



Organizational Competencies: Workforce Practices and Collaborative Approaches

BY PHIG PARTNERS



SHAPING TOMORROW'S PUBLIC HEALTH TODAY.



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Collaborative Best Practices: Strengthening Organizational Competencies

Keshana Owens-Cody, PHI Grant Workforce Director
Eric Shircliff, PHI Grant Evaluator

August 20, 2025

OVERVIEW

Purpose:

- To showcase the collaborative relationships formed to strengthen the implementation of NYS Office of Public Health's Public Health Infrastructure Grant.

Strategies & Implementation

- How change management was applied to the introduction of the grant to HR, IT, Fiscal, and Leadership
- The impact that it has had on the implementation and evaluation of the grant
- The support gained to create the Division of Public Health Infrastructure

A Foundation of Change Management

- NYS Office of Public Health built on a foundation of change management
- All grant staff provided with training and continuing education on change management and its application

Collaboration & Impact

Demonstrate the impact that this team has on staff efficiency to carry out programs and service delivery

- Balancing competing priorities amongst teams
- Ensuring that all levels understand the nature of public health work and that every meeting arrives at a YES
- Dedicated time and effort to relationship building

REFLECTION

Remember writing and/or reading your budget narrative.

- ☐ The roles you were set to hire
- ☐ The programs set to launch
- ☐ The excitement you had to fulfill your role as Workforce Director, and/or Program Evaluator



STRATEGY TO IMPLEMENT

- ☐ Listening Sessions
- ☐ PHAB Foundational Capabilities
- ☐ Accreditation
- ☐ Project Management Consultation



CHANGE MANAGEMENT

OPH Workforce Team



FORMULA FOR CONDUCTING LISTENING SESSIONS

- ☐ Identifying our key partners
- ☐ Formal emails introducing ourselves and the grant
- ☐ Presentations explaining the grant, expectations and an invitation to contribute to the success of the implementation.
- ☐ Hosting Town Halls
- ☐ Follow Up

CENTERED ON WELLNESS

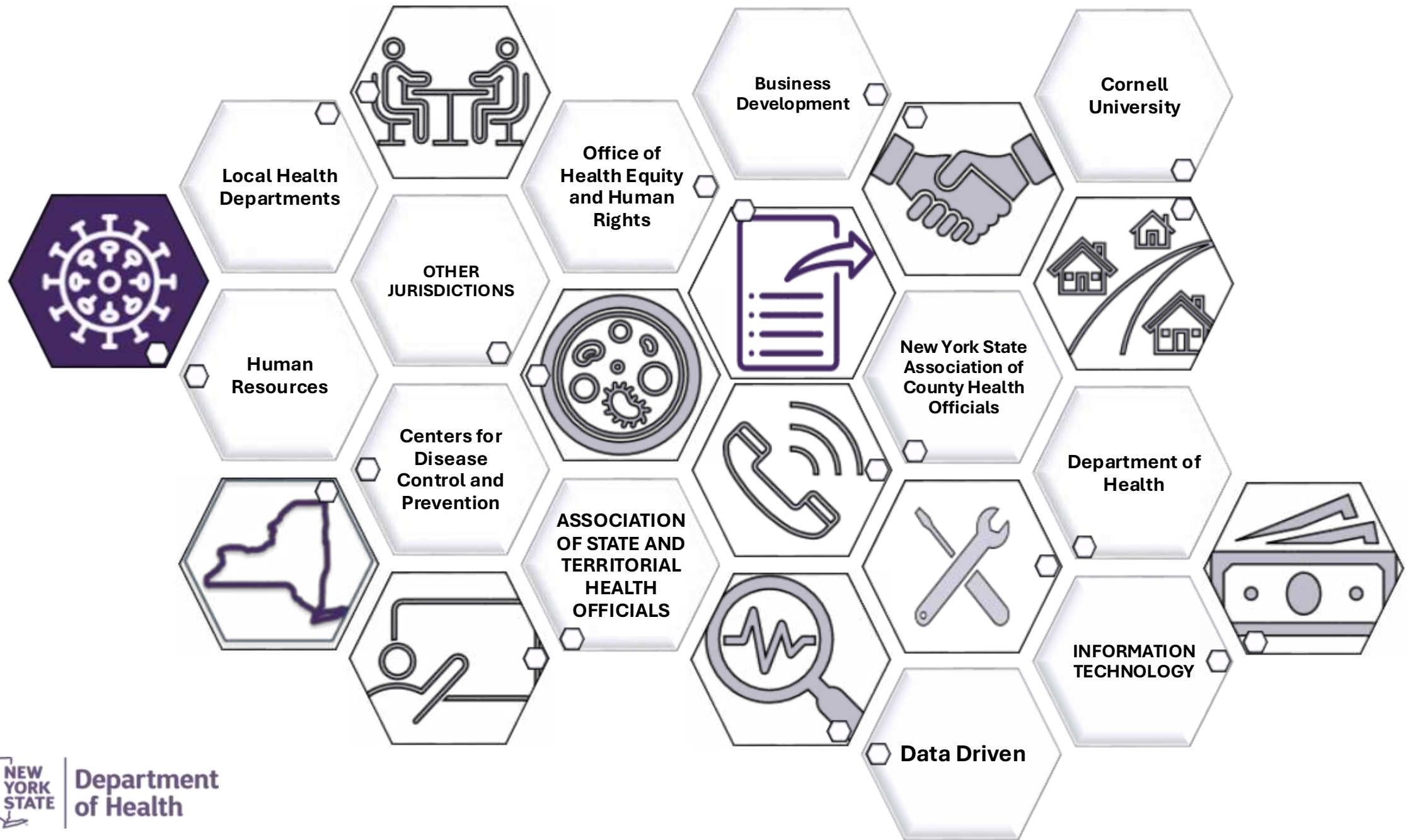


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WHAT DID WE LEARN?



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HUMAN RESOURCES ENGAGEMENT

- ☐ Provided an overview of the grant including performance metrics.
- ☐ Developed a workflow for submitting hiring timeliness and retention data to the evaluation lead.
- ☐ Developed a cross walk that defined differences in hiring processes between our two employers.
- ☐ Reviewed positions to be hired and assessed capacity to review and fill positions.
- ☐ Discussed duplication of efforts between PHIG and Employee Assistance Programs .
- ☐ Collaborated on the development and approval of new titles that closely aligned with current HR titles.
- ☐ Streamlined recruitment processes for all new titles and internship program.

GRANTS ADMINISTRATION

- ☐ Reviewed all Notice of Awards and PHIG Responsibilities.
- ☐ Reviewed grant roles and responsibilities with internal grants administration team.
- ☐ Established policies, procedures, and regular check-ins.
- ☐ Included grants administration in all PHIG staff meetings, strategic planning workgroups and listening sessions through the Office of Public Health.
- ☐ Reviewed PHAB Foundational Capabilities.

LOCAL HEALTH DEPARTMENT ENGAGEMENT

Internal Relationship Building- Public Health Infrastructure and Grants Administration

- **Improvement of internal processes**

- As-needed assignment of budget processors to LHD PHIG budgets and vouchers
- Additional training for PHIG budget processors

- **Enhanced communication & collaboration**

- Shared LHD communication and budget tracking system
- Weekly meetings



External Relationship Building- Local Health Departments

- **LHD technical assistance**

- Virtual, quarterly meetings, quarterly email bulletins, virtual office hours, individualized TA via phone, email, and virtual meetings
- Resource documents created in collaboration with partners (Grants Administration, Health Research Inc., and CDC)- Expenditure Guide, building improvement decision tree, budget process flowchart

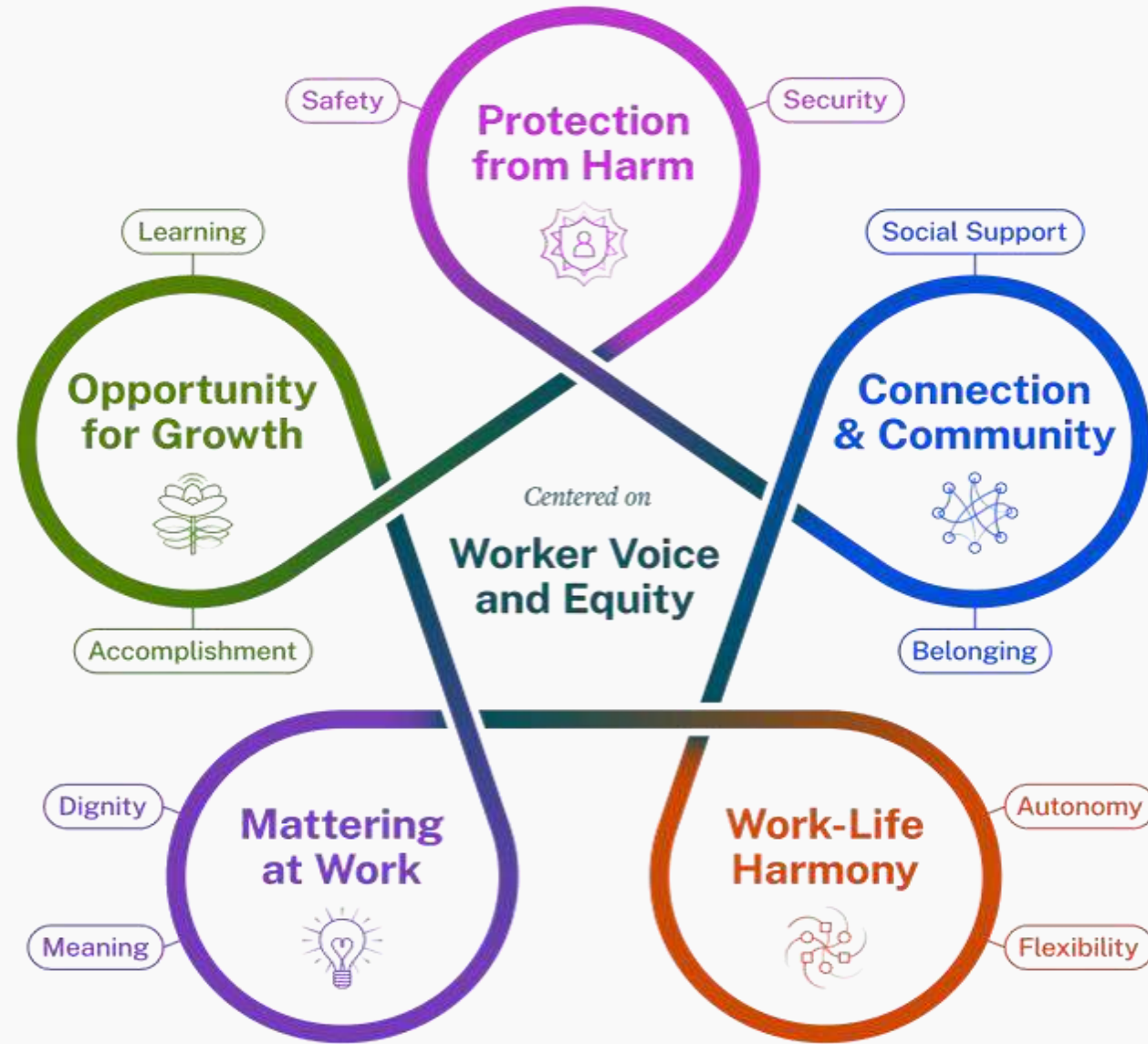
- **NYSACHO collaboration**

- Enhanced communication and information gathering with LHDs

REGIONAL OFFICE ENGAGEMENT

- ☐ Reviewed proposed positions from A1.
- ☐ Reviewed organizational charts at each Regional Office.
- ☐ Listened to recruitment challenges, sought out new job titles, and updated job descriptions (e.g., qualifications, work experience and skills).
- ☐ Identified regional office projects to be conducted through the co-located staff.

CENTERED ON WELLNESS



THE SUCCESS OF GETTING TO YES



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GRANTS ADMINISTRATION

- ☐ Jointly advocated for increased responsiveness to Local Health Departments budget modifications and subcontracts.
- ☐ Developed policies and procedures for staff associated with the PHIG to access expenses for travel, purchasing supplies, and request for proposals.
- ☐ Customized budgets for individual units for Directors to have real-time data and gain budget management skills.
- ☐ Process in place to jointly approve FTEs, purchases and award subcontracts.
- ☐ Recently held A2 Notice of Continuation Town Hall and (3) Office Hours to support proposal submissions.

RECRUITMENT INFRASTRUCTURE

- ☐ Reviewed and provided recommendations to improve current data entry systems that accept job descriptions, interview questions, etc. to be posted to the public.
- ☐ Enhanced job aides to support hiring managers actively recruiting.
- ☐ Increased awareness of positions available that support the Departments Mission and Vision.
- ☐ Identified placements to promote Office of Public Health positions.

ADMINISTRATIVE TEAM

Role of the Administrative Team:

Purchase Requests

- Systemize purchase request process per the Division's Purchasing Guidance so everyone is on the same page and is comfortable with the process

Travel Arrangements

- Assist with travel needs based upon HRI and the Division's Travel Guidance
- Are well-versed in the travel policy guidance & procedures so they can assist our staff in a timely fashion

REGIONAL OFFICE ALIGNMENT

- ☐ Increased awareness of the programs, services that ensure the essentials of public health are delivered regionally.
- ☐ Streamlined communications and broke down grants administration process to maximize PHIG investments.
- ☐ Created new job titles to increase the size and diversity of the public health workforce regionally.
- ☐ Customized approach to support recruitment regionally.

LOCAL HEALTH DEPARTMENT ENGAGEMENT

LHD Technical Assistance

Technical assistance focused on achieving LHDs' unique infrastructure goals

- ❑ Ex. capital projects identified as significant need
- ❑ Collaboration between Public Health Infrastructure, Grants Administration, Health Research Inc., and CDC to establish requirements and guidelines related to LHD capital projects

Sustainability Focus

- ❑ Support LHDs in identifying and using alternative sources of funding when appropriate to maximize resources
- ❑ Provide guidance on fundamental fiscal and grant management skills so LHDs can effectively utilize current and future alternative funding sources

ACADEMIC ENGAGEMENT



Strengthened partnerships with the New York State Association of County Health Officials; NYS Department of Health Human Resources; Health Research, Inc., Human Resources; and NYS Civil Service to promote public health careers at New York's state and local health departments



Increased presence at career fairs and created/expanded an email distribution list of college, workforce, and high school contacts, resulting in a higher number of applicants for open positions



Redesigned the [Public Health Works!](#) website to promote public health careers and grant-related activities to academic partners, students, and the community



Providing public health career classroom presentations, hosting an Academic Engagement Webinar Series, and increasing our focus on K-12 students to inspire the next generation of public health leaders



PATHWAYS TO PUBLIC HEALTH

Cohort Growth & Representation

- Interns from over 20 academic institutions statewide (Northeastern, SUNY Albany, Columbia, Johns Hopkins, NYU, George Washington, Michigan Tech, CUNY School of Public Health)
- Includes public health, social work, policy, and data science majors
- Communications with other internships for future collaborations

Application Demand vs. Openings

- 100+ applications received per posting for Summer '25
- Increased openings per cohort due to demand
- Fall '25 cohort received 30+ proposals for 20 openings
- Outreach for Spring '26 proposals come in since the summer
- Planned 2026 openings:
 - 20 - Spring
 - 30 - Summer
 - 20 - Fall

Program Impact & Achievements

- 100% supervisor satisfaction rate on intern contributions - *requests for extended internships received*
- Interns have successfully led data visualizations, and contributed to DOH presentations to audiences of 50+
- Community Day drew 100% intern attendance and created opportunities to explore meaningful work in the field—*where impact starts with action.*
- 2 interns have applied to full-time with current departments
- 1 intern has decided to continue to pursue MPH, 1 intern is pursuing doctorate



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PUBLIC HEALTH CONTINUING EDUCATION

Human Resources Management Group and Health Research, Inc.

Training Catalog and Calendar: Trainings will be facilitated statewide and cover topics in leadership and management. Scheduled for release Fall 2025.

Center for Environmental Health

Leadership and Management Community of Practice: First cohort completed 8/6.

Department leadership met monthly to discuss essentials of leadership and management foundational knowledge, strategic skills, and core competencies in public health practice.

New York State Public Health Corps (NYSPHC) Fellowship Program

Professional Development Training (Resume Writing, LinkedIn, RACI): Training facilitated as part of Learning Series of fellows. PHCE and NYSPHC will continue collaboration to identify trainings and SMEs for continued public health practice educational opportunities.

Strategic Plan Training Subgroups

Training Gaps Inventories meetings were facilitated in collaboration with the OPH Strategic Plan training partners to identify training/professional development gaps. Gaps analyzed and incorporated into the 2026-2027 training and education strategy.



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ORGANIZATIONAL WELLNESS

- ☐ Adopted **US Surgeon General's Five Essentials to Worksite Wellness Framework** – centered on Worker Voice
- ☐ Completed ***Organizational Wellness Listening Tour***
- ☐ **RECOGNIZE Digital Toolkit** – strategies to foster connection, collaboration, acknowledgement and recognition of public health employees written by OPH employees.
- ☐ **Wellness for the Win Supervisor Digital Toolkit** – written by OPH supervisors for OPH supervisors, easy to implement strategies to support staff and promote health and well-being in the workspace.
- ☐ **Created ENERGY Magazine** – a public health organizational wellness publication sharing stories and experiences of OPH staff founded in public health values.

STRATEGIC PLANNING



WHAT'S NEXT FOR NEW YORK?



New York State Expands Public Health Career Paths with PHIG-Supported Internships

The New York State Department of Health is utilizing PHIG funds to support its Pathways to Public Health Internship Program. It aims to diversify public health career pathways through academic partnerships in non-traditional fields like business, IT, and education. Interns gain hands-on experience by working on project-based assignments while engaging in professional development focused on career readiness, public health competencies, and health equity. The program also includes an emerging leader initiative for supervisors, fostering managerial and leadership skills. With strong support from both interns and supervisors, the program is proving effective in retaining a skilled, diverse public health workforce while offering interns meaningful career opportunities.



James McDonald, MD, MPH

Latest from New York

New York State Uses PHIG Funding for Public Health Workforce

On the PHIG Impact Report, James McDonald, commissioner of the New York State Department of Health, explains how PHIG strengthens the state's public health workforce.

[See this post and 3 related Success Stories](#) →

Overview

The public health workforce has faced extreme challenges in recent years. The associated stress and trauma have contributed to a wide range of poor outcomes, from decreased engagement and turnover to poor mental and physical health (all of which jeopardize public health agencies' ability to serve their community). As organizations look to recover and support the healing and wellbeing of the public health workforce, prioritizing a supportive response to this widespread trauma can be critical in bringing about systems-level change.

Target Audience

The public health and health care workforce

Webcast



A1 AND A2 YEAR 3-5

Organizational Competencies

- Sustaining Recruitment and Retention Programs
- Embedding Pipeline Programs
- Strengthening Employee Assistance Offerings
- Embedding the workforce development plan
- Co-location guidance documents



Community Partnerships

- Centering Community Voice
- Community Health Planning and Engagement
- Procurements
- Interagency Partnership Development
- Advisory Council Development and Maintenance

Communications

- Internal and External
- Tailored Communications
- Web Development and Social Media

KEEPING THE MOMENTUM FROM Y1 & Y2

❖ Continuing Collaboration

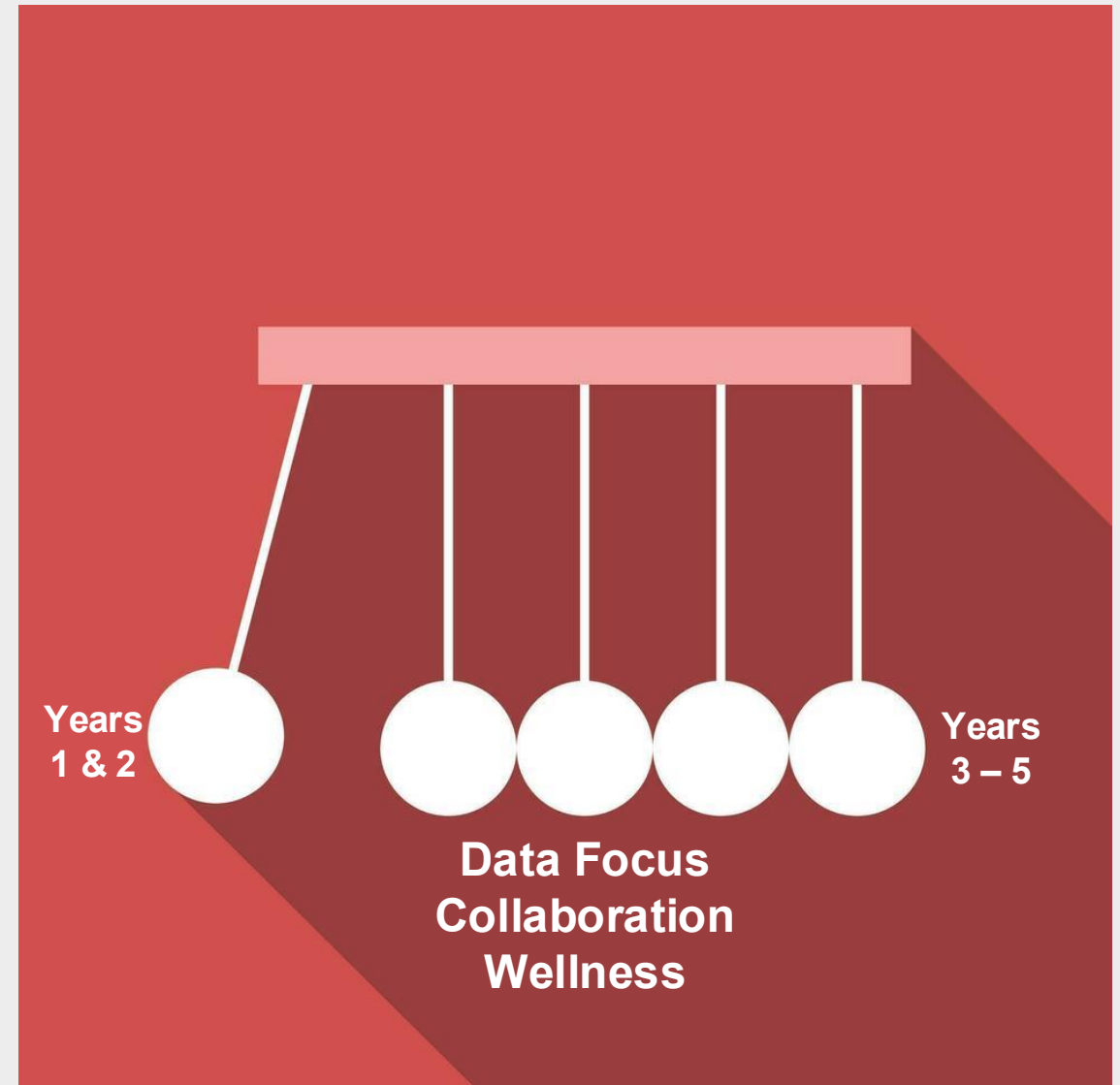
- Intra-agency, across historical silos
- Inter-agency, between state agencies

❖ Sustaining Our Focus on Data

- Performance measure reporting
- PHWINS

❖ Supporting Workplace Wellness

- Surgeon General's Framework for Workplace Mental Health and Well-Being
- Organizational Culture



Questions?



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Contact Us!



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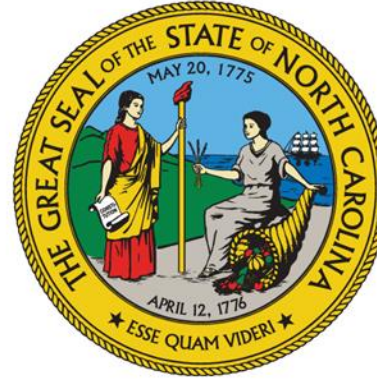
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NC DEPARTMENT OF
**HEALTH AND
HUMAN SERVICES**
Division of Public Health

Strengthening Organizational Competencies through Statewide Workforce Programming and Monitoring

Marina Pieretti, MPH – Director of Workforce Development

Danyae Bellamy, MPH – Public Health Infrastructure Grant Evaluator

Agenda



Introduction



**Foundational
Capabilities
Programs – NCIPH**



**Data Science
Workforce
Programs - NCA&T**



**Elevating
Organizational
Competencies
Statewide – Ideas
in consideration**



Q & A

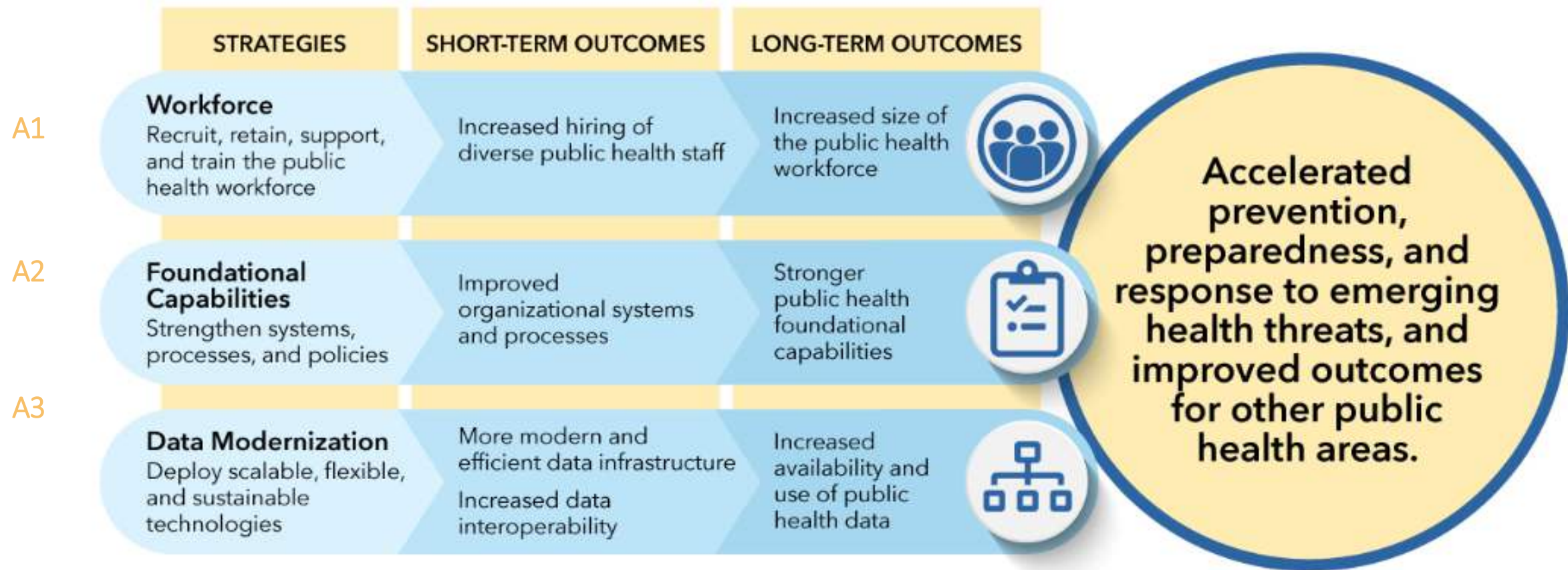
Introduction



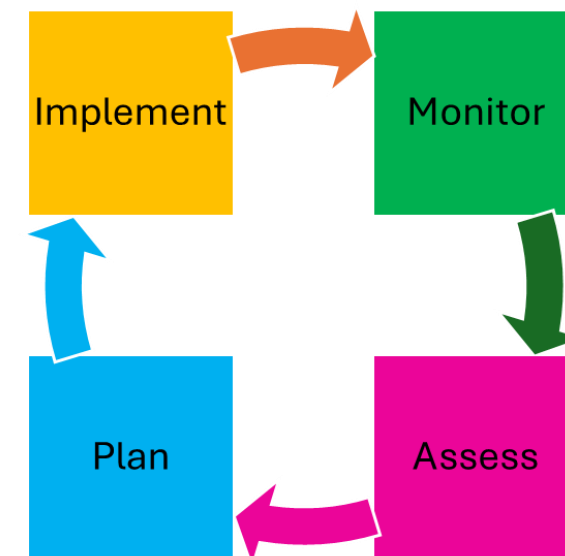
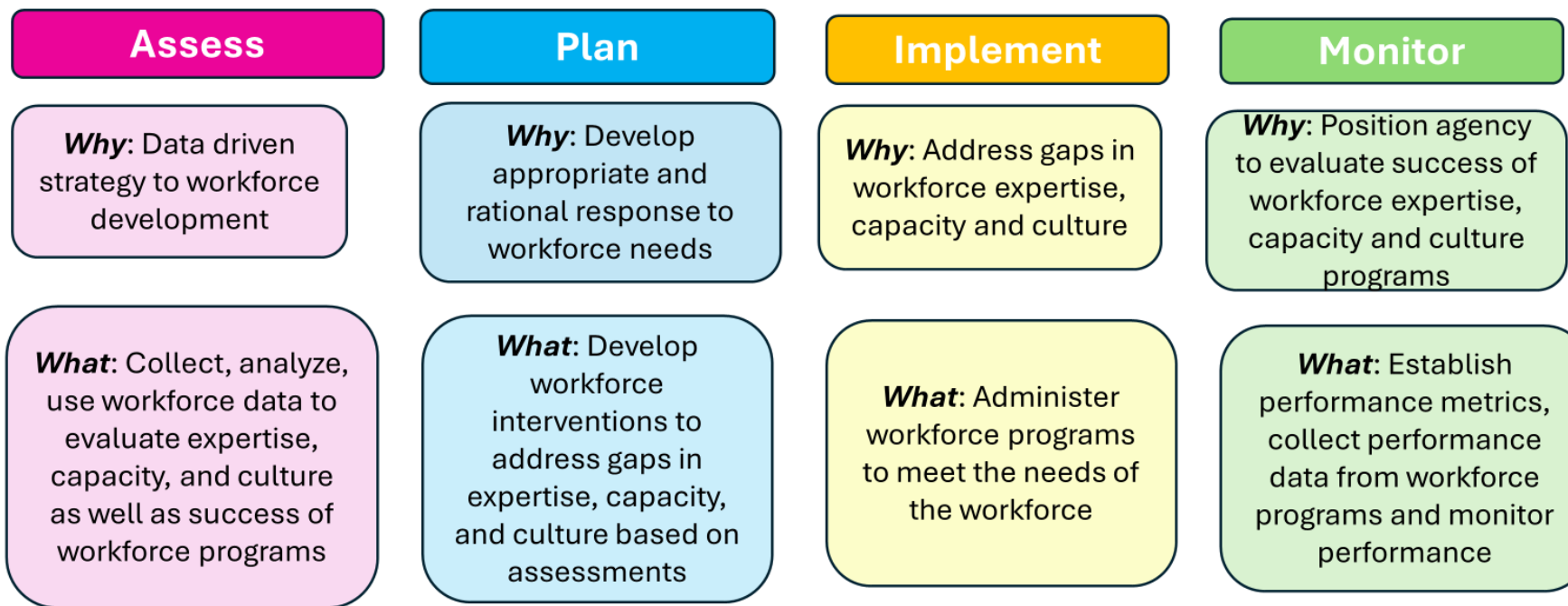
Public Health Infrastructure Grant:

Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems

CDC Strategies & Outcomes: Each CDC strategy translates to one of the PHIG funding buckets



NC DPH Public Health Workforce Development Methodology



****Because of the dynamic nature of the workforce, economy, and public health industry this model offers a systematic approach for an evolving workforce development ecosystem.**

NC DPH Conceptual Framework

Foundational Public Health Services

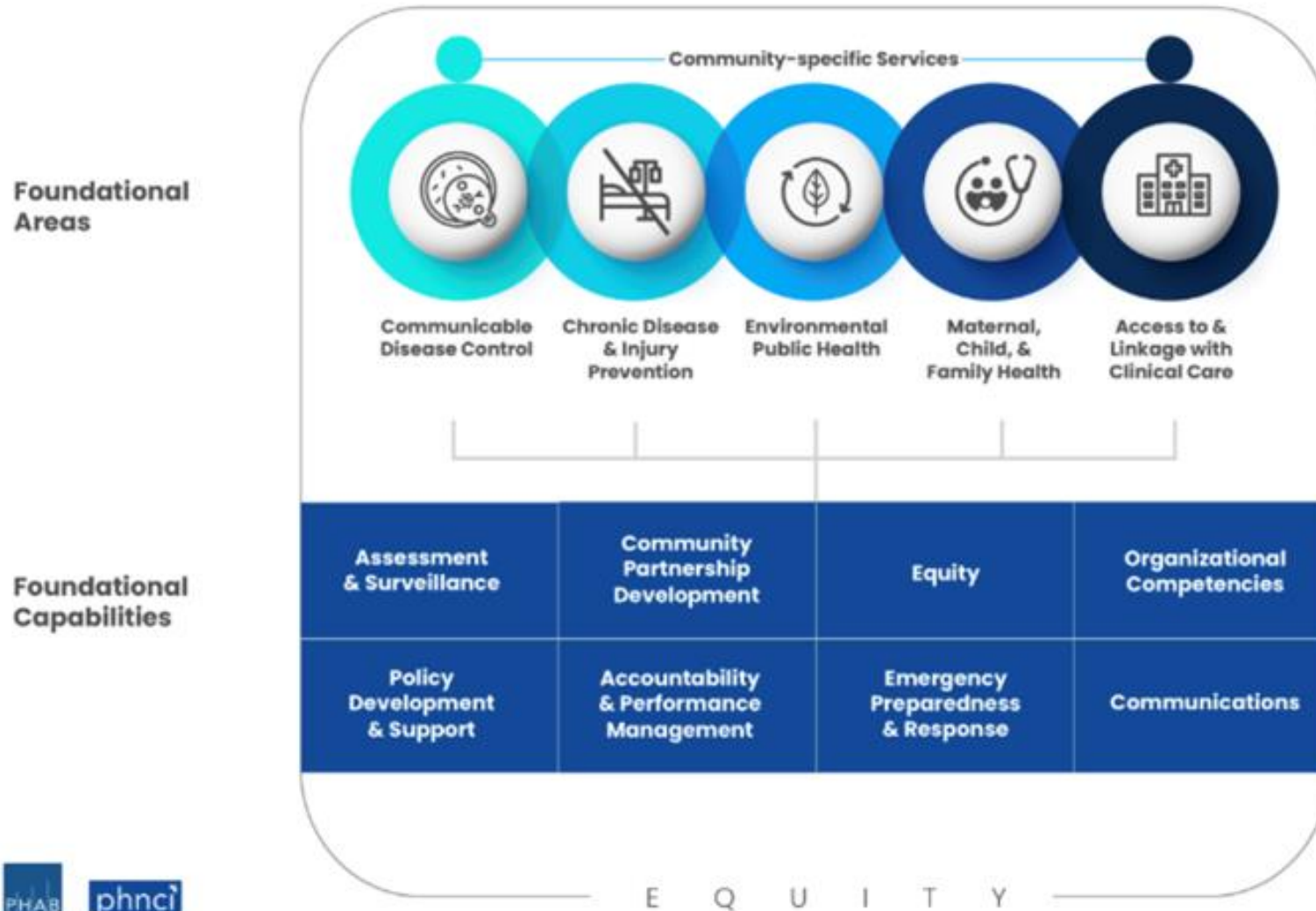
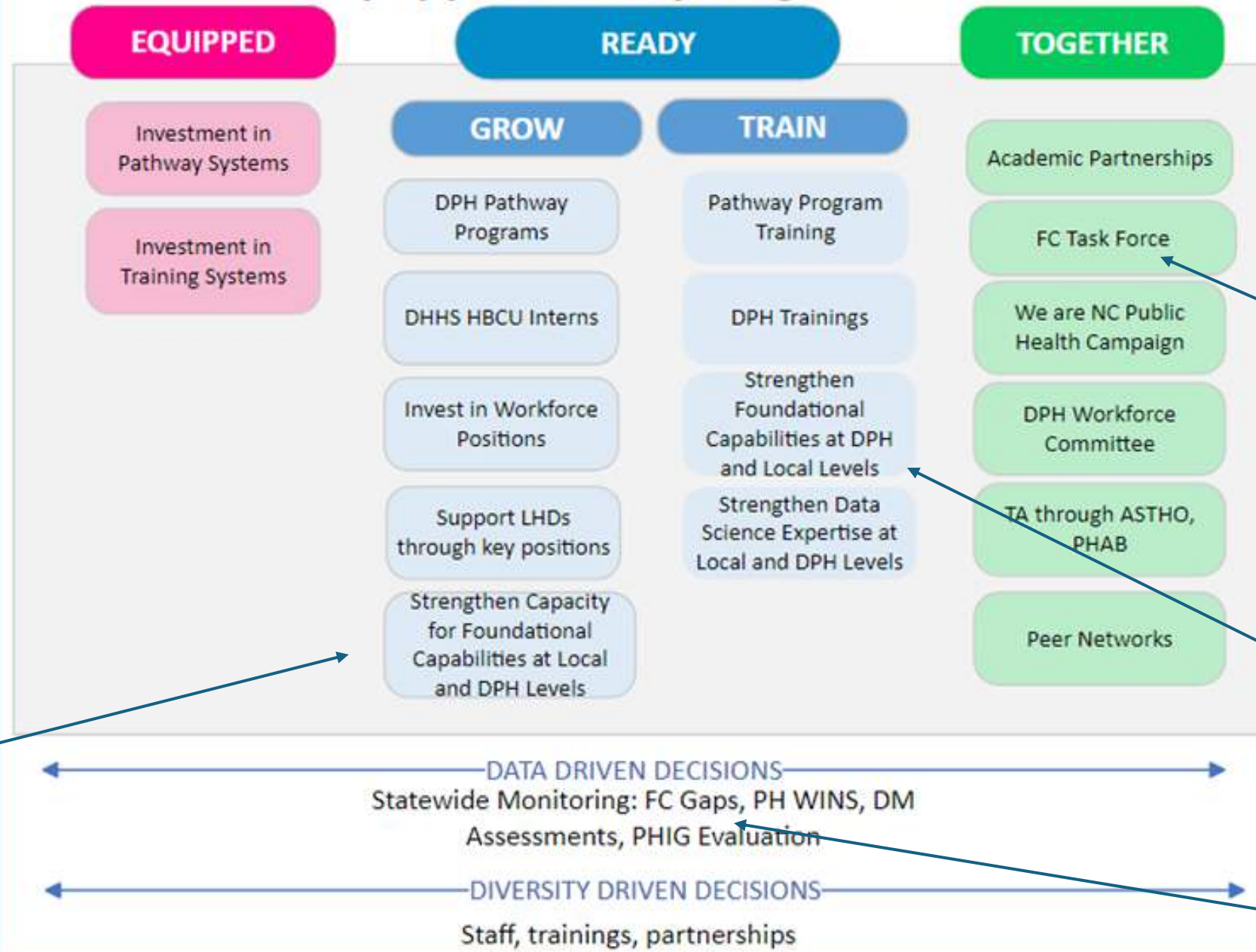


Image from Public Health Accreditation Board website

Example – Organizational Admin. Competencies

OD Tag	OD Level	Operational Definition Label
04.00.00	Capability	Organizational Competencies
04.01.00	Headline Responsibility	Maintain a governance structure and establish the strategic direction for public health.
04.01.01	Activity	Develop, implement, and maintain a governance structure in compliance with statutes, regulations, rules, ordinances, and other policies.
04.01.02	Activity	Engage with the jurisdictional governing entity(ies) to educate on public health roles, responsibilities, and authorities.
04.01.03	Activity	Develop and support the governing entity(ies) in examining, understanding, and modifying organizational policies and jurisdictional authorities related to public health governance.
04.01.04	Activity	Serve as the face of governmental public health and be a leader for public health strategy and initiatives in the community.
04.01.05	Activity	Develop and maintain an agency strategic plan.
04.01.06	Activity	Establish a system and metrics for monitoring the agency strategic plan and associated interventions.
04.01.07	Activity	Track metrics for the agency strategic plan and identify facilitating and impeding factors for plan success.

North Carolina's Public Health Workforce: Equipped, Ready, Together.

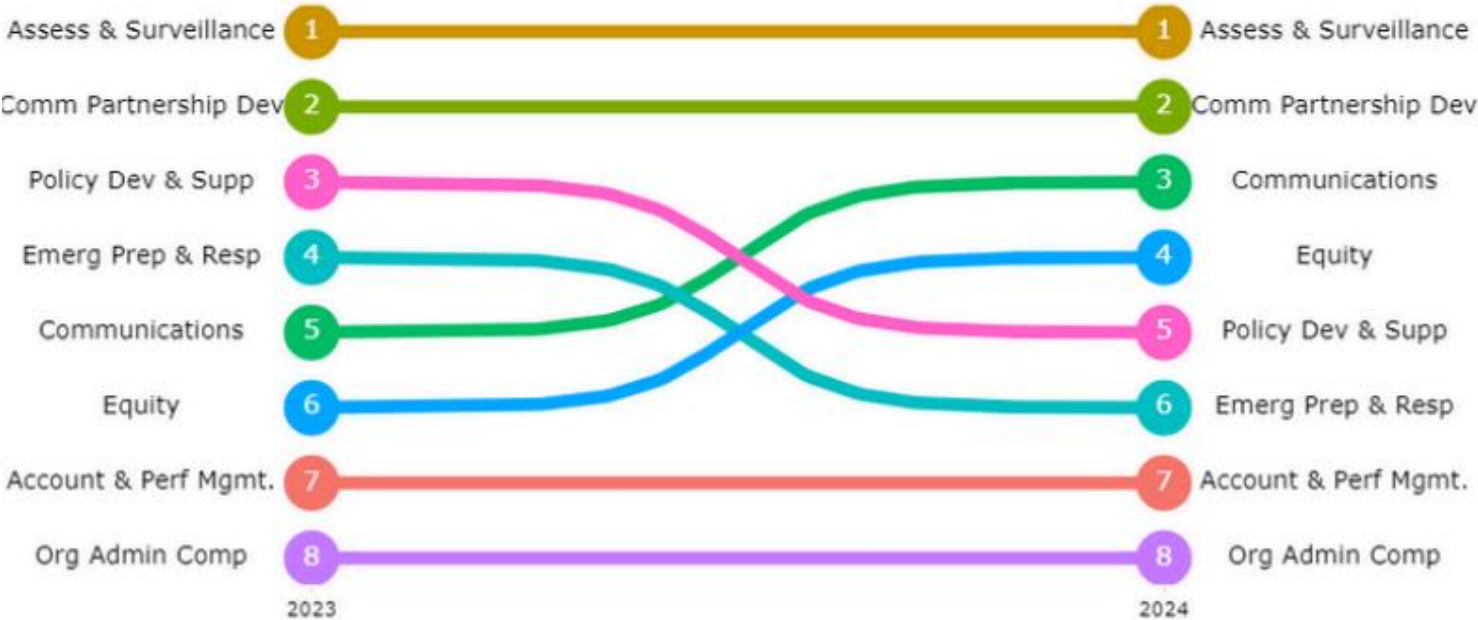


Public Health Infrastructure Grant:
Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems

A1 – Foundational Capabilities 2024 Gap Assessment / Analysis

The **North Carolina Foundational Capabilities Assessment** examines the North Carolina Public Health system's capacity to deliver on the Foundational Public Health Services, as defined by the Public Health National Center for Innovations at the Public Health Accreditation Board (PHAB).

This annual assessment was commissioned by the North Carolina Department of Health and Human Services Division of Public Health (DPH) **to provide actionable, state-wide and region-specific data to public health leaders as they plan their work to improve public health infrastructure in North Carolina.** The analysis consists of three phases, each building on the findings of earlier assessments to ensure a thorough, iterative approach to public health improvement.



Evaluation



Results Based Accountability (RBA) Framework

What is RBA?

- A structured, data-driven approach to evaluation
- Focus on measurable impact and continuous improvement



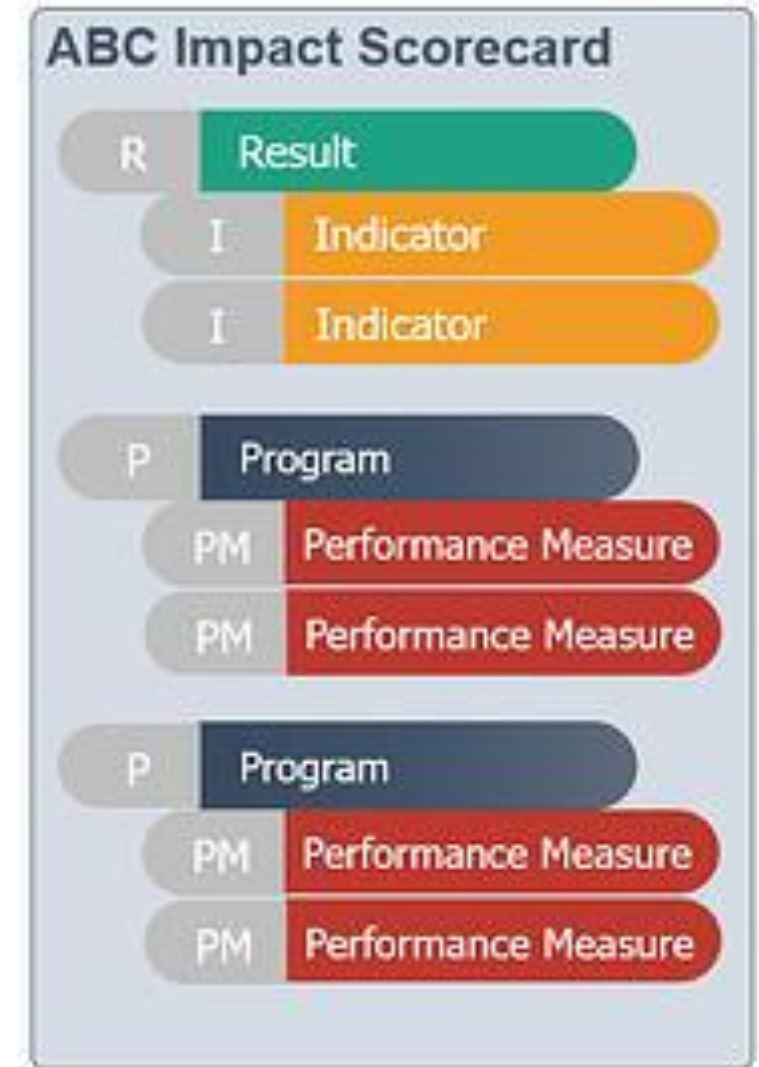
Population Indicators & Performance Measures

Population Indicators: metrics that measure the size, growth, composition, and distribution of a population within a specific area

- Example: NC Division of Public Health Retention Rate, Vacancy Rate, Staff Who feel they have opportunities of growth within agency, etc.

Performance Measures (PMs): specific metrics used to evaluate an organization's performance across various programs

- Example:
 - Program [NC DPH Pathway Programs]
 - ✓ PM - Number of interns hired within NC DPH
 - ✓ PM - Percent of interns whose public health knowledge increased since starting internship
 - ✓ PM – Percent of interns considering pursuing job/career within public health with state/local government



Key Monitoring Strategies

Report	Mechanism	Cadence
Stakeholder Meeting	Live PPT; reports archived	Bi-Monthly
CDC Performance Measures	PHIVE	Annual or Bi-Annual
Internal Performance Measures	Clear Impact Scorecard	Quarterly
Stakeholder Success Stories	Microsoft Forms/Smartsheet	Quarterly

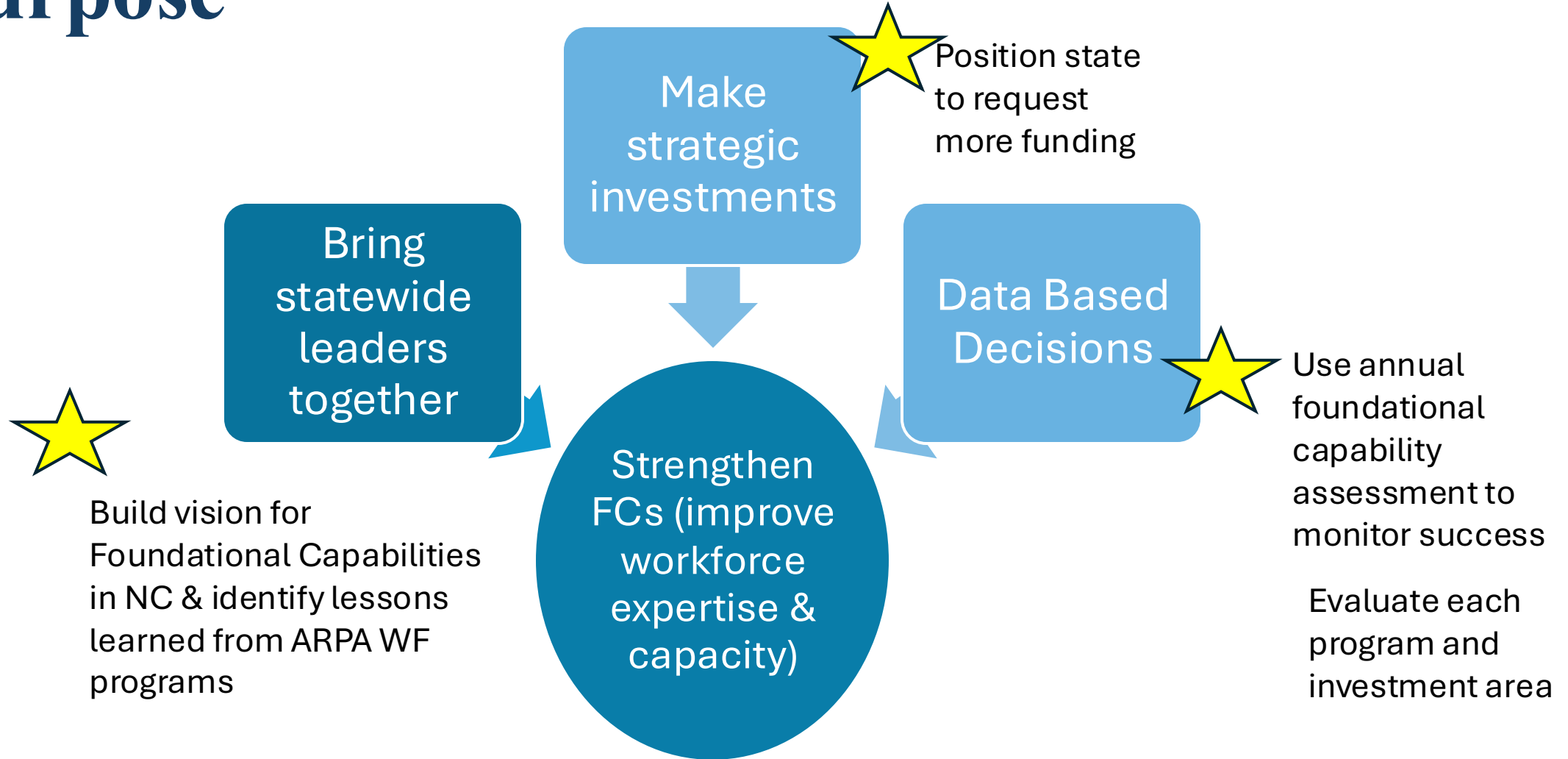


Foundational Capabilities Programs

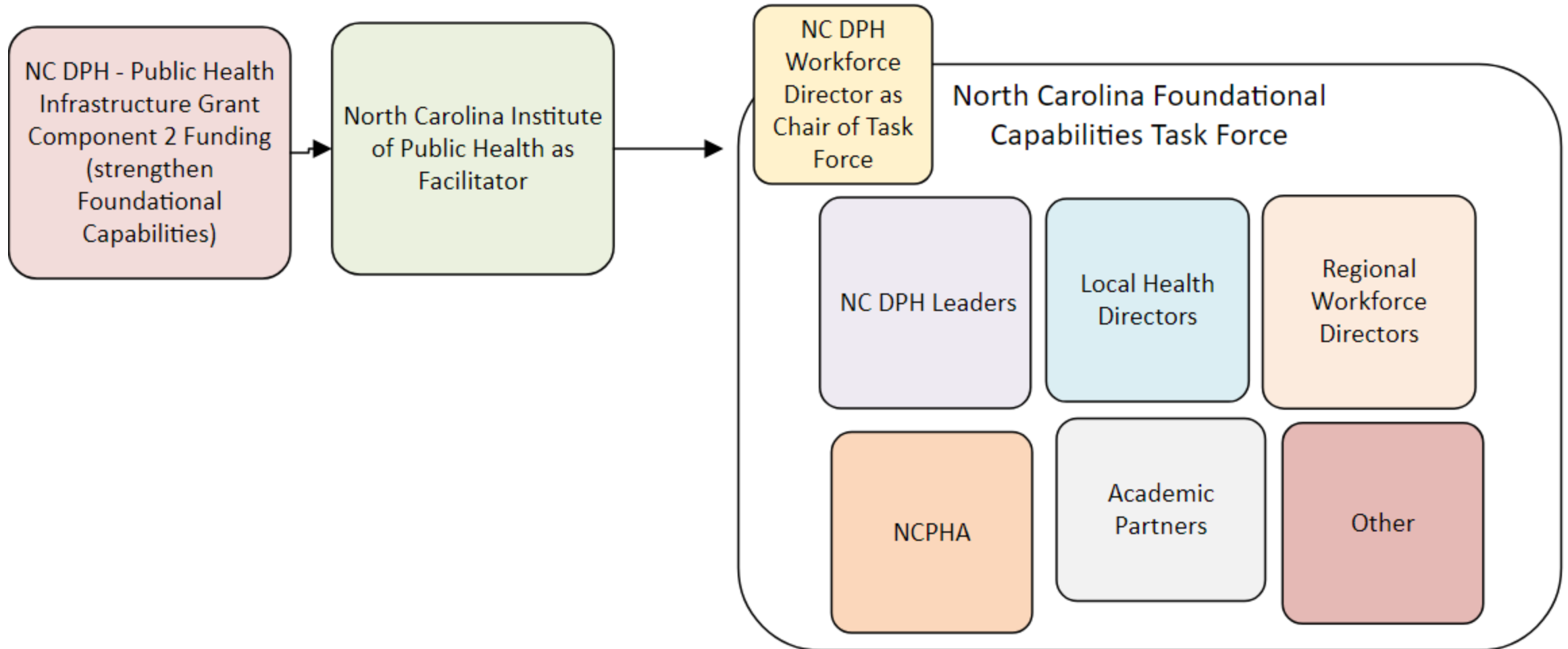
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In partnership with
NCIPH

Foundational Capabilities Task Force

Purpose



Foundational Capabilities Task Force Structure



Organizational Admin. Competencies

Early Career Track Leadership Development

Structure: A cohort based course & resources for staff 3-5 years into their careers with potential to be agency leaders

Launch:

Framework, curriculum, plan by April 30, 2025, launch pilot by November 1, 2025

Performance Metrics:

1. # of staff who participated in the program
2. pre + post: capacity + expertise to perform PHAB Org Comp. activities
3. pre + post: % of staff who feel they will stay at agency over next year

Executive Leadership Development Program

Structure: 4 month cohort with structured leadership curriculum and coaching (up to 26 staff)

Launch:

February 2025

Performance Metrics:

1. # of staff who participated in training
2. pre + post: capacity + expertise to perform PHAB Org Comp. activities
3. pre + post: % of staff who feel they can better lead their team over the next year

Bridging Theory & Practice: Foundational Capabilities TA Sessions

Structure: 2 live virtual sessions & asynchronous resources

Launch: 1st session between March-May 2025, 2nd in Fall 2025

Performance Metrics:

1. # of staff who participated in training
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3. pre + post: % of staff who feel more connected to their work in understanding its role in FPHS



Communications Plan: Statewide awareness, PH FC PHIG Story informed by eval & metrics

Strategic Plan: Based on eval, propose changes and activities 2025-2026

Evaluation Report: Program impact, successes, challenges, changes



Evaluation



Organizational Admin. Competencies

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anyone is better off?**

① Start presenting to display the poll results on this slide.

Data Science Workforce Programs

–

In partnership with
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Background



Partnership with NCA&T



Data Modernization Workforce
Assessment



Alignment with Organization
Competencies and Assessment and
Surveillance activities for programs

DMI Workforce Strategies

(Related Foundational Capability: Assessment & Surveillance)

Skill-building workshops for NCDPH Fellows

Structure: 2 skill building workshops for fellows in positions that focus on data science work to better prepare them for a career in data science and retain them in the agency by investing in them.

Data Modernization Workforce Workshops

Structure: two educational sessions to connect public health data science leaders and staff from local and state public health departments to identify and hone next-generation skills for actionable public health insights.

Data Science Skill-Building Programs

Structure: Develop four specialized training programs to increase public health data science staff's expertise and capacity for Assessment and Surveillance related but not limited to content focusing on data modernization, data visualization, data science, analytics, modeling, rhapsody configuration, and informatics

Leadership Development Program for Data Science Managers

Structure: Increase manager effectiveness and staff engagement through a coaching program for data science managers.

Performance Metrics: Short, medium, long term based on PHAB Activity List for Assessment and Surveillance
Monitoring: Annual statewide data modernization workforce assessment

Evaluation



Evaluation of NC A & T Partnership



Dual Focus

Strengthening workforce competencies
Enhancing assessment & surveillance capacity



Metrics for Success

Satisfaction with mentorship model
Career progression of early-career staff



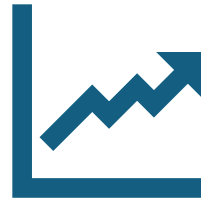
Measuring Organizational Improvements

Workforce retention & career growth
Increased leadership capacity in data science fields

Elevating Org Comp Statewide- Things we are considering



Grant writing



Financial management +
improvement for LHDs



Other thoughts? –
Activity!!

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What are agencies already doing to strengthen Org Comp?

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**What would agencies benefit
from in Org Comp Space?**

① Start presenting to display the poll results on this slide.

Developing an Evaluation Framework

What result do we want?

What are our population indicator(s)?

What would we measure for:

- How much?
- How well?
- Is anyone better off?

Q & A

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- Danyae Bellamy, MPH: Danyae.bellamy@dhhs.nc.gov