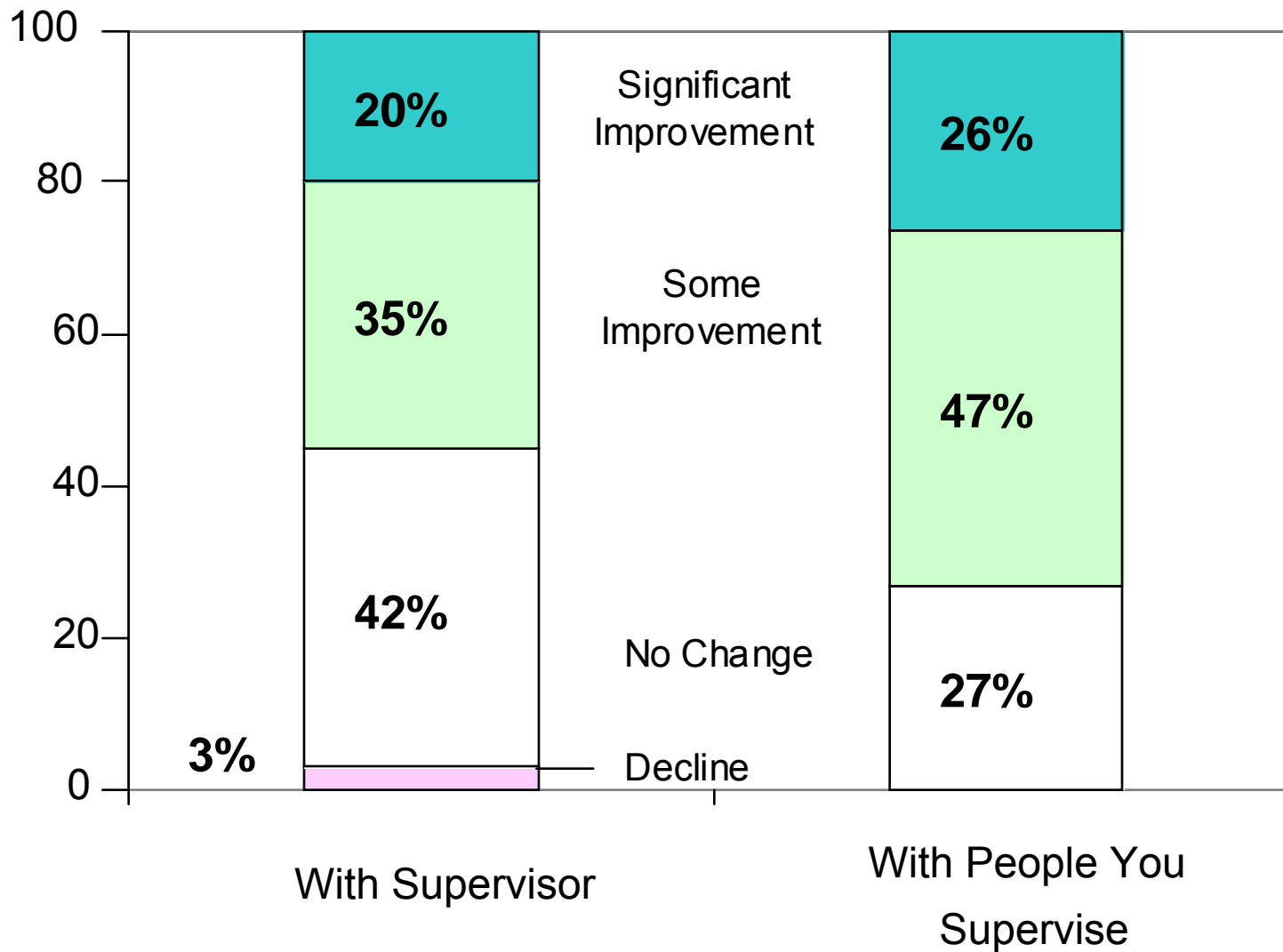


## Increased Job Responsibilities Since Attending Management Academy? (% "Yes")

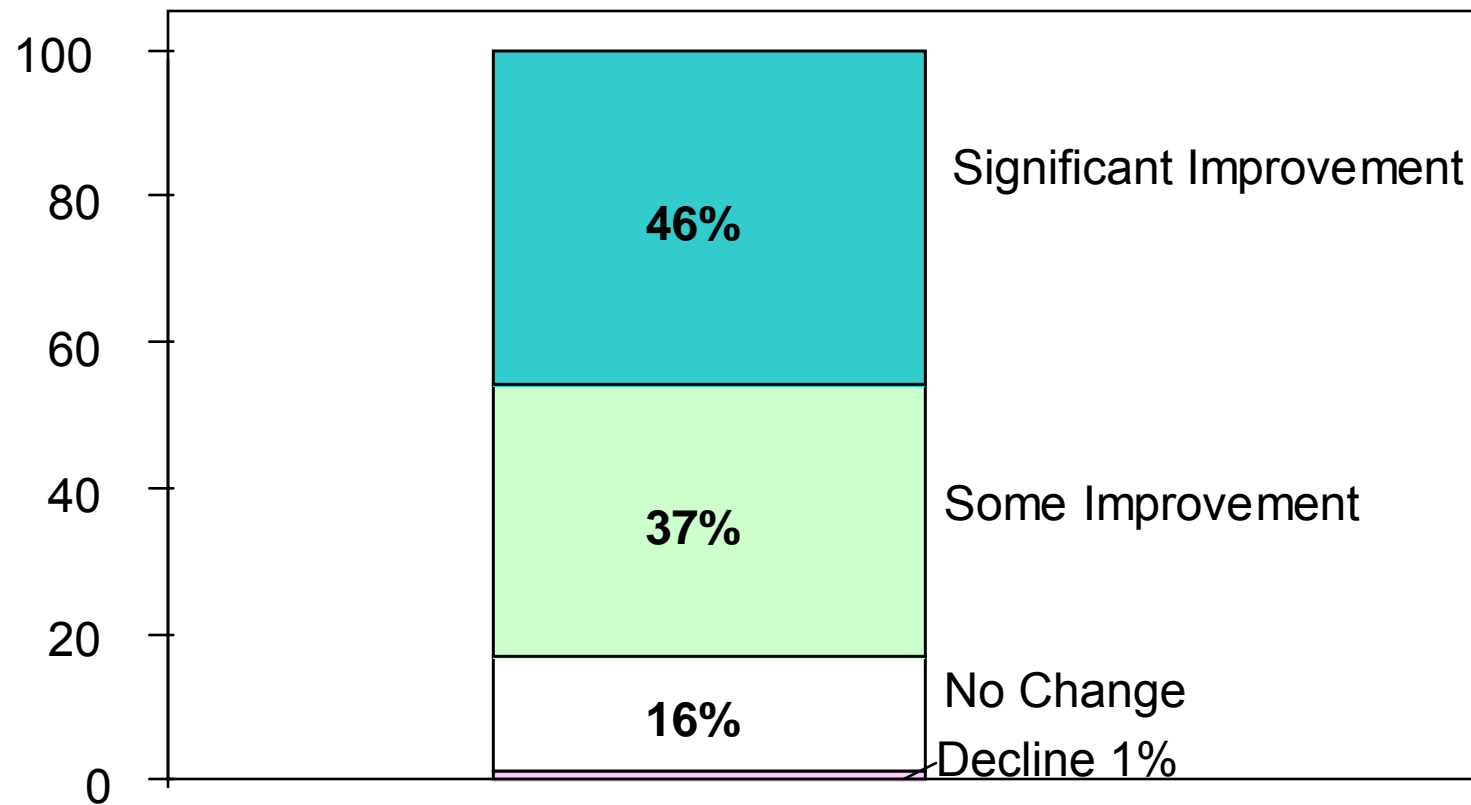




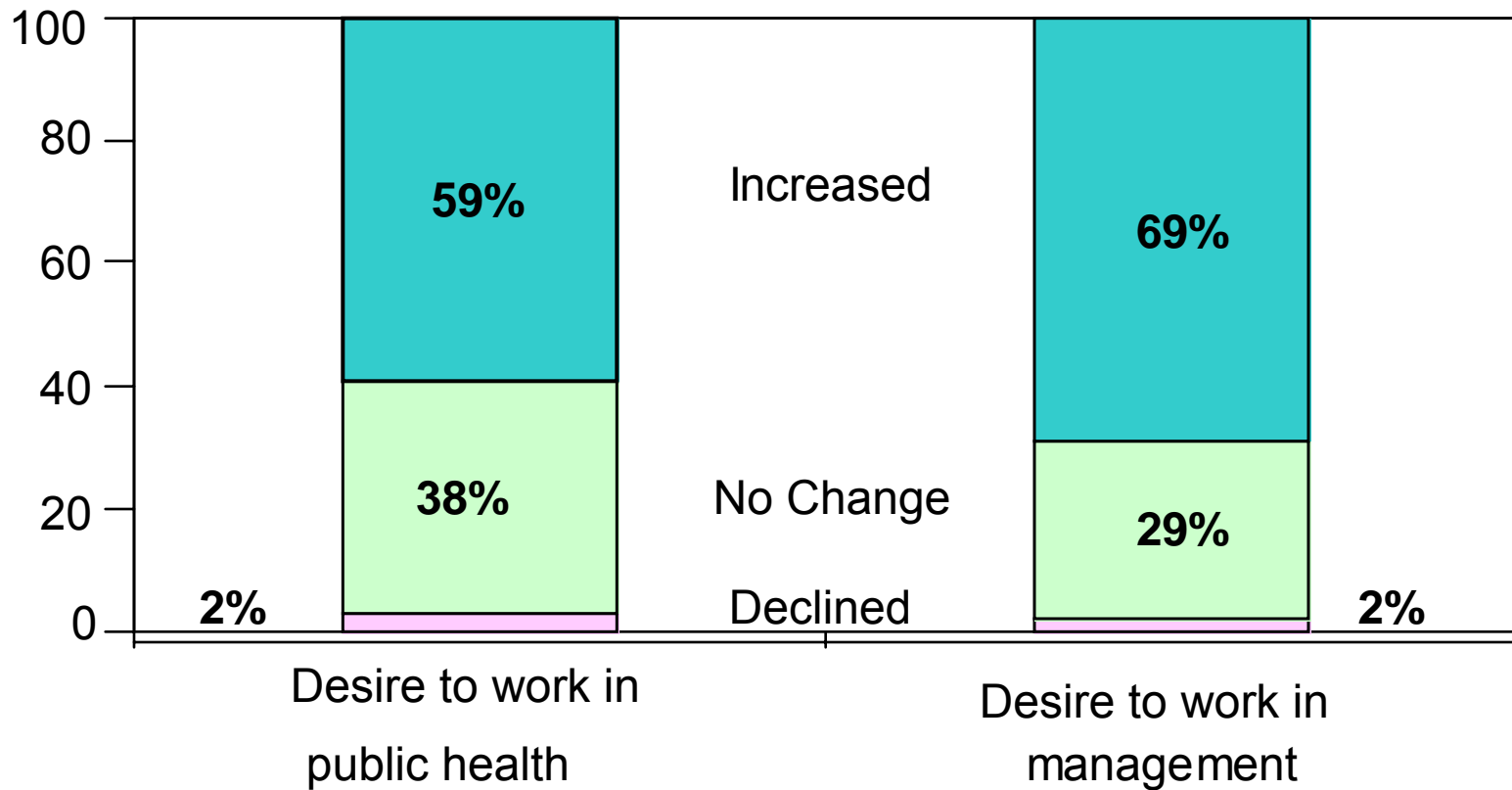
## Degree to Which MAPH Influenced Work Relationships



## Degree to Which MAPH Has Contributed to Your Commitment to Professional Development



## Degree to Which MAPH Has Changed Your Desire to Work in Public Health & Management



# Business Plan Implementation



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# Business Plan Components

- Definition of the Project
- Industry Analysis
- Target Market Definition
- The Competition & Partners
- Marketing Strategy
- Project Operations
- Implementation & Timeline
- Risk & Exit Plan
- Financial Statements (Budget)

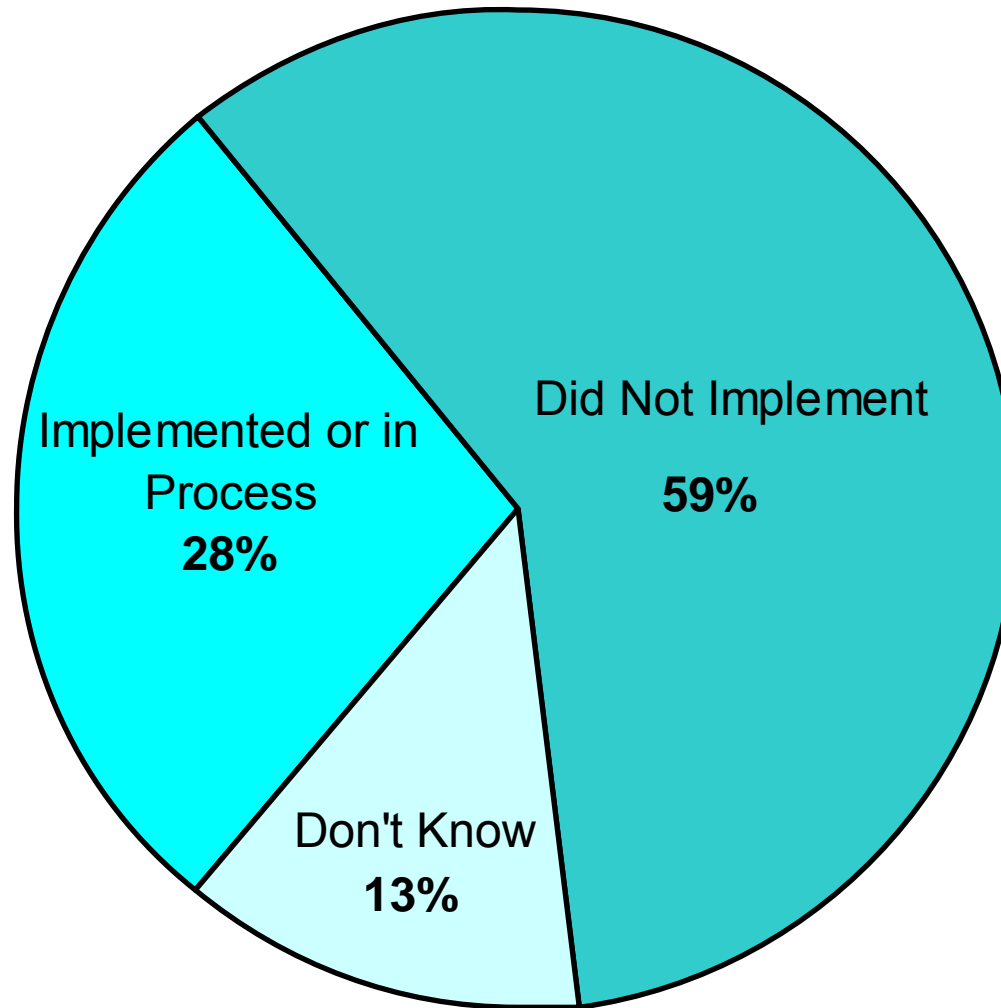


# Business Plan Implementation

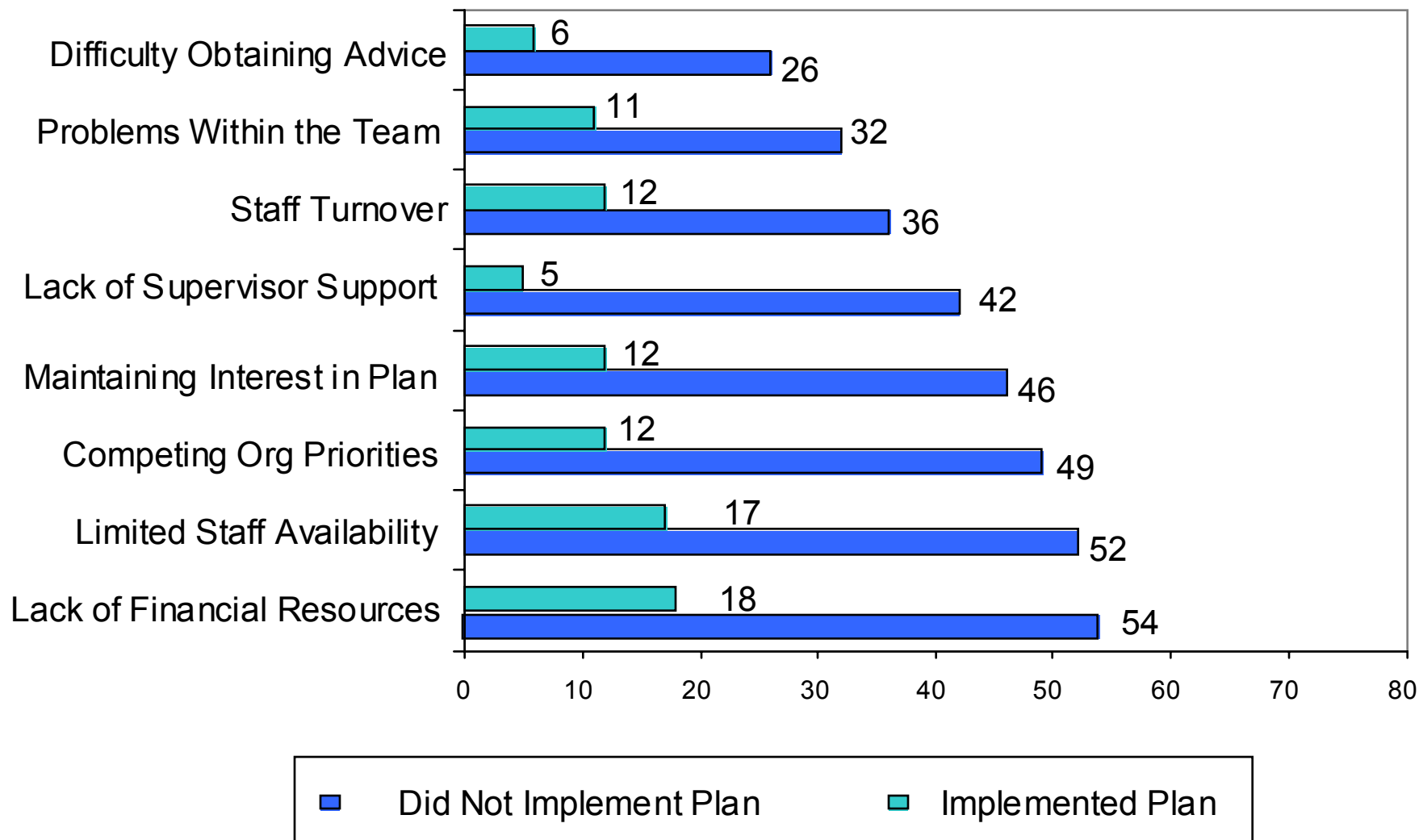
- Team implemented entire plan
- Team implemented part of the plan
- One or more (but not all) team members implemented all or part of the plan



## Business Plan Implementation (2003-05)

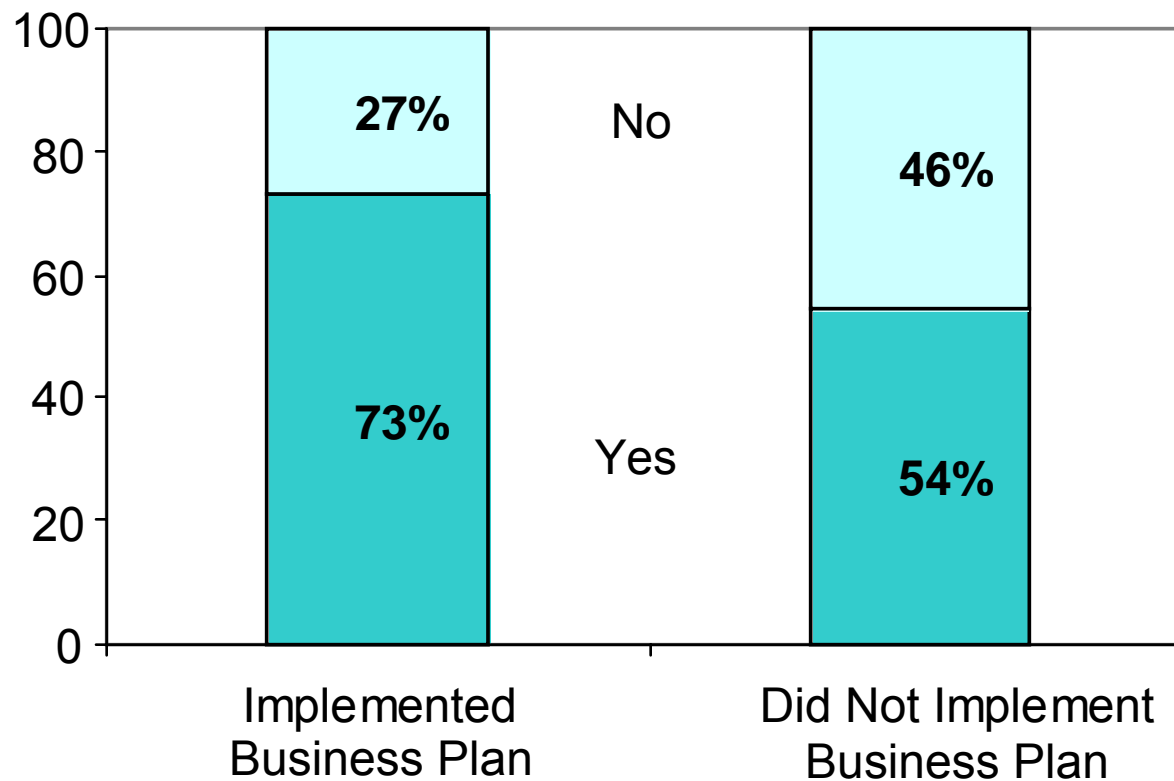


## Barriers to Implementing Business Plans Reported by Survey Respondents (%)





## Survey Participants Who Initiated Public Health Projects\* Since Attending MAPH (%)



\*Other than original business plan

# Conclusions

- Management Academy has contributed to managers' improved confidence and job performance
- Some participants may experience challenges with supervisors related to entrepreneurial efforts
- Business plan implementation is one indicator of organizational support for entrepreneurial efforts



# Implications

- Management Academy curriculum is an effective way to improve public health managers' practices
- Training programs like MAPH need to find ways to collaborate with organizational leaders to facilitate entrepreneurial efforts



# Evaluation Limitations

- Linking specific components of the program to outcomes is challenging
- Study only represents activities 1-3 years after program participation



# Evaluation Strengths

- Evaluation measured outcomes
- Included individual and team level outcomes
- Multiple methods improved our ability to describe graduates' activities



# Management Academy Website

- <http://www.maph.unc.edu/>

