The National Public Health Workforce Strategic Roadmap 2013

Purpose:
Strengthen the public health and healthcare workforce to improve the public's health

Goals

A — **Enhance the education system at multiple levels**

B — **Increase capability of existing workforce**

C — **Improve pathways for public health careers**

D — **Strengthen systems and organizational capacity to support the workforce**

Strategies

A1 Integrate population health into healthcare professional education

A2 Expand practice-based population health in schools and programs of public health

A3 Focus on faculty development

A4 Enhance inter-professional education and teams

A5 Influence boards, certifications, and licensure of individuals, and accreditation of educational institutions

B1 Define target skills and competencies across disciplines

B2 Expand training for the identified skills and competencies

B3 Expand use of technology for ongoing and just-in-time learning

B4 Develop robust leader and leadership development offerings

C1 Recruit professionals into public health from disciplines outside traditional fields

C2 Expand pipeline programs that promote public health as a career choice

C3 Improve retention strategies for existing public health professionals

C4 Modernize hiring and promotion rules and incentives

D1 Define the numbers and types of workers needed

D2 Establish professional standards for public health disciplines

D3 Promote organizational culture that supports workforce development

Cross-cutting Strategies

Leverage efforts across multiple stakeholders and constituencies

Adopt shared leadership

Advance systems for measurement, evaluation, and continuous improvement

Promote sustainable financing and effective policies to support workforce development

Roadmap Descriptors

Goal A. Enhance the education system at multiple levels
Goal A focuses on the academic preparation of health care and public health professionals at all levels including community colleges, undergraduate, and post-graduate education.

A1 | Integrate population health into healthcare professional education → Improve teaching of population health in the education of physicians, nurses, and other clinicians.

A2 | Expand practice-based population health in schools and programs of public health → Improve alignment of public health education with front-line public health practice.

A3 | Focus on faculty development → Target faculty due to their influential roles in implementing curricular changes and serving as role models to students and other faculty.

A4 | Enhance inter-professional education and teams → Reinforce inter-professional education in teams rather than in silos of disciplines, particularly through experiential learning opportunities.

A5 | Influence boards, certifications, and licensure of individuals, and accreditation of educational institutions → Improve population health through systemic approaches to change curricula, board exams, certifications, or accreditation of educational institutions for health care and public health disciplines.

Goal B. Increase capability of the existing workforce
Goal B aims to improve the preparation of current workers through multiple approaches, such as continuing education, re-training, and cross-training.

B1 | Define target skills and competencies across disciplines → Focus on both the process needed to define the skills and competencies, and the skills and competencies that are needed.

B2 | Expand training for the identified skills and competencies → Provide a broader range of quality training products to those who need new skills.

B3 | Expand use of technology for ongoing and just-in-time learning → Focus on the use of technology to provide convenient and accessible training for greater numbers of learners.

B4 | Develop robust leader and leadership offerings → Build leadership capacity in the various disciplines engaged in population health.

Goal C. Improve pathways for public health careers
Goal C focuses on various aspects of attracting, recruiting, and hiring new workers, and retaining existing workers.

C1 | Recruit professionals into public health from disciplines outside traditional fields → Bring in people with new skills (e.g., business, engineering, informatics, law) as public health undergoes change.

C2 | Expand pipeline programs that promote public health as a career choice → Influence career choices at an early stage (e.g., in high schools, community colleges, and undergraduate programs) to attract new talent.

C3 | Improve retention strategies for existing public health professionals → Focus on approaches to retain capable workers for continuity and to capitalize on their expertise (e.g., mentoring and succession planning).

C4 | Modernize hiring and promotion rules and incentives → Target organizational policies and practices to streamline the hiring and retention of workers.

Goal D. Strengthen systems and organizational capacity to support the workforce
Focuses on the context for workforce development and components that influence and inform one another (e.g., linkages and interactions).

D1 | Define the numbers and types of workers needed → Determine the composition and characteristics of the workers needed (e.g., the disciplines and skills, where they need to work, what type of work they do, and how many we currently have).

D2 | Establish professional standards for public health disciplines → Focus on competencies, guidelines, or other approaches that lead to setting professional standards.

D3 | Promote organizational culture that supports workforce development → Focus on organizations' expectations, philosophies, and values in terms of how they facilitate workforce development policies and practices.