



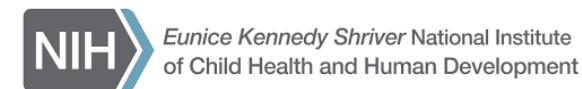
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Functional Needs Analysis and Re-Structuring in the Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD)

Lisa M. Halvorson, MD

Primary Mentor: Diana W. Bianchi, Director, NICHD

With Special Thanks to Alison Cernich, PhD, Deputy Director, NICHD



Healthy pregnancies. Healthy children.
Healthy and optimal lives.

Background

The Eunice Kennedy Shriver National Institute for Child Health and Human Development (NICHD) recently completed a comprehensive strategic planning process which incorporated the views of numerous internal and external stakeholders. The resultant NICHD Strategic Plan 2020 outlines 5 major scientific themes, 5 cross-cutting areas, and 10 aspirational goals.

Two follow-up processes in parallel:

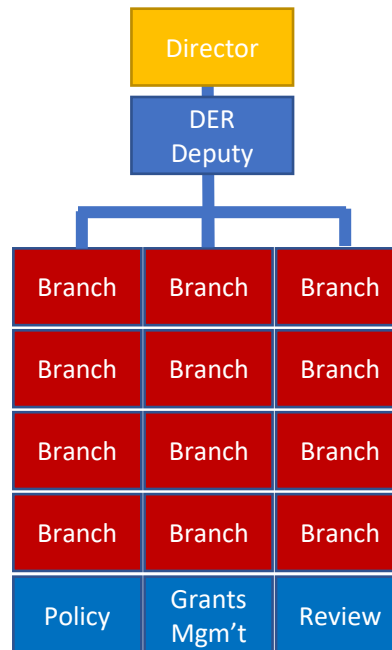
- Functional Needs Analysis and Restructuring in DER (IAP)
- Scientific Implementation (workshops, RFAs, etc.)

Objective

Develop improved organization and processes to pursue the NICHD Strategic Plan in the most effective, efficient, and cost-effect ways possible. These processes will optimally be flexible to support new initiatives and challenges.

Methods

- Identify core group for discussions (Branch Chiefs and other Sr. Leadership)
- Intermittent meetings with all professional and support staff
- Ensure transparency: OneDrive with all slides, notes
- Multiple opportunities for feedback
- Discussions with other NIH Institutes to identify best practices
- Presentation and discussion with NICHD Director



Questions:

- What are the functional needs of the organization?
- Are new functional capabilities (personnel, software, financial) needed to ensure success?
- How people will be aligned to support any strategy going forward?
- How do we coordinate across functions?

Results/Outcomes

Problems to Solve:

- Avoid over consolidation of financial and personnel management
- Improve recruitment, retention, and succession planning
- Increase opportunities for communication with NICHD leadership
- Retain and expand Branch autonomy to greatest extent possible (meetings, funding decisions)
- Facilitate scientific collaboration across Branches and with other NIH Institutes/Centers
- Recognize expertise of branch members; advancement
- Need additional support to manage complex grant mechanisms

Proposed Solutions:

- Move administrative functions into a separate Division
- Maintain flat Branch structure vs. re-align into Divisions (pros/cons)
- Formalize coordinating offices with expertise in Clinical Trials, Small Business Grants, trans-NIH grants
- Hire additional personnel: data analysts, project managers, clinical trial specialists

Summary

- Extensive meetings, open dialogue, ongoing feedback have resulted in identification of needs and potential solutions with explicitly defined pros and cons
- Did not reach consensus but hopeful for 'buy in'
- Next steps: organizational charts, position descriptions, public hearings, congressional approvals