

Northwest Preparedness and Emergency Response Learning Center (NWPERLC)

Executive Summary

On May 21, 2013, the Northwest Center for Public Health Practice (NWCPHP) launched a follow-up evaluation to measure impact of their Public Health Management Certificate Program (PHMCP) one year after the conclusion of the core curriculum. The Public Health Management Certificate (PHMC) program is a 12-month distance learning program designed for working professionals to strengthen the management skills of public health managers in state, local, and tribal settings. The PHMC helps public health professionals increase efficiency, effectiveness and accountability at their workplace by developing core management functions—planning, organizing, budgeting, and analyzing performance. The program is structured to be completed by scholars within one 12-month period and is taught primarily through distance-based methods, both synchronous and asynchronous. Preparedness and emergency response cases are integrated throughout the eight blocks.

To assess satisfaction and outcomes from the PHMC program, NWCPHP conducted a follow-up assessment 10 months after completion of the core curriculum. This evaluation report summarizes the quantitative and qualitative findings from the one year follow-up evaluation administered to scholars, and should be used to guide future PHMC program components. Key findings are summarized below:

- Overall, scholars report high levels of satisfaction with the management certification program.
- One year after completing the Public Health Management Certification core curriculum the majority of scholars report increased management responsibilities in their jobs.
- The majority of scholars report that the integrated project was very important to the development of their public health management skills, followed by the mentoring, and the course block components.
- The majority of scholars strongly agree or agree that the integrated project and the course block content continue to serve as a resource for them in their jobs.
- Of the seven course blocks, scholars apply the content of the Program Evaluation and Performance Management course most often to their work. Tools of the trade, conflict management and resolution, and organizational systems are also applied often to scholars work.
- The majority of scholars rated the program as Excellent or Very Good in terms of usefulness to themselves and their agency.
- All scholars report high program endorsement as they had already recommended the program to someone else or were likely to recommend the program in the future.

INTRODUCTION

On May 21, 2013, the Northwest Center for Public Health Practice (NWCPHP) launched a follow-up evaluation to measure impact of their Public Health Management Certificate program (PHMC) one year after the conclusion of the core curriculum.

The Public Health Management Certificate (PHMC) program is a 12-month distance learning program designed for working professionals to strengthen the management skills of public health managers in state, local, and tribal settings. The program is structured to be completed by scholars within one 12-month period and is taught primarily through distance-based methods, both synchronous and asynchronous.

To assess satisfaction and outcomes from the PHMC program, NWCPHP conducted a follow-up assessment 10 months after completion of the core curriculum.

The purpose of the one year follow-up evaluation was to gather information on the following areas:

- Overall satisfaction with the program
- Change in management responsibilities
- Importance of program components to the development of management skills and frequency of application to scholars work
- Continued use of program components as a resource
- Impact of integrated project
- Usefulness of the program to the individual scholars and their agencies
- Endorsement of the PHMC to colleagues

This evaluation report summarizes the quantitative and qualitative findings from the one year follow-up evaluation administered to scholars, and should be used to guide future PHMC program components.

METHODS

Instrument Design/Administration

Evaluation of the Public Health Management Certificate (PHMC) consisted of surveying the scholars one year after completion of the program's core curriculum. The questionnaire was administered electronically using the web-based program Survey Monkey. This program facilitates the development of an online questionnaire and the compilation of aggregate data. An email invitation and link to the questionnaire were sent to all scholars who attended the PHMC as part of the 2011-2012 cohort. The questionnaire consisted of 16 questions and was sent to 14 scholars on Tuesday, May 21st, 2013. Email reminders were sent to individuals who had not yet completed the questionnaire on May 28, June 4, and June 10, 2013. The questionnaire was closed on Tuesday, June 11, 2013.

Response Rate

A total of 11 responses were collected out of the 14 scholars invited to complete the questionnaire, for a response rate of 79%.

Data Analysis

Frequency distributions were calculated for each of the questions using SurveyMonkey. All responses, including partial responses, were included in the analysis. Missing responses were not included in the calculation of percentages. Full responses to open-ended questions are provided in Appendix A and the questionnaire instrument is included as Appendix B.

RESULTS

Change in Job and Management Responsibility

The largest percentage of respondents stayed in the same position (36%) or stayed in the same position with expanded management responsibilities (36%) (Table 1). Sixty-percent of scholars reported increased management responsibilities, while the remaining 40% stayed about the same (Table 2).

Table 1. Change of Job Position.

	N	%
Same position	4	36.4
Same position with expanded management responsibilities	4	36.4
New position with same organization	2	18.2
New position with new public health related organization	-	-
Not working in public health	-	-
Other*	1	9.1

***Other responses include: unemployed**

Table 2. Change in Management Responsibilities.

	N	%
Increased	6	60.0
Stayed about the same	4	40.0
Decreased	-	-

Impact of Program Components

The majority of scholars reported that the integrated project (64%) was very important to the development of their management skills, followed by the mentoring (55%) and the course blocks (46%) (Table 3). Additionally, scholars strongly agree/agree that the integrated project (82%) continues to serve as a resource for them in their jobs. Seventy-three percent of scholars agree that the course block content is a continual resource for them. However, 73% of scholars neither agree nor disagree that peer networking of the PHMC scholars is a continual resource (Table 4).

Table 3. Importance of Program Components to Development of Management Skills (%) (n=11)

	<u>Very Important</u>	<u>Important</u>	<u>Somewhat Important</u>	<u>Not Important</u>
Course Blocks	45.5	45.5	9.1	-
Mentoring	54.5	27.3	9.1	9.1
Integrated Project	63.6	27.3	9.1	-
Peer Networking	9.1	63.6	18.2	9.1
Electives	9.1	45.5	27.3	18.2

Table 4. Program Components serving as Resources in Job (%) (n=11)

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither Agree or Disagree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Course Block Content	9.1	72.7	18.2	-	-
Integrated Project	27.3	54.5	9.1	9.1	-
Peer Networking of PHMC Scholars	-	18.2	72.7	9.1	-

Of the seven course blocks, scholars apply the content of the Program Evaluation and Performance Management course most often to their work. Tools of the trade, conflict management and resolution, and organizational systems are also applied most often to scholars work (Table 5).

Scholars' integrated projects had the greatest impact in the area of planning or offering programs/services (73%). Projects in evaluation of programs/services (64%) and agency procedures and/or policies (64%) were also reported as being areas of high impact by scholars (Table 6).

Table 5. Ranking of Courses Scholars Apply Most Often to their Work (%) (n=11)

	1	2	3	4	5	6	7	Average
Tools of the Trade	27.3	9.1	-	27.3	18.2	18.2	-	3.6
Financial Management	9.1	-	27.3	18.2	18.2	9.1	18.2	4.4
Organizational Systems	18.2	-	36.4	9.1	18.2	-	18.2	3.8
Information Seeking and Information Technology Management	-	27.3	-	-	9.1	36.4	27.3	5.1
Health Communication	-	27.3	9.1	9.1	27.3	18.2	9.1	4.3
Conflict Management and Resolution	9.1	27.3	18.2	18.2	-	9.1	18.2	3.7
Program Evaluation and Performance Management	36.4	9.1	9.1	18.2	9.1	9.1	9.1	3.2

Table 6. Areas of Impact of Integrated Project.

	N	%
Planning or offering of programs/services	8	72.7
Evaluation of programs/services	7	63.6
Agency procedures and/or policies	7	63.6
Community health status	3	27.3
No impact	1	9.1
Unsure of impact	1	9.1
Other	0	-

Respondents were asked to comment on the specific impact their integrated project had on their agencies work. Complete responses are included in appendix A. The following are examples of responses:

Preparing for accreditation

- Improve agency overall planning, goal setting, and evaluation
- Helped other supervisors in quality improvement
- Implemented and continued a new program
- Re-established an active quality improvement committee
- Shaped program priorities

Application of Program Information

Ninety-one percent of scholars indicated ‘Yes’ they did have time to apply the information gained in the PHMC program. Respondents were asked to comment on how they applied the information they learned in the management program. Complete responses are included in appendix A. The following are examples of responses:

- Broadened knowledge and can apply for a more diverse range of positions.
- Program implementation and evaluation
- Dealing with staff conflict and resolution
- Leading other staff in the use of logic models
- Development of evaluation plans
- Using meeting facilitation tools
- Incorporated reflective practice into my work with community-based program

The majority of respondents reported that the usefulness of the PHMC program was very good or excellent. The usefulness of the program to their agency was very good or good. All respondents rated their overall program satisfaction as excellent or very good (Table 7). Almost 55% percent of scholars reported they had already recommended the program to someone else, while over 45% had not yet recommended the program, but were likely to recommend the program in the future (Table 8).

Table 7. Overall Program Ratings (%) (n=11)

	Excellent	Very Good	Good	Fair	Poor
Usefulness to Scholar	36.4	45.5	18.2	-	-
Usefulness to Agency	9.1	54.5	27.3	9.1	-
Overall Program Satisfaction	63.6	36.4	-	-	-

Table 8. Endorsement of PHMC Program. (n=11)

	<u>%</u>
Yes – I have already recommended the program	54.5
No – But I am likely to recommend the program in the future	45.5
No – I probably will not	-
Other	-

Respondents were asked to comment on the overall value or impact of the training program on their public health management skills. Complete responses are included in appendix A. The following are examples of responses:

- Increased confidence and skills in public health management
- Increased skill set
- Increased job effectiveness and productivity
- Enhancing quality improvement projects
- Enhancing power point presentations
- Accepting bigger agency project with confidence
- Provided a breadth of tools and ideas that can be drawn upon in many situations

SUMMARY

One year after completing the NWCPHP Public Health Management Certification core curriculum, the majority of scholars reported increased management responsibilities in their jobs. Most scholars stayed in the same position or stayed in the same position with expanded management responsibilities.

Overall, participants reported high levels of satisfaction with the management certification program. The majority of scholars reported that the integrated project was very important to the development of their management skills, followed by the mentoring, and the course blocks. Additionally, the majority of scholars report that the integrated project and the course block content continue to serve as a resource for them in their jobs. However, most scholars do not report that peer networking of the PHMC scholars is a continual resource.

Of the seven course blocks, scholars apply the content of the Program Evaluation and Performance Management course most often to their work. Tools of the trade, conflict management and resolution, and organizational systems are also applied most often to scholars work. Scholar's projects had the greatest impact in the area of planning or offering programs/services. Projects in evaluation of programs/services and agency procedures and/or policies were also reported as being areas of high impact by scholars.

The majority of scholars agree the program was useful to themselves and their agency. Specifically scholars report a general increase in confidence and broaden management skills. Some scholars report accepting bigger agency projects with confidence and having increased job effectiveness and productivity. Agency quality improvement and evaluation tasks are reported to be positively impacted by the integrated project. All scholars report high program endorsement as they had already recommended the program to someone else or were likely to recommend the program in the future.

Appendix A: Open-ended Questionnaire Responses

Responses to Open-Ended Questions

As a result of your integrated project, describe the impact it had on your agency's work.

- Helped prepare us for accreditation as well as improve the overall planning, goal setting, and evaluation of said goals for the agency
- Agency has integrated implementation of the business plan I developed into its planning.
- It has helped other Supervisor's with their quality improvement in their respective field offices. Supervisors are more understanding of thresholds that need to be met and if not met, corrective action that needs to happen and proper justification for not meeting thresholds.
- We implemented and have continued a new program. More staff are being trained as we continue to move forward.
- Included in the community collaborative process for Community Health Assessment and Community Health Improvement. Currently very appropriate for many domains of the accreditation process.
- We have re-established an active quality improvement committee and have been meeting monthly over the past year. This will serve our accreditation needs as well as help us evaluate our programs and use the tools we have learned.
- Helped to shape the program priorities and laid out the work plan for the year.

As a result of attending the PHMC program, please describe the overall value or impact of this training program on your public health management skills.

- I feel much more confident in my understanding and skills in public health management. I am sorry however that my agency (the University) has not been able to benefit from my skills because my grant funding ended so soon after my completion. I hope to find another position where I can utilize the skills.
- I am much more effective and productive on my job. Participation in the program increased my confidence of my public health management skills.
- Finding ways to enhance quality improvement projects; finding problems and how to resolve using the "fish bone" approach. Enhancing presentations; before I killed Power Points with bullets and tons of information but have learned to simply and include more pictures and have it more interactive.
- I have moved into accepting bigger agency projects with the confidence I can do a great job. I feel my skills have increased.
- Coming from an associate's degree and having many years as a clinic PHN in public health and advancing to a management position I found all the information in the program valuable. It helped me understand my new role. I was learning the nuances of Public Health on the job and with the management program it was much easier to absorb the information.
- I feel more confident in my skills. I did not understand logic models that well. Through the integrated project, this has given me the opportunity to learn much more on quality improvement and become a leader at our agency. As we work through the accreditation process, I learned valuable skills that we will apply.
- Learning to have effective presentations is invaluable. I also have been able to help my supervisors with coaching skills for their staff. I also have taken on a co-leadership role in our state Healthy Structure committee for our state Coalition of Local Health Officials. Learning to run effective meetings is a plus.
- A source of many tools and ideas that I can draw upon in a number of situations.

Please give one or more specific examples of how you applied the information (e.g. technical or practical work-related issues the information helped you address:

- Improved program and employee evaluation.
- Broadened my knowledge about public health and management, it has allowed me to apply to a more diverse range of positions.
- I use the meeting facilitation tools consistently, and I facilitate more meetings. I've referenced the health communication resources and used them in my writing. I've reflected on my leadership competencies and revisited them in completing my performance review. I shared the writing policy brief info within my program and supported clinicians in writing a brief. I incorporated reflective practice into my work with community-based programs/communities of practice. I've used the understanding I've gained about organizational systems to better describe the systems of care work our program focuses on. A small thing....I made all my passwords much, much stronger!! I use the project management skills I gained consistently and effectively. I've increased the number of projects I can manage because of this, so my productivity is way up. (I feel like I'm much better at managing long-term projects too.)
- Budget: I am more involved with the budget process and recommend using formulas to distribute funding base on staff and office space. PowerPoint: I have improved on my PP presentations; using more pictures and formatting where I've moved away from bullets and verbatim language. Meetings: Staying on subject, identifying at the beginning what we need to accomplish and keeping course on meeting agenda.
- 1. Program implementation and evaluation. 2. Big steps forward dealing with staff conflict and resolution.
- Leading other staff and programs in the use of Logic Models and using the tools gained as I merged our STI program into our Title X Reproductive Health Program.
- We have worked with logic models. I refer back to my notes and power points numerous times-for example on conflict resolution. This becomes important almost weekly. Also program evaluation.
- Delivery of various presentations to inform and influence decisions; Development of evaluation plans for various Coordinated Care Organization programs

Appendix B: Questionnaire

Public Health Management Certificate
Follow-up Evaluation
May 17, 2013
2011-2012 Cohort

Below are questions about the impact on you and your job since participating in the Public Health Management Certificate (PHMC) program. Thank you, in advance, for completing the following survey.

Confidentiality Statement: Your responses are confidential and will be analyzed collectively with other participant responses. Aggregate data are used to provide instructors and course designers with feedback regarding the quality of the program and the collective benefit to participants. NWCPHP does not disclose individually identifiable responses.

Please mark only one answer for each question unless otherwise requested. At the end of the survey, please click "Done" to submit your responses.

1. Are you in the same job position that you were in when you completed the Public Health Management Certificate (PHMC) program last June?
 - 0 Same position
 - 0 Same position with expanded management responsibilities
 - 0 New position with same organization
 - 0 New position with new public health related organization
 - 0 Not working in public health
 - 0 Other (please describe):
2. Since attending the PHMC program have your management responsibilities in your current job:
 - 0 Increased
 - 0 Stayed about the same
 - 0 Decreased
3. Looking back over the past ten months, indicate your level of agreement on the following PHMC program components and their contribution to increasing your management skills:

Strongly Agree Agree Disagree Strongly Disagree

Course Blocks
Mentoring
Integrated Projects
Peer networking
Electives

4. The following component of the PHMC program continues to serve as a resource for me in my job role:

	Strongly Agree	Agree	Disagree	Strongly Disagree
Course Content				
Integrated project				
Peer Network of PHMC Scholars				
Other (please specify)				

5. Rank the Block Courses according to the content you apply most often in your work.

1 = apply the content from this block course the most often

7= apply the content form this block course the least often

0	Tools of the Trade with Guila Muir, Amy Hawkins, Susan Allan, Missie Thurston
0	Financial Management with Leslie Breitner
0	Organizational Systems with Kate Davies
0	Information Seeking and Information Technology Management with Jim Aspevig
0	Health Communication with Sharon Bogan
0	Conflict Management and Resolution with Jim Reid
0	Program Evaluation and Performance Management with Luann D'Ambrosio and Carl Osaki

6. Are there additional topic or content areas that should be included in future PHMC programs?

7. To date, has your integrated project had an impact on any of the following: (Check all that apply.)

0	Planning or offering of programs/services
0	Evaluation of programs/services
0	Agency procedures and/or policies
0	Community health status
0	No impact
0	Unsure of impact
0	Other (please specify) _____

8. As a result of your integrated project, describe the impact it had on your agency's work.

9. During the last ten months, have you had opportunities to apply the information gained in the PHMC program?

0	Yes
0	No
0	Unsure

10. If yes, please give one or more specific examples of how you applied the information (e.g., technical or practical work-related issues the information helped you address).

11. Looking back, how would you rate the PHMC program in terms of overall usefulness to you?

- 0 Excellent
- 0 Very Good
- 0 Good
- 0 Fair
- 0 Poor

12. Looking back, how would you rate the PHMC program in terms of overall usefulness to your agency?

- 0 Excellent
- 0 Very Good
- 0 Good
- 0 Fair
- 0 Poor

13. Looking back, how satisfied are you with your experience in the PHMC program?

- 0 Very Satisfied
- 0 Satisfied
- 0 Somewhat Satisfied
- 0 Dissatisfied
- 0 Very Dissatisfied

14. Please describe the overall value or impact of this training program on your public health management skills.

15. Have you recommended the PHMC program to someone else?

- 0 Yes – I have already recommended the program
- 0 No – But I am likely to recommend the program in the future
- 0 No- I probably will not
- 0 Other (please specify)

16. We may wish to follow-up with you to better understand your experience with this program and use your comments in our marketing materials. If we may contact you, please provide your email address below.

Name: _____

Email: _____

Thank you for completing this survey!