

Charting the Course: The Vital Role of Strategic Planning in NPHIs

Cyrus Engineer, DrPH

Johns Hopkins Bloomberg School of Public Health

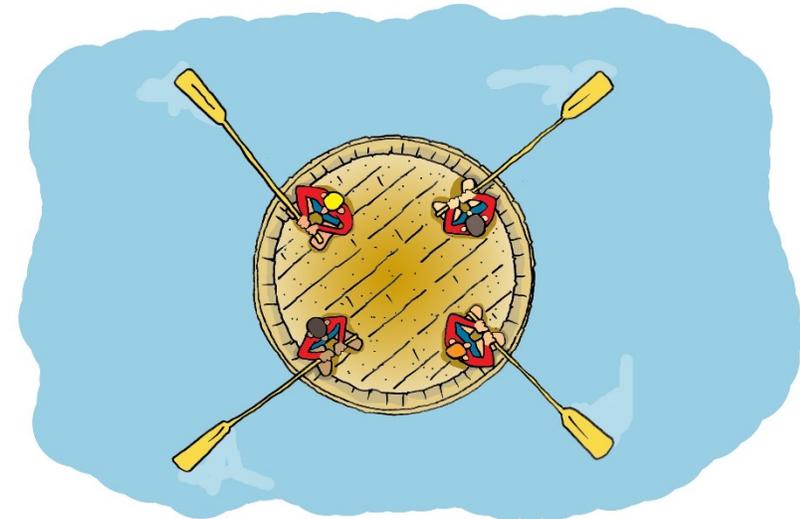
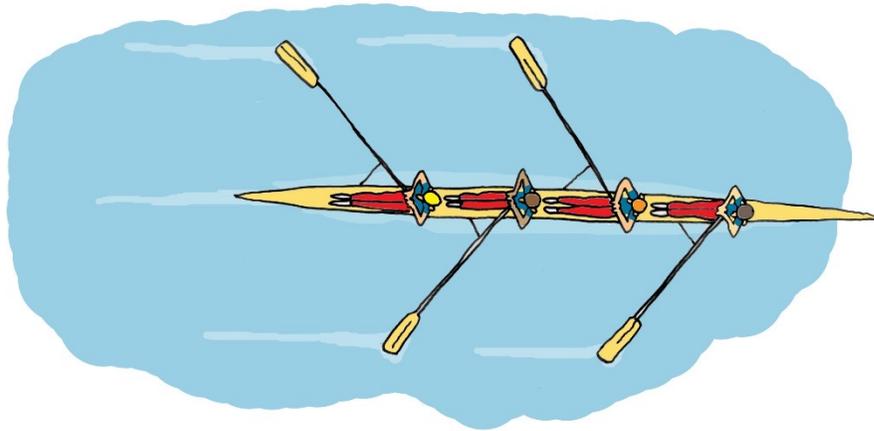
Alice: *“Would you tell me, please, which way I ought to go from here?”*

The Cheshire Cat: *“That depends a good deal on where you want to get to.”*

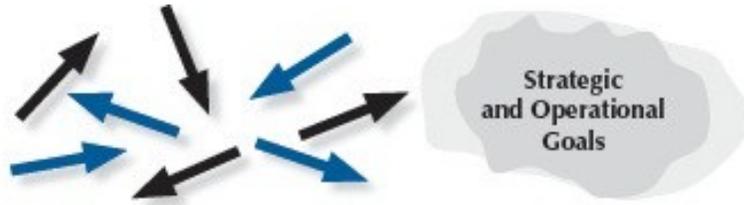
Alice: *“I don’t much care where”*

The Cheshire Cat: *“Then it doesn’t matter which way you go.”*

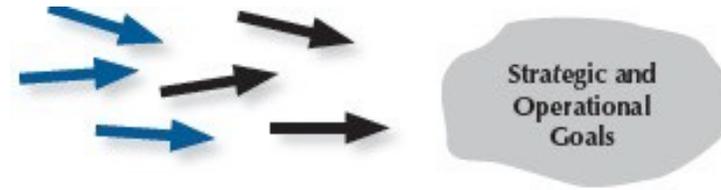
Alice in Wonderland, Lewis Carroll



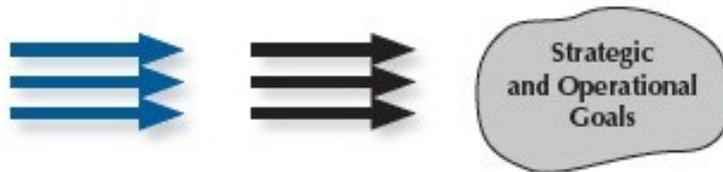
Strategic Planning and Process Performance



Reacting to Problems (0–25%)



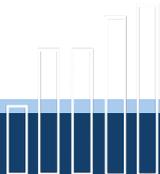
Early Systematic Approaches (30–45%)



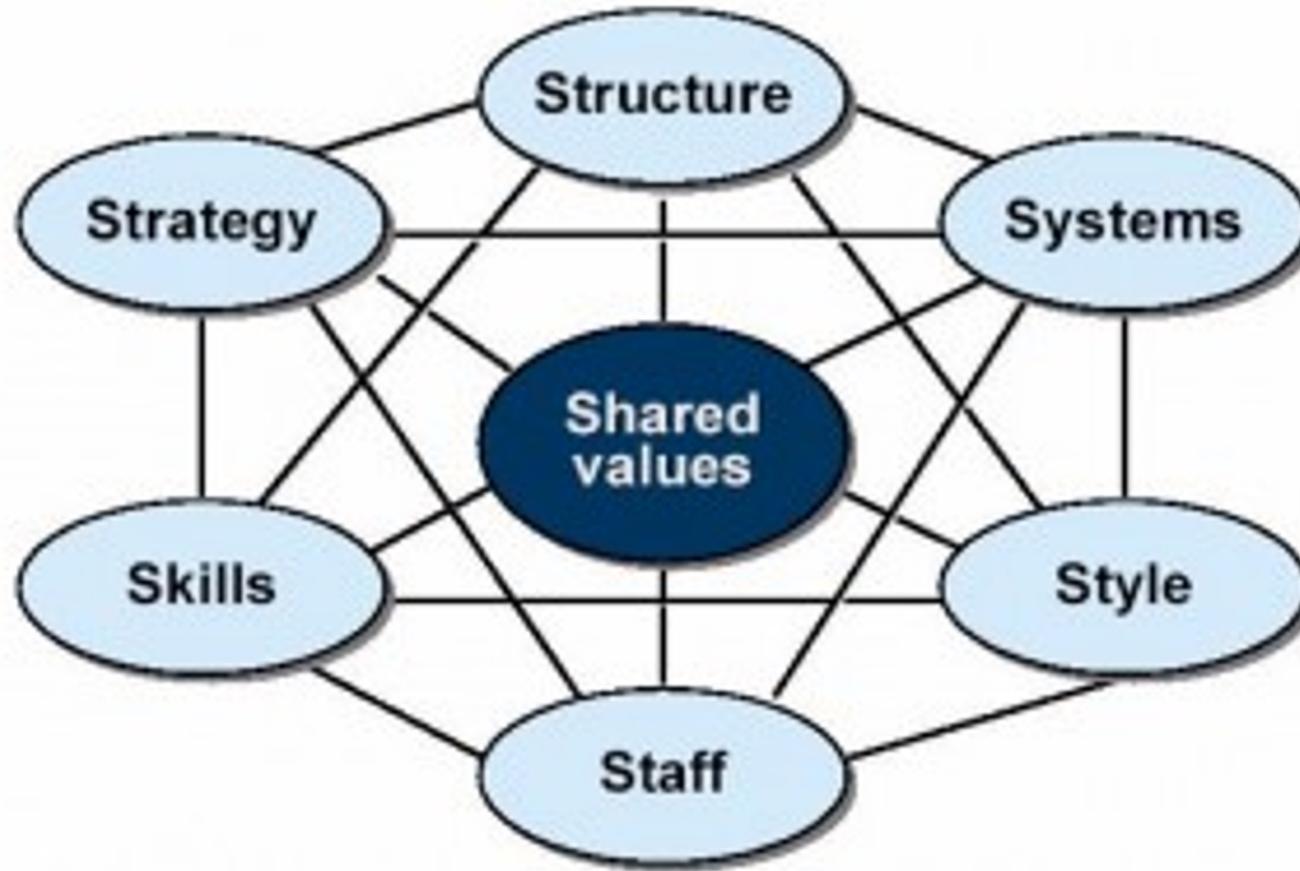
Aligned Approaches (50–65%)



Integrated Approaches (70–100%)



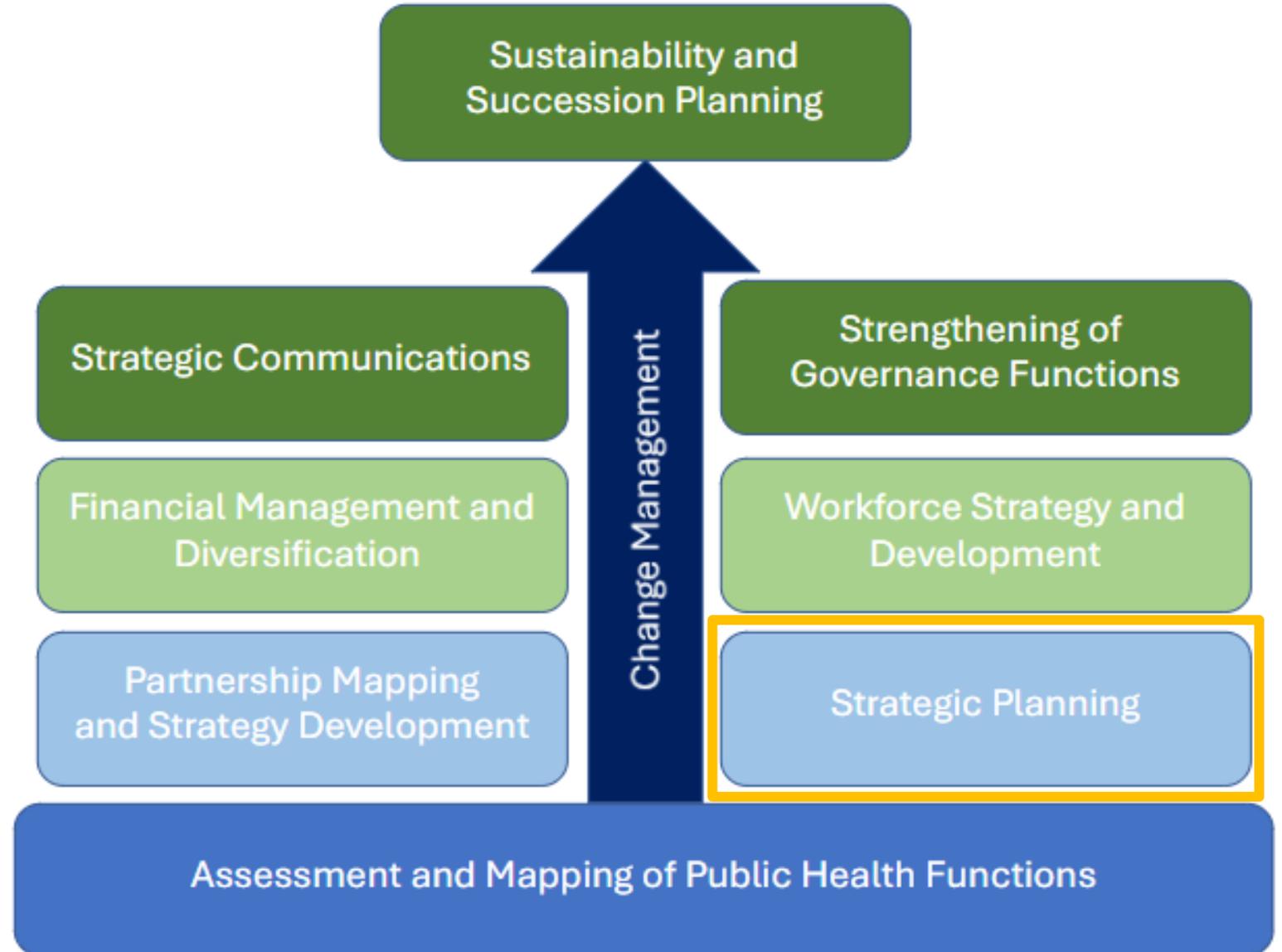
Structure is not an organization



McKinsey 7 S Model

Building Capacity for NPHIs

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

Module Overview: Strategic Planning

Goal

Enable NPHI leadership to actively engage in the strategic planning process by introducing established strategic planning tools to the local context and fostering country ownership.

Objectives

- 1) Establish the role and **value** of strategic management concepts.
- 2) Provide **guidance and tools** needed to develop a strategic plan.
- 3) Facilitate activities and provide resources to develop a Mission, Vision, and shared values, identify Goals, Strategic Objectives, and strategies.
- 4) Support initial implementation planning activities.
- 5) Establish monitoring and evaluation processes to integrate into the strategic plan.

Steps



What is Strategic Planning ?

A systematic approach to determine:

Where the organization or program is headed?

What it plans to achieve and by when?

Which approaches will be applied to succeed?

What measures will be used to monitor progress?

Strategic Thinking

- Precursor to strategic planning
- Broad, creative, **divergent** and cognitive mapping process

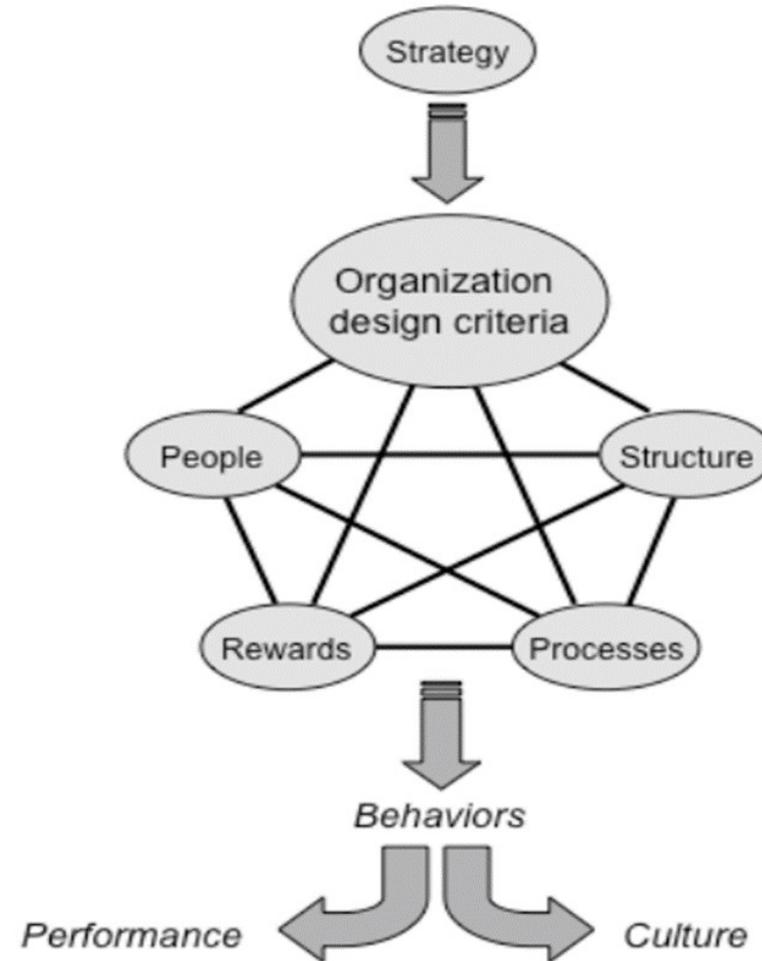


Strategic Planning

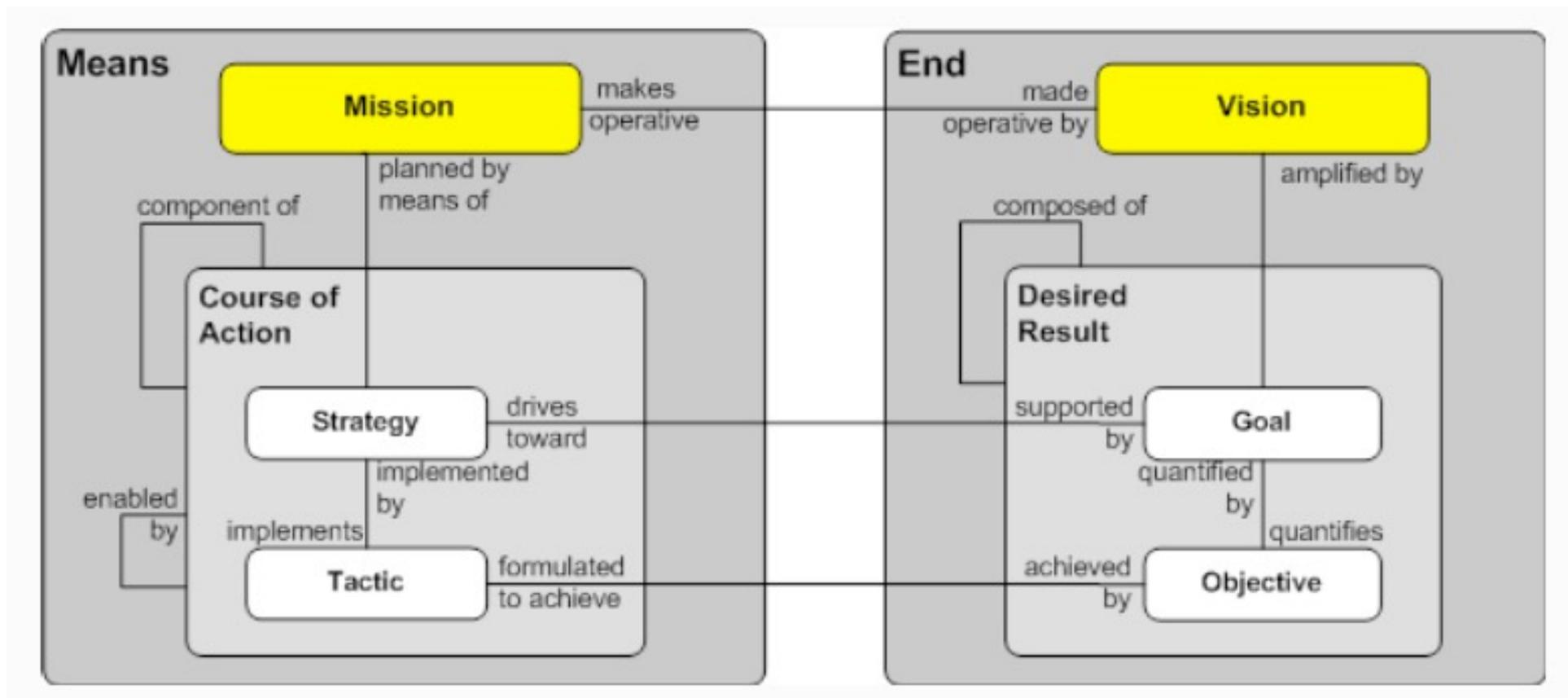
- Follows strategic thinking
- Structured, analytical and **convergent** process to arrive at operationalizable strategies to improve organizational performance

Why Conduct Strategic Planning?

- Blueprint that guides all activities within an organization
- Form follows function
- Strategy drives form
- Focus on scarce resources and
- Allows for review of performance



Key components and alignment



Pop quiz: What component is missing?

Common pitfalls when formulating strategy

- Entirely externally led e.g., Consultant
- Not participative (top down)
- Rushed – no strategic thinking
- Copy and paste or “heavy borrowing”
- Not convincing – exaggerated (lofty or ambiguous goals) or myopic
- Operational plan embedded within Strategy
- Regurgitation... from the past
- Being too rigid or too flexible
- Doesn't acknowledge culture or values
- **Not COSTED.... NOT Linked to OPERATIONAL PLAN**

Thank you!



Charting the Course: The Vital Role of Strategic Planning in National Public Health Institutes

PRESENTATION BY:
DR. JULIUS S.M. GILAYENEH, SR.
DEPUTY DIRECTOR GENERAL-TECHNICAL SERVICES
NATIONAL PUBLIC HEALTH INSTITUTE OF LIBERIA

A WEBINAR SERIES, JOHNS
HOPKINS UNIVERSITY,
BLOOMBERG SCHOOL OF
PUBLIC HEALTH, USA

DATE: 10 APRIL 2024

Outline

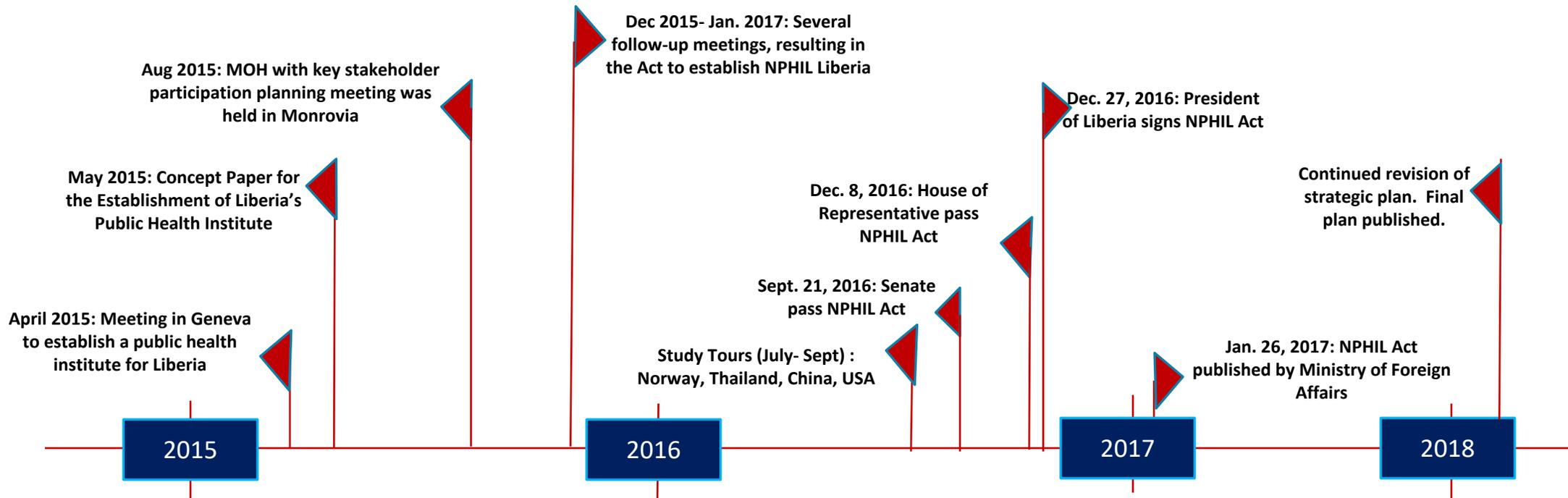
Introduction and Background of NPHIL

NPHIL Strategic Plans: 2017-22 vs 2023-28

Strategic Plan Challenges

Key Takeaway

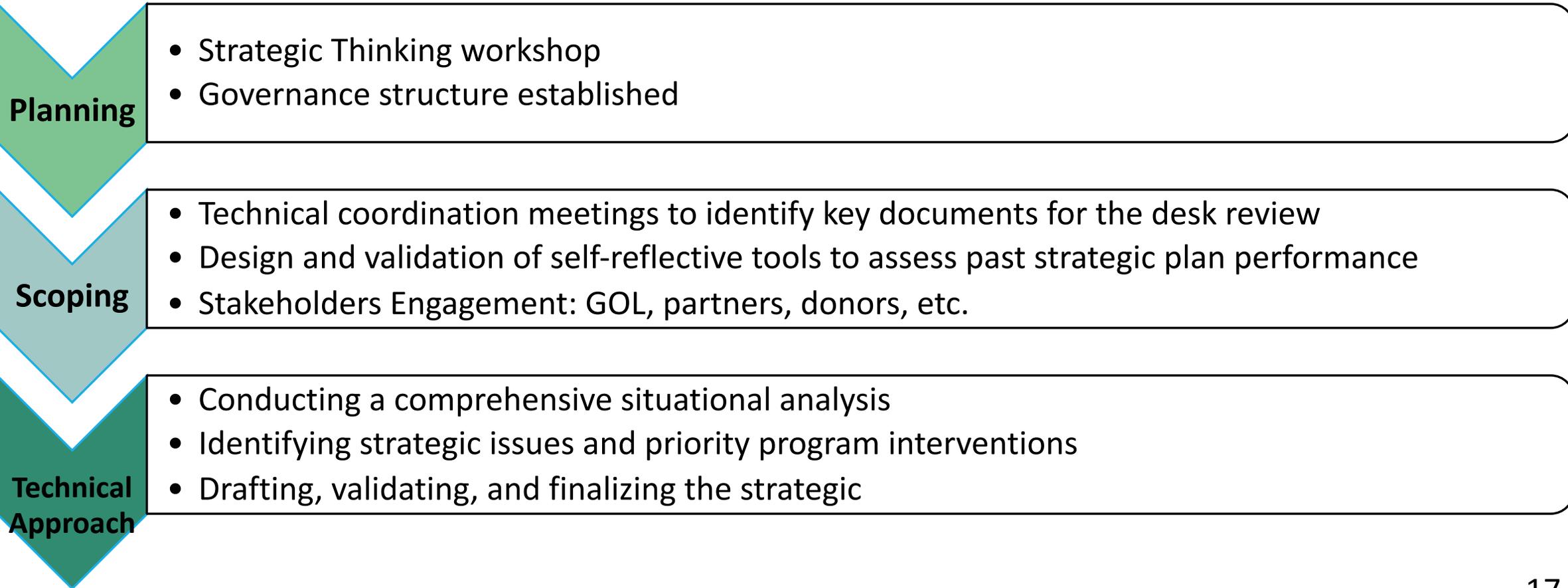
Establishment of NPHIL: Key Timelines



Legal Framework/Scope

- **Liberia Post-Ebola Virus Disease Investment Plan for Building a Resilient Health System (2015-2021)**
- **Liberia JEE 2016 Evaluation report**
 - Weak Public Health Law
 - Minimum IHR core capacities
- **NPHIL scope**
 - Build International Health Regulations (IHR 2005) capacities: Prevent, Detect, Respond
 - Serve as a Center of Excellence for Public Health
 - Generate Scientific Evidence to inform policies to safeguard population health
- **Autonomy**
 - Sectorial reporting accountability to the Ministry of Health
 - Key functions maintained at the national level
 - Some functions integrated as part of the county health team at the County Level

NPHIL Strategic Plan (2023-28) Development Process



Mission, Vision & Goal

MISSION

2017-22: To prevent and control public health threats by promoting healthy outcomes and serving as a source of knowledge and expertise

2023-27: To prevent and control public health threats by promoting healthy outcomes and serving as a source of knowledge and expertise

VISION

2017-22: A center of excellence for better health outcomes for Liberians through a strong health system

2023-27: A center of excellence for better public health outcomes

GOAL

2017-22: To improve the public health of the Liberian population in collaboration with relevant agencies and institutions of government

2023-27: To be Africa's Center of Excellence for public health for prevention and mitigation of diseases of public health threats



Strategic Objectives and Implementation

Strategic Plan Component	2017-22 Strategic Plan	2023-27 Strategic Plan
Strategic Objectives	8 Strategic Objectives	5 Investment Pillars 15 Strategic Objectives
Implementation Timeline	5-year	5-year
Operational Cost	Incomplete	In Progress (Est. 50-60 million USD)

Strategic Objectives (2017-22)

Development and sustainability of the public health workforce

Develop, enhance, and expand the surveillance platform

Establish a comprehensive, integrated, and sustainable public health diagnostic system

Develop, enhance, and expand processes and structures to protect environmental and occupational health

Establish multi-sectoral epidemic preparedness and response capacities and capabilities

Expand, conduct, and coordinate public health and medical research to inform Liberian public health policies

Strengthen the relationship between NPHIL and national and international public health partners

Ensure sustainable financing and operations of the NPHIL

NPHIL Strategic Plan 2023-28

To be Africa's Center of Excellence for public health for prevention and mitigation of diseases of public health threats

A competent and motivated work force for public health security and safety

Integrated disease surveillance and response systems

Decentralized public health laboratory diagnostics system network

Environmental and occupational health

Strengthened institutional effectiveness that aligns with global, regional and national priorities and sharing of best practices

5 key investment pillars for continuous improvement of public health in Liberia

Strategic Planning Challenges



Competing Stakeholders
Priorities



Lack of Financial
Resources



Time Constraint



Technical support and
guidance

Key Takeaways

- **Strategic planning is essential to NPHI strengthening and functions**
- **Good strategic planning hinges on:**
 - Building on implementation lessons from previous strategy and experience
 - Incorporating past and current knowledge and information
 - Effective partnership and collaboration (local and external) for decision-making and alignment to local priorities
- **Dedicated leadership and political commitment are critical, especially for crucial decision making**
- **Successful implementation depends on:**
 - Effective resource mobilization and alignment to national priorities
 - Strong political commitment to allocate resources towards investment priorities
 - Robust oversight through a coordination mechanism and transparent system for tracking program performance and financial inflow and outflow



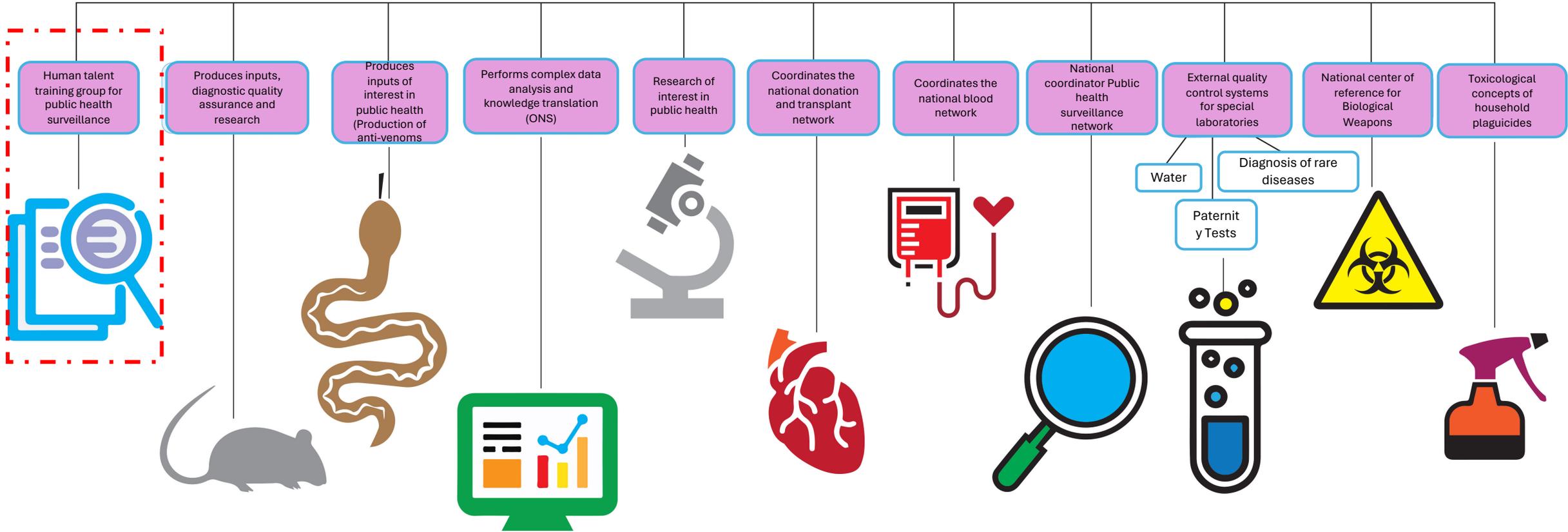
THANK YOU!

Instituto Nacional de Salud de Colombia Planning for Maturity

National Institute of Health –Colombia Planning for Advanced Development Stage

Franklyn Prieto – MD, FETP, PhD, SR
Department of Public Health Surveillance and Risk Analysis

NATIONAL INSTITUTE OF HEALTH

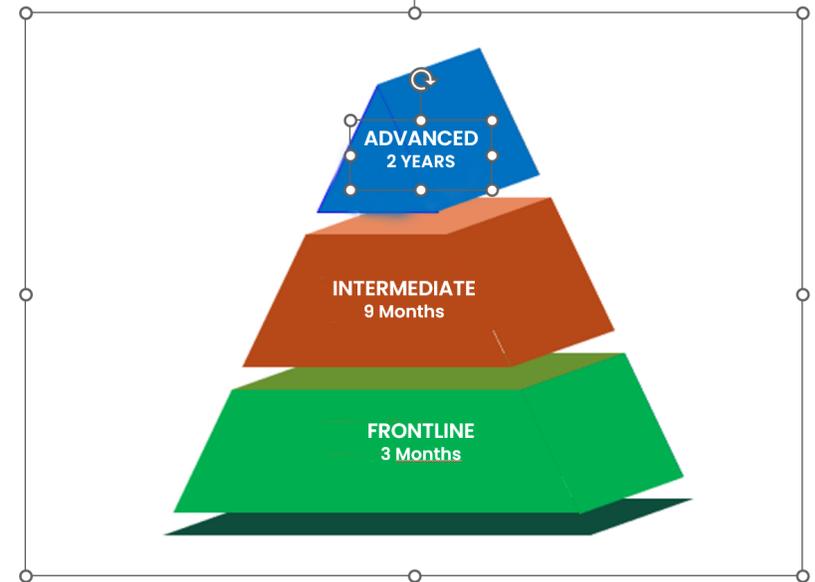
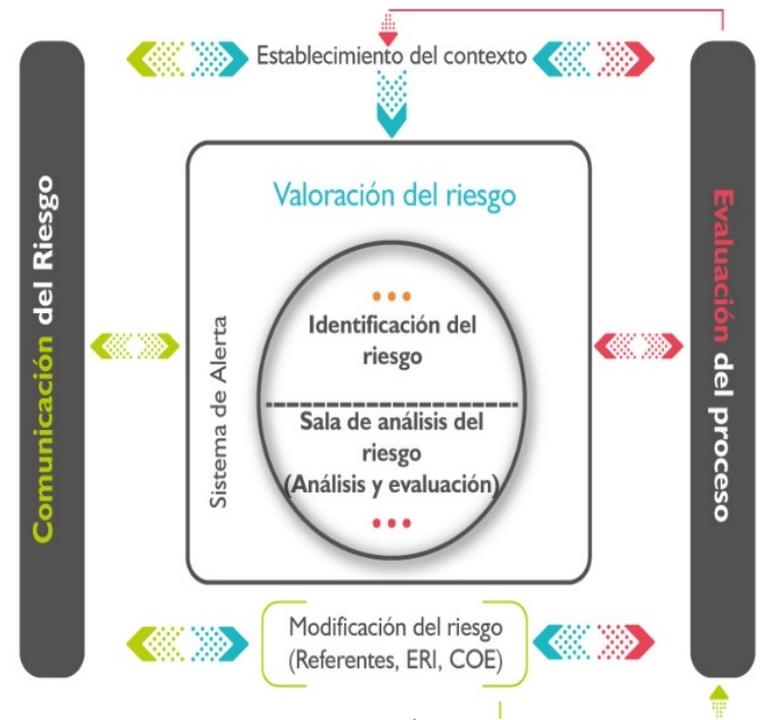
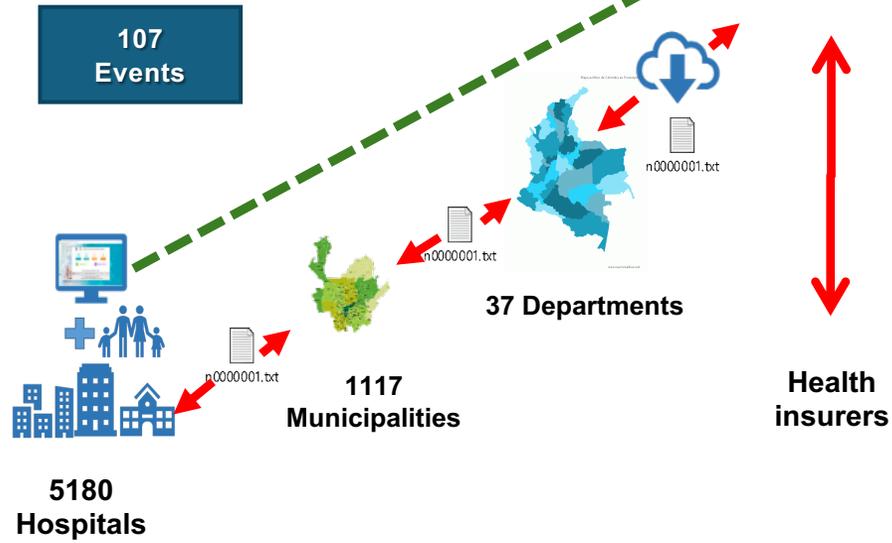


THE STAGED DEVELOPMENT TOOL (SDT)

FUNCTIONS	BASIC			DEVELOPING			ADVANCED			LEADING EDGE			Discussion Guide
	1	2	3	4	5	6	7	8	9	10	11	12	
	L	M	H	L	M	H	L	M	H	L	M	H	
Planning	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]												1
Management of organizational information	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]												7
External Communication about the NPHI and its Activities	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]												9
Laboratory	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]												15
Surveillance for Acute Public Health Problems, including Infectious Diseases	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]										★		17
Emergency preparedness and Response	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]										★		21
Strategic data collection and analysis	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]										★		24
Development of public health recommendations	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]												25
Public Health Research	[Progress bars: 2017 to 6, 2019 to 7, Current to 7]												28

L: Low M:Medium H:High ● CAPACITY IN 2017 ● ASPIRES 2019 ● CURRENT CAPACITY



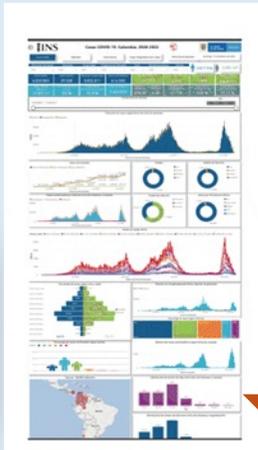
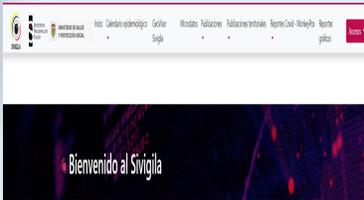




SISTEMA DE VIGILANCIA EN SALUD PÚBLICA



Analysis
Infraestructure
Modernization



On-line capture module

Early Warning System (signs, alerts, outbreaks)

Vet Module

Qualitative Analysis

Change
management

Offline capture module

Interoperability Lab - Surveillance

Emergent events: COVID – MONKEY POX - MALNUTRITION

2007-2018

2018 - 2020

2021

2022

2023



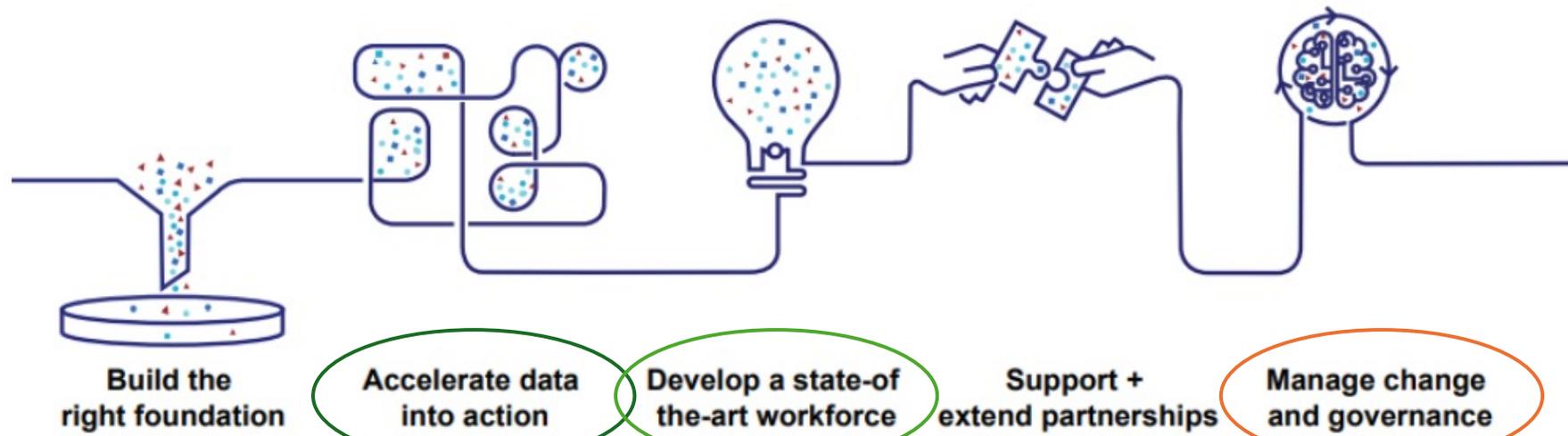
Performance of Subnational level for Public Health Surveillance

Year	Minimum	Maximum	Median
2017	38.00 %	88.00%	63.78%
2018	35.00 %	81.40%	65.55%
2019	46.85 %	90.56%	76.30%
2020	62.80 %	88.50%	74.86%
2021	76.90 %	86.00%	81.00%
2022	73.50%	96.00%	86.30%

DATA MODERNIZATION INITIATIVE



DMI Priorities



Build the right foundation

Provide a secure, scalable foundation with appropriate automated data sources to enable timely and complete data sharing, break down silos, and reduce burden on data providers

Accelerate data into action

Faster, more interoperable data provides high quality information that leads to knowledge and provides a more real-time, complete picture to improve decision-making and protect health

Develop a state-of-the-art workforce

Identify, recruit, and retain critical workforce in health IT, data science, and cybersecurity specialists to be stewards of larger quantities of data and tools to generate meaningful public health insights

Support + extend partnerships

Engage with state, territorial, local, and tribal partners to ensure transparency and address policy challenges, and create new strategic partnerships to solve problems

Manage change and governance

Support new ways of thinking and working by providing the necessary structure to support modernization and aid adoption of unified technology, data, and data products



Evolution of Public Health Response



Antes

-  Some stakeholders
-  Isolated plans
-  Fragmented response
-  Missuse of resources
-  Disorganization



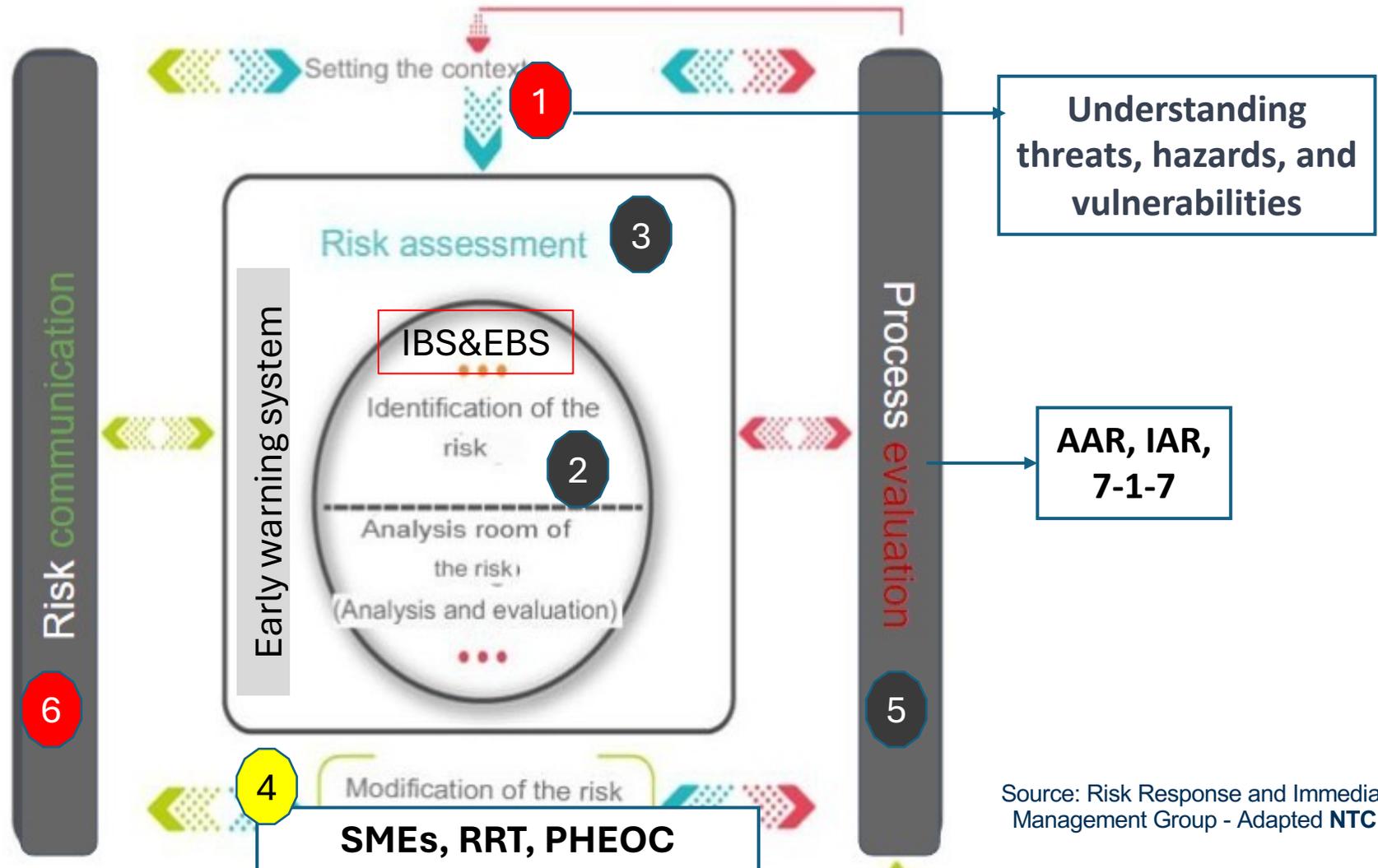
Ahora

-  PH-EOC
-  Multithreats plan
-  Coordinated response
-  IMS
-  Procedures

PH-EOC= Innovation

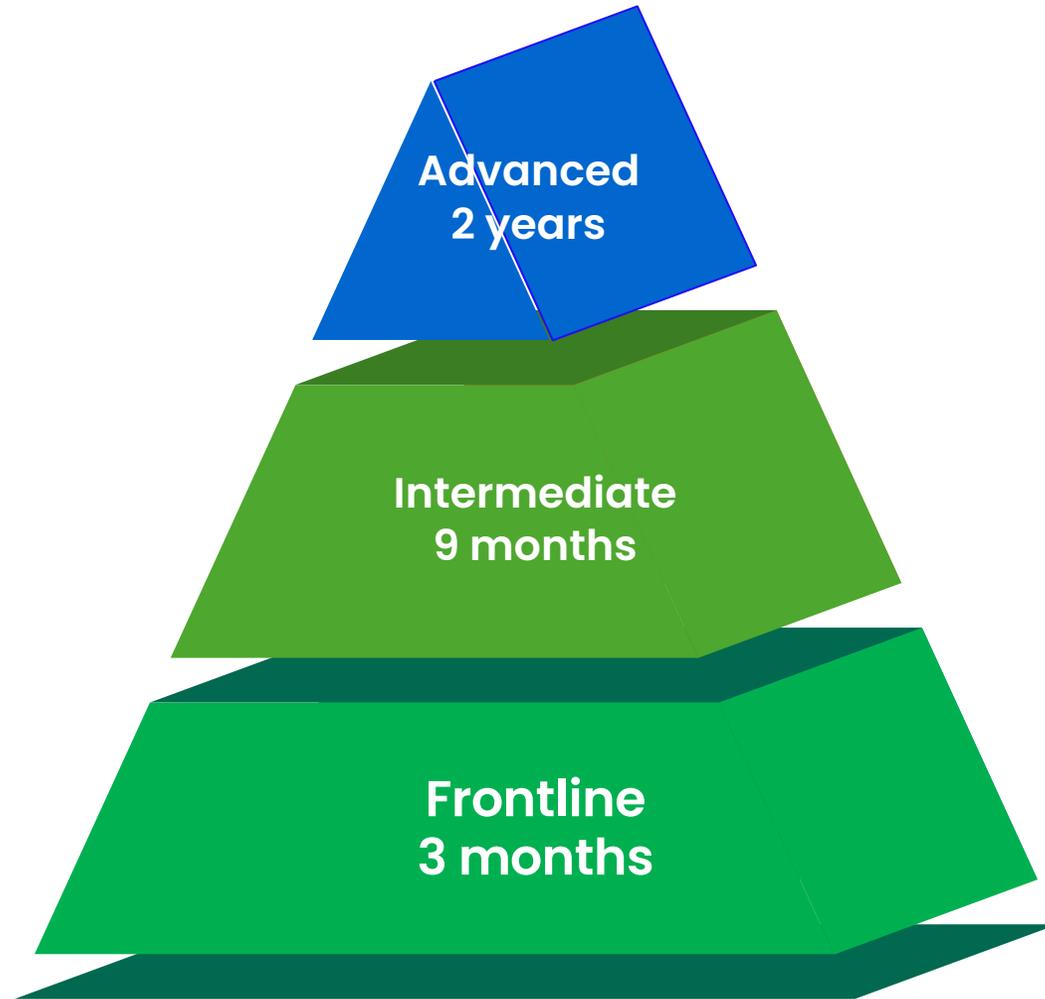
Public Health Management Emergency Model, NIH Colombia. Quick Assessment

	Capacity
	High
	Intermediate
	Opportunity for improvement



Source: Risk Response and Immediate Response Management Group - Adapted NTC ISO 31000.

WORKFORCE FOR PUBLIC HEALTH RESPONSE



Public Health
Surveillance

Outbreak
investigacion

Epidemiology

Scientific
communication

COLOMBIAN FETP PILLARS



FETP
standards



Field
management



Risk
management



Posgraduate
level



Component 1. Essential

- e-Vigila 1
- e-Vigila 2
- e-Vigila 3

Component 3. Training of Trainers



**Component 2-
Field Epidemiology**

- Frontline
- Intermediate
- Advanced

Component 3. Elite

GOARN
Global Outbreak Alert and Response Network

**Component 5.
Continued education**

