



# Los Angeles County Public Health Leadership Development

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November 2007



*“Today, the need for leaders is too great to leave their emergence to chance.”*

*Institute of Medicine (1988)*



# Objectives

By the end of the presentation, participants will have increased awareness of the:

- Context for leadership development in Los Angeles County
- History of leadership development programs in LA County
- Next steps in implementing a leadership development framework for PH employees



# Los Angeles County

- 10 Million residents
  - Larger than 42 states
- 88 cities
- >4000 square feet
- 4150 budget staff in DPH
- Over 50 programs

# Public Health Mission

“To protect health, prevent disease, and promote health and well-being”





# Why Leadership Development?

- Current “Leaders”
- Future Leaders
- Emergency Preparedness



# Current Leaders

- Approximately 150 Senior Managers, Directors, and Executives in LAC DPH
- Limited management skills development programs and no leadership programs historically
- Various disciplines: e.g., MDs, RN, MPH, Administration



# LA PH Leadership Institute

## Purpose

- Tools and skills to lead culture change
- Increase skills level to manage daily routines
- Reduce silos
- Increase collaborative work and sharing of resources





# 5 Cohorts of LA PH LI

- Between 2002 and 2006, 5 cohorts were conducted
- Cohort I-IV
  - Sr. Managers and Executives
  - 104 participants
- Cohort V
  - Emerging Leaders
  - 24 participants



# LAPH Leadership Forums

- Desire among cohort to continue their leadership development skills
- Continue networking and supporting one another
- Break down silos
- Create an environment for collaborate change



# Advisory Group

- 4 volunteer leaders from each cohort
- Plan, facilitate and steer direction of forums
- Quarterly meetings to strategize



# LA PH Leadership Forum

## VISION

- “We are the change agents”
  - To foster an organizational culture that encourages dispersed leadership and collaborative teamwork.

## MISSION

- To continue to build the leadership capacity of current and future leaders in the Department, and to be an incubator, a “force”, for collaborative change.



# LA PH Leadership Forums

- Quarterly meetings since 2005
- In 2006, it was expanded to include all Sr. Managers, regardless of their participation in the Leadership Institute
- Next Steps for Forum...



# Future Leaders

- Large % of Public Health workforce within retirement age
- Need for succession planning
- New role of emergency preparedness and response
- Need to build competencies of DPH workforce in Leadership



# Definitions

- Leadership:  
“A process whereby an individual or small group influences others to achieve a common goal.”

*Northouse (2003)*



# Guiding Principle

- Every employee is a leader, regardless of payroll title or position within the hierarchical organizational structure.
- Since all Public Health employees are leaders, they have the potential to grow and build their leadership capacity within their current position.





# Purpose

To enhance each employee's competencies in leadership through:

- To develop a systematic approach to leadership development
- Provision of a self-directed mechanism for employees to increase their competencies
- Assure that the necessary resources are provided to employees to enhance their leadership



# Best-Practices Surveyed

- National Public Health Leadership Development Network
- Kaiser Permanente
- Pacific Public Health Training Center
- GE Healthcare
- Minnesota Department of Health
  - Turning Point
- UNC - Chapel Hill, School of Public Health
  - National Public Health Leadership Institute
- LA County Sheriff's Department
- Sempra Utilities



# Proposed Framework

- Leadership Levels: Four Step Process
  - Level I: Foundation
  - Level II: Supervisory
  - Level III: Management
  - Level IV: Senior Executive Staff
- Different competencies
- Different process and resources
- Different performance outcomes



# Desired Framework Outcomes

- Increase in every employee's leadership competencies
- Increase in workforce engagement and satisfaction
- Increase pool of highly qualified applicants from within the department
- Increased quality of service





# Thank you

## Acknowledgements

- Akiko Tagawa, MPH
- Jee Kim, MPH
- Bridget Ward, MPH
- Robert Cheshier, MA
- Carol Woltring
- Karen Garman, PHD



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