

# Developing and Maintaining a High-Functioning Public Health Workforce

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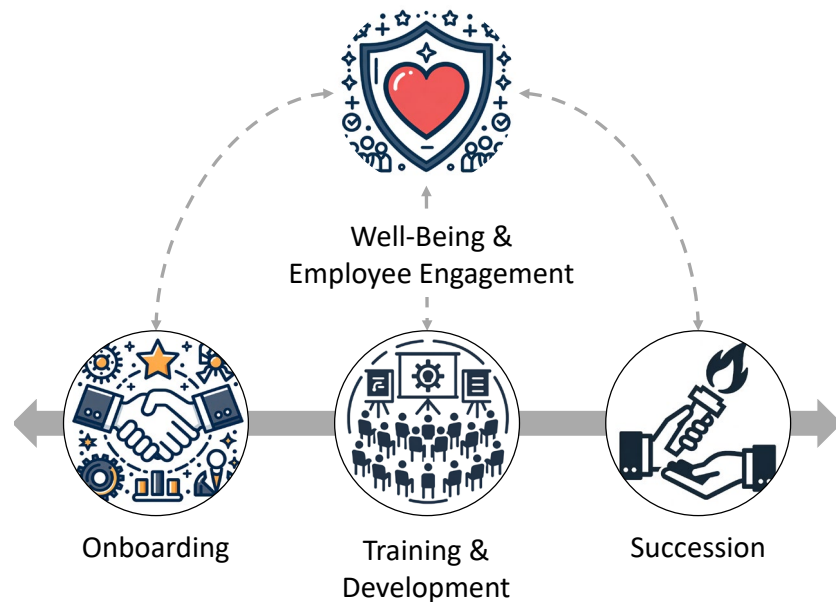
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# Introduction

Human resources management is the process of acquiring and developing talent and engaging the employees that organizations need to accomplish their mission and goals.<sup>1</sup> This includes tasks like hiring, onboarding, and training employees. But it also includes planning for turnover and succession, as well as building a culture of well-being and engagement (Figure 1). This document’s purpose is to provide information and resources relevant to these issues for public health agencies. This document provides a comprehensive synopsis of these topics as well as a curated list of training resources centered around the broad public health skills all public health professionals need. This document is intended to help develop and maintain a high functioning public health workforce.

Current trends challenge human resources management in public health. Following the COVID-19 pandemic almost half of the workforce is planning to retire (22%) or leave their positions for other reasons (25%).<sup>2</sup> The de Beaumont Foundation indicates that the reasons public health workers consider leaving are pay (49%), work overload/burnout (41%), lack of opportunities for advancement (40%), stress (37%), and organizational climate and culture (37%).<sup>2</sup> Fortunately, public health organizations can address these issues directly.

**Figure 1: Workforce Development Continuum**



Source: Kansas Health Institute.

This document will address these issues in the following sections:

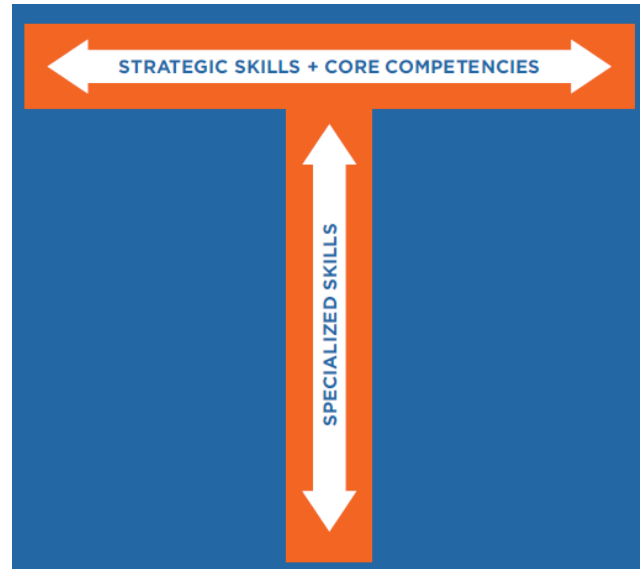
1. Developing and maintaining a high-functioning public health workforce.
2. Tools and resources for public health workforce development.
3. Employee engagement and workforce well-being.
4. Onboarding and training.
5. Succession planning.

# Developing and Maintaining a High-Functioning Public Health Workforce

Developing and maintaining a high-functioning public health workforce means creating a team of professionals who are well-equipped and competent in their roles, engaged in their work, and have a sense of well-being.<sup>1</sup>

The de Beaumont Foundation states that public health professionals should embody a “T shaped” skillset, with deep skills in the position’s specialized role and broad skills across the core competencies and strategic skills for public health (Figure 2).<sup>3</sup> To support these broad skills, the Council in Linkages Between Academia and Public Health Practice developed the [Core Competencies for Public Health Professionals](#), and the de Beaumont Foundation developed the [Strategic Skills for Public Health Professionals](#).<sup>3,4</sup> There is some overlap between the core competencies and strategic skills as shown in Figure 3. These models were used to shape the training and development section of this document.

**Figure 2: T-Shaped Skillset**



*Source: de Beaumont Foundation. (March 2021). Adapting and Aligning Public Health Strategic Skills. <https://debeaumont.org/strategic-skills/>*

**Figure 3: Core Competencies and Strategic Skills for Public Health Professionals**

Domains of the Core Competencies for Public Health Professionals	Strategic Skills for Public Health Professionals
<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Data Analytics and Assessment Skills</li> <li>• Health Equity Skills</li> <li>• Management and Finance Skills</li> <li>• Leadership and Systems Thinking</li> <li>• Community Partnership Skills</li> <li>• Policy Development and Program Planning Skills</li> <li>• Public Health Science Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Communication</li> <li>• Data-Based Decision Making</li> <li>• Justice, Equity, Diversity, and Inclusion</li> <li>• Resource Management</li> <li>• Change Management</li> <li>• Systems Thinking and Strategic Thinking</li> <li>• Community Engagement</li> <li>• Cross-Sectoral Partnerships</li> <li>• Policy Engagement</li> </ul>

*Source: Adapted from Council on Linkages Between Academia and Public Health Practice. (2021). Core Competencies for Public Health Professionals. [http://www.phf.org/resourcestools/pages/core\\_public\\_health\\_competencies.aspx](http://www.phf.org/resourcestools/pages/core_public_health_competencies.aspx) & de Beaumont Foundation. (2021). Adapting and Aligning Public Health Strategic Skills. <https://debeaumont.org/strategic-skills/>*

# Tools and Resources for Public Health Workforce Development

Organizations across the public health system have invested in public health workforce development tools and resources. Relevant resources that are cited throughout this plan include the following:

- [TRAIN](#): TRAIN stands for "TrainingFinder Real-time Affiliate Integrated Network." The TRAIN platform was developed by the Public Health Foundation. It provides thousands of free courses on a wide range of public health topics. These courses were developed by health departments, academic institutions, public health institutes, and other organizations in the public health system. TRAIN can serve as your technology platform for managing workforce training.
- [Regional Public Health Training Centers \(R-PHTCs\)](#) are part of the Public Health Learning Network (PHLN), which is the nation's most comprehensive system of public health educators, experts, and thought leaders. The main goal of these centers is to improve the competency and skills of public health workers in the U.S. through training and educational resources. The Regional Public Health Training Centers can be an important resource for training and development and many of their resources are free and online. You can find your Center [here](#).
- [JPHMPDirect](#): JPHMP Direct is the companion site of the Journal of Public Health Management and Practice. It highlights the latest research in public health management and practice, profiles public health professionals, provides expert commentaries on topical public health issues, and develops resources for authors and students. This is an easy way to access the latest evidence-based public health management and practice research. It is free and accessible to all.
- [Harvard Business Review \(HBR\)](#): While the HBR publication is not specific to public health, it does include innovative and up-to-date information on best practices in organizational leadership. Two free articles are available per month per person, and they are written in a way that is accessible to all.

## Employee Engagement and Workforce Well-Being

### Drivers of Employee Engagement

Employee engagement is the most important factor for employee performance and retention.<sup>1</sup> Employee engagement indicators include: (1) how committed an employee feels to their organization, (2) the degree that the employee identifies with their organization, (3) how satisfied an employee is with their job, and (4) how energized an employee feels at work.<sup>4</sup> In their Harvard Business Review article, Steine, Hobson and colleagues created a managerial checklist to assist managers and leaders in improving employee engagement.<sup>4</sup>

### Managerial Checklist to Improve Employee Engagement

#### Connect what employees do to what they care about.

1. Revise your organization's mission statement to connect with employee values.
2. Show how an employee's work is related to the organization's purpose.
3. Encourage and fund employee resource groups that represent diverse interests and goals.

#### Make the work itself less stressful and more enjoyable.

4. Offer employees flexibility to try new tasks so they can discover their intrinsic interests.
5. Grant employees more autonomy.
6. Boost employees' sense of confidence.

#### Create time affluence.

7. Reward employees with time (mandatory time off) in addition to money.
8. Encourage and assist employees to invest in time-saving purchases (tax preparation, meal kit delivery, housecleaning) that provides more leisure time.
9. Implement tools that discourage after-hours emails.

Source: Stein, D., Hobson, N., Jachimowicz, J. M., & Whillans, A. (2021). *How Companies Can Improve Employee Engagement Right Now*.

## Assessing Employee Engagement

Additionally, Gallup developed a set of 12 questions that have been shown to accurately assess employee engagement.<sup>1</sup> Using these questions in a regular employee engagement survey could help to identify leverage points for increasing employee engagement across the organization. In addition, managers and employees could use these questions to identify personalized opportunities for improving the employee's engagement. [Gallup](#) can also be contacted directly to assist with employee engagement.<sup>5</sup>

### Gallup's 12 Questions for Assessing Employee Engagement

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

Note: Use a Likert type scale from 1 – 5: (1). Strongly disagree, (2) Disagree, (3) Neither agree nor disagree, (4) Agree, and (5) Strongly Agree. You could assess your overall workforce's engagement by identifying questions with scores below 3, which may indicate an opportunity to improve employee engagement. You could also use this as a tool to support personal reflection and manager/employee growth and development.

## Workforce Well-Being

In the wake of the COVID-19 pandemic, stress and burn-out have been increasingly cited as reasons public health professionals are disengaged or leave their organization.<sup>2</sup> Burnout is defined as a syndrome resulting from chronic workplace stress that has not been successfully managed. It includes feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of cynicism about one's job; and reduced professional efficacy.<sup>6</sup> Burnout should be viewed as a systemic issue and should be addressed by building an organizational (and systemwide) culture that supports well-being.<sup>7,8</sup> In a 2019 report, the National Academies of Sciences, Engineering, and Medicine developed guidelines for designing a professional well-being system<sup>9</sup> which could be adapted to public health organizations. In addition, based on research during the COVID-19 pandemic, the de Beaumont Foundation developed recommendations to combat burnout in public health.<sup>10</sup> The Guidelines for Designing Well-Being Systems from the National Academies of Sciences, Engineering, and Medicine as well as the recommendations from the de Beaumont Foundation are shown on the following page. Please refer to Appendix 1 for further resources on burnout among public health professionals.

### Guidelines for Designing Well-Being Systems

#### Values, Systems Approach, and Leadership

- Align organizational structures with values like respect, justice, compassion, and diversity.
- Employ a systems approach to enhance professional well-being and community health.
- Commit leadership at every level to tackle burnout and boost professional well-being.

#### Work System Redesign

- Strengthen work's meaning and its value to communities.
- Ensure necessary resources like staffing, administrative systems, and technology are in place to support public health professionals.
- Foster work systems that emphasize teamwork, communication, and professionalism.

#### Implementation

- Construct a well-being system with adequate resources and structures that evolves and holds itself accountable.
- Create reward systems that mirror organizational and professional values.
- Cultivate an organizational culture that promotes change management, psychological safety, and peer support.
- Apply human-centered design for ongoing co-design and implementation.

Source: Adapted from National Academies of Sciences, Engineering, and Medicine. (2019). *Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being*. The National Academies Press. <https://doi.org/10.17226/25521>



**de Beaumont Foundation  
Recommendations for Improving Well-being in Public Health**

**Pride in Public Health Work/Mission**

- Recommendation: Foster a workplace culture that values teamwork and a mindset of shared responsibility to acknowledge contributions during a hard time.

**Leadership**

- Recommendation: Review existing emergency preparedness protocols in the context of lessons learned during the COVID-19 pandemic to improve communication and organizational culture.

**Burnout or Feeling Overwhelmed**

- Prioritize employee wellness during normal operations knowing some burnout and stress may be unavoidable during an emergency response.

**Communication**

- Recommendation: Create channels for clear communication during times of changing information to help employees feel prepared and valued during an emergency response.

**Overtime/Extra Work**

- Learn from employees' experiences with teleworking and task sharing and create more equitable guidelines to better prepare agencies for future challenges.
- Develop plans or reserve funds to provide overtime compensation during future emergencies.

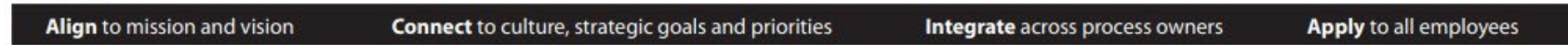
Source: *It's More than Burnout: Moral Injury in the Public Health Workforce* - de Beaumont Foundation. Accessed Oct. 19, 2023. <https://debeaumont.org/news/2023/its-more-than-burnout-moral-injury-in-the-public-health-workforce/>

## Onboarding and Training

Onboarding represents a strategic and comprehensive approach to assimilating new employees into the organization's culture, values, and procedures. This facilitates a smoother and faster adjustment period after a newly hired person joins the organization. This process encompasses elements of both employee engagement and training. This document distinguishes the components by addressing the employee engagement facets of onboarding independently, while the aspects related to training are consolidated within the training section.

## ONBOARDING MODEL

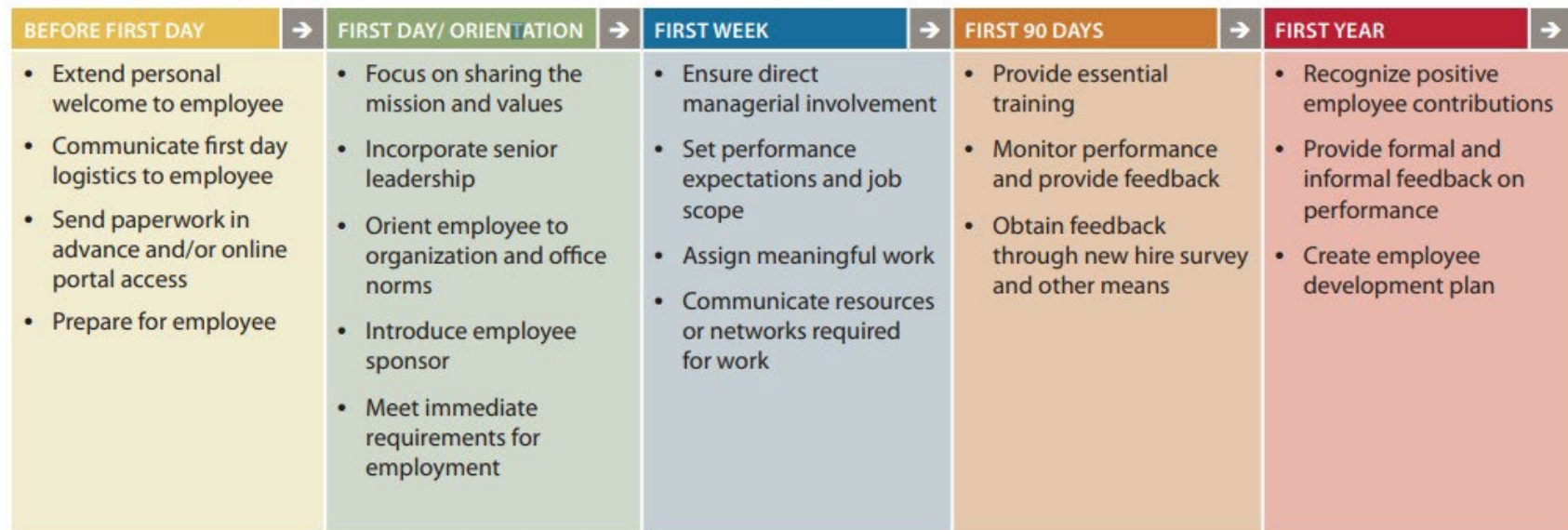
### PRINCIPLES



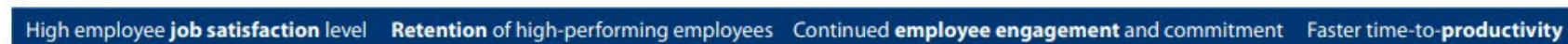
### ROLES



### PROCESS PHASES AND KEY ACTIVITIES



### OUTCOMES



Source: Department of Defense. (2009). Building Strategic Capabilities: Onboarding. Retrieved from <https://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/CPMS%20Onboarding.pdf>.

## Onboarding

Onboarding is defined as the mechanism through which new employees undergo socialization, integration, and assimilation into their roles and the organizational culture.<sup>1</sup> This process aims to nurture a mutual commitment between the employee and the organization. Such organizational commitment encapsulates: (1) an alignment with and belief in the organization's goals and values, (2) a readiness to dedicate significant effort to further the organization's objectives, and (3) a sustained interest in maintaining employment with the organization. While many employers understand that making a good first impression during the recruitment process is immensely important, it is not always reinforced during a new hire's first year on the job. Onboarding is an opportunity to not only engage new employees, but also to retain them and accelerate their path to productivity. Common strategies in employee onboarding include those aspects listed in the following onboarding checklist.<sup>11,12</sup>

### Onboarding Checklist

1. **Preboard New Hires:** Engage employees before they start with company information, swag, and the onboarding schedule. This early interaction boosts excitement and preparedness.
2. **Get Paperwork Done ASAP:** Streamline the first day by having employees complete forms like tax documents beforehand. This focuses the first day on integration not administration.
3. **Give Out a Welcome Package:** Demonstrate appreciation with welcome packages, featuring company-branded items or treats, mailed once they accept the offer. These gestures make employees feel valued and enhance company culture perception.
4. **Involve Team Members in the Process:** Foster a collaborative onboarding environment by including various team members in the process. This comprehensive approach helps new hires feel connected and valued across the organization.
5. **Assign a Buddy:** Enhance new hire integration by assigning a colleague as a go-to person for general queries and guidance. This peer support system facilitates a comfortable, informal channel for adaptation and inquiry.
6. **Incorporate Job Shadowing:** Promote understanding of company operations through cross-departmental shadowing. This exposure broadens new hires' company insights and encourages interdepartmental networking.
7. **Share Your Definition of Success:** Clarify what success looks like in your company using specific examples and metrics. Transparent expectations guide new employees toward achieving their goals and aligning with company standards.
8. **Stay True to Your Culture:** Embed your company culture in the onboarding process. Express your values, history, and value proposition. This helps new hires align with the company ethos.
9. **Introduce Work Gradually:** Avoid overwhelm by assigning tasks incrementally, with clearly outlined phases of responsibility. Regular check-ins adjust workloads and ensure support.
10. **Check In Regularly:** Maintain support beyond initial training with regular check-ins, offering opportunities for feedback, recognition, and additional assistance. This continuous engagement enhances job satisfaction and retention.
11. **Involve Senior Leaders:** Enhance the onboarding experience by introducing new hires to senior leaders, making them feel recognized and valued at the highest levels of the company.
12. **Be Flexible:** Accommodate unexpected circumstances with a flexible onboarding plan, ready to adapt to individual needs or situations. This adaptability ensures a seamless experience.

Source: Adapted from *14 Onboarding Best Practices (2023 Guide)* – Forbes Advisor. Accessed Oct. 19, 2023.

<https://www.forbes.com/advisor/business/onboarding-best-practices/> & *A Guide to Onboarding New Hires (For First-Time Managers)*. Accessed Oct. 19, 2023. <https://hbr.org/2023/07/a-guide-to-onboarding-new-hires-for-first-time-managers>

## Enhancing Core Competencies and Strategic Skills in Public Health Professionals

The field of public health integrates a diverse array of disciplines, each critical to effective public health initiatives. For outcomes that positively impact community health, it's imperative that professionals in the sector not only hold profound knowledge within their specific areas but also master broader competencies, allowing for cohesive, interdisciplinary collaboration aimed at enhancing public health.

These pivotal skills are outlined in seminal works such as the Core Competencies for Public Health Professionals and the Strategic Skills for Public Health Professionals, both of which emerged from the collective wisdom of national public health leaders through a consensus process.<sup>3,13</sup> They embody the capabilities essential for delivering the 10 fundamental public health services.<sup>14</sup>

This report organizes the training materials for public health professionals into categories based on the subjects outlined in core competency documents and foundational public health literature, reflecting their broad scope and strategic importance. For each specific area, it identifies 'awareness-level' materials, including concise videos or informational handouts to introduce the topics. Furthermore, provided is a selection of more detailed resources, such as extended video presentations and comprehensive reading materials, including scholarly articles, toolkits, and other pertinent documentation.

This handpicked compilation of resources will assist in structuring onboarding and educational programs. Additionally, we recommend exploring the [TRAIN website](#) and [Regional Public Health Training Centers](#) for supplementary educational materials. Engaging with concise overviews from academic articles or insights shared on [JPHMPDirect](#) could further enrich skills and introduce cutting-edge methodologies in public health practices.

Please refer to Appendix 1 for a curated list of training resources.

## Succession Planning

Succession planning is a process of retaining talent and fostering the next generation of workforce leadership.<sup>15</sup> It involves identifying mission critical positions and creating plans to prepare the talent pool to fill these roles over time.<sup>16</sup> Succession planning is vital in the current context of public health, where almost half of the workforce has turned over in the past five years, and estimates suggest that another 50 percent of the workforce will leave their organization in the next five years.<sup>2</sup> We highlight here several high-quality succession planning toolkits and resources here. The resources selected were developed by public health organizations, as well as human resources organizations, to provide a balanced viewpoint on succession planning.

## Succession Planning Resources

### Public Health Succession Planning Resources

- [PH WINS Learning Collaborative Change Package: Retention and Succession Planning](#): This change package, developed by the de Beaumont Foundation and ASTHO, aims to help public health organizations hire and retain a well-prepared workforce. It provides a list of options public health organizations could use to assist with workforce retention and succession planning.
- [Guidebook: Succession Planning for Local Health Departments](#): This guidebook, developed by The Ohio State University and NACCHO, serves as a companion to the eLearning course- [Succession Planning for Local Health Departments: Ensuring Talent Sustainability for Optimal Public Health Outcomes](#). The guidebook could be used on its own or in conjunction with the eLearning course.

### Human Resources Succession Planning Resources

- [Succession Planning Toolkit](#): This toolkit, developed by the University of Washington Department of Human Resources, aims to help you tie succession planning to organizational strategy and goals, engage senior leadership, develop key talent, and ensure staff understand their role in this process.
- [Succession Planning: Essential Guide for HR](#): This resource, developed by The Academy to Innovate HR, explores succession planning in-depth and provides a framework and resources for creating a succession plan in your organization.

## Closing

This document lays out a comprehensive framework for developing and maintaining a high-functioning public health workforce. It explores key areas such as workforce development, employee engagement and well-being, onboarding, training, and succession planning. By addressing the challenges and opportunities within these domains, the document provides a robust guide for public health agencies to enhance their human resources management strategies.

The integration of strategic tools and resources, combined with a focus on core competencies and strategic skills, positions public health professionals to effectively respond to the evolving needs of community health. The emphasis on succession planning is particularly critical, considering the high turnover rates and the need for sustaining leadership in the field.

As public health continues to evolve in the wake of the COVID-19 pandemic and other emerging challenges, the guidelines and recommendations presented in this document serve as a vital roadmap. It is imperative for public health agencies to continually adapt and refine their strategies to foster a resilient, competent, and engaged workforce. By doing so, they will not only enhance the well-being of their employees but also ensure the continued effectiveness of public health initiatives in serving and protecting our communities.

# Appendix 1: Training Resources

TOPIC	TOPIC DESCRIPTION	INTRODUCTORY LEVEL TRAINING	ADVANCED LEVEL TRAINING
<b>Frameworks for Organizing Public Health Practice</b>			
10 Essential Public Health Services/ Public Health 101	Describes the public health activities the broad public health system should provide in all communities.	<a href="#">CDC: Public Health 101 series</a>	<a href="#">Refreshing Public Health Practice: The Revised 10 Essential Services of Public Health (YouTube, 1 hour)</a> <a href="#">The 10 Essential Public Health Services in Action (TRAIN, 1.5 hours)</a>
Foundational Public Health Knowledge	Describes the minimum package of services that all governmental health departments should provide.	<a href="#">The Foundational Public Health Services</a>	<a href="#">Foundational Knowledge in Public Health (IU 12 modules, enroll as guest)</a> <ol style="list-style-type: none"> <li>1. History, Philosophy and Values of Public Health</li> <li>2. Core Functions of Public Health and the 10 Essential Services</li> <li>3. Role of Quantitative and Qualitative Methods</li> <li>4. Major Causes and Trends of Morbidity and Mortality in the US</li> <li>5. Science of Primary Prevention in Population Health</li> <li>6. Critical Importance of Evidence in Advancing Public Health Knowledge</li> <li>7. Behavioral and Psychological Factors on Population Health</li> <li>8. Effects of Environmental Factors on Population Health</li> <li>9. Biological and Genetic Factors on Population Health</li> <li>10. Effects of Social, Political and Economic Factors on Population Health</li> <li>11. Globalization and Global Burdens of Disease</li> <li>12. Ecological Perspective on Human Health, Animal Health, and Ecosystem Health</li> </ol>
Public Health Accreditation Board	Supports health departments in their work to promote the health of the communities they serve through accreditation and recognition, education, technical assistance, and research & evaluation.	<a href="#">Accreditation - First Steps</a>	<a href="#">Introduction to PHAB - Online Modules</a>

TOPIC	TOPIC DESCRIPTION	INTRODUCTORY LEVEL TRAINING	ADVANCED LEVEL TRAINING
Public Health 3.0	Broadens public health's mission to focus on the social determinants of health, through partnerships and policy & systems change.	<a href="#">Community Chief Health Strategist (Report, 23 pgs.)</a> <a href="#">NACCHO Public Health 3.0 Brief (2016, 5 pages)</a>	<a href="#">Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century (Article, 9 pgs.)</a>
Public Health Modernization	Provides recommendations for public health modernization following the COVID-19 pandemic.	<a href="#">"An Overview of the Policy Process In Public Health" (TRAIN, 1 hour)</a>	<a href="#">Public Health Forward: Modernizing the U.S. Public Health System</a>
Well-being for Public Health Practice	Provides ways to incorporate well-being and resilience individually, as well as into the culture of an organization.	<a href="#">CDC resource: Support for Public Health Workers and Health Professionals</a>	Understanding and Preventing Burnout among Public Health Workers (TRAIN, 1 hour each): <a href="https://www.train.org/main/course/1110387/details">https://www.train.org/main/course/1110387/details</a> <a href="https://www.train.org/cdctrain/course/1111875/details">https://www.train.org/cdctrain/course/1111875/details</a> <a href="https://www.train.org/main/course/1113664/details">https://www.train.org/main/course/1113664/details</a>
<b>Social Determinants of Health (SDoH) &amp; Health Equity</b>			
Social Determinants of Health	The SDoH represent the non-clinical, structural and community conditions that affect population health and health inequities.	<a href="#">What Makes Us Healthy? Understanding the Social Determinants of Health (YouTube, 6 Mins)</a>	<a href="#">The Social Determinants of Health: It's Time to Consider the Causes of the Causes (Article, 13 pgs.)</a> <a href="#">Moving from What and Why to How: Lessons on Addressing Social Determinants of Health (CO School of PH, 1 hour)</a>

TOPIC	TOPIC DESCRIPTION	INTRODUCTORY LEVEL TRAINING	ADVANCED LEVEL TRAINING
Racism & Prejudice	Racism is a system that discriminates based on race, hindering individuals and society by wasting human potential and creating unfair advantages or disadvantages.	<p><a href="#">Levels of Racism: A Theoretic Framework and Gardener’s Tale (Article, 4 pgs.)</a></p> <p><a href="#">APHA Racial Equity Fact Sheet</a> (2023, 4 pages)</p> <p><a href="#">UNMC CoPH Sizzling Summer Series: Becoming an Anti-Racist Public Health System</a></p>	<p><a href="#">Allegories on race and racism (YouTube, 20 Mins)</a></p> <p><a href="#">Health Equity &amp; Racial Justice in Public Health (6 part series)</a></p> <ol style="list-style-type: none"> <li>1. Intro. To Health Equity and Racial Justice (1.0 hour)</li> <li>2. Implicit Bias: Using Brain Science to Understand, Recognize, and Counter It (1.25 hours)</li> <li>3. How to Be Anti-racist in the Everyday Practice of Public Health (1.25 hours)</li> <li>4. Racial Equity Through Action and Learning Summit, Part 3: Equity in All Policies (1.0 hour)</li> <li>5. Cross-Sector Leadership &amp; Health Equity (1.25 hours)</li> <li>6. Advancing Health Equity Through Power Building and Narrative Change (1.25 hours)</li> </ol> <p>APHA Advancing Racial Equity Webinar Series (2020, 1.5 hours each)</p> <ol style="list-style-type: none"> <li>1. <a href="#">Racism: The Ultimate Underlying Condition</a></li> <li>2. <a href="#">A Path to Reproductive Justice: Research, Practice and Policies</a></li> <li>3. <a href="#">Reborn Not Reformed: Re-Imagining Policing for the Public’s Health</a></li> <li>4. <a href="#">Racial Healing for Ourselves, Our Communities and Our Future</a></li> <li>5. <a href="#">Housing is a Human Right</a></li> <li>6. <a href="#">Mobilizing Public Health to Achieve Environmental Justice</a></li> </ol>
Implicit Bias <i>Note: Secure a trained facilitator to implement these trainings.</i>	Implicit bias refers to subconscious attitudes or stereotypes that influence behavior and decision-making without one's direct awareness, often stemming from societal influences and personal experiences.	<p><a href="#">Social Identity Wheel (Toolkit)</a></p> <p><a href="#">The Influence of your Unconscious Mind (TRAIN, .3 hours)</a></p>	<p><a href="#">Project Implicit (Toolkit)</a></p> <p><a href="#">Implicit Bias: Using Brain Science to Understand, Recognize, and Counter It, (TRAIN, 1 hour)</a></p>



TOPIC	TOPIC DESCRIPTION	INTRODUCTORY LEVEL TRAINING	ADVANCED LEVEL TRAINING
<b>Data-Based Decision Making</b>			
Evidence-Based Public Health	Evidence-based public health is the conscientious, explicit, and judicious use of current best evidence in making decisions about the care of communities and populations in the domain of health prevention, health promotion, and health protection.	<a href="#">Dr. Ross Brownson - Evidence Based Public Health (YouTube, 10 Mins)</a>  <a href="#">UNMC CoPH Sizzling Summer Series: Making Data Come Alive</a>	<a href="#">Evidence-Based Public Health: A Fundamental Concept for Public Health Practice (Article, 30 pgs.)</a>  <a href="#">Evidence-Based Public Health Training Series</a> <ol style="list-style-type: none"> <li><a href="#">Module 1: Evidence-Based Public Health Overview</a></li> <li><a href="#">Module 2: Community Assessment</a></li> <li><a href="#">Module 3: Quantifying the Issue</a></li> <li><a href="#">Module 4: Developing a Concise Statement of the Issue</a></li> <li><a href="#">Module 5: Searching and Summarizing the Literature</a></li> <li><a href="#">Module 6: Developing and Prioritizing Program and Policy Options</a></li> <li><a href="#">Module 7: Economic Evaluation</a></li> <li><a href="#">Module 8: Developing an Action Plan</a></li> <li><a href="#">Module 9: Evaluation</a></li> </ol>
<b>Surveillance and Epidemiology</b>			
Public Health Surveillance	Public health surveillance is the ongoing monitoring of health data to detect, track, and respond to health issues in a population.	<a href="#">An Introduction to Surveillance - The Eyes and Ears of Public Health (YouTube, 8 Mins)</a>	<a href="#">CDC Intro to PH Surveillance (webinar, 45 mins)</a> <a href="#">Introduction to Public Health Surveillance (TRAIN, 1.5 hours)</a>
Epidemiology	Epidemiology is the study and analysis of the distribution, patterns, and determinants of health and disease conditions in populations.	<a href="#">Epidemiological Studies: A Beginners Guide (YouTube, 10 Mins)</a>	<a href="#">Common Measures and Statistics in Epidemiological Literature (Report, 5 pgs.)</a>

TOPIC	TOPIC DESCRIPTION	INTRODUCTORY LEVEL TRAINING	ADVANCED LEVEL TRAINING
<b>Program Planning and Evaluation</b>			
Health Education and Health Promotion Planning Frameworks	Health promotion theory and planning frameworks guide systematic development, implementation, and evaluation of strategies enhancing population wellness and prevention.	<a href="#">PRECEDE PROCEED Model for Health Promotion (YouTube, 16 Mins)</a>	<a href="#">National Cancer Institute: Theory at a Glance (Report, 52 pgs.)</a>
Community Health Assessment	Community health assessment evaluates population health, identifying key issues, resources, and needs to inform strategic planning.	<a href="#">Community Health Assessments Overview (YouTube, 10 Mins)</a>  <a href="#">An Introduction to Community Assessment and Data Collection (2020, 45 mins)</a>	<a href="#">Mobilizing for Action Through Planning and Partnerships (MAPP) 2.0 (Toolkit, Free membership required)</a>  <a href="#">Basic Concepts in Data Analysis for Community Health Assessment 6-part series (2008, 30-60 mins)</a>  1. <a href="#">Analysis and Interpretation of Public Health Data, Part 1</a> 2. <a href="#">Analysis and Interpretation of Public Health Data, Part 2</a> 3. <a href="#">Data Available to Public Health Professionals</a> 4. <a href="#">Overview of Public Health Data</a> 5. <a href="#">Presenting Public Health Data</a>
Community Health Improvement Planning	Community health improvement planning strategically addresses identified health needs, enhancing public wellness through collaborative, action-oriented programs.	<a href="#">Community Health Improvement Plans, an Introduction (YouTube, 8 Mins)</a>	<a href="#">NACCHO CHIP Trainings &amp; Tools</a>
Evaluation	Evaluation in public health assesses programs' effectiveness, efficiency, and equity, informing future strategies and accountability.	<a href="#">Program Evaluation in Public Health (TRAIN, 1.5 hours)</a>  <a href="#">Program Evaluation Series: Program Development &amp; Evaluation (TRAIN, 1 hour)</a>	<a href="#">Introduction to Program Evaluation for Public Health Programs: A Self-Study Guide (Toolkit)</a>  <a href="#">Evidence-Based Public Health: Program Planning and Evaluation (TRAIN, 2 hours)</a>  <a href="#">Needs Assessment and Evaluation (TRAIN, 8 hours)</a>

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Performance Management/ Quality Improvement	Performance Management and Quality improvement in public health enhances effectiveness and efficiency through systematic, data-driven efforts, optimizing population health outcomes.	<a href="#">Performance Management Toolkit</a>	<a href="#">Self-Paced PMQI Modules - must register (for free)</a>
<b>Public Health Policy</b>			
Health in All Policies	Systematically Incorporating health considerations into policymaking across all sectors.	<a href="#">Health in All Policies Conference 2018 - Martin Reeves (YouTube, 7 Mins)</a>	<a href="#">Health in All Policies: Collaborating across sectors to improve health (Toolkit)</a> <a href="#">Public Health Policy and Advocacy (TRAIN, 3 hours)</a>
Advocacy	Public health advocacy drives policy and systems change, influencing legislation to improve community health outcomes.	<a href="#">PUBH 610 Public Health Advocacy Overview (YouTube, 19 Mins)</a>	<a href="#">Advocating for Change: Understanding How to Impact Health Policy (Report, 90 pgs.)</a> <a href="#">Region V Public Health Training Center: PH Advocacy, Demystified, Part 1</a> <a href="#">Region V Public Health Training Center: PH Advocacy, Demystified, Part 2</a>
<b>Leadership, Systems, and Strategic Thinking</b>			
Adaptive Leadership	Adaptive leadership is a proactive approach, fostering resilience, encouraging learning, and facilitating problem-solving amid change.	<a href="#">Adaptive Leadership in 12 minutes - Ron Heifetz (YouTube, 12 Mins)</a>	<a href="#">Adaptive Leadership for PH Region IV PH Training Center Podcast Series (20 mins each)</a> <ol style="list-style-type: none"> <li>1. What is Adaptive Leadership?</li> <li>2. Leadership Principles and Practices</li> <li>3. Cultural Competence</li> <li>4. Managing Conflict</li> <li>5. Collaborative Leadership</li> <li>6. Leading Change</li> </ol> <a href="#">Adaptive Leadership: Strategies for PH (TRAIN, 1 hour)</a>

TOPIC	TOPIC DESCRIPTION	INTRODUCTORY LEVEL TRAINING	ADVANCED LEVEL TRAINING
Systems Thinking	Systems thinking is understanding complex interactions within the broader system to inform decision-making and solutions.	<a href="#">Systems Thinking in Health Promotion (YouTube, 26 Mins)</a>	<a href="#">Systems Archetypes I: Diagnosing Systemic Issues and Designing High-Leverage Interventions (Report, 31 pgs.)</a>  <a href="#">An Overview of the Policy Process in Public Health and the Need for Systems Thinking (TRAIN, 1 hour)</a>
Strategic Thinking	Strategic thinking involves long-term vision, planning, and insight to guide decisions, anticipating future challenges and opportunities.	<a href="#">Strategic Planning in Public Health Overview - Public Health Centers for Excellence (YouTube, 12 Mins)</a>	<a href="#">Strategic Planning – NACCHO (Toolkit)</a>  <a href="#">Strategic Planning (Mid-Atlantic Regional PHTC, 45 mins)</a>
Change Management	Change management is the structured approach to transitioning individuals, teams, and organizations to a desired future state.	<a href="#">Change Management in Public Health Toolkit</a>  <a href="#">UNMC CoPH Sizzling Summer Series - Change Management</a>	<a href="#">Kotter’s 8-Step Model for Leading Change (Toolkit)</a>  <a href="#">NACCHO Change Management for Public Health</a>  1. Preparing for Change 2. Planning for Change 3. Instituting Change
<b>Community Engagement and Cross-Sectoral Partnerships</b>			
Community-Based Participatory Research	An approach where community members actively participate, guiding action to address local needs.	<a href="#">Community Engagement: An Introduction (YouTube, 7 Mins)</a>	<a href="#">A Step-by-Step Guide: Community-Based Participatory Research (Report, 119 pgs.)</a>  <a href="#">Community Based Participatory Research (TRAIN, 1 hour)</a>
Cross-Sectoral Partnerships	Partnerships across sectors/ disciplines to leverage shared resources to address shared needs.	<a href="#">Envisioning and Building the Public Health Workforce of the Future: The Critical Role of Partnerships (TRAIN, 1.5 hours)</a>	<a href="#">Practical Playbook Videos</a>

TOPIC	TOPIC DESCRIPTION	INTRODUCTORY LEVEL TRAINING	ADVANCED LEVEL TRAINING
<b>Communications</b>			
Advocacy for Public Health	Communicating the need for foundational public health systems and services.	<a href="#">Short Article on Developing Public Health Advocacy</a>  <a href="#">UNMC CoPH Sizzling Summer Series: Conflict Communication</a>	<a href="#">PHRASES: Research-based tools to communicate effectively about public health (Toolkit)</a>
Health Communications and Health Literacy	Communicating topics in a way that ensures people’s ability to comprehend and utilize health-related information.	<a href="#">Introduction to Health Communication and Social Marketing (YouTube, 8 Mins)</a>  <a href="#">Health Literacy for Public Health Professionals (TRAIN, 1 HOUR)</a>	<a href="#">Health Literacy Universal Precautions Toolkit, 2nd Edition (Toolkit)</a>  <a href="#">Communications in Public Health Podcast (Region V PHTC, 45 mins)</a>
<b>Resource Management &amp; Finance</b>			
Financial Management	Strategic allocation and oversight of resources to efficiently achieve public health goals within budget constraints.	<a href="#">Public Health Finance (Toolkit)</a>	<a href="#">Building Expertise in Administration and Management (BEAM) (Paid Online Course)</a> <a href="#">Determining and Distributing Costs of Shared Public Health Services</a> <a href="#">Planning for Success: Managing Business and Finance in Public Health Region V PHTC</a> <ul style="list-style-type: none"> <li>• <a href="#">Financial Management and Budgeting Strategies in Public Health (30 mins)</a></li> <li>• <a href="#">Key Aspects of Financial Management (1.5 hours)</a></li> <li>• <a href="#">Utilizing Financial Health Indicators for Informed Decision Making (1.5 hours)</a></li> <li>• <a href="#">Developing a Business Plan Canvas for Public Health (1 hour)</a></li> <li>• <a href="#">Public Health Program Business Planning (75 mins)</a></li> </ul>

TOPIC	TOPIC DESCRIPTION	INTRODUCTORY LEVEL TRAINING	ADVANCED LEVEL TRAINING
The Value of Public Health	Public value is a concept used in the formulation of policies and management strategies that emphasizes the importance of delivering value to the public, or society as a whole, through government or public sector initiatives.	<a href="#">Why We Don't Spend Enough on Public Health (Article, 2 pgs.)</a>  <a href="#">UNMC CoPH Sizzling Summer Series: Communicating the Value of Public Health</a>	<a href="#">Public Value Toolkit (Toolkit, Requires a Free Log In)</a>
Public Health Ethics	Health departments must be ready to handle ethical dilemmas that arise in day-to-day practice. Ethical considerations underlie numerous aspects of public health practice.	<a href="#">Selecting Ethical Issues for Deliberation</a>	<a href="#">Online Module - Good Decision Making in Real Time: Practical Public Health Ethics</a>

*Note: The topics here are intended to align with the topics and domains from the Core Competencies and Strategic Skills for Public Health Professionals. However, slightly different nomenclature was used. Awareness-level training courses indicate shorter and less in-depth resources on the topic, typically intended to ensure that an employee is aware of the topic. These are intended for all/most employees. Advanced-level training is longer and more in-depth. In many cases these resources are job aids and not training. They focus on more in-depth information and utilization in practice.*



*If using this report online, click on the hyperlinks to access the training resources. If using a printed copy of this report, scan the QR code above to access the hyperlinked resources.*

## Appendix 2: References

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