

A woman with short dark hair and glasses, wearing a blue shirt, is looking intently at a large computer monitor. The monitor displays a complex interface with various data points and charts. In the background, another person is visible, working at a desk with multiple monitors. The setting appears to be a control room or a data center.

# IANPHI INSIDER

INSIGHTS FOR NATIONAL PUBLIC HEALTH INSTITUTES

## TAKING PUBLIC HEALTH TO THE PUBLIC

NIGERIA CDC AND IANPHI MEDIA RELATIONS  
WORKSHOP HELPS PUBLIC HEALTH LEADERS  
REACH A LARGER AUDIENCE

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## IN THIS ISSUE

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### **Pg 3 NPHI IN ACTION**

Nigeria CDC media relations training workshop

### **Pg 5 IANPHI FELLOW**

Nyan Myint's experience as a Humphrey Fellow

### **Pg 6 PEER-TO-PEER**

Burkina Faso peer-to-peer visit with French and Belgian colleagues.

### **Pg 7 PHE CONFERENCE**

Public Health England's Annual Conference 2019 recap

### **Pg 8 WORKFORCE DEVELOPMENT**

Moving from Blockbuster to Netflix means African solutions to strengthening the African health workforce

### **Pg 10 AFRICA CDC CORNER**

Establishing and strengthening NPHIs in Southern Africa

### **Pg 11 CHAMPS CORNER**

CHAMPS publication released in Clinical Infectious Diseases Journal

### **Pg 12 PUBLICATIONS**

### **Pg 13 IANPHI TOOLS**

COVER PHOTO BY ANDISHEH NOURAE, TAKEN AT NIGERIA CDC MEDIA TRAINING WORKSHOP.

Dear IANPHI Insider Reader,

Our cover story details the collaboration between Nigeria CDC and IANPHI on a media relations training workshop in August. While there is wide understanding in the public health world that public health communications needs to be crafted differently for different audiences, we don't often set aside time to practice crafting those messages.

Also in this issue Nyan Myint shares some of the experiences he hopes will inform his public health work in Myanmar; public health leaders from Burkina Faso recount a peer-to-peer workshop with their counterparts in France; updates from recent conferences in England and Zambia; Emory University's Scott McNabb uses a song lyric from Nobel Laureate musician Bob Dylan, and a real-life corporate parable about renting movies, to champion African solutions for African health workforce challenges.

We've already begun sharing Insider articles on our (soon to be improved) website, IANPHI.org. We also plan to email more articles to subscribers to make them easier to read. As always, we would love your feedback.

If you have a story or news about your NPHI you'd like to see published in the Insider, please contact us IANPHI Communications Director Andisheh Nourae at [andisheh.nourae@emory.edu](mailto:andisheh.nourae@emory.edu).

We look forward to seeing many of you at the 2019 IANPHI Annual Meeting in Addis Ababa, December 3-6, 2019.

Sincerely,

The *IANPHI Insider* Team

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# Nigeria CDC Media Relations Training Workshop

In August, IANPHI's new Atlanta-based director of communications Andisheh Nourae co-led a week-long media relations and training workshop in Abuja for Nigeria Centre For Disease Control (NCDC). With the establishment of the NCDC Act in late 2018, Chief Executive Officer Dr. Chikwe Ihekweazu and other senior NCDC leaders wanted to bolster NCDC's ability to communicate effectively with the Nigerian public.

In June, Ukwori Ejibe of the Tony Blair Institute, Jeremiah Agenyi of NCDC, Abuja-based radio presenter and media consultant Stanley Bentu, and Nourae began developing a curriculum for the workshop. The objective was for everyone in attendance to improve their ability and increase their comfort level with media relations, and for NCDC staff to complete the workshop with the collective ability to continue building its capacity.

Topics covered during the training included understanding the overall benefits of strong media relations for NCDC, the risks of weak media relations, mapping key media outlets and understanding the perspectives and motives of journalists. Nourae and Bentu, who co-facilitated the session, also conducted a session on how staff and leaders should approach their personal social media accounts.

One of the most productive and energetic sessions was devoted to crafting media-friendly messages from source materials that are scientific, technical or filled with terminology that may not be easily understood by the media or a public audience. Using a Lassa fever outbreak in southeast Nigeria as the practical subject

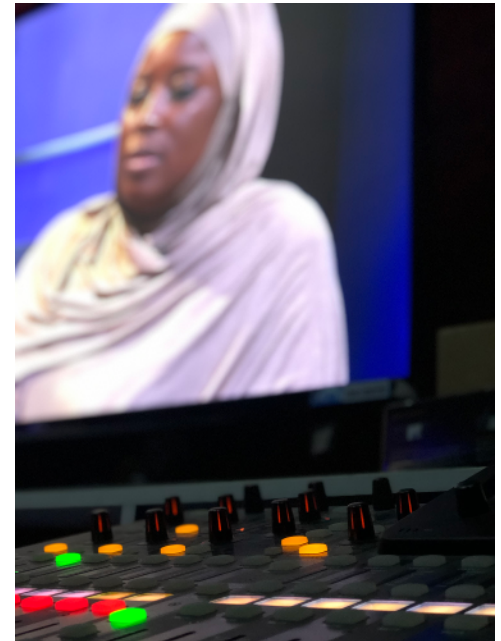
matter, the facilitators and NCDC created new messaging materials during two one-hour sessions designed to mimic a typically hurried preparation for a media interview. This was followed up with practice interviews, where nearly all staff were subjected to probing interviews for radio and print. Each practice interview was recorded and played back to the entire group for constructive critique.

The third day of the training, led by Bentu, took place

in a television studio. Each participant was interviewed on-camera, with Bentu playing the role of an aggressive, occasionally antagonistic interviewer. After each interview,

the participants gathered for a playback session and group critique.

The group practice and critique format worked well in large part because of the collegial nature of NCDC staff. The group coached and critiqued one another, supported one another and had fun together. Each person benefited from the experience of the person who went before them. It also allowed the communications team at NCDC to hear their talking points and key messages aloud, which in-turn



prompted on-the-spot edits and improvements to the NCDC's messaging.

After the workshop was completed, Nourae recommended that NCDC staff who participated in the session meet regularly to create or refine its written messaging documents. He recommended NCDC schedule the process to prioritize likely topics of media inquiry. Most topics of media inquiry, in particular topics related to endemic or seasonal diseases and illnesses, are predictable and can be planned in advance. Developing strong written, foundational documents for communications makes responding to media quicker and less-prone to inaccuracy.



The following worksheet was used during the workshop to help prepare messaging before an interview.

### **Overview of how to structure key messages for a given public health topic:**

**Communications objective:** What are we trying to achieve with the information in this document?

**Authorized spokespersons:** Names, titles, email, contact information of everyone who is assigned to communicate with the media or public about an issue.

**Background:** Explain the issue (ex. a summary of the outbreak, its geographic

scope, how many people are impacted) in a paragraph or two.

**Communications risks:** What are the risks of communicating on this topic with the media? Also, what are the risks of NOT communicating on this topic?

**Posture:** Decide if your objective is best-served by communicating proactively, or by waiting to react to a media inquiry?

**Reminder of Standard Operating Procedure for this particular Issue:** Write out the decision making process for creating, approving and updating these talking points, including names and contact for relevant leadership and technical experts.

**Talking Points:** What are the key messages we want to convey, in order of importance? Radio and television news stories are typically very short, so it's essential that you deliver your most important messages first, clearly and often.

**Questions and Answers:** The same information as above, but presented in Q&A format.

**Message House:** The message house is a graphical format for organizing and memorizing key messages. It's a very helpful tool for paring down a large amount of information into priority items. Forcing yourself to organize messages into the message house format will help you choose and deliver the most important messages to deliver during time-constrained interviews.

**What questions do we fear being asked?** Imagine the most difficult interview situation – the questions you dread being asked – and try to prepare for them.

**Responsibility:** Who is responsible for keeping the technical information in this document up-to-date?

## FELLOW'S EXPERIENCE

### Nyan Myint Recounts His Experience as a Humphrey Fellow and US CDC Public Health Emergency Management Fellow Working with IANPHI

Nyan Myint joined IANPHI as a Hubert H. Humphrey Fellow at the Rollins School of Public Health, which is a fellowship program at Emory University that brings accomplished mid-career professionals



from designated developing countries to the United States for one year of non-degree graduate study and practical professional experience. He also worked with the U.S. Centers for Disease Control and Prevention as an Emergency Management Fellow in the Division of Emergency Operations.

Before his fellowship, Nyan Myint worked more than 15 years in Myanmar's public health sector, at the university level, with the World Health Organization, and in the country's health ministry. He graduated with a medical degree and master's degree in public health from the University of Medicine 2, Yangon, Myanmar and also holds a PhD in tropical medicine from Mahidol University in Thailand.

During his time in the fellowship, Nyan Myint fostered professional relationships and gained international experiences with U.S. Centers for Disease Control and Prevention (U.S. CDC), Africa Centres for Disease Control and Prevention (Africa CDC), China Centers for Disease Control and Prevention (China CDC) and Zambia's National Public Health Institute

(NPHI). Each experience helped him learn about different aspects of emergency management from an international perspective, including key technical skills such as public health emergency operation center (EOC) frameworks, international health regulations, risk assessments, rapid response team training, and conducting evaluations and exercises.

In collaboration with U.S. CDC and IANPHI, Nyan Myint was also able to develop a five-year strategic plan for Myanmar CDC and training centers that focus on communicable diseases surveillance and response, public health emergency management, laboratory, capacity building, training and research.

Upon completing his fellowship and returning to Myanmar, Nyan Myint was named the International Health Regulations (IHR) focal point for the Greater Mekong Subregion (GMS) Health Security project and Public Health Emergency Program including EOC and Port Health Unit within Department of Public Health. Since returning home, Nyan has been able to conduct EOC training and POEs training by utilizing knowledge from his fellowship. The Myanmar EOC is activated for flood, vaccine-derived polio (VDPV) and influenza based on knowledge and skills Nyan gained from his Public Health Emergency Management training with the U.S. CDC.

Future activities will include GMS regional simulation exercises, MBDS risk assessment workshop, EOC upgrading and training in very near future and Draft AOP for GMS Health Security Project (Output2-Surveillance, response, PoEs and PHE).

IANPHI looks forwards to working with Nyan Myint in the years to come.

## Burkina Faso Peer-to-Peer Visit with the French Public Health Agency and Sciensano, Belgium's NPHI



IANPHI's peer-to-peer collaboration model facilitates sharing of expertise and experience among member NPHIs. Recipient NPHIs benefit from peer-to-peer collaboration by identifying strategies to address priority needs, and raising performance standards for organizing and conducting public health functions. Contributing institutes also benefit from peer-to-peer collaboration by sharing skills and assets to benefit others while also linking resources and solutions to address regional and global health threats and opportunities.

In July 2019, six leaders of Burkina Faso's new national public health institute visited two member institutes, the French Public Health Agency and Sciensano, Belgium's NPHI. During the trip, the delegation was able to tour both institutes, the emergency

operation center (EOC) in France, and the laboratory in Belgium. High-level conversations centered around NPHI structure, establishment, and functions. Management and governance, internal control, national reference laboratories management, emergency response management, internal communications and research were also discussed.

"We have achieved our goals," said Dr. Hien Herve, director general of the Burkina Faso NPHI. "Everything that we had listed as areas of interest for the visit were taken into account in the program and treated well."

For more information about our peer-to-peer program and see other success stories, visit us at [IANPHI Peer-to-Peer Visits>>](#)

# Public Health England Annual Conference 2019 Recap

Professor Jean-Claude Desenclos, Secretary-General of IANPHI, attended the Public Health England (PHE) annual conference on September 10, 2019 at Warwick University. He participated in a session chaired by the Head of the Global Health Division at Public Health England, Prof. Neil Squires entitled: 'Building Public Health Capacity Globally.' Other participants included:

- Professor Katarzyna Czabanowska - Professor of International Health, Maastricht University, The Netherlands
- Mrs Elsie Ilori - Deputy Director, Nigeria Centre for Disease Control
- Dr Leena Inamdar - Consultant in Global Public Health, National Infection Service
- Dr Rüdiger Krech - Director for Universal Health Coverage and Health Systems, World Health Organization (via video)
- Dr Ebere Okereke - Consultant in Global Public Health, PHE

The session focused on building public health capacity globally with Dr. Krech outlining how public health capacity is vitally important to achieving the WHO's triple billion goal. The triple billion goals include:

- 1 billion more people benefiting from universal health coverage
- 1 billion more people better protected from health emergencies
- 1 billion more people enjoying better health and well-being

Practical examples of capacity building were presented by Mrs. Ilori in discussing the setting up of Nigeria CDC and by Dr. Inamdar in assisting the Odisha regional government in India. Prof. Czabanowska then presented the Association of Schools of Public Health in the European Region's competency-based approach and the importance of training in strengthening public health globally.

Prof. Desenclos shared the work of IANPHI and the role of peer-to-peer support in building a global community of practice to support public health strengthening. Dr. Okereke outlined PHE's work in supporting and building National Public Health Institutes in a self-sustaining way. The session received plenty of interest and positive feedback with the value of organisations such as IANPHI in building public health capacity globally highlighted.

*For more information about PHE's annual conference and access to videos and presentations, visit PHE's annual conference website.*

### Moving from Blockbuster to Netflix Means

#### *African Solutions to Strengthening the African Health Workforce*

*Author: Scott JN McNabb, PhD, MS*

"The Times They Are A-Changin' "

*Come gather 'round, people  
Wherever you roam  
And admit that the waters  
Around you have grown  
And accept it that soon  
You'll be drenched to the bone  
If your time to you is worth savin'  
And you better start swimmin'  
Or you'll sink like a stone  
For the times they are a-changin' ...*

*Come senators, congressmen  
Please heed the call  
Don't stand in the doorway  
Don't block up the hall  
For he that gets hurt  
Will be he who has stalled  
The battle outside ragin'  
Will soon shake your windows  
And rattle your walls  
For the times they are a-changin' ...*

*The order is rapidly fadin'  
And the first one now  
Will later be last  
For the times they are a-changin'*

Source: [LyricFind](#)

Songwriter: Bob Dylan

The Times They Are A-Changin' (Witmark Demo - 1963) lyrics © Audiam, Inc

Written in 1963, the lyrics of this iconic, prophetic song ring as true today, as when composed.

To begin, public health **opposes neocolonialism and brain drain** (at least professionals give voice to that idea in talks and conferences).

*Come gather 'round, people  
Wherever you roam  
And admit that the waters  
Around you have grown*

Why should an African student have to pay more than \$100,000 for two-year's tuition (plus living and travel expenses, and the disruption to his/her family life and position) to physically move to Atlanta for public health training?

**Why do we build castles instead of competency?**

*Come senators, congressmen  
Please heed the call  
Don't stand in the doorway  
Don't block up the hall  
For he that gets hurt  
Will be he who has stalled*

Through the design and development of an online, multi-communication methods, e-learning architecture and an advanced learning management system – based on Emory University Rollins School of Public Health's successful 2019 launch of the new Africa CDC Institute for Workforce Development (IWD) (<https://africacdc.institute/>) – a new public health order (Nkengasong, 2017) is now



## WORKFORCE DEVELOPMENT

establishing a world-class, educational infrastructure and platform to deliver the highest quality, competency-based, pre-service training and credentialing of the clinical and public health workforce.

Designed and developed using the best practices in pedagogy (online, face-to-face, or both) and the principle of **African Solutions to Strengthening the African Health Workforce** the Africa CDC IWD offers courses that are determined, approved, and taught by Africans geared toward the current and anticipated clinical and public health needs of Africa.

*The order is rapidly fadin'*

*And the first one now*

*Will later be last*

*For the times they are a-changin'*

### **What does it mean when I write we need to move from Blockbuster to Netflix?**

The metaphor is a cautionary tale that failure to adapt to change dooms current players to obsolescence.

When was the last time you drove to a Blockbuster store to rent a movie? I suggest that educational institutions that don't meet the needs of learners "where they are" by offering sophisticated, pedagogically sound, alternatives to face-to-face teaching through thoughtfully conceived and operationally excellent online e-Learning doom themselves to failure.

Additionally, Africa is a rising giant in this new world order. African intellectuals, academics, and professionals should embrace and rightly live out their destiny, authority, and responsibility in this new public health order.



*Editor's Note: In 2000, video rental store giant Blockbuster rejected a \$50 million partnership proposal by the owner of an upstart rent-by-mail video company. At the time Blockbuster had thousands of physical stores and employed tens of thousands of people around the world. Today Blockbuster has three employees and just one store. The rent-by-mail video company whose proposal it rejected, Netflix, is today a \$120 billion global media company.*

*A video of Scott J.N. McNabb's full lecture on African workforce is available here.*

# Establishing and Strengthening NPHIs in Southern Africa

Leaders from National Public Health Institutes (NPHIs) from southern African countries met in September 2019 in Livingstone, Zambia for a summit focused on the establishment and strengthening of NPHIs in the region. The event was hosted by the Africa Centers for Disease Control and the Southern Africa Regional Collaborating Center (RCC) in collaboration with the Zambia National Public Health Institute, the U.S. CDC, and IANPHI. Representatives from the NPHIs of Lesotho, Malawi, Mozambique, Namibia, South Africa, Zambia, and Zimbabwe were in attendance, along with representatives from the host organizations.

In addition to establishing a common understanding of NPHIs and their core functions, much of the three-day meeting was dedicated to peer-to-peer exchange. Attendees shared their challenges, lessons learned, recommendations and strategies for the establishment and strengthening of NPHIs in the region.

The following consensus points were reached during the meeting:

- **NPHI development status:** Regardless of an NPHI's stage of development, NPHI strengthening is ongoing and requires concerted efforts and support.
- **Political will:** There is global political will to establish NPHIs in every African country. Within the region, countries and heads of state need to be encouraged to establish an NPHI to focus on strengthening health security and implementation of the International Health Regulations (IHR).
- **Needs for NPHI development:** Human and financial resources, political will, and

partnerships are critical to the foundation of an NPHI. Once established, an NPHI requires infrastructure to support its functions. Many tools are available to support these efforts (i.e. NPHI Staged Development Tool, Africa CDC Framework for Development of National Public Health Institutes, IANPHI Best Practices), but more may be needed. Workforce development and sharing of best practices through exchange visits and peer-to-peer mentorship are seen as critical to this work.

- **Critical attributes or early actions of NPHIs:** NPHIs should promote science-driven public health in alignment with national priorities and plans, while supporting global priorities, as well. NPHI visibility and credibility can be promoted through the identification of quick wins and provision of quality services.

Following this successful and productive meeting, interest was expressed in replicating this event in other regions. Click [here](#) for more information about Africa CDC's Regional Collaborating Centres.



*Group photo of participants from the meeting*

## CHAMPS Publication Released in Clinical Infectious Diseases Journal

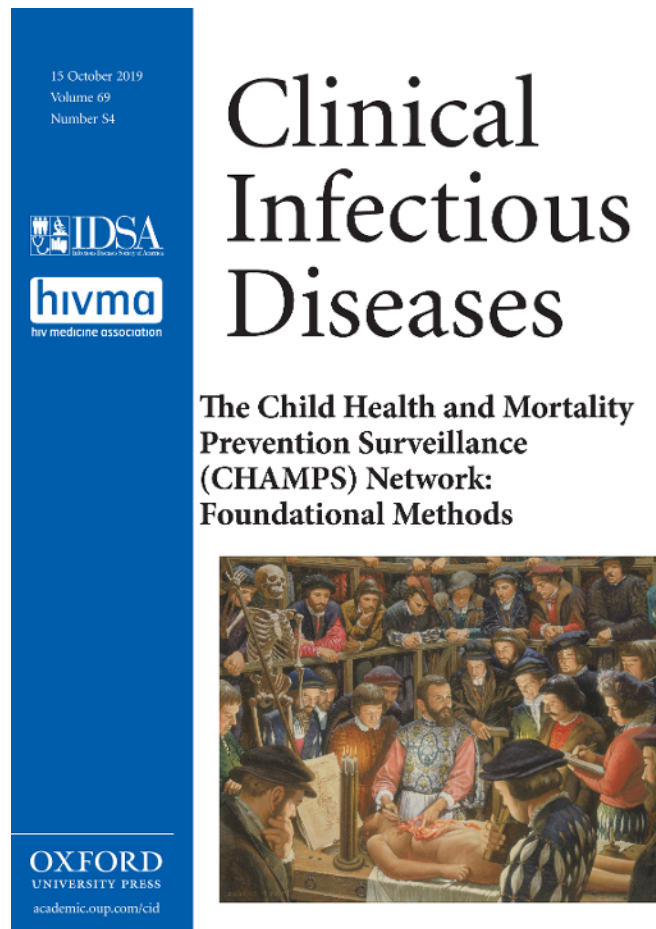
Clinical Infectious Diseases journal has published featuring 13 manuscripts that introduce the methodological framework of the CHAMPS surveillance system. Child Health and Mortality Prevention Surveillance (CHAMPS) Network: Foundational Methods was written and edited by CHAMPS staff and partners to share and explain the processes and procedures underpinning key components of CHAMPS.

The supplement details the network's epidemiological, demographic surveillance, social behavioral science, and laboratory

and diagnostic methods. It's a resource for those interested in better understanding the rationale and processes behind CHAMPS's work as well as the potential for impact to reduce child mortality globally.

CHAMPS is able to pursue its vital mission because of the rigorous efforts of experts developing innovative and effective approaches for identifying the causes of child mortality in the places where it's highest.

We are excited to share the resources in this supplement with you and everyone working to reduce child mortality.



## PUBLICATIONS

IANPHI improves the world's health by leveraging the experience and expertise of its member institutes to build robust national public health systems. Our member NPHIs contribute to the global scientific knowledge base every day on a wide array of public health topics. Below are some highlights:

Building operational public health capacity through collaborative networks of National Public Health Institutes

Global Public Health Division, Public Health England, London, UK

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### **Decentralising scientific publishing: can the blockchain improve science communication?**

Oswaldo Cruz Foundation (FIOCRUZ), Brazil

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### **Evaluating the risks of public health programs: Rational antibiotic use and antimicrobial resistance**

Norway Institute of Public Health

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### **Overcoming distrust to deliver universal health coverage: lessons from Ebola**

National Public Health Institute of Liberia

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### **Setting the scene and generating evidence for malaria elimination in Southern Mozambique.**

National Institute of Health, Mozambique

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### **The fundamentals of cross-sector collaboration for social change to promote population health**

Public Health Agency Canada

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### **Zika Virus IgG in Infants with Microcephaly, Guinea-Bissau, 2016**

Dr. Placido Cardoso - Former Director, National Institute of Public Health (INASA), Guinea-Bissau



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