

Evidence-based Approaches to Public Health (10%)	Communication (10%)	Leadership (10%)	Law and Ethics (10%)	Public Health Biology and Human Disease Risk (10%)
Collaboration and Partnership (10%)	Program Planning and Evaluation (10%)	Program Management (10%)	Policy in Public Health (10%)	Health Equity and Social Justice (10%)

Evidence-based Approaches to Public Health (10%)

1. Interpret results of statistical analyses found in public health studies or reports
2. Interpret quantitative or qualitative data following current scientific standards
3. Apply common statistical methods for inference
4. Apply descriptive techniques commonly used to summarize public data
5. Identify the limitations of research results, data sources, or existing practices and programs
6. Use statistical packages or software to analyze data
7. Synthesize information from multiple data systems or other sources
8. Identify key sources of data for epidemiologic or other public health investigation purposes
9. Calculate mortality, morbidity, and health risk factor rates
10. Collect valid and reliable quantitative or qualitative data
11. Use information technology for data collection, storage, and retrieval
12. Illustrate how gender, race, ethnicity, and other evolving demographics affect the health of a population
13. Use population health surveillance systems
14. Apply evidence-based theories, concepts, and models from a range of social and behavioral disciplines in the development and evaluation of health programs, policies and interventions

Communication (10%)

1. Ensure health literacy concepts are applied in communication efforts
2. Identify communication gaps
3. Propose recommendations for improving communication processes
4. Exercise a variety of communication strategies and methods targeting specific populations and venues to promote policies and programs
5. Communicate effectively, and convey information in a manner that is easily understood by diverse audiences (e.g., including persons of limited English proficiency, those who have low literacy skills or are not literate, individuals with disabilities, and those who are deaf or hard of hearing)
6. Choose communication tools and techniques to facilitate discussions and interactions
7. Assess the health literacy of populations served
8. Use risk communication approaches to address public health issues and problems
9. Set communication goals, objectives, and priorities for a project
10. Inform the public about health policies, programs, and resources
11. Apply ethical considerations in developing communication plans and promotional initiatives
12. Create and disseminate educational information relating to specific emerging health issues and priorities to promote policy development
13. Communicate the role of public health within the overall health system (e.g., national, state, county, local government) and its impact on the individual

14. Communicate with colleagues, patients, families, or communities about health disparities and health care disparities
 15. Communicate lessons learned to community partners or global constituencies
 16. Apply facilitation skills in interactions with individuals and groups
 17. Communicate results of population health needs and asset assessments
 18. Communicate with other health professionals in a responsive and responsible manner that supports a team approach to maintaining health of individuals and populations
 19. Provide a rationale for program proposals and evaluations to lay, professional, and policy audiences
 20. Communicate results of evaluation efforts
-

Leadership (10%)

1. Utilize critical analysis to prioritize and justify actions and allocation of resources
 2. Apply team building skills
 3. Apply organizational change management concepts and skills
 4. Apply conflict management skills
 5. Implement strategies to support and improve team performance
 6. Apply negotiation skills
 7. Establish and model standards of performance and accountability
 8. Guide organizational decision-making and planning based on internal and external assessments
 9. Prepare professional development plans for self or others
 10. Develop strategies to motivate others for collaborative problem solving, decision-making, and evaluation
 11. Develop capacity-building strategies at the individual, organizational, or community level
 12. Communicate an organization's mission, goals, values, and shared vision to stakeholders
 13. Create teams for implementing health initiatives
 14. Develop a mission, goals, values, and shared vision for an organization or the community in conjunction with key stakeholders
 15. Implement a continuous quality improvement plan
 16. Develop a continuous quality improvement plan
 17. Evaluate organizational performance in relation to strategic and defined goals
 18. Implement organizational strategic planning processes
 19. Assess organizational policies and procedures regarding working across multiple organizations
 20. Align organizational policies and procedures with regulatory and statutory requirements
 21. Maximize efficiency of programs
 22. Ensure that informatics principles and methods are used in the design and implementation of data systems
-

Law and Ethics (10%)

1. Identify regulations regarding privacy, security, confidentiality (eg, personal health information, etc)
 2. Design strategies to ensure implementation of laws and regulations governing the scope of one's legal authority
 3. Apply basic principles of ethical analysis to issues of public health research, practice, and policy
 4. Ensure the application of ethical principles in the collection, maintenance, use, and dissemination of data and information
 5. Manage potential conflicts of interest encountered by practitioners, researchers, and organizations
 6. Advise on the laws, regulations, policies and procedures for the ethical conduct of public health research, practice, and policy
 7. Identify environmental, social justice and other factors that contribute to health disparities
 8. Apply social justice and human rights principles when addressing community needs
-

Public Health Biology and Human Disease Risk (10%)

1. Apply evidence-based biological concepts to inform public health laws, policies, and regulations
2. Assess how biological agents affect human health
3. Identify risk factors and modes of transmission for infectious diseases and how these diseases affect both personal and population health
4. Identify risk factors for non-infectious diseases and how these issues affect both personal and population health

Collaboration and Partnership (10%)

1. Identify opportunities to partner with health and public health professionals across sectors and related disciplines
 2. Identify key stakeholders
 3. Develop collaborative and partnership agreements with various stakeholders on specific projects
 4. Establish roles, responsibilities, and action steps of key stakeholders in order to meet project goals and objectives
 5. Engage key stakeholders in problem solving and policy development
 6. Access the knowledge, skills, and abilities of health professionals to ensure that policies, programs, and resources improve the public's health
 7. Use knowledge of the role of public health and the roles of other health professions to appropriately address the health needs of individuals and populations
 8. Manage partnerships with agencies within the national, state, or local levels of government that have authority over public health situations or with specific issues, such as emergency events
 9. Apply relationship-building values and principles of team dynamics to plan strategies and deliver population health services
 10. Develop procedures for managing health partnerships
 11. Implement methods of shared accountability and performance measurement with multiple organizations
 12. Implement strategies for collaboration and partnership among diverse organizations to achieve common public health goals
 13. Develop strategies for collaboration and partnership among diverse organizations to achieve common public health goals
 14. Identify critical stakeholders for the planning, implementation and evaluation of health programs, policies and interventions
 15. Engage community partners in actions that promote a healthy environment and healthy behaviors
-

Program Planning and Evaluation (10%)

1. Develop and conduct formative evaluation plans
2. Develop and conduct outcome evaluation plans
3. Develop process evaluation plans
4. Apply qualitative evaluation methods
5. Apply quantitative evaluation methods
6. Evaluate the benefits of qualitative or quantitative methods for use in evaluation
7. Assess evaluation reports in relation to their quality, utility, and impact
8. Assess program performance
9. Utilize evaluation results to strengthen and enhance activities and programs
10. Apply evidence-based practices to program planning, implementation, and evaluation
11. Identify challenges to program implementation
12. Ensure that program implementation occurs as intended
13. Plan evidence-based interventions to meet established program goals and objectives
14. Implement context-specific health interventions based upon situation analysis and organizational goals
15. Design context-specific health interventions based upon situation analysis and organizational goals
16. Plan and communicate steps and procedures for the planning, implementation and evaluation of health programs, policies and interventions
17. Design action plans for enhancing community or population-based health
18. Evaluate personnel and material resources
19. Use available evidence to inform effective teamwork and team-based practices
20. Prioritize individual, organizational, or community concerns and resources for health programs
21. Design public health interventions that incorporate such factors as gender, race, poverty, history, migration, or culture within public health systems
22. Develop a community health plan based on needs and resource assessments
23. Apply evaluation frameworks to measure the performance and impact of health programs, policies, and systems

Program Management (10%)

1. Develop program or organizational budgets with justification
 2. Defend a programmatic or organizational budget
 3. Operate programs within current and forecasted budget constraints
 4. Respond to changes in financial resources
 5. Develop proposals to secure financial support
 6. Participate in the development of contracts or other agreements for the provision of services
 7. Ensure implementation of contracts or other agreements for the provision of services
 8. Leverage existing resources for program management
 9. Identify methods for assuring health program sustainability
 10. Give constructive feedback to others about their performance on the team
 11. Develop monitoring and evaluation frameworks to assess programs
 12. Implement a community health plan
 13. Implement programs to ensure community health
-

Policy in Public Health (10%)

1. Develop positions on health issues, law, and policy
 2. Establish goals, timelines, funding alternatives, or partnership opportunities for influencing policy initiatives
 3. Defend existing health policies, programs, and resources
 4. Educate policy and decision makers to improve health, social justice, and equity
 5. Use scientific evidence, best practices, stakeholder input, or public opinion data to inform policy and program decision-making
 6. Assess positions of key stakeholders for health policies, programs, and resources
 7. Promote the adoption of health policies, programs, and resources
 8. Identify the social and economic impact of a health policy, program, or initiative
 9. Analyze political, social, and economic policies that affect health systems at the local, national, or global levels
 10. Measure changes in health systems (including input, processes, and output)
 11. Determine the feasibility and expected outcomes of policy options (e.g., health, fiscal, administrative, legal, ethical, social, political)
 12. Analyze policy options when designing programs
 13. Ensure the consistency of policy integration into organizational plans, procedures, structures, and programs
 14. Implement federal, state, or local regulatory programs and guidelines
-

Health Equity and Social Justice (10%)

1. Apply a social-ecological model to analyze population health issues
2. Design needs and resource assessments for communities or populations
3. Assess how the values and perspectives of diverse individuals, communities, and cultures influence individual and society health behaviors, choices, and practices
4. Use culturally appropriate concepts and skills to engage and empower diverse populations
5. Analyze the availability, acceptability, and accessibility of public health services and activities across diverse populations
6. Address health disparities in the delivery of public health services and activities
7. Conduct culturally appropriate risk and resource assessment, management, and communication with individuals and populations
8. Incorporate strategies for interacting and collaborating with persons from diverse backgrounds
9. Include representatives of diverse constituencies in partnerships
10. Describe the characteristics of a population-based health problem, e.g., magnitude, person, time, and place

Testing using this new content outline, which was developed through a Job Task Analysis on the public health workforce, began January 1, 2019.