



Department
of Health

Beyond Investment: Sustaining Local Public Health Capacity

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2026 Public Health Leaders Summit
10.14.2026

Clayton, NY

PUBLIC HEALTH INFRASTRUCTURE GRANT (PHIG) OUTCOMES

A1

STRATEGIES

Workforce

Recruit, retain, support, and train the public health workforce

SHORT-TERM OUTCOMES

Increased hiring of diverse public health staff

LONG-TERM OUTCOMES

Increased size of the public health workforce



A2

Foundational Capabilities

Strengthen systems, processes, and policies

Improved organizational systems and processes

Stronger public health foundational capabilities



A3

Data Modernization

Deploy scalable, flexible, and sustainable technologies

More modern and efficient data infrastructure
Increased data interoperability

Increased availability and use of public health data

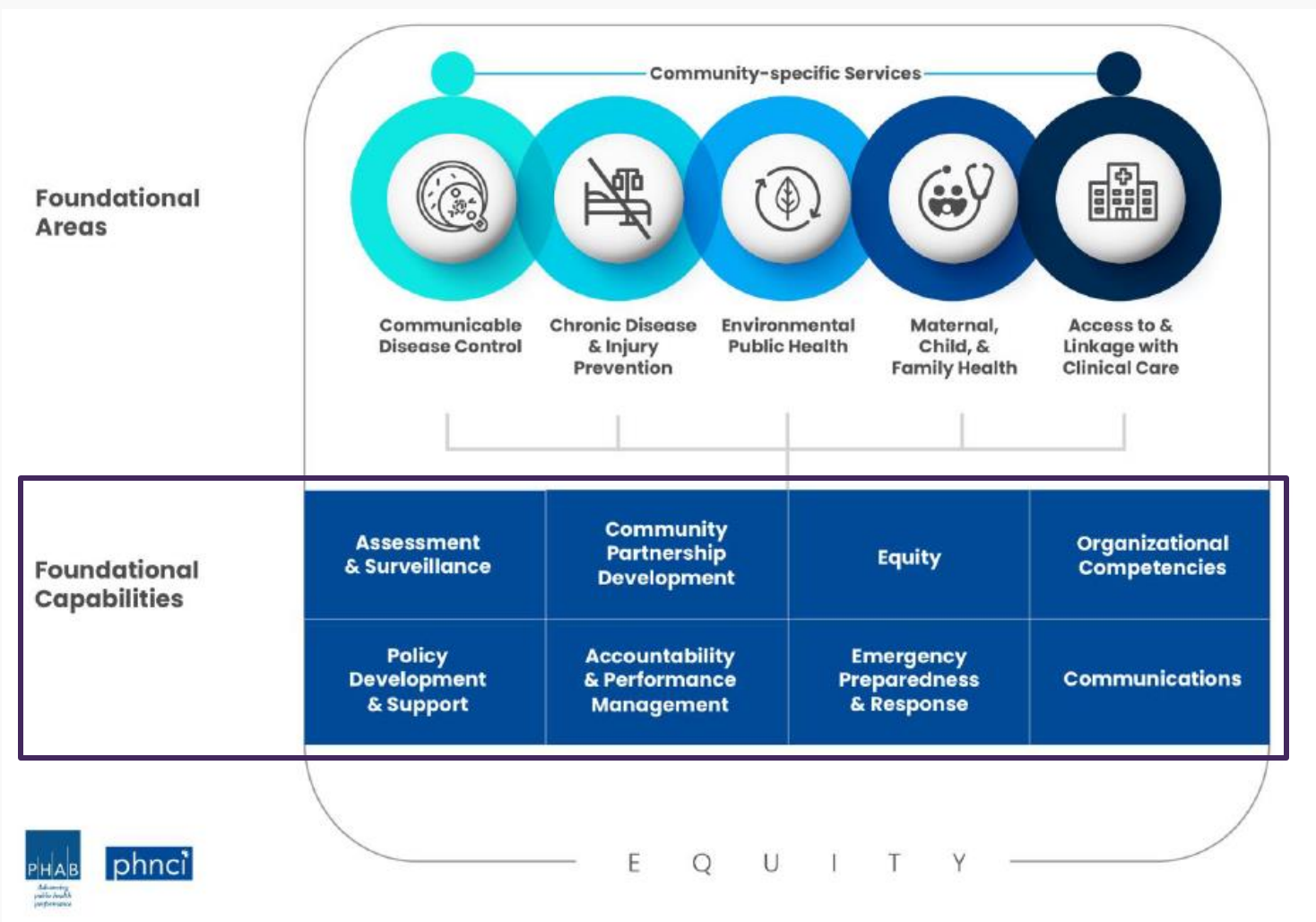


Accelerated prevention, preparedness, and response to emerging health threats, and improved outcomes for other public health areas.



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PUBLIC HEALTH FOUNDATIONAL CAPABILITIES



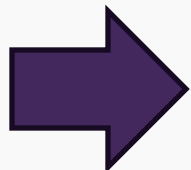
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NYS PHIG A1 WORKPLAN

Workplan Intervention: Strengthen relationships with LHDs

A1 Strategies:

- Recruit and hire new public health staff
- Retain public health staff
- Train new and existing public health staff

 \$43,115,337 dispersed to 57 LHDs

What we're building all this capacity for:

To work toward health equity and improve population health by...

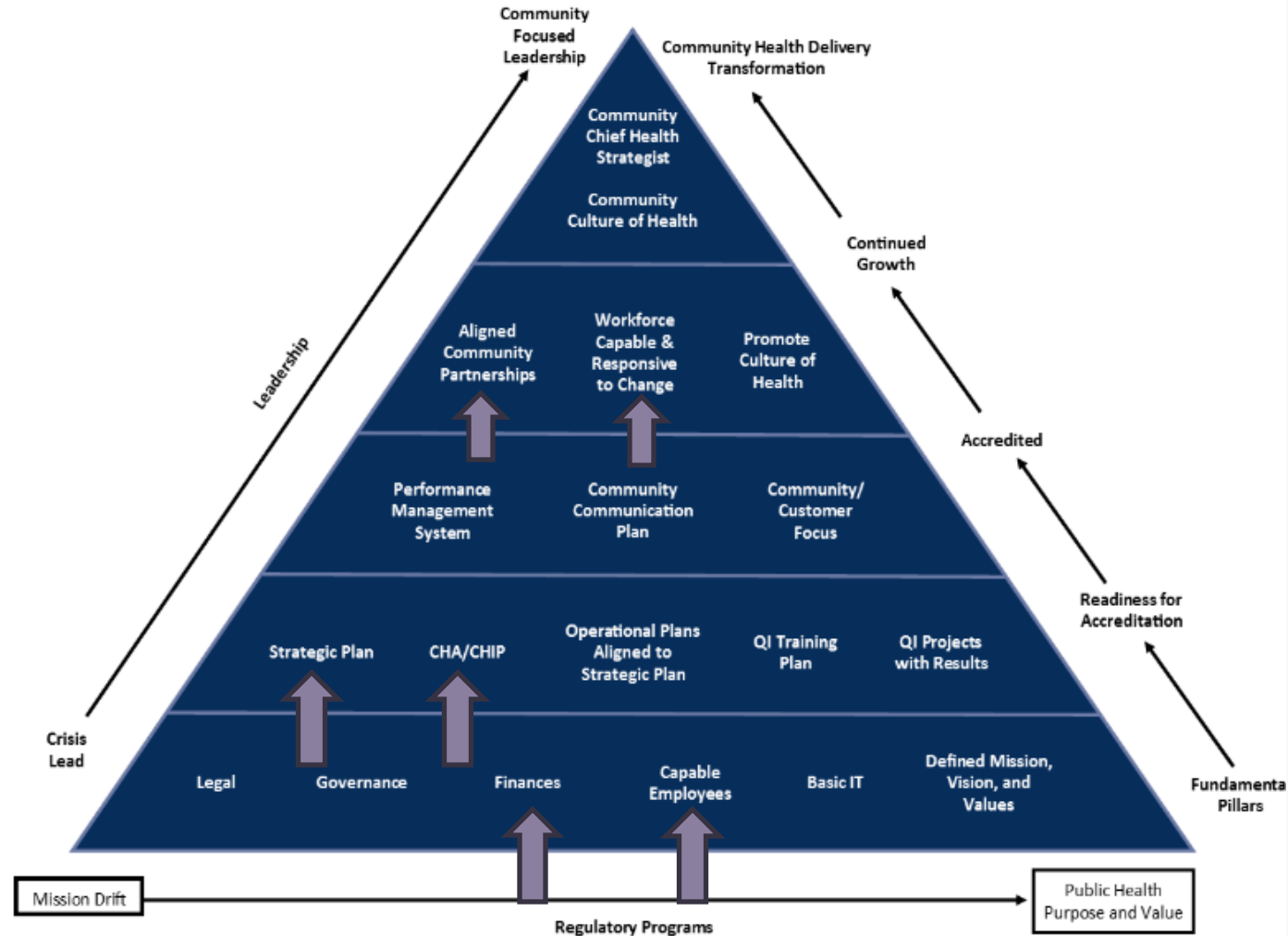
- Partnering to improve social determinants of health
- Leading as a **community chief health strategist**
- Working with diverse and new community partners
- Planning strategically to support our workforce, build out our foundational capabilities and strengthen our data systems in the service of health equity and community health

BUILDING STATE INFRASTRUCTURE TO SUPPORT LHDS

Fiscal and Grants
Administration

Data
Modernization

Community
Engagement

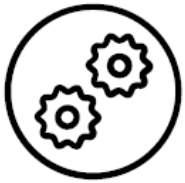


Public Health
Training and
Development

Academic
Engagement

PHIG 2: What Recipients Should Know Now

Empowering state, local, and territorial public health systems to strengthen workforce, advance data modernization, and support foundational public health services, all while delivering measurable results.



Strengthens Foundational Services

Invests in the Foundational Public Health Services (FPHS) framework, with workforce and data modernization recognized as essential components.



Flexibility with Accountability

A grant mechanism gives jurisdictions control over local priorities within clear federal guardrails, backed by defined performance measures and streamlined reporting.



Built for Sustainability

A long-term investment, not a one-time surge.



Prioritizes STLT Health Departments

Supports state, local, territorial, and rural health departments, with evaluation and research to demonstrate impact.

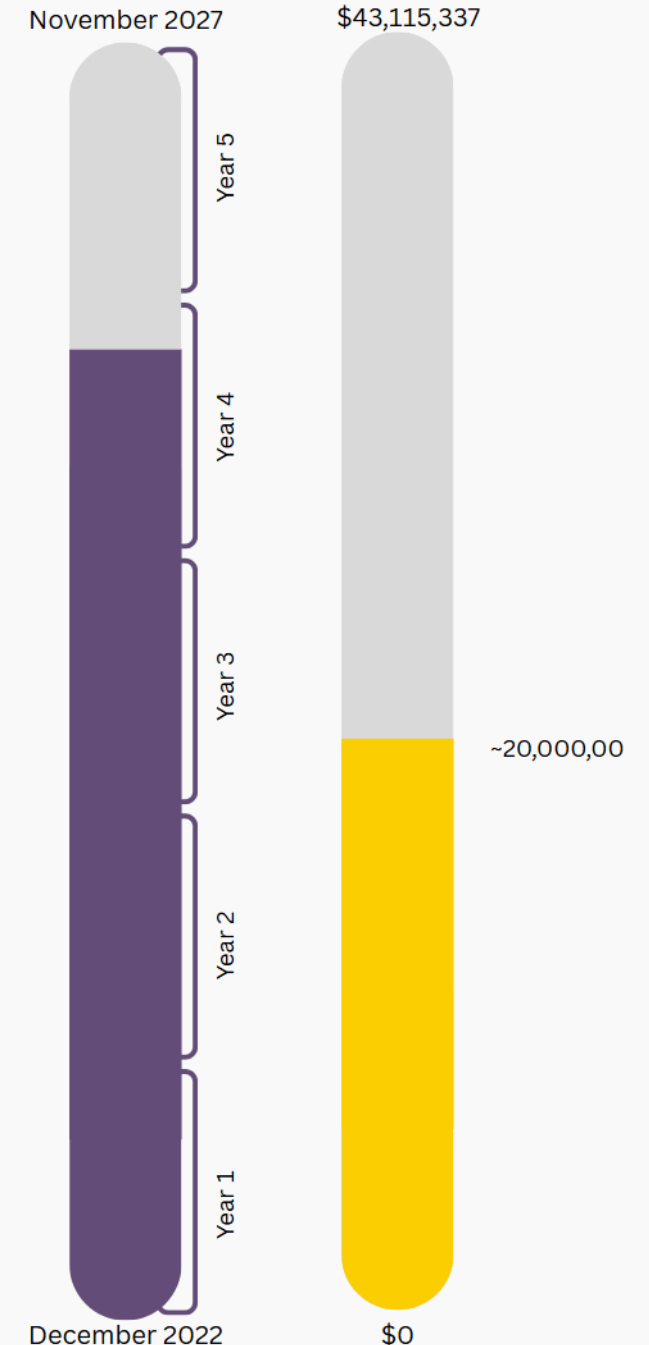
Anticipated release: early 2027

LHD PHIG AWARDS

- 40% of New York State's PHIG award was dedicated to LHDs (outside of NYC)
 - Individual awards ranged from ~\$500,000 - \$2,000,000

To Date: 46% of total LHD PHIG funding has been spent

Goal: Close to 80% spent



PHIG SUCCESS STORIES SURVEY

Celebrating Public Health Infrastructure Successes in New York

Share Your PHIG Success Story

Examples of PHIG Success Stories:



Hiring, retaining, and training staff

Increasing internal and external awareness of OPH



Improving intra/interagency collaboration and community partnerships

Bolstering resilience by supporting staff and organizational wellness

Technology enhancements and efficiency

Any improvements that benefit your team or community



SCAN
the QR code

The form takes approximately
5 minutes to complete.

OR

[CLICK HERE](#)



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LOCAL HEALTH DEPARTMENT PHIG INVESTMENTS

KEY ACCOMPLISHMENTS

PROFESSIONAL
DEVELOPMENT

STAFF★

RETENTION

SOFTWARE

TECHNOLOGY

STAFFING INVESTMENTS

59 PHIG funded staff employed in LHDs as of May 31, 2026 (across 36 counties)

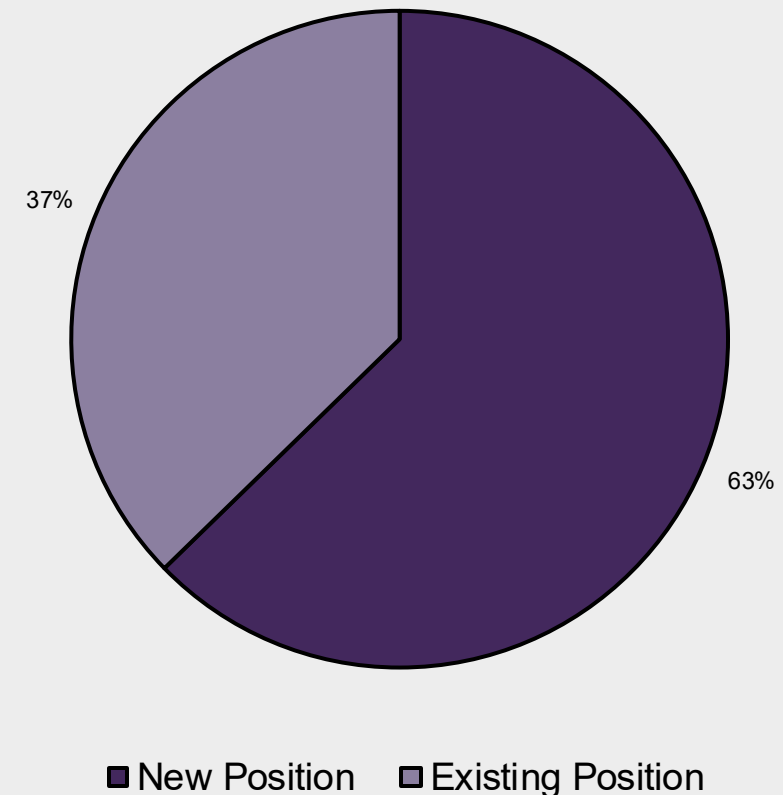
- *88 positions funded across the lifetime of the grant, to date*

Of those

- 37 positions were new to the department
- 22 positions were retained due to end of previous funding source

PHIG Funded LHD Employees by Position Type

As of May 31, 2026

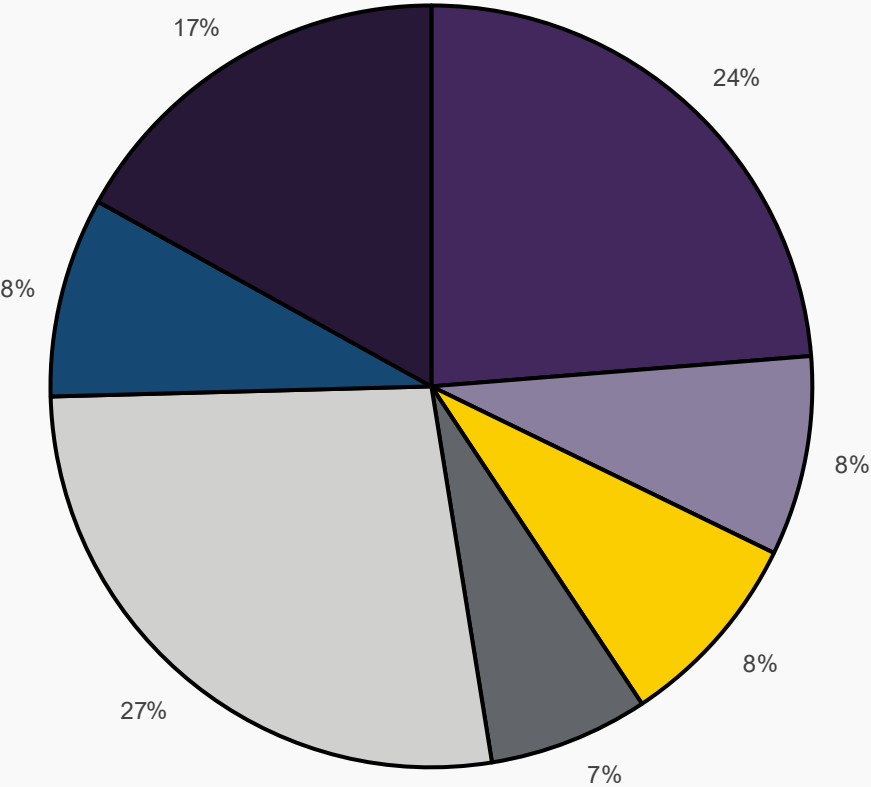


Data from *June 2026 Post-Hire Survey*

STAFFING INVESTMENTS CONTINUED

PHIG Funded LHD Employees by Job Classification

- Business, improvement, and financial operations
- Office and administrative support staff
- Public information, communications, and policy staff
- Epidemiologists and other data staff
- Community health workers and health educators
- Environmental health workers
- Other



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Data from *Bi-Annual LHD Post-Hire Surveys*

STAFFING SUCCESSES

Organizational Competencies *Public Health Analyst*

“There's a very real risk that the innovations and efficiency improvements that have been made as a result of PHIG funding would be lost without the technical knowledge and staffing to support it.”

Chronic Disease and Injury Prevention *Epidemiologist*

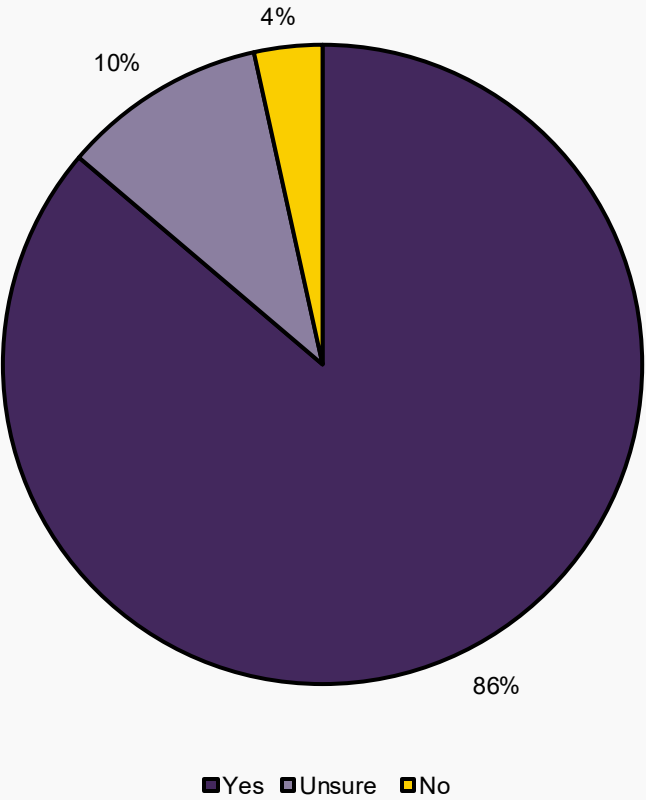
“Since beginning this work, our county's overdose death ranking fell from 2nd highest in 2021 to 4th highest in 2024 and our overdose deaths have continued to fall since then.”

Maternal, Child, and Family Health *Public Health Educator*

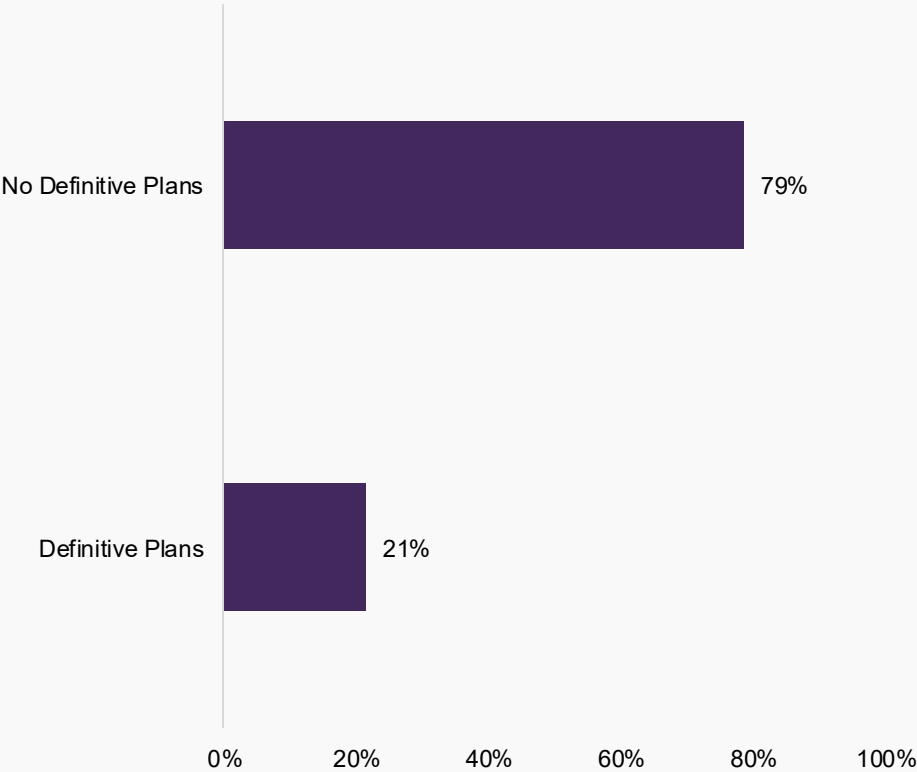
“Without this funding, our ability to conduct home visits, provide individualized education, and connect families with timely resources would be greatly diminished.”

SUSTAINABILITY

Does your department want to sustain this position past the end of the current PHI grant period?



What plans does your LHD have to secure alternative funding to retain this position beyond November 30th, 2028?



KEY ACCOMPLISHMENTS

PROFESSIONAL
DEVELOPMENT★

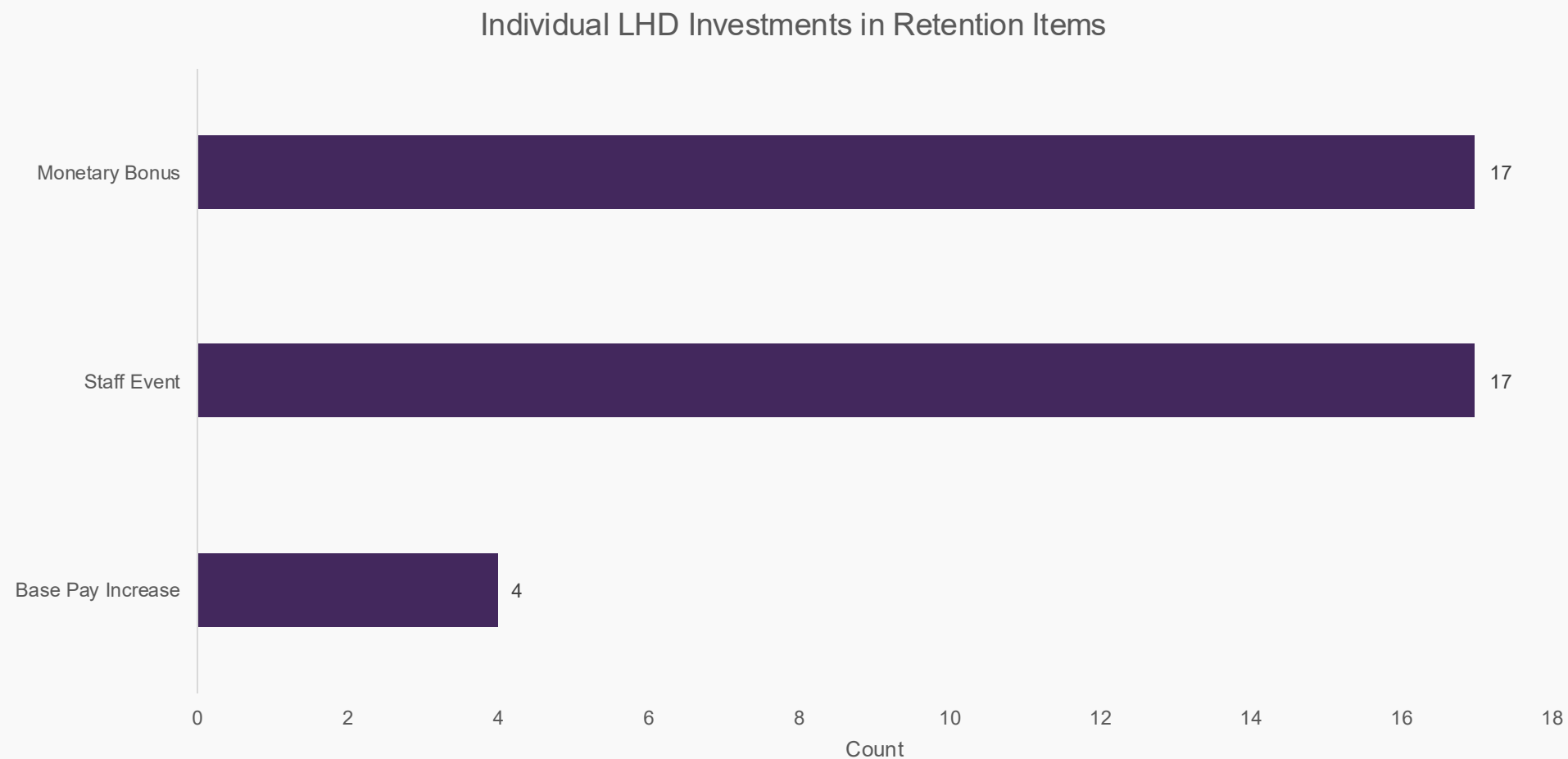
STAFF

RETENTION★

SOFTWARE★

TECHNOLOGY★

RETENTION



PROFESSIONAL DEVELOPMENT

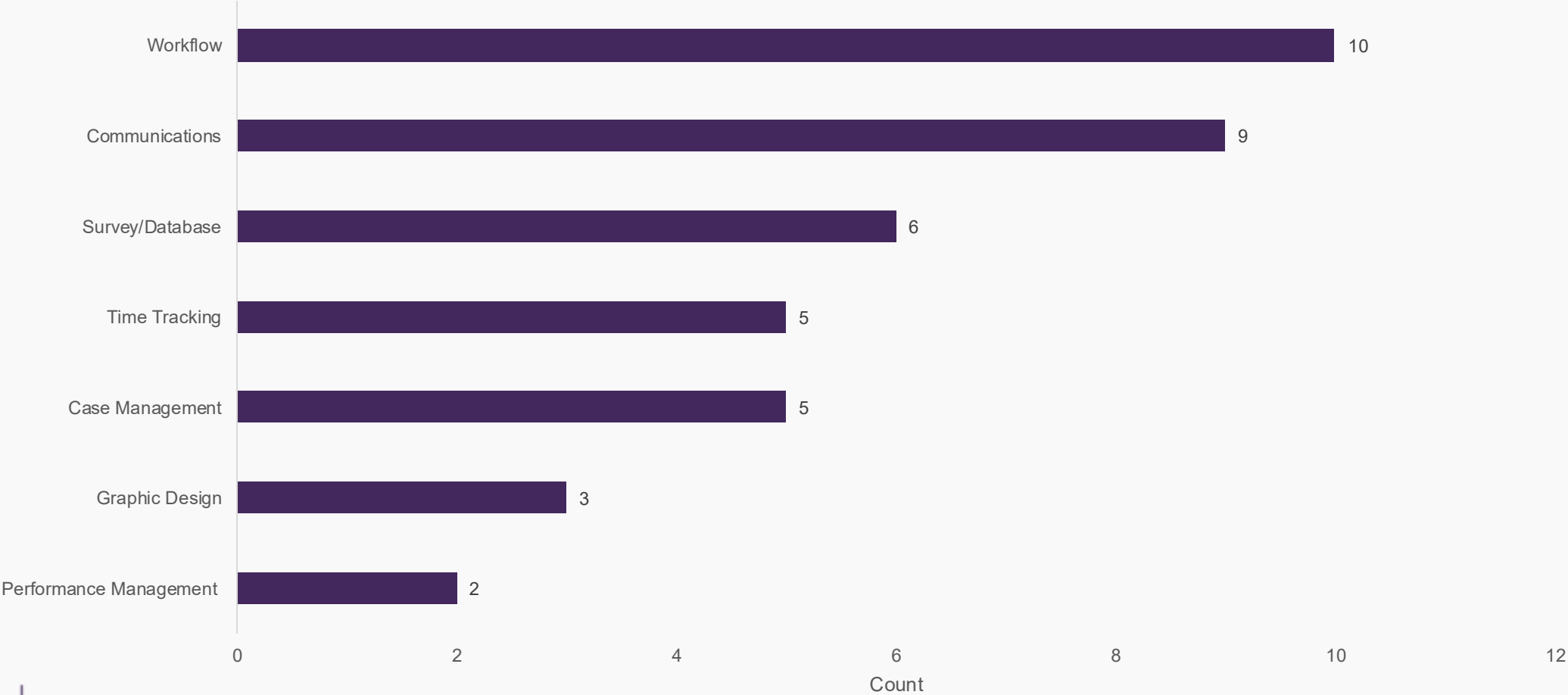
42 LHDs invested in professional development for staff

Examples include:

- Subscriptions to news or journals (Your Local Epidemiologist, STAT News, Academic journals)
- Attendance at conferences or other in-person meetings for continued education (registration and travel costs)
- Online trainings
- On-site trainings (professional speakers, facilitators, subject matter experts, on-site trainer, and customized staff training, Venue rental and set-up fees)
- Tuition Reimbursement

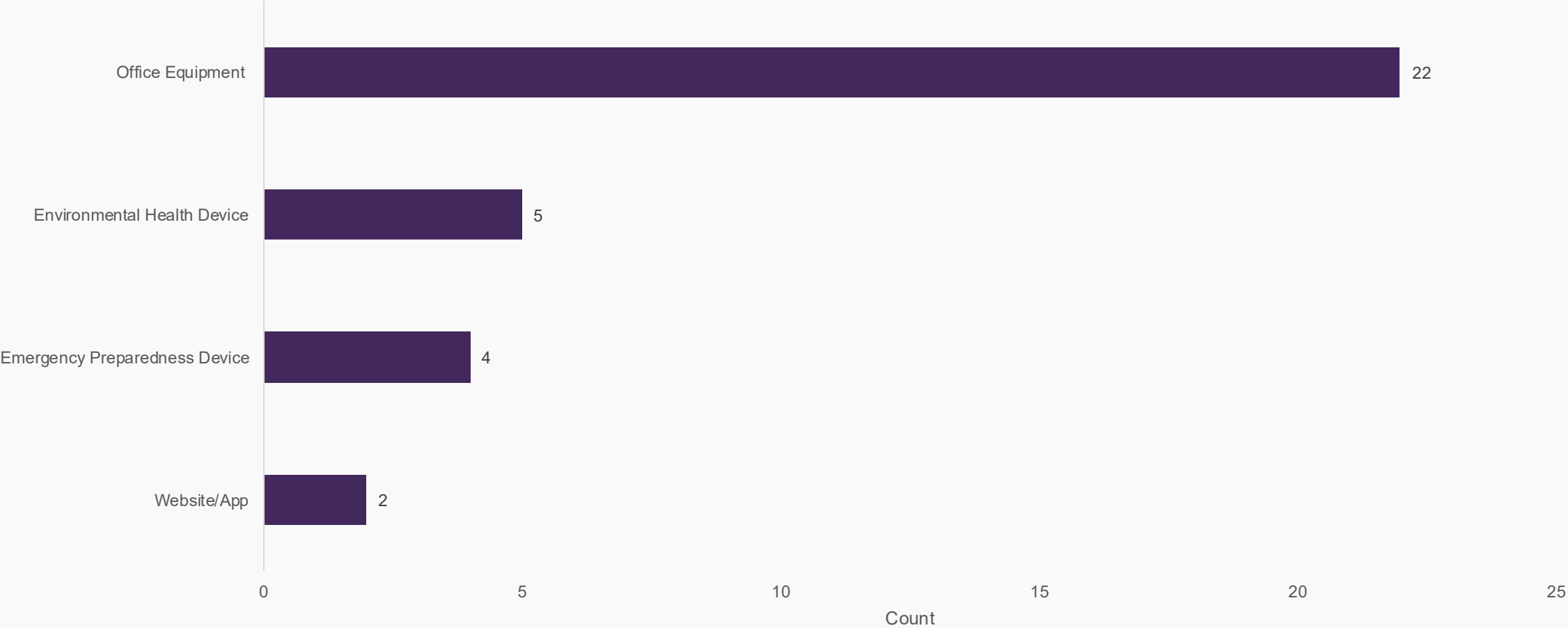
SOFTWARE

Individual LHD Investments in Software



TECHNOLOGY

Individual LHD Investments in Technology



OTHER ONGOING INVESTMENTS



Accreditation



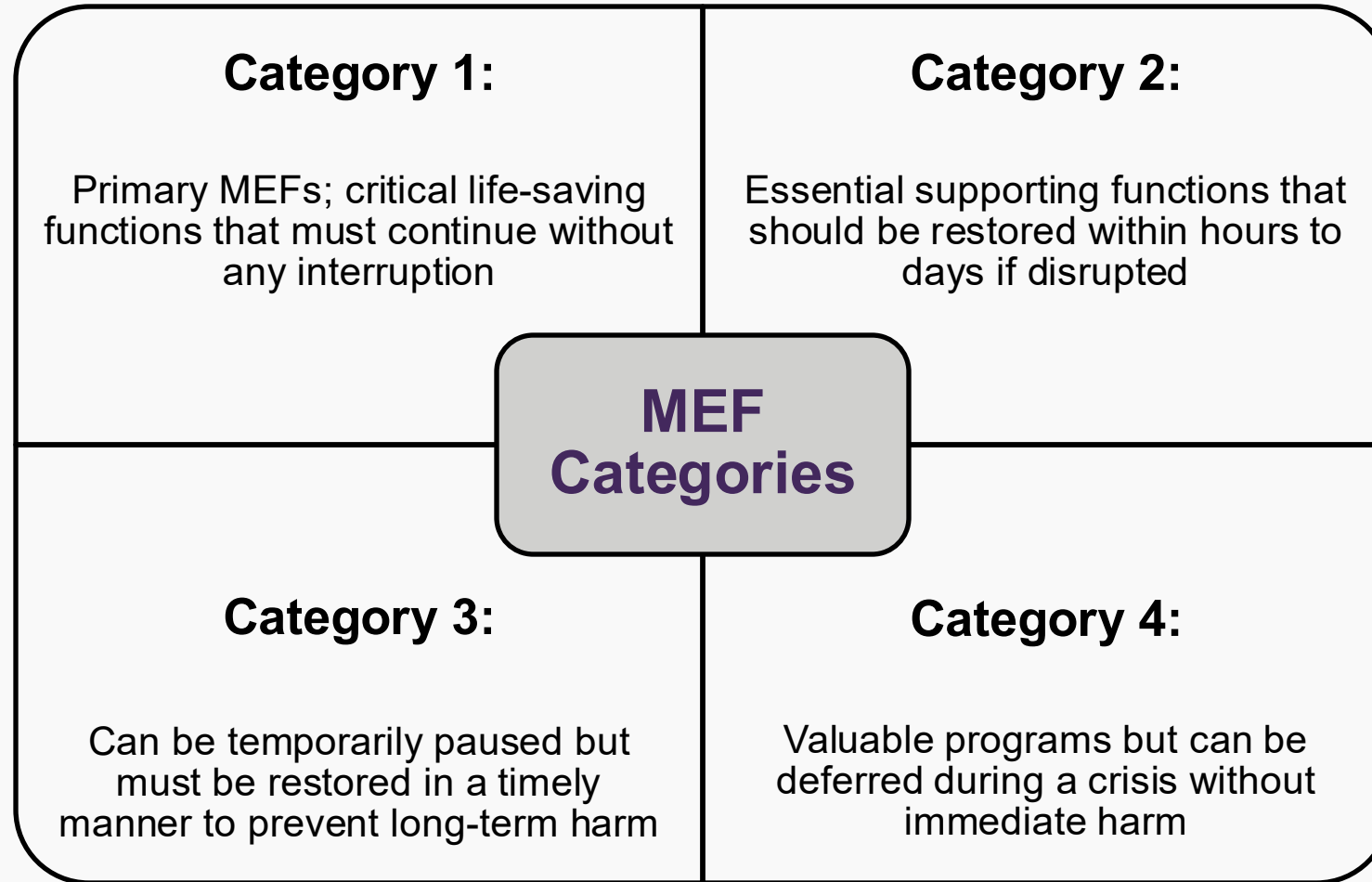
Other recurring fees/subscriptions
(IT, recruitment, communications)



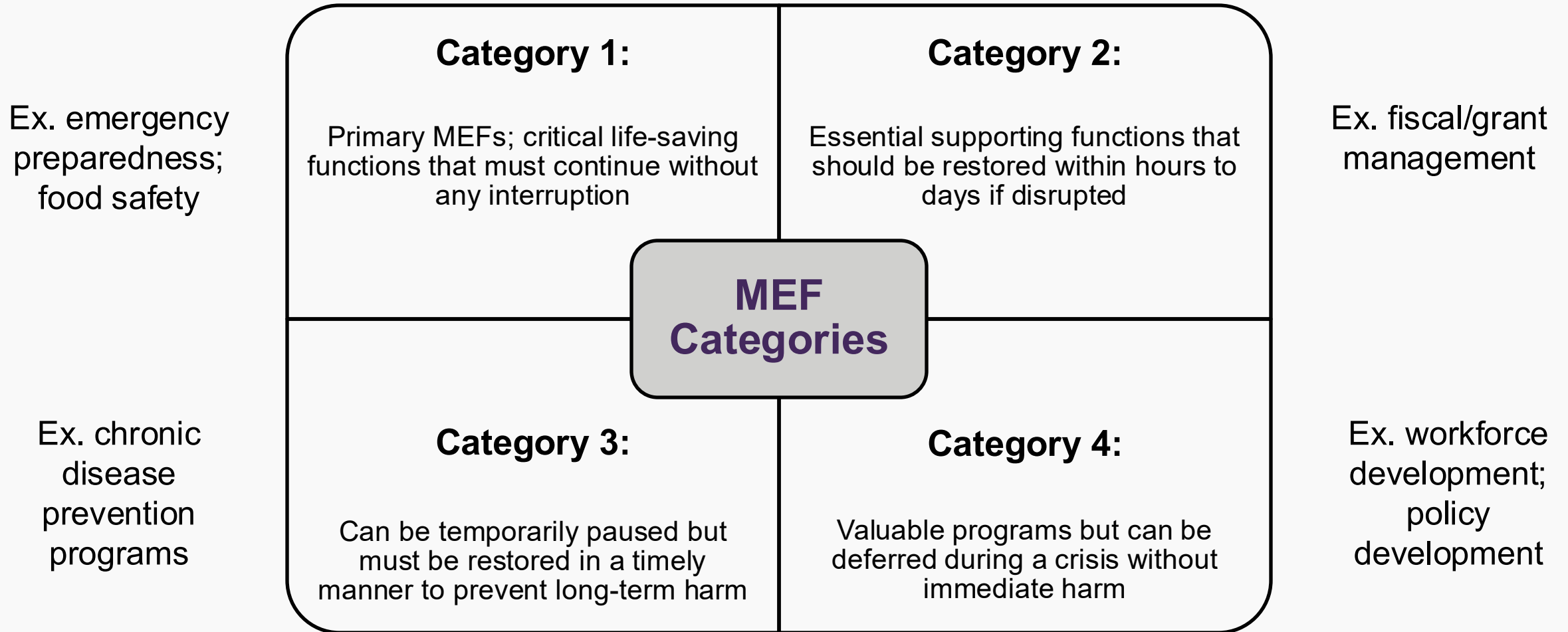
Others?

MISSION ESSENTIAL FUNCTION (MEF) FRAMEWORK

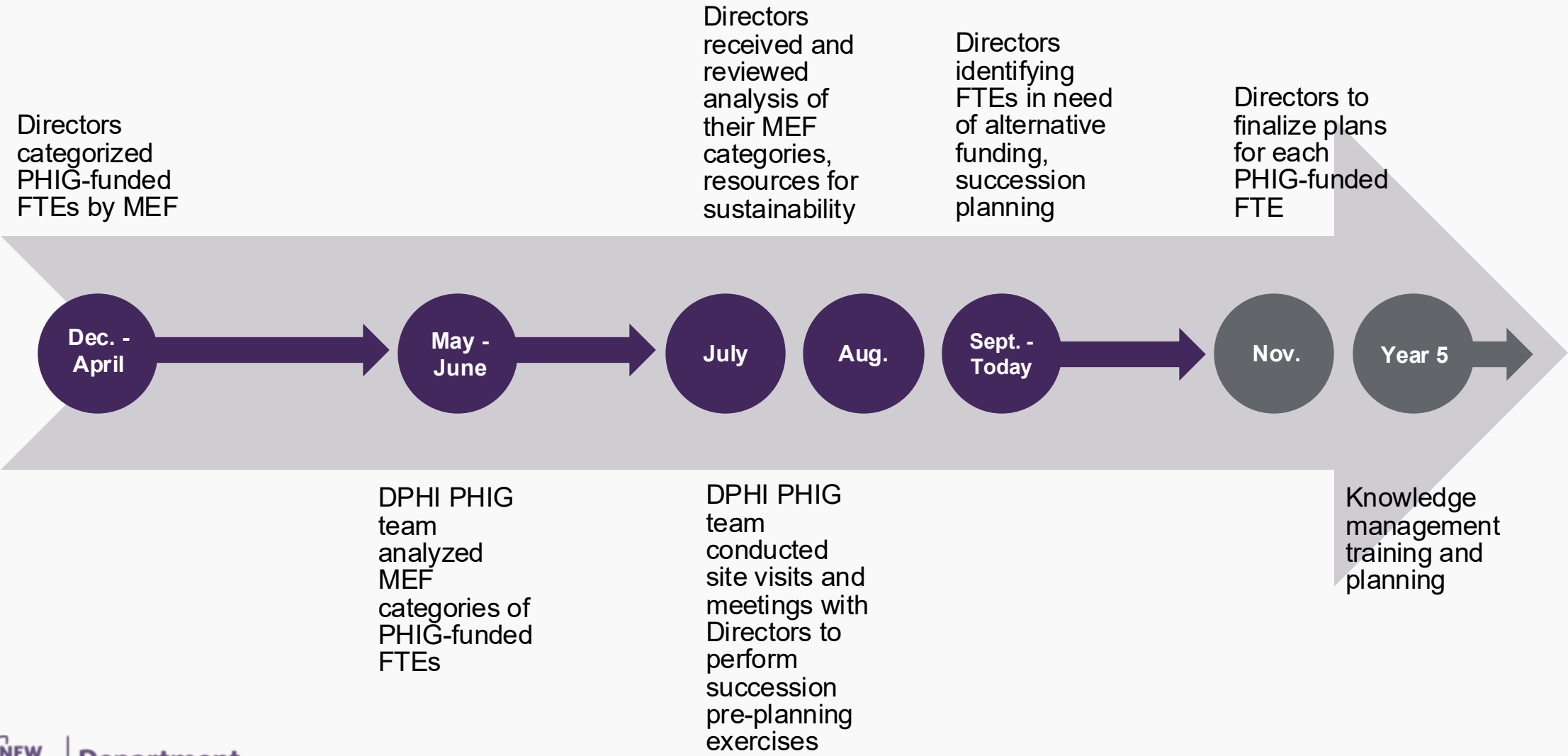
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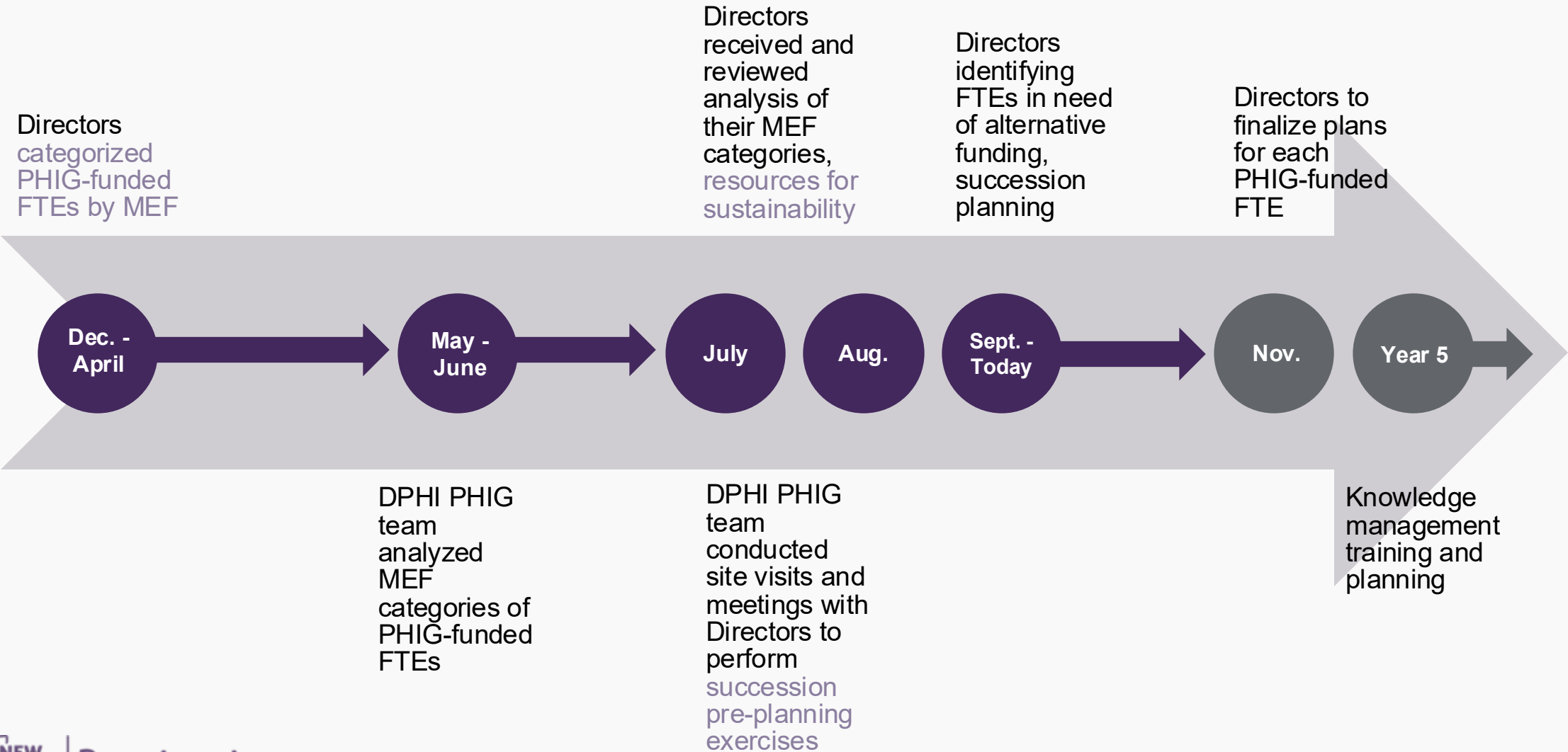
MISSION ESSENTIAL FUNCTION (MEF) FRAMEWORK



NYSDOH MEF ACTIVITIES- YEAR 4



NYSDOH MEF ACTIVITIES- YEAR 4



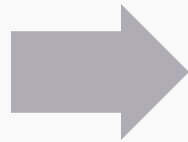
LHD MEF TOOLS

1. MEF Categorization Guide- Personnel and Non-Personnel
2. Sustainability Decision Tree- Personnel and Non-Personnel
 1. includes Alternative Funding Chart
3. LHD MEF Worksheet

LHD MEF PROCESS & TOOLS

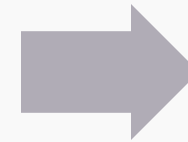
Step 1. Determine MEF category.

- Tool → MEF Categorization Guide



Step 2. Decide next steps for sustainability.

- Tools → Sustainability Decision Tree



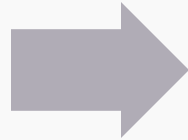
Step 3. Develop your plan and implement next steps.

- Resources → MEF Worksheet, Knowledge and Change Management Resources

LHD MEF PROCESS & TOOLS

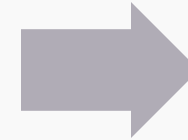
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1. MEF WORKSHEET

Mission Essential Function (MEF) Worksheet

 **Department of Health**
Division of Public Health Infrastructure

Use this worksheet alongside the **Sustainability Decision Tree** to determine and record next steps for your investments.

Investment: MEF Category:

Document the justification for the MEF category assignment.

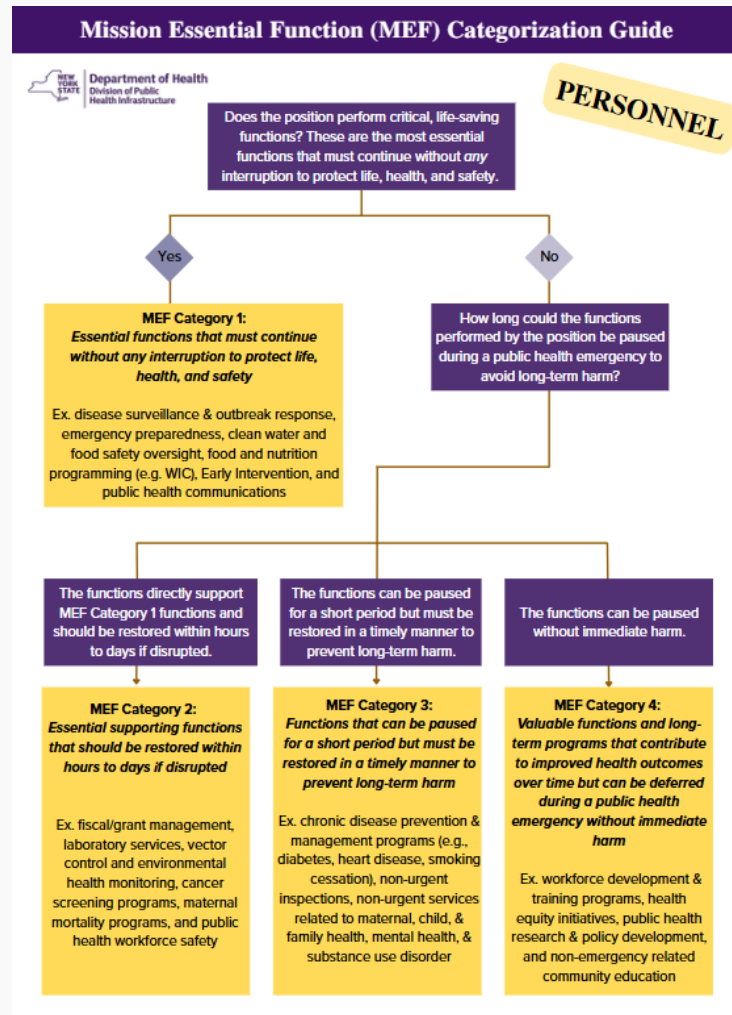
Do you want to sustain the investment?

☐ **Yes** *Provide the strategic justification for sustaining the investment below, then proceed to the next page.*

☐ **No** *Review the knowledge/change management resources and document your transition plans below.*

Ex. CNYRO Program Research Specialist III

2. MEF CATEGORIZATION GUIDE



Ex. CNYRO Program Research Specialist III

Provides data analysis, evaluation, and technical assistance to support LHDs and regional public health priorities. Develops regional reports and data products, translates public health data into actionable information, and collaborates with programs to identify trends, inform planning, provide training, and support data-driven decision-making. Examples of data products include the CNY Social Determinants of Health Report, maternal and child health indicators report, analyses related to chronic disease, diabetes/prediabetes, and obesity, and in-person LHD Data Dashboard trainings

2. MEF CATEGORIZATION GUIDE

Does the position perform critical, life-saving functions? These are the most essential functions that must continue without *any* interruption to protect life, health, and safety.

Ex. CNYRO Program Research Specialist III

Yes, this position performs critical, life-saving functions, including data collection and analysis for disease surveillance and response purposes.

2. MEF CATEGORIZATION GUIDE

MEF Category 1:

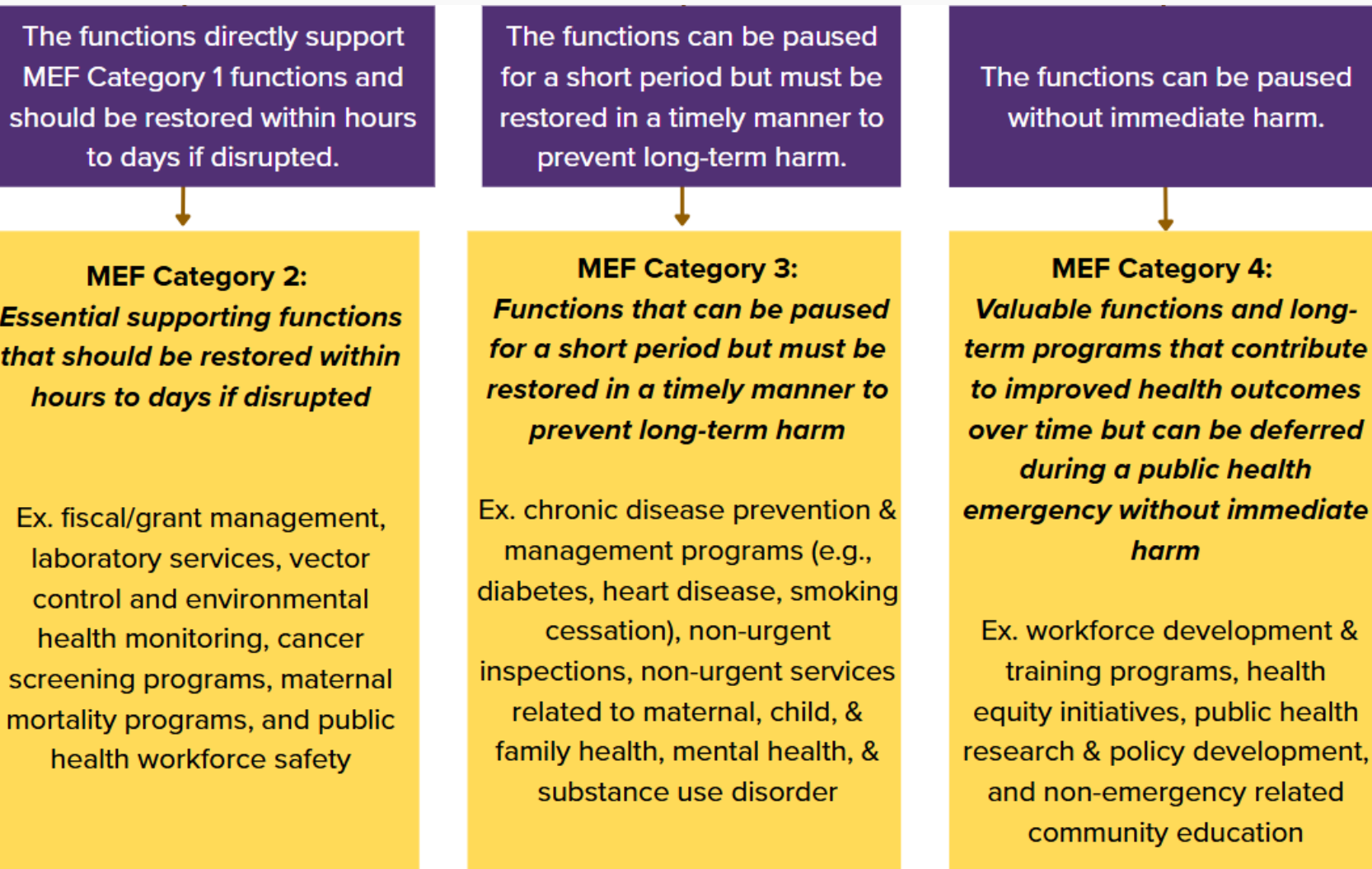
Essential functions that must continue without any interruption to protect life, health, and safety

Ex. disease surveillance & outbreak response, emergency preparedness, clean water and food safety oversight, food and nutrition programming (e.g. WIC), Early Intervention, and public health communications

2. MEF CATEGORIZATION GUIDE

How long could the functions performed by the position be paused during a public health emergency to avoid long-term harm?

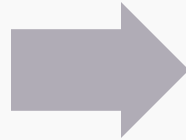
2. MEF CATEGORIZATION GUIDE



LHD MEF PROCESS & TOOLS

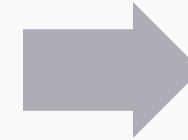
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- Tool → MEF Categorization Guide



Step 2. Decide next steps for sustainability.

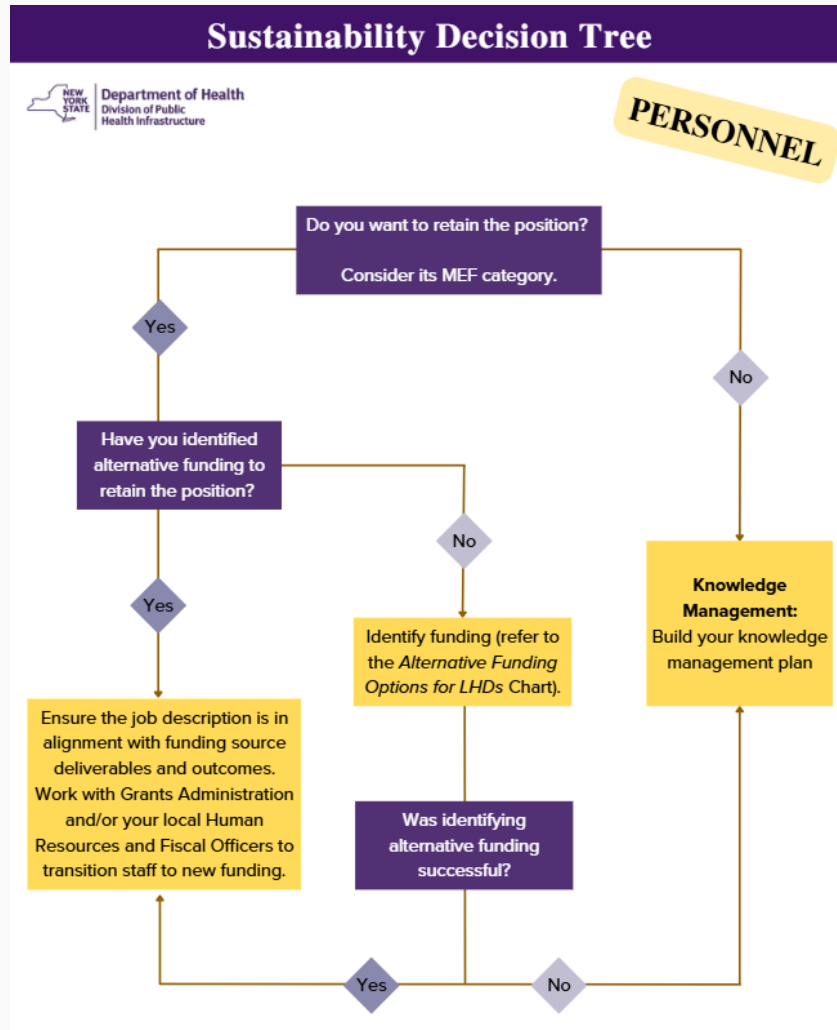
- Tools → Sustainability Decision Tree



Step 3. Develop your plan and implement next steps.

- Resources → MEF Worksheet, Knowledge and Change Management Resources

3. SUSTAINABILITY DECISION TREE



Ex. MEF 1 CNYRO Program Research Specialist III

3. SUSTAINABILITY DECISION TREE

Do you want to retain the position?

Consider its MEF category.

Ex. MEF 1 CNYRO Program Research Specialist III

Yes, I want to retain this position. It is an MEF 1 position and fills a critical gap in CNY public health staffing infrastructure.

3. SUSTAINABILITY DECISION TREE

Have you identified
alternative funding to
retain the position?

Ex. MEF 1 CNYRO Program Research Specialist III

No, I have not yet identified alternative funding
to retain this position.

3. SUSTAINABILITY DECISION TREE

Alternative Funding Options for LHDs



For positions and investments you would like to sustain, you will need to identify alternative funding. Some suggestions and considerations for identifying alternative funding are outlined below.

	Health Department Budget*	Other Grant
Considerations	- Is the investment MEF Category 1? - Do the functions of the investment need to continue in order for department operations to be maintained? - Is the work tied to a mandate, legislation, public health code, etc.?	- Are the functions of the investment aligned with grant deliverables? - Do the functions of the investment support activities allowable on the grant? - Could your department partner with other LHDs or organizations to apply for the grant?
Recommended Information	- Description of investment - For personnel: annual salary, fringe, and travel budget - For non-personnel investments: breakdown of cost and associated fees - MEF category; strong justification for the selected MEF category - Strong justification for the investment, including examples of impact on services and/or the community	- Description of investment (update as necessary to align with grant goals and deliverables) - For personnel: annual salary, fringe, and travel budget; percent effort/amount requested under the grant - For non-personnel investments: breakdown of cost and associated fees; amount requested under the grant - Strong justification demonstrating how the investment supports grant deliverables and objectives
Suggested Next Steps	Develop justification and discuss inclusion in future budget requests	- Consider pass-through funding opportunities from NYSDOH - Search Grants.gov and other sources (ex. NACCHO) for available funding opportunities - Develop application materials and proposal for inclusion in the grant

*Reminder: Maximize Article 6 funding

Consider if the position/investment aligns with Article 6-eligible programs and would qualify for State Aid reimbursement

Ex. MEF 1 CNYRO Program Research Specialist III

I have identified another grant with which this position aligns. I have confirmed-

- The functions of the position align with the grant deliverables
- The functions of the position support activities allowable on the grant

Next steps-

- Collect information and evidence
- Identify application partner(s)
- Develop application materials

3. SUSTAINABILITY DECISION TREE

Was identifying
alternative funding
successful?

Ex. MEF 1 CNYRO Program Research Specialist III

Yes, I have identified, applied for, and
successfully received an alternative grant to
sustain this position.

3. SUSTAINABILITY DECISION TREE

Ensure the job description is in alignment with funding source deliverables and outcomes.
Work with Grants Administration and/or your local Human Resources and Fiscal Officers to transition staff to new funding.

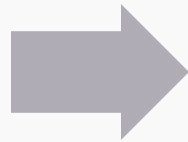
3. SUSTAINABILITY DECISION TREE

**Knowledge
Management:**
Build your knowledge
management plan

LHD MEF PROCESS & TOOLS

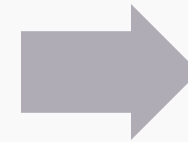
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Step 3. Develop your plan and implement next steps.

- Resources → MEF Worksheet, Knowledge and Change Management Resources

EXISTING TOOLS AND RESOURCES

Category	Title	Source	How This Helps
Decision Making	Change Impact Assessment	Prosci	Assess impact of change affecting teams or your organization.
Decision Making	Guide to Prioritization Techniques	NACCHO	Techniques and examples that can be considered and applied to prioritizing core functions.
Change Management	Managing Change in Public Health: An Introduction to Organizational Change Management (Webinar)	Region 2 Public Health Training Center	Learn about key organizational change management concepts and identify practical tools and strategies that support successful organizational change implementation.
Knowledge Management	Knowledge Retention Toolkit for Succession Planning	APHL	Capture and retain institutional knowledge of employees to support continuity of core functions.
Knowledge Management	Overcoming Knowledge Management Challenges	ASTHO	Consideration for managing workforce knowledge for long term sustainability of core functions, programs, and services.
Succession Planning	Succession Planning for Public Health Agencies: A Three-Part Webinar	ASTHO	Practical strategies and real-world examples for succession planning that supports continuity of core functions.

UPCOMING RESOURCES

**Change Management for
Local Health Officials**
Summit Day 2

Knowledge Management
*Public Health Continuing
Education Unit*

Advocacy
*PHI Grant Management
Team*

WHAT RESOURCES DO YOU NEED?

QUESTIONS?



**Department
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