

About the Authors

JANE C. NELSON, Ph.D., M.P.H. is Associate Director of the Center for Public Health Practice at the Rollins School of Public Health at Emory University. Since 1993, she has been the principal investigator of a multi-component applied research project funded under a cooperative agreement between the Association of Schools of Public Health and the Centers for Disease Control and Prevention (CDC). Much of this work has focused on the examination of theoretical constructs related to strategic planning and organizational change in public sector health organizations. In collaboration with public health practice partners in multiple states and regions of the United States, tools have been developed to assess change readiness as well as to enhance the capacity of public sector organizations to position themselves strategically in a turbulent health system environment.

Dr. Nelson is representing the Association of Schools of Public Health as an active workgroup member in the National Public Health Performance Standards Program (NPH-PSP) being developed by CDC's Public Health Practice Program Office and public health organizational partners. Using the Essential Public Health Services as a framework, NPH-PSP focuses on the design and development of performance standards (including model standards, indicators and measures) for public health systems, including state, local and governance versions. She is also participating in the CDC-sponsored National Association of County and City Health Officials (NACCHO) initiative, Mobilizing for Action through Planning and Partnerships (MAPP). MAPP is a tool to support a multisectoral community health improvement process utilizing strategic planning principles.

Drawing on her public and private sector management and applied research experience, Dr. Nelson has been a contributor to numerous national initiatives related to public health infrastructure and workforce issues. These initiatives include *Healthy People 2010* (specifically, objectives related to public health infrastructure), *The Public Health Workforce, An Agenda for the 21st Century* (1997), *CDC-ATSDR Workforce Development* (1999-2001). She is also an advisor-contributor to groups identifying and/or developing competencies for the current and future public health workforce; these groups include the National Public Health Leadership Network, the Council on Linkages Between Academia and Practice, and the Pennsylvania and Ohio Public Health Training Center.

DANIEL COHEN is a writer and communications consultant living in northeastern Pennsylvania. He has worked with a wide variety of health care organizations and human resource consulting firms over the past 20 years. He is the author and a contributor to several books and numerous articles. Daniel Cohen specializes in structuring large writing projects, translating highly-specialized, jargon-filled texts into straightforward English and in leveraging the time and energies of a diverse variety of subject area experts.

JOYCE D.K. ESSIEN, M.D., M.B.A. is founder and Director of the Center for Public Health Practice at the Rollins School of Public Health at Emory University and is a Commissioned Officer in the U.S. Public Service at the National Centers for Disease Control and Prevention (CDC). Her professional career spans the fields of academic medicine and public health within the private and public sectors.

Dr. Essien's current scholarship interests and technical consultations include: the design of collaborative models that improve health decision making and the deployment of health and health related assets at the local level to improve community health outcomes; the exploration of the contextual, organizational and behavioral determinants that impact the capacity of public health, health care organizations and agencies and local communities to assure the delivery of the Essential Public Health Services; the development of the specifications of data aggregation systems and information systems that provide decision support for priority setting, performance measurement, community-level measures of health status and quality of life, and policy development within local health systems; and the development of models/tools/methods that monitor change in health capacity and social capital.

Dr. Essien serves on the Steering Committee for MAPP; the Board of Trustees of the Kerr L. White Health Services Research Institute; the Advisory Committee of the Community Caring Network, sponsored by the Health Research Educational Trust of the American Hospital Association; and the Board of Trustees of the Atlanta Regional Health Forum. Dr. Essien is a 1999 recipient of the Women in Government Award sponsored by Good Housekeeping Magazine, the Council for Excellence in Government, the Rutgers Center for the American Woman and Politics and the Ford Foundation for her work with Zap Asthma, and was admitted in 2001 to the National Academies of Practice in Medicine for career achievements.

RICHARD (RICK) LOUDERMILK, the principal of Loudermilk Consulting in Oak Park, Illinois, has consulted with health systems in human resource management and the design of compensation programs utilizing competency-based job design and performance appraisal. He has worked with the Center for Public Health Practice since 1992. His primary interest is capacity-building by focusing on the development of organizational and individual behavioral competency areas. This work has included: field research with personnel in health districts regarding future roles; the identification, development and assessment of organizational and individual competency areas required across settings; and the design of human resource management systems that communicate work expectations, focus on competency development and provide guidelines for the management and recognition of competency improvement.

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Citation: Nelson JC, Essien JDK, Loudermilk R, Cohen D, *The Public Health Competency Handbook: Optimizing Individual and Organizational Performance for the Public's Health.* Atlanta, GA: Center for Public Health Practice of the Rollins School of Public Health, 2002.

Designed and printed in the United States by Affiliated Graphics, Inc./KITS, Atlanta, Georgia. Designer/Art Director: Kim Kenyon, Cartoon Illustrator: Tony Fitch.

ISBN 0-9718005-0-2.