

WFPHA Strategic Planning Meeting
 Geneva, Switzerland
 February 8-9, 2008

Participants:

Ulrich Laaser	Goal 1 Leader	Germany (?)
Alena Petrakova	Goal 2 Leader	WHO
Federico Paredes	Goal 3 Leader	Costa Rica
Barbara Hatcher	Goal 4 Leader/Secretary General	WFPHA Secretariat
Jim Chauvin	Goal 5 Leader	CPHA
SM Asib Nasim	President	Bangladesh
Paulo Buss	Vice-President Elect	APHA
Georges Benjamin	Planning Committee	APHA
Debbie Klein Walker	Planning Committee	APHA
Morgan Taylor	Staff	WFPHA Secretariat

Overview:

President Nasim opened the meeting by outlining an agenda. During Day One, the participants discussed the latest draft of the strategic plan and defined specific actions. The committee aimed to complete the plan, relate the strategies to specific activities and projects, and to define persons responsible for individual tasks. Day Two focused on matters related to the internal organization of the federation, Congress planning, and relations with partners like WHO and Rockefeller.

Goal One: To develop and promote effective global policies to improve the health of populations.

Strategy One: Develop a process for creating and prioritizing global health policy for action by WFPHA and other Stakeholders.

This strategy aims to analyze the advocacy agendas of global players, to qualify the public health workforce, and to define and enhance the network of public health institutions as it relates to educational institutions. The commissioned study would analyze the policies and communication strategies of various organizations in order to have seminars that identify gaps, describe goals, and develop criteria for prioritization in the strategic plan.

Strategy Two: Make efficient use of all methods to disseminate and advocate the policies of WFPHA.

This strategy establishes a task force intended to execute WFPHA policies and to involve national PHAs in advocacy. WFPHA needs to identify the strengths in member

organizations, as well as individual people to determine how to build capacity to carry the Federation's messages to the appropriate audiences.

Discussion Points/Comments:

This goal focuses on creating a strategic framework for organizing the WFPHA around policy. The work of the two commissions discussed above will result in the ability to identify policy areas where the Federation may have the comparative advantage on national and global scales. As part of this goal, WFPHA needs to outline a study to determine how it can best approach health policy, which requires examining information from national public health associations and global organizations, looking at the intersections, strengths, gaps, and defining an appropriate role for the Federation. By analyzing individual countries, the WFPHA can determine a global focus.

Some expressed concern over the Federation's capacity to fund and conduct the research. It is worth determining whether this global SWOT analysis is of interest to other global health actors. It can be constructed as a funding document, which will allow us to conduct the studies and roll them out at a subsequent meeting. It allows us to contribute something of worth to the global community, while fulfilling a research need of the Federation.

While a global analysis of health policy is important for the WFPHA, our ability to carry out the work is limited by funding and the capacity to conduct the research outlined in 1.1.1 and 1.1.2. Therefore, the Federation will conduct a gap analysis to determine the following: what is currently being done on a global scale; the gaps in this work; who is doing what work; and what the comparative advantages of the Federation are in the health policy arena. This survey will evaluate whether or not this type of survey already exists and the value of writing a full proposal to seek funding for carrying out the work outlined in 1.1.1 and 1.1.2.

Actions:

The discussion resulted in the following action:

- Formulate the argument for a global health policy analysis by conducting a survey to determine whether such work has been done and to draft a proposal for funding the research commissions outlined in Goal One by May 2008. The draft proposal will be shared at the 2008 Annual Meeting, with the goal of having the completed report by the next Congress in April 2009, which would begin to fulfill strategy 1.1.3.

Steps:

1. Develop a gap analysis and evaluate the value of writing proposal. Paulo Buss volunteered two students to do the evaluation.
 - a. Paulo Buss offered two grad students to draft paper, moderated by Buss, Laaser and Walker.

- i. Look at different organizations and do a grid of their positions on various public health issues.
 - ii. Determine whether a global policy analysis exists.
2. EB and Goal Committees will provide feedback and determine the feasibility.
3. Identify potential funding sources
 - a. Explore diverse funding sources (EU, Wellcome Trust, Burdet trust?)
4. Write proposals to targeted funders
5. Thematic issues for the Federation will be determined based on the results of the study. Suggested areas included:
 - a. Millennium Development Goals – how public health can collaborate to help our member countries achieve the MDGs.
 - b. International cooperation – how US government and foundations are or are not committed to international aid. Question of international aid important because poor countries need support from developed countries. International aid and cooperation.
 - c. Climate change.

Policy and Resolution Review:

In addition to the study, the group decided to review existing WFPHA policies and resolutions with the aim of determining past and potential actions. While the global study is taking place, the WFPHA needs to outline policy activities for this year. With the help of the Secretariat, the WFPHA will develop a matrix outlining existing policies and action taken. It will allow the Federation to determine how to better transfer the words into political action. This analysis of past activities can help track activities, assign members to be responsible for future action, and help determine how to move forward.

Additional Decisions

- Remove word “all” in strategy 1.1.1 and 1.1.2.

Goal Two: To advance public health practice, education, training, and research

The joint workplan between WHO and WFPHA needs to be created and finalized for three-year evaluation that determines whether or not WFPHA maintains official relations with the WHO.

Strategy 1: Encourage all member associations to use the Knowledge Management for Public Health (KM4PH) network to exchange public health practices, knowledge, and research with a target of 50% by the end of 2008.

Discussion

This strategy aims to utilize KM4PH as a tool for member public health associations. Recently, some changes have been made to the KM4PH system. The University of Iowa, led by Professor Tom Cooke, will act as the collaborating center for all technical support related to the KM4PH network. It will work through PAHO and be linked to the Human Resources for Health department. Tom Cook is creating a budget and looking for donations to support the network. WFPHA can support funding efforts, as well as use it to help the communities within the portal to become more developed.

Secondly, Alena Petrakova suggested creating an Education Committee to facilitate public health education sharing, training, and learning among members. It would help to involve the Federation in working with regional associations on education and training. A clear role for the federation in global health needs to be defined and using distance learning could be developed as a comparative advantage for the organization. It was suggested to evaluate all distance learning programs to help determine this comparative advantage. A self assessment for member countries can help define our work with educational entities, including schools of public health.

WFPHA has been invited to work on WHO's Global Directory of health professionals called Avicenna. WFPHA has been invited to join the board. This partnership should be listed under Goal Three.

Actions:

- Each PHA should have a KM4PH trained focal point. Everyone will have their own passwords and operate the system themselves. WFPHA needs to inform its members about KM4PH and should prepare an information packet to share with all PHAs to create interest. Training sessions are needed to teach the focal points how to use the system.
- Tom Cooke will be invited to the AGM to report on progress.
- Alena Petrakova will develop and present Terms of Reference for an Education Committee to the EB and AGM to be approved.
- Move work with Avicenna under Goal Three.

Strategy 2: Develop a plan to provide ongoing education and training at regional and global levels

Discussion:

Strategy 2 focuses on the education of the individual members of the public health associations. The WHO is developing guidelines for quality assurance in health professional education, including public health. Rebecca Bailey will provide self-assessment questionnaires to pilot in public health institutions. At the May 2008 Executive Board meeting, the Federation can discuss whether this is a good project for the organization.

Each health profession is developing its guidelines and it is important to have public health workers represented in order to assist the rapid scaling up of workforce production. The WFPHA is poised to carry out this work and it is important for the organization to be a leader in creating the definitions for public health and the competencies of its workers. Mapping core functions for public health education will help produce the guidelines and help ensure quality assurance in countries with limited resources. Additionally, a survey needs to be conducted to determine the face of public health and the associated training needs.

Action

- Propose change to Strategy 2 to AGM's approval. Strategy should read: *Develop a plan to provide ongoing education at regional and global levels.*
- Create a matrix mapping public health core competencies. Answer the following questions: What are competencies? Who has what as a competency? What are the different realities? Use this matrix to create recommendations.

Strategy Three: Identify and implement approaches to enhance the Journal of Public Health Policy

Conclusion: Ulrich Laaser will help on this strategy as it currently falls under the Policy Committee.

Strategy Four: Continue organizing the World Congress on Public Health

The Secretariat and Turkey will work on Goal 2, strategy 4 and provide monthly updates on the Congress. The secretariat will support dissemination of information. The tasks for this goal will be developed by the Goal 4 committee and shared for comments by the end of February.

Goal Three: To expand and strengthen internal and external partnerships.

Requests for input from members of this group have yielded few responses. All Goal groups need their members to respond and to provide input for the development of the strategies.

Strategy 1: Establish formalized collaborations with international and governmental organizations, alliances and United Nations bodies.

Discussion:

The Federation needs to take advantage of international organizations that could be willing to cooperate with its work. We need to identify the organizations with whom we

would like to establish a partnership, after which, Memoranda of Understanding should be signed to establish a formal connection.

President Nasim has worked to contact several UN agencies. WFPHA needs to be able to define the benefits of linking with the Federation for possible partner organizations. Members should be encouraged to develop relationships with the potential partners within their own countries.

The Federation needs to explore different membership options. WFPHA can invite some institutions to hold observer or collaborative status. Additionally, a function for involving and utilizing individuals should be developed.

Actions:

- Determine potential partners for the WFPHA. A student can create a list of institutions for strategic partnerships. They will research what the organizations do, which countries are involved, and overlap.
- Create a benefits brochure outlining what the Federation offers in terms of partnership. This brochure will help facilitate exchanges at meetings and allow others to sign on to our policies.

Strategy 2: Develop a plan to increase member involvement in global public health initiatives and networking

Discussion:

Developing regional partnerships

On a voluntary basis, it is difficult to develop member involvement. Many opportunities exist for partnering stronger associations with less developed or nonexistent public health associations. South America and Asia offer opportunities for strengthening. In key regions, WFPHA needs to have a more aggressive recruitment strategy. One idea included developing a plan for the President to make personal visits to key Asian countries, like Indonesia, Thailand, China, and India to stimulate them to join the Federation or to become more active partners. These countries have been difficult to recruit because many attempts to locate and contact PHAs in this region yielded few results. A personal “fact finding” trip by the President will allow the Federation to identify and meet with important contacts that we might miss by holding a meeting for people to attend on a voluntary basis. These regional leaders, especially Japan and Australia, are important partners because their governments have money to fund public health projects and could give money to developing new associations.

South America: Missing many PHAs in many South/Central American countries. Brazil can lead the effort with Portuguese speaking partners in Africa and Latin America. APHA is seeking to assist the English-speaking countries in the Caribbean.

Asia: Asia is an important region for public health and we need to reach out to regional leaders like China and India. Efforts have been made to work with these countries.

Press section:

WFPHA does not have the infrastructure to develop its own press section. However, in terms of books, many individual member associations do possess this capability and WFPHA can develop agreements to publish in the languages of the partners. Brazil can do Portuguese and Spanish, while APHA can coordinate the English publications. A framework for royalties, logo use, discounts, and other issues will be outlined. Another idea to explore involves using the internet more efficiently to offer e-books. Teaching manuals and other tools can be published through our website in PDF format, which would also grant better access to materials to member associations in less developed areas.

Actions:

- Actively target key associations through either a regional meeting or personal visits from the WFPHA President to encourage them to become active members.
- Move strategy 2.2 to Goal 5. The idea of internal partnership fits better under this goal.

GOAL Four: To achieve and maintain an effective, efficient and sustainable organization.

(Notes reflect latest draft submitted by Goal Leader. – Strategy 1 will be combined with Strategy 2 in this draft in order to be consistent with original language)

**Strategy 1: Conduct a detailed internal SWOT analysis by May 2009.
(Original-Assess the current structures, policies, and functions of the WFPHA and make changes as dictated by the WFPHA strategic plan)**

Discussion:

The language for the strategic plan's strategies has been approved. Therefore, the addition of a SWOT analysis must be combined within the original language for Strategy 1. The SWOT analysis will allow the Federation to define the composition of its member public health associations, what they do, and how WFPHA can help improve capacity. SWOT analysis tasks should be captured in Goal 5.

Strategy 2: Assess the current structures, policies and functions of the WFPHA and make changes as dictated by the WFPHA strategic plan

Review other organizations for best practices concerning reorganization and draw from their experiences.

Branding is important in order to protect our image. We should decide on a tagline to help people better understand our acronym (WFPHA). One suggestion – “WFPHA: Public Health Professionals of the World.” A request for taglines will be issued to the members to help decide this matter.

Terms of Board Members: The Goal 4 committee will come up with recommendations regarding the terms and nomination process of board members in order to develop governing guidelines. A Board Manual will be developed to assist with governance issues.

Geneva Office: A decision on the Swiss proposal to do a feasibility study for a Geneva office needs to be made in order to report a first draft at the May AGM. It would be useful to have a self-sustainable office in Geneva that is linked to the Secretariat, especially considering the center to many health organizations. It would allow WFPHA to be better represented on a global scale.

Communication: A protocol for email exchanges should be developed. WFPHA members need to use formal language when addressing one another and need to specifically address the intended recipient of the email. A template will be created.

Actions:

- Remove dates for task 1.1: Timeframe should be listed as “ongoing.”
- Develop tagline for WFPHA by May 2008.
- Separate 2.7 into two parts. Place Geneva office consideration under 2.7. Make the remainder of 2.7 (evaluating the need for satellite offices and sub-secretariats) 2.8

Strategy 3: Develop a business plan, including funding, for short-term and long-term sustainability of WFPHA

Discussion:

WFPHA needs to have a fundraising strategy that explores ways to leverage funding and to set priorities. This strategy should identify both those activities that need funding over a few years, as well as possible funders to approach. Currently, the Federation does not have any flexible funding. The Federation needs diverse funding sources to ensure longevity and continuity. If the organization wants to be serious about having influence, it needs to have funds in WFPHA accounts. It is a necessity for the executive board to contribute to the fundraising effort. The role of the board involves providing governance, but an equally important responsibility is to raise money for core funding and individual projects.

The World Congress on Public Health could be viewed as a business opportunity to sustain the organization. The Federation should examine a more permanent way of looking at the Congress as a business model. For many associations, money comes from

meetings or congresses. For example, the Federation can go into revenue sharing for contracts with travel agencies or hotel groups.

Actions:

- Task 3.4 is moved to Goal 5.
- Examine what other organizations do in terms of meetings and ways to use the Congress as a fundraising tool.

Strategy 4: Review the current membership criteria and make recommendations.

No discussion at this time.

Goal Five: To support member associations in improving their infrastructure and organizational capacity.

SOPHA Status Report

CPHA runs the Strengthening of Public Health Associations (SOPHA) program through funding from the Canadian government. CPHA obtained funding of \$2.5 Canadian for a five-year period (2006-2011) to continue its work on building the capacity of PHAs. CPHA receives \$500,000 per year to fund two core staff and allows CPHA to provide modest grants to partner public health associations. Currently seven associations are funded: Mozambique, Malawi, Niger, Congo, Haiti, Nicaragua, and Cameroon. All are expected to attain graduate status, which means they are able to operate on their own, although financial sustainability poses a problem. After 25 years of funding, CPHA is unsure of how long SOPHA will continue to receive money from CIDA.

SOPHA also supports a bilateral program with Brazil and Abrasco, which allows CPHA to work with Abrasco on intersectoral action for health ENSP. This project receives \$1.5 million Canadian.

Thirdly, a bilateral initiative in the Balkans region aims to build and nurture PHAs in Serbia and Bosnia. Serbia formed its association in 2003 and is experiencing success. Bosnia and Herzegovina created two associations and the current aim is to foster one voice between the two associations and to help them develop public health activities. This project ends in 2010.

CIDA has been very generous. It offered CPHA “invitation” to partner with the Vietnamese association to develop a concept paper to map the status of PHAs in South East Asia, including Vietnam, Laos, Cambodia, Thailand, Indonesia, Philippines, and Mongolia.

If CIDA provides this funding for the mapping exercise, CPHA can partner with WFPHA to determine the status of PHAs or to explore the potential for creating PHAs.

Another area for potential PHA development is the Caribbean. CARIPHA is interested in receiving support to be redeveloped after some years of faltering. APHA could be a logical partner and has already established a relationship with Barbados through PAHO to revitalize the concept of public health throughout the Caribbean region. APHA and CPHA will continue to collaborate to pursue this partnership with this region.

CIDA funding for Eastern Europe ends in 2009 and no new funding. Markus Kaufmann indicated that the Swiss Society may be able to help with Eastern Europe and the Central Asian republics.

Finally, Southern Africa is another area for potential build up. The Kellogg foundation is interested in looking at a joint proposal with the South African PHA to work in the southern Africa region. This collaboration could offer a potential funding source for the WFPHA given the interest of Kellogg in public health and its precedent of funding capacity building projects with APHA.

Strategy 1: Develop a plan to assist members in achieving financial organizational sustainability.

Discussion:

The next phase for the Federation is self assessment to determine the reach and impact of its work. An evaluation will help define the policy and advocacy work of the WFPHA to know how to lead public health policymaking.

- Tasks 1.1/1.2 call for mapping the presence, status, functionality, and capacity to generate revenue for public health associations around the world to be sustainable. This mapping exercise would analyze existing members, non-member public health associations, and countries where an interest to create an association exists. This project will evaluate who exists; who wants to exist, but does not have the capacity; as well as who is or is not active.
- Task 1.3 examines the organizational and performance capacity of PHAs, as well as the impact of PHAs in terms of influencing the health of people, policy programming, and public health practice.
- Task 1.4 covers a marketing and business plan development. Revenue generation remains a major challenge for PHAs. WFPHA needs to explore how to help PHAs market themselves to encourage financial sustainability.

Actions:

- Conduct mapping exercise
 - Step 1: With existing WFPHA members – active and then non-active
 - Step 2: Expand to global evaluation

Strategy 2: Obtain funding to assist member associations in strengthening their operational capacity.

Discussion:

Finding funding to support and expand strengthening programs modeled after SOPHA requires some research on behalf of the Federation. This strategy involves marketing SOPHA and sharing lessons learned. Materials to share successes, failures, and challenges should be developed for marketing for future funding. In the past year, Pfizer gave \$300,000 over 3 years to build the infrastructure of the WFPHA and is interested in working with the Federation more closely. Pfizer will help build on and support the strategic plan. WFPHA can use this money to go to others for matching funds to support WFPHA. Additionally, Colgate Palmolive should be approached again to continue the partnership previously established.

10 Deliverables for Pfizer

Year 1

- Establish a communication process – newsletters, listservs, webinars to get input and finalize strategic plan
- Establish advisory committee to help design and monitor activities
- Access organizational capacity of each member association
- Measure value added - categorize, publish, and disseminate informational report

Year 2

- Conduct external reviews and site visits of expanding emerging and latent associations
- Regional training for business marketing, fiscal and sustainability, grant writing, and board development

Year 3

- Hire consultants to provide technical assistance to PHAs
- Analyze and disseminate best practices
- Offer regional advocacy training
- Conduct and publish a final assessment prior to awarding capacity building grants

Strategy 3: Develop mechanisms to guide member associations in strengthening their policy making and advocacy capacity.

WFPHA needs to update “How to Build a National PHA” and redevelop it as a tool kit.

Conclusion

Participants prioritized Goals and Strategies for action:

1. 5.1 – By September 2008, mapping exercise will be completed with active members. 4.1.1 and 4.1.2 will link with the mapping exercise. We have \$ to support this activity.
2. 4.2 –By May 2008, draft board manual will be completed. We have \$ to do planning and assessment of members.
3. 1.1 By April 2008, develop draft of case study for feasibility and funding proposal for policy study will be completed.

4. 3.1 – By May 2008, draft list of institutions and international organizations will be completed to inform preparation of benefits brochure.–
5. 5.3

See attached matrix of assignments.