

What is it really  
like to be a new  
Health Officer!?

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La Crosse County Health Department

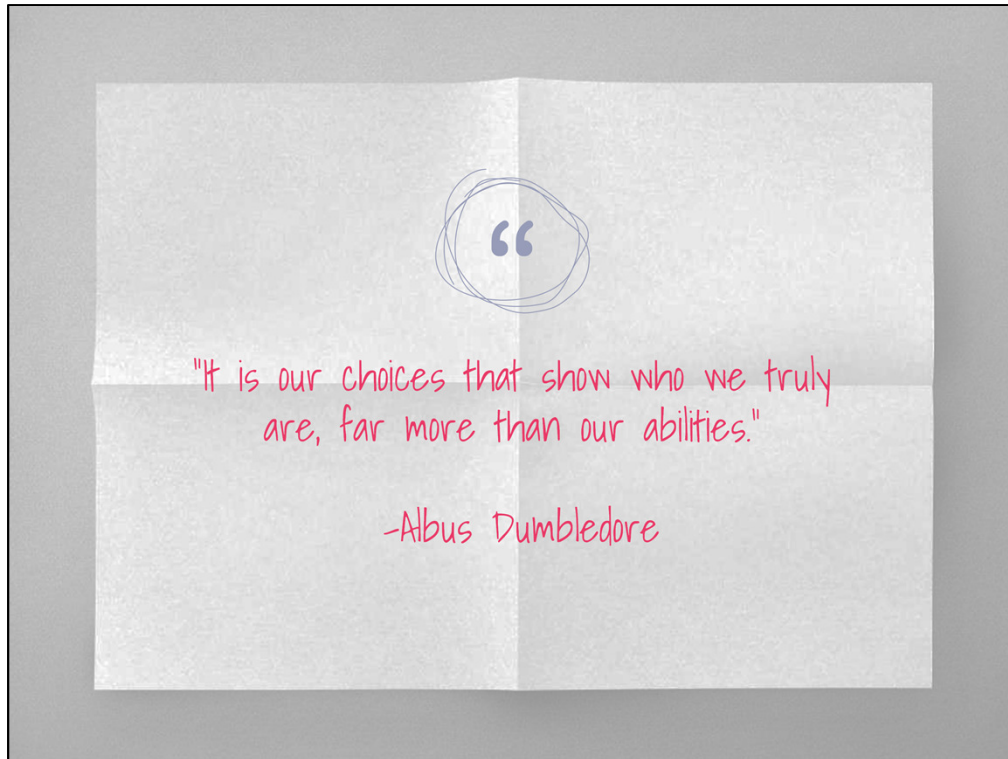
# Objectives

*-Describe the common challenges encountered by new LHOs and the general lessons learned from those experiences.*

*-Restate at least two examples of how experienced LHOs navigated through their early years as LHOs.*



## Common Challenges



He also said: "but perhaps those best suited to power are those who never really sought it"

# Common Challenges

*-Quantity of Work Tasks*

*-Personnel Issues*

*-Urgencies/Emergencies*

*-Budgets and Resource Allocation*

## Personnel Issues:

1. Don't take things personally ([article: A Survival Guide for Leaders – see Resource slide](#))
2. AP example: Emotional Intelligence (book/worksheet) an option (contact Jen Rombalski for worksheet/work plan sample)

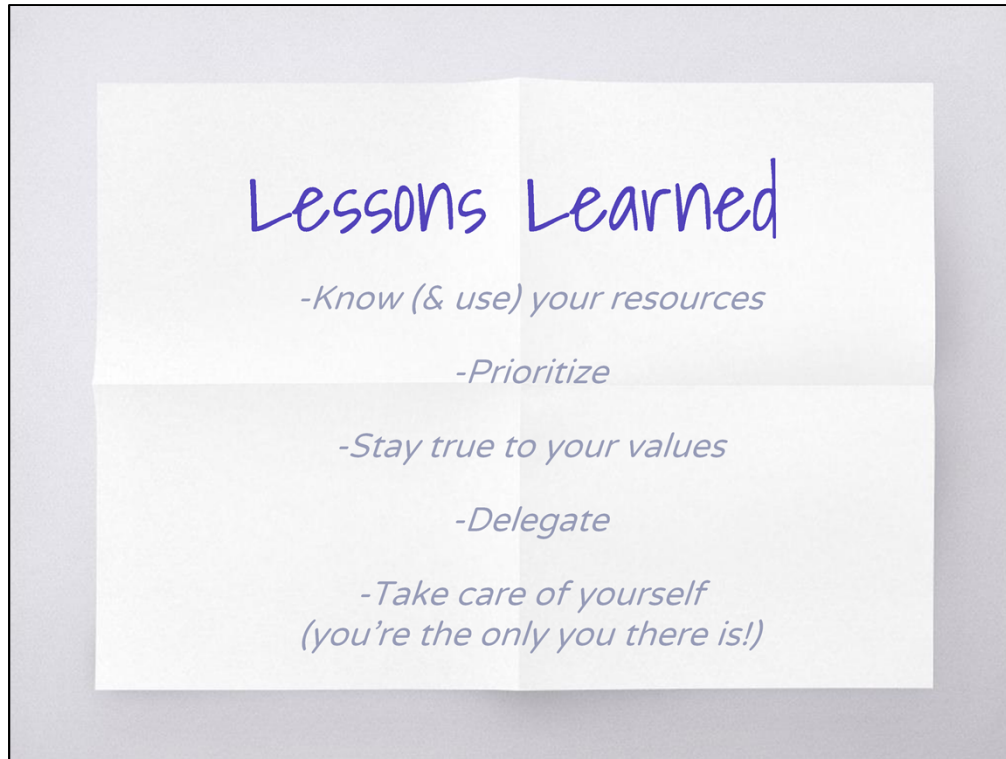


Lessons Learned



"Whether you think you can or think you  
can't, you're right."

-Abraham Lincoln



Know your resources:

- see Resource slide
- don't be afraid to pick up the phone and call someone

Prioritize:

1. Use the 4 quadrants – urgent and important to non-urgent and not important
2. Connect priorities to strategic plan and CHA/CHIP whenever you can
3. Make yourself a priority
4. Range of Engagement – won't (no power, no choice, 0-25% engaged), have to (forced, limited to no choice, 26-50%), need to (low power, mostly at choice, 51-75%), choose to (high power, total choice, 76-100%)

Stay true to your values:

1. What are your values? Articulate them clearly in writing and test them through daily decision-making  
(<https://www.inc.com/kevin-daum/define-your-personal-core-values-5-steps.html>)
2. Values Exercise

Delegate:

1. You do not have to do everything...let go of some control where it's appropriate to do so.
2. Management Time: Who's Got the Monkey? <https://hbr.org/1999/11/management-time-whos-got-the-monkey>
  - Time: boss-imposed, system-imposed, self-imposed (includes subordinate-imposed)



## -5 Levels of initiative

Take care of yourself:

1. What kind of leader do you want to be?
  - Adaptive leadership: dance floor and balcony (where are you and where do you want to be?)
  - Energy leadership
2. What must you do to assure you are able to be the leader you want to be?
  - Exercise, nutrition, water, meditation, relaxation, nature exposure, lighting, family, friends, animals, other?
  - Be “selfishly wise” (Dalai Lama)

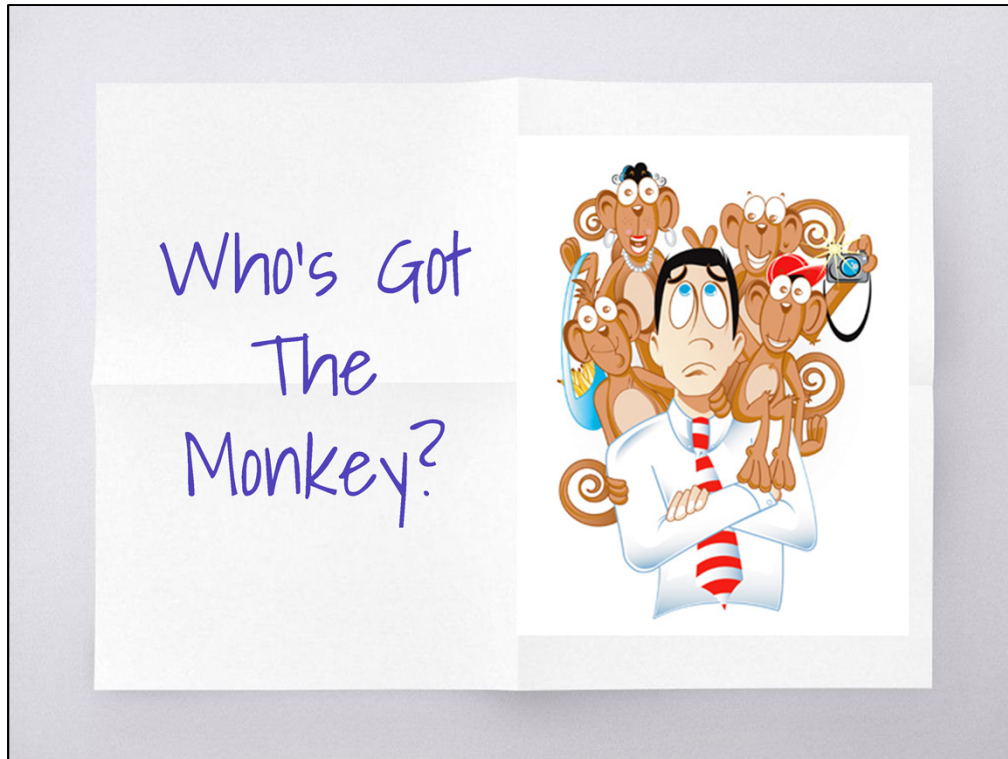


Handout: Values/definitions, Top 10 exercise

Step 1: For each value, rate whether it is (1-extremely important to you; 2-important to you; 3-somewhat important to you; 4-not very important to you; 5-not at all important to you)

Step 2: List top 10 in order of importance to you

Be honest; is it important to you or important to someone else?



Harvard Business Review article

-Time: boss-imposed, system-imposed, self-imposed (includes subordinate-imposed)

-5 Levels of initiative

1. Wait until told what to do (lowest level of initiative)
2. Ask what to do
3. Recommend, then take resulting action
4. Act, but advise at once
5. Act on own, then routinely report (highest level of initiative)

Which one are you using?

What is your expectation of those who report to you? Have you communicated your expectation to them?

# Adaptive Leadership

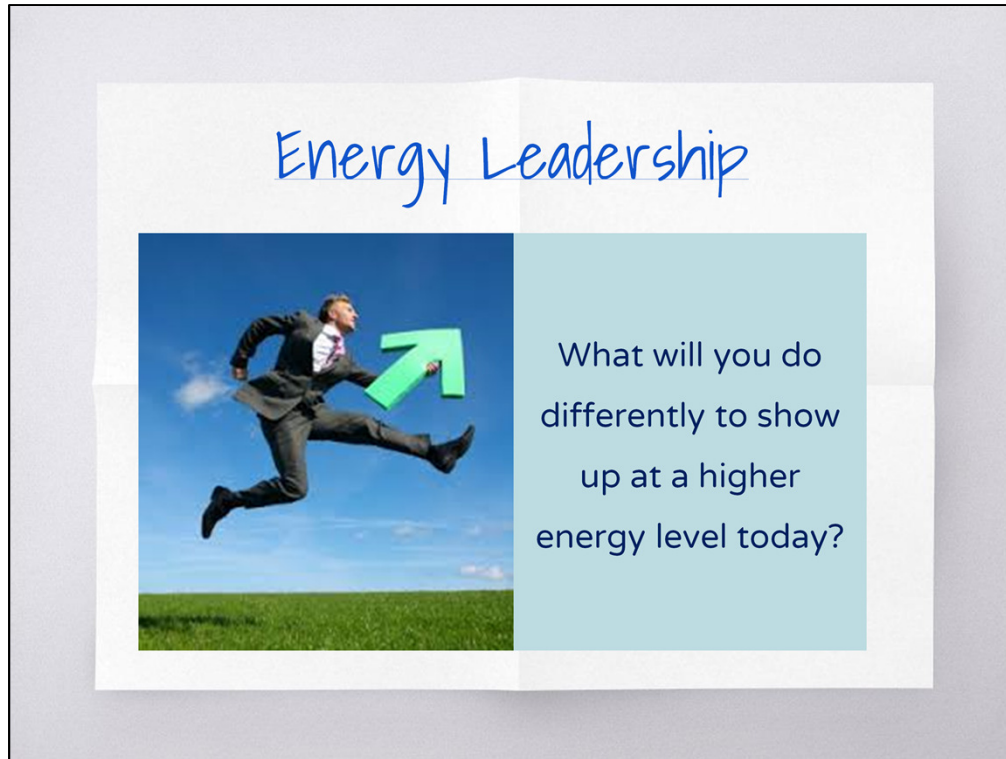
*The Balcony  
(Adaptive)*

*Vs.*

*The Dance Floor  
(Technical)*



Adaptive Leadership video by NACCHO: <https://www.youtube.com/watch?v=fA-dSo2qg6Y>  
<https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/change-management>



Example: driving to work and someone cuts you off...do you think “man, what a jerk” or do you think “I am so glad no one got hurt”

#### 8 Building Blocks of the Energetic Leader:

- emotional intelligence
- dynamic communication
- influencing & engaging others
- problem solving
- productivity & decision making
- high energy relationships
- health & wellness
- time Management & balance

ELI Assessment: The Energy Leadership Assessment is a one-of-a-kind survey that helps you identify exactly how your energy is either helping or hindering your ability to succeed.

1. How do you think, feel, act and how are you leading?

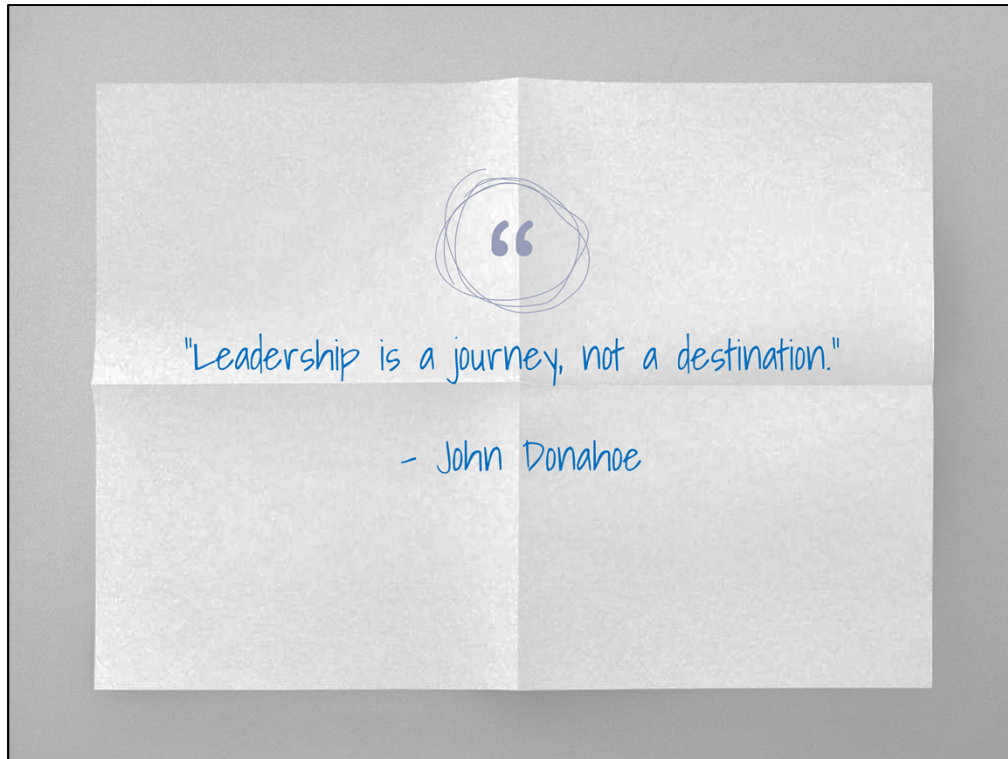
<https://www.youtube.com/watch?v=iNnYFshWhLE>

2. Where are you, why are you there, and how do you get to where you

want to be? <https://www.youtube.com/watch?v=oazj2yoBuMw>



# Navigation Tips



John Donahoe is an American businessman and president of eBay from 2008-2015

Be present in the moment, every moment.



Relationships:

1. Set a goal to spend 30 min with a community partner or key resource (see resource slide) once a month – informal but purposeful (how can we help each other)...you need them and they need you!
2. How to achieve win-wins (personnel example)

Learn about yourself:

1. Strengthsfinder Assessment
2. True Colors
3. Change Style Indicator
  - Conservers, Pragmatists, Originators
4. EI 2.0
5. ELI/IPEC
6. CCL Work Life Indicator Assessment

Be strategic:

1. What are the strengths and gaps in your department (capacity, people, skills, etc) – how maximize strengths and minimize gaps/challenges?
2. 7 Hats of Thinking by The deBono Group (perspectives)

Embrace mistakes:

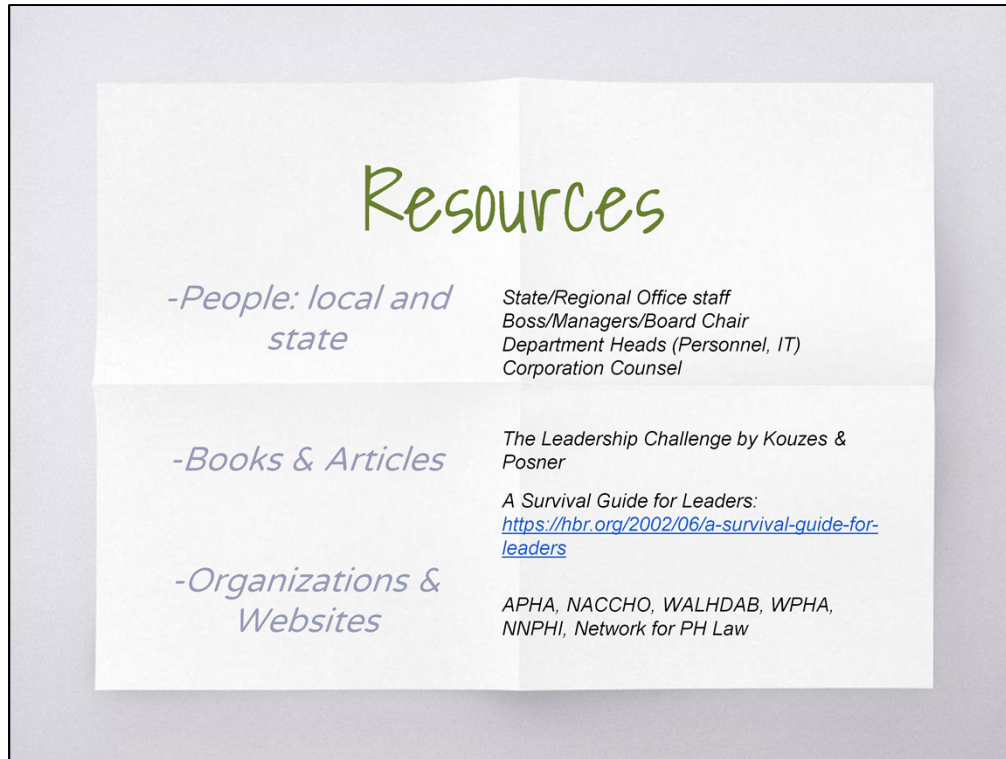
- you do not need to know everything
- you do not need to be perfect



-mistakes are part of the journey



## Resources



People: communicable disease staff, regional office, boss, other department heads, managers, personnel, IT, Corporation Counsel, Board Chair

Books & Articles:

Books: EI 2.0; The Leadership Challenge, Crucial Conversations

Articles: HBR/"The Real Reason People Won't Change" and "A Survival Guide for Leaders" [Adaptive Change]

My favs: Energy Leadership, Switch, Book of Joy

Organizations & Websites:

1. APHA, NACCHO, WALHDAB, WPHA

2. Network for PH Law, National Network for PH Institutes

[Structural Theory=core functions, PHAB, Statutes/Rules, Essential Services, Ethics]

Thanks!



**Any questions?**

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