

Insights from Organizational Development Frameworks to Strengthen National Public Health Institutes

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A plethora of organizational development frameworks and models

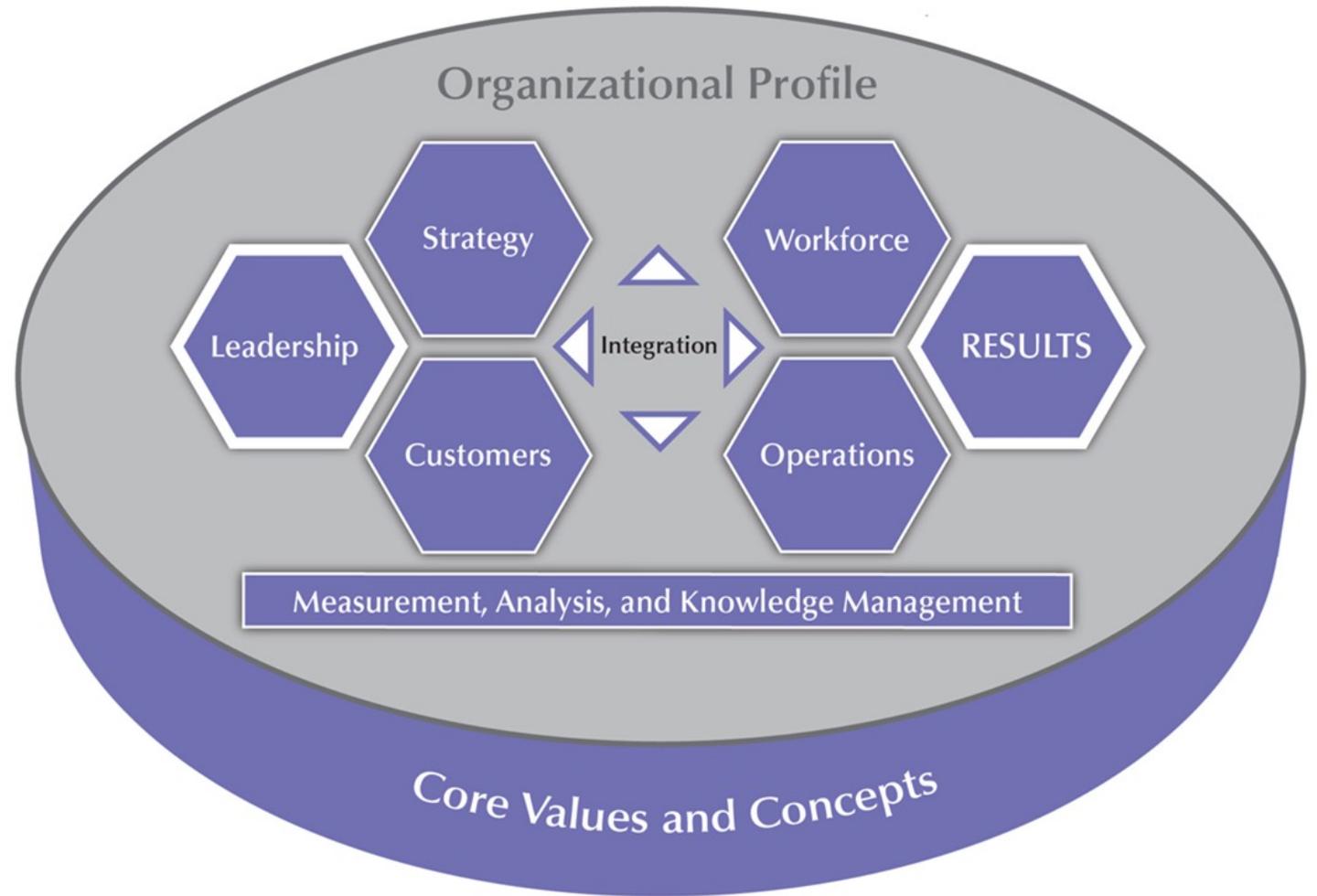
Excellence
Cultural Nelson
Change Burke-Litwin
Six-Box High TPC Field
Individual Programming Diagnosing
Tichy's Weisbord's Leavitt's Group
STAR Organizational Lewin's
Burns McKinsey **Model** Falletta's
Congruence Political Galbrath's Nadler
Behavior Malcolm Baldrige Harrison's Analysis
IDRC Force System Technical
Likert's **Performance**
Intelligence Tushman's

*All models are wrong
but some are useful*



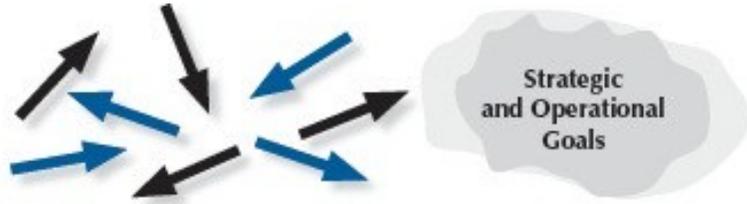
George E.P. Box

Baldrige - Performance Excellence Framework

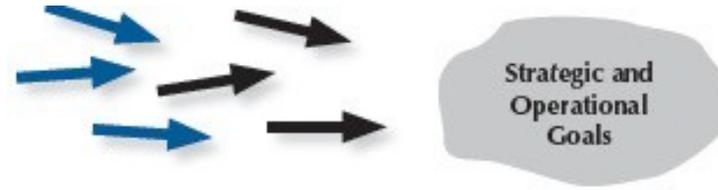


From Baldrige Performance Excellence Program. 2015. *2015–2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance (Health Care)*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://www.nist.gov/baldrige>.

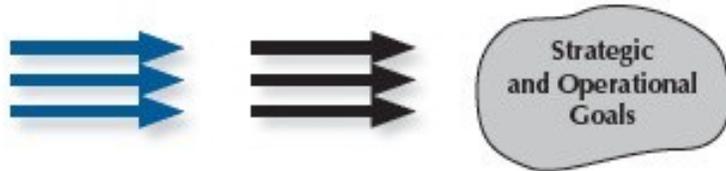
Alignment towards systems improvement Steps toward Mature Processes



Reacting to Problems (0–25%)



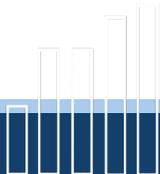
Early Systematic Approaches (30–45%)



Aligned Approaches (50–65%)



Integrated Approaches (70–100%)

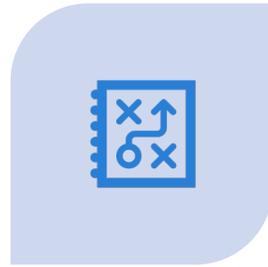


Formative work with NPHIs

Formative Activities



Discussions
with NPHI
Leadership



Review of NPHI
Strategic Plans



Review of Tools
Utilized by
NPHIs



Interviews of
CDC NPHI
Team

NPHI Organizational Development Needs

Domain	NPHI perspectives	NPHI strategic plan: Barriers	US CDC perspectives
Leadership	✓	✓	✓
Coordination & Partnerships		✓	✓
Workforce	✓	✓	
Strategic planning	✓		✓
Operational planning	✓		
Financing		✓	
Infrastructure		✓	
Political will		✓	
Change Management	✓		✓

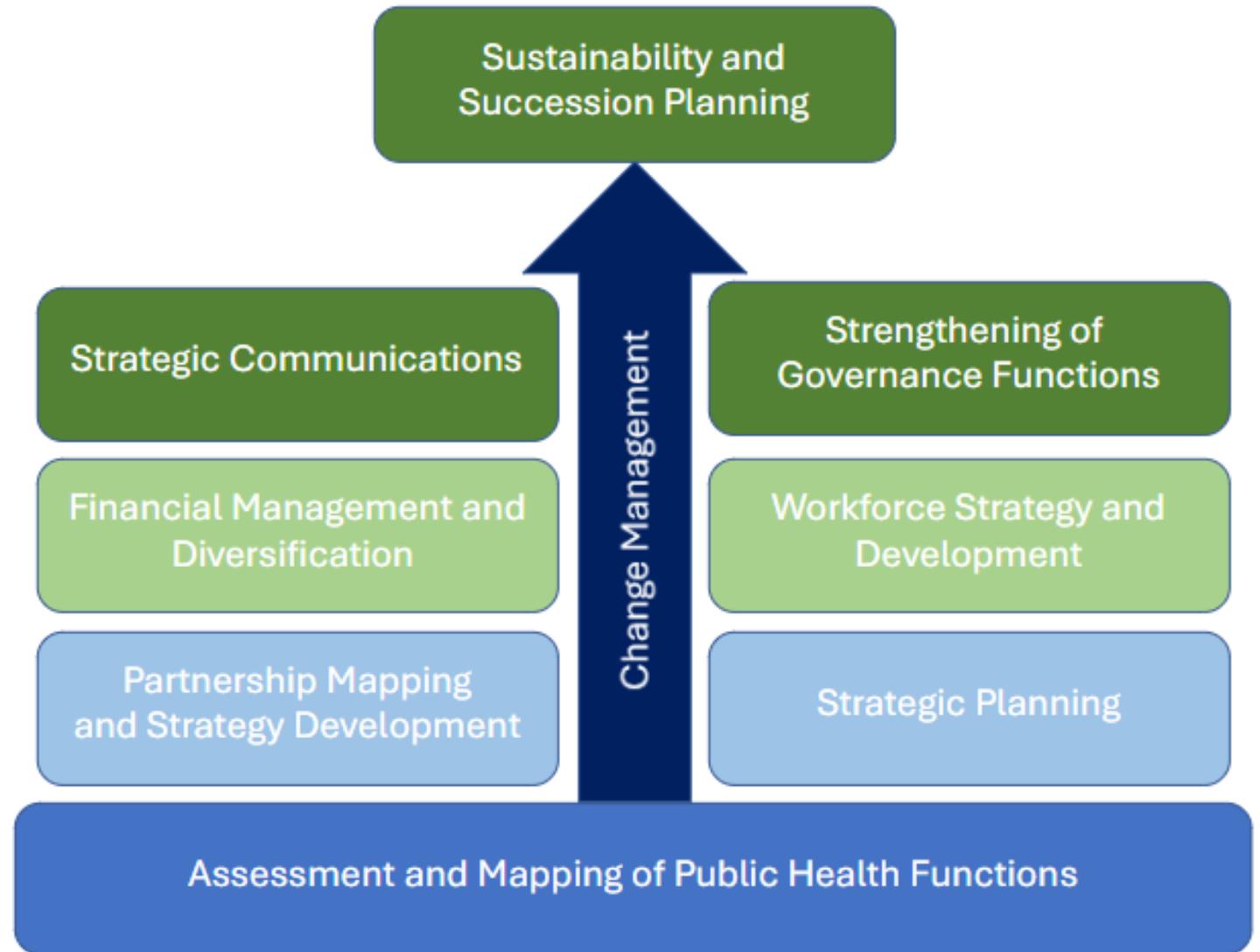
NPHI Organizational Development – Preferred approach

- NPHIs wanted contextually specific guidance that provides rapid objective results
- Linkage to action steps and resources to support those actions are key



Our Project Approach

Project Framework



Project Approach



Goal

Deliver organizational strengthening interventions to NPHIs using an evidence-based conceptual framework



Method

Use a suite of interventions and curated resources to target various areas of growth including financial diversification and workforce planning



Learning

Document experiences of NPHIs with interventions and package of tools, to be referenced for future NPHI strengthening

NPHI Engagement



Zambia

- **Public Health Function Mapping**
 - June 2021 – December 2021
- **Assessment and Mapping of Partnerships**
 - August 2022 – April 2023

Sierra Leone

- **Function Mapping and Strategic Planning**
 - July 2021 – March 2022

Liberia

- **Strategic Planning**
 - August 2021 – November 2021
- **Workforce Strategy and Development**
 - December 2022 – September 2023

Republic of Georgia

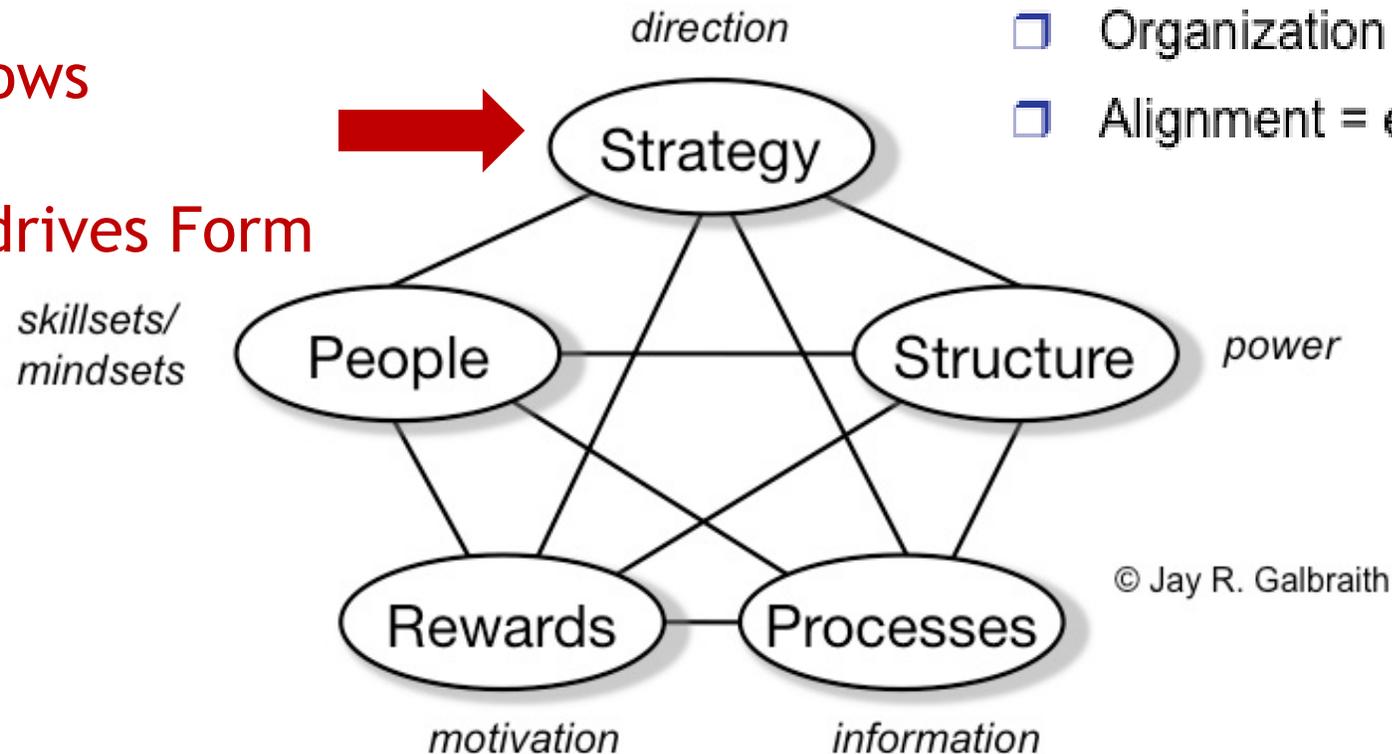
- **Workforce Strategy and Development**
 - April 2022 - Present

Function mapping

An Organization is More than Structure

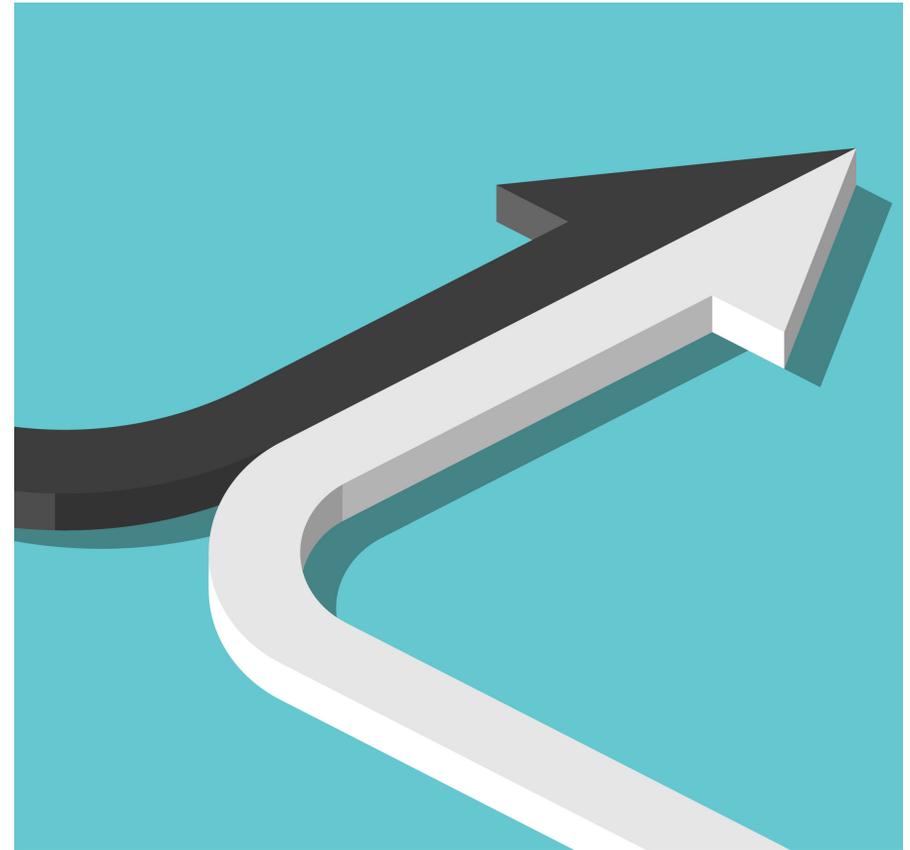
- ❑ Different strategies = different organizations
- ❑ Organization is more than structure
- ❑ Alignment = effectiveness

Form follows
Function,
Strategy drives Form



Rationale – Mapping Public Health Functions

- Emerging NPHIs often take over functions performed by existing entities and this reassignment of roles can lead to challenges such as:
 - Confusion about who is meant to be doing what in the system, including overlapping roles and gaps in the system
 - Some key functions may get missed, or there may be lack of communication/hand over between different functions



Module Overview: Assessment & Mapping of Public Health Functions

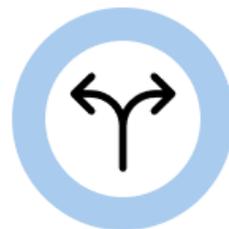
Goal

To guide NPHIs to reflect on and strengthen their role in performing public health functions

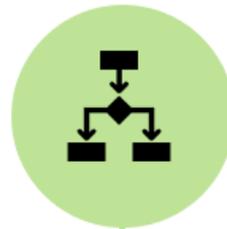
Objectives

- 1) Review of functions and complete a decision space analysis across 2-3 NPHI functional areas
- 2) Develop process maps of the current and ideal system for 2-3 NPHI functional areas
- 3) Identify and explore root causes and/or bottlenecks to current systems
- 4) Identify strategic priority areas for organizational strengthening and organizational modules that can be implemented to further support NPHI development

Steps



Step 1
Decision Space
Analysis



Step 2
Process Mapping



Step 3
Root Cause Analysis



Step 4
Prioritization Exercise