

Public Health Prevention Service

Guide for Health Organizations to Request a Fellow

The Centers for Disease Control and Prevention's (CDC's) Public Health Prevention Service (PHPS) invites you to assist in providing an opportunity for the professional development of early-career program managers. PHPS is requesting applications from public health organizations for 2-year field assignments in program management for up to 23 PHPS fellows. Field assignments last from October 2012 to October 2014.

Eligible health agencies or organizations (hereafter referred to as organizations) include the following:

- State and local health departments
- U.S. territorial health departments
- Indian Health Service area offices
- Federally-recognized tribes with established public health department structures (or their equivalent) providing public health services to their tribal members
- Other health-related organizations (e.g., community-based organizations, foundations, and universities) that are involved with the community's health

The purpose of the 2-year field assignments is to provide PHPS fellows with high-quality work in the area of program management including (but not limited to) the following:

- Development and implementation of management decisions
- Analysis and formulation of program and policy recommendations
- Involvement in budget design, preparation, and monitoring
- Workforce planning and development
- Implementation and management of science-based interventions
- Provision of technical assistance and programmatic consultation on epidemiology-based projects
- Evaluation of public health programs
- Development and implementation of planning processes
- Communication of public health information via various media formats to audiences with diverse backgrounds
- Development of partnerships to advance public health programs and priorities

All salaries, benefits, and PHPS-related travel expenses will be the responsibility of the PHPS training and service program. In addition, PHPS will provide PHPS fellows with limited assistance for relocation to the field assignment.

Background

PHPS is a 3-year training and service program for postgraduate master's-level professionals interested in a public health management career. PHPS fellows develop and enhance skills in program management while working with experienced CDC staff and their professional partners in public health organizations nationwide. This unique program is designed to develop public health professionals who successfully apply science and theory to today's public health realities — and are prepared for entry into public health leadership and management careers.

All PHPS fellows have advanced degrees in public health or other related fields including (but not limited to) the following areas:

- Public policy
- Health sciences
- Health education
- Public administration
- Business administration
- Social work

During the first year of the 3-year program, PHPS fellows work with experienced staff in public health prevention and control programs throughout CDC. They participate in training activities that include, seminars, evaluation projects, temporary duty assignments, and conferences. These are designed to provide PHPS fellows with essential public health management skills. During the second part of the program, PHPS fellows are placed in 2-year field assignments with public health organizations (governmental and non-governmental) to apply skills that develop, deliver, and evaluate public health programs or intervention strategies.

Hosting a PHPS Fellow

The following information and guidance is provided to assist eligible health organizations interested in hosting a PHPS fellow.

PHPS Fellows' Qualifications

PHPS provides health organizations with qualified PHPS fellows. Our PHPS fellows have the following degrees, interest, and experience:

- Master's degree in public health or a management-related field from an accredited college or university
- Strong interest in a public health leadership and management career
- At least one year of public health-related work experience prior to entering the program
- One year of on-the-job training at CDC

In addition, PHPS fellows have the following qualities:

- Ability to function as part of a multidisciplinary team
- Leadership and management potential
- Experience in assimilating and analyzing complex information
- Critical thinking and analytic problem-solving skills
- Ability to adapt quickly to changing environments
- Links to CDC program activities and key personnel

Professional Mentoring and Supervision

Mentoring is a vital component of the PHPS program. Host health organizations must be prepared to commit time and resources to the mentoring of our PHPS fellows.

Field Supervisors

PHPS requires all host health organizations to assign a primary and secondary field supervisor to the PHPS fellow. Both field supervisors must be full-time staff actively involved in the programmatic activities of the PHPS fellow.

Field supervisors are required to agree to the following:

- Commit to a minimum of 10 percent work time (at least 4 hours weekly) for mentoring activities and performance feedback
- Orient the PHPS fellow to program-specific areas, policies, and protocols
- Provide technical guidance for all work assignments
- Monitor the assignment ensuring meaningful work experiences and activities are provided
- Facilitate and assess successful completion of assignment-specific skill sets (based on the PHPS performance requirements)
- Assist the PHPS fellow in identifying additional professional development opportunities
- Facilitate mentoring linkages with appropriate staff
- Submit periodic PHPS assessment and feedback reports to the PHPS office
- Participate in ongoing communication with PHPS advisors, including site visit(s)

The primary supervisor will serve as the main point of contact for the PHPS program and will also serve as an approving official for some administrative requirements such as leave requests. The secondary supervisor will serve in this role, in the absence of the primary supervisor.

PHPS Advisor (at CDC)

PHPS advisors provide overall supervision, guidance, and direction to PHPS fellows and facilitate completion of PHPS performance requirements throughout the 3-year fellowship by performing the following activities:

- Serve as a resource for the field assignment supervisors
- Work closely with the primary field supervisor and PHPS fellow on professional development experiences, activities, and evaluation during the assignment
- Provide direction through consistent feedback to the PHPS fellow on overall performance
- Provide mentoring and guidance to the PHPS fellow in achieving fellowship performance requirements

Ongoing Professional Development

PHPS strongly encourages the host health organization to support the ongoing professional development of PHPS fellows while serving in their field assignments. Health organization supervisors and the PHPS fellows should identify opportunities that develop skills relevant to the PHPS performance requirements. Host health organizations are encouraged to support the costs for professional meetings or conferences during the 2-year field assignment to foster professional growth and development. In addition, host health organizations are expected to support the PHPS fellow's attendance at a minimum of one national conference during the duration of the assignment. Ongoing professional development includes (but is not limited to) the following:

- Seminars, conferences, and workshops
- Site visits to local communities
- Teleconference training
- Web-based training
- Field and case studies
- Job shadowing experiences

Except for PHPS-related training, expenses associated with the professional development of PHPS fellows are the responsibility of the host health organization.

PHPS Performance Requirements

The host organization should be committed to providing a stimulating learning environment that leads to attaining PHPS performance requirements.

PHPS performance requirements serve as the framework for structured training, experiential learning, and work experiences for PHPS fellows. Applications must demonstrate that the field assignment will lead to achieving PHPS performance requirements. The following URL provides a list of the PHPS performance requirements:

http://www.cdc.gov/phps/FieldAssignments/Performance_Requirements.html.

Workplace Support

PHPS fellows must be supported by the office, clerical, and administrative requirements needed to complete their assignment. Public health organizations should provide the following:

- Personal desk with adequate work surface and telephone
- Private filing space
- Computer with CD-ROM drive, speakers, Internet access, and necessary software (e.g., Microsoft Word®, or other processing, statistical, and graphics software)
- LAN connections (if appropriate)

Process for Requesting a PHPS Fellow

To host a PHPS fellow, the health organization must determine a suitable assignment that addresses a public health need, provides challenging tasks, and meets the requirements of PHPS. The health organization will submit a full application that details the assignment. This application will be reviewed by the PHPS program and related CDC programs to determine suitability. Those health organizations with an accepted application will be invited to participate in a matching process by reviewing professional bio-sketches of the PHPS fellows, and participating in informal discussions and formal interviews. Final matches are based on the health organization and PHPS fellow preferences, as well as programmatic considerations.

PHPS will host two conference calls to review this Health Organization Request Guidance and answer questions potential host organizations may have. These calls will take place on the following dates:

- December 7, 2011, 2:00–3:00 p.m. ET
- January 4, 2012, 2:00–3:00 p.m. ET
 - Conference call phone number: 1-866-792-0019
 - Passcode: 9437414

Step 1: Application Submission

The purpose of the application is to provide a description of the proposed assignment and the activities the PHPS fellow will undertake. The application must not exceed ten (10) pages (including attachments). **Note: A Letter of Intent (LOI) is no longer required; all selections will be made based on the application.**

The proposed assignment outlined in the application will be evaluated by the PHPS office to determine if it provides a challenging and meaningful experience, allows the PHPS fellow to develop and apply skills, provides for ongoing mentoring and appropriate supervision, and meets the overall objectives of PHPS and PHPS performance requirements.

Full Application Review

Applications must be complete, address the full application requirements, and demonstrate the following:

- A strong public health need
 - Consistency with overall objectives of PHPS and relevance to PHPS performance requirements
 - Clear description of scope of work, major activities, performance requirements, and products

- Ability to provide hands-on work experience
- Provision of ongoing, supervision, mentoring, and coaching of the PHPS fellow
- Demonstration of organizational support for the PHPS fellow
- Ability to offer professional development opportunities for the PHPS fellow in program management

Note: Incomplete applications will not be considered.

Application Requirements

Part I: Organization and Supervisor Information

1. Organization and program office.
2. Type of health organization. Please select from one of the following:
 - Community-based organization
 - Local health department
 - State health department
 - U.S. territorial health department
 - Indian Health Service area offices
 - Tribal organizations
 - University or other academia
 - Private public health organization
 - *Other (please list)*
3. Mailing address, overnight mailing address (if different).
4. Primary supervisor: name, degrees, title, mailing address, telephone, fax, and e-mail address.
5. Secondary supervisor: name, degrees, title, mailing address, telephone, fax, and e-mail address

Part II: Statement of Need

1. Identify (list) and describe the public health or program management need(s) (e.g., childhood obesity, preparedness planning, infrastructure development) to be addressed by the PHPS fellow.
2. Describe the populations served (e.g., older adults, infants or children, at-risk populations)
3. Describe key partners and their roles in collaborating with your organization on this health problem or concern.

Part III: Assignment Description

1. In a paragraph, briefly summarize the proposed assignment activities.
2. List the PHPS performance requirement(s) addressed by the assignment. **Note: Failure to include the PHPS performance requirements will result in a lower score for the application.**
3. For each PHPS performance requirement identified, describe the major activities the PHPS fellow will undertake to address the requirements and identify the following:
 - End product(s)
 - Level of responsibility (e.g., coordinator, analyst, team member) **Note: PHPS fellows cannot provide direct supervision during this two (2) year field assignment.**
 - Timeline for accomplishment
 - Funding source associated with this program, including type of grant (cooperative agreement, grant, or contract), and issuing agency or program.
 - Role of supervisors and other identified staff in project and their availability to provide guidance and mentoring
4. Describe how these major activities contribute to achieving the overall mission of your organization.

Part IV: Organizational Structure

1. Describe the program area, department, or organizational unit within the health organization where the assignment will be based.

2. Describe the workplace support (e.g., office setting, computer equipment, clerical and administrative support, peer support, dedicated resources) that will be provided to the PHPS fellow
3. Describe opportunities available to the PHPS fellow for professional development. (e.g., supported training, site visits, job shadowing, participation in meetings).
4. Identify potential travel requirements for the PHPS fellow in support of assignment activities. This should include procedures for reimbursement to the PHPS fellow.

Part V: Supervision and Mentorship

1. Identify primary and secondary supervisors and describe their supervisory and mentoring experience.
2. Describe how supervisors will provide direct supervision and on-the-job training.
3. List the primary duties and responsibilities of the primary and secondary supervisors.
4. List any other staff who will be providing ongoing guidance and assistance related to the PHPS fellow's activities.

Part VI: Supporting Documentation (included in the 10-page limit)

1. Letter of support from the director of the health organization (mandatory).
2. One-page letter of support from a health department for applicants that are not a local or state health department or Indian Health Service area office (strongly encouraged).
3. An organizational chart of existing and proposed staff (optional).
4. A current curriculum vitae or résumé for each supervisor (not to exceed two pages each, optional).

Submission

1. Create the application with Microsoft® Word. Use a 12-point font, single spaced. Do not exceed 10 pages, including supporting documentation
2. Submit to PHPSAssignments@cdc.gov
3. Use the subject line **PHPS Application** followed by your organization name. For example: PHPS Application: Anywhere County Health Department.
Applications submitted by mail or fax will *not* be considered.

Deadline

The full application must be received by midnight, Eastern Time (ET), January 20, 2012.

Communication

All correspondence will be sent to the primary supervisor identified in the application. The primary supervisor is responsible for communicating all PHPS-related information to the secondary supervisor and other staff within his/her organization as appropriate.

Step 2: Open Recruitment

All health organizations submitting a full application may participate in telephone recruitment of PHPS fellows. Open recruitment is a two-week period (March 26 – April 6, 2012) that allows for open discussion between PHPS fellows and public health organizations about the following:

- Expectations
- Interests
- Questions and concerns regarding the proposed assignment

Health organizations are provided with a professional bio-sketch for each PHPS fellow. PHPS fellows are provided with the full applications. Discussions about the interests and qualifications of the PHPS fellow and the needs of the health organizations are encouraged. After open recruitment, PHPS fellows will select the organizations they wish to

invite to CDC (in Atlanta) for the PHPS Interview Day.

Step 3: Interview Day

Once identified, PHPS invites selected public health organizations to Atlanta for formal interviews (PHPS Interview Day) with interested PHPS fellows. Primary supervisors are expected to participate, and all travel-related expenses are the responsibility of the public health organization.

Health organizations are notified of matches with PHPS fellows by July 13, 2012.

Timeline

November 29, 2011	Call for proposals (applications) announced
December 7, 2011 and January 4, 2012	Technical assistance and instructional conference calls.
January 20, 2012	Deadline for receipt of full application (before midnight, ET)
January 27, 2012	Confirmation of application receipt via email to public health organizations
March 1, 2012	Selected public health organizations notified
March 2, 2012	Non-selected public health organizations notified
March 16, 2012	Bio-sketches of PHPS fellows sent to public health organizations for review prior to open recruitment.
March 26 – April 6, 2012	Open recruitment — public health organizations are encouraged to recruit PHPS fellows for proposed assignments.
April 12–13, 2012	Selected public health organizations are invited to the PHPS Interview Day.
June 20–22, 2012	Public Health Leadership and Practice Training Institute — public health organizations invited.
June 23, 2012	PHPS Interview Day — Atlanta
July 13, 2012	Public health organizations notified of matches with PHPS fellows.
October 2012	Field assignment begins
October 2014	Field assignment ends

More Information

For more information, please contact

CDC PHPS Office
404-498-6120

E-mail: PHPSAssignments@cdc.gov
<http://www.cdc.gov/phps>

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Public Health Prevention Service Sample Full Application

Part I: Organization and Supervisor Information

Organization: Anywhere County Health Department, Division of Family Support and Wellness

Organization type: Local public health department

Mailing address: 1234 West Avenue, Hope City, GA 30000

Primary supervisor: John Doe, MPH, Epidemiologist

Mailing address: Same as above

Phone number: 404-555-9311. Fax: 404-555-9310. Email: john.doe@ACHD.com

Secondary supervisor: Jane Smith, MPH, Division Director

Mailing address: Same as above

Phone number: 404-555-9312. Fax: 404-555-9313. Email: jane.smith@ACHD.com

Part II: Statement of Need

1. Public health or management problem to be addressed by the PHPS fellow. Chronic disease and obesity.

According to the 2008 Behavioral Risk Factor Surveillance System (BRFSS), 51% of Anywhere County adults are overweight or obese. County-level data from Georgia Department of Community Health from 2002-2006 provide evidence that African-American and Hispanic or Latino adults are most disproportionately affected. The 2009 Youth Risk Factor Behavior Survey indicates that 12% of Hope City high school students are obese, and an additional 15% are overweight. Based on 2007 Georgia Student Survey data, almost twice as many students of color as white students were overweight or obese (34.5% versus 18.2%). The groups most affected were African-American and Hispanic or Latino children.

ACHD has made notable strides in obesity and chronic disease prevention particularly over the past five years through its involvement in Steps toward a Healthier Anywhere County and more recently through the Georgia Statewide Health Improvement Program (SHIP). County Administrator Joseph Williams has supported efforts to improve the health of residents in the county including his own initiative Homegrown Anywhere County which is focused on increasing urban agriculture and access to fresh, locally-grown produce. PHPS fellow will play a major role in the planning, coordination, and implementation of this initiative as part of the SHIP team. A final exciting development has been ACHD's recently being selected as a grantee of CDC Communities Putting Prevention to Work.

With the recent state and national-level investments in obesity and chronic disease prevention, a shift in focus has occurred from individual and community-based programming to a broader focus at the policy, systems, and environmental levels. This shift in focus has been accompanied by a loss of funding for community-based programs. This PHPS fellow assignment involves an intentional and targeted approach to sustain community-level engagement of cultural communities in obesity and chronic disease prevention efforts. Multicultural Health Storytelling is an engagement approach that honors written and oral folk traditions and has shown to be effective at engaging cultural communities around issues of health in Anywhere County. Coordinating a community engagement process within and across cultural communities using this approach will provide a culturally rich, innovative PHPS field assignment with many opportunities for leadership and engagement with city, county and state agency leaders, public officials, and elders of cultural communities. The PHPS fellow will participate in all phases of the community engagement process including: conducting an inventory of relevant literature and lessons learned from the previous Multicultural Health Storytelling Process; planning the engagement process by liaising with cultural community leaders, community-based organizations and county-level advisory committees;

providing leadership and coordination during implementation of the project plan; and synthesizing and communicating the implications of the engagement process on current and future county and state-level decisions related to obesity and chronic disease prevention efforts.

2. Populations served.

The priority populations for this project are six cultural communities in Anywhere County. Based on the 2008 American Community Survey, communities of color comprise over 36 percent of the Anywhere County population. The communities that will be the focus of this assignment and their percent of the county overall population are: Black/African American (18%), Hispanic or Latino (12%), and Asian (4.4%). In addition, other immigrant and refugee groups will be targeted in this project.

3. Key partners.

To implement the project, the PHPS fellow will serve as liaison between the ACHD staff team, other county departments, content experts, and culturally-specific, community-based organizations and committees. Key collaborators include: the Hope City Health Agenda Community Advisory Committee which represents six Anywhere County cultural communities and will contribute to the design, implementation and evaluation of the project; the Anywhere County Public Health Advisory Committee which advises the County Council and ACHD on policy matters; and the Garrison School of Medicine Prevention Research Center (PRC) will provide technical assistance on qualitative data analysis and program evaluation.

Part III. Assignment Description

1. Scope of the assignment

The PHPS fellow will plan, develop, and implement a *Multicultural Health Storytelling Community Engagement Process* to build upon and sustain engagement of cultural communities in efforts to prevent obesity and related chronic disease. To ensure this process is informed by current obesity and chronic disease efforts, the PHPS fellow will be a core member of a multidisciplinary team charged with implementation and evaluation of the *SHIP* grant and the *Communities Putting Prevention to Work* grant in Anywhere County. The team includes research and policy directors, program evaluators, and program and policy leads. The PHPS fellow, with guidance and support from both the primary and secondary supervisors, will manage the *Multicultural Health Storytelling Process*, and communicate findings and recommendations to key stakeholders and decision makers involved in obesity and chronic disease prevention efforts such as the *SHIP* and *Communities Putting Prevention to Work*.

2. PHPS Performance Requirements Addressed by Assignment

1. Conduct a public health assessment.
2. Develop a plan for a public health program or initiative.
3. Implement a public health program or initiative.
4. Evaluate a program component or intervention strategy and prepare a summary.
5. Analyze a public health policy related issue and prepare a written response.
6. Communicate public health information to a lay audience using a variety of media.
7. Communicate public health information to professional audiences.

3. Description of major activities for each performance requirement.

ACHD has been working in collaboration with culturally-specific, community-based organizations in the area of obesity and chronic disease prevention for over five years. In 2008, ACHD implemented a *Multicultural Health Storytelling* process similar to the proposed project; as a result, the PHPS fellow will be able to tap into a wealth of networking opportunities, culturally-diverse and experienced staff, and

community-level support from representatives of the advisory committees and communities. The PHPS fellow will be a member of the *SHIP* team, a group of 15 staff who are charged with the implementation and evaluation of the county's obesity and chronic disease prevention-related grants. A smaller, dedicated workgroup consisting of *SHIP* team members and other relevant stakeholders will convene regularly to plan, develop and implement the *Multicultural Health Storytelling Engagement Process*. The PHPS fellow will be the lead convener of this internal, project workgroup. The assignment description is explained in detail in the following paragraphs. See Table 1 for a summary of the assignment performance requirements, activities, level of responsibilities, general timelines, dedicated resources, and end products. This project is funded by CDC Communities Putting Prevention to Work grant through the State Department of Community Health.

Multicultural Health Storytelling Inventory (addressing PR 4, 6, & 7)

The PHPS fellow will be provided with literature, reports, videos, stories, and lessons learned from the previous *Multicultural Health Storytelling Process*. Through review of these materials, conversations with leaders and elders in each of the cultural communities, libraries and online sources, the PHPS fellow can explore and inventory existing health-related short stories that have been translated into English. The goal of the literature review and inventory is to better understand: what occurred previously; how it occurred; the role of and approaches to storytelling in specific cultural communities; lessons learned; and creative or innovative recommendations that could be brought forward into a similar *Multicultural Health Storytelling Process*. **End Products:** Informed development of culturally-specific engagement approaches to the storytelling process. The primary supervisor is the project manager and will be available to orient, provide resources, and assist the fellow in understanding the Multicultural Health Storytelling Process.

Finalize Project Plan, Evaluation Plan and Timeline (addressing PR 2, 4, 6, & 7)

The PHPS fellow will present a summary of what was learned from the *Multicultural Health Storytelling Inventory* to the Hope City Health Agenda Community Advisory Committee and project workgroup in order to obtain their input regarding development of project and evaluation plans. By incorporating the feedback obtained, the PHPS fellow will draft plans and share them with members of the Hope City Health Agenda Community Advisory Committee and other stakeholders as appropriate. Once feedback is obtained and revisions made, the project plan will be finalized for implementation. **End Products:** Development of project and evaluation plans that describe appropriate and specific approaches within each cultural community. The primary and secondary supervisors will provide guidance on developing the evaluation and implementation plans.

Implement and Manage the Multicultural Health Storytelling Process (addressing PR 3 & 6)

The PHPS fellow will manage the *Multicultural Health Storytelling Process* by coordinating project-related activities and interfacing with leaders of six cultural communities. One of the first implementation tasks will be to identify and select committed, engaged community-based and institutional partners through existing ACHD or committee connections. As culturally-specific project partners are selected, the PHPS fellow will convene these individuals and decide upon a strength-based theme for the storytelling events hosted within the partner's respective community. The PHPS fellow with support of other ACHD staff will coordinate logistics of the storytelling events in each community including the delivery method of storytelling at each event. Storytelling events may need to be staggered and occur in different communities at different time periods. The PHPS fellow and other ACHD staff will play key roles during the storytelling events including set-up/take-down, welcoming guests, meeting facilitation and note taking. After events have been conducted, the PHPS fellow will convene cultural leaders to interpret meaning from the storytelling events. **End Products:** A) Development of contracts with culturally-specific storytelling partners as needed. B) Coordination and implementation of up to 12 storytelling events within six cultural

communities. C) Implementation of process evaluation activities. D) Coordination of video-recording of storytelling events.

Assessment and Evaluation Activities (PR 1, 4, & 5)

The PHPS fellow will work in collaboration with the primary supervisor to develop appropriate evaluation tools for the *Multicultural Health Storytelling Process* that will be shared with the Hope City Health Agenda Community Advisory Committee and the identified culturally-specific partners for feedback. The PHPS fellow in collaboration with other ACHD research staff will carry out project-specific evaluation activities and analyze collected data. The PHPS fellow will likely convene an additional meeting to discuss cross-cultural themes and culturally-relevant recommendations with the cultural leaders. Based on thematic summaries of the storytelling events, summaries of the meetings to interpret meaning from the events, and the meeting to discuss specific recommendations, the PHPS fellow will then draft a report. The draft report will be shared for feedback with the key project stakeholders.

Due to the breadth and depth of work at ACHD that is focused on obesity and chronic disease prevention, the PHPS fellow will have ample opportunity for building upon or refining research and evaluation skills during this assignment. ACHD evaluators are charged with developing appropriate evaluation plans, creating community health assessment and evaluation tools, conducting assessments and evaluations as well as conducting surveillance activities for *SHIP* and *Communities Putting Prevention to Work* grants.

End Products: Development of a summary evaluation report that includes lessons learned and culturally-relevant implications on current and future obesity and chronic disease prevention efforts. This report could take the form of policy recommendations for systems, environment, and other underlying factors that affect obesity and chronic disease outcomes.

Communications Activities (PR 6 & 7)

As storytelling activities come to a close in all six communities, the PHPS fellow will outline a brief communications plan. The purpose of the communications plan is to describe how ACHD will reconnect with storytelling partners, public officials, participants, and cultural communities to share the results of the engagement process. The PHPS fellow will coordinate the development of any communications products and materials such as reports, DVDs, newsletter articles, or brochures. The PHPS fellow will also have the opportunity to present results of the engagement process to various stakeholder groups using a variety of presentation methods, such as slide presentations, conferences, or webinars. Finally, the communications plan could include identifying journals for publishing an article about this innovative project. **End**

Products: Work with partners to develop a DVD of the *Multicultural Health Storytelling Process*, produce a community report of the findings or other publications, conduct a slide presentation for appropriate stakeholders, and to present at conferences.

- 4. Describe how these major activities contribute to achieving the overall mission of your organization.**

The mission of ACHD is: to promote health equity in Anywhere County and meet the unique needs of our population by providing leadership and fostering partnerships. Furthermore, a division-level goal relevant to this project is to foster “physically-fit residents.” The major activities of the PHPS fellow assignment (as described in Part III: Assignment Description) are integral to the ACHD mission as well as the above-stated goal. ACHD is a leader in obesity and related chronic disease prevention efforts in the state and has been recognized at a national level. Nonetheless, health disparities persist on our community. In order for ACHD to sustain its success and momentum in the area of obesity and chronic disease prevention, all cultural communities in Anywhere County must remain engaged. The PHPS fellow assignment will be an important part of making certain various levels of engagement can continue to occur, while building stronger ties with community partners.

Table 1. Major Activities to Address Performance Requirements
Performance Requirements, Major Activities, Level of Responsibility, Timeline, Resources and End Products
PREPARATION & PLANNING

Perf. Req.	Major Activities	Level of Responsibility	General Timeline	Dedicated Resources/Staff	End Products
4,6,7	Multicultural Health Storytelling inventory. Review documents, stories and lessons learned from prior multicultural storytelling process; create an inventory of health-related short stories by culture using interviews, libraries and online sources; and propose recommendations/ modifications to storytelling process.	Analyst	First six months	Primary and secondary supervisors Project work group Committee members Literature and resources Computers and word processing software	Informed development of culturally-specific engagement approaches to the storytelling process.
2,6	Finalize project plan and timeline. Present proposed project plan to <i>SHIP</i> team and partnering committees for feedback. Make appropriate revisions and share final plan with partners.	Manager, Lead coordinator	First six months	Primary and secondary supervisors Project work group Committee members	Development of a project plan that describes appropriate and specific approaches within each cultural community.
2,4,6	Finalize evaluation plan and timeline. Present proposed evaluation plan to <i>SHIP</i> evaluators and make appropriate revisions.	Evaluator	First six months	Primary and secondary supervisors Project work group Committee members	Development of an evaluation plan that describes appropriate and specific approaches within each cultural community.

IMPLEMENTATION & REPORTING

Perf. Req.	Major Activities	Level of Responsibility	General Timeline	Dedicated Resources/Staff	End Products
2,6	1. Manage the Multicultural Health Storytelling Process. Coordinate events within six cultural communities in collaboration with project partners. Identify committed, engaged, community-based and institutional partners through ACHD or advisory committee member connections. Define in collaboration with project partners a strength-based theme for the	Manager, Lead coordinator	Continuing over the two-year assignment	Primary and secondary supervisors Funding Committee members Selected storytelling partners or consultants Project work group <i>SHIP</i> team	A. Development of contracts with culturally-specific storytelling partners as needed. B. Coordination and implementation of up to 12 storytelling events within six cultural communities.

	storytelling events. Coordinate logistics of engagement process including coordination of events, communications, and linguistic access or interpretation. Select methods of storytelling delivery. Conduct storytelling events, interpret meaning collaboratively, and develop themes during each event.			Administrative support as needed ACHD interpretation and translation services ACHD communications department, as needed	C. Implementation of process evaluation activities. D. Coordination of video recordings of storytelling events.
1,4	Evaluation activities. Develop appropriate evaluation approaches, tools, and instruments for an engagement process. Develop and/or implement other assessment, evaluation, surveillance, and reporting activities with lead evaluator of obesity and chronic disease prevention grants. Analyze data collected. Prepare a summary evaluation report of engagement process with findings and implications on future policy and practice.	Team member, evaluator	Continuing over the two-year assignment	Funding Primary supervisor Computers and word processing software ACHD interpretation and translation services Mr. Rock Dr. Eugene	Development of a summary evaluation report that includes lessons learned and culturally-relevant implications on current and future obesity and chronic disease prevention efforts.
5,6	Communications activities. Develop a communications plan. Reconnect with storytelling partners, participants and communities by sharing results of the process and practical implications. Explore publication venues of findings.	Lead coordinator	Final six months	Project work group Committee members Primary and secondary supervisors Dr. Eugene ACHD staff	Work with partners to develop a DVD of the <i>Multicultural Health Storytelling Process</i> , produce a community report of the findings, and conduct presentations to appropriate stakeholders and at conferences.
2,3,6,8	Other possible department activities. Assist in emergency preparedness activities (flu clinics, drills, and exercises). Participate in advisory committees of interest. Pursue grant opportunities as appropriate.	Team member	Continuing over the two-year assignment	ACHD staff	Depend on projects and activities PHPS fellow chooses.

In order to obtain a thorough introduction to the project and ACHD, the following activities will take place upon the fellow's arrival. See **Table 2** for a summary of the orientation and training activities.

Orientation and Project-Related Training

The PHPS fellow will be a member of the county health department and will have exposure to public health professionals that work in a wide variety of other areas such as lead poisoning prevention, school-based clinics, youth and gang violence prevention, teen pregnancy prevention, emergency preparedness and reduction of infant mortality. The first month of the PHPS fellow assignment will involve familiarization with ACHD personnel and core functions of the department. It will also involve an in-depth orientation to the *Multicultural Health Storytelling* process involving key ACHD staff who participated in 2010.

Planned activities and trainings during the first month include: a one-day orientation to the Hope City; a two-hour course on ethics in the workplace; orientation to department policies and procedures including HIPAA and data privacy; online training for emergency preparedness; and an up-to-date orientation to ACHD's current obesity and chronic disease prevention efforts.

During the first six months of the assignment, the PHPS fellow will have opportunities to receive training directly related to obesity and chronic disease prevention interventions, assessment and evaluation approaches, qualitative data collection techniques, as well as data collection and project management tools.

Table 2. Orientation and Project-Related Training

Major Activities	General Timeline	Dedicated Resources
1. ACHD Orientation. Includes general orientation to department policies and procedures, orientation to Hope City, current obesity, and chronic disease prevention efforts and online emergency preparedness (EP) training.	First month	Primary and secondary supervisors ACHD Staff Online EP Training Human Resources Staff
2. Project-related training. Ethics and data privacy training. Select as needed training courses through ACHD for project management, budget planning, meeting facilitation, computer software programs, and focus group facilitation.	First six months	Project work group SHIP team County-sponsored continuing education and training
3. Meet with project partners. Meet for the first time with team members and the chairs of each advisory committee described in Part II: Statement of Need. Convene project workgroup meetings. Attend appropriate team, workgroup, and committee meetings.	Continuing over the two-year assignment	Primary and secondary supervisor Committee members Project work group SHIP team

Part IV: Organizational Structure

1. **Describe the program area, department, or organizational unit within the health organization where the assignment will be based.**

The assignment will be organizationally located within the ACHD, Division of Family Support and Wellness. The PHPS fellow would be housed at the ACHD office in the heart of downtown Hope City, which connected by skyway to major downtown shopping, business and recreation venues. The PHPS fellow will work closely with the SHIP team, which comprises a group of multidisciplinary staff of the ACHD Research and Program Development Division and its Policy and Community Program Division. The team is responsible for the implementation and evaluation of the health department's \$2,650,000 and

\$513,000 SHIP grants from Georgia Department of Community Health. This team will eventually include any additional staff that is hired to implement and evaluate the Communities Putting Prevention to Work grant. The proposed primary supervisor is the project manager and SHIP team lead evaluator and the secondary supervisor is the division director.

2. **Describe the workplace support (e.g., office setting, equipment, computer, and clerical, administrative, and peer support and dedicated resources).**

The assignment would be located within ACHD, Division of Family Support and Wellness, in downtown Hope City. The PHPS fellow would have the equipment and support required by the CDC to perform the proposed assignment successfully. This includes a private cubicle; private phone with voicemail; a computer with Windows® XP software networked with the county's computer system; Internet and Email access; CD-ROM, Microsoft® Office 2010, statistical and other software required for the assignment; filing and storage space; and printer, fax machine, etc. The ACHD offers office support and resources to conduct assignment activities, such as those needed for making transportation and travel arrangements, copying materials, office supplies, etc.

3. **Describe opportunities available to the PHPS fellow for the professional development.**

The health department training budget would support the PHPS fellow to attend at least one national conference, such as APHA. The PHPS fellow would also be able to attend any state, metro area, or university conference (or training) appropriate to the assignment and his or her interests. The health department will support the PHPS fellow to participate in local and CDC-related project opportunities that might require extended travel (e.g., emergency response). The PHPS fellow will also have an opportunity to shadow supervisors and other leaders at ACHD and community meetings.

4. **Identify any potential travel requirements for the PHPS fellow in support of assignment activities.**

The fellow will potentially travel to various communities to conduct focus groups and meeting with partners to gather information for the Multicultural Health Storytelling Process as well presenting the findings of the project at national conferences. Since the fellow is not a state employee, he/she will not be eligible to drive a state owned vehicle to offsite meetings. The fellow will drive his/her own car, record the mileage driven for each trip, and submit a monthly mileage claim to the program's administrative assistant for reimbursement. The Administrative Assistant will assist the fellow with travel arrangements for national conferences such as paying for conference registration with an ACHD purchase order and airline tickets with ACHD credit cards. However, the fellow will pay for the lodging with his/her own credit card and submit a travel reimbursement request with hotel and ground transportation receipts to the administrative assistant. ACHD will reimburse the fellow for lodging and per diem within 15-30 days so that he/she will not incur any interest on his/her credit card.

Part V: Supervision and Mentorship

1. Primary and Secondary Supervisors supervisory and mentoring experience.

Primary Supervisor: John Doe, MPH is an epidemiologist for ACHD as well as the SHIP Evaluation Team Leader. Mr. Doe's work in public health has included international, state, and local-level needs assessments, program evaluation, research on health disparities, and community-based research. He was a health educator with the HIV/AIDS and Child Survival Program in Honduras for the Peace Corps between 1998 and 2000. Prior to joining ACHD, he was the Hispanic Advocacy and Community Empowerment through Research (HACER) director from 2002 through 2006. He has over 15 years of supervisory and mentoring experience (staff, fellows, and interns) and will be directly involved in (and oversee) the PHPS fellow's activities. He also supervises four full-time, and two part-time staff.

Secondary Supervisor: Jane Smith, MPH has been the ACHD Division of Family Support and Wellness director for 5 years. In that role, she directly supervises 5 staff and oversees a division of 20 employees. She was both a primary and secondary supervisor for two previous PHPS fellows (1998 and 2003) and will be actively involved with guiding this fellow in the community assessment process. She has supervised numerous staff for 13 years and has mentored many graduate students and interns over her career. She has over 20 years of experience in promoting systems change, policy development, and implementation. Mrs. Smith has been personally engaged in the department's Multicultural Health Storytelling initiative.

2. **Briefly describe how each of the supervisors will be involved with the day-to-day activities, direct supervision, and on-the-job training.**

Primary Supervisor, John Doe, MPH is the project manager for the *Multicultural Health Storytelling* initiative and the SHIP Evaluation Team Lead. Mr. Doe will be directly involved in all phases of the *Multicultural Health Storytelling* initiative. Mr. Doe will provide extensive, initial one-on-one training and orientation related to the *SHIP* and *Communities Putting Prevention to Work* grants, how the work on those grants is relevant to the *Multicultural Health Storytelling Process*, and vice versa.

Mr. Doe plans to spend at least four (4) hours per week to provide on-going, one-on-one mentorship and consultation (as needed) in addition to weekly check-in for the first few months and biweekly check-in meetings thereafter. The level of responsibility will be tailored to fellow's readiness. Mr. Doe will be actively involved in the project work group and attend community meetings as appropriate with the PHPS fellow. Training will be provided to the fellow on how to conduct focus groups, focus group facilitation, and qualitative data analysis.

Secondary Supervisor: Jane Smith, MPH will participate in the project work group, will meet with the PHPS fellow and the primary supervisor as needed to plan and implement the project, and will attend community meetings as appropriate. She will assume the primary supervisory responsibilities when the primary supervisor is not available. She also plans to take the PHPS fellow to county and state budget meetings.

3. **List the primary duties and responsibilities of the primary and secondary supervisors.**

Primary Supervisor: John Doe, MPH. In addition to his role as the lead evaluator for *SHIP* grant, project manager for the multicultural health storytelling process, and his future role in the *Communities Putting Prevention to Work* grant; Mr. Doe will be the evaluator for a Gang Prevention Coordination grant through the Office of Juvenile Justice and Delinquency Prevention. He maintains on-going surveillance data and measures for County Administrator's Youth Violence Prevention initiative as well as the Hope City's work in lead poisoning prevention. The PHPS fellow will be offered an opportunity to be exposed to these aspects of his position as well and may contribute to these projects in the future.

Secondary Supervisor: Jane Smith, MPH. As division director, she oversees the budget and business plan for the ACHD Division of Family Support and Wellness, maintains relationships with Hope's mayor and city and county council members, works with other county leaders on issues of mutual concern and supervises 5 staff who report directly to her. She is a member of the National Association of County and City Health Officers Health Equity and Social Justice Strategic Directions Team, is a longstanding member of the Hope City Office of Minority and Multicultural Health Advisory Committee, and sits on several community boards. While the time commitment to participate in these activities is significant, the connections she has established at the community, local, state, and national levels are assets to be leveraged in supporting the work of the PHPS fellow.

4. List other staff who will be providing ongoing guidance related to the PHPS fellow's activities.

Mr. Guy Rock (statistician), Guerline Jean (public health liaison), and Dr. Eugene (epidemiologist) from ACHD will be available to provide ongoing guidance and mentorship to the PHPS fellow. Additionally, the PHPS fellow will have interaction with various public health professionals from ACHD, PRC, City University Greene School of Public Health, and other community based organizations. These professionals will be available to provide guidance to the PHPS fellow's activities as needed.

Anywhere County Health Department
1234 West Avenue, Hope City, GA 30000
Phone: 404-555-9310/Fax: 404-555-9301

January 15, 2012

Cindi Melanson, MPH, CHES,
Director, Public Health Prevention Service
Scientific Education and Professional Development Program Office
Centers for Disease Control and Prevention
1600 Clifton Road, MS E-92
Atlanta, GA 30333

Dear Ms. Melanson:

Anywhere County Health Department (ACHD), Office of the Director, is very pleased to support the application to place a Public Health Prevention Service fellow with the Division of Family Support and Wellness within our health Department. One of the division goals is to reduce obesity and chronic disease in our county. This project, Multicultural *Health Storytelling Community Engagement Process* — that the fellow will be involved in — is very important to the county's efforts to build capacity at the community level and foster an environment for our residents to be "physically-fit." This assignment supports our organization's mission to promote and protect the health, safety and quality of life of residents, visitors and those doing business within Anywhere County.

The PHPS fellow will be working with a multi-disciplinary team of public health professionals on a project that supports our efforts to prevent obesity and related chronic disease.

We hope you will give ACHD's application strong consideration for placement of a PHPS fellow.

Sincerely,

Ms. Yvonne Smith
Director, Anywhere County Health Department
1234 West Avenue, Hope City, GA 30000
Phone: 404-555-9310
Fax: 404-555-9301
Email: Yvonne.smith@ACHD.com