Creating the Healthiest Nation

schools and programs of public health building the workforce for today + tomorrow

November 15, 2022

Cornell University
Master of Public Health

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Health

Dynamic state of physical, mental, and social well-being; not just the absence of disease

(World Health Organization)

Public Health

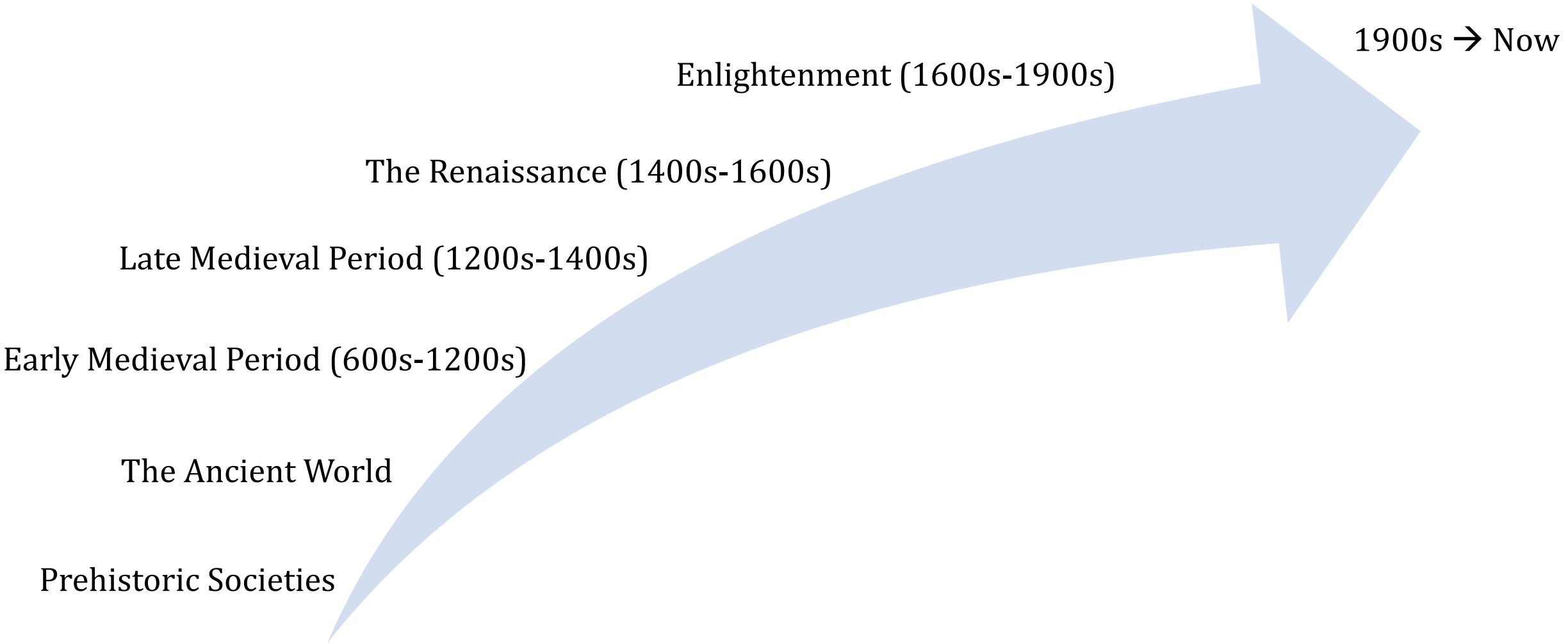
The art and science of protecting and improving the health of people

(Centers for Disease Control + Prevention)

Assuring the conditions in which people can be healthy

(World Health Organization)

Evolution of Society, Needs, Approaches



Tulchinsky, T and Varavikova, E. (2014) A History of Public Health. 10.1016/B978-0-12-415766-8.00001-X

Public Health in the United States

HRSA Health Resources & Services Administration

CDC Centers for Disease Control and Prevention

astho™

NACCHO National Association of County & City Health Officials

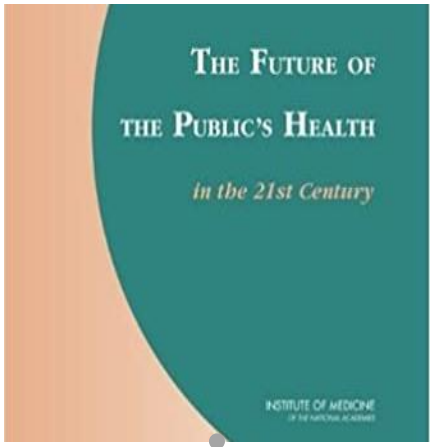
Public Health Education:

1 School	10 Schools	20 Schools*	32 Schools*	63 Schools*
1918	1936	1975	45 Programs*	144 Programs*
			2003	2022

*Accredited

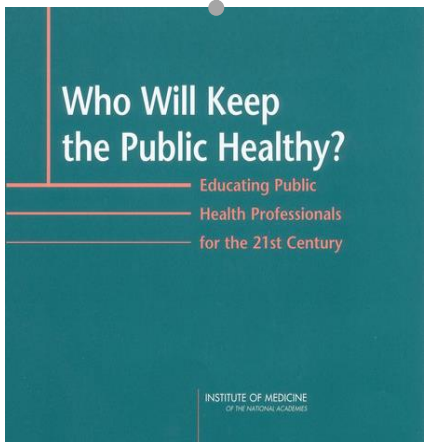
Rosenstock, L and Hernandez, L. (2003) Who Will Keep the Public Healthy? Educating Public Health Professionals for the 21st Century https://www.ncbi.nlm.nih.gov/books/NBK221176/

Calls to Action to Change the Status Quo



1988

2003



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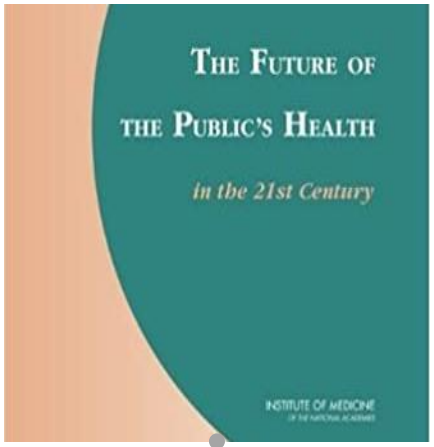
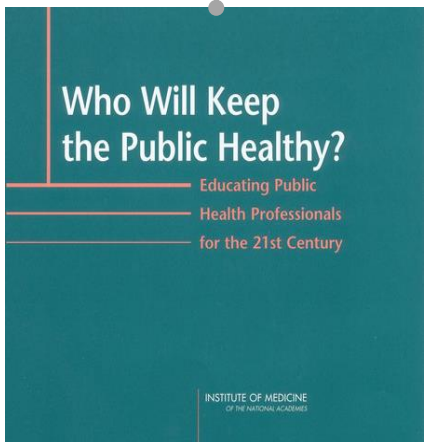
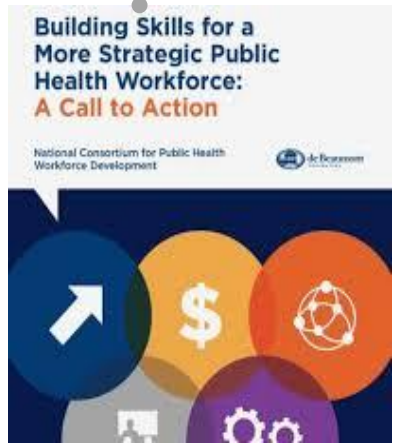


PH WINS
PUBLIC HEALTH WORKFORCE INTERESTS AND NEEDS SURVEY

1988 | 2003 | 2012 | 2014 | 2016 | 2018 | 2021



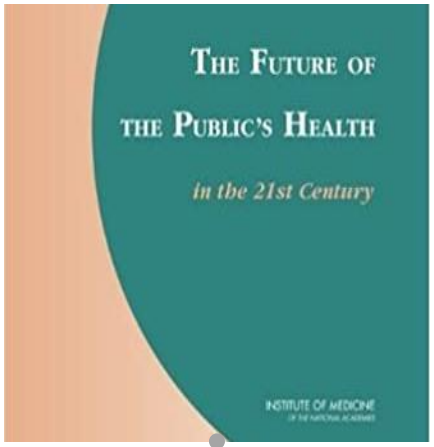
PHAB Accredited Health Department Public Health Accreditation Board



NATIONAL CONSORTIUM FOR PUBLIC HEALTH WORKFORCE DEVELOPMENT

Meredith, G. (2020) Creating the Healthiest Nation: How SPPH Are Taking Action

Calls to Action to Change the Status Quo



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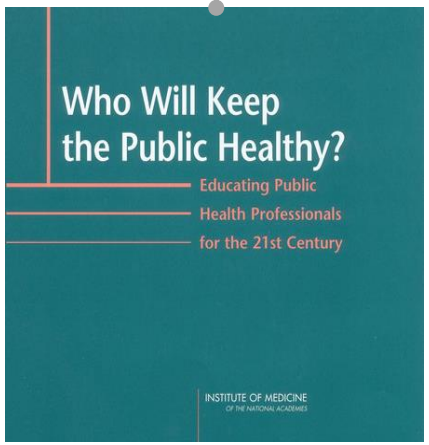

2012

PH WINS
PUBLIC HEALTH WORKFORCE
INTERESTS AND NEEDS SURVEY

2014

CEPH
Council on Education for Public Health

PHAB Accredited Health Department
Public Health Accreditation Board

The Council on Linkages
Between Academia and
Public Health Practice

2016

2018

2021

NATIONAL
CONSORTIUM
FOR
PUBLIC HEALTH
WORKFORCE DEVELOPMENT

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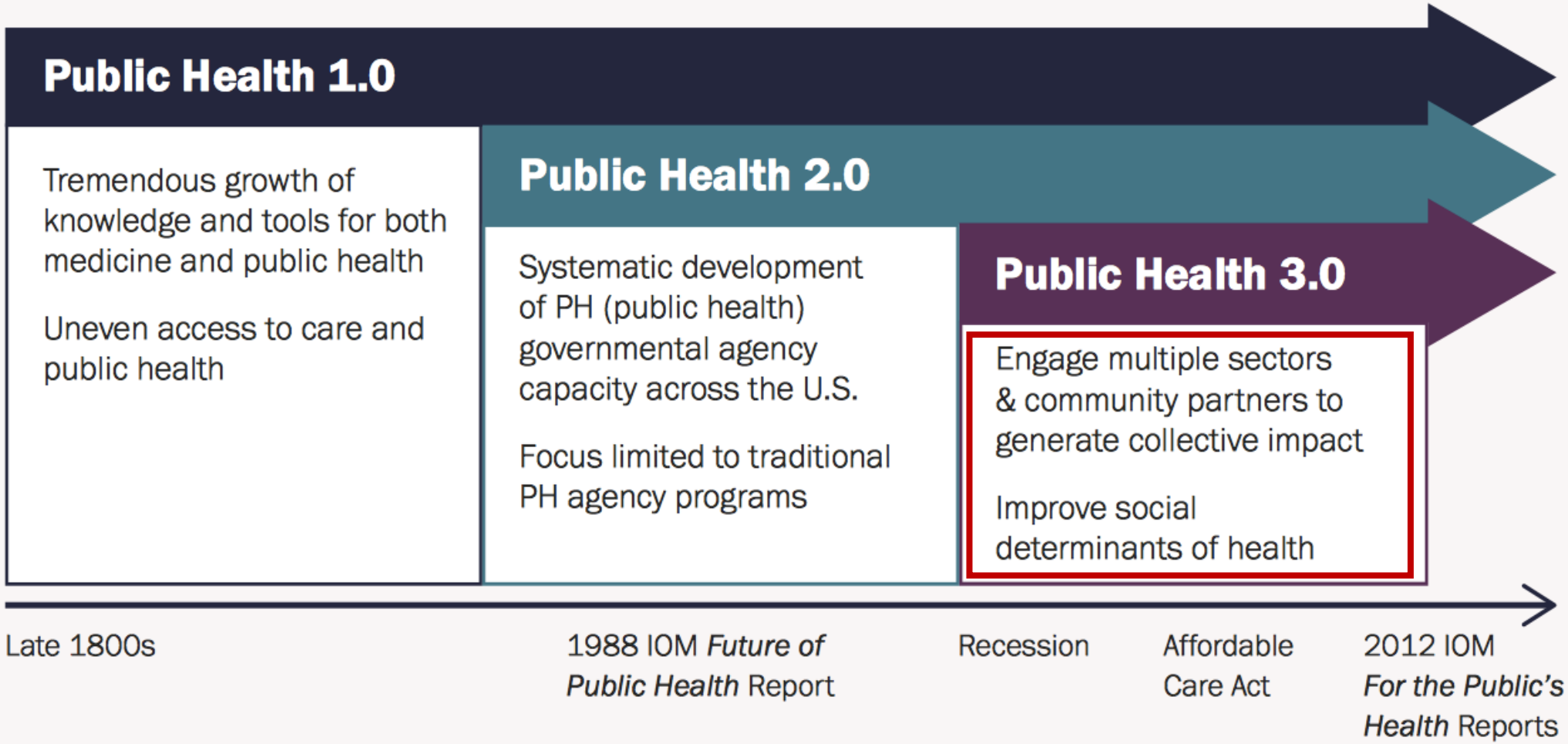
Public Health: An Evolving Field



Source: DeSalvo et. al. (2016) Public Health 3.0: Time for an Upgrade. AJPH

Public Health: Workforce Needs

The government public health workforce is understaffed

- Current estimates: at least 100,000 workers to ensure core functions
- Some 50% of government public health workers intend to leave their job

The U.S. government is investing to re-build the public health workforce

- The American Rescue Plan allocated $7 billion to help hire and train public health workers

There are opportunities to build skills among current public health workers

- 86% of government public health workers don't have formal public health training
- >54% of government public health workers identify areas for training

Staffing Up - Workforce Levels Needed to Provide Basic Public Health Services for All Americans (2022): https://phnci.org/uploads/resource-files/Staffing-Up-Research-Brief.pdf
Public Health Workforce Interests and Needs Survey (PH WINS)(2014, 2017, 2021): https://debeaumont.org/phwins/
Hare Bork R et.al. (2022) Workplace Perceptions and Experiences Related to COVID-19 Response Efforts Among Public Health Workers — September 2021–January 2022. MMWR DOI: http://dx.doi.org/10.15585/mmwr.mm7129a3
White House Fact Sheet (2021). https://www.whitehouse.gov/briefing-room/statements-releases/2021/05/13/fact-sheet-biden-harris-administration-to-invest-7-billion-from-american-rescue-plan-to-hire-and-train-public-health-workers-in-response-to-covid-19/

Public Health: Workforce Needs

Strategic Skills

- Effective Communication
- Justice, Equity, Diversity, and Inclusion (JEDI)
- Data-Based Decision Making
- Resource Management
- Cross-Sectoral Partnerships
- Systems and Strategic Thinking
- Community Engagement
- Change Management
- Policy Engagement

de Beaumont Foundation: https://debeaumont.org/strategic-skills/
Public Health Workforce Interests and Needs Survey (PH WINS)(2014, 2017, 2021): https://debeaumont.org/phwins/

Role of Schools and Programs of Public Health?

Have Schools and Programs of Public Health Shifted their

MPH Programs
to

Help Develop the Public Health Workforce of the Future?

If so, How? Why?

MPH Programs are Focused on Practice

- Primary focus should be to train public health practitioners (>86%)

Themes:

- *Students understand the core public health values, such as equity and social justice.*
- *Students can "tackle the world's problems".*

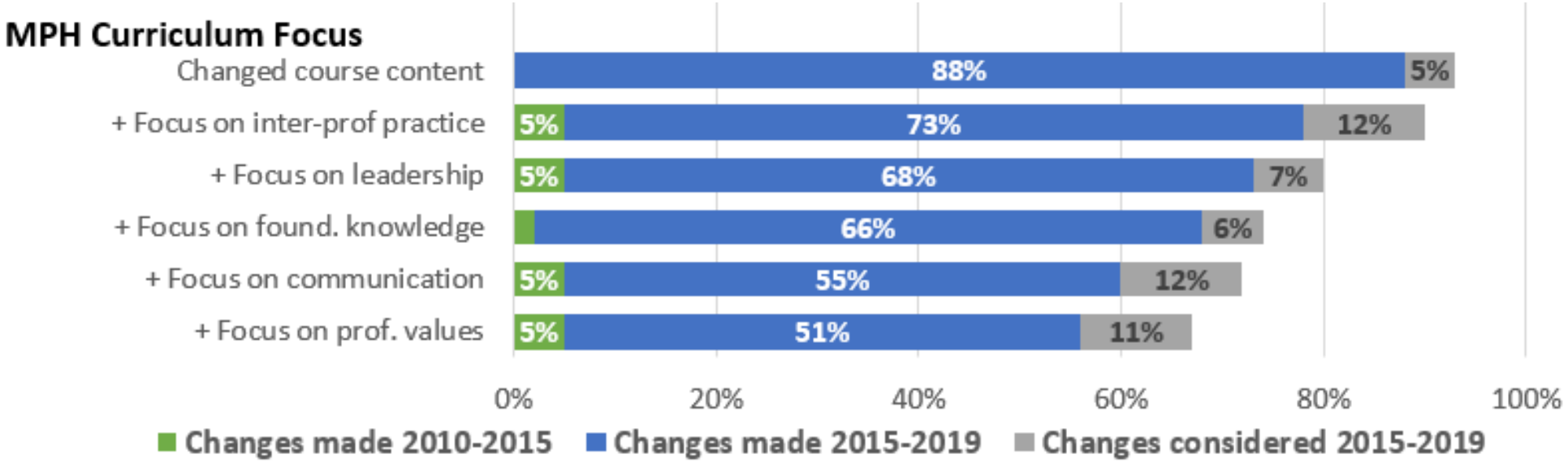
"The MPH is a professional degree. You should look to come out of the degree with a set of marketable skills that you can use across a whole range of industries." (MPH 4)

"[Our focus is] making sure the students are getting critical skills that they can apply immediately… We teach a lot of [tools and skills] so that when they're in that situation, they will have those tools in their back pocket." (MPH 7)

Meredith et al. (2022) Master of Public Health Education in the United States Today: Building Leaders of the Future https://doi.org/10.1177/00333549221121669

MPH Programs Have Shifted

- → **96% of MPH programs focus on practice; 52% have shifted towards this since 2015**
  - → **82% have shifted to focus on key public health competencies**
  - → **45% have made changes to admissions requirements**
  - → **88% have made changes to courses, course content**



Meredith et al. (2022) A New Baseline: Master of Public Health Education Shifting to Meet Public Health Needs https://doi.org/10.1097/PHH.0000000000001537

MPH Programs Have Shifted

→ **Content Areas Where MPH Programs are <u>Reinforcing Curriculum</u>**

"There were five different areas of public health… now there is like a million and every time we turn around there is something else. We need to be prepared to react to new challenges... <u>We need to teach flexibility, innovation. It's like partnerships, the humility to share and to talk to other people and to lean on other experts</u>." (MPH 3)

"We have some classes that were created within the past couple of years to meet some of those other competencies that were not being covered. <u>I mean communication. Leadership. There was no leadership in our curriculum. No advocacy</u>." (MPH 2)

Meredith et al. (2022) A New Baseline: Master of Public Health Education Shifting to Meet Public Health Needs https://doi.org/10.1097/PHH.0000000000001537

Motivations for Shifts

"[Our graduates need to] be prepared for anything and everything that comes up in public health. And at this point, I cannot even imagine what the next challenge will be. The [public health] challenges are huge and we have to collaborate. It's almost like there has to be an MPH in every organization." (MPH 3)

"[We are] training future public health practitioners... folks who will get out there and work in public health and ultimately make a difference and move the needle on population health." (MPH 8)

Meredith et al. (2022) A New Baseline: Master of Public Health Education Shifting to Meet Public Health Needs https://doi.org/10.1097/PHH.0000000000001537

Factors Informing Shifts

- MPH programs are shifting based on real-world input
  - Accreditation standards
  - Employer, collaborator, external input
  - Research, publications

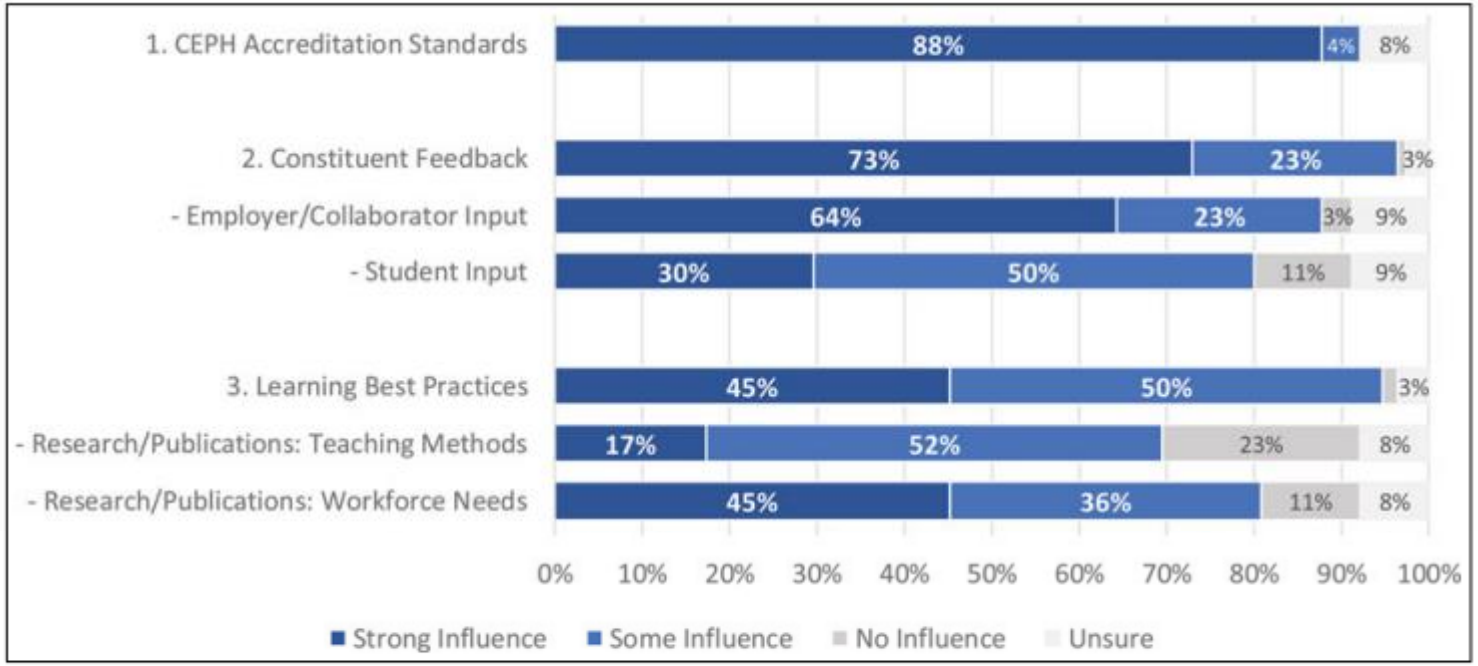
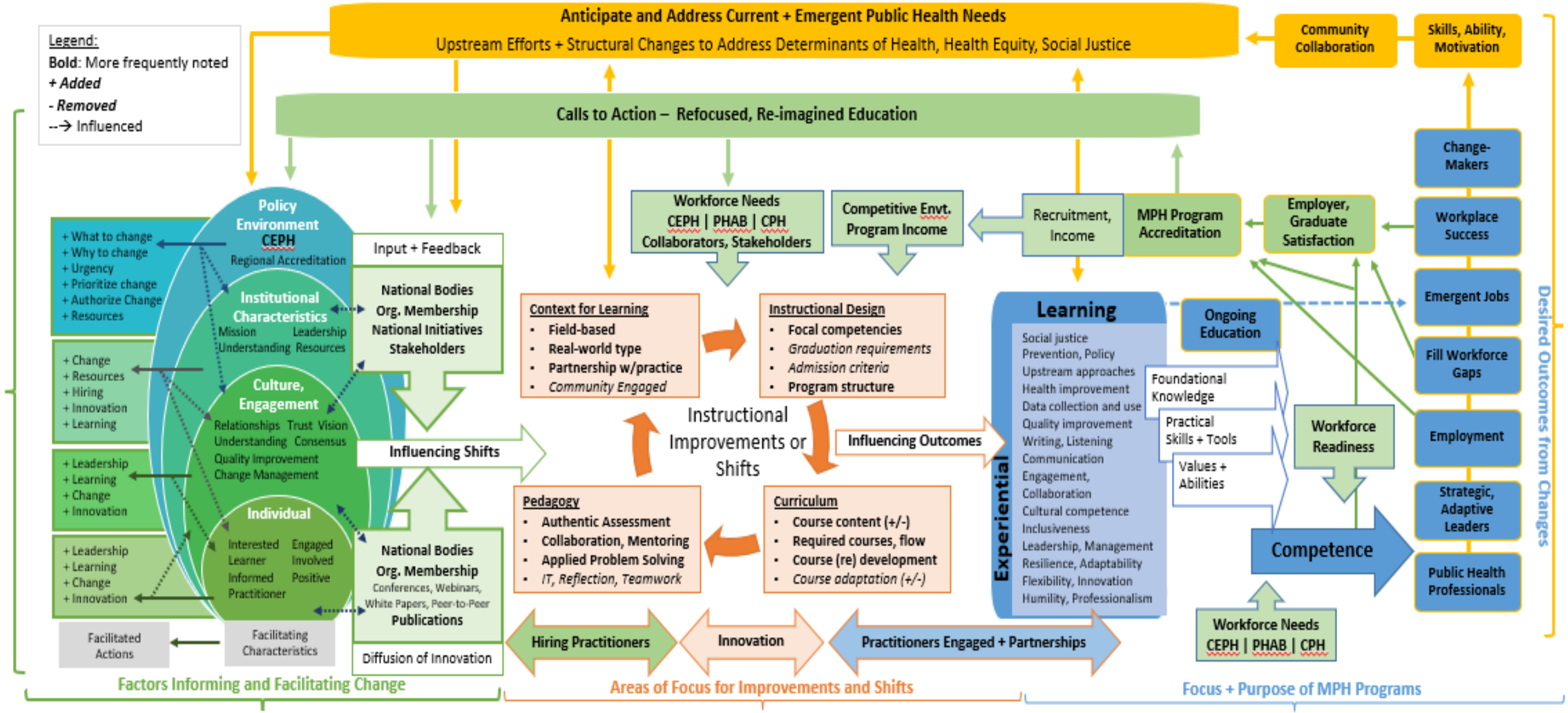


FIGURE 1 Reported Degree of Influence of Various Factors on MPH Program Changes; % of Survey Respondents (N = 115) Reporting Degree of Influence

Meredith et al. (2022) Levers of Change: How to Help Build the Public Health Workforce of the Future https://doi.org/10.1097/PHH.0000000000001618

Summary of Findings


Legend:
Bold: More frequently noted
+ Added
- Removed
--→ Influenced
Anticipate and Address Current + Emergent Public Health Needs
Upstream Efforts + Structural Changes to Address Determinants of Health, Health Equity, Social Justice
Community Collaboration
Skills, Ability, Motivation
Calls to Action – Refocused, Re-imagined Education
Change-Makers
Workplace Success
Emergent Jobs
Fill Workforce Gaps
Employment
Strategic, Adaptive Leaders
Public Health Professionals
Desired Outcomes from Changes
Workforce Needs
CEPH | PHAB | CPH
Collaborators, Stakeholders
Competitive Envt.
Program Income
Recruitment, Income
MPH Program Accreditation
Employer, Graduate Satisfaction
Policy Environment
CEPH
Regional Accreditation
+ What to change
+ Why to change
+ Urgency
+ Prioritize change
+ Authorize Change
+ Resources
Input + Feedback
National Bodies
Org. Membership
National Initiatives
Stakeholders
Institutional Characteristics
Mission Leadership
Understanding Resources
+ Change
+ Resources
+ Hiring
+ Innovation
+ Learning
Culture, Engagement
Relationships Trust Vision
Understanding Consensus
Quality Improvement
Change Management
+ Leadership
+ Learning
+ Change
+ Innovation
Individual
Interested Learner
Engaged Involved
Informed Practitioner
Positive
+ Leadership
+ Learning
+ Change
+ Innovation
National Bodies
Org. Membership
Conferences, Webinars, White Papers, Peer-to-Peer
Publications
Facilitated Actions
Facilitating Characteristics
Diffusion of Innovation
Influencing Shifts
Context for Learning
Field-based
Real-world type
Partnership w/practice
Community Engaged
Instructional Design
Focal competencies
Graduation requirements
Admission criteria
Program structure
Instructional Improvements or Shifts
Influencing Outcomes
Pedagogy
Authentic Assessment
Collaboration, Mentoring
Applied Problem Solving
IT, Reflection, Teamwork
Curriculum
Course content (+/-)
Required courses, flow
Course (re) development
Course adaptation (+/-)
Learning
Experiential
Social justice
Prevention, Policy
Upstream approaches
Health improvement
Data collection and use
Quality improvement
Writing, Listening
Communication
Engagement, Collaboration
Cultural competence
Inclusiveness
Leadership, Management
Resilience, Adaptability
Flexibility, Innovation
Humility, Professionalism
Ongoing Education
Foundational Knowledge
Practical Skills + Tools
Values + Abilities
Workforce Readiness
Competence
Workforce Needs
CEPH | PHAB | CPH
Hiring Practitioners
Innovation
Practitioners Engaged + Partnerships
Factors Informing and Facilitating Change
Areas of Focus for Improvements and Shifts
Focus + Purpose of MPH Programs

Summary of Findings

- **30 years ago, public health leaders started to raise an alarm. In the last 10 years, change has begun**

National Public Health Initiatives

- Elucidated workforce needs
- Defined competencies
- Set a new vision for public health
- Seeded the changes
- The processes used have supported changes

MPH Programs

- Developing public health workforce
- Improving community health
- Curriculum aligned with areas of need (workforce, community)
- Improving student learning; supports for success

- **With engagement, MPH Programs can drive public health systems change + community health improvement**

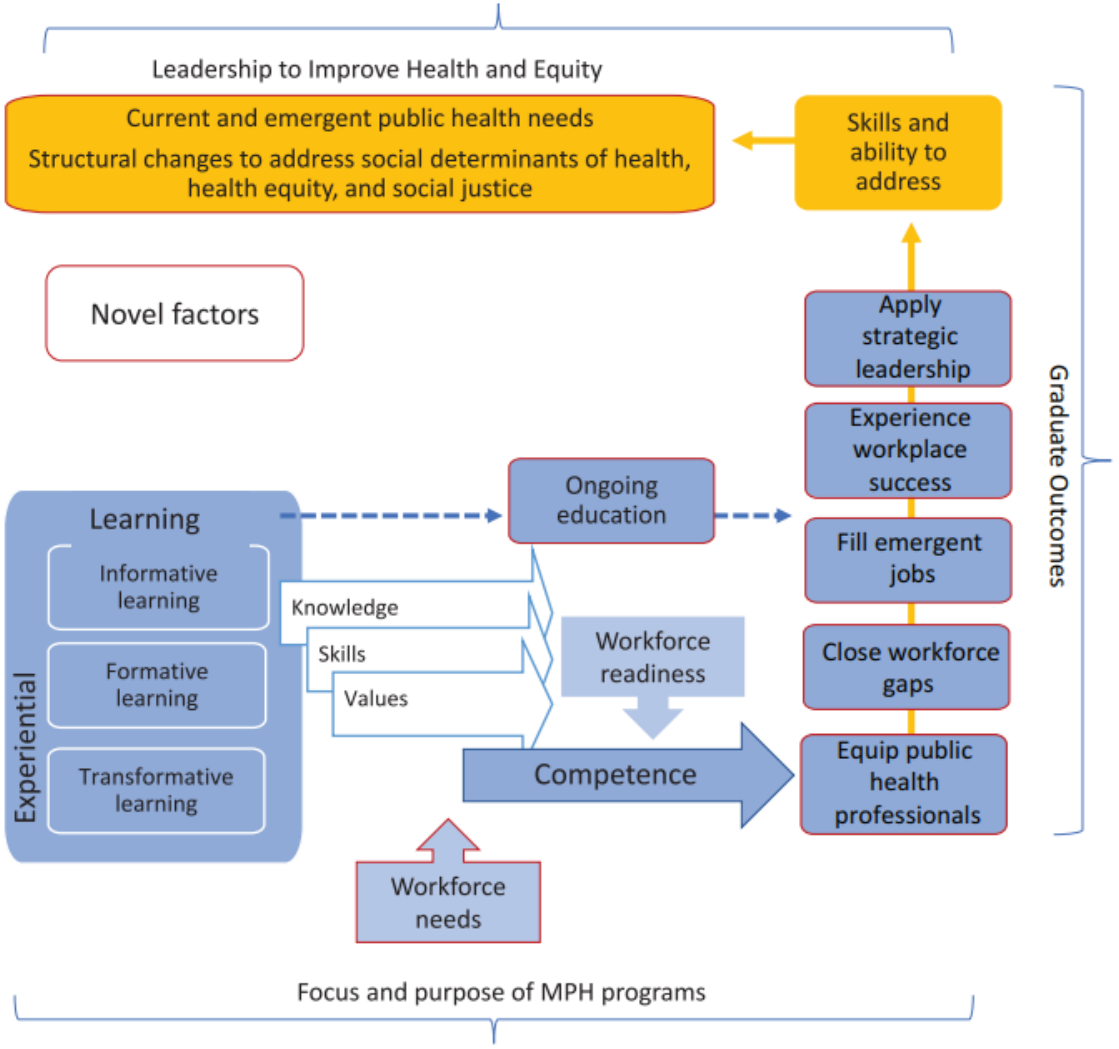
Summary of Findings

→Building competence

→Workforce readiness

→Ability to listen, engage, lead

→Improve health equity



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Opportunities + Innovations Amidst COVID-19

- → Surge workforce, pipelines
- → Funding for new workers
- → New approaches to work

Preparing the Workforce to Prevent, Detect, Respond

- **New York State Public Health Corps**

- 1 year fellowship
- 14-weeks of online applied learning
- 53 performance outcomes
  - Spark awareness
  - Common language, tools, approach
  - Foster engagement, collaboration

- 400 Fellows (of 1,000)

Preparing the Workforce to Prevent, Detect, Respond

- **New York State Citizen Public Health Leaders**

- 8-hour training + Keynotes
- 20 Calls to Action
  - Build health literacy
  - Develop awareness
  - Stoke agency
  - Provide queues to action

- 20,000 learners (of 100,000)

Preparing the Workforce to Prevent, Detect, Respond

- **National Cooperative Extension Collaboration [USDA]**

COOPERATIVE EXTENSION

USDA

- 20-weeks of online applied learning
- Periodic live sessions
- +/- Learning communities
- 50 performance outcomes
  - Spark awareness, recognition
  - Common language, tools, approach
  - Foster engagement, collaboration

- 100 Adult learners

Preparing the Workforce to Prevent, Detect, Respond

Public Health AmeriCorps

Academic Health Department — Academic Public Health Corps

Regional Public Health Training Centers

- Region 1 New England Public Health Training Center
- Region 2 Public Health Training Center
- Region 3 Mid-Atlantic Regional Public Health Training Center
- Region 4 Public Health Training Center
- Region 5 Greater Lakes Public Health Training Center
- Region 6 South Central Public Health Training Center
- Region 7 Midwestern Public Health Training Center
- Region 8 Rocky Mountain Public Health Training Center
- Region 9 Western Region Public Health Training Center
- Region 10 Northwest Public Health Training Center

CDC TRAIN

California Pathways into Public Health Initiative (Cal-PPH)

Public Health Working Together

Healthy People

in

Healthy Communities

(Department of Health and Human Services)

https://health.gov/healthypeople

Thanks + Acknowledgements

Elizabeth Jarpe-Ratner, PhD, MPH, MST
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Christina Welter, DrPH, MPH
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Survey Respondents + Interviewees

Laura Trolio, Erin Knoerl, Ashley Tate, Lora Santilli, Tom Reizes and all NYSPHC leads

Beth Tailleur and NYS Public Health AmeriCorps leads

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