

行政院所屬各機關因公出國人員出國報告書
(出國類別：其他)

**參加美國疾病管制局 SMDP(Sustainable Management
Development Program)所舉辦的 MIPH(Management For
International Public Health)訓練課程報告書**

服務機關：行政院衛生署疾病管制局

出國人職稱：第四分局長

姓名：曾淑慧

出國地點：美國

出國日期：民國 92 年 9 月 15 至 10 月 24 日

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SMDP 2003 Management for International Public Health

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行政院衛生署疾病管制局

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出國類別: 其他

出國地區: 美國

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分類號/目: J4/公共衛生、檢疫 /

關鍵詞: MIPH

內容摘要: 美國疾病管制局 SMDP(Sustainable Management Development Program)所開設的 MIPH(Management For International Public Health)訓練班,於每年秋季舉辦一次,這個課程已邁入第十二年,其師資陣容均來自美國 CDC 與 Emory 大學,以訓練訓練者(Training Of Trainer)為宗旨,增強其在公共衛生領域上管理訓練者之能力為主要導向,非常適合公共衛生管理階層者。在六週的課中,涵蓋了不同層面議題,也從各種不同角度微觀健康體系,如何利用策略,建構人際關係、營造組織、在合作與競爭中良性決擇以及策略聯盟的建立...等,都是身為主管如何領導團隊走向正面的改變應具備的知能。

本文電子檔已上傳至出國報告資訊網

摘要：

美國疾病管制局 SMDP(Sustainable Management Development Program)所開設的 MIPH(Management For International Public Health)訓練班，於每年秋季舉辦一次，這個課程已邁入第十二年，其師資陣容均來自美國 CDC 與 Emory 大學，以訓練訓練者(Training Of Trainer)為宗旨，增強其在公共衛生領域上管理訓練者之能力為主要導向，非常適合公共衛生管理階層者。在六週的課中，涵蓋了不同層面議題，也從各種不同角度微觀健康體系，如何利用策略，建構人際關係、營造組織、在合作與競爭中良性決擇以及策略聯盟的建立...等，都是身為主管如何領導團隊走向正面的改變應具備的知能。

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壹、目的：

美國疾病管制局 SMDP(Sustainable Management Development Program)所開設的 MIPH(Management For International Public Health)訓練班，於每年秋季舉辦一次為期六週的課程，這個課程已邁入第十二年，以訓練訓練者(Training Of Trainer)，增強其在公共衛生領域上管理訓練者之能力為主要導向，除了訓練公共衛生高階人才外，也累積所有畢業生返國執行公共衛生管理的成果及經驗之回饋。

2003 年的 MIPH 課程共有 27 位學員參加，分別來自 15 個國家或地區。這項訓練是由 CDC、全球愛滋病計劃...等贊助，我有幸能參加這項進修，成為 2003 年 MIPH 的學員之一，除了感到任重道遠外，更感激疾病管制局賦予我這個機會。身負重任之餘，更感珍惜。因此此次進修目的，除了學習國際間公共衛生管理新知外，更希望與各學員交換經驗與意見，建立聯繫與資訊管道，並能順利推動業務。

貳、過程：

2003 年的 MIPH 課程移師到享有音樂盛名的文化重鎮—亞特蘭大市。受訓地點過街就是著名的 Woodruff 藝術中心，宿舍旁就是博物館，附近則是 Alliance 劇院，還有出版唱片無數的亞特蘭大交響樂團。在此受訓，同時也浸身豐富的文化氣息中，讓受訓的嚴肅心情得以汲取藝術的養份，不是嗎？醫學原本就是一門藝術，而從醫者遁入藝術者亦眾，古今中外皆然，足見主辦單位 CDC 用心之深。

在為期六週的課程，其師資陣容均來自 CDC 與 Emory 大學，主要鎖定開發中國家從事公共衛生工作，尤其是公衛官員或管理者。課程設計主要在加強管理能力方面的訓練，課程內容如下：

Week One :

- Team Building
- Behavioral Style Analysis
- Managing Conflict Constructively
- Human Resource Management
- Training Of Trainers

Week Two :

- Effective Communications
- Leadership
- Time Management

Week Three :

- Problem Solving/Evidence-Based Decision Making (Total Quality Management)
- Quality Improvement
- Priority Setting
- Force Field Analysis

Week Four :

- Donor Relations
- Strategic Communications
- Marketing
- Healthy Plan-It™

Week Five

- Communications And The Media
- Performance Standards
- Building Partnerships For Effective Advocacy
- Collaboration And Coalition Building
- Flow Analysis

Week Six

- Leading Change For Results
- Prepare And Present Country Work Plans
- Graduation And Closing Ceremony

參、心得：

我認為 MIPH 課程非常適合公共衛生管理階層者。在六週的課中，涵蓋了不同層面議題，也從各種不同角度微觀健康體系，如何利用策略，建構人際關係、營造組織、在合作與競爭中良性決擇以及策略聯盟的建立...等，都是身為主管如何領導團隊走向正面的改變應具備的知能。

在 Team Building 的課程中，學習如何建立一個高績效的團隊，每一個個體都具備充分動能，彼此依賴，又能充分溝通，在容許不一樣的聲音中，達成共識、擬定共同目標。而身為一個團隊的領導者，應能適時發揮凝聚力，善用資源，在有限的資源下，創造出最高的績效。

在 Time Management 中學習如何縮短決策資訊傳達過程，達到 Real-Time Management，其最大的變革是即時決策，即使第一線的員工，也能即時得到最新訊息，不但達到傳達的效率，且能使員工因時時能得到第一手消息，而有受尊重的感覺，會更賣力工作來成就整體業績。

著力點領域分析法（Force Field Analysis）是 1987 年 Miller 根據 Lewin 在 1951 年提出之概念而發展出來，強調每一步驟都只強化某一個著力點，而弱化其相對之著力點，在每一步驟完成後立即評估其成效，再加入新著力點，不斷重複至所有之著力點皆分析完成，即可找出問題之核心及重點，可用來幫助我們評估這些不同的可行方案，以決定那一方案最為可行。

在凝聚團體向心力，提升績效的同時，要經常評估工作績效，而績效管理其實並不是一門新興的學問，但它卻是落實機構中人力資源管理之基礎。最好的績效管理是核心管理者與員工的績效合作伙伴的關係，也就是與員工間的績效夥伴關係(Performance

Partnership)，是一個創新的績效管理，也是一個亮點，使管理者與員工真正站到了同一條船上，風險共擔，利益共享，共同進步，共同發展。

用績效指標 (Performance Indicators) 來評估員工、團隊或小組工作績效的良窳。而最為重要者，即在主管與部屬之間，彼此應經常針對工作期望及表現作溝通討論，並提供回饋及建議，以促進工作績效的提昇，並增進個人的學習與成長。

績效管理是一個動態的不斷檢討和持續改進的系統。績效管理不是為了控制員工，減少成本或者類似的目的，而是為了真正能夠幫助員工更好地工作和表現。只有以這種理念做為我們的人力資源工作的指導思想，我們才能做為人力資源的"領導"加入新的市場環境下的競爭，並取得真正的"以人為本"的資源優勢。

在修過 MIPH 課程後，從中獲得極大的幫助與成就，該計畫之課程理論與實務並重，來自不同國家的學員可藉以互相經驗交流，並對不同衛生議題提供見解與想法，對各種問題能快速而直接解決。顯見 MIPH 課程的確有其獨特成效之處。

個人在 SMDP 潛心學習後，了解 MIPH 課程著重在實用性及應用性，而非高空奢言，MIPH 強調的是從事公共衛生者的管理能力，特別是在開發中國家，加強公衛管理者能力可有效解決改善公衛問題。

結束 MIPH 課程後慙愧已逾季餘，所學劍及履及，將之應用在工作上，不獨增進我在領導統御上的藝術，行事效率上亦大有風行草偃之感，如今，縱橫繁忙，時空稍懈中，偶來閉目靜思，深刻感受擔當一個成功領導者與管理者，應具備的心靈深境。

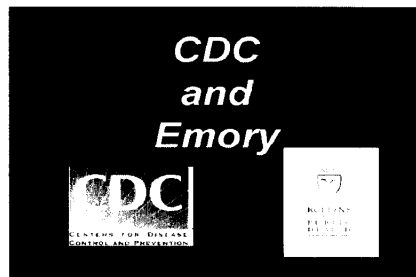
肆、建議：

- 一、因應知識爆炸時代的來臨、從事公共衛生者都應具備更專業、更前瞻性的眼光，尤其在台灣經濟蓬勃發展，政治處處受挫之時，在無法順利加入 WHO 之際，應鼓勵公務人員出國進修研究，尤其美、日、歐等先進國家，除了經驗交流外，更能有實質的合作關係。
- 二、增加中階主管國內外進修之機會，隨著高等教育的普及，應鼓勵員工進修，並有良好的配套措施。

附件

行政院所屬各機關因公出國人員出國報告書
(出國類別：其他)

**A Training Report on MIPH (Management for International
Public Health) Course of SMDP (Sustainable Management
Development Program) in CDC**



服務機關：CDC in Taiwan

出國人職稱：Director of the Southern Branch

姓名：Sylvia, Shu-Hui, Tseng

出國地點：U.S.A.

出國日期：September 15 to October 14, 2004

報告日期：民國 93 年 5 月 16 日

Summary:

The mission of the SMDP (Sustainable Management Development Program) is to work with international partners to strengthen public health management training capacity in the developing world with a vision to provide necessary skills and competencies to public health program managers throughout the developing countries. This is the 12th year of MIPH (Management for International Public Health) course taking place every autumn. The faculty is all from either the CDC or the Emory University to form a model of training of trainers as a course structure. The intensive 6-week brainstorming has a core strategy of partnering with international development agencies to help ministries of health in developing countries to strengthen public health management capacity through the MIPH course. With its emphasis in practical applications in real-life public health managerial situations, it certainly enriches public health executive officials a valuable experience and knowledge in handling future public health tasks.

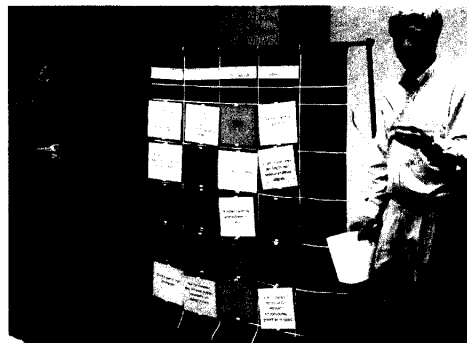


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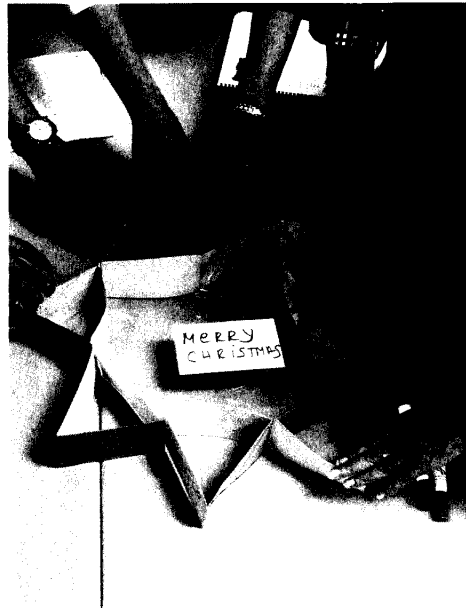
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I. Purpose :

美國疾病管制局 SMDP(Sustainable Management Development Program)所開設的 MIPH(Management for International Public Health)訓練班，於每年秋季舉辦一次為期六週的課程，這個課程已邁入第十二年，以訓練訓練者(Training of Trainer) ，增強其在公共衛生領域上管理訓練者之能力為主要導向，除了訓練公共衛生高階人才外，也累積所有畢業生返國執行公共衛生管理的成果及經驗之回饋。

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II. Process :

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Week Four

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- Strategic Communications
- Marketing
- Healthy Plan-*it*™

Week Six

- Leading Change for Results
- Prepare and Present Country Work Plans
- Graduation and Closing Ceremony

III. Feedbacks :

I really have to say that it was a wonderful training program for public health professionals at the managerial level like myself. The structure of the 6-week course covered diverse fields of public health related topics in management. The course provided a broad view from an environmental perspective to micro-organizational health system. It ranged from leading the positive change in macro-society with strategic advocacy and communication to building personal relationships in constructive conflict resolution, time management, behavioral style analysis, priority settings, and collaboration and coalition forming skills.

There are four themes in the MIPH course: managing in an organization, managing public health programs, managing in a changing environment, and training of trainers. I will briefly discuss my knowledge absorbing processes and feedbacks on learning and participating in these modules respectively.

Managing in an Organization



MIPH Course

Team building is a management issue that has factor in providing quality public health cooperation and remaining competitive in community health promotion. It serves as a facilitator for a group of people working towards a common goal productively. I've learned that 'whole > sum' is a feature of a team that is working well together and the most effective form

of team building is undertaken as a form of consultancy rather than a pure training.

The Behavioral Style Analysis training strengthens communication skills in the workplace or at home. It intensifies the “people sensitivity” and appreciation of others and enhances and understands the dynamics of relationships. Most of all, it improve my decision-making abilities.

One of the conditions to be a CDC branch director is to be charismatic. Therefore, the leadership course was not only beneficial to me, but also it helped me understand and explain facilitative leadership by developing an action plan to implement in Taiwan.

In an organization, a conflict is more or less inevitable. Due to the natural presence of conflict among people, I’ve learned to identify its ingredients, such as need, perceptions, power, values, and feelings and emotions and construct a conflict management strategy. Conflict is not all negative but rather it can be healthy when effectively managed. It sometimes can render growth and innovation, new ways of thinking, and additional management options. Therefore, learning how to well utilize the pros and cons can lead the organization into an efficient and effective team.

Human resource management is a significantly important topic due to it determines the quality of organization as a whole. Some issues were discussed in the training course, such as compensation and benefit, compliance issues, employee performance, employee relations, employment, labor relations, professional development, resignation, and time and attendance. It is a complicated management technique by developing an effective appraisal tools and hiring outstanding staff.

One of the courses was called “time management”, but I would think that it wasn’t managing time, but rather a personal or the organizational

efficiency. Before going to the next step in managing myself, I've understood the importance to know the aspects of personal or organizational management that are needed to be improved, and thus subsequent actions can be taken.

Marketing is the key to introduce an organization to its outside world in a constructive way. The purpose of the public health organization is not to conserve itself in a secular world, but rather, it should be a communicating-friendly organization for general public to seek relevant health information. It is also in accordance with the goal of universal equality of health information access with marketing strategies and plan targeting straight to the market niche.

Managing Public Health Programs



Problem solving/evidence-based decision making as a guideline for priority setting and quality improvement. Work plans and program budgets as a blue print and a financial foundation for public health program to function. Monitoring and evaluating as a continuous process to assure meeting performance standards. Basic flow analysis were discussed for every public health channels to be sufficiently smooth and timely efficient. Identifying flow-obstructive problems is the key fore conducting the analysis for a future public health policy suggestions.

Managing in a Changing Environment



Environment is just like demographic structure and social fluidity that is ever changing even only in a subtle way. Recognizing the simple change framework would help develop a toolkit for implementing change leadership and developing individual change leadership skills. Another interesting model is the force field analysis, a technique to help making decision by weighing pros and cons. The aim is to strengthen force supporting a decision, and reduce impact of opposition to it. Advocacy is a movement to speak out the thoughts that are needed to channel out to target population to increase awareness on specific issues.

There are universal principles that govern relationship development. When I talk about donor relations, I have to understand the Relationship Development Model, and learn how to identify potential donors. For example: "What goes around, comes around." Similarly, there are "universal" truths regarding the nature of data within relationship development. For example, people and organizations may play many roles over time or at the same time, and they may play them within multiple relationships. All in all, competitive and well-targeted proposal is desirable as a result of the participation of thorough panel review.

An effective collaboration and coalition building was required at the end of the presentation. It allows the understanding of the importance of collaboration in public health and the distinct difference of its complex

relationships. Understanding key factors and analyzing the behavior using the model provided would assist in collaboration.

Media is another significant friend and enemy to public health officials. It is the most important sources of information on public health for general public, but it is sometimes misinterpreted and selectively biased that could be contradicting to the will of public health officials. The course provided us a thinking tank about many possible mistakes made in interviews with reporters. The name of the game is to get what we want to say clearly and succinctly out via media to society.

The cutting-edge, on-the-spot, issues of health systems reform and health care financing were discussed in the course. The debate concerning health systems' financing reform is characterized by a lack of consensus about the problems of the existing system, their causes and potential solutions. Part of the difficulty is that the way in which we view the organization and financing of health care is colored by numerous factors - political, social, philosophical, cultural and economic. It is still a tough issue to get resolved, but it was good to bring it up for public health managers to be aware of the current debate.

Strategic and tactic communication for organizations has their differences. Identifying audiences would aid in developing communication strategy. The 5 steps of Strategic Communication would facilitate in decision-making. In the category of managing the changing environment, building partnerships for effective advocacy would render potential impact with a successful coalition. Techniques were acquired in-class, and now is the time to apply different techniques and skills to incorporate public health policy-making and evidence-based medicine in real-life management.

Training of Trainers



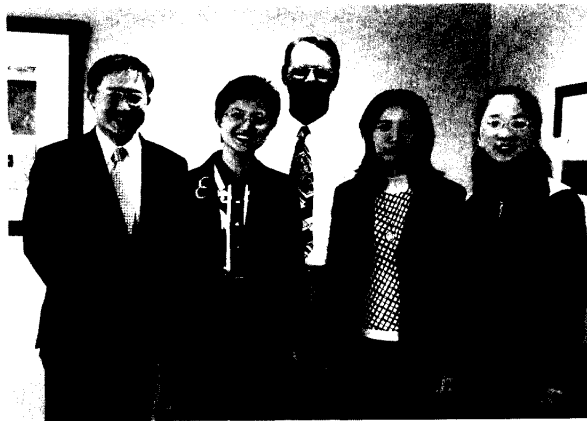
Effective Communication Skills comprised two-day workshop designated to cover basic communication skills, with emphasis on effective presentations and on providing effective feedback. Participants practice the skills as they are presented and conduct a five-minute presentation the second day, followed by feedback from their peers. By this activity, I was able to understand the value of presentation skills, such as pausing and breathing, eye contact, stance, gestures, vocal variety, extemporaneous speaking, prepared organized and effective presentations, and leading to a constructive classroom discussions. Besides the above skills, I also benefited from providing feedback either positive or negative for improvement.

Conclusion



Mutual feedbacks and updates from members of the 2003 MIPH course are still ongoing. I've heard that many of them significantly benefit from the course, like myself, by applying what they've learned at the CDC to their on-site job force. By collecting public health professionals from all around the developing world, the course provided all members with a

global health perspective to open the visions for an open-minded administrative management skill. The course facilitated me to get exposed to a variety of themes and material with practical exercises. After graduating from the MIPH course, one of the numerous benefits is that I can get an in-country technical support such as conducting assessments, developing local curricula, planning workshops, and supervising in-country “management learning projects.” All the above statement is out of empirical feedback and personal experience. It is hope that more and more public health managers in Taiwan would have the same opportunity as mine to benefit from such an informative and practical program to contribute to the public health system in Taiwan, to make it a model for most Asian countries.



IV. Suggestions :

- ◆ 因應知識爆炸時代的來臨、從事公共衛生者都應具備更專業、更前瞻性的眼光，尤其在台灣經濟蓬勃發展，政治處處受挫之時，在無法順利加入 WHO 之際，應鼓勵公務人員出國進修研究，尤其美、日、歐等先進國家，除了經驗交流外，更能有實質的合作關係。
- ◆ 增加中階主管國內外進修之機會，隨著高等教育的普及，應鼓勵員工進修，並有良好的配套措施。

