

The Role of Storytelling in Organizations

CDC Performance Improvement Managers Network Call

April 26, 2012

Today's Presenters: Deb Koester

Moderator: Liza Corso, CDC/OSTLTS

Name (Operator) : Welcome and thank you for standing by. At this time all participants are in a listen only mode. After the presentation there will be a question and answer session. To ask a question at that time you may press star one on your touch tone phone and record your name at the prompt. This conference is being recorded; if you have any objections you may disconnect at this time. I would now like to turn the meeting over to Ms. Liza Corso. Go ahead, ma'am, you may begin.

Liza Corso: Thank you. Welcome, everyone, to the April Performance Improvement Managers Network Call. I'm Liza Corso with the Office for State, Tribal, Local and Territorial Support, and I'm joined here today in the room by several colleagues from OSTLTS. We are delighted that you could join us for today's call. This is our fourth call this year in the monthly webinar series for performance improvement managers. The PIM Network is a forum intended to support all performance improvement managers in learning from each other as well as from partners and experts in the field. These calls are a way for members of the network to get to know each other better, learn about best practices in quality improvement and performance management, and share information about resources. We think today's call is especially exciting because it's intended to serve as a training in storytelling as related to the successful communication of NPHII grantee activities. But before we introduce our speaker, let's review some of the technological features of today's call.

For those of you who are not able to access the web portion, you may refer to the slides that were emailed to you yesterday. For those of you on the Live Meeting site, you'll see the slides on your screen. You can also download these slides via the icon at the top right of the screen – it looks like three sheets of paper. And if you're on the web, you will also be able to see the other sites participating in today's call by looking at the attendees under the link at the top left. We have two ways to take your questions and feedback today. First, you may type in your questions and comments at any time using the Q and A box, which you can find by clicking "Q and A" in the toolbar at the top of your screen. Second, we will open the lines for discussion after our presenter has finished. So please mute your phone now, either by using



your mute button or by pressing star six on your phone's keypad. Please note we will announce the identity of those submitting questions via Live Meeting. If you'd prefer to remain anonymous to the group in posing your question, please just type "anon" either before or after your question.

Today's call will last approximately one hour. The call is being recorded and the full presentation will be archived on the OSTLTS PIM Network web page. We'll be conducting a few polls on today's call, and we'll have our first poll right now. I'll introduce each poll question, and when I announce that the poll is open, you may cast your vote. So, our first poll question, as usual, will give us some idea of who is participating on the call. Please indicate your affiliation. Local health department, state health department, tribal, territorial. So the poll is open. We can see who... who's on the phone. Okay. Great. And our next question will give us an idea about how many people are on the line today. We know sometimes some of you participate with multiple people in the room. So, how many people are there in the room – are you all by yourself? Great. Well, thank you for participating in the polls. We also want to hear your feedback about today's call, so we'll have a final poll at the end of the call and you can tell us what you thought about the call today.

Now I'd like to present our presenter today, Dr. Deb Koester. Dr. Koester currently provides support to the Office for State, Tribal, Local and Territorial Support at CDC on a number of initiatives. She obtained her master's degree in nursing as a nurse practitioner, and prior to that spent many years coordinating clinical research and program evaluations. Deb holds a doctorate in nursing practice and public health, health policy, and preparedness from Purdue University and is currently completing a PhD in public administration and leadership. Her background in public health includes significant work that aligns with NPHII goals, including performance management, quality improvement, accreditation readiness, health improvement planning, and strategic planning – all the favorite topics we like to work with you on, Deb. So Deb, now the floor is yours.

Deb Koester: Thank you very much, Liza. I'll go ahead and move to the first slide. I'm very pleased to be here today to present this training on the topic of storytelling in organizations. You know while the notion or concept of storytelling, we all know is thousands of years old, in the business environment, it is still relatively new. It really didn't begin to gain a lot of momentum until about the year 2000, just a decade ago, when four executives from some of the most well-known businesses you know - IBM, Xerox, and World Bank - each in a different way came to realize how important storytelling was to their role in their organization. In 2001 they hosted a seminar called "The Storytelling Passport to the 21st Century." They had no idea what type of response they were going to get and how much interest there was in the business environment on this topic. So they very quickly learned how much interest there was because they had to move the venue for the meeting twice to accommodate the large registration.

Today, just a decade later, there are annual conferences and work groups on business storytelling around the world. And in just those few short years, organizational storytelling has also become recognized as its own discipline from an academic perspective. So you'll find that there's a wealth of information in the management literature now as well. So while there's a handful of individuals began to try to better understand the power of a good story within their own organization in the year 2000, it's



now really thought to be key to growth and sustainability in many Fortune 500 companies. Stories help people learn. They help us digest information. They help us share information. So they really inspire us and help us to be more creative.

As we look at the slide on the objectives, the purpose of today's webinar is really to spend some time briefly talking about why storytelling is important in organizations, how the concept of storytelling can link to NPHII and the work that each of you are doing in the public health field, to share some tips with you, to begin to think around the concept of storytelling and communicating outcomes of NPHII, and then share with you a new storytelling template developed by the OSTLTS staff to support that.

The next slide you'll see is entitled organizational storytelling. Storytelling can really bring people together, and it can impact culture in any organization. It can convey information in really effective ways, ways that a chart, or a graph, or a budget really cannot. Stories tend to have a mental imprint and really touch our unconsciousness in a way that those graphs do not. A good story simplifies the world around us and is something that we can better understand. And in that same way a business story starts from your organization or even your community can really be told with a very specific purpose – to share real results, your real experiences, and real outcomes so that we can demonstrate impact.

On the next slide, imagine if each person on today's call was to put a microphone in every break room, by every water cooler or water fountain, in every elevator and every stairway of your health department. And you collected all the stories that were told over a period of a month and then proceeded to categorize them. What do you think people in your organizations talk about? Research has been done to do this exact thing. And it's found that there are very specific categories of what people talk about. People talk of course about other people. So and so got a promotion. They talk about work itself. How to do it, how to do it better. People love to tell stories about their organization. Every organization, every community has legends. And I expect that you could each call one up very quickly in your memory right now.

The behavior of people in organizations shows our social bonding. At some point, if not today, this week, I expect that you were in a meeting, and before that meeting started, all the chit-chat that occurs, kind of, before that meeting settles down and actually begins, really demonstrates social bonding within an organization.

People talk about the past. Every organization has a history. And this is sometimes one of the most powerful categories because the past can sometimes determine the future. People also talk about the future. Where their organization is going – formal or informal vision.

So as we move to the next slide, I would ask you to think about what makes a good story. Every good story has many attributes. Each of you could list what you believe to be the attributes of a good story. I've included four on this slide to think about today, and you could certainly add to or change this list. The first is endurance. Good stories endure because they're lasting. They may get changed a bit over time as they're told over and over and by various people, but they're enduring. If you think for just a minute, I suspect that you could think of a story that is a timeless legend in your organization, whether



it's about previous leadership, the ways things used to be, remember when so-and-so was here and we worked on a particular project. So stories endure.

The second attribute about stories is salience. Stories have salience when they kind of touch you in some way, when they create an emotion. Most often we think of when something is funny, when something's clever, or when it's meaningful to us because we have something in common with the message of the story.

The third attribute that I would mention today is sensible. Stories make sense to us when they are logical. They help us to understand things. A good story can help influence the interpretation that people give to facts. And that becomes very important in telling the stories of the work we all do. So we know that people will interpret facts to mean whatever the story tells them to.

And then the fourth one that I've mentioned for today is comfort. Is the information comfortable? Is it accepting to us and can we relate to it?

On the next slide, stories as an organizational tool. In your roles as performance improvement managers, the potential for storytelling can be a very powerful professional tool for you. It can allow you to improve or enhance communication in the very innovative work that you are doing. You are working with organizations and communities to build trust, to share information, sometimes celebrating accomplishments. Certainly as you are problem solving or working through a particular challenge. So communication... it makes a very good tool for communication.

Storytelling is also a knowledge management tool in your organization, which simply means it can create understanding about new concepts or complex concepts. So new concepts like accreditation, performance management, quality improvement, as examples, again, of the work that you are doing.

Storytelling and the outcome or impact of a story can be used as a call to action within your organization. And it can be used as a marketing tool to get messages out, both within your organization, to staff, and outside your organization, with partners and stakeholders. Those are just a couple of the examples that you see on the list there.

As we move to the next slide we wanted to spend just a few minutes thinking about the value now of storytelling to public health in particular and to NPHII specifically. So we'll go ahead and move ahead to the next slide.

We know two important things about stories. The first would be that they need context. They are told at specific times and specific places and for specific reasons. So the timing of stories is important.

And the second would be when you tell a story, people listen, and they remember. The work of NPHII, your work, is nearly two years old now. And so at CDC, as the OSTLTS team is looking back, they're seeing incredible work that has been and is being done by all of the grantees. And as they look forward, what they see are even more activities and accomplishments that you will continue to build on. Each and every NPHII grantee has a story. And in fact if you look at the set of activities that you're doing each



year, you have a set of mini-stories in describing the work that you're doing in your state, your tribe, your territory, or your community. The work that you are doing is novel and it's innovative. And there's something for public health to learn from each and every NPHII activity. So storytelling is one opportunity to understand and communicate what NPHII is accomplishing, and how you are laying the ground work for improvements to the health of the public. So when you tell your NPHII stories, public health will listen and remember.

As we move to the next slide... and there are many opportunities that can come from telling NPHII stories. You are creating new knowledge. And the new knowledge that you are creating can be a driver for sustainability of performance management and quality improvement in public health, just as one example.

Building skills around storytelling means building a capacity to communicate what is sometimes very difficult and complex messages in a very compelling way. Your work again is cutting edge. No doubt challenging at times. But it is novel in many ways to public health and to the broader public health field. So storytelling is an opportunity for each grantee to share your knowledge, your lessons learned, and to contribute to broadening everyone's understanding of organizational change and performance management and quality improvement in public health as well as accreditation, workforce development, and, ultimately, how to effectively improve health outcomes.

As we move to the next slide. A key role of OSTLTS, and in support of OSTLTS mission, is to disseminate stories about the implementation of public health practices in the field. And so while it includes NPHII, it really is even bigger than NPHII. It spans a broad range of public health performance management and quality improvement, but also other public health topics. And OSTLTS calls these stories "Public Health Practice Stories from the Field." So to support all health departments in sharing their practices from the field, they've developed a template to help frame stories so that health departments can submit to OSTLTS so that they can be shared. You received a copy of the template with your PowerPoint for today, and as you look at it, either now or after the call, you'll see that the template is very straightforward, has some very key guidance and pointers in developing the story to its fullest potential. Specific sections are laid out with word limits included in the guidelines for you, and following each section in the template you'll find a self-check which outlines the criteria that would be relevant to that section that you might review as you are developing your story.

We'll go ahead and move to the next slide. I've included a couple of examples of NPHII stories that have already been developed, and you may have seen these on the CDC web site. We're going to use them today to walk through some of the examples in the template. So we thank New Jersey and Tennessee and Virginia for their collaboration in developing these stories. Each of them can be accessed again on the web site, and when you're able to read them, you'll see that – I have New Jersey's pulled up now – they were able to utilize technology to update their influenza reporting system and they were actually able to improve that reporting from 2-3 weeks to just 2-3 days.



As we move to the next slide. Tennessee engaged internal and external stakeholders, and they used performance improvement methodologies to increase both efficiency and effectiveness of vital records reporting processes. And even given the challenges of the existing economic climate that you are all practicing in, they were able to identify some very strategic opportunities that enabled them to advance use of their IT and move from a paper-based system to a paperless, electronic vital records reporting system.

And then the third story on the next slide. Virginia was able to demonstrate really strong leadership, performance improvement, and collaboration, and they were able to save 1.2 million dollars annually on their IT costs in their agency, increase their Medicaid family planning program by 32 percent in terms of enrollment, and improve organizational-wide efficiency by combining 118 databases into one dashboard. So we thank them for their stories.

We'll go ahead and move to the next slide. We want to spend just a few minutes today walking through the CDC Public Health Stories from the Field template with you and then we'll have some time for some questions and some dialogue. On the next slide – in the copy of the template that you received with the PowerPoint for today's webinar, you'll see that it provides a framework for submitting a story. And for each of the things that you see listed on this slide, we'll talk briefly about each in the next few slides. I would add here that as you think about the stories that you might have and you might submit, think about the process for developing that story and the opportunity where you might involve a team that worked on a project or colleagues that were involved in the project. And so writing the story can actually be a very engaging and team-oriented effort if you choose to do so – I would encourage you to think about how you might do that in your organization or with your partners that you worked with.

The next slide: Develop a Great Story Title... Last. We all know that we can make a clear, compelling first impression by writing a great title for our story. But a good title can be really hard to come up with. So sometimes you know the title before you ever write the first word, but often that's not the case, and that's certainly okay. I find it helpful to write the story first, and then the title last. From the time that you begin your story, whether you're writing it or you're working with a team and colleagues, to the time you have a final draft, you may find that that story evolves and the messages sometimes look very different. So the title you select in the beginning may not still be the best title in the end.

And the next... just a few more words about the title and developing your title. So again I recommend that you write your story first. Think about your audience. Re-read the story to see if anything comes to mind for a title, and if nothing really does, go ahead and start looking for some key words and jot them down and then work from there. Again, making it a team effort you can use brainstorming, your QI tools, prioritization, to give the process some structure. You could certainly use that if you chose to.

And then once you have your title and your story, vet it. Ask others to read the story and the title and provide feedback. Does it fit? Does it really capture the impact and the essence of what we accomplished in this effort? To the right on the slide you see a self-check box. And you'll see self-check



boxes included for each section of the template. And so at that point it's just additional information for you to consider as you prepare to submit your story.

On the next slide we've included a couple or each of the titles for the three states. And as you look at them you see New Jersey – Advancing Technology to Improve Efficiency. Tennessee is Strengthening Data Systems for Performance Improvement. And Virginia is Saving Money, Increasing Efficiency, and Improving Public Health. So you really want to look for really powerful verbs. And if you go, there's the luxury we have with technology today, and you Google a list of power verbs, you'll get just a ton of web sites that help you or provide you with a list of verbs that you can look at. It may be that there's one there that you hadn't considered that's the right fit for your title.

Let me talk for just a minute about general style guidelines, and this information, again, will be included in the template. You'll want to write as concisely as possible. There will be word limit for each section in the template. But you really want to make the most of the words that you are allowed, using plain language, not jargon, keeping the messages simple and concise. If you'd like to provide a bulleted list of key points, that certainly would be acceptable. And trying to write in an active voice versus a passive voice, would be preferred. Limiting use of acronyms just as when we're writing narratives. Spell it out the first time and then certainly use that acronym if you choose to after that. And just be as specific as possible in describing the work that you've done.

On the next slide on writing a descriptive paragraph, you know in general when you're writing a paragraph for a program or a project or a process description, or your accomplishments or your impacts, it may help to brainstorm the details first and make some notes so that you can be very attentive to the details. You really want to show the reader what you mean, so having that to draw on may be helpful. And then you can review and vet the paragraph for clarity, accuracy, succinctness, etc.

And the next slide is a few more notes on writing a descriptive paragraph. If you are writing about a specific QI process or project, you can use the structure of that to really build from your problem statement or your AIM statement or goal statement. You likely drafted those a couple of times in the process of conducting your project and worked to make them very measurable and very concise. So they will serve you very well in telling a story.

Use your data. The evidence that you have to substantiate your story; in the same way that data drives your decision making in performance management and quality improvement, you can use that, certainly, in writing your story. To the degree that you can, quantify impact. In terms of whether it's the number of staff involved, the time saved, dollars saved, fewer steps to state your outcome. And then think the thought process around the rationale. Why was that project important for your organization? Why the outcomes were important to your community. Why it's important to public health and to work on now.

On the next slide you'll see the self-check box and it's really going to reiterate some of the information that I've just reviewed, but it gives you some additional thoughts as you're comparing, you're reviewing this against what you've written.



On the next slide, under Program Description, in the template you'll be asked to write a description of your program, project, or process – whatever it is that you are submitting. And as you're writing, you want to think about how you can create a written image for the reader. So I've listed some additional points on this slide that will reiterate some of the messages we've already touched on such as logical sequence, timeline, etc., so that what you write makes sense to the reader. You want to describe as much as you can so that others clearly understand your process and program.

And then moving to the next slide. Once you've written the program description, again you'll find a self-check box with a few reminders to consider. And you'll see that they link back to one of the previous slides on who, what, when, where, and why, and answering those types of questions to really articulate the work that you've done.

The next slide is describing accomplishments and impacts. The template is also of course going to ask you to describe accomplishments and impact. And, again, you want to think measurable. You might think of your accomplishments as having three parts: What happened, who benefitted, and what was the measurable result or the impact. And then once you've written that, as we move to the next slide, you'll see the self-check box, again from the template, and it's going to really encourage you to identify outcomes using your data and to the degree possible including specific numbers where you're able to do that.

The next slide then includes some sample accomplishments and impacts from our three states. And again you can see reducing lag times down from 2-3 weeks to 2-3 days for New Jersey; identifying strategies to save more than 1.2 million dollars annually on information costs. So you look for the opportunities to build measurable impact into your story and into your key messages.

On the next slide, creating lessons learned. Finally, you'll find a section in the template on lessons learned. And this is really your opportunity to make recommendations to others: what you would definitely do the same, or perhaps what you would do differently. And it may be that this is a very people-oriented piece. How you are learning to work together on performance management and QI – that people side of QI and developing the capacity to do that. But also very much related to your topics and your outcomes.

On the next slide you'll find the self-check box for your lessons learned, and again, being as specific as you can. And then moving on to additional information. At the end of the template, you'll see that it's going to ask you for some additional information. And the first will be identifying key words or phrases. So if someone wanted to find your story in particular, what would those key word phrases be in order for them to do that. Some additional documentation. If you choose to submit also some photos, video, or quotes, they'll ask for a key contact person and permission to share the story with others. And then it will ask if your story has been cleared for release of the information by your agency.

We're back to developing a great title, so we've come back to the beginning of developing that title. And I would add to that once your story is written and you have written that title, take a moment to glance at the very first sentence of your story and the very last sentence. What engages people and gets them



interested in your story and what you leave them with. And then in thinking about next steps, and follow up today, I would ask that you take some time to think about the first 18 months of your NPHII work, and either on your own or with colleagues or a team, begin to brainstorm a list of possible stories that you could tell and then select one of those stories and using the information shared today, begin to write a draft of your first NPHII story. The Grantee Meeting is about two weeks away, and we'd ask that you bring two things to that meeting. The first would be the number of stories that you brainstormed that you could write. And the second would be your first draft story, however far along you are, even if it's not completed. And between now and then, if you're working on that, if you have questions, you can direct those to your project officer. But know that at the NPHII Grantee Meeting there will also be technical assistance available.

So we'll move to the next slide as we conclude this portion of the webinar. I would leave you with the following: Isak Dinesen said to be a person is to have a story to tell. But I would say to be a part of NPHII is to have many stories to tell. And with that, I will turn it back over to Liza.

Liza Corso: Thank you so much, Deb. That was wonderful, and I think it was very informative, and I imagine people are very happy to have this template in their hands. The list of additional resources that you've provided here also looks like they will be quite valuable.

We're going to take questions that were submitted by Live Meeting first. We've had a few that have come in. And then in a moment we will open the lines. And remember, once the lines are open, you'll want to be sure that your phone is muted. So please either press mute, or you can press star six to mute and then again to un-mute your line.

So first of all, one of the questions that came in through Live Meeting, "To clarify, stories do not have to be only organization-oriented, or can they be systems- or community-based also?" Deb, do you want to take that?

Deb Koester: Sure. You know the NPHII work is really could be either organization or systems or community oriented. It's really intended to communicate the work that you're doing. And we know that you're working both within your organizations as well as with many partners outside. So it can include both.

Liza Corso: Okay. Great. And let me also just take a moment to let folks know that I have a few other OSTLTS colleagues with me here in the room. Dr. Andrea Young, who is the Branch Chief for the branch that did a lot of the work in developing this Public Health Practice Stories from the Field template; Stacey Mattison, our Deputy Division Director; Harald Pietz, the acting Branch Chief for the-who I'm sure is a familiar name to everyone – but the Branch Chief for where NPHII exists; and Frances Rucker-Bannister, Performance Officer, for probably many of you. Also Melody Parker; of course you've gotten to see her name a lot as well. So as questions come in, I may direct some of these questions to people in the room with me here.



One other question that came in through Live Meeting: Does the project need to be 100 percent completed to submit a story?

Harald Pietz: Hi, this is Harald Pietz. The answer to that question would be no. We would like to see what your success is, in terms of your own opinion, and then as it gets submitted through your interim progress report or your annual progress report or just in your communication with your performance officer, if there's a good nugget of a story there, we would definitely like to work with you either through the capacity building assistance or directly from the branch or within OSTLTS to help develop the story to its fullest potential.

Liza Corso: Thanks, Harald. All right, we are going to then go ahead and open the lines in a moment.

Operator: All lines are open at this time.

Liza Corso: Okay. Wonderful. Are there any questions that people would like to share verbally? Okay. Well, while people are thinking about whether they have additional questions, another question just popped up on Live Meeting. "If we have a story that has been developed for another purpose, could we share that with you and use that instead of the template?"

Harald Pietz: Hi again, this is Harald. If the story's related to activities from your funding, then yes, we certainly want to be able to optimize all the good work that's being done in the field to promote performance improvement and accreditation readiness, etc.

Andrea Young: And in terms of the template, if you have the story, if you could, to the best of your ability, map it to the field standard template that we have shared with you, that would make our job easier and also make sure that we have kind of a consistent format for all of our stories and it will help focus you on the NPHII work that you're trying to articulate.

Liza Corso: Okay. And we have another question here through Live Meeting from Brynn Riley in Maine. "When we talk about storytelling, are you referring to success stories only, and do you consider that telling a success story a celebration? And when did that celebrate the initiative or achievement?" Great questions; in fact, several great questions are in there. So Deb, why don't you take an initial stab at it, and then perhaps some of the other folks in the room may have some additional thoughts.

Deb Koester: Okay. You know I don't think the intent is to focus only on success stories, but to really articulate the work that you're doing. Sometimes we learn the most when we have to go through repetitive PDCA or QI cycles. And so that's certainly okay to share. In fact, it becomes very informative for those that don't have to repeat that and what you've learned. So I think that certainly not only successes. I think you know as you build in to your project teams and your project work those times when you can stop among one another and celebrate and acknowledge each step of the way. But certainly when you have completed a process, even sometimes before you've demonstrated that impact, really acknowledging team members.

Liza Corso: Great, Deb. Anything else to add?



Harald Pietz: I thought that was a very appropriate response, Deb.

Andrea Young: If you look back at the template, there's that section on lessons learned. Great lessons are learned from things that didn't go exactly as planned, and it's important to share that with your colleagues so that they can learn from and not repeat.

Liza Corso: That's absolutely true.

Melody Parker: You should only have to fall down once.

Laughter.

Liza Corso: Are there any questions on the line?

Pamela Russo: Liza, this is Pamela Russo from the Robert Wood Johnson Foundation.

Liza Corso: Hi Pamela.

Pamela Russo: Hi. I just want to applaud this effort. It's so important. I'm wondering if you've got sort of a parallel for how you translate these stories into things you can tell your governing entity or the public or your grandmother. As written and described, they make total sense to somebody who's within the public health practice community but may not be the sort of lay language, big bang method you'd like to give your governing entity for example. So I was wondering if you see a parallel or a way to move, take these stories and translate them a little bit.

Liza Corso: That's absolutely true, and I know that the template does call for plain language and attempting to avoid jargon when at all possible, so there's often opportunities for coming up with different twists on stories depending on the audience. So with that said, Deb, do you have anything to add to that?

Deb Koester: Yes, I would. There are so many different stakeholders and sometimes different variations on the message of that story. And from the time when you develop your project team, I think something I've recently found either to be very effective is not only having a leader and having a scribe and sometimes you have a coach, but designate someone to be that PR/ communications person and their role is to really begin to look at who needs the message from this story and in what way do we need to reshape it for that particular stakeholder or the community or governmental or elected official or whoever that may be. So it's another nice role to build into your team from the very beginning.

Andrea Young: This is Andrea Young. I would elaborate on that. Internally for CDC, you'll see that we have spotlighted and Deb did a nice job of kind of walking through those examples of NPHII stories that are on our internet, so as your stories come in, and we kind of consider those stories... that comes in on the template and we will then print those stories which are developed or have potential to really point you to significant outcomes. What we'll do then, your project officer will reach out to you and we will bring in our communication team here at CDC and work with you to create the messaging and the story



for audiences that we want to share it with – broad audiences on the internet, and like Deb said, hopefully you have someone in your own program, in your own office which you can reach out to and have some communication expertise.

Liza Corso: Thanks, Andrea and Deb. Are there... and thanks, Pamela, for a very good question. Are there any additional questions on the line?

Melody Parker: We do have another question via Live Meeting. It's from Brenda Nickel, and she would like to confirm that we have the opportunity to create a story and bring to the NPHII meeting. Will this story be a work in progress, will we work on perfecting, or do you want something that's ready for publishing?

Frances Rucker-Bannister: Hi, this is Frances. The stories that we're asking you to begin to work on do not have to be a finished work; they can be a work in progress. I know many of you are starting some of the stories. So we're asking you to bring a work in progress and we're hoping that throughout the meeting you'll be able to gain some additional tips and things that you can use to further develop your story. And there will be some opportunities for technical assistance as well.

Melody Parker: And Frances there's a follow-up question from Jennifer Jones, and she wants to know if... (multiple voices).

Frances Rucker-Bannister: No.

Liza Corso: So, quickly, if everyone heard the quick no – that the story does not have to be the same as what was used for your technical assistance work.

Harald Pietz: We will take as many stories as you want to give us.

Liza Corso: Any other questions that might be coming in on the line that you'd like to share verbally? Okay. Well, I want to thank everyone for participating on today's call. I think this was very valuable, and hopefully we've given you some helpful tools for the work that you can do in helping to communicate your successes and lessons learned. But before we leave today, we do have one more poll and a few announcements. First, the poll. The last poll question is, "How would you rate the webinar overall?" So cast your vote, and please remember to send your questions and comments on today's storytelling training to your NPHII performance officer. If you'd like to give us any additional feedback on this call or suggest topics for future calls, please also email us at pimnetwork@cdc.gov. We hope you'll plan to join us on May 24th for our next call. Don't forget that you can view and download these calls and materials from the PIM Network web conference call series on our OSTLTS PIM Network web site. We'll see you again in May. Thank you again, Deb, for a wonderful presentation. Thank you everyone for joining, and goodbye.

Operator: This concludes today's conference presentation. You may now disconnect.

