Council on Linkages Between Academia and Public Health Practice

Virtual Meeting

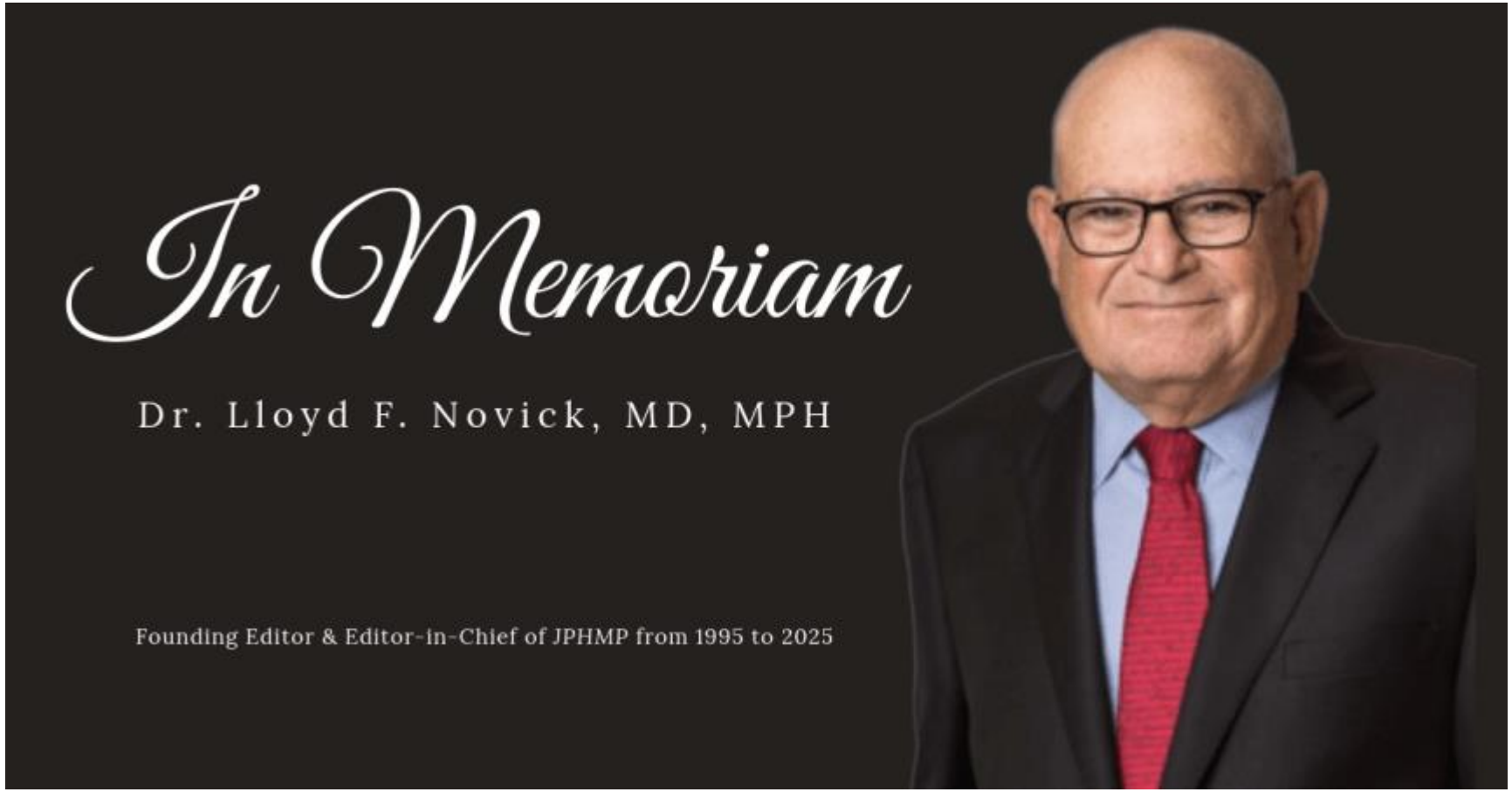
September 12, 2025

The Council on Linkages Between Academia and Public Health Practice

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

In Memoriam: Dr. Lloyd F. Novick



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

Council on Linkages

APHA
American Public Health Association
For science. For action. For health.

APTR
Association for Prevention Teaching and Research

APHL

American Association of Colleges of Nursing

CDC
Centers for Disease Control and Prevention

ACPM
American College of Preventive Medicine
physicians dedicated to prevention

AAPHP
Association of Accredited Public Health Programs

CSTE

Council of Public Health Nursing Organizations

astho

HRSA
Health Resources & Services Administration

CEPH
Council *on* Education *for* Public Health

ASPPH
Association of Schools & Programs of Public Health

Community-Campus Partnerships for Health
Promoting Health Equity & Social Justice

NALBOH
National Association of Local Boards of Health

AUPHA

National Network of Public Health Institutes

SOPHE
Society for Public Health Education

NACCHO
National Association of County & City Health Officials

National Board of Public Health Examiners
Credentialing Public Health Leaders

National Environmental Health Association

PHAB
Advancing public health performance

NIH U.S. National Library of Medicine

Staff: PHF Public Health Foundation

Agenda

- Welcome and Overview of Agenda
- Approval of Minutes from February 20, 2025 Meeting
  - **Action Item:** Vote on Approval of Minutes
- Rebuilding the Public Health Workforce
  - Insights from the Association of State and Territorial Health Officials
- Core Competencies for Public Health Professionals
  - Open Discussion: Sharing Core Competencies Experiences
- Council Member Organization Workforce Development Updates
  - Association of University Programs in Health Administration
  - American Public Health Association
- Academic Health Department Learning Community
- Retention and Recruitment Toolkit
- Upcoming Events
  - 2025 American Public Health Association Annual Meeting and Expo
  - 2025 Public Health Learning Forum
- Other Business and Next Steps

Approval of Minutes from February 20, 2025 Meeting

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

Rebuilding the Public Health Workforce: Insights from the Association of State and Territorial Health Officials (ASTHO)

Ron Bialek, MPP, Council Director

Joseph Kanter, MD, MPH, CEO, ASTHO

Strengthening Public Health Workforce Through Collaboration

September 12, 2025

Strengthening and Supporting the Public Health Workforce

Recruitment

- Academic health department approaches
- Promoting public health careers and governmental public health job opportunities
- Sharing model job descriptions and strategies

Retention

- Addressing moral injury, burnout, and building cultures of care
- Fostering connections through peer networks
- Leadership development

Sharing Successes

- www.PHinfrastructure.org/stories
- PHIG Connections Newsletter
- PHIG Insight Report on Public Health Review Morning Edition

Recruitment

Academic Health Department Partnerships

As defined in the PHF Toolkit:

> *"AHD partnerships can enhance public health education and training, research, and service and may offer a variety of benefits, both for the organizations involved and for the community as a whole."*

ASTHO & Public Health Foundation

Partnership Overview

Over the past year, ASTHO partnered with the Public Health Foundation (PHF) to develop educational resources supporting AHD development.

This work was funded through the **Public Health Infrastructure Grant** (PHIG), aimed at reinforcing foundational public health capabilities.

Key Deliverables from the Collaboration

- **Blog 1**: Texas Department of State Health Services (DSHS) brought multiple schools of public health together under a unified program—the *Academic Health Partnership Initiative*.

- **Blog 2**: Hillsborough County (Florida Department of Health) partnered with the University of South Florida to co-author a successful PHIG funding proposal in 2022.

- **Blog 3**: County of San Diego Health and Human Services Agency (HHSA) and San Diego State University (SDSU) leveraged their partnership to strengthen public health capacity during the COVID-19 pandemic.

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menu MENU

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search SEARCH

ASSOCIATION OF STATE AND TERRITORIAL HEALTH OFFICIALS

Home / Communications / Blog / 2025 / Public Health and Academic Leaders Unite Through Texas Consortium

Public Health and Academic Leaders Unite Through Texas Consortium

JUNE 10, 2025 | MAYELA ARANA

In a state as vast as Texas — spanning 254 counties and operating under a decentralized public health system — collaboration is key to strengthening public health efforts. With local and county health departments working independently and the state stepping in where no local health department exists, fostering partnerships across institutions is both a challenge and an opportunity.

Recognizing this, the Texas Department of State Health Services (DSHS) brought multiple schools of public health together under a unified program: the Academic Health Partnership Initiative. Led by the DSHS Office of Practice and Learning within the Center for Public Health Policy and Practice, this initiative is designed to strengthen, support, and enhance activities between public health practice and academic institutions, in which the Academic Public Health Consortium plays a key strategic, collaborative role.

Partnership Purpose and Benefits

DSHS believes that forming Academic Health Department (AHD) partnerships creates accountability, clearer collective value, and greater access to funding opportunities. AHD partnerships, which can range from student internships to fully integrated collaborations and

Author

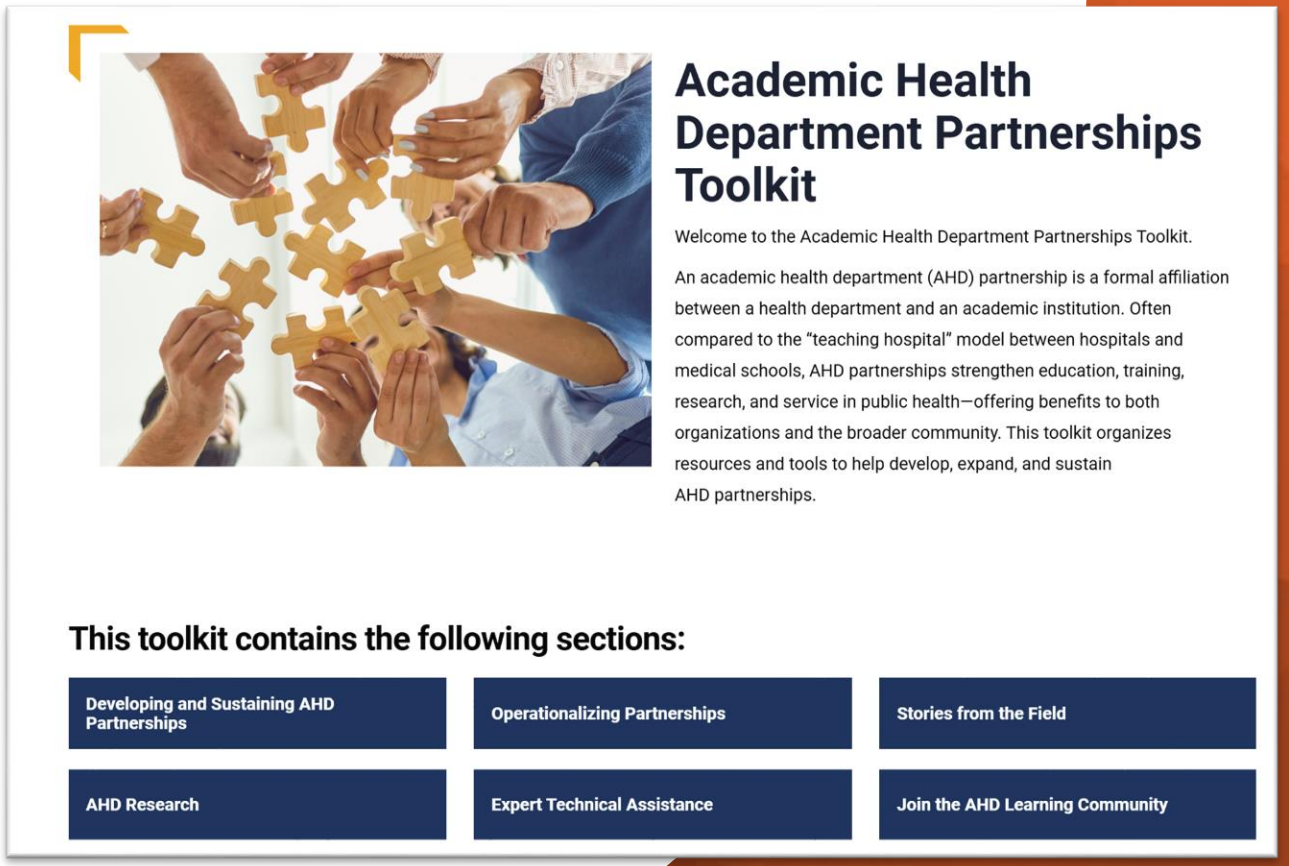
Mayela Arana, MPH, CHES, CPH

Public Health Foundation

Senior Program Manager, Workforce Development

Key Deliverables from the Collaboration

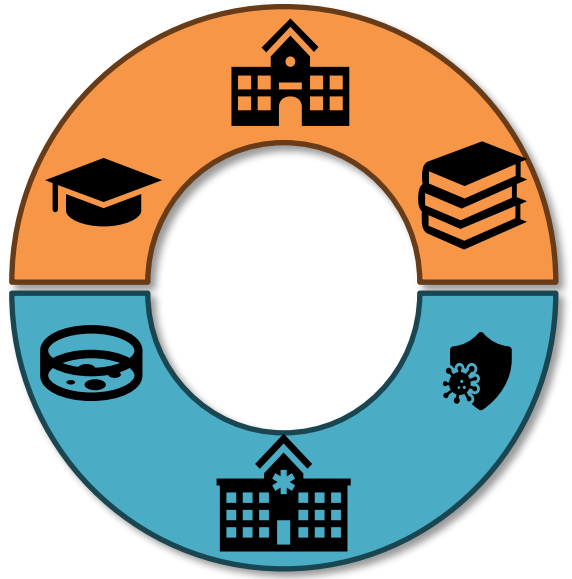
- Webinar Series
- Dedicated AHD Toolkit
- Personalized Technical Assistance



Impact and Future Opportunities

This initiative and other efforts to support AHDs help agencies in:

- **Aligning academic and practice communities**
- **Strengthening pipelines and pathways to public health careers**
- **Enhancing public health infrastructure**



Other Efforts Supporting AHD Development

Workforce Development Through ASTHO's Topical Pop-Up Series

- ASTHO hosts a Workforce Topical Pop-Up every second Tuesday of the month at 4:00 PM ET.

- These sessions spotlight key workforce topics such as:
  - Academic Health Departments
  - Onboarding strategies
  - Career pathway development
  - Retention programs

- Open to all PHIG recipients, these calls foster networking, collaboration, and shared learning across agencies.

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ASTHO Recruitment Support

- In 2024 ASTHO released recommendations for enhancing public health recruitment and hiring.
- PHF also released a Retention and Recruitment toolkit to support governmental public health agencies through achievable workforce policies.

Retention and Recruitment Toolkit

This action-oriented toolkit highlights strategies within the sphere of influence of public health professionals, focusing on areas with significant potential for improvement. It emphasizes opportunities where leaders, supervisors, and staff can take meaningful action to drive noticeable change.

Five Recommendations for Enhancing Governmental Public Health Workforce Recruitment and Hiring

1. Efficient and Effective Recruitment and Hiring Policies and Processes

Governmental Public Health Actions

- Apply quality improvement methodology to improve high-priority processes (creation, posting, promotion, interviewing, overall time to hire, etc.).
- Nurture relationships with central HR or other governmental agencies that control or impact the hiring process to make system-wide improvements.
- Modernize legacy policies and practices to be equitable and competitive with the market (e.g., flexible work conditions, hybrid and remote work options).
- Reconsider educational requirements for jobs, match requisites with lived experience and/or skills needed.
- Examine policies and practices for unintentional bias and make revisions as needed.
- Offer equitable, fair, and competitive compensation packages for open/vacant and current positions.
- Ensure new and existing managers have access to tools and training on the latest processes.
- Use data (e.g., onboarding, stay interview, or exit interview) to inform decisions and planning.
- Partner with policymakers to expand limits to full-time equivalent (FTE) caps.
- Ensure application and hiring processes are easy to access and understand.

Potential Indicators

- Time-to-hire
- Vacancy rates
- Employee satisfaction

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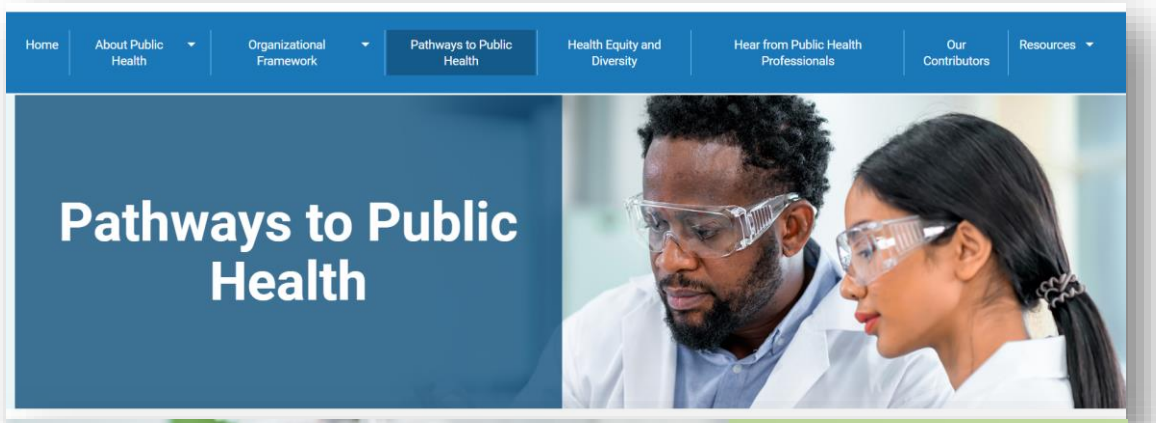
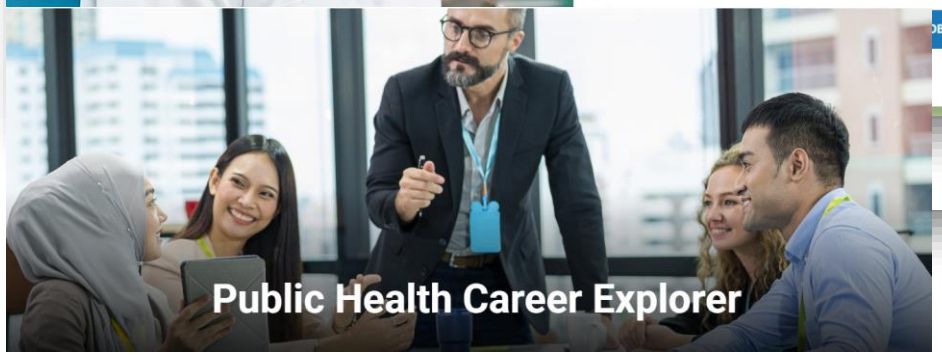
One-stop shop for job seekers looking for careers in state, territorial, local or freely associated state governmental public health jurisdictions

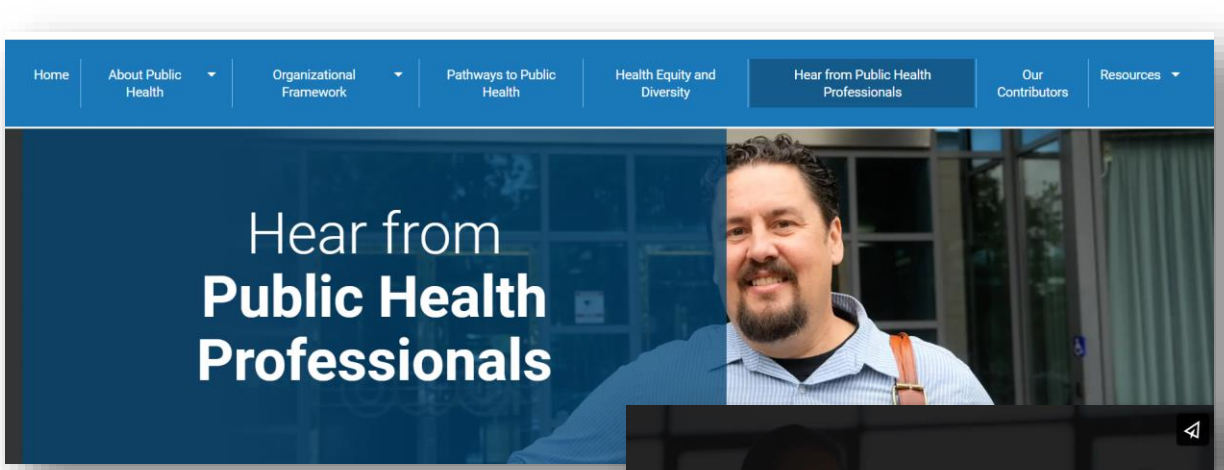
AK , AR , CO, FL, GA, IA, LA, MD, MI, MN, MS, NM, NC, NE, OH OK, PA, RI, SC, TN, UT, WV, WA, WY

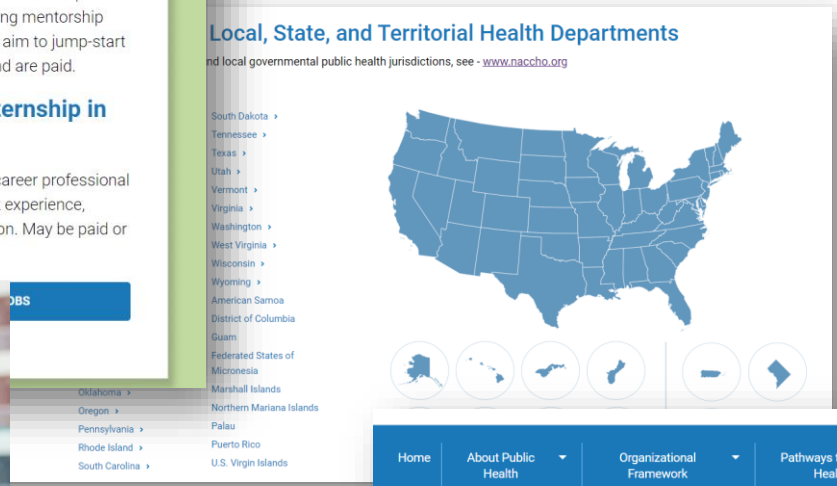
|Columbus, OH | Cleveland, OH | Detroit, MI | El Paso, TX | Tarrant County, TX | Houston, TX | Southern Nevada | Health District, NV| San Diego, CA | Santa Clara, CA | King County, WA | Pima County, AZ

PublicHealthCareers.org









Public Health Careers.org
Life's Work™

Retention

PH-HERO

- PH WINS data from 2021 and now 2024 are guiding ASTHO's retention, engagement, and well-being efforts.
- ASTHO's **PH-HERO** initiative is in its third year working to address workforce burnout, moral injury, and aid in overall retention and recruitment efforts to support a culture of well-being and resilience within public health agencies.
- Currently, the **PH-HERO Learning Community** offers a space for all PHIG recipients to learn, share resources, and receive support for retention and well-being efforts.

ASTHO Peer Networks

- Chief Financial Officers
- Chief Medical Officers
- Human Resource and Workforce Development Directors
- Informatics Directors
- Medical Countermeasure Coordinators
- Primary Care Office Directors
- Public Health Lawyers
- Public Health Preparedness Directors
- State Environmental Health Directors
- State Legislative Liaisons
- Senior Deputies
- State Tribal Liaisons
- Telehealth Leads
- Tobacco Control Programs
- Public Health Communicators

The Executive Leadership Forum (ELF) was established in Fall 2019 to allow existing peer networks (Senior Deputies, CFOs, HR/Workforce Directors, Legislative Liaisons, and Public Health Lawyers) time and space to discuss relevant public health issues that would benefit from cross-cutting executive team discussion and collaboration.

Workforce/HR Peer Network

- ASTHO convenes the state/territorial/FAS Workforce and HR Directors Peer Network for monthly meetings.
- Currently approximately 130 jurisdiction members.
- Purpose is to share resources, best practices, and support joint problem solving.
- The monthly peer network meeting has been an effective venue to share success on topics like AHD partnerships, including hearing from external partners like PHF and IHE conducting research and sharing findings related to public health workforce topics.

Essentials of Leadership and Management

- Prepares **new and existing supervisors** for their roles within governmental public health agencies
- Content incorporates case examples and topics relevant to Public Health Managing Remote Teams, Leading Peers, Effective Communication, Building Team Resilience and more.
- **Participants receive resources and job aides** to support their ongoing management and leadership development during and following the course.
- **Asynchronous on-demand content** available in addition to Fast Track cohorts to allow peer-to-peer virtual engagement over 3 months. Digital badges are awarded for completion of cohort sessions.

- ***Reached over 800 participants this year***
- ***Successfully worked with 3 jurisdictions to customize program for their staff***

ASTHO Leadership Institute (ALI)

- Customized learning program for governmental public health leadership
- Expanded ALI to offer an interdisciplinary Executive Leaders Cohort (i.e. Chief of Staff, CFOs, Senior Deputies, DMI Directors, PH Lawyers, etc.)
- Six-month program encourages reflection, innovation and brave leadership through dynamic network of peer connection and skill development

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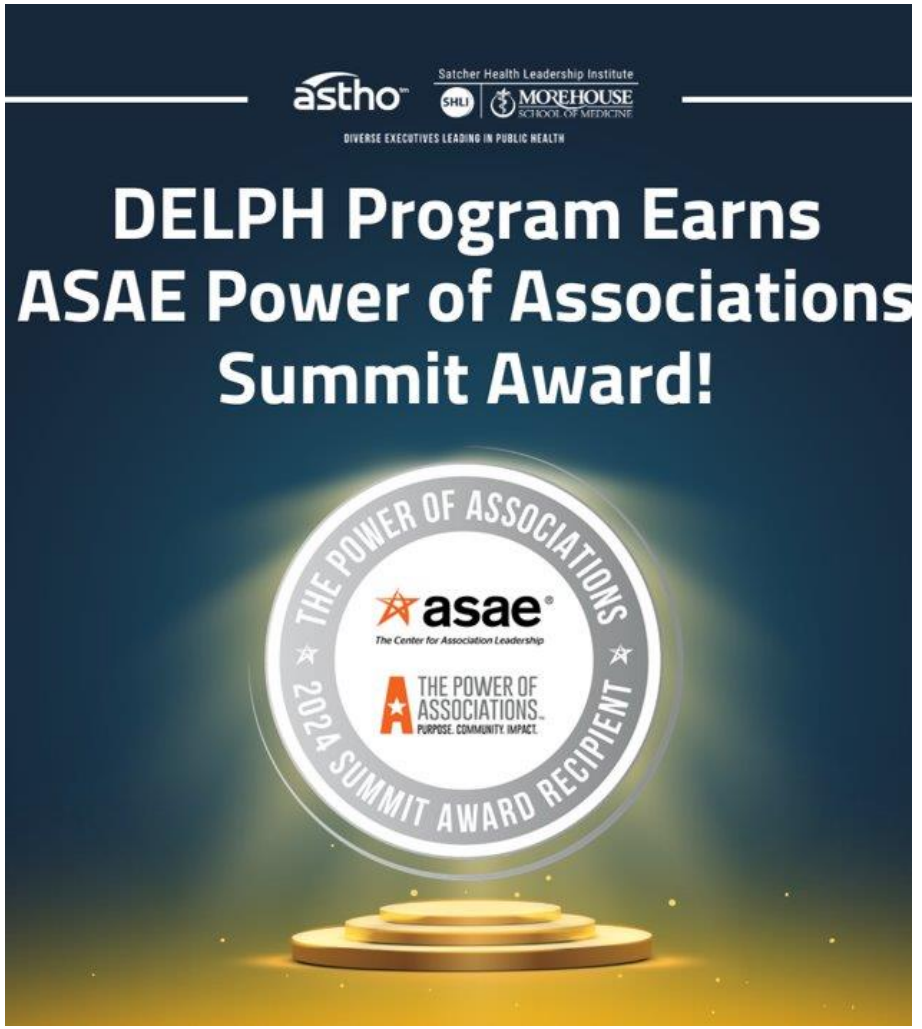
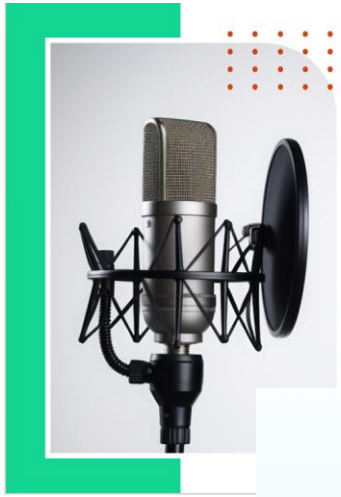
Developing Executive Leaders in Public Health

- Enhances leadership visibility, networking opportunities and career advancement for **mid-to senior-level** public health professionals
- Intensive **ten-month cohort experience** includes skill building workshops, coaching, professional networking, peer to peer support, and exposure to national thought leaders
- **Conducted 5 cohorts** in 4 years, serving 94 public health practitioners
- **National Recognition in 2024**: ASAE's highest honor - celebrating the outstanding impact we're making in the field!



Sharing Health Department Successes

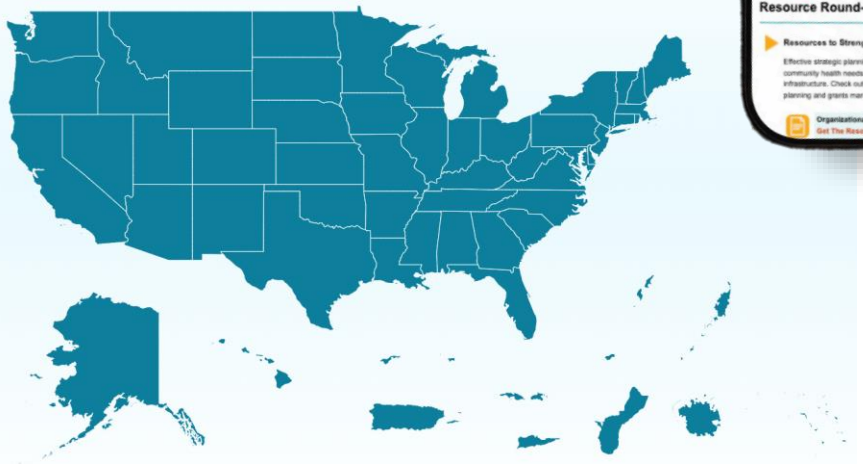


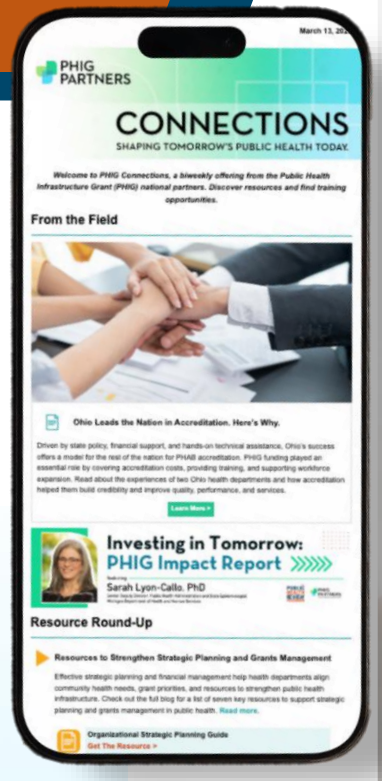
PUBLIC HEALTH REVIEW
MORNING EDITION

PHIG PARTNERS

Investing in Tomorrow: PHIG Impact Report

Find Success Stories in a Jurisdiction Near You





Visit www.PHinfrastructure.org/Stories

Pierre
Saint Paul
Boise
Salt Lake City
Lincoln
Des Moines
Springfield
Topeka
Albany
Augusta
Boston
Providence
Hartf
San Juan
Charlotte Amalie
Virgin Islands
Puerto Rico

For more information about ASTHO's workforce initiatives, reach out to workforce@astho.org

Core Competencies for Public Health Professionals

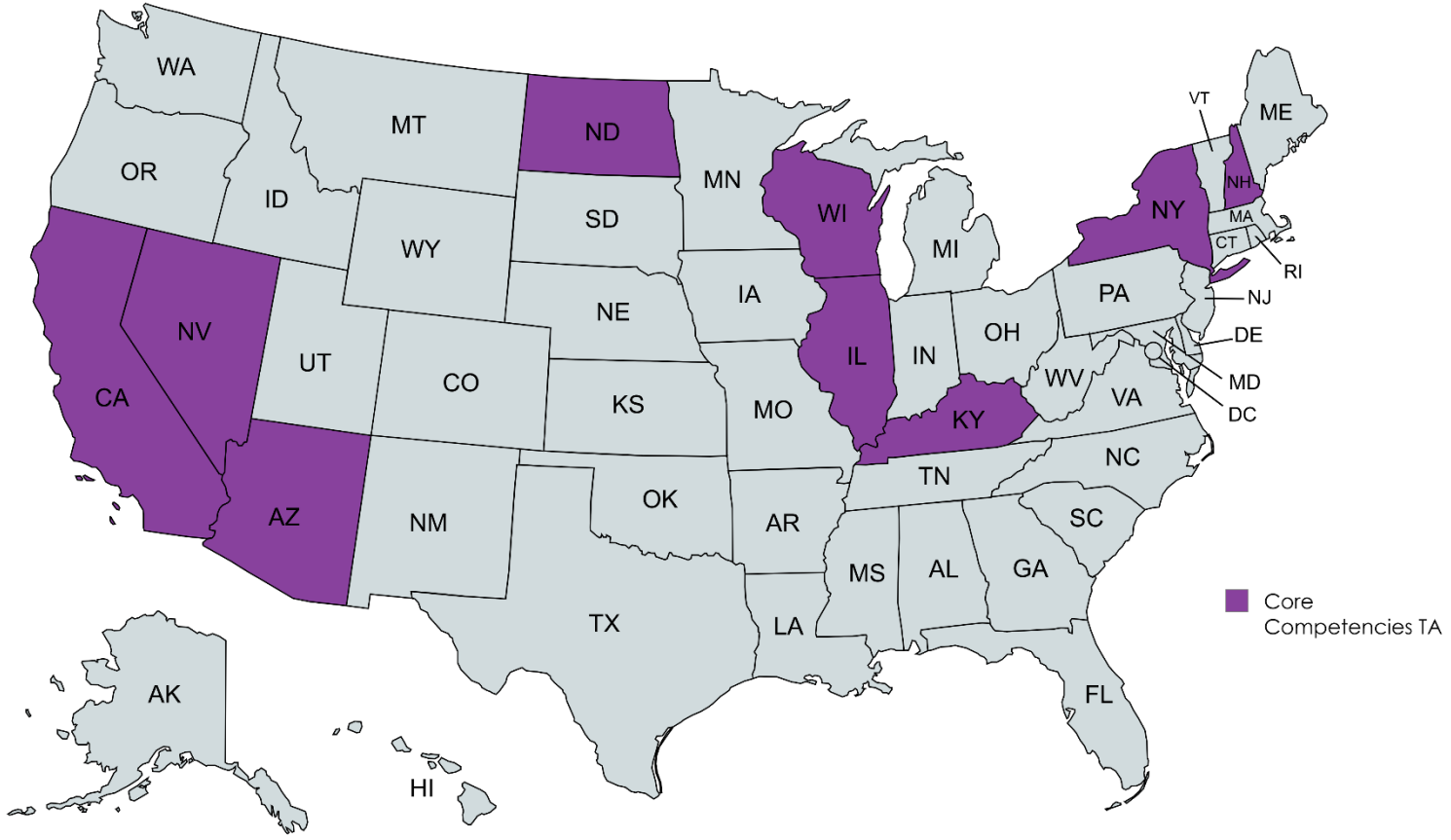
Kathleen Amos, MLIS, AHIP, Assistant Director, Council on Linkages

Core Competencies for Public Health Professionals

- Consensus set of foundational or crosscutting knowledge and skills for public health professionals
- Updated several times over the past 20+ years; current version is from 2021
- Widely used by health departments and academic institutions
- Incorporated into national initiatives
  - Health department accreditation
  - TRAIN Learning Network
  - Healthy People 2030
  - Academic curricula

Core Competencies TA (Since Feb 2025)

- 11 requests for assistance with the Core Competencies, serving 10 organizations in 8 states

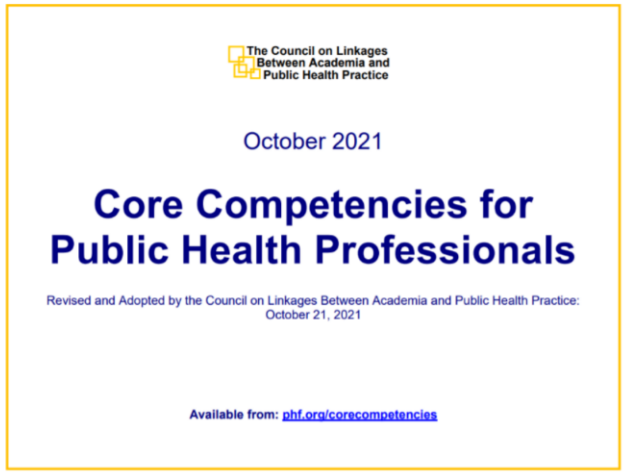


The Council on Linkages Between Academia and Public Health Practice

Conferences and Training

- 2025 NACCHO360 Meeting in Anaheim, CA
  - *Core Competencies to Support Tribal Public Health Staff Development*
- New Training: *Introduction to the Core Competencies for Public Health Professionals*
  - Free, self-paced online course available on the TRAIN Learning Network
  - Provides an introduction and supports the workforce in using the Core Competencies
  - Can be customized to meet individual organizations' needs

Core Competencies Resources and Tools



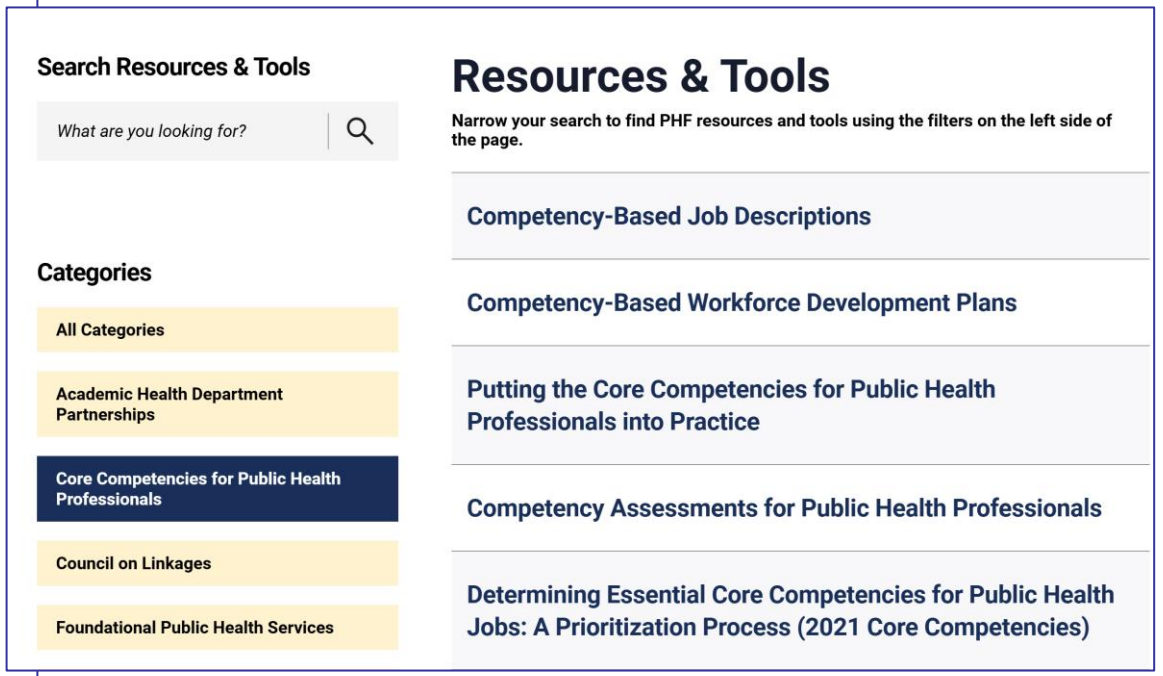
Core Competencies Tools

The Core Competencies for Public Health Professionals (Core Competencies) are a consensus set of foundational or crosscutting knowledge and skills for the broad practice of public health. These competencies support workforce development within public health and can help public health organizations prepare for accreditation, meet training needs, and improve performance. Competencies can be integrated into public health practice to enhance workforce development planning, workforce training, and performance evaluation, among other activities. Tools to assist public health professionals and organizations with using the Core Competencies in their workforce development efforts are provided below.

Understanding the 2021 Core Competencies

- Core Competencies for Public Health Professionals
- Domain Definitions
- Putting the Core Competencies into Practice
- Crosswalk of the 2021 and 2014 Core Competencies
- Relationship Between the Core Competencies, EPHS, and FPHS

Core Competencies Tools



PHF Resources & Tools

The Council on Linkages Between Academia and Public Health Practice

How is your organization using the Core Competencies?

Council Member Organization Workforce Development Updates: Association of University Programs in Health Administration (AUPHA)

Erin Seedorf, DrPH, AUPHA Council Representative

Council Member Organization Workforce Development Updates: American Public Health Association (APHA)

Georges C. Benjamin, MD, Executive Director, APHA

Academic Health Department Learning Community

Mayela Arana, MPH, Senior Program Manager, Workforce Development, PHF

Helping AHD Partnerships Grow

- AHD Learning Community: National community of practitioners, educators, and researchers exploring AHD partnerships
- >1,400 members

Variety of Activities:

- Examples and stories of AHD partnerships
- Webinars about AHD partnerships
- Partnership agreements
- Listserv
- Technical assistance

New AHD Partnerships Toolkit

Academic Health Department Partnerships Toolkit

Welcome to the Academic Health Department Partnerships Toolkit.

An academic health department (AHD) partnership is a formal affiliation between a health department and an academic institution. Often compared to the "teaching hospital" model between hospitals and medical schools, AHD partnerships strengthen education, training, research, and service in public health—offering benefits to both organizations and the broader community. This toolkit organizes resources and tools to help develop, expand, and sustain AHD partnerships.

This toolkit contains the following sections:

- Developing and Sustaining AHD Partnerships
- Operationalizing Partnerships
- Stories from the Field
- AHD Research
- Expert Technical Assistance
- Join the AHD Learning Community

Webinars and Conferences

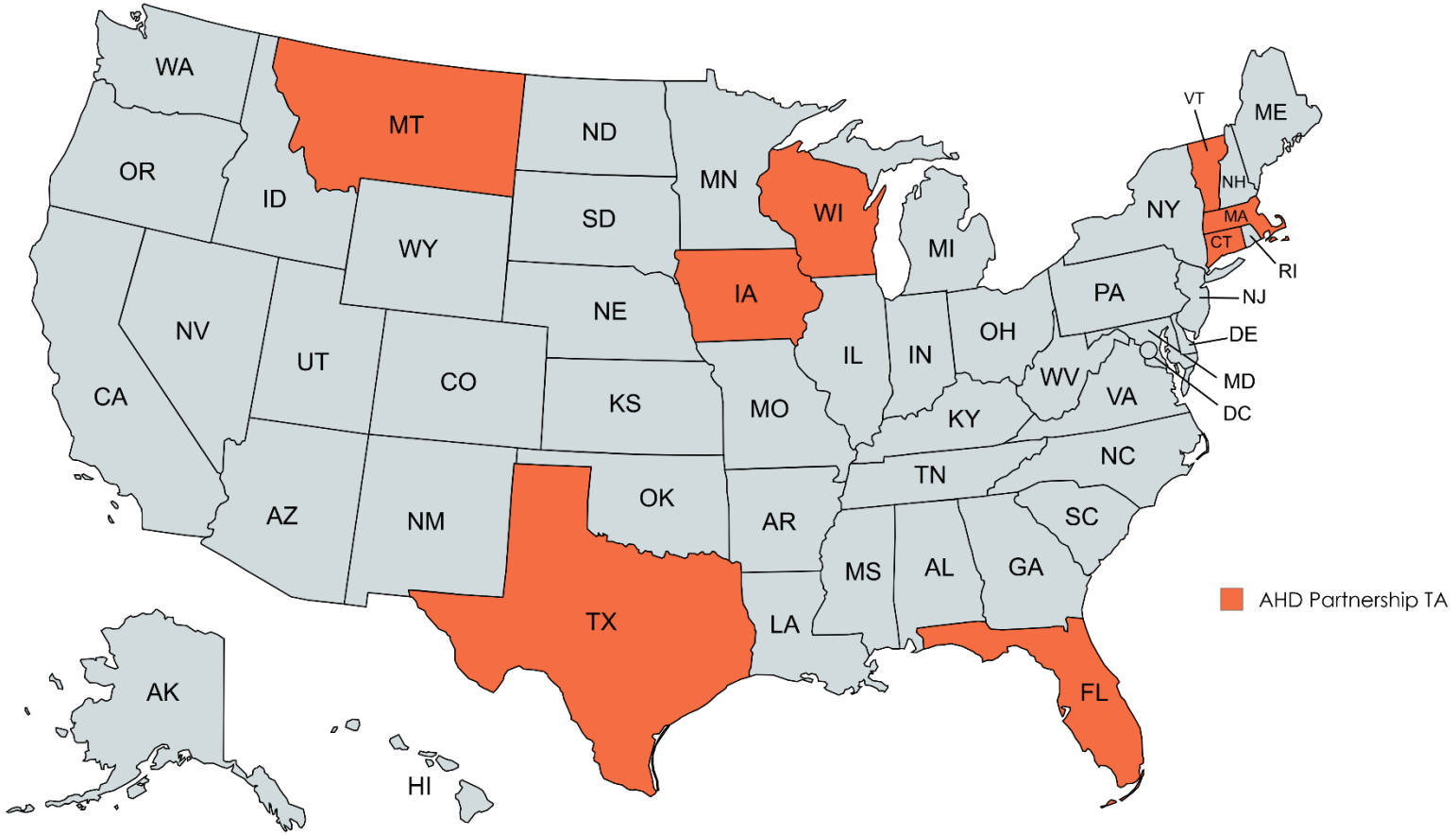
- Recent Webinars with ASTHO:
  - *Exploring Successful Academic Health Department Partnerships*
  - *Pathways to Academic Health Department Partnerships: Successes and Best Practices*
- Upcoming Webinars with ASTHO:
  - *Strengthening AHD Partnerships for Student Success: Vermont Department of Health Environmental Scan* – October 27th from 2-3pm ET
  - *Ask Me Anything: AHD Partnerships* – November 12th from 2-3pm ET
- North Carolina Public Health Association Conference Session
  - *AHD Partnerships: Models, Lessons, and Local Perspectives* – September 17th from 1:30-3pm ET

Success Stories and Blog Posts

- Success Stories:
  - *Academic Health Partnership Prioritizes Workforce Development in Florida* (May 2025)
  - *Public Health and Academic Leaders Unite Through Texas Consortium* (June 2025)
  - *San Diego Academic Health Partnership Strengthens Service During COVID-19 and Beyond* (June 2025)
- Blog Posts:
  - *Implementing a Certified in Public Health Exam Review for Local Health Department Staff Through an Academic Health Department Partnership* (May 2025)
  - *Charting New Paths: Alameda County's Academic Health Department Journey* (June 2025)

AHD Partnership TA (Since Feb 2025)

- 10 requests for assistance with AHD Partnerships, serving 7 organizations in 5 states
- Environmental scans with Iowa, Connecticut, and Vermont



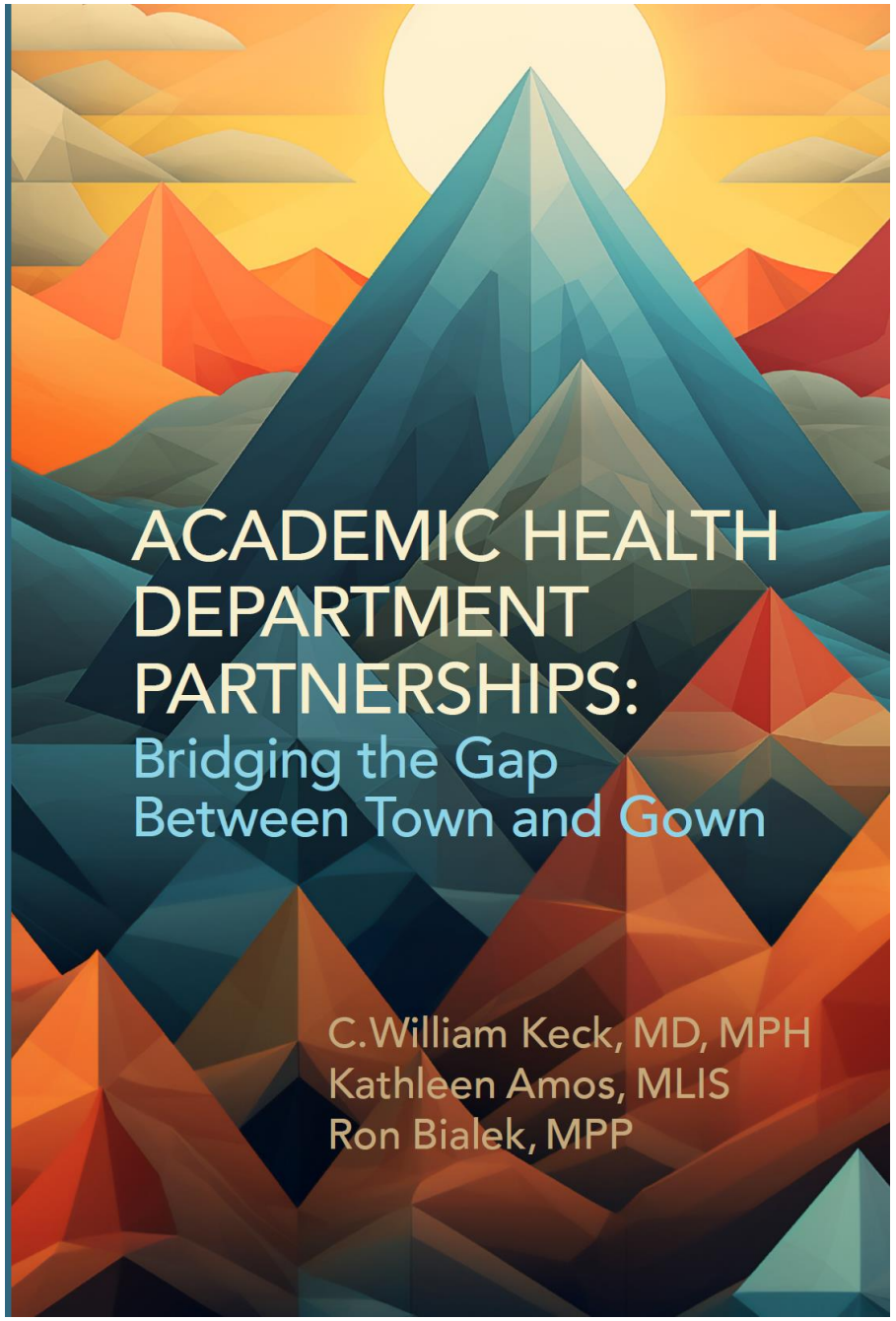
The Council on Linkages Between Academia and Public Health Practice

AHD Partnerships Environmental Scan Service

- Remote technical assistance to support AHD partnerships
- Conduct interviews or focus groups with key partners
- Identify shared opportunities
- Uncover mutual goals for aligning resources and fostering sustainable collaboration
- Summary report provided with findings and recommendations

Academic Health Department Partnerships: Bridging the Gap Between Town and Gown

Purchase on Amazon



Retention and Recruitment Toolkit

Mayela Arana, MPH, Senior Program Manager, Workforce Development, PHF

Retention and Recruitment Toolkit

Retention and Recruitment Toolkit

This action-oriented toolkit highlights strategies within the sphere of influence of public health professionals, focusing on areas with significant potential for improvement. It emphasizes opportunities where leaders, supervisors, and staff can take meaningful action to drive noticeable change.

Explore the Following Categories

- Organizational Culture, Workplace Environment, & Employee Experience
- Professional Development
- Human Resource Policies & Processes
- Academic Health Department Partnerships
- Workforce Pathways & Recruitment
- Additional Resources

PHF welcomes additional examples and resources to be added to this Toolkit. If you have any strategies, examples, or resources to share please email Mayela Arana at **marana@phf.org.**

Conferences

- 2025 NACCHO360 Meeting in Anaheim, CA
  - *Retention and Recruitment: Bright Ideas Shaping the Future for Governmental Public Health*

Upcoming Events

Mayela Arana, MPH, Senior Program Manager, Workforce Development, PHF

2025 APHA Annual Meeting & Expo

- November 2-5, 2025 in Washington, DC
- *The Role of Academic Health Department Partnerships in Responding to Community Needs* (Session #2041)
  - Sunday, November 2, 2025 from 2:30-4pm ET
- *Public Health Core Competencies: What's Working, What's Not, and What Can Be Improved* (Session #2055)
  - Sunday, November 2, 2025 from 4:30-6pm ET

2025 PUBLIC HEALTH LEARNING FORUM

SCHEDULE AT A GLANCE

TUESDAY, NOVEMBER 18, 2025

1-2 PM ET

***Opening Panel:* Bridges in Action: Continuing the Work of State and Local Partnerships**
Ron Bialek & Kentucky Department for Public Health

2:30-3:30 PM ET

Laying the Groundwork: Essentials of Public Health Workforce Development
Ron Bialek & Sonja Armbruster

WEDNESDAY, NOVEMBER 19, 2025

1-2 PM ET

Quality Improvement & Performance Management in Public Health: How QI & PM Work in Collaboration
Amanda McCarty

2:30-3:30 PM ET

Introduction to the Performance Management System
Sonja Armbruster

THURSDAY, NOVEMBER 20, 2025

1-2 PM ET

Harnessing AI to Elevate Public Health Performance Improvement Initiatives
Jack Moran & Sonja Armbruster

2:30-3:30 PM ET

Using the Foundational Public Health Services Framework to Build a Performance Management System
Amanda McCarty

FRIDAY, NOVEMBER 21, 2025

1-2:30 PM ET

Workforce Impact in Action: Montana Department of Public Health and Human Services Successes
Kaela Schommer

PHF
Public Health Foundation

Learn more and register
by following the QR code

Other Business and Next Steps

Thank You!

Questions: Mayela Arana at marana@phf.org