

# Stephen Noyes Orton, PhD

Gillings School of Global Public Health, University of North Carolina at Chapel Hill

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## Leadership Development and Adult Education

Senior Investigator, **North Carolina Institute for Public Health**  
Adjunct Assistant Professor, **Health Policy and Management**

**Gillings School of Global Public Health**  
**North Carolina Institute for Public Health**

Mar 1999 - present

Started in 1999 as a program manager; promoted to deputy director for Office of Executive Education from 2006 to 2013. Current role includes teaching undergraduate and masters courses on campus; planning and executing organizational development programs for leaders and managers; facilitating strategic planning in local health departments; coaching teams and individuals on leadership; developing new business and writing grants.

### | Portfolio of national leadership and management programs:

**National Workforce Development Center, Maternal and Child Health (Core Director).** Helped lead UNC proposal development team that landed this \$5.5 million, three-year cooperative agreement with HRSA's Maternal and Child Health Bureau. Responsible for leading Change Management Core that provides development and technical assistance to Title V professionals across 50 states and the territories. In partnership with Association of Maternal and Child Health Programs (AMCHP) and others. (9/13-present)

**National Public Health Leadership Institute (Associate Director).** Helped write PHLI grants funded in 2001, 2006 and 2007; helped design and staff 2007 alumni retreat; assumed operational leadership in October 2007. Responsible with a nationally distributed management team for designing and implementing curriculum for blended in-person and on-line programming; duties include identifying and integrating faculty, recruiting, team coaching, budget tracking. In partnership with Center for Creative Leadership. (9/06-12/11)

**Management Academy for Public Health (Director, Co-Director, Manager).** Started as a four-year, \$2.8 million pilot project to improve management skills and organizational effectiveness among state and local public health agencies. Managed transition from grant to revenue-support. Joint program between School of Public Health and Kenan-Flagler Business School. Program has enrolled over 1000 managers with a 94% graduation rate. Transitioned to an "on-the-road" model starting in 2010, serving over 30 teams since then in five states. (4/99-present)

**Emerging Leaders in Public Health.** Kellogg-funded spin-off of the Management Academy designed for underrepresented minority leaders in public health; partnership with Kenan-Flagler Business School (12/05-5/09)

**| Portfolio of international leadership programs**

**Caribbean Health Leadership Institute.** Helped write 5-year, \$4 million grant in collaboration with University of West Indies. Consulted and assisted UWI leadership in designing and launching sustainable leadership development program for HIV-AIDS leaders. (7/07 – 6/10)

**| Portfolio of custom/regional programs:**

**Management Certificate (Consultant, Coach).** Northwest Center for Public Health Practice, University of Washington. Consulted with UW on design and execution of the program (funded in part by the deBeaumont Foundation). Project Coach for scholars focusing on business plan projects. (9/10 – present)

**Leadership Novant (Director).** Custom Executive Education program for Novant Health; build leadership skills in high-potential top-tier managers. (9/05-12/13)

**Southeast Public Health Leadership Institute.** Regional leadership program on the model of the national program described above.

**ASTHO Senior Deputy Development program (Director).** Consult with Association of State and Territorial Health Officers to assess their membership, design and help implement a custom development program for state Health Department Senior Deputies, designed to build management skills and strengthen the network nationally. Transitioned program to ASTHO management. (7/08-6/11)

**PREVENT National Violence Prevention Training Program (Co-Director, Co-PI).** Four-year, \$3.6 million cooperative agreement with Centers for Disease Control and Prevention to build skills in violence prevention among program leaders and practitioners. Joint program with UNC Injury Prevention and Research Center. (9/03-3/06)

**Management Certificate in Public Health.** Online certificate course developed with Management Academy curriculum as a foundation. Lead developer; team coach. Transitioned management of the program to Health Policy and Management department in 2003. (10/01-1/03)

**Health Policy and Management Department, Gillings School of Global Public Health**

Started in the department as a program coordinator in 1994; instructor starting in 1996.

**Adjunct Assistant Professor**

Mentor students and teach a variety of consulting, business planning, writing and communication-related courses and modules (see teaching section below)

**Evaluation Coordinator,** V.A. Primary Care Medical Education (PRIME) Program (9/95-4/99)

**Program Coordinator,** Executive Program for Developing Countries (4/94-9/95)

## Publications

## | Books

Orton S, A Menkens, P Santos. *Business Planning in Public Health: A Practical Guide*. Boston: Jones and Bartlett 2008.

## | Chapters

Orton S, Menkens A. "Business Planning for Public Health from the North Carolina Institute for Public Health." IN Baker E, A Menkens, J Porter eds. *Managing the Public Health Enterprise*. Boston: Jones and Bartlett 2009, 165-172.

Orton S. "Managing and New Web Communication Technology." IN Baker E, A Menkens, J Porter eds. *Managing the Public Health Enterprise*. Boston: Jones and Bartlett 2009, 135-144.

Baker E, S Orton. "Managing in the Information Age: Preventing 'Electronic Fatigue Syndrome.'" IN Baker E, A Menkens, J Porter eds. *Managing the Public Health Enterprise*. Boston: Jones and Bartlett 2009, 131-134.

Porter, J, S Orton. "Humility and Technology to Foster Partnerships." IN Baker E, A Menkens, J Porter eds. *Managing the Public Health Enterprise*. Boston: Jones and Bartlett 2009, 85-92.

## | Peer-Reviewed Articles

Cocowitch V, S Orton, J Daniels, D Kiser. "Reframing Leadership Development in Healthcare: An OD Approach." *OD Practitioner* 2013 45(3): 10-18.

Martin S, T Coyne-Beasley, M Hoehn, M Mathew, C Runyan, S Orton, L Royster. "Primary Prevention of Violence Against Women: Training Needs of Violence Practitioners." *Violence Against Women* 2009, 15(1): 44-56.

Orton S, K Umble, S Zelt, J Johnson, J Porter. "Management Academy for Public Health: Creating Entrepreneurial Managers." *American Journal of Public Health* 2007 97(4):601-605.

Orton S, K Umble, B Rosen, J Mclver, A Menkens. "Management Academy for Public Health: Program Design and Critical Success Factors." *Journal of Public Health Management and Practice* 2006, 12(5): 409-418.

Porter J, S Orton, J Johnson, K Umble. "The UNC Management Academy for Public Health: How the UNC School of Public Health and Kenan-Flagler Business School created a winning partnership." *Journal of Public Health Management and Practice* 2006, 12(5): 430-435.

Umble K, S Orton, B Rosen, J Ottoson. "Evaluating the Impact of the Management Academy for Public Health: Developing Entrepreneurial Managers and Organizations." *Journal of Public Health Management and Practice* 2006, 12(5): 436-445.

Runyan C, C Gunther-Mohr, S Orton, K Umble, S Martin, T Coyne-Beasley. "PREVENT: A Program of the National Training Initiative on Injury and Violence Prevention." *American Journal of Preventive Medicine* Dec 2005;29: 252-258.

Orton S, K Umble, M Davis, J Porter. "Disasters and Bioterrorism: Does the Management Academy for Public Health develop disaster readiness?" *Public Health Reports* 2002, 117:596-598.

Porter, J, J Johnson, V Upshaw, S Orton, K Deal, K Umble. "The Management Academy for Public Health: A New Paradigm for Public Health Management Development." *Journal of Public Health Management and Practice* 2002, 8 (2): 66-78.

### **| Funded Reports**

Orton, S et al. Business Plan for NACCHO/ASTHO. "Developing an Education and Training Curriculum and Delivering Learning Opportunities to State, Tribal, Local and Territorial Health Officials." Sponsor Award 2012-030605. Sept 2012.

Kilpatrick, K, S Orton, D Simel and T Walke. *PRIME Evaluation Final Report*. Two volumes. Management Decision and Research Center, HSR & D Service, VA Office of Research and Development. Contract No. V523P-6054. 1999.

### **| Columns**

Orton S, J Porter. "Management Moment: What To Do When The Hospital Calls." *Journal of Public Health Management and Practice* 2013, 19(3): 274-277.

Baker E, S Orton. "Practicing Management and Leadership: Vision, Strategy, Operations, and Tactics." *Journal of Public Health Management and Practice* 2010, 16(5): 470-471.

Orton S, A Menkens. "Management Moment: Business Planning for Public Health from the North Carolina Institute for Public Health." *Journal of Public Health Management and Practice* 2006, 12(5): 489-492.

### **| Selected Presentations**

Cilenti D, S Orton, K Hassmiller-Lich, S Link. "Collective Impact through Systems Mapping." Association of Maternal and Child Health Programs Annual Meeting, Washington DC, January 25, 2015.

Orton S, S Verbiest. "Women's Integrated Systems for Health: Developing Innovative Partnerships to Improve Women's Health." Postpartum Support International conference, Chapel Hill NC, June 21, 2014.

Orton S. "The Sustainability Challenge: business planning tools for public health partnerships." National Network of Public Health Institutes Annual Meeting, New Orleans, May 20, 2013.

- Orton S. "Evaluation of QI Initiatives and Return on Investment." Public Health Improvement Training, National Network of Public Health Institutes, Atlanta, April 24, 2013.
- Orton S. "The Sustainability Challenge: business planning tools for public health partnerships." Public Health Improvement Training, National Network of Public Health Institutes, Atlanta, April 24, 2013.
- Orton S. "The Business of Public Health." Models of Excellence series, Rollins School of Public Health, Emory University, Atlanta. March 28, 2013.
- Randolph G, LA Crawley-Stout, S Orton. "The Return on Investment on Measuring Return on Investment in Prevention Improvement Efforts: Case Studies from the Frontlines in North Carolina." NNPHI Leveraging Public Health Institutes for Systems Change Conference, Charlotte NC, Dec 2012.
- Allee MK, S Orton, C Abarca, B Johnson-Cornett. "Revenue+Effort=Outcomes: Applying Business Planning to Mobilizing for Action through Planning and Partnerships Community Health Improvement." Presentation at APHA Annual Meeting, Washington DC, Nov 2011.
- Orton S. "Business Planning in Public Health." Adolescent Pregnancy Prevention Campaign of North Carolina annual meeting, Greensboro NC, May 2011.
- Orton S, K Umble, K Freire, R Davis, M Mahannah, A Hattori. "The Management Academy for Public Health: Developing Entrepreneurial Public Health Managers." Presentation at APHA Annual Meeting, Washington DC, Nov 2007.
- Orton S. "'Enhanced Revenue' Analysis of the Management Academy for Public Health." Poster presentation at NACCHO/ASTHO Joint Conference, Boston MA, July 2005.
- Orton S, J Porter. "Improving Managerial Capacity in the Public Health System." Presentation at APHA Annual Meeting, Washington DC, Nov 9, 2004.
- Orton S, J Johnson Jr, J Porter, T Ricketts, K Umble. "Civic Entrepreneurship: An Idea Whose Time has Come." Poster presentation at APHA Annual Meeting, San Francisco CA, November 17, 2003.
- Orton S. "Business Planning for Public Health." Post-conference training at ASTHO/NACCHO Joint Conference, Phoenix AZ, September 12, 2003.
- Orton S. "Tools for the Business of Collaboration." Presentation at Healthy Communities Institute, Asheville NC, June 5, 2003.
- Orton S, D Steffen. "Teamwork and Change: Lessons Learned about Teamwork and Training Transfer." Presentation at southeast regional meeting of the University Continuing Education Association, Raleigh NC, October 21, 2002.
- Orton S and J Place. "Lessons Learned in Meeting the Training Needs of the Diverse Public Health Workforce." APHA Annual Meeting, Atlanta, GA, Oct 21-25, 2001.

Orton, S. "The Management Academy for Public Health: Building Managerial Skills in a Distance Learning Format." Presentation at the Conference on Public Health Informatics and Distance Learning, New Orleans, August 7-10, 2000.

## **Selected Teaching**

### **| Bachelors level courses**

- HPM 697, Capstone: Consulting (Spring 2014, Spring 2015)
- BA 401, Leadership Communication. Kenan-Flagler Business School (2009)
- HPAA 99, Undergraduate Honors Thesis course (1998-1999)
- HPAA 72, Business Communication for Health Administrators (1996-1999)

### **| Masters level courses**

- HPM 611, Public Health Concepts and Systems Thinking (Spring 2015)
- Executive MBA communications session facilitator, Kenan-Flagler Business School (2005-2013)
- HPAA 140, Business Planning, Management Certificate on-line course (2004-2005)
- PA 501, Writing for Public Administrators at NC State (2003-2005)
- HPAA 176, Masters Paper/Health Services Research (Sp 2000)

### **| Adult Ed / Organizational Development seminars and courses**

- AHEC-sponsored strategic planning sessions for NC county health depts (2013- pres)
- Development sessions on coaching, performance appraisal, conflict management, and team-building for local public health agencies (2012 - pres)
- Management Academy On The Road business planning sessions (2011 – pres)
- Coach, Management Certificate program, NW Center for Public Health Practice at University of Washington (2011 – pres)
- Teamwork and Managing Change, Management and Supervision (DHHS-sponsored training for local health dept supervisors, 2012 – pres)
- Business Communication, Business Planning, and Implementation modules for Management Academy (1999 - 2011)
- Business Planning in Public Health, Arkansas Public Health Management and Leadership Institute (2006-2009)
- PubH 7200, Creating a Compelling Business Plan, U Minn Public Health Institute (2005)

### | On-line courses and modules

- Women’s Integrated Systems for Health (WISH) on-line training program (faculty member and team coach, January – June 2013).
- Orton S. “Hot Topics in Public Health: Business Planning Made Easy.” Webinar, Northwest Center for Public Health Practice. April 30, 2013.  
<http://www.nwcphp.org/training/opportunities/webinars/business-planning>
- Business Planning for Public Health Programs, self-paced web module, Northwest Center for Public Health Practice  
<http://bit.ly/VQdHgK>
- Feasibility Planning for Public Health Business Plans, self-paced web module, Northwest Center for Public Health Practice  
<http://bit.ly/QFXjnk>

### Education

PhD, English, University of North Carolina-Chapel Hill	May 1998
MA, English, University of North Carolina-Chapel Hill	May 1990
BA, The Colorado College, with Distinction in English	May 1984

### Boards

Advisory Council, Discovery Learning, Greensboro NC	May 2008 – pres
Board Chair, Youth Community Project, Carrboro NC	April 2013 – pres
Board member, Carolina Villages	January 2015 - pres

### Awards

2013 Public Health Training Centers Model Practices and Promising Practices recognition for “Management Academy on the Road” in West Virginia and North Carolina

Provost Award for Outstanding Service to North Carolinians, April 8, 2004