Council on Linkages Between Academia and Public Health Practice

Virtual Meeting

September 29, 2022

Welcome to Our Zoom Meeting!

- > Audio:
  - > Computer or phone
  - > Please keep your audio on mute when you are not speaking

- > Feel free to use the Chat box to share comments or questions

- > We are recording this meeting

The Council on Linkages
Between Academia and
Public Health Practice

Council on Linkages

Mission:

> To improve the performance of individuals and organizations within public health by:

>> Fostering, coordinating, and monitoring collaboration among the academic, public health practice, and healthcare communities

>> Promoting public health education and training for health professionals throughout their careers

>> Developing and advancing innovative strategies to build and strengthen public health infrastructure

The Council on Linkages
Between Academia and
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Council on Linkages

Staff:

Agenda

> Welcome and Overview of Agenda

> Approval of Minutes from June 24, 2022 Meeting

> > **Action Item:** Vote on Approval of Minutes

> Rebuilding the Public Health Workforce

> > Perspectives on Rebuilding the Workforce

> > Introduction to Public Health Practice Training Plan

> > Regional Public Health Training Centers

> Academic Health Department Learning Community

> Core Competencies for Public Health Professionals

> Core Competencies for Interprofessional Collaborative Practice

> Racial Justice Competency Model

> CDC E-Learning Institute Fellowship Program

> Other Business and Next Steps

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Approval of Minutes from June 24, 2022 Meeting

> **Action Item:** Vote on Approval of Minutes

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Rebuilding the Public Health Workforce

Ron Bialek, MPP, Council Director

Judy Monroe, MD, President and CEO, CDC Foundation

Michelle Carvalho, MPH, MCHES, CDC Council Representative

Megan Lincoln, MSW, Public Health Analyst, HRSA

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CDC Foundation

Rebuilding the Public Health Workforce

Public Health Workforce Development

Public Health Workforce Development in Health Departments

2018
Opioid Response

2020 COVID-19
January: PPE distributed
March: Sr. advisors hired
June: Surge & core staff hired
November: 847 COVID-19 Corps hired

2021
April: COVID-19 Corps hiring continued
June: ELC contract mechanism established
July: Workforce / Vaccine hiring began

2022
February: 3000+ COVID-19 Corps / Workforce / Vaccine staff in place
March – Present: 86 STLT jurisdictions served

CDC Foundation

CDC Foundation Hired and Placed Workforce Staff in Public Health Departments across the U.S.

- Case investigators
- Data analysts
- Epidemiologists
- Health educators
- Health equity officers
- Public health attorneys
- School liaisons
- Community outreach workers
- And many more
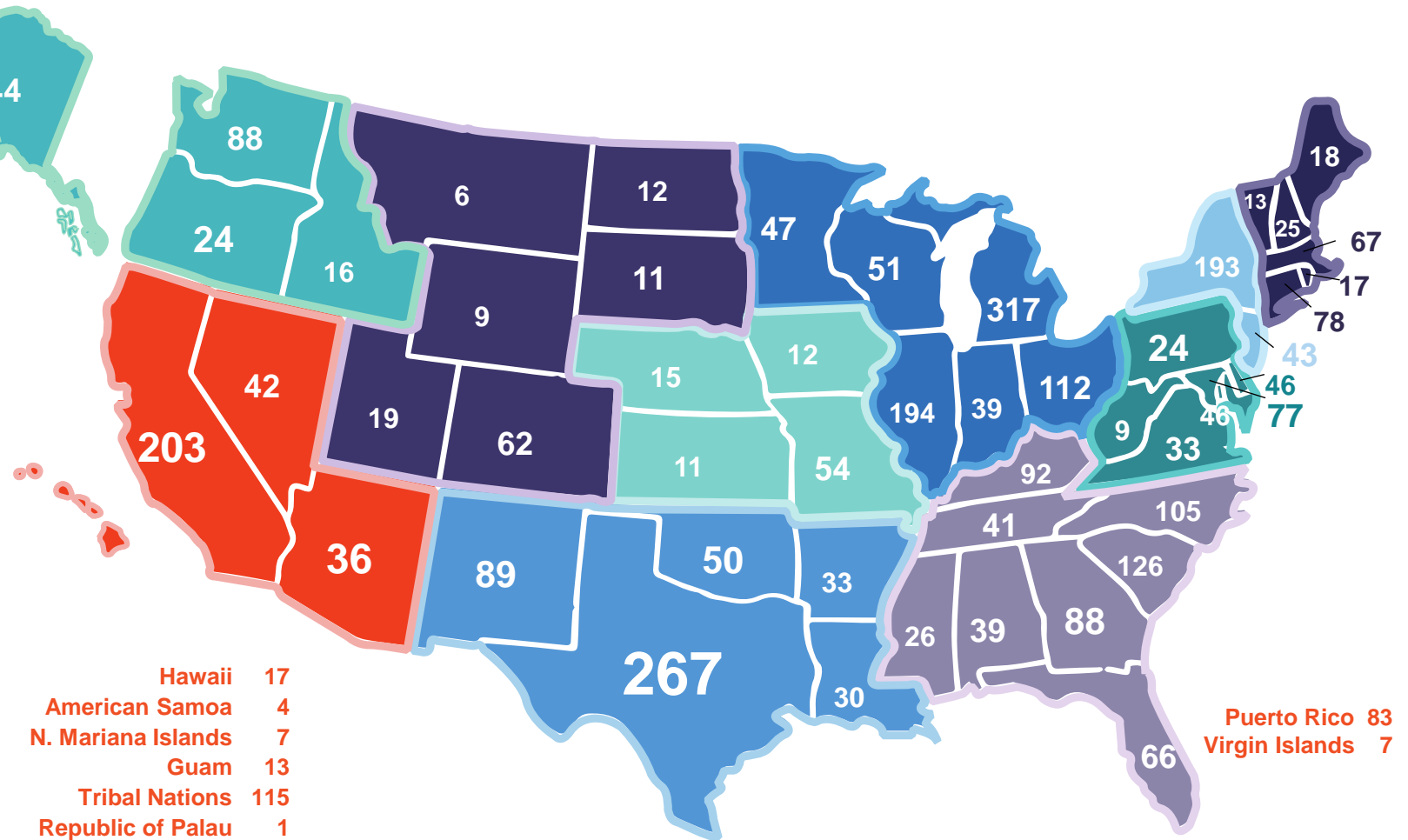
Cumulative placement of 3,000+ staff

Hawaii	17
American Samoa	4
N. Mariana Islands	7
Guam	13
Tribal Nations	115
Republic of Palau	1

Puerto Rico 83
Virgin Islands 7

Map shows current staff working in each state as of 02/02/22.

OVERDOSE RESPONSE STRATEGY
Funded by the Office of National Drug Control Policy and the Centers for Disease Control and Prevention

ORS
HIGH INTENSITY DRUG TRAFFICKING AREAS
Public Health/Public Safety Partnership
OVERDOSE RESPONSE STRATEGY

We support:

- 60 field staff across 60 state and local jurisdictions

- 13-member national coordination team

Pie chart legend:
- 60 Public Health Analysts — 81%
- 4 Program Leads — 7%
- 6 Public Health Coordinators — 8%
- 1 Pilot Project Evaluator — 2%
- 1 Communications Specialist — 1%
- 1 Program Assistant — 1%

Performance period: 08/01/2019 – 07/31/2023
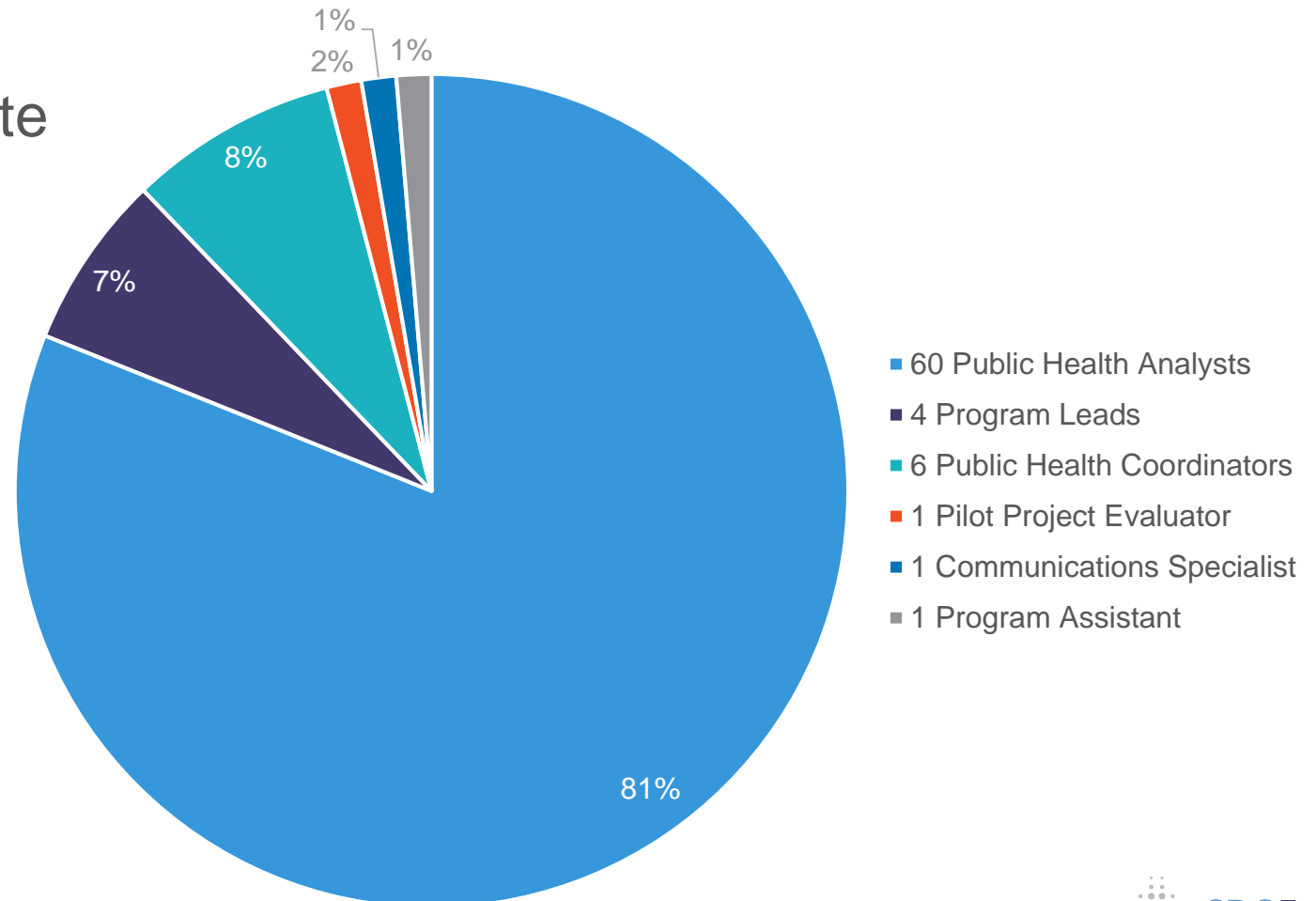
CDC Foundation

Overdose Data to Action (OD2A)

We support 155 surge staff across 55 jurisdictions and subrecipients
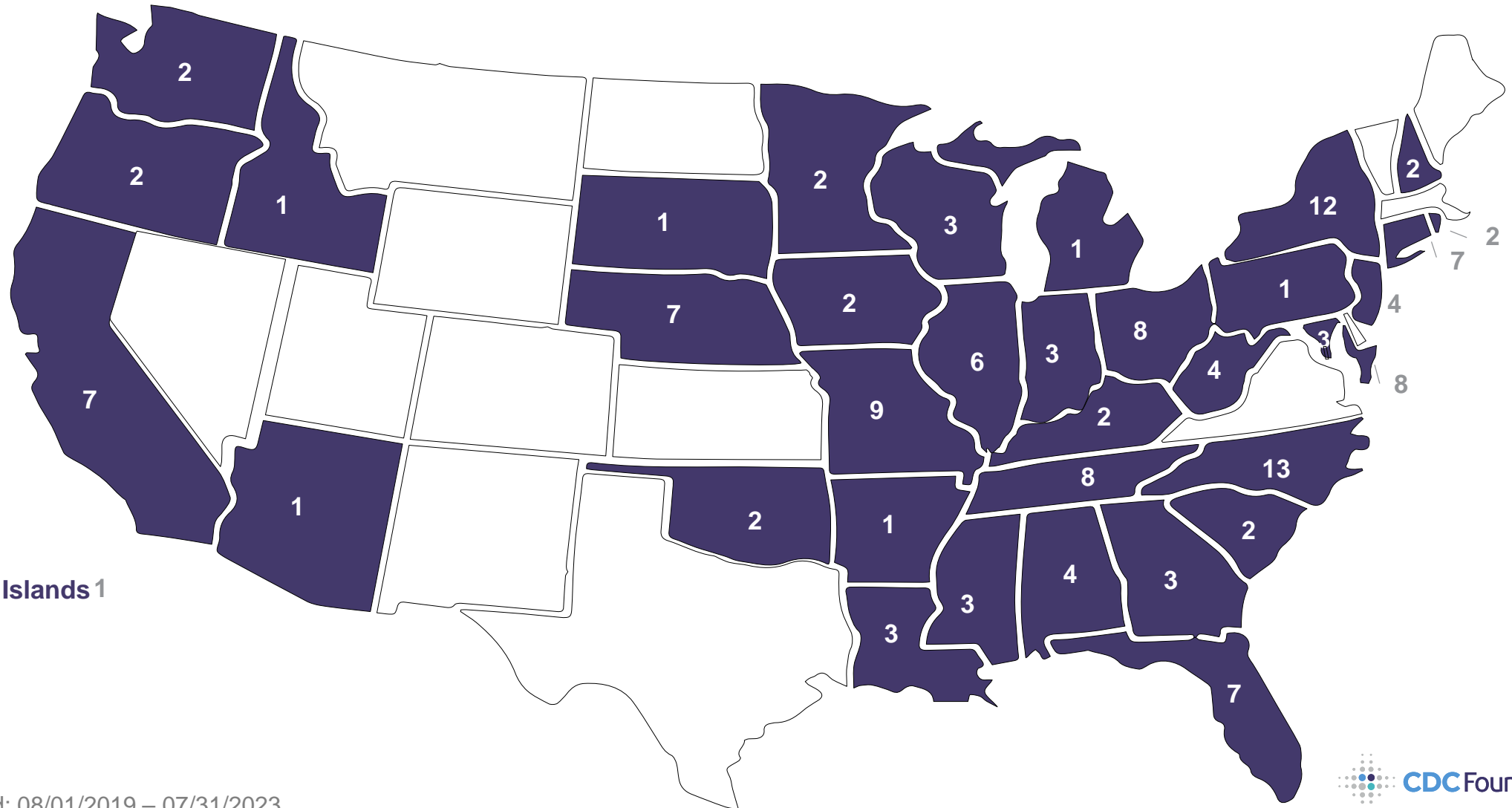
Alaska 2

Hawaii 6

Northern Mariana Islands 1

CDC Foundation

Training for the new public health workforce

Provide overview of public health practice

Prepare practitioners

Facilitate exploration of public health careers

CDC TRAIN **curated training plan**
"Introduction to Public Health Practice"

1. Introduction to Public Health
2. Health Equity
3. Communication Skills
4. Community Partnerships
5. Data Analytics and Assessment
6. Policy Development & Program Planning
7. Public Health Sciences
8. Career Pathways

CDC TRAIN

HOME   COURSE CATALOG   YOUR LEARNING   CALENDAR   RESOURCES   DISCUSSIONS   🔍

HELP

Introduction to Public Health Practice

❮ Back   **➕ Register**

ID 5858

This training plan provides an introduction to public health for people who may be new to working in the field. The training plan contains eight sections in the recommended order for completion. The courses in the plan are from a variety of training providers, and you may directed to an additional registration process. There will always be a free version of every course in the plan. If you want to take the free course, choose No CEU if prompted.

If you are a member of Public Health AmeriCorps, please go to the Foundational Training for Public Health AmeriCorps training plan.

Developed

July 2022

Estimated Time for Completion

Each section will have courses to get you started and courses for further exploration of the topic. The section overview lists the courses for each type.

Getting Started Content: 16.1 hours

Further Exploration Content: +17.2 hours

16

Introduction to Public Health Courses marked with asterisk are required

✱ [Section Overview- Introduction to Public Health](#)	0.2h
[What is Public Health? Hear from Public Health Students](#)	0.08h
[What is Public Health?](#)	0.08h
[What is Health Equity?](#)	0.08h
[Public Health 101 Series - Introduction to Public Health](#)	0.3h
🗓 Expiration Date Dec 31, 2025 11:59 PM EST	
[Why Managing Chronic Conditions Begins at Home](#)	0.13h
[Why is Mental Health a Public Health Issue?](#)	0.08h
[Public Health Department Tour](#)	0.18h
[A Day in the Life of a Health Educator](#)	0.08h

Health Equity `Courses marked with asterisk are required`

✳ [Section Overview- Health Equity](#)   0.2h

[Health Equity & Environmental Justice 101](#)   1h

📅 Expiration Date Dec 31, 2025 12:00 AM EST

[Implicit Bias: The Influence of your Unconscious Mind](#)   0.3h

📅 Expiration Date Dec 31, 2025 11:59 PM EST

[The Cliff of Good Health video](#)   0.1h

[Data for Rural Health Equity, Vol. I: Understanding Population …](#)   1.5h

[Addressing Health Equity: A Public Health Essential](#)   1.5h

📅 Expiration Date May 31, 2023 12:00 AM EDT

Communication Skills `Courses marked with asterisk are required`

✳ [Section Overview- Communication Skills](#)   0.2h

[Exploring Cross Cultural Communication](#)   2.5h

📅 Expiration Date Jan 1, 2025 12:00 AM EST

Career Pathways in Public Health Courses marked with asterisk are required

✱ [Section Overview- Career Pathways](#)		0.2h
[From the Front Row: A Conversation with Dwight Ferguson, Em…](#)		0.45h
[Is a Career in Public Health Right for Me? - Introduction to Publi…](#)		0.4h
[Career Profile – Public Health – San Francisco (Project Coordin…](#)		0.05h
[Careers in Health Education: Certified Health Education Specia…](#)		0.07h
[Community Health Worker Roles](#)		0.2h
[What Does an Epidemiologist Do?](#)		0.08h
[How I Started as a Program Evaluator](#)		0.07h
[A Day with a Disease Intervention Specialist](#)		0.07h
[Planning Your Next Steps - Intro to Public Health Practice](#)		0.75h

Public Health Training Center FY22 Notice of Funding Opportunity

Council on Linkages

September 29, 2022

Megan Lincoln
Project Officer Public Health Training Centers, Division of Nursing and Public Health
Bureau of Health Workforce (BHW)

Vision: Healthy Communities, Healthy People

Public Health Workforce Development Programs

PUBLIC HEALTH TRAINING CENTERS

increase the number, quality, and ability of public health workers.

FY 2021

$17 M

408
trainees

AY 2020-2021

Regional centers	10
Trainees from underrepresented minorities	32%
Trained in medically underserved communities	62%
Plan to work or train further in medically underserved communities	64%

HRSA Health Workforce

Public Health Core Competencies — Leadership institutes — Linking to Primary Care — Student Placements

Questions

Contact Us

Megan Lincoln

Public Health Analysis

Bureau of Health Workforce (BHW)

Health Resources and Services Administration (HRSA)

Phone: 301.442.2702

Email: mlincoln@hrsa.gov

Website: www.bhw.hrsa.gov

Connect with HRSA

Learn more: HRSA.gov

Sign up for HRSA eNews:

Follow us:

Academic Health Department Learning Community

Kathleen Amos, MLIS, Council Assistant Director

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Helping AHD Partnerships Grow

> National community of practitioners, educators, and researchers exploring AHD partnerships

> >1,200 members

Variety of Activities:

> Examples and stories of AHD partnerships

> Webinars by and about AHD partnerships

> Partnership agreements

> Listserv

> Technical assistance

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AHD Learning Community Engagement

> So far in 2022:
  > >7,000 online visits

> Since 2011:
  > >83,000 online visits

AHD Learning Community Engagement

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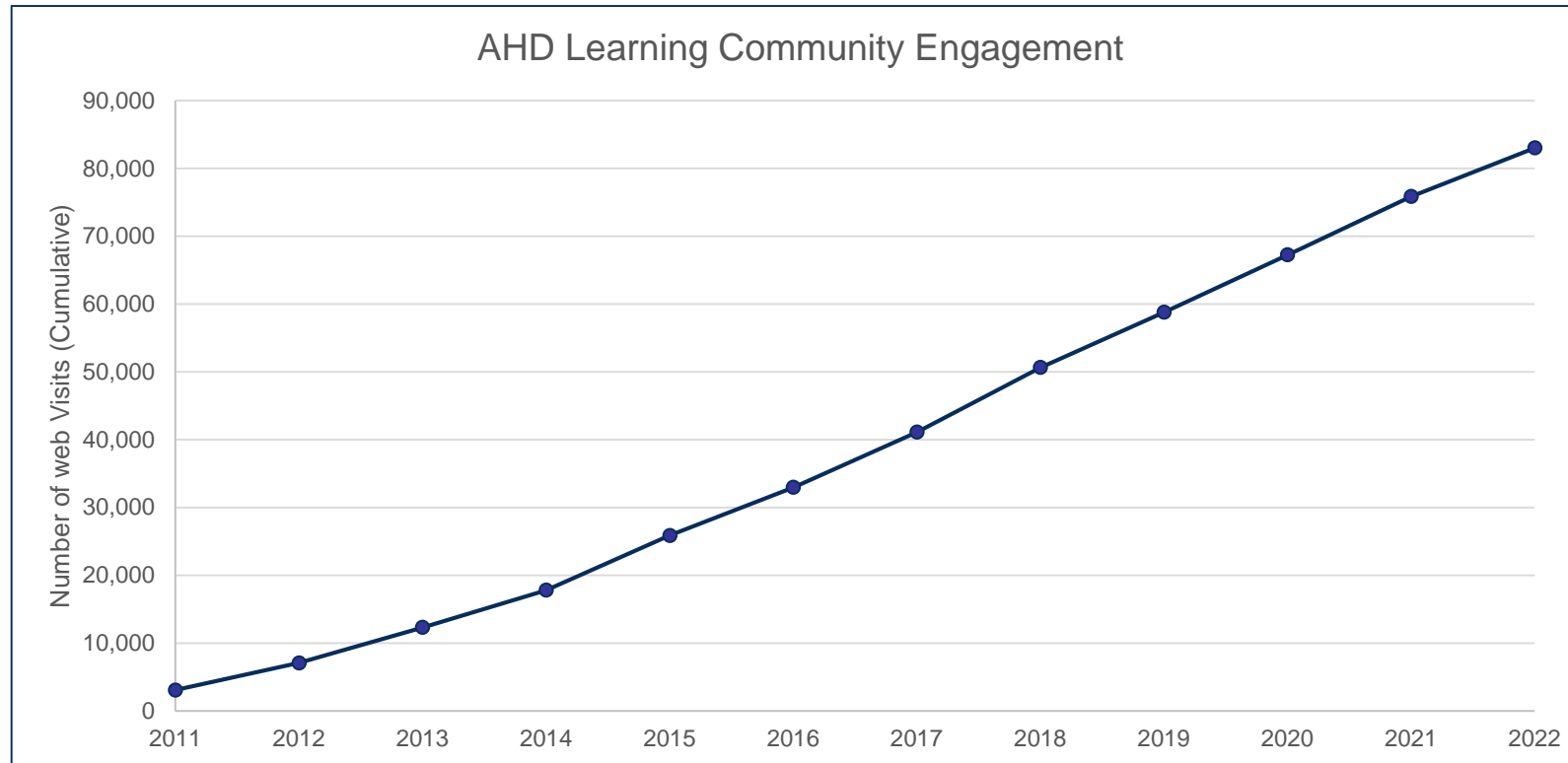
AHD Learning Community TA (2022)

> 15 requests, serving organizations in 10 states and DC

AHD Partnership TA

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Public Health Practice
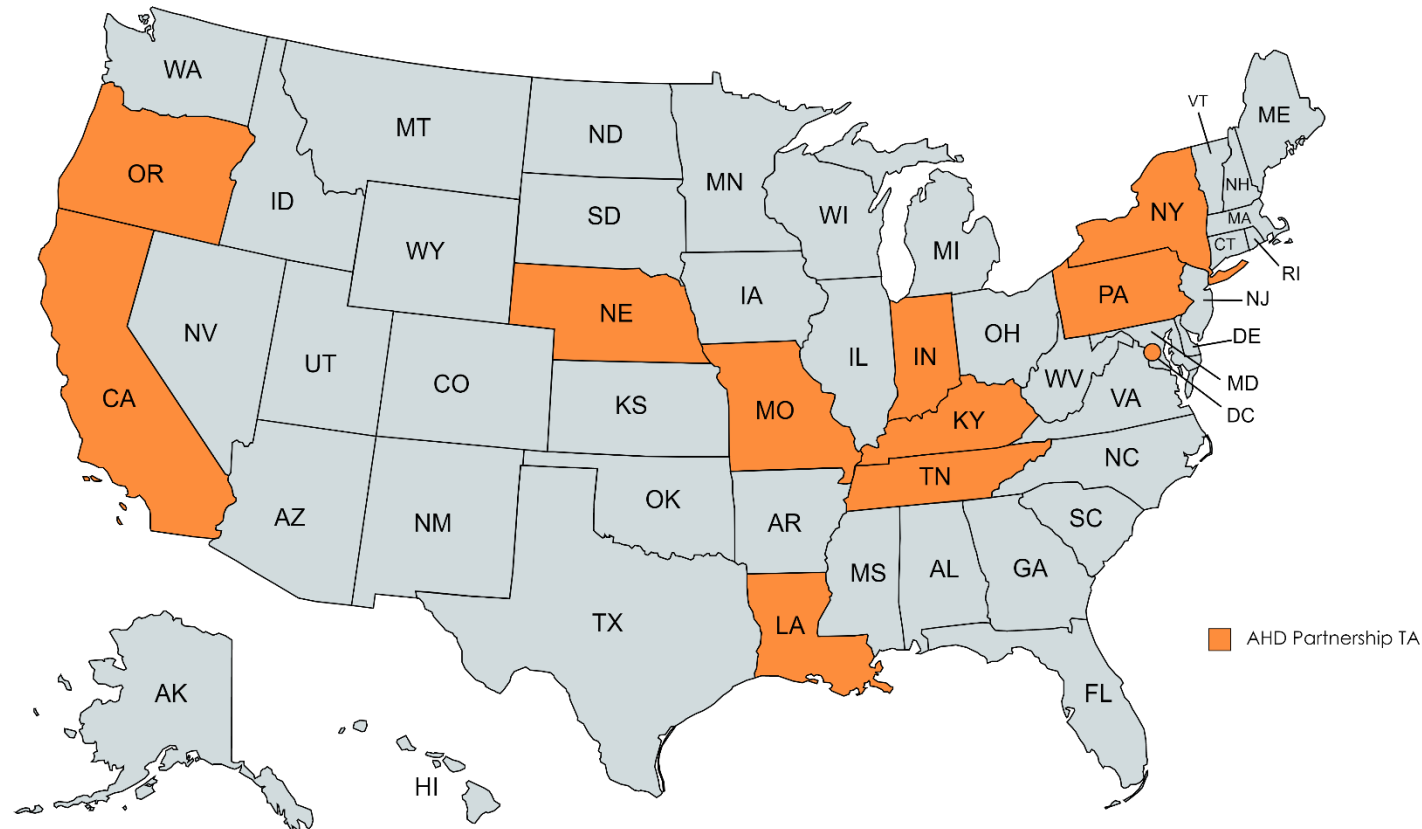
Webinars and Conferences

> Conferences:

> > [2022 NACCHO360 Conference](#): *Envisioning and Building the Public Health Workforce of the Future Through Partnerships* (July 2022)

> Webinars:

> > [AHD Webinar Series](#): late October/early November 2022

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Core Competencies for Public Health Professionals

Kathleen Amos, MLIS, Council Assistant Director

The Council on Linkages
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Core Competencies for Public Health Professionals

> Consensus set of foundational or crosscutting knowledge and skills for public health professionals
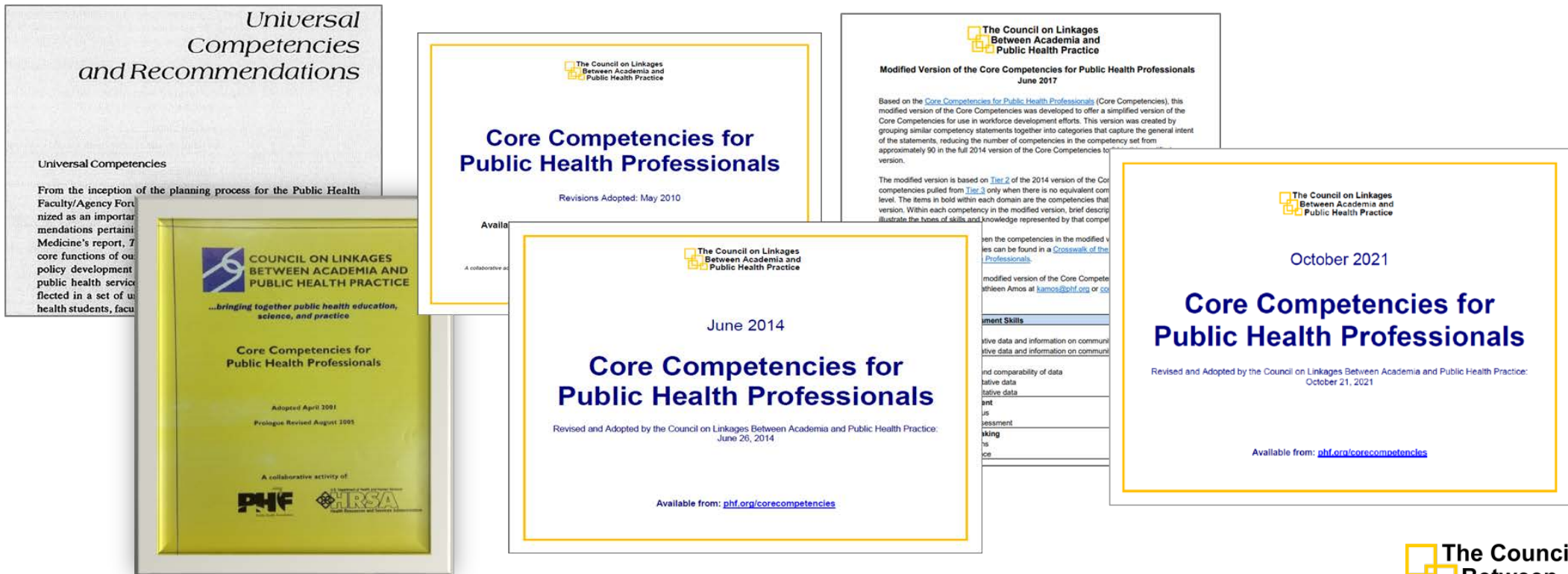
Core Competencies Use

> **Used by:**
>> ~80% of state health departments
>>
>> ~60% of tribal health organizations
>>
>> ~45% of local health departments
>>
>> ~25% of territorial health departments
>>
>> ~90% of academic public health-focused programs

> **Used in developing:**
>> Job descriptions
>>
>> Performance objectives
>>
>> Workforce competency/needs assessments
>>
>> Education and training
>>
>> Workforce development plans
>>
>> Discipline-specific competency sets

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National Initiatives

› Healthy People 2030
  › Public Health Infrastructure Objectives: Increase the proportion of state/local/tribal/territorial public health agencies that use Core Competencies for Public Health Professionals in continuing education for personnel

› Accreditation
  › PHAB Domain 8/Standard 8.2: Build a competent public health workforce and leadership that practices cultural humility
  › CEPH: Core Competencies were used in developing foundational competencies for accreditation criteria

› TRAIN Learning Network
  › Course providers can select competencies aligned with their courses and learners can search by competencies to build their knowledge and skills

› 10 Essential Public Health Services

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Core Competencies Usage

> So far in 2022:
>> >38,000 online visits
>> >34,000 online visits to resources and tools

> Since 2021 release:
>> ~45,000 online visits

Core Competencies Usage

The Council on Linkages Between Academia and Public Health Practice
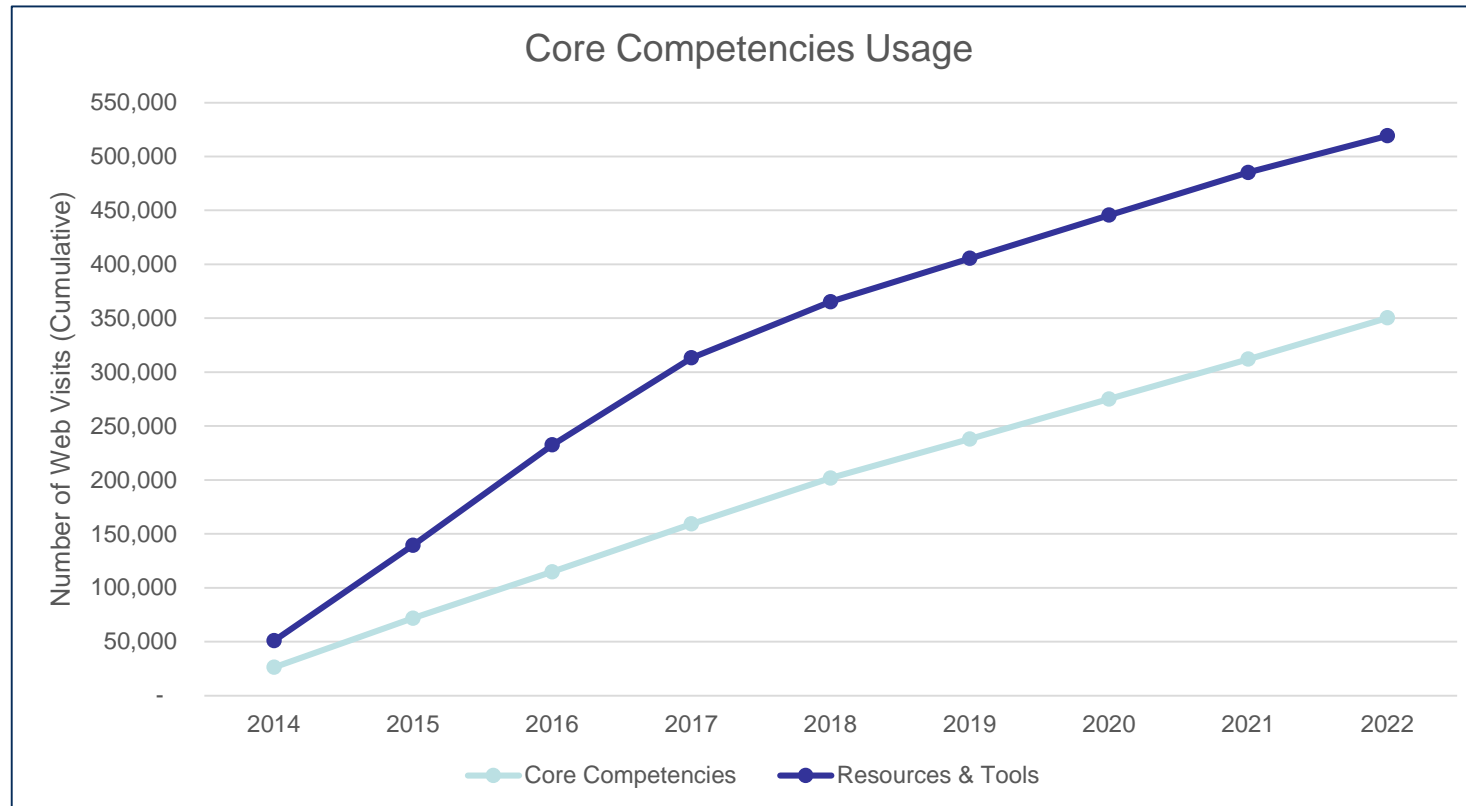
Core Competencies TA (2022)

> 32 requests, serving organizations in 15 states and Tanzania

Legend: Core Competencies TA

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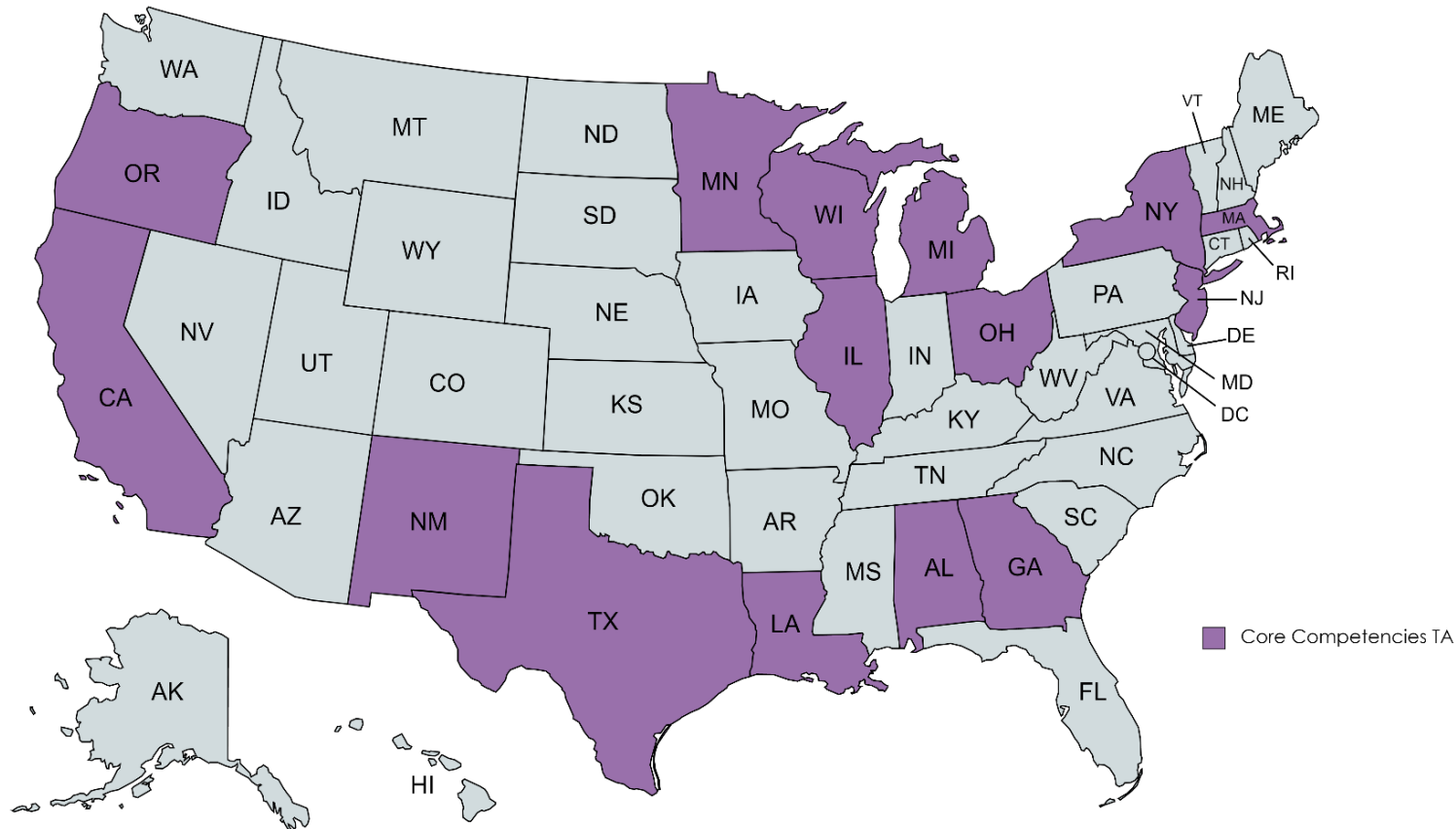
Core Competencies Dissemination

❯ Council website: www.phf.org/corecompetencies

❯ Conference sessions:

  ❯ [2022 NACCHO360 Conference](): *Introducing the 2021 Core Competencies for Public Health Professionals: Crosscutting Skills for a High-Performing Workforce* (On Demand in July 2022)

  ❯ APHA 2022 Annual Meeting & Expo:

    ❯ *[New Tools for Using the 2021 Core Competencies for Public Health Professionals]()*

    ❯ *[Who Has Time for Workforce Development? Reinvigorating Your Workforce Development Program]()*

    ❯ *[Advancing Health Equity with the Core Competencies for Public Health Professionals]()*

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Core Competencies Resources and Tools

> Updating existing resources and tools to reflect changes in the 2021 Core Competencies

> Competency assessments

> TRAIN Learning Network filters

> *NEW*: Prioritization tool

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Determining Essential Core Competencies for Public Health Jobs:
A Prioritization Process
September 8, 2022

Public health organizations can be more effective when the competencies of their staff match the types of activities they do in their jobs. It is important that job descriptions include the competencies, in terms of both skills and knowledge, for success in a position. This is a good practice for all organizations and supports successful recruitment, hiring, and professional development.

Core Competencies for Public Health Professionals

The Core Competencies for Public Health Professionals (Core Competencies), a consensus set of knowledge and skills for the broad practice of public health, as defined by the 10 Essential Public Health Services, offer health departments and other public health organizations a starting point for workforce development activities. Developed by the Council on Linkages Between Academia and Public Health Practice, the Core Competencies reflect foundational or crosscutting skills for professionals engaging in the practice, education, and research of public health. Widely applicable to the variety of jobs found within the public health field, the Core Competencies can be used for identifying competencies to be included in competency-based job descriptions.

Purpose of This Tool

For any position, critical Core Competencies will vary depending on the responsibilities and activities of individuals in that position. When developing a job description, it is important to determine which competencies are most essential for that position. This tool describes a process for prioritizing competencies for job descriptions using the 2021 version of the Core Competencies. A public health organization can use this process in a workshop setting to help engage staff members to identify and prioritize the competencies that they feel are most important for their roles. This process is grounded in the Core Competencies, and workshop facilitators should have a working knowledge of the Core Competencies for the process to be successful. Additional information about the Core Competencies is available at www.phf.org/corecompetencies.

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Core Competencies for Interprofessional Collaborative Practice

Liz Weist, MA, MPH, CPH, Director of Education, Association of Schools and Programs of Public Health

The Council on Linkages
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An Update on IPEC's Core Competency Revisioning Process

Sept. 29, 2022

Elizabeth "Liz" Weist, MA, MPH, CPH
Director of Education, ASPPH
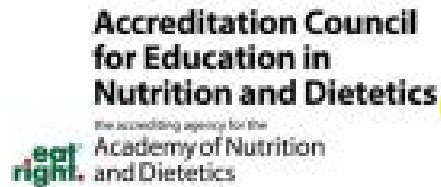Advisory Group Member, IPEC

IPEC®
Interprofessional Education Collaborative
Connecting health professions for better care

Objective for Today

Prepare the COL to give feedback on the IPEC Core Competencies review process and to comment on the future DRAFT competency framework for (date TBD by early 2023)

IPEC Members

Both COL and IPEC Strive to Bridge Academe and Practice

Education

Practice

IPEC Promotes Interprofessional *Education* for *Collaborative Practice*

Original MPH Foundational Competency #21

"Perform effectively on *interprofessional* teams"
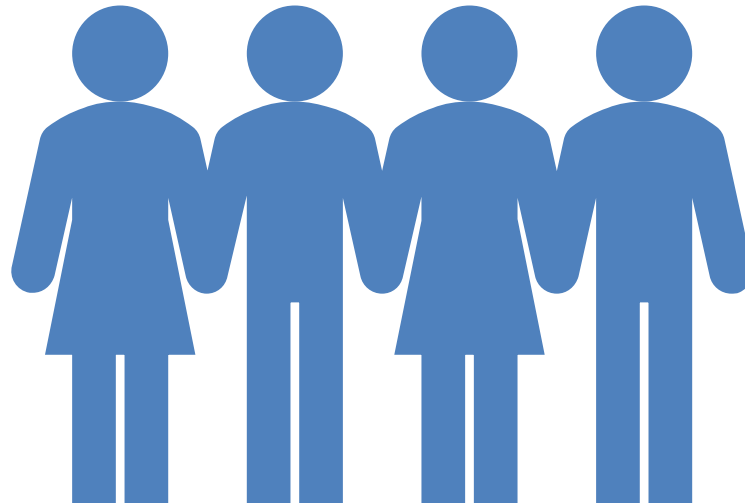
Current MPH Foundational Competency #21

"Integrate perspectives from other *sectors and/or professions* to promote and advance population health"
"

IPEC Core Competencies for Interprofessional Collaborative Practice

2010

2016
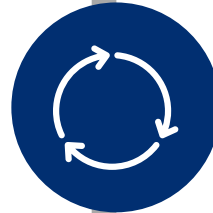
Who is Involved and How Selected?

The Core Competencies **Working Group (WG)** comprises a panel of IPE and CP leaders and experts from across the nation.

- The WG consists of a total of 23 members representing all 21 IPEC member associations, including two active students in health professions programs.
- Each IPEC-member association used its own process for identifying nominees.

Who Oversees the Process?

The CCR process is led by the IPEC Executive Board.

Day-to-day leadership is provided by an eight-member Advisory Group* and coordinated by the IPEC Associate Director.

AACN and ASPPH sit both on IPEC and the COL

EXECUTIVE BOARD
Approves priorities and strategic direction.

ADVISORY GROUP
Oversees project and provides strategic guidance.

WORKING GROUP
Submits recommendations and other input.

Four
WORKSTREAMS

Gather Feedback & Experiences

Research/Literature Review

Competency Revisioning

Report Writing & Editing

IPEC Repository

Accreditation Standards

Competency Sets

Job Task Analyses

Articles

Workforce Studies

Recommendation Reports

Practice - Performance Statements

Conf-Workshop Summaries

Assessment Tools

Sort by date ▾

+ Add file

HPAC
Health Professions Accreditors Collaborative
Health Professions Accreditors Collaborative
Interprofessional
↓ 0

NCICLE
NATIONAL COLLABORATIVE FOR IMPROVING THE CLINICAL LEARNING ENVIRONMENT
↓ 0

August 2020
↓ 0

Guidance on D
Quality Interprofess
↓ 0

Core Competencies for Public Health Professionals that Cross-talk with the IPEC Core Competencies

Domain 3: Communication Skills
3.2. Communicates with internal and external audiences
3.4. Facilitates communication among individuals, groups, and organizations

Domain 5: Community Partnership Skills
5.2. Establishes relationships to improve community health and resilience
5.3. Maintains relationships that improve community health and resilience
5.4. Collaborates with community members and organizations
5.5. Shares power and ownership with community members and others

Domain 7: Management and Finance Skills
7.4. Engages in professional development
7.11. Engages individuals and teams to achieve program and organizational goals
7.12. Facilitates collaboration among individuals, groups, and organizations

Domain 8: Leadership and Systems Thinking Skills
8.1. Creates opportunities to achieve cross-sector alignment

Concepts of Interest

Several constructs based on collective feedback from open town halls and survey data.

Diversity, Equity, Inclusion

Leadership

One Health

Well-being and Resilience

Team Science

| Home | About Us | Membership | Newsroom | Resources | Events & Webinars | IPE Collaboration Award |

IPEC Core Competencies   2021-2023 Revision

MedEdPORTAL

Recommended Links

Coronavirus Resource Center

Poster Collection

Funding Opportunities

IPE Scoping Review

IPEC Core Competencies Revision, 20

This page will house FAQs and other information about the revision project.

In May 2021, IPEC announced plans to begin a formal proces... EC Core Competencies.

The IPEC Core Competencies (CC) have helped to frame the interprofessional education (IPE) and collaborative practice (CP) as a catalyst for improving teambased patient care and enhancing population health outcomes.

Key drivers for the 2021-2023 revision include the need to empower the IPE community with the best available evidence and research related to IPE and CP; conduct a cyclical review on common definitions for competence, competency and competency framework; and ensure that this framework accurately reflects any changes in research, policy, and practice.

The update process is slated to begin in June 2021 with a tentative release in summer/fall 2023.

View full news release here.

Helpful Links

- 2011 Core Competencies
- 2016 Update
- 2021-2023 Revision FAQs

Quick Links

Core Competencies

My Member Profile

Create an Account

IPEC Connect Login

IPEC Learning Connect Login

Latest News

Upcoming Events

Fri Aug 5, 2022
Texas IPE Consortium Annual Meeting
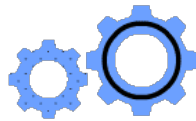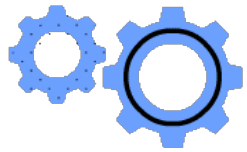Category: External

Sat Aug 20, 2022
Nexus Summit 2022
Category: External

Mon Aug 22, 2022
Advancing the Interprofessional Clinical Learning Environment: A Conversation With NCICLE, IPEC, and HPAC

What's Next? What Can You Do?

Visit the FAQs page: https://www.ipecollaborative.org/ipec-ccr-faqs

Participate in upcoming online feedback sessions on the draft revisions in early 2023

Share your questions, concerns, experiences, and/or perspectives with Liz (eweist@aspph.org) or Shelley McKearney, IPEC's Associate Director (smckearney@ipecollaborative.org)

Q&A

Something to say?
Eager to hear from you!

Thank you for engaging with IPEC!

Racial Justice Competency Model

Mayela Arana, MPH, CHES, CPH, Associate Director, Region 2 PHTC

Dena Fife, MA, Instructional Services Specialist, Midwestern PHTC

Dany Zemmel, MPH, Training and Engagement Manager, Region V PHTC

The Council on Linkages
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Who is the Public Health Training Center Network?

We are a consortium of regional Public Health Training Centers that collectively represent the nation's most comprehensive resource for public health workforce development.

Regional Public Health Training Centers

6 SOUTH CENTRAL PHTC
Tulane University

Arkansas, Louisiana, New Mexico, Oklahoma, Texas

7 MIDWESTERN PHTC
University of Iowa

Iowa, Kansas, Missouri, Nebraska

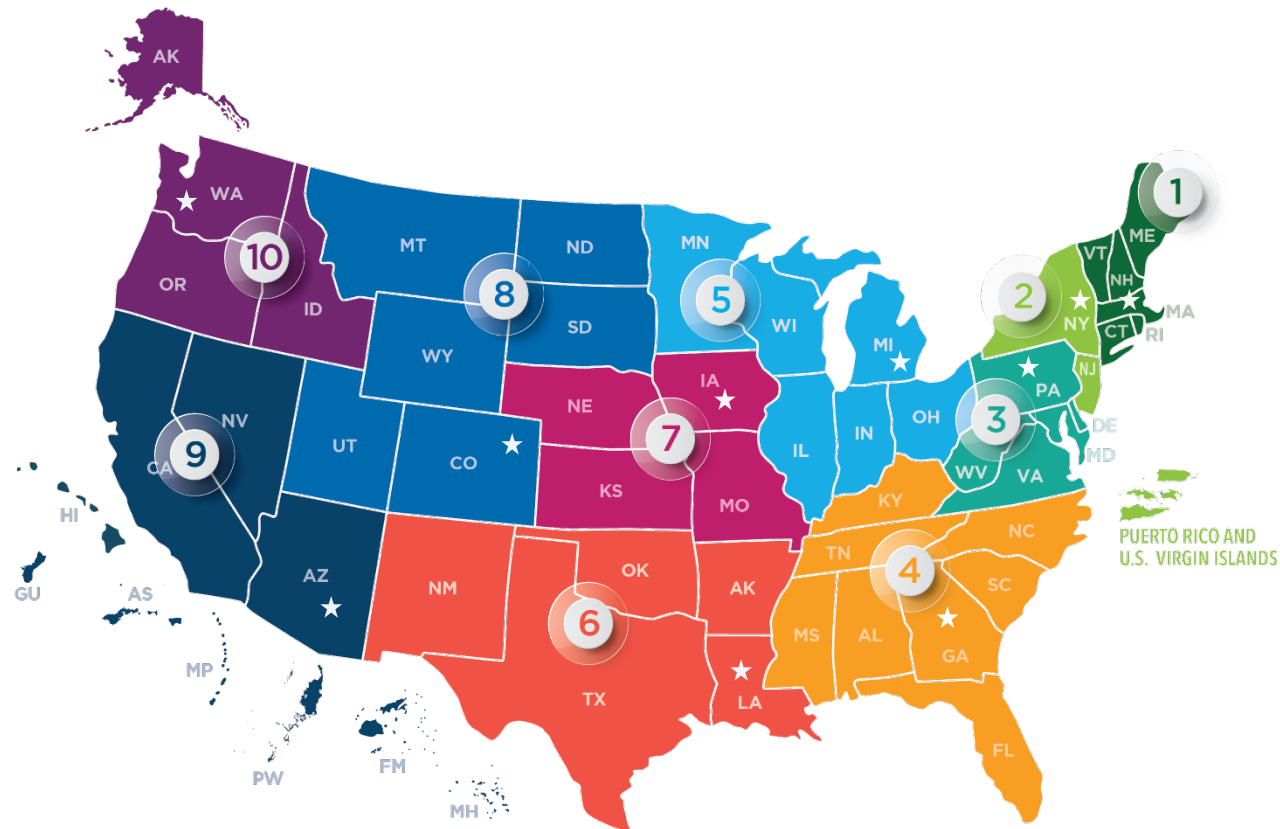**8 ROCKY MOUNTAIN PHTC**
University of Colorado

Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

9 WESTERN REGION PHTC
University of Arizona

Arizona, California, Hawaii, Nevada, U.S. Affiliated Pacific Islands

10 NORTHWEST PHTC
University of Washington

Alaska, Idaho, Oregon, Washington

1 NEW ENGLAND PHTC
Boston University

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

2 REGION 2 PHTC
Columbia University

New Jersey, New York, Puerto Rico, U.S. Virgin Islands

3 MID-ATLANTIC REGIONAL PHTC
University of Pittsburgh

Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

4 REGION IV PHTC
Emory University

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

5 REGION V PHTC
University of Michigan

Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

PHTC NETWORK
PUBLIC HEALTH TRAINING CENTER NETWORK

Project Background

- **COVID-19 disproportionally affects communities of color**

- **Civil unrest in response to police killings of unarmed Black people & AAPI Hate Crime**

- **Public health agencies across the country declare racism a public health issue**

Our Goal

Establish clear, specific, consensus-based recommendations and produce a competency set.

Applicable to the PHTCs, our partners, and local and state health departments to develop training, write job descriptions, and evaluate performance.

Timeline

Step 1: Create a Competency Library → **Step 2:** Convene an Expert Review Panel → **Step 3:** Create Draft Models → **Step 4:** Validate → **Step 5:** Finalize and Disseminate

Beginning with the 10 PHTCs and our partner organizations, we identified existing competency statements and frameworks being used in training development and strategic planning efforts. The resulting competency library comprised over 650 statements relevant to health equity and racial justice.

A group of 35 public health practitioners from state, local, and tribal public health departments; federal government agencies such the CDC; non-governmental organizations; and academics from various schools of public health across the country were convened to help prioritize competency statements and provide feedback and suggestions throughout the process.

ERP members and PHTC staff took part in an iterative process of development, including monthly meetings to discuss the utility of the model, the organizing framework that should be used, including domains and the use of tiers. The ERP provided insight on the applicability of the competency statements and, their relevance in providing staff with the tools to combat racism in their public health work.

Validation to ensure that the model reflects the necessary and practical knowledge, skills, and attitudes needed to address racism in public health practice. This included a survey administered to the expert review panel and feedback from town hall meetings held in Spring 2022

Based on the results of the validation phase we refined and finalize Version 1 of the model. Version 1 will be launched on the rjcmph.org on **October 1st!**

This model will be periodically reviewed and revised to ensure it remains relevant for public health practitioners.

Based on U.S. Department of Labor's Competency Model Clearinghouse
A Process for Developing Competency Models

PHTC NETWORK
PUBLIC HEALTH TRAINING CENTER NETWORK

Alignment with Existing Models & Competencies

10 Essential Public Health Services

- Have organized RJCM domains to align with the 3 EPHS Domains
  - Assessment
  - Policy Development
  - Assurance

Core Competencies for Public Health Professionals

- In the validation phase, we worked with our NNPHI partners to develop a crosswalk between the RJCM and the COL Core Competencies
  - Mapping aims to show correlation and areas of gaps between competencies identified in the two models

PHTC NETWORK
PUBLIC HEALTH TRAINING CENTER NETWORK

RJCM Available for download on rjcmph.org on October 1st!

Abstract Accepted for Oral Presentation at the Annual APHA Conference being held in Boston, November 6-9th

Title: Racial Justice Competency Model for Public Health Professionals: Preliminary Feedback
Session: Innovative Models to Advance Health Equity through Use of Competencies and the PHAB Standards
Date: 11/08/2022
Time: 08:30 AM

Contact Us!

Mayela Arana, MPH, CHES, CPH
Associate Director
Region 2 Public Health Training Center
ma3591@cumc.columbia.edu

Dany J. Zemmel, MPH
Training and Engagement Manager
Region V Public Health Training Center
dzemmel@umich.edu

Dena Fife, MA
Instructional Designer
Midwestern Public Health Training Center
dena-fife@uiowa.edu

region2 public health training center

REGION V PUBLIC HEALTH TRAINING CENTER

MPHTC Midwestern Public Health Training Center

PHTC NETWORK PUBLIC HEALTH TRAINING CENTER NETWORK
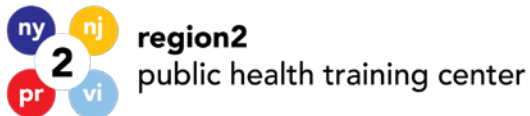
CDC E-Learning Institute Fellowship Program

Michelle Carvalho, MPH, MCHES, CDC Council Representative

The Council on Linkages
Between Academia and
Public Health Practice

https://www.cdc.gov/training/elearninginstitute

E-LEARNING INSTITUTE
Centers for Disease Control and Prevention

Accepting applications
September 12-October 21, 2022

The CDC E-learning Institute (ELI) is designed to cultivate skills of public health training professionals with limited experience designing or developing e-learning products.

Through partnership with the Public Health Foundation ⬈ , ELI is a six-month online fellowship that offers access to CDC-developed materials and subject matter experts, as well as the opportunity to learn from peers in a positive, experiential environment.

Fellows learn innovative strategies and get the hands-on experience needed to create quality e-learning products.

| Apply to ELI | About ELI | Product Examples | Graduate Testimonials |

Apply to ELI

The application period for the 2023 cohort is September 12 – October 21, 2022.

Follow these four steps to apply to ELI. You must be willing to commit to this 6-month, online fellowship.

1 Check Eligibility

2 Review Frequently Asked Questions

3 Prepare Application Info

4 Complete Online Application

Apply Now

Other Business and Next Steps

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Thank You!

Questions: Kathleen Amos at kamos@phf.org

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