

Purposeful Leadership Development and Network Structure in the CDC National Tobacco Prevention Network Initiative

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Presenter Disclosures

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- Bobbi Carothers
- The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:
 - No relationships to disclose.

Presenter Disclosures

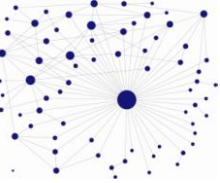
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The Big Picture

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- Network and partnership approaches in public health are becoming more common
- Knowledge about leadership structures is still limited
- Today: leadership structure findings from the 2009 National Tobacco Prevention Networks evaluation



Background: Value of Networks

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□ *“Networks are intended to be powerful mechanisms for sharing information and knowledge. They also promote communication and coordination to achieve sustainable development. Networks act as effective catalysts for building relationships and commitment among public and private stakeholders at the local, national, regional, and international levels. They help build trustful relationships as a basis for sharing information and knowledge, and serve as mutual learning and capacity – building mechanisms.”*

Egger et al., 2006.

Background: National Networks

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Network	Population Served
APPEAL-PROMISE	Asian American/Native Hawaiian/ Pacific Islander
Break Free Alliance	Low SES
National LGBT Tobacco Control Network	Lesbian, Gay, Bisexual, Transgender
National African American Tobacco Prevention Network	African American
National Latino Tobacco Control Network	Hispanic/Latino
National Native Commercial Tobacco Abuse Prevention Network	American Indian/Alaska Native

<http://www.tobaccopreventionnetworks.org>

Background: CDC Funding

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- Anticipated Initiative Outcomes
 - ▣ Increased collaboration among network participants
 - ▣ Increased collaboration among networks
 - ▣ Increased support of commercial tobacco control in specific populations by network participants and their partners
 - ▣ Organized responses to industry targeting, sponsorship, tactics and new products
 - ▣ Integration of population-specific strategies by network participants and partners into programs and organizational systems
 - ▣ Integration of evidence-based tobacco control strategies by network participants and partners

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2009 Evaluation Design

Evaluation Design

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- Overall evaluation planned for 5 yr period of funding
- Evaluation questions
 - ▣ What role do the National Networks play in tobacco control?
 - ▣ Has CDC OSH's investment in the National Networks enhanced state & local capacity to address tobacco disparities?
- First year focus:
 - ▣ What does each network "look like"
 - ▣ Identify potentially promising practices for administering this type of network
 - ▣ Identify barriers to implementing activities that need to be addressed

Mixed Methods

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- Qualitative
 - ▣ Report Review
 - ▣ Interviews
- Quantitative
 - ▣ Web survey of network partners
 - Who they exchanged ideas or materials with
 - Who was the most important to the success of the network
 - Who they worked with on tobacco control activities

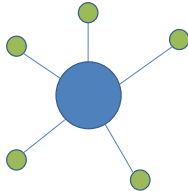


Daniel St. Pierre / FreeDigitalPhotos.net

Network Analysis

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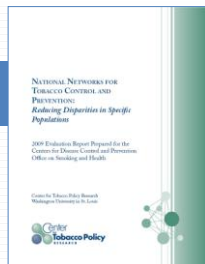
- ▣ Innovative method in studying public health organizations
- ▣ Shows who is in the network
- ▣ Demonstrates who works with who
- ▣ Emphasizes highly collaborative partners



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Findings

Leadership Structures



Three Leadership Structures

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Traditional

- Asian American/Native Hawaiian/Pacific Islander (AA/NH/PI) network
- LGBT network
- African American network

Coordinating Group

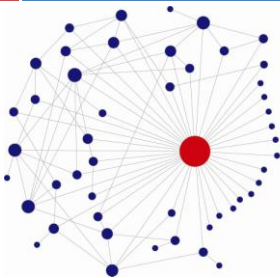
- Low SES network

Cooperative

- Hispanic/Latino network
- American Indian/Alaska Native network

Traditional

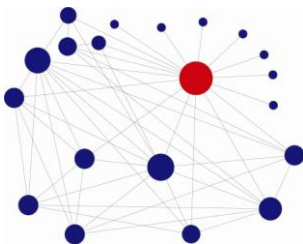
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□ “So the question is, if [the director] got hit by a bus today, would the organization be ok? And I don’t know... And when you have someone who is this amazing leader, who is personable and funny and excellent, essentially you have [to have] other people.”

Coordinating Group

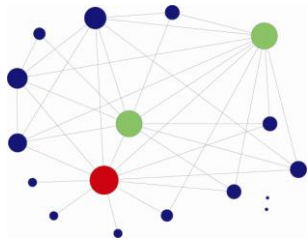
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□ “But certainly, restructuring, the way we do work now looks completely different from how we did work in the past. The work now is really driven by the Coordinating Council members...”

Cooperative

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□ "This network was created as a network of networks from the get-go. So it's not like here it is, we are one organization and then we suddenly create a network. No. From the beginning, we decided to build it this way."

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Discussion

Policy Implications

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- Differences in leadership structure evident early
- Collaboration patterns are responsive to leadership structures set up by lead agencies
 - ▣ Action must be deliberate and explicit
- Possible advantages & disadvantages
 - ▣ Control vs. sustainability
 - ▣ Divided workload vs. communication & coordination
 - ▣ Strike the balance that works for you
- For further investigation
 - ▣ Do certain leadership structures facilitate and/or create barriers?
 - ▣ Implications for design of future networks

Limitations

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- One-year snapshot only!
- Potential biases
 - ▣ Definition of networks
 - ▣ Network size
- Difficulty distinguishing between network and funded agency

Summary

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Acknowledgements

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- 2009 National Network Directors
 - ▣ APPEAL-PROMISE: Rod Lew
 - ▣ Break Free Alliance: Janet Porter
 - ▣ LGBT: Scout
 - ▣ NAATPN: William S. Robinson
 - ▣ NLTCN: Jeannette Noltenius
 - ▣ NNCTAPN: Lisa Kerfoot

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