



## PHI Response to RFP Questions November 25, 2024

### Strategic Goals

- **Strategic Goals Alignment:**
  - How does PHI envision the SSIA contributing to the organization's strategic priorities over the next year? **Improved clarity on steps to improve cyber security with program and a clearly vetted and communicated IT roadmap.**
  - Which areas (e.g., **cybersecurity**, IT optimization, data compliance, knowledge management) are of highest priority for immediate action?
- **Success Metrics:**
  - Are there particular success metrics or KPIs tied to organizational milestones the SSIA should aim for within the first 3 months? 6 months? 12 months? **TBD**
  - How would success for the SSIA be evaluated by PHI? **Both**
    - Quantitative success measures?
    - Qualitative success measures?

### Cybersecurity and Compliance

- **Cybersecurity Priorities:**
  - Are there any specific threats or vulnerabilities PHI has identified as needing urgent attention in its cybersecurity efforts? **NO. Just enhancing. Focus is with sponsored programs.**
- **Data Compliance:**
  - To what extent is creating uniform data privacy standards across all sponsored programs a strategic priority for PHI? **Strengthen general education around understanding what elements constitute protected data, and the best options to responsibly address compliance.**
  - How does PHI prioritize or resource incident response efforts, particularly for sponsored program-related incidents? **PHI has strong incident response documentation and management of emergent issues.**
- **Existing IT Maturity:**
  - Are there recent IT or security assessments the SSIA could use as a baseline for recommendations? **Yes.**

### Operational and Strategic Planning

- **Cross-Functional Collaboration:**
  - How does PHI envision the SSIA fostering collaboration between IT and other departments to align technology initiatives with operational goals? **Participating in specific standing cross department meetings.**
- **Outsourcing Framework:**
  - Is there a particular technology function or service currently under consideration for outsourcing? **Our internal IT governance standards are under revision at this moment in time.**

## Stakeholder Engagement

- **Leadership Expectations:**
  - Beyond the IT department, what outcomes does the executive team prioritize from the SSIA's contributions? **Please see strategic goal alignment response.**
  - How will the SSIA support executive-level decision-making on technology-related investments or risks? **This is a Senior level consulting advisor who will coordinate closely with the COO on behalf of the executive leadership team.**
- **Programmatic IT Buy-In:**
  - What strategies or incentives has PHI found effective in encouraging programmatic alignment with organizational IT standards? **Clarity is most valuable. Simplicity of communication strategies is valued.**

## Future Planning and Partnership

- How does PHI approach balancing innovation with cost management to ensure scalable and sustainable IT investments? **To be meaningful, this is a much longer conversation.**
- How does PHI envision the SSIA role contributing to building internal IT leadership and fostering an informed IT culture? **The SSIA will play an important role, guiding specific PHI key IT initiatives and importantly fostering increased clarity and leadership within the IT teams.**

## Compliance and Alignment for Sponsored Programs

- **Compliance Standards**
  - What are PHI's primary goals for advancing alignment in data privacy and cybersecurity standards across sponsored programs, and how does the organization see the SSIA driving this effort? **The SSIA will help to identify the approach to advancing alignment and increased attention to cyber security for sponsored programs. The SSIA will work closely with the leadership of IT department and the COO. This is one of the top priorities for the SSIA.**
  - In moving toward greater alignment, which areas of compliance (e.g., data protection, incident response, vendor management) are of highest strategic priority for PHI to address first across its sponsored programs? **Cyber security.**