



## SUSTAINABLE MANAGEMENT DEVELOPMENT PROGRAM

*Celebrating 20 years of Strengthening Public  
Health Systems Globally through Effective  
Leadership and Management*

---

**“THE HEALTH OF PEOPLE  
IS DIRECTLY RELATED  
TO EFFECTIVE HEALTH SYSTEMS.”**

**STRONG MINISTRIES FOR  
STRONG HEALTH SYSTEMS (2010)**

Center for Global Health  
Division of Public Health Systems and Workforce Development



# SUSTAINABLE MANAGEMENT DEVELOPMENT PROGRAM

## TWO DECADES OF IMPROVING HEALTH OUTCOMES THROUGH STRONG LEADERSHIP AND MANAGEMENT

To build a strong health infrastructure and improve public health outcomes, ministries of health require capable leadership, organizational management, and technical expertise to implement targeted and effective health programs. Without these assets in place, many important global health initiatives fall short of their goals.

In 1992, the Centers for Disease Control and Prevention (CDC) established the Sustainable Management Development Program (SMDP) to assist leaders in low-and middle-resource countries in strengthening their health management systems. For the past two decades, SMDP has been successful in helping countries assess their management capabilities, create more efficient use of resources, and advance the use of evidence-based, practical management and leadership tools and approaches to improve accountability and organizational performance. SMDP's initiatives have been effective in building workforce management competencies for epidemiology, laboratory management, surveillance, and outbreak response.

As SMDP's leadership and staff reflect on the past, and look towards the future, their goal is to continue to work collaboratively with ministries of health and other partners to develop leaders and managers with the expertise to manage wisely, improve organizational performance, and leverage investments to ensure that return on public health investment is significant.

### SMDP Framework

**Vision:** Excellence in leadership and management, improved health outcomes, global impact  
**Mission:** Strengthen health systems globally through public health leadership and management  
**Values:** Sustainability, country ownership, evidence-based practice, relevance to country-identified needs





**“LACK OF MANAGEMENT SKILLS APPEARS TO BE THE SINGLE MOST IMPORTANT BARRIER TO IMPROVING HEALTH THROUGHOUT THE WORLD.”**

**William H. Foege, MD, MPH**

*Former CDC Director and Senior Fellow, Global Health Program*

*Bill & Melinda Gates Foundation*

## **HIGHLIGHTS OF SMDP'S GLOBAL HEALTH ACCOMPLISHMENTS (1992 - 2012)**

- Prepared future health leaders by training over 425 fellows from more than 70 low- and middle-income countries around the globe
- Established 7 independent country management and leadership training programs, which have trained more than 3,000 health managers
- Provided training and tools that country stakeholders have used to improve the prevention of mother-to-child transmission outcomes in hospitals in Ethiopia's Oromia Region (e.g., increasing the percentage of infected mothers delivering in a medical setting from 23% to 56%, and the percentage of infected partners being tested for HIV/AIDS from 13% to 51%)
- Developed, in partnership with the Moroccan Ministry of Health, a first-of-its-kind, degree-based, 2 year program of learning through service in public health management
- Provided technical assistance and training to senior leaders and managers in many countries including: Azerbaijan, Botswana, Ethiopia, Georgia, Ghana, Malawi, Morocco, Nigeria, Rwanda, Uganda, Vietnam, and Zambia
- Provided management capacity building training and technical assistance in Botswana, Ethiopia, Malawi, Rwanda, and Vietnam in coordination with the President's Emergency Plan for AIDS Relief (PEPFAR) in order to improve program outcomes such as:
  - o Reduced turnaround times for HIV/AIDS patients' viral load tests;
  - o Increased number of persons enrolled in voluntary counseling and testing programs;
  - o Reduced long waiting times for hospital and clinic services;
  - o Increased adherence to opportunistic infection prophylaxis; and
  - o Improved quality of HIV/AIDS counseling services.



# SMDP CAPABILITIES:

Organizational development

Human resources planning and workforce development

Program and project planning and management

Problem analysis and quality improvement

Monitoring and evaluation

Team development

Instructional design and curriculum development

Effective supervision

Conflict resolution

Strategic planning and priority setting

Quality improvement

Laboratory management

Leadership and governance

Communication planning

Change management

ELSR systems assessment

Using data for decision-making

Ethics in decision-making

Stakeholder engagement

Work climate development

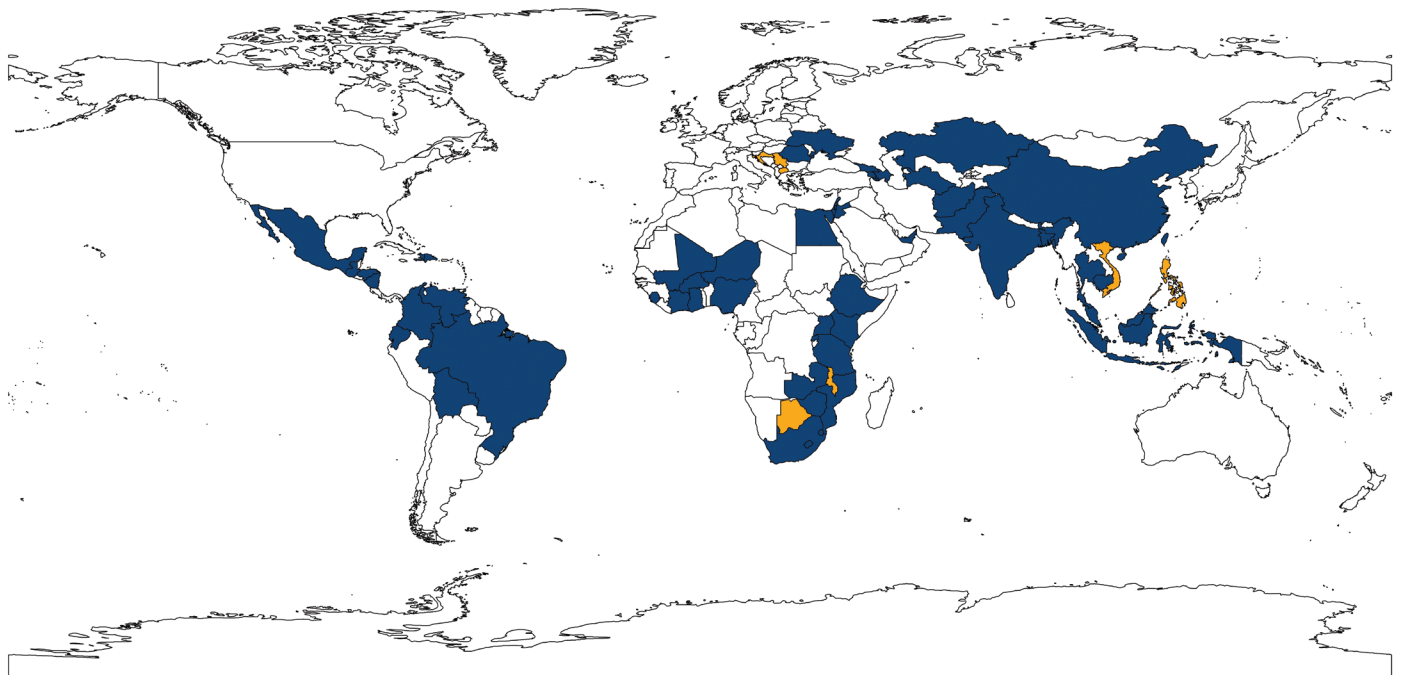




# HIGHLIGHTS OF SMDP IN ACTION ACROSS THE GLOBE 1992-2012

“CAPACITY DEVELOPMENT LEADS  
TO PEOPLE LIVING LONGER,  
HAPPIER AND HEALTHIER LIVES.”



**Thomas R. Frieden, MD, MPH**  
*Director, Centers for Disease Control and Prevention and  
Administrator, Agency for Toxic and Substances and Disease Registry*



-  Countries with Management for Improved Public Health (MIPH) Graduates
-  Countries that have developed their own leadership and management program with SMDP's technical support



**1992** | CDC establishes the Sustainable Management Development Program (SMDP) and hosts the first Management for Improved Public Health (MIPH) program. SMDP's MIPH program launched with 13 participants from 9 countries participating in a six-week course in applied management training. The program is designed to enhance management skills of middle-level health professionals, build workforce capacity, and strengthen health systems by providing training in project management, process improvement, and performance management.



**1997** | SMDP graduates its 100th MIPH participant.

**1998** | SMDP's "Healthy Plan-it" curriculum wins the Exemplar Award from the International Association for Continuing Education and Training. In addition, in Vietnam, SMDP collaborates with CDC Vietnam, the Hanoi School of Public Health (HSPH), and the Vietnam Administration of HIV/AIDS Control to create a program aimed at improving the delivery of HIV/AIDS services at district and provincial levels. This ongoing initiative has resulted in:

- A higher percentage of patients returning to VCT clinics for HIV test results
- Improved patient adherence to treatment
- Increased reported condom use among female sex workers in Hue City
- Strengthened HSPH faculty skills to deliver Quality Improvement (QI) methods
- Establishment of a national health training network





**1999** | In the 1990s, during decentralization, SMDP staff works with the Ministry of Health in the Philippines to establish the Field Management Training Program (FMTP). FMTP meets the need for basic management competency development among public health managers at the regional and especially local government unit levels. The National Epidemiology Center (NEC) institutionalizes the program as a separate, yet complementary program to the Field Epidemiology Training Program (FETP). This arrangement has allowed the FMTP to build on the already-established FETP network and share human and material resources within the NEC.

In the same year, the Harvard Kennedy School, Ash Center for Democratic Governance and Innovation, Innovations in American Government Awards Program recognizes SMDP as a semi-finalist. The program highlights exemplary models of governments' innovative performance and serves as a catalyst for continued progress in addressing the nation's most pressing public health concerns.



**2001** | Croatia uses MIPH training course materials to help establish the Healthy Counties Program. Faculty members from the Andrija Stampar School of Public Health and other public health professionals in Croatia use their MIPH training and course materials as components of the program, which helps local health officials and stakeholders to identify challenges, prioritize them, and plan appropriate public health interventions. Widely adopted, the program's approach has since been legally mandated for local jurisdiction annual planning throughout the country. With the help of the Croatian MIPH graduates, similar initiatives were developed in Macedonia and Serbia.



**2002** | SMDP launches its 1st Biennial Regional Conference, Strengthening Public Health Management Training Capacity in Asia/Pacific Region, in Manila, Philippines. A total of 92 participants from 22 countries participated in the conference.

**2003** | **Malawi** -- SMDP, CDC's in-country office in Malawi, and the Malawi Ministry of Health join forces to improve HIV/AIDS and other public health-related programs in local hospitals and district health centers. After completing the MIPH training, graduates facilitated quality improvement (QI) training for over 130 of the country's public health program managers. These QI efforts:

- Increased the percentage of TB patients at Ntchisi District Hospital who received health talks on TB from 0% to 80%;
- Increased the percentage of smear-positive TB patients who began treatment within seven days from 50% to 90%;
- And increased the percentage of HIV-positive patients at Kasungu branch referred to support groups from 47% to 98%.

To reduce high rates of HIV/AIDS, **Botswana's** Ministry of Local Government joins with SMDP and CDC Botswana to improve community-level HIV/AIDS programs and services. Between 2003 and 2008, the program graduates 7 cohorts totalling over 180 program managers who in turn complete more than 130 applied management improvement projects around the country. These projects:

- Increased the percentage of women who were counseled and tested for HIV/AIDS with their partner
- Increased the percentage of tuberculosis patient contacts screened for TB
- Decreased the percentage of infants exposed to HIV/AIDS at birth who were put on treatment after the recommended time had past
- Improved the percentage of CD4 screenings for HIV-pregnant women
- Improved the percentage of TB contact tracing

**2004** | SMDP hosts its 2nd Biennial Regional Conference -- Strengthening Global Public Health Management Training Capacity in Hanoi, Vietnam. Over 150 participants from 23 countries attend the conference.





**2005** | SMDP begins providing training in project management, problem analysis, and stakeholder planning to Field Epidemiology Training Program (FETP). This program is designed to help FETP residents excel in their classroom and field assignments, and prepare them to assume management roles upon completion of their FETP training.

Examples of SMDP's ongoing work with the program include:

- Collaborating with FETP residents to devise an integrated epidemiology and management curriculum that is now part of the Central America FETP's tiered curriculum
- Facilitating FETP Resident Advisor (RA) workshops designed to help RAs improve FETP management, recruitment, quality assurance, supervision and collaboration
- Developing management curricula for FETP instructors and providing training via the Training in Applied Public Health Information Network (TEPHINET) website
- Offering pre-conference leadership development workshops to FETP residents in connection with TEPHINET's Global Scientific Conferences
- Conducting pre-conference workshops to Thailand FETP residents in connection with the Annual Epidemic Intelligence Service (EIS) Conference in Atlanta

**2006** | **South Africa** – SMDP hosts its 3rd Biennial Regional Health Conference entitled “Strengthening Global Public Health Management Capacity-Leadership, Innovation, and Sustainability” in Cape Town, South Africa. The conference attracts 95 participants from 20 countries.

**2008** | **Ethiopia** – SMDP, in partnership with CDC Ethiopia, begins implementing Process Improvement (PI) to achieve better public health outcomes in Ethiopia. In 2009, the Oromia Regional Health Bureau begins using PI to improve Prevention of Mother-to-Child Transmission (PMTCT) outcomes.

These efforts yield significant returns on investments. For example, in 2011 a team at the Shashamene Referral Hospital uses PI to decrease HIV transmission from mothers to infants by increasing the rate of HIV+ antenatal care clients who deliver in an institutional setting from 59% in 2008, to 100% in 2011. Results from other hospitals' PI projects include an increase in the rate of HIV testing and counseling of pregnant women's partners from 13% to 51% (Fiche Hospital) and enrollment of exposed infants in antiretroviral treatment (ART) from 13% to 97% (Bishoftu Hospital).

**Croatia** – SMDP holds its 4th Biennial Regional Conference, Strengthening Global Public Health Management Capacity, in Dubrovnik, Croatia. Ninety-six participants from 14 countries attended the conference. SMDP also initiates efforts to improve laboratory management in the South Caucasus.



**2009** | SMDP conducts a self-study to explore how to increase its reach and impact. This leads to the creation of a new strategic framework as well as the development of a web-based online Community of Practice as a global center for e-learning for leadership and management.

**2010** | SMDP launches the **Global Health Leadership Forum (Forum)** -- In support of CDC's mission to improve health globally, SMDP established the Forum. Designed for senior and executive-level health leaders from ministries of health and other health-related organizations, the Forum's mission is to improve human and/or veterinary public health issues. The Forum complements SMDP's long-established MIPH program to create an integrated and tiered approach to leadership and management capacity building in low- and middle-resource countries. The Forum and MIPH continue to expand and assist senior leaders in creating a comprehensive vision, establish objectives, and develop strategies for health systems strengthening in their countries. Forty-two participants from 17 countries attended the inaugural event in 2010.



**SMDP begins developing methodology for Epidemiology, Laboratory, Surveillance and Response (ELSR) Workforce Mapping Project** -- SMDP leads the development of a methodology to estimate the number of appropriately trained personnel needed to staff a functional ELSR system in low- and middle-income countries. The methodology is based on an ELSR infrastructure assessment in four participating countries and examines organization, data and information flow and use, size and location of workforce, and responsibilities and competencies needed by that workforce. Work on this project continues.

**2011** | SMDP utilizes **TEPHINET Platform for webinars and e-learning** -- The SMDP Community of Practice website moves to the Training Programs Epidemiology and Public Health Network (TEPHINET), a professional network of 57 Field Epidemiology Training Programs (FETPs) located in 84 countries around the world, and begins developing several webinars administered through the platform. The program also establishes the LeaderNote, a monthly e-news brief that reaches 671 subscribers around the world.



**SMDP's Global Health Leadership Forum expands to the Nation's Capital** -- In 2011, the Forum is expanded to include 2 days in Washington, DC, facilitating seminars with Congressional and Executive Branch staff about U.S. health policy and practice. Also during the year, the 2011 MIPH is held in Hanoi, Vietnam in collaboration with CDC Vietnam and the Hanoi School of Public Health. Twenty-one participants from 6 countries attend the training.



**Zambia** – To support the Zambia Department of Public Health's Health Policy and Management unit's goal of strengthening the management aspects of public health delivery in Zambia, SMDP in partnership with CDC Zambia, the University of Zambia School of Public Health, the UZ School of Medicine, and other stakeholders, plans and launches a new management for public health program for district health officers and other district health officials.



*"The need to build capacity and sustain management skills among managers at all levels for efficient and effective management and delivery of public health services has been recognized over the years. Highly skilled and highly ethical managers are needed for Government to efficiently and effectively utilize the resources to provide equitable access to quality health care."*

*Dr. Charles Michelo, Dean, University of Zambia, School Of Public Health*

**Zimbabwe – SMDP provides planning and other technical assistance to the Medical Education Partnership Initiative (MEPI) District Medical Officer (DMO) training program** -- MEPI was developed to expand and enhance medical education in sub-Saharan African countries that receive support from the U.S. President's Emergency Plan for AIDS Relief (PEPFAR). The Centers for Disease Control and Prevention (CDC) with support from the Office of the U.S. Global AIDS Coordinator (OGAC) began this applied epidemiology training component within the Medical Education Partnership Initiative (MEPI).



**Morocco** – In partnership with the Moroccan Ministry of Health, SMDP helps develop a first-of-its-kind, 2-year field-based management Master's degree program. The program is developed to educate health managers at the local level as the Ministry of Health shifts to a decentralized strategy. The program integrates classroom work with extensive field assignments so that candidates can build competencies in public health management.



## 2012 | SMDP supports CDC and WHO in polio eradication efforts in high risk countries

-- To support FETP residents and other polio eradication management teams involved in the CDC-WHO polio eradication initiative, SMDP provides training in problem analysis, priority setting, and planning to build skills and enable staff to be more effective in the field. SMDP continues to support this initiative through in-country training and provides a 4-day management skills workshop in Atlanta after basic polio management training for CDC staff heading to at risk countries -- Pakistan, Nigeria, and Afghanistan.

## SMDP begins working with the Eastern Mediterranean Public Health Network (EMPHNET) on a strategic plan

-- In June 2012, EMPHNET, a regional organization established in 2009 to build a strong epidemiologic workforce in the Eastern Mediterranean Region, identifies the need to develop a 5-year strategic plan and a monitoring and evaluation (M&E) framework. SMDP now works with EMPHNET to develop a strategic plan, which will define the organization's future direction and activities. The M&E framework will guide measurement of activities in order to assess the organization's achievements.



## SMDP hosts a virtual reunion of MIPH graduates in Celebration of its 20th Anniversary

-- In December 2012, in celebration of SMDP's two-decades of working with ministries of health and other partners to build capacity and strengthen public health management and leadership skills, SMDP hosts a webinar bringing MIPH and Forum graduates together to share their experiences and progress as a result of participation in the Forum and MIPH. To date, SMDP has trained over 425 MIPH fellows from more than 70 low- and middle-income countries and has established 7 independent country management and leadership training programs that have trained more than 3,000 health managers.



# *Moving forward with thanks and appreciation...*



On behalf of SMDP, I would like to thank all of our CDC colleagues and external partners for their commitment to and support of the work we do. I especially want to thank our donors and the ministries of health around the world for the trust they have placed in us for the past two decades. Without your support and collaborative spirit, our global health impact would not have been possible.

**Elizabeth H. Howze, ScD, CHES**

*Team Lead, Sustainable Management Development Program*



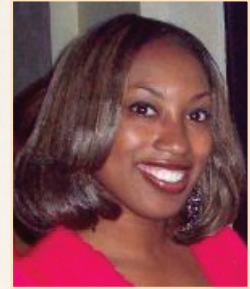
# THE SUSTAINABLE MANAGEMENT DEVELOPMENT PROGRAM TEAM



**Sara Andrist, MPH, RD, LD**  
*Public Health Advisor*



**Sara Clements, MPH, EMT, CHES**  
*Public Health Advisor*



**Dacia Davis, BS, MPH**  
*Instructional Designer*



**Dennis Jarvis, MPH**  
*Public Health Analyst*



**Wyeth Lawson, CHES**  
*Fellow*



**Diana Miles, MPA**  
*Public Health Advisor*



**Denise Traicoff, BA**  
*Instructional Designer*



**Monique Tuyisenge-Onyegbula, MA**  
*Program Specialist*









For more information about SMDP programs and services,  
please visit our website:

<http://www.cdc.gov/globalhealth/SMDP/>

or contact us at:

**Centers for Disease Control and Prevention**

1600 Clifton Road, NE, Mailstop E-93

Atlanta, Georgia 30333, USA

Phone | 404-639-3210