



Advancing and Transforming Public Health Practice



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Question for the Viewers



How would you describe your knowledge of current transformation efforts in public health practice?

- A. High level
- B. Moderate
- C. Low level
- D. Other (please type in chat)

The Transformation Landscape



National Transformation Initiatives



Opportunities for Practitioners



The Transformation Landscape

UNDER VALUED

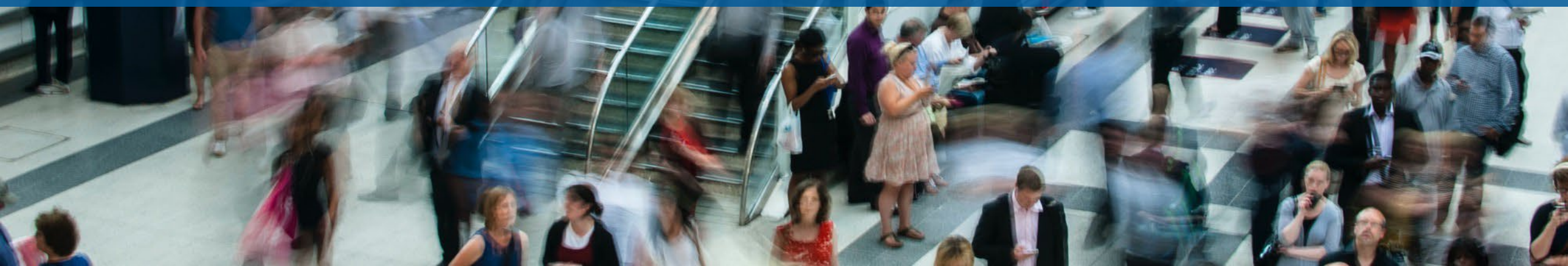
EXPLOITED

TEED





Public health has never been as visible,
as fundamental, or as misunderstood.



“

The public broadly believes the activities of public health agencies are important to the health of the United States and supports substantial increases in spending on public health programs **but has serious concerns** about how the system functions now. The **public lacks the high level of trust** in key public health institutions necessary to address today's and future challenges

— *The Public's Perspective on the United States Public Health System*
Harvard T.H. Chan School of Public Health and RWJF, 2021

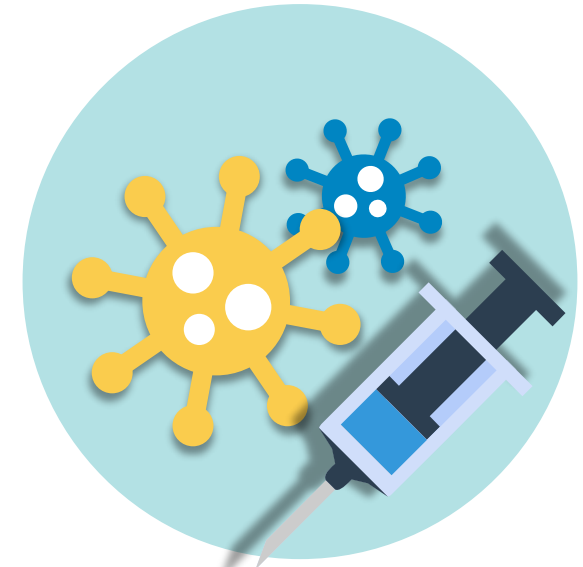
Current Transformation Landscape



**Unprecedented
new resources**



**Need for core public
health funding**



**Multiple co-occurring
pandemics**

About PHAB



PHAB is **building trust in public health** and ensuring excellence in scalable innovation

Mission:

Advance and transform public health practice by championing performance improvement, strong infrastructure, and innovation

Vision:

A high-performing governmental public health system that supports all people living their healthiest lives.

Values:

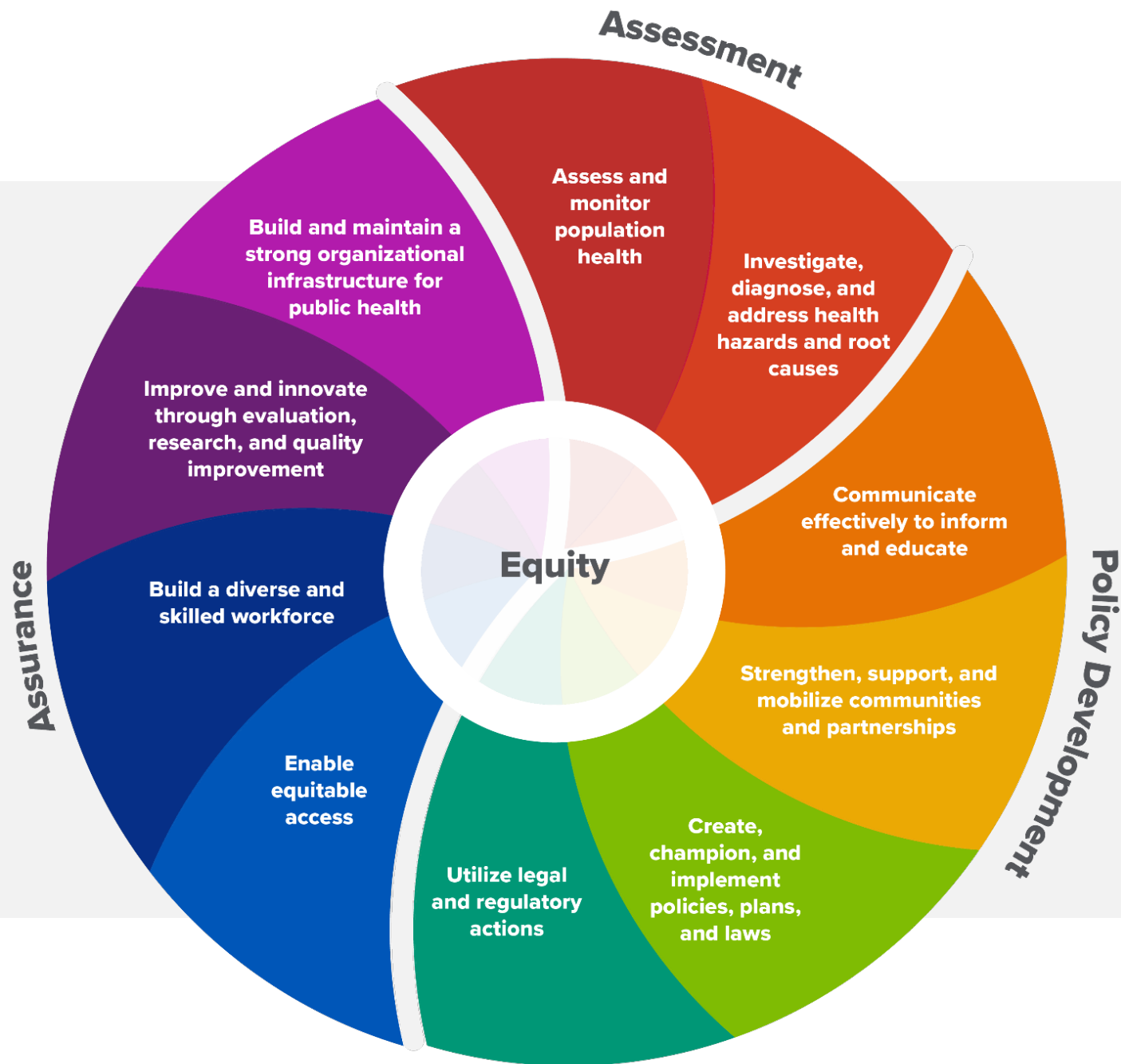
Trust | Respect | Innovation | Collaboration | Growth-mindset

Principles:

Excellence | Diversity, Equity, and Inclusion | Transparency | Accountability



The 10 Essential Public Health Services provide a framework for public health to protect and promote the health of **all people in all communities.**



Seek to **remove systemic and structural barriers** that have resulted in health inequities:

- Poverty
- Racism
- Gender discrimination
- Ableism
- Other forms of oppression

A group of diverse people, including men and women of various ethnicities, are gathered in a huddle. They have their hands raised and pressed together in the center, symbolizing teamwork, unity, and shared success. The background is slightly blurred, showing an indoor setting with windows. A semi-transparent blue banner is overlaid across the middle of the image, containing white text.

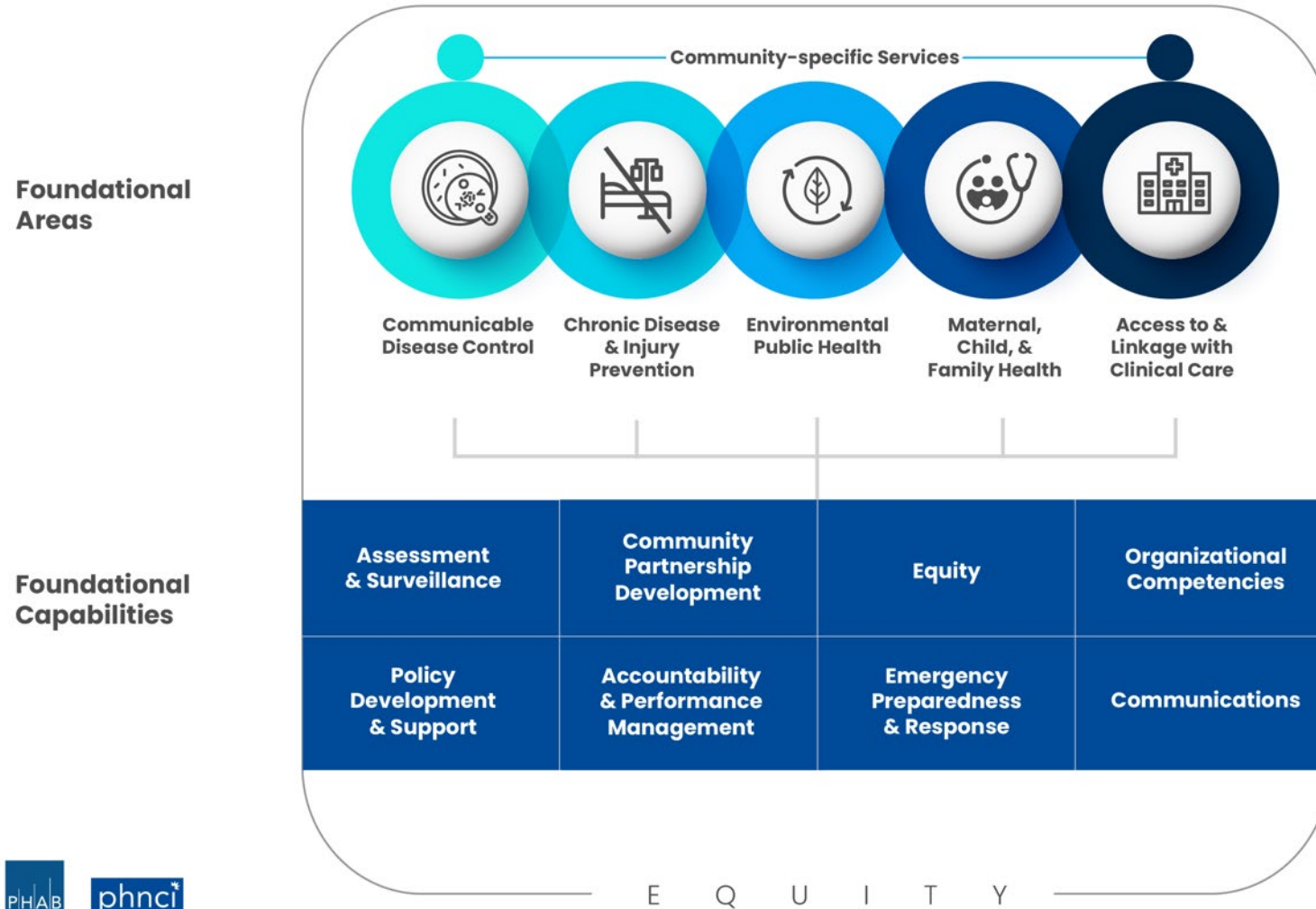
Everyone should have a fair and just opportunity
to achieve optimal health and well-being.

National Transformation Initiatives



PHAB Services & Supports for Transformation

Foundational Public Health Services

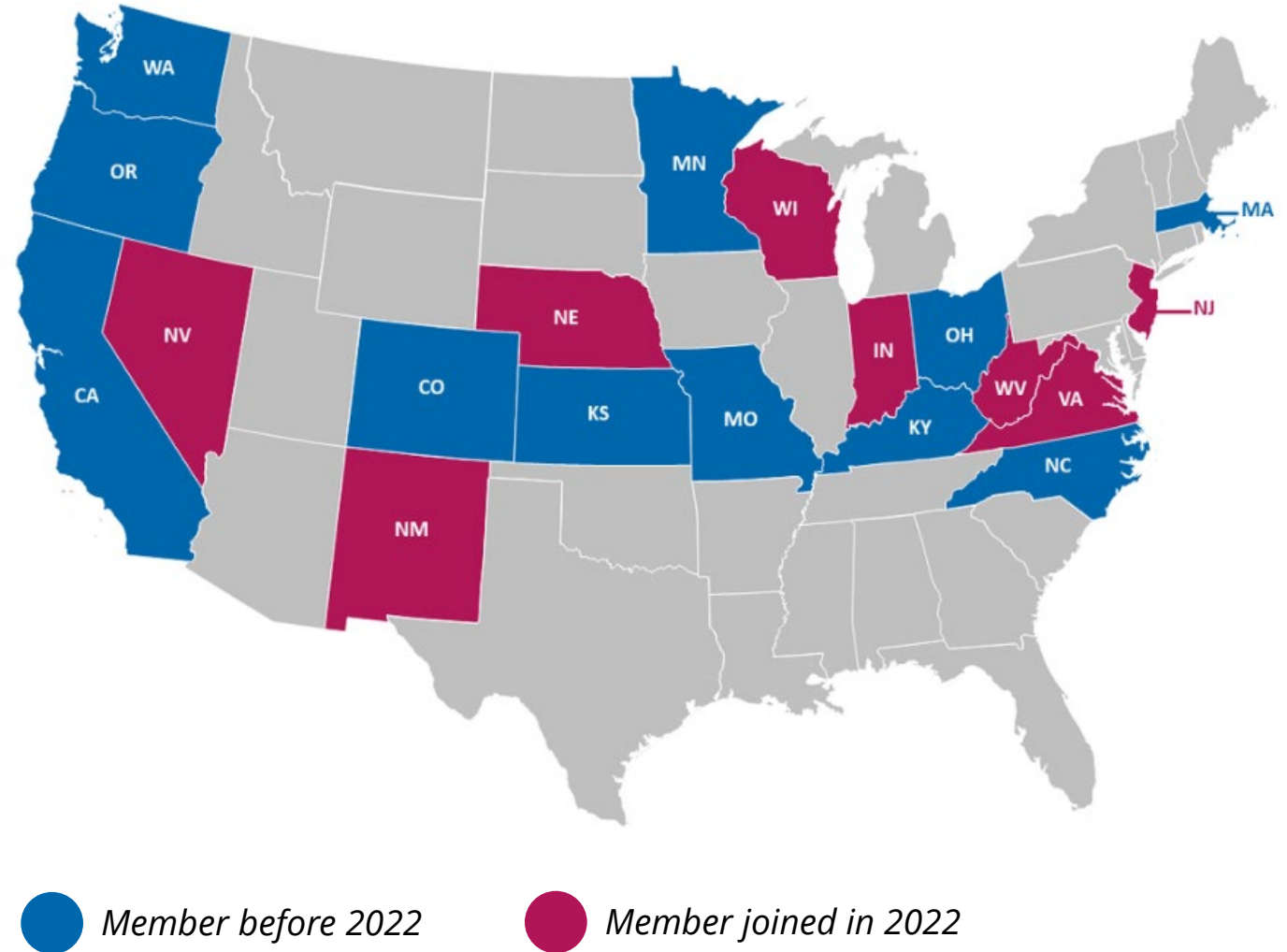


- 21C Learning Community
- Assessment & Planning Tools
- National Public Health Accreditation
- Pathways Recognition Program

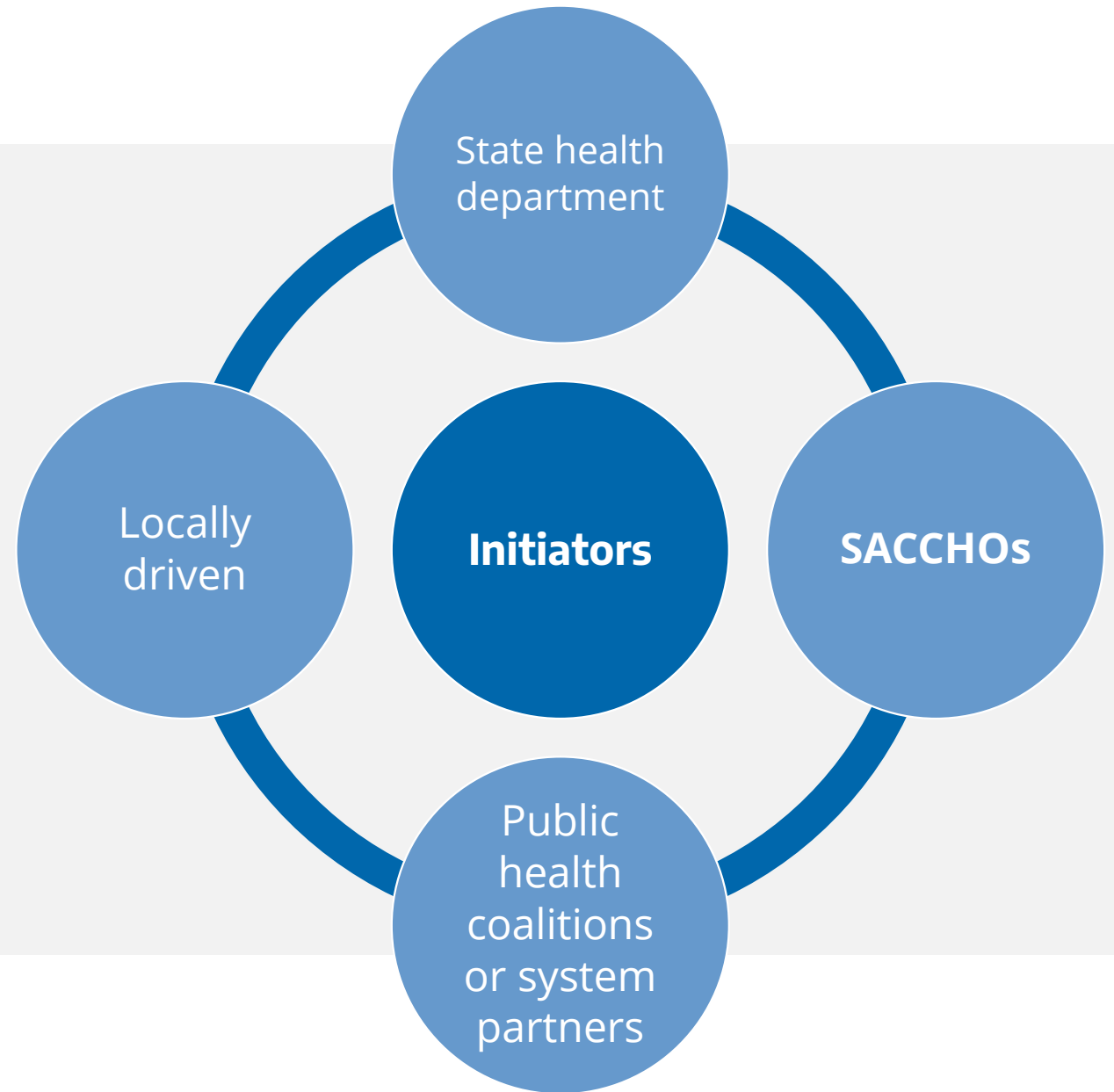
21st Century Learning Community Member States

21C is a **learning community of 19 states** focused on intentional state-wide public health system transformation, including:

- Capacity and costing assessment
- Legislative funding
- System redesign and transformation



Collaboration and Transformation Within 21C States



Steps to FPHS Transformation

FPHS Planning Guide

January 2019

USING FOUNDATIONAL PUBLIC HEALTH SERVICES TO TRANSFORM PUBLIC HEALTH



Contents

Purpose

What are the Foundational Public Health Services (FPHS)?

How can the FPHS transform public health and improve population health?

Getting Started

Planning Resources and the FPHS Assessment

Preparing for System, Policy, and Investment Changes

Other Considerations

Examples from 21st Century States

Introduction

New public health issues emerge every day, from an increase in natural disasters to gun violence as a public health issue. Governmental public health departments are responsible for protecting their communities' health and are evolving to keep up with dynamic community needs. However, they are constrained by an outdated infrastructure and communities or partners that do not understand their role and value. Public health funding for infrastructure and programs has declined while the need for public health services has grown. The result is underfunded governmental health departments, with outdated and crumbling infrastructures, straining to deliver services to communities. Given these challenges, many departments are evaluating options to do their work differently and are being called upon to modernize their systems as they work to improve population health.

One possible avenue to answer the call to modernize is the adoption and implementation of the foundational public health services (FPHS) to inform systems change and transformation. The FPHS are defined as a "minimum package of services" that must be available in health departments everywhere for the health system to work anywhere.

Purpose

The purpose of this guide is to provide interested health departments with the key components to consider before planning the FPHS implementation process. It is based on learnings from four states that have been implementing this work, with support from the [Public Health National Center for Innovations \(PHNCI\)](#), over the past several years.

While the FPHS can be implemented by individual health departments, it is highly recommended that multiple departments work together as a system to ensure that a minimum package of services is available across a geographic area. Participants may include the **state health department (SHD)** and some or all the **local health departments (LHDs)** in that state or **state association of county and city health officials (SACCHO)** working with LHDs.

- 1 — Organize the effort
- 2 — Identify core services
- 3 — Identify capacity gaps
- 4 — Estimate costs
- 5 — Develop financing model
- 6 — Make a budget request
- 7 — Develop legislation
- 8 — Implement the model

Examples of Efforts



Washington

State investments: 147 million in the 2021-2023 biennium and \$148 million per year ongoing starting in FY2024



Oregon

Partnerships: Regional infrastructure and Tribal plans



Missouri

COVID-19 response: Key findings and recommendations for state action



North Carolina

Federal funding: FCs, workforce, and ARPA



Minnesota

Equity: Defined core public health, centered equity, beginning costing



Ohio

Costing: Developed costing for OH, tying to financial data, connection to PHAB accreditation

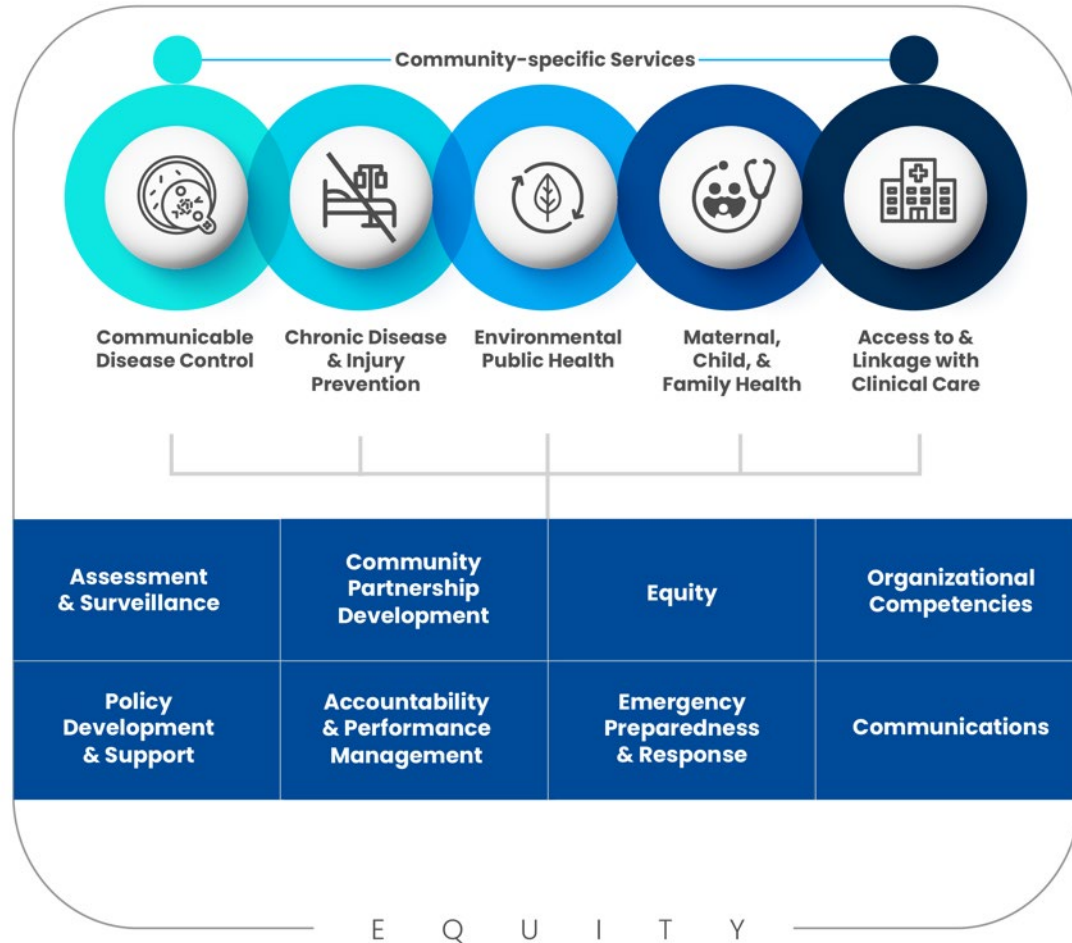
Question for the Viewers



Do you know how many staff your health department needs?

- A. Yes
- B. No
- C. Unsure

Staffing Up



Local Staffing Estimates

Needed to implement the Foundational Public Health Services

Public Health Workforce Calculator

Will allow health departments to determine the number and type of staff to provide sufficient levels of public health services

Expected Summer 2022

Staffing Estimate



- **How many FTEs are needed** in state and local health departments to perform the Foundational Public Health Services (FPHS)
- **Generate totals and ratios** based on the number of staff needed per 100,000 people
- **Recommendations** are intended to provide an infrastructure that you can surge on during a crisis (e.g., a pandemic), but not inclusive of that surge

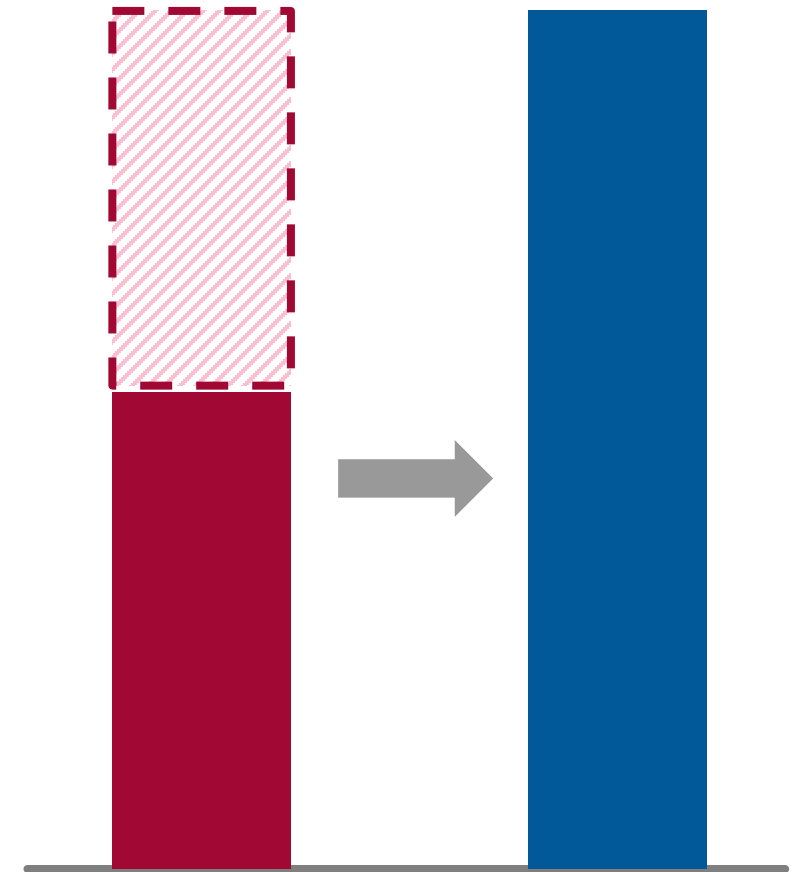
The Findings

State and local governmental public health agencies need an **80% increase** in workforce to provide minimum public health services to the nation.

- Local health departments need **54,000** additional FTEs
- State health departments need **26,000** additional FTEs



This estimate does not account for additional workforce needs beyond core infrastructure and programs.



New FTEs Needed by Population Served

Population served or Organization	Current FTEs for core public health services	Total FTEs needed for full implementation	Additional FTEs needed for full implementation	Percentage change needed
<25,000	4,000	13,000	9,000	230%
25,000 – 49,999	5,500	13,000	7,500	140%
50,000 – 99,999	7,000	15,000	8,000	110%
100,000 – 199,999	8,500	14,500	6,000	70%
200,000 – 499,999	14,000	20,000	6,000	40%
500,000+	33,500	51,000	17,500	50%
Local Health Departments	72,500	126,500	54,000	70%
State Health Departments	31,000	57,000	26,000	80%
Totals	103,500	183,500	80,000	80%

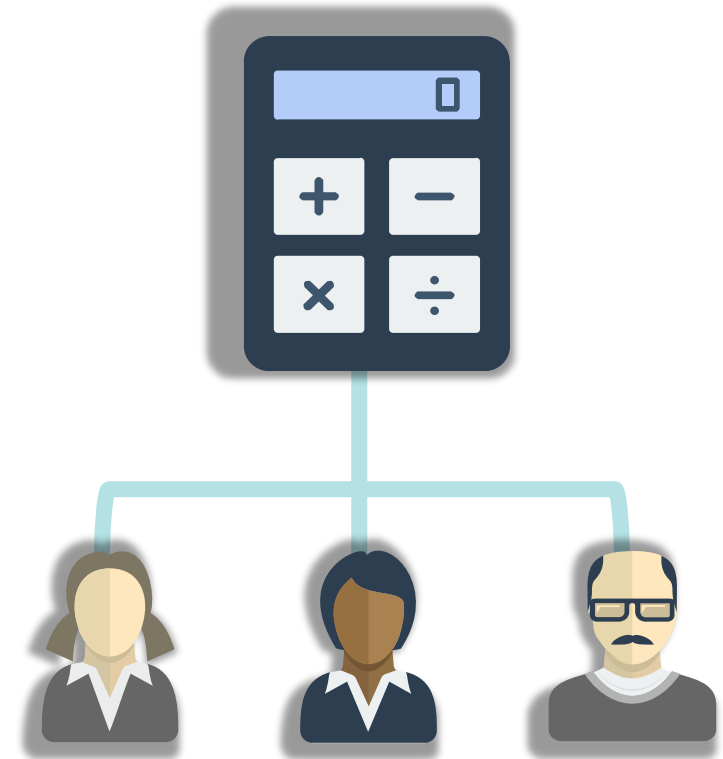
New FTEs Needed by Category

	Local	State	Total
Infrastructure			
Assessment	4,500	4,500	9,000
All Hazards	3,000	2,000	5,000
Other Foundational Capabilities	17,500	8,000	25,500
Foundational Areas			
Chronic Disease & Injury	8,000	5,000	13,000
Communicable Disease	4,500	1,500	6,000
Environmental Health	7,500	2,000	9,500
Maternal and Child Health	5,500	1,000	6,500
Access/Linkage to Care	3,500	1,000	4,500
Totals	54,000	26,000	80,000

Public Health Workforce Calculator

Health departments can use the public health workforce calculator to **estimate their own workforce needs** to provide the **foundational public health** services within their current context.

- Resource for health departments to plan for the type and number of staff they will need to support their communities, provide the FPHS, and ultimately, work toward accreditation
- Supports advancing equity among health departments so that they have the adequate staff to provide the FPHS



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**Every system is perfectly designed
to get the results that it gets.**

— W. Edwards Deming

Value of Accreditation in Crisis Response and Recovery

- Framework for communication of what public health is and does: transparency and accountability
- Focus on partnerships
- Organizational culture built around CQI and performance improvement

Version 2022 PHAB Standards and Measures



Version 2022 PHAB Standards and Measures was adopted on February 11th, 2022

- Initial Accreditation and Reaccreditation
- Effective July 1, 2022

What are the Headlines for Version 2022?

Incorporate key lessons from practice

Equity in every domain
Alignment on preparedness & response

Clarify & simplify

Removed redundancy
Reduced required documents

Promote accountability

Foundational Capability measures

Putting Health Equity and Anti-Racism Into Practice

Examples:

- Addressing factors that contribute to specific populations' higher health risks and poorer health outcomes.
- Policies and procedures regarding health department operations and inclusion, diversity, equity or anti-racism, reviewed regularly and accessible to staff
- Disaggregating/analyzing data to understand disproportionate risks
- Demonstrating cultural humility in communications
- Engaging with the community

Opportunities for Practitioners



PHAB Pathways Recognition Program

Pathways is a recognition program for local, Tribal, and territorial public health departments whose purpose is to:

- Support performance improvement efforts, strengthen infrastructure, and facilitate public health system transformation, including state-based improvement efforts.
- Serve as a performance improvement milestone for local, Tribal, and territorial health departments not yet ready for accreditation.
- Facilitate accreditation readiness for those intending to seek accreditation.



Pathways: Two Tracks

Track 1: **Services and Partnerships**

19 measures

- ✓ Assessment/Surveillance
- ✓ Preparedness/Response
- ✓ Communications
- ✓ Policy Development
- ✓ Community Partnerships

Track 2: **Health Department Systems**

15 measures

- ✓ Organizational/Administrative
- ✓ Accountability
- ✓ Performance Management

EQUITY

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If we want change, we need to do different things or do things differently.

— NHS Institute for Innovation and Improvement

Transforming and Modernizing Our Public Health System





CDC-RFA-OE22-2203

Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems (DHHS, CDC, CSELS)

- Estimated Total Program Funding: \$3,745,000,000
- Non-categorical
- Intended to support infrastructure and workforce needs (short-term) to lead to longer term improvements

Key Takeaways

- ✓ Digest
- ✓ Our tools can help
- ✓ We are here and we want to hear from you
- ✓ Seize the moment
- ✓ Keep on keepin' on

A Chat with Jessica Solomon Fisher



Betty Bekemeier



Jessica Solomon Fisher

QUESTIONS?

To ask a question, please click the



icon in the Zoom toolbar to open your Q&A Pod.

Email

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Twitter

[@phaboard](https://twitter.com/phaboard) (PHAB Twitter)

[@Phinnovates](https://twitter.com/Phinnovates) (PHNCI Twitter)

Website

www.phaboard.org

www.phnci.org

Resources

21C Learning Community

PHNCI

www.phnci.org/national-frameworks/21c-learning-community

Focus on Equity One Pager

PHAB

<https://phaboard.org/wp-content/uploads/Version-2022-Equity-Measures.pdf>

Pathways Recognition Program

PHAB

<https://phaboard.org/pathways/>

Public Health Forward Report

Bipartisan Policy Center

<https://bipartisanpolicy.org/report/public-health-forward/>

CDC-RFA-OE22-2203 Grant

CDC

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=340034>