

# **Insights into Workforce Strategy and Development for National Public Health Institutes**

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# Outline

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## Need for Workforce Planning and Development

Who is the public health workforce?  
Workforce Development Approaches  
Workforce Planning



Reflections from engagement with NCDC Georgia and NPHI Liberia

# A global public health workforce crisis?

“There are critical public health workforce shortages in federal, state, and local public health agencies. The ability of the public health system to respond to emerging infectious diseases like West Nile Virus, food-borne illnesses, or bioterrorism relies on a well-trained, adequately staffed public health network at all levels. It is important that we address this problem before it becomes a crisis.” – *U.S. Senator Chuck Hagel (R-Neb.)*

Source: American Public Health Association  
<https://www.apha.org/-/media/files/pdf/factsheets/publichealthworkforceissuebrief.ashx>

Study	Study setting	Study participants	Sample size	Outcome measure
Stone 2021	USA*	Public health professionals (overall)	225	Burnout: 66.2%
		Individuals in public health practice	176	Burnout: 65.1%
		Individuals in public health academics	27	Burnout: 85.2%
Jang 2021	South Korea	Public health officers	261	Burnout: 60.2%
Nishimura 2022	Japan	Public health officers	100	Burnout: 27%
Ryu 2019	Southeast Asia, Western Pacific	Field epidemiologist	62	Burnout: 19%
Yeager 2019	USA	Public health workforce (overall)	104,928	Burnout: 26.45%
		Individuals in the local health department	70,302	Burnout: 26.04%
		Individuals in state health agencies	34,626	Burnout: 27.3%
Ibrahim 2022	Malaysia	Public health workforce	366	Burnout: 44.5%
Lu 2020	China	Public health service providers	4304	Burnout: 58.06%
Yella 2022	India	Community health workers	410	Burnout: 10.5%;



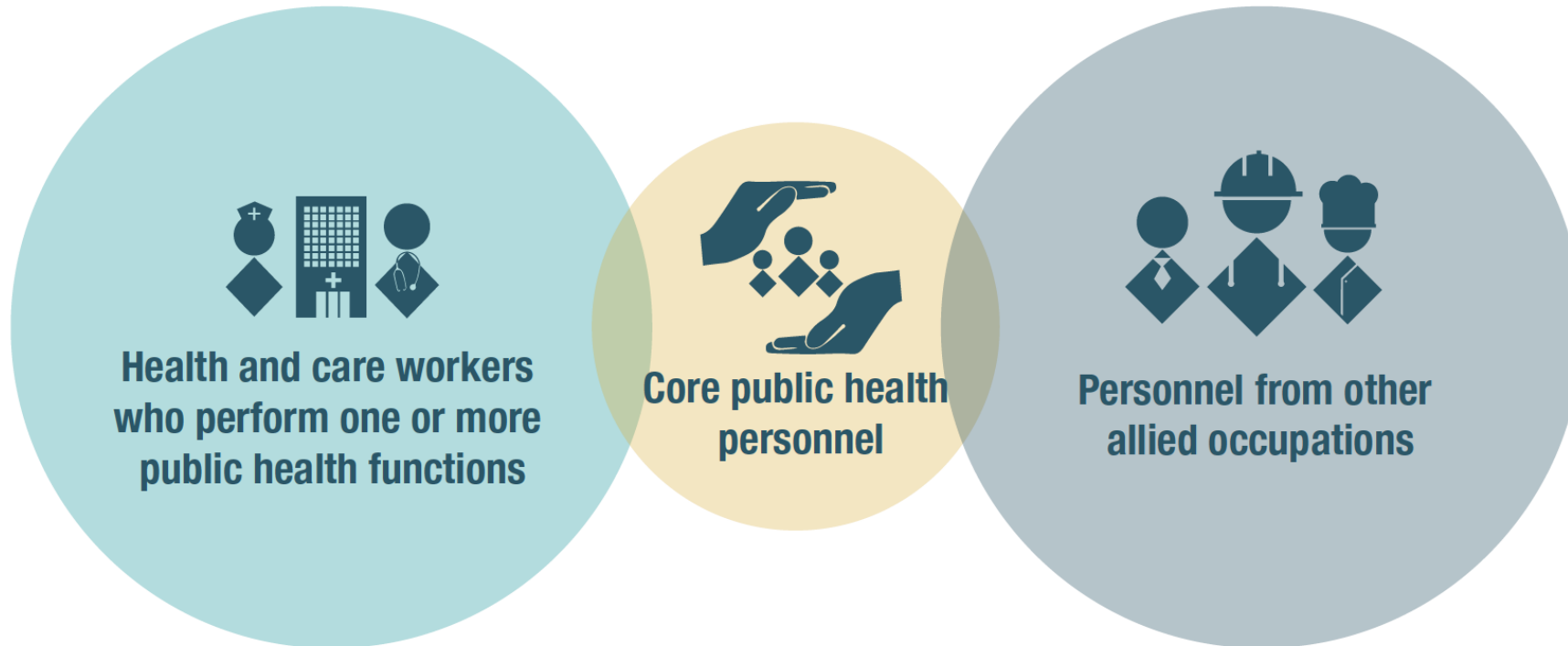
# National workforce capacity to implement the essential public health functions including a focus on emergency preparedness and response

## Roadmap for aligning WHO and partner contributions

- ✓ Defining essential public health functions, including emergency preparedness and response
- ✓ Strengthening competency-based education
- ✓ Mapping and measurement of all occupations

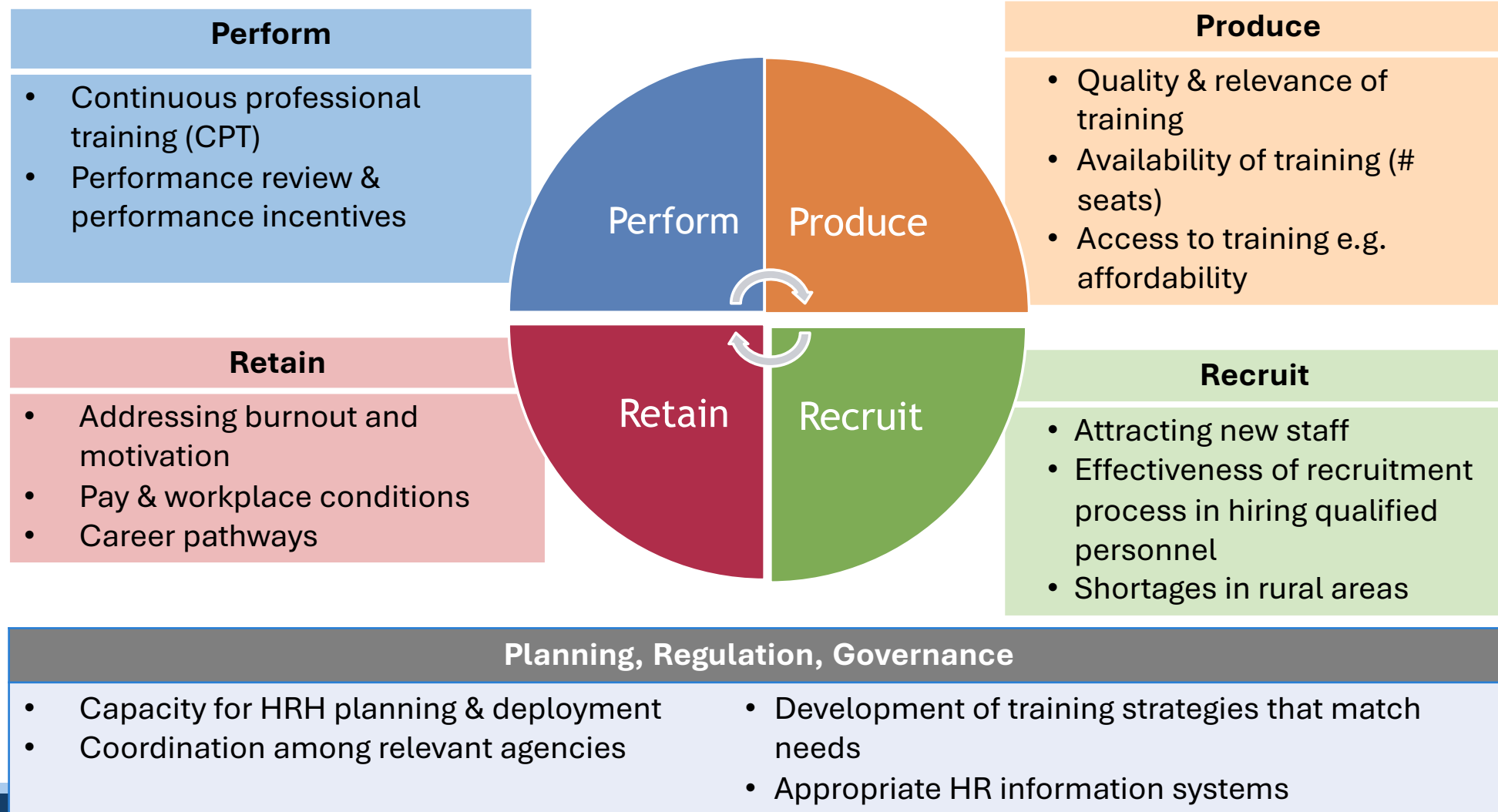
# Who is the public health workforce?

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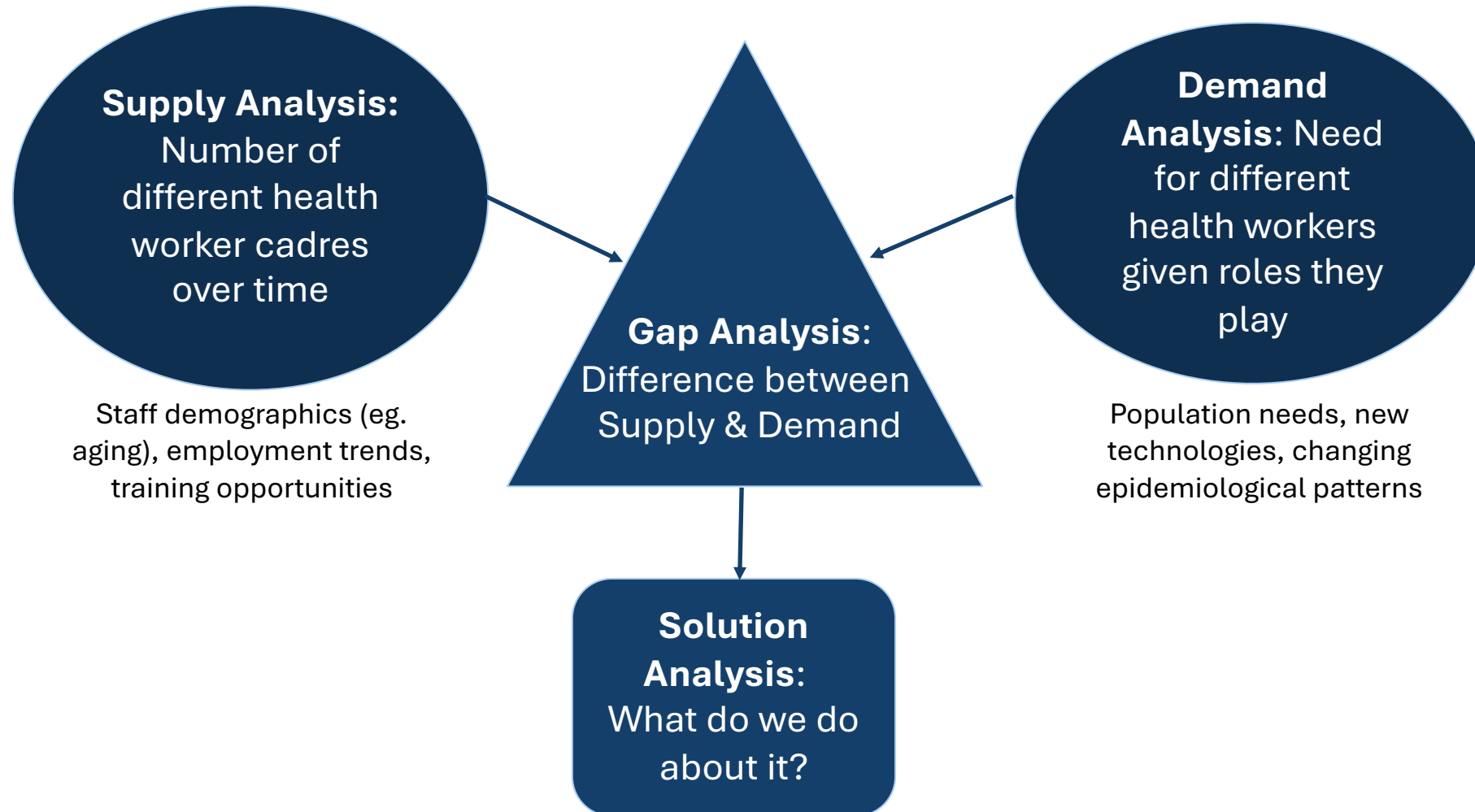
*“the core public health workforce is defined as all those engaged in the provision of public health services who identify public health as being the primary part of their role” Otok et al 2018*

# The public health workforce lifecycle



# Basic steps in Health workforce planning

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# Approaches to assessing the appropriateness of public health workforce size

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- ✓ Benchmarking workforce relative to self (e.g., the country's workforce relative to their size in previous years)
- ✓ Benchmarking the workforce relative to other workforces (e.g., comparing one country's workforce to another)
- ✓ Expert opinion to assess optimal capacity
- ✓ Relying on health system indicators to estimate workforce changes
- ✓ Estimating FTEs required to provide all the public health services

 In practice, public health workforce planning is very dependent on the existence of a clear overarching vision for public health in the country



# JHU's Engagement with NPHIs

# Overview of engagement with NPHIs

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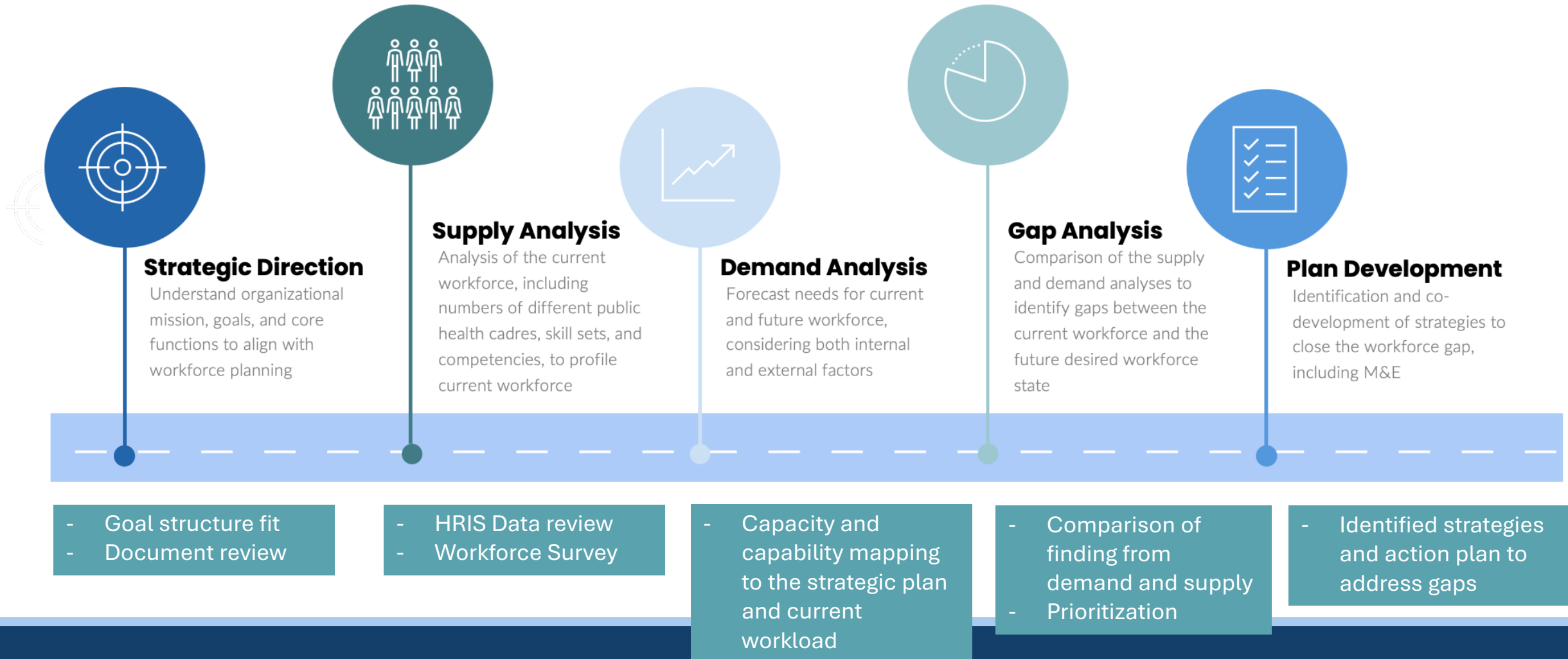
## National Public Health Institute of Liberia (NPHIL)

- **Engagement Goal**
- **Develop guidance, tools, and workforce planning approaches** to analyze , attract, retain, and nurture talent to effectively deliver on core NPHI functions.
- **Period of Engagement**
- December 2022 - September 2023

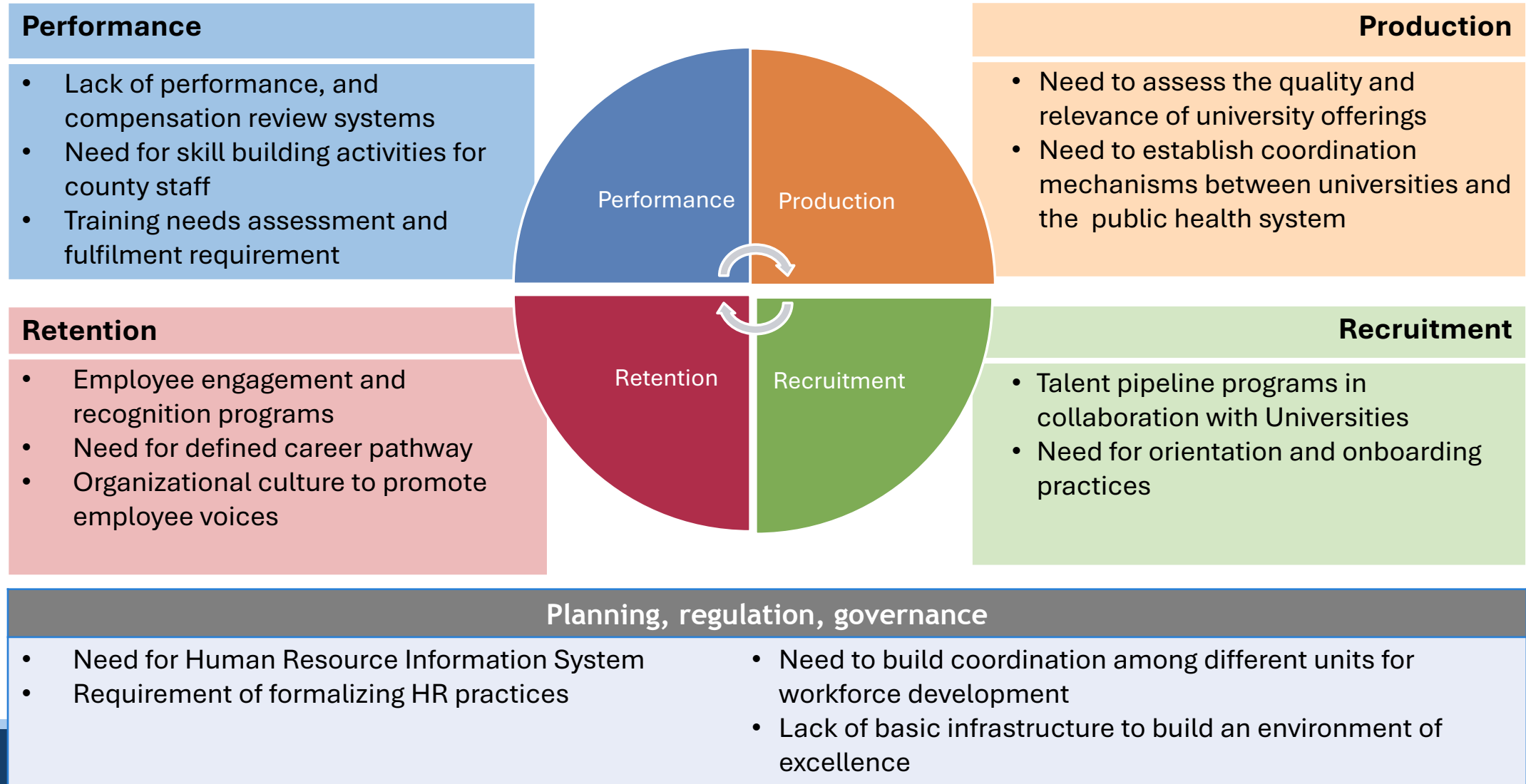
## National Center for Disease Control and Public Health Georgia (NCDC)

- **Engagement Goal**
- To **provide technical support** to the National CDC (NCDC) Georgia to develop an effective workforce strategy to achieve their mission and goals.
- **Period of Engagement**
- April 2022 - Present

# Workforce Planning and Development Approach (NPHIL)



# Challenges in Workforce Development (NPHIL)



# Prioritized Opportunities for Improvement (NPHIL)

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1. Formalize human resource policies and practices
2. Establish basic infrastructure to support employees
3. Build a culture of excellence through employee recognition and engagement programs
4. Establish human resource data collection and management systems

# Development of a Public Health Workforce Strategy for Georgia



## Public Health Workforce Development needs identified

- Stakeholder Engagement through Workshops
- Review and Analysis of HRIS data

## Public Health Workforce Competency Development

- Review existing public health competency frameworks > draft competencies aligned with job descriptions > refine as per country context
- Expert group review

## Analysis of Public Health Workforce Production

- Survey of public health training programs at Universities in Georgia
- Map competencies taught, by program and institution, number of students, and career trajectories for graduates
- Identify teaching strengths and needs, and universities to collaborate with in the future

## Public Health Workforce Survey and in-country interviews

- Survey of public health employees at NCDC and Municipal Public Health Centres.
- Key Informant Interviews with MPHIC employees and NCDC leadership.

## Public Health Workforce Strategy and Norms

- Synthesize situation analysis
- Identifying best practices
- Consultative approach to identify policy proposals
- Draft workforce norms based on data and insights

# In Conclusion - Public Health Workforce Planning

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Having a clear vision of the future of public health services is key to determining public health workforce needs



Data on existing workforce is foundational



Understanding functions to be fulfilled, and competencies needed for these functions drives planning



Workforce planning unlikely to be an exact science – “Good enough”