

# How Academic Health Department Partnerships Support Recruitment and Retention

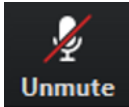


AHD Webinar  
September 18, 2023

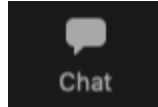
*This webinar is made possible through funding from the Centers for Disease Control and Prevention under Cooperative Agreement Number NU38OT000311. The content of this webinar is solely the responsibility of the presenters and does not necessarily represent the official views of the sponsor.*



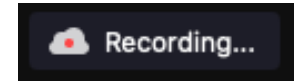
# Welcome to Our Webinar!



All participants are muted.



Please use the Chat box and “Raise Hand” button to ask questions and share comments.



This webinar is being recorded.



# Council on Linkages Between Academia and Public Health Practice



# Helping AHD Partnerships Grow

Academic Health Department Learning Community – [www.phf.org/AHDLC](http://www.phf.org/AHDLC)

- ↴ National community of practitioners, educators, and researchers exploring and learning about AHD partnerships
- ↴ ~1,600 members

Variety of Activities:

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





# What is an AHD Partnership?



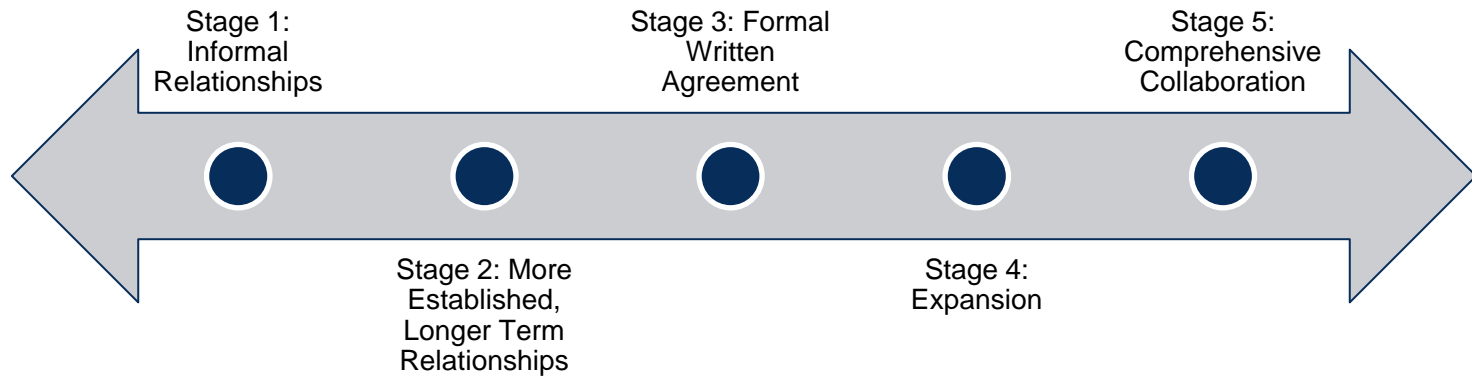
# An AHD Partnership...



- Joins a health department and an academic institution
- Institutionalizes collaboration
- Enhances public health education and training, research, and service



# Staged Model of AHD Development



# Perspectives from the Field



Treemanisha Stewart, MPH,  
CHES, REHS, DPA,  
Public Health Sauk County



Shelby Rentmeester, MPH  
Rollins Epidemiology Fellowship,  
Emory University Rollins School of  
Public Health



Courtney Dezendorf, M.Ed.  
Director, Office of Practice and  
Learning, Texas Department of  
State Health Services



Robert Hammarberg, DrPH, MPA  
Assistant Director, Public Health  
Practice & Engagement, UTHealth  
Houston School of Public Health








*Wisconsin Public Health Forward Workforce  
Work Group Academic Partnerships*

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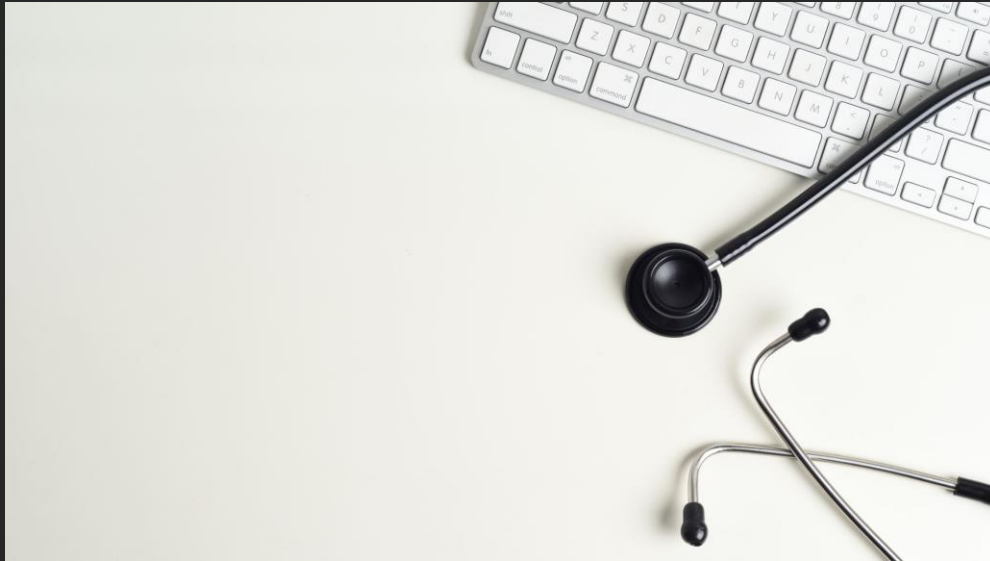
Treemanisha Stewart, DPA





## *Partners*

- University of Wisconsin  
Population Health Institute
- Wisconsin Association of Health  
Departments and Boards
- Wisconsin Department of Health  
Services/Division of Public  
Health



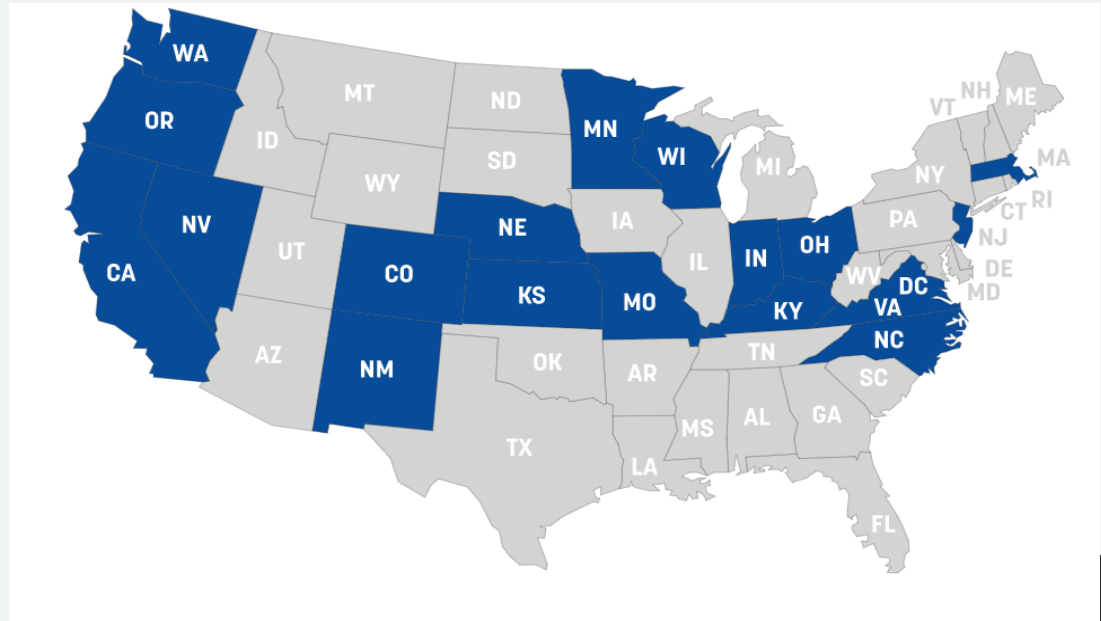
## *Integration of State and National Models*

- Centers on the Foundational Public Health Services Framework
- Supports the evolution of PH 3.0 model
- Builds on WI Chapter DHS 140 Required Services for Local Health Departments
- Aligns with Public Health Accreditation Board (PHAB) Standards & Measures
- Incorporates three focus areas from the Bipartisan Policy Center's Modernization of Public Health System

# *21<sup>st</sup> Century Learning Community: Intentional State-Wide Transformation*

- Assessing and Costing the Foundational Health Services
- Data Modernization
- Foundational Capabilities and Workforce
- Shared Service Arrangements
- Health Equity

<https://phnci.org/transformation/21st-century-learning-community>





*Wisconsin  
Public Health  
Forward  
focus areas:*

- Funding: Create sustainable funding for public health infrastructure to support foundational capabilities and areas.
- Workforce: Support a capable, diverse, and inclusive workforce.
- Legal Authority: Clarify public health's ability to prevent and control communicable disease.

# *Workforce Workgroup*

- Meets monthly since March 2022
- Brings together health officers from local health departments with personnel from WPHF Partners
- Focuses on array of workforce development initiatives to improve recruitment and retention
- One productive initiative has been the enhancement of academic partnerships and the development of academic health departments on state and local levels



# *WPHF*

## *Resources*

### Recruitment:

- RVPHTC Job Descriptions
- Onboarding Checklists
- Example Policies and Procedures
- Succession Planning

### Retention:

- Succession Planning
  - Professional Development Opportunities by FPHS Capabilities
  - Wisconsin Examples of Resource and Service Sharing
  - Resource Library
- 



# Workforce Summits

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- August 2022
  - Completed a SOAR Analysis*
  - Identified opportunities for building or enhancing a comprehensive workforce in Wisconsin*
  - Engaged in discussion about Aspirations*
- May 2023
  - Planned for partnerships between Academic Partners and Local Health Departments*
- Identified Goals for ongoing collaboration



# *Summits = Unique Partnerships*

- All Wisconsin undergraduate, graduate, and doctoral programs within the state are engaged.
- Academic programs have a long history of working together through the Wisconsin Center for Public Health Education and Training (WiCPHET)

*Masters level programs since 2012*

*Undergrad programs joined in 2022*

# *Academic Partnership Goals*

- Enhance public health workforce development infrastructure
- Sustain relationships between LHDs and Academic Partners
- Stabilize Public Health Workforce; Retain health officers and staff
- Coordinate system to access formal courses and degree programs for current public health personnel
- Coordinate system for professional development for current public health personnel
- Approach mentoring and precepting in a systematic way





# *Next Steps*

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- Develop similar relationship with Wisconsin Nursing Programs
- Explore opportunities for professional development through N2PH
- Convene LHDs and Academic Programs twice/year
- Seek additional funding

# *Thank you*

For more information contact:

Treemanisha Stewart, DPA  
Health Officer

Sauk County Health Department

Email: [treemanisha.stewart@saukcountywi.gov](mailto:treemanisha.stewart@saukcountywi.gov)



Barbara Duerst, RN, MS  
WALHDAB Workforce Consultant

Email: [barbd@badgerbay.co](mailto:barbd@badgerbay.co)



# ROLLINS

## EPIDEMIOLOGY FELLOWSHIP

**Leveraging academia to bolster Georgia's public health workforce:**

**Rollins (COVID-19) Epidemiology Fellowship**

**Shelby T. Rentmeester, MPH**

Director, Rollins Epidemiology Fellowship

Emory University



## ROLLINS EPIDEMIOLOGY FELLOWSHIP

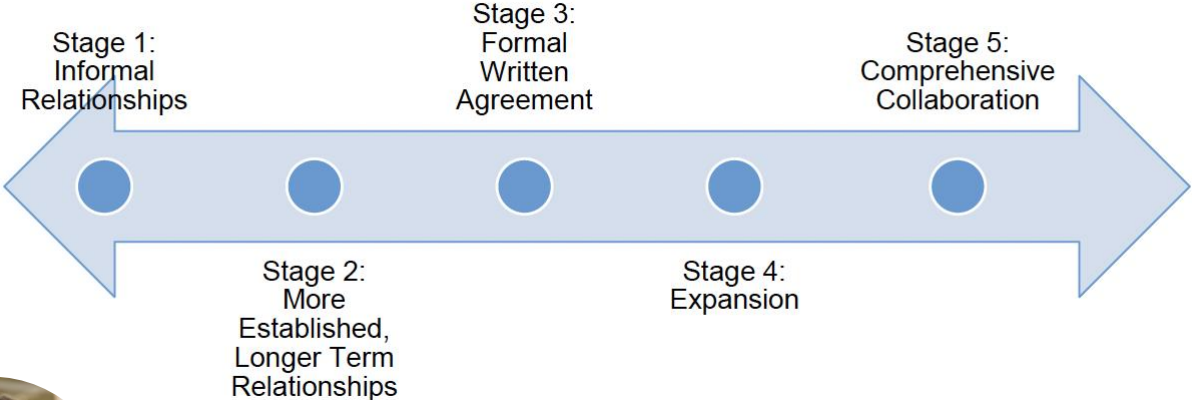
### MISSION

To enhance Georgia's state and local public health programs by training exceptional epidemiologists who passionately serve their communities through critical surveillance, outbreak response, and general public health practice.

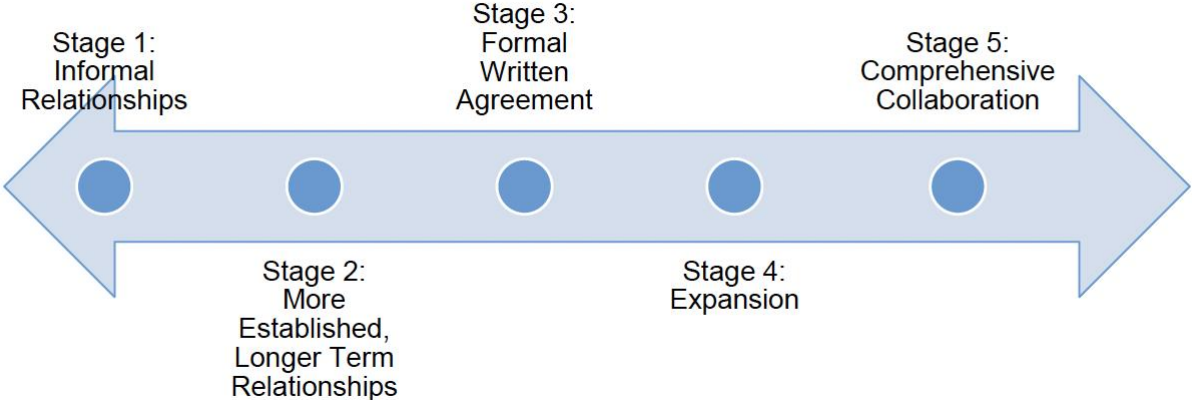
### VISION

We aim to support new epidemiologists and increase epidemiologic capacity to serve Georgia communities.

# ACADEMIC-PUBLIC HEALTH PARTNERSHIP



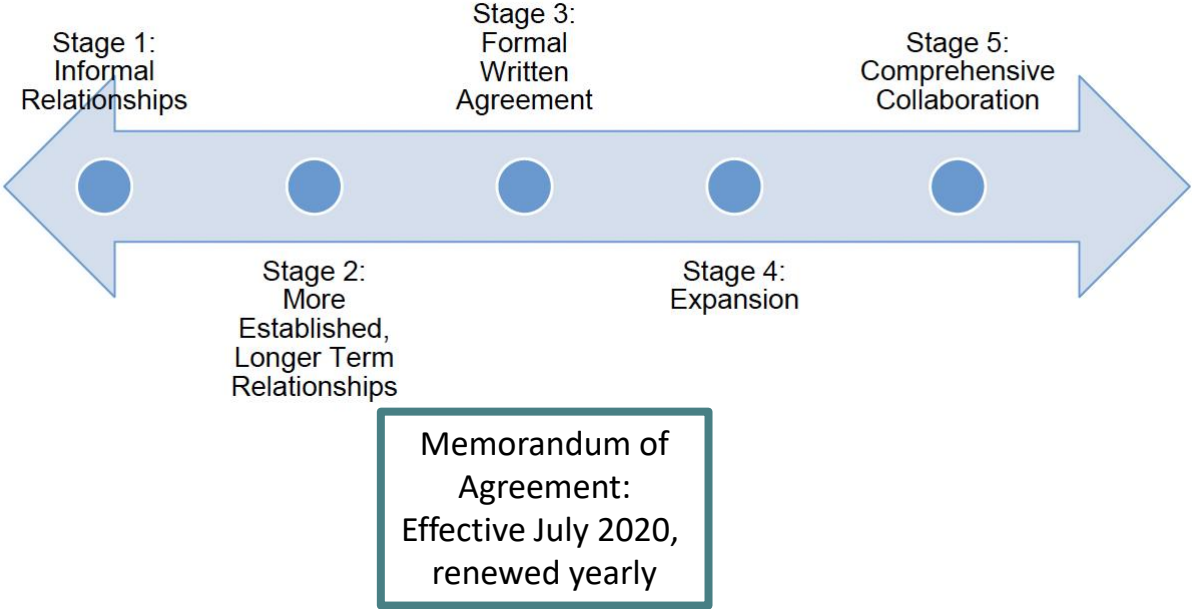
# ACADEMIC-PUBLIC HEALTH PARTNERSHIP



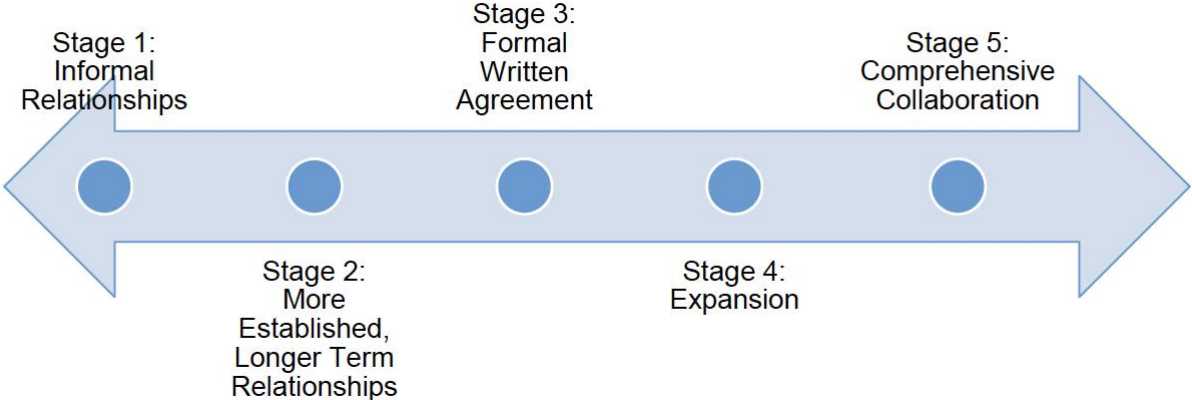
**ECRC**  
PARTNER. SUPPORT. RESPOND



# ACADEMIC-PUBLIC HEALTH PARTNERSHIP



# ACADEMIC-PUBLIC HEALTH PARTNERSHIP



# ROLLINS EPIDEMIOLOGY FELLOWSHIP PROGRAM

## What the program does:

Hires and places talented, early-career epidemiologists in the state's 18 health districts and GDPH

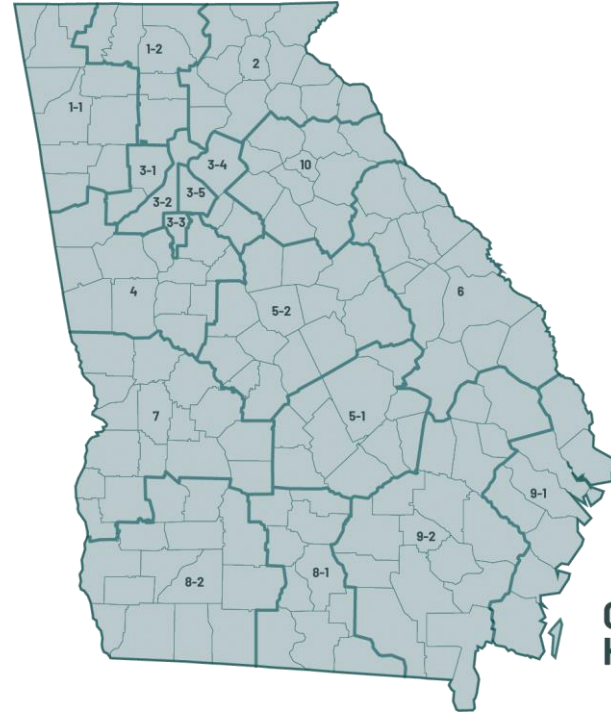


## MAIN PROGRAMMATIC COMPONENTS

Applied Epi Positions

Competency-based trainings

Mentorship & Professional Development



- 1-1 Northwest (Rome)
- 1-2 North Georgia (Dalton)
- 2 North (Gainesville)
- 3-1 Cobb-Douglas
- 3-2 Fulton
- 3-3 Clayton (Jonesboro)
- 3-4 GNR (Lawrenceville)
- 3-5 DeKalb
- 4 District 4 (LaGrange)
- 5-1 South Central (Dublin)
- 5-2 North Central (Macon)
- 6 East Central (Augusta)
- 7 West Central (Columbus)
- 8-1 South (Valdosta)
- 8-2 Southwest (Albany)
- 9-1 Coastal (Savannah)
- 9-2 Southeast (Waycross)
- 10 Northeast (Athens)

**GEORGIA PUBLIC HEALTH DISTRICTS**

# PROGRAM INSPIRATION



-Epi focused  
-Well-established program  
-Prestigious

- Nationally-run, state-focused
- Terminal-degree candidates
- Intra-government support

-Epi focused  
-Attractive to MPH-level candidates  
-Well-established program

- Nationally-run, state focused
- Professional society operated

-LHD placement focus  
-Goal to introduce new epi talent across the state

- State DPH operated

# THREE DOMAINS OF ADMINISTRATION

Fellow recruitment and management	Site engagement and satisfaction	Learning goals and objectives
<ul style="list-style-type: none"><li>-Operate and hire within Emory, but in direct consultation with sites</li><li>-Fellow handbook</li><li>-Schedule of quarterly check-ins with fellows</li><li>-Periodic solicitation of desired trainings</li></ul>	<ul style="list-style-type: none"><li>-Site supervisor and mentor orientation session</li><li>-Site supervisor and mentor handbook</li><li>-DPH steering committee meetings</li><li>-Site supervisor check ins &amp; focus group</li></ul>	<ul style="list-style-type: none"><li>-Competency-focused (competency achievement plan)</li><li>-Project and presentation requirements</li><li>-Quarterly training sessions</li></ul>

# UNIQUENESS OF OUR PROGRAM

- Focused only on Georgia
- Novel in its operational structure (academia as hiring entity)
  - Leverages academic support for fellows
  - Expands academic-public health partnerships across the entire state, not just metro

This component is what sets our program apart from other similar programs



# ACADEMIC MENTORS



**Dr. Moose Alperin**  
Assistant Professor  
Behavioral/Social/  
Health Education Sciences  
Executive MPH



**Dr. Sarah Blake**  
Associate Professor  
Health Policy & Management



**Dr. Heather Bradley**  
Associate Professor  
Epidemiology



**Dr. Allison Chamberlain**  
Associate Professor  
Epidemiology



**Dr. Sarita Shah**  
Professor  
Epidemiology



**Dr. Julie Gazmararian**  
Professor  
Epidemiology



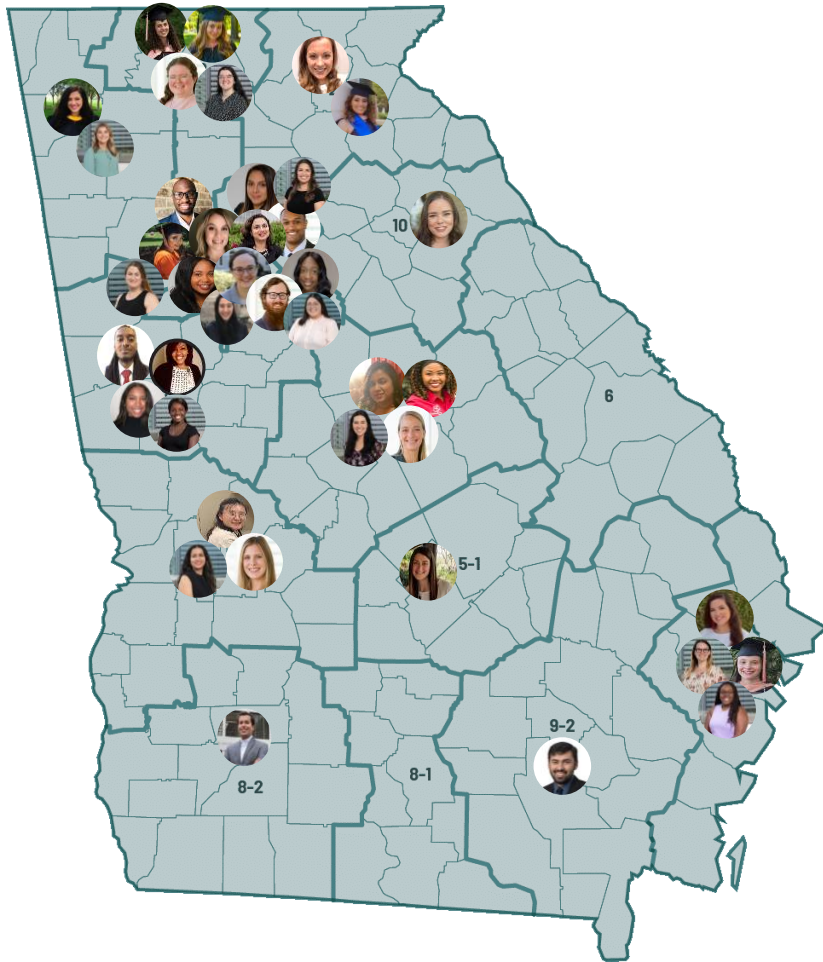
**Dr. Jodie Guest**  
Professor  
Epidemiology




**Johanna Pringle, MPH**  
Co-Director of Administration  
RISE



**Jenny Taussig, MPH**  
Director of Programs  
PRISM



1-1	<b>Madison Smith</b> Cameron Berard	4	<b>Donovan Stephens</b> Kristi Thompson Gabrielle Graham Mary Heraut
1-2	<b>Victoria Roy</b> <b>Bridget Walsh</b> Theresa Williams Teresa Costa	5-1	<b>Annalyse Bergman</b>
2	<b>Erin Mayweather</b> <b>Diane Piedrahita</b>	5-2	<b>Ramona Barnett</b> <b>Kenea Andrews</b> Mareike Haaren Julia Jensen
3-1	<b>Francois Egbuonu</b> <b>Sheena Norwood</b> Julia Splittorff	7	<b>Eden Lou</b> Jean Perry Shrijana Chalise
3-2	<b>Mallory Hazell</b> <b>Ebony Johnson</b>	8-2	<b>Nathaniel Barrera-Nitz</b>
3-3	<b>Charlotte Marshall</b>	9-1	<b>Jessica Sherman</b> Maya Sherman Beonca Brown Jennifer Ronberg
3-4	<b>Diana Diaz</b> Andrew Lewis Auriel Tarty Taylor Ogle	9-2	<b>Umair Farooqi</b>
3-5	<b>Sadaf Bhai</b> <b>Zoe Schneider</b> Lucas O'Reilly Miranda Montoya	10	<b>Danielle Armstrong</b>
		<b>GDPH</b> 	<b>Varsha Sahoo</b> <b>Tamiko Prescod</b> Erica Fuller Kailyn Jacobs



# FELLOW ACTIVITIES & ACCOMPLISHMENTS



COVID-19  
OUTBREAK  
INVESTIGATIONS, DATA  
ENTRY, & TEAM  
MANAGEMENT



COVID-19  
DATA ANALYSIS  
AND  
VISUALIZATIONS



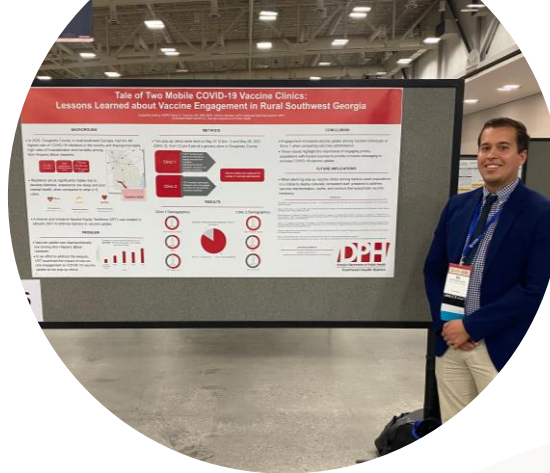
COMMUNITY  
ENGAGEMENT  
INTERVIEWS,  
STAKEHOLDER  
MEETINGS,  
FACEBOOK LIVE  
SESSIONS, ETC.



NON-COVID-19  
NOTIFIABLE  
DISEASE  
INVESTIGATIONS



CONFERENCE  
PRESENTATIONS



Rollins COVID-19 fellow, Diane Piedrahita (middle), along with 107.5 and 102.3 staff during her on-air COVID-19 vaccine educational session provided for Spanish-speaking listeners on July 25, 2021.

# BENEFITS TO THE HEALTH DISTRICTS

➤ Data analysis skills

➤ Improved level of response

➤ Improved quality

➤ Increased professionalism

*“So overall, it's definitely been a positive experience, because in working on local public health, I mean, our department was understaffed for a very long time. And so just having those additional hands to help with our case investigations, contact tracing, especially during the pandemic, was extremely helpful.”*

- Supervisor

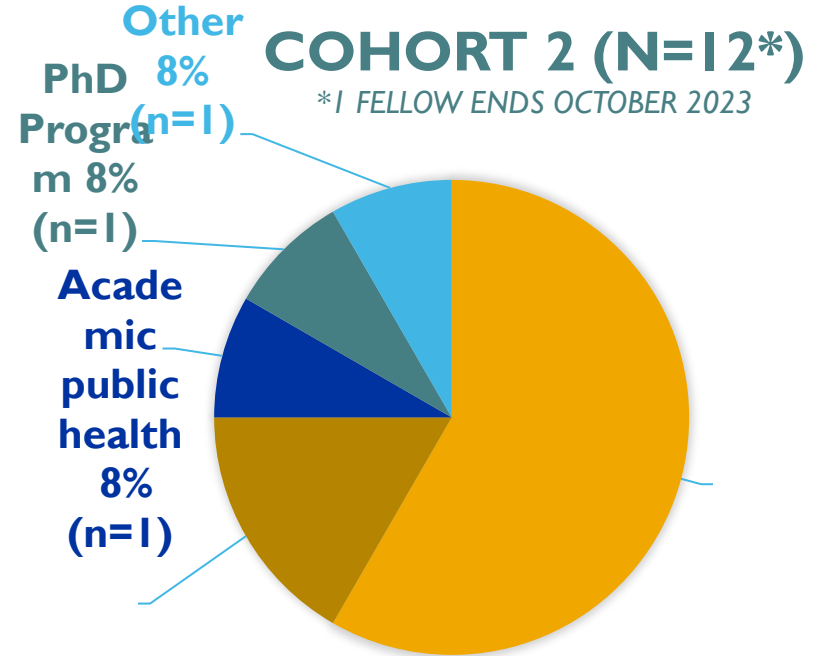
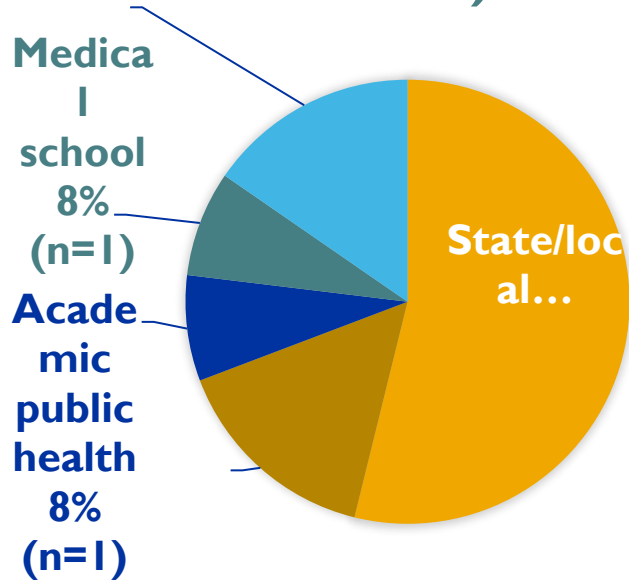
*“Definitely the quality of the data that we're able to put together. They're just excellent with giving out those reports that are required. I can tell you our response would have been diminished without them. They were really good.”*

- Supervisor

# CONTRIBUTIONS TO THE PRACTICE PIPELINE AMONG GRADUATED FELLOWS

(AS OF AUGUST 2023)

**COHORT 1 (N=13, 76%)**



As of June 2023, Rollins Epidemiology Fellows & alumni comprised nearly 30% of all Masters-level FTE epidemiologists practicing in district-level epi divisions in Georgia

# ROLLINS EPIDEMIOLOGY FELLOWSHIP: CONTINUE & EXPAND

- Successful model for how academia can directly help build workforce capacity in Georgia
- We succeed due to close working relationships with practice leadership
- Wholistic program evaluation + routine fellow evals provides rich data to remain responsive to ever changing public health landscape and priorities



# THANK YOU

Questions? Feel free to email me at:  
[shelby.rentmeester@emory.edu](mailto:shelby.rentmeester@emory.edu)

# Academic Public Health Partnerships

Recruitment and Retention Strategies and  
Successes in Texas



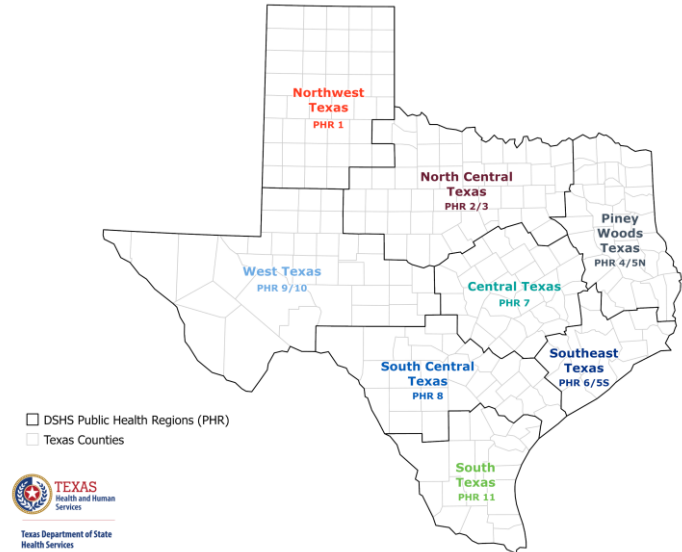
TEXAS  
Health and Human  
Services

Texas Department of State  
Health Services

# Texas Public Health System and Academic Partners



## DSHS Public Health Regions



# DSHS Office of Practice & Learning

- 
- Internship Program
  - Texas Public Health Fellowship
  - Preventive Medicine Residency
  - Public Health Workforce Training Center
  - Continuing Education Service
  - Grand Rounds
  - Medical & Research Library
  - Institutional Review Board
  - Grant Development Center

Public Health Workforce  
Development

Education & Learning

Research Advancement

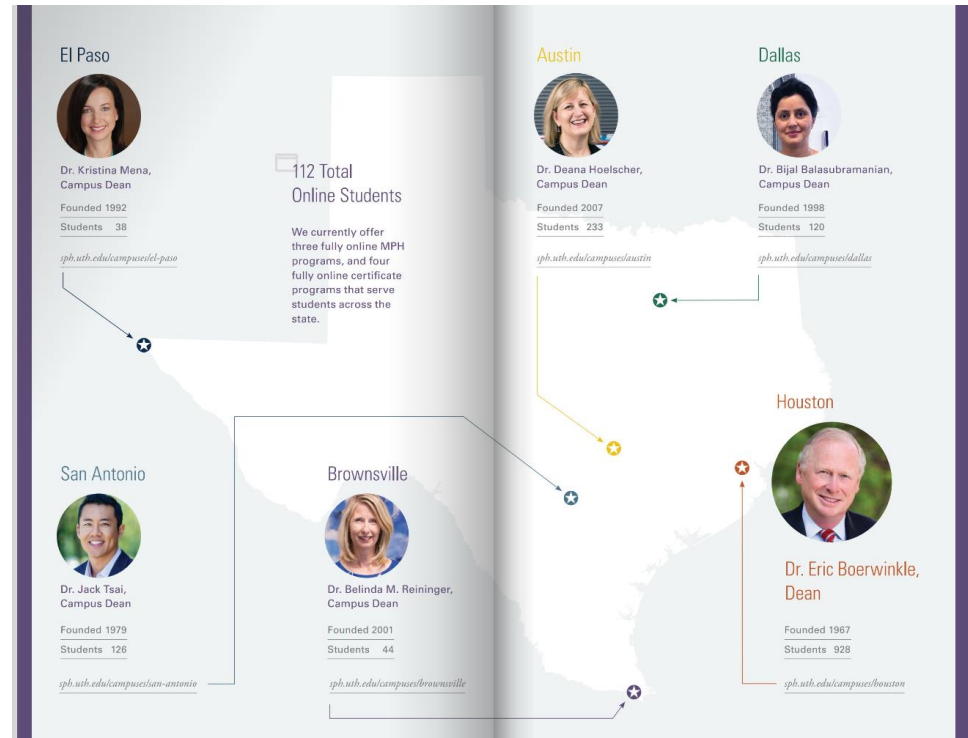
Academic Engagement



# Texas Public Health System and Academic Partners



- Opened in 1967
  - *First in Texas*
- Over 1,747 Students
- Nearly 180 Faculty and 10K alumni
- All-graduate School
  - *CEPH & SACSCOC Accredited*
- State-wide Impact
- 17 Research Centers



# Our Role in Recruitment and Retention

## Recruitment

- General Outreach/Awareness for Public Health Careers
  - Career Panels
  - Classroom Guest Lectures
  - Career and Internship Fairs
- Early Career Public Health Opportunities
  - Texas Public Health Fellowship
  - Internships

## Retention

- Workforce Trainings
  - Grand Rounds
  - Customized Trainings for DSHS Staff
- Workforce Pipeline
  - Fellowship, Internship, Preventive Medicine Residency

# Our Role in Recruitment and Retention (Current)

## Recruitment

- Practicum/Internship Placement
- Career Services
  - Panels, Information Sessions, Application Seminars, promotion of available positions
- GET PHIT
  - Health informatics-relevant internship placements

## Retention

- Grand Rounds Participation
- Customized Training (E.g., R)
- GET PHIT
  - Employment pipelines
  - Needs assessments
  - Health informatics-relevant professional development training
  - Funding

# Our Role in Recruitment and Retention (Future)

## Recruitment

- Practicum/Internship Placement
- Facilitate Connections for Student and Faculty-involved Research Opportunities

## Retention

- Facilitate Connections for Relevant Classroom Involvement (e.g., guest lectures)
- Involvement with Future Developments (e.g., curriculum)


# Career Fair Toolkit









- Info Sheet on Best Practices for Attending Career Fairs
- Graphic with Salary Ranges for DSHS Positions
- Frequently Asked Questions (with scripts)
- Overview of DSHS (with links to the relevant websites)
- How to Apply to Jobs
- Internship Info Sheet
- Fellowship Info Sheet
- Contact Info Sheet for Office of Practice & Learning

# Examples of Recruitment Flyers

**Are You Interested in Working at a Public Health Laboratory?**



**The Texas DSHS Lab is growing! We are looking for individuals with a passion for public health, science and an eagerness to grow with us.**



Newborn Screening    Sequencing    Microbiology    Clinical Chemistry    Health Informatics    Environmental Chemistry


**How to Apply**  
The only way to apply for jobs with the DSHS Laboratory is to go through the Health and Human Services job portal  
<https://jobshportal.hhsc.state.tx.us/ENG/careerportal/>  
Create a profile or log into a profile you previously created. Once a profile is created, your information will remain in the system. Adjust and adapt your application for each job you apply to.

**Keywords to Search for when Looking for Available Jobs**  
· Chemist · Laboratory Technician · Microbiologist · Medical Technologist · Clinical Laboratory Scientist · Molecular Biologist · Laboratory ·

**Narrow Your Search By Selecting an Agency**  
Dept of State Health Services

**Tips for Success**  
You must complete an application for each position you are interested in. Describe how you meet the requirements. Review your application to make sure your preferences (shift, location, hours, and days you can work) match the requirement for the job you are applying to. Sign and submit your application.

To view current job postings, visit: <https://jobshportal.hhsc.state.tx.us/ENG/careerportal/>




TEXAS Health and Human Services

Texas Department of State Health Services


[dshs.texas.gov](https://dshs.texas.gov)

## Examples of Entry Level Jobs at DSHS Laboratories

- **Chemist**
  - Performs chemical analysis of drinking water, environmental, and food samples.
- **Medical Technologist/Clinical Laboratory Scientist**
  - Performs highly complex tests as part of the Texas newborn screening program.
- **Microbiologist**
  - Identifies bacteria, viruses, parasites and fungi using a variety of techniques such as culture, biochemical, serological, and molecular. Performs testing on clinical, environmental, and consumer samples.
- **Molecular Biologist**
  - Sequencing for the purpose of organism variant ID/subtyping and antibiotic resistance.
  - Performs molecular genetics procedures that include DNA extractions, electrophoresis, PCR, DNA sequence analysis and other to identify mutations which causing disorders identified on the newborn screening panel.
- **Health Informatics Specialist**
  - Provide support and management of the health information system (HIS).
- **Laboratory Technician**
  - Determines acceptability of specimens by performing pre-analytical evaluations of all specimens received at the laboratory.
- **Data Entry Operator**
  - Performs complex data entry for the Texas Health steps, Newborn Screening, and Microbiological Programs.



To view current job postings, use the QR code above or visit:  
<https://jobshportal.hhsc.state.tx.us/ENG/careerportal/>



TEXAS Health and Human Services

Texas Department of State Health Services

[dshs.texas.gov](https://dshs.texas.gov)

# Examples of Recruitment Flyers

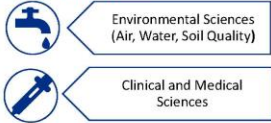
## What Can I Do in Public Health? Chemistry



### Skills and experiences you may have developed through your degree include:

- Use of analytical chemistry instruments and processes, such as:
  - Tandem mass spectrometry
  - Immunofluorescence
  - High performance liquid chromatography (HPLC)
- Research and technical writing
- Lab safety and aseptic technique
- Teamwork

### Specialty Areas



### Potential Employers

- State health department
- Local (city/county) health department
- Federal health institutions (CDC)
- Laboratory and Diagnostic settings

### Examples of Entry-Level Job Postings (with Texas DSHS)

- Chemist I**
  - Analysis of environmental samples to identify radiological contamination
- Clinical Lab Scientist**
  - Performing MS/MS analysis as part of newborn screenings
- Health Informatics Specialist I**
  - Collecting and analyzing data collected from health information systems (HIS)
- Environmental Protection Specialist/Sanitarian I**
  - Conducting routine inspections of public environmental and food service facilities

To view current job postings at the Texas HHS, visit: <https://jobshportal.hhsc.state.tx.us/ENG/careerportal/>



dshs.texas.gov

## What Can I Do in Public Health? Kinesiology



### Skills and experiences you may have developed through your degree include:

- Scientific coursework
- First aid and CPR training
- Health education
- Developing exercise programs customized to the patient's needs
- Culturally competent communication

### Specialty Areas



### Potential Employers

- State-supported living centers
- State health departments
- Non-profit organizations
- Local (city/county) health departments

### Examples of Entry-Level Job Postings (with Texas DSHS)

- Public Health and Prevention Specialist I or II**
  - Providing education to the community on preventing chronic disease
- Program Specialist I or II**
  - Conducting coalition building and program planning work for a DSHS initiative
- Community Health Specialist**
  - Identifying health care needs in a community and providing education
- Customer Service Representative**
  - Communicating with partners regarding a DSHS service (e.g., Vital Statistics, Immunization Information Services) and keeping records related to this program

To view current job postings at the Texas HHS, visit: <https://jobshportal.hhsc.state.tx.us/ENG/careerportal/>



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## What Can I Do in Public Health? Environmental Studies



### Skills and experiences you may have developed through your degree include:

- Collecting and analyzing research
- Writing proposals and reports
- Field collection of data
- Designing presentations
- Systems and Critical Thinking

### Specialty Areas



### Potential Employers

- State health departments
- Local (city/county) health departments
- Non-profit organizations
- Federal Government

### Examples of Entry-Level Job Postings (with Texas DSHS)

- Environmental Protection Specialist**
  - Conducting routine inspections of public environmental and food service facilities
- Public Health and Prevention Specialist**
  - Providing education to the community on preventing chronic disease
- Program Specialist**
  - Conducting coalition building and program planning work for a DSHS initiative
- Data Entry Operator**
  - Entering lab results and demographic data into a lab information system

To view current job postings at the Texas HHS, visit: <https://jobshportal.hhsc.state.tx.us/ENG/careerportal/>



dshs.texas.gov



TEXAS  
Health and Human  
Services

Texas Department of State  
Health Services

# Thank you!

[Courtney.Dezendorf@dshs.texas.gov](mailto:Courtney.Dezendorf@dshs.texas.gov)

Texas Department of State Health Services

[Robert.Hammarberg@uth.tmc.edu](mailto:Robert.Hammarberg@uth.tmc.edu)

UTHealth Houston School of Public Health



# Questions and Discussion



# AHD Partnership Resources

- Academic Health Department Learning Community: [www.phf.org/AHDLC](http://www.phf.org/AHDLC)
  - Peer community supporting public health practice/academic collaboration
- [AHD Webinars](#)
  - Webinars focused on AHD partnerships
- [AHD Resources and Tools](#)
  - Resources to support development, maintenance, and expansion of AHD partnerships
- Council on Linkages Update: [www.phf.org/councilupdate](http://www.phf.org/councilupdate)
  - Newsletter featuring the latest AHD partnership resources

Questions?

Contact Mayela Arana at [marana@phf.org](mailto:marana@phf.org).



# Upcoming Events

## ↳ [Expand Your SWOT Analysis to Include Inclusion and Equity: Make it a SWOTIE](#)

- ▷ Tuesday, September 19, 2-3pm EDT
- ▷ Webinar focused on how to use a SWOTIE analysis and the SWOTIE Action Prioritization Matrix to help health departments expand their SWOT analyses to consider their impact on the social sector of the community they serve.



Questions?  
Contact Mayela Arana at [marana@phf.org](mailto:marana@phf.org).

# Upcoming Events

## 2023 Public Health Learning Forum and TRAIN Learning Network Annual Meeting

- ▷ October 16-19 in Richmond, VA
- ▷ This year's theme is *Rebuilding the Public Health Workforce*. Training and tools will be provided to assist with the effective use of TRAIN to support public health workforce development and build governmental public health workforce capacity.



Questions?

Contact Mayela Arana at [marana@phf.org](mailto:marana@phf.org).





# THANK YOU!

[www.phf.org/AHDLC](http://www.phf.org/AHDLC)

For more information or to join, contact:

Mayela Arana

[marana@phf.org](mailto:marana@phf.org)

