Get good data!!

Data is the lifeblood of public health.

This is what enables you to determine:
- what the major problems are,
- what can be done about them,
- whether your programs are succeeding.

It's data that gives your health department a unique ability to influence policy and practice in your area.
SECOND

- Prioritize and do the hard stuff first.,
  - Remember, anyone can do the easy stuff!!

- In the first year of your occupying a leadership position, you have a degree of freedom that you will never have again.
  - That time will have an Expiration Date!

- You can get stuff done that you might not be able to get done in the future.

- You can take measures that may take several years to come to fruition so always stay the course!

- You can address challenges that may have been neglected for a long time, so it's very important that you decide what you want to get done and move quickly to meet those challenges.
THIRD

- Don’t pick the fights you can win, pick the fights that need fighting!

- Its great to have identify “winnable battles” but your battles should be those the community needs, **SO ASK!**

- Decide what you can do to make a difference.

- Figure out areas where specific action by the health department can lead to significant health improvements and can serve as a rallying cry for your staff and those who support public health in your area

- Those battles can also serve to demonstrate to voters, to your political decision makes and community leaders and to those to whom you report the value of your agency! – **The Citizens!**
FOURTH

- Hire great people and protect them so they can do their job.

- Hiring great people is the single most important thing that you must do.

- Hire people who are smarter than you and let them do their jobs.

- Internally, determine who is dedicated to the organization and who puts the “Community First” and put them in positions to be successful.

- You can't be day-in and day-out where the decisions need to be made.

- You need to be able to rely on people to understand the issues, to take autonomous action, to involve you when they need to involve you.
FOURTH, CONTINUED:

- Most of the work of your organization is going to be done by the people who work for you.

- Empower them to be successful and protect them from the challenges coming down from above and from outside.

- If they succeed, you will succeed.

- And also remember that it's not just about hiring. 80%, 90% plus of the people who work in your agency when you join will still be there when you leave,

- so motivating people to do an even better job, identifying the stars and promoting them,

- finding the people who know the system and can get it done is all incredibly important. It's very difficult to get to know systems of any public health organization, so finding people who understand those systems and can move quickly is essential to being able to succeed.
Address communicable diseases and environmental health, or you won't be able to address anything else.

Communicable diseases remain very important challenges to us, and environmental health remains something that people are both very concerned about and that causes significant health problems.

In and of themselves, they're very important, but in addition, they have the potential to be the only issues you deal with, so if you're not able to identify and rapidly stop an outbreak or provide mosquito control activities or ensure air quality with a sensible and effective set of policies and practices,

that may become the only thing that the press and the public and your staff are dealing with on a day-in and day-out basis.
Fifth — Continued:

- You want to be able to address the entire spectrum of public health issues –
  - communicable,
  - non-communicable,
  - heart attacks,
  - strokes,
  - diabetes,
  - as well as communicable diseases, HIV, TB, etc.

- All of these things are important, but if you don't manage the areas of communicable disease and environmental health, that may be the only thing you end up addressing.
Don't cede the clinical realm. Many public health leaders are tempted to think that health care is complex and difficult and expensive and much of what happens in the healthcare system doesn't have a direct relevance to public health,

But, in fact, understanding and being able to improve clinical care is essential to just about every aspect of public health.

Don't cede the clinical realm, because it's essential both to your ability to get your job done in reducing avoidable illness, injury, disability, and death, and it's crucial to your being part of what is probably the single-most challenging issue that all of us have to deal with -- the importance of providing better-quality care for less money.
SEVENTH

- Learn the budget cycle.

- There is a cycle to the budget in most jurisdictions, and it's very important to understand it.

- When will there be initial proposals for the new budget, both in terms of what may be cut and what potentially may be added,

- Understand when the hearings will be, when review will be, when passage will be, when budgets will become effective.

- This is very important, and it will guide a lot of your planning processes. A lot of work goes on in planning. Often in the government, our budget is our plan, so think about that process and think about ways to manage it, both within the health department, within the government, as well as outside with groups that care about public health.
EIGHTH

- Manage the context.

- The context determines your degree of freedom to operate. A lot of that means messaging things clearly.

- But managing the context means making sure, especially the first time an issue is in the public's eye, that it's framed accurately.

- Communication is key, and the context is something that you need to work to manage.
Never surprise your boss!!!!!!!!!!!!

It is very important that if something is going to happen, your boss hears about it from you before reading about it in the newspaper or hearing about it in the news.

Understand that those to whom you report have a broader understanding of what the challenges and issues of the days are,

So understanding how things are going to get conveyed, when they're going to get conveyed, is very important to work with your leaders to ensure that you are on the same page.
How you Lead!!

Follow these five key principles laid out by Walter Dowdle, who was the deputy director of CDC.

- Be a diligent steward of the funds entrusted to your agency.
- Provide an environment for intellectual and personal growth and integrity. The way you treat your staff is crucially important.
- Base all public health decisions on the highest quality scientific data, openly and objectively derived.
REMEMBER!!

- Place the benefits to society above the benefits to the institution. We are part of society, and ultimately, we will all be best off if we focus on that collective responsibility.

- Treat all people with dignity, honesty, and respect.
These are challenging times to run any public health agency and we need up and coming leaders like you to meet the challenges of today!

Be prepared and do not get comfortable or complacent in your position.

If running a public health agency wasn’t difficult, anyone could do it.

In these demanding times, (politically, and economically), it's both a privilege and an enormous responsibility.