

Public Health Infrastructure Grant (PHIG) Year 1 Workplan Analysis – Memo #6



Strategy A2.2: Organizational Competencies

This memo summarizes the analysis of 561 milestone activities that PHIG recipients categorized as 'Strengthen organizational competencies addressing IT, HR, financial management, contract, & procurement services.'

CDC's Public Health Infrastructure Grant (PHIG) aims to strengthen the public health workforce and infrastructure across the nation. The PHIG recipients comprise health departments from all 50 states, 26 counties, 23 cities, and 8 US territories/freely associated states. The **107 workplans** they submitted for Year 1 included **6,469 milestone activities** for two of the three PHIG strategies: A1) Workforce and A2) Foundational Capabilities.



Data Insights: Operational Areas & Administrative Tasks

- ❖ Organizational competencies in PHIG workplans included operational areas like:
 - Finance
 - Human Resources (HR)
 - Performance Management (for accreditation)
 - Data analytics (for surveillance & assessment)
 - Information Technology (IT)
 - ❖ Almost two-thirds (63%) of PHIG workplans listed administrative tasks like **assessing** inefficient processes or out-of-date equipment, **procuring** goods or services, and **improving** systems of workflows or processes for these tasks. These tasks are in addition to the strategic planning, hiring, training, and evaluating which characterized other Activity Foci. (See prior memos for hiring, training, accreditation)
 - ❖ Only 14% of PHIG recipients reported planning to build **equitable practices** into their administrative protocols and policies for procurement, hiring, and data governance.
- Possible topics of focus for Training & Technical Assistance (TTA)**
- ❖ Analysis of PHIG recipients' plans for organizational competencies indicates a need for a repository of hardware, software, and information systems to store data that fellow recipients may purchase with grant funds to increase interoperability (or efficient data collection and use across operations like finance, HR, and IT).



The majority of the workplans, across all geographic levels, described milestones related to organizational competencies. (See the charts above for the proportion of workplans, by geographical level.) These **561 milestones** make up 9% of the 6,469 total milestone activities.

Most Relevant Codes & Quotes from PHIG milestones to summarize Strategy A2.2: Strengthen organizational competencies addressing IT, HR, financial management, contract, & procurement services.

Code	Operational Definition	Example Activities
Finance (n=120)	Activities related to developing or improving programs, fiscal processes, and other activities within fiscal management systems.	<ul style="list-style-type: none"> Developing programs to strengthen competencies or new practices for equitable procurement (i.e., extending reach to minority and women-owned organizations and supporting underserved community vendors). Hiring and training new staff to increase capacity. Securing funding opportunities and allocating funds toward grants, contracts with vendors, or purchases for new/remote staff.
Human Resources (HR) (n=29)	Activities related to workforce recruitment, benefits, leave and time tracking.	<ul style="list-style-type: none"> Developing policies for equitable hiring and work-life balance (i.e., updating HR and retention policies with an equity lens and implementing processes to consider power in internal decision making). Implementing electronic formats (e.g., e-signatures) to increase the timeliness of document processing.
Performance Management (n=22)	Activities to improve tracking and monitoring of organizational objectives.	<ul style="list-style-type: none"> Identifying platforms, software, or databases to collect indicators. Maintaining the system and strategic plans for performance improvement.
Data Analytics (n=92)	Activities to collect, monitor, analyze information (like electronic health records, or EHR) for public health surveillance and reporting.	<ul style="list-style-type: none"> Hiring and training business, project, or statistical analysts; data modernization directors and staff; etc. Creating a data governance team, establishing data governance policies, identifying actions and plans to improve data quality, implementing change management systems.
Information Technology (IT) (n=31)	Activities to maintain networks and operating systems or centralize administrative information systems.	<ul style="list-style-type: none"> Identifying IT applications and opportunities. Hiring and training IT staff. Consolidating existing information systems to streamline workflows and increase efficiency.

Example Milestones

"Develop/Continue to implement improvements in policies and practices to include an **equity lens in contracting, purchasing/procuring, and budgeting procedures**; implementing processes to consider power in internal decision making; or integrating equity concepts in human resources policies."

"Improve **process automation** within the analytic realm through the use of more efficient processes and **implementation of software tools.**"

"Support the upgrade [of] human resource, administrative (fiscal management, procurement, etc.), vital records, and other core **information systems to improve interoperability** and function through deploying [subject matter experts] to support the various enterprise modernization efforts."

PHNCI & PHAB's operational definitions for each Foundational Capability informed the team's codebook, but we inductively sorted activities from the data that may not align with the CDC's example milestones for each Activity Focus.

For more information about this grant:

<https://www.cdc.gov/infrastructure/phig/index.html>

Questions?

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