



Professional Development Training Upskilling/Continuing Education (for Existing CHWs)

Goal: To develop or enhance trainee curriculum around evidence-based core competencies for public health, including but not limited to emergency response education, prevention, treatment, and vaccine hesitancy research.

- Competency Statements
 - Collecting and analyzing data.
 - Conducting assessments
 - Providing health education.
 - Building community relationships.
 - Community health programs
 - Implementation of programs.
 - Evaluation of programs.
 - Supervising and mentoring staff.
 - Establish and maintain community partnerships.
 - Manage timelines, workplans and budgets.
 - Advocate for program resource
 - Provide subject matter expertise.
- Competency Statements in Data Analytics and Assessment Skills.
 - Identify factors affecting the health of a community. (Income, education, laws, environment, climate change, resilience, homelessness, food security, access to healthcare, racial equity, distribution of resources and power, social and community engagement, changing demographics).
 - Describes factors affecting the health of **your** community.
- Accessing existing quantitative and qualitative data
 - Identify data needs (e.g., social determinants of health, surrounding area).
 - Identify source of existing data (what is available, how to access).
 - Analyze quality of existing data (e.g., accuracy, completeness, validity, reliability, integrity, generalizability).

- Analyze the comparability of existing data (e.g., age-adjusted, variables across datasets, trends over time).
- Selection of existing data.
- Identify gaps in existing data.

- Collect quantitative and qualitative data.
 - The importance of data collection for the design, implementation, evaluation and improvement of programs and services.
 - Methods and tools for collecting data (e.g., usage of information technology, apply user experience principles, ensure data integrity, leverage national data standards, apply control techniques).

- Analyze quantitative and qualitative data.
 - The importance of data analysis for design, implementation, evaluation and improving programs and services.
 - Data analysis (e.g., code, clean and structure data, determine the quality and comparability of data)
 - Methods and tools for analyzing data.
 - Methods and tools for analyzing data (e.g., use of information technology, statistical software, GIS, spatial analysis, and disaggregating data).

- Manage quantitative and qualitative data.
 - The importance of data management for design, implementation, evaluation and improvements of policies, programs, and services.
 - Development of data management plans.
 - Implementation of data management plans.
 - Protection of data (e.g., knowing what data are confidential and safeguard it, what confidentiality entails and ensure integrity)
 - Ensure public availability of data (e.g., Practice FAIR principles, implement open data standards, de-identify data).

- Using quantitative and qualitative data.
 - Public health applications of data.
 - Limitations of data (accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)
 - The context in which data is collected.
 - Use data to determine the root causes of health disparities and inequities.
 - Use data to inform plans and operations (e.g., strategic plan, quality improvement plan, professional development).

- Public health informatics in using data, information, and knowledge.
 - The importance of public health informatics for the design, implementation, evaluation and improvement of policies, programs, and services.
 - Public health informatics methods and tools.
 - Public health informatics methods and tools.
 - Assessment of public health data systems.

- Assess community health status.
 - The importance of assessing a community health status.
 - Factors affecting health in a community (e.g., root causes of inequity; access to affordable housing, transportation, healthy food; public health hazards; vulnerability; community resilience)
 - Identify health needs in a community (e.g., housing, transportation, immunization rates, tobacco use)
 - Identify assets and resources for the improvement of health in a community (e.g., community coalitions, community-based organizations, public hospitals, businesses, advocacy groups)
 - Identify public health programs and organizations with authority to address specific community health needs (e.g., lead housing, water fluoridation, bike lanes, emergency preparedness, infectious disease outbreaks)
 - Identify laws that impact public health programs and organizations.

- Competency Statements in Policy Development and Program planning Skills
 - Development of options for policies, programs, and services.
 - Assessment of the feasibility and implications (e.g., fiscal, social, political, environmental, legal, geographic) of policies, programs, and services.
 - Assessment of the equity of policies programs, and services.
 - Development of the rationale for policies, programs, and services.

- Implementing policies, programs, and services.
 - Identify individuals and organizations who can contribute to the implementation of policies, programs, and services.
 - Develop of goals, measurable objectives, targets, and timeframes for policies, programs, and services
 - Develop of strategies for the implementation of policies, programs, and services
 - Strategies for the implementation of policies, programs, and services.
 - Connecting individuals to programs and services (e.g., help individuals navigate the system, link individuals to healthcare or social services.
 - Monitor goals, measurable objectives, targets, and timeframe for policies, programs, and services.

- Evaluate policies, programs, services, and organizational performance.
 - The importance of evaluation for the improvement of policies, programs, services, and organizational performance.
 - Selecting the evaluation methods and tools.
 - Implementation of the evaluation methods and tools.

- Improving the policies, programs, services, and organizational performance.
 - Use the evaluation results to improve policies, programs, services, and organizational performance.
 - The importance of quality improvement for improving policies, programs, services, and organizational performance.
 - Quality improvement methods and tools.
 - Implementation of quality improvement methods and tools to improve policies, programs, services, and organizational performance (e.g., identify opportunities to apply quality improvement, build a culture of quality, sustaining improvement).
 - Engaging in continuous improvement of policies, programs, services, and organizational performance.

- Policies, programs, and services external to the organization (e.g., zoning, housing, transportation).
 - Identify opportunities to influence policies, programs, and services external to the organization.
 - Contribute to the determination of priorities for influencing policies, programs, and services external to the organization.
 - Contribute to the development of strategies to influence policies, programs, and services external to the organization.
 - Contribute to the implementation of strategies to influence policies, programs, and services external to the organization.

- Engage in organizational strategic planning.
 - Contribute to the development of the organizational plan (e.g., measurable objectives and target, aligning with community health improvement plan, workforce development plan)
 - Implement organizational strategic plan.
 - Monitor events and trends (e.g., health, fiscal, social, political, environmental) impacting the implementation of the organizational strategic plan.
 - Monitor the impact of the organizational strategic plan.

- Contribute to the adjustment of the organizational strategic plan for continuous improvement.
- Engage in community health improvement planning.
 - Contribute to the development of the community health improvement plan.
 - Implement community health improvement plan.
 - Monitor events and trends (e.g., health, fiscal, social, political, environmental) impacting the implementation of the community health improvement plan.
 - Monitor the impact of community health improvement plan.
 - Contribute to the adjustment of the community health improvement plan for continuous improvement.
- Competency Statements in Communication Skills.
 - Identify purposes and goals for dissemination of public health data and information.
 - Identify public health data and information that need to be disseminated.
 - Identify audience for public health and information.
 - Assess the literacy of internal and external audience (e.g., reading level; ability to obtain, interpret, and use health and other information; social media literacy)
 - Assess the communication needs and preferences of internal and external audience (e.g., language, culture, values and beliefs, fears, and concerns)
 - Develop messaging for disseminating public health data and information.
 - Suggest approaches for disseminating public health data and information (e.g., email, letter, stories, press releases, infographics)
 - Suggest messengers for disseminating public health data and information (e.g., public health professionals, scientist, healthcare workers).
- Respond to information, misinformation, and disinformation (e.g., commentaries, social media).
 - Identify opportunities for responding to information, misinformation, and disinformation.
 - Suggest approaches for responding to information, and disinformation.
 - Suggest messengers for responding to information, misinformation, and disinformation.
 - Developing messaging for responding to information, misinformation, and disinformation.
 - Dissemination of messages in response to information, misinformation, and disinformation.
- Principles of ethics, diversity, equity, inclusion, and justice.

- Principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving policies, programs, and services (e.g., collecting data, managing programs, ensuring transparency).
 - Principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving education and training (e.g., designing curricula for MPH students, onboarding staff)
 - Principles of ethics, diversity, equity, inclusion, and justice in designing, implementing, evaluating, and improving research (e.g., ensuring patient confidentiality, protecting human subjects, complying with the American with Disabilities Act)
 - Principles of ethics, diversity, equity, inclusion, and justice in all interactions with individuals, organizations, and communities.
- Responding to information, misinformation, and disinformation (e.g., commentaries, social media).
 - The diversity of individuals and population in a community (e.g., language, culture, values, socioeconomic status).
 - How diversity influences policies, programs, services, and the health of a community.
 - Address the diversity of individuals and populations when developing, implementing, evaluating, and improving policies, programs, and services.
- Reducing systemic and structural barriers that perpetuate health inequities.
 - Collaborate with the community to identify systemic and structural barriers that perpetuate health inequities (e.g., discriminatory, policies and practices, lack of affordable housing or public transportation, food deserts)
 - Collaborate with the community to reduce systemic and structural barriers that perpetuate health inequities (e.g., promoting human rights, social justice, and environmental justice, eliminating racism)
- Implementing organizational policies, programs, and services to achieve health equity and social and environmental justice.
 - Collaborate to the assessment of the impact of organizational policies, programs, and services on health equity and social and environmental justice.
 - Contribute to the development of organizational policies, programs, and services on health equity and social and environmental justice.
 - Contribute to the implementation of organizational policies, programs, and services to achieve health equity and social and environmental justice.

- Contribute to achieving and sustaining a diverse, inclusive, and competent public health workforce.
 - Identify opportunities for achieving and sustaining a diverse inclusive, and competent public health workforce.
 - Identify barriers to achieving and sustaining a diverse, inclusive, and competent workforce.
 - Strategies for achieving and sustaining a diverse, inclusive, and competent workforce.
 - Strategies for achieving and sustaining a diverse, inclusive, and competent workforce.

- Conditions, systems, and policies affecting community health and resilience.
 - The importance of a healthy and resilient community.
 - Historical conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities.
 - Current conditions, systems, and policies affecting community health and resilience and contributing to health disparities and inequities.

- Establishes relationships to improve community health and resilience.
 - Identify existing relationships affecting community health and resilience (e.g., relationships, among health departments, hospitals, community health centers, primary care providers, schools)
 - Identify relationships that may be needed to improve community health and resilience.
 - Building relationships to improve community health and resilience.

- Responding to information, misinformation, and disinformation (e.g., commentaries, social media).
 - The impact relationships have on community health and resilience.
 - Relationships that should be maintained on community health and resilience.
 - The development of strategies for maintaining relationships that improve community health and resilience.
 - Strategies for maintaining relationships that improve community health and resilience.

- Competency Statements in Public Health Sciences Skills.
 - Historical systems, policies, and events impacting public health.
 - Current systems, policies, and events impacting public health.

- The evidence base for improving health.
 - Public Health Practice-Based Research Networks, academic health department partnership.
 - Writing journal articles, reviewing manuscripts, making data available to research.

- Competency Statements in Management and Finance Skills.
 - Determination of human resources needed for organizational infrastructure, programs, and services.
 - Development of strategies to recruit a diverse, inclusive, and competent workforce.
 - Implementation of strategies to recruit a diverse, inclusive, and competent workforce.
 - Recruitment of a diverse, inclusive, and competent workforce.

- Professional development (e.g., training, mentoring, peer advising).
 - Recognize one's own professional development needs (e.g., determining knowledge and skills needed for success in one's job, identifying gaps in desired knowledge and skills).
 - Participate in professional development opportunities.
 - Collaborate with individuals and teams to determine professional development needs.
 - Support individuals and teams in engaging in professional development (e.g., promoting a culture of lifelong learning, identifying training opportunities, encouraging peer-to-peer learning)

- Organizational policies, programs, and services to achieve.
 - The assessment of the impact of organizational policies, programs, and services on diversity, equity, inclusion, and justice.
 - The development of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice.
 - The implementation of organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice.

- Manage programs and services.
 - Development of work plans
 - Implementation of work plans
 - Monitoring of work plans.

- Contingency planning (e.g., emergencies, cross-training staff).
 - Development of contingency plans
 - Implementation of contingency plans

- Critical thinking in decision making.
 - How data and information can be used in decision making.
 - Consider factors (e.g., fiscal, social, political, environmental, legal, geographic) influencing decisions.
 - Consider potential unintended consequences of decisions.
 - The importance of using evidence in decision making
 - Making evidence-informed decisions.

- Achieving programs and organizational goals.
 - Identify individuals with the expertise to achieve program and organizational goals.
 - Engage individuals to achieve program and organizational goals.
 - Describe how diverse and inclusive teams can help achieve program and organizational goals.
 - Participate in teams to achieve program and organizational goals (e.g., collaborating across departments).
 - Achieving program and organizational goals (e.g., identifying when to bring a team into a project).

- Competency Statements in Leadership and system Thinking Skills.
 - The importance of public health, healthcare, and other organizations working together to impact the health of a community.
 - The programs and services provided by governmental and non-governmental organizations that impact the health of a community.
 - The ways public health, healthcare, and other organizations can work together or individually to impact the health of a community.
 - Public health as part of a larger inter-related system of organizations that influences the health of populations at local, national, and global levels.

- Create opportunities for creativity and innovation.
 - Identify opportunities for creativity and innovation.
 - Foster creativity and innovation (e.g., inviting diverse perspectives challenging assumptions, learning from successes and failure).

- Respond to emerging needs.

- Identify emerging needs (e.g., using surveillance data, tracking hospital admissions, listening to the community, monitoring social media and Google Trends)
- Address emerging needs (e.g., identifying resources, adapting, pivoting rapidly, being flexibles, reducing disparities, collaborating with the community, working with governmental agencies, acting with incomplete information, maintaining operations during emergencies, support resilience and recovery)
- Addressing facilitators and barriers impacting delivery of the Essential Public Health Services.
 - Identify opportunities for creativity and innovation.
 - Identify emerging needs (e.g., using surveillance data, tracking hospital admissions, listening to the community, monitoring social media and Google Trends).
 - Addressing emerging needs (e.g., identifying resources, adapting, pivoting rapidly, being flexibles, reducing disparities, collaborating with the community, working with governmental agencies, acting with incomplete information, maintaining operations during emergencies, support resilience and recovery).