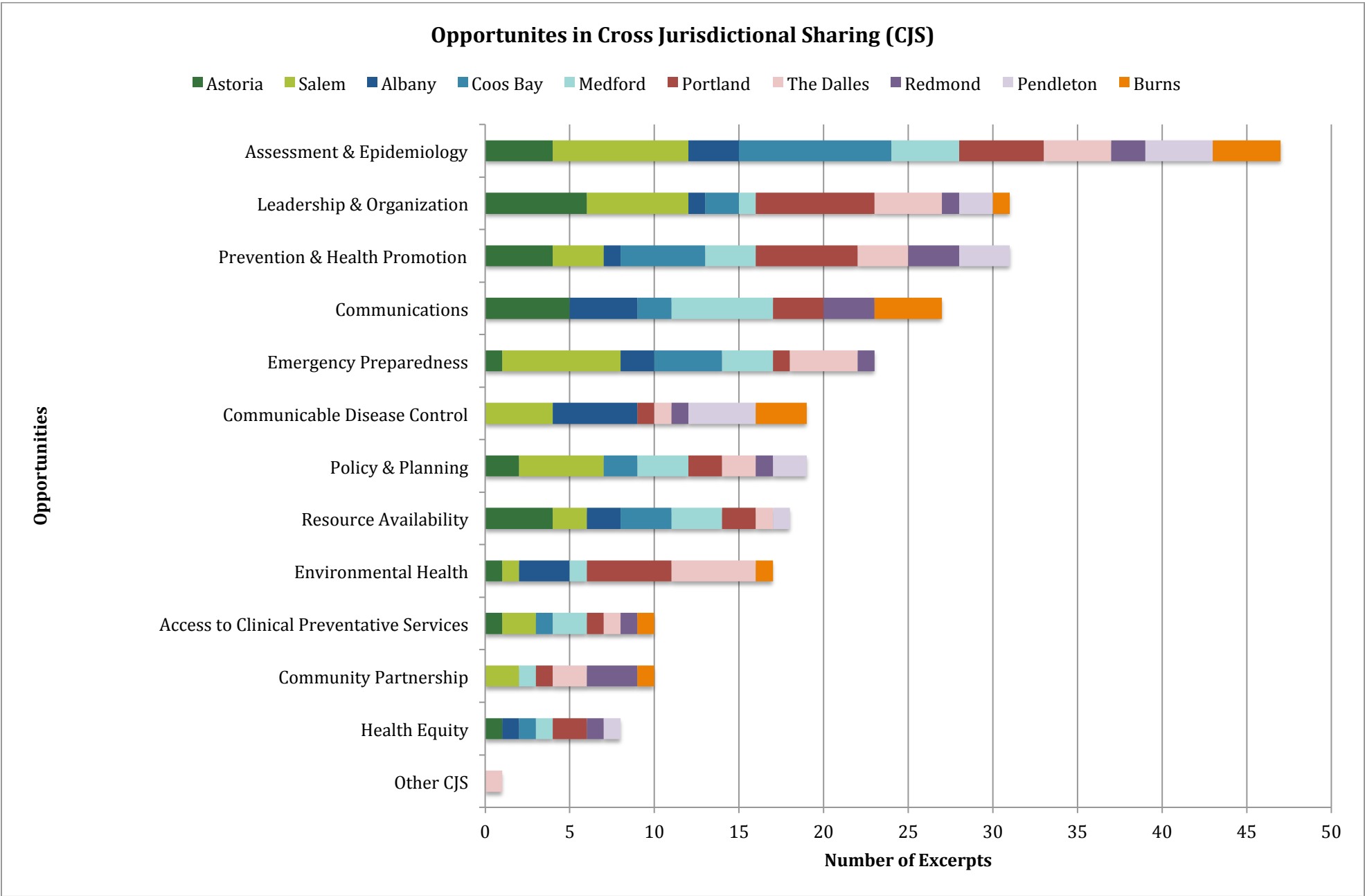


*This code may be misleadingly low because participants were asked to focus on challenges other than funding

Other Challenges:

- Health Literacy (4 excerpts)
- Systems Integration (3 excerpts)
- Training (1 excerpt)
- Community Input (1 excerpt)
- Community Vitality (1 excerpt)
- Understanding Cross Jurisdictional Sharing (1 excerpt)
- Physical Space (1 excerpt)
- Consistent Messaging (1 excerpt)

Code	Definition	Percent of Meetings the Code was Mentioned In
Change Management/Systems Culture Change	Include internal and external change management challenges including challenges such as staff not wanting to shift their work from individual to population based AND a community will or perception that views clinical services for the poor as the primary function of public health. Also, siloed work is an example of a systems culture issue.	100%
*Funding & Organizational Resources	Include all challenges related to current funds resources and how a lack of resources imperils advancing modernization efforts. For example, health department administrators don't have time to work together to form partnerships/CJS.	100%
Local Politics & Culture	Include challenges related to local politics, such as infighting or territorialism AND local culture such as prevailing anti-government sentiment.	100%
Workforce Capacity	A lack of a trained, competent workforce including having enough people to fill jobs once modernization money is allocated.	100%
Communication	Communications means mass communications that take place with the public as the audience -- often through public relations efforts via mass media etc. Examples are: communicating about outbreaks.	90%
Role of Public Health	Includes excerpts about external audiences (e.g. the general public or decision makers) not understanding the role or full spectrum of public health and/or the difficulty of explaining it to them.	80%
Lack of Prevention	No time, funding, focus on prevention/health promotion/preparedness & pushback from community about prevention.	80%
ROI Immediate & Long-term	This code is for challenges related to balancing the desire for short-term returns when much of PH investment cannot do that.	70%
Geography	Barriers related to geographic isolation, one health department covering a large geographic area, or a similar issue.	70%
Leadership & Organizational Competencies	Reference: PHM Manual	70%
Technical & Legal Issues with CJS	Technical/legal issues around CJS.	60%
Other Challenges	Other challenges that do not fall under one of the established codes.	60%
Data/Local Data	Includes excerpts that speak to a lack of local data to understand or demonstrate need for PH modernization or prove its effect after its adopted.	60%
Health Equity & Cultural Responsiveness	Reference: PHM Manual	50%
Access to CPS–Lack of Providers	Items related to an inability to move to a solely population-level approach because there are no other providers for clinical preventive services.	50%



Other CJS:

- “Service related contract for back office and building functions” (1 excerpt)

Code	Definition	Percent of Meetings the Code was Mentioned In
Assessment & Epidemiology	Reference: PHM Manual	100%
Leadership & Organization	Refer to Modernization Manual and use only when there is no other program or capability specified.	100%
Prevention & Health Promotion	Reference: PHM Manual	90%
Emergency Preparedness	Reference: PHM Manual	80%
Policy & Planning	Reference: PHM Manual	80%
Resource Availability	Funding and general sharing. Use only when specific programs and capabilities are not mentioned.	80%
Access to Clinical Prevention Services	Reference: PHM Manual	80%
Communications	Communications means mass communications that take place with the public as the audience -- often through public relations efforts via mass media etc. Examples are: communicating about outbreaks.	70%
Communicable Disease Control	Reference: PHM Manual	70%
Environmental Health	Reference: PHM Manual	70%
Health Equity	Reference: PHM Manual	70%
Community Partnership	Reference: PHM Manual	60%
Other CJS	Excerpts that don't fall into any other code.	10%