

# Managing Health Education and Promotion Programs

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**Leadership Skills for the 21st Century**  
**SECOND EDITION**

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This book is dedicated to six beautiful Breckon grandchildren, Rachel, Joshua, Kyrstin, Victoria, Maddison, and Andrew and their grandmother. Additionally the three wonderful children of the Johnson family, Allen, Adam, and Elizabeth. Individually and collectively, they are our source of strength and energy. We hope that this book, in some small way, helps to make the world of the twenty-first century a healthier and happier place for them and all the children of the world.

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# Foreword

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How do you get ahead? When do managers move beyond merely running an organization to form their own style of leadership? As health organizations become more complex, the tools and skill sets of administrators also need to advance. Financing and funding resources are a battleground in healthcare that only the strong today will survive. *Managing Health Promotion Programs: Leadership Skills for the 21<sup>st</sup> Century* is a book that will enhance your vision and perception of a successful roadmap to follow. Written by two of the foremost authors in the field of health promotion management (Dr. Donald Breckon and Dr. James Johnson), their careers span a wide variety of both research and practical based expertise.

I wrote this forward for a number of reasons. My background as a past agency director, university grants director, health promotion and program management supervisor, and finally faculty member, give me the practitioner/scholar experiences well suited for this book (as you may also fill one of these or similar roles). During my thirty years of experience in the field of health promotion and administration, I have written five books and over 30 professional journal and magazine articles.

Another unique piece is my close relationship with both authors over the years.

The author of the first edition of this book, Dr. Donald J. Breckon, is past president of Park College in Parkville, Missouri. Dr. Breckon was my mentor while I was a student at Central Michigan University (CMU) during the 1970's. He was also my supervisor when I returned to CMU in the 1980's as a grants center director and feel he was the greatest professional motivator in my life. While I was a young scholar he told me, "Why just read the scientific literature when you can create it?"

In his many roles at CMU he inspired me to move my own career forward. As an author of approximately 150 articles, numerous book chapters/monographs and two nationally used textbooks he carved the path to my own research. Dr. Breckon and I still stay in touch now on a more personal level.

My first introduction to Dr. James Johnson was reviewing his extensive resume when he was recruited to join the faculty at CMU. His publications and professional experience was so exemplary I felt like a rookie. With 13 books and over 100 articles you can see why I felt this way. His previous administrative experience at the Medical University of South Carolina gives him an excellent viewpoint of higher education systems and health organizations. Every summer Dr. Johnson shares his international work with students by taking them to the World Health Organization in Geneva, Switzerland. When he was hired at CMU he was considered what is termed a “super prof.”

While these author’s bios are most impressive, they are not meant to overwhelm you, but to engage you to reach great heights in health promotion, education, and program management. When you want to learn to accomplish almost anything you emulate the best in the field. Catch a rising star and as it soars so will you. The many principles shared in this book will help you transcend and achieve your potential in managing health promotion programs. I know their guidance and wisdom has served me well over the years.

So here is a book that can serve both as a textbook or personal training guide. Included are in-basket assignments, case studies, comprehensive bibliography, action based concepts and discussion questions. It provides a full range of field studies to assist the reader answer questions in their own working environment.

Management and leadership principles cross many disciplines and this book shares a broad cross section of research. When I was in my master of public administration program we had students and research presented from a wide variety of content areas. Here the authors share their extensive experiences and knowledge for you to contemplate.

Now it is time for you to become the expert. Armed with the tools found in this book you can step out to find your own creative niche and successful path. Great personal and professional gain can result from being considered an expert in your given area of study. I believe this book will help you on your way to both a better understanding of health programs and insight to try new endeavors.

**Mark J. Minelli, M.A., M.P.A., Ph.D.**

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Central Michigan University

# Preface

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Managers are not born, they are made. A few are self-made, having learned what they know mostly from their experiences—by doing and by thinking about what they have done. Undeniably, this system works sometimes, as trial and error works for some, but it is terribly inefficient as an approach to developing managerial skills. Indeed, there are far better ways to learn to be an effective manager. While managers can and should learn from their own mistakes, they also can and should learn from the mistakes (and successes) of others.

Some managers are born into families where management issues are discussed at the dinner table, and they are prepared at a very young age to assume important positions in the family business. For these individuals, management is both “taught and caught” in relatively informal settings and through a series of jobs or positions. A few leaders in the health education and promotion field have a financial or management education and have learned health promotion applications on the job. An even smaller number have completed a master’s in business administration as part of their continuing education. However, the authors’ impressions are that most people in the field have a public health or health care background and are largely untrained for leadership roles. Several college preparatory programs do have introductory courses in administration of various health programs. One projected use for this book is as a required text for such courses.

The process of becoming a manager in the health education and promotion field is typically as follows. There are administrative tasks in most jobs. An educator that does them well naturally migrates to a position that is basically managerial in nature. Unfortunately, the individual, no matter how talented, can be woefully unprepared for the main tasks that make up the job. And of course the individual lacks sufficient time to complete another degree—the learning curve is too steep.

Educators who move into a management role usually develop a self-directed learning program of varying intensity and length. This book is designed to facilitate self-directed management development. It can be used as either an overview of the field

or a reference work. Even experienced managers get involved with new issues, and learning what others know about these issues can be a tremendous benefit.

The level of the discussion and the issues considered are appropriate for those who are inexperienced or untrained in the field. Although the book is intended to be wide ranging, not all issues that arise can be addressed in a single book. Most issues that administrators will face, however, are at least introduced.

The book has content, in-basket assignments, and case studies suitable for undergraduate or graduate courses in areas such as public health administration or management of health promotion programs. A bibliography is provided for those who want more detailed discussions of the topics presented.

A key element consists of the Action-Based Concepts found in most chapters and reprinted in Appendix A. These concepts are management principles that emerge from the discussions. They constitute, as suggested by the initials of the term, the ABCs of management. They are present in each chapter, but are also summarized in an appendix, so as to facilitate search and use strategies and review strategies.

The subjects covered by this book are not unique to the health education and promotion field. They are the same subjects found in most introductory college management courses. Moreover, the principles presented are not especially applicable to the administrative tasks that an educator has to perform. They are principles that a full-time manager who used to be an educator or that anyone who aspires to be a manager rather than an educator needs to know.<sup>1</sup>

This book is not about learning to become a better educator.<sup>2</sup> It is about learning to become a better manager or administrator or leader.<sup>3</sup> While some topics are addressed in both types of books, the perspective is different. In this book we seek to integrate our understanding of these topics in ways that are most beneficial to the student and to the practicing manager.

Good wishes go to all who read this book, along with the hope that your college course; continuing education program; or personal development plan is successful and prepares you to excel as a manager and leader in the field of health education and promotion.

---

## NOTES

1. A.O. Kilpatrick and J.A. Johnson, *Handbook of Health Administration and Policy*. (New York: Marcel Dekker, 1999). This extensive handbook contains over a thousand pages of information that every manager of health programs and organizations should have on their desk.
2. D.J. Breckon, J.R. Harvey, and B. Lancaster, *Community Health Education: Setting Roles and Skills for the Twenty-First Century*, 3d ed. (Gaithersburg, MD: Aspen Publishers, 1994). This book, an introduction to health education, is an example of the kind of text that can assist anyone who wants to become a better educator.
3. B.J. Fried, M.D. Fottler, and J.A. Johnson, *Human Resources in Healthcare: Managing for Success*, 2nd ed. (Chicago: Health Administration Press, 2005). This book is an invaluable resource for any manager in the health professions who wants to more effectively manage people in organizations.

# Acknowledgments

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The authors would like to thank all those who assisted Dr. Breckon in the development of the First Edition and Aamna Qamar for her invaluable assistance to Dr. Johnson with the revisions for the Second Edition. Both authors would like to acknowledge their families for the kind support and encouragement that provided the foundation for this book.

