

Global Health Leadership and Management

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In the increasing environment of globalization and the real threats of SARS, HIV/AIDS and other emerging illnesses there is a pressing need for the systematic development of global health leaders. While this has been the purview of the World Health Organization (WHO), Centers for Disease Control and Prevention (CDC) and discrete academic public health programs, there has been little general awareness of the need to develop a cadre of global health practitioners, advocates, thinkers, and leaders. This text, thoughtfully prepared by William Foege (Bill and Melinda Gates Foundation), Nils Daulaire (Global Health Council), Robert Black (Johns Hopkins, Bloomberg School of Public Health) and Clarence Pearson (WHO) attempts to bridge the gap between the traditional approaches to global health, that of tropical medicine/clinical practice, and the new science of leadership and international program management. The beauty of this book lies not in its organization, but in the variety of perspectives elaborated by the very senior experts who have contributed the essays.

The text is loosely divided into five sometimes overlapping sections dealing with global health challenges and health policy, strategies and pathways, networks and change, learning from past experiences, and managing teams. Examples of the diversity of contributors include an opening chapter on philanthropy by: Melinda Gates of the Bill and Melinda Gates Foundation; Ray Gilmartin, CEO

of Merck, describes the need for corporate citizenship in global health; and Lee Jong Wook, former Director General of the WHO, discusses policy advances that have grown out of the HIV/AIDS epidemic and smallpox eradication campaign.

In the opening section on identifying challenges, William D. Novelli, Executive Director of the American Association of Retired Persons (AARP) discusses the costs associated with long term care and specifically caring for the elderly with multiple chronic illnesses. He calls for more sophisticated mechanisms to coordinate care and speaks to the benefits to society of having a population of healthy elders.

Later, in the section on new strategies and solutions, Harlan Cleveland writes about equity and global health. He makes a call for "generalist" or "transformational" leaders. He bases his thesis on the idea that only about 10% of health improvement will come from health technology and management. Nearly half will come from preventive and personal behaviors and the remaining half from the environment of human life. He posits that these broader categories make current leadership pyramids obsolete. He concludes that "crisis is normal, tensions can be promising, and complexity is fun."

In one of the concluding chapters, William Roper and Janet Porter review the Public Health Leadership Institute movement developed by the CDC in 1991 and continuing with state, regional, and national programs to the present. They review the approach, and methodology including adult learning methods, reflection vs. action, residential and distance modalities, and time frame with a goal of seeking "sustained improvement in leadership effectiveness." They conclude with a review of the CDC, United States Agency for International Development, and several non-governmental organizations' efforts to

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create leadership training programs in developing countries.

The individual essays can be digested quite well out of sequence and do not necessarily build on each other to an effective conclusion. The authors of each chapter are noteworthy, provide glimpses of brilliance and represent the most experienced health leaders of our day. Their collective wisdom and anecdotal advice, although often quite general, make worthwhile reading.

This book will make a useful addition to international development and

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public health curricula. It should be noted by anyone broadly interested in global health programming. The most useful contribution of Global Health Leadership and Management is in elaborating the perspectives of various non-governmental stakeholders from the pharmaceutical industry, trade associations and academic world as well as foundations, and non-profit groups.

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113 years ago in *Pacific Health Dialog*, A. Emesson - Bain was quoted that, "a key concept in management and leadership is the notion of need to place people, not economic growth, first." *PHD* 1995; 2 (1): 141.