

CONTENTS

List of Figures, Tables, and Exhibits	xi
Preface	xv
Acknowledgments	xxi
The Author	xxiii
Chapter 1 The Work of Managers in Health Programs	1
Key Definitions	2
The Work of Program Managers in Terms of Core and Facilitative Activities	7
Core Activities in Program Management Work	7
Facilitative Activities in Program Management Work	12
Roles Played by Program Managers: The Mintzberg Model	17
Competencies That Underpin Program Management Work	20
Managing Health Programs Ethically	24
Managers and the Success of Programs	29
Appendix A: Example of a Health Program: The Global Health Program of The Bill and Melinda Gates Foundation	35
Appendix B: Example of a Health Project: The Mass General Care Management Project	37
Chapter 2 Developing/Strategizing the Future	39
Developing the Underlying Theory of a Program	40
Using Program Theory and Logic Models in Establishing and Maintaining Effective Stakeholder Relationships	42
Developing/Strategizing Activity	44
Situational Analysis: Determining a Program's Current Situation	45
Reconsidering and Revising a Program's Current Situation	54
Assessing and Controlling Performance to Achieve Desired Results	59
The Link between Developing/Strategizing and the Performance of Programs	66

Writing a Business Plan	67
Planning for Interventions Undertaken by Programs	69
Chapter 3 Designing For Effectiveness	81
Creating Organization Designs	82
Key Concepts in Formal Organization Design	83
Application of the Key Organization Design Concepts	99
Informal Aspects of Organization Designs	102
Designing Program Logic Models	107
The Staffing Process in Health Programs	109
Chapter 4 Leading to Accomplish Desired Results	119
Leading Defined	120
Influence and Leading; Interpersonal Power and Influence	121
Motivation as a Basis for Leading Effectively	123
The Ongoing Search to Understand Effective Leading	139
Toward an Integrative Approach to Effective Leading in Health Programs	151
Chapter 5 Making Good Management Decisions	161
Decision Making Defined	162
Involving Other Program Participants in Decision Making	163
Key Characteristics of Management Decisions and Decision Making in Programs	166
The Decision-Making Process	168
Chapter 6 Communicating for Understanding	203
Communicating: Key to Effective Stakeholder Relations	204
A Model of the Communication Process	208
Barriers to Communicating Effectively	211
Communicating within Programs	217
Communicating with External Stakeholders	222
Communicating When Something Goes Wrong	226
Chapter 7 Managing Quality—Totally	237
Quality Defined	239
Measuring Quality	241
Managing Quality	242
A Total Quality Approach to Managing Quality	243
Patient/Customer Focus	244

Continuous Improvement	245
Teamwork	254
Chapter 8 Commercial and Social Marketing	269
Commercial Marketing	270
Social Marketing	270
Commercial Marketing in Health Programs	271
The Five Ps of Commercial Marketing	276
Social Marketing in Health Programs	288
Conducting Social Marketing Initiatives in Health Programs	289
Ensuring the Success of Social Marketing Initiatives	294
Ethics Considerations in Commercial and Social Marketing Strategies	295
Appendix C: A Step-by-Step Social Marketing Process	303
Chapter 9 Evaluating	309
Program Evaluation Defined	310
What Do Program Managers Evaluate?	311
Program Theory and Logic Models	312
Types of Program Evaluations	316
The CDC Framework for Conducting Program Evaluations	318
Standards in the CDC Evaluation Framework	319
Steps in the CDC Evaluation Framework	320
Index	341