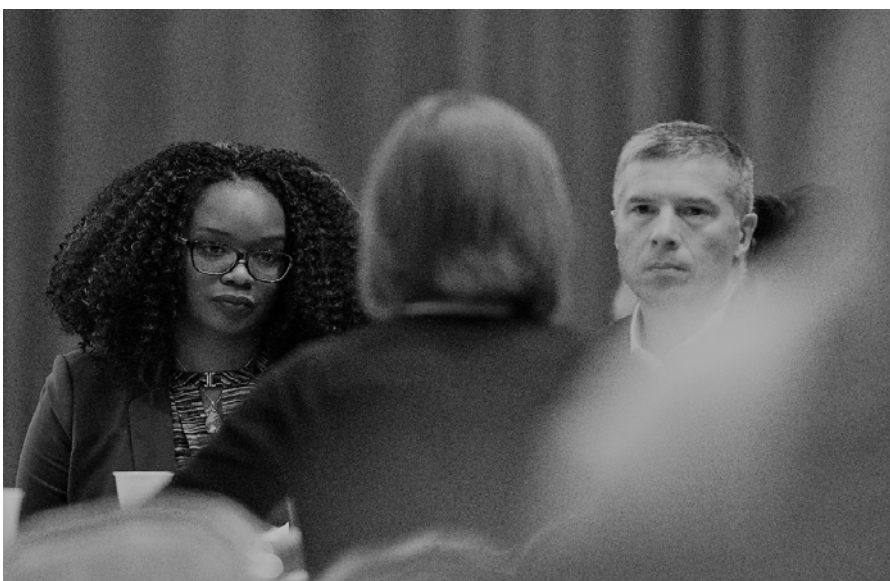


Strategic Public Health Workforce Action Agenda



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Presentation Purpose

01

To share results
from the
environmental scan
with practitioners
and partners

02

To engage
practitioners and
leadership to refine
recommendations
based on the results

03

To discuss next steps
for implementation
of the strategic
workforce action
agenda





Presentation Outline

1. Overall Project Purpose
2. Design, Data Sources, & Methods
3. Results
4. Recommendations
5. Discussion



POLL 1

What best describes your work environment?

- Federal governmental public health
- State governmental public health
- Local governmental public health
- Tribal public health
- Public health institute
- National public health organization
- Foundation
- Healthcare
- Academia
- Other

20th Century Public Health Achievements



Public Health
Prevent. Promote. Protect.

- Vaccination
- Motor-vehicle safety
- Safer workplaces
- Infectious disease control
- Decline in deaths from coronary heart disease and stroke
- Safer and healthier foods
- Healthier mothers and babies
- Family planning
- Fluoridation of drinking water
- Recognition of tobacco use as a health hazard

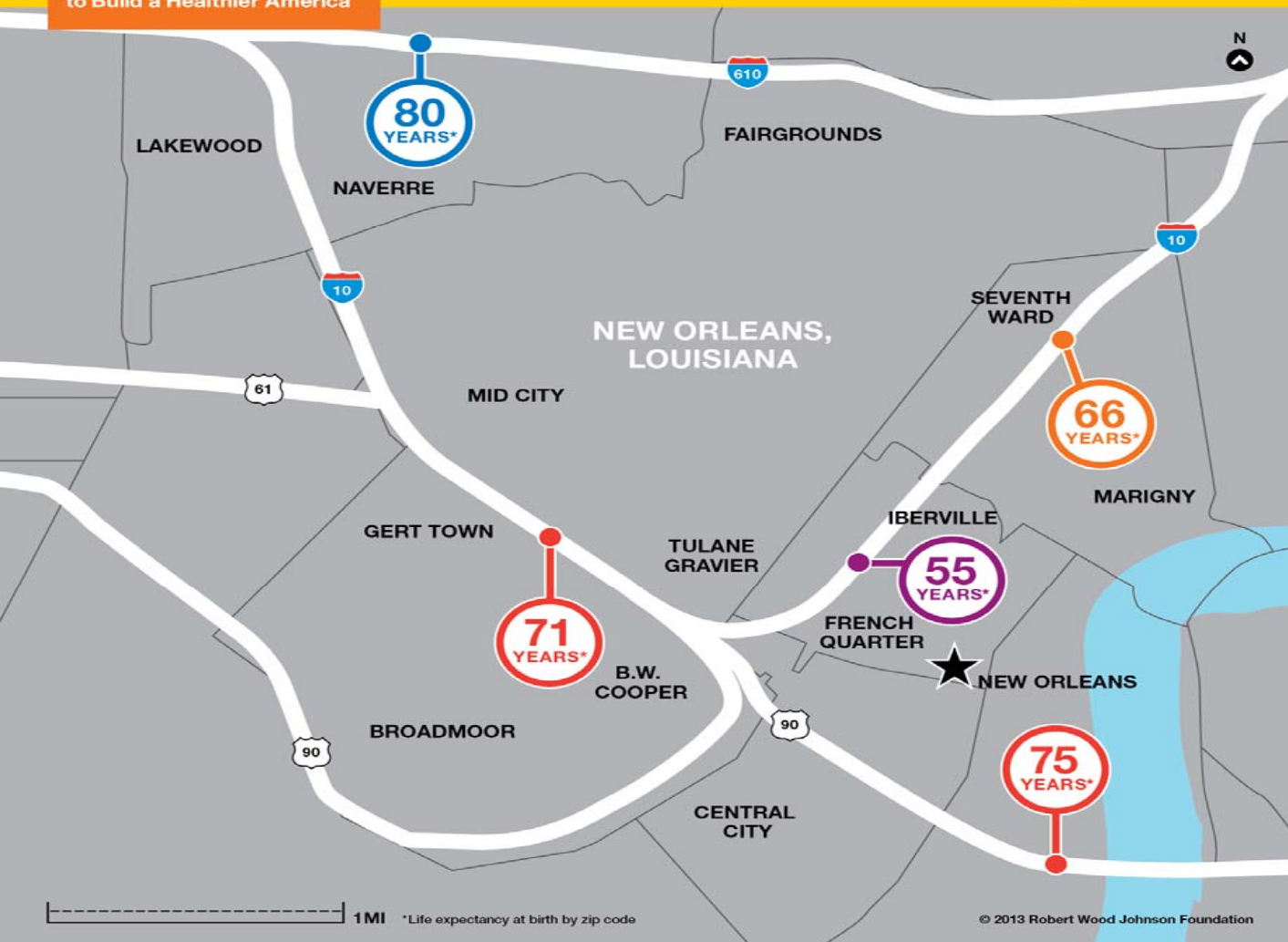
(MMWR, 2011)





Public Health Today





A small
distance can
make a big
difference

<https://www.rwjf.org/en/library/infographics/new-orleans-map.html>





**“The workforce is the most
essential element in our
collective efforts in assuring
the public’s health.”**

-Woltring & Novick



The Problem = The Opportunity

- *“The continued erosion of public health agencies’ capacity across the United States threatens their ability to deliver timely clinical and population-based services, as well as address day-to-day public health needs” (Beitsch, et al. 2015).*
- *“To meet the evolving landscape of public health challenges, we need to build the public health workforce to be responsive to what comes next” (Connell, 2018).*





PUBLIC HEALTH LEARNING NETWORK

Educating Professionals,
Elevating Practice.

Together

transforming the way we train public health
workers in the United states

40

local education and training sites

272,600

10

Regional Public Health Training Centers

1

National Coordinating Center

Project Purpose

- Provide leadership to build the public health system's capacity
- Assess today's challenges and needed workforce capacities to transform the public health system for tomorrow's world
- Increase alignment, prevent duplication, explore leverage points for change, and maximize resources across multiple workforce development plans
- Articulate PHLN's unique role
- Launch a strategic workforce action agenda, including but not limited to PHLN



Project Advisory Team

- Christina Welter, DrPH, MPH- University of Illinois at Chicago
- Betty Bekemeier, PhD, MPH, FAAN- University of Washington
- Jennifer McKeever, MSW, MPH- National Network of Public Health Institutes
- Guddi Kapadia, MS, MPH- University of Illinois at Chicago
- Mark Edgar, PhD, MPH- Consultant
- Support from Regional Public Health Training Centers and Principal Investigators





Design, Data Sources, & Methods



Research Questions

1. What are the major public health systems challenges/issues?
2. How are workforce development approaches responding to these challenges?
3. What needs to change or how can workforce development approaches improve?



Research Design

What is an environmental scan?

...."a systematic and continuous effort to search for important cues about how the world is changing and how these changes are likely to affect your organization."

~cited in Rowel et al, 2005, AJPH



Data Sources & Methods

1. Document review of major workforce development reports
2. Qualitative inquiry:
 - a) Focus groups
 - b) Key Informant Interviews



Data Sources & Methods

- Developed interview guides
- Nominated participants
- Inclusion of...
 - State Health Associations
 - Small and Large LHDs
 - City LHD
 - State LHDs
 - Universities
 - Public Health Institute
 - Tribal health



Data Sources Summarized

Source	Number	Total included
Document reviews	Fifteen public health reports	N =15
Qualitative inquiry	Total participation	N = 43 from 41 organizations
	2 focus groups with PHLN faculty and staff	N = 11
	2 focus groups with State and local public health partners	N = 18
	Key informant interviews with National Public Health Organizations	N = 14



Sample Papers Reviewed

- *Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century*
- *The High Achieving Governmental Health Department in 2020 as the Community Chief Health Strategist*
- *Building Skills for a More Strategic Public Health Workforce: A Call to Action*
- *Journal of Public Health Management and Practice Special 2014 PH WINS Supplement*
- Other (non-published sources):
 - Training needs assessment from RPHTCs
 - PHLN Navigator Workgroup recommendations



State and Local Partner Focus Group Participants

Position	Organization
Manager of Workforce Development	University PH program
Director of Nursing	State HD
Assistant Commissioner	Large city HD
Director of Consortium Development	Large city HD
Director of Capacity Development	PH Institute
Dept. Branch Chief- Health Promotion	University PH program
Director	State PH Assn.
Professional Development staff	City Health Commission
PH Modernization Coordinator	State Health Department
Community Health Analyst	County HD
Chair	State PH Assn.
Director of Performance Management	State HD
Director of Health Promotion/ Chronic Disease	State HD
Workforce Development staff	County HD
Asst. Secretary	Territorial Department of PH
Director of Policy and Planning	Large city HD
Director	Small County HD
Director of System Improvement	State HD



Processes for Analysis

- 1 analyst reviewed and coded all transcripts
- 2 readers reviewed selected transcripts
- Iterative dialogue with advisory team to compare, combine revise
- 1 Webinar with PHLN to present information/get feedback
- 2 conversations with PHLN principal investigators
- 1 national webinar for review and feedback (today!)
- 1 national discussion (at the National Public Health Workforce Forum)





Results

What are the major public health systems challenges/issues?





Fast Changing Landscape

- Expanding role of public health
- Strategic skill sets needed
- Health Equity
- Workforce size reduction
- Need for succession planning



Challenges are diverse & arguably more complex

1. There were a broad range of challenges.
2. The need to address fundamental public health remains.
3. Some topics remain emergent or urgent, and require different types of responses.
4. The most commonly mentioned challenges are systemic and complex.



“Challenges include an emphasis on really addressing social determinants of health and not having just evidence based practices that you can pick up and easily be able to integrate because they require so much more multi-sector work and maybe longer term strategies, and they're not small programs. They're big systems changes.”



Topical Examples

- Racism
- Environmental justice
- Healthy equity/Social determinants of health
- Opioid abuse
- Mental health & behavioral health
- Housing
- Water quality
- Vector borne disease



The role of public health is expanding

1. The traditional role of public health remains.
2. New roles have emerged, such as to attempt to increase primary prevention strategies in the healthcare settings.
3. The role of public health as a systems convener and facilitator of intersectoral work was significant.
4. Public health practitioners must maintain and *integrate* diverse skills to address technical and complex problems.



The role of public health is expanding: Public engagement and collaboration

“The big thing that we have found is that ... that I have found is that public health staff need assistance in how to create ... how to be a good partner in partnerships and coalitions and how are we effective at doing”

“So we are slowly but surely training our community engagement team to work to listen and develop real relationships with these communities.”



The workforce is unprepared &/or unavailable to respond

1. A workforce shortage exists due to retirements, and failure to replace public health positions.
2. There is a gap in planning for & preparing the (upcoming) workforce.
3. Public health workers do not have the competency to engage the public and partners.





“We hear that new graduates aren’t ready to enter the workforce.”

“...no one yet has mentioned... standardizing the training of the public health workforce... so that people can be more interchangeable. So, that's been a real challenge for us is, how are we going to meet this broader future public health need if (a), local health departments don't have the money or the vision to expand those roles, and (b), if these kids who are graduating don't want to do that work?”



Funding is not
well-aligned with
priorities or
approaches.

“So, whether it's housing insecurities or racial inequities or food access or any of those things. Those are types of things we're seeing in people's community health improvement plans, but they need to know how to address those, and how to work across sectors to be able to do that, and how to be able to piece funding together to put on programs and implement interventions and policy changes to be able to make it work.”



POLL 2

Do these results sound familiar?

- Yes, very
- Yes, somewhat
- No

PLEASE TYPE IN FURTHER DETAIL in the CHAT BOX



Results

How are workforce development approaches responding to these challenges?





Diversity of Training Approaches

1. Increased flexibility
2. Increased frequency
3. Increased integration
4. Increased engagement and application



Diversity of Training Approaches

“What I've known through my 30 year career is that professionals prefer to learn from other professionals. I know that local health officials prefer to learn from other local health officials...because they feel like they understand the conditions and it's part of their professional tribe.

One of the major challenges we have is one of connectivity. There are a number of things, all across the country that are popping up, but because they are done in isolation, we don't take advantage of learning from each other. Networks or learning communities are a major challenge that we have.”



A lack of infrastructure for training remains alongside continued system fragmentation for training

- “And it's about having this commitment to not designing the same thing, or just better aligning with each other. It's how to create a national-level plan, and figuring out what each of our parts in that plan looks like.”
- “...what system? I don't know that there are these systems, when locals do their own thing, states do their own thing and at the federal level we do our own thing and we're all producing trainings...how can we work together and not duplicate things?”
- “...we need a shared vision of what a system would do.”





“You're looking at training and emails coming in saying, "This opportunity is available or this opportunity from those other sectors, which is great," but it's hard to know what's quality training and what's good and what sources should you be looking at.”

“Another major challenge we have with training is requirements around head counts, how you count heads, who gets credit for the heads that are counted... What is a training class? What is the outcome of that training? Deaths averted, costs reduced. I think there needs to be realistic expectations on what this training does...We really do need a national training system.”



Training is funded, delivered and measured by topical content, not by integration and application in practice

“What I know is that the action and that the improvements in practice are in the spaces between the lanes [of topical content]. That's where it gets very difficult because funders want credit for delivering specific content in specific lanes. It's much more difficult to get the funders attention on training products that fill in the space between the lanes. For example, between land use planners and environment health, for example. Between nurses and environmental health, between physicians and environment health. It's the space between the professions is where all the action is, but no one owns that.”



Coordinating entities assist to make training accessible

PHLN appeared to provide needed relationship building and engagement to:

- Coordinate training
- Provide needed distance or in-person training
- Provide technical assistance for needs assessment, health equity, evaluation/data/statistics and accreditation



Poll Question 3

- Did you hear anything else in the results?
--If so, please type in the chat box



Results Summary & Recommendations

How could workforce development be improved to better the challenges identified by the participants?



Results Summary

1. Findings build upon existing themes; add the state and local practice relevancy and impact; and paint a more comprehensive picture of our workforce development system.
2. Addressing the diversity and complexity of challenges requires a more robust approach to training.
3. Public health has an opportunity to engage the public and its partners even more to create new/renewed value but lacks the skills and ability to do so.
4. The workforce development infrastructure has some resources but they are not well aligned, defined or relevant to practice.





Recommendations

1. Expand the definition training to reflect a more comprehensive approach that promotes *learning as a process*
2. Assess current availability of and best practice of diverse learning opportunities and how they may or may not address different types of public health problems
3. Increase diverse learning opportunities that promote connection and learning from colleagues, such as communities of practice, technical assistance, and mentoring
4. Expand practice-based learning more on leadership approaches that help integrate and apply knowledge and skills in practice, ideally over longer periods of time





Recommendations

5. Focus practice-based learning on ways for practitioners to engage, learning from, and collaborate for action with diverse partners
6. Expand learning on structural and social determinants of health and racism
7. Document and evaluate evidence of learning in practice to build approaches that address complex issues
8. Create/Continue a Consortium for Workforce Development to set a vision, align/create common goals and leverage resources toward impact





What questions do you
have or need clarified?





How well did the results align with what you see in practice? Please describe.





If you were us, what
would you do next?

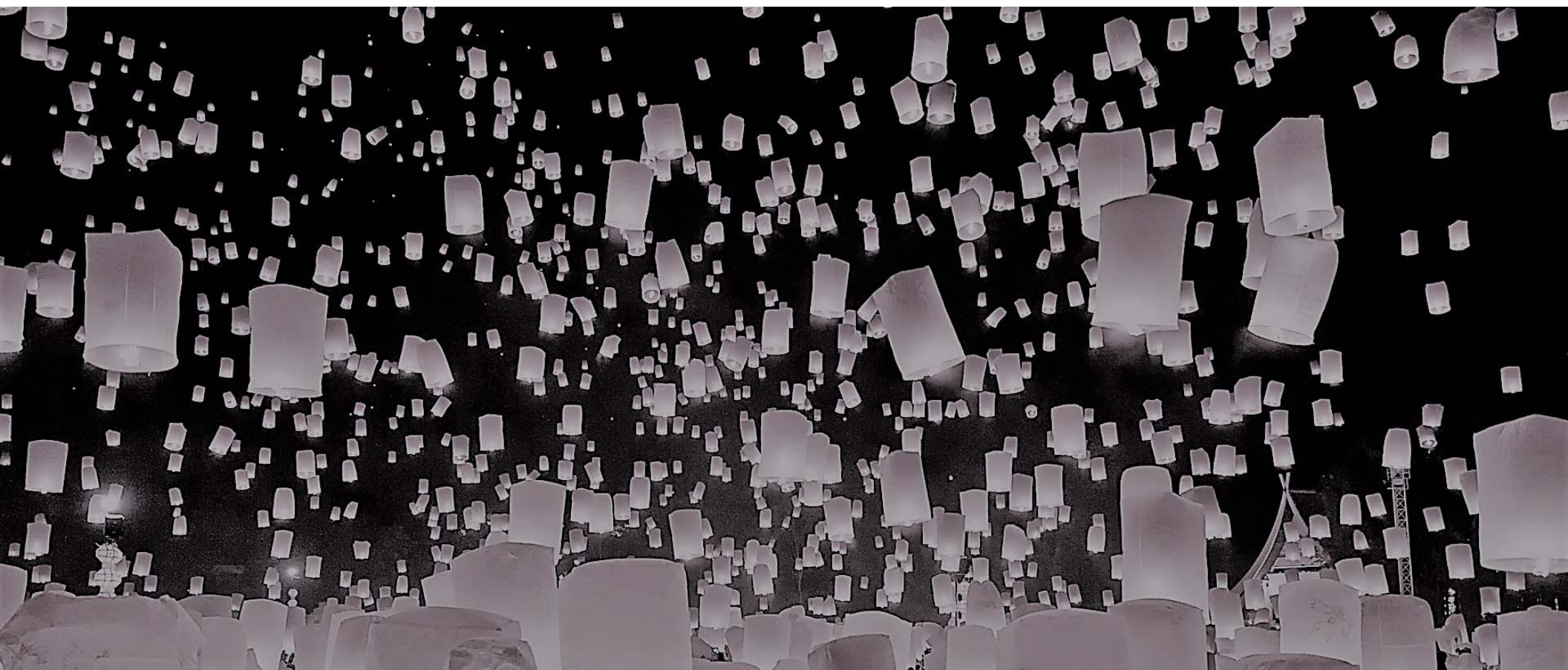




What's Next?

1. Present at The National Public Health Workforce Forum in May, 2018.
2. Draft final Strategic Public Health Workforce Action Agenda and share with participants for feedback.
3. PHLN will focus on several aspects of the Strategic Public Health Workforce Action Agenda, including a call for national collaborators.





Stay in touch: training@nnphi.org
<https://bit.ly/2HfDI83>