



# **REPORT ON PUBLIC HEALTH LEADERSHIP TRAINING ODISHA, INDIA MARCH 2017**



**A DFID FUNDED PROJECT  
BY  
FACULTY OF PUBLIC HEALTH, UK  
WITH SUPPORT FROM PUBLIC HEALTH ENGLAND**





## Contents

<b>Acknowledgements</b> .....	3
<b>Authors</b> .....	3
<b>Executive Summary</b> .....	4
<b>1. Background to the Public Health Leadership Training in Odisha</b> .....	6
<b>2. Introduction</b> .....	6
<b>3. Aim</b> .....	6
<b>4. Objectives</b> .....	6
<b>5. Participants</b> .....	7
<b>6. Training Programme</b> .....	8
<b>6.1 Trainers</b> .....	8
<b>6.2 Agenda</b> .....	9
<b>6.3 Method of delivery</b> .....	9
<b>6.4 Training of Trainers</b> .....	10
<b>7. Evaluation of Training</b> .....	14
<b>7.1 Relevance</b> .....	14
<b>7.2 Content</b> .....	14
<b>7.3 Presentation</b> .....	14
<b>7.4 Exercises</b> .....	14
<b>8. Conclusions</b> .....	15
<b>9. Achievements and Challenges against agreed deliverables</b> .....	15
<b>9.1 Achievements</b> .....	15
<b>9.2 Challenges</b> .....	15
<b>10. Recommendations</b> .....	16
<b>Annexes</b> .....	17
<b>Annex 1: Trainer Biographies</b> .....	18
<b>Annex 2: Public Health Leadership Training Programme Agenda</b> .....	21
<b>Annex 3: Evaluation</b> .....	29



## Acknowledgements

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Mission Director, National Health Mission, Odisha State

Director of Public Health, Odisha

Director of Health Services Odisha

Local Project Co-ordinator State of Odisha

Department for International Development (DFID)

Faculty of Public Health, (FPH) UK

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## Authors

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## Executive Summary

A “Public Health Leadership Training” course was conducted between 14<sup>th</sup> -18<sup>th</sup> March 2017, in collaboration with the State Government of Odisha, India, Faculty of Public Health (FPH) UK. A short “Training the Trainer” refresher course was also organised on 20<sup>th</sup> March, as an update to the training done in July 2016. This training was funded as a part of the project, by Department of International Development (DFID) India, and supported by Public Health England by providing technical expertise. The participants included 16 senior to middle level senior public health officials from the State of Odisha representing, the State, District and Community Health Centres from selected districts.

Facilitators of the workshop included Dr Sushma Acquilla, Vice Chair of Global Health Committee, Faculty of Public Health UK, Dr Catherine Hannaway, an independent, experienced leadership development trainer and Dr Leena Inamdar, Public Health Physician, Public Health England, UK.

The Training was developed in response the “Training Needs Assessment” carried out by a UK Faculty of Public Health team in February 2016 comprising of members from UK Faculty of Public Health, Consultant from Public Health Foundation of India (PHFI) and a senior public health official representing the State Health Department of Odisha. Representatives State of Odisha were involved in planning and supporting this training.

The aim of the training was to develop the leadership skills of those working at middle to senior level in public health roles in Odisha and in doing so build a cadre of strong public health leaders. This included developing their knowledge from an evidence-based perspective through a combination of theoretical and practical interactive activities.

The training was delivered over a period of 5 days, and included lectures, discussions, role playing and 'hands-on' basic skills training. The training was conducted at the State Institute of Health and Family Welfare (SIHFW) office in Bhubaneswar Odisha. Participants were given pre-course preparatory material prior to the training and all training materials were shared with participants in a participant manual.

The training covered the three core elements of leadership: An introduction to Public Health leadership, Understanding self as a Public Health leader and Leading others in complex systems, teams, collaboration and partnerships. The topics covered in lectures and discussions included health inequities in Odisha, leadership theories and styles, learning styles (Honey and Mumford), understanding and valuing different personality types, Myers Briggs Type Indicator (MBTI), value-based leadership, emotional intelligence, situational leadership, resilience, collaborative leadership, soft skills as a leader, effective communication, professionalism, leading and developing others, and coaching and mentoring. The participants were encouraged to develop a personal development plan in terms of enhancing their leadership potential and discuss next steps



in building a sustainable community of public health leaders in Odisha by sharing their leadership development. The training covered several useful tools that participants could use in their day-to-day work such as the situational leadership tool, and model for improvement – the Plan, Do, Study, Act. The participants were trained in the use of these tools for implementation of good practices.

The skills training requiring 'hands-on training' was a group task to work in allocated teams over the week to identify a public health issue in Odisha and applying a whole system approach, ways in which participants could improve their personal effectiveness while working with stakeholders to address that issue. The teams were asked to develop their team presentation and each participant was required to present during their team presentation. Recommendations were made by the participants on the next steps after this training. The participants learnt by 'role playing' through exercises such as the art of giving feedback. As a follow-on to the previous “Training the Trainer” course held in 2016, a short refresher session was also delivered after the completion of the week-long leadership training. This included

An evaluation done at the end of the workshop, scored the participants' opinion of the workshop in terms of relevance, content, presentation and exercises. The overall feedback was very good, and there was general agreement that the training was very relevant as most participants had never done a public health leadership training course previously. It was felt that the training had benefitted the participants by improving self-awareness of their leadership skills, and that they had been able to identify areas for self-improvement in their leadership development. The quality and content of the course scored highly and the facilitators were rated as excellent.

Some quotes from the evaluation include:

- *“The exercise on EI was an eye-opener for me”*
- *“An excellent course”; “Presenters were highly influential”; “Facilitators were excellent”*
- *“I have identified that I need to improve my conflict management, team building and collaborative leadership skills”;*
- *“More exercises and examples could be added pertaining to Indian scenarios”*
- *“This course should be conducted often so as to include as many leaders as possible”*

The trainers team met with the *State Director of Public Health* and Director of Health Services to feedback on the training programme, share participants feedback and discuss ideas for potential future collaboration. The State Director of Public Health was pleased that the participants had evaluated the training highly and thanked the trainers. Reflecting on the participants' feedback on continuity of the training, there was agreement on the need for continuation of the leadership training for developing and sustaining an effective public health cadre in the state of Odisha.



## 1. Background to the Public Health Leadership Training in Odisha

A Memorandum of Understanding (MoU) was signed between Government of Odisha, India and the UK Faculty of Public Health (FPH) to develop a cadre of public health specialists trained in senior leadership. In February 2016, a training needs assessment was conducted in the state of Odisha by the UK Faculty of Public Health team. There was no formal leadership training for senior public health officials in the state. This identified the need for public health leadership training among middle to senior level public health officials in the state. In July 2016, “Training of Trainer” program was delivered to over 40 senior state public health professionals on learning theories. The “Public Health Leadership” Training held in March 2017 was organised to address the gap in leadership skills among senior public health staff and to scale up public health capacity building efforts across the state as part of the MOU. It was intended that the training programme would include two leadership programs for 5 days each, and one further leadership training programme would be delivered by trained staff with support from the UK team. These staff would cascade the training to other public health officials in senior to middle management roles.

## 2. Introduction

The UK FPH team designed the “Public Health Leadership Training” based on the needs assessment in consultation with senior public health leaders in Odisha, aimed at public health leaders from State, District and CHC levels. It was delivered directly by trainers from the Faculty of Public Health, UK from 14<sup>th</sup> – 18<sup>th</sup> March 2017. It consisted of one five day “Public Health Leadership” programme” delivered at the State Institute of Health and Family Welfare (SIHFV) in Bhubaneswar, the capital of Odisha. A short half a day refresher session on “Training the Trainer” was delivered at Office of the Director of Health Services on 20<sup>th</sup> March 2017.

## 3. Aim

To develop the leadership skills of middle to senior level in public health roles in Odisha and build a cadre of strong public health leaders committed to shared learning and improving population health across Odisha.

## 4. Objectives

- To develop leadership skills and competencies senior public health officials in Odisha
- To develop an understanding of the role of middle to senior level public health leaders in developing whole system leadership across Odisha
- To help participants to recognise own style of leadership and management and their impact on others
- To support development of systems leadership by promoting strong multi-disciplinary and cross-sectoral working for public health improvement in Odisha
- To enable participants to explore and develop effective leadership for addressing health inequity in Odisha





## 5. Participants

The Government of Odisha had initially identified a total of 377 senior and junior health officers across the State to receive Trainer development training and Leadership training to the selected senior public health professionals. For this round of training, 32 potential participants were identified by the State Government to participate in the programme, however only 16 could attend the program. These participants were from the State, District and Community Health Centres across the state. Their job roles ranged from Joint Directors of Health Programmes such as Leprosy, Malaria, Deputy Directors for Immunisation, Integrated Disease Surveillance Project, District TB Officer, District Medical Officer, Additional District Medical Officers. One participant was an Assistant Professor in Social and Preventive Medicine from an academic institution.



## 6. Training Programme

The UK based team of experts from FPH and PHE designed a comprehensive training programme, developed after discussion and consultation with senior state public health leaders in Odisha Government. The “Public Health Leadership” training was delivered over 5 days. The training was officially inaugurated by the Director of Public Health and Director of Health Services.

### 6.1 Trainers



The team of trainers were (Annex 1):

**Dr Sushma Acquilla:** Sushma is the Vice-chair or the FPH Global Health Committee, Lead for India Special Interest Group and Project Director for the DFID Odisha project. She has been a key influence in the development and delivery of the National Public Health Leadership Program for England over 10 years . For last 10 years she has been working with the PHFI and IIPH in developing competency based approach to Public health training. She has made significant impact on modernising the development of multi-disciplinary Public Health training in the United Kingdom.

**Dr Catherine Hannaway:** Catherine is Global Health Consultant for Health Education England with the Global Health Exchange. She has a wealth of experience in designing and delivering whole systems leadership and improvement programmes, working in national leadership positions at the Department of Health, the NHS Leadership Centre and the NHS Institute for Innovation and Improvement, UK.

**Dr Leena Inamdar:** Leena is a senior public health physician working with Public Health England, and as Workforce Lead on Global Health Committee of the Faculty of Public Health, UK. She has expertise in communicable disease control and outbreak management, public health capacity building and health system strengthening. She has recently worked with the Government of India as Senior Advisor, Evidence to Policy on the immunisation programme and with CDC-India on global health security agenda.





## 6.2 Agenda

Participants were given pre-course preparatory reading and a self- assessment exercise on leadership styles. The key themes for each of the five day programme were:

Day 1: Setting the scene: Public health challenges in Odisha, Introduction to Leadership

Day 2: Value-based leadership, Emotional Intelligence, Situational Leadership

Day 3: Resilience, Negotiating and Influencing, Improvement, Effective Communication

Day 4: Collaborative Leadership, Leading others, Coaching and Mentoring

Day 5: Group Presentations, Building a sustainable community of Public Health Leaders

For detailed programme, please refer to Annex 2.

## 6.3 Method of delivery

The training was designed to be an interactive workshop style programme with a mix of:

- Lectures and presentations
- Individual, pairs and group exercises
- Team leadership challenges
- Role-plays
- Group Task on final day on applying and sustaining learning through leadership training

A participant pack (provided as separate file with this report) was given at the start of the training with pre-course preparatory material consisting of:

- Self-assessment tool on Leadership framework
- Learning Styles questionnaire
- Articles for background reading
- Agenda
- Group Task
- Evaluation Form
- Trainer Biographies

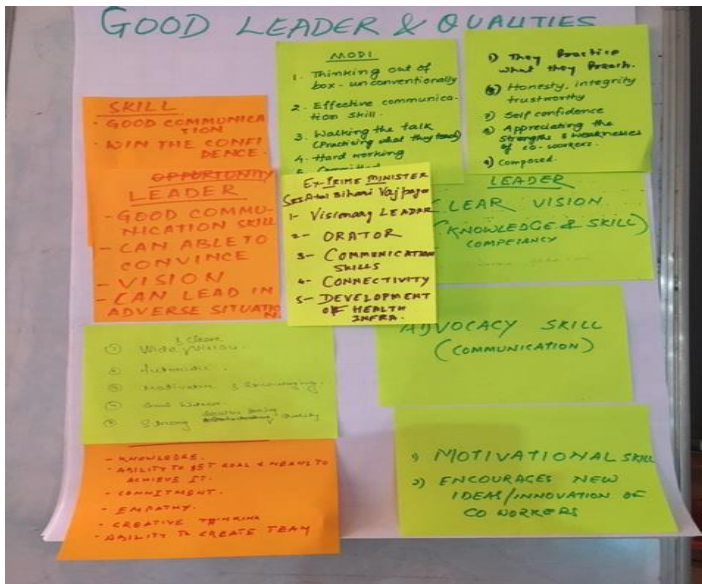
During the training, participants were provided with reading material and exercises each day in preparation for the next day. Handouts were provided to participants at the end of the training and a soft copy of all training materials was provided to participants at the end of the training.



## 6.4 Training of Trainers

The refresher “Training of Trainers” was organised on 20<sup>th</sup> March 2017 in the Director of Health Services office. Only 8 participants could attend this session due to prior commitments at the State Parliamentary session. This training covered basics principles of adult learning cycles, presentation and PowerPoint use tips, checklists for organising a training programme and conducting an outbreak control team meeting.

These are some of the photographs capturing the different activities during the training:



Feedback from participants following an exercise on Leadership qualities

Participants in group activity on Situational Leadership





**Team celebration after leadership challenge group activity**



**Exploring Professionalism:  
Dr Leena Inamdar**





**Reflections from one participant on learning from the course:**

**Dr Catherine Hannaway and Dr Sushma Acquilla**

**Discussions with the Director of Public Health and Director of Health Services during the course**







## 7. Evaluation of Training

The evaluation form collected information on participants' opinion of the workshop in terms of relevance, content, presentation and exercises for each day. The overall feedback was very positive and highlighted that the course had addressed an important gap in their public health leadership skills and training, and enhanced their professional development as leaders in the state health system of Odisha. All 16 participants completed the evaluation. Brief analysis of the evaluation is presented below (details in Annex 3), collating responses across all 5 days for each criterion:

### 7.1 Relevance

Participants thought that the training was much needed, and there was general agreement that the training was very relevant as most participants had never done a public health leadership training course previously. 81% of participants rated the relevance as good or excellent (65/80 responses) across all 5 days cumulatively. Participants felt that more local/Indian examples could be used to improve the training including more practical oriented training to be considered.

### 7.2 Content

The training content was rated as good or excellent by 94% of participants (75/80 responses) across all days cumulatively. 11 /16 participants thought that quality of overall information was excellent. There was some feedback that more Indian and local examples could be used to improve the training, and that handouts should be provided at the start of the training. One participant quoted that “*Learning about ‘leadership for improvement’ models*” was helpful. One stated “*An excellent course*”. “*Need to strengthen my EI*”.

### 7.3 Presentation

The presentation of the training programme was rated extremely highly with 98% (78/80 responses) mentioning it as good or excellent for all 5 days cumulatively. 11/16 participants thought that the pace of training was excellent. Facilitators were appreciated highly with 15/16 respondents rating them as excellent. There were comments that the presenters were “*highly influential*”, “*facilitators were excellent*”.

### 7.4 Exercises

95% responses across all 5 days together indicated that the exercises good or excellent. There were comments that it was good to have a two-way interaction than just lecture style. Some quotes: “*The exercise on EI was an eye-opener for me*”; *Interactive, use of videos, PDSA exercise really good and valuable*”.

It was felt that the training had benefitted the participants by improving self-awareness of leadership skills, helping to identify areas for self-improvement in their leadership development. They also felt that the course should be conducted often and cover other staff across the state.



## 8. Conclusions

The “Public Health Leadership Training” concluded on 18<sup>th</sup> March 2017. Certificates of attendance were awarded to all participants by the Director of Public Health and the Director of Health Services for their active participation and contribution to the programme. The Director of Health services highlighted the importance of this collaboration between the State Government of Odisha and FPH in delivering a successful and much needed programme. The refresher “Training of Trainers” programme delivered on 20<sup>th</sup> March helped to update Master Trainers trained in July 2016 so that they could cascade training to the remaining staff, and provided tools and checklists for Master Trainers to enable them to conduct trainings for junior staff. In conclusion, the training programme was highly successful and addressed the gap identified in the needs assessment. It has demonstrated the need for sustaining this programme and to make it available to other public health leaders in the health system. The Master Trainers trained in the programme need to take this training forward and establish a state-wide network through which the learning can be shared and ultimately it can help to achieve the aim of building a cadre of strong public health leaders committed to shared learning and improving population health across Odisha.

## 9. Achievements and Challenges against agreed deliverables

In March 2016, due to change in inter -government policy, the project was curtailed to end in March 2017 rather than March 2018. The original project included two leadership 2 - Leadership development programs covering up to 45 participants.

### 9.1 Achievements

- We conducted one Leadership training event over 5 days and trained 16 senior public health professionals
- We trained 8 potential trainers who would be able to cascade this training to the remaining staff over next two years
- The project offered global health experience to consultants from UK and India that would improve collaboration with other institutes in India like NHSRC, PHFI/IIPH, Ministry of Health and Family Affairs.

### 9.2 Challenges

- Due to late start and shortened program with limited funding the programme had to be curtailed. Despite this, In spite of shortened program it was decided to deliver two leadership programs back to back in November 2016, but it had to be cancelled due to inability of staff to attend the program due to an outbreak situation in Odisha which meant only one program could be delivered in March 2017.
- Changes to the senior officers, including Mission Director, Principal secretary, Director of Public Health, during the delivery of the program meant changing priorities and commitments at Odisha end.



## 10. Recommendations

The feedback from the participants indicated that the participants valued the training and benefitted from the opportunity for development of their leadership skills. As it has already been identified in the training needs assessment, there is a gap in provision of public health leadership training in the state of Odisha. As it was identified initially in the MOU that 377 staff should be trained in Trainer development and 70-100 potential and current leaders need to be trained, it is important that this training should be continued within the state.

Our recommendations based on the feedback and personal interactions with the participants, and discussions with Director of Public Health are:

1. There is an urgent need to explore ways to fund and sustain the “Public Health Leadership Training” programme to ensure all senior and middle level public health officials in Odisha are trained.
2. The Public Health Leaders in Odisha should support the Master Trainers to cascade the training further within Odisha, thus building a network of trained leaders in the health system who can then influence and support health system improvements through their enhanced leadership skills.
3. There is a real opportunity for the Faculty of Public Health to build on this successful model and promote this training in other states across India, and indeed in other parts of the world through the work of the global health committee.



# Annexes



## Annex 1: Trainer Biographies

### **DR SUSHMA ACQUILLA, FRCP, FFPHM, ILTHM, Vice Chair of the Global Health Committee of the Faculty of Public Health (FPH)**



Sushma is the lead for India at the FPH and Project Director for the Odisha Project, funded by the DFID and delivered under a MOU agreed between the FPH and the Government of Odisha.

Sushma is a change driver, moving from being a clinician, to a career in Public Health and higher education and training, having developed a high order of professional competence. She is a leader and a key influence in the development of the National Public Health leadership Program for England over 10 years. Sushma is a trained coach for the Leadership Quality Framework (LQF) 360-degree feedback. She also has Coaching experience and qualifications from the Institute of Leadership and Management.

Sushma is a performance and achievement driven consultant, who has held senior posts in the NHS over 33 years including Associate Dean/Public Health Training and Development Director, who made significant impact on modernising the development of multi-disciplinary Public Health training in the United Kingdom. She is a Visiting Professor of Community Medicine, RD Gardi Medical College, Ujjain India and Odisha Project Director.

Sushma has influenced international guidelines for epidemiological investigation of environmental disasters through working with the WHO Environmental Section with international experts, as Commissioner on the International Medical Commission on Bhopal, to investigate and assess the long-term health consequences amongst survivors of the Union Carbide disaster. She was an expert witness to the International Medical Commission on Chernobyl.

#### **Professional Status/ Qualifications**

- Fellow of Royal College of Physicians
- Fellow of Faculty of Public Health
- Diploma in Leadership Mentoring and Executive Coaching, Institute of Leadership and Management
- Diploma in Child Health of Royal College of Physicians
- Member of Faculty of Community Child Health
- Certificate in Medical Education
- Member of Institute of Learning and Teaching in Higher Education
- Fellow Royal Society of Medicine
- Vice Chair, Global Health Committee UK Faculty of Public Health

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**DR CATHERINE HANNAWAY, Global Health Consultant, Senior Fellow Durham University. D Prof. Honorary Member UK Faculty of Public Health**



Catherine has a wealth of experience in designing and delivering whole systems leadership and improvement programmes. She has worked in senior positions widely across the National Health Service in the UK and other public and private sector organisations. She has worked in the UK and overseas as a clinician, is an experienced executive coach (ILM 7), lecturer, consultant and facilitator.

Catherine trained in improvement methodologies at the Institute of Health Care Improvement (IHI) in Boston, USA and has undertaken international healthcare improvement and leadership work in South Africa, Australia, Singapore, China and the USA, as well as a number of European countries. She has worked in national leadership positions at the Department of Health, the NHS Leadership Centre and the NHS Institute for Innovation and Improvement as well as managing the network of Public Health Observatories across the UK and Ireland. Her Professional Doctorate is in healthcare systems leadership, improvement and innovation. For the past 10 years Catherine has worked as National Programme Director at the Centre of Public Policy and Health at Durham University, designing and delivering numerous national and international public health systems leadership programmes. She is a qualified Prince2 Project Manager, accredited as a facilitator for MBTI, NHS 360-degree feedback and a number of other personal development tools.

Catherine's most recent work includes Programme Director and facilitator for the World Health Organisation's 'Health in All Policies' and has designed and facilitated workshops in Suriname (PAHO), Uzbekistan and Copenhagen. She is Programme Director for the Durham University Winter School 2017 'Health in All Policies; Making it Work in Practice'.

Catherine currently works as a Global Health Consultant for Health Education England with the Global Health Exchange, working in Uganda with the Uganda UK Health Alliance, and in addition recently designed and delivered a programme on 'leading inter and multi-agency partnerships' for Pan America Health Organisations (PAHO) in Antigua (Feb 2017). Catherine is a lecturer at Durham University, Maastricht University and external examiner at the West of London University.

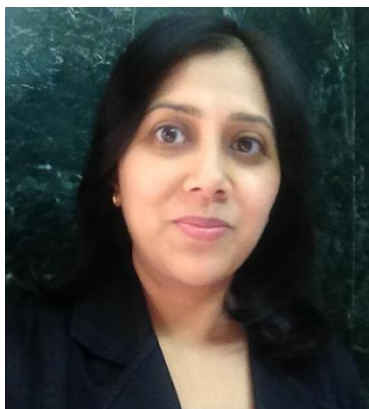
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**DR LEENA INAMDAR FFPH, MD, MPH, Public Health Physician, PHE,  
Workforce Lead Global Health Committee, Faculty of Public Health, UK**



Leena is a senior public health physician working with Public Health England, an Executive Agency of the Department of Health, UK. She specialises in Infectious Diseases Epidemiology, Communicable Disease Control, Strengthening Surveillance Systems, Emergency Planning and Preparedness and outbreak management.

Leena trained as a Public Health Physician in Mumbai, India, later specialising in Communicable Disease Control and Applied Epidemiology in the UK. She is a Fellow of the Faculty of Public Health UK, and the Workforce Lead on its Global Health Committee. Leena has experience of working for national and international agencies such as Centres for Disease Control and Prevention (CDC), Public Health England (PHE) and Ministry of Health and Family Welfare in India. She has worked collaboratively with international development partners like WHO, UNICEF and UNDP on vaccination policy in India.

Leena has experience of policy and strategy development and front line UK public health response to emergencies such as Pandemic Flu, SARS, and Ebola. Leena has led disease control programmes on TB, HIV and STIs, and Vaccine Preventable Diseases. In 2014 – 2015, Leena worked with the Ministry of Health and Family Welfare in New Delhi as Senior Advisor, Evidence to Policy, supporting the introduction of pneumococcal vaccine in India, and the technical lead for a new vaccine coverage evaluation survey in India. In 2015 - 2016 Leena worked with US-CDC on Health System Strengthening, as part of the Global Health Security Agenda in India. She was a senior technical expert on strengthening epidemiological surveillance and laboratory diagnostics for Acute Encephalitis Syndrome surveillance in Uttar Pradesh, West Bengal and Assam.

Leena is an Honorary Lecturer with University of Leeds, UK and teaches on the Disease Control Module. She is an accredited Trainer and Educational Supervisor for UK public health trainees. She is a trained Professional Appraiser for revalidation of public health staff as part of the General Medical Council, UK requirements. Leena has supported the Faculty of Public Health as a Regional Continuing Professional Development Advisor, and Overseas Regional Advisor for South-East Asia. Leena has gained Level 5 Leadership and Management qualification from the Chartered Management Institute, UK, is a trainer for Clinical Audit, and a qualified Coach. Leena has won the Faculty of Public Health Service Award, and Clinical Excellence Award, Health Protection Agency UK. She volunteers as Communicable Disease Control module leader for People's Uni Open Access Initiative, a distance learning programme for public health professionals from low and middle income countries. Leena serves as a trustee and Chair of Association of Blind Asians in Leeds.

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## Annex 2: Public Health Leadership Training Programme Agenda

### ODISHA PUBLIC HEALTH LEADERSHIP DEVELOPMENT PROGRAMME

#### Programme Aim

To develop the leadership skills of those working at middle to senior level in public health roles in Odisha and in doing so build a cadre of strong public health leaders. This will include developing their knowledge from an evidence-based perspective through a combination of theoretical and practical interactive activities.

#### Programme Objectives

- Develop the leadership skills, competencies and behaviours of those working in senior positions in public health in Odisha
- Understand the role of middle to senior level public health leaders in developing whole system leadership across Odisha
- Recognise own style of leadership and the interaction and impact on others
- Develop systems leadership by strong multi-disciplinary and cross-sectoral working for public health improvement in Odisha
- Explore and help develop effective leadership in the context of addressing health inequity in Odisha
- Develop a network of public health leaders committed to shared learning and improving population health across Odisha.

#### Programme Overview

The Odisha Public Health Leadership Programme will cover the following elements:

1. An introduction to Public Health leadership
2. Understanding yourself as a Public Health leader
3. Leading others in complex systems, teams and partnerships
4. Next steps

#### Participant Values

Participants on the Programme will be expected to demonstrate a commitment to the following values:

- A commitment to the aim of improving whole system public health leadership effectiveness in Odisha and beyond
- A desire to improve their personal leadership effectiveness, through self-awareness and implementation of learning in their present and future posts
- Willing to work to promote strong whole system multi-disciplinary cross-sectoral working for improved public health in Odisha
- A willingness to join, contribute to and support a public health leadership network of peers in this shared learning experience
- Sharing, sustaining and spreading learning from the programme.
- Willingness to challenge own assumptions about what works – and participate fully in trying out new approaches and ideas in leading partnerships



As part of the training, you will need to complete two pre-course questionnaires and bring the completed printed copies of these with you on Day 1.

**Complete two self-assessment questionnaires and bring on Day 1**

**1. Pre-course Exercise 1:** Honey and Mumford Learning Styles Exercise – to be completed, scored and bring a printed copy of your results to Day 1

**2. Pre-course Exercise 2:** Leadership Framework Self-Assessment Tool complete page 1-8 and bring the completed hard copy with you on Day 1.

A comprehensive reading list is provided at the end of the Agenda. We recommend that you go through these references at your own convenience to maximise and sustain the learning from this training.



### Programme Day 1: 14<sup>th</sup> March 2017

09.30 - 10.00	<b>Arrival, registration, networking and refreshments</b>
10.00 - 10.45	<b>Welcome and Introductions – <i>Dr Sushma Acquilla</i></b> <ul style="list-style-type: none"> <li>- aims and objectives of the programme</li> <li>- expectations</li> <li>- ground rules</li> </ul>
10.45 - 11.30	<b>Setting the Scene – Public Health in Odisha – <i>guest speaker tbc</i></b>
11.30 - 11.45	<b>Tea/coffee and networking break</b>
11.45 - 12.30	<b>Addressing Health Inequities in Odisha - <i>Dr Leena Inamdar</i> and <i>Dr Catherine Hannaway</i></b> <ul style="list-style-type: none"> <li>- understanding the socio-economic gradient of health</li> <li>- Sustainable Development Goals</li> <li>- getting ‘Health’ in All Policies – the public health leader’s role</li> </ul>
12.30-13.30	<b>LUNCH AND NETWORKING</b>
13.30-14.30	<b>What is Leadership? - <i>Dr Catherine Hannaway</i></b> <ul style="list-style-type: none"> <li>- leadership verses management</li> <li>- leadership theories, models and styles</li> <li>- Public Health leadership styles – what will work best?</li> </ul>
14.30-14.45	<b>Tea/coffee and Networking break</b>
14.45-16.00	<b>Understanding Yourself as a Public Health Leader - <i>Dr Catherine Hannaway. Dr Sushma Acquilla</i></b> <ul style="list-style-type: none"> <li>- learning styles (Honey and Mumford exercise)</li> <li>- valuing the difference (Myers Briggs Trait Indicators - group exercise)</li> <li>- understanding your strengths</li> <li>- creating your Personal Leadership Development Plan</li> </ul>
16.00 - 17.00	<b>Reflection, action planning, summary and close</b>

#### Preparation for Day 2:

1. **Read: Day 1 Paper 1:** Briefing Paper on the Power of Organisational Story-telling.
  2. **Complete: Day 1 Exercise 1:** Briefing Paper on Defining your Values as a Public Health Leader and complete the exercise – bring to Day 2
- Participants to be divided into groups and task for Day 5 group presentation explained.





### Programme Day 2: 15<sup>th</sup> March 2017

09.30 - 09.45	<b>Arrival, networking and refreshments</b>
09.45 - 10.00	<b>Introduction to Day 2 - <i>Dr Sushma Acquilla</i></b> - reflection
10.00 - 11.00	<b>Values-based Leadership – <i>Dr Catherine Hannaway</i></b> - understanding values, ethics and authenticity in Public Health leadership - defining your values as a Public Health leader (exercise)
11.00 - 11.15	<b>Tea/coffee and networking break</b>
11.15 - 12.30	<b>Increasing Your Self-awareness - <i>Dr Sushma Acquilla and Dr Leena Inamdar</i></b> - What is Emotional Intelligence (EI)? - Exercise on Emotional Intelligence
12.30 - 13.30	<b>LUNCH AND NETWORKING</b>
13.30 - 14.45	<b>Understanding ‘Situational Leadership’ in the context of Public Health - <i>Dr Catherine Hannaway</i></b>
14.45 - 15.00	<b>Tea/coffee and networking break</b>
15.00 - 16.00	<b>The Power of Narrative for Public Health Leaders - <i>Dr Catherine Hannaway, Leena Inamdar and Dr Sushma Acquilla</i></b> - story telling as an effective leadership tool - local leadership case-study presentation - Winning Hearts and Minds - ‘Burning Ambition’ Peta Fuda
16.00 - 17.00	<b>Reflection, action planning, summary and close</b>

### Preparation for Day 3:

- 1. Read: Day 2 Paper 1** : Briefing Paper on Resilience, Persistence and Unshakable Optimism
- 2. Complete: Day 2 Exercise 1:** Thomas Kilmann Conflict Questionnaire and score your answers – bring the completed sheets to Day 3



### Programme Day 3: 16<sup>th</sup> March 2017

09.30 - 09.45	<b>Arrival, networking and refreshments</b>
09.45 - 10.00	<b>Introduction to Day 3 - <i>Dr Sushma Acquilla</i></b> - reflection
10.00 - 11.00	<b>Leading Public Health: Resilience, Persistence and Unshakeable Optimism</b> (Briefing Paper) - <i>Dr Catherine Hannaway</i> - dealing with conflict and difficult situations (Thomas Kilmann Conflict exercise)
11.00 - 11.15	<b>Tea/coffee and networking break</b>
11.15 - 12.30	<b>‘Soft Skills’ of Public Health Leadership – <i>Dr Sushma Acquilla and Dr Leena Inamdar</i></b> - Influencing – How to turn a NO to YES – video clips from Movie ‘Ek Ruka Hua Faisala’ video - Negotiation – video
12.30 - 13.30	<b>LUNCH AND NETWORKING</b>
13.30 - 14.45	<b>Leadership for Improvement - <i>Dr Catherine Hannaway</i></b> - what is improvement? - the model for Improvement (PDSA) - leading public health improvement initiatives - Small group work; taking an example of a public health problem
14.30 - 14.45	<b>Tea/coffee and networking break</b>
15.00 - 16.15	<b>Leading through effective communication – <i>Dr Leena Inamdar</i></b> - interpersonal effectiveness, personal impact, credibility - facilitation and effective chairing - art of good questioning
16.15 - 17:00	<b>Reflection, action planning, summary and close</b>

#### Preparation for Day 4:

1. **Read: Day 3 Paper 1:** Briefing Paper on Collaborative Leadership
2. **Complete: Day 3 Exercise 1:** Briefing Paper and **Complete the exercise** on Power



**Programme Day 4: 17<sup>th</sup> March 2017**

09.30 - 09.45	<b>Arrival, networking and refreshments</b>
09.45 - 10.00	<b>Introduction to Day 4 - <i>Dr Sushma Acquilla</i></b> - reflection
10.00 - 11.00	<b>Collaborative Leadership and Partnership Working in Public Health - <i>Dr Catherine Hannaway</i></b> - what is collaborative leadership? (video) - understanding Complex Adaptive Systems - lessons for Public Health in partnership working
11.00 - 11.15	<b>Tea/coffee and networking break</b>
11.15 - 12.30	<b>Professionalism, Power and Politics in Public Health</b> <b>- <i>Dr Leena Inamdar and Dr Catherine Hannaway</i></b> - understanding power dynamics (exercise) - exploring professionalism
12.30 - 13.30	<b>Lunch and Networking</b>
13.30 - 14.45	<b>Leading Others - <i>Dr Catherine Hannaway and Dr Leena Inamdar</i></b> - Team building video from 'Lagaan' Movie - building effective Public Health teams - Dysfunctions of a Team
14.45 - 15.00	<b>Tea/coffee and networking break</b>
15.00 - 16.00	<b>Coaching and Mentoring in Public Health - <i>Dr Sushma Acquilla and Leena Inamdar</i></b> - What is coaching and mentoring - identifying, developing and nurturing potential in others - Art of giving and receiving feedback (exercise on GROW) - Supervision, succession planning
16.00 - 17:00	<b>Reflection, action planning, summary and close</b>

**Preparation for Day 5:** Finalise group presentations for Day 5



**Programme Day 5: 18<sup>th</sup> March 2017**

09.30 - 09.45	<b>Arrival, networking and refreshments</b>
09.45 - 10.00	<b>Introduction to Day 5 - <i>Dr Sushma Acquilla</i></b> - reflection
10.00 - 11.30	<b>Review of learning – <i>Dr Catherine Hannaway,</i></b> <b><i>All Participants</i></b> - participant group presentations - action planning
11.30 - 11.45	<b>Tea/coffee and networking break</b>
11.45 - 12.30	<b>Building a sustainable community of Public Health Leaders in Odisha - <i>Dr Leena Inamdar</i></b> - leadership questionnaire - Personal Development Plan - sustaining your learning - creating a networking - spreading the learning
12.30 - 13.00	<b>Next steps, programme evaluation, awarding of certificates - <i>Dr Sushma Acquilla</i></b>
13.00	<b>Close, goodbyes and lunch</b>



## Further Recommended Reading

Thomas, D et al. (2015) **Closing the health and nutrition gap in Odisha, India:** A case study of how transforming the health system is achieving greater equity *Social Science & Medicine* 145 (2015) 154e162.

Czabanowska K et al. **Public Health in the 21<sup>st</sup> Century; working differently means leading and learning differently.** *European Journal of Public Health* Vol 24, No 6 1047-1052

Goleman. D (2000) **Leadership That Gets Results** *Harvard Business Review*

<http://www.springbusinessmanagement.co.uk/wp-content/uploads/2014/07/Leadership-That-Gets-Results-Goleman.pdf>

Grint, K **Wicked Problems, Clumsy Solutions**

<http://leadershipforchange.org.uk/wp-content/uploads/Keith-Grint-Wicked-Problems-handout.pdf>

Hunter, D.J. and Perkins, N. (2014) **Partnership Working in Public Health.** Bristol Policy Press.

NHS Leadership Model - [http://www.leadershipacademy.nhs.uk/wp-content/uploads/dlm\\_uploads/2014/10/NHSLeadership-LeadershipModel-colour.pdf](http://www.leadershipacademy.nhs.uk/wp-content/uploads/dlm_uploads/2014/10/NHSLeadership-LeadershipModel-colour.pdf)

Cappelli, P et al. **Leadership lessons from India.** *Harvard Business Review*. March 2010

Balarajan, Y. Selvaraj, S. Subramanian, S. **Health care and equity in India.** *Lancet*. 2011 February 5; 377(9764): 505–515. doi:10.1016/S0140-6736(10)61894-6

Sudha, S.R. **Public Health in India: Issues and Challenges.** *International Research Journal of Interdisciplinary & Multidisciplinary Studies*. Volume-II, Issue-VI, July 2016, Page No. 29-36

Lakshminarayanan, S. **Role of government in public health: Current scenario in India and future scope.** *J Family Community Med*. 2011 Jan-Apr; 18(1): 26–30. doi [10.4103/1319-1683.78635](https://doi.org/10.4103/1319-1683.78635)

Vogt, E. Brown, J. Isaacs, D. **The art of powerful questioning – Catalysing insight, Innovation and Action**

Goffee, R. and Jones, G. **Why Should anyone be led by you?** *Harvard Business Review*

Cruess, S and Cruess, R. Professionalism must be taught. *BMJ* 1997; 315 doi: <http://dx.doi.org/10.1136/bmj.315.7123.1674> (Published 20 December 1997)

Kotter, J. **What leaders really do?** Harvard Business School Press ISBN 0875848974

Covey, S. R. (2004). *The 7 habits of highly effective people: Restoring the character ethic* ([Rev. ed.]). New York: Free Press.

Johnson, S. (1998). *Who moved my cheese: An amazing way to deal with change in your work and in your life.* New York: Putnam.

Kouzes, J. M., & Posner, B. Z. (2007). *The leadership challenge* (4th ed.). San Francisco, CA: Jossey-Bass.





## Annex 3: Evaluation

### Odisha Public Health Leadership Programme 14<sup>th</sup>- 18<sup>th</sup> March 2017

(Scale: Excellent 4, Good 3, Reasonable 2, Limited 1)

Days	Relevance	Content	Presentation	Exercises
<b>Day 1</b>				
1 Limited				
2 Reasonable	4	2		
3 Good	4	5	7	11
4 Excellent	8	9	9	5
<b>Additional comments:</b>				
<ul style="list-style-type: none"> <li>• Presentations need to be audible and clear – with working microphones</li> <li>• Handouts of powerpoint slides to be given to all participants</li> </ul>				
<b>Day 2</b>				
1 Limited				
2 Reasonable	4			
3 Good	4	9	7	5
4 Excellent	8	7	9	11
<b>Additional comments:</b>				
<ul style="list-style-type: none"> <li>• The exercise on EI was an eye-opener for me</li> </ul>				
<b>Day 3</b>				
1 Limited				
2 Reasonable	4	3	2	4
3 Good	2	3	4	3
4 Excellent	10	10	10	8
<b>Additional comments:</b>				
<ul style="list-style-type: none"> <li>• Interactive sessions very good; Exercises were good</li> </ul>				
<b>Day 4</b>				
1 Limited				
2 Reasonable	3			
3 Good	3	6	5	6
4 Excellent	10	10	11	10
<b>Additional comments:</b>				
<ul style="list-style-type: none"> <li>• A very good day</li> </ul>				
<b>Day 5</b>				
1 Limited				
2 Reasonable				
3 Good	8	7	5	8
4 Excellent	8	9	11	8
<b>Additional comments:</b>				
<ul style="list-style-type: none"> <li>• The groups presentations need to reflect more on leadership qualities</li> <li>• Management and leadership training should be continued regularly and should be practically orientated. It needs to be practised in the field, not just the theory</li> <li>• Presenters were highly influential</li> </ul>				



### Overall reflection

Excellent 4, Good 3, Reasonable 2, Limited 1

Topic	Score	Number	Comments
<b>Quality of overall information presented</b>			
	1. Limited		
	2. Reasonable		
	3. Good	5	More local/Indian examples could be used x2
	4. Excellent	11	Very good overall
<b>Handouts and materials</b>			
	1. Limited		
	2. Reasonable	1	
	3. Good	10	Slide handouts should be given
	4. Excellent	4	
<b>Pace of the training</b>			
	1. Limited		
	2. Reasonable		
	3. Good	5	
	4. Excellent	11	It was good
<b>Quality of facilitators</b>			
	1. Limited		
	2. Reasonable		
	3. Good	1	
	4. Excellent	15	Facilitators were excellent
<b>Usefulness in terms of meeting your objectives</b>			
	1. Limited		
	2. Reasonable	1	I didn't know what I was coming to so objectives were difficult.
	3. Good	10	The experience was totally new. I need to reflect and think how it can be applied. Had no idea what to expect.
	4. Excellent	5	The objectives can't be totally fulfilled in the classroom. More local examples will help.



<b>What was good about the course?</b>
• The presenters x2
• Interactive, use of videos, PDSA exercise really good and valuable
• Good to have had two-way interaction rather than just lecture style
• Knowing your own strengths/weaknesses, being able to identify what to work on
• Interesting, informative and relevant course
• It has helped me to learn more about myself
• Really helped me to learn about myself
• Increasing my own self-awareness, soft skills of Public Health leadership.
• Learning about 'leadership for improvement' models
• Quality of the course lecturers was excellent
• The facilitators were very good
• A very practical course
• The course made me realise as a person where I stand. It was a very good experience of self-realisation for me.

<b>What can be improved?</b>
• Contextualising the content
• The selection of trainees (participants)
• Some research methodology could be included in the course
• Exposure visits, more examples (state specific)
• Venue and refreshment are poor quality – needs to be improved
• Using more Indian examples x3
• More tailored to participants
• Handouts of presentations to be given
• Could have an exposure visit to a reputed institute during the course
• The course may be adapted more to Odisha and India
• More exercises and examples could be added pertaining to Indian scenarios. More story-telling about situations where to apply the different leadership models.

<b>General comments and any other feedback</b>
• A very good course, my expectations were met
• I have identified that I need to improve my conflict management, team building and collaborative leadership skills
• The course covered all of my objectives
• I need to strengthen my Emotional Intelligence
• It was a very good training course
• An excellent course
• Very good training programme
• Overall a very good course
• This course should be conducted often so as to include as many leaders as possible

**Programme Trainers:**

Dr Sushma Acquilla, Dr Catherine Hannaway, Dr Leena Inamdar