

# 2025 Public Health Learning Forum

---

# Welcome!

Follow PHF:



# #WFDinAction

# Welcome to PHLF

---

## ↪ Audio

- Computer or phone
- Please keep your audio on mute when not speaking

↪ Feel free to use the chat box for comments or questions

↪ We are recording this presentation



**PLATINUM LEVEL SPONSORS**



**Thank you to our sponsors  
for their generous support!**

**GOLD LEVEL SPONSORS**



*AI-Powered Learning. Human-Centered Results.*



Health Communications Consultants  
*Knowledge, Innovation, & Equity.*



*Strategic communications partner for public health leaders*

**SILVER LEVEL SPONSORS**



**CONTRIBUTORS**



*Empowering Professionals: Knowledge • Skills • Mastery*

# Laying the Groundwork: Essentials of Public Health Workforce Development

---



**Ron Bialek**  
President and CEO  
Public Health Foundation



**Sonja Armbruster**  
Performance Improvement Expert  
Public Health Foundation

# Learning Objectives

---

- Describe practical uses of the Core Competencies for Public Health Professionals in workforce planning.
- Formulate an action plan for integrating tools such as the Retention and Recruitment Toolkit, Academic Health Department Partnerships Toolkit, TRAIN training plans, and performance improvement consulting services into organizational practices.

# Laying the Groundwork: Essentials of Public Health Workforce Development



2025 Public Health Learning Forum  
November 18, 2025  
Ron Bialek and Sonja Armbruster

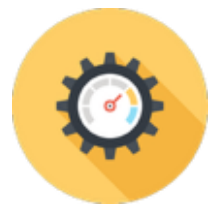
## **Vision:**

**Equitable and optimal health and well-being for all**

## **Mission:**

**Advance the public health workforce to achieve organizational excellence**

### *Experts in*



***Performance  
Management***



***Quality  
Improvement***



***Workforce  
Development***

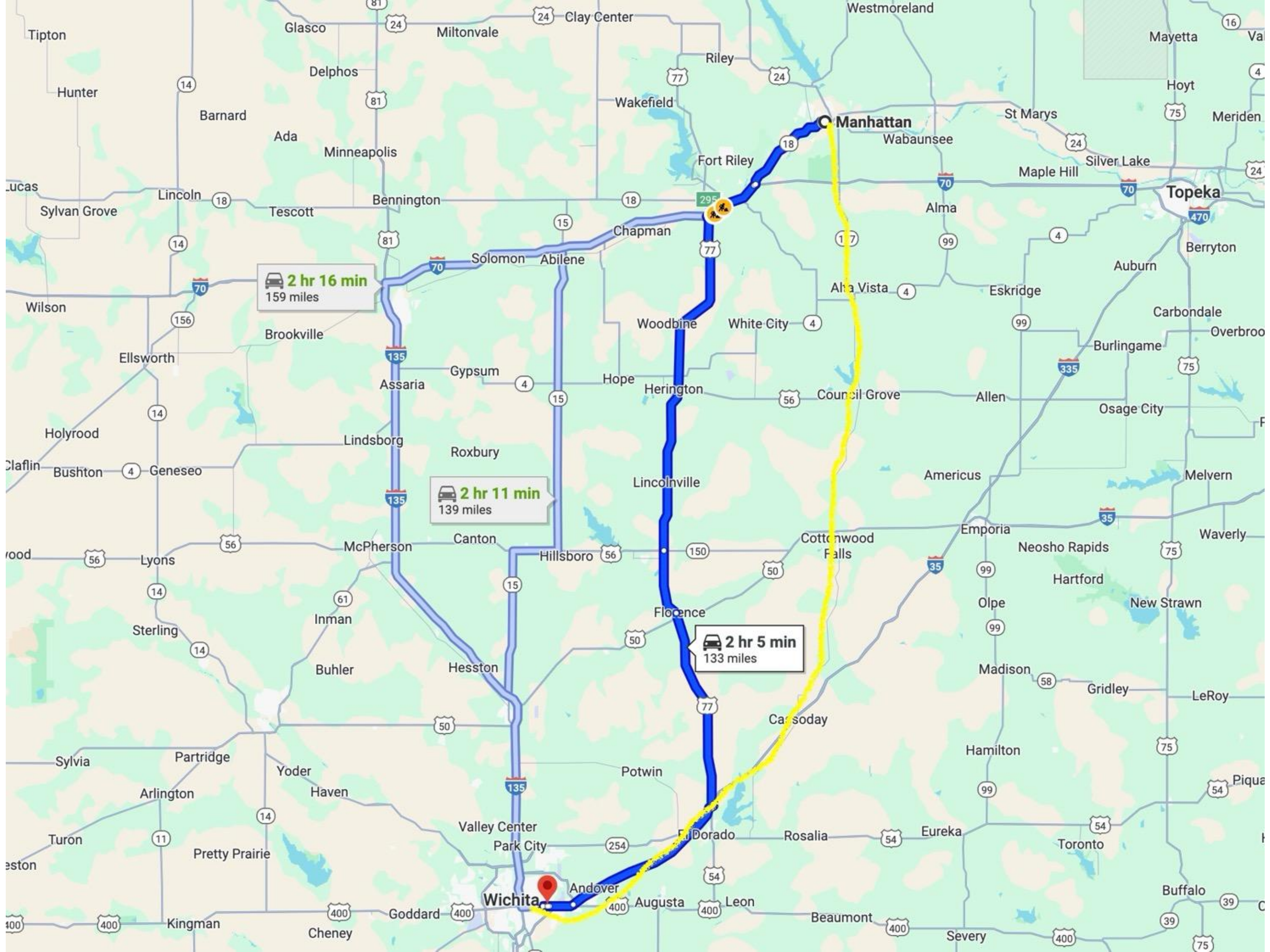
# Agenda

- Define Workforce Development
- Describe Workforce Planning
- Describe Dynamic Ways to Use the Core Competencies for Public Health Professionals
- Share New Workforce Development Resources:
  - Retention and Recruitment Toolkit
  - Academic Health Department Partnerships Toolkit
  - Academic Health Department Partnerships Environmental Scan Service
- Access Training Plans through TRAIN
- Inquire About PHF's Performance Improvement Consulting Services

# Poll: Where Do You Work?

- ↪ State health department
- ↪ Tribal health department
- ↪ Local health department
- ↪ Territorial health department
- ↪ Federal agency
- ↪ Academic institution
- ↪ Non-profit organization
- ↪ Other

# What is Workforce Development?



# Workforce Development

- ↪ Initiatives to **create, sustain, and retain** a viable workforce that can support current and future needs
- ↪ **Interconnected set of solutions** that can include preparing workers with needed skills, maximizing the potential of employees, and changes to culture and attitudes
- ↪ Goal of enabling **long-term success** for the employee and the organization

# Workforce Development

## Efforts Contribute To...

- Ensuring sufficient workforce to meet needs
- Having a knowledgeable, skilled, competent, confident workforce
- Creating a positive work environment
- Reducing or mitigating staff turnover

# What is Workforce Planning?

# Poll

**Does your agency/employer have a workforce development plan?**

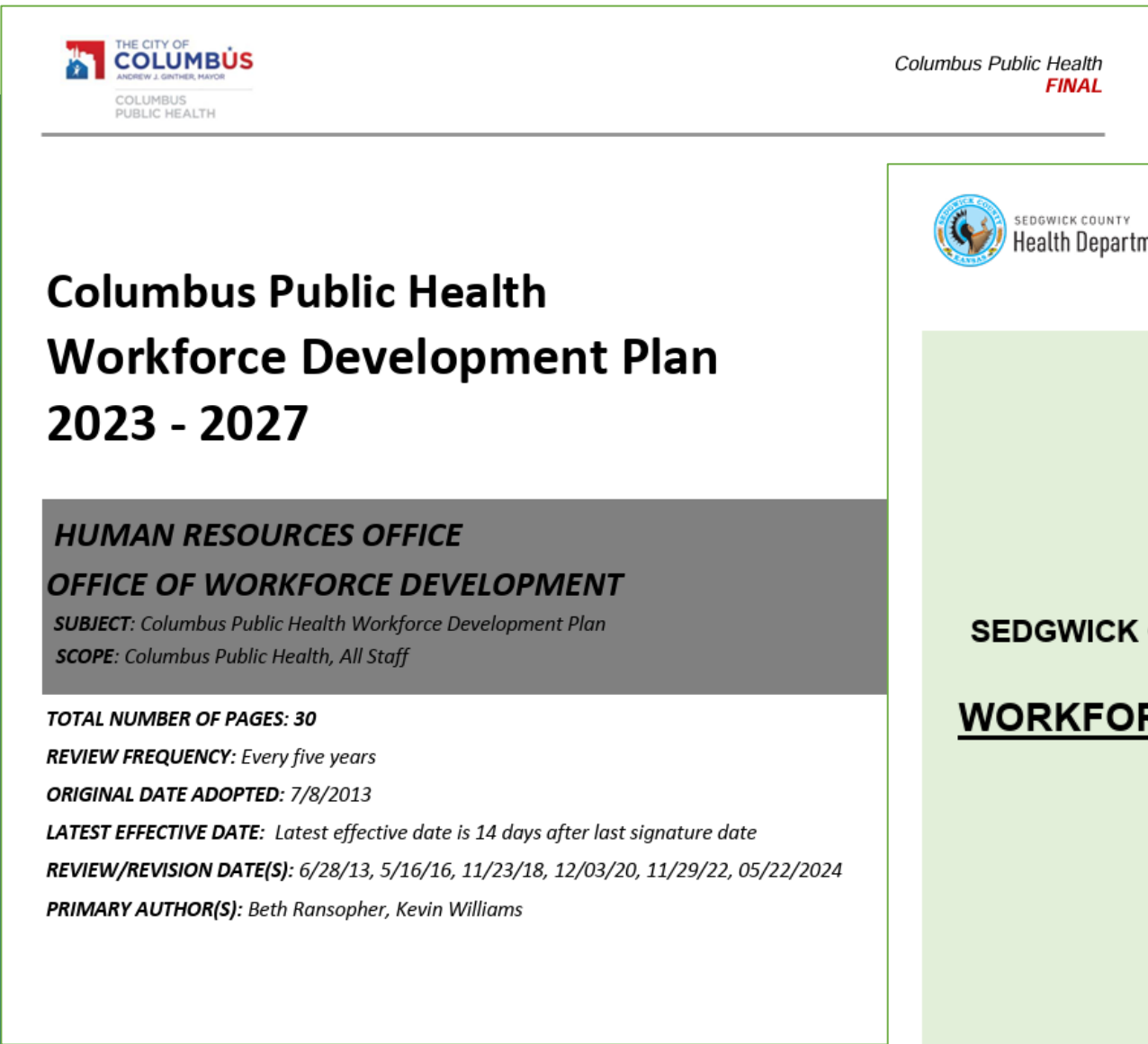
- ↪ Yes, we have a current plan.
- ↪ Yes, but we are updating it now as it has expired.
- ↪ No.
- ↪ I'm not sure.
- ↪ What is a workforce development plan?

# Workforce Plan Components

*These are selected components. The template is detailed. In this presentation, we address these topics.*

1. Supportive Work Culture
2. Collaborative Relationships
3. Recruitment and Hiring (job description development)
4. Priority Capacity Needs
5. Competencies
6. Training Needs Assessment
7. Department Training Plan

# Workforce Development Plans



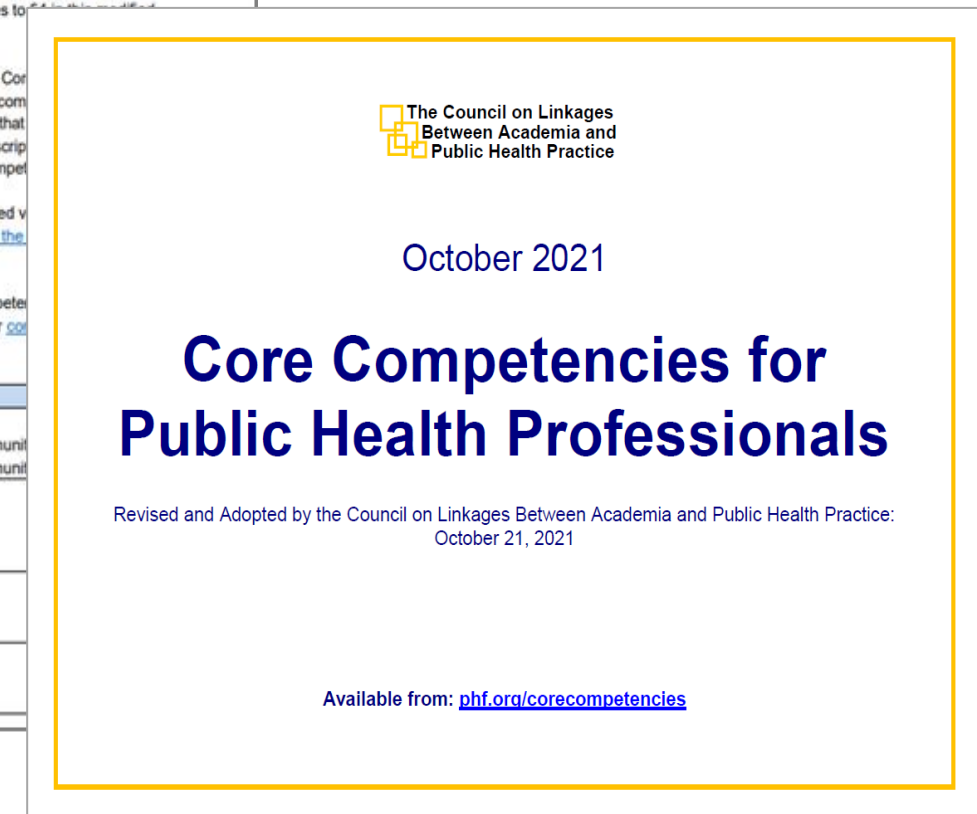
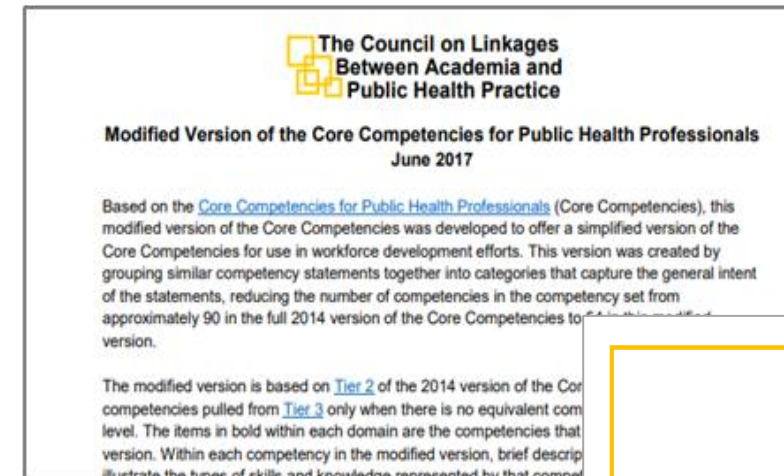
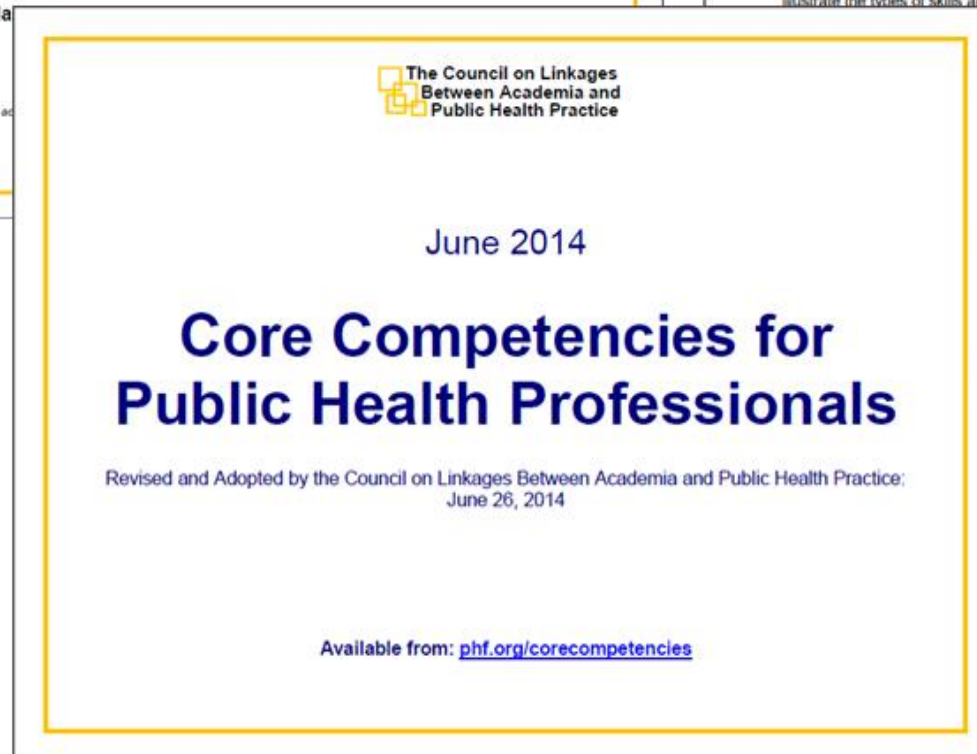
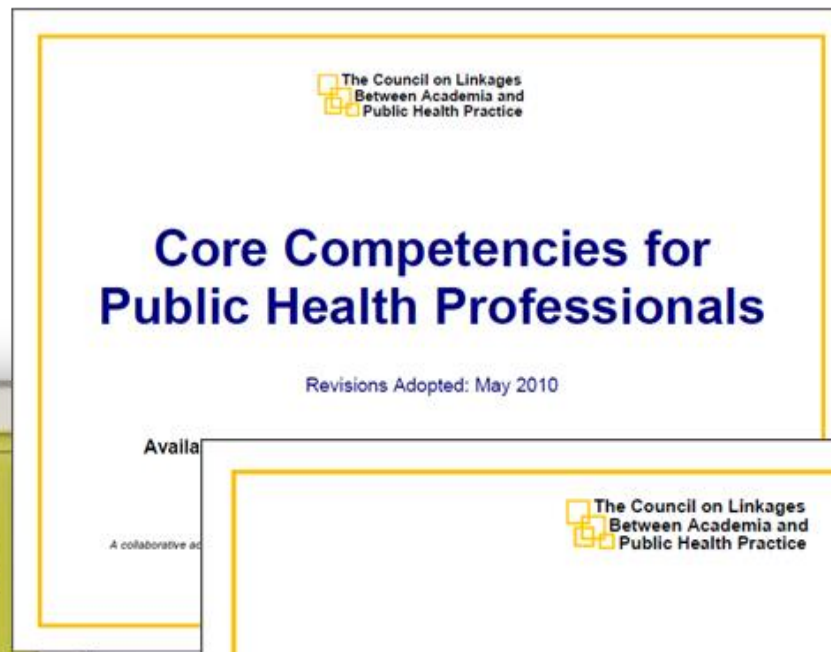
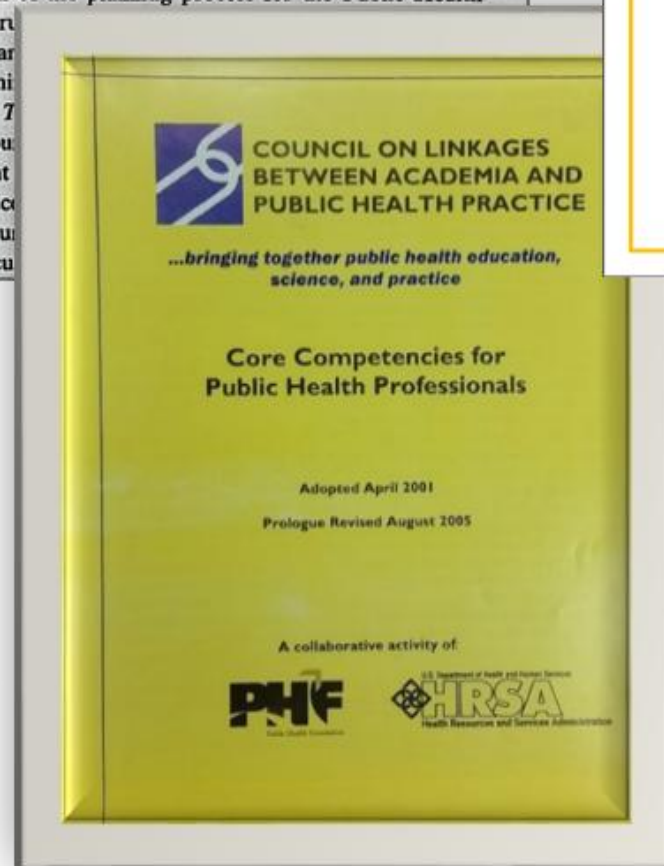
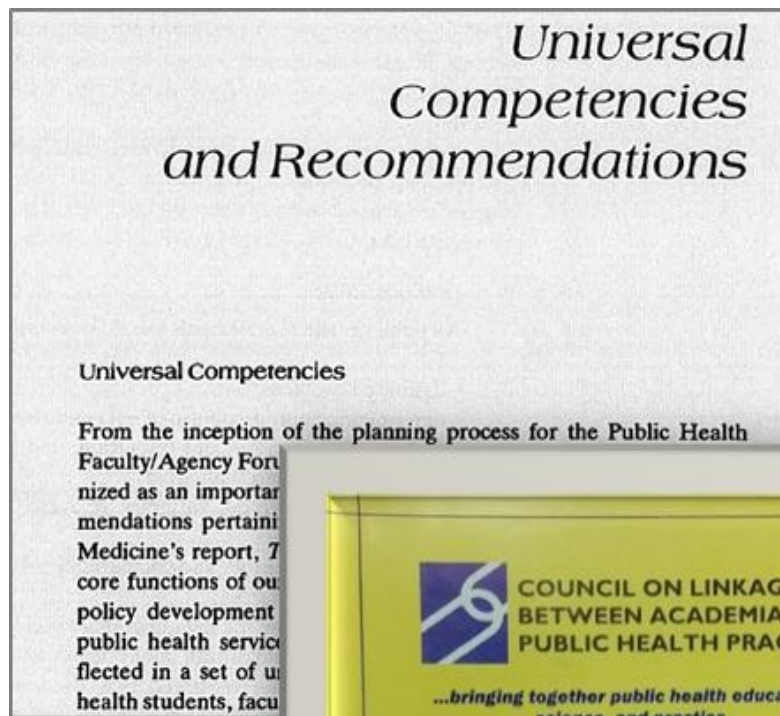
Find more Competency-Based Workforce Development Plans on the PHF website:  
<https://phf.org/tools-resources/competency-based-workforce-development-plans/>

# Core Competencies in Action

# Core Competencies

## Core Competencies for Public Health Professionals

➤ Consensus set of foundational or crosscutting knowledge and skills for public health professionals



# New! Self-Paced eLearning

## *Introduction to the Core Competencies for Public Health Professionals*

- Free online course available on the TRAIN Learning Network
- Provides an introduction to and supports the workforce in using the Core Competencies
- Can be customized to meet individual organizations' needs



# Using the Core Competencies

- Prioritizing competencies
- Assessing and analyzing gaps
- Developing training plans
- Assisting with workforce development planning
- Drafting workforce development plans

# Competency Prioritization

## What is it?

- Staff participate in facilitated discussions of the Core Competencies as they relate to their roles in public health

## Why does it matter?

- Informed staff
- Staff-led, focused, workforce assessment
- Positive feedback from participants

Domain 3	Communication Skills	Vote One	Vote Two
3.1	Determines comm strategies	1	0
3.2	Comm... internal & external...	9	8
3.3	Responds to... info	9	8
3.4	Facilitates comm	4	0

Domain 4	Health Equity Skills	Vote One	Vote Two
4.1	Applies principles	3	0
4.2	Engages in... biases	1	0
4.3	Recognizes diversity	8	8
4.4	Produces systemic & structural	8	8
4.5	Implements...	7	8
4.6	Contributes to... workforce	1	0
4.7	Advocates for health equity	1	0

Domain 5	Community Partnership Skills	Vote One	Vote Two
5.1	Describes...	0	0
5.2	Establishes...	7	5
5.3	Maintains...	7	5
5.4	Collaborates...	3	0
5.5	Shares power...	3	0

# Assessing and Analyzing Gaps

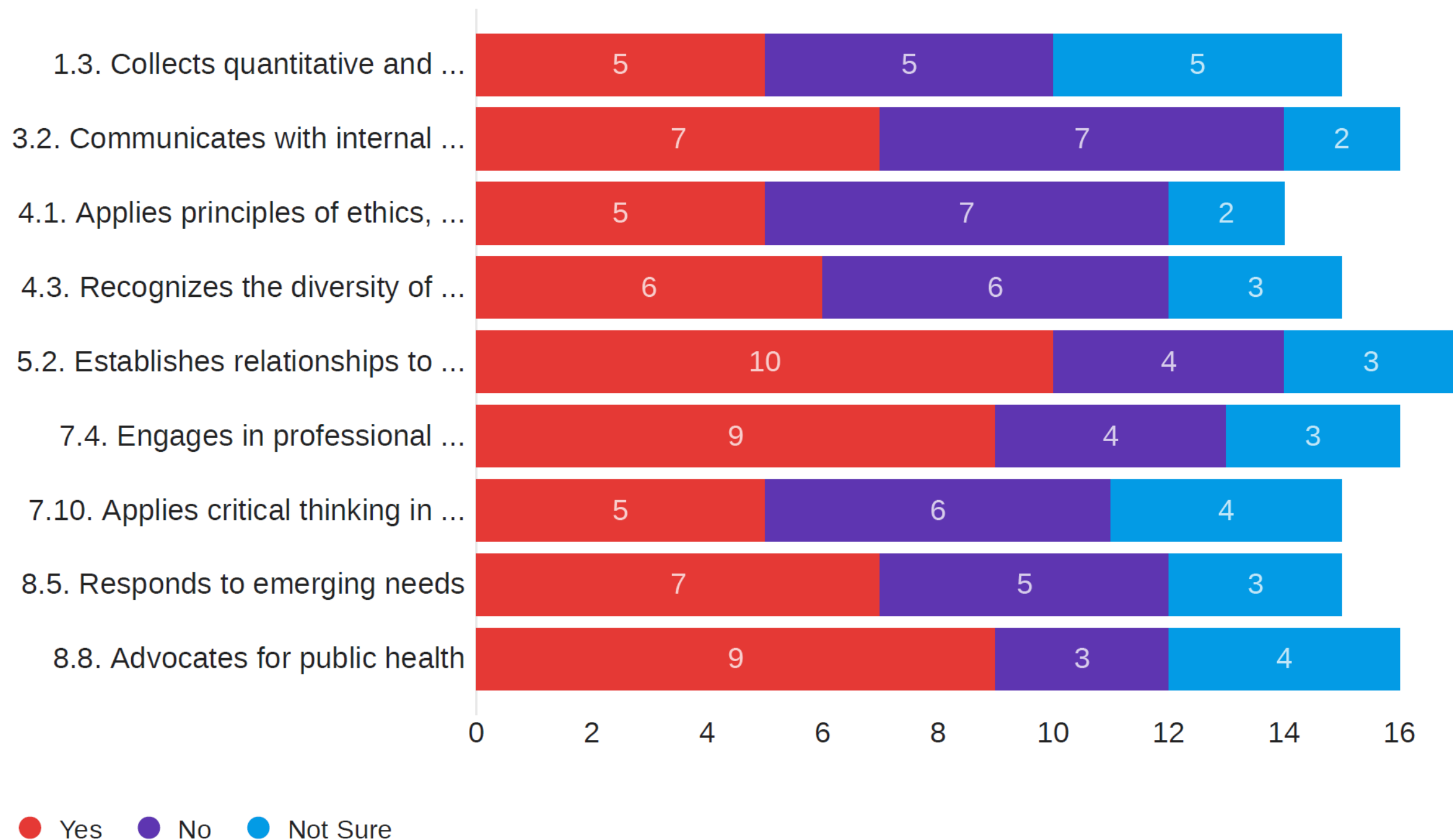
## Example prioritized list of core competencies by job category

Project Specialists	Program Support	Data Drivers	Client Support
1.6 Use quantitative and qualitative data	1.2. Accesses existing quantitative and qualitative data	1.1. Describes factors that affect the health of a Community	1.3. Collects quantitative and qualitative data
2.2 Implement policies, programs, and services	2.2. Implements policies, programs, and services	1.4. Analyzes quantitative and qualitative data	3.2. Communicates with internal and external audiences
3.2 Communicate with internal and external audiences	2.4. Improves policies, programs, services, and organizational performance	3.2. Communicates with internal and external audiences	4.1. Applies principles of ethics, diversity, equity, inclusion, and justice
4.3 Recognize the diversity of individuals and populations	3.2. Communicates with internal and external audiences	3.3. Responds to information, misinformation, and disinformation	4.3. Recognizes the diversity of individuals and populations
5.2 Establish relationships to improve community health and resilience	3.3. Responds to information, misinformation, and disinformation	4.3. Recognizes the diversity of individuals and populations	5.2. Establishes relationships to improve community health and resilience
6.2 Apply public health sciences in delivering the 10 Essential Public Health Services	4.5. Implements organizational policies, programs, and services to achieve health equity and social and environmental justice	5.4. Collaborates with community members and organizations	7.4. Engages in professional development
7.10 Apply critical thinking in decision making	6.3. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	6.3. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	7.10. Applies critical thinking in decision making
8.5 Respond to emerging needs	7.10. Applies critical thinking in decision making	8.4. Creates opportunities for creativity and innovation	8.5. Responds to emerging needs
	8.5. Responds to emerging needs	8.5. Responds to emerging needs	8.8. Advocates for public health

# Assessing and Analyzing Gaps

Assessing training needs interest by job category to create a more focused plan. (Example: Sedgwick County Health Department, KS)

Q2 B - Client Support: I need more training in this competency area.



# New Workforce Development Resources

The graphic features a light blue background with a large, dark blue arrow pointing from the left towards the right. The text 'Retention and Recruitment Toolkit' is written in white, bold, sans-serif font within the dark blue arrow. In the bottom right corner, there are two overlapping horizontal bars: a light blue one on top and an orange one on the bottom, both pointing to the right.

# **Retention and Recruitment Toolkit**

# Factors Influencing Retention in Public Health





## 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  
(HR) Policies &  
Processes**

**Academic Health  
Department (AHD)  
Partnerships**

**Workforce  
Pathways &  
Recruitment**

**Additional  
Resources**

The image features a light blue background with a large, dark blue, arrow-shaped graphic pointing to the right. The text is centered within this dark blue shape. In the bottom right corner, there are decorative horizontal bars in light blue and orange.

# **Academic Health Department Partnerships Toolkit**

## Are you part of an academic health department (AHD) partnership?

- ↪ I'm part of an academic institution that partners with at least one health department
- ↪ My health department has a formal AHD partnership
- ↪ My health department works with local academic institutions regularly
- ↪ I don't know
- ↪ What's an AHD partnership?



## 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.

Source: <https://phf.org/tools-resources/academic-health-department-partnerships-toolkit/>

# AHD Partnerships Toolkit

**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**

# 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 with findings and recommendations
- Example: [\*Charting New Paths: Alameda County's Academic Health Department Journey\*](#)

# TRAIN has Training Plans Ready for You



# Search Strategies

## ↗ General Strategies

- Keywords
- Topics
- Core Competencies
- CDC Quality Training Standards
- Organization
- Training Plans

## ↗ Sorting

- Newest
- Number of ratings
- Average ratings
- Relevance
- Alphabetically

# Accessing Curated Training Plans

**TRAIN**

HOME **COURSE CATALOG** CALENDAR

Use this page to search for any course or document (click on the link for details).

Search TRAIN

**Filters**

Search By ▲

◀ Any Search By Courses

Format ▼

Subject ▼

Meets CDC Quality Training Standards

Clinical

Course Rating ▼

Common Filters ▼

Competencies and Capabilities ▼

A blue arrow points to the 'Any Search By Courses' option in the 'Search By' dropdown menu.

**TRAIN**

HOME COURSE CATALOG CALENDAR

Use this page to search for any course or document (click on the link for details).

Search TRAIN

**Filters**

Search By ▲

- Courses
- Training Plans
- Calendar Events
- Resources
- Discussions

A blue arrow points to the 'Training Plans' option in the 'Search By' dropdown menu.

# Accessing Curated Training Plans

The screenshot shows the TRAIN website's search interface. At the top left is the TRAIN logo. Below it are navigation links: HOME, COURSE CATALOG, CALENDAR, RESOURCES, and HELP. A search icon is in the top right. A message states: "Use this page to search for any course or document on the TRAIN Learning Network site. The results may be limited by any groups you have joined within TRAIN (see your profile for details)." Below this is a search bar containing "Search TRAIN" and a search icon, and a dropdown menu set to "Sort by relevance". On the left, a "Filters" section includes a "Search By" dropdown menu with an upward arrow, a link "< Any Search By Training Plans", and an "Export Search Results" button. The main content area shows "37 record(s) found." and a filter tag "Training Plans x". Three results are listed, each with a "Training Plan" button and a downward arrow:

- Nursing Home Infection Preventionist Training Course - WB4973
- Measles Training Plan for Healthcare and Public Health Professionals
- Academic Health Department (AHD) Partnerships Webinar Series

This screenshot shows the same TRAIN website search interface, but with the search term "equity" entered in the search bar. A blue arrow points to the search bar. The message and navigation elements are identical. The search bar now contains "equity" and the dropdown menu is still "Sort by relevance". The "Filters" section is the same. The main content area shows "8 record(s) found." and a filter tag "Training Plans x". Eight results are listed, each with a "Training Plan" button and a downward arrow:

- Health Equity Training Plan - Applying Health Equity to Specific Topics
- Health Equity Training Plan
- Strategies to Advance Health Equity Series
- Four-Part Video Series on Pediatric Vaccinations
- Public Health Law Academy
- Introduction to Public Health Practice

- Section 1: Introduction to Public Health
- Section 2: Health Equity
- Section 3: Communication Skills
- Section 4: Community Partnership
- Section 5: Data Analytics
- Section 6: Policy Development and Program Planning
- Section 7: Public Health Sciences
- Section 8: Leadership and Systems Thinking
- Section 9: Career Pathways in Public Health

# How Else Can PHF Help?



## Performance Improvement Consulting Services

The Public Health Foundation (PHF) offers technical assistance and training to support health departments in achieving better outcomes and accreditation while operating with greater efficiency. We tailor our Performance Improvement Consulting Services to meet your organization's needs. These services are provided onsite or remotely by our experts experienced working in and with governmental public health agencies.

### Learn more about our services:

- Accreditation and Reaccreditation
- AI and Problem Solving
- eLearning Development
- Performance Management
- Quality Improvement
- Workforce Development

The background features a light blue gradient on the left and top, transitioning to white on the right. A dark blue geometric shape, resembling a large arrow pointing right, is positioned in the lower-left quadrant. In the bottom-right corner, there are several overlapping horizontal bars in light blue and orange.

# Resources for Workforce Development

# Workforce Development Resources

---

↗ Public Health Foundation: [www.phf.org](http://www.phf.org)

National organization providing capacity-building assistance in workforce development

↗ Council on Linkages: [www.phf.org/councilonlinkages](http://www.phf.org/councilonlinkages)

Collaborative of national organizations supporting public health workforce development

- [Academic Health Department Learning Community](#)
- [Core Competencies for Public Health Professionals](#)
- [Retention and Recruitment Toolkit](#)

↗ TRAIN: [www.train.org](http://www.train.org)

Learning network with thousands of quality public health courses

↗ PHF Performance Improvement Consulting Services: [Workforce Development Planning](#)

↗ Sign-up for *PHF E-News* and *Council on Linkages Update*: [www.phf.org/newsletter-signup/](http://www.phf.org/newsletter-signup/)

The background features a light blue gradient. A large, dark blue, trapezoidal shape is positioned on the left side, containing the text 'Wrap-Up'. To the right, there are several overlapping geometric shapes: a light blue trapezoid, a dark blue trapezoid, and a bright orange trapezoid, all pointing towards the right.

**Wrap-Up**

# Questions and Discussion





# THANK YOU!

**Additional Questions?**

Sonja Armbruster  
[sarmbruster@phf.org](mailto:sarmbruster@phf.org)

Ron Bialek  
[rbialek@phf.org](mailto:rbialek@phf.org)

# Thank You for Joining Us

---

Next Session:

**Quality Improvement & Performance  
Management in Public Health –  
How QI & PM Work in Collaboration**

Wednesday, November 19, 2025

1:00–2:00pm EST



# Sponsored Panel Discussion



**Sarah D. Matthews, PhD**

Founder & Principal Scientist  
Health Communications Consultants, Inc.



Health Communications Consultants  
Knowledge, Innovation, & Equity.



# Resources Referenced

- PHAB Workforce Plan Template: <https://phaboard.org/infrastructure/workforce/>
- Find more Competency-Based Workforce Development Plans on the PHF website: <https://phf.org/tools-resources/competency-based-workforce-development-plans/>
- Core Competencies for Public Health Professionals: <https://phf.org/programs/core-competencies-for-public-health-professionals/>
- Introduction to the Core Competencies for Public Health Professionals course on TRAIN: [ID 1131415](#)
- Retention and Recruitment Toolkit: <https://phf.org/tools-resources/retention-and-recruitment-toolkit/>
- Academic Health Department Partnerships Toolkit: <https://phf.org/tools-resources/academic-health-department-partnerships-toolkit/>