

# ORGANIZATIONAL ADMINISTRATIVE COMPETENCIES

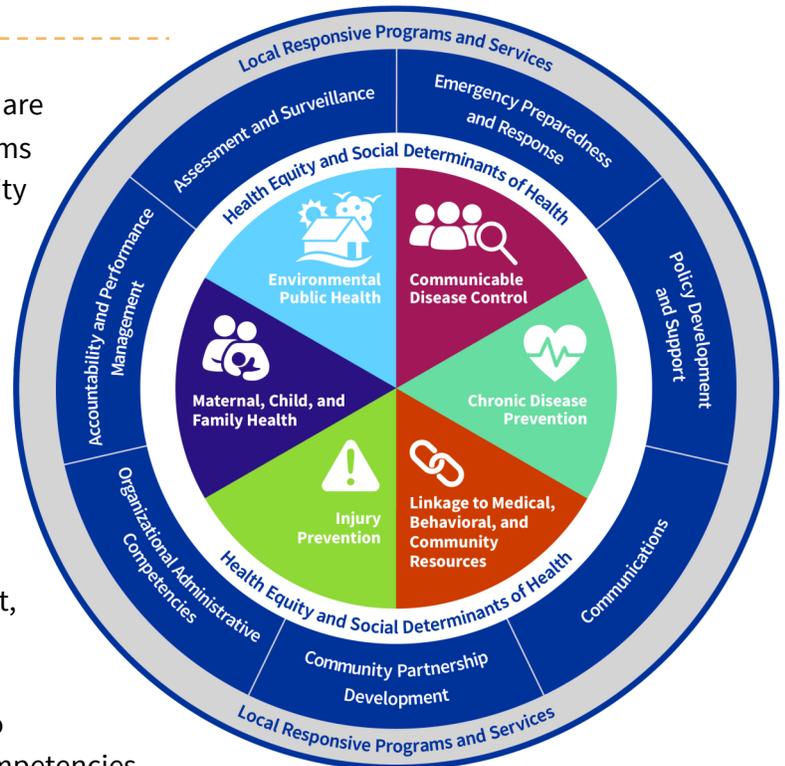


**AREA OF EXPERTISE FOCUS:**



Review health disparities data (sources on pg 4) among different demographic groups, related to this area of expertise. Then use the discussion prompts and resources below to identify action steps to increase capacity in the intersect between this capability and area of expertise.

**Organizational administrative competencies** are essential to deliver foundational public health programs and services. Public health agencies must have capacity in cross-cutting skills like leadership and governance, information technology, human resources services, legal services, financial management, contract and procurement services, and facilities and operations management. Agencies should have the ability to advocate for the role of governmental public health, leverage funding, defend budgets, incorporate ethical standards, assure continuous quality improvement, use performance management systems, develop employees, adjust to shifts in culture and environment, and manage change.



#HealthierMO recommends three steps in a process to increase capacity in organizational administrative competencies.

**Assess:** Identify your organization’s current capacities and gaps in three main areas: people, processes, and technology.

**Develop:** Use tools, resources, and training to develop knowledge, skills, and abilities that build capacity in these three categories and create resilience for the future.

**Monitor and evaluate:** Identify performance measures through which to monitor progress. Evaluate outcomes often in a continuous quality improvement approach and make adjustments as warranted.



## INFUSING HEALTH EQUITY

Public health practice is equity work. Health equity should be central to every aspect of public health practice, as depicted by its place in Missouri’s Foundational Public Health Services model. Public health agencies should infuse health equity into its recruiting practices, its processes, and its program and policy development efforts.



## ASSESS

Start by assessing our agency's ability to lead, infuse health equity into our work, support operations with data, develop and maintain a competent workforce, and manage finances.

Review the Core Competencies for Public Health Professionals and ask staff to complete a self-assessment using the tool below. The competencies are organized into eight skill areas and will help public health professionals identify their own level of competence within these eight domains. Results may be useful in professional development goal setting. Results may also help public health agencies develop training and retention plans.

[Competency Assessment for the Modified Version of the Core Competencies for Public Health Professionals \(Tier 2\)](#), Public Health Foundation (2017)

### **1. Who is in our organization? What role does each person play? What are each person's strengths? How well do their knowledge, skills, and abilities align with national public health competencies?**

[Core Competencies for Public Health Professionals](#), Council on Linkages Between Academia and Public Health Practice (2021)

Review this consensus list of foundational and crosscutting skills and knowledge for public health professionals in the broad practice of public health.

[Competency-Based Job Descriptions](#), Public Health Foundation

Review these job descriptions to better understand how to integrate core competencies into job definitions, performance management, and employee evaluations.

### **2. How well does our agency currently align with state or national accreditation standards? What specific steps might we take to become a higher functioning public health department?**

[Aligning Accreditation and the Foundational Public Health Capabilities](#), PHNCI (2018)

Review this crosswalk to better understand how the national Foundational Public Health Services model aligns with PHAB accreditation standards. Missouri's FPHS model differs slightly from the national model, but still supports this crosswalk.



## DEVELOP

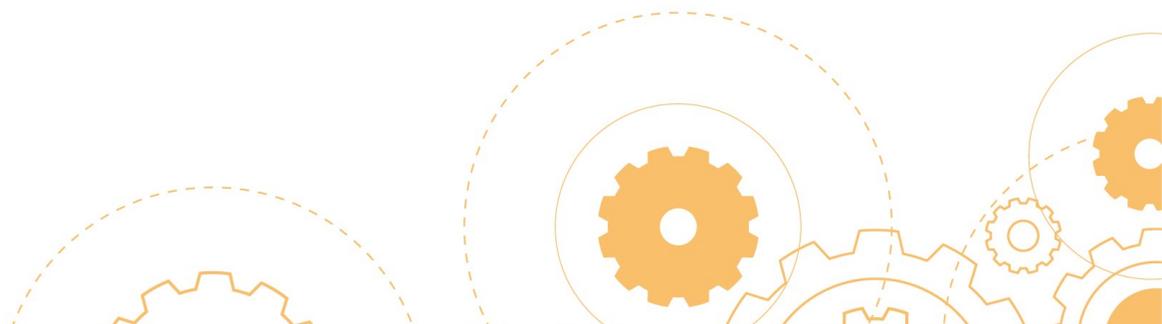
Plan how you will utilize tools, resources, and training to develop knowledge, skills, and abilities that build capacity in your employees, your processes, and your use of technology. Think forward in an effort to create resilience for the future.

**3. How might we improve our ability to recruit, train, and retain high quality employees? How might we expand our internship program? How might we improve our employee training processes? How might we improve our succession planning?**

**4. What organizational administrative staffing challenges might be alleviated by outsourcing? What barriers might arise? What unintended consequences might we face? What would be needed to conduct a cost/benefit analysis?**

**5. How might we build capacity in rapid access to high quality and reliable legal services?**

**6. How might we build capacity in accounting and financial management in order to more efficiently manage grants, maximize limited revenue, and improve compliance with fiscal standards?**





**7. How might we increase access to current, local data to support resource allocations and decision-making?**

**8. How might we increase efficiency and compliance with privacy regulations by shifting to electronic health information? What logistical and legal challenges might this change create?**

## MONITOR AND EVALUATE

Ongoing monitoring enables a public health agency to use data to determine if they are meeting goals and performance measures. Evaluation assesses how well the program, process, or policy is performing. It helps catch problems early, and facilitates course corrections. Agencies can share information from the monitoring and evaluation processes to demonstrate transparency and accountability.

**9. What administrative policies do we need in place in order to consistently use continuous quality improvement processes and performance measures to track progress?**

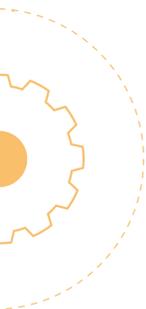
**10. Which training and tools would increase our skills in organizational administrative competencies related to people, processes, and technology?**

## TRAINING RESOURCES

[Building Excellence in Administration and Management \(BEAM\)](#), deBeaumont and University of Miami

[Decision Making: A Systematic and Organized Approach](#), Heartland Center

[Public Health Financial Management](#), Heartland Center





## ORGANIZATIONAL ADMINISTRATIVE COMPETENCIES: OUTCOMES AND ACTION STEPS

Included in the Potential Outcomes column below are the capacities required to fully assure this foundational capability. Refer to your Capacity Assessment Snapshot or Toolkit reports to review your agency’s most recent self-assessment findings. Then use the table below to identify action steps you will take to close gaps and achieve full capacity to assure the FPHS model in your community. Edit the table or use your own planning tool to prioritize next steps. Refer back to tools provided in this workbook to support action steps.

Potential Outcome	Action Steps	Timeline	Resources	Assigned To
We maintain and access electronic health information to support the public health agency’s operations and analyze health data				
We have proper systems in place to keep protected health information (PHI) and confidential organizational data restricted				
We recruit, train, and retain a competent public health workforce				
We engage in and document workforce performance review and succession planning				
We comply with federal, state, and local fiscal standards and policies				
We support, maintain, and use electronic communication technology				
We manage all grants/contracts bringing money into the agency, including monitoring compliance with state, federal, and sponsor requirements for the use of the dollars				
We procure, maintain, and manage safe facilities to support agency operations				
We access and appropriately use legal services in planning and implementing initiatives				



### ORGANIZATIONAL ADMINISTRATIVE COMPETENCIES: OUTCOMES AND ACTION STEPS (PG 2 OF 2)

Potential Outcome	Action Steps	Timeline	Resources	Assigned To
We lead internal and external stakeholders to consensus in action planning				
We serve as the public face of governmental public health in the community				
We strategically coordinate health equity programs for the communities served				
We act as a resource to support health equity work across the department				
We voluntarily pursue public health accreditation via the Public Health Accreditation Board or Missouri Institute for Community Health				
We manage all contracts providing services for the agency				
We perform accounting activities				

## RESOURCES

[Fillable Logic Model template](#)

[Sustainability Tool](#), Brown School at Washington University, St Louis

Take 15 minutes to evaluate your proposed activity across eight domains in order to gauge its capacity for sustainability. Registration is required to use this free tool.