



# LEARNING OPPORTUNITIES THAT ADDRESS CROSS-CUTTING SKILLS IN THE PUBLIC HEALTH WORKFORCE:

SYSTEMS THINKING, CHANGE MANAGEMENT, AND PERSUASIVE COMMUNICATION

## Background

The National Network of Public Health Institute (NNPHI) partnered with Proximate Learning, LLC to conduct a rapid environmental scan of learning opportunities that are responsive to three of eight cross-cutting public health competency domains outlined in the report, *Building Skills for a More Strategic Public Health Workforce: Systems Thinking, Change Management, and Persuasive Communication*.

## Methodology

### Brief Interviews

Prior to conducting the scan, a brief interview was conducted with training coordinators at four Regional Public Health Training Centers (RPHTCs). The purpose of these interviews was to inform inclusion criteria for the scan; explore workforce training needs from a topic-specific and geographical perspective; and identify key stakeholder organizations and noteworthy learning products.

Inclusion criteria for the environment scan were:

1

E-learning, hybrid learning, or in-person learning that increases knowledge, skills, and/or abilities in public health practice;

2

Alignment with at least one sub-competency within the Core Competencies for Public Health Professionals, Tier 1, 2 or 3;

3

English Language

4

Topic addressed was Systems Thinking, Change Management, or Persuasive Communication, and

5

Development date within the last eight years.

### Internet Search

An internet search using electronic training databases was conducted between November 12-30, 2018. Two large training databases—TRAIN and Coursera—were completed first. The third internet search focused on the 10 RPHTCs' websites. Table 1 illustrates the number of trainings identified by each method for each topic. A total of 40 learning opportunities resulted from this first phase of the scan.

### Organizational Database Query

Seven organizations were contacted and requested to share learning opportunities related to the three strategic skill areas: (the Centers for Disease Control (CDC), The Society for Public Health Education (SOPHE), the National Commission for Health Education Credentialing, the American Public Health Association (APHA), the National Association of County and City Health Officials (NACCHO), the Association of State and Territorial Health Officials (ASTHO), National Association of Local Boards of Health (NALBOH), and the Association for Community Health Improvement.

Organizations were given seven days to respond to the request, and a follow-up email was sent to those who did not respond after the request deadline of December 4, 2018. A total of five organizations responded and 12 additional trainings were included in the scan. result of the organization database query.

### Subject Matter Feedback

Subject Matter Experts were recruited to provide input to the results of the scan. Targeted internet searches were conducted based on the SME's feedback, and a total of one learning opportunity was added to the scan.

## Results

In total, 53 learning opportunities addressing three cross-cutting skills for the development of the public health workforce resulted from this rapid (6-week) environmental scan (Table 1).

**Over one-third (37%) of the trainings** resulting from this scan were developed by or marketed by the RPHTCs.



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# Strategic Skills Training Identified in the Rapid Environmental Scan

The rapid environmental scan of learning opportunities that are responsive to three of eight cross-cutting public health competency domains identified 53 trainings. Details about each of those trainings are included below. If you have any questions or are interested in exploring other learning opportunities, visit the Public Health Learning Navigator at [www.phlearningnavigator.org](http://www.phlearningnavigator.org) or contact us at [training@nnpbi.org](mailto:training@nnpbi.org).

## Managing Social and Human Capital

**Association/Organization:** University of Pennsylvania  
**Developer/Trainer:** Michael Useem, Professor of Management and Director of the Center for Leadership and Change Management, Wharton School of Business

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (Current)	2-3 hrs/weeks for 4 weeks	Online	Managers	Introductory	\$79/month through Coursera
<b>Description:</b> Course 3 of 6 in the Business Foundations Specialization Certificate					
<b>Learning Objectives:</b> Teach participants how to motivate individual performance and design reward systems; design jobs and organize for high performance; how to make good and timely management decisions, and how to design and change your organization's architecture.					
<b>Continuing Education Offered</b>		Certificate of Completion			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Videos, readings, and quizzes			
<b>Contact Person and Information</b>		Michael Useem and Peter Cappelli			
<b>Link to Training</b>		<a href="https://www.coursera.org/learn/wharton-social-human-capital#">https://www.coursera.org/learn/wharton-social-human-capital#</a>			

## Business as Unusual: Change Management Training that Positions Leaders to Do Right

**Association/Organization:** Pritchett, LP  
**Developer/Trainer:** Pritchett, LP

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (Current)	1 Day, Train-the-Trainer 3 days	Onsite Training, Train-the Trainer, Public Session	Managers	Introductory	Not specified
<b>Description:</b> This training is a part of the Pritchett's Certification Program, "Minimum Effective Dose" (MED Coaching to Drive Change. The purpose of the training is to teach leaders the knowledge, skills, and tools that need to successfully lead and drive business results throughout the transition timeframe.					
<b>Learning Objectives:</b> Attendees learn how to 1) Anticipate people's reactions; 2) Manage the predictable dynamics of change, both personally and organization-wide; 3) Set the right expectations about the change process and its inherent complexities; 4) Keep the workforce engaged and focused despite distractions; 5) Avoid mistakes that can derail execution of the change strategy; 6) Direct energy away from the resistance to change; 7) Intensify focus on business performance; 8) Re-recruit key players without over-promising; 9) Make positive use of instability during transition and change; 10) Motivate the team to achieve touch objectives; Role-model the right behaviors; 11) Develop plans for productivity gains; 12) Address urgent change-specific communication needs; 13) Maintain momentum and accelerate the change process.					
<b>Continuing Education Offered</b>		Pritchett's Certification Program for Med Coaching			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Videos and quizzes			
<b>Contact Person and Information</b>		cservice@pritchett.net			
<b>Link to Training</b>		Not specified			

## Championing Transformative Change to Advance Health Equity

**Association/Organization:** Human Impact Partners  
**Developer/Trainer:** Lili Farhang, MPH; Andy Wessel; Jeanne F. Ayers; Jonathan Heller

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1.25 hours	Online Webinar	(Local) Public Health Professionals	Introductory	Free
<b>Description:</b> One of four in the series showcases national experts and local health departments discussing their work to advance health equity. Each webinar focuses on a set of strategic practices that health departments can take to pursue a wall-to-wall transformation of how they work internally, with communities, and alongside other government agencies.					
<b>Learning Objectives:</b> 1) Why championing transformative change is key to advancing health equity and what we mean by “transformative change” with examples 2) How Douglas, Sarpy and Cass Counties in Nebraska are building a supportive cohort of local health equity leaders 3) How Minnesota is changing the narrative around health and confronting root causes of inequity 4) Provide resources to help your health department work across government to advance health equity					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Tier 1 (Core Competencies for Public Health Professionals)			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		megan@humanimpact.org			
<b>Link to Training</b>		<a href="https://humanimpact.org/hipprojects/hegwebinars2017/">https://humanimpact.org/hipprojects/hegwebinars2017/</a>			

## Community Change in Public Health

**Association/Organization:** John Hopkins University/ Bloomberg School of Public Health  
**Developer/Trainer:** William Brieger, DrPH

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (Current)	Total of 14 hours (flexible)	Online	Public Health Professionals	Introductory	Free (if you audit course)
<b>Description:</b> Five-module course designed to teach practical and philosophical approaches to change. Video, Quizzes and final case study are used for skill acquisition.					
<b>Learning Objectives:</b> Learn how to 1) classify communities; 2) Understand community Efficacy and Change Models; 3) Examine political economy frameworks and participatory levels; 3) Differentiate between community-based and community-directed programs; 4) Learn about the Community-directed Intervention process.					
<b>Continuing Education Offered</b>		Global Health Specialization Certificate			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Videos, readings, quizzes, and case studies			
<b>Contact Person and Information</b>		Bill Brieger			
<b>Link to Training</b>		<a href="https://www.coursera.org/learn/community-public-health#faq">https://www.coursera.org/learn/community-public-health#faq</a>			

## Change Management and You: How Change Impacts Public Health Professionals

**Association/Organization:** Region 2 Public Health Training Center  
**Developer/Trainer:** Emil Sadloch, MA

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Online webinar	Public Health Professionals	Introductory	Free
<b>Description:</b> An introduction to concepts of change management, such as the definition of change management, types of change an organization might experience, and the cycle of change. Mr. Sadloch continues his presentation by give examples of how change agents can anticipate the effects of change with explanations of people's personal change styles, signs of resistance, essential components of change management, and tools and key questions supervisors can use to manage change.					
<b>Learning Objectives:</b> "1) Name key competencies for managing change within public health 2) Identify and analyze situations where change affected initiatives in public health; 3) Explain critical roles of the public health professional that serves as a "change agent""					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Tier 1,2,3 (Core Competencies for Public Health Professionals)			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		phtc@columbia.edu			
<b>Link to Training</b>		<a href="https://www.train.org/main/course/1080290/">https://www.train.org/main/course/1080290/</a>			

## Change Management: A Critical Strategic Skill for Public Health Workers

**Association/Organization:** Region 4 Public Health Training Center  
**Developer/Trainer:** Brian Davis, MBA

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Online Webinar	Public Health Professionals	Introductory	Free
<b>Description:</b> The modern public health workforce must not only be specialized and knowledgeable experts in scientific disciplines, but also in the strategic skills necessary to be impactful in an increasingly complex industry. Change management is a critical knowledge area for current and future public health leaders because effective change management is often what makes the difference between a successful and failed initiative.					
<b>Learning Objectives:</b> 1) Articulate the general concept of change management as a process and how it fits into organizational strategy. 2) Leverage additional resources and materials to gain further proficiency in change management.					
<b>Continuing Education Offered</b>		NO CE			
<b>Competencies (Listed)</b>		Tier 2			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		davis.brain3@bah.com			
<b>Link to Training</b>		<a href="http://www.r4phtc.org/training-database/change-management-a-critical-strategic-skill-for-public-health-workers/">http://www.r4phtc.org/training-database/change-management-a-critical-strategic-skill-for-public-health-workers/</a>			

## Futures Methods for Public Health Leaders

**Association/Organization:** Region 6 South Central Public Health Training Center - Tulane University  
**Developer/Trainer:** Jonathan Peek, MS

Year	Duration	Modality	Audience	Skill Level	Cost
2014	2 hours	Web-based Training Self-Study	Public Health Professionals	Introductory	Free
<b>Description:</b> This course teaches how public health leaders can use futures methods. The methods include tapping into the aspiring mind of people working in public health to project a vision and to look more objectively at trends and scenarios that help assess likely changes affecting the future of public health. The methods include both looking to alternative futures and then taking the perspective of looking back toward the present from the vantage point of future scenarios to identify goals and milestones. The futures methods complement and enrich strategic plans which use current assumptions and shorter term projections.					
<b>Learning Objectives:</b> 1) Explain how public health leaders use personal and collective aspirations; 2) Identify trends affecting public health in the future; 3) Use alternative scenarios					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Tier 1; Leadership and Systems thinking Skills 8A3: Participants with stakeholders in identifying key public health values and a shared health vision as guiding principles for community action / 8A8: Describes the impact of changes in the public health system, and larger social, political, economic environment on organizational practices.			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		trdirect@tulane.edu			
<b>Link to Training</b>		<a href="https://lms.southcentralpartnership.org/course/viewguest.php?id=241">https://lms.southcentralpartnership.org/course/viewguest.php?id=241</a>			

## Advanced Leadership and Practice (Part I and II)

**Association/Organization:** Region 6 South Central Public Health Training Center - Tulane University  
**Developer/Trainer:** Peter Ginter

Year	Duration	Modality	Audience	Skill Level	Cost
2018	6 hours	Web-based Training Self-Study	Public Health Professionals	Intermediate	Free
<b>Description:</b> Dramatic change will occur in public health and health care in the next decade. This course provides public health practitioners and other health care providers with the leadership skills necessary to work effectively in the change environment at a community, state or regional level. These leadership skills are essential for designing and advocating for programs and policies necessary to promote health					
<b>Learning Objectives:</b> Participants should understand and be able to discuss 1) The nature and role of leadership 2) The difference between leadership and management; 3) The relationship of leadership and personality; 4) The importance of and how leaders are systems thinking; 5) How to organize and assess qualitative decisions; 6) The importance of and how to set direction for an organization; 7) The importance of and how to create an organizational culture; 8) Your personal leadership philosophy.					
<b>Continuing Education Offered</b>		NO CE			
<b>Competencies (Listed)</b>		Tier 2 and 3 (Core Competencies for Public Health Professionals)			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		trdirect@tulane.edu			
<b>Link to Training</b>		<a href="https://lms.southcentralpartnership.org/course/viewguest.php?id=198">https://lms.southcentralpartnership.org/course/viewguest.php?id=198</a>			

## Becoming a Changemaker: Introduction to Social Innovation

**Association/Organization:** University of Cape Town  
**Developer/Trainer:** Francois Bonnici; Warren Nilsson; Marlon Parker

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (current)	20 hours	Web-based Training Self-Study	Community Organizers/ Social Workers	Introductory	Free without certificate
<b>Description:</b> 1) Analyze and look at problems with an appreciative inquiry lens; 2) Describe the approach of asset-based community development; 3) Distinguish undervalued and underused resources through multiple cans study illustrations; 4) Discover hidden resources that may exist in your context; 5) Examine why discovering hidden resources can lead to innovative solutions.					
<b>Learning Objectives:</b> One of the hallmarks of very innovative organizations and people is that they see resources where other people don't, and they can bring those resources to bear to create new innovative solutions. There's transformative power in shifting from looking at needs, gaps, and what's wrong, to appreciating strengths, resources and what's right. Through developing a strength-based mindset and an appreciative approach you can discover hidden or underused resources. These resources might be people, kinds of knowledge and expertise, time, and physical spaces. As soon as you start seeing resources all around you, not only can you move forward but you become energized and hopeful, and creative things start to happen. You'll find that you might be a lot richer than you think in terms of what you have to start building your own social innovation.					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Not specified			
<b>Link to Training</b>		Course trailer: <a href="http://www.youtube.com/watch?v=TcWYG64WO20">www.youtube.com/watch?v=TcWYG64WO20</a>			

## Change Management and Evaluation: Local Hawai'i Case Studies in Prevention of Youth Violence and Suicide

**Association/Organization:** Public Health Learning Network and Public Health Training Center Region IX, University of Hawaii  
**Developer/Trainer:** Dr. Jeanelle Sugimoto Matsuda

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Online webinar	Public Health Professionals	Introductory	Free
<b>Description:</b> Managing the change process within public health organizations is important to ensure improved organizational performance. However, the change process poses formidable challenges. Managers are also facing increased pressure to respond to environmental influences and provide the necessary leadership to their organizations in the change process. In fact, managing organizational change has become a key competency for healthcare managers. In this talk, best practices to establish a change-oriented organization with the culture and capacity for change will be emphasized, including the importance of assessing and addressing change readiness.					
<b>Learning Objectives:</b> 1) Discuss general concepts and best practices of organizational change in public health. 2) Examine the importance of addressing readiness when pursuing organizational change. 3) Describe two examples of local organizational change- youth violence prevention through school connectedness and youth suicide prevention.					
<b>Continuing Education Offered</b>		Certified health Education Specialist (CHES); Certified Substance Abuse Counselor (CSAC); Licensed Social Worker (LCSW); Registered Dietitian (RD, RDN or DTR); Registered Nurse (RN or APRN)			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Not specified			
<b>Link to Training</b>		<a href="https://zoom.us/webinar/register/WN_56y_OzxISgenX_s6XeuO8w">https://zoom.us/webinar/register/WN_56y_OzxISgenX_s6XeuO8w</a>			

## The Path to Progress: Practical Applications Through the Lens of a Change Management Methodology

**Association/Organization:** NNPHI: Public Health Performance Improvement Network  
**Developer/Trainer:** Heather Foley, BSN,RN

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Online Webinar	Public Health Professionals	Introductory	Free
<b>Description:</b> In this webinar, we will explore a local health department's accreditation journey through the lens of a change management methodology – the Kotter 8-step process for leading change. Change is constant, inevitable, and the only path to progress. It is central to many public health practice standards, from strategic planning to quality improvement.					
<b>Learning Objectives:</b> 1) Identify the eight stages of the Kotter change management methodology. 2) List at least two avoidable causes of waste when implementing change; 3) Describe at least three change management methods used during the Richland Public Health's initial accreditation journey.					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		PowerPoint slides			
<b>Contact Person and Information</b>		<a href="https://nnphi.org/contact/events-inquiry/">https://nnphi.org/contact/events-inquiry/</a>			
<b>Link to Training</b>		<a href="https://cc.readytalk.com/registration/#/?meeting=a5tcgfv0gvye&amp;campaign=2rv3rtubnzq1">https://cc.readytalk.com/registration/#/?meeting=a5tcgfv0gvye&amp;campaign=2rv3rtubnzq1</a>			

## Change Management and Performance Improvement: The Small LHD's Perspective

**Association/Organization:** NACCHO/Polk and Oneida County Health Department  
**Developer/Trainer:** Pooja Verma, NACCHO; Gretchen Sampson, Linda Conlon

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Webinar	Public Health and Healthcare Staff	Introductory	Free
<b>Description:</b> This course is designed to help local health departments and their partners tackle the complex challenges facing the field of public health and healthcare. Participants complete a series of worksheets that guide you in applying course concepts to your own leadership challenge with coaching provided by NACCHO staff and opportunities for peer learning incorporated through group facilitated conversations/ conference calls					
<b>Learning Objectives:</b> 1) Define change management and its relevance to performance improvement; 2) Describe key phases of a change management process; 3) Identify change management strategies for formalizing performance improvement in a health department; 5) Discuss how two small local health departments successfully applied change management to achieve accreditation and formulate quality improvement					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		PowerPoint slides			
<b>Contact Person and Information</b>		<a href="mailto:elarning@naccho.org">elarning@naccho.org</a>			
<b>Link to Training</b>		<a href="https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/performance-improvement-curriculum">https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/performance-improvement-curriculum</a>			



## Designing for Sustainment: Keeping Improvement Work on Track: Course 4

**Association/Organization:** Johns Hopkins University (Specialization Patient Safety - Week 3)  
**Developer/Trainer:** Lisa H. Lubomski, PhD

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (Current)	1.5 hours	Web-based Training Self-Study	Medical and Health Professionals	Introductory	Free if you audit course
<b>Description:</b> In this course, students will be introduced and given the opportunity to apply a series of tools to guide and manage patient safety and quality initiatives. These include tools for defining what success looks like, developing a change management plan, and conducting a pre-mortem to identify risks for project failure. This course will also provide tools for engaging stakeholders to ensure key players are invested in your project's success.					
<b>Learning Objectives:</b> Learners will develop an understanding of 1) what is meant by change management; 2) reasons for change initiative failure; 3) change as a process and frameworks and processes for change; 4) the differences between technical and adaptive work and the role of each in a change effort; 5) leadership skills necessary for addressing adaptive change; 6) identifying and engaging change effort stakeholders, 7) managing conflict; developing a communication strategy for a change effort; 8) applying a systems approach to change efforts.					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Slides, readings, and quiz			
<b>Contact Person and Information</b>		<a href="https://learner.coursera.help/hc/en-us">https://learner.coursera.help/hc/en-us</a>			
<b>Link to Training</b>		<a href="https://www.coursera.org/learn/patient-safety-sustainment/home/welcome">https://www.coursera.org/learn/patient-safety-sustainment/home/welcome</a>			

## Public Health Pronto: Module 10.1: Change Management & Adaptive Leadership

**Association/Organization:** National Center for Education in Maternal and Child Health;  
Georgetown University  
**Developer/Trainer:** John Richards, MA, AITP

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (current)	Less than 1 hour	Web-based Training Self-Study	Maternal and Child Health Public Health Professionals	Introductory	Free
<b>Description:</b> The modules allow you to get an overview of the topic, explore learning opportunities, practice a skill, and learn from the experts using the 5-minute intervals.					
<b>Learning Objectives:</b> 1) Address the Core Competencies for Public Health Professionals and three Health Transformation cores; 2) put key concepts of change management in alignment with MCH priorities.					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		jrichards@ncemch.org			
<b>Link to Training</b>		<a href="https://www.mchnavigator.org/pronto/competency-10-1.php">https://www.mchnavigator.org/pronto/competency-10-1.php</a>			

## Adaptive Leadership: A Model for Meeting the Most Difficult Challenges

**Association/Organization:** Maternal and Child Health Public Health Leadership Institute  
**Developer/Trainer:** David Steffen; Claudia Fernandez

Year	Duration	Modality	Audience	Skill Level	Cost
2011	Less than 1 hour	Online webinar	Public Health Professionals	Introductory	Free
<p><b>Description:</b>            This presentation introduces the topic of adaptive leadership for facing complex problems associated with innovation, change, and/or a paradigm shift. The presentation discusses how adaptive leaders use a social leadership style, engaging in more relational dialogue, in order to holistically frame issues. Adaptive leaders will adapt perspective to understand the others at the table better, understand the situation better and to help create a plausible leadership. The presenters explain why multiple stakeholders and real risk must be balanced with reward. The three types of problems – and tools for their solutions – that arise in adaptive leadership (technical, mixed, adaptive) are also discussed. When leaders are faced with the most complex challenges they need to bring the tools of adaptive leadership to bear.</p>					
<p><b>Learning Objectives:</b>            1) Understand the need for new adaptive leadership; 2) Learn leadership levels and associated tasks; 3) Describe the challenges associated with adaptive leadership; 4) Understand the model of adaptive learning.</p>					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		PowerPoint slides			
<b>Contact Person and Information</b>		navigator@ncemch.org			
<b>Link to Training</b>		<a href="http://media.sph.unc.edu/adobe/mchphli/adaptive_leadership/">http://media.sph.unc.edu/adobe/mchphli/adaptive_leadership/</a>			

## Leadership and Adaptive Change: Mobilizing Teams to Thrive

**Association/Organization:** NACCHO  
**Developer/Trainer:** Tahlia Gousse, MPH, CHES; Michael Melton

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Online webinar	Public Health Professionals/ Local Health Departments	Introductory	Free
<p><b>Description:</b>            Changes in the public health system necessitate a new kind of leadership - a transition from our typical spheres of influence and authority to mobilizing people to tackle tough challenges and thrive. Adaptive Leadership is a training offering you can bring to your organization that can give you the tools to navigate change in challenging environments. Join speakers Tahlia Gousse, from the National Association of County and City Health Officials, and Michael Melton, from Los Angeles County Health Department, to learn more about Adaptive Leadership and its applications to tackle organizational challenges.</p>					
<p><b>Learning Objectives:</b>            1) Participants will explore differences between leadership and authority; 2) explore the core concepts of Adaptive Leadership; 3) Explore examples of application used to tackle organization challenges.</p>					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		PowerPoint slides and video			
<b>Contact Person and Information</b>		elearning@naccho.org			
<b>Link to Training</b>		<a href="https://www.pathlms.com/naccho/webinars/3632">https://www.pathlms.com/naccho/webinars/3632</a>			

## Changing World of Work: Are you Changing Too?

**Association/Organization:** Alabama Department of Public Health  
**Developer/Trainer:** Marty Martin

Year	Duration	Modality	Audience	Skill Level	Cost
2012	1.5 hours	Online webinar	Public Health Professionals	Intermediate/ Advanced	Free
<b>Description:</b> This training discusses trends in the changing world of work, how individuals can learn to manage and control how change affects them, to seize opportunities and mitigate risks, and position their careers to make a difference in their organizations and others.					
<b>Learning Objectives:</b> 1) Identify the trends in the changing world of work; 2) Leverage your unique gifts and talents to seize the opportunities of the changing world; 3) Position your career to make a difference in the lives of your organizations and others.					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		mlcarva@emory.edu			
<b>Link to Training</b>		<a href="http://adph.org/ALPHTN/index.asp?id=5918">http://adph.org/ALPHTN/index.asp?id=5918</a>			

## Leading in Changing Times Series

**Association/Organization:** Education in Maternal and Child Health  
**Developer/Trainer:** Karen Trierweiler; Valerie Ricker; Stephanie Wrightsman-Birch

Year	Duration	Modality	Audience	Skill Level	Cost
2014	2.75 hours	Online webinar	Public Health Professionals in Leadership	Intermediate	Free
<b>Description:</b> The Leading in Changing Times Series is an initiative launched by AMCHP as part of their larger efforts to support a diverse, effective and competent workforce in state and territorial MCH programs. The Leading in Changing Times Series is a year-long, three-part series of webinars blending principles of key leadership theory with real-world stories from senior-level MCH leaders. These 45 minutes leadership “conversations” are designed to share leadership ideas and inspiration.					
<b>Learning Objectives:</b> 1) Explore elements of decision making in public health leadership theory; 2) Understand the benefits of having a defined approach to prioritizing among many concerns and issues; 3) Learn concrete strategies and examples that they can use to prioritize maternal and child health efforts in their state; 4) Learn six characteristics of effective change; 5) Understand the difference between managing and leading change; 6) Identify opportunities to support or lead change within their organization; 7) Identify opportunities to practice strategies shared in the webinar; 8) Describe three skills of strategic leadership; 9) Identify opportunities to create a shared vision within the organization; 10) identify opportunities to practice strategies shared in this webinar.					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		navigator@ncemch.org			
<b>Link to Training</b>		<a href="https://www.mchnavigator.org/trainings/1365-leading.php">https://www.mchnavigator.org/trainings/1365-leading.php</a>			

## Adaptive Leadership: A Model for Meeting the Most Difficult Challenges

**Association/Organization:** National Associations of Chronic Disease Directors  
**Developer/Trainer:** Lisa Irk

Year	Duration	Modality	Audience	Skill Level	Cost
2015	Less than 1 hour	Online webinar	Public Health Professionals in Leadership	Intermediate	Free
<b>Description:</b> The ability to respond to changing direction, stakeholder needs, and environments is an essential skill for any public health practitioner. In this brief lesson, the concept of adaptive leadership is explained. Examples are given of common adaptive leadership challenges in chronic disease prevention and control, along with practical ideas for strategies and approaches to responding to these common challenges.					
<b>Learning Objectives:</b> 1) Explain the value of adaptive leadership approaches; 2) List strategies and approaches that can be used to respond to adaptive leadership problems in chronic disease prevention.					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		NACDD Competency: Respond with flexibility to change needs			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		mlcarva@emory.edu			
<b>Link to Training</b>		<a href="http://adph.org/ALPHTN/index.asp?id=5918">http://adph.org/ALPHTN/index.asp?id=5918</a>			

## Leading in Changing Times Series

**Association/Organization:** Education in Maternal and Child Health  
**Developer/Trainer:** Karen Trierweiler; Valerie Ricker; Stephanie Wrightsman-Birch

Year	Duration	Modality	Audience	Skill Level	Cost
2014	2.75 hours	Online webinar	Public Health Professionals in Leadership	Intermediate	Free
<b>Description:</b> The Leading in Changing Times Series is an initiative launched by AMCHP as part of their larger efforts to support a diverse, effective and competent workforce in state and territorial MCH programs. The Leading in Changing Times Series is a year-long, three-part series of webinars blending principles of key leadership theory with real-world stories from senior-level MCH leaders. These 45 minutes leadership “conversations” are designed to share leadership ideas and inspiration.					
<b>Learning Objectives:</b> 1) Explore elements of decision making in public health leadership theory; 2) Understand the benefits of having a defined approach to prioritizing among many concerns and issues; 3) Learn concrete strategies and examples that they can use to prioritize maternal and child health efforts in their state; 4) Learn six characteristics of effective change; 5) Understand the difference between managing and leading change; 6) Identify opportunities to support or lead change within their organization; 7) Identify opportunities to practice strategies shared in the webinar; 8) Describe three skills of strategic leadership; 9) Identify opportunities to create a shared vision within the organization; 10) identify opportunities to practice strategies shared in this webinar.					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		PowerPoint slides, activities, and reading			
<b>Contact Person and Information</b>		info@chronicdisease.org			
<b>Link to Training</b>		<a href="https://www.chronicdisease.org/page/AdaptiveLeadership">https://www.chronicdisease.org/page/AdaptiveLeadership</a>			

## Adaptive Leadership: Mobilizing for Change and Disrupting the Status Quo

**Association/Organization:** Acumen  
**Developer/Trainer:** Not Specified

Year	Duration	Modality	Audience	Skill Level	Cost
2019	Five 3-hour sessions	Web-based Training Self-Study	Leadership and Organization Management	N/A	Free
<b>Description:</b> This introductory course helps you identify and make progress on a leadership challenge in your own life, team, or community. You'll apply the tools and techniques of Adaptive Leadership, a practical framework developed at Harvard Kennedy School of Government for leading change, particularly during times of uncertainty or when there are no easy answers.					
<b>Learning Objectives:</b> 1) Understand the root cause of a stubborn and recurring challenge in your organization, team or community; 2) Partner with those who are in positions of authority or power; 3) Leverage your own power for change; 4) Design an experiment that strengthens your ability to create lasting change; 5) Learn to lead adaptively in environments with trust issues, political sensitivities, resistance, conflict and distress.					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		NACDD Competency: Respond with flexibility to change needs			
<b>Materials Available</b>		PowerPoint slides, activities, and reading			
<b>Contact Person and Information</b>		courses@plusacumen.org			
<b>Link to Training</b>		<a href="https://www.plusacumen.org/courses/adaptive-leadership">https://www.plusacumen.org/courses/adaptive-leadership</a>			

## Managing Change in Public Health: Bringing Out the Leader in Each of Us

**Association/Organization:** Region VI South Central Public Health Training Center - Tulane University  
**Developer/Trainer:** Sheila W. Chauvin, PhD, Med

Year	Duration	Modality	Audience	Skill Level	Cost
2013	2 hours	Online webinar	Public Health Professionals	Introductory	Free
<b>Description:</b> This course will explore the change process and examine typical responses to change, environmental influences, and strategies for adapting successfully within the public health field.					
<b>Learning Objectives:</b> 1) Apply concepts of change process to real-life situations; 2) Examine individual and group response to change; 3) Explore how context features influence change; 4) Use appropriate strategies to facilitate successful change.					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Tier 3 (Core Competencies for Public Health Professionals) 8C9: Ensure the management of organizational change			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		trdirect@tulane.edu			
<b>Link to Training</b>		<a href="https://lms.southcentralpartnership.org/course/viewguest.php?id=224">https://lms.southcentralpartnership.org/course/viewguest.php?id=224</a>			

## Where Persuasion Fits in Health Conversations: Influencing Clients and Communities

**Association/Organization:** Region 1 Public Health Training Center/ Katherine Galasso Consulting, LLC  
**Developer/Trainer:** Katherine Galasso, MS,CIF

Year	Duration	Modality	Audience	Skill Level	Cost
2017	1 hour	Online webinar	Community health including schools, public health, non-profit, and mental health professionals	Introductory	Free
<b>Description:</b> This course provides a progressive look at the art of persuasion in a health conversation.					
<b>Learning Objectives:</b> 1. Name two communication mistakes to avoid when talking with clients or communities about behavior change; 2. Identify two methods to apply to a health conversation to create a meaningful experience for the client or community; 3. Differentiate between ineffective and effective persuasion strategies in health discussions.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Completion			
<b>Competencies (Listed)</b>		Communication Skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		manager@nephtc.org			
<b>Link to Training</b>		<a href="http://www.nephtc.org/enrol/index.php?id=76">http://www.nephtc.org/enrol/index.php?id=76</a>			

## Communicating to Different Personality Styles

**Association/Organization:** Region 1 Public Health Training Center Katherine Galasso Consulting, LLC  
**Developer/Trainer:** Katherine Galasso, MS,CIF

Year	Duration	Modality	Audience	Skill Level	Cost
2017	1 hour	Online webinar	Community health including schools, public health, non-profit, and mental health professionals	Introductory	Free
<b>Description:</b> This course provides a progressive look at the art of persuasion in a health conversation					
<b>Learning Objectives:</b> Not provided.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Completion			
<b>Competencies (Listed)</b>		Communication Skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		manager@nephtc.org			
<b>Link to Training</b>		<a href="http://www.nephtc.org/enrol/index.php?id=76">http://www.nephtc.org/enrol/index.php?id=76</a>			

## Personal Presence When Making the Case for a Program

**Association/Organization:** Region 1 Public Health Training Center/ Katherine Galasso Consulting, LLC  
**Developer/Trainer:** Katherine Galasso, MS,CIF

Year	Duration	Modality	Audience	Skill Level	Cost
2017	1 hour	Online webinar	Community health including schools, public health, non-profit, and mental health professionals	Introductory	Free
<b>Description:</b> This course provides a progressive look at the art of persuasion in a health conversation.					
<b>Learning Objectives:</b> 1. Name two communication mistakes to avoid when talking with clients or communities about behavior change; 2. Identify two methods to apply to a health conversation to create a meaningful experience for the client or community; 3. Differentiate between ineffective and effective persuasion strategies in health discussions.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Completion			
<b>Competencies (Listed)</b>		Communication Skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		manager@nephtc.org			
<b>Link to Training</b>		<a href="http://www.nephtc.org/enrol/index.php?id=76">http://www.nephtc.org/enrol/index.php?id=76</a>			

## Leadership Communication for Maximum Impact: Storytelling

**Association/Organization:** Northwestern University  
**Developer/Trainer:** Tom Collinger, Ernest Duplessis, Hud Englehart, Candy Lee

Year	Duration	Modality	Audience	Skill Level	Cost
2015	6 hours	Online webinar	Leaders	Introductory	Free if you audit course
<b>Description:</b> This course helps leaders find their own stories which cultivates an authentic, trustworthy and compelling narrative.					
<b>Learning Objectives:</b> 1) Build your own personal brand; 2) Use storytelling to inform, engage, motivate and inspire; 3) Develop a crisis communication strategy; 4) Increase your leadership communication capacity.					
<b>Continuing Education Offered</b>		No CE; Certificate for Organization Leadership Specialization			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Not specified			
<b>Link to Training</b>		<a href="https://www.coursera.org/learn/leadership-storytelling/home/welcome">https://www.coursera.org/learn/leadership-storytelling/home/welcome</a>			

## Increasing Leadership Skills through Self-Awareness and Emotional Intelligence for Public Health Professionals

**Association/Organization:** Emory University, Rollins School of Public Health  
**Developer/Trainer:** Esmeralda Lucas

Year	Duration	Modality	Audience	Skill Level	Cost
2017	5 hours	In-person	Public Health Professionals	Introductory	Free
<b>Description:</b> This class will teach key concepts of applied leadership learning and how to improve individual and organizational leadership effectiveness. Participants will develop awareness, knowledge, and skills that can be immediately applied to increase leadership competencies in all 5 Circles of Influence™: Self, Family, Team, Organization, and Community.					
<b>Learning Objectives:</b> 1) Demonstrate greater awareness of how to lead self and others. 2) Assess tendencies that increase or undermine influence. 3) Define the components of how to develop trust and influence with others. 4) Use visual tools to create a leadership language.					
<b>Continuing Education Offered</b>		CHES/CPH			
<b>Competencies (Listed)</b>		Communication Skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		mlcarva@emory.edu			
<b>Link to Training</b>		<a href="http://www.r4phtc.org/training-database/empowering-your-audience-to-improve-their-health-tools-for-elevating-chronic-disease-communications-to-support-your-programs/">http://www.r4phtc.org/training-database/empowering-your-audience-to-improve-their-health-tools-for-elevating-chronic-disease-communications-to-support-your-programs/</a>			

## Empowering Your Audience to Improve Their Health: Tools for Elevating Chronic Disease Communications to Support Your Programs

**Association/Organization:** National Association of Chronic Disease Directors  
**Developer/Trainer:** Paige Rohe

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Online webinar	Public Health Professionals	Introductory	Free
<b>Description:</b> This webinar will present the National Association of Chronic Disease Directors' approach to effective communications about chronic diseases and chronic disease programming. It will include a brief overview of how some patient populations receive their healthcare information and common problems and solutions to reaching these populations effectively with empowering health information. General guidance for how to evaluate your own communications tools and procedures also will be included.					
<b>Learning Objectives:</b> 1) Identify resources to help speak with a consistent voice and style at multiple reading and health literacy levels; 2) Discuss common terms and phrases that are culturally competent for populations with chronic diseases; 3) Assess his/her own communications tools and resources to identify areas of improvement.					
<b>Continuing Education Offered</b>		CHES/CPH			
<b>Competencies (Listed)</b>		Communication Skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		mlcarva@emory.edu			
<b>Link to Training</b>		<a href="http://www.r4phtc.org/training-database/empowering-your-audience-to-improve-their-health-tools-for-elevating-chronic-disease-communications-to-support-your-programs/">http://www.r4phtc.org/training-database/empowering-your-audience-to-improve-their-health-tools-for-elevating-chronic-disease-communications-to-support-your-programs/</a>			



## Becoming the Hero of Your Story: Developing and Distributing Persuasive, Resonant Messages for Your Key Audiences

**Association/Organization:** National Association of Chronic Disease Directors and Georgia Society of Public Health Education  
**Developer/Trainer:** Paige Rohe

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1.5 hours	Online webinar	Public Health Professionals	Introductory	Free
<b>Description:</b> How do you make data the hero in a world of anecdotes? How do you transport a general audience on an epic tale of evidence-based adventure? Can you find the secret to persuading audiences to change their behavior? Travel with us into the world of message development and learn how crafting the right calls to action can help your key audiences on their journeys to better health.					
<b>Learning Objectives:</b> 1) Describe the concept of targeted messaging and how it relates to communicating about public health issues; 2) Explain how the stages of behavior change impact public health messaging; 3) Discuss the three most important components to a successful public health message; 4) Identify the most common pitfalls in public health storytelling.					
<b>Continuing Education Offered</b>		CHES/CPH			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		mlcarva@emory.edu			
<b>Link to Training</b>		<a href="http://www.cvent.com/events/on-demand-webinar-becoming-the-hero-of-your-story-developing-and-distributing-persuasive-resonant-me/event-summary-4768e17ee86a49a89d207539e50ad4c3.aspx">http://www.cvent.com/events/on-demand-webinar-becoming-the-hero-of-your-story-developing-and-distributing-persuasive-resonant-me/event-summary-4768e17ee86a49a89d207539e50ad4c3.aspx</a>			

## In Print and On Air: Get Ready to Work with the Media

**Association/Organization:** National Association of Chronic Disease Directors  
**Developer/Trainer:** John Patton

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Online webinar	Public Health Professionals	Introductory	Free
<b>Description:</b> More than ever, public health needs to clearly convey priority messages and policies to the public through mass media. This webinar will share concepts and tools that are useful whether you have a direct role in speaking to the media or assist public health teams that present priorities, talking points, and data to those directly representing public health in the media.					
<b>Learning Objectives:</b> 1) Discuss the importance of communicating public health priorities clearly to the media; 2) Describe elements and steps needed for a team to prepare the person directly speaking to the media; 3) Articulate practical guidelines for the representative directly speaking with the media for print and/or video coverage.					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		mlcarva@emory.edu			
<b>Link to Training</b>		<a href="http://www.cvent.com/events/on-demand-webinar-in-print-and-on-air-get-ready-to-work-with-the-media/event-summary-74a5e06ffe884a3cb5c61ce75d1f214c.aspx">http://www.cvent.com/events/on-demand-webinar-in-print-and-on-air-get-ready-to-work-with-the-media/event-summary-74a5e06ffe884a3cb5c61ce75d1f214c.aspx</a>			

## Communicating Evidence to Decision Makers

**Association/Organization:** Region 8 Public Health Training Center and Prevention Research Center in St. Louis

**Developer/Trainer:** Ross Brownson

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1.5 hours	Web-based Training Self-Study	Public Health Professionals	Introductory	Free
<p><b>Description:</b> In this online module, participants will explore effective strategies for communicating evidence to decision-makers and acquire tools and resources to create and disseminate messages about evidence-based solutions on different platforms for diverse audiences. Also, included is guidance for writing and disseminating policy briefs.</p>					
<p><b>Learning Objectives:</b> 1) Define the components of effective communication to meet public health challenges; 2) Acquire tools and resources to create and disseminate messages about evidence-based solutions on different platforms for diverse audiences; 3) Analyze and evaluate how a policy is communicated.</p>					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		Public health sciences skills; Communication			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		info.rmphtc@ucdenver.edu			
<b>Link to Training</b>		<a href="https://registrations.publichealthpractice.org/Training/Detail/88">https://registrations.publichealthpractice.org/Training/Detail/88</a>			

## Health Communication in the Digital Age: Lessons Learned About Persuasive Practices

**Association/Organization:** Region 9 Public Health Training Center and Social Marketing Hawaii

**Developer/Trainer:** Pedro Haro, MPH

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1.5 hours	Web-based Training Self-Study	Public Health Professionals	Introductory	Free
<p><b>Description:</b> While all of us communicate on a daily basis, in the sphere of public health, it is sometimes difficult to get our message across, especially when we are looking for behavior change. Social Marketing, the practice of using marketing fundamentals for social good rather than commercial profit, has been researched since the 1970's. In the age of digital communications, best practice models must adapt for a changing landscape. Stronger, more persuasive communication is needed at all levels for best approaches to our most compelling problems.</p>					
<p><b>Learning Objectives:</b> 1) Discuss different channels of communication for dissemination for persuasive messages in public health. 2) Explore how evidence-based findings are translated into public health practices to inform and persuade changes in opinions, attitudes and/or behaviors. 3) Review lessons learned with online examples most effective digital communications campaigns.</p>					
<b>Continuing Education Offered</b>		CHES, CPEU, CNE and RN			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Not specified			
<b>Link to Training</b>		<a href="https://moodle.publichealth.arizona.edu/enrol/index.php?id=202">https://moodle.publichealth.arizona.edu/enrol/index.php?id=202</a>			

## Improving Interpersonal Communication and Relationships

**Association/Organization:** Region 6 Public Health Training Center/Tulane University  
**Developer/Trainer:** Ellen Belzer, MPA

Year	Duration	Modality	Audience	Skill Level	Cost
2017	3 hours	Web-based Training Self-Study	Public Health Professionals	Introductory	Free
<p><b>Description:</b>            No matter how effective a communicator you already are, this course will help you communicate with greater impact in all types of workplace interactions. Participants will learn about communication styles that work best in various situations, how to build and maintain trust, how to give and receive input and criticism, how to increase your impact at meetings, ways to improve inter-professional working relationships, how to deliver difficult messages, how to communicate with diplomacy and tact, and how to deal with difficult behaviors more effectively. Whatever your job responsibilities or your position in the hierarchy, this program will offer you an assortment of strategies that can make a real difference in your interpersonal effectiveness and your ability to build and maintain satisfactory working relationships.</p>					
<p><b>Learning Objectives:</b>            1) Identify roadblocks to perceptual accuracy and manage perceptions more effectively; 2) Send nonverbal messages and apply paralanguage in ways that build, rather than block, good working relationships; 3) Understand how misinterpretations can develop as a result of ambiguities in the English language, as well as the limitations of the English language in terms of non-extreme word choice; 4) Identify the barriers to effective listening and faulty listening habits; 5) Identify 3 components of listening; 6) Describe the three choices for communication within the "Assertive Zone" and the two extreme styles that should be avoided in workplace communications; 7) Apply strategies for working with difficult behaviors, building trust, providing input, and giving and receiving constructive criticism.</p>					
<b>Continuing Education Offered</b>		CNE, Social Work			
<b>Competencies (Listed)</b>		Tier 1, Communication Skills; 3A2: Communicates in writing and orally with linguistic and cultural proficiency. 3A7: Facilitate communication among individuals, groups, and organizations.			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		trdirect@tulane.edu			
<b>Link to Training</b>		<a href="https://lms.southcentralpartnership.org/course/viewguest.php?id=147">https://lms.southcentralpartnership.org/course/viewguest.php?id=147</a>			

## Storytelling for Change

**Association/Organization:** Acumen/Ariel Group  
**Developer/Trainer:** Not Specified

Year	Duration	Modality	Audience	Skill Level	Cost
2019	Eight 3-hour sessions	Web-based Training Self-Study	Professionals	Introductory	Free
<p><b>Description:</b>            This is a hands-on course where you will develop your own personal story, integrate it into a larger presentation, and record it for feedback from your classmates. You'll leave this course with a leadership presence framework, important storytelling tools, and a rehearsed presentation that can help you better connect with your audience and inspire change.</p>					
<p><b>Learning Objectives:</b>            1) Understand the four dimensions of the "Leadership PREsence" framework and how it can enhance both your storytelling and your leadership skills; 2) Gain and apply important storytelling techniques, such as expressiveness, use of sensory details, body language, and more; 3) Understand successful presentation structure and apply the "Audience, Benefit, Goal" framework to improve your presentation; 4) Practice developing and sharing your personal story; 5) Learn the five steps for integrating your personal story into a larger presentation; 6) Share your presentation for feedback and reflect on potential areas for further improvement.</p>					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		courses@plusacumen.org			
<b>Link to Training</b>		<a href="https://www.plusacumen.org/courses/storytelling-change">https://www.plusacumen.org/courses/storytelling-change</a>			

## Marketing Public Health

**Association/Organization:** Region 2 Public Health Training Center  
**Developer/Trainer:** Michelle Levy

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Web-based Training Self-Study	Public Health Professionals	Introductory	Free
<b>Description:</b> Whether you are managing a single community program or an entire public health department, understanding the basic principles of branding and marketing can be crucial to your success. Every program and organization has key stakeholders, and the goal of this course is to offer you concrete strategies for communicating with those stakeholders in order to support your broader program and organizational goals.					
<b>Learning Objectives:</b> 1) Describe the four pillars of building a strong brand; 2) Describe the importance of educating the staff and other stakeholders on desired brand behaviors; 3) Identify and track success measures.					
<b>Continuing Education Offered</b>		No CE			
<b>Competencies (Listed)</b>		Tier 1 (Core Competencies for Public Health Professionals)			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		manager@nephtc.org			
<b>Link to Training</b>		<a href="https://nephtc.org/enrol/index.php?id=2">https://nephtc.org/enrol/index.php?id=2</a>			

## Negotiating Skills for Changing Times

**Association/Organization:** Region 6 Public Health Training Center Tulane University  
**Developer/Trainer:** Ellen Belzer, MPA

Year	Duration	Modality	Audience	Skill Level	Cost
2017	4 hours	Web-based Training Self-Study	Public Health Professionals	Introductory	Free
<b>Description:</b> In today's quickly changing, dynamic, and sometimes-volatile health care environment, negotiation skills are more important than ever before. In this course, participants will learn how to negotiate better agreements and resolve conflicts more effectively, while developing better interprofessional relationships in the process. Other specific topics include: selecting the best negotiation style, how to use time techniques effectively, ways to uncover the other party's hidden agenda, how to neutralize emotionalism, the secret to protecting oneself against poor agreements, how framing and anchoring strategies can help get better outcomes, and when and how to make creative solutions, compromises and concessions. A proven six-step negotiation process is central to this course.					
<b>Learning Objectives:</b> 1) Identify the differences between hard, soft, and principled negotiation styles; 2) Apply strategies to neutralize emotionalism in themselves as well as the other party; 3) Define and apply the BATNA concept as a protection against poor agreements; 4) Apply framing strategies in ways that contribute to disruptive or integrative outcomes; 5) Identify the three components of establishing a bargaining range; 6) Use the six-step negotiation process to reach better agreements and resolve conflicts more effectively, while improving interprofessional relationships; 7) Identify several mistakes that people commonly make when negotiating at an event table; Know how to utilize power effectively during a negotiation when holding greater or lesser power than the other party; 8) Identify ways to use power strategies to create a more symmetrical power relationship at the negotiating table and thus achieve better outcomes.					
<b>Continuing Education Offered</b>		No CEs			
<b>Competencies (Listed)</b>		Preparedness and Response Core Competencies 1.2: Manage behaviors associated with emotional responses in self and others/ 1.3 Facilitate collaboration with internal and external emergency response partners			
<b>Materials Available</b>		Not specified			
<b>Contact Person and Information</b>		Not specified			
<b>Link to Training</b>		<a href="https://lms.southcentralpartnership.org/course/viewguest.php?id=71">https://lms.southcentralpartnership.org/course/viewguest.php?id=71</a>			

## Raising Community Voices: The Power of Storytelling in Public Health

**Association/Organization:** Center for Public Health Practice & Leadership and APHA  
**Developer/Trainer:** Elizabeth Bayne, MPH,MFA; Andrea Spagat; Lisa Peterson

Year	Duration	Modality	Audience	Skill Level	Cost
2017	1 hour	Webinar	Public Health Professionals	Introductory	Free
<p><b>Description:</b>            Learn how to use storytelling to advance public health goals for the communities you serve. This webinar will have presentations from two creative professionals. First, Andrea Spagat, West Coast Regional Director of the StoryCenter will share tips on how to create effective stories for education or advocacy purposes. Andrea will share her experience with participatory story composition, the mechanics of video filming and editing, and some strategies for creating compelling public health stories to support your cause. Elizabeth Bayne is the Founder of Chocolate Milk: The Documentary Series, a non-profit collection of videos aimed at promoting breastfeeding in the African American community through the power of personal narrative. Elizabeth will talk about her project, how she created the videos, as well as her strategies for social marketing and distribution of video content.</p>					
<p><b>Learning Objectives:</b>            1) Identify a progression of outcome for digital storytelling projects; 2) Understand digital storytelling as a form of participatory media production; 3) Describe rationale for applying an ethical framework to participatory media production 4) Learn how to use ethnography to inform outreach; 5) Understand how personal narrative can be used to increase issue engagement.</p>					
<b>Continuing Education Offered</b>		No CEs			
<b>Competencies (Listed)</b>		Communication			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		sph.berkeley.edu/health-communication-matters-webinar-series			
<b>Link to Training</b>		<a href="https://vimeo.com/212329325">https://vimeo.com/212329325</a>			

## Communicating Public Health: Message Design Strategies to Promote Awareness and Action to Address the Social Determinants of Health

**Association/Organization:** Region 2 Public Health Training Center/Cornell University, Department of Communication  
**Developer/Trainer:** Jeff Niederdeppe, PhD

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Online webinar	Public Health Professionals	Introductory	Free
<p><b>Description:</b>            Dr. Niederdeppe discusses discuss public health advocates can use message framing, narratives and visual imagery to shape public opinion and debate on the social conditions that shape the health and well-being of populations. Niederdeppe focuses on public health campaigns that have worked to increase awareness and promote action to address social determinants of health. He discusses how public health messages aim to target policy makers and the public (both those in support and those in opposition) in order to achieve the goal of a health campaign aimed to reduce health disparities. It is argued that simply raising awareness about a health issues is not enough to address disparities; messages also need to also make connections to broader concepts and values within society in order to be effective.</p>					
<p><b>Learning Objectives:</b>            1) Explain the importance of considering social determinants of health when creating health-related messages. 2) List techniques for developing targeted messages that increase awareness and promote action to address the social determinants of health. 3) Describe research findings that demonstrate how personal ideology impacts how individuals receive, process, and interpret messages; 4) Identify barriers to creating effective messages and media campaigns.</p>					
<b>Continuing Education Offered</b>		CPH			
<b>Competencies (Listed)</b>		Communication			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		phtc@columbia.edu			
<b>Link to Training</b>		<a href="https://www.train.org/main/course/1060553/?backUrl=L0Rlc2t0b3BTaGVsbC5hc3B4P3RhYkIkP-TYyJmdvdG89YnJvd3NIJmJyb3dzZT1rZXI3b3JkJmtleXdvcmQ9Q29tbXVuaWNhdGluZytQdW-JsaWMrSGVhbHRoJTNhKyZrZXIvcHRpb249Qm90aCZjbGluaWNhbD1Cb3RoJmXvY2FsPUFsB-CZCeUNvc3Q9MA%3D%3D">https://www.train.org/main/course/1060553/?backUrl=L0Rlc2t0b3BTaGVsbC5hc3B4P3RhYkIkP-TYyJmdvdG89YnJvd3NIJmJyb3dzZT1rZXI3b3JkJmtleXdvcmQ9Q29tbXVuaWNhdGluZytQdW-JsaWMrSGVhbHRoJTNhKyZrZXIvcHRpb249Qm90aCZjbGluaWNhbD1Cb3RoJmXvY2FsPUFsB-CZCeUNvc3Q9MA%3D%3D</a>			

## Storytelling for Public Health Advocacy

**Association/Organization:** Region 1 Public Health Training Center and CT Association of Directors of Health  
**Developer/Trainer:** Kathi Traugh/Claudine Fox

Year	Duration	Modality	Audience	Skill Level	Cost
2018	3.5 hours	In-person	Public Health Professionals/Local health departments, health and social service organizations serving special populations	Introductory	Free
<p><b>Description:</b>            Are you looking to improve your persuasive communication skills? Is your agency required to meet CLAS Standards? Then join us for a half-day workshop that will focus on how to tell your agency's story and advocate for providing effective, equitable, understandable, and respectful quality care and services that are responsive to diverse cultural health beliefs and practices. Learn how to tell the compelling, real world stories that state and local policy makers need to hear to understand why it is so important improve health equity.</p> <p><b>Learning Objectives:</b>            1) Discuss the CLAS standards within the context of your organization; 2) Apply core concepts of advocacy (who, what, when, where, why, and how); 3) Design/outline your story to advocate for change in our public health system.</p>					
<b>Continuing Education Offered</b>		CPH			
<b>Competencies (Listed)</b>		Tier One; Communication skills; 3A2; 3A3; 3A5; 3A6; 3A7			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		kathi.traugh@yale.edu			
<b>Link to Training</b>		<a href="https://www.train.org/connecticut/admin/course/1080891/live_event">https://www.train.org/connecticut/admin/course/1080891/live_event</a>			

## Innovation in Public Health: Giving Meaning to a Buzzword

**Association/Organization:** PHAB/Public Health National Center for Innovations  
**Developer/Trainer:** Jessica Solomon Fisher, MCP and Travis Parker Lee

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Recorded webinar	State or County Level Public Health Professionals	Introductory	Free
<b>Description:</b> This course was developed to provide innovative ideas to health departments.					
<b>Learning Objectives:</b> 1. Define and discuss innovation in public health ; 2. Examine innovations in public health departments; 3. Share resources to assist health departments with innovation.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Completion			
<b>Competencies (Listed)</b>		Linked to Core Competencies of Public Health but not specified which ones			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Kathi Traugh; kathi.traugh@yale.edu; 203-785-2868			
<b>Link to Training</b>		<a href="https://www.train.org/main/course/1076075/">https://www.train.org/main/course/1076075/</a>			

## Introduction to Systems Thinking

**Association/Organization:** Region I Public Health Training Center/ Ross & Company  
**Developer/Trainer:** Julia Ross

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 hour	Self-paced	Public health or related professionals	Introductory/ Awareness	Free
<b>Description:</b> This is a self-study course that provides a framework for identifying and addressing the underlying causes of a complex problem					
<b>Learning Objectives:</b> 1. Defining systems-thinking and describe its application in understanding and resolving complex problems; 2. Explain three systems thinking tools; 3. Apply these Systems-thinking tools to an important issue in your workplace.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Completion			
<b>Competencies (Listed)</b>		Systems-thinking skills; Communication skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		julesross@gmail.com			
<b>Link to Training</b>		<a href="https://nephtc.org/course/index.php?categoryid=2">https://nephtc.org/course/index.php?categoryid=2</a>			

## Introduction to Systems Thinking

**Association/Organization:** Region I Public Health Training Center/Ross & Company  
**Developer/Trainer:** Julia Ross

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1 day	In-person/Live	Public Health or related professionals	Introductory/Awareness	Free
<b>Description:</b> This course is a companion training to self-paced module.					
<b>Learning Objectives:</b> 1. Defining systems-thinking and describe its application in understanding and resolving complex problems; 2. Explain three systems thinking tools; 3. Apply these Systems-thinking tools to an important issue in your workplace.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Completion			
<b>Competencies (Listed)</b>		Systems-thinking skills; Communication skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		julesross@gmail.com			
<b>Link to Training</b>		<a href="https://nephtc.org/course/index.php?categoryid=2">https://nephtc.org/course/index.php?categoryid=2</a>			

## A Need for System Thinking in Public Health

**Association/Organization:** American Public University System, Public Health Program  
**Developer/Trainer:** Dr. Robert Carter, PhD, MPH, MS, FACSM

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (Current)	45 minutes	Online Webinar	Allied Health Professionals, Researchers/Analysts/Public health professionals	Introductory	Free
<b>Description:</b> This course is a foundational training in how systems-thinking is a solution to improving public health practices					
<b>Learning Objectives:</b> 1. Understand the basic principles of system thinking in public health; 2. Understand how to use system thinking instead of more conventional linear thinking to address chronic, complex public health priorities; 3. Appreciate the importance of Early engagement of key stakeholders in addressing public health problems.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Completion			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Robert Carter; robert.carter_95@mycampus.apus.edu			
<b>Link to Training</b>		<a href="https://hs2016-apu1.splashtat.com">https://hs2016-apu1.splashtat.com</a>			



## Systems Thinking for Maternal and Child Health: Application in Practice

**Association/Organization:** Tulane University  
**Developer/Trainer:** Dr. Donna Peterson

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (Current)	2 hours	Online Webinar	Maternal and Child Health Professionals	Introductory	Free
<b>Description:</b> This course explores how systems-thinking can be applied to Maternal and Child health and analyze the advantages of using this method to solve challenges in public health.					
<b>Learning Objectives:</b> 1) Define “systems thinking”; 2) Discuss current Maternal and Child Health public health opportunities and challenges that call for a systems approach ; 3) Describe the application of systems thinking in Maternal and Child Health practice; 4) Compare and contrast the benefits using a systems approach and potential negative consequences of not using a systems approach.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Systems-thinking skills; Communication skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		julesross@gmail.com			
<b>Link to Training</b>		<a href="https://nephtc.org/course/index.php?categoryid=2">https://nephtc.org/course/index.php?categoryid=2</a>			

## A Need for System Thinking in Public Health

**Association/Organization:** American Public University System, Public Health Program  
**Developer/Trainer:** Dr. Robert Carter, PhD,MPH,MS,FACSM

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (Current)	45 minutes	Online Webinar	Allied Health Professionals, Researchers/Analysts/Public health professionals	Introductory	Free
<b>Description:</b> This course is a foundational training in how systems-thinking is a solution to improving public health practices					
<b>Learning Objectives:</b> 1. Understand the basic principles of system thinking in public health; 2. Understand how to use system thinking instead of more conventional linear thinking to address chronic, complex public health priorities; 3. Appreciate the importance of Early engagement of key stakeholders in addressing public health problems.					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		trdirect@tulane.edu			
<b>Link to Training</b>		<a href="https://www.mchnavigator.org/trainings/detail.php?id=1096">https://www.mchnavigator.org/trainings/detail.php?id=1096</a>			

## Research to Reality: Using Systems Thinking and Tools to Solve Public Health Problems

**Association/Organization:** National Cancer Institute/ Division of Cancer Control and Population Sciences  
**Developer/Trainer:** Allan Best, PhD; Ross Brownson PhD; Kenneth McLeory, PhD

Year	Duration	Modality	Audience	Skill Level	Cost
2011	1 hour	Online Webinar	Researchers/Analysts; Public Health Staff	Introductory	Free
<b>Description:</b> Using a multi-level, multi-participant view and understanding how parts influence one another within a whole.					
<b>Learning Objectives:</b> 1. Understand the value of looking through a systems lens to frame implementation tools and processes within the broader context of an organization; 2. Describe practical tools, such as system dynamics modeling, concept mapping, and social network analysis that foster effective knowledge to action to improve public health; 3. Discuss challenges for implementation science and for moving research into practice through effective and sustainable health policies and programs.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Systems-thinking skills; Communication skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Not specified			
<b>Link to Training</b>		<a href="https://researchtoreality.cancer.gov/cyber-seminars/using-systems-thinking-and-tools-solve-public-health-problems">https://researchtoreality.cancer.gov/cyber-seminars/using-systems-thinking-and-tools-solve-public-health-problems</a>			

## Leadership and Systems Thinking Skills: What is Strategic Planning and How do I Prepare

**Association/Organization:** NACCHO/Illinois Public Health Institute  
**Developer/Trainer:** Laurie Call

Year	Duration	Modality	Audience	Skill Level	Cost
2017	26 minutes	Self-paced	Local Health Department Staff, Allied Health Professionals, Educators, Trainers	Intermediate	Free
<b>Description:</b> This course prepares local health departments for implementing a strategic planning process.					
<b>Learning Objectives:</b> 1. Describe the characteristics of a strategic plan.; 2. Describe the components of a strategic planning process; 3. Conduct a readiness assessment to determine if an organization is ready to conduct a strategic planning process; 4. Identify people, experiences, information , and assets that can be used in a strategic planning process; 5. Identify who should be involved in a strategic planning process; 6. Access resources that will support a strategic planning process.					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Tier 2, Tier 3			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		support@blueskybroadcast.com			
<b>Link to Training</b>		<a href="https://live.blueskybroadcast.com/bsb/client/CL_DEFAULT.asp?Client=835112&amp;PCAT=7694&amp;CAT=7696">https://live.blueskybroadcast.com/bsb/client/CL_DEFAULT.asp?Client=835112&amp;PCAT=7694&amp;CAT=7696</a>			

## Beyond Reform and Rebound: Frontiers for Rethinking and Redirecting Health Systems Performance

**Association/Organization:** ReThink Health and Visiting Scientist, MIT, Sloan School of Management  
**Developer/Trainer:** Bobby Milstein, PhD, MPH

Year	Duration	Modality	Audience	Skill Level	Cost
2013	1 hour	Online Webinar	Public Health Practitioners, Public Health Academics, and Researchers	Introductory	Free
<b>Description:</b> Engaging in health systems challenges and re-thinking what can be accomplished through collaboration					
<b>Learning Objectives:</b> 1. Understand the value of looking through a systems lens to frame implementation tools and processes within the broader context of an organization; 2. Describe practical tools, such as system dynamics modeling, concept mapping, and social network analysis that foster effective knowledge to action to improve public health; 3. Discuss challenges for implementation science and for moving research into practice through effective and sustainable health policies and programs.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Systems-thinking skills; Communication skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		phtc@columbi.edu			
<b>Link to Training</b>		<a href="http://ccnmtl.columbia.edu/projects/region2phtc/modules/Frontiers_for_Rethinking_Redirecting_Health_Systems_Performance/index.html">http://ccnmtl.columbia.edu/projects/region2phtc/modules/Frontiers_for_Rethinking_Redirecting_Health_Systems_Performance/index.html</a>			

## Systems Thinking in Public Health

**Association/Organization:** Johns Hopkins/Alliance for Health Policy and Systems Research/WHO/International Development Research Centre  
**Developer/Trainer:** David Bishai, MD, PhD; Ligia Paina, PhD

Year	Duration	Modality	Audience	Skill Level	Cost
2014	11 hours	Online	Public Health Policymakers or those working in public health	Introductory	Free without Certificate
<b>Description:</b> This course provides an introduction to systems thinking and systems models in public health.					
<b>Learning Objectives:</b> Discuss the rationale for using a systems approach to solve public health problems in complex adaptive systems; 2) Explore the concepts of causal loop diagrams and how that can be used in participatory research; 3) Define and apply systems dynamic modeling; 4) integrate systems thinking into policymaking.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Completion			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Not specified			
<b>Link to Training</b>		<a href="https://www.coursera.org/learn/systems-thinking#about">https://www.coursera.org/learn/systems-thinking#about</a>			

## Beyond Reform and Rebound: Frontiers for Rethinking and Redirecting Health Systems Performance

**Association/Organization:** ReThink Health and Visiting Scientist, MIT, Sloan School of Management  
**Developer/Trainer:** Bobby Milstein, PhD, MPH

Year	Duration	Modality	Audience	Skill Level	Cost
2013	1 hour	Online Webinar	Public Health Practitioners, Public Health Academics, and Researchers	Introductory	Free
<b>Description:</b> Engaging in health systems challenges and re-thinking what can be accomplished through collaboration					
<b>Learning Objectives:</b> 1. Understand the value of looking through a systems lens to frame implementation tools and processes within the broader context of an organization; 2. Describe practical tools, such as system dynamics modeling, concept mapping, and social network analysis that foster effective knowledge to action to improve public health; 3. Discuss challenges for implementation science and for moving research into practice through effective and sustainable health policies and programs.					
<b>Continuing Education Offered</b>		NO CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Systems-thinking skills; Communication skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		phtc@columbi.edu			
<b>Link to Training</b>		<a href="http://ccnmtl.columbia.edu/projects/region2phtc/modules/Frontiers_for_Rethinking_Redirecting_Health_Systems_Performance/index.html">http://ccnmtl.columbia.edu/projects/region2phtc/modules/Frontiers_for_Rethinking_Redirecting_Health_Systems_Performance/index.html</a>			

## Becoming a Changemaker: Introduction to Social Innovation

**Association/Organization:** University of Cape Town, Bertha Centre for Social Innovation and Entrepreneurship  
**Developer/Trainer:** Francois Bonnici; Warren Nilsson; Marlon Parker

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (current)	20 hours/6- week course with 2-3 hours per week	Online	Anyone working for an organization that wants to increase social impact	Introductory	Free without certificate
<b>Description:</b> Explores the complex problems that surround us and how to start thinking about solutions.					
<b>Learning Objectives:</b> 1) Distinguish between simple, complicated and complex problems; 2) identify resources to bear to create new innovative solutions; 3) define differences using cultural, sociological, psychological and spiritual lenses and determine what the nature of the differences is to develop tools for getting out of your comfort zone; Define and apply Power Design Thinking Methodology.					
<b>Continuing Education Offered</b>		No CE; Certificate of Completion			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		Course trailer: <a href="http://www.youtube.com/watch?v=TcWYG64WO20">www.youtube.com/watch?v=TcWYG64WO20</a>			
<b>Link to Training</b>		<a href="https://www.coursera.org/learn/social-innovation/home/welcome">https://www.coursera.org/learn/social-innovation/home/welcome</a>			

## Design Thinking for the Greater Good: Innovation in the Social Sector

**Association/Organization:** University of Virginia, Darden School of Business  
**Developer/Trainer:** Jeanne M. Liedtka

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (current)	14 hours	Online	Anyone working in the social sector	Introductory	Free without certificate
<b>Description:</b> This course teaches how design thinking, a human-centered approach to problem solving, can help you truly understand an issue, generate ideas worth testing and iterate to find solutions that make a real difference.					
<b>Learning Objectives:</b> 1) Define design thinking, why it is different, and why we need it in these uncertain times, especially in complex organizations; 2) Examine the types of problems that are well-suited for design thinking; 3) how brainstorming within the design thinking process helped organizations; 4) Examine the intersection of what stakeholders want and what the organization can sustainably offer.					
<b>Continuing Education Offered</b>		No CE; Certificate of Completion			
<b>Competencies (Listed)</b>		Systems-thinking skills; Communication skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		<a href="http://www.darden.virginia.edu/batten-institute/">http://www.darden.virginia.edu/batten-institute/</a>			
<b>Link to Training</b>		<a href="https://www.darden.virginia.edu/online/courses-by-topic/design-thinking-innovation/">https://www.darden.virginia.edu/online/courses-by-topic/design-thinking-innovation/</a>			

## Leadership, Strategic Planning and Systems Approaches

**Association/Organization:** Region 6 Public Health Training Center/ Tulane University  
**Developer/Trainer:** Peter M. Ginter

Year	Duration	Modality	Audience	Skill Level	Cost
2016	10 hours	Web-based Training Self-Study	Medical and Health Professionals	Introductory	Free without certificate
<b>Description:</b> This course encourages participants to think strategically about the types of decisions made in public health organizations, and provides students with strategic analysis and planning skills.					
<b>Learning Objectives:</b> 1) Have an awareness of the strategic development process; 2) Be able to define internal and external analysis; 3) Be able to differentiate between strategic and long-range planning; 4) Have an understanding of the role of strategic management; 5) Be able to differentiate between mission statements and vision statements.					
<b>Continuing Education Offered</b>		CNE and Social Work CEUs			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		trdirect@tulane.edu			
<b>Link to Training</b>		<a href="http://lms.southcentralpartnership.org">http://lms.southcentralpartnership.org</a>			

## Promoting Policy and Systems Change to Expand Employment of Community Health Workers (CHWs)

**Association/Organization:** Centers for Disease Control and Prevention  
**Developer/Trainer:** Nell Brownstein

Year	Duration	Modality	Audience	Skill Level	Cost
N/A (current)	3 hours/6-sessions that require 30-45 minutes each	Online	Public Health Professionals	Intermediate	Free without certificate
<b>Description:</b> This course is designed to provide state programs and other stakeholders with basic knowledge about Community Health Workers (CHWs), such as official definitions of CHWs, workforce development, and other topic areas.					
<b>Learning Objectives:</b> 1) CHWs' roles and functions; 2) Current status of the CHW occupation; 3) Areas of public policy affecting CHWs; 4) Credentialing CHWs; 5) Sustainable funding for CHW positions; 6) Examples of states successful in moving policy and systems change forward					
<b>Continuing Education Offered</b>		No CE; Certificate of Completion			
<b>Competencies (Listed)</b>		Systems-thinking skills; Communication skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		JBrownstein@cdc.gov			
<b>Link to Training</b>		<a href="https://www.train.org/main/course/1052084/">https://www.train.org/main/course/1052084/</a>			

## Focused Strategic Thinking

**Association/Organization:** AL-MS Public Health Training Center  
**Developer/Trainer:** Peter M. Ginter

Year	Duration	Modality	Audience	Skill Level	Cost
2013	3 hours	Online Webinar	Public Health Professionals	Advanced	Free without certificate
<b>Description:</b> This course introduces the process of using Focused Strategic Thinking (FST) to develop an organization's strategic action plan during a one and a half day retreat. The course presents each component of the FST process, provides examples of activities, and discusses expected outcomes of each phase from preliminary analysis to implementation.					
<b>Learning Objectives:</b> 1) Differentiate between strategic thinking, strategic planning, and strategic management; 2) Describe the external environmental assessment process including the specific focus of each group and the goals and expected outcomes of the process; 3) Describe the internal analysis process including the specific focus of each component including the specific focus of each group and the goals and expected outcomes of the process; 4) Describe the goals of the directional strategies development process; 5) Differentiate between the mission, vision, and values of an organization; 6) List expected outcomes of the FST retreat process					
<b>Continuing Education Offered</b>		CNE and Social Work CEUs			
<b>Competencies (Listed)</b>		Systems Thinking Health Policy and Management/ Tier 2 (Program Management and Supervisory) and 3 (Senior Management and Executive Level)			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		enlinn@uab.edu			
<b>Link to Training</b>		<a href="http://www.alphtc.org/archivedtrainings">http://www.alphtc.org/archivedtrainings</a>			

## Becoming the Health Strategist – Putting Your Skills into Action

**Association/Organization:** Region 2 Public Health Training Center  
**Developer/Trainer:** Ron Chapman

Year	Duration	Modality	Audience	Skill Level	Cost
2018	1.5 hours	Online Webinar	Public Health Professionals	Introductory	Free
<p><b>Description:</b>            The landscape of public health is shifting dramatically as demands grow for impact and approaches that address the social determinants of health. It is in this context that Public Health 3.0, the Health Impact Pyramid, and the Collective Impact Model have emerged. From these has come the need for public health and its leaders to learn to think and act as a chief health strategist. What does this mean? How do we go about it? This webinar will provide context and examples of implications while laying the foundation for change leadership.</p>					
<p><b>Learning Objectives:</b>            Describe the larger context from which Public Health 3.0 and local public health as the Chief Health Strategist are emerging            Discuss real world examples of the implications for staff, programs and leaders            Explain a few, essential change leadership concepts and frameworks            Identify next steps they can take towards becoming a health strategist</p>					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		None			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		mlcarva@emory.edu			
<b>Link to Training</b>		<a href="http://www.r4phtc.org/training-database/becoming-the-health-strategist-putting-your-skills-into-action/">http://www.r4phtc.org/training-database/becoming-the-health-strategist-putting-your-skills-into-action/</a>			

## Strategies to Advance Health Equity: How Health Departments Can Promote Living Wages

**Association/Organization:** Region 2 Public Health Training Center  
**Developer/Trainer:** Nick Freudenber and Emily Franzosa

Year	Duration	Modality	Audience	Skill Level	Cost
2017	1 hour	Online Webinar	Public Health Professionals	Intermediate	Free without certificate
<p><b>Description:</b>            The social determinants of health, or the structures and economic systems that shape patterns of wellness and illness, can be considered “upstream” that then influence downstream factors like obesity and teen pregnancy. Upstream factors are broad, deeply entrenched in our society, and can appear daunting to change. While public health often focuses on individual-level health behaviors, this approach requires a high level of effort from the targeted individual and has little influence on widespread population health. Health departments are increasingly moving upstream to tackle the core issues that affect the communities they serve. Income is one upstream factor that has a large impact on health and wellbeing. This module details how raising the minimum wage is a public health issue and provides a case study of one health department that used research, communication, and advocacy to influence an upstream factor of health.</p>					
<p><b>Learning Objectives:</b>            1) Explain the rationale for expanding public health practice to change living conditions to promote health and equity; 2) Consider action on living conditions to be part of their scope of work; 3) Identify some of the conceptual and organizational obstacles state and local health departments face in addressing living conditions; 4) Explain how to apply the “upstream” strategies to define and achieve feasible goals in their own practice.</p>					
<b>Continuing Education Offered</b>		CPH/CHES			
<b>Competencies (Listed)</b>		Tier One Analytical / Assessment Skills/ Analytical / Assessment Skills Tier Two Policy Development / Program Planning Skills/Policy Development / Program Planning Skills/ Communication Skills/ Cultural Competency Skills/Community Dimensions of Practice Skills/ Public Health/ Public Health Science Skills/ Leadership and Systems Thinking; Tier Three Public Health Science Skills			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		phtc@columbia.edu			
<b>Link to Training</b>		<a href="https://www.train.org/main/course/1065017/">https://www.train.org/main/course/1065017/</a>			

## Collaboration: The Key to Public Health System Improvement

**Association/Organization:** Region 6 Public Health Training Center Tulane University

**Developer/Trainer:** Casey and Tom Milne

Year	Duration	Modality	Audience	Skill Level	Cost
2015	5 hours	Web-based Training Self-Study	Public Health Professionals	Intermediate	Free
<p><b>Description:</b> Public health is no longer just what governmental agencies do and it is no longer advisable to think public health professionals have done their jobs in providing silos of programs. For states and communities to be successful in creating conditions in which people can be healthy in a sustainable way, collaboration is essential. Collaboration, we think we do it ... yet few actually do. This course covers why collaboration is essential to public health, how it differs from other strategies, what is needed for successful collaboration, what common pitfalls and challenges often occur and how to address them, as well as assuring results and keeping momentum. Additionally, it will cover resources available to support your efforts and the importance of celebrating successes and sharing the lessons learned. The course includes a workbook which contains exercises and content handouts to support the learner. This course will be extremely valuable to those involved in a community collaborative effort or those wanting.</p> <p><b>Learning Objectives:</b> 1) Identify why collaboration is key to public health; 2) Increase understanding of what collaboration is and how it differs from other strategies; 4) Identify what is needed for success; 5) Understand common challenges and how to deal with them; Identify strategies to maintain progress; 6) Identify how learning can support collaboration in your community.</p>					
<b>Continuing Education Offered</b>		No CE; Certificate of Attendance			
<b>Competencies (Listed)</b>		Core competencies for Public Health Professionals 5A1; 5A4; 5A5; 5A6; MCH Competencies C4; C5; c7: C15; E6			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		trdirect@tulane.edu			
<b>Link to Training</b>		<a href="http://lms.southcentralpartnership.org/scphp">http://lms.southcentralpartnership.org/scphp</a>			

## Engaging Across Sectors and Disciplines to Build Community and Capacity for Health Equity

**Association/Organization:** Region 2 Public Health Training Center/Columbia University/  
Health Equity Initiative

**Developer/Trainer:** Renata Schiavo, PhD, MA, CCL

Year	Duration	Modality	Audience	Skill Level	Cost
2014	1 hour	Online Webinar	Public Health Professionals	Intermediate	Free without certificate
<p><b>Description:</b> Disparities in health and healthcare are connected to population health and affect the delivery, access and quality of care, especially for vulnerable populations. There are social determinants (i.e. housing, built environment, age) that can negatively affect health outcomes. Dr. Renata Schiavo, Founding President of the Health Equity Initiative (HEI), discusses how professionals across sectors and disciplines can collaborate to build healthier communities. The term health equity is defined and framed as a human rights and social justice issue that will provide individuals with the same opportunities to stay healthy and cope with crises, regardless of socioeconomic factors and other social determinants. Regardless of status, Dr. Schiavo views health equity as a priority for all and uses case studies to exemplify how multi-sector partnerships can effectively mobilize communities to reduce health disparities and healthcare costs. By working with communities and using community engagement approaches, these multi-sector partnerships can foster community ownership and sustainability of health innovations. Dr. Schiavo also provides methods and strategies to bring multidisciplinary stakeholders together in order to develop sustainable, equitable solutions.</p> <p><b>Learning Objectives:</b> 1) Define Community; 2) Engage in multi-sectoral partnerships and interventions for health equity; 3) Implement strategies within your organization to advance health equity.</p>					
<b>Continuing Education Offered</b>		CPH/CHES			
<b>Competencies (Listed)</b>		Program Planning and Policy Development/ 3A8,3B8, 38C, 4A1, 4A3, 4A5, 4B1, 4B3, 4B4, 4B5, 4C1, 4C3, 4C5			
<b>Materials Available</b>		Yes			
<b>Contact Person and Information</b>		phtc@columbia.edu			
<b>Link to Training</b>		<a href="https://region2phtc.org/portfolio/engaging-across-sectors-and-disciplines-to-build-community-and-capacity-for-health-equity/">https://region2phtc.org/portfolio/engaging-across-sectors-and-disciplines-to-build-community-and-capacity-for-health-equity/</a>			