

# Council on Linkages Between Academia and Public Health Practice: Strategic Directions, 2023-2027

## 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; and
- Developing and advancing innovative strategies to build and strengthen public health infrastructure.

## Values

- Teamwork and Collaboration
- Focus on the Future
- People and Partners
- Creativity and Innovation
- Results and Creating Value
- Health Equity
- Accountability
- Public Responsibility and Citizenship
- Community Engagement

## Objectives

- Foster collaborations between academia and practice within the field of public health and between public health and healthcare professionals and organizations.
- Enhance public health practice-oriented education and training.
- Support the development of a diverse, highly skilled, and motivated public health workforce with the competence and tools to succeed.
- Promote and strengthen the evidence base for public health practice.

## Objectives, Strategies, & Tactics

**Objective A. Foster collaborations between academia and practice within the field of public health and between public health and healthcare professionals and organizations.**

**Strategy 1:** Promote the development of collaborations between academia and practice within public health.

*Tactics:*

- a. Support the development, maintenance, and expansion of academic health department partnerships through the Academic Health Department Learning Community.
- b. Document and disseminate progress in academic/practice collaboration and the impact of that collaboration in public health.

- c. Document contributions of Council on Linkages member organizations, individually and collectively, to improving public health performance through implementation of the Council on Linkages' Strategic Directions.
- d. Coordinate with other national initiatives, such as the Public Health Infrastructure Grant program, to improve public health performance through the implementation of the Council on Linkages' Strategic Directions.
- e. Learn from and share with other countries and global health organizations strategies for strengthening the public health workforce.

**Strategy 2:** Promote the development of collaborations between public health and healthcare professionals and organizations.

*Tactics:*

- a. Review the Competencies for Population Health Professionals for potential modification.
- b. Encourage the inclusion of healthcare professionals and organizations in academic health department partnerships.
- c. Document and highlight progress being made in public health/healthcare collaboration and the impact of that collaboration.

**Objective B. Enhance public health practice-oriented education and training.**

**Strategy 1:** Develop and support the use of consensus-based competencies relevant to public health practice.

*Tactics:*

- a. Review the Core Competencies for Public Health Professionals every three years for possible revision.
- b. Develop and disseminate tools and training to assist individuals and organizations with implementing and integrating the Core Competencies for Public Health Professionals into education and training.
- c. Work with the Council on Education for Public Health to encourage the use of the Core Competencies for Public Health Professionals and academic/practice partnerships by schools and programs of public health.
- d. Work with the National Board of Public Health Examiners to encourage the use of the Core Competencies for Public Health Professionals in the Certified in Public Health credentialing program.
- e. Contribute to the development and measurement of Healthy People objectives related to public health infrastructure.
- f. Identify and advance opportunities for using the Core Competencies for Public Health Professionals in the education and training of health professionals and other professionals who impact health.

**Strategy 2:** Encourage the development of quality training for public health professionals.

*Tactics:*

- a. Provide resources and tools for enhancing and measuring the impact of training.
- b. Contribute to efforts to use and improve quality standards for public health training.

**Strategy 3:** Promote public health practice-based learning.

*Tactics:*

- a. Conduct a periodic review of practice-based content in public health education.

- b. Develop tools to assist academic health departments in providing high-quality practica.

**Objective C. Support the development of a diverse, highly skilled, and motivated public health workforce with the competence and tools to succeed.**

**Strategy 1:** Develop a comprehensive plan for ensuring an effective public health workforce.

*Tactics:*

- a. Support the use of evidence in recruitment and retention strategies for the public health workforce.
- b. Use existing data to better understand the composition and competencies of the public health workforce.
- c. Identify additional data needed to support the development and implementation of a comprehensive plan for the public health workforce.
- d. Participate in the Public Health Accreditation Board's workforce development, quality improvement, and performance management activities to encourage the use of Core Competencies for Public Health Professionals and academic/practice partnerships by health departments.
- e. Participate in, facilitate, and/or convene efforts to develop a national strategic or action plan for public health workforce development and monitor progress.

**Strategy 2:** Define the training and life-long learning needs of the public health workforce, identify gaps in training, and explore mechanisms to address these gaps.

*Tactics:*

- a. Explore emerging leadership competencies needed within the public health workforce for health systems transformation.
- b. Identify skills needed for public health professionals to deliver Foundational Public Health Services.

**Strategy 3:** Provide access to and assistance with using tools to enhance competence.

*Tactics:*

- a. Develop and disseminate tools and training to assist individuals and organizations with implementing and integrating the Core Competencies for Public Health Professionals into practice.
- b. Assist individuals and organizations with using tools and training to implement and integrate the Core Competencies for Public Health Professionals into practice.
- c. Encourage the use of the Core Competencies for Public Health Professionals as a foundation for the development of discipline-specific and interprofessional competencies.
- d. Assist with developing, refining, and implementing discipline-specific and interprofessional competencies aligned with the Core Competencies for Public Health Professionals.
- e. Assist other countries and global health organizations with developing and using public health competencies.

**Strategy 4:** Demonstrate the value of public health in achieving a culture of health.

*Tactics:*

- a. Document contributions of the various professions within public health to achieving healthy communities.
- b. Describe the unique contributions that public health professionals can bring to health systems transformation.
- c. Encourage public health professionals to engage other professions and sectors in developing strategies for achieving healthy communities.
- d. Document how public health research can and does contribute to achieving healthy communities.
- e. Participate in, facilitate, and/or conduct a profile study of the public health workforce.

**Objective D. Promote and strengthen the evidence base for public health practice.**

**Strategy 1:** Support efforts to further public health practice research, including public health systems and services research (PHSSR).

*Tactics:*

- a. Identify gaps in data and opportunities for improving data for conducting research relevant to practice.
- b. Identify emerging needs for public health practice research to support health systems transformation.
- c. Collaborate with other national efforts to help build capacity for and promote public health practice research.
- d. Convene potential funders to increase financial support for public health practice research.
- e. Assess progress related to public health practice research.

**Strategy 2:** Support the translation of research into public health practice.

*Tactics:*

- a. Identify ways to disseminate and improve access to evidence-based practices.
- b. Demonstrate the value of public health practice research to the practice of public health.
- c. Explore opportunities to support The Guide to Community Preventive Services.

**Strategy 3:** Encourage the engagement of public health practitioners in contributing to the public health evidence base.

*Tactics:*

- a. Develop and support implementation of an academic health department research agenda.
- b. Foster the development, sharing, and use of practice-based evidence.