

**Attachment 2
Work Plan
SUMMARY RFP#
OPH 2026-01**

PROJECT NAME: Public Health Leadership Training Institute

CONTRACT PERIOD: Phase 1: June 1, 2026 – November 30, 2026

Phase 2: December 1, 2026 – November 30, 2027

PROJECT SUMMARY:

The New York State Department of Health (NYSDOH), Health Research, Inc. (HRI), the Office of Public Health (OPH), and the Public Health Continuing Education (PHCE) Unit are pleased to announce a Request for Application (RFA) for the Public Health Leadership Training Institute, a statewide leadership development initiative designed to strengthen the leadership capacity of governmental public health professionals across New York State.

This initiative will be implemented over a two-phase period, with an initial contract year guaranteed and a potential second phase contingent on the availability of funding and satisfactory contractor performance. Please submit a work plan for Phase 1 & Phase 2.

Phase 1: (June 1, 2026 – November 30, 2026)

Program Design and Delivery

- Design and implement a total of five (5) cohorts, including one (1) pilot cohort and four (4) additional regional cohorts.
- Collaborate with the Public Health Continuing Education (PHCE) Unit to refine the training model based on pilot findings, stakeholder input, and evaluation data.
- Deliver training sessions that apply adult learning principles such as group activities, real-world public health case examples, and interactive discussions.
- Provide and maintain a user-friendly, accessible virtual platform for Community of Practice (CoP) sessions and peer engagement.
- Coordinate logistics for all in-person training events, including venue selection, participant communication, and on-site support.

Participant Engagement

- Register and engage approximately 450 public health participants representing diverse roles, disciplines, and geographic regions across New York State.
- Maintain consistent communication and engagement to support participant retention and applied learning.
- Provide and maintain a registration and tracking system to monitor attendance, completion, and participant records.
- Send reminders, confirmations, and follow-ups to promote engagement and learning continuity.

Curriculum and Content Development

- Collaboratively develop and refine training content in partnership with PHCE.
- Align materials with adult learning best practices, public health leadership competencies, and equity-focused leadership frameworks.
- Adjust content and delivery methods based on pilot evaluation findings and feedback from participants and facilitators.

Ongoing Evaluation and Quality Improvement

- In collaboration with PHCE and NYSDOH evaluation staff, design and implement a comprehensive evaluation plan.
- Administer pre- and post-assessments for each cohort to measure learning outcomes and leadership skill development.
- Analyze feedback and evaluation data to inform iterative program improvements.

Ongoing Communication and Monitoring

- Participate in bi-weekly meetings with the PHCE Unit to review progress, deliverables, and challenges.
- Submit monthly status reports documenting activities, outcomes, registration and engagement data, and identified risks or barriers.
- Provide PHCE with access to shared dashboards or databases for transparent performance monitoring.

Phase 2: Full Implementation and Program Evaluation (December 1, 2026 – November 30, 2027)

Phase 2 will only be implemented if additional funding becomes available and the contractor has demonstrated satisfactory performance in Phase 1.

Program Design and Delivery

- Implement the remaining four (4) regional cohorts, applying lessons learned and best practices from Phase 1.

- Ensure equitable access to training opportunities across all New York State regions (Western, Central, Capital District, and Metropolitan).
- Continue to deliver each cohort through a blended learning model of three (3) virtual CoP sessions and two (2) in-person training sessions.

Participant Engagement

- Register and support an additional 200 participants, bringing the total to approximately 450 public health professionals trained statewide.
- Maintain participant engagement, communication, and retention strategies established during Phase 1.

Ongoing Evaluation and Quality Improvement

- Continue evaluation activities in partnership with PHCE and NYSDOH evaluation staff.
- Analyze aggregate data across all nine cohorts to assess statewide outcomes, equity impact, and program effectiveness.
- Incorporate findings into recommendations for sustainable statewide leadership development models.

Final Reporting

- Submit a comprehensive final report summarizing:
 - Cohort outcomes and participant metrics
 - Evaluation findings and data summaries
 - Lessons learned, implementation challenges, and best practices
 - Recommendations for sustaining and scaling leadership development efforts statewide
 - Raw evaluation data and supporting documentation, as requested

Instructions: For the **Work Plan Project Summary**, applicants are instructed to insert the Project Summary as it is listed above. Any additional Project Summary entered in this area will not be considered or scored by reviewers of your application.

Funded applicants will be held to the Objective, Tasks and Performance Measures as listed in this Work Plan.

Phase 1: Program Design, Pilot, and Initial Implementation

Project Period: June 1, 2026 – November 30, 2026

Applicants must complete this Phase 1 Work Plan to describe how all Phase 1 requirements will be carried out.

Program Design and Delivery (Phase 1)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
Design and implement five (5) cohorts (1 pilot and 4 regional)	Describe cohort structure, sequencing, and delivery approach				Five cohorts are launched and completed within designated timeframe
Collaborate with PHCE to refine training model	Describe collaboration, feedback loops, and refinement process				A revised training model is documented and approved by PHCE
Deliver training using adult learning principles	Describe instructional strategies and facilitation methods				All scheduled training sessions are delivered in accordance with the approved curriculum
Choose delivery platform for online and in-person	Describe online platform and logistics for in-person used				A functional, accessible in-person and virtual sessions

Participant Engagement and Management (Phase 1)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
Register and engage approximately 225 participants	Describe recruitment and onboarding strategy				Approximately 225 participants registered
Maintain participation engagement and retention	Describe communication cadence and engagement strategies				At least 75% of enrolled participants complete their assigned cohort activities
Track attendance and completion	Describe tracking and reporting process				Attendance and completion data are accurately captured and available for review
Send reminders, confirmations, and follow-ups	Describe notification workflows				Required participant communications are sent according to the established schedule

Curriculum and Content Development (Phase 1)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
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Develop and refine curriculum with PHCE	Describe co-development and review process				Training materials are finalized and approved by PHCE prior to delivery
Align content with leadership competencies and equity frameworks	Describe feedback integration process				

Evaluation and Quality Improvement (Phase 1)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
Develop evaluation plan with PHCE	Describe evaluation design and measures				A comprehensive evaluation plan is finalized and approved by PHCE
Administer pre- and post-assessments	Describe assessment tools and administration				Pre- and post-assessments are administered to all cohorts as planned
Analyze evaluation and feedback data	Describe instructional strategies and facilitation methods				Evaluation findings are summarized and shared with PHCE following each cohort

Communication, Monitoring, and Reporting (Phase 1)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
Participate in bi-weekly meetings with PHCE	Describe coordination and preparation process				Bi-weekly meetings occur as scheduled with documented meeting notes
Submit monthly status reports	Describe reporting process and content				Monthly status reports are submitted by the required deadline
Maintain shared dashboards or databases	Describe data-sharing approach				PHCE is provided ongoing access to performance data throughout Phase 1

Phase 2: Full Implementation and Program Evaluation

Project Period: December 1, 2026 – November 30, 2027

Phase 2 will only be implemented if additional funding becomes available and satisfactory performance is demonstrated during Phase 1.

Applicants must complete this Phase 2 Work Plan to describe how Phase 2 activities will be implemented **if funding is awarded**.

Program Design and Delivery (Phase 2)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
Implement remaining four (4) regional cohorts	Describe implementation approach				All remaining regional cohorts are completed within the time frame

	incorporating Phase 1 lessons learned				
Ensure equitable statewide access	Describe strategies to ensure regional equity across the state				Cohorts are delivered across all required New York State regions
Deliver blended learning model (3 virtual CoP and 2 in-person sessions per cohort)	Describe delivery structure and facilitation approach				Each cohort includes the required number and format of training sessions

Participation Engagement and Management (phase 2)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
Register and support additional participants	Describe recruitment and onboarding strategy				Participant enrollment targets are met
Maintain engagement and retention strategies	Describe continued communication and engagement methods				Participation completion rates are maintained at or above Phase 1 levels

Evaluation and Quality Improvement (Phase 2)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
Continued evaluation activities with PHCE	Describe ongoing evaluation process				Evaluation data are collected for all Phase 2 cohorts
Analyze aggregate data across all cohorts	Describe statewide analysis and equity assessment approach				Aggregate evaluation results across all cohorts are completed and documented
Develop sustainability recommendations	Describe method for translating findings into recommendations				Written recommendations for program sustainability are produced based on evaluation findings

Final Reporting (Phase 2)

Objective	Task	Program Approach for Phase 1	Key Staff	Dates to be Completed	Performance Measures
Submit comprehensive final report	Describe compilation and review process				A final report meeting all requirements is submitted by the end of the contract term
Submit raw evaluation data and documentation	Describe data management and				Complete raw evaluation datasets and documentation

	submission approach				are submitted as requested
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